(Stock Exchange Code 3034)
June 11, 2026
(Commencement date of measures for electronic provision: June 2, 2026)

To Shareholders with Voting Rights:

Takashi Nakamura
President and Representative Director
Qol Holdings Co., Ltd.
Head Office:
37F, Shiroyama Trust Tower, 4-3-1,
Toranomon, Minato-ku, Tokyo

NOTICE OF
THE 34TH ANNUAL GENERAL MEETING OF SHAREHOLDERS

Dear Shareholders:

We would like to express our appreciation for your continued support and patronage.

You are cordially invited to attend the 34th Annual General Meeting of Shareholders of Qol Holdings Co., Ltd. (the "Company"). The meeting will be held for the purposes as described below. In convening this year's Annual General Meeting of Shareholders, the Company has taken measures for electronic provision and posted the matters to be provided electronically on the following websites:

The Company's website: https://www.qolhd.co.jp/eng/ir/stock/meeting.html

Note: In addition to the above, those matters are posted on the following website:
Tokyo Stock Exchange website: https://www2.jpx.co.jp/tseHpFront/JJK020010Action.do?Show=Show.
Please access the website above, enter the Company's name or its stock exchange code, and click on "Search." Then, click on "Basic Information" and select "Documents for Public Inspection/PR Information" to view the information.

If you are unable to attend the meeting, you may exercise your voting rights by means of the Internet, or by mail. Please exercise your voting rights after reviewing the Reference Documents for the General Meeting of Shareholders that are included in the matters to be provided electronically, by entering your approval or disapproval for the agenda items either on the website designated by the Company (https://evote.tr.mufg.jp/) or on the enclosed Voting Rights Exercise Form. Please exercise your voting rights via the Internet or mail the form so that it reaches us no later than 6:00 p.m. Japan time on Thursday, June 25, 2026.

Date and Time: Friday, June 26, 2026 at 10:00 a.m. Japan time (the venue will open at 9:00 a.m.)

Place: Conference room at Qol Group located at
10F, Front Place Nihonbashi, 2-14-1, Nihonbashi, Chuo-ku, Tokyo

Meeting Agenda:

Matters to be reported:
1. The Business Report, Consolidated Financial Statements for the Company's 34th Fiscal Year (April 1, 2025 - March 31, 2026) and results of audits by the Accounting Auditor and the Audit & Supervisory Committee of the Consolidated Financial Statements
2. Non-consolidated Financial Statements for the Company's 34th Fiscal Year (April 1, 2025 - March 31, 2026)

Proposals to be resolved:

Proposal Election of 9 Directors (Excluding Directors Who Are Audit & Supervisory Committee Members)

The paper copy sent to shareholders who have requested it does not include the matters listed below, in accordance with the provisions of applicable laws and regulations, and the Articles of Incorporation of the Company. As such, the paper copy consists of excerpts from the documents that were audited by the Audit & Supervisory Committee and the Accounting Auditor in preparing the Audit Report.

- The Status of the Accounting Auditor, System for Ensuring Appropriate Operation, and Outline of the Status of Implementation of the System for Ensuring Appropriate Operation, which are part of the Business Report
- Consolidated Statement of Changes in Equity and Notes to Consolidated Financial Statements, which are part of the Consolidated Financial Statements
- Statement of Changes in Equity and Notes to Non-consolidated Financial Statements, which are part of the Non-consolidated Financial Statements

Should the matters to be provided electronically require revisions, the revised versions will be posted on the websites mentioned above.

Souvenirs are not available at the meeting. We appreciate your kind understanding.

Reference Documents for the General Meeting of Shareholders

Proposal Election of 9 Directors (Excluding Directors Who Are Audit & Supervisory Committee Members)

The terms of office of all 9 Directors (excluding Directors who are Audit & Supervisory Committee Members) will expire at the conclusion of this year's Annual General Meeting of Shareholders. Accordingly, the election of 9 Directors (excluding Directors who are Audit & Supervisory Committee Members) (8 reappointments and 1 new appointment) is proposed.

The candidates for Director (excluding Directors who are Audit & Supervisory Committee Members) are as follows:

No.	Name			Positions and responsibilities at the Company	Term of office served as Director:	Attendance at Board of Directors meetings
1	Reappointment	Takashi Nakamura	Male	President and Representative Director	23 years	100% (15/15 meetings)
2	Reappointment	Takayoshi Ishii	Male	Representative and Senior Executive Director Chief of Corporate Strategy Headquarters	9 years	100% (15/15 meetings)
3	Reappointment	Kiyonobu Fukumitsu	Male	Representative and Executive Director Chief of Business Management Headquarters	17 years	100% (15/15 meetings)
4	Reappointment	Shinobu Karasawa	Female	Executive Director Chief of Pharmacy Business Headquarters	1 year	100% (12/12 meetings)
5	Reappointment	Yutaka Togashi	Male	Director Chief of Human Resources and Education Headquarters General Manager of Human Resources Planning Dept.	5 years and 11 months	100% (15/15 meetings)
6	Reappointment	Kei Imai	Male	Director Chief of Corporate Planning Headquarters	2 years	100% (15/15 meetings)
7	New appointment	Jun Kawaguchi	Male	Chief of General Affairs and Disaster Countermeasures Headquarters General Manager of General and Legal Affairs Dept. General Manager of Disaster Countermeasures Dept.	—	—
8	Reappointment	Toshiko Kuboki	Outside Independent Female	Director	11 years	93% (14/15 meetings)
9	Reappointment	Yukiharu Yamamoto	Outside Independent Male	Director	7 years	100% (15/15 meetings)

(Notes)
1. Term of office served as Director is as of the conclusion of this year's Annual General Meeting of Shareholders.
2. Positions and responsibilities at the Company of the above Director candidates are as of the date of this convocation notice.

<table>
<tr><th>No.</th><th>Name
(Date of birth)</th><th>Career summary, positions, and responsibilities at the Company,
and significant concurrent positions</th><th>Number of shares of the Company held</th></tr>
<tr><td rowspan="2">1</td><td rowspan="2">Takashi Nakamura
(January 19, 1970)
56 years old
Reappointment
Male

Term of office served as Director:
23 years</td><td>April 1992 Joined Daiichi Pharmaceutical Co., Ltd. (current DAIICHI SANKYO COMPANY, LIMITED)
October 2001 Joined the Company
June 2003 Director
Chief of President’s Office
October 2004 Chief of Development Headquarters
June 2005 Executive Director
June 2007 Executive Vice President and Representative Director
June 2016 President and Representative Director (to present)</td><td>1,641,600</td></tr>
<tr><td>[Reason for nominating him as a candidate for Director and the expected role]
The Company proposes Mr. Takashi Nakamura as a candidate for Director based on its judgment that, with his wealth of experience at the Group as President and Representative Director since 2016, and his ability and insight into corporate management, he is expected to continue utilizing his wealth of experience and knowledge in the Company’s management.

Note) There is no special interest between Mr. Takashi Nakamura and the Company.</td><td>Attendance at Board of Directors meetings: 100%
(15/15 meetings)</td></tr>
<tr><td rowspan="2">2</td><td rowspan="2">Takayoshi Ishii
(October 26, 1961)
64 years old
Reappointment
Male

Term of office served as Director:
9 years</td><td>April 1985 Joined Shionogi & Co., Ltd.
June 2014 Joined the Company
Deputy Chief of Corporate Strategy Headquarters
October 2014 General Manager of Corporate Planning Dept.
April 2015 Corporate Officer
Chief of Corporate Strategy Headquarters
April 2016 Chief of Corporate Planning Headquarters
October 2016 Senior Corporate Officer
June 2017 Director
October 2018 Chief of President’s Office
April 2019 Executive Director
July 2020 Chief of Corporate Strategy Headquarters
April 2021 Representative and Executive Director
April 2023 Representative and Senior Executive Director (to present)
April 2026 Chief of Corporate Strategy Headquarters (to present)</td><td>19,327</td></tr>
<tr><td>[Reason for nominating him as a candidate for Director and the expected role]
The Company proposes Mr. Takayoshi Ishii as a candidate for Director based on its judgment that, with his wealth of experience and track record in formulating and implementing business strategy in the Group’s corporate planning and strategy divisions, he is expected to continue utilizing his professional experience and knowledge in formulating and implementing the Company’s medium- and long-term strategy.

Note) There is no special interest between Mr. Takayoshi Ishii and the Company.</td><td>Attendance at Board of Directors meetings: 100%
(15/15 meetings)</td></tr>
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<tr><th>No.</th><th>Name
(Date of birth)</th><th>Career summary, positions, and responsibilities at the Company,
and significant concurrent positions</th><th>Number of shares of the Company held</th></tr>
<tr><td rowspan="2">3</td><td rowspan="2">Kiyonobu Fukumitsu
(May 16, 1968)
58 years old
Reappointment
Male

Term of office served as Director:
17 years</td><td>April 1991 Joined The Dai-Ichi Kangyo Bank, Limited (current Mizuho Financial Group, Inc.)
September 2002 Joined the Company
April 2005 Corporate Officer
April 2008 Senior Corporate Officer
Chief of Management Headquarters
June 2009 Director
April 2013 Chief of Corporate Strategy Headquarters and General Manager of Business Strategy
April 2014 Chief of Corporate Strategy Headquarters
June 2014 Executive Director
October 2018 General Manager of Business Management
July 2020 Chief of Business Management Headquarters
October 2020 Representative and Executive Director (to present)
June 2023 Director, Public Interest Incorporated Association Shiba Houjinkai (to present)
April 2026 Chief of Business Management Headquarters (to present)</td><td>66,500</td></tr>
<tr><td>[Reason for nominating him as a candidate for Director and the expected role]
The Company proposes Mr. Kiyonobu Fukumitsu as a candidate for Director based on its judgment that, with his wealth of experience and track record in the Group’s management and administration, as well as his deep understanding of corporate management and the Company’s business environment and management status, he is expected to continue utilizing his professional experience and knowledge to strengthen the Company’s administration and management.

Note) There is no special interest between Mr. Kiyonobu Fukumitsu and the Company.</td><td>Attendance at Board of Directors meetings: 100%
(15/15 meetings)</td></tr>
<tr><td rowspan="2">4</td><td rowspan="2">Shinobu Karasawa
(December 25, 1961)
64 years old
Reappointment
Female

Term of office served as Director:
1 year</td><td>October 1985 Joined Houwakai Nagashima Kaisei Hospital
July 1986 Registered on list of pharmacists
March 1999 Joined the Company
April 2010 Corporate Officer
General Manager of Kanto Pharmacy Headquarters 1, Kanto Pharmacy Dept.1
April 2015 Senior Corporate Officer
Chief of Kanto Pharmacy Headquarters 1, East Japan Branch Office
May 2018 Executive Vice President and Director, Qol Bunkatsu Junbi Co., Ltd. (current Qol Co., Ltd.)
October 2020 President and Representative Director, Qol Bunkatsu Junbi Co., Ltd. (to present)
June 2022 Director of the Company
May 2024 Vice Chairperson, Nippon Pharmacy Association (to present)
June 2025 Executive Director of the Company (to present)
April 2026 Chief of Pharmacy Business Headquarters (to present)</td><td>11,084</td></tr>
<tr><td>[Reason for nominating her as a candidate for Director and the expected role]
The Company proposes Ms. Shinobu Karasawa as a candidate for Director based on its judgment that, with her wealth of experience and track record in contributing to the Group’s Pharmacy Business promotion as President and Representative Director of a subsidiary which operates the Group’s mainstay Pharmacy Business, and her high level of expertise as a pharmacist, she is expected to continue to utilize such experience and knowledge in the Company’s management.

Note) There is no special interest between Ms. Shinobu Karasawa and the Company.</td><td>Attendance at Board of Directors meetings: 100%
(12/12 meetings)</td></tr>
</table>

No.	Name (Date of birth)	Career summary, positions, and responsibilities at the Company, and significant concurrent positions	Number of shares of the Company held
5	Yutaka Togashi (April 22, 1973) 53 years old Reappointment Male Term of office served as Director: 5 years and 11 months	April 1994 Joined Kinki Nippon Tourist Co., Ltd. (current KNT-CT Holdings Co., Ltd.) August 2000 Joined the Company April 2007 General Manager of Administration Dept. April 2012 Corporate Officer April 2014 Chief of Business Management Headquarters April 2015 Deputy Chief of Management Headquarters and General Manager of HR & Personnel Development Dept. April 2017 Chief of Management Headquarters May 2018 Director, Qol Bunkatsu Junbi Co., Ltd. (current Qol Co., Ltd.) October 2018 General Manager in charge of Business Management of the Company Chief of Management Headquarters, Qol Co., Ltd. October 2019 Executive Director, Qol Co., Ltd. July 2020 Director of the Company (to present) Chief of Human Resources Headquarters, in charge of Public Relations June 2025 General Manager of Human Resources Planning Dept. April 2026 Chief of Human Resources and Education Headquarters (to present) and General Manager of Human Resources Planning Dept. (to present)	26,354
		[Reason for nominating him as a candidate for Director and the expected role] The Company proposes Mr. Yutaka Togashi as a candidate for Director based on its judgment that, with his wealth of experience and track record in the management and administration as Director of a subsidiary which operates the Group's mainstay Pharmacy Business, and his involvement in management and administration across the entire Group, he is expected to continue to utilize the professional experience and knowledge he has acquired in the Company's management. Note) There is no special interest between Mr. Yutaka Togashi and the Company.	Attendance at Board of Directors meetings: 100% (15/15 meetings)
6	Kei Imai (July 3, 1978) 47 years old Reappointment Male Term of office served as Director: 2 years	April 2002 Joined the Company June 2002 Registered on list of pharmacists July 2012 General Manager of Hokkaido and Tohoku Pharmacy Headquarters, Hokkaido Pharmacy Dept. August 2016 General Manager of Hospitown Concept Promotion Dept. October 2018 General Manager of Affiliate Company Management Group, President's Office September 2020 General Manager of Corporate Planning Dept. June 2024 Director (to present) April 2026 Chief of Corporate Planning Headquarters (to present)	7,434
		[Reason for nominating him as a candidate for Director and the expected role] The Company proposes Mr. Kei Imai as a candidate for Director based on its judgment that, with his wealth of experience in pharmacy operations and high level of expertise as a pharmacist, and with his experience and track record in formulating and implementing business strategy in the Group's corporate planning and strategy divisions, he is expected to continue utilizing his professional experience and knowledge in formulating and implementing the Company's medium- and long-term strategy. Note) There is no special interest between Mr. Kei Imai and the Company.	Attendance at Board of Directors meetings: 100% (15/15 meetings)

<table>
<tr><th>No.</th><th>Name
(Date of birth)</th><th>Career summary, positions, and responsibilities at the Company,
and significant concurrent positions</th><th>Number of shares of the Company held</th></tr>
<tr><td rowspan="3">7</td><td rowspan="3">Jun Kawaguchi
(October 31, 1977)
48 years old
New appointment
Male

Term of office served as Director:
—</td><td rowspan="2">February 2000 Joined Lincoln Motors Co., Ltd.
November 2005 Joined the Company
April 2019 General Manager of Store Design and Construction Dept., Pharmacy Support Headquarters, Qol Co., Ltd.
October 2020 General Manager in charge of Business Management Headquarters, the Company
General Manager of General and Legal Affairs Dept., Management Headquarters, Qol Co., Ltd. (to present)
October 2022 General Manager of Disaster Countermeasures Dept., Business Management Function Dept., the Company
April 2024 General Manager of General and Legal Affairs Dept.
Chief of Management Headquarters, Qol Co., Ltd. (to present)
June 2024 Director of Qol Co., Ltd. (to present)
April 2026 Chief of General Affairs and Disaster Countermeasures Headquarters (to present), General Manager of General and Legal Affairs Dept. (to present) and General Manager of Disaster Countermeasures Dept. (to present), the Company</td><td>2,210</td></tr>
<tr><td rowspan="2">Attendance at Board of Directors meetings: —</td></tr>
<tr><td>[Reason for nominating him as a candidate for Director and the expected role]
The Company proposes Mr. Jun Kawaguchi as a candidate for Director based on its judgment that, with his wealth of experience and track record in the management and administration as Director of a subsidiary which operates the Group’s mainstay Pharmacy Business, and his involvement in management and administration across the entire Group, he is expected to utilize the professional experience and knowledge he has acquired in the Company’s management.

Note) There is no special interest between Mr. Jun Kawaguchi and the Company.</td></tr>
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<tr><th>No.</th><th>Name
(Date of birth)</th><th>Career summary, positions, and responsibilities at the Company,
and significant concurrent positions</th><th>Number of shares of the Company held</th></tr>
<tr><td rowspan="3">8</td><td rowspan="3">Toshiko Kuboki
(February 26, 1960)
66 years old
Reappointment
Outside
Independent
Female

Term of office served as Director:
11 years</td><td rowspan="2">April 1987 Registered as Lawyer
Joined Yamasaki & Partners
April 1993 Established Ono and Kuboki Law Office
August 2003 Established Kuboki Law Office as Head (to present)
April 2012 Visiting Professor, Graduate School of Law, Chuo University (to present)
June 2015 Outside Director of the Company (to present)
June 2016 Outside Audit & Supervisory Board Member, Citizen Holdings Co., Ltd. (current Citizen Watch Co., Ltd.)
June 2019 Outside Director, Citizen Watch Co., Ltd. (to present)
April 2023 Vice President, Tokyo Medical and Dental University (current Institute of Science Tokyo)
June 2023 Outside Director (Audit & Supervisory Committee Member), Asahi Yukizai Corporation (to present)
October 2024 Vice President, Institute of Science Tokyo
April 2026 Special Advisor to the President and CEO and the President and CAO, Institute of Science Tokyo (to present)</td><td>3,700</td></tr>
<tr><td rowspan="2">Attendance at Board of Directors meetings: 93%
(14/15 meetings)</td></tr>
<tr><td>[Reason for nominating her as a candidate for Director and the expected role]
The Company proposes Ms. Toshiko Kuboki as a candidate for Outside Director based on its judgment that she is expected to continue fulfilling the role of supervising the management from an objective and professional standpoint independent of business execution, as she has a wealth of expertise and practical knowledge in corporate legal affairs as well as abundant experience in medical cases as a lawyer.

(Notes)
1. There is no special interest between Ms. Toshiko Kuboki and the Company.
2. Ms. Toshiko Kuboki is a candidate for Outside Director.
3. Ms. Toshiko Kuboki meets the requirements for Independent Director based on the provisions of the Tokyo Stock Exchange, and the Company has registered her with the Exchange as an Independent Director. Although the Company has consignment transactions with Kuboki Law Office headed by Ms. Kuboki, the transaction amount with the said office accounts for less than 0.01% of the consolidated net sales of the Company. The Company has, therefore, judged that there is no problem with the independence of Ms. Kuboki.
4. The Company has concluded an agreement with Ms. Toshiko Kuboki to limit her liability for damages under Article 423, Paragraph 1 of the Companies Act, based on provisions of Article 427, Paragraph 1 of the said Act and Article 30 of the Articles of Incorporation of the Company. If reelection of Ms. Kuboki is approved, the Company will continue such agreement with her. The maximum amount of her liability pursuant to the agreement is the amount stipulated by laws and regulations.</td></tr>
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<tr><th>No.</th><th>Name
(Date of birth)</th><th colspan="2">Career summary, positions, and responsibilities at the Company,
and significant concurrent positions</th><th>Number of shares of the Company held</th></tr>
<tr><td rowspan="3">9</td><td rowspan="3">Yukiharu Yamamoto
(January 21, 1968)
58 years old
Reappointment
Outside
Independent
Male

Term of office served as Director:
7 years</td><td>June 1996
October 2000

June 2001
April 2007

June 2019</td><td>Registered as Certified Tax Accountant
Established Yamamoto Certified Tax Accountant Office as Head (to present)
Audit & Supervisory Board Member of the Company
Established United Co., Ltd.
Representative Director, United Co., Ltd. (to present)
Outside Director of the Company (to present)</td><td>4,800</td></tr>
<tr><td colspan="2" rowspan="2">[Reason for nominating him as a candidate for Director and the expected role]
The Company proposes Mr. Yukiharu Yamamoto as a candidate for Outside Director based on its judgment that he is expected to continue fulfilling the role of supervising the management from an objective and professional standpoint independent of business execution, as he is capable of utilizing his expertise and practical experience in finance and tax affairs as a certified tax accountant, and his experience in specialized tax consulting across a broad range of industries, including dispensing pharmacies.

(Notes)
1. There is no special interest between Mr. Yukiharu Yamamoto and the Company.
2. Mr. Yukiharu Yamamoto is a candidate for Outside Director.
3. Mr. Yukiharu Yamamoto meets the requirements for Independent Director based on the provisions of the Tokyo Stock Exchange, and the Company has registered him with the Exchange as an Independent Director. There is no business relationship between the Company and Yamamoto Certified Tax Accountant Office where Mr. Yamamoto serves as the Head, and United Co., Ltd. where Mr. Yamamoto serves as Representative Director.
4. The Company has concluded an agreement with Mr. Yukiharu Yamamoto to limit his liability for damages under Article 423, Paragraph 1 of the Companies Act, based on provisions of Article 427, Paragraph 1 of the said Act and Article 30 of the Articles of Incorporation of the Company. If reelection of Mr. Yamamoto is approved, the Company will continue such agreement with him. The maximum amount of his liability pursuant to the agreement is the amount stipulated by laws and regulations.</td><td>Attendance at Board of Directors meetings: 100%
(15/15 meetings)</td></tr>
</table>

A matter concerning all candidates (9) for Directors (excluding Directors who are Audit & Supervisory Committee Members)

- Directors and officers liability insurance contract

The Company has entered into a directors and officers liability insurance contract provided for by Article 430-3, Paragraph 1 of the Companies Act (hereinafter referred to as “D&O insurance”) with an insurance company, with its Directors, and Officers of its subsidiaries as the insured parties. The contract covers damages, etc. incurred in the event that the Directors, etc. are held liable for damages arising from their work (However, those that fall under the exemption clauses stipulated in the insurance contract will not be covered.). The entire amount of D&O insurance premium is paid by the Company.

If the candidates are elected as Directors and assume the post, each one of the Directors will be insured under the D&O insurance. The contract period of the D&O insurance is one year, and the Company will renew it with a resolution of the Board of Directors before the expiration of that period.

Skill Matrix of Directors following this General Meeting of Shareholders

If all candidates listed in this convocation notice are elected as originally proposed, the expertise and experience expected of each Director are as follows.

		Name	Outside, Independent	Corporate management	Finance & Accounting	Pharmacy Business	Pharmaceutical Manufacturing Business	Business strategy and Marketing	M&A	Legal affairs and Compliance	HR and Labor	Corporate Communications	Qualifications
Director	Other than Audit & Supervisory Committee members	Takashi Nakamura	—	●		●	●	●	●	●	●	●	
		Takayoshi Ishii	—	●			●	●	●				
		Kiyonobu Fukumitsu	—	●	●			●		●			
		Shinobu Karasawa	—			●		●		●			Pharmacist
		Yutaka Togashi	—		●		●				●	●	
		Kei Imai	—			●		●					Pharmacist
		Jun Kawaguchi	—							●	●		
		Toshiko Kuboki	●							●			Lawyer
		Yukiharu Yamamoto	●		●								Certified Tax Accountant
	Audit & Supervisory Committee Member	Yasutoshi Mori	●		●								Certified Tax Accountant
		Motoyuki Miyazaki	●		●								Certified Public Accountant
		Kazuo Ishii	—		●								Certified Public Accountant

Note: The above list does not represent all the knowledge and experience of each person.

Definition and reason for selection of each skill

Skill	Definition of the skill	Reason for selection
Corporate management	Possess knowledge, experience, and capabilities related to managing companies and other entities and to organizational operation.	Knowledge, experience, and capabilities related to overall corporate management are needed to develop and execute medium-to-long-term growth strategies.
Finance & Accounting	Possess knowledge, experience, and capabilities related to financial strategies, accounting, and tax affairs.	Knowledge, experience, and capabilities related to finance and accounting are needed to achieve high capital efficiency over the medium to long term.
Pharmacy Business	Possess knowledge, experience, and capabilities related to the Pharmacy Business, including market development (operation, development, and new initiatives of stores, etc.) and healthcare policies (formulation and operation of strategies in anticipation of changes in laws, regulations and other rules).	Knowledge, experience, and capabilities related to the Pharmacy Business are needed to view from a broad perspective the business fields within the overall healthcare industry, including insurance systems and statutory regulations, and to supervise business execution effectively.
Pharmaceutical Manufacturing Business	Possess knowledge, experience, and capabilities related to market development (planning, manufacturing and sale of new products), quality control and production control.	Knowledge, experience, and capabilities related to the Pharmaceutical Manufacturing Business are needed to manufacture new products that meet patient needs and maintain a system to stably supply high-quality products.
Business strategy and Marketing	Possess knowledge, experience, and capabilities related to marketing at the Company and other retail businesses.	Knowledge, experience, and capabilities related to business strategies and marketing are needed to develop and execute medium-to-long-term growth strategies down to the smallest detail.
M&A	Possess knowledge, experience, and capabilities related to corporate acquisition practice, covering from strategy planning, target company selection and due diligence to contractual negotiation and post-merger integration (PMI).	Knowledge, experience, and capabilities related to M&A are needed to appropriately determine and promote allying with or acquiring other companies strategically, toward achieving the Group's sustainable growth and strengthening its business platform.
Legal affairs and Compliance	Possess knowledge, experience, and capabilities related to laws, compliance, and risk management.	Knowledge, experience, and capabilities related to laws, compliance, and risk management are needed to create an appropriate governance structure.
HR and Labor	Possess knowledge, experience, and capabilities related to hiring, cultivating, and utilizing diverse human resources, as well as to labor management.	Knowledge, experience, and capabilities related to human resources and labor management are needed to help employees with diverse skills and experience continue to thrive.
Corporate Communications	Possess knowledge, experience, and capabilities necessary to enhance corporate value and build relationships of trust through dialogue with stakeholders, including customers, shareholders, investors, the media, local communities, and government agencies.	Knowledge, experience, and capabilities related to corporate communications are needed to promote appropriate dialogue and disclosure of information with shareholders, investors, and other stakeholders with the aim of continuously enhancing corporate value.

Policy to Determine Distribution of Surplus

The Company's basic dividend policy is to maintain a steady return of profits to shareholders while also retaining profits in order to pursue future business initiatives and reinforce corporate operations.

Under this policy, for the fiscal year ended March 31, 2026, the Company has paid an ordinary interim dividend of 23 yen per share, and decided to pay an ordinary year-end dividend of 27 yen per share, an increase of 4 yen from the dividend forecast announced on May 9, 2025 as a result of considering steady progress in operating results and our financial position for the fiscal year.

In addition, regarding the per-share dividend for the next fiscal year, we plan to pay an ordinary dividend of 54 yen for the full year, representing a 4-yen increase from the previous year.

(1) Type of Dividend Property
Cash

(2) Matters Regarding Appropriation of Dividend Property to Shareholders and Total Amount of Dividend Payment
¥27 per share of common stock of the Company
Total Amount of Dividend Payment: ¥1,014,594,282

(3) Effective Date of the Appropriation of Dividends from Surplus
June 12, 2026