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February 25, 2026

Notice of Changes in Directors and Executive Personnel, and Personnel Changes

Company name: FEED ONE CO., LTD.
 Listing: Tokyo
 Securities code: 2060
 URL: <https://www.feed-one.co.jp/english/>
 Representative: REPRESENTATIVE DIRECTOR, HIDEHIRO SHOJI
 PRESIDENT
 Inquiries: GENERAL MANAGER, HIROAKI MATSUDA
 GENERAL AFFAIRS DIVISION,
 ADMINISTRATIVE UNIT
 Telephone: +81-45-211-6520

FEED ONE CO., LTD. announces that at its meeting of the Board of Directors held today, it resolved to implement the changes in directors and executive personnel, as well as other personnel changes, as set forth below.

1. Changes in Directors (1) Changes(effective April 1, 2026)

(Note: Changes are underlined)

Name	New Duties	Current Duties
KUBOTA KAZUO	<u>DIRECTOR, SENIOR MANAGING OFFICER</u> CHIEF OPERATING OFFICER ADMINISTRATIVE UNIT in charge of AQUATIC FEED DIVISION CORPORATE PLANNING & STRATEGY UNIT	<u>DIRECTOR, SENIOR EXECUTIVE OFFICER</u> CHIEF OPERATING OFFICER ADMINISTRATIVE UNIT in charge of AQUATIC FEED DIVISION CORPORATE PLANNING & STRATEGY UNIT
TASHIRO YOSHINAO	<u>DIRECTOR, SENIOR MANAGING OFFICER</u> CHIEF OPERATING OFFICER ANIMAL FEED BUSINESS UNIT in charge of RESEARCH & DEVELOPMENT DIVISION	<u>DIRECTOR, SENIOR EXECUTIVE OFFICER</u> CHIEF OPERATING OFFICER ANIMAL FEED BUSINESS UNIT in charge of RESEARCH & DEVELOPMENT DIVISION

(2) Appointment (After the AGM in late June 2026)**(Note: Changes are underlined)**

Name	New Duties	Current Duties
※HANDA YASUSHI	EXTERNAL DIRECTOR, <u>AUDIT AND SUPERVISORY COMMITTEE</u> <u>MEMBER</u>	EXTERNAL DIRECTOR,
※SATO RIKA	<u>EXTERNAL DIRECTOR,</u> <u>AUDIT AND SUPERVISORY COMMITTEE</u> <u>MEMBER</u>	—

※Mr. Yasushi Handa and Ms. Rika Sato are scheduled to assume the office of Directors who are Audit and Supervisory Committee Members, subject to approval at the 12th Annual General Meeting of Shareholders scheduled to be held in late June 2026.

As a result, the number of Directors will be reduced from 10 to 9.

The submission of this proposal has obtained the consent of the Audit and Supervisory Committee.

(3) Directors Scheduled to Retire (After the AGM in late June 2026)

Name	Current Duties
AOYAMA TORU	DIRECTOR, AUDIT AND SUPERVISORY COMMITTEE MEMBER
GOTO KEIZO	EXTERNAL DIRECTOR, AUDIT AND SUPERVISORY COMMITTEE MEMBER

2. Changes in Executive Officers (effective April 1, 2026)**(Note: Changes are underlined)**

Name	New Duties	Current Duties
IWABUCHI TETSUO	<u>EXECUTIVE OFFICER</u> GENERAL MANAGER HUMAN RESOURCES DIVISION ADMINISTRATIVE UNIT	GENERAL MANAGER HUMAN RESOURCES DIVISION ADMINISTRATIVE UNIT

3. Changes in Specially Appointed Officers (effective April 1, 2026)**(Note: Changes are underlined)**

Name	New Duties	Current Duties
NISHIO TAKUJI	<u>AUDIT AND SUPERVISORY OFFICER</u> GENERAL MANAGER INTERNAL AUDITING DIVISION	GENERAL MANAGER INTERNAL AUDITING DIVISION

4. Personnel Changes (effective April 1, 2026)

(Note: Changes are underlined)

Name	New Duties	Current Duties
MOCHIZUKI KOJI	<u>GENERAL MANAGER</u> <u>AQUATIC FEED DIVISION</u> <u>(TOYOKAWA FACTORY</u> <u>PREPARATION COMMITTEE MEMBER.)</u>	<u>GENERAL MANAGER</u> <u>FINANCE & ACCOUNTING DIVISION</u> <u>ADMINISTRATIVE UNIT</u>
KIMURA YASUSHI	<u>GENERAL MANAGER</u> <u>FINANCE & ACCOUNTING DIVISION</u> <u>ADMINISTRATIVE UNIT</u>	✂ The Norinchukin Bank
YUKARI TAKAHATA	<u>GENERAL MANAGER</u> <u>QUALITY ASSURANCE DIVISION</u>	<u>DEPUTY GENERAL MANAGER</u> <u>HUMAN RESOURCES DIVISION</u> <u>ADMINISTRATIVE UNIT</u>

✂Scheduled to leave The Norinchukin Bank on March 31, 2026.

END