

# Medium-term Management Plan

## FY2024-FY2026

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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

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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

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- 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

	FY2025 actual	FY2026 target	(Millions of yen)
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