



FY2025 Business and Financial Highlights

Oisix ra daichi Inc.
May 14, 2026

1

FY25 Financial Results

2

Core Business (B2C and B2B)

3

FY26 Forecast

4

Mid-Term Targets

5

Appendix

Farm for Tomorrow, Table for Tomorrow

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

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

We help to realize a sustainable society by building frameworks that continuously link farm and table.

We take business approaches to resolve social issues related to food.

We create and expand the idea of “food for tomorrow.”

FY25 Financial Results

Business Highlights

- Sales reached JPY 251.4 billion (down 1.8% YoY); however, profit at all levels surpassed previous year results. EBITDA: JPY 12.9 billion (up 0.9% YoY); Operating Profit: JPY 7.3 billion (up 6.9% YoY); Parent Net Income: JPY 4.5 billion (up 24.4% YoY).
- EBITDA and operating profit met full-year forecasts despite a sales decline following the sale of the Vehicle and Other businesses. Parent net income landed 13% above the full-year forecast. Excluding the impact of the sale, results showed strong growth with sales up 3% and operating profit up 21% YoY.

Enhancing Capital Efficiency and Financial Foundation

- In FY25, we completed a group reorganization including the sale of Vehicle and Other businesses and merging B2B subsidiaries alongside our first-ever dividend and treasury stock cancellation, which strengthened our financial foundation and optimize taxes, resulted in significantly improved EPS and ROE and positive Free Cash Flow of JPY 11.3 billion for the first time in five years.
- Guided by our Mid-Term Targets, drove sustainable enhancement of corporate value by strategically reallocating generated cash into growth investments.

FY25 Financial Results

B2C and B2B Businesses

- [B2C] EBITDA margin was 12.0% (down 0.7-point YoY) due to rising ingredient costs and proactive H1 promotions; Oisix subscribers landed at 351K following disciplined marketing expenses in H2.
 - [B2B] EBITDA margin improved to 4.9% (up 1.6-point YoY) as price optimization and operational standardization absorbed soaring food costs, resulting in enhanced profitability.
- Continued driving company-wide profitability improvements to minimize the impact of the macro environment.

FY26 Forecast

FY26 Forecast

- Forecast: Sales JPY 252.0 billion (up 0.2% YoY), EBITDA JPY 13.4 billion (up 3.8% YoY), Operating Profit JPY 8.7 billion (up 18.5% YoY), and Parent Net Income JPY 4.6 billion (up 1.6% YoY).
- Top-line growth and improved profitability in B2B will compensate for the JPY 14.5 billion sales and JPY 1.3 billion operating profit impact from the sale of Vehicle and Other businesses. Excluding the impact of the sale, we anticipate strong growth with sales up 6% and operating profit up 46% YoY.
- Significant profit growth is expected by reducing corporate expenses through PMI following subsidiary reorganization.

FY26 Forecast

B2C: Enhancing Value-Add and Operations

- Strengthening response to diversifying time-saving and large-capacity needs through the “Super Easy Kit” and “Tasu-dake” series. Improving margins via operational enhancements; project FY26 EBITDA of JPY 11.6 billion (up 3% YoY) and EBITDA margin of 12.2% (up 0.2 pts YoY).

B2B: Top-line Growth and Standardization

- Project double-digit top-line growth through sales base expansion. Full-scale rollout of “Genki Gohan” (fully cooked meals) for senior care facilities, creating synergies with B2C, and leveraging AI for operational efficiency. Project FY26 EBITDA of JPY 5.7 billion (up 40% YoY) and EBITDA margin of 6.2% (up 1.3 pts YoY).

Mid-Term Targets

Change of Trade Name

- Changing trade name back to its origins, “Oisix Inc.” To more clearly communicate our shared values across diverse businesses and optimize management resources as a unified Oisix Group.

Mid-Term Targets

Shareholder Return Policy

- Updated FY29 Mid-Term Targets to reflect the latest business environment. Maintained JPY 175 EPS target (1.7x growth over 5 years from FY24) as the most important management indicator, remaining strongly committed to its achievement. Aim to further enhance shareholder returns based on capital allocation policy. Increasing dividends for FY25 due to profit upside, and raising the dividend payout ratio from 15% to 20% starting from FY26. Pursuing both business expansion and maximization of shareholder profit through EPS growth and proactive returns.

Creating Synergies between B2C and B2B

- Accelerating synergy creation by leveraging the shared subscription model and high process affinity following the full acquisition of B2B business in October 2025.
- The FY25 integration of manufacturing, IT, and corporate functions is delivering steady results through improved facility utilization, enhanced logistics and delivery efficiency, and productivity gains driven by company-wide DX initiatives. We aim to establish a sustainable growth cycle while targeting both top-line expansion and improved profitability by linking all operations—from product development and procurement to manufacturing and logistics—through integrated B2C and B2B operations.

1. FY25 Financial Results

Summary of FY25

Oisix ra daichi

	FY24	FY25	FY25	FY24	FY25E
(JPY MM)	Actual	Forecast	Actual	VS FY25	VS FY25A
Sales	256,009	255,000	251,419	(1.8%)	(1.4%)
EBITDA	12,800	12,850	12,914	+0.9%	+0.5%
Operating Profit	6,864	7,300	7,339	+6.9%	+0.5%
Parent Net Income	3,638	4,000	4,527	+24.4%	+13.2%

Highlights

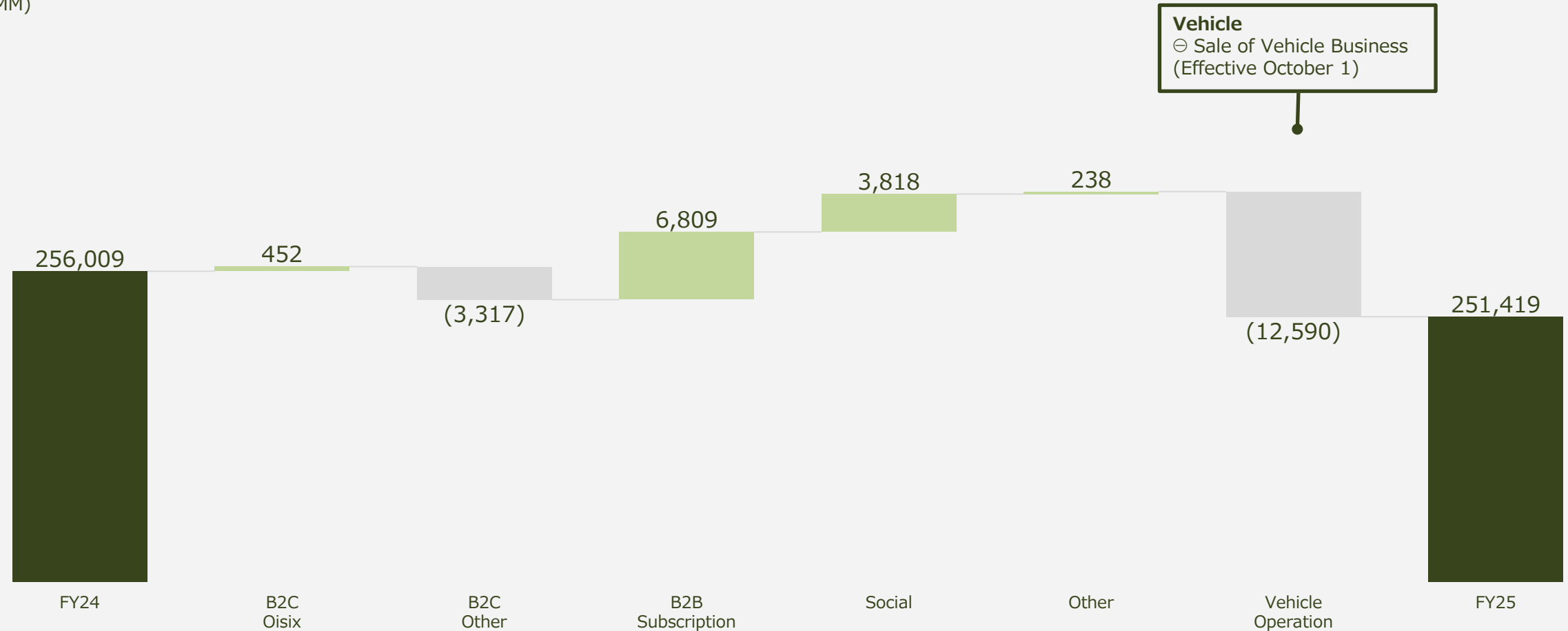
- Total sales decreased reflecting the sale of the Vehicle and Other businesses on Oct 1, despite B2B sales growth driven by new contracts.
- [B2C] Profits decreased YoY due to surging ingredient costs and increased marketing expenses.
- [B2B] Significant profit growth with improved margins YoY, driven by operational standardization.
- [Social] Sales and profit increased YoY on strong after-school care performance.
- [Vehicle] No profit contribution in H2 FY25 following the sale of the Vehicle and Other businesses.
- Parent net income significantly exceeded the initial forecast, driven by extraordinary gains from the sale of the Vehicle and Other businesses and progress in tax optimization, which more than offset interest expenses and impairment losses.

Change in Sales (FY24 vs. FY25)

Oisix ra daichi

Sales

(JPY MM)



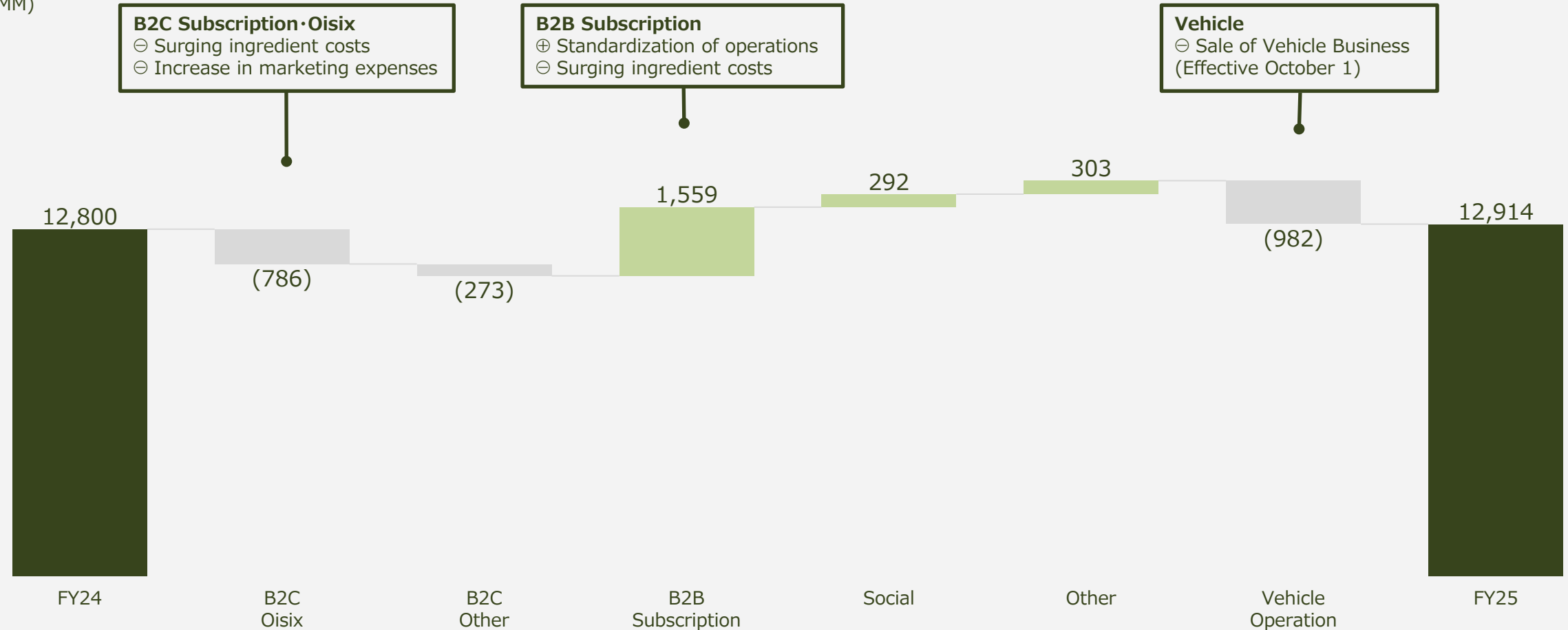
*"Sales (Other)" comprises the impact of other businesses and consolidation adjustments.

Change in EBITDA (FY24 vs. FY25)

Oisix ra daichi

EBITDA

(JPY MM)



*"EBITDA (Other)" comprises the impact of other businesses and corporate expenses.

Financial Results by Segment

Oisix ra daichi

Sales

(JPY MM)	FY24	FY25	YoY
B2C Subscription	97,152	94,286	(3%)
Oisix	59,662	60,114	+1%
Other (Daichi + Radish + PC)	37,489	34,172	(9%)
B2B Subscription	76,576	83,385	+9%
Social Service	36,559	40,378	+10%
Vehicle Operation Service (Non-consolidated in FY25 H2)	27,174	14,584	(46%)
Other Business	21,138	21,702	+3%
Consolidation Adjustments	(2,592)	(2,918)	-
Sales	256,009	251,419	(2%)
Sales (excluding vehicle's)	228,834	236,835	+3%

Segment EBITDA

(JPY MM)	FY24	FY25	YoY	Margin
B2C Subscription	12,343	11,284	(9%)	12.0%
Oisix	9,148	8,362	(9%)	13.9%
Other (Daichi + Radish + PC)	3,195	2,921	(9%)	8.5%
B2B Subscription	2,503	4,062	+62%	4.9%
Social Service	1,546	1,839	+19%	4.6%
Vehicle Operation Service (Non-consolidated in FY25 H2)	2,848	1,866	(34%)	12.8%
Other Business	1,331	1,000	(25%)	4.6%
Corporate Expenses and Others	(13,709)	(12,714)	-	-
Corporate Expenses	(7,773)	(7,139)	-	-
Amortization of Goodwill Depreciation	(5,935)	(5,574)	-	-
Operating Profit	6,864	7,339	+7%	2.9%
Operating Profit (excluding vehicle's)	4,934	5,969	+21%	2.5%
EBITDA	12,800	12,914	+1%	5.1%

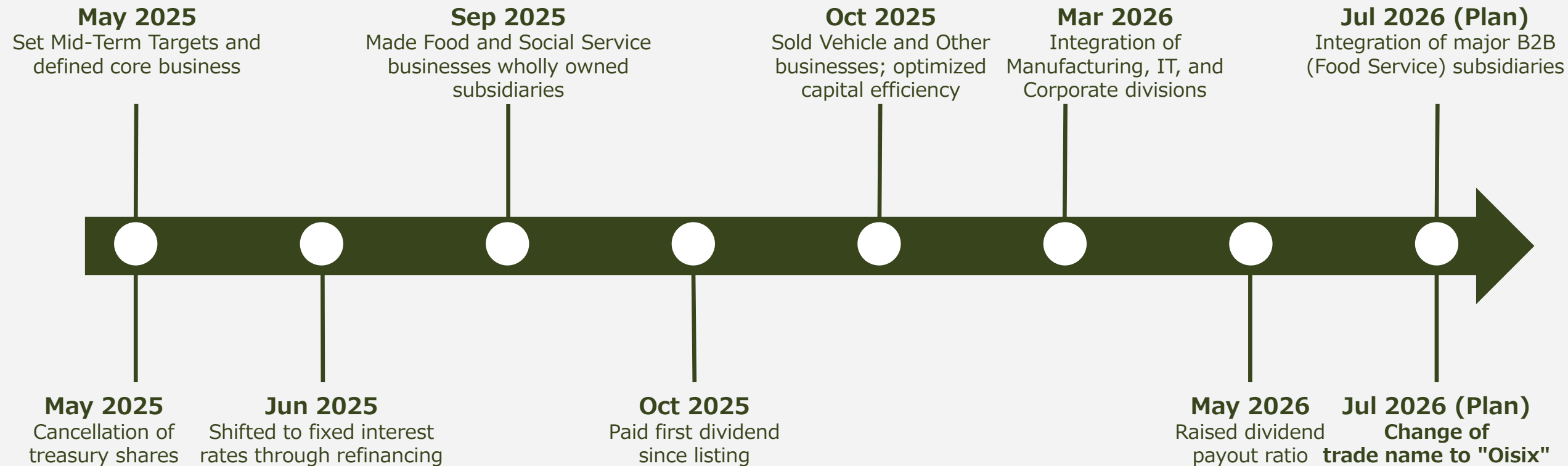
*Adopted "Segment EBITDA" as a key disclosure metric starting FY25 Actual results. Segment EBITDA = Segment profit + Amortization of goodwill + Depreciation
(Refer to the data sheet for details).

Transformation and Execution to Enhance Corporate Value

Oisix ra daichi

- Concentrating management resources on core business through group reorganization and expanding shareholder returns. Aiming to further enhance corporate value by returning to brand roots.

Corporate Actions in FY25



Enhancing Corporate Value

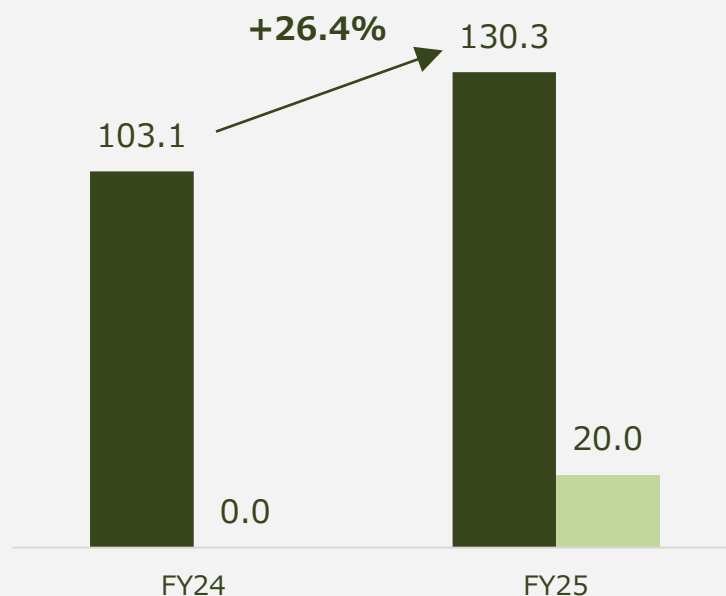
-Key Financial Indicators

Oisix ra daichi

- EPS and ROE improved significantly through financial strengthening and tax optimization via group reorganization. FCF turned positive for the first time since FY20, reaching JPY 11.3 billion.

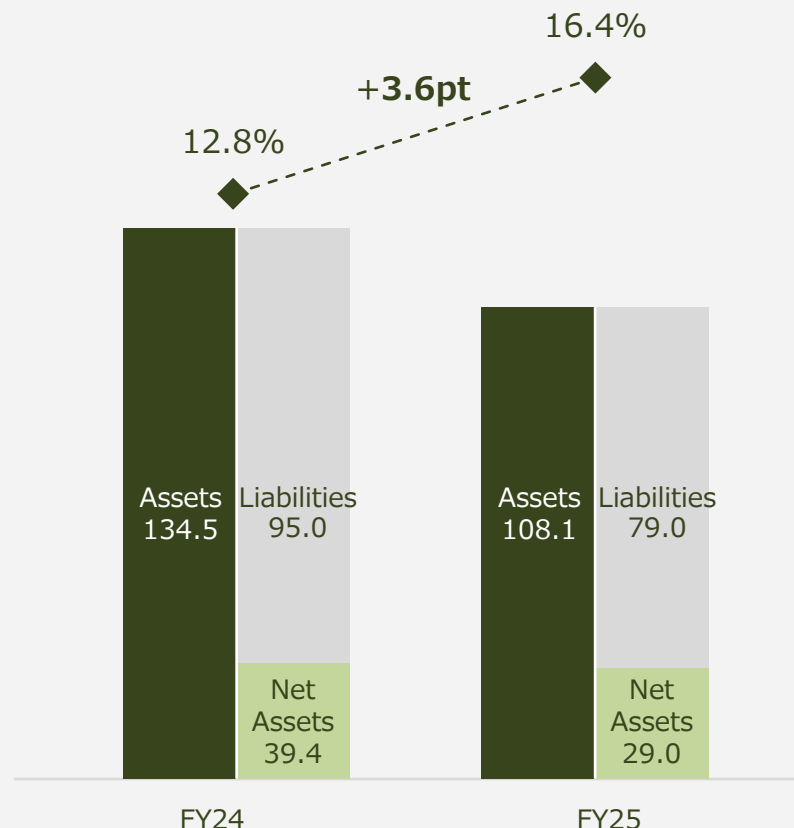
EPS

■ EPS (yen) ■ DPS (Dividend Per Share)



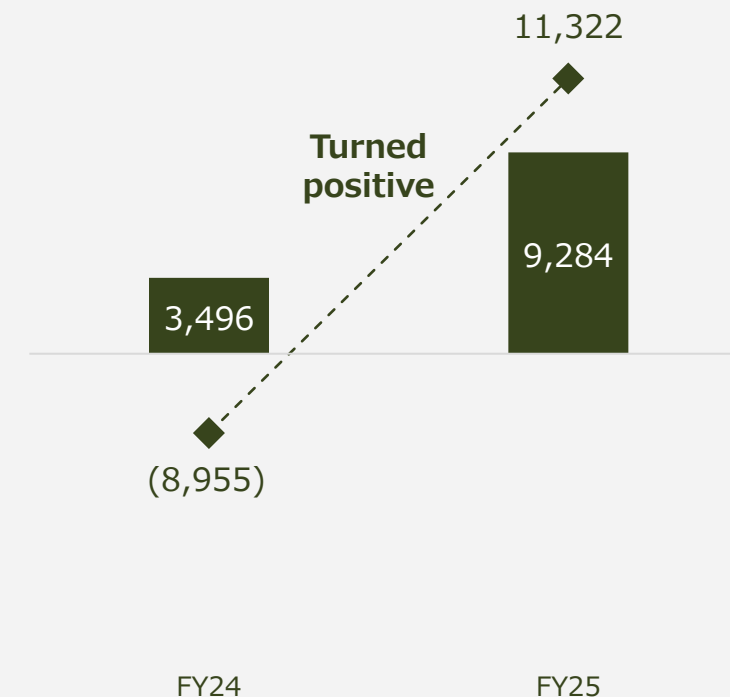
ROE

■ Assets (JPY Bn) ■ Liabilities ■ Net Assets ◆ ROE (%)



FCF

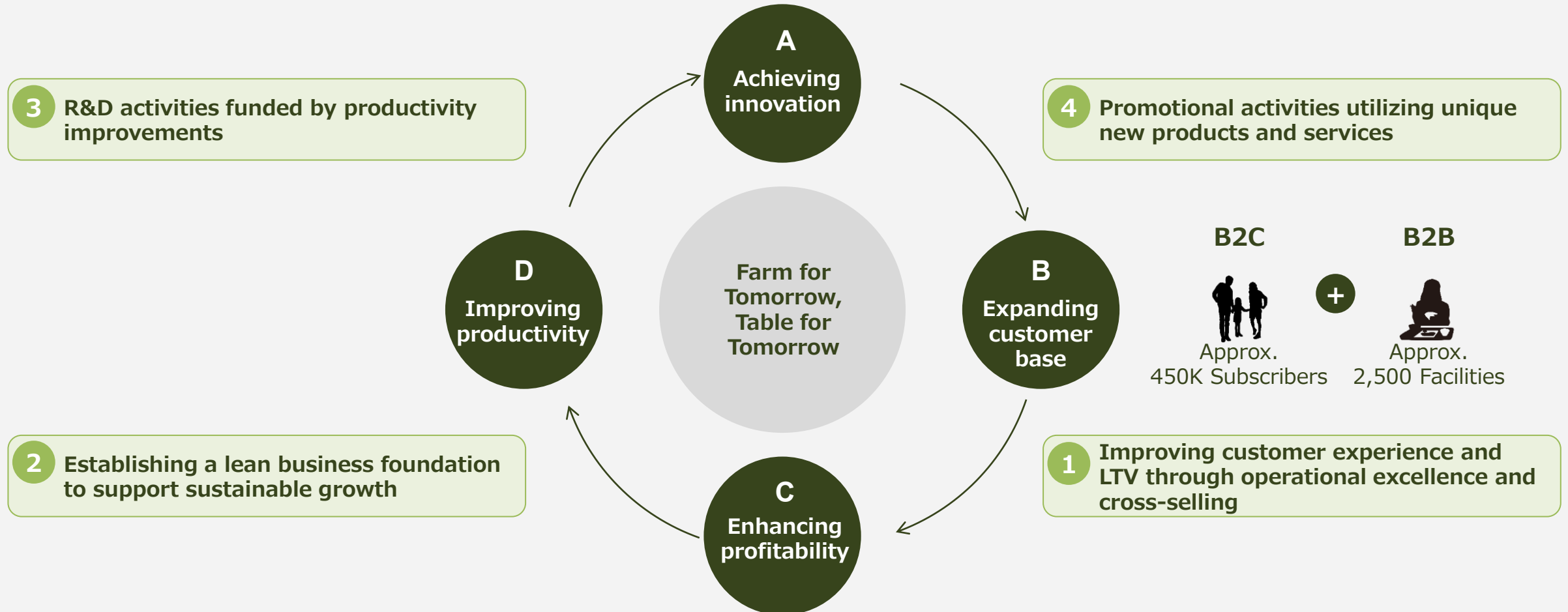
■ Operating CF (JPY MM) ◆ Free Cash Flow (= Operating CF - Investing CF)

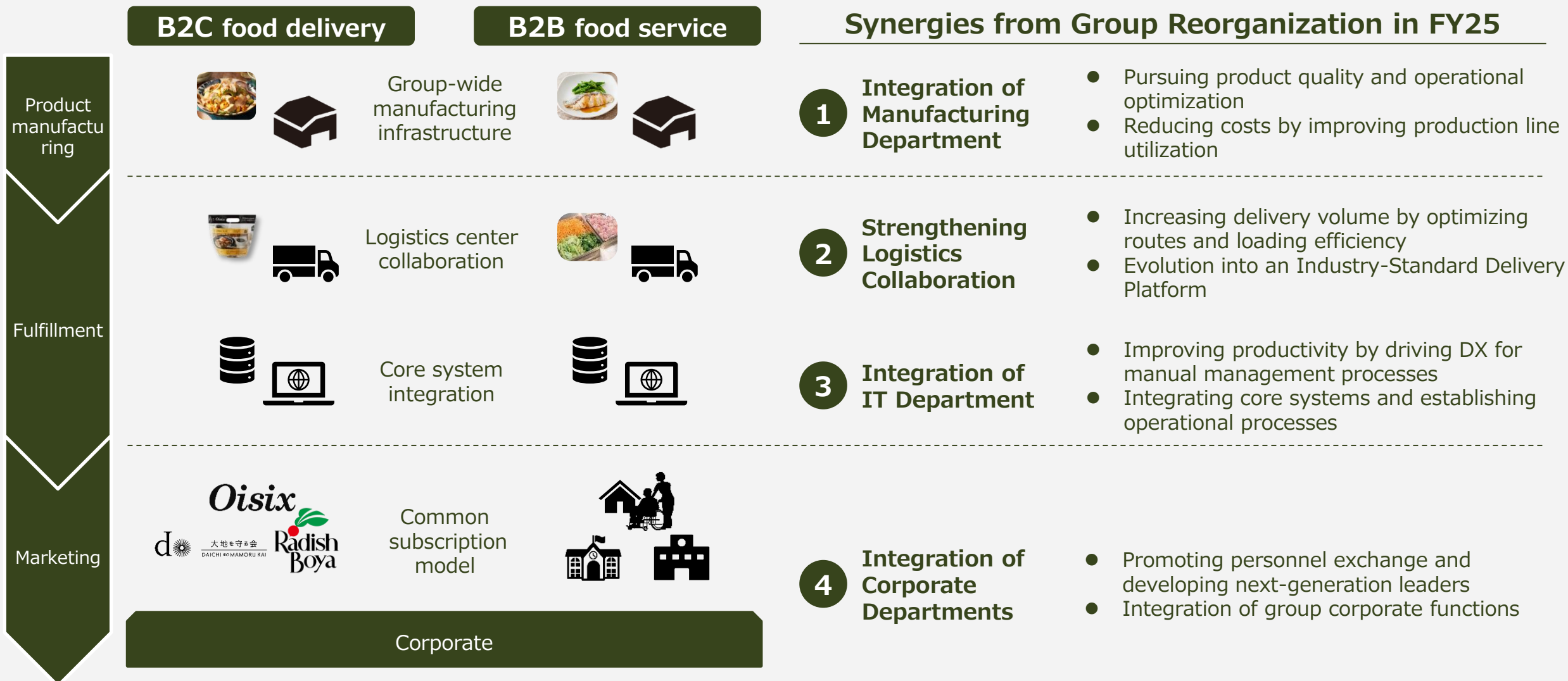


*Balance Sheet (Assets): Reduced balance sheet size, centered on fixed assets such as goodwill and customer-related assets, following the sale of the Vehicle and Other businesses. *Balance Sheet (Liabilities/Net Assets): Enhanced capital efficiency by repaying interest-bearing debt and streamlining equity, utilizing proceeds from the sale of the Vehicle and Other businesses.

2. Core Business (B2C and B2B)

Sustainable growth model for B2C (food delivery) and B2B (food service)

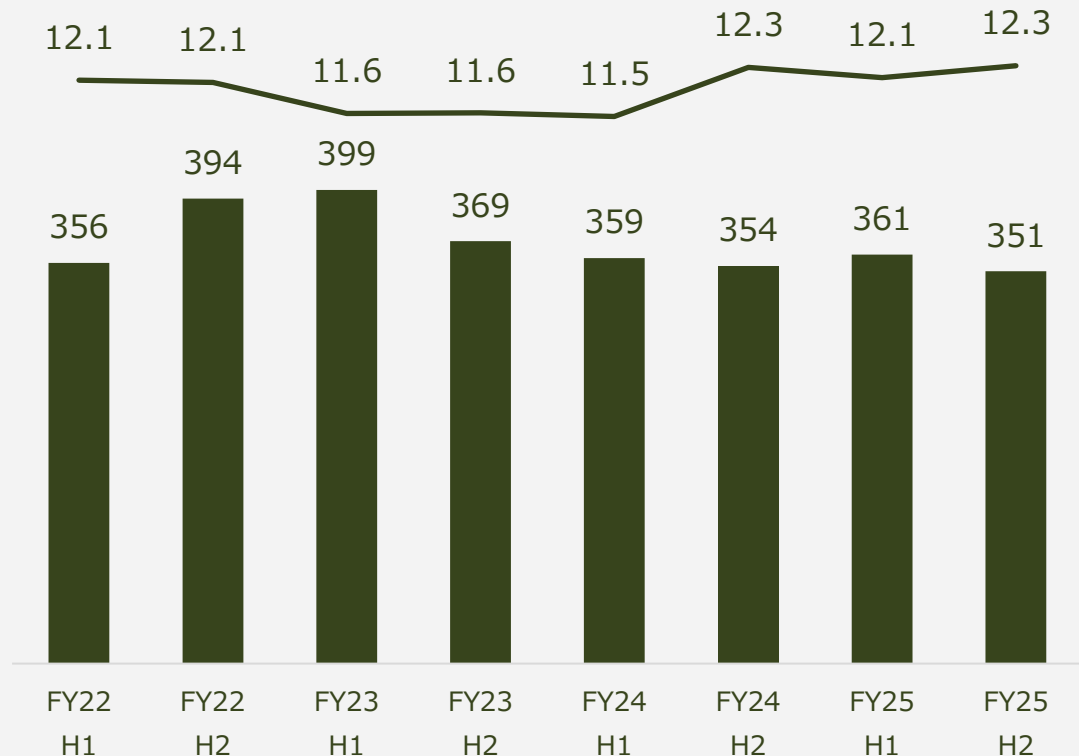




- Subscribers maintained the 350K–360K range over the past two years. ARPU remained steady, driven by product and service enhancements including the "Cho-Raku (Super Easy) Kit" series.

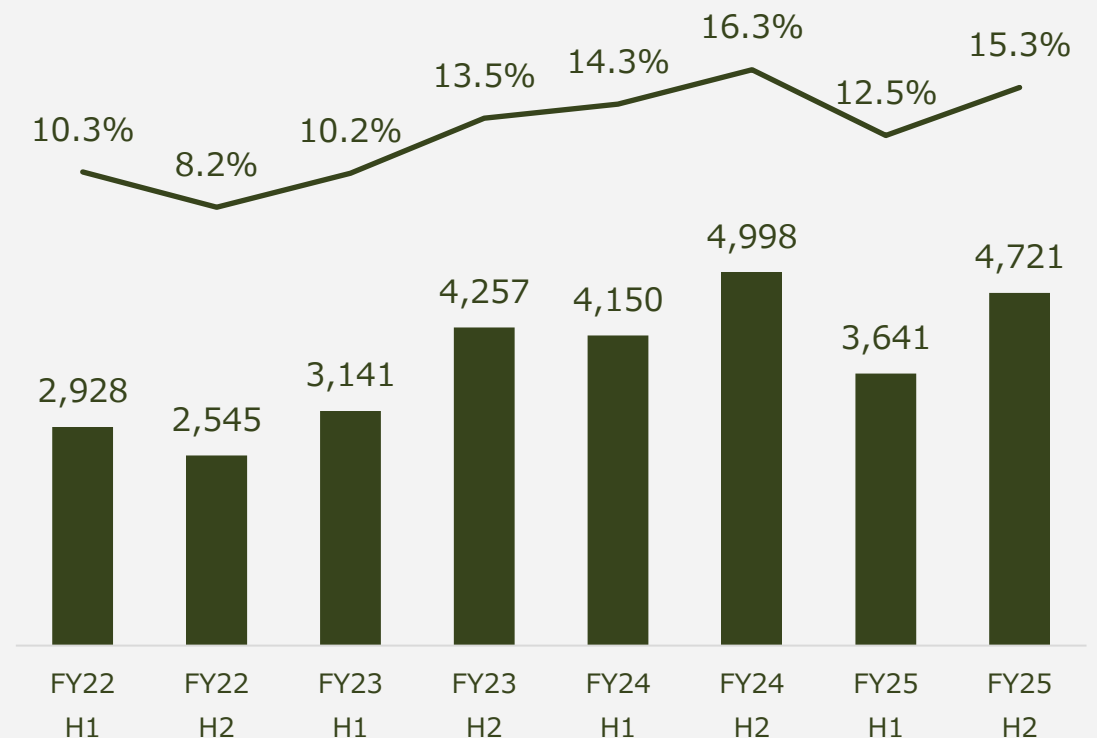
Subscribers・ARPU

■ Subscribers (K) — ARPU (JPY K)



EBITDA

■ EBITDA (JPY MM) — EBITDA Margin (%)



*Subscribers: Number of subscribers at the end of each period.

Cho-Raku (Super Easy) Kit



- Launched 10-minute "Cho-Raku (Super Easy) Kit" in Oct 2025 to further improve time efficiency; exceeded 250 menus by Mar 2026.
- Improved convenience by expanding long-life product lineup (e.g., shelf life from 3 to 5 days) while maintaining quality and freshness.

"Tasu-dake" Series



- Strengthened the "Just Add One" (Tasu-dake) series to address price and volume mismatches for time-saving kit users.
- One-pan/pot cooking directly from frozen. Easily bulk up meals with household staples or frozen vegetables.

Deli Oisix



- Ready-to-eat "Deli Oisix" reached 3 million cumulative meals sold in Jan 2026.
- Improved taste, quality, and convenience—including extended shelf life (up to 5 days from delivery) for some items—as "Menpa"(Mental Performance) products that reduce decision fatigue, capitalizing on market trends.

B2C / Oisix-Improving Profitability through Operational Excellence

Oisix ra daichi

- Aim to establish a stable revenue base resilient to macro environments by accumulating process improvements from product development to sales.

Product Development

Procurement

Manufacturing/Logistics

Cooking/Service



Operational Improvements

- ▣ Refining product lineup by reviewing unprofitable SKUs

- ▣ Reducing procurement costs by insourcing procurement networks

- ▣ Reducing waste and discount promotions through inventory optimization

- ▣ Optimizing acquisition costs through LTV-based investment decisions

AI & DX Initiatives

- ▣ Optimizing costs by predicting manufacturing load during menu development

- ▣ Optimizing procurement accuracy and stabilizing purchase prices through demand forecasting

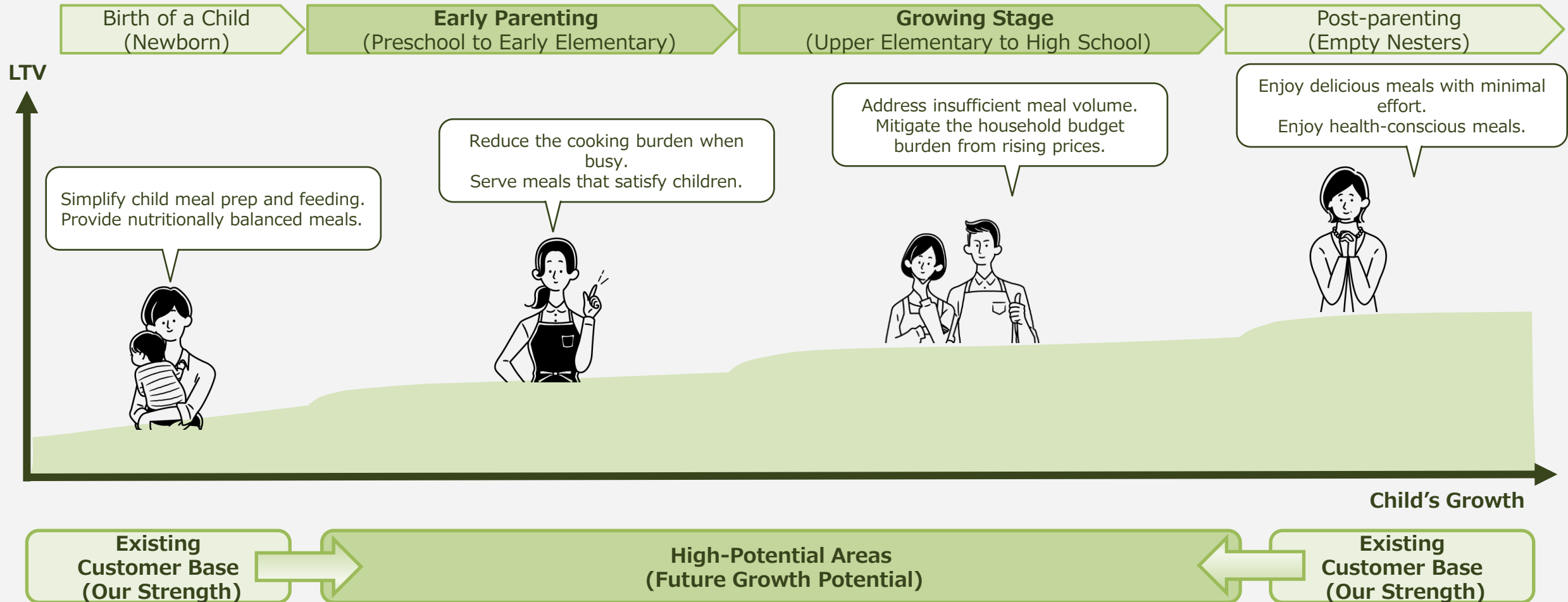
- ▣ Improving labor productivity based on manufacturing process analysis

- ▣ Enhancing customer experience through AI-driven personalization

B2C / Oisix -Target Strategy and LTV Enhancement

Oisix ra daichi

- Leveraging strengths in the "Newborn" and "Post-parenting" stages, we focus on the "Early parenting to Growing stage" as key growth opportunities. By addressing price, time, and volume needs, we aim to boost LTV across the entire parenting lifecycle.



B2C・Oisix -New Product and Service Development

Oisix ra daichi

- Rolling out various initiatives, such as "Cho-Raku Kit" and "Tasu-dake" series, to address challenges related to price, time, and volume.

Price & Time



- [Price] Reviewing price ranges to develop products with high cost-performance (Cospa) alongside time-performance (Taipa). Securing profit through manufacturing cost reductions and increased purchase frequency.
- [Time] Developing "Cho-Cho-Raku (Ultra Super Easy) Kit" to achieve a "Perceived prep time of < 5 mins." Reducing "cognitive and operational load" by minimizing cognitive load and multitasking.

Volume



- Offering large-capacity items, including non-standard products, to balance food waste reduction with customer satisfaction.
- Expanding stock ingredients (frozen vegetables) to address volume shortages for households with large appetites.

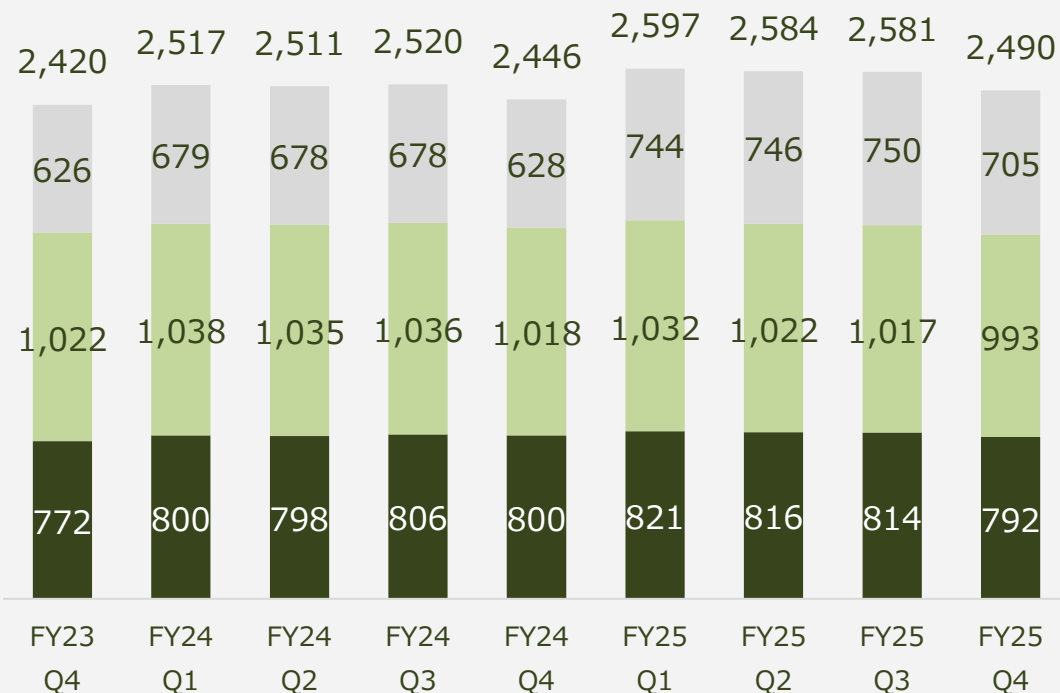
B2B-Number of Facilities and EBITDA

Oisix ra daichi

- Steady progress in securing new contracts for school lunch and senior care facilities (approx. 120 projected as of end-April) , despite some terminations due to price optimization.
- EBITDA margins improved through operational standardization and offsetting soaring costs for ingredients (primarily rice) since H2 FY24.

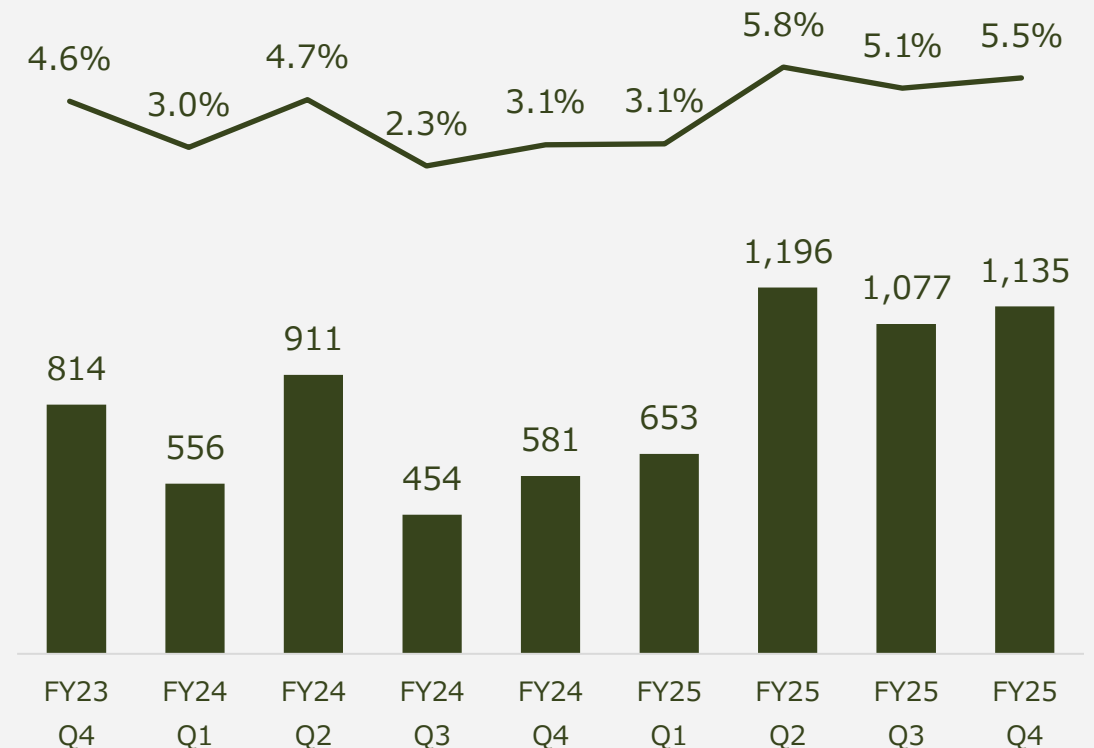
Number of Facilities

■ Life Care Food ■ Contract Food ■ School Lunch



EBITDA

■ EBITDA (JPY MM) — EBITDA Margin (%)



*Life Care Food: Elderly care facilities, childcare facilities, Hospitals. *Contract Food: Factories, financial institution branches, offices, dormitories/training centers, universities. *B2B profits tend to increase in Q2 due to school lunch business characteristics (reduced labor costs).

Profitability Improvement (Operational Standardization)



- Advanced store standardization by reviewing work processes, rolling out best practices, and leveraging AI for operational efficiency.
- Significantly improved profitability through active price optimization and daily store-level management of food and labor costs, despite persistent inflation.

Evolution of Products and Services ("Genki Gohan")

元氣ごはん with Oisix



- Launched "Genki Gohan with Oisix" for senior care facilities in Nov 2025.
- Strengthened the rollout of the small-portion, high-calorie, and delicious "Sugo-Calo" series and visually appealing, tasty, and nutritious fully prepared menus, enhancing customer satisfaction and achieving labor-saving operations.

Reorganization



- Completed full acquisition of the food service business in Sep 2025; planning a merger of two major subsidiaries in Jul 2026 to reorganize the management structure.
- Integrating Manufacturing, IT, and Corporate functions to drive synergies, including optimized operations, cost reductions, and DX-driven productivity gains.

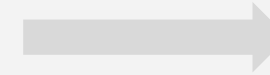
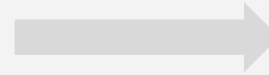
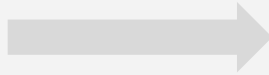
- Build a low-cost, high-value-added structure by promoting labor-saving through fully prepared meals and commercial meal kits.

Product Development

Procurement

Manufacturing/Logistics

Cooking/Service



Time-efficient food service model

- Developing high-quality, fully prepared meals (delicious and visually appealing).
- Optimizing procurement costs through SKU consolidation.
- Improving productivity and quality consistency through consolidated manufacturing processes.
- Reducing on-site burden and labor through prepared meals.

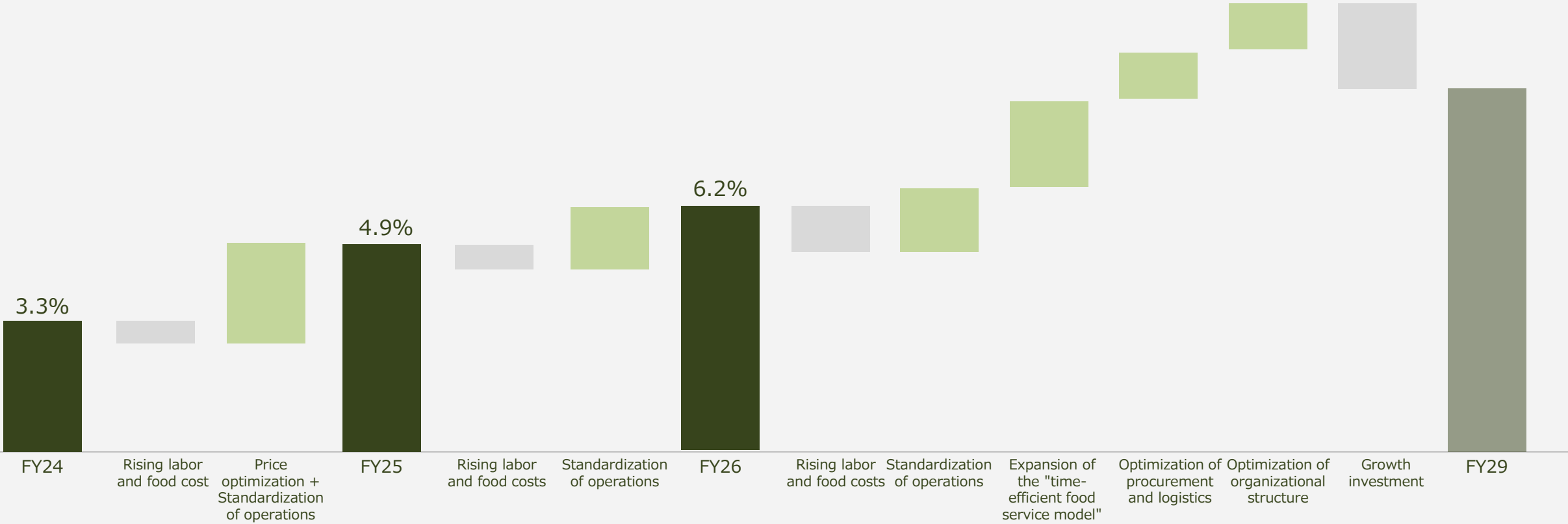
AI & DX Initiatives

- AI-driven automated menu generation.
- Balancing supply and demand through advanced demand forecasting.
- Optimizing logistics costs (freight and packaging) via loading efficiency and route improvements.
- Achieving labor savings through automated shifting and ordering systems.

- In the medium- to long-term, we aim to improve profitability by expanding the "time-efficient food service model" and optimizing procurement and logistics.

Improvement of Profitability

■ EBITDA Margin (%)



*Figures based on the previous standards for corporate expenses (applicable through FY25). Refer to data sheet for details.

*B2B segment EBITDA margin is projected to decrease following the review of company-wide cost allocation policies, with disclosure scheduled to begin from FY26 Q1.

B2B-New Product/Service Development Solving through "Genki Gohan"

Oisix ra daichi

- Based on a 5-10% increase in meal consumption rates at facilities using "Genki Gohan," we aim to provide high-nutrient, small-portion meals while optimizing manufacturing and operating costs.

Industry Challenges

- 1**
- Standard Portion Sizes Lead to Frequent Leftovers**
- Portion sizes are too large for the decreased appetites associated with aging.
 - Minced/chopped meals lose visual appeal, further reducing appetite.
 - Create a vicious cycle of malnutrition and weight loss.

- 2**
- Rising Labor Costs and Staff Shortages**
- Job opening-to-applicant ratio for nutritionists and cooks is approx. 3x the average for all occupations.
 - 75% of onsite staff are aged 50 or older.
 - Surging labor costs strain facility management.

- 3**
- Soaring Food Ingredient Costs**
- Ingredient costs have risen approx. 20% since 2020.
 - Sustainability has become a challenge for both facilities and contractors.
 - Ensuring a stable food supply is now a key industry-wide issue.

Solving through "Genki Gohan"

- 1**
- High-Nutrient, Small-Portion Meals × Proprietary Tech for "Appetizing Dining"**
- "Sugo-Calo" series: Delivering 100% of required calories in 80% of the volume.
 - "Marugoto Irodori Soft" series: Utilizing plant enzyme technology to maintain the appearance and taste of regular meals while achieving tongue-mashable softness.

- 2**
- Sustainable Operation Model through Standardized Operations**
- Transitioning from facility-specific models to an "in-house manufacturing × onsite standardization" model.
 - Maximizing efficiency by using fully pre-cooked meals and standardized manuals, allowing experienced part-time staff to lead onsite operations.

- 3**
- Cost Optimization via Group Manufacturing Facilities**
- Ensuring stable supply at accessible prices—even amidst soaring ingredient costs—by leveraging shared group manufacturing infrastructure to lower operating costs.

3. FY26 Forecast

FY26 Forecast Summary

Oisix ra daichi

	FY25	FY26	
(JPY MM)	Actual	Forecast	FY25 vs FY26
Sales	251,419	252,000	+0.2%
EBITDA	12,914	13,400	+3.8%
Operating Profit	7,339	8,700	+18.5%
Net Parent Income	4,527	4,600	+1.6%

Highlights

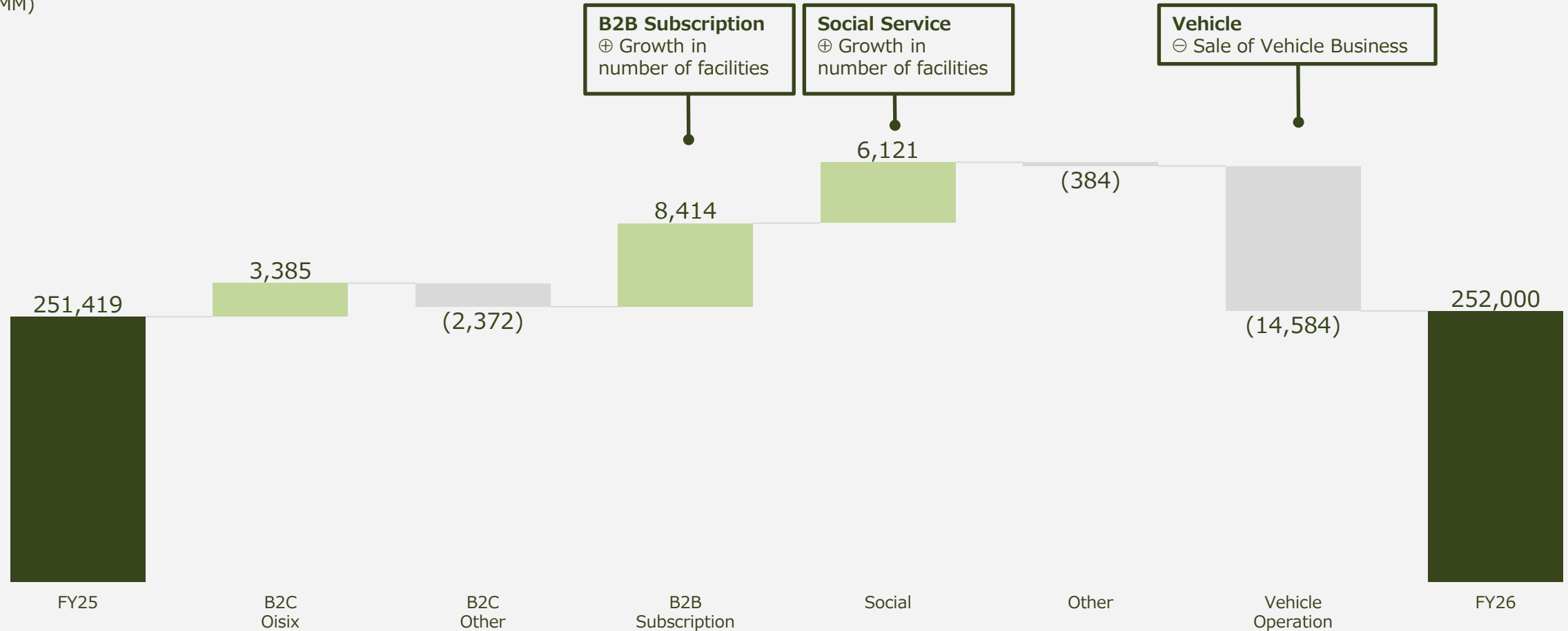
- Sales projected to maintain sales at previous year's level, covering the JPY 14.5 billion sales decline from the sale of Vehicle and Other businesses through growth in existing businesses, primarily B2B.
- [B2C] Project profit growth by improving profitability through operational enhancements.
- [B2B] Significant profit growth expected driven by profitability improvements through operational standardization.
- [Vehicle/Other, Corporate expenses] Compression of corporate expenses expected through cost structure optimization during the PMI process, offsetting the JPY 1.3 billion operating profit decline from the divested businesses.
- Business is expanding steadily with profits trending upward at all levels. Project FY26 parent net income to remain flat YoY, as core business growth absorbs the impact of temporary gains from tax optimization in FY25.

Changes in Sales (FY25A vs. FY26E)

Oisix ra daichi

Sales

(JPY MM)



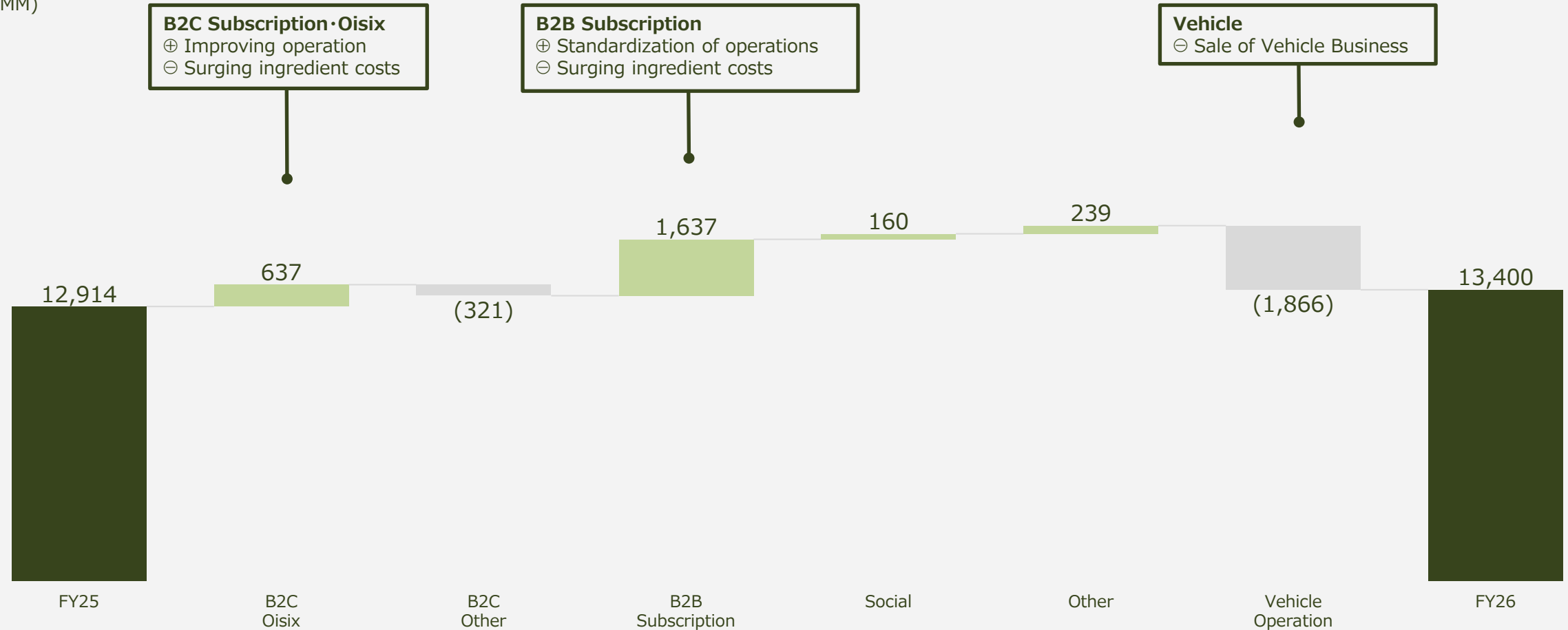
*" Sales(Other)" comprises the impact of other businesses and consolidation adjustments.

Changes in EBITDA (FY25A vs. FY26E)

Oisix ra daichi

EBITDA

(JPY MM)



*"EBITDA(Other)" comprises the impact of other businesses and corporate expenses.

Financial Forecast by Segment (Previous Basis)

Oisix ra daichi

Sales

(JPY MM)	FY25 Actual	FY26 Forecast	YoY
B2C Subscription	94,286	95,300	+1%
Oisix	60,114	63,500	+6%
Other (Daichi + Radish + PC)	34,172	31,800	(7%)
B2B Subscription	83,385	91,800	+10%
Social Service	40,378	46,500	+15%
Vehicle Operation Service (Non-consolidated in FY25 H2)	14,584	-	-
Other Business	21,702	21,500	(1%)
Consolidation Adjustments	(2,918)	(3,100)	-
Sales	251,419	252,000	+0%
Sales (excluding vehicle's)	236,835	252,000	+6%

Segment EBITDA

(JPY MM)	FY25 Actual	FY26 Forecast	YoY	Margin
B2C Subscription	11,284	11,600	+3%	12.2%
Oisix	8,362	9,000	+8%	14.2%
Other (Daichi + Radish + PC)	2,921	2,600	(11%)	8.2%
B2B Subscription	4,062	5,700	+40%	6.2%
Social Service	1,839	2,000	+9%	4.3%
Vehicle Operation Service (Non-consolidated in FY25 H2)	1,866	-	-	-
Other Business	1,000	1,350	+35%	6.3%
Corporate Expenses and Others	(12,714)	(11,950)	-	-
Corporate Expenses	(7,139)	(7,250)	-	-
Amortization of Goodwill Depreciation	(5,574)	(4,700)	-	-
Operating Profit	7,339	8,700	+19%	3.5%
Operating Profit (excluding vehicle's)	5,969	8,700	+46%	3.5%
EBITDA	12,914	13,400	+4%	5.3%

*Disclosure changed to Segment EBITDA. This page reflects the previous policy for corporate expenses through FY25. (Refer to data sheet for details).

Financial Forecast by Segment (New Basis)

Oisix ra daichi

Sales

(JPY MM)	FY25 Actual	FY26 Forecast	YoY
B2C Subscription	94,286	95,300	+1%
Oisix	60,114	63,500	+6%
Other (Daichi + Radish + PC)	34,172	31,800	(7%)
B2B Subscription	83,385	91,800	+10%
Social Service	40,378	46,500	+15%
Vehicle Operation Service (Non-consolidated in FY25 H2)	14,584	-	-
Other Business	21,702	21,500	(1%)
Consolidation Adjustments	(2,918)	(3,100)	-
Sales	251,419	252,000	+0%
Sales (excluding vehicle's)	236,835	252,000	+6%

Segment EBITDA

(JPY MM)	FY25 Actual	FY26 Forecast	YoY	Margin
B2C Subscription	10,146	10,250	+1%	10.8%
Oisix	7,541	8,000	+6%	12.6%
Other (Daichi + Radish + PC)	2,604	2,250	(14%)	7.1%
B2B Subscription	3,090	4,700	+52%	5.1%
Social Service	1,528	1,700	+11%	3.7%
Vehicle Operation Service (Non-consolidated in FY25 H2)	1,527	-	-	-
Other Business	1,245	1,600	+28%	7.4%
Corporate Expenses and Others	(10,198)	(9,550)	-	-
Corporate Expenses	(4,623)	(4,850)	-	-
Amortization of Goodwill Depreciation	(5,574)	(4,700)	-	-
Operating Profit	7,339	8,700	+19%	3.5%
Operating Profit (excluding vehicle's)	5,969	8,700	+46%	3.5%
EBITDA	12,914	13,400	+4%	5.3%

*Figures based on the new policy for corporate expenses, effective from FY26. (Refer to data sheet for details).

*New policy-based figures to be disclosed starting from Q1.

4. Mid-Term Targets

Overview of Mid-Term Targets (FY29 Targets) (1/2)

Oisix ra daichi

- Raised sales target to JPY 325 billion while maintaining strong commitment to EPS goals. Transitioning management indicators to EBITDA for both segments and consolidation disclosure.

Initial Targets

Top Priority Management Goal
Adjusted EPS: JPY 175 (CAGR 11%)

**B2C + B2B
Sales**

JPY 300 Bn

**B2C + B2B
Adjusted
segment profit
margin**

9.0%



Revised Targets

Top Priority Management Goal
EPS: JPY 175 (CAGR 11%)

Sales

JPY 325 Bn

EBITDA

JPY 19 Bn

*Adjusted EPS = $\text{EPS} \times (\text{Net income before taxes and other adjustments} - \text{Extraordinary gains and losses}) \div \text{Net income before taxes and other adjustments}$

*Adjusted segment profit = $\text{Segment profit (financial results summary)} + \text{Adjustments (goodwill and amortization of intangible fixed assets related to M\&A, etc.)}$

Overview of Mid-Term Targets (FY29 Targets) (2/2)

Oisix ra daichi

- Sales and EBITDA growth for FY25 and FY26 is expected to be limited following the sale of the Vehicle and Other businesses.
- We aim for the early achievement of our EPS target by focusing on B2B top-line growth and profitability improvements.

Mid-Term Targets

(JPY Bn)	FY24	FY25	FY26 Forecast	FY29 Plan	FY24-FY29 CAGR
EPS (yen)	103.1	130.3	132.4	175.0	—
YoY	—	+26.4%	+1.6%	—	11%
Sales	256.0	251.4	252.0	325.0	—
YoY	—	(1.8%)	+0.2%	—	5%
EBITDA	12.8	12.9	13.4	19.0	—
YoY	—	+0.9%	+3.8%	—	8%

(Reference) Performance Trends Excluding Vehicle Business

Oisix ra daichi

- EBITDA and operating profit continued to maintain double-digit growth on a base excluding the impact of the sale.

Performance Trends Excluding Vehicle Business

(JPY Bn)	FY24	FY25	FY26 Forecast	FY29 Plan	FY24-FY29 CAGR
Sales	228.8	236.8	252.0	325.0	—
YoY	—	+3.5%	+6.4%	—	7%
EBITDA	9.9	11.0	13.4	19.0	—
YoY	—	+11.0%	+21.3%	—	14%
Operating Profit	4.9	5.9	8.7	—	—
YoY	—	+21.0%	+45.7%	—	—

*Calculated from profit indicators of the Vehicle Operation Service (incl. goodwill, depreciation, etc.).

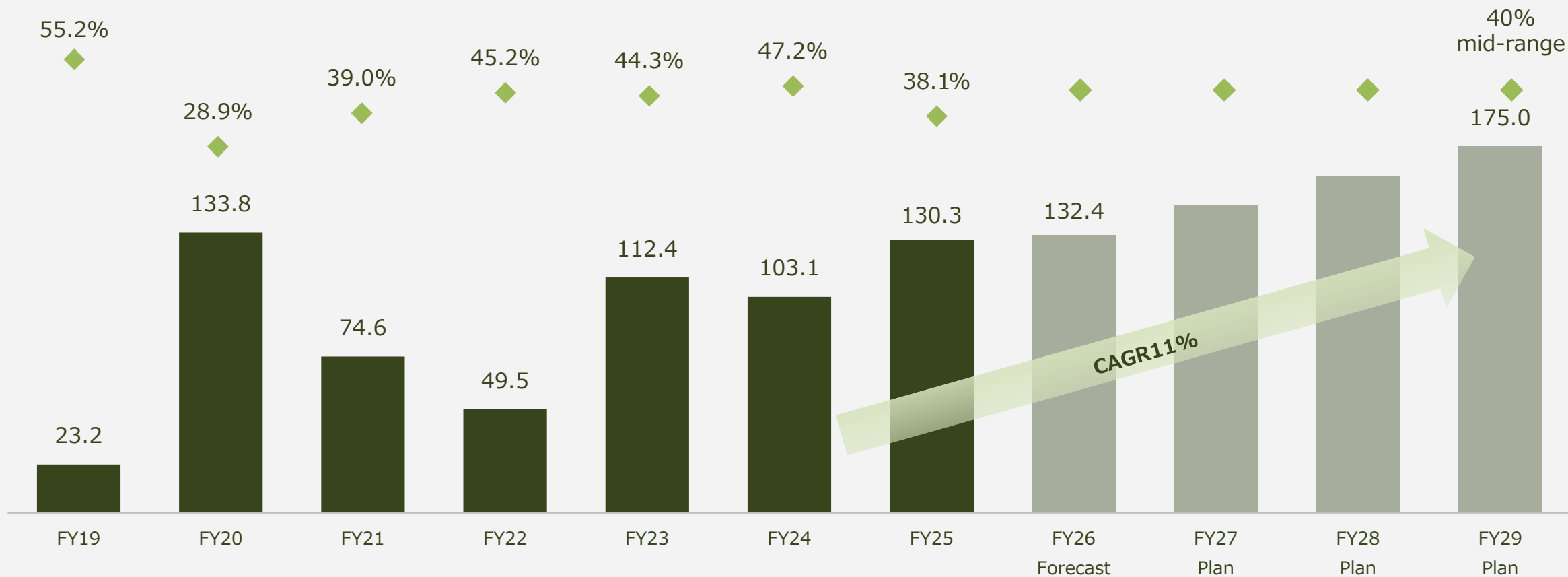
Mid-Term Targets-EPS

Oisix ra daichi

- We will achieve steady EPS growth by generating profit to outpace the impact of goodwill amortization associated with M&A and an increase in the effective tax rate.

EPS

■ EPS (yen) ◆ Effective Tax Rate (%)



*Effective Tax Rate = Total Income Taxes / Profit Before Income Taxes

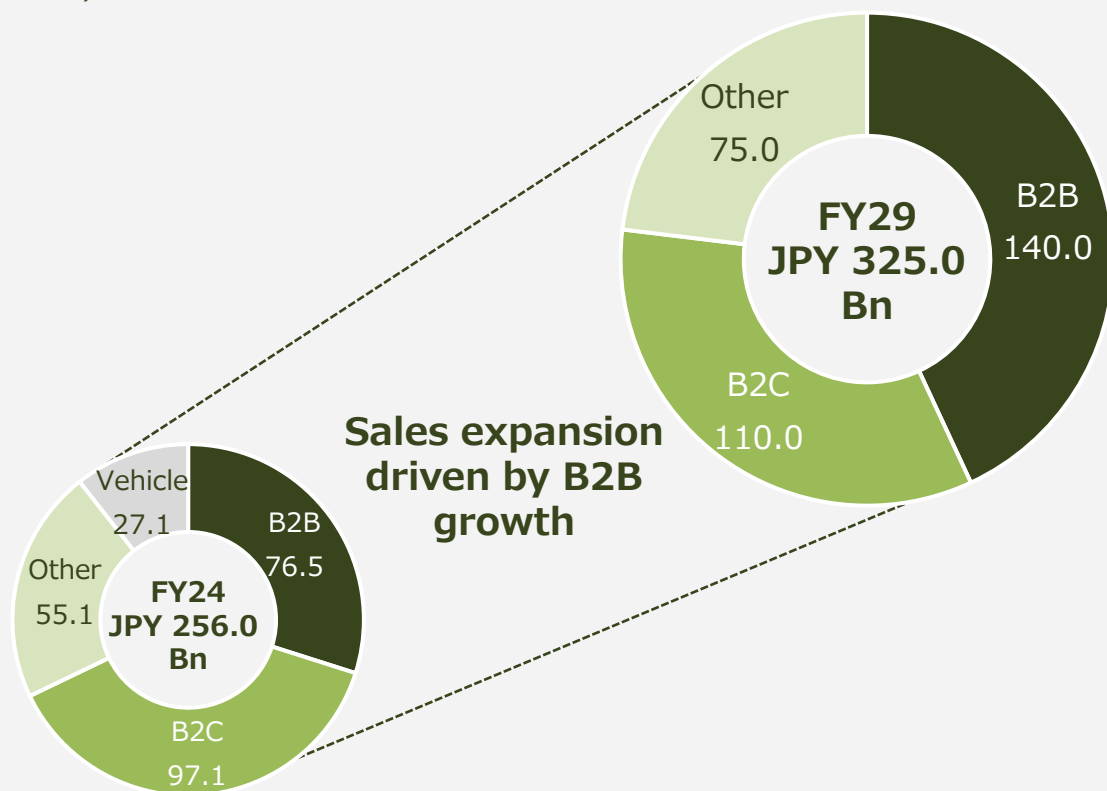
Mid-Term Targets-Sales·EBITDA

Oisix ra daichi

- Increase consolidated EBITDA through top-line growth—driven by B2B roll-up M&As and increase of contracted facilities—and improved profitability.

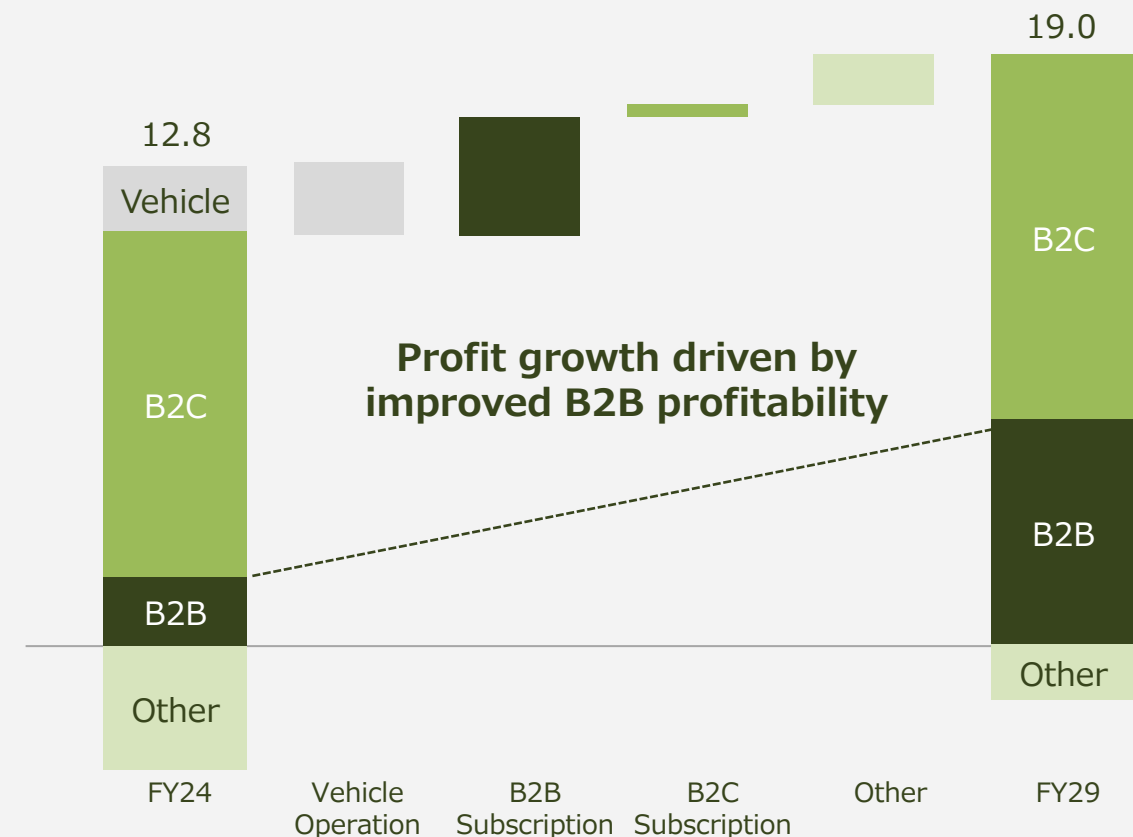
Sales

(JPY Bn)



EBITDA

(JPY Bn)



*" Sales(Other)" comprises social service, other businesses and consolidation adjustments.

*"EBITDA(Other)" comprises social service, other businesses and corporate expenses and others.

Mid-Term Targets -Capital Allocation・Return policy

Oisix ra daichi

- Utilize cash flow remaining after CAPEX to drive business expansion through strategic M&A and enhance shareholder returns.
- Positioning dividends as the core of our return policy, we plan to sustainably strengthen returns through EPS growth and an improved dividend payout ratio.

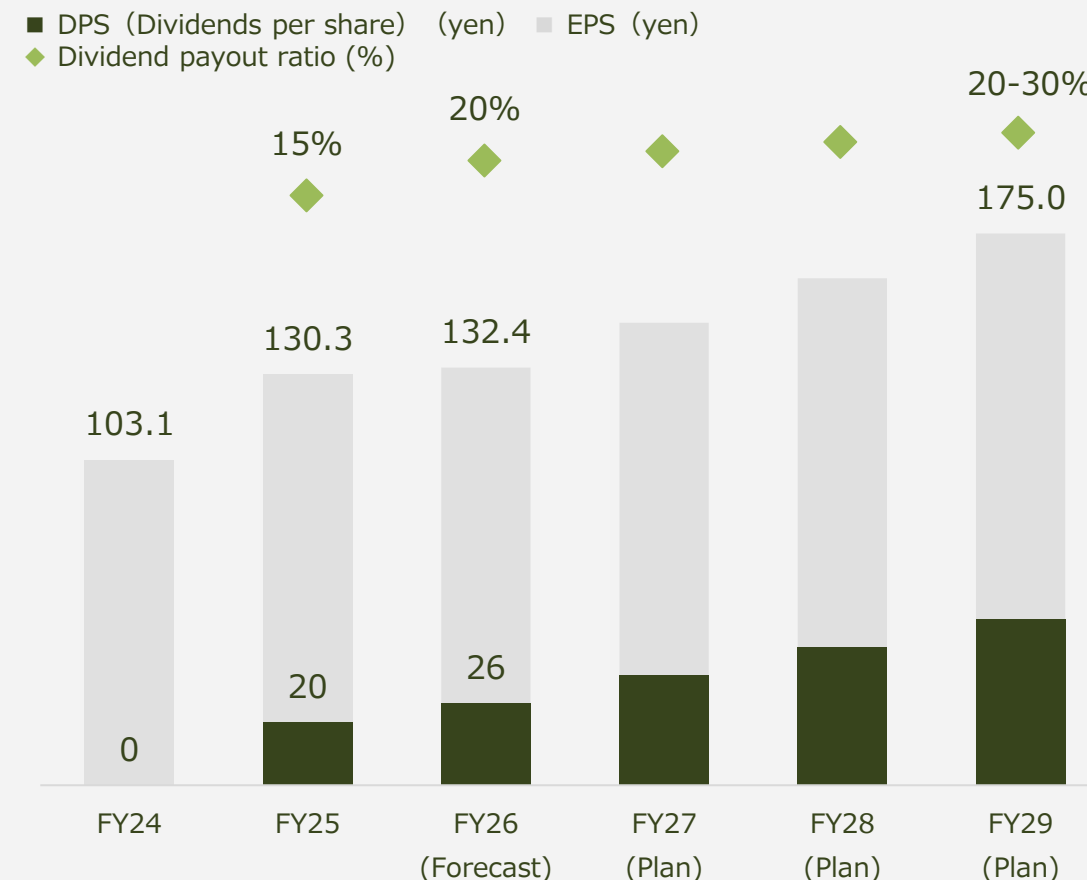
Capital Allocation

FY20-24 (Actual)

FY25-29 (Forecast)



Dividends per share



*Core operating CF=operating CF-capital expenditures. Items common to both cash-in and cash-out should be listed as net amount.

*Assumptions: JPY3.0-3.5 billion/year (capital investment), 20-25% (equity ratio), maximum 2.0x (net debt/EBITDA ratio)

B2B-Roll-up MA Strategy

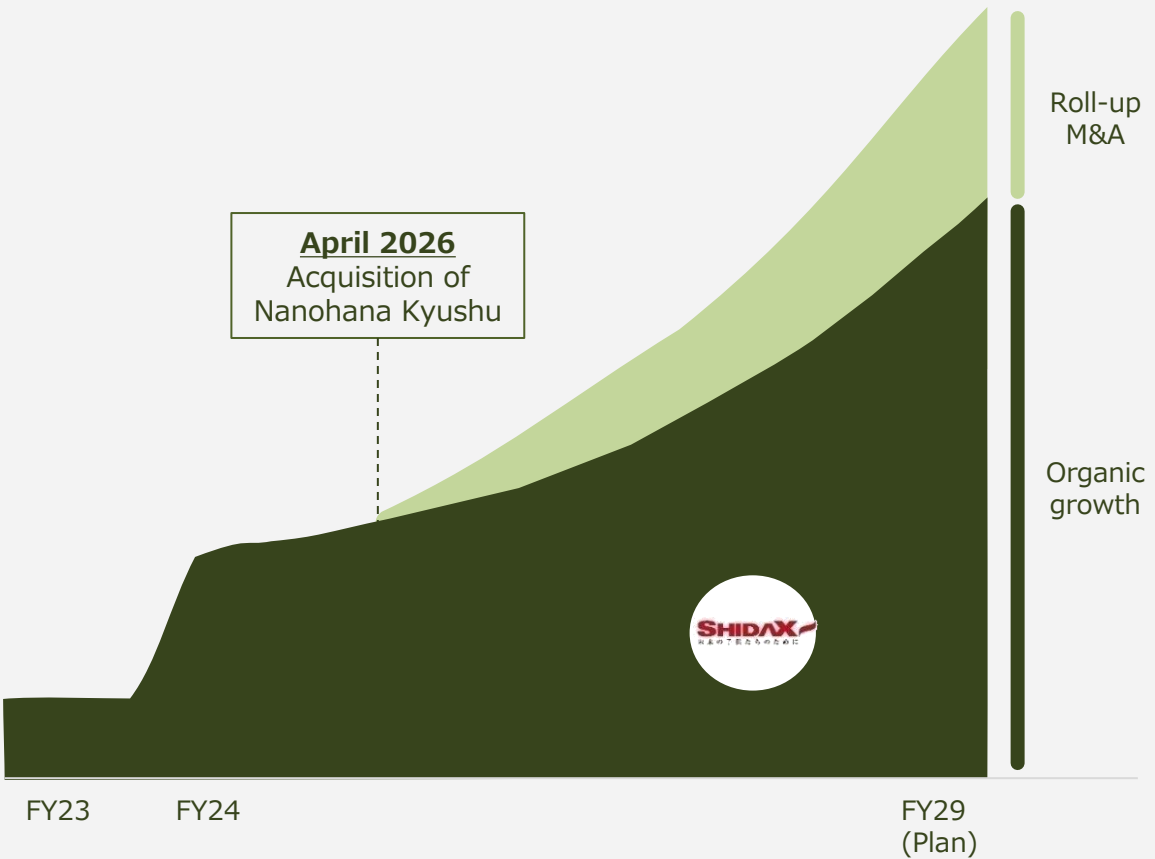
Oisix ra daichi

- As in the domestic B2C, the strategy for B2B is to scale up through organic growth combined with roll-up M&A.

Domestic B2C (Track Record)



B2B (Outlook)



5. Appendix

Support Records

子どもたちの栄養を考えた食支援
WeSupport Family



Amount
donated
JPY2.1 Bn

Number of
households
supported
32K families

Dec 2021

Mar 2026
(Total)

Recipient of Encouragement Award at "SDGs Japan Scholarship Iwasa Award"



- "WeSupport Family" activities received the Encouragement Award at the 7th SDGs Japan Scholarship Iwasa Award announced in March 2026.
- Initiatives to expand the support network in coordination with Oisix store: ① Limited-time delivery in boxes featuring cherry blossom (sakura) designs ② Sales of donation-linked products to support children.

Simplifying Packaging Materials



- Sequentially simplifying packaging for produce from April 9, 2026, considering future procurement risks and environmental impact.
- Expanding new formats, such as switching to alternative materials and selling mixed-produce packs, while maintaining non-packaged deliveries for suitable items.

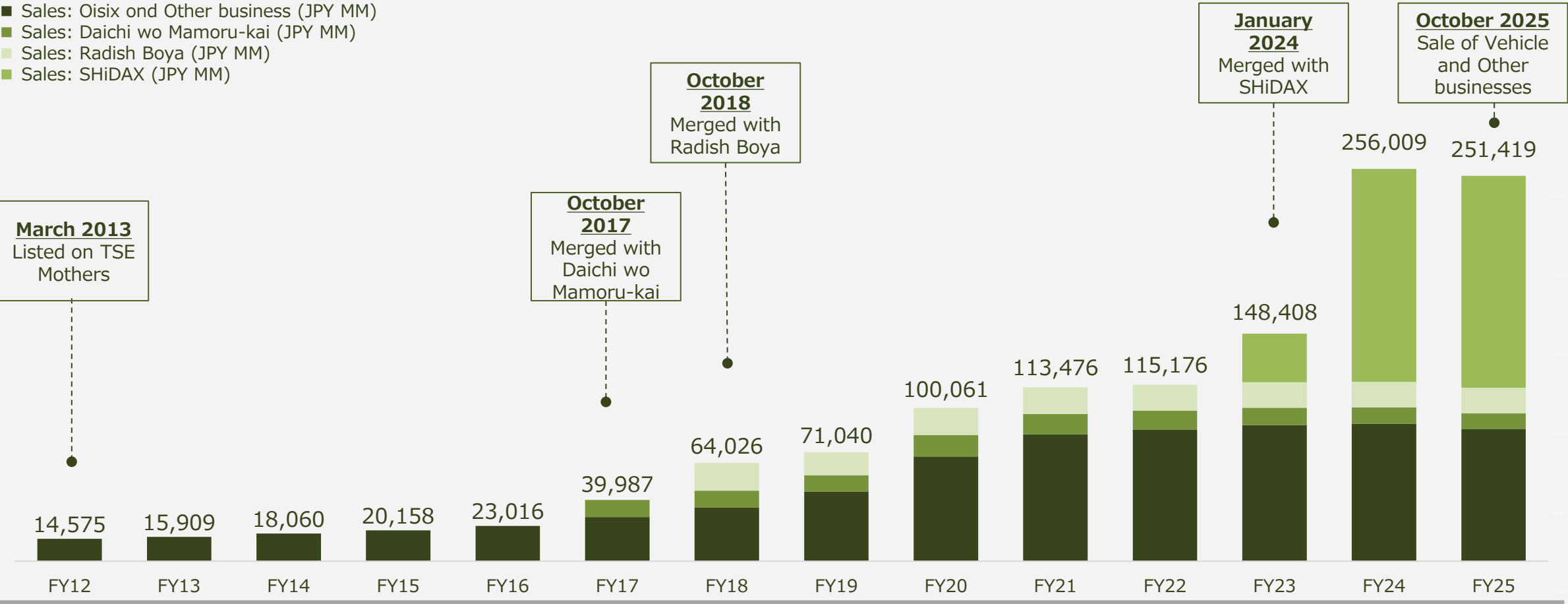
Comprehensive Partnership Agreement with Niigata



- Signed a comprehensive partnership agreement with Niigata Prefecture (April 2026) to promote local agricultural, forestry, and fishery products and advance sports development.
- Aims to enhance product value and expand sales channels, while driving regional revitalization through the integration of food, health, and sports.

- Significantly expanded business scale through M&A of Daichi wo Mamoru-kai (2017), Radish Boya (2018), and SHiDAX (2024).

Sales Trend



Industry Landscape

- B2C: With our ability to procure high-quality foods, low-cost fulfillment, and data utilization capabilities, we have established high barriers to entry.
- B2B: Significant oligopolies have not formed, and there are signs of restructuring, such as entry from other industries.

B2C (Food Delivery) Market



B2B (Food Provider) Market



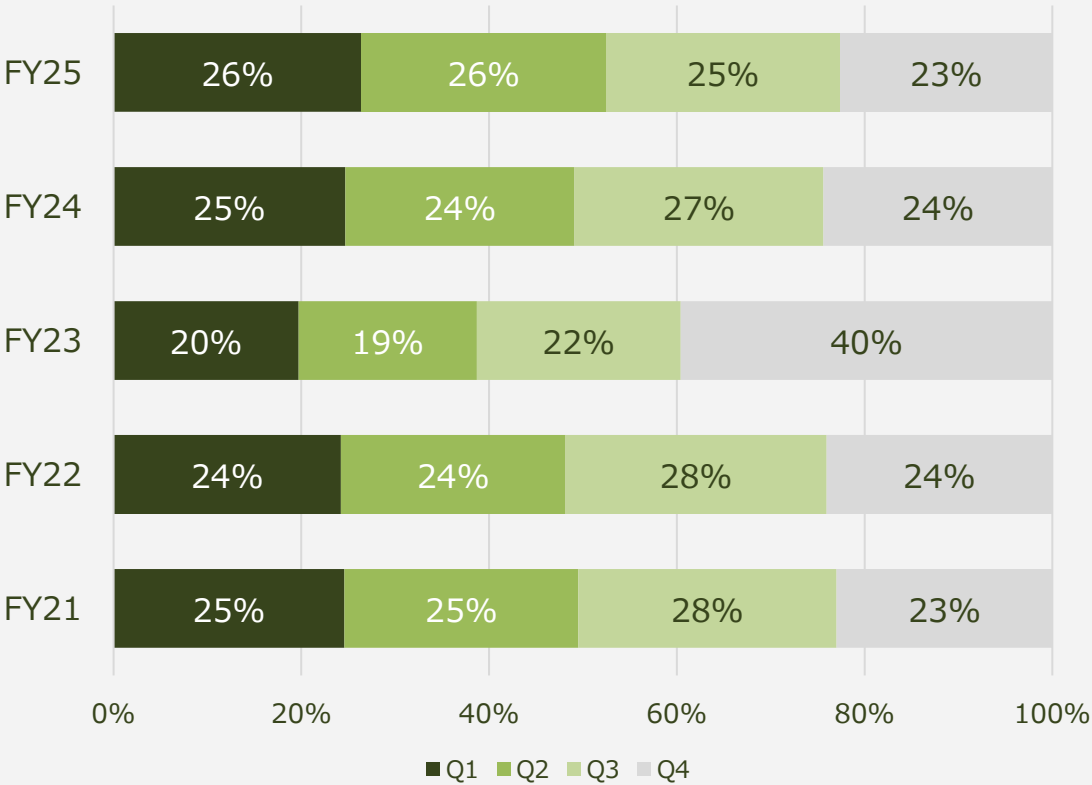
* The B2B (Food Service) Market features top-ranked players

Quarterly Progress of Sales and EBITDA

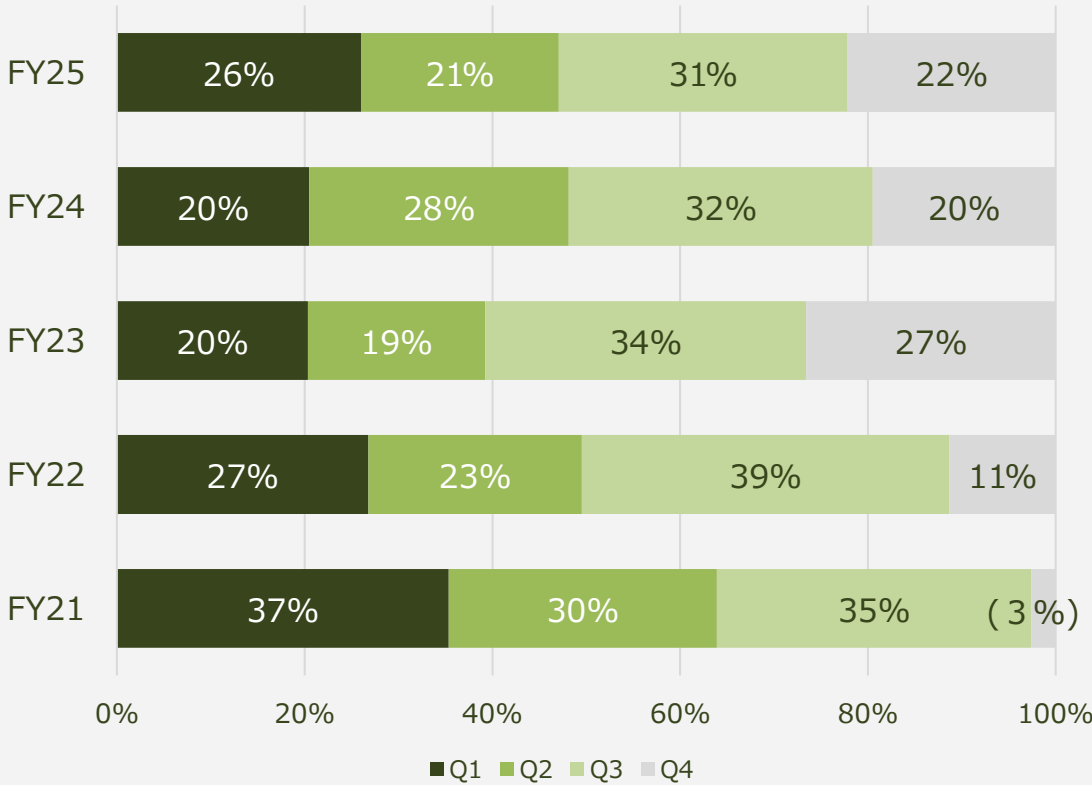
Oisix ra daichi

- EBITDA tends to increase in Q3, driven by the year-end sales season. However, progress may differ from initial projections due to the impact of M&A.

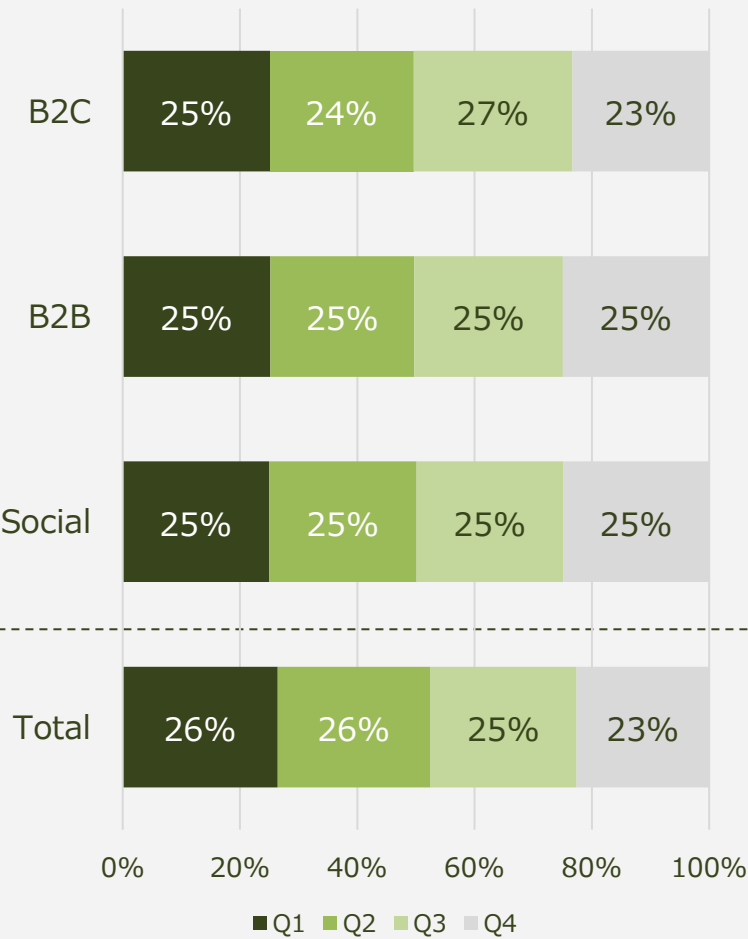
Sales



EBITDA



Sales



Segment EBITDA



FY25 Highlights

- B2C: Aggressive marketing expenditures in Q2 and controlled spending in Q4. Profits concentrated in Q3 due to Christmas and the year-end sales season.
- B2B: Profits expanded in H2 driven by steady progress in operational standardization.
- Social: Profits weighted toward Q1 and Q3 as labor costs increase during summer and winter vacation when after-school care usage is higher.
- Total: No profit contribution in H2 following the sale of Vehicle and Other businesses on October 1.

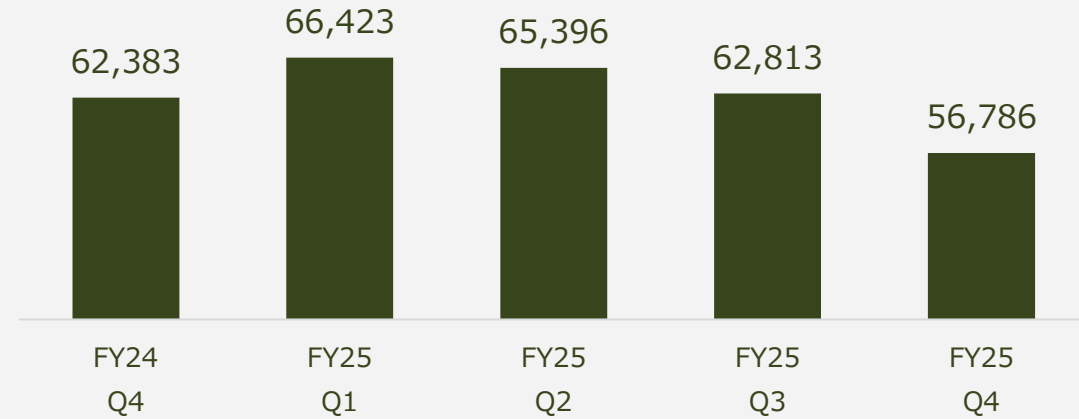
*B2C Q3 profits tend to increase due to seasonal factors such as the year-end sales season. Conversely, B2B profit levels in Q2 and Q4 fluctuate based on business characteristics (labor cost variations) of school lunch.

Consolidated - Key Financial Indicators

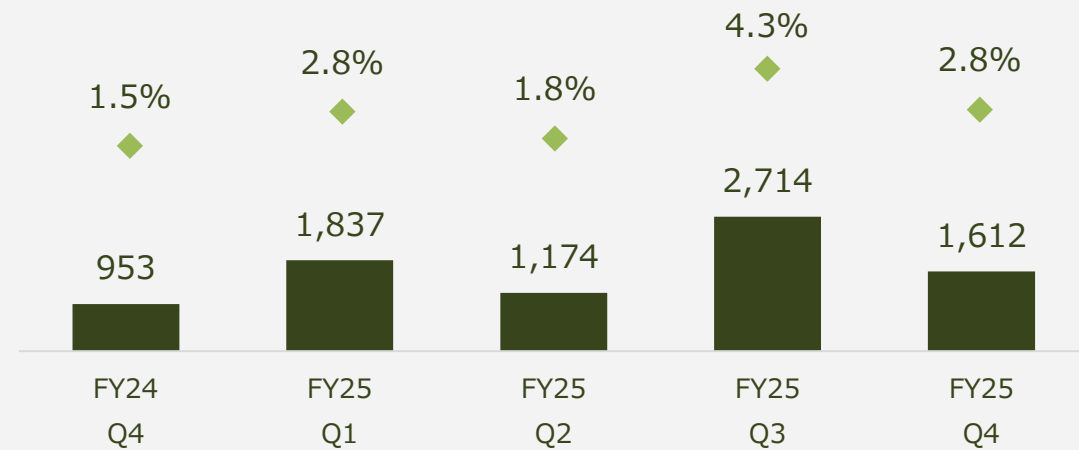
Oisix ra daichi

Sales

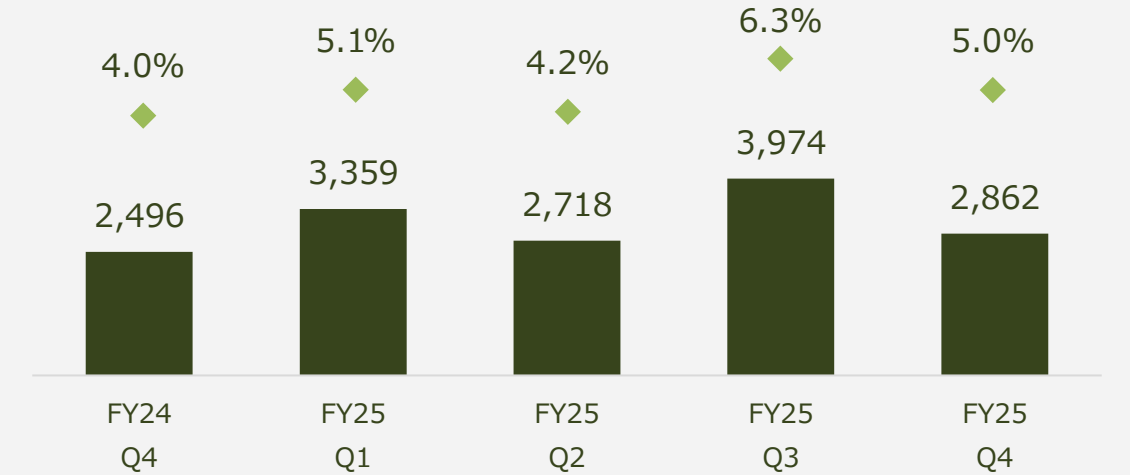
(JPY MM) ◆ Percentage of Sales



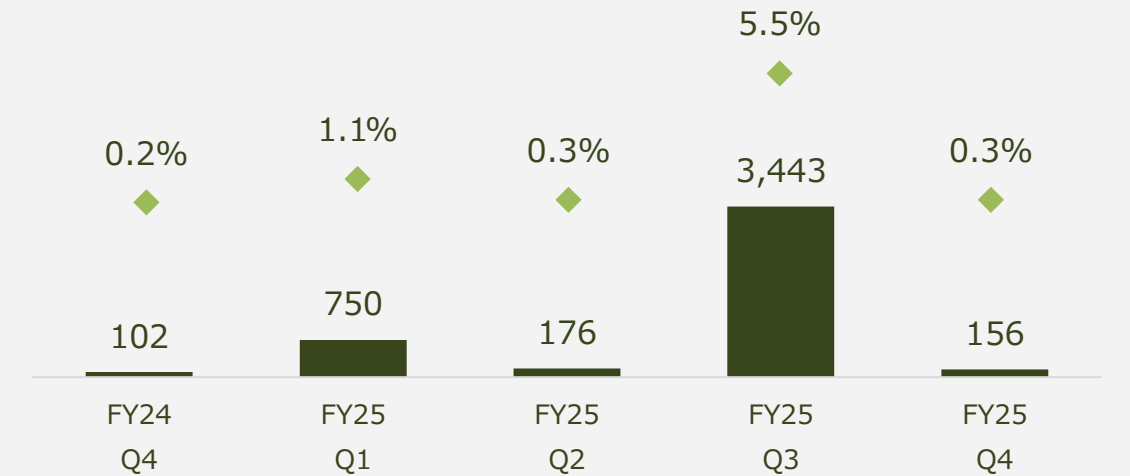
Operating Income



EBITDA



Parent Net Income

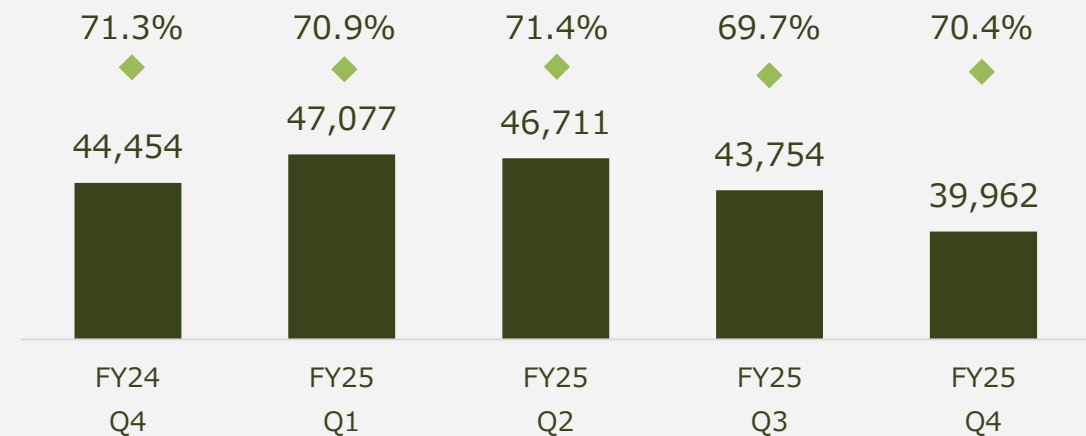


Consolidated - Major Expenses

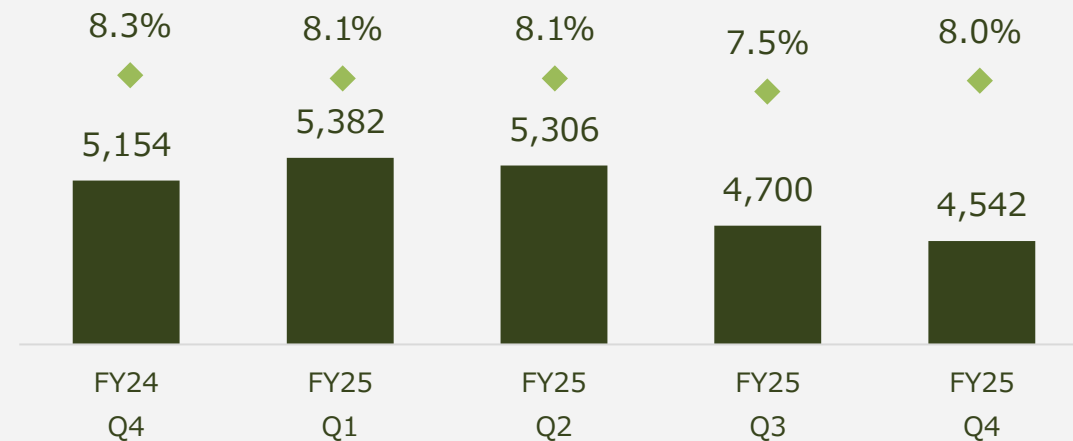
Oisix ra daichi

Cost of Sales

(JPY MM) ◆ Percentage of Sales

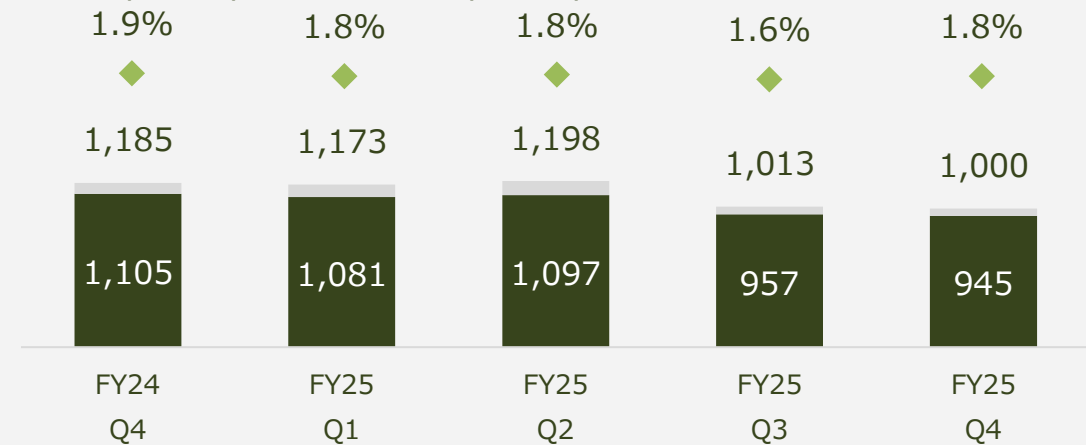


Labor Expenses (SG&A)

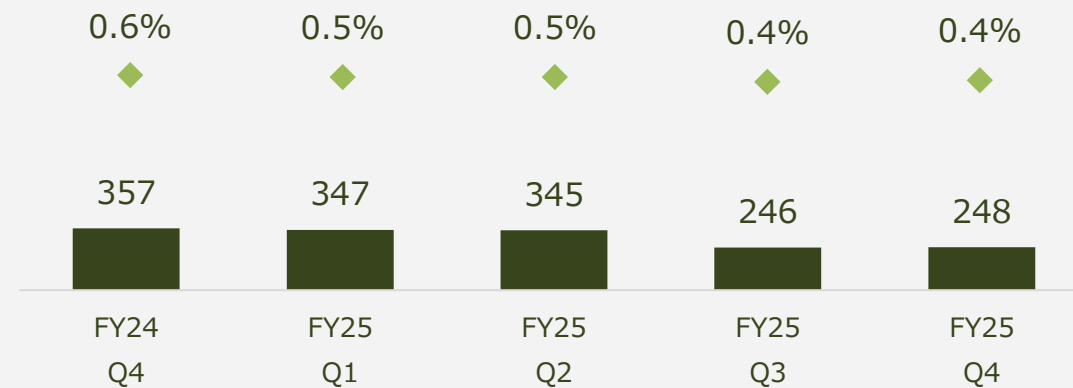


Depreciation

■ SG&A (JPY MM) ■ Cost of Sales (JPY MM)



Amortization of Goodwill



Balance Sheets

Oisix ra daichi

(JPY MM)	FY23	FY24	FY25	vs. FY24		FY23	FY24	FY25	vs. FY24
Assets	143,709	134,564	108,137	(19.6%)	Net assets	37,401	39,487	29,069	(26.4%)
Cash and deposits	29,649	19,155	21,263	+11.0%	Shareholders' equity	27,878	28,978	26,110	(9.9%)
Property, plant and equipment	26,400	27,066	23,437	(13.4%)	Non-controlling interests	8,306	9,030	1,709	(81.1%)
Customer-related intangible assets	25,655	24,476	13,006	(46.9%)	Shareholders' Equity Ratio	20.2%	22.6%	25.3%	-
Goodwill	15,225	14,837	7,730	(47.9%)	ROE	15.9%	12.8%	16.4%	-
Liabilities	106,307	95,076	79,067	(16.8%)	ROIC	7.6%	7.8%	9.0%	-
Borrowings	31,859	33,381	24,877	(25.5%)	Net Debt/EBITDA	0.27x	1.11x	0.28x	-

This document contains forward-looking statements about the Company such as forecasts, outlooks, targets, and plans. These statements are based on forecasts made at the time of the preparation of this document using information currently available to the Company. In addition, certain assumptions are used for such statements. These statements or assumptions are subjective and may prove inaccurate in the future or may not be realized, due to a variety of inherent risks and uncertainties. The forward-looking information contained in this document is current as of the date of this document, and the Company is under no obligation and has no policy of regularly updating this information.

Contact:

Investor Relations Department, Oisix ra daichi Inc.

E-mail: ir@oisixradaichi.co.jp