

Contributing to society  
through food

**toho**

TOHO Co., Ltd.



The First Quarter of the Fiscal Year  
Ending January 31, 2027

# Financial Results

June 11, 2026

**TOHO Co., Ltd.**

(TSE Prime 8142)

# Contents

## Company Information

### Summary of Financial Results for the First Quarter of the Fiscal Year Ending January 31, 2027

- Financial Highlights
- Consolidated Statements of Income
- Consolidated Balance Sheets

### Results by Segment for the First Quarter of the Fiscal Year Ending January 31, 2027

### Forecast for the Fiscal Year Ending January 31, 2027

- Full-year Consolidated Financial Results Forecast and Full-year Progress Rate
- Dividend Forecast

## Reference

- Medium-Term Management Plan “SHIFT-UP 2027”

Note: Effective from the first quarter of the fiscal year ending January 31, 2027, the method of calculating operating profit for each reportable segment has been revised to more accurately reflect segment performance. Accordingly, prior-year figures have been restated based on the revised calculation method.

# Company Information

<b>Established</b>	<b>October 1, 1947</b>
<b>Trade name</b>	<b>TOHO Co., Ltd. (Holding Company)</b>
<b>Head office</b>	<b>5-9 Koyo-cho Nishi, Higashinada-ku, Kobe, Hyogo</b>
<b>Capital</b>	<b>5,344.77 million yen</b>
<b>Net sales</b>	<b>259.7 billion yen (fiscal year ended January 31, 2026)</b>
<b>Representative</b>	<b>Kuniharu Okuno, President and Representative Director</b>
<b>Consolidated number of employees</b>	<b>3,876 (as of January 31, 2026) (full-time employees: 2,540, part-time employees, etc.: 1,336)</b>
<b>Stock listing</b>	<b>TSE Prime</b>
<b>Business description</b>	<b>Distributor Business (commercial foods wholesaling), Cash &amp; Carry Business (commercial foods cash wholesaling), Food Solutions Business, and Coffee Production and Sales</b>
<b>Number of group companies (excluding the Company)</b>	<b>21 companies (as of the end of April 2026)</b>

# Company Information Business (Segment)

## Distributor Business (DTB: commercial foods wholesaling)

We procure commercial food products from both domestic and international sources and deliver them to meet the needs of restaurants of all types. By leveraging the Group's capabilities, we not only supply foodstuffs but also provide comprehensive support for the restaurant business.

**14 companies and 89 business sites**  
**(35 prefectures and 4 overseas countries)**



## Cash & Carry Business (C&C: commercial foods cash wholesaling)

Centered on A-Price, a store that sells professional food ingredients, our stores sell food for commercial use and support small- and medium-sized restaurants in each region in their daily purchases.

**96 stores (30 prefectures)**



## Food Solutions Business (FSL)

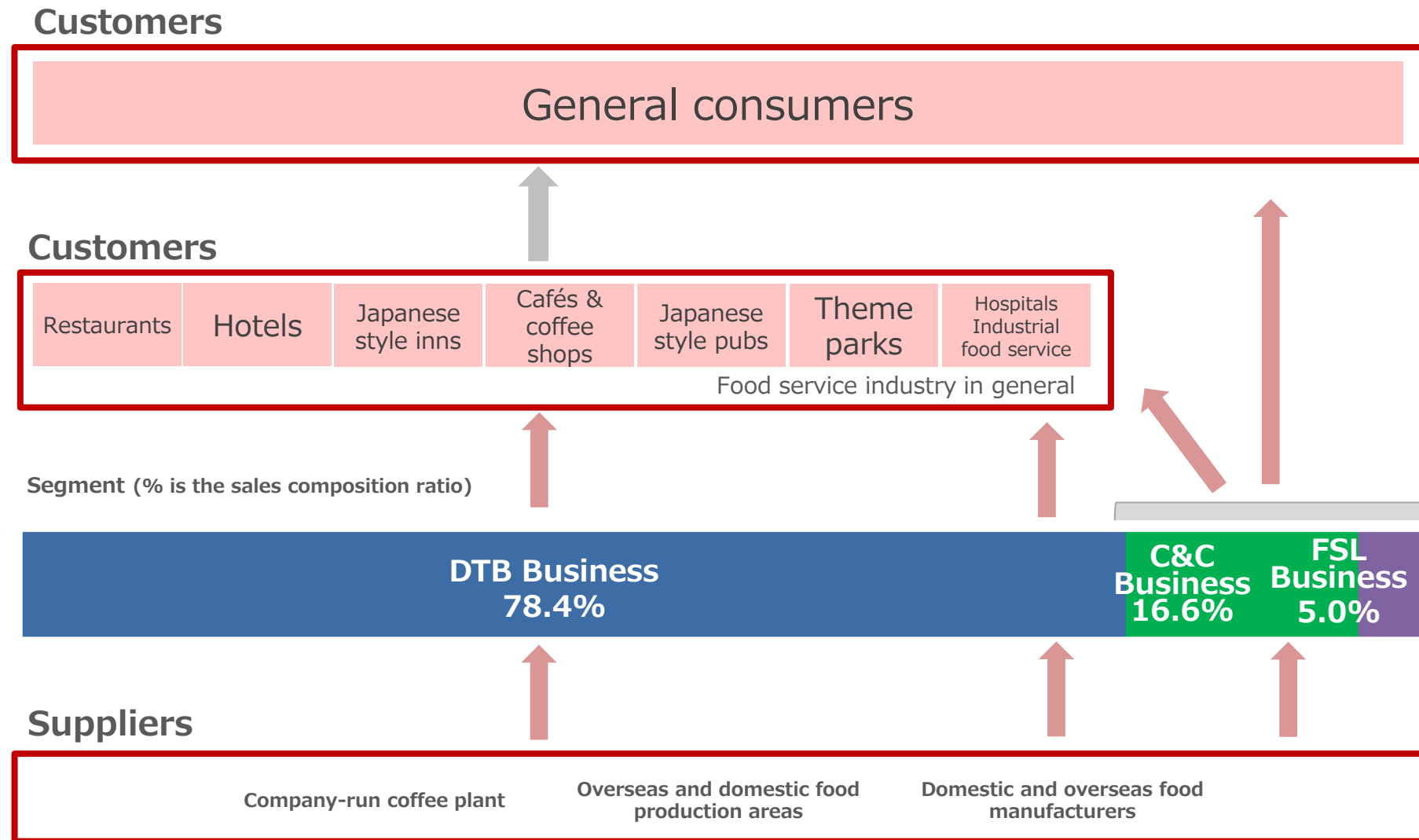
We provide a variety of solutions that provide total support for the restaurant business, including business support systems for restaurants, quality control, professional-use cooking equipment, comprehensive construction contracts, and store interior design and construction.

**7 companies and 30 business sites**



\*The number of companies and business sites is as of the end of April 2026.

# Company Information Business Flow Chart



\*Sales of "Company-run coffee plant" are included in the DTB business.

\*The sales composition ratio by segment is as of the first quarter of the fiscal year ending January 2027 (rounded to the nearest second decimal place).

# Company Information Commercial Food Wholesale Market Size and Share



## Commercial Food Wholesale: Market Size by Domestic Region and Our Group's (DTB Business + C&C Business) Share

(Millions of yen)

		Nationwide	Kanto	Tokai	Kinki	Chugoku And Shikoku	Kyushu Okinawa
2024 Domestic Market Size	Market Size by Region	4,096,900	1,761,700	622,700	745,600	278,600	368,700
	Composition (%)	100%	43.0%	15.2%	18.2%	6.8%	9.0%
FY2026/1 Our Group Results	Sales	235,963	64,898	8,717	68,769	18,690	74,889
	Composition (%)	100%	27.5%	3.7%	29.1%	7.9%	31.7%
	<b>Market share</b>	<b>5.8%</b>	<b>3.7%</b>	<b>1.4%</b>	<b>9.2%</b>	<b>6.7%</b>	<b>20.3%</b>

\*The sales of DTB + C&C, including overseas, for the fiscal year ending January 2026 were 246,554 million yen.

\*The market size of commercial food wholesale is partially edited based on the survey by the Japan Food Journal (published in August 2025). In addition, the market size for Hokkaido and Tohoku, not included in the above table, is 311,400 million yen.

# **“Contributing to society through food”**

## **“Contributing to a healthy and enriching food culture ”**

Under the keywords “deliciousness” and “safety and security, health, and the environment,” the TOHO Group contributes to improving food culture while supporting all aspects of food.



Toho was previously “Toho Sangyo Co., Ltd.”

The company name means “Head east, working like a worker bee.”

This reflects our desire to expand our business from our starting point of Kyushu in the west to the east.

In 1983, the company name was simplified to “Toho,” expecting further expansion of the scope of business and further growth in the future and wanting to make our company name easier to say and more memorable.

# Company Information History

- October 1947 Established Fujimachi Shoten Ltd. in Saga City and began a food wholesale business
- October 1951 **Started trading and in-house roasting of imported coffee beans**
- March 1953 Established Toho Sangyo Co., Ltd. (Headquarters: Kobe City, Branch: Fukuoka City)
- 1954 **Full-scale entry into food wholesaling for the food service industry**
- April 1960 Opened the first Toho store
- October 1970 Full-scale development of private brand products for commercial use
- January 1983 Company name changed to TOHO Co., Ltd.
- September 1983 Listed on the Second Section of the Osaka Securities Exchange and the Fukuoka Securities Exchange
- July 1987 **Opened the first A-Price, a store for professional food ingredients**
- July 1997 Moved to the First Section of the Osaka Securities Exchange
- November 2000 Moved to the First Section of the Tokyo Stock Exchange
- January 2008 **Started M&A in core businesses, mainly in the Kanto region**  
**Completed 30 M&As with 37 companies (including 8 overseas M&As with 11 companies) in the 18 years since**
- August 2008 Transitioned to a holding company system
- December 2015 **First overseas branch (Singapore) through M&A**
- April 2022 Transitioned to the Tokyo Stock Exchange Prime Market
- November 2024 Complete withdrawal from the food supermarket business

# Company Information Strengths of the Toho Group

No.1 for Domestic Sales in the Foodservice Wholesale Industry in Japan.

**A Sales Network  
Covering  
All of Japan**

Domestic Locations

**81**

35 Prefectures

**Proactive Approach  
to the Global  
Foodservice Market.**

- ▶ Expanding Market Share Overseas
  - Singapore, Hong Kong, Malaysia, Vietnam
- ▶ Supporting Japanese Foodservice Companies in Their Overseas Expansion



**Expansion of Multiple  
"Professional Food  
Ingredient Stores."**

In addition to directly operated stores, we have launched a franchise business and also operate an online shop.

**OPEN**

Number of Stores

**96**

30 Prefectures

**Comprehensive  
Support for the  
Foodservice  
Business.**

- ▶ Enhancing Store Operational Efficiency through IT
- ▶ Support for Quality and Hygiene Management
- ▶ Sales of Commercial Kitchen Equipment
- ▶ Store Interior Design and Construction

**Product Development  
and Sourcing  
Capabilities**

to Meet Foodservice Needs.

- ▶ Private Brand Products Focused on Taste, Safety, and Quality
- ▶ In-House Roasted Coffee
- ▶ Extensive Product Lineup with Over 100,000 Items



**A Talent  
Development System  
That Supports  
Sustainable Growth.**

- ▶ Autonomous Career Development Support System
- ▶ Promotion of Diversity
- ▶ Advancement of Health Management

# Company Information Items (food for commercial use)

## National brand (NB) products



Sales  
composition  
ratio

About **90%**

Centered on major food manufacturers in Japan, we handle a wide range of food for commercial use that meets the needs of customers in the food service industry. Also, taking advantage of the fact that the Group's business sites are located throughout Japan, we are developing excellent local food manufacturers and purchasing from overseas food manufacturers.

## Private Brand (PB) Products



**EAST BEE**  
Fine Quality



**スマイルシェフ**  
SMILE CHEF  
FINE QUALITY

Sales  
composition  
ratio

About **10%**

### EAST BEE

Based on the themes of "deliciousness" and "safety, security, health, and the environment", we have used our experience and know-how of supporting restaurant businesses for over 75 years to carefully select production areas and manufacturers. We have a lineup of ingredients and products from all cuisines, including Japanese, Western, and Chinese.

### SMILE CHEF

This is an original brand sold by the Cash & Carry Business. Products are smaller so they can be easily used by small and medium-sized restaurants. This is a trusted brand that offers high quality at a low price.

### toho coffee

As the Group's sole manufacturing function, we roast coffee for restaurants at our own plant. With a history of roasting beginning in 1951, we produce coffee that can meet the high demands of professional customers.

# **Summary of Financial Results for the First Quarter of the Fiscal Year Ending January 31, 2027**

# Financial Highlights

## Q1 Results

\*Figures in parentheses are year-on-year changes.

Net sales	:	<b>67,844</b> million yen (+10.7%)
Operating profit	:	<b>2,052</b> million yen (+13.8%)
profit attributable to owners of parent	:	<b>1,369</b> million yen (+25.2%)

–**Net sales** increased (+10.7%), supported by steady performance in the existing domestic Distribution Business and contributions from Sankyo Shokuchō, which was consolidated in September of the previous fiscal year.

–**Operating profit** increased (+13.8%), as higher gross profit driven by net sales growth more than offset increases in freight and packing expenses.

(YoY change:

net sales **+6,570** million yen, operating profit **+248** million yen,  
Profit attributable to owners of the parent: **+276** million yen)

# Consolidated Statements of Income

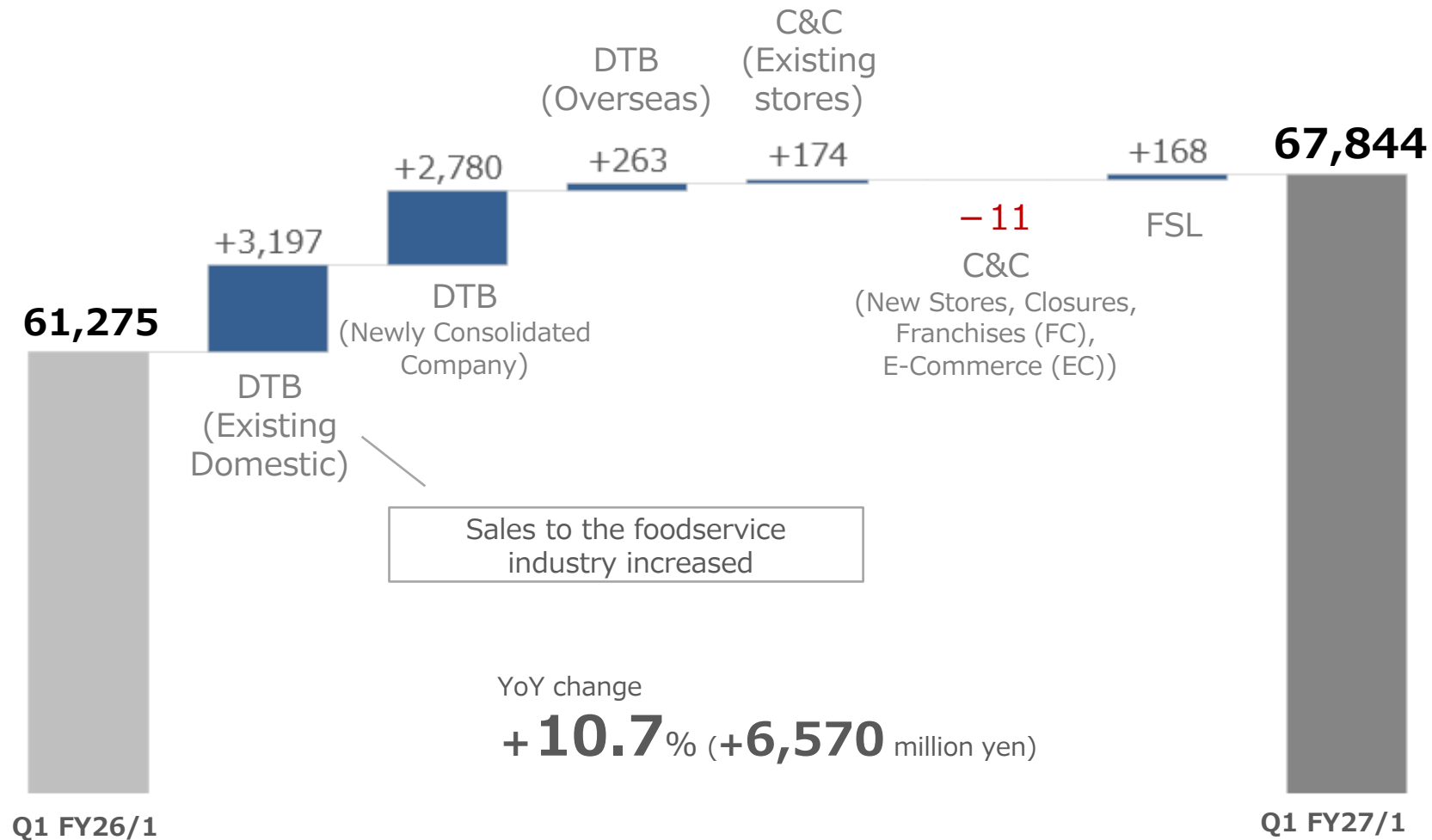
(Millions of yen)

	First quarter of the previous fiscal year (FY2026/1)		First quarter of the current fiscal year (FY2027/1)		YoY change	
	Results	Vs. net sales	Results	Vs. net sales	Percentage change	Increase (decrease)
Net sales	<b>61,275</b>		<b>67,844</b>		<b>+10.7%</b>	<b>+6,570</b>
Gross profit	<b>11,897</b>	<b>19.42%</b>	<b>12,810</b>	<b>18.88%</b>	<b>+7.7%</b>	<b>+913</b>
Selling, general and administrative expenses	<b>10,093</b>	<b>16.47%</b>	<b>10,758</b>	<b>15.86%</b>	<b>+6.6%</b>	<b>+665</b>
Operating profit	<b>1,804</b>	<b>2.94%</b>	<b>2,052</b>	<b>3.02%</b>	<b>+13.8%</b>	<b>+248</b>
Ordinary profit	<b>1,799</b>	<b>2.94%</b>	<b>2,065</b>	<b>3.04%</b>	<b>+14.8%</b>	<b>+266</b>
Profit attributable to owners of parent	<b>1,094</b>	<b>1.79%</b>	<b>1,369</b>	<b>2.02%</b>	<b>+25.2%</b>	<b>+276</b>

# Factors Behind Changes in Net Sales (Q1Total)

Net sales increased, supported by steady performance in the existing domestic Distribution Business amid strong inbound demand and contributions from Sankyo Shokucho.

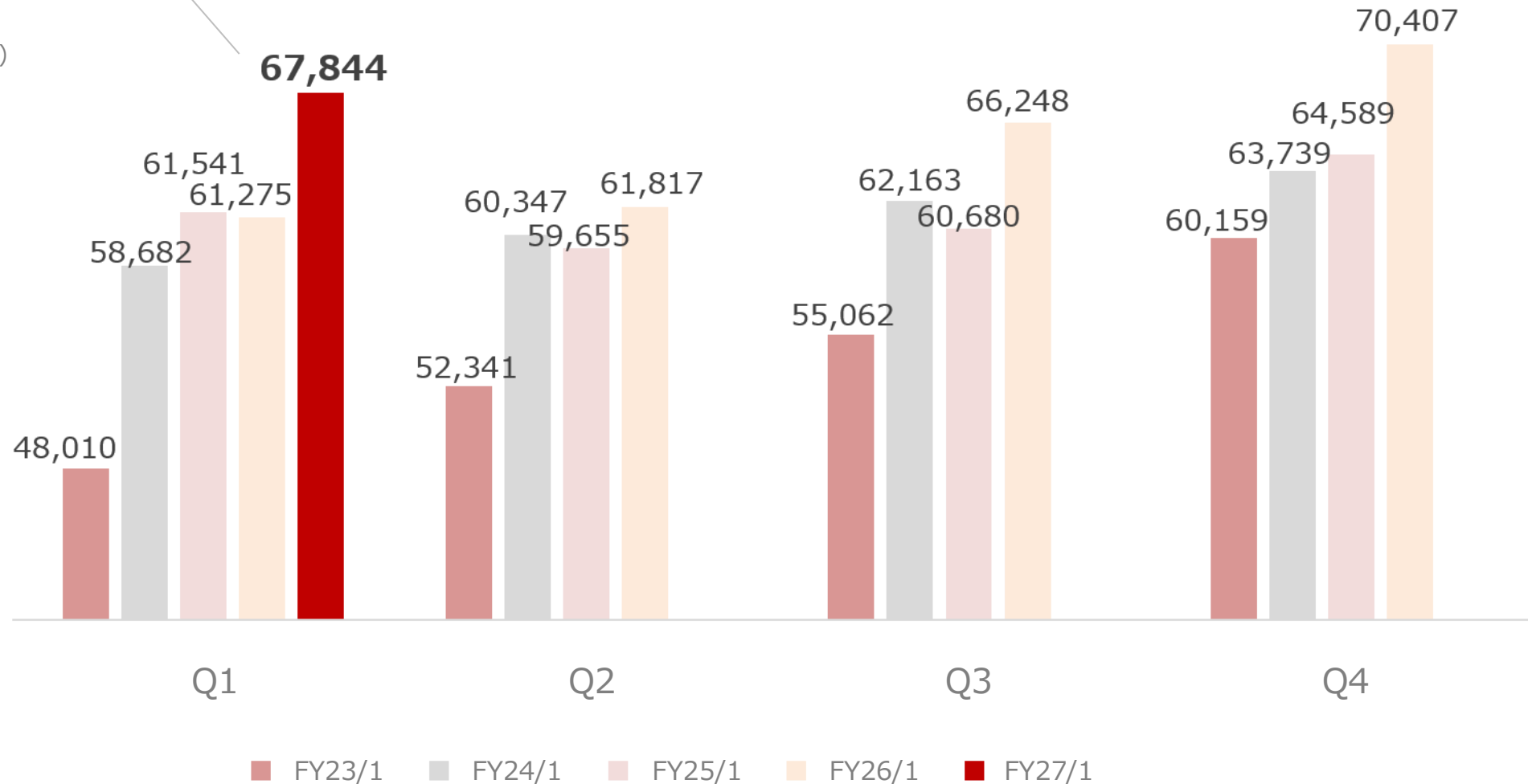
(Millions of yen)



# Quarterly Net Sales (Comparison of 5 Fiscal Years)

YoY: +10.7% (+6,570)

(Millions of yen)



## Comparison of SG&A Expenses (Q1 Total)

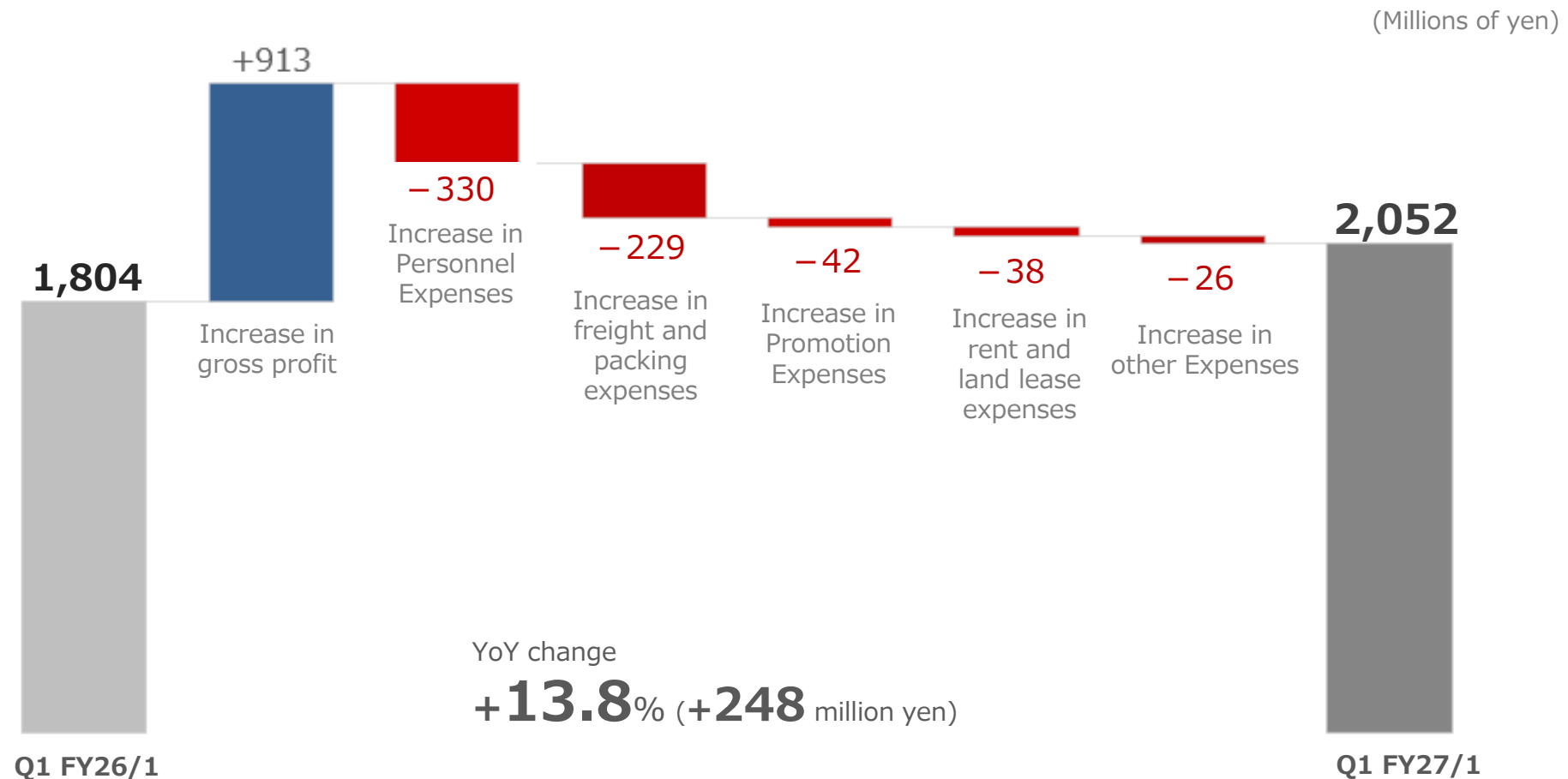
(Millions of yen)

	First quarter of the previous fiscal year (FY2026/1)		First quarter of the current fiscal year (FY2027/1)		YoY change	
		Vs. net sales		Vs. net sales	Percentage change	Increase (decrease)
Net sales	61,275		67,844		+10.7%	+6,570
Gross profit	11,897	19.42%	12,810	18.88%	+7.7%	+913
Personnel expenses	4,779	7.80%	5,109	7.53%	+6.9%	+330
Shipping and packing expenses	1,891	3.09%	2,120	3.12%	+12.1%	+229
Sales promotion expenses	280	0.46%	322	0.48%	+15.2%	+42
Provision of allowance for doubtful accounts	14	0.02%	-16	-	↓	-30
Travel and transportation expenses	294	0.48%	312	0.46%	+6.2%	+18
Utilities	360	0.59%	340	0.50%	-5.5%	-20
Lease payments	236	0.39%	251	0.37%	+6.5%	+15
Depreciation expenses	507	0.83%	521	0.77%	+2.9%	+15
Rent	780	1.27%	818	1.21%	+4.8%	+38
Other (including amortization of goodwill)	952	1.55%	979	1.44%	+2.8%	+27
<b>Total SG&amp;A expenses</b>	<b>10,093</b>	<b>16.47%</b>	<b>10,758</b>	<b>15.86%</b>	<b>+6.6%</b>	<b>+665</b>
Operating profit	1,804	2.94%	2,052	3.02%	+13.8%	+248

# Factors Behind Changes in Operating Profit (Q1Total)



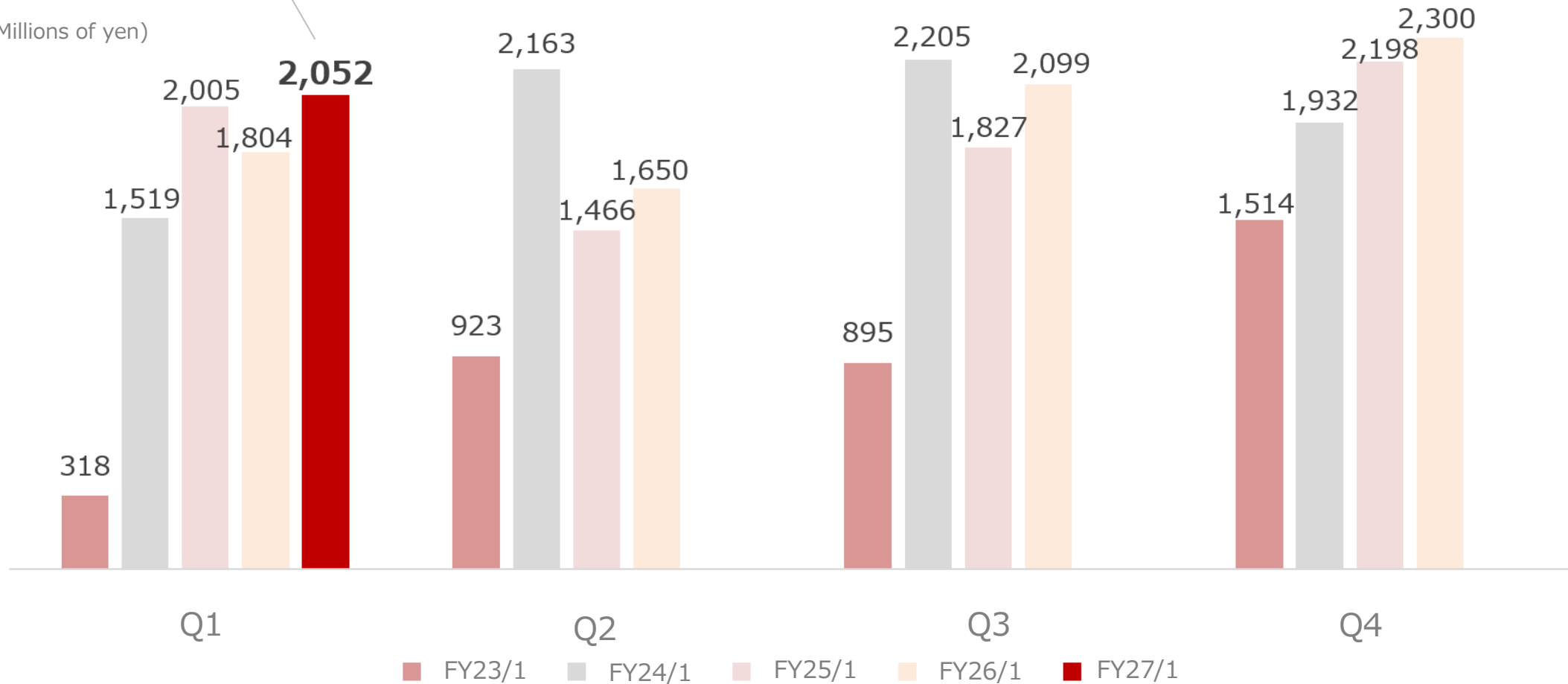
Operating profit increased as higher gross profit, driven by net sales growth mainly in the domestic Distribution Business, more than offset increases in expenses, including freight and packing expenses.



# Quarterly Changes in Operating Profit (Comparison of 5 Fiscal Years)

YoY: +13.8% (+248)

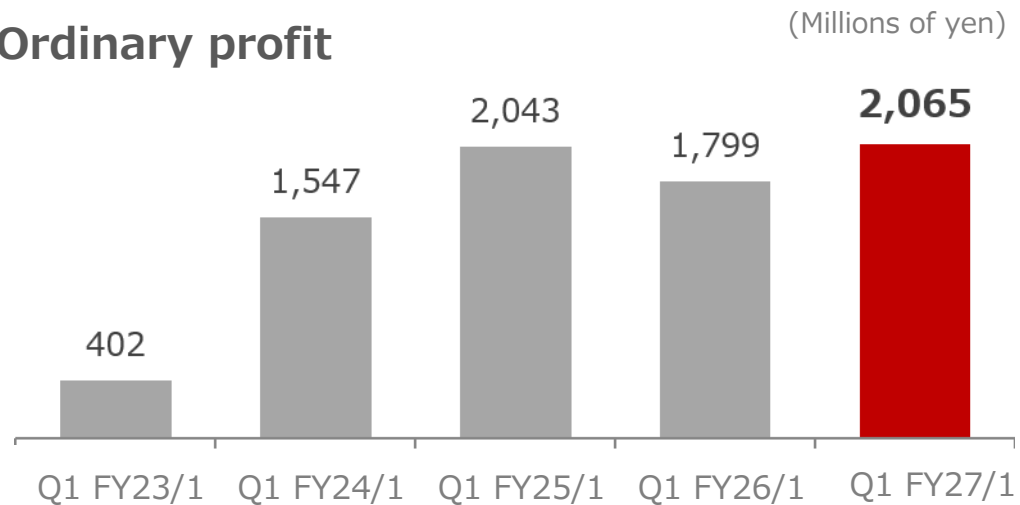
(Millions of yen)



# Ordinary Profit and Profit Attributable to Owners of Parent (Q1Total)



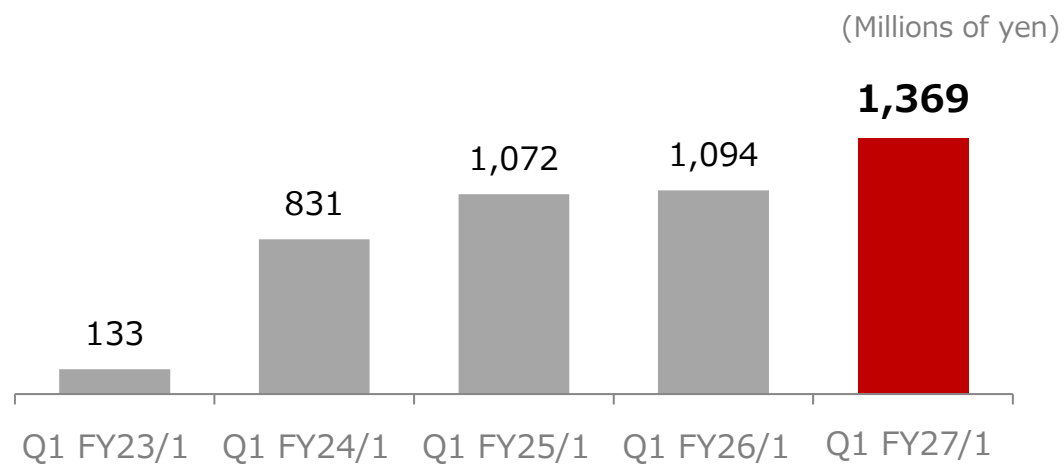
## Ordinary profit



YoY change

+**14.8%** (+**266** million yen)

## Profit attributable to owners of parent



YoY change

+**25.2%** (+**276** million yen)

# Consolidated Balance Sheets

(Millions of yen)

	End of FY2026/1	End of the first quarter of FY2027/1	Increase (decrease)	Main factors of change
Current assets	52,969	60,956	+7,987	<ul style="list-style-type: none"> <li>•Cash and deposits +1,710</li> <li>•Notes receivable, accounts receivable, and contract assets +1,492</li> <li>•Inventories +4,078</li> </ul>
Non-current assets	43,485	43,942	+457	<ul style="list-style-type: none"> <li>•Goodwill -92</li> <li>•Shares of Affiliates +636</li> </ul>
<b>Total assets</b>	<b>96,454</b>	<b>104,898</b>	<b>+8,444</b>	
Current liabilities	45,932	53,196	+7,264	<ul style="list-style-type: none"> <li>•Notes and accounts payable +6,608</li> <li>•Current portion of long-term borrowings +106</li> </ul>
Long-term liabilities	15,979	16,595	+616	<ul style="list-style-type: none"> <li>•Long-term borrowings +999</li> </ul>
<b>Total liabilities</b>	<b>61,911</b>	<b>69,791</b>	<b>+7,880</b>	
<b>Total net assets</b>	<b>34,542</b>	<b>35,107</b>	<b>+564</b>	<ul style="list-style-type: none"> <li>•Retained earnings +570</li> </ul>
<b>Total liabilities and net assets</b>	<b>96,454</b>	<b>104,898</b>	<b>+8,444</b>	

# Results by Segment for the First Quarter of the Fiscal Year Ending January 31, 2027

Note: Effective from the first quarter of the fiscal year ending January 31, 2027, the method of calculating operating profit for each reportable segment has been revised to more accurately reflect segment performance. Accordingly, prior-year figures have been restated based on the revised calculation method.

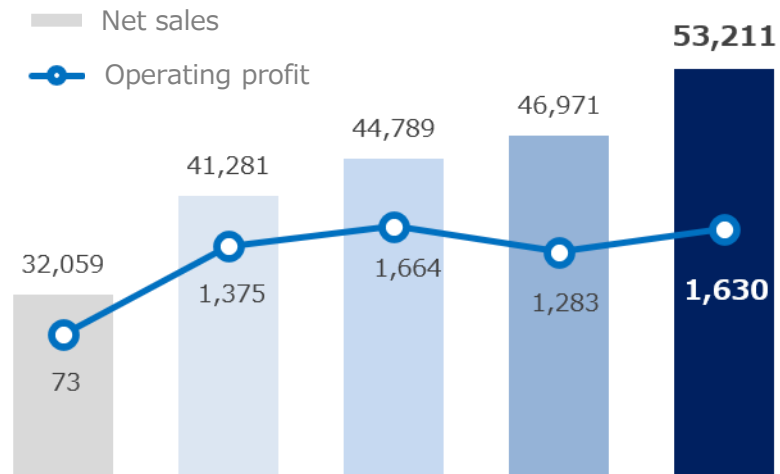
# Results by Segment

\*Figures in parentheses are year-on-year changes.

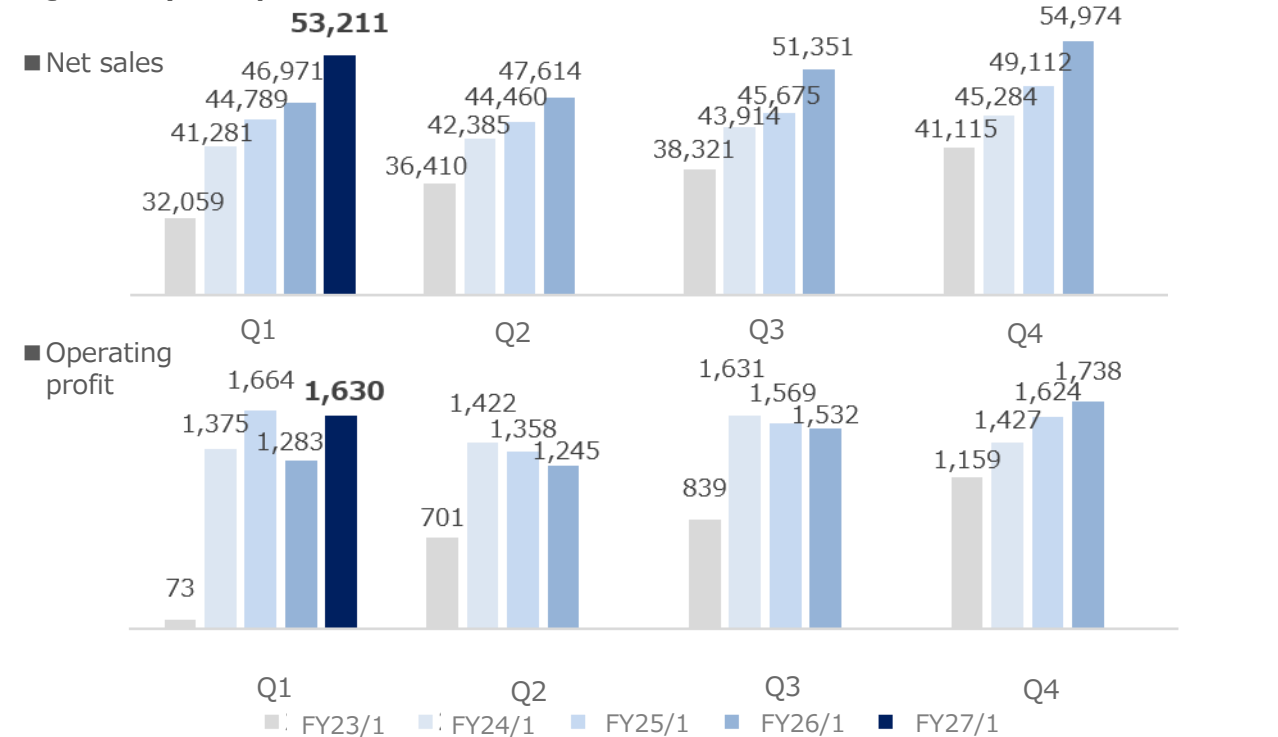
<b>Distributor</b>	<p><b>Net sales increased, supported by steady performance in the existing domestic Distribution Business and contributions from Sankyo Shokuchō.</b>  <b>Operating profit increased as higher gross profit driven by net sales growth more than offset increases in freight and packing expenses.</b></p>	
	Net sales	: <b>53,211</b> million yen (+13.3%)
	Operating profit	: <b>1,630</b> million yen (+27.0%)
<b>Cash &amp; Carry</b>	<p><b>Net sales increased despite a pullback from the previous year's tight rice supply-demand conditions and sharp rise in rice prices, supported by strengthened proposal-based sales activities targeting small and medium-sized restaurants, the Company's core customer base.</b>  <b>Operating profit declined due to lower gross profit margins and higher expenses associated with new store openings.</b></p>	
	Net sales	: <b>11,241</b> million yen (+1.5%)
	Operating profit	: <b>302</b> million yen (−19.8%)
<b>Food Solutions</b>	<p><b>Net sales increased, driven by a higher number of construction projects completed during the period compared with the same period of the previous year.</b>  <b>Operating profit declined due to temporary increases in various expenses.</b></p>	
	Net sales	: <b>3,393</b> million yen (+5.2%)
	Operating profit	: <b>116</b> million yen (−15.7%)

# Distributor Business

## Comparison of Q1 net sales and operating profit for 5 fiscal years



## Quarterly comparison

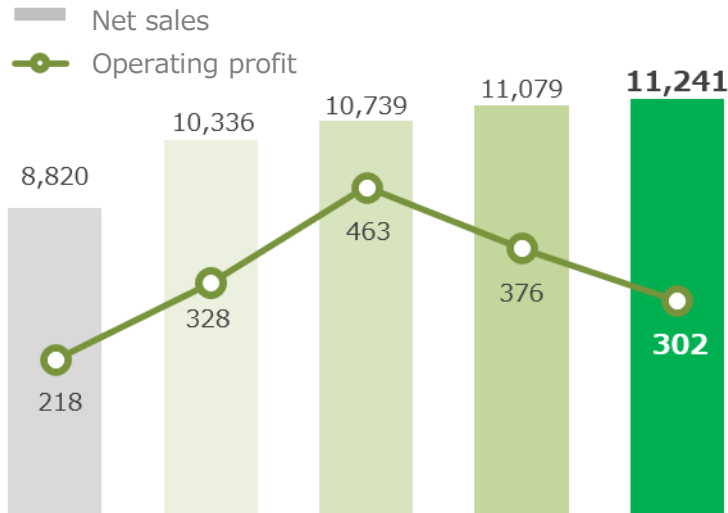


YoY net sales **up 6,240** million yen(+13.3%), operating profit **up 347** million yen(+27.0%)

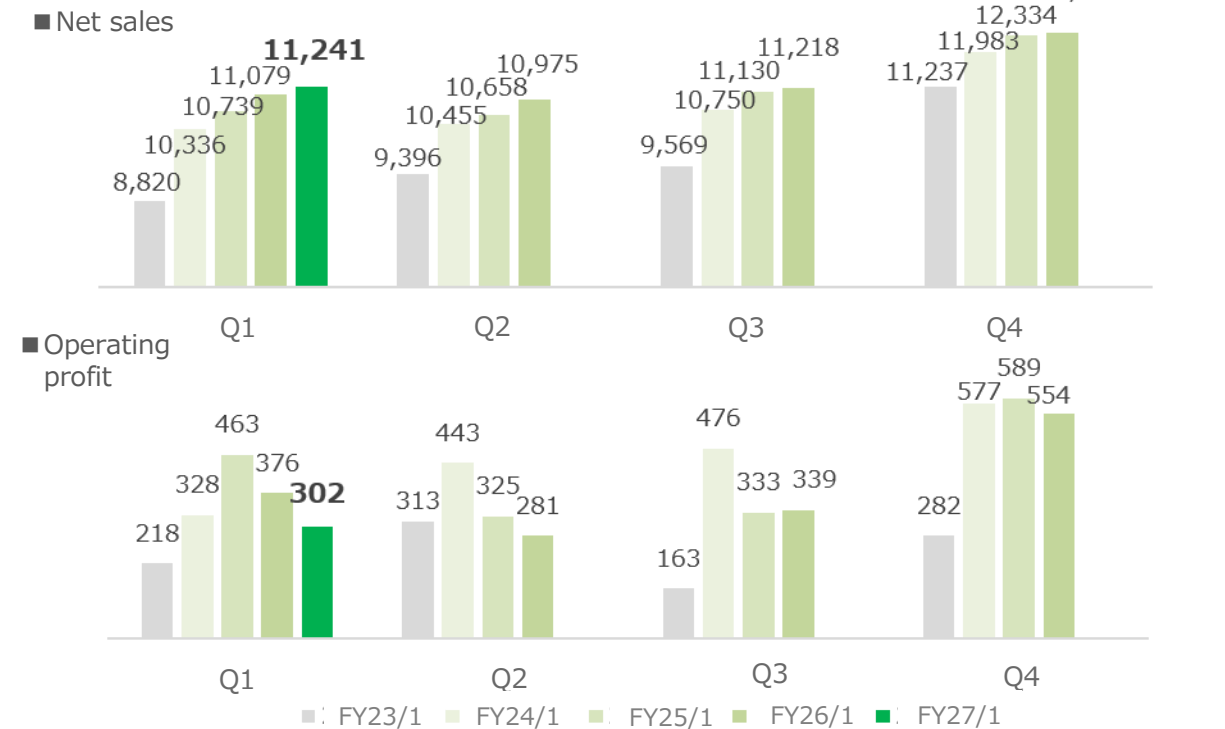
- Domestic sales increased, particularly in the Tokyo metropolitan and Chubu regions, supported by strong inbound demand. In addition, contributions from Sankyo Shokuchu, which joined the Group in September of the previous fiscal year, resulted in higher net sales.
- Operating profit increased as higher gross profit driven by net sales growth more than offset increases in freight and packing expenses.

# Cash & Carry Business

## Comparison of Q1 net sales and operating profit for 5 fiscal years



## Quarterly comparison

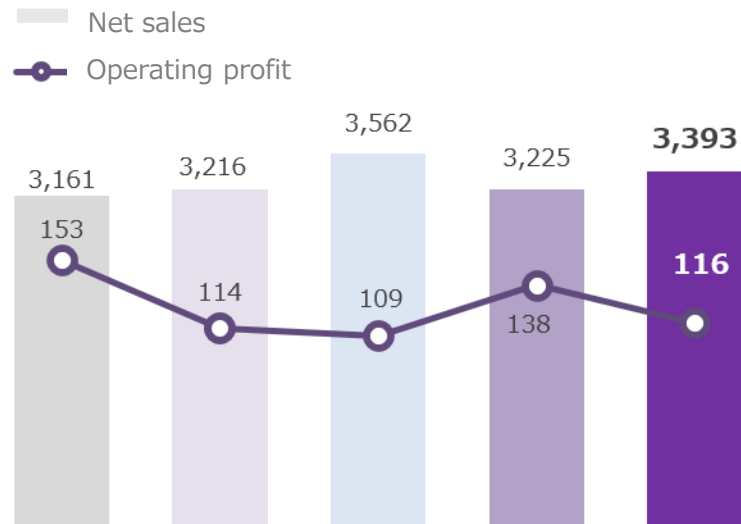


YoY net sales **up 162** million yen(+1.5%), operating profit **down 74** million yen(−19.8%)

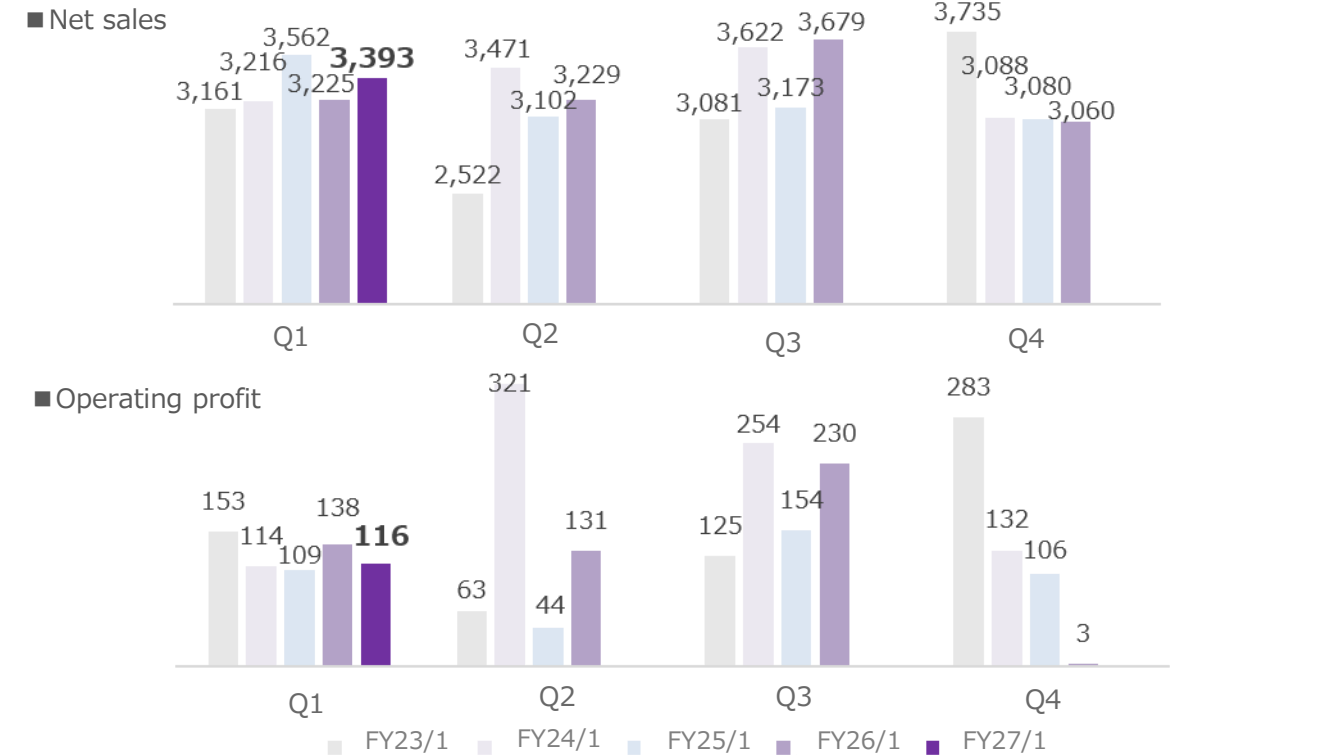
- Net sales increased despite a pullback from the previous year's tight rice supply-demand conditions and sharp rise in rice prices, supported by strengthened proposal-based sales activities targeting small and medium-sized restaurants, the Company's core customer base.
- Operating profit declined due to lower gross profit margins resulting from rice sales and higher expenses associated with new store openings.

# Food Solutions Business

## Comparison of Q1 net sales and operating profit for 5 fiscal years



## Quarterly comparison



YoY net sales **up 168** million yen(+5.2%), operating profit **down 22** million yen(−15.7%)

- Net sales increased, driven by a higher number of construction projects completed during the period compared with the same period of the previous year.
- Operating profit declined due to temporary increases in various expenses.

# **Forecast for the Fiscal Year Ending January 31, 2027**

# Full-year Consolidated Financial Results Forecast (No changes)

(Millions of yen)

	FY2026/1 results	FY2027/1 Forecast (announced on March 12)	YoY change	
			Percentage change	Increase (decrease)
Net sales	259,747	274,000	+5.5%	+14,253
Operating profit	7,853	8,200	+4.4%	+347
Ordinary profit	7,928	8,300	+4.7%	+372
Profit attributable to owners of parent	4,576	4,800	+4.9%	+224
* Net profit per share (yen)	142.93yen	150.54yen	-	+7.61yen

**For the fiscal year ending January 31, 2027, net sales and all profit measures are expected to reach record highs.**

\*Because the Company conducted a three-for-one stock split of its common shares effective February 1, 2026, earnings per share have been calculated assuming that the stock split had been carried out at the beginning of the previous fiscal year.

## Progress Rate for Full-Year Results Forecast (as of 1Q)

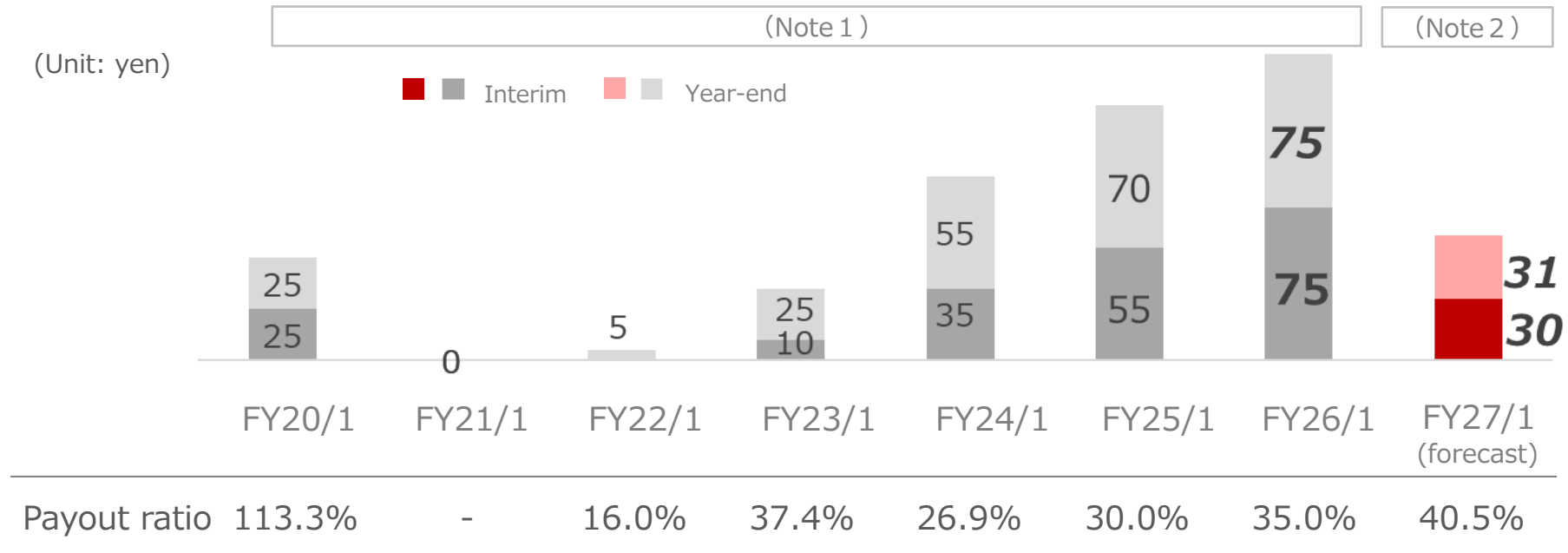
(Millions of yen)

	FY2027/1 Q1 results	FY2027/1 Forecast (announced on March 12)	Progress rate
Net sales	67,844	274,000	24.8%
Operating profit	2,052	8,200	25.0%
Ordinary profit	2,065	8,300	24.9%
Profit attributable to owners of parent	1,369	4,800	28.5%

# Dividend Forecast (No changes)

## [Basic policy on profit distribution]

The Company has been paying stable dividends and intends to return profits to shareholders with a target dividend payout ratio of 40% over the medium term based on consolidated performance under a capital structure that we consider appropriate. We aim to achieve a dividend payout ratio of 40% during the New Medium-Term Management Plan (a three-year plan).



Based on the Company's basic policy on profit distribution, for the fiscal year ending January 2027, the Company expects to pay an annual dividend of **61 yen** per share (30 yen at interim and 31 yen at year-end). On a pre-stock-split basis, this would be equivalent to an annual dividend of **183 yen** per share, representing the sixth consecutive year of dividend increases and a record-high amount.

(Note 1) The Company conducted a 3-for-1 stock split of its common shares effective February 1, 2026. Dividend amounts for the fiscal years up to and including the fiscal year ended January 2026 are shown based on the actual dividend amounts prior to the stock split.

(Note 2) Dividend amounts for the fiscal year ending January 2027 (forecast) are shown based on the dividend amount after the stock split.

Contributing to society  
through food

食を通して社会に貢献する

**toho**

株式会社 トーホー

TOHO Co., Ltd.

[Disclaimer]

**This document has been translated from the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.**

The forward-looking statements in this document are based on management's assumptions and beliefs, considering the information currently available, and are subject to various uncertainties. Please be aware that actual results may differ due to changes in business conditions and other factors.

[Caution]

Figures in this document are rounded to the nearest million yen.

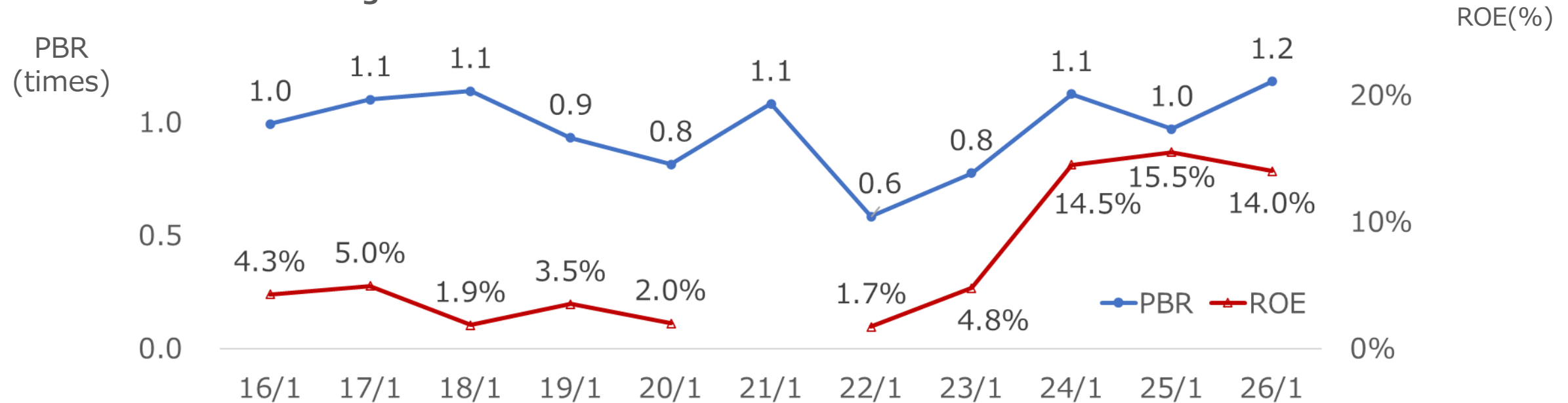
## Reference

# Medium-Term Management Plan “SHIFT-UP 2027” (Excerpt)

- Published on March 11, 2024
- Second Edition released on March 13, 2025
- Third Edition released on March 12, 2026

# Medium-Term Management Plan (three-year plan) SHIFT-UP 2027

## Past ROE and PBR changes



### ROE

From the fiscal year ended January 31, 2018: **ROE decreased**

- Strategic M&A investment (upfront investment)
- Significant decrease in profit due to COVID-19 (net loss for the fiscal year ended January 31, 2021)



From the fiscal year ended January 31, 2022:

**Continuous improvement of ROE**

- Recovery from the COVID-19 pandemic
  - Strengthening business structure due to the COVID-19 pandemic
- ➔improvement in profit

### PBR

From the fiscal year ended January 31, 2019: **PBR 1x or less**

- Impact of M&A investment to materialize medium-term strategy
- Insufficient provision of information on medium-term strategies and progress
- Decrease in dividends due to the impact of the COVID-19 pandemic



Fiscal year ended January 31, 2024: **PBR of over 1x**

- Significant improvement in ROE

Long-Term Vision 2030

Aiming to become a corporate group that contributes to the development of Japanese and international restaurant businesses

Fiscal year ending January 31, 2030 Net sales: 300 billion yen

For the fiscal year ending January 31, 2027

Net sales: 274 billion yen\*  
Net profit: 4.8 billion yen  
ROE: 10.0% or more  
PBR: 1.0 times or more

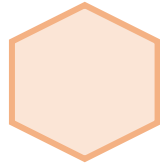
# SHIFT-UP 2027

Transformation to a new growth stage

Promotion of sustainability management

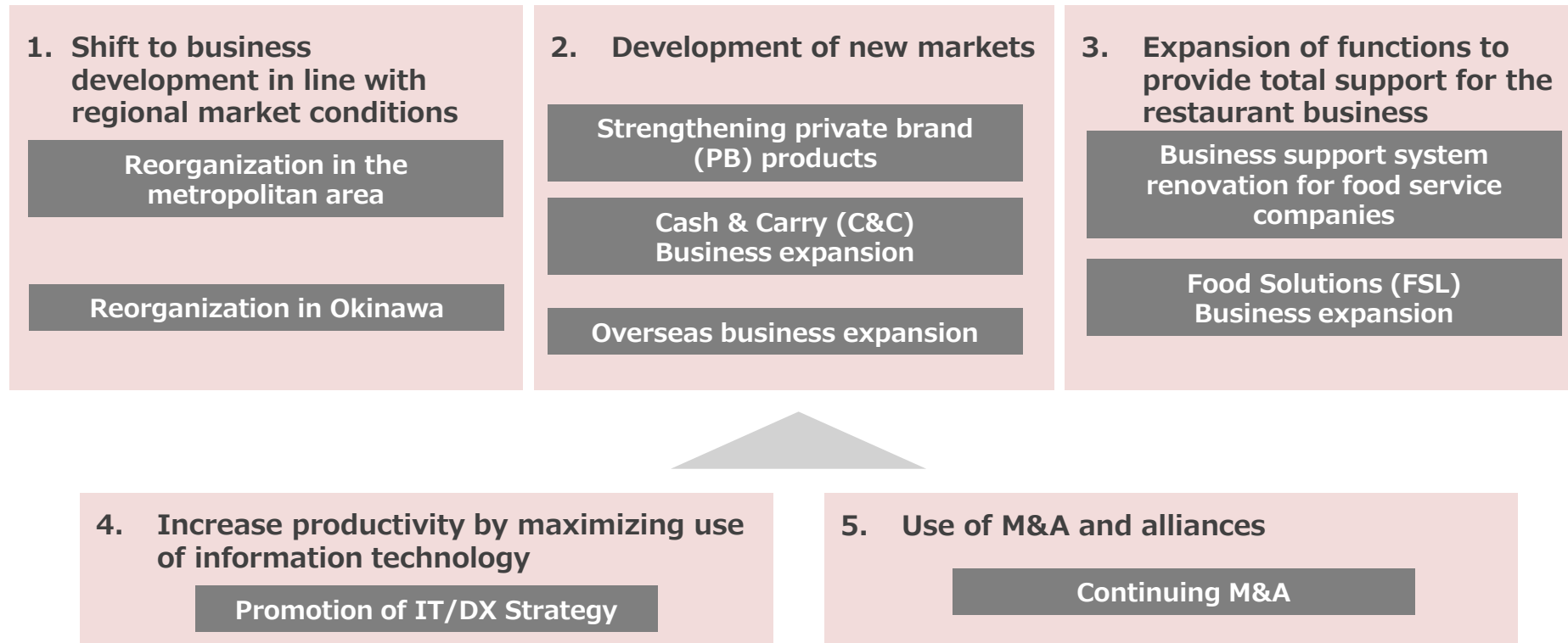
Raise corporate recognition and continue shareholder returns

Note: In the "Financial Results for the Fiscal Year Ended January 31, 2026" released on March 12, 2026, we revised upward the net sales target for the fiscal year ending January 31, 2027.



## Transformation to a new stage of growth

Aiming for stable business growth and further improvement of profitability (improvement of ROE), we will work on the following themes and realize a transformation to a new stage of growth.



# Medium-Term Management Plan (three-year plan) SHIFT-UP 2027



## Promotion of sustainability management

Aware of our responsibilities as a corporate group that provides food products and related services, the Group has adopted a Sustainability Policy to pursue corporate activities that enrich its five stakeholders - employees, customers, business partners, shareholders, and local communities - through its food products, with the aim of “realizing a sustainable society” and “achieving stable business growth.”

With the aim of materializing the Sustainability Policy, our Group has set and aims to achieve the following long-term goals.

### Targets for 2030

#### Providing delicious, safe and secure food

- Zero food accidents caused by the Group
- Strengthening sustainable food development

#### Continuation of sustainable management

- Further strengthening of governance

#### Environmental measures for the future

- Reduce fiscal 2030 CO2 emissions by 46% from fiscal 2013 levels (Scope1,2)

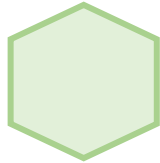
#### Respect for individuality and building an organization where employees can demonstrate their abilities

- Improvement of employee engagement
- Deepening of health management
- Promoting diversity
- Continue and enhance support for autonomous career development

#### Contributing to the development of local communities

- Continue activities that contribute to the creation of an affluent community through food

# Medium-Term Management Plan (three-year plan) SHIFT-UP 2027



## Raise corporate recognition and continue shareholder returns

### Increase corporate visibility

By expanding IR opportunities and strengthening timely and appropriate information disclosure, the Company aims to increase corporate recognition and realize appropriate share price formation and enhancement of corporate value.

### Expansion of IR opportunities

- Development of new investors through further creation of IR opportunities by management (including briefings for individual investors)

### Enhancement of timely and appropriate information disclosure

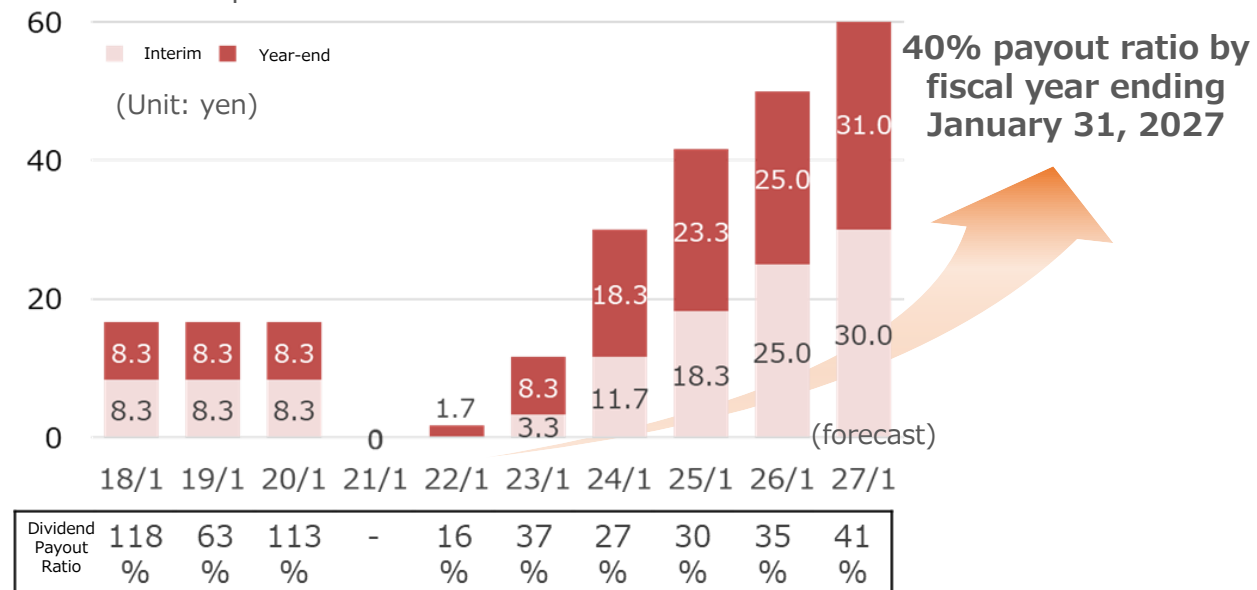
- Strengthening disclosure of sustainability information
- Strengthening disclosure in English
- Improving the content of information transmission media (web, integrated reports, etc.)

### Increase brand recognition and fan base

- Actively communicate corporate activities to stakeholders, raise brand recognition, and expand fans

## Continue to return profits to shareholders

To increase corporate value over the medium to long term, we aim to provide stable dividends to our shareholders on an ongoing basis while securing internal reserves for future business development.



Note: The Company conducted a 3-for-1 stock split effective February 1, 2026. Dividend amounts for the fiscal years prior to the fiscal year ended January 2026 have been retroactively adjusted to reflect the stock split.

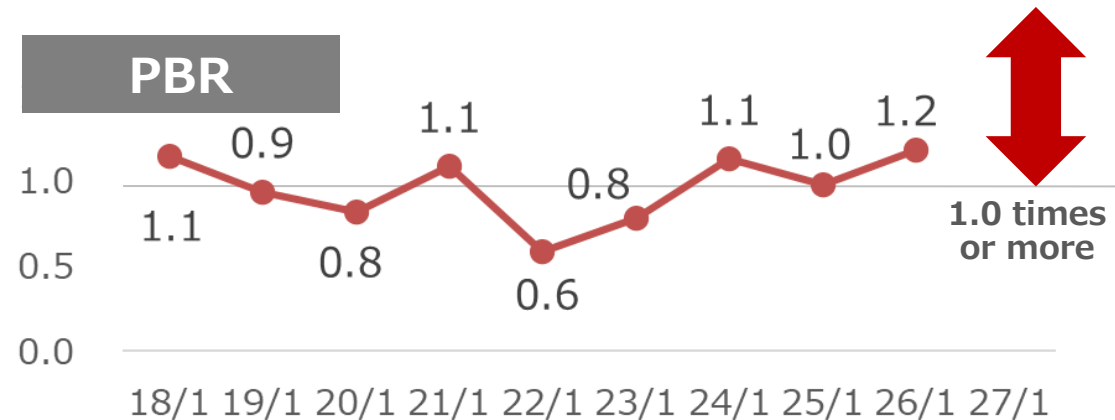
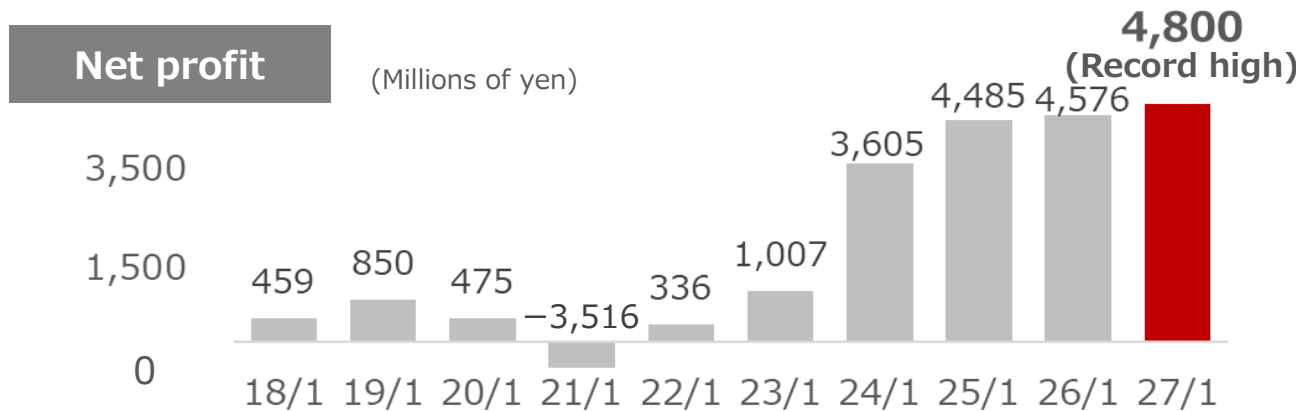
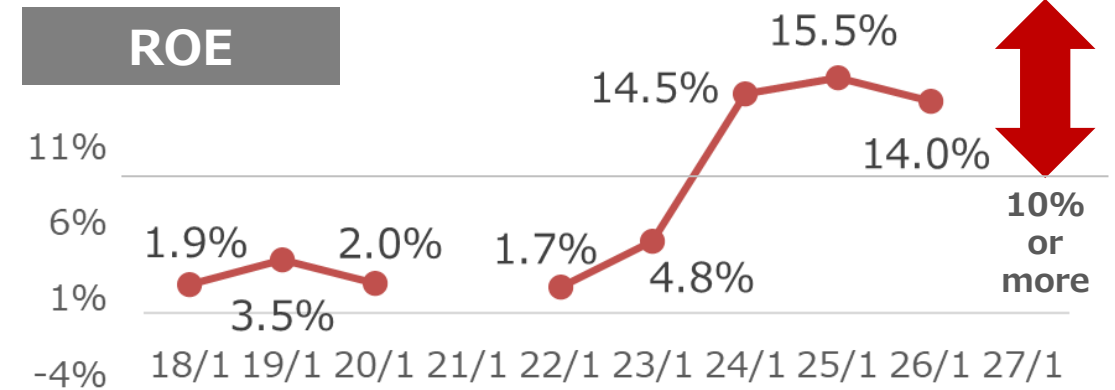
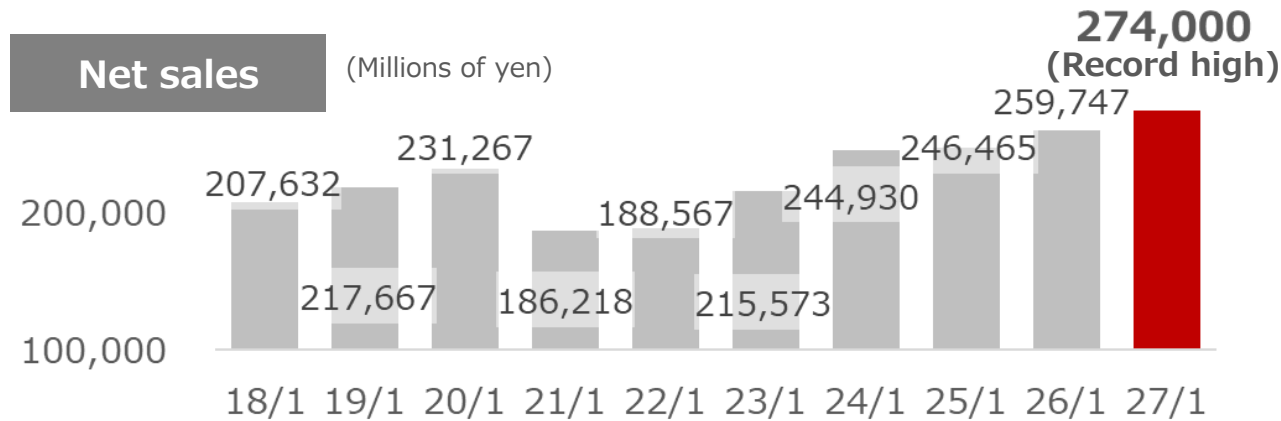
# Medium-Term Management Plan (three-year plan) SHIFT-UP 2027



## Financial target

Our financial targets for the fiscal year ending January 2027 are net sales of 274 billion yen and net income of 4.8 billion yen, both record highs. We have also set a long-term goal of reaching 300 billion yen in net sales for the fiscal year ending January 2030. At the same time, we will steadily engage in management that is conscious of the cost of capital and the share price, and aim to secure an ROE of 10.0% or more and a PBR of 1.0x or higher by the fiscal year ending January 2027 as our immediate targets.

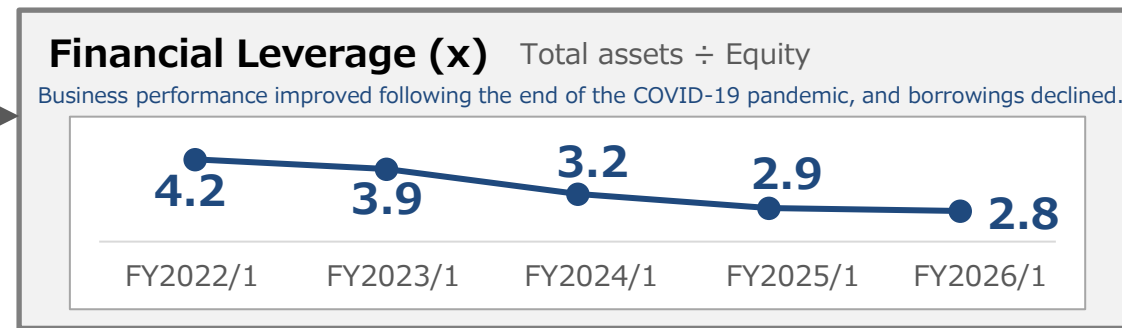
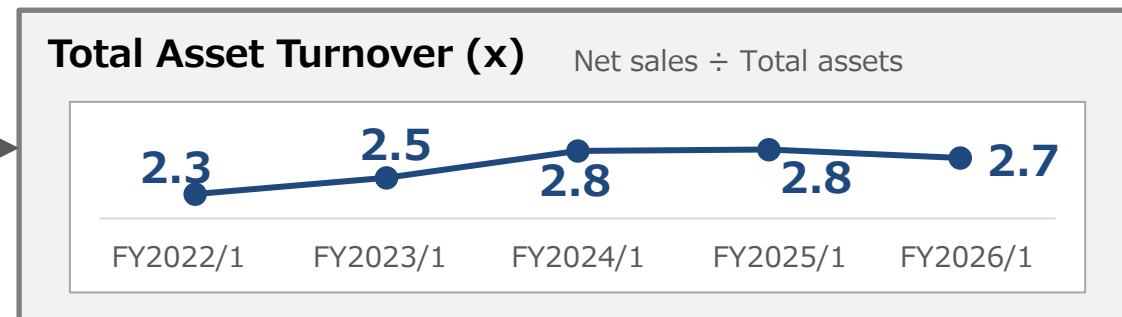
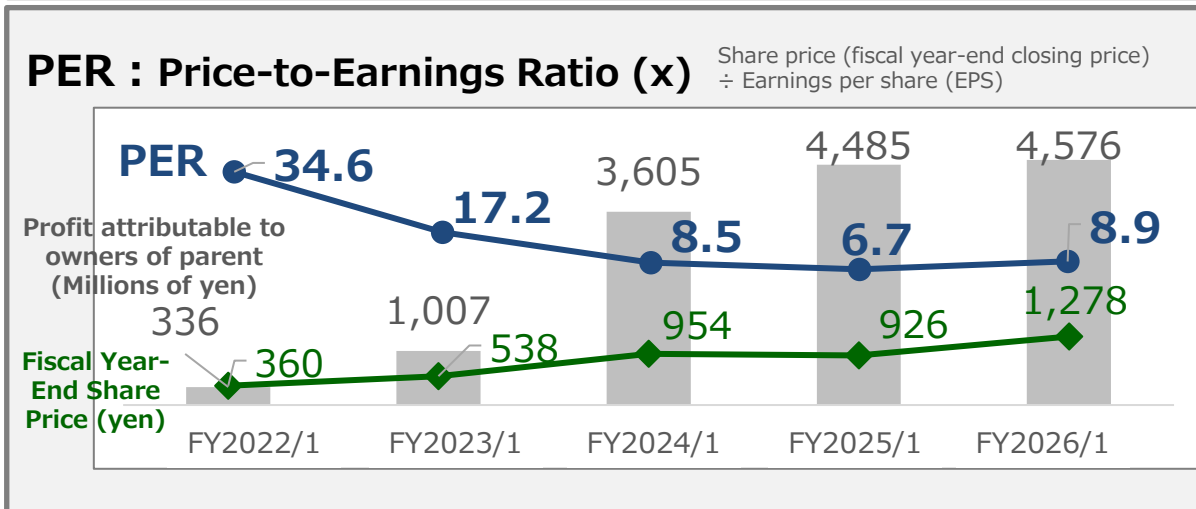
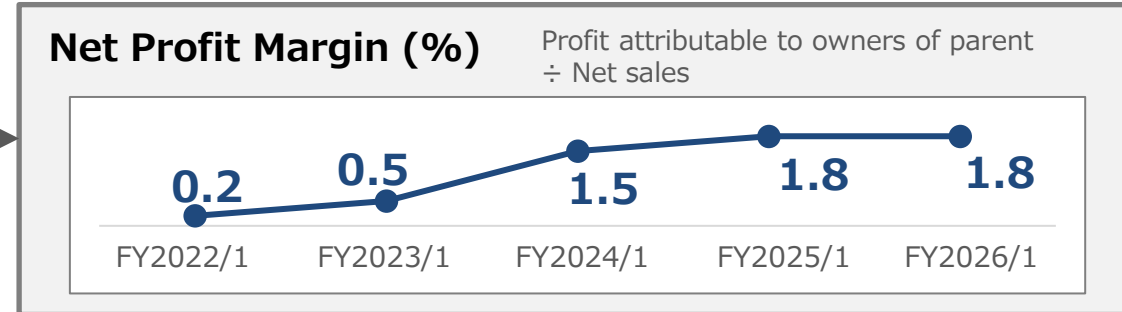
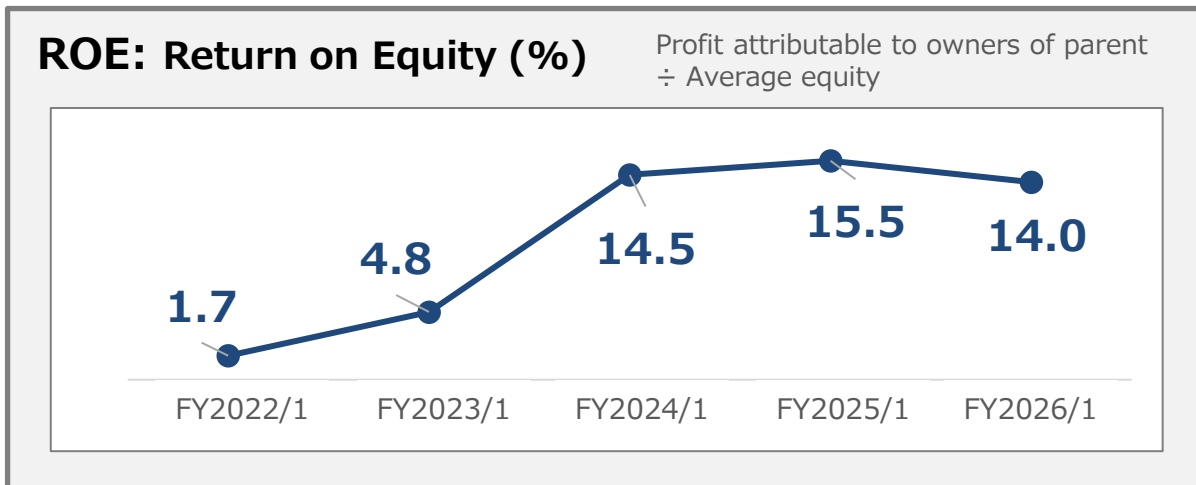
\*Note: In the “Financial Results for the Fiscal Year Ended January 2026” released on March 12, 2026, we revised upward our net sales target for the fiscal year ending January 2027 from 270 billion yen to 274 billion yen.



\*In the case of a loss, it is indicated with the - (minus sign).

# Management Conscious of Cost of Capital and Share Price (Current Status Analysis)

- ✓ **PBR = ROE (Return on Equity) × PER (Price-to-Earnings Ratio)**
- ✓ **ROE** has been on an upward trend, reflecting improvements in profitability and capital efficiency.
- ✓ **PER** remains at a relatively low level, indicating weak linkage between the share price and business performance.



Note: Fiscal year-end share prices have been retroactively adjusted to reflect the 3-for-1 stock split implemented on February 1, 2026.

# Management Conscious of Cost of Capital and Share Price

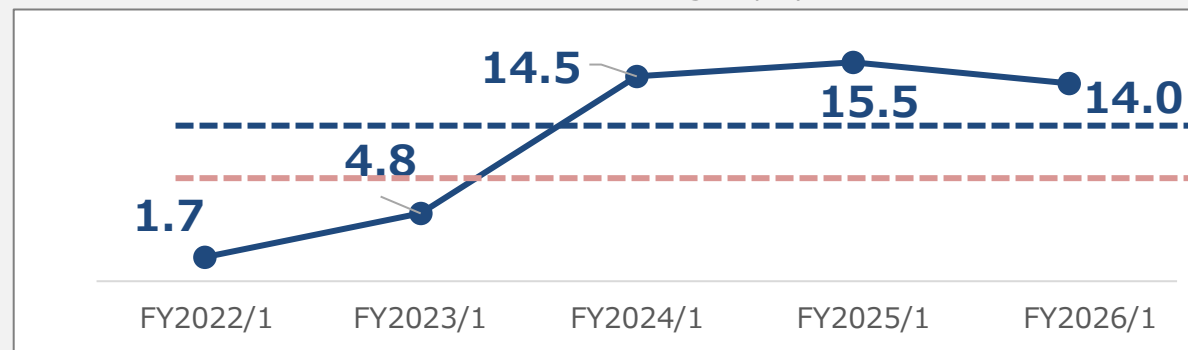
## (Current Status Analysis: Cost of Capital and Profitability)

- ✓ Cost of equity estimated at approximately 8.1% and WACC at approximately 5.5%.
- ✓ ROE and ROIC have remained above the cost of equity and WACC, respectively.

<b>WACC</b> Weighted Average Cost of Capital	<b>Approx. 5.5%</b>
<b>Cost of Equity</b> Estimated using CAPM	<b>Approx. 8.1%</b>

### ROE: Return on Equity (%)

Profit attributable to owners of parent  
÷ Average equity

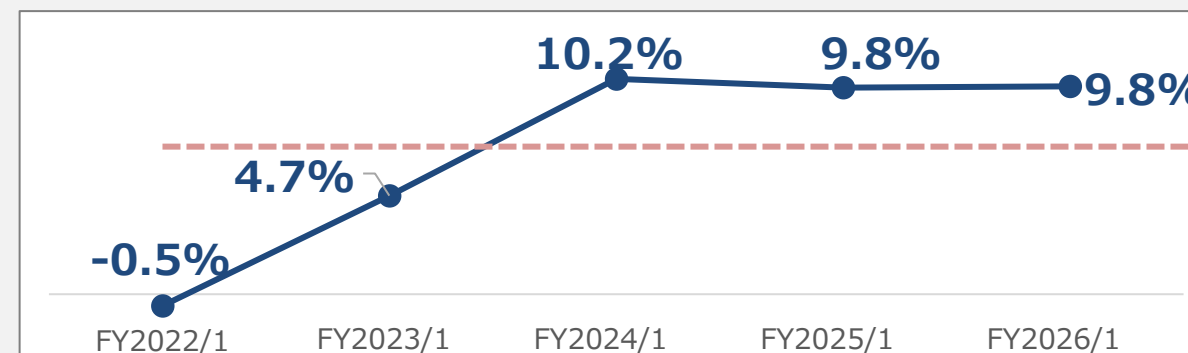


**ROE Target  
(FY2027/1)  
10.0% or higher**

**Cost of Equity  
Approx. 8.1%**

### ROIC : Return on Invested Capital (%)

Operating profit after tax ÷ Average invested  
capital(Interest-bearing debt + Equity)

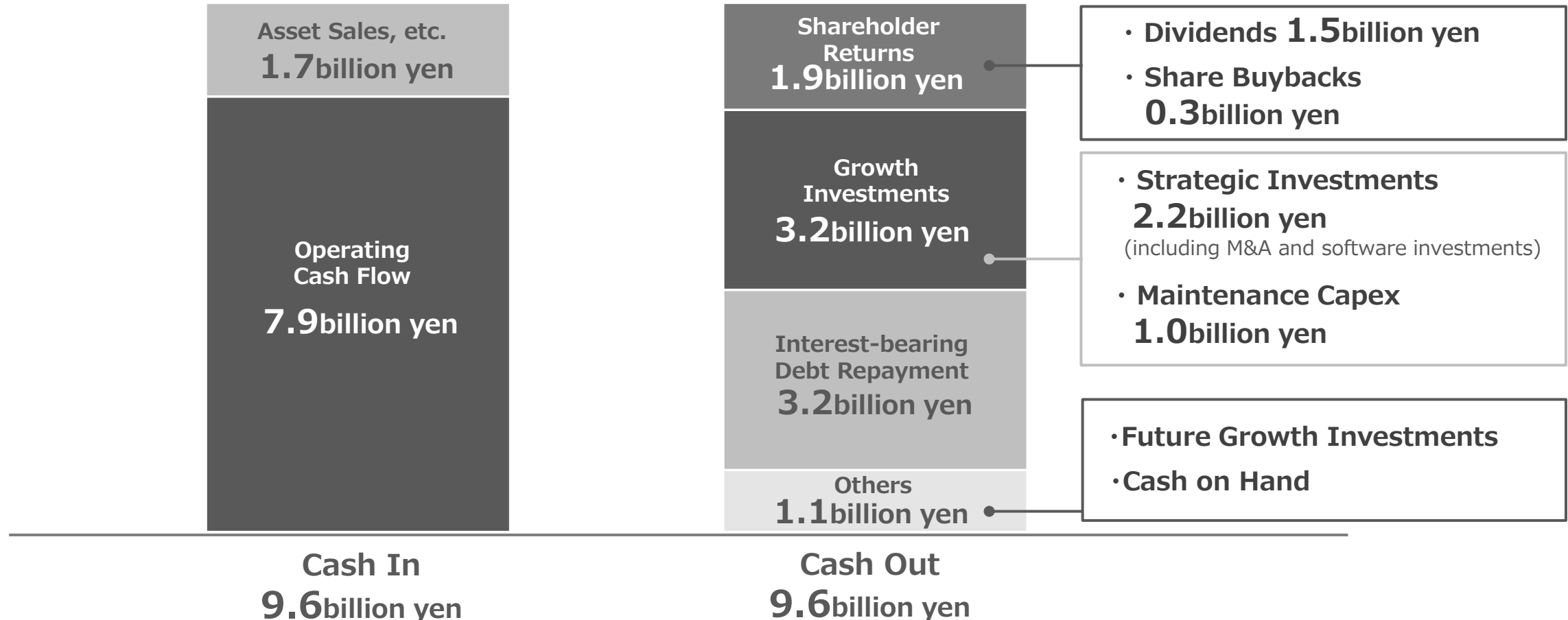


**WACC  
Approx. 5.5%**

# Cash Allocation (Results for the Fiscal Year Ended January 2026)

- ✓ Planned execution of growth investments and shareholder returns while actively promoting asset sales.

\*Figures are rounded down to the nearest 0.1 billion yen



A cash allocation plan will be presented in the medium-term management plan scheduled to begin in the fiscal year ending January 2028.