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December 24, 2025

To Whom It May Concern

Company name: TSURUHA HOLDINGS INC.
Name of representative: Jun Tsuruha, President and Representative Director
(Securities code: 3391, Tokyo Stock Exchange (Prime Market))
Inquiries: Norihito Ojima, Operating Officer in charge of Group Human Resources and General Affairs Department
(Telephone: +81-11-783-2755)

Announcement of Organizational Changes and Personnel Changes

We hereby announce that our Board of Directors has resolved today to implement the following organizational and personnel changes.

1. Overseas Business Division

(1) Details

Establish the Strategic Business Department under the Overseas Business Division.

(2) Purpose

Under the new Medium-Term Management Plan, we have adopted a policy to expand overseas investment. To increase overseas sales, we recognize the need for additional growth beyond our current organic growth. Accordingly, by establishing the Strategic Business Department under the Overseas Business Division, we aim to formulate specific measures for the new Medium-Term Management Plan and ensure their speedy execution.

Furthermore, in conducting these operations, we will maintain close collaboration with the Overseas Business Management Group, which will be newly established under the IR & Budget Management Department of the Finance & Accounting Division on January 1, 2026.

(3) Effective Date: January 1, 2026

(4) Personnel Changes (Effective January 1, 2026)

| Name | New position | Current position |
|---------------|---|------------------|
| SENOO Masaaki | Overseas Business Division General Manager, Strategic Business Department | — |

2. Finance & Accounting Division

(1) Details

Establishment of the Overseas Business Management Group under the IR & Budget Management Department of the Finance & Accounting Division.

(2) Purpose

Under our new Medium-Term Management Plan, we have adopted a policy to expand overseas business investment more than ever before. As a result, risks and uncertainties at the global level—such as exchange rate fluctuations, geopolitical risks, and local business risks—are increasing. Strengthening our global governance framework is essential to address these challenges.

By establishing the Overseas Business Management Group within the IR & Budget Management Department under the Finance & Accounting Division, we aim to prevent issues such as transfer pricing taxation, IFRS-based financial reporting for overseas subsidiaries, and local accounting audits from becoming "black boxes." Our goal is to strengthen and support the internal controls (governance) of the entire Group as these challenges become increasingly complex.

(3) Effective Date: January 1, 2026