

October 15, 2026

Company: SKYLARK HOLDINGS CO., LTD.
Representative: Makoto Tani, Chairman and CEO
(Securities Code: 3197; TSE Prime)
Contact: Public Relations
(Phone: +81-422-37-5310)

Notice of Organizational and Personnel Changes

SKYLARK HOLDINGS CO., LTD. (the "Company") hereby announces that it has resolved to implement organizational and personnel changes, effective November 16, 2026.

1. Background and Purpose of Organizational Change

The environment surrounding the Group is entering an era of increasingly sophisticated and complex changes, marked by ongoing inflation, diversifying customer needs, accelerating M&A, and expanding overseas operations. To respond swiftly and appropriately to these changes, the Company will transition to a new management structure that delegates authority to the operational frontlines (operating companies) closest to customers, enabling frontline-led, speedy decision-making and execution.

Specifically, Skylark Restaurants Co., Ltd., a primary operating company, will be reorganized based on brand characteristics into two companies: "Skylark Family Dining Co., Ltd." (Gusto, Jonathan's, and chawan) and "Skylark Casual Dining Co., Ltd." (Bamiyan, Syabu-Yo, Musashino Mori Coffee, etc.).

In addition, the product development and marketing functions, which were previously centralized in the Production and Marketing Division on the holding company side, will be transferred to both operating companies. This creates a structure where customer feedback is directly and immediately reflected in product development and promotional activities.

Through these reforms, the entire Group will be restructured into three distinct roles: (1) Operating Companies (customer value creation and profit responsibility), (2) Holding Company Functional Support Divisions (quality enhancement, procurement, production, and store development), and (3) Holding Company Corporate Strategy (capital allocation and governance), aiming to achieve sustainable growth and enhance corporate value.

2. Overview of Organizational Restructuring (Effective November 16, 2026)

(1) Transfer of Product Development and Marketing Functions to Operating Companies

The product development and marketing functions currently under the existing Production and Marketing Division will be transferred to Skylark Casual Dining Co., Ltd. and the newly established Skylark Family Dining Co., Ltd.

(2) Launch of the Production Division

In connection with the above transfer of functions, the existing "Production and Marketing Division" will be reorganized and renamed the "Production Division" effective November 16, 2026.

*Note: For details regarding the establishment of the subsidiary and the company split associated with this reorganization, please refer to the "Notice Concerning Establishment of a Subsidiary and Company Split (Absorption-Type Split) Between Consolidated Subsidiaries" disclosed separately today.

3. Personnel Changes (Effective November 16, 2026)

Name	New Position	Current Position
Takuo Sato	Representative Director President and COO Concurrently serving as Representative Director, President of Skylark Family Dining Co., Ltd.	Representative Director President and COO
Hisashi Nakashima	Director Concurrently serving as Director, Executive Vice President of Skylark Casual Dining Co., Ltd.	Director Concurrently serving as Representative Director, President of Skylark Restaurants Co., Ltd.
Haruyoshi Sakita	Executive Officer Concurrently serving as Representative Director, President of Skylark Casual Dining Co., Ltd. & Director, Chairman of Sukesan Co., Ltd.	Representative Director President of Sukesan Co., Ltd.
Shimon Kato	Executive Officer Managing Director of the Production Division	Executive Officer Managing Director of the Production and Marketing Division
Shingo Sato	Managing Director of the Store Development Division	Seconded to Echigoya Co., Ltd. Managing Director of the Store Development Division
Ikuo Umeki	Deputy Managing Director of Production Division	Executive Officer Managing Director of the Store Development Division

*Effective January 1, 2027 (scheduled), Skylark Restaurants Co., Ltd. will be renamed Skylark Casual Dining Co., Ltd. following a corporate split. The terminology in this press release assumes this name change has taken effect.

*Official appointments of officers at each group company will be finalized subject to approval at the General Meeting of Shareholders and the Board of Directors meeting of each respective company.

End.