

# KOMERI CO., LTD.

Nine months ended December 31, 2025  
Financial Results

(from April 1, 2025 to December 31, 2025)



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



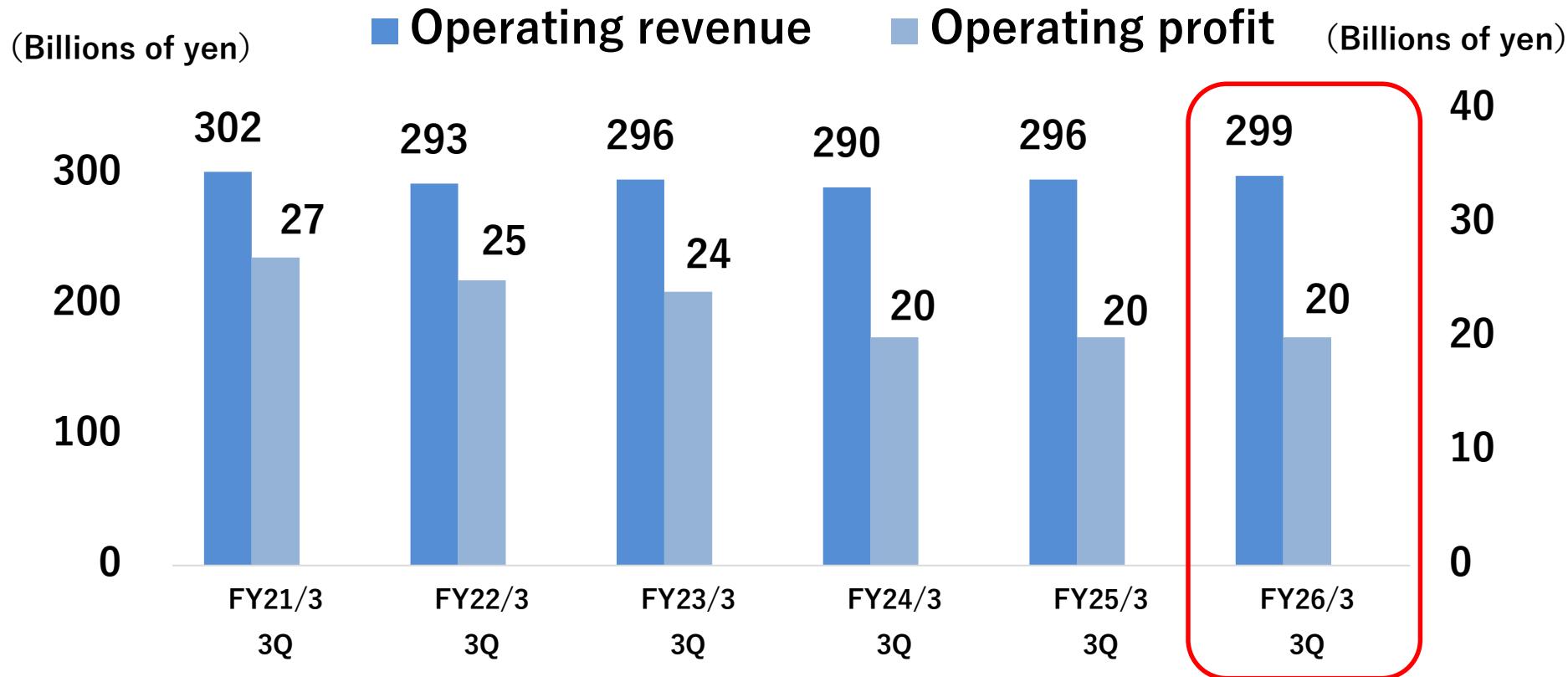
January 27, 2026  
Prime Market of Tokyo Stock Exchange (8218)

# Consolidated financial results for the nine months ended December 31, 2025



	Nine months ended December 31, 2025 Operating results	Operating revenue Ratio	Year-on-year
Operating revenue	<b>299,194</b>	<b>100.0%</b>	<b>101.1%</b>
Operating gross profit	<b>102,776</b>	<b>34.4%</b>	<b>101.8%</b>
Selling, general and administrative expenses	<b>82,132</b>	<b>27.5%</b>	<b>102.2%</b>
Operating profit	<b>20,643</b>	<b>6.9%</b>	<b>100.2%</b>
Ordinary profit	<b>21,010</b>	<b>7.0%</b>	<b>103.2%</b>
Profit attributable to owners of parent	<b>13,926</b>	<b>4.7%</b>	<b>104.4%</b>

# Trends in Operating revenue and Operating profit



- Sales of agricultural materials, our core category, have remained strong.
- During June and July, temperatures were high, and sales of cooling appliances and shading products remained steady. However, temperatures did not drop in December, and sales of heating products and snow removal products were weak.
- Sales of generators, dry batteries, etc. declined due to a reaction in response to last year's special demand for disaster prevention supplies.

# Results by products category



	Nine months ended December 31, 2025				
	Net sales	Year-on-year	Operating revenue ratio	Gross profit ratio	Year-on-year
Tools, Hardware and Working supplies	54,280	100.8%	18.2%	42.3%	(0.2)
Remodeling and Exterior materials	43,660	99.9%	14.6%	28.8%	+ 0.1
Gardening, agriculture, and pet supplies	93,783	102.2%	31.4%	30.6%	+ 0.5
Commodities, home appliances, car supplies, and leisure goods	59,305	100.6%	19.8%	25.4%	+ 0.3
Interior goods, household goods, and office supplies	26,392	98.4%	8.8%	39.6%	(0.1)
Fuel, etc.	7,515	105.5%	2.5%	11.8%	(0.4)
Other	11,131	105.1%	3.7%	31.2%	—
Home Center business total	296,068	101.1%	99.0%	34.4%	+ 0.2

- Sales of products for construction contractors, such as work sheets and electrical materials, remained strong.
- Decrease in sales amount due to the market price decline of plywood, etc.
- The private brand "CRUZARD" for car supplies remains strong.
- Temperatures did not drop in December, and sales of interior goods such as rugs for autumn and winter were weak.

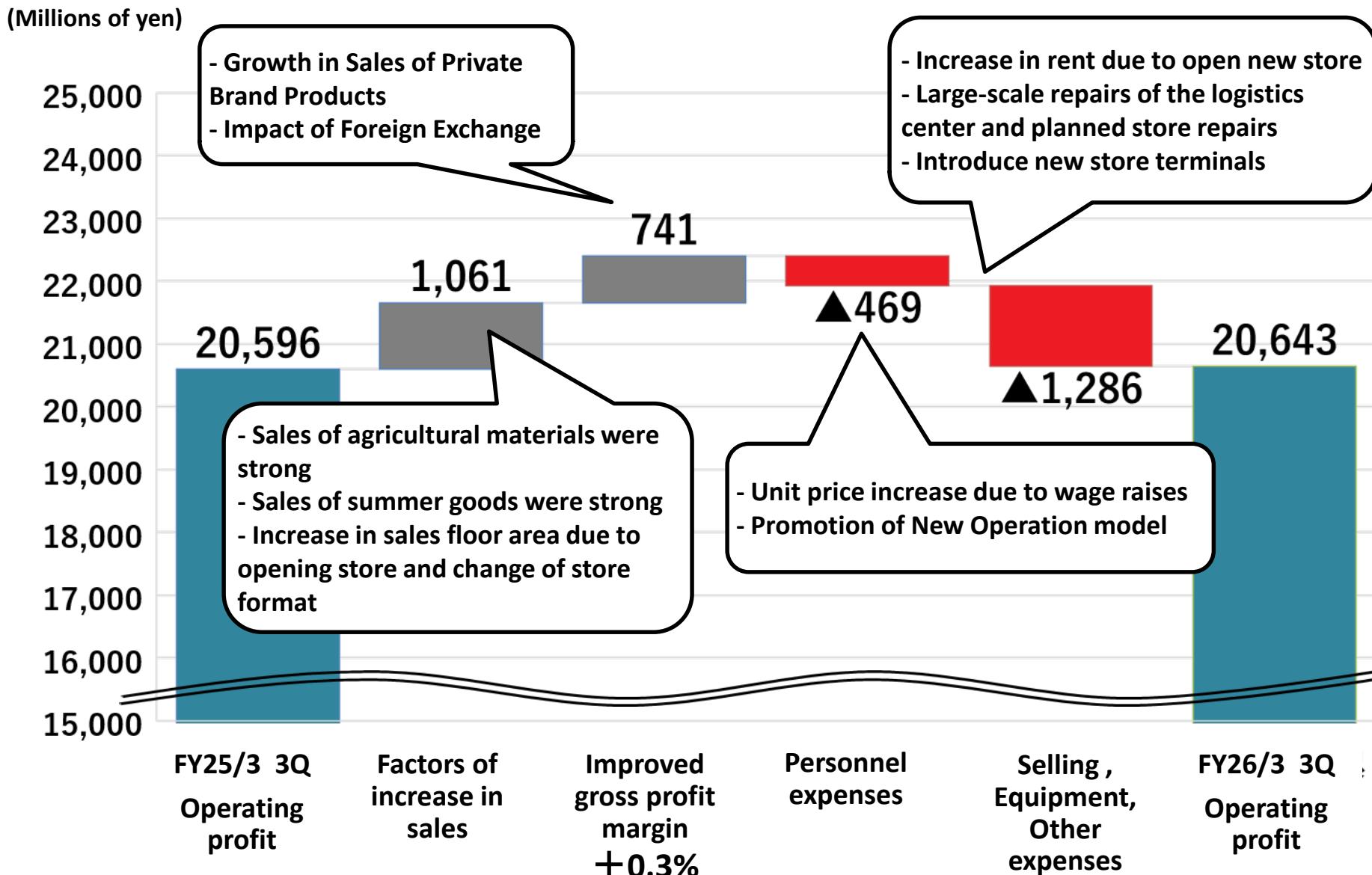
# Results by store format



	Nine months ended December 31, 2024		Nine months ended December 31, 2025	
	Net sales Year-on-year	Net sales Ratio to existing	Net sales Year-on-year	Net sales Ratio to existing
<b>Power</b>	<b>103.1%</b>	<b>101.3%</b>	<b>102.5%</b>	<b>100.3%</b>
<b>PRO</b>	<b>143.7%</b>	<b>107.1%</b>	<b>125.7%</b>	<b>106.2%</b>
<b>Hard &amp; Green</b>	<b>100.8%</b>	<b>100.4%</b>	<b>99.5%</b>	<b>99.4%</b>
<b>Total</b>	<b>102.1%</b>	<b>100.8%</b>	<b>101.0%</b>	<b>99.8%</b>

- In Power, summer-related products such as air conditioning supplies are performed steadily.
- In PRO, sales of consumables 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 was largely affected by sluggish sales of snow removal-related products.

# Operating profit increase/decrease factors



# Selling, general and administrative expenses



	Nine months ended December 31, 2025		
	Operating results	Year-on-year comparison	Year-on-year difference
Personnel expenses	36,330	101.3%	+ 469
Selling expenses	9,431	98.2%	(175)
Equipment expenses	27,562	103.1%	+ 823
Other expenses	8,807	107.8%	+ 637
Total	82,132	102.2%	+ 1,755

- Control of the increase in personnel expenses through the new operation model.
- Increase in rents due to open new stores.
- Large-scale repairs to logistics centers and planned store repairs.
- Introduced new store terminals to improve productivity.

# Consolidated balance sheets

	Item	As of December 31, 2025	As of March 31, 2024	Increase/decrease from the previous fiscal year-end	As of December 31, 2024	Increase/decrease Year-on-year
Assets	Current assets	180,622	181,484	(862)	179,665	+ 956
	Cash and deposits	18,833	16,342	+ 2,491	21,306	(2,472)
	Products	118,242	130,419	(12,177)	119,529	(1,287)
	Non-current assets	209,418	205,176	+ 4,241	195,856	+ 13,562
	Property, plant and equipment	182,383	178,258	+ 4,125	169,439	+ 12,943
	Intangible assets	9,284	9,120	+ 163	9,136	+ 147
	Total assets	390,041	386,661	+ 3,379	375,521	+ 14,519
Liabilities	Current liabilities	96,439	105,740	(9,300)	100,061	(3,622)
	Short-term interest-bearing liabilities	12,384	22,613	(10,229)	16,664	(4,280)
	Non-current liabilities	37,048	34,604	+ 2,443	30,254	+ 6,793
	Long-term interest-bearing liabilities	13,904	11,530	+ 2,374	11,899	+ 2,005
	Total liabilities	133,488	140,345	(6,856)	130,316	+ 3,171
Total net assets		256,553	246,316	+ 10,236	245,205	+ 11,347
Total liabilities and Total net assets		390,041	386,661	+ 3,379	375,521	+ 14,519

# Growth Foundation Investment ~Investment plan~



	FY2026/3 Plan	>>	FY2026/3 3Q Results	
Opening stores	<b>35 stores</b> <b>13 billion yen</b>	>>	<b>11 stores</b> <b>5.7 billion yen</b>	
Renovation of existing stores, etc.	Over 10% of the total sales floor area  <b>3 billion yen</b>	>>	<b>115 Stores</b> <b>1.5 billion yen</b>	
Logistics Center (Non-store)	Establishment of new centers Expansion of existing center functions  <b>12 billion yen</b>	>>	Establishment of new centers Expansion of existing center functions  <b>9.1 billion yen</b>	
Various system investments	<b>2 billion yen</b>	>>	<b>1.2 billion yen</b>	
Total	<b>30 billion yen</b>	>>	<b>17.5 billion yen</b>	

# Results of store openings and renovations



## ■ Opening stores

(As of December 31, 2025)

Total number of stores: 1,228 stores

Total sales floor area: Compared to the previous term-end 100.9%

Opening stores	Total	Power	PRO	H&G	Athena
FY2026/3 plan	35	8	8	19	0
FY2026/3 3Q Result	11	3	2	6	0
Closed	11	0	0	9	2
Increase/decrease in the number of stores	0	+3	+2	(3)	(2)

## ■ Renovation

Renovation	Number of stores	Renovated scale
FY2026/3 3Q Results	115	Renovation area 216,000m <sup>2</sup>
FY2026/3 Plan	About 150	Total sales floor area 10% or more

- Horizontal expansion of H&G prototypes

- Keep Young

After Renovation  
Sales increased by **2.6%**

# Strengthening of logistics



## ■ Role of logistics

**Total production  
from manufacturing  
to sales**

**Strengthen of Product  
Competitiveness**

**Low-Cost  
Operations**



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

# Strengthen Product Competitiveness

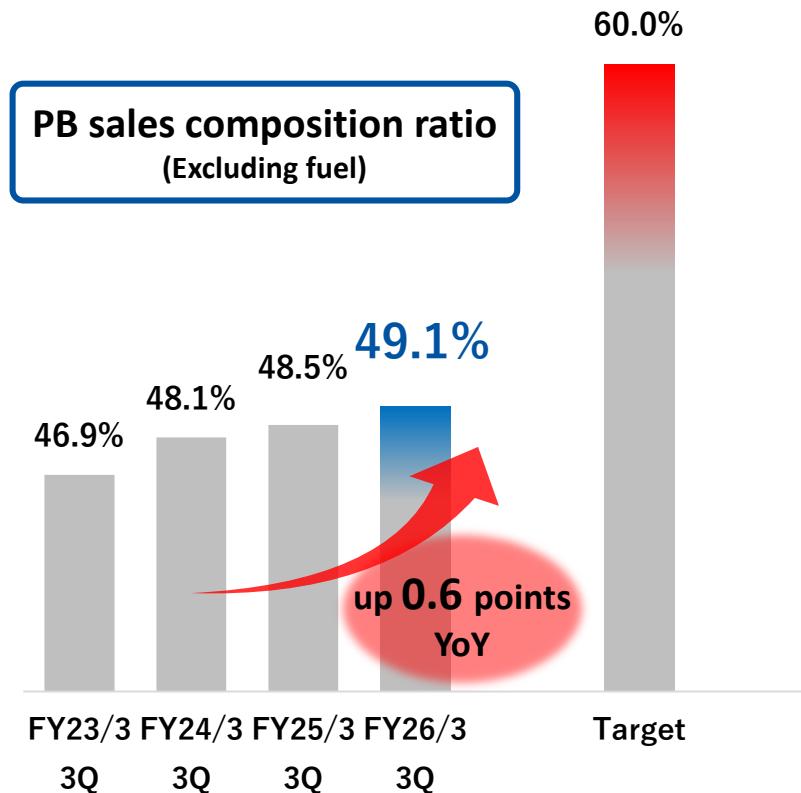


## ■ Strengthen private brands and category brands

Protect livelihood - For the same product, the lowest price anywhere -



Nurturing a life - For the same price, the best quality anywhere -



Net sales of PB Year-on-year 101.9%

# Remodeling Business



## ■ Chain remodeling utilizing over 1,200 stores

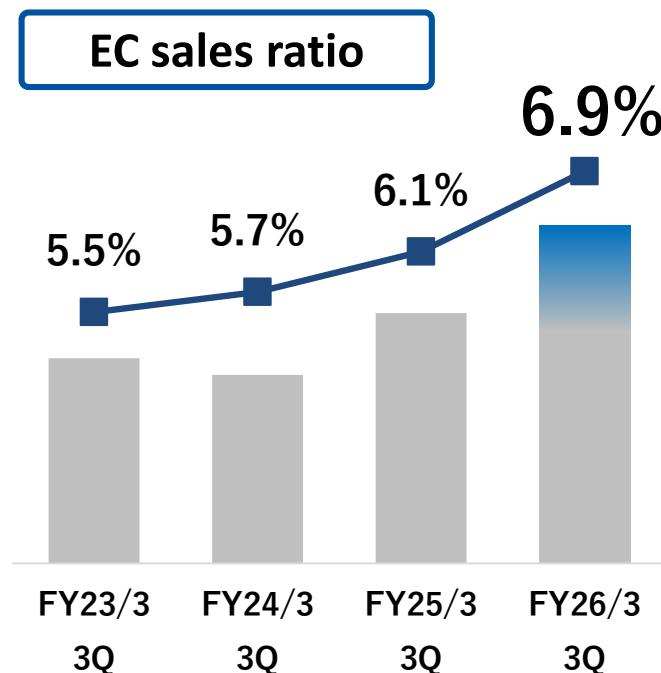
- Standardized "Product Competitiveness, Proposal capability, and construction competence"
- Remodeling Meister Level 2 Acquisition Rate: 84.8%

(As of December 31, 2025)



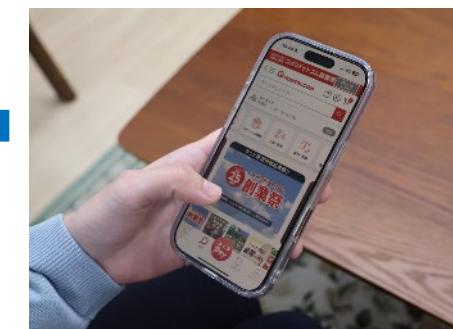
## ■ Integration of the Internet and physical stores

- Leveraging the strength of over 1,200 physical stores
- EC sales : **113.7%** (YoY)
- EC sales ratio : **6.9%** (up 0.8 points YoY)
- In-store Pickup ratio of E-Commerce orders over 80%



**BOPIS**  
In-Store Pickup  
without shipping fees

**520,000 SKUs**  
can be ordered online

The logo for KOMERI.COM, featuring the red rooster head and the text "KOMERI.COM" in red.

## ■ Developing loyal customers

- Six types of cards tailored to the payment needs of individuals, agricultural business, corporations, etc.  
→ Sales composition ratio of cardholders : Approximately 50%
- FSP system that give 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 app



CRM tailored to customers



## ■ Expansion of low-cost operation

- The number of stores with self-checkout systems has expanded to 163
- The number of stores using cleaning robots has expanded to 26
- Introducing various code payment services from June 2025
- Introducing tablet devices to all stores for use in customer service and work communication.

(As of December 31, 2025)



# Initiatives in the agricultural sector



## ■ Improving Convenience for agricultural workers

- Agricultural adviser 95 people Agricultural guidance provided at 492 stores
- Collaboration with 6 JA
  - The number of stores handling JA products has expanded to 39.
  - "Three-Way Satisfaction" for JA, agricultural workers, and Komeri
- We plan to start collaboration with 2 more JAs during this fiscal year.

(As of December 31, 2025)



Agricultural adviser provide agricultural guidance



In June 2025, Commencement Ceremony of collaboration with JA Yamanashi Mirai

# Sustainability Initiatives



## - Product development that considers the environment



ウッドデザイン賞受賞  
JAPAN WOOD DESIGN  
AWARD 2025  
-Encouragement Award -



### "Eco-creo piles"

Treated timber piles impregnated with water-based

→ Utilizing unused knotty wood

→ Uses insect repellent and preservatives with  
low environmental impact

## - Opened "SETSURYOSHA Gallery"



Opened "SETSURYOSHA Gallery" in the new  
Komeri Power Kurosaki store (December 2025)

- Exhibition and sales of the works of the top winners of the Firenze Awards Exhibition held by the SETSURYOSHA Museum of Art
- Expected to bring moisture to the living environment and contribute to a variety lifestyle

# Sustainability Initiatives



## - Started Intermodal Palletization using international transportation



System to share and transport the same pallet internationally when importing PB products

- Reduce costs of purchasing and disposing wooden pallets  
→CO2 emissions: About 170 tons reduction per year
- No need for transshipment, reduce transportation load  
→Working time About 1,016 hours reduction per year

## - Expansion of the introduction of solar generation equipment



	FY2026/3 3Q Number of installations	Total number of installations As of December 31, 2025
Stores	2	21
Logistics Center	1	5
Total	3	26

Estimated annual CO2 emissions reduction: Approx. 630t

# Human capital investment



- "People are the most important pillar of our business"



Kenwa-juku

## "Kenwa-juku"

Human resources development curriculum

- Developing next-generation executive candidates from the medium to long term perspective
- Educational curriculum to nurture human resources who can inherit and practice the founding spirit of "unchanging and ever-changing"(fuekiryuko)

## Proposal ability

Unique Meister system

Hardware, agriculture, remodeling, etc.



## Product and business knowledge

E-learning

OJT and Off-JT



## Management

Seminar in the United States

Mid-career development seminar etc.

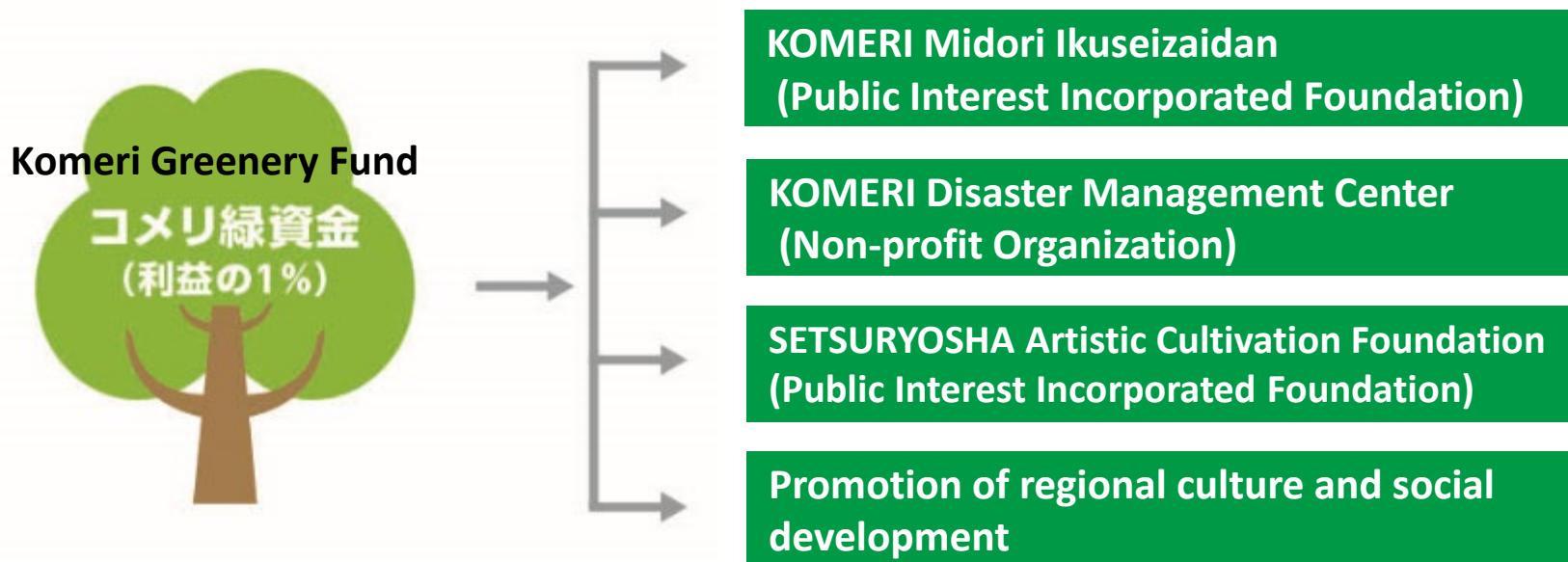


# Social contribution activities



## ■ Community contribution through the "Komeri Green Fund"

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



Total activities over 35 years : Apporox. 2.6 billion yen

# Social contribution activities



## Grant from Komeri Greenery Fund



## Komeri Green Fund Volunteer activities



## Promotion and support activities for agriculture



- In cooperation with local governments and community, we are engaged in activities to protect the natural environment, forest maintenance, greening activities, etc.
- Deliberation Committee to decide on grant recipients in December (FY2025)  
→Subsidies for 35 organizations in 24 prefectures

# Social contribution activities



NPO法人  
コメリ災害対策センター



<Agreement Signing Ceremony>



In New Kansai Center/Introduction of disaster initiatives

Established 20 years of the KOMERI Disaster Management Center, a non-profit organization

- Concluded material support agreements with 1,202 organizations (as of the end of December 2025)
- Establish a system to quickly supply necessary supplies in the event of a disaster

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



(Millions of yen)

	FY2026/3 Operating results	Year-on-year	FY2026/3 Forecasts	Year-on-year
Operating revenue	299,194	101.1%	391,000	103.1%
Operating profit	20,643	100.2%	23,500	104.9%
Ordinary Profit	21,010	103.2%	23,700	106.5%
Profit attributable to owners of parent	13,926	104.4%	14,600	106.4%
Dividend	Interim 28 yen	+1 yen	Interim 28 yen Fiscal year-end 28 yen	+2 yen

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



#### 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.