

Medium-term Management Plan FY2024–FY2026

December 12, 2025



神戸物産
KOBE BUSSAN CO., LTD.

<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

Expand Restaurant & Delicatessen Business

Franchise
Premium Karubi

Reach a total of 200
shops for all brands

Strengthen production capacity of private label items produced by our plants

Start operation of
two or more new
plants

Invest in our group
plants to increase
production capacity

Raise PB ratio

Consistently grow Gyomu Super Business

Open new stores
consistently

Grow
existing store sales

Improve efficiency in
store operations

1st year

2nd year

3rd year

2024

2025

2026

Medium-term vision

Seek to
consistently grow
our businesses
with a focus on the
Gyomu Super
Business by
enhancing private
label products.

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)

	FY2025 actual	FY2026 target
Net sales	551,701	566,500
Operating profit	39,878	43,000
ROIC	16.9%	Maintain 10% or higher, aiming for growth every year

Targets for Achievement of Long-term Vision

Targets

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

**To be
an
integrated
food
company**