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December 1, 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))
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charge of Group Human Resources and
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Announcement of Organizational Changes and Personnel Appointments

We hereby announce that, at a meeting of the Board of Directors held today, it was resolved to implement the organizational changes and personnel transfers/appointments of the Company as detailed below.

1. Organizational Changes

(1) Details and Purpose of the Changes

- (i) The Sustainable Management Promotion Department, currently reporting directly to the President, will be placed under the Management Strategy Headquarters. This realignment is intended to further reinforce the department's structure and strengthen the promotion of ESG activities and the resolution of sustainability issues across the Tsuruha Group.
- (ii) The Media Promotion Department, currently under the Management Strategy Headquarters, will be renamed the Public Relations (PR) Department. In addition to its current function of communicating the Company's activities both internally and externally through the effective use of media, the department will assume the role of building and maintaining trusting relationships with a wide range of stakeholders.
- (iii) The System Integration Promotion Department will be newly established under the Information Systems Headquarters. This department will be responsible for promoting the integration of various systems, including the core systems currently operating in parallel at both the Company and Welcia Holdings Co., Ltd., which have completed their business integration.
- (iv) The Singapore Business Division will be newly established under the Overseas Business Headquarters. This division will be responsible for promoting business operations in Singapore, where the Welcia Group currently has store locations.

(2) Effective Date of Organizational Changes

December 1, 2025

(3) New Organizational Chart

As per the attached document

2. Personnel Changes

(1) Effective Date of Personnel Changes

December 1, 2025

(2) Details

Name	New position	Current position
Masashi FUKUCHI	General Manager, Sustainable Management Promotion Department, Management Strategy Headquarters	General Manager, Sustainable Management Promotion Department
Takuya IWATA	General Manager, Public Relations (PR) Department, Management Strategy Headquarters	General Manager, Media Promotion Department, Management Strategy Headquarters
Eiji KOSAKA	General Manager, Welcia Group Engagement, assigned to the Store Development Headquarters (New Appointment) (Current Position: Executive Officer and General Manager, Store Development Headquarters, Welcia Yakkyoku Co., Ltd.)	(Executive Officer and General Manager, Store Development Headquarters, Welcia Yakkyoku Co., Ltd.)
Tarou EGURO	General Manager, Singapore Business Division, Overseas Business Headquarters (New Appointment) (Current Position: Executive Officer, in charge of Overseas Business, Welcia Holdings Co., Ltd.)	(Executive Officer, in charge of Overseas Business, Welcia Holdings Co., Ltd.)

<p>Takashi TSUKAMOTO</p>	<p>General Manager, System Integration Promotion Department, Information Systems Headquarters (New Appointment) (CurrentPosition: General Manager, System Development Department, Information Systems Headquarters, Welcia Yakkyoku Co., Ltd.)</p>	<p>(General Manager, System Development Department, Information Systems Headquarters, Welcia Yakkyoku Co., Ltd.)</p>
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