70th
ANNIVERSARY

くらし応援
コジマ

Big Sunny Smile

Bringing warmth to our communities with our smiles

Kojima Co., Ltd.

2-1-8, Hoshigaoka, Utsunomiya-shi, Tochigi
https://www.kojima.net/

コジマ

Integrated Report 2025

Kojima Co., Ltd.

Big Sunny Smile

Bringing warmth to our communities with our smiles

Kojibou, Kojima's corporate character

Our Philosophy

Purpose

To be a company that supports everyday living by providing consumer electronics with a view toward the creation of a bright and happy future full of smiles

Corporate philosophy (Vision)
Kojima Supporting Everyday Living:
We make customers' lives more comfortable, more convenient and more enjoyable

Corporate mission & commitments
Achieve sustainable growth by remaining a company that is trusted and needed by customers

1. Increase employee satisfaction both physically and mentally
2. Contribute to local communities and business partners
3. Return profits to shareholders

Action philosophy
Bonji tettei and Shinshu kakan
Make sure to perform small, everyday things and voluntarily and boldly take up new challenges

Action standards for Kojima executives and employees (Compliance Manual)

Corporate governance

Contents

Editorial Policy

Our basic policy is to report our value creation process, business strategies, ESG and other relevant information to all of our stakeholders in a comprehensible manner. We organize and issue this report as an integrated report while referencing the International Integrated Reporting Framework recommended by the International Integrated Reporting Council (IIRC) to capture financial and non-financial information and describe how we intend to create value over the long term. Details not covered in this report are disclosed on our corporate website.

IR (Corporate and IR Information) Website
https://www.kojima.net/corporation/ir/english/

[Scope]
Our company does not have any consolidated subsidiaries, and this report covers Kojima Co., Ltd.

[Period]
September 1, 2024 to August 31, 2025
This report may also include activities conducted outside this period.

[Month of Publication]
February 2026

[Reference Guideline]
We use as a reference the International Integrated Reporting Framework of the International Integrated Reporting Council (IIRC).

[Cautionary Statement on Future Projections, Estimates and Plans]
This report contains the past and present facts of Kojima Co., Ltd. as well as future projections based on its plans and outlook known as of the publication of this report. These future projections are actually assumptions or estimates derived from the information available at the time of writing of corresponding sections, and you should be aware that the actual results may differ from these estimates due to various conditions and factors related to the external environment.

Kojima Co., Ltd. in Numbers

Let's take a look at the Kojima's numbers.

(All data, unless noted, are as of August 2025 month-end.)

Number of stores

139 stores

Total store floor area

403,133 m^2

Total store visitors

63 million

(September 2024 to August 2025)

Number of visitors to Kojima's proprietary EC site (sessions)

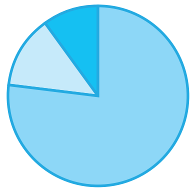
32 million

(September 2024 to August 2025)

Number of Kojima & BicCamera Card members

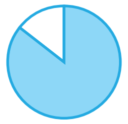
1.41 million

Sales ratio by channel



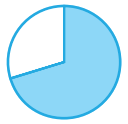
Stores	77.01%
E-commerce business	13.04%
Corporate business	9.95%

Number of stores with each product/service offering



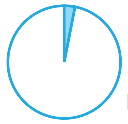
Toys & Hobbies

119 stores



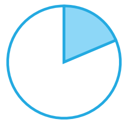
Digital Support

98 stores



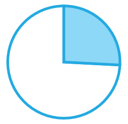
Sales ratio of the housing equipment category

3.68%



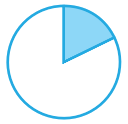
Bicycle

26 stores



Kurashi Ouen Bin service (Life Support Service) vehicles

36 stores



Number of stores selling reused products

25 stores

LED-equipped store ratio

100%

Amount of small rechargeable batteries collected *1

15,413 kg

Number of used mobile phones collected *1

7,254 units

*1 Results for September 2024 – August 2025

GHG Emissions (Greenhouse Gas Emissions) (Scope 1, 2 and 3 total)

FY2017 (Sept. 2017 – Aug. 2018)

3,079,110 t-CO$_2$

FY2024 (Sept. 2024 – Aug. 2025)

2,180,237 t-CO$_2$

Number of Employees

2,919 persons

Average Service Years

16.9 years

Number of Home Appliance Advisors*2

2,630 persons

Number of Smart Master*2

246 persons

Number of Photo Master*2

822 persons

Number of bicycle mechanics*2

67 persons

Use of Annual Paid Leave*3

64.1%

Rate of childcare leave taken by women

140.0%

Rate of childcare leave taken by men

82.1%

Ratio of Female Employee

15.1%

Percentage of management positions held by women*4

7.1%

Percentage of employees with disabilities*5

2.81%

Reemployment rate for retired employees*5

85.7%

*2 As of the end of December 2025 *3 Ratio among full-time employees *4 Ratio of all managerial positions *5 As of June 1, 2025

Message from the President

TOP MESSAGE

The year 2025 marked the 70th anniversary of Kojima's founding. With heartfelt gratitude to everyone, Kojima will work in unison to attain its Medium-Term Management Plan and strive to further increase corporate value.

Yuji Nakazawa
Representative Director and President

Review of Business Results by Top Management

Q In the fiscal year ended August 2025, Kojima achieved increases in revenues and profits. How do you personally assess these business results? Please give us an overview of Kojima's performance, touching upon the external environment as well. Reflecting back on the past fiscal year, what areas did you focus on as a company as a whole or as the leader of your organization?

A Looking at sales in the fiscal year ended August 2025, in the first half (September to February), sales rose from the same period of the previous year thanks to favorable sales of mobile phones (smartphones) along with higher replacement demand due to residual-value contracts. Additionally, robust sales of air conditioners and housing equipment were spurred by subsidy programs implemented by local governments. In the second half (March to August), sales of mobile phones and housing equipment remained firm while sales of PCs trended favorably owing to increased replacement demand accompanying the end of Windows® 10 support in October 2025. Air conditioner sales remained strong overall in the second half despite a temporary slump in July in reaction to an upswing in June amid an intense heatwave. As a result, Kojima recorded increased sales in the second-half compared with in the previous year. Gross profit rose from the previous year, reflecting the success of efforts to strengthen sales of high-value-added products in stores. The gross profit margin decreased from the previous year due to a higher proportion of sales of products with relatively low gross profit margins such as mobile phones. Selling, general and administrative (SG&A) expenses increased mainly due to vigorous investments for future growth. Specifically, these consisted of increased personnel expenses due to investments in human capital; a rise in system maintenance costs owing to system investments accompanying enhancements in operational efficiency and an expansion of services; and increased advertising and sales promotion expenses associated with the 70th anniversary of Kojima's founding as part of efforts to promote rebranding. Meanwhile, by efficiently controlling expenses such as logistics expenses as well as advertising and sales promotion expenses, we significantly reduced the ratio of SG&A expenses to sales and achieved increases in each profit category.

As a result of the preceding developments, Kojima posted increases in revenue and profits, with net sales of 282,790 million yen (up 4.8%), operating profit of 7,325 million yen (up 15.2%), ordinary profit of 7,732 million yen (up 16.7%), profit before income tax of 6,595 million yen (up 21.6%), and profit income of 4,709 million yen (up 17.7%).

Looking back on this past year, despite various external factors, I am confident that the positive effects of our employee education initiatives aimed at improving customer service skills are steadily emerging. Following the opening of the Kanto Training Center, we opened the Tohoku Training Center and strengthened employee product knowledge and proposal skills and provided detailed training that covers everything from etiquette to personal appearance as we worked to improve customer satisfaction in our customer services. Thanks to these efforts, Kojima posted favorable sales of high-value-added products. In-store sales are crucial and serve as the basis of our corporate activities. Along with store sales, we steadily achieved positive results in our growth businesses, which also helped underpin our solid business performance in the fiscal year ended August 2025.

Medium-Term Management Plan

Q The fiscal year ended August 2025 marked the first year of the Medium-Term Management Plan. Please provide a fiscal-year review of each of the four key strategies that consist of strengthening of the brand strength of the stores, improvement of labor productivity, revenue expansion in growth businesses, and enhancement of capital efficiency.

A Regarding strengthening of the brand strength of the stores, we are progressing with rebranding on the occasion of our 70th anniversary. I will explain this in greater detail in the section titled "Marking the 70th Anniversary of Kojima's Founding," but basically we aim to further evolve our community-oriented operations, which is Kojima's strength. Our stores are situated close to where its customers live and for this reason we work to differentiate ourselves from other companies in white goods. Air conditioners, in particular, are products that require installation work and detailed explanations depending on the structure of the customer's home and the region. Based on an understanding of these areas, Kojima implements specialized training for air conditioners that not only provides employees with product knowledge for making reliable proposals to customers but that also enables them to learn about installation methods. I believe that having our employees close to customers as a trustworthy presence on a daily basis will allow us to propose an even wider range of products, including housing equipment, that extend beyond home appliances.

Acting on an awareness of declining birth rates and the aging population, Kojima is also implementing sales promotion plans in collaboration with popular anime and characters and promoting initiatives that can be enjoyed by younger generations of customers. We will continue holding events that make customers feel that visiting Kojima stores is an enjoyable experience.

Regarding improvement of labor productivity, securing and developing human resources will likely become even more difficult given declining birthrates and the aging population and we must address this crucial issue. Human resources are the driving force propelling Kojima's growth. Based on this recognition, we are establishing systems that enable each employee to fully deploy his or her abilities and play active roles.

From September 2024, we changed our employee evaluation system and introduced a system that places greater emphasis on employee contributions to sales and profits. We have also put into place an education system that utilizes training centers to enable employees to confidently provide advice to customers. This has helped raise awareness of ensuring customer satisfaction through proposal-type sales. In parallel, we expanded the introduction of electronic shelf labels to 119 stores with the aim of reducing incidental tasks that hinder customer service. To prioritize giving more time to customer service, we plan to introduce electronic shelf labels at almost all stores by the end of August 2026. Moreover, we are also encouraging employees to obtain Home Appliance Advisor certification and the acquisition rate has now reached over 80%. We will continue to further raise the acquisition rate with the target of attaining a 90% rate by 2029. Furthermore, we are also promoting health management to ensure that employees can work healthily at Kojima over the long term. Reflecting this commitment, we have been certified as an Excellent Corporation for Health Management for six consecutive years since 2020 and certified three times as Productivity Management Organization (White 500). As initiatives to promote employee health, we regularly hold walking events where employees compete to see who can walk the most steps in a day. These events encourage employees to make exercise a firmly established lifestyle habit. We are also setting up systems that enable employees to perform at their best, such as by appointing health management promotion officers at each store and headquarters department and by holding regular meetings and educational activities.

Kojima is working to promote the advancement of women and has set the target of increasing the percentage of female full-time employees to 22% by the end of August 2029. In home electronics retail stores, which are dominated by male sales staff, retaining and promoting the advancement of women is a crucial issue. We are proactively recruiting women and creating environments that make it easy for them to continue working even with changes in their life stages such as by encouraging them to obtain Platinum Kurumin Plus Certification and Eruboshi (Level 2). Currently, an increasing number of women are serving as managers at headquarters, store managers, and assistant store managers. To accelerate this increase, I would like to further enhance training opportunities for female Chief Clerks and create fertile ground for women to take the initiative in aiming for management positions. Of course, we will also work to promote diversity so that all members, regardless of gender, can play key roles.

Regarding Revenue expansion in growth businesses, let me explain conditions in each of these businesses. In our housing equipment business, Kojima is placing particular focus on the renovation sector. We are presently introducing bathroom and kitchen renovation proposal corners in our stores and promoting related advice as an extension of home appliance purchases. Displaying actual products helps raise awareness that we also handle renovations, which enhances the ease of making proposals to customers. Managers at each store can deepen their understanding of housing equipment products as they manage products. At the same time, we are promoting education for sales staff outside of housing equipment departments so that they can provide advice on renovations as a category of housing equipment. Dedicated full-time housing equipment managers obtain qualifications such as Smart Master certification and work to improve their customer service skills to provide even higher-level proposals.

In the EC business, Kojima will link and strengthen the integration of online and offline functions between our proprietary EC site and stores that allow payments on our proprietary EC site and hold products in stores for pickup with the aim of improving usability. Additionally, we will expand the range of products we handle by utilizing our e-commerce platform to sell displayed products and by developing services in new fields.

In our corporate business, we aim to capture diverse corporate needs through two main pillars consisting of corporate business offices and corporate sales activities at stores. We are opening offices in major cities where we currently do not have stores. In the fiscal year ended August 2025, we opened new offices in Shinagawa, Osaka (Sakai), Fukushima, and

Kanagawa. For corporate sales activities at stores, we are also consolidating store corporate customers, which includes unifying corporate counters for multiple stores with overlapping service areas, with an emphasis on providing even more-meticulous services as we create a system for realizing efficient operations. In corporate sales, building trust between each staff member and customers is paramount in the same manner as with customer service at our stores. We will provide training for our staff members and also work to cultivate managers skilled in listening carefully to customer requests and who can think about and act on optimal proposals.

Regarding enhancement of capital efficiency, we are pursuing management that focuses on continuous investment in growth businesses and capital allocation. The basic policies of the Medium-Term Management Plan include "Strengthening of ties with customers by leveraging our store network, product strength, and human resources," "Further acceleration of growth businesses and development of new businesses," and "Establishment of a better relationship with the environment and society and strengthening of governance, through the sustainability management." These policies are also linked to Kojima's SDGs declaration and six Materialities. We consider ways to improve the relationship between its business and society and the environment. Within this context, I believe that continuously reviewing and adapting our products and services from various perspectives to match the changing times is crucial for achieving sustained improvements in corporate value. In moving toward the future as well, we will not rest on our laurels and instead will always pursue new challenges with the spirit of a challenger.

Marking the 70th Anniversary of Kojima’s Founding

Q As Kojima celebrates its 70th anniversary, how do you view Kojima’s history to the present as the top manager? Furthermore, what is Kojima’s current situation? In what ways are the experiences of overcoming various challenges throughout your long history being utilized today? Also, please tell us about the background and aims of the rebranding initiative being promoted on the occasion of Koijima’s 70th anniversary.

A Looking back on our 70-year history since our founding, I believe that we have truly walked hand in hand with the local community each and every day. We cherish our founding spirit of wishing to please our customers in Utsunomiya with a selection of products and prices that rival those in Akihabara and undertake our business activities with the goal of bringing smiles to our customers’ faces. From our former employees to our current employees, we have continuously worked to maintain our tradition of bringing smiles to our customers' faces. Although our products and services have evolved with the times, our underlying aspirations remained unchanged. To commemorate our 70th anniversary, we have formulated a new brand message, “Big Sunny Smile—Bringing warmth to our communities with our smiles.” We have also welcomed an actress, Nao, as Kojima’s 70th Anniversary Ambassador and have released related new commercials. Under this new message, we are moving forward with various projects with the entire company united with one mind. We are implementing projects that will connect “Big Smiles” so that our customers, employees, business partners, shareholders, and the local community can all feel that Kojima is a warm and sunny spot. As examples, we have held sales promotion events in collaboration with anime and characters and solicited Big Sunny Smile episodes about memories between Kojima and community residents. We also conducted a campaign to grant 70 shares of Company stock to employees who join the employee stock ownership plan. Each of these projects has been enthusiastically received and these represent a giant step forward as we move beyond our 70th anniversary.

Collaboration with the Bic Camera Group

Q As you advance your collaboration with the Bic Camera Group, what are you working on to foster a sense of unity and shared awareness within the Group and to deploy synergies? Also, what do you consider to be your strengths in governance? How do you perceive material issues and risks? Please tell us about these as well.

A As stated in the Bic Camera Group’s Medium-Term Management Plan announced in October 2024, Kojima is developing community-oriented stores primarily in suburban areas and is promoting its business while leveraging synergies with each Group company. As a consumer electronics retailer with stores situated close to where our customers live, I would like to continue providing community-oriented services by utilizing our strengths as a retailer with deep roots in the local community. As a company in the Bic Camera Group, we hope that customers will conveniently use both stores in various aspects of their lives, such as customers using Bic Camera stores near their workplaces and Kojima stores near their homes. Meanwhile, Sofmap utilizes its resources in the sale of used smartphones, which is a significant strength in catering to various purchasing styles. Each Group company will deepen collaboration and leverage its individual strengths and steadily develop its respective growth areas to meet the diverse needs of our customers. As for governance, we have adopted a parent-subsidiary listing format and are thus careful not to undertake any transactions that could harm the interests of minority shareholders. We also work to proactively disclose financial information, management policies, and risk information. Through quarterly financial statements and investor relations activities, we aim to provide fair information to all shareholders and prevent any particular shareholder from having unfair advantages.

Future Outlook

Q The severe competitive environment is expected to persist in the fiscal year ending August 2026. Under these conditions, to achieve the key strategic goals outlined in the Medium-Term Management Plan, how do you plan to promote the improvement of labor productivity and revenue expansion in growth businesses that you have set forth as management strategies? Also, what type of roadmap are you drawing for reaching the goals for the fiscal year ending August 2029?

A Regarding the improvement of labor productivity and revenue expansion in growth businesses strategies set forth as our management strategies, we have established even more-detailed items for each strategy within the Company and are confirming progress. Through a cross-functional structure consisting of three divisions, namely the Corporate Planning Division, the Sales Division, and the General Affairs and Human Resources Division, we have established a system for confirming targets and ascertaining progress toward attaining these. This allows us to take quick action in areas where progress is lagging. For our three growth businesses, we have set up a committee where the persons in charge of these businesses report regularly on progress and promote prompt responses for any issues that arise. We have established a system that enables opinions to be exchanged horizontally, which enables us to thoroughly examine any problems currently occurring on-site and issues that truly need to be addressed. These systems enabled us to clear our targets for the first year of the plan.

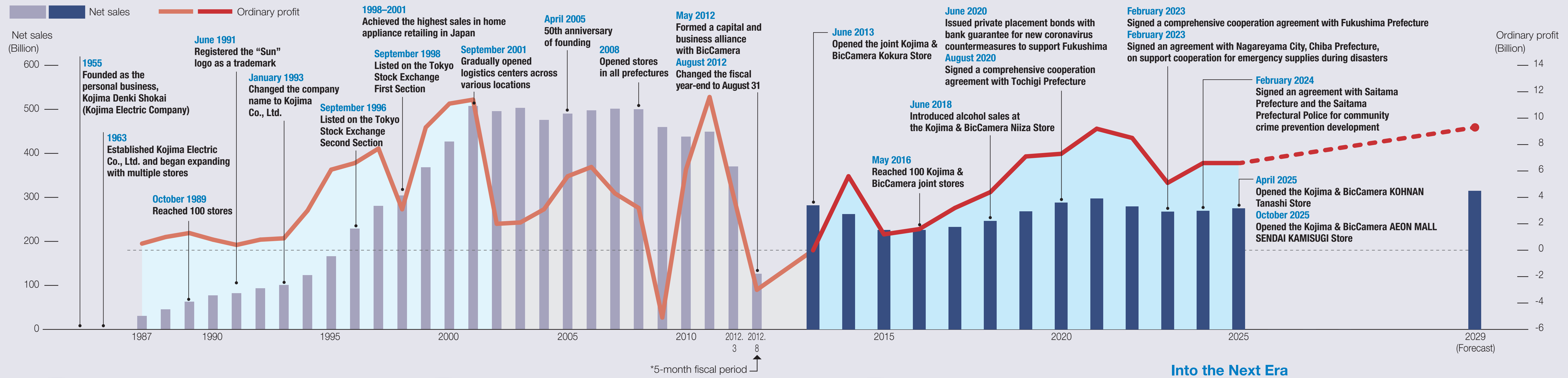
In working toward our goals for the fiscal year ending August 2029, we must steadily build on our results year by year. At the same time, each department needs to work together seamlessly rather than moving separately on their own. Currently, we are steadily progressing towards achieving our targets of 315.0 billion yen in sales, 9.0 billion yen in operating profit, and CAGR of +3.6%.

The greatest driving force for growth is the strength of each and every employee. I tell employees to act proactively, never be passive, and strive for progress even in a small way. I believe that thinking and acting on one’s own is precisely what delivers results even amid drastic change.

Kojima is also focusing on sustainability management. As part of these efforts, we emphasize environmental considerations such as promoting energy conservation in store facilities, introducing corporate PPAs (Power Purchase Agreements), and promoting the 3Rs (Reduce, Reuse, Recycle) while also considering human rights, including in its supply chain. Together with all our stakeholders, we will continue to stride forward toward the realization of a sustainable society. Looking beyond our 70th anniversary, Kojima aims to be a company that customers continue to patronize for 80 years, 100 years and further. I look forward to your continued support.

History of Value Creation—
Kojima's Commitment to Embracing Challenges

Guided by our corporate philosophy of "Kojima Supporting Everyday Living: We make customers' lives more comfortable, more convenient and more enjoyable," we have cultivated our unique strengths to continue being loved by the local community. In April 2022, we announced our SDGs declaration, and moving forward, we will strive for sustained growth by contributing to the local community, the environment, and society.



1955
Founded as the personal business, Kojima Denki Shokai (Kojima Electric Company)

1963
Established Kojima Electric Co., Ltd. and began expanding with multiple stores

October 1989
Reached 100 stores

June 1991
Registered the "Sun" logo as a trademark

January 1993
Changed the company name to Kojima Co., Ltd.

September 1996
Listed on the Tokyo Stock Exchange Second Section

1998–2001
Achieved the highest sales in home appliance retailing in Japan

September 1998
Listed on the Tokyo Stock Exchange First Section

September 2001
Gradually opened logistics centers across various locations

April 2005
50th anniversary of founding

2008
Opened stores in all prefectures

May 2012
Formed a capital and business alliance with BicCamera

August 2012
Changed the fiscal year-end to August 31

June 2013
Opened the joint Kojima & BicCamera Kokura Store

May 2016
Reached 100 Kojima & BicCamera joint stores

June 2018
Introduced alcohol sales at the Kojima & BicCamera Niiza Store

June 2020
Issued private placement bonds with bank guarantee for new coronavirus countermeasures to support Fukushima

August 2020
Signed a comprehensive cooperation agreement with Tochigi Prefecture

February 2023
Signed a comprehensive cooperation agreement with Fukushima Prefecture

February 2023
Signed an agreement with Nagareyama City, Chiba Prefecture, on support cooperation for emergency supplies during disasters

February 2024
Signed an agreement with Saitama Prefecture and the Saitama Prefectural Police for community crime prevention development

April 2025
Opened the Kojima & BicCamera KOHNAN Tanashi Store

October 2025
Opened the Kojima & BicCamera AEON MALL SENDAI KAMISUGI Store

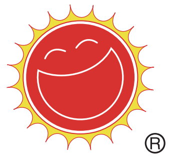
*5-month fiscal period

Into the Next Era

Period of Growth 1955–

Expanding stores and sales from our earliest days

From the beginning, we responded to customer needs by offering a product selection and affordability in Utsunomiya that rivaled Akihabara, a hub of electronics and technology in Tokyo. Aiming to bring brightness and warmth to homes, just like the sun, we provided products and services that met user needs and actively expanded stores along major roads.



- **Kojima "Sun" logo, now also used for "Kojibo" mascot**

In 1991, the "Sun" logo, which had been used as a symbol on signage, was trademarked. The smiling "Sun" logo represented the desire to always provide customers with brightness and warmth. In addition, in the fiscal year ended March 31, 1993, sales reached 100 billion yen, marking an important milestone.

- **Listed on the Tokyo Stock Exchange Second Section**

In 1996, Kojima was listed on the Tokyo Stock Exchange Second Section, which played a significant role in securing funding for national expansion. However, not satisfied with this achievement, the Company quickly set its sights on being listed on the First Section, realizing this goal in September 1998.

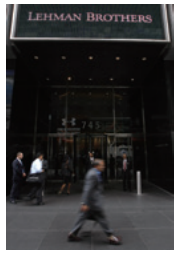
Period of Decline 2002–

Profit levels decrease Capital and business alliance agreement with BicCamera

Despite establishing logistics centers, launching an automatic ordering system, opening stores nationwide, and issuing the Kojima customer card, performance remained sluggish. While the Eco-Point System and analog TV broadcasting shutdown boosted demand, the 2008 financial crisis significantly impacted profits. In May 2012, Kojima formed a capital and business alliance with BICCAMERA INC. and began the process of store scrapping and rebuilding.

- **Nationwide store expansion (2008)**

The opening of the NEW Matsue Store in Matsue City, Shimane Prefecture, in March 2008 marked the achievement of nationwide expansion, bringing the total to 230 stores. However, with many stores in single locations per prefecture, profit levels gradually declined.



- **2008 financial crisis**

On September 15, 2008, Lehman Brothers Holdings filed for bankruptcy, triggering the global financial crisis.

Lehman Brothers headquarters after bankruptcy – New York
PHOTO: Reuters/Kyodo

Revival Period 2013–

Maximized Group synergies, striving to "support everyday living"

Kojima leveraged BicCamera's expertise and product strengths to introduce new product categories and enhance its proposal-based sales. The Company also deepened community ties through comprehensive cooperation agreements with Shizuoka City and Tochigi Prefecture while prioritizing employee well-being through health and productivity management, aiming for further growth as a socially responsible company dedicated to "supporting everyday living."

- **Opening of Kojima & BicCamera Kokura Store which bears both companies' names. (June 2013)**

Following the 2012 capital and business alliance with BicCamera, Kojima opened its first store under the "Kojima & BicCamera" name. The store expanded its product lineup with a focus on BicCamera's selection, enhancing Kojima's previously limited offerings in audio, visual, and computer (AVC) products. By 2016, the number of Kojima & BicCamera stores had reached 100. As of August 2025, all but two outlet-type locations operate under this brand.

- **Comprehensive cooperation agreements with Tochigi Prefecture and other local governments**

As a company "supporting everyday living," Kojima strengthened community ties through comprehensive cooperation agreements with Shizuoka City, Tochigi Prefecture, and Fukushima Prefecture while also signing disaster relief agreements with Ashikaga City and Nagareyama City. Kojima intends to foster an even better relationship with local community members and remains committed to regional revitalization and addressing local challenges.

Period of New Challenges 2024–

Advancing toward new growth by leveraging strengths

Being in the period of new challenges for further growth, Kojima announced in November 2024 its Medium-Term Management Plan that will end in FY2029. Under the plan, we specify four priority strategies of "Strengthening of the brand strength of the stores," "Improvement of labor productivity," "Revenue expansion in growth businesses," and "Enhancement of capital efficiency," and aim to achieve net sales of 315 billion yen and operating profit of 9 billion yen by the FY2029 target year. Marking its 70th anniversary in April 2025, Kojima also launched corporate rebranding efforts and defined a new brand message, "Big Sunny Smile—Bringing warmth to our communities with our smiles." With individual employees recognizing the value of smiles and bringing warmth to customers and local communities through their "big smiles," Kojima will move forward beyond its 70 years of history.

- **Announcing its Medium-Term Management Plan**

In November 2024, Kojima announced its Medium-Term Management Plan that will end in FY2029. Under the plan, we aim to achieve sales of 315 billion yen and operating profit of 9 billion yen.

- **2025: Start of the 70th anniversary year**

Celebrating our 70th anniversary, we have undertaken various commemorative projects both internally and externally.

- **Announcing a new brand message, "Big Sunny Smile—Bringing warmth to our communities with our smiles"**

As part of the corporate rebranding efforts we launched upon our 70th anniversary, we created a new corporate image commercial and started various initiatives, including sales promotion and regional contribution activities, to deliver our "warm" corporate image as a home electronics retailer closely tied with local communities to even broader generations.

Special Feature Various Projects to Commemorate Our 70th Anniversary

"Big Sunny Smile—Bringing warmth to our communities with our smiles."

Kojima celebrated its 70th anniversary in April 2025.

We were originally founded in 1955 in Utsunomiya City, Tochigi Prefecture, to provide home appliances to local people, while seeking the same levels of product selection and affordability as Akihabara, a hub of electronics and technology in Tokyo. It is only with the support of customers, business partners, employees, shareholders, and local community members that we could continue our business activities for as long as 70 years. We offer our heartfelt appreciation to all of the parties.

Marking the 70th anniversary as our new start, we will take up various challenges, including corporate rebranding. This section highlights a range of projects we have conducted in commemoration of our 70th anniversary.

We appreciate your continued support for Kojima as we make steps side by side with you into the future.

We aspire to be a "sun-like presence"
that brings warmth to our communities.

Seventy years ago, Kojima began as
a small neighborhood electronics store.
From the very beginning, we have believed
our role goes beyond simply selling home appliances.

We ask ourselves:
What products and services best serve each community?
What kind of store experience truly meets their needs?
What brings joy to the people who live there,
as well as to those who visit?

Guided by our founding commitment to support everyday
life and bring smiles to our communities,
we have pursued a wide range of initiatives over the years.

We often hear that a visit to Kojima brings a smile,
and that even the smallest interaction
with our staff can brighten a customer's day.

It's a smile that lifts spirits in the moment —
a smile that radiates warmth like the sun.
We call this "Big Sunny Smile."

The sun symbol once displayed on Kojima's storefront
now lives in the heart of each and every employee.

With the Big Sunny Smile,
we will continue to support our communities,
always striving to be the Kojima our customers trust.

Corporate Rebranding

Creating a new brand message

Reflecting on the 70 years of our history, and with the intention of continuing to remain loyal to the value we have upheld until now and evolve further, we created a new brand message, "Big Sunny Smile—Bringing warmth to our communities with our smiles." The message will be used in various opportunities as it represents the warm ties between Kojima and its customers.

Memories of Kojima filled with everyone's smiles

We conducted a campaign to solicit everyone's "Big Sunny Smile" stories with Kojima and memorial photos and received heartwarming stories from many customers.

Opening the 70th anniversary commemorative website

Our commemorative website highlights various projects we have undertaken to celebrate our 70th anniversary.

70th anniversary commemorative website
https://www.kojima.net/shop/70th_anniversary (Japanese only)

Presenting a new commemorative commercial

In late April 2025, we held a session in Tokyo to present our new corporate image commercial commemorating our 70th anniversary. President Nakazawa showed our appreciation for our successfully reaching the anniversary, explained our history, and presented our new commercial. Nao, an actress who has become our corporate ambassador, was on stage to talk about the filming of the commercial and about her favorite home appliances. She also showed a pretty illustration of Kojibou, which she has drawn herself.

About Nao:
Birthday: February 10, 1995
Place of birth: Fukuoka Prefecture
Blood type: A
An actor debut in 2013. Appearing in many dramas, movies, stage plays, and TV commercials. Her true-to-life, attractive performance has made her popular among people of broad generations as one of the best actresses in the Reiwa period.

Various Commemorative Campaigns

70th anniversary campaign

We held a "thank you" campaign offering a number of best price products and welcomed many customers with commemorative giveaways.

Sales promotion events featuring popular anime and other characters

We conducted various sales promotion events featuring popular anime and Sanrio characters and gave out original goods to customers visiting or purchasing at our stores.

© Koyoharu Gotouge / SHUEISHA INC., Aniplex Inc., ufotable Inc.

70th anniversary "collaborative" retort pouch curry

In collaboration with Otsuka Foods Co., Ltd., which was also celebrating the 70-year milestone just like Kojima, we created retort pouch curry, the package of which is bearing our Kojibou corporate character, and handed it out to customers visiting our stores as a commemorative gift.

Initiatives Related to Welfare and Corporate Revitalization

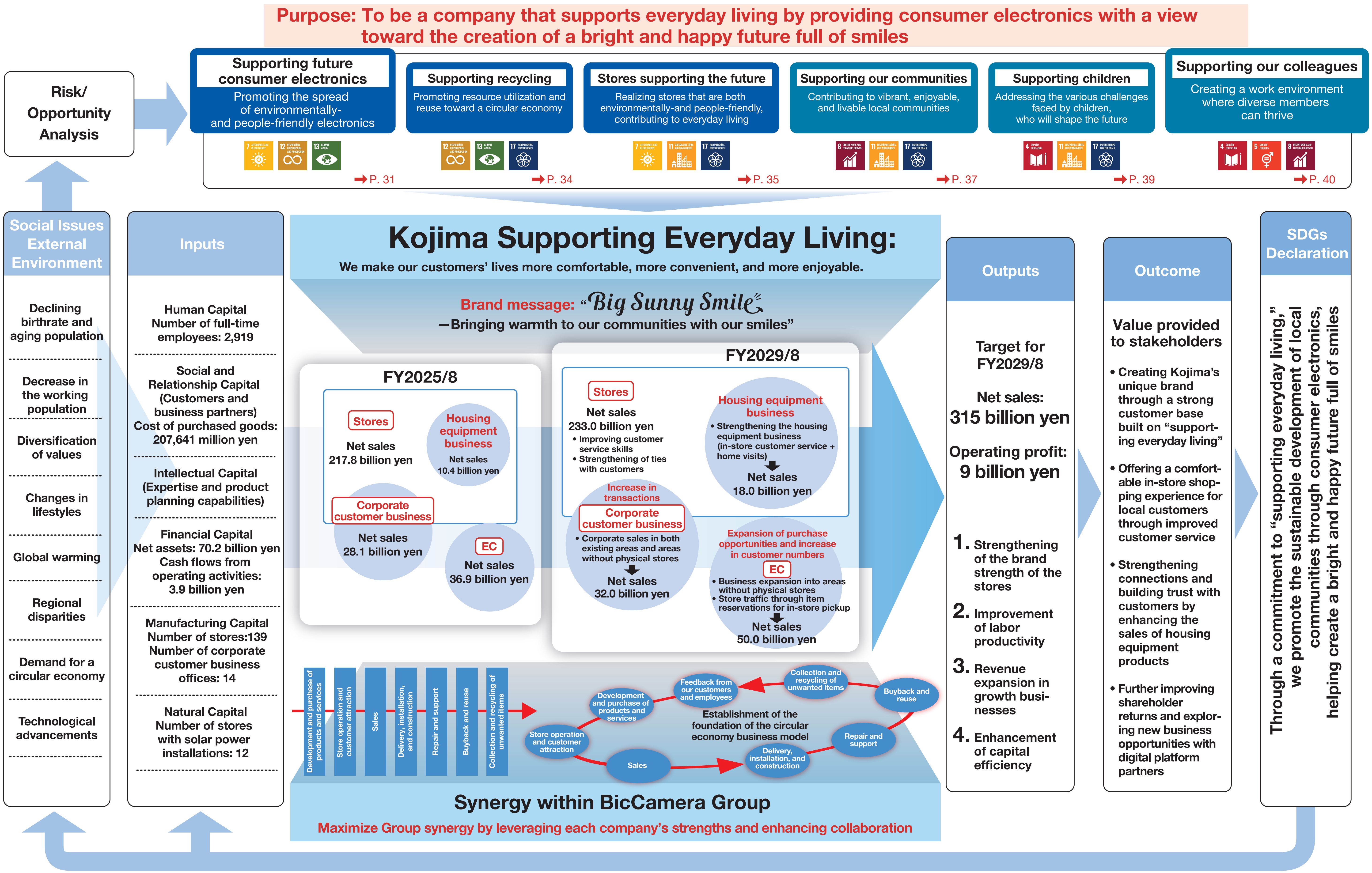
Allocating 70 shares to the Employee Shareholding Association members

We conducted a campaign to allocate 70 shares to each member of the Employee Shareholding Association so that our employees can also take action from the perspective of shareholders.

SunSun Project

With the aim of fostering a culture of open communication among employees where they can talk comfortably about anything, we are implementing the SunSun Project to call each other by name not by title. The practice felt awkward at first but has gradually become instilled throughout Kojima, facilitating smoother communication.

Value Creation Process



Purpose: To be a company that supports everyday living by providing consumer electronics with a view toward the creation of a bright and happy future full of smiles

Risk/ Opportunity Analysis

Supporting future consumer electronics
Promoting the spread of environmentally- and people-friendly electronics
➡P. 31

Supporting recycling
Promoting resource utilization and reuse toward a circular economy
➡P. 34

Stores supporting the future
Realizing stores that are both environmentally-and people-friendly, contributing to everyday living
➡P. 35

Supporting our communities
Contributing to vibrant, enjoyable, and livable local communities
➡P. 37

Supporting children
Addressing the various challenges faced by children, who will shape the future
➡P. 39

Supporting our colleagues
Creating a work environment where diverse members can thrive
➡P. 40

Social Issues External Environment

- Declining birthrate and aging population
- Decrease in the working population
- Diversification of values
- Changes in lifestyles
- Global warming
- Regional disparities
- Demand for a circular economy
- Technological advancements

Inputs

Human Capital
Number of full-time employees: 2,919

Social and Relationship Capital
(Customers and business partners)
Cost of purchased goods: 207,641 million yen

Intellectual Capital
(Expertise and product planning capabilities)

Financial Capital
Net assets: 70.2 billion yen
Cash flows from operating activities: 3.9 billion yen

Manufacturing Capital
Number of stores:139
Number of corporate customer business offices: 14

Natural Capital
Number of stores with solar power installations: 12

Kojima Supporting Everyday Living:

We make our customers' lives more comfortable, more convenient, and more enjoyable.

Brand message: "*Big Sunny Smile*
—Bringing warmth to our communities with our smiles"

FY2025/8

Stores
Net sales
217.8 billion yen

Housing equipment business
Net sales
10.4 billion yen

Corporate customer business
Net sales
28.1 billion yen

EC
Net sales
36.9 billion yen

FY2029/8

Stores
Net sales
233.0 billion yen
- Improving customer service skills
- Strengthening of ties with customers

Housing equipment business
- Strengthening the housing equipment business (in-store customer service + home visits)

Net sales
18.0 billion yen

Increase in transactions
Corporate customer business
- Corporate sales in both existing areas and areas without physical stores

Net sales
32.0 billion yen

Expansion of purchase opportunities and increase in customer numbers
EC
- Business expansion into areas without physical stores
- Store traffic through item reservations for in-store pickup

Net sales
50.0 billion yen

Development and purchase of products and services
Store operation and customer attraction
Sales
Delivery, installation, and construction
Repair and support
Buyback and reuse
Collection and recycling of unwanted items

Store operation and customer attraction
Development and purchase of products and services
Feedback from our customers and employees
Collection and recycling of unwanted items
Buyback and reuse
Repair and support
Delivery, installation, and construction
Sales

Establishment of the foundation of the circular economy business model

Synergy within BicCamera Group

Maximize Group synergy by leveraging each company's strengths and enhancing collaboration

Outputs

Target for FY2029/8

Net sales:
315 billion yen

Operating profit:
9 billion yen

1. Strengthening of the brand strength of the stores
2. Improvement of labor productivity
3. Revenue expansion in growth businesses
4. Enhancement of capital efficiency

Outcome

Value provided to stakeholders

- Creating Kojima's unique brand through a strong customer base built on "supporting everyday living"
- Offering a comfortable in-store shopping experience for local customers through improved customer service
- Strengthening connections and building trust with customers by enhancing the sales of housing equipment products
- Further improving shareholder returns and exploring new business opportunities with digital platform partners

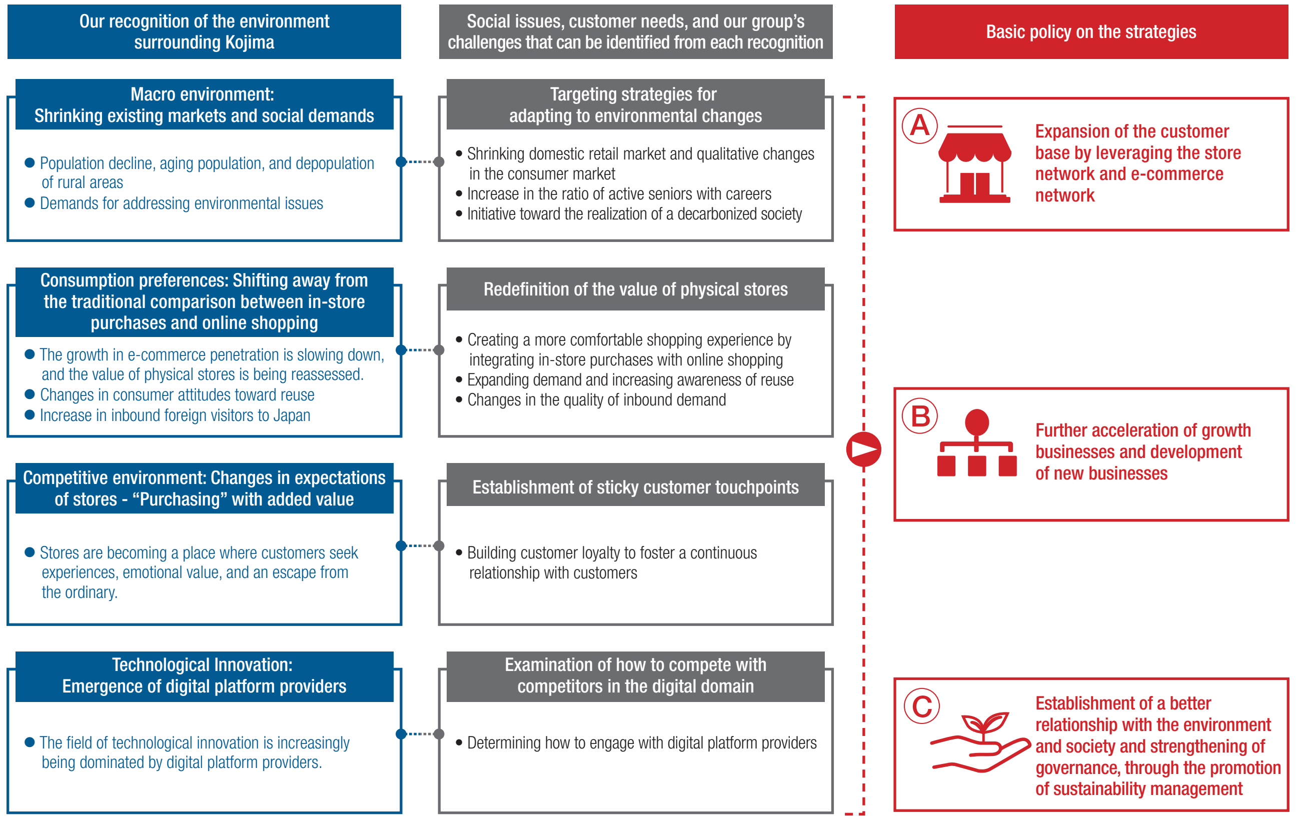
SDGs Declaration

Through a commitment to "supporting everyday living," we promote the sustainable development of local communities through consumer electronics, helping create a bright and happy future full of smiles

Overview of the Kojima Medium-Term Management Plan

Even amid times of drastic change, to build even better relationships with the environment and society and continue sustainable corporate growth, Kojima believes it is important to formulate basic policies for strategies based on a medium- to long-term perspective and to move forward in the appropriate direction as a company. In our Medium-Term Management Plan, which sets FY2029/8 as a target year, Kojima formulated various KPIs and will work to realize management with an awareness of cost of capital and stock price.

●Analysis of the external environment



Our recognition of the environment surrounding Kojima

Macro environment: Shrinking existing markets and social demands
- Population decline, aging population, and depopulation of rural areas
- Demands for addressing environmental issues

Consumption preferences: Shifting away from the traditional comparison between in-store purchases and online shopping
- The growth in e-commerce penetration is slowing down, and the value of physical stores is being reassessed.
- Changes in consumer attitudes toward reuse
- Increase in inbound foreign visitors to Japan

Competitive environment: Changes in expectations of stores - "Purchasing" with added value
- Stores are becoming a place where customers seek experiences, emotional value, and an escape from the ordinary.

Technological Innovation: Emergence of digital platform providers
- The field of technological innovation is increasingly being dominated by digital platform providers.

Social issues, customer needs, and our group's challenges that can be identified from each recognition

Targeting strategies for adapting to environmental changes
- Shrinking domestic retail market and qualitative changes in the consumer market
- Increase in the ratio of active seniors with careers
- Initiative toward the realization of a decarbonized society

Redefinition of the value of physical stores
- Creating a more comfortable shopping experience by integrating in-store purchases with online shopping
- Expanding demand and increasing awareness of reuse
- Changes in the quality of inbound demand

Establishment of sticky customer touchpoints
- Building customer loyalty to foster a continuous relationship with customers

Examination of how to compete with competitors in the digital domain
- Determining how to engage with digital platform providers

Basic policy on the strategies

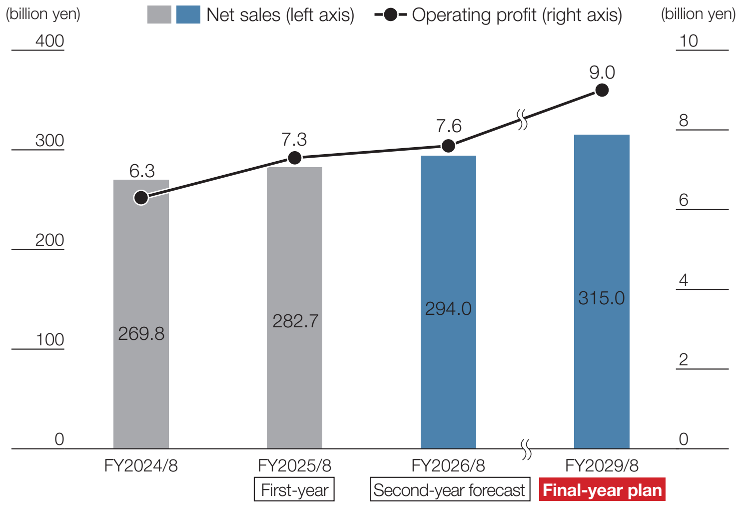
Ⓐ Expansion of the customer base by leveraging the store network and e-commerce network

Ⓑ Further acceleration of growth businesses and development of new businesses

Ⓒ Establishment of a better relationship with the environment and society and strengthening of governance, through the promotion of sustainability management

Priority strategies and numerical targets	KPIs/KGI for each strategy
Strengthening of the brand strength of the stores	• Responding to the needs of our diversifying customer base by leveraging the strengths of being community-oriented • Enhancing the recognition of the Kojima brand • Expanding opportunities for door-to-door sales, starting with the sale of air conditioners • Revitalizing and strengthening the store network based on a new store expansion strategy
Improvement of labor productivity	• Expanding our profit from sales through a new evaluation system that focuses on contributions to profit and sales performance • Improving the efficiency of ancillary tasks by introducing an efficient system • Developing employees' abilities by leveraging training centers and providing training tailored to their hierarchical levels • Achieving a 90% qualification rate for employees obtaining the Home Appliances Advisor certification
Revenue expansion in growth businesses	• Expanding sales and profits through the expansion of the scope of the housing equipment business • Developing new businesses leveraging EC platforms • Restructuring the area strategy in the corporate customer business
Enhancement of capital efficiency	• Expanding profitability through the improvement of existing businesses, the strengthening of growth businesses, and the development of new businesses • Enhancing corporate value through the promotion of sustainable management and the enhancement of information disclosure • Strengthening financial health through the control of interest-bearing debt and further enhancing shareholder returns

●Numerical Targets



Target for FY2029/8

Net sales: 315 billion yen

Operating profit: 9 billion yen

●Management Targets

	FY2025/8 results	FY2029/8 plan	Growth rate
Net sales	282.7 billion yen	315.0 billion yen	111.4%
Gross profit margin	27.2%	28.1%	+0.9%
Operating profit	7.3 billion yen	9.0 billion yen	123.3%
Ordinary profit	7.7 billion yen	9.3 billion yen	120.8%
Profit income	4.7 billion yen	6.4 billion yen	160.0%

●Net sales target by sales channel

	FY2025/8 results	FY2029/8 plan	Growth rate
Stores	217.8 billion yen	233.0 billion yen	107.0%
E-commerce business	36.9 billion yen	50.0 billion yen	135.5%
Corporate*1	28.1 billion yen	32.0 billion yen	113.9%

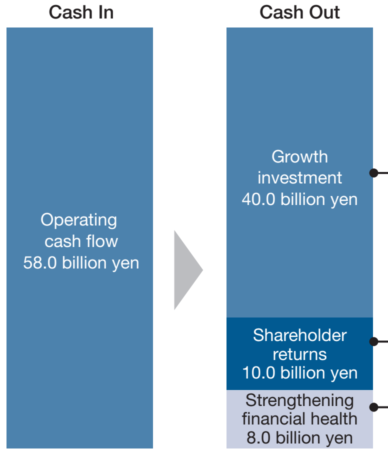
*1 Sales of corporate customer business added to sales of corporate customer business offices.

●Housing Equipment Business net sales target: 18 billion yen

	FY2025/8 results	FY2029/8 plan	Growth rate
Housing Equipment Business*2	10.4 billion yen	18.0 billion yen	173.1%

*2. Housing equipment business sales are the sum of housing equipment category sales in each sales channel.

●Capital Allocation (Cumulative over 5 years from FY2025/8 to FY2029/8)



Investment Policy

Store investment
New store openings / Refurbishing existing stores / Rebuilding store network, including scrap-and-build
Assuming ownership of some store properties

Digital transformation (DX) investment
Introducing electronic shelf labels / Investing in online shopping-related systems

Growth investment (including M&A)
Investment in existing businesses, growth businesses, and new businesses / M&A in growth areas

Shareholder return policy
Proactive determination of dividend amounts in accordance with dividend policy / Implementation of appropriate distribution of profits in accordance with business results

Policies for strengthening financial structure
Reduction of interest-bearing debt / Accumulation and increasing of cash and deposits

Four priority strategies 1

Strengthening of the brand strength of the stores

Kazufumi Kubota

Director and Executive Officer
General Manager of Sales Division

Advancing rebranding in conjunction with our 70th anniversary to strengthen the brand strength of the stores

Key Initiatives for Strengthening of the brand strength of the stores

In the first fiscal year, we focused on building a solid foundation to enhance the brand strength of the stores. Our core strength lies in operating stores located close to where our customers live. Leveraging this strength, we expanded product assortments and services tailored to each community, while placing particular emphasis on employee training.

Specifically, we implemented ongoing training to enhance the quality of customer service training programs at two training centers, as well as role-based training by employee level. We also standardized employee appearance and revamped our evaluation system. In addition, to establish Kojima as a trusted destination for air conditioners, we introduced an internal certification program—the "Air Conditioner Meister"—to ensure employees acquire knowledge of installation and construction. Certified personnel have been assigned to all stores to provide customers with confidence in their purchases.

To further enhance brand recognition, we have actively utilized our corporate character, Kojibou, and launched collaborative campaigns with popular content such as Demon Slayer: Kimetsu no Yaiba and Sanrio. As a result, we have seen increased store visits from younger customers and female shoppers, segments that had previously been a challenge. We plan to continue these initiatives on a regular basis to foster engagement across a broader customer base.

Driving Differentiation from Competitors through Rebranding

The rebranding initiative we are advancing in conjunction with our 70th anniversary is an opportunity to revisit our history, express our gratitude to all stakeholders, and promote cultural transformation within the Company. At the same time, it represents our commitment to evolving into a brand that delivers products and services aligned with today's customer needs.

Our differentiation from competitors is not based on price competition, but on the quality of the customer experience. Key initiatives include enhancing the service skills of our sales staff, integrating e-commerce with physical stores, and contributing to the environment and local communities. These initiatives are captured in our new brand message, "Big Sunny Smile—Bringing warmth to our communities with our smiles."

We believe that increasing recognition of our new brand will lead to the acquisition of new customers and stronger loyalty among existing customers, ultimately contributing to improved profitability. Further, strengthening our brand is expected to have a positive impact on attracting the talent necessary to support our continued growth with our smiles.

Current Challenges and Future Policies and Strategies for the Three Growth Businesses

In the Corporate Business, a key current challenge is the variation in skill levels among sales personnel. Sales approaches differ significantly between in-store retail and corporate sales, and we recognize that it takes time to build experience and translate it into consistent performance.

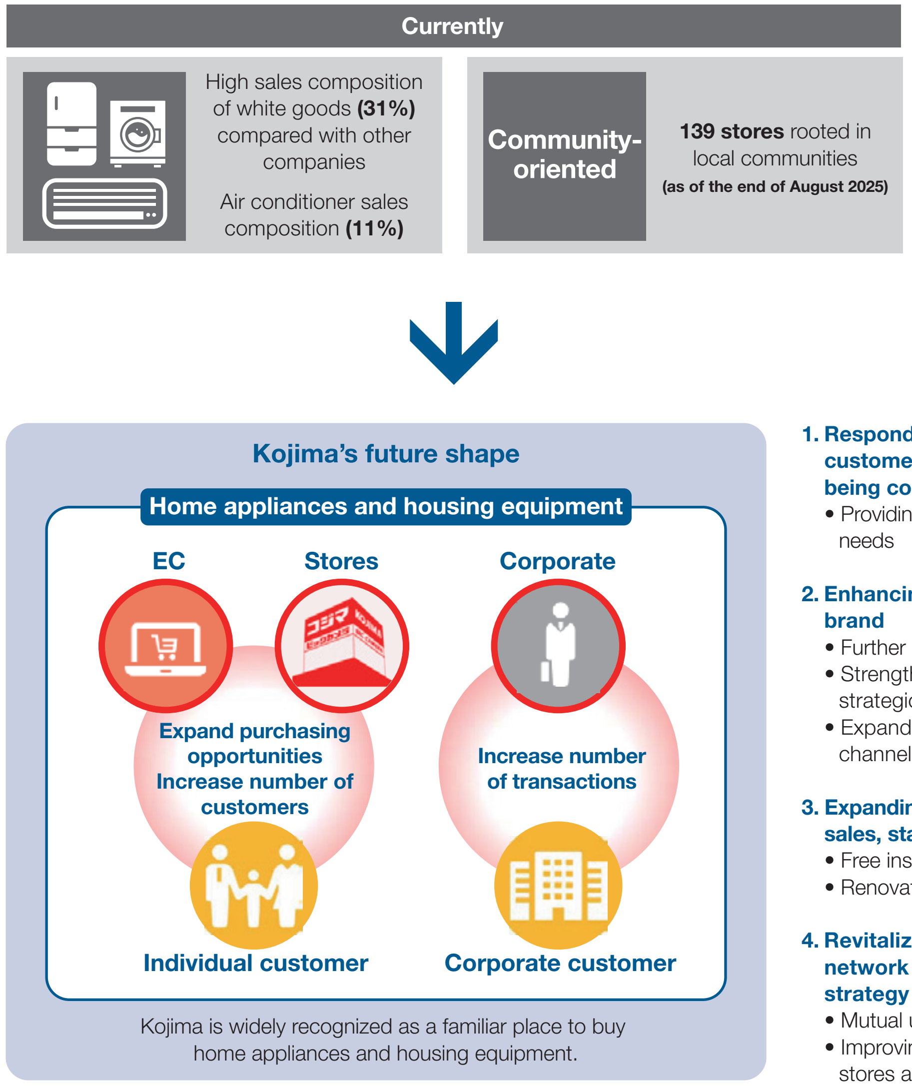
Going forward, for corporate business offices, we will actively expand into areas where we do not currently operate stores. For corporate sales activities at stores, we will promote the sharing of sales expertise and improve efficiency through area consolidation, thereby driving stronger performance. In addition, we will also work to increase the share of sales generated through our dedicated e-commerce site for corporate customers.

In the Housing Equipment Business, a key challenge is the low level of customer awareness that we offer housing equipment-related products. To address this, we are expanding the number of stores with enhanced in-store sales areas for remodeling, increasing the visibility of these offerings within our stores. Ultimately, we aim to play a comprehensive role in addressing customers' housing-related needs, from home appliances to housing equipment.

To achieve this, we recognize that it is an urgent priority to develop personnel who possess expertise in both products and installation, and who can provide proposals tailored to each customer's needs. We will take prompt action to strengthen these capabilities. With respect to future policies and strategies, customer needs vary by region and store. Accordingly, we will further enhance our community-based approach by developing and offering services tailored to local demand. We also believe that ensuring high-quality installation is just as important as customer service. We will build stronger relationships with our installation partners to create an environment in which customers can feel confident. Through these efforts, we aim to enhance service quality across the entire process, from sales to installation.

In the EC Business, we believe that the key current challenges are responding to intensifying competition and improving logistics efficiency. Going forward, it will be important to operate a site that offers advantages beyond price alone, such as a well-curated product assortment, ease of navigation, clear delivery timelines, and reliable after-sales support through warranties. Rather than relying solely on price, we believe that delivering a consistently high level of overall service quality will ultimately strengthen our e-commerce platform. With this approach, we will work to expand both revenue and profitability.

●Growth scenario for store brand strength

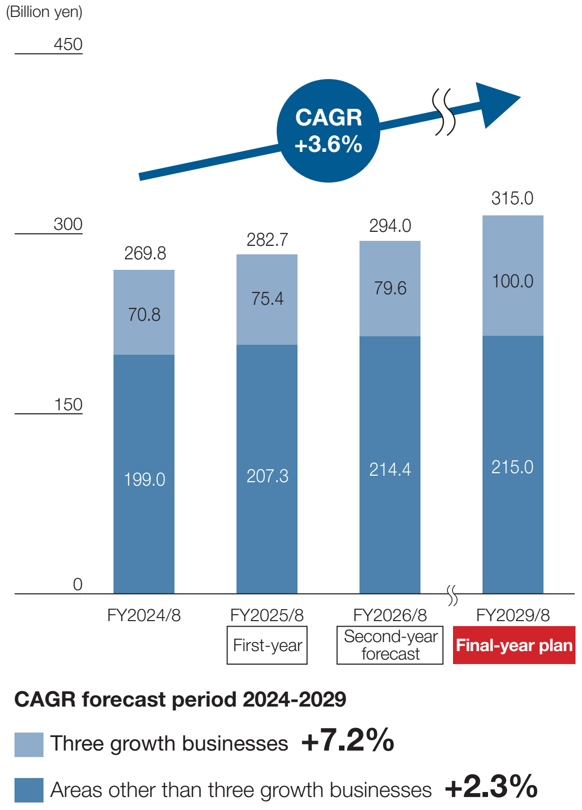


1. **Responding to the needs of our diversifying customer base by leveraging the strengths of being community-oriented**
    - Providing lifestyle-related services tailored to local needs
2. **Enhancing the recognition of the Kojima brand**
    - Further strengthening of air conditioner sales
    - Strengthening of promotional measures for strategic targets (Generation Z)
    - Expanding of customer base through other channels (EC, corporate customer business)
3. **Expanding opportunities for door-to-door sales, starting with the sale of air conditioners**
    - Free inspections
    - Renovation and other home appliance proposals
4. **Revitalizing and strengthening the store network based on a new store expansion strategy**
    - Mutual use of stores and points with Bic Camera
    - Improving store profits by renovating and closing stores and strengthening the product lineup

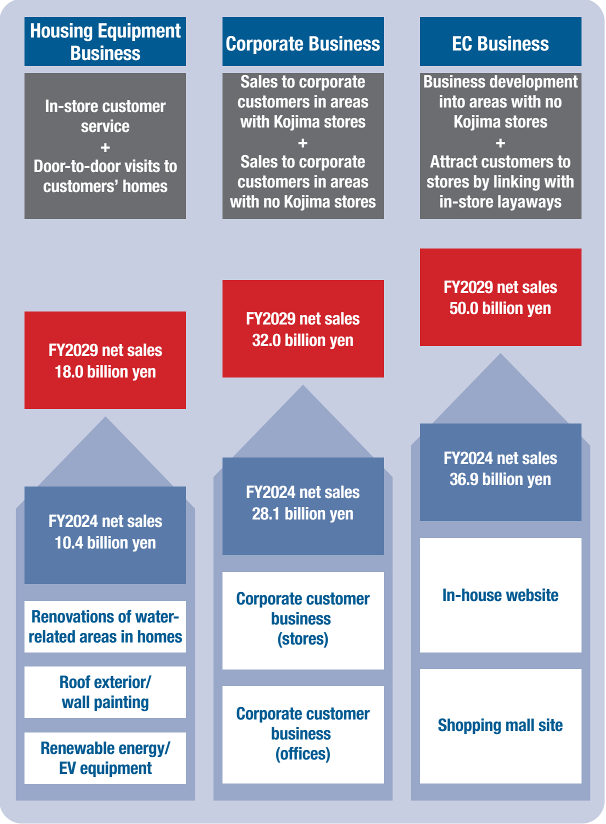
Four priority strategies 2

Revenue expansion in growth businesses

● Trends in sales for the entire company and the three growth businesses



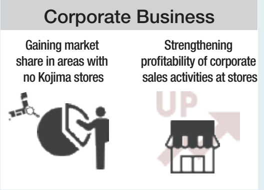
● Create opportunities through three growth business



Messages from executives responsible for the three growth businesses

Masashi Yamaguchi

Executive Officer
General Manager of Corporate Business Department
Sales Division



In the Corporate Customer Business, we are advancing our sales activities along two primary axes: corporate customer business offices and corporate sales activities at stores.

For corporate customer business offices, in parallel with establishing offices within our existing store footprint, we plan to expand into major metropolitan areas where demand growth is expected, even in regions without Kojima stores. In the fiscal year ended August 2025, we newly established four corporate customer business offices in Shinagawa, Osaka (Sakai), Fukushima, and Kanagawa. We recognize that securing personnel is critical when opening new offices, and we are advancing preparations and talent development based on a structured rollout plan.

Internally, we have also introduced a post-challenge system, and an increasing number of store sales staff are applying to transition into corporate sales roles. This is contributing to greater organizational vitality.

In corporate sales activities at stores, we are improving personnel efficiency and strengthening our sales structure through the consolidation of business locations.

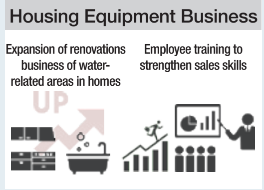
For corporate sales representatives, we believe that building trust with customers is the most important priority—something that remains unchanged regardless of the times. To ensure that each representative can provide optimal proposals tailored to individual customers, we conduct training not only in product knowledge but also in business etiquette and customer service, with an emphasis on attention to detail and thoughtful awareness in every interaction.

In addition to face-to-face sales activities, we have established a system that enables customers to request quotations and place orders 24 hours a day, 365 days a year through our dedicated corporate website, allowing them to do so at their convenience.

As corporate customers often have needs that differ from those of individual customers, we will continue to enhance our capabilities to respond accurately to such requirements and build lasting trust.

Yoshihiko Nishimura

Executive Officer
General Manager of Housing Equipment Department
Sales Division



We operate stores located close to our customers' homes and aim to be community-based stores that are trusted and valued by local residents. To put into practice our corporate philosophy—"Kojima Supporting Everyday Living: We make customers' lives more comfortable, more convenient, and more enjoyable"—we believe that strengthening the Housing Equipment Business is essential, and we are working to enhance it on an ongoing basis.

Housing equipment products such as showerheads and bidet toilet seats are widely available at consumer electronics retailers and are well recognized by customers. However, when it comes to home renovation, many customers have questions about where to turn and how much it will cost. We believe that increasing awareness of Kojima's remodeling services is essential in addressing these concerns.

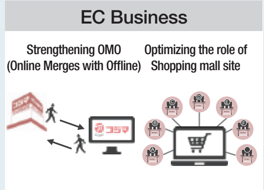
To this end, we are expanding our in-store housing equipment sales areas. In addition to water-related equipment such as toilets, bathrooms, and kitchens, we are increasing displays of wall painting and renewable energy-related products to enhance visibility. We also host in-store events to communicate more broadly that Kojima offers remodeling and renewable energy solutions, and these initiatives have produced results significantly exceeding the previous year.

Although various subsidies are available from national and local governments for housing equipment, remodeling, and renewable energy-related products, awareness remains limited, and many customers are still unfamiliar with them. We therefore provide proposals that enable customers to take advantage of these subsidies to renovate their homes at a lower cost, as well as solutions such as introducing renewable energy systems to significantly reduce electricity expenses, thereby helping make everyday living more comfortable.

At the same time, we are building an environment in which customers can confidently rely on us for subsidy applications and detailed guidance. To support this, human resource development is our highest priority. In addition to sales staff, we are strengthening training for store managers and assistant store managers who are on the front lines. Going forward, we will continue to develop a store framework that is easy to understand and gives customers peace of mind when entrusting us with their homes, while further growing Kojima's remodeling services.

Nobuyuki Asano

Executive Officer
General Manager of EC Business Department
Sales Division and Head of New Business Development Office
Corporate Planning Department
Corporate Planning Division



In the EC Business, we are advancing a range of initiatives centered on strengthening our proprietary site, Kojima Net, which offers higher profitability, with the aim of further expanding both net sales and operating profit.

At the same time, for external marketplaces such as Rakuten Ichiba and Yahoo! Shopping, we are clarifying the role of each channel to fully leverage its respective strengths and are focused on building a structure that enhances the overall profitability of our e-commerce business.

On Kojima Net, we are strengthening initiatives to drive customer traffic from physical stores to the site, an area that has not been fully developed to date and aim to increase the rate of combined purchases across stores and EC channels through integrating online and offline channels (OMO) initiatives. Specifically, for consumable items that are difficult to fully stock in stores, such as air purifier filters, we are promoting in-store guidance that directs customers to Kojima Net for purchase, steadily translating these efforts into sales. By advancing the integration of physical and digital channels, we will provide a more convenient and satisfying purchasing experience.

Furthermore, to strengthen the foundation of the EC Business, we will enhance customer acquisition through SEO initiatives, increase purchase frequency among existing online customers, and accelerate the acquisition of new customers, while strengthening alignment with OMO initiatives.

In addition, we are considering entry into the C-to-C market through Mercari. Alongside our traditional B-to-C sales, this will enable us to tap into new markets with different purchasing behaviors and expand our revenue opportunities.

In terms of information security, to provide an environment in which customers can make purchases with confidence, we will build on our existing measures, including the unauthorized login prevention tool Capy Puzzle CAPTCHA and risk-based authentication, while also exploring new technologies such as biometric authentication and phone number-based login. Through these efforts, we aim to achieve both convenience and robust information security.

In addition, we will strengthen our defenses against cyberattacks, including ransomware, and establish an operational framework aimed at zero disruptions, thereby delivering a safe, secure, and stable purchasing environment for our customers.

Through these initiatives, we will build a solid foundation to support the growth of the EC Business, one of our three core growth businesses. By focusing on four key pillars—optimizing the use of external marketplaces, strengthening our proprietary site, exploring new markets, and enhancing information security—we aim to achieve sustainable growth and establish a highly profitable business structure in our EC Business.

Four priority strategies 3

Improvement of labor productivity

Ryuji Shito

Director and Managing Executive Officer
General Manager of General Affairs and Human Resources Division

Working together across on-site operations and headquarters to improve labor productivity

Various initiatives to improve labor productivity

As part of our Medium-Term Management Plan, we have positioned "improvement of labor productivity" as a priority strategy. In the fiscal year ended August 2025, the first year of the plan, we advanced initiatives in which on-site operations and headquarters worked together to achieve both greater operational efficiency and improved working conditions.

In sales operations, we enhanced employee expertise by strengthening customer service role-playing training and air conditioner installation training. This has led to higher closing rates and greater standardization of operations, enabling sales staff to focus more on customer service.

In addition, we expanded the rollout of electronic shelf labels to 119 stores and promoted the use of labor-saving equipment such as automatic change machines. These initiatives have reduced ancillary tasks and supported a shift from manual to digital operations, creating an environment where employees can focus on delivering greater value through customer interactions.

From an HR perspective, we revamped our employee evaluation system to more clearly reflect contributions to sales and profit, thereby enhancing motivation. We also introduced a ranking system for part-time employees, improving the visibility of skills. This has expanded the scope of responsibilities in areas such as cashier and back-office operations, contributing to greater overall store efficiency.

At the same time, we have focused on work style reforms, including reducing long working hours and increasing the rate of paid leave utilization. By combining operational efficiency with more flexible working styles, we are building a foundation for a virtuous cycle of improved work engagement and corporate growth.

Looking ahead, key challenges include further deepening the use of digital technologies and accelerating human resource development. In the next fiscal year, we will evaluate the effectiveness of labor-saving equipment, further advance flexible working styles, and strengthen the development of an organization in which diverse talent can thrive, with the aim of achieving sustainable growth.

Initiatives to strengthen customer service skills and expertise

We have positioned "strengthening customer service skills and expertise" as a core pillar of human resource development and a key driver of corporate value. Our key differentiator lies in combining structured training programs with practical, hands-on training that equips employees with skills they can immediately apply in the field.

First, we promote the adoption of our corporate culture through philosophy-based and role-based training. In addition, our training centers in Tokyo and Miyagi offer practical programs designed to enhance on-site capabilities, including customer service role-playing and air conditioner installation training. These initiatives enable employees to acquire not only knowledge but also practical skills, establishing a framework for developing talent who can contribute from the outset.

We also place strong emphasis on supporting employees in obtaining qualifications such as Home Appliance Advisor and Smart Master. Building on a certification rate of 80.7% for Home Appliance Advisors as of the conclusion of the fiscal year ended August 2025, we aim to achieve a 90% certification rate by the fiscal year ending August 2029. Strengthening expertise through these qualifications enables employees to deliver high value-added proposals tailored to each customer's lifestyle, supporting professional customer service that contributes to differentiation.

In addition, we utilize a talent management system to support optimal placement and career development based on each employee's aptitude and capabilities, encouraging autonomous growth. By creating an environment in which individuals can maximize their strengths, we are enhancing overall service quality across the organization.

Through these comprehensive efforts, we aim to maximize customer satisfaction and service quality, thereby achieving sustainable differentiation from competitors and strengthening our earning capacity in an increasingly competitive consumer electronics market.

Creating a work environment where everyone can feel secure and thrive over the long term

We promote "improvement of labor productivity," "work engagement," "diversity," and "enhancing workplace conditions" not as conflicting elements, but as an integrated human resource strategy in which each component complements the others. In particular, we place the creation of a work environment where everyone can feel secure and continue working over the long term at the core of our efforts, advancing initiatives that integrate systems, culture, and technology.

Led by the Diversity Promotion Office, we are developing flexible systems tailored to different life stages, including support for women's career advancement, as well as childcare, caregiving, and fertility treatment. Through these initiatives, we are creating an environment in which employees can continue their careers without interruption. In addition, through our post-challenge system, we support employees' autonomous career development and expand opportunities for diverse talent to thrive.

Another key pillar is health and productivity management, led by the Wellness Promotion Office. We are strengthening initiatives that support employees' physical and mental well-being, including reducing long working hours, promoting the use of paid leave, organizing walking events, enhancing mental health care, and expanding consultation systems with occupational physicians and public health nurses. These efforts are creating a virtuous cycle in which employee well-being leads to higher productivity and improved work engagement.

In terms of numerical targets, we aim to increase the ratio of female full-time employees from 15.1% as of the end of the fiscal year ended August 2025 to 22% by the fiscal year ending August 2029, and the ratio of female managers from 7.1% to 15% by the fiscal year ending August 2030. In August 2024, we obtained Platinum Kurumin Plus certification, reflecting external recognition of our support for balancing fertility treatment and work. We are also advancing the visualization and efficiency of operations through digital transformation, strengthening systems that enable both flexible working styles and improved productivity.

Through these initiatives, we aim to create a positive cycle in which improved workplace conditions enhance employee satisfaction and organizational capability, ultimately leading to stronger competitiveness and sustainable growth.

●Indicators and Measures

Indicators (FY2024/8 ⇒ FY2029/8)	Measures	Results for FY2025/8
Expand sales: 269.8 billion yen ⇒ 315.0 billion yen	• Establishment of a system that enables a focus on sales by introducing a new evaluation system for regular full-time employees • Introduction of a dual-track career course that specializes in sales • Expansion of individual sales and profits by enhancing the training system	282.7 billion yen
Qualification rate for employees obtaining the Home Appliances Advisor certification: 72.6% ⇒ 90.0%	• Increasing sales based on the provision of more-detailed proposals by employees who have obtained qualifications	80.7%
Work engagement rate: 44% ⇒ 50% or higher	• Introduction of a job grade-based system that encourages part-time employees to deploy their abilities • Development of human resources specializing in specialized fields such as housing facilities and corporate business • Creation of growth opportunities utilizing evaluation feedback	46%
Reduction of overtime work 17 hours ⇒ 12 hours	• Improvement of work operations by introducing efficient systems such as electronic shelf labels • Enhancement of the efficiency of store operations by optimizing the allocation of part-time workers	15.6 hours
Presenteeism loss: 25% ⇒ 20% or less	• Raise performance by improving the work environment and assigning the right people to the right positions • Creation of an environment where employees can play active roles healthily over the long term by promoting health management	24%
Ratio of female regular full-time employees: 14.5% ⇒ 22.0%	• Raising of employee retention by promoting diversity	15.1%

Four priority strategies 4

Enhancement of capital efficiency

Tadashi Arakawa

Representative Senior Managing Director
Senior Managing Executive Officer
General Manager of Corporate Planning Division

Strategies to realize management with an awareness of cost of capital and stock price

Strategies to enhance capital efficiency

As part of our efforts to realize management with an awareness of cost of capital and stock price, we formulated a five-year Medium-Term Management Plan starting in the fiscal year ending August 2025. As numerical targets, we have set key KPIs for the final year of the plan, the fiscal year ending August 2029, at Return on Equity (ROE) of 8.0% or higher, Return on Invested Capital (ROIC) of 7.0% or higher, and Weighted Average Cost of Capital (WACC) of 5.7% to 6.3%, along with operating profit of 9.0 billion yen and net income of 6.4 billion yen.

To achieve further corporate value improvement, including improvement in the Price-to-Book Ratio (PBR), we developed a KPI tree and broke it down into two key components: raising ROE and raising the Price-to-Earnings Ratio (PER). Based on this structure, we established specific initiatives and KPIs.

Raising ROE was further broken down into raising ROIC and optimization of financial leverage. Raising PER was subdivided into control of capital costs and improvement of the expected growth rate.

First, as part of initiatives to raise ROIC, which is a component of raising ROE, we believe it is most important to steadily execute the priority strategies of our Medium-Term Management Plan—strengthening of the brand strength of the stores, improvement of labor productivity, and revenue expansion in growth businesses—and to achieve our target of 9.0 billion yen in operating profit for the fiscal year ending August 2029.

For the optimization of financial leverage, we believe that by accurately assessing the profitability and growth potential of each business and allocating management resources, including human capital, assets, and capital, in an optimal manner, we can further advance "enhancement of capital efficiency," the fourth priority strategy of our Medium-Term Management Plan.

Next, as part of initiatives to control the cost of capital, which is a component of raising PER, we believe it is important to reduce excess borrowings and mitigate business risks, thereby lowering the interest costs of borrowing when raising funds from financial institutions.

To improve expected growth rate, we aim to increase our attractiveness as an investment target by successfully executing investments such as new store openings, growth businesses, and M&A.

In addition, we will work to enhance shareholder returns in line with our dividend policy and improve our shareholder benefit program, with the aim of increasing shareholder satisfaction.

Furthermore, as part of our IR activities, we will continue to hold investor briefings and earnings presentations and provide regular disclosures of management information through our IR website, integrated reports, and governance reports. At the same time, we will promote sustainability management and work to improve ESG evaluations by external organizations such as S&P Global Corporate Sustainability Assessment (CSA) and CDP (formerly Carbon Disclosure Project).

First year of the Medium-Term Management Plan

For the fiscal year ended August 2025, results significantly exceeded the Medium-Term Management Plan, with net sales of 282.7 billion yen (2.7% above plan), operating profit of 7.3 billion yen (14.5% above plan), and net income of 4.7 billion yen (12.1% above plan). Based on this performance, we have initiated a revision of the Medium-Term Management Plan targets for the fiscal year ending August 2026 and have upwardly revised our targets to net sales of 294.0 billion yen (3.9% above the original plan), operating profit of 7.6 billion yen (13.4% above the original plan), and net income of 4.9 billion yen (14.0% above the original plan).

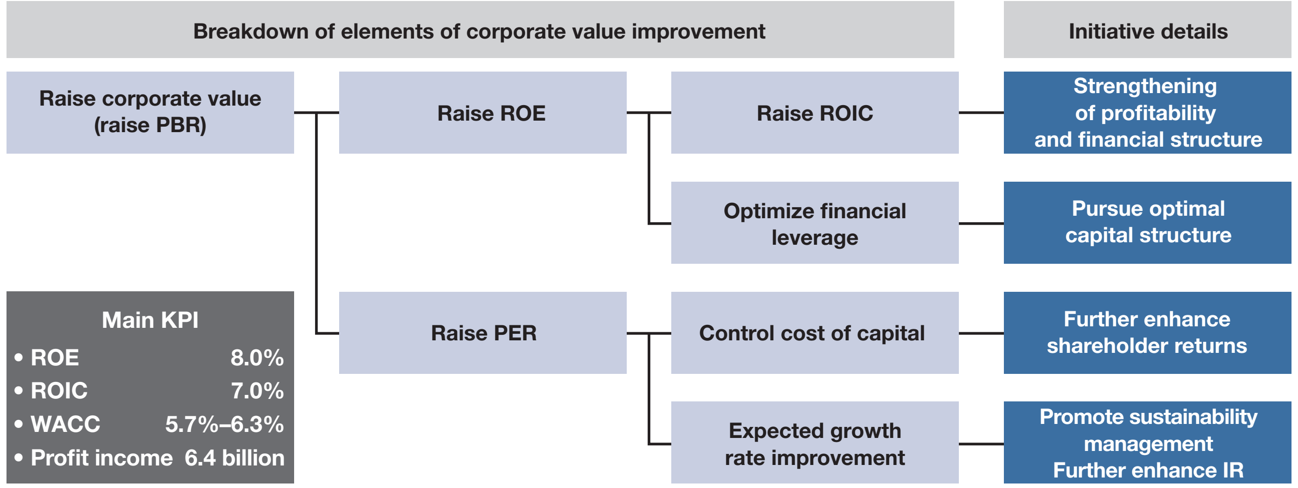
Looking back at the fiscal year ended August 2025, ROE, which indicates profitability and management efficiency, was 6.9% (up 0.7% year on year). As capital efficiency continues to improve, we believe that our investment value is also steadily increasing.

WACC, which represents the average cost of financing, was approximately 6.0% (up 0.1% year on year), while ROIC, which measures how efficiently we generate profit from invested capital, was 6.4% (up 0.4% year on year), exceeding WACC. This indicates that we are generating returns above our cost of capital, with the spread expanding year by year.

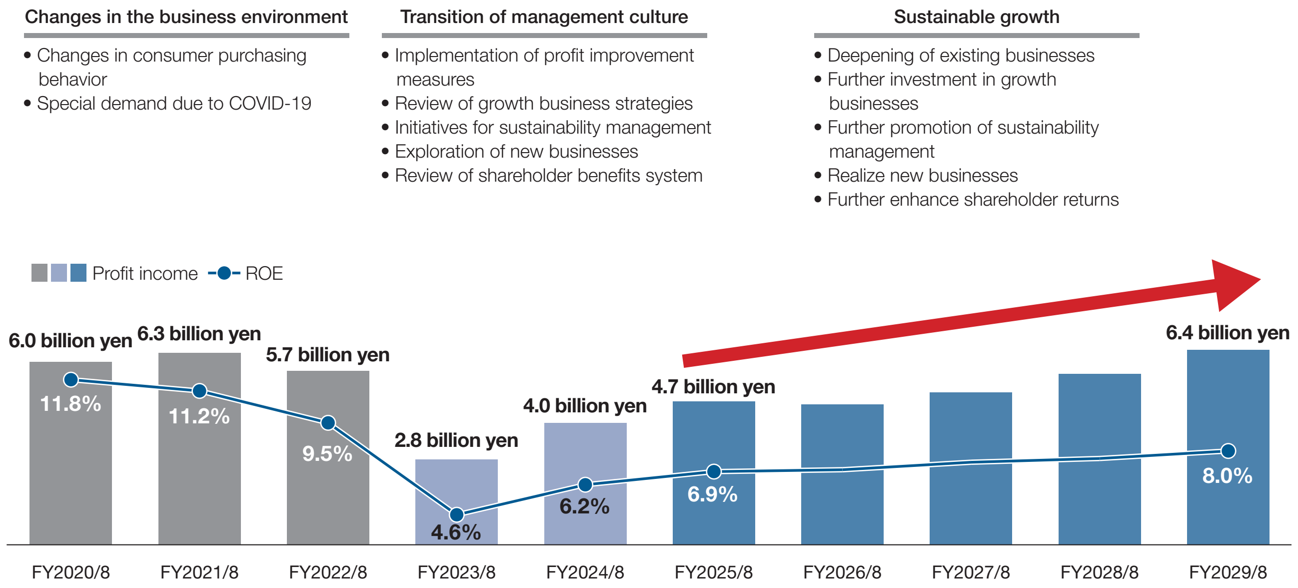
In addition, the PER, which reflects share price relative to earnings, was 18.39 (down 0.85 year on year). While there remains room for improvement, shareholder expectations are steadily increasing.

The PBR, which reflects share price relative to net assets, was 1.24 (up 0.08 year on year), indicating that investors recognize our capital efficiency and growth potential.

Going forward, we will continue to steadily execute the initiatives set out in our Medium-Term Management Plan and strive to achieve the numerical targets for the final year, the fiscal year ending August 2029. At the same time, we believe that establishing KPIs centered on capital efficiency and reviewing and implementing measures in line with progress against these KPIs will be critical to achieving further enhancement of corporate value, including improvement in the PBR.



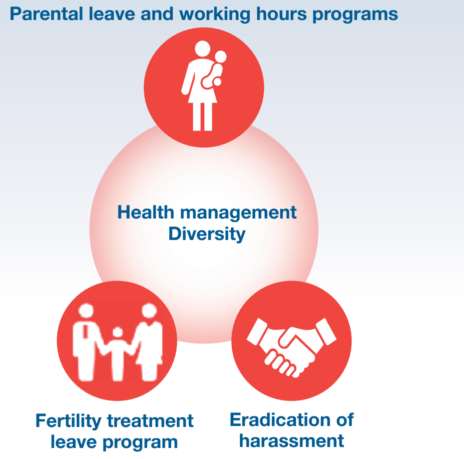
●Trends in profit levels



Sustainability Initiatives

Promotion of the creation of an environment where diverse talent can work in a safe and healthy manner

- Promotion of health management
  - Implementation of walking events aimed at establishing exercise habits
  - Raising of work performance through improvements to health problems
- Expansion of parental leave and reduced working hours programs
  - Enhancement of work-life balance through diverse working styles
  - Development of a workplace environment where employees can work with peace of mind even when engaging in childcare or nursing care
- Introduction of a fertility treatment leave program
  - Introduced a program in April 2023 that enables employees to undergo infertility treatment while working.
- Eradication of harassment
  - Education and awareness for eradicating harassment

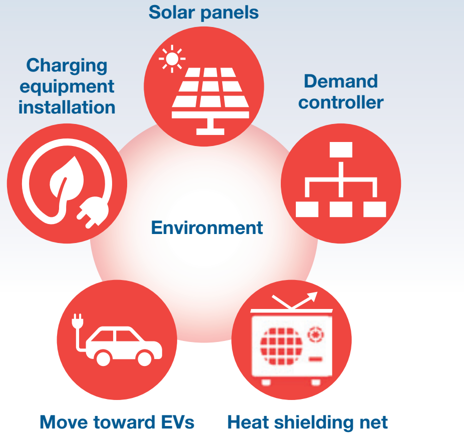


Strengthening of the foundation for human resource development to improve organizational performance

- Provision of training tailored to employees' hierarchical levels based on their job positions and years of service, including training for those in managerial roles
- Expansion of training centers and e-learning programs for enhancing the quality of customer service
- Provision of support for employees to be qualified as a Home Appliances Advisor and Retail Sales and Management Specialist
- Creation of growth opportunities leveraging feedback from evaluations
- Realization of career advancement for employees through the utilization of the post-challenge system

Contribution to a sustainable society with consideration for the environment

- Installation of solar panels on the roofs of stores, implementation of corporate power purchase agreements (PPAs)
- Installation of demand controller (demand management system) to operate air conditioners efficiently
- Installation of thermal insulation nets on the outdoor units of air conditioners
- Conversion of company vehicles to electric vehicles (EVs)
- Installation of EV charging equipment
- Acquisition of third-party assurance for GHG emissions



Reexamining Six Material Issues (Materiality)

In 2021, we made the SDGs Declaration and identified six material issues (materiality). Over the four years since then, the business environment and social situations have changed, prompting us to reexamine these issues accordingly.

As part of this effort, we have adopted the concept of double materiality and started disclosing risks, opportunities, and impacts we have considered, while clearly stating their relationships with our business.

As a result of the reexamination, we have reselected the same six material issues and designated two of them, "Supporting future consumer electronics" and "Supporting our colleagues," as having particular importance for Kojima and its stakeholders.

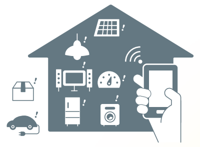
Also, the reexamination and reselection of the material issues have passed the resolution of the Board of Directors under our sustainability promotion structure.

We will continue to discuss and reexamine the six material issues at the Board of Directors as necessary in response to changes in the business environment and social situations.

●**Six Material Issues (Materiality)**

Supporting future consumer electronics

Promoting the spread of environmentally- and people-friendly electronics



We will support people both making and using consumer electronics so that environmentally-friendly, convenient, and delightful appliances of the future will reach many people's everyday living.

Supporting our colleagues

Creating a work environment where diverse members can thrive

We will create an environment, in which members care for and help each other and work with joy, and will support their active roles.

Supporting recycling

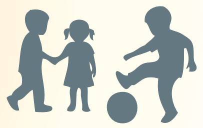
Promoting resource utilization and reuse toward a circular economy

We will create a society that reduces waste by using limited materials carefully and by reusing or repurposing old or broken home appliances.

To be a company that supports everyday living by providing consumer electronics with a view toward the creation of a bright and happy future full of smiles

Supporting children

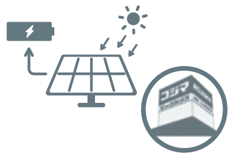
Addressing the various challenges faced by children, who will shape the future



We will make our stores a joyful place for children and support them for taking on challenges to achieve their dreams.

Stores supporting the future

Realizing stores that are both environmentally- and people-friendly, contributing to everyday living



We will evolve our stores and make them "stores of the future" by using environmentally-friendly renewable energy and becoming capable of helping people when in need.

Supporting our communities

Contributing to vibrant, enjoyable, and livable local communities

We will resolve challenges facing communities and support activities to revitalize communities.

Corporate Value and Revision of Material Issues (Materiality)

In September 2021, we launched the Kojima SDGs Project and identified six material issues. (Stage for identifying material issues and announcing the SDGs Declaration)

In December 2024, we started reexamining these material issues, and with the resolution of the Board of Directors, reselected them in December 2025. (Stage for validation and evolution)

Stage for Identifying Material Issues and Announcing the SDGs Declaration

Sep. 2021

Designating Kojima SDGs Project members

Designated project members of different ages, titles, tasks, and genders from stores and each department at the head office and formed a project promotion team of 16 members, including the President.

Oct.–Dec. 2021

Clarifying social and environmental issues

Identifying material issues

Clarified social and environmental issues through a series of three workshops and identified our material issues.

Associated Kojima's internal initiatives to the 17 SDGs.

Held interviews with customers, manufacturers, Kojima employees, and other stakeholders, and based on the results, discussed environmental issues and future policies from the future perspective for the 169 targets under the SDGs.

Jan. 2022

Dialogue with experts

Extracted environmental issues, to which Kojima should attach priority, from among the 169 targets, and translated them into risks and opportunities.

Identified integrated material issues. Discussed about a society Kojima envisions and verbalized the vision for the formulation of the SDGs Declaration.

Feb. 2022

SDGs Declaration

Formulated the SDGs Declaration and officially adopted it after submitting it to the Board of Directors and gaining approval on February 28, 2022.

Stage for Validation and Evolution

Dec. 2024

Opportunity and risk analysis

Rechecked the action items under each of the material issues identified.

Performed impact analysis and examined risk and opportunity scenarios based on changes in legal systems, technologies, and social requirements.

Nov. 2025

Double materiality map

Identified importance for Kojima and that for the environment and society while considering the probability of occurrence and financial impacts.

Redefined what to disclose and dialogue policies with the support of external ESG advisors.

Dec. 2025

Selecting, approving, and disclosing KPIs

Defined medium-term targets for the KPIs of the items having the highest degree of importance and will track annual progress and report it to the Board of Directors.

Medium-Term Management Plan

(FY2025/8-FY2029/8)

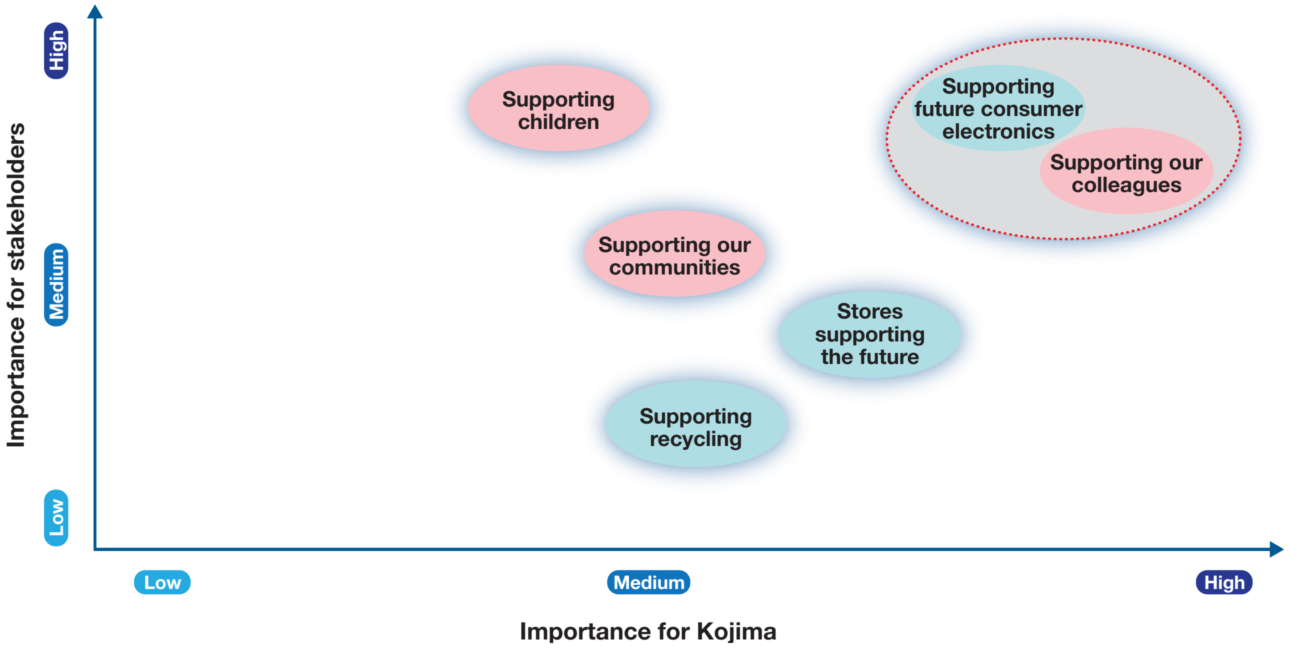
Comment from an Expert

Atsuko Miwa

Co-Representative Director, Japan Civil Society Network on SDGs (SDGs Japan)
Director, Asia-Pacific Human Rights Information Center (HURIGHTS OSAKA)
Member (representing civil society) of the SDGs Promotion Roundtable Meeting, which was established by the Japanese government in 2016, and judge of the Japan SDGs Award

During the dialogue, you explained your policy of also focusing on the energy business, including storage batteries, beyond the existing business framework. I felt very encouraged by this, also from the perspective of your making concrete contribution to the climate crisis. I hope you will continue to advance sustainable management, which will contribute to the sustainability of local communities, while delivering a clear message externally. I also hope that you will further develop your business together with diverse parties, including women, people with disabilities, and people from other countries. I believe that by engaging in business and serving customers while remaining considerate to local communities, particularly elderly people, you will make specific contribution to ESG challenges and the SDGs. I truly look forward to seeing your endeavors and your further growth.

●Materiality Map



Impact Analysis, and Risks and Opportunities / Metrics and Targets

Impact on Kojima (Financial)

Material issues	Risks	Opportunities
Supporting future consumer electronics	Risk of the mass consumption sales model becoming ineffective New entrants into the home electronics market from different fields with a focus on environmental performance Lower employee engagement in Kojima due to a delay in implementing environmental measures Weak sales of high-value-added products due to rising prices Loss of customer trust due to less-than-expected product performance in reducing electricity costs New solutions enabled by technological innovation, other than those offered through home electronics	Expansion of the market of eco-conscious products Unique eco-friendly product strategies to differentiate Kojima from its competitors Enhancement of sales skills as employees become knowledgeable about social issues Increase in sales of high-value-added products following surging electricity costs
Supporting our colleagues	Lower performance due to the aging of workforce Decline in employee performance with no improvement in their working environment Difficulty in securing human resources, or human resources leaving Kojima for other companies Social sanctions for acts violating the partnership with cooperating partners	Providing places and opportunities for female and senior employees to take active roles Reinforcing our organizational ability to respond to changes based on diversity Reinforcing employees' sales skills and product appeal by providing various educational opportunities according to their positions Acquiring excellent human resources as a result of enhanced corporate value Improving labor productivity
Stores supporting the future	Rise in energy costs due to more stringent environmental regulations Additional expenses and reputational risk caused by a delay in responding to legal regulations Less frequent store visits and lower spending caused by more aging population and declining birthrate	Formulating an energy-saving business model with other Group companies Enhancing store value through services utilizing renewable energy Creating new value with local communities as a community base
Supporting recycling	Risk of business activities to decline as resources are depleted Customer defection due to a fixed image as a company causing high environmental impact Difficulty in acquiring human resources due to a fixed image as a company causing high environmental impact Customers switching over to competitors due to a delay in starting sales of reused products Legal risk of not performing recycling	Reducing costs by reexamining 3Rs (reduce, reuse, and recycle) Reducing costs by saving energy and reducing waste Creating brand value as an eco-conscious company Acquiring new customers by starting sales of reused products
Supporting our communities	Decline in sales opportunities due to the aging population and depopulation in certain areas Risk of store closures caused by worker shortages (PA) Risk of store openings disrupted by a lack of communications with local communities Being unable to offer new value due to a lack of communications with local communities	Increase in sales opportunities through community revitalization Gaining trust from local communities as our social roles in communities become larger
Supporting children	Damage to corporate image, customer defection, and lower employee engagement due to a lack of response and attention to children and families Human resources leaving for other communities, or difficulty in acquiring human resources within communities	Improving corporate sustainability by contributing to the durability of local communities Forming a favorable impression of Kojima over the long term through communications closely tied to daily living Developing new services by holding dialogue with and nurturing next and younger generations having a new set of values

Impact on Society and the Environment (Impact)

Material issues	Positive	Negative
Supporting future consumer electronics	Reducing CO_2 emissions Reducing customers' electricity costs Reducing water usage	Mass disposal of a large quantity of old products Rise in product sales prices
Supporting our colleagues	Improving quality of life for employees and their families Increasing employee satisfaction Being considerate for partner companies engaging in installation and other work and product delivery	A feeling of inequality resulting from Kojima making individual, different response according to each case
Stores supporting the future	Improving convenience for local community members through store openings Reducing CO_2 emission by introducing energy-saving equipment Realizing a store environment easily accessible by anyone through barrier-free designs	Negative impacts on neighborhood residents, including noise and traffic congestion, caused by store operation
Supporting recycling	Higher awareness among consumers Improving resource efficiency Enhancing corporate image	Greater environmental impact due to excessive recycling
Supporting our communities	Creating local employment Preventing a decline in population through revitalization of local employment Increase in sales of local retail stores	—
Supporting children	Growth of children who will lead local communities in the future	Probability of occurrence of accidents or possibility of personal information leakage

Metrics and Targets

Material issues	KPI	Targets	Target years
Supporting future consumer electronics	Reduction of GHG emissions	By 55%	By 2030
	Ratio of employees acquiring Home Appliances Advisor qualification	90.0%	—
Supporting our colleagues	Improvement of work engagement	50.0%	By 2029
	Ratio of employees with disabilities	2.7%	—
	Execution rate of health checkups	100.0%	—
	Execution rate of specific health guidance	100.0%	—
	Average overtime hours	12 hours or less	By 2029
	Ratio of employees taking paid leave	70.0%	—
	Ratio of employees taking leave of absence due to diseases/injuries	1.0%	—
	Turnover rate (retirement for personal reasons)	4.0%	—
Stores supporting the future	Reduction of GHG emissions	By 55%	By 2030

Material issues	Targets
Supporting recycling	We will work to promote the utilization and reuse of resources by reinforcing efforts toward waste recycling.
Supporting our communities	We will work with various sports teams and local governments and contribute to the development of pleasant, livable, and vibrant local communities.
Supporting children	We will support challenges taken up by children, who will shape the future, by providing opportunities for learning through various experiences, including sports and *monozukuri* (manufacturing).

Supporting Future Consumer Electronics

Promoting the spread of environmentally and people-friendly electronics

Kojima is committed to promoting environmentally friendly home appliances with the aim of protecting the global environment and helping our customers enjoy more comfortable and convenient lives. Using energy-efficient appliances not only helps reduce electricity costs but also lowers CO_2 emissions by decreasing power consumption, enabling customers to live comfortably while being environmentally conscious. To provide guidance that is closely aligned with our customers' lifestyles, we actively encourage employees to obtain Home Appliance Advisor certifications and enhance our training programs to strengthen our ability to make effective product proposals. These initiatives have contributed to increased sales of products with lower CO_2 emissions and have also helped reduce our company's own CO_2 footprint. We believe that delivering a richer lifestyle to our customers and conducting business activities with a strong focus on environmental responsibility are essential duties of our company as a home appliance retailer. We will continue to advance these efforts going forward.

Promoting the adoption of energy-efficient home Appliances

We recommend energy-efficient home appliances that help reduce electricity consumption. Amid continued increases in living costs, customer demand for energy savings remains strong. To ensure we can accurately understand customer needs and propose the most suitable products, we place significant emphasis on training our sales staff. By promoting the sale of high-efficiency, energy-saving appliances, we are also contributing to the reduction of Category 11 emissions under Scope 3 in our GHG inventory.

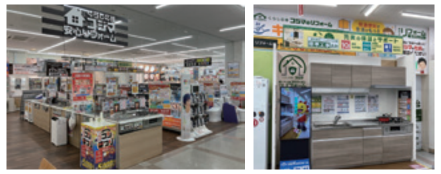
Promoting the adoption of water-saving products

Kojima is strengthening our proposals for water-saving products that help reduce the use of water, a precious resource. By using POP displays and visualizing the amount of water saved with PET bottles, we communicate the benefits in an easy-to-understand way and help raise customer awareness.

Promoting water-saving products at the sales floor

Strengthening renovation services such as plumbing areas and exterior wall and roof painting

We position the housing equipment division as one of our three key growth businesses. Leveraging the advantage of having stores located close to our customers' homes—where they can stop by easily—we are enhancing our ability to provide renovation proposals that build on our existing home appliance sales. In particular, we are developing renovation corners that focus on water-related areas such as kitchens and bathrooms. In addition, we are strengthening employee training so that not only housing-equipment specialists but also other staff members can provide guidance to customers.



Renovation corner

Executive Officer's Comments

Shinichi Kaminishi

Executive Officer
General Manager of Sales Department, Sales Division

To better meet the ever-changing needs of consumers, Kojima is promoting sales-floor development that goes beyond simply highlighting product functions and instead helps customers visualize the benefits that home appliances can bring to their daily lives. Specifically, we are creating themed proposal corners—such as water-saving, energy-saving, and time-saving—and offering hands-on and experiential events to foster customer awareness. Through these initiatives, we aim to become a company that supports everyday living by helping customers feel that their daily lives are richer and more enjoyable.

In developing our sales staff, we believe our greatest strength lies in the friendly and attentive customer service provided by employees with specialized knowledge. To offer solutions that address lifestyle challenges and make everyday life more comfortable through home appliances, we place top priority on training qualified specialist sales staff, such as certified Home Appliance Advisors and Photo Masters. Furthermore, by establishing a dedicated training center, we are strengthening our internal education system. This enables us to differentiate ourselves from competitors through customer service that is not limited to explaining product specifications, but instead uncovers customers' latent needs with thoughtful and attentive communication.

Expanding sales of renewable-energy-related products

We provide proposals that contribute to safe and secure living, such as energy-saving, environmental measures, and disaster preparedness through the combination of solar power generation and storage batteries. We have also established a dedicated call center for housing equipment, where we offer consultations on solar power systems and storage batteries, as well as recommend 'home inspections' for products that require regular maintenance, such as Eco-Cute systems.

Solar-powered energy-saving promotion on the sales floor

Introduction to Smile Activities

Aiming to propose products that suit our customers' lifestyles

"Smile" is an organization that offers suggestions for enriching daily life through home appliances by providing hands-on and experiential opportunities. Its activities are built on two main pillars: hosting events and creating engaging sales-floor displays.

The Smile Promotion Office leads these initiatives in collaboration with Smile members at each store. While participation was previously limited to women, it is now open to all employees regardless of gender, allowing the scope of activities to expand even further.

Implementation of Sales-Floor Contests

To communicate the emotional value of products and create sales floors that make choosing and purchasing easier for customers, Smile holds a 'Sales-Floor Contest' twice a year. In this contest, Smile members from each store compete in sales-floor creation and sales techniques. Members collaborate to develop concepts, design proposal corners within their stores, and present them to customers. In the 12th contest, participants created sales-floor displays featuring a pre-release toaster-oven as a highly anticipated new product, and voting was conducted by all store managers and Smile members. The display created by Kojima × BicCamera CiiNA CiiNA Tonden Store received the highest number of votes and was rolled out across all stores at the time of the product's launch. By presenting products from Smile's unique perspective, the initiative resonated with customers and successfully led to increased sales.

Member Comment

Hiroto Kiuchi

As one way to make proposals to our customers, I always try to enjoy thinking about how we can be creative so that our ideas lead to successful sales and also bring enjoyment to our customers.

Haruna Hasegawa

When creating sales-floor displays, I always keep the customer's perspective in mind. I focus on making it easy to understand at a glance what product category it belongs to and what makes it different from other items.

Teruki Miya

Store Manager,
Kojima & BicCamera
Kajigaya Store

As Kojima committed to supporting everyday living, we are strengthening proposals that convey not only how products feel to use but also the richer, more enjoyable lifestyle that follows after purchase. We enhance our sales floors through product presentation and hands-on experiences. Customer service in our stores is an extremely important opportunity to build trust with our customers. We want customers to feel, 'If I'm unsure, I'll ask a Kojima staff member.' To achieve this, we will continue working to improve our customer-service skills so that we can provide attentive support tailored to each customer.

Initiatives of the Kanto Training Center and Tohoku Training Center to further enhance customer satisfaction

At Kojima, we consider our people to be the most important asset for achieving sustainable growth. To ensure that customers who visit our stores leave satisfied and become loyal fans of our brand, it is essential to strengthen our employees' customer-service and proposal skills. For this reason, we place great importance on thorough employee training and fostering growth, and we operate two dedicated facilities—the Kanto Training Center and the Tohoku Training Center—where regular training sessions are conducted.

Each training center is increasing the number of trainers to further enhance our educational framework. Through these efforts, we aim to develop employees who can respond quickly and effectively to the evolving needs of our customers.

Kanto Training Center

Ogiwara, Fukumaru, Shimizu, Yufu, Yashiro

Sadato Yufu Center Director

The Kojima Kanto Training Center is an in-house training organization established in October 2023. Many sales staff members participate in its programs, learning everything from customer-service basics—such as appearance and hospitality—to sales techniques and the latest product knowledge from various manufacturers, all of which they apply in their in-store sales activities. We regard our people as a vital management asset, essential for the company's sustainable growth. By strengthening human-capital management, we aim to enhance both customer satisfaction and corporate value. Moving forward, we will continue to expand our training programs and promote talent development across the entire company, working together to achieve sustainable growth.

Naoki Ogiwara New Trainer – Senior Staff

Drawing on the experience I gained in the stores, I am passionate about teaching sales staff how to uncover customers' latent needs and make proposals that help improve their daily lives. In training sessions, I focus on conveying effective customer-service phrasing and communication techniques. I also strive to continuously improve myself by deepening my product knowledge and emphasizing clarity through comparisons and practical suggestions. Going forward, I will remain committed to providing careful instruction—from the basics to advanced applications—and to helping build an environment where all staff members can serve customers with confidence, regardless of product category.

Tohoku Training Center

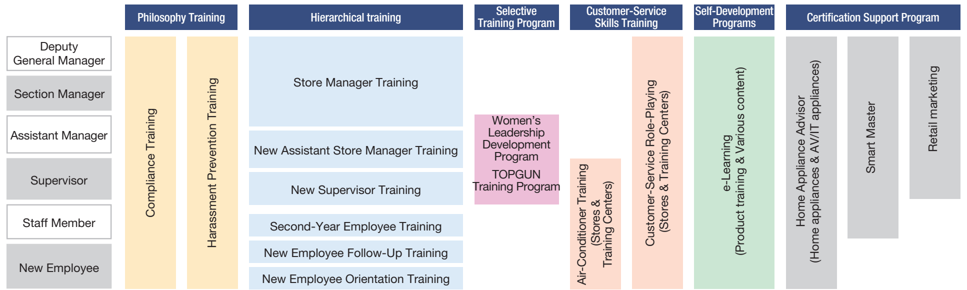
Iwasaki, Yoshida, Sato, Koudate

Kazuyuki Yoshida Center Director

It has been about one year since the Tohoku Training Center was established in November 2024. In our training programs, our goal is not to develop staff who simply 'explain products,' but to cultivate sales professionals who understand customers' lifestyles and are truly chosen by them. We place great importance on the fundamentals of customer service, the attitude with which we face customers, the value of a sincere smile, and the ability to accurately identify customer needs. A single smile or a single phrase can move a customer's heart and build trust. By accumulating these moments, we nurture loyal customers and deliver service that exceeds expectations. From here in Tohoku, we will continue to create customer service that truly resonates with our customers.

Takuro Iwasaki New Trainer – Assistant Manager

In our training sessions, I draw on more than 20 years of sales-floor experience to share practical know-how for improving closing rates and effective customer-service phrasing. I focus on delivering content that can be applied immediately in stores, helping participants continue building on their strengths. I also make a conscious effort to speak from the learner's perspective, choosing words that are easy to hear and understand so that the knowledge gained can be smoothly put into practice on the sales floor."



Executive Officer's Comments

Tomokazu Iwata

Executive Officer
General Manager of
Sales Support
Department, Sales
Division

The Sales Support Department consists of three divisions: the Business Process Improvement Office, the CS Promotion Office, and the Operations Support Office. Through the initiatives of each division, the department ultimately aims to increase the in-store revisit rate.

The Business Process Improvement Office focuses on improving productivity by securing sufficient sales staff and creating a supportive work environment. While sales per labor hour have shown an upward trend, a key challenge remains the heavy workload associated with non-sales activities. To address this issue, the office is reviewing operational workflows and clarifying role allocations. The CS Promotion Office provides education and support aimed at enhancing sales performance. It monitors employees' performance after training programs and offers follow-up support and individualized development for members who have difficulty achieving results, thereby working to strengthen overall customer service capabilities. The Operations Support Office drives improvements based on customer feedback. By collaborating closely with stores, it promotes the standardization of service response quality and aims to enhance the overall customer experience.

Going forward, we will shift from isolated initiatives to a more integrated approach by further strengthening collaboration among the three divisions, with the goal of creating stores that customers continue to choose and visit.

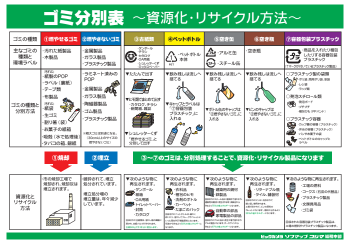
Supporting Recycling

Promoting resource utilization and reuse toward a circular economy

Initiatives to promote the 3Rs

Thorough waste sorting

Waste generated at both stores and headquarters is carefully sorted to promote recycling. To ensure proper waste separation, we conduct seminars for store managers on waste reduction and sorting practices, and install in-store POP materials clearly explaining sorting methods to prevent errors. In addition, stores collect lithium-ion batteries, nickel-cadmium batteries, and nickel-metal hydride batteries, contributing to recycling efforts.



Posting waste sorting guidelines inside stores

Promoting waste sorting among staff through posters

Recycling of Expanded Polystyrene (EPS)

Expanded polystyrene used in the packaging of home appliances can be converted into recyclable material by compressing it into ingots using volume-reduction machines. Since 2021, we have been promoting the recycling of expanded polystyrene with the aim of improving resource utilization and reducing GHG emissions. To further accelerate these efforts, we are introducing larger volume-reduction machines than those previously used and expanding the number of locations where such machines are installed. The ingotized expanded polystyrene is distributed as high-quality recycled polystyrene (PS) material, contributing to the circular use of plastic resources.

EPS ingotization using volume-reduction machines

Ink cartridge collection

Dedicated collection boxes for ink cartridges are installed in our stores, and we actively promote the recycling and reuse of ink cartridges.

Ink cartridge collection box

Expansion of reuse product sales locations

In response to changing customer purchasing behavior and to promote effective resource utilization, we have introduced dedicated sales corners for reused products—such as smartphones, game consoles, and game software—in 25 stores. Leveraging the capabilities of our group company Sofmap, we make it easier for customers to purchase reused products, each of which varies in condition, by clearly presenting price and quality information through in-store POP displays and electronic shelf labels. This enables customers to make informed purchasing decisions by balancing price and product condition.

Establishment of Mercari Information Counter

At Kojima RE.OUTLET Komae Store, which reopened after renovation in July 2025, we have collaborated with Mercari as part of our efforts to promote a circular economy and installed a "Mercari Information" counter. This counter enables customers to easily ship items they have sold through the flea market app Mercari, providing a convenient point of access to secondhand transactions.

Stores Supporting the Future

Realizing stores that are both environmentally and people-friendly, contributing to everyday living

Initiatives for energy-saving operations

Kojima promotes energy-saving business operations with the aim of reducing the environmental impacts accompanying its business activities. For example, we utilize demand controllers to lower electricity consumption during peak hours. We also install heat-shield nets on the outdoor units of air conditioners to raise operational efficiency. Furthermore, we are progressively replacing existing LED lighting in all stores with even-more energy-efficient lighting.

Demand controller

Heat-shield nets installed on outdoor units of air conditioners

Introducing facilities for comfortable stores

We are working to improve store facilities to ensure that a diverse range of customers can comfortably use its stores.

These initiatives include introducing strollers that are easy to maneuver even when a child is seated, renovating existing restrooms, and utilizing cleaning robots to maintain store cleanliness. Mainly in stores featuring toys, we are also establishing kids' spaces where children can remove their shoes and play while also setting up mini 4WD racing circuits.

Easy-to-use strollers

Kids' spaces

Installing solar power generation systems utilizing corporate PPAs

To promote the use of renewable energy, Kojima is implementing corporate power purchasing agreements (PPAs) and has installed solar panels on the rooftops of 12 stores.

Solar panels installed on store rooftops

●Stores with solar power generation systems utilizing corporate PPAs (as of the end of August 2025)

Store name	Set capacity	Start of Operations	Annual power generation
Kojima & Biccamera Kofu Bypass Store	176.3kW	June 2023	202,051kWh
Kojima & Biccamera Mooka Store	126.2kW	June 2023	130,624kWh
Kojima & Biccamera Sano Store	126.2kW	June 2023	133,991kWh
Kojima & Biccamera Shin-Funabashi Store	186.9kW	June 2023	200,781kWh
Kojima & Biccamera Kiyosu East Interchange Store	389.5kW	June 2023	388,717kWh
Kojima & Biccamera Kasukabe Store	145.5kW	June 2023	147,186kWh
Kojima & Biccamera Fussa Store	228.7kW	November 2023	223,023kWh
Kojima & Biccamera Niiza Store	133.2kW	February 2024	140,518kWh
Kojima & Biccamera Fuji Store	162.4kW	June 2024	173,898kWh
Kojima & Biccamera Kuroiso Store	207.4kW	July 2024	198,803kWh
Kojima & Biccamera Takasaki Store	227.9kW	August 2024	262,761kWh
Kojima & Biccamera Nikko Store	308.6kW	September 2024	332,820kWh

Installing electric vehicle (EV) chargers

With numerous roadside store locations, Kojima is installing EV chargers to enhance customer convenience and promote the wider adoption of EVs. We are installing 150kW-fast chargers in accordance with the specific characteristics of each store location, particularly at two high-traffic store locations. Additionally, we have installed a total of 96 chargers, including other fast and standard chargers, at 42 stores.

Information signboard: Kojima x Bic Camera Sagamihara Store

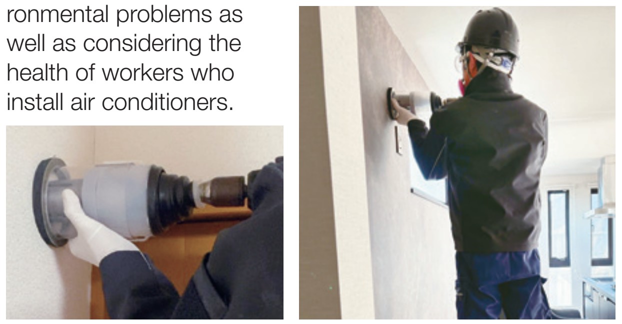
EV charger

Introducing EVs as service vehicles that support people's lives

As part of efforts to reduce GHG emissions, Kojima is introducing EVs as its own company vehicles as well EVs that support people's lives by visiting customers' homes to provide services.

Installing air conditioners that help prevent dust dispersion

Kojima utilizes dust-dispersion-prevention covers for wall drilling work such as for air conditioner installation. By minimizing the dispersion of dust generated during drilling and preventing atmospheric pollution, we are addressing environmental problems as well as considering the health of workers who install air conditioners.



Work using a dust-dispersion-prevention cover

Responding to climate change

We installed flood-protection plates at store entrances and delivery docks at the Kojima & BicCamera Yoga Store, which suffered flood damage in the past due to road flooding caused by heavy rains.

Thanks to this countermeasure, Kojima is able to ensure the safety of both its customers and employees and reduce the risk of business disruptions such as temporary store closures.

We recognize that responding to the problem of climate change that intensifies with each passing year is a crucial management priority and will continue to implement its climate-change countermeasures.

Installation at store entrance

Executive Officer's Comments

Hiroyoshi Narita

Executive Officer
General Manager of General Affairs Department
General Affairs and Human Resources Division

With stores situated close to its customers' homes, Kojima aims to create helpful stores that are both environmentally and customer friendly as a company that walks alongside residents of the local community.

We contribute to reducing GHG emissions through an assortment of initiatives. These include installing demand controllers and high-efficiency LED lighting, placing heat-shield nets over air conditioner outdoor units, and introducing motion sensors in warehouses to conserve energy when people are not present. Furthermore, Kojima utilizes Corporate PPAs when installing solar panels on its store rooftops as it works toward realizing a decarbonized society.

As part of effective resource utilization aimed at realizing a circular society, we are introducing small-sized waste compactors at logistics hubs that generate large quantities of Styrofoam waste and thereby contribute to plastic resource circulation.

In the future as well, we will evolve our stores as we strive to create easy-to-use stores for everyone and that help customers in their times of need.

Supporting Our Communities

Contributing to vibrant, enjoyable, and livable local communities

Implementing community cleanup activities

Kojima carries out cleanup activities in the neighborhoods around its stores and its headquarters during the morning of the third Wednesday of each month as it works toward the beautification of local communities.

Community cleanup activities

Holding community revitalization events

We hold events that are enjoyed by local residents and that contribute to community revitalization. These include events for the sale of goods created by persons with disabilities and for the sale of fresh vegetables.

Initiatives for solving community issues

Kojima holds events across various locations such as those for countermeasures against rising incidents of fraud and for promoting traffic safety awareness.

We held Safety Measure Fairs at Kojima & BicCamera Fukushima Store, Kojima & BicCamera Utsunomiya Main Store, and Kojima & BicCamera Niiza Store. These events included traffic safety activities for children featuring police motorcycles and patrol cars in the store parking lots as well as demonstrations of telephones equipped with crime-prevention functions to help prevent bank transfer fraud.

Promoting Community Sports

Kojima supports community sports by sponsoring local sports teams as a community-based electronics retailer with stores located close to where its customers live. We cheer on these teams together with fans and hold a variety of sports-themed events. In September 2025, Kojima concluded a Silver Sponsor contract with the Veltex Shizuoka professional basketball team based in Shizuoka.

Baseball
- Tochigi Golden Braves
- Fukuoka SoftBank Hawks

Basketball
- Chiba Jets
- Utsunomiya Brex
- Ryukyu Golden Kings
- Veltex Shizuoka

Soccer
- Vegalta Sendai
- Shimizu S-Pulse
- Iwaki FC

Ice Hockey
- H.C. Tochigi Nikko IceBucks

BREX SHOP opens at the Kojima & Bic Camera Utsunomiya Terrace Store

On January 31, 2026, the BREX SHOP Utsunomiya Terrace Kojima Store, which is an official shop of the Utsunomiya Brex professional basketball team based in Utsunomiya City, opened on the 4th floor of Utsunomiya Terrace that is directly connected to the east exit of Utsunomiya Station. A separate sales corner in the store offers approximately 600 different merchandise items to support the Utsunomiya Brex.

BREX SHOP opening key visual

Interior view

Special Feature Supporting Our Communities

Kojima selected as naming rights partner for the Tochigi Prefecture Children's Science Museum Reopened as Kojima Children's Science Park on Friday, October 3, 2025!

The Tochigi Children's Science Museum was established by Tochigi Prefecture in 1988 with the intention of nurturing a scientific spirit and mindset in the children who will lead the 21st century and fostering their growth into spiritually rich members of society who are filled with creativity. The museum has welcomed numerous children from both within and outside the prefecture and has served as a venue for valuable hands-on scientific experiences. From July 2023 to September 2025, the museum underwent a large-scale restoration that included the renovation of various facilities, exhibits, and the planetarium, all of which had aged with the passing of time since its opening.

Signing of naming rights partnership agreement with Tochigi Prefecture

As a "company that supports everyday living" while walking together with people of the local community, Kojima applied to become the naming rights partner for the Tochigi Children's Science Museum, a partnership for which Tochigi Prefecture had been seeking applicants. This application was driven by Kojima's hope that the partnership would contribute to the revitalization of Tochigi Prefecture, Kojima's home prefecture, and that the experiences gained at the science museum would play a part in fostering the healthy growth of local children. Subsequently, Kojima officially became an official naming rights partner.

Kojima signed the naming rights partnership agreement with Tochigi Prefecture at the Tochigi Prefectural Government Office on Wednesday, July 9, 2025. At the unveiling ceremony held on Wednesday, October 1, Kojima President Nakazawa delivered an address expressing his hope that the experiences gained at this facility would serve as nourishment for the healthy development of children.

The museum's nickname, Kojima Children's Science Park, will be used from Wednesday, October 1, 2025, through Monday, September 30, 2030.

Kojima Children's Science Park

The recent renovation of the museum featured creative enhancements in a variety of areas that include the introduction of new exhibit items in the exhibition hall and the repurposing of some existing displays. One of the major highlights of this renewal is the planetarium, where the use of Japan's most-advanced equipment created a facility designed to delight numerous visitors.

The weather was beautiful on the day of the grand reopening, and many visitors came to the museum. Since the reopening, the number of visitors to the museum has steadily risen and surpassed 300,000 persons as of the end of January 2026.

©GOTO

On the occasion of its 70th anniversary, Kojima is promoting rebranding and formulated a new brand message: "Big Sunny Smile—Bringing warmth to our communities with our smiles." Cherishing this message, we remain committed to walking together with the local community so that we can bring that same sunny spot to everyone we serve.

Supporting Children

Addressing the various challenges faced by children, who will shape the future

Providing learning venues that nurture children's ability to think

To nurture the intellectual curiosity of children, who will shape our future, Kojima held Parent-Child Workshops on Educational Apps and the Amazon Fire Tablet Kids Series Experiential Workshops. Targeting children aged three to 12, these events utilized the intuitive operability unique to tablets and used a diverse assortment of educational content to allow parents and their children to enjoy first-hand learning experiences together.

Providing places for learning through making things

We convene Mini 4WD Assembly Classes that enable children to experience firsthand both the fun and difficulty of assembling things using their own abilities and give them the opportunity to discover the joy of performing this assembly to completion. During these classes, our staff, who are well-versed in Mini 4WDs, instruct the children about the assembly process starting from the basics and the children can then experience the fun of running their own completed vehicles on a race track.

Providing learning venues through sports

Kojima supports local professional sports teams as a sponsor and in collaboration with these teams holds various tournaments and instructional clinics for children under the theme of Kids Dream Project. We hold these events based on its belief that experiencing joy and a sense of achievement as well as fostering a sense of appreciation of their peers will lead to the growth of children.

We create stores where children can have fun and support children as they tackle challenges toward realizing their dreams.

The 5th Kojima x S-Pulse Dream Cup in SDF Shizuoka

With the collaboration of Shimizu S-Pulse, which we support as a club partner, we held the 5th S-Pulse Dream Cup in May 2025. This tournament featured the participation of five local elementary school teams and three teams from the S-Pulse Soccer School, with each team playing with all its might in fiercely contested matches. As part of this event, Kojima lent digital cameras to families watching the matches and this also earned extremely high acclaim.

The 4th Brex x Kojima basketball clinic held

With the cooperation of the Utsunomiya Brex, which we support as an official sponsor, we hosted a basketball clinic for elementary school students belonging to mini-basketball teams within Tochigi Prefecture. On the day of the event, player Yudai Ishikawa together with school coaches carried out a variety of practice drills that ranged from fundamental movements to defensive techniques and shooting practice. This clinic provided a valuable opportunity for the participants to receive instruction directly from a professional athlete, which ordinarily they could rarely experience.

The 6th Tochigi Golden Braves baseball clinic

In cooperation with the Tochigi Golden Braves, which Kojima supports as an official sponsor, we hosted the 6th Baseball Clinic for elementary school students in Tochigi Prefecture who passionately play baseball. The clinic featured the participation of player Munenori Kawasaki, who led a wide range of practice drills, from fundamental body mechanics to defensive and batting drills, while also playing enjoyable "conversational catch" with the children. This clinic was held at the indoor practice facility at the Agekke Sports Science Center. The clinic provided children with the unique opportunity to experience firsthand the distinct way the ball bounces on artificial turf while enjoying playing baseball alongside a professional athlete, which they ordinarily rarely experience. This was a truly heartwarming event with loud cheers from families as they watched the children take powerful swings and run the bases at full speed.

Supporting our colleagues

Creating a work environment where diverse members can thrive

Kojima has designated the “promotion of human capital management” as an integral part of its management strategy. Kojima believes that its employees serve as the most-vital capital for the Company’s long-term growth and for this reason it works to increase employee engagement. Establishing an environment and systems that enable our diverse members to work healthily and with vitality and supporting the active roles of each individual leads to employee retention at Kojima, which in turn, also drives improvements in the quality of the services and hospitality we provide to customers. Kojima will continue to promote these initiatives to ensure that the growth and retention of our human resources lead to Kojima’s sustainable growth.

Promoting Health Management

Kojima’s President serves as the Chief Wellness Officer (CWO), while the General Manager of the General Affairs and Human Resources Division has been appointed as the CWO’s Deputy as we promote health-related initiatives. Furthermore, the Wellness Promotion Office and the Safety and Health Committee collaborate with the Japan Health Insurance Association and the Kojima Labor Union while formulating action plans for improving health-related issues and realizing the health promotion of employees and their families.

Through the implementation of health management, we aim to improve both the material and spiritual satisfaction of our employees and create workplaces where smiles abound across every generation of employees.

Convening Kojima Walking Events

With the aim of maintaining and enhancing employee health as well as firmly establishing exercise as a lifestyle habit, we regularly hold walking events in which employees compete to see who can walk the most steps in a single day. We also strive to further energize these events by organizing teams and competing according to specific stores or departments and presenting awards to the top-performing teams and individual participants. Furthermore, we encourage employees to use body composition analyzers to monitor their weight in conjunction with their walking activities and to cultivate the habit of regularly ascertaining their own physical condition to raise employee awareness of their own health.

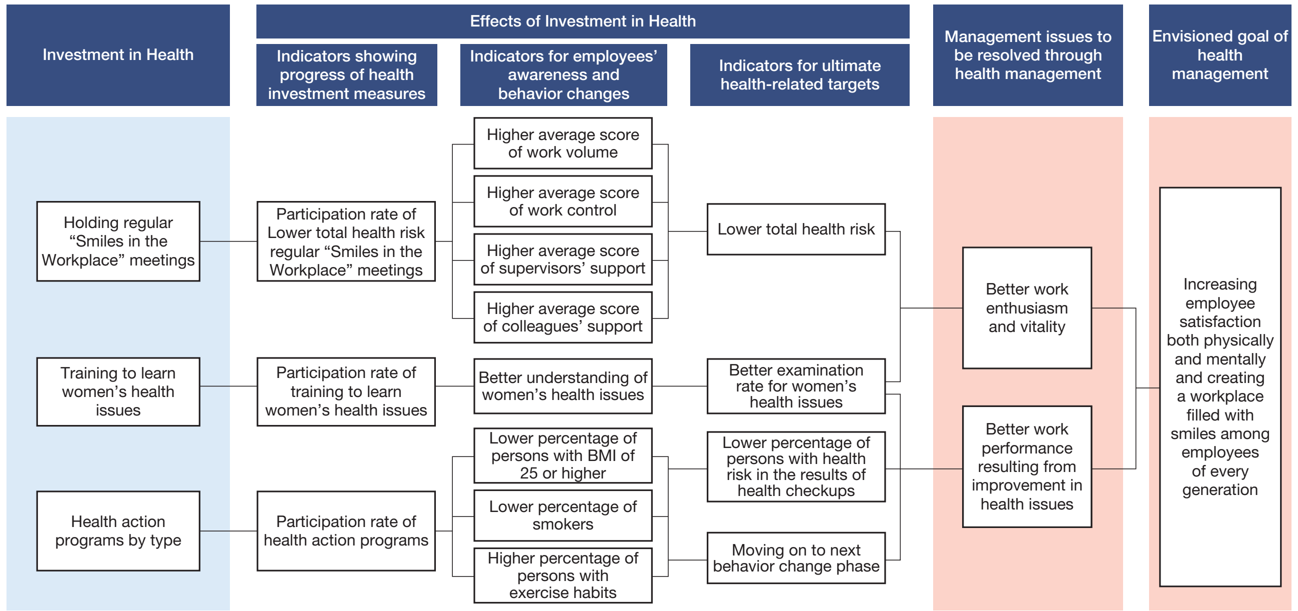
A walking event where employees compete on step counts using a smartphone app

Holding meetings for persons in charge of promoting health management

Kojima appoints persons in charge of promoting health management at each store and department at its headquarters and regularly convenes meetings for these persons in charge. During the meetings, participants share health-related information that includes the status of employee work engagement and hold discussions regarding initiatives such as for improving various issues. We are also working to raise the health-related knowledge of persons in charge such as by convening seminars on health issues, with industrial physicians and public health nurses serving as instructors.

Health management workshops

●Health Management Strategy Map



●Materiality-Related Targets

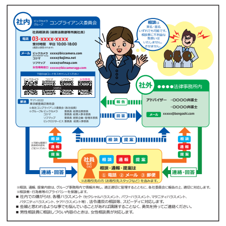
Ratio of female employees among persons in managerial roles	15% by FY2030
Ratio of male employees taking parental leave	80% by FY2030
Ratio of women among all full-time employees	25% by FY2030

Response to customer harassment

We seek to create an environment where all persons working for Kojima can work with high motivation and a sense of security. We will respond in accordance to our internal communications and reporting protocols regarding the details and manner of a customer’s claims as well as any conduct or language deemed socially inappropriate as a means of achieving these demands.

Elimination of harassment

Kojima regularly holds harassment training for management-level staff toward the complete elimination of harassment. We have also set up various types of consultation desks and established frameworks to ensure that employees can freely speak up about harassment.



Internal whistleblowing system poster

Creating a Comfortable Working Environment and Enhancing Related Systems

We strive to create a comfortable working environment and enhance related systems to enable individual employees to fully exercise their capabilities and play active roles. We focus on promoting health management and have obtained Certified Health & Productivity Management Outstanding Corporation certification for six consecutive years since 2020. Moreover, in the most-recent Health and Productivity Management Organization (White 500) 2025, we received “White 500” certification for the third consecutive year as we ranked among the top 500 companies. On a different front, in June 2022 we obtained the Eruboshi (Level 2) certification as an excellent company for promoting the active roles of women. Kojima also received the Platinum Kurumin Plus certification in August 2024 in recognition of its initiatives as a company that helps employees balance work and fertility treatments. These initiatives include the introduction of a system for fertility treatment leave, limitations on overtime and late-night work, and exemption from overtime work.

Recognized as a Certified Health & Productivity Management Outstanding Organization

Obtained “Eruboshi (Level 2)” certification

Obtained “Platinum Kurumin Plus” certification

●Other Indicators

Item	Target	Result				
		2020/9-2021/8	2021/9-2022/8	2022/9-2023/8	2023/9-2024/8	2024/9-2025/8
Improvement of work engagement (%) (Note)	50.0	45.0	45.0	45.0	44.0	46.0
Ratio of employees acquiring Home Appliances Advisor qualification (%)	90.0	62.6	64.3	66.6	72.6	80.7
Ratio of employees with disabilities (%)	2.70	2.36	2.30	2.42	2.64	2.81
Execution rate of health checkups (%)	100.0	100.0	99.0	100.0	99.0	100.0
Execution rate of stress checks (%)	98.0	97.0	98.0	99.0	98.0	98.9
Execution rate of specific health guidance (%)	100.0	77.4	85.0	81.8	82.1	86.4
Average overtime hours (hours)	12 hours	19.9	19.5	18.2	17.0	15.6
Ratio of employees taking paid leave (%)	70.0	48.6	56.1	62.8	70.9	64.1
Ratio of employees taking leave of absence due to diseases/injuries (%)	1.00	1.70	1.70	1.30	1.70	1.60
Turnover rate (%)	4.00	3.55	4.24	4.27	4.17	3.85

Note: Measured by using a questionnaire survey consisting of five questions (two related to work engagement taken from the New Brief Job Stress Questionnaire and three original questions) and giving a score to each answer.
We calculated deviation value in the general population (all respondents at companies adopting the FiNC Wellness Survey) and their average score. Based on the data, we then identified the ratio of employees showing deviation value of 50 or higher in our survey results to use it as an indicator.

Promoting Diversity

Enhancement of the post-retirement reemployment system

To ensure that employees can continue to work with a sense of motivation even after reaching retirement age, Kojima has introduced a target performance management system upon clarifying specific job details and roles. Because this framework allows employees to play active roles by fully drawing on their career experience, numerous Kojima employees continue working utilizing this post-retirement reemployment system.

Introduction of fertility treatment leave system

Numerous employees undergo fertility treatment while continuing to work and in response Kojima introduced the Fertility Treatment Leave System on April 1, 2023.

Poster for consultation desk for childcare/nursing care balance

Poster for consultation desk for women's health

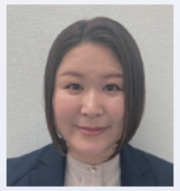
TOP GUN Project for developing young management executive candidates

To continuously prevail amid intensifying competition within our industry, it is essential to cultivate young next-generation leaders capable of responding quickly and flexibly to changes in the world. In doing so, Kojima believes it must develop the capabilities of its employees in an organized manner over the medium-to-long term taking into consideration the individual career paths of employees. Through various activities spanning a two-year period, the TOP GUN Project is designed to cultivate human resources who aspire to quickly become store managers. Specifically, the program provides opportunities to participate in skills development training classes and various in-house projects and to achieve personal growth through transfers and reassignments that provide diverse experiences and networking opportunities.

Post-challenge system allows employees to apply for their desired jobs

Kojima is implementing the post-challenge system toward fostering an open and challenging organizational culture. This system allows willing employees to apply for opportunities to take on the challenges of working in various departments at headquarters as well as at new stores.

Interview with the Persons in Charge



Sachie Ono

Executive Officer
Head of Wellness Promotion Office, Human Resources Department, General Affairs and Human Resources Division

The health of our employees represents crucial management capital that underpins Kojima's sustainable growth. The average age of our workforce is rising, leading to concerns about the increasing complexity of health-related issues and the impacts on future productivity. With this in mind, we are working to "create an environment where employees can play important roles over the long term with peace of mind."

The Wellness Promotion Office works toward the "visualization" of health-related issues and deploys multifaceted measures centered on three key pillars consisting of disease prevention, support for behavioral changes, and raising health literacy. We can provide continuous support through a variety of initiatives that include exercise programs such as walking events, support for undergoing follow-up medical examinations, and health education via e-learning while also strengthening its system for providing individual counseling by public health nurses and industrial physicians.

These initiatives are now steadily bearing fruit. For example, there has been a noticeable increase in the number of employees who have begun treatment or whose medical conditions have stabilized due to undergoing regular health examinations. Furthermore, the positive impact of employee behavioral changes is also clearly reflected in numerical data.

Based on the concept of health as a "favorable state physically, mentally, and socially" as defined by the World Health Organization, we are also providing multifaceted health support, including mental health training, individualized counseling following stress checks, and smoking cessation programs.

These types of initiatives have been highly acclaimed. To this end, Kojima was certified as a Health & Productivity Management Outstanding Organization 2025 (White 500) for the third consecutive year in the fiscal year ended August 2025. This achievement is supported by the cooperation of our frontline management teams and the proactive efforts of each individual employee to maintain their health. In the future, we will promote "true health management" that contributes to enhancing corporate value through data-backed measures and continuous improvements of workplace environments.

Ryota Aruga

Head of Diversity Promotion Office, Human Resources Department, General Affairs and Human Resources Division

The Diversity Promotion Office aims to strengthen the human capital that supports Kojima's sustainable growth by creating workplace environments that enable diverse human resources to fully deploy their respective capabilities and individuality and continuously work with vitality.

To the present, we have focused efforts on establishing internal systems and promoting an awareness of these systems and creating environments to help employees realize a balance between their work and childcare or nursing care. For childcare support, we are creating an environment where employees wishing to do so can utilize systems with peace of mind based on the understanding and cooperation of frontline worksites. Thanks to these efforts, there has already been a steady increase in both the utilization rate and the average duration of paternity leave taken by male employees.

Meanwhile, the number of employees utilizing caregiving support systems has been increasing with each passing year and we have steadily built a solid foundation that enables employees to use these systems with peace of mind.

In working toward our target of attaining a 15% ratio of female managers, we implement practical training designed for female employees holding supervisory positions. There are already some examples of women receiving promotions and achieving career advancements due to our initiatives aimed at fostering self-confidence through skill enhancement and cultivating a positive mindset toward career advancement. In the future as well, we will promote the active roles of female employees from the dual perspectives of their career development and appointment to management-level positions.

We will contribute to sustainable increases of corporate value by creating environments where all employees with diverse backgrounds and values can achieve a balance between their work and their respective life stages while deploying their capabilities to the fullest with a sense of reassurance.

Support for balancing work and home life

Kojima believes that its employees constitute the most vital capital for ensuring growth throughout the future. Based on this conviction, we work to increase employee engagement and focus on creating workplace environments where diverse human resources can play active roles by establishing flexible systems tailored to the various life stages of our employees.

Here we introduce some of the systems that enable Kojima employees to take leave for balancing their work and home life.

Item	Overview	Eligible employees
Childcare Leave	Employees can take childcare leave up to the day immediately preceding their child's first birthday. In cases where an employee wishes to enroll their child in a daycare facility but is unable to secure placement, leave may be taken for a period limited up to the day immediately preceding the child's third birthday.	Full-time regular employees, contract employees, and part-time employees (excluding those with less than one year of service and those with two or less scheduled working days per week).
Reduced Working Hours for Childcare	Employees caring for their child up to the sixth-grade of elementary school can use this system. Scheduled daily working hours can be reduced by up to three hours (requests can be submitted in 15-minute increments).	Full-time regular employees, contract employees, and part-time employees caring for a child up to the sixth-grade of elementary school (excluding employees with less than one year of service or those with two or less scheduled working days per week).
Child Nursing Care Leave	This leave system can be used to provide care for an employee's child (covers illness or injury, health checkups, class closures, kindergarten and school entrance ceremonies, and graduation ceremonies). Employees can take up to five days of leave annually (up to 10 days annually in the event the relevant household has multiple eligible family members).	Full-time regular employees, contract employees, and part-time employees (excluding those with two or less scheduled working days per week) caring for a child up to the third-grade level of elementary school.
Long-Term Family Care Leave	This can be used by employees caring for a family member requiring nursing care. Leave can be taken for a cumulative total of one year and utilized in up to three separate increments.	Full-time regular employees, contract employees, and part-time employees (excluding those with less than one year of service or those with two or less scheduled working days per week).
Short-Term Family Care Leave	This leave system is designed for employees who need to provide care or other assistance to family members requiring nursing care. Employees may take up to five days of leave per year (or up to 10 days per year if there are multiple eligible family members).	Full-time regular employees, contract employees, and part-time employees (excluding those with two or less scheduled working days per week).
Reduced Working Hours for Family Care	Employees can use this system when caring for a family member requiring nursing care. Employees can reduce their scheduled daily working hours by two hours. This system can be utilized up to two times within a three-year period beginning with the initial start date.	Full-time regular employees, contract employees, and part-time employees (excluding employees with less than one year of service and those with two or less scheduled working days per week).

●Usage Statistics

Item			60th term	61st term	62nd term	63rd term
Childcare Leave	Female	Number of recipients	31	23	23	21
		Utilization rate	77.4%	123.1%	85.1%	140.0%
		Number of employees who returned to work	23	22	23	13
		Average number of days taken (days)	352 days	352 days	414 days	356 days
	Male	Number of recipients	23	23	20	23
		Utilization rate	53.4%	76.6%	66.6%	82.1%
		Average number of days taken (days)	53 days	49 days	63 days	67 days
Reduced working hours for childcare		Number of users	46	46	42	41
Child nursing care leave		Number of users	22	55	75	77
Long-term family care leave		Number of recipients	0	0	1	3
		Average number of days taken (days)	0 day	0 day	30 days	34 days
Reduced working hours for family care		Number of users	0	0	0	0
Short-term family care leave		Number of users	5	4	11	21

Kojima Human Rights Policy

Kojima, under the purpose “To be a company that supports everyday living by providing consumer electronics with a view toward the creation of a bright and happy future full of smiles,” aims to be the company most familiar to, loved by, and essential for the local community. Our vision is to make our customers’ lives more comfortable, more convenient, and more enjoyable, supporting everyday living.

We believe that to realize our purpose and vision, it is important not only to actively engage in sustainability initiatives but also to respect the human rights of all stakeholders involved in our business activities and fulfill our responsibilities. Based on these principles, we established the Kojima Human Rights Policy (hereinafter, “this Policy”) to clearly define the fundamental approach to respecting human rights at Kojima.

1. Responsibility for Respecting Human Rights

Kojima recognizes its responsibility to respect the human rights of all individuals in the course of its business activities. We do not discriminate based on race, ethnicity, nationality, religion, ideology, beliefs, age, physical characteristics, gender, sexual orientation, gender identity, or disability.

Furthermore, we regard as essential human rights issues the establishment of a safe and healthy work environment, assurance of fair labor conditions, adoption of working hours and provision of annual paid leave in accordance with the relevant laws, freedom of association, right for collective bargaining, constructive labor-management dialogue, prohibition of human trafficking, child labor, forced labor, and other inhumane practices, prohibition of all forms of harassment, including sexual harassment and abuse of power, and protection of privacy. We are committed to advancing efforts to respect the dignity of all individuals involved in our business.

2. Respect for and Compliance with International Standards

This Policy respects international human rights standards, including the Universal Declaration of Human Rights, the International Bill of Human Rights, the International Labour Organization (ILO) Declaration on Fundamental Principles and Rights at Work, and the United Nations’ Guiding Principles on Business and Human Rights.

We comply with the laws and regulations applicable in all regions where we operate, and in cases where there is a conflict or potential conflict between internationally recognized human rights standards and the laws or regulations of a country or region, we will seek ways to uphold internationally recognized human rights standards to the greatest extent possible.

3. Scope

This Policy applies to all executives and employees of Kojima. We also expect all business partners, including cooperating companies and suppliers, to understand and comply with this Policy.

4. Human Rights Due Diligence

In accordance with the United Nations’ Guiding Principles on Business and Human Rights, Kojima has established a human rights due diligence framework to fulfill its responsibility to respect human rights in its business activities. We will identify and assess any negative impacts on human rights and continue to work on preventing and mitigating these impacts.

5. Remediation/ Remedy

If it is determined that Kojima has caused, contributed to, or been involved in negative impacts on human rights, we will take corrective and remedial actions through dialogue and appropriate procedures.

6. Education and Training

Kojima will continuously implement education and training programs to ensure that this Policy is fully integrated into all business activities, providing executives and employees with the necessary understanding.

7. Dialogue with Stakeholders and Information Disclosure

Kojima will engage in ongoing dialogue and consultation with relevant stakeholders regarding actions taken to address negative impacts on human rights. Additionally, we will regularly disclose our efforts to respect human rights in relation to this Policy through our website and various reports.

8. Human Rights Management

Kojima evaluates and promotes improvements to its efforts to respect human rights through the Sustainability Promotion Committee, chaired by the President and CEO, while also conducting regular reviews of this Policy.

Moreover, the establishment of the human rights due diligence framework, along with the identification, assessment, prevention, and mitigation of negative impacts on human rights, will be driven by the Sustainability Promotion Department in collaboration with relevant divisions.

Yuji Nakazawa
Representative Director and President
Kojima Co., Ltd.
Formulated: May 29, 2023
Revised: December 23, 2025

Kojima has formulated a range of policies as a guide showing the basic ideas at Kojima for its employees.

Human Rights Policy

The policy shows Kojima’s basic approach to respect to human rights.
(https://www.kojima.net/corporation/corporation/humanrights.html)

Procurement Guidelines

The guidelines specify matters, which Kojima will work and aim to achieve jointly with its business partners.
(https://www.kojima.net/corporation/sdgs/procurementguidelines.html)

Partnership Declaration

In support of the Partnership Declaration initiative promoted by the Cabinet Office and Small and Medium Enterprise Agency, we announced our Partnership Declaration on April 1, 2022.
(https://www.kojima.net/corporation/ir/partnership.html)

Multi-Stakeholder Policy

We have formulated this policy to promote appropriate collaboration with multiple stakeholders, as co-creation of value with diverse stakeholders, not just shareholders but also employees, customers, business partners, and local communities, has become important in corporate management.
(https://www.kojima.net/corporation/corporation/multistakeholder.html)

Basic Policy on Customer Abuse

We have formulated this basic policy to respect the human rights of all employees working within the Kojima Group, including those of business partners, and secure a safe working environment, which in turn will enable us to provide services that exceed customer expectations.
(https://www.kojima.net/corporation/corporation/customerharassment.html)

Basic Policy on the Environment

The policy services as guidelines to promote initiatives for resolving environmental issues through business activities.
(https://www.kojima.net/corporation/corporation/basicenvironmentalpolicy.html)

Tax Policy

This policy serves as guidelines to appropriately achieve governance that will help ensure compliance with tax laws.
(https://www.kojima.net/corporation/corporation/taxpolicy.html)

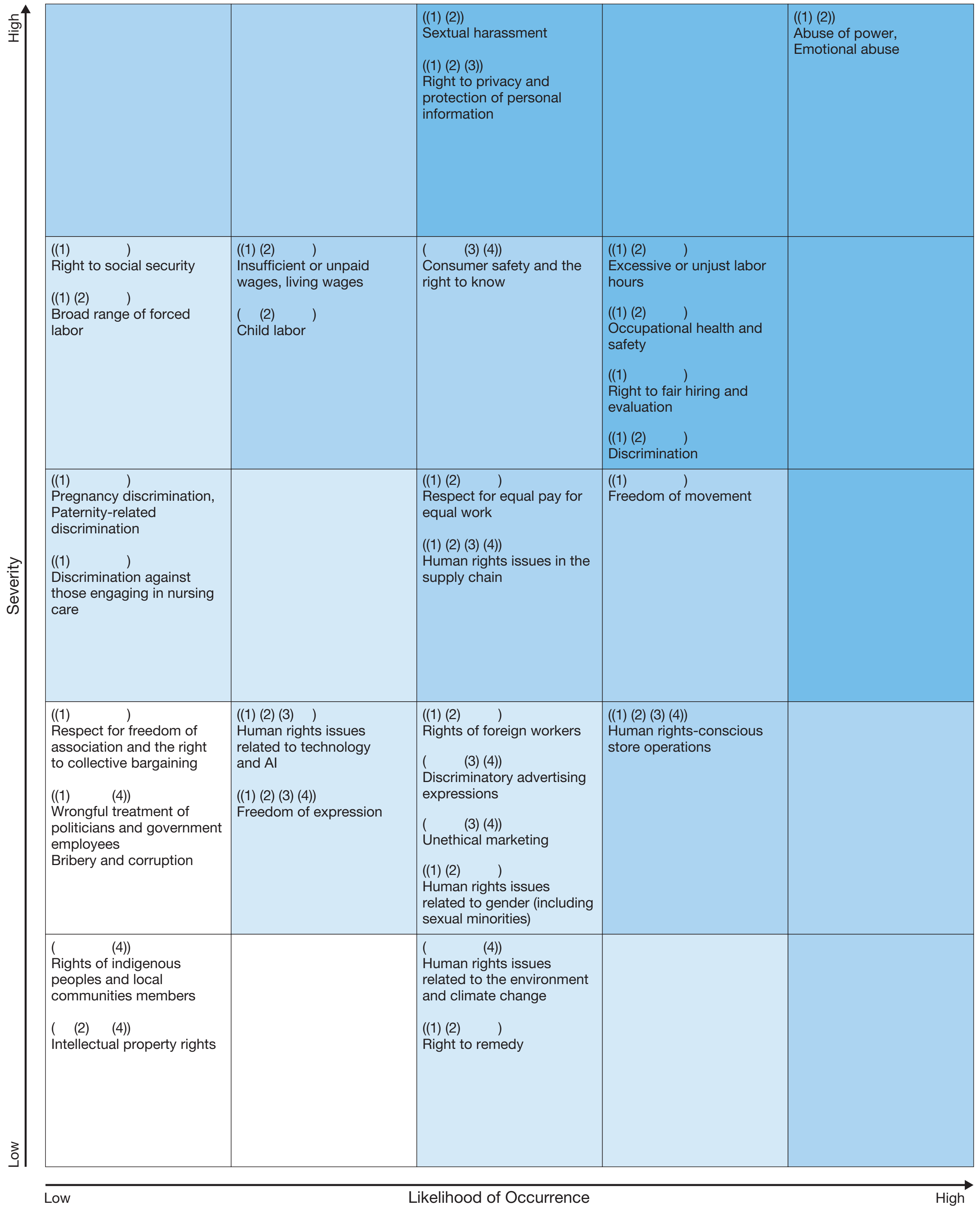
Information Security Policy

We have formulated this policy in order to comply with and reliably execute practices defined under the laws and regulations on information security as well as Japan’s relevant guidelines and norms.
(https://www.kojima.net/corporation/corporation/informationsecuritypolicy.html)

Human Rights Risk Map

The chart shows the mapping of human rights risks in Kojima. We have identified, analyzed, and evaluated negative impacts on human rights throughout the value chain. We have designated employees, business partners, customers, and local communities as parties exposed to these risks, and assessed the severity of harm and the likelihood of occurrence on a five-point scale. We review the human rights risks annually.

Parties exposed to the risks: (1) Employees; (2) Business partners; (3) Customers; (4) Local communities



		((1) (2)) Sextual harassment ((1) (2) (3)) Right to privacy and protection of personal information		((1) (2)) Abuse of power, Emotional abuse
((1)) Right to social security ((1) (2)) Broad range of forced labor	((1) (2)) Insufficient or unpaid wages, living wages ((2)) Child labor	((3) (4)) Consumer safety and the right to know	((1) (2)) Excessive or unjust labor hours ((1) (2)) Occupational health and safety ((1)) Right to fair hiring and evaluation ((1) (2)) Discrimination	
((1)) Pregnancy discrimination, Paternity-related discrimination ((1)) Discrimination against those engaging in nursing care		((1) (2)) Respect for equal pay for equal work ((1) (2) (3) (4)) Human rights issues in the supply chain	((1)) Freedom of movement	
((1)) Respect for freedom of association and the right to collective bargaining ((1) (4)) Wrongful treatment of politicians and government employees Bribery and corruption	((1) (2) (3)) Human rights issues related to technology and AI ((1) (2) (3) (4)) Freedom of expression	((1) (2)) Rights of foreign workers ((3) (4)) Discriminatory advertising expressions ((3) (4)) Unethical marketing ((1) (2)) Human rights issues related to gender (including sexual minorities)	((1) (2) (3) (4)) Human rights-conscious store operations	
((4)) Rights of indigenous peoples and local communities members ((2) (4)) Intellectual property rights		((4)) Human rights issues related to the environment and climate change ((1) (2)) Right to remedy		

Environmental Initiatives –
Information Disclosure Based on the TCFD Recommendations

Kojima recognizes that responding to climate change issues, which have been becoming increasingly severe each year, is one of its important management issues and endorsed the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) on August 31, 2022.

Accordingly, we consider and respond to the four recommended fields of governance, strategy, risk management and metrics and targets, in relation to climate-related risks and opportunities.

Governance

System of Oversight by the Board of Directors for Climate-Related Risks and Opportunities

The Board of Directors of Kojima deliberates and makes decisions on important matters concerning our response to sustainability-related issues. The Board also provides guidance and supervision as it receives reports from each Director as appropriate on relevant measures and progress of activities.

In addition to the Board of Directors, we have established the Sustainability Promotion Committee as an organization to deliberate on and provide advice on sustainability-related matters, including our response to the TCFD recommendations. This Committee comprises the Representative Director, Executive Directors, and Full-Time Audit & Supervisory Committee Member, and when necessary, receives the participation of other parties, including lawyers, certified public accountants, and other external experts, as observers. The membership of the Committee, which mainly consists of Directors, means that we have a system to enable quick decision making and supervision of important business execution regarding our response to sustainability-related issues also at the Board of Directors chaired by the Representative Director and President.

We have also established the Audit & Supervisory Committee, a majority of which is comprising Independent Outside Directors. The Committee audits and supervises the legality and adequacy of response of the Board of Directors to sustainability-related issues. In June 2022, we formed multiple subcommittees with the aim of achieving our six material issues.

These subcommittees promote the planning and execution of specific measures, such as installing solar panels at stores we operate, and will continue to discuss and report to the Board about defining KPIs from the medium- to long-term perspective.

Strategies

Short-, Medium-, and Long-Term Climate-Related Risks and Opportunities

Applicable businesses	Kojima's all businesses
Time frame	Short term: less than 3 years; Medium term: 3 to 8 years; Long term: more than 8 years
Referenced scenarios	NZE 2050 (1.5°C scenario) and IPCC RCP8.5 (4°C scenario)

Kojima uses the Net Zero Emissions by 2050 scenario (NZE 2050, 1.5°C scenario), which states that we must achieve carbon neutrality by 2050 in order to limit a rise in the world's average temperature to less than 1.5°C by 2100.

This scenario assumes that carbon tax will reach 140 U.S. dollars/t-CO_2 at a maximum by 2030 and states that approximately 70% of electricity must come from renewable energy by 2050. It thus illustrates the need for a shift to decarbonization in various ways and has a significant impact on transition risks. Based on the projections in the scenario, we have analyzed our transition to a decarbonized society, associated physical risks and opportunities, and impacts on Kojima.

Of the Representative Concentration Pathway (RCP) scenarios of the Intergovernmental Panel on Climate Change (IPCC), we have also used the RCP 8.5 scenario to analyze physical impacts of climate change. It is the highest greenhouse gas (GHG) emissions scenario, in which the world continues to rely on fossil fuels without adopting policies or measures against climate change, causing the world's temperature to rise to reach as high as 4.8°C by the end of the 21st century. Precipitation will vary significantly among regions and by season, and the sea level will rise a maximum of 0.82 m. Extremely hot weather, heavy rains, and drought are very likely. We have analyzed impacts on Kojima using the scenario's projections.

Results of Climate Scenario Analysis

Risks and opportunities	Major assessment categories	Factors causing impacts on business	Risks and opportunities for Kojima	1.5°C		4°C	
				Time frame	Business/ financial impacts	Time frame	Business/ financial impacts
Transition risks	Policy and legal	More stringent requirements to reduce greenhouse gas (GHG) emissions	• Introduction of new policies for reducing GHG emissions and rise in store operation costs resulting from implementation of stricter legal regulations	Medium	High	Long	Low
		More stringent energy-saving standards for home appliances	• Lower sales as product prices are raised to reflect higher energy-saving performance of air conditioners, refrigerators, etc.				
		Introduction of carbon tax	• Higher tax burden resulting from introduction of carbon tax				
	Technology	Innovation in energy-saving technology	• Increase in costs due to rises in equipment prices and wholesale prices resulting from innovation in energy-saving technology	Medium	Medium	Long	Low
	Market	Changes in consumer behavior	• Consumer awareness and action against climate change issues • Loss of new growth opportunities caused by failure to respond to changes	Long	High	Long	Low
	Reputation	Lower consumer trust	• Lower consumer trust due to a lack of determination to tackle climate change issues	Long	High	Long	Low
		Lower recognition among investors	• Lower recognition among stakeholders due to a lack of determination to tackle climate change issues, which in turn will impact stock price				
Physical risks	Acute	Increase in large-scale typhoons, torrential rains and other natural disasters	• Natural disasters forcing stores to shut down as they cause damage to store facilities/equipment or make employee commuting impossible • Increase in costs for measures to prepare for natural disasters as well as costs for disaster recovery	Short	Low	Short	High
	Chronic	Rise in global average temperature	• Increase in natural disasters causing a rise in BCP-related costs • Higher health risks to employees, including heatstroke • Higher risk of acquiring infectious diseases due to expanding habitat for disease vectors	Short	Low	Short	High
Opportunities	Products and services	Growing needs for energy-saving home appliances	• Increase in sales of home appliances with less electric consumption	Short	High	Medium	High
	Resource efficiency	Reduction of CO_2	• Increase in revenue resulting from more efficient operation of air-conditioning equipment and use of highly efficient lighting fixtures	Medium	Medium	Long	Low
	Resource efficiency	Reuse and recycling	• Reduction in costs related to industrial waste due to buyback and resale of second-hand products and increased recycling rate of end-of-life products	Medium	Medium	Medium	Medium

Time frame

Short term	less than 3 years
Medium term	3 to 8 years
Long term	more than 8 years

Business / financial impacts

High	Impact equal to or exceeding 100 million yen
Medium	Impact equal to or exceeding 10 million yen and less than 100 million yen
Low	Impact of less than 10 million yen

Results of analysis of a high impact

- Impact of introduction of carbon tax

Assumption: Introduction of carbon tax of 10,000 yen/t-CO_2

Impact: FY2024/8:
329,980,000 yen (32,998 t-CO_2)
FY2030/8 (if the target* is achieved):
237,325,500 yen (23,732 t-CO_2)

- Impact caused by sales of products with high energy-saving performance

Assumption: Rising demand for home appliances with high energy-saving performance resulting in a 10% increase/decrease in sales of refrigerators, washing machines, cooking appliances, seasonal home appliances, and televisions

Impact: Approximately 10.6 billion yen

- Impact of natural disasters

Assumption: Stores shut down for five days due to a typhoon or torrential rains resulting from climate change

Impact: Approximately 3.5 billion yen

* Reduce GHG emissions (total of Scopes 1 and 2) by 55% from the FY2017 levels by 2030

Risk management

Process to identify and assess sustainability-related risks

We extract sustainability-related risks and opportunities at the Sustainability Promotion Committee, which comprises the Representative Director, Executive Directors, and Full-Time Audit & Supervisory Committee member and in which other parties, including lawyers, certified public accountants, and other external experts, participate as observers when necessary.

These extracted risks and opportunities are then deliberated on and determined by the Board of Directors chaired by the Representative Director and President.

General Managers and organization heads translate the risks and opportunities thus identified into the ones relevant to each department to examine and implement specific measures.

Process to manage sustainability-related risks

The Risk Management Committee periodically manages and verifies such matters as the effects of specific measures implemented for the identified risks and opportunities.

We will also examine risk prevention (control) measures for each of the identified risks.

Process to manage sustainability-related risks	Responsible organizations (committees and departments)
Risk identification and assessment	Sustainability Promotion Committee
Integration into company-wide risk management	Risk Management Committee Sustainability Promotion Committee
Execution of risk management	Risk Management Committee Sustainability Promotion Committee
Monitoring and supervision	Sustainability Promotion Committee

Status of integration of sustainability-related risk management into company-wide risk management

The identified and assessed sustainability-related risks are discussed at the Sustainability Promotion Committee from the perspective of company-wide risk management and will be reported to the Board of Directors in collaboration with the Risk Management Committee.

Metrics and targets

Metrics and targets used for assessing climate-related risks and opportunities

We use GHG emissions (Scopes 1, 2 and 3) as our metrics for assessing climate-related risks and opportunities. Our target is to reduce GHG emissions (total of Scopes 1 and 2) by 55% from the FY2017 levels by 2030.

GHG emissions to date (Scopes 1, 2, and 3)

GHG Emissions (Scopes 1 and 2)

(Unit: $t\text{-}CO_2$)

Scope	FY2017 (Sept. 2017 – Aug. 2018)	FY2022 (Sept. 2022 – Aug. 2023)	FY2023 (Sept. 2023 – Aug. 2024)	FY2024 (Sept. 2024 – Aug. 2025)	FY2024 – FY2017 comparison (increase/decrease rate)
Scope 1	2,062	1,515	1,568	1,640	79.5% (-20.5%)
Scope 2 (market-based)	50,677	26,906	31,430	23,639	46.6% (-53.4%)
Total	52,739	28,421	32,998	25,279	47.9% (-52.1%)

GHG Emissions (Scope 3)

(Unit: $t\text{-}CO_2$)

Categories		FY2017 (Sept. 2017 – Aug. 2018)	FY2022 (Sept. 2022 – Aug. 2023)	FY2023 (Sept. 2023 – Aug. 2024)	FY2024 (Sept. 2024 – Aug. 2025)	FY2024 – FY2017 comparison (increase/decrease rate)
1	Purchased goods and services	517,999	431,928	421,881	447,652	86.4% (-13.6%)
2	Capital goods	8,913	4,758	5,143	10,652	119.5% (19.5%)
3	Fuel- and energy-related activities not included in Scopes 1 and 2	7,840	5,013	5,399	5,585	71.2% (-28.8%)
4	Upstream transportation and distribution	28,303	33,448	32,802	35,430	125.2% (25.2%)
5	Waste generated in operations	N/A*	6,535	6,195	6,846	—
6	Business travel	327	378	377	379	115.9% (15.9%)
7	Employee commuting	2,358	3,277	3,282	3,278	139.0% (39.0%)
8	Upstream leased assets	N/A	N/A	N/A	N/A	N/A
9	Downstream transportation and distribution	N/A	N/A	N/A	N/A	N/A
10	Processing of sold products	N/A	N/A	N/A	N/A	N/A
11	Use of sold products	2,452,609	1,819,189	1,708,351	1,637,946	66.8% (-33.2%)
12	End-of-life treatment of sold products	6,925	6,308	6,448	6,369	92.0% (-8.0%)
13	Downstream leased assets	1,097	904	1,297	821	74.8% (-25.2%)
14	Franchises	N/A	N/A	N/A	N/A	N/A
15	Investments	N/A	N/A	N/A	N/A	N/A
Scope 3 total		3,026,371	2,311,738	2,191,175	2,154,958	71.2% (-28.8%)

* FY2017 (from Sept. 2017 to Aug. 2018) is excluded from the calculation because it is difficult to collect the amount of activity data necessary for the calculation for the year.

GHG emissions (Scopes 1, 2, and 3)

(Unit: $t\text{-}CO_2$)

Scope	FY2017 (Sept. 2017 – Aug. 2018)	FY2022 (Sept. 2022 – Aug. 2023)	FY2023 (Sept. 2023 – Aug. 2024)	FY2024 (Sept. 2024 – Aug. 2025)	FY2024 – FY2017 comparison (increase/decrease rate)
Total of Scopes 1, 2, and 3	3,079,110	2,340,159	2,224,174	2,180,237	70.8% (-29.2%)

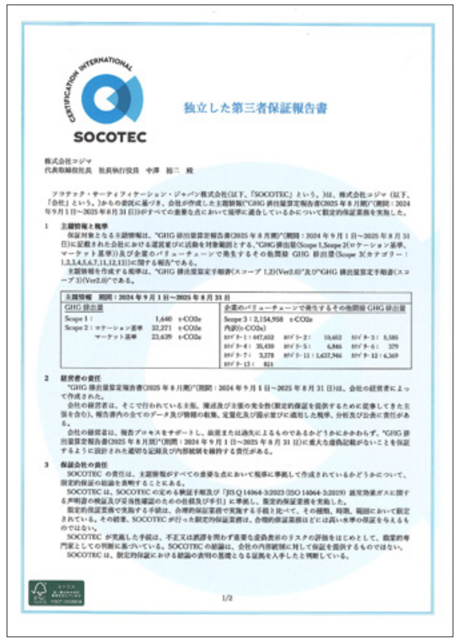
Third-party assurance

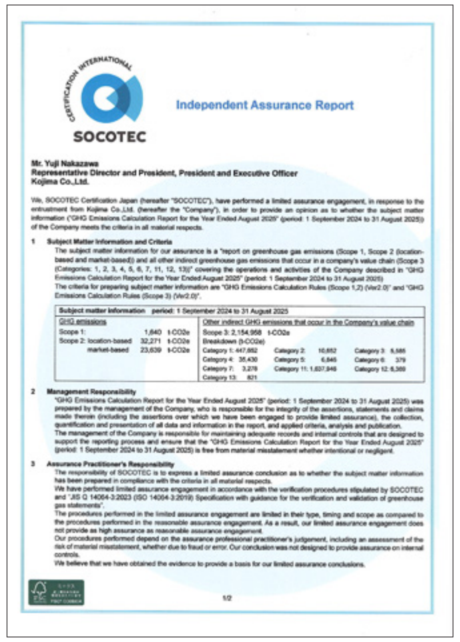
Kojima has received a third-party assurance from SOCOTEC Certification Japan Co., Ltd. for its GHG emissions from business operations and activities during the period from September 1, 2024 to August 31, 2025 (Scope 1 and Scope 2 – location-based and market-based) and other indirect GHG emissions from our value chain (Scope 3 – Categories 1, 2, 3, 4, 5, 6, 7, 11, 12, and 13).

Information covered by the assurance

Information covered	GHG emissions in Scope 1, Scope 2 (location-based and market-based), and Scope 3 (Categories 1, 2, 3, 4, 5, 6, 7, 11, 12, and 13)
Period	September 1, 2024 to August 31, 2025
Scope	Stores and offices operated by Kojima Co., Ltd.

Independent third-party assurance report





Sustainability Promotion Committee

Kojima has established the Sustainability Promotion Committee to promote sustainability management toward the realization of a sustainable society.

The Board of Directors of Kojima deliberates and makes decisions on important matters concerning our response to sustainability-related issues. The Board also provides guidance and supervision as it receives reports from each Director as appropriate on relevant measures and progress of activities.

In addition to the Board of Directors, we have established the Sustainability Promotion Committee as an organization to deliberate on and provide advice on sustainability-related matters, including our response to the TCFD recommendations. This Committee comprises the Representative Director, Executive Directors, and Full-Time Audit & Supervisory Committee member, and when necessary, receives the participation of other parties, including lawyers, certified public accountants, and other external experts, as observers. The membership of the Committee, which mainly consists of Directors, means that we have a system to enable quick decision making and supervision of important business execution regarding our response to sustainability-related issues also at the Board of Directors chaired by the Representative Director and President.

Chairperson: Representative Director and President
Members: Executive Directors and Full-Time Audit & Supervisory Committee member
Observers: Other non-member parties (including lawyers and certified public accountants)
Administrative office: Corporate Planning Division

External evaluations

Inclusion in major ESG investment indices

FTSE JPX Blossom Japan Index

FTSE JPX Blossom Japan Sector Relative Index

S&P/JPX Carbon Efficient Index

S&P/JPX
Carbon Efficient Index

Climate CDP A List 2025

Selected for the first time for
the CDP A List 2025 in
the climate change category

Corporate Governance

Basic concept regarding corporate governance

Kojima's basic concept regarding corporate governance is based on shareholder-focused management aimed at increasing shareholder value by fully recognizing the importance of the effective functioning of governance and striving to maintain a fair management system.

Corporate governance structure

Kojima has adopted an Audit and Supervisory Committee system. Under this system, the Audit and Supervisory Committee, which includes outside directors, implements audits of decision-making and the state of business execution by the Board of Directors while the Board of Directors itself performs a supervisory and monitoring function through mutual checks among directors. Meanwhile, from the perspective of speeding up decision-making and business execution, Kojima has established the Board of Executive Officers consisting mainly of directors and executive officers. Additionally, Kojima has built a system that enables third-party perspectives to be reflected in management decisions by establishing the Compliance Committee and granting this committee authority.

This structure, together with the internal control system and risk management structure, has realized Kojima's basic concept regarding corporate governance. Kojima believes that by organically linking the constituent institutions and organizations in this manner, it can effectively deploy management oversight functions as well as perform decision-making and execution of business operations swiftly and efficiently.

Kojima shares information regarding decisions on important matters and the status of business execution by directors at regular meetings of the Board of Directors convened once per month as well as at extraordinary meetings of the Board of Directors convened as needed. Kojima also aims to speed up decision-making by simplifying the decision-making process and makes careful decisions for important matters at meetings of the Board of Executive Officers through its council system.

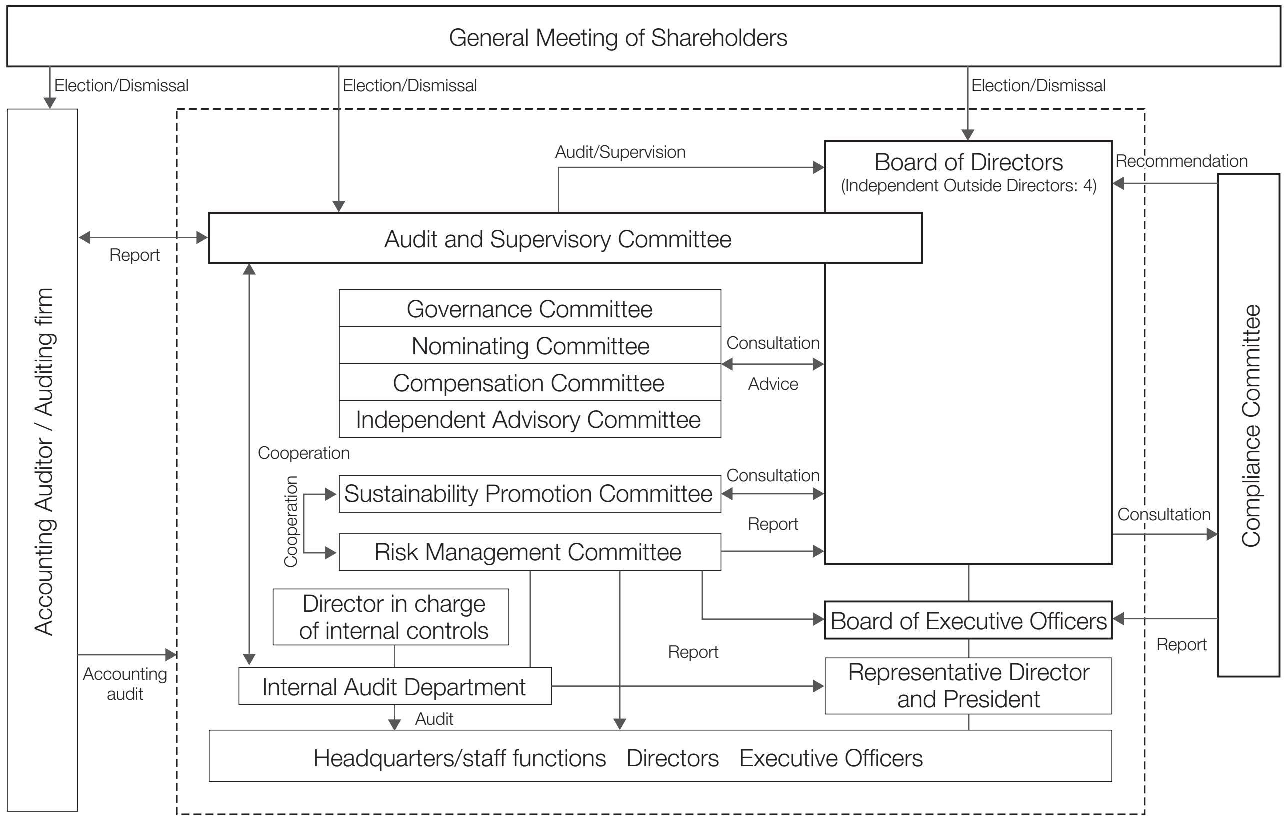
Regarding corporate management and daily business operations, Kojima has concluded advisory contracts with multiple experts to adopt a system for receiving advice as needed to serve as a reference in making management decisions. In addition to regular accounting audits, Kojima holds consultations with accounting auditors on important accounting issues as needed.

Regarding the status of audits, the Internal Audit Department performs operational audits of all departments on the effectiveness of internal controls and the status of business execution, and these audit results are reported to top management. Furthermore, with the aim of both responding to the legally required internal control reporting system and enhancing our internal control functions, we will facilitate cooperation, such as ensuring opinions and information exchange and mutual reporting as appropriate, among the Internal Audit Department, Audit and Supervisory Committee, and the accounting auditors, while functionally complementing internal audits and audits performed by the Audit and Supervisory Committee in order to raise, examine, and respond to specific issues.

●Corporate governance structure

Organizational form	Company with an Audit and Supervisory Committee
Number of Directors	10 (including one female)
Number of Outside Directors	4
Number of meetings of the Board of Directors	18 times (in FY2025/8)
Term of office of Directors (excluding Audit and Supervisory Committee Members)	1 year
Term of office of Directors (Audit and Supervisory Committee Members)	2 years
Average serving period	8.22 years (FY2025/8)
Minimum required attendance rate for the Board meetings	80%

●Corporate governance structure



1. Board of Directors
Kojima's Board of Directors is composed of 10 directors (four of whom are Audit and Supervisory Committee members). The Board convenes once per month and also holds extraordinary meetings as needed. At the Board of Directors meetings, agenda items are discussed and important reports are made, and the Audit and Supervisory Committee members audit the decision-making and business execution status of the directors.

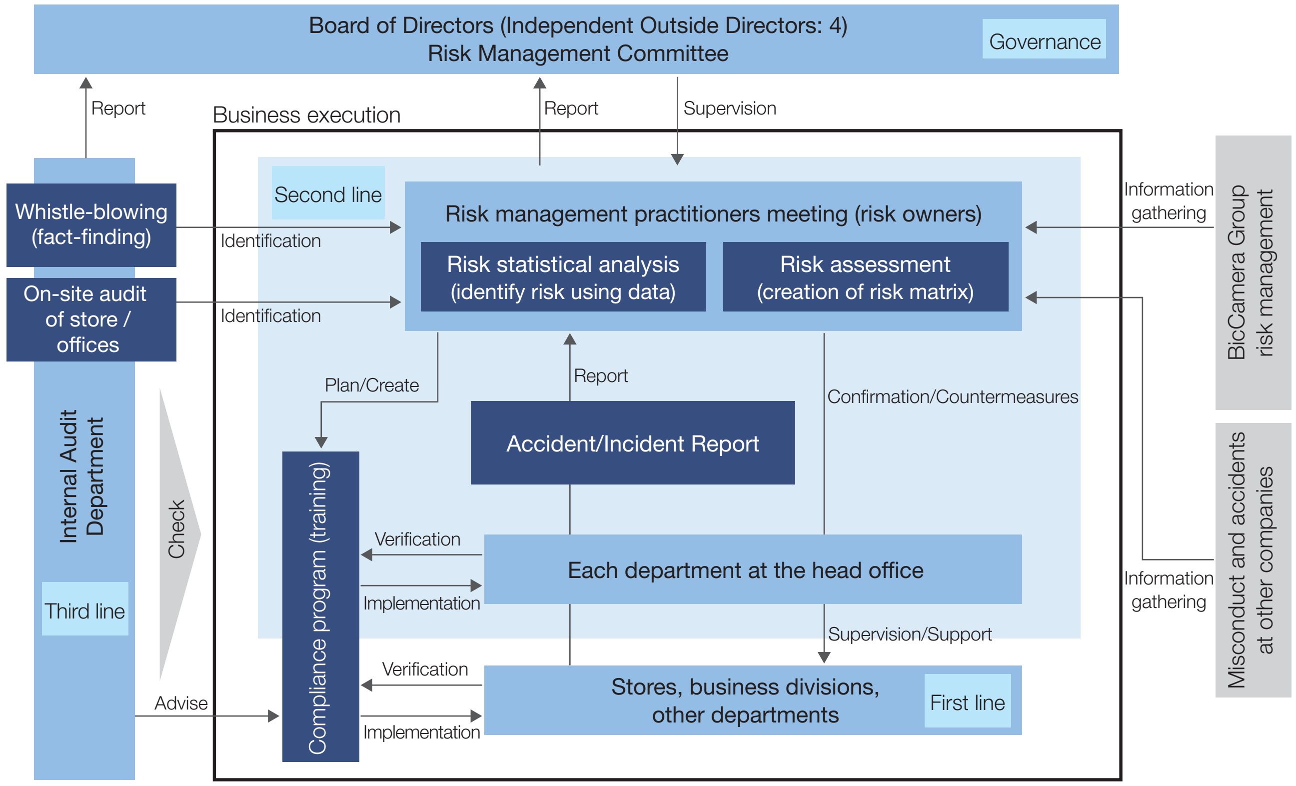
2. Board of Executive Officers
Kojima's Board of Executive Officers convenes once per month and also holds extraordinary meetings as needed to promptly and appropriately discuss and decide on important matters to be resolved by the Board of Directors as well as important matters related to management and to improve the efficiency of management activities and, in conjunction, report on important daily operations. The Audit and Supervisory Committee members attend each Board of Executive Officers meeting to audit decision-making and the business execution status of directors and executive officers.

3. Audit and Supervisory Committee
Kojima's Audit and Supervisory Committee is composed of four directors (three of whom are outside directors) and in principle regularly convenes once a month and also convenes extraordinary meetings as needed. The Audit and Supervisory Committee members perform audit duties from an independent standpoint based on their experience and knowledge and the results of audits and other important matters are discussed at the Audit and Supervisory Committee.

4. Governance Committee, Nominating Committee, and Compensation Committee
Kojima has established the Governance Committee, Nominating Committee, and Compensation Committee as advisory bodies to the Board of Directors. The Governance Committee, Nominating Committee, and Compensation Committee are composed of the Representative Directors and Outside Directors and deliberate on all matters related to corporate governance. The Nominating Committee deliberates on the selection and dismissal of the Company's directors and executive officers. The Compensation Committee deliberates on the compensation of the Company's directors (excluding Audit and Supervisory Committee members) and executive officers. The details of deliberations at each committee are reported to the Board of Directors.

5. Independent Advisory Committee
Kojima has established an Independent Advisory Committee as an advisory body to its Board of Directors. The Independent Advisory Committee is composed of independent outside directors and deliberates on and considers important transactions and actions that cause a conflict of interest between the parent company or companies affiliated with the parent company group and minority shareholders prior to the commencement of those transactions and actions.
The Independent Advisory Committee reports on the details of the deliberations to the Board of Directors.

●Risk management structure



6. Sustainability Promotion Committee
Kojima has established the Sustainability Promotion Committee as an advisory body to its Board of Directors. The Committee is composed of representative directors, executive directors and full-time Audit and Supervisory Committee members, and when necessary non-committee members (including external experts such as lawyers and certified public accountants) participate as observers to deliberate on sustainability-related issues, including Kojima's response to the TCFD.

7. Risk Management Committee
Kojima has formulated a risk management Basic Policy and management system within the Risk Management Regulations. In accordance with this Basic Policy and management system, Kojima convenes meetings chaired by the director in charge of risk management and attended by the representative directors. The committee appropriately manages the various risks surrounding our business and strives to prevent risks from occurring.

8. Compliance Committee
Kojima has established an environment that makes it easy to seek advice by setting up compliance consultation desks both inside and outside the Company that can be accessed by phone, email, or regular mail. Additionally, Kojima convenes the Compliance Committee meeting each month to appropriately respond to any cases where compliance violations are found.

9. Internal Audit Department
Kojima's Internal Audit Department implements operational audits of all departments to check the effectiveness of internal controls and the status of business execution. Based on the internal audit regulations prescribed by Kojima, the department investigates the actual state of business operations and management systems and confirms conformity with internal regulations. The results of audits are reported each time directly to the Representative Director and President and the full-time Audit and Supervisory Committee member, and the heads of responsible departments, including the audited departments.

●Members of each committee

◎Chairperson; ○Members

Title	Name	Board of Directors	Board of Executive Officers	Audit and Supervisory Committee	Governance Committee	Nominating Committee	Compensation Committee	Independent Advisory Committee
Representative Director and President and President and Executive Officer	Yuji Nakazawa	◎	◎		○	○	○	
Representative Senior Managing Director and Senior Managing Executive Officer	Tadashi Arakawa	○	○		○	○	○	
Director and Managing Executive Officer	Ryuji Shito	○	○					
Director and Executive Officer	Kazufumi Kubota	○	○					
Director	Toru Akiho	○						
Outside Director	Kenji Matsuda	○			○	○	○	○
Director (Audit and Supervisory Committee Member)	Sadao Mizunuma	○	○	◎				
Outside Director (Audit and Supervisory Committee Member)	Mitsue Aizawa	○		○	◎	◎	◎	◎
Outside Director (Audit and Supervisory Committee Member)	Mitsuru Doi	○		○	○	○	○	○
Outside Director (Audit and Supervisory Committee Member)	Akimitsu Takai	○		○	○	○	○	○
Executive Officer	Tomokazu Iwata		○					
Executive Officer	Hiroyoshi Narita		○					
Executive Officer	Sadahiro Miyasaka		○					
Executive Officer	Mikiya Someno		○					
Executive Officer	Shinichi Kaminishi		○					
Executive Officer	Nobuyuki Asano		○					
Executive Officer	Masashi Yamaguchi		○					
Executive Officer	Yoshihiko Nishimura		○					
Executive Officer	Yumiko Takahashi		○					
Executive Officer	Sachie Ono		○					
Executive Officer	Mikie Sawada		○					

Strengthening the Supervisory Functions of the Board of Directors

Kojima's Board of Directors determines that individuals who meet the independence criteria prescribed by the Tokyo Stock Exchange have independence from the Company. The Board of Directors strives to select Outside Director candidates who, besides meeting these criteria, are deemed to be substantially independent and who, based on their experience, knowledge, and expertise, are expected to contribute to frank, active, and constructive discussions at the Board of Directors meetings.

Kojima has established the Governance Committee, the Nominating Committee, the Compensation Committee, and the Independent Advisory Committee, each of which is composed of a majority of outside directors, as voluntary independent advisory committees under the Board of Directors. The Independent Advisory Committee, comprising solely of persons independent from controlling shareholders, deliberates on the details of transactions with controlling shareholders to ensure that no actions that harm the interests of minority shareholders are undertaken.

Additionally, from the perspective of diversity of the Board of Directors, Kojima's policy is to consider the balance of knowledge, experience, abilities, and fields of expertise of the Board as a whole and give sufficient consideration to ensuring that the directors who compose the Board are not biased toward the departments they oversee in addition to selecting two or more outside directors to ensure that the opinions of stakeholders are reflected in the Board of Directors from an independent and objective standpoint.

Process to select Directors

Kojima's Articles of Incorporation stipulate that the term of office of directors (excluding directors who are Audit and Supervisory Committee members) shall be until the conclusion of the General Meeting of Shareholders with respect to the final fiscal year ending within one year of their election to office. Additionally, the criteria for the election of directors are as follows:

1. Criteria for directors overall

a) No conflicts of interest that could affect the performance of duties as a director
b) Possess abundant vitality in executing work duties as a director
c) Possess personable qualities, dignity, and a sense of ethics
d) Possess abundant business knowledge and have objective judgment capabilities, foresight, etc.
e) Other qualities, possess the qualities required of a director from the perspective of establishing corporate governance

2. Criteria for directors (excluding directors who are Audit and Supervisory Committee members and outside directors)

Directors must possess a high level of knowledge, ability, know-how, experience, and a proven track record in business operations and be able to make decisions based on an overall view of the Company's entire business, not just in that person's own field of experience.

3. Criteria for outside directors (excluding Audit and Supervisory Committee members)

a) Possess a high level of knowledge in each field of origin
b) Ability to provide highly fair, transparent, and appropriate advice and suggestions from an independent and objective standpoint when making decisions at the Board of Directors
c) Ability to provide management advice from an independent and objective standpoint through important Board decision-making such as the selection and dismissal of senior management
d) Ability to monitor conflicts of interest between the Company and management/controlling shareholders from an independent and objective standpoint
e) Ability to reflect the opinions of stakeholders, including minority shareholders, in the Board of Directors from an independent and objective standpoint

In addition, we consult the Nominating Committee chaired by an Outside Director about Director candidates, and based on its opinions, determine Directors by resolution of the Board of Directors. Kojima's Articles of Incorporation stipulate that the election of Directors shall be made by resolution of the General Meeting of Shareholders, to which we submit proposals for the appointment of individual Directors.

●Status of Board of Directors meetings (fiscal year ended August 2025)

Number of meetings: total of 18

Main topics discussed

- Management strategy
- Organizational changes and executive officer personnel changes
- New store openings and store closures
- Business results and dividends
- Shareholder benefit certificates
- Corporate governance status
- Integrated Report
- Sustainability initiatives
- Risk management
- Compliance-related matters
- Business reports from each division
- Initiatives to commemorate our 70th anniversary

Assessing the effectiveness of the Board of Directors

As an assessment of the effectiveness of the Board of Directors, a questionnaire survey of all Directors who attend the Board of Directors meetings is implemented using a self-check sheet.

●Contents of the survey to assess the effectiveness of the Board of Directors

Overview of survey	At the Board of Directors meeting held every October, a survey is conducted using a self-check sheet to evaluate the effectiveness of the Board of Directors held in the previous fiscal year. The survey was conducted for all directors (9 members) for the fiscal year ended August 2025 and consisted of the following questions, with seven options ranging from 1 (very dissatisfied) to 7 (very satisfied). • Roles of the Board of Directors • Operation of the Board of Directors • Compliance with the Corporate Governance Code • Evaluation of the composition of the Board of Directors • Others
Analysis and assessment results	Regarding assessment results for the fiscal year ended August 2025, there were answers with a score of 5 (somewhat satisfied) to 7 (very satisfied) for numerous question items and our assessment is that we maintain generally highly effective governance. On the other hand, there were also opinions stating that specific action plans for achieving management strategies and their progress should be reported periodically to the Board and that more time should be spent on discussing store openings as well as the e-commerce, corporate, and housing equipment businesses. Going forward, we will focus even more on strengthening the effectiveness of the Board of Directors based on the results of the self-check sheet.

Basic policy for directors' remuneration

1. Matters related to the policy regarding the determination of the amount of remuneration for executives and the calculation method

Regarding the remuneration for the Company Directors (excluding Audit and Supervisory Committee Members), at the 53rd Annual General Meeting of Shareholders held on November 25, 2015, it was approved that the annual remuneration amount should not exceed 400 million yen (this does not include salaries for Directors who also serve as employees). Additionally, at the 62nd Annual General Meeting of Shareholders held on November 20, 2024, it was resolved that the remuneration limit for the grant of restricted stock to directors (excluding directors who are Audit and Supervisory Committee members and outside directors) shall not exceed 80 million yen per year, separate from the amount of remuneration described above, and that the number of restricted stocks to be allotted within one year from the date of the Annual General Meeting of Shareholders for each fiscal year shall not exceed 80,000 shares. The remuneration limit for Directors (Audit and Supervisory Committee members) was resolved to be within 50 million yen per year at the 53rd Annual General Meeting of Shareholders held on November 25, 2015. Regarding the remuneration for the Company's Directors (Audit and Supervisory Committee Members), at the 53rd Annual General Meeting of Shareholders held on November 25, 2015, it was approved that the annual remuneration amount should not exceed 500 million yen. As of February 27, 2026, the executives eligible for payment of remuneration based on this payment limit consist of six Directors (excluding Audit and Supervisory Committee members) and four Directors (Audit and Supervisory Committee Members).

At the Board of Directors meeting convened on February 24, 2021, Kojima resolved the Basic Policy regarding the individual remuneration of Directors (excluding Directors who are Audit and Supervisory Committee members; hereinafter referred to as "Directors"). When making the resolution at the Board of Directors meeting, the details of the resolution were sent in advance to the Compensation Committee (established on December 26, 2018) and a report was received.

Additionally, with regard to the individual remuneration of directors for the fiscal year, the Board of Directors confirms that the method for determining remuneration and the content of the determined remuneration are consistent with the said Policy and that the report from the Compensation Committee has been respected and have determined that this is in line with the said decision-making policy.

Under Kojima's remuneration system for directors, the basic policy when determining compensation for each director is to set an appropriate level based on their position and responsibilities with the aim of providing each director with an incentive to sustainably increase corporate value and further promote the sharing of value with shareholders. Specifically, the remuneration for directors consists of (1) "basic remuneration" in the form of monetary remuneration according to the role of each director, (2) "performance-linked remuneration" in the form of monetary remuneration based on the status of achievement of individual missions, the Company's performance, and sustainability-related indicatorscompany performance and the achievement of individual missions as a short-term incentive, and (3) "restricted stock remuneration" as a medium-to long-term incentive.

The amount of remuneration for directors who are Audit and Supervisory Committee members shall be decided through discussions by the directors who are Audit and Supervisory Committee members, taking into consideration whether they are full-time or part-time, whether they are internal or outside directors, and the division of duties. Remuneration for directors who are Audit and Supervisory Committee members shall consist of only basic compensation given that their role is to audit the execution of duties by directors from an objective standpoint.

Additionally, from the perspective of committing to medium-to-long-term business results, the Company has set up a system under which each director (including directors who are Audit and Supervisory Committee members) contributes a fixed amount of their monthly remuneration to the Company's Executive Officer Stock Ownership Plan, which allows them to acquire Company stock and continue to hold the acquired stock during their term of office.

The details of the policy for determining the remuneration of individual directors are as follows:

a) Policy for determining the amount of basic remuneration (fixed remuneration) for each individual (including policy for determining the timing or conditions for granting remuneration)

Basic remuneration for directors is paid as monthly remuneration in an amount determined within a predetermined standard amount range, taking into consideration each director's position and responsibilities, the Company's performance, market levels and other factors.

Basic remuneration for directors who are Audit and Supervisory Committee members corresponds to their responsibilities and is determined individually through discussion by the directors who are Audit and Supervisory Committee members, taking into consideration each director's role, expertise, and experience and is paid as monthly remuneration.

b) Policy for determining the details of performance indicators concerning performance-linked remuneration and restricted stock remuneration

Performance indicators for performance-linked remuneration and restricted stock remuneration for directors shall be the status of achievement of individual missions for individual performance-linked remuneration and sales and operating profit for remuneration linked to financial indicators, because raising profitability is important for sustainably increasing corporate value.

Of the non-financial indicators linked to remuneration, we use an increase/decrease in GHG emissions (total of Scopes 1, 2, and 3) per 1 m^2 of store space over the previous fiscal year as an environmental management indicator, and year-on-year changes in the execution rate of stress checks and work engagement measured by means of wellness surveys as work engagement indicators. For restricted stock remuneration, we set performance targets while considering operating income, etc., of each fiscal year. Performance indicators shall be reviewed based on the report of the Compensation Committee in response to changes in the environment. (See the chart showing our remuneration system for Directors.)

c) Policy for determining the amount of performance-linked remuneration (including guidelines for determining the timing or conditions for awarding remuneration)

Performance-linked monetary remuneration for directors shall be calculated for each individual based on company and individual performance evaluations after the end of each fiscal year, taking into consideration the achievement status of performance indicators for each fiscal year, and shall be paid as monthly remuneration during the term of office.

d) Policy regarding the determination of the content and number of restricted stock remuneration (including guidelines regarding the timing or conditions of remuneration)

Restricted stock remuneration for directors is a stock remuneration system aimed at sustainably increasing corporate value, and the number of shares to be allocated is determined by a resolution of the Board of Directors.

Performance targets are set with reference to operating income for each fiscal year and shares are allocated when the performance targets are achieved. The timing of the allocation shall be decided by the Board of Directors. Furthermore, the lifting of transfer restrictions shall only be permitted at the time of retirement.

In addition, a Director shall abandon his/her Kojima shall acquire the accumulated restricted stocks free of charge if the Board of Directors determines that a director's actions have violated laws and regulations or the Company's internal regulations, have violated the matters prescribed in the restricted stock allotment agreement related to the restricted stocks, have damaged the Company's reputation or caused significant damage to the Company or if the director has assumed the position of officer, employee, or advisor of a competing company without the Company's prior written consent.

e) Matters concerning the method of determining the content of individual director's remuneration

The content of the remuneration for individual directors shall be at the discretion of the Representative Director and President based on a resolution of the Board of Directors.

The content of authority entrusted to the Representative Director and President shall be the amount of basic remuneration for each director within the upper limit range set by resolution of the General Meeting of Shareholders, the amount of performance-linked remuneration, and the number of restricted stocks to be allocated.

Furthermore, to ensure that this authority is exercised appropriately by the President and Representative Director, the Board of Directors has established a Compensation Committee as an advisory body to the Board of Directors and a condition of the above delegation is that when the Representative Director and President and determines the content of the individual remuneration of Directors pursuant to the above delegation, directors shall obtain a report from the Compensation Committee in advance and shall respect the contents of said report to the greatest extent possible.

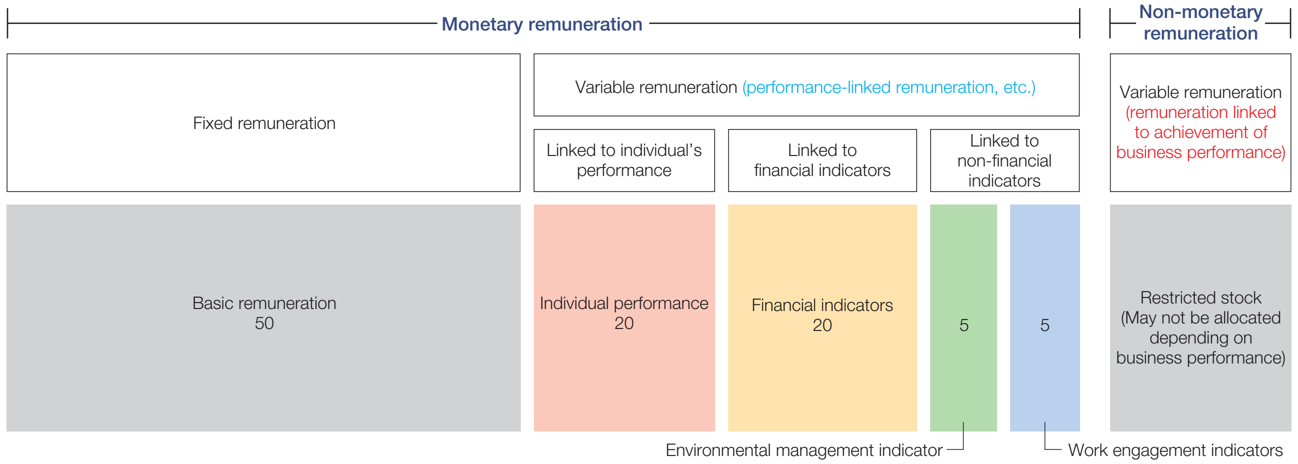
The amount of basic remuneration for individual directors who are Audit and Supervisory Committee members shall be determined through consultation among the Directors who are Audit and Supervisory Committee members within the upper limit set by resolution of the General Meeting of Shareholders.

f) Policy for determining the ratio of basic remuneration and performance-linked remuneration, and the allocation of restricted stock

The remuneration level of Directors and the relative ratio of basic remuneration and performance-linked remuneration shall be determined by giving reference to companies with a similar business scale or related industries and business formats. Specifically, cash remuneration shall be 50% basic remuneration and 50% performance-linked remuneration and restricted stock shall be allocated when performance targets are achieved as described above in item (d).

The representative director, who has been entrusted with the discretion of the Board of Directors, will respect the contents of the Compensation Committee's Report and will determine the content of each director's compensation within the range of the remuneration ratio indicated in the report.

●Remuneration system for Directors



Our approach to and measures for ensuring independence from the parent company, needed from the perspective of protecting minority shareholders

BIC CAMERA INC. owns 50.47% of Kojima's voting shares (as of August 31, 2025) and is our parent company and our major, largest shareholder. Moreover, we have accepted one Director, who is not an Audit and Supervisory Committee Member, from the company. This means that the management policies of BIC CAMERA could affect Kojima's business activities and management decisions.

Nonetheless, we believe that our independence from the parent company is ensured as we have 10 Directors (including four Audit and Supervisory Committee Members) and can undertake business activities based on our own decisions and with our own management responsibilities.

We also engage in transactions with the parent company, including entrustment of operations to place orders for products and make corresponding payments. Our Independent Advisory Committee deliberates on and considers important transaction and actions, which will cause a conflict of interest between the parent company or any of its group companies and Kojima's minority shareholders, and provides its opinions to the Board of Directors before initiating such transactions and actions. In order to protect our minority shareholders, we make decisions in a fair and appropriate manner based on sound judgment, while carefully taking into account the need to conduct transactions with the parent company and the fact that the conditions of such transactions do not significantly differ from those of usual transactions with third parties.

About the Independent Advisory Committee

Kojima has established the Independent Advisory Committee as an advisory body to the Board of Directors. The Committee, comprising Independent Outside Directors, deliberates on and considers important transactions and actions, which will cause a conflict of interest between the parent company or any of its group companies and Kojima's minority shareholders, and provides its opinions to the Board before initiating such transactions or actions.

When engaging in a transaction or concluding an important contract, which may cause a conflict of interest between Kojima and its parent company, we avoid such a conflict by excluding Director Toru Akiho, who is also a Director of the parent company, from the resolution process for the transaction or contract.

Independent Advisory Committee (As of November 28, 2025)
Chairperson:
Mitsue Aizawa (Independent Outside Director)
Committee members:
Mitsuru Doi (Independent Outside Director)
Akimitsu Takai (Independent Outside Director)
Kenji Matsuda (Independent Outside Director)

About our corporate governance

Sadahiro Miyasaka
Executive Officer
General Manager of Corporate Planning Department, Corporate Planning Division

Kojima is proactively making efforts to reinforce corporate governance with a view to achieving sustainable growth and fulfilling our social responsibilities for enhancing our corporate value. Another aim is to improve a working environment for employees and increase their motivation.

To properly evaluate our corporate governance structure, we periodically conduct a questionnaire survey for all Directors on the effectiveness of the Board of Directors. The survey covers such topics as the roles, operation, and composition of the Board as well as status of compliance with the Corporate Governance Code.

As a result of the deliberation of the Board of Directors on the results of the survey conducted in FY2025, we have concluded that the Board of Directors generally has a sufficient level of effectiveness, as it carries out exchange of constructive opinions based on open and vigorous discussions.

Of the points needing improvement, we have received a comment stressing the need for increasing opportunities to hold more in-depth, fundamental discussions on the progress of the Medium-Term Management Plan that covers the period from FY2025 to FY2029.

As a person in charge of overseeing corporate governance, I plan to provide opportunities to discuss management issues recognized through the survey, and by taking part in building a structure to examine and implement the resulting improvement measures, work to achieve further enhancement of our corporate governance.

Message from Outside Directors

Kojima invited four independent outside directors with diverse knowledge and careers as it strives to reflect the perspectives of a variety of stakeholders in its management.

Mitsue Aizawa

Independent Outside Director (Audit and Supervisory Committee Member)

1967	Completed the Graduate School of Economics, Keio University
1979	Member of Tokyo Bar Association
1981	Graduated from Howard University School of Law Joined Miyake Imai Ikeda Law Office
1985	Joined Miyake Imai Ikeda Law Office
2007	Managing Partner, Bingham Sakai Mimura Aizawa (Foreign Law Joint Enterprise)
2015	Partner, TMI Associates (to present)

Kojima must further evolve its business model as its business results exceed management plans.

I highly acclaim the improvement in Kojima's operating profit and other areas of performance that have exceeded plans amid a business environment fraught with fierce competition with rival companies. Regarding the sale of home appliances at stores, which serves as the core of Kojima's business, I believe that differentiation from competitors through customer service such as by building relationships with customers giving consideration to regional characteristics and strengthening brand power are becoming increasingly important amid a shrinking population and depopulation of rural regions. Further corporate efforts are probably needed in these areas.

Within a limited market, I highly acclaim our management strategy of strengthening growth businesses such as its Corporate Business, Housing Equipment Business, and EC Business in addition to selling home appliances in stores. Nonetheless, the Company is still only at the midpoint of these initiatives. Competitors are also focusing on the housing equipment business and have high expectations that this business will become a pillar of growth. In the EC Business, securing stable profits will be a key challenge.

The Company is increasingly cultivating an atmosphere that values employees and fosters their growth. The Company recruits an abundance of human resources who serve as important human capital. Kojima's employee retention rate is improving through training and evaluation systems that allow both employees and the Company to feel a sense of growth.

Discussions at the Board of Directors meetings are lively and I highly acclaim the current situation whereby outside directors can exchange frank opinions with executive officers. One issue is that too much time is spent explaining agenda items, which leaves too little time for discussion. Time should be allocated based on whether or not an agenda item is important enough to merit deeper discussion.

The parent-subsidiary listing with BicCamera naturally has challenges. However, under current conditions their differences in business models are complementary and each generates profits for both companies. I feel there are also significant positive aspects in terms of employee awareness.

In the future, DX and AI as management strategies will probably determine competition in retail-type businesses as well. Under conditions in which responding with a sense of urgency is essential, I have high expectations for the leadership of the executive team in the future.

Akimitsu Takai

Independent Outside Director (Audit and Supervisory Committee Member)

1992	Passed the national bar examination
1993	Graduated from the Faculty of Law, the University of Tokyo
1995	Member of Tokyo Bar Association
1995	Associate Attorney, Asahi Law Offices (current Asahi Law Offices, Nishimura & Asahi)
1999	Co-partner, Establishment of Sudo & Takai Law Office
2016	Representative Partner, Establishment of Takai & Partners Law Offices (to present)

The power of young managers enables flexible management that leads to further growth.

Kojima is successfully executing its business plan within a severe competitive environment thanks to new store openings and a strong performance in its growth businesses. With the shrinking of the population and improved product durability, I believe the challenge ahead for Kojima will be to "reinforces its strengths as a suburban-type store and enhance its brand power."

Raising awareness in the local community of Kojima's new corporate message, "Big Sunny Smile: Bringing warmth to our communities with our smiles," formulated on the occasion of its 70th anniversary, is an excellent opportunity to strengthen the store brand power. I look forward to seeing development under this new message.

The strategies employed by the BicCamera Group and the strengths of being a parent-subsidiary listed company, namely, a strategy based on the two brands consisting of BicCamera and Kojima, can be further pursued. This is extremely important for executing the strategy as a listed company. The Company should appeal more clearly to investors the distinct characteristics of BicCamera, which is an urban-type company, and Kojima, which is a suburban-type company deeply rooted in local communities. Meanwhile, amid the debate surrounding the merits of a parent-subsidiary listing, the management team is continuously reviewing its form as a listed company and its relationship with the parent company.

I highly evaluate The Board of Directors for its transparency and effectiveness. The Board actively and frequently asks question and undertakes discussion with outside directors. Moreover, directors sincerely respond to their respective areas of responsibility according to their roles. In the future, I think it would be even better to prioritize emphasis on various issues needing to be discussed. Information provided for the Board of Directors Meetings is always appropriate. At the Audit and Supervisory Committee as well, opinion exchanges are carried out in cooperation with the Board of Directors. The full-time auditors proactively anticipate our needs beforehand, undertake their own investigations, and then exchange opinions with us, bringing with them the "current situation, background, and personal assignments," which then leads us into the next meeting.

Kojima's management team is young and flexible and engages in earnest discussions with us outside directors. I have high expectations that this attitude will contribute to Kojima's future prospects.

Mitsuru Doi

Independent Outside Director (Audit and Supervisory Committee Member)

1972	Graduated from the Faculty of Science, Kyoto University
1980	Started practicing as a Certified Public Accountant
1983	Registered as tax accountant
2021	Representative Member, Chuwa LLC Certified Public Accountants (to present)

Precisely because its business performance is currently strong, it is essential that Kojima carefully consider its future.

The Medium-Term Management Plan is progressing smoothly. I attribute this largely to Kojima's accurate insights and strategies regarding the social growth of the population in the Greater Tokyo Area. One challenge facing the Company is the shortage of young and mid-career employees and customer service skills. Kojima is improving this situation by increasing the hiring of new graduates, focusing on customer service training, and utilizing female employees. Through these initiatives, human efficiency has improved and sales of high-value-added products have increased, leading to improved profits and greater capital efficiency even in the face of inflationary trends.

I believe that the targets of the current Medium-Term Management Plan are fully achievable through corporate efforts, even considering increased costs accompanying future inflation, and that the company should now be thinking beyond that. As Kojima promotes its store expansion, a key will be to further demonstrate its distinctiveness in Tokyo and the three surrounding prefectures, where population growth continues, and to fortify its steadily expanding renovation business. Strategic operations that link stores, the EC Business, and the Corporate Business are also an urgent issue. By expanding its range of products in the EC Business and integrating the EC Business with physical stores, Kojima can further increase the gross profit margin of high-value-added products and enhance capital efficiency.

The parent-subsidiary listing with BicCamera will likely continue to generate positive synergies even when looking at mutual store expansion. While giving sufficient consideration to the opinions of outside directors, the healthy and progressive relationship with BicCamera should be able to continue.

The governance system and the effectiveness of the Board of Directors have improved dramatically over the past 10 years. The management team is young while an open atmosphere has been fostered and active discussions are taking place at both the Board of Directors and the Audit and Supervisory Committee. Furthermore, the full-time auditors play a very valuable role that includes discussing issues with us from a perspective that differs from broad generalizations and this is fed back to the rest of the management team.

Kojima is steadily achieving growth. Even so, I believe that it is precisely during such favorable times as the present that the Company must avoid complacency and needs to carefully consider the future. This will likely lead to further growth.

New Appointment

I expect the management stance that values people as well as the enthusiasm of employees who embrace this stance will raise the driving force that propels business.

To the present, I have served as representative director of five companies, including two overseas subsidiaries of manufacturers. During this time, I shared hardships with a wide variety of colleagues. These experiences taught me that the greatest management resource indispensable for driving business is the power of people. No matter how excellent a policy, it is nothing more than a pipe dream if people do not implement it. No matter how superb a person's abilities are, these are a wasted treasure if not put into practice. The greater the number of employees all seriously working toward a common goal, the stronger the driving force of a business becomes. Kojima's management stance values people and I can feel the enthusiasm of employees who support this stance. As an outside director, besides questioning the details of policies, I would also like to ascertain whether the intentions and objectives of these policies are correctly communicated to employees and whether employees are being motivated.

Furthermore, in today's economy, which is not necessarily on a continuous upward trend, it is difficult for companies to achieve growth by eliminating investments and the failure to invest actually carries the risk of leading to decline. Investment, including for opening new stores, is an extremely important issue for Kojima. In the past, I have been involved in seven M&A deals as the person in charge of business promotion. Although four of these deals resulted in the signing of contracts, I do not believe that signing a contract equals success. I believe that success can only be achieved when synergies are realized and the effects exceed the investment. Of course, having thorough discussions before executing an investment is essential. Nevertheless, I also recognize that the role of an outside director is to evaluate these investments from an objective standpoint and offer candid opinions in the post-execution review. I intend to fulfill this role.

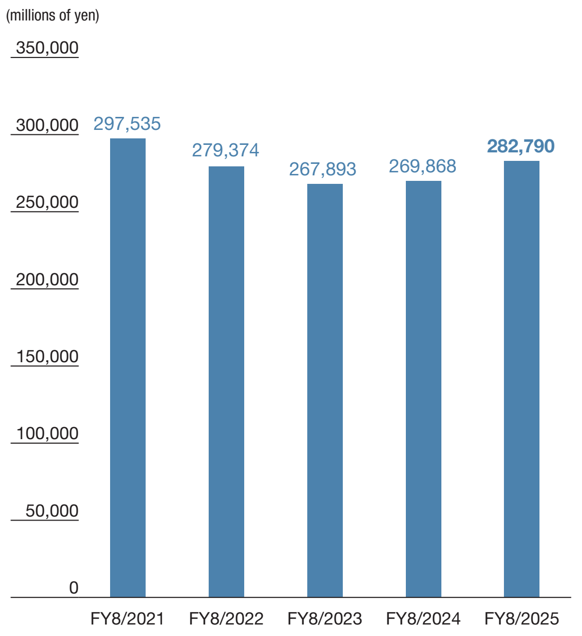
Kenji Matsuda

Independent Outside Director (Appointed in November 2025)

1984	Joined Konishiroku Photo Industry Co., Ltd. (currently KONICA MINOLTA, INC.)
1998	Managing Director, Konica Hong Kong Ltd.
2009	Managing Director, Konica Hong Kong Ltd.
2010	CEO, Konica Minolta Medical & Graphic (Shanghai) Co., Ltd.
2019	President, Nichia Forging Co., Ltd. (to present)
2021	Representative Director and President, NIHON SEIMITSU SOKKI Co., Ltd.
2021	Representative Director and President, Nissei Holding Inc.

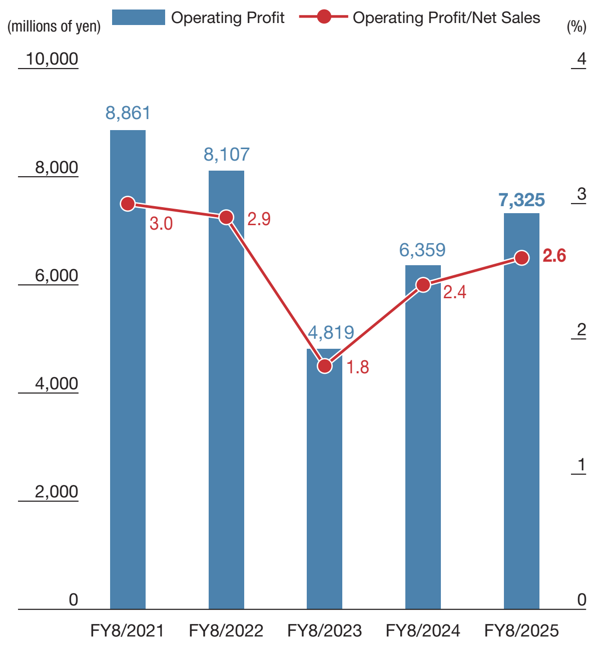
Financial Highlights

Net Sales 282,790 millions of yen



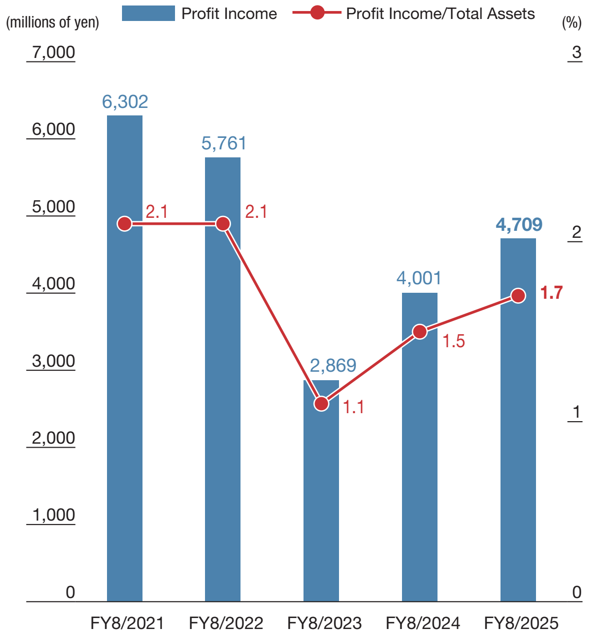
Operating Profit 7,325 millions of yen

Operating Profit/Net Sales 2.6%



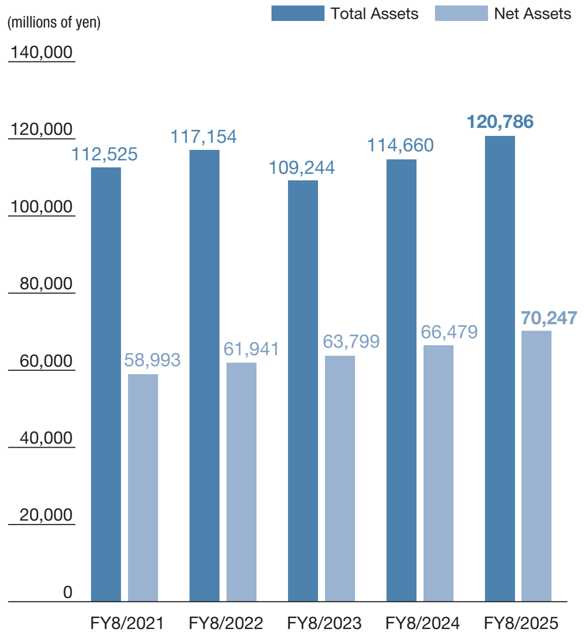
Profit Income 4,709 millions of yen

Profit Income/Total Assets 1.7%



Total Assets 120,786 millions of yen

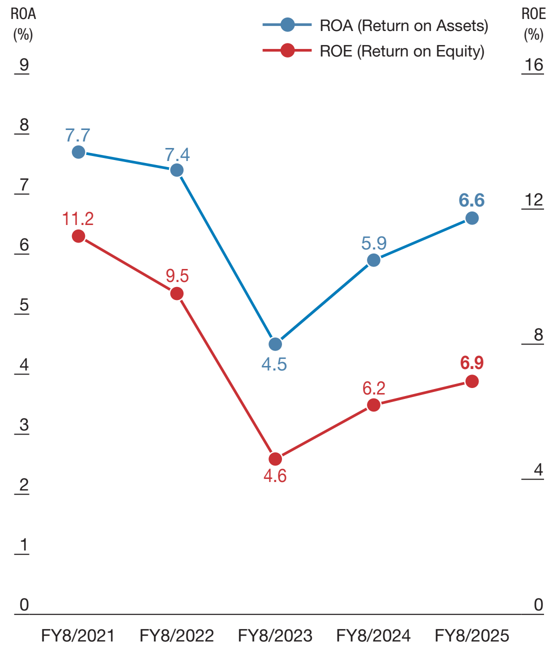
Net Assets 70,247 millions of yen



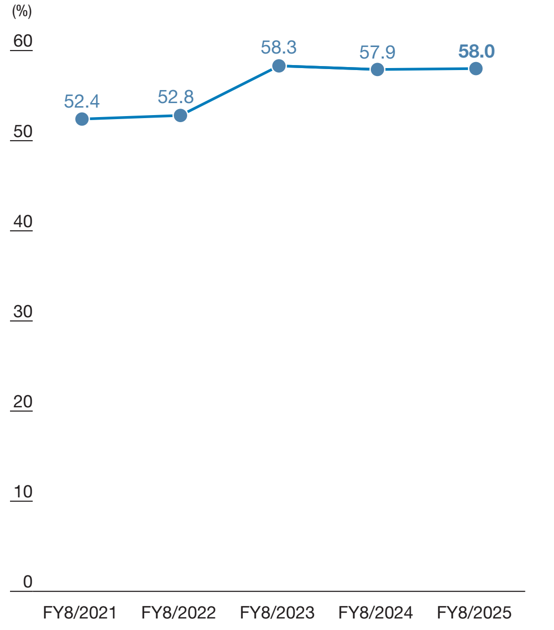
* The "Accounting Standards for Revenue Recognition" (ASBJ Statement No. 29, March 31, 2020), etc. has been applied since the beginning of the fiscal year ending August 2022. Figures for the fiscal year ending August 2022 and onwards, are stated after the application of the said accounting standards, etc.

ROA (Return on Assets) 6.6%

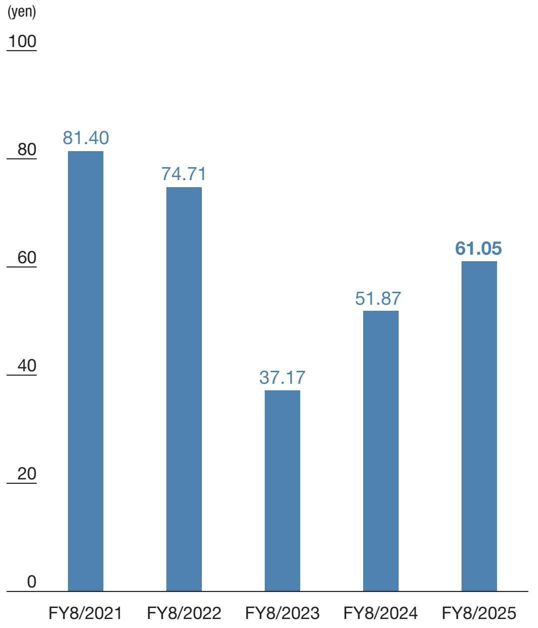
ROE (Return on Equity) 6.9%



Equity Ratio 58.0%

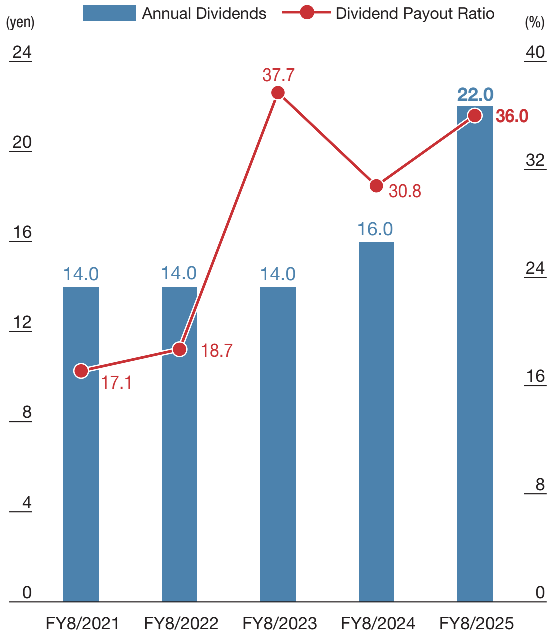


Earnings per Share 61.05 yen



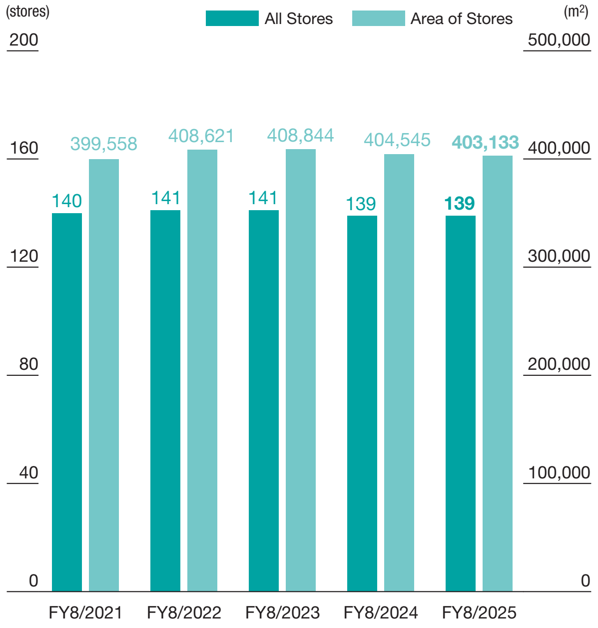
Annual Dividends 22.0 yen

Dividend Payout Ratio 36.0%

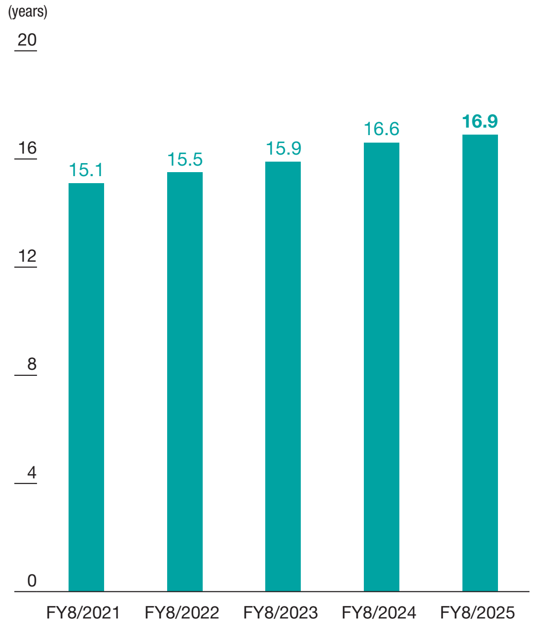


Non-Financial Highlights

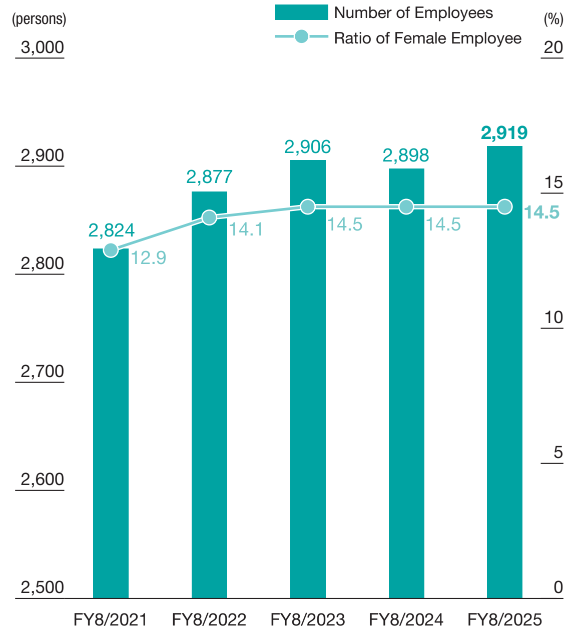
All Stores 139 stores
Area of Stores 403,133 m²



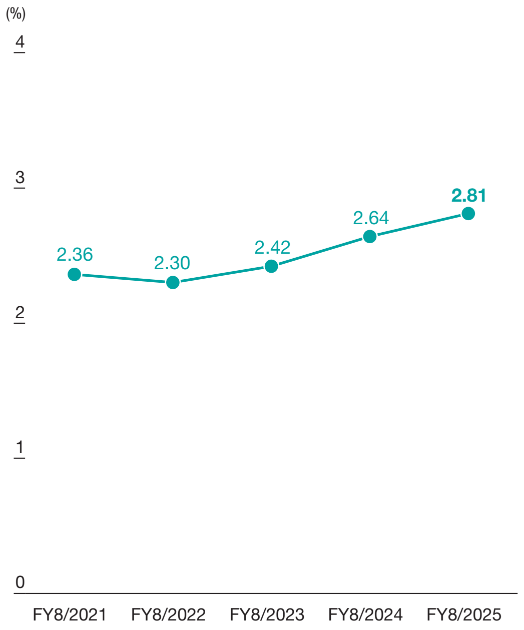
Average Service Years 16.9 years



Number of Employees 2,919 persons
Ratio of Female Employees 14.5%

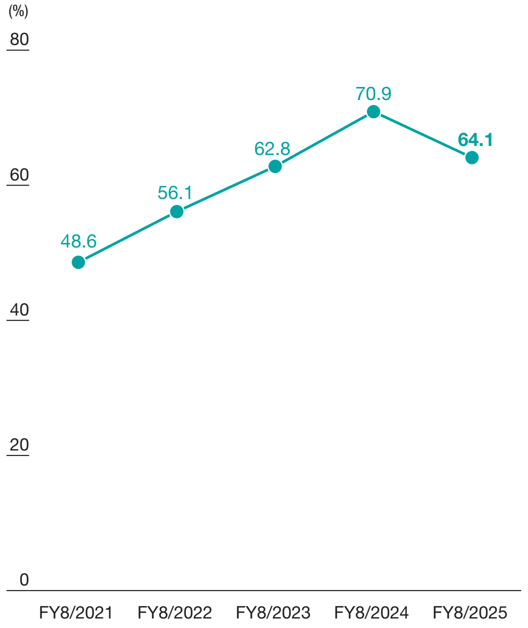


Percentage of Employees with a Disability 2.81%

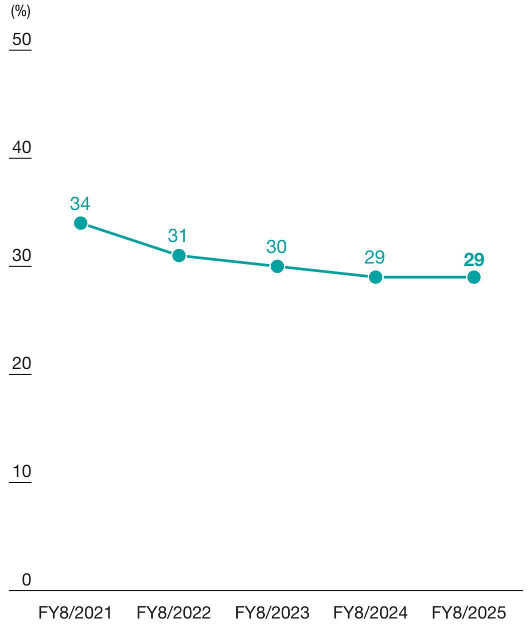


*As of June 1 of each fiscal year

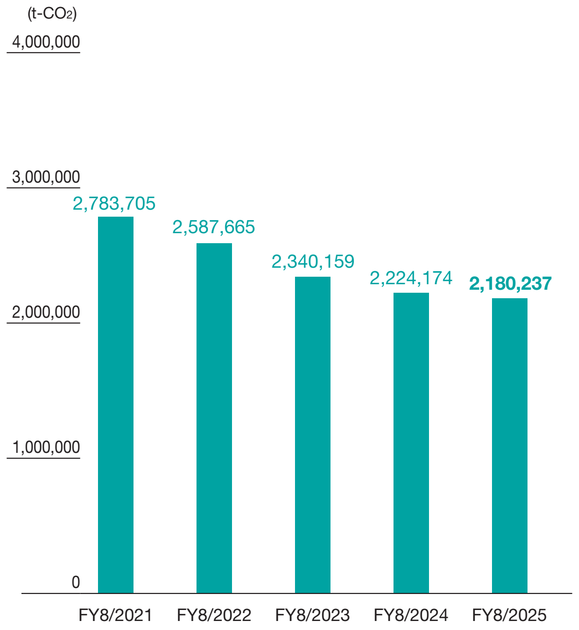
Use of Annual Paid Leave 64.1%



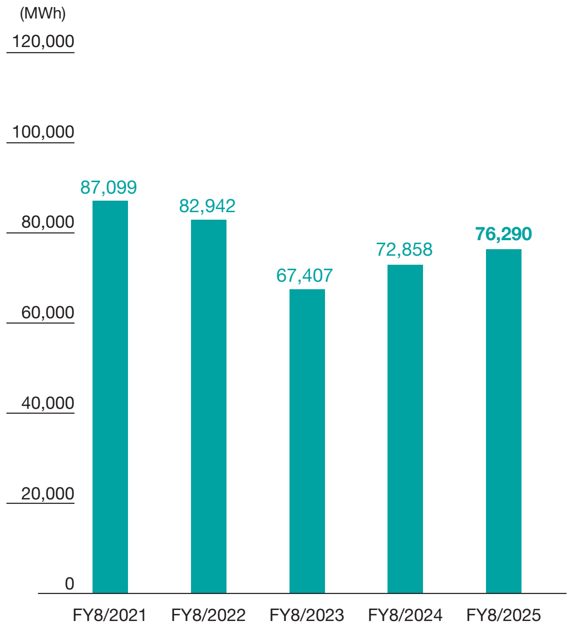
Smoking Rate 29%



GHG Emissions (Greenhouse Gas Emissions) (Scope 1, 2 and 3 total) 2,180,237 t-CO_2



Electricity Power Consumption 76,290MWh



Directors

Yuji Nakazawa

Representative Director and President

Number of years as Director 5 years

Number of shares of the Company held 36,500

Jun. 1995	Joined the Company
Jul. 2000	Store Manager, NEW Aobadai Store
Apr. 2010	Manager, Marketing Planning Office
Feb. 2012	Manager, Merchandising Department
Sep. 2014	Executive Officer; General Manager, Sales Planning Management Support Office, Sales Department of Sales Division
Sep. 2016	Executive Officer; General Manager, Sales Planning and Management Department of Sales Division
Sep. 2018	Managing Executive Officer; General Manager, Sales Planning and Management Department of Sales Division
Sep. 2020	President and Executive Officer
Nov. 2020	Representative Director and President; President and Executive Officer (to present)
Nov. 2020	Director, BIC CAMERA INC.
Jun. 2021	Outside Director, Tochigi Television Corporation (to present)

Tadashi Arakawa

Representative Senior Managing Director

Number of years as Director 12 years

Number of shares of the Company held 37,500

Oct. 1991	Joined the Company
Nov. 2009	General Manager of Information System Division
Oct. 2011	General Manager of Information System Division, and General Manager, Corporate Planning Office
Jun. 2012	Executive Officer; General Manager, Corporate Planning Office, and General Manager of Information System Division
Jun. 2012	Auditor, Kojima Agency Co., Ltd.
Nov. 2012	Executive Officer; General Manager of Corporate Planning Division
Nov. 2013	Director and Executive Officer; General Manager of Corporate Planning Division
Sep. 2018	Director and Managing Executive Officer; General Manager of Corporate Planning Division
Sep. 2020	Representative Senior Managing Director and Senior Managing Executive Officer; General Manager of Corporate Planning Division (to present)

Ryuji Shito

Director and Managing Executive Officer

Number of years as Director 7 years

Number of shares of the Company held 19,100

Apr. 1995	Joined the Company
Nov. 2003	Store Manager, NEW Kawagoe Inter Store
Jun. 2005	Store Manager, NEW Niiza Store
Jun. 2008	Store Manager, NEW Kashiwa Store
Oct. 2011	Store Manager, Seijo Store
Apr. 2012	Block Manager, Sales Department of Sales Division
Spt. 2013	Executive Officer; Block Manager, Sales Department of Sales Division
Spt. 2018	Executive Officer; General Manager of General Affairs and Human Resources Division, and General Manager, Human Resources Department, and in charge of Internal Control
Nov. 2018	Director and Executive Officer; General Manager of General Affairs and Human Resources Division, and General Manager, Human Resources Department, and in charge of Internal Control
Spt. 2020	Director and Managing Executive Officer; General Manager of General Affairs and Human Resources Division, and General Manager, Human Resources Department, and in charge of Internal Control
Spt. 2025	Director and Managing Executive Officer; General Manager of General Affairs and Human Resources Division, and in charge of Internal Control (to present)

Kazufumi Kubota

Director and Executive Officer

Number of years as Director 5 years

Number of shares of the Company held 20,300

Apr. 1997	Joined the Company
Oct. 2010	Store Manager, NEW Igusa Store
Apr. 2012	Store Manager, NEW Takaido Higashi Store
Feb. 2013	Sales Department of Sales Division
Sep. 2015	General Manager, New Stores Preparation Office, Sales Department of Sales Division
May 2016	General Manager, Development Office, Sales Department of Sales Division
Sep. 2017	General Manager, Development Department of Sales Division, and General Manager, Store Renovation Office
Sep. 2018	Executive Officer; General Manager, Development Department of Sales Division, and General Manager, Store Renovation Office
Sep. 2020	Executive Officer; General Manager of Sales Division, and General Manager, Development Department
Nov. 2020	Director and Executive Officer; General Manager of Sales Division, and General Manager, Development Department
Sep. 2025	Director and Executive Officer; General Manager of Sales Division (to present)

Toru Akiho

Director

Number of years as Director 3 years

Number of shares of the Company held 1,200

Mar. 1997	Joined BIC CAMERA INC.
Sep. 2012	Executive Officer; General Manager, Second Merchandise Department, BIC CAMERA INC.
Oct. 2013	Executive Officer; General Manager, Merchandise Department, BIC CAMERA INC.
Oct. 2015	Executive Officer; General Manager, EC Business Department, BIC CAMERA INC.
Feb. 2017	Managing Director; Director General, EC Business, BIC CAMERA INC.
Sep. 2018	Managing Director; Director General, EC, BIC CAMERA INC.
Nov. 2018	Director and Managing Director; Director General, EC, BIC CAMERA INC.
Aug. 2019	Director and Managing Director; Director General, Merchandise and EC, BIC CAMERA INC.
Sep. 2020	Director and Senior Executive Officer; Supervising Business Promotion, Director General, Merchandise, BIC CAMERA INC.
Dec. 2020	Director and Senior Executive Officer; Supervising Business Promotion, Director General, Marketing, BIC CAMERA INC.
Sep. 2022	Representative Director and President; President and Executive Officer, BIC CAMERA INC. (to present)
Nov. 2022	Director, the Company (to present)

Kenji Matsuda

Independent Outside Director

Number of years as Director —

Number of shares of the Company held —

Apr. 1984	Joined Konishiroku Photo Industry Co., Ltd. (currently KONICA MINOLTA, INC.)
Nov. 1998	Managing Director, Konica Hong Kong Ltd.
May 2009	Senior Vice President, Konica Minolta Medical Imaging U.S.A., Inc.
Jul. 2010	CEO, Konica Minolta Medical & Graphic (Shanghai) Co., Ltd.
Apr. 2019	President, Nichia Forging Co., Ltd. (to present)
Apr. 2021	Representative Director and President, NIHON SEIMITSU SOKKI Co., Ltd.
Jun. 2021	Representative Director and President, Nissei Holding Inc.
Nov. 2025	Director, the Company (to present)

Sadao Mizunuma

Director (Audit and Supervisory Committee Member)

Number of years as Director 8 years

Number of shares of the Company held 7,200

Apr. 1993	Joined the Company
Mar. 1999	Store Manager, NEW Tarumi Store
Sep. 2000	Store Manager, NEW Myodani Store
Nov. 2002	Store Manager, NEW Sakai Store
May 2004	Manager, Sales Division, the Company
Apr. 2010	Manager, Sales Support Office of Sales Division
Nov. 2012	Manager, Human Resources Division, the Company
Sep. 2014	General Manager, General Affairs and Human Resources Division, the Company
Nov. 2017	Director (Audit and Supervisory Committee Member), the Company (to present)

Mitsue Aizawa

Independent Outside Director (Audit and Supervisory Committee Member)

Number of years as Director 10 years

Number of shares of the Company held 7,100

Nov. 1976	Passed the national bar examination
Apr. 1979	Member of Tokyo Bar Association
Apr. 1981	Joined Miyake Imai Ikeda Law Office
Apr. 1985	Partner and Cofounder of the Shin-Tokyo Sohgoh Law Office
Jun. 2000	Outside Auditor, SUMMIT,INC.
Jun. 2005	Outside Auditor, the Company
Oct. 2007	Managing Partner, Bingham Sakai Mimura Aizawa (Foreign Law Joint Enterprise)
Mar. 2012	Outside Auditor, ELGC Corporation (currently ELC Japan Corporation)
Apr. 2015	Partner, TMI Associates (to present)
Jun. 2015	Outside Director, OKAMOTO INDUSTRIES, INC.
Nov. 2015	Director (Audit and Supervisory Committee Member), the Company (to present)
Nov. 2015	Outside Auditor, Fuji Logitech Holdings, Inc.
Jun. 2016	Outside Auditor, Prudential Holdings of Japan, Inc.

Mitsuru Doi

Independent Outside Director (Audit and Supervisory Committee Member)

Number of years as Director 10 years

Number of shares of the Company held 7,300

Mar. 1980	Started practicing as a Certified Public Accountant.
Mar. 1983	Registered as tax accountant
May 2003	Outside Auditor, KATITAS CO., Ltd.
Jun. 2005	Outside Auditor, Japan Food & Liquor Alliance Inc.
Jun. 2009	Auditor, the Company
Nov. 2015	Director (Audit and Supervisory Committee Member), the Company (to present)
Feb. 2016	Outside Director (Audit and Supervisory Committee Member), Japan Food & Liquor Alliance Inc.
Jun. 2016	Outside Auditor, Kokusai Kogyo Holdings Co., Ltd. (to present)
Jan. 2021	Representative Member, Chuwa LLC Certified Public Accountants (to present)

Akimitsu Takai

Independent Outside Director (Audit and Supervisory Committee Member)

Number of years as Director 5 years

Number of shares of the Company held 1,500

Oct. 1992	Passed the national bar examination
Apr. 1995	Member of Daini Tokyo Bar Association
Apr. 1995	Associate Attorney, Asahi Law Offices (current Asahi Law Offices, Nishimura & Asahi)
Jun. 1999	Co-partner, Establishment of Sudo & Takai Law Office
Nov. 2007	Candidate for arbitrator, Arbitration and Mediation Center, Daini Tokyo Bar Association (to present)
Sep. 2011	Special Committee Member, Nuclear Damage Compensation Dispute Resolution Center, Ministry of Education, Culture, Sports, Science and Technology (to present)
Jun. 2016	Representative Partner, Establishment of Takai & Partners Law Offices (to present)
Jun. 2016	External Auditor, TAKE AND GIVE NEEDS Co., Ltd. (to present)
Nov. 2016	Member of The Economic Law and Corporate Management Special Committee, The Japan Chamber of Commerce and Industry (to present)
Jun. 2017	Outside Auditor, NEW ART HOLDINGS Co., Ltd. (to present)
Nov. 2020	Director (Audit and Supervisory Committee Member), the Company (to present)
Feb. 2021	Outside Director, NODA CORPORATION (to present)
Dec. 2021	Supervisory Director, Daiwa Securities Living Investment Corporation (to present)
Apr. 2022	Specially Appointed Professor, Graduate School of Law, Hitotsubashi University (to present)
Apr. 2024	Visiting Professor, Graduate School of Law, Hitotsubashi University (current position)

Skills Matrix

Execution of Business	Independent	Audit and Supervisory Committee Member	Name	Gender	Corporate Management	Legal and Risk	Finance and Accounting	Sales and Marketing	Merchandise Planning and Development	Store Development	Human Resources, Labor Management and Diversity	IT and Digital	Sustainability	Shareholder Engagement
●	—	—	Yuji Nakazawa	Male	●			●	●	●		●	●	●
●	—	—	Tadashi Arakawa	Male	●		●					●	●	●
●	—	—	Ryuji Shito	Male		●		●			●		●	
●	—	—	Kazufumi Kubota	Male				●	●	●			●	
—	—	—	Toru Akiho	Male	●			●	●			●	●	●
—	●	—	Kenji Matsuda	Male	●			●					●	●
—	—	●	Sadao Mizunuma	Male		●	●				●		●	
—	●	●	Mitsue Aizawa	Female		●							●	●
—	●	●	Mitsuru Doi	Male			●						●	●
—	●	●	Akimitsu Takai	Male		●							●	●

●Company Overview (As of August 31, 2025)

Company name	Kojima Co., Ltd.
Head office	2-1-8, Hoshigaoka, Utsunomiya-shi, Tochigi
Established	April 1955
Company established	August 1963
Capital	25.97564 billion yen

Number of employees	2,919
Net sales	282.7 billion yen
Business description	Sales, repair and installation of home appliances and electrical products
Bank references	The Ashikaga Bank, Ltd., Mizuho Bank, Ltd, Sumitomo Mitsui Banking Corporation

●Executive Officer

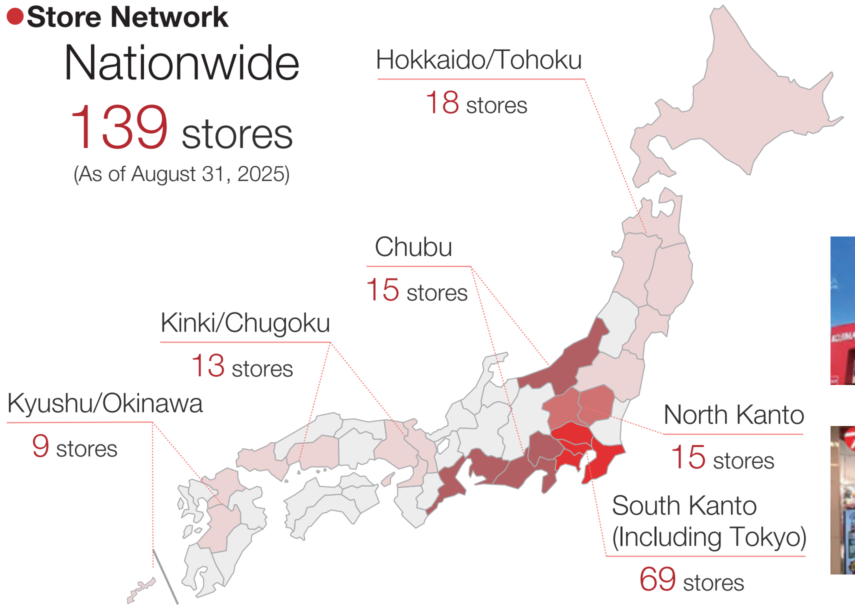
General Manager of Sales Support Department, Sales Division	Tomokazu Iwata
General Manager of General Affairs Department, General Affairs and Human Resources Division	Hiroyoshi Narita
General Manager of Corporate Planning Department, Corporate Planning Division	Sadahiro Miyasaka
General Manager of Sales Planning and Management Department, Sales Division	Mikiya Someno
General Manager of Sales Department, Sales Division	Shinichi Kaminishi
General Manager of EC Business Department, Sales Division and Head of New Business Development Office, Corporate Planning Department, Corporate Planning Division	Nobuyuki Asano
General Manager of Corporate Business Department, Sales Division	Masashi Yamaguchi
General Manager of Housing Equipment Department, Sales Division	Yoshihiko Nishimura
General Manager of Internal Audit Department	Yumiko Takahashi
Head of Wellness Promotion Office, Human Resources Department, General Affairs and Human Resources Division	Sachie Ono
Head of Sustainability Promotion Office, Corporate Planning Department, Corporate Planning Division	Mikie Sawada

●Store Network

Nationwide

139 stores

(As of August 31, 2025)




Stand-alone stores


Supermarket complex


Shopping mall


Other complex stores

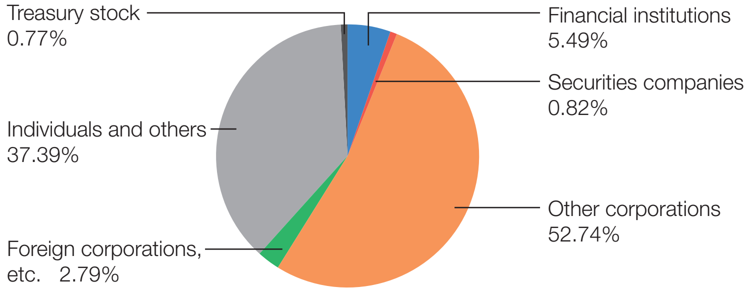
●Stock Information (As of August 31, 2025)

Basic Information about Our Stock

Total number of authorized shares	97,200,000
Total number of issued shares	77,912,716
Number of shareholders	102,801

(including 94,808 shareholders holding unit shares)

Distribution of Shareholders



"Other corporations" includes shares held in the name of Japan Securities Depository Center.
Composition of shareholders excludes 41,000 shares that are less than one unit.

Current Major Shareholders (As of August 31, 2025)

Name of shareholder	Number of shares held (Thousands of shares)	Percentage of shares held (%)
BICCAMERA INC.	39,000	50.44
The Master Trust Bank of Japan, Ltd. (Trust Account)	3,289	4.25
Akitoshi Kojima	2,339	3.02
Yoshiko Terasaki	2,329	3.01
KKY limited company	1,540	1.99
Yukiko Sato	987	1.27
Masato Kojima	957	1.23
Hisayuki Kojima	863	1.11
Custody Bank of Japan, Ltd. (Trust Account)	789	1.02
Kojima Co,.Ltd. Employee Stock-Sharing Plan	681	0.88

Securities Code: 7513

Fiscal Year: September 1 - August 31

Record date for the distribution of dividends from surplus: August 31 (in the event interim dividends are paid, these shall be paid to shareholders as of the end of February in accordance with a resolution by the Board of Directors)

Annual general meeting of shareholders: November

Unit of stock trading: 100 shares

Shareholder registry administrator and special account administrator: 3-3, Marunouchi 1-chome, Chiyoda-ku, Tokyo, Japan
Mizuho Trust & Banking Co., Ltd.

Editorial Note

This is the fourth Integrated Report issued by Kojima (Second English Edition). As with our previous three publications, this report is designed to clearly and accessibly present our aspired direction and the initiatives currently underway, with a particular focus on our progress against the Medium-Term Management Plan announced in November 2024. Furthermore, 2025 marks the 70th anniversary of our founding—a significant milestone for our company. As we move forward toward further growth together with all of our stakeholders, we have established a new brand message: "Big Sunny Smile – Bringing warmth to our communities with our smiles." Guided by this message, we are actively advancing our rebranding efforts. We will continue striving for further growth and new challenges as a company trusted by society. We ask you for your continued support.

Yuto Shimoyama
Assistant Manager of Sustainability Promotion Office, Corporate Planning Department, Corporate Planning Division

Mikie Sawada
Executive Officer
Head of Sustainability Promotion Office, Corporate Planning Department, Corporate Planning Division

Corporate Website

For persons wishing to access a wider range of IR-related information, please visit our IR (Corporate/Investor Relations) website.

https://www.kojima.net/corporation/ir/english/