November 20, 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))

Inquiries: Norihito Ojima, Operating Officer in charge of Group Human Resources and General Affairs Department
(Telephone: +81-11-783-2755)

Notice of Personnel Changes

We hereby announce that, at a meeting of the Board of Directors held today, we resolved to make the following personnel changes.

1.Effective Date: December 1, 2026

2.Details of Personnel Changes

Name	New Position	Current Position
Taro Watanabe	Store Development Division General Manager, Chugoku-Shikoku Block (General Manager, Store Development Division, Tsuruha Group Drug & Pharmacy Nishinihon Inc.)	— (General Manager, Store Development Division, Tsuruha Group Drug & Pharmacy Nishinihon Inc.)
Norifumi Morita	Store Development Division Relieved of General Manager, Chugoku-Shikoku Block (General Manager, Store Development Department, Tsuruha Group Drug & Pharmacy Nishinihon Inc.)	Store Development Division General Manager, Chugoku-Shikoku Block (General Manager, Store Development Department, Tsuruha Group Drug & Pharmacy Nishinihon Inc.)