

February 2, 2026

Dear Sirs and Madams

Name of the Company: NH Foods Ltd.

Representative: Nobuhisa Ikawa
President and Representative Director
(Code No. 2282, Prime Market of the
Tokyo Stock Exchange)

Person to contact: Tomoya Matsuda
General Manager,
Public Relations Department
(TEL: +81-6-7525-3031)

**Notice of Changes of Representative Directors and Officers,
and Organizational Changes**

It is hereby notified that NH Foods Ltd. (the “Company”), at the meeting of its Board of Directors held on February 2, 2026, approved resolutions for changes of executive officers to be made as of March 31, 2026 and its representative directors, officers and organizational changes to be made as of April 1, 2026 as well as changes of its officers to be made and the management structure in June 2026, as described below.

Further, the changes of its officers to be made in June 2026 will be determined officially at the 81th Ordinary General Meeting of Shareholders to be held towards the end of June 2026 and the meeting of the Board of Directors to be held thereafter.

Description

I. Changes of Representative Directors (as of April 1, 2026)

Name	New Position	Current Position
Nobuhisa Ikawa	Chairperson and Director	President and Representative Director (President and CEO)
Fumio Maeda	President and Representative Director (President and CEO)	Director and Vice President; Executive Vice President; In charge of Corporate Planning Department, Accounting & Finance Department and Growth Strategy Project
Tetsuhiro Kito	Director	Chairperson and Director

<Reason for the Changes>

These changes are for the purpose of further strengthening the management structure in the 82th business year commencing in April 2026.

Curriculum Vitae

NH Foods Ltd.

Director and Vice President, Executive Vice President:	Fumio Maeda
Date of Birth:	November 30, 1965 (Age 60)
Shareholding:	9,991 shares

Academic History

March 1988 Graduated from Faculty of Economics, Ritsumeikan University

Business Career

April 1988	Joined the Company
October 2002	President and Representative Director, Suehiro Restaurant System Co., Ltd. (at the time) (on secondment)
March 2010	General Manager of Domestic Pork Department, Domestic Meats Business Division, Fresh Meats Business Division of the Company
March 2012	General Manager of Domestic Pork Department, General Manager of Domestic Offal Meats Department, Domestic Meats Business Division, Fresh Meats Business Division of the Company
June 2012	General Manager of Domestic Pork Department, General Manager of Domestic Offal Meats Department, General Manager of Domestic By-Products Department, Domestic Meats Business Division, Fresh Meats Business Division of the Company
April 2013	Executive Officer; General Manager of Domestic Meats Business Division, Fresh Meats Business Division of the Company
April 2016	Executive Officer; General Manager of Sales & Logistics Operations Division, Fresh Meats Business Division of the Company
April 2017	Executive Officer; General Manger of Hams & Sausages Division, Processed Foods Business Division of the Company
April 2018	Executive Officer; General Manager of Hams & Sausages Division and Deli & Processed Foods Division, Processed Foods Business Division of the Company
April 2019	Executive Officer; General Manager of Product Management Division, Processed Foods Business Division of the Company
April 2020	Managing Executive Officer; General Manager of Corporate Planning Division; in charge of Research & Development Center of the Company
June 2020	Director and Managing Executive Officer; General Manager of Corporate Planning Division; in charge of Research & Development Center of the Company
April 2021	Director and Managing Executive Officer; General Manager of Corporate Planning Division; in charge of Research & Development Center; in charge of Hokkaido project of the Company

April 2022 Director and Managing Executive Officer; General Manager of Processed Foods Business
Division of the Company

April 2023 Director and Managing Executive Officer; General Manager of Fresh Meats Business
Division of the Company

April 2024 Director and Senior Managing Executive Officer; General Manager of Fresh Meats Business
Division of the Company

April 2025 Director and Vice President; Executive Vice President; In charge of Corporate Planning
Department, Accounting & Finance Department and Growth Strategy Project of the
Company (present)

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II. Changes of Directors

Promotions and Changes of Position of Directors (as of April 1, 2026)

Name	New Position	Current Position
Kohei Akiyama	Director and Senior Managing Executive Officer; In charge of General Affairs Department, Public Relations & Sustainability Department, Secretarial Office, Corporate Communication Project and Ideal Management Structure Project	Director and Managing Executive Officer; In charge of Human Resources Department, Legal Affairs Department, General Affairs Department, Public Relations Department, and Secretarial Office

III. Changes of Executive Officers

1. Promotions and Changes of Positions of Executive Officers (as of April 1, 2026)

Name	New Position	Current Position
Akio Wakita	Managing Executive Officer; General Manager of Processed Foods Business Division	Executive Officer; General Manager of Product Management Division, Processed Foods Business Division
Seiji Inatomi	Managing Executive Officer; General Manager of Overseas Fresh Meats Business Division and Australia Business Division, Fresh Meats Business Division	Executive Officer; General Manager of Imported Fresh Meats Sales Division, Fresh Meats Business Division
Hirohide Fujiwara	Executive Officer; In charge of IT · DX Promotion Department ; President and Representative Director of Nipponham System Solutions Ltd.	Executive Officer; In charge of DX Promotion Department, IT Strategy Department and Sports Business Department
Yasuyuki Oishi	Executive Officer; In charge of Audit Department and Risk management Department; General Manager of Group Audit & Supervisory Board Members' Office	Executive Officer; In charge of Quality Assurance Department, Customer Service Department and Research & Development Center
Atsushi Onishi	Executive Officer; In charge of VBM Promotion Office	Executive Officer; In charge of VBM Promotion Office and Sustainability Department
Takashi Kamiya	Executive Officer; General Manager of Domestic Red Meat Division, Fresh Meats Business Division	Executive Officer; General Manager of Marketing Management Division, Processed Foods Business Division

Kenji Takasaki	Executive Officer; General Manager of Overseas Processed Foods Business Division, Processed Foods Business Division	Executive Officer; General Manager of Business Strategy Division
Teruyuki Asayama	Executive Officer; In charge of Corporate Strategy Department, Accounting & Finance Department and Medium-Term Management Plan Project	Executive Officer; General Manager of Australia Business Division, Fresh Meats Business Division; Managing Director of NH Foods Australia Pty Ltd.
Tatsuro Hishinuma	Executive Officer; In charge of Human Resources Department, Legal Affairs Department	Executive Officer; General Manager of Domestic Red Meat Division, Fresh Meats Business Division

2. Appointments of New Executive Officers (as of April 1, 2026)

Name	New Position	Current Position
Masaru Komura	Executive Officer; Sports & Entertainment Business Division; President and Representative Director of Hokkaido Nipponham Fighters Co., Ltd.	President and Representative Director of Hokkaido Nipponham Fighters Co., Ltd.; President and Representative Director of Fighters Sports & Entertainment Co., Ltd.
Kiyoshi Anjiki	Executive Officer; General Manager of Product Management Division, Processed Foods Business Division	Deputy General Manager of Product Management Division, Processed Foods Business Division
Kiyoshi Iwama	Executive Officer; General Manager of Quality Assurance Department; in charge of Customer Service Department and Research & Development Center	General Manager of Research & Development Center
Toshimitsu Ito	Executive Officer; General Manager of Administrative Division, Fresh Meats Business Division	General Manager of Administrative Office, Processed Foods Business Division

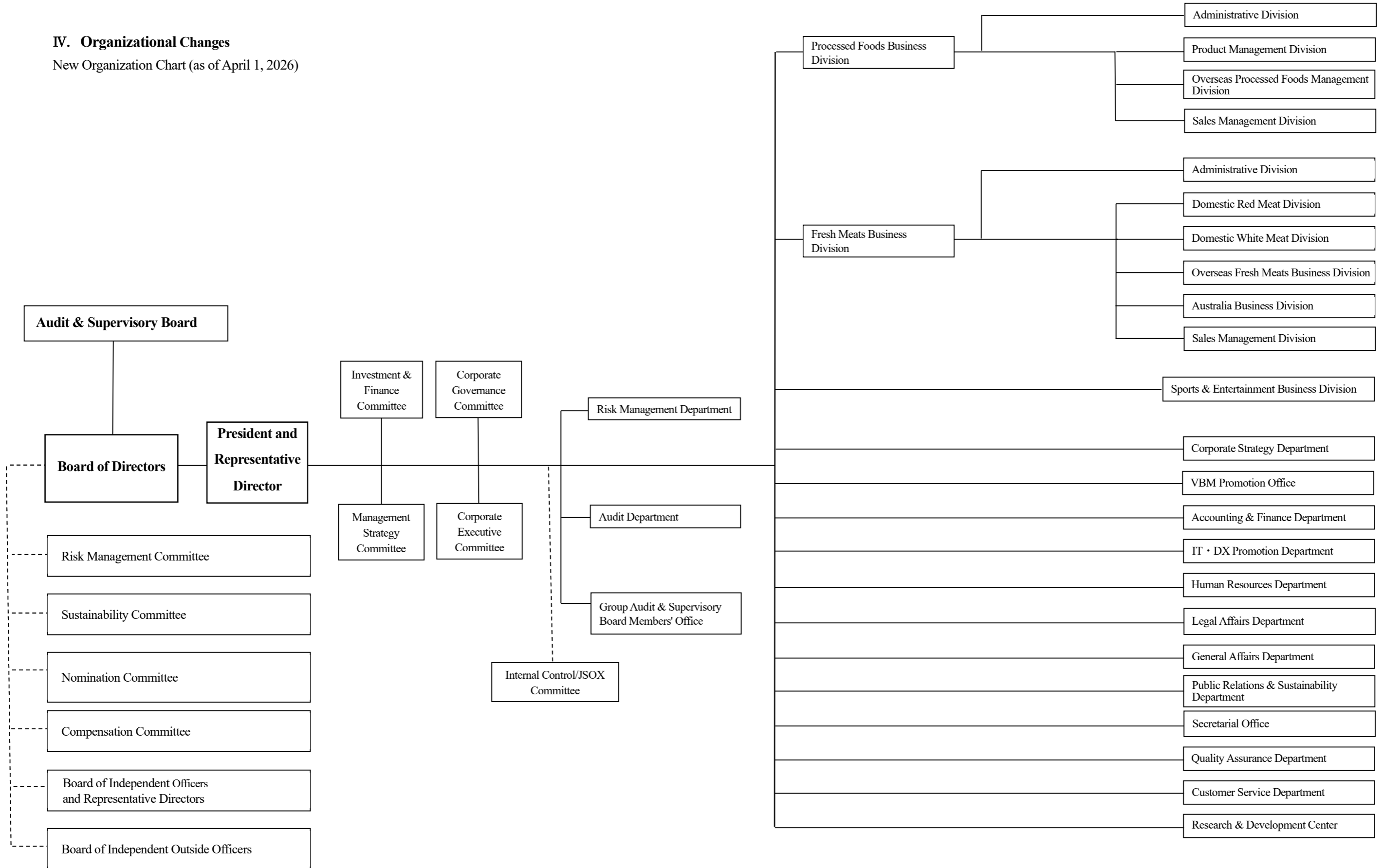
3. Retirements of Executive Officers (as of March 31, 2026)

Name	New Position	Current Position
Yukihiro Matsumoto	Advisor (as of April 1, 2026)	Managing Executive Officer; General Manager of Processed Foods Business Division, General Manager of Overseas Management Division, Processed Foods Business Division

Yoshitaka Hasegawa	Advisor (as of April 1, 2026)	Managing Executive Officer; In charge of Audit Department and Compliance Department; General Manager of Group Audit & Supervisory Board Members' Office
Hideki Fujii	Advisor (as of April 1, 2026)	Executive Officer; In charge of Promoting Overseas Strategy
Naomi Koga	President and Representative Director of Nippon Luna, Inc. (as of April 1, 2026)	Executive Officer; General Manager of Administrative Division, Fresh Meats Business Division

IV. Organizational Changes

New Organization Chart (as of April 1, 2026)



V. Change in the Structure

1. Establishment, abolishment and consolidation of organizational units

- Abolishment of “Marketing Management Division”

In order to increase the speed of decision-making and execution in our Processed Foods Business, we will constructively dissolve the “Marketing Management Division” and transfer its existing functions, such as sales promotion and product development, to each business unit, thereby strengthening our cohesive and integrated value chain.

Furthermore, to accelerate our medium- to long-term growth strategy, we will establish the “Processed Foods Marketing Strategy Office” as an elite strategic team reporting directly to the Head of the Processed Foods Business Division. This new office will strongly promote various initiatives for value creation, including brand strategies and new category creation that specialize in innovative concepts.

- Abolishment of “Business Strategy Division”

In order to strengthen cross-business strategies, collaboration and co-creation with external companies, and new business creation, the “Business Strategy Division” will be abolished, and its functions will be transferred to and consolidated into the “Corporate Planning Department”. The name of the “Corporate Planning Department” will then be changed to the “Corporate Strategy Department,” and the Strategy Promotion Office will be newly established under it.

- Review of Risk Management System and Consolidation of Committees

In order to incorporate our long-standing compliance activities into the company-wide risk management system and to centrally manage all company-wide risks, the “Risk Management Committee” and the “Compliance Committee” will be integrated into the “Risk Management Committee,” a voluntary advisory committee to the Board of Directors, thereby further strengthening our risk management system.

- Establishment of “Sports & Entertainment Business Division” and abolishment of “Sports Business Department”

Following the opening of HOKKAIDO BALLPARK F VILLAGE and ES CON FIELD HOKKAIDO in 2023, and with the monetization of our ballpark business advancing, the " Sports Business Department " will be abolished, and the "Sports & Entertainment Business Division " will be established. This reorganization aims to expand our corporate value by further advancing community development and creating synergies between our food and sports businesses.

- Consolidation of “DX Promotion Department” and “IT Strategy Department”

In order to strengthen the company-wide promotion of DX (Digital Transformation) and AI (Artificial Intelligence) and to reliably advance the replacement of business systems, the two abovementioned departments will be consolidated to form the “IT & DX Promotion Department.”

- Consolidation of “Sustainability Department” and “Public Relations Department”

In order to strengthen the sustainability strategy in corporate communications, the two abovementioned departments will be consolidated to form the “Public Relations & Sustainability Department.”

2. Name Change of Organizational Units

- Name change of “Overseas Management Division” and “Imported Fresh Meats Sales Division.”

The name of the “Overseas Management Division” will be changed to “Overseas Processed Foods Management Division,” and the name of the “Imported Fresh Meats Sales Division” will be changed to “Overseas Fresh Meats Business Division.”

- Name change of “Compliance Department”

Amid the organizational culture reforms based on employee engagement activities that began this fiscal year, to further strengthen the company-wide risk management system, the "Compliance Department" will be renamed the "Risk Management Department," and the "Compliance Consultation Office" will be established under it.

3. Supervision change of affiliated company

- Supervision change of Nipponham Engineering Ltd.

In line with the above consolidation of the “Sustainability Department,” the supervision of Nipponham Engineering Ltd. will be changed from the “Sustainability Department” to the “Corporate Strategy Department.”

<For reference>

- Management Structure as of April 1, 2026 (scheduled)

- Directors

Chairperson and Director	Nobuhisa Ikawa	Chairperson of the Board of Directors
President and Representative Director (President and CEO)	Fumio Maeda	
Director and Senior Managing Executive Officer	Kohei Akiyama	In charge of General Affairs Department, Public Relations & Sustainability Department, Secretarial Office, Corporate Communication Project and Ideal Management Structure Project
Director	Tetsuhiro Kito	
Director (Outside)	Yasuko Kono	
Director (Outside)	Tokushi Yamasaki	
Director (Outside)	Hiroko Miyazaki	
Director (Outside)	Masahiko Koyama	

- Audit & Supervisory Board Members

Audit & Supervisory Board Member	Nobuyuki Tazawa	(Full-time)
Audit & Supervisory Board Member	Nobuo Oda	(Full-time)
Audit & Supervisory Board Member (Outside)	Masayuki Kitaguchi	
Audit & Supervisory Board Member (Outside)	Shigeru Nishiyama	
Audit & Supervisory Board Member (Outside)	Katsumi Nakamura	

- Executive Officers

Managing Executive Officer	Nobuhiro Hosoya	General Manager of Fresh Meats Business Division
Managing Executive Officer	Akio Wakita	General Manager of Processed Foods Business Division
Managing Executive Officer	Seiji Inatomi	General Manager of Overseas Fresh Meats Business Division and Australia Business Division, Fresh Meats Business Division
Executive Officer	Takao Seki	General Manager of Sales Management Division, Processed Foods Business Division
Executive Officer	Hirohide Fujiwara	In charge of IT・DX Promotion Department; President and Representative Director of Nipponham System Solutions Ltd.
Executive Officer	Yasuyuki Oishi	In charge of Audit Department and Risk management Department; General Manager of Group Audit & Supervisory Board Members' Office
Executive Officer	Masashi Kabayama	General Manager of Administrative Division, Processed Foods Business Division
Executive Officer	Atsushi Onishi	In charge of VBM Promotion Office
Executive Officer	Takashi Kamiya	General Manager of Domestic Red Meat Division, Fresh Meats Business Division

Executive Officer	Kenji Takasaki	General Manager of Overseas Processed Foods Business Division, Processed Foods Business Division
Executive Officer	Teruyuki Asayama	In charge of Corporate Strategy Department, Accounting & Finance Department and Medium-Term Management Plan Project
Executive Officer	Takeshi Fukushima	General Manager of Sales Management Division, Fresh Meats Business Division
Executive Officer	Tatsuro Hishinuma	In charge of Human Resources Department, Legal Affairs Department
Executive Officer (new)	Masaru Komura	Sports & Entertainment Business Division; President and Representative Director of Hokkaido Nipponham Fighters Co., Ltd.
Executive Officer (new)	Kiyoshi Anjiki	General Manager of Product Management Division, Processed Foods Business Division
Executive Officer (new)	Kiyoshi Iwama	General Manager of Quality Assurance Department; in charge of Customer Service Department and Research & Development Center
Executive Officer (new)	Toshimitsu Ito	General Manager of Administrative Division, Fresh Meats Business Division

VI. Election and Retirement of Directors (scheduled towards the end of June 2026)

1. Candidate for New Director

Name	New Position	Current Position
Teruyuki Asayama	Director and Executive Officer; In charge of Corporate Strategy Department, Accounting & Finance Department and Medium-Term Management Plan Project	Executive Officer; In charge of Corporate Strategy Department, Accounting & Finance Department and Medium-Term Management Plan Project
Hiroko Otani	Director (Outside)	General Mills, Inc. Managing Director Japan; Director and Vice President, Häagen-Dazs Japan, Inc.

2. Retiring Directors

Name	New Position	Current Position
Tetsuhiro Kito	Advisor	Director
Yasuko Kono	Retirement	Director (Outside)

VII. Election and Retirement of Audit & Supervisory Board Members (scheduled towards the end of June 2026)

1. Candidate for New Audit & Supervisory Board Member

Name	New Position	Current Position
Yoshitaka Hasegawa	Audit & Supervisory Board Member (full-time)	Advisor

2. Retiring Audit & Supervisory Board Member

Name	New Position	Current Position
Nobuyuki Tazawa	Advisor	Audit & Supervisory Board Member (full-time)

<For reference>

- Management Structure scheduled towards the end of June 2026 (scheduled)
- Directors

Chairperson and Director	Nobuhisa Ikawa	Chairperson of the Board of Directors
President and Representative Director (President and CEO)	Fumio Maeda	
Director and Senior Managing Executive Officer	Kohei Akiyama	In charge of General Affairs Department, Public Relations & Sustainability Department, Secretarial Office, Corporate Communication Project and Ideal Management Structure Project
Director and Executive Officer	Teruyuki Asayama	In charge of Corporate Strategy Department, Accounting & Finance Department and Medium-Term Management Plan Project
Director (Outside)	Tokushi Yamasaki	
Director (Outside)	Hiroko Miyazaki	
Director (Outside)	Masahiko Koyama	
Director (Outside)	Hiroko Otani	

- Audit & Supervisory Board Members

Audit & Supervisory Board Member	Nobuo Oda	(Full-time)
Audit & Supervisory Board Member	Yoshitaka Hasegawa	(Full-time)
Audit & Supervisory Board Member (Outside)	Masayuki Kitaguchi	
Audit & Supervisory Board Member (Outside)	Shigeru Nishiyama	
Audit & Supervisory Board Member (Outside)	Katsumi Nakamura	

- Executive Officers

Managing Executive Officer	Nobuhiro Hosoya	General Manager of Fresh Meats Business Division
Managing Executive Officer	Akio Wakita	General Manager of Processed Foods Business Division
Managing Executive Officer	Seiji Inatomi	General Manager of Overseas Fresh Meats Business Division and Australia Business Division, Fresh Meats Business Division
Executive Officer	Takao Seki	General Manager of Sales Management Division, Processed Foods Business Division
Executive Officer	Hirohide Fujiwara	In charge of IT・DX Promotion Department ; President and Representative Director of Nipponham System Solutions Ltd.
Executive Officer	Yasuyuki Oishi	In charge of Audit Department and Risk management Department; General Manager of Group Audit & Supervisory Board Members' Office
Executive Officer	Masashi Kabayama	General Manager of Administrative Division, Processed Foods Business Division
Executive Officer	Atsushi Onishi	In charge of VBM Promotion Office
Executive Officer	Takashi Kamiya	General Manager of Domestic Red Meat Division, Fresh Meats Business Division

Executive Officer	Kenji Takasaki	General Manager of Overseas Processed Foods Business Division, Processed Foods Business Division
Executive Officer	Takeshi Fukushima	General Manager of Sales Management Division, Fresh Meats Business Division
Executive Officer	Tatsuro Hishinuma	In charge of Human Resources Department, Legal Affairs Department
Executive Officer	Masaru Komura	Sports & Entertainment Business Division; President and Representative Director of Hokkaido Nipponham Fighters Co., Ltd.
Executive Officer	Kiyoshi Anjiki	General Manager of Product Management Division, Processed Foods Business Division
Executive Officer	Kiyoshi Iwama	General Manager of Quality Assurance Department; in charge of Customer Service Department and Research & Development Center
Executive Officer	Toshimitsu Ito	General Manager of Administrative Division, Fresh Meats Business Division

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