



April 2, 2026

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**Publication of the Updated Version of the “Measures to Achieve Management
Conscious of Cost of Capital and Stock Prices” (Updated Version)**

We are pleased to announce that we have updated the progress status and future initiatives regarding “Measures to Achieve Management Conscious of Cost of Capital and Stock Prices” announced on April 4, 2024.

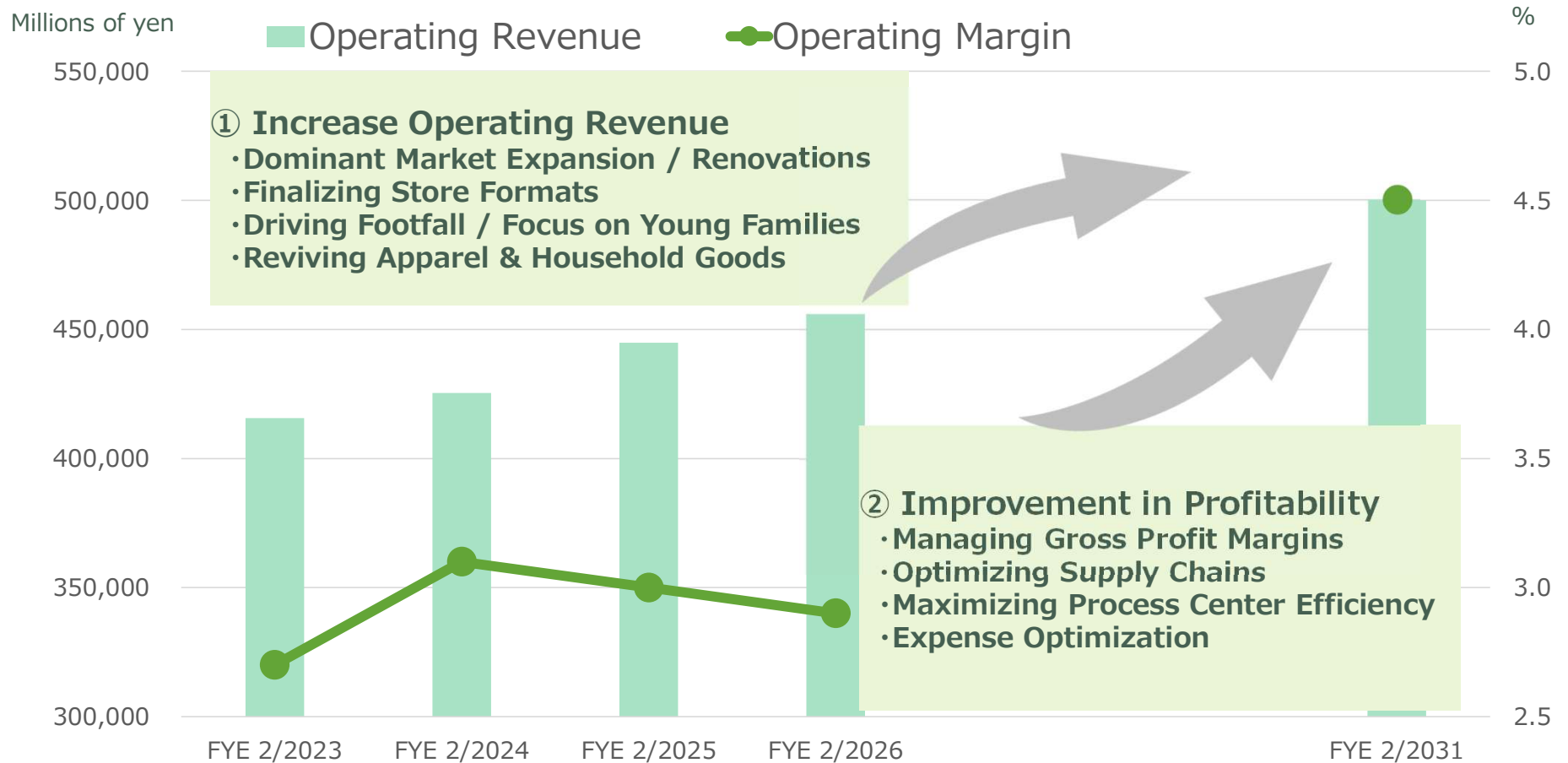
Attachment: “Measures to Achieve Management Conscious of Cost of Capital and Stock Price (Update).”

Action to Implement Management that is Conscious of Cost of Capital and Stock Price (Update)

Fifth Medium-Term Management Plan

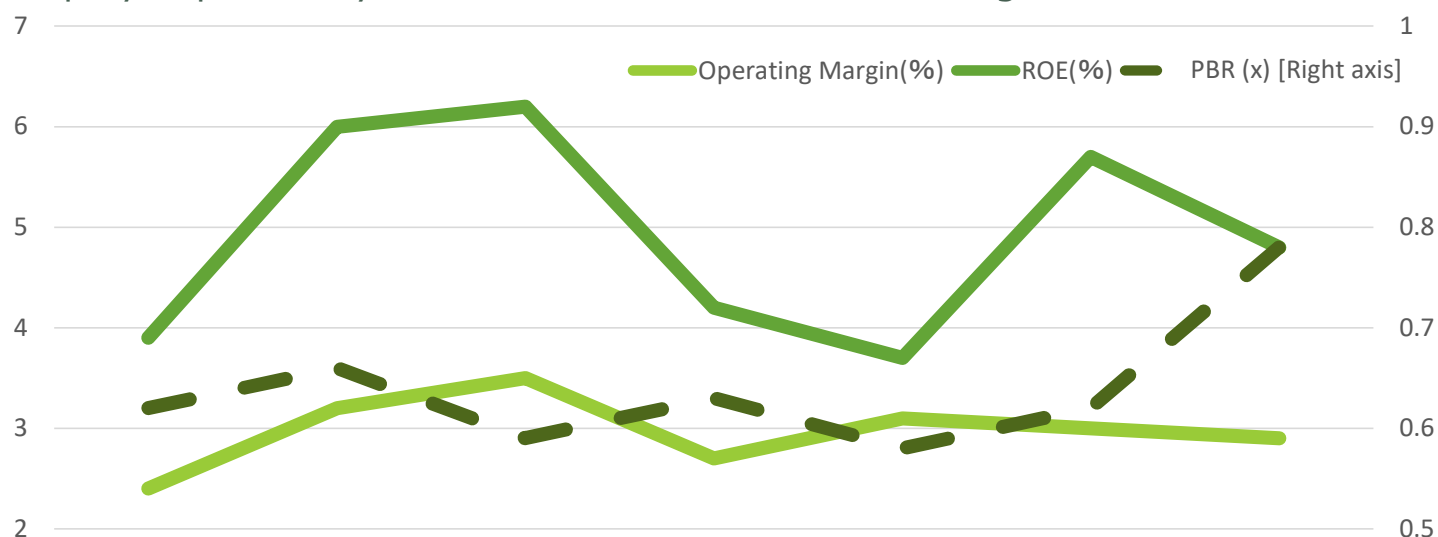
Quantitative Targets for 2030	
Operating Revenue (Consolidated)	¥500 billion or more
Operating Profit Margin (Consolidated)	4.5% or more
ROE	8.0%
Percentage of Women in Management	20% or more
CO2 Emissions (Scope 1 and 2)	46% reduction (compared to FYE 2/2014)
Amount of Food Waste	50% reduction (compared to FYE 2/2020)
Building Customer Allegiance by Effectively Meeting Parenting Generation Needs. Expansion of HOP Economic Zone Based on Dominant Strategy Driving Cost Structure Reform to Enhance Productivity	

Fifth Medium-Term Management Plan



Progress of the 5th Medium-Term Management Plan(ROE)

- Given that our PBR has remained below 1.0x for an extended period, we are committed to further enhancing our Corporate Value in line with 'Management Conscious of Cost of Capital and Stock Price'.
- We aim to achieve an ROE of 8.0%, based on our analysis of Earnings Yield and as a benchmark for the Cost of Equity expected by investors over the medium to long term.



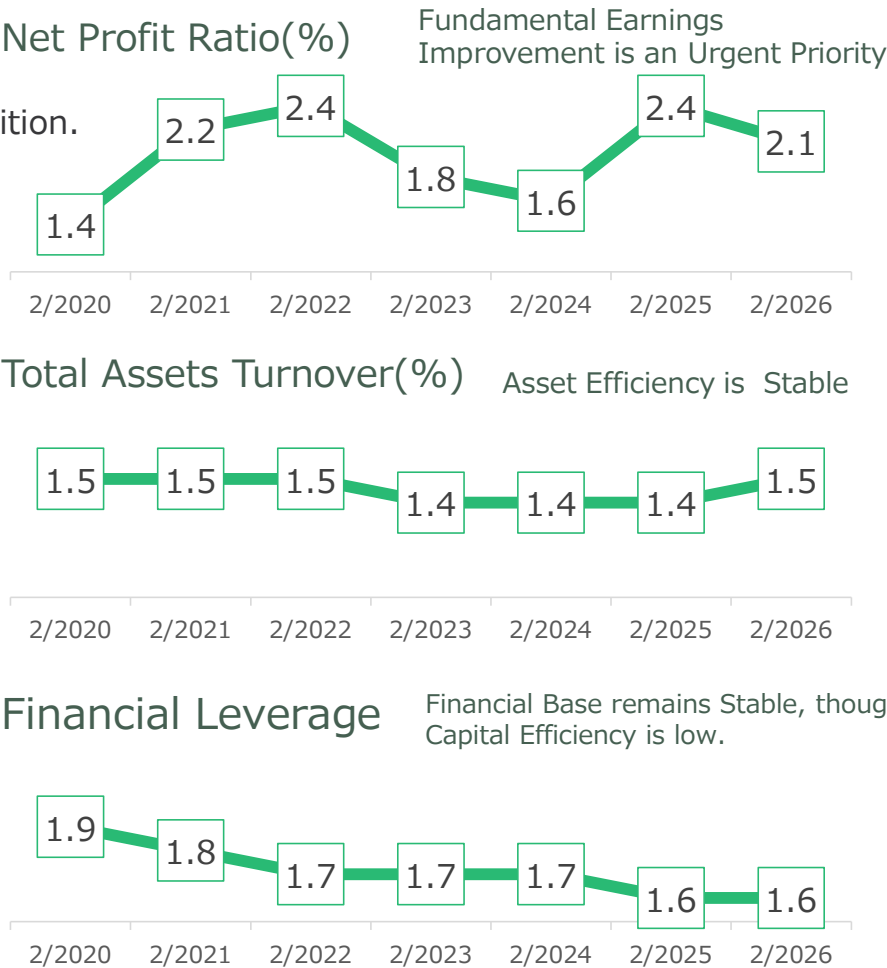
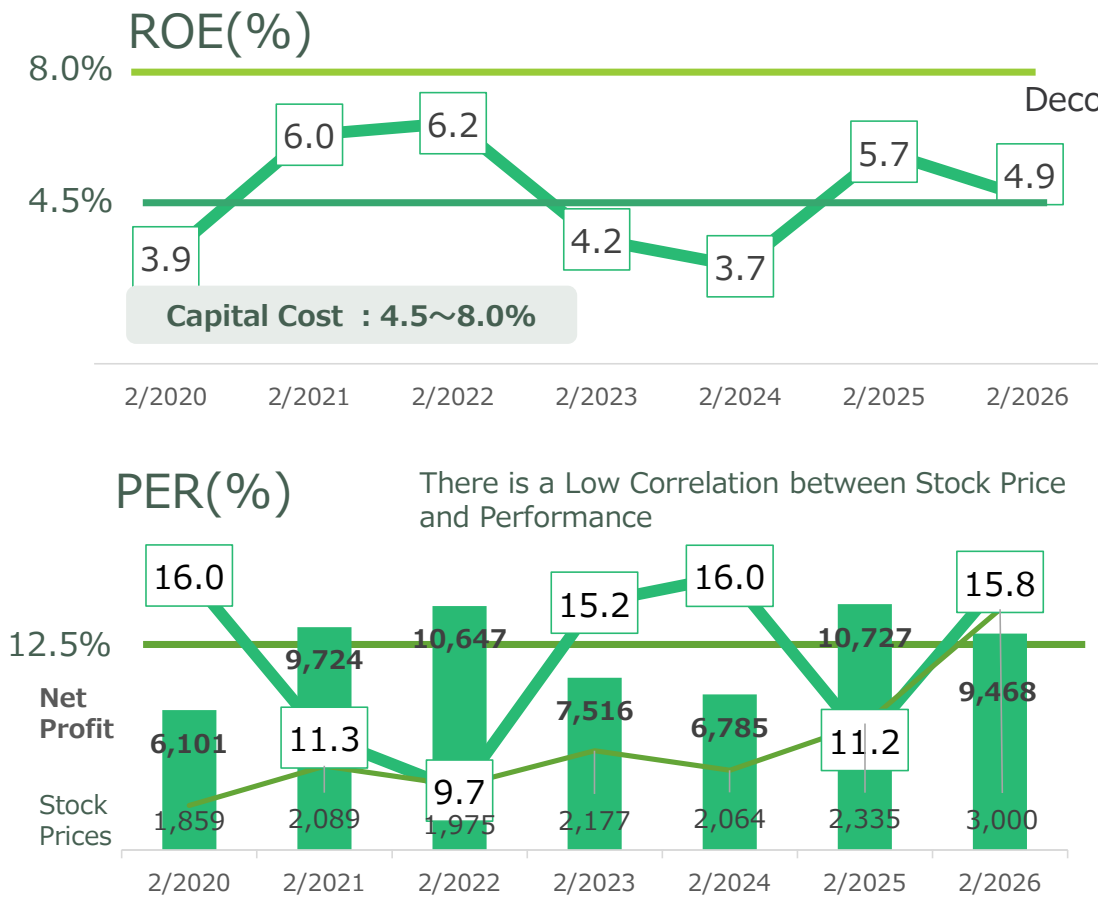
	FYE 2/2020	FYE 2/2021	FYE 2/2022	FYE 2/2023	FYE 2/2024	FYE 2/2025	FYE 2/2026
Operating Profit Margin(%)	2.4	3.2	3.5	2.7	3.1	3.0	2.9
ROE(%)	3.9	6.0	6.2	4.2	3.7	5.7	4.9
PBR (x) [Right axis]	0.62	0.66	0.59	0.63	0.58	0.62	0.76

Analysis and Evaluation of Current Situation

	FYE 2/2021	FYE 2/2022	FYE 2/2023	FYE 2/2024	FYE 2/2025	FYE 2/2026
Operating Revenue (Millions of yen)	439,326	439,740	415,675	425,424	444,898	456,010
Operating Profit (Millions of yen)	14,037	15,362	11,279	13,257	13,360	13,313
Ordinary Profit (Millions of yen)	15,053	16,952	13,069	14,482	14,639	14,605
Net Profit Attributable to Owners of Parent (Millions of yen)	9,724	10,647	7,516	6,784	10,727	9,409
Operating Profit Margin(%)	3.2	3.5	2.7	3.1	3.0	2.9
ROE(%)	6.0	6.2	4.2	3.7	5.7	4.9
PBR(%)	0.66	0.59	0.63	0.58	0.62	0.76
Net Assets per Share (yen)	3,156.74	3,340.18	3,439.19	3,551.29	3,764.48	3,959.03
Share Price at End of Period (yen)	2,089	1,975	2,177	2,064	2,335	3,000

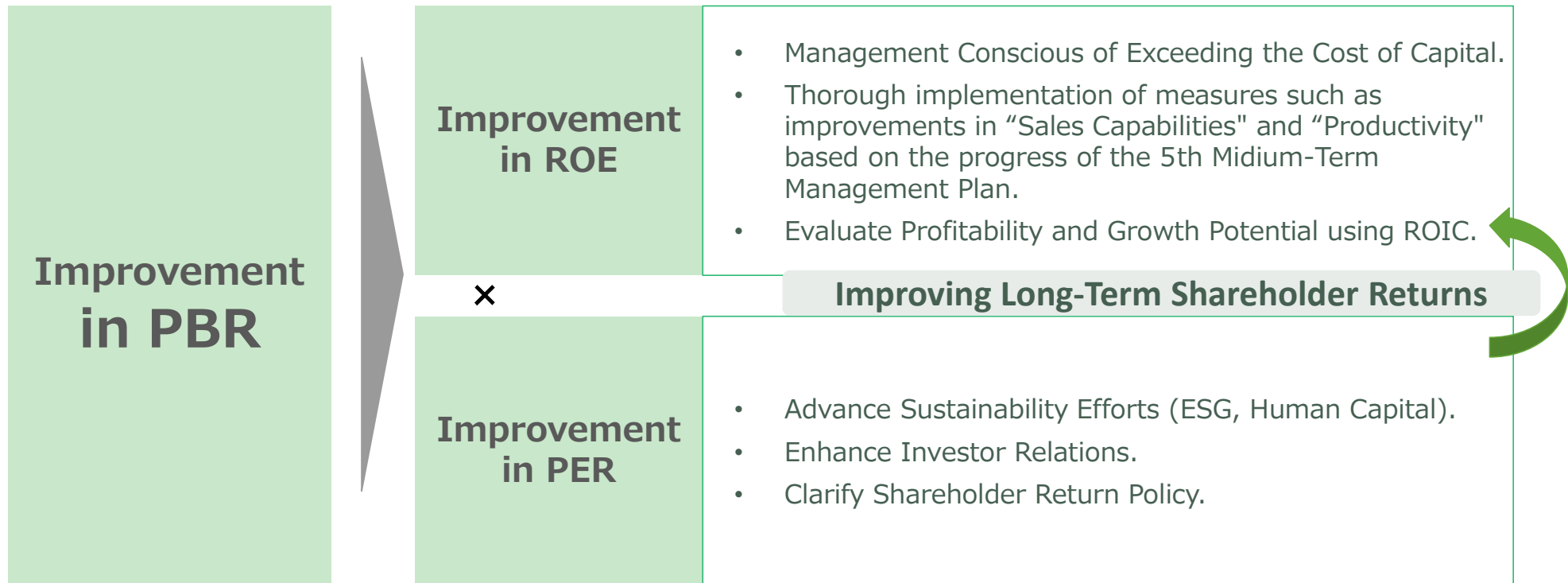
Analysis and Evaluation of Current Situation

● Factors Contributing to Low PBR



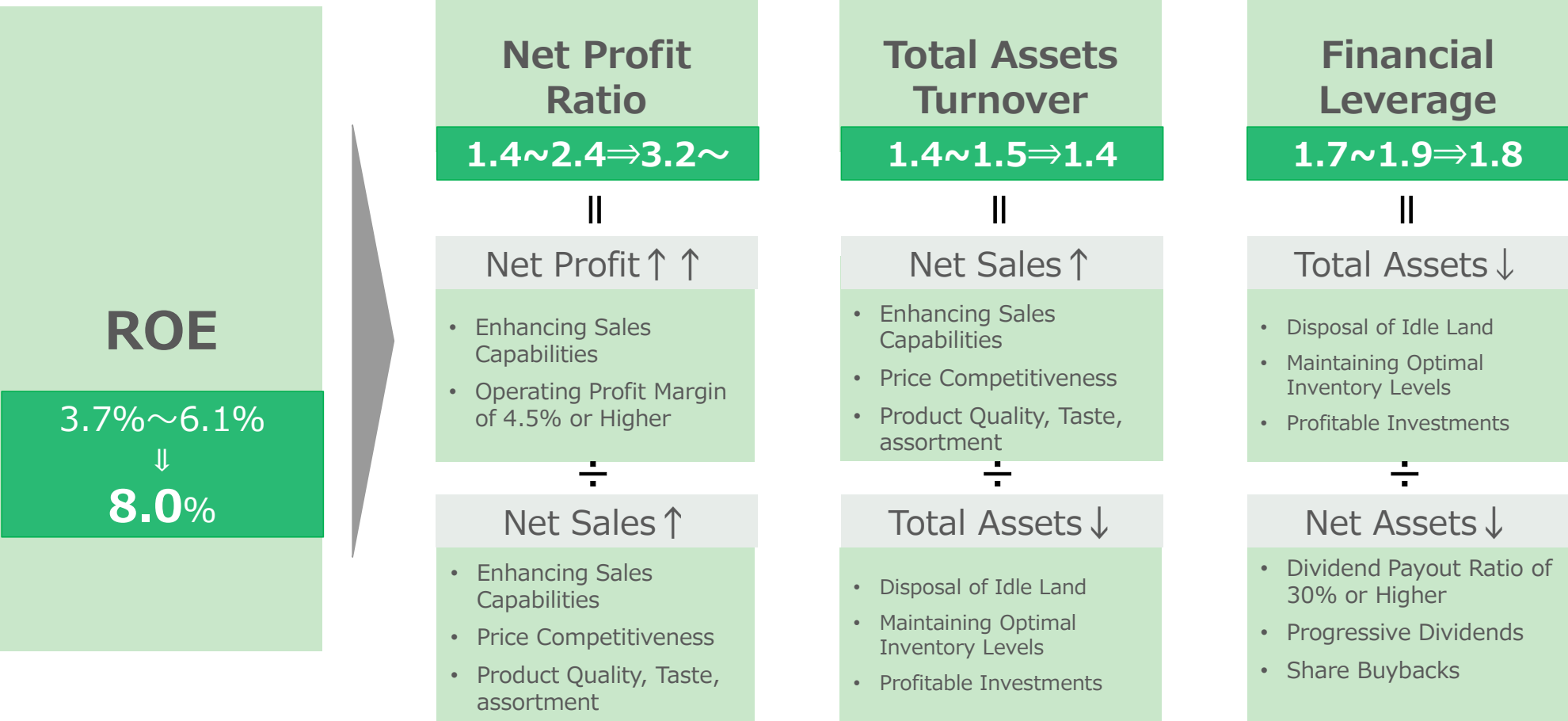
Policy and Targets

- In our Medium-Term Management Plan, we will enhance Sales Capabilities and improve Productivity, aiming to achieve an Operating Profit Margin of 4.5% or higher and an ROE of 8.0% by 2030.
- We will aim to strengthen Shareholder Returns and improve Capital Efficiency through Share Buybacks, by conducting active Investor Relations activities, aiming to achieve a PBR of 1x.



Challenges and Responses

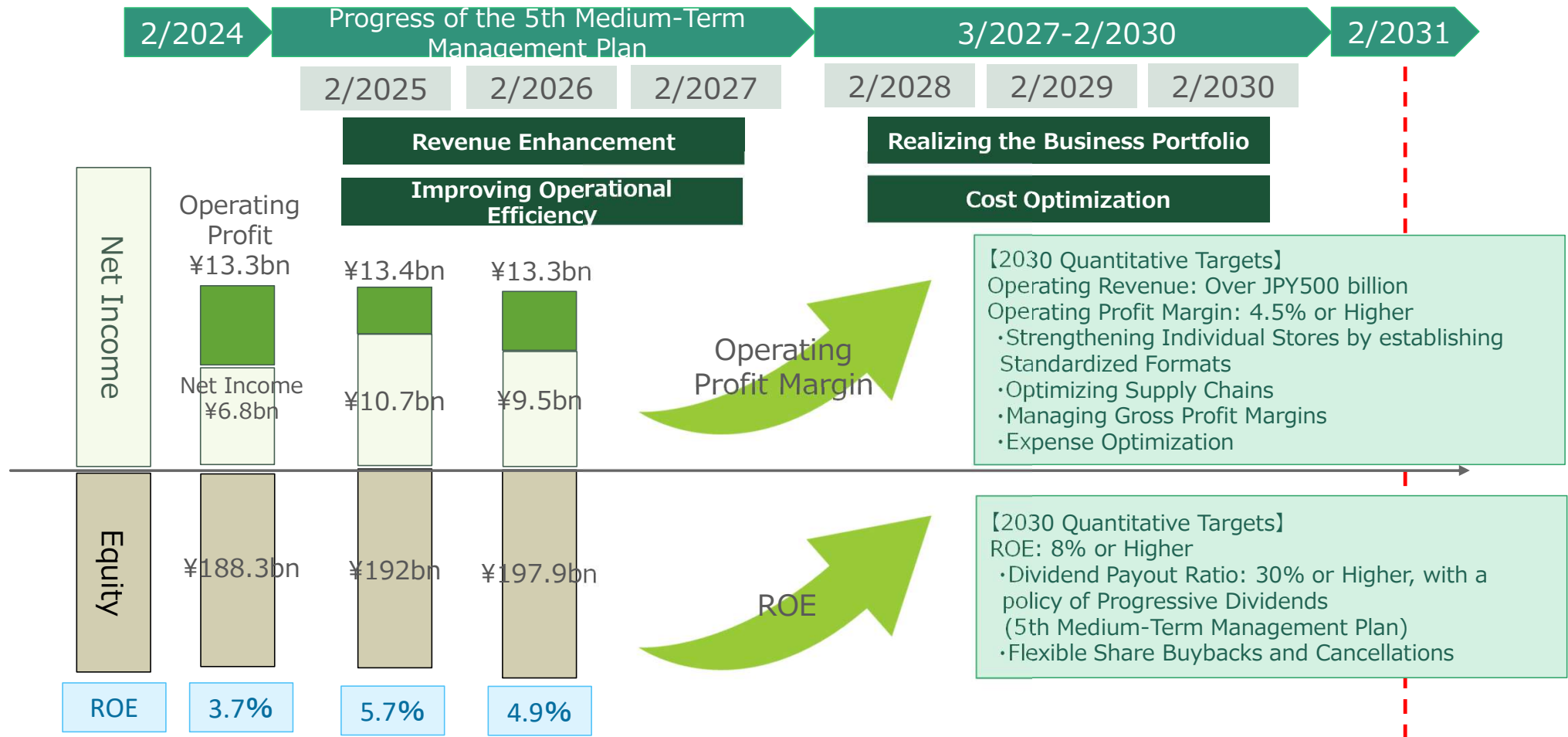
- We aim to achieve an **8.0%** ROE through Enhanced Profitability and Strategic Capital Allocation



Challenges and Responses

Strategic Roadmap

*Figures exclude the impact of the New Lease Accounting Standard.



Engagement with Investors

- The content of the dialogues with investors is fed back to the Board of Directors.
- We actively welcome inquiries from institutional investors to enhance communication.
- We plan to explore increasing the number of briefings for individual investors for the FYE 2/2027.
- We are preparing to facilitate a higher volume of small meetings and 1-on-1 meetings than in the previous period.



		FYE 2/2024	FYE 2/2025	FYE 2/2026
Institutional Investors	Financial Results Briefing Large Meeting	2	2	2
	Financial Results Briefing Small Meeting	0	1	1
	Financial Results Briefing 1-on-1 Meeting	16	33	42
Individual Investors	Company Briefing Session	0	1	7

Shareholder Return Policy

	FYE 2/2021	FYE 2/2022	FYE 2/2023	FYE 2/2024	FYE 2/2025	FYE 2/2026	FYE 2/2027
Net Profit (Millions of yen)	9,724	10,647	7,516	6,774	10,727	9,409	9,800
Dividend per Share (yen)	38	42	42	42	63	66	66
Dividend Payout Ratio (%)	20.5	20.7	29.3	32.5	30.1	34.9	33.3

- For the FYE 2/2026, the interim and year-end dividends will each be 33 yen, resulting in an annual dividend of 66 yen, in accordance with our shareholder return policy of returning 30% or more of net profit to shareholders as dividends.
- For the FYE 2/2027, based on our profit growth plan and our policy of returning 30% or more of net profit to shareholders as dividends, the interim dividend and year-end dividends will each be 33 yen, for an estimated annual dividend of 66 yen.
- We will maintain a 'progressive dividend' policy through the FYE 2/2027.
- We will return surplus capital to shareholders while maintaining financial discipline.