

2025.3 Q1 Results

Oisix ra daichi Inc.

2024.8.14

Oisix ra daichi

Farm for Tomorrow, Table for Tomorrow

We provide services that enable better food lives for more people.

We create systems where good farmers are rewarded and take proud in their work.

We realize sustainable society through evolving frameworks that link farm and table continuously.

We solve social issues related to food through business approaches.

We create and expand Tomorrow's Food.

1. FY2025.3 1Q Financial Results

1-1. Total Performance Summary

1-2. Each Business Segment Summary

2. Each Business Segment Financial Results

2-1. BtoC Subscription Business

2-2. BtoB Subscription Business

3. Others

■ APPENDIX・DATA SHEET

1. FY2025.3 Q1 Financial Results

1-1. Total Performance Summary

1-2. Each Business Segment Summary

Executive Summary

- FY2025.3 Q1 Financial Results

- ✓ Due to the consolidation of the SHiDAX as a subsidiary from Q4 of the previous year, **sales increased by +116% and EBITDA increased by +57% YoY.**
- ✓ **EBITDA progressed better than initial plans** due to steady progress in improving work efficiency at stations at the ORD Atsugi Frozen Distribution Centre under the Oisix brand, and better profit margins due to higher purchase prices.
- ✓ On creating synergies with SHiDAX, **steadily implement the three strategies of the BtoB subscription**
 - ① Eliminate labor shortages :
Improved treatment of employees. In addition, started preparations for optimising the workforce.
 - ② Eliminate loss-making & low-profit facilities :
Negotiated prices with facilities due to the continuing impact of rising raw material and labor costs.
In addition, Cost reduction measures through more efficient procurement and processing operations are also implemented.
 - ③ Create a weapon for discontinuous growth :
New projects commissioned, including the introduction of Oisix foodstuffs and the expansion of the development of fully cooked products.

FY2025.3 Summary of Q1 Results

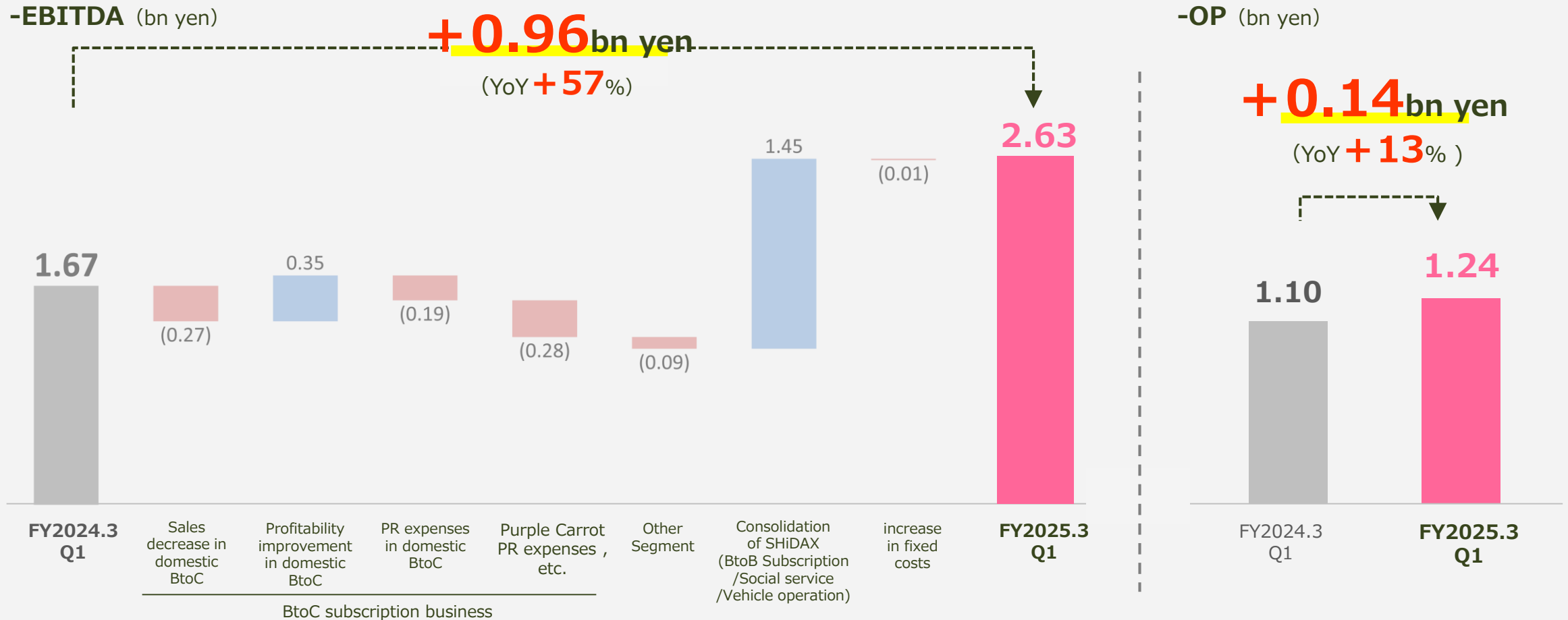
- Sales** : Significant increase in revenue due to consolidation of SHiDAX
- EBITDA** : Increase due to the consolidation of SHiDAX.
In addition, progress exceeded the plan at the beginning of the period due to improved work efficiency at Oisix's Atsugi frozen distribution center and higher unit purchase prices.
- Profit** : Decreased YoY due to higher interest expenses and income taxes resulting from SHiDAX becoming a consolidated subsidiary. However, there was no significant deviation from the initial plan. (See p. 25 for details.)

Sales	63.22bn yen – YoY +116%	EBITDA	2.63bn yen – YoY +57%
Operating Profit	1.24bn yen – YoY +13%	Profit attributable to owners of the parent	0.35bn yen – YoY (57)%

YoY : EBITDA/Operating Profit

EBITDA and OP increased due to the consolidation of SHiDAX.

In the BtoC subscriber business, Oisix saw the effects of measures to strengthen profitability, such as improving distribution efficiency. Purple Carrot in the U.S. strategically allocates PR expenses to attract new subscribers.



FY2025.3 Q1 Segment Results

(billion yen)

	Sales		Segment Profit		Profit Margin
	FY2025.3 Q1	YoY	FY2025.3 Q1	YoY	
BtoC subscription business ^{-(1) *}	24.44	(3)%	1.69	(20)%	6.9%
(Oisix)	14.84	(6)%	1.22	(7)%	8.3%
(Daichi wo Mamorukai)	2.63	(10)%	0.37	(7)%	14.1%
(Radish Boya)	4.05	(3)%	0.36	(7)%	8.9%
(Purple Carrot*) - Jan. - Mar.	2.90 USD: 19M	+23%	(0.26) USD: (1.7) M	(2.8) bn yen	(9.2)%
BtoB subscription business ^{-(2) *}	14.65	+3,726%	0.25	-	1.8%
Social service business ^{-(3) *}	12.96	-	0.57	-	4.4%
Vehicle operation service business ^{-(4) *}	6.66	-	0.59	-	8.9%
Other business ⁻⁽⁵⁾	5.04	+24%	0.33	(8)%	6.7%
Corporate adjustments and expenses, etc ⁻⁽⁶⁾	(0.54)	-	(0.82)	-	-
Sales/EBITDA ^{-total of (1) ~ (6)}	63.22	+116%	2.63	+57%	4.2%
Amortization of goodwill	-	-	(0.30)	-	-
Depreciation	-	-	(1.08)	-	-
Operating Profit	-	-	1.24	+13%	2.0%

2. Each Business Segment Financial Results

2-1. BtoC Subscription Business

2-2. BtoB Subscription Business

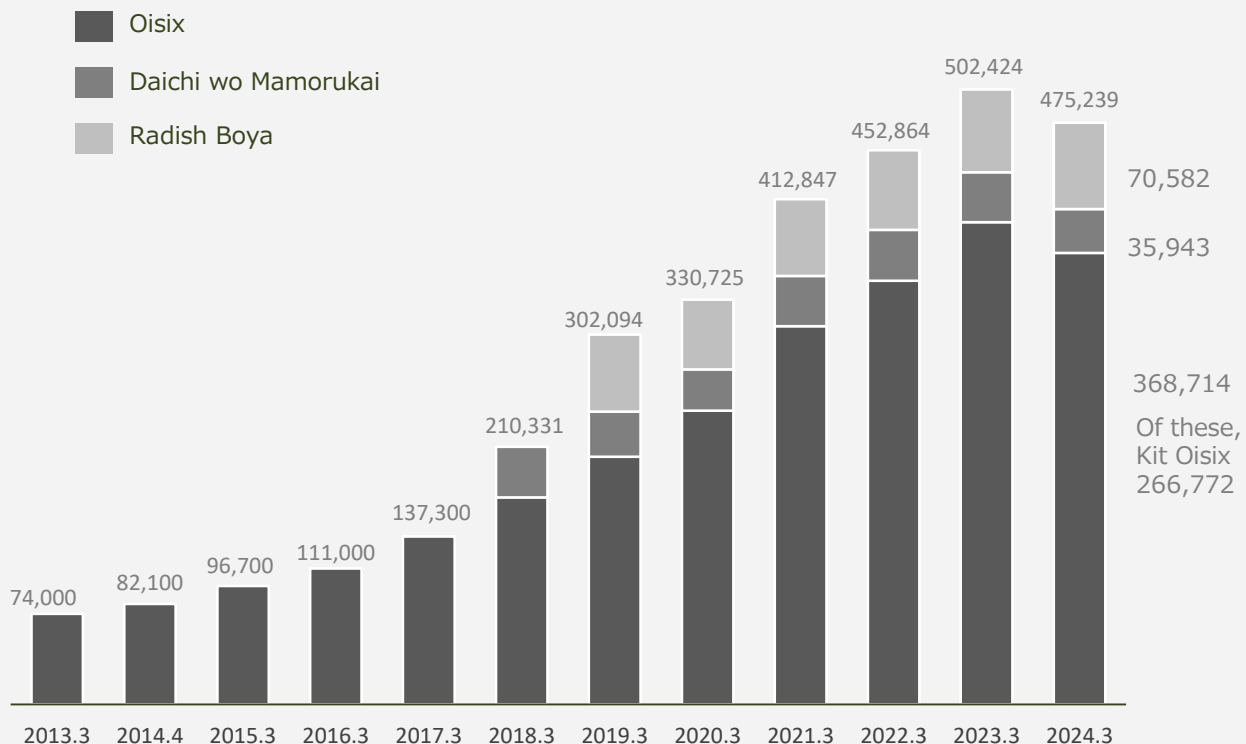
Domestic BtoC Subscription Subscriber Numbers

BtoC Subscription

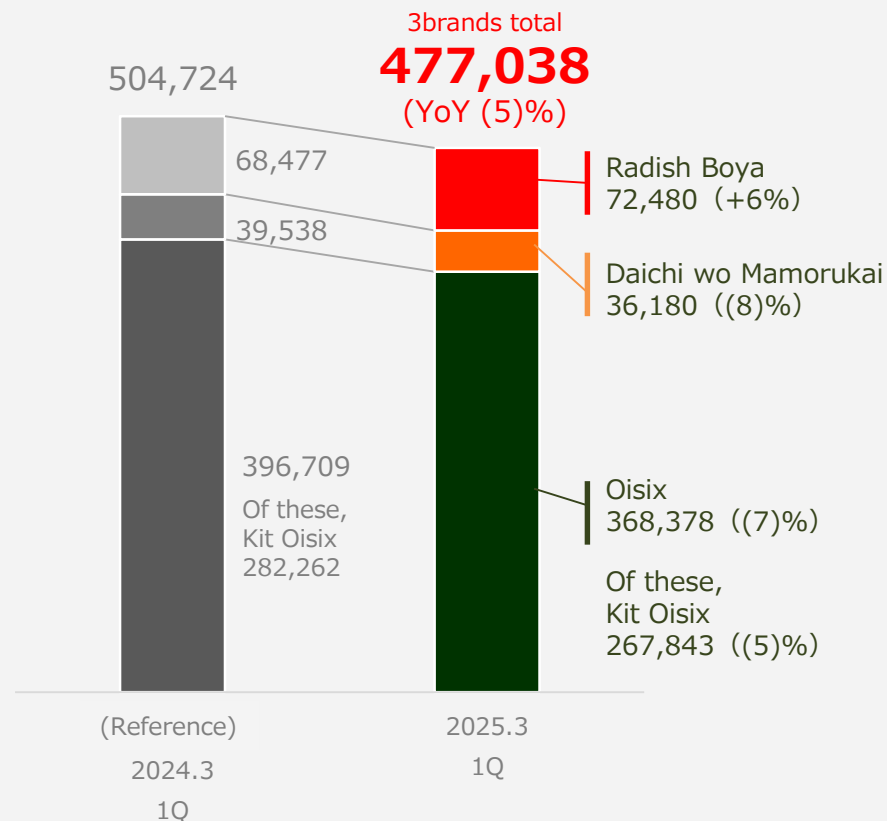
BtoB Subscription

The total number of subscribers for the three domestic food delivery brands was (5)% YoY. However, the number of subscribers increased by approximately 2,000 from Q4 of the previous fiscal year.

- Subscriber Trend



- FY2025.3 Q1 YoY



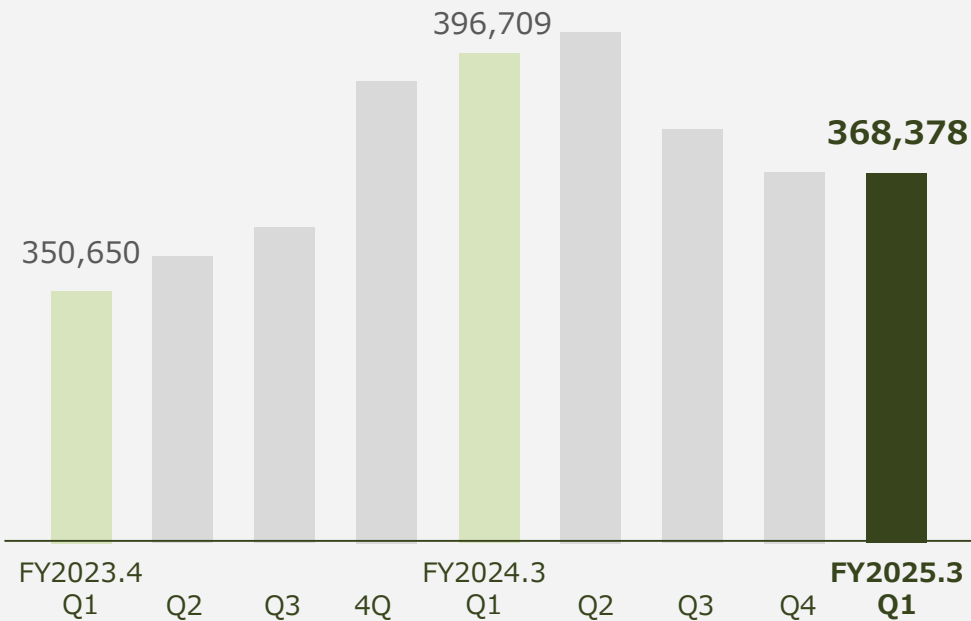
Subscribers : The churn rate, which had worsened due to extraordinary PR implemented in Q4 of FY2023.3, has recovered to the level before the extraordinary PR. (Next page details)

ARPU : While unit purchase price increased due to the shipping fee revision, purchase frequency declined, especially among light users. As a result, ARPU remained almost flat YoY

Subscribers

368,378

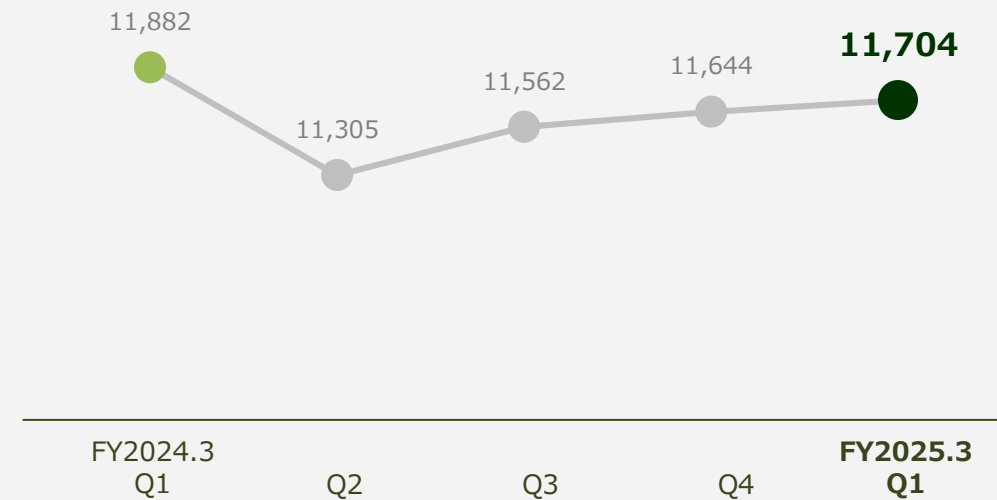
- YoY (7)%



ARPU

11,704円

- YoY (1)%

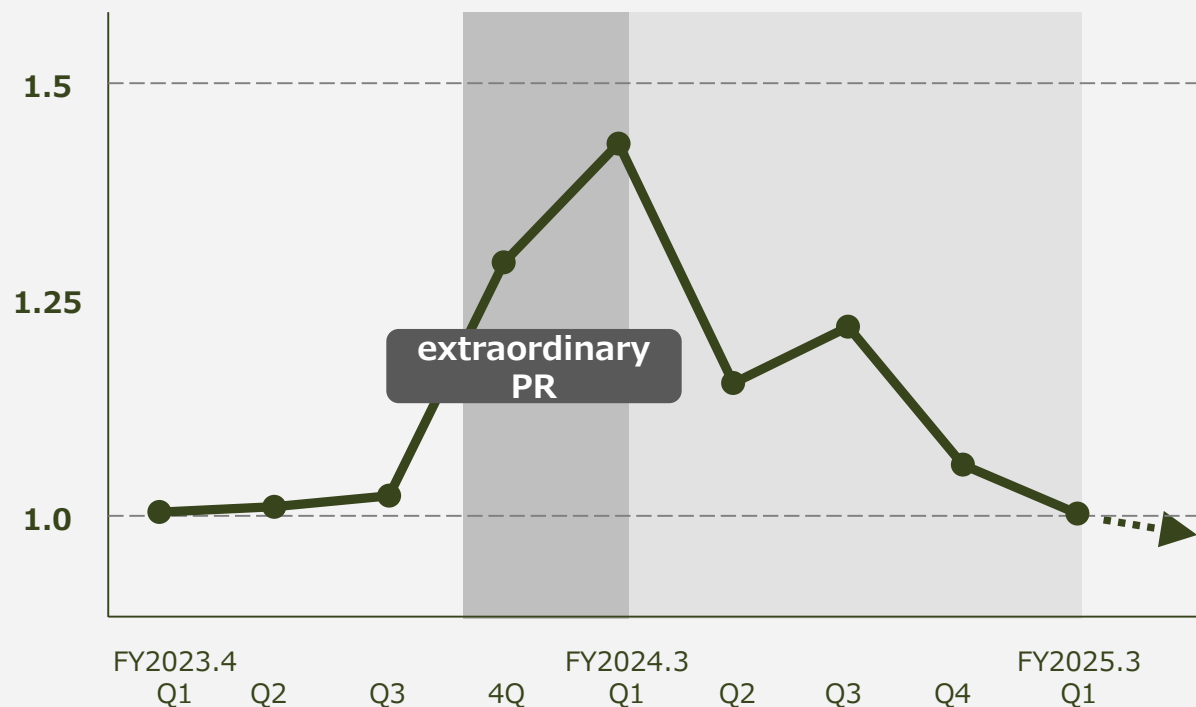


Oisix -Forecast of KPI

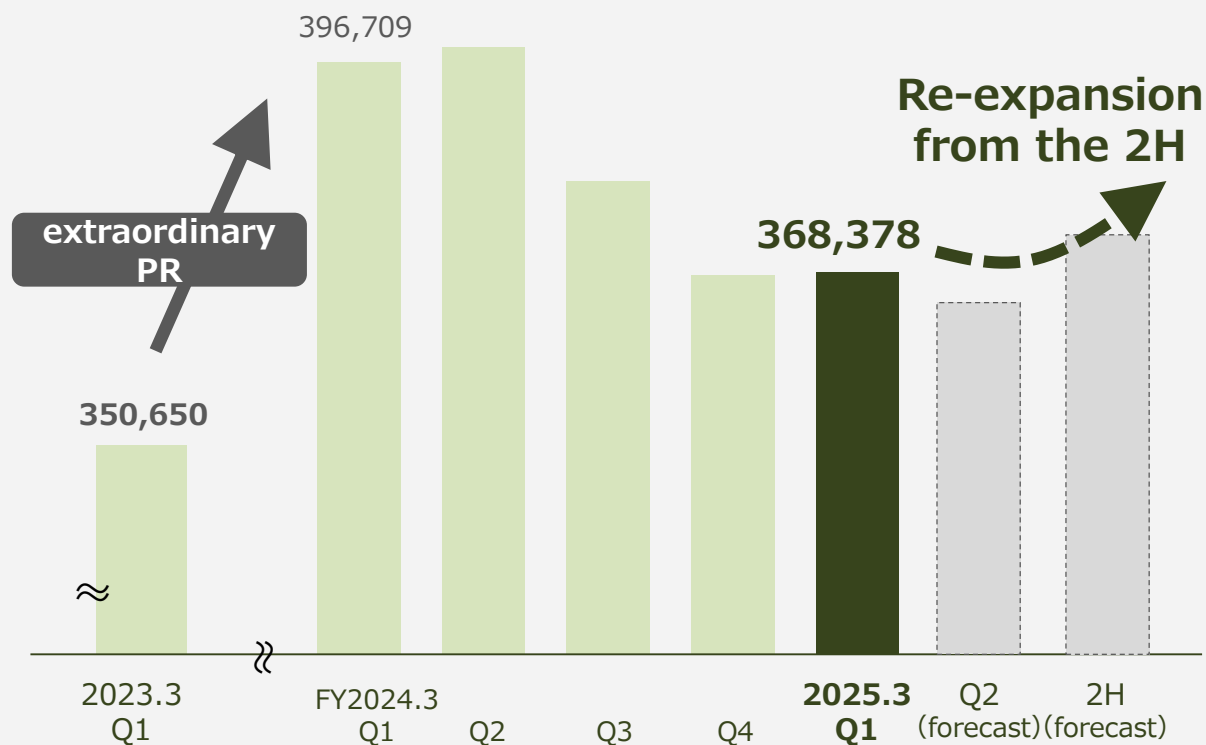
The churn rate, which had worsened due to extraordinary PR implemented in Q4 of FY2023.3, has recovered to the level before the extraordinary PR.

In the Q2 period, when acquisition efficiency is low due to seasonality, PR expenses will be curbed in order to focus on experiments to establish an efficient method of acquiring subscribers. Aiming to expand the number of subscribers in the 2H of the year and beyond by utilizing established PR methods.

-Oisix : Churn Rate Trends (2023.3 1Q as 1.0)



-Oisix : Quarterly subscribers



Daichi wo Mamorukai KPI

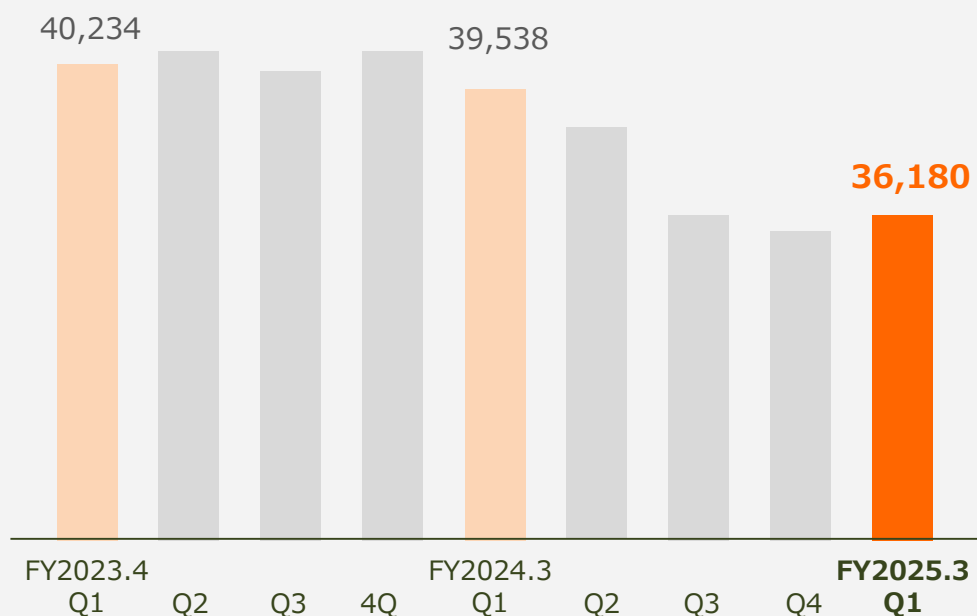
Subscribers : Net increase for the first time in about 2 years, as a result of progress in service development and the ability to spend PR expenses in phases.

ARPU : Both purchase frequency and unit purchase price of existing subscribers increased as a result of product proposals and steady acquisition of single product subscription contracts.

Subscribers

36,180人

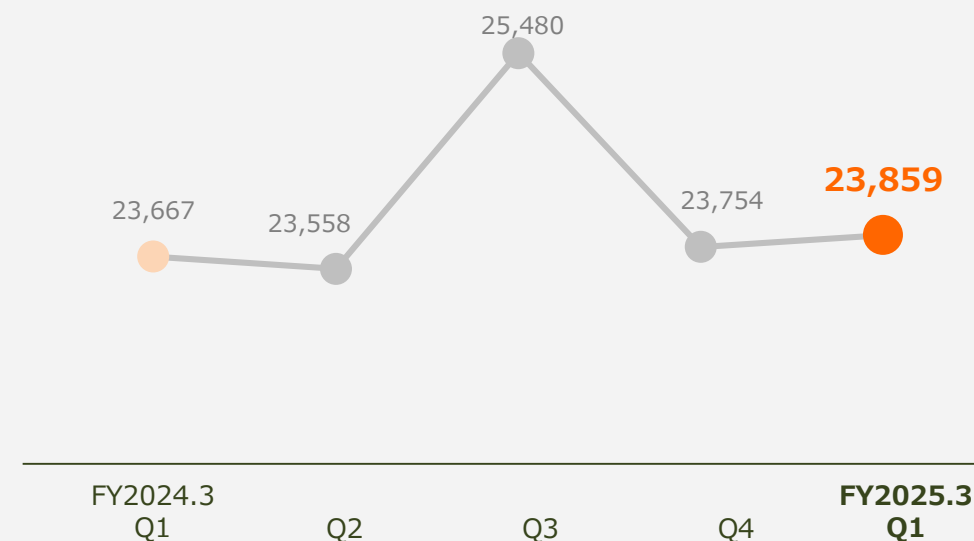
– YoY (8)%



ARPU

23,859円

– YoY +1%



Radish Boya KPI

BtoC Subscription

BtoB Subscription

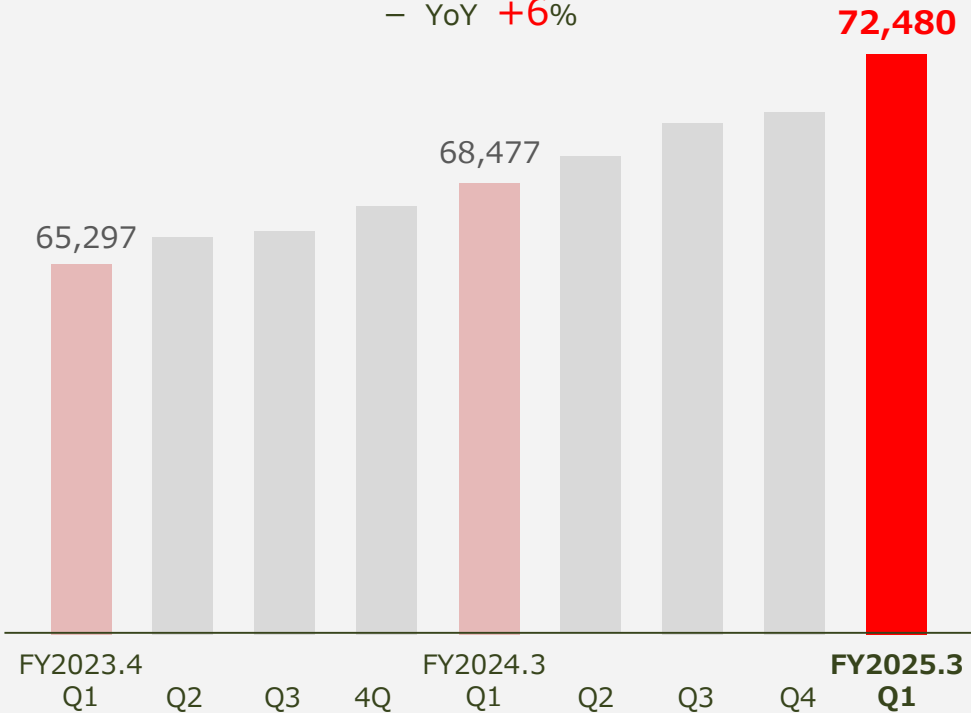
Subscribers : Continued net growth in subscribers, mainly among those interested in supporting producers and capturing the demand of new life.

ARPU : While unit purchase price increased due to the revision of shipping charges, purchase frequency decreased due to an increase in the number of light users accompanying the increase in subscribers.

Subscribers

72,480人

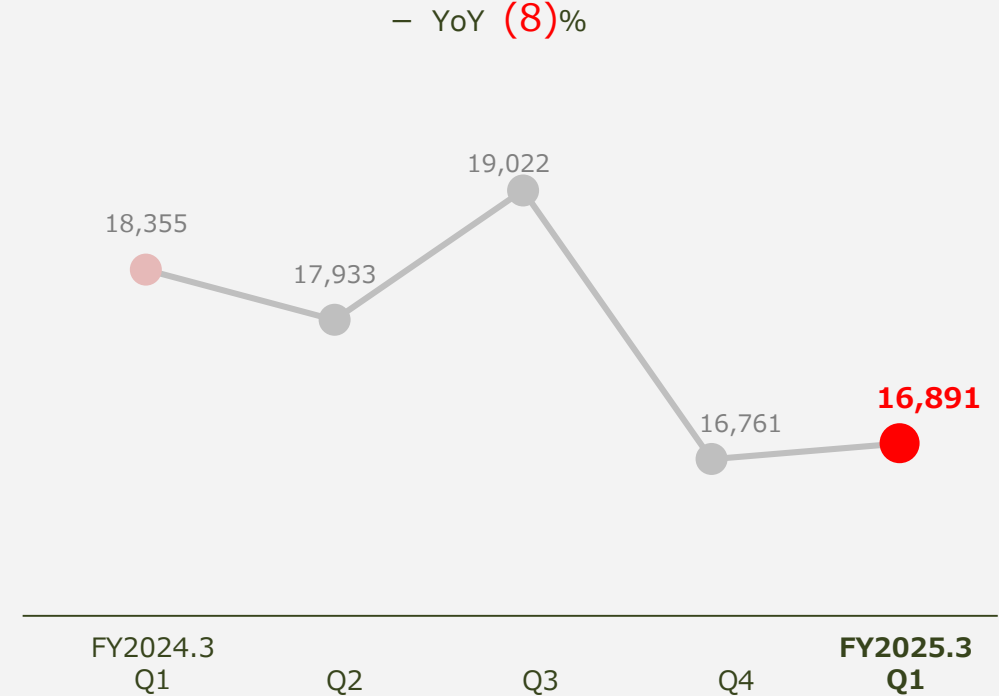
- YoY +6%



ARPU

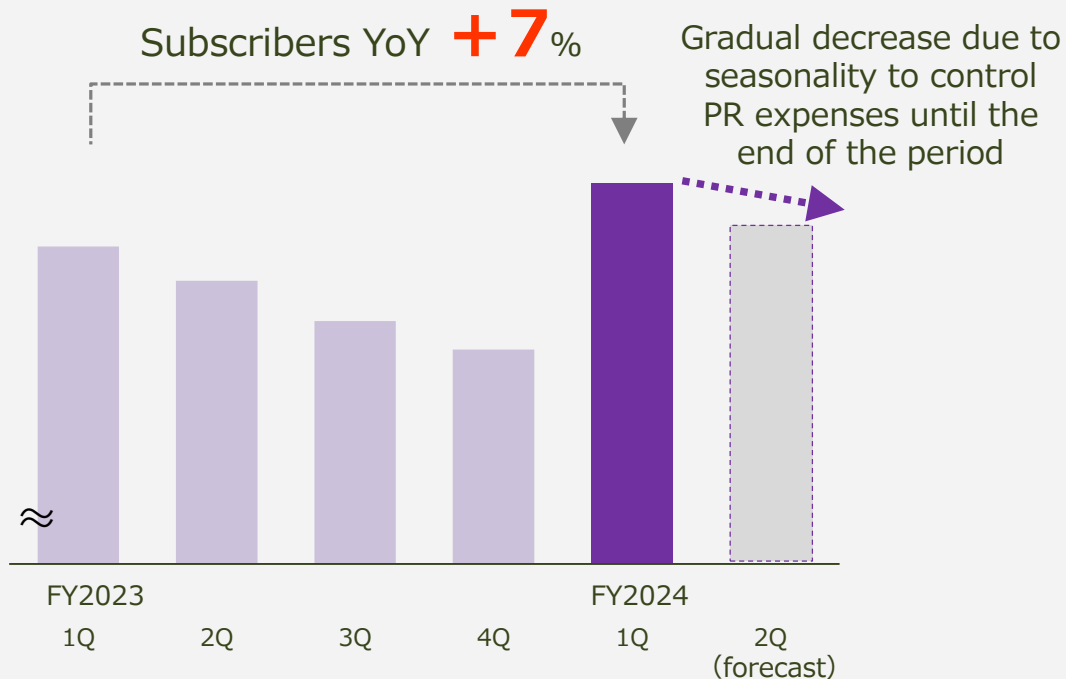
16,891円

- YoY (8)%



Strategically spend on new promotions in Q1, an opportunity to acquire subscribers.
 Net increase in subscribers of 7% YoY, thanks to the external environment, where interest in the plant base was growing due to the TV program.

-Purple Carrot : Subscribers



FY2023	FY2024~
Base Strengthening Phase	Growth Preparation Phase
<ul style="list-style-type: none"> ✓ Developing a team structure ✓ Consolidation of distribution bases from three to two, improving both quality and cost ✓ Increase sales per customer by expanding product lineup, etc. 	<ul style="list-style-type: none"> ✓ Start of new management structure. ✓ For the first time in nearly 3 years since the COVID-19 pandemic, subscribers exceeded YoY ✓ PR expenses will be strategically allocated in line with seasonality, mainly in Q1(Jan. – Mar.). ✓ Continue to aim for ARPU increase through service improvement ✓ In-house production of engineers
<p>▲In addition to increasing the number of staple food items, Grocery was strengthened.</p>	

1

Eliminate labor shortages by saving manpower and improving compensation

2

Eliminate loss-making & low-profit facilities through appropriate price revisions

3

Create a weapon for discontinuous growth through the use of Oisix food ingredients

Progress of BtoB Subscription Service Strategy

-① Eliminate labor shortages

We are committed to improving the conditions of our employees, including base salary increases. In addition, measures such as "visualization of vacancies" and "reduction of lead time to recruitment" have been implemented.

1

Eliminate labor shortages

by saving manpower and improving compensation

✓ Improved employee compensation, including base salary increases for the first time in approximately 20 years, were implemented as planned.

✓ Prioritize measures such as "visualization of vacancy status" and "reduction of lead time to recruitment" at facilities with serious labor shortages.



Progress of BtoB Subscription Service Strategy

-② Eliminate loss-making & low-profit facilities

Negotiated prices with facilities due to the continuing impact of rising raw material and labor costs. In addition, measures to improve efficiency in procurement and processing operations will be implemented to target further cost reduction opportunities in the future.

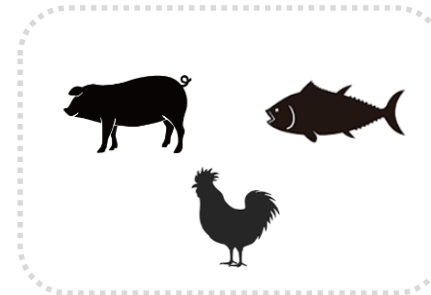
2 Eliminate loss-making & low-profit facilities through appropriate price revisions

✓ Rising raw material prices, and labor costs due to higher minimum wages, etc., are expected to continue.

✓ On the other hand, price negotiations with outsourcing vendors were carried out in response to rising raw material and labor costs. Gradually reduced the ratio of low-profit stores, including those in the red (including contract switching in the next fiscal year and beyond)

Cost Efficiency Initiatives

✓ Joint preparation of meat and fish



✓ Expand in-house production of processing operations



Cost reduction measures have been initiated in response to soaring raw material and labor costs.

Target further cost efficiency opportunities

Progress of BtoB Subscription Service Strategy

-③ Create a weapon for discontinuous growth

New project contracts increased YoY due to the introduction of Oisix ingredients and expanded development of Oisix supervised fully cooked products that lead to labor savings at food service sites.

3 Create a weapon for discontinuous growth through the use of Oisix food ingredients

✓ Started offering Oisix foodstuffs

Schedule to begin offering Oisix-standard fruits and vegetables in October.



✓ Expand development of fully cooked products under Oisix supervision

Expand sales proposals by developing fully cooked products with Oisix's original recipes, which are required by hospitals and elderly care facilities and lead to labor saving in cooking.



Major contracts

hospital

Shimokitazawa Hospital



Elderly Facilities

Benesse Style Care Co.,Ltd. "rehabilitation home Granda Takatsuki", etc



company canteen

GATE CITY OHSAKI



Started collaborative efforts to address social issues related to food in childcare facilities and elementary schools, utilizing the assets of both companies.

Providing lunch for childcare services

✓ Developed lunch boxes supervised by Oisix for school childcare facilities during long vacations that are "safe for children to eat". Started providing lunch boxes to school children operated by SHiDAX.



Collaborative food education project

✓ Started a food education project for elementary schools that SHiDAX is contracted to operate as a meal preparation company, utilizing Oisix's food education program.



3. Others

Based on new business portfolio of Oisix ra daichi group, we executed merger that it will lead to non-consecutive growth

BtoB
Subscription

NONPI

〔 consolidated : 2024 Feb.
Sales : Approx. 2.5 bn yen 〕

- ✓ Catering company cafeteria business that does not require cooking equipment
- ✓ In collaboration with SHiDAX in the company cafeteria business, we excute joint procurement, project sharing, and implemented sales.



sustainable Food

HiOLI Inc.

〔 consolidated : 2024 Jul.
Sales : Approx. 1.0 bn yen 〕

- ✓ Developed "HIO ICE CREAM" and "Butters", etc, upcycled sweets brands made from skim milk powder
- ✓ Strengthen sharing of upcycled product development know-how and expansion of sales channels at physical stores



BtoC
Subscription

BtoB
Subscription



YUKIYA MESHI

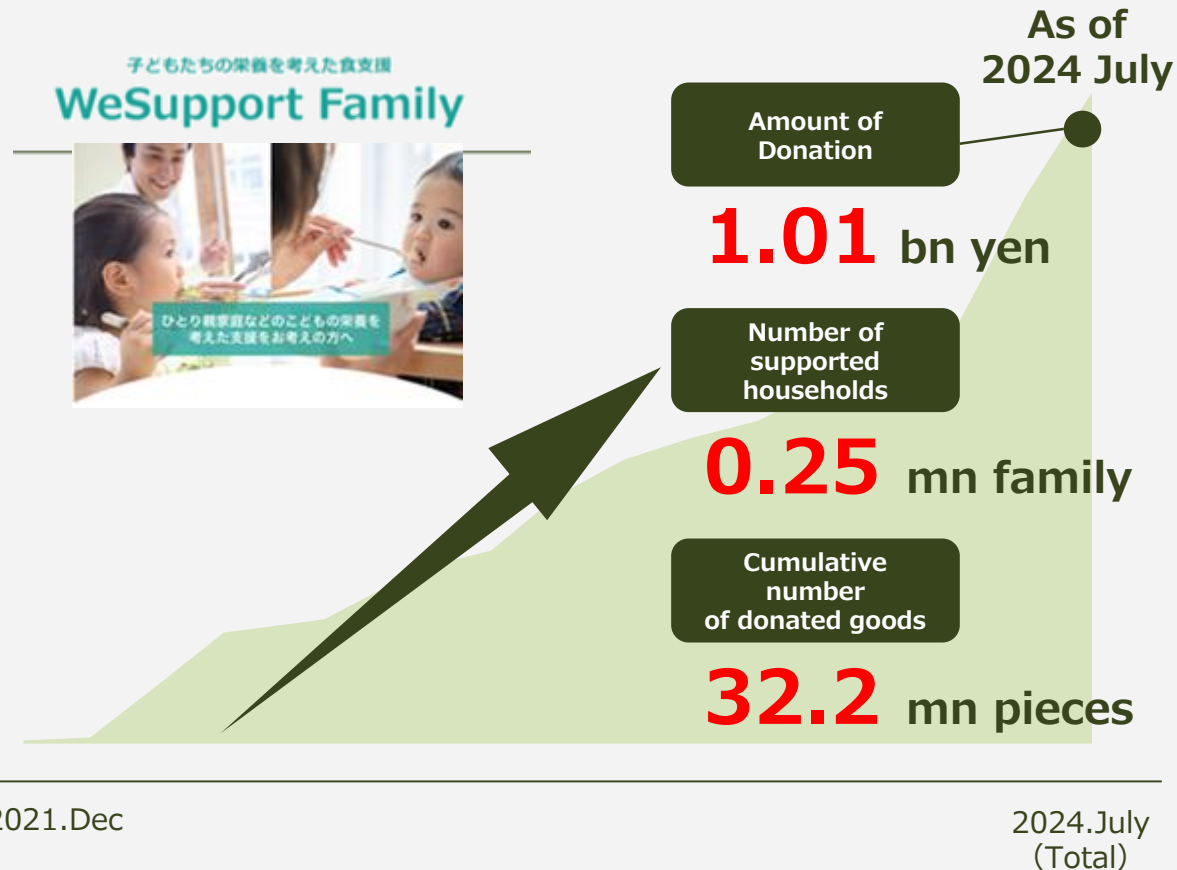
〔 consolidated : 2024 Jul. 〕

- ✓ Developing the "YUKIYAMESHI" brand with environmentally friendly catering services
- ✓ Expand catering sales by collaborating with nonpi. And expansion of collaboration with Oisix brand



WeSupport Family

We have been operating “WeSupport Family”, a food support platform for poor households with children, since 2021. The main support was food etc. for approximately 2.5 mn households. We also provided support in ways other than food, such as giving away on Mother's Day this year.

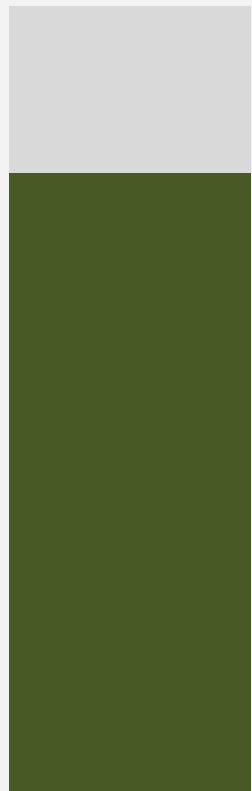


▲Delivered flowers to 700 people on Mother's Day. We received many moving comments from the recipients.

Status of Share Repurchases

Regarding the acquisition of treasury stock announced in May 2024, we expect to acquire the maximum number of shares as planned.

1,825,000 shares
(max : 3,000 mn yen)



As of End of July
61%

【Reason for implementation】

Implemented based on the concept of cash allocation with the aim of improving capital efficiency and enhancing shareholder returns

【Details of the acquisition】

- (1) Class of shares to be acquired: Common stock
- (2) Total number of shares to be acquired:
Up to 1,825,000 shares (Equal to 5.0% of total issued shares excluding treasury shares)
- (3) Total amount of shares to be acquired Up to 3,000 million yen
(We plan to allocate all of the funds from this stock acquisition with our own funds)
- (4) Acquisition method: Market purchase on the Tokyo Stock Exchange
- (5) Acquisition period: May 15, 2024 ~ October 31, 2024

DATA SHEET • APPENDIX

Details of quarterly net profit

Decreased YoY due to higher interest expenses and income taxes resulting from SHiDAX becoming a consolidated subsidiary. However, there was no significant deviation from the initial plan.

- Stage profit from operating profit to net profit (mn yen)

Operating profit	1,249
non-operating income / expenses	(280)
Ordinary profit	968
Extraordinary income / expenses	0
Profit before income taxes	968
Total income taxes (current and deferred)	(617)
Loss attributable to non-controlling interests	(1)
Quarterly net Profit attributable to owners of the parent	352

(main breakdown)

- ✓ **Interest expenses (159)mn yen** (Ongoing expenses in the future)
 - SDX : LBO loans, ORD : Interest on debts and leased assets

(breakdown)

- ✓ **Income taxes - current : (298)mn yen**
- ✓ **Income taxes - deferred : (319)mn yen**
 - Taxable profit is approximately 1.75 bn yen, excluding approximately (0.5) bn yen of goodwill and intangible assets related to SHiDAX HD from operating profit.
 - SHiDAX HD has a tax loss carry forward. The reversal of deferred tax assets due to the decrease in the loss carried forward continues to occur and is recorded as deferred income tax.
Note that no actual income tax payments will be made (no cash outflow).

(Reference) Change in reportable segment

Beginning with the FY2024.3 Q4, we changed the segment profit calculation method and reportable segments, taking the opportunity of making SHiDAX a consolidated subsidiary to reconfigure its business portfolio and the associated performance evaluation and analysis indicators by the Board of Directors.

① Change in segment profit calculation method

- ✓ Newly include in segment costs a portion of personnel and other costs that were not previously included.
- ✓ **No change in operating profit** because the above costs were recorded as fixed costs (adjustments)

Until FY2024.3 Q3

FY2024.3 Q4 onwards

Accounts item	Remarks (Major items)
Sales	
COGS	Cost of goods (purchased, manufactured), disposal.
SG&A	Shipping cost, center cost, sales promotion cost.
Marginal Profit	
Personnel Cost	Personnel expenses for business planning departments, etc.
Contribution Profit	
Fixed Cost	Personnel expenses for back-office departments, recruitment, head office rent, etc.
Operating Profit	

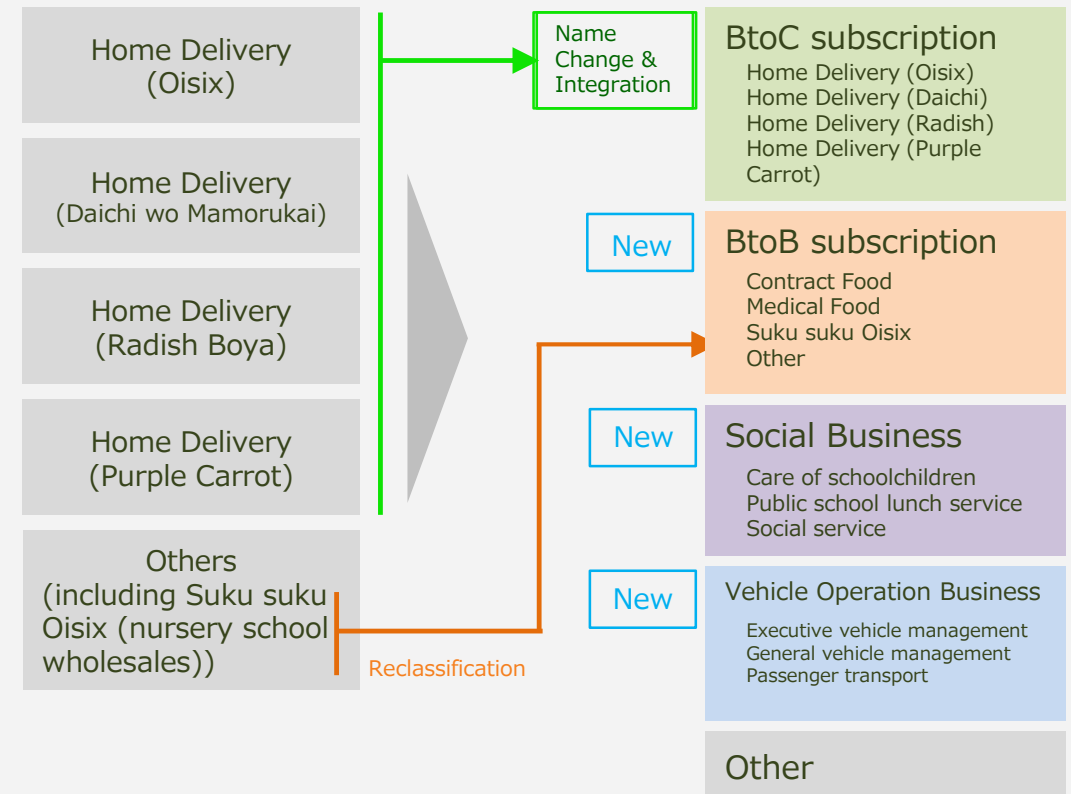
Former Segment Profit

New Segment Profit

② Change in reportable segment

Until FY2024.3 Q3

FY2024.3 Q4 onwards



(Reference) FY2023.3 Segment Performance Figures after change of segment profit definition

(billion yen)

	Sales	New Segment Profit		(Reference) Former Segment Profit	
	FY2023.3	FY2023.3	Profit Margin	2023.3	Profit Margin
BtoC subscription business*	98.46	7.34	7.5%	12.54	12.7%
(Oisix)	59.41	4.23	7.1%	7.56	12.7%
(Daichi wo Mamorukai)	12.34	1.45	11.8%	2.48	20.1%
(Radish Boya)	16.93	1.69	10.0%	2.54	15.0%
(Purple Carrot*) - Jan. - Dec.	9.76 USD: 74M	(0.04) USD: (0)M	(0.4)%	(0.04) USD: (0)M	(0.4)%
BtoB subscription business	1.29	(0.00)	(0.5)%	0.11	8.6%
Social service business	-	-	-	-	-
Vehicle operation service business	-	-	-	-	-
Other business	16.65	0.84	6.9%	1.57	9.4%
Corporate adjustments and expenses	(1.23)	(2.58)	-	(8.64)	-
Sales/EBITDA	115.17	5.59	4.9%	5.59	4.9%
Amortization of goodwill	-	(0.26)	-	(0.26)	-
Depreciation	-	(1.98)	-	(1.98)	-
Operating Profit	-	3.34	2.9%	3.34	2.9%

Changes in Segment Results

① Segment profit definition

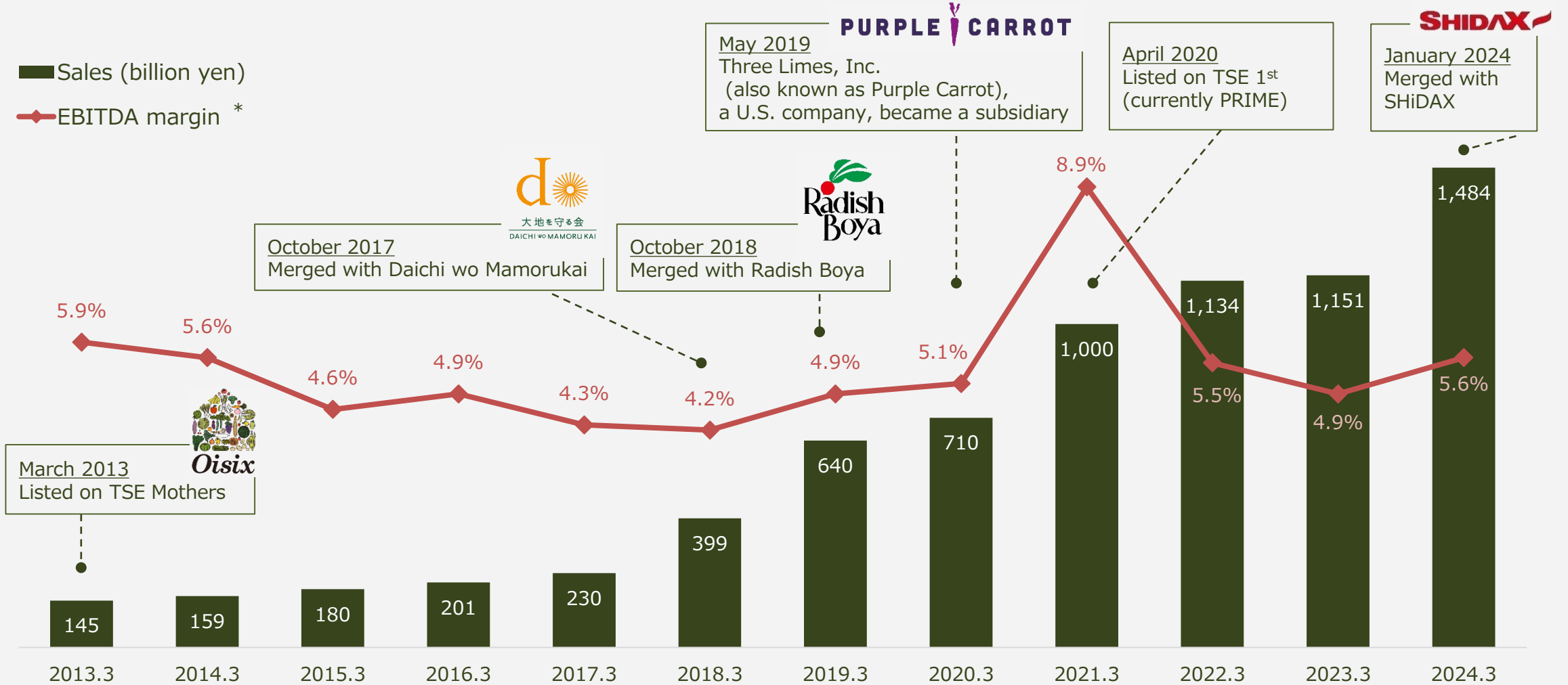
(Old) Marginal profit per business
(New) Contribution profit per business
*See previous page for details.

② Reportable Segment

The results of each brand in the BtoC subscription service are managed as a sub-segment.
Change the segment of nursery school wholesale business (Suku suku Oisix).
*See previous page for details.

Growth Trajectory

In addition to the integration of Daichi wo Mamorukai, Radish Boya and Purple Carrot in the BtoC subscription business centred on Oisix, in January 2024 SHiDAX also integrated its business, and the BtoB subscription business is now in high gear. Expanding the scale of its businesses by leaps and bounds as a company that solves social issues related to food.



Data Sheet : Financial Results

(FY2024.3~FY2025.3)

(Million yen)	2024.3								2025.3							
	1Q		1-2Q		1-3Q		1-4Q		1Q		1-2Q		1-3Q		1-4Q	
	Sales	Profit*	Sales	Profit*	Sales	Profit*	Sales	Profit*	Sales	Profit*	Sales	Profit*	Sales	Profit*	Sales	Profit*
BtoC Subscription	25,273	2,120	49,360	3,913	76,014	6,951	99,383	9,038	24,444	1,692	-	-	-	-	-	-
-Oisix	15,819	1,313	30,740	2,476	47,736	4,472	62,377	5,916	14,849	1,228	-	-	-	-	-	-
-Daichi	2,926	396	5,731	740	8,746	1,236	11,327	1,581	2,632	370	-	-	-	-	-	-
-Radish	4,164	388	8,244	725	12,671	1,317	16,596	1,738	4,059	360	-	-	-	-	-	-
-Purple Carrot	2,363	21	4,644	(28)	6,860	(74)	9,082	(198)	2,902	(267)	-	-	-	-	-	-
BtoB Subscription	383	1	781	8	1,204	12	14,976	381	14,655	259	-	-	-	-	-	-
Social Services	-	-	-	-	-	-	11,383	396	12,966	574	-	-	-	-	-	-
Vehicle Operation Services	-	-	-	-	-	-	6,229	402	6,663	593	-	-	-	-	-	-
Other businesses	4,065	363	8,184	674	13,694	1,042	18,027	1,226	5,041	336	-	-	-	-	-	-
Adjustments	(454)	(1,384)	(888)	(2,526)	(1,256)	(3,713)	(1,592)	(6,300)	(544)	(2,204)	-	-	-	-	-	-
Net sales / EBITDA	29,268	1,677	57,438	3,234	89,656	6,052	148,408	8,254	63,223	2,636	-	-	-	-	-	-
Operating profit		1,101		2,070		4,293		5,144		1,249	-	-	-	-	-	-
Profit attributable to owners of parent		817		1,401		3,015		4,120		352	-	-	-	-	-	-

Data Sheet : Financial Results (FY2022.3~FY2023.3)

(Million yen)	2022.3								2023.3							
	1Q		1-2Q		1-3Q		1-4Q		1Q		1-2Q		1-3Q		1-4Q	
	Sales	Profit*	Sales	Profit*	Sales	Profit*	Sales	Profit*	Sales	Profit*	Sales	Profit*	Sales	Profit*	Sales	Profit*
BtoC Subscription	24,632	2,666	49,478	4,853	76,575	8,036	99,427	8,355	24,241	1,751	48,141	3,754	74,801	6,434	98,468	7,344
-Oisix	14,145	1,307	28,580	2,491	45,190	4,412	58,546	4,071	14,393	1,086	28,458	2,311	44,946	3,992	59,413	4,233
-Daichi	3,314	424	6,628	818	10,154	1,320	13,240	1,669	3,070	361	6,141	734	9,456	1,184	12,345	1,459
-Radish	4,331	385	8,732	731	13,336	1,317	17,432	1,655	4,190	381	8,370	757	12,892	1,332	16,939	1,692
-Purple Carrot	2,842	549	5,536	811	7,893	985	10,208	959	2,586	(78)	5,171	(49)	7,505	(74)	9,769	(40)
BtoB Subscription	-	-	-	-	-	-	-	-	226	0	576	(3)	934	(1)	1,293	(6)
Social Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vehicle Operation Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other businesses	3,373	239	6,911	492	11,194	746	14,578	677	3,742	225	7,382	359	12,704	615	16,652	818
Adjustments	(94)	(955)	(221)	(1,998)	(370)	(3,802)	(529)	(4,861)	(309)	(1,015)	(649)	(2,438)	(964)	(3,754)	(1,237)	(4,810)
Net sales / EBITDA	27,911	2,316	56,167	4,188	87,400	6,385	113,476	6,216	27,901	1,498	55,450	2,771	87,475	4,960	115,176	5,595
Operating profit		1,950		3,347		4,979		4,171		962		1,672		3,293		3,346
Profit attributable to owners of parent		1,293		2,156		3,294		2,727		587		892		1,942		1,807

Data Sheet : Main KPI

Financial Results (FY2022.3-FY2025.3)

		2022.3				2023.3				2024.3				2025.3			
		1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
Oisix	Subscribers (number)	333,850	347,772	345,409	346,083	350,650	355,962	361,135	(real) 393,829	396,709	398,958	380,075	368,714	368,378	-	-	-
	ARPU (円)	12,891	12,564	12,880	12,166	12,302	11,892	12,257	11,873	11,882	11,305	11,562	11,644	11,704	-	-	-
	Price/Purchase (yen)	6,098	6,057	6,220	6,096	5,970	5,934	6,174	6,010	5,949	5,910	6,214	6,274	6,321	-	-	-
	Purchase Frequency (monthly)	2.11	2.07	2.07	2.00	2.06	2.00	1.99	1.98	2.00	1.91	1.86	1.86	1.85	-	-	-
Daichi	Subscribers (number)	41,205	41,733	41,459	41,688	40,234	40,737	40,259	40,770	39,538	38,591	36,402	35,943	36,180	-	-	-
	ARPU (yen)	25,630	25,268	26,052	23,890	24,138	24,490	25,637	23,398	23,667	23,558	25,480	23,754	23,859	-	-	-
	Price/Purchase (yen)	8,411	8,576	8,864	8,219	8,345	8,537	9,048	8,428	8,523	8,652	9,182	8,503	8,620	-	-	-
	Purchase Frequency (monthly)	3.02	2.95	2.94	2.91	2.89	2.87	2.83	2.78	2.78	2.72	2.78	2.79	2.77	-	-	-
Radish	Subscribers (number)	65,320	66,464	66,206	65,093	65,297	66,230	66,435	67,825	68,477	69,400	70,233	70,582	72,480	-	-	-
	ARPU (yen)	20,188	19,748	20,137	18,790	18,947	18,461	19,655	18,125	18,355	17,933	19,022	17,174	16,891	-	-	-
	Price/Purchase (yen)	6,402	6,407	6,589	6,247	6,451	6,442	6,922	6,531	6,641	6,684	7,035	6,423	6,642	-	-	-
	Purchase Frequency (monthly)	3.15	3.08	3.06	3.01	2.94	2.87	2.84	2.78	2.76	2.68	2.70	2.67	2.54	-	-	-

SHiDAX Segment's Reference indicators

FY2024.3		Beginning of year	Apr	May	Jun	Q1	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	End of year
Food Services number/ contract food locations	Increase		22	3	3	28	1	3	4	2	2	1	2	6	4	81
	Decrease		2	3	2	7	6	2	3	0	8	1	2	7	19	62
	Total	1,032	1,052	1,052	1,053	1,053	1,048	1,049	1,050	1,052	1,046	1,046	1,046	1,045	1,030	1,030
Food Services number/ medical food locations	Increase		25	2	3	30	1	4	5	2	3	5	1	3	4	88
	Decrease		1	3	1	5	3	3	4	2	2	2	0	3	21	50
	Total	753	777	776	778	778	776	777	778	778	779	782	783	783	766	766
Vehicle Operation Services number/vehicles	Increase		283	22	21	326	30	24	25	43	17	19	18	7	4	839
	Decrease		202	15	4	221	21	12	7	23	24	9	25	8	8	579
	Total	3,785	3,866	3,873	3,890	3,890	3,899	3,911	3,929	3,949	3,942	3,952	3,945	3,944	3,940	3,940
Social Services number /operations	Increase		1,210	514	1,433	3,157	1,208	1,261	747	291	313	325	200	266	377	11,302
	Decrease		309	233	247	789	278	357	364	1,240	398	501	1,123	218	287	6,344
	Total	19,893	20,794	21,075	22,261	22,261	23,191	24,095	24,478	23,529	23,444	23,268	22,345	22,393	22,483	22,483
FY2025.3		Beginning of year	Apr	May	Jun	Q1	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	End of year
Food Services number/ contract food locations	Increase		24	1	5	30										
	Decrease		5	5	3	13										
	Total	1,030	1,049	1,045	1,047	1,047										
Food Services number/ medical food locations	Increase		30	1	6	37										
	Decrease		1	3	5	9										
	Total	766	795	793	794	794										
Vehicle Operation Services number/vehicles	Increase		230	6	29	265										
	Decrease		162	1	10	173										
	Total	3,940	4,008	4,013	4,032	4,032										
Social Services number /operations	Increase		3,204	472	460	4,136										
	Decrease		2,102	52	248	2,402										
	Total	22,483	23,585	24,005	24,217	24,217										

- ◆ This material is intended to provide an understanding of Oisix ra daichi activities, not to solicit investment
- ◆ Forecasts of Oisix ra Daichi's operating results and future performance are based on information available to Oisix ra daichi at the time this material was drafted and are not guaranteed to be accurate.
- ◆ Actual operating results may differ from the future outlooks contained in this material.

Oisix ra daichi