

(Translation for reference only)

Securities Code: 9831
May 29, 2026

NOTICE OF THE 49TH ORDINARY GENERAL MEETING OF SHAREHOLDERS

Dear Shareholder:

YAMADA HOLDINGS CO., LTD. (the “Company”) hereby announces that the 49th Ordinary General Meeting of Shareholders will be held on Friday, June 26, 2026, at 10:00 a.m., Japan Standard Time (reception desk opens at 9:00 a.m.) at the Company’s headquarters (Convention Hall, 12F), 1-1 Sakae-cho, Takasaki, Gunma, Japan.

When convening this general meeting of shareholders, the Company takes measures for providing information that constitutes the content of reference documents for the general meeting of shareholders, etc. (matters for which measures for providing information in electronic format are to be taken) in electronic format. This information is posted on each of the following websites, so please access one of those websites to confirm the information.

The Company’s website:

<https://www.yamada-holdings.jp/ir/> (in Japanese)

Tokyo Stock Exchange (TSE) website (Listed Company Search):

<https://www2.jpx.co.jp/tseHpFront/JJK010010Action.do?show=show> (in Japanese)

(Access the TSE website by using the internet address shown above, enter “YAMADA HOLDINGS” in “Issue name (company name)” or the Company’s securities code “9831” in “Code,” and click “Search.” Then, click “Basic information” and select “Documents for public inspection/PR information.” Under “Filed information available for public inspection,” click “Click here for access” under “[Notice of General Shareholders Meeting /Informational Materials for a General Shareholders Meeting]”)

Website for posting informational materials for the general meeting of shareholders:

<https://d.sokai.jp/9831/teiji/> (in Japanese)

If you are unable to attend the meeting in person, you may exercise your voting rights by Internet voting or postal voting. Prior to voting, please examine the attached reference documents for the General Meeting of Shareholders. Please vote in one of the ways described below and ensure that your vote reaches us by 6:00 p.m. on Thursday, June 25, 2026.

To exercise your voting rights in writing (by post):

Indicate “for” or “against” for each agenda item listed on the enclosed Voting Rights Exercise Form, and return it by post to reach us by the above deadline.

To exercise your voting rights by Internet:

Please access the website for exercising voting rights and exercise your voting rights by indicating your vote “for” or “against” for each agenda item listed by the above deadline. For details, please refer to “Exercising Voting Rights by the Internet” (Japanese only).

Sincerely yours,

Yoshinori Ueno
Representative Director, President and COO
YAMADA HOLDINGS CO., LTD.
1-1 Sakae-cho, Takasaki, Gunma, Japan

MEETING AGENDA

Items to Be Reported:

1. The Business Report, Consolidated Financial Statements and report on auditing results of Consolidated Financial Statements by independent accountants and Audit and Supervisory Committee for the 49th term (from April 1, 2025 to March 31, 2026)
2. The Non-Consolidated Financial Statements for the 49th term (from April 1, 2025 to March 31, 2026)

Items to Be Resolved:

Item 1: Proposal for Appropriation of Surplus

Item 2: Election of Seven Directors (Excluding Those Who Are Audit and Supervisory Committee Members)

Item 3: Election of Five Directors Who Are Audit and Supervisory Committee Members

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- * If attending the meeting in person, please present the voting form at the reception desk.
 - * Among the matters subject to measures for electronic provision, the following matters are not provided in the paper-based documents delivered to shareholders who have made a request for delivery of such documents in accordance with the provisions of laws and regulations and Article 16, paragraph 2 of the Articles of Incorporation of the Company.
 - “Important Sales Offices and Plants,” “Subscription rights to shares,” “Status of Independent Accountants,” and “System for Ensuring the Properness of Business Operations and Implementation of that System,” as part of Business Report
 - Consolidated Statements of Changes in Net Assets and Notes to Consolidated Financial Statements
 - Non-Consolidated Statements of Changes in Net Assets and Notes to the Non-Consolidated Financial StatementsTherefore, the Business Report, Consolidated Financial Statements and Non-Consolidated Financial Statements in which the items above are mentioned are subject to documents that have been audited by independent accountants in preparing an accounting audit report and by the Audit and Supervisory Committee in preparing an audit report.
 - * If circumstances arise whereby revisions should be made to the matters subject to measures for electronic provision, versions of such matters before revision and after revision shall be published on the websites mentioned on the previous page.

Item 2: Election of Seven Directors (Excluding Those Who Are Audit and Supervisory Committee Members)

The terms of office for all seven (7) Directors (excluding those who are Audit and Supervisory Committee Members; same applies below in proposals) will conclude at the end of this General Meeting of Shareholders. Therefore, the Company proposes to elect seven Directors (two as Outside Directors), including one new candidate.

The Board of Directors decided upon the candidates for Directors after receiving a report from the Nomination and Remuneration Committee.

The candidates for Directors are as follows:

No.	Name	Gender	Current Positions in the Company	
1	Noboru Yamada	Male	Representative Director, Chairperson and CEO	<u>Reelection</u>
2	Yoshinori Ueno	Male	Representative Director, President and COO	<u>Reelection</u>
3	Megumi Kogure	Female	Representative Director, Vice President and Executive Officer CHRO	<u>Reelection</u>
4	Kenichi Koyano	Male	Director, Senior Managing Executive Officer CFO	<u>Reelection</u>
5	Tsuyoshi Nagano	Male	Director and Executive Officer	<u>Reelection</u>
6	Miki Mitsunari	Female	Outside Director	<u>Reelection</u> <u>Outside</u> <u>Independent</u>
7	Yasuaki Muto	Male	—	<u>New election</u> <u>Outside</u> <u>Independent</u>

- Notes:
1. The Company has entered into a directors and officers liability insurance policy as stipulated in Article 430-3, paragraph (1) of the Companies Act with an insurance company. The insurance policy covers costs for compensation for damages and litigation costs incurred by the insured person arising from claims for compensation for damages related to the execution of his or her duties. In the event that the election is approved as originally proposed in this item and each candidate assumes the office as Director, each candidate will be included as an insured in the policy. The Company bears all the insurance premiums of the insured and plans to renew the insurance policy with the same contents during the term of office.
 2. Areas in which the Company particularly expects the display of skills based on the expertise and experience of candidates for Directors are described on pages 25 to 26.

No. 1	Noboru Yamada (Born on February 11, 1943)	Number of Shares Owned: 20,472,920 Years Served as Director: 43 years Attendance at the Board of Directors Meetings During the Current Fiscal Year: 89.5% (17/19 times)
Reelection	<p>[Brief History, Positions and Responsibilities in the Company]</p> September 1983 Representative Director, President of the Company June 2008 Representative Director, Chairperson and CEO June 2013 Representative Director, President and CEO April 2016 Representative Director, Chairperson and Chairperson of the Board of Directors June 2019 Representative Director, Chairperson April 2021 Representative Director, Chairperson and CEO September 2021 Representative Director, Chairperson and President CEO April 2025 Representative Director, Chairperson and CEO [present post] <p>[Significant Concurrent Positions]</p> ◎ Representative Director, Chairperson of Tecc Planning Co., Ltd. ◎ Representative Director of Yamada Noboru Memorial Foundation <p>[Reasons for Nomination as Candidate for Director]</p> <p>Noboru Yamada has, since the foundation of the Company in 1973, pioneered the development of the large electronics retail store format, demonstrating responsiveness to change and innovation in the face of changes in the consumer electronics distribution industry that emerged in the postwar era through strong leadership, flexible thinking not constrained by the industry, and innovative management based on the management philosophy of “Creation and Challenge” and “Appreciation and Trust.” He has helped the Company achieve growth to become a representative Japanese company in the retail industry and has a proven track record, and has directed the management of the Company and the Group as a whole for many years. As Chief Executive Officer, he has worked to resolve issues arising from future social structural changes in Japan, such as the declining birthrate and aging and shrinking population. He has been at the center of various management reforms based on the necessity of promoting the “Total-Living (Kurashi-Marugoto)” strategy, from “individual” to “household,” in order to achieve sustainable growth and development of the Group. While directing the Group as a whole, he strived to strengthen the management supervisory function and governance as well as develop human resources with an eye to the future and pass on management DNA. The Group is promoting the “Total-Living (Kurashi-Marugoto)” strategy. His management experience over many years, innovative and extensive knowledge, strong leadership, and demonstration of the ability to make rational decisions to solve problems from a Group-wide perspective are crucial for maximizing corporate value, achieving the Mid-Term Management Plan and other business goals, enhancing corporate value, and ensuring optimal capital allocation. We accordingly seek his reelection as Director.</p>	

Note: Noboru Yamada, a candidate for Director, is the Representative Director and Chairperson of Tecc Planning Co., Ltd. The Company has a business relationship, including the leasing of real estate, with Tecc Planning Co., Ltd., but the transaction amount is less than 0.1% of consolidated net sales.

No. 2	Yoshinori Ueno (Born on December 2, 1971)	Number of Shares Owned: 129,617 Years Served as Director: 2 years Attendance at the Board of Directors Meetings During the Current Fiscal Year: 100% (19/19 times)
Reelection	<p>[Brief History, Positions and Responsibilities in the Company]</p> <p>April 2016 General Manager of Sales Strategy Division</p> <p>June 2016 Director and Senior Executive Officer, General Manager of Sales Strategy Division and Head of Housing Collaboration Sales Strategy Office</p> <p>April 2018 Director and Managing Executive Officer, General Manager of Product Division</p> <p>October 2019 Director and Managing Executive Officer, General Manager of Sales Products Division</p> <p>June 2020 Director and Senior Managing Executive Officer, General Manager of Sales Products Division</p> <p>October 2020 Director</p> <p>October 2020 Director and Senior Managing Executive Officer, General Manager of Sales Products Division of YAMADA DENKI CO., LTD.</p> <p>April 2021 Director and Executive Officer in charge of Sales Products Division of the Company</p> <p>April 2022 Director and Executive Officer [Resigned from post in June 2022]</p> <p>April 2022 Representative Director, President of YAMADA DENKI CO., LTD.</p> <p>February 2023 Representative Director, President and General Manager of Sales and Marketing Division of YAMADA DENKI CO., LTD.</p> <p>April 2024 Representative Director, President of YAMADA DENKI CO., LTD</p> <p>June 2024 Representative Director, Vice President and Executive Officer of the Company</p> <p>April 2025 Representative Director, President and COO [present post]</p> <p>April 2025 Director, YAMADA DENKI CO., LTD. [Resigned from post in June 2025]</p> <p>[Significant Concurrent Positions]</p> <p>None</p> <p>[Reasons for Nomination as Candidate for Director]</p> <p>Yoshinori Ueno served in positions such as General Manager of Sales Strategy Division of the Company and Representative Director of YAMADA DENKI CO., LTD., the core operating company of the Group’s consumer electronics segment, before assuming the role of Representative Director, President and COO of the Company on April 1, 2025. As Representative Director, President and COO, he demonstrated a strong sense of mission and took swift and decisive action on the front lines as the executive in charge, promoting management reforms in line with the times while upholding the corporate culture amid major changes in the social and economic environment and distribution structure of the household electrical appliance market, including high raw material prices caused by geopolitical risks and rising infrastructure costs. He has fulfilled his responsibilities by knowing himself and leveraging people’s strengths, managing the organization efficiently to implement the “Total-Living (Kurashi-Marugoto)” strategy and enhancing the corporate value of the Group.</p> <p>He has also been supporting and promoting the “Total-Living (Kurashi-Marugoto)” strategy from a practical standpoint, demonstrating a strong sense of mission as well as planning and execution skills, by coordinating the housing, finance, environment, and other business segments across the Group in order to maximize synergies with the consumer electronics segment, the core business of the Group, for the sustainable growth and development of the Group. His management skills are crucial for maximizing the corporate value of the Group, achieving the Mid-Term Management Plan and other business goals, and enhancing corporate value. We accordingly seek his election as Director.</p>	

Note: There are no conflicts of interest between the candidate for Director, Yoshinori Ueno and the Company.

No. 3	Megumi Kogure (Born on October 18, 1976)	Number of Shares Owned: 96,803 Years Served as Director: 8 years Attendance at the Board of Directors Meetings During the Current Fiscal Year: 100% (19/19 times)
Reelection	<p>[Brief History, Positions and Responsibilities in the Company]</p> <p>May 2012 General Manager, Head of Secretary Office of the Company</p> <p>May 2017 Junior Executive Officer, Head of Secretary Office</p> <p>April 2018 Executive Officer, Head of Secretary Office and Head of Human Resources Development Office</p> <p>June 2018 Director and Senior Executive Officer, Head of Secretary Office and Head of Human Resources Development Office</p> <p>April 2019 Director and Senior Executive Officer, Head of Secretary Office and General Manager of Human Resources and General Affairs Division</p> <p>June 2020 Director and Managing Executive Officer, General Manager of Human Resources and General Affairs Division</p> <p>October 2020 Director</p> <p>October 2020 Director and Managing Executive Officer, General Manager of Human Resources and General Affairs Division of YAMADA DENKI CO., LTD. [Resigned from post in April 2022]</p> <p>April 2021 Director and Executive Officer in charge of Human Resources and General Affairs Division of the Company</p> <p>April 2022 Representative Director and Senior Managing Executive Officer in charge of Human Resources and General Affairs Division</p> <p>June 2024 Representative Director, Vice President and Executive Officer in charge of Human Resources and General Affairs Division</p> <p>April 2025 Representative Director, Vice President and Executive Officer CHRO [present post]</p> <p>[Significant Concurrent Positions]</p> <p>None</p> <p>[Reasons for Nomination as Candidate for Director]</p> <p>Megumi Kogure has more than ten years of experience in retail sales of household electrical appliances at stores. Followed by her appointment as positions such as Head of Secretary Office and then as Director in June 2018, she has served in positions such as General Manager of Human Resources and General Affairs Division, and she assumed the position of Representative Director in April 2022. As Representative Director, Vice President and Executive Officer CHRO, she has positioned human capital management as one of the drivers of growth to support the “Total-Living (Kurashi-Marugoto)” strategy focused mainly on “people” of the Group and promoting and contributing to management reforms through aggressive investment in human capital with a strong sense of mission and ability to execute. She considers “personnel (human resources)” as the Group’s most important and biggest management resource, and believes that “without employee satisfaction, there is no customer satisfaction.” Positioning diversity, equity, and inclusion as the Group’s “growth strategy itself,” she has planned and promoted a variety of reforms. The candidate has fulfilled her responsibilities by working with a sense of speed to build a human resource base to support value creation through the “Total-Living (Kurashi-Marugoto)” strategy from her hands-on point of view with care, which are her strengths. “Employees” (= personnel (human resources)) who are important stakeholders, are at the root of achieving the Mid-Term Management Plan and other business goals, enhancing corporate value, and increasing shareholder value, and corporate growth cannot be achieved without “personnel (human resources).” We accordingly seek her reelection as Director, so that she can demonstrate her management ability from a hands-on point of view with care.</p>	

Note: There are no conflicts of interest between the candidate for Director, Megumi Kogure and the Company.

No. 4	Kenichi Koyano (Born on January 28, 1961)	Number of Shares Owned: 64,723 Years Served as Director: 2 years Attendance at the Board of Directors Meetings During the Current Fiscal Year: 100% (19/19 times)
<div style="border: 1px solid black; padding: 2px; width: fit-content;">Reelection</div>	<p>[Brief History, Positions and Responsibilities in the Company]</p> <p>June 2009 Managing Executive Officer, Deputy General Manager of Finance and Accounting Division of the Company</p> <p>April 2012 Managing Executive Officer, Head of Finance Office, Finance and Accounting Division, and General Manager of Affiliates Profitability Management Department</p> <p>June 2012 Director and Managing Executive Officer, Head of Finance Office, Finance and Accounting Division, and General Manager of Affiliates Profitability Management Department</p> <p>June 2013 Director and Senior Executive Officer, Head of Finance Office, Finance and Accounting Division, and Head of Affiliates Management Office and General Manager of Affiliates Profitability Management Department</p> <p>June 2014 Director and Senior Executive Officer, Deputy General Manager of Finance and Accounting Division</p> <p>March 2015 Director and Senior Executive Officer, General Manager of Finance and Accounting Division and Head of Affiliates Management Office</p> <p>April 2016 Director and Senior Executive Officer, General Manager of Finance and Accounting Division</p> <p>May 2016 Representative Director and President of YAMADA FINANCE SERVICE Co., Ltd. [Resigned from post in May 2025]</p> <p>July 2017 Executive Officer of the Company</p> <p>April 2019 Advisor</p> <p>June 2024 Director, Senior Managing Executive Officer</p> <p>April 2025 Director, Senior Managing Executive Officer CFO, and General Manager of Finance and Accounting Division [present post]</p> <p>April 2025 Representative Director and President, Yamada Finance Holdings Co., Ltd.</p> <p>February 2026 Director of Yamada Finance Holdings Co., Ltd. [present post]</p> <p>[Significant Concurrent Positions]</p> <p>© Director of Yamada Finance Holdings Co., Ltd.</p>	

[Reasons for Nomination as Candidate for Director]

Kenichi Koyano has extensive knowledge and a wealth of experience in the workplace focused on finance through his experience at a financial institution, and has served in positions such as General Manager of Administration Division. He established the core operating company of the Group's financial segment in May 2016 and has driven the Group from a financial perspective in particular with strong leadership as well as planning and execution skills, establishing and building the foundations of businesses including a card business, insurance business, loan business, and bank agency business. He has made significant contributions to deepening the "Total-Living (Kurashi-Marugoto)" strategy, which goes beyond the scope of the consumer electronics retail industry to provide one-stop support for customers from home purchase to loans and payments, such as promoting the transition of the financial segment to a holding company structure in order to improve business efficiency, strengthen governance, and optimize and maximize Group support capabilities in the financial segment. In his role as Director, Senior Managing Executive Officer CFO of the Company, he oversees the entire Group's financial strategy. He has expanded the possibilities of the "Total-Living (Kurashi-Marugoto)" strategy with his sense of speed and planning ability, starting with improving ROA within the Group, making a significant contribution to improving business performance and thereby fulfilling his responsibility through initiatives that leverage the strengths of the Group from a financial perspective. His display of skills from a financial perspective, which is the lifeblood of the company, is crucial for achieving the Mid-Term Management Plan and other business goals, enhancing corporate value, increasing shareholder value, and ensuring appropriate capital allocation, and we accordingly seek his election as Director.

Note: There are no conflicts of interest between the candidate for Director, Kenichi Koyano and the Company.

No. 5	Tsuyoshi Nagano (Born on January 20, 1967)	Number of Shares Owned: 55,740 Years Served as Director: 2 years Attendance at the Board of Directors Meetings During the Current Fiscal Year: 100% (19/19 times)
Reelection	<p>[Brief History, Positions and Responsibilities in the Company]</p> <p>May 2015 Representative Director and President of SBI Wealth Partner Co., Ltd.</p> <p>March 2017 Managing Director of Sharaku Partners Co., Ltd.</p> <p>December 2018 Representative Director and President of Social Mobility, Inc.</p> <p>November 2020 Joined the Company In charge of special assignment in Chairman’s Office</p> <p>April 2021 Outside Director of FOMM Corporation</p> <p>May 2022 Director-General of Large-Scale Consumer Electronics Distribution Association [present post]</p> <p>April 2024 Executive Officer, Head of Integrated Corporate Planning Office of the Company</p> <p>June 2024 Director, Executive Officer, Head of Integrated Corporate Planning Office [present post]</p> <p>[Significant Concurrent Positions] None</p> <p>[Reasons for Nomination as Candidate for Director] Tsuyoshi Nagano has, since joining The Sanwa Bank, Limited (currently MUFG Bank, Ltd.), engaged in sales, business development, new business development, system development, and marketing at domestic and overseas financial institutions such as Citibank, N.A., Mizuho Trust & Banking Co., Ltd., and Credit Suisse Securities (Japan) Limited. He has a wealth of experience in both practical and managerial aspects, including management experience as Representative Director and President at SBI Wealth Partner Co., Ltd., and consulting work for government agencies and corporations, including social system design, at Sharaku Partners Co., Ltd. Since assuming the position of Director of the Company, he has supervised various divisions including corporate planning, corporate strategy, and public relations as the Head of Integrated Corporate Planning Office. He has utilized his planning ability to support the Group’s growth strategy from the side, including business efficiency improvements across each business segment, M&A (Towa Sogo Jutaku Co., Ltd. and TOCLAS, Inc.), etc. In addition, since 2022, he has promoted industry-wide collaboration as the Director-General of Large-Scale Consumer Electronics Distribution Association. In response to social issues such as rising costs and severe labor shortages stemming from the 2024 problem in logistics, he recognized the shared problems facing the household electrical appliance industry as “areas for cooperation rather than competition.” He has also contributed to the development of the household electrical appliance distribution industry, including his efforts to establish the “Consumer Electronics Supply Chain Association” with the aim of resolving these issues through the integrated collaboration of manufacturing, distribution, and sales. His experience, knowledge, and external network are crucial for achieving the Mid-Term Management Plan and other business goals, enhancing corporate value, and increasing shareholder value, and we accordingly seek his election as Director.</p>	

Note: There are no conflicts of interest between the candidate for Director, Tsuyoshi Nagano and the Company.

No. 6	Miki Mitsunari (Born on February 29, 1972)	Number of Shares Owned: 7,800 Years Served as Outside Director: 6 years Attendance at the Board of Directors Meetings During the Current Fiscal Year: 100% (19/19 times)
<div style="border: 1px solid black; padding: 2px; margin-bottom: 2px;">Reelection</div> <div style="border: 1px solid black; padding: 2px; margin-bottom: 2px;">Outside</div> <div style="border: 1px solid black; padding: 2px;">Independent</div>	<p>[Brief History, Positions and Responsibilities in the Company]</p> <p>April 1994 Joined TOKYU LAND CORPORATION</p> <p>February 2001 Joined Fuji Sogo Research Institute (currently Mizuho Bank, Ltd.)</p> <p>September 2011 President of FINEV inc. [present post]</p> <p>March 2020 Outside Director of Funai Soken Holdings Inc. [Resigned from post in March 2023]</p> <p>June 2020 Director (part-time) of Japan Accreditation Board [present post]</p> <p>June 2020 Outside Director of the Company [present post]</p> <p>June 2022 Outside Director of Solasto Corporation [present post]</p> <p>June 2023 Outside Director of YUASA TRADING CO., LTD. (currently YUASA CO., LTD.) [present post]</p> <p>[Significant Concurrent Positions]</p> <p>◎ President of FINEV inc.</p> <p>◎ Director (part-time) of Japan Accreditation Board</p> <p>◎ Outside Director of Solasto Corporation</p> <p>◎ Outside Director of YUASA TRADING CO., LTD. (currently YUASA CO., LTD.)</p> <p>[Reasons for Nomination as Candidate for Outside Director and Overview of Expected Roles]</p> <p>Miki Mitsunari has a wealth of knowledge and consulting skills in matters such as sustainability initiatives including climate-related and natural environment in line with corporate strategies, and evaluation, analysis, and visualization using geographic information systems (GIS), and provides support to many companies. At the same time, she is highly regarded as an extremely capable expert, serving as an outside director outside of the Company, as an expert member of a government agency, and as a director and councilor of several public interest foundations. The Group is actively promoting initiatives through ESG and sustainability management. She has provided us with advice on various human resource system reforms, including investment in and utilization of human capital as well as reforms in work styles, in order to promote the Group's "Total-Living (Kurashi- Marugoto)" strategy. She has also provided us with information based on store and area analysis that leverages GIS and other digital information for development projects in Japan and overseas, as well as advice from an objective and fair point of view. In doing so, she plays a role not only in overseeing management but also as a partner dedicated to sustainable profit growth. The Company believes that promoting the "Total-Living (Kurashi- Marugoto)" strategy that the Group is aiming for cannot be separated from ESG and sustainability management. We believe that her objective and incisive advice as an independent outside Director based on her wealth of knowledge will continue to be crucial for the Group's contribution to society, enhancement of corporate value, and improvement of shareholder value, and accordingly seek her reelection as outside Director.</p>	

- Notes:
1. Director candidate Miki Mitsunari is a President of FINEV inc., and an outside Director of YUASA TRADING CO., LTD. (currently YUASA CO., LTD.). The Company is receiving advice on sustainability, etc. from FINEV inc. However, the amount of transactions with that company is less than 0.0001% of the Company's consolidated sales. The Company also has transactions such as the purchase and sale of mainly electrical machinery and equipment with YUASA TRADING CO., LTD. (currently YUASA CO., LTD.). However, the amount of transactions with that company is less than 0.004% of the Company's consolidated sales. The Company considers that there is no materiality that could cause relationships of special interest to arise between the Company and both companies.
 2. Miki Mitsunari is a candidate for outside Director of the Company.
The Company has submitted notification to Tokyo Stock Exchange, Inc. that Miki Mitsunari has been appointed as an independent officer as provided for in Article 436-2 of the Securities Listing Regulations of the aforementioned exchange. If the reelection of Miki Mitsunari is approved, the Company plans for her appointment as an independent officer to continue.
 3. Facts relating to the Company or its specified associated service provider:
N/A

4. Outside Director and the Limitation Liability Agreement:
N/A

No. 7	Yasuaki Muto (Born on June 9, 1955)	Number of Shares Owned: – Years Served as Outside Director: – year Attendance at the Board of Directors Meetings During the Current Fiscal Year: –
<div style="border: 1px solid black; padding: 2px; margin-bottom: 5px;">New election</div> <div style="border: 1px solid black; padding: 2px; margin-bottom: 5px;">Outside</div> <div style="border: 1px solid black; padding: 2px;">Independent</div>	<p>[Brief History, Positions and Responsibilities in the Company]</p> <p>April 1980 Joined Mitsubishi Research Institute, Inc. [Resigned from post in March 2006 (Senior Research Fellow)]</p> <p>July 2001 Director of Japan Association of Private Employment Agencies [present post]</p> <p>October 2003 Special Advisor, Japan Railway Construction, Transport and Technology Agency [Resigned from post in September 2015]</p> <p>June 2004 Director and Chairperson of the Management Advisory Committee, Japan Professional Football League [Resigned from post in January 2012]</p> <p>April 2006 Professor of Waseda University [Resigned from post in March 2026]</p> <p>June 2008 Director and Chairman of Daigin Economic and Management Institute Co., Ltd. [Resigned from post in June 2011]</p> <p>November 2010 Advisor of Japan Society of Sports Management [present post]</p> <p>September 2016 Dean of Graduate School of Sports Sciences, Waseda University [Resigned from post in September 2020]</p> <p>April 2018 Member of the Board of Trustees, Waseda University [Resigned from post in June 2022]</p> <p>July 2020 Executive Director of Japan Association for Financial Planners (NPO) [Scheduled to resign in June 2026]</p> <p>March 2026 Research Fellow of Sports Knowledge Research Association (NPO) [present post]</p> <p>[Significant Concurrent Positions]</p> <p>◎ Director of Japan Association of Private Employment Agencies</p> <p>◎ Advisor of Japan Society of Sports Management</p> <p>◎ Research Fellow of Sports Knowledge Research Association (NPO)</p> <p>◎ Advisor of Japan Association for Financial Planners (NPO) [Scheduled to assume the position in June 2026]</p> <p>[Reasons for Nomination as Candidate for Outside Director and Overview of Expected Roles]</p> <p>Yasuaki Muto is recognized as a leading authority on sports management research in contemporary Japan. He is a frontrunner of knowledge who has systematized the strategies, governance, and finance necessary to elevate sports beyond mere “competitive athletics” and transform it into a “sustainable industry.” His greatest strength lies in his “high-level integration of theory and practice,” backed by his exceptional career. After completing his graduate studies at the University of Tokyo, he joined the Mitsubishi Research Institute, Inc. As a senior research fellow, he was involved in corporate strategy and policy formulation for government agencies at the forefront of management consulting. He later moved to Waseda University, where he brought his meticulous analytical experience from the private sector to introduce “full-fledged business administration” to the Japanese sports world. His research spans a wide range of fields. In particular, his track record of holding key positions such as Chairman of the J.League Management Advisory Committee demonstrates that his proposals are not mere theoretical concepts, but rather “actionable strategies” grounded in a deep understanding of the pains and contradictions faced in the workplace. Furthermore, from his perspective as an educator, he excels at identifying and nurturing “the best in people,” and his suggestions are highly anticipated from the standpoint of human resource development. We believe that his objective industry analysis from a third-party perspective as an independent outside Director, along with his experience-based observations and advice to the Company’s management team, will be crucial for promoting the “Total-Living (Kurashi-Marugoto)” strategy that the Group is aiming for, and accordingly seek his election as outside Director.</p>	

- Notes: 1. There are no conflicts of interest between the candidate for Director, Yasuaki Muto and the Company.
2. Yasuaki Muto is a candidate for outside Director of the Company.
If the election of Yasuaki Muto is approved, the Company plans to submit notification to Tokyo Stock

Exchange, Inc. that Yasuaki Muto has been appointed as an independent officer as provided for in Article 436-2 of the Securities Listing Regulations of the aforementioned exchange.

3. Facts relating to the Company or its specified associated service provider:

N/A

4. Outside Director and the Limitation Liability Agreement:

N/A

Item 3: Election of Five Directors Who Are Audit and Supervisory Committee Members

The terms of five (5) Directors who are Audit and Supervisory Committee Members will conclude at the end of this General Meeting of Shareholders. Therefore, the Company proposes to elect five Directors who are Audit and Supervisory Committee Members (three as Outside Directors), including one new candidate.

The approval of the Audit and Supervisory Committee has been received for this item.

The candidates for Directors who are Audit and Supervisory Committee Members are as follows:

No.	Name	Gender	Current Positions in the Company	
1	Makoto Igarashi	Male	Director (Standing Audit and Supervisory Committee Member)	Reelection
2	Kenji Yamazaki	Male	Director (Standing Audit and Supervisory Committee Member)	Reelection
3	Somuku Iimura	Male	Outside Director (Audit and Supervisory Committee Member)	Reelection Outside Independent
4	Hirohisa Ishii	Male	Outside Director (Audit and Supervisory Committee Member)	Reelection Outside Independent
5	Arei Shirai	Female	—	New election Outside Independent

- Notes:
- The Company has entered into a directors and officers liability insurance policy as stipulated in Article 430-3, paragraph (1) of the Companies Act with an insurance company. The insurance policy covers costs for compensation for damages and litigation costs incurred by the insured person arising from claims for compensation for damages related to the execution of his or her duties. In the event that the election is approved as originally proposed in this item and each candidate assumes the office as Director, each candidate will be included as an insured in the policy. The Company bears all the insurance premiums of the insured and plans to renew the insurance policy with the same contents during the term of office.
 - Somuku Iimura, Hirohisa Ishii and Arei Shirai are candidates for outside Directors of the Company. The Company has submitted notification to Tokyo Stock Exchange, Inc. that Somuku Iimura and Hirohisa Ishii have been appointed as independent officers as provided for in Article 436-2 of the Securities Listing Regulations of the aforementioned exchange. If their re-elections are approved, the Company plans for their appointments as independent officers to continue. If the election of Arei Shirai is approved, she will be appointed as an independent officer as provided for in Article 436-2 of the Securities Listing Regulations of the Tokyo Stock Exchange, Inc.
 - Outside Director and the Limitation Liability Agreement:
N/A
 - Areas in which the Company particularly expects the display of skills based on the expertise and experience of candidates for Directors who are Audit and Supervisory Committee Members are described on pages 25 to 26.

<p>No. 1</p>	<p>Makoto Igarashi (Born on August 4, 1964)</p>	<p>Number of Shares Owned: 55,600 Years Served as Director: 2 years Attendance at the Board of Directors Meetings During the Current Fiscal Year: 100% (19/19 times) Attendance at the Audit & Supervisory Board Meetings During the Current Fiscal Year: 100% (13/13 times)</p>
<p>Reelection</p>	<p>[Brief History, Positions and Responsibilities in the Company]</p> <p>June 1999 Director, Manager of Accounting Division of the Company</p> <p>April 2001 Managing Director, Deputy General Manager of Merchandise Division</p> <p>May 2003 Senior Managing Director, General Manager of Administration Division</p> <p>June 2004 Director and Senior Managing Executive Officer, General Manager of Administration Division</p> <p>January 2005 Director and Senior Managing Executive Officer, General Manager of Sales and Marketing Division</p> <p>June 2007 Director and Senior Managing Executive Officer, General Manager of Administration Division and Head of Affiliates Management Office</p> <p>June 2008 Director and Senior Managing Executive Officer, Head of Overseas Business Strategy Office</p> <p>March 2010 Director and Senior Managing Executive Officer, Head of Overseas Business Strategy Office and Head of LABI Development Office</p> <p>April 2012 Director and Senior Managing Executive Officer, CFO, General Manager of Administration Division</p> <p>June 2013 Director and Managing Executive Officer, CFO, General Manager of Administration Division</p> <p>June 2014 Standing Audit & Supervisory Board Member (June 2024: transition to a Company with an Audit and Supervisory Committee)</p> <p>June 2024 Director (Standing Audit and Supervisory Committee Member) [present post]</p> <p>[Significant Concurrent Positions]</p> <p>◎ Audit & Supervisory Board Member of YAMADA DENKI CO., LTD. ◎ Audit & Supervisory Board Member of YAMADA JUKEN HOLDINGS Co., LTD. ◎ Audit & Supervisory Board Member of YAMADA HOMES CO., LTD. ◎ Audit & Supervisory Board Member of Housetec Inc. ◎ Audit & Supervisory Board Member of YAMADA FINANCE SERVICE Co., Ltd. ◎ Audit & Supervisory Board Member of Tecc Planning Co., Ltd.</p>	

	<p>[Reasons for Nomination as Candidate for Director Who Is an Audit and Supervisory Committee Member]</p> <p>Since joining the company in 1990, Makoto Igarashi has spent more than 30 years supporting the YAMADA Group on the front lines during its period of rapid growth. After laying the financial foundation as Manager of Accounting Division, he served as Managing Director and Senior Managing Director, holding positions including General Manager of Sales and Marketing Division, General Manager of Administration Division, and Chief Financial Officer (CFO). He possesses the expertise of a rare “management generalist” with a thorough understanding of the entire Group, ranging from the front lines of mass-market household electrical appliance retail to financial strategy, overseas business, and even the real estate and housing construction fields. Based on his conviction that the issues and problems are always in the workplace, he has given much importance to on-site audits, and has fulfilled his responsibilities through appropriately identifying and providing advice based on what he has seen and heard firsthand, among other measures. The Company transitioned to a holding company structure in October 2020, and then to a company with an Audit and Supervisory Committee in 2024, which requires stronger governance than ever before. As the first Chair of the Audit and Supervisory Committee, he has been responsible for overseeing management from an independent perspective. As the Group’s “Total-Living (Kurashi-Marugoto)” strategy accelerates, his wealth of experience and expertise, his policy of focusing on the workplace, and his appropriate advice and suggestions backed by these attributes will strengthen the Group’s auditing functions. We accordingly seek his election as Director who is an Audit and Supervisory Committee Member.</p>
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Note: There are no conflicts of interest between the candidate for Director, Makoto Igarashi and the Company.

<p>No. 2</p>	<p>Kenji Yamazaki (Born on January 28, 1968)</p>	<p>Number of Shares Owned: 1,190 Years Served as Director: 2 years Attendance at the Board of Directors Meetings During the Current Fiscal Year: 100% (19/19 times) Attendance at the Audit & Supervisory Board Meetings During the Current Fiscal Year: 100% (13/13 times)</p>
<p>Reelection</p>	<p>[Brief History, Positions and Responsibilities in the Company]</p> <p>July 2000 Head of Internal Audit Office, Administration Division of the Company April 2002 General Manager of Management Department, Administration Division March 2006 Junior Executive Officer and Head of Internal Audit Office April 2007 Senior Administrative Executive Officer and Head of Internal Audit Office April 2009 Executive Officer and Head of Internal Audit Office April 2012 Senior Executive Officer and Head of Internal Audit Office May 2013 Assistant Executive Officer and Head of Internal Audit Office April 2020 Assistant Executive Officer, Head of Audit Office, and General Manager of Audit Department No.1 April 2021 Executive Officer, Head of Audit Office, and General Manager of Audit Department No.1 June 2021 Audit & Supervisory Board Member of YAMADA DENKI CO., LTD. [present post] June 2024 Director (Standing Audit and Supervisory Committee Member) of the Company [present post]</p> <p>[Significant Concurrent Positions]</p> <ul style="list-style-type: none"> ◎ Audit & Supervisory Board Member of YAMADA DENKI CO., LTD. ◎ Audit & Supervisory Board Member of Yamada Environmental Resource Development Holdings Co., Ltd. ◎ Audit & Supervisory Board Member of YAMADA FINANCE SERVICE Co., Ltd. ◎ Audit & Supervisory Board Member of YAMADA SMALL AMOUNT SHORT TERM INSURANCE CO., LTD. ◎ Audit & Supervisory Board Member of House Depot Partners Co., Ltd. <p>[Reasons for Nomination as Candidate for Director Who Is an Audit and Supervisory Committee Member]</p> <p>Kenji Yamazaki served as MD (Buyer) of the Product Department and General Manager of the Information System Department after joining the Company and subsequently was appointed as Head of Internal Audit Office in July 2000. He then served as General Manager of Management Department, Administration Division before being reappointed as Head of Internal Audit Office in March 2006. In 2006, the Companies Act was revised to make it mandatory for large companies to establish an internal control system and an audit department. In response to this, as the head of an independent internal audit department, he developed and strengthened the internal audit system within the Company and the Group over many years, and developed a system for checking and evaluating the status of the internal control system and its operation. As an expert in internal audits, he has instilled a healthy sense of vigilance in management as well as made significant contributions to fostering a sound corporate culture across the entire Group. His audits, conducted with a deep understanding of everything from operational workflows at the workplace to corporate management, go beyond mere compliance with laws and regulations; they serve as a crucial guide for identifying potential organizational risks at an early stage and maintaining sound corporate management. In the “Total-Living (Kurashi-Marugoto)” strategy promoted by the Group, the advancement of risk management in conjunction with business development across each segment is crucial, and a function capable of overseeing cross-functional risks is required. His fair and objective perspective is a vital element in protecting the interests of shareholders and supporting the sustainable enhancement of corporate value. We accordingly seek his election as Director who is an Audit and Supervisory Committee Member to maintain highly transparent management and advance our governance framework.</p>	

Note: There are no conflicts of interest between the candidate for Director, Kenji Yamazaki and the Company.

No. 3	Somuku Iimura (Born on April 14, 1953)	Number of Shares Owned: – Years Served as Outside Director: 2 years Attendance at the Board of Directors Meetings During the Current Fiscal Year: 100% (19/19 times) Attendance at the Audit & Supervisory Board Meetings During the Current Fiscal Year: 100% (13/13 times)
<div style="border: 1px solid black; padding: 2px; display: inline-block; margin-bottom: 5px;">Reelection</div> <div style="border: 1px solid black; padding: 2px; display: inline-block; margin-bottom: 5px;">Outside</div> <div style="border: 1px solid black; padding: 2px; display: inline-block;">Independent</div>	<p>[Brief History, Positions and Responsibilities in the Company]</p> <p>April 1986 Registered as an attorney at law</p> <p>April 1986 Joined Masuda & Ejiri</p> <p>October 1988 Transferred to Rogers & Wells in U.S. (currently Clifford Chance LLP)</p> <p>July 1991 Returned to Masuda & Ejiri</p> <p>January 1992 Partner of Masuda & Ejiri</p> <p>July 2007 Joined Nishimura & Asahi Partner of Nishimura & Asahi</p> <p>June 2014 Outside Director of Maruha Nichiro Corporation (currently Umios Corporation) [Resigned from post in June 2024]</p> <p>June 2016 Outside Audit & Supervisory Board Member of the Company (June 2024: transition to a Company with an Audit and Supervisory Committee)</p> <p>February 2017 Outside Corporate Auditor of NACHI-FUJIKOSHI CORP. [Resigned from post in February 2020]</p> <p>January 2019 Joined Nishimura & Asahi</p> <p>January 2020 Joined Natori Law Office (currently N&O Partners) Senior Partner of Natori Law Office</p> <p>May 2020 Corporate Auditor of SANYO SHOKAI LTD. [present post]</p> <p>June 2020 Outside Director of The Furukawa Battery Co., Ltd. [Resigned from post in December 2025]</p> <p>December 2020 Representative attorney-at-law of ITN Law Office (currently N&O Partners)</p> <p>June 2024 Outside Director (Audit and Supervisory Committee Member) of the Company [present post]</p> <p>July 2024 Outside Director of Japan Aircraft Industrial Enhancement Co. Ltd. [present post]</p> <p>December 2025 Executive Partner of EST Partners Law Office [present post]</p> <p>[Significant Concurrent Positions]</p> <p>◎ Corporate Auditor of SANYO SHOKAI LTD.</p> <p>◎ Outside Director of Japan Aircraft Industrial Enhancement Co. Ltd.</p> <p>◎ Executive Partner of EST Partners Law Office</p>	

	<p>[Reasons for Nomination as Candidate for Outside Director Who Is an Audit and Supervisory Committee Member and Overview of Expected Roles]</p> <p>Somuku Imura possesses extensive knowledge, particularly in corporate law, based on his wealth of experience and superior insight as an attorney at law over many years. In addition, he has served as an outside Director not only for the Company, but also for several listed companies. He is well positioned to reflect this extensive experience in the oversight of the Company's management and fulfill his supervisory role from an objective perspective. In particular, when the Company transitioned to a holding company structure in October 2020, he made important and concrete proposals to establish an effective governance model as part of the restructuring of the Group-wide legal and compliance framework. In addition, after the Company transitioned to a company with an Audit and Supervisory Committee in June 2024, he deepened his role from that of an Audit & Supervisory Board Member to that of a Director who is an Audit and Supervisory Committee Member. From his position as a Director with voting rights on the Board of Directors, he has exercised more agile and robust management oversight. His extensive experience and expertise in legal matters and deep understanding of the Company, as well as appropriate advice and suggestions backed by such experience and expertise, will strengthen the Group's auditing functions. We accordingly seek his election as independent outside Director who is an Audit and Supervisory Committee Member.</p>
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- Notes:
1. Candidate for Director Somuku Imura is an Executive Partner with EST Partners Law Office. The Company is receiving legal and other advice from Somuku Imura when necessary. However, concerning the scale of annual transactions between the Company and the aforementioned law office constitutes an insignificant amount that is less than 0.001% of the consolidated net sales of the Company, and the Company considers that there is no materiality that could cause relationships of special interest to arise.
 2. Facts relating to the Company or its specified associated service provider:
N/A

No. 4	Hirohisa Ishii (Born on September 19, 1958)	Number of Shares Owned: – Years Served as Outside Director: 2 years Attendance at the Board of Directors Meetings During the Current Fiscal Year: 100% (19/19 times) Attendance at the Audit & Supervisory Board Meetings During the Current Fiscal Year: 100% (13/13 times)
<div style="border: 1px solid black; padding: 2px; display: inline-block; margin-bottom: 5px;">Reelection</div> <div style="border: 1px solid black; padding: 2px; display: inline-block; margin-bottom: 5px;">Outside</div> <div style="border: 1px solid black; padding: 2px; display: inline-block;">Independent</div>	<p>[Brief History, Positions and Responsibilities in the Company]</p> <p>April 1982 Joined The Dai-Ichi Kangyo Bank, Limited (currently Mizuho Bank, Ltd.)</p> <p>November 2000 Deputy General Manager, Derivative Trading Group, Financial Market Division of The Dai-Ichi Kangyo Bank, Limited</p> <p>April 2007 General Manager of Distribution Division of Mizuho Corporate Bank, Ltd. (currently Mizuho Bank, Ltd.)</p> <p>April 2010 Executive Officer, Joint Head of Global Markets Unit (Sales & Trading) of Mizuho Corporate Bank, Ltd.</p> <p>April 2013 Vice President and Executive Officer of Mizuho Asset Management Co., Ltd. (currently Asset Management One Co., Ltd.)</p> <p>June 2013 Representative Director, Executive Vice President of Mizuho Asset Management Co., Ltd. [Resigned from post in September 2016]</p> <p>October 2016 Administrative Officer of Mizuho Bank, Ltd. [Resigned from post in October 2017]</p> <p>June 2017 Representative Director, Vice President of Heart Agency Co., Ltd.</p> <p>June 2018 Representative Director, President of Heart Agency Co., Ltd. [Resigned from post in June 2024]</p> <p>June 2019 Outside Audit & Supervisory Board Member of TOTOKU ELECTRIC CO., LTD. (currently TOTOKU INC.)</p> <p>June 2020 Outside Director, Audit and Supervisory Committee Member of TOTOKU ELECTRIC CO., LTD. [Resigned from post in March 2023]</p> <p>June 2023 Outside Audit & Supervisory Board Member of the Company (June 2024: transition to a Company with an Audit and Supervisory Committee)</p> <p>June 2024 Outside Director (Audit and Supervisory Committee Member) [present post]</p> <p>June 2024 Special Advisor of Heart Agency Co., Ltd. [present post]</p> <p>July 2024 Advisor of Seiwa Building Co., Ltd. [present post]</p> <p>[Significant Concurrent Positions]</p> <p>None</p>	

	<p>[Reasons for Nomination as Candidate for Outside Director Who Is an Audit and Supervisory Committee Member and Overview of Expected Roles]</p> <p>Hirohisa Ishii has played a leading role in the financial industry for over 40 years since joining The Dai-ichi Kangyo Bank, Ltd. (currently Mizuho Bank, Ltd.) in 1982. He has held significant posts at the bank, including Executive Officer and Administrative Officer, and served as Representative Director, Executive Vice President of Mizuho Asset Management Co., Ltd. (currently Asset Management One Co., Ltd.), a major asset management firm. With his deep understanding of the global market environment and the dynamics of capital markets, he is truly a “specialist in finance and investment” and possesses highly valuable capabilities, with a wealth of experience and knowledge both as a “practitioner” and as a “manager.” With this dual perspective, he has provided objective and appropriate suggestions and advice from an independent perspective to scrutinize the increasingly complex business synergies among the Group’s companies and strengthen oversight functions to ensure a balanced approach between offensive and defensive management strategies, in line with the Company’s “Total-Living (Kurashi-Marugoto)” strategy.</p> <p>Advancing the “Total-Living (Kurashi-Marugoto)” strategy promoted by the Group requires a management structure with greater transparency than ever before, as well as decision-making based on multifaceted knowledge. Amid the current uncertain economic climate, his extensive experience and specialized knowledge in evaluating the soundness of investment projects and financial health, his deep understanding of the Company, as well as appropriate advice and suggestions backed by such qualities, will strengthen the Group’s auditing functions. We accordingly seek his reelection as independent outside Director who is an Audit and Supervisory Committee Member.</p>
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- Notes:
1. There are no conflicts of interest between the candidate for Director, Hirohisa Ishii and the Company.
 2. Facts relating to the Company or its specified associated service provider:
Hirohisa Ishii has been a business executor of Mizuho Bank, Ltd., which has been a specified associated service provider (a major business partner) of the Company for the past ten years. His other positions and responsibilities at Mizuho Bank, Ltd. are as listed in the column in the above “Brief History, Positions and Responsibilities in the Company.”

No. 5	Arei Shirai (Born on June 6, 1979)	Number of Shares Owned: – Years Served as Outside Director: – year Attendance at the Board of Directors Meetings During the Current Fiscal Year: – Attendance at the Audit & Supervisory Board Meetings During the Current Fiscal Year: –
<div style="border: 1px solid black; padding: 2px; display: inline-block; margin-bottom: 5px;">New election</div> <div style="border: 1px solid black; padding: 2px; display: inline-block; margin-bottom: 5px;">Outside</div> <div style="border: 1px solid black; padding: 2px; display: inline-block;">Independent</div>	<p>[Brief History, Positions and Responsibilities in the Company]</p> <p>April 2003 Entered Ministry of Health, Labour and Welfare</p> <p>September 2005 Joined McKinsey & Company</p> <p>November 2012 Joined Shiseido Company, Limited</p> <p>September 2020 Joined Benesse Corporation</p> <p>April 2021 General Manager, Business Strategy Division of Benesse Corporation</p> <p>January 2023 Joined Benesse Holdings, Inc.</p> <p>January 2023 Deputy Director, Management Planning and Promotion Division of Benesse Holdings, Inc.</p> <p>January 2023 Director of Waris Co., Ltd.</p> <p>April 2025 General Manager, DE&I Business Development Department, University and Working Adults Company of Benesse Corporation [present post]</p> <p>June 2025 Outside Director (Audit and Supervisory Committee Member) of Paramount Bed Holdings Co., Ltd. [present post]</p> <p>April 2026 Director of Benesse i-Career Co., Ltd. [present post]</p> <p>[Significant Concurrent Positions]</p> <ul style="list-style-type: none"> ◎ General Manager, DE&I Business Development Department, University and Working Adults Company of Benesse Corporation ◎ Outside Director (Audit and Supervisory Committee Member) of Paramount Bed Holdings Co., Ltd. ◎ Director of Benesse i-Career Co., Ltd. <p>[Reasons for Nomination as Candidate for Outside Director Who Is an Audit and Supervisory Committee Member and Overview of Expected Roles]</p> <p>Arei Shirai is a specialist in women’s career support and she is a leading advocate for promoting diversity, equity, and inclusion in Japan’s labor environment. After joining the Ministry of Health, Labour and Welfare, she honed her skills in management strategy at McKinsey & Company and later served as head of global brand strategy at Shiseido Company, Limited. She has consistently focused on “maximizing individual potential within organizations” across the distinct fields of government, strategy, and business. Drawing on her personal experiences with various career barriers she faced, she launched “withbatons,” an inter-company mentoring service for women, as an intrapreneurial initiative after joining Benesse Corporation. Through this initiative, she supports many female employees in enhancing their sense of self-efficacy and advancing to corporate decision-making positions. From the perspective of human capital, she continues to powerfully lead organizational transformation in Japanese companies through her expertise and her realistic depiction of leadership. In addition, serving as an Outside Director (Audit and Supervisory Committee Member) at Paramount Bed Holdings Co., Ltd., her extensive experience and specialized knowledge, along with the appropriate advice and suggestions backed by such qualities, will strengthen the Group’s auditing functions. We accordingly seek her election as independent outside Director who is an Audit and Supervisory Committee Member.</p>	

Notes: 1. Candidate for Director Arei Shirai is an Outside Director (Audit and Supervisory Committee Member) of Paramount Bed Holdings Co., Ltd. The Company has sales transactions with Paramount Bed Co., Ltd., a subsidiary of Paramount Bed Holdings Co., Ltd. involving electric beds and other products. However, the scale of annual transactions between the Company and the aforementioned company constitutes an insignificant amount that is less than 0.006% of the consolidated net sales of the Company. Additionally, Arei Shirai is the General Manager, DE&I Business Development Department, University and Working Adults Company of Benesse Corporation, and the Company hires instructors from that company for its employee training programs. However, the scale of annual transactions

between the Company and the aforementioned company constitutes an insignificant amount that is less than 0.002% of the consolidated net sales of the Company. Therefore, the Company considers that there is no materiality that could cause relationships of special interest to arise between the Company and both companies.

2. Facts relating to the Company or its specified associated service provider:
N/A
3. Arei Shirai is registered as Arei Yasuda on the family register.

(Reference) Skill Matrix of candidates for Directors

The areas in which the Company particularly expects the display of skills (knowledge and experience) by Directors to fulfill their roles and responsibilities and appropriately demonstrate their decision-making and management supervisory functions in order to realize the Group's management philosophy, promote the "Total-Living (Kurashi-Marugoto)" strategy, and strengthen governance are selected as follows. We believe the Board of Directors as a whole has the necessary skills.

Name	Gender	Attribute	Areas in which the Company particularly expects the display of skills				
			Corporate Management and Organization Management	Internal Control (incl. Legal and Risk Management)	Store Development	Marketing	Logistics and Services
Noboru Yamada (Representative Director and Chairperson)	Male		●	●	●	●	
Yoshinori Ueno (Representative Director and President)	Male		●	●			●
Megumi Kogure (Representative Director)	Female		●	●			
Kenichi Koyano (Director)	Male		●	●			
Tsuyoshi Nagano (Director)	Male		●	●			
Miki Mitsunari (Director)	Female	Independent Outside			●		
Yasuaki Muto (Director)	Male	Independent Outside	●				
Makoto Igarashi (Audit and Supervisory Committee Member)	Male		●	●	●		
Kenji Yamazaki (Audit and Supervisory Committee Member)	Male		●	●			
Somuku Jimura (Audit and Supervisory Committee Member)	Male	Independent Outside		●			
Hirohisa Ishii (Audit and Supervisory Committee Member)	Male	Independent Outside	●				
Arei Shirai (Audit and Supervisory Committee Member)	Female	Independent Outside				●	

Name	Gender	Attribute	Areas in which the Company particularly expects the display of skills			
			IT/DX	Personnel, Human Resources Development and Training	Finance and Accounting (incl. Finance)	ESG and Sustainability
Noboru Yamada (Representative Director and Chairperson)	Male					●
Yoshinori Ueno (Representative Director and President)	Male		●			
Megumi Kogure (Representative Director)	Female			●		●
Kenichi Koyano (Director)	Male				●	
Tsuyoshi Nagano (Director)	Male		●			
Miki Mitsunari (Director)	Female	Independent Outside	●			●
Yasuaki Muto (Director)	Male	Independent Outside		●		●
Makoto Igarashi (Audit and Supervisory Committee Member)	Male				●	●
Kenji Yamazaki (Audit and Supervisory Committee Member)	Male		●			
Somuku Imura (Audit and Supervisory Committee Member)	Male	Independent Outside				
Hirohisa Ishii (Audit and Supervisory Committee Member)	Male	Independent Outside			●	
Arei Shirai (Audit and Supervisory Committee Member)	Female	Independent Outside		●		●

Note: “●” indicates areas for which the Company has particular expectations, but this is not an indicator of all knowledge and experience.

BUSINESS REPORT

Fiscal year ended March 31, 2026

I. Status of the Group

(1) Review of Operations for the Fiscal Year

[On background of economies at home and abroad]

During the fiscal year under review, the Japanese economy as a whole was on a gradual recovery trend, due to the upward trend in wages and the effects of various economic policies. On the other hand, the outlook still remains uncertain mainly due to heightened geopolitical risks, including soaring crude oil prices resulting from escalating tensions in the Middle East, and uncertainties in the global situation and economy. With regard to personal consumption, while consumers remain cost-conscious amid ongoing inflation, signs of a recovery are emerging due to improvements in the employment and income environment.

In the consumer electronics retail industry, sales of certain home appliances such as refrigerators and washing machines were sluggish amid continued cost-consciousness driven by rising prices. However, sales of PCs and cell phones grew significantly throughout the fiscal year, and air conditioners performed well due to rising demand for energy-efficient models as well as the emergence of early replacement demand linked to new energy-efficiency standards in 2027.

[On the Company's efforts]

Against this market backdrop, we have been working to maximize Group synergies and build a structure for sustainable corporate growth under the “Total-Living (Kurashi-Marugoto)” strategy, with LIFE SELECT and Housing as the starting points. We have endeavored to maximize our corporate value by promoting the growth strategy, which is centered on LIFE SELECT stores (stores offering the widest range of everyday goods at the most reasonable price with the best service in Japan), where customers can experience and feel a delightful life and find anything they need for such a life, with the store concept of “We support you living a delightful life. Entirely.”

Based on the “2026/3 - 2030/3 Mid-Term Management Plan” announced on November 8, 2024, which covers the five-year period from the fiscal year ended March 31, 2026 to the fiscal year ending March 31, 2030, in order to maximize our corporate value, we will implement the company-wide strategy and reforms centered on LIFE SELECT set out in the Plan to achieve our numerical targets of ¥2.2 trillion in net sales, ¥100.0 billion in ordinary profit, and 8.5% ROE for the fiscal year ending March 31, 2030.

First, as part of area store development and reforms centered on LIFE SELECT, during the fiscal year under review, we opened five new LIFE SELECT stores, including the Tecc LIFE SELECT Ibaraki Megaki Store, which opened in May 2025. In these ways, we have further strengthened the store development and execution system for our growth strategy centered on the LIFE SELECT, and are now being ready to open ten new stores per year (41 stores as of March 31, 2026). Although the number of stores has decreased due to the promotion of reforms in area store development centered on LIFE SELECT, sales floor space of directly-managed stores increased 1.7% year on year to 2,922,990 m², and store efficiency and profitability also steadily improved due to the promotion of store consolidation and closure. Next, regarding “PB+SPA: aggressive development of original Yamada products,” we are further accelerating the pace of development.

Based on these efforts, for the fiscal year under review, the Consumer Electronics Segment achieved a significant increase in net sales in the second half, while the Housing Segment steadily recovered from the impact of delays in housing starts and completions caused by the enforcement of the revision of the Building Standards Act and the Act on the Improvement of Energy Consumption Performance of Buildings in April 2025 toward the end of the fiscal year, leading to an increase in net sales. In terms of profits, while we recognized extraordinary gains from the sale of assets and other items, performance remained sluggish due to the impact from strategic inventory disposal carried out in the fourth quarter to achieve the targets of the Mid-Term Management Plan, and other factors. As a result of the above, consolidated net sales for the fiscal year under review increased 3.9% year on year to ¥1,691,808 million, operating profit decreased 62.2% year on year to ¥16,166 million, ordinary profit decreased 58.4% year on year to ¥20,002 million, and profit attributable to owners of parent decreased 45.1% year on year to ¥14,778 million.

[On number of stores]

The number of consolidated retail stores, including overseas stores at the end of the fiscal year under review, reflecting 20 new store openings and 41 store closures, including small-format stores, under the 500,000-population-area store development strategy, was 957 directly-managed stores (comprising 928 stores directly managed by Yamada Denki and 29 stores operated by other consolidated subsidiaries). The total number of stores of the Group, including franchise stores, was 8,774.

(2) Trends in Operating Results and Assets

	Fiscal 2022	Fiscal 2023	Fiscal 2024	Fiscal 2025
Net sales (millions of yen)	1,600,586	1,592,009	1,629,069	1,691,808
Ordinary profit (millions of yen)	50,064	47,037	48,045	20,002
Profit attributable to owners of parent (millions of yen)	31,824	24,055	26,912	14,778
Basic earnings per share (yen)	40.25	34.78	38.90	21.95
Total assets (millions of yen)	1,271,181	1,288,994	1,324,980	1,303,905
Net assets (millions of yen)	611,775	624,174	645,275	642,558

(3) Issues the Group will be Addressing

As for the fiscal year ending March 2027, personal consumption is expected to continue its gradual recovery, driven by factors such as the establishment of sustained wage increases and the effects of the government's economic stimulus measures. However, as the impact of rising prices persists, it is expected that cost-consciousness will intensify among consumers, and purchasing behavior that prioritizes essential features, quality, and value for money will become increasingly entrenched. In addition, there are concerns about the impact that rising energy and logistics costs, driven by factors such as escalating geopolitical risks, particularly in the Middle East, as well as soaring crude oil prices, will have on business activity and consumer sentiment, necessitating continued caution.

In this market environment, in the second year of the "2026/3 - 2030/3 Mid-Term Management Plan," the Group will dedicate its full efforts to building a structure for sustainable growth by pursuing the growth strategies outlined in the plan, including: (1) promoting reforms in area store development centered on LIFE SELECT; (2) aggressively developing PB and SPA original products; and (3) maximizing Group synergies by integrating operating companies. In addition, we will work to improve total asset turnover through the sale of idle assets and sound inventory management, thereby accelerating management that prioritizes improved asset efficiency and cash flow.

In addition, we will implement company-wide organizational and structural reforms centered on the Operational Streamlining Department, and we will improve productivity and business efficiency by promoting initiatives such as (1) digitally transforming and rationalizing headquarter functions, (2) streamlining the logistics supply chain, (3) optimizing personnel allocation through store consolidation and streamlining, and (4) optimizing and maximizing measures through shifting sales promotion to digital and digital transformation driven by strengthening the acquisition of digital members. The main themes that we are pursuing in each segment are as follows.

Consumer Electronics Segment

(1) Expand market share by developing area stores with LIFE SELECT stores as the core, (2) improve product profitability and differentiation by aggressively developing original Yamada PB and SPA products, (3) improve the profitability of the e-commerce business by utilizing the most of our group infrastructure, (4) improve profitability by expanding our renovation, furniture and interiors, and reuse businesses, (5) optimize costs and improve labor productivity through store consolidation and closures, and (6) promote sell-out product strategies and improve merchandise turnover by optimizing inventory management.

Housing Segment

(1) Strengthen our strategy of selling subdivided and detached houses with land, (2) expand second-hand home purchase and resale business and strengthen real estate network, (3) enhance collaboration across manufacturing, procurement, logistics, and sales, (4) maximize use of Group management resources, such as "Housing Consultation Counters and Yamada Real Estate" that leverage the Yamada Denki store network, and (5) strengthen cross-Group collaboration in the housing and housing equipment businesses by creating synergies with newly acquired subsidiaries Towa Sogo Jutaku Co., Ltd. and TOCLAS, Inc.

Financial Segment

(1) Expand housing loans centered on Flat 35 by strengthening collaboration with the Housing Segment, (2) create collaboration and Group synergies with the Consumer Electronics Segment, starting with renovation loans, (3) expand the house card LABI Card business, (4) expand stock revenue by expanding insurance product sales channels.

Environment Segment

(1) Strengthen the purchase of home appliances and strengthen the production system for reused home appliances, (2) promote the construction of an energy plant (waste incineration power generation facility: scheduled to start operation in 2027), and promote a self-contained Group-wide resource and environment system and contribute to the circular economy, including these initiatives.

II. System for ensuring the properness of business operations and implementation of that system

The following is a summary of the systems to ensure that the Directors perform their duties in compliance with the applicable laws and the Company's Articles of Incorporation and to ensure that all other operations by the Company are carried out in a proper manner (most recently revised on February 16, 2026).

System for ensuring the properness of business operations

1. System for ensuring that Directors and employees perform their duties in compliance with the applicable laws and regulations and the Articles of Incorporation

a Compliance Committee

Directors in charge of compliance shall organize the Compliance Committee, which is involved in formulating corporate ethics policies and basic policy and standards on compliance with laws and regulations (compliance provisions), and establish codes of conduct on that basis requiring that Directors and employees act in accordance with laws and regulations, the Articles of Incorporation and the Company's employment rules and other internal rules.

Education to Directors and employees shall be provided to ensure thorough implementation in this regard led by the Compliance Committee. These initiatives are reported on a regular basis to the Board of Directors and the Audit and Supervisory Committee.

b Establishment of the ESG/Sustainability Promotion Committee

The Company shall establish the ESG/Sustainability Promotion Committee, in full recognition of the significance of corporate social responsibility, as a means of putting ESG and Sustainability Promotion-focused management into practice as part of the management policy. The CSR Committee shall pursue initiatives based on the Code of Conduct and Sustainability Basic Policy in areas that include compliance, labor, customer satisfaction, environmental and social issues and the progress status shall be confirmed at each sectional meeting.

c Whistleblowing system

The Company shall establish regulations concerning the whistleblowing system and develop a framework that enables any person who becomes aware of facts that may constitute violations of laws or regulations in connection with the performance of duties by Directors or employees to report such matters directly to the internal whistleblowing office, regardless of their position, in accordance with such regulations. The Compliance Committee shall endeavor to promote awareness of the whistleblowing system.

d Department in charge of internal audit

The department in charge of internal audit shall operate independently of the Company's operating divisions. It shall perform internal audits on legal compliance of individual sectors and audits encompassing areas such as, information security management systems (ISMS), information systems, information security and personal information protection. It shall also audit work processes and other operations of individual sectors, and take steps to uncover and prevent improprieties and to improve processes.

2. System for storage and control of information concerning the Directors' performance of their duties
 - a Manager in charge of information storage and management

With respect to the storage and management of information pertaining to the Directors' performance of duties, the Company shall store the documents set forth below (including electro and magnetic records thereof) along with related materials under the responsibility of the director in charge of general affairs and in accordance with the Company's Regulations on Document Management and Handling.

 - i. Minutes of General Meetings of Shareholders
 - ii. Minutes of meetings of the Board of Directors
 - iii. Financial statements
 - iv. Internal circulars for managerial decision (ringi-sho)
 - v. Minutes of meetings of respective committees
 - vi. Documents otherwise designated in the Company's Regulations on Document Management and Handling
 - b Amendments to the Regulations on Document Management and Handling

Approval of the Board of Directors shall be obtained when amending the Regulations on Document Management and Handling.
 - c The Company shall develop regulations related to protection of personal information and management of trade secrets, and store and manage personal information and important trade secrets in an appropriate and safe manner.
3. Regulations on management of risk of loss and other systems
 - a Risk Management Committee

The Director in charge of risk management shall organize the Risk Management Committee and formulate the Risk Management Basic Regulations. Accordingly, the committee shall categorize risks in the regulations and establish specific risk management systems.
 - b Crisis management system in the event of disaster

The Director in charge of risk management shall prepare a disaster response measures manual and develop crisis management system in accordance with the manual. The Director in charge of risk management shall endeavor to make details of the manual known and provide education regarding disaster response.
4. System to ensure that Directors perform their duties efficiently

When making decisions on allocating duties of Directors and conferring segregations of duties and authority of individual sectors, the Board of Directors (or the Representative Directors) shall be careful not to make decisions that would result in bloated back-office operations, overlapping administrative sectors, intertwined areas of authority or would otherwise significantly impede efficiency.
5. System for ensuring the properness of business operations of the Group consisting of the Company, its parent company and its subsidiaries
 - a The Company shall establish a system in which the Directors (excluding those who are Audit and Supervisory Committee Members) of the Company shall each oversee the management and performance of subsidiaries under their respective control and ensure the properness of such business operations.
 - b The Company's subsidiaries shall execute their business operations in accordance with basic agreements for operating companies and internal regulations of the respective subsidiaries, and such agreements and regulations shall be reviewed as needed.
 - c To achieve optimal performance and budget management of its subsidiaries, the Company shall hold monthly sectional meetings for each operating company for managing subsidiaries' overall

- performance and budgets on the basis of medium-term business plans and annual budgets, and furthermore hold sectional meetings with its principal subsidiaries as appropriate.
- d When deemed necessary, the department in charge of internal audit may conduct audits related to business operations of subsidiaries.
6. System for reporting to the Company on matters pertaining to performance of duties by subsidiaries' directors, etc.
- a The Company shall stipulate the procedures and content of reporting to the Company from subsidiaries in basic agreements for operating companies and provide appropriate guidance and advice on matters reported, while respecting the autonomy of subsidiary management.
- b The Company shall ensure the properness of subsidiary business operations by receiving reports on the status of subsidiary management and financial position at Management Strategy Meetings, or monthly sectional meetings for each business segment.
7. Regulations on management of risk of loss of subsidiaries and other systems
- a The Company shall make its Risk Management Basic Regulations thoroughly known to its subsidiaries.
- b The Company shall receive weekly risk management and compliance status reports from all of its subsidiaries, by receiving checklists for monitoring compliance.
- c Each subsidiary of the Company shall establish basic policies on risk management.
- d In the event that a Director (excluding those who are Audit and Supervisory Committee Members) of the Company receives a report on risk of loss from a subsidiary under their respective control, it shall investigate the relevant facts in the case and report the matter to the Director in charge of risk management.
8. System for ensuring that subsidiaries' directors, etc. perform their duties efficiently
- a The Company's Board of Directors shall formulate medium-term business plans, medium- to long-term business strategy in which subsidiaries are involved, and coordinate with subsidiaries in establishing key management goals based on such plans and strategies, and making progress in that regard.
- b The Company shall stipulate procedures in its basic agreements for operating companies with respect to individual matters for approval involving its subsidiaries, and take steps to streamline decision-making in that regard.
9. System for ensuring that subsidiaries' directors, etc. and employees perform their duties in compliance with the applicable laws and regulations and the Articles of Incorporation
- a The Company shall verify the status of subsidiaries' operations using weekly checklists for monitoring compliance, and report such outcomes to the Compliance Committee as necessary.
- b The Company's whistle-blowing system shall also be used by its subsidiaries to prevent violations of laws and regulations and the Articles of Incorporation. The Company shall receive reports regarding the status of any disciplinary action taken on the basis of violations of laws and regulations or the Articles of Incorporation.
- c In order to perform audits on the appropriateness of the execution of duties by directors and employees in coordination with audit & supervisory board members of a subsidiary, Directors and employees of the Company may concurrently serve as audit & supervisory board members of a subsidiary.

10. System regarding employees to assist duties of the Audit and Supervisory Committee when the Audit and Supervisory Committee requests to assign such employees, and matters regarding the independence of such employees from the Directors (excluding those who are Audit and Supervisory Committee Members)

a Assigning an employee to act as an audit assistant

When the Audit and Supervisory Committee requests the Board of Directors that an employee be assigned as an audit assistant to assist in his or her duties, the Board of Directors shall make the necessary organizational changes and personnel rotations upon consulting with the Audit and Supervisory Committee.

b Duties of an audit assistant

Audit assistants shall be formally posted as assistant to the Audit and Supervisory Committee and assist with duties of the Audit and Supervisory Committee and Audit and Supervisory Committee operations as instructed and ordered.

c Independence of an audit assistant

- i. An audit assistant shall work under the instructions and orders of the Audit and Supervisory Committee, and as such is not subject to the instructions or orders of Directors or any person positioned as his or her superior or the like in the organization unit to which the audit assistant belongs.
- ii. In performing their tasks, audit assistants may gather all information necessary for the audit.
- iii. Consent of the relevant Audit and Supervisory Committee must be obtained for matters involving personnel rotations (this includes consent for the transfer destination in case of personnel transfer), personnel evaluation and disciplinary action of an audit assistant.

11. Matters regarding ensuring effectiveness of the Audit and Supervisory Committee's instructions to employees to assist them in their duties

a Supervisory authority

The Audit and Supervisory Committee may instruct audit assistants as necessary for conducting audit work, and audit assistants shall have the authority to conduct necessary investigations based on such instructions.

b Cooperative framework

When an audit assistant concurrently serves as an employee of another department, priority must be given to the employee's duties pertaining to the Audit and Supervisory Committee. Moreover, superiors of the other department in which the employee concurrently serves, and Directors, must provide support as necessary upon request with respect to performance of such duties.

12. System for Directors and employees to report to the Audit and Supervisory Committee and the system concerning other reports to the Audit and Supervisory Committee

a Directors' obligation to report

A Director (excluding a Director who is an Audit and Supervisory Committee Member) must promptly report to the Audit and Supervisory Committee with respect to any discovery of an incident where work performed by another Director or an employee is in violation of laws and regulations, or threatens to cause significant damage to the Company. However, if the Director has notified all Audit and Supervisory Committee members of all Audit and Supervisory Committee members of matters to be reported to the Audit and Supervisory Committee, such Director is not required to report such matters to the Audit and Supervisory Committee.

b Employees' right to report

An employee may report to the Audit and Supervisory Committee with respect to any discovery of an incident where work performed by a Director or another employee is in violation of laws and regulations, or threatens to cause significant damage to the Company.

c Internal whistleblowing

The body responsible for receiving internal whistleblowing reports shall report the status of whistleblowing to the Audit and Supervisory Committee.

13. System for reporting to the Audit and Supervisory Committee by the following of subsidiaries: directors, accounting advisors, audit & supervisory board members, executive officers, executive members, persons executing duties set forth in Article 598, Paragraph 1 of the Companies Act, persons equivalent to such persons, and employees, or persons who receive reports from the foregoing persons
- a Directors and employees of a subsidiary shall immediately report to the Company's supervising Director in charge of the relevant subsidiary, or the Audit and Supervisory Committee Member, if they discover an incident that significantly damages the subsidiary or threatens to do so, or otherwise if they discover a material incident involving violation of laws and regulations, the articles of incorporation or internal regulations within the subsidiary.
 - b With respect to matters involving reports received from directors of subsidiaries, any matters that Directors are to report to the Audit and Supervisory Committee of the Company shall be those determined through mutual consultation between Directors and Audit and Supervisory Committee Members.
14. System for ensuring that persons who have reported matters are not treated disadvantageously on the grounds of their reporting
- a Persons who have reported matters to the Audit and Supervisory Committee or an Audit and Supervisory Committee Member shall not be treated disadvantageously in any way on the grounds of their reporting as set forth in the preceding paragraphs.
 - b When making decisions regarding a whistleblower's personnel rotation, performance evaluation, or disciplinary action, the fact of whistleblowing must not be taken into account, and the whistleblower may request the Audit and Supervisory Committee to investigate the reasons for such personnel rotation, performance evaluation, or disciplinary action.
15. Matters regarding policies pertaining to procedures for prepayment or reimbursement of expenses (limited to those related to the execution of duties by the Audit and Supervisory Committee) arising with respect to performance of an Audit and Supervisory Committee Member's duties, or otherwise processing of expenses or debt obligations arising with respect to performance of such duties
- a Presentation of budget
The Audit and Supervisory Committee shall present a preliminary budget to the Company with respect to expenses deemed necessary in performing duties.
 - b Claims for expenses, etc.
Directors may not reject the hereinafter listed claims made by an Audit and Supervisory Committee Member, etc. with respect to performance of his or her duties, unless it has been demonstrated that an expense or debt obligation pertaining to the claim is unnecessary with respect to performance of the Audit and Supervisory Committee Member's duties.
 - i. Claim for prepayment of expenses
 - ii. Claim for reimbursement of expenses already paid and interest on such amounts accrued after the date of payment
 - iii. Claim for making repayment to a person to whom a debt obligation is owed (or provision of reasonable guarantee of such amount in cases where the repayment due date of the obligation has not yet arrived)
16. System for ensuring that the Audit and Supervisory Committee performs audits effectively
- The Audit and Supervisory Committee is provided preliminary explanations with respect to annual plans for audits to be implemented by the department in charge of internal audit, and may ask for revisions to such plans and make other such requests. Moreover, Audit and Supervisory Committee may be appropriately provided reports regarding the status of internal audit implementation, and may call for performance of additional audits, measures for improvement of business operations and other such requests, when deemed necessary.

[Overview of implementation of system for ensuring the properness of business operations]

1. Compliance initiatives

Compliance Committee meetings were held monthly with the participation of Directors, where the compliance management status of each subsidiary was reviewed and issues were identified and improvement measures were discussed and implemented. Moreover, at compliance sectional meetings, a theme was decided each month and training was regularly conducted for officers and employees of the Company and its subsidiaries to help raise awareness of compliance issues.

2. Risk management initiatives

Risk Management Committee meetings were held every month with the participation of Directors to identify risks, implement appropriate measures, and prevent and control risks. Moreover, Company-wide emergency preparedness training simulating large-scale disasters was held twice during the year to heighten disaster awareness and emergency supplies were stocked, thereby strengthening the ability to respond to unforeseen contingencies.

3. Initiatives to ensure properness and efficiency in performance of duties

Management meetings were held every month with the participation of senior management to facilitate prompt decision-making and efficient execution of operations.

4. Performance of duties by Audit and Supervisory Committee Members

A system was established to ensure appropriate implementation of audits, by assigning two Full-time Audit and Supervisory Committee Members. The Full-time Audit and Supervisory Committee Members attended Board of Directors meetings, Management Strategy Meetings and other important internal meetings where they expressed appropriate opinions, and endeavored to ensure effectiveness of audits by identifying and sharing important Company information in coordination with the department in charge of internal audit and other relevant departments.

5. Initiatives to ensure appropriate compliance and risk management in the Company's subsidiaries, and properness and efficiency in performance of duties

Objectives and policies formulated on the basis of medium-term business plans and medium- to long-term business strategy were shared with the Company's subsidiaries, and meetings were regularly held to ascertain progress made with respect to business performance and budget management as appropriate to the inherent characteristics of respective subsidiaries.

The Legal Affairs Office receives reports on the status of internal control and compliance from respective subsidiaries and regularly reports such content to the Compliance Committee, and establishes a system that enables immediate collaboration to identify and respond to risks as they arise.

The Company has established a Business Audit Department for subsidiaries, which regularly performed audits of subsidiaries in order to ensure their appropriate work processes and actively cooperated with their audit departments in an effort to enhance governance.

The Company's Audit and Supervisory Committee Members concurrently served as audit & supervisory board members of its subsidiaries, regularly received reports at Management Strategy Meetings and audit briefings, and compiled details on the status of management and other necessary information, striving to ensure effectiveness of audit.

CONSOLIDATED BALANCE SHEETS

As of March 31, 2026

(Millions of yen)

Assets	
Current assets	
Cash and deposits	38,217
Notes receivable - trade	3,630
Accounts receivable - trade	92,247
Accounts receivable from completed construction contracts	2,087
Operating loans	14,683
Merchandise and finished goods	316,151
Real estate for sale	64,072
Costs on construction contracts in progress	6,793
Work in process	2,193
Raw materials and supplies	6,649
Other	67,806
Allowance for doubtful accounts	(791)
Total current assets	613,743
Non-current assets	
Property, plant and equipment	
Buildings and structures, net	226,522
Land	211,378
Leased assets, net	9,029
Construction in progress	11,544
Other, net	11,373
Total property, plant and equipment	469,848
Intangible assets	
	39,457
Investments and other assets	
Investment securities	19,263
Long-term loans receivable	2,350
Retirement benefit asset	3,128
Deferred tax assets	54,349
Guarantee deposits	77,643
Other	26,425
Allowance for doubtful accounts	(2,304)
Total investments and other assets	180,856
Total non-current assets	690,162
Total assets	1,303,905

CONSOLIDATED BALANCE SHEETS

As of March 31, 2026

(Millions of yen)

LIABILITIES AND NET ASSETS	
Liabilities	
Current liabilities	
Notes and accounts payable - trade	87,345
Accounts payable for construction contracts	15,567
Current portion of bonds payable	60
Short-term borrowings	148,560
Current portion of long-term borrowings	54,159
Lease liabilities	5,716
Income taxes payable	4,469
Contract liabilities	49,668
Advances received on construction contracts in progress	23,674
Provision for bonuses	15,825
Other provisions	3,696
Other	57,416
Total current liabilities	466,160
Non-current liabilities	
Bonds payable	30
Long-term borrowings	94,865
Lease liabilities	6,249
Provision for retirement benefits for directors (and other officers)	486
Allowance for warranty	1,268
Other provisions	798
Retirement benefit liability	34,613
Asset retirement obligations	46,306
Deferred tax liabilities	614
Other	9,952
Total non-current liabilities	195,186
Total liabilities	661,346
Net assets	
Shareholders' equity	
Share capital	71,149
Capital surplus	74,828
Retained earnings	621,924
Treasury shares	(142,031)
Total shareholders' equity	625,870
Accumulated other comprehensive income	
Valuation difference on available-for-sale securities	504
Foreign currency translation adjustment	2,640
Remeasurements of defined benefit plans	4,659
Total accumulated other comprehensive income	7,804
Share acquisition rights	2,233
Non-controlling interests	6,649
Total net assets	642,558
Total liabilities and net assets	1,303,905

(Millions of yen with fractional amounts discarded, unless otherwise noted)

CONSOLIDATED STATEMENTS OF INCOME

Fiscal year ended March 31, 2026

		(Millions of yen)
Net sales		1,691,808
Cost of sales		1,250,160
Gross profit		441,647
Selling, general and administrative expenses		425,481
Operating profit		16,166
Non-operating income		
Interest income	654	
Purchase discounts	1,672	
Electricity sale income	1,819	
Other	5,660	9,807
Non-operating expenses		
Interest expenses	3,218	
Electricity sale expenses	443	
Other	2,310	5,971
Ordinary profit		20,002
Extraordinary income		
Gain on sale of non-current assets	11,378	
Gain on bargain purchase	265	
Gain on sale of investment securities	26	
Extraordinary losses		11,670
Loss on disposal of non-current assets	1,344	
Impairment losses	5,244	
Other	813	7,403
Profit before income taxes		24,269
Income taxes - current		9,311
Income taxes-deferred		(620)
Profit		15,578
Profit attributable to non-controlling interests		800
Profit attributable to owners of parent		14,778

(Millions of yen with fractional amounts discarded, unless otherwise noted)

CONSOLIDATED STATEMENTS OF CHANGES IN NET ASSETS

Fiscal year ended March 31, 2026

(Millions of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	71,149	74,774	614,979	(129,118)	631,785
Changes during period					
Dividends of surplus			(9,009)		(9,009)
Profit attributable to owners of parent			14,778		14,778
Purchase of treasury shares				(15,493)	(15,493)
Disposal of treasury shares		(34)		2,580	2,546
Change in scope of consolidation			1,176		1,176
Change in ownership interest of parent due to transactions with non-controlling interests		88			88
Net changes in items other than shareholders' equity					
Total changes during period	-	54	6,944	(12,912)	(5,914)
Balance at end of period	71,149	74,828	621,924	(142,031)	625,870

	Accumulated other comprehensive income				Share acquisition rights	Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income			
Balance at beginning of period	(341)	2,418	3,226	5,304	2,233	5,952	645,275
Changes during period							
Dividends of surplus							(9,009)
Profit attributable to owners of parent							14,778
Purchase of treasury shares							(15,493)
Disposal of treasury shares							2,546
Change in scope of consolidation							1,176
Change in ownership interest of parent due to transactions with non-controlling interests							88
Net changes in items other than shareholders' equity	845	221	1,432	2,499	-	697	3,197
Total changes during period	845	221	1,432	2,499	-	697	(2,716)
Balance at end of period	504	2,640	4,659	7,804	2,233	6,649	642,558

(Millions of yen with fractional amounts discarded, unless otherwise noted)

NON-CONSOLIDATED BALANCE SHEETS

As of March 31, 2026

(Millions of yen)

ASSETS	
Current assets:	
Cash and deposits	3,888
Accounts receivable - trade	46,720
Short-term loans receivable from subsidiaries and affiliates	107,249
Prepaid expenses	3,000
Accounts receivable-other	21,748
Current portion of guarantee deposits	2,306
Other current assets	538
Allowance for doubtful accounts	(11,152)
Total current assets	174,300
Non-current assets:	
Property and equipment:	
Buildings	119,148
Structures	114
Machinery and equipment	1
Vehicles	8
Tools, furniture and fixtures	746
Land	170,063
Lease assets, net	94
Construction in progress	3
Total property and equipment, net	290,180
Intangible assets:	
Leasehold right	30,785
Other assets	1,357
Total intangible assets	32,143
Investments and other assets:	
Investment securities	9,291
Stocks of subsidiaries and affiliates	41,555
Long-term loans receivable from subsidiaries and affiliates	9,588
Long-term prepaid expenses	1,579
Deferred tax assets	15,977
Guarantee deposits	33,876
Other assets	288
Allowance for doubtful accounts	(146)
Total investments and other assets	112,009
Total non-current assets	434,333
Total assets	608,633

NON-CONSOLIDATED BALANCE SHEETS

As of March 31, 2026

(Millions of yen)

LIABILITIES AND NET ASSETS	
LIABILITIES:	
Current liabilities:	
Accounts payable	56,357
Short-term borrowings	93,965
Current portion of long-term borrowings	50,182
Lease liabilities	52
Accounts payable-other	2,898
Accrued expenses	134
Income taxes payable	911
Advances received	338
Deposits received from subsidiaries and associates	15
Provision for bonuses	579
Provision for directors' bonuses	83
Other current liabilities	1,054
Total current liabilities	206,572
Non-current liabilities:	
Long-term borrowings	93,010
Lease liabilities	52
Provision for retirement benefits	21,994
Other provisions	122
Asset retirement obligations	36,288
Other long-term liabilities	4,394
Total long-term liabilities	155,862
Total liabilities	362,434
NET ASSETS:	
Shareholders' equity:	
Share capital	71,149
Capital surplus	79,857
Legal capital surplus	71,067
Other capital surplus	8,789
Retained earnings	234,555
Legal retained earnings	312
Other retained earnings	234,243
General reserve	190,135
Retained earnings brought forward	44,107
Treasury shares	(142,031)
Total shareholders' equity	243,531
Valuation and translation adjustments:	434
Valuation difference on available-for-sale securities	434
Share acquisition rights	2,233
Total net assets	246,199
Total liabilities and net assets	608,633

(Millions of yen with fractional amounts discarded, unless otherwise noted)

NON-CONSOLIDATED STATEMENTS OF INCOME

Fiscal year ended March 31, 2026

(Millions of yen)

Operating revenue		
Management fee income	12,545	
Real estate lease revenue	14,591	
Dividend income	30,044	57,180
Operating expenses		
Rental costs on real estate	10,717	10,717
Operating gross profit		46,463
Selling, general and administrative expenses		15,600
Operating profit		30,862
Non-operating income		
Interest income	774	
Purchase discounts	1,658	
Foreign exchange gains	699	
Other	1,965	5,098
Non-operating expenses		
Interest expenses	2,565	
Other	699	3,265
Ordinary profit		32,695
Extraordinary income		
Gain on sales of non-current assets	288	288
Extraordinary losses		
Loss on disposal of non-current assets	19	
Impairment losses	5	
Loss on store closings	39	
Loss on cancellation of rental contracts	79	
Other	8	152
Profit before income taxes		32,832
Income taxes-current		1,340
Income taxes-deferred		(155)
Profit		31,647

(Millions of yen with fractional amounts discarded, unless otherwise noted)

NON-CONSOLIDATED STATEMENTS OF CHANGES IN NET ASSETS

Fiscal year ended March 31, 2026

(Millions of yen)

	Shareholders' equity									
	Common stock	Capital surplus			Legal retained earnings	Retained earnings			Treasury stock, at cost	Total shareholders' equity
		Legal capital surplus	Other capital surplus	Total capital surplus		Other retained earnings		Total retained earnings		
					General reserve	Retained earnings brought forward				
Balance at April 1, 2025	71,149	71,067	8,824	79,891	312	190,135	21,470	211,918	(129,118)	233,841
Changes of items during the period										
Dividends of surplus							(9,009)	(9,009)		(9,009)
Profit							31,647	31,647		31,647
Purchase of treasury shares									(15,493)	(15,493)
Disposal of treasury shares			(34)	(34)					2,580	2,546
Changes in items other than shareholders' equity, net										
Total changes during period	-	-	(34)	(34)	-	-	22,637	22,637	(12,912)	9,689
Balance at March 31, 2026	71,149	71,067	8,789	79,857	312	190,135	44,107	234,555	(142,031)	243,531

	Valuation and translation adjustments		Subscription rights to shares	Total net assets
	Valuation difference on available-for-sale securities, net of taxes	Total valuation and translation adjustments		
Balance at April 1, 2025	(386)	(386)	2,233	235,688
Changes of items during the period				
Dividends of surplus				(9,009)
Profit				31,647
Purchase of treasury shares				(15,493)
Disposal of treasury shares				2,546
Changes in items other than shareholders' equity, net	820	820	-	820
Total changes during period	820	820	-	10,510
Balance at March 31, 2026	434	434	2,233	246,199

(Millions of yen with fractional amounts discarded, unless otherwise noted)