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July 24, 2025

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
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Announcement of Organizational Changes and Personnel Transfers

We wish to announce that at today's Board of Directors meeting, a resolution was passed to implement organizational changes and personnel transfers at Tsuruha Group Merchandising Co., Ltd., our functional subsidiary.

1.Organizational Change

(1) Details of the Changes

1) To strengthen the Tsuruha Group's product strategy, the Business Company Product Department will be reorganized as a subordinate entity under the Product MD Headquarters.

2) To enhance the Private Brand (PB) strategy, a Food PB Development Department and a Quality Control Department will be newly established within the PB Development Headquarters.

3) To reinforce sales promotion, a Digital Marketing Department and a Digital Planning Department will be established within the Marketing Headquarters. Additionally, a Sales Promotion Officer reporting directly to the Marketing Headquarters will be appointed, and the Business Company Sales Promotion Department will be reorganized as a subordinate entity under the Marketing Headquarters.

(2) Effective Date

August 16, 2025

(3) Organizational Chart

As per the attached document

2. Personnel Transfers (Effective August 16, 2025)

Name	New position	Current position
ICHIZUKI　Hirofumi	Product MD Headquarters General Manager, HomeCareMerchandising Department	Senior Manager, ProductMD Headquarters
HIROTA　Daisuke	General Manager, TsuruhaProductDepartment1, Product MD Headquarters	General Manager, Product Department1, Tsuruha Product Head-quarters
SATO　Kouji	General Manager, Tsuruha Product Department2, Product MD Headquarters	General Manager, HomeCare Merchandising Department, Product MD Headquarters
SAKURAI　Yuuki	General Manager, Kusuri No Fukutaro Product Department, Product MD Headquarters	General Manager, Product Department, Sales Promotion Headquarters, Kusuri No Fukutaro Co., Ltd.
ODA　Yousuke	General Manager of Merchandising Department, Tsuruha Group Drug & Pharmacy West Japan Co., Ltd.	Merchandise Manager, Sales Headquarters, Tsuruha Group Drug & Pharmacy West Japan Co., Ltd.
MITSUHASHI Takahiro	General Manager of Merchandising Department, Lady Drug Store Co., Ltd.	Merchandise Manager, Sales Headquarters, Lady Drug Store Co., Ltd.
KAWASHIMA Hiroaki	General Manager of Merchandising Department, Kyrindo Pharmacy Co., Ltd.	General Manager, Non-Food Merchandise, Merchandise & Logistics Headquarters, Kyrindo Pharmacy Co., Ltd.

SHINNO　Hiroyuki	General Manager of Merchandising Department, Drug Eleven Co., Ltd.	Merchandise Manager, Sales Headquarters, Drug Eleven Co., Ltd.
SATOU　Daigo	General Manager, Private Brand Product Development Department, Private Brand Development Headquarters	General Manager, Product Department2, Tsuruha Product Head-quarters
KODAMA　Noriyuki	General Manager, Food Private Brand Development Department, Private Brand Development Headquarters	Senior Manager (Reporting to Private Brand Development Headquarters)
MORISAKI Tomohiro	General Manager, Quality Control Department, Private Brand Development Headquarters	General Manager, Private Brand Development Department, Private Brand Development Headquarters
KATOU　Masayuki	Senior Manager, Sales Promotion, Marketing Headquarters	Senior Manager (Reporting to Marketing Headquarters) & General Manager, Sales Promotion Department, Tsuruha Co., Ltd.
SEO　Kazutoyo	General Manager, Digital Marketing Department, Marketing Headquarters	Manager, Beauty Care Group, Merchandising Department1, Tsuruha Co., Ltd.
EGAWA　Junichi	General Manager, Digital Planning Department, Marketing Headquarters	General Manager, Marketing Department, Marketing Headquarters
KANNO Takashi	General Manager, Sales Promotion Department, Marketing Headquarters, Tsuruha Co., Ltd.	Team Leader, Sales Promotion Department, Merchandising Headquarters, Tsuruha Co., Ltd.
KANAI　Mizuki	General Manager, Sales Promotion Department, Marketing Headquarters, Kusuri no Fukutaro Co., Ltd.	General Manager, Third Sales Department, Sales Headquarters, Kusuri no Fukutaro Co., Ltd.
KIDO　Bungo	General Manager, Sales Promotion Department, Marketing Headquarters, Tsuruha Group Drug & Pharmacy West Japan Co., Ltd.	Senior Buyer, Merchandising Department, Sales Headquarters, Tsuruha Group Drug & Pharmacy West Japan Co., Ltd.

OOHIRA　Masayuki	General Manager, Sales Promotion Department, Marketing Headquarters, Lady Drug Store Co., Ltd.	General Manager, Sales Planning Department, Sales Headquarters, Lady Drug Store Co., Ltd.
IKEDA　Tomohiro	General Manager, Sales Promotion Department, Marketing Headquarters, Kyrindo Pharmacy Co., Ltd.	General Manager, Marketing Department, Digital Strategy Headquarters, Kyrindo Pharmacy Co., Ltd.
KII　Shinya	General Manager, Sales Promotion Department, Marketing Headquarters, Drug Eleven Co., Ltd.	General Manager, Sales Promotion Department, Sales Headquarters, Drug Eleven Co., Ltd.