Business Report for the 113 th Fiscal Year

From April 1, 2025 to March 31, 2026

KAMEI CORPORATION

To Our Shareholders

Please let us take this opportunity to thank all of our shareholders for the invaluable understanding and support you have extended to us.

We are pleased to report the overview of business of KAMEI CORPORATION (the "Company") for its 113th fiscal year (from April 1, 2025 to March 31, 2026).

June 2026

Fumiyuki Kamei

Representative Director,
Chairman and CEO

Akio Kamei

Representative Director,
President

Corporate Slogan

Supporting daily lives, enabling brighter futures

Corporate Philosophy

As a general trading company with strong local community ties, we constantly strive to support people in their daily lives as we ourselves develop and grow.

Overview of Business

Business progress and results of the Kamei Group

During the fiscal year ended March 31, 2026, the outlook for the global economy has become increasingly uncertain due to the impacts of soaring energy prices resulting from the escalating tensions in Iran, among other factors, as the economy continues to be affected by the prolonged situations in Ukraine and the Middle East, fluctuations in the financial capital market, and policy trends in the U.S.

The Japanese economy was on a moderate recovery trend against the backdrop of an improvement in the employment and income environment and an increase in demand generated by visitors to Japan, among other factors. However, the outlook also remained uncertain due mainly to ongoing inflation, as well as the impact of U.S. tariff policies and the unstable global situation.

Given such circumstances, in May 2024, we formulated our Long-term Management Policy and have since worked to expand our business domain through human capital management and M&A, while striving to improve our operating profit margin with a focus on the efficient "earning power," in order to enhance our overall capabilities, strengthen our management foundation, and achieve sustainable growth for the future.

In May 2025, the Long-term Management Policy was updated to further clarify our strategy for strengthening profitability and to enhance management practices with an awareness of capital costs and stock prices. We are now working to promote the leanness of the Group and improve our earning power based on the new basic strategies.

During the fiscal year under review, we reorganized our U.S. operations, in which our three subsidiaries—Central Boeki U.S.A., Ltd., Central Boeki Calif., Ltd., and Katagiri & Co., Inc.—were consolidated under Kamei North America Co., Ltd., another subsidiary that supervises North American operations, to strengthen collaboration in that market in our Overseas/Trade Business. We also welcomed Suehiro Gas Co., Ltd. (engaged in the distribution of LP gas and sales of housing equipment and facilities, etc.) into the Group to strengthen our Energy Business.

With regard to our new business initiatives, we have launched the Next-Generation Agriculture Project, which seeks to build a sustainable agricultural model by leveraging technology and public-private partnerships to address structural challenges facing the agricultural sector, such as an aging workforce, a shortage of workers, and increasing labor burdens. We are also working to establish a new revenue base through initiatives such as launching the Centennial Solar Tohoku Project, through which we are acquiring and consolidating small- and medium-sized solar power plants scattered throughout the Tohoku region to ensure long-term, stable operations even after the expiration of the Feed-in Tariff (FIT) period.

Furthermore, as part of our efforts to achieve carbon neutrality by the year 2050, we strengthened sales of the likes of "SUSTEO," a next-generation biodiesel fuel made from biomass feedstock, and "carbon offset LP gas," which offsets the CO_2 emitted in the processes for that LP gas from its manufacture to burning.

As a result, net sales reached ¥583,078 million (up 1.5% from the previous fiscal year); operating profit was ¥16,975 million (up 6.7% from the previous fiscal year); ordinary profit was ¥18,655 million (up 5.1% from the previous fiscal year); and profit attributable to owners of parent was ¥11,900 million (up 11.3% from the previous fiscal year).

With respect to the year-end dividend for the 113th fiscal year, the Company has decided to pay ¥65 per common share, which is ¥20 higher than for the previous fiscal year, after taking into account comprehensively the business performance for the fiscal year ended March 31, 2026, the future business environment, and other relevant factors.

Accordingly, including the interim dividend of ¥50 per share, the annual dividend stands at ¥115 per share, achieving an increase for 11 consecutive years.

	Consolidated net sales (million yen)	Consolidated operating profit (million yen)
113th term	583,078	16,975
112th term	574,281	15,912
111th term	572,233	15,671

Overview of Business

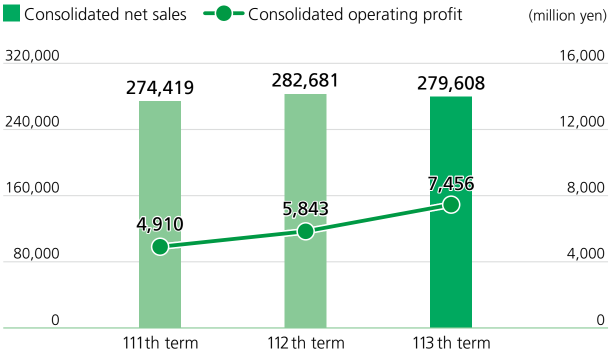
Energy Business

In this business segment, we continued to experience a difficult sales environment due to factors such as fluctuations in crude oil prices due to the escalating tensions in the Middle East and a structural decline in petroleum product demand.

As for sales of industrial fuel oil, in addition to working to explore new opportunities and deepen our relationships with existing customers, we made an effort to expand the sales of products aligned with the needs of the times such as decarbonization and energy conservation, including "SUSTEO," a next-generation biodiesel fuel.

As for sales of LP gas, we endeavored to acquire new customers and obtain trade rights. In addition, we reinforced our proposals of "carbon offset LP gas" for which the CO_2 emitted in all processes for that LP gas, from the collection of raw materials to burning, is offset with carbon credits generated from environmental preservation activities, while strengthening our sales of hybrid water heaters and other environmental products. The "Smile Set Discount," which offers reduced LP gas rates when customers bundle our LP gas service with Tohoku Electric Power Co., Inc.'s electricity rate plan, now has wider customer coverage, driving our customer acquisition.

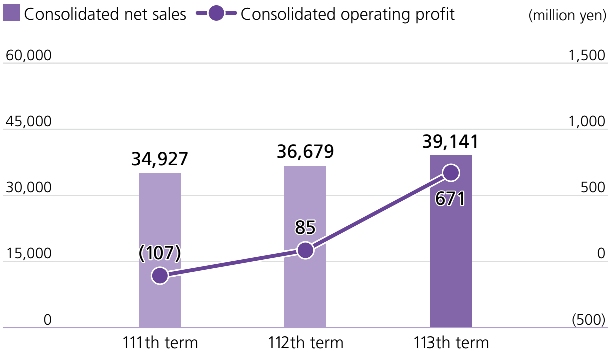
As for management of gas stations, we focused on enhancing our service as a whole including sales of tires, maintenance and car washing/coating in order to satisfy our customers' needs, and endeavored to win businesses with new customers. Efforts were also made to strengthen our competitiveness through the opening of new car coating specialty shops.



Food Business

As for sales of food products in this business segment, the business remained favorable, as sales volumes of agricultural products increased due to factors such as rising nationwide demand for rice, and sales of fully cooked foods for facilities increased owing to efforts made to explore new opportunities, deepen our relationships with existing customers, and strengthen proposal-based sales.

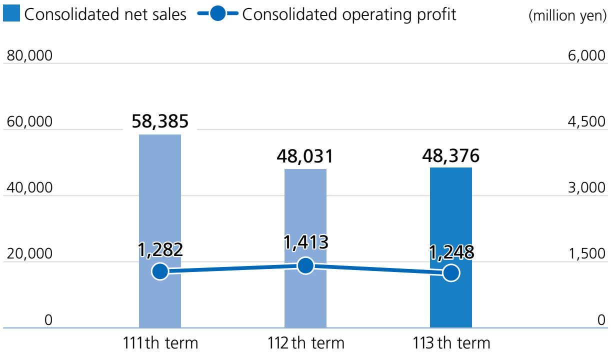
As for sales of alcoholic beverages, we experienced somewhat difficult situations due to such factors as a decrease in sales volume resulting from manufacturers' price increases, despite our efforts to boost sales of differentiated products such as locally brewed sake, expand the product lineup of imported wines, and explore new opportunities and deepen our relationships with existing customers.



Construction Business

The construction business in this business segment faced somewhat challenging conditions, as a decline in mega-solar construction projects offset growth in steel frame construction projects, the business's mainstay.

The housing construction business remained steady owing to an increase in orders driven by various efforts—such as the expansion of our capabilities for home renovation projects—and to our sales promotion activities offering value propositions for housing equipment and facilities to home builders and contractors.

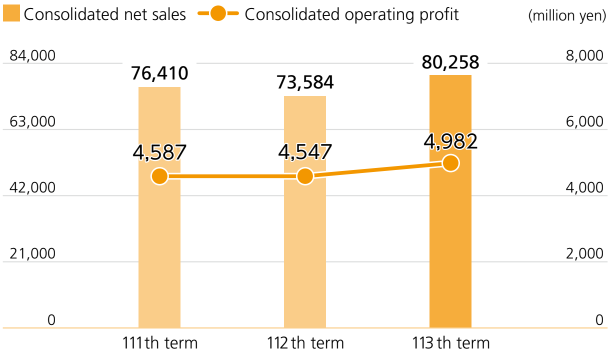


Automotive Business

Sales of domestically produced vehicles in this business segment performed well, owing to an increase in sales volume driven by factors such as a rebound from the sales decline caused by manufacturers' certification irregularities during the previous year and efforts to strengthen our sales activities for corporate clients.

Sales of imported cars faced a difficult situation mainly due to intensified sales competition despite our efforts to increase sales, including organizing events.

The car rental business remained favorable owing to an increase in demand from domestic and international tourists, in addition to our efforts to strengthen our competitiveness through the expansion of our store network and store renovations, and to explore new opportunities and deepen our relationships with existing corporate customers.

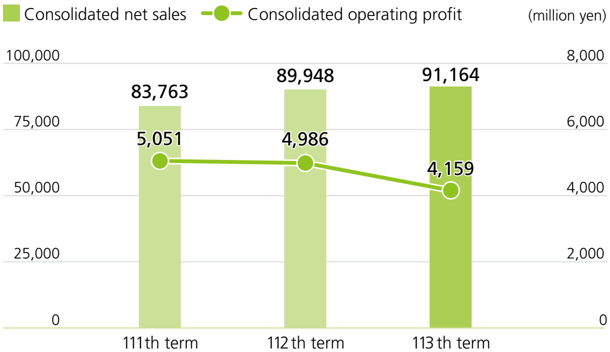


Overview of Business

Overseas/Trade Business

The overseas business in this business segment saw an increase in net sales due to factors such as the inclusion of three North American subsidiaries in the scope of consolidation and the opening of a new location in Cypress by our Japanese supermarket chain operating within the U.S. On the other hand, operating profit declined due to delays in passing on cost increases resulting from U.S. tariff policies, as well as higher selling, general and administrative expenses caused by rising prices.

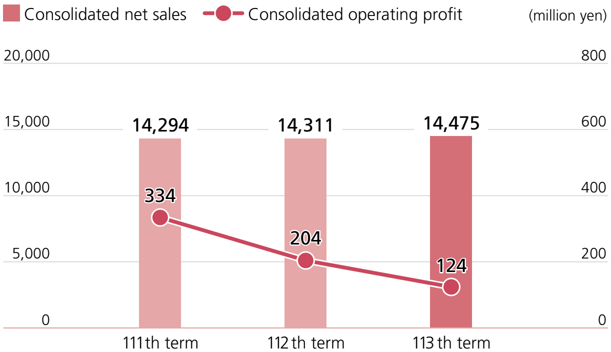
The trade business performed sluggishly due to such factors as declines in imports of marine products and exports of bearings to China, although sales of overseas-brand shoes increased.



Pet Business

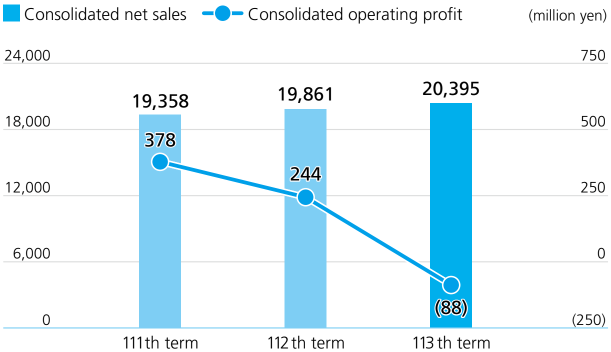
The pet food and pet care products sales in this business segment faced somewhat difficult situations due to intensified sales competition, among other factors, despite our efforts to promote the development of our own-brand products and to expand such sales channels as DIY and home improvement stores.

Sales of gardening supplies remained steady, mainly owing to expanding sales of our own-brand herbicides and fertilizers, as well as promotional activities to explore new opportunities and deepen our relationships with existing customers.



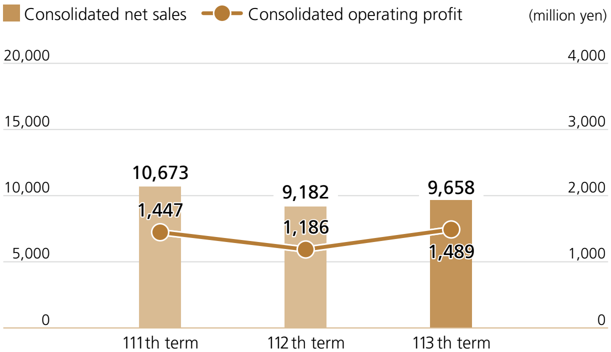
Pharmacy Business

In this business segment, operating profit declined due to such factors as an increase in personnel expenses, although net sales increased owing to the store network expansion through new store openings and the promotion of our efforts to become the “family pharmacist/pharmacy” of choice for local residents.



Other Businesses

Other Businesses, which include sales of office equipment, leasing, transportation, and insurance agency services, remained favorable due to such factors as our efforts to acquire new customers and step up sales activities with value propositions.



Overview of Business

Challenges facing the Kamei Group

The environment surrounding the Kamei Group is expected to remain uncertain due to the impacts of the prolonged state of international instability, U.S. policy trends, soaring energy prices, and other relevant factors.

In addition, the transition to a low-carbon, decarbonized society due to growing environmental awareness will accelerate the energy shift from fossil fuels to renewable energy sources, which is an important issue to address.

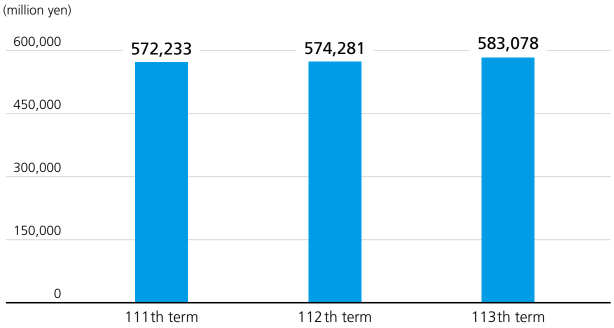
Under these circumstances, the Kamei Group will strive to achieve sustainable growth in the future based on the three basic strategies outlined in our Long-term Management Policy, by actively investing in new and growing fields, including the development of new businesses and carrying out M&As, to expand our business foundation and strengthen our domestic and overseas networks, while also improving profitability by promoting the leanness of the Group and implementing management practices that focus on capital costs and stock prices, thereby further enhancing our corporate value.

Furthermore, in order to help realize a sustainable society, we will fulfill our social responsibility as a company through management that emphasizes human capital and ESG.

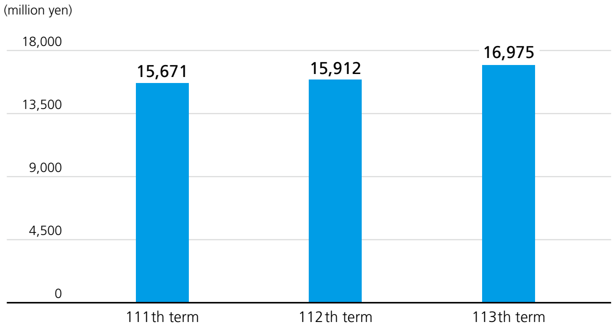
We ask our shareholders for your continued support in the future.

Trends in Business Performance

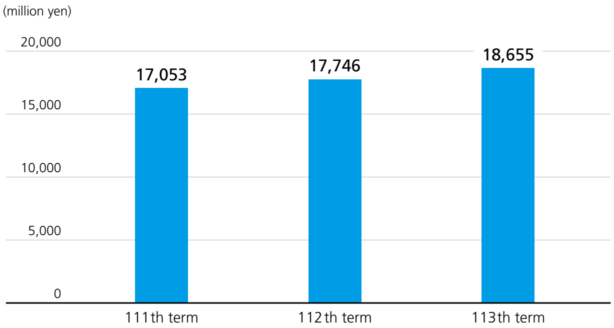
Net sales



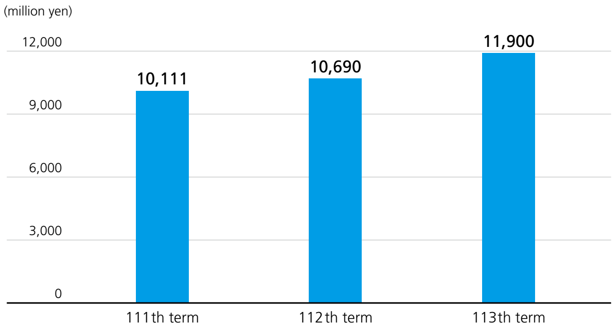
Operating profit



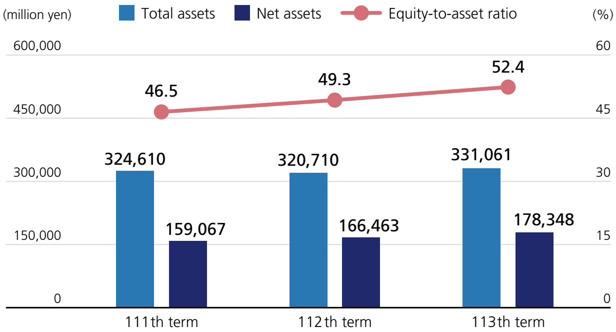
Ordinary profit



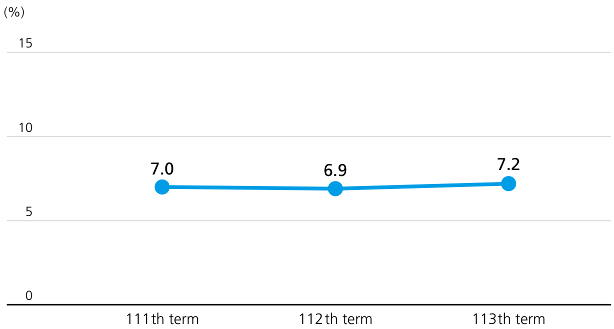
Profit attributable to owners of parent



Total assets, net assets, equity-to-asset ratio



Return on equity (ROE)



Consolidated Financial Statements

Consolidated balance sheet (summary)

(million yen)

Account	As of March 31, 2026	As of March 31, 2025
(Assets)		
Current assets	**188,244**	**187,829**
Cash and deposits	68,571	62,262
Notes and accounts receivable - trade, and contract assets	70,286	76,035
Merchandise and finished goods	33,360	32,007
Other	16,170	17,691
Allowance for doubtful accounts	(143)	(166)
Non-current assets	**142,816**	**132,881**
Property, plant and equipment	**106,227**	**98,193**
Buildings and structures	26,400	25,255
Land	37,750	37,283
Other	42,076	35,654
Intangible assets	**4,870**	**5,977**
Investments and other assets	**31,717**	**28,710**
Total assets	**331,061**	**320,710**

Account	As of March 31, 2026	As of March 31, 2025
(Liabilities)		
Current liabilities	**116,310**	**122,319**
Notes and accounts payable - trade	54,741	56,843
Short-term borrowings	32,611	37,690
Provision for bonuses	2,397	2,179
Other	26,559	25,605
Non-current liabilities	**36,402**	**31,927**
Long-term borrowings	4,384	5,499
Retirement benefit liability	2,795	2,825
Asset retirement obligations	1,369	1,352
Other	27,853	22,250
Total liabilities	**152,713**	**154,247**
(Net assets)		
Shareholders' equity	**152,809**	**139,839**
Share capital	8,132	8,132
Capital surplus	10,759	7,361
Retained earnings	137,238	127,666
Treasury shares	(3,321)	(3,320)
Accumulated other comprehensive income	**20,736**	**18,280**
Non-controlling interests	**4,803**	**8,344**
Total net assets	**178,348**	**166,463**
Total liabilities and net assets	**331,061**	**320,710**

Consolidated statement of income (summary)

(million yen)

Account	Fiscal year ended March 31, 2026	Fiscal year ended March 31, 2025
Net sales	583,078	574,281
Financial revenue	1,142	1,506
Cost of sales	484,343	482,750
Gross profit	99,877	93,037
Selling, general and administrative expenses	82,901	77,125
Operating profit	16,975	15,912
Non-operating income	2,903	2,797
Non-operating expenses	1,223	962
Ordinary profit	18,655	17,746
Extraordinary income	2,381	438
Extraordinary losses	1,856	480
Profit before income taxes	19,181	17,704
Income taxes	6,569	6,355
Profit	12,611	11,348
Profit attributable to non-controlling interests	711	658
Profit attributable to owners of parent	11,900	10,690

Consolidated statement of cash flows (summary)

(million yen)

Account	Fiscal year ended March 31, 2026	Fiscal year ended March 31, 2025
Net cash provided by (used in) operating activities	29,690	38,362
Net cash provided by (used in) investing activities	(13,101)	(13,616)
Net cash provided by (used in) financing activities	(14,389)	(21,272)
Effect of exchange rate change on cash and cash equivalents	65	1,839
Net increase (decrease) in cash and cash equivalents	2,265	5,312
Cash and cash equivalents at beginning of period	56,177	50,864
Increase (decrease) in cash and cash equivalents resulting from change in scope of consolidation	457	—
Cash and cash equivalents at end of period	58,900	56,177

Topics

Investment in the Centennial Solar Tohoku Project and Participation in Solar Power Plant Operation and Maintenance

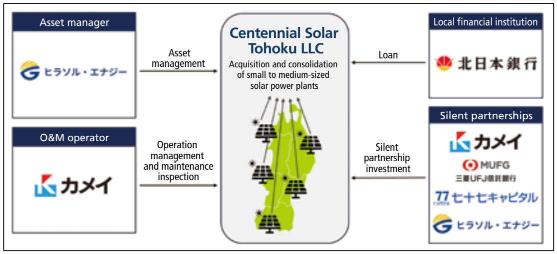
Aiming for the long-term, stable operation of small- and medium-sized solar power plants in the Tohoku region

This project is a social-impact business that acquires and consolidates small- and medium-sized solar power plants scattered throughout the Tohoku region, with the aim of ensuring long-term, stable operations after the expiration of the Feed-in Tariff (FIT) program period.

In response to concerns regarding the disposal and abandonment of solar power plants, which have proliferated rapidly since the introduction of the FIT program, following the expiration of the FIT period, we have established Centennial Solar Tohoku LLC through a silent partnership investment by our company, Mitsubishi UFJ Trust and Banking Corporation, The 77 Capital Co., Ltd., and Girasol Energy Inc. In addition, through project financing provided by The Kita-Nippon Bank, Ltd., we will move forward with this project as a way to resolve social issues in the Tohoku region, in close collaboration with local financial institutions.

From left: Min Li, Representative Director of Girasol Energy Inc.; Koichi Otsuka, Director and Managing Executive Officer of Mitsubishi UFJ Trust and Banking Corporation; Akio Kamei, Representative Director, President of KAMEI CORPORATION; Akira Konno, Director and President of The 77 Capital Co., Ltd.; and Masamichi Ishizuka, Director and President of The Kita-Nippon Bank, Ltd. (honorifics omitted)

Strengthening the region's renewable energy infrastructure



For "Centennial Solar Tohoku," we plan to acquire a total of 10 MW of solar power plants by 2029 and will conduct repowering using Girasol Energy Inc.'s technology to restore the plants to their originally expected power generation capacity. In addition, leveraging our network deeply rooted in the Tohoku region, we will assume responsibility for operations management and maintenance inspections, ensuring long-term operation.

We view sustainable development in partnership with the local community as a key mission. We will take part in this project both as an investor and as an operator, supporting the long-term, stable supply of renewable energy in the Tohoku region and helping to realize a decarbonized society.

For inquiries concerning this business, contact the following:

New Business Development Office, KAMEI CORPORATION
TEL：022-264-6202

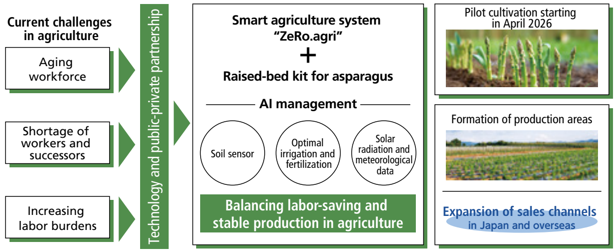
Press release
https://www.kamei.co.jp/ir/pdf/20260327_01v1.pdf (in Japanese)

Launch of Next-Generation Agriculture Project

We have launched an asparagus cultivation project in Zao Town, Katta District, Miyagi Prefecture, utilizing “ZeRo.agri,” an AI-powered smart agriculture system.

Project to establish Zao Town as an asparagus-producing region using AI-powered smart agriculture

Asparagus cultivation business using AI smart agriculture



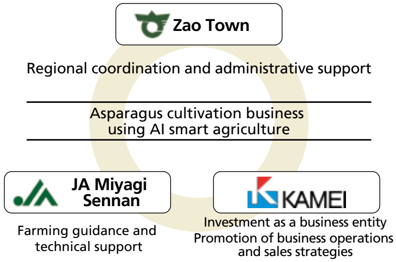
This project aims to build a sustainable agricultural model by leveraging technology and fostering public-private partnerships to address the structural challenges facing the agricultural sector. We are focusing on asparagus, a profitable crop with stable demand, and will conduct pilot projects in Miyagi Prefecture, where our head office is located.

With the introduction of the AI-powered smart agriculture system “ZeRo.agri,” AI analyzes data from soil sensors, solar radiation, and meteorological data to automatically control optimal irrigation and fertilization. We will also make good use of the “raised-bed kit for asparagus” to lighten the workload during harvest.

We will begin pilot cultivation in April 2026, proceed with commercialization in phases from fiscal year 2027, and, going forward, work to establish production areas and expand sales channels both domestically and internationally.

Signed a tripartite cooperation agreement with Zao Town and JA Miyagi Sennan

Collaboration agreement on the Next-Generation Agriculture Project



To move forward with this project, on March 5, 2026, we entered into a tripartite partnership agreement with Zao Town and JA Miyagi Sennan. The regional characteristics of Zao Town, including its cool climate, significant day-night temperature fluctuations, and abundant water resources, make it ideal for asparagus cultivation. By integrating smart agriculture technologies, we aim to establish a next-generation production model that balances high-quality production with labor savings.

Going forward, we will work in collaboration with our energy business to reduce energy costs and environmental impact in the agricultural sector through the use of renewable energy, thereby addressing local challenges and developing new business foundations.

For inquiries concerning this business, contact the following:

New Business Development Office, KAMEI CORPORATION TEL：022-264-6202

Press release

https://www.kamei.co.jp/ir/news/260224_01v1.html (in Japanese)

https://www.kamei.co.jp/ir/news/260305_01v1.html (in Japanese)

Topics

Opening of the Cypress Store of the "Mitsuwa Marketplace" Japanese Supermarket Chain

Mitsuwa Corporation, a member of our group, operates "Mitsuwa Marketplace," one of the largest Japanese supermarket chains in the United States, offering a wide selection of Japanese food products.
On November 1, 2025, the company opened a new store in Cypress, California.

Opened 13th store in Los Angeles

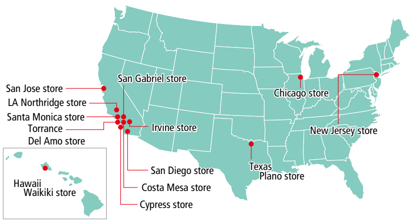
The Cypress store opened along Katella Avenue, a major thoroughfare in Cypress, Orange County, located in the southern Greater Los Angeles area. The surrounding area is expected to develop as residential construction progresses in anticipation of population growth driven by its role as a commuter town.
In operating this store, the company has consolidated the full capabilities of the North America Group, which was reorganized in April 2025, to establish a system in which its affiliate, Central Boeki Calif., Ltd., delivers fresh food and other items from other stores every morning, while Nagatoshi Produce Co., Ltd. supplies all produce. This structure is designed to maximize synergies among the Group's companies.
Expectations among local residents were high, and on the opening day, a long line formed early in the morning, with a large number of customers visiting the store. Designed to seamlessly integrate the supermarket and food court areas, this store aims to offer a selection of premium Japanese ingredients while serving as a welcoming spot where customers can visit every day, aiming to be a place we hope will be cherished for years to come.

Mitsuwa Marketplace Cypress Store

Address: 4955 Katella Avenue,
Cypress, CA 90720, USA

Mitsuwa Corporation
https://www.mitsuwa.com

Store locations of Mitsuwa Marketplace



About the Company

Company profile (as of March 31, 2026)

Trade name in Japanese	カメイ株式会社
Name in English	KAMEI CORPORATION
Address of the head office	3-1-18, Kokubuncho, Aoba-ku, Sendai, Miyagi, Japan
Established	December 29, 1932
Capitalized at	¥8,132 million
Number of consolidated companies	Consolidated subsidiaries: 55 Entities accounted for using equity method: 4
Net sales	(Period ended March 31, 2026) Consolidated: ¥583,078 million Non-consolidated: ¥352,537 million
Number of employees	Consolidated: 5,015 Non-consolidated: 1,589
Kamei Group	Domestic: 52 companies, Overseas: 28 companies

Executives and Managing Officers (as of June 26, 2026)

Representative Director, Chairman and CEO	Fumiyuki Kamei
Representative Director, President	Akio Kamei
Executive Director	Seietsu Sato
Executive Director	Toru Aihara
Director, Senior Advisor	Junichi Kamei
Director	Hiroshi Kikuchi
Outside Director	Masafumi Omachi
Outside Director	Seiichi Mitsui
Outside Director	Chieko Kurabayashi
Standing Audit & Supervisory Board Member	Minoru Sato
Outside Audit & Supervisory Board Member	Hiroyasu Sayama
Outside Audit & Supervisory Board Member	Yoshihiro Takahashi
Managing Officer	Satoshi Yamada
Managing Officer	Tetsuya Aizawa
Managing Officer	Naoto Jin
Managing Officer	Akira Takahashi
Managing Officer	Hiroyuki Yamazaki
Managing Officer	Tadaaki Endo

Domestic network (as of April 1, 2026)

Branch offices	24
Regional office	1
Representative offices	40
Gas stations	266 (Directly managed: 74, Dealers: 192)
Oil depots	34
Gas terminals	15
Automobile LPG stations	4
Food distribution centers	2
Pharmacies	107 (Directly managed: 52, Affiliated: 55)
Green Mart supermarket	1

Shares of the Company (as of March 31, 2026)

Total number of authorized shares	87,281,000
Total number of the issued shares	32,991,969
Number of shareholders	4,286

Status of major shareholders (as of March 31, 2026)

Name of shareholder	Number of shares held (thousand shares)	Shareholding ratio (%)
Kamei Kosan Ltd.	3,000	9.80
Fumiyuki Kamei	2,508	8.20
The Master Trust Bank of Japan, Ltd. (Trust Account)	2,431	7.95
Kamei Memorial Foundation	1,650	5.39
Kamei Fudosan Corporation	1,643	5.37
Hikari Tsushin K.K. Investment Limited Partnership	1,584	5.18
Custody Bank of Japan, Ltd. (Trust Account)	1,130	3.69
Shogo Kamei	1,014	3.31
Green Wood Ltd.	1,000	3.27
Interactive Brokers LLC	772	2.52

Notes: 1. The Company holds 2,392,611 treasury shares, which are excluded from the above list of major shareholders.
2. Shareholding ratio is calculated after deduction of treasury shares.

Information for shareholders

Fiscal year	From April 1 of each year to March 31 of the following year
Annual general meeting of shareholders	June of each year
Record date for year-end dividends	March 31 of each year
Record date for interim dividends	September 30 of each year
Shareholder register administrator Account management institution for special account	Mitsubishi UFJ Trust and Banking Corporation 1-4-5, Marunouchi, Chiyoda-ku, Tokyo, Japan
Contact information for the account management institution	Corporate Agency Division, Mitsubishi UFJ Trust and Banking Corporation 1-1, Nikkocho, Fuchu-shi, Tokyo, Japan Telephone: 0120-232-711 (toll free) <Postal address> P.O. Box 29, Shin-Tokyo Post Office, postal code: 137-8081 Corporate Agency Division, Mitsubishi UFJ Trust and Banking Corporation
Listed stock exchange	Tokyo Stock Exchange
Number of shares per share unit	100
Method of public notice	Electronic public notice However, if the Company is unable to give electronic public notice because of an accident or any other unavoidable reason, public notice of the Company may be given in the Nihon Keizai Shimbun newspaper.

Information about the administration of shares

1. Shares recorded in accounts at securities companies, etc.

In principle, shareholder's address changes, requests for the purchase of shares less than one unit, and other related procedures should be handled by the account management institution (a securities company or other financial institution) where the shareholder has opened an account. Please contact the securities company or other financial institution with which you have opened your account. Please note that the shareholder register administrator (Mitsubishi UFJ Trust and Banking Corporation) does not handle these matters.

2. Shares recorded in a special account

For the procedures regarding shares recorded in a special account, please contact the above-mentioned account management institution for special account, which is Mitsubishi UFJ Trust and Banking Corporation. The procedures are also handled by the branch offices in Japan of Mitsubishi UFJ Trust and Banking Corporation.

3. Payment of unclaimed dividends

Payment of unclaimed dividends can be requested at the head office or one of the branch offices of Mitsubishi UFJ Trust and Banking Corporation.