



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

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

August 12, 2025

Komehyo Holdings Co., Ltd.

Securities code: 2780 (Tokyo and Nagoya Stock Exchanges)

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

1

Revenue increased but profits decreased compared to the same period last year
Despite soft market prices, 1Q operating profit progressed within the range expected at the initial forecast.

- Market prices remained unstable, especially for watches and bags.
- Net sales reached a record high due to strengthened corporate sales and other factors.
- Gross profit margin improved by 1pt from the fourth quarter of the previous fiscal year.
- Due to an increase in non-operating expenses, such as interest expenses and foreign exchange losses, ordinary profit and subsequent profit levels declined.
- Net sales and profit increased in the Tire and Wheel business.
- Inventory control was successful, and sales of summer tires and wheels from in-house campaigns were strong.

2

Store openings in domestic and overseas are progressing smoothly

【Domestic store openings】

Purchase centers : Komehyo 10 stores

Purchase and sales stores : KOMEHYO OSAKA SHINSAIBASHI / BRAND OFF GINZA ANNEX

【Overseas store openings】

Purchase and sales store : BRAND OFF Kowloon Bay Telford Plaza (Hong Kong)

3

Aggressive investments were made to reinforce the foundations for sustainable growth

- A property for the flagship store KOMEHYO YOKOHAMA (scheduled to open on September 12, 2025) was secured, and the opening of retail stores to bolster retailing was continued.
- Expanding overseas facilities with the opening of the first overseas purchase center in Malaysia (scheduled to open in August 2025) and a plan to expand purchases from individuals in the U.S.
- JFR & KOMEHYO PARTNERS, a joint venture with J. Front Retailing (shareholding ratio: 49%), plans to open seven new purchase centers within this year.

We steadily expanded market share both domestically and internationally despite the unstable market environment
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.

Contents

1. Company introduction	P.4
2. Earnings Results for the First Quarter of the Fiscal Year Ending March 31, 2026	P.8
3. Segment overview for the First Quarter of the Fiscal Year Ending March 31, 2026	P.20
4. Appendix	P.28

1 . Company introduction

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

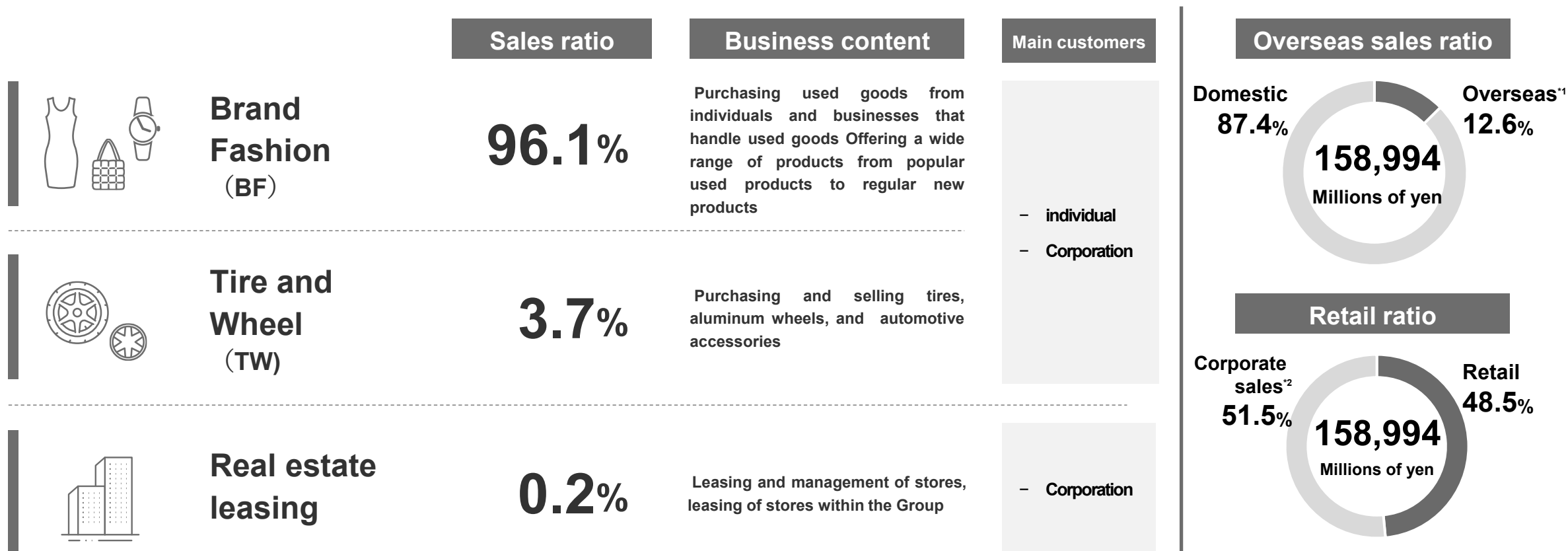
	<div>Founding</div> <div>1947</div>	<div>Net sales</div> <div>158,994millions of yen</div> <div>(Growth achieved in four consecutive terms)</div>	<div>Individual purchase amount</div> <div>78,834millions of yen</div>
	<div>Number of employees</div> <div>1,895people</div> <div>Breakdown : appraisers in the brand fashion business 901people</div>	<div>Talent retention rate</div> <div>93.4%</div>	
	<div>Number of stores in Japan</div> <div>273stores</div> <div>Breakdown: 10 sales stores, 209 purchase centers, and 54 stores annexed with purchase facilities</div>	<div>Number of overseas stores</div> <div>28stores</div> <div>(5 countries/regions)</div>	<div>Market share *</div> <div>Brands and jewelry</div> <div>No.1</div>
			<div>Number of operating companies</div> <div>19companies</div>

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

2. Earnings Results for the First Quarter of the Fiscal Year Ending March 31, 2026

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

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

Individual purchase
amount (consolidated)

22,324

millions of yen

YoY 123.9%

Consolidated sales

46,120

millions of yen

YoY 137.7%

Consolidated
operating profit

883

millions of yen

YoY 41.3%

Consolidated
ordinary profit

652

millions of yen

YoY 29.8%

Profit attributable to
owners of parent

353

millions of yen

YoY 25.0%

Breakdown of consolidated sales

Retail ratio

42.8%

YoY Δ 10.2pt

Overseas ratio

14.0%

YoY +0.4pt

Domestic tax
exemption ratio

13.3%

YoY Δ 5.1pt

Number of stores

Domestic
stores

281 stores

Sales stores 10

Purchase centers 215

Purchase and sales stores 56

Overseas
stores

28 stores (five countries / regions)

Sales stores 7

Purchase and sales stores 21

First Quarter Results and Future Outlook for 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 corporate sales reflecting soft market prices.

Aim to improve gross profit margin in the second quarter and beyond with the continued strengthening of purchases from individuals and retail sales and increasing the ratio of purchases from individuals in in-store inventory.

Initial plan (FY)		1Q results	Outlook for 2Q and beyond
Purchase	<ul style="list-style-type: none"> Market prices of watches and bags will be on a downward trend. Retail gold prices in Japan will rise. 	<ul style="list-style-type: none"> Individual purchases compared to the same period last year: 123.9% (record high for a quarter) New purchase center openings were steady. Gold bullion purchases remained strong due to a sharp rise in retail gold prices in Japan. Market prices of some items remained soft, particularly for high-priced watches, bags, and fashion items We made sure to set appropriate purchase prices considering market prices. 	<ul style="list-style-type: none"> Commodity prices will remain soft, mainly due to global economic trends. Actions such as reviewing purchase prices and inventory valuation need to be taken. Purchases from individuals will remain strong with the opening of purchase centers. Gold bullion purchases are expected to continue increasing reflecting a continued rise in retail gold prices in Japan.
Net sales	<p>125.8% compared to the previous fiscal year</p> <ul style="list-style-type: none"> Retail ratio will increase due to opening of retail stores. Growth of duty-free sales will be put to bed and remain at the level of 4Q of the previous fiscal year. 	<ul style="list-style-type: none"> YoY comparison:137.7% Retail ratio:42.8% (YoY△10.2pt) Domestic tax-free sales ratio YoY : 99.6% Sales increased because of addition of Group companies and opening of retail stores in the previous fiscal year. Corporate sales were strengthened to control inventory of watches, bags, etc. Corporate sales of gold bullion with low gross profit margins also increased. 	<ul style="list-style-type: none"> Net sales will grow steadily as ample inventories have been secured. To be controlled with corporate sales in accordance with the retail situation Rotating inventories with low profit margins as soon as possible through corporate sales Duty-free sales will remain at the same level as the previous fiscal year due to the impact of foreign exchange and other factors.
Gross profit margin	<p>Gross profit margin : 23.0%</p> <ul style="list-style-type: none"> First half 22.0% (YoY△1.5pt) Second half 24.0% (YoY + 3.0pt) 	<ul style="list-style-type: none"> Gross profit margin : 21.3% (YoY : △4.3pt) Prioritize inventory replacement due to weak market prices Gross profit margin declined as the ratio of corporate purchases and corporate sales increased. Record-high quarterly trade volume in auctions for corporate clients 	<ul style="list-style-type: none"> Remaining soft due to price adjustments associated with market fluctuations and an increase in the ratio of corporate sales Aim to achieve the initially targeted level by continuing to strengthen purchases from individuals and thereby increasing the ratio of purchases from individuals in in-store inventory
SG&A expenses	<p>130.0% compared to the previous fiscal year</p> <ul style="list-style-type: none"> Continued investment in growth, focusing on personnel costs 	<ul style="list-style-type: none"> YoY comparison:139.1% Continuing to invest in growth, including hiring and training personnel for new store openings Progress within the planned range 	<ul style="list-style-type: none"> Continuing investment for growth, including hiring and training personnel for new store openings Holding down SG&A expenses that can be controlled

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

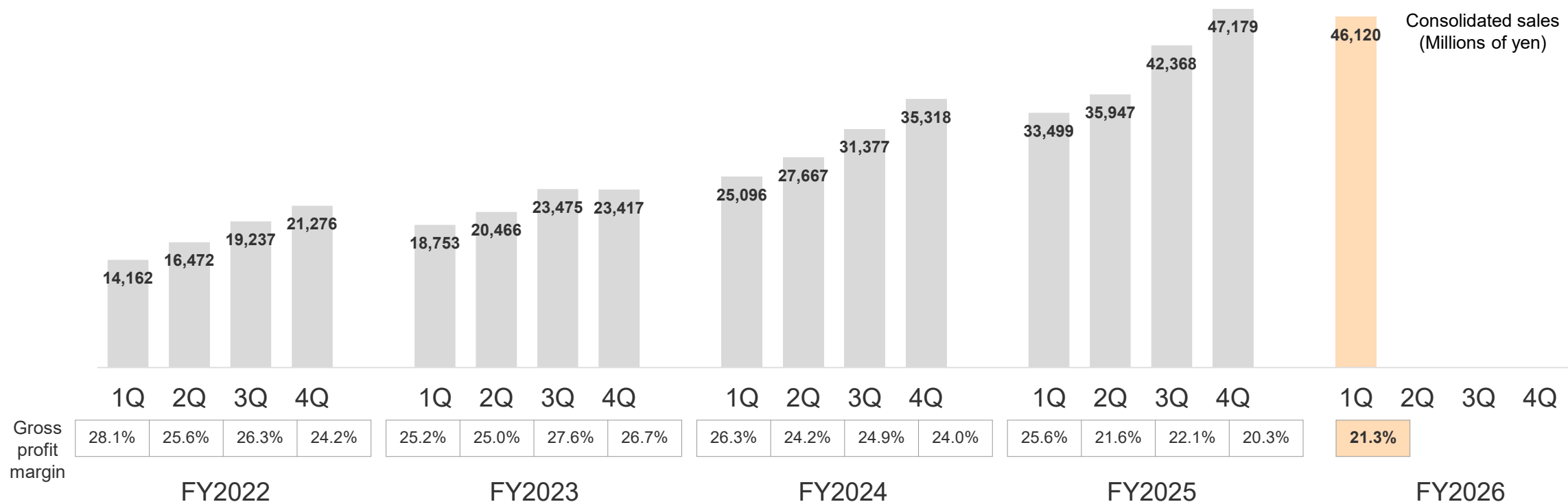
(Millions of yen)	2024.3-1Q	2025.3-1Q	2026.3-1Q	Changes	YoY	Plan Ratio*
Net sales	25,096	33,499	46,120	12,620	137.7%	23.1%
Gross profit	6,592	8,579	9,841	1,262	114.7%	—
Gross profit margin	26.3%	25.6%	21.3%	△4.3pt	—	—
SG&A expenses	4,867	6,442	8,958	2,515	139.1%	—
Operating profit	1,724	2,137	883	△1,253	41.3%	11.0%
Operating profit margin	6.9%	6.4%	1.9%	△4.5pt	—	—
Ordinary profit	1,762	2,186	652	△1,534	29.8%	8.8%
Net income attributable to owners of parent	1,183	1,412	353	△1,059	25.0%	7.7%

*Progress rate against the full-year plan for the fiscal year ending March 2026 in the “Notice of Revision of Earnings Forecasts” disclosed on May 14, 2025

Trends in Consolidated Net Sales and Gross Profit Margin

In addition to strong purchases from individuals, strengthening of corporate purchases for capturing opportunities for sales to customers resulted in a fuller lineup of products in stores, which contributed to an increase in sales.

Gross profit margin declined YoY but increased by 1pt compared to 4Q of the previous fiscal 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)*

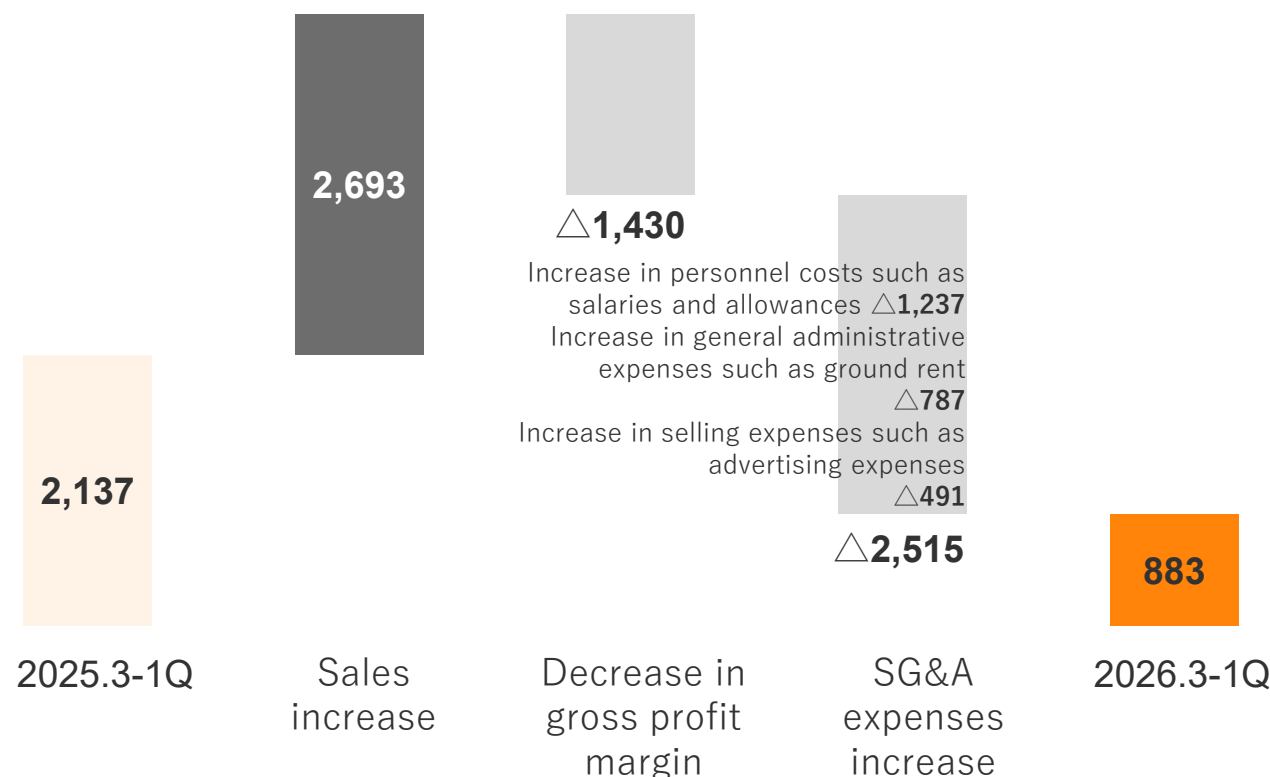
*Items in parentheses are in descending order of generally estimated profit margin, and do not indicate the factors behind the fluctuation in results for the period under review.

Analysis of consolidated operating income

Net sales increased significantly for both retail and corporate sales due to enhanced in-store inventory.

Profit decreased, reflecting higher SG&A expenses linked to growth investments and the low gross profit margin.

(Millions of yen)



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

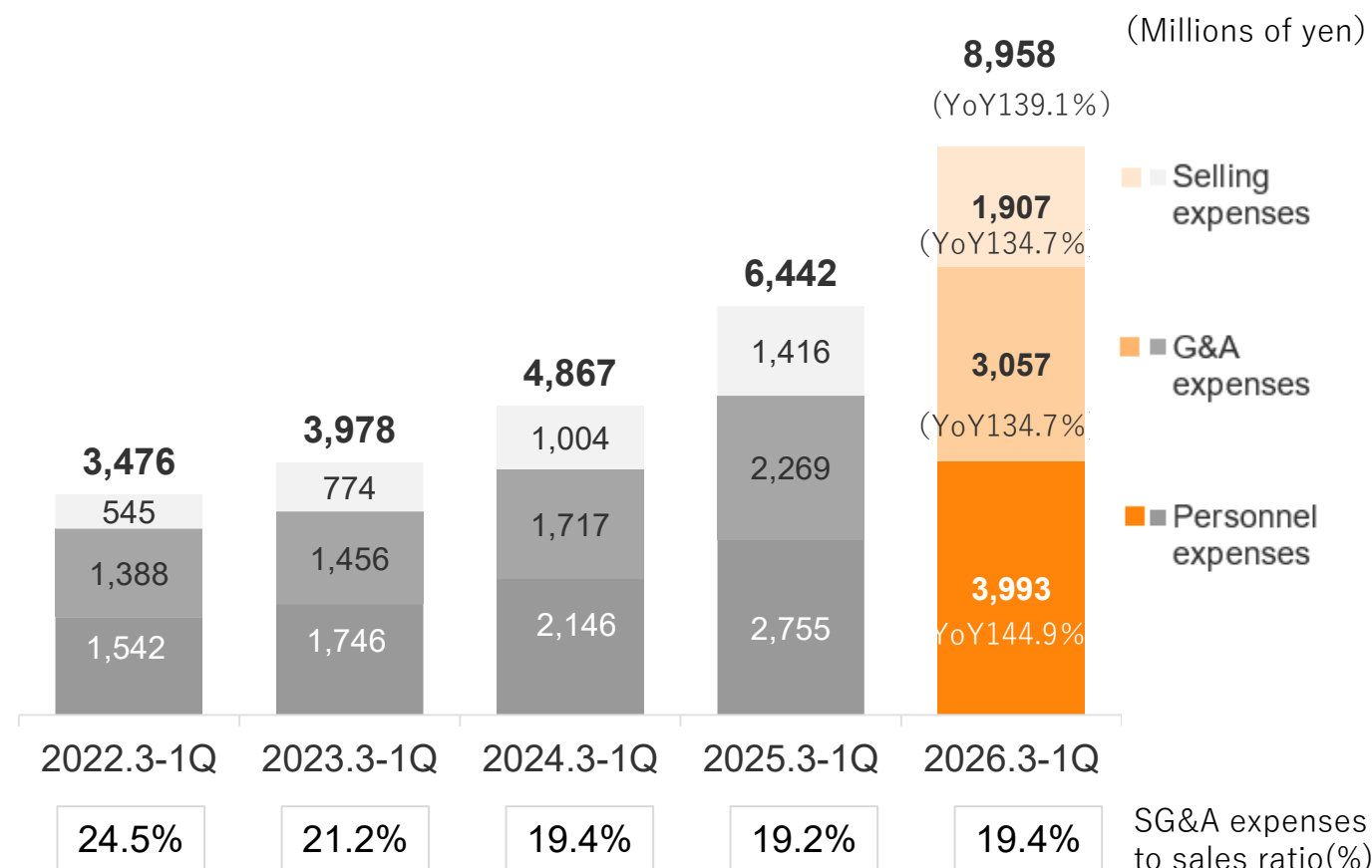
- Down 4.3pt YoY due to response to market fluctuations, increase in purchase of gold bullion, and change in product mix (higher proportion of watches) following the consolidation of four companies into the Group in the fiscal year ended March 31, 2025

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 conversion of RK Enterprises and three other companies into Group companies in the fiscal year ended March 31, 2025, the opening of new stores, and the associated increases in the hiring and training of personnel.



Selling expenses

- Advertising expenses for new store openings, sales commissions, credit card fees, and other expenses increased.

G & A expenses

- Increase in ground rent and software depreciation expenses associated with store openings

Personnel expenses

- Increase in salaries and allowances, welfare expenses, etc. due to an increase in the number of hires

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 and foreign exchange losses.

The main factor for the increase in foreign exchange losses was temporary valuation difference for cash management purposes.

(Millions of yen)



Balance sheet overview

In addition to strong individual purchases, we will strengthen corporate purchases to seize sales opportunities from customers in Japan and overseas.

Although the gross profit margin declined year-on-year, the substantial product lineup at the store contributed to the increase in sales.

(Millions of yen)	March 2025	June 2026	Change
Current assets	68,457	77,203	8,746
Cash and deposits	15,535	19,940	4,405
Inventories	39,994	43,609	3,615
Other current assets	12,927	13,653	725
Non-current assets	20,168	21,379	1,211
Assets	88,625	98,583	9,957
Liabilities	55,426	66,068	10,641
Interest-bearing liabilities	47,395	57,286	9,891
Other liabilities	8,031	8,781	750
Net assets	33,199	32,515	△684
Liabilities and net Assets	88,625	98,583	9,957

- 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

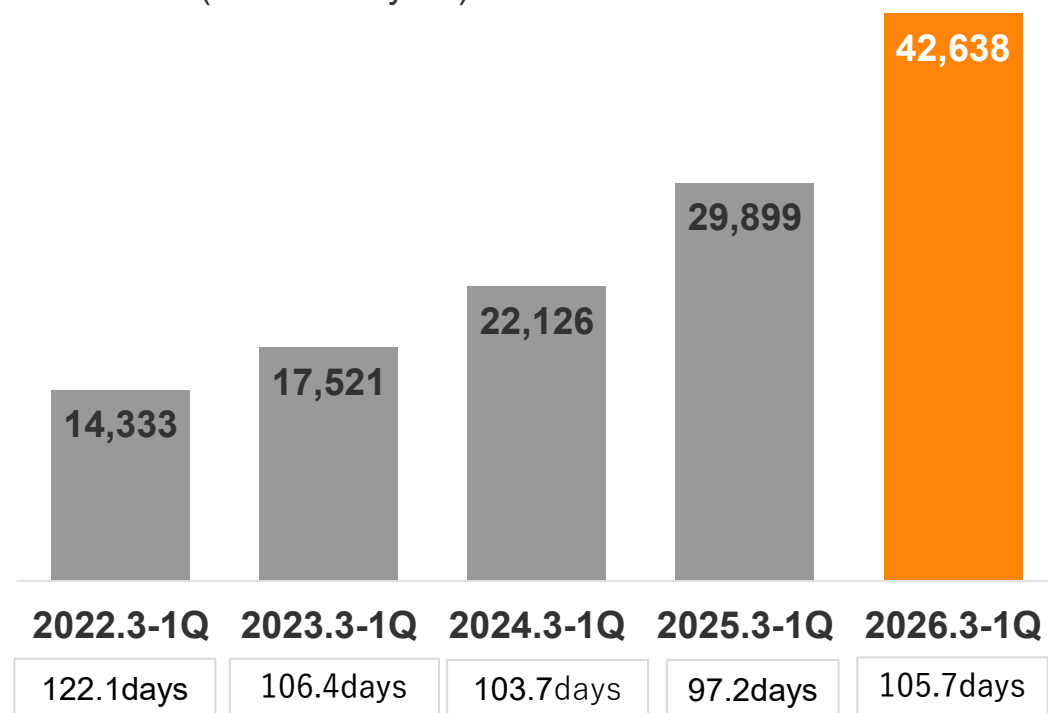
Decrease due to foreign currency translation adjustment and dividends from retained earnings

Inventory Turnover

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).

Gross profit margin and ratio of gross profit to investment declined because of prioritizing low-margin inventory for corporate sales and supplementing retail-oriented products with corporate purchases.

Inventories
(Millions of yen)



Inventory turnover period*2

	2022.3-1Q	2023.3-1Q	2024.3-1Q	2025.3-1Q	2026.3-1Q
Gross profit margin	27.7%	24.6%	26.0%	25.3%	20.9%
inventory turnover	3.0	3.4	3.5	3.7	3.4
Cross-Ratio *3	83.1%	83.6%	91.0%	93.6%	72.1%

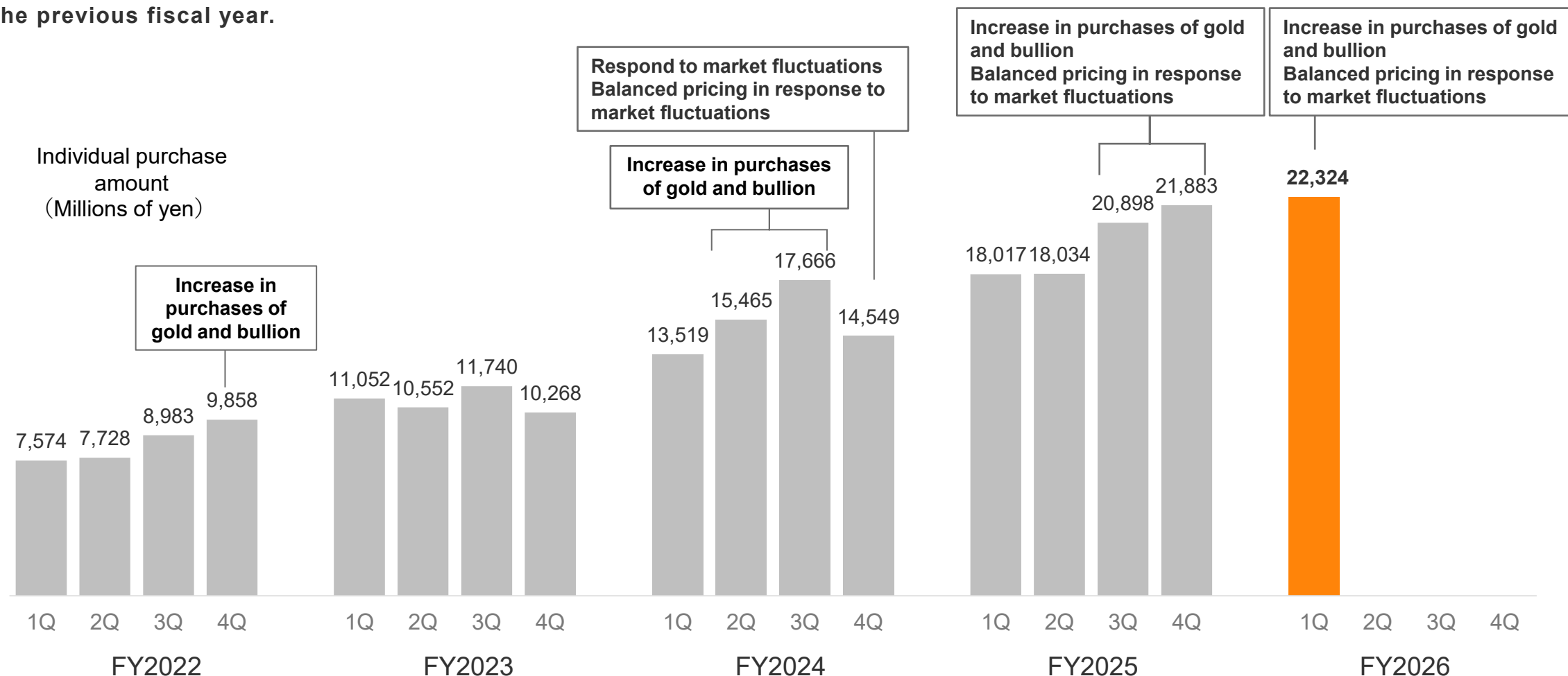
*1 Deleted from the table because its impact is minor

*2 Inventories / Net sales

*3 An indicator that is emphasized within the group, calculated as gross profit margin x inventory turnover rate.

Purchase from individual customers (Group total)

Factors including the continued opening of purchase centers and growth at existing stores produced a solid trend in the number of customers and in the purchase amount per customer, resulting in a record purchase amount for the full year at 123.9% compared to the previous fiscal year.



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

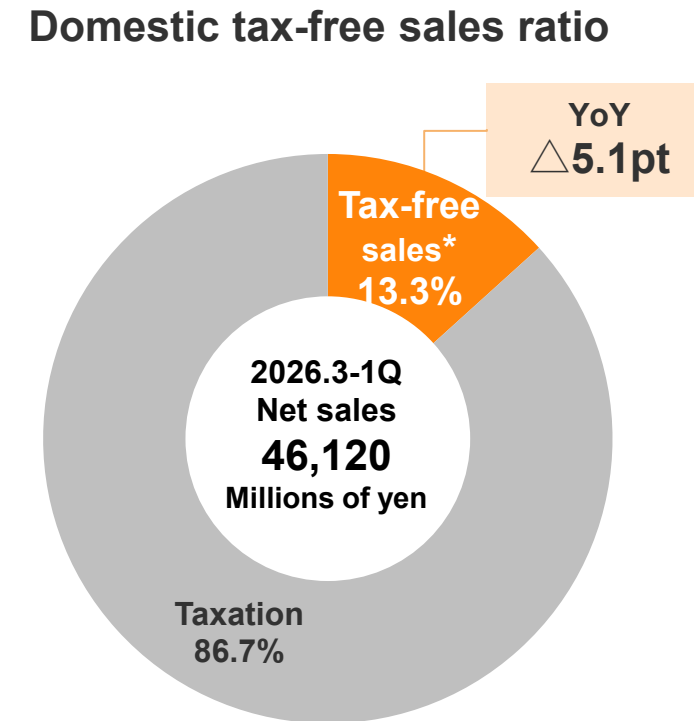
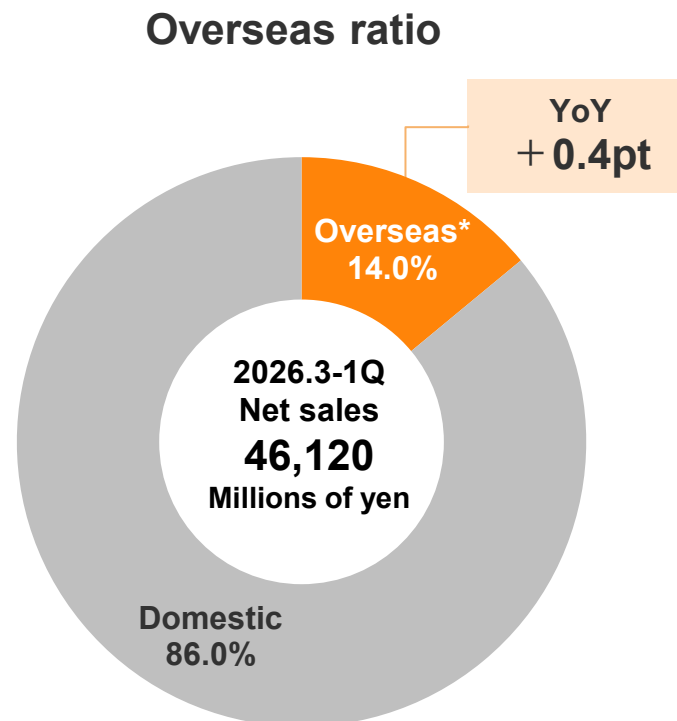
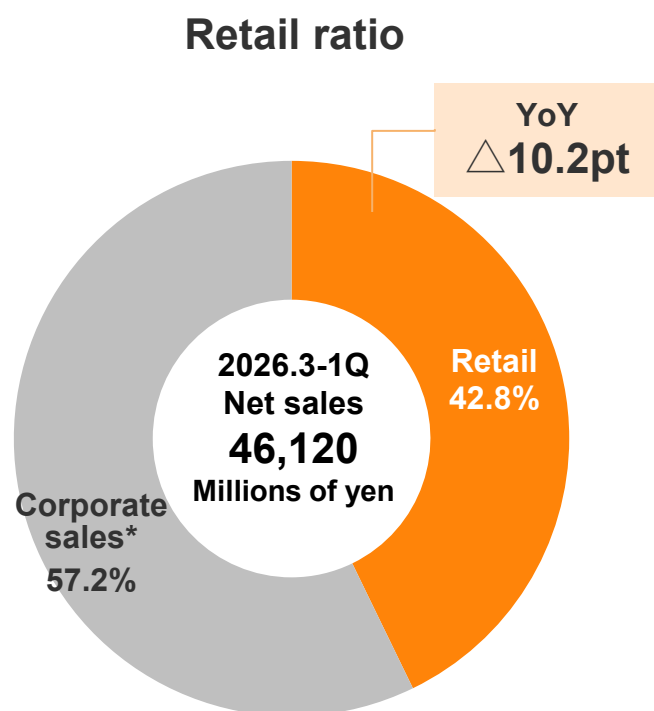
• Purchasing at stores • Purchasing at visited sites • Purchasing at events (KOMEHYO) • Purchasing using home delivery services (KOMEHYO)

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

【Retail】 Ratio of retail sales declined 10pt YoY due to low-margin inventory of gold bullion, watches, and bags being shifted to corporate sales.

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

【Domestic tax-free sales】 Due to the appreciation of the yen and changes in the external environment of the Chinese economy, the domestic duty-free ratio fell 5 points compared to the same period last year.



*"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

3 . Segment overview for the First Quarter of the Fiscal Year Ending March 31, 2026

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

Brand Fashion business (BF) ^{*1}

Individual
purchase amount

22,258

millions of yen

YoY 123.8%

Net sales

44,751

millions of yen

YoY 138.2%

Operating profit

779

millions of yen

YoY 37.0%

Tire and wheel business (TW)

Net Sales

1,359

millions of yen

YoY 122.3%

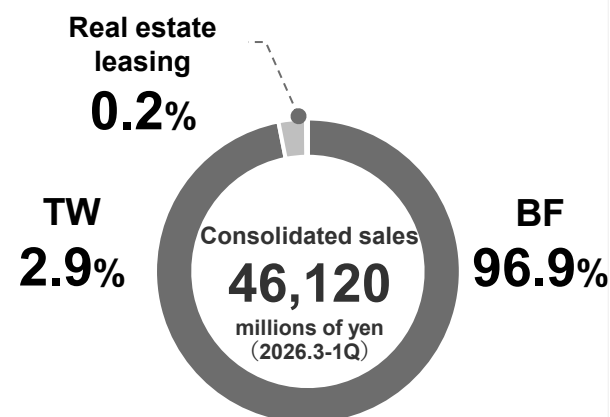
Operating profit

38

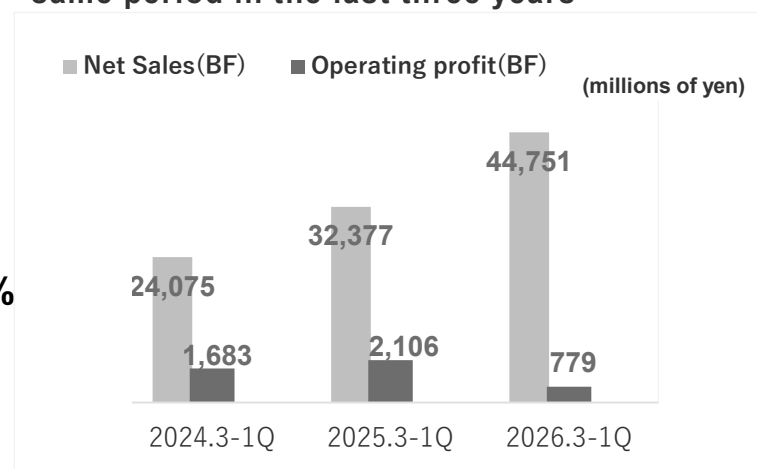
millions of yen

YoY -

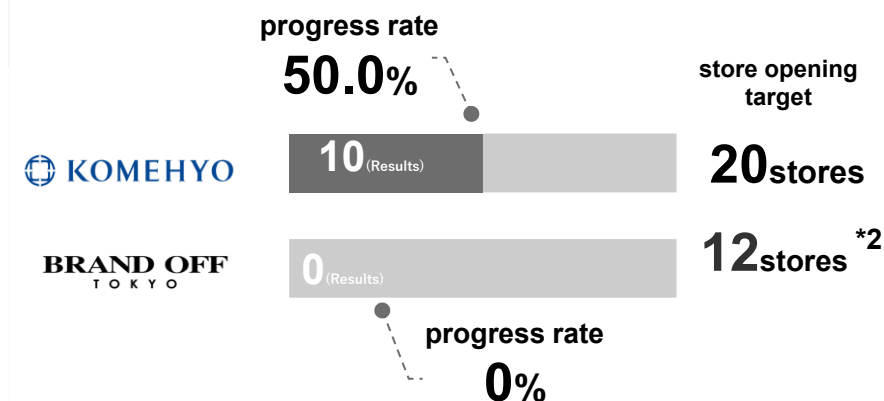
Sales composition ratio



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



Progress of store openings specializing in purchasing



^{*1} There is a difference from monthly sales due to the effects of currency translation, etc. ^{*2} Target value was revised in April 2025.

Segment overview for the Fiscal Year Ending March 31, 2026

In the Brand Fashion business, individual purchases and retail/corporate sales were strong.

In the Tire and Wheel business, sales of summer tires and wheels from in-house campaigns remained strong.

(Millions of yen)		2024.3-1Q	2025.3-1Q	2026.3-1Q	Change	YoY
Brand Fashion	Net sales	24,075	32,377	44,751	12,374	138.2%
	Operating profit	1,683	2,106	779	△1,326	37.0%
	Operating margin	7.0%	6.5%	1.7%	△4.8pt	-
Tire and wheel	Net sales	1,009	1,111	1,359	248	122.3%
	Operating profit /loss(△)	2	△3	38	42	-
	Operating margin	0.2%	-	2.9%	-	-
Real estate leasing	Net sales	71	82	91	8	110.8%
	Operating profit	21	27	31	3	114.0%
	Operating margin	30.3%	33.2%	34.1%	0.9pt	-

* Adjustments: Sales △81 million yen, Operating profit 34 million yen

Stores | 309 stores in total for the Group (as of June 2025)

In the first quarter, the Group opened 13 stores with a focus on purchase centers.

In June, KOMEHYO OSAKA SHINSAIBASHI was opened as the seventh flagship store of KOMEHYO.

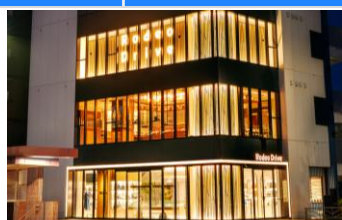
	Brand Fashion						Tire and wheel	
	 KOMEHYO	 BRAND OFF TOKYO	 Rodeo Drive	 Shellman Since 1971	 WORM	 SELBY.	 Craft	 U-ICHIBAN
Flagship stores	7 (1)	3	1	1				
Sales Stores	2			6	2			
Purchase and sales stores	20 (3)	5 (1)	4			2	11	2
Purchasing Centers	170 (10,-2)	8	3					
Franchised purchasing centers		34 (-2)						
Overseas	7	20 (1,-1)	1					
Total	206	70	9	7	2	2	11	2



KOMEHYO
Nagoya main store



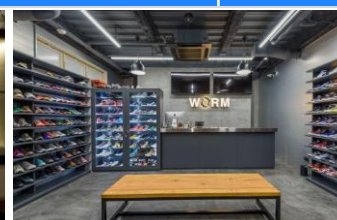
BRAND OFF
KANAZAWA store



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 first quarter of the fiscal year ending March,2026.

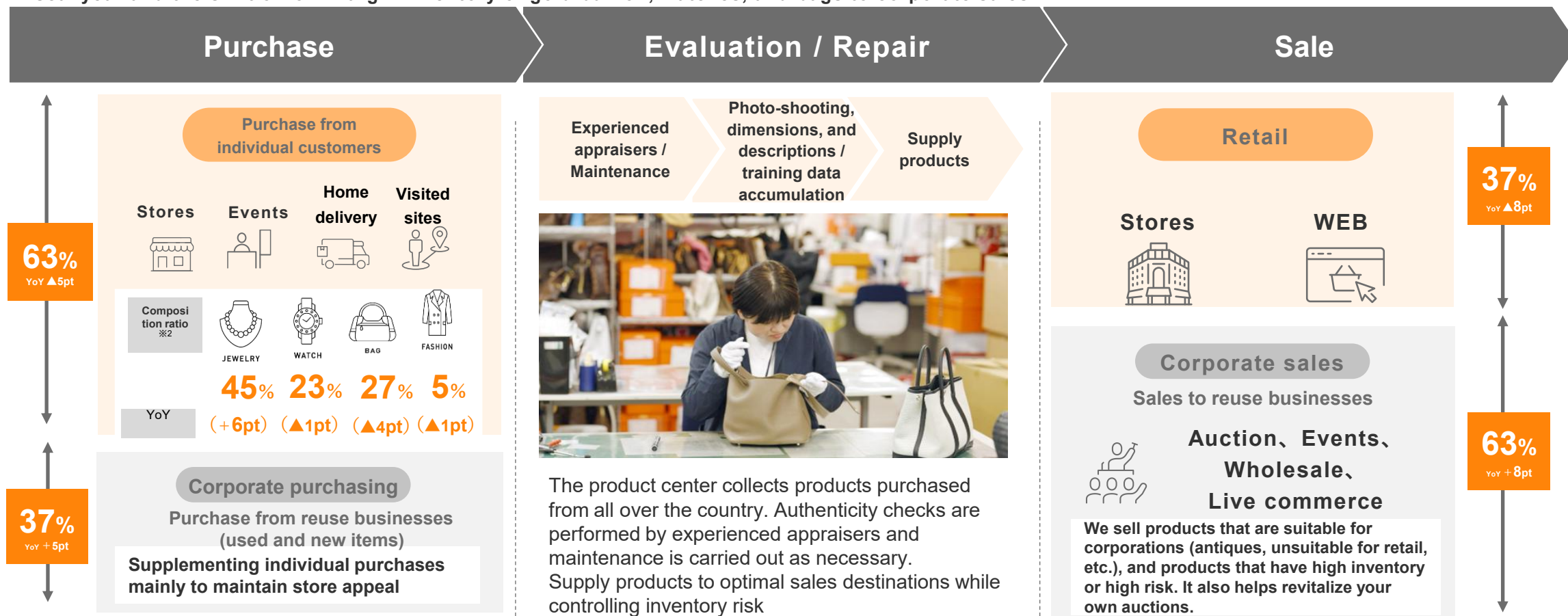
Purchasing and sales status by route * | KOMEHYO

【Ratio of purchases from individuals and composition of products purchased from individuals】

Purchases from individuals remained strong mainly due to the soaring retail gold prices in Japan. Jewelry and precious metals accounted for just under 50% in purchases from individuals (with gold bullion accounting for just under 70% of them). Ratio of purchases from individuals declined 5pt YoY due to strengthen in-store inventory and corporate purchasing for new store openings.

【Ratio of retail sales】

The ratio of retail sales declined 8pt YoY due to the conversion of three operating companies with high corporate sales ratios into the Group in the previous fiscal year and the shift of low-margin inventory of gold bullion, watches, and bags to corporate sales.



*All percentages are actual results for 1Q of the fiscal year ending March 31, 2026.

Status of strengthening retail

In June, the flagship store KOMEHYO OSAKA SHINSAIBASHI was opened. Targeting domestic and international tourists to expand customer base. From the 2Q onwards, we will continue to open new stores and expand our bases, which will lead to strengthening our retail and individual purchasing capabilities.

Flagship store 「KOMEHYO OSAKA SHINSAIBASHI」 opened on June 11



Features

- Targeting domestic and international tourists. Flexible branding, including artist-designed interiors and exteriors based on cherry blossom color as Japan's symbolic color
- Strengthening loyalty through improved customer experience, including multilingual support

Achievements

- Progressing almost according to plan towards our first-year target of 3 billion yen.
- Duty-free sales ratio was 70%, the highest among KOMEHYO stores. Demand from inbound tourists were thus captured surely.

Store openings and expansion of bases from 2Q and beyond^{*1}

2 Q	Aug 1 Aug 5 Aug 8 Aug25 Aug27 Sep12	<ul style="list-style-type: none"> Purchase center JV Purchasing Center Sales store Purchase center Flagship store 	「KOMEHYO Bukit bintang」 (Malaysia) 「MEGRUS Matsuzakaya Nagoya store」 ^{*2} 「MEGRUS Daimaru Tokyo store」 ^{*2} 「KOMEHYO Central Ladprao」 (Thailand) 「KOMEHYO KINGSQUARE」 (Thailand) 「KOMEHYO YOKOHAMA」 Contract area : 902㎡ KOMEHYO's 8th flagship store Aiming to achieve annual sales of 2.5 billion yen, this store will offer approximately 5,000 luxury items in a convenient location near Yokohama Station
	Early Oct Late Nov Mid Dec	<ul style="list-style-type: none"> Sales store Sales store Purchase and sales store 	「KOMEHYO LOT10 store」 (Malaysia) 「KOMEHYO VINTAGE TOKYO atelier」(tentative name) 「BRAND OFF CITYLINK Nanko store」 (Taiwan)
4 Q	Late Mar	<ul style="list-style-type: none"> Purchase and sales store 	「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
	By Mar	<ul style="list-style-type: none"> Purchasing base 	Starting purchases from individuals in the U.S.

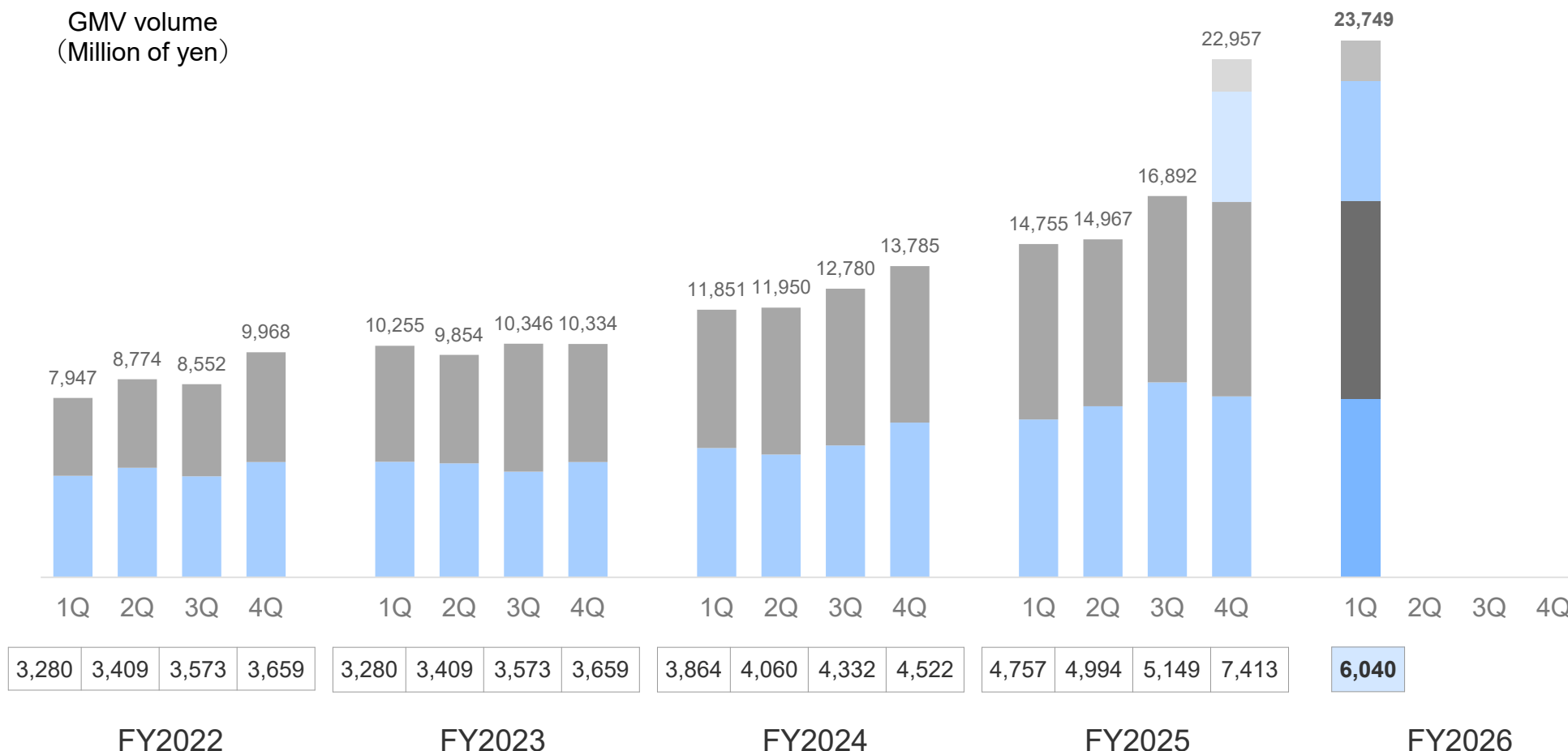
^{*1} In addition to the stores listed in the table, KOMEHYO plans to open 20 directly managed stores and BRAND OFF plans to open 12 franchise stores per year.

^{*2} 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
(Million of yen)



Total number of
member
companies:
4 companies *

* The number of regular members from FY2026



Overview of tire and wheel business

TW business

Purchases of used products remained strong, with ample inventory secured as sources of sales.

Sales of new summer tires and those of in-house designed wheels in Japan and overseas were strong because of inventory control.

Overseas sales contributed significantly to sales and profit.



Planning and development



- **Driven by strong domestic and overseas sales and high-margin products**
While domestic sales grew strongly by 35% YoY, overseas sales increased significantly, up 259% YoY.
Sales of the highly profitable Bradley Series and Air/G Series wheels increased
- **Sales network expanded steadily in overseas markets**
To increase the proportion of overseas sales, we have expanded the sizes of the Bradley Series that are compatible with new four-wheel-drive models in high demand. Due to branding and strengthening of sales, the number of distributors increased steadily, to 14 companies in 14 countries including ASEAN, Europe, and the U.S.



Purchasing and selling new products



Purchasing used items

P
u
r
c
h
a
s
e

- Trade-in of genuine, high-quality tires and wheels installed on new cars
- Due to strengthened sales promotion activities, purchase amounts from individuals increased 45% compared to the same period last year, showing favorable trends. Ample inventory secured for further sales expansion

S
a
l
e

- **Strong sales of high-priced products**
Sales promotion was strengthened, such as by holding events for customers. Actual sales exceeded the previous year's levels in all product categories of new tires, wheels, and accessories, mainly in high-priced products.
- **Effects produced by large-volume tire procurement**
of high-margin summer tires with high actual demand was strengthened, driving sales and profit with YoY growth of 16%.



Auto parts
Japan

Purchasing used items

Sale of used items

Online sales of new products



P
u
r
c
h
a
s
e

- **Strong performance of major suppliers and expansion of new business partners**
Corporate transactions with major businesses were increased for stable sales of used products. As a result, corporate purchases grew sharply, up 50% YoY.

S
a
l
e

- E-commerce sales were strong, with new sales up 26% and used sales up 8% compared to the same period last year.
- Strengthening listings on e-commerce malls, such as starting to sell used wheels on Mercari

4 . Appendix

Appendix

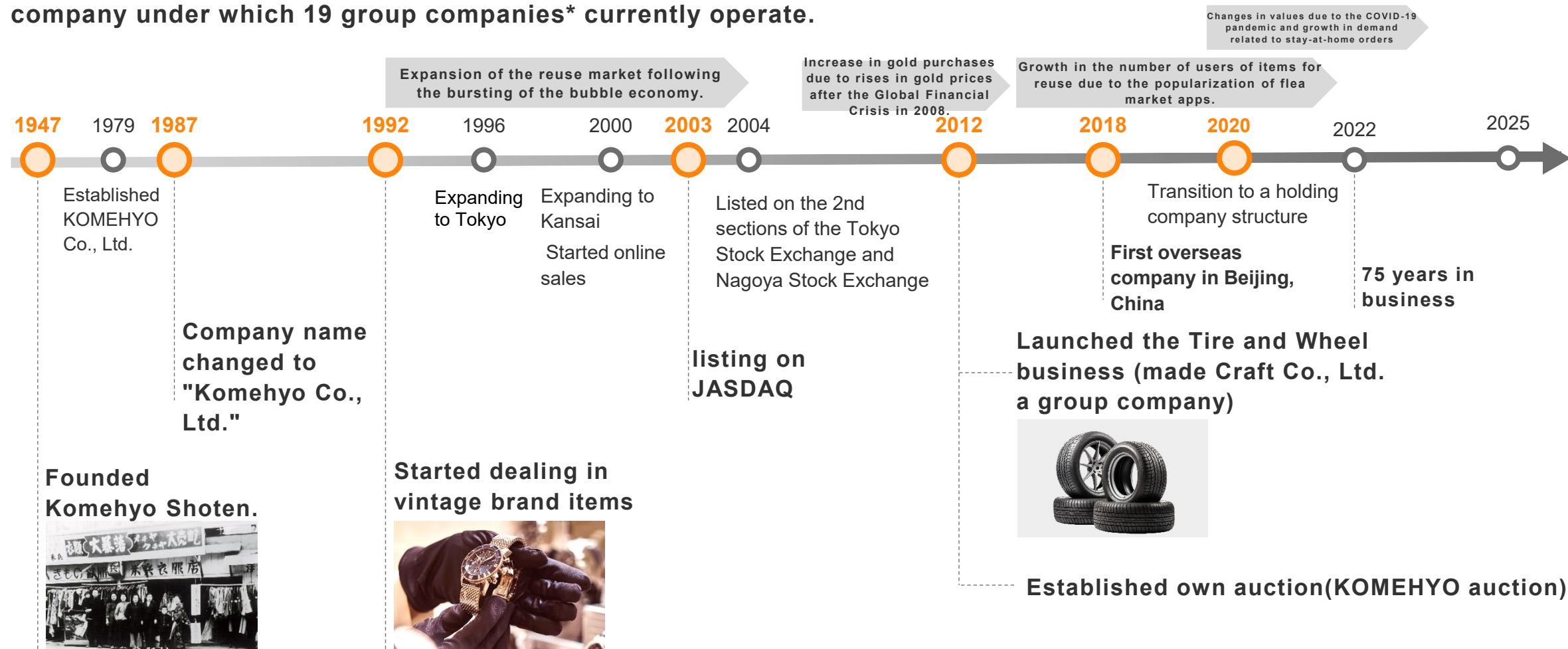
1. Company Profile	P.30
2. Medium-term Management Plan	P.46
3. Global expansion	P.51
4. Initial plans and initiatives for the fiscal year ending March 31, 2026	P.54

Corporate Profile

Company name	Komehyo Holdings Co., Ltd.
Established	May 1979 ✕Transition to holding company system in October 2020
Head Office	3-25-31 Osu, Naka-ku, Nagoya
Representative	President, Representative Director: Takuji Ishihara
Capital	1,803 million yen
No. of employees	Consolidated: 2,029 Non-consolidated: 50 (As of June 2025)
Business activities	Groupwide corporate planning, management and marketing, and real estate business
Fiscal year-end	March
Stock	Tokyo and Nagoya Stock Exchanges (Securities code: 2780; Unit: 100 shares)

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.

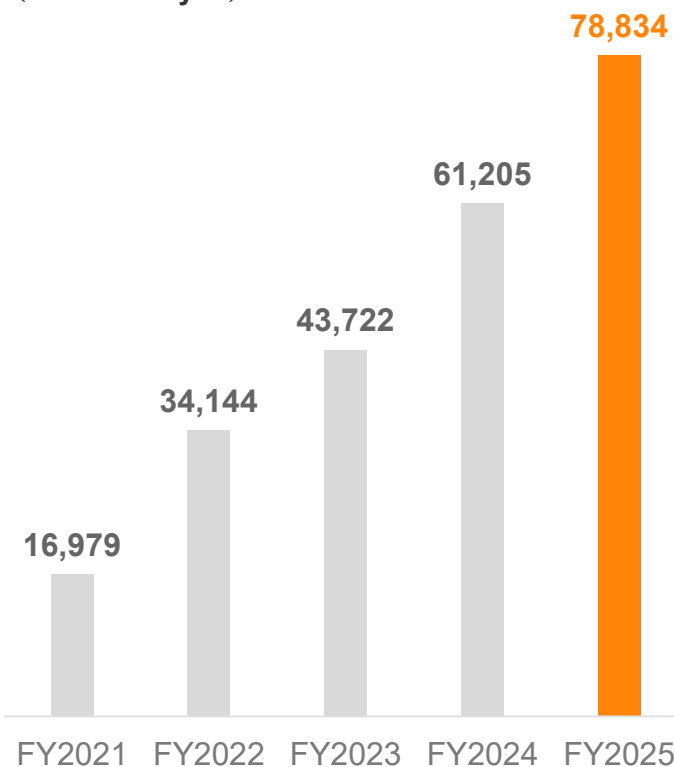


* As of the end of March 2025

Corporate Profile Consolidated performance trends (FY2021-FY2025)

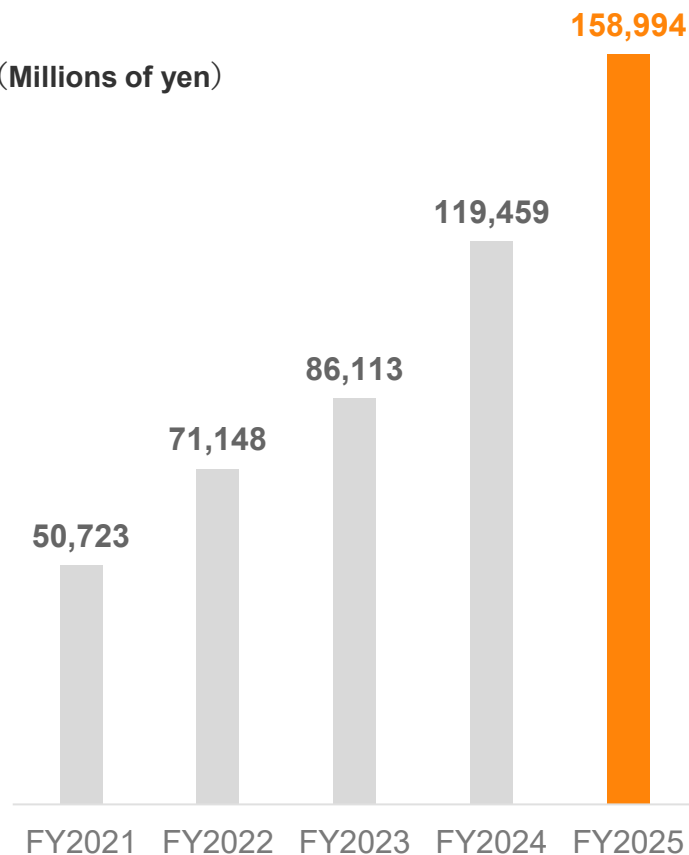
Individual purchase amount *

(Millions of yen)



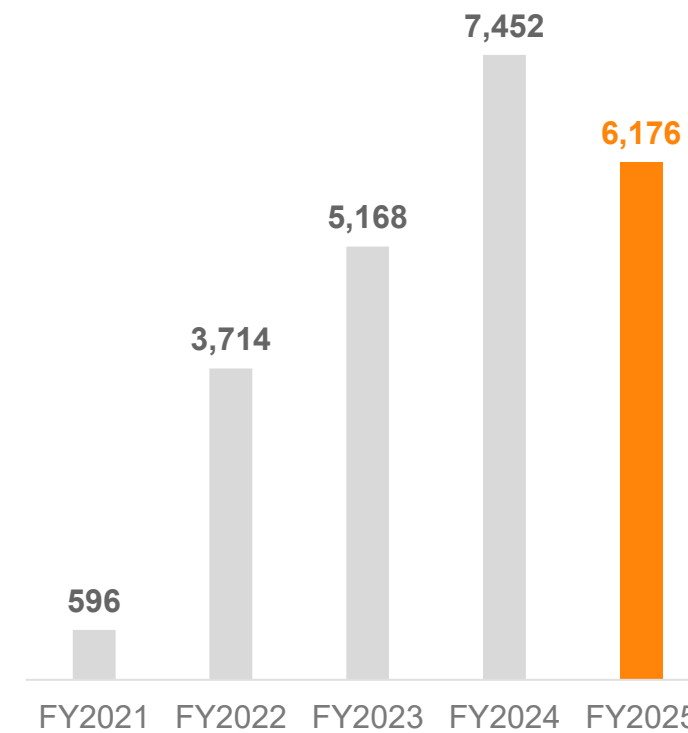
Net sales

(Millions of yen)



Operating profit

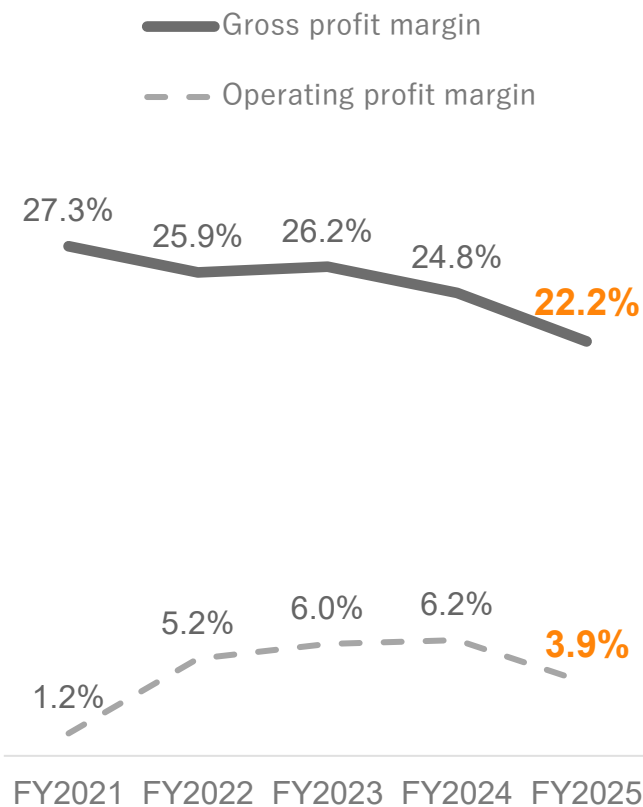
(Millions of yen)



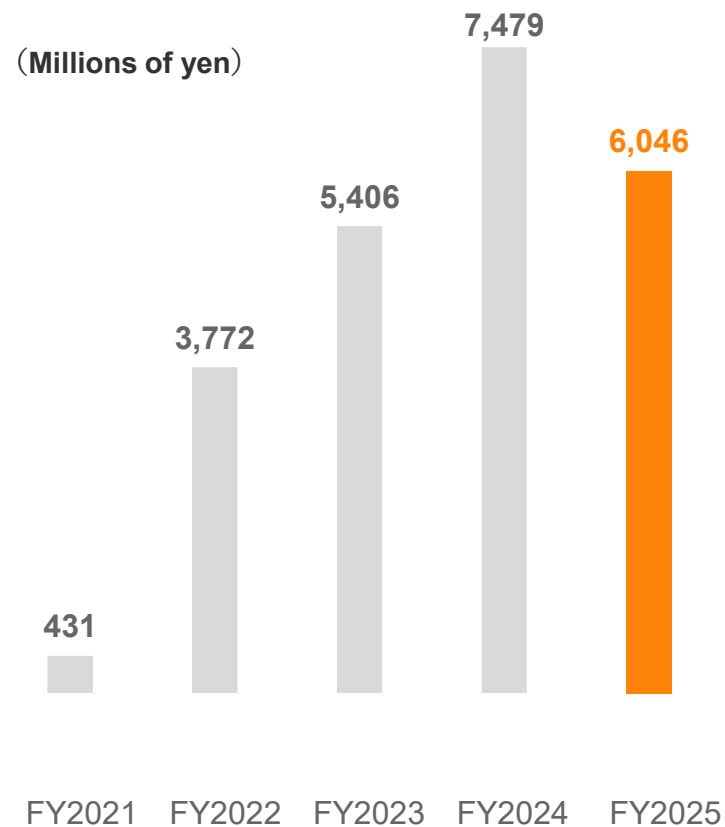
* FY2021 is for Komehyo Co., Ltd. only, FY2022 and onwards are for the consolidated group

Corporate Profile Consolidated performance trends (FY2021-FY2025)

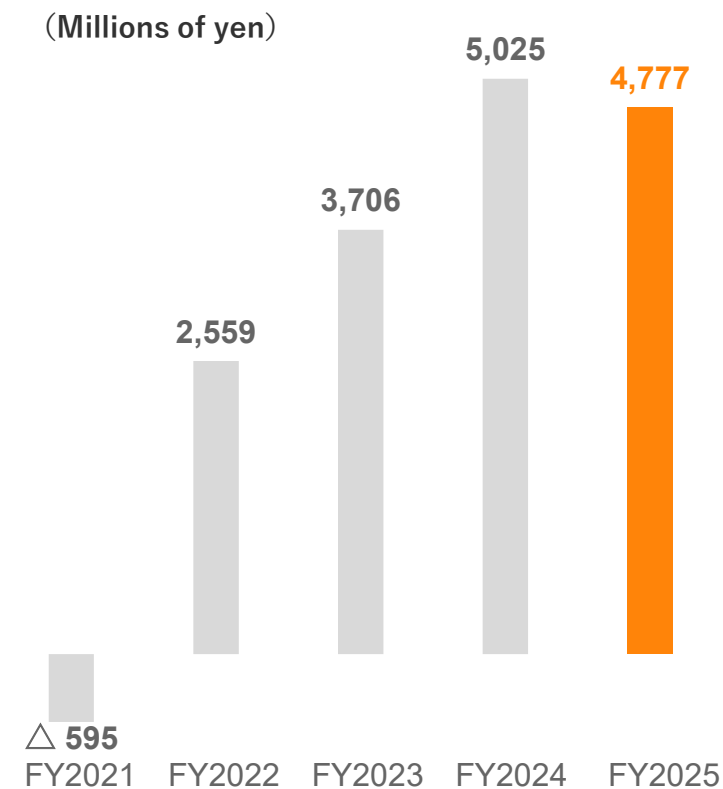
Profit margin



Ordinary profit

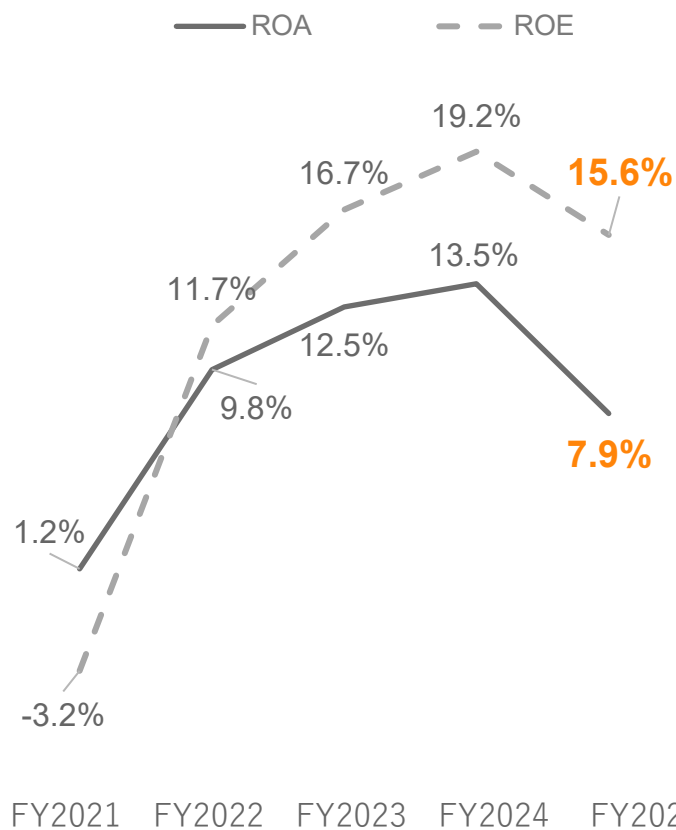


Profit attributable to owners of parent

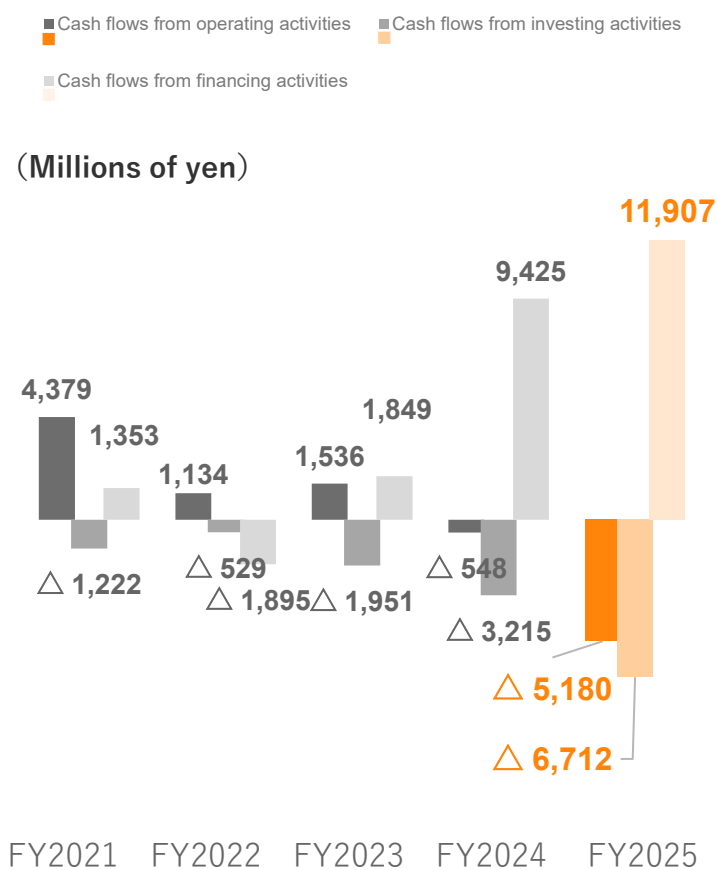


Corporate Profile Consolidated performance trends (FY2021 - FY2025)

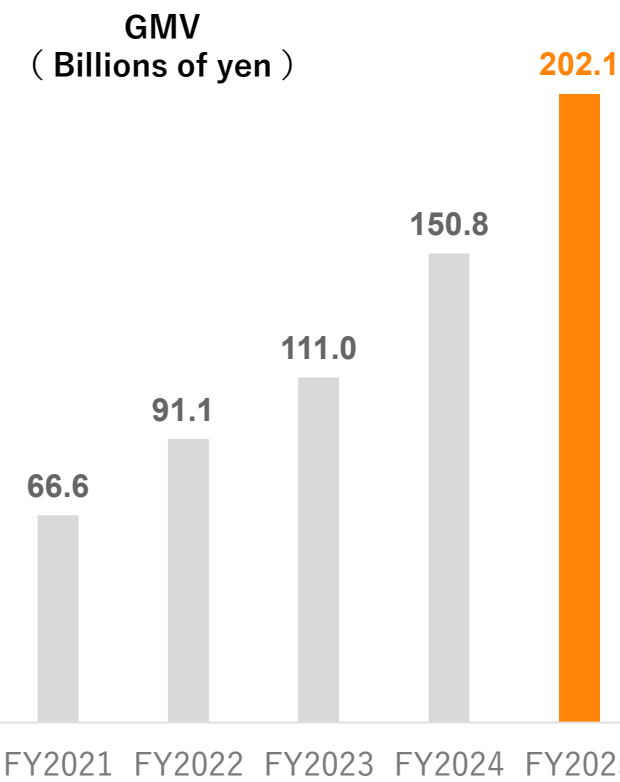
ROA · ROE



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 employee **67.1%**

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



Rate of male childcare leave taken

51.4%

ToMo^{*1}

18.8

Engagement score^{*2}

69(C +)

Paid acquisition rate

Full-time employee **94.1%**

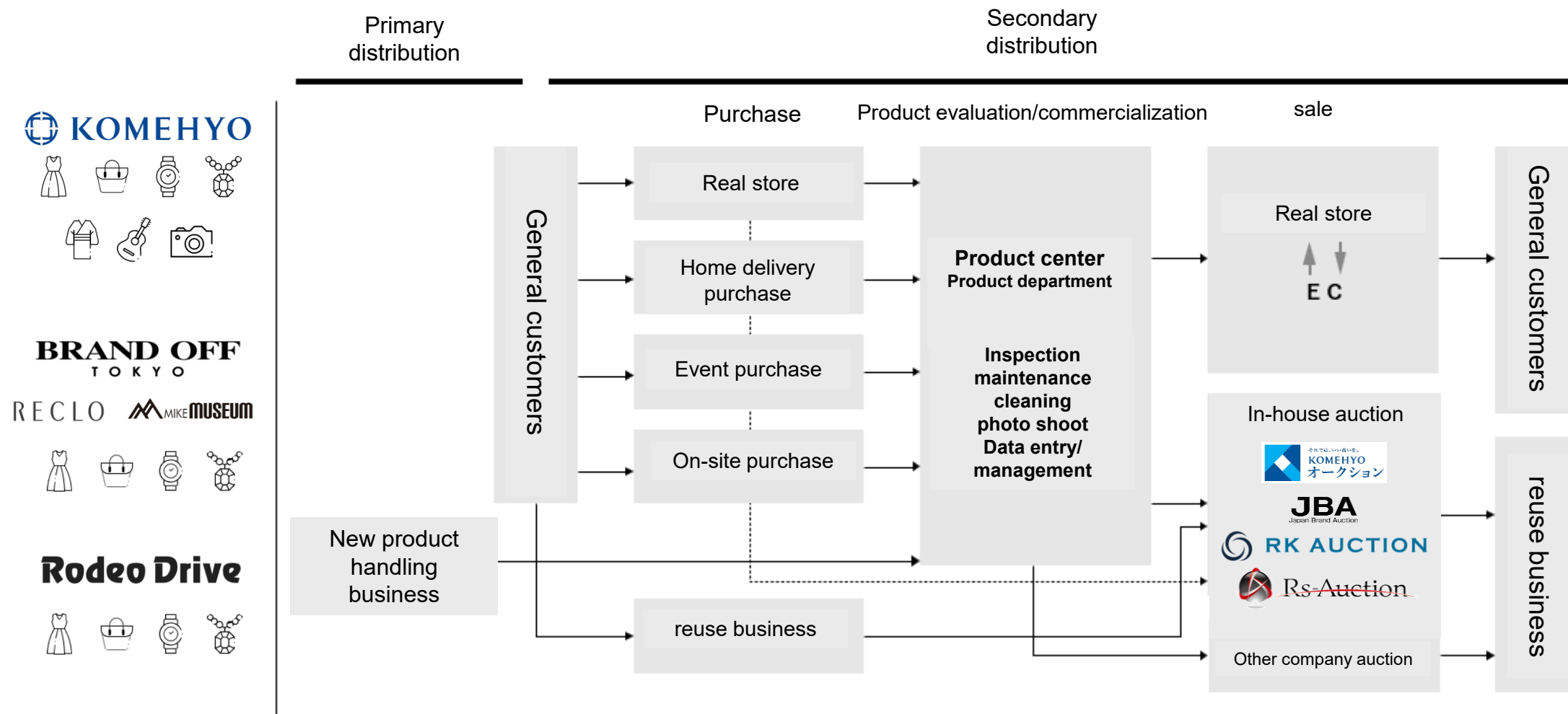
All workers **87.2%** Part-time/fixed-term employee **69.3%**

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

^{*2} Index for KOMEHYO Co., Ltd. only

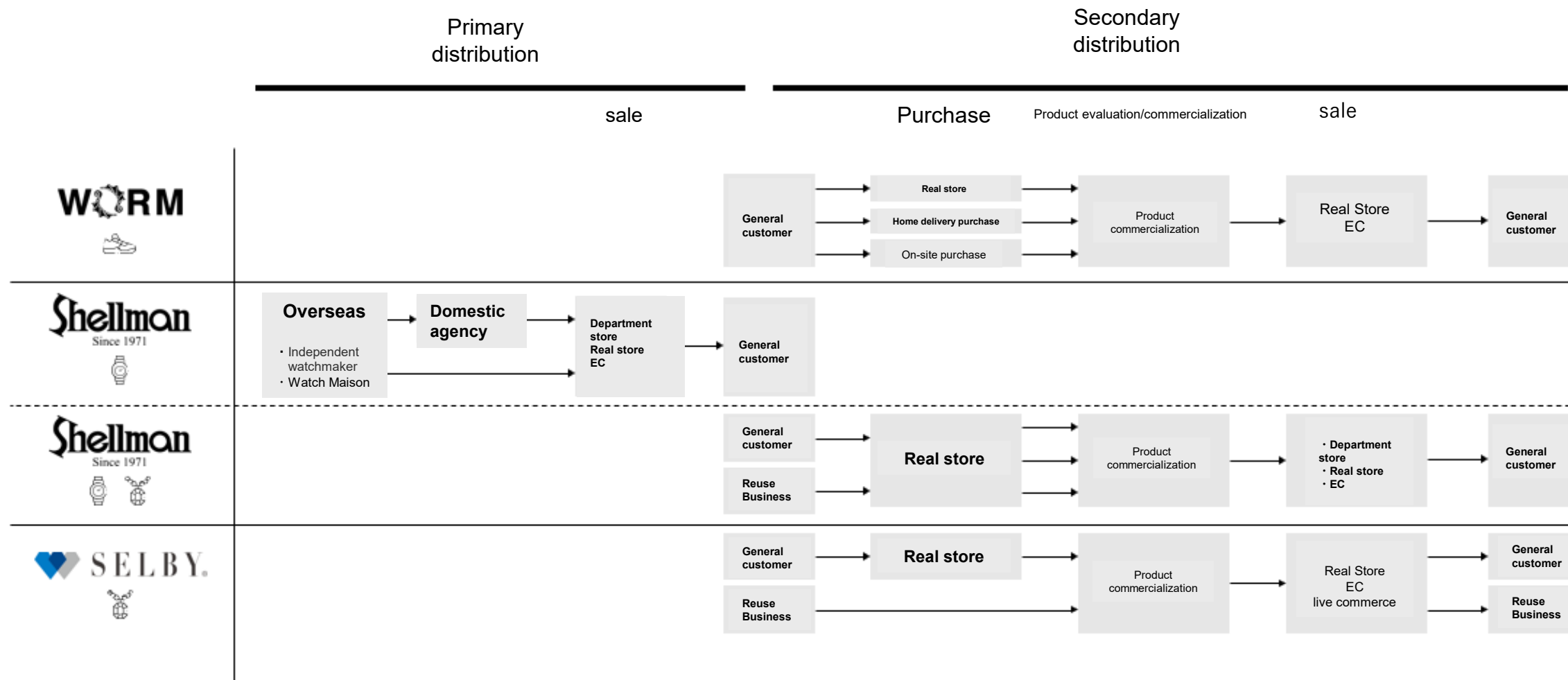
Business Domains of Komehyo Holdings Group

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



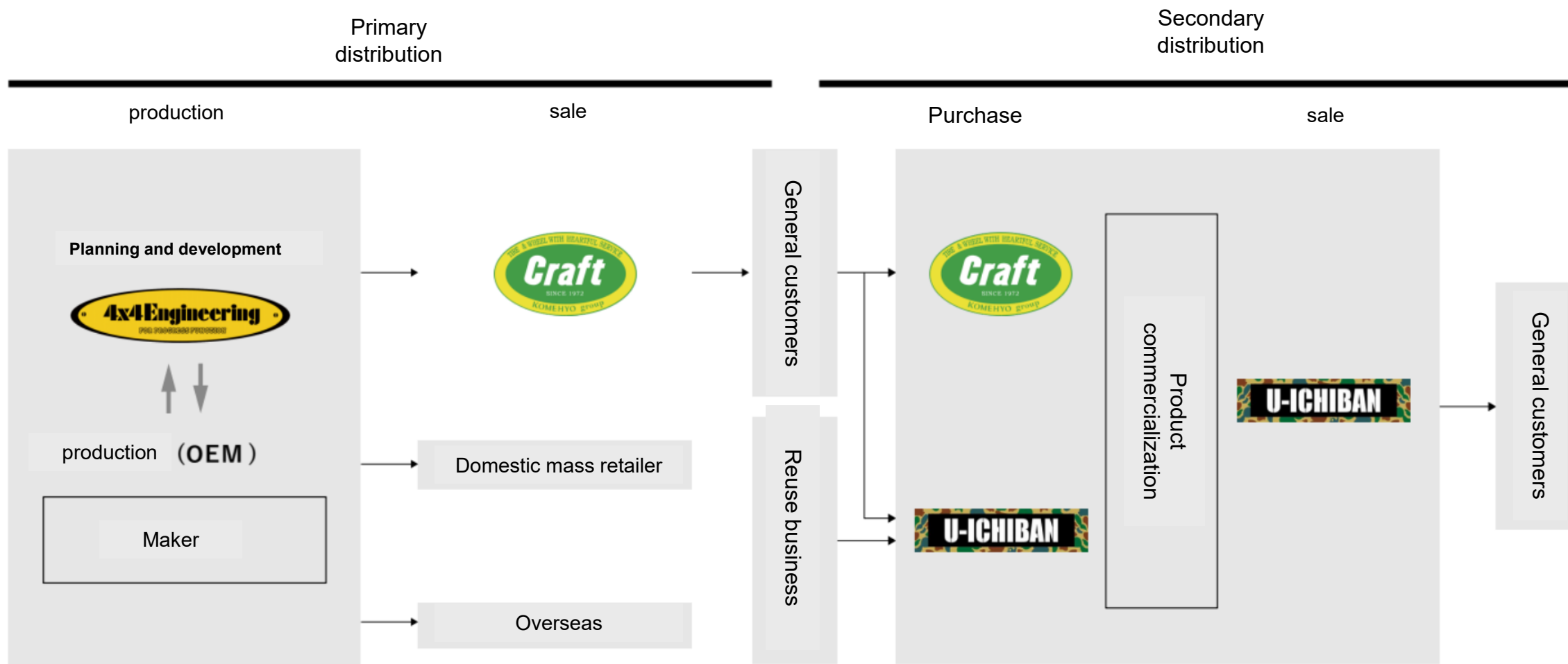
Business Domains of Komehyo Holdings Group

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 and Shinsaibashi), 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.

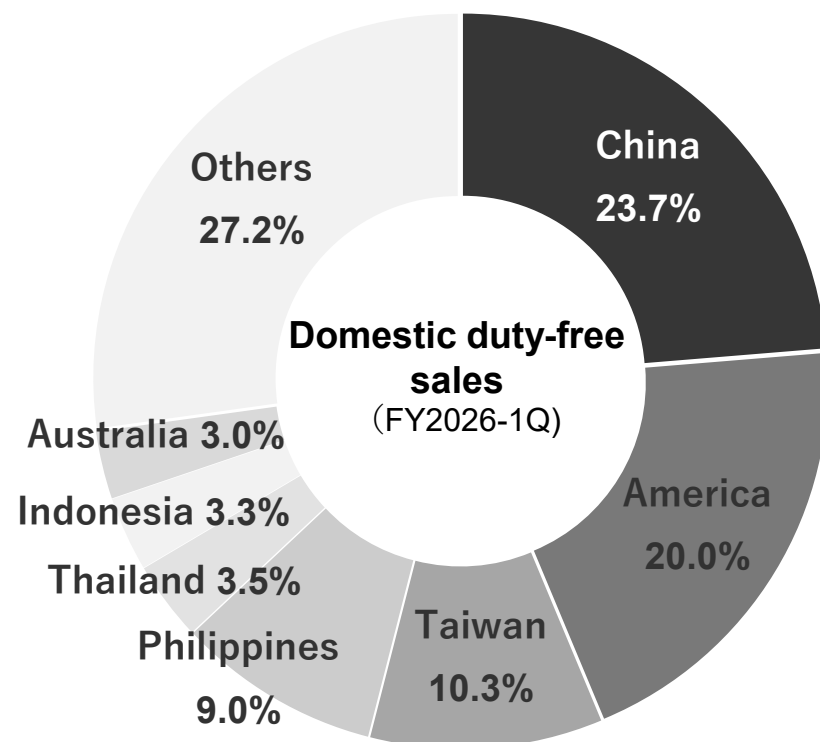


Corporate Profile Breakdown of domestic duty-free sales

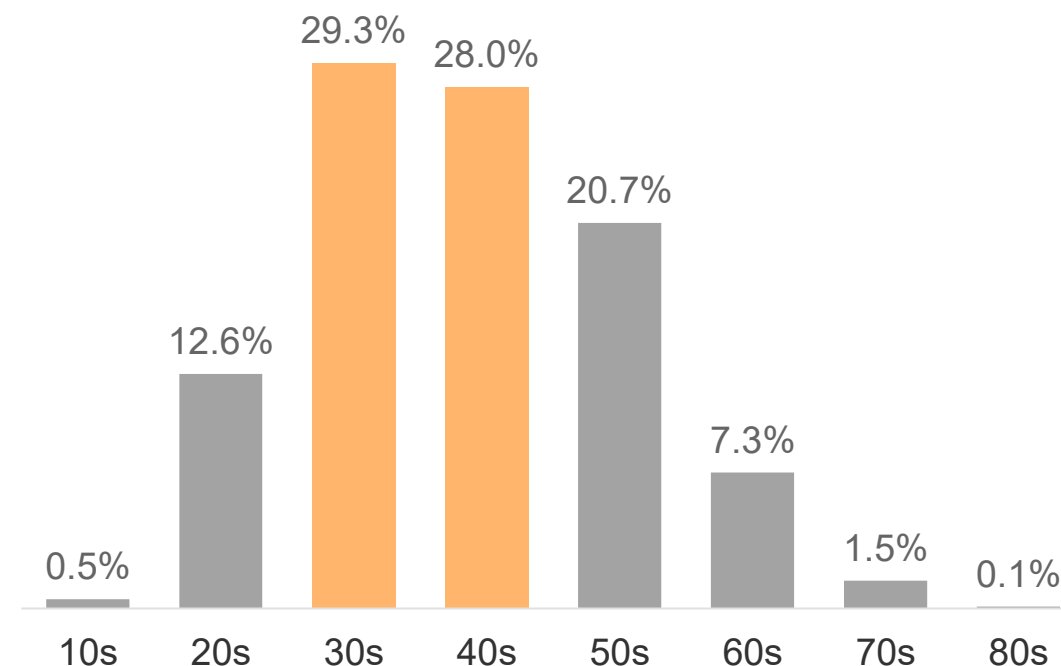
Because of the opening of KOMEHYO SHIBUYA and KOMEHYO OSAKA SHINSAIBASHI, the proportion of customers from the United States increased.

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 (FY2026-1Q)



*Counted by passport issuing country/region

Corporate Profile Business/service introduction 1

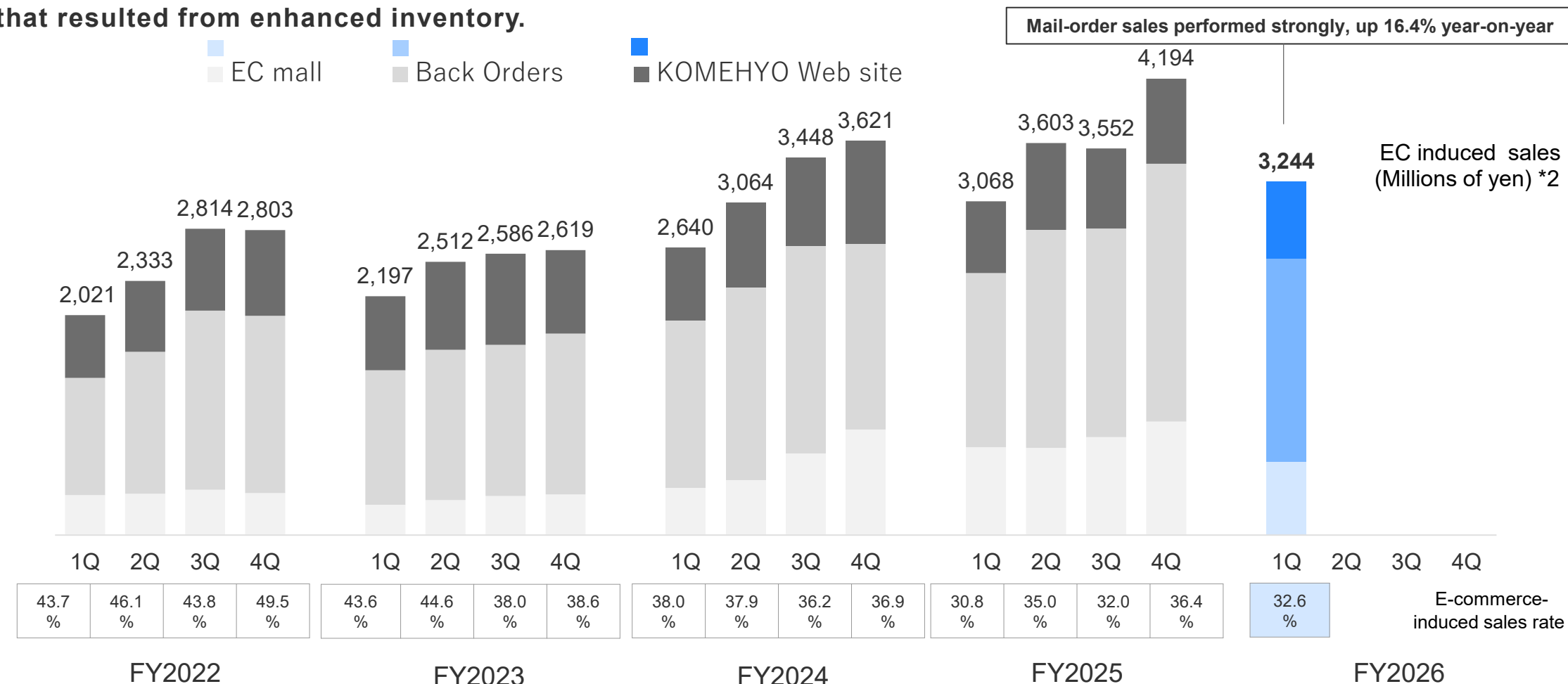
The three brands, which engage in the sale and purchase of mainly second-hand brand name items, excel in the convenience of their stores, the reliability of their appraisal and their name awareness. They seek to achieve sustained growth in the areas in which they can demonstrate their respective strengths.

	 	 	 
Overview	The core brand that the Group has been promoting since its founding	<ul style="list-style-type: none"> Converted to a group company in the fiscal year ended March 31, 2020. The main brand with its customer base in the Hokuriku area. 	<ul style="list-style-type: none"> Converted to a group company in the fiscal year ending March 31, 2025. The brand has its customer base in Kanto (particularly, Yokohama)
Stores in Japan	199 stores (flagship stores are located mainly in major cities)	50 stores (headquarters in Kanazawa, Ishikawa Prefecture)	8 stores (headquarters located in Yokohama, Kanagawa Prefecture)
Overseas Store	5 stores in Thailand and 2 stores in Singapore (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	Jewelry > Watch > Bag > Fashion	Bag > Jewelry > Watch > Fashion	Watch > Jewelry > Bag > Fashion

* As of the end of June 2025

Corporate Profile E-commerce-induced sales rate | KOMEHYO

Due to an increase in the unit price per person, first quarter e-commerce sales increased 5.7% year-on-year
The EC involvement rate*1 remained slightly above 30% due to growth in sales of products on back orders that resulted from enhanced inventory.











*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.

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

* Fee income from sellers or buyers

Corporate Profile Business/service introduction 3 | WORM Shellman Since 1971 SELBY.

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







	 	 	 
Overview	Purchase and sale of premium sneakers	Consignment and sale of antique watches and jewelry	Purchase and sale of jewelry
Stores in Japan	2 stores	7 stores	2 stores
Sales features	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 June 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.

	  <p>Planning and development</p>	  <p>Purchasing and sales of new products Purchasing used items</p>	 <p>AUTO PARTS JAPAN</p>  <p>Purchasing used items Selling used items New products online sales</p>
Overview	Comprehensive manufacturer of wheels and suspensions	Buying and selling new tires and wheels	Buying and selling used tires and wheels
Stores in Japan	-	11 stores	2 stores
Sales features	<ul style="list-style-type: none"> We plan and develop wheels and other products in-house. We wholesale wheels and other products both domestically and internationally. We focus on raising brand awareness through social media. 	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 March 2025

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

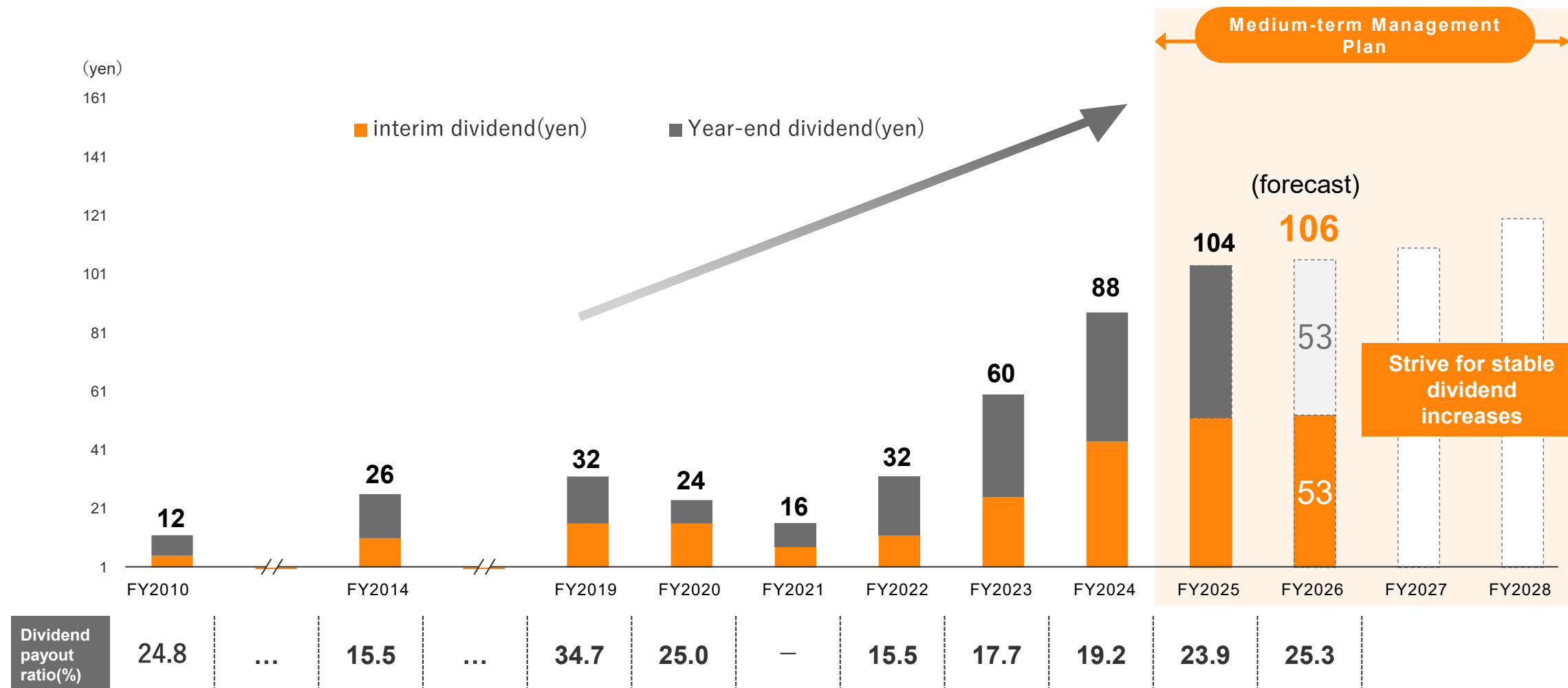
For the fiscal year ending March 2026, the company aims to achieve business growth through increased profits compared to net income attributable to parent company shareholders excluding gains on Gain on bargain purchase in the fiscal year ending March 2025. In the final fiscal year ending March 2028,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

Medium-term management plan					
(Millions of yen)	FY2024 (results)	FY2025 (results)	FY2026 (forecast)	FY2027 (forecast)	80th anniversary FY2028 (forecast)
Net Sales	119,459	158,994	200,000	230,000	260,000
Operating income	7,452	6,176	8,000	10,300	13,000
Operating margin	6.2%	3.9%	4.0%	4.5%	5.0%
Ordinary profit	7,479	6,046	7,400		
Net income attributable to owners of parent	5,025	4,777	4,600		
ROE	19.2%	15.6%	More than 15%		More than 15%
Capital adequacy ratio	44.4%	37.0%	Approximate 35%		Approximate 35%
EPS (yen)	458.7	435.9	419.7		
Dividend payout ratio	19.2%	23.9%	25.3%		About 20%

Published on
May 14, 2025

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.



Concept for business growth (BF business)

Reporting the financial results presentation for
the fiscal year ended March 2025

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.



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



Operating the Medium-term Management Plan Based on Competitive Advantages

Reporting the financial results presentation for
the fiscal year ended March 2025

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.

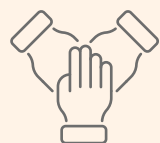
competitive
advantage

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**



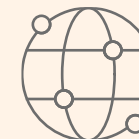
- Expanded purchasing
- Auction growth

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

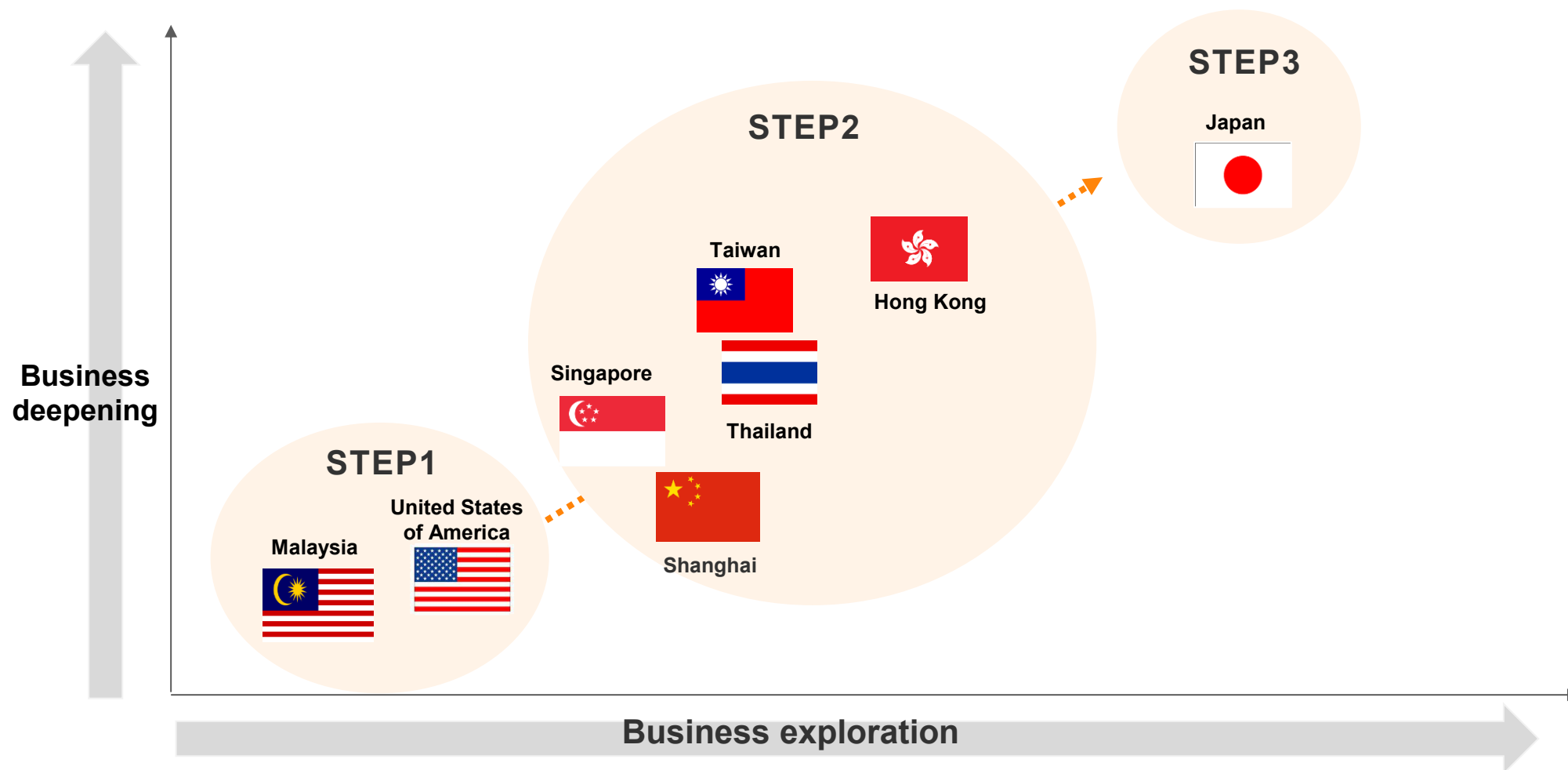
As our business grows, our competitive advantage will become stronger.

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

* "Reuse Market Data Book 2024" Reform Industry Newspaper, October 2024









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
STEP3	Additional developments	Business that contribute to market growth		auction operation					
	Number of stores (sales only) and stores (sales and purchase combined) *	66	15	5	4	2	2		
STEP2	EC	●	●	●	●	●	●	Planned expansion	
	Individual purchase	●	●	●	●	●	●	Planned expansion	
	B2B Purchasing and sales	●	●	●	●	●	●	●	●
STEP1									

* As of the end of June 2025

Corporate Profile

Global expansion| 28stores in total for the Group (as of June 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	BRAND OFF T O K Y O Rodeo Drive		BRAND OFF T O K Y O					
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	2024	2010	2009	2017	2019	2022	2024	2024
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 * ⁵ sales : Retail /Corporate sales	Purchase : Purchase from individual customers /Corporate purchasing * ⁵ sales : Retail /Corporate sales	Purchase : Purchase from individual customers /Corporate purchasing * ⁵ sales : Corporate sales	Purchase : Purchase from individual customers /Corporate purchasing * ⁵ sales : Corporate sales
Number of stores	Sales Stores	-	-	-	5	2	-	-
	Stores annexed with sales facilities	14 (1)	1	4 (-1)	2	-	-	-
	Total	15		4	2	5	2	0

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

Rearrangement of given matters that will affect this fiscal year's performance

Reposting the financial results presentation for
the fiscal year ended March 2025

The brand reuse market continues to face an unstable market environment due to exchange rate and tariff policies, as well as the economic environment in various countries. In addition to strengthening the individual purchase and retail business through our strong customer base and new store openings, we will also strengthen procurement and sales through collaboration, which will lead to business growth.

External environment/opportunity

- There is an increasing need for new entrants into the reuse industry from primary distributors, different industries, and other product reuse businesses. This is expected to accelerate collaboration through alliances.
- Domestic reuse businesses are accelerating their expansion overseas. As the number of companies expanding overseas, mainly in Asia, is increasing, the reuse market overseas is becoming more active.
- Changes in inbound demand and weak market trends may lead to further industry restructuring.
- Competition in purchasing from each region and in acquiring new properties for new stores will continue to intensify. In addition, as purchasing is subject to the Act against Unjustifiable Premiums and Misleading Representations in Japan*, there will be even greater demands for the integrity and transparency of reuse businesses.
- Changes in currency trends and tariff policies are expected to have a significant impact on the market.
- The number of highly accurate donations is increasing, requiring improved accuracy in purchase appraisals and inspections.

Internal environment/approach

- With the domestic and international markets in an expansion phase, we need to increase our presence in the industry by expanding our sales share.
- In addition to the growth of each Group company and brand which we have been working on, we will also strengthen cooperation within the Group, such as using our own auctions, which will lead to growth.
- We will strengthen retail sales and corporate purchasing other than through auctions as an initiative to increase profitability.
- As the business expands, it is necessary to expand not only sales personnel, such as appraisers, but also personnel in back-office departments. We will continue to refine forward-looking succession plans and development plans, including talent pools for the next generation of management and leadership.
- Strengthening global expansion is essential for sustainable growth in the future. We will continue with investment for the future, including area expansion, promotion of store openings, strengthening cross-border e-commerce, and human resource development.
- We will continue to make aggressive investments in IT.

*April 18, 2024, Consumer Affairs Agency Public Notice "Regarding operational standards for public notices specifying premiums, etc."

Market price forecast for main products for the fiscal year ending March 2026

Reposting the financial results presentation
for the fiscal year ended March 2025

Current forecasts for each product, which are the premises for this fiscal year's plan, are as follows.

We expect that instability will continue due to external conditions such as foreign exchange rates and tariff policies, with trends varying by product.

Jewelry



JEWELRY

Domestic retail gold prices are expected to remain at record high levels due to a gradual upward trend. If the yen appreciates against the U.S. dollar, it may temporarily move lower.

We anticipate unstable market prices for diamonds, including melee diamonds (small stones). In brand name jewelry, the market continues to rise for popular items with high retail needs and vintage items that are only available secondhand.

Watches



WATCH

Overall, the softening trend will continue.

Due to the uncertainties in exchange rates, tariff policies, and the economic environment in various countries, the market trend is expected to be unstable both domestically and internationally, especially for high-value products. . If the yen appreciates against the U.S. dollar, it may fall sharply.

Used retail items, which are cheaper than the list price, are expected to be traded at relatively stable prices.

Bags



BAG

Due to the uncertainties in exchange rates, tariff policies, and the economic environment in various countries, the market trend is expected to be unstable both domestically and internationally, especially for high-value products.

Among them, demand for some popular items and retail-oriented items is firm, and the market is expected to be relatively stable. The popularity of vintage items, especially among foreign visitors to Japan, has not waned, and the market price is expected to trend upward.

Fashion



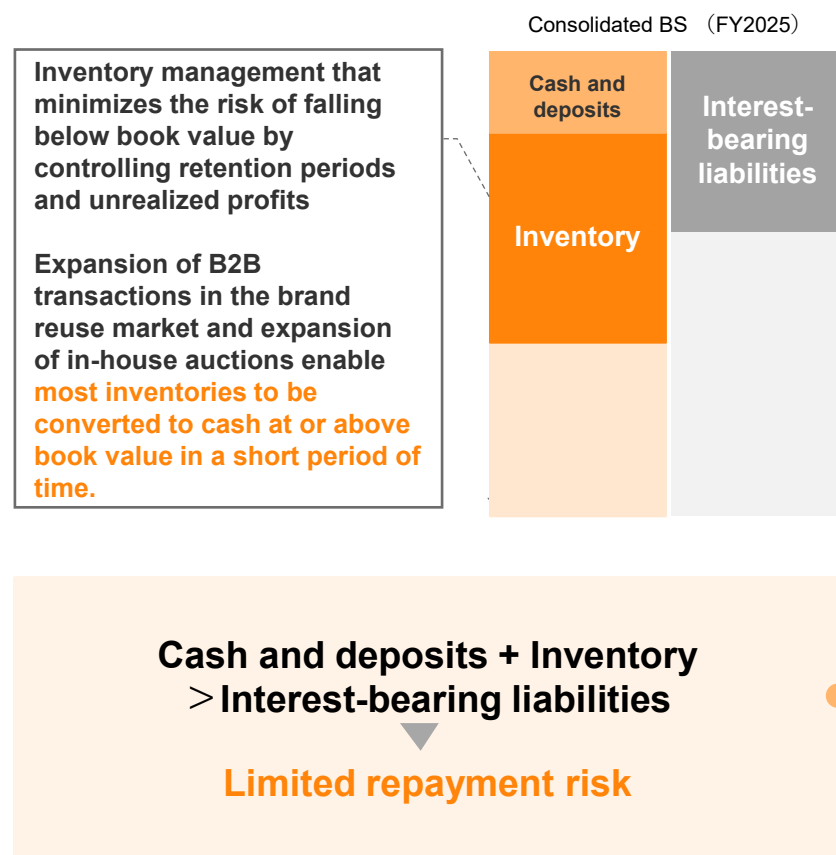
FASHION

The trend from the previous period continues, and although there is some seasonality, there are no major market fluctuations due to the external environment, and the market price is formed according to the year and condition. For some popular luxury brands and rare items such as vintage items, the number of companies handling them is increasing and the market price is expected to trend upward.

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

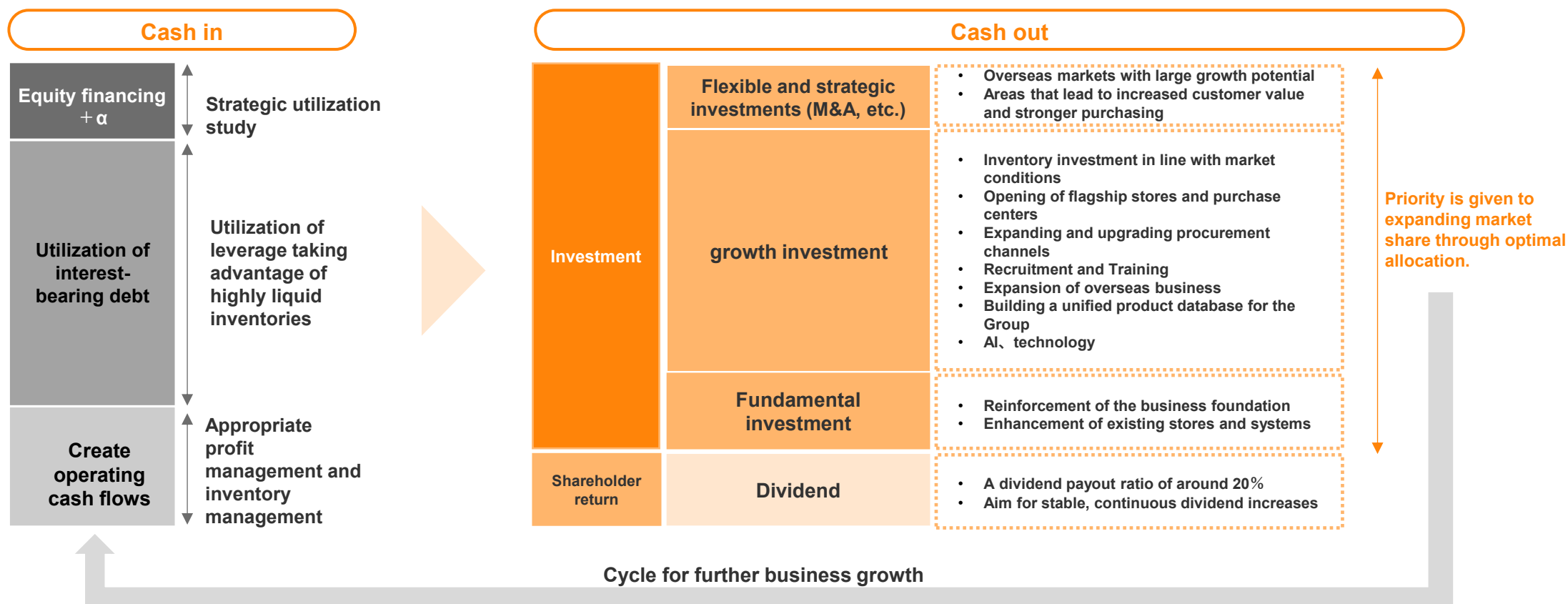
Consider the possibility of equity financing considering market conditions, stock price trends, the Group's financial situation, and the progress of its strategy, as appropriate

Management Resource Distribution Policy

Reporting the financial results presentation
for the fiscal year ended March 2025

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

Reporting the financial results presentation
for the fiscal year ended March 2025

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

Domestic

● Individual purchase

- Strengthen promotions
- Continue to open new stores specializing in purchases
KOMEHYO : 20 stores/year
BRAND OFF (FC) : 12 stores/year*
- Continue to strengthen existing services (on-site purchases and home delivery purchases)
- Acquire new alliance partners

● Corporate purchasing

- JFR & KOMEHYO PARTNERS has started opening stores specializing in purchasing goods. Expanding channels that promise to secure high-quality inventory

MEGRÜS



Starting in August 2025, MEGRÜS, a specialty store for purchasing goods, will open in Daimaru, Matsuzakaya, and PARCO stores nationwide. Plans to open seven stores by the end of the year

● Retail

- Opening two KOMEHYO flagship stores
- Continuing to open new formats

KOMEHYO OSAKA SHINSAIBASHI
(Opened in June 2025 / approx. 747㎡)



KOMEHYO YOKOHAMA (Tentative name)
(Scheduled to open in September 2025 / approx. 902㎡)

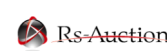


● EC

- Expanding in-house and cross-border EC through inventory integration

● Corporate sales

- Expanding the scale of auctions through group collaboration
- Reducing sales commissions by expanding the options for where to sell



Overseas

● Store openings

- Accelerate store openings in Asia
- Start private purchases in North America



BRAND OFF Kowloon Bay Telford Plaza店
(Opened in April 2025)

Discontinuous
growth through
M&A etc.

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

* Target value was revised in April 2025

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.

IR contact

Komehyo Holdings Co.,Ltd.

IR Group, Financial Planning Department

Phone : +81-52-249-5366

E-mail : ir@komehyo.co.jp