This English translation is for reference purposes only. In the event a difference or inconsistency arises regarding the meaning herein, the original Japanese version shall prevail as the official version.

May 14, 2026

For Immediate Release

Company CHANGE Holdings, Inc.
CEO Hiroshi Fukudome
(Code: 3962,
Prime Market of the Tokyo Stock Exchange)
Contact Yutaka Yamada CFO
(TEL.03-6435-7347)

The Announcement of Dividend Payment

We hereby announce that the Board of Directors has decided today to pay a dividend from retained earnings with a record date of March 31, 2026. The details are as follows:

Details

1. Dividend

	Payment amount	Most recent forecast (announced on May 15, 2025)	Results for the previous fiscal year (Year ended March 31, 2025)
Record date	March 31, 2026	Same as left	March 31, 2025
Dividend per share	23.00 yen	Same as left	20.90 yen
Total dividend amount	1,600 million yen	-	1,454 million yen
Effective date	June 10, 2026	-	June 27, 2025
Resources	Retained earnings	-	Retained earnings

2. Reason

We treats goodwill and intangible assets as risk assets under financial discipline and keep them within the scope of shareholders' equity. We will expand shareholders' equity through cash flow from operating activities while securing investment capacity for future M&A. By setting dividend levels based on this shareholders' equity, we aim to achieve a balance between investment and returns. Specifically, we have established a dividend policy with a DOE of 3.6% and a minimum payout ratio of 15%.

Under this basic policy, for the fiscal year ended March 2026, we set the year-end dividend at 23.0 yen per share. (DOE 3.6%)

(Reference) Breakdown of annual dividends

	Dividend per share (yen)		
Record date	End of the second quarter	End of the fiscal year	Total
Results for the current fiscal year		23.00 yen	23.00 yen
Results for the previous fiscal year (ended March 31, 2025)		20.90 yen	20.90 yen

End