

# COMPANY RESEARCH AND ANALYSIS REPORT

## G-7 HOLDINGS INC.

7508

Tokyo Stock Exchange Prime Market

18-Dec.-2025

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<https://www.fisco.co.jp>

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**G-7 HOLDINGS INC.**  
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<https://www.g-7holdings.com/investors/>

## Summary

### Expanded meat business through M&A and heading for record high income in FY3/26

G-7 HOLDINGS INC. <7508> (hereafter, also “the Company”) is a holding company that owns subsidiaries operating the largest franchises of AUTOBACS and Gyomu Super stores in Japan. It excels at store profitability with emphasis on productivity per employee and inventory turnover rates. It has been actively conducting M&A and expanding its business scale.

#### 1. Overview of 1H FY3/26 results

In the 1H FY3/26 consolidated results, net sales rose 9.6% year on year (YoY) to ¥110,658mn, while ordinary income increased 7.5% to ¥3,275mn. The main reasons for the higher sales were that existing store net sales in the car-related business, meat business, and Gyomu Super business performed strongly, along with sales from the subsidiaries added to the Group in the previous fiscal year\* contributing on a full-year basis. Profit decreased in the Gyomu Super business due to factors such as increased personnel expenses and store renovation expenses, but this was offset by increases in other business segments. There were 12 new store openings, mainly Gyomu Super and Oniku no Terabayashi store, and 4 store closings. The number of group stores at the end of 1H was up 18 YoY to 648.

\* In July 2024, the Company incorporated Bonne Sante Co., Ltd., which operates Gyomu Super stores, into the group, followed by Shinwa Jidosha Co., Ltd., which sells cars and engages in the car body repair and painting business, in October 2024, and NEEL Inc., which sells watches and pet products online, in January 2025. These seem to have contributed to around half of the increase in sales.

#### 2. FY3/26 forecasts

For the FY3/26 results, the Company expects net sales to increase 7.4% to ¥230,000mn, ordinary income to increase 15.2% to ¥8,600mn, in accordance with the initial forecasts, as it aims to achieve new record highs for the first time in four fiscal years. While the progress rate at the end of 1H is somewhat low, a key factor is that revenue will be boosted by G-7 Meat Planning Co., Ltd. (formerly Meat Planning Co., Ltd.)\*, a meat processor and wholesaler that was became a subsidiary in October 2025. We at FISCO believe that the progress rate is at a level which will enable the forecasts to be achieved as long as sales of profitable winter tires perform strongly. The Company plans to open 21 new stores, mainly Gyomu Super and Oniku no Terabayashi stores, in 2H. The number of group stores at the end of the fiscal year is forecast to go up 29 to 669.

\* It is mainly engaged in processing and wholesaling of beef tongue for Korean barbecue restaurants across Japan. In FY9/24, net sales were ¥5,557mn and operating income was ¥441mn. The Company acquired all shares for ¥3,091mn. On October 1, 2025, its name was changed to G-7 Meat Planning Co., Ltd.

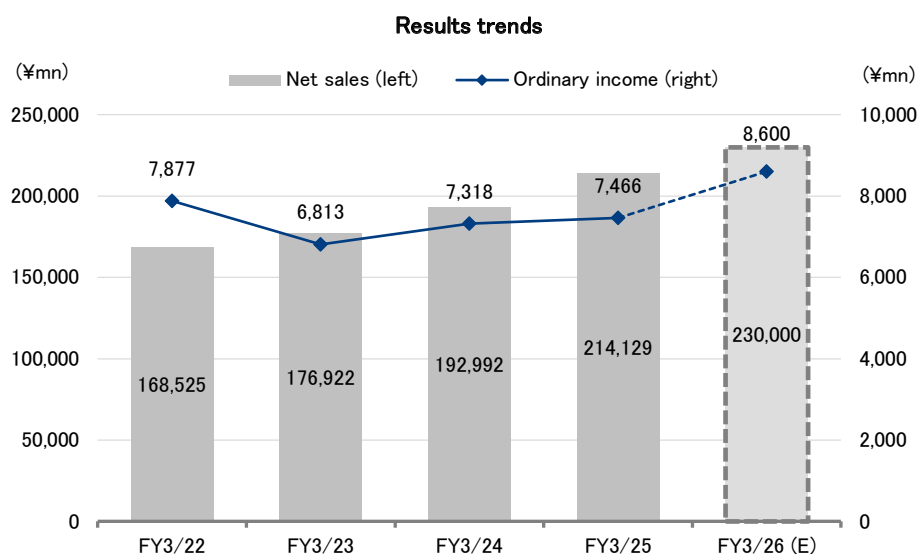
# Summary

## 3. Growth strategy and shareholder return policy

Going forward, the Company aims to achieve continuous growth by expanding its businesses through the ongoing opening of stores and efforts to improve productivity, as well as creating group synergies by developing new business formats and conducting M&A. With personnel expenses rising each year, improving productivity in particular is a key management issue, and the Company's plan is to revise store operations while developing personnel. The proportion of unprofitable stores in 1H FY3/26 (among stores that have been open for four or more years) is improving steadily, dropping around 1.5 percentage points (pp) YoY to about 32%. However, the Company has set a goal of eliminating all unprofitable stores, so there is still considerable scope for improvement. Regarding shareholder returns, the Company has a policy of paying progressive dividends with a consolidated dividend payout ratio of at least 30%. In FY3/26, it plans to pay a dividend of ¥70.0 per share (dividend payout ratio of 53.7%), which includes a ¥30.0 commemorative dividend to mark the 50th anniversary of its founding.

## Key Points

- Achieved higher sales and profits in the 1H FY3/26 results in part due to the effect of M&A
- Aims to achieve record high profit in the FY3/26 results, in accordance with the initial forecast
- Aims to create group synergies and continuous revenue growth through M&A
- Plans to issue dividend of ¥70 per share in FY3/26, including commemorative dividend marking 50th anniversary of founding



Source: Prepared by FISCO from the Company's financial results

## Business overview

### Gyomu Super business is main pillar of earnings, accounting for majority share of net sales and ordinary income

The Company discloses information on four business segments: car-related business, Gyomu Super business, meat business, and other businesses. Looking at the percentages by business in 1H FY3/26, the Gyomu Super business accounted for 59.2% of net sales and 72.7% of ordinary income, making it the core business. This was followed by the car-related business, which accounted for 19.8% of net sales and 20.6% of ordinary income, while the meat business accounted for 9.5% of net sales and -0.3% of ordinary income and other businesses accounted for 11.5% of net sales and 6.9% of ordinary income. In addition, if adding the sales from the Gyomu Super business, the meat business, quality food and private brand (PB) business, mini-supermarket business, and agricultural business, which are included in other businesses, less than 80% of net sales come from food retail businesses.

#### 1. Car-related business

The car-related business comprises the five companies of G-7 AUTO SERVICE CO., LTD., which is at the core and a franchise of AUTOBACS that offers car product sales and maintenance services; G-7 BIKE WORLD CO., LTD.; which runs BIKE WORLD, a seller of motorcycle products and provider of maintenance services; G7 RETAIL MALAYSIA SDN. BHD., which handles AUTOBACS franchisees and runs BIKE WORLD stores in Malaysia; G-7.CrownTrading Co., Ltd., which is involved in the car export and sales business; and G-7 Shinwa Mobility Service Inc. (name changed from Shinwa Jidosha in April 2025), which is involved in car sales and body repair and painting businesses.

Just over 70% of sales are accounted for by G-7 AUTO SERVICE, and as of the end of September 2025, the number of AUTOBACS-related stores was 76 domestic stores (69 AUTOBACS stores and 7 AUTOBACS Express stores). Stores are located in Hyogo, Kyoto, Fukui, Okayama, Hiroshima, Chiba, and Ibaraki prefectures. Hyogo is particularly important with 38 stores, around 50% of the Company's entire network. The Company is the largest franchisee within the AUTOBACS group (1,038 domestic stores and 151 overseas stores). Store management places strong emphasis on productivity per employee, gross profit margin and inventory turnover rates, and due to this store management, the franchise business is notable for maintaining high profitability within the AUTOBACS group. In addition, the Company's businesses include managing seven BP centers (body repair and painting) and one Suzuki Cars Osaka store for purchasing and selling new and used cars, along with five FIELD SEVEN outdoor goods shops located on the premises of AUTOBACS and other stores. It manages franchise stores including operating six Mammaciao laundromats, two Yamaya Honpo taiyaki (fish-shaped pancakes with bean jam) stores, and two Châteraisé confectionery stores. Recently, it acquired and began operating one KeyPoint store specializing in workwear in July 2025.

The G-7 BIKE WORLD business, which accounts for just under 10% of sales, operated 14 stores in Japan at the end of September 2025 and is pursuing collaborative store openings with BIKE O & COMPANY <3377>, with which it has entered into a capital and business alliance. G-7.CrownTrading, which accounts for 10% to 20% of sales, mainly conducts export sales of used automobiles, and Malaysia is the main sales destination, accounting for almost 50% of total sales, while domestic sales account for approximately 10%.

The Malaysian subsidiary operates six BIKE WORLD stores and two AUTOBACS stores, but sales are still very small at only a few hundred million yen. G-7 Shinwa Mobility Service, which was brought into the Group in October 2024, operates four Gaia stores in the Kyoto-Shiga region, which sell new and used cars and provide body repair and painting services, and has an estimated annual sales volume of ¥2.0 to ¥3.0bn.

## 2. Gyomu Super business

The Gyomu Super business is the G-7 SUPER MART CO., LTD., which operates the Gyomu Super franchise. Store openings took place in the Kanto, Chubu, Kansai, Kyushu, and Hokkaido regions, reaching 219 stores at the end of September 2025, the largest scale within the Gyomu Super group (1,117 stores). Looking at store numbers by region, the Tokyo metropolitan area has the most at 88 stores, followed by Chubu with 53, Kansai with 34, Kyushu with 26, and Hokkaido with 18.

The Company is strengthening store earnings capacity through an emphasis on productivity per employee and inventory turnover rates. In the past few years, it has accelerated the opening of stores in Kanto, Kyushu, and Hokkaido. Going forward, it plans to actively expand store openings in the Chubu region as well. Bonne Sante, which was incorporated into the group in July 2024, was absorbed by G-7 SUPER MART in April 2025 to improve management efficiency.

## 3. Meat business

The meat business is operated by G-7 MEAT TERABAYASHI CO., LTD., which operates Oniku no Terabayashi retail butcher stores across the country. Since G-7 MEAT TERABAYASHI CO., LTD. was made a subsidiary in 2015, it has promoted a strategy of simultaneous openings with Gyomu Super stores and has expanded its store network. Furthermore, it is developing wholesale sales to restaurants, catering, and prepared food businesses in the Tokyo metropolitan area via the Andesfoods business division (Andesfoods Co., Ltd. was made into a subsidiary in 2020, then absorbed).

Store numbers at the end of September 2025 were 184 Oniku no Terabayashi stores and 13 Andesfoods stores, for a total of 197 stores. By region, Kanto had the most with 71 stores, followed by Chubu with 40, Kansai with 37, Kyushu with 27, Hokkaido with 15, Chugoku with 5, and Tohoku with 1. Around 90% of the total number of Oniku no Terabayashi store openings are within group stores, such as Gyomu Super and Megumi no Sato stores, as the Company continues to expand the business scale while increasing Group synergies.

## 4. Other businesses

Other businesses consist of the businesses of G-7 RICO'S STORES CO., LTD., which operates RICO'S mini-supermarkets; G7 JAPAN FOOD SERVICE CO., LTD., which operates quality food and PB business; G7 AGRI JAPAN CO., LTD., which manages the Megumi no Sato farmers' market chain; G7 RETAIL JAPAN CO., LTD., which develops franchises for Curves workout and training clubs for women and operates RJ market outlet store; and G-7 NEEL CO., LTD. (name changed from NEEL Inc. in April 2025), which is engaged in e-commerce sales of watches and pet products, etc. In 1H FY3/26, the mini-supermarket business accounted for around 40% of sales, while the quality food and PB business accounted for just over 30% of sales, meaning that both businesses accounted for just over 70% of sales.

RICO'S mini-supermarkets have opened in Tokyo and Kanagawa Prefecture, and as of the end of September 2025 there were 54 stores (43 stores in Tokyo, 11 in Kanagawa Prefecture). Average annual sales per store are approximately ¥180mn, which is just under 40% of the level of Gyomu Super. In April 2020, the Company acquired shares of UNY Co., Ltd., making it a subsidiary and resulting in 73 stores, but with sales showing sluggish growth due to the stay-at-home demand having petered out, the Company has gotten rid of unprofitable stores in phases. The management structure was reformed in April 2023, and since then revenue has been gradually improving.

### Business overview

In the quality food and PB business, the Company discovers regional delicacies and local specialty products and sells them to places such as department and specialty stores or e-commerce shops, as well as develops, produces, and sells various types of PB products centered on frozen and processed foods. As for regional delicacies and local specialty products, the Company procures over 60,000 items from more than 7,000 suppliers nationwide.

As of the end of September 2025, the Company was operating 19 Megumi no Sato stores in the Kansai region (16 in Hyogo, 1 in Osaka, and 2 in Nara), 8 of which are located within Gyomu Super stores. The Company receives around 20% commission on sales value from producers, recorded as net sales. This business model reduces the risk of product disposal loss and provides stable revenue.

As a franchisee, G7 RETAIL JAPAN operates 25 Curves workout and training clubs for women (Kanagawa Prefecture). It is also trying new business formats, such as opening one RJ market outlet store in 2024. In addition, G-7 NEEL, which was made a subsidiary in January 2025 with the aim of expanding the e-commerce business, sells watches and pet products online. Watch sales account for approximately 70% of net sales, and the Company has opened two stores in Yokohama under the name NEEL.

### Major consolidated subsidiaries

(As of April 1, 2025)

Business segment	Company name	Capital contribution ratio	Business description
Car-related	G-7 AUTO SERVICE CO., LTD.	100.0%	Operator of AUTOBACS, etc.
	G-7 BIKE WORLD CO., LTD.	100.0%	Operator of BIKE WORLD, etc.
	G-7 Shinwa Mobility Service Inc.	100.0%	Car sales, maintenance, and body repair and painting
	G-7.CrownTrading Co., Ltd	100.0%	New vehicle and used vehicle export sales
	G7 RETAIL MALAYSIA SDN. BHD	100.0%	Operator of AUTOBACS, BIKE WORLD, etc.
Gyomu Super	G-7 SUPER MART CO., LTD.	100.0%	Operator of Gyomu Super, etc.
Meat	G-7 MEAT TERABAYASHI CO., LTD.	100.0%	Wholesale and retail sales of meats and processed livestock products
	G7 AGRI JAPAN CO., LTD.	100.0%	Operator of Megumi no Sato, etc.
Other	G7 JAPAN FOOD SERVICE CO., LTD.	100.0%	Manufacturing and wholesale of food products and beverages, etc.
	G7 RETAIL JAPAN CO., LTD.	100.0%	Operator of Curves training clubs for women and RJ market outlet store
	G7 STORE INNOVATIONS CO., LTD.	100.0%	Store design, interior design and work execution management
	G7 RICO'S STORES CO., LTD.	100.0%	Operator of RICO'S urban-type mini-supermarkets
	G-7 NEEL CO., LTD.	100.0%	E-commerce sales of watches and pet products, etc.

Source: Prepared by FISCO from materials provided by the Company and website

## Results trends

### Achieved higher sales and profits in the 1H FY3/26 results in part due to the effect of M&A

#### 1. Overview of 1H FY3/26 results

In the 1H FY3/26 consolidated results, net sales increased 9.6% YoY to ¥110,658mn, operating income increased 7.1% to ¥3,057mn, ordinary income rose 7.5% to ¥3,275mn, and profit attributable to owners of parent was up 9.7% to ¥2,238mn.

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### Results trends

Net sales increased in all business segments and set a record high again. This was due to existing store net sales performing strongly in major formats, along with sales from Bonne Sante (incorporated into the Group in the previous fiscal year and absorbed by G-7 SUPER MART in April 2025), Shinwa Jidosha, and G-7 NEEL contributing from the start of the fiscal year. Operating income decreased in the Gyomu Super business due to rising personnel expenses and store renovation expenses, but this was offset by higher profit in other business segments (contraction of loss for meat business). Profit for the 1H period therefore increased for the first time in five fiscal years. It seems that about half of the increase in sales is due to the effect of M&A. In terms of profit, the impact seemed to be minor when the increase in goodwill amortization (¥143mn) is included.

The Company opened 12 new stores, mainly Gyomu Super and Oniku no Terabayashi stores, and closed 4 stores during 1H FY3/26, for a total of 648 stores at the end of 1H, an increase of 18 YoY. In terms of new business formats, it signed a franchise agreement with Agro Works Co., Ltd., which is involved in workwear design, sales, and manufacturing, and acquired one KeyPoint workwear specialty store (Settsu City, Osaka Prefecture), which it began operating in July 2025.

### 1H FY3/26 results (consolidated)

	1H FY3/25		1H FY3/26		YoY
	Results	vs. net sales	Results	vs. net sales	
Net sales	100,994	-	110,658	-	9.6%
Car-related business	21,084	20.9%	21,930	19.8%	4.0%
Gyomu Super business	58,566	58.0%	65,490	59.2%	11.8%
Meat business	10,119	10.0%	10,526	9.5%	4.0%
Other	11,223	11.1%	12,711	11.5%	13.3%
Cost of sales	76,781	76.0%	84,038	75.9%	9.5%
SG&A expenses	21,358	21.1%	23,562	21.3%	10.3%
Operating income	2,854	2.8%	3,057	2.8%	7.1%
Ordinary income	3,047	3.0%	3,275	3.0%	7.5%
Car-related business	567	2.7%	627	2.9%	10.6%
Gyomu Super business	2,292	3.9%	2,211	3.4%	-3.6%
Meat business	-38	-0.4%	-9	-0.1%	-
Other	179	1.6%	211	1.7%	18.2%
Profit attributable to owners of parent	2,040	2.0%	2,238	2.0%	9.7%

Source: Prepared by FISCO from the Company's financial results

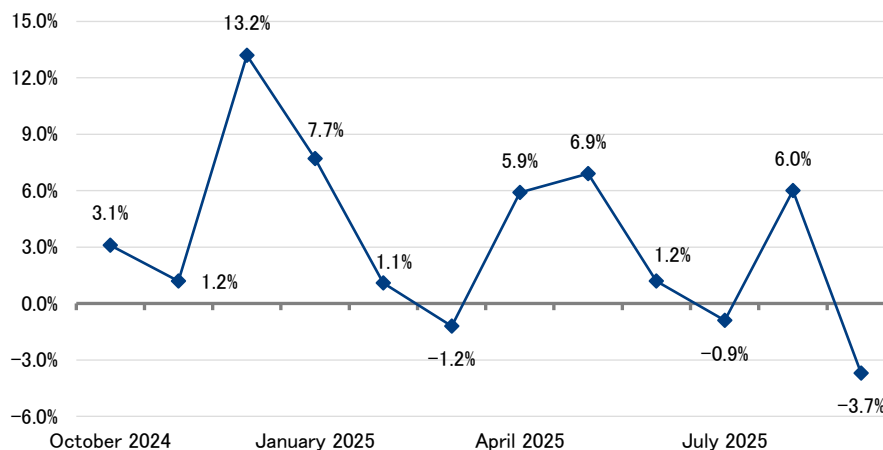
### (1) Car-related business

In the car-related business, net sales increased 4.0% YoY to ¥21,930mn, achieving a record high again, while ordinary income rose 10.6% to ¥627mn. By company, sales and profits decreased for G-7.CrownTrading, but they increased for other Group companies, especially the mainstay G-7 AUTO SERVICE.

In the results for G-7 AUTO SERVICE, net sales rose around 3% YoY and ordinary income also increased. There was no change in the number of domestic AUTOBACS stores, at 69, and existing store net sales performed strongly, rising 2.6%. Existing domestic store net sales for the AUTOBACS group as a whole increased 2.9%, so net sales grew at roughly the same level. By category, net sales decreased 9.6% for car AV and fell 2.1% for car purchasing and sales, but performance was strong in other categories, as net sales grew 8.9% for tires, 5.5% for services such as tire fitting fees, 5.1% for oil for consumable parts, and 2.7% for batteries, which were the main reasons for increased sales and profits.

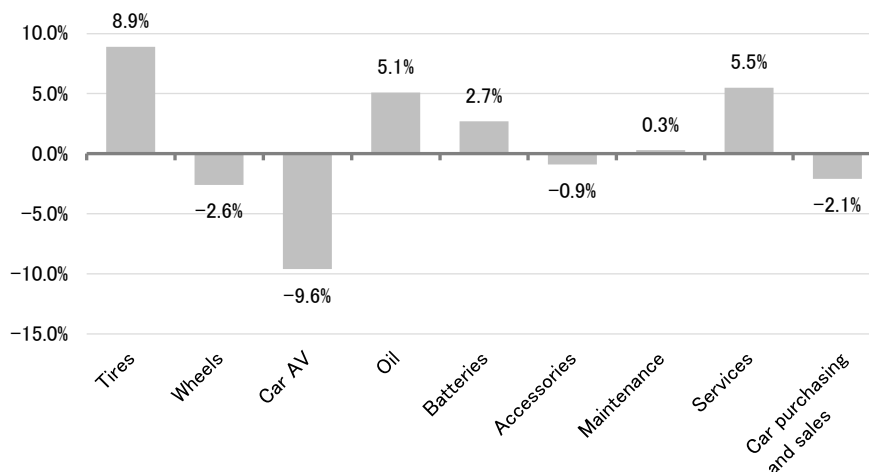
## Results trends

**Net sales growth rate of existing G-7 AUTO SERVICE stores (YoY)**



Source: Prepared by FISCO from materials provided by the Company

**YoY sales trends by category**

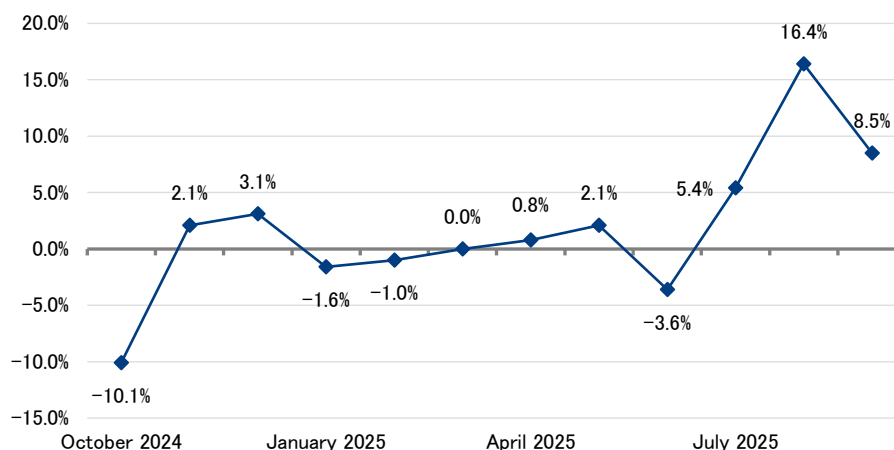


Source: Prepared by FISCO from materials provided by the Company

G-7 BIKE WORLD's existing store net sales increased for the second consecutive fiscal year by 4.7% YoY, as both sales and profits increased. This was mainly because the number of customers recovered in 2Q due to enhanced sales activities, as well as helmet sales performing strongly at some stores due to inbound demand. The selling prices for Japanese brand helmets have become higher at overseas stores than in Japan, but sales were strong. The number of stores at the end of 1H was 14, a decrease of 1 YoY due to the closure of 1 store.

## Results trends

**Net sales growth rate of existing G-7 BIKE WORLD stores  
(YoY)**



Source: Prepared by FISCO from materials provided by the Company

The Malaysian subsidiary posted higher sales, leading to a contraction in loss. While growth was sluggish at the two AUTOBACS stores, sales expanded steadily at the five BIKE WORLD stores due to an increase in the number of customers. In August 2025, one new store opened, resulting in a network of six stores.

G-7.CrownTrading, which is engaged in the car export sales business, suffered from conservative buying by overseas importers due to increased foreign exchange risk triggered by the Trump administration's tariffs, leading to a decrease in both sales and profits. However, recently results have been trending upward: for example, net sales recovered in September 2025, increasing 29.2% YoY. Body repair and painting services by G-7 Shinwa Mobility Service, which was made a subsidiary in October 2024, performed strongly and profits exceeded the forecast.

## (2) Gyomu Super business

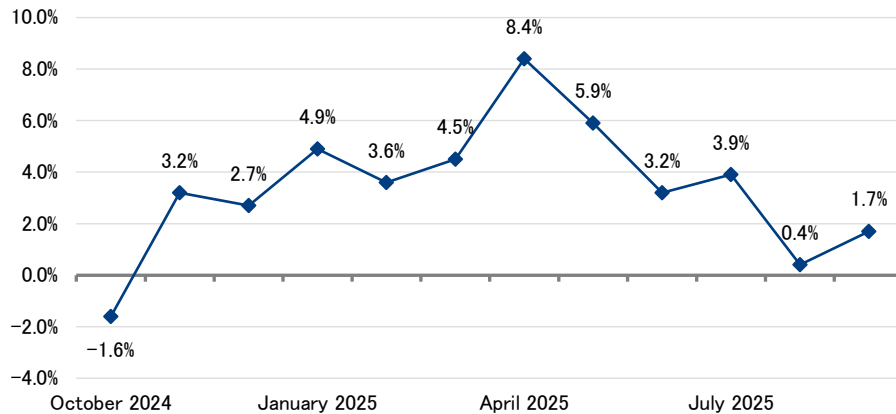
In the Gyomu Super business, net sales were up 11.8% to ¥65,490mn and ordinary income was down 3.6% to ¥2,211mn. The main reasons for the higher sales were new store openings and the effects of M&A conducted in the previous year, as well as existing store net sales performing strongly (up 3.9% YoY). The majority of the increase in existing store net sales was due to a rise in the price per customer, as customers remained loyal to Gyomu Super, which provides high-quality products at competitive prices as food prices continue to rise. In 1H FY3/26, four new stores opened (three in the Chubu area, one in the Kinki area) and one store closed. The number of stores at the end of September 2025 was 219, an increase of 8 YoY.

Although the gross profit margin improved 0.1pp YoY, profit decreased mainly due to higher personnel expenses, along with increases in store renovation expenses and goodwill amortization. Store renovations were implemented for 14 stores, mainly stores incorporated into the group in the previous fiscal year (compared to 10 stores in 1H FY3/25).

Since November 2024, existing store net sales have been trending upward YoY, showing roughly the same trend as the growth rate of existing stores in Kobe Bussan's <3038> overall direct sales area.

## Results trends

**Net sales growth rate of existing Gyomu Super stores  
(YoY)**



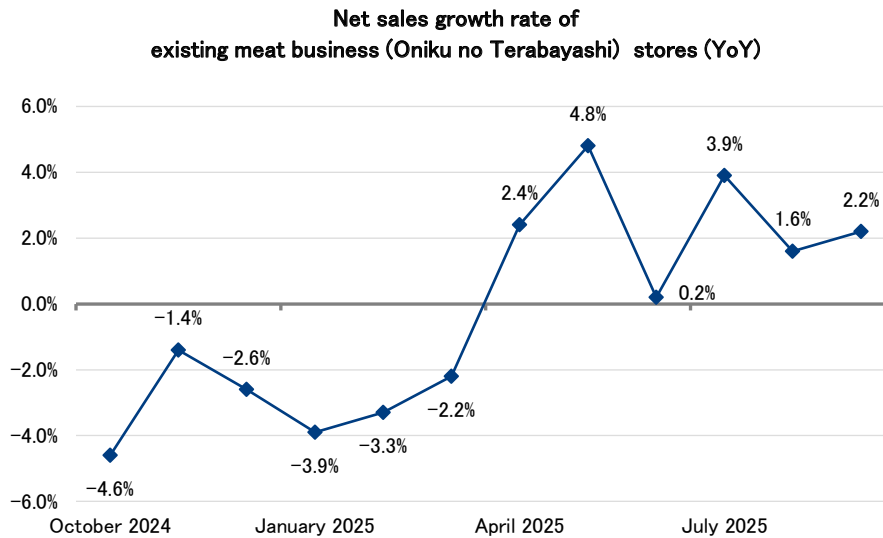
Source: Prepared by FISCO from materials provided by the Company

### (3) Meat business

In the meat business, net sales grew 4.0% YoY to ¥10,526mn and ordinary loss was ¥9mn (loss of ¥38mn in 1H FY3/25), as net sales achieved a record high for the first time in two fiscal years. This was due to the effects of opening new stores, as well as existing store net sales performing strongly (up 2.5%). In terms of profit, the cost of sales ratio deteriorated as a result of factors such as market prices soaring as production of domestic pork fell due to the impact of extreme heat and product disposal loss increasing, but as a result of efforts to reduce expenses, loss shrunk somewhat YoY.

Regarding the monthly sales trend at existing stores, there was positive YoY growth for the first time in 13 months in April 2025, and since then, low single-digit growth has continued. There were five new store openings (one in the Tokyo metropolitan area, three in the Chubu area, and one in the Kinki area) and one store was closed. The number of stores at the end of September 2025 was 184, an increase of 9 YoY.

## Results trends



Source: Prepared by FISCO from materials provided by the Company

#### (4) Other businesses

In other businesses, net sales increased 13.3% YoY to ¥12,711mn and ordinary income increased 18.2% to ¥211mn, as both sales and profits continued to grow. The main reasons for higher net sales were growth of the quality food and PB business, as well as the addition of G-7 NEEL to the group. Profits increased due mainly to factors such as efforts to improve revenue in unprofitable businesses and recording gain on sale of real estate owned by G7 RETAIL JAPAN.

Looking at results trends, the mini-supermarket business saw about a 3% YoY decrease in sales due to the impact of efforts to shed unprofitable stores in 2H FY3/25. However, existing store net sales performed steadily, increasing 1.6%, and the Company continued to revise operation costs. As a result, the loss amount shrunk. There were no new store openings or closures, and the number of stores at the end of September 2025 was down 4 YoY to 54.

In the quality food and PB business, there was single-digit growth in net sales and profits due to efforts to develop new customers and discover products. Sales of pet food, which the Company started handling in FY3/25 as a new product, grew due to selling it at dog parks and the like. In the agricultural business, existing store net sales were sluggish, declining 1.5% YoY, and profits also decreased due to rising costs. While sales of polished rice were strong in 1H FY3/25, in 1H FY3/26 demand shifted to stockpiled rice, a product that is not handled by Megumi no Sato stores, which impacted performance. There was one store closure, and the number of stores was down 1 YoY to 19.

In addition, in the Curves business, the number of members at Curves workout and training clubs for women (25 clubs) steadily increased, but net sales were sluggish and declined slightly. Furthermore, sales in the watch and pet products business of G-7 NEEL, which is a new addition to the group, performed strongly, rising around 8% YoY. However, due to the impact of stockout occurring with some pet products, sales were less than forecast.

## Despite a slight deterioration, maintained a solid financial condition due to actively pursuing M&A

### 2. Financial position and management indicators

At the end of 1H FY3/26, total assets were up ¥3,058mn YoY to ¥73,752mn. Looking at the main factors of change, in current assets, accounts receivable-trade decreased ¥642mn, but cash and deposits and inventories increased ¥1,661mn and ¥1,225mn, respectively. In non-current assets, property, plant and equipment increased ¥1,043mn, due to factors such as the opening of new stores and carrying out renovations, while goodwill decreased ¥253mn.

Total liabilities increased ¥1,700mn from the end of the previous fiscal year to ¥39,819mn. Accounts payable-trade and other current liabilities decreased, but interest-bearing debt rose ¥3,183mn due to bank borrowing to fund new M&A. Total net assets increased ¥1,357mn to ¥33,932mn. Retained earnings increased ¥1,359mn due to factors such as recording net profit attributable to owners of parent and payment of dividends.

Turning to management indicators, the equity ratio remained more or less stable, decreasing 0.1pp from the end of the previous fiscal year to 46.0%, and the interest-bearing debt ratio rose 7.7pp to 50.7%, as the financial position deteriorated slightly. This is mainly because multiple M&As have been executed from FY3/25 onward, and since they were funded with borrowings, interest-bearing debt has expanded 1.9 times. Net cash (cash and deposits – interest-bearing debt) also decreased to ¥1,337mn, but it remains positive and financial soundness is considered to be maintained. Going forward, an issue to address will be how the Company can get its newly consolidated subsidiaries' earnings on a growth trajectory through creating group synergies.

#### Consolidated balance sheet and management indicators

	FY3/22	FY3/23	FY3/24	FY3/25	1H FY3/26	Change
(¥mn)						
<b>Current assets</b>	29,498	30,259	33,360	34,898	37,077	2,179
<b>Cash and deposits</b>	17,033	15,688	17,138	16,869	18,530	1,661
<b>Inventories</b>	6,854	7,982	8,067	9,108	10,333	1,225
<b>Non-current assets</b>	24,647	26,943	28,511	35,795	36,674	879
<b>Goodwill</b>	437	16	62	4,617	4,364	-253
<b>Total assets</b>	54,145	57,202	61,872	70,693	73,752	3,058
<b>Total liabilities</b>	29,398	30,444	31,898	38,118	39,819	1,700
<b>Interest-bearing debt</b>	9,300	9,300	9,170	14,010	17,193	3,183
<b>Total net assets</b>	24,747	26,757	29,973	32,574	33,932	1,357
[Management indicators]						
<Financial strength>						
<b>Equity ratio</b>	45.4%	46.8%	48.4%	46.1%	46.0%	-0.1pp
<b>Interest-bearing debt ratio</b>	37.8%	34.8%	30.6%	43.0%	50.7%	7.7pp
<b>Net cash</b>	7,733	6,388	7,968	2,859	1,337	-1,522

Source: Prepared by FISCO from the Company's financial results

## ■ Outlook

### Aims to achieve record high profit in the FY3/26 results, in accordance with the initial forecast

#### 1. FY3/26 forecasts

For the FY3/26 consolidated results, the Company forecasts net sales to increase 7.4% YoY to ¥230,000mn, operating income to rise 19.3% to ¥8,500mn, ordinary income to grow 15.2% to ¥8,600mn, and profit attributable to owners of parent to increase 15.4% to ¥5,700mn, in accordance with the initial forecasts. The Company is aiming to reach new record highs for all profit lines for the first time in four fiscal years.

#### Consolidated forecasts for FY3/26

	FY3/25		FY3/26			2Q progress rate
	Results	vs. net sales	Company forecast	vs. net sales	YoY	
Net sales	214,129	-	230,000	-	7.4%	48.1%
Operating income	7,122	3.3%	8,500	3.7%	19.3%	36.0%
Ordinary income	7,466	3.5%	8,600	3.7%	15.2%	38.1%
Profit attributable to owners of parent	4,939	2.3%	5,700	2.5%	15.4%	39.3%
Earnings per share (¥)	112.72		130.40			

Source: Prepared by FISCO from the Company's financial results

Through 1H, the progress rate against the full-year forecasts was 48.1% for net sales and 36.0% for operating income. Compared to the cumulative progress rate in the previous three fiscal years (47.9% for net sales, and 43.5% for operating income), the progress rate for operating income is somewhat low, but the Company aims to achieve the forecasts by enhancing earnings in existing businesses through factors such as the incorporation of G-7 Meat Planning Co., Ltd. (formerly Meat Planning) as a subsidiary in October 2025, which will boost earnings in 2H. We at FISCO believe that it will be possible to achieve the Company's forecasts as long as sales of profitable winter tires perform strongly. Meat Planning is a company with its head office in Takasaki City, Gunma Prefecture, which is mainly engaged in processing and wholesaling of beef tongue for Korean barbecue restaurants across Japan. It mostly uses beef from the US, Mexico, and Australia, and in its FY9/24 results, it recorded net sales of ¥5,557mn and operating income of ¥441mn, maintaining double-digit annual growth of both. The Company is developing the meat business as its third pillar, after the Gyomu Super business and car-related business, and since synergy with G-7 MEAT TERABAYASHI may be expected, it acquired all shares in Meat Planning for ¥3,091mn on October 1, 2025. It plans to maintain the existing management structure. The scope of goodwill and amortization period have not yet been determined, but at the end of FY9/24, net assets were ¥1,117mn, and given that performance remained steady in FY9/25, it is expected that goodwill will be around ¥1.7bn to ¥1.8bn and that it will positively contribute to both net sales and profits from the first year onward.

# G-7 HOLDINGS INC. | 18-Dec.-2025 7508 Tokyo Stock Exchange Prime Market | <https://www.g-7holdings.com/investors/>

## Outlook

### Results in three most recent fiscal years for former Meat Planning

	¥mn		
	FY9/22	FY9/23	FY9/24
Net sales	4,058	4,832	5,557
Operating income	202	396	441
Net income	142	280	278
Net assets	558	839	1,117
Total assets	1,723	1,983	2,371

Source: Prepared by FISCO from the Company's IR news

The Company plans to open 21 new stores in 2H, with the number of group stores at the end of the fiscal year forecast to go up 29 YoY to 669. The openings include eight Gyomu Super stores, seven Oniku no Terabayashi stores, two Megumi no Sato stores, three Karada Ugoki Kaifuku Center Pint-up stores, and one BIKE WORLD store. Of these, the plan has been finalized (including stores that are already open) for only three Gyomu Super stores and seven Oniku no Terabayashi stores. For the other business formats, it is possible that the openings will be pushed back after taking into account the market conditions.

### Number of Group stores and number of store openings and closures

Store name	End of FY3/25 Number of stores	End of 1H FY3/26 Number of stores	2H FY3/26 forecast		End of FY3/26 Number of stores
			Openings	Closures	
AUTOBACS (including SA and SH)	69	69			69
AUTOBACS Express	7	7			7
BP centers (body repair and painting)	8	8			8
G-7 TSUCHIYAMA CIRCUIT	1	1			1
FIELD SEVEN	5	5			5
Mammaciao	6	6			6
Taiyaki Specialty Store Yamaya Honpo	2	2			2
Châteraisé	2	2			2
KeyPoint (new business format)	-	1			1
Gaia	4	4			4
BIKE WORLD	15	14	1		15
Gyomu Super	216	219	8		227
Obentoya K	1	1			1
Oniku no Terabayashi	180	184	7		191
Andesfoods	13	13			13
Megumi no Sato	20	19	2		21
Super Megumi no Sato	1	1			1
RICO'S	54	54			54
Curves	25	25			25
Karada Ugoki Kaifuku Center Pint-up (new business format)	1	2	3		5
RJ market (new business format)	1	1			1
NEEL	2	2			2
Overseas (AUTOBACS, BIKE WORLD)	7	8			8
Total	640	648	21	0	669

Source: Prepared by FISCO from materials provided by the Company

### (1) Car-related business

Within the car-related business, G-7 AUTO SERVICE has no plans to open any new stores and instead aims to increase revenue and profits by growing sales and improving productivity at existing stores. The sales trend for winter tires will be key, and the Company aims to achieve its forecast by focusing on sales of consumables other than car supplies and the service division.

## Outlook

For G-7 BIKE WORLD, the steady sales growth at existing stores is forecast to continue in 2H, and increased productivity based on the improved capabilities of new graduates hired in the previous fiscal year will also contribute. Sales and profits are therefore forecast to increase.

As for the overseas business, the Malaysian subsidiary is aiming to absorb sluggish growth at AUTOBACS with the strong performance of BIKE WORLD, and to achieve its first overall profit since entering the market. It may also open one BIKE WORLD store by the end of the fiscal year, depending on real estate contract negotiations. In the automobile export and sales business, which was sluggish in 1H, Malaysian importers' purchasing appetite recovered due to the decline in the yen exchange rate. The Company aims to catch up in 2H and achieve higher sales and profits for the full year. Since importers pay in yen, the exchange rate will be a factor that positively impacts demand if the yen remains weak.

G-7 Shinwa Mobility Service is expected to contribute to operating performance throughout the fiscal year, adding ¥1.0bn yen to net sales, and the Company is also expected to turn a profit due to the non-recurrence of a one-time loss resulting from a review of accounting standards.

### (2) Gyomu Super business

In the Gyomu Super business, net sales are expected to increase around 10% thanks to the continued solid performance of existing stores, the full-year contributions of stores opened in the previous fiscal year and stores acquired through M&A, and the effect of opening 12 new stores in FY3/26. Of these 12 stores, 6 had already been opened by October and one is set to open in December. Renovations were implemented at 14 stores during 1H, which had a negative effect on sales, but in 2H, renovations are expected at only a few stores. Rising personnel expenses are a factor that continues to put downward pressure on profit, but as a measure to improve productivity, the Company is gradually introducing semi-self-service registers and cashless payment systems in conjunction with renovating stores and also intends to address the shortage of labor.

### (3) Meat business

In the meat business, the Company originally planned to open 10 new stores but has upwardly revised it to 12. By October 2025, nine stores were already open and the remaining three are also set to open. Oniku no Terabayashi is expected to achieve increased sales and profits for the full year thanks to efforts to improve the cost of sales ratio. Furthermore, G-7 Meat Planning will also boost results starting in 2H.

### (4) Other businesses

Other businesses are expected to see increased sales and profit. For the mini-supermarket business, the Company is pursuing higher sales and profits based on revising its product strategy, promotional measures using social media, and efforts to improve productivity and customer satisfaction by enhancing development and training of store staff. However, since it will be difficult to make a profit, which was the target stated at the start of the fiscal year, it is also considering closing stores that do not achieve a certain level of monthly sales by the end of FY3/26. In April 2026, for the purpose of improving management efficiency, it decided that G-7 RICO'S STORES would be absorbed by G7 JAPAN FOOD SERVICE, which is expected to further increase sales and profits in FY3/27.

In the agricultural business, the Company aims to achieve earnings recovery by revising contracts with producers that have had low sales commission rates until now. In the quality food and PB business, it expects to increase sales and profits by continuing to develop new customers and discover products, as well as exhibiting at food fairs and enhancing sales in the pet food business. Furthermore, it aims to increase sales and profits for the full year in the Curves business by enhancing the acquisition of new members.

## Outlook

As for G-7 NEEL, due to its contribution to results throughout the fiscal year, net sales are expected to increase by just over ¥2.0bn and ordinary income to increase by tens of millions of yen. Inventorying of pet products with which stockout occurred in 1H has also been finalized. In 2H, the Company expects to enhance sales and achieve further growth. Going forward, it aims to expand its e-commerce business for other products, including G-7 NEEL, while leveraging M&A, with G-7 Meat Planning products being among the candidates.

## Aims to create group synergies and continuous revenue growth through M&A

### 2. Progress of medium-term management plan and key measures

In FY3/22, the Company started a five-year medium-term management plan running through FY3/26, which is the plan's final fiscal year and will mark the Company's 50th anniversary of its founding. The plan's financial targets were for net sales of ¥250.0bn and ordinary income of ¥10.0bn for FY3/26, but as progress in results through FY3/25 fell short of expectations, in its most recent forecast the Company has revised its forecast to more realistic figures of ¥230.0bn in net sales and ¥8.6bn in ordinary income. The reasons for the results falling short of expectations include a slowdown in the pace of new store openings due to rising store opening costs and utility costs associated with price increase, a long-term slump in the mini-supermarket business due to the end of stay-at-home demand, and a slump in the meat business caused by high raw material prices. However, the Company aims to achieve its initial targets as soon as possible while also promoting its M&A strategy.

In addition, in the "Response to Realize Management with Consideration of Capital Costs and Stock Price" announced on October 30, 2024, the Company added new targets for ROE and capital policy. The Company aims to maintain and increase ROE at the level of FY3/24 (18.3%) and has set a target of the 40% range for the equity ratio.

Management indicator targets

		FY3/24 result	FY3/25 result	FY3/26 targets	
				Initially announced value	announced in May 2025
Result	Net sales	¥193.0bn	¥214.1bn	¥250.0bn	¥230.0bn
	Ordinary income	¥7.3bn	¥7.4bn	¥10.0bn	¥8.6bn
Return on capital	ROE	18.3%	15.8%	Maintain and increase the current ROE level	
Capital structure	Equity ratio	48.4%	46.1%	Target the 40% range	
Investment amount		¥4.1bn (capital investment amount)	¥9.5bn (capital investment ¥4.4bn, M&A ¥6.0bn*)	¥12.5bn (including M&A)	
Shareholder returns	Dividend payout ratio	At least 30.0%	35.5%	30.0%以上	
	Dividend per share	¥40	¥40	-	¥70*2

\*1 M&A includes advisory costs.

\*2 Includes a commemorative dividend of ¥30 (announced on October 30, 2025).

Source: Prepared by FISCO from the Company's "Response to Realize Management with Consideration of Capital Costs and Stock Price" (October 2024) and latest presentation materials

## Outlook

To achieve growth in its medium-term management plan, the Company is working on the following 10 priorities it has given as its goals:

- 1) Each operating company will strive to deliver increases in sales and profits and record-high results every fiscal year
- 2) Each operating company must always achieve profit
- 3) Strive to have no unprofitable stores and reduce the total amount of losses to zero
- 4) Aim for year-on-year increases in every two productivity indicators of net sales and gross profit per employee
- 5) Profit growth rates in excess of sales growth rates must be achieved
- 6) Strive to develop new businesses and business formats with high investment returns
- 7) Strive to open 50 to 70 new stores with high investment returns every fiscal year (store count to increase from 586 at the end of FY3/21 to 1,000 at the end of FY3/26, including G-7 Mall)
- 8) Work to advance M&A deals and capital and business alliances
- 9) Make every effort to strengthen recruitment and nurture and educate human resources (number of employees including temporary employees to increase from 7,746 at the end of FY3/21 to 14,000 in FY3/26)
- 10) Promote ESG and SDGs measures

Of these, for 2), G-7 RICO'S STORES and the Malaysian subsidiary G-7 BIKE WORLD posted losses in FY3/25, but G-7 BIKE WORLD is forecast to be able to turn a profit in FY3/26. For 3), around 32% of all stores (575 stores that have been open for 4 years or more) posted losses at the end of 1H FY3/26. While the proportion of unprofitable stores fell by around 1.5pp YoY, the pace of improvement is slow. Going forward, the Company intends to reduce the number of unprofitable stores by enhancing store management productivity, improving inventory turnover, and revising its product strategy. Regarding 6), the development of new businesses and new store formats, the Company entered the workwear sales business by signing a franchise agreement and starting operation of one KeyPoint store.

With regard to 7), opening new stores, the Company opened 34 stores in FY3/22, 27 in FY3/23, 24 in FY3/24, and 44 in FY3/25 (including stores acquired through M&A) against a backdrop of rising store opening costs, and in FY3/26, it again forecasts that the number will be less than the initial target, at 33 stores. At present, Gyomu Super and Oniku no Terabayashi stores account for the majority of new store openings. Looking at it another way, acquiring business formats with an earnings capacity that enables more store openings is an issue, and it is likely necessary to develop new business formats or acquire them through M&A in order to increase the pace of store openings.

In FY3/25, there were three M&As, and in FY3/26, one has already been completed, and since there is still room in the investment budget, further M&As are being considered. If synergy can be created with new subsidiaries incorporated into the group, it may be expected to lead to the expansion of existing businesses and the Company will enter a virtuous cycle driving medium- to long-term growth. With regard to G-7 Meat Planning specifically, sales are mainly directed at Korean barbecue restaurants, but there is the possibility of significantly expanding the scope of business through sales to general consumers via Oniku no Terabayashi stores and the group's e-commerce site. A successful example of synergy is G-7 MEAT TERABAYASHI, which became a subsidiary in 2015. Its sales volume was initially in the ¥8.0bn range, but after that, the opening of stores as Gyomu Super tenants continued to expand. As a result, in nine years, the sales volume grew by around 2.6 times. We at FISCO believe that G-7 Meat Planning can also be expected to grow at a similar pace.

Regarding 9), personnel hiring and training, the Company continues strengthening these based on the belief that personnel are the source of a company's growth. In April 2025, the Group hired 79 new graduates (104 in the previous year), and in 2026, it plans to continue proactive recruitment. As for personnel training, in addition to continuing regular training to develop and promote young executives, the Company is also reviewing its personnel evaluation system to improve the skills and motivation of individual employees.

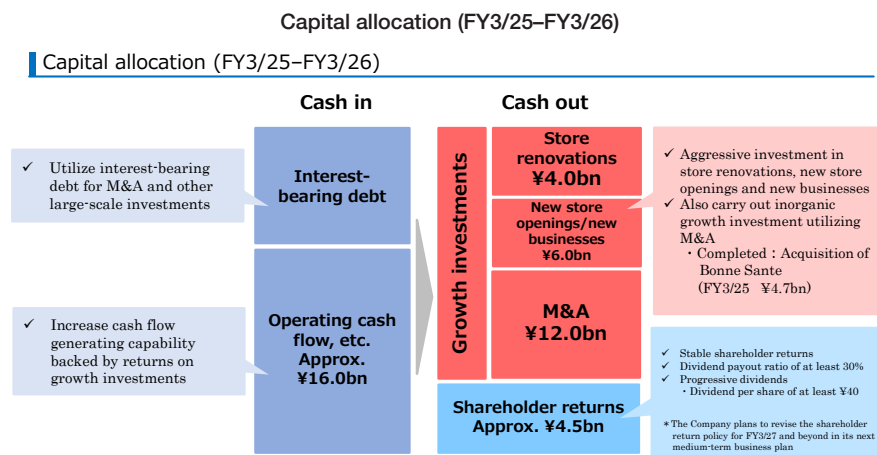
## Initiatives to increase corporate value

### Aims to increase corporate value through maintaining and increasing ROE and accelerating profit growth

#### 1. Measures to increase corporate value

As measures to increase corporate value, the Company aims to maintain and increase its ROE level and accelerate profit growth through aggressive growth investments. It also aims to foster growth expectations by enhancing information disclosure, including on sustainability initiatives, thereby improving its market valuation (PER). The ROE level is already steadily exceeding its cost of shareholders' equity (5–8%), and its P/B ratio has also been trending at above 1 time. However, given that its PER level has been trending in the 10–16 times range, the Company recognizes that increasing its profit growth rate is important for improving its corporate value.

In addition, with regard to the capital allocation approach for the two fiscal years from FY3/25 through FY3/26, the Company expects to spend ¥22.0bn on growth investments (of which ¥12.0bn will be for M&A, ¥6.0bn will be for new store openings and new businesses, and ¥4.0bn will be for store renovations), which will be cash outflows, and to return approximately ¥4.5bn to shareholders. However, the operating cash flow to be generated over the two fiscal years will be approximately ¥16.0bn, and the shortfall will be covered by interest-bearing debt. Regarding M&A, the Company has spent around ¥9.0bn on the four companies mentioned above, and the remaining budget of ¥4.0bn will be used to fund new M&A.

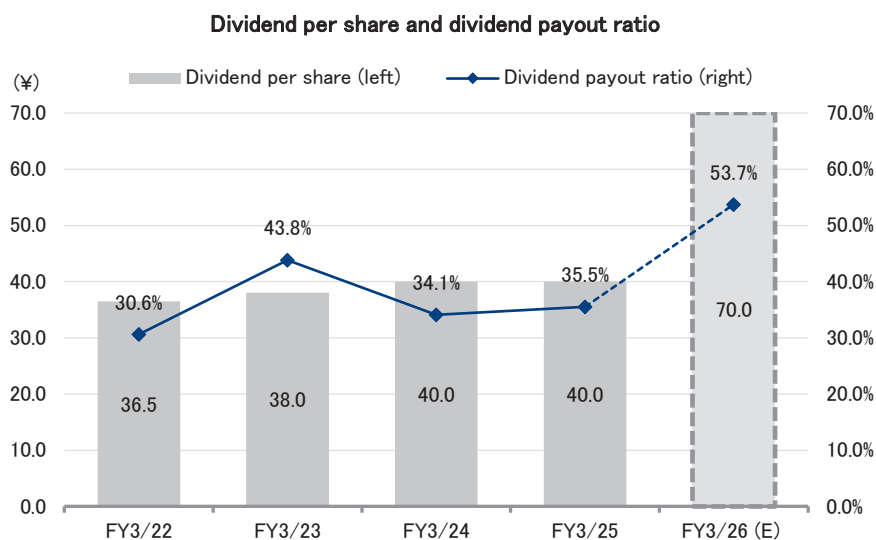


Source: The Company's "Response to Realize Management with Consideration of Capital Costs and Stock Price"

## Plans to issue dividend of ¥70 per share in FY3/26, including commemorative dividend marking 50th anniversary of founding

### 2. Shareholder return policy

The Company's shareholder return policy is to issue progressive dividends, with a target dividend payout ratio of at least 30% (it plans to revise it for FY3/27 onward). In its initial forecast, it planned to issue a dividend per share of ¥40.0 (dividend payout ratio of 30.7%) in FY3/26, the same as the previous fiscal year, but on October 30, it announced that it would add a commemorative dividend of ¥30.0 to mark the 50th anniversary of its founding, bringing the total to ¥70.0 (53.7%). The annual dividend yield calculated based on the closing price on October 31, 2025 (¥1,279), is 5.5%.



Note 1: The Company carried out a 2-for-1 stock split in October 2021. Per share dividend amounts in FY3/22 have been corrected retroactively.

Note 2: FY3/26 (E) includes a ¥30.0 commemorative dividend.

Source: Prepared by FISCO from the Company's financial results

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