REAL LOGISTICS
Being Group

Interim Financial Results Presentation Materials for the Fiscal Year Ending December 31, 2026

BEING HOLDINGS CO., LTD.

(Tokyo Stock Exchange Standard Market 9145)

August 14, 2026

Disclaimer

This document contains forward-looking statements. These statements are based solely on the information available at the time they were prepared. Furthermore, these statements do not guarantee future results and are subject to risks and uncertainties. Please note that actual results may differ significantly from future projections due to changes in the environment, etc.

Factors that may influence the actual results mentioned above include, but are not limited to, domestic and international economic conditions and trends in our relevant industry.

In the event of new information or future events, we are under no obligation to update or revise any forward-looking information contained in this document.

Furthermore, any information other than that concerning our company included in this document is quoted from publicly available information, and we do not verify or guarantee the accuracy or appropriateness of such information.

*Regarding the handling of fractions, amounts less than the unit are rounded down, and for percentages, amounts less than the first decimal place are rounded down.

Agenda

■ Summary

I… Consolidated Financial Results for the Six Months Ended June 30, 2026

II… Topics

III… Consolidated Earnings Forecast for the Fiscal Year Ending December 31, 2026

■ Appendix

(Company overview, features and strengths)

Consolidated Financial Results for the Six Months Ended June 30, 2026

Although revenue has increased steadily due to the full-year operation of 14 new locations opened in the previous fiscal year, profits have decreased mainly due to temporary cost increases associated with profit improvement activities at the Tokai SCM Center, which have been ongoing since the previous fiscal year.

Operating revenue	**17.50** billion yen YoY +10.6%	**Operating profit**	**0.98** billion yen YoY (15.6)%
Ordinary profit	**0.97** billion yen YoY (18.3)%	**Profit** attributable to owners of parent	**0.54** billion yen YoY (23.6)%

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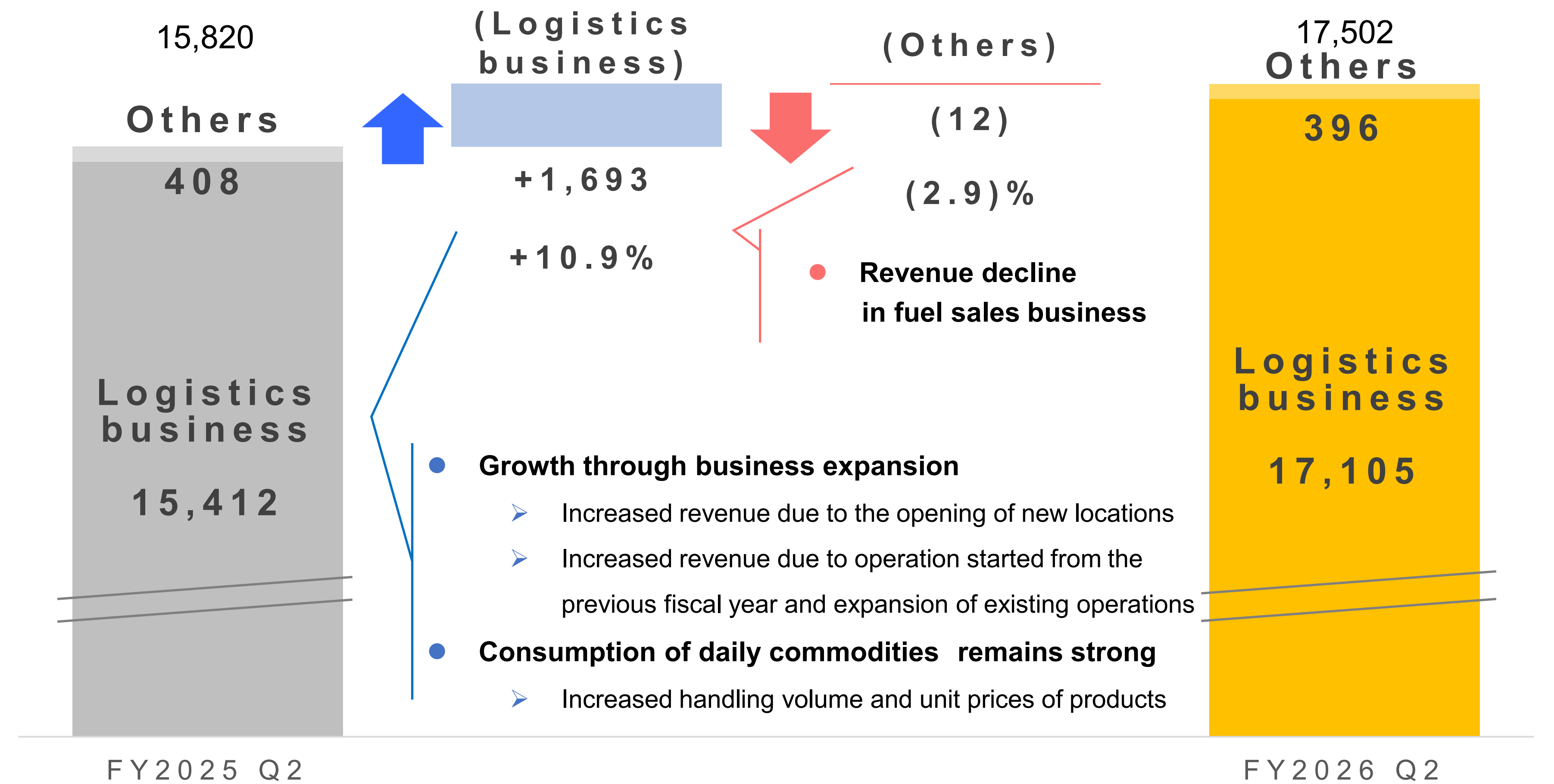
I
Consolidated financial results for the six months ended June 30, 2026

Profit and loss situation for the six months ended June 30, 2026 (YoY)

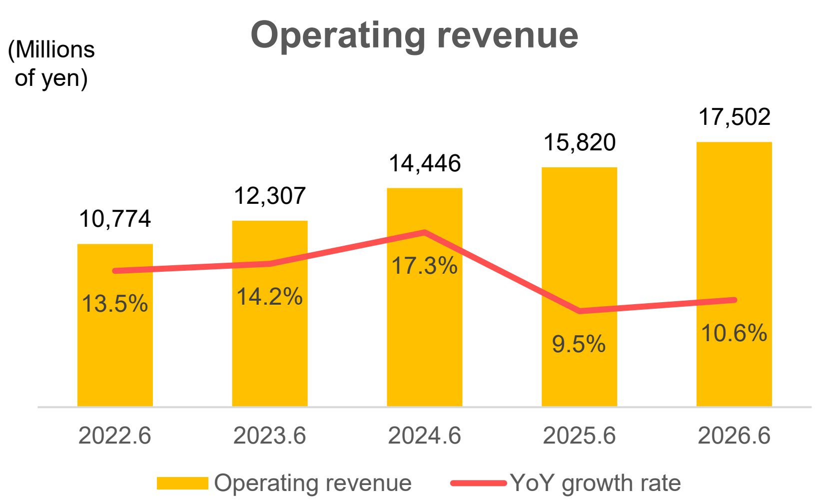
[Millions of yen]	FY2025 Q2 results		**FY2026 Q2 results**		YoY	
	Amount	Percentage of operating revenue	**Amount**	**Percentage of operating revenue**	Increase/decrease	Percentage of increase or decrease
Operating revenue	15,820		**17,502**		+1,681	+10.6%
Operating costs	13,935	88.0%	**15,792**	**90.2%**	+1,856	+13.3%
Operating gross profit	1,885	11.9%	**1,710**	**9.7%**	(175)	(9.2)%
Selling, general and administrative expenses	716	4.5%	**723**	**4.1%**	+7	+1.0%
Operating profit	1,169	7.3%	**986**	**5.6%**	(182)	(15.6)%
Non-operating income	53	0.3%	**28**	**0.1%**	(24)	(46.5)%
Non-operating expenses	32	0.2%	**43**	**0.2%**	+10	+33.3%
Ordinary profit	1,190	7.5%	**971**	**5.5%**	(218)	(18.3)%
Extraordinary income	8	0.0%	**9**	**0.0%**	+1	+15.3 %
Extraordinary losses	12	0.0%	**0**	**0.0%**	(11)	(97.6)%
Income taxes	382	2.4%	**359**	**2.0%**	(22)	(5.9)%
Profit attributable to owners of parent	714	4.5%	**545**	**3.1%**	(168)	(23.6)%

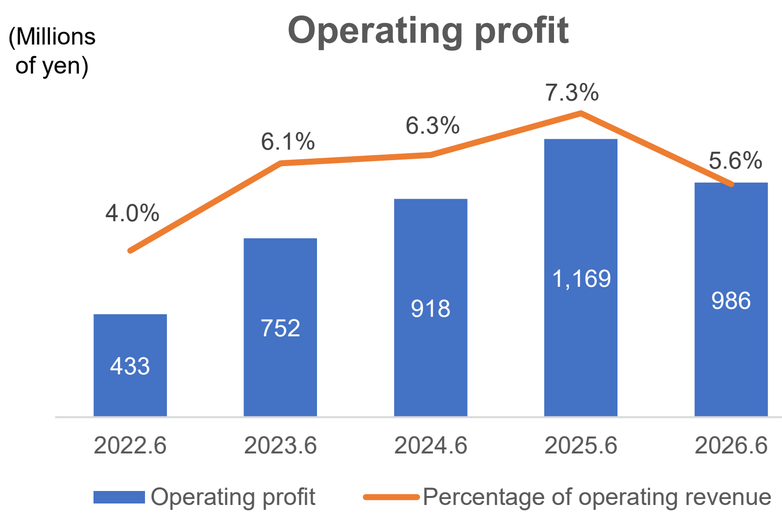
Profit and loss situation for the six months ended June 30, 2026
| Analysis of factors contributing to increases and decreases in operating revenue

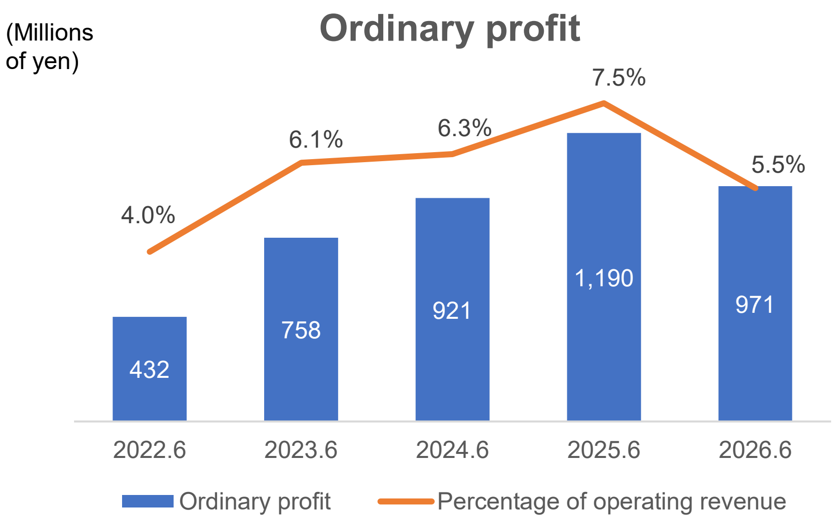
[Millions of yen]	FY2025 Q2 results	**FY2026 Q2 results**	YoY	
	Amount	Amount	Increase/decrease	Percentage of increase or decrease
Operating revenue	15,820	**17,502**	**+1,681**	**+10.6%**

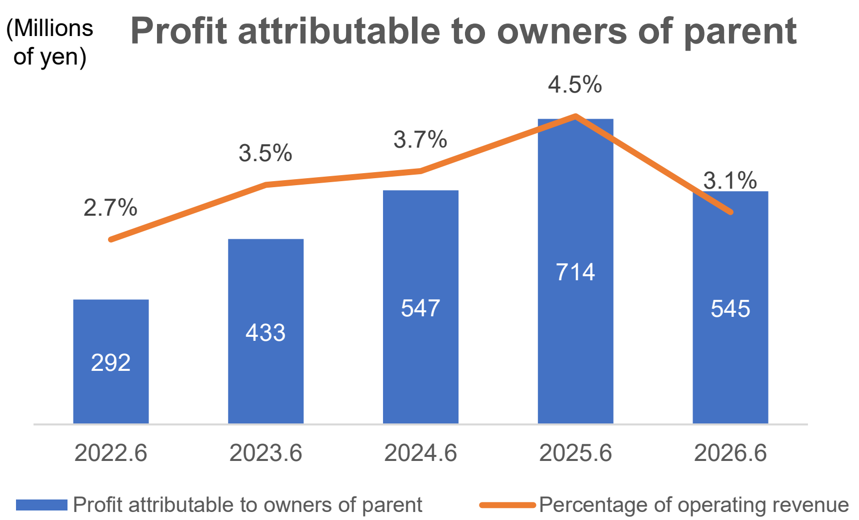


Being Group


(Millions of yen)
Operating revenue
10,774
12,307
14,446
15,820
17,502
13.5%
14.2%
17.3%
9.5%
10.6%
2022.6
2023.6
2024.6
2025.6
2026.6
Operating revenue
YoY growth rate

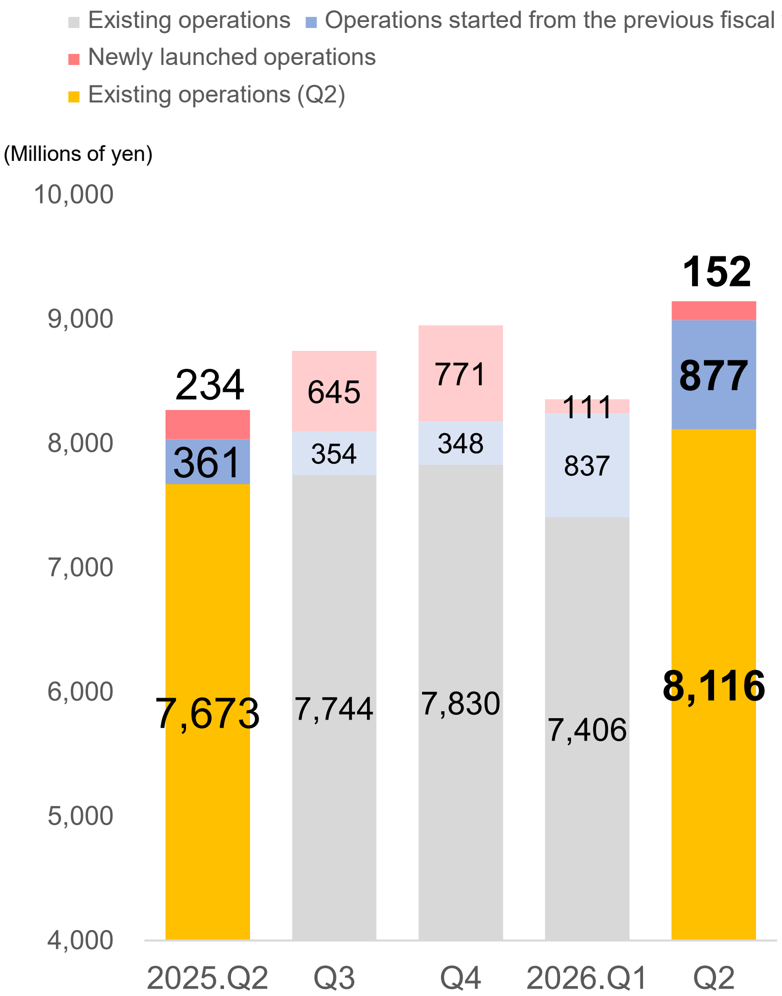

(Millions of yen)
Operating profit
4.0%
6.1%
6.3%
7.3%
5.6%
433
752
918
1,169
986
2022.6
2023.6
2024.6
2025.6
2026.6
Operating profit
Percentage of operating revenue


(Millions of yen)
Ordinary profit
4.0%
6.1%
6.3%
7.5%
5.5%
432
758
921
1,190
971
2022.6
2023.6
2024.6
2025.6
2026.6
Ordinary profit
Percentage of operating revenue


(Millions of yen)
Profit attributable to owners of parent
2.7%
3.5%
3.7%
4.5%
3.1%
292
433
547
714
545
2022.6
2023.6
2024.6
2025.6
2026.6
Profit attributable to owners of parent
Percentage of operating revenue

Quarterly trends and breakdown analysis of operating revenue

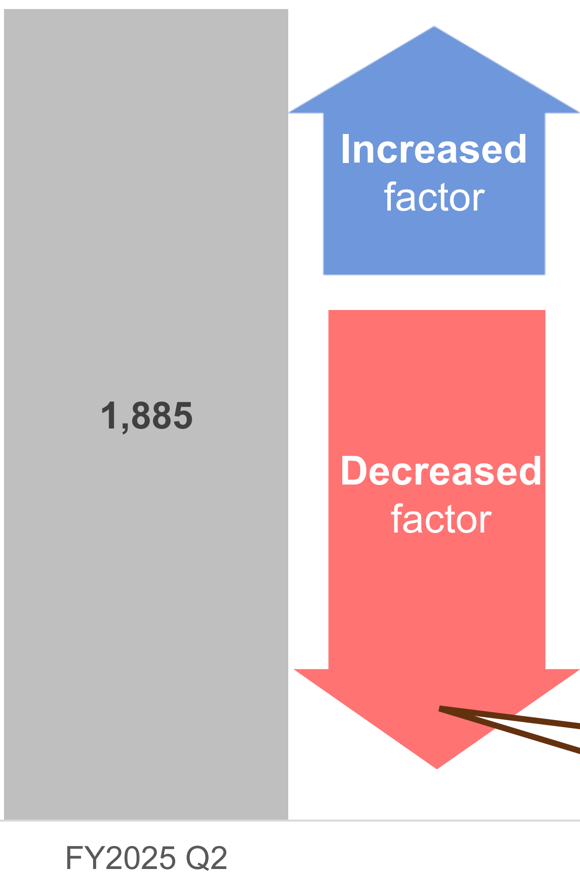
Due to the opening of 14 new locations in the previous fiscal year, revenue from operations started from that period increased significantly (an increase of 515 million yen compared to the same period of the previous fiscal year).



FY2026 Q2 Breakdown of operating revenue and year-on-year comparison					
Classification	FY2025 Q2	FY2026 Q2	Percentage of operating revenue	YoY Increase/ decrease	YoY Percentage of increase or decrease
Newly launched operations	234	**152**	1.6%	**(82)**	**(34.9)%**
Operations started from the previous fiscal year	361	**877**	9.5%	**+515**	**+142.6%**
Existing operations	7,673	**8,116**	88.7%	**+442**	**+5.7%**
Total	**8,270**	**9,146**	**100.0%**	**+876**	**+10.6%**

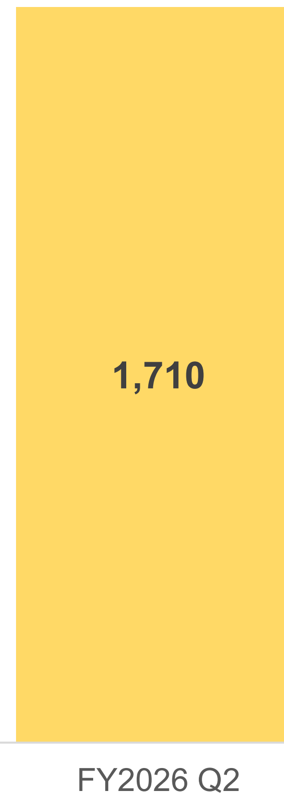
Profit and loss situation for the six months ended June 30, 2026
| Analysis of factors contributing to increases and decreases in operating gross profit

[Millions of yen]	FY2025 Q2 results		**FY2026 Q2 results**		YoY	
	Amount	Percentage of operating revenue	Amount	Percentage of operating revenue	Increase/decrease	Percentage of increase or decrease
Operating gross profit	1,885	11.9%	**1,710**	**9.7%**	**(175)**	**(9.2)%**



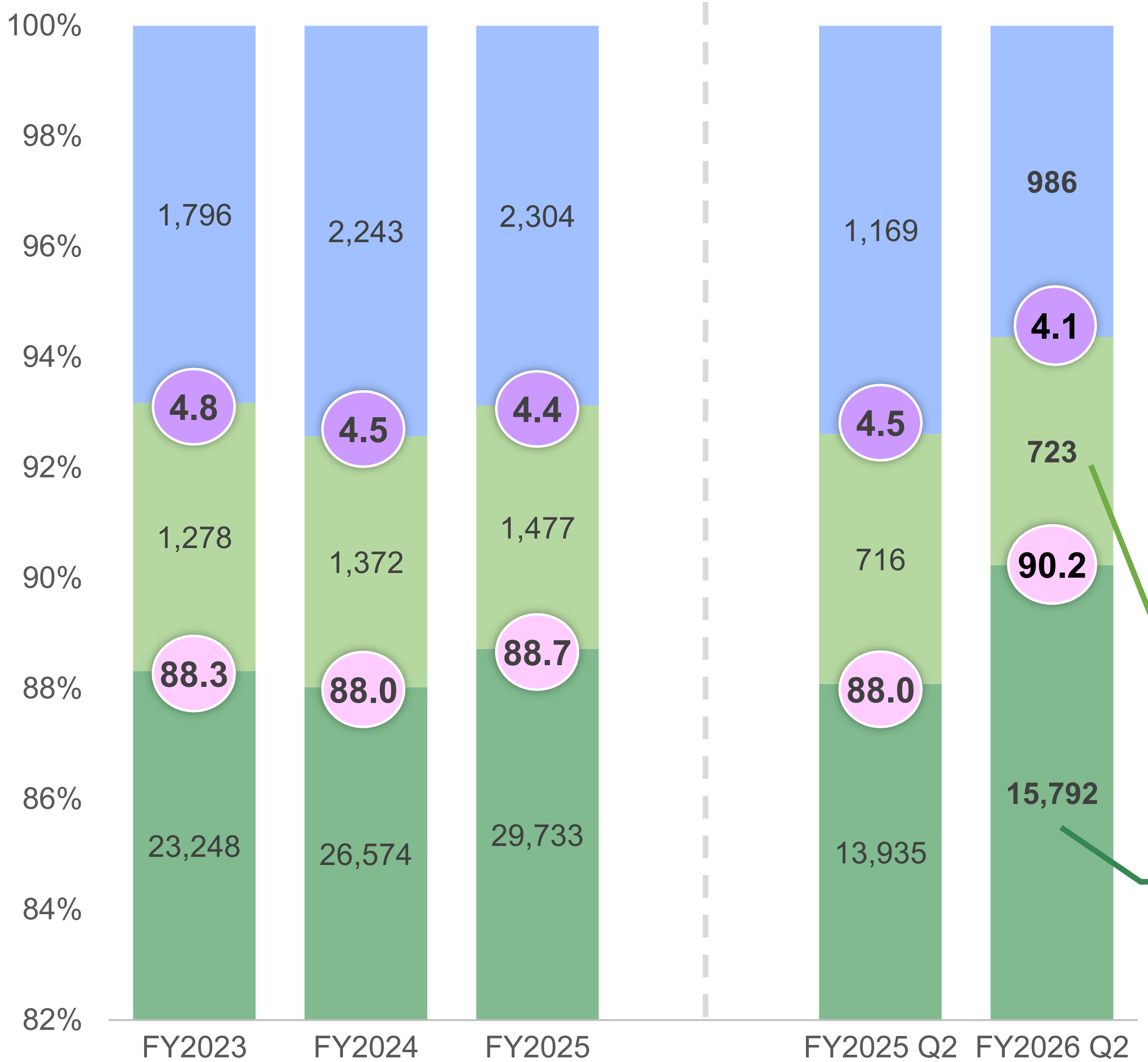
- **Operating revenue remains strong**
  - Increased revenue due to operations started from the previous fiscal year
  - Increased handling volume and unit prices of products
- **Decline in profit margins due to the relocation of the Tokai SCM Center**
  ➡This represents approximately 85% of the decrease in operating gross profit.
  - Increase in on-site outsourcing expenses (dispatch fees, etc.) until business processes are standardized
  - Costs incurred as a result of business process improvements (e.g., support expenses)
- **Increased logistics costs due to wage increases and review of fees charged by partner companies**

Tokai SCM Center
• Operating gross profit: (72) million yen
• YoY : (150) million yen



Trends in profit structure

[Millions of yen]



Percentage of SGA
0.4 percentage points YoY

Percentage of cost
2.2 percentage points YoY

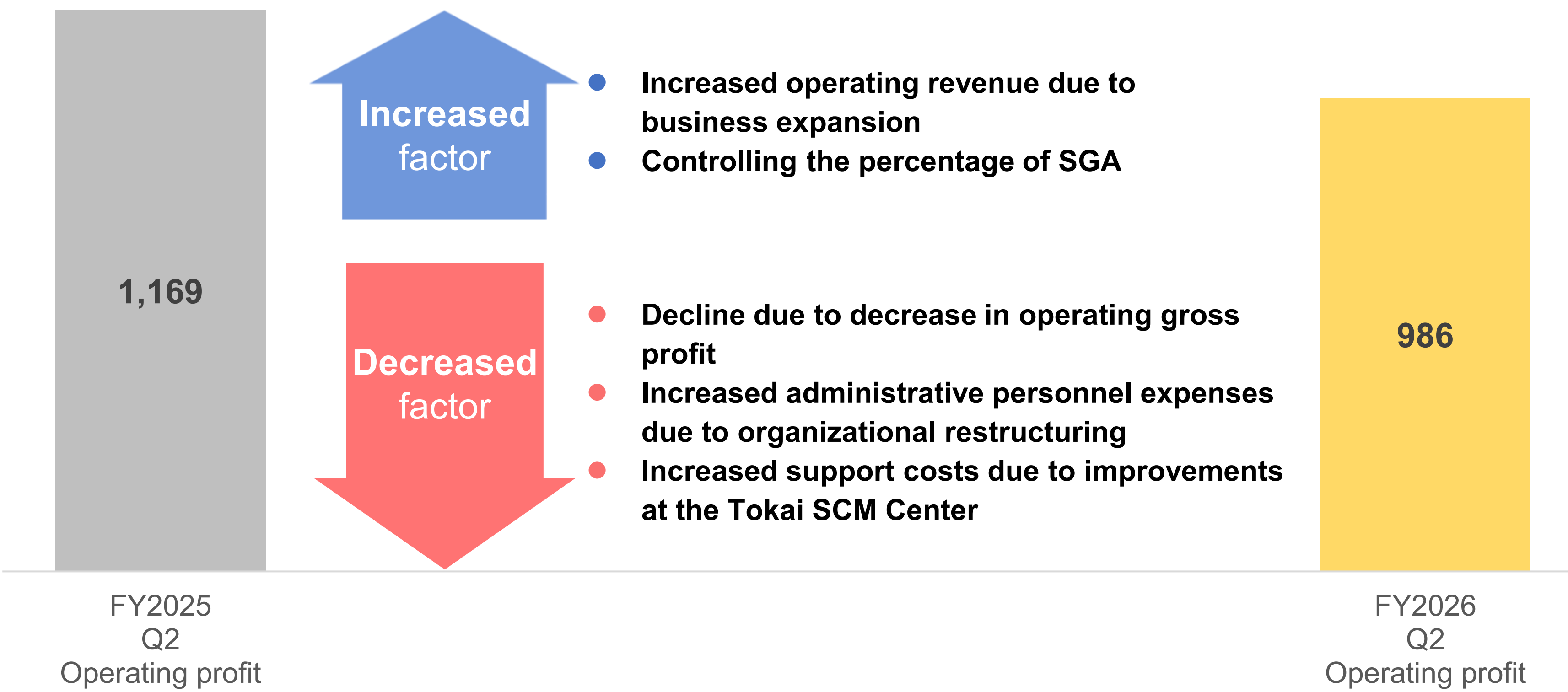
Personnel expenses
| Management staff, etc.

Labor costs
| On-site staff and drivers
Outsourcing expenses
| Partner company fees, etc.

Profit and loss situation for the six months ended June 30, 2026

| Analysis of factors contributing to changes in operating profit

[Millions of yen]	FY2025 Q2 results		**FY2026 Q2 results**		YoY	
	Amount	Percentage of operating revenue	Amount	Percentage of operating revenue	Increase/decrease	Percentage of increase or decrease
Operating profit	1,169	7.3%	**986**	**5.6%**	**(182)**	**(15.6)%**
Ordinary profit	1,190	7.5%	971	5.5%	(218)	(18.3)%
Profit attributable to owners of parent	714	4.5%	545	3.1%	(168)	(23.6)%

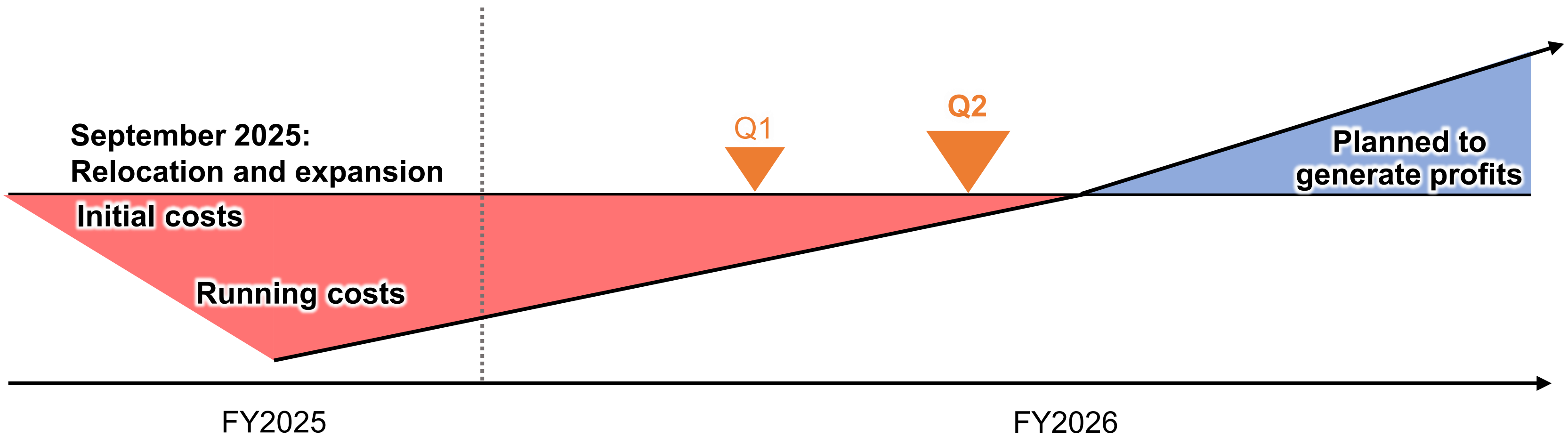


- **Increased operating revenue due to business expansion**
- **Controlling the percentage of SGA**

- **Decline due to decrease in operating gross profit**
- **Increased administrative personnel expenses due to organizational restructuring**
- **Increased support costs due to improvements at the Tokai SCM Center**

Tokai SCM Center: Improvement plan and status

Policy: Focus on improvement activities in 1H and secure operating profit in 2H



Business expansion Initial cost (Operating costs)

- Costs related to vacating the old center
- Initial costs of the new center
- Relocation expenses
- Fine-tuning of work procedures specific to each location
- Considering ways to improve efficiency in food and daily necessities
- Responding to changes in customer requirements

Improvement activities

- Review of locations
  →By compressing workspace, the inefficiency of flow lines is significantly improved.
  →Productivity gradually improves due to enhanced operational efficiency.
  →Outsourcing expenses (temporary staffing) will be stabilized within budget due to increased productivity.
- Inventory review and settlement of discrepancies

Normalization of monthly income and expenditure

Future improvements

- Review of contract terms with customers
- Consideration of reducing the amount of transportation work
- Improving productivity through reviewing work instructions

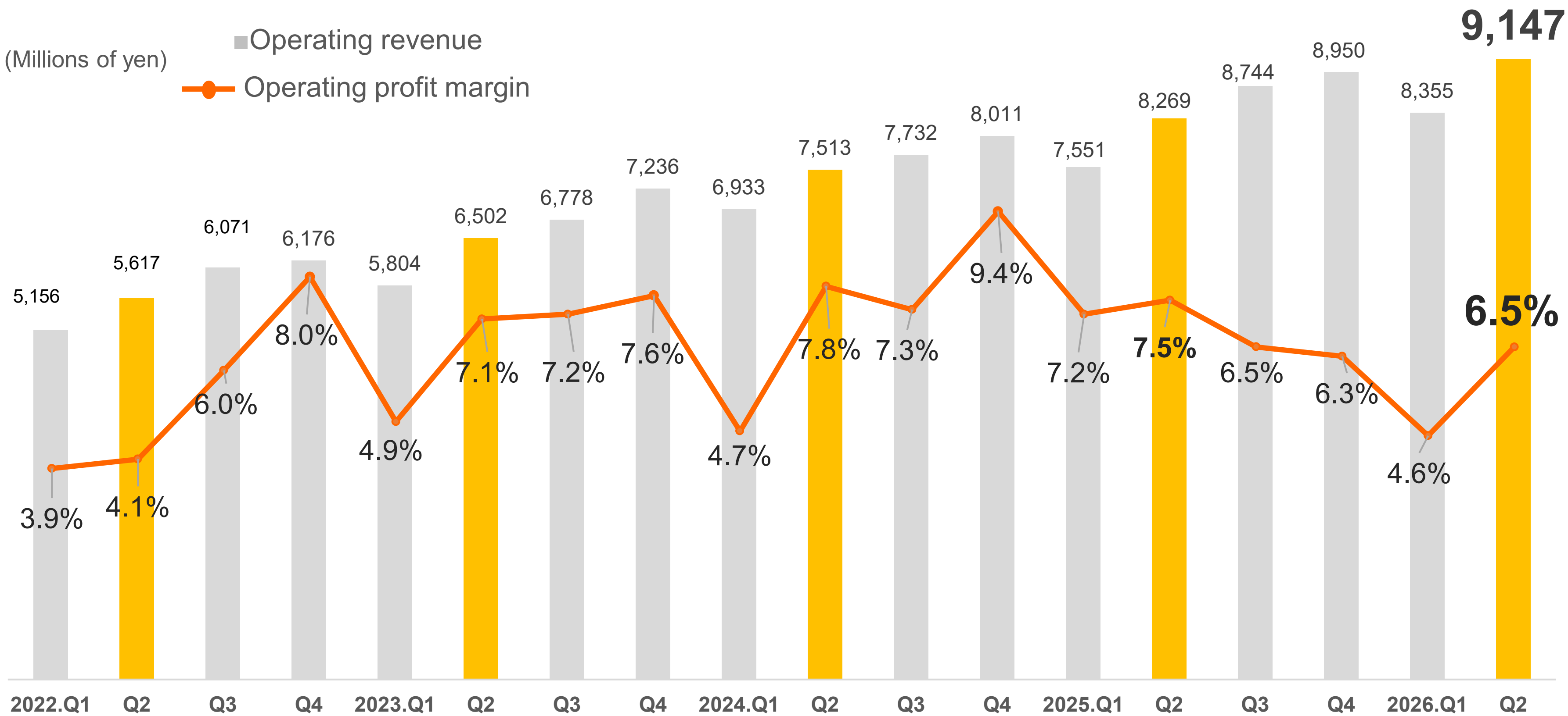
Quarterly trends in operating profit margin

Efforts to improve operating profit margin

- Analyze the data accumulated in "Jobs" and thoroughly control costs to match the predicted volume.
- Effective utilization of logistics resources (starting new operations at existing locations)

FY2026 Q2
Although the operating profit margin declined year-on-year due to upfront investments in the previous period, it improved from 4.6% in Q1 to 6.5% in Q2, indicating that operating profit is on an upward trend due to the effectiveness of efforts to improve profitability.

- Q1 7.2% → 4.6% (2.6pt decrease)
- Q2 7.5% → 6.5% (1.0pt decrease)



Financial status as of June 30, 2026 (compared to the end of the previous fiscal year)

[Millions of yen]	As of December 31, 2025		**As of June 30, 2026**		Compared to the end of the previous fiscal year		Main factors for increase or decrease
	Amount	Composition ratio	**Amount**	**Composition ratio**	Increase/decrease	Percentage of increase or decrease	
Current assets	9,145	45.1%	**8,893**	44.8%	(252)	(2.7)%	• Trade accounts receivable: (185)
Non-current assets	11,121	54.8%	**10,914**	55.1%	(206)	(1.8)%	• Buildings and structures: (127) • Machinery, equipment and vehicles: (54)
Total assets	20,266	100.0%	**19,808**	100.0%	(458)	(2.2)%	
Current liabilities	6,187	30.5%	**5,523**	27.8%	(663)	(10.7)%	• Trade accounts payable: (424) • Accrued expenses: (156)
Non-current liabilities	5,416	26.7%	**5,280**	26.6%	(136)	(2.5)%	• Long-term borrowings: (108) • Lease liabilities: (27)
Total liabilities	11,604	57.2%	**10,804**	54.5%	(799)	(6.8)%	
Total net assets	8,662	42.7%	**9,003**	45.4%	+341	+3.9%	• Retained earnings: +340
Total liabilities and net assets	20,266	100.0%	**19,808**	100.0%	(458)	(2.2)%	
Equity ratio	40.1%		**42.7%**		+2.6pt		

*The equity ratio is calculated excluding non-controlling interests.

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II

Topics

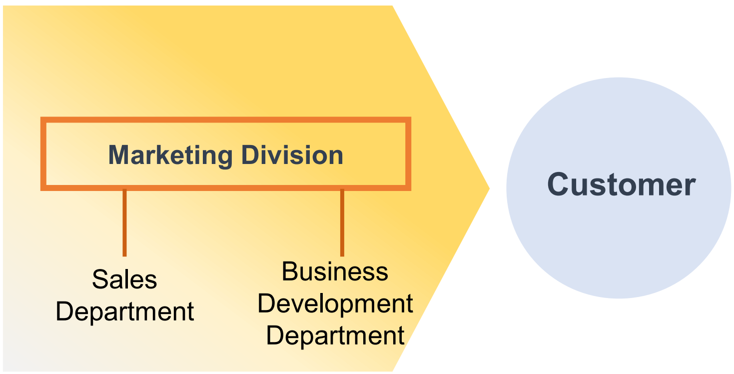
April 2026: Opened our new logistics center "Yuki Center"

Center name	Location	Opening date	Products handled	Group companies
Yuki Center	Yuki, Ibaraki	April 21	Food and daily necessities	TOKYO ACTY 株式会社 東京アクティー

- As of August 14, 2026, there are a total of **73 locations** (including closures and mergers).

July 2026: Establishment of the Marketing Division

- Establish a "Marketing Division" that oversees the "Sales Department" and the "Business Development Department."
- Promote the acquisition of new projects and the deepening of relationships with existing customers through analysis of customer needs and market trends.
- Improve our sales proposal capabilities and strengthen customer acquisition across the group by centralizing customer information.
- Manage projects over a period of several years. (Through negotiations with clients, we thoroughly manage projects not just for a single year, but for several years ahead.)



July 2026: Made two logistics companies subsidiaries

- Acquire logistics companies that handle food, anticipating synergies with our company.
- Aim to expand our business quickly by securing vehicles and personnel.
- Strengthen the system for expanding business with existing customers.

SUGAYA TRANSPORT Co., Ltd.

Location	Asahi, Chiba
Representative Director	Kazuo Sugaya
Establishment	December 1999
Share capital	10 million yen
Operating revenue	407 million yen
Number of vehicles	34
Business description	Food delivery using refrigerated vehicles, including soy-based processed foods and prepared meals
Number of employees	32

JU-keisou Co., Ltd.

Location	Murakami, Niigata
Representative Director	Junji Nakayama
Establishment	April 2002
Share capital	6 million yen
Operating revenue	382 million yen
Number of vehicles	14
Business description	Food delivery, primarily of refrigerated and frozen foods, using refrigerated vehicles
Number of employees	21

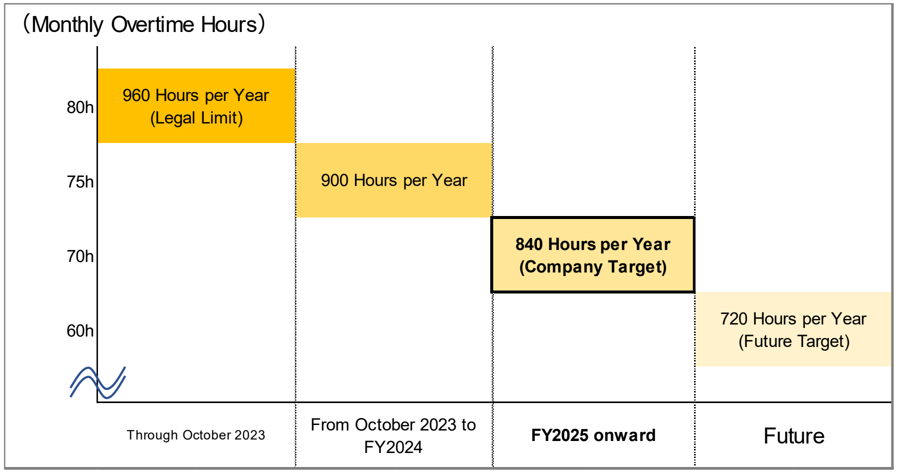
April 2026: Transition to a system with 120 days of annual holidays

- Increase the number of annual holidays from **105** to **120 days**.
- Align with 3PL industry standards and eliminate lost opportunities in talent acquisition due to insufficient holidays.
- No change in wage levels due to the increase in holidays. (effective wage increase)

➡ Strengthen recruitment and retain talent by improving the working environment.

Reducing drivers' overtime working hours

- Promote efficiency improvements in delivery operations, strict management of working hours, and waiting time reduction through Jobs.
- Currently, conduct operations with a target of 70 hours per month (840 hours per year).
- **In the future, we aim to keep overtime working hours within 720 hours per year, which is the same level as other industries.**



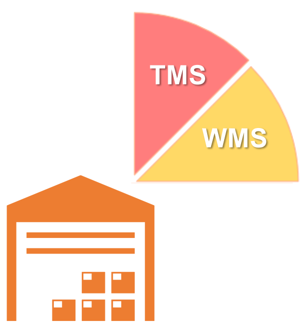
Topic 4: External sales of Jobs

This is the first step in building a new revenue pillar and optimizing the entire supply chain.

Current position

Implemented TMS/WMS for our competitor for the first time

- Prioritize operational adoption and effectiveness verification
- The first step in building an external sales model



Competitor's center

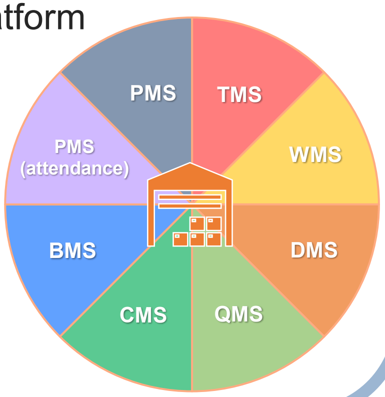
Revenue model

- Initial costs
- Monthly system usage fee
- Introduction support/operation support
- Adding features/improvement proposal

Vision

Optimize the entire supply chain

- Expand services to competitors
- Accumulate data of Jobs
- Sophisticate improvement proposals
- Evolve to a logistics data platform



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III

Consolidated Earnings Forecast for the Fiscal Year Ending December 31, 2026

Consolidated earnings forecast for the fiscal year ending December 31, 2026

*No change from the initial forecast

Growth

Continue 10% growth in operating revenue

Investment

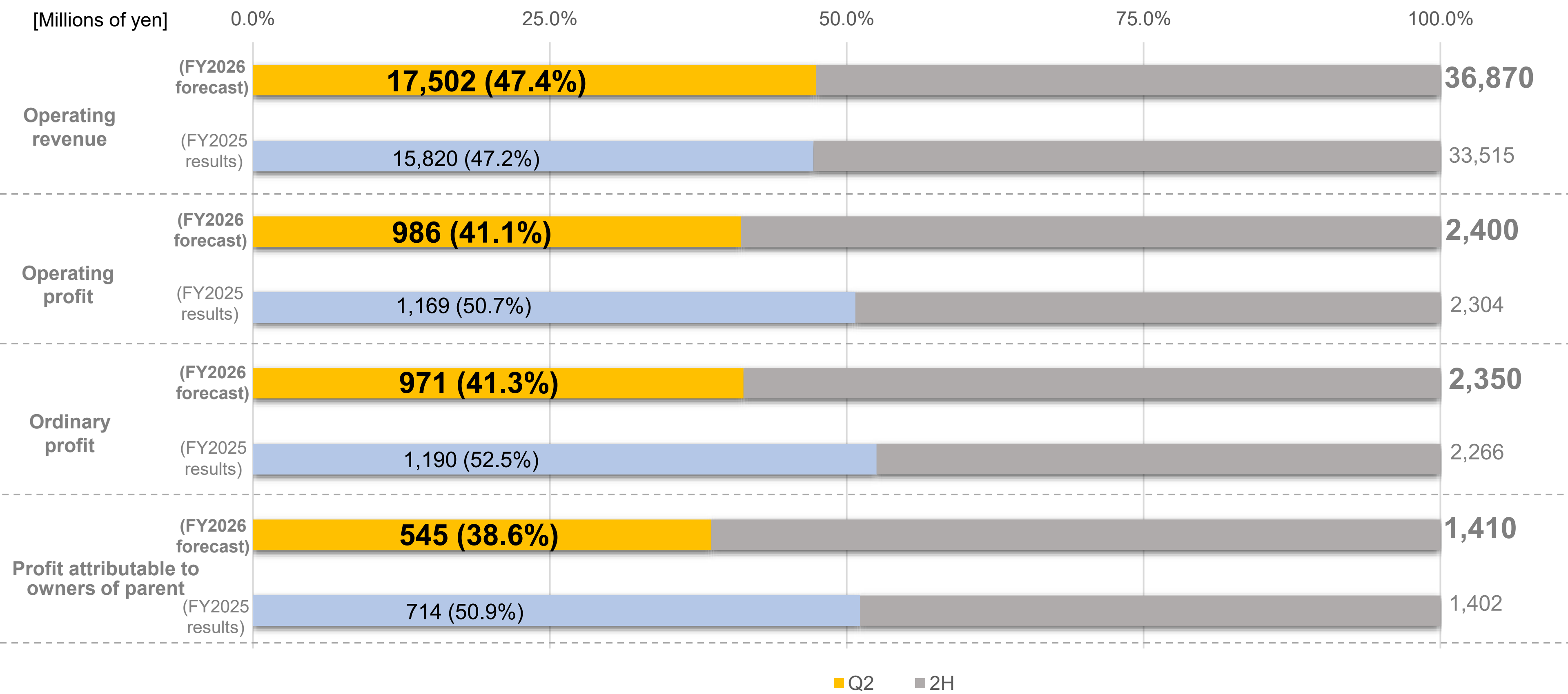
With the aim of securing and retaining the talent that will support our growth, we will invest 200 million yen in improving the working environment.

[Millions of yen]	FY2025 Results		**FY2026 Forecast**		YoY	
	Amount	Percentage of operating revenue	**Amount**	**Percentage of operating revenue**	Increase/decrease	Percentage of increase or decrease
Operating revenue	33,515		**36,870**		+3,354	+10.0%
Operating profit	2,304	6.8%	**2,400**	**6.5%**	+95	+4.1%
Ordinary profit	2,266	6.7%	**2,350**	**6.3%**	+83	+3.6%
Profit attributable to owners of parent	1,402	4.1%	**1,410**	**3.8%**	+7	+0.5%
Earnings per share [Yen]	58.18		**58.50**			
Dividend amount (Yen per share)	13.00		**15.00**		**+2.00**	

Progress rate against the full-year consolidated earnings forecast

Although the profit progress rate is lower than the previous fiscal year, we anticipate revenue growth and profit recovery in 2H, in line with our full-year plan.

Q2 results (progress rate of full-year consolidated forecast)



Key measures for 2H to achieve the full-year plan

In 2H, we aim to achieve our full-year plan by continuing to increase revenue and improving profit margins through improvements at the Tokai SCM Center.

Operating revenue	Q2 results	Amount required in 2H
36,870 million yen Full-year plan	17,502 million yen *Progress rate: 47.4%	**19,367 million yen** *Compared to 2H of the previous fiscal year: +1,672 million yen/+9.4%

Operating profit	Q2 results	Amount required in 2H
2,400 million yen Full-year plan	986 million yen *Progress rate: 41.1%	**1,413 million yen** *Compared to 2H of the previous fiscal year: +277 million yen/+24.4%

1. Revenue expansion

- Incorporate the increased revenue from operations started from the previous fiscal year into the full year.
- Increase the volume of existing operations, continue to pass on rising costs to prices, and strive to optimize logistics unit prices.
- Work to stabilize the operation of new business and new locations.

2. Cost improvement

- Continue business improvements at Tokai SCM Center.
- Manage outsourcing expenses and personnel expenses using monthly KPIs.
- Utilize Jobs data and thoroughly control costs according to the volume of work.

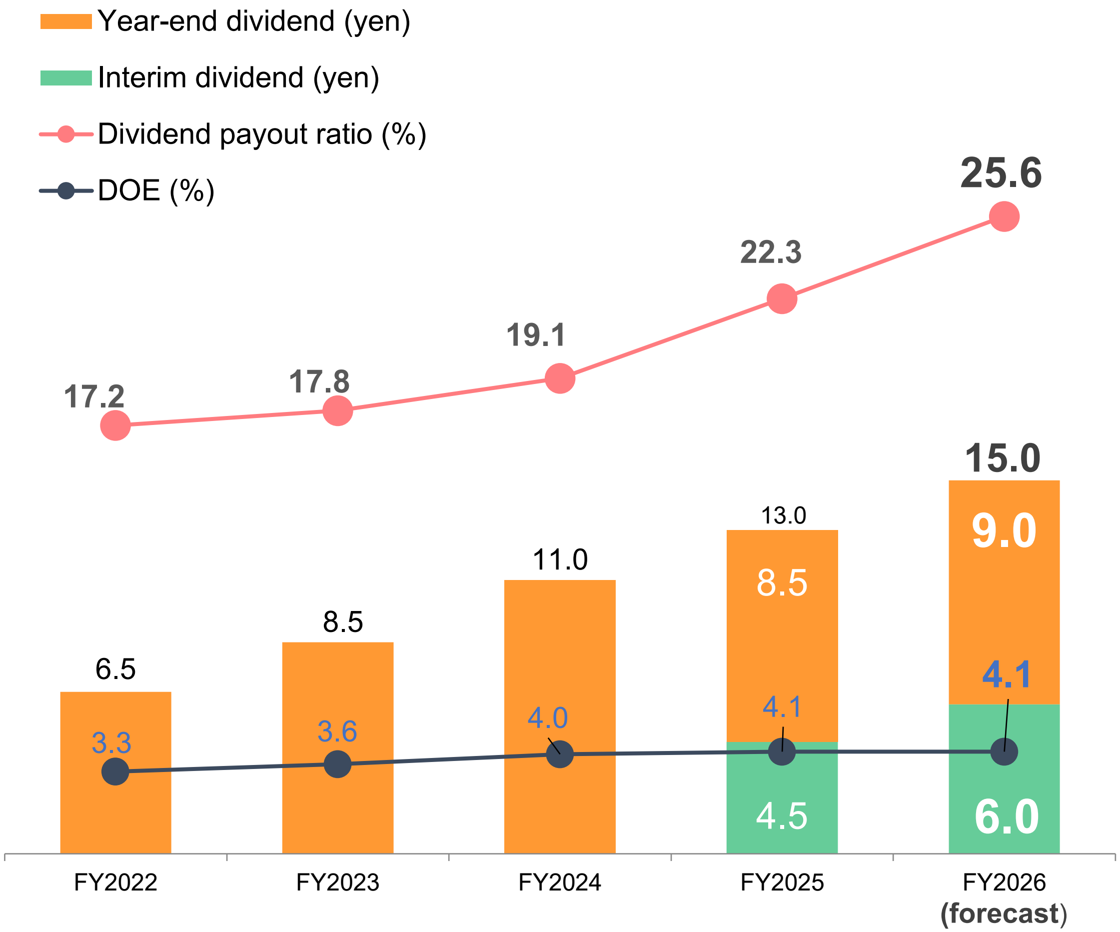
3. Normalization of profits

- Aim to reduce the startup costs incurred in 1H.
- Achieve profitability and stable revenue of Tokai SCM Center.
- Aim to achieve our operating profit plan by improving operating gross profit margin.

Shareholder returns

*No change from the initial forecast

Dividend for the fiscal year ending December 2026: 15.0 yen per share
Interim dividend: 6.0 yen Year-end dividend (forecast): 9.0 yen



Basic policy for dividends

Recognizing shareholder returns as a crucial management issue, we comprehensively consider securing retained earnings to meet funding needs for business performance and expansion.

Continue to pay stable dividends over the long term, taking into account the dividend payout ratio and DOE.

Internal reserves

Strengthen the company's financial structure, including for repaying borrowings.
Invest in strategic growth areas.

Strive to enhance corporate value

* The dividend reflects the impact of the stock split effective October 1, 2025.

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Appendix

Company overview (1)

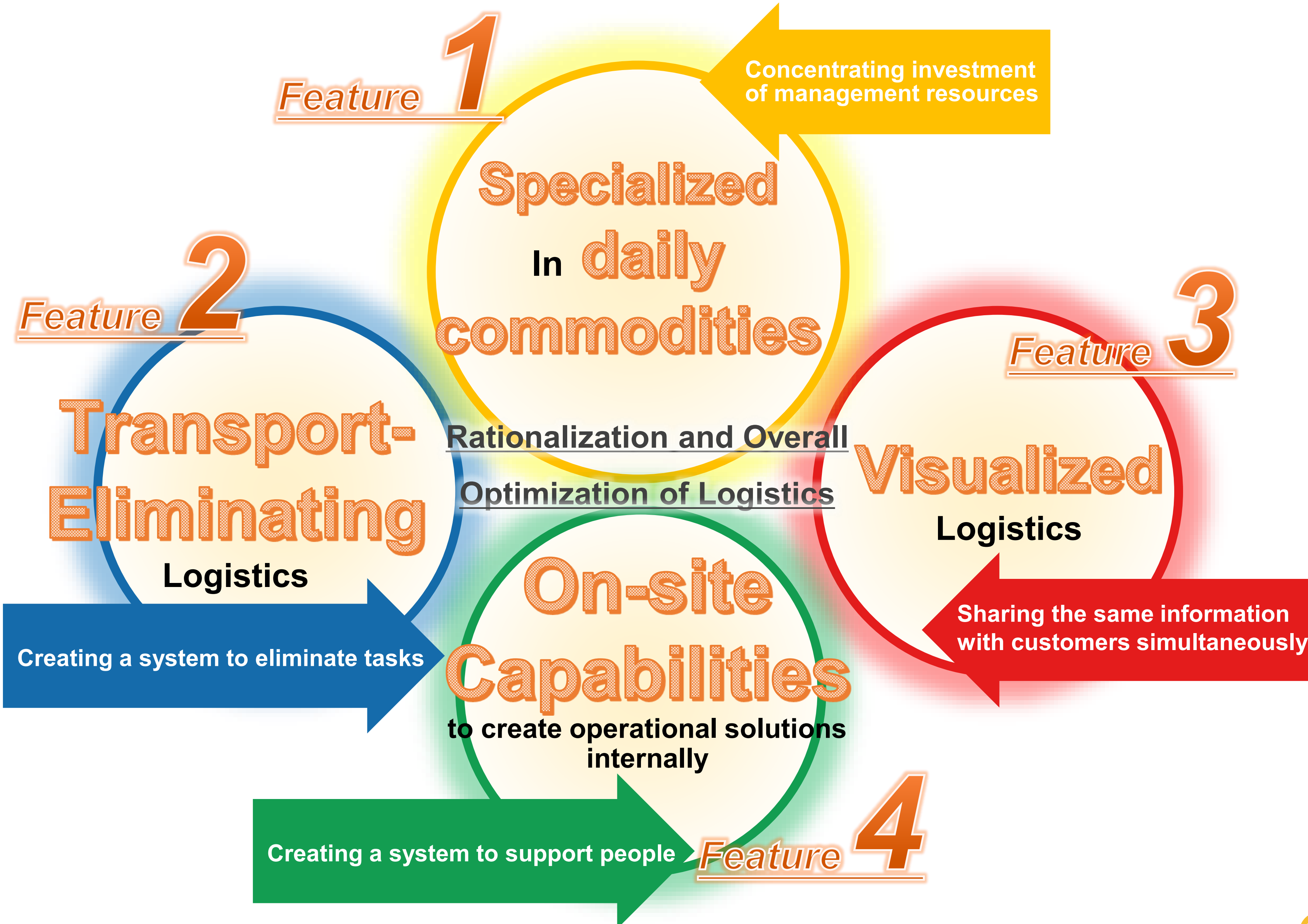
Company name	BEING HOLDINGS CO., LTD.
Main office	Kanazawa Head Office ¦ 3-18 Re, Senkoji-machi, Kanazawa, Ishikawa TEL: 076-268-1110/FAX: 076-268-6631 Tokyo Head Office ¦ 7th floor, Otemachi Park Building, 1-1-1 Otemachi, Chiyoda-ku, Tokyo TEL: 03-6259-1830/FAX: 03-6259-1831
Representative	Representative Director and President: Shigekazu Kita
Establishment	September 17, 1986
Share capital	696,121 thousand yen (as of the end of June 2026)
Number of employees	Consolidated: 1,025 (1,584) (as of the end of June 2026) The number of employees refers to the number of people working (excluding those seconded from our group to external organizations, and including those seconded from external organizations to our group), and the number of temporary employees is the average number of people over the past year, indicated in parentheses.
Business description	Management of group companies BEING Group ¦ Logistics business | Logistics center operations and consulting services Others | Passenger services, etc.

Company profile (2)

Group companies		Name	Business description	Share capital	Percentage of voting rights
	1	**ACTY Co., Ltd.**	**Logistics business**	80 million yen	100.0%
	2	**FUKUI ACTY Co., Ltd.**		30 million yen	100.0%
	3	**TOKYO ACTY Co., Ltd.**		80 million yen	100.0%
	4	**COLLAVICE Co., Ltd.**		80 million yen	100.0%
	5	**A2LOGI Co., Ltd.**		5 million yen	51.0%
	6	**YOKOHAMA-LSP Co., Ltd.**		30 million yen	100.0%
	7	**ORIENTAL Co., Ltd.**	Passenger services	10 million yen	100.0%
	8	**GAPPA Co., Ltd.**	System development	5 million yen	100.0%
	9	**BEPRO Co., Ltd.**	Insurance agency	3 million yen	100.0%
	10	**TAGAWA MOTORS Co., Ltd.**	Automotive repair business	6 million yen	100.0%
	11	**Hokuriku Logistics Efficiency Improvement Co-op**	Fuel sales business	0 million yen	35.7% (28.5%) *1 *2

* As of the end of June 2026
*1 The figure in parentheses for the percentage of voting rights is the indirect ownership ratio and is included in the total.
*2 Although the percentage of voting rights is 50% or less, the company is considered a subsidiary because it is effectively controlled.

BEING Group : Four features



Feature 1: Specialized in daily commodities

The reason we decided to specialize in daily commodities

<u>Seeing our employees delivering daily commodities during heavy snowfall made us realize the value of our work, and we decided to specialize in delivering daily commodities.</u>

Products handled

Food in three temperature zones (room temperature, refrigerated, and frozen), pharmaceuticals, cosmetics, and daily necessities

Delivery Destinations

DgS (drugstore), CVS (convenience store)
SM (supermarket)

- It is not affected by the economy and **the volume of transactions is stable.**
- **Increasing** the number of products handled and **expanding** the service area will lead to **increased revenue.**
- Demand is easy to predict, and **cost reduction** and **efficiency improvements** are easier.

Feature 2: Transport-Eliminating Logistics – Towards sustainable logistics –

Being Group

A touchless and transport-free logistics system

Production area

SCM Center

Located near consumption areas for a stable supply

Consolidating warehouses for manufacturers, intermediaries, and retailers into one location

Consumption Area (store)

Conventional logistics

Cost of transport

Manufacturer's logistics center

Touch the product

Cost of transport

Intermediate distribution logistics center (wholesale)

Touch the product

Cost of transport

Retail logistics center

Touch the product

Cost of transport

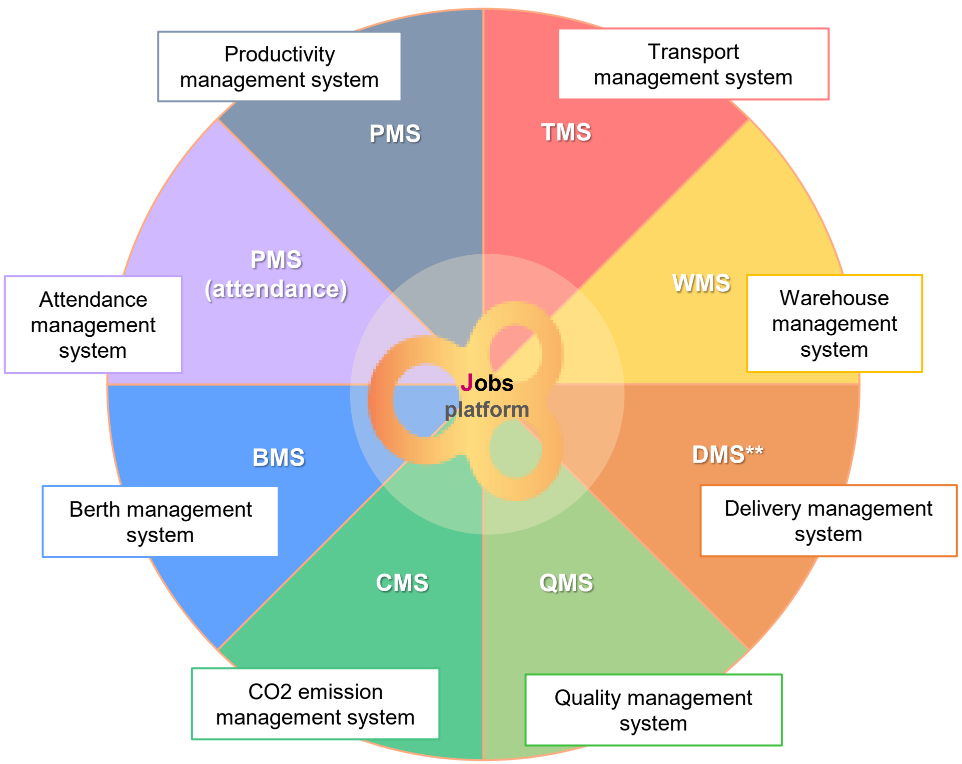
Conventional logistics
- Transportation between centers is required.
- Each company owns its center.
- Inbound and outbound operations occur at each center.

- Streamlining the entire supply chain
- Reducing transportation frequency

Contributing to a sustainable society

Feature 3: Visualized Logistics | Jobs

Jobs*



Visualizing the real-time flow of goods
On-demand visibility (pull type)

Inventory levels at the logistics center	**Arrival and departure times** of products	**Location of the delivery vehicle**

Customers can also simultaneously access the same information via the internet.
Proactive information sharing (push type)

Our group

Customer

* Jobs is designed to work not only with our systems but also with our customers' systems.

** DMS (delivery management system) is a term used by BEING Group referring to SMS (subcontractor compensation management system).

Jobs' concept of "information sharing"

- On-demand visibility (pull type) → Provide detailed information of interest.
- Proactive information sharing (push type) → Provide information that will intrigue your interest.

Sharing both types of information **helps us improve customer problems and reduce costs.**

Feature 4: "On-site Capabilities" to create operational solutions internally

By developing and custom-making devices tailored to specific site conditions, we pursue reductions in man-hours, labor-saving operations, and improved safety.

Labor and space reduction

Folding container washer

- Wash the containers while they are loaded onto the cart.
  → Can be installed even in limited spaces

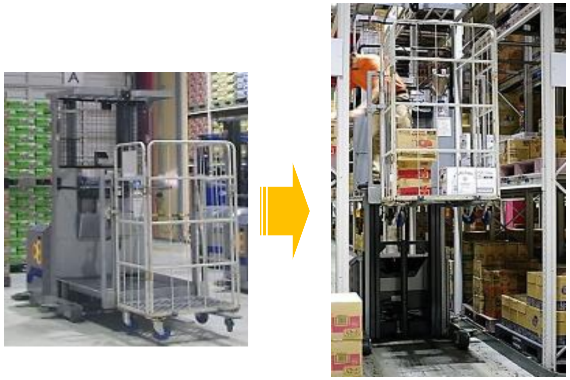
Large-scale electric pallet truck

- Transport up to 8 carts (four times the number of people).

Streamlining work processes

Lift attachment for roll cage

- Eliminate transshipment and streamline the work process.
  The items can be shipped in the same packaging as when they were picked.



Picking cart

- The trolley is removed, and the product is delivered directly to the store without any transfer.

Improved delivery quality and safety

Delivery truck

The central door of the three-door cargo bed has been significantly improved.

Vertical gate (3-point switch)

Store profiles

- We inspect all stores that will be the delivery destinations in advance and create "store profiles."

"On-site capabilities" to independently conceive and implement rationalization of all logistics operations.

Summary: Strengths and features

1 A real logistics company that handles all six logistics functions in-house

- The main focus is **the "3PL business,"** which involves transportation, storage, packaging, handling, distribution processing, and **the development** and integration **of information systems in-house**.
- Furthermore, we will produce the 3PL businesses and work with the group to develop **a "4PL business"** that manages the entire supply chain, and expand it to other competitors.

2 Focusing on 3PL business for retailers and wholesalers

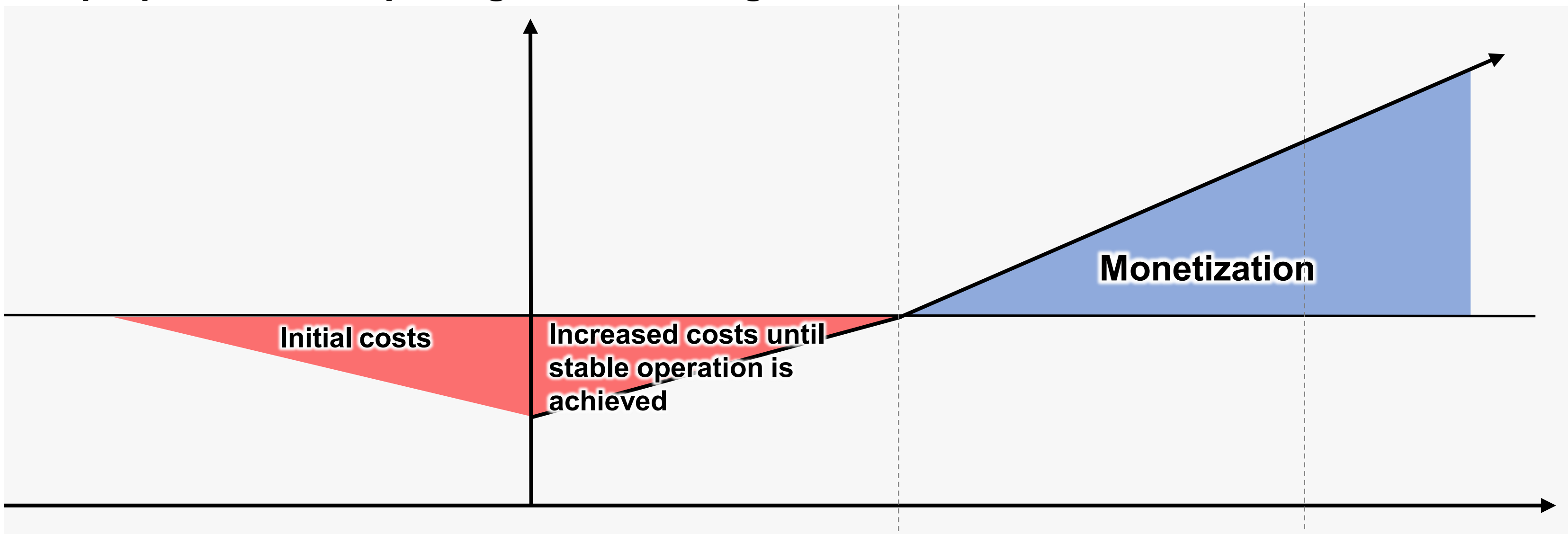
- The products we handle **are limited to daily commodities.**
- We specialize **in small-lot logistics** of food in three temperature zones (room temperature, refrigerated, and frozen), pharmaceuticals, cosmetics, and daily necessities, and we manage logistics centers for wholesale companies, convenience stores, supermarkets, and drugstores.

3 Achieving rationalization and overall optimization of logistics through "Transport-Eliminating Logistics" and " Visualized (pull and push types) logistics"

- We centralize inter-location distribution, inventory management, and inspection between manufacturers, wholesalers, and retailers into a base logistics center.
- We share information collected using our proprietary management system**, "Jobs,"** with our customers.
- We achieve overall optimization through thorough rationalization of on-site and delivery operations.

Expected overview of a new branch opening (example)

From preparation for opening to monetizing the base



Two months ago and before	Opening	Three months later...	Six months later...
Incurrence of operating costs related to preparation for opening	Generated operating revenue	Earned monthly operating profit	Accumulated operating profit

Opening costs (operating costs)

- Leasing of logistics warehouses
- Purchase of logistics equipment (folding containers, rolling carts, etc.)
- Purchase of transportation equipment (trucks, etc.)
- System implementation costs
- Pre-employment (training costs)

Start of operation

- Fine-tuning of work procedures specific to each location
- Responding to changes in customer requirements
- At this point, certainty should be prioritized over productivity.

Normalization of monthly income and expenditure

- In addition to increased certainty, productivity also improved, leading to a shift towards a more profitable business model.

Recovering initial costs

- Initial costs are gradually recovered through monetization.
- Profitable even in cumulative terms

REAL LOGISTICS

Being Group