

# KOMERI CO., LTD.

Financial Results Presentation  
for the Fiscal Year Ended March 31, 2026

(from April 1, 2025 to March 31, 2026)



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



April 30, 2026

Prime Market of Tokyo Stock Exchange (8218)

# Consolidated Financial Results for FY26/3



(Millions of yen)

	FY26/3 Operating results	% of Operating revenue	YoY (%)
Operating revenue	385,384	100.0%	101.6%
Gross profit	133,129	34.5%	102.3%
Selling, general and administrative expenses	110,073	28.6%	102.1%
Operating profit	23,055	6.0%	102.9%
Ordinary profit	23,395	6.1%	105.2%
Profit attributable to owners of parent	14,645	3.8%	106.7%

# Trends in Operating Revenue and Operating Profit

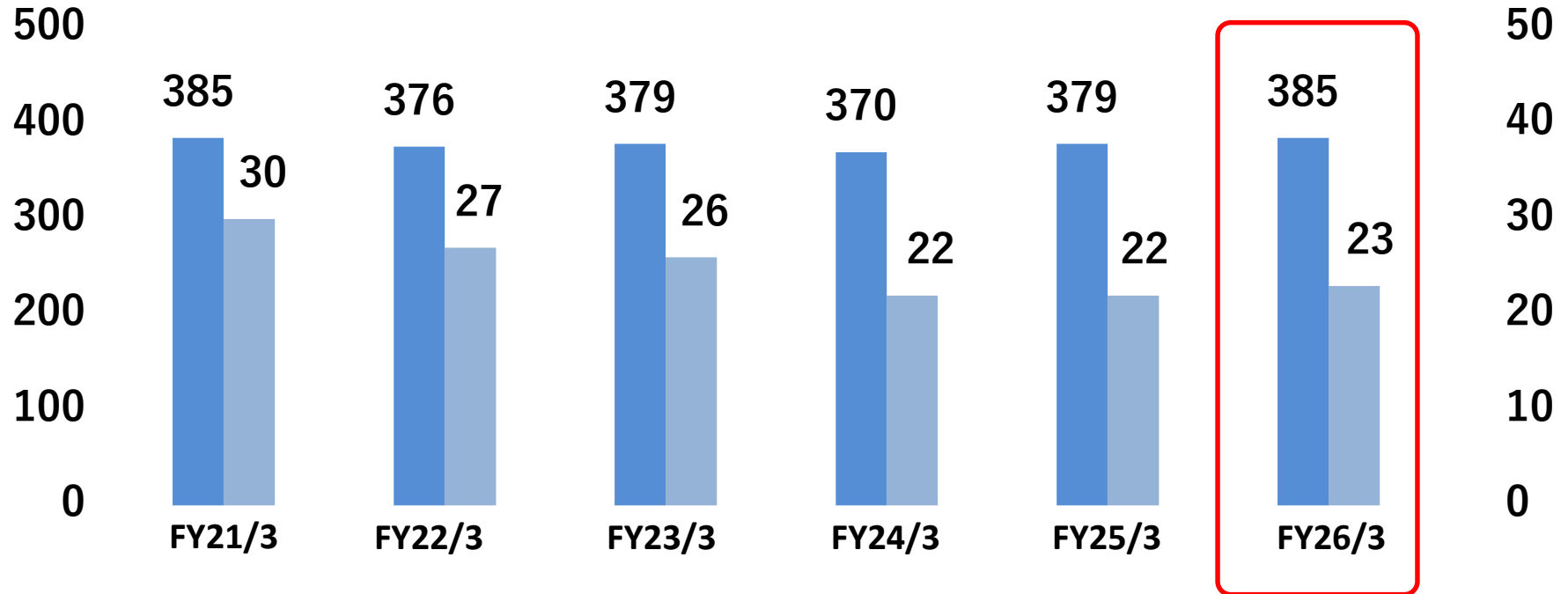


(Billions of yen)

■ Operating revenue

■ Operating profit

(Billions of yen)



- Sales of gardening supplies were weak due to unstable weather in the early spring.
- From June to August, sales of home appliances were strong due to extreme heat and mandatory heatstroke prevention measures.
- Sales of generators, dry batteries, etc. declined due to a reaction in last year's special demand for disaster prevention supplies.
- Sales of daily necessities, etc. were strong due to the influence of the situation in the Middle East.

# Results by Product Category



(Millions of yen)

	FY26/3				
	Net Sales	YoY(%)	% of Operating revenue	Gross Margin	YoY Change
Tools, hardware and working supplies	69,840	101.8%	18.1%	42.5%	(0.2)
Remodeling and exterior materials	55,705	100.9%	14.5%	29.2%	+0.1
Gardening, agriculture, and pet supplies	116,313	103.3%	30.2%	30.9%	+0.3
Commodities, home appliances, car supplies, and leisure goods	75,523	101.4%	19.6%	26.0%	+0.4
Interior goods, household goods, and office supplies	33,704	98.8%	8.7%	39.9%	(0.2)
Fuel, etc.	14,998	97.3%	3.9%	13.2%	± 0.0
Other	14,829	105.2%	3.8%	100.0%	+1.6
Home Center business total	380,916	101.7%	98.8%	34.6%	+0.2

- Sales of products for construction companies such as work sheets, electrical materials, etc. remained strong.
- Sales amount decreased due to the decline in market unit prices of plywood, etc.
- The PB brand "CRUZARD" of car supplies were strong.
- Sales of durable consumer goods such as carpets were weak.

# Results by Store Format



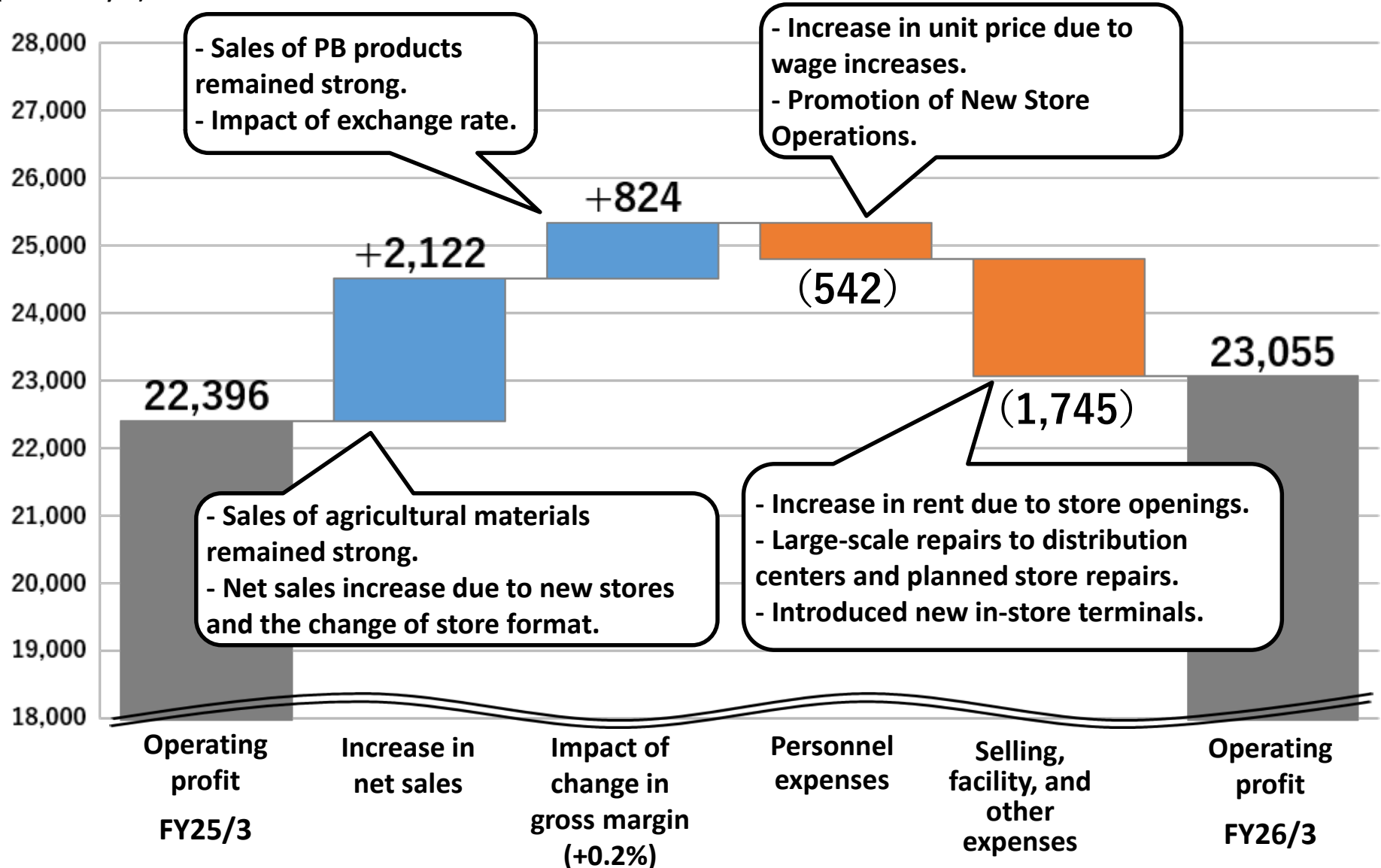
	FY25/3		FY26/3	
	Total sales (YoY)	Same-Store sales (YoY)	Total sales (YoY)	Same-Store sales (YoY)
<b>Power</b>	<b>103.0%</b>	<b>101.1%</b>	<b>103.3%</b>	<b>101.2%</b>
<b>PRO</b>	<b>143.6%</b>	<b>106.1%</b>	<b>123.8%</b>	<b>107.3%</b>
<b>Hard &amp; Green</b>	<b>101.2%</b>	<b>100.8%</b>	<b>100.0%</b>	<b>99.8%</b>
<b>Total</b>	<b>102.3%</b>	<b>101.0%</b>	<b>101.6%</b>	<b>100.5%</b>

- Power's sales of summer-related products such as air conditioning equipment were strong.
- PRO has strong sales of consumable materials such as work sheets and electrical materials, as well as clothing with fans due to mandatory measures against heat stroke.
- Hard & Green was largely affected by weak kerosene sales.

# Analysis of Changes in Operating Profit



(Millions of yen)



# Selling, General and Administrative Expenses



(Millions of yen)

	FY26/3		
	Results	YoY(%)	YoY Change
Personnel expenses	48,305	101.1%	+542
Selling expenses	12,493	97.9%	(267)
Facility expenses	37,488	103.6%	+1,296
Other expenses	11,786	106.5%	+717
<b>Total</b>	<b>110,073</b>	<b>102.1%</b>	<b>+2,288</b>

- Reducing the increase in labor costs through the new operation model.
- Increase in rent due to new store openings.
- Large-scale repairs to distribution centers and planned store repairs.
- Introduced new in-store terminals to improve productivity.

# Consolidated Balance Sheets



(Millions of yen)

		As of FY26/3	As of FY25/3	Increase (Decrease)
Assets	Current assets	183,200	181,484	+1,715
	Cash and deposits	12,130	16,342	(4,212)
	Merchandise	132,696	130,419	+2,276
	Non-current assets	210,994	205,176	+5,817
	Property, plant and equipment	183,130	178,258	+4,871
	Intangible assets	9,441	9,120	+321
	<b>Total assets</b>	<b>394,194</b>	<b>386,661</b>	<b>+7,532</b>
Liabilities	Current liabilities	98,575	105,740	(7,165)
	Short-term interest-bearing debt	15,276	22,613	(7,337)
	Non-current liabilities	38,639	34,604	+4,034
	Long-term interest-bearing debt	15,576	11,530	+4,046
	<b>Total liabilities</b>	<b>137,214</b>	<b>140,345</b>	<b>(3,130)</b>
	<b>Total net assets</b>	<b>256,979</b>	<b>246,316</b>	<b>+10,663</b>
	<b>Total liabilities and net assets</b>	<b>394,194</b>	<b>386,661</b>	<b>+7,532</b>

# Status of Capital Investment



	FY26/3 Plan	FY26/3 Actual	>>	FY27/3 Plan
Opening of new store	35 stores 13,000 million yen	22 stores 10,400 million yen	>>	42 stores 14,000 million yen
Existing stores Remodels, etc.	Sales floor area Over 10% 3,000 million yen	142 stores 305,626m <sup>2</sup> 2,100 million yen	>>	Approx. 140 stores Approx. 330,000m <sup>2</sup> 3,000 million yen
logistics Center	Expansion of existing centers 12,000 million yen	New Kansai Logistics Center Operation started 10,400 million yen	>>	Expansion of existing centers 1,000 million yen
IT systems & other investments	2,000 million yen	1,900 million yen	>>	2,000 million yen
Green investment	—	Two power stores Two centers 200 million yen		2,000 million yen
<b>Total</b>	<b>30,000 million yen</b>	<b>25,000 million yen</b>	>>	<b>22,000 million yen</b>

# Store Openings in FY26/3



■ **Opening stores**      Number of stores: **1,234** stores in total  
 Total sales floor area: **101.8%** YoY

(As of FY26/3)

	Total	Power	PRO	H&G	Athena
FY26/3 Plan	35	8	8	19	0
FY26/3 Actual Opening stores	22	6	5	11	0
FY26/3 Actual Closed (In the change of store format and relocation)	16	0	0	14	2
FY27/3 Plan	42	8	8	26	0

## ■ Remodel

	Stores Remodeled	Floor Area Remodeled
FY26/3 Actual	142	305,626m <sup>2</sup>
FY27/3 Plan	Approx. 140	Approx. 330,000m <sup>2</sup>

- Horizontal expansion of H&G prototypes
- Keep-young remodeling

**After remodeling**

**Net sales increased by about 5.2%**

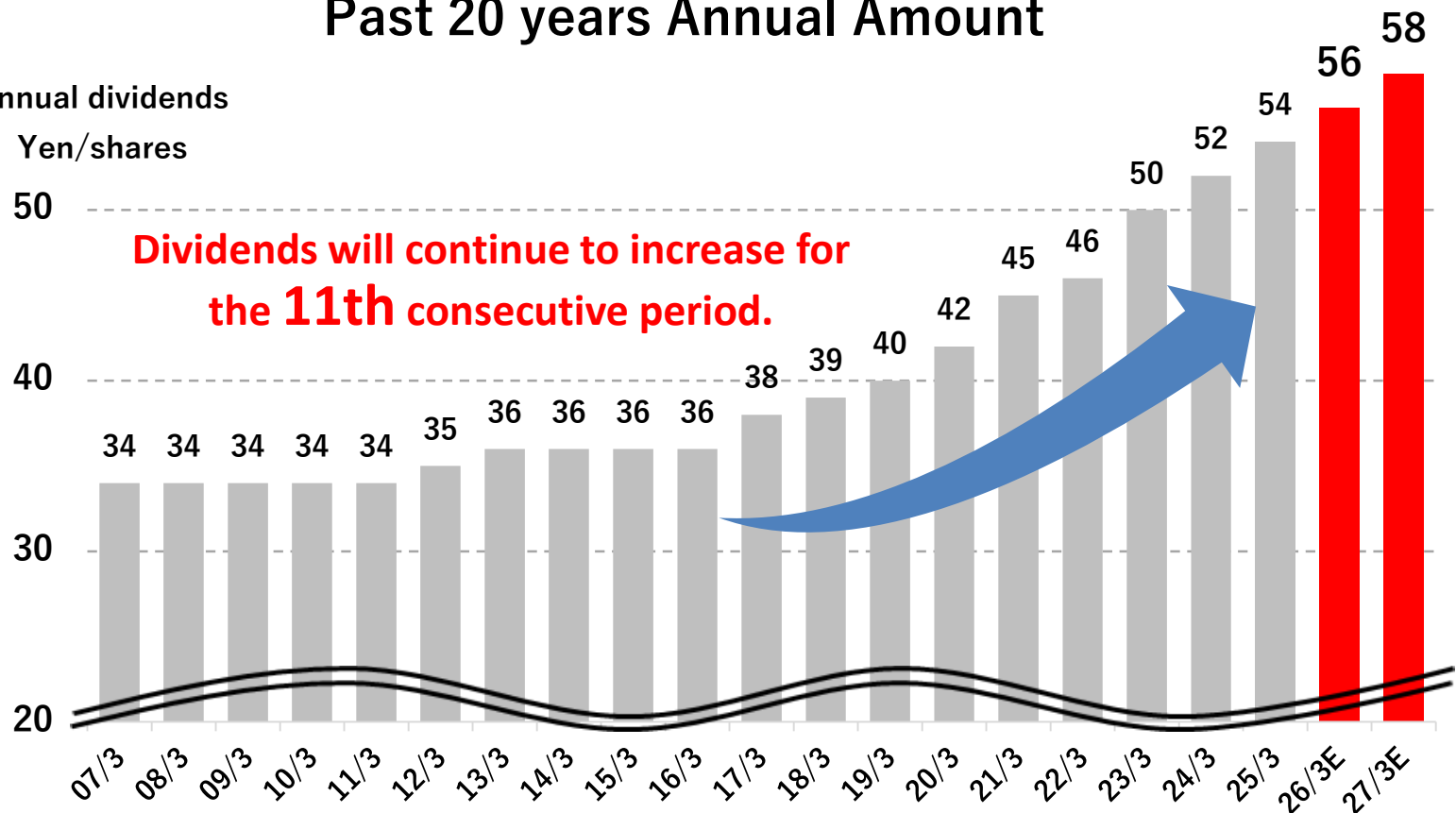
# Shareholder Return Policy



The Group believes that the logistics of distribution will contribute to the enhancement of corporate value over the medium to long term and an increase in shareholder returns. Regarding profit distribution, we have adopted a progressive dividend policy, maintaining or increasing dividend in accordance with business performance.

## Past 20 years Annual Amount

Annual dividends  
Yen/shares



# Consolidated Financial Forecast for FY27/3



(million yen)

	FY26/3 Actual	YoY (%)	1H FY27/3 Forecast	YoY (%)	FY27/3 Full-Year Forecast	YoY (%)
<b>Operating incomes</b>	<b>385,384</b>	<b>101.6%</b>	<b>209,500</b>	<b>104.1%</b>	<b>400,800</b>	<b>104.0%</b>
<b>Operating incomes</b>	<b>23,055</b>	<b>102.9%</b>	<b>16,400</b>	<b>106.8%</b>	<b>24,000</b>	<b>104.1%</b>
<b>Ordinary incomes</b>	<b>23,395</b>	<b>105.2%</b>	<b>16,350</b>	<b>104.8%</b>	<b>23,900</b>	<b>102.2%</b>
<b>Profit attributable to owners of parent</b>	<b>14,645</b>	<b>106.7%</b>	<b>11,000</b>	<b>106.2%</b>	<b>15,000</b>	<b>102.4%</b>
<b>Distribution</b>	<b>Middle: 28 yen Year-end: 28 yen</b>	<b>+2 yen</b>	<b>Middle: 29 yen</b>	<b>+1 yen</b>	<b>Year-end: 29 yen</b>	<b>+1 yen</b>

\* Scheduled for FY26/3

For the fiscal year ending March 31, 2027

Major Measures



# KOMERI's Mission



From "Clothes, food, and shelter" to "Shelter-First" approach

The most common customer complaints are  
in the **"housing-related field"**



Wants to enjoy more time at home  
Want to adapt to lifestyle changes



## Modernization of logistics in lagging sectors

- Multi-tiered logistics structure
- Fields where logistics are difficult due to bulky products (wood, etc.)

Sourcing

Production

Logistics

Sales



Logistics modernization of the home and living sector

➔ Coordination from production to sales

## Fields that KOMERI's challenges

### KOMERI's Challenge in the 7-Trillion-Yen Market



Source: Estimates from the Ministry of Economy, Trade and Industry's "Market Dynamics Survey", Ministry of Internal Affairs and Communications' Statistics Bureau's "National Household Structure Survey", Ministry of Agriculture, Forestry and Fisheries' "Census of Agriculture and Forestry" and "Management Statistics by Type of Farming"

# Approaches to Logistics Modernization



## Standardized store format



### KOMERI Hard & Green

- Unique format viable in trade areas of 8,000 people
- Small trade area format enables multi-store expansion



### KOMERI Power

- A full-scale mega home center (approx. 10,000 m<sup>2</sup>)
- Cooperating with Hard and Green in the local area as a flagship store

# Approaches to logistics modernization



## Further deepening our core categories



### KOMERI PRO

- Spin out of KOMERI Power's materials center
- Strengthening the categories of materials, building materials, and tools and hardware
- Significant improvement of convenience for professional customers

### KOMERI Hard and Green / KOMERI Power

Strengthening agricultural supplies tailored to local and competitive environments



# Opening Stores

Low cost is the greatest

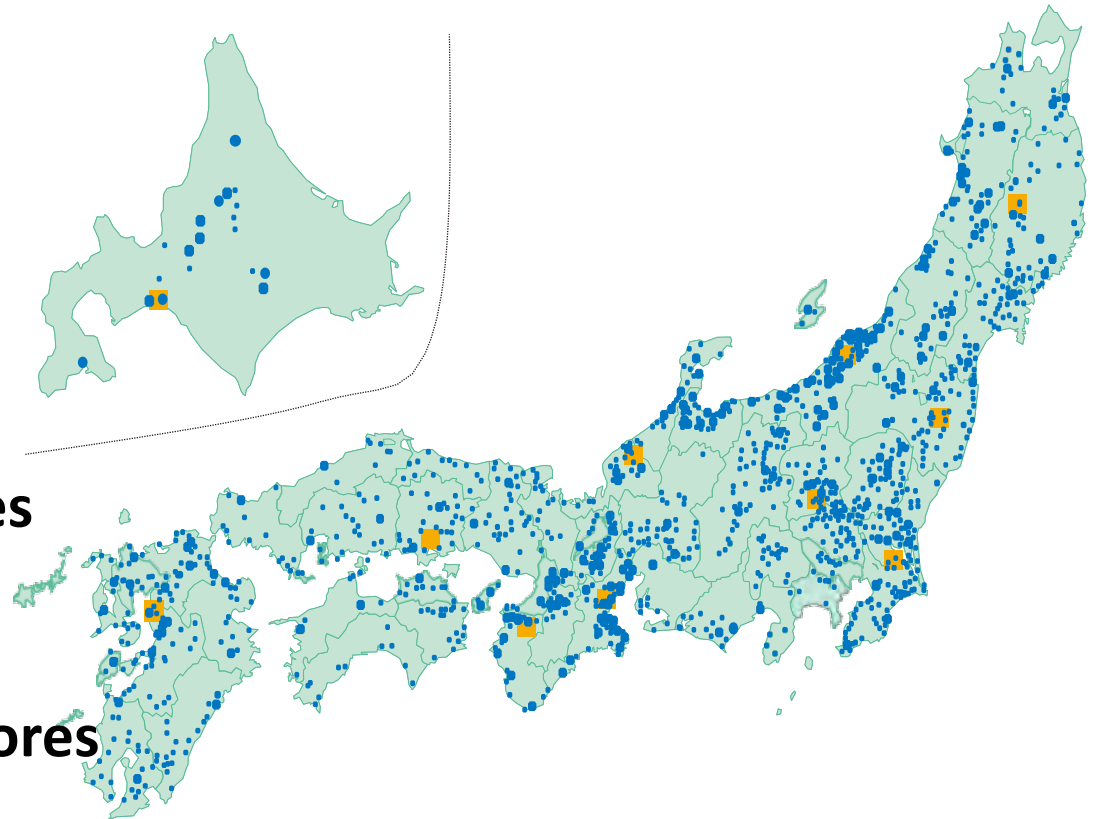
■ Achieving low break-even point

Construction costs & Systems → Achieving low-cost operations

Population decline  
Store oversaturation

Close high break-even stores

Absorb sales into existing stores



# Revitalizing Existing Stores by Remodeling



## Adapting to changes in local and competitive environments

Keep young remodeling - Renew again -



Horizontal deployment of the prototype



Store format conversion



- Remodeling plan for FY27/3
  - Approx. **140 stores**  
(Renovated area: Approx. 330,000m<sup>2</sup>)

- After remodeling Net sales increased by about **5.2%**  
(Renovated stores for FY26/3)

- Store format conversion to Power/PRO
  - Sales floor expansion and planogram optimization
  - Enhancement of professional services

# Strengthen Product Competitiveness

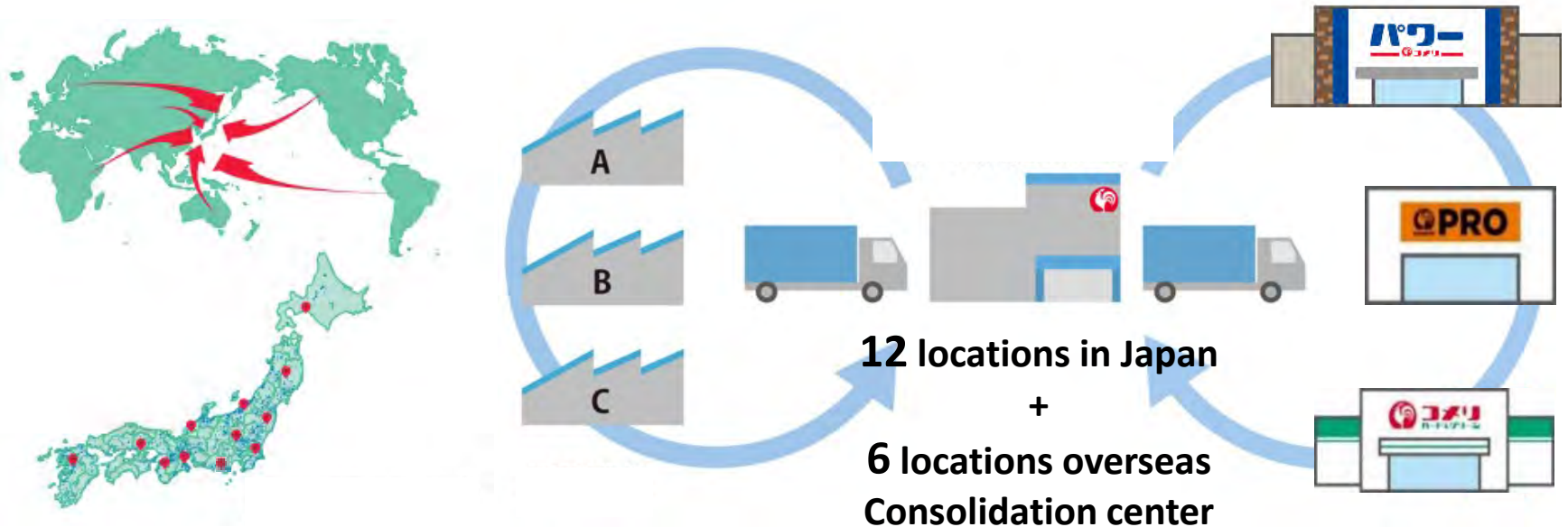


## Strengthen product competitiveness due to mass production



## Logistics to strengthen product competitiveness

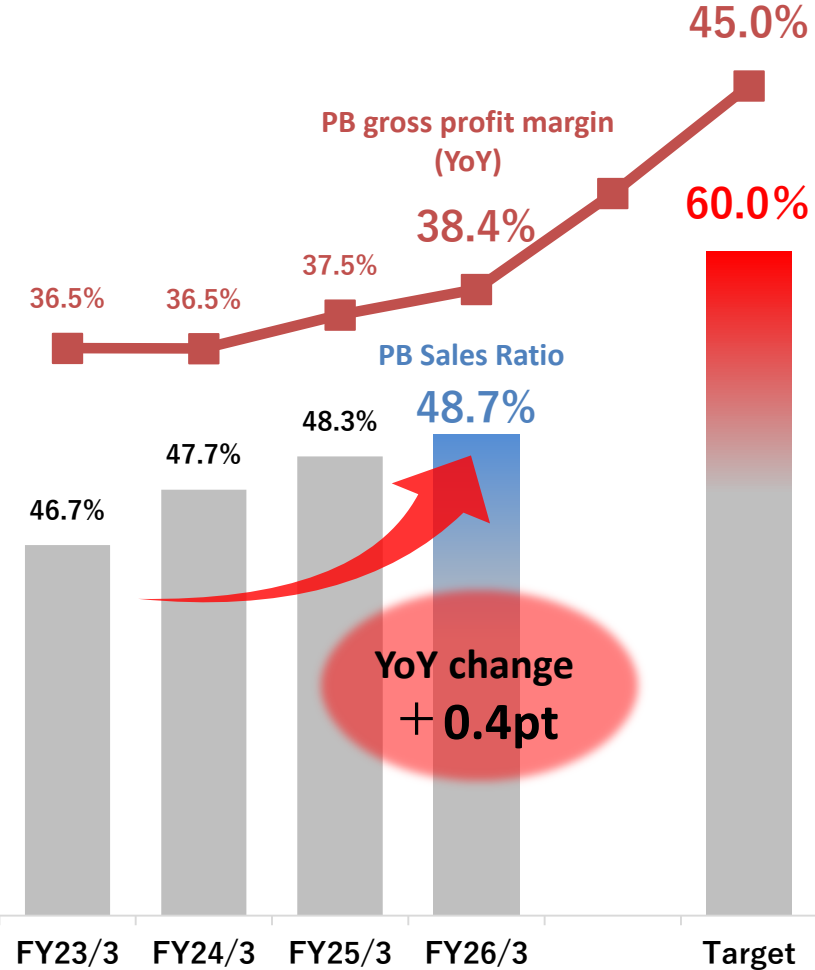
Better products cheaper, from the world's best sources



# Strengthen Product Competitiveness



## Strengthen private brand products



**BOLTS**      **HAYES**

**PB Net sales: 102.6% YoY**

# Strengthen Product Competitiveness



## Pricing policy

Protecting lifestyles (For the same product, the lowest price anywhere)

Enhancing lifestyles (For the same price, the best quality anywhere)

とく  
得値

今イチオシの  
お買得商品!

安さ  
毎日  
EVERYDAY LOW PRICE

目印は  
このマーク

お客様の生活応援!  
EVERYDAY LOW PRICE

毎日がお買い得価格

Promoting "Everyday Low Price (EDLP)"

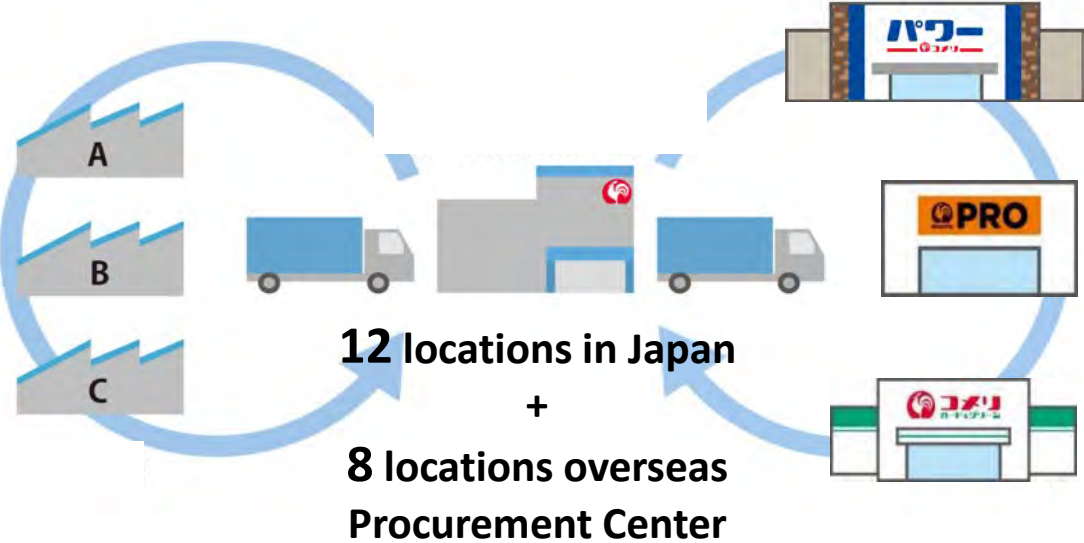


# Logistics to Strengthen Product Competitiveness



## Product procurement capabilities of chain logistics

- Total production from sourcing to sales
- Enables transactions with any supplier, including manufacturers



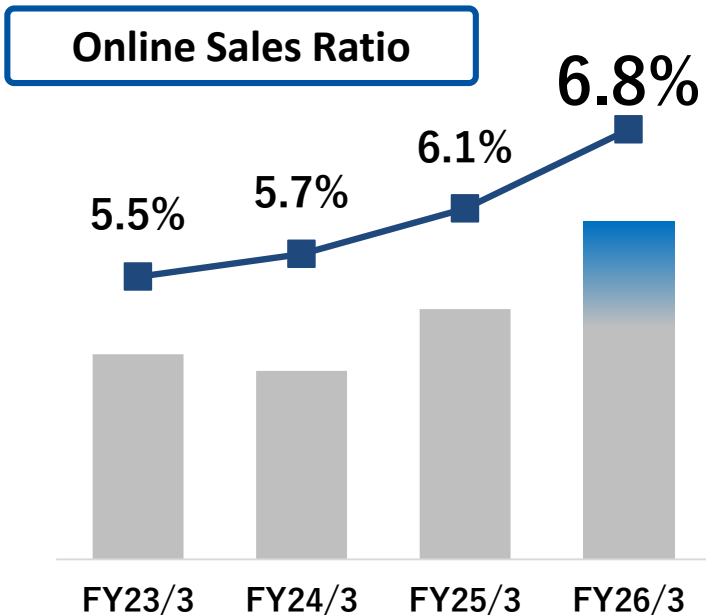
New Kansai logistics Center

# E-commerce Business



## Integration of the Internet and physical stores

- Utilizing the strength of over 1,200 stores
- Online Sales of **112.8%** YoY Online Sales ratio **6.8%**
- More than **80%** of online-ordered items are picked up in-store



Approx. 520,000 SKUs are available for online ordering.



Store pickup without shipping fees

**BOPIS**



# Remodeling Business



## Chain remodeling by utilizing store network

- Standardized “Product, Proposal, and Construction Capabilities”
- Reform Meister Level 2 acquisition ratio: **86.6%**  
(As of the end of March 2026)



# DX Initiatives



## Expansion of low-price operation

- Installed self-checkouts in **167** stores (average of **5.6** units per store)
- Expanded stores with cleaning robots to **26**
- Business efficiency improvements using AI

### Promotion of DX



Reduction and efficiency  
of store operations



### Human resources growth



Upskill employees



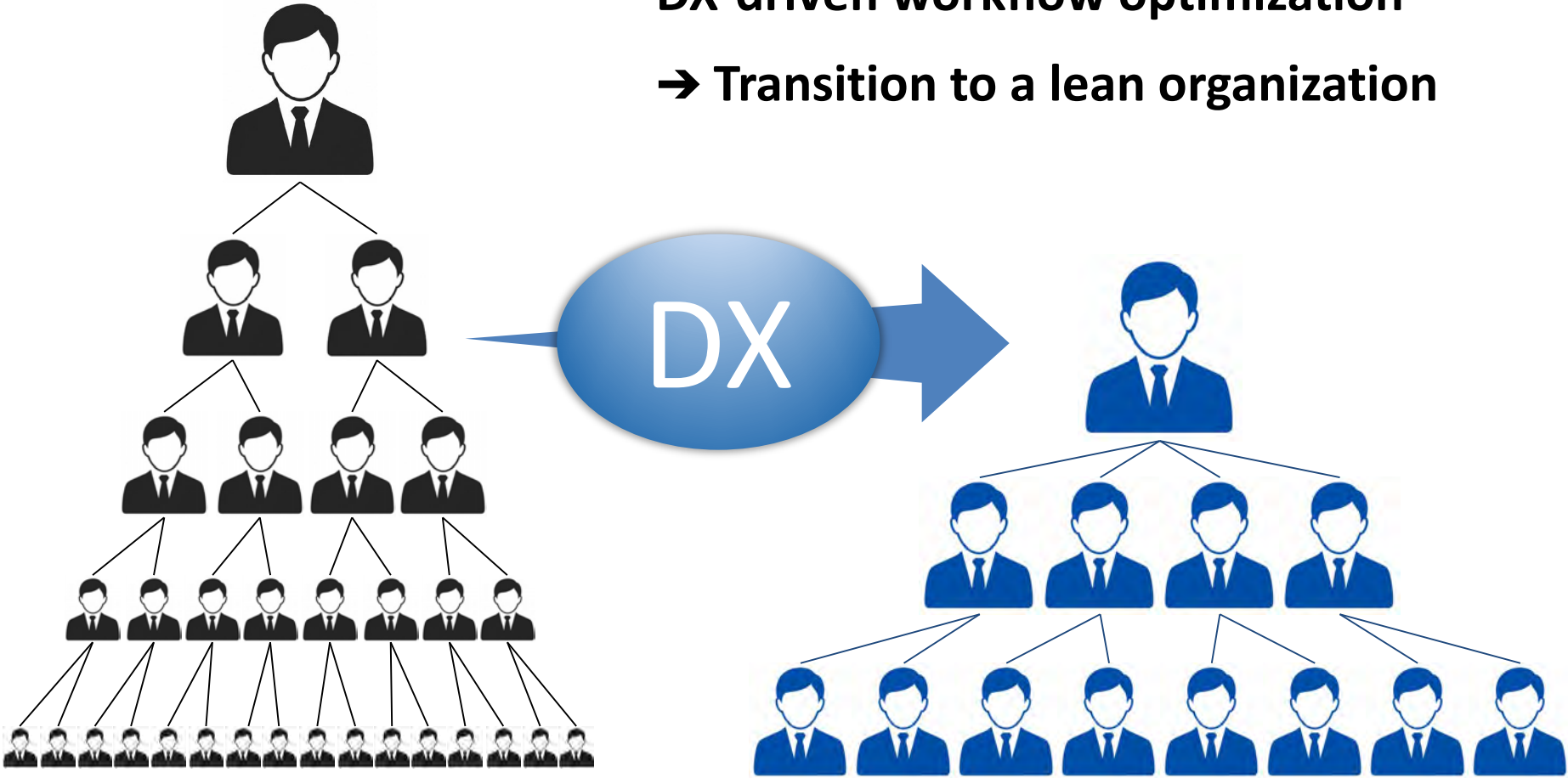
### Strengthen solution capabilities



Securing customer service time  
Improving quality of service

## Headquarters reorganization

**DX-driven workflow optimization**  
**→ Transition to a lean organization**



## Establish a sales structure that enhances customer engagement

- Six types of own-brand card to address the payment needs of individuals, agricultural workers, companies, etc.

→ Cardholder sales ratio: Approx. 50%

- Frequent Shopper Program that give preferential points according to the annual purchase amount

- CRM that meets customer's needs by linking cards and app

### FSP

### Integration with app

### CRM



**ダウンロードはこちらから**

**お買い得情報が届く**

**お店の在庫がわかる!**

**お店で商品の場所がわかる!**

**お買得情報が届く**

**お店の在庫がわかる!**

**お店で商品の場所がわかる!**

**当選確率アップ**

**0000 キャンペーン**

アプリからのエントリーで応募口数UP!

**春の農業用品 予約受付中**

**灯油宅配**

一回のお申込みで ひと冬安心

**リフォール**

KOMERI

# Strengthen B2B Business



## B2B Sales Department

The core categories, "Materials and Hardware" and "Agricultural Materials," are areas with high demand from professionals.

### Creating Systems



ビジネスカード会員様限定!!  
**即割 2%**  
最大 **2%** 引き  
※ご利用金額により、翌年の割引率が変わります。



7600000000  
charge card for  
business customers



収穫時期に合わせた  
「収穫期払い」で  
最長 **12** ヶ月後に  
お支払い

**農業用品**  
予約受付中

無料配達  
大袋肥料  
**50袋**~



# Initiatives in the Agricultural Sector

## Four pillars for industrializing agriculture

**Policy 1**  
Establishment of an agricultural advisory system



**Policy 2**  
Support for agricultural product distribution



**Increase productivity and income of agricultural businesses**

**Policy 3**  
Supply of low-priced manufacturing materials



**Policy 4**  
Improvement of payment function for harvest season payment



# Initiatives in the Agricultural Sector



## Improved convenience for agricultural businesses

- Collaboration with **8** JA

The number of stores handling JA products has expanded to **47** JA, agricultural businesses, KOMERI's "a win-win-win situation"

- Further discussions with **3** JA to start collaboration



< Farming guidance by agricultural adviser >



<February 2026: Ceremony to start collaboration with JA Ooigawa>

# Human Capital Investment



Developing human resources who can solve customers' problems and creating an environment for that purpose

## Skill acquisition



E-learning  
Off-JT & OJT

## Solution capability



In-house qualification to improve  
customer service skills  
Meister Level 2 / Level 1

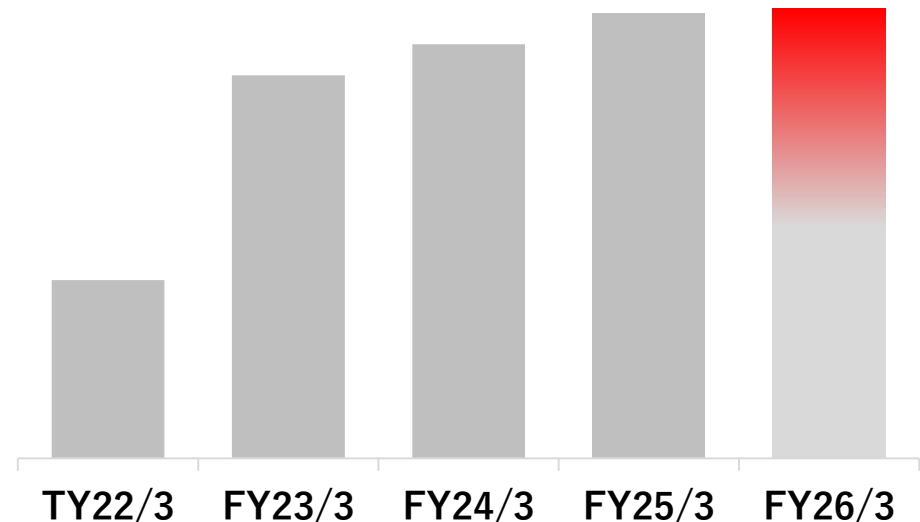
賢和塾

Human capital  
investment Amount  
**1,880 million yen**

## Management



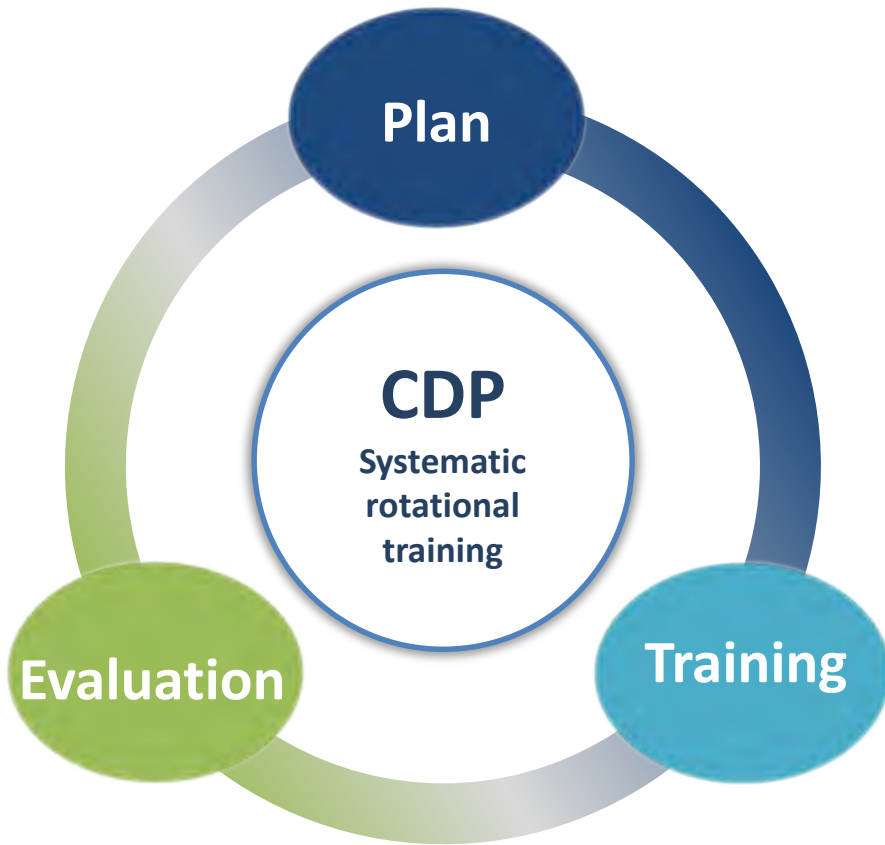
Mid-career development training  
Training for managers of large stores, etc.



# Human Capital Investment



## Job rotations based on the CDP



Introduction of FA system



Systematic rotation

"KOMERI Work Playbook"  
(Roles & Responsibilities)



# Toward the Enhancement of Corporate Value



## Plan for growth

Opening new stores



Est.:  
**14,000 million yen**

Remodeling of existing stores



Est.:  
**3,000 million yen**

Logistics



Est.:  
**1,000 million yen**

Digital Investment



Est.:  
**2,000 million yen**

Green Investment



Est.:  
**2,000 million yen**

**FY27/3**  
**Capital investment plan**  
**22,000 million yen**

# Sustainability Initiatives



## Expansion of solar power generation equipment



Number of Power plants	Through FY26/3 Actual	>	FY27/3 Plan	FY27/3 Total
Stores	21	>	+57	78
Logistics Center	6	>	+1	7
Total	27	>	+58	85

Annual CO2 reduction: Approx. 6,460 tons

## Initiation of integrated palletization in international transport



- Established a system that allows rental pallets to be circulated and used internationally when importing PB products
- Reduction of cost of purchasing and disposing of wooden pallets
  - Annual CO2 reduction: Approx. 170 tons
- Eliminate transshipment and reduce the workload on site.
  - Annual work hours reduction: Approx. 1,016 hours

# Sustainability Initiatives



## Installation of a rapid charging machine for electric vehicles



- Installation of a rapid charging machine
- Contribution to a decarbonized society
- Installed by KOMERI Power at **27** stores

## Promoting women's empowerment and supporting work-life balance



### “Kurumin Certification” (May 2024)

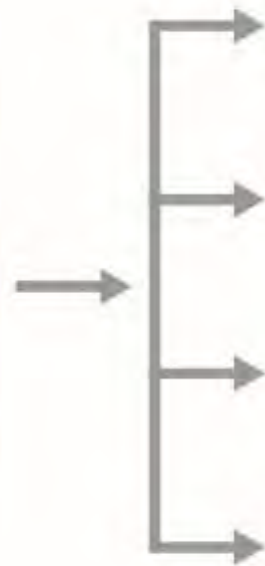
- Ensure an environment in which employees can work safely, securely, and healthily, and feel "work satisfaction"

# Social Contribution Activities



## Giving back to the local community "The KOMERI Greenery Fund"

Since 1990, about 1% of our annual 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

# Social Contribution Activities



公益財団法人

緑育成財団

Grant from KOMERI  
Greenery Fund

KOMERI Greenery Fund  
Volunteer

Promotion and support  
activities for agriculture



Contributing to forest management and environmental conservation

→ Public grants: **35** ( in **24** prefectures)

→ Number of volunteer activities: **379**

# Social Contribution Activities



## NPO法人 KOMERI コメリ災害対策センター



<Kawanehoncho, Shizuoka Prefecture / Agreement Signing Ceremony> <Introducing disaster prevention initiatives at New Kansai Center>

## 20th Anniversary of the NPO KOMERI Disaster Management Center

- Concluded material support agreements with **1,223** organizations (As of FY26/3)
- Establish a system to ensure swift supply of necessary supplies in the event of a disaster

# Social Contribution Activities



公益財団法人美術育成財団雪梁舎



雪梁舎美術館

SETSURYOSHA Museum of Art

Support for the development of young artists  
→ Support for talented artists to study abroad



- Invited by the Italy Pavilion at Expo 2025 Osaka, Kansai  
→ Panel discussion on support for training young artists
- Opened “SETSURYOSHA Gallery” at KOMERI Power (adjacent to the art museum)  
→ Selling the works of young artists as interior and home decoration



#### 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.