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June 9, 2025

To Whom It May Concern

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(Revision) Notice of Organizational Changes and Personnel Transfers

The company has made a partial correction to the "Notice of Organizational Changes and Personnel Transfers" disclosed on June 5, 2025. The underlined parts show the corrections.

Before Correction

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.

After Correction

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.
- (2) To powerfully promote company-wide PMI*, we will create a PMI Promotion Office reporting directly to the President, strengthening coordination with all headquarters.
- (3) In addition to the existing Kanto-Tohoku Regional Headquarters, we will establish a Kansai-Shikoku-Tokai Regional Headquarters. By granting it clear responsibility and authority to those new areas, we aim to build a region-centric management structure that integrates Group companies and enhances execution capability.

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

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