

(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 of the Company and Its Subsidiaries

TSI Holdings Co., Ltd. (the “Company”) hereby announces that it has resolved to implement organizational and personnel changes of the Company and its subsidiaries as described below.

1. Organizational Change (Effective March 1, 2026)

(1) TSI Holdings Co., Ltd.

- Establishment of the Business Headquarters and the Corporate Strategy Department.
- Abolition of the Group Strategy Headquarters and the Business Strategy Department, and transfer of business strategy functions to the Business Headquarters and corporate strategy functions to the Corporate Strategy Department.
- Renaming of the E-commerce Headquarters to the Digital Business Headquarters
- Renaming of the SDGs Promotion Department to the Corporate Sustainability Department

(2) TSI Inc.

- Establishment of the Business Headquarters
- Abolition of the Group Strategy Headquarters and the Business Strategy Department, and transfer of business strategy functions to the Business Headquarters and corporate strategy functions to the Corporate Strategy Department.
- Establishment of Department 1, Department 2, Department 3, and Department 4 under the Business Headquarters
- Abolition of the SI Department and AGL Department, and reorganization of their functions as sections under Department 1
- Abolition of the NBB Department, the PBD Department, the MFM Department, and the NU Department, and reorganization of their functions as sections under Department 2, together with the transfer of the JJ Section from the SI Department to Department 2
- Renaming of the WN Department to Department 3
- Renaming of the Ueno-Shokai Department to Department 4 and transfer of Seven by Seven and Dice & Dice brands from the AGL Department to Department 4
- Establishment of the Waterfront Department
- Renaming of the E-commerce Headquarters to the Digital Business Headquarters, the E-commerce Sales Department to the Digital Sales Department, the Marketing & CRM Department to the Digital Marketing Department, and the Operations Department to the Digital Platform Department.
- Renaming of the SDGs Promotion Department to the Corporate Sustainability Department

2. Details of Officer Changes (Effective May 22, 2026)

NAME	New Position	Current Position
Makoto Mizoguchi	Outside Director	—
Yoko Yamaguchi	Outside Audit & Supervisory Board Member	—
Naoko Ichikawa	—	Outside Director
Fujiro Okada	—	Outside Audit & Supervisory Board Member

(Note) The above appointments and retirements are subject to approval at the Annual General Meeting of Shareholders of TSI Holdings Co., Ltd., scheduled for May 22, 2026.

3. Details of Personnel Changes of the Company and Its Subsidiaries (Effective March 1)

NAME	New Position	Current Position
Mitsuru Naito	The Company: Executive General Manager & CFO TSI Inc.: Executive General Manager & CFO Daytona International Co., Ltd.: Executive General Manager HUF Holdings, LLC: Manager HUF Worldwide, LLC: Manager	The Company: Executive General Manager & CFO Director, Group Strategy Headquarters TSI Inc.: Executive General Manager & CFO Director, Group Strategy Headquarters Daytona International Co., Ltd.: Executive General Manager HUF Holdings, LLC: Manager HUF Worldwide, LLC: Manager
Katsuhiro Kamiya	The Company: Executive Officer Director, Business Headquarters TSI Inc.: Director of Business Headquarters	TSI Inc: General Manager, WN Department General Manager, Business Strategy Department Group Strategy Headquarters
Ryuji Tsukamoto	The Company: Executive Officer Director, Sales Headquarters TSI Inc: General Manager, Sales Department. Director of Sales Headquarters	The Company: Director, Sales Headquarters TSI Inc.: General Manager, Sales Department. Director, Sales Headquarters

NAME	New Position	Current Position
Kazuhito Yamamoto	The Company: Executive Officer Director, Production Headquarters TSI Inc.: General Manager, SCM Department. Director, Production Headquarters Daytona International Co., Ltd.: Executive General Manager	The Company: Director, Production Headquarters TSI Inc.: General Manager, SCM Department. Director, Production Headquarters Daytona International Co., Ltd.: Executive General Manager
Tsuyoshi Onoda	The Company: Executive Officer Director, Digital Business Headquarters TSI Inc.: Director, Digital Business Headquarters Waterfront Co., Ltd.: Executive General Manager HUF Holdings, LLC: Manager HUF Worldwide, LLC: Manager	The Company: Director, E-commerce Headquarters TSI Inc.: Director, E-commerce Headquarters HUF Holdings, LLC: Manager HUF Worldwide, LLC: Manager
Shigehiko Onodera	The Company: Executive Officer General Manager, Operations Department TSI Inc.: General Manager, Operations Department Daytona International Co., Ltd.: Executive General Manager	The Company: General Manager, Operations Department TSI Inc.: General Manager, Operations Department Daytona International Co., Ltd.: Executive General Manager
Jo Akahori	TSI Inc.: Deputy General Manager, Business Headquarters General Manager, Jack Department Jack Inc.: Chief Executive Officer HUF Holdings, LLC: Manager HUF Worldwide, LLC: Manager	TSI Inc.: General Manager, Jack Department Jack Inc.: Chief Executive Officer HUF Holdings, LLC: Manager HUF Worldwide, LLC: Manager

NAME	New Position	Current Position
Yoshito Nonoyama	TSI Inc.: General Manager, Department 1 Business Headquarters	TSI Inc.: General Manager, SI Department
Masato Yoshida	TSI Inc.: General Manager, Department 2 Business Headquarters	TSI Inc.: General Manager, MFM Department
Shingo Aiba	TSI Inc.: General Manager, Department 3 Business Headquarters	TSI Inc.: Manager, New Balance Golf Section WN Department
Keitaro Yamada	TSI Inc.: General Manager, Department 4 Business Headquarters	TSI Inc.: General Manager, Ueno-Shokai Department
Satoshi Yoshino	TSI Inc.: General Manager, Waterfront Department Business Headquarters Waterfront Co., Ltd.: Chief Executive Officer	Waterfront Co., Ltd.: Chief Executive Officer
Toshiro Kumagai	TSI Inc.: General Manager, Digital Sales Department Digital Business Headquarters	TSI Inc.: General Manager, EC Sales Department. E-commerce Headquarters
Yasumitsu Sameda	TSI Inc.: General Manager, Digital Marketing Department and Digital Platform Department, Digital Business Headquarters	TSI Inc.: General Manager Marketing & CRM Department. and Operation Department. E-commerce Headquarters
Kentaro Kawano	The Company: General Manager, Corporate Strategy Department TSI Inc.: General Manager, Corporate Strategy Department	TSI Inc.: General Manager, Corporate Strategy Department Group Strategy Headquarters Deputy Director, E-commerce Headquarters
Aoi Motomiya	The Company: General Manager Corporate Sustainability Department TSI Inc.: General Manager Corporate Sustainability Department	The Company: General Manager SDGs Promotion Department TSI Inc. General Manager SDGs Promotion Department
Sachiyo Nagano	TSI Inc.: Manager, NBB Section, Department 2 Business Headquarters	TSI Inc.: General Manager, NBB Department
Toshiya Uo	TSI Inc.: Assigned to International & Licensing Department Business Headquarters	TSI Inc.: General Manager, PBD Department

NAME	New Position	Current Position
Kenichi Ikeda	TSI Inc.: Manager, Design Office AGL Section, Department 1 Business Headquarters Margaret Howell Ltd.: Director	TSI Inc.: Manager, Design Office Margaret Howell Section General Manager, AGL Department Margaret Howell Ltd.: Director
Hiroyuki Wada	TSI Inc.: Manager, NU Section, Department 2 Business Headquarters	TSI Inc.: General Manager, NU Department

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.