



# Earnings Results Briefing for the Second Quarter of the Fiscal Year Ending March 31, 2026

K O M E H Y O  
H O L D I N G S

November 13, 2025

Komehyo Holdings Co., Ltd.

Securities code: 2780 (Tokyo and Nagoya Stock Exchanges)

## Summary of financial results for the second quarter of the fiscal year ending March 31, 2026

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### Revenue increased but profits decreased compared to the same period last year Net sales reached a record high, but issues remain in profitability improvement

- Net sales : Exceeded the plan on the back of strong purchases
- Gross profit : Fell short of the plan due to the lower retail ratio and higher corporate sales ratio
- SG&A expenses : Increased significantly due to continued store openings, strengthening of personnel hiring and training associated with the openings, and increases in expenses pertaining to sales
- Operating profit : Decreased because SG&A expenses exceeded the increase in gross profit
- Ordinary profit : Decreased due to much higher-than-planned non-operating expenses such as interest expenses and foreign exchange losses

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### Store openings in domestic and overseas are progressing smoothly

#### 【Domestic store openings】

Purchasing centers : Komehyo 3 stores

Purchase and sales stores : KOMEHYO YOKOHAMA / BRAND OFF Shinjuku store

#### 【Overseas store openings】

Purchasing centers : 2 stores (Thailand, Malaysia), Sales stores : 1 store (Thailand)

3

### Aggressive investments were made to reinforce the foundations for sustainable growth

- On August 1, 2025, first overseas purchasing center was opened in Malaysia, and on August 27 of the same year, first purchasing center was opened in Thailand.
- On September 12, 2025, KOMEHYO YOKOHAMA was opened. Accelerating retail expansion with the opening of our second flagship store this year.
- JFR & KOMEHYO PARTNERS, a joint venture with J. Front Retailing (shareholding ratio: 49%), opened four new purchasing centers by September, 2025.

**We steadily expanded market share both domestically and internationally  
In the fiscal year ending March 31, 2026, we will aim to achieve our plan by improving profitability while responding to the external environment and market fluctuations.**

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# **1 . Our Business Model and Medium-term Management Plan**

## From reuse to relay use We will inherit that "value".

### Vision

We develop a concept of environmentally and socially conscious recycling into a culture

### Mission

We respect people for making products, thank people for providing products for use by other people, and make people who reuse such products happy, and by doing so, create an empathy-based recycling society.

### Value

We listen and empathize with what others say.  
We value the importance of talking.  
We take action proactively.  
We are not afraid of creating change.



Our unique concept is that "things fulfill their mission only when they are passed down from person to person (relay) and put to effective use (use)." Our group does not simply provide products but instead plays a role in proposing value to customers and co-creating value with them. We value the thoughts of the people who create things and the thoughts of those who connect things "for someone else," and make the next person who uses them smile, happy, and enriched. The entire group will work to create a society where such thoughts and efforts are commonplace.

# Company Highlights (Consolidated) (As of March 2025)

A leading player in the reuse industry, which operates KOMEHYO, BRAND OFF, Rodeo Drive, and other brands in Japan and other countries



Founding

**1947**

Net sales

**158,994** millions of yen  
( Growth achieved in four consecutive terms )

Individual purchase amount

**78,834** millions of yen



Number of employees

**1,895** people  
Breakdown : appraisers in the brand fashion business **901** people

Talent retention rate

**93.4%**



Number of stores in Japan

**273** stores  
Breakdown: 10 sales stores, 209 purchase centers,  
and 54 stores annexed with purchase facilities

Number of overseas stores

**28** stores  
( 5 countries/regions )

Market share \*

Brands and jewelry  
**No.1**

Number of operating companies

**19** companies

# Position of the Medium-term Management Plan

We aim to achieve sales of 260 billion yen by the 80th anniversary of the company's founding, which is the final year of the Medium-term Management Plan, with a view to becoming the world's No. 1 company in sales of brand goods for reuse (net sales of 500 billion yen).

the world's **No. 1** company  
in sales of brand goods for reuse

**500**  
billion yen

## Medium-term Management Plan (rolling method)

「Beyond the 80th year milestone」

FY2025 – FY2028

80th anniversary

**260**  
billion yen

Achieved record profit for 3 consecutive years

**100**  
billion yen

KOMEHYO Shinjuku store (at the time)  
opened in 2005 and contributed to growth

**30**  
billion yen

First time in Tokyo. Proposed  
"RelayUse" in the previous year

**10**  
billion yen

- Number of group stores:  
420 stores
- Overseas sales ratio: 15%

- Overseas sales ratio: 30%

1996

2007

2024

2028

future

# Basic Policies for the Medium-term Management Plan "Beyond the 80th year milestone"

Strive to achieve business growth and higher social value under a policy based on the business environment and competitive advantages

## 1 Achieving business growth

**Brand ·  
Fashion  
business  
(BF)**

**Increasing domestic and overseas market shares through multi-branding**

Implementing measures based on the characteristics of each business

- (1) Trading business (Japan and other countries)
- (2) Business that contributes to distribution
- (3) Business that contributes to market growth

**Strengthen ability to respond to market conditions  
M & A strategies**



**Tire Wheel  
business  
(TW)**

**Stable increase in sales and profit**

**Growth achieved by leveraging the power of the Group**

**Area strategies**



## 2 Deepening sustainable management

**Contribution to a carbon-neutral society**

**Aggressive investment in human resources**

**Strengthening governance**



**3 Advancing management with an awareness of capital cost**

**Achieving ROE and ROIC exceeding capital cost**



## Concept for business growth (BF business)

Based on market trends and competitive advantages, we will set key investment items, supporting management platforms, and tactical options. For the mainstay Brand Fashion business, we aim to expand sales and GMV globally by defining three businesses:

① trading business, ② business that contributes to distribution, and ③ business that contributes to market growth.



# Operating the Medium-term Management Plan Based on Competitive Advantages

Since its founding, the Group has been consistently engaged in reuse and has established competitive advantages based on its human resources, channels, and market share. The Medium-term Management Plan will be based on the business environment and competitive advantages, and we will pursue constant growth.

competitive advantage

## human resources

Securing and developing salespeople by capitalizing on **high retention rate**  
Capable of providing high value-added services



Focusing efforts on knowledge transfer and training with the aim of establishing **a group of professionals consisting of highly specialized appraisers and salespeople**



- Improved retention rate
- Increase in number of professional personnel, including appraisers

## Annual GMV

With well-developed channel, **we are increasing the number of items handled by expanding sales and purchases.** We also implement CRM, SCM, and marketing activities based on data.



Pursuing the best possible services by leveraging a **wealth of data and technologies**



- Expanded purchasing
- Auction growth

## Share

We also demonstrate high competitiveness globally, based on the trust and confidence of being **the No. 1\* company** in brand goods for reuse.



**Increasing market shares** by deepening loyalty with overwhelming brand power and through multi-brand strategy



- Expansion of overseas business
- Growth of each brand

**As our business grows, our competitive advantage will become stronger.**

Key points in the promotion of the Medium-Term Management Plan

\* "Reuse Market Data Book 2025" Reform Industry Newspaper, October 2025

## Quantitative targets of the medium-term management plan (FY2025 to FY2028)

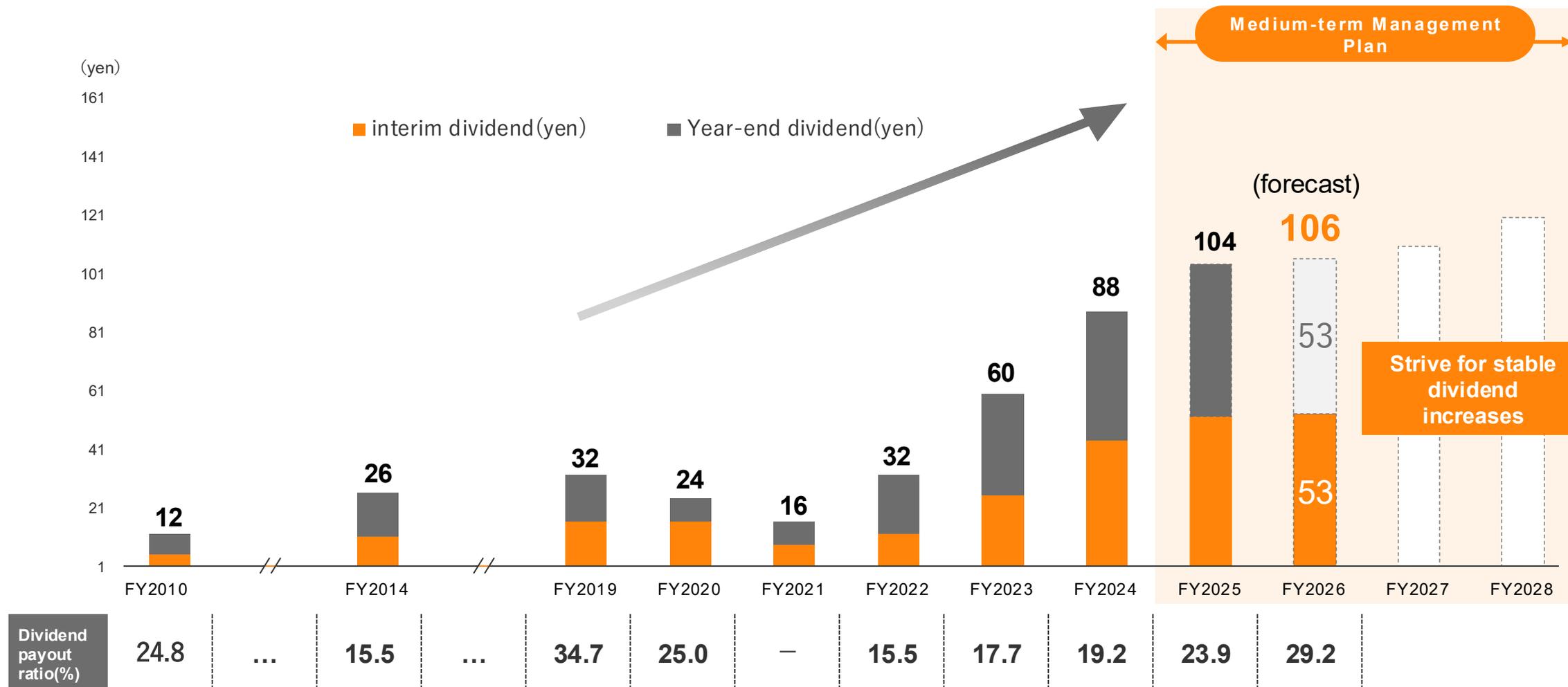
For the fiscal year ending March 2026, the company aims to achieve business growth through increased profits compared to net income attributable to parent company shareholders excluding gains on Gain on bargain purchase in the fiscal year ending March 2025. In the final fiscal year ending March 2028, the company aims to achieve sales of 260 billion yen and operating profit of 13 billion yen.

(Millions of yen)	← Medium-term management plan →				
	FY2024 (results)	FY2025 (results)	FY2026 (forecast) *1	FY2027 (forecast) *2	80th anniversary FY2028 (forecast) *2
Net Sales	119,459	158,994	201,600	230,000	260,000
Operating income	7,452	6,176	7,470	10,300	13,000
Operating margin	6.2%	3.9%	3.7%	4.5%	5.0%
Ordinary profit	7,479	6,046	6,730		
Net income attributable to owners of parent	5,025	4,777	3,980		
ROE	19.2%	15.6%	More than 12%		More than 15%
Capital adequacy ratio	44.4%	37.0%	Approximate 35%		Approximate 35%
EPS (yen)	458.7	435.9	362.9		
Dividend payout ratio	19.2%	23.9%	29.2%		About 20%

\*1 Earnings forecast revised on November 7, 2025. However, if revisions are found to be necessary after a careful examination of changes in the business environment, etc., the Company will promptly announce them. \*2 Revision planned for May 2026

# Dividend forecast

The annual dividend forecast is set to be 106 yen, an increase of 2 yen from the previous fiscal year. We will continue to focus on maintaining stable dividends and increasing dividends based on increased revenue and profits.



## **2. Revision of Earnings and Second Half Outlook**

## Revised of full-year earnings forecast for the fiscal year ending March 2026

On November 7, 2025, the Company disclosed revisions to consolidated financial results forecasts for the first six months.

Regarding the full-year forecast, the forecast for the second half is kept unchanged at present, reflecting the uncertainty of future economic conditions and market trends.

However, if revisions are found to be necessary after a careful examination of changes in the business environment, etc., the Company will promptly announce them.

	(Millions of yen)	Consolidated net sales	Consolidated operating profit	Consolidated ordinary profit	Profit attributable to owners of parent	Consolidated earnings per share(yen)
FY2026	Forecasts released previously	200,000	8,000 (4.0%)	7,400 (3.7%)	4,600 (2.3%)	419.74
	Revised forecasts announced on this occasion	201,600	7,470 (3.7%)	6,730 (3.3%)	3,980 (2.0%)	362.95
	Change	1,600	△530	△670	△620	—
	Rate of change	0.8%	△6.6%	△9.1%	△13.5%	—

	(Millions of yen)	Consolidated net sales	Consolidated operating profit	Consolidated ordinary profit	Profit attributable to owners of parent
Second half only	2025.3-2H	89,547	3,049 (3.4%)	2,976 (3.3%)	2,815 (3.1%)
	2026.3-2H	105,953	5,710 (5.4%)	5,394 (5.1%)	3,302 (3.1%)
	Change	16,406	2,660	2,417	486
	YoY	18.3%	87.2%	81.2%	17.3%

\*This is a revision to the earnings forecast announced on May 14, 2025. For details, please refer to the "Notice Regarding Revision of Earnings Forecast" announced on November 7, 2025.

# Brand and Fashion Business Assumptions for the second half

Reflecting the external environment including commodity prices and foreign exchange rates, the Company aims to achieve net sales and other results for the second half that exceed the year-ago levels.

## Forecasting market trends for main products



JEWELRY

The domestic retail gold price will remain stable at a high level. Brand-name jewelry is also expected to trend upward due to the revision of list prices and the surge in retail gold price. Although the market prices for diamonds will remain flat, high-quality items, especially colored stones, are expected to remain in high demand and be traded at high prices.



WATCH

Market prices are expected to remain high until mid-December due to growing demand toward the year-end sales season, despite currency risks from Fed rate cuts, BOJ rate hikes, and exchange rate fluctuations caused by U.S.-China trade war. The market tends to be weak at the end of the year and at the end of March every year, and the same is expected for this fiscal year.



BAG

Market prices rose gradually for some items in 2Q, but are expected to rise toward the year-end sales season, especially for popular and standard items. If retail sales are weak in the early stages of the year-end sales season, the market may experience rapid fluctuations.



FASHION

Luxury brands as a whole will be trending lower due to the cooling of the Chinese market. Market prices for some items are expected to increase due to a decrease in the number of good items for corporate auctions. A shift to more affordable brands is likely.



## Outlook for second half

YoY  
comparison

Net sales	<ul style="list-style-type: none"> <li>Net sales will grow steadily with abundant inventory and steady purchasing</li> <li>Retail sales will grow, driven by tax-free sales</li> <li>Inventories with low profit margins will be rotated as soon as possible through corporate sales.</li> </ul>	
Gross profit margin	<ul style="list-style-type: none"> <li>Strengthening high-margin purchases from individuals and retail sales including tax-free sales</li> <li>Inventory replacement proceeded smoothly, shortening inventory periods and improving mark-up rates</li> </ul>	
SG&A expenses to sales ratio	<ul style="list-style-type: none"> <li>Continuing investment for growth, including hiring and training personnel for new store openings</li> <li>Holding down SG&amp;A expenses that can be controlled</li> </ul>	
Operating profit	<ul style="list-style-type: none"> <li>Securing operating profit by increasing the amount of profit through strengthened purchases from individuals and retail sales and by controlling costs appropriately</li> </ul>	
Purchase	<ul style="list-style-type: none"> <li>Taking measures such as setting appropriate purchase prices and reviewing inventory valuation</li> <li>Purchases from individuals will remain strong with the opening of purchase centers.</li> <li>Gold bullion purchases will be continued due to high and stable retail gold price.</li> </ul>	

### **3. Earnings Results for the Second Quarter of the Fiscal Year Ending March 31, 2026**

## Highlights of cumulative financial results for the second quarter of the fiscal year ending March 31, 2026

### Consolidated financial results for the second quarter of the fiscal year ending March 2026

Individual purchase amount (consolidated)

**45,028**  
millions of yen  
YoY 124.9%

Consolidated sales

**95,646**  
millions of yen  
YoY 137.7%

Consolidated operating profit

**1,759**  
millions of yen  
YoY 56.3%

Consolidated ordinary profit

**1,335**  
millions of yen  
YoY 43.5%

Profit attributable to owners of parent

**677**  
millions of yen  
YoY 34.5%

#### Breakdown of consolidated sales

Retail ratio

**43.1%**  
YoY  $\Delta$  6.7pt

Overseas ratio

**13.9%**  
YoY +0.3pt

Domestic tax exemption ratio

**13.1%**  
YoY  $\Delta$  4.0pt

#### Number of stores

Domestic stores

**287** stores

Sales stores 10

Purchasing centers 218

Purchase and sales stores 59

Overseas stores

**31** stores (five countries / regions)

Sales stores 8

Purchasing centers 2

Purchase and sales stores 21

## Evaluation of the second quarter (three months) of the fiscal year ending March 2026

Net sales grew significantly with the conversion of RK Enterprises and three other companies into Group companies in the fiscal year ended March 31, 2025, while also reflecting an increase in purchases from individuals and corporate sales of gold bullion, etc. attributed to soaring retail gold price. On the other hand, gross profit margin and operating profit margin are on a downward trend due to a decline in the retail ratio.

	Evaluation	2Q (three months) results	
<p>Net sales</p> 	<p>Although the retail ratio declined due to a slowdown in tax-free sales, retail and corporate sales remained strong chiefly due to the opening of flagship stores.</p>	<p>YoY : 137.8%</p>	<ul style="list-style-type: none"> <li>• Retail sales ratio: 43.4% (YoY : <math>\Delta</math>6.4pt)</li> <li>• Tax-free sales ratio: YoY: 111.5%</li> <li>• Sales increased due to the effect of addition of Group companies and opening of retail stores in the previous fiscal year.</li> <li>• Corporate sales of gold bullion with low gross profit margins also increased.</li> </ul>
<p>Gross profit margin</p> 	<p>Gross profit margin declined, but gross profit was the highest ever.</p>	<p>YoY : <math>\Delta</math>1.7pt</p>	<ul style="list-style-type: none"> <li>• Gross profit margin : 19.9%</li> <li>• Inventory replacement was continued from 1Q.</li> <li>• Tax-free sales fell short of the plan and the retail ratio declined, resulting in a lower gross profit margin.</li> <li>• Record-high quarterly trade volume in auctions for corporate clients</li> </ul>
<p>SG&amp;A expenses to sales ratio</p> 	<p>SG&amp;A expenses increased significantly due to investment for growth, but SG&amp;A to sales ratio remained on a par with the year-ago level.</p>	<p>YoY : <math>\Delta</math>0.8pt</p>	<ul style="list-style-type: none"> <li>• SG&amp;A expenses to sales ratio : 18.1%</li> <li>• Continuing to invest in growth, including hiring and Ancillary costs associated with sales also increased.</li> </ul>
<p>Operating profit</p> 	<p>Profit decreased due to an increase in SG&amp;A expenses, more than offsetting an increase in gross profit.</p>	<p>YoY : 88.5%</p>	<ul style="list-style-type: none"> <li>• Operating profit margin : 1.8% (YoY : <math>\Delta</math>1.0pt)</li> <li>• BF business ratio: YoY: 86.0%</li> <li>• Tire and Wheel business: YoY: 66.6%</li> </ul>
<p>Purchase</p> 	<p>Sales of purchases from individuals remained strong due to steady openings of purchase centers.</p>	<p>Individual purchases: 125.9% YoY Record results for a quarter</p>	<ul style="list-style-type: none"> <li>• New purchase center openings were steady.</li> <li>• Gold bullion purchases were strong due to a sharp rise in retail gold price in Japan.</li> <li>• Market prices for high-end watches, bags, and fashion items remained relatively weak and flat as in 1Q.</li> <li>• We made sure to set appropriate purchase prices in light of market prices.</li> </ul>

# Performance

Net sales reached record highs.

Operating profit and subsequent profit levels decreased due to a decline in the gross profit margin and higher SG&A expenses.

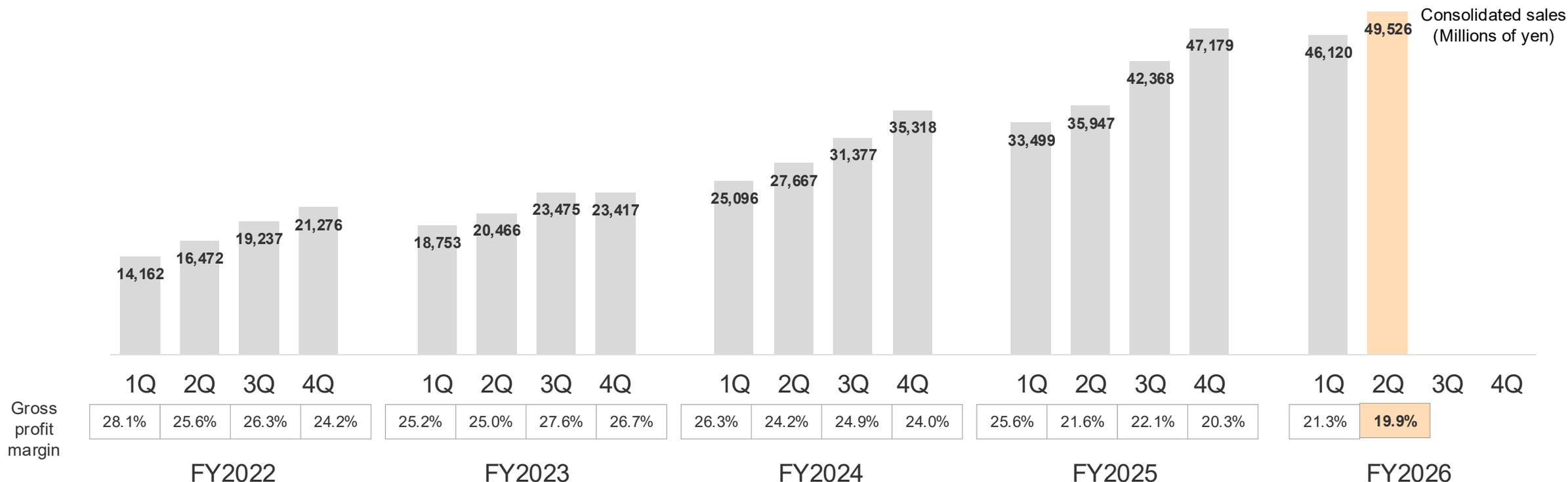
(Millions of yen)	2026.3-1Q	YoY	2026.3-2Q	YoY	2026.3-1H	YoY	Plan Ratio※
Net sales	46,120	137.7%	49,526	137.8%	95,646	137.7%	47.4%
Gross profit	9,841	114.7%	9,847	126.8%	19,689	120.4%	—
Gross profit margin	21.3%	△4.3pt	19.9%	△1.7pt	20.6%	△2.9pt	—
SG&A expenses	8,958	139.1%	8,972	132.4%	17,930	135.6%	—
Operating profit	883	41.3%	875	88.5%	1,759	56.3%	23.6%
Operating profit margin	1.9%	△4.5pt	1.8%	△1.0pt	1.8%	△2.7pt	—
Ordinary profit	652	29.8%	683	77.4%	1,335	43.5%	19.8%
Net income attributable to owners of parent	353	25.0%	323	59.0%	677	34.5%	17.0%

\*Progress rate against the full-year plan for the fiscal year ending March 2026 in the “Notice of Revision of Earnings Forecasts” disclosed on November 7, 2025

# Trends in Consolidated Net Sales and Gross Profit Margin

In addition to strong purchases from individuals, net sales increased .

Gross profit margin decreased by 1.7 points compared to the same period last year.



## Internal Factors behind fluctuations in gross profit margin

- Varies depending on product composition ratio (fashion > jewelry/precious metals > bags > watches)\*
- Varies depending on the composition ratio of individual purchases and corporate purchases (individual purchases > corporate purchases)\*
- Varies depending on the composition ratio of retail and corporate sales (Retail > Corporate sales)\*

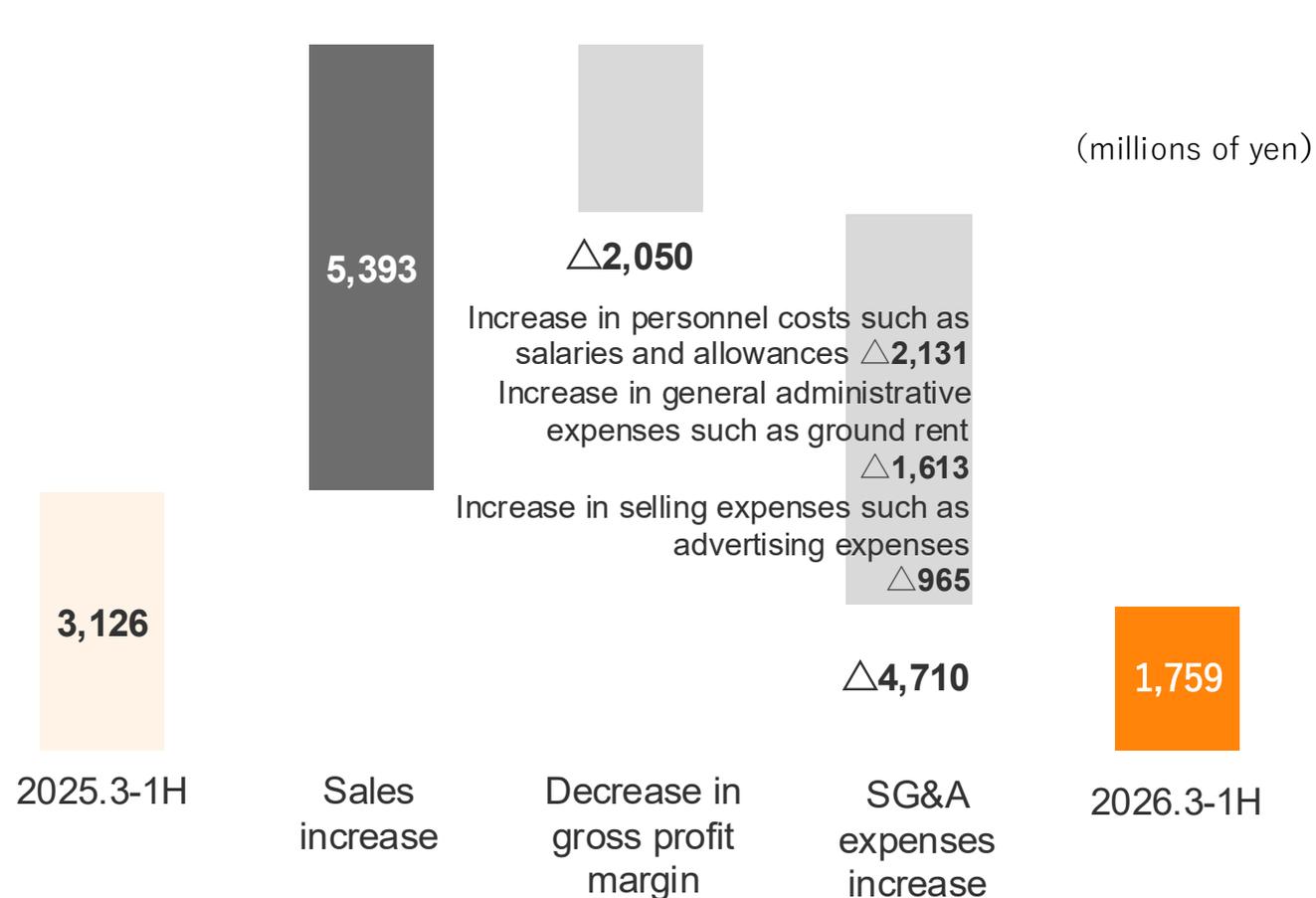
\*Items in parentheses are in descending order of generally estimated profit margin, and do not indicate the factors behind the fluctuation in results for the period under review.

# Analysis of consolidated operating income

Net sales increased in both retail and corporate sales due to enhanced inventory.

On the other hand, the gross profit margin remained low due to a decrease in the retail ratio and an increase in the corporate sales ratio, as well as an increase in the composition ratio of merchandise and products with relatively low profit margins.

Operating profit decreased because of the lower gross profit margin and higher SG&A expenses that resulted from continued investment in growth.



## Net Sales

- Purchasing is strong and inventory is substantial.
- Corporate purchases and corporate sales were utilized to increase inventory liquidity.
- Growth in both retail and corporate sales

## Gross profit

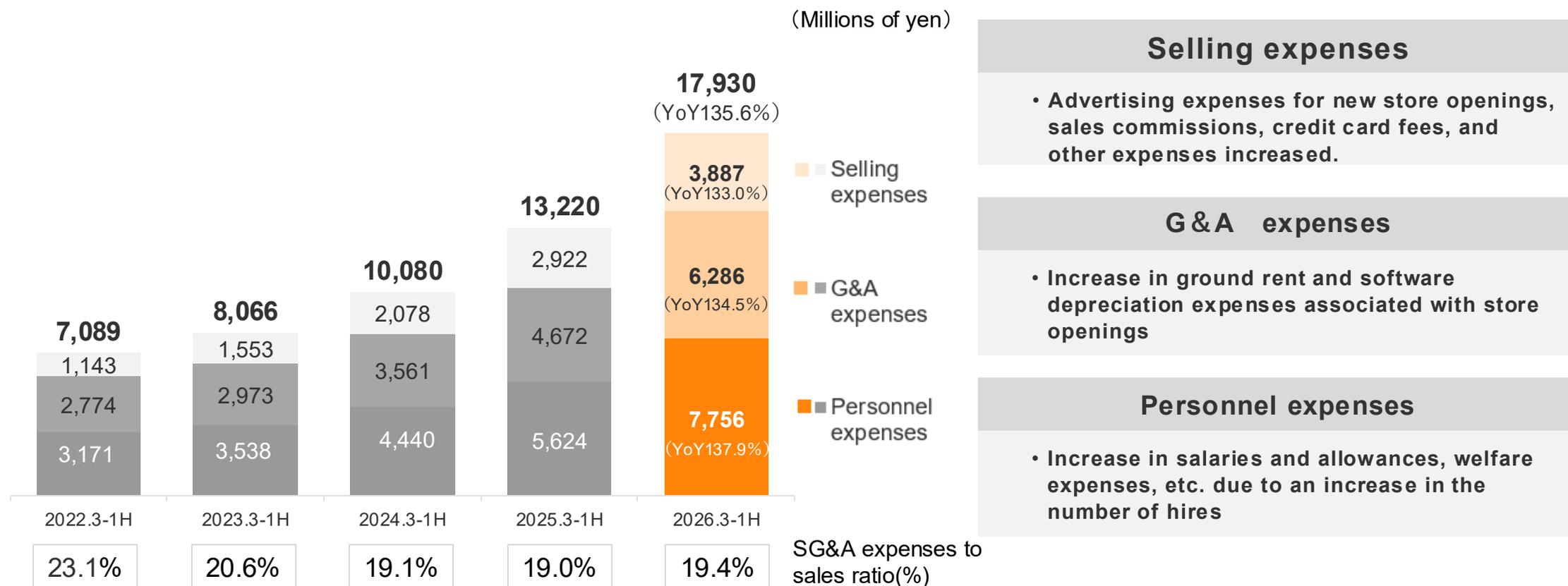
- Down 1.7pt YoY due to response to market fluctuations, increase in purchase of gold bullion, and change in product mix (higher proportion of watches) following the consolidation of four companies into the Group in the fiscal year ended March 31, 2025

## SG&A expenses

- Increase in salary allowances due to base increase and increase in employees
- Increase in ground rent, etc. due to store openings
- Increase in sales commissions, etc. due to higher net sales

# Changes in selling, general and administrative expenses

Selling, general and administrative expenses increased significantly due to the opening of new stores, and the associated increases in the hiring and training of personnel.



## Non-operating income and expenses/extraordinary income and losses

Ordinary profit and profits indicated below declined due to an increase in non-operating expenses such as interest expenses, foreign exchange losses, and impairment loss.

(Millions of yen)

	Interest expenses	262			
	Share of loss of entities accounted for using equity method	60			
	Foreign exchange losses	135		Loss on retirement of non-current assets	33
	Rent expenses on store	1		Loss on cancellation of rental contracts	7
	Other	40		Impairment losses	89
	<b>Non-operating expenses</b>	<b>499</b>		<b>Extraordinary losses</b>	<b>129</b>
<b>Non-operating Income</b>	<b>75</b>		<b>Extraordinary income</b>	<b>0</b>	
Interest income	14		Gain on sale of non-current assets	0	
Dividend income	18				
Commission income	1				
Insurance claim income	3				
Other	37				

# Balance sheet overview

In addition to strong individual purchases, we purchased from corporations with the aim of expanding our business scale and strengthening our retail presence, and secure ample inventory.

The substantial product lineup at the store contributed to the increase in sales.

(Millions of yen)	March 2025	September 2025	Change
<b>Current assets</b>	68,457	75,518	7,061
Cash and deposits	15,535	18,611	3,076
Inventories	39,994	44,387	4,393
Other current assets	12,927	12,519	△407
<b>Non-current assets</b>	20,168	21,585	1,417
<b>Assets</b>	88,625	97,104	8,478
<b>Liabilities</b>	55,426	64,302	8,875
Interest-bearing liabilities	47,395	54,729	7,334
Other liabilities	8,031	9,572	1,541
<b>Net assets</b>	33,199	32,802	△397
<b>Liabilities and net Assets</b>	88,625	97,104	8,478

- The Group's inventories are highly liquid, and the fresh and plentiful inventory acquired through upfront investment is a source of competitive advantage.
- Cash and deposits + Inventories are greater than interest-bearing debt, limiting risk.

## Inventories

Inventory assets, which are the source of sales, increased due to strong individual purchases and strengthened corporate purchasing.

## Interest-bearing liabilities

Increase in inventories were financed with short-term and long-term borrowings

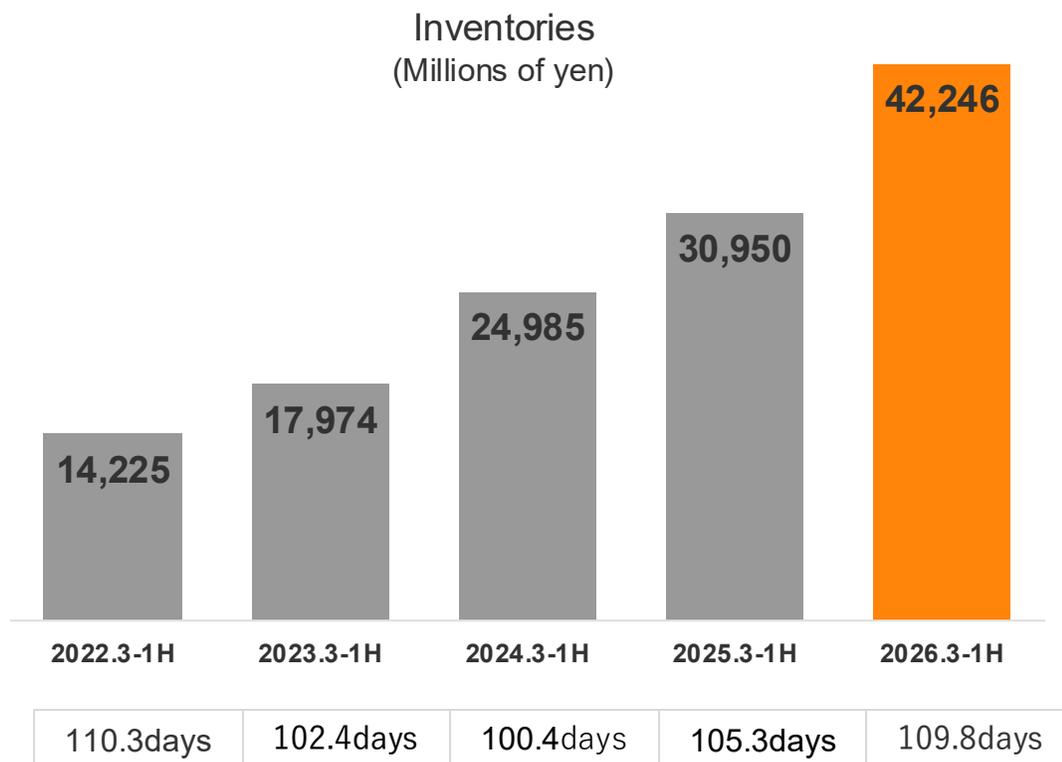
## Net assets

Decrease due to foreign currency translation adjustment and dividends from retained earnings

# Inventory Turnover (Brand and Fashion Business)

Due to the conversion of RK Enterprises and three other companies into Group companies in the fiscal year ended March 31, inventories increased significantly. (Inventory write-downs among them remained low\*1).

Inventory turnover declined as a result of temporary inventory buildup for retail stores to strengthen retailing, but there is room for improvement from the third quarter onwards.



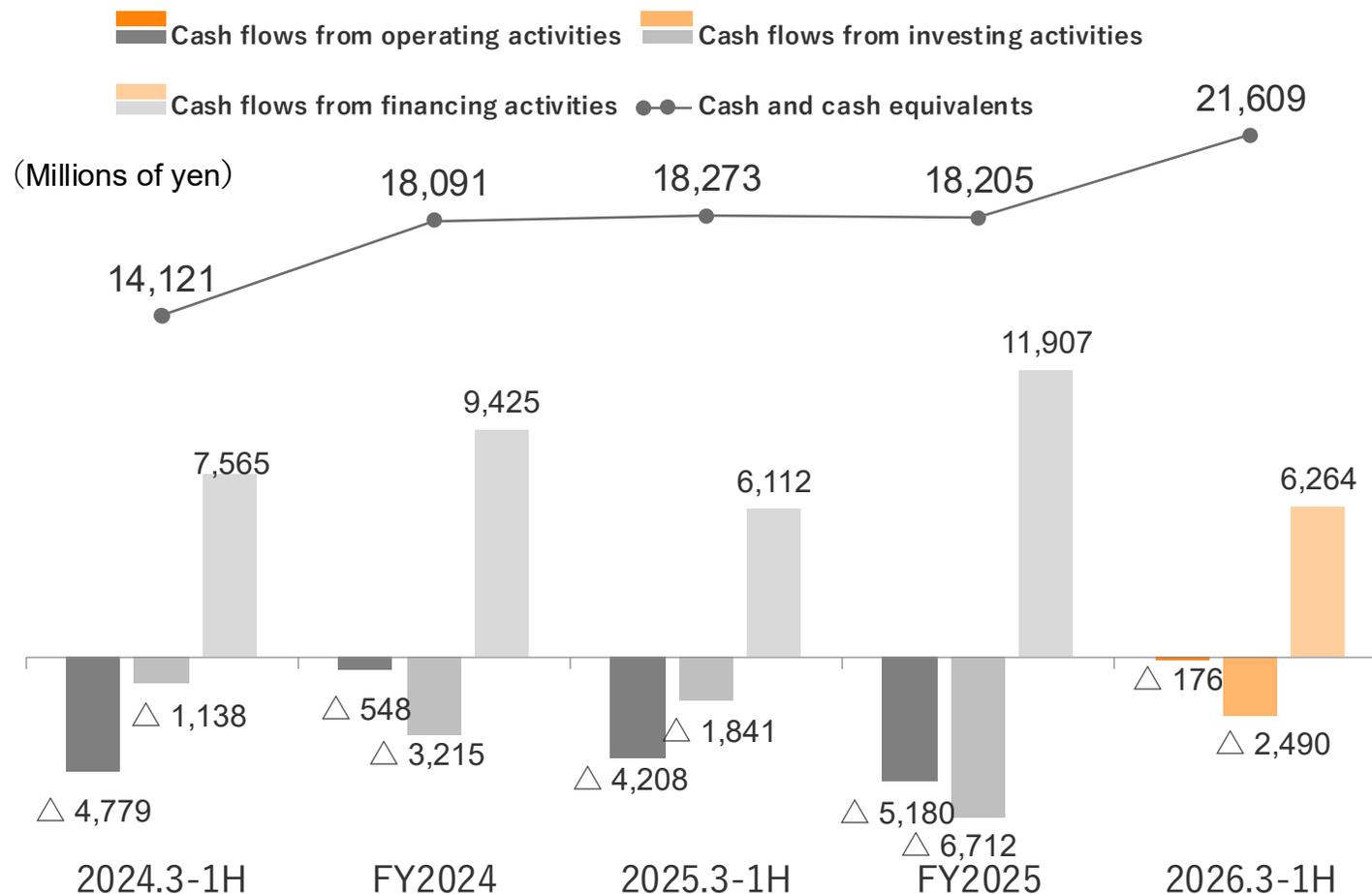
	2022.3-1H	2023.3-1H	2024.3-1H	2025.3-1H	2026.3-1H
Gross profit margin	26.3%	24.5%	24.8%	23.1%	20.2%
inventory turnover	3.3	3.6	3.6	3.5	3.3
Cross-Ratio*3	86.8%	88.2%	89.3%	80.9%	66.7%

Inventory turnover period\*2

\*1 Deleted from the table because its impact is minor \*2 Inventories / Cost of sales \*3 An indicator that is emphasized within the group, calculated as gross profit margin x inventory turnover rate.

# Consolidated cash flow

Cash was used in operating activities, mainly reflecting an increase in inventories in preparation for business scale expansion and new store openings, as well as an increase in income taxes. There were significant cash inflows from financing activities due in part to strong purchases from individuals and increased borrowings.



## Cash flows from operating activities

Increase in inventories and corporate tax payments, etc.

## Cash flows from investing activities

Increase in tangible and intangible fixed assets due to store openings, etc.

## Cash flows from financing activities

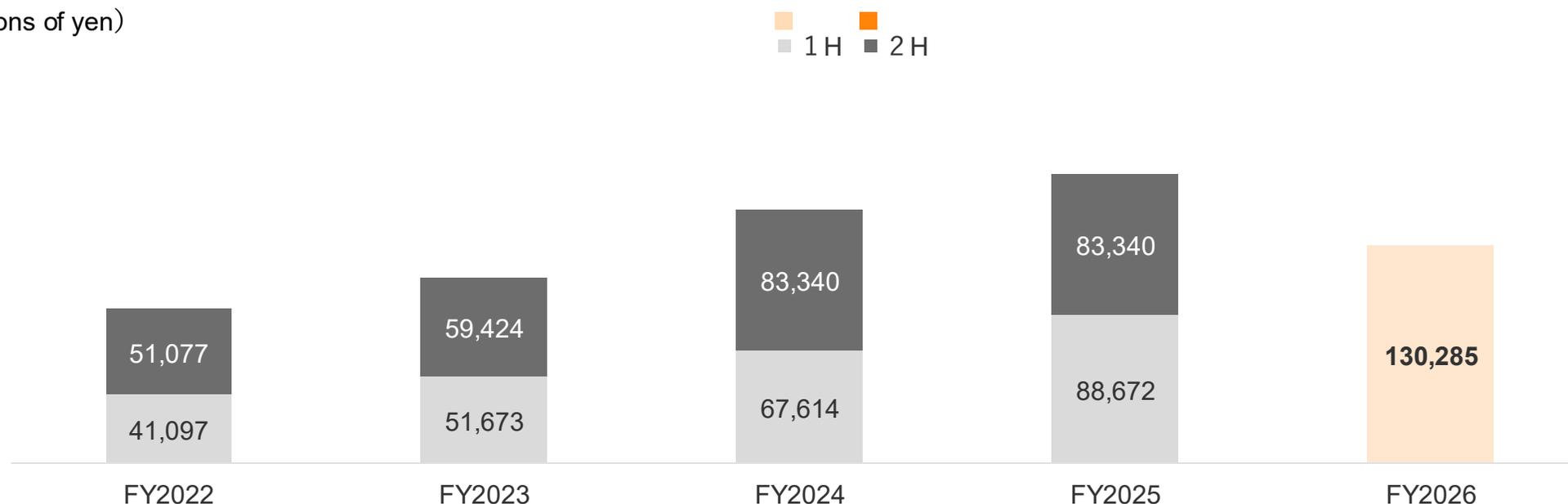
An increase in short-term borrowings to cover strong purchases from individuals.

# Changes in gross merchandise value

GMV\*, which indicates the scale of our business, is an indicator for the promotion of relay use. 146.9% compared to the same period last year, the highest ever. The growth of GMV leads to the growth of the business and the improvement of profitability on a medium-to long-term basis.

## Changes in gross merchandise value (Consolidated)

(Millions of yen)

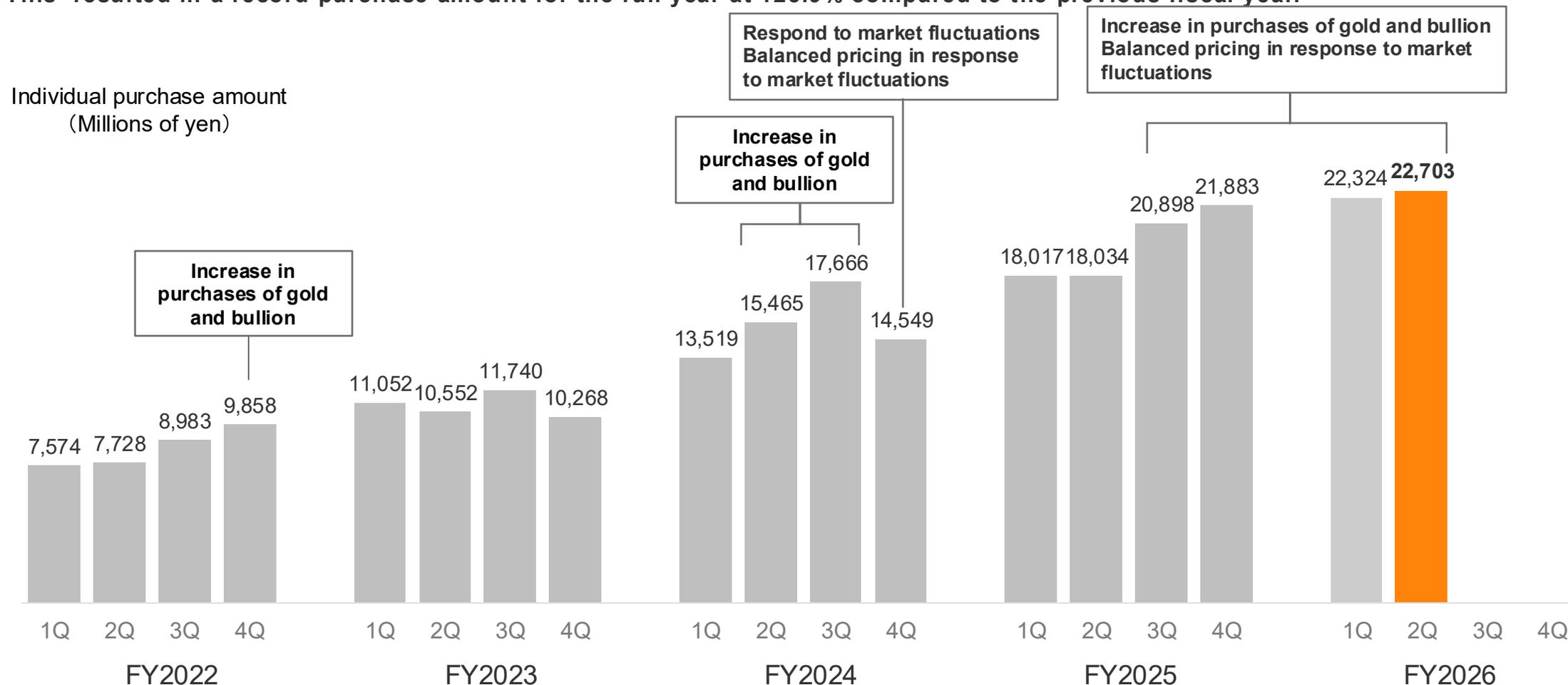


\*GMV is calculated simply by adding and subtracting the sales and volume of auctions by group companies, the volume of inspection business, and commission sales, etc. based on consolidated sales.

# Purchase from individual customers (Group total)

Factors including the continued opening of purchasing centers, growth at existing stores, and an increase in items brought in due to the soaring price of gold bullion produced a boom in individual purchases.

This resulted in a record purchase amount for the full year at 125.9% compared to the previous fiscal year.



\* The individual purchase amount is the amount purchased from an individual customer through the following route.

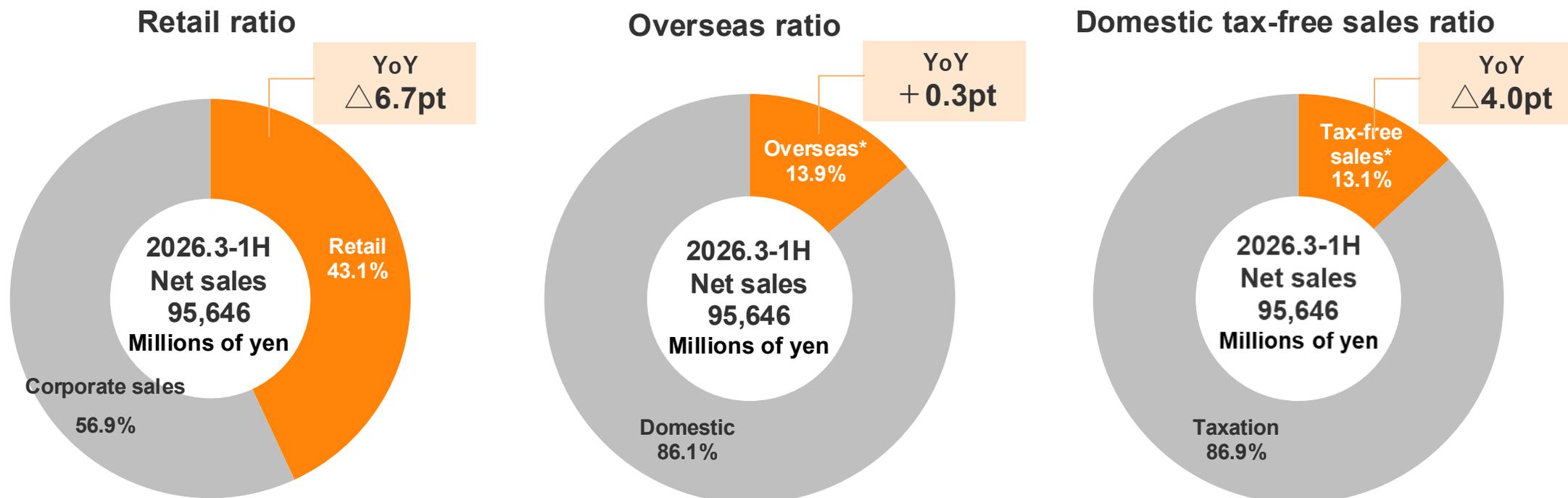
· Purchasing at stores · Purchasing at visited sites · Purchasing at events (KOMEHYO) · Purchasing using home delivery services (KOMEHYO)

## Breakdown of consolidated Net sales (Retail / Overseas / Domestic tax-free sales)

【Retail】 Ratio of retail sales declined 6.7pt YoY due to low-margin inventory of gold bullion, watches, and bags being shifted to corporate sales. On the other hand, retail ratio in 2Q rose 0.6 pt from 1Q due to aggressive efforts to strengthen retailing.

【Overseas】 Overseas sales increased steadily due to the opening of new stores in Hong Kong, Singapore, and Malaysia and business expansion in the U.S.

【Domestic tax-free sales】 Sales decreased, mainly among Chinese customers, and the domestic duty-free ratio fell 4.0 points below expectations.



\*\*Corporate sales" includes auction fees.

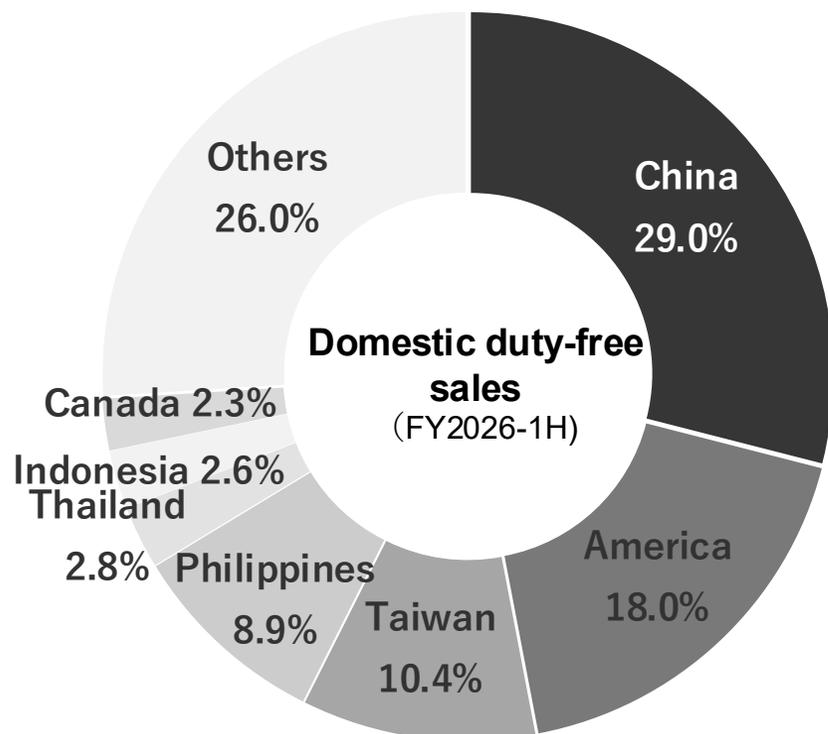
\* "Overseas" does not include domestic duty-free sales, etc.  
\* Calculated as (overseas group company sales + overseas export sales) / consolidated sales.

※ Calculated as domestic duty-free sales/consolidated sales

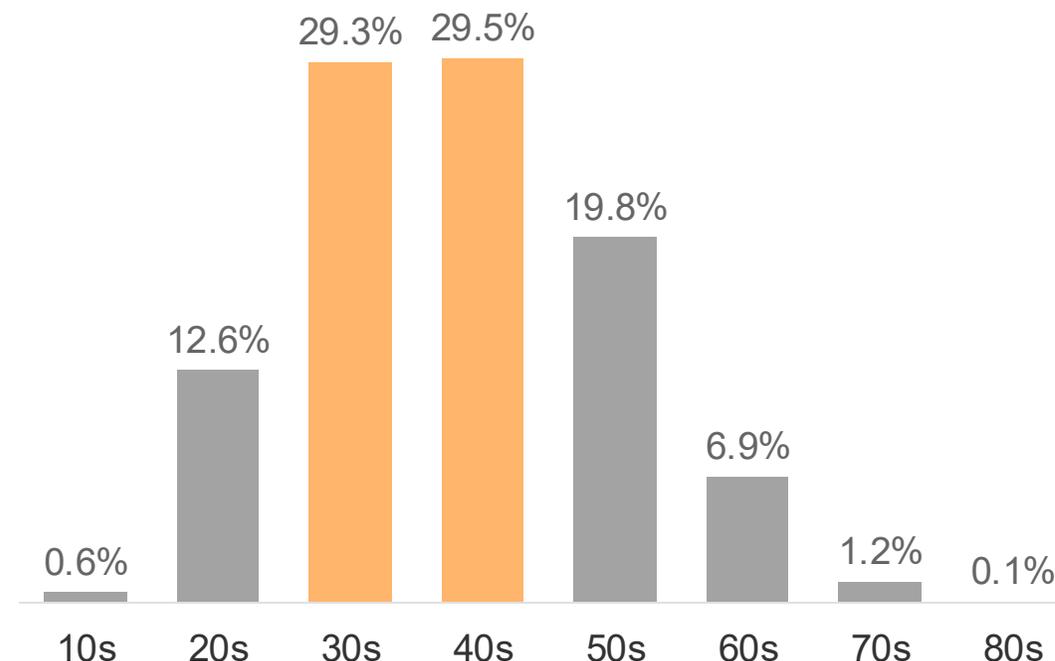
## Corporate Profile Breakdown of domestic duty-free sales

Because of the opening of KOMEHYO SHIBUYA and KOMEHYO OSAKA SHINSAIBASHI, the proportion of customers from the United States increased. The proportion of Chinese customers increased by 5.3 points from the first quarter. They are younger than the domestic customer base, with the volume zone being customers in their 30s to 40s.

Composition ratio by country/region



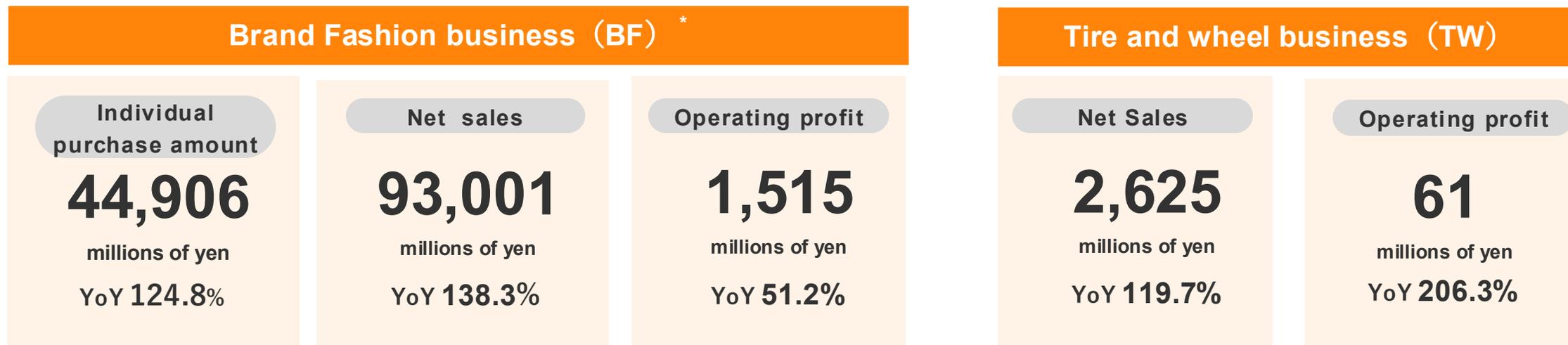
Purchaser ratio by age group (FY2026-1H)



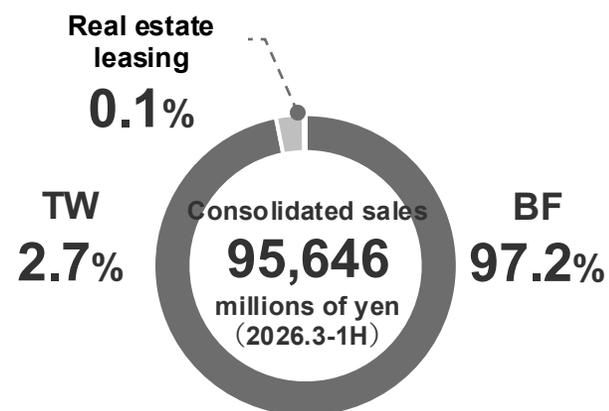
\*Counted by passport issuing country/region

## **4. Segment overview for the Second Quarter of the Fiscal Year Ending March 31, 2026**

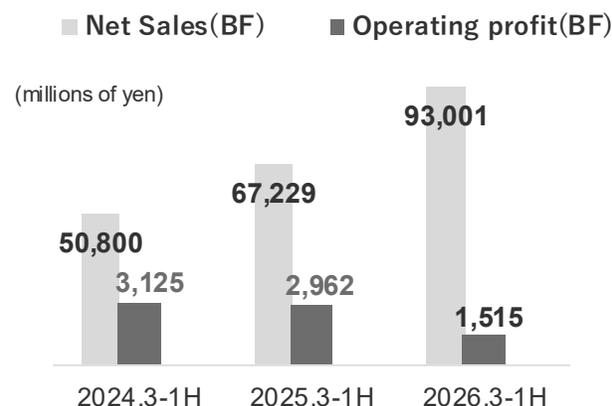
## Summary by segment for the second quarter of the fiscal year ending March 31, 2026



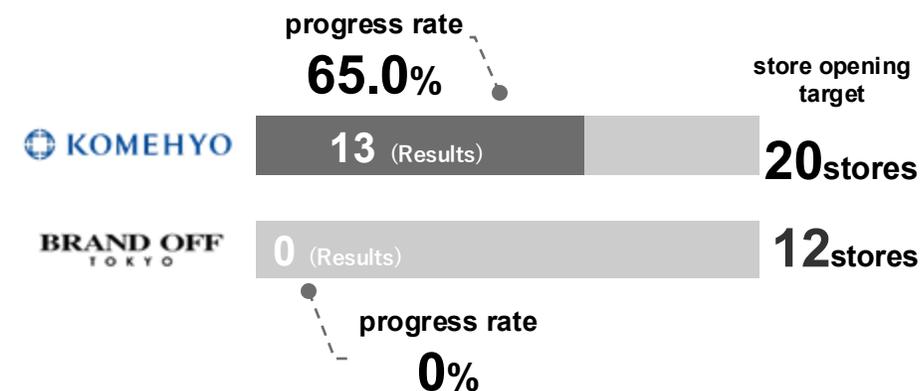
### Sales composition ratio



### BF business performance trends compared to the same period in the last three years



### Progress of store openings specializing in purchasing



\* There is a difference from monthly sales due to the effects of currency translation, etc.

## Segment overview for the Second Quarter of the Fiscal Year Ending March 31, 2026

【Brand Fashion business】 Sales grew due to favorable purchasing activity, Net sales increased but profit decreased because of lower gross profit that resulted from a lower retail ratio margin, as well as higher SG&A expenses.

【Tire and Wheel business】 Sales of high- margin summer tires and wheels from in-house campaigns remained strong due to strategic inventory adjustments and sales enhancement.

(Millions of yen)		2026.3-1Q	YoY	2026.3-2Q	YoY	2026.3-1H	YoY
Brand Fashion	Net sales	44,751	138.2%	48,250	138.4%	93,001	138.3%
	Operating profit	779	37.0%	736	86.0%	1,515	51.2%
	Operating margin	1.7%	△4.8pt	1.5%	△1.0pt	1.6%	△2.8pt
Tire and wheel	Net sales	1,359	122.3%	1,266	116.9%	2,625	119.7%
	Operating profit	38	-	22	66.6%	61	206.3%
	Operating margin	2.9%	-	1.8%	△1.3pt	2.3%	△1.0pt
Real estate leasing	Net sales	91	110.8%	91	97.9%	182	104.0%
	Operating profit	31	114.0%	30	99.4%	61	116.2%
	Operating margin	34.1%	+0.9pt	33.7%	+0.5pt	33.9%	+0.7pt

\* Adjustments: Sales △163 millions of yen, Operating profit 120 millions of yen

# Stores | 318 stores in total for the Group (as of September 2025)

In August, the first purchasing center opened in Malaysia and Thailand, and in September, KOMEHYO YOKOHAMA was opened as the eighth flagship store of KOMEHYO. In 1H, the Group opened 21 stores, mainly specializing in purchasing. (8 stores in the second quarter)

	Brand Fashion						Tire and wheel	
	 KOMEHYO	 BRAND OFF TOKYO	 Rodeo Drive	 Shellman Since 1971	 WORM	 SELBY	 Craft	 U-ICHIBAN
Flagship stores	8 (1)	3	1	1				
Sales Stores	2			6	2			
Purchase and sales stores	21	6 (1)	4			2	11	2
Purchasing Centers	173 (3)	7	3					
Franchised purchasing centers		35						
Overseas	10 (3)	20	1					
<b>Total</b>	<b>214</b>	<b>71</b>	<b>9</b>	<b>7</b>	<b>2</b>	<b>2</b>	<b>11</b>	<b>2</b>



KOMEHYO  
Nagoya main store



BRAND OFF  
KANAZAWA store



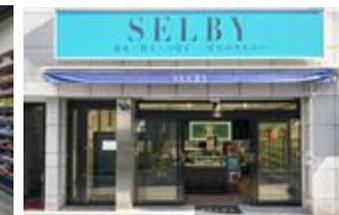
Rodeo Drive  
Yokohama Kannai store



Shellman  
GINZA store



WORM OSAKA



SELBY  
OKACHIMACHI store



Craft  
NAKAGAWA store

\* The figure in parentheses ( ) represents the increase during the second quarter of the fiscal year ending March,2026

# Purchasing and sales status by route \* | KOMEHYO

[Ratio of purchases from individuals and composition of products purchased from individuals]

Purchases from individuals were strong, mainly reflecting the soaring retail gold price in Japan. Corporate purchases were made to expand business scale and strengthen retailing, and the ratio of purchases from individuals declined by 5 pt year on year. The composition ratios of merchandise are marked by the growth of watches with low profit margins and gold bullion. (Gold bullion accounts for 60% of jewelry.)

[Ratio of retail sales]

Although there was a recovery in retail sales mainly due to the opening of flagship stores, corporate sales aimed at inventory liquidation increased significantly on a larger scale than the recovery in retail sales. As a result, retail ratio remained lower than expected.



\*All percentages are actual results for second quarter cumulative total for fiscal year ending March 2026

## BF business | Status of strengthening individual purchases and retail sales

In September, The flagship store "KOMEHYO YOKOHAMA" opened.

The aim is to attract customers in areas that could not be reached by existing stores in the Tokyo metropolitan area.

In 3Q and beyond, the Company will continue to open new stores and expand locations to strengthen purchases from individuals and retail sales.

### ■ The flagship store "KOMEHYO YOKOHAMA" opened (September 12)



#### Features

- The store targets customers in their 30s to 50s from domestic regions. Aim to be the first reuse brand to recall in priority areas where latent demand is strong.
- The store is conveniently located in the basement of Yokohama Station. In honor of Yokohama, "port of call" is the theme of its interior and exterior. More than 5,000 brand-name bags and jewelry items are offered in the luxurious space.

#### Achievements

- Progressing almost according to plan towards our first-year target of 2.5 billions of yen.

### ■ Store openings and expansion of bases from 3Q and beyond\*

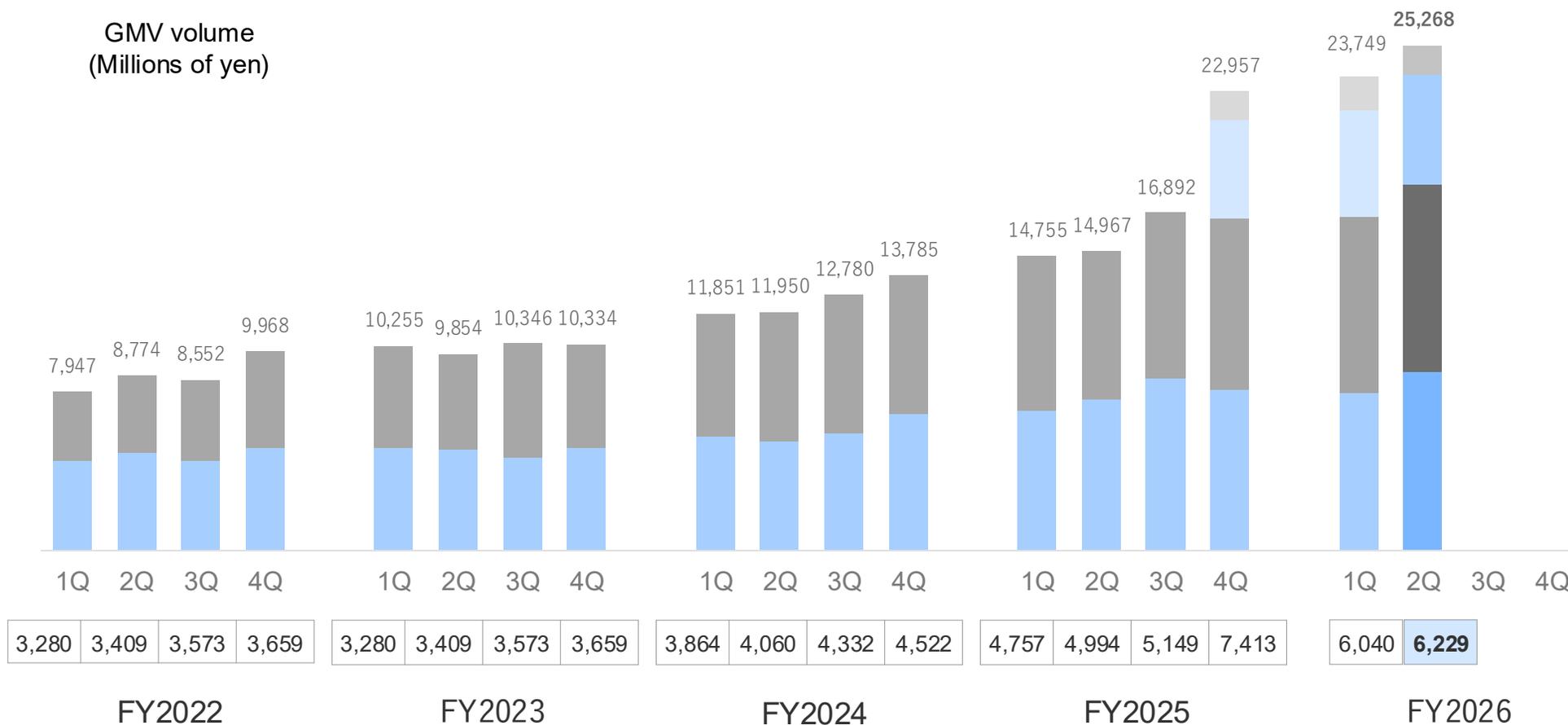
3 Q	Oct 1	Purchase base	Started private purchases in the United States Purchases from individuals began at the office in New York City, which was opened in the previous fiscal year. An e-commerce site was also launched in the same month for simultaneous purchase and retail operations. Going forward, the Company will also consider opening new stores by analyzing performance and market trends.
	Oct 2	Purchase and sales store	「BRAND OFF Yuen Lung YOHO MALL store (Hongkong)」
	Oct 3	Sales store	「KOMEHYO LOT10」 (Malaysia)
	Nov 6	Purchase and sales store	「BRAND OFF Longfor Shanghai Minhang Tianjie store(China)」
	Nov 28	Sales store	「KOMEHYO VINTAGE TOKYO atelier」
	Mid Dec	Purchase and sales store	「BRAND OFF CITYLINK Nanko store」 (Taiwan)
	Late Dec	Purchase and sales store	「BRAND OFF Tsim Sha Tsui iSQUARE store」 (Hongkong)
4 Q	Feb	Company establishment	Established a subsidiary in the Philippines This is the group's eighth overseas base. The main target is the rapidly growing wealthy local population, and the company aims to start retail sales from summer 2027 onwards, with plans to begin individual purchasing in advance.
	Early Feb	Purchase and sales store	「BRAND OFF Taichung Zhongyou Department Store」 (Taiwan)
	Late Mar	Purchase and sales store	「KOMEHYO 「KOMEHYO Fukuoka Tenjin Daimyo(tentative name)」 Contract area : 447㎡ Aiming to achieve annual sales of 1.2 billion yen and increase awareness in the Kyushu area

\* In addition to the stores listed in the table, KOMEHYO plans to open 20 directly managed buy-back specialty stores per year, and BRAND OFF plans to open 12 franchised buy-back specialty stores per year. A purchase center run by JFR & KOMEHYOPARTNERS, a joint venture between J. Front Retailing Co., Ltd. and KOMEHYO Co., Ltd. The company plans to open seven stores by the end of the year and 23 stores over the next four years.

# Corporate auction GMV (volume) growth

Corporate auction GMV reached a record quarterly high due to increased needs for inter-company sales reflecting market fluctuations.

GMV volume  
(Millions of yen)



Total number of member companies:  
4 companies

# Overview of tire and wheel business

Net sales grew significantly (driven especially by summer tire sales and overseas sales of self-planned wheels) due to strategic efforts to secure inventories and strengthen sales, despite the difficulty in securing inventories of new products. This offsets the increase in SG&A expenses, resulting in a significant increase in profit.



Planning and development



- **Driven by strong domestic and overseas sales and high-margin products**  
While domestic sales grew strongly by 108% YoY, overseas sales increased significantly, up 254% YoY. Sales of the highly profitable Bradley Series and Air/G Series wheels increased.
- **Sales network expanded steadily in overseas markets**  
Efforts were made to strengthen social media marketing, especially in North America, to increase the ratio of overseas sales. Due to branding and strengthening of marketing, the number of distributors increased steadily, to 16 companies in 16 countries including ASEAN, Europe, and the U.S.



Purchasing and selling new products

Purchasing used items



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- **New inventory secured strategically**  
Efforts to expand purchases and strengthen relationships with major manufacturers were driven for the purpose of ensuring a stable supply of inventory and maximizing sales. This enabled products to be secured at an early stage.
- **Purchases of used items were also steady thanks to the stepped up sales promotion.**  
The Company purchased genuine, high-quality tires and wheels installed on new cars. In addition, the amount of purchases from individuals was also favorable due to the effect of sales promotions. Purchases of used goods were strong, up 32% year on year.

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- **Strong sales of high-margin products**  
Sales promotions were bolstered by holding events for new customers. Sales of strengthened brands progressed steadily in line with the sales plan. Net sales of summer tires, which have particularly high demand and profit margins, increased significantly, rising 20% year on year and contributing to the improvement of overall profit margins.



Auto parts Japan

Online sales of new products

Purchasing used items

Sale of used items



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- **Strong performance of major suppliers and expansion of new business partners**  
To ensure stable sales of used products, the Company has expanded corporate transactions with major business operators, which has led to significant year-on-year growth of 50% and enabled purchases leading to sales growth.

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- E-commerce sales were up 124% for new products and 103% for used products compared to the same period last year due to the availability of inventory.
- Strengthening listings on e-commerce malls, such as starting to sell used wheels on Mercari

# 5. Appendix

# Appendix

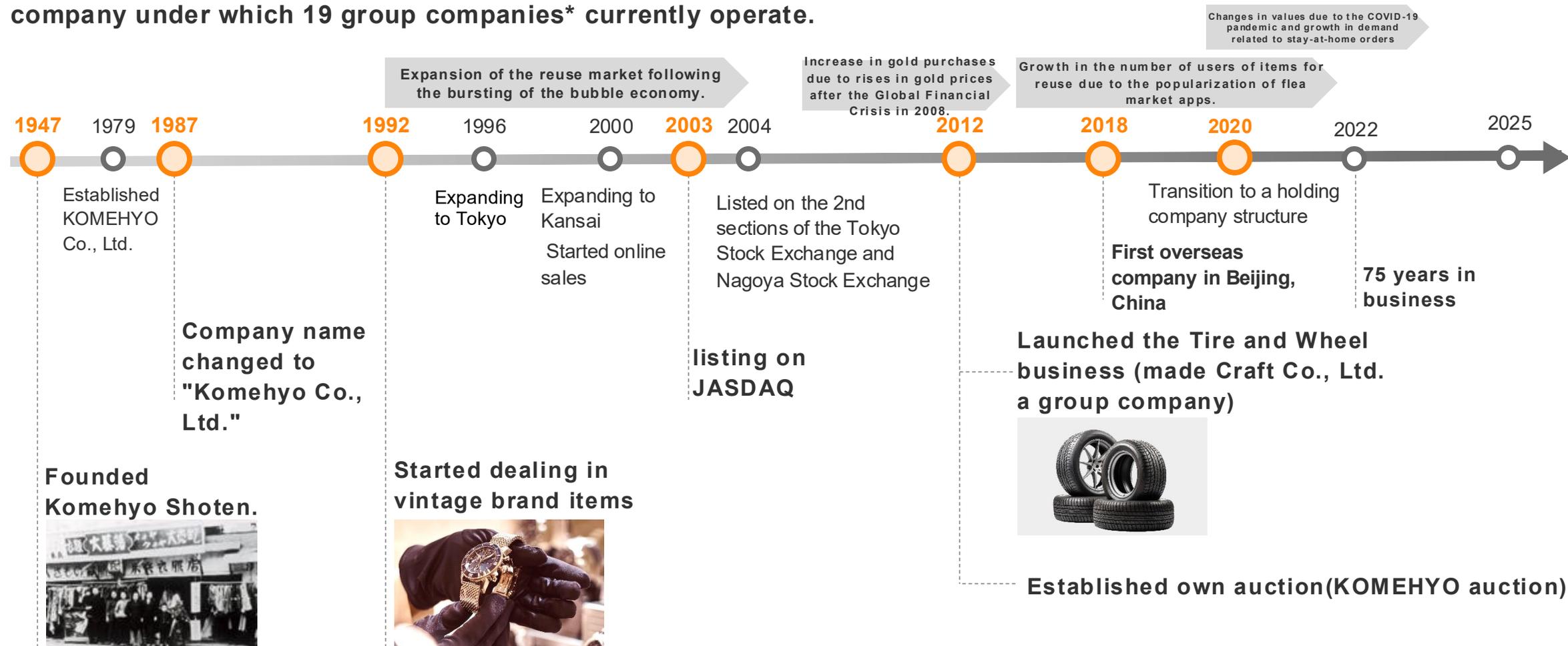
- 1. Company Profile** **P.41**
- 2. Global Expansion** **P.57**
- 3. Capital Policy and Focus Points for This Fiscal Year** **P.60**

# Corporate Profile

<b>Company name</b>	<b>Komehyo Holdings Co., Ltd.</b>
<b>Established</b>	<b>May 1979    ✕Transition to holding company system in October 2020</b>
<b>Head Office</b>	<b>3-25-31 Osu, Naka-ku, Nagoya</b>
<b>Representative</b>	<b>President, Representative Director: Takuji Ishihara</b>
<b>Capital</b>	<b>1,803 million yen</b>
<b>No. of employees</b>	<b>Consolidated: 2,075    Non-consolidated: 53    (As of September 2025)</b>
<b>Business activities</b>	<b>Groupwide corporate planning, management and marketing, and real estate business</b>
<b>Fiscal year-end</b>	<b>March</b>
<b>Stock</b>	<b>Tokyo and Nagoya Stock Exchanges (Securities code: 2780; Unit: 100 shares)</b>

# Corporate Profile Transition of the reuse business and our history

Since founding in 1947 as Komehyo Shoten, a used kimono store, we have consistently engaged in the reuse business while simultaneously moving forward with alliances and M&A. As a result, we have become a holding company under which 19 group companies\* currently operate.



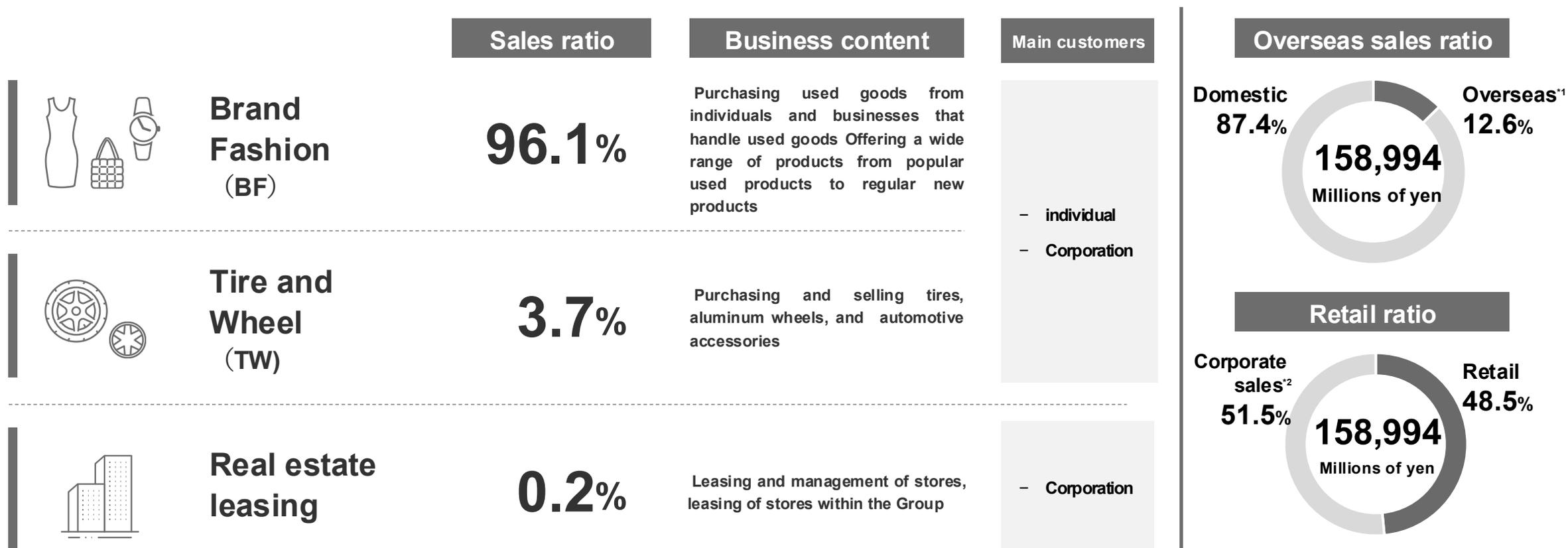
\* As of the end of March 2025

# Business list (Consolidated) (As of March 2025)

We operate three businesses: Brand Fashion, Tire and Wheel, and real estate leasing. We support "Relay Use," the handing down of goods from person to person and their effective utilization, both in Japan and other countries.

Consolidated sales for the fiscal year ending March 2025

## 158,994 millions of yen

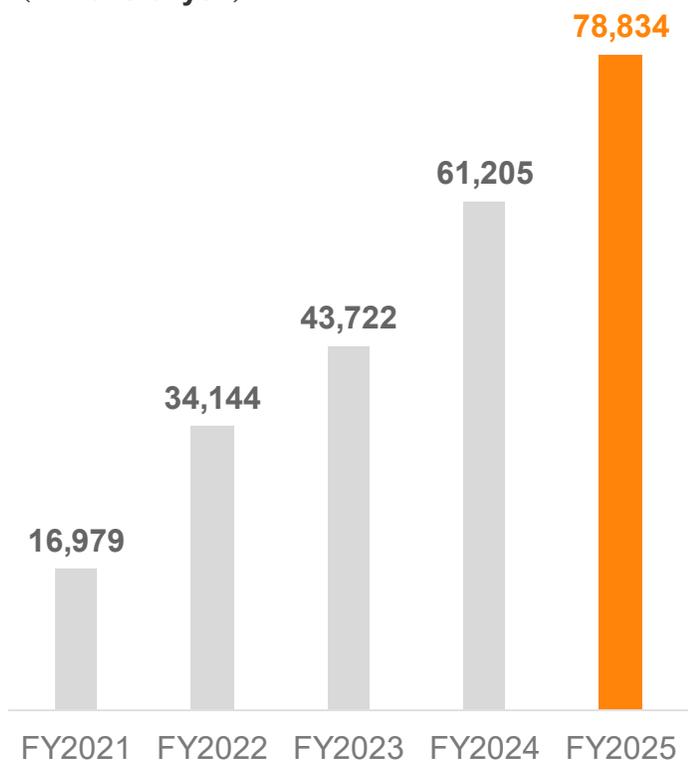


\*1 "Overseas" does not include domestic duty-free sales, etc. \*2 Including auction fee

## Corporate Profile Consolidated performance trends (FY2021-FY2025)

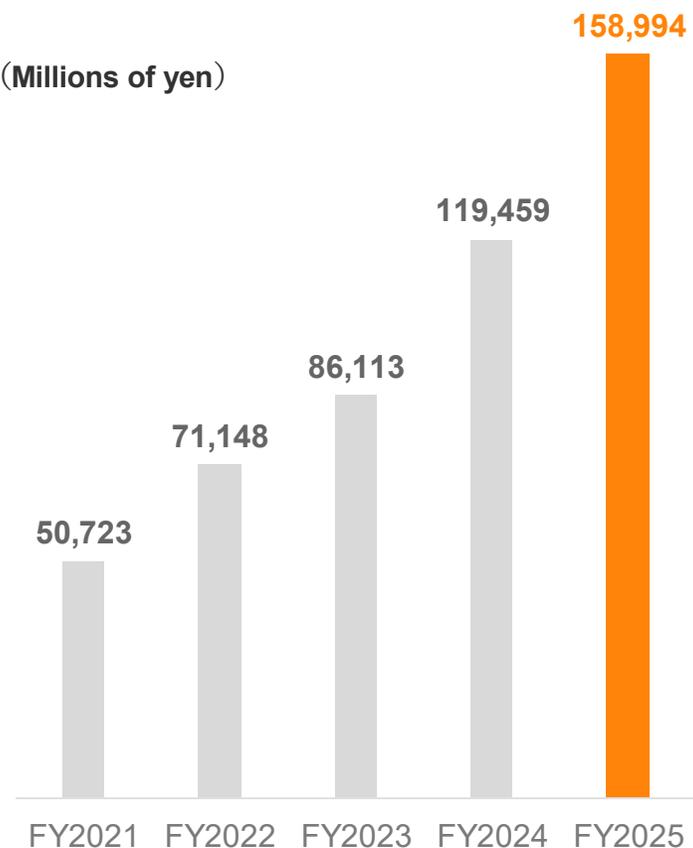
### Individual purchase amount \*

(Millions of yen)



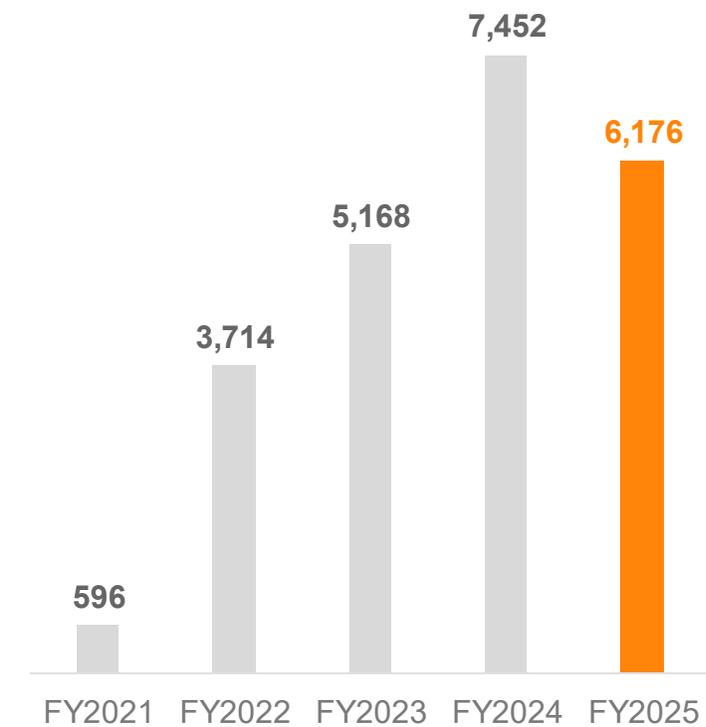
### Net sales

(Millions of yen)



### Operating profit

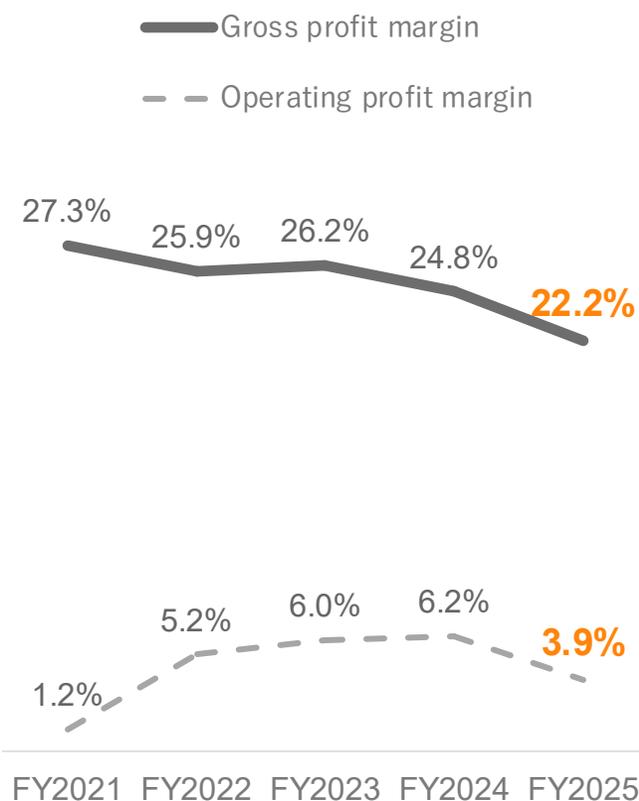
(Millions of yen)



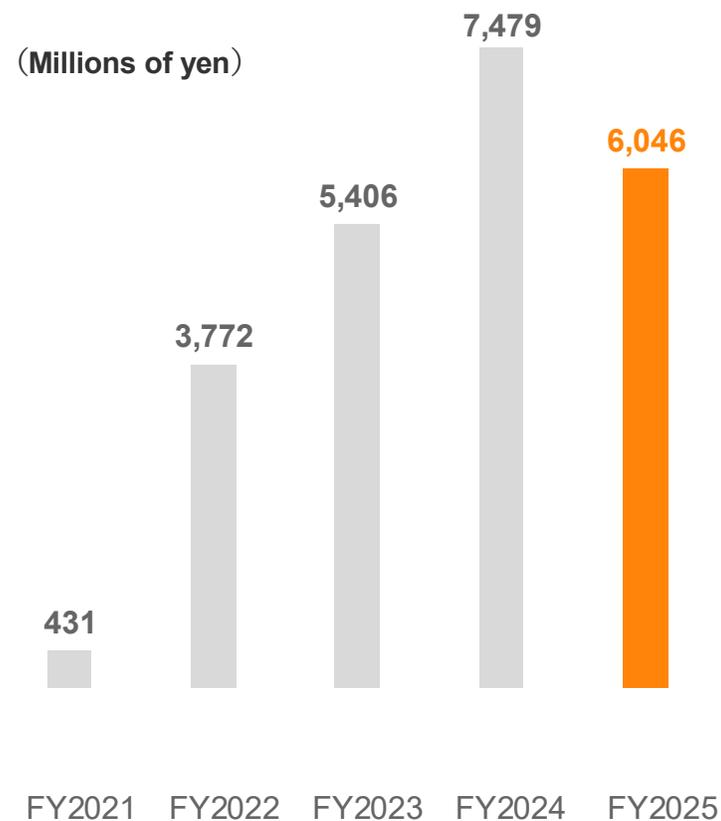
\* FY2021 is for Komehyo Co., Ltd. only, FY2022 and onwards are for the consolidated group

# Corporate Profile Consolidated performance trends (FY2021-FY2025)

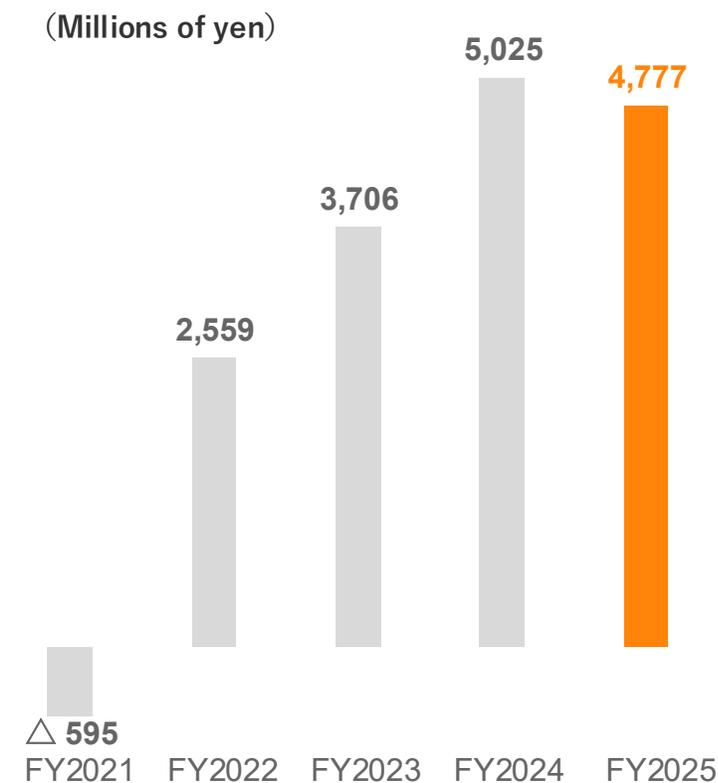
## Profit margin



## Ordinary profit

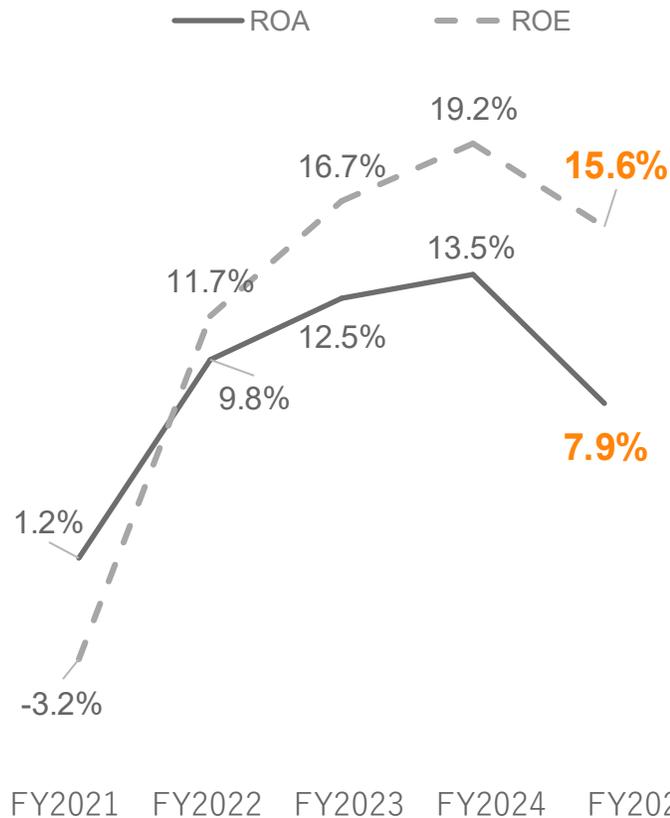


## Profit attributable to owners of parent

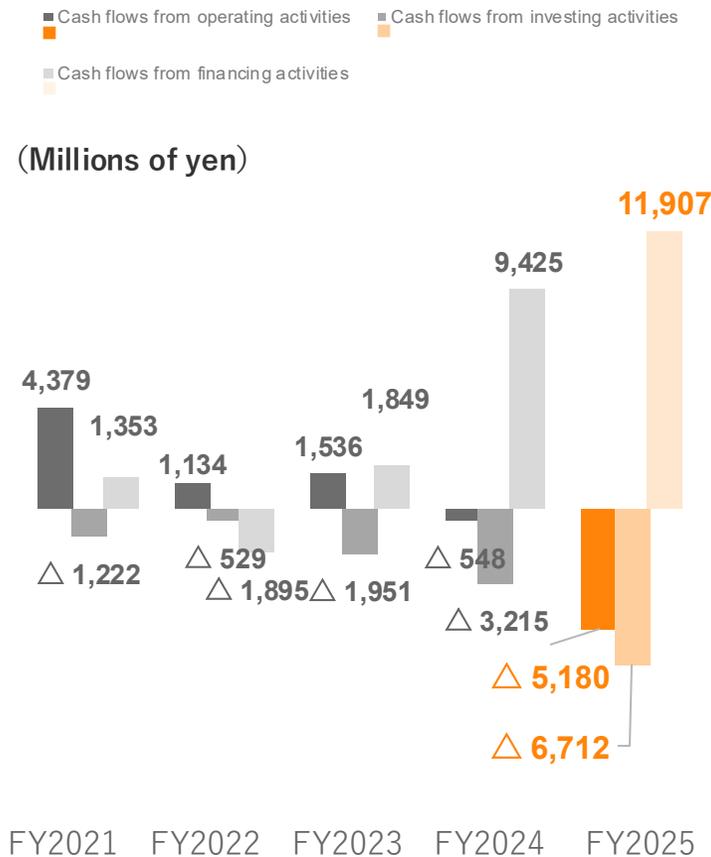


# Corporate Profile Consolidated performance trends (FY2021 - FY2025)

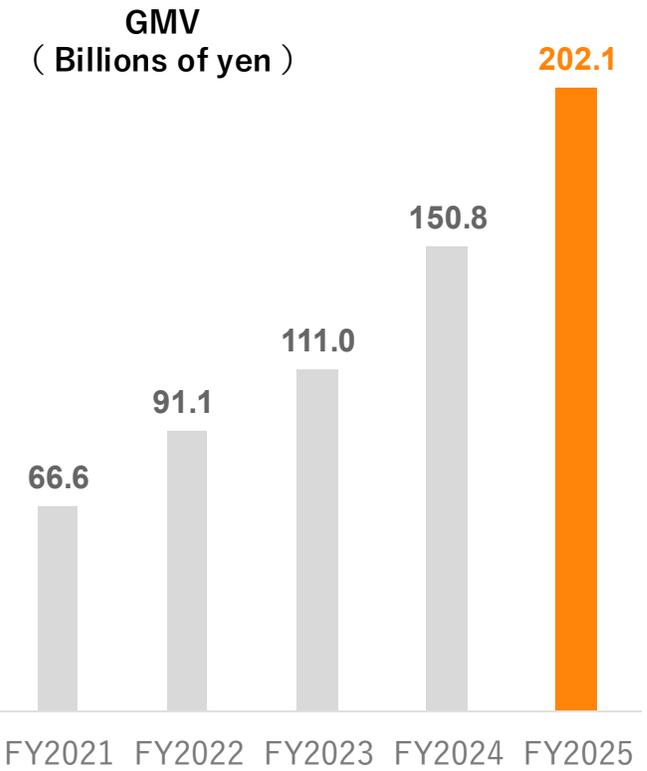
## ROA · ROE



## Cash flow



## GMV



\*GMV is calculated simply by adding and subtracting sales and volume information at the KOMEHYO auction based on consolidated sales.

## Corporate Profile Human Capital Data (As of the end of March 2025)

In the relay use business model, the roles played by people are wide-ranging (knowledge, skills, expertise, speed, connections with customers, etc.), and promoting the development and retention of human resources leads to improvements in business performance and corporate value.



Number of consolidated full-time employees

**1,895** people

Breakdown : appraisers in the brand fashion business **901** people

Talent retention rate

**93.4%**

Sales per full-time employee

**83** millions of yen

Ratio of female managers

**16.5%**



Female employee ratio

Consolidated **40.2%**

BF **42.3%** TW **10.3%**

Wage gap ratio

Full-time employe **67.1%**

All workers **51.1%** Part-time/fixed-term employee **75.1%**

Rate of male childcare leave taken

**51.4%**



ToMo<sup>\*1</sup>

**18.8**

Engagement score<sup>\*2</sup>

**69**(C +)

Paid acquisition rate

Full-time employe **94.1%**

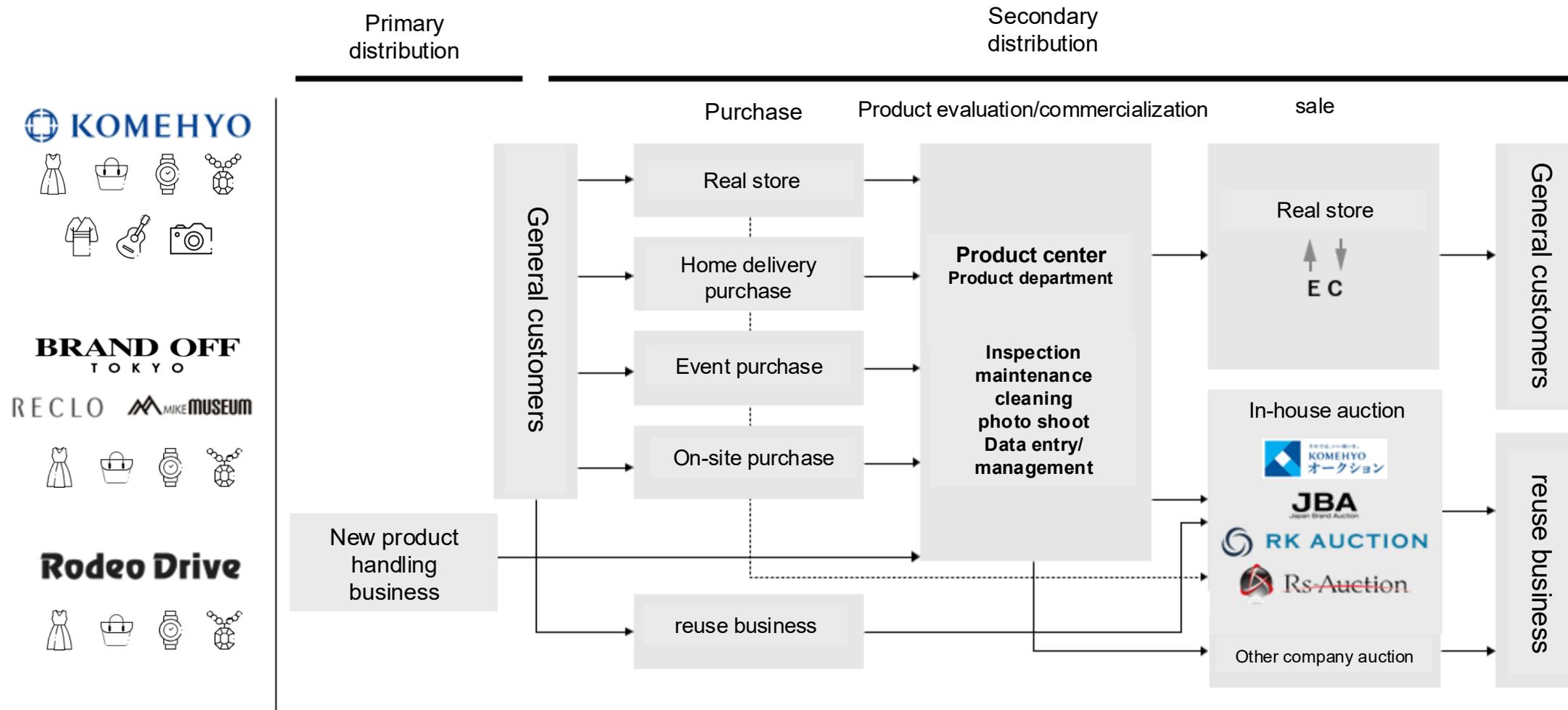
All workers **87.2%** Part-time/fixed-term employee **69.3%**

\*1 Abbreviation for Total Motivation, which quantifies the "overall motivation" that affects work performance.

\*2 Index for KOMEHYO Co., Ltd. only

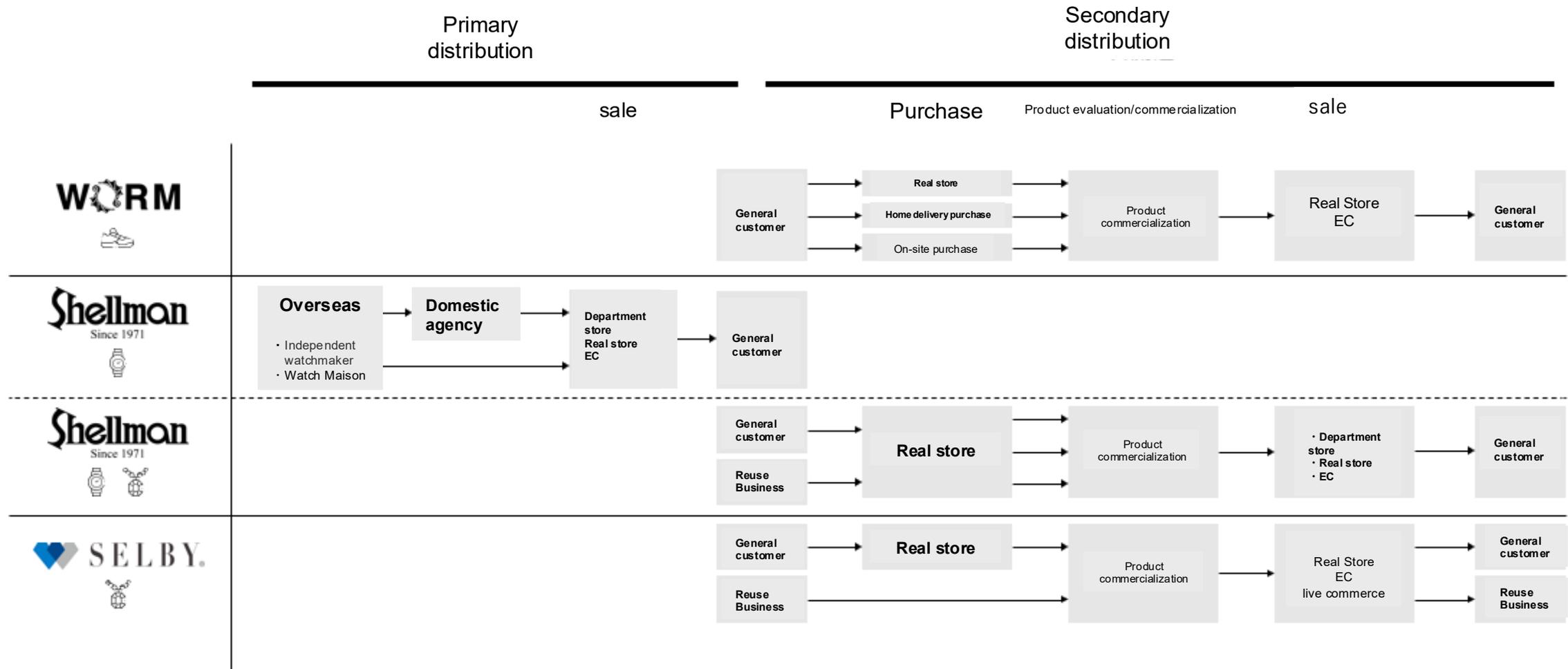
# Business Domains of Komehyo Holdings Group

Brand Fashion Business (General): Aim to be No. 1 in sales volume.



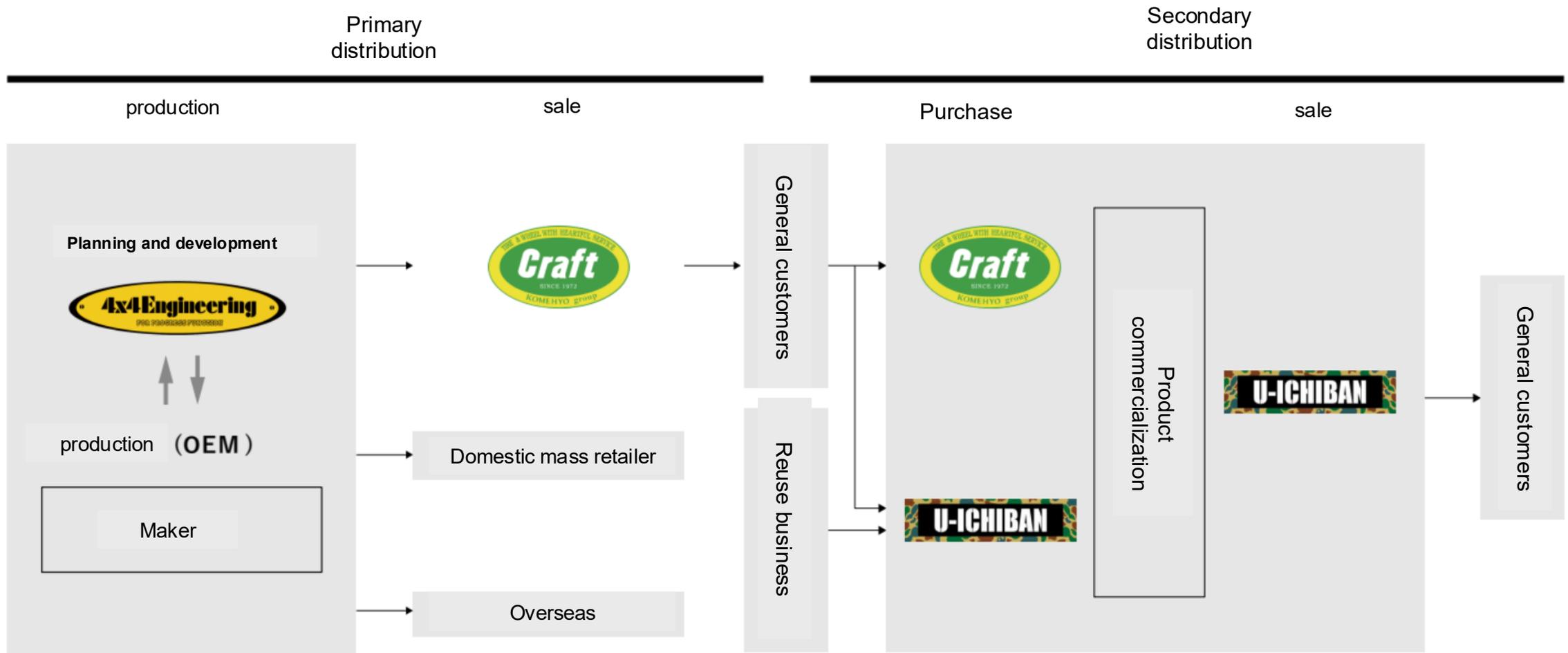
# Business Domains of Komehyo Holdings Group

Brand Fashion Business (Specialized): Aim to be one-of-a-kind with core fans.



# Business Domains of Komehyo Holdings Group

## Tire and Wheel Business



## Corporate Profile Store expansion for a fashion brand business

In the Brand Fashion business, we demonstrate our strength through the successful operation of retail stores on a large scale. In addition, we engage in purchases through multiple channels such as stores annexed with sales, purchase centers, etc.

### flagship store

We have medium- and large-sized stores annexed with purchase centers in major cities in Japan (Shinjuku, Ginza, Shibuya, Nagoya, Kanazawa, Umeda, Shinsaibashi and Yokohama), featuring large-scale physical stores that competitors usually don't have.



### Purchasing Center

Specializing in purchasing, the company operates at KOMEHYO, BRAND OFF, and Rodeo Drive. Accelerating the opening of stores in commercial facilities with a strong customer base and highly visible street-facing stores



### Editorial store

We operate stores annexed with purchase facilities specializing in products on a category-by-category basis such as sneakers, bags, vintage items, etc. Going forward, we will continue to be proactive in planning new store openings.



# Corporate Profile Business/service introduction 1



The three brands, which engage in the sale and purchase of mainly second-hand brand name items, excel in the convenience of their stores, the reliability of their appraisal and their name awareness. They seek to achieve sustained growth in the areas in which they can demonstrate their respective strengths.

	 	 	 
Overview	The core brand that the Group has been promoting since its founding	<ul style="list-style-type: none"> <li>Converted to a group company in the fiscal year ended March 31, 2020.</li> <li>The main brand with its customer base in the Hokuriku area.</li> </ul>	<ul style="list-style-type: none"> <li>Converted to a group company in the fiscal year ending March 31, 2025.</li> <li>The brand has its customer base in Kanto (particularly, Yokohama)</li> </ul>
Stores in Japan	204 stores (flagship stores are located mainly in major cities)	51 stores (headquarters in Kanazawa, Ishikawa Prefecture)	8 stores (headquarters located in Yokohama, Kanagawa Prefecture)
Overseas Store	7 stores in Thailand, 2 stores in Singapore and 1 store in Malaysia (mainly in ASEAN)	20 stores in total in Hong Kong, Taiwan and Shanghai (mainly in the Greater China area)	1 store in Hong Kong
Store Format	All stores are directly operated.	Directly-managed store and Franchise store (Nearly 80% of domestic purchase-specialty stores are franchises.)	All stores are directly operated.
Sales Breakdown	Watch > Jewelry > Bag > Fashion	Bag > Watch > Jewelry > Fashion	Watch > Jewelry > Bag > Fashion

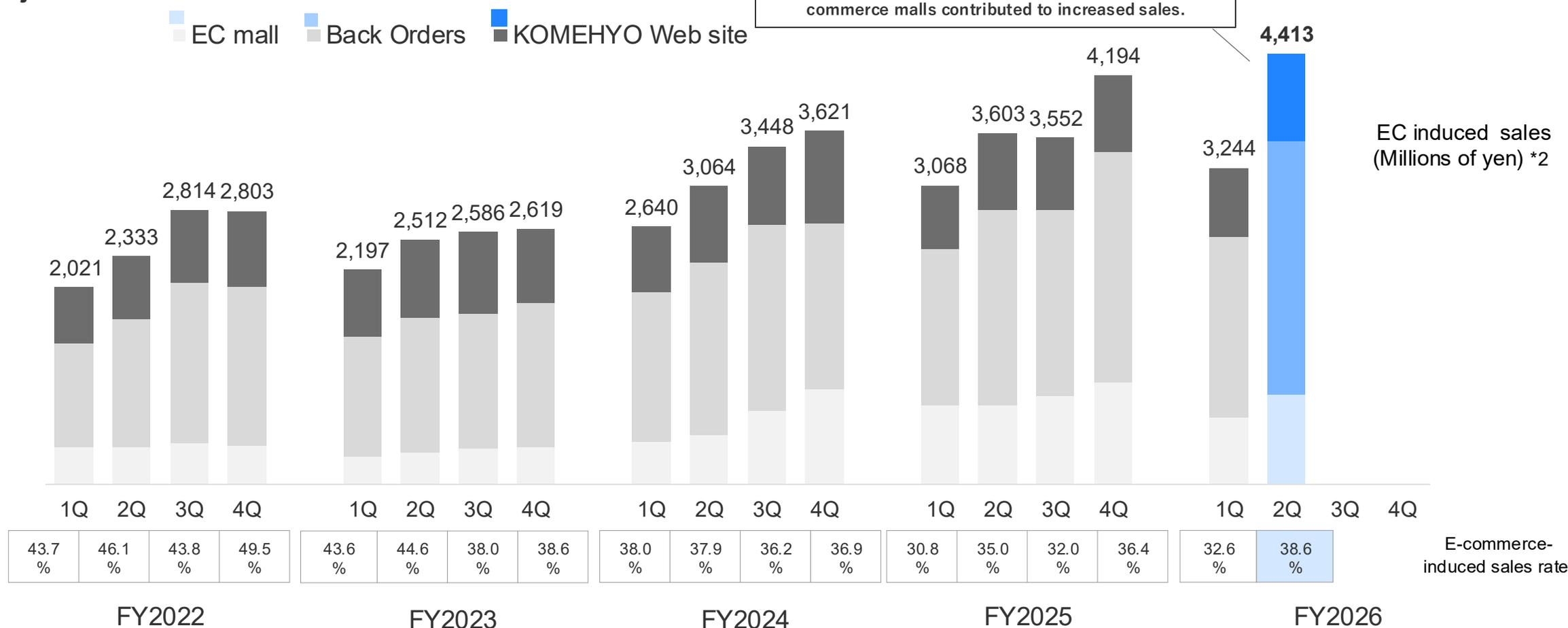
\* As of the end of September 2025

# Corporate Profile E-commerce-induced sales rate |



Due to an increase in the unit price per person, e-commerce sales in the second quarter increased 22.5% year-on-year. Due to increased sales of back-ordered items due to inventory expansion, the EC participation rate\*1 remains at just over 30%.

In particular, the acceleration of store openings on e-commerce malls contributed to increased sales.



\*1 EC-related sales/retail sales

\*2 Sales that are the sum of sales from the company's own e-commerce site and e-commerce mall, and sales from customers purchasing products at stores via the company's e-commerce site. Integration with offline is essential for digital marketing strategies that leverage our strengths

# Corporate Profile Business/service introduction 2



We operate a B2B auction for reuse businesses. The inter-corporate transaction market price greatly influences individual purchase prices and retail prices. Auction commissions \* on transaction value (GMV) are revenue.

	 <b>KOMEHYO AUCTION</b>	 <b>Japan Brand Auction (JBA)</b>	 <b>RK AUCTION</b>	 <b>Rs-Auction</b>
				
<b>Operating company</b>	KOMEHYO Co., Ltd.	K-Brand Off Co., Ltd.	RK Enterprize Co., Ltd.	KOMEHYO Co., Ltd.
<b>Format</b>	Online only (International bidding is available.)	① Kanazawa: Real (hand auction) ② Live auction: Online ③ Tokyo: Online and Real (hand auction)*2	Online only	Online only
<b>Products handled</b>	Jewelry · Watch · Bag · Apparel	Jewelry · Watch · Bag	Jewelry · Watch · Bag	Bag

\*1 Fee income from sellers or buyers \*2 From September 30, 2025, the "real-life (hand-bidding)" format for watches will resume in Tokyo. Merchandise other than watches (bags, jewelry, etc.) will be held "online" on the same day as before.

# Corporate Profile Business/service introduction 3



Brands specializing in particular products are constantly increasing the number of fans by tapping into core demand.

	 	 	 
<b>Overview</b>	Purchase and sale of premium sneakers	Consignment and sale of antique watches and jewelry	Purchase and sale of jewelry
<b>Stores in Japan</b>	2 stores	7 stores	2 stores
<b>Sales features</b>	We also carry rare and highly sought-after sneakers, some of which are valued at tens of millions of yen and are among the only pairs in existence.	We also offer watches from independent watchmakers and unique, original timepieces.	We sell rare jewelry, primarily sourced from corporations, through our physical stores, live commerce platforms, and e-commerce website.

\* As of the end of September 2025

# Corporate Profile Business/service introduction



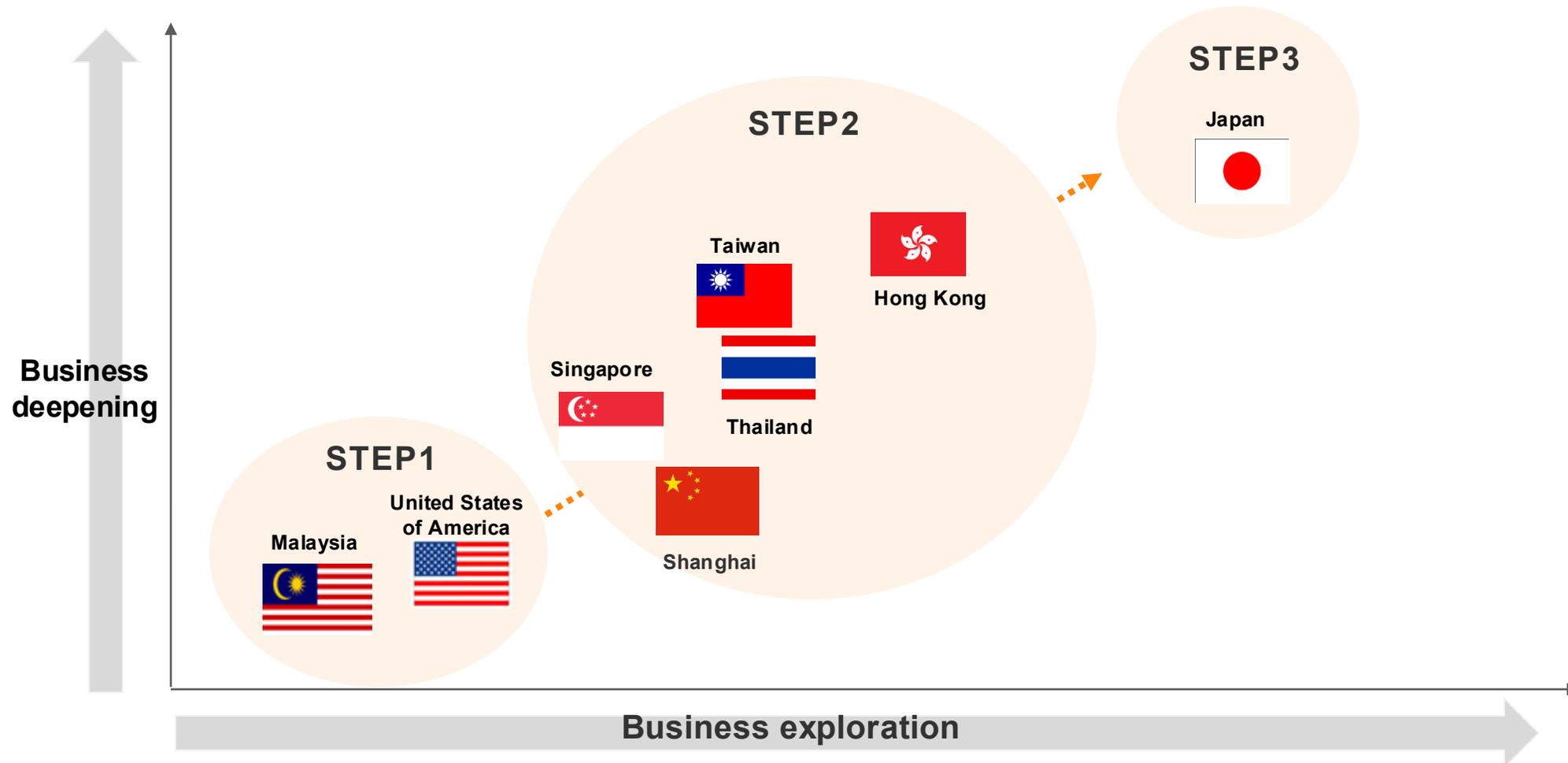
In the Tire and Wheel business, we engage in the purchase and sale of tires and wheels, as well as the planning and development of wheels. The supply chain is jointly maintained by the three group companies.

	4x4Engineering	Craft	U-ICHIBAN
Overview	  <b>Planning and development</b> Comprehensive manufacturer of wheels and suspensions	  <b>Purchasing and sales of new products</b> <b>Purchasing used items</b> Buying and selling new tires and wheels	 <b>AUTO PARTS JAPAN</b>  <b>Purchasing used items</b> <b>Selling used items</b> <b>New products online sales</b> Buying and selling used tires and wheels
Stores in Japan	-	<b>11 stores</b>	<b>2 stores</b>
Sales features	<ul style="list-style-type: none"> <li>• We plan and develop wheels and other products in-house.</li> <li>• We wholesale wheels and other products both domestically and internationally.</li> <li>• We focus on raising brand awareness through social media.</li> </ul>	Our strength is the expertise of our staff, who are skilled in providing tailored proposals and exceptional customer service.	We sell products purchased from individual customers or sourced from corporations at our Craft stores.

\* As of the end of September 2025

# Global Expansion: Business Phases by Country (Part 1)

Taking the situation into account in each country around the world, we will consider the possibility of deepening businesses to provide further value and that of expanding businesses into a wide range of areas, taking a balanced approach on a country-by-country basis.



# Global Expansion: Business Phases by Country (Part 2)

Based on the three-staged business phases, we will facilitate business expansion through each stage. Global expansion will be made primarily through the deepening and expansion of businesses stage by stage.

Business Phases		 Japan	 Hong Kong	 Thailand	 Taiwan	 Shanghai	 Singapore	 United States of America	 Malaysia
STEP 3	Additional developments	Business that contribute to market growth							
		auction operation							
	-----								
STEP 2	Number of stores (sales only) and stores (sales and purchase combined) *	69	15	6	4	2	2		
STEP 1	EC	●	●	●	●	●	●	Planned expansion	
	Individual purchase	●	●	●	●	●	●	Planned expansion	●
	B2B Purchasing and sales	●	●	●	●	●	●	●	●

\* As of the end of September 2025

Corporate Profile

# Global expansion| 31 stores in total for the Group (as of September 2025)

We have expanded into 7 overseas locations with our three brands: KOMEHYO, BRAND OFF, and Rodeo Drive.

**BF business**

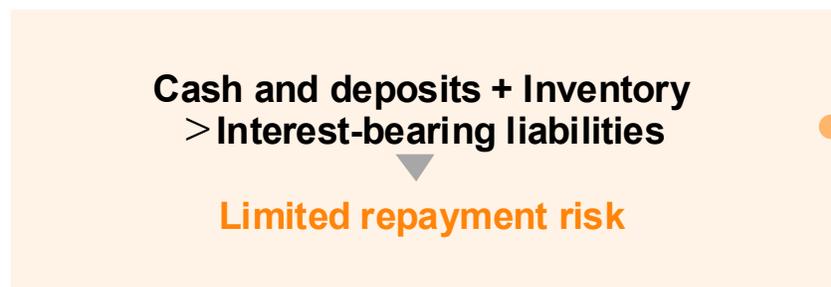
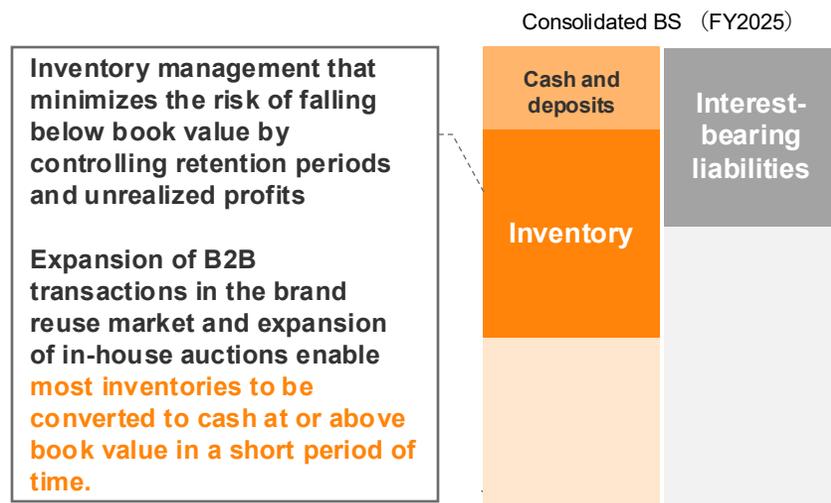
	Hong Kong		Taiwan	Shanghai	Thailand	Singapore	Malaysia	United States of America	
Brands	<b>BRAND OFF TOKYO Rodeo Drive</b>		<b>BRAND OFF TOKYO</b>						
Company Name	KOMEHYO BRAND OFF ASIA LIMITED	RODEO DRIVE JAPAN CO.LIMITED	名流國際名品股份有限公司	米濱上海商貿有限公司	SAHA KOMEHYO COMPANY LIMITED	KOMEHYO SINGAPORE PTE. LTD.	KOMEHYO MALAYSIA SDN.BHD.	KOMEHYO USA inc.	
Company Establishment Year	<b>2024</b>	<b>2010</b>	<b>2009</b>	<b>2017</b>	<b>2019</b>	<b>2022</b>	<b>2024</b>	<b>2024</b>	
Business Route	Purchase : Purchase from individual customers /Corporate purchasing sales : Retail /Corporate sales	Purchase : Purchase from individual customers /Corporate purchasing sales : Retail /Corporate sales	Purchase : Purchase from individual customers /Corporate purchasing sales : Retail /Corporate sales	Purchase : Purchase from individual customers /Corporate purchasing sales : Retail /Corporate sales	Purchase : Purchase from individual customers /Corporate purchasing sales : Retail /Corporate sales	Purchase : Purchase from individual customers /Corporate purchasing sales : Retail /Corporate sales	Purchase : Purchase from individual customers /Corporate purchasing sales : Corporate sales	Purchase : Purchase from individual customers /Corporate purchasing sales : Corporate sales	
Number of stores	Sales Stores	-	-	-	-	<b>6 (1)</b>	<b>2</b>	-	-
	Purchasing centers	-	-	-	-	<b>1 (1)</b>	-	<b>1 (1)</b>	-
	Stores annexed with sales facilities	<b>14</b>	<b>1</b>	<b>4</b>	<b>2</b>	-	-	-	-
	<b>Total</b>	<b>15</b>	<b>4</b>	<b>2</b>	<b>7</b>	<b>2</b>	<b>1</b>	<b>0</b>	

\*1 The figure in parentheses ( ) represents the increase during this first quarter. \*2 Purchased by individual at the office

# Basic Policy on Capital Measures

Aiming for sustainable improvement of corporate value, we will strive to increase ROE over the medium to long term, aiming for 15% or more. Based on a sound financial base, we will flexibly implement strategic investments and pursue profitability and capital efficiency.

## Approach to inventories and procurement policy



### 1 Create operating cash flows

Increase operating cash flow by capturing market share in growth markets, optimizing inventory, and improving profitability

### 2 Utilization of interest-bearing debt

- During the period of the medium-term management plan through the fiscal year ending March 31, 2028, the capital adequacy ratio is targeted to be around 35%.
- Increase borrowing capacity through BS management based on appropriate inventory control and investment efficiency management, and secure agility for strategic investments and in preparation for a deteriorating business environment.

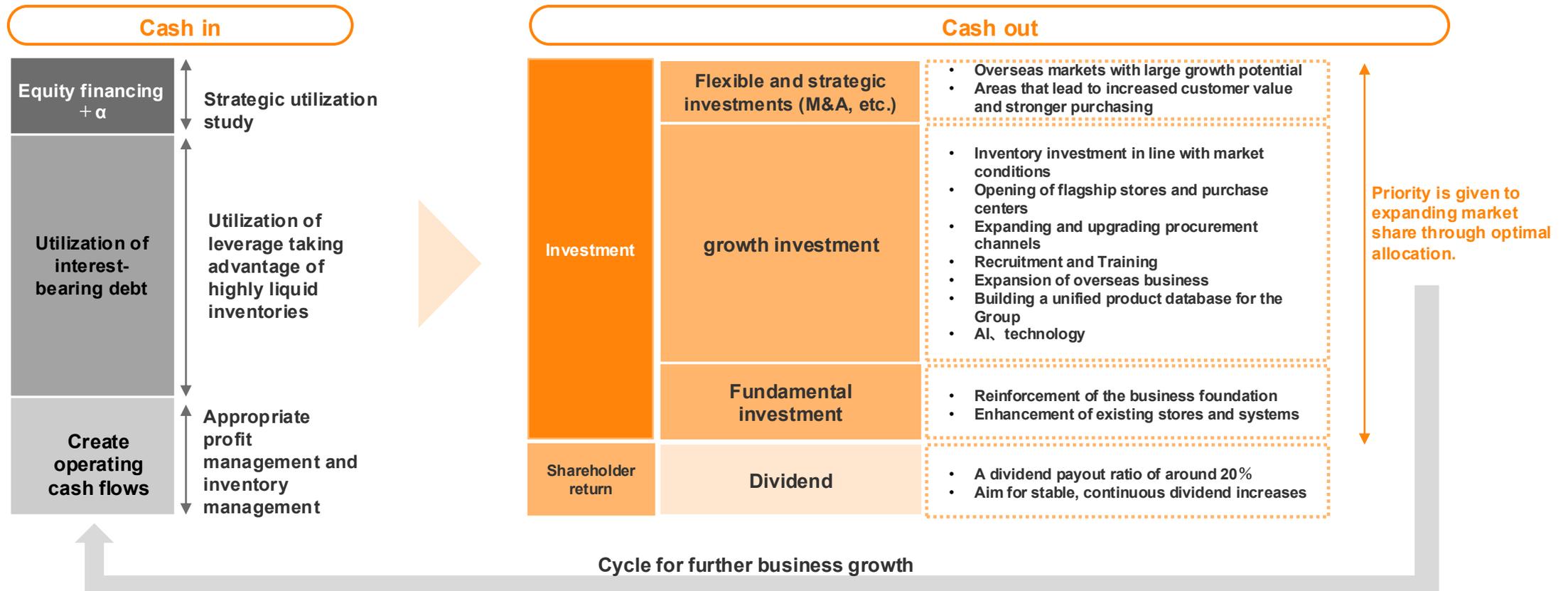
### 3 Equity financing

Consider the possibility of equity financing considering market conditions, stock price trends, the Group's financial situation, and the progress of its strategy, as appropriate

# Management Resource Distribution Policy

Priority is given to securing inventory and capital investment ahead of time to gain market share in growing markets, particularly branded reuse. Also, while maintaining a certain degree of financial discipline, we will actively invest in M&A and other noncontinuous growth opportunities.

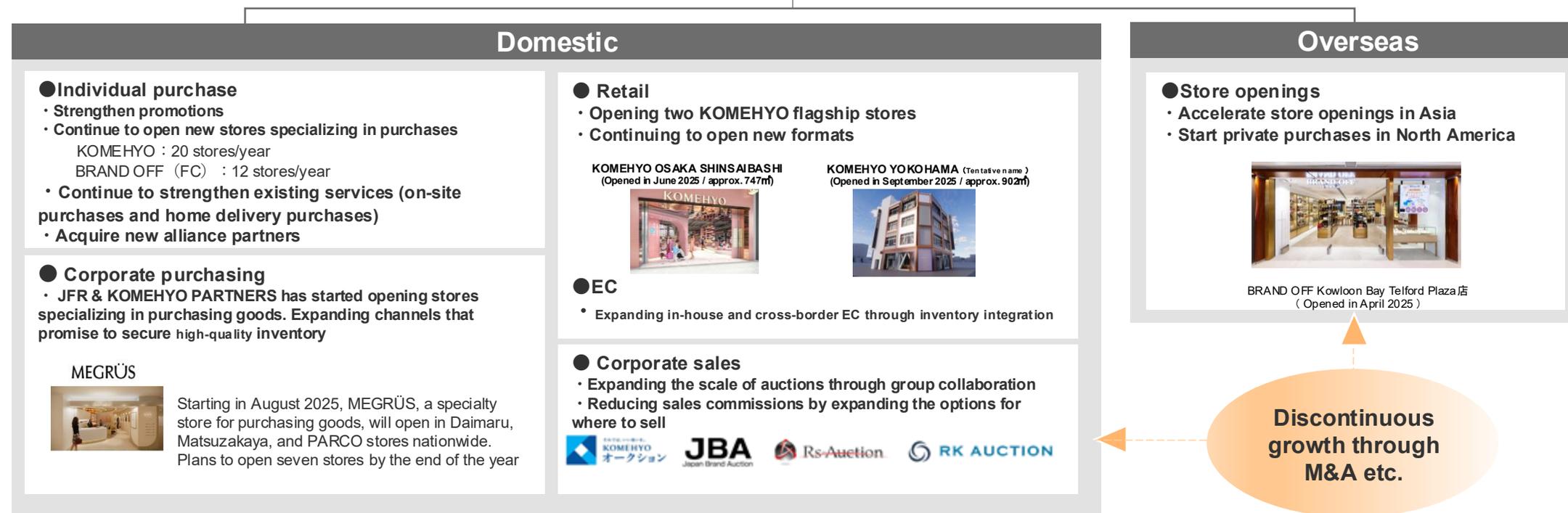
## ■ Vision of financing and the distribution of management resources



# Key Points for the Fiscal Year Ending March 2026

Considering the external environment and the fact that the product and channel mix has changed due to M&A, expanding market share is essential for the profit growth of the entire Group. While continuing to make aggressive investments going forward, we are also focusing on improving our profit structure.

## Expanding market share and improving profit structure



## Promoting Reuse Tech

Integrating the Group's inventory database globally. Aiming to improve the accuracy of inventory control and increase supply to overseas group companies

# Disclaimer

This document is an English translation of a document prepared in Japanese.

Statements in this document that are not historical facts; statements concerning current plans, forecasts, strategies, and opinions of KOMEHYO Co., Ltd. are forward-looking statements subject to various risks and uncertainties.

These statements are prepared based on assumptions of the management of Komehyo Holdings Co.,Ltd. using currently available information.

Actual results may differ significantly from forecasts due to a variety of factors; therefore, investors should not place undue reliance upon them.

In addition, this document is not intended to solicit investments. Investors should make investment decisions at their own discretion.

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