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(Securities Code: 2791)

July 29, 2025

(Start date of measures for electronic provision: July 22, 2025)

To our shareholders:

Masahiko Oga,
Representative Director and President
DAIKOKUTENBUSSAN CO., LTD.
297-1, Nishinakashinden, Kurashiki-shi,
Okayama

Notice of the 39th Annual General Meeting of Shareholders

We are pleased to announce the 39th Annual General Meeting of Shareholders of DAIKOKUTENBUSSAN CO., LTD. (the “Company”), which will be held as indicated below.

When convening this general meeting of shareholders, the Company takes measures for providing in electronic format the information that constitutes the content of reference documents for the shareholders meeting, etc. (matters for which measures for providing information in electronic format are to be taken). This information is posted on each of the following websites, so please access either of those websites to confirm the information.

The Company’s website (IR information):

<https://www.e-dkt.co.jp/ir/> (in Japanese)

TSE website (Listed Company Search):

<https://www2.jpx.co.jp/tseHpFront/JJK010010Action.do?Show=Show> (in Japanese)

Access the TSE website by using the internet address shown above, enter the Company’s name in “Issue name (company name)” or the Company’s securities code in “Code,” and click “Search.” Then, click “Basic information” and select “Documents for public inspection/PR information.” Under “Filed information available for public inspection,” click “Click here for access” under “[Notice of General Shareholders Meeting /Informational Materials for a General Shareholders Meeting].”

Website for posting informational materials for the general meeting of shareholders:

<https://d.sokai.jp/2791/teiji/> (in Japanese)

Instead of attending the meeting in person, you may exercise your voting rights via the Internet or in writing (via postal mail). Please review the attached Reference Documents for the General Meeting of Shareholders and exercise your voting rights by following the instructions provided hereafter by 5:00 p.m. on Tuesday, August 19, 2025 (JST) (Japanese only).

1. **Date and Time:** Wednesday, August 20, 2025, at 10:00 a.m. (JST)
2. **Venue:** Emerald Hall, Kurashiki Ivy Square
7-2, Hommachi, Kurashiki-shi, Okayama
(Please note that the venue is different from that of the previous year.)

3. **Purpose of the Meeting**

Matters to be reported

1. The Business Report and the Consolidated Financial Statements for the 39th term (from June 1, 2024 to May 31, 2025), and the results of audit of the Consolidated Financial Statements by the Accounting Auditor and the Audit & Supervisory Board
2. Non-consolidated Financial Statements for the 39th term (from June 1, 2024 to May 31, 2025)

Matters to be resolved

- Proposal No. 1:** Appropriation of Surplus
- Proposal No. 2:** Election of Eight Directors
- Proposal No. 3:** Election of One Audit & Supervisory Board Member
- Proposal No. 4:** Election of One Substitute Audit & Supervisory Board Member

- For those attending the meeting on the day, please submit the enclosed voting form at the reception desk.
- In accordance with the provisions of laws and regulations and Article 15, Paragraph 2 of the Company's Articles of Incorporation, the following matters are excluded from the paper-based documents delivered to shareholders who have made a request for delivery of such documents. Accordingly, such paper-based documents constitute a part of the documents audited by Audit & Supervisory Board Members and Accounting Auditor when preparing their respective Audit Reports.
 - Notes to Consolidated Financial Statements of the Consolidated Financial Statements
 - Notes to Non-consolidated Financial Statements of the Non-consolidated Financial Statements
- If revisions to the matters subject to measures for electronic provision arise, the details of the revisions will be posted on each of the websites listed on the previous page.

Dividend direct deposit system

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| <p>■ A convenient method for receiving dividends is to have them directly deposited into your securities account.</p> | <p>■ For information on how to change the method by which you receive your dividends, please contact the relevant party below.</p> <ul style="list-style-type: none">• If you hold shares through a securities company: Please contact the securities company where you have an account.• If you don't hold shares through a securities company(*): Please contact Mitsubishi UFJ Trust and Banking Corporation |
|---|--|

[Shareholder registry administrator] Mitsubishi UFJ Trust and Banking Corporation

Contact: Stock Transfer Agency, Mitsubishi UFJ Trust and Banking Corporation
0120-232-711 (toll-free, Japan only/ Available from 9:00 a.m. to 5:00 p.m. except weekends and national holidays) (JST)

Reference Documents for the General Meeting of Shareholders

Proposal No. 1: Appropriation of Surplus

Concerning the appropriation of surplus, the Company proposes the following.

Matters concerning year-end dividends

The Company considers the return of profits to shareholders as its most important management issue. Its basic policy in relation to dividends is to distribute profits in an ongoing and stable manner in accordance with business performance, while also securing the internal reserves required for future business development and the strengthening of management foundations.

In addition, the Group's operating results in the fiscal year ended May 31, 2025 amounted to net sales of ¥292,940 million (up 8.5% year on year), ordinary profit of ¥10,088 million (up 5.7% year on year) and profit attributable to owners of parent of ¥6,774 million (up 7.4% year on year), allowing the Company to achieve a record high in profits. Therefore, in order to express gratitude to its shareholders who have supported the Company since its founding, for the year-end dividend for the fiscal year under review, the Company proposes to increase the ordinary dividend by ¥2 per share from that of the previous fiscal year, as well as a special dividend of ¥4, for a total of ¥39 per share.

(1) Type of dividend property

Cash

(2) Allotment of dividend property and their aggregate amount

¥39 per common share of the Company

(Ordinary dividend: ¥35, special dividend: ¥4)

Total payment: ¥540,106,827

(3) Effective date of dividends of surplus

August 21, 2025

Proposal No. 2: Election of Eight Directors

The terms of office of all seven incumbent Directors will expire at the conclusion of this General Meeting of Shareholders.

Director Shoji Oga passed away on June 22, 2025. Accordingly, the Company proposes the election of eight Directors.

The candidates for Director are as follows:

Candidate No.	Name (Date of birth)	Career summary, position, responsibility and significant concurrent positions	Number of the Company's shares owned
1	[Reelection] Masahiko Oga (April 18, 1982)	<p>Apr. 2007 Joined IINA DINING Co., LTD.</p> <p>Apr. 2010 Joined the Company</p> <p>Jan. 2014 Executive Secretary and Manager of Delicatessen Department</p> <p>May 2015 Executive Secretary and Head of Blue Ocean Strategy Office</p> <p>Aug. 2016 Managing Director, Executive Secretary, and Head of Blue Ocean Strategy Office</p> <p>Nov. 2016 Managing Director, Executive Secretary, Head of Blue Ocean Strategy Office, and General Manager of Pizza Department</p> <p>Aug. 2018 Managing Director, Executive Secretary, and Head of Blue Ocean Strategy Office</p> <p>Aug. 2019 Managing Director, Executive Secretary, and General Manager of Blue Ocean Product Development Department</p> <p>Aug. 2020 Director and Vice President, Executive Secretary, and General Manager of Blue Ocean Product Development Department</p> <p>Feb. 2023 Director and Vice President, General Manager of Product Division, General Manager of Blue Ocean Product Development Department, and General Manager of Sales Strategy Department</p> <p>Aug. 2023 Director and Vice President, General Manager of Sales Division, General Manager of Blue Ocean Product Development Department, and General Manager of Sales Strategy Department</p> <p>Aug. 2024 Representative Director and President (current position)</p> <p>[Significant concurrent positions]</p> <p>Representative Director of Nishigen Company</p> <p>Representative Director and President of Setouchi Maple Farm Company</p> <p>Representative Director and Chairman of Oda Shoten Co., Ltd.</p> <p>Representative Director and Chairman of Mammy's Co., Ltd.</p> <p>Representative Director of Ebisuten Co., Ltd.</p>	720,000

Candidate No.	Name (Date of birth)	Career summary, position, responsibility and significant concurrent positions	Number of the Company's shares owned
		<p>[Reasons for nomination as candidate for Director]</p> <p>Since assuming office as Director of the Company, Masahiko Oga has engaged in the management of the Company as Managing Director and Director and Vice President, and he has used his abundant work experience and advanced knowledge as the person responsible for product development departments, such as General Manager of Blue Ocean Product Development Department, to contribute to the expansion of business operations. In addition, he has served as Representative Director and President since August 2024, and fulfilled his roles and responsibilities as part of the top management. In view of the above, the Company has judged that he is an appropriate person to enhance corporate value in a sustainable manner and has therefore nominated him as a candidate for Director. If he is elected as Director, he will be selected as Representative Director and President at the Board of Directors meeting.</p>	

Candidate No.	Name (Date of birth)	Career summary, position, responsibility and significant concurrent positions	Number of the Company's shares owned
2	[Reelection] Masashi Omura (August 7, 1966)	<p>Apr. 2011 Joined the Company</p> <p>June 2011 General Manager of General Affairs Department</p> <p>Aug. 2014 General Manager of General Affairs Department and General Manager of Product Management Department</p> <p>Aug. 2016 Director, General Manager of Store Operation Department, and General Manager of Product Management Department</p> <p>Aug. 2018 Director, General Manager of Product Management Department, and General Manager of Store Development Department</p> <p>Apr. 2019 Director, Head of Management Strategy Office, General Manager of Sales Strategy Department, General Manager of Product Management Department, Head of Management Planning Office, and General Manager of Store Development Department</p> <p>Aug. 2019 Senior Managing Director, Head of Management Strategy Office, General Manager of Sales Strategy Department, General Manager of Product Management Department, Head of Management Planning Office, and General Manager of Store Development Department</p> <p>Feb. 2020 Senior Managing Director, Head of Management Strategy Office, General Manager of Sales Strategy Department, Head of Management Planning Office, and General Manager of Store Development Department</p> <p>Oct. 2021 Senior Managing Director, Head of Management Strategy Office, General Manager of Sales Strategy Department, and General Manager of Store Development Department</p> <p>Director and President of Ebisuten Co., Ltd. (current position)</p> <p>Oct. 2022 Senior Managing Director, Head of Management Strategy Office, and General Manager of Store Development Department</p> <p>Aug. 2024 Senior Managing Director, Head of Management Strategy Office (current position)</p> <p>[Significant concurrent positions] Director and President of Ebisuten Co., Ltd.</p>	4,200
		<p>[Reasons for nomination as candidate for Director]</p> <p>Since assuming office as Director of the Company, Masashi Omura has fulfilled his roles and responsibilities while engaging in the management of the Company. In addition, he possesses abundant work experience and advanced knowledge, having served as the person responsible for the administrative division, including general affairs and product management, as well as the store development division. In view of the above, the Company has judged that he is an appropriate person to enhance corporate value in a sustainable manner and has therefore nominated him as a candidate for Director.</p>	

Candidate No.	Name (Date of birth)	Career summary, position, responsibility and significant concurrent positions	Number of the Company's shares owned
3	[Reelection] Yuki Oga (October 1, 1983)	<p>Aug. 2011 Joined the Company</p> <p>June 2018 Manager of Management Planning Office</p> <p>Oct. 2021 Head of Management Planning Office</p> <p>Aug. 2023 Director and Head of Management Planning Office (current position)</p> <p>[Reasons for nomination as candidate for Director] Since assuming office as Director of the Company, Yuki Oga has fulfilled his roles and responsibilities while engaging in the management of the Company. In addition, he possesses abundant experience and advanced knowledge from his service as Head of the Management Planning Office, among others. In view of the above, the Company has judged that he is an appropriate person to enhance corporate value in a sustainable manner and has therefore nominated him as a candidate for Director.</p>	146,000
4	[Reelection] Yoichi Namba (April 8, 1966)	<p>Sept. 2007 Joined the Company</p> <p>Jan. 2008 Manager of Accounting Section of Accounting Department</p> <p>Aug. 2008 Deputy General Manager of Accounting Department</p> <p>Aug. 2014 General Manager of Accounting Department</p> <p>Aug. 2020 Director and General Manager of Accounting Department</p> <p>Aug. 2022 Director, General Manager of Accounting Department, and in charge of Administrative Division (current position)</p> <p>[Reasons for nomination as candidate for Director] Since assuming office as Director of the Company, Yoichi Namba has fulfilled his roles and responsibilities while engaging in the management of the Company. In addition, he possesses abundant work experience and advanced knowledge gained from his service as General Manager of the Accounting Department, among others. In view of the above, the Company has judged that he is an appropriate person to enhance corporate value in a sustainable manner and has therefore nominated him as a candidate for Director.</p>	400
5	[Reelection] Hiroshi Inoue (September 1, 1956)	<p>Apr. 2007 Joined the Company</p> <p> Deputy Head of Information System Office</p> <p>June 2009 Head of Information System Office</p> <p>Aug. 2021 Director and Head of Information System Office (current position)</p> <p>[Reasons for nomination as candidate for Director] Since assuming office as Director of the Company, Hiroshi Inoue has fulfilled his roles and responsibilities while engaging in the management of the Company. In addition, he possesses abundant experience and advanced knowledge from his service as Head of Information System Office, among others. In view of the above, the Company has judged that he is an appropriate person to enhance corporate value in a sustainable manner and has therefore nominated him as a candidate for Director.</p>	2,100

Candidate No.	Name (Date of birth)	Career summary, position, responsibility and significant concurrent positions	Number of the Company's shares owned
6	[New election] Shinji Fukushima (March 10, 1980)	<p>Apr. 2002 Joined the Company</p> <p>Apr. 2005 General Manager of Himeji Store, Store Operation Department</p> <p>May 2011 Buyer at Processed Foods Section, Product Department</p> <p>May 2021 Manager of Logistics Strategy Office</p> <p>May 2023 Deputy General Manager of Executive Office</p> <p>Aug. 2024 Executive Secretary (current position)</p> <p>[Reasons for nomination as candidate for Director] Since joining the Company, Shinji Fukushima has fulfilled his roles and responsibilities while using his abundant experience and advanced knowledge of store operations at multiple locations, product procurement as a buyer, and as the person responsible for the logistics division to contribute to the expansion of business operations. In view of the above, the Company has judged that he is an appropriate person to enhance corporate value in a sustainable manner and has therefore nominated him as a candidate for Director.</p>	2,100
7	[Reelection] Naoki Noda (June 3, 1976)	<p>Oct. 2003 Joined Tohmatsu & Co. (currently Deloitte Touche Tohmatsu LLC)</p> <p>Oct. 2016 Opened Noda Certified Public Accountant Office Director of Noda Certified Public Accountant Office (current position) Established Matsuoka and Noda Consulting Office Representative Partner of Matsuoka and Noda Consulting Office (current position)</p> <p>Aug. 2017 Outside Director of the Company (current position)</p> <p>Dec. 2017 Joined AC Earnest Audit Corporation Co., Ltd. (current position)</p> <p>[Reasons for nomination as candidate for outside Director and overview of expected role] Naoki Noda does not have experience of participating in corporate management other than as an outside officer, but he possesses expertise as a certified public accountant. Based on a proven track record that he has since assuming office as outside Director of the Company, the Company has judged that he is expected to continue appropriately executing his duties as the outside Director of the Company responsible for strengthening corporate governance and has therefore nominated him as a candidate for outside Director.</p>	—

Candidate No.	Name (Date of birth)	Career summary, position, responsibility and significant concurrent positions	Number of the Company's shares owned
8	[Reelection] Masahiko Fukuda (May 10, 1955)	<p>Mar. 1978 Joined The Chugoku Bank, Limited</p> <p>June 2009 Director</p> <p>June 2013 Managing Director</p> <p>Aug. 2019 Director and Vice President of Marugo Company Inc.</p> <p>Aug. 2019 Outside Director of the Company (current position)</p> <p>Apr. 2020 Representative Director and President of Marugo Company Inc. (current position)</p> <p>[Significant concurrent positions]</p> <p>Representative Director and President of Marugo Company Inc.</p> <p>[Reasons for nomination as candidate for outside Director and overview of expected role]</p> <p>Masahiko Fukuda possesses long experience of serving at a financial institution, as well as abundant experience and broad knowledge gained from his service as a corporate management at other companies. The Company has judged that he is expected to continue appropriately executing his duties as an outside Director of the Company responsible for strengthening corporate governance and has therefore nominated him as a candidate for outside Director.</p>	—

- Notes:
1. The number of the Company's shares held by each candidate is the number of shares held as of the end of the fiscal year under review (May 31, 2025).
 2. There are no special interests between any of the candidates and the Company.
 3. The Company has entered into contracts with Naoki Noda and Masahiko Fukuda in accordance with Article 427, paragraph (1) of the Companies Act to limit their liabilities for damages pursuant to Article 423, paragraph (1) of the same Act. The maximum amount of liability for damages pursuant to the contracts is the minimum amount provided for in Article 425, paragraph (1) of the same Act. If their reelection is approved, the Company plans to continue the contracts with them.
 4. Naoki Noda and Masahiko Fukuda are candidates for outside Directors. Additionally, Mr. Noda and Mr. Fukuda meet the requirements for Independent Directors as provided for in the regulations of the Tokyo Stock Exchange, and the Company has registered them with the Exchange as Independent Directors.
 5. Naoki Noda and Masahiko Fukuda are currently outside Directors of the Company, and at the conclusion of this General Meeting of Shareholders, the terms of office of Mr. Noda and Mr. Fukuda as outside Directors will be eight years and six years, respectively.

Proposal No. 3: Election of One Audit & Supervisory Board Member

The term of office of Audit & Supervisory Board Member Akihito Muto will expire at the conclusion of this General Meeting of Shareholders. Accordingly, the Company proposes the election of one Audit & Supervisory Board Member.

The Audit & Supervisory Board has given its consent to this proposal.

The candidate for Audit & Supervisory Board Member is as follows:

Name (Date of birth)	Career summary, position and significant concurrent positions	Number of the Company's shares owned
[New election] Yasuyuki Kochi (July 10, 1968)	Apr. 1991 Joined The Chugoku Bank, Limited Oct. 2001 Assistant Manager of Credit Supervision Department June 2021 General Manager of Mihara Branch June 2023 Seconded to CHUGIN CARD, Inc. (current position)	—
	[Reasons for nomination as candidate for Audit & Supervisory Board Member] Yasuyuki Kochi possesses specialized knowledge and abundant experience accumulated at a financial institution after serving at The Chugoku Bank, Limited for many years. The Company expects that he will be able to audit the execution of business operations and enhance the function of supervising the Board of Directors from a fair and objective perspective and has therefore nominated him as a candidate for Audit & Supervisory Board Member. If he is elected as an Audit & Supervisory Board Member, the Company plans for him to be appointed as a full-time Audit & Supervisory Board Member at the Audit & Supervisory Board meeting.	

- Notes: 1 There are no special interests between the candidate and the Company.
2. If the election of Yasuyuki Kochi is approved, the Company plans to enter into a contract with him in accordance with Article 427, paragraph (1) of the Companies Act to limit his liabilities for damages pursuant to Article 423, paragraph (1) of the same Act. The maximum amount of liability for damages pursuant to the contract is the minimum amount provided for in Article 425, paragraph (1) of the same Act.

Proposal No. 4: Election of One Substitute Audit & Supervisory Board Member

In order to prepare for cases where there is a shortfall in the number of Audit & Supervisory Board Members required by laws and regulations, the Company proposes the election of one substitute Audit & Supervisory Board Member pursuant to the provision in Article 329, paragraph (3) of the Companies Act.

The Audit & Supervisory Board has given its consent to this proposal.

The candidate for substitute Audit & Supervisory Board Member is as follows:

Name (Date of birth)	Career summary, position and significant concurrent positions	Number of the Company's shares owned
Kazunari Kuwahara (May 17, 1953)	Sept. 1992 Joined Cecile Co., Ltd. Jan. 2006 General Manager of Human Resources Department Dec. 2006 Joined the Company Deputy General Manager of General Affairs Department Jan. 2010 Acting General Manager of General Affairs Department Apr. 2014 Retired from the Company	—
	[Reasons for nomination as candidate for substitute Audit & Supervisory Board Member] Kazunari Kuwahara has accumulated abundant experience in the human resources and general affairs divisions of both the Company and other companies, and possesses the abundant experience and advanced knowledge related to the Company's business activities. In view of the above, the Company has judged that he is well qualified to serve as Audit & Supervisory Board Member of the Company and has therefore nominated him as a candidate for substitute Audit & Supervisory Board Member.	

Note: There are no special interests between the candidate and the Company.