

March 19, 2026

Matters Regarding the Controlling Shareholder, etc.

Royal Holdings Co., Ltd. announces the following matters regarding Sojitz Corporation, which is classified as an other affiliated company of the Company.

1. Trade Name, etc. of the Parent Company, Controlling Shareholder (excluding the Parent Company), Other Affiliated Company, or Parent Company of Other Affiliated Company

(As of December 31, 2025)

Name	Attribute	Percentage of Voting Rights Held (%)			Stock exchange where the shares are listed
		Direct ownership	Aggregate ownership	Total	
Sojitz Corporation	Other affiliated company	19.9	—	19.9	Tokyo Stock Exchange, Inc. Prime Market

* The percentage of Voting Rights Held is rounded down to the first decimal place.

2. Position of the Listed Company within the Corporate Group of the Parent Company, etc., and Relationship between the Listed Company and the Parent Company, etc.

The Company has entered into a capital and business alliance agreement with Sojitz Corporation with the aim of generating business synergies between the two companies and mutually expanding their businesses and enhancing corporate value. Accordingly, Sojitz Corporation is classified as an other affiliated company of the Company and is also the Company's largest shareholder among its major shareholders. In addition, Sojitz Corporation positions the Company as an equity-method affiliate.

To generate greater synergies with Sojitz Corporation, the Company has appointed two outside directors from Sojitz Corporation and established a joint committee (PGA: Profit and Growth for All) to promote collaborative initiatives. The activities of this committee are reported to the Strategy Meeting and reflected in business execution, and are further reported from the Strategy Meeting to the Management Meeting, thereby establishing a framework for collaboration with Sojitz Corporation aimed at enhancing corporate value.

At the same time, the Company has appointed three independent outside directors who are independent of Sojitz Corporation, thereby establishing a governance structure that enables the Company to maintain a cooperative relationship with Sojitz Corporation while ensuring independent management decision-making and business operations.

Status of Concurrent Directorships

(As of December 31, 2025)

Position at the Company	Name	Position at Controlling Shareholder, etc.	Reason for Appointment
Director	Ryutaro Hirai	Corporate Advisor, Sojitz Corporation	To leverage his extensive and diverse experience gained over many years at a trading companies, including in sales, human resources and general affairs, and overseas operations, thereby maximizing the collaborative relationship between Sojitz Corporation and the Company's group and contributing to the expansion of the Group's business and enhancement of corporate value.
Director	Sari Miida	Executive Officer, COO, Retail & Consumer Service Division, Sojitz Corporation	To leverage her extensive experience gained over many years at a trading company, thereby maximizing the collaborative relationship between Sojitz Corporation and the Company's group and contributing to the expansion of the Group's business and enhancement of corporate value.

3. Transactions with the Controlling Shareholder, etc.

There are no material transactions that require disclosure.

The Company has established internal regulations stipulating that, with respect to transactions with Sojitz Corporation and its group companies, appropriate internal procedures shall be implemented to confirm the appropriateness of transaction terms and other relevant matters for transactions of significant importance, from the perspective of preventing transactions that may be contrary to the interests of shareholders as a whole.