

(Translation for reference only)

Securities Code: 9831

May 28, 2021

NOTICE OF THE 44TH ORDINARY GENERAL MEETING OF SHAREHOLDERS

Dear Shareholder:

YAMADA HOLDINGS CO., LTD. (the “Company”) hereby announces that the 44th Ordinary General Meeting of Shareholders will be held on Tuesday, June 29, 2021, at 10:00 a.m., Japan Standard Time (reception desk opens at 9:00 a.m.) at the Company’s headquarters (Convention Hall, 12F), 1-1 Sakae-cho, Takasaki, Gunma, Japan.

Amid ongoing concerns regarding the spread of COVID-19, we are committed to ensuring the safety of our shareholders and preventing further transmission. As such, while we will put appropriate measures in place to prevent infections and hold the General Meeting of Shareholders this year, we ask that our shareholders carefully consider refraining from attending the General Meeting of Shareholders in person if at all possible and exercise their voting rights prior to the meeting either in writing (by post) or by the Internet.

Please exercise your voting rights by postal voting or Internet voting. Prior to voting, please examine the attached reference documents for the General Meeting of Shareholders. Please vote in one of the following ways and ensure that your vote reaches us by 6:00 p.m. on Monday, June 28, 2021.

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

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

To exercise your voting rights by Internet:

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

Sincerely yours,

Tsuneo Mishima,
President and Representative Director
YAMADA HOLDINGS CO., LTD.
1-1 Sakae-cho, Takasaki, Gunma, Japan

MEETING AGENDA

Items to Be Reported:

1. The Business Report, Consolidated Financial Statements and report on auditing results of consolidated financial statements by independent accountants and Audit & Supervisory Board for the 44th term (from April 1, 2020 to March 31, 2021)
2. The Non-Consolidated Financial Statements for the 44th term (from April 1, 2020 to March 31, 2021)

Items to Be Resolved:

Item 1: Proposal for Appropriation of Surplus

Item 2: Partial Amendments to the Articles of Incorporation

Item 3: Granting of Special Merit Award to Mr. Tadao Ichimiya

Items to Be Posted on the Company's Website

*Among the documents to be provided to this notice, the items below are posted on the Company's Internet website pursuant to laws and regulations, as well as Article 16 of the Articles of Incorporation, and are accordingly not included with this notice.

- 1) "Subscription rights to shares" as part of Business Report
- 2) "System for ensuring the properness of business operations and implementation of that system" as part of Business Report
- 3) Consolidated Statements of Changes in Net Assets and Notes to Consolidated Financial Statements
- 4) Non-Consolidated Statements of Changes in Net Assets and Notes to the Non-Consolidated Financial Statements

These items represent part of the Business Report, consolidated financial statements and non-consolidated financial statements, which have been audited by Audit & Supervisory Board members in preparing an audit report, and also part of consolidated financial statements and non-consolidated financial statements, which have been audited by independent accountants in preparing an accounting audit report.

*If circumstances arise whereby revisions should be made to the contents of the reference documents for the General Meeting of Shareholders, the business report, non-consolidated financial statements and consolidated financial statements, notification of such revisions shall be published on the Company's Internet website.

The Company's website: <https://www.yamada-holdings.jp/>

This notice is a condensed version of the Japanese general meeting notice.

Regarding Responses to Prevent the Spread of COVID-19 at the Ordinary General Meeting of Shareholders:

<<Request for Our Shareholders>>

***Amid ongoing concerns regarding the spread of COVID-19, we are committed to ensuring the safety of our shareholders and preventing further transmission. As such, we ask that our shareholders carefully consider refraining from attending the General Meeting of Shareholders in person if at all possible.**

***Voting rights at the Ordinary General Meeting of Shareholders are important rights of our shareholders. We ask you to exercise your voting rights prior to the meeting either by the Internet or by post.**

Please note that the deadline for exercising voting rights is 6:00 p.m. on Monday, June 28, 2021.

<<Responses at the Venue >>

*We ask our shareholders attending the meeting to wear masks and use alcohol sanitizer. Should you fail to do so, we may ask you to refrain from entering the venue.

*We will take your temperature before reception. Staff may speak to you if you look unwell in any way, and ask you to refrain from entering the venue. Also, if you look unwell after the start of the meeting, staff may speak to you or ask you to leave the venue.

*The number of seats available at the venue will be limited to allow social distancing. Accordingly, there is a possibility that you may not be able to enter the venue even if you come on the day.

*We may provide simplified explanations at the meeting venue from the viewpoint of shortening the time of the General Meeting of Shareholders.

Thank you for your prior understanding regarding the above.

Staff will have their health conditions checked in advance, including their temperature, and be wearing masks when running the General Meeting of Shareholders.

REFERENCE DOCUMENTS FOR THE GENERAL MEETING OF SHAREHOLDERS

Agenda items and references

Item 1: Proposal for Appropriation of Surplus

The Company hereby makes the following requests upon having comprehensively considered matters that include providing stable and consistent dividends to shareholders, achieving consistent growth by sustainably enhancing corporate value into the future and strengthening the management foundation, along with matters such as the Company's financial position, financial results for the current fiscal year, and business developments going forward.

Year-end Dividends

- (1) Type of dividend assets:
Cash
- (2) Allocation of dividend assets to be paid to shareholders and total dividend amount:
¥18 per share of common stock Total ¥ 14,754,398,922
- (3) Date on which the appropriation of surplus goes into effect:
June 30, 2021

Item 2: Partial Amendments to the Articles of Incorporation

1. Reasons for the proposal

Approval is sought on making additions to the Company's Business Purposes (defined in Article 2 of the current Articles of Incorporation) and required changes, as well as reorganizing the description, in conjunction with the reorganization of the Group.

2. Details of the amendments

Details of the proposed amendments are as follows.

(Amended portions are underlined)

Current Articles of Incorporation	Proposed Amendments
Article 2. (Purpose) The purposes of the Company shall be to engage in the business activities listed in the following items and, by owning shares or equity in companies engage in the business activities listed in the following items and foreign companies engage in business activities equivalent thereto, to control or manage the business activities of such companies: 1. -2. (Omitted) 3. Sales and manufacturing of magnetic tapes, musical instruments, toys, furniture, books, sporting goods, healthcare devices, auto accessories, office supplies, sundries, miscellaneous clothing goods, and precious metals/stones. 4. -8. (Omitted) 9. Sales, manufacturing and construction, inspection, repair, and maintenance services for solar power generation equipment, charging facilities, hot water/drainage facilities, air conditioning equipment, housing equipment, and their ancillary equipment, as well as contracting for <u>electrical construction</u> . 10. -14. (Omitted) <u>15. Planning and provision of management guidance relating to businesses in each item of the above through a merger or franchising format.</u> <u>16.</u> Design, construction and supervision of building construction, remodeling, civil engineering, external work, and water facilities work. <u>17. -27.</u> (Omitted)	Article 2. (Purpose) (Unchanged) 1. -2. (Unchanged) 3. Sales and manufacturing of magnetic tapes, musical instruments, toys, furniture, books, sporting goods, <u>leisure-related equipment</u> , healthcare devices, auto accessories, <u>electrical installation materials</u> , <u>stationary</u> , office supplies, sundries, miscellaneous clothing goods, <u>accessories</u> , <u>interior decoration goods</u> , and precious metals/stones. 4. -8. (Unchanged) 9. Sales, manufacturing and construction, inspection, repair, maintenance services <u>and contracting</u> for solar power generation equipment, charging facilities, hot water/drainage facilities, air conditioning equipment, housing equipment, and their ancillary equipment. 10. -14. (Unchanged) (Deleted) <u>15.</u> Design, construction, and supervision of building <u>and equipment</u> construction, remodeling, civil engineering, external work, water facilities work, <u>roofing work</u> , <u>electrical construction</u> , <u>pipng work</u> , <u>paint work</u> , <u>waterproofing</u> , and <u>interior finishing work</u> . <u>16. -26.</u> (Unchanged)

Current Articles of Incorporation	Proposed Amendments
(Newly established)	<u>27. Planning and provision of management guidance relating to businesses in each of the previous items through a merger or franchising format, as well as provision and management of products and credit risk management in each of the previous items.</u>
28. -29. (Omitted)	28. -29. (Unchanged)
(Newly established)	<u>30. Private fee-charging employment placement business and worker dispatching business.</u>
(Newly established)	<u>31. Operation and management of call centers, as well as contracting/agency and brokerage services for them.</u>
<u>30. -34.</u> (Omitted)	<u>32. -36.</u> (Unchanged)

Item 3: Granting of Special Merit Award to Mr. Tadao Ichimiya

Mr. Tadao Ichimiya, who serves as Advisor and is a person of merit since the establishment of the Company, will resign from the post at the end of June 2021. He worked on the launch of the first mass-merchandise store after joining in January 1983, and has been serving in the capacity of Director for as many as 34 years since assuming the post in July 1986. During his tenure, he pressed ahead toward group management as Representative Director for 12 years since June 2008 to build the current business foundations and make tremendous contributions to the Group.

As such, we intend to grant ¥500 million as a special merit award to reward merit during his tenure as Director.

We request the timing and method, etc., of the grant to be left to the Board of Directors.

The brief biography of Mr. Tadao Ichimiya who is to receive the special merit award is as below.

Name	Brief History	
Tadao Ichimiya	July 1986	Director of the Company
	May 1987	Managing Director
	May 1988	Senior Managing Director
	April 1995	Director, Executive Vice-President
	June 2008	Representative Director, President, COO
	June 2013	Representative Director, Executive Vice-President, COO
	April 2016	Representative Director, Vice-Chairman and CEO
	June 2020	Resigned as Representative Director, Vice-Chairman and CEO
	June 2020	Advisor (to the present)

(Attachments)

BUSINESS REPORT

Fiscal Year ended March 31, 2021

I. Status of the Group

(1) Review of Operations for the Fiscal Year

[On background of economies at home and abroad]

In the fiscal year under review, the Japanese economy deteriorated amid a decline in trends such as improvements in corporate earnings as well as the jobs and income environment, and significant restrictions in economic activity and consumption activities due to the impact of COVID-19. Although signs of recovery were observed in personal consumption supported by various measures taken by the government such as the special cash payments and Go To campaigns, the economic outlook remains extremely unclear with no end to COVID-19 in sight yet. Similarly, a harsh economic environment continued globally amid factors such as travel restrictions and a significant deterioration of economic activity due to the impact of COVID-19, as well as volatility in financial and capital markets.

The retail industry overall has been encountering severe business conditions amid the impacts of a more frugal mindset among consumers caused by increasingly defensive spending patterns, as well as a sharp decrease in inbound visitor demand due to COVID-19, people refraining from going out due to the declaration of a state of emergency, temporary closures of commercial facilities such as station buildings, mainly in urban areas, reduced business hours, and refraining from holding various types of events. Moreover, an increase in operating costs due to rising personnel expenses and logistics costs caused by the labor shortage has begun to emerge as a medium- to long-term challenge in Japan, where there is an aging demographic and population decline. In addition, the situation calls for innovative management looking toward the future in a manner not bound by preconceptions amid a scenario of mounting uncertainties marked by a rapidly changing environment where trends of consumption are being affected by changing lifestyles among consumers and diversifying purchasing behavior.

[On the consumer electrical appliance retail industry]

The consumer electrical appliance retail industry to which the YAMADA HOLDINGS Group (the “Group”) belongs has been favorable overall as the number of customers visiting suburban stores and e-commerce demand have increased despite a decrease in the number of customers visiting urban stores and a reactionary drop in the wake of the consumption tax hikes in the previous fiscal year and COVID-19. From a product perspective, demand for products and services related to telework, online classes, etc., which correspond to the “new way of life,” was newly created. Purchases of TVs, washing machines, refrigerators, and air conditioners were bolstered by replacement demand as well as the special cash payments. Meanwhile, the percentage of people staying at home rose due to people refraining from going out and settling into new lifestyles, pushing up demand for products that serve to spend quality time at home, to prevent infection, or reduce the burden of housework. Such products include energy-saving, highly functional, high per-unit price and large-sized products; cooking appliances; hair care and beauty appliances; air purifiers and humidifiers; and game consoles and game software, all of which continued to generate strong sales.

[On the Company’s efforts]

Against the backdrop of this situation, the Company has been carrying out measures against the spread of infection as it believes that its priority is to take the safety and security of customers and employees as well as the aspect of health into consideration to prevent the spread of COVID-19 in stores and business offices in order to fulfill its role of providing social infrastructure and its responsibilities by stably supplying daily necessities. Furthermore, the Company expanded Internet mail order services, where customers can place orders from home, and significantly expanded shopping channels. Moreover, in order to respond to structural changes in demand over the medium term, the Company restructured its stores in Shinjuku area, including closing LABI Shinjuku East Exit Store and renovating the West Exit Store and

the Otsuka Kagu Shinjuku Showroom, and developed the Akihabara area.

While the special cash payments and strong demand for stay-at-home products were temporarily effective in boosting sales and profits during the current fiscal year, the most effective factors were the improvement of gross profit (rate) and the reduction of selling and administrative expenses, which have been achieved under “Management Reforms to Reinforce the Corporate Structure,” the Company’s long-term initiatives. Specifically, our achievements include (1) contributing to profits through expansion of a wide-range of SPA products not offered by other companies, such as home electrical appliances, furniture, household goods and home-related products, (2) maximizing sales, strengthening competitiveness, and reducing costs through management tailored to regional characteristics using the branch manager system, (3) optimizing sales floor space allocation of urban stores to suit their market and trade area, and (4) operating the Company’s proprietary e-commerce business that utilizes the strengths of brick-and-mortar stores.

Net sales increased 8.7% year on year to ¥1,752,506 million as a result of a large number of customers choosing to shop in suburban areas, where the Company has many stores, despite decreases in the number of customers visiting urban stores and sales of those stores due to people refraining from going out. Due to the management reforms above, as well as the reduction of selling and administrative expenses because of reduced business hours, the restraining of advertising expenses, and improved management efficiency as a result of the transition to a holding company structure, there were significant increases, with operating profit increasing 140.2% year on year to ¥92,078 million, ordinary profit increasing 114.6% year on year to ¥98,875 million, and profit attributable to owners of parent increasing 110.5% year on year to ¥51,798 million despite recording of expenses for reform to increase the efficiency of assets with a view to the future, which includes loss from the closing of the Shinjuku East Exit Store and the Akihabara Store, in extraordinary loss.

The Company has been working on “new business lines as the industry for living infrastructure” premised on the concept of “brighten your future with smart housing” with stores that provide one-stop services that include housing-related home electrical appliances as well as housing and renovation services, furniture and home interior products, daily commodities and other products and services, and the results of those efforts are steadily taking root. In order to have these results take root further, the Company will carry out an intragroup reorganization around July 1, 2021, with an aim to further increase corporate value through “Connected Management that Leverages Group Synergies.”

[Operating Results by Segment]

(1) Electrical Business

In the Electrical Business, net sales increased 4.1% year on year to ¥1,533,591 million, and segment profit increased 162.1% year on year to ¥85,670 million.

Net sales in this business increased because customers appreciated the concept of “brighten your future with smart housing,” resulting in favorable results mainly of consumer electrical appliances, as well as due to a boost in replacement demand associated with the provision of the special cash payments, similarly to the aforementioned case in “[On the consumer electrical appliance retail industry].” This segment posted increases in sales and profits due to efforts including contributing to profits through expansion of a wide-range of SPA products not offered by other companies such as home electrical appliances, furniture, household goods and home-related products, and maximizing sales, strengthening competitiveness, and reducing costs through management tailored to regional characteristics using the branch manager system, improving margin through optimal price responses using a combination of cash discounts and points by expanding and enhancing the e-commerce business centered on strong Internet mail-orders, and so on.

(2) Housing Business

In the Housing Business, net sales increased 52.5% year on year to ¥190,594 million, while segment profit increased 549.3% year on year to ¥4,957 million.

In the Housing Business, which mainly offers detached houses, orders fell once due to a decline in the number of visitors to housing exhibition sites or model houses as a result of the closure of the exhibitions and other factors following the declaration of a state of emergency in April 2020. However, orders received remained at a higher level than the previous year by attracting customers through online customer service, and so on. The increase in net sales was contributed to by the acquisition of Leohouse, Ltd. and Hinokiya Group Co., Ltd. (the “Hinokiya Group” hereinbelow) as consolidated subsidiaries, in addition to an

increase in delivery of housing projects associated with an increase in orders received. Segment profit increased in both margin and profit amount as a result of improved margin due to cost reduction initiatives and enhanced capability to make proposals in addition to the Hinokiya Group becoming a new consolidated subsidiary. Housetec Inc., a developer and manufacturer of housing equipment such as bathroom equipment and kitchen equipment, has been able to minimize the impact of COVID-19 through the introduction of online negotiations with customers, resulting in an increase in operating profit despite a decrease in net sales.

The Housing Business is now set up for annual sales of approximately ¥300 billion as a result of those initiatives and has become the most important segment for the Company following the Electrical Business.

(3) Other businesses

In other businesses, net sales amounted to ¥89,581 million, up 58.6% year on year, and segment loss was ¥1,107 million (segment profit of ¥2,216 million in the same period of the previous fiscal year) due to the addition of OTSUKA KAGU, LTD. as a consolidated subsidiary.

[On ESG and sustainability]

The YAMADA HOLDINGS Group aims to fulfill its social responsibility as a corporate citizen and increase corporate value continuously. To this end, we have rebuilt the ESG promotion system for the entire group (by reorganizing the existing CSR Committee to the ESG/Sustainability Promotion Committee chaired by the President and Representative Director of the YAMADA HOLDINGS) to implement ESG management, which aims for both “continuous enhancement of corporate value” through the growth of each business segment and a “realization of a sustainable society” by helping to resolve social challenges. Regarding the promotion of sustainability, we are focusing on three themes established in the “Priority Initiatives for Achieving SDGs” which were announced on December 16, 2019: (1) Offer comfortable living spaces and establish social systems, (2) Foster employee growth and improve working environments, and (3) Promote a recycling-oriented society and conserve the global environment. We plan to aim for a sustainable society by pursuing those initiatives.

◎ Major ESG initiatives

ESG	Major initiatives
Governance	■ ESG/Sustainability Promotion Committee (reorganized from the CSR Committee)
	• Rebuilt the ESG promotion system for the entire Group, chaired by the President and Representative Director
	• Promote initiatives regarding climate change for the entire Group
Climate change and environment	■ Support the Task Force on Climate-related Financial Disclosures (TCFD)
	• Identify climate change risks and opportunities
	• Enhance disclosure of information
	■ Initiatives of environmental resource development holdings
	• Expand a self-contained, resource recycling system within the Group
	• Promote a plan for a waste power generation plant (scheduled to start operation in August 2024)
	■ Promote initiatives relating to the environment through a “brighten your future with smart housing”
	• Promote wider use of energy-saving home electrical appliances
	• Energy-saving housing (such as “AQUA FOAM” insulation) • Promote the sales of ZEH housing

Employees and workstyle (Promoting breakout sessions for penetration)	■Respect for human rights
	• Dialogue with stakeholders • Internal education for human rights
	■Development of talents
	• Enrichment of education and training (promoting My Learning, e-JINZAI content, etc.)
	• Education and penetration (development of leaders, varied development support)
	• Coordination with stakeholders (career development support)
	• Talent development system (talent development through an appraisal system)
	• Support the success of women in the workplace (talent development for women and evaluation not dependent on gender, and nurturing opportunities for promotion)
	■Create a comfortable workplace environment
	• Promote the success of diverse people, understanding of disabilities, and employment for those with disabilities
	• Systems that enable diverse workstyles (flex time system, work-from-home system, etc.)
	• Improve diversity in workstyles through the promotion of the “Hometown employees” system -- work in progress
	• Support work-life balance between work and childcare/nursing care
	■Health of employees
	• Institutionalizing a system to promote health • Mental health care
	• Safe & secure workplace • Health checks for workers with long working hours • Development of health staff

[On responses toward climate change]

We believe that climate change, which has serious impacts on the earth (ecosystems) and human/corporate activities, not only gives rise to risks to the YAMADA HOLDINGS Group, but also brings new business opportunities. In the Group’s aim for sustainable growth, the “shift to a low carbon society” is an important management issue for us to deal with. The Group aims to make contributions to the international goals adopted by SDGs and the Paris Agreement, while it fulfills its mission to support the living infrastructure with the concept of “brighten your future with smart housing.” We have been working together with our Group companies to achieve this in coordination with a wide range of stakeholders including the government, businesses, and industry groups. In addition, the Company recognizes the importance of climate-related financial information and supports the TCFD (our support was announced on March 31, 2021). We will work to expand the disclosure of information in line with the TCFD.

[On number of stores]

The number of consolidated retail stores, including those overseas at the end of the fiscal year under review encompassing 30 new store openings and 31 store closures, was 1,003 directly-managed stores (comprising 685 stores managed by Yamada Denki, 169 stores managed by Best Denki Co., Ltd. and 149 stores operated by other consolidated subsidiaries). The total number of stores of the Group, including the stores managed by franchise stores, was 12,335.

[On performance summary]

As a result of the above, consolidated net sales for the fiscal year under review amounted to ¥1,752,506 million, up 8.7% year on year. Gross profit amounted to ¥521,036 million, up 13.1% year on year, operating profit totaled ¥92,078 million, up 140.2% year on year, ordinary profit was ¥98,875 million, up 114.6% year on year, and profit attributable to owners of parent was ¥51,798 million, up 110.5% year on year.

(2) Trends in Operating Results and Assets

	Fiscal 2017	Fiscal 2018	Fiscal 2019	Fiscal 2020
Net sales (millions of yen)	1,573,873	1,600,583	1,611,538	1,752,506
Ordinary profit (millions of yen)	47,335	36,889	46,074	98,875
Profit attributable to owners of parent (millions of yen)	29,779	14,692	24,605	51,798
Basic earnings per share (yen)	36.77	18.18	28.38	62.82
Total assets (millions of yen)	1,175,568	1,184,042	1,163,494	1,252,599
Net assets (millions of yen)	588,740	591,593	645,166	672,545

(3) Issues the Group will be Addressing

Looking ahead to the fiscal year ending March 31, 2022, with no end to the novel coronavirus disease (COVID-19) in sight yet, there remain concern for economic slowdown in not only Japan but also globally. Accordingly, the economic outlook is expected to continue to be unclear.

The retail industry overall is expected to remain under challenging circumstances amid factors that include store closures and reduced business hours due to the declaration of a state of emergency and semi-emergency coronavirus spread prevention measures, decreasing numbers of customers visiting stores mainly in urban areas, as well as deteriorating consumer sentiment and changing consumer behavior stemming from increasing defensive spending patterns.

In such market environment, for the fiscal year ending March 31, 2022, for the Group during which COVID-19 is unlikely to subside, keeping conditions surrounding the home electrical appliances market unclear, there is also concern for reversal of the effect of the special cash payments and strong demand for teleworking and stay-at-home products as observed during the fiscal year ended March 31, 2021. However, the Company forecasts increases in net sales when using the same standards as the previous year and in profit attributable to owners of parent by (1) targeting the opening of 30 stores with the concept of “brighten your future with smart housing” for the year, (2) expanding the Company’s proprietary e-commerce business that utilizes the strengths of brick-and-mortar stores, (3) promoting store DX such as electronic shelf labels, (4) expanding the development of a wide-range of SPA products such as home electrical appliances, furniture and home interior products, (5) maximizing synergy among each business segment, (6) increasing sales and shares, strengthening competitiveness, and reducing costs through management further tailored to regional characteristics through a shift to the new 11 branch system from the 13 branch system, and (7) incorporating various management efficiency improvement measures of the holding company structure.

The Group will implement intragroup reorganization effective on July 1, 2021, in addition to the changes made to its management structure on April 1, 2021, with a view to further promoting the above reforms and further enhancing its corporate governance structure. Through this, we aim to accelerate proactive business activities by segment and enhance corporate value through the swift promotion of the Group’s “brighten your future with smart housing” strategy and the initiatives for ESG/sustainability.

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

The following is a summary of the systems to ensure that the directors perform their duties in compliance with the applicable laws and the Company's Articles of Incorporation and to ensure that all other operations by the Company are carried out in a proper manner (most recently revised on May 17, 2021).

System for ensuring the properness of business operations

1. System for ensuring that directors and employees perform their duties in compliance with the applicable laws and regulations and the Articles of Incorporation
 - a Compliance Committee

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

Education to directors and employees shall be provided to ensure thorough implementation in this regard led by the Compliance Committee. These initiatives are reported on a regular basis to the Board of Directors and the Audit & Supervisory Board.
 - b Establishment of the ESG/Sustainability Promotion Committee

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

Upon becoming aware of incidents involving the performance of duties by the Company's directors and employees that are questionable in terms of laws and regulations, individuals regardless of their position shall report such matters directly to the organizational contact set up to receive internal reports, pursuant to the Regulations on Protecting Whistleblowers. The Compliance Committee shall endeavor to make the existence of the whistle-blowing system known.
 - d Audit Office

The Audit Office shall operate independently of the Company's operating divisions. It shall perform internal audits on legal compliance of individual sectors and audits encompassing areas such as, information security management systems (ISMS), information systems, information security and personal information protection. It shall also audit work processes and other operations of individual sectors, and take steps to uncover and prevent improprieties and to improve processes.
2. System for storage and control of information concerning the directors' performance of their duties
 - a Manager in charge of information storage and management

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

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

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

3. Regulations on management of risk of loss and other systems
 - a Risk Management Basic Regulations
The director in charge of risk management shall organize the Risk Management Committee and formulate the Risk Management Basic Regulations. Accordingly, the committee shall categorize risks in the regulations and establish specific risk management systems.
 - b Crisis management system in the event of disaster
The director in charge of risk management shall prepare a disaster response measures manual and develop crisis management system in accordance with the manual. The director in charge of risk management shall endeavor to make details of the manual known and provide education regarding disaster response.
4. System to ensure that directors perform their duties efficiently
When making decisions on allocating duties of directors and conferring segregations of duties and authority of individual sectors, the Board of Directors (or the representative directors) shall be careful not to make decisions that would result in bloated back-office operations, overlapping administrative sectors, intertwined areas of authority or would otherwise significantly impede efficiency.
5. System for ensuring the properness of business operations of the Group consisting of the Company, its parent company and its subsidiaries
 - a The Company shall establish a system in which the directors of the Company shall each oversee the management and performance of subsidiaries under their respective control and ensure the properness of such business operations.
 - b The Company's subsidiaries shall execute their business operations in accordance with basic agreements for operating companies and internal regulations of the respective subsidiaries, and such agreements and regulations shall be reviewed as needed.
 - c To achieve optimal performance and budget management of its subsidiaries, the Company shall hold monthly sectional meetings for each segment operating company for managing subsidiaries' overall performance and budgets on the basis of medium-term business plans and annual budgets, and furthermore hold sectional meetings with its principal subsidiaries as appropriate.
 - d When deemed necessary, the Audit Office may conduct audits related to business operations of subsidiaries.
6. System for reporting to the Company on matters pertaining to performance of duties by subsidiaries' directors, etc.
 - a The Company shall stipulate the procedures and content of reporting to the Company from subsidiaries in basic agreements for operating companies and provide appropriate guidance and advice on matters reported, while respecting the autonomy of subsidiary management.
 - b The Company shall ensure the properness of subsidiary business operations by receiving reports on the status of subsidiary management and financial position at meetings of the Executive Officers or monthly sectional meetings for each business segment.
7. Regulations on management of risk of loss of subsidiaries and other systems
 - a The Company shall make its Risk Management Basic Regulations thoroughly known to its subsidiaries.
 - b The Company shall receive weekly risk management and compliance status reports from all of its subsidiaries, by receiving checklists for monitoring compliance.
 - c Each subsidiary of the Company shall establish basic policies on risk management.
 - d In the event that a Director of the Company receives a report on risk of loss from a subsidiary under their respective control, it shall investigate the relevant facts in the case and report the matter to the director in charge of risk management.
8. System for ensuring that subsidiaries' directors, etc. perform their duties efficiently
 - a The Company's Board of Directors shall formulate medium-term business plans, medium- to long-term business strategy in which subsidiaries are involved, and coordinate with subsidiaries in establishing key management goals based on such plans and strategies, and making progress in that regard.
 - b The Company shall stipulate procedures in its basic agreements for operating companies with respect to individual matters for approval involving its subsidiaries, and take steps to streamline decision-

making in that regard.

9. System for ensuring that subsidiaries' directors, etc. and employees perform their duties in compliance with the applicable laws and regulations and the Articles of Incorporation
 - a The Company shall verify the status of subsidiaries' operations using weekly checklists for monitoring compliance, and report such outcomes to the Compliance Committee as necessary.
 - b The Company's whistle-blowing system shall also be used by its subsidiaries to prevent violations of laws and regulations and the Articles of Incorporation. The Company shall receive reports regarding the status of any disciplinary action taken on the basis of violations of laws and regulations or the Articles of Incorporation.
 - c In order to perform audits on the appropriateness of the execution of duties by directors and employees in coordination with Audit & Supervisory Board members of a subsidiary, directors, Audit & Supervisory Board members or employees of the Company may concurrently serve as Audit & Supervisory Board members of a subsidiary.
10. System regarding employees to assist duties of Audit & Supervisory Board members when the Audit & Supervisory Board members request to assign such employees, and matters regarding the independence of such employees from the directors
 - a Assigning an employee to act as an audit assistant

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

Audit assistants shall be formally posted as assistant to Audit & Supervisory Board member and assist with duties of Audit & Supervisory Board members and Audit & Supervisory Board operations as instructed and ordered.
 - c Independence of an audit assistant
 - i. An audit assistant shall work under the instructions and orders of an Audit & Supervisory Board member, and as such is not subject to the instructions or orders of directors or any person positioned as his or her superior or the like in the organization unit to which the audit assistant belongs.
 - ii. In performing their tasks, audit assistants may gather all information necessary for the audit.
 - iii. Consent of the relevant Audit & Supervisory Board member must be obtained for matters involving personnel rotations (this includes consent for the transfer destination in case of personnel transfer), personnel evaluation and disciplinary action of an audit assistant.
11. Matters regarding ensuring effectiveness of Audit & Supervisory Board members' instructions to employees to assist them in their duties
 - a Supervisory authority

Audit & Supervisory Board Members may instruct audit assistants as necessary for conducting audit work, and audit assistants shall have the authority to conduct necessary investigations based on such instructions.
 - b Cooperative framework

When an audit assistant concurrently serves as an employee of another department, priority must be given to the employee's duties pertaining to the Audit & Supervisory Board member. Moreover, superiors of the other department with which the employee concurrently serves, and directors, must provide support as necessary upon request with respect to performance of such duties.
12. System for directors and employees to report to Audit & Supervisory Board members and the system concerning other reports to Audit & Supervisory Board members
 - a Directors' obligation to report

A director must promptly report to an Audit & Supervisory Board member with respect to any discovery of an incident where work performed by another director or an employee is in violation of laws and regulations, or threatens to cause significant damage to the Company.
 - b Employees' right to report

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

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

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

1. Compliance initiatives

Compliance Committee meetings and compliance sectional meetings were held on monthly and weekly bases respectively, and training based on monthly themes was regularly implemented for officers and employees to help raise awareness of compliance issues.

2. Risk management initiatives

Directors attended monthly Risk Management Committee meetings where they endeavored to identify and control risk. Moreover, efforts to heighten disaster awareness included Company-wide emergency preparedness training simulating large-scale disasters held twice during the year.

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

Senior management attended monthly Management meetings where they endeavored to make swift decisions and execute business operations efficiently.

4. Performance of Audit & Supervisory Board members' duties

A system was established to ensure appropriate implementation of audits, with one standing Audit & Supervisory Board member assigned to serve in that position. The standing Audit & Supervisory Board member attended Management meetings and other important internal meetings where he appropriately provided his opinions, and otherwise endeavored to ensure effectiveness of audits by gaining an understanding of important Company information and sharing such information in coordination with the Audit Office and other relevant departments.

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

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

The Business Company Administration Department receives compliance reports from respective subsidiaries and regularly reported such content to the Compliance Committee, and establishes a system that enables immediate collaboration to identify and respond to risks as they arise.

The Company has been striving to optimize work processes of its subsidiaries, which has involved regularly performing audits of subsidiaries upon having established a new Business Audit Department for subsidiaries within the Company's Audit Office.

The Company's Audit & Supervisory Board members concurrently serving as Audit & Supervisory Board members of its subsidiaries regularly received reports from the Business Company Administration Department and compiled details on the status of management and other necessary information.

CONSOLIDATED BALANCE SHEETS

As of March 31, 2021

(Millions of yen)

ASSETS

Current assets:

Cash and time deposits	74,438
Notes and accounts receivable	72,961
Accounts receivable from completed construction contracts	2,049
Operating loans	4,254
Merchandise and finished goods	368,838
Real estate for sale	28,584
Costs on construction contracts in progress	5,545
Work in process	1,253
Raw materials and supplies	4,352
Other current assets	54,382
Allowance for doubtful accounts	(2,026)
Total current assets	614,634

Non-current assets:

Property and equipment:

Buildings and structures, net	197,027
Land	199,381
Lease assets, net	14,112
Construction in progress	2,906
Other, net	15,173
Total property and equipment, net	428,601

Intangible assets	42,777
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Investments and other assets:

Investment securities	6,715
Long-term loans receivable	3,675
Net defined benefit asset	1,839
Deferred tax assets	40,362
Guarantee deposits	85,752
Other assets	30,835
Allowance for doubtful accounts	(2,595)
Total investments and other assets	166,585
Total non-current assets	637,965
Total assets	1,252,599

CONSOLIDATED BALANCE SHEETS

As of March 31, 2021

(Millions of yen)

LIABILITIES AND NET ASSETS	
LIABILITIES:	
Current liabilities:	
Notes and accounts payable	106,928
Accounts payable for construction contracts	13,719
Short-term loans payable	44,199
Current portion of long-term loans payable	50,860
Lease obligations	4,447
Income taxes payable	29,986
Advances received on construction contracts in progress	17,284
Provision for bonuses	10,794
Other current liabilities	79,095
Total current liabilities	357,315
Long-term liabilities:	
Long-term loans payable	123,430
Lease obligations	12,318
Provision for directors' retirement benefits	1,083
Provision for product warranties	7,912
Net defined benefit liability	30,606
Asset retirement obligations	35,487
Other long-term liabilities	11,899
Total long-term liabilities	222,738
Total liabilities	580,054
NET ASSETS:	
Shareholders' equity:	
Common stock	71,077
Capital surplus	84,235
Retained earnings	560,958
Treasury stock, at cost	(68,882)
Total shareholders' equity	647,388
Accumulated other comprehensive income:	
Valuation difference on available-for-sale securities, net of taxes	(269)
Foreign currency translation adjustments	609
Remeasurements of defined benefit plans	1,685
Total accumulated other comprehensive income	2,025
Subscription rights to shares	1,578
Non-controlling interests	21,551
Total net assets	672,545
Total liabilities and net assets	1,252,599

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

CONSOLIDATED STATEMENTS OF INCOME

Fiscal year ended March 31, 2021

		(Millions of yen)
Net sales		1,752,506
Cost of sales		1,231,470
Gross profit		521,036
Selling, general and administrative expenses		428,957
Operating profit		92,078
Non-operating income:		
Interest income	611	
Purchase discounts	2,713	
Rent income	3,626	
Sales of electric power	1,902	
Other	4,646	13,501
Non-operating expenses:		
Interest expenses	1,360	
Rent expenses	3,032	
Foreign exchange losses	255	
Cost of sales of electric power	772	
Other	1,282	6,703
Ordinary profit		98,875
Extraordinary income:		
Gain on negative goodwill	1,163	
Gain on sales of non-current assets	85	
Gain on sales of investment securities	55	
Gain on sale of businesses	414	
Other	719	2,438
Extraordinary loss:		
Loss on disposal of non-current assets	1,184	
Impairment loss	14,030	
Loss on COVID-19	639	
Loss on cancellation of rental contracts	5,656	
Other	2,289	23,800
Profit before income taxes		77,513
Income taxes-current		36,165
Income taxes-deferred		(10,319)
Profit		51,667
Loss attributable to non-controlling interests		131
Profit attributable to owners of parent		51,798

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

CONSOLIDATED STATEMENTS OF CHANGES IN NET ASSETS

Fiscal year ended March 31, 2021

(Millions of yen)

	Shareholders' equity				
	Common stock	Capital surplus	Retained earnings	Treasury stock, at cost	Total shareholders' equity
Balance at April 1, 2020	71,058	84,059	517,943	(38,170)	634,891
Changes of items during the period					
Issuance of new shares	18	18			37
Cash dividends			(8,804)		(8,804)
Profit attributable to owners of parent			51,798		51,798
Purchase of treasury stock				(31,955)	(31,955)
Disposal of treasury stock		(77)		609	532
Change in scope of consolidation			20		20
Purchase of shares of consolidated subsidiaries		232		612	844
Change in ownership interest of parent due to transactions with non-controlling interests		2		22	24
Other changes in the period, net					
Total changes of items during the period	18	176	43,014	(30,711)	12,497
Balance at March 31, 2021	71,077	84,235	560,958	(68,882)	647,388

	Accumulated other comprehensive income				Subscription rights to shares	Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities, net of taxes	Foreign currency translation adjustments	Remeasurements of defined benefit plans	Total accumulated other comprehensive income			
Balance at April 1, 2020	(732)	437	540	245	1,872	8,157	645,166
Changes of items during the period							
Issuance of new shares							37
Cash dividends							(8,804)
Profit attributable to owners of parent							51,798
Purchase of treasury stock							(31,955)
Disposal of treasury stock							532
Change in scope of consolidation							20
Purchase of shares of consolidated subsidiaries							844
Change in ownership interest of parent due to transactions with non-controlling interests							24
Other changes in the period, net	463	171	1,145	1,780	(293)	13,394	14,881
Total changes of items during the period	463	171	1,145	1,780	(293)	13,394	27,379
Balance at March 31, 2021	(269)	609	1,685	2,025	1,578	21,551	672,545

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

NON-CONSOLIDATED BALANCE SHEETS

As of March 31, 2021

(Millions of yen)

ASSETS	
Current assets:	
Cash and time deposits	7,513
Notes and accounts receivable	50,142
Merchandise and finished goods	52
Raw materials and supplies	0
Short-term loans receivable from subsidiaries and affiliates	32,906
Prepaid expenses	3,165
Accounts receivable-other	15,792
Current portion of guarantee deposits	3,789
Other current assets	539
Allowance for doubtful accounts	(8,986)
Total current assets	104,915
Non-current assets:	
Property and equipment:	
Buildings	152,668
Structures	108
Machinery and equipment	0
Vehicles	9
Tools, furniture and fixtures	93
Land	173,184
Lease assets, net	4
Construction in progress	0
Total property and equipment, net	326,070
Intangible assets:	
Leasehold right	30,889
Other assets	851
Total intangible assets	31,741
Investments and other assets:	
Investment securities	2,558
Stocks of subsidiaries and affiliates	58,343
Long-term loans receivable from subsidiaries and affiliates	13,758
Long-term prepaid expenses	4,254
Deferred tax assets	20,434
Guarantee deposits	51,926
Other assets	1,150
Allowance for doubtful accounts	(1,184)
Total investments and other assets	151,240
Total non-current assets	509,052
Total assets	613,967

NON-CONSOLIDATED BALANCE SHEETS

As of March 31, 2021

(Millions of yen)

LIABILITIES AND NET ASSETS	
LIABILITIES:	
Current liabilities:	
Accounts payable	76,354
Short-term loans payable	80,650
Current portion of long-term loans payable	47,272
Lease obligations	2
Accounts payable-other	4,089
Accrued expenses	260
Income taxes payable	10,572
Advances received	304
Provision for bonuses	493
Provision for directors' bonuses	69
Other current liabilities	1,374
Total current liabilities	221,443
Long-term liabilities:	
Long-term loans payable	109,541
Lease obligations	3
Provision for retirement benefits	25,953
Asset retirement obligations	29,534
Other long-term liabilities	4,182
Total long-term liabilities	169,215
Total liabilities	390,658
NET ASSETS:	
Shareholders' equity:	
Common stock	71,077
Capital surplus	83,481
Legal capital surplus	70,995
Other capital surplus	12,485
Retained earnings	136,306
Legal retained earnings	312
Other retained earnings	135,994
General reserve	115,135
Retained earnings brought forward	20,859
Treasury stock, at cost	(68,882)
Total shareholders' equity	221,982
Valuation and translation adjustments:	(225)
Valuation difference on available-for-sale securities, net of taxes	(225)
Subscription rights to shares	1,551
Total net assets	223,308
Total liabilities and net assets	613,967

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

NON-CONSOLIDATED STATEMENTS OF INCOME

Fiscal year ended March 31, 2021

(Millions of yen)

Operating revenue		
Net sales	747,381	
Management fee revenue	10,099	
Real estate lease revenue	8,601	
Dividend income	284	766,367
Operating expenses		
Cost of sales	543,668	
Cost of real estate lease revenue	7,032	550,700
Operating gross profit		215,666
Selling, general and administrative expenses		176,772
Operating profit		38,893
Non-operating income:		
Interest income	874	
Purchase discounts	2,666	
Rent income	1,474	
Sales of electric power	1,025	
Other	2,700	8,740
Non-operating expenses:		
Interest expenses	1,105	
Foreign exchange losses	174	
Rent expenses	1,409	
Cost of sales of electric power	340	
Other	514	3,544
Ordinary profit		44,089
Extraordinary income:		
Gain on sales of non-current assets	43	
Gain on reversal of asset retirement obligations	158	
Penalty income	135	
Gain on sale of shares of subsidiaries and associates	40	377
Extraordinary loss:		
Loss on disposal of non-current assets	446	
Impairment loss	11,073	
Loss on cancellation of rental contracts	5,407	
Other	1,312	18,240
Profit before income taxes		26,226
Income taxes-current		14,763
Income taxes-deferred		(5,544)
Profit		17,008

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

NON-CONSOLIDATED STATEMENTS OF CHANGES IN NET ASSETS

Fiscal year ended March 31, 2021

(Millions of yen)

	Shareholders' equity									
	Common stock	Capital surplus			Legal retained earnings	Retained earnings			Treasury stock, at cost	Total shareholders' equity
		Legal capital surplus	Other capital surplus	Total capital surplus		Other retained earnings		Total retained earnings		
						General reserve	Retained earnings brought forward			
Balance at April 1, 2020	71,058	70,977	12,488	83,465	312	435,000	12,655	447,967	(38,170)	564,320
Changes of items during the period										
Issuance of new shares	18	18		18						37
Cash dividends							(8,804)	(8,804)		(8,804)
Profit							17,008	17,008		17,008
Purchase of treasury stock									(31,955)	(31,955)
Disposal of treasury stock			(77)	(77)					609	532
Increase by share exchanges			74	74					634	709
Decrease by corporate division - split-off type						(319,864)		(319,864)		(319,864)
Other changes in the period, net										
Total changes of items during the period	18	18	(2)	15	–	(319,864)	8,204	(311,660)	(30,711)	(342,337)
Balance at March 31, 2021	71,077	70,995	12,485	83,481	312	115,135	20,859	136,306	(68,882)	221,982

	Valuation and translation adjustments		Subscription rights to shares	Total net assets
	Valuation difference on available-for-sale securities, net of taxes	Total valuation and translation adjustments		
Balance at April 1, 2020	(655)	(655)	1,844	565,509
Changes of items during the period				
Issuance of new shares				37
Cash dividends				(8,804)
Profit				17,008
Purchase of treasury stock				(31,955)
Disposal of treasury stock				532
Increase by share exchanges				709
Decrease by corporate division - split-off type				(319,864)
Other changes in the period, net	430	430	(293)	136
Total changes of items during the period	430	430	(293)	(342,200)
Balance at March 31, 2021	(225)	(225)	1,551	223,308

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