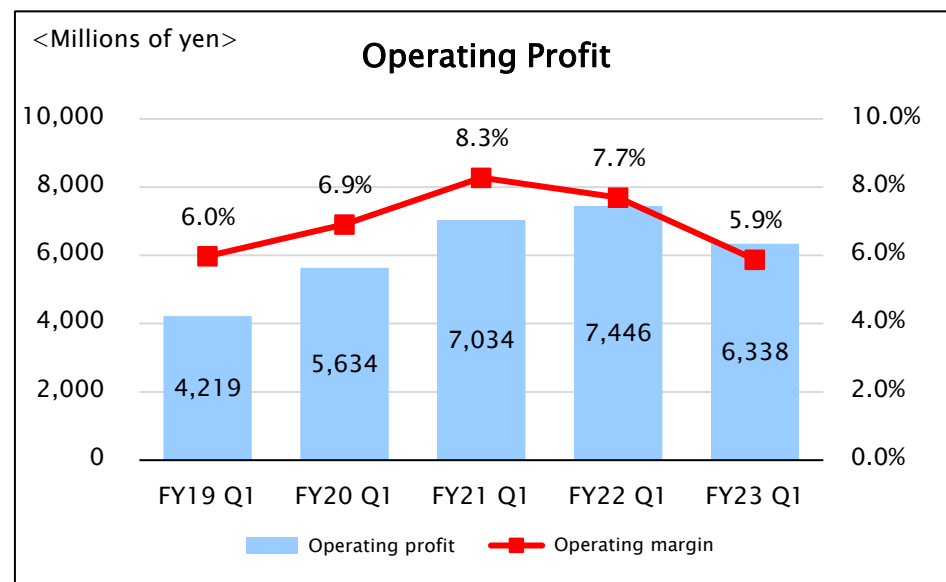
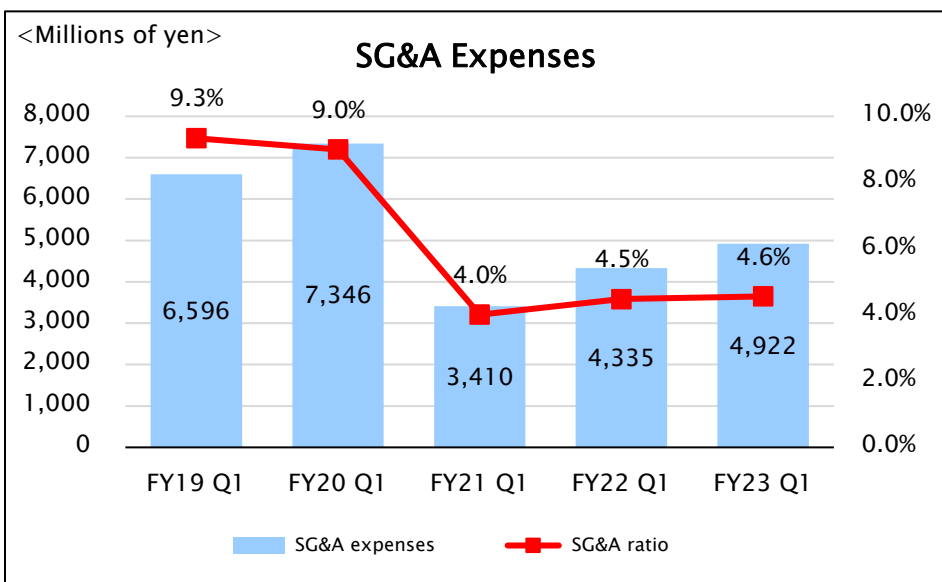
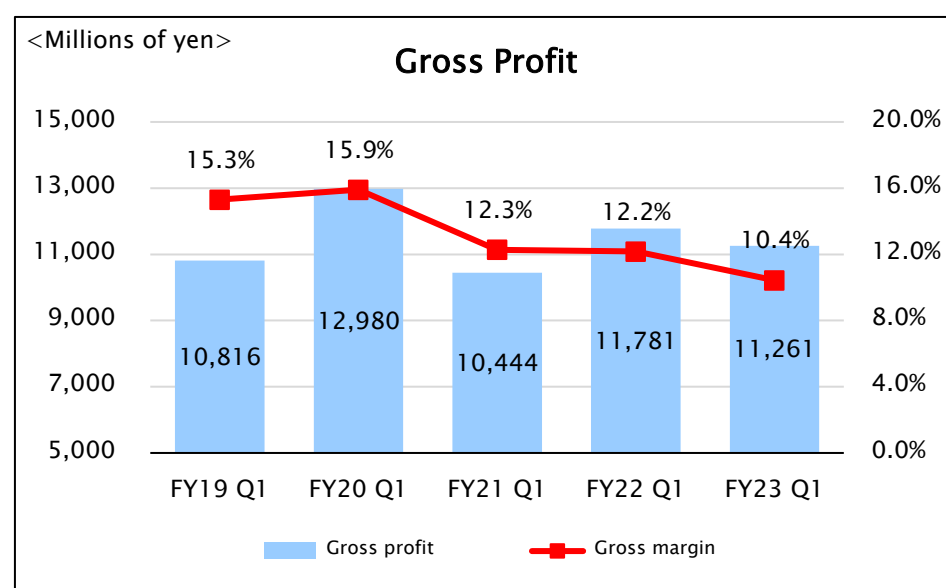
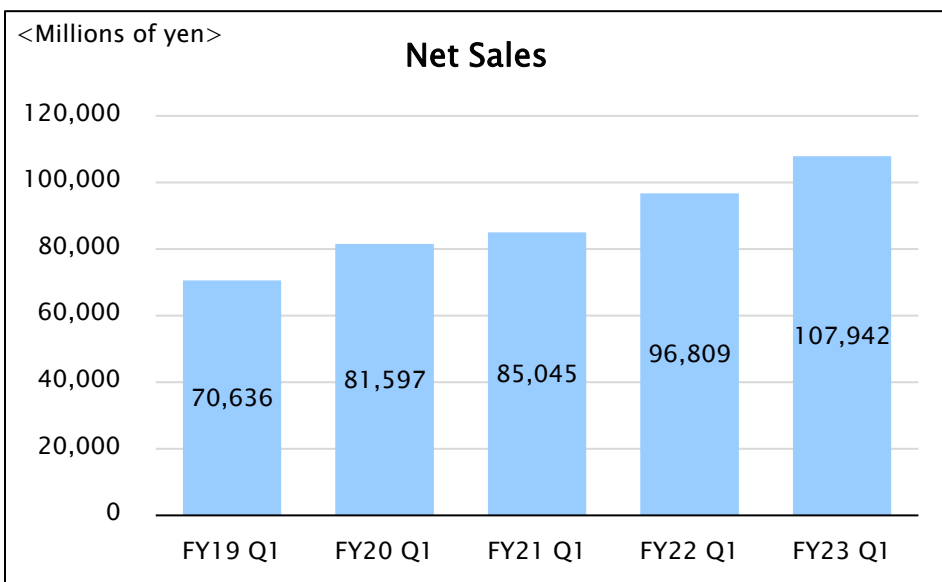


Supplementary Material for
FY2023 Q1 Financial Results

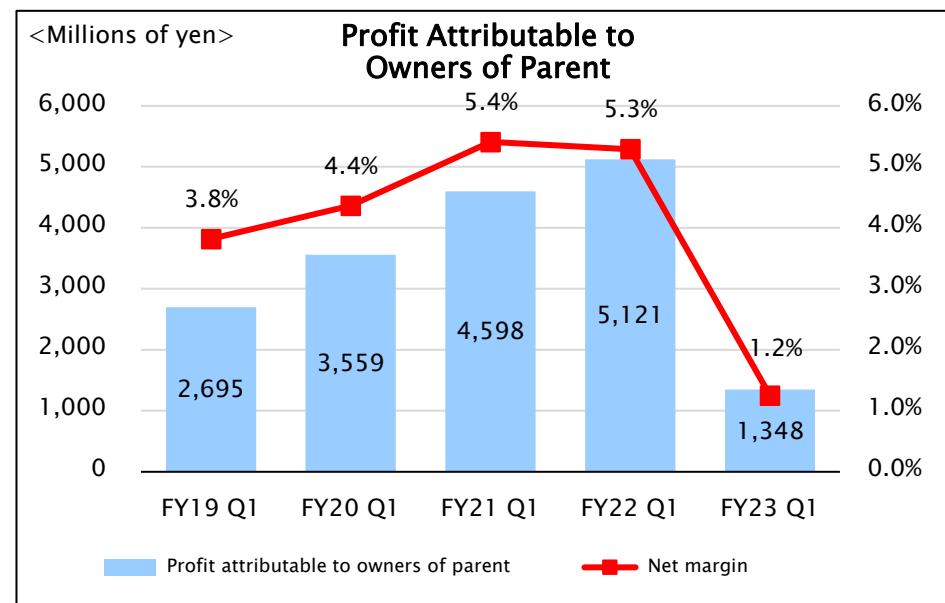
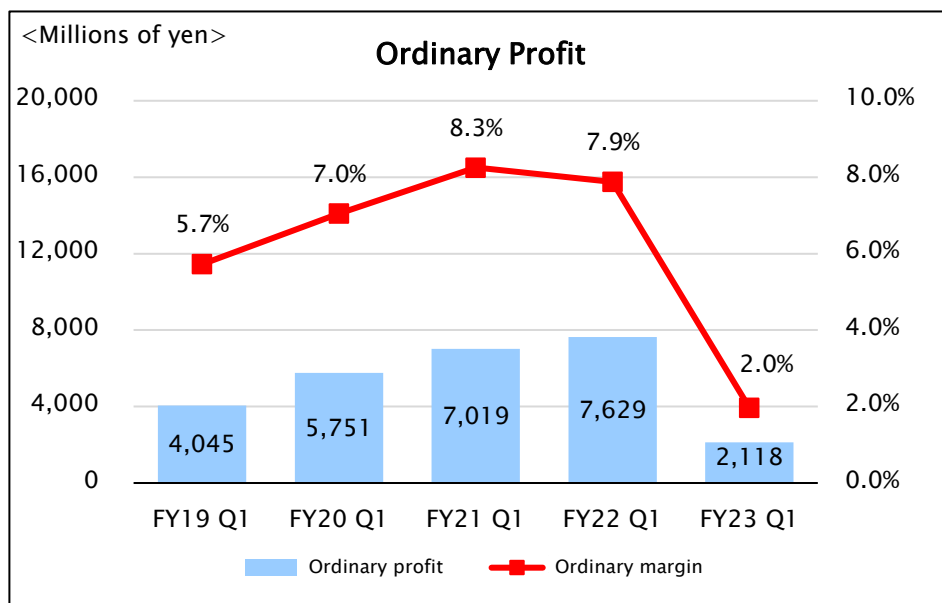
March 14, 2023



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Note: Fiscal year (FY) represents the one-year period from November 1 to October 31 of the following year.



[Financial Overview]

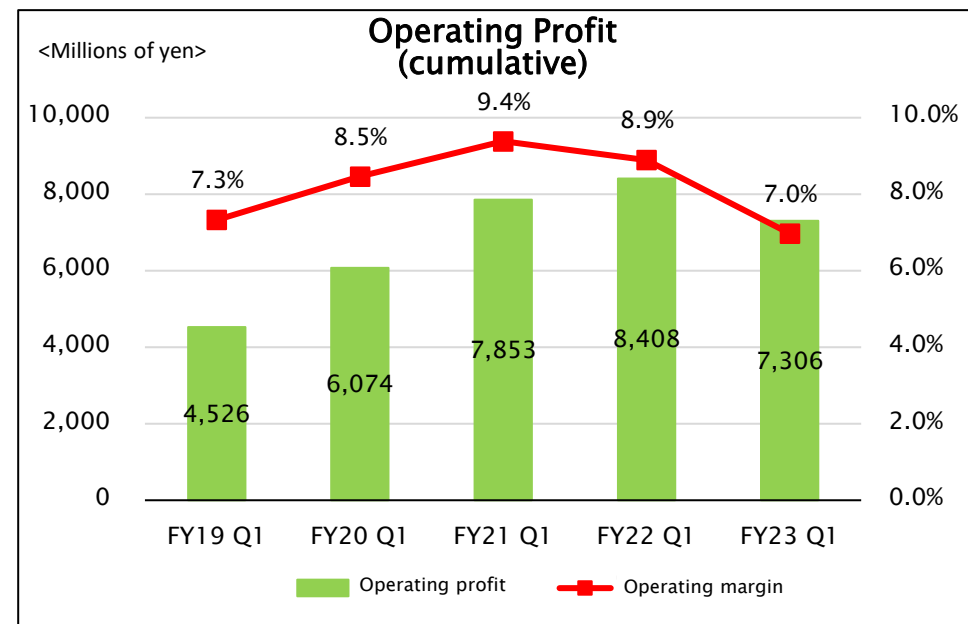
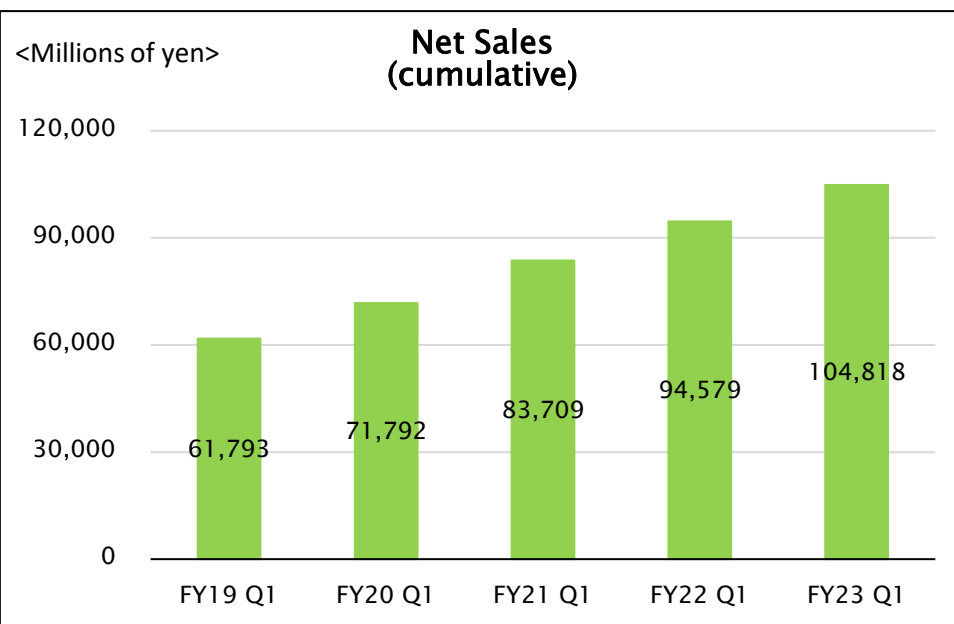
- Net sales**
 Net sales increased by ¥11,133 million (11.5%) year on year with robust new store openings and continued strong product shipments to existing stores.
- Gross profit**
 Gross profit decreased by ¥520 million (4.4%) year on year due to the continued impact of the exchange rate fluctuations and the soaring raw material prices. Assuming the foreign exchange market maintains the current trend, the exchange rate impact on gross profit for Q2 onwards will be less significant than a year ago.
- SG&A expenses**
 SG&A expenses increased by ¥587 million (13.6%) year on year due to increases in freight costs for the Gyomu Super Business and personnel and rent expenses resulting from the opening of our directly operated BBQ restaurants.
- Operating profit**
 Operating profit decreased by ¥1,107 million (14.9%) year on year. The expected improvement in gross profit for Q2 onwards as mentioned above will lead to improvement in operating profit.
- Ordinary profit**
 Ordinary profit decreased by ¥5,510 million (72.2%) year on year due to the recording of a loss on valuation of forward exchange contracts resulting from the rapid appreciation of yen from the beginning of Q1 as well as the factors above. While the valuation loss varies depending on the exchange rates at quarter-end, we expect the loss to be reversed by the end of FY2023.
- Profit attributable to owners of parent**
 As a result of the factors above, profit attributable to owners of parent decreased by ¥3,772 million (73.7%) year on year.

Gyomu Super is our core business. Operating results of this business segment reflect wholesale sales to, and royalty fee from, Gyomu Super franchisees earned by Kobe Bussan, a franchisor (franchising headquarters), as well as earnings of Kobe Bussan Group's plants.

- Gyomu Super stores have expanded nationwide with 1,012 stores as of January 31, 2023.
- Net sales for FY2023 Q1 exceeded the planned amount.
- We revised prices mainly for private label items produced by our group's domestic plants to address cost rises caused primarily by the continuously soaring prices of raw materials.



Gyomu Super Hakodate Taya Store (Our 1000th store)



Note: Due to a change in the reportable segment structure in FY2021, the figures for FY2020 are reclassified retrospectively to reflect the change. Accordingly, the figures for these two years are not consistent with those for FY2019 or before.

We operate Gyomu Super stores under a franchise system except 3 stores of our own.

Our franchise agreement has 2 types as follows:

- General franchise contract, which allows a franchisee to open 1 store in our directly managed areas (*1).
- Area franchise contract, which allows a franchisee to open multiple stores in a defined prefecture in our indirectly managed areas (*2). Also, we own 3 stores in Hyogo and Osaka prefectures under direct operations.

*1 Directly managed areas

- Hokkaido area: Hokkaido prefecture
- Kanto area: Tokyo, Chiba, Kanagawa, and Saitama prefectures
- Kansai area: Osaka, Kyoto, Hyogo (excl. Awaji Island), Nara, Wakayama, and Shiga prefectures
- Kyushu area: Fukuoka, Saga, Nagasaki, Kumamoto, Oita, and Miyazaki prefectures

*2 Indirectly managed areas

- Other areas: Prefectures other than those listed above

Outline of Franchise Contract & Requirements (as of January 31, 2023)

| | Directly managed areas | Indirectly managed areas |
|---|---|---|
| Number of franchisees | 89 | 15 |
| Type of franchise agreement | Single-unit franchise (A general franchisee can open 1 store per contract.) | Multi-unit franchise (An area franchisee has an exclusive right to open multiple stores in a prefecture defined under the contract.) |
| Initial franchise fee (excl. consumption taxes) | ¥2,000,000 | Population in the prefecture x ¥2 |
| Franchise deposit | ¥10,000,000 | Population in the prefecture x ¥5 |
| Royalty fee | 1% of total purchase of goods | 1% of purchase of defined goods |
| Facility expenses | It costs between ¥32 million and ¥38 million to construct racks for shelf-stable foods and refrigeration equipment (the above construction cost is a rough estimate and varies depending on properties). Equipment, construction work, POS registers, and other funds for start-up are required separately. | |
| Distribution expenses | Principally paid by franchise headquarters | Negotiable |

Simulated Earnings (Standard Store Franchisees)

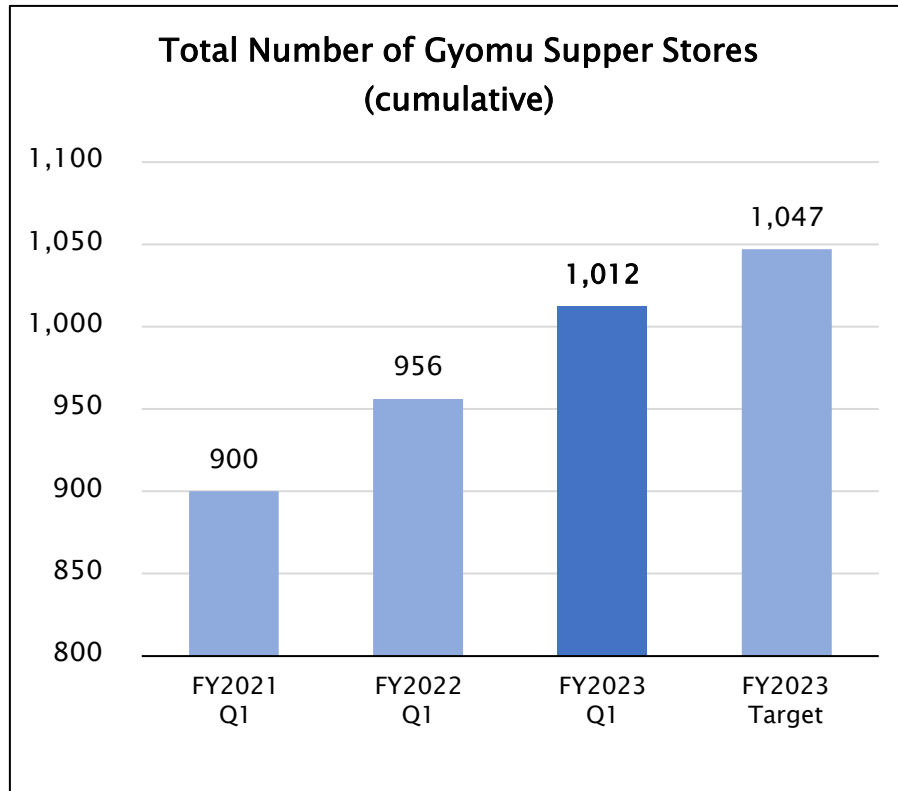
| P&L account | Monthly amount | Composition |
|----------------------|----------------|-------------|
| Net sales | ¥43,500,000 | 100.0% |
| Gross profit | ¥7,395,000 | 17.0% |
| SG&A expenses | ¥6,499,000 | 14.9% |
| (Rent expenses) | ¥1,300,000 | 3.0% |
| (Personnel expenses) | ¥2,393,000 | 5.5% |
| Operating profit | ¥896,000 | 2.1% |

* By purchasing items such as fresh food separately, many of franchisees operate more efficiently than the above simulation.

Gyomu Super opened 7 stores and closed 2, resulting in a net increase of 5 stores during FY2023 Q1.

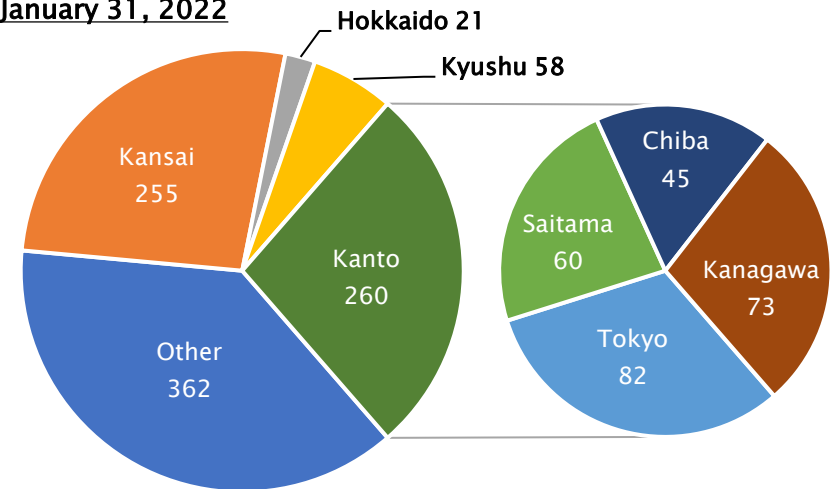
The progress at the end of FY2023 Q1 was 13% toward the full-year target of a net increase of 40 stores.

We expanded store openings in all locations in Japan, focusing on the Kyusyu area.

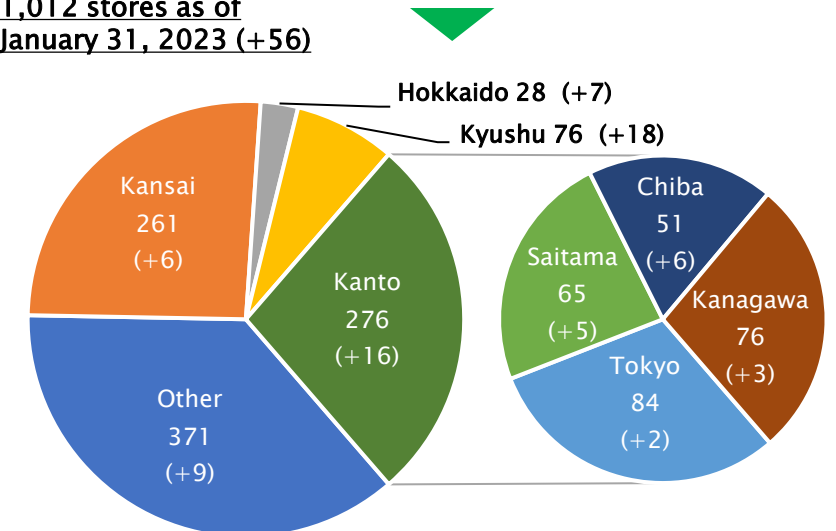


Number of Stores by Area

956 stores as of January 31, 2022



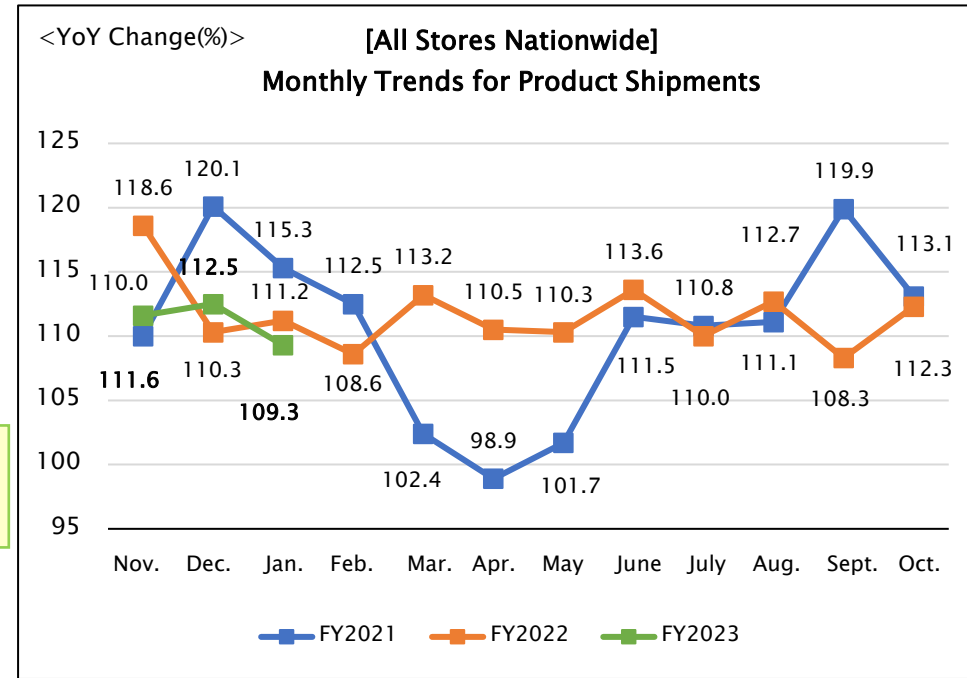
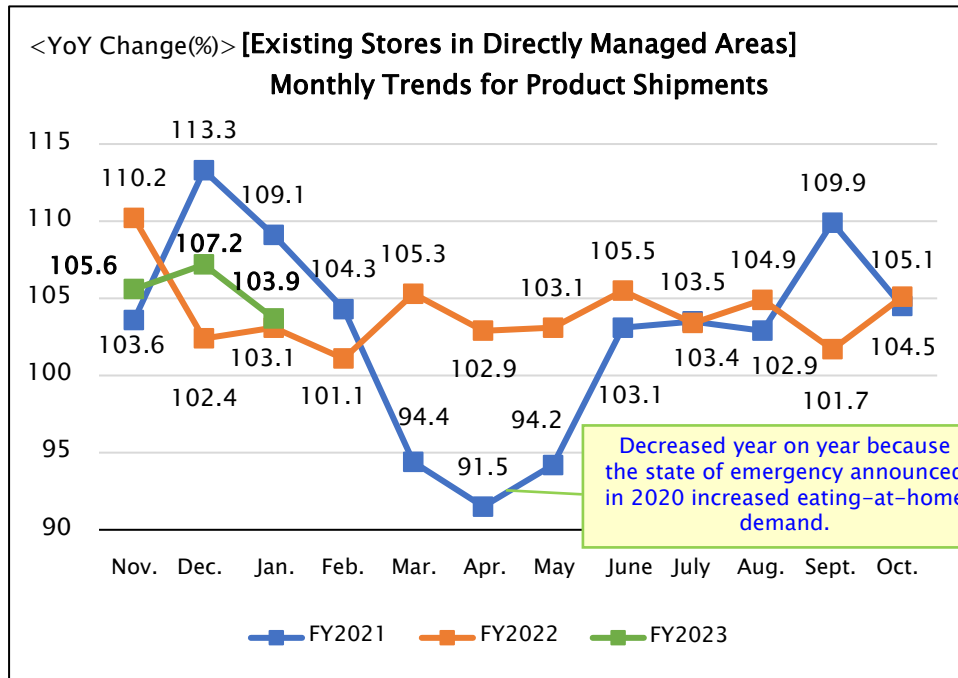
1,012 stores as of January 31, 2023 (+56)



Directly managed areas: Hokkaido, Kanto, Kansai, and Kyushu
Indirectly managed areas: Other

Year-on-year Changes in Product Shipments to Gyomu Super Stores

- Product shipments for each month of FY2023 Q1 increased year on year even after the resumption of business as usual at restaurants and the lifting of movement restrictions.



[Year-on-year % Changes in Product Shipments to Gyomu Super Stores]

| | | FY2022 | | | | | | | | | | | | | | | FY2023 | | |
|------------------------|-----------------|--------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|--------|-------|-------|
| | | Nov. | Dec. | Jan. | Feb. | Mar. | Apr. | H1 | May | June | July | Aug. | Sept. | Oct. | H2 | Full | Nov. | Dec. | Jan. |
| Directly managed areas | Existing stores | 110.2 | 102.4 | 103.1 | 101.1 | 105.3 | 102.9 | 104.1 | 103.1 | 105.5 | 103.4 | 104.9 | 101.7 | 105.1 | 103.9 | 104.0 | 105.6 | 107.2 | 103.9 |
| | All stores | 116.6 | 108.8 | 109.3 | 107.5 | 111.9 | 108.6 | 110.4 | 108.5 | 111.7 | 108.8 | 110.5 | 107.9 | 112.6 | 110.0 | 110.2 | 112.1 | 112.6 | 109.5 |
| Nationwide | All stores | 118.6 | 110.3 | 111.2 | 108.6 | 113.2 | 110.5 | 112.0 | 110.3 | 113.6 | 110.0 | 112.7 | 108.3 | 112.3 | 111.2 | 111.6 | 111.6 | 112.5 | 109.3 |

Note: "Nationwide" represents the product shipments to the stores in both directly and indirectly managed areas.

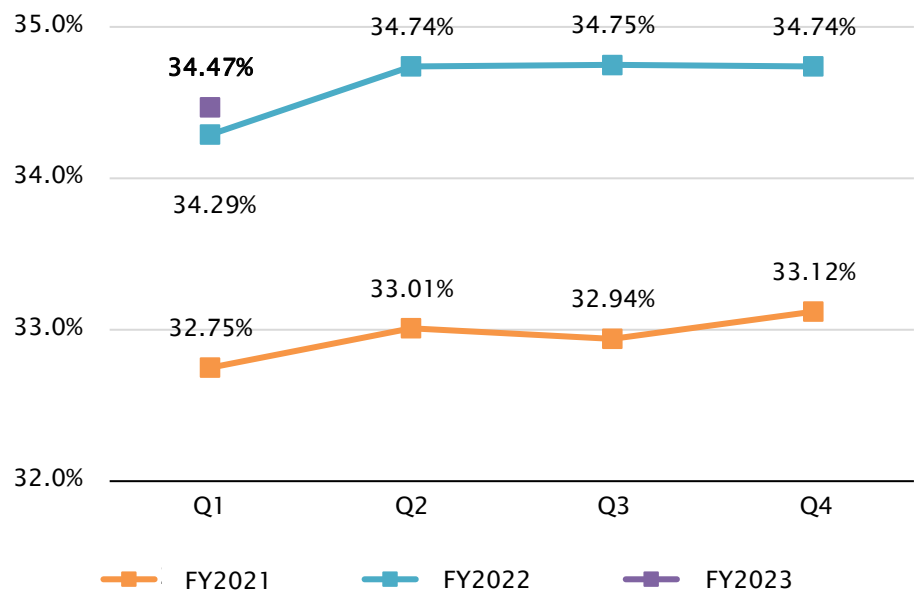
Kobe Bussan's Strengths: "Unique Products with Competitive Advantages"

Enhancing Original Products

We own 25 food production plants located from Hokkaido to Yamaguchi (as of January 31, 2023). The number is one of the largest in Japan's supermarket industry. Our original products produced at these plants are available only at Gyomu Super stores and enjoy strong customer acceptance.

Also, food products directly imported from approximately 50 countries under the concept, "the flavors of the world, to Japan," are popular with consumers because they enjoy genuine taste of countries across the world at reasonable prices at home.

Ratio of Private Label Products (cumulative)



Samples of Private Label Products

Products produced by Kobe Bussan Group's plants

Comes in two separate packs for ease of use



Potato salad

¥429 (500 g x 2)



Caramel-flavored frozen cake with custard mousse

¥289 (1 pcs)



Mini Daifuku

¥300 (850 g)

Import products



Tempe

¥375 (450 g)



Taiwanese castella

¥203 (130 g)



Sea buckthorn juice

¥970 (500 ml)

Bargain price : ¥159

Note: All prices include tax.

Products and prices are different depending on stores and seasons.

The Restaurant & Delicatessen Business covers restaurants and delicatessen shops that we operate directly or as a franchisor (franchising headquarters). This business segment includes Kobe Cook World Buffet, a buffet-style restaurant chain; Premium Karubi, a served a-la-carte buffet style BBQ restaurant chain; and Chisouna, a delicatessen shop chain.

- The existing restaurants of Premium Karubi remained strong.
- Kobe Cook World Buffet got back on the track of growth with the number of restaurants and customers bouncing back.
- Chisouna continued opening new shops.

As a result of the above, the segment performance is on a trend toward improvement.



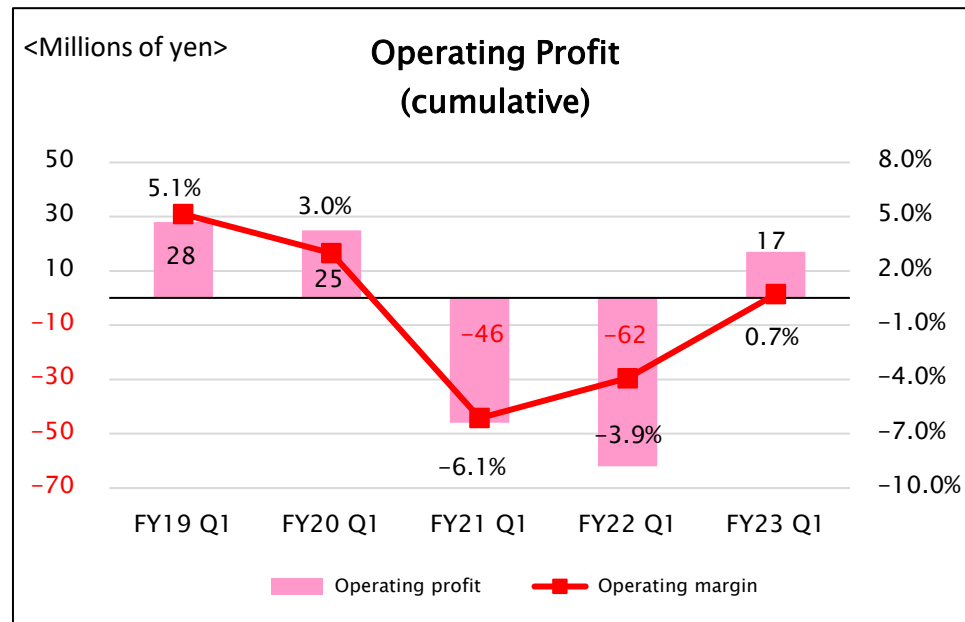
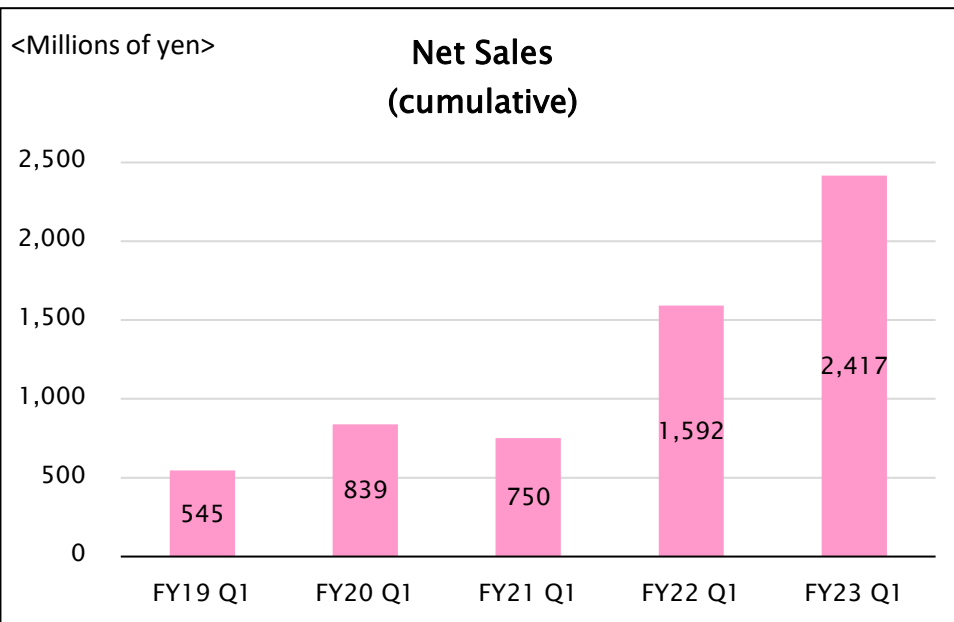
Kobe Cook World Buffet



Premium Karubi



Chisouna



Note: Due to a change in the reportable segment structure in FY2021, the figures for FY2020 are reclassified retrospectively to reflect the change. Accordingly, the figures for these two years are not consistent with those for FY2019 or before.

Kobe Cook World Buffet

Total Number of Restaurants: 12 (as of January 31, 2023)

Kobe Cook World Buffet opened 1 restaurant and closed none during FY2023 Q1. It reopened a restaurant after renovation at Nonoichi-shi, Ishikawa in January. We aim to raise its awareness by further exposure to local media.



Initiatives to Reduce Food Waste

Harborland Restaurant (located in Chuo-ku, Kobe-shi, Hyogo), which we directly operate, is an experimental restaurant to work on various initiatives to reduce food waste. Since November 2021, after the last order of lunch and dinner hours, the restaurant has offered 50% discount at a section in the restaurant designated for selling “by weight” at ¥1.30 (¥1.404 including taxes) per gram. Such initiatives enhance customer satisfaction of any age and are currently introduced into 11 restaurants.

Overview of FY2023 & Business Strategy

Since December 2022, all our restaurants have seen an increase in group demand thanks to a recovery in the number of tourists from home and abroad. Sales, especially in Harborland Restaurant, are approaching the level before the COVID-19 pandemic.

Every season, we run marketing campaigns featuring cuisine of a selected country. In March and April, we hold the “Italia Fair” to offer elaborate Italian dishes and desserts.

Going forward, we continue to expand takeout menu and offer services that satisfy customers with the menu, volume of food and price unparalleled to any other restaurant chains.



Seasonal limited: “Italia Fair”

Premium Karubi

Total Number of Restaurants: 17 (as of January 31, 2023)



PREMIUM KARUBI

Premium Karubi opened 1 restaurant and closed none during FY2023 Q1.

Despite the price revision as a measure against soaring purchase prices, a higher price range menu is also well received.

It is actively posting information on Instagram (@premiumkarubi).

Differentiation from Other Competitors

What makes Premium Karubi different from other BBQ restaurants is the best selected, perfectly aged meat and in-house made desserts and gelatos. The restaurants offer new menus for each season so that repeat customers can enjoy our meals. We are running a marketing campaign titled "South Korea Fair" from March 7 to May 31.

Also, our dessert buffet uses seasonal ingredients every season. From March, we are offering springlike desserts featuring strawberry and cherry blossom flavors, which are well received by customers.



Restaurants Opened during FY2023

| | |
|-----------|---|
| Lake Town | 5-1-2 Lake Town, Koshigaya-shi, Saitama |
|-----------|---|

The first store in Shizuoka opened in February, which got a lot of exposure to media.



Note: Menu may vary by restaurant and season.

* We plan to open new restaurants onwards in phases.

Chisouna

Total Number of Shops: 92 (as of January 31, 2023)

Chisouna opened 5 shops and closed none during FY2023 Q1.

A significantly increased number of shops and price revisions helped improve its profitability.

We anticipate opening the 100th shop in the current fiscal year.



Factors behind Strong Performance

Despite continuous soaring prices of raw materials, Chisouna maintains a price advantage by working on price revisions, menu changes, and improvement in cooking operations efficiency. In addition, a strong synergy effect on attracting more customers to Gyomu Super stores is accelerating the willingness of franchisees to open new shops. The voluminous fresh homemade foods keep attracting customers.



Recent Development

Approximately 40% of Gyomu Super stores that opened during FY2022 had a Chisouna section.

In December 2022, we introduced a new format in which a Chisouna section was established in a drugstore. As such, we continue to expand the number of shops without limiting those established in Gyomu Super stores.



Note: Products and prices may vary by shop and season.

7 AFFORDABLE AND CLEAN ENERGY



We provide eco-friendly, safe, and reliable renewable energy by operating solar and woody biomass power plants.

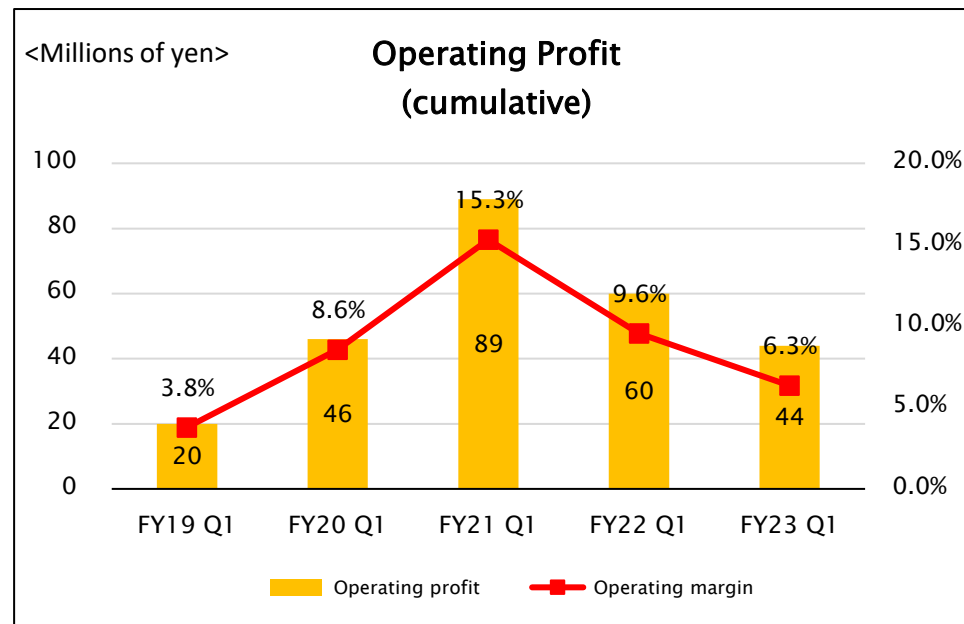
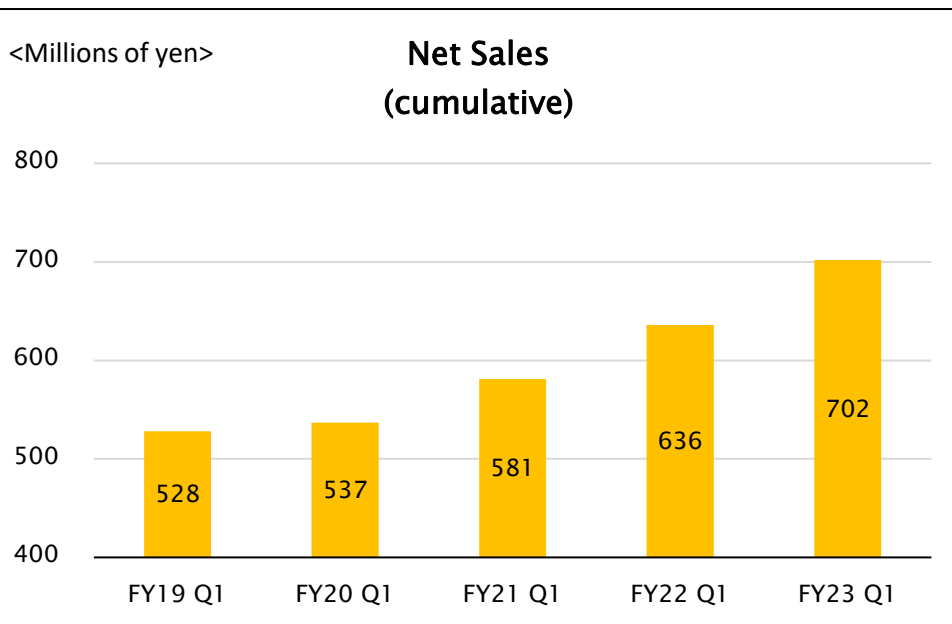
- Operating profit for FY2023 Q1 declined year on year due to the recording of depreciation of a solar power plant in Nishigo-mura, Nishishirakawa-gun, Fukushima, which started operations in June 2022.
- An expected rise in operations of our solar power plants from spring will increase operating profit for the full year of FY2023.
- In spring 2024, we plan to start operating a solar power plant in Miyagi.



Kobe Bussan's Solar Power Plant
(Photo: Nishishirakawa Power Plant with the capacity of 18.9 MW, which started operations in June 2022)



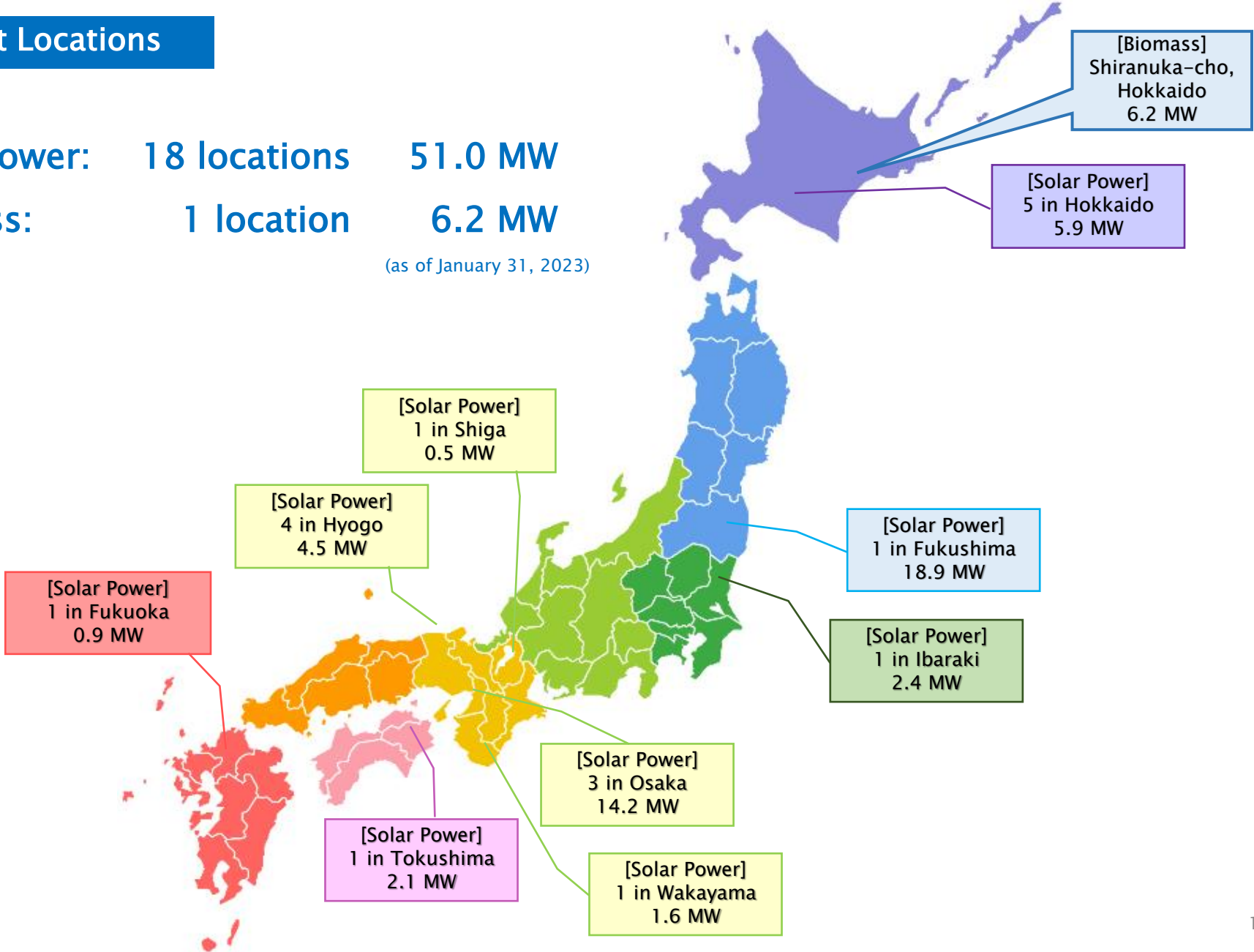
Kobe Bussan's Woody Biomass Power Plant



Plant Locations

Solar Power: 18 locations 51.0 MW
Biomass: 1 location 6.2 MW

(as of January 31, 2023)



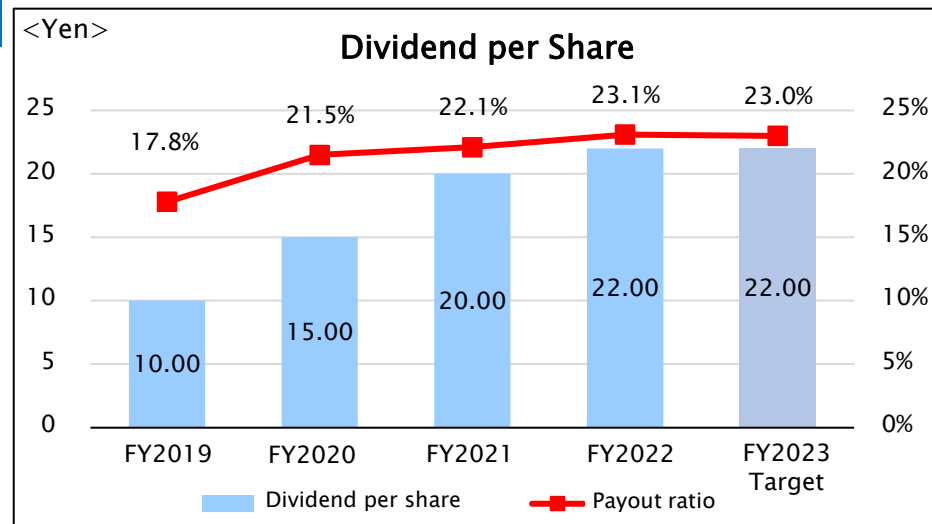
Dividends

Kobe Bussan regards returning profits to shareholders as one of key management issues. Our basic policy is to secure funds necessary for our business growth and distribute profits to shareholders according to the operating results.

For FY2022, we paid the annual year-end dividends of ¥22.00 per share, up ¥1.00 from the initial forecast of ¥21.00.

For FY2023, we plan to pay the annual dividends of ¥22.00 per share.

Note: The figures in the graph on the right have been adjusted for the effect of the 2-for-1 stock splits carried out in November 2019, and November 2020.



Shareholder Benefit Program

The shareholder benefit program has been introduced to express Kobe Bussan's gratitude for the continuous support of its shareholders and to gain the deeper understanding of customers for its businesses. We will send JCB Gift Card to shareholders who hold 100 shares or more as of October 31 of each year, according to the number of years of ownership and the number of shares held.

| Number of shares held | Shareholder incentives | |
|-----------------------|---|---|
| | Continuous ownership years Less than 3 years | Continuous ownership years 3 years or more |
| 100-999 | JCB Gift Card ¥1,000 | JCB Gift Card ¥3,000 |
| 1,000-1,999 | JCB Gift Card ¥10,000 | JCB Gift Card ¥15,000 |
| 2,000 or more | JCB Gift Card ¥15,000 | JCB Gift Card ¥20,000 |



Sample

Note: Shareholders may opt to exchange the gift cards for an assortment of private label products worth the face value.

FY2023 Forecast

(Millions of yen)

| | Q1 actual | Full-year forecast | Progress towards Full-year forecast |
|---|-----------|--------------------|-------------------------------------|
| Net sales | 107,942 | 440,000 | 24.5% |
| Operating profit | 6,338 | 29,700 | 21.3% |
| Profit attributable to owners of parent | 1,348 | 21,200 | 6.4% |

[Note]

- The above forecast reflects the assumption that the weak yen against US dollar will continually increase the cost of imported products as well as the costs of raw materials and infrastructure.
- The full-year forecast has been determined to remain unchanged at the moment, considering the recent currency movement.

Gyomu Super Business Guideline towards FY2023 Forecast

| | FY2023 target | Action plan |
|--------------------------|---------------------------|--|
| Target of store openings | Net increase of 40 stores | Open stores focusing on the Kanto and Kyushu areas under direct management. Strengthen property data-gathering capability driven by headquarters. |
| Product development | Rise in PB ratio | Focus on private label products developed by our group plants and those imported directly by ourselves. |

- This material contains forward-looking statements based on assumptions, estimates, and plans as of March 14, 2023.
- Please note that actual results may differ significantly from these forward-looking statements due to uncertain factors arising from changes in the economic climate.
- This material is not intended to solicit and encourage purchase of shares.
- This material has been translated from the Japanese original for reference purposes only. In the event of any discrepancy between this translated material and the Japanese original, the original shall prevail.

For information regarding this material, please contact:

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