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June 5, 2025

To Whom It May Concern

Company name:	KUSURI NO AOKI HOLDINGS CO., LTD.
Name of representative:	Representative Director and President Hironori Aoki (Code No. 3549 TSE Prime)
Inquiries:	Director for Administration Ryoichi Yahata (TEL +81-76-274-6115)

Notice of Organizational Changes and Personnel Transfers

We hereby announce that we resolved to implement the following organizational changes and personnel transfers at the Board of Directors meeting held today.

1. Organizational Changes (Effective June 21, 2025)

We will make partial organizational changes to achieve further corporate growth, in preparation for the next medium-term management plan starting in May 2027.

- (1) To achieve sustainable corporate growth, we will reinforce the execution framework for corporate planning and M&A functions. Accordingly, we will establish a new Corporate Planning Headquarters with a Corporate Planning Office and an M&A Promotion Office under it. To powerfully promote company-wide PMI*, we will create a PMI Promotion Office reporting directly to the President, strengthening coordination with all headquarters.
- (2) We will establish a Kansai-Shikoku-Tokai Regional Headquarters, granting it clear responsibility and authority to build a region-centric management structure that integrates Group companies and enhances execution capability.
- (3) Based on sales scale, store count and expansion areas, we will reorganize store-operation areas into a two-headquarters structure — Kanto-Tohoku Region and Kansai-Shikoku-Tokai Region — to improve management efficiency and strengthen operations.

* PMI stands for Post-Merger Integration, the integration process carried out after an M&A.

2. Personnel Transfers (Effective June 21, 2025)

Headquarters / Office / Department Managers

New Position	Name	Current Position
General Manager, Corporate Planning HQ Manager, M&A Promotion Office	Yosuke Enokido	Manager, Corporate Strategy Office
Manager, Corporate Planning Office	Daisuke Hasegawa	Deputy manager, Corporate Strategy Office Section chief, Corporate Planning Dept.
General Manager, Kansai-Shikoku-Tokai Regional HQ	Takeshi Noguchi	Manager, SM Business Dept. Manager, Shikoku Region Promotion
General Manager, Kanto-Tohoku Regional HQ	Hiroaki Minami	General Manager, Kanshinetsu-Tohoku Regional HQ
Manager, PMI Promotion Office Manager, PMI Promotion Office, Kansai-Tokai Region	Nao Matsumoto	Manager, SM Business Dept., Kansai Region (Manager grade)
Manager, PMI Promotion Office, Kanto-Tohoku Region	Tasuku Inoue	Manager, SM Business Dept., Kanto-Tohoku Region (Manager grade)

END