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FINANCIAL INFORMATION

FOR THE FISCAL YEAR ENDED MARCH 31, 2026

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- 1 . The year ending March 31, 2026 recorded all-time highs in net sales and pretax Profit before income taxes.
 - * Net profit declined slightly due to a reduction in tax credits.
- 2 . Quality-focused policy despite inflationary pressures while tackling price competition head-on
- 3 . Positioning the year ending March 31, 2027 as a preparation phase for growth
 - ① Expanding SPA* functions
 - ② Building foundation for accelerated new store openings from FY2027 onward
- 4 . Enhancing shareholder benefit program (introduction of a progressive dividend policy and preferential treatment for long-term shareholders in the shareholder benefit program)

NOTE:

SPA: A vertically integrated supermarket chain based on the specialty store retailer of Private label Apparel model

1. Financial Highlights

2. Grand Design and the Medium-Term Management Plan

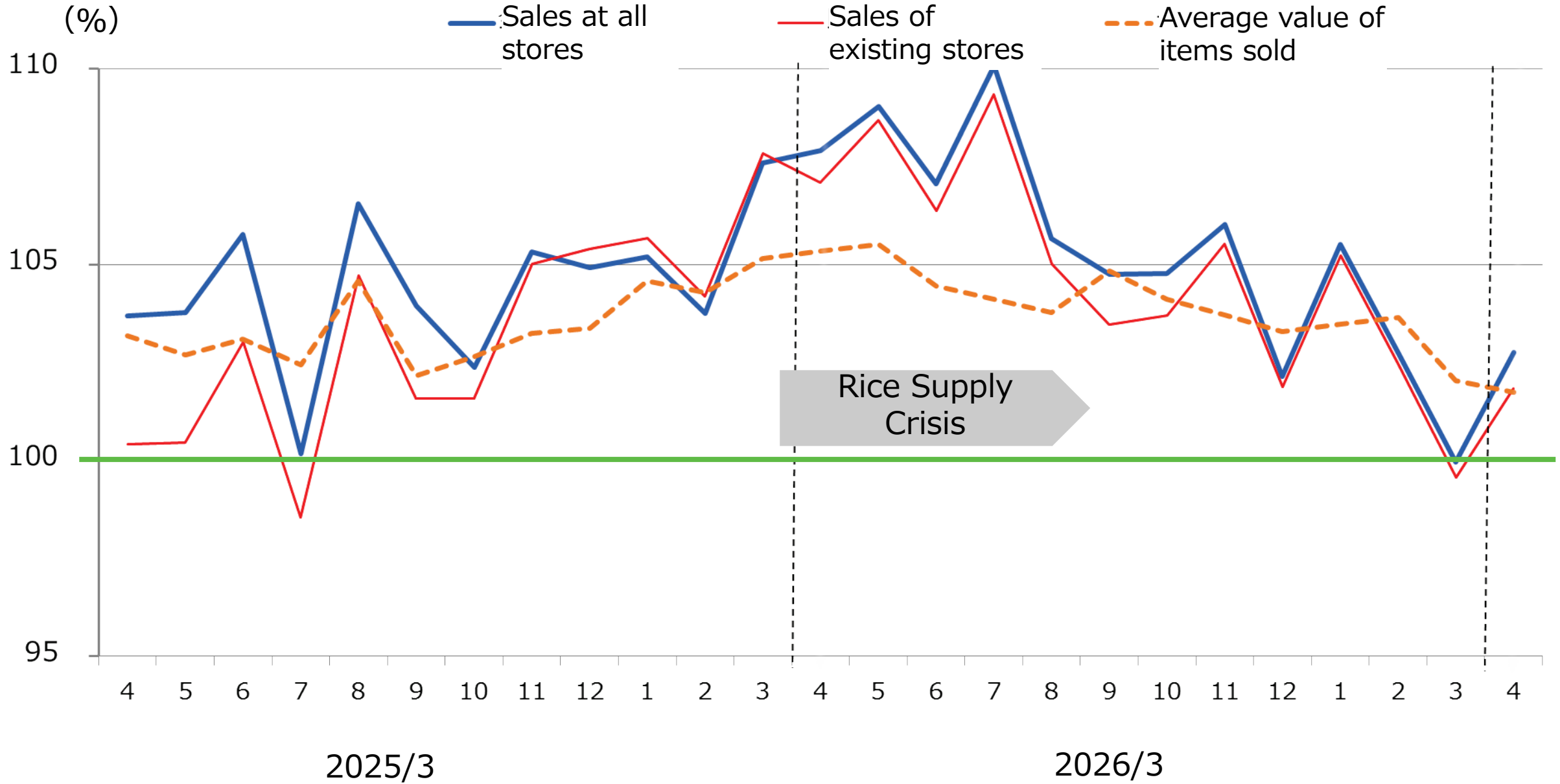
3. Annual Policy and Latest Initiatives

4. Annual Plan for the Fiscal Year Ending March 31, 2027

1 (1) Summary of Financial Results

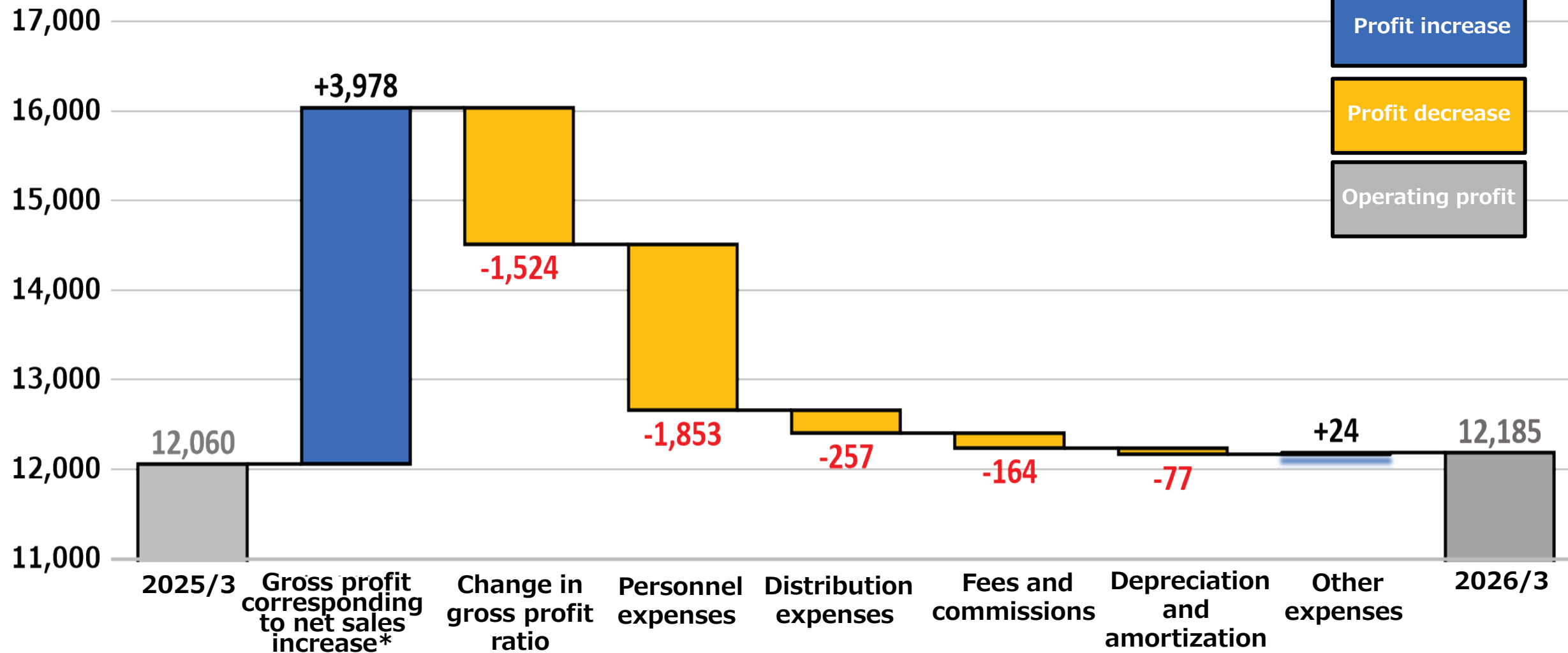
	2025 / 3	2026 / 3	Change (%)	(Unit : Millions of yen)
Net sales	281,870	295,536	4.8%	All-time high; Forecast: ¥286 billion; +4.7% existing stores
Gross profit	82,056 (29.1%)	84,510 (28.6%)	3.0%	Everyday-Same-Low-Price Strategy (ESLP) , In-Store Merchandizing, Control of operational loss and loss of opportunities, AI adoption
Selling, General and Administrative Expenses	69,995 (24.8%)	72,324 (24.8%)	3.3%	Increase in personnel expenses due to positive wage revisions, Initiatives undertaken by the Cost-Cut Committee
Ordinary Profit	12,709 (4.5%)	12,799 (4.3%)	0.7%	All-time high; Forecast: ¥12 billion
Profit attributable to owners of parent	9,006	8,803	△2.3%	Forecast: ¥8.2 billion (Affected by a reduction in special corporate tax credits)
ROE/ROA	10.4% /9.5%	9.5%/9.2%		
Number of stores opened	2	1		H : Muikamachi (Minamiuonuma City)
Number of stores closed	3	0		Renovation : H: Misawa (Nagaoka City) F : Tomizuka (Isezaki City), Tsunatori (Isezaki City)
Share repurchases from the market: ¥1.2 billion (portion acquired during the current fiscal year out of the ¥2.0 billion repurchase authorization launched in February 2025)				

1 (2) Y-o-Y comparison of monthly sales



1 (3) Factors changing operating profit



Unit: Millions of yen



※ Gross profit corresponding to net sales increase = Sales increase x Gross profit ratio for the same period of the previous year

1 (4) Results overview by corporate group

(Unit: Millions of yen)

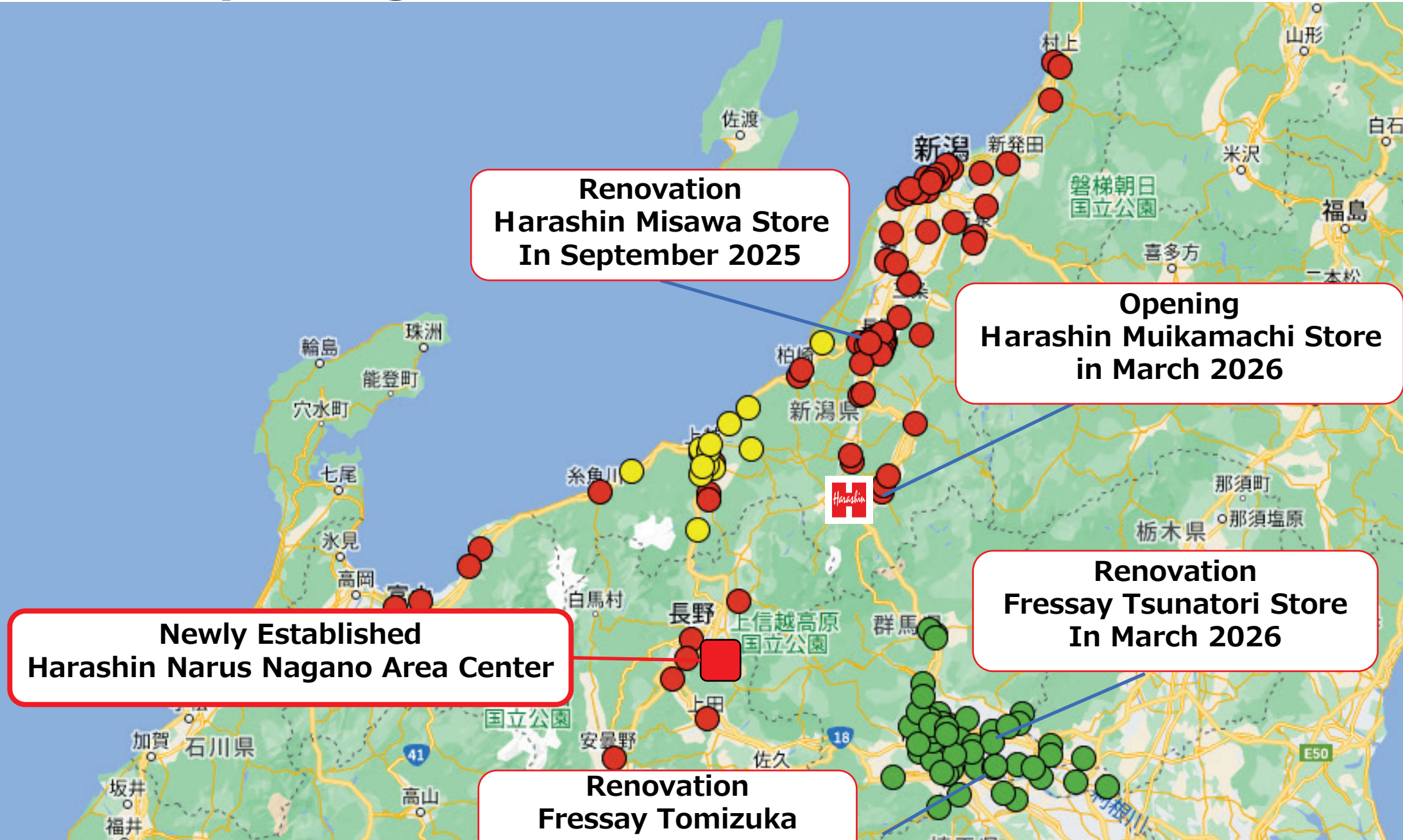
	 Harashin and Narus			 Fressay		
	2026/3	Change(%)	Change	2026/3	Change(%)	Change
Net sale	211,665	5.9%	11,856	85,410	2.5%	2,118
Gross profit	59,233 (28.0%)	3.9%	2,213	25,417 (29.8%)	0.8%	200
SG&A expenses	49,760 (23.5%)	4.3%	2,031	22,715 (26.6%)	1.5%	325
Operating profit	9,473 (4.5%)	2.0%	181	2,702 (3.2%)	△4.4%	△125
Ordinary profit	9,758 (4.6%)	1.5%	147	2,824 (3.3%)	△2.3%	△67
Net profit	6,877	△0.7%	△47	1,860	△8.4%	△149

1 (5) Summary of Quarterly Financial Results



	1 Q		2 Q		3 Q		4 Q	
	2025/4-6	Change (%)	2025/7-9	Change (%)	2025/10-12	Change (%)	2026/1-3	Change (%)
Net sales	71,244	7.1%	75,474	5.9%	76,227	3.9%	72,591	2.6%
Gross profit	20,264 (28.4%)	4.9%	21,542 (28.5%)	3.5%	22,072 (29.0%)	4.1%	20,631 (28.4%)	△0.4%
SG&A expenses	17,514 (24.5%)	5.1%	18,405 (24.3%)	4.2%	17,827 (23.4%)	0.5%	18,576 (25.6%)	3.6%
Operating profit	2,749 (3.9%)	3.6%	3,136 (4.2%)	△0.7 %	4,245 (5.6%)	22.3%	2,054 (2.8%)	△25.9 %
Ordinary profit	2,835 (4.0%)	2.5%	3,191 (4.2%)	0.6%	4,358 (5.7%)	22.7%	2,414 (3.3%)	△25.0 %
Profit attributable to owners of parent	1,919	2.7%	2,135	0.5%	2,952	23.6%	1,796	△31.4 %

1 (6) Store openings and renovations



1. Financial Highlights

**2. Grand Design and the Medium-Term
Management Plan**

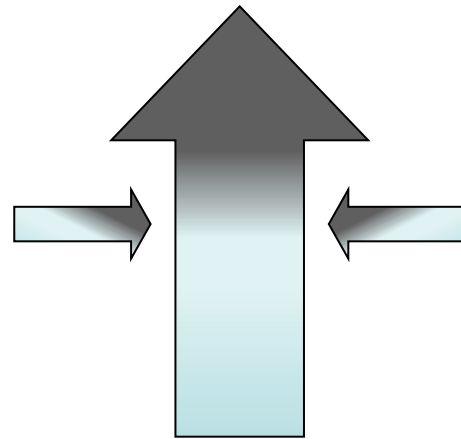
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31, 2027**

2 Grand Design

Deliver affluence, fun and convenience to customers by fully leveraging the merits of scale yielded by our chain store operations

Scale



Functions

**Human resources:
TQM as a foundation**

2 (1) Medium-Term Management Plan

Figures presented are targets and differ from the Company's official forecasts

	2026/3 results	2027/3	2028/3	2029/3	Notes
Net sales	295,536	305,000	3,170,000	3,380,000	
Ordinary profit ratio	4.3%	4.1%	4.1%	4.0%	
Number of stores	131	131	137	144	
Store Openings/ Closures	1 / 0	1 / 1	7 / 1	8 / 1	Total openings: 16
Investment	4,548	7,200	13,300	18,700	3-year cumulative total: ¥39.2 billion
ROA	9.2%	A fiscal year to focus on strengthening SPA operations and preparing for growth, ahead of the planned opening of multiple new stores.		9.0%	Ordinary profit/ Total assets (Current standard)
ROE	9.5%			9.0%	

2 (2) Medium-Term Management Plan (2026 – 2028)

Scale

- Net sales ¥338 billion, with an ordinary profit ratio of 4.0%
- Open 16 new stores, raising the total number of stores from 131 **to 144 by 2029/3**
- Drive store openings into new market areas
- Develop new store formats

Functions

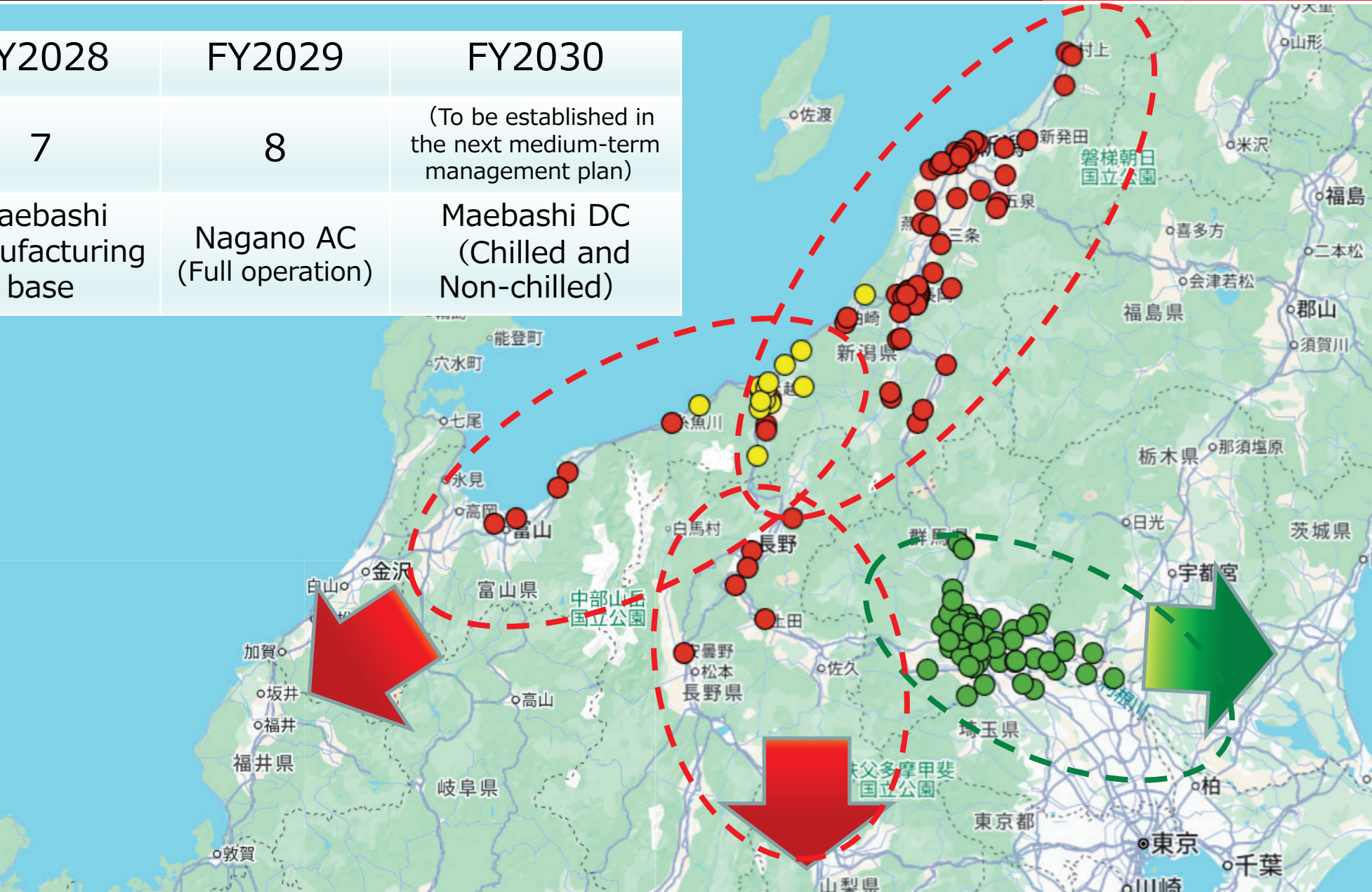
- **Step up SPA functions** (Promote ESLP strategy and competitive differentiation)
- Enhance manufacturing plant functions
- Expand direct import operations
- Expand vertical Merchandising
- Commence full operations at the Nagano Area Center and establish the Maebashi DC (chilled and non-chilled)
- Drive labor efficiency through digital transformation and IT, and accelerating AI adoption

Human Resources

- Acquire and develop specialized talent
- Strengthen recruitment activities
- Reform educational programs
- Create a corporate culture that promotes employees' sense of fulfillment at work
- Develop a worker-friendly environment
- Strengthen employment of foreign technical intern trainees

2 (3) Driving growth for 2027 and beyond – Scale

	FY2028	FY2029	FY2030
Store Openings	7	8	(To be established in the next medium-term management plan)
Functions	Maebashi manufacturing base	Nagano AC (Full operation)	Maebashi DC (Chilled and Non-chilled)

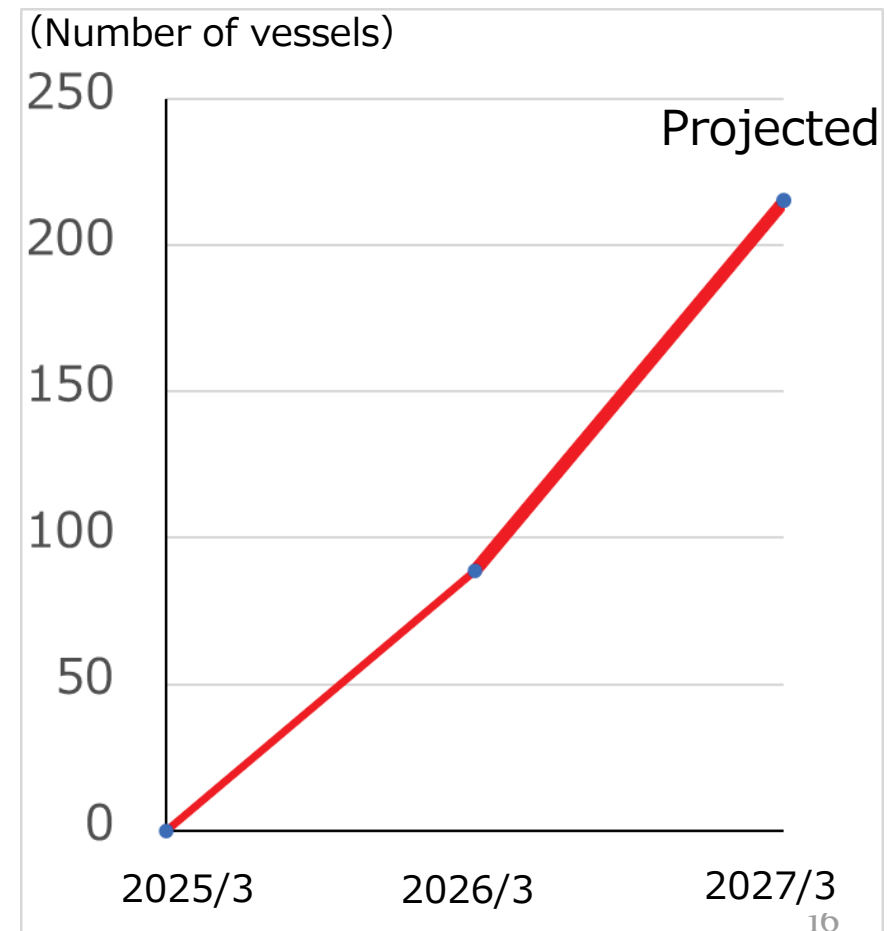


2 (4) Driving growth for 2027 and beyond – Functions

① Expanding direct imports

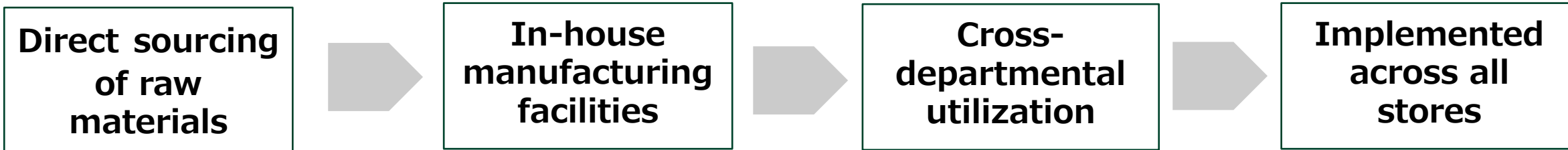


Volume of direct imports
(Converted into 20ft container equivalents)



2 (5) Driving growth for 2027 and beyond – Functions

② Stepping up SPA functions



◎ Reducing intermediary margins by increasing in-house production → Improve gross profit margins (Example: directly imported frozen shrimp)



2 (6) Driving growth for 2027 and beyond – Functions

② Phased investment in infrastructure

up to FY2025

- Establishment of a product development structure
- Elevating management-level performance
- Strengthening collaboration across the Group

FY2027



Year of Preparation for Growth

Building foundation for the next phase

- Talent acquisition (Broadening recruitment targets)
- Developing assistant part-time staff
- Reforming an organizational structure that supports accelerated store openings

FY2029



New Manufacturing Base

Centralized production of ready-made meals, deli products, and other categories

- In-house production of high-margin categories
- Improving efficiency in backroom operations at stores

FY2030



New Distribution Center (Distribution Base)

Consolidated management of non-chilled products (Also handles inventory of chilled products)

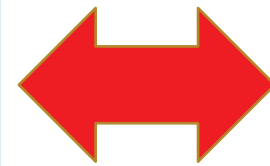
- Reforming DC infrastructure across the group
- Chilled and non-chilled inventory management
- Prevention of logistics congestion
- Maximizing delivery efficiency

2 (7) Driving growth for 2027 and beyond – Human Resources

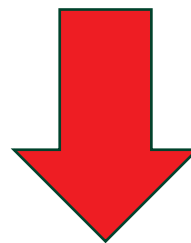
③ Strategy for talent acquisition and development to support accelerated store openings

Talent acquisition and development (Recruitment)

- **Creation of an employee-friendly workplace**
(wage increases, enhanced leave programs, etc.)
- **Development of part-time employees into chief-level positions**
- **Promoting broader utilization of international talent**



Coordination



Streamlining store operations (Infrastructure integration)

- **Leveraging new manufacturing bases**
Supplies semi-finished products to stores, reducing in-store workload ⇒ More differentiated, value-added products
- **Streamlining specialized processes**
Simplifying cooking processes traditionally dependent on experienced staffs and allocating expertise to more critical areas

◎ **Broadening recruitment targets → Securing the talent pipeline for accelerated expansion**

2 (8) Driving growth for 2027 and beyond – Capital allocation

IN/OUT	Classification	Item	Amount (Millions of yen)	
IN	Cash flows from operating activities	After-tax profit	28,021	
		Depreciation and amortization	17,500	
		Total	45,521	
OUT	Capital Expenditures	New store openings, store renovations	24,770	
		Investment in infrastructure and other (IT-, manufacturing-, distribution- related and other infrastructure)	14,430	
		Total	39,200	
	Dividends	Provisionally calculated based on an assumption of annual dividends totaling ¥29 per share	7,700	Estimated based on the current dividend payout ratio
	Other	Strategic investments	5,000	M&A, Share repurchases, etc.
		Total	51,900	
			△ 6,379	Available financial capacity at the end of previous period

FY2026 - Year of Preparation for Growth

① **Scale** Building foundation for accelerated store openings

② **Functions** Stepping up SPA functions
(Phased investment in infrastructure)

- Expansion of direct imports
- Preparation for establishment of manufacturing base
- Preparation for establishment of new DC
- Expansion of functional scope of the Nagano AC
- **Advancing Digital Transformation and AI Adoption**

③ **Human Resources** Recruitment expansion and
enhancement of training initiatives

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3 (1) Annual policies for the year ended 2026/3

The Operation “Central Focus on More Deliciousness” - Axial makes the most -

Making the most of our infrastructure, making the most of our human resources

1. Retailers rushing to raise prices
2. Further intensification of competition
3. Changes in socio-environmental awareness
 - Responsibilities to address social issues
 - Preference toward workplaces that are not only comfortable but also provide a sense of job fulfillment

1. Commodities (maintain affordable prices, expand the scope of ESLP)
2. Differentiation
 - ✓ Products available only at our stores
 - ✓ Services available only at our stores
3. Secure funds and resources necessary to achieve this end
4. Employees’ sense of fulfillment at work

3 (2) Initiatives for the timely development of delicious products

THE MEN CHICKEN

溢れる UMAMI 感
肉 Meet a Haranaru

原信ナルスオリジナル 特製だれで仕上げた

プルコギ

불고기

厳選したプルコギ用のお肉を果実のさわやかさ、はちみつのがさが引き立つ原信ナルスオリジナルの特製だれで仕上げました。

こだわりの製法で創り上げた
濃厚しっとり
手造りかすてら

絶品カステラ

自社開発の絶品かすてらです。
アガペーシロップを使ったコクのある飽きのこない甘さと素材き、生地中の空気比重を探究し続けてしっとりとしたくちどけとふんわりした食感が実現しました。



もちり 生ドーナツ

生クリーム配合のコクと旨味のふんわり、もちりドーナツです

魚屋の生つまみ

えび・いかミックス

しみ出す鶏の旨み、えびの食感に加え、いかの弾力。なめらかな口どけ、生姜香る、歯ごたえのある生仕立て。鍋や味噌汁、煮物にも。

ひんやん

冷やし中華の定番

とろける、脂の甘み

垂延の玉響

静岡県産原料

口溶けの良いからあげ、きめ細やかな鶏皮、さらさらとしたたれ。

新潟唐揚げ

カレー

お肉は、お肉は、お肉は

とろっと食感の新感覚コロコロ

かとりコロ

北海道の男爵芋の

北海道男爵芋の「コロコロ」を、北海道産の小麦粉と配合し、独自の製法でコロコロと食感を創り出しました。

贅沢フレンチアップルパイ

TARTE AUX POMMES FRANÇAISE

3 (3) The Operation "Central Focus on More Deliciousness"

In-house produced TV commercials and social media initiatives



Instagram

YouTube

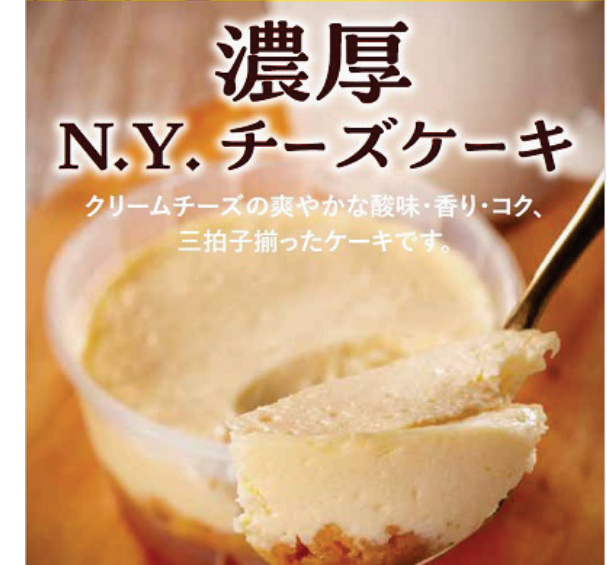


3 (4) The Operation “Central Focus on More Deliciousness” Branding Strategy



Pont de Peinture

ポン・デ・パンチュール





We launched “Hana-well,” an ethical product brand, with the aim of integrating our business activities and efforts aimed at addressing social issues. We will contribute to the resolution of social issues from the following five aspects.

Earth

We will deliver Earth-friendly products with low environmental footprints.

Healthy

We will propose products that are friendly to physical health and can contribute to the betterment of emotional health.

Local

We will disseminate the attractiveness of the nature’s blessings and local cultures that have been nurtured in regional communities even as we help ensure the succession of these assets to future generations.

Diversity

We will support the creation of an inclusive society that enables everyone to remain true to his/her authentic self and is free of discrimination.

Future

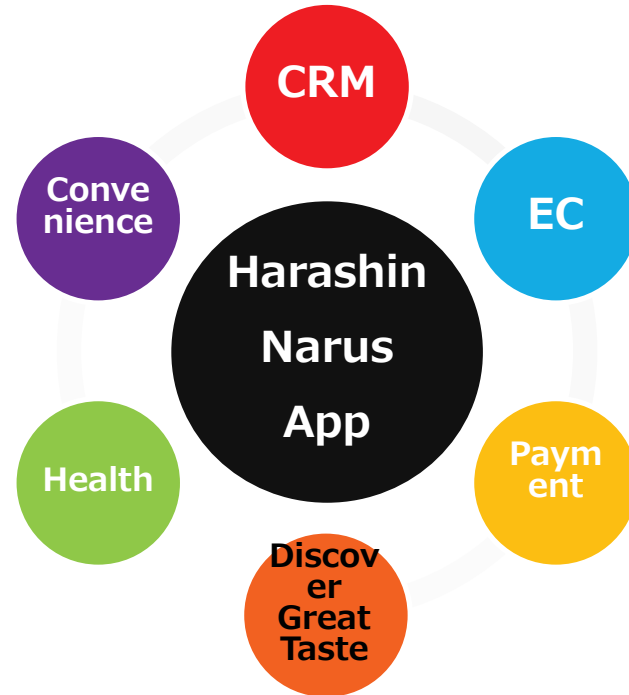
We will empower initiatives aimed at taking on the challenge of realizing future-oriented technological innovation.



3 (6) E-Commerce Enhancement Mobile App Renewal



- 560,000 downloads
- Membership functionality: 300,000 registered users

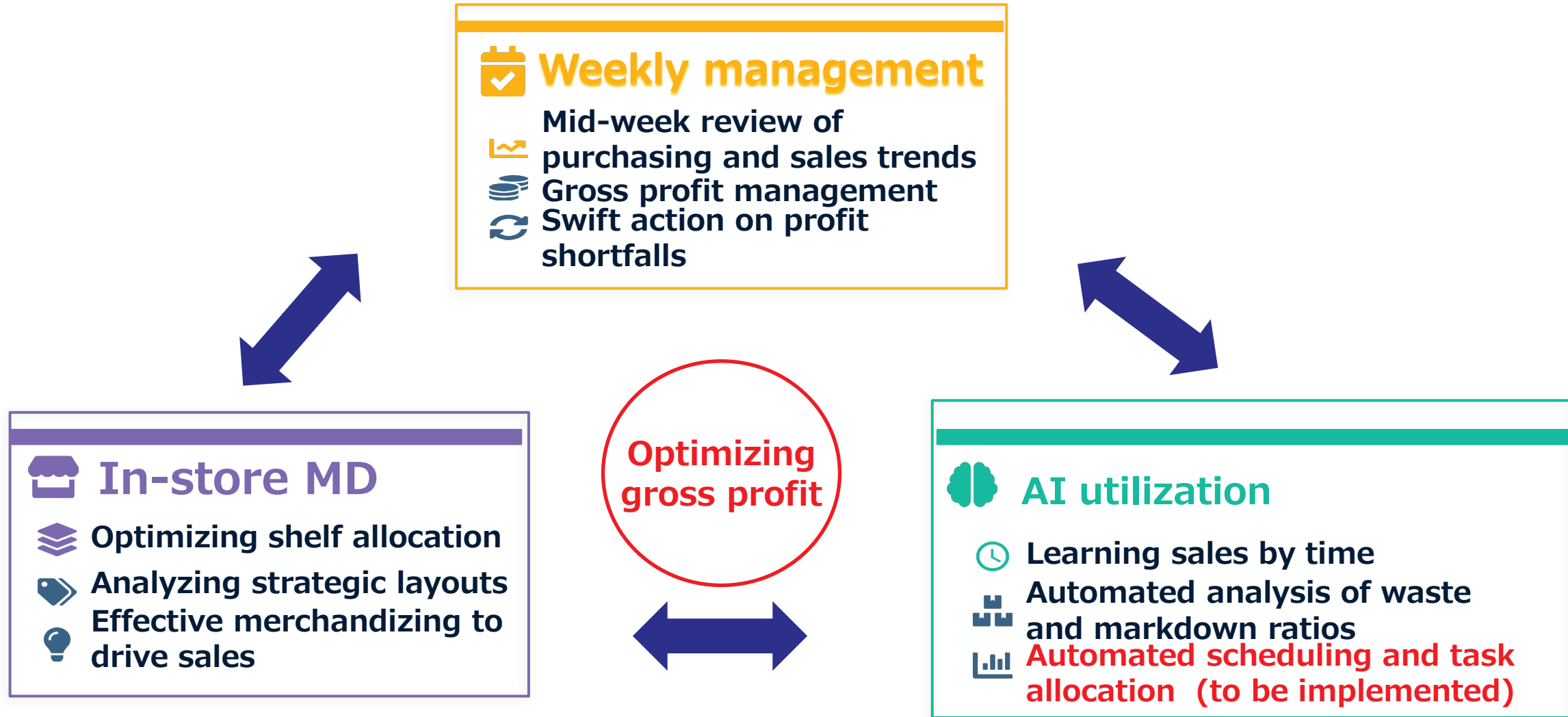


Delivering convenience through the app

- Launch of subscription-based services
- Listing of locally produced items
- Responding to demand for gift products

Online store renewal coming soon

3 (7) Example: AI-driven weekly management



Maximizing profits by incorporating operational expertise and AI into the PDCA cycles for the following week

3 (8) Advancing Digital Transformation and AI Adoption

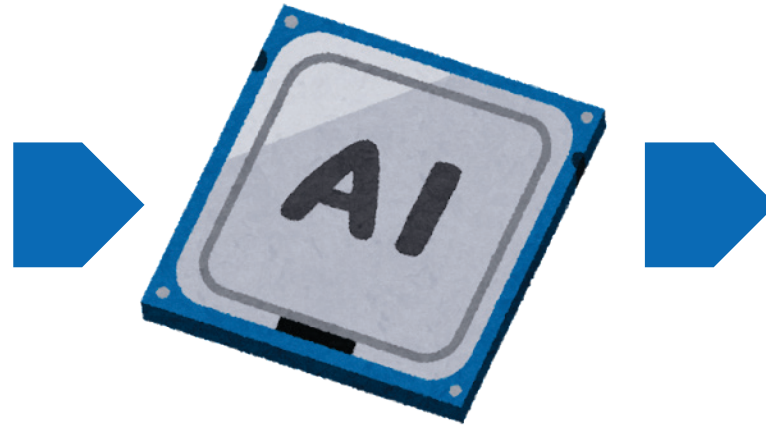
- **Driving digitization of product data management**
Target: Workload reduction by 180 minutes per buyer per week
- **Maximizing sales and minimizing losses**

INPUT DATA

 Sales by time

 Waste/disposal volume


 Markdown



OUTPUT

 Optimal production volume

 Waste/lost opportunities analysis

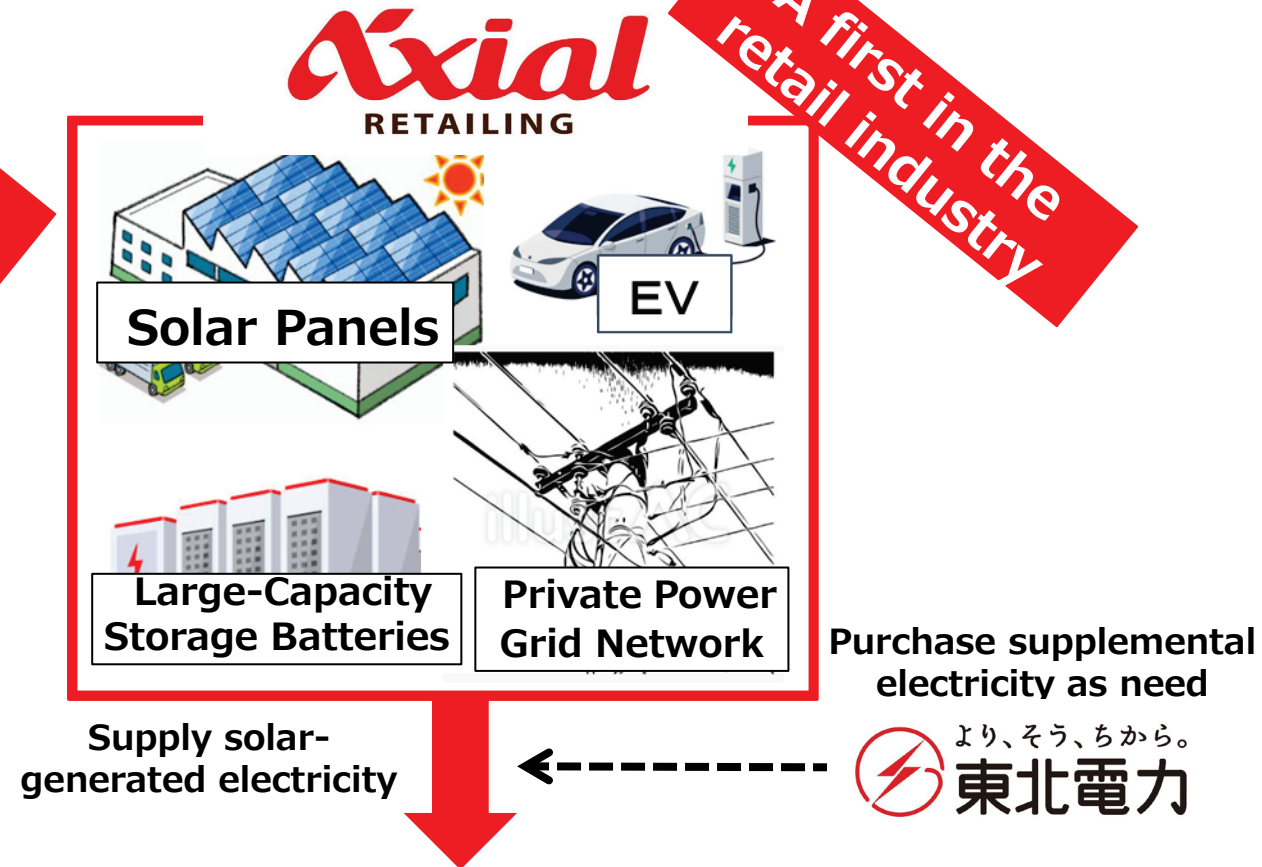
 Data sharing with ordering system

3 (9) ZEB Certification and Microgrid Business



A first in the retail industry

A first in the retail industry



4 locations within the Group and 3 neighboring businesses

Number of stores equipped with solar panels:
17 in FY2022 → 65 stores and facilities today

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4 (1) Annual policies for the year ending 2027/3

Keep going! - Operation “Central Focus on Deliciousness” Let’s ramp up our sales efforts and profitability!

1. Stepping up the “Central Focus on Deliciousness”

- ✓Advance development of PB and original products
- ✓Boost direct imports of products and raw materials
- ✓Roll out new MD strategies across stores
- ✓Expand product supply through Rory manufacturing facility

2. Development of growth-generating resources

- ✓Accelerate centralized purchasing operations
- ✓Advance initiatives aimed at maximizing sales and gross profit
- ✓Enhance the Nagano AC toward stable and full-scale operations
- ✓Expand and utilize EC functions

3. Driving growth strategies to the next stage

- ✓Develop new market territories
- ✓Develop new store formats
- ✓Optimize store staffing efficiency
- ✓Restructure and improve efficiency of manufacturing and distribution bases

Reinforcing manufacturing functions and building foundation for growth

4. Talent acquisition and development

- ✓Reinforce recruitment efforts
- ✓Create a work environment conducive to talent acquisition
- ✓Restructure the Group’s education and training system

4 (2) Forecast for the fiscal year ending March 31, 2027

				(Unit: Millions of yen)			
				Approximate targets by group			
		Consolidated	Change	Harashin Narus	Change	Fressay	Change
Net Sale		300,000	1.5%	214,500	1.3%	85,500	0.1%
Operating profit		11,700	△4.0%	9,300	△1.8%	2,400	△11.2%
Ordinary profit		12,000	△ 6.2%	9,500	△2.6%	2,500	△11.5%
Profit attributable to owners of parent		8,000	△9.1%	6,400	△6.9%	1,600	△14.0%
Store openings (renovations)		1 (3)	– (–)	1 (2)	– (1)	0 (1)	–(△1)
Dividends per share		29円	–円	Capital expenditures: ¥6.5 billion; Depreciation and amortization: ¥5.6 billion			
Assumptions for net sales forecasts	1st-half results	2nd-half results	Full-year results	Forecasts for number of customers and average spending per visit	Number of customers	Average spending per visit	
All stores	1.6%	1.3%	1.5%	All stores	△1.5%	3.0%	
Existing stores	0.3%	1.0%	0.7%	Breakdown of average spending	Number of items sold per customer	Average value of items sold	
					0.7%	2.3%	

4 (3) Management emphasizing capital cost and market valuation

Long-standing management policy

- ✓ Long-term target: ROA of 15% (Ordinary profit / Total assets)
- ✓ Medium-term target: ROA of 10%, ROE of 10%

Key initiatives undertaken in the past two years

1. Share repurchases from the market: ¥1.5 billion + ¥2.0 billion + **¥2.0 billion**
2. Share split: 1:4 (effective on April 1, 2024)
3. Dividends: **Introduction of 5-year progressive dividend policy**
4. Shareholder privileges:

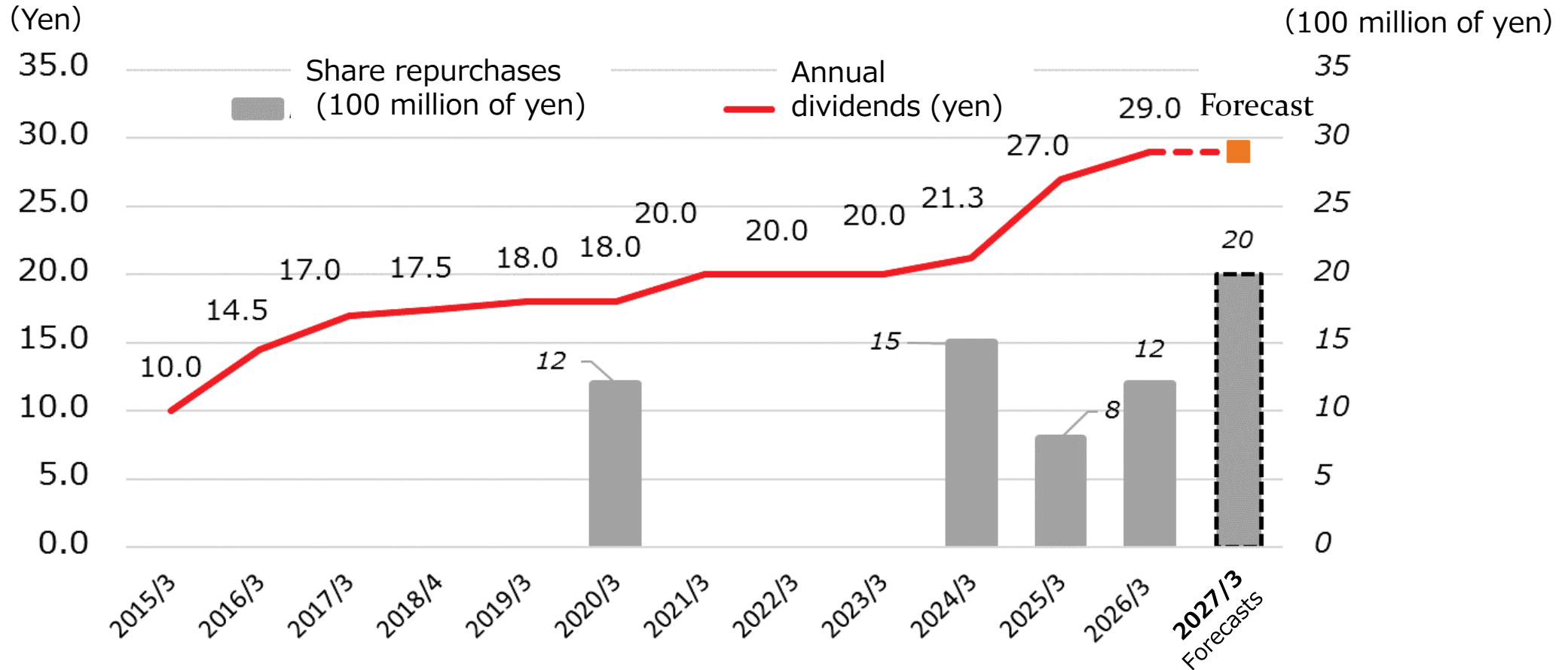
Launch of a preferential program for long-term shareholders

(For shareholders holding 100 shares who select “Shopping Discount Coupons”, the benefit amount is doubled after one year of continuous shareholding and tripled after three years)

Note: Granted to shareholders registered as of September 30, 2026

4 (4) Shareholder returns

Dividends per share (post-share split basis) and share repurchases from the market



Total shareholder return ratio (%)	28.3	29.0	27.4	26.9	26.1	26.6	22.3	22.3	26.1	29.0	26.0	27.1	29.2	32.1
Consolidated payout ratio (%)	28.3	29.0	27.5	26.9	26.2	45.3	22.3	22.3	26.1	29.0	46.0	35.5	43.2	

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RETAILING

Thank you.