

October 27, 2026

Non-consolidated Financial Results for the Fiscal Year Ended September 20, 2026 (Under Japanese GAAP)

Company name: PLANT Co., Ltd.
 Listing: Tokyo Stock Exchange
 Securities code: 7646
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 Scheduled date of annual general meeting of shareholders: December 18, 2026
 Scheduled date to commence dividend payments: November 24, 2026
 Scheduled date to file annual securities report: December 16, 2026
 Preparation of supplementary material on financial results: Yes
 Holding of financial results briefing: Yes

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

1. Non-consolidated financial results for the fiscal year ended September 20, 2026 (from September 21, 2025 to September 20, 2026)

(1) Non-consolidated operating results

(Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit	
Fiscal year ended	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
September 20, 2026	96,018	(1.8)	1,668	(16.9)	1,753	(17.7)	1,298	(3.5)
September 20, 2025	97,764	(0.8)	2,006	(5.7)	2,131	(5.3)	1,345	268.0

	Basic earnings per share	Diluted earnings per share	Return on equity	Ratio of ordinary profit to total assets	Ratio of operating profit to net sales
Fiscal year ended	Yen	Yen	%	%	%
September 20, 2026	188.10	-	8.3	4.8	1.7
September 20, 2025	194.91	-	9.1	5.7	2.1

(2) Non-consolidated financial position

	Total assets	Net assets	Equity-to-asset ratio	Net assets per share
As of	Millions of yen	Millions of yen	%	Yen
September 20, 2026	36,498	16,104	44.1	2,332.71
September 20, 2025	37,009	15,321	41.4	2,219.17

Reference: Equity

As of September 20, 2026: ¥16,104 million
 As of September 20, 2025: ¥15,321 million

(3) Non-consolidated cash flows

	Cash flows from operating activities	Cash flows from investing activities	Cash flows from financing activities	Cash and cash equivalents at end of period
Fiscal year ended	Millions of yen	Millions of yen	Millions of yen	Millions of yen
September 20, 2026	2,152	(1,262)	(1,118)	3,470
September 20, 2025	2,272	(3,163)	(1,027)	3,699

2. Cash dividends

	Annual dividends per share					Total cash dividends (Total)	Payout ratio	Ratio of dividends to net assets
	First quarter-end	Second quarter-end	Third quarter-end	Fiscal year-end	Total			
Fiscal year ended	Yen	Yen	Yen	Yen	Yen	Millions of yen	%	%
September 20, 2025	-	30.00	-	45.00	75.00	517	38.5	3.5
September 20, 2026	-	40.00	-	55.00	95.00	655	50.5	4.2
September 20, 2027 (Forecast)		40.00		55.00	95.00		48.0	

3. Forecast of non-consolidated financial results for the fiscal year ending September 20, 2027 (from September 21, 2026 to September 20, 2027)

(Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit		Basic earnings per share
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Yen
Six months ending March 20, 2027	47,951	0.8	1,000	12.2	1,030	8.5	720	9.6	104.29
Fiscal year ending September 20, 2027	97,312	1.3	1,900	13.9	1,950	11.2	1,365	5.1	197.71

* **Notes**

(1) 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

(2) Number of issued shares (common shares)

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

As of September 20, 2026	7,482,720 shares
As of September 20, 2025	7,729,720 shares

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

As of September 20, 2026	578,753 shares
As of September 20, 2025	825,753 shares

(iii) Average number of shares outstanding during the period

Fiscal year ended September 20, 2026	6,903,967 shares
Fiscal year ended September 20, 2025	6,903,968 shares

* Financial results reports are exempt from audit conducted by certified public accountants or an audit firm.

* Proper use of earnings forecasts, and other special matters

Forward-looking statements, such as earnings forecasts, contained in this material are based on information available to the Company and certain assumptions that the Company deems reasonable, and the Company does not promise to realize them. Actual financial results, etc. may differ substantially due to various factors. Please refer to “(4) Future outlook” of “1. Overview of Operating Results and Others” on page 3 of the attached materials for the conditions that form the assumptions for the forecasts of financial results and cautions concerning the use thereof.

Balance sheet

(Millions of yen)

	As of September 20, 2025	As of September 20, 2026
Assets		
Current assets		
Cash and deposits	3,699	3,470
Accounts receivable - trade	2,638	2,829
Investments in leases	11	12
Merchandise	8,774	8,654
Supplies	43	48
Other	633	538
Total current assets	15,800	15,553
Non-current assets		
Property, plant and equipment		
Buildings	22,942	23,053
Accumulated depreciation	(15,993)	(16,308)
Buildings, net	6,948	6,744
Structures	3,455	3,600
Accumulated depreciation	(2,839)	(2,902)
Structures, net	615	698
Machinery and equipment	802	1,036
Accumulated depreciation	(322)	(417)
Machinery and equipment, net	480	618
Vehicles	86	86
Accumulated depreciation	(71)	(78)
Vehicles, net	14	8
Tools, furniture and fixtures	3,463	3,722
Accumulated depreciation	(2,310)	(2,689)
Tools, furniture and fixtures, net	1,152	1,032
Land	7,283	7,285
Leased assets	2,796	2,796
Accumulated depreciation	(2,378)	(2,432)
Leased assets, net	417	364
Construction in progress	11	15
Total property, plant and equipment	16,924	16,767
Intangible assets		
Leasehold interests in land	1,015	1,007
Software	432	374
Other	15	18
Total intangible assets	1,462	1,400
Investments and other assets		
Investment securities	33	134
Investments in leases	81	69
Long-term prepaid expenses	48	43
Deferred tax assets	448	338
Leasehold and guarantee deposits	2,186	2,166
Other	23	23
Total investments and other assets	2,821	2,776
Total non-current assets	21,208	20,944
Total assets	37,009	36,498

	As of September 20, 2025	As of September 20, 2026
Liabilities		
Current liabilities		
Electronically recorded obligations - operating	604	583
Accounts payable - trade	6,587	6,140
Current portion of long-term borrowings	480	480
Lease liabilities	52	46
Accounts payable - other	854	567
Accrued expenses	1,199	1,232
Income taxes payable	381	179
Provision for bonuses	581	500
Contract liabilities	-	29
Other	880	1,073
Total current liabilities	11,620	10,832
Non-current liabilities		
Long-term borrowings	5,040	4,560
Lease liabilities	619	573
Provision for retirement benefits	496	472
Long-term accounts payable - other	25	22
Long-term leasehold and guarantee deposits received	254	249
Asset retirement obligations	3,630	3,682
Total non-current liabilities	10,067	9,560
Total liabilities	21,688	20,393
Net assets		
Shareholders' equity		
Share capital	1,425	1,425
Capital surplus		
Legal capital surplus	1,585	1,585
Total capital surplus	1,585	1,585
Retained earnings		
Legal retained earnings	257	257
Other retained earnings		
Reserve for tax purpose reduction entry of non-current assets	1,685	1,605
General reserve	3,141	3,141
Retained earnings brought forward	8,521	8,922
Total retained earnings	13,605	13,928
Treasury shares	(1,301)	(912)
Total shareholders' equity	15,314	16,026
Valuation and translation adjustments		
Valuation difference on available-for-sale securities	6	78
Total valuation and translation adjustments	6	78
Total net assets	15,321	16,104
Total liabilities and net assets	37,009	36,498

Statement of income

(Millions of yen)

	Fiscal year ended September 20, 2025	Fiscal year ended September 20, 2026
Net sales		
Net sales of goods	97,350	95,603
Real estate lease revenue	413	414
Total net sales	97,764	96,018
Cost of sales		
Beginning merchandise inventory	8,878	8,774
Cost of purchased goods	75,288	73,931
Total	84,167	82,706
Ending merchandise inventory	8,774	8,654
Cost of goods sold	75,392	74,052
Cost of real estate lease revenue	57	55
Total cost of sales	75,450	74,107
Gross profit	22,313	21,911
Selling, general and administrative expenses		
Salaries and allowances	9,055	9,323
Provision for bonuses	581	500
Retirement benefit expenses	130	102
Depreciation	1,285	1,359
Other	9,254	8,955
Total selling, general and administrative expenses	20,307	20,242
Operating profit	2,006	1,668
Non-operating income		
Interest and dividend income	9	14
Commission income	145	154
Subsidy income	27	18
Support money income	17	-
Miscellaneous income	28	32
Total non-operating income	228	218
Non-operating expenses		
Interest expenses	79	99
Miscellaneous losses	24	34
Total non-operating expenses	103	133
Ordinary profit	2,131	1,753
Extraordinary income		
Subsidy income	-	99
Total extraordinary income	-	99
Extraordinary losses		
Impairment losses	27	-
Loss on tax purpose reduction entry of non-current assets	-	96
Total extraordinary losses	27	96
Profit before income taxes	2,103	1,756
Income taxes - current	526	377
Income taxes - deferred	231	80
Total income taxes	758	457
Profit	1,345	1,298

Statement of changes in equity

Fiscal year ended September 20, 2025

(Millions of yen)

	Shareholders' equity								
	Share capital	Capital surplus	Retained earnings					Treasury shares	Total shareholders' equity
		Legal capital surplus	Legal retained earnings	Other retained earnings			Total retained earnings		
				Reserve for tax purpose reduction entry of non-current assets	General reserve	Retained earnings brought forward			
Balance at beginning of period	1,425	1,585	257	1,764	3,141	7,510	12,674	(1,301)	14,383
Changes during period									
Purchase of treasury shares								(0)	(0)
Cancellation of treasury shares									
Reversal of reserve for tax purpose reduction entry of non-current assets				(79)		79	-		-
Dividends of surplus						(414)	(414)		(414)
Profit						1,345	1,345		1,345
Net changes in items other than shareholders' equity									
Total changes during period	-	-	-	(79)	-	1,010	931	(0)	931
Balance at end of period	1,425	1,585	257	1,685	3,141	8,521	13,605	(1,301)	15,314

	Valuation and translation adjustments	Total net assets
	Valuation difference on available-for-sale securities	
Balance at beginning of period	4	14,388
Changes during period		
Purchase of treasury shares		(0)
Cancellation of treasury shares		
Reversal of reserve for tax purpose reduction entry of non-current assets		-
Dividends of surplus		(414)
Profit		1,345
Net changes in items other than shareholders' equity	1	1
Total changes during period	1	932
Balance at end of period	6	15,321

Statement of changes in equity

Fiscal year ended September 20, 2026

(Millions of yen)

	Shareholders' equity								
	Share capital	Capital surplus	Retained earnings					Treasury shares	Total shareholders' equity
		Legal capital surplus	Legal retained earnings	Other retained earnings			Total retained earnings		
				Reserve for tax purpose reduction entry of non-current assets	General reserve	Retained earnings brought forward			
Balance at beginning of period	1,425	1,585	257	1,685	3,141	8,521	13,605	(1,301)	15,314
Changes during period									
Purchase of treasury shares									
Cancellation of treasury shares						(389)	(389)	389	-
Reversal of reserve for tax purpose reduction entry of non-current assets				(79)		79	-		-
Dividends of surplus						(586)	(586)		(586)
Profit						1,298	1,298		1,298
Net changes in items other than shareholders' equity									
Total changes during period	-	-	-	(79)	-	401	322	389	711
Balance at end of period	1,425	1,585	257	1,605	3,141	8,922	13,928	(912)	16,026

	Valuation and translation adjustments	Total net assets
	Valuation difference on available-for-sale securities	
Balance at beginning of period	6	15,321
Changes during period		
Purchase of treasury shares		
Cancellation of treasury shares		-
Reversal of reserve for tax purpose reduction entry of non-current assets		-
Dividends of surplus		(586)
Profit		1,298
Net changes in items other than shareholders' equity	72	72
Total changes during period	72	783
Balance at end of period	78	16,104

Statement of cash flows

(Millions of yen)

	Fiscal year ended September 20, 2025	Fiscal year ended September 20, 2026
Cash flows from operating activities		
Profit before income taxes	2,103	1,756
Depreciation	1,292	1,368
Amortization of long-term prepaid expenses	2	2
Increase (decrease) in provision for bonuses	26	(80)
Increase (decrease) in provision for retirement benefits	(50)	(24)
Impairment losses	27	-
Subsidy income	-	(99)
Loss on tax purpose reduction entry of non-current assets	-	96
Interest and dividend income	(9)	(14)
Interest expenses	79	99
Decrease (increase) in trade receivables	(417)	(191)
Decrease (increase) in inventories	121	116
Increase (decrease) in trade payables	(195)	(468)
Increase (decrease) in accrued consumption taxes	(198)	159
Increase (decrease) in accounts payable - other	(148)	(304)
Increase (decrease) in long-term accounts payable - other	(247)	(2)
Other, net	349	298
Subtotal	2,733	2,711
Interest and dividends received	6	11
Interest paid	(78)	(98)
Income taxes paid	(389)	(571)
Subsidies received	-	99
Net cash provided by (used in) operating activities	2,272	2,152
Cash flows from investing activities		
Purchase of property, plant and equipment	(3,029)	(1,167)
Purchase of intangible assets	(174)	(118)
Payments of leasehold and guarantee deposits	-	(10)
Proceeds from refund of leasehold and guarantee deposits	40	33
Net cash provided by (used in) investing activities	(3,163)	(1,262)
Cash flows from financing activities		
Repayments of long-term borrowings	(480)	(480)
Dividends paid	(414)	(586)
Purchase of treasury shares	(0)	-
Other, net	(132)	(52)
Net cash provided by (used in) financing activities	(1,027)	(1,118)
Net increase (decrease) in cash and cash equivalents	(1,917)	(228)
Cash and cash equivalents at beginning of period	5,617	3,699
Cash and cash equivalents at end of period	3,699	3,470

(Notes on segment information, etc.)

Segment Information

Since the Company is a single segment of the retail business such as foods and non-foods, the description is omitted.

Related Information

The previous fiscal year (September 21, 2024 to September 20, 2025)

1. Product and Service Information

(Millions of yen)

	Foods	Non-Foods	other	sum
Sales to external customers	65,228	32,122	413	97,764

2. Regional Information

(1) Net sales

Since there are no sales to external customers outside of Japan, there is no such matter.

(2) Property, plant and equipment

Since there are no property, plant and equipment located outside of Japan, there is no applicable matter.

3. Information per main customer

Since there are no counterparties that account for more than 10% of sales to external customers in the income statement, the description is omitted.

Current fiscal year (September 21, 2025 to September 20, 2026)

1. Product and Service Information

(Millions of yen)

	Foods	Non-Foods	other	sum
Sales to external customers	64,518	31,085	414	96,018

2. Regional Information

(1) Net sales

Since there are no sales to external customers outside of Japan, there is no such matter.

(2) Property, plant and equipment

Since there are no property, plant and equipment located outside of Japan, there is no applicable matter.

3. Information per main customer

Since there are no counterparties that account for more than 10% of sales to external customers in the income statement, the description is omitted.

Information on impairment losses on fixed assets by reporting segment

Not applicable.

Information on amortization and unamortized balances of goodwill by reporting segment

Not applicable.

Information on Negative Goodwill Accrual Gains by Reporting Segment

Not applicable.