FY03/2026
Institutional Investor Meeting

Consolidated Financial Results for the 12 Months Ended March 31, 2026
(Under Japanese GAAP)

EDION Corporation

May 11, 2026

1. Results for FY03/2026

2. Estimates for FY03/2027

3. Key Topics

4. Medium-Term Management Vision

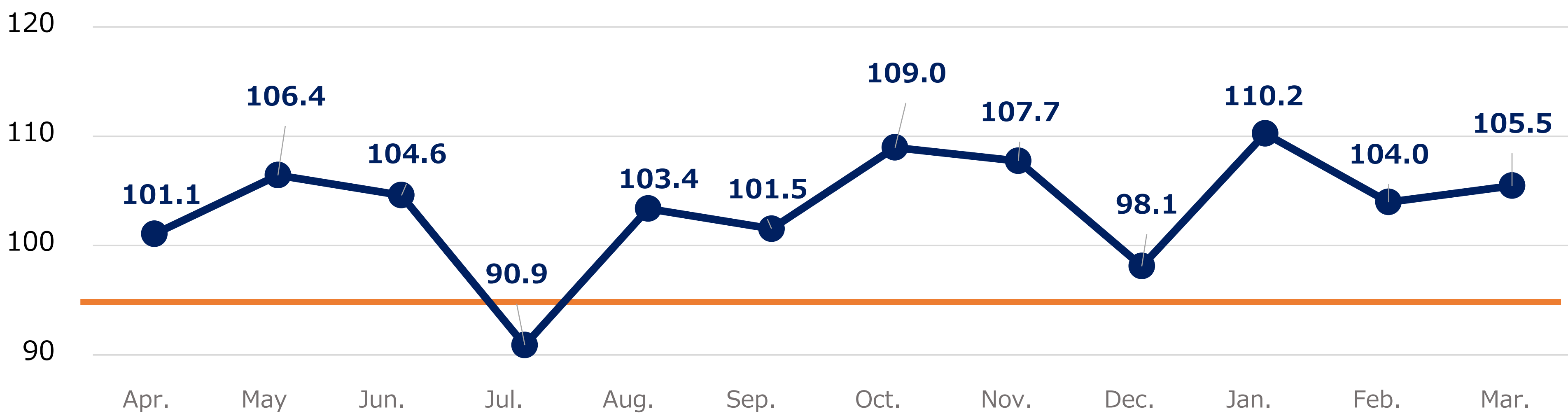
1. Results for FY03/2026

Review of FY2025

YoY comparisons for all stores (orders received at POS)

YoY (full year) 103.1% (existing store sales 103.3%)

1H YoY 100.8% (existing store sales 100.9%)	2H YoY 105.4% (existing store sales 105.8%)



Quarterly Results

1Q YoY **104.1**% (existing store sales YoY 104.0%) : With the nationwide rise in temperatures since April, demand for replacing old units with energy-efficient, large-capacity air conditioners has grown. Additionally, the launch of new PCs and game consoles in June contributed to maintaining overall strong sales trends.

2Q YoY **98.1**% (existing store sales YoY 98.2%) : While the hurdle compared to the previous year was high, sales revenue remained at an elevated level. However, performance in July was unusually weak due to changes in consumer purchasing behavior.

3Q YoY **104.2**% (existing store sales YoY 104.9%) : PC demand remained strong, driven by the migration following the end of support for Windows 10. Game consoles, gaming-related products, and toys also contributed significantly to sales.

4Q YoY **106.5**% (existing store sales YoY 106.6%) : Along with an uptick in TV demand due to sporting events, air conditioner sales remained consistently strong.

Consolidated Statements of Income

Million yen, %	FY03/2026		FY03/2026				
	% of Sales	Revised Forecast	% of Sales	Results	% of FY03/2025	YoY Change	Revised Forecast Change
Net Sales		**790,000**		**793,746**	**103.3**	**25,617**	**3,746**
Gross Profit	28.92	228,500	28.68	227,619	102.1	4,753	▲881
SG&A Expenses	**25.8**	**203,500**	**25.4**	**201,836**	**101.2**	**2,365**	**▲1,663**
Advertising and Selling Expenses	6.3	49,438	6.2	49,108	101.4	665	▲330
Personnel Expenses	10.5	83,095	10.5	83,386	102.1	1,725	290
Equipment Costs and Administrative Expenses	7.5	59,218	7.3	57,717	100.2	138	▲1,501
Depreciation	1.5	11,748	1.5	11,624	98.6	-164	▲123
Operating Profit	**3.2**	**25,000**	**3.25**	**25,782**	**110.2**	**2,388**	**782**
Non-Operating Income	—	—	0.3	2,003	120.9	346	
Non-Operating Expenses	—	—	0.1	1,145	163.5	445	
Ordinary Profit	**3.3**	**26,000**	**3.4**	**26,640**	**109.4**	**2,290**	**640**
Extraordinary Income	—	—	0.1	404	271.8	255	
Extraordinary Losses	—	—	0.5	4,254	128.4	941	
Profit before Income Taxes	—	—	**2.9**	**22,790**	**107.6**	**1,604**	**1,241**
Total Income Taxes	—	—	0.9	7,238	104.1	284	
Profit Loss Attributable To Non Controlling Interests	—	—	0.0	98	87.2	-14	
Profit Attributable to Owners of the Parent	**1.8**	**14,500**	**1.9**	**15,453**	**109.5**	**1,334**	**953**

Summary

Net Sales
Sales increased due to strong air conditioner sales, increased demand for Windows 10 PC replacements, and the release of new game consoles in June, resulting in strong sales at existing stores. Combined with contributions from the opening of new stores, we achieved increased revenue for the fourth consecutive year.

Gross Profit
Gross profit increased along with the growth in sales. On the other hand, the gross profit margin declined by 0.34 points, impacted by shifts in the product mix.

SG&A Expenses
Increased by 2.36 billion yen year-on-year, partly due to base salary increases and the addition of consolidated subsidiaries.
SG&A ratio improved by 0.6 points.

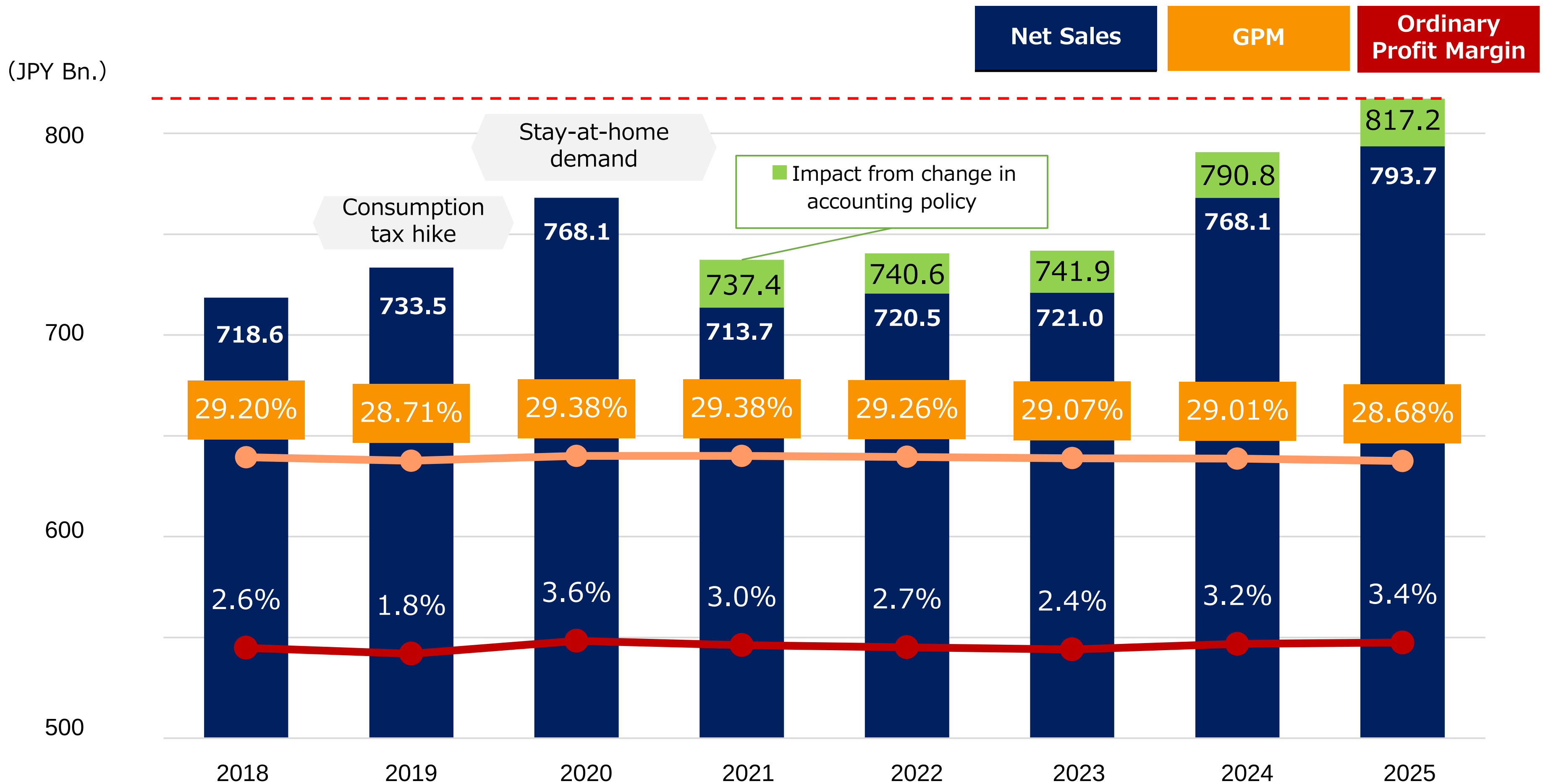
Non-Operating Income
Indemnity for product defects: JPY250 million

Non-Operating Expenses
Increase in interest expenses: JPY 140 million

Extraordinary Income
Compensation of approximately ¥200 million for withdrawal from the free paper business.

Extraordinary Losses (Major Breakdown)
・Impairment loss: JPY 2,857 million (+JPY 421mn)
・Loss on retirement of fixed assets: JPY 859 million (+JPY 99mn)

Summary of Financial Results
(Cumulative total from April to March)



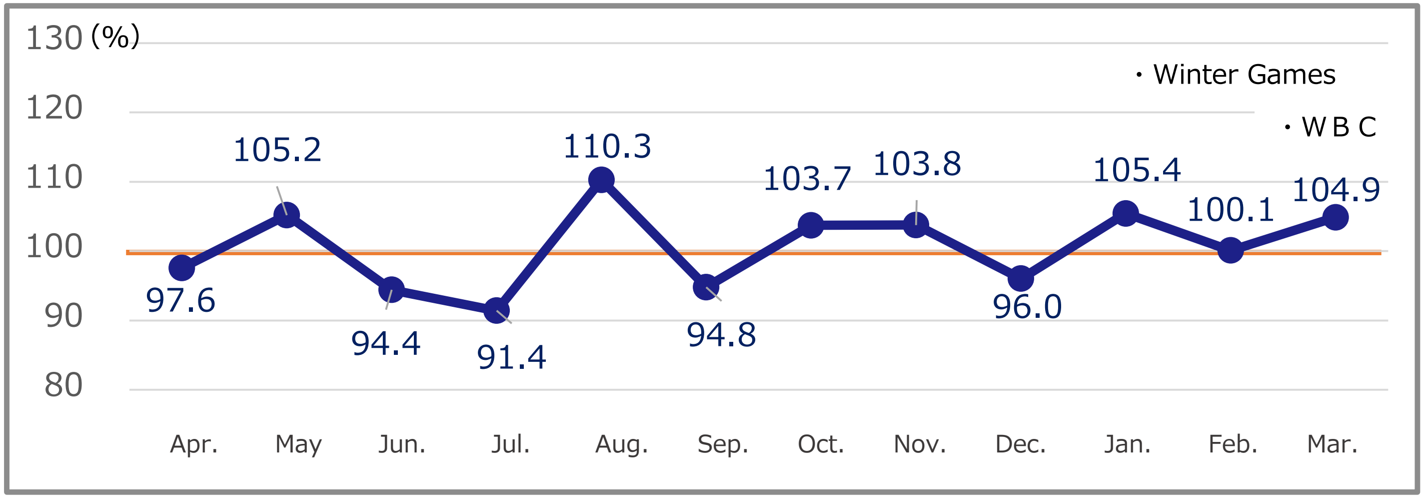
- Net sales (prior to the accounting policy change) surpassed the 800 billion yen mark for the first time since FY2010.
  (The highest figure since fiscal 2010, when the Japanese government's "Home Appliance Eco-Point Scheme" boosted replacement purchases)
- Gross profit margin was 28.68% in FY03/2026, compared to 29.01% in the previous FY (YoY Change: - 0.34 pts).
  (impact of product mix including PCs and game consoles)
- SG&A Ratio: 25.4% (Previous: 26.0%). Ordinary Profit Margin: 3.4% (Up 0.2 pts YoY).

Comparison of Orders by Product

YoY (orders acquired at POS)

TVs

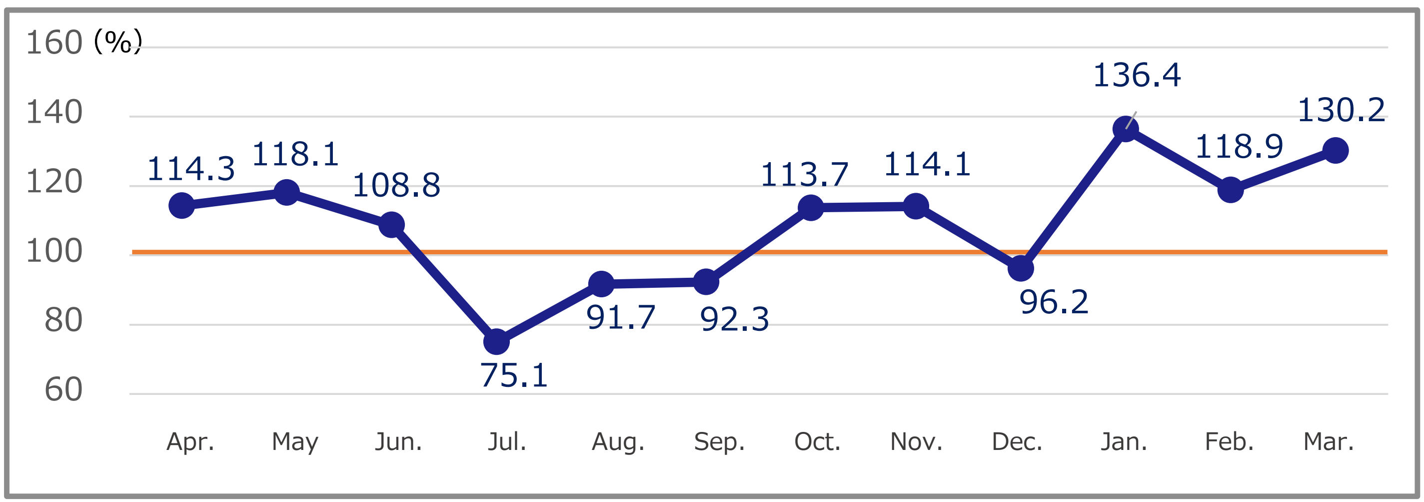
Cumulative total from April to March YoY 100.2%



While TV sales had been in a downward trend, they have begun to bottom out and show signs of recovery, bolstered by major sporting events.

Air Conditioners

Cumulative total from April to March YoY **102.9%**



Driven by Sustained Strong Demand (Trends in Disclosure Value Comparison)
FY2022 (vs. FY2021): **108.3%**
FY2023 (vs. FY2022): **103.2%**
FY2024 (vs. FY2023): **111.8%**
FY2025 (vs. FY2024): **102.9%**

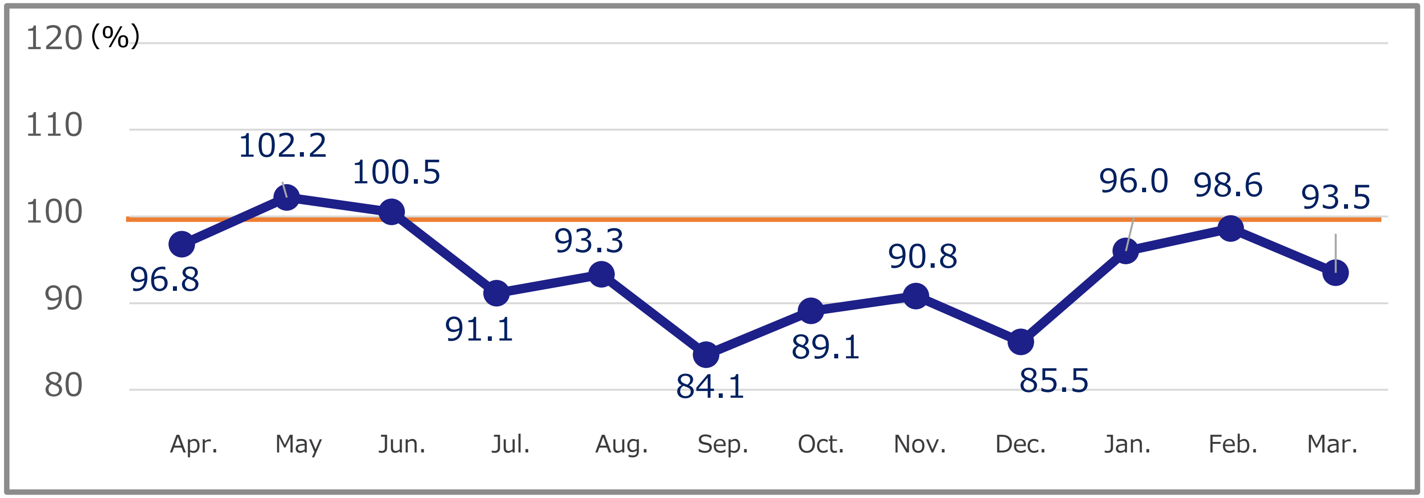
Comparison of Orders by Product

YoY (orders acquired at POS)

Refrigerators

Cumulative total from April to March YoY 93.2%

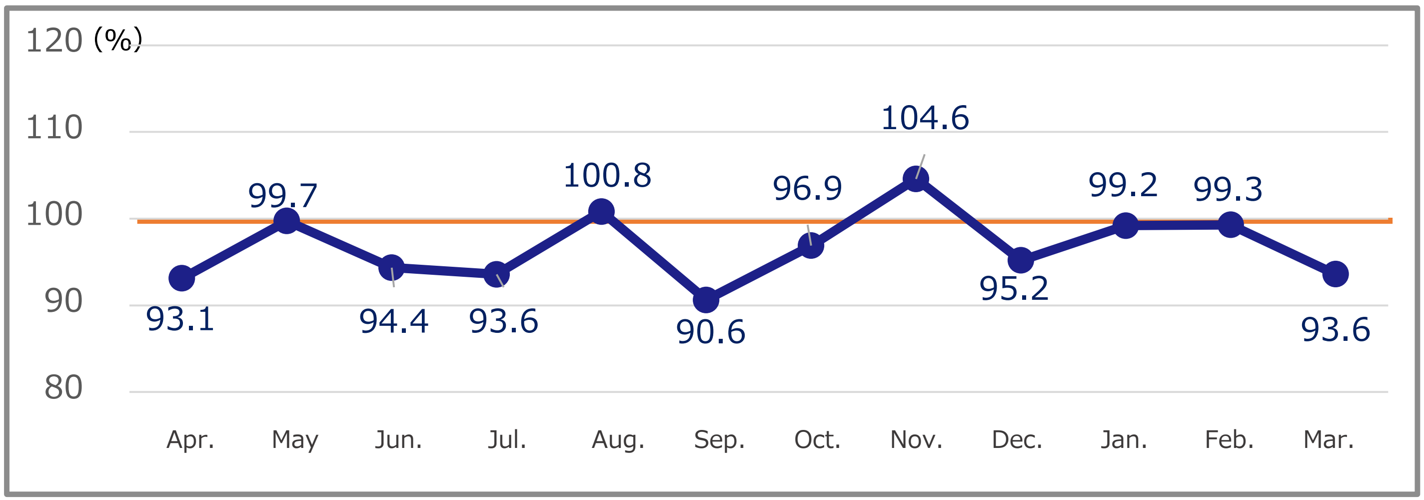
In FY2025, POS sales fell below previous year levels for several consecutive months. This was primarily impacted by stable indoor temperatures maintained via air conditioning, as well as the extension of product lifespans through improved specifications.



Washing Machines

Cumulative total from April to March YoY 96.6%

There is a steady level of replacement demand. In particular, drum-type models are performing well due to an expanded range of product items, such as energy-saving and compact-size models.



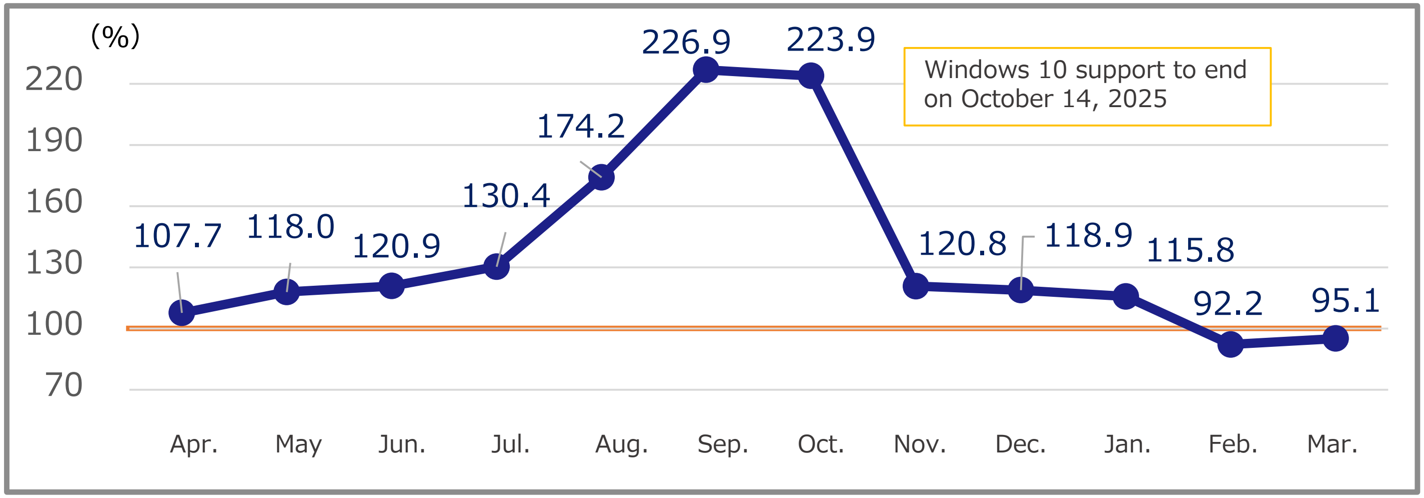
Comparison of Orders by Product

YoY (orders acquired at POS)

PCs

Cumulative total from April to March YoY 127.7%

Replacement demand leading up to the Windows 10 end-of-support was strong, with sales remaining steady throughout the winter holiday season and the spring 'back-to-school' and 'New lifestyle season' period.

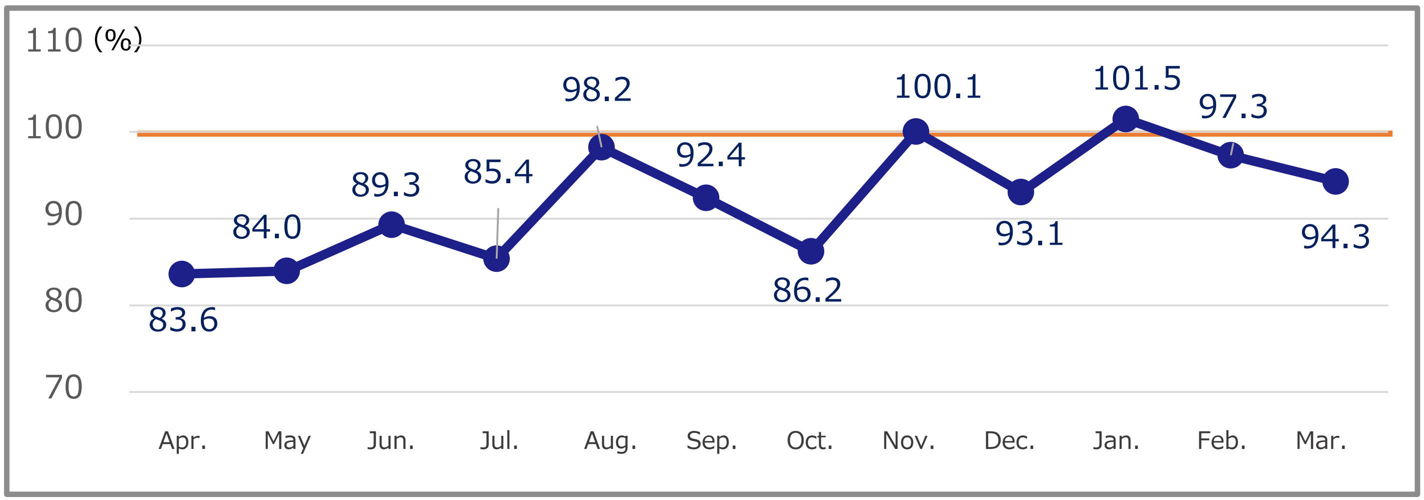


ELS Business

(Renovation)

Cumulative total from April to March YoY 92.1%

The government-led renovation subsidies in FY2024 significantly boosted demand, which subsequently led to a notable sales pullback through October 2025. Since then, the market has been on a gradual recovery trend.



Comparison of Orders by Product

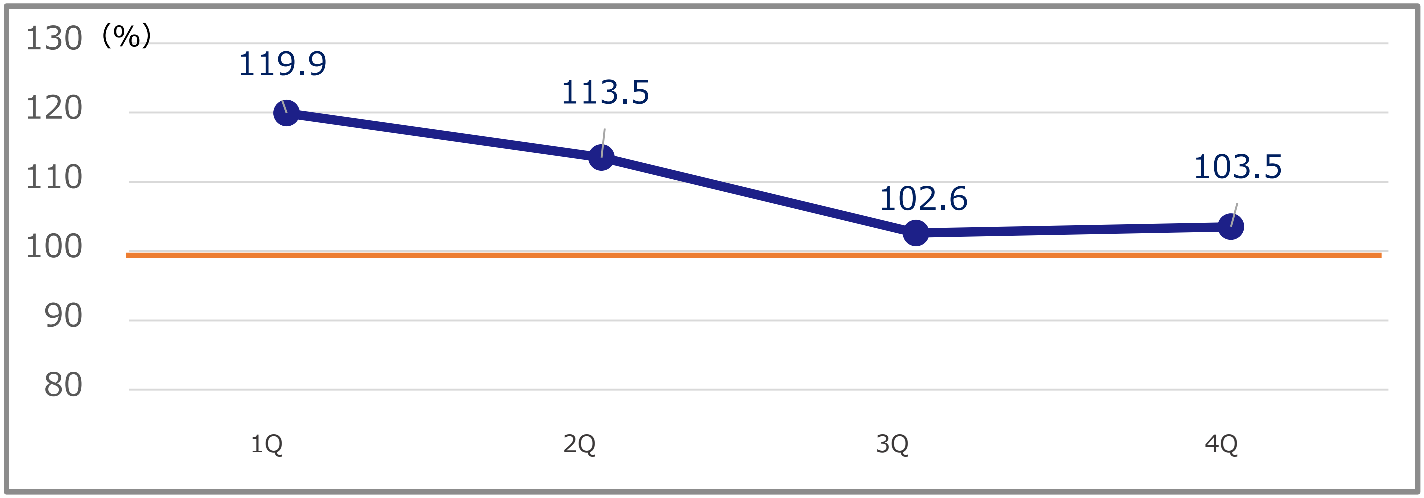
(Reference)

YoY (orders acquired at POS)

Cell Phones

(year-on-year unit volume)

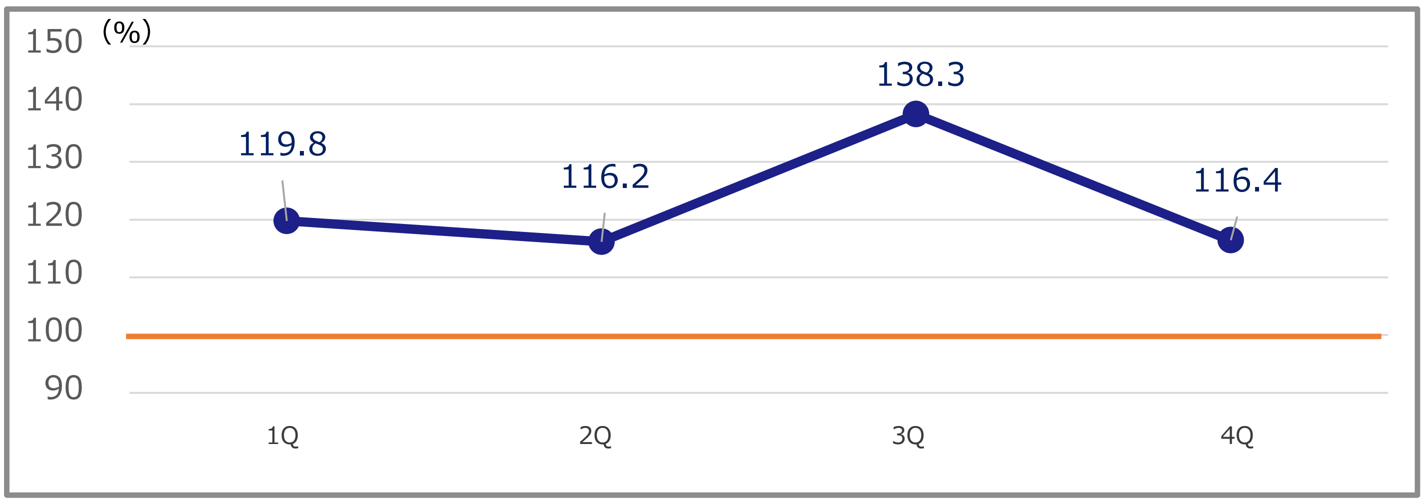
Cumulative total from April to March YoY 108.9%



Games and Toys

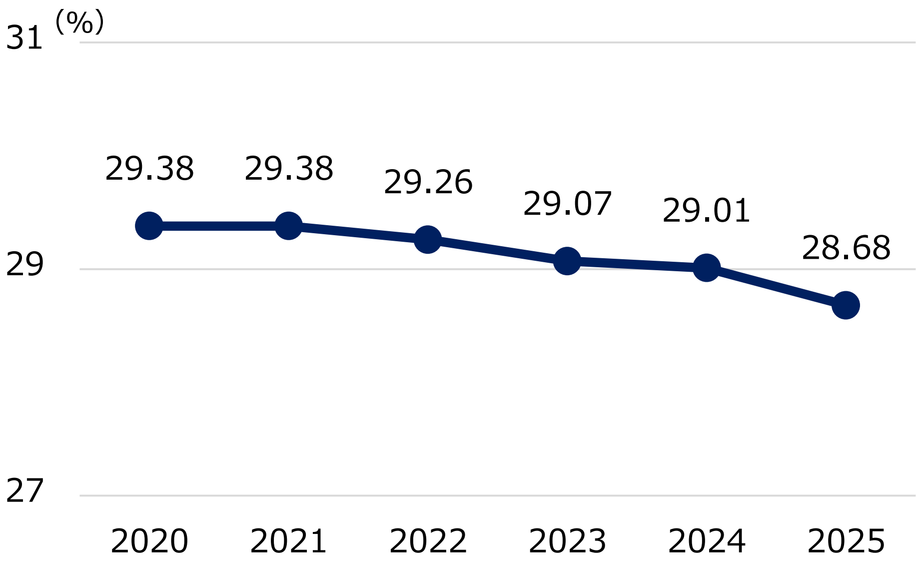
(game consoles, gaming-related products, and toys, etc.)

Cumulative total from April to March YoY 123.9%



Gross Profit Margin and SG&A Ratio

● Gross Profit Margin

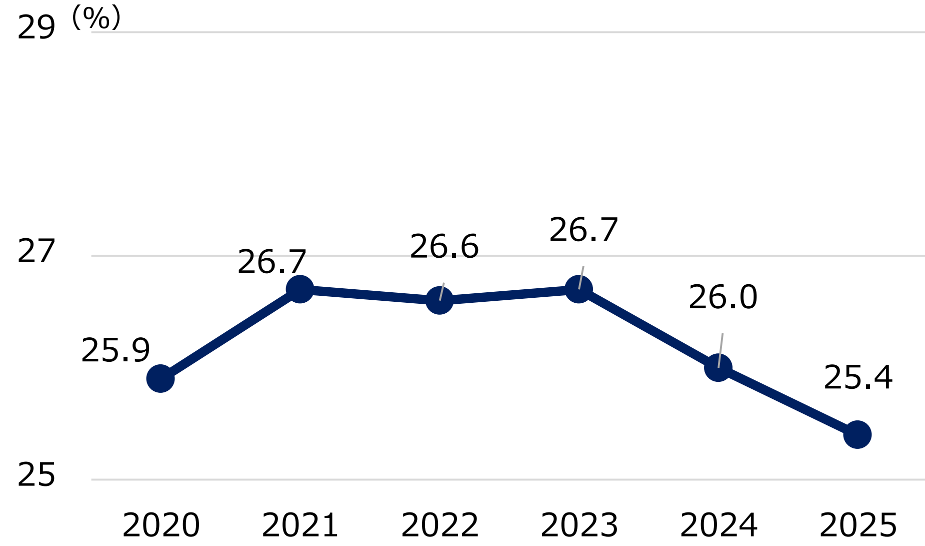


Breakdown

	Current Period	Previous Period	YoY Change (pts)	(Amount)
Total	28.68%	29.01%	-0.34 pts.	(+JPY 4.7bn)
1H	29.89%	30.17%	-0.27 pts.	(+JPY 0.5bn)
2H	27.53%	27.88%	-0.35 pts.	(+JPY 4.2bn)

•**Games & Toys:** -0.23 pts (Higher sales composition)
•**PCs:** -0.07 pts (Higher sales composition)

● SG&A-to-sales Ratio



Breakdown

SG&A Ratio: 25.4% (Down 0.6 pts YoY)
SG&A Expenses: JPY 201.8bn (+JPY 2.36bn YoY)

(Main Factors for Increase)
・Advertising & Promotion / Selling Expenses: +JPY 0.66bn
(Including +JPY 0.7bn due to sales fluctuations)
・Personnel Expenses: +JPY 1.72bn
・Equipment & Administrative Expenses: +JPY 0.13bn
(Including +JPY 0.14bn for PC replacements, etc.)
・Depreciation: -JPY 0.16bn

Consolidated Balance Sheet

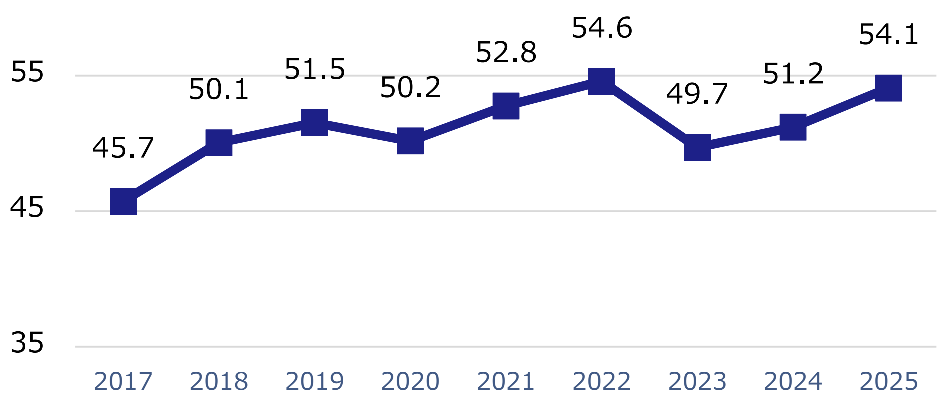
(millions of yen)

Assets	2025 End of March	2026 End of March	Change
Cash and Deposits	8,834	8,958	123
Merchandise and Finished Goods	120,087	116,122	△3,964
Other	62,251	64,081	1,830
Current Assets	191,173	189,162	△2,010
Property, Plant and Equipment	175,690	173,147	△2,543
Intangible Assets	11,934	11,164	△769
Investments and Other Assets	56,032	60,075	4,043
Non-Current Assets	243,657	244,387	730
Total Assets	**434,830**	**433,550**	**△1,280**

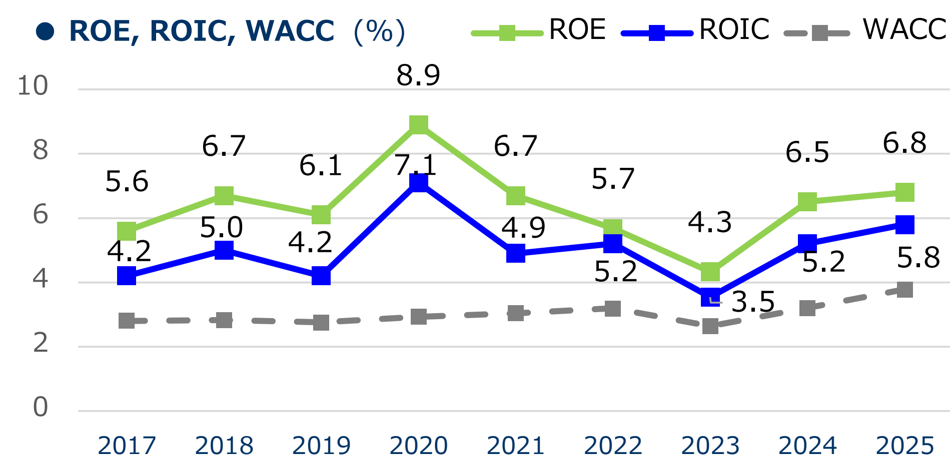
(millions of yen)

Liabilities and Net Assets	2025 End of March	2026 End of March	Change
Short-term Borrowings	31,255	13,199	△18,055
Current Portion of Long-Term Debt	3.470	9,923	6,453
Current Portion of Bonds	2,510	—	△2,510
Current Liabilities	144,220	128,534	△15,685
Long-Term Borrowings	40,667	44,209	3,542
Non-Current Liabilities	67,664	70,058	2,393
Total Liabilities	**211,884**	**198,593**	**△13,291**
Net Assets	**222,946**	**234,957**	**12,011**
Total Liabilities and Net Assets	**434,830**	**433,550**	**△1,280**

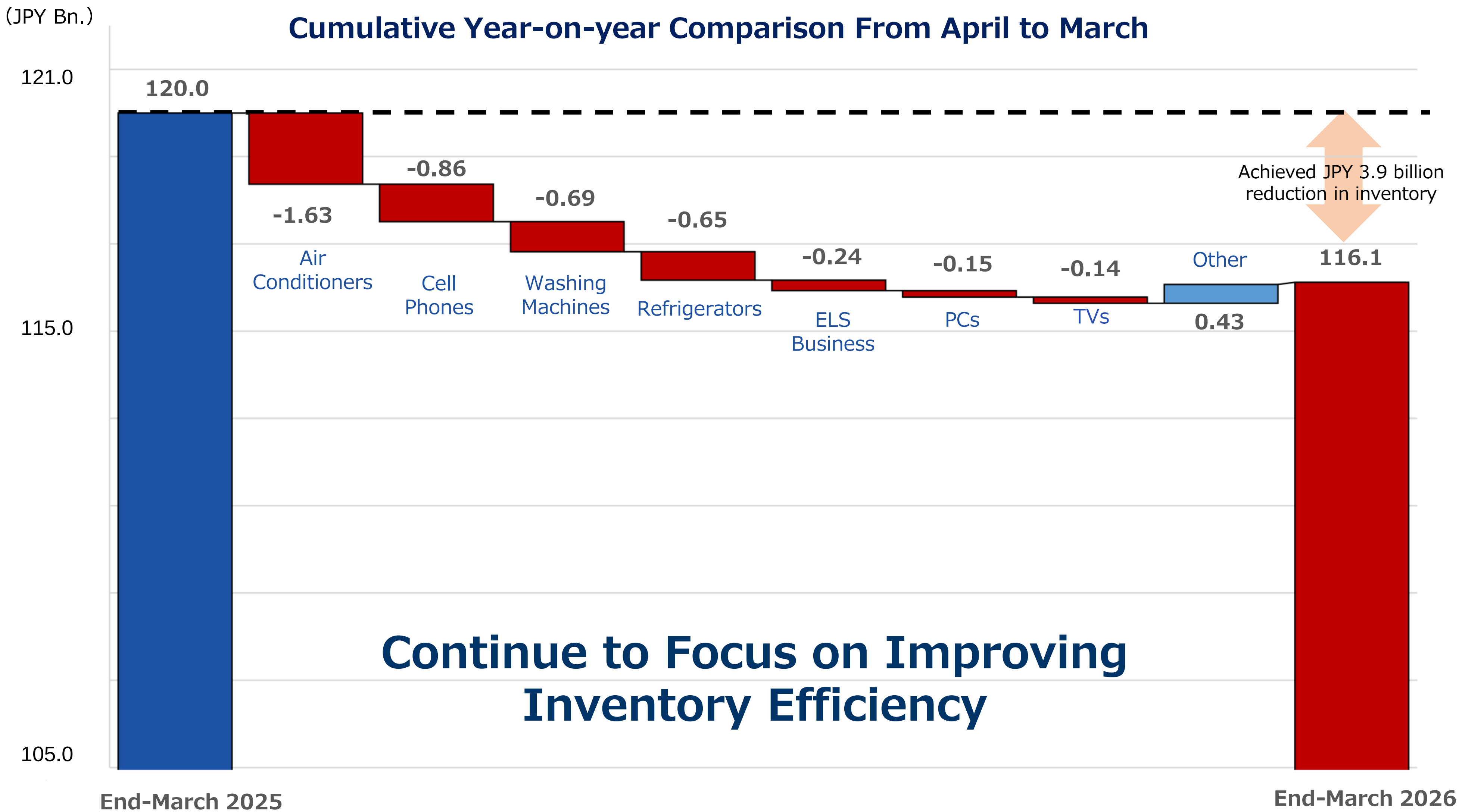
● **Equity Ratio** (%)



● **ROE, ROIC, WACC** (%)



Inventory Status

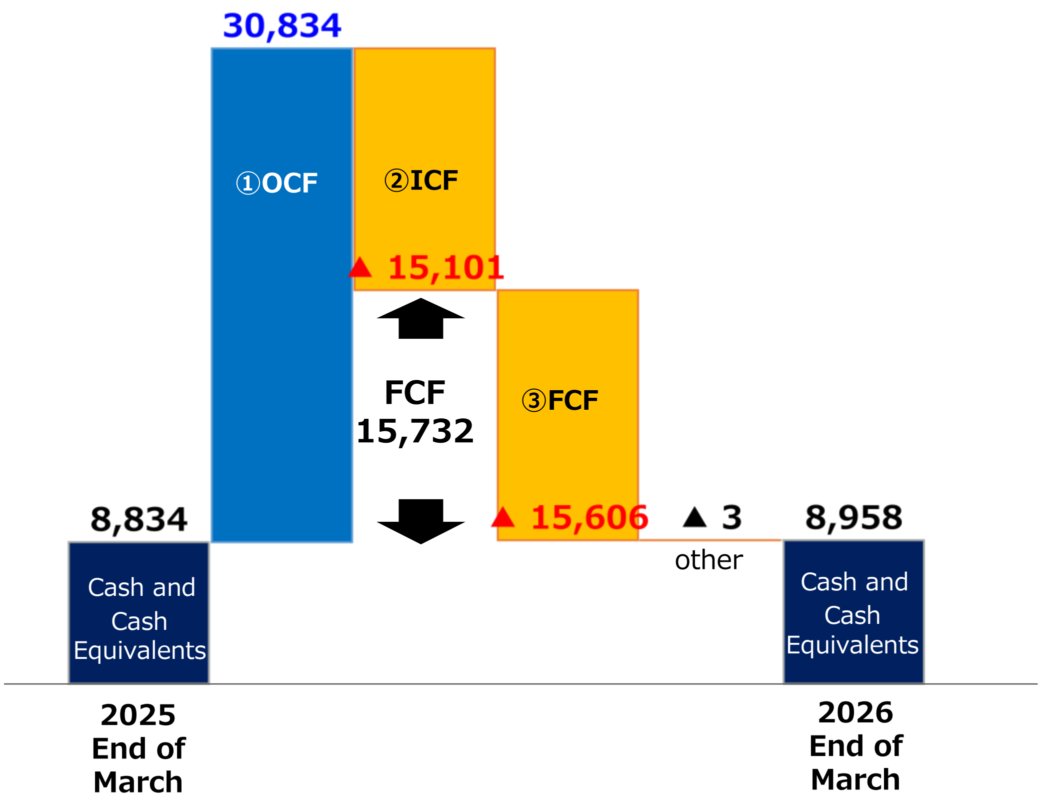


*Amounts less than 100 million yen are rounded down

Consolidated Statements of Cash Flows

● Changes in Cash and Deposits

(millions of yen)



・Net cash provided by operating activities (before income taxes): JPY 40.3bn (An increase of JPY 4.0bn year-on-year).
・Cash flows from investing activities: Remained at the same level as the previous period.
・Free Cash Flow (FCF): JPY 15.7bn

● Consolidated Statements of Cash Flows

(millions of yen)	2025 End of March	2026 End of March
Income before income taxes	21,186	22,790
Provision for bonuses	445	271
Trade receivables (increase)	△1,592	△ 765
Change in inventories (increase)	△2,177	4,010
Others	18,402	14,043
Subtotal	**36,264**	**40,351**
Income taxes	△5,255	△ 9,114
Other	△297	△ 402
① Operating CF	**30,711**	**30,834**
Acquisition of property, plant and equipment	△9,329	△ 10,461
Other	△6,101	△ 4,640
② Investment activities CF	**△15,430**	**△ 15,101**
Free cash flow (① + ②)	**15,281**	**15,732**
Short-term borrowings	△7,978	△ 18,060
Long-term borrowings	3,013	10,026
Repurchase of treasury stock	△7,986	△ 2,017
Dividend payment	△4,482	△ 4,581
Other	△1,023	△ 972
③ Financial activities CF	**△18,457**	**△ 15,606**
④ Effect of exchange rate change on cash and cash equivalents	**0**	**△3**
Change in cash and cash equivalents (① + ② + ③ + ④)	**△3,176**	**123**

2. Estimates for FY03/2027

Consolidated Earnings Forecast

Million yen, %	1H		2H		FY03/2027			
	Forecast	YoY Change	Forecast	YoY Change	% of Sales	**Forecast**	% of FY03/26	YoY Change
Net Sales	**400,000**	**103.7**	**416,000**	**101.9**		**816,000**	**102.8**	**22,253**
Gross Profit	119,800	103.9	116,000	103.3	28.90	235,800	103.6	8,180
SG&A Expenses	105,100	103.5	103,700	103.4	25.6	208,800	103.4	6,963
Advertising and Selling Expenses	26,320	105.4	25,500	105.6	6.4	51,820	105.5	2,711
Personnel Expenses	42,170	101.6	42,350	101.1	10.4	84,520	101.4	1,133
Equipment Costs and Administrative Expenses	31,130	106.4	30,000	105.5	7.5	61,130	105.9	3,412
Depreciation	5,480	95.0	5,850	99.9	1.4	11,330	97.5	△294
Operating Profit	**14,700**	**106.6**	**12,300**	**102.5**	**3.3**	**27,000**	**104.7**	**1,217**
Ordinary Profit	**14,700**	**102.4**	**12,300**	**100.1**	**3.3**	**27,000**	**101.3**	**809**
Profit Attributable to Owners of the Parent	**9,500**	**101.8**	**6,200**	**101.4**	**1.9**	**15,700**	**101.6**	**246**

●Net Sales; 1H Forecast:102.5%, 2H Forecast:100.5%, and Forecast FY:101.5%
●**Gross Profit Margin Forecast: 28.90%** *(Previous Year Actual: 28.68%)*
●**SG&A Expenses: Main Drivers for Change (YoY)**
・**Advertising & Selling Expenses:** Increased due to new store openings and sales volume fluctuations.
・**Personnel Expenses:** Driven by base salary increases.
・**Facilities & Administrative Expenses:** Rise in rents for new stores, one-time expenses related to store relocations and remodeling.

Store Openings, Relocations, and Closings (Actual and Planned)

			New Openings	Relocations and Renovations	Closures	YoY Change	End-of-Period Store Count
FY03/2026	Planned	Full-year	3	5	-	+3	457
	Actual	Full-year	4	4*	5	-1	453
FY03/2027	Planned	Full-year	2	7	-	+2	455

*Includes one store other than electronics retailers: mobile phone specialty stores, etc.

EDION Group

1,180 stores

As of end-March 2026

- ■EDION-owned stores 453
- ■Franchise stores 727

April 2026 Opened S&B at Okayama Main Store (Okayama Prefecture)

3. Key Topics

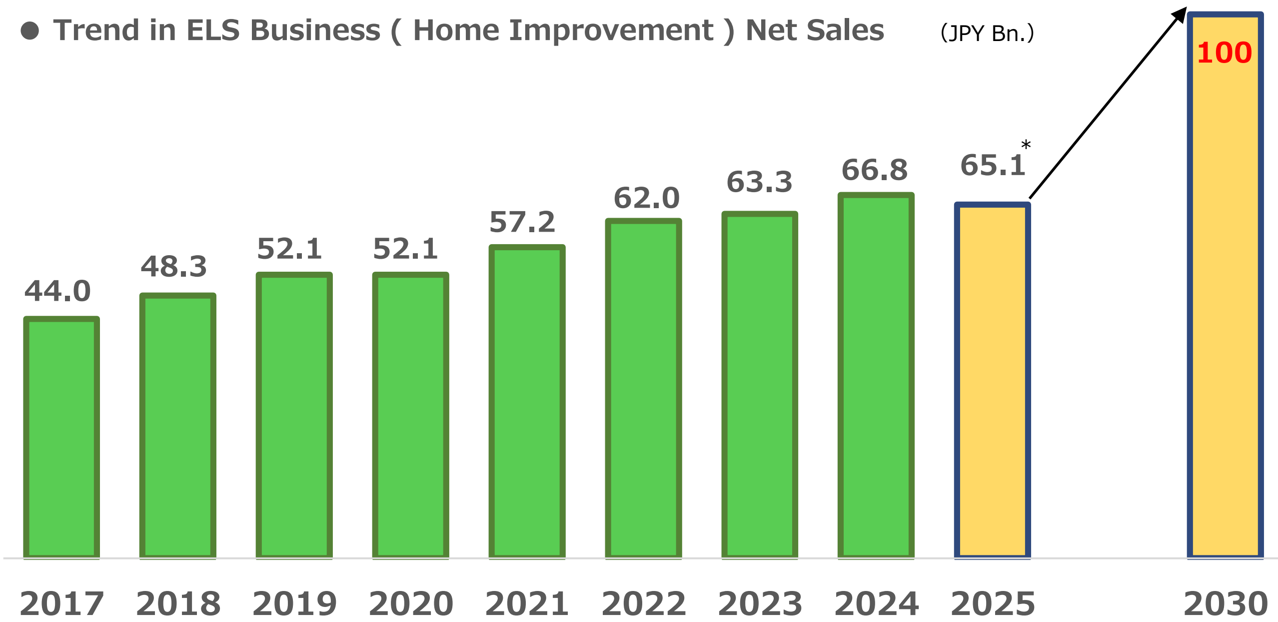
EDION Original PB Product [e angle]

- Check out the latest product lineup on the e-angle website (Japanese domestic specifications)
  https://www.edion.com/eangle *(Published in Japanese)

Strengthen ELS Business

Aiming for JPY 100 Billion by FY2030 by Expanding Business Fields and Strategic Investment

● Trend in ELS Business (Home Improvement) Net Sales



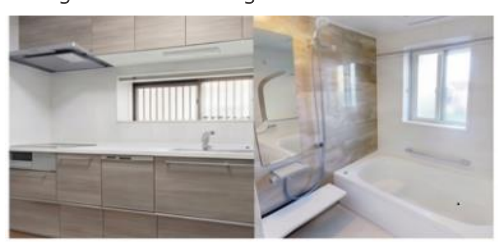
*Data for 2025 are preliminary

(Strategic Initiatives)

- Expansion of small-scale renovation options for existing stores
- Focus on partial renovations with transparent "EDION Original Pack-Reform" pricing
- Strengthening of E-commerce (EC) functions
- Expansion of sales channels and customer touchpoints
- Creation of synergy effects through utilization of subsidiaries
- Large-scale renovation initiatives
- Expansion of service areas and promotion of growth through aggressive investment and strategic M&A

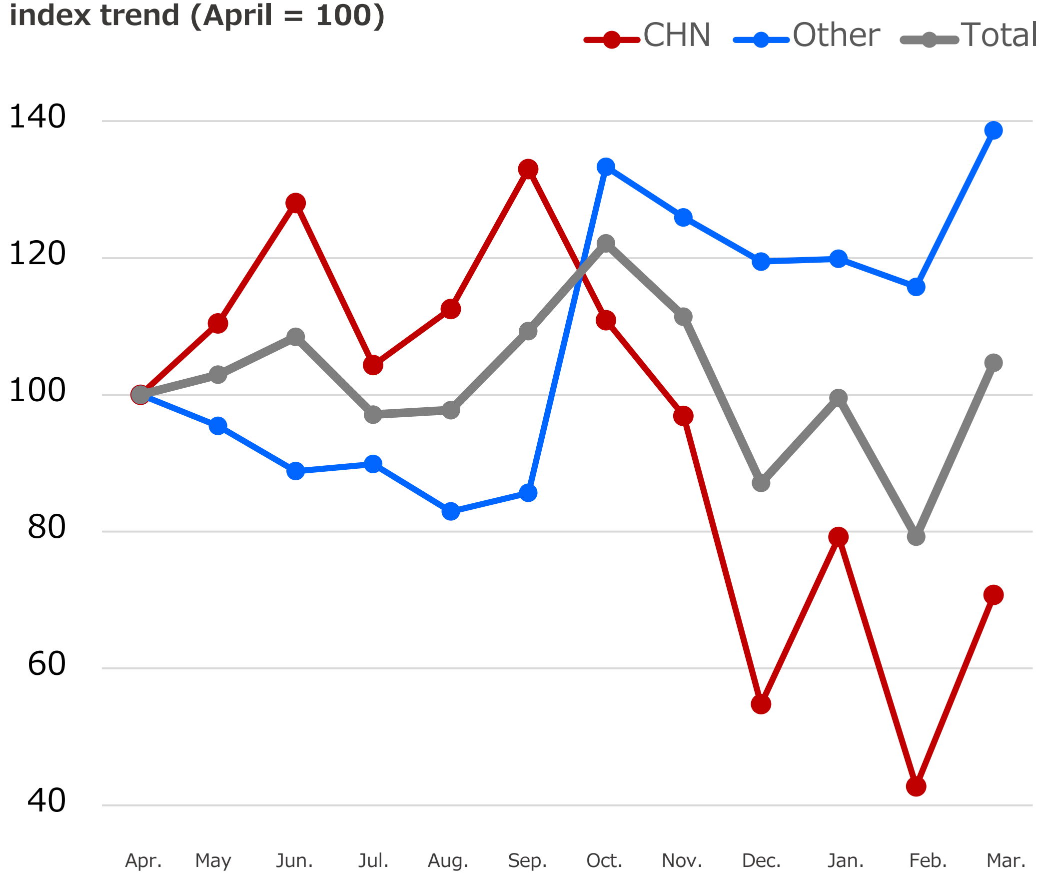
● Scale of Renovation Initiatives and Value Creation

Small-scale	Medium-scale	Large-scale
Partial repairs and equipment replacement (e.g., toilets).	Room renovations and kitchen/bath remodeling. Strengthen "EDION Original Pack-Reform"	Full-home renovations and energy-saving structural upgrades.

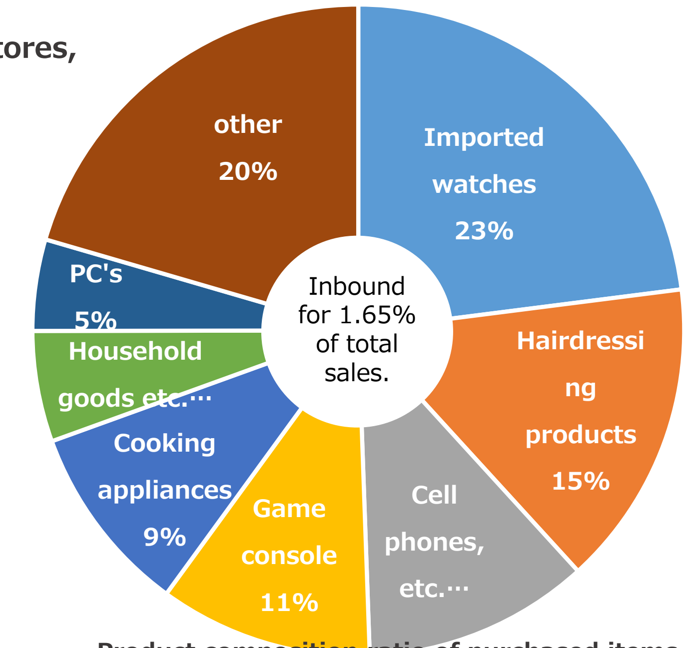


Inbound

Index of in-store visitors (number of customers making purchases) at EDION stores, index trend (April = 100)



●While inbound visits from China have decreased significantly since November, a robust increase in visitors from other countries has effectively offset this decline, returning the total number of inbound customers to pre-November levels at EDION stores.

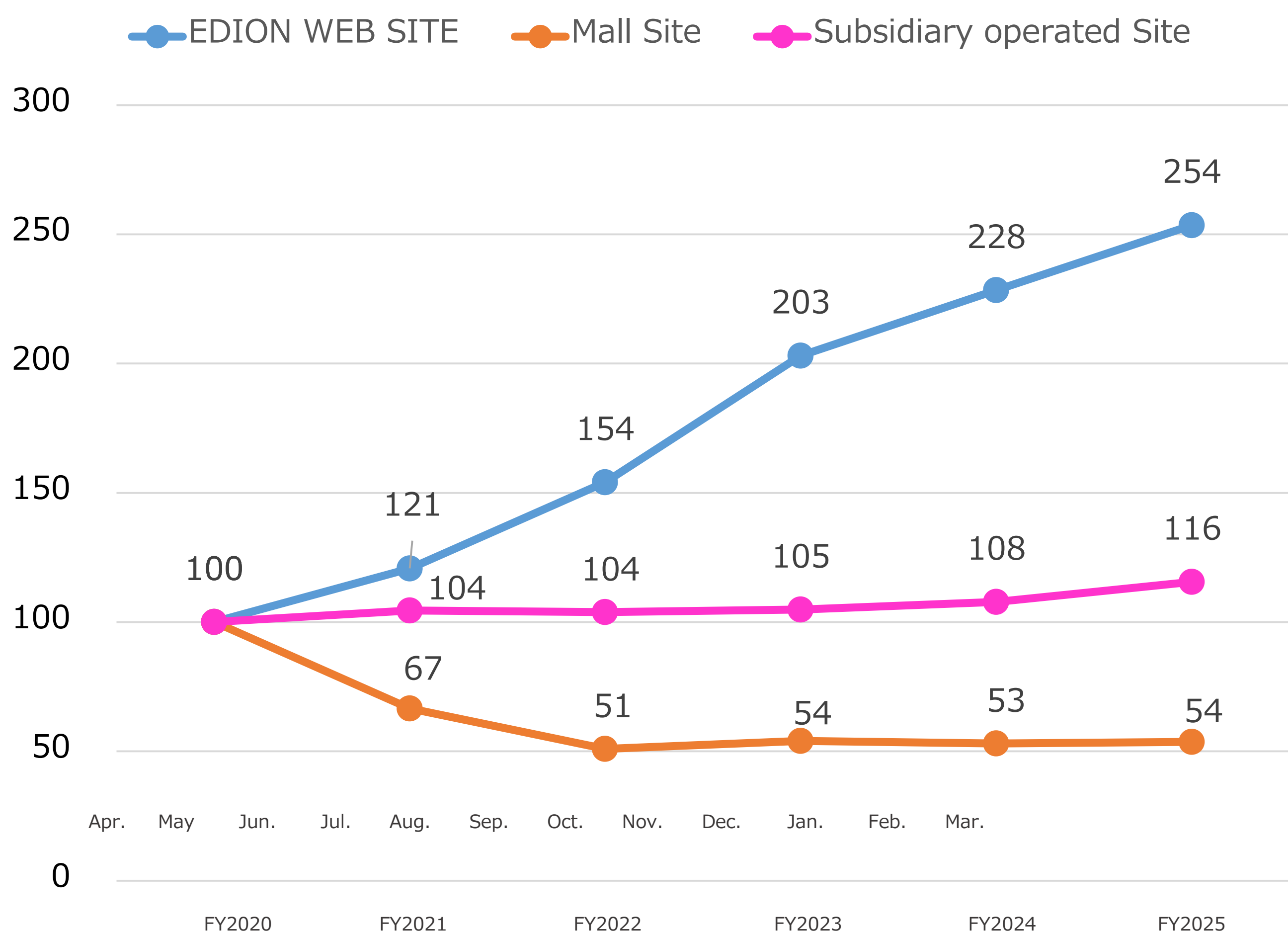


Product composition ratio of purchased items (Based on cumulative orders for the fiscal year)

The duty-free specialty store "Shinsaibashi Higashi Store" (Osaka Prefecture) opened in December 2025.

E-commerce

Trends in sales index (FY2020 = 100)



【EDION APP】＊
Over 15 million downloads!!

＊ EDION app is fully compatible with Japanese and is designed for use in Japan.

By expanding our own website, we will strengthen our revenue base and build lasting relationships with our customers.

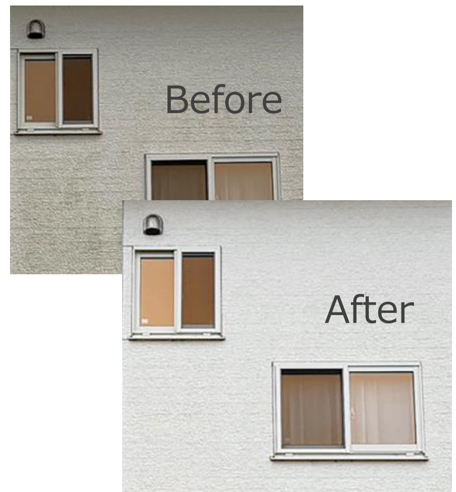
Enhancement of Service Menu

New services to support "peace of mind" and "cleanliness" of daily life started on April 1, 2026

Useful functions added to EDION Smart App!

"Keep a close eye on your family with the movement of home appliances and health reports "
Watch function (free of charge)

EDION has added exterior wall cleaning to its service menu!



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クリーニング パソコンサポート 修理・点検 電気工事 リフォーム

～ We also offer air conditioner cleaning services, which are very popular ～

SERVICE SITE
エディオンサービスサイト

＊ EDION smart App and EDION service site menus are for use within Japan. service site is machine translated.

RoboDone has won the IID Award 2026 "Programming Education" Grand Prize

ANNIVERSARY

https://robo-done.com/

RoboDone is a programming school operating for the Japanese market.
Robot programming school for children from kindergarten to elementary school age. It boasts numerous awards and a brilliant track record in international competitions, and children of various nationalities study there. The linked website is in Japanese only.

4.　Medium-Term Management Vision

A more detailed explanation of the new medium-term vision up to fiscal year 2030, as well as the design of the charts and graphs (including translations from Japanese), will be finalized in the integrated report for the fiscal year ending March 2026 (English version to be published in November 2026).

Review of Medium-term Vision Announced in FY2022

Build a Corporate Structure That Evolves by Responding to the Changing Market Environment

In the Medium-Term Management Vision, we have set "Build a Corporate Structure That Evolves by Responding to the Changing Market Environment" as the basic policy. We have set the targets of ROE above 10% and ROIC above 10% through not only the growth of net sales but also the strengthening of expenses control and enhancement of capital efficiency, and we are working on strengthening the three platforms, namely the Infrastructure Platform, the Business Platform, and the Customer Platform. Furthermore, we have positioned "Strengthening e-commerce" as a goal related to the three platforms and "Strengthen Sustainability Management" as a goal supporting the sustainable growth of EDION and the development of our stakeholders, and we are working on these goals.

Strengthening the Three Platforms

Infrastructure Platform

We are striving to strengthen the platforms which support our business, including flexible core systems which can respond to a diversifying environment, efficient logistics networks, and the human resource management systems which lead to continuous corporate growth.

Business Platform

In the Home Electronics Sales Business, the major business of the EDION Group, ELS Business, Logistics Service Business, and Education Business, we are striving to further improve profitability and to optimize sales efficiency.

Customer Platform

We are striving to build a virtuous-cycle type of business model which will be continuously supported, by increasing our regional market share through the strengthening of our dominance and by strengthening our customer contact points through the strengthening of our marketing and information communication capabilities.

Strengthening E-Commerce

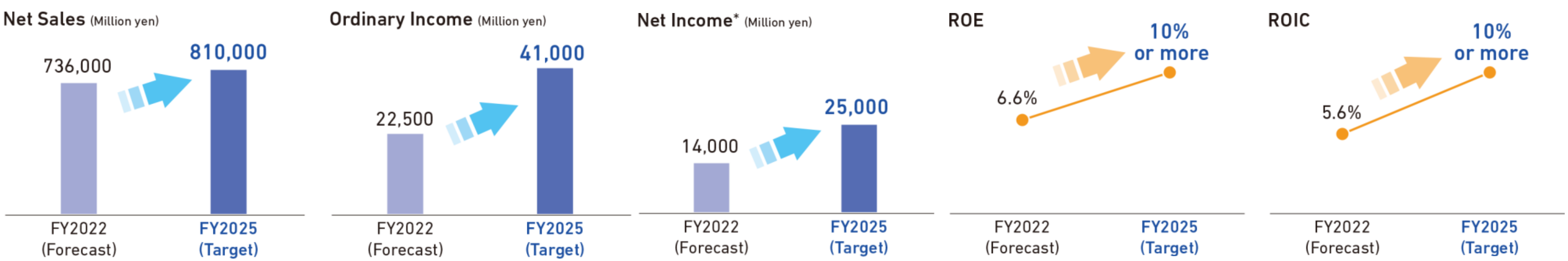
Priority Results

- Completion of a nationwide logistics network
- Private label ratio: 35.6% (Target: 35%)
- Expansion of service menu
  ⇨ Air conditioner cleaning: 305,000 units
- App downloads exceeding 15 million
- In-house system development (utilizing subsidiaries)

and more.

We were able to largely achieve and implement our key initiatives

Performance against the medium-term vision announced in fiscal year 2022



*Profit attributable to owners of parent

Result

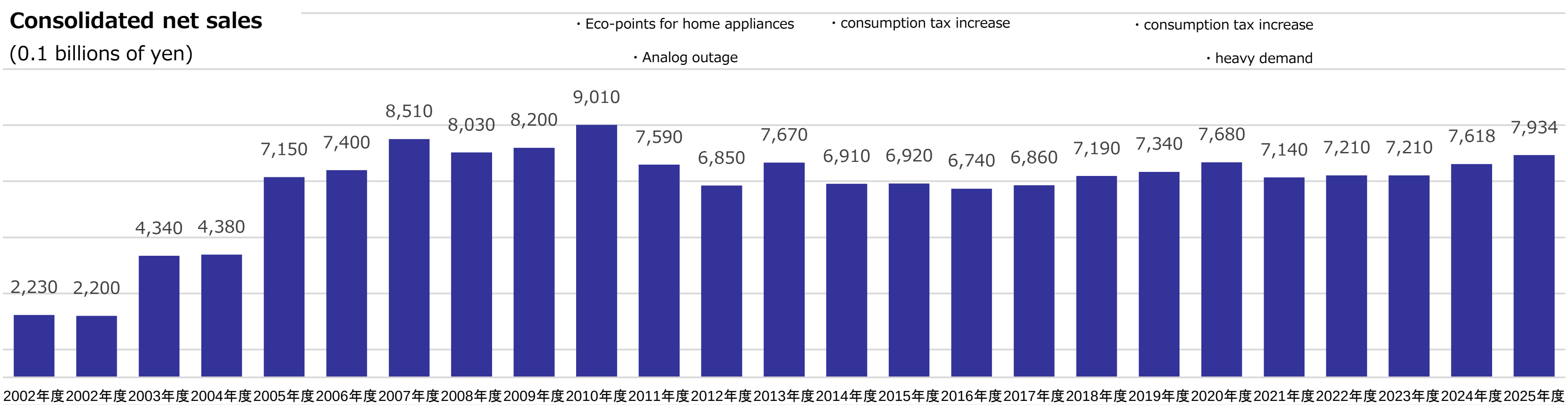
Net Sales	Ordinary Income	Net Income	ROE	ROIC
793,746 million yen Achievement rate: 98.0%	26,640 million yen Gap: -14,360 million yen Gross profit: -8,060 Expenses: +6,300	15,453 million yen Gap: -9,547 million yen	6.8%	5.8%

Towards FY2030

History So Far

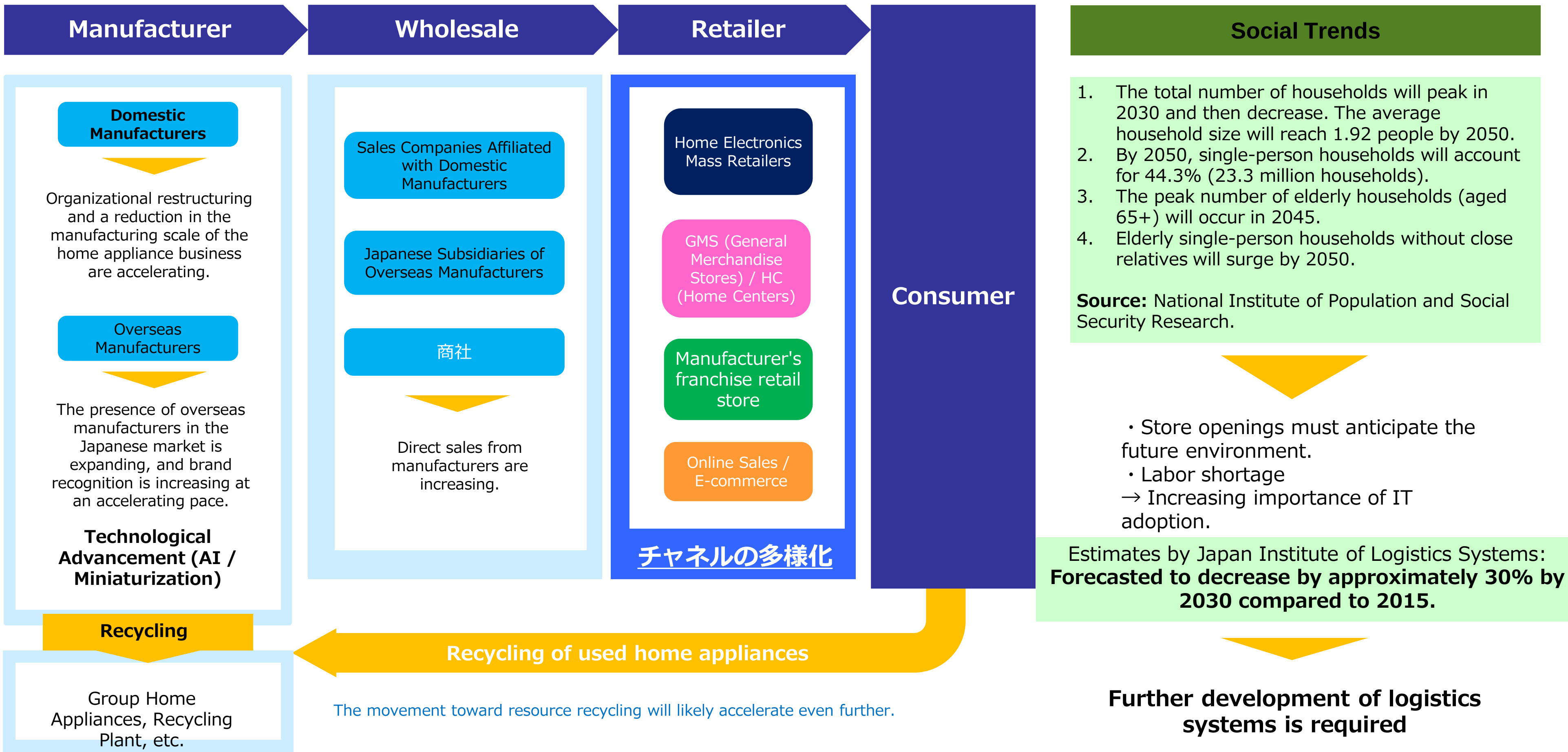
Expansion period → Integration period → Transitional period (A period in the middle of transition / A period in the middle of transition and not yet stable) → Dawn period (A new era or culture is about to begin) → **Next period Vision**

- **2002** EDION Established
- **2005** Midori Denka Became a subsidiary
- **2007** Thank you Ishimaru Became a subsidiary
- **2008** Integrated system Operational
- **2012** Brand Integration
- **2017** Renewal of EC Foundation
- **2022** Mid-term Vision Announcement
- **2024** President Change; Thank you merger
- **2030**



Future Home Electronics Market

Value Chain



The environment surrounding the consumer electronics retail market is likely to continue to change

New Medium-term Plan Vision

FY 2026 to FY 2030

Policy for formulation	It is assumed that the environment of Japanese society will change drastically after 2030 **It is important to build a management foundation that can respond to changes and develop sustainably**

Medium-Term Vision

We will pursue efficiency, leverage our unique infrastructure,

“Establish a New Retail Model That Enriches People's Lives”

We will build a foundation for sustainable growth

Pursue Efficiency

We will promote "Store DX" and evolve into a new brick-and-mortar store in response to a declining and aging population, and realize a comfortable purchasing environment.

・Introduction of tablet-type POS
・Use of AI and robots to improve operational efficiency

Renew Human Resources Systems and Organization

We will create an environment in which all generations can work with pride and focus on developing human resources who can respond to the needs of customers. We aim to be the best partner with empathy and expertise.

・Personnel system reform
・Next-generation human resources development program
Expansion of
・Utilizing the know-how of veteran employees
Environmental and evaluation systems

Growth of Existing Businesses

Strengthen the vertical integration model and provide integrated in-house support from development to installation. Deliver peace of mind to customers that lasts long after purchase.

・Strengthen PB product development
・Expand service business
・Share e-commerce inventory and store inventory

Growth Strategy

Go beyond home appliances to encompass all areas of life, including housing and services. Create value beyond customer expectations in all life scenarios.

・Opening stores in existing areas and opening stores in the Kanto region
・Deepening total residential support
・Expansion of service areas through M & A

Pursuit of Efficiency

Reduction of store operations and improvement of convenience

Promotion of EDION Standards (ongoing)

Unify store operations according to size, form, and customer conditions to improve operational efficiency and create contact time with customers

Efficiency of in-store operations and management environment through promotion of DX

- FY 2026
  Introduction of tablet POS
- 2027
  Optimization of core systems
- 2030
  Replacement of EC systems
  Replacement of accounting systems

Optimization of distribution systems

- Reorganization and review of distribution systems
- Increase of e-commerce warehouse locations and sharing of in-store inventory

Active use of AI and robots

Use of AI

Utilization for demand forecasting and automatic improvement of business processes

Utilization of robots

Active research on practical applications in stores and distribution sites

Strengthen touch points with customers, improve productivity, and **enhance corporate value**

Personnel System and Organizational Reform

Sustainable Discovery and Development of Future Human Resources

Personnel System Reform FY2027

Reform of personnel system, which became complicated after the merger, to make it fair and fair

Improve Employee Engagement

Personnel System

- Build a flexible hiring system
- Create motivation for veteran employees (after retirement)

Human Resources Development

- Expansion of training system for young executive candidates
- Develop multi-level employees (rotation after joining)

Compliance Promotion

FY 2026 - Full-scale operation of Compliance Promotion Office | Strike a balance between offensive and defensive measures to achieve sustainable growth

"Sustainable enhancement of corporate value" by supporting diverse work styles and maximizing individual growth and organizational vitality

Evolution of Business Portfolio for Sustainable Value Creation

Home Appliances

Temporarily expand market and improve profit margin

- Response to revised energy-saving standards (FY 2027)
- Elimination of fluorescent lamp manufacturing (FY 2027)
- Strengthen development of private label products
- New product development (overseas manufacturers)
- Further strengthen mobile phone business

Education

Strengthen initiatives to reach 10,000 students in fiscal 2030

- Aggressive Expansion of Classroom Areas
- Building Curricula for the New Era
- Developing Human Resources Supporting the Future of Japan

ELS Business (Renovation)

FY2030: Aggressive efforts aimed at ¥100 billion

- Renovation, expansion of exterior walls and water heaters
- Strengthening efforts toward e-commerce
- Raising awareness of renovation
- Development of specialized human resources
- Accelerating inflow to mass retailers

Services

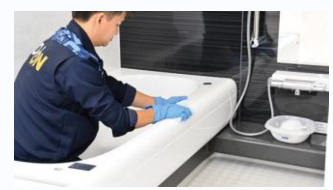
Air conditioner cleaning No. 1 Further expand

- Expansion of New Service Lineup

→ Full-scale exterior painting cleaning service launched (FY 2026)

→ Development of other service menus

Becoming a highly convenient store that customers can rely on anytime



Tapping into the Needs of People's Lives

Company Supporting Japan in an Era of Declining Birthrate and Aging Population

Growth Strategy

Opening Stores and New Businesses

Expanding Market Share in Existing Areas

- **Plan to open 40 stores, including S & B, by 2030**

  Focus on opening stores in areas where demand is high but market share is still low and areas where competitiveness is being improved
  Osaka, Fukuoka, Aichi, Hyogo, Nagano, Kumamoto, etc.

Accelerating the Opening of Stores in Unopened Areas

- **Plan to open 30 stores by 2030**

  Along with Future Population Forecasts
  Expanding Market Share by Opening Stores in Unopened Areas

Home's Kasai Store

Scheduled to open in June in Edogawa–ku, Tokyo

Developing Models to Raise Awareness and Reduce Investment
Accelerating Store Opening in Unopened Areas

Initiatives for New Businesses

- **Focus on environmental businesses**
  - Expansion of home appliance reuse business
    Expansion of refrigerators and washing machines
  - Expansion of existing reuse business
    Used mobile phones and games
  - Expansion of recycling business
    E-R Japan business expansion

- **Strengthening retail media business**

We will evolve our stores from mere places of sale to "media of experience and discovery" and provide advertising experiences that appeal to the five senses unique to community-based retail.

Aggressively Expand Our Business With an Eye Toward M & A

Creation of new business opportunities and business expansion to build a **revenue base for sustainable development**

Medium-term Targets

Targeting ROE Stability Through Enhanced Asset Efficiency and Increased Profitability

Net Sales
JPY 920bn

Key Comparisons with FY2025

Existing Store Sales Growth Rate: +0.5%
Increase Due to New Stores: +60 billion yen
ELS (Renovation): +35 billion yen
EC (E-commerce): +14 billion yen

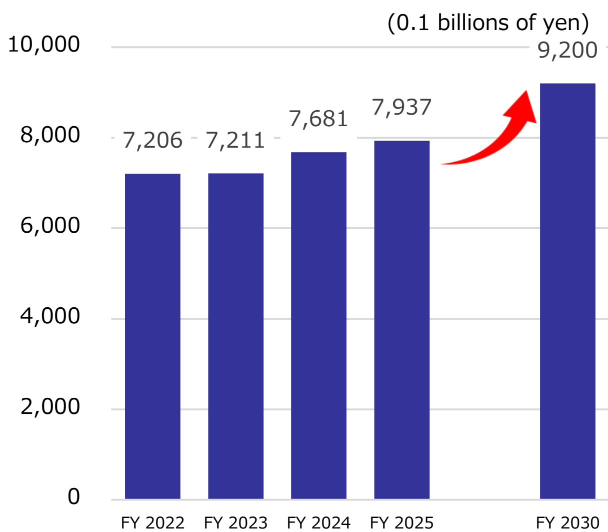
Ordinary Profit
JPY 35bn

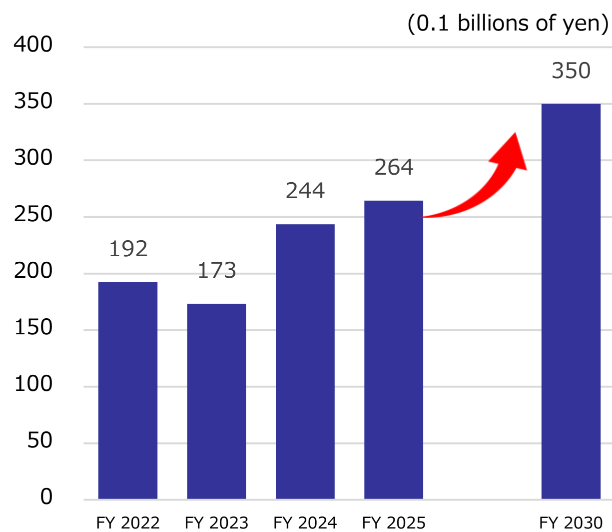
Key Comparisons with FY2025

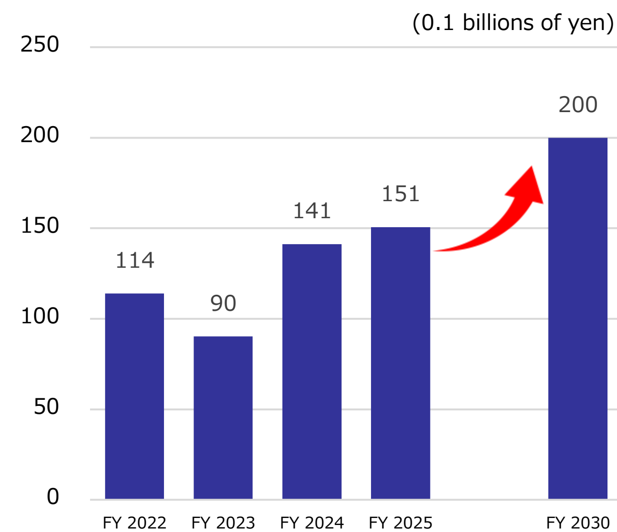
Gross Profit: +30 billion yen
Gross Profit Margin: -0.8%
Expenses: +22 billion yen
Operating Profit Margin: 3.3% → 3.8%

Net Income
JPY 20bn

Financial Indicators
ROE : 8.0%
ROIC : 7.5%







Cash Allocation

5 Year Cash Allocation Plan

Source of Cash

Cash Allocation

Unit: 1 million yen

Operating Cash Flow

160,000

Operating Income
132,000

Depreciation and Amortization:
expected ＋)
70,000

****

Income Taxes:
expected -)
42,000

100,000
(62.5%)

60,000
(37.5%)

Investment for Growth

・Opening new stores and promoting digital transformation
・M & A, etc.

Along with expanding areas and business domains
Proactive investment for operational efficiency
Able to respond to changes in the business environment from 2030 onward
Build a flexible system

Shareholder Returns

・Maintaining a stable dividend payout ratio of at least 30%
・Aiming to improve capital efficiency
Flexible share repurchases

ESG Sustainability Initiatives

We Strive to be a Company That Continually Endeavors to Support Richness and Abundance in Our Customers' Lives

Environment

- **CO2 emission reduction target:**
  - ・Establishment of roadmap for CO2 reduction
  - ・FY 2030 target 46% reduction compared to FY 2013
  - ・FY 2050 target of carbon neutrality
- **Creating Environmentally Friendly Stores:**
  - ・Two stores certified by Nearly ZEB
  - ・Number of photovoltaic power generation systems installed: 87
  - ・Promoting the introduction of the PPA model
- **Realizing a recycling-oriented society:**
  - ・Promotion of recycling and reuse of small home appliances

Social

- **Promoting Human Resource Development:**
  - ・Development of future human resources by EDION Academy
  - ・Establishment of a unique in-house certification system "Skill Certification"
- **Health Management Initiatives:**
  - ・Certification as an Excellent Health Management Corporation (Large Corporations) for seven consecutive years
  - ・Promotion of work style reforms
- **Community Contribution Activities:**
  - ・Supporting the independence of persons with disabilities (sponsored by Paralym Art)
  - ・Contributing to Local Communities through Sports (Athletics, archery, soccer, etc.)

Paralym Art®
障がい者アートを応援しています

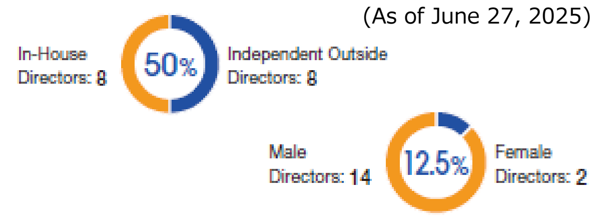
2026
健康経営優良法人
KENKO Investment for Health
大規模法人部門

Governance

- **Transition to Company with Audit and Supervisory Committee (June 2024)**
- **Strengthening Board Governance:**
  - ・Increase the ratio of outside directors and female directors
- **Nomination and Compensation Committee:**
  - ・Independent Outside Directors Ratio: 75%
- **Sustainability Management:**
  - ・Sustainability Promotion Committee established
  - ・Sustainability Policy established

Composition of the Board of Directors

(As of June 27, 2025)



For the latest ESG/sustainability information, please visit the following website (https://www.edion.co.jp/en/sustainability). The website uses machine translation.

Dividends and Share Prices

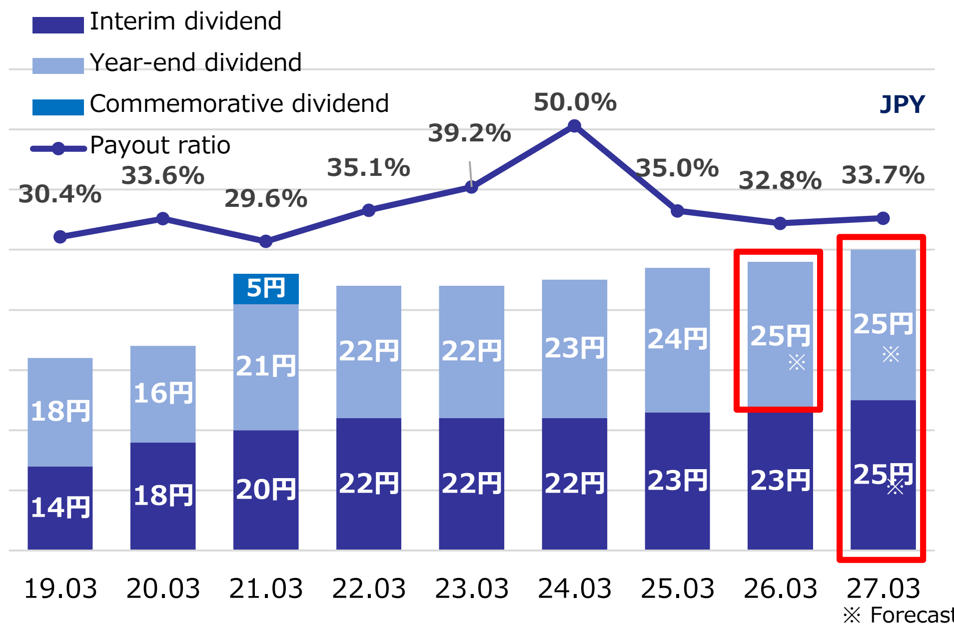
While striving to improve capital efficiency, as measured through ROIC growth, we will focus on maintaining a sound and stable balance sheet.

1. Dividend Policy

EDION recognizes the return of profits to shareholders as an important management issue. Accordingly, we maintain a basic dividend policy of providing stable dividends with a payout ratio of at least 30% while comprehensively considering relevant factors such as business performance and our operating environment.

2. Share Buybacks

Based on the assumption that shareholder return measures contribute to the improvement in capital efficiency, we will flexibly implement these measures while comprehensively considering factors such as business performance, our operating environment, and various elements related to our market environment, including investments and stock prices.



■Stock Price Trends (Ticker TYO:2730)

Disclaimer

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EDION Corporation

May 11, 2026