

Note: This document has been translated from a part of the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.

Securities Code: 8218

(June 4, 2026)

Start date of measures for providing information in electronic format: May 28, 2026

To our shareholders:

Yuichiro Sasage  
President and CEO  
**KOMERI CO., LTD.**  
4501-1, Shimizu, Minami-ku, Niigata-shi

## NOTICE OF THE 65TH ORDINARY GENERAL MEETING OF SHAREHOLDERS

We are pleased to announce the 65th Ordinary General Meeting of Shareholders of KOMERI CO., LTD. (the “Company”), which will be held as described below.

If you are unable to attend the meeting in person, you may exercise your voting rights via the internet, etc. or in writing (postal mail). Please exercise your voting rights no later than Wednesday, June 24, 2026 at 6:00 p.m. (JST) after reviewing the attached Reference Documents for the General Meeting of Shareholders.

When convening the General Meeting of Shareholders, the Company takes measures for electronic provision of information that constitutes the content of Reference Documents for the General Meeting of Shareholders (items subject to measures for electronic provision). This information is posted on each of the following websites, so please access either of the websites to review the information.

The Company’s website:

[https://www.komeri.bit.or.jp/ir/general\\_meeting/](https://www.komeri.bit.or.jp/ir/general_meeting/) (in Japanese)

Tokyo Stock Exchange (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 “KOMERI” in “Issue name (company name)” or the Company’s securities code “8218” 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].”)

- 1. Date and Time:** Thursday, June 25, 2026 at 10:00 a.m. (JST)  
(Reception to begin at 9:00 a.m.)
- 2. Venue:** Large Conference Room (4th Floor), Head Office of the Company  
4501-1, Shimizu, Minami-ku, Niigata-shi

### 3. Purposes:

#### Items to be reported:

1. The Business Report and the Consolidated Financial Statements for the 65th Fiscal Term (from April 1, 2025 to March 31, 2026), as well as the results of audits of the Consolidated Financial Statements by the Accounting Auditors and the Audit & Supervisory Committee
2. The Non-Consolidated Financial Statements for the 65th Fiscal Term (from April 1, 2025 to March 31, 2026)

#### Items to be resolved:

- Proposal No. 1** Election of Six (6) Directors (Excluding Audit & Supervisory Committee Members)  
**Proposal No. 2** Election of Three (3) Directors who are Audit & Supervisory Committee Members

## Reference Documents for the General Meeting of Shareholders

### Proposal No. 1 Election of Six (6) Directors (Excluding Audit & Supervisory Committee Members)

All eight (8) current Directors (excluding Audit & Supervisory Committee Members; the same applies hereinafter in this proposal) will conclude their terms of office at the conclusion of this meeting.

Accordingly, the Company proposes the election of six (6) Directors, reducing the number of Directors by two (2) to streamline the management structure. Despite this reduction, the Board of Directors will maintain its diversity and comprise members with extensive experience and profound insights.

The Audit & Supervisory Committee of the Company has determined that all of the candidates for Directors in this proposal are qualified to serve as Director.

The candidates for Director were resolved to be nominated after the deliberations at the Nomination and Remuneration Committee, a voluntary committee with a majority of Independent Outside Directors.

The candidates for Directors are as follows:

No.	Name	Gender	Current position in the Company	
1	Yuichiro Sasage	Male	President and Chief Executive Officer	Reelection
2	Hiroshi Hayakawa	Male	Director and Managing Executive Officer	Reelection
3	Naoshi Hosaka	Male	Director and Managing Executive Officer	Reelection
4	Hirokazu Hasegawa	Male	—	New Election Outside Independent
5	Rieko Takegawa	Female	Outside Director	Reelection Outside Independent
6	Shigeyuki Mori	Male	Director and Executive Officer	Reelection

Reelection: Candidate for reelection as Director

New Election : Candidate for new election as Director

Outside: Candidate for Outside Director

Independent: Independent Director as defined by the Tokyo Stock Exchange

Candidate No. **1**

## Yuichiro Sasage

### Reelection

Date of birth / Gender  
May 20, 1956 / Male

Number of the Company's  
shares owned  
1,390,721 shares

Number of years in office  
34 years

Attendance at Board of  
Directors' Meetings  
12 / 12 times (100%)

#### Career summary, position in the Company and responsibilities

Apr. 1988      Joined the Company  
Jun. 1992      Director, the Company  
Mar. 1996      Managing Director, the Company  
Jun. 1997      Executive Director, the Company  
Jun. 2002      Executive Vice-President, the Company  
Jun. 2003      President and COO, the Company  
Jun. 2014      President, CEO and COO, the Company  
Jun. 2020      President and Chief Executive Officer, the Company (current)

#### Significant concurrent positions outside the Company

President, HOKUSEI SANGYO Co., Ltd.  
President, LIFE KOMERI Inc.  
President, MOVIE TIME Co., Ltd.  
President, Bit-A Co., Ltd.  
President, KOMERI CAPITAL CO., LTD.  
President, KOMERI CREATE Co., Ltd.  
President, KOMERI SUPPORT Co., Ltd  
Chairman, KOMERI Midori Ikuseizaidan (Public Interest Incorporated Foundation)  
Chairman, KOMERI Disaster Management Center (Non-profit Organization)

#### [Reasons for nomination as a candidate for Director]

Mr. Yuichiro Sasage, since being appointed as President in June 2003, has devoted himself to the further expansion of the home center business, including the development of "Power" store format. In addition, since June 2014, as Chief Executive Officer, he has demonstrated responsibility and leadership in the expansion of the Group's business, and has been appropriately supervising management in general. In order to realize sustainable improvement of the Group's corporate value, we request that he continue to be elected as a Director.

Candidate No. **2**

## Hiroshi Hayakawa

### Reelection

Date of birth / Gender  
August 22, 1963 / Male

Number of the Company's  
shares owned  
9,232 shares

Number of years in office  
14 years

Attendance at Board of  
Directors' Meetings  
12 times / 12 times (100%)

#### Career summary, position in the Company and responsibilities

Aug.1985      Joined the Company  
Jan. 2011      Executive Officer, the Company  
Jun. 2012      Director and Executive Officer, the Company  
Jun. 2021      Director and Managing Executive Officer, the Company  
Apr. 2024      Director and Managing Executive Officer Responsible for Finance and  
Accounting, Strategic Planning, Affiliate Company, and Public Relations, the  
Company (current)

#### Significant concurrent positions outside the Company

President, KOMERI SUPPORT Co., Ltd  
Managing Director, LIFE KOMERI Inc.  
Managing Director, MOVIE TIME Co., Ltd.

#### [Reasons for nomination as a candidate for Director]

Mr. Hiroshi Hayakawa has proactively shared his opinions at Board of Directors' meetings as the Director responsible for the strategic planning department, and has appropriately supervised management. In addition, as the Director responsible for management of affiliated companies, he has enhanced the synergy of Group businesses and helped boost the Group's corporate value. In order to realize sustainable improvement of the Group's corporate value, we request that he continue to be elected as a Director.

Candidate No. **3**

**Naoshi Hosaka**

**Reelection**

Date of birth / Gender  
February 28, 1969 / Male

Number of the Company's  
shares owned  
4,400 shares

Number of years in office  
12 years

Attendance at Board of  
Directors' Meetings  
12 / 12 times (100%)

Career summary, position in the Company and responsibilities

Mar. 1994      Joined the Company  
Jun. 2012      Executive Officer, the Company  
Jun. 2014      Director and Executive Officer, the Company  
Jun. 2023      Director and Managing Executive Officer Responsible for Store Development and Construction, and General Manager of Store Planning Department, the Company (current)

[Reasons for nomination as a candidate for Director]

Mr. Naoshi Hosaka has extensive knowledge and experience in store management as the Director responsible for development and construction as well as store planning. In addition, he also has been engaged in improving profits from store operations, including improving productivity at stores and evolving the standard model for each format, and has helped to boost the Group's corporate value. In order to realize sustainable improvement of the Group's corporate value, we request that he continue to be elected as a Director.

Candidate No. **4**

**Hirokazu Hasegawa**

**New Election**

**Outside**

**Independent**

Date of birth / Gender  
January 25, 1961 / Male

Number of the Company's  
shares owned  
0 share

Career summary, position in the Company and responsibilities

Apr. 1984      Joined Nomura Research Institute, Ltd. (until June 1996)  
Jun. 1996      Representative Director, Global Venture Capital Inc. (until June 2006)  
Sep. 2012      Professor, Graduate School of Business and Finance, Waseda University (current)  
Nov. 2018      Outside Director, BEING HOLDINGS CO., LTD. (current)  
Mar. 2021      Outside Director, INCGROW Co., Ltd. (current)

Significant concurrent positions outside the Company

Professor, Graduate School of Business and Finance, Waseda University  
Outside Director, BEING HOLDINGS CO., LTD.  
Outside Director, INCGROW Co., Ltd.

[Reasons for nomination as a candidate for Outside Director and outline of roles expected]

Mr. Hirokazu Hasegawa has extensive expertise and experience in company management. In addition, he has a high level of expertise, including experience as a securities analyst at Nomura Research Institute, Ltd., and providing management advice to prospective and existing portfolio companies through venture capital management. Furthermore, he has extensive experience, having established Global Venture Capital Inc. and participating in the management of venture companies as its CEO. His keen insight into industry analysis and concrete management advice based on his own experience in entrepreneurship and management are extremely valuable for the expansion of our group's business and the creation of new businesses. The Company expects that he will fully fulfill his role in advising and supervising the Company's management by utilizing his broad perspective and extensive experience. Therefore, we request that he be elected as Outside Director.

[Matters related to independence of the candidate]

Since there is no transactional relationship between him and the Company that might affect the Company's decision-making, the Company has determined that there is no risk of conflict of interest with general shareholders. We plan to designate him as an Independent Officer as stipulated by the Tokyo Stock Exchange, Inc., and register as such at the Exchange.



4. Pursuant to the provisions of Article 427, paragraph 1 of the Companies Act, the Company has entered into agreements with Ms. Rieko Takegawa to limit her liabilities for damages under Article 423, paragraph 1 of the same Act. The maximum amount of liability for damages under such agreements shall be the minimum liability amount prescribed in Article 425, paragraph 1 of the Companies Act. If her reelection is approved, the Company plans to continue the aforementioned agreement with her. In addition, if the appointment of Mr. Hirokazu Hasegawa is approved, the Company plans to enter into an agreement with him to limit his liability for damage under Article 423, Paragraph 1 of the Companies Act pursuant to the provisions of Article 427, Paragraph 1 of that Act.  
The maximum amount of liability for damages under such agreements shall be the minimum liability amount prescribed in Article 425, paragraph 1 of the Companies Act.
5. Career summaries and other information for each of the above candidates are as of May 19, 2026.

**Proposal No. 2** Election of Three (3) Directors who are Audit & Supervisory Committee Members

All three (3) current Directors who are Audit & Supervisory Committee Members will conclude their terms of office at the conclusion of this General Meeting. Accordingly, the Company proposes that three (3) Directors who are Audit & Supervisory Committee Members be elected as a substitute for them.

The consent of the Audit & Supervisory Committee has been obtained for the submission of this proposal.

This candidate is resolved to be nominated after the deliberations at the Nomination and Remuneration Committee, a voluntary committee with a majority of Independent Outside Directors.

The candidates for Directors who are Audit & Supervisory Committee Members are as follows:

No.	Name	Gender	Current position in the Company	
1	Tadashi Tanabe	Male	Director and Managing Executive Officer	New Election
2	Yumi Okubo	Female	—	New Election Outside Independent
3	Kaori Mitsuya	Female	Outside Director (Audit & Supervisory Committee Member)	Reelection Outside Independent

Reelection: Candidate for reelection as Director

New Election : Candidate for new election as Director

Outside: Candidate for Outside Director

Independent: Independent Director as defined by the Tokyo Stock Exchange

<p>Candidate No. <b>1</b></p> <p><b>Tadashi Tanabe</b></p> <p><b>New Election</b></p> <p>Date of birth / Gender September 1, 1958 / Male</p> <p>Number of the Company's shares owned 6,218shares</p> <p>Number of years in office as Director (excluding Audit &amp; Supervisory Committee Members) 14 years</p> <p>Attendance at Board of Directors' Meetings 12 / 12 times (100%)</p>	<p>Career summary, position in the Company and responsibilities</p> <p>Mar. 1981    Joined the Company Jun. 2009    Executive Officer, the Company Jun. 2012    Director and Executive Officer, the Company May 2018    Managing Director and Managing Executive Officer, the Company Jun. 2020    Director and Managing Executive Officer Responsible for Store Operations, Overseas Business Operations, General Manager of Quality Control Department and Responsible for Compliance, the Company May 2023    Director and Managing Executive Officer Responsible for Store Operations, Overseas Business Operations, and Compliance, the Company (current)</p> <p>Significant concurrent positions outside the Company</p> <p>None</p> <p>[Reasons for nomination as a candidate for Director (Audit &amp; Supervisory Committee Member) ] Mr. Tadashi Tanabe has been engaged in the operations of the Merchandising Department, including purchasing, procurement, and product development, as well as the Company's store management, construction operations, and remodeling business, and possesses extensive knowledge and experience in these fields. The Company believes that he will be able to utilize his broad knowledge and abundant experience and effectively reflect them in the Company's audits. Therefore, we request his election as a Director who is Audit &amp; Supervisory Committee Member.</p>
---	---

Candidate No. **2**

**Yumi Okubo**

**New Election**

**Outside**

**Independent**

Date of birth / Gender  
September 10, 1975 / Female

Number of the Company's  
shares owned  
0 share

Career summary, position in the Company and responsibilities

Apr. 2000 Appointed as a judge  
May 2002 Registered as an Attorney at Law; Joined Iwata Godo  
Aug. 2014 Partner, Shimada Hamba & Osajima  
Jun. 2023 Outside Director, StemCell Institute Inc. (current)

Significant concurrent positions outside the Company

Partner, Shimada Hamba & Osajima  
Outside Director, StemCell Institute Inc. (current)

[Reasons for nomination as a candidate for Outside Director (Audit & Supervisory Committee Member) and outline of roles expected]

Although Ms. Yumi Okubo has not been involved in corporate management other than serving as an outside officer, she has been engaged in legal practice for many years, focusing on general corporate legal affairs, the Companies Act, M&A, and litigation, drawing on her experience as a judge and in the legal department of a major company. She possesses advanced expertise and extensive experience gained at a major law firm, providing valuable advice and recommendations to ensure legality in corporate management and strengthen compliance systems from an independent and objective standpoint as a legal professional. The Company expects that she will fully fulfill her role in supervising the Company's management by utilizing her broad perspective and extensive experience. Therefore, we request that she be elected as Outside Director who is Audit & Supervisory Committee Member.

[Matters related to independence of the candidate]

Since there is no transactional relationship between her and the Company that might affect the Company's decision-making, the Company has determined that there is no risk of conflict of interest with general shareholders. We plan to designate her as an Independent Officer as stipulated by the Tokyo Stock Exchange, Inc., and register as such at the Exchange.

Candidate No. **3**

**Kaori Mitsuya**

**Reelection**

**Outside**

**Independent**

Date of birth / Gender  
June 4, 1977 / Female

Number of the Company's  
shares owned  
100 shares

Number of years in office as  
Outside Director (Audit and  
Supervisory Committee  
Member)  
1 year

Attendance at Board of  
Directors' Meetings  
10 times / 10 times (100%)

Attendance at Audit and  
Supervisory Committee  
Meetings  
9 times / 10 times (90.0%)

Career summary, position in the Company and responsibilities

Dec. 2006    Joined KPMG AZSA LLC  
Jul. 2008    Joined Deloitte Touche Tohmatsu LLC  
Oct. 2011    Joined ABeam Consulting Ltd.  
Mar. 2016    Joined Mitsui Kinzoku Company, Limited  
Oct. 2022    Established Mitsuya Accounting Tax Office (to the present day)  
Jun. 2023    Established Mitsuya Accounting Partners LLC. President of this company  
                  (current)  
                  Outside Director, SYSTEMS DESIGN CO., Ltd. (current)  
Jun. 2024    Auditor, National Center for Industrial Property Information and Training  
                  (current)  
Jun. 2025    Outside Director (Audit & Supervisory Committee Member), the Company  
                  (current)

Significant concurrent positions outside the Company

President, Mitsuya Accounting Partners LLC.  
Outside Director, SYSTEMS DESIGN CO., Ltd.  
Auditor, National Center for Industrial Property Information and Training

[Reasons for nomination as a candidate for Outside Director (Audit & Supervisory Committee Member) and outline of roles expected]

Ms. Kaori Mitsuya has been a member of a major audit firm, so she is well versed in auditing for large companies. In addition, she has been engaged in consolidated financial closing operations, including overseas subsidiaries, in the accounting departments of multiple general operating companies, and has a high level of expertise and extensive experience. She is also a certified public accountant and tax accountant. In addition, she has a high level of expertise and extensive experience, such as opening a certified public accountant's office herself, establishing a consulting company to provide DX support for accounting operation, and being appointed as President. The Company expects that she will fully fulfill her role in supervising the Company's management by utilizing her broad perspective and extensive experience. Therefore, we request that she continue to be elected as Outside Director who is Audit & Supervisory Committee Member.

[Matters related to independence of the candidate]

Since there is no transactional relationship between her and the Company that might affect the Company's decision-making, the Company has determined that there is no risk of conflict of interest with general shareholders. She has been designated as an Independent Officer as stipulated by the Tokyo Stock Exchange, Inc., and registered as such at the Exchange. If her reappointment is approved, she will continue to be registered as an Independent Officer.

- Notes 1. The Company has established, as a voluntary advisory body to the Board of Directors, the Nomination and Remuneration Committee with a majority of Independent Outside Directors. The committee serves to ensure fairness, transparency, and objectivity in procedures to determine nomination of and remuneration for Directors and Executive Officers, leveraging the knowledge and advice of the Independent Outside Directors on deliberations for nomination of and remuneration for Directors and Executive Officers. The Company has thereby further enhanced a supervisory function and a corporate governance function of the Board of Directors.
2. There is no special interest between the candidate and the Company.
  3. Ms. Yumi Okubo and Ms. Kaori Mitsuya are both a candidate for Outside Director.
  4. Pursuant to the provisions of Article 427, paragraph 1 of the Companies Act, the Company has entered into agreements with Ms. Kaori Mitsuya to limit her liabilities for damages under Article 423, paragraph 1 of the same Act. The maximum amount of liability for damages under such agreements shall be the minimum liability amount prescribed in Article 425, paragraph 1 of the Companies Act. If the election of Mr. Tadashi Tanabe and Ms. Yumi Okubo are approved, the Company plans to enter into an agreement with them to limit their liability for damage under Article 423, Paragraph 1 of the Companies Act pursuant to the provisions of Article 427, Paragraph 1 of that Act.  
The maximum amount of liability for damages under such agreements shall be the minimum liability amount prescribed in Article 425, paragraph 1 of the Companies Act.
  5. Career summaries and other information for the above candidate are as of May 19, 2026.

## <Reference>

### [Nomination procedures and policies for the candidates for Director]

In order to achieve sustainable growth and enhance corporate value over the medium to long term, the Company intends to nominate candidates with extensive experience and deep insight as well as qualities to fulfill the role and the responsibility of Director in light of business experience, track records, task execution capability and expertise, while taking the Board diversity into consideration.

As for candidates for the Board of Directors, the Board of Directors selects candidates through deliberation and report of the Nomination and Remuneration Committee, after consultation among the Representative Director, other executive directors and the director in charge of human resources.

### [Our Policy related to independence of the Outside Director]

The Company shall appoint a person from a business partner that does not exceed 2% of the annual consolidated sales for the most recent three years, or an individual whose annual transaction amount does not exceed ¥10 million, who has extensive knowledge in finance, accounting, law, management, etc., and experience in corporate management, etc., and who has no risk of conflict of interest with general shareholders.

### [Experience, knowledge, skills, etc. of Directors if the proposal is approved (skills matrix)]

Name (Gender)	Audit & Supervisory Committee Member	Independent Outside	Corporate manage- ment	Finance/ Account- ing	Business Creation	Knowledge of the Industry	Product Service	Logistics	Store Develop- ment	Inter- nation- ality	Organiz- ational Develop- ment	DX	Legal / Compl- iance	Sustain- ability
<b>Yuichiro Sasage</b> (Male)			●		●	●	●	●	●	●	●			●
<b>Hiroshi Hayakawa</b> (Male)			●	●	●	●	●							●
<b>Naoshi Hosaka</b> (Male)			●		●	●			●					
<b>Hirokazu Hasegawa</b> (Male)		★	●	●	●	●		●		●				
<b>Rieko Takegawa</b> (Female)		★	●				●			●				
<b>Shigeyuki Mori</b> (Male)					●	●					●	●		
<b>Tadashi Tanabe</b> (Male)	★					●	●	●		●			●	
<b>Yumi Okubo</b> (Female)	★	★							●				●	●
<b>Kaori Mitsuya</b> (Female)	★	★	●	●								●		

\* The above list does not represent all of the experiences, knowledge, skills, etc. possessed by each person.

## [Sustainability Initiatives]

The KOMERI Group aims to contribute to society through the modernization of logistics in lagging sectors, and strives to resolve environmental, social, and governance (ESG) issues.

In accordance with our management philosophy, "KOMERI's Wish," and for the happiness of all our stakeholders, we aim to realize a sustainable society, achieve sustainable growth, and improve corporate value over the medium to long term. Through our home center business, we will take on the role of social infrastructure in local communities related to "housing" and "gardening and agriculture," solve various social issues, and contribute to local communities and the environment.

In addition, we will promote various sustainability initiatives in accordance with our specific action guidelines, the "KOMERI Group Action Guidelines" and the "Code of Conduct."

### 1. Organizational Structure

As of the end of March 2026, the Director and Managing Executive Officer in charge of Corporate Planning is responsible for promoting sustainability, assisted by employees in charge of public relations. We have established a system to share information and coordinate with various departments at the Store Support Center (head office), stores, and affiliated companies regarding important issues and various initiatives.

### 2. Details of Initiatives

Major sustainability initiatives during the fiscal year ended March 31, 2026 are as follows. Information disclosure based on the TCFD recommendations and other initiatives are disclosed in the "INTEGRATED REPORT 2025".

#### 1) Responding to the supply chain

Through the following initiatives, we will continue to build a sustainable supply chain by utilizing 12 logistics centers in Japan and 6 consolidated bases overseas, and we will continue to coordinate everything from manufacturing to sales.

- We strive to ensure sustainable logistics, such as improving the leveling and efficiency of loading and delivery operations.
- The group has established a system to circulate resin rental pallets in international transportation. This system reduces the amount of wooden one-way pallets used and discarded, reducing environmental burden.
- As a business policy with business partners, we have published "Promises in doing business" and "Approach to human rights in business".
- We will also strive to hold appropriate price discussions with business partners.

#### 2) Develop environmentally friendly products

- We promote the development of PB products that use PEFC certified materials, recycled paper, etc.
- We work to reduce plastic packages and waste.
- Our "Eco-creo pile" was awarded the Wood Design Award Encouragement Award. It is highly evaluated for the use of knotted wood that would previously have been discarded, and insect repellent and preservatives that have a low environmental impact.

#### 3) Initiatives to reduce CO<sub>2</sub> emissions

- Leveling and efficiency of logistics between logistics centers and stores.
- Change to LED lighting equipment, to Energy-saving air conditioning equipment.
- As of the end of March 2026, we have installed solar power generation equipment at a Total of 27 stores and distribution centers for the purpose of selling electricity, etc. (CO<sub>2</sub> emissions decreased by 6,460 tons a year)
- As of the end of March 2026, a rapid charging machine for electric vehicles was installed at Power 27 stores to contribute to a decarbonized society.

#### 4) Promotion of Human capital investment and active participation of diverse human resources

We consider employees to be human capital necessary for sustainable growth and improvement of corporate value in the medium to long term. In addition, since our founding, we continue to build a system to consistently maintain low-cost operation. We consider the growth of our employees to be one of the most important aspects of our company's growth plan, and we will continue to strive to ensure an environment in which employees can work comfortably and maximize educational opportunities as follows.

- Education and training investment 1,880 million yen. (100.5% year-on-year)

- Developing human resources through "Kenwa-juku" and "Meister system".
- Securing diverse human resources (Formulated the "KOMERI Group fair recruitment policy" in September 2025).
- Career advancement through a job rotation and "Free Agent (FA) system".
- Creation of a comfortable working environment, such as prevention of harassment and other measures.
- Organizational reform to improve business efficiency and productivity.

## 5) Promotion women's empowerment

As a part of our initiatives to ensure employee diversity, we promote the appointment of women. The results of such initiatives are as follows.

- Ratio of female workers in managerial positions: 22.4%
- Number of female store manager (As of the end of March 2026)

Total	Power	PRO	H&G
135	1	0	134

- Ratio of female new hires in April 2026: 31.2%
- Ratio of employees taking childcare leave (including full-time and part-time employees):  
Female 100.0%, Male 34.1% (We reserved "Kurumin Certification" in May 2024)
- Promoting part-time employees to leadership roles  
(H&G assistant store manager: 429 persons, large store group leaders: 521 persons)

## 6) Approach to Customer Harassment

The KOMERI Group takes seriously the opinions, requests, complaints, and inquiries from our customers related to products and services, and strives to resolve any problems they may experience. On the other hand, customer behavior that compromises the human rights of employees or the working environment, though rare, is also observed. In order to maintain a working environment in which all employees can work safely, securely, and healthily, the KOMERI Group has established the following Customer Harassment Response Policy.

(KOMERI Group's Response Policy to Customer Harassment)

### 1. Basic Approach

In order to maintain a working environment in which all employees can work safely, securely, and healthily, the KOMERI Group will take a firm and organized stance in cooperation with the police and other relevant organizations against any customer complaints and behavior that exceed socially acceptable limits and are detrimental to the working environment of employees.

### 2. Definition of Customer Harassment

Customer harassment is defined as customer behavior or speech that exceeds socially acceptable limits and harms the working environment of employees.

Specific examples of covered behavior (including but not limited to the following)

- Assault, injury, intimidation, slander, defamation, insult, abusive language, demanding forced kneeling or excessive apologies, etc.
- Prolonged phone calls, refusal to leave stores, or restrictive behavior toward employees outside of stores
- Secret filming, unauthorized photography, stalking, unwelcome physical contact, or sexually suggestive behavior toward employees
- Slander against the Company or its employees on social media and the internet.
- Demands that significantly exceed the services expected under contractual agreements
- Other unreasonable demands corresponding to the above behaviors

### 3. KOMERI Group's Response to Customer Harassment

- 1) Dissemination of policies to employees through periodic training to ensure they can work safely, securely, and healthily.
- 2) Establishment of a reporting system through the creation of internal consultation services.
- 3) Cooperation with external organizations such as the police as necessary.
- 4) Recognizing that customer harassment can also occur in business-to-business transactions, we will raise awareness through internal training to ensure that we do not engage in customer harassment against our business partners.

## **7) Corporate Governance Initiatives**

- As of the end of March 2026, the Board of Directors was composed of 11 (including 5 Outside Director, accounting for 45.4% of Independent Outside Director). In addition, there were 3 female Directors (27.3% of female Directors).
- The Company has established the Nomination and Remuneration Committee with a majority of Independent Outside Directors to ensure fairness, transparency, and objectivity in procedures to determine nomination of and remuneration for Directors and Executive Officers. In the current consolidated fiscal year, this committee was held three times.
- The effectiveness of the Board of Directors Year ended March 31, 2026, was evaluated by the Board of Directors held on May 2025.

## **8) Social Contribution Initiatives**

- The KOMERI Greenery Fund, which is funded by 1% of profits every year, supports the activities of The KOMERI Midori Ikuseizaidan (Public Interest Incorporated Foundation), the KOMERI Disaster Management Center (Non-profit Organization), and The SETSURYOSHA Artistic Cultivation Foundation (Public Interest Incorporated Foundation). Total capital over 36 years totaled 2,684.17 million yen.
- The KOMERI Midori Ikuseizaidan provided a grant to 35 organizations in 24 prefectures in the 36th KOMERI Greenery Fund Public grants. The number of KOMERI Greenery Fund volunteers promoting greening activities at local kindergartens and elementary schools is 379, and the number of the company's employees who participated in the volunteer work is 388.
- The KOMERI Disaster Management Center has established disaster agreements with local governments and organizations nationwide. In year ended March 31, 2026, we concluded new agreements with 72 local governments regarding the supply of supplies in the event of a disaster. As of the end of March 2026, the number of local governments and other organizations that have concluded agreements reached 1,223.
- The SETSURYOSHA Artistic Cultivation Foundation has established a new gallery in the KOMERI Power Kurosaki store starting in December 2025. Through selling paintings in our store, we will support distribution of works by young artists and contribute to enriching people's homes.