Securities Code: 6571
September 7, 2026
(Start Date of Electronic Provision Measures: September 1, 2026)

To Our Shareholders:

8-16 Shinsencho, Shibuya-ku, Tokyo
QB Net Holdings Co., Ltd.
Yasuo Kitano, President & CEO

Notice of the 12th Ordinary General Meeting of Shareholders

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

We would like to inform you that we will convene our 12th Ordinary General Meeting of Shareholders as follows.

In convening the General Meeting of Shareholders, the Company has taken electronic provision measures for providing information that constitutes the content of the Reference Document for the General Meeting of Shareholders, etc. (Matters for electronic provision measures), which is posted on each of the following websites on the internet. Please access either of them to read the information.

[The Company's website]
https://www.qbnet.jp/ir/library/meeting/
(Please access the above website and select "IR Information," then "IR Library," and then "Documents related to General Meeting of Shareholders" from the menu to check the information.)

[Tokyo Stock Exchange website (TSE Listed Company Search)]
https://www2.jpx.co.jp/tseHpFront/JJK010010Action.do?Show=Show
(Please access the above TSE website, enter "QB Net Holdings Co., Ltd." in "Issue name (a company name)" or the Company's securities code "6571" in "Code," then select "Basic information" and then "Documents for public inspection/PR information" to view "Notice of the General Meeting of Shareholders/Reference Document for the General Meeting of Shareholders" found in "Documents for public inspection.")

Shareholders not attending the meeting in person are allowed to exercise their voting rights via the internet, etc. or by writing (by mail). Please exercise your voting rights by either of the above methods by 6 p.m. on Thursday, September 24, 2026, after referring to the Reference Document for the General Meeting of Shareholders.

1. **Date:** 11:00 a.m., Friday, September 25, 2026 (reception begins at 10:30 a.m.)
2. **Venue** Sakura Hall, Shibuya Cultural Center Owada
   23-21 Sakuragaokacho, Shibuya-ku, Tokyo
   *Please note that the opening time and venue are different from last year.
3. **Purposes:**

Items to be reported:

1. The business report, the consolidated financial statements and the results of consolidated financial statement audits by the Accounting Auditor and the Audit and Supervisory Committee for the 12th business period (July 1, 2025 to June 30, 2026)
2. The non-consolidated financial statements for the 12th business period (July 1, 2025 to June 30, 2026)

Items to be resolved:

Proposal 1: Dividends of Surplus

Proposal 2: Election of Four (4) Directors (Excluding Directors Who Are Audit and Supervisory Committee Members)

4. **Decisions on convening the meeting (Guidelines for the exercise of voting rights)**

(1) If there is no indication of approval or disapproval of proposals on the Voting Rights Exercise Form that is returned to exercise voting rights in writing (by mail), it shall be deemed that the shareholder has voted for the Company's proposals.

(2) If voting rights are exercised more than once by the internet, etc., only the last exercise of the voting rights shall be valid.

(3) If voting rights are exercised both via the internet, etc. and in writing (by mail), only the exercise of the voting rights via the internet, etc. shall be valid, regardless of the arrival date and time.

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◎ Shareholders attending the meeting in person are requested to submit their Voting Rights Exercise Form to the reception desk of the venue.

◎ Any change in matters for electronic provision measures will be announced on each of the above websites with a comparison before and after the revision.

◎ For this General Meeting of Shareholders, documents stating matters for electronic provision measures will be sent to all shareholders, regardless of whether or not they request delivery of documents. Of matters for electronic provision measures, the following will not be included in the documents to be sent in accordance with laws and regulations and the provisions in Article 14 of the Company's Articles of Incorporation.

[1] "Matters Concerning Subscription Rights to Shares" and "Systems to Ensure the Appropriateness of Business Operations and Outline of Implementation Status of Such Systems" in the business report

[2] "Consolidated Statement of Changes in Equity" and "Notes on Consolidated Financial Statements" in the consolidated financial statements

[3] "Non-Consolidated Statement of Changes in Net Assets" and "Notes on Non-consolidated Financial Statements" in the non-consolidated financial statements

Therefore, the business report, consolidated financial statements and non-consolidated financial statements included in the document are part of the documents audited to prepare the Accounting Audit Report by the Accounting Auditor and the Audit Report by the Audit and Supervisory Committee.

Reference Document for the General Meeting of Shareholders

Proposals and Referential Matters

Proposal 1: Dividends of Surplus

In consideration of the performance in the fiscal year under review, future business developments and others, we propose to pay year-end dividends for the fiscal year under review from retained earnings, based on the policy for determination of dividends of surplus, etc., as below.

Class of dividend property	Cash
Matters related to the allocation of the dividend property and the total amount	Per share of common stock of the Company: 40 yen Total dividend amount: 541,473,680 yen
Effective date of the distribution of dividends from surplus	Monday, September 28, 2026

Proposal 2: Election of Four (4) Directors (Excluding Directors Who Are Audit and Supervisory Committee Members)

Upon the conclusion of this General Meeting of Shareholders, the term of office of four (4) Directors (excluding Directors who are Audit and Supervisory Committee Members; hereinafter, the same shall apply to this proposal) will expire. In this regard, the Company proposes to elect four Directors.

In order to ensure fairness and transparency regarding appointment of Directors, the appropriateness of all candidates was examined and verified by the Nomination and Remuneration Committee, the majority of whose members are Independent Outside Directors. After due consideration of the opinion of the Committee, the resolution on candidates was made at the Board of Directors meeting.

Regarding this proposal, the Audit and Supervisory Committee judged all candidates for Directors to be suitable.

The candidates for Directors are as follows.

Candidate No. 1 **Yasuo Kitano** Re-election

Date of birth
June 26, 1969

Gender
Male

Number of the Company's shares owned
340,093 shares *[1]

Brief profile, position and responsibility at the Company, and significant concurrent positions

February 2005	Joined QB Net Co., Ltd.
September 2005	Director, Manager of Corporate Planning Office, QB Net Co., Ltd.
March 2006	Director, General Manager of Administration Department, QB Net Co., Ltd.
September 2008	Executive Managing Director, Manager of Corporate Planning Office and General Manager of Administration Department, QB Net Co., Ltd.
October 2009	President & CEO, QB Net Co., Ltd. QB NET INTERNATIONAL HOLDINGS PTE. LTD. Director CEO QB NET INTERNATIONAL PTE. LTD. Director CEO
June 2011	Director CEO, QB House (Hong Kong) Limited
February 2012	President, QB House (Taiwan) Ltd.
September 2016	President & CEO, the Company (incumbent) QB HOUSE USA INC. Director
April 2023	QB HOUSE CANADA INC. Director
September 2024	Director, QB NET INTERNATIONAL HOLDINGS PTE. LTD. (incumbent)
September 2025	President & CEO, General Manager of Sales Division, QB Net Co., Ltd. (incumbent)

Reasons for nomination as a candidate for Director

He has served as President & CEO of the Company and QB Net Co., Ltd. and has a wealth of knowledge and experience in the overall management of the Company Group. We deem him to be appropriate for promoting the management of the Company Group, and therefore nominate him again as a candidate for Director.

Candidate No. **2**

Masayoshi Kabeya

Re-election

Date of birth
July 30, 1967
Gender
Male
Number of the Company's shares owned
16,161 shares *[1]

Brief profile, position and responsibility at the Company, and significant concurrent positions

October 2009	Joined QB Net Co., Ltd.
October 2012	Manager of Business Administration, Administration Department, QB Net Co., Ltd.
July 2016	Manager of Business Administration, Administration Department, the Company
December 2019	General Manager of Administration Department, the Company
November 2022	Deputy General Manager of Administration Department, the Company
	Deputy General Manager of Administration Department, QB Net Co., Ltd.
September 2023	Director, General Manager of Administration Department, the Company (incumbent)
	Director, General Manager of Administration Department, QB Net Co., Ltd. (incumbent)
	Director, QB NET INTERNATIONAL HOLDINGS PTE. LTD. (incumbent)
September 2024	Director, QB NET INTERNATIONAL PTE. LTD. (incumbent)
	Director, QB House (Hong Kong) Limited (incumbent)
	President, QB House (Taiwan) Ltd. (incumbent)
	Director, QB HOUSE USA INC. (incumbent)
	Director, QB HOUSE CANADA INC. (incumbent)
November 2024	Director, QB HOUSE VIETNAM COMPANY LIMITED (incumbent)
	Director, QB HOUSE MALAYSIA SDN. BHD (incumbent)

Reasons for nomination as a candidate for Director

He has served as General Manager of the Administration Department of the Company and QB Net Co., Ltd. and has a wealth of knowledge and experience in formulating and executing finance and human resource strategies and policies for the entire Company Group. We deem him to be appropriate for promoting the management of the Company Group, and therefore nominate him again as a candidate for Director.

Candidate No. **3** # Yuki Yamamoto

Re-election

Date of birth

January 17, 1972

Gender

Male

Number of the Company's shares owned

1,051 shares *[1]

Brief profile, position and responsibility at the Company, and significant concurrent positions

November 1995	Joined Ryohin Keikaku Co., Ltd.
February 2000	Area Manager, Sales Department, Ryohin Keikaku Co., Ltd.
September 2003	Manager in charge of MD Planning, Clothing & Merchandising Department, Ryohin Keikaku Co., Ltd.
February 2006	General Manager, Customer Service Office, Ryohin Keikaku Co., Ltd.
February 2007	Store Manager, MUJI Yurakucho Store, Ryohin Keikaku Co., Ltd.
September 2008	General Manager of Sales Division, Ryohin Keikaku Co., Ltd.
February 2010	General Manager of Regional Management-China, Overseas Operations Division, Ryohin Keikaku Co., Ltd. Sales General Manager, Muji (Shanghai) Company Limited.
February 2012	Executive Officer, In charge of Regional Management-Korea, Overseas Operations Division, Ryohin Keikaku Co., Ltd. President, MUJI Korea Co., Ltd.
May 2015	Director, General Manager of Southwest Asia & Oceania Business Division, Ryohin Keikaku Co., Ltd.
May 2019	Senior Executive Officer, General Manager of India Business Division, and General Manager of Regional Management-India and General Manager of Regional Management-Singapore & Malaysia, Overseas Operations Division, Ryohin Keikaku Co., Ltd.
October 2023	Joined the Company; Executive Officer and Deputy General Manager of Overseas Business Division, the Company
September 2024	Director, QB NET INTERNATIONAL HOLDINGS PTE. LTD. (incumbent) Director, QB NET INTERNATIONAL PTE. LTD. (incumbent) Director, QB House (Hong Kong) Limited (incumbent) Director, QB HOUSE USA INC. Director, QB HOUSE CANADA INC.
November 2024	Director, QB HOUSE VIETNAM COMPANY LIMITED (incumbent) Director, QB HOUSE MALAYSIA SDN. BHD (incumbent)
September 2025	Director, General Manager of Overseas Business Division, the Company (incumbent)
January 2026	Chairperson, QB House (Taiwan) Ltd. (incumbent)
February 2026	Director / Secretary, QB HOUSE USA INC. (incumbent) Director / Treasurer, QB HOUSE CANADA INC. (incumbent)

Reasons for nomination as a candidate for Director

He has served as General Manager of the Overseas Business Division in the Company and has a wealth of knowledge of and experience in the multiple-outlet business in Japan and overseas as well as a track record of formulating strategies and policies for the overseas business. Accordingly, we deem him to be appropriate for driving the global expansion of the Company Group, and therefore nominate him again as a candidate for Director.

Candidate No. **4**

Takayoshi Eto

Re-election

Date of birth	August 18, 1975
Gender	Male
Number of the Company's shares owned	5,964 shares *1

Brief profile, position and responsibility at the Company, and significant concurrent positions

April 1994	Joined Heads Inc.
April 1997	Manager, Heads Inc.
May 2006	Joined QB Net Co., Ltd.
September 2007	Training Manager, QB Net Co., Ltd.
May 2009	Area Manager, QB Net Co., Ltd.
October 2012	General Manager, Education and Training Office, QB Net Co., Ltd.
July 2016	General Manager, Business Promotion Office, QB Net Co., Ltd.
November 2023	Executive Officer, General Manager of Business Promotion Division Executive Officer, General Manager of Quality Management Division, the Company
September 2025	Director, General Manager of Quality Management Division, the Company (incumbent) Director, General Manager of Business Promotion Division, QB Net Co., Ltd. (incumbent)

Reasons for nomination as a candidate for Director

He currently serves as General Manager of Quality Management Division of the Company, and has a wealth of experience in and deep insight into the haircut business including overseas. We deem him to be appropriate for the sustainable growth and enhancement of medium- to long-term corporate value of the Company Group in upgrading stylists' techniques, unifying their skills and hiring stylists as well as training human resources. Therefore, we nominate him again as a candidate for Director.

(Notes) 1. The number of shares of the Company held by each candidate includes ones that he or she holds in the Company's director stock ownership association or employee stock ownership association.

2. There are no special conflicts of interest between each candidate and the Company.

3. The Company has entered into a directors and officers liability insurance policy, as provided for in Article 430-3, paragraph 1 of the Companies Act, with an insurance company and plans to renew the policy. If each candidate is elected and assumes office, he will become an insured person under the policy. The policy covers litigation costs, damages and other expenses borne by insured persons in connection with corporate litigation, shareholder derivative actions, third-party litigation and other proceedings.

(For Reference) Skill Matrix

The following are the structure of Directors at the Company and knowledge and experience that Directors are equipped with in the case that Proposal 2 is approved as proposed.

Name	Position	Corporate management	Human resource development and sustainability	Sales and marketing	Global	Finance and accounting	Legal and risk management	IT and DX
Yasuo Kitano	President & CEO	●	●	●		●		●
Masayoshi Kabeya	Director		●			●	●	
Yuki Yamamoto	Director			●	●			
Takayoshi Eto	Director		●	●				
Tadao Kikuchi	Outside Director (Audit and Supervisory Committee Member)	●			●	●		
Keiko Toya	Outside Director (Audit and Supervisory Committee Member)		●	●	●			●
Naoko Harima	Outside Director (Audit and Supervisory Committee Member)		●			●	●	
Tomonori Okada	Outside Director (Audit and Supervisory Committee Member)					●	●	

* The above list does not include all knowledge and experience held by each Director, and a black circle "●" shows the skills that the Company expects to be demonstrated particularly.