

(Translation)

To Whom It May Concern

Company	TSI Holdings Co., Ltd.
Representative	Tsuyoshi Shimoji, Representative Director & President
Stock Listing	Tokyo Stock Exchange Prime Market (Code: 3608)
Inquiry	Shunsuke Hasegawa, Public & Investor Relations Office +81 (0)3 5785 6400

Organizational and Personnel Changes at Subsidiaries

TSI Holdings Co., Ltd. (the Company) hereby announces that it will implement organizational and personnel changes at its subsidiaries, as outlined below.

1. Organizational Change at TSI Inc. (Effective September 2, 2025)

Establishment of the Daytona International Dept.

2. Details of Personnel Changes (Effective September 2, 2025)

NAME	New Position	Current Position
Masanori Maekawa	Executive General Manager & COO (TSI Holdings Co., Ltd.)	Executive General Manager & COO (TSI Holdings Co., Ltd.)
	Executive General Manager & COO (TSI Inc.)	Executive General Manager & COO (TSI Inc.)
	Executive General Manager * (Daytona International Co., Ltd.)	
Mitsuru Naito	Executive General Manager & CFO	Executive General Manager & CFO
	Director Group Strategy Headquarters (TSI Holdings Co., Ltd.)	Director Group Strategy Headquarters (TSI Holdings Co., Ltd.)
	Executive General Manager & CFO	Executive General Manager & CFO
	Director Group Strategy Headquarters (TSI Inc.)	Director Group Strategy Headquarters (TSI Inc.)
	Executive General Manager * (Daytona International Co., Ltd.)	

Kazuhiro Dodo	<p>Audit & Supervisory Board Member (TSI Holdings Co., Ltd.)</p> <p>Audit & Supervisory Board Member (TSI Inc.)</p> <p>Audit & Supervisory Board Member * (Daytona International Co., Ltd.)</p> <p>Audit & Supervisory Board Member (Arpege Co., Ltd.)</p> <p>Audit & Supervisory Board Member (Jack Inc.)</p>	<p>Audit & Supervisory Board Member (TSI Holdings Co., Ltd.)</p> <p>Audit & Supervisory Board Member (TSI Inc.)</p> <p>Audit & Supervisory Board Member (Arpege Co., Ltd.)</p> <p>Audit & Supervisory Board Member (Jack Inc.)</p>
Masahiro Takahashi	<p>Executive Officer (TSI Holdings Co., Ltd.)</p> <p>General Manager Daytona International Dept. (TSI Inc.)</p> <p>Chief Executive Officer (Daytona International Co., Ltd.)</p> <p>Executive General Manager (TSI Social Works Co., Ltd.)</p> <p>Executive General Manager (S-groove Co., Ltd.)</p>	<p>Executive Officer (TSI Holdings Co., Ltd.)</p> <p>Deputy Director Group Strategy Headquarters (TSI Inc.)</p> <p>Executive General Manager (TSI Social Works Co., Ltd.)</p> <p>Executive General Manager (S-groove Co., Ltd.)</p>
Kazuhito Yamamoto	<p>Director Production Headquarters (TSI Holdings Co., Ltd.)</p> <p>General Manager of SCM Dept. Director Production Headquarters (TSI Inc.)</p> <p>Executive General Manager * (Daytona International Co., Ltd.)</p>	<p>Director Production Headquarters (TSI Holdings Co., Ltd.)</p> <p>General Manager of SCM Dept. Director Production Headquarters (TSI Inc.)</p>

Shigehiko Onodera	General Manager Operation Dept. (TSI Holdings Co., Ltd.) General Manager Operation Dept. (TSI Inc.) Executive General Manager * (Daytona International Co., Ltd.)	General Manager Operation Dept. (TSI Holdings Co., Ltd.) General Manager Operation Dept. (TSI Inc.)
Mika Sugahara	Manager Internal Auditing Office (TSI Holdings Co., Ltd.) Manager Internal Auditing Office (TSI Inc.) Audit & Supervisory Board Member * (Daytona International Co., Ltd.)	Manager Internal Auditing Office (TSI Holdings Co., Ltd.) Manager Internal Auditing Office (TSI Inc.)
Ko Eguchi	Executive Officer (Daytona International Co., Ltd.) Executive General Manager (Ready to Fashion Inc.)	Deputy General Manager Corporate Strategy Dept. Manager Business Development Dept. Group Strategy Headquarters (TSI Inc.) Executive General Manager (Ready to Fashion Inc.)
Takahiro Ishihara	Executive Officer (Daytona International Co., Ltd.)	General Manager Laline Dept. (TSI Inc.) Chief Executive Officer (Laline Japan Co., Ltd.)
Masaru Imai	General Manager Laline Dept. (TSI Inc.) Chief Executive Officer (Laline Japan Co., Ltd.)	Manager Licensing Office Sales Headquarters (TSI Inc.)

* denotes part-time position.

Note: This document has been translated from the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.