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May 12, 2026

To whom it may concern,

Company name:	HAMAKYOREX CO., LTD.
Title and name of the representative:	Hidenori Osuka, Representative Director and President (Securities code: 9037, TSE Prime)
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Notice Concerning Disposal of Treasury Shares Through Third-Party Allotment to  
Employee Shareholding Association

HAMAKYOREX CO., LTD. (the “Company”) hereby announces that, at the Board of Directors meeting held today, it resolved to dispose of treasury shares through a third-party allotment (the “Disposal of Treasury Shares” or “Disposal”) to the HAMAKYOREX Employee Shareholding Association (the “Shareholding Association”) as detailed below:

1. Overview of Disposal

(1) Disposition date	July 15, 2026
(2) Class and number of shares to be disposed of	Common stock of the Company: 77,530 shares (Note)
(3) Disposal price	1,752 yen per share
(4) Total amount of disposal	135,832,560 yen
(5) Disposal method	Through a third-party allotment
(6) Scheduled allottee	HAMAKYOREX Employee Shareholding Association
(7) Other	The Disposal of Treasury Shares is contingent upon the securities registration statement becoming effective under the Financial Instruments and Exchange Act.

(Note) The Shareholding Association will promote membership among eligible Company employees (the “Employees”) to recruit new members. Therefore, the “number of shares to be disposed of” and the “total amount of disposal” shown above are maximums and will be finalized based on the number of employees who join the Shareholding Association after the promotion ends.

2. Purpose and reason for disposal

At the Board of Directors meeting held on December 16, 2025, the Company resolved to introduce an incentive plan (the “Scheme”) designed to enhance Employee motivation and engagement to increase corporate

value, raise Employee awareness of the Company’s performance and share price, and further promote alignment of shareholder value among employees and shareholders.

Under the Scheme, the Company will grant a special incentive bonus to members. Using these funds, the Company will dispose of treasury shares to the Shareholding Association through a third-party allotment.

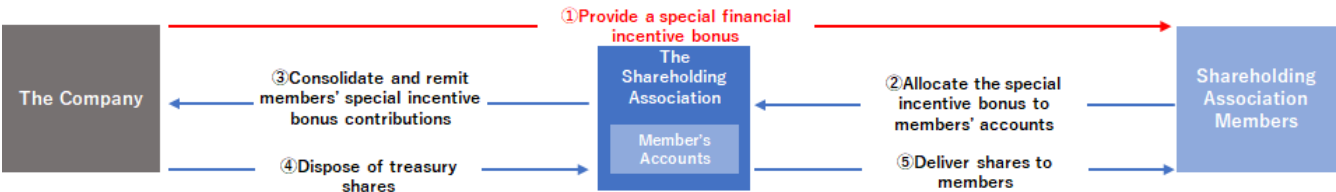
The number of shares to be disposed of will be determined at a later date, as described in “1. Overview of disposal” (Note). However, up to 77,530 shares may be allotted to the Shareholding Association. Special incentive bonuses to members are provided in cash, not as receivables. Members are not required to make any financial contributions beyond the special incentive bonus they receive.

The extent of dilution resulting from the Disposal of Treasury Shares, with all figures being rounded to the nearest hundredth, is as follows.

Number of issued shares (as of March 31, 2026)	76,048,000 shares	0.10%
Total number of voting rights (as of March 31, 2026)	739,806	0.10%

[How the Scheme Works]

- (1) The Company provides a special incentive bonus to members.
- (2) Members contribute these bonuses to the Shareholding Association.
- (3) The Shareholding Association pools the contributed special incentive bonuses and uses them as payment for the third-party allotment.
- (4) The Company disposes of its treasury shares to the Shareholding Association.
- (5) The Company’s common shares allocated to the Shareholding Association through the Disposal of Treasury Shares are distributed and managed as members’ shares by Mitsubishi UFJ Morgan Stanley Securities Co., Ltd., which the Shareholding Association has commissioned to handle its administrative operations.



\*Members may withdraw the Company’s common shares equivalent to their minimum trading unit to a personal securities account at any time.

3. Basis for calculating the disposal price and the specific contents thereof

The Disposal of Treasury Shares is intended to implement the Scheme. To ensure the disposal price is not determined arbitrarily, it has been set at 1,752 yen, the closing price of the Company’s common shares on the Tokyo Stock Exchange as of May 11, 2026, the business day before the Board of Directors meeting that will adopt the resolution. This price reflects the market value immediately before the Board of Directors’ resolution and is considered reasonable, as it does not represent a particularly advantageous price.

Furthermore, the deviation rate (rounded to the nearest hundredth) of the closing price of the Company’s common stock on the Tokyo Stock Exchange on May 11, 2026, which is 1,752 yen, from the average closing price of the Company’s common stock on the Tokyo Stock Exchange is as follows:

Period	Average closing price (Amounts less than one yen are rounded down)	Deviation rate
1 month (April 10, 2026, to May 11, 2026)	1,788 yen	▲2.01%
3 months (January 9, 2026, to May 11, 2026)	1,832 yen	▲4.37%
6 months (November 12, 2025, to May 11, 2026)	1,793 yen	▲2.29%

All of the 3 Audit & Supervisory Board Members (including 2 Outside Audit & Supervisory Board Members) who attended the meeting of the Board of Directors held today expressed the view that, since the disposal of treasury shares is intended to implement the Scheme and the disposal price is set at the closing price on the business day prior to the resolution date of the Board of Directors, the disposal price is not particularly favorable and is lawful.

#### 4. Matters concerning the procedures required by the corporate code of conduct

The Disposal of Treasury Shares does not require the procurement of an opinion from an independent third party or require procedures for confirming the intent of shareholders, as provided under Rule 432 of the Securities Listing Regulations of the Tokyo Stock Exchange, because (i) the dilution ratio is less than 25% and (ii) it does not involve any change in controlling shareholder.