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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))  
Inquiries: Norihito Ojima, Operating Officer in charge of Group Human Resources and General Affairs Department  
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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  |
| ENDOOU 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. |