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January 23, 2026

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))
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Notice Regarding Personnel Changes in the Company, and Organizational Changes and Personnel Changes in its Subsidiary

The company announced that it has decided today to implement personnel changes in the company, as well as organizational and personnel changes in its subsidiary, as follows.

1. Effective Date: March 1, 2026
2. Details of Personnel Changes

Name	New position	Current position
OOTAKA Masahide	General Manager, Audit Department	General Manager, Hokkaido No.4 Store Operations Department
ENDOU Takahiro	Relieved of the post of General Manager, Audit Department (General Manager, Administration Department, Tsuruha Group Merchandising Co., Ltd.)	General Manager, Audit Department (General Manager, Administration Department, Tsuruha Group Merchandising Co., Ltd.)

2. Tsuruha Group Merchandising Co., Ltd.
 - (1) Organizational Changes
To enhance the development of competitive private brand (PB) products, improve profitability, and achieve market differentiation, Tsuruha Group Merchandising Co., Ltd. — the functional subsidiary overseeing the Tsuruha

Group's merchandise departments — will reorganize its PB Product Development Department into a three-department structure, consisting of the Healthcare PB Development Department, the Beauty & Home PB Development Department, and the Food PB Development Department.

(2) Effective Date February 1, 2026

(3) Details of Personnel Changes

Name	New position	Current position
SATO Daigo	General Manager, Healthcare PB Development Department	General Manager, PB Product Development Department
OKAMOTO Takashi	General Manager, Beauty & Home PB Development Department	General Manager, Product Planning Department, Merchandising Division, Welcia Yakkyoku Co., Ltd.