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 (Securities code: 9948; TSE Prime Market and SSE)
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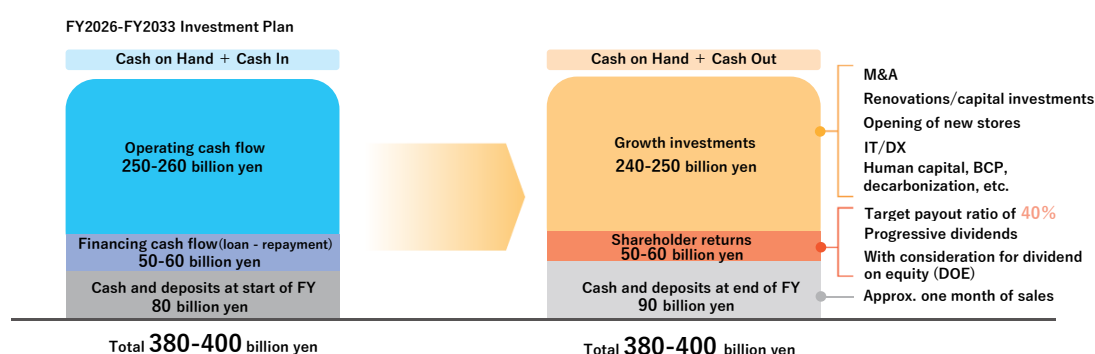
Notice Concerning Formulation of Growth Investment Plan and Growth Strategy Focused on Cash Allocation

ARCS COMPANY,LIMITED (hereinafter referred to as the “Company”) hereby announces that it has resolved, at a meeting of the Board of Directors held today, the formulation of a growth investment plan and growth strategy focused on cash allocation as measures toward improving corporate value. The details are described below. Additionally, details are provided in the “ARCS Integrated Report 2025,” published today. To continue contributing to affluent lifestyles as a lifeline for each community, the ARCS Group is working together as a Group to promote growth strategies amid the Second Phase of Distribution Reform. Based on the newly formulated growth investment plan, the Company will advance effective investments centered on new store investment and transforming existing stores to Super ARCS via store remodeling, focus even more on M&A than in the past, and in system investment, update new core system in the pursuit of ease of use and efficiency. As a result, for the fiscal year ending February 28, 2033, which will mark the 30th anniversary of the founding of ARCS, the Company will aim to realize consolidated net sales of 1 trillion yen or more and ROE of at least 8%.

1. Net sales targets and investment plan

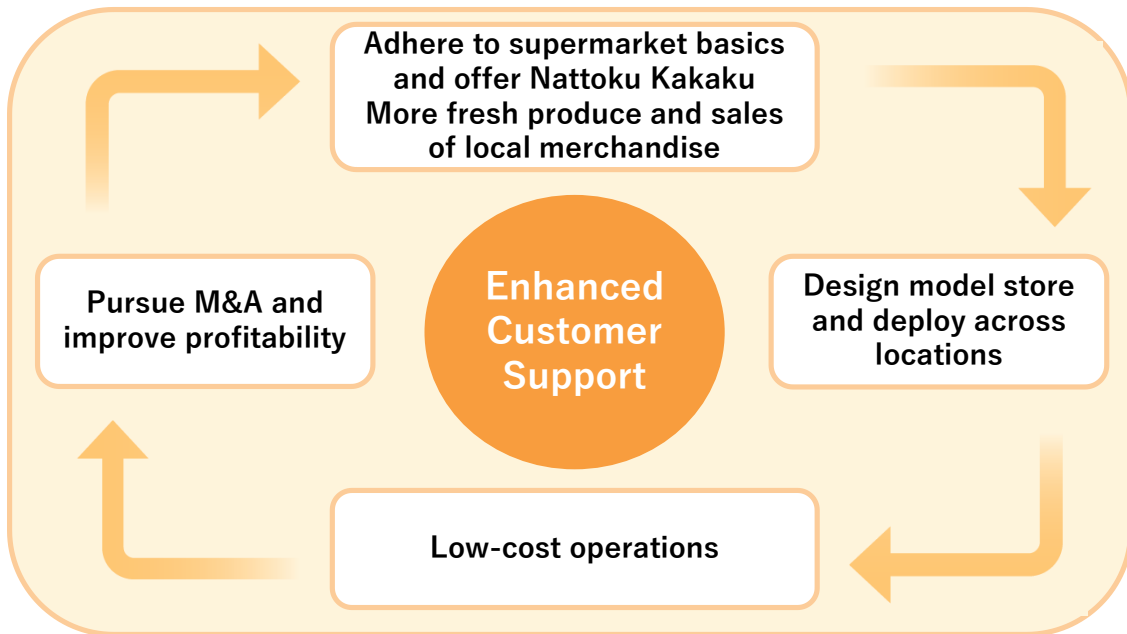
ARCS 30th Anniversary (fiscal year ending February 2033)

Sales Target : Over 1 trillion yen



2. Overview image of ARCS Group growth strategy

ARCS Group Growth Strategy



3. Key measures

[Toward realizing consolidated net sales of 1 trillion yen or more]

- Accelerating organic growth (Promoting transformation of existing stores to Super ARCS, opening new stores)
- Incremental M&A growth (Partnerships with reputable food supermarkets aligned with the Company's values)

[Toward realizing ROE of at least 8%]

- Correcting revenue and profit differences among Group companies (Sharing expertise from high-performing Group companies, horizontal deployment of best practices)
- Improving productivity via DX promotion (Updating to next-generation core systems, unifying distribution systems)
- Appropriate inventory management (Fostering system-oriented mindset for inventory management, introduction of automated AI ordering)
- Promoting proactive shareholder returns and strengthening capital policy