



July 22, 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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charge of Group Human Resources and
General Affairs Department
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Notice Regarding Organizational Changes and Personnel Transfers
at Our Company and Its Subsidiaries

At the Board of Directors meeting held today, our company resolved to implement the organizational restructuring and personnel changes, as well as the personnel transfers at our subsidiaries, as outlined below. We hereby announce these decisions.

• TSURUHA HOLDINGS INC.

1. organizational restructuring

(1) content

- A new Purchasing and Inventory Management Department will be established directly under the Finance and Accounting Division, and a new SCM Planning Group will be created under this department. In addition, the existing Purchasing Management Group will be relocated from under the Accounting Department to directly under the newly established Purchasing and Inventory Management Department.
- A Consolidated Disclosure Group will be newly established directly under the Accounting Department within the Finance and Accounting Division.

(2) purpose

- We believe that supporting the Group's supply chain reform and the integration of core systems, and thereby achieving Group-wide business standardization and optimization of product supply, will directly contribute to improving future profitability. To this end, we will strengthen our currently analytical capabilities related to gross profit, inventory, and other key metrics (including ROA, inventory turnover ratio, inventory days, out-of-stock rate, disposal and markdown rate, and the cash conversion cycle (CCC)), reduce inventory while also lowering out-of-stock occurrences, and ultimately improve ROA.

It will serve a cross-functional role in promoting and supporting improvements not only within the Finance and Accounting Division, but also across the Merchandise Division, Logistics Division, and Store Operations Division.

We will build a structure that can contribute to our business strategy by providing proposals and support aimed at enhancing new sources of profitability, including responding to a business model in which planning, manufacturing, and sales are all carried out in-house.

- In line with the expansion of the Company's scale, we will establish a dedicated group specializing in the preparation of disclosure materials to ensure appropriate disclosures, including consolidated financial statements.

(3) effective date of the organizational change August 16, 2026

(4) new organizational chart as shown in the attached document

2. personnel changes

(1) effective date of the personnel appointment August 16, 2026

(2) content

name	new position title	current position title
Teruhiro Kawanishi	Finance and Accounting Headquarters Director of Purchasing and Inventory Management	Finance and Accounting Headquarters Director of Accounting
Michio Asako	Finance and Accounting Headquarters Director of Accounting	Finance and Accounting Headquarters Accounting Department Accounting Group Leader

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• TSURUHA Group Merchandising Co., Ltd.

1. personnel changes

(1) effective date of the personnel appointment August 16, 2026

(2) content

name	new position title	current position title
Yoshihiro Shindo	Marketing Headquarters Director of Sales Promotion, Drug Eleven	— (Drug Eleven Co., Ltd. Director of South Kyushu Store Operations)
Shinya Kii	— (Drug Eleven Co., Ltd. Director of Planning ※ Termination of the secondment to TSURUHA Group Merchandising Co., Ltd.)	Marketing Headquarters Director of Sales Promotion, Drug Eleven