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February 4, 2026

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Notice Concerning Organizational Restructuring, Introduction of Executive Officer System, and Changes in Directors

SAN-A CO., LTD. (the “Company”) hereby announces that, at a meeting of the Board of Directors held on February 4, 2026, it resolved to restructure its organization, introduce an executive officer system, and change directors, as outlined below.

1. Organizational restructuring (Effective March 1, 2026)

(1) Objective of organizational restructuring

The Company will change its organizational system to deal with sudden changes in the management environment and strengthen the governance system companywide while enhancing management strategy functions and management functions and reforming the supply chain system.

(2) Overview of organizational restructuring

① Introduction of headquarters system and reorganization of chain of command

The Company will integrate all divisions into the following four headquarters and assign a supervisor to each headquarters to clarify management and supervisory functions and scope of responsibility for business operations.

New headquarters	Roles and management scope
Sales Management Headquarters	The Headquarters will oversee all sales divisions. It will establish the First Sales Division (food sales businesses such as the Grocery Store Operations Dept, Food Product Dept, Drugs Dept, and Internet Sales Dept), the Second Sales Division (specialty businesses such as the Clothing Dept, Electrical Appliance Dept, and Restaurant Dept), and the Manufacturing and Logistics Headquarters to balance cooperation between businesses with specialization.
Corporate Headquarters	The Headquarters will oversee the management divisions (General Affair Dept, Human Resource Dept, Human Resource Development Dept, Finance Dept, and Electric Data Processing Dept) to promote the strengthening of its organizational foundation and the streamlining of back-office work.
Development Headquarters	The Headquarters will oversee the development divisions (Development Dept, Facility Management Dept, and Tenant Leasing Dept) to speed up store-opening strategies and optimize asset management.

② Upgrading of strategy functions and management functions (new establishment / reorganization)

The Company will newly establish and reorganize the following organizations to promote management and ESG management that adapts to environmental change, strengthen onsite sales capabilities and product development capabilities, and reform the supply chain system.

a. New establishment

Dept name	Roles
Management Strategy Dept	Responsible for promoting new business development and companywide strategies as an organization under the direct control of the President. A secretarial office established within the department will be responsible for assisting top management.
Sustainability Management Promotion Office	Reinforces responses to companywide sustainability issues as an organization under the direct control of the President.
Diversity Promotion Office	Promotes and develops a diverse workforce from within the Human Resource Development Dept.
Digital Transformation Promotion Office	Drives companywide digital transformation from within the Electric Data Processing Dept.
Logistics Dept	Controls logistical functions as a newly established specialized department.

b. Reorganization

Dept name	Roles
Grocery Store Operations Dept	The Company will divide the existing Foodstuffs & Grocery Dept into the Grocery Store Operations Dept, which will specialize in store management, and the Food Product Dept, which will be responsible for product procurement and development, to improve specialization through the separation of manufacturing and sales.
Food Product Dept	The Company will reorganize the existing Food Processing Center and clarify its functions as a manufacturing base.
Food Manufacturing Dept	The Company will integrate the existing Finance Dept and Accounting Dept as the new Finance Dept to strengthen fundraising and financial strategy functions.
Finance Dept	

2. Introduction of executive officer system (Effective March 1, 2026)

(1) Objectives of introduction

① Strengthening of system for business operations and optimization of roles

The Company will assign an executive officer responsible for specific business areas or functions to improve its operational abilities throughout the entire organization.

② Flexible selection for human resources

The Company will appoint personnel with outstanding abilities for business operations, not limited to company directors under corporate law, to promote the development of the next generation of management personnel.

③ Clarification of positions of responsibility

The Company will clarify positions of responsibility and performance responsibilities in relevant businesses by delegating authority to executive officers for specific businesses outside of departments managed by Directors.

3. Changes in Directors (Effective March 1, 2026)

(1) Changes

Name	New position	Current position
Tamotsu Goya	Executive Director, General Manager of Sales Management Headquarters, General Manager of First Sales Division (Food Product Dept, Grocery Store Operations Dept, Drugs Dept, Internet Sales Dept, and Quality Control Office)	Executive Director in charge of marketing (in charge of Foodstuffs & Groceries Dept, Drugs Dept, Food Processing Center and Quality Control Office)
Hisashi Takeda	Executive Director, Deputy General Manager of Sales Management Headquarters, General Manager of Second Sales Division (Clothing Dept, Electrical Appliance Dept, Restaurant Dept, and Market Planning Dept)	Executive Director in charge of marketing (in charge of Clothing Dept, Restaurant Dept, Internet Sales Dept and Market Planning Dept)
Riki Takaesu	Director, General Manager of Corporate Headquarters (General Affair Dept, Human Resource Dept, Human Resource Development Dept, Finance Dept and Electric Data Processing Dept) in charge of compliance and risk management	Director in charge of management (in charge of General Affair Dept, Human Resource Dept, Human Resource Development Dept, Accounting Dept, Finance Dept and Electric Data Processing Dept) in charge of compliance and risk management

4. Appointment of Executive Officers (Effective March 1, 2026)

(1) Appointment

Name	New position	Current position
Satoshi Miyagi	Executive Officer, Deputy General Manager of Corporate Headquarters, and General Manager of Finance Dept	General Manager of Finance Dept and General Manager of Accounting Dept