

Note: This document has been translated from 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.

January 14, 2026

**Consolidated Financial Results
for the Three Months Ended November 30, 2025
(Under Japanese GAAP)**

Company name: TRANSACTION CO., Ltd.
 Listing: Tokyo Stock Exchange
 Securities code: 7818
 URL: <https://www.trans-action.co.jp.e.zy.hp.transer.com/>
 Representative: Satoshi Ishikawa, Chairman and Representative Director
 Inquiries: Yoshinari Kitayama, Director
 Telephone: +81-3-6861-5577
 Scheduled date to commence dividend payments: —
 Preparation of supplementary material on financial results: Yes
 Holding of financial results briefing: None

(Yen amounts are rounded down to millions, unless otherwise noted.)

1. Consolidated financial results for the three months ended November 30, 2025 (from September 1, 2025 to November 30, 2025)

(1) Consolidated operating results (cumulative)

(Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent	
Three months ended	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
November 30, 2025	7,966	12.1	1,826	18.3	1,859	18.7	1,222	17.0
November 30, 2024	7,106	7.3	1,544	3.8	1,567	3.2	1,045	4.2

Note: Comprehensive income For the three months ended November 30, 2025: ¥1,492 million [23.4%]
 For the three months ended November 30, 2024: ¥1,209 million [29.6%]

	Basic earnings per share	Diluted earnings per share
Three months ended	Yen	Yen
November 30, 2025	21.65	—
November 30, 2024	18.13	—

Note: The Company conducted a 2-for-1 stock split of common shares on September 1, 2025. Accordingly, basic earnings per share have been calculated assuming that this stock split had been in effect at the beginning of the previous consolidated fiscal year.

(2) Consolidated financial position

	Total assets	Net assets	Equity-to-asset ratio
As of			%
November 30, 2025	Millions of yen 23,586	Millions of yen 19,546	82.9
August 31, 2025	23,798	19,663	82.6

Reference: Equity

As of November 30, 2025: ¥19,546 million
 As of August 31, 2025: ¥19,663 million

2. Cash dividends

	Annual dividends per share				
	First quarter-end	Second quarter-end	Third quarter-end	Fiscal year-end	Total
Fiscal year ended August 31, 2025	Yen —	Yen 0.00	Yen —	Yen 57.00	Yen 57.00
Fiscal year ending August 31, 2026	—				
Fiscal year ending August 31, 2026 (Forecast)		0.00	—	30.00	30.00

Notes: 1. Revisions to the forecasts of cash dividends most recently announced: None

2. The Company conducted a 2-for-1 stock split of common shares on September 1, 2025. For the fiscal years ended August 2025, the amounts of actual dividends before the stock split are presented. For the fiscal year ending August 2026 (forecast), the amounts are presented on a post-stock-split basis.

3. Consolidated earnings forecasts for the fiscal year ending August 31, 2026 (from September 1, 2025 to August 31, 2026)

(Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent		Basic earnings per share
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Yen
Six months ending February 28, 2026	14,340	6.2	2,873	5.5	2,972	1.8	1,944	(1.1)	34.42
Fiscal year ending August 31, 2026	29,500	7.5	6,100	6.9	6,300	4.8	4,120	1.0	72.95

Note: Revisions to the consolidated earnings forecasts most recently announced: None

* **Notes**

(1) Significant changes in the scope of consolidation during the period: None

(2) Application of special accounting treatments for the preparation of quarterly consolidated financial statements: None

(3) Changes in accounting policies, changes in accounting estimates, and restatement

- (i) Changes in accounting policies due to revisions to accounting standards and other regulations: None
- (ii) Changes in accounting policies due to other reasons: None
- (iii) Changes in accounting estimates: None
- (iv) Restatement: None

(4) Number of issued shares (common shares)

(i) Total number of issued shares at the end of the period (including treasury shares)

As of November 30, 2025	57,550,800 shares
As of August 31, 2025	57,550,800 shares

(ii) Number of treasury shares at the end of the period

As of November 30, 2025	1,072,112 shares
As of August 31, 2025	1,072,112 shares

(iii) Average number of shares outstanding during the period

Three months ended November 30, 2025	56,478,688 shares
Three months ended November 30, 2024	57,678,688 shares

Note: The Company conducted a 2-for-1 stock split of common shares on September 1, 2025. Accordingly, the number of issued shares (common shares) has been presented as if this stock split had been in effect at the beginning of the previous consolidated fiscal year.

* Review of the Japanese-language originals of the attached quarterly consolidated financial statements by certified public accountants or an audit corporation: Yes (voluntary)

* Proper use of earnings forecasts, and other special matters

1. Forward-looking statements, including earnings forecasts, contained in this material are based on information currently available to the Company and certain assumptions deemed reasonable. Actual results may differ materially from these forecasts due to various factors. For the assumptions underlying the earnings forecasts and notes regarding the use of such forecasts, please refer to “(3) Explanation of consolidated earnings forecasts and other forward-looking statements” in “1. Qualitative Information on Quarterly Financial Results” on page 5 of the Quarterly Financial Results (attached materials).
2. Supplementary materials for financial results are disclosed on TDnet on the same day and posted on the Company’s website.

[Attached Material]**Index**

1.	Qualitative Information on Quarterly Financial Results.....	2
(1)	Explanation of operating results.....	2
(2)	Explanation of financial position.....	5
(3)	Explanation of consolidated earnings forecasts and other forward-looking statements.....	5
2.	Quarterly Consolidated Financial Statements and Major Notes	6
(1)	Quarterly Consolidated Balance Sheet.....	6
(2)	Quarterly Consolidated Statement of Income and Consolidated Statement of Comprehensive Income.....	8
	Quarterly Consolidated Statement of Income (Cumulative)	8
	Quarterly Consolidated Statement of Comprehensive Income (Cumulative)	9
(3)	Notes to Quarterly Consolidated Financial Statements	10
	Notes regarding assumption of a going concern	10
	Notes on significant changes in the amount of shareholders' equity.....	10
	Notes to quarterly consolidated balance sheet.....	10
	Notes to quarterly consolidated statement of cash flows.....	10
	Segment information	10
	Subsequent events	11

1. Qualitative Information on Quarterly Financial Results

(1) Explanation of operating results

During the first three months ended November 30, 2025, the Japanese economy continued a gradual recovery trend, supported by improvements in the employment and income environment and an increase in inbound demand, while the outlook remained uncertain due to factors such as unstable international situations, the progression of yen depreciation, continued price rises, and the impact of monetary policies.

In this environment, the TRANSACTION Group (the “Group”) began promoting four key strategies in the current fiscal year, which marks the first year of the Fifth Medium-term Management Plan (a five-year plan from the fiscal year ending August 31, 2026, to fiscal year ending August 31, 2030), announced on October 15, 2025: “expansion of e-commerce business / entertainment (IP) business,” “strengthening of Eco-products / climate change countermeasures and disaster-prevention products / travel-related finished goods / pet wear and related finished goods,” “acquisition of trend demand in sales promotion,” and “strengthening of our own plants,” and worked on introducing new products, developing client companies, and strengthening relationships by capturing changes in the social environment and consumption trends in a timely and appropriate manner to achieve the plan for the first year.

■ E-commerce business

For one of the four growth strategies in the Fifth Medium-term Management Plan, we aim to evolve the e-commerce business towards building an e-commerce platform that handles not only our own products but also other companies’ products by opening up our e-commerce sites for other companies.* In the current fiscal year, we focused on expanding the e-commerce business and made preparations for opening up “MARKLESS STYLE,” the main B2B site. We also worked on planning and development preparations towards launching five new specialty sites by the end of the current fiscal year. Regarding sales in the first three months ended November 30, 2025, in “MARKLESS Connect,” in addition to strengthening efforts towards expanding sales of the products handled by the Group on client companies’ e-commerce sites, such as strengthening marketing support, we focused on transitioning to transactions through “MARKLESS STYLE,” and as a result, sales continued to perform well and increased year on year. In the main D2C** site “HANSOKU-STYLE,” we enriched content such as special feature pages and columns, expanded search keywords, and worked on acquiring new members through web advertising, and as a result, sales continued to increase. In addition, for our own brand sites, we effectively introduced seasonal products and strengthened web customer attraction through effective use of social media. In e-commerce malls, we effectively improved sales by utilizing sales promotions and events.

As a result, the shift in sales from “targeting wholesalers” by sales channel to “e-commerce” contributed to an increase in e-commerce sales of 385 million yen, or 18.9% year on year, and the sales composition ratio expanded 1.7 percentage points year on year to 30.4%.

* For the wholesale/distributor e-commerce site “MARKLESS STYLE,” we plan, develop, and manufacture products suitable for printing and processing by our company, print photos and illustrations in vivid colors down to the details at our own domestic plants, and provide them to client companies. This opening up of the website to other companies allows other manufacturers to list products, which expands product categories and price ranges on the site. This not only improves convenience for client companies as sales destinations but also serves as a mechanism that contributes to sales improvement for other manufacturers listing and the e-commerce site “MARKLESS STYLE.” It represents a growth strategy that strengthens our own products while collaborating with other manufacturers to meet customer needs and enhance our competitiveness in the market.

** An abbreviation for “Direct to Consumer,” a business model in which a manufacturer plans and manufactures its own commodities and sells them directly to end customers without intermediaries such as wholesalers and stores.

Eco-products

For the original brand “MARKLESS STYLE,” as part of the responsibility for planning, manufacturing, and selling products, we strengthened the development of products using sustainable materials that enhance added value, such as materials certified by the FAIRTRADE Mark and the Eco Mark, organic cotton, biomass plastics, and recycled/upcycled materials, and worked on expanding environmentally friendly product categories. In addition, we promoted the provision of environmentally friendly, value-added products by supplying reusable, non-disposable items. Furthermore, in climate change countermeasure products, for which we have strengthened product development and increased our product lineup in recent years, warm-related goods for the season such as USB eco hand warmers and blankets performed well. These Eco-products and climate change countermeasure products use materials suitable for printing and processing, which enables the full-color printing of photos and illustrations with sharp detail, allowing us to differentiate ourselves from competitors through both product quality and high print quality. Moreover, the “Handit Simple Thermo Bottle” won the Good Design Award 2025, and also won the Bronze Award in the Sales (Products excluding Coffee) category at the Fairtrade Japan Award 2025. In addition, mainstay products such as eco bags, bottles, and tumblers continued to perform well, and “MARKLESS STYLE” sales increased year on year. The ethical brand “MOTTERU” was also selected as a target product for the “Let’s choose! 3R Campaign 2025” sponsored by the Ministry of the Environment in the current fiscal year, leading to its increased recognition as an ethical brand.

As a result, sales of Eco-products increased by 253 million yen, or 8.0% year on year.

Lifestyle products

Recently, with significant changes in individual lifestyles, the “Oshikatsu” (various activities to support favorite idols, actors, anime characters, etc.) market has achieved rapid expansion. By quickly capturing this trend, in addition to industries such as game and animation where demand continues to be high and further expansion is seen, we gained an understanding of trends in merchandise using IP and sales promotions, and strengthened planning proposals and sales activities. In industries such as game and animation, demand for items in product sales through e-commerce and at event venues for in-person events continues to grow, and in music, 2.5D, and sporting events as well, demand for merchandise continues to increase. We strengthened sales by differentiating ourselves from competitors with the high quality of products and printing that the Group is strong in. In sales promotions, we captured customer demand, accumulated small- to medium-sized projects, and secured multiple large-scale campaign projects. In travel-related finished goods, sales increased year on year, driven by the continued strong performance of collaborative products featuring popular characters. In the area of pet wear and related finished goods, we worked on new product development for fall and winter pet wear and dog gear, and expansion of sales channels. In designs related to Lifestyle products, we won the Gold Award in the international package design awards “Pentawards 2025.”

As part of strengthening the entertainment (IP) business, one of the growth strategies in the Fifth Medium-term Management Plan, in September 2025, we entered into a capital tie-up with K2 Pictures Inc. (“K2P”), represented by Muneyuki Kii who has planned and produced films under TOEI COMPANY, LTD., and made an investment accompanied by business alliance in the film production fund operated by K2P. This film production fund has participations from renowned film directors, not only from Japan but also from the world’s film industry, as well as Japan’s top animation studios.

As a result, sales of Lifestyle products increased by 640 million yen, or 19.0% year on year.

Wellness products

Sales increased by 8 million yen, or 2.0% year on year, due to sales of pouches/drawstring bags, mirrors, masks, and other sanitary products.

On the production side, the Company worked to secure multiple production bases so that it can flexibly switch between production sites in response to fluctuations in the exchange rate and raw material prices, and optimize distribution channels in order to ensure a stable supply and strengthen price

competitiveness amid a persistently challenging external environment. We also strengthened production management systems at overseas bases and factory inspections of overseas suppliers, worked on reducing procurement and management costs and improving product quality, and promoted CSR procurement.

At our own domestic factories, we worked to improve productivity with efficient operations through measures including the appropriate placement of personnel and introducing a process management system. We also systematically introduced state-of-the-art printing machinery to improve productivity and respond to needs for entertainment and “Oshikatsu” demand.

As a result, in the three months ended November 30, 2025, net sales increased to 7,966 million yen (up by 860 million yen, or 12.1% year on year), and operating profit increased to 1,826 million yen (up by 282 million yen, or 18.3% year on year) owing to securing gross profit by increase in net sales, and well-planned expenditure of selling, general and administrative expenses. Ordinary profit increased to 1,859 million yen (up by 292 million yen, or 18.7% year on year). Profit attributable to owners of parent also increased to 1,222 million yen (up by 177 million yen, or 17.0% year on year).

Actual sales by sales channel and product classification for the three months ended November 30, 2025 were as follows.

<Actual sales by sales channel>

Sales channel	Net sales		Change	
	Three months ended November 30, 2024	Three months ended November 30, 2025	Change (Amount)	Change (%)
Targeting end-user companies	3,292	3,715	423	12.9
Targeting wholesalers	1,776	1,827	51	2.9
E-commerce	2,037	2,423	385	18.9
Total	7,106	7,966	860	12.1

<Actual sales by product classification>

Product classification	Net sales		Change	
	Three months ended November 30, 2024	Three months ended November 30, 2025	Change (Amount)	Change (%)
Eco-products	3,160	3,413	253	8.0
Lifestyle products	3,381	4,021	640	19.0
Wellness products	445	453	8	2.0
Design and other	119	77	(42)	(35.4)
Total	7,106	7,966	860	12.1

Note: Design and other refers to those not falling under miscellaneous goods, including commissioned graphic products and WEB design operations, as well as printing operations.

(2) Explanation of financial position

Status of assets, liabilities, and net assets

Current assets

Current assets at the end of the first quarter under review amounted to 15,386 million yen, a decrease of 345 million yen compared to the end of the previous fiscal year. This was mainly due to a decrease in cash and deposits by 2,171 million yen, an increase in notes and accounts receivable - trade, and contract assets by 1,196 million yen, an increase in securities by 268 million yen, and an increase in finished goods by 194 million yen.

Non-current assets

Non-current assets at the end of the first quarter under review amounted to 8,199 million yen, an increase of 133 million yen compared to the end of the previous fiscal year. This was mainly due to an increase in intangible assets by 81 million yen and an increase in investments and other assets by 58 million yen.

Current liabilities

Current liabilities at the end of the first quarter under review amounted to 3,183 million yen, a decrease of 291 million yen compared to the end of the previous fiscal year. This was mainly due to a decrease in income taxes payable by 540 million yen, a decrease in provision for bonuses by 100 million yen, and an increase in accounts payable - trade by 406 million yen.

Non-current liabilities

Non-current liabilities at the end of the first quarter under review amounted to 857 million yen, an increase of 197 million yen compared to the end of the previous fiscal year. This was mainly due to an increase in long-term borrowings by 118 million yen.

Net assets

Net assets at the end of the first quarter under review amounted to 19,546 million yen, a decrease of 117 million yen compared to the end of the previous fiscal year. This was mainly due to a decrease in retained earnings by 386 million yen, an increase in valuation difference on available-for-sale securities by 125 million yen, and an increase in deferred gains or losses on hedges by 108 million yen.

(3) Explanation of consolidated earnings forecasts and other forward-looking statements

The consolidated earnings forecasts for the six months ending February 28, 2026 and the fiscal year ending August 31, 2026 are unchanged from the forecasts announced on October 15, 2025.

The earnings forecasts are based on information available as of the date of disclosure of this report. Going forward, actual performance may vary from forecast figures depending on various factors.

2. Quarterly Consolidated Financial Statements and Major Notes

(1) Quarterly Consolidated Balance Sheet

(Thousands of yen)

	As of August 31, 2025	As of November 30, 2025
Assets		
Current assets		
Cash and deposits	6,558,981	4,387,134
Notes and accounts receivable - trade, and contract assets	3,333,702	4,530,667
Securities	52,032	320,443
Finished goods	5,079,853	5,274,255
Other	707,462	874,423
Allowance for doubtful accounts	(117)	(44)
Total current assets	<u>15,731,915</u>	<u>15,386,880</u>
Non-current assets		
Property, plant and equipment	1,767,846	1,761,845
Intangible assets		
Other	221,350	302,863
Total intangible assets	<u>221,350</u>	<u>302,863</u>
Investments and other assets		
Investment securities	4,652,600	4,727,532
Other	1,424,458	1,407,727
Total investments and other assets	<u>6,077,059</u>	<u>6,135,260</u>
Total non-current assets	<u>8,066,255</u>	<u>8,199,969</u>
Total assets	23,798,171	23,586,849

(Thousands of yen)

	As of August 31, 2025	As of November 30, 2025
Liabilities		
Current liabilities		
Accounts payable - trade	1,111,409	1,517,880
Current portion of long-term borrowings	262,106	272,919
Income taxes payable	1,092,858	552,229
Provision for bonuses	227,488	126,671
Provision for shareholder benefit program	8,311	–
Other	773,228	714,017
Total current liabilities	3,475,403	3,183,718
Non-current liabilities		
Long-term borrowings	172,500	290,921
Retirement benefit liability	353,694	359,139
Asset retirement obligations	45,765	45,830
Other	87,452	161,174
Total non-current liabilities	659,413	857,064
Total liabilities	4,134,816	4,040,782
Net assets		
Shareholders' equity		
Share capital	93,222	93,222
Capital surplus	2,148,628	2,148,628
Retained earnings	17,842,687	17,455,904
Treasury shares	(1,033,497)	(1,033,497)
Total shareholders' equity	19,051,041	18,664,257
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	396,041	521,742
Deferred gains or losses on hedges	62,539	170,738
Foreign currency translation adjustment	146,255	182,595
Remeasurements of defined benefit plans	7,477	6,733
Total accumulated other comprehensive income	612,314	881,809
Total net assets	19,663,355	19,546,066
Total liabilities and net assets	23,798,171	23,586,849

(2) Quarterly Consolidated Statement of Income and Consolidated Statement of Comprehensive Income

Quarterly Consolidated Statement of Income (Cumulative)

(Thousands of yen)

	Three months ended November 30, 2024	Three months ended November 30, 2025
Net sales	7,106,203	7,966,742
Cost of sales	4,302,417	4,784,638
Gross profit	2,803,786	3,182,104
Selling, general and administrative expenses		
Salaries and allowances	374,874	413,795
Provision for bonuses	92,274	88,328
Retirement benefit expenses	8,222	11,213
Provision of allowance for doubtful accounts	(0)	25
Other	783,767	841,944
Total selling, general and administrative expenses	1,259,139	1,355,307
Operating profit	1,544,647	1,826,797
Non-operating income		
Interest income	58	24
Interest on securities	47,434	53,548
Other	706	594
Total non-operating income	48,199	54,167
Non-operating expenses		
Interest expenses	756	559
Foreign exchange losses	24,436	20,396
Other	201	9
Total non-operating expenses	25,394	20,964
Ordinary profit	1,567,451	1,859,999
Extraordinary income		
Gain on receipt of donated non-current assets	26,997	–
Insurance claim income	–	4,026
Total extraordinary income	26,997	4,026
Extraordinary losses		
Loss on retirement of non-current assets	354	2,126
Total extraordinary losses	354	2,126
Profit before income taxes	1,594,094	1,861,899
Income taxes - current	462,153	548,019
Income taxes - deferred	86,473	91,021
Total income taxes	548,626	639,040
Profit	1,045,467	1,222,859
Profit attributable to owners of parent	1,045,467	1,222,859

Quarterly Consolidated Statement of Comprehensive Income (Cumulative)

(Thousands of yen)

	Three months ended November 30, 2024	Three months ended November 30, 2025
Profit	1,045,467	1,222,859
Other comprehensive income		
Valuation difference on available-for-sale securities	44,102	125,700
Deferred gains or losses on hedges	91,273	108,199
Foreign currency translation adjustment	30,733	36,339
Remeasurements of defined benefit plans, net of tax	(2,082)	(744)
Total other comprehensive income	164,026	269,495
Comprehensive income	1,209,494	1,492,354
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	1,209,494	1,492,354
Comprehensive income attributable to non-controlling interests	—	—

(3) Notes to Quarterly Consolidated Financial Statements

Notes regarding assumption of a going concern

None.

Notes on significant changes in the amount of shareholders' equity

None.

Notes to quarterly consolidated balance sheet

Overdraft contracts

The Company has entered into overdraft contracts with its four major banks to finance working capital efficiently.

The unused lines of credit, etc. at the end of the first quarter under review are as follows.

	(Thousands of yen)	
	As of August 31, 2025	As of November 30, 2025
Credit line of overdrafts	1,300,000	1,300,000
Borrowing balance of those contracts	—	—
Difference	1,300,000	1,300,000

Notes to quarterly consolidated statement of cash flows

The Company has not prepared quarterly consolidated statement of cash flows for the first three months ended November 30, 2025. In addition, the amounts of depreciation (including amortization related to intangible assets) for the first three months of the current and previous fiscal years are as stated below.

	(Thousands of yen)	
	Three months ended November 30, 2024	Three months ended November 30, 2025
Depreciation	52,777	55,690

Segment information

[Segment information]

Three months ended November 30, 2024

Information is omitted as the business of the Company and its consolidated subsidiaries is comprised of a single reportable segment engaged in the miscellaneous goods business and its accompanying operations.

Three months ended November 30, 2025

Information is omitted as the business of the Company and its consolidated subsidiaries is comprised of a single reportable segment engaged in the miscellaneous goods business and its accompanying operations.

Subsequent events

Disposal of treasury shares as restricted stock compensation

At the Board of Directors meeting held on December 4, 2025, the Company resolved to dispose of its treasury shares as follows.

(1) Directors of the Company and directors of the Company's subsidiaries

1. Outline of the Disposal

For the Company's directors (excluding outside directors and directors who are audit and supervisory committee members):

(1) Allotment Date	December 23, 2025
(2) Class and Number of Shares to be Disposed of	60,000 common shares of the Company
(3) Disposal Price and Total Disposal Amount	¥1,062 per share Note: The Disposal of Treasury Shares will be made without consideration as compensation and other remuneration, and issued to the Company's directors (pursuant to Article 202-2 of the Companies Act). To ensure fair value, the disposal price is set at the closing price of the Company's common shares on the Prime Market of the Tokyo Stock Exchange on the business day immediately prior (December 3, 2025) to the resolution of the Board of Directors meeting held on December 4, 2025, which was ¥1,062 per share. The total disposal amount, calculated by multiplying the disposal price by the number of shares to be disposed of, is ¥63,720,000.
(4) Allottees, Number of Allottees, and Number of Shares to be Disposed of	60,000 shares; four directors of the Company (excluding outside directors and directors who are audit and supervisory committee members)

For directors of the Company's subsidiaries:

(1) Disposal Date	December 23, 2025
(2) Class and Number of Shares to be Disposed of	4,500 common shares of the Company
(3) Disposal Price	¥1,062 per share
(4) Total Disposal Amount	¥4,779,000
(5) Allottees, Number of Allottees, and Number of Shares to be Disposed of	4,500 shares; three directors of the Company's subsidiaries

2. Purpose and Reason for the Disposal

At a meeting of the Board of Directors held on October 24, 2019, the Company resolved to introduce a restricted stock compensation plan (the "Plan") for its directors, excluding outside directors and directors who are audit and supervisory committee members (the "Eligible Directors"). The Plan is designed to provide incentives for achieving the targets of the medium-term management plan and to further reinforce value sharing with our shareholders. In the 33rd Annual General Meeting of Shareholders held on November 28, 2019, a resolution was passed, under the Plan, for the provision of monetary claims of up to ¥60 million per year to the Eligible Directors as compensation (the "Restricted Stock Compensation"), to be contributed as property in kind for the acquisition of restricted stock. Subsequently, in the 39th Annual General Meeting of Shareholders held on November 27, 2025, a resolution was adopted to partially amend the Plan in order to revise the maximum number and maximum amount of restricted

stock to be granted to the Eligible Directors, and to enable the granting of restricted stock to the Eligible Directors by a method that does not require payment of money or contribution of property in kind.

In addition to the above, at a meeting of the Board of Directors held on October 23, 2025, the Company resolved to introduce a restricted stock compensation plan, similar to the Plan, for the directors of the Company's subsidiaries, as well as for the employees of the Company and its subsidiaries.

(2) Employees of the Company and the Company's subsidiaries

1. Outline of the Disposal

(1) Disposal Date	May 1, 2026
(2) Class and Number of Shares to be Disposed of	223,300 common shares of the Company
(3) Disposal Price	¥1,062 per share
(4) Total Disposal Amount	¥237,144,600
(5) Allottees, Number of Allottees, and Number of Shares to be Disposed of	Employees of the Company and its subsidiaries in general manager positions or above: 21 persons, 18,400 shares Employees of the Company and its subsidiaries in manager positions or below: 435 persons, 204,900 shares
(6) Other	An extraordinary report has been filed pursuant to the Financial Instruments and Exchange Act with respect to the Disposal of Treasury Shares.

2. Purpose and Reason for the Disposal

At a meeting of the Board of Directors held on October 23, 2025, the Company resolved to introduce a restricted stock compensation plan for employees of the Company and its subsidiaries in general manager positions or above, and for employees of the Company and its subsidiaries in manager positions or below, with the aim of providing incentives to achieve the targets of the medium-term management plan and further reinforcing value sharing with its shareholders.

Note that for (1) Directors of the Company and directors of the Company's subsidiaries, allotment and payment were completed on December 23, 2025. For details of this matter, please refer to the notices dated December 4, 2025, "Notice Concerning the Disposal of Treasury Shares as Restricted Stock Compensation" and "Notice Concerning the Disposal of Treasury Shares as Restricted Stock Compensation for Employees of the Company and its Subsidiaries," and dated December 23, 2025, "Notice Concerning the Allotment and Completion of Payment for the Disposal of Treasury Shares as Restricted Stock Compensation."