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February 19, 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  
(Telephone: +81-11-783-2755)

### Announcement of Organizational Changes and Personnel Changes

We hereby announce that we have decided to implement organizational changes and personnel changes for the Company and its subsidiaries, as detailed below.

TSURUHA Holdings Inc.

#### 1. Store Development Headquarters

##### (1) Store Development Department

##### 1) Details

The organization within the Store Development Department will be divided into six blocks by region, with a Manager of Store Development appointed as the person in charge for each block.

##### 2) Purpose

To maximize store development synergies from the business integration of Tsuruha and Welcia, the TSURUHA Holdings Store Development Headquarters will delegate authority to six Block Managers for the planning and execution of store opening and closing strategies, including strengthening dominant market positions. This reorganization aims to enhance the speed and accuracy of information gathering, internal sharing, and management decision making.

##### 3) Effective Date: March 1, 2026

##### 4) Personnel Changes

| Name          | New position  | Current position   |
|---------------|---|--|
| TANBO Hiroaki | Block Manager, Hokkaido & Tohoku Block, Store Development Headquarters<br>General Manager, First Store Development Dept., | General Manager, First Store Development Dept.,<br>TSURUHA Co., Ltd. |

|                  |  |  |
|------------------|--|--|
|                  | TSURUHA Co., Ltd.<br>(Concurrent)  |  |
| TONISHI Hiroyuki | Block Manager, Kanto Block,<br>Store Development<br>Headquarters General<br>Manager, First Development<br>Dept., Welcia Yakkyoku Co.,<br>Ltd. (Concurrent)   | General Manager, First<br>Development Dept.,<br>Welcia Yakkyoku Co.,<br>Ltd.   |
| OOBA Kazuo       | Block Manager, Chubu Block,<br>Store Development<br>Headquarters General<br>Manager, Second Development<br>Dept., Welcia Yakkyoku Co.,<br>Ltd. (Concurrent)  | General Manager,<br>Second Development<br>Dept., Welcia Yakkyoku<br>Co., Ltd.  |
| MIURA Hajime     | Block Manager, Kinki Block,<br>Store Development<br>Headquarters General<br>Manager, Third Development<br>Dept., Welcia Yakkyoku Co.,<br>Ltd. (Concurrent)   | General Manager, Third<br>Development Dept.,<br>Welcia Yakkyoku Co.,<br>Ltd.   |
| MORITA Norifumi  | Block Manager, Chugoku &<br>Shikoku Block, Store<br>Development Headquarters<br>Executive General Manager,<br>Store Development<br>Headquarters, Tsuruha Group<br>Drug & Pharmacy Nishinohon<br>Co., Ltd. (Concurrent) | Executive General<br>Manager, Store<br>Development<br>Headquarters, Tsuruha<br>Group Drug & Pharmacy<br>Nishinohon Co., Ltd. |
| ARIMA Yosuke     | Block Manager, Kyushu &<br>Okinawa Block, Store<br>Development Headquarters<br>Executive General Manager,<br>Store Development<br>Headquarters, DRUG<br>ELEVEN Co., Ltd.<br>(Concurrent)                               | Executive General<br>Manager, Sales<br>Headquarters, DRUG<br>ELEVEN Co., Ltd.  |

(2) Department of Pharmaceutical Development (Newly Established)

1) Details

The "HD Dispensing Store Development Dept." will be dissolved, and a new "Medical & Dispensing Development Dept." will be established.

2) Purpose

To realize our corporate philosophy of "Providing abundance and peace of mind to our customers' lives," we aim to evolve into a "Life Store" that remains close to the lives of local customers. In this process, we will actively develop stores equipped with medical facilities.

By integrating this function into the HD (Holdings) organization, we will share

information, networks, expertise, and challenges across group companies to generate synergies. Furthermore, by placing this department directly under the Store Development Headquarters, we aim to enhance coordination of property and physician recruitment information, leading to expanded opportunities for new store openings.

3) Effective Date: March 1, 2026

4) Personnel Changes

| Name           | New position   | Current position  |
|----------------|--|---|
| KANEMITSU Koji | Block Manager, Hokkaido & Tohoku Block, Store Development Headquarters<br>General Manager, First Store Development Dept., TSURUHA Co., Ltd.<br>(Concurrent post) | Director, Pharmacy Store Development Department<br>Tsuruha Group Drug & Pharmacy West Japan Co., Ltd.<br>Head of Pharmaceutical Development Division<br>(Concurrent Position) |

## 2. Human Resources & General Affairs Headquarters

### (1) Human Resources Dept.

#### 1) Details

A new "Human Resources DX Group" will be established under the Human Resources Dept., Human Resources & General Affairs Headquarters.

#### 2) Purpose

The Human Resources DX Group will be established within the Human Resources Dept. to streamline operations such as labor management, recruitment, and personnel evaluation, and to realize strategic talent management through the utilization of accumulated data. By promoting "HR Technology" across the entire Tsuruha Group, the group aims to transform organizational culture and work styles.

3) Effective Date: March 1, 2026

### (2) Talent Acquisition Dept.

#### 1) Details

The "Human Resources Recruitment Dept." and "Human Resources Recruitment Group" under the Human Resources & General Affairs Headquarters will be renamed to "Talent Acquisition Dept." and "Talent Acquisition Group."

#### 2) Purpose

While the company requires "Human Resources" with specific skills, the name will be changed to "Talent Acquisition Dept." (using the Japanese term for "Human Capital") to emphasize that employees are invaluable assets. This change aims to formally declare, both internally and externally, the company's commitment to prioritizing and nurturing its people.

3) Effective Date: March 1, 2026

## 3. Internal Audit Office

### 1) Details

A new "Pharmaceutical Audit Group" will be established within the Internal Audit Office.

2) Purpose

The "Pharmaceutical Audit Group" will be established to strengthen the monitoring system in response to the rapid expansion of the pharmaceutical business following the integration with Welcia Holdings. The goal is to further enhance the overall governance structure.

3) Effective Date: March 1, 2026

4. Corporate Strategy Headquarters

1) Details

A new "Business Promotion Dept." will be established under the Corporate Strategy Headquarters. Additionally, an "AI Promotion Group" will be newly established within the Corporate Planning Dept.

2) Purpose

- Business Promotion Dept.

To achieve more agile and specialized business development in a rapidly changing market environment, the practical functions of "M&A," "Franchise (FC) Business," and "New Business Development"—previously handled by the Corporate Planning Dept.—will be separated and established as an independent department. Additionally, "Nursing Care Business" will be integrated into and promoted by this new department.

- AI Promotion Group

Responsible for the planning and promotion of Generative AI and data analysis technology. This group will handle the automation and enhancement of business processes, as well as the development of related technical infrastructure.

3) Effective Date: March 1, 2026

4) Personnel Changes

| Name              | New position   | Current position  |
|-------------------|--|---|
| TORIYAMA Masahiro | General Manager, Business Promotion Dept., Corporate Strategy Headquarters | Leader, Corporate Planning Group, Corporate Planning Dept., Corporate Strategy Headquarters |

5. Group Dispensing Operations Headquarters

1) Details

① The following organizational name changes will be implemented:

- "Group Dispensing Operations Headquarters" will be renamed to "Dispensing Operations Headquarters."
- "Group Dispensing Pharmaceutical Affairs Dept." will be renamed to "Dispensing Pharmaceutical Affairs Dept."
- "Group Dispensing Operations Dept." will be renamed to "Dispensing Promotion Dept."
- "Group Dispensing Strategy Dept." will be renamed to "Dispensing Strategy"

Dept."

- ② The "Dispensing Store Development Dept." will be dissolved, and its functions will be transferred to the newly established "Medical & Dispensing Development Dept." within the Store Development Headquarters.

2) Effective Date: March 1, 2026

## 6. IT Systems Headquarters

### 1) Details

Currently, the IT Systems Headquarters consists of two departments: the IT Systems Dept. and the System Integration Promotion Dept. Under the "System Integration Promotion Dept.," three new groups—the "Customer Integration Group," "Core System Integration Group," and "Infrastructure Integration Group"—will be established, transitioning to a three-group structure.

### 2) Purpose

By establishing these three new groups under the System Integration Promotion Dept., we aim to strengthen integration efforts and build a "Value Creation Platform" to realize the "Life Store" vision outlined in our business integration strategy.

3) Effective Date: March 1, 2026

## TSURUHA Group Merchandising Co., Ltd.

### 1) Details

The "Logistics Group," currently under the Merchandise MD Headquarters, will be reorganized into the "Logistics Headquarters." Furthermore, a "Logistics Dept." will be established as a subordinate organization under the Logistics Headquarters.

### 2) Purpose

The goal is to address the "2024 Logistics Problem" and reduce environmental impact, while optimizing our Group's product supply network. By doing so, we aim to build a sustainable logistics foundation.

3) Effective Date: March 1, 2026

### 4) Personnel Changes

| Name              | New position   | Current position  |
|-------------------|--|---|
| ISHIGURO Hiroyuki | Executive General Manager, Logistics Headquarters<br>Executive Officer, WELCIA YAKKYOKU Co., Ltd.<br>(Concurrent post) | Executive Officer (In charge of Logistics), WELCIA YAKKYOKU Co., Ltd.                 |
| CHIBA Yoshiki     | General Manager, Logistics Dept.   | General Manager, Logistics Dept., Merchandise Headquarters, WELCIA YAKKYOKU Co., Ltd. |
| SUZUKI Toshikatsu | General Manager, Attached to Merchandise MD  | General Manager, Merchandise Dept., East  |

|  |              |  |
|--|--------------|--|
|  | Headquarters | Japan Regional Office,<br>WELCIA YAKKYOKU<br>Co., Ltd. |
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WELCIA HOLDINGS CO., LTD.

1. Changes in Responsibilities or Principal Duties of Directors (Effective March 1, 2026)

| Name               | New position  | Current position   |
|--------------------|---|--|
| SHIBASAKI Takamune | Director and Executive Officer,<br>Financial Accounting and<br>Corporate Planning | Director and Executive<br>Officer, Financial<br>Accounting                             |
| TAKAHASHI Koji     | Director and Executive Officer,<br>Human Resources and General<br>Affairs         | Director and Executive<br>Officer, Human<br>Resources and<br>management<br>department. |

2. Executive Officer Personnel Changes (Effective March 1, 2026)

| Name              | New position  | Current position                             |
|-------------------|---|--|
| YONETANI Nao      | Executive Officer, General<br>Manager, Drug-related<br>Business Dept. | (Director, WELCIA<br>YAKKYOKU Co., Ltd.)     |
| SHIMOYAMA Satoshi | Retiring  | Executive Officer, Digital<br>Transformation |