

**LIFE CORPORATION**

**April 10, 2026**



PRODUCE  
SEAFOOD  
FRESH MEAT  
DELICATESSEN  
DAIRY FOOD  
GROCERY  
BAKERY  
LIQUOR



SUPERMARKET

# Financial Results Briefing

## For FY2025

(Fiscal year ended February 28, 2026)

## Key points for full-year FY2025 earnings

# Record-breaking High for Second Consecutive Year

Higher  
Sales

Operating revenue:  
¥881.3 billion

Higher  
Profit

Profit: ¥18.8 billion

- 1. Earnings overview**
- 2. FY2025 initiatives**
- 3. Toward the achievement of what we want to be in FY2030**
- 4. Full-year forecast for FY2026 and shareholder returns**

# 1. Earnings overview

# Consolidated performance overview (full year)

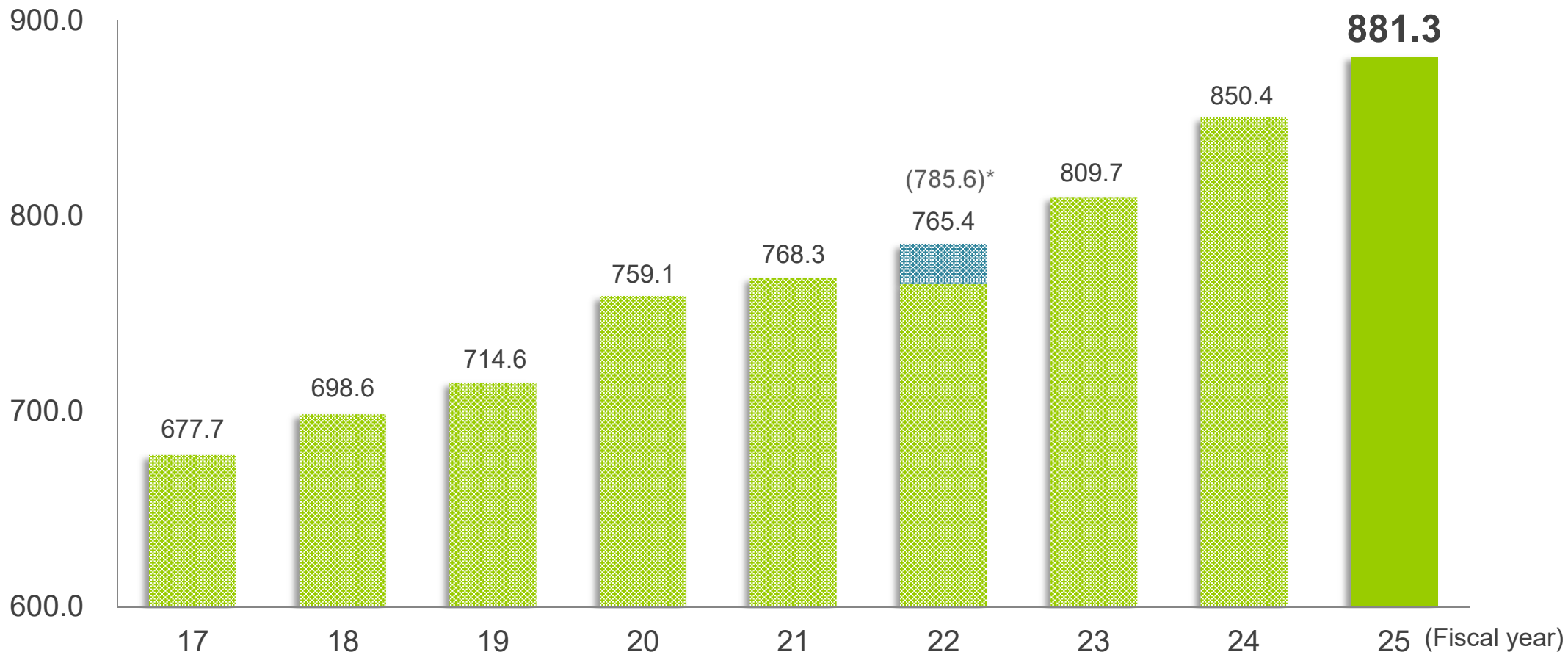
(Millions of yen, %)

	FY2024	FY2025	Amount of change	Rate of change	Ratio to net sales
Operating revenue	850,496	<b>881,325</b>	+30,829	+3.6	-
Net sales	818,892	<b>848,570</b>	+29,677	+3.6	-
Gross profit	254,897	<b>266,474</b>	+11,576	+4.5	31.4
SG&A	261,230	<b>273,223</b>	+11,992	+4.6	32.2
Operating profit	25,270	<b>26,006</b>	+736	+2.9	3.1
Ordinary profit	26,205	<b>27,068</b>	+862	+3.3	3.2
Profit	17,948	<b>18,822</b>	+874	+4.9	2.2

# Operating revenue trends (full year)

- Operating revenue **reached a new record high for the third consecutive year**, which in real terms **achieved an increase for the 22nd consecutive year**
- Contribution from growth of existing stores through renovations and enhancement of product capabilities (102.6% YoY)

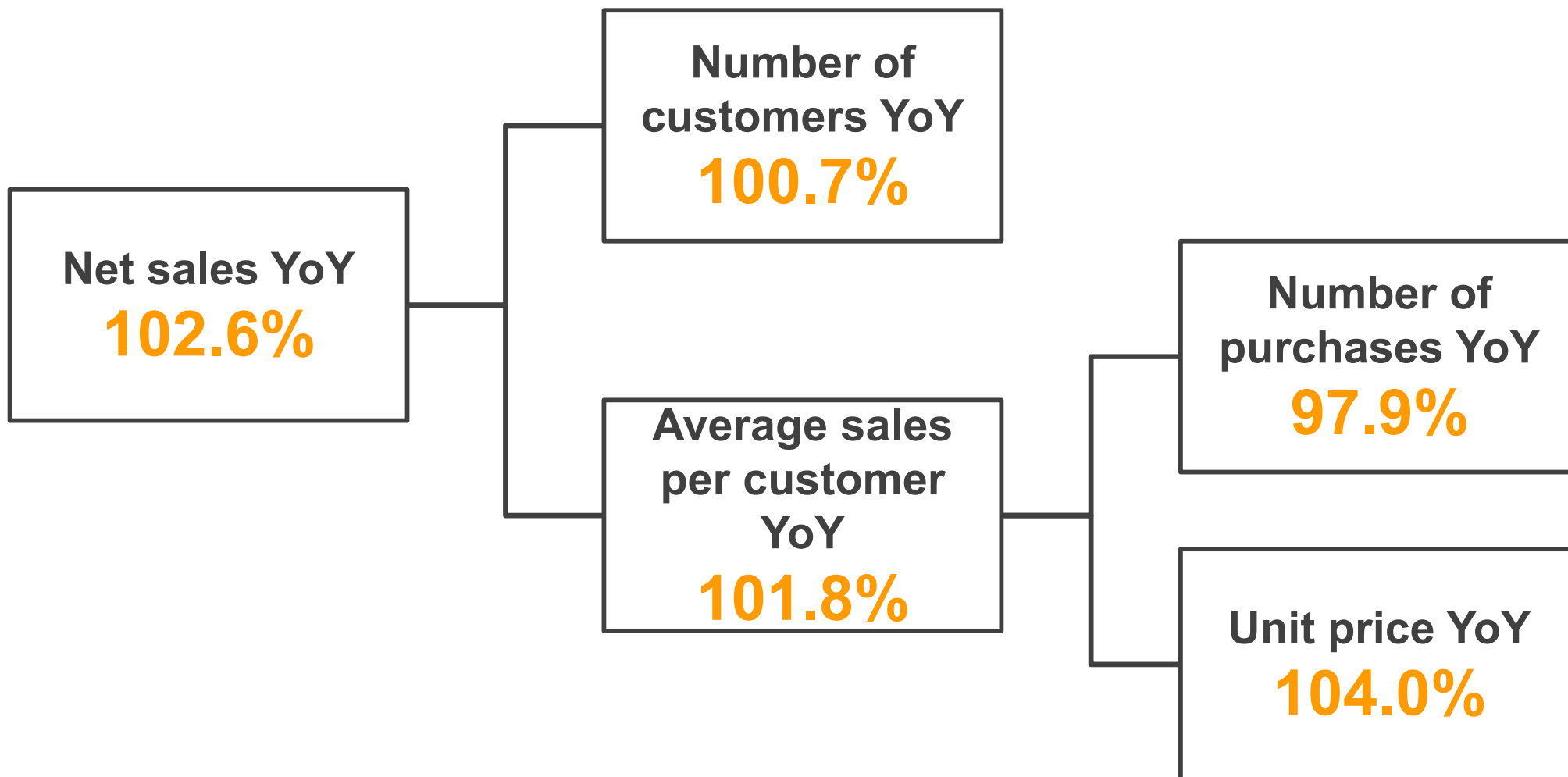
(Billions of yen)



\* Application of “Accounting Standard for Revenue Recognition” from FY2022 (operating revenue before application: ¥785.6 billion)

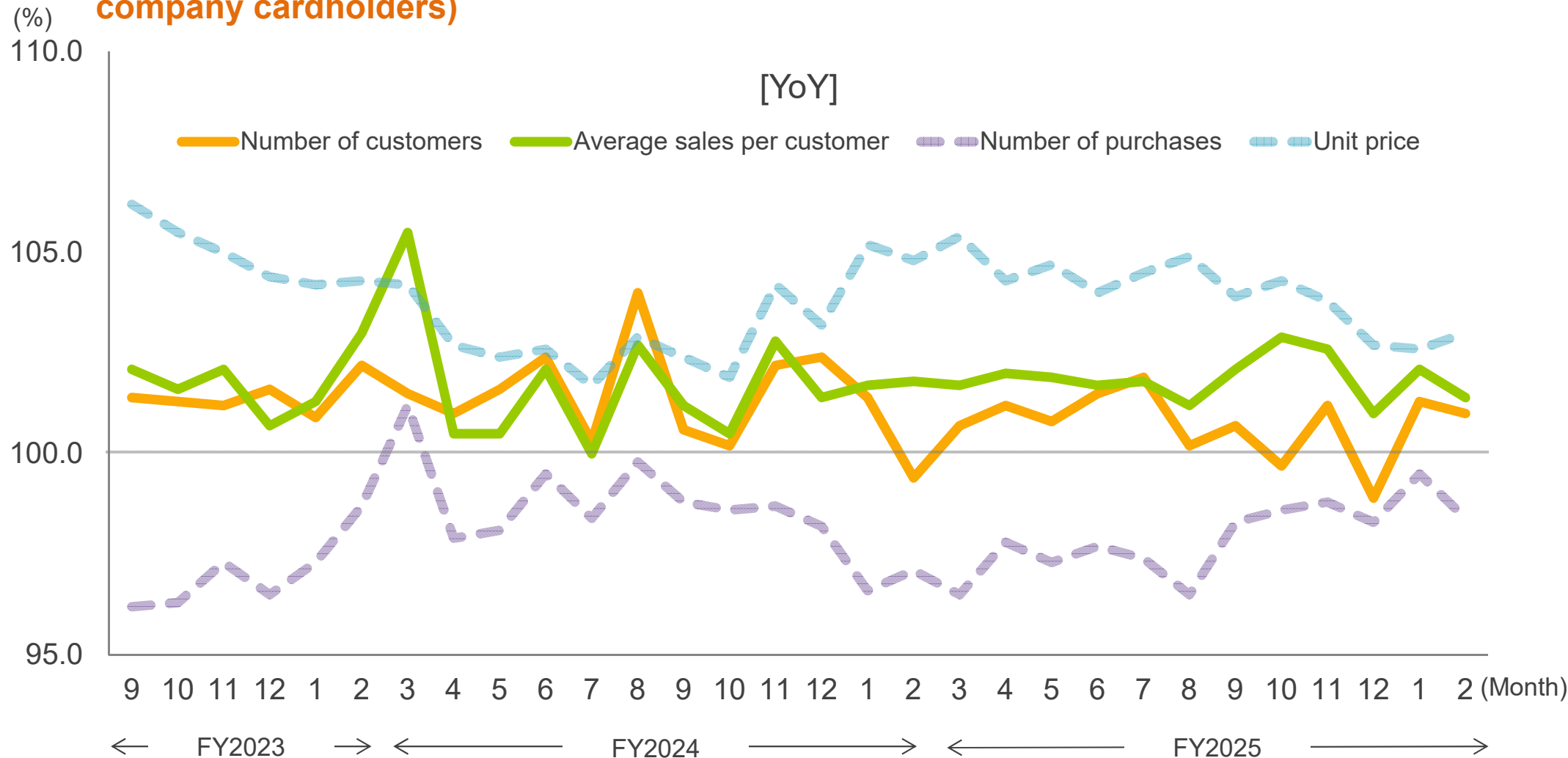
# Sales-related indicators for existing stores

- **Increased number of customers** for the full year, despite adverse external factors such as poor weather conditions in the second half  
In addition, increased existing store sales due to **unit prices remaining at a high level**



# (Reference) Trends in sales-related indicators for existing stores

- The number of purchases was **on a recovery trend** from the second half of FY2025  
In FY2026, **promotional budget will be focused on LIFE members (customer app users and company cardholders)**



## Net sales by department (full year)

- Food products other than those from the Agricultural Produce Department, where prices were low, were showing steady performance
- Non-food sales were significantly impacted by external factors such as coming off the back of FY2024 when there was a disaster-related surge in demand, and unseasonably warm winter temperatures

Net sales							(Millions of yen, %)
Department	FY2024		FY2025				
		All stores YoY		All stores YoY	Existing stores YoY	Sales composition	
Food	726,711	105.4	<b>756,902</b>	<b>104.2</b>	<b>103.0</b>	<b>89.2</b>	
Agricultural Produce	108,569	107.9	<b>109,174</b>	<b>100.6</b>	<b>99.5</b>	<b>12.9</b>	
Marine Products	63,258	104.3	<b>65,658</b>	<b>103.8</b>	<b>102.8</b>	<b>7.7</b>	
Meat Products	90,990	104.5	<b>95,399</b>	<b>104.8</b>	<b>103.8</b>	<b>11.2</b>	
Delicatessen	96,978	106.3	<b>103,051</b>	<b>106.3</b>	<b>104.9</b>	<b>12.1</b>	
Processed and Daily	366,914	104.9	<b>383,618</b>	<b>104.6</b>	<b>103.4</b>	<b>45.2</b>	
Non-food	92,181	101.5	<b>91,668</b>	<b>99.4</b>	<b>98.9</b>	<b>10.8</b>	
Lifestyle Products	69,337	102.5	<b>68,886</b>	<b>99.3</b>	<b>98.7</b>	<b>8.1</b>	
Apparel	22,843	98.7	<b>22,781</b>	<b>99.7</b>	<b>99.7</b>	<b>2.7</b>	
<b>Total</b>	<b>818,892</b>	<b>105.0</b>	<b>848,570</b>	<b>103.6</b>	<b>102.6</b>	<b>100.0</b>	

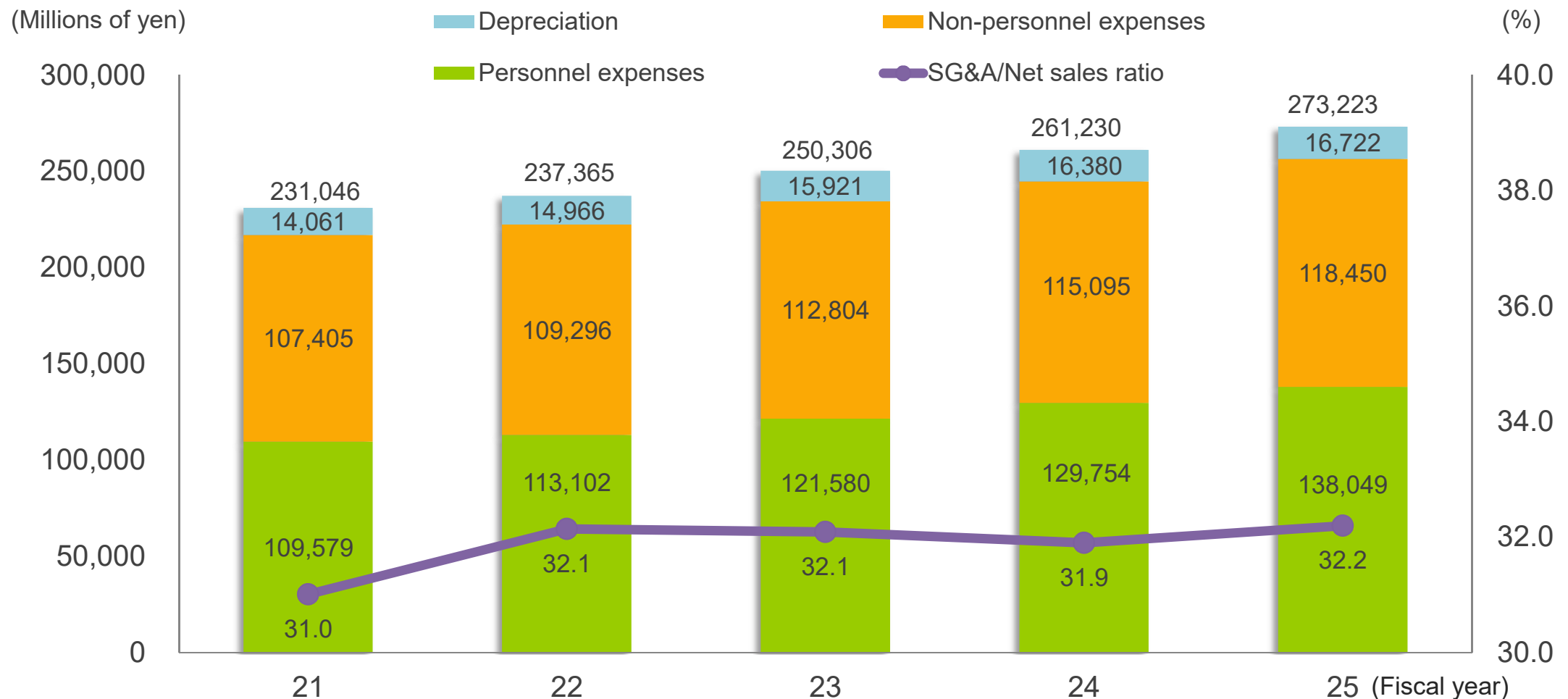
## Gross profit ratio by department

- By implementing strategic price differentiation across categories and minimizing losses through more accurate production planning, we achieved a **0.3 percentage point increase year on year** for the full year, in line with our plan

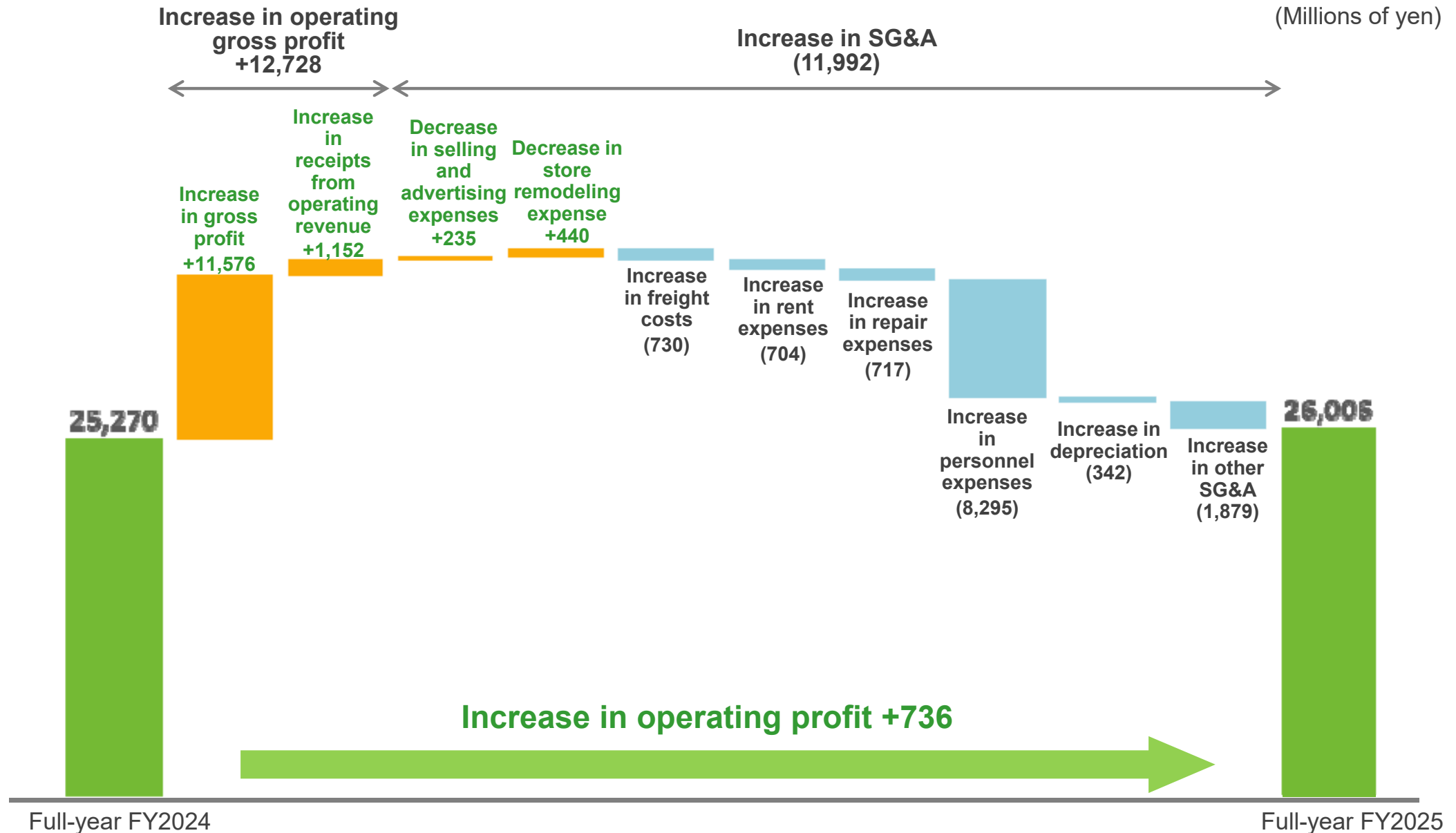
FY2025 gross profit ratio							(%, P)
Department	H1		H2		Full year		
	Gross profit ratio	YoY change	Gross profit ratio	YoY change	Gross profit ratio	YoY change	
Food	31.3	+0.5	32.0	+0.1	31.6	+0.3	
Agricultural Produce	29.6	+0.5	30.2	+0.1	29.9	+0.3	
Marine Products	33.4	+0.5	33.7	+0.5	33.6	+0.5	
Meat Products	28.6	+0.8	30.2	+0.7	29.4	+0.7	
Delicatessen	54.6	±0.0	54.4	+0.3	54.5	+0.2	
Processed and Daily	25.8	+0.4	26.6	(0.2)	26.2	+0.1	
Non-food	29.6	+0.1	29.4	(0.1)	29.5	±0.0	
Lifestyle Products	26.3	±0.0	26.4	(0.1)	26.4	(0.1)	
Apparel	39.6	+0.4	38.3	(0.3)	38.9	±0.0	
<b>Total</b>	<b>31.1</b>	<b>+0.4</b>	<b>31.7</b>	<b>+0.1</b>	<b>31.4</b>	<b>+0.3</b>	

# SG&A (SG&A/Net sales ratio)

- Although personnel expenses increased due to **implementing significant pay raises for three consecutive years**, the situation largely progressed according to plan
- Although rent expenses and other costs were on the rise, we worked to contain non-personnel expenses by **optimizing promotion expenses and establishing an in-house facility management system**



# Factors of changes in operating profit (full year)



# Consolidated balance sheet

(Millions of yen)

	End-February, 2025	End-February, 2026	Amount of change
Total current assets	96,348	<b>121,530</b>	+25,182
Cash and deposits	8,366	<b>10,592</b>	+2,226
Securities (negotiable certificates of deposit)	0	<b>16,000</b>	+16,000
Inventories	30,355	<b>32,023</b>	+1,667
Accounts receivable - trade	18,577	<b>21,100</b>	+2,523
Accounts receivable - other	34,427	<b>37,567</b>	+3,139
Other	4,621	<b>4,246</b>	(374)
Total non-current assets	209,678	<b>213,716</b>	+4,037
Property, plant and equipment	161,351	<b>157,003</b>	(4,347)
Intangible assets	5,851	<b>5,741</b>	(110)
Investments and other assets	42,476	<b>50,970</b>	+8,494
<b>Total assets</b>	<b>306,027</b>	<b>335,246</b>	<b>+29,219</b>
Total liabilities	167,592	<b>179,712</b>	+12,120
Interest-bearing liabilities	71,062	<b>32,087</b>	(38,974)
Total net assets	138,435	<b>155,534</b>	+17,098
<b>Total liabilities and net assets</b>	<b>306,027</b>	<b>335,246</b>	<b>+29,219</b>

# Consolidated cash flows

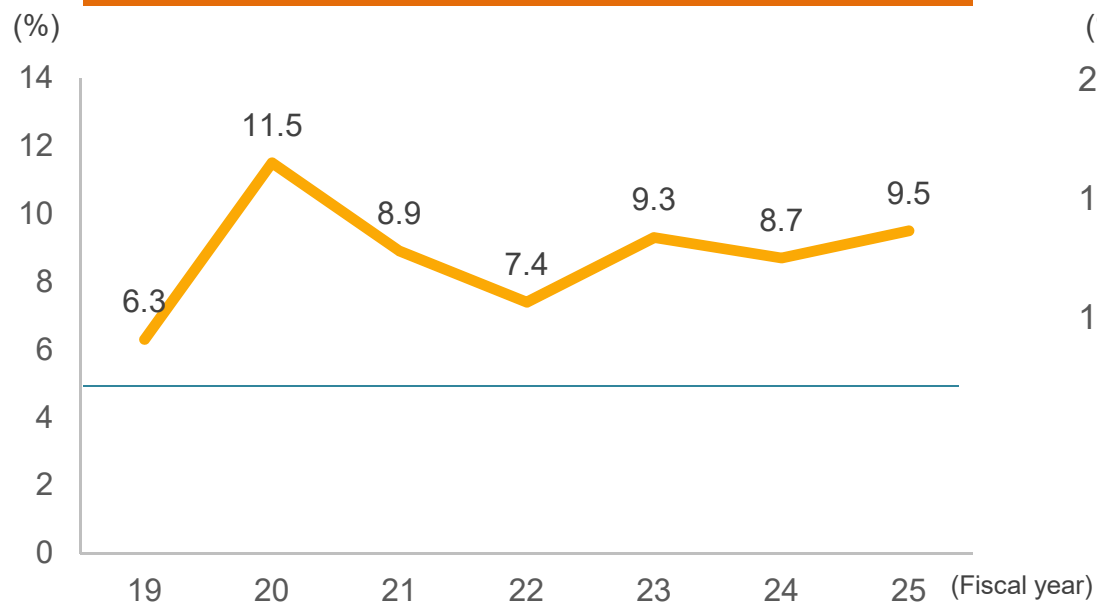
(Millions of yen)

	FY2024	FY2025	Amount of change
Cash flows from operating activities	22,319	<b>74,477</b>	+52,158
Cash flows from investing activities	(22,662)	<b>(11,206)</b>	+11,456
Cash flows from financing activities	503	<b>(45,044)</b>	(45,548)
Cash and cash equivalents at end of period	8,366	<b>26,592</b>	+18,226

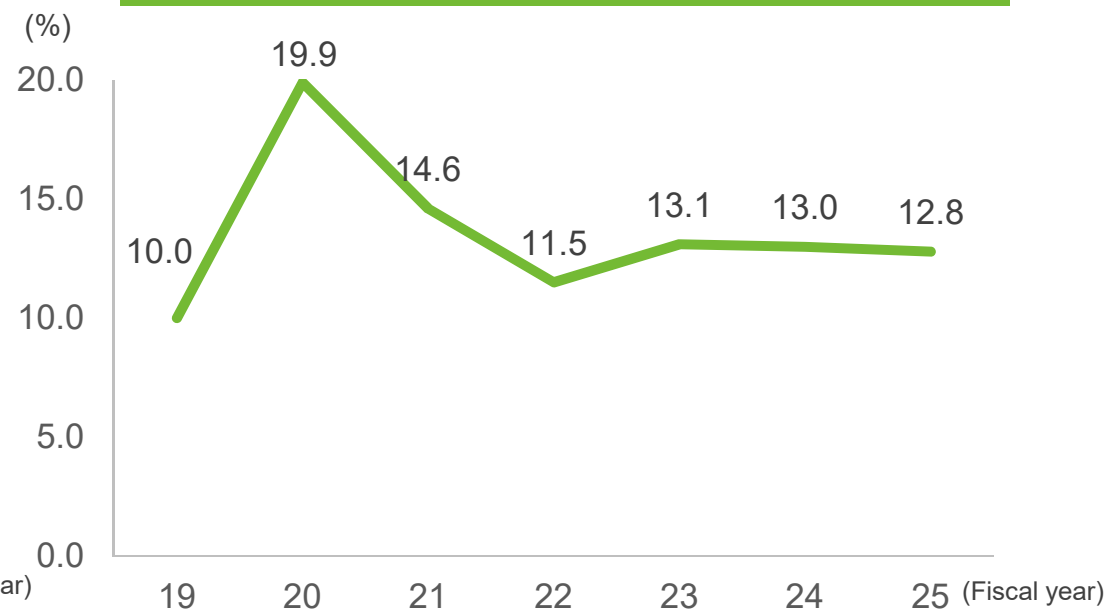
# Trends in financial indicators

- Return on invested capital (ROIC) consistently exceeded the weighted average cost of capital (WACC: approx. 5%)
- Return on equity (ROE) remained at a high level within the industry

**ROIC Trends**



**ROE Trends**



Fiscal Year	2019	2020	2021	2022	2023	2024	2025
ROE (%)	10.0	19.9	14.6	11.5	13.1	13.0	12.8
ROA (%)	5.7	10.6	8.8	7.3	8.8	8.8	8.4
ROIC (%)	6.3	11.5	8.9	7.4	9.3	8.7	9.5

## 2. FY2025 initiatives

# Investment in stores (new stores)

- **5 new stores** were opened (3 BIO-RAL stores and 2 LIFE stores)
- **10 new stores** are planned for FY2026

## BIO-RAL Umekita Store

**Winner of First Prize** in the “STORE OF THE YEAR 2026:  
Specialty Stores and New Concept Stores Category”\*



**STORE  
OF The YEAR  
2026**



### [Evaluation Points]

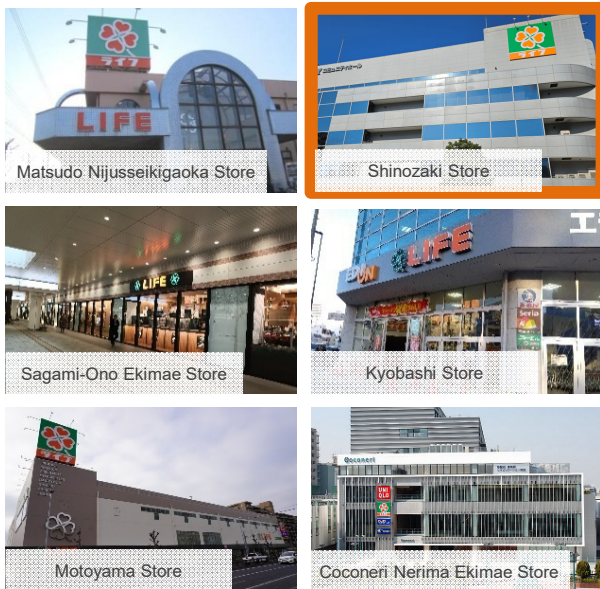
- **BIO-RAL's private-brand products and café menu items made with organic ingredients**
- **Offers a wide selection of local products**

\* “STORE OF THE YEAR 2026” is an award devised by the retail trade magazine Diamond Chain Store, in which stores that opened that year and had an impact on the industry are ranked based on votes from readers, retail industry professionals, and experts.

# Investment in stores (renovation of existing stores)

- Renovation of existing stores: **9 stores** (H1: 3 stores; H2: 6 stores)
- Renovation of existing stores planned for FY2026: **7 stores**

## Renovation of existing stores in H2



### [Examples of renovation]

- Expansion of the staffed seafood counter
- Expansion of locally produced products
- Expansion and enhancement of the delicatessen section

## [Focus]

Well-stocked grocery selection



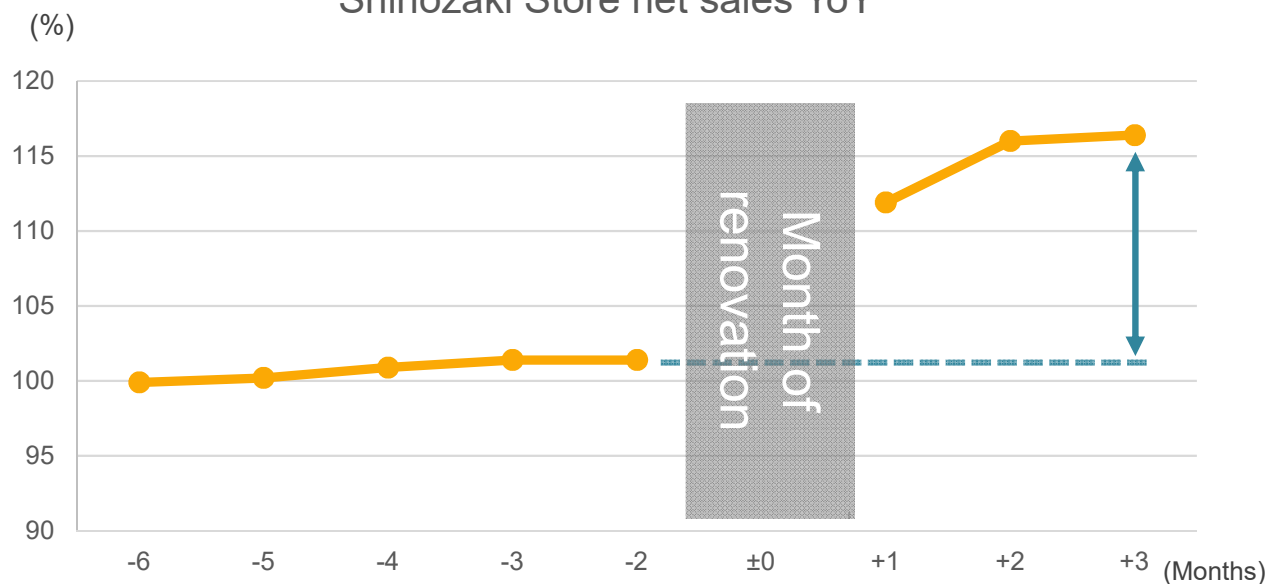
BIO-RAL sections



Expansion of self-checkout registers



Shinozaki Store net sales YoY

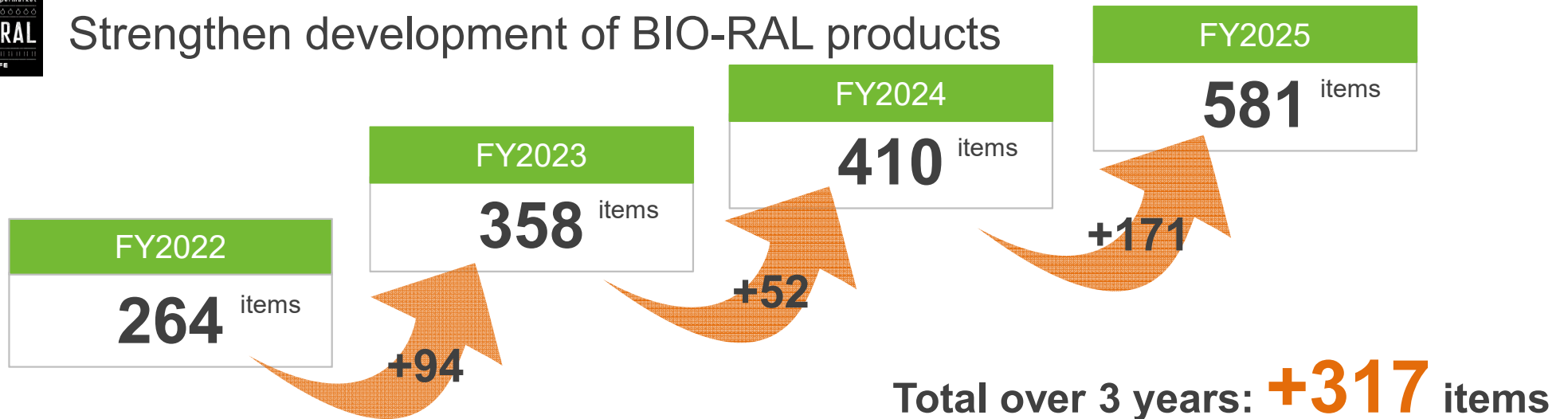


\* Excludes the month prior to renovation, as it may be influenced by clearance sales and other factors





# Breaking away from the homogeneous competition (unique products enhancement)



Strengthen development of BIO-RAL products



## ■ Results from full-year FY2025

Private-brand name	Net sales (Millions of yen)	YoY (%)	Sales composition (%)	Number of items
 Smile Life	52,028	101.5	6.1	887
 LIFE PREMIUM	7,428	97.6	0.9	172
 BIO-RAL	10,882	120.7	1.3	581
 star select	10,892	92.9	1.3	207
<b>Total</b>	<b>81,232</b>	<b>102.0</b>	<b>9.6</b>	<b>1,847</b>

# Breaking away from the homogeneous competition (unique products enhancement)

## 2026 Bento and Prepared Meal Awards

### Colorful salted rice malt omelet with Hokkaido potatoes



Our first “Grand Prize” win



(Tatsumi, Chief Buyer, BIO-RAL Product Department)



- Appeal of our delicatessen items steadily improved
- In particular, delicatessen items that align with the BIO-RAL concept have been very well received by customers, so we will continue to actively pursue product development in this area

Organic tofu hamburger and colorful vegetable deli bowl



Deluxe seaweed bento (Grilled chicken thigh in Saikyo miso)

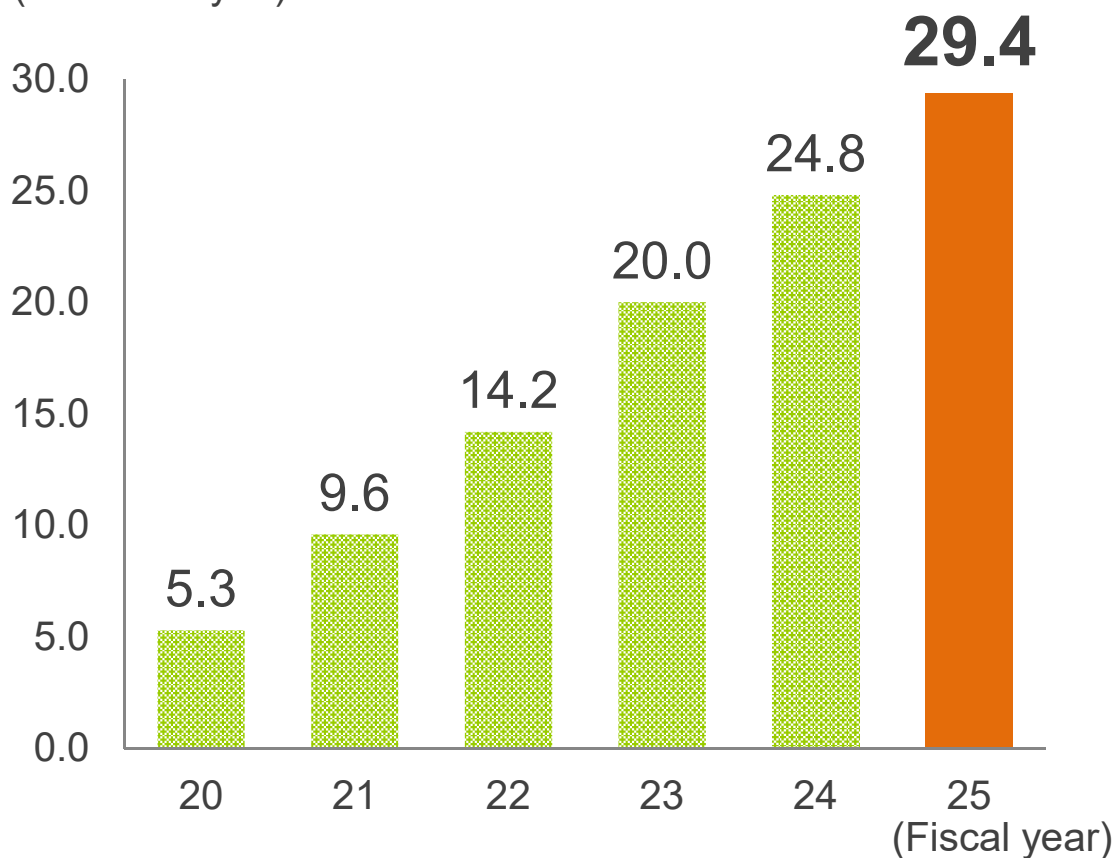


# Breaking away from the homogeneous competition (online supermarkets)

- Net sales remained steady at **¥29.4 billion** (118.5% YoY)
- Won high ratings in external satisfaction surveys

## Online supermarket net sales trends (full year)

(Billions of yen)



## Further improvement in quality

**Achieved the No. 1 overall ranking**  
in a customer satisfaction survey  
conducted by GMO Research & AI



### [Evaluation Points]

- (1) Ease of sign-up and usability of the app and website
- (2) Clarity of product information
- (3) Freshness of ingredients

# Breaking away from the homogeneous competition (online store)

- Launched our online store in September 2025 and have been gradually expanding our product lineup
- While enhancing convenience**, we have established a system **capable of meeting needs outside our store locations**

BIO-RAL

**BIO-RAL Gifts**



**BIO-RAL Case packs**



**Organic vegetables**



Convenient selection

**LALAPI merchandise**



**Seasonal gifts**



**Pre-order (limited time offer)**



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# Kaizen activities

- Examples of headquarters-led Kaizen activities to reduce non-personnel expenses

## In-house facility management system

### Effect

Repair expenses and outsourcing fees, etc.

**¥(0.55) billion/year**

[Compared with FY2024]

### From FY2026

- Improving the usability of related systems
- Further cost optimization through the accumulation of expertise
- Improving the accuracy of long-term repair plans

## Optimization of sales promotion expenses

### Effect

Sales promotion expenses (leaflet-related expenses, etc.)

**¥(0.14) billion/year**

[Compared with FY2024]

### From FY2026

- Improving the appeal of leaflet layouts
- Review of distribution areas
- Streamlining the production process

# Contribution towards the realization of a sustainable and flourishing society

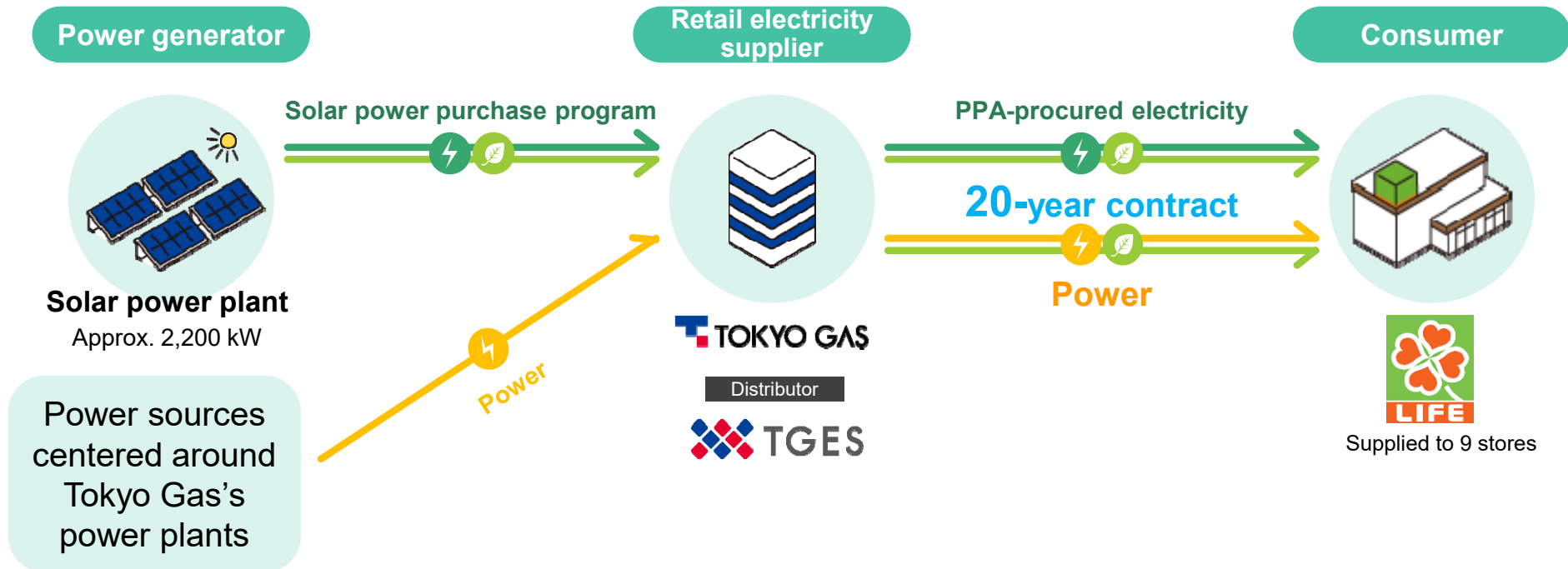
- Implemented an off-site corporate power purchase agreement (PPA) at nine locations in the Tokyo Region

## Overview of initiatives

- At the nine stores supplied with electricity, **approximately 18%** of annual electricity consumption **will be switched to renewable energy**
- Supply is scheduled to begin in April 2026, and it is expected to **reduce CO<sub>2</sub> emissions by approximately 1,000 metric tons per year**



Supplied from 11 solar power plants in Northern Kanto



# **3. Toward the achievement of what we want to be in FY2030**

# What we want to be in FY2030 (no change)

## Qualitative target

LIFE will become a company that everyone says,

**“It’s my supermarket,”**

as a community-based supermarket

## Quantitative targets (excerpt)

<b>Net sales</b>	<b>¥1 trillion</b>	<b>Ordinary profit</b>	<b>¥35.0 billion</b>	<b>Profit</b>	<b>¥22.0 billion</b>
<b>CO<sub>2</sub> emissions</b>	<b>50% reduction</b> <small>(compared with FY2013)</small>	<b>Employee satisfaction</b>	<b>4.0</b> <small>(5.0 maximum)</small>	<b>Ratio of female managers</b>	<b>20%</b>

# FY2030 targets for BIO-RAL Business (profit target added)

## Quantitative targets

**Net sales**

**¥40.0 billion**

**Added target**

**Ordinary profit**

**¥2.0 billion**

**Number of BIO-RAL stores**

**50 stores**

**Number of private-brand product items**

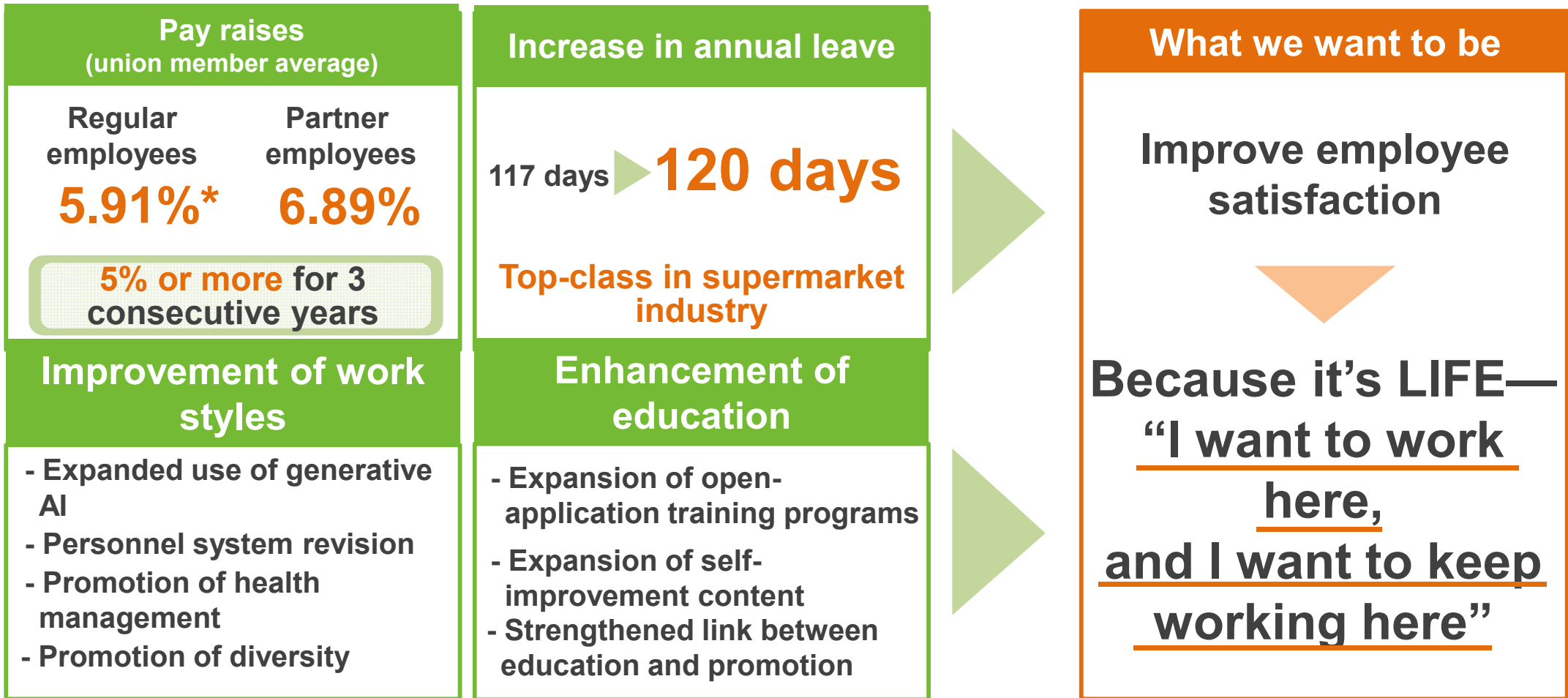
**1,000 items**



By playing a central role in “breaking away from the homogeneous competition,”  
**the BIO-RAL Business will contribute to company-wide profitability**

# Investment in employees

- Based on the belief that **human resources are the source of sustainable growth**, we are actively investing in employees
- We aim to improve both workplace comfort and job satisfaction to **increase employee satisfaction**



\* Including improvements in working conditions

# Productivity improvement efforts

- Leveraging the effects of productivity-enhancing investments to **transition to a phase of increasing hourly labor productivity**
- We transformed the IT Strategy Department into the **AI & IT Promotion Department to further improve productivity**

Productivity improvement efforts

Electronic shelf labels	
<p><b>Completed installation at all stores</b></p> <ul style="list-style-type: none"> <li>- Reduces tasks for in-store signage updates</li> <li>- Prevention of undercharging</li> </ul>	<p>Annual working hours <b>(900,000) hours</b></p>
Self-checkout registers	
<p>[Installed stores]</p> <p><b>Osaka Region:</b> 121 stores</p> <p><b>Tokyo Region:</b> 115 stores</p>	<p>Introduced in 63 stores during FY2023–2024*</p> <p>Annual working hours <b>(79,000) hours</b></p> <p><small>* A selection of stores where effectiveness monitoring has been completed</small></p>
AI-based ordering	
<p><b>Introduction at 3 fresh food departments</b></p> <ul style="list-style-type: none"> <li>- Applies to select PC products*2</li> <li>- Reduced order placement time and improved accuracy</li> </ul>	<p>Annual working hours <b>(70,000) hours</b></p>

Leveraging the effects of installation
<p>&lt;Up to FY2025&gt;</p> <ul style="list-style-type: none"> <li>• Education aimed at multiskilling of store employees</li> <li>• Expansion of partner employees' scope of duties</li> <li>• Improving sales space quality</li> </ul>
<p><b>From FY2026</b></p>
<ul style="list-style-type: none"> <li>• Strengthening employee training and store layout is ongoing</li> <li>• In addition, through measures such as optimizing personnel allocation, <b>we will gradually improve hourly labor productivity</b></li> </ul>

\*2. PC products: products produced at the Food Process Center

# Loss reduction initiatives

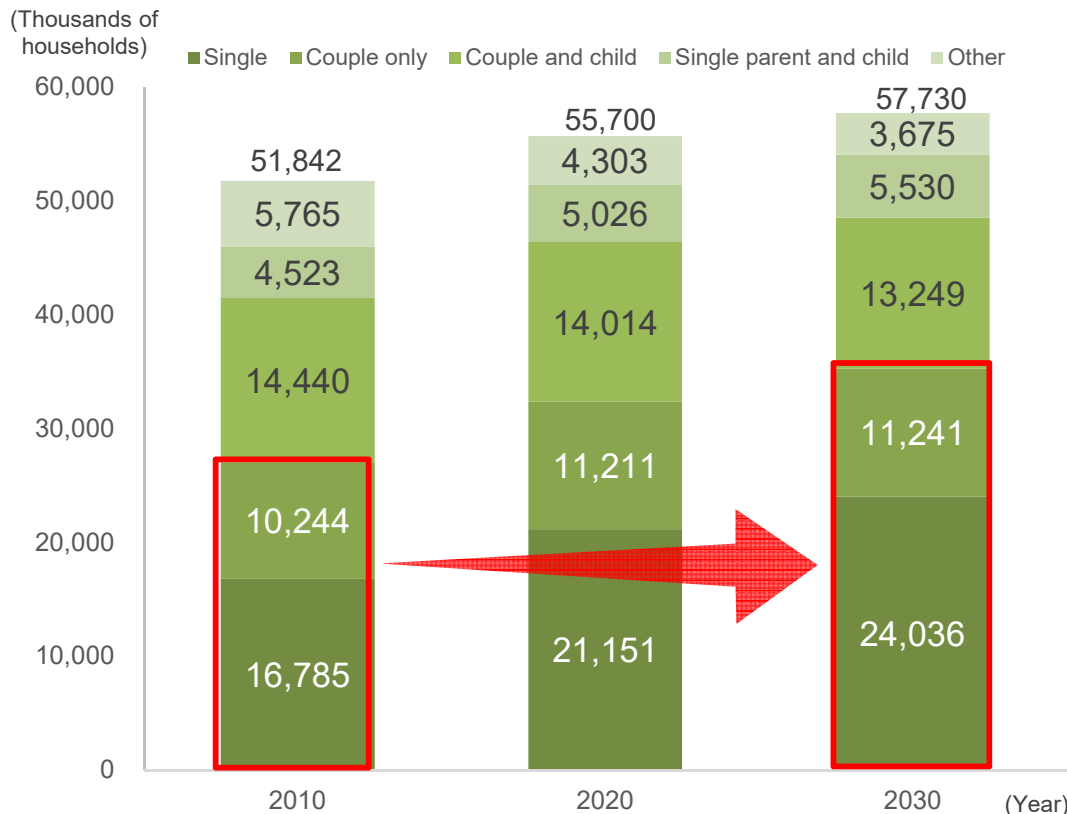
- We are aiming to reduce losses through the proactive use of digital technology, etc.
- We will focus more than ever on cost reforms and Kaizen activities



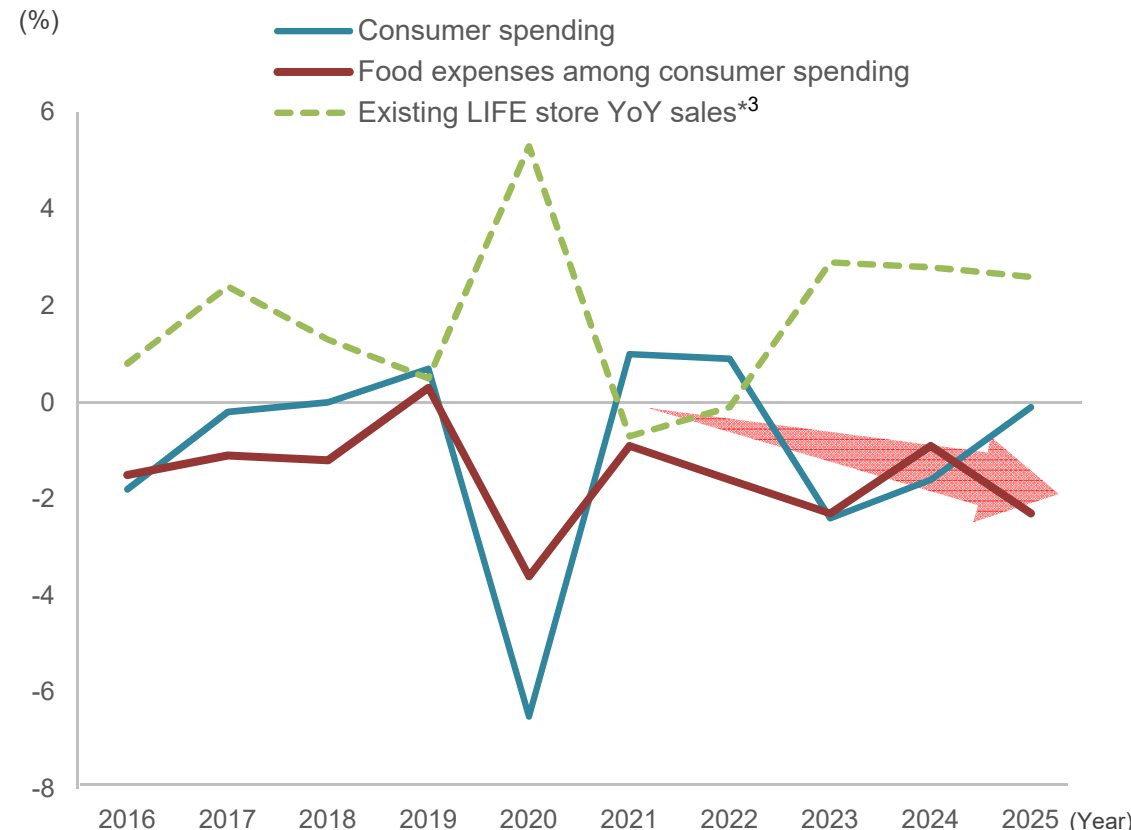
# New LIFE Project (background)

- The number of households is expected to increase until around 2030, but **single-person and couple-only households are projected to make up the majority**
- **Although sales at our existing stores are growing, cost-push inflation has marked a turning point, and overall real consumer spending is on a downward trend**

Trends in the number of general households by family type\*



Trends in the year-over-year rate of change in real consumer spending\*2



\* Source: "Projections of Households in Japan (National Projection)," National Institute of Population and Social Security Research

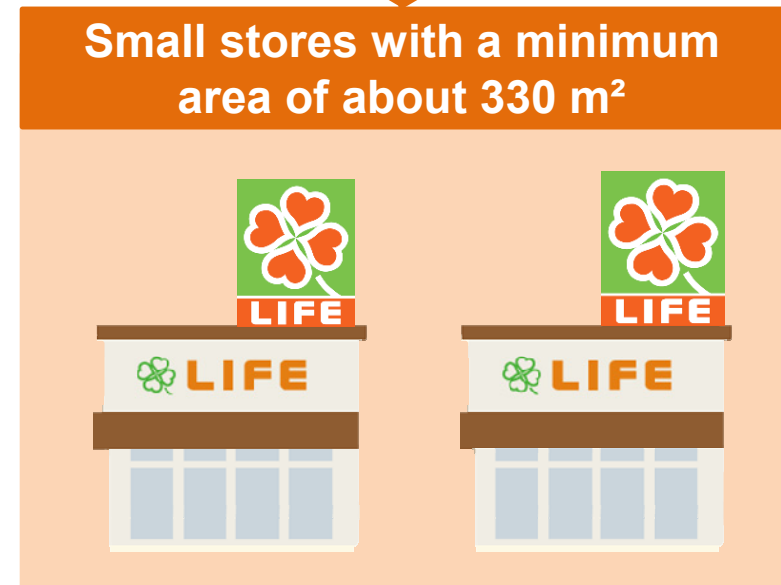
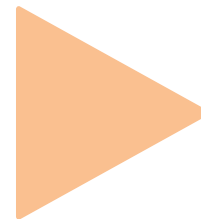
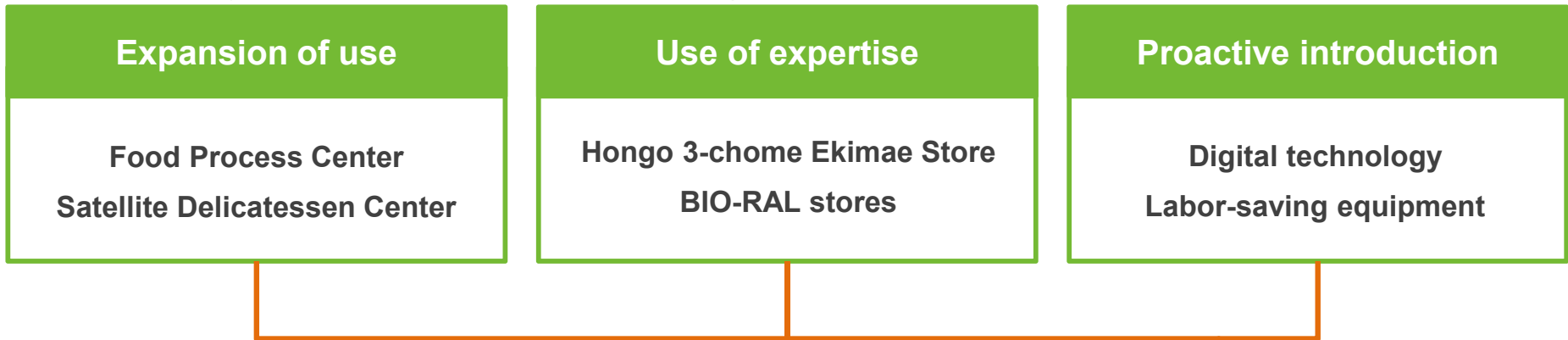
\* Because the household family type includes "Unknown," there may be discrepancies between some breakdowns and the totals

\*2. Source: "Family Income and Expenditure Survey: Long-Term Time-Series Data of All Households, by Item Classification," Statistics Bureau, Ministry of Internal Affairs and Communications

\*3. Existing store YoY sales is calculated on a fiscal year basis (March of each year through February of the following year)

# New LIFE Project (strengthening of small-scale stores)

- We are responding to the growing demand for small-scale stores amid declining household sizes and an aging population
- We will further evolve our small-scale stores, which are performing well in terms of both sales and profitability, and be proactive in opening new stores



# M&A initiatives

- To strengthen our procurement capabilities for fresh food—a key factor in “breaking away from the homogeneous competition”—**we have agreed to a capital alliance with two partner companies specializing in organic vegetable collection and seafood intermediate wholesaling**
- Leveraging their specialized expertise, we will create even more appealing retail spaces from a customer perspective

## World Delica Co., Ltd.

### Business activities

Organic farm produce collection company

### Ownership percentage

66.7% ownership stake; made a subsidiary (non-consolidated)

### Background

- Resonates with BIO-RAL’s concept and our company’s philosophy
- Our organic vegetable sales have grown by approx. 130% annually

### Strengths

- Strong ties with organic farmers in the Kanto region

### Expected effect

- Improved quality of organic vegetables, increased product lineup, and stable supply

## KAMEKICHI SYOUTEN Co., Ltd.

### Business activities

Marine products intermediate wholesaler

### Ownership percentage

5% ownership stake

### Background

- Relationship of trust built through ongoing business dealings since LIFE first opened its stores in the Tokyo region

### Strengths

- Procurement based on expert product selection

### Expected effect

- Leveraging their deep expertise to further revitalize our marine products section
- Improved freshness, increased product lineup, improved quality, and employee training

# Strengthening IR activities (to deepen understanding of our growth strategy)

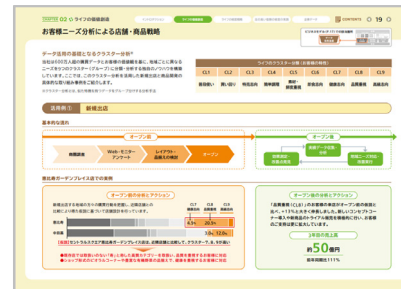
Enhancing information disclosure through integrated reports

## Integrated Report 2025



Revised the editorial policy to **primarily target shareholders and investors**

### Customer needs analysis and case studies



### Potential of BIO-RAL



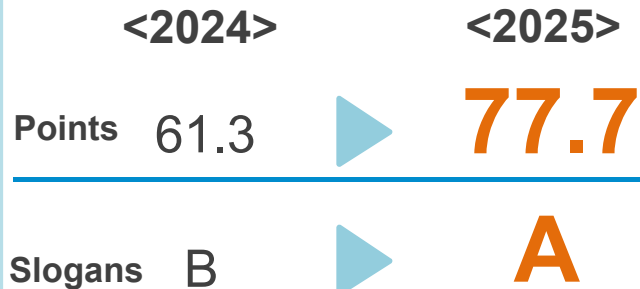
### Disclosure of cash allocation



### Details on enhancing governance



## NIKKEI 日経統合報告書アワード Integrated Report Award 2025



# 4. Full-year forecast for FY2026 and shareholder returns

# Full-year forecast for FY2026 (consolidated)

- Aim to increase sales and profits centered on the growth of existing stores and new store openings

Millions of yen, %	FY2025	FY2026	Amount of change	Rate of change
Operating revenue	881,325	<b>922,500</b>	+41,174	+4.7
Net sales	848,570	<b>888,000</b>	+39,429	+4.6
Operating profit	26,006	<b>27,000</b>	+993	+3.8
Ordinary profit	27,068	<b>28,000</b>	+931	+3.4
Profit	18,822	<b>19,000</b>	+177	+0.9

## Assumptions underlying earnings forecasts

[Assumptions underlying net sales forecasts]

- New stores: 10
- Existing store YoY sales: 103.5%

[Assumptions underlying operating profit forecasts]

- Expected gross profit ratio: +0.2–0.3 pp
- Expected increase in personnel expenses: Approx. +¥8.5 billion
- Expected increases in non-personnel expenses and depreciation: Approx. +¥6.4 billion

[Other]

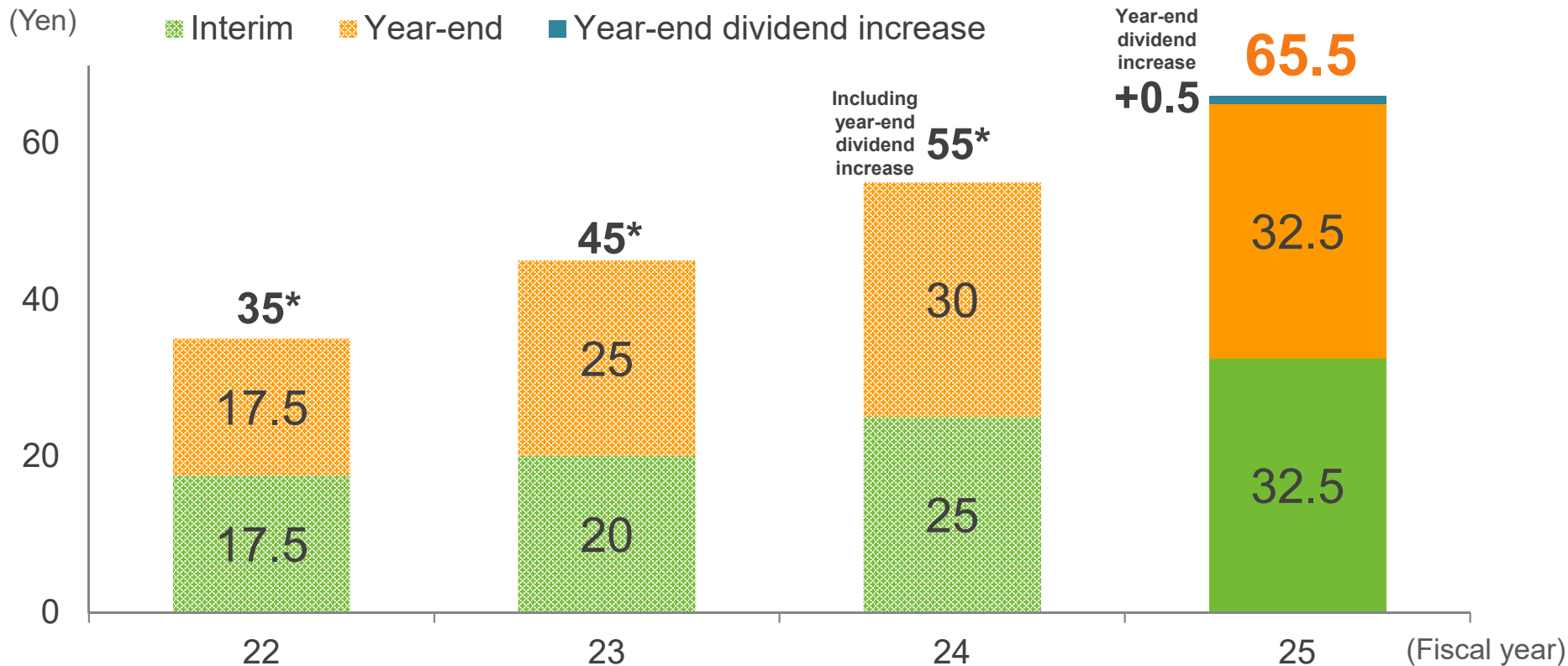
- The impact of high oil prices caused by the prolongation of Middle East tensions has not been factored in

# Investment plan

Millions of yen	FY2025		FY2026 (plan)		
	Results	YoY change	Plan	Amount of change	Notes
<b>New store investment</b>	5,171	(4,351)	10,100	+4,929	Open 10 new stores
<b>Renovation investment</b>	2,240	+1,137	1,400	(840)	7 store renovations, etc.
<b>System investment</b>	4,334	(58)	4,800	+466	Cash register-related equipment, system maintenance, etc.
<b>Center investment</b>	3,423	+1,108	2,300	(1,123)	Installation of machinery, etc. at food process centers
<b>Others</b> (high-priced equipment, extensive repairs, etc.)	4,552	(3,210)	3,700	(852)	—
<b>Total</b>	<b>19,720</b>	<b>(5,374)</b>	<b>22,300</b>	<b>+2,580</b>	

# Dividend trends (results for FY2025)

- FY2025: Plan to increase the year-end dividend by ¥0.5 per share from the most recent dividend forecast, bringing the annual dividend to ¥65.5 per share  
**Dividend payout ratio: 30.1%, DOE: 3.9%**



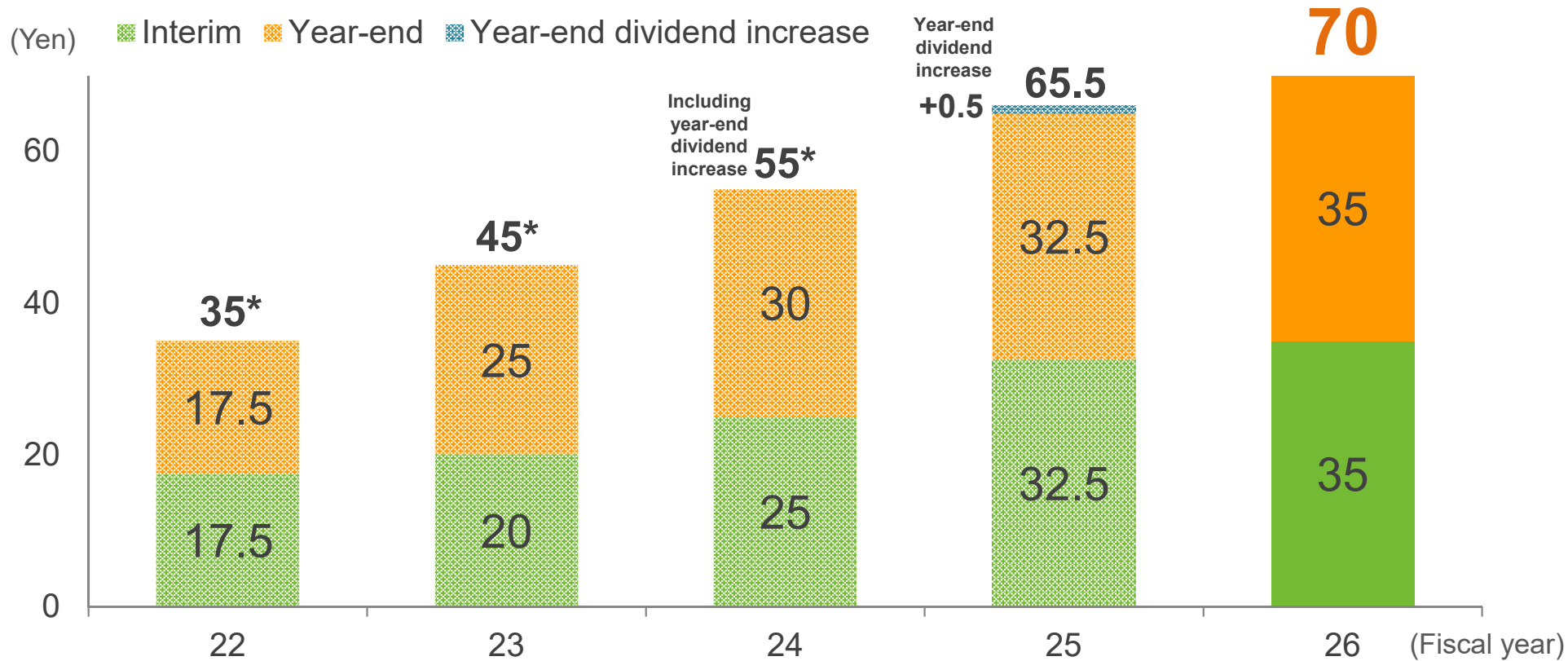
Dividend payout ratio	24.6	24.9	28.2	<b>30.1</b>
DOE (Dividend on Equity Ratio)	2.8	3.3	3.6	<b>3.9</b>

\* As a 2-for-1 share split was conducted on March 1, 2025, the post-split ratios have been provided for reference

(%)

# Dividend forecasts

- FY2026: Plan for **a full-year total dividend of ¥70 per share** (¥35 interim, ¥35 year-end)  
We forecast a dividend payout ratio of 31.9%



Dividend payout ratio	24.6	24.9	28.2	30.1	<b>31.9</b>
DOE (Dividend on Equity Ratio)	2.8	3.3	3.6	3.9	-

\* As a 2-for-1 share split was conducted on March 1, 2025, the post-split ratios have been provided for reference

(%)

Changes in market environment

From saving to investing (launch of the new NISA)

Management that is conscious of cost of capital and stock price

Our thoughts based on our Corporate Philosophy

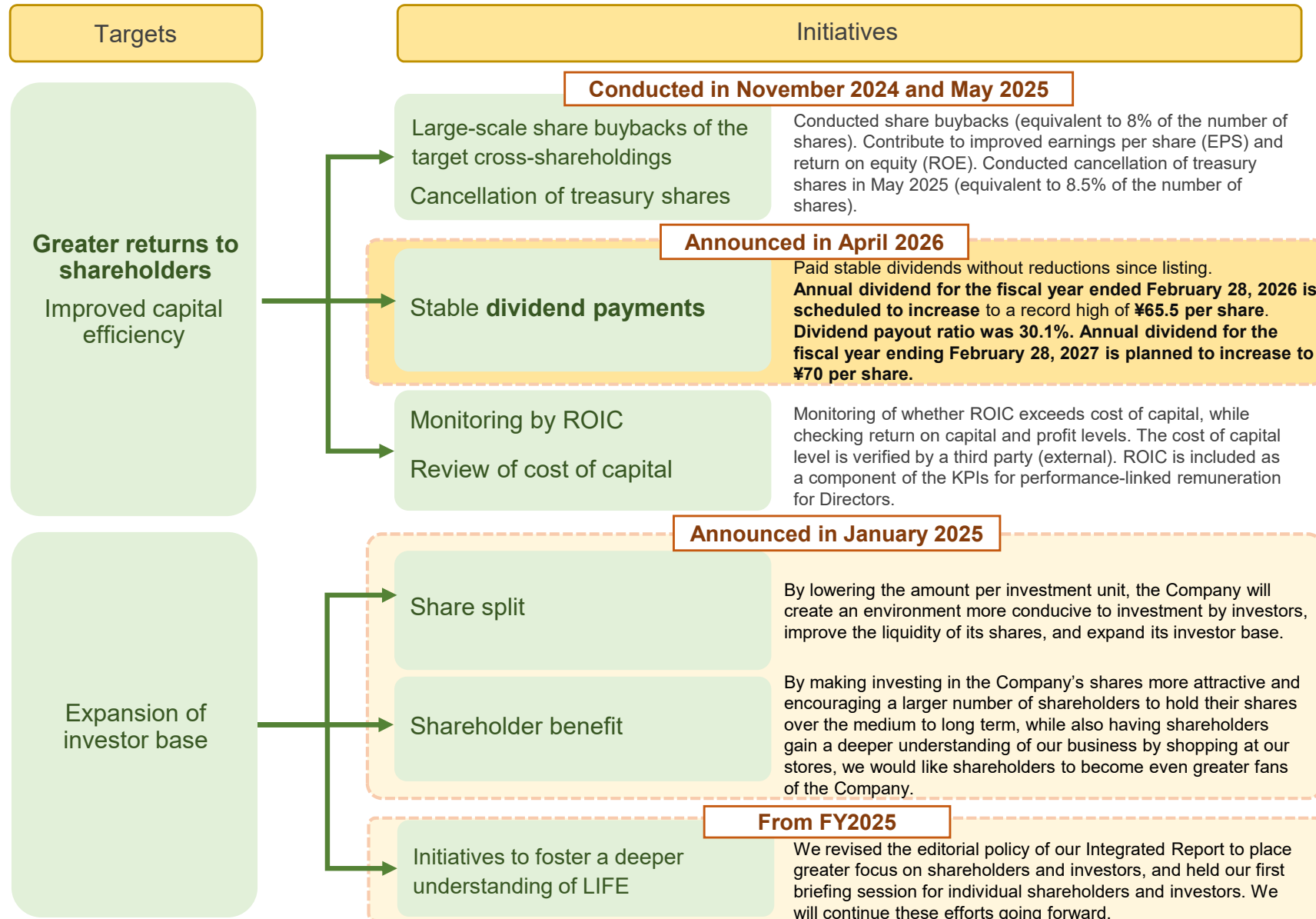
Further strengthen communication with all stakeholders, including shareholders, investors, customers, business partners, and employees, and contribute towards the realization of a sustainable and flourishing society

Things we have been working on and the ways we think

Payment of stable dividends without reductions since listing

Focus on returns to shareholders while steadily investing for growth (New shareholder return policy established in April 2023)

As a community-based supermarket, we would like even more people to become shareholders and fans of the Company





[Note]

Performance forecasts and other forward-looking statements in this presentation have been put together based on information currently available to the Company. Actual results and performance may differ from the Company's forecasts.