Medium-term Management Plan FY2024-FY2026

December 15, 2023



https://www.kobebussan.co.jp/

Securities code: 3038

Long-term Vision: What Our Group Aspires to Be



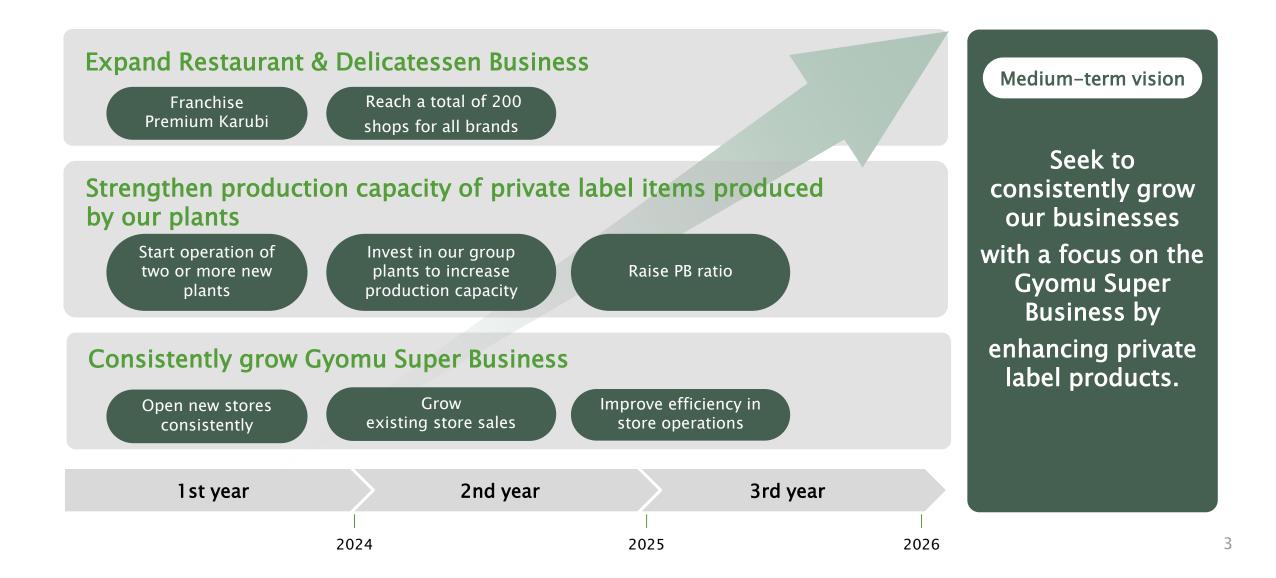
By serving a noble cause of offering more value with less price, we, as an integrated food company, are committed to improving customers' affluent life.







Basic Policy and Strategy toward FY2026



Key Measures

- Open new Gyomu Super stores consistently to exceed 1,130 stores.
- Increase product shipments to existing Gyomu Super stores by 2% or higher year on year.
- Increase the PB ratio to 37%.
- Invest more than 10 billion yen in our group's plants annually to strengthen domestic PB products.
- Encourage our franchisees to introduce energy-saving refrigeration equipment and automatic ordering systems to improve efficiency in store operations.
- Open new shops consistently in the Restaurant & Delicatessen Business and start franchising Premium Karubi.

Consolidated Numerical Targets

	(Millions of yen)			
	FY2024 actual	FY2025 forecast	FY2026 target	
Net sales	507,883	525,000	562,000	
Operating profit	34,350	37,700	41,000	
ROIC	Maintain 10% or	Maintain 10% or higher, aiming for growth every year		

Targets for Achievement of Long-term Vision

Targets

- Expand the Gyomu Super chain to reach over 1,500 stores
- Raise the PB ratio to 40% or higher
- Achieve a total of over 500 shops for all brands of the Restaurant & Delicatessen Business
- Reduce the SG&A ratio by investing in distribution centers
- Raise the consolidated operating margin to 10% or higher

To be an integrated food company