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October 13, 2026

Consolidated Financial Results for the Six Months Ended August 31, 2026 (Under Japanese GAAP)



Company name: Eco's Co., Ltd.
 Listing: Tokyo Stock Exchange
 Securities code: 7520
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 Scheduled date to file semi-annual securities report: October 13, 2026
 Scheduled date to commence dividend payments: —
 Preparation of supplementary material on financial results: None
 Holding of financial results briefing: None

(Yen amounts are rounded down to millions, unless otherwise noted.)

1. Consolidated financial results for the six months ended August 31, 2026 (from March 1, 2026 to August 31, 2026)

(1) Consolidated operating results (cumulative)

(Percentages indicate year-on-year changes.)

	Gross revenue		Operating profit		Ordinary profit		Profit attributable to owners of parent	
Six months ended	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
August 31, 2026	69,793	(1.4)	2,847	(5.3)	2,919	(5.5)	1,778	(30.5)
August 31, 2025	70,783	5.6	3,005	(5.2)	3,089	(7.0)	2,559	14.3

Note: Comprehensive income For the six months ended August 31, 2026: ¥1,886 million [(28.1%)]
 For the six months ended August 31, 2025: ¥2,625 million [15.8%]

	Basic earnings per share	Diluted earnings per share
Six months ended	Yen	Yen
August 31, 2026	159.37	—
August 31, 2025	228.05	—

Note: Diluted earnings per share are not stated as there were no dilutive shares.

(2) Consolidated financial position

	Total assets	Net assets	Equity-to-asset ratio
As of	Millions of yen	Millions of yen	%
August 31, 2026	58,207	29,836	51.3
February 28, 2026	56,480	29,229	51.8

Reference: Equity

As of August 31, 2026: ¥29,836 million
 As of February 28, 2026: ¥29,229 million

2. Cash dividends

	Annual dividends per share				
	First quarter-end	Second quarter-end	Third quarter-end	Fiscal year-end	Total
	Yen	Yen	Yen	Yen	Yen
Fiscal year ended February 28, 2026	—	0.00	—	70.00	70.00
Fiscal year ending February 28, 2027	—	0.00			
Fiscal year ending February 28, 2027 (Forecast)			—	70.00	70.00

Note: Revisions to the forecast of cash dividends most recently announced: None

3. Consolidated financial result forecasts for the fiscal year ending February 28, 2027 (from March 1, 2026 to February 28, 2027)

(Percentages indicate year-on-year changes.)

	Gross revenue		Operating profit		Ordinary profit		Profit attributable to owners of parent		Basic earnings per share
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Yen
Full year	138,000	0.0	5,500	(4.0)	5,500	(6.7)	3,500	32.3	313.63

Note: Revisions to the forecast of financial results most recently announced: None

*** Notes**

(1) Significant changes in the scope of consolidation during the period: None

Newly included:

Excluded:

(2) Adoption of accounting treatment specific to the preparation of semi-annual consolidated financial statements: None

(3) Changes in accounting policies, changes in accounting estimates, and restatement

(i) Changes in accounting policies due to revisions to accounting standards and other regulations: None

(ii) Changes in accounting policies due to other reasons: None

(iii) Changes in accounting estimates: None

(iv) Restatement: None

(4) Number of issued shares (common shares)

(i) Total number of issued shares at the end of the period (including treasury shares)

As of August 31, 2026	11,648,917 shares
As of February 28, 2026	11,648,917 shares

(ii) Number of treasury shares at the end of the period

As of August 31, 2026	623,328 shares
As of February 28, 2026	413,996 shares

(iii) Average number of shares outstanding during the period (cumulative from the beginning of the fiscal year)

Six months ended August 31, 2026	11,159,642 shares
Six months ended August 31, 2025	11,224,643 shares

* Semi-annual financial results reports are exempt from review conducted by certified public accountants or an audit firm.

* Explanation on the appropriate use of financial results forecasts, and other notes

The financial results forecasts and other forward-looking statements herein are based on information currently available to the Company and certain assumptions deemed reasonable by the Company. Actual results may differ significantly due to various factors. Please refer to “Explanation of Consolidated Financial Results Forecast and Other Forward-looking Information” on page 3 of the Attachments of the Consolidated Financial Results for the suppositions that form the assumptions for financial result forecasts and cautions concerning the use thereof.

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1. Qualitative Information on Semi-annual Financial Results

(1) Explanation of Operating Results

During the six months ended August 31, 2026 (from March 1, 2026 to August 31, 2026), the Japanese economy saw consumer spending remain firm on the back of improvements in the employment and income environment. Meanwhile, the rise in the prices of raw materials and energy is not expected to ease going forward due in part to the impact of the situation in the Middle East, and the outlook for the future remains uncertain. Furthermore, in the Food Supermarket business, cost-consciousness on the part of consumers has grown even stronger due to the surging commodity prices, resulting in an ongoing challenging competitive climate.

In such an external environment, the Group continues to concentrate its management resources in the Food Supermarket business, thoroughly practices the Group's management philosophy, encapsulated in the corporate creed of "Honest Business," strives to provide safe, reliable, and affordable products to capture the trust and loyalty of its customers, and builds stores that contribute to the food culture of the local community.

Key topics during the six months ended August 31, 2026 (from March 1, 2026 to August 31, 2026) were as follows.

Price Selection (commonly known as Pura-Sele)

As a new value-focused project to address surging prices, the Group launched Pura-Sele, under which it selects and sells products at affordable prices each month based on the concept of "Offering what you need now at great prices."

Opened new store

TAIRAYA Owada store (Hachioji-shi, Tokyo)

Renovated existing stores

As a measure to revitalize existing stores, the following four stores were renovated.

TAIRAYA Yamagata store (Hitachiomiya-shi, Ibaraki)

TAIRAYA Machiya store (Arakawa-ku, Tokyo)

TAIRATA Kandatsu store (Tsuchiura-shi, Ibaraki)

TARAYA Hoshubana store (Noda-shi, Chiba)

One store was closed due to the expiry of lease. Accordingly, the number of stores of the Group totaled 138 as of August 31, 2026.

The priority measures of the Group are as follows:

Priority measures	Specific initiatives
Strengthening Product Appeal	- Developing and launching new and original products
	- Expanding the product lineup of our private brand, "Natulive"
Improving Customer Service	- Ensuring friendly, smiling service and a clean, professional appearance
	- Enhancing the in-store environment and layout to make shopping more convenient
Human Resource Development	- Fostering a corporate culture that enables the development of individual capabilities
	- Further enhancing training programs and inter-group exchanges
New Store Openings and Revitalization of Existing Stores	- Expanding our store network through aggressive new store openings
	- Revitalizing stores through renovations and transitioning to store formats that incorporate the latest merchandising techniques

As a result, for the six months ended August 31, 2026, the Group reported gross revenue of ¥69,793 million (down 1.4% year on year), operating profit of ¥2,847 million (down 5.3% year on year), ordinary profit of ¥2,919

million (down 5.5% year on year), and profit attributable to owners of parent of ¥1,778 million (down 30.5% year on year).

(2) Explanation of Financial Position

(Assets)

Total assets as of August 31, 2026 increased by ¥1,727 million from the end of the previous fiscal year to ¥58,207 million.

Main positive factor: Increase in cash and deposits

Main negative factor: Decrease in accounts receivable - other

(Liabilities)

Total liabilities as of August 31, 2026 increased by ¥1,120 million from the end of the previous fiscal year to ¥28,371 million.

Main positive factor: Increase in accounts payable - trade and long-term borrowings

Main negative factor: Decrease in other (current liabilities)

(Net assets)

Net assets as of August 31, 2026 increased by ¥606 million from the end of the previous fiscal year to ¥29,836 million.

Main positive factor: Increase in retained earnings

Main negative factor: Decrease in retained earnings due to dividend payments

Status of cash flows

Cash and cash equivalents as of August 31, 2026 increased by ¥1,110 million from the end of the previous fiscal year to ¥11,261 million. The status of each cash flow and its respective factors are as follows.

(Cash flows from operating activities)

Net cash provided by operating activities for the six months ended August 31, 2026 amounted to ¥3,786 million (¥4,466 million provided in the same period of the previous fiscal year). This was primarily due to the increase as a result of profit before income taxes and expenditures for the payment of income taxes.

(Cash flows from investing activities)

Net cash used in investing activities for the six months ended August 31, 2026 amounted to ¥2,018 million (¥2,878 million used in the same period of the previous fiscal year). This was primarily due to expenditures relating to new store openings, etc.

(Cash flows from financing activities)

Net cash used in financing activities for the six months ended August 31, 2026 amounted to ¥656 million (¥464 million used in the same period of the previous fiscal year). This was primarily due to the repayments of long-term borrowings.

(3) Explanation of Consolidated Financial Results Forecast and Other Forward-looking Information

At present, no changes have been made to the consolidated financial results forecast announced on April 14, 2026. If any revisions are required going forward, they will be disclosed promptly.

2. Semi-annual Consolidated Financial Statements and Principal Notes

(1) Semi-annual Consolidated Balance Sheet

(Millions of yen)

	As of February 28, 2026	As of August 31, 2026
Assets		
Current assets		
Cash and deposits	10,150	11,261
Accounts receivable - trade	2,333	3,126
Inventories	4,487	4,058
Accounts receivable - other	3,815	2,867
Other	615	1,303
Allowance for doubtful accounts	(62)	(39)
Total current assets	21,340	22,577
Non-current assets		
Property, plant and equipment		
Buildings and structures, net	12,306	12,539
Land	9,424	9,577
Other, net	2,422	2,613
Total property, plant and equipment	24,153	24,729
Intangible assets		
Goodwill	387	332
Other	829	791
Total intangible assets	1,216	1,123
Investments and other assets		
Investment securities	1,065	1,254
Leasehold and guarantee deposits	5,504	5,369
Deferred tax assets	2,085	1,982
Retirement benefit asset	617	704
Other	837	828
Allowance for doubtful accounts	(341)	(363)
Total investments and other assets	9,769	9,776
Total non-current assets	35,139	35,629
Total assets	56,480	58,207

(Millions of yen)

	As of February 28, 2026	As of August 31, 2026
Liabilities		
Current liabilities		
Accounts payable – trade	8,237	8,943
Current portion of long-term borrowings	4,503	4,726
Income taxes payable	799	985
Provision for bonuses	688	698
Provision for bonuses for directors	73	34
Contract liabilities	1,635	1,531
Other	3,410	3,110
Total current liabilities	19,348	20,030
Non-current liabilities		
Long-term borrowings	5,424	5,869
Retirement benefit liability	470	409
Asset retirement obligations	755	761
Deferred tax liabilities	225	234
Deferred tax liabilities for land revaluation	45	45
Other	980	1,019
Total non-current liabilities	7,901	8,340
Total liabilities	27,250	28,371
Net assets		
Shareholders' equity		
Share capital	3,318	3,318
Capital surplus	3,607	3,615
Retained earnings	23,588	24,580
Treasury shares	(774)	(1,276)
Total shareholders' equity	29,739	30,237
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	396	536
Revaluation reserve for land	(1,290)	(1,290)
Remeasurements of defined benefit plans	384	352
Total accumulated other comprehensive income	(509)	(401)
Total net assets	29,229	29,836
Total liabilities and net assets	56,480	58,207

(2) Semi-annual Consolidated Statements of Income and Comprehensive Income
Semi-annual Consolidated Statement of Income

(Millions of yen)

	For the six months ended August 31, 2025	For the six months ended August 31, 2026
Net sales	68,846	67,911
Cost of sales	50,378	49,399
Gross profit	18,467	18,512
Operating revenue	1,937	1,882
Operating gross profit	20,405	20,394
Selling, general and administrative expenses	17,399	17,546
Operating profit	3,005	2,847
Non-operating income		
Interest income	18	18
Dividend income	6	21
Gain on sale of materials	104	104
Other	33	19
Total non-operating income	162	164
Non-operating expenses		
Interest expenses	50	65
Provision of allowance for doubtful accounts	22	22
Other	4	4
Total non-operating expenses	78	92
Ordinary profit	3,089	2,919
Extraordinary income		
Gain on sale of non-current assets	27	–
Compensation income	542	–
Tenant withdrawal penalty income	0	15
Total extraordinary income	570	15
Extraordinary losses		
Loss on sale of non-current assets	0	–
Loss on retirement of non-current assets	100	39
Impairment losses	27	178
Loss on store closings	–	11
Loss on valuation of investment securities	7	–
Total extraordinary losses	134	229
Profit before income taxes	3,525	2,705
Income taxes - current	945	864
Income taxes - deferred	19	62
Total income taxes	965	926
Profit	2,559	1,778
Profit attributable to owners of parent	2,559	1,778

Semi-annual Consolidated Statement of Comprehensive Income

(Millions of yen)

	For the six months ended August 31, 2025	For the six months ended August 31, 2026
Profit	2,559	1,778
Other comprehensive income		
Valuation difference on available-for-sale securities	80	139
Revaluation reserve for land	(1)	–
Remeasurements of defined benefit plans, net of tax	(13)	(31)
Total other comprehensive income	65	108
Comprehensive income	2,625	1,886
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	2,625	1,886

(3) Semi-annual Consolidated Statement of Cash Flows

(Millions of yen)

	For the six months ended August 31, 2025	For the six months ended August 31, 2026
Cash flows from operating activities		
Profit before income taxes	3,525	2,705
Depreciation	1,024	1,001
Impairment losses	27	178
Amortization of goodwill	55	55
Increase (decrease) in allowance for doubtful accounts	(174)	(0)
Increase (decrease) in provision for bonuses	86	10
Increase (decrease) in other provisions	(96)	(38)
Increase (decrease) in contract liabilities	(91)	(104)
Increase (decrease) in retirement benefit liability	(141)	(106)
Decrease (increase) in retirement benefit asset	(2)	(87)
Interest and dividend income	(24)	(40)
Interest expenses	50	65
Loss on store closings	–	11
Tenant withdrawal penalty income	–	(15)
Loss (gain) on sale of non-current assets	(27)	–
Loss on retirement of non-current assets	100	39
Loss (gain) on valuation of investment securities	7	–
Decrease (increase) in trade receivables	(509)	(793)
Decrease (increase) in inventories	149	428
Compensation income	(542)	–
Decrease (increase) in accounts receivable - other	1,074	948
Increase (decrease) in trade payables	960	705
Increase (decrease) in accrued consumption taxes	(365)	496
Increase (decrease) in accounts payable - other	363	(679)
Increase (decrease) in long-term accounts payable - other	(12)	(6)
Other, net	349	(299)
Subtotal	5,784	4,474
Interest and dividends received	16	32
Interest paid	(51)	(67)
Tenant withdrawal penalty income received	–	15
Income taxes paid	(1,294)	(675)
Income taxes refund	10	6
Net cash provided by (used in) operating activities	4,466	3,786
Cash flows from investing activities		
Purchase of non-current assets	(2,931)	(1,992)
Proceeds from sale of non-current assets	53	–
Payments for retirement of non-current assets	(32)	(32)
Payments of leasehold and guarantee deposits	(21)	(0)
Proceeds from refund of leasehold and guarantee deposits	16	0
Other, net	36	5
Net cash provided by (used in) investing activities	(2,878)	(2,018)
Cash flows from financing activities		
Proceeds from long-term borrowings	3,450	3,400
Repayments of long-term borrowings	(3,184)	(2,731)
Purchase of treasury shares	(0)	(538)
Dividends paid	(729)	(786)
Net cash provided by (used in) financing activities	(464)	(656)
Net increase (decrease) in cash and cash equivalents	1,123	1,110
Cash and cash equivalents at beginning of period	13,437	10,150
Cash and cash equivalents at end of period	14,561	11,261

(4) Notes to Semi-annual Consolidated Financial Statements

(Notes on going concern assumption)

Not applicable.

(Notes in case of significant changes in shareholders' equity)

(Acquisition of treasury shares)

Pursuant to the resolution at the meeting of the board of directors held on April 14, 2026, on the matters regarding the acquisition of treasury shares in accordance with Article 156 of the Companies Act as applied pursuant to provisions of Article 165, Paragraph 3 of the same Act, the Company purchased treasury shares for the six months ended August 31, 2026.

Class of shares acquired : Common shares

Total number of shares acquired : 228,600 shares

Total amount of share acquisition costs : ¥538 million

Method of acquisition : Open market purchase through a trust bank

As a result of this acquisition of treasury shares, treasury shares increased by ¥538 million, on the other hand treasury shares decreased by ¥37 million due to the allocation of restricted shares for the six months ended August 31, 2026, to ¥1,276 million as of August 31, 2026.

(Segment information, etc.)

[Segment information]

For the six months ended August 31, 2025 (from March 1, 2025 to August 31, 2025)

The Group operates a single segment consisting primarily of supermarket operations focused on the sale of food products and daily necessities, along with related ancillary services. Therefore, the disclosure of segment information is omitted.

For the six months ended August 31, 2026 (from March 1, 2026 to August 31, 2026)

The Group operates a single segment consisting primarily of supermarket operations focused on the sale of food products and daily necessities, along with related ancillary services. Therefore, the disclosure of segment information is omitted.

(Significant subsequent events)

(Acquisition of treasury shares)

Pursuant to the resolution at the meeting of the board of directors held on April 14, 2026, on the matters regarding the acquisition of treasury shares in accordance with Article 156 of the Companies Act as applied pursuant to provisions of Article 165, Paragraph 3 of the same Act, the Company purchased treasury shares as follows. Please note that the acquisition of treasury shares based on the resolution of the Board of Directors meeting held on April 14, 2026, has been completed.

- | | |
|--|---|
| 1. Class of shares acquired | : Common shares |
| 2. Total number of shares acquired | : 71,400 shares |
| 3. Total amount of share acquisition costs | : 182,326,200 yen |
| 4. Share acquisition period | : September 1, 2026 to October 7, 2026 |
| 5. Method of acquisition | : Open market purchase through a trust bank |

(Reference)

1. Details of the resolution at the meeting of the Board of Directors held on April 14, 2026
 - (1) Class of shares to be acquired : Common shares of the Company
 - (2) Total number of shares to be acquired : Up to 300,000 shares (2.58 % of total number of issued shares)
 - (3) Total amount of share acquisition costs : Up to 900,000,000 yen
 - (4) Share acquisition period : April 21, 2026 to April 20, 2027
2. Cumulative number of treasury shares acquired pursuant to the above resolution at the meeting of the Board of Directors (as of October 7, 2026)
 - (1) Total number of shares acquired : 300,000 shares
 - (2) Total amount of share acquisition costs : 720,979,700 yen

(Business combination through acquisition)

The Company resolved at an extraordinary meeting of the Board of Directors held on August 5, 2026 to acquire all shares of Fresco Kanto Co., Ltd. and make it a subsidiary.

Pursuant to the resolution, the Company entered into a share transfer agreement on August 9, 2026 and acquired all the shares on October 1, 2026.

(1) Overview of the business combination

(i) Name of the acquired company and description of its business

Name of the acquired company: Fresco Kanto Co., Ltd.

Description of business: Food Supermarket business

(ii) Main reason for the business combination

To expand the operations of the Food Supermarket business

(iii) Date of the business combination

October 1, 2026

(iv) Legal form of the business combination

Acquisition of shares for cash consideration

(v) Name of the company after the business combination

Venga Venga Co., Ltd.

(vi) Percentage of voting rights acquired

100%

(vii) Main basis for determining the acquiring company

The Company acquired the shares for cash consideration.

(2) Acquisition cost of the acquired company and breakdown by type of consideration

<u>Consideration for acquisition</u>	<u>Cash</u>	<u>¥975 million</u>
Acquisition cost		¥975 million

(3) Details and amount of major acquisition-related costs

Compensation, fees, and other payments for advisory services: ¥8 million

(4) Amount of goodwill recognized, reason for recognition, amortization method, and amortization period

Not yet determined at this stage.

(5) Amount and major components of assets accepted and liabilities assumed on the date of the business combination

Not yet determined at this stage.