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KOBE BUSSAN CO., LTD.



December 12, 2025

Company name: Kobe Bussan Co., Ltd.
Securities code: 3038
Listing: Prime Market of Tokyo Stock Exchange
Representative: Hirokazu Numata,
President and Representative Director
Contact: Masahiro Sakamoto,
Manager, Corporate Planning Department

Announcement of Upward Revisions to Medium-term Management Plan

Kobe Bussan Co., Ltd. (the “Company”) hereby announces that its Board of Directors, at a meeting held on December 12, 2025, resolved to revise the medium-term management plan targeting the fiscal year ending October 31, 2026, which was originally disclosed on December 15, 2023 and revised upward on December 13, 2024, as described below.

1. Details of revision

Revision to numerical targets in the medium-term management plan (FY 2024–FY2026)

	Previous target	Revised target	Change
	Millions of yen	Millions of yen	Millions of yen
Net sales	562,000	566,500	4,500
Operating profit	41,000	43,000	2,000
ROIC	Maintain 10% or higher, aiming for growth every year	Maintain 10% or higher, aiming for growth every year	—

2. Reason for revision

For the fiscal year ended October 31, 2025, the Company achieved highest sales and profits ever, driven by significant growth in its mainstay Gyomu Super business. In an environment where customers continue to show a strong preference for saving, this business is expected to remain robust, supported by Gyomu Super’s price competitiveness and the advantages of its private-label products.

In terms of profitability, the Company continues to see improvements through a higher ratio of private label products, cost reductions, and enhanced logistics efficiency.

Consequently, the Company has revised upward the numerical targets in the medium-term management plan. This revision reflects the fact that results for the fiscal year ended October 31, 2025 significantly exceeded the initial forecast, and that the outlook for the fiscal year ending October 31, 2026 also indicates performance above the existing numerical targets in the medium-term management plan ending in FY2026.

There are no changes to Basic Policy and Strategy, Key Measures, or Targets for Achievement of Long-term Vision in the medium-term management plan.