St.Cousair
サンクゼール

Q1 FY Ending March 2027

Financial Results Briefing Materials

August 4, 2026

St.Cousair Co., Ltd.（Securities Code: 2937）

愛と喜びのある
食卓をいつまでも

Lasting Love and Joy
at Your Table

Highlights

Net Sales	Gross Profit	Operating Profit	Quarterly Net Income
¥5,081 MM	¥1,763 MM	¥73 MM	¥37 MM
YoY +6.3%	YoY +1.8%	YoY ▲47.0%	YoY +32.8%
(Previous year: ¥4,781 MM)	(Previous year: ¥1,732 MM)	(Previous year: ¥139 MM)	(Previous year: ¥28 MM)

Net sales increased 6.3% year-on-year, driven by steady growth in the wholesale and global channels.

- Sales at stores (directly operated and franchise) increased 4.2% year-on-year, as growth from newly opened stores offset still-recovering customer traffic at existing stores*1 (YoY: 99%).
- E-commerce sales recovered to -0.3% year-on-year, as various measures implemented on the EC site began to take effect.
- Wholesale sales increased 5.5% year-on-year, supported by strong sales through major retail chains.
- Global sales increased 21.3% year-on-year, driven by sales growth in the United States and South Korea.

Gross profit margin was 34.7%, down 1.5pt year-on-year.

- Gross profit margin declined due to rising raw material costs and stronger promotion of lower-margin product categories.

Operating margin was 1.5%, down 1.4pt year-on-year.

- In addition to the decline in gross profit margin, SG&A expenses such as personnel costs and packing and shipping costs increased, resulting in a 47.0% year-on-year decline in operating profit. Operating margin also fell 1.4pt year-on-year to 1.5%.

Quarterly net income increased 32.8% year-on-year.

- Quarterly net income increased 32.8% year-on-year to ¥37 million, due to a decrease in the extraordinary losses recorded in the previous year.

*1 Our group defines stores that have been open for 18 months or more as "existing stores."

Summary of Consolidated Financial Results

- Net sales rose 6.3% year on year. However, operating profit and ordinary profit fell below the prior-year period due to higher cost of sales and increased SG&A expenses aimed at supporting future growth.
- Profit attributable to owners of parent increased year on year, supported by a reduction in extraordinary losses.

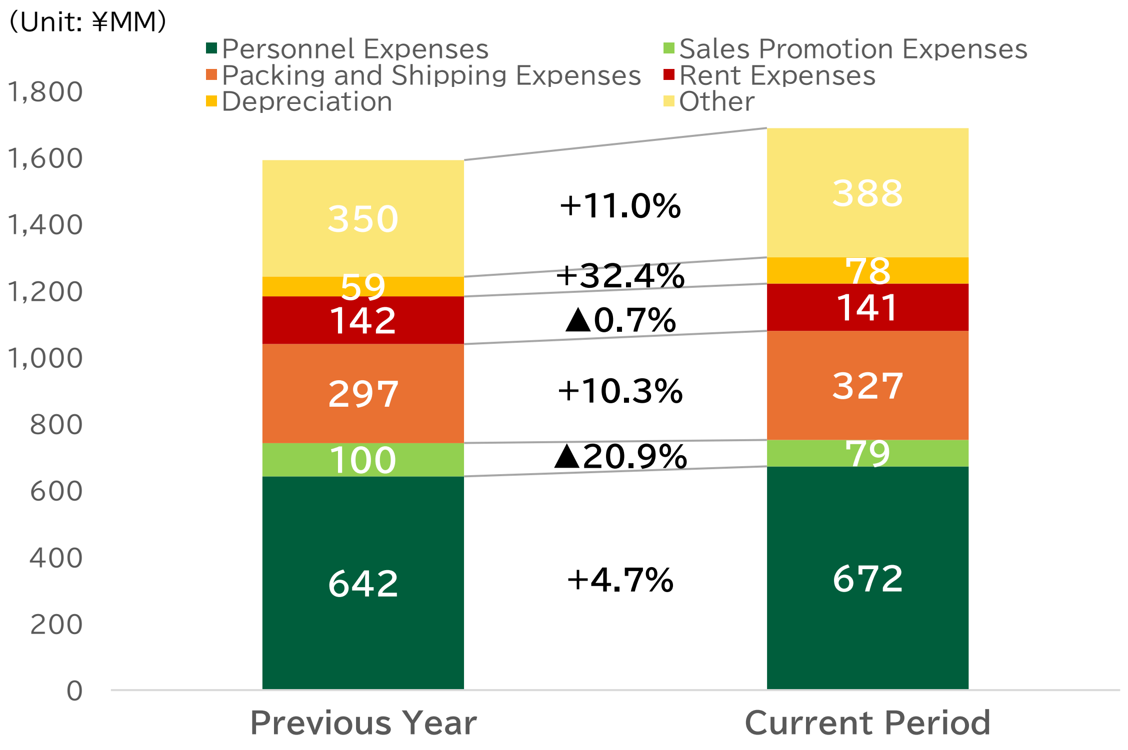
(Unit: ¥K)	1Q Cumulative Period (2026/04～2026/06)				
		% of Sales	Previous Year	% of Sales	YoY
Net Sales	5,081,774	100.0%	4,781,198	100.0%	6.3%
Cost of Sales	3,318,750	65.3%	3,049,065	63.8%	8.8%
Gross Profit	1,763,024	34.7%	1,732,132	36.2%	1.8%
SG&A Expenses	1,689,236	33.2%	1,592,843	33.3%	6.1%
Operating Profit	73,788	1.5%	139,289	2.9%	▲47.0%
Ordinary Profit	81,411	1.6%	106,093	2.2%	▲23.3%
Quarterly Net Income Attributable to Owners of Parent	37,398	0.7%	28,162	0.6%	32.8%

SG&A Expenses Overview

SG&A expenses increased ¥96MM (6.1%) year-on-year.

- **Personnel Expenses:** Increased ¥30MM (4.7%) year-on-year, due to base salary increases, etc.
- **Sales Promotion Expenses:** Promotion expenses decreased by ¥20MM (20.9%) year on year, driven by the implementation of more effective promotional initiatives aligned with the sales strategy.
- **Packing and Shipping Expenses:** Increased ¥30MM (10.3%) year-on-year, due to increased product transportation costs associated with higher sales and increases in delivery and cold storage fees, etc.
- **Depreciation:** Increased ¥19MM (32.4%) year-on-year, due to capital investment in the Nagano Production Base, new directly-operated store openings, and renovation of directly-operated stores, etc.
- **Other expenses:** Increased ¥38MM (11.0%) year-on-year, due to store supply costs associated with higher sales and expenses related to obtaining food safety certifications, etc.

Q1 Cumulative Period (2026/04-2026/06)

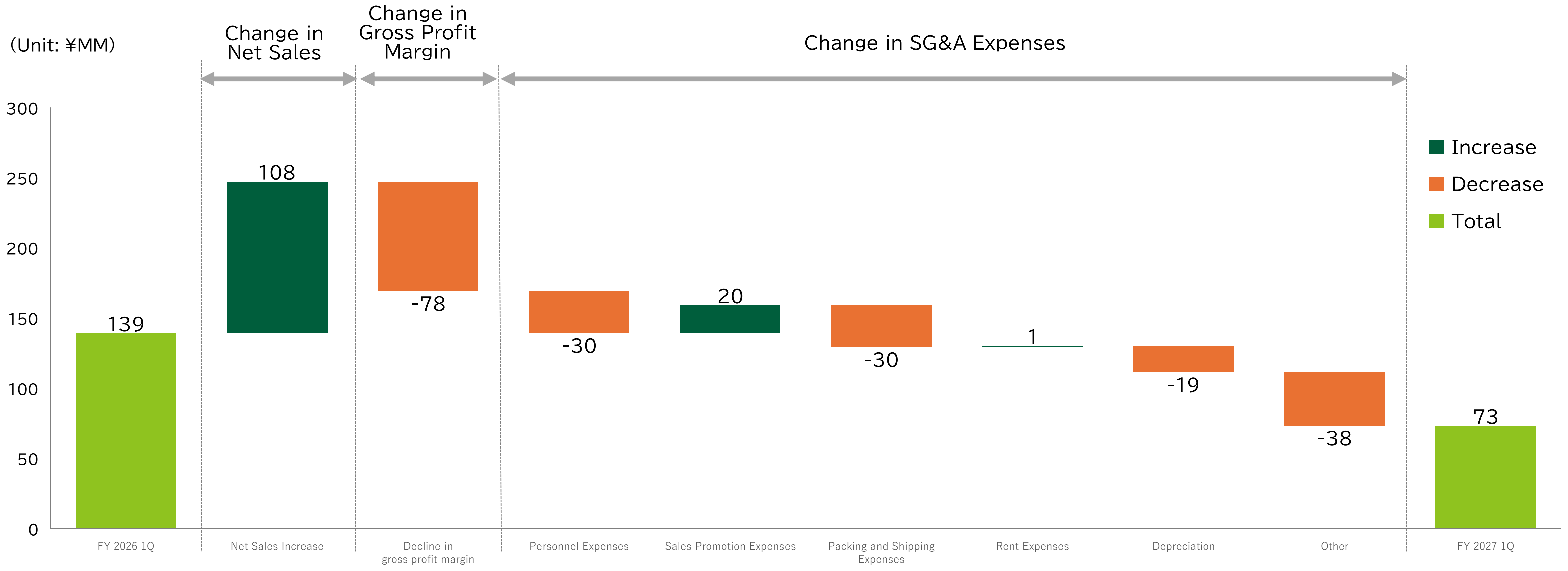


(Unit: ¥K)	Q1 Cumulative Period (2026/04-2026/06)					
		% of Sales	Previous Year	% of Sales	YoY Diff.	YoY
Personnel Expenses	672,419	13.2%	642,305	13.4%	30,113	4.7%
Sales Promotion Expenses	79,391	1.6%	100,343	2.1%	▲20,952	▲20.9%
Packing and Shipping Expenses	327,773	6.4%	297,212	6.2%	30,561	10.3%
Rent Expenses	141,941	2.8%	142,997	3.0%	▲1,055	▲0.7%
Depreciation	78,914	1.6%	59,583	1.2%	19,330	32.4%
Other	388,795	7.7%	350,400	7.3%	38,394	11.0%
Total	1,689,236	33.2%	1,592,843	33.3%	96,392	6.1%

Consolidated Operating Profit YoY

- Gross profit margin declined due to rising raw material and material costs, and increased promotion of lower-margin product categories as part of store merchandising reforms aimed at recovering customer traffic.
- Operating profit decreased ¥65MM year-on-year, due to an increase in SG&A expenses such as personnel and packing and shipping costs.

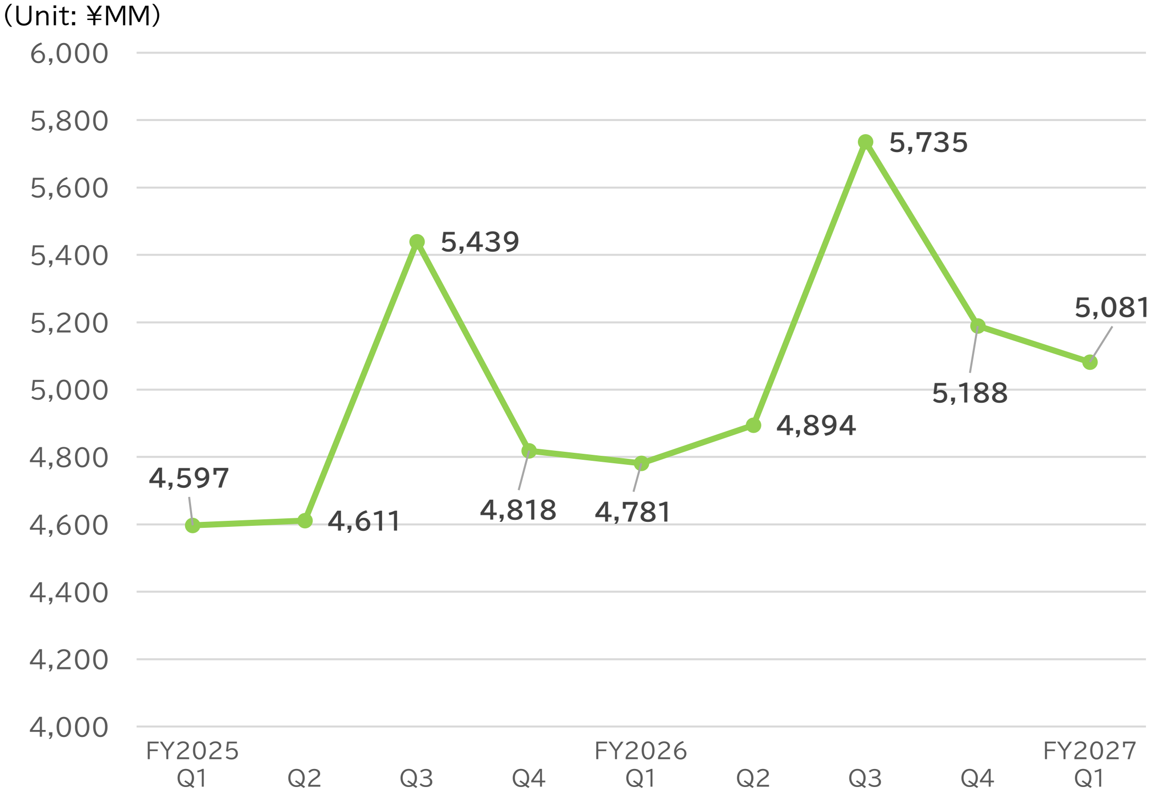
Factors Behind Change in Consolidated Operating Profit



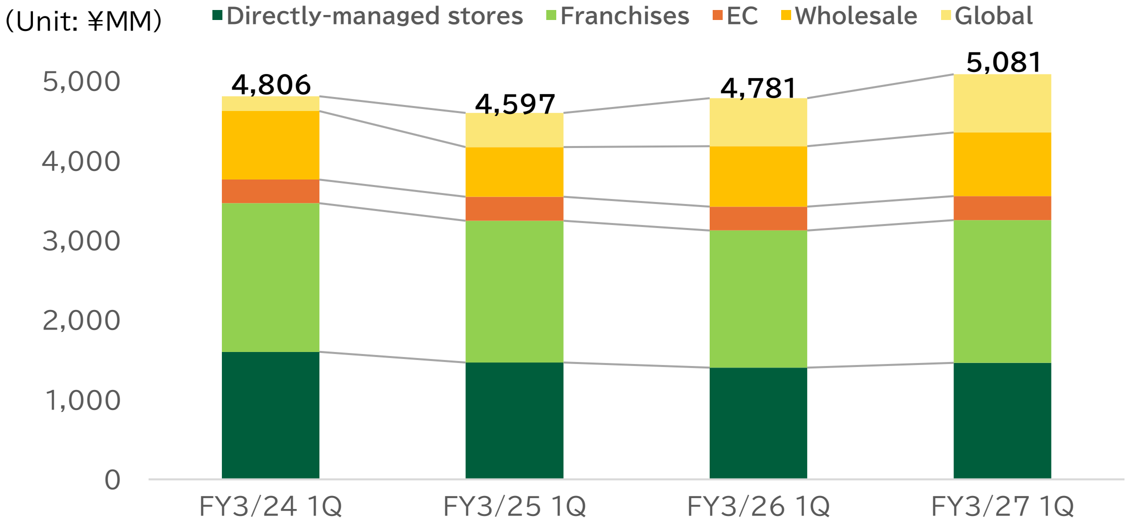
Consolidated Net Sales Trend

- Despite significant seasonal fluctuations inherent to the business, consolidated net sales have been on an increasing trend since FY Ending March 2025.
- Looking at Q1 consolidated net sales over the past four fiscal years, net sales have shown steady growth since bottoming out in Q1 FY Ending March 2025.

Consolidated Net Sales Trend Since FY Ending March 2025



Trend in Q1 Consolidated Net Sales Over the Past 4 Fiscal Years

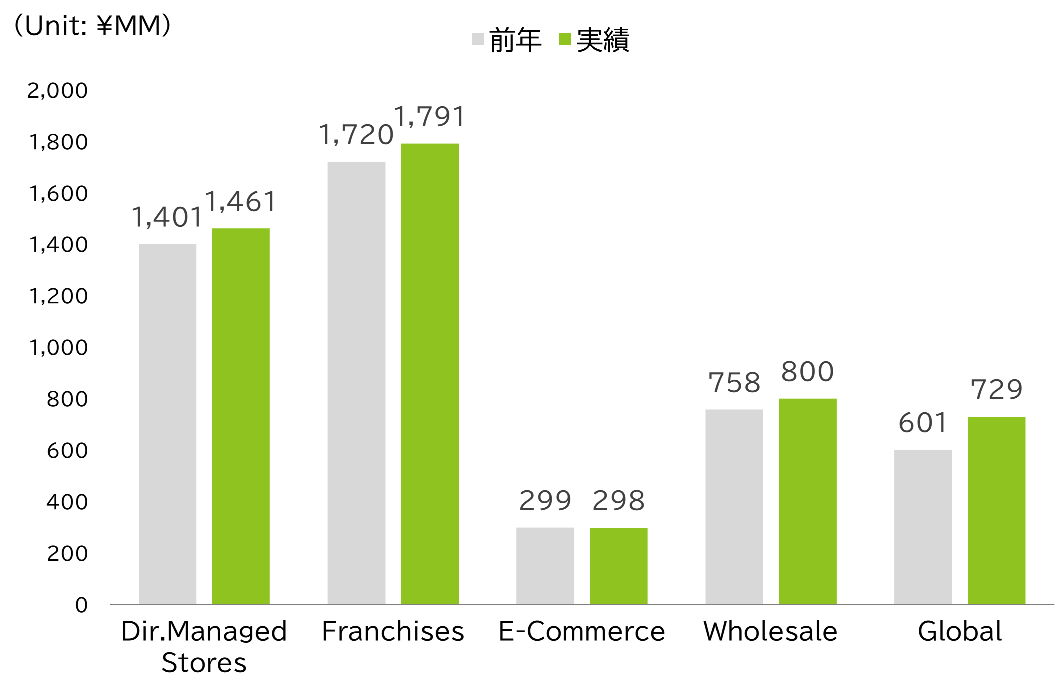


Directly-managed stores	1,599	1,464	1,401	1,461
Franchises	1,864	1,779	1,720	1,791
EC	296	303	299	298
Wholesale	859	621	758	800
Global	185	428	601	729

Net Sales by Sales Channel

- **Stores (Directly-managed stores and Franchises):** Net sales increased 4.2% year-on-year, driven by contributions from newly opened stores. Meanwhile, existing store sales decreased 1.7% year-on-year, and we continue to pursue merchandising reforms to recover customer traffic.
- **EC:** The effects of comprehensive measures on the official EC site and Rakuten Market site have gradually taken hold, with sales recovering to a 0.3% year-on-year decrease.
- **Wholesale:** Sales increased 5.5% year-on-year, supported by strong transactions with major retail chains.
- **Global:** Sales increased steadily at U.S. subsidiary SCI and in South Korea, up 21.3% year-on-year.

Q1 Cumulative Period (2026/04-2026/06)



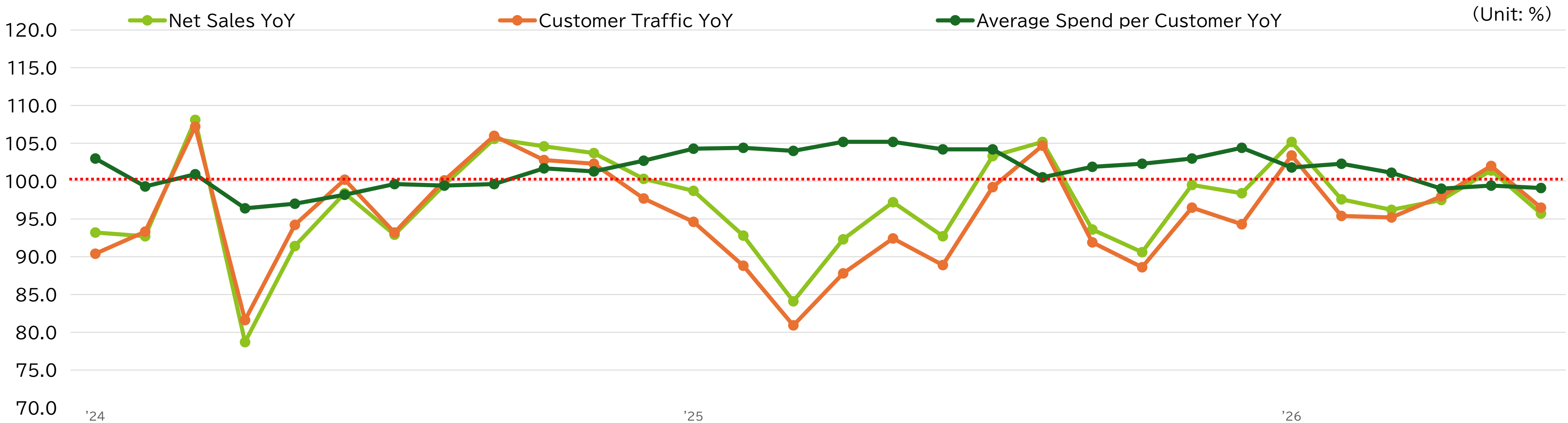
(Unit: ¥ K)	Q1 Cumulative Period (2026/04-2026/06)				
		% of Sales	Previous Year	% of Sales	YoY
Directly-managed stores	1,461,846	28.8%	1,401,521	29.3%	4.3%
Franchise	1,791,978	35.3%	1,720,764	36.0%	4.1%
EC	298,149	5.9%	299,162	6.3%	-0.3%
Wholesale	800,007	15.7%	758,168	15.9%	5.5%
Global	729,793	14.4%	601,580	12.6%	21.3%
Total	5,081,774	100.0%	4,781,198	100.0%	6.3%

Existing Store[*1] Sales, Traffic & Spend per Customer Trend

Through store merchandising reforms that integrate store presentation, product development, and stronger in-store sales capabilities, existing store customer traffic has been on a recovery trend, with some months surpassing the previous year.

Existing Store Sales, Traffic & Spend per Customer YoY Trend

(Unit: %)



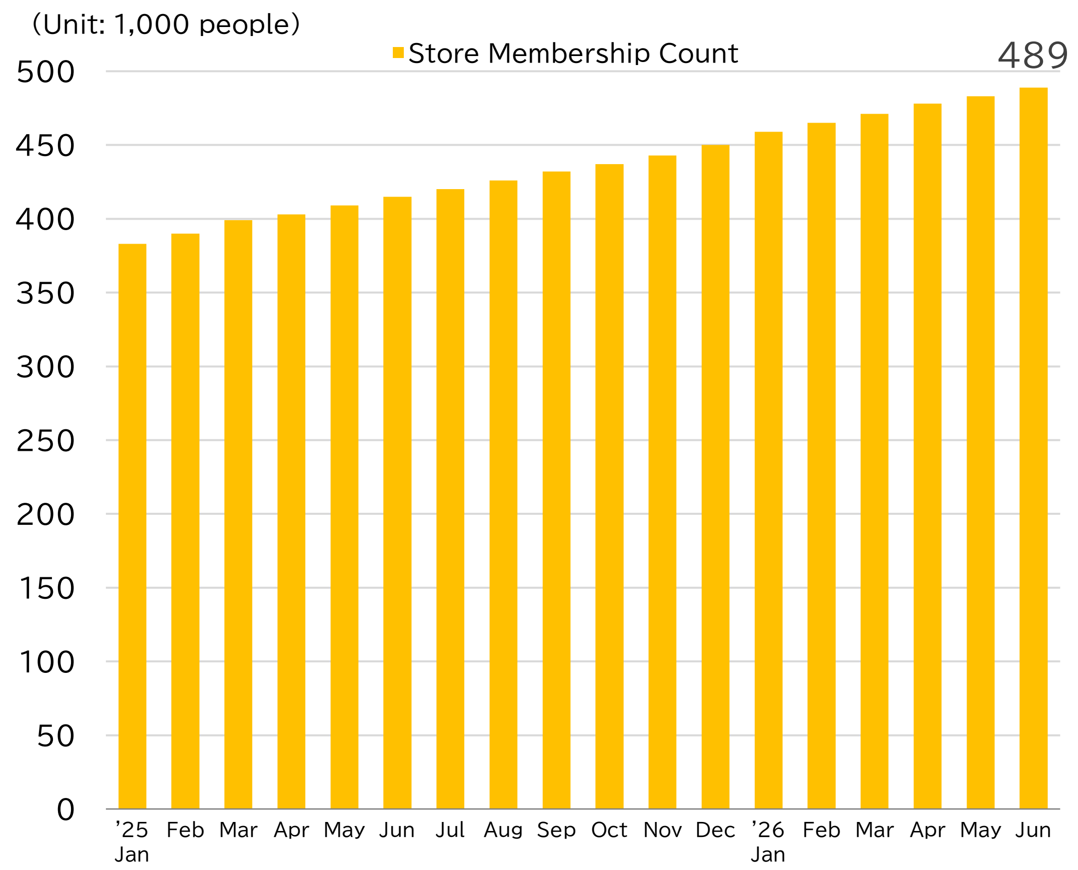
	'24 Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	'25 Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	'26 Jan	Feb	Mar	Apr	May	Jun
Net Sales YoY	93.2	92.7	108.1	78.7	91.4	98.4	92.9	99.5	105.6	104.6	103.7	100.3	98.7	92.8	84.1	92.3	97.2	92.7	103.3	105.2	93.6	90.6	99.5	98.4	105.2	97.6	96.2	97.5	101.4	95.7
Customer Traffic YoY	90.4	93.3	107.2	81.6	94.2	100.2	93.2	100.1	106.0	102.8	102.3	97.7	94.6	88.8	80.9	87.8	92.4	88.9	99.2	104.7	91.9	88.6	96.5	94.3	103.4	95.4	95.2	98.0	102.0	96.5
Average Spend per Customer YoY	103.0	99.3	100.9	96.4	97.0	98.2	99.6	99.4	99.6	101.7	101.3	102.7	104.3	104.4	104.0	105.2	105.2	104.2	104.2	100.5	101.9	102.3	103.0	104.4	101.8	102.3	101.1	99.0	99.4	99.1

*1 Our group defines stores that have been open for 18 months or more as "existing stores."

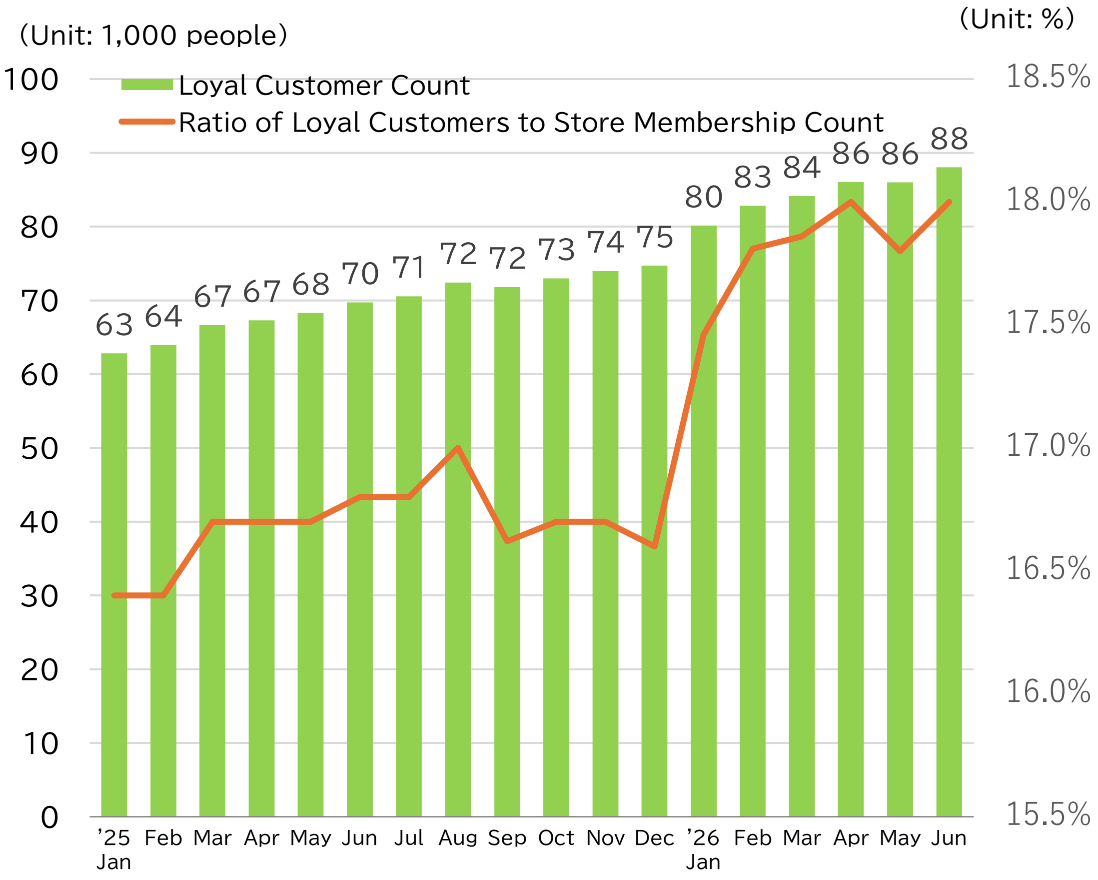
Store Membership Count and Loyal Customer Ratio

- Store membership count has increased month-over-month for 27 consecutive months, reflecting continued steady growth in our membership base.
- The loyal customer ratio has risen since 2025 due to enhanced CRM initiatives and other measures, reaching the 18% range most recently.

Store Membership Count Trend [*1]



Loyal Customer Ratio Trend [*2]



*1 The graph above shows the number of member customers who use our stores, excluding EC members. *2 Among member customers registered in our official app, we define "loyal customers" as those whose total purchase amount over the 7 months from the reference date (end of each month) exceeds a threshold amount set by the Company.

Number of Stores by Business Format

Our store opening strategy is shifting from quantity to quality. This fiscal year, we are carefully limiting new openings to around 3 directly-operated stores, shifting focus to strengthening the profitability of existing stores.

During the current first quarter, we closed one store under the "Kuze Fuku & Co." format. The number of stores as of the end of June 2026 is as follows.

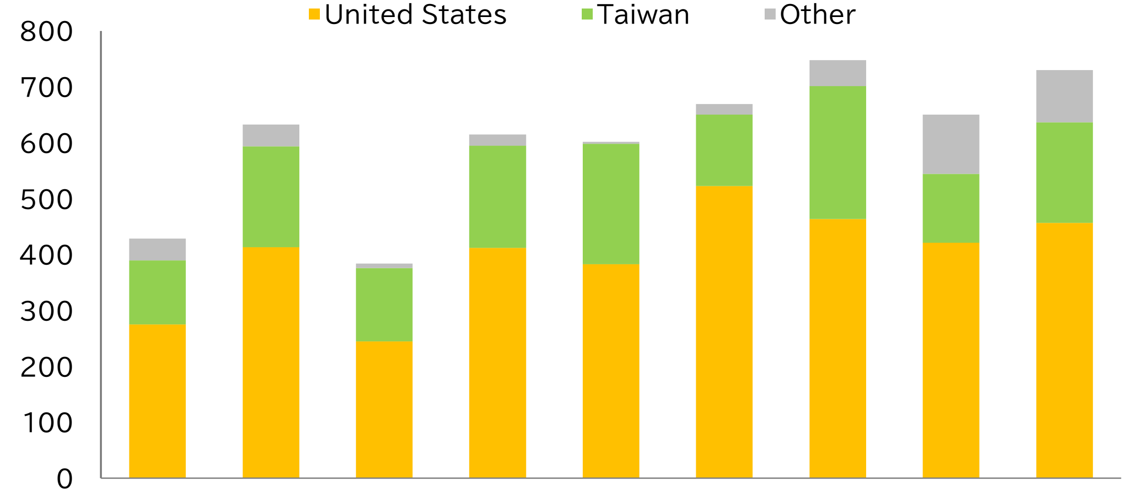
(Unit: Stores)

Business Format	Category	End of March 2026	Increase	Decrease	End of June 2026
St.Cousair	Directly Operated	3	-	-	3
	Franchised	-	-	-	-
	Subtotal	3	-	-	3
Kuze Fuku & Co.	Directly Operated	53	-	1	52
	Franchised	121	-	-	121
	Subtotal	174	-	1	173
Total (All Formats)	Directly Operated	56	-	1	55
	Franchised	121	-	-	121
	Subtotal	177	-	1	176

Global Business Status: Net Sales by Country

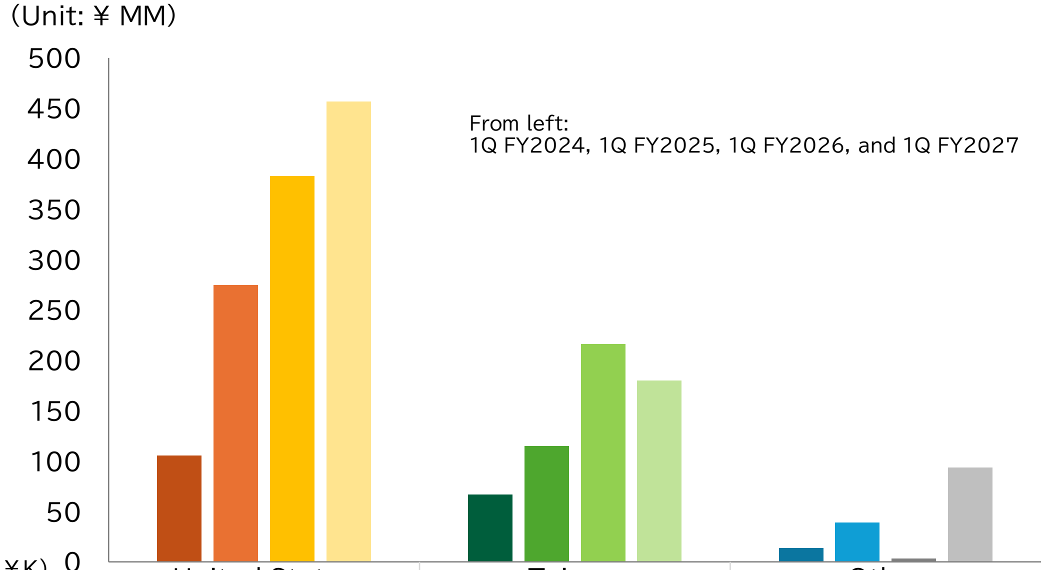
- United States of America: At our U.S. subsidiary St.Cousair Inc. (SCI), in addition to increased sales of the "KUZE FUKU & SONS" and "Portlandia" brands, the inclusion of sales from "KELLY' S JELLY," whose business was acquired in April 2025, contributed to a 19.3% year-on-year increase in sales. *1,*2
- Taiwan: Although net sales decreased 16.6% year-on-year, transactions with major U.S.-affiliated retail chains remained steady.
- Others: Mainly due to expanded transactions with major U.S.-affiliated retail chains at SCK*3 in South Korea, net sales increased ¥90MM compared to the previous year.

Net Sales Trend



(Unit: ¥K)	FY2025 Q1	Q2	Q3	Q4	FY2026 Q1	Q2	Q3	Q4	FY2027 Q1
United States	274,837	412,872	244,216	411,748	382,666	522,655	463,453	421,298	456,575
Taiwan	114,720	180,566	131,232	182,949	215,832	127,936	238,152	123,185	179,904
Other	39,153	39,323	8,554	20,394	3,081	18,485	46,446	105,954	93,313

Net Sales Trend by Country *4



(Unit: ¥K)	United States	Taiwan	Other
FY2024 Q1	105,575	66,937	13,395
FY2025 Q1	274,837	114,720	39,153
FY2026 Q1	382,666	215,832	3,081
FY2027 Q1	456,575	179,904	93,313

*1 Corresponds to January-March 2026 for the U.S. subsidiary *2 In this consolidated fiscal year, the average USD exchange rate used to translate the U.S. subsidiary's results was ¥156.96 (¥152.55 in the same period of the previous year)

*3 Abbreviation for St.Cousair Korea Co., Ltd. (South Korean subsidiary)
*4 Aggregated by final country of sale.

Balance Sheet

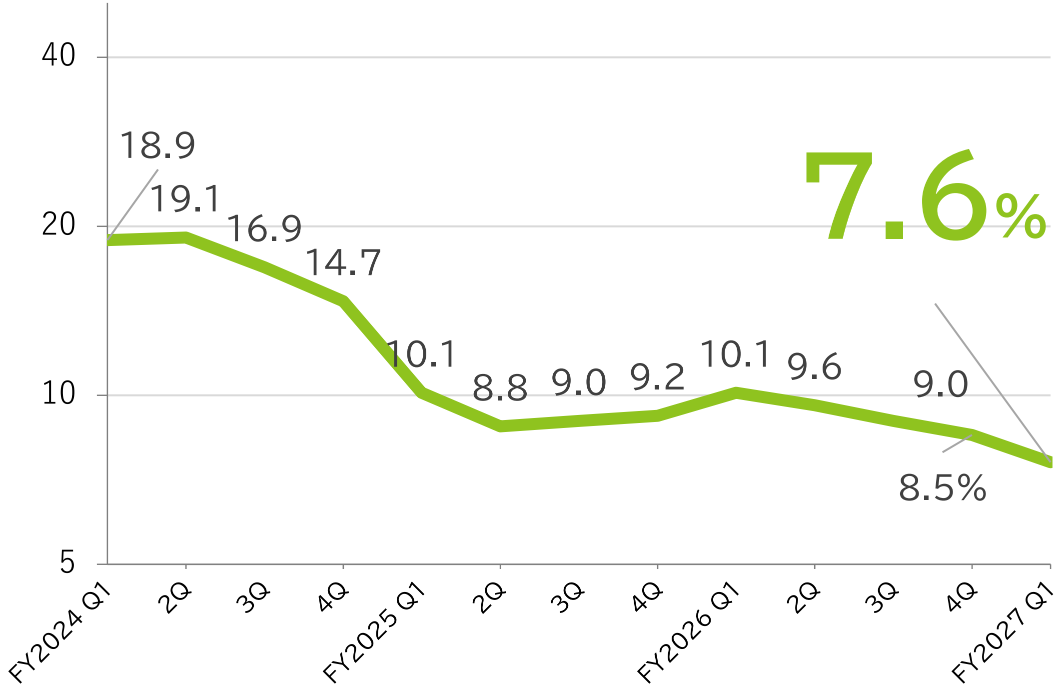
- Fixed assets increased 10.8% from March 31, 2026, mainly due to the acquisition of the Nagano Production Base and other assets. Liabilities increased as a result of financing through long-term borrowings, and the equity ratio declined 4.1 percentage points to 46.7%.
- Net assets decreased 5.1% from March 31, 2026, mainly due to a decrease in retained earnings resulting from dividend payments and other factors.

(Unit: ¥ K)	End of March 2026	End of June 2026	
			vs. FY-End
Cash and deposits	2,311,704	**2,034,423**	**▲12.0%**
Accounts receivable	2,037,591	**1,697,284**	**▲16.7%**
Inventories	1,917,021	**2,387,567**	**24.5%**
Other current assets	109,654	**174,990**	**59.6%**
Allowance for doubtful accounts	**▲521**	**▲450**	**▲13.6%**
Total current assets	6,375,451	**6,293,816**	**▲1.3%**
Total fixed assets	3,836,797	**4,251,171**	**10.8%**
Total assets	10,212,248	**10,544,987**	**3.3%**
Total liabilities	5,020,838	**5,616,548**	**11.9%**
Total net assets	5,191,410	**4,928,438**	**▲5.1%**
Equity ratio	**50.8%**	**46.7%**	**▲4.1pt**

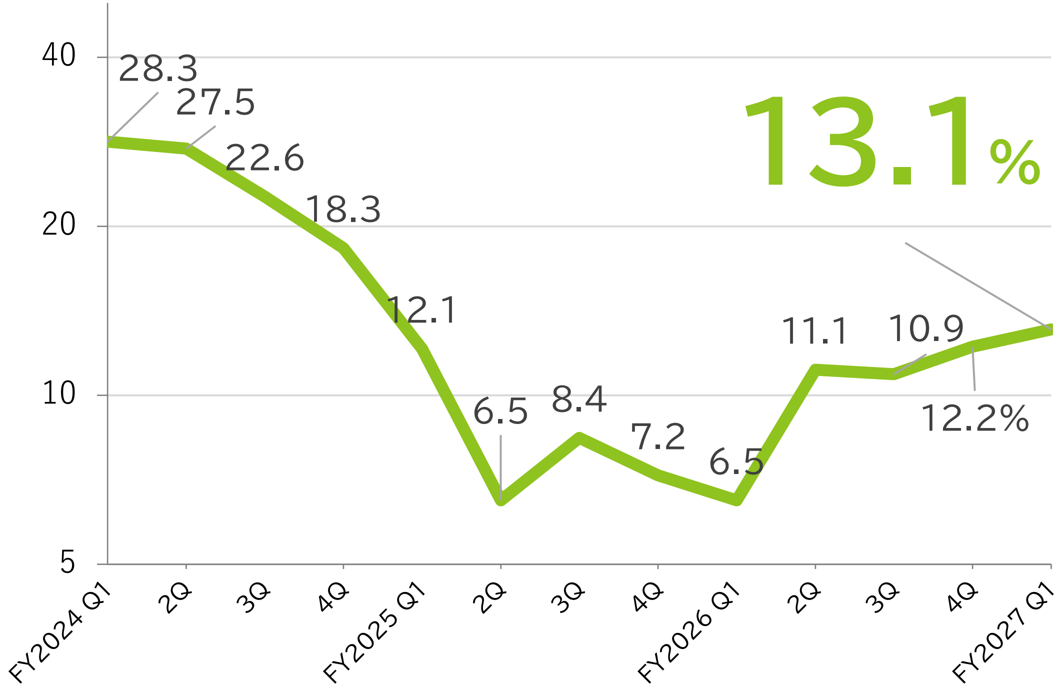
ROIC/ROE

- ROE continued to improve due to an increase in quarterly net income attributable to owners of the parent.
- In addition to a decrease in operating profit, invested capital expanded due to an increase in interest-bearing debt from the acquisition of the Nagano Production Base, etc., pushing down ROIC. We are aiming to improve ROIC by promoting profitability improvement measures, including upfront investments.

ROIC (Trailing 12 Months)



ROE (Trailing 12 Months)



Progress Against FY Ending March 2027 Consolidated Earnings Forecast

Progress of group performance and net sales by sales channel against the consolidated earnings forecast for FY Ending March 2027 is as follows.

The full-year earnings forecast remains unchanged at this time.

Consolidated Performance Progress

- **Net Sales:** Progressing steadily.
- **Operating Profit:** Continuing to improve gross profit margin and reduce SG&A expenses.
- **Ordinary Profit and Net Income Attributable to Owners of the Parent:** Posted a foreign exchange gain of ¥14 MM and an extraordinary loss of ¥7 MM .

(Unit: ￥MM)	Q1 FY Ending March 2027		
		Full-Year Forecast	Progress
Net Sales	5,081	21,082	24.1%
Operating Profit	73	812	9.0%
Operating Profit Margin	1.5%	3.9%	–
Ordinary Profit	81	758	10.7%
Net Income Attributable to Owners of the Parent	37	403	9.2%

Net Sales Progress by Sales Channel

- **Directly-managed Stores and Franchises:** Promoting store improvement reforms to increase customer traffic at existing stores.
- **EC:** Promoting measures to improve the purchase rate on the official EC site.
- **Wholesale:** Increasing transactions with major retail chains and expanding the client portfolio.
- **Global:** Promoting increased sales of existing U.S. brands and expanding sales channels in Asia and other regions.

(Unit: ￥MM)	Q1 FY Ending March 2027		
		Full-Year Forecast	Progress
Directly-managed Stores	1,461	6,468	22.6%
Franchise	1,791	7,273	24.6%
EC	298	1,200	24.8%
Wholesale	800	3,480	23.0%
Global	729	2,661	27.4%
Total	5,081	21,082	24.1%

FY Ending March 2027 Business Policy

Domestic Business

① Expand Existing Store Profitability at Kuze Fuku & Co.

② Establish Production Efficiency and Profit Base

③ Strengthen Food SPA Model through M&A

Global Business

① Sustainable Growth and Profitability in the U.S.

② Growth and Brand Recognition in Asia and Other Regions

③ Build Brand Portfolio through M&A

FY Ending March 2027 Business Policy Progress

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Expand Existing Store Profitability at Kuze Fuku & Co. | Store Improvement Reforms & Enhanced CRM

Promote initiatives to increase customer traffic at existing Kuze Fuku & Co. stores, aiming to expand profitability.

Existing Store Average Annual Sales Target (vs. FY2026)

1.2x

FY2026: ¥105MM → FY2029: ˜¥127MM

Loyal Customer Count Target (vs. FY2026)

2.5x

FY2026: 80,000 → FY2029: 200,000

- **Store improvement reforms strengthening store presentation, product development, and in-store sales capabilities have begun rolling out sequentially at key stores.**

➢ Creating opportunities for store visits and first-time purchases through an expanded lineup of easy-to-try, reasonably priced products and enhanced in-store tasting.

- **Promoting various CRM initiatives targeted at repeat customers as well as new and light users.**

➢ **For Repeat Customers**
Awarding points as a token of appreciation for their continued patronage

➢ **For New and Light Users**
Enhanced social media video content introducing recommended products

Establish Production Efficiency and Profit Base

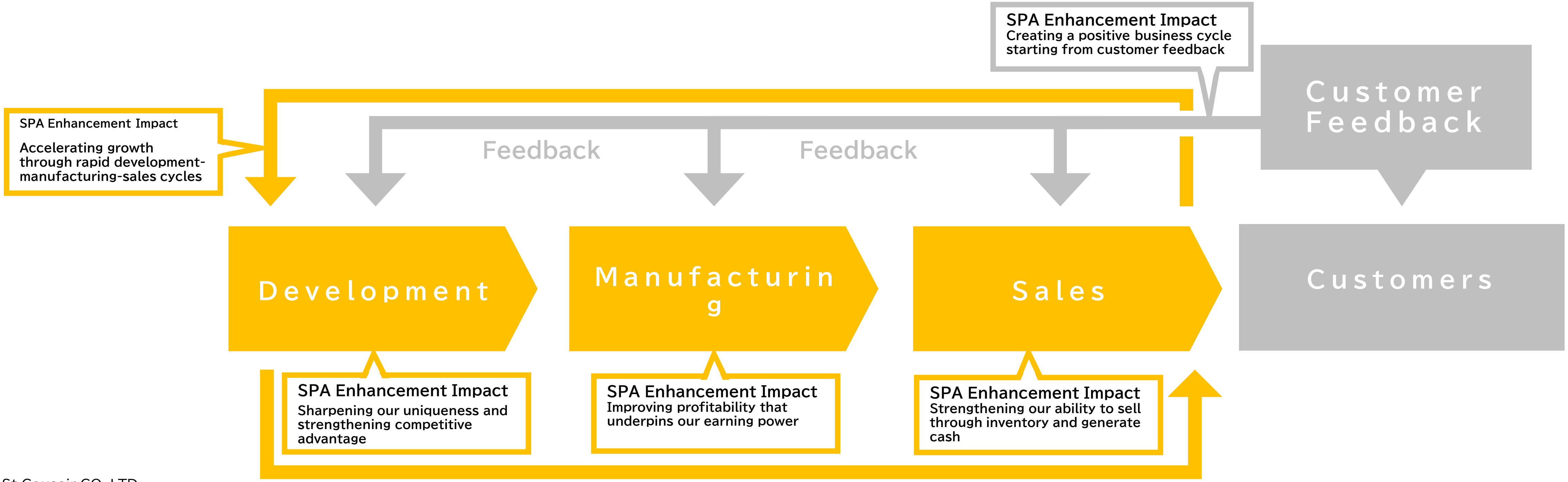
Achieve both cost reduction and stable supply through advanced AI-driven digital supply chain management and expanded in-house production at acquired factories.

- **The Nagano Production Base began operations in June 2026. We are promoting AI adoption and automation while increasing our in-house production ratio, driving down costs and stabilizing the quality and supply of our proprietary products.**

Strengthen Food SPA Model through M&A

Execute M&A to complement and strengthen development, manufacturing, and sales functions. We have identified three priority areas for the medium-to-long term and continue to select and evaluate candidate companies.

Priority Area	SPA Enhancement Impact
Confectionery Business	Creating high-value-added products to improve gross profit margin and achieve capital-efficient growth.
Manufacturing and Sales Business	Promoting in-house production to reduce costs and improve profit margins.
Retail Brands	Expanding sales channels to achieve both sales growth and improved inventory turnover.



FY Ending March 2027 Business Policy Progress

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Sustainable Growth and Profitability in the U.S.

At our U.S. subsidiary St.Cousair Inc. (SCI), we are expanding sales channels through distributor and sales broker networks*1 while improving profitability by raising factory utilization rates.

KUZE FUKU & SONS Store Distribution Count

5,000 Stores

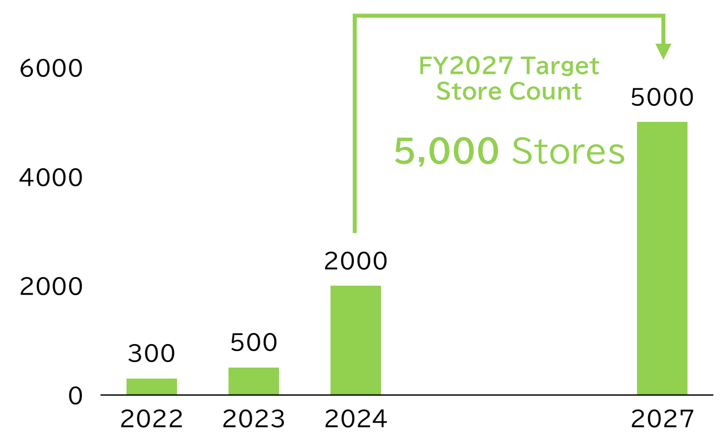
FY2027 Target (2,000 stores as of 2024)

Operating Profit Turns Positive

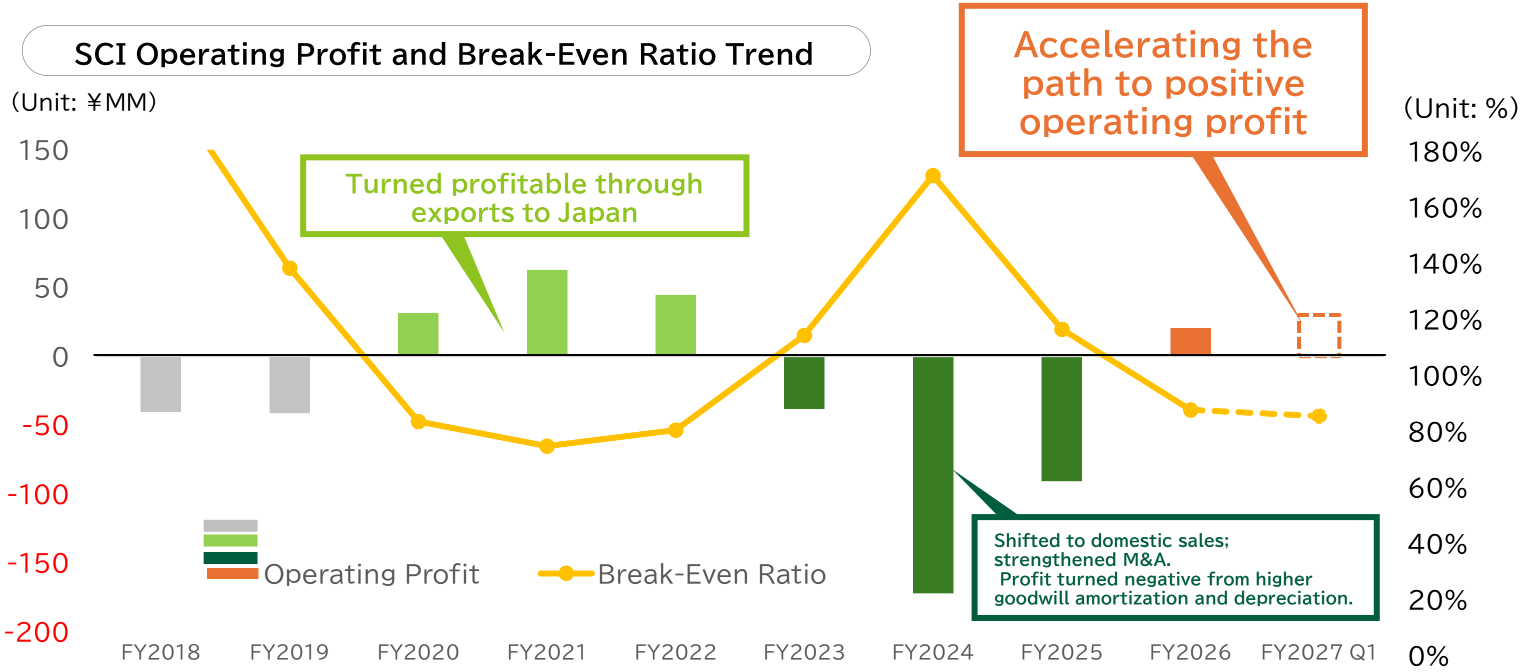
Expand

Achieved in FY2026

KUZE FUKU & SONS Store Distribution Trend



SCI Operating Profit and Break-Even Ratio Trend

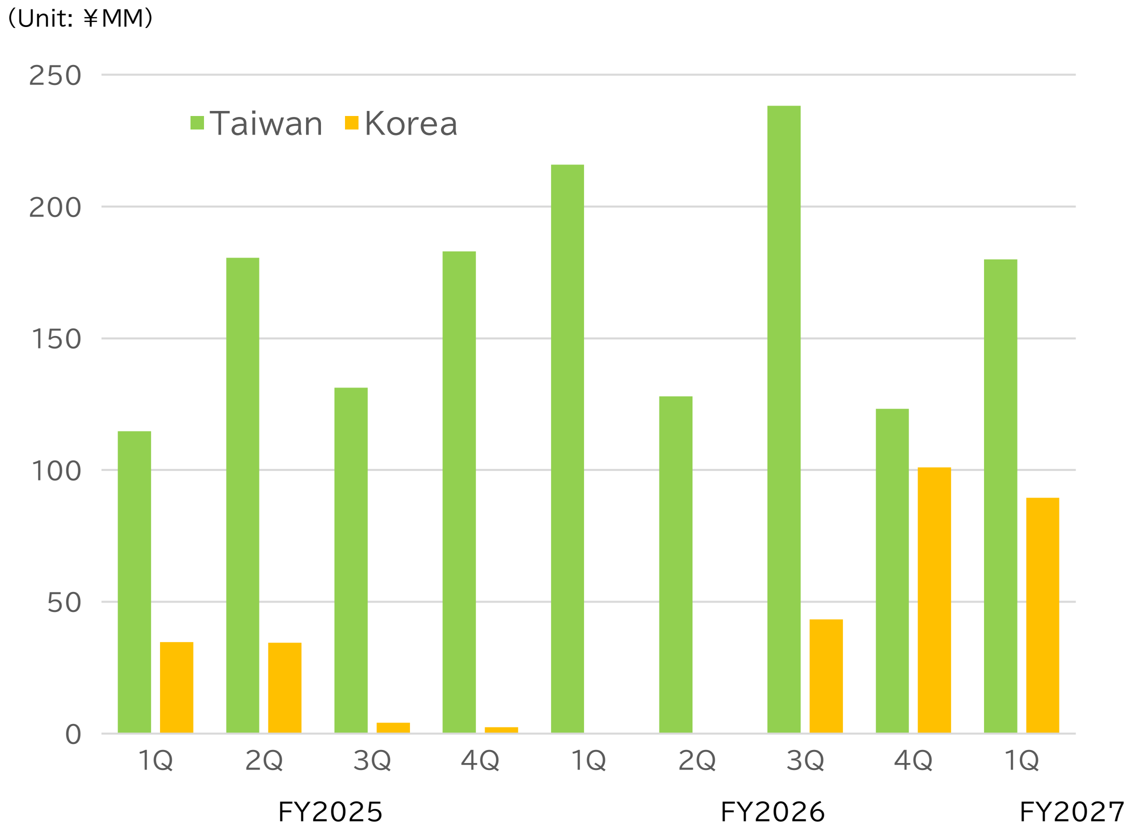


*1 A U.S.-specific business practice referring to external sales agents who, acting on behalf of suppliers, conduct sales activities toward retail channels (retailers and food service).

Growth and Brand Awareness Expansion in Asia and Other Regions

Continuing to expand sales channels, mainly in Taiwan and Korea. In Korea, sales activities by local subsidiary St.Cousair Korea Co., Ltd. (SCK) have been successful, contributing to expanded business.

Taiwan and Korea Quarterly Revenue Trend



Taiwan

Entering a stable growth phase, led by major retail chains

Korea

SCK -based strategy strengthens market intelligence and delivers products tailored to customer needs

M&A: Strengthening the Brand Portfolio

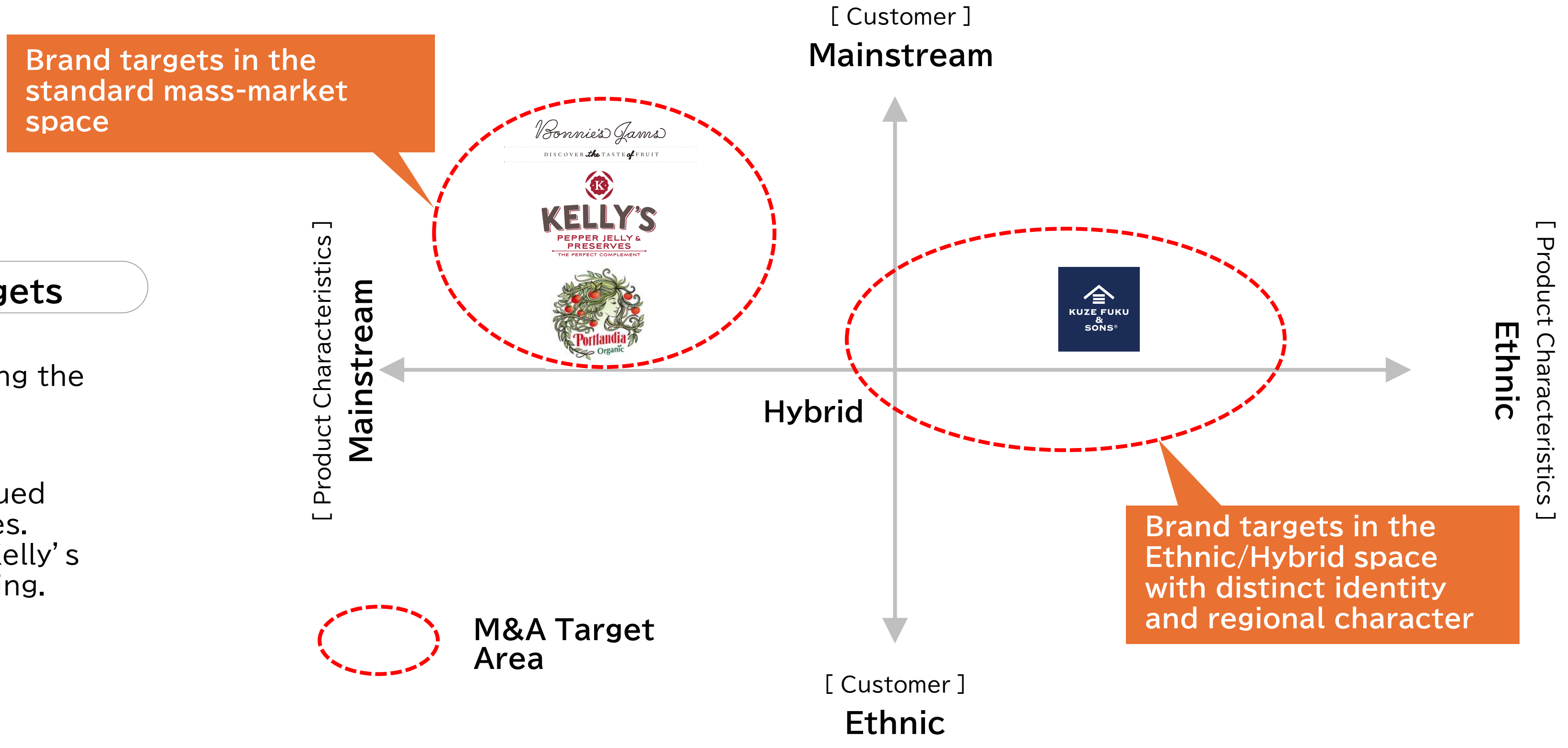
Continuing to pursue synergy-focused M&A, primarily in the U.S. market, to expand brand portfolio diversity and our sales network.

Area	Expected Synergies from Brand Acquisition
Sales	Acquiring the target company's existing sales channels and customers / cross-selling between our brand and the target company's sales channels
Manufacturing	Improved manufacturing efficiency and cost reduction by producing the acquired company's products at our U.S. factory

Brand Positioning and M&A Targets

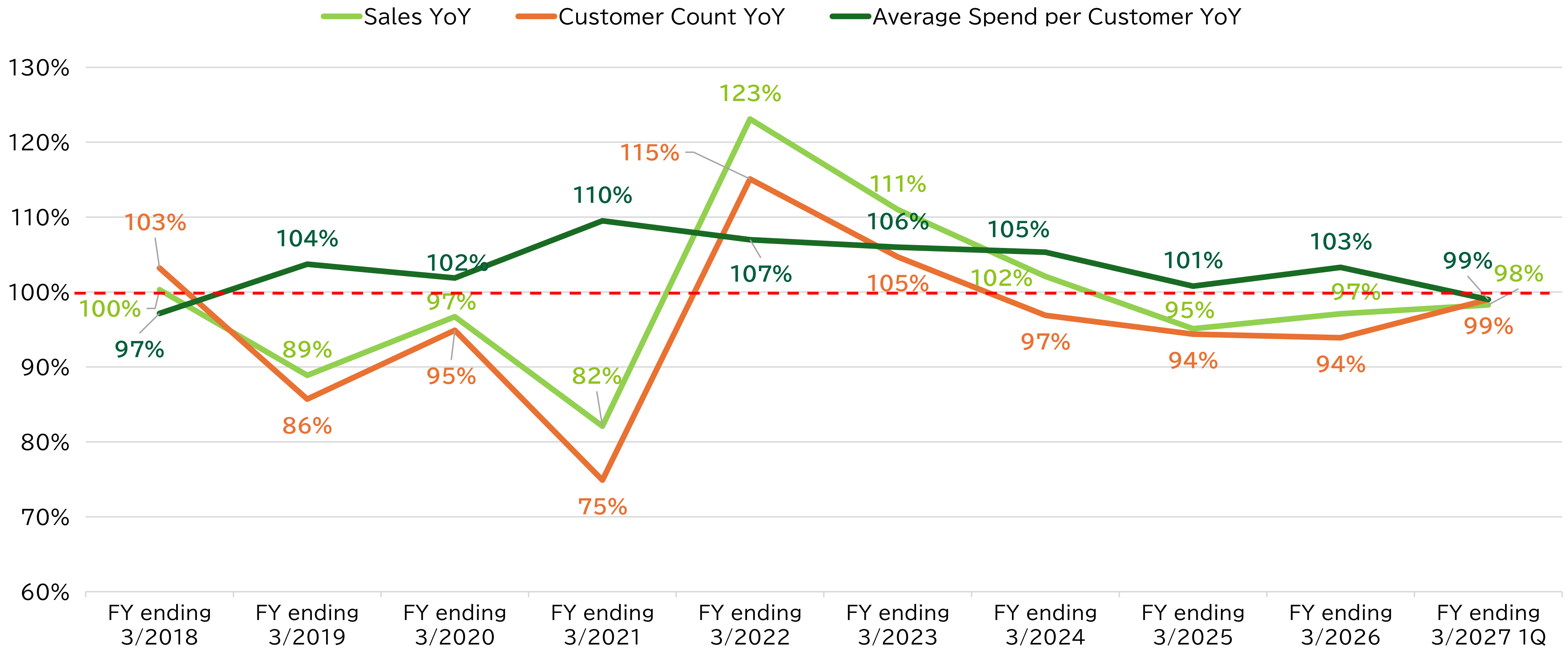
We are listing acquisition candidates spanning the Mainstream-to-Hybrid range.

During this Q1 accounting period, we continued initial screening of M&A candidate companies. Existing brands (Portlandia, Bonne's Jams, Kelly's Jelley) showed steady progress in cross-selling.



Existing Store Net Sales, Customer Traffic, and Spend per Customer Trend

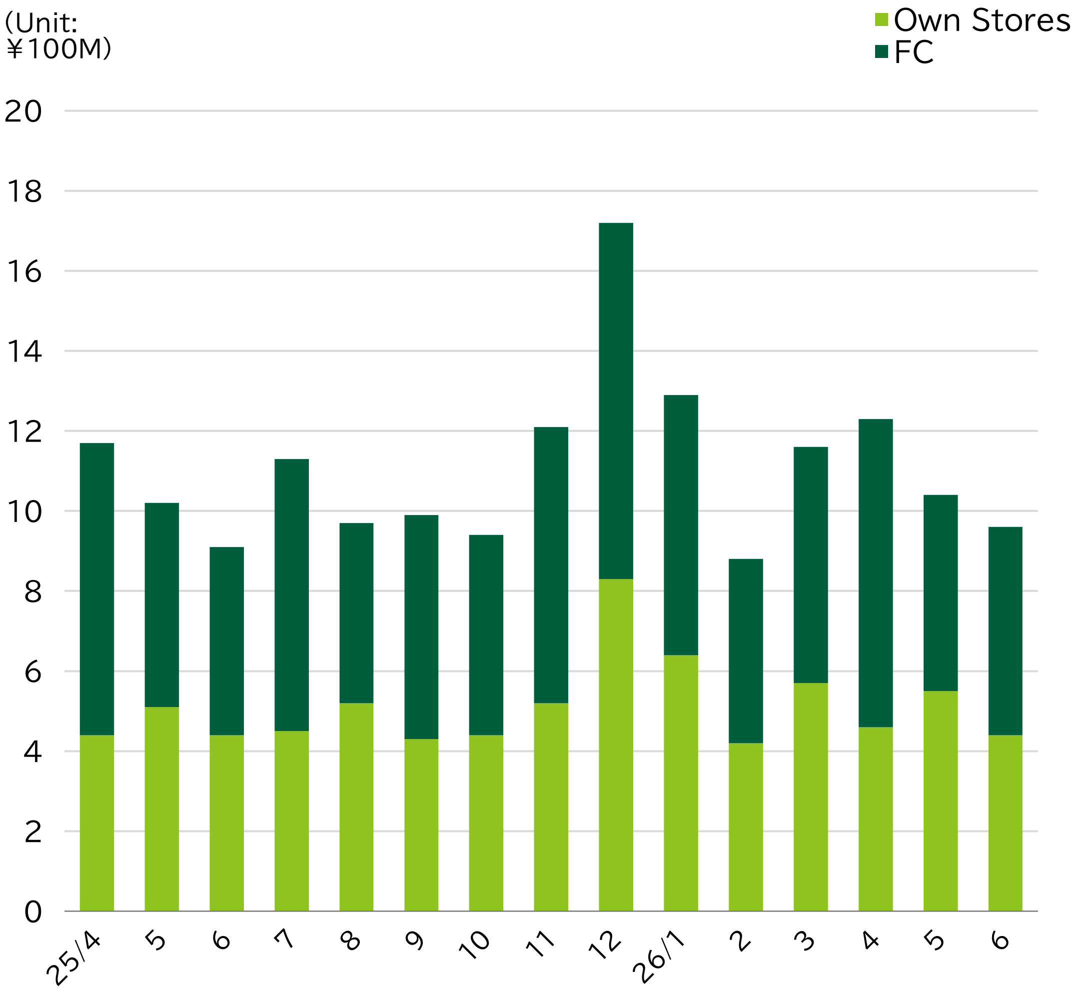
Existing Store Net Sales, Customer Traffic & Spend per Customer YoY Trend *1,2



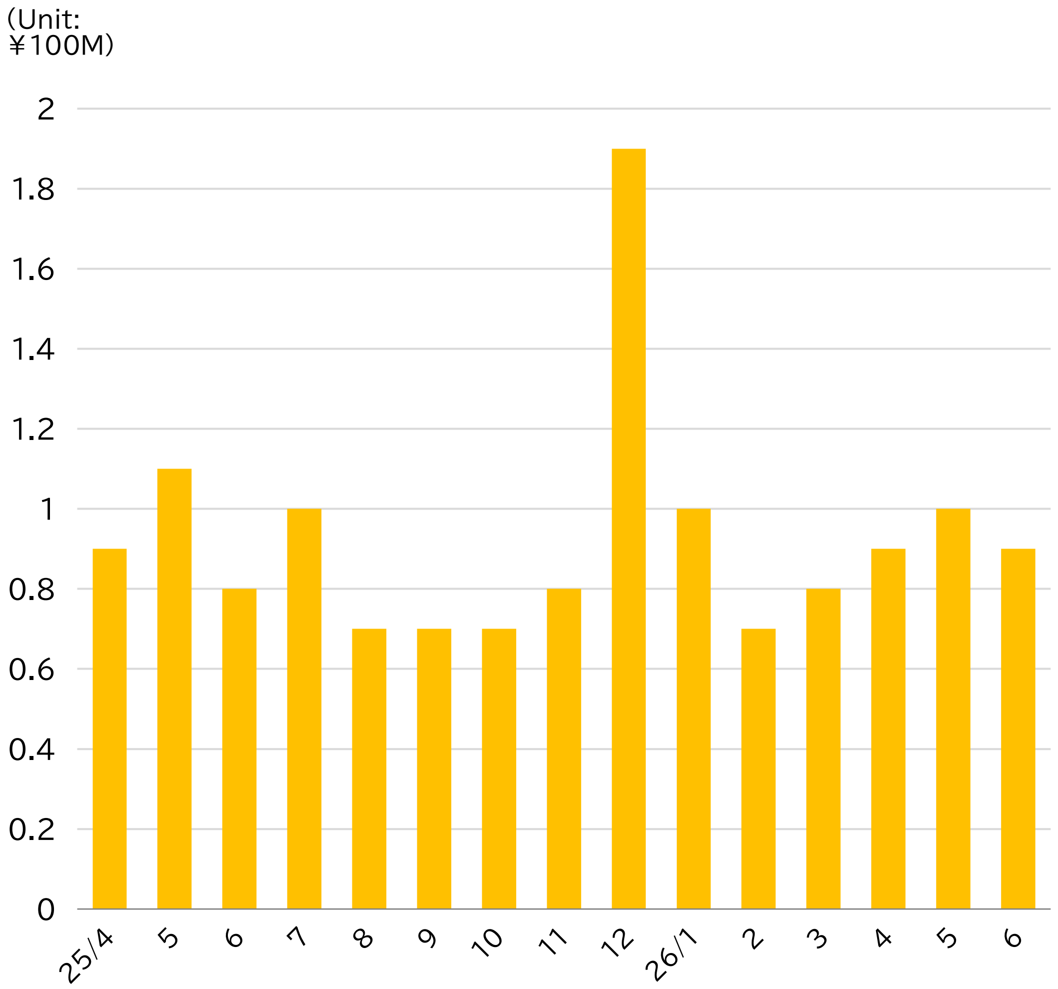
*1 Our group defines stores that have been open for 18 months or more as "existing stores." *2 The year-on-year comparison of net sales, customer traffic, and spend per customer is calculated for stores that had been open for 18 months or more as of the beginning of each fiscal year.

Performance by Sales Channel (Stores/EC)

Monthly Net Sales (Stores)

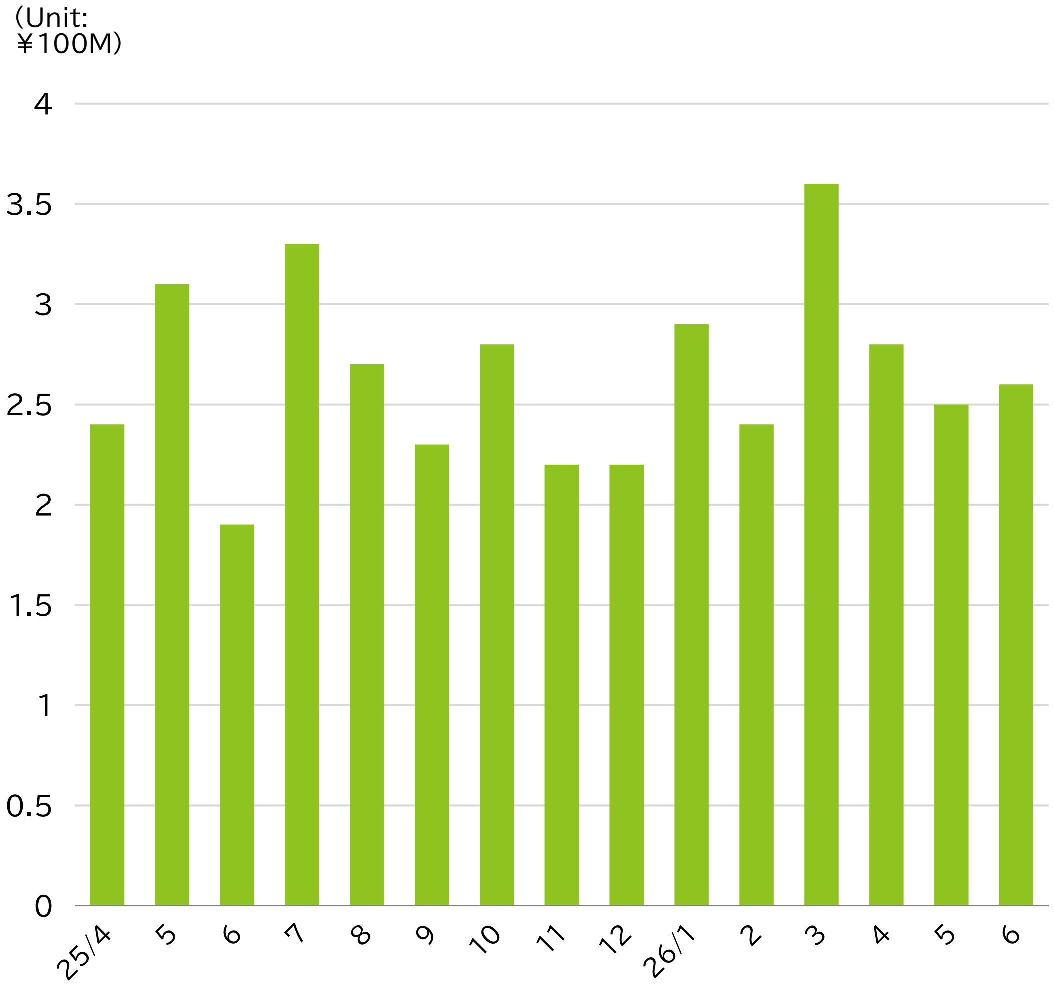


Monthly Net Sales (EC)

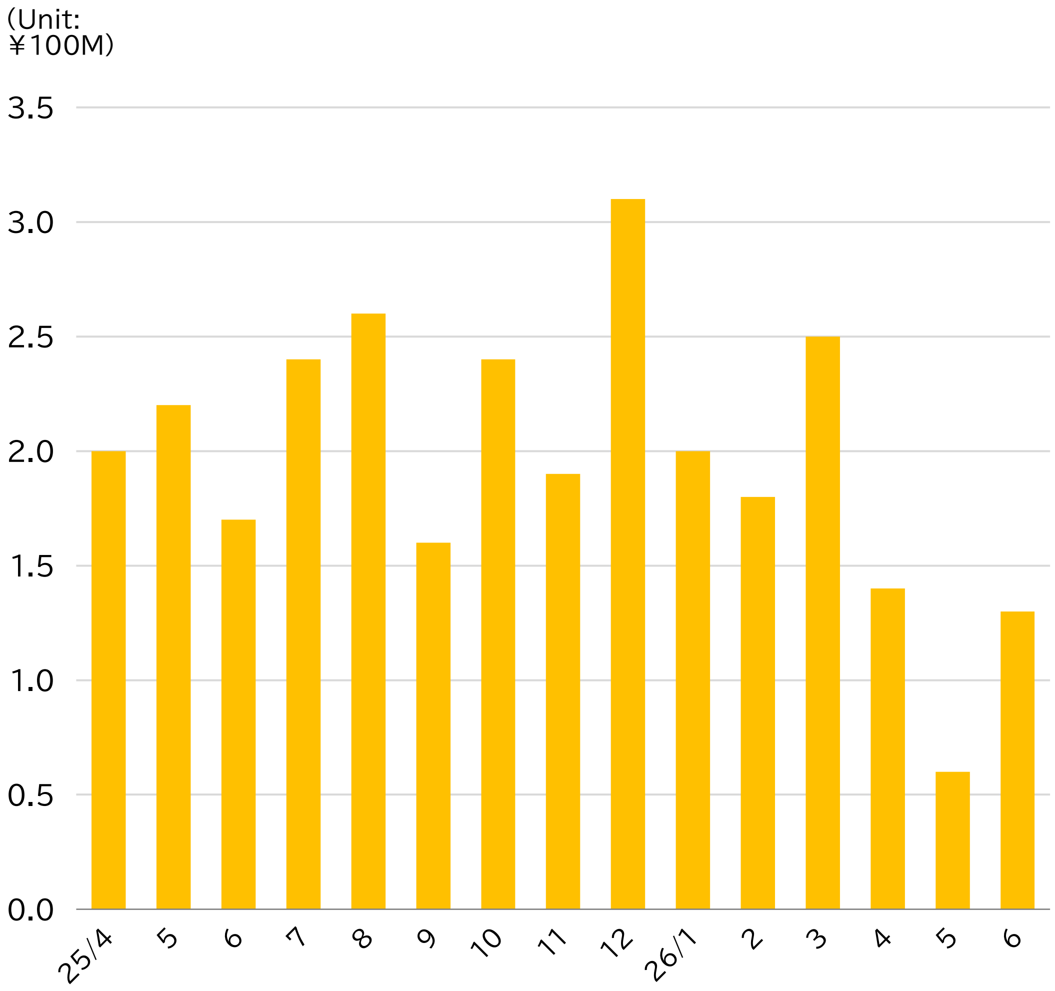


Performance by Sales Channel (Wholesale/Global)

Monthly Net Sales (Wholesale)



Monthly Net Sales (Global)



Historical Quarterly Consolidated Results

(Unit: ¥K)	FY2027							
	1Q	% of Sales						
Net Sales	5,081,774	100.0%						
Gross Profit	1,763,024	34.7%						
Operating Profit	73,788	1.5%						

(Unit: ¥K)	FY2026							
	1Q	% of Sales	2Q	% of Sales	3Q	% of Sales	4Q	% of Sales
Net Sales	4,781,198	100.0%	4,894,879	100.0%	5,735,682	100.0%	5,188,852	100.0%
Gross Profit	1,732,132	36.2%	1,743,880	35. 6%	2,085,421	36. 4%	1,803,775	34. 8%
Operating Profit	139,289	2.9%	125,117	2. 6%	375,653	6. 5%	151,380	2. 9%

(Unit: ¥K)	FY2025							
	1Q	% of Sales	2Q	% of Sales	3Q	% of Sales	4Q	% of Sales
Net Sales	4,597,296	100.0%	4,611,672	100.0%	5,439,383	100.0%	4,818,907	100.0%
Gross Profit	1,594,191	34.7%	1,595,602	34.6%	1,922,276	35.3%	1,667,573	34.6%
Operating Profit	87,301	1.9%	148,069	3.2%	379,328	7.0%	221,295	4.6%

Q1 FY Ending March 2027 New Product Information (Excerpt) | Kuze Fuku & Co.

Apr 2026 | Year-Round

Chunky Grilled & Flaked Horse Mackerel

https://kuzefuku.com/?page_id=13&eci_product=fsh03059

Apr 2026 | Year-Round

Chunky Grilled & Flaked Pacific Saury

https://kuzefuku.com/?page_id=13&eci_product=fsh03060

Q1 FY Ending March 2027 New Product Information (Excerpt) | Kuze Fuku & Co.

Apr 2026

Year-Round

Brown Sugar Milk Coffee Mix

https://kuzefuku.com/?page_id=13&eci_product=fj00141

Jun 2026

Year-Round

Cloudy-Style

All-Purpose Vinegar

https://kuzefuku.com/?page_id=13&eci_product=fk00337

Q1 FY Ending March 2027 New Product Information | St.Cousair

Shinshu Fruit Harvest
Jam Benihoppe

Apr 2026

Nagano Limited

Q1 FY Ending March 2027 New Product Information| Global

Sweet Black Sesame Spread

Kuze Fuku & Sons