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December 16, 2025

To whom it may concern,

Company name:	HAMAKYOREX CO., LTD.
Title and name of the representative:	Representative Director and President Hidenori Osuka (Code No.: 9037, TSE Prime) Executive Officer, General Manager of Administration Division and General Manager of Corporate Planning Office
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Concerning introduction of a Special Financial Incentive Scheme through the Company's Employee Shareholding Association

HAMAKYOREX CO., LTD. (the "Company") announce that at the Board of Directors meeting held today, it has resolved to introduce an incentive plan (hereinafter referred to as the "Scheme"), which aims to motivate employees of the Company to increase its corporate value over the medium to long term and to improve employee engagement.

1. Purpose of introducing the Scheme

The Company provides financial incentives to the members of the HAMAKYOREX Employee Shareholding Association (hereinafter referred to as the "Shareholding Association") for the purpose of enabling employees to build assets and enhance their motivation to work through holding the Company shares. Now, we are taking this idea even further by providing special financial incentive (hereinafter referred to as the "Special Financial Incentive") to the Company's employees, who are eligible members of the Shareholding Association and agree with the Scheme (hereinafter referred to as the "Eligible Employees"), and the Shareholding Association will acquire the Company shares by contributing the Special Financial Incentive.

The Scheme aims to enhance employee motivation and engagement to enhance the Company's corporate value, raise employee awareness of our group's performance and stock prices, and further promote sharing of shareholder values with shareholders.

2. Outline of the Scheme

The Scheme will provide the Special Financial Incentive for the acquisition of the Company Shares to the Eligible Employees who have joined the Shareholding Association, and the Eligible Employees will contribute the Special Financial Incentive to the Shareholding Association. The Shareholding Association will collect the Special Financial Incentive contributed by the Eligible Employees and acquire the Company common shares through a purchase in the market, or be issued or disposed of the Company common shares by paying to the Company.

3. Number of shares to be purchased or allotted

The total number of shares of common stock of the Company to be purchased or newly issued or disposed of by the Company to the Eligible Employees under the Scheme will be determined in light of future performance trends, etc. However, at present, the number of shares is expected to be no more than 80,000 (0.11% of the total number of issued shares). Value of shares, if issued or disposed of, will be calculated without arbitrariness and will be an amount that is not particularly advantageous to the Eligible Employees.

We will disclose the details as soon as they are decided.