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May 8, 2026

Company name: K'S HOLDINGS CORPORATION  
Name of representative: Yuji Yoshihara  
Representative Director,  
President and Chief Executive Officer  
(Securities code: 8282; Prime market of the Tokyo Stock Exchange)

**Notice Concerning Progress and Partial Update (Upward Revision) of "Medium-Term Management Plan 2027"  
and "Action to Implement Management that is Conscious of Cost of Capital and Stock Price"  
as of the End of the Second Year**

K'S HOLDINGS CORPORATION (the "Company") has announced that "Medium-Term Management Plan 2027" for the fiscal year ending March 31, 2027, on May 9, 2024, which incorporates the "Action to Implement Management that is Conscious of Cost of Capital and Stock Price," we are working to words achieving this plan. The Company announces that the progress and partial update (upward revision) of the plan as of the end of the second year as follows.

**Background of progress and partial update of "Medium-Term Management Plan 2027"**

With regard to the three year "Medium-Term Management Plan 2027," which started in the fiscal year ended March 31, 2025 and ends in the fiscal year ending March 31, 2027, net sales and operating profit among the management indicator targets have been revised upward in light of business performance trends.

Regarding the shareholder return policy, we have revised the minimum annual dividend to 48 yen per share from the minimum dividend of 46 yen per share set forth in the "Medium-Term Management Plan 2027" and "Action to Implement Management that is Conscious of Cost of Capital and Stock Price", in conjunction with the annual dividend forecast of 48 yen for the fiscal year ending March 31, 2027.

The shareholder return policy is as follows.

Target total payout: 80%    Conduct flexible stock buybacks
Target consolidated dividend payout ratio: 40%
Maintain a minimum annual dividend per share of 48 yen throughout the "Medium-term Management Plan 2027"

The home appliance / electronics sold by the Company are daily necessities necessary to ensure a stable lifestyle related to food, clothing, and housing. That is supported by stable replacement demand that replaces them when they break down.

The Company will continue to work on the "Medium-Term Management Plan 2027" under the management policy of "Gambaranai management" (we do the right things in a reliable manner without overdoing) and promote action to Implement Management that is Conscious of Cost of Capital and Stock Price.

For details, please refer to the attached document "Medium-Term Management Plan 2027 Progress and Partial Update as of the End of the Fiscal Year Ended March 31, 2026."

# Medium-term Management Plan 2027 (FY3/2025 – FY3/2027 Three-Year Plan)

Progress and Partial Update as of the end of FY3/2026

**Action to Implement Management that is  
Conscious of Cost of Capital and Stock Price**

\*FY3/2025(Apr. 1, 2024 – Mar. 31, 2025)  
FY3/2026(Apr. 1, 2025 – Mar. 31, 2026)  
FY3/2027(Apr. 1, 2026 – Mar. 31, 2027)



**KS K'S HOLDINGS CORPORATION**

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# 1. Medium-term Management Plan 2027 - External Environment

Record highest profits

		FY3/2021	FY3/2022	FY3/2023	FY3/2024	Medium-term Management Plan 2027 First year FY3/2025	Medium-term Management Plan 2027 Second Year FY3/2026
Events	Weather factors	Aug.: Heat wave	Summer: Unseasonable weather	Apr.: Record number of air-conditioners sold End June: Heat wave After Jul.: Unseasonable weather	Summer: Record-breaking heatwave	Q1: Record-breaking heatwave	Q1: Record heat boosts Air conditioners performed well in June
	Tax systems/ Measures	May-Jul.: Special cash payments	Dec.: 100,000 yen benefit payments to those under 18 years old			June: A total of 40,000 yen flat tax reduction for income tax and inhabitant tax	<ul style="list-style-type: none"> <li>Strengthen "Tokyo Zero Emission Points" Reinforcement of Tokyo Zero Emission Points</li> <li>Demand for "The 2027 Air Conditioner Problem" since end of the year</li> </ul>
	COVID-19	Stay-at-home/ Work from home/ Suburban location is advantageous  1st to 3rd waves of COVID-19	Stay-at-home/ Work from home/ Suburban location is advantageous 4th to 6th waves of COVID-19 May: Start of COVID-19 vaccinations Apr. 25 - May 13: 39 stores temporary store closed	Easing of COVID-19 restrictions from H2 7th to 8th waves of COVID-19 Dec. - Jan.: Largest number of infected employees No movement restrictions during the Obon Festival and New Year periods for the first time in 3 years	May: COVID-19 reclassified as Class 5 infectious disease  Recovery of travel demand	Almost no restrictions on economic activity due to COVID-19	-
	Other		End March: Shanghai COVID lockdown Feb.: Start of war in Russia - Ukraine Jul.: The Tokyo Olympics Aug.: Tokyo Paralympics H2: Shortage of semiconductors	Q1: Product supply is delayed Oct.: Japanese yen falls to its lowest level in 32 years  Rise in electricity rates and prices Increase in product prices Prolonged replacement cycle of home appliance / electronics		<ul style="list-style-type: none"> <li>The reactionary decline from the preoccupation with COVID-19 demand is over, however inflation has become more pronounced.</li> <li>Awareness of the need to defend one's livelihood Increasingly thrifty</li> </ul>	<ul style="list-style-type: none"> <li>The situation in the Middle East worsened at the end of year.</li> <li>Stock price volatility</li> <li>Price hike due to semiconductor / HDD.</li> <li>Inflation accelerating</li> <li>Awareness of the need to defend one's livelihood Increasingly thrifty</li> </ul>

## 2. Medium-term Management Plan 2027 – Principles - Pillars

\*Republished May 9, 2024

### Principles of Medium-term Management Plan

Aim to lay the **foundations** for longer-term growth by **re-examining existing store efficiency** and **boosting their customer service**

### Medium-term Management Plan pillars

1

**Generate stable profits by specializing in home appliance/electronics**

2

**Streamline business processes and increase sales through DX**

3

**Increase corporation value through enhanced capital efficiency**

### 3. Medium-term Management Plan – Progress of Priorities of Pillar 1

## Pillar 1 Generate stable profits by specializing in home appliance/electronics

Key Measure 1	Key Measure 2	Key Measure 3
<p><b>Improve the profitability of existing stores by re-examining efficiency and through refurbishment; aim to exert dominance with Scrap &amp; Build</b></p> <ul style="list-style-type: none"> <li>● Re-examine personnel assignments and opening hours</li> <li>● During the Medium-term Management Plan, develop a total of 20 new stores and refurbish 30 stores each year</li> </ul>	<p><b>Improve labor productivity by investing in human capital</b></p> <ul style="list-style-type: none"> <li>● Sell high-value-added products to improve per capita sales and profit</li> <li>● Invest in human capital: Strive to enhance sales skills and expertise by strengthening online training and increasing the number of qualified Home Appliance Advisors</li> </ul>	<p><b>Limit the selling, general, and administrative expenses (SG&amp;A) ratio</b></p> <ul style="list-style-type: none"> <li>● Use digital marketing (e.g., Anshin Passport app, LINE flyers, social media advertising) to limit the increase of advertising expenses</li> <li>● Install solar power generation systems on the store roofs to provide a stable supply of electricity and reduce utility costs</li> </ul>

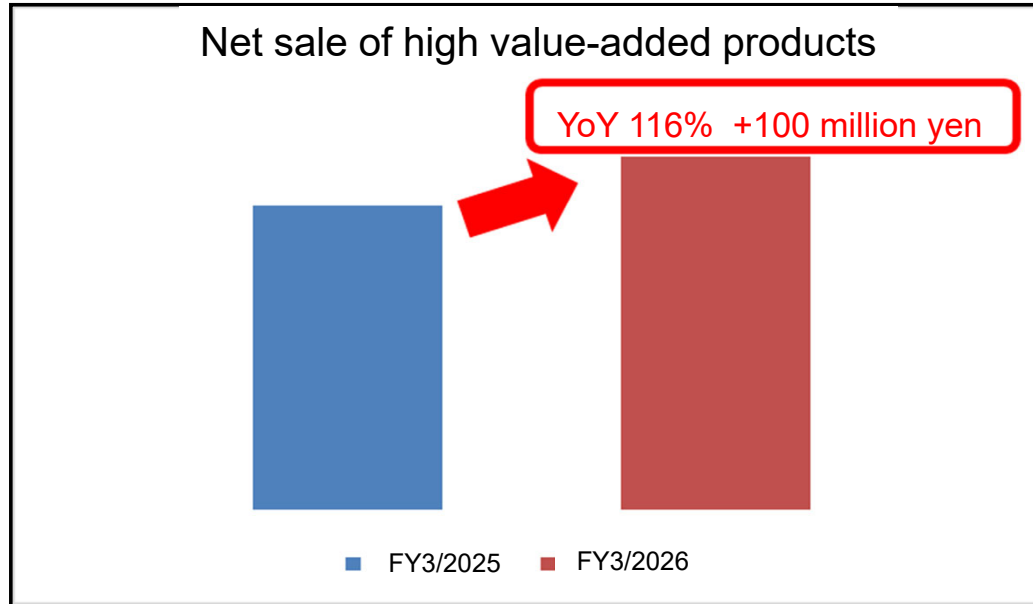
	Progress of Key Measure 1	Progress of Key Measure 2	Progress of Key Measure 3
First year	<ul style="list-style-type: none"> <li>● Change opening hours as needed according to local situation                             <ul style="list-style-type: none"> <li>• Stores with shifting opening hours: 3stores</li> <li>• Stores with reduced opening hours: 24stores</li> <li>• Stores with extended opening hours: 1stores</li> </ul> </li> <li>● Opening store: 8, Closing store: 8</li> <li>● Renovated store: 33 (YoY: +10)</li> </ul>	<ul style="list-style-type: none"> <li>● Sales composition ratio of Panasonic price-designated products YoY: +0.9pt</li> <li>● Sales composition ratio of high value-added products YoY: +2.4pt (High value-added products defined independently by the Company)</li> <li>● Number of employees qualified as Home Appliance Advisors: 5,171 (YoY: +221)</li> <li>● Number of training sessions: 436 (total)</li> </ul>	<ul style="list-style-type: none"> <li>● Number of LINE-flyers registered: YoY 320%</li> <li>● Advertising expenses were suppressed by YoY 95.4% thanks to the shift to digital sales promotions</li> <li>● Stores with solar installations: 12 (YoY: +9)</li> <li>● Revised warehouse stock to reduce costs and improve efficiency</li> </ul>
Second Year	<ul style="list-style-type: none"> <li>● Change opening hours as needed according to local situation                             <ul style="list-style-type: none"> <li>• Stores with shifting opening hours: 0stores</li> <li>• Stores with reduced opening hours: 1stores</li> <li>• Stores with extended opening hours: 0stores</li> </ul> </li> <li>● Opening store: 5, Closing store: 5</li> <li>● Renovated store: 38 (YoY: +5)</li> </ul>	<ul style="list-style-type: none"> <li>● Sales composition ratio of Panasonic price-designated products YoY: +1.6pt</li> <li>● Sales composition ratio of high value-added products YoY: +1.2pt (High value-added products defined independently by the Company)</li> <li>● Number of employees qualified as Home Appliance Advisors: 5,467 (YoY: +296)</li> <li>● Number of training sessions: 251 (total)</li> </ul>	<ul style="list-style-type: none"> <li>● Number of LINE-flyers registered: YoY 202%</li> <li>● Advertising expenses were suppressed by YoY 99.6% thanks to the shift to digital sales promotions</li> <li>● Stores with solar installations: 30 (YoY: +8)</li> <li>● Switch from phone call to SMS notification of arrival of goods to customers</li> <li>● Reduced fees due to increased number of day-off at logistics center</li> <li>● Optimize product delivery dates for some stores (thinning out)</li> </ul>

Pickup

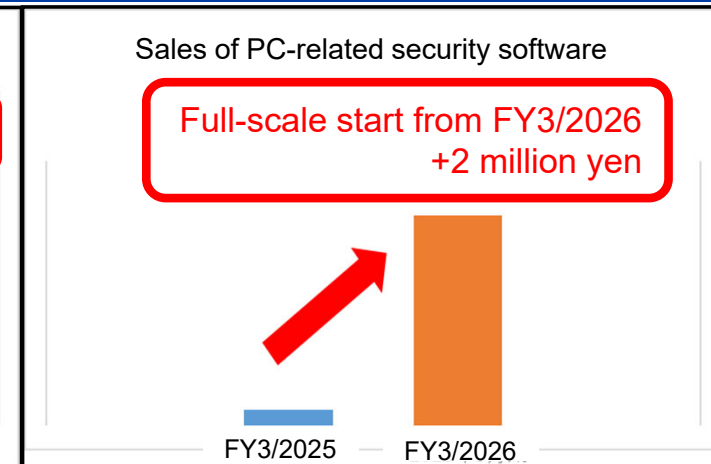
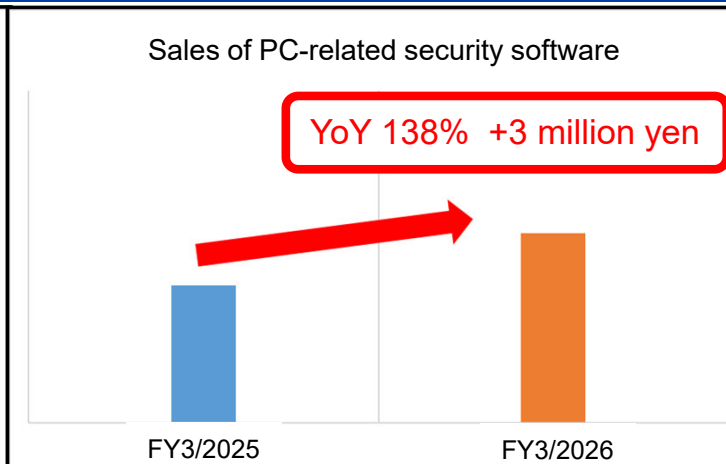
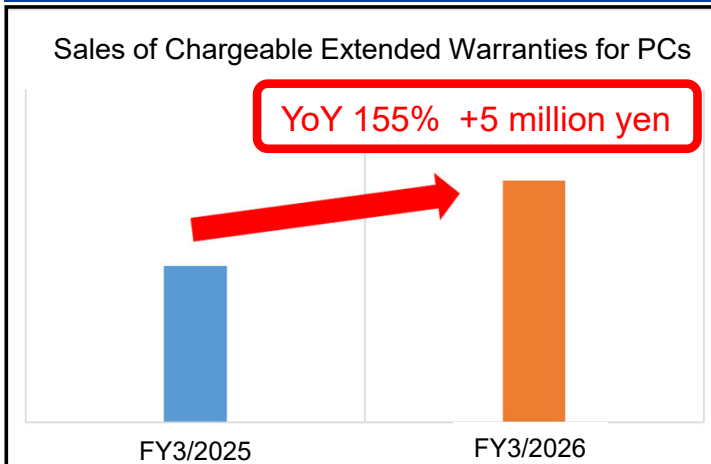
Key Measure 2

Initiatives to Improve Labor Productivity

## Initiatives for sales of high value-added products



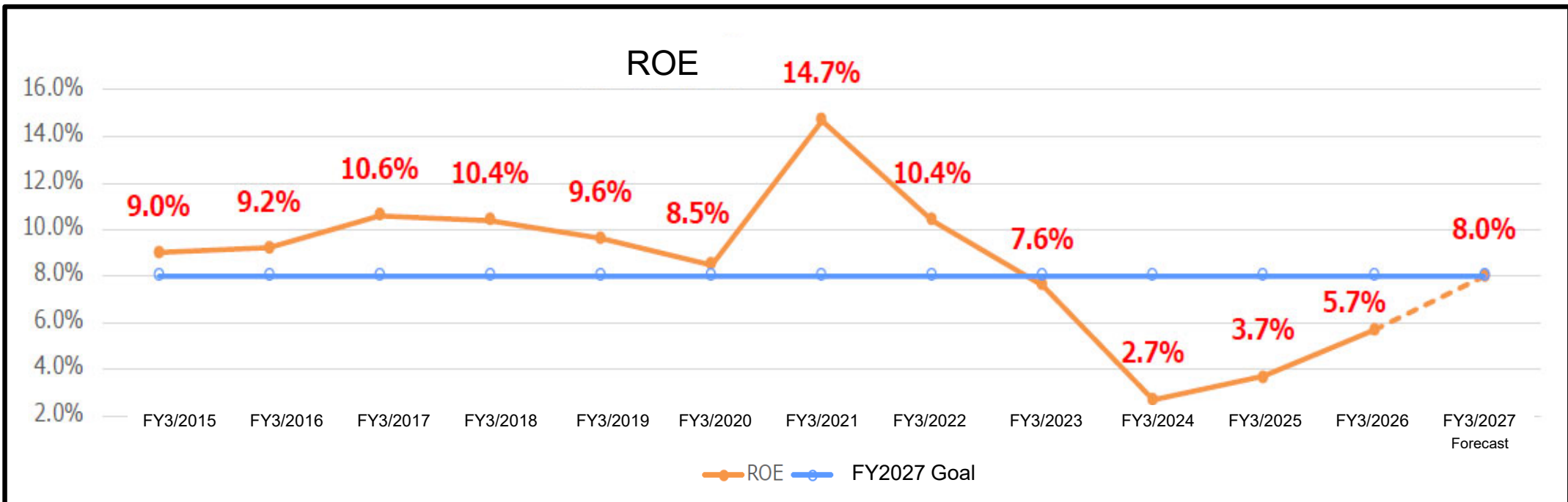
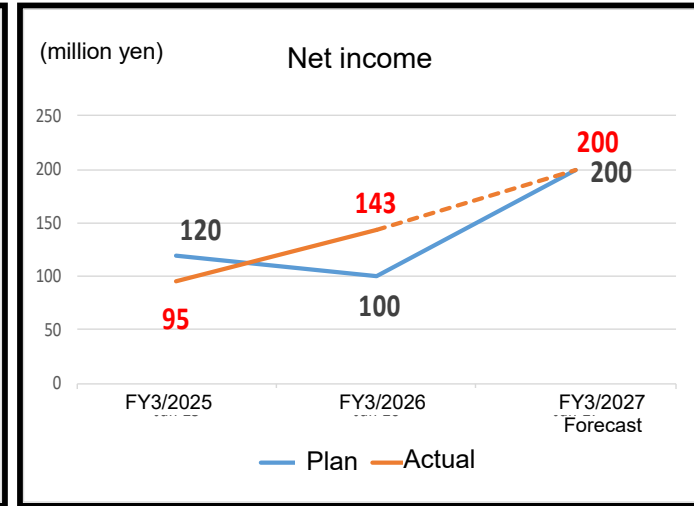
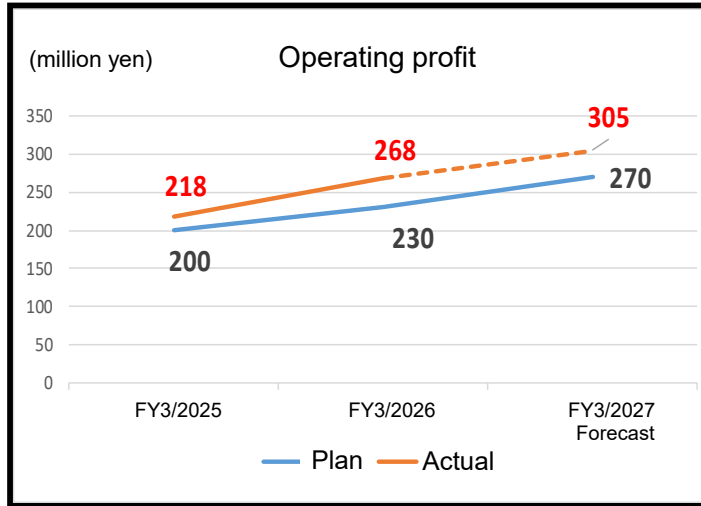
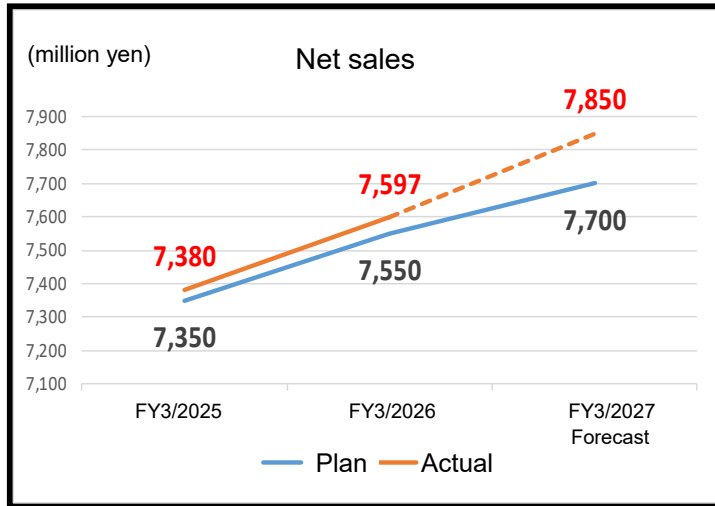
## Initiatives to expand sales and profits in areas other than product sales



### 3. Medium-term Management Plan – Progress of Goals and Indicators

	FY3/2025			FY3/2026			FY3/2027
	Mid-term Management Plan	actual	Difference from plan	Single-year plan	actual	Difference from plan	Mid-term Management Plan
<b>Net sale</b>	735 billion yen	738 billion yen	+ 3 billion yen	755 billion yen	759.7 billion yen	+ 4.7 billion yen	770 billion yen
<b>Operating profit</b>	20 billion yen	21.8 billion yen	+ 1.8 billion yen	23 billion yen	26.8 billion yen	+ 3.8 billion yen	27 billion yen
<b>Operating profit ratio</b>	2.7%	3.0%	+0.3pt	2.8%	3.5%	+0.7pt	3.5%
<b>Net income</b>	12 billion yen	9.5 billion yen	(2.5) billion yen	10 billion yen	14.3 billion yen	+ 4.3 billion yen	20 billion yen
<b>CF from operating activities</b>		36.2 billion yen		30 billion yen	37.5 billion yen		cumulative over 3 years 100 billion yen
<b>ROE</b>		3.7%		4.0%	5.7%		8.0%

### 3. Medium-term Management Plan – Progress of Goals and Indicators



### 3. Medium-term Management Plan – Progress of Priorities of Pillar 2

## Pillar 2 Streamline business processes and increase sales through DX

Key Measure 1	Key Measure 2	Key Measure 3
<p><b>Improve the convenience and boost the sales of the online shop and Anshin Passport app</b></p> <ul style="list-style-type: none"> <li>● Improve the convenience of the user interface</li> <li>● Strengthening in-store pickups</li> <li>● Streamline by consolidating shipping hubs</li> <li>● Strive to double online shop sales by the final fiscal year of the Medium-term Management Plan (compared with FY2024)</li> <li>● Add functions to improve the convenience of the Anshin Passport app</li> </ul>	<p><b>Streamline work processes in stores</b></p> <ul style="list-style-type: none"> <li>● Use commercial devices to reduce employees' workloads and give them more time to devote to serving customers</li> <li>● Reduce the cost of equipment by providing options between POS systems and commercial devices</li> <li>● Simplify POS system operation to reduce workloads and human error</li> </ul>	<p><b>Update internal systems to strengthen our platforms and streamline Headquarters work processes</b></p> <ul style="list-style-type: none"> <li>● Establish highly dependable and continuous systems</li> <li>● Update our EC system and strengthen platform</li> <li>● Streamline back office operations at Headquarters</li> </ul>

	Progress of Key Measure 1	Progress of Key Measure 2	Progress of Key Measure 3
First year	<ul style="list-style-type: none"> <li>● Interface design was improved</li> <li>● Improvement of product search</li> <li>● Reinforcement and review of price survey system</li> <li>● Strengthening of digital advertising to attract customers</li> <li>● The number of in-store pickups: YoY 106%</li> <li>● Consolidation of shipping hubs: Testing in some areas</li> <li>● Reorganization of Anshin Passport customer information</li> </ul>	<ul style="list-style-type: none"> <li>● Commercial devices have been deployed in all stores</li> <li>● More items can be introduced on the devices, and more are being added as needed</li> <li>● Reducing paper-based communication during business negotiations and moving to electronic communication</li> <li>● Simplification of POS operations (e.g.) return processing</li> <li>● Revise of network lines</li> <li>● Revise of company mobile phones</li> <li>● Revise of business PC equipment</li> </ul>	<ul style="list-style-type: none"> <li>● Data integration and linkage of head office management systems (Human Resources, General Affairs, Accounting, etc.)</li> <li>● Moving to Paperless communication between head office and employees</li> <li>● Replacement of the core system is underway as needed.</li> <li>● Utilization of AI for generation of data</li> <li>● Acceleration of cloud utilization</li> <li>● Switching to in-house maintenance and operation of some servers</li> <li>● Finding IT personnel, increasing the number of employees, and strengthening training</li> </ul>
Second Year	<ul style="list-style-type: none"> <li>● Strengthening the price survey system and expanding the range of products subject to review</li> <li>● Number of store pick-up YoY 118%</li> <li>● Consolidation of shipment bases</li> <li>● Rich top screen of Anshin Passport app</li> </ul>	<ul style="list-style-type: none"> <li>● Digitization of handwritten business negotiation notes during customer service</li> <li>● The operation of the POS cash register is being revised as needed.</li> <li>● Start of tablet POS cash registers</li> <li>● Started using internal chatbots</li> </ul>	<ul style="list-style-type: none"> <li>● Started utilizing generative AI at all stores</li> <li>● AI introduced for inventory control of some products</li> <li>● Start of operation of integrated product information management system</li> <li>● Completed migration of core systems to the cloud</li> <li>● New EC site to be released this year</li> <li>● Increase in IT personnel training</li> </ul>

### 3. Medium-term Management Plan – Progress of Priorities of Pillar 3

#### Pillar 3 Increase corporate value through enhanced capital efficiency

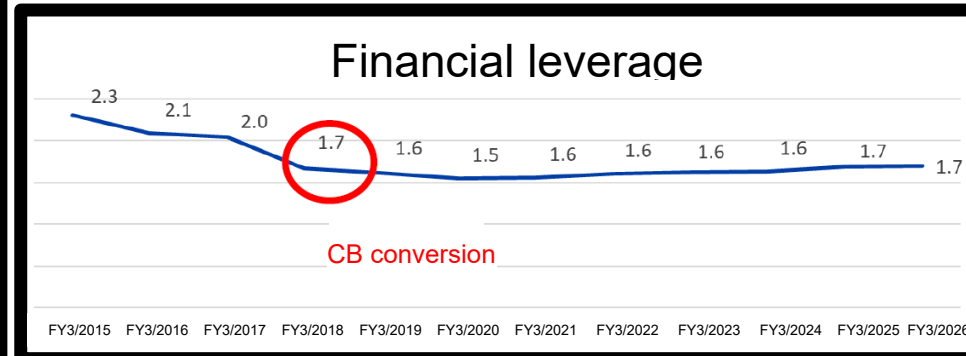
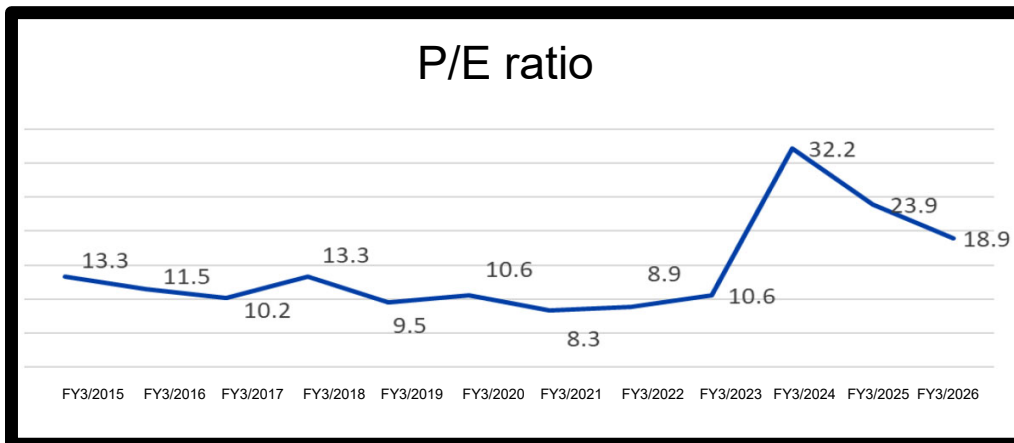
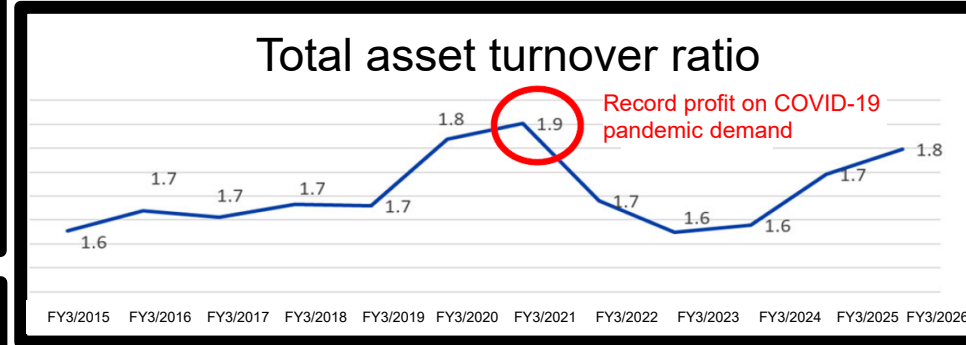
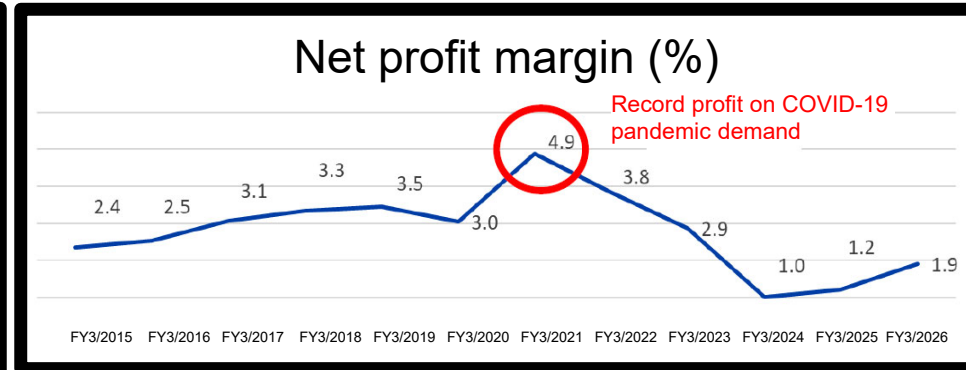
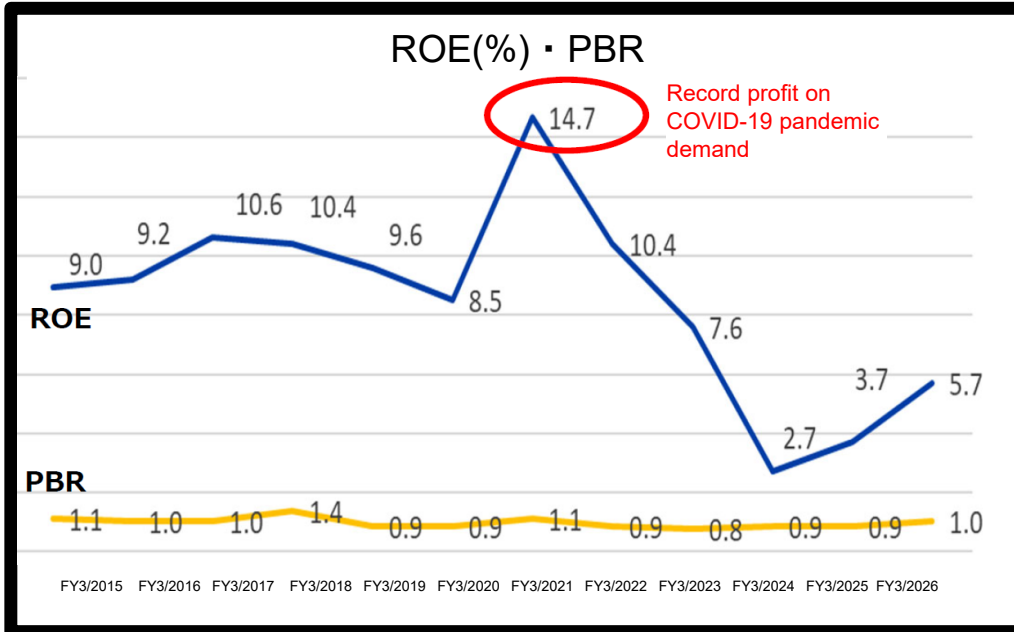
Key Measure 1	Key Measure 2	Key Measure 3
<b>Strive to improve profit ratio and efficiency</b>	<b>Compress ownership capital</b>	<b>Reduce the cost of shareholder's equity</b>
<ul style="list-style-type: none"> <li>● Improve profitability by implementing the first and second Pillars of the Medium-term Management Plan</li> </ul>	<ul style="list-style-type: none"> <li>● Improve financial leverage through flexible stock buy-backs and debt financing as necessary</li> </ul>	<ul style="list-style-type: none"> <li>● Further engagement with investors through more complete disclosures and IR</li> <li>● Introduce evaluations of ESG initiatives as a part of officer remuneration and link them to enhancing non-financial disclosures and corporate value</li> </ul>

	Progress of Key Measure 1	Progress of Key Measure 2	Progress of Key Measure 3
First Year	<p>“Progress and Partial Updates as of the End of the Fiscal Year Ended March 31, 2025” Refer to page 5 – 9</p>	<ul style="list-style-type: none"> <li>● May 10, 2024 – Dec. 10, 2024 Implemented the acquisition of own shares of approximately 20 billion yen (Mar. 31, 2025 15,000,000 shares cancelled)</li> <li>● Apr. 1, 2025 Syndicated commitment line 100 billion yen concluded (Procured 40 billion yen as a term loan) → Decrease in short-term borrowings and Increase in long-term borrowings</li> </ul>	<ul style="list-style-type: none"> <li>● Financial results briefing: 4 times, Small &amp; 1on1 meetings with investors: 138 times</li> <li>● Reporting suggestions from meetings to the Board of Directors as appropriate</li> <li>● Supply chain engagement survey underway with suppliers</li> <li>● TNFD response plan in progress</li> <li>● Newly disclosed targets to promote human capital management [Integrated Report 2024 Nov. 25.2024]                             <ul style="list-style-type: none"> <li>• Three-year cumulative target for number of regular employees hired: 550                                     <ul style="list-style-type: none"> <li>▶ First year results: 271</li> </ul> </li> <li>• Female regular employees hired target: 30% or higher per year ▶ Results: 30.3%</li> <li>• Female managers target: 5% or more ▶ Results: 4.8%</li> <li>• Employees qualified as Home Appliance Advisor target: 33% ▶ Results: 32.3%</li> <li>• Paid leave taken target: 60% or more ▶ Results: 58.1%</li> </ul> </li> </ul>
Second Year	<p>Refer to page 4 - 8</p>	<ul style="list-style-type: none"> <li>● May 9, 2025 – Oct. 31, 2025 Implemented the acquisition of own shares of approximately 10 billion yen (Mar. 31, 2026 7,000,000 shares cancelled)</li> </ul>	<ul style="list-style-type: none"> <li>● Financial results briefing: 4 times, Small &amp; 1on1 meetings with investors: 111 times, Briefings for individual investors (face-to-face)</li> <li>● Reporting suggestions from meetings to the Board of Directors as appropriate</li> <li>● Supply chain engagement survey underway with suppliers</li> <li>● Participation in TNFD Forum and disclosure in line with TNFD recommendations</li> <li>● Promote human capital management                             <ul style="list-style-type: none"> <li>• Three-year cumulative target for number of regular employees hired: 550                                     <ul style="list-style-type: none"> <li>▶ Second year results: 186</li> </ul> </li> <li>• Female regular employees hired target: 30% or higher per year ▶ Results: 30.1%</li> <li>• Female managers target: 5% or more ▶ Results: 4.9%</li> <li>• Employees qualified as Home Appliance Advisor target: 33% ▶ Results: 34.6%</li> <li>• Paid leave taken target: 60% or more ▶ Results: 56.7%</li> </ul> </li> </ul>

### 3. Medium-term Management Plan – Progress of Priorities of Pillar 3


## Pillar 3 Increase corporate value through enhanced capital efficiency

Situation analysis and evaluation



## 4. Medium-term Management Plan – Goals and Indicators Partial Update

**Sales and operating profit revised upward  
due to strong sales of air conditioners**

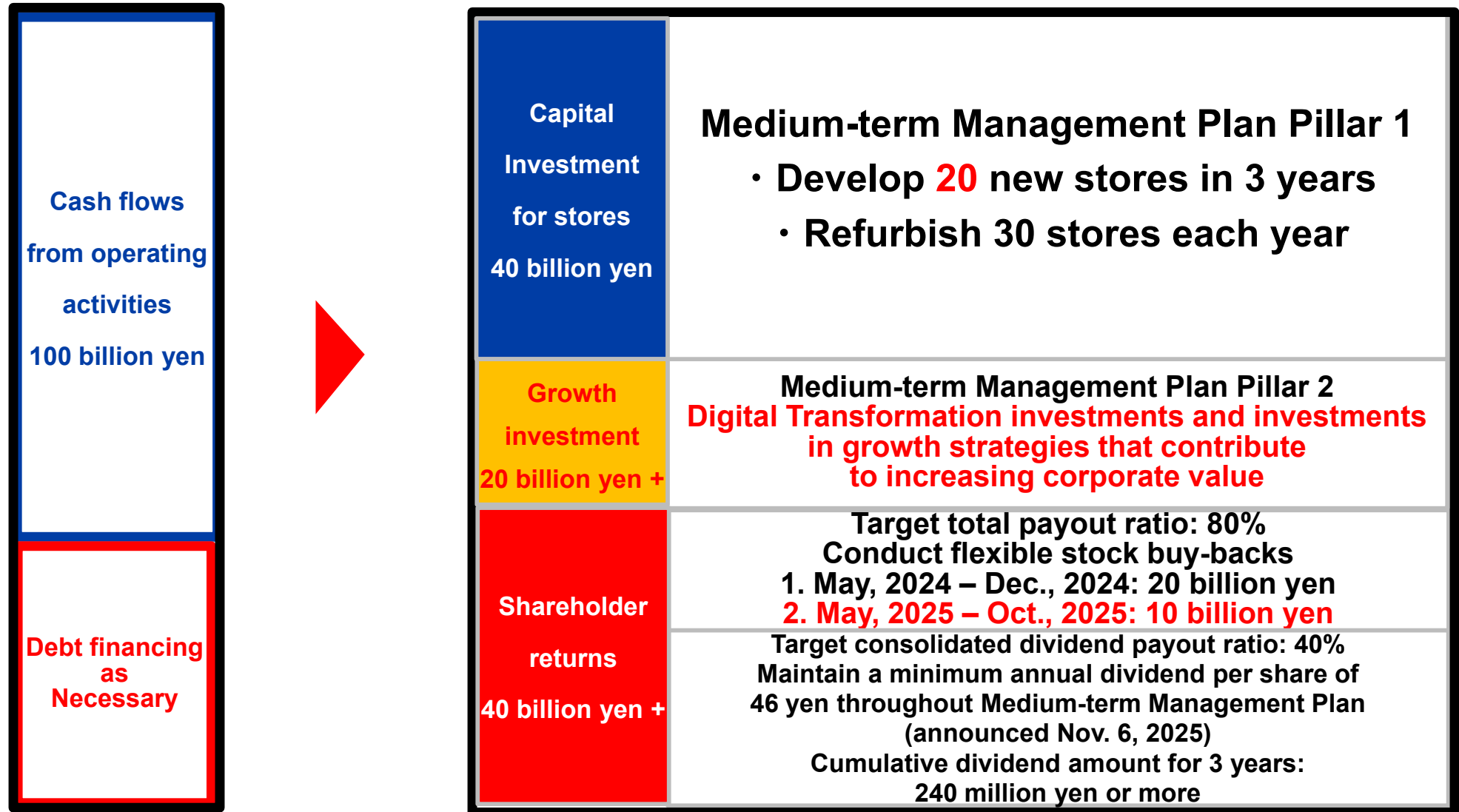
	FY3/2027		FY3/2027
	Medium-Term Management Plan		Medium-Term Management Plan
<b>Net sale</b>	770 billion yen		<b>785 billion yen</b> (Difference from initial plan: +15 billion yen)
<b>operating profit</b>	27 billion yen		<b>30.5 billion yen</b> (Difference from initial plan: +3.5 billion yen)
<b>Operating profit ratio</b>	3.5%		<b>3.9%</b> (Difference from initial plan: + 0.4 pts)
<b>Net income</b>	20 billion yen		20 billion yen (no change)
<b>CF from operating activities (3-year cumulative)</b>	100 billion yen		100 billion yen (no change)
<b>ROE</b>	8.0%		8.0% (no change)

## 5. Medium-term Management Plan – Partial Update of Cash Allocation

\* Republished on May 8, 2025

Cash in

Cash out



2025.4.1 A syndicated loan agreement totaling 100 billion yen was concluded and 40 billion yen was procured as a term loan.  
 ⇒ No real impact due to a decrease in short-term borrowings and an increase in long-term borrowings

# Pickup Pillar 2 Progress of DX initiatives

			Medium-term Management Plan 2027			
	Typical content of DX investment	Purpose	FY3/2025	FY3/2026	FY3/2027	After FY3/2028
Key Measure 1	●Renewal of EC Site	Increase in sales by improving customer convenience Increase share by expediting response to EC pricing			★	
	●Consolidation of EC shipment bases	Improvement of order receiving capacity by strengthening EC shipment system				★
	●Strengthen EC site initiatives (conduct OMO, etc. as needed)	Mutual customer referral through strengthened store collaboration				★
	●Smartphone App Renewal	Improving customer convenience Increase sales opportunities through individual marketing				★
	●Introduction of electronic receipts	Improving customer convenience				★
Key Measure 2	●Renewal of POS system Shift to tablets	Aircraft cost reduction Efficiency of store operations				★
	●Abolition of store computer	Aircraft cost reduction Reduction of system maintenance costs				★
	●Review of communication tools with stores	Operational efficiency Acceleration of paperless operation between stores and headquarters				★
Key Measure 3	●BCP measures, security enhancement (ongoing investment)	Strengthening governance and disaster countermeasures Strengthening of security				
	●Utilization of AI to manage the number of products (gradually expanding the scope of applicable products)	Increase in operating CF Decrease in loss on valuation of merchandise				★
	●Renovation of product information management infrastructure (Ongoing renovation)	Efficiency of headquarters operations Strengthening governance			★	
	●Development of IT human resources (utilization of external training institutions, etc.) (ongoing investment)	Securing IT human resources				
	●Increase IT human resources (internal appointment, mid-career recruitment, etc.) (ongoing investment)	Acceleration of IT adoption and diffusion				

## 6. Medium-term Management Plan – Shareholder Return Policy Partial Update

The minimum dividend was revised upward to 48 yen from 46 yen, based on the dividend forecast for FY3/2027 of 48 yen per share

Based on the trend of basic profitability excluding extraordinary losses and the financial condition, operating profit can be generated well.

➤ Shareholder return policy will remain unchanged.

No changes

**Target total payout ratio: 80%**

Conduct flexible stock buy-backs

No changes

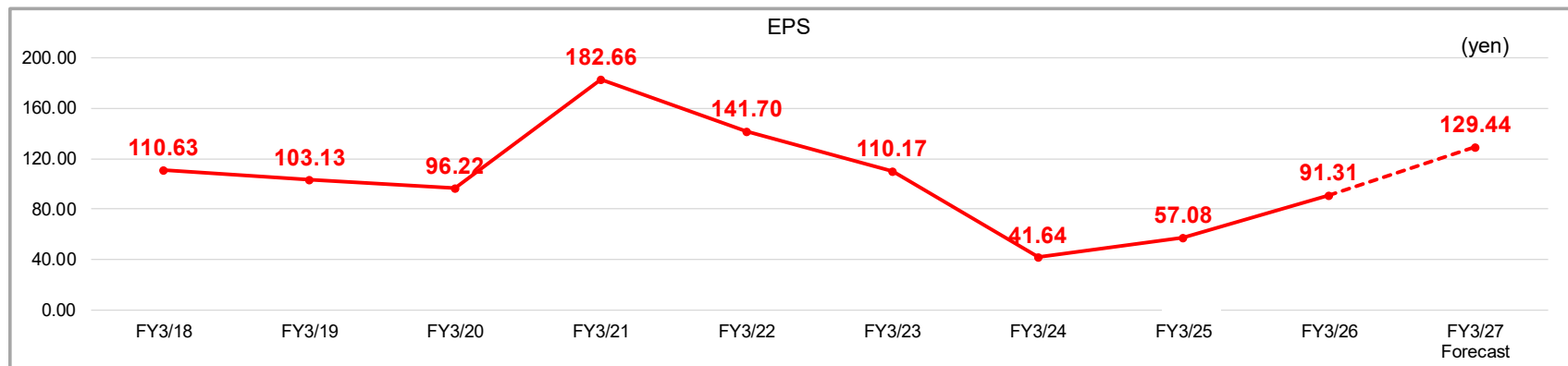
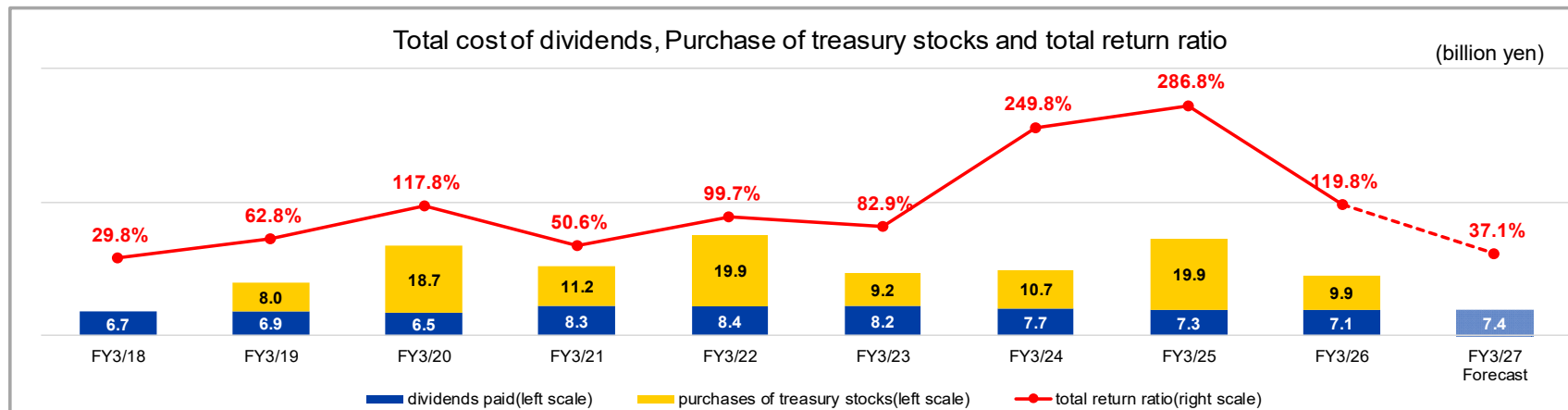
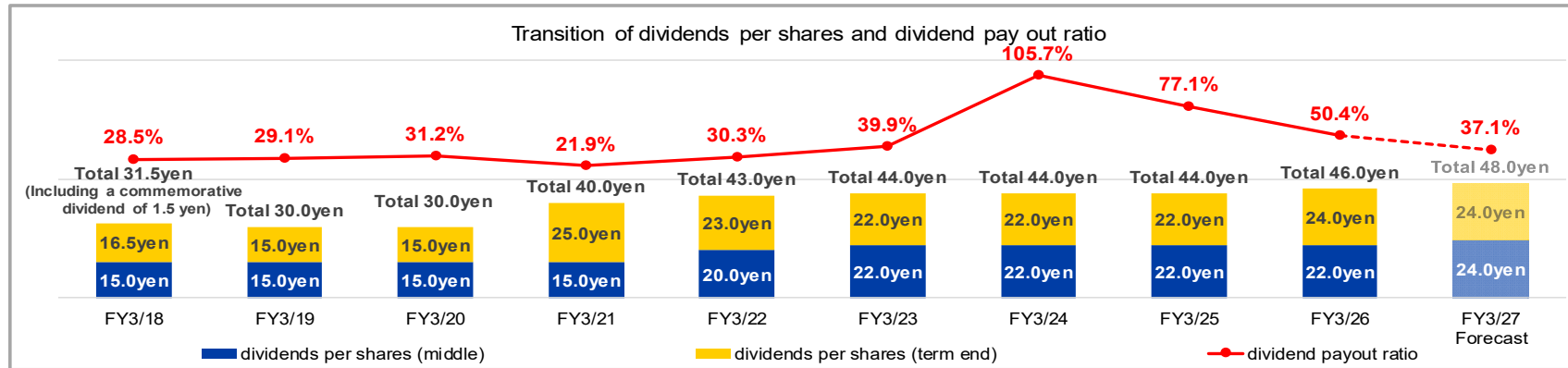
**Target consolidated dividend payout ratio: 40%**

Update

Maintain a minimum annual dividend per share of **48 yen** throughout Medium-term Management Plan

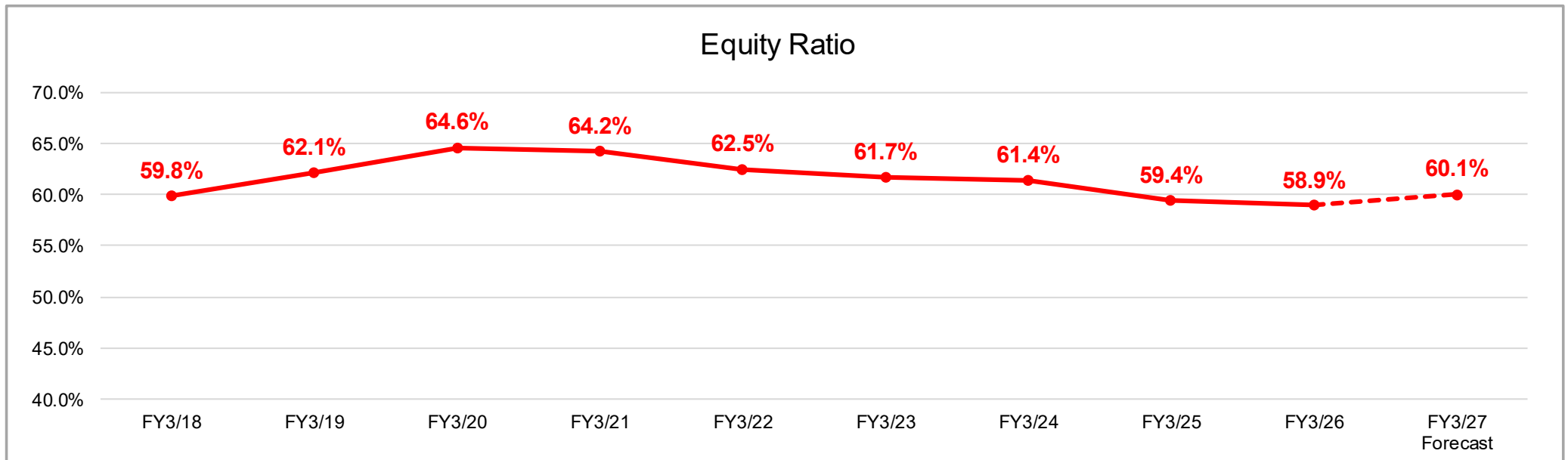
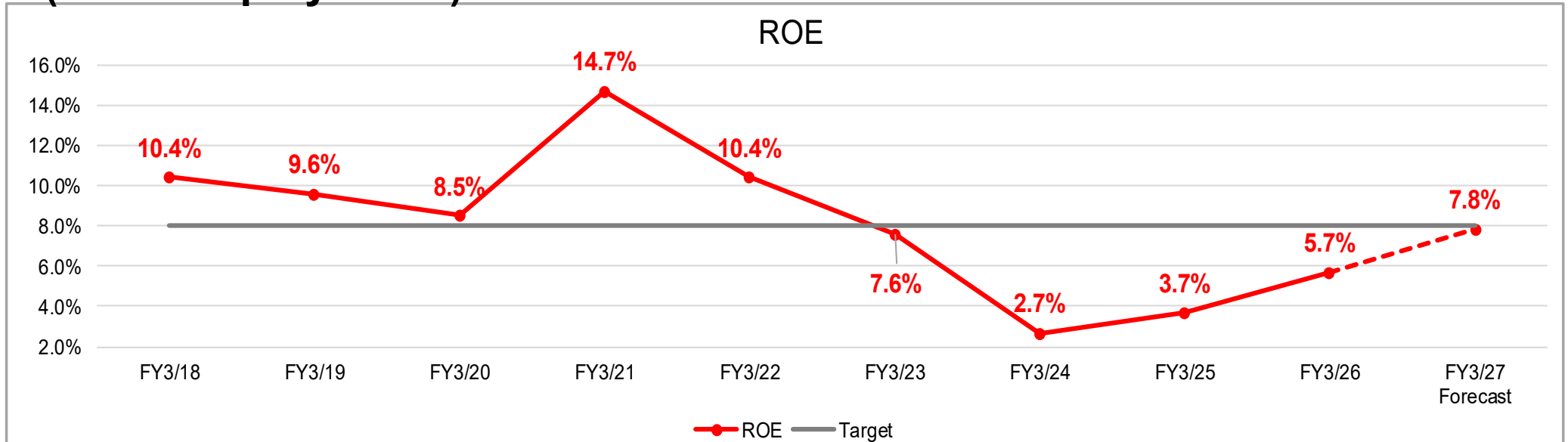
# 7. Shareholder Return Results and Forecasts (Dividend pay out ratio · Total payout ratio · EPS)

As of the end of March 2026



# 7. Shareholder Return Results and Forecasts (ROE · Equity Ratio)

As of the end of Mar. 2026



## 7. Shareholder Return (Dividend Yield · Shareholder Yield)

As of the end of Mar. 2025

### Dividend Yield Results

Dividend per share	Dividend yield
46yen	2.75%

### Long-term holding not considered

Mar. 31, 2026 Closing price	1,673.5yen			
	Minimum Investment Amount	Face value of the coupon	Hospitality benefit yield	Dividend yield +Hospitality benefit yield
	yen	yen	%	%
100 shares or more	167,350	2,000	1.20%	3.94%
500 shares or more	836,750	6,000	0.72%	3.47%
1,000 shares or more	1,673,500	10,000	0.60%	3.35%
3,000 shares or more	5,020,500	20,000	0.40%	3.15%
6,000 shares or more	10,041,000	40,000	0.40%	3.15%
10,000 shares or more	16,735,000	60,000	0.36%	3.11%

### Long-term holding (1 year or more) considered

Mar. 31, 2026 Closing price	1,673.5yen			
	Minimum Investment Amount	Face value of the coupon	Hospitality benefit yield	Dividend yield +Hospitality benefit yield
	yen	yen	%	%
100 shares or more	167,350	4,000	2.39%	5.14%
500 shares or more	836,750	8,000	0.96%	3.70%
1,000 shares or more	1,673,500	14,000	0.84%	3.59%
3,000 shares or more	5,020,500	24,000	0.48%	3.23%
6,000 shares or more	10,041,000	44,000	0.44%	3.19%
10,000 shares or more	16,735,000	64,000	0.38%	3.13%

### Shareholder Yield Results

	(million yen)			
	( Total dividend (annual) + Amount of share buyback ) ÷ Market capitalization <sup>*1</sup> =			Shareholder Yield
FY3/2019	6,932	8,018	223,569	6.7%
FY3/2020	6,566	18,780	217,584	11.6%
FY3/2021	8,341	11,219	313,438	6.2%
FY3/2022	8,454	19,999	240,491	11.8%
FY3/2023	8,227	9,286	212,786	8.2%
FY3/2024	7,723	10,713	234,015	7.9%
FY3/2025	7,237	19,999	219,420	12.4%
FY3/2026	3,717	9,999	258,573	5.3%

\*1 Market capitalization (excluding treasury stock) is calculated based on the share price at the end of the fiscal year.

## 7. Shareholder Return Results and Forecasts (Dividend pay out ratio · Dividend Yield)

As of the end of Mar. 2026

FY	Dividend per stock *1	Dividend Ratio	Stock price *1	Dividend Yield	EPS *1	Stock split	Stock buyback		notes
	yen	%	yen	%	yen		×1,000 stock unit	yen in million	
FY3/2000	5.00	15.5	633	0.79	32.21				
FY3/2001	6.25	18.6	425	1.47	33.66				Share listed on the 2nd section of the TSE
FY3/2002	5.00	14.5	324	1.54	34.45		299	405	Share listed on the 1st section of the TSE Share buyback resolution in February 2002
FY3/2003	5.00	18.0	350	1.43	27.76	1:1.2			
FY3/2004	5.00	13.4	703	0.71	37.36		240	345	Share buyback resolution in June 2003
FY3/2005	5.00	12.3	691	0.72	40.78	1:1.2			Acquired GIGAS and KANSAI K'S as subsidiary
FY3/2006	5.00	12.4	860	0.58	40.48	1:1.2			Acquired BIG·S as subsidiary
FY3/2007	7.50	18.5	785	0.96	40.53				Acquired Hokuetsu K'S as subsidiary, Kyushu K'S founded
FY3/2008	7.50	17.0	497	1.51	44.20		2,927	6,973	Acquired Denkodo as subsidiary Share buyback resolution in November 2007 and March 2008
FY3/2009	7.50	13.8	330	2.27	54.53				
FY3/2010	7.50	8.9	574	1.31	83.92	1:1.2			
FY3/2011	11.25	10.7	600	1.88	104.99		3,827	8,894	Share buyback resolution in August 2010 and February 2011
FY3/2012	15.00	13.7	667	2.25	109.32		1,500	4,208	1st interim dividend begins Share buyback resolution in February 2012
FY3/2013	15.00	24.0	751	2.00	62.40		1,000	2,057	Share buyback resolution in November 2012
FY3/2014	17.50	21.1	717	2.44	82.87		1,500	4,624	Share buyback resolution in October 2013
FY3/2015	17.50	24.0	971	1.80	72.85		3,246	9,999	Share buyback resolution in December 2014
FY3/2016	20.00	24.6	933	2.14	81.16				
FY3/2017	27.50	27.4	1,021	2.69	100.28	1:2	3,881	7,999	June 2016 stock split implementation Share buyback resolution in November 2016 Disposal of 10 million shares on March 31, 2017
FY3/2018	31.50	28.5	1,471	2.14	110.63	1:2			
FY3/2019	30.00	29.1	982	3.05	103.13		7,000	8,018	Share buyback resolution in November 2018
FY3/2020	30.00	31.2	1,023	2.93	96.22		15,711	18,780	Share buyback resolution in August 2019 and February 2020
FY3/2021	40.00	21.9	1,521	2.63	182.66		8,095	11,219	Share buyback resolution in February 2020 and December 2020 Disposal of 10 million shares on March 31, 2021
FY3/2022	43.00	30.3	1,263	3.40	141.70		16,520	19,999	Share buyback resolution in August 2021 and February 2022
FY3/2023	44.00	39.9	1,163	3.78	110.17		7,832	9,286	Share buyback resolution in February 2023 Disposal of 25 million shares on March 31, 2023
FY3/2024	44.00	105.7	1,340	3.28	41.64		8,320	10,713	Share buyback resolution in February 2023 and May 2023 Disposal of acquisitions on December 31, 2023
FY3/2025	44.00	77.1	1,362	3.23	57.08		13,609	19,999	Share buyback resolution in May 2024 Disposal of acquisitions on March 31, 2025
FY3/2026	46.00	50.4	1,673.5	2.75	91.31		6,721	9,999	Share buyback resolution in May 2025 Disposal of acquisitions on March 31, 2026
FY3/2027 Forecast	48.00	37.1			129.44				

\* Dividend per stock, stock price and EPS are taking into consideration stock split in April 2018

## Contact Us

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

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Every plan, prospect in this document is stated based on data we could gather as of the time of creation and may differ from the actual performance of K's Denki.