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For immediate release

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Notice Concerning Disposal of Treasury Shares as Restricted Stock Compensation

BIC CAMERA INC. (the "Company") hereby announces that it has resolved, at a Board of Directors meeting held today, to dispose of treasury shares in the form of restricted stock compensation as described below (the "Disposal of Treasury Shares" or the "Disposal").

1. Overview of the Disposal

(1) Date of disposal	December 23, 2026
(2) Class and number of shares for disposal	Common shares of the Company: 44,200 shares
(3) Disposal price	1,846 yen per share
(4) Total disposal amount	81,593,200 yen
(5) Scheduled disposal recipients	Directors of the Company (excluding directors who are Audit and Supervisory Committee members and Outside Directors): 4 persons, 25,100 shares Directors of subsidiaries of the Company: 6 persons, 19,100 shares

2. Purpose and Reason for the Disposal

At the Board of Directors meeting held on October 11, 2024, the Company resolved to introduce a new restricted stock compensation plan (the "Plan") to provide incentives to directors of the Company (excluding directors who are Audit and Supervisory Committee members and Outside Directors; collectively the "Eligible Directors") to continuously improve the Company's corporate value and to promote further value sharing between the Eligible Directors and shareholders.

At the 44th Annual General Meeting of Shareholders held on November 21, 2024, the Company obtained, based on the Plan, approval to grant the Eligible Directors monetary claims of up to 100 million yen per year as compensation to be contributed in exchange for restricted shares and to issue or dispose of up to 80,000 shares of the Company's common stock per year. The Company also obtained approval to set the transfer restriction period for the restricted shares as the period until the respective Eligible Director resigns or retires from a position predetermined by the Board of Directors.

Furthermore, at a meeting of the Board of Directors held on November 27, 2026, the Company resolved to allocate restricted shares to the Eligible Directors and directors of subsidiaries of the Company (collectively the "Directors Eligible for Allotment") pursuant to the Plan.

The outline of the Plan is as follows.

Under the Plan, monetary compensation claims shall be granted to the Directors Eligible for Allotment for the purpose of allotting restricted shares, and such monetary compensation claims shall be contributed as property in kind, in exchange for which common shares of the Company shall be issued or disposed of. The total amount of monetary compensation claims for the Eligible Directors under the Plan shall not exceed 100 million yen per year, and the specific timing and allocation of the grant to each Eligible Director under the Plan shall be determined by the Board of Directors.

The total number of shares of common stock to be issued or disposed of by the Company under the Plan shall not exceed 80,000 shares per year for the Eligible Directors, and the per-share paid-in amount shall be the closing price of the Company's common shares on the Tokyo Stock Exchange on the business day immediately preceding the date of each resolution of the Board of Directors (or the closing price on the most recent trading day prior to such date if no trading occurred on that day).

In connection with the issue or disposal of the Company's common shares under the Plan, the Company and each Director Eligible for Allotment shall enter into a restricted stock allotment agreement, which shall include, among other terms, (i) a prohibition on the transfer, creation of a security interest, or other disposition of the Company's common shares allotted under such agreement for a certain period, and (ii) a provision that the Company may acquire such common shares without compensation if certain events occur.

Taking into account the purpose of the Plan, the Company's performance, the scope of responsibilities of each Director Eligible for Allotment, and other relevant factors, the Company has decided to grant monetary compensation claims in the total amount of 81,593,200 yen (the "Monetary Compensation Claims") and a total of 44,200 common shares of the Company to the Directors Eligible for Allotment.

To achieve the objective of the Plan—namely, to provide incentives to continuously increase corporate value and to share value with shareholders—the transfer restriction period has been set to expire upon resignation or retirement from their positions.

Under the Disposal of Treasury Shares, in accordance with the Plan, all 10 Directors Eligible for Allotment scheduled to receive the allotment will contribute the full amount of their respective Monetary Compensation Claims as in-kind contributions and receive the common shares of the Company to be disposed of.

3. Overview of the Restricted Stock Allotment Agreement

The Company and each Director Eligible for Allotment shall enter into a separate restricted stock allotment agreement (the "Allotment Agreement"), the overview of which is as follows.

(1) Transfer restriction period

From the disposal date (December 23, 2026; the "Disposal Date") until the resignation or retirement of the Director Eligible for Allotment from the position of Director, Executive Officer, or Auditor of the Company or a subsidiary of the Company (however, if such time is prior to the expiration of a period exceeding three months after the end of the fiscal year to which the Disposal Date belongs, then upon the expiration of a period exceeding three months after the end of the fiscal year to which the Disposal Date belongs) (the "Transfer

Restriction Period"), the Director Eligible for Allotment may not transfer, create a security interest over, or otherwise dispose of the common shares of the Company allotted under the Allotment Agreement (the "Shares").

(2) Conditions for lifting the transfer restrictions

In principle, the Company shall lift the transfer restrictions on all of the Shares upon the expiration of the Transfer Restriction Period, provided that the Director Eligible for Allotment has continuously maintained their position as a Director, Executive Officer, or Auditor of the Company or a subsidiary of the Company throughout the period from the day after the Annual General Meeting of Shareholders immediately preceding the Disposal Date until the day of the Annual General Meeting of Shareholders for the following fiscal year (if the Director Eligible for Allotment is a director of a subsidiary of the Company, the relevant period shall be the period from the Annual General Meeting of Shareholders of that subsidiary held immediately preceding the Disposal Date until the Annual General Meeting of Shareholders of that subsidiary held for the following fiscal year) (the "Vesting Period").

(3) Grounds for acquisition without compensation by the Company

(i) If it is determined that the Director Eligible for Allotment is to resign or retire from their position as Director, Executive Officer, or Auditor of the Company or a subsidiary of the Company without a legitimate reason such as death, completion of term, or mandatory retirement, the Company shall acquire all of the Shares without compensation.

(ii) Other grounds for acquisition without compensation shall be as stipulated in the Allotment Agreement, based on a resolution of the Company's Board of Directors.

(4) Treatment in the event of retirement due to death or other reasons during the Vesting Period

Notwithstanding the provisions of (2) above, if the Director Eligible for Allotment resigns or retires from their position as Director, Executive Officer, or Auditor of the Company or a subsidiary of the Company during the Vesting Period due to death, completion of term, reaching mandatory retirement age, or other legitimate reasons, the Company shall, as of the date of such resignation or retirement, calculate the number of months from the month including the commencement date of the Vesting Period to the month including the date of such resignation or retirement, divide that number by 12 (provided, however, that if the result exceeds 1, it shall be deemed to be 1), and multiply the resulting ratio by the total number of Shares. The Company shall then lift the transfer restrictions on that number of Shares (provided, however, that any fractional shares resulting from the calculation shall be rounded up to the nearest whole share). Immediately after such transfer restrictions are lifted, the Company shall automatically acquire without compensation all of the Shares on which the transfer restrictions have not been lifted.

(5) Treatment in the event of organizational restructuring or other related matters

Notwithstanding the provisions of (1) and (2) above, if, during the Transfer Restriction Period, matters relating to an organizational restructuring or other similar transactions or related matters—such as a merger agreement under which the Company shall become the dissolved entity, a share exchange agreement or share transfer plan under which the Company shall become a wholly owned subsidiary—are approved at the general meeting of shareholders of the Company (or, if such approval is not required at the general meeting of shareholders, at the meeting of the Board of Directors), then, by resolution of the Board of Directors, the Company shall calculate the number of months from the month including the commencement date of the Vesting Period to the month including the date of such approval, divide that number by 12 (provided, however, that if the result

exceeds 1, it shall be deemed to be 1), and multiply the resulting ratio by the total number of Shares. The Company shall then lift the transfer restrictions on that number of Shares (provided, however, that any fractional shares resulting from the calculation shall be rounded up to the nearest whole share) as of the time immediately prior to the business day preceding the effective date of such restructuring. Immediately after such transfer restrictions are lifted, the Company shall automatically acquire without compensation all of the Shares on which the transfer restrictions have not been lifted.

(6) Treatment in the event of a tender offer or other related matters

Notwithstanding the provisions of (1) and (2) above, if, during the Transfer Restriction Period, a tender offer as defined in Article 27-2 and subsequent provisions of the Financial Instruments and Exchange Act (the "Tender Offer") is commenced for the Company's common shares, and a Director Eligible for Allotment submits a written request to the Company to lift the transfer restrictions in order to tender such shares in the Tender Offer, the Company shall calculate the number of months from the month including the commencement date of the Vesting Period to the month including the date of such request, divide that number by 12 (provided, however, that if the result exceeds 1, it shall be deemed to be 1), and multiply the resulting ratio by the total number of Shares. The Company shall then lift the transfer restrictions on that number of Shares (provided, however, that any fractional shares resulting from the calculation shall be rounded up to the nearest whole share). Immediately after such transfer restrictions are lifted, the Company shall automatically acquire without compensation all of the Shares on which the transfer restrictions have not been lifted.

(7) Management of the Shares

During the Transfer Restriction Period, the Shares shall be managed in a dedicated account opened by the Director Eligible for Allotment with a securities company, in a manner that prevents any transfer, creation of security interests, or other disposition of the Shares. In order to ensure the effectiveness of the transfer restrictions and other conditions relating to the Shares, the Company and the Director Eligible for Allotment shall enter into an agreement with the securities company in connection with the management of the account in which the Shares held by each Director Eligible for Allotment are maintained.

4. Basis and Details of the Amount to Be Paid In

The disposal price in this Disposal of Treasury Shares shall be set at 1,846 yen, which is the closing price of the Company's common shares on the Prime Market of the Tokyo Stock Exchange on November 26, 2026 (the business day immediately preceding the date of the resolution by the Board of Directors), in order to eliminate arbitrariness in the pricing. This price represents the market value immediately prior to the date of the Board resolution and is considered reasonable and not particularly favorable to the Directors Eligible for Allotment.