

KOMERI CO., LTD.

Six months ended September 30, 2025 Financial Results Presentation Materials

(from April 1, 2025 to September 30, 2025)



<https://www.komeri.bit.or.jp/>



October 29, 2025

Prime Market of Tokyo Stock Exchange (8218)

Consolidated financial results for the six months ended September 30, 2025



(Millions of yen)

	Six months ended September 30, 2025 Operating results	Operating revenue Ratio	Year-on-year	Ratio to plan
Operating revenue	201,234	100.0%	101.2%	98.6%
Operating gross profit	70,073	34.8%	102.4%	99.2%
Selling, general and administrative expenses	54,714	27.2%	102.0%	98.6%
Operating profit	15,359	7.6%	103.7%	101.7%
Ordinary profit	15,605	7.8%	107.1%	102.0%
Profit attributable to owners of parent	10,360	5.1%	108.4%	101.6%

Trends in Operating revenue and Operating profit

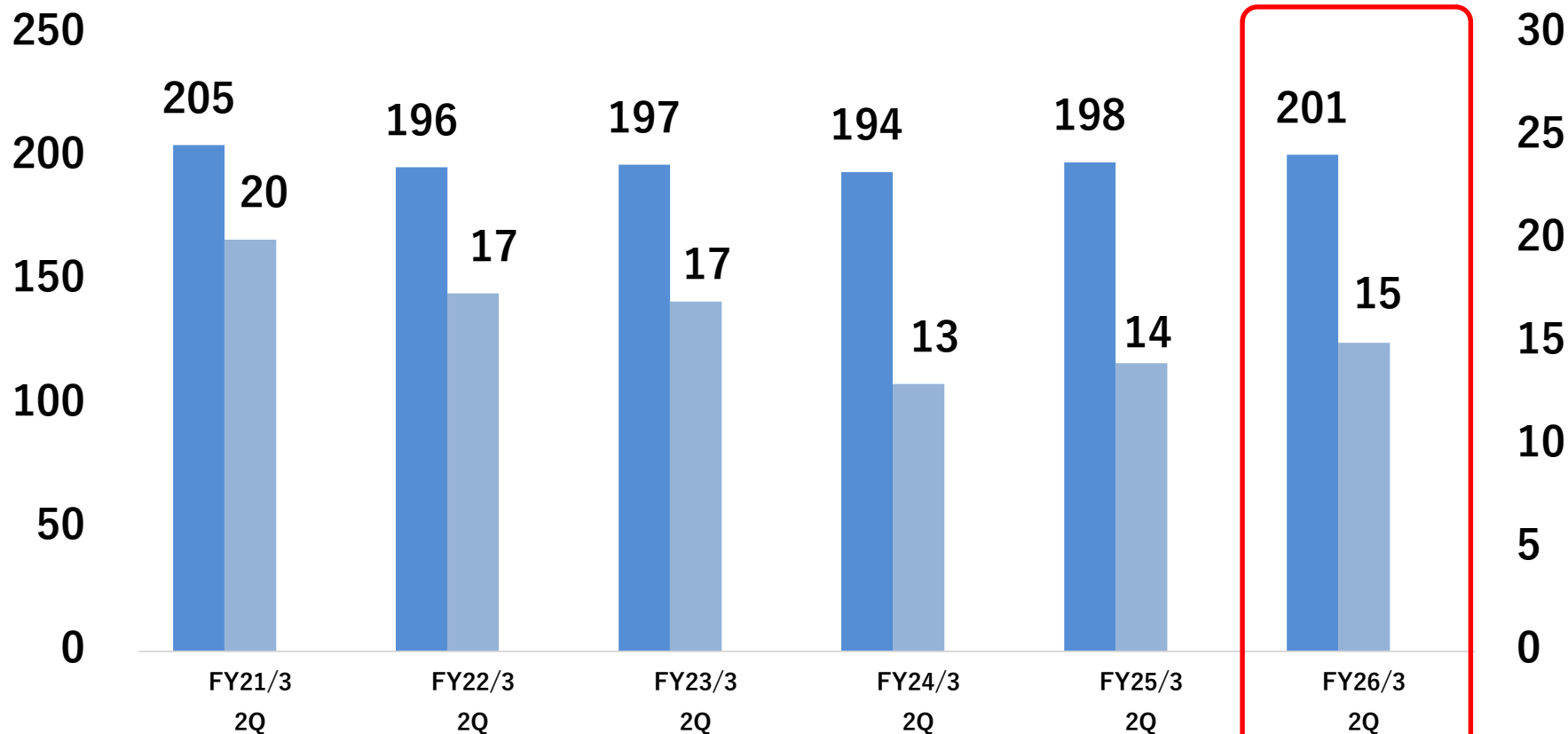


(Billions of yen)

■ Operating revenue

■ Operating profit

(Billions of yen)



- Sales of agricultural materials, our core category, have remained strong.
- During April and May, there were many weekends with unstable weather, resulting in sluggish sales of gardening supplies.
- During June and July, temperatures were high, and sales of cooling appliances and shading products remained steady.

Results by products category

	Six months ended September 30, 2025				
	Net sales	Year-on-year	Operating revenue Ratio	Gross profit ratio	Year-on-year
Tools, Hardware and Working supplies	35,889	101.3%	17.8%	42.3%	(0.2)
Remodeling and Exterior materials	28,381	99.2%	14.1%	29.0%	+ 0.2
Gardening, agriculture, and pet supplies	70,694	102.1%	35.1%	31.0%	+ 0.7
Commodities, home appliances, car supplies, and leisure goods	38,204	100.9%	19.0%	25.7%	+ 0.3
Interior goods, household goods, and office supplies	16,615	98.4%	8.3%	39.9%	+ 0.2
Fuel, etc.	2,094	123.1%	1.0%	10.6%	(0.4)
Other	7,410	105.0%	3.7%	100.0%	—
Home Center business total	199,290	101.3%	99.0%	34.8%	+ 0.3

- Sales of products for construction contractors, such as work sheets and electrical materials, remained strong.
- Due to the mandatory heatstroke prevention measures, fan-equipped clothing and other items were doing well.
- The private brand "CRUZARD" for car supplies was doing well.
- Due to the reactionary decline following last year's surge in demand for disaster preparedness supplies, sales of generators, batteries, and similar items have decreased.

Results by store format



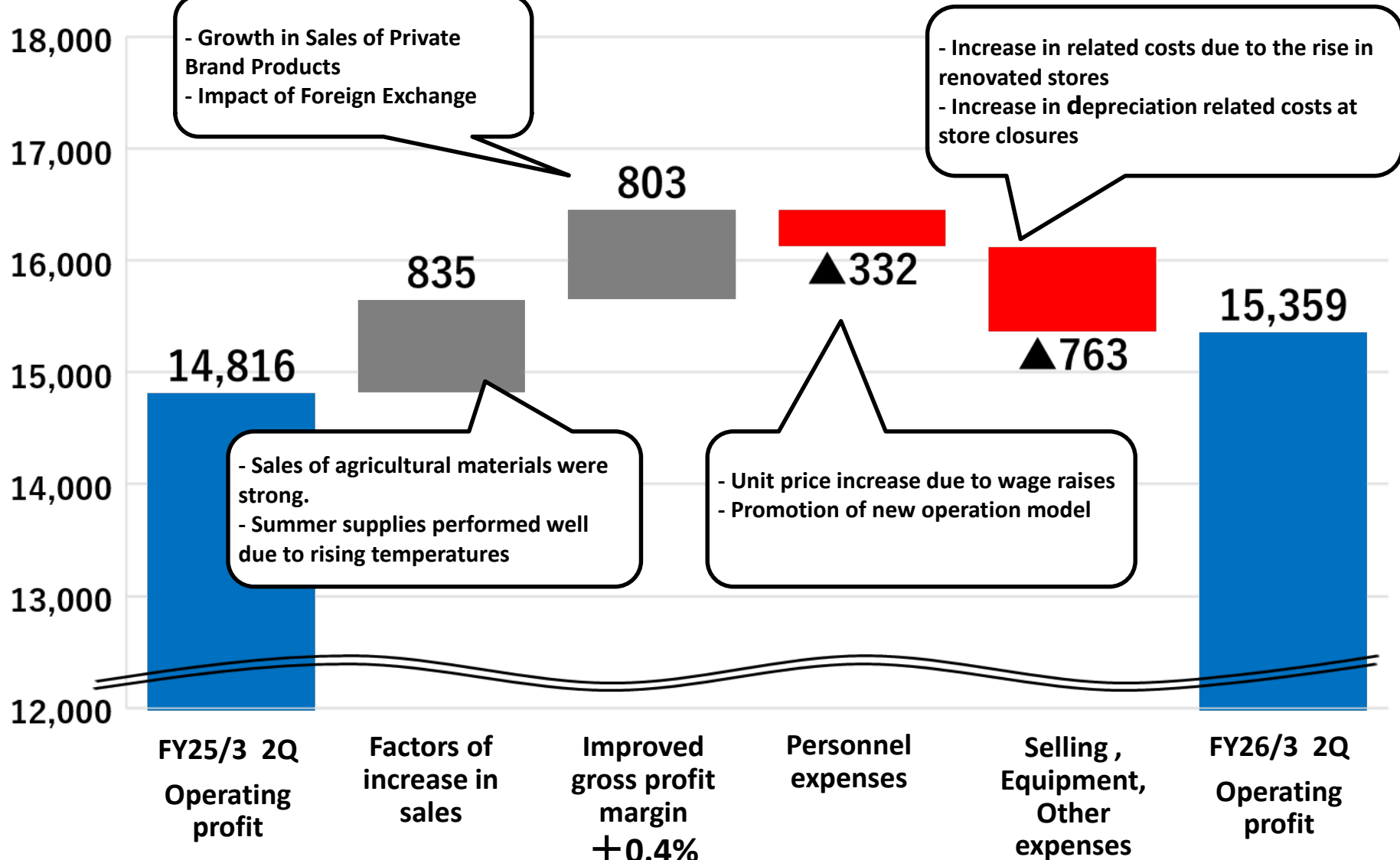
	Six months ended September 30, 2024		Six months ended September 30, 2025	
	Net sales year-on-year	Net sales Ratio to existing	Net sales year-on-year	Net sales Ratio to existing
Power	103.4%	101.6%	102.4%	100.3%
PRO	140.3%	108.2%	130.5%	106.7%
Hard & Green	101.2%	100.8%	99.7%	99.6%
Total	102.4%	101.2%	101.2%	100.0%

- In Power, summer-related products such as air conditioning supplies performed steadily.
- In PRO, sales of consumable materials such as work sheets and electrical materials, as well as fan-equipped clothing due to the mandatory implementation of heatstroke prevention measures, were strong.
- In Hard & Green, purchases by farmers increased primarily in rice cultivation materials.

Operating profit increase/decrease factors



(Millions of yen)



Selling, general and administrative expenses



(Millions of yen)

	Six months ended September 30, 2025			
	Operating results	Year-on-year comparison	Year-on-year difference	Ratio to plan
Personnel expenses	24,192	101.4%	+332	99.4%
Selling expenses	6,395	99.4%	(40)	92.3%
Equipment expenses	18,275	102.5%	+441	100.4%
Other expenses	5,850	106.6%	+363	97.5%
Total	54,714	102.0%	+ 1,096	98.6%

- Control of the increase in personnel expenses through the new operation model
- Control of utility expenses through revision of electricity rate unit prices.
- Increase in related costs due to the rise in the number of renovated stores

Consolidated balance sheets



(Millions of yen)

	Item	As of September 30, 2025	As of March 31, 2025	Increase/decrease from the previous fiscal year-end	As of September 30, 2024	Increase/decrease Year-on-year
Assets	Current assets	178,816	181,484	(2,668)	172,769	+ 6,046
	Cash and deposits	17,071	16,342	+ 729	12,919	+ 4,151
	Products	120,322	130,419	(10,097)	122,102	(1,780)
	Non-current assets	209,124	205,176	+ 3,947	194,841	+14,282
	Property, plant and equipment	181,795	178,258	+ 3,537	167,844	+13,950
	Intangible assets	9,278	9,120	+158	9,190	+87
	Total assets	387,940	386,661	+1,278	367,611	+20,328
Liabilities	Current liabilities	94,575	105,740	(11,164)	97,266	(2,690)
	Short-term interest-bearing liabilities	12,408	22,613	(10,205)	16,734	(4,325)
	Non-current liabilities	37,570	34,604	+ 2,965	27,753	+9,816
	Long-term interest-bearing liabilities	14,496	11,530	+ 2,965	9,408	+5,087
	Total liabilities	132,146	140,345	(8,198)	125,019	+7,126
	Total net assets	255,794	246,316	+ 9,477	242,591	+13,202
	Total Liabilities and Total net assets	387,940	386,661	+1,278	367,611	+20,328

Results of store openings and renovations



■ Opening stores Total number of stores: 1,227 (As of September 30, 2025)

Opening stores	Total	Power	PRO	H&G	Athena
FY2026/3 Plan	35	8	8	19	0
FY2026/3 2Q Results	5	2	2	1	0
Closure	6	0	0	4*	2

*Including one store that was converted to a Power store format

■ Renovation

Renovation	Number of stores	Renovated scale
FY2026/3 2Q Results	65	Renovation area 103,000m ²
FY2026/3 Plan	About 150	Total sales floor area 10% or more

- Horizontal expansion of H&G prototypes
- Keep Young

→ Sales increased by **3.5%**

Growth Foundation Investment ～Investment Plan～



	FY26/3 Plan	>>	FY2026/3 2Q Results
Opening stores	35 stores 13 billion yen	>>	5 stores 2.5 billion yen
Renovation of existing stores, etc.	Over 10% of the total sales floor area 3 billion yen	>>	65 stores 0.9 billion yen
Logistics Center (Non-store)	Establishment of new centers Expansion of functions at existing centers 12 billion yen	>>	Establishment of new centers Enhancement of functions at existing centers 9 billion yen
Various System Investments	2 billion yen	>>	0.9 billion yen
Total	30 billion yen	>>	13.3 billion yen



Shareholder Return Policy



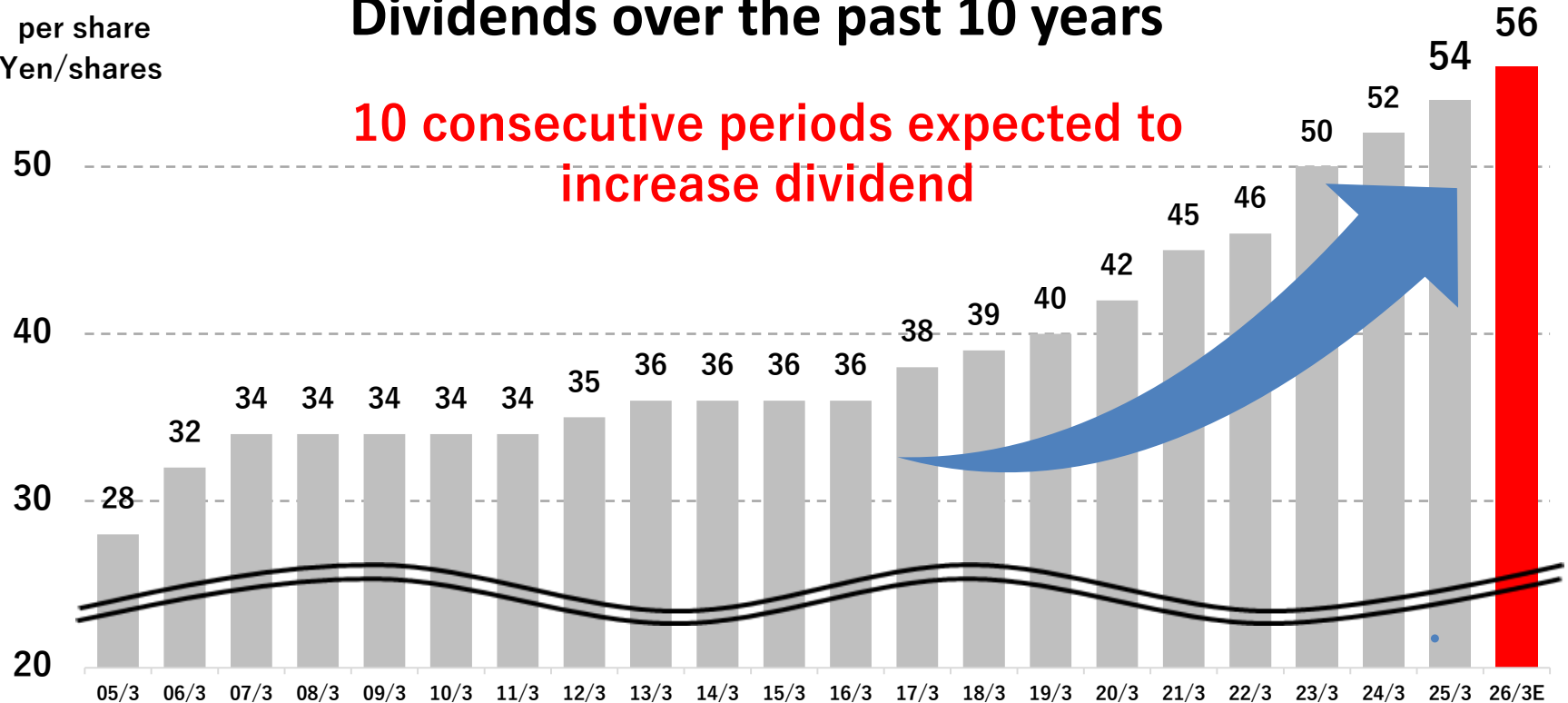
■ The Company prioritizes investment in growth foundations, balances internal reserves, and is based on the idea that the improvement of the Group's corporate value over the medium to long term will contribute to an increase in shareholder profits.

→ Our fundamental policy is to provide stable and continuous dividends as a result of this.

Annual dividends
per share
Yen/shares

Dividends over the past 10 years

10 consecutive periods expected to
increase dividend



Consolidated financial results forecasts for the fiscal year ended March 31, 2026



(Millions of yen)

	FY2026/3 Operating results	Year-on- year	Ratio to plan	Difference from plan	FY2026/3 Forecasts	Year-on- year
Operating revenue	201,234	101.2%	98.6%	(2,766)	391,000	103.1%
Operating profit	15,359	103.7%	101.7%	+259	23,500	104.9%
Ordinary profit	15,605	107.1%	102.0%	+305	23,700	106.5%
Profit attributable to owners of parent	10,360	108.4%	101.6%	+160	14,600	106.4%
Dividends	Interim 28 yen	+1 yen	—	—	Interim 28 yen Fiscal year-end 28 yen	+2 yen

We are maintaining the full-year earnings forecast that was announced on April 22, 2025.

Major measures for the fiscal year ended March 31, 2026



全部、**コメリ**ましょ。



New commercial: "Let's rely on KOMERI for everything."

[Garden Edition] <https://youtu.be/QMgHilq3wqw> [Weed Edition] <https://youtu.be/TU6RB7R6gCE>

Changes in the competitive environment

Fragmentation of formats and the ensuing competition for market share

- Home Centers, Supermarkets, Drug Stores, Convenience Stores, industry-specific stores, etc.



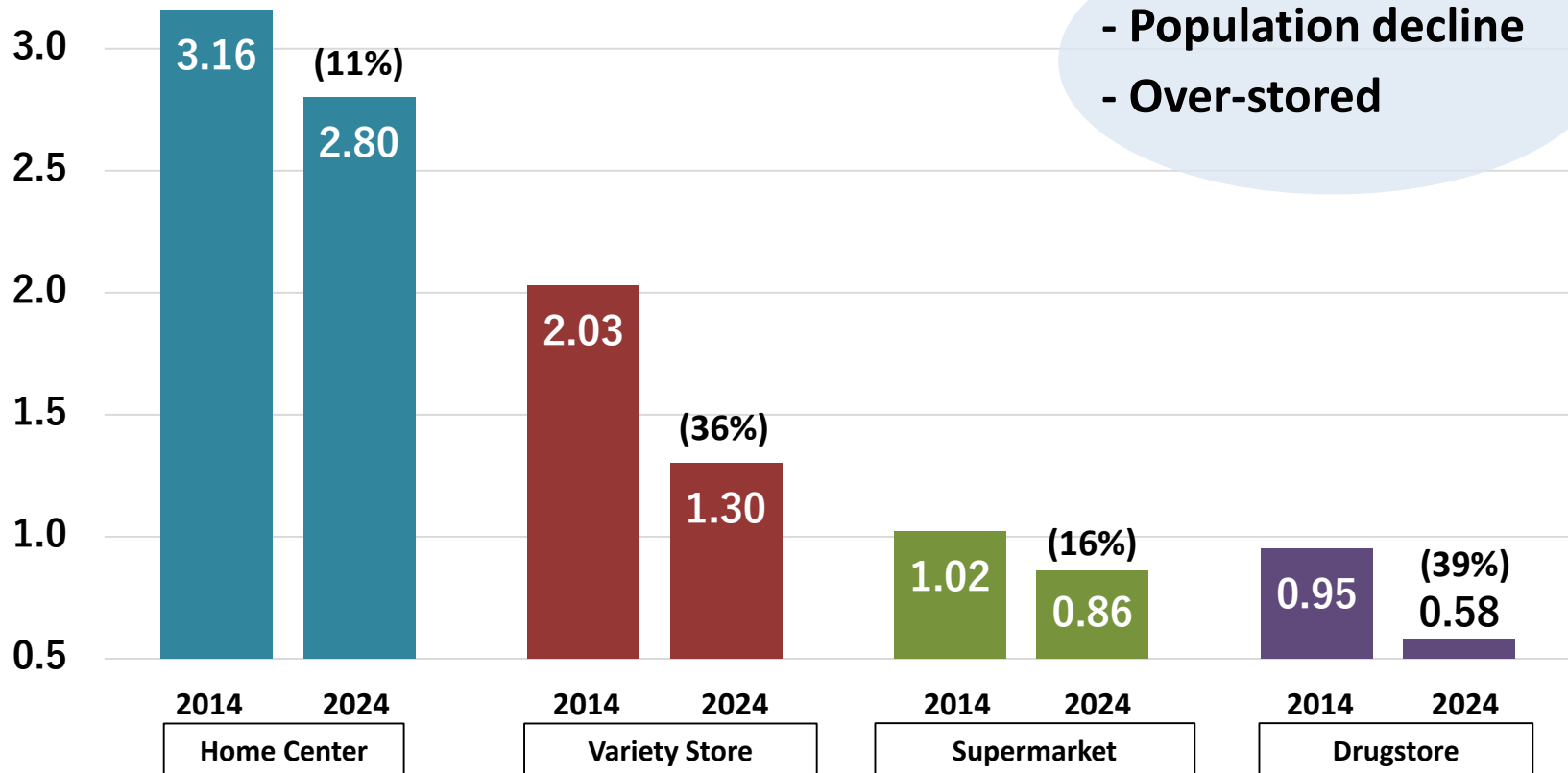
Amount taken > Amount lost = Growth

Changes in the competitive environment



Population per Store by Each Format

(ten thousand persons/stores)



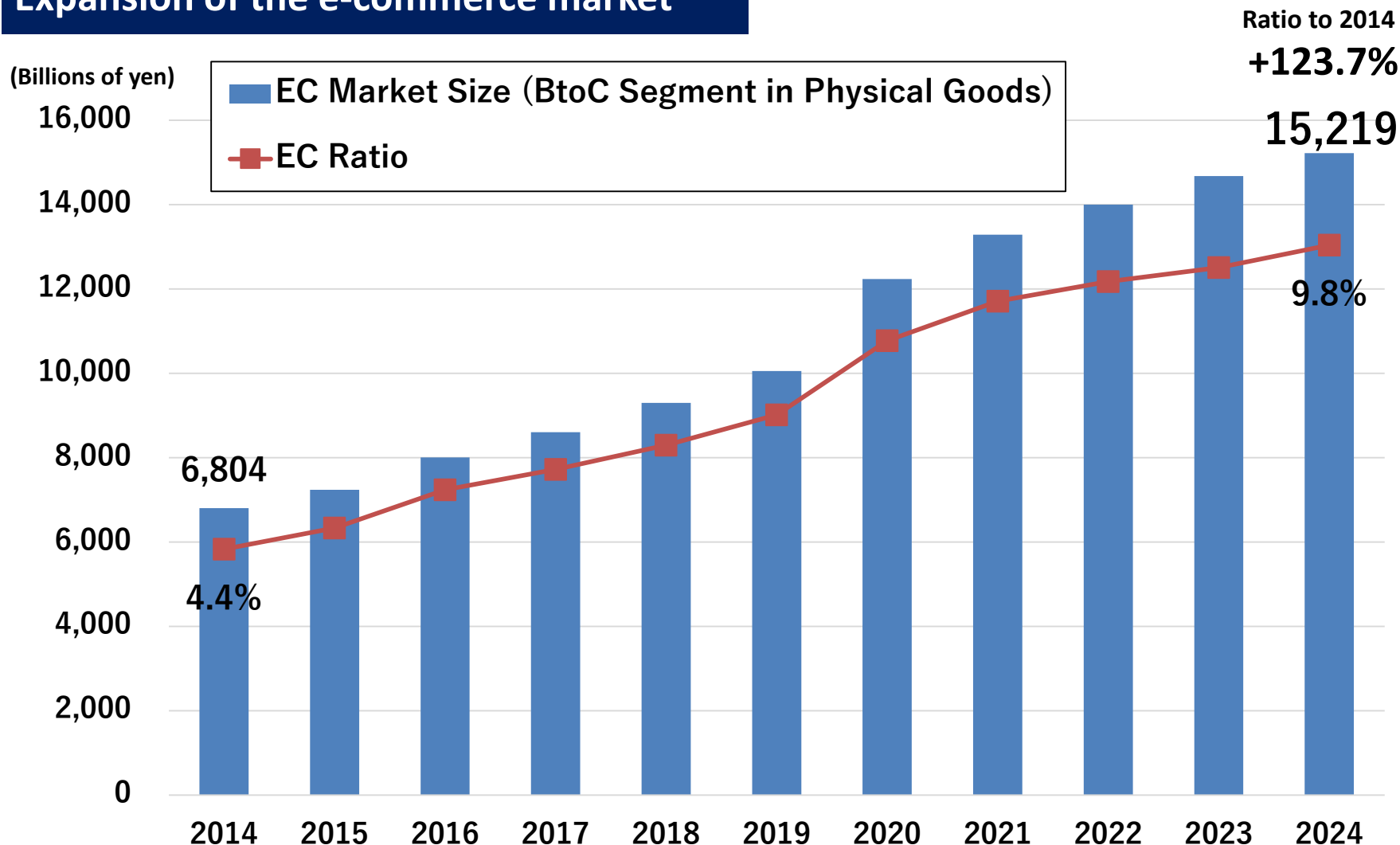
The population per store has been steadily declining.

* The population per store is calculated by dividing Japan's total population by the number of stores in each format, thus determining the population per individual store.

Changes in the competitive environment



Expansion of the e-commerce market



Source: Ministry of Economy, Trade and Industry, Bureau of Commerce and Information Policy, Fiscal Year 2024 Market Survey Report on Electronic Commerce

Status of the HC Industry



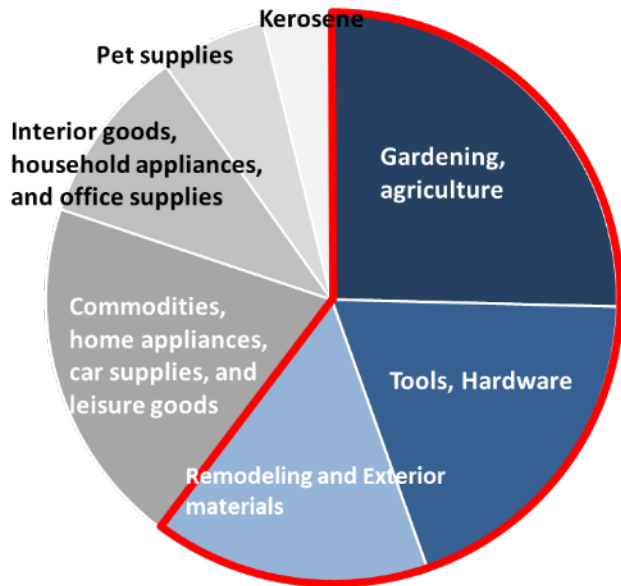
The struggles of oversized mega-stores exceeding appropriate scale

- Market share is being captured at the product-category level due to the fragmentation of various formats

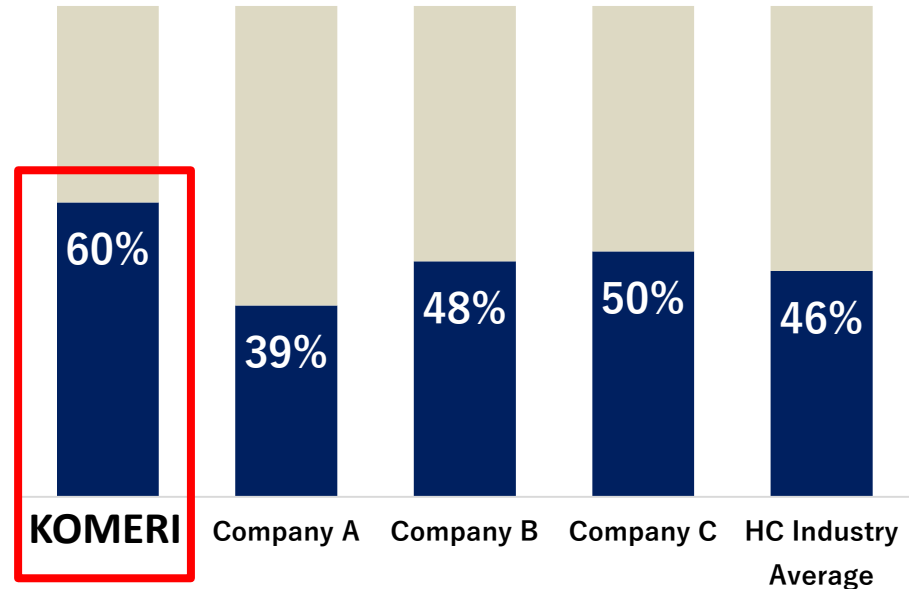
→ Store Selection Criteria ; Proximity, Affordability, Assortment

→ Differentiation through KOMERI's core category

KOMERI sales ratio by category
(FY2025/3)



In the core category sales composition comparison



Common factors among continuously growing chain Stores



- Principles and fundamentals of chain stores
- Low-cost operations
- Small trading area Format
- Deployment of related services
- Human resource development



Management that illuminates a corner

Three S principles (Simplification, Standardization, Specialization)

“ The housing-related sector “

- Many customers hold dissatisfaction in this sector.
- A sector in which many pre-modern logistics methods still prevail

1) Materials, Building Materials, Hardware, and Tools

2) Gardening and agricultural materials



Modernization of logistics by chain stores

→ Meeting the needs of specialty stores "If it's ○○, it's KOMERI"

Priority Strategies

1) Mass Merchandising of products

- Mass merchandising of products achieved through standardized multi-store deployment

2) Total coordination from production to sales

- Global Logistics: From the world's best sources

3) Achieving a low break-even point

- Thorough cost reduction

4) Logistics through modern chain stores

- Transition from traditional industry-specific distribution channels

Opening stores



Three standardized store formats

■ Hard & Green (Small trading area)

- Capable of multi-store expansion
- Potential number of stores that can be opened
→ 3,000 stores
- Low-cost operation
→ Management with a low break-even point



■ Power/PRO (Medium to large trading area)

- Collaborate with surrounding H&G stores as a flagship store



Seamless multi-store expansion utilizing three fully standardized formats.
→ The source of mass merchandising of products and Product Competitiveness

Opening stores



Low cost is our greatest competitive advantage.

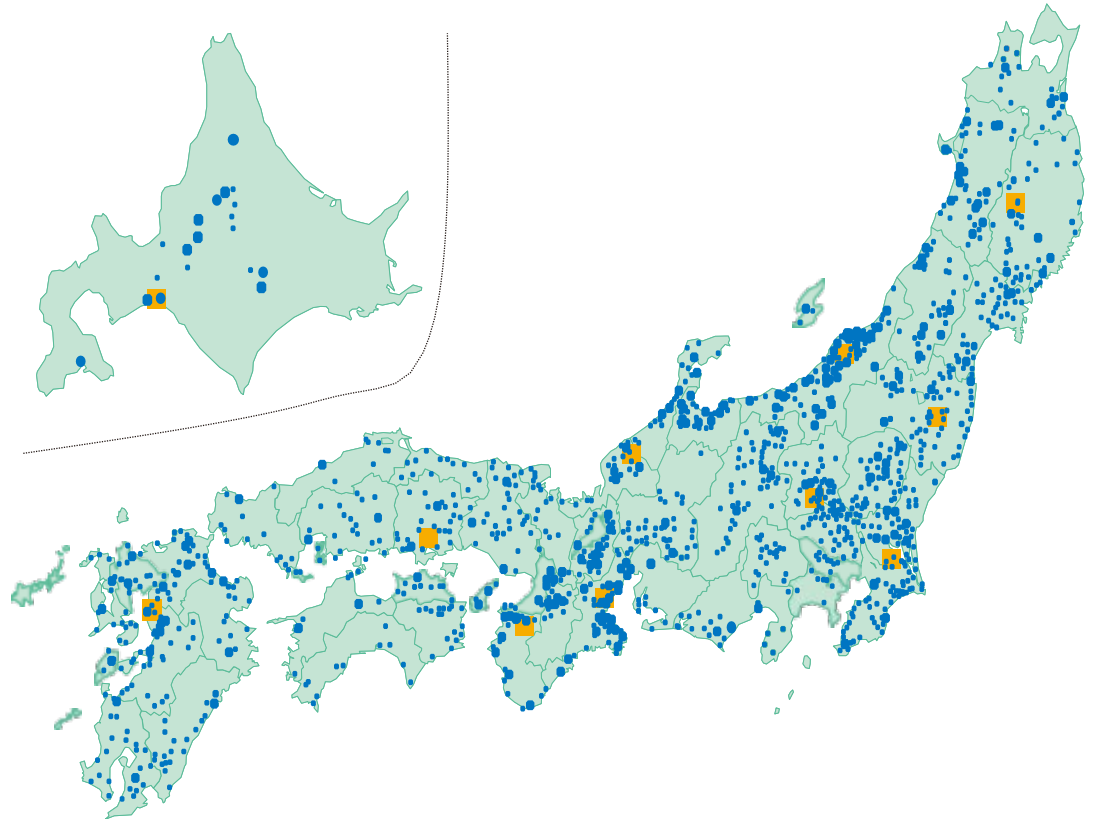
■ Achieving a low break-even point

"Construction Costs" and "System" → Achieving low-cost operations

- Population decline
- Over-stored

Stores with high break-even points
will withdraw.

Net sales added to remaining stores



Revitalization of existing stores through renovation



Responding to changes in location and competition

- **Keep Young**

Improved productivity due to renovations and the latest layout



- **Horizontal expansion of prototypes**

Promotion of successful cases of the change of store format



- **Change of store format**

Larger and more specialized according to the location



- FY2026/3 2Q Results of renovation
65 stores

(Renovation area: 103,000 m²)

- *In the second half of the fiscal year
85 stores are planned.

- After Renovation

- Net sales increased by 3.5%.

- Change of store format to Power/PRO

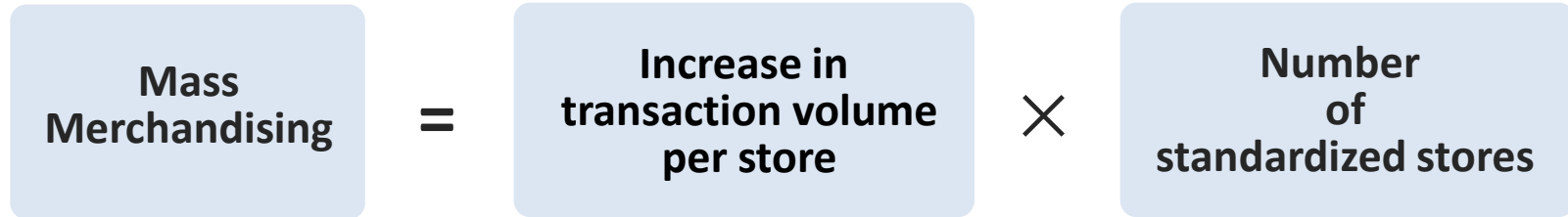
- Expansion of sales floor area and
revision of shelf allocation

- Enhancement of specialized services

Strengthen Product Competitiveness

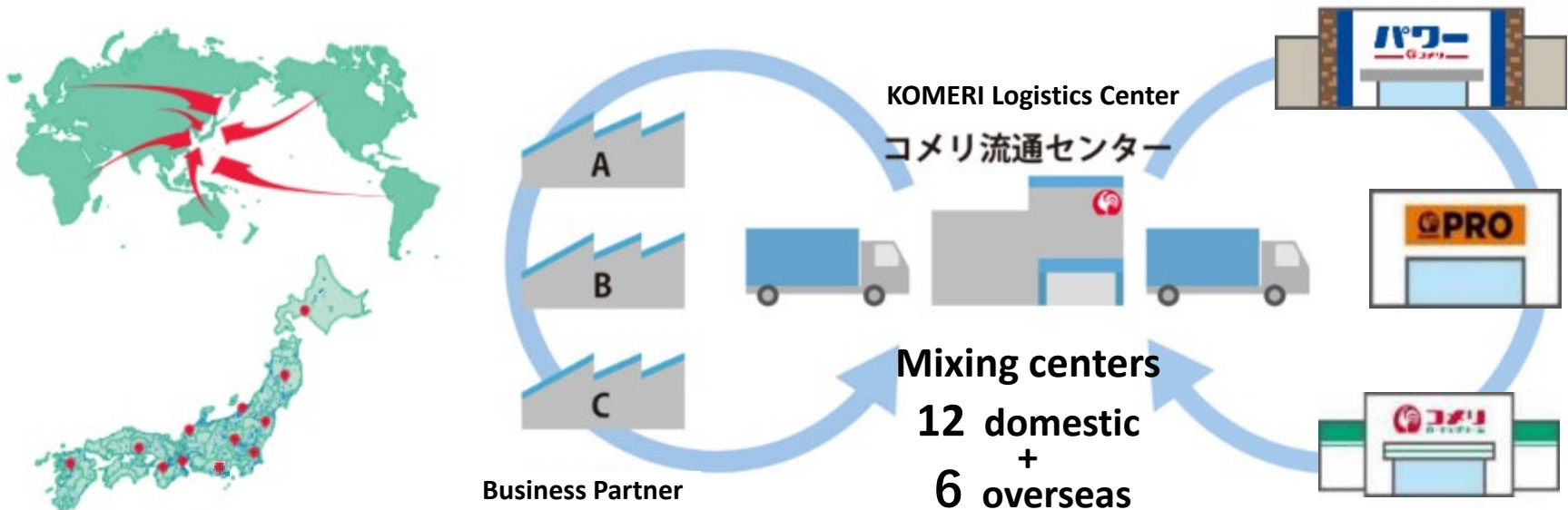


■ Enhancement of Product Competitiveness through Mass Merchandising



■ Logistics for Strengthening Product Competitiveness

- Higher quality products at lower prices, sourced from the world's best sources



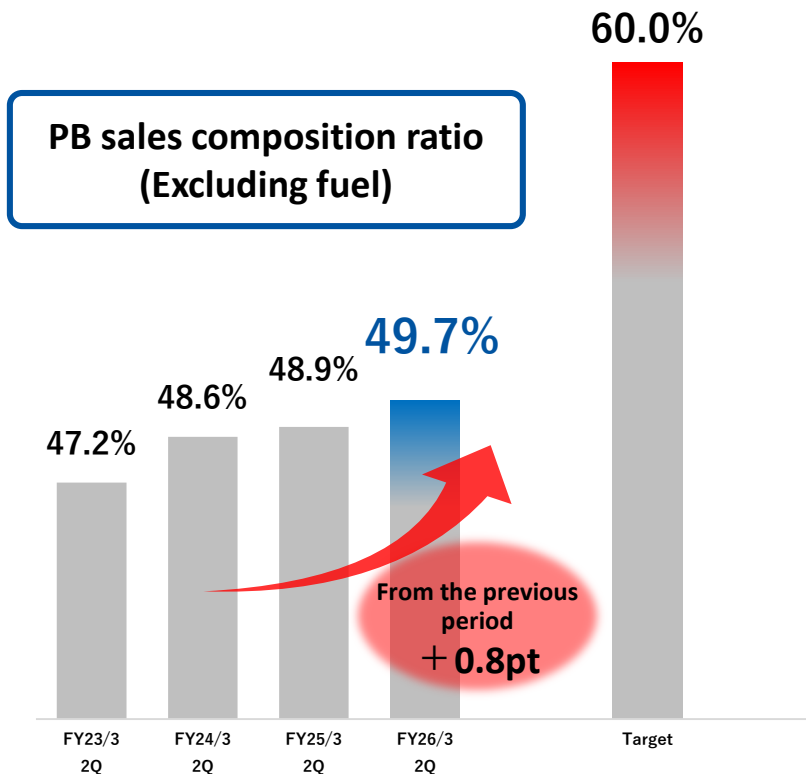
Strengthen Product Competitiveness



Strengthen private brand and category brand

Protect livelihoods (For the same product, the lowest price anywhere)

Nurture a life (For the same price, the best quality anywhere)



New Products FY2026/3 2Q



<Premium Easy Wax Spray>



<Stand bag that can also be used as a dustpan>

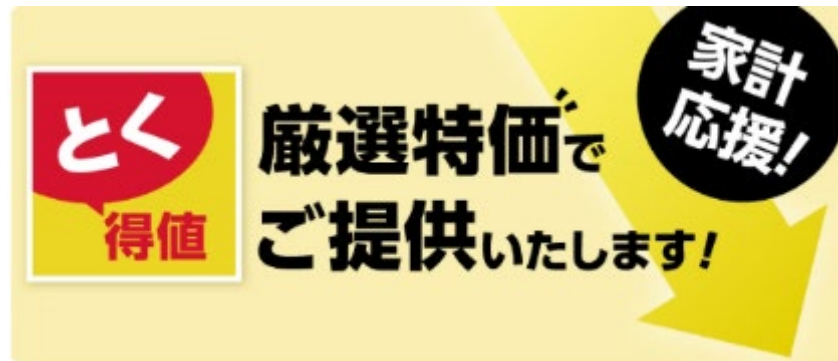
Strengthen Product Competitiveness



Strengthen sales capabilities

Promotion of EDLP (Everyday Low Price)

- Offering low-priced products every day by streamlining the SKU selection
- Low cost with bulk purchase



Complete standardization of seasonal planning

- Standardize non-staple items as well, and strengthen mass merchandising and product competitiveness



FMC (Fresh Management Center)

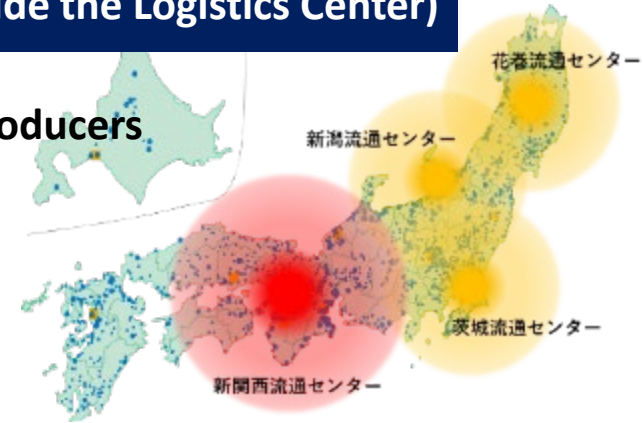


Conducting logistics and processing of cut flowers in-house (Inside the Logistics Center)

- Procuring flower materials from domestic and international producers

→ **Providing fresher and cheaper cut flowers**

- Coverage of about 1,000 stores through the operation of the new Kansai logistics Center



The Role of Logistics

**Total production
from manufacturing
to sales**

**Strengthening
of
Product Competitiveness**

**Low-Cost
Operations**



- Relocate and expand the current Kansai Center
 - Strengthen store openings in the Kansai area
 - Logistics Optimization
- Implementation of Latest System
 - Labor and manpower reduction within facilities and stores
- Vehicle idle time :
Average reduced from 25 minutes to 5 minutes

Low-Cost Operation



Stop, do elsewhere, review frequency, change method

■ Purchasing and Delivery

- Logistics Center
 - Inspection and delivery by sales floor
- EDLP Policy, etc.

■ Sales Floor

- Unit Control
- FRM, SRP, etc.

■ DX

- Self-checkout register
- Cleaning Robot
- Improvement of automated ordering ratio
- Semi-automation of operation plans, etc.



Create Customer Interaction Time (Consultative Sales)

Remodeling Business



Chain remodeling utilizing over 1,200 stores

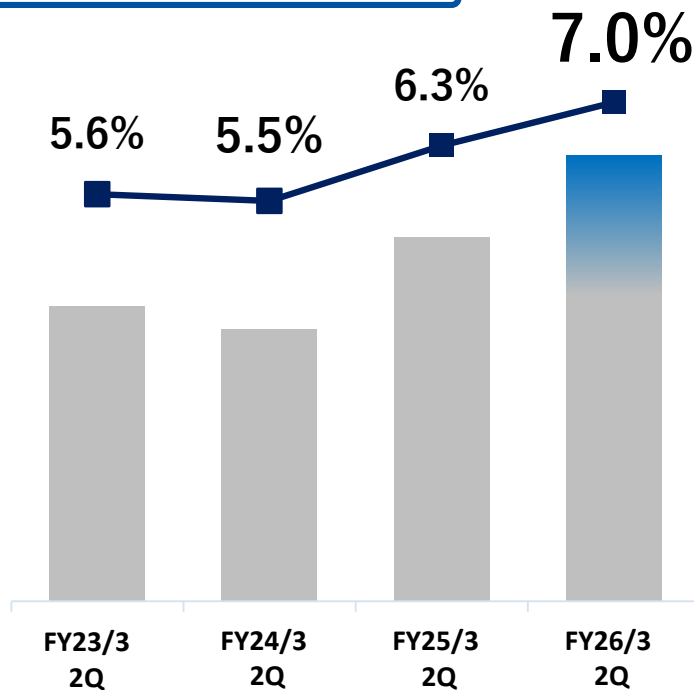
- Standardized "Product Competitiveness, Proposal Capability, and Construction Competence"
- Remodeling Meister Level 2 Acquisition Rate : 82.7%
(As of September 30, 2025)



Integration of the Internet and physical stores

- Leveraging the strengths of over 1,200 physical stores
- EC sales : 115.3% (YoY) EC sales ratio : 7.0% (up 0.7 points YoY).
- Ratio of In-Store Pickups for E-Commerce Orders Over 80%

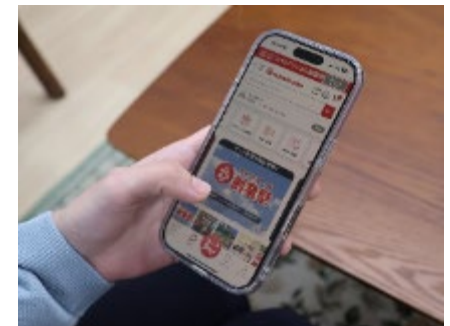
EC sales ratio



520,000 SKUs
can be ordered online

 **KOMERI.COM**

BOPIS
In-store Pickup
Without Shipping Charges



Developing loyal customers

- Six types of cards tailored to the payment needs of individuals, farmers, corporations, etc
→ Sales composition ratio by cardholder : Approximately 50%
- FSP initiative that provides preferential point rates based on the annual purchase Amount
- CRM tailored to customer needs through the integration of cards and app.

FSP system



Linking with apps



CRM tailored to customers



Initiatives in the agricultural sector



Improving convenience for agricultural workers

- Agricultural business managers 98 people
 - Agricultural guidance provided at 518 stores
- Collaboration with 6 JA organizations (As of September 30, 2025)
 - Expanded the number of stores handling JA products to 39 stores.
 - The "Three-Way Satisfaction" of JA, agricultural workers, and KOMERI



Agricultural business managers provide agricultural guidance.



in June 2025, Commencement Ceremony of Collaboration with JA Yamanashi Mirai

Creating the Only One Home Improvement Center



Human capital investment

Developing human resources capable of resolving customers' issues

Proposing ability

- Our unique Meister system
→ Hardware, gardening, renovations, etc.



Product knowledge and job proficiency

- E-learning
- OJT and Off-JT



Management

- Seminar in the United States
- Seminar for Mid-Level Employee Development, etc.



Job rotation system

- Enhancement of expertise through strategic personnel job rotations
→ Enhancement of problem-solving abilities from a multifaceted perspective
- Introduction of the FA System
→ Self-nomination system for desired departments

Active participation of diverse human resources



- Promotion of women's advancement



(As of September 30, 2025)

Labor saving in store operations

→ 478 female employees are active in store management positions

[Large-scale stores]

2 store managers, 5 assistant store managers, 358 group leaders

[H&G]

113 store managers

- Improvement of the recruitment environment

コメリグループ採用選考におけるお約束

- 私たちは、応募してくださる皆さんの個性と尊厳を尊重します。
- 私たちは、応募してくださる皆さんにいかなるハラスメント行為も行いません。
- 私たちは、応募してくださる皆さんに公平な選考環境を提供します。

(採用活動に関するご相談窓口)

コメリグループへの就職活動の際に、ハラスメントなどの不適切な行為に関するご申告やご相談がございましたら、以下の窓口までご連絡いただきますようお願い申し上げます。ご連絡いただいたことで選考が不利になることはありません。

社内相談窓口



メール: soudan@bit.or.jp

社外相談窓口

メール: cshirase@yesus.co.jp

コメリグループ
防止方針



(Formulated on September 30, 2025)

KOMERI Group Fair Recruitment Policy

- Respect for the human rights and diversity of applicants
- Fair and transparent recruitment activities

Sustainability Initiatives



- Expansion of the introduction of solar power generation equipment



	FY2026/3 2Q Number of installations	Cumulative number of installations As of September 30, 2025
Stores	2	21
Logistics Center	1	5
Total	3	26

Estimated annual CO2 emissions reduction : Approx. 630t

- Development of environmentally friendly products



Baudon bag

of PB "BICROP" of agricultural supplies

→ Reducing plastic in existing products by **20%**

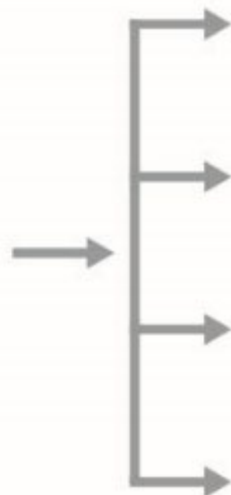
Also suppress environmental impact during transportation.

Social contribution activities



Community Contribution through the "Komeri Greenery Fund"

Since 1990, about 1% of profits have been returned to society every year.



KOMERI Midori Ikuseizaidan
(Public Interest Incorporated Foundation)

KOMERI Disaster Management Center
(Non-profit Organization)

SETSURYOSHA Artistic Cultivation Foundation
(Public Interest Incorporated Foundation)

Promotion of regional culture and social
development

Total activities over 35 years : Approx. 2.6 billion yen

Social contribution activities



KOMERI Midori Ikuseizaidan (Public Interest Incorporated Foundation)

Conservation Activities for Natural Environment and Satoyama Areas

Grant from Komeri Greenery Fund
Volunteer activities

Promotion and support activities
for agriculture



We collaborate with local governments and communities to engage in activities for the conservation of the natural environment, forest maintenance, and the preservation and cultivation of natural surroundings.

General public grant 42 Organizations (21 Prefectures) (FY2024)

Social contribution activities



KOMERI Disaster Management Center (Non-profit Organization)



**Nerima Ward Comprehensive Disaster Drill
in August 2025**



**Signing Ceremony of the Agreement with
Yawatahama City, Ehime Prefecture, in July 2025**

20 years since establishment

- Concluded material support agreements with 1,185 organizations (As of September 30, 2025)
- We are committed to enhancing the awareness of "disaster prevention and mitigation" in each local government.

Social contribution activities



**SETSURYOSHA Artistic Cultivation Foundation
(Public Interest Incorporated Foundation)**



- Support for the Development of Emerging Artists
 - Support for study abroad in Florence for winners of the Florence Prize Exhibition
- Invitation from the Italy Pavilion at the Osaka-Kansai Expo
 - Panel discussion on support activities for the development of young artists



[Notes on the Outlook]

Some of the information disclosed by the Company may contain forward-looking statements. These statements are based on assumptions made based on information currently available to the Company, and involve various risks, uncertainties, and uncertainties. Therefore, actual financial results may be different from the Company's forecasts.