



November 11, 2025

For Immediate Release

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Notification Regarding Accepting Applications for an Early Retirement Incentive Program to Support Second Careers

The Company hereby announces that an extraordinary Board of Directors meeting held on November 11, 2025 resolved to accept application for an early retirement incentive program as follows.

1. Reason for accepting applications for an early retirement incentive program

The Group is currently strengthening its management foundation while pursuing structure reforms, including the integration of core businesses and reconstruction of the business portfolio, to achieve sustainable growth. In particular, under the major policy of transforming the energy business into a service business, we are reorganizing domestic business foundations and strengthening the retail service strategy, with the launch of the new Sinanen Co., Ltd. through the integration of four core companies scheduled for April 2026.

Against the backdrop of these major changes, we believe it is an important corporate responsibility to provide each employee with an opportunity to proactively reconsider their career and life plan. We are promoting human resource reskilling and career transition support, as well as personnel system reforms that support diverse working styles aligned with life stage and career vision, while continuously working to foster a culture that respects employees' choices.

Against this backdrop, the Group has decided to implement an early retirement incentive program aimed at supporting the diverse life plans of employees and respecting individual choices. This program is both a measure to support employees taking on new challenges and life planning, and a means to optimize our human resource portfolio during this period of transformation. Moreover, to support a company's sustainable growth, it is essential to secure an appropriate workforce structure aligned with business strategy and to optimize the allocation of management resources through organizational streamlining. This program is also positioned as a response to these management challenges, and aims to build a flexible and resilient organizational structure for the future.

The Group will continue to establish a system for sustainable growth from both business structure transformation and human resource strategy perspectives.

2. Overview of accepting applications for an early retirement incentive program

(1) Eligible companies	Sinanen Holdings Co., Ltd. Melife-West Co., Ltd. Melife Co., Ltd. Melife-East Co., Ltd. Melife-Hokkaido Co., Ltd. Sinanen Co., Ltd.
(2) Target	Regular employees with three or more years of service and aged 46 to 64 However, only employees whose retirement is approved by the Company may utilize this program.
(3) Number of applications accepted	Approximately 130
(4) Application period	December 1, 2025 to December 19, 2025
(5) Retirement date	March 31, 2026
(6) Incentive measures	<ul style="list-style-type: none"> • Extra retirement payments • Reemployment support provided by a reemployment support company

3. Impact on business performance

We are currently carefully reviewing the costs required for these measures. We will promptly disclose the costs once they are finalized.

Note that expenses such as extra retirement payments arising from this program will vary depending on the number of applicants and will be recorded in the financial results for the fiscal year ending March 31, 2026.

End