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June 5, 2025

To Whom It May Concern

Company name:	KUSURI NO AOKI HOLDINGS CO., LTD.
Name of representative:	Representative Director and President Hironori Aoki (Code No. 3549 TSE Prime)
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Notice of Organizational Changes and Personnel Transfers at Our Subsidiary

We hereby announce that we have decided on the following organizational changes and personnel transfers at our subsidiary, Kusuri no Aoki Co., Ltd. (President & CEO: Hironori Aoki).

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) **Upgrade of Fresh Produce Division:** The Fresh Produce Division will be elevated to the Fresh Produce Headquarters to strengthen strategy, planning, and execution in the fresh-food business. A new Fresh Business Reform Office will be established within the headquarters.
- (2) **Enhanced Store-Development Efficiency:** To improve return on investment for new store openings, the Development Headquarters will add a Construction Planning Section, reinforcing collaboration between regional development groups and the Construction Department.
- (3) **Clarification of Creative & Line Functions:** Functions of the MD Planning Office (in the Merchandising HQ) and certain functions in the Store Operations HQ will be reorganized. The MD Planning Office will house an MD Section and a Sales Promotion Section. A new New Store & Remodeling Planning Office will be created inside the Merchandising HQ, with a Layout & New-Store Preparation Section and Sales Administration Section.
- (4) **Reinforcement of Private-Brand Development:** In response to growing private-brand demand, staffing will be increased in the HBL (Health & Beauty) Merchandising Department and the PB Promotion Section of the Food Merchandising Department.

2. Personnel Transfers (effective June 21, 2025)

Executive Officer / Head of Headquarters / Office Director / Department Manager

New Position	Name	Current Position
Executive Director General Manager, Store Operations HQ	Hitoshi Iijima	Executive Director General Manager, Store Operations HQ Manager, Kanto-Tohoku Region Development and Promotion
General Manager, Fresh Produce HQ	Hideyuki Matsumoto	General Manager, Fresh Produce Dept. Group Leader, Fish Group (Manager grade)
General Manager, Development HQ Manager, Construction Dept.	Kazuhiro Maekawa	General Manager, Development HQ Manager, Shikoku Region Development and Promotion
Deputy General Manager, Store Operations HQ	Hideyasu Kuroi	Manager, Training Office
Manager, Fresh Produce Operations Reform Promotion Office	Nobuo Matsuura	Manager, Operations Reform Promotion Office
Group Leader, Fish Group (Manager grade)	Hiroyuki Ichikawa	East Japan Chief Buyer, Fish Group
Group Leader, Deli and Bakery (Manager grade) Section Chief, Product Development Section	Yasushi Ishikawa	Group Leader, Deli and Bakery (Manager grade)
Manager, New Store & Remodeling Planning Office	Takanori Makino	Deputy Manager, Layout and New Store Preparation Section, Operations Reform Promotion Office
Manager, Operations Reform Promotion Office	Erika Aiyama	Deputy Manager, Operations Reform Promotion Section, Operations Reform Promotion Office
Manager, Training Office	Yusuke Kamidai	Section Chief, Training Section, Training Office
Manager, Store Operations Dept., Hokushinetsu Region	Eiji Yamamoto	Manager, Store Operations Dept., Hokuriku Region
Manager, Store Operations Dept., Kanto-Tohoku Region	Tasuku Inoue	Manager, Store Operations Dept., Kanshinetsu-Tohoku Region

END