

FY2026 (*April 2025 - March 2026*) **Q3 YTD**

Earnings Presentation Materials

Prepared for Investor Meeting on February 10, 2025

SHOFU INC.

February 4, 2026



Financial Summary

Consolidated Financial Results for FY2026 Q3 YTD

Financial Forecasts for FY2026

SHOFU Group New Long-Term Vision “Vision10”

Appendix



**In this deck, Q3 YTD refers to results for the first nine months of FY2026.*

FY2026 Q3 YTD results

Net sales	¥29,114mn	(Overseas sales 58.7%)
Operating income	¥3,806mn	

- While affected by external factors, the core business remained resilient.
- Domestic sales increased by 0.6% YoY and were broadly in line with the previous year, while **overseas sales**, although showing QoQ and regional fluctuations, posted only limited growth of 1.1% on a constant-currency basis.
- Operating income decreased by 11.4% YoY, as changes in the sales mix and higher costs led to an increase in SG&A expenses, mainly driven by personnel expenses.

FY2026 outlook

Net sales	¥40,876mn	(Overseas sales 58.6%)
Operating income	¥5,236mn	

- We expect sales to increase by 5.6% YoY due to continued sales growth in Japan and overseas in existing products (mainly filling and restoration materials and CAD/CAM materials), as in the previous period. Assumptions are premised on a stronger yen than current forex rates (Forex assumptions: ¥140.00/\$, ¥150.00/€, ¥20.00/RMB)
- Expect sales to reach a record high for the fifth consecutive year. We also expect profits to remain at a high level.

Shareholder returns

- Dividend policy: Payout ratio of 40%+ and DOE of 3.0%+ on a consolidated basis
- Dividend forecast for FY26 : ¥53/share (H1: ¥21/share, H2: ¥32/share)

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Key earnings highlights for FY2026 Q3 YTD

(¥mn, %)

	FY25 Q3 YTD		FY26 Q3 YTD		Change YoY		FY26	
	Actual		Actual				Forecast	
	(% of sales)		(% of sales)		(% change)		(% of progress)	
Net sales	28,845	(100.0)	29,114	(100.0)	268	(0.9)	40,876	(71.2)
(Domestic sales)	11,939	(41.4)	12,012	(41.3)	73	(0.6)	16,931	(70.9)
(Overseas sales)	16,906	(58.6)	17,101	(58.7)	195	(1.2)	23,945	(71.4)
Gross profit	17,177	(59.5)	17,351	(59.6)	174	(1.0)	24,253	(71.5)
(SG&A)	12,881	(44.7)	13,545	(46.5)	663	(5.2)	19,016	(71.2)
Operating income	4,295	(14.9)	3,806	(13.1)	- 489	(-11.4)	5,236	(72.7)
Ordinary income	4,490	(15.6)	4,182	(14.4)	- 308	(-6.9)	5,363	(78.0)
Net income	3,484	(12.1)	3,412	(11.7)	- 72	(-2.1)	4,701	(72.6)
EPS	98.08		95.92		-2.16		132.28	
ROE	8.3%		7.7%		-0.6P		10.9%	

Forex

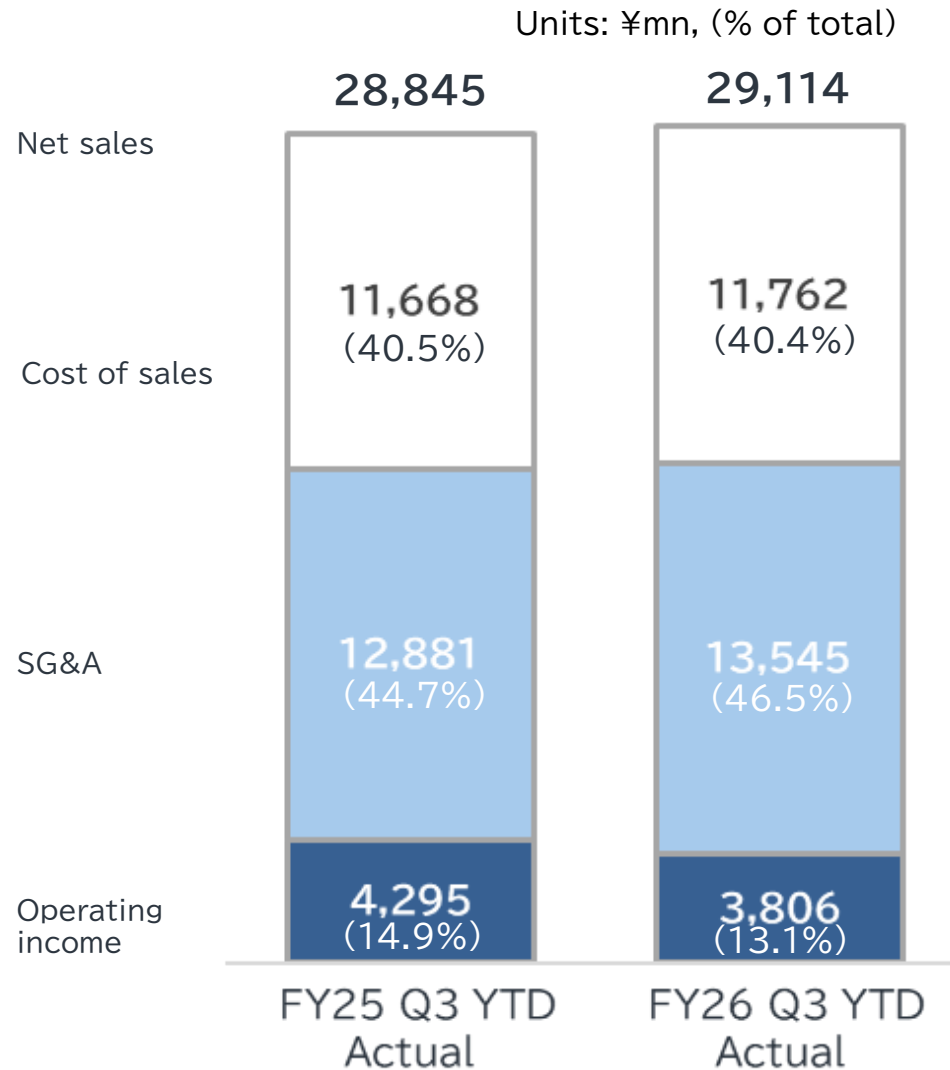
\$	152.87	149.33	- 3.54	140.00
€	164.91	171.84	6.93	150.00
RMB	20.94	20.60	- 0.34	20.00

Effect of forex fluctuations: Net sales +¥17mn (vs FY25 Q3 YTD)

Net income = net income attributable to owners of parent



Operating income (YoY)



Net sales: +¥268mn (+0.9%)

Domestic sales increased 0.6% YoY, while overseas sales rose 1.1% on a local currency basis, resulting in overall sales in line with the previous year with limited forex impact.

Operating income: -¥489mn(-11.4%)

Operating income declined 7.5% YoY, as higher SG&A—mainly personnel expenses and R&D costs—outweighed stable gross income.

Cost of sales ratio: +0.1pt

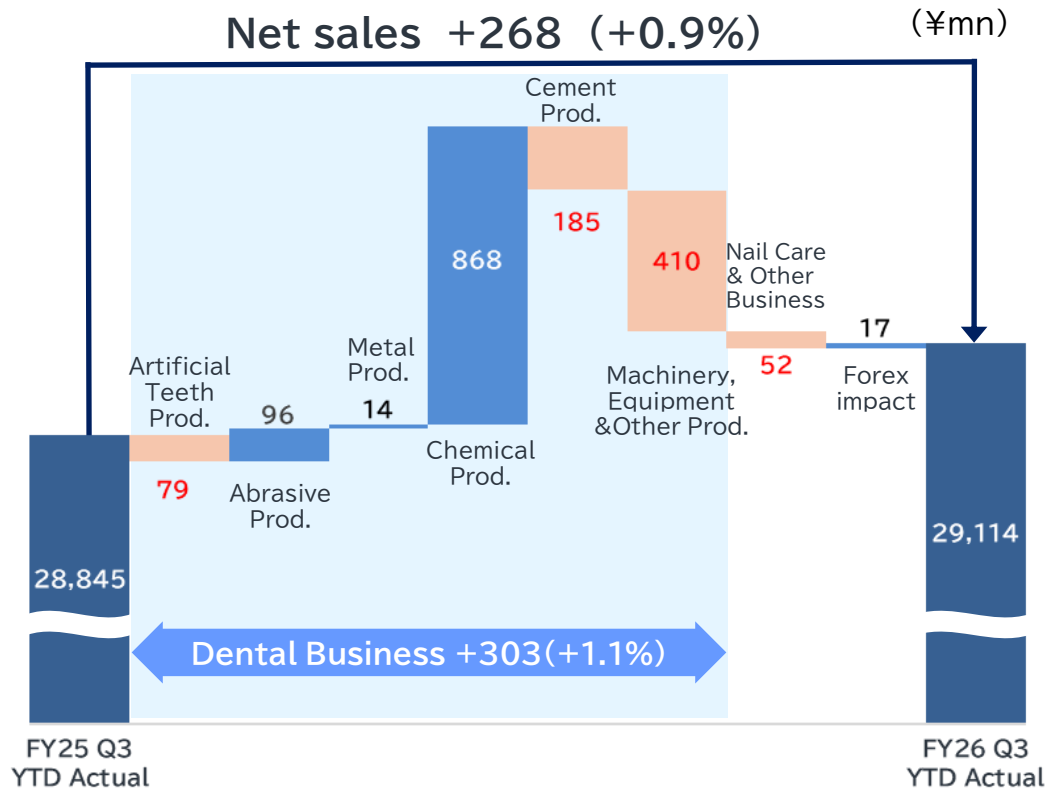
Production utilization increased slightly as we built up products in preparation for the reconstruction of our head office factory.

SG&A ratio: +1.8pt

The increase in SG&A ratio was mainly driven by higher personnel expenses from headcount growth and wage increases, as well as higher R&D costs.



Net sales by product category (YoY)

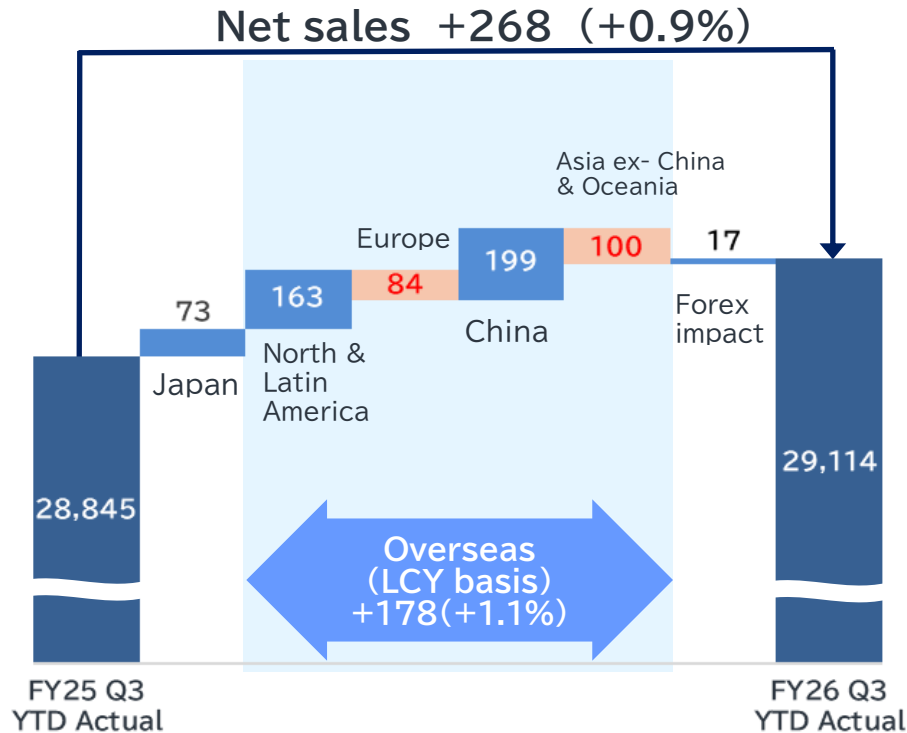


	FY26 Q3 YTD		Change YoY(%)	
	Actual	Composition	¥ basis	LCY basis
Artificial Teeth	5,308	18.2%	-0.8%	-1.5%
Abrasive Products	4,303	14.8%	1.9%	2.3%
Metal Products	130	0.4%	12.8%	12.8%
Chemical Products	10,257	35.2%	9.0%	9.2%
Cement Products	2,406	8.3%	-7.6%	-7.1%
Machinery, Equipment & Other Products	5,008	17.2%	-7.2%	-7.6%
Dental Business total	27,415	94.2%	1.1%	1.1%
Nail Care & Other Business	1,699	5.8%	-2.5%	-3.0%
Total	29,114	100.0%	0.9%	0.9%

- **Sales of artificial teeth products:** While zirconia discs grew in Europe, resin teeth remained weak.
- **Sales of chemical products:** Sales of cement products: Restorative materials performed well. Volume of CAD/CAM materials (PEEK Block) increased approx. 1.5x YoY.
- **Sales of cement products:** Sales declined due to a rebound from last year's temporary demand in India, as well as weak OEM product sales at our UK subsidiary.
- **Sales of Machinery, Equipment & Other Products:** Demand related to CAD/CAM-related products, which expanded in the previous year, has run its course.



Net sales by region (YoY)



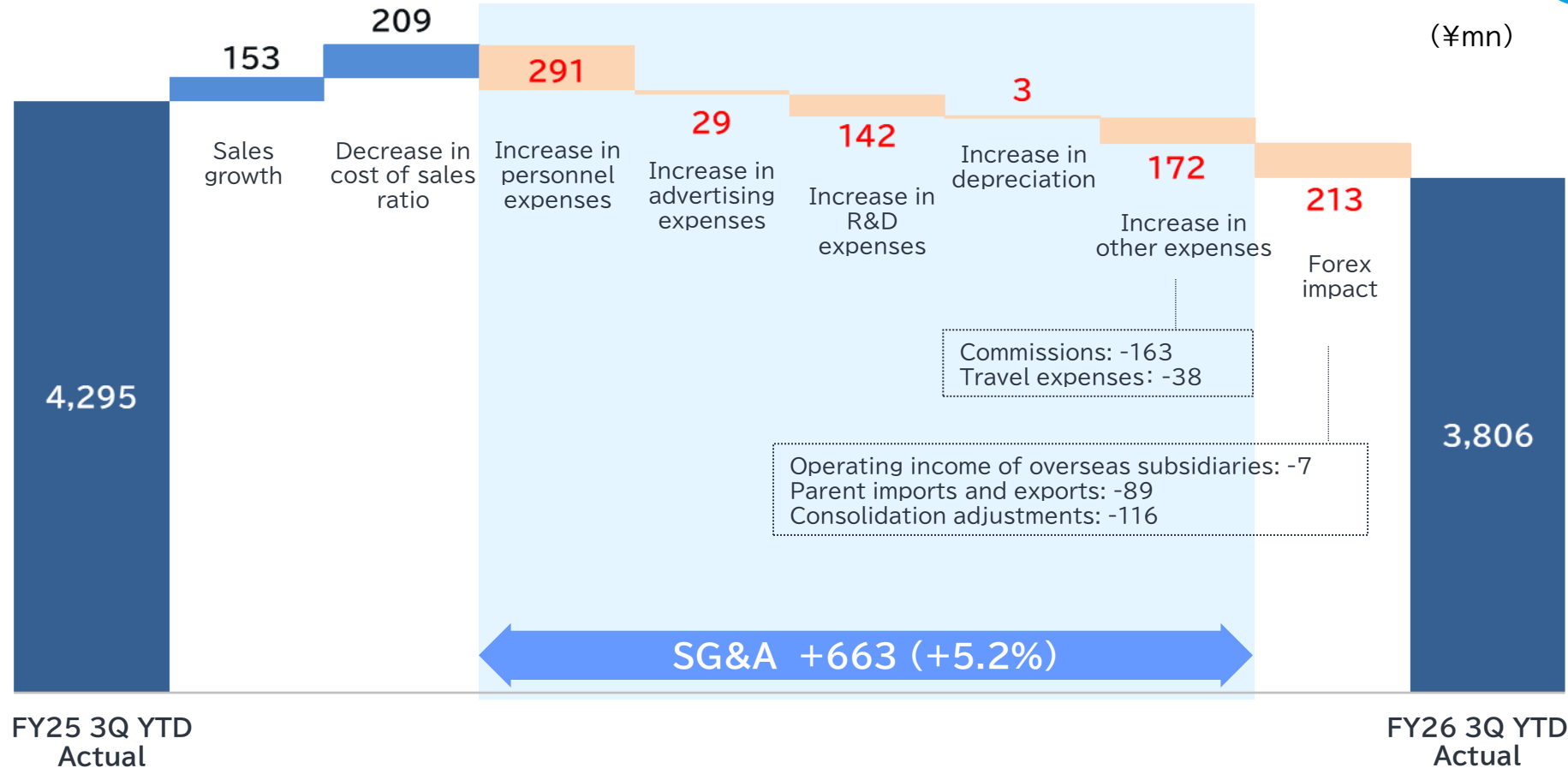
	FY26 Q3 YTD		Change YoY(%)	
	Actual	Composition	¥ basis	LCY basis
Japan	12,012	41.3%	0.6%	0.6%
Overseas	17,101	58.7%	1.2%	1.1%
North & Latin America	3,862	13.3%	2.0%	4.3%
Europe	6,100	21.0%	2.5%	-1.4%
China	4,257	14.6%	3.1%	4.8%
Asia ex-China & Oceania	2,881	9.9%	-5.2%	-3.3%
Total	29,114	100.0%	0.9%	0.9%

*Europe : Includes Middle East and Africa

- In **Japan**, sales were supported by expanded sales activities of CAD/CAM materials (PEEK Block) and resin cements, which are positioned as key focus products.
- In **North & Latin America**, in addition to growth in restorative materials, abrasive materials remained stable.
- In **Europe**, the recovery trend continued following the inventory adjustment in Q1. Within artificial teeth, CAD/CAM materials (zirconia discs) performed well, while resin teeth remained weak.
- In **China**, growth in restorative materials was offset by weak performance of resin teeth and crown resin materials due to intensifying competition with local manufacturers. In **India**, restorative materials and porcelain products drove growth.



Operating income swing factors (YoY)



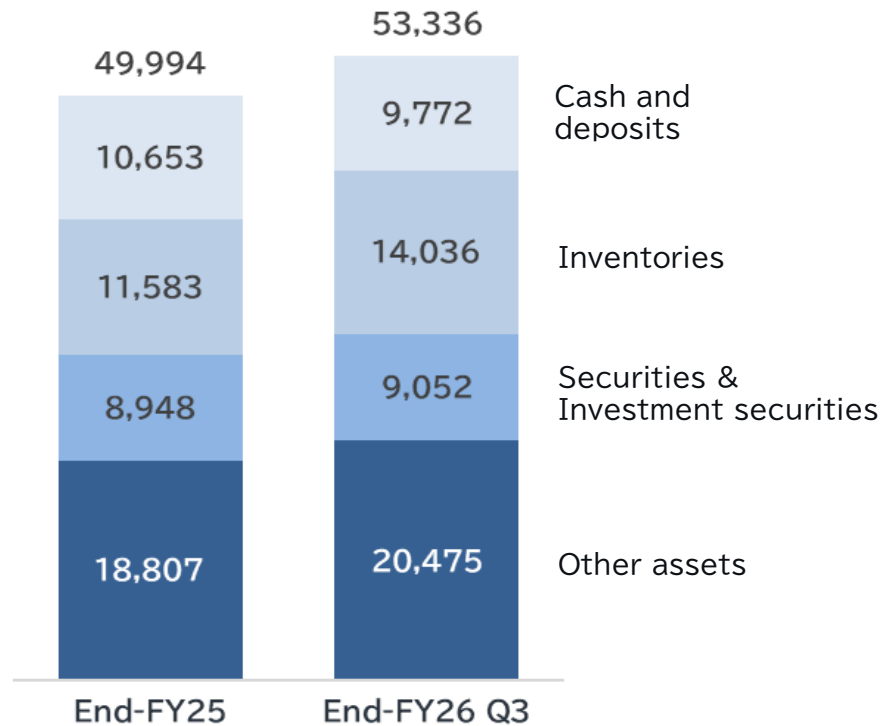
- Production utilization increased slightly due to inventory buildup in preparation for the reconstruction of our head office factory.
- Personnel expenses increased due to increased headcount and higher salaries, mainly overseas.
- R&D expenses increased due to higher costs related to the maintenance and improvement of R&D facilities.



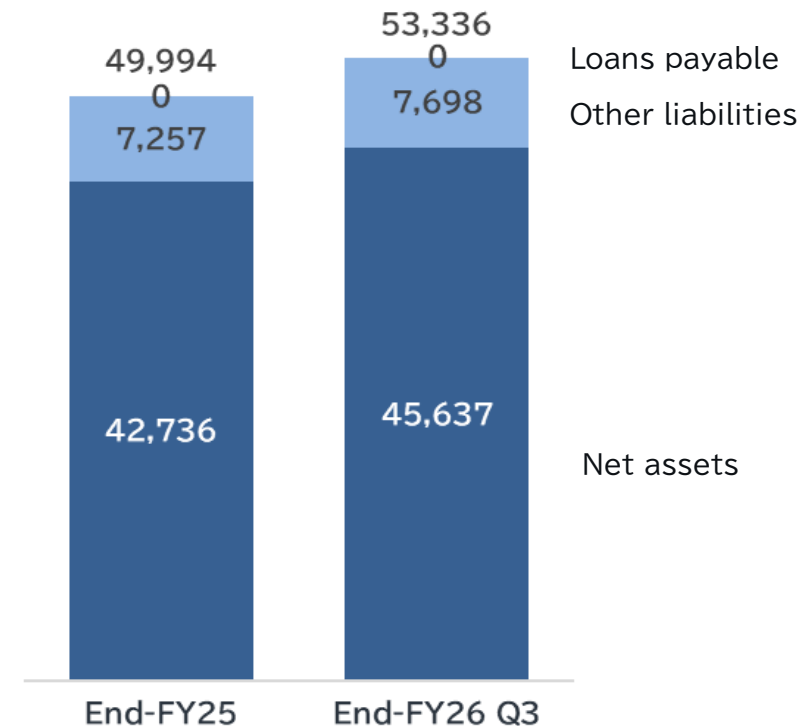
Balance sheet

(¥mn)

Assets



Liabilities and net assets



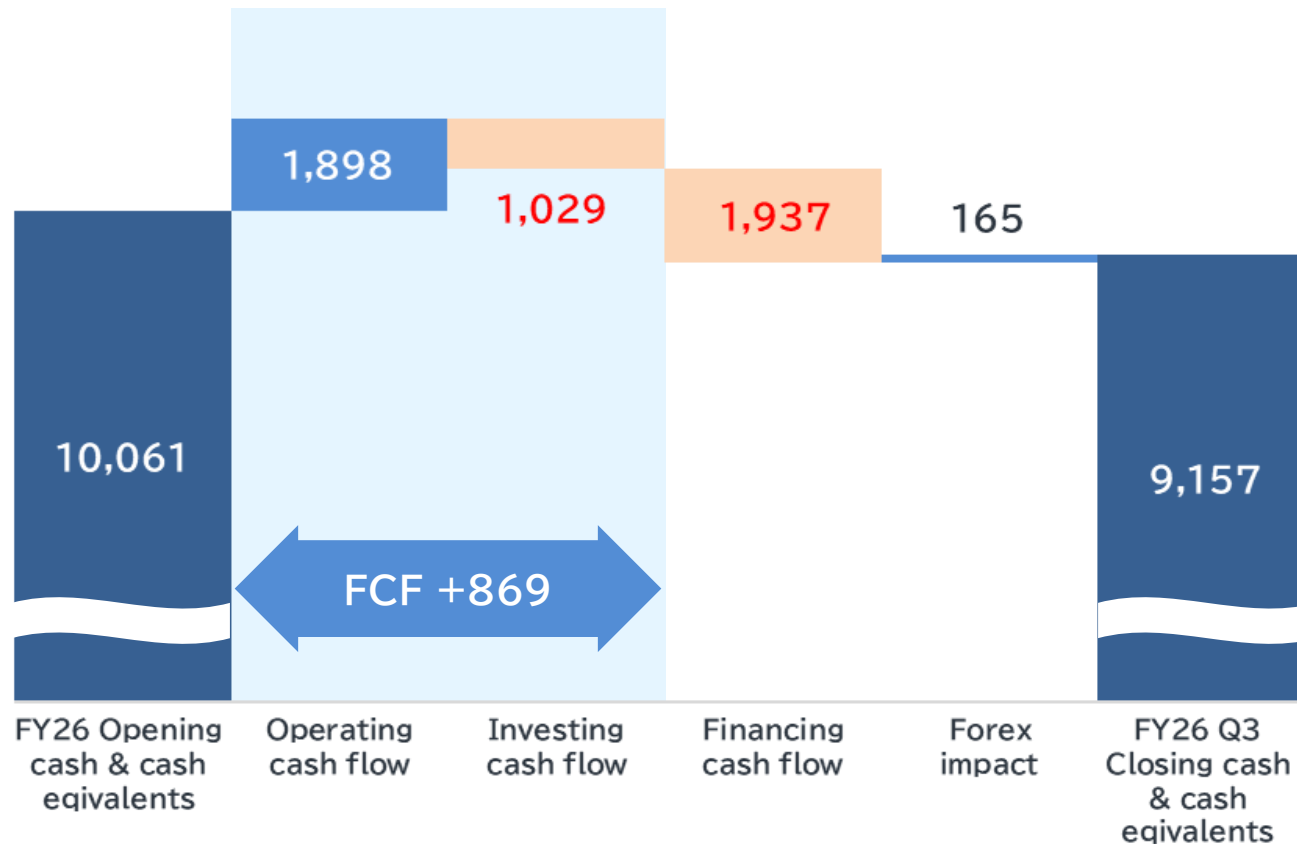
High equity ratio (85.3%): Continuing to pursue capital-efficient management.

- Securities & Investment securities increased despite progress in reducing strategic shareholdings, due to higher market valuations. (-¥202 mn)
- Inventory increased as we expanded our sales base and inventory buildup in preparation for the reconstruction of our head office factory. (+¥2,452mn)



Cash flows

(¥mn)



Operating cash flow

Income before income taxes	+4,941
Depreciation and amortization	+866
Income taxes paid	-1,650
Increase in inventories	-1,955

Investing cash flow

Proceeds from the sale of investment securities	+1,012
Acquisition of fixed assets	-2,100

Financing cash flow

Dividends paid	-1,849
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- Investment cash flow declined to -¥1,029 mn due to capital expenditure on property, plant and equipment, mainly related to the reconstruction of the head office factory.
- Although operating cash flow was temporarily dragged down by an increase in inventories, our underlying earnings power remains solid.

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SHOFU Group New Long-Term Vision “Vision10”

Appendix



Summary of full-year forecasts

- **Seeking balanced growth across all regions**, with a focus on chemical products and overseas markets
- Unlike the previous FYE, which benefited from forex tailwinds, the current plan is based on a stronger yen. Operating and ordinary income are projected to decline, **but we expect growth in the topline and in net income, due to business growth**
- The impact of U.S. tariffs on profit is estimated to be up to ¥260mn for the full year. We are implementing structural countermeasures in anticipation of a prolonged impact while taking other short-term actions, including pricing strategy.

We expect new all-time highs for sales and net income despite the stronger yen

- **Actively investing in production facilities**
- **Steady progress in line with the medium-term plan**, supported by rising overseas sales ratio and business expansion across regions, enhancing confidence in achieving MTP targets

Initiatives in place are showing tangible results toward the realization of the current medium-term management plan

- **Strengthening the foundation for long-term corporate value** through restructuring of production and supply systems, and the recruitment and development of talent
- **Building an organization that can flexibly respond to regulatory changes and policy shifts across regions, preventing any gaps in business operations**

Full-scale preparations underway to create a solid management base for the future



Comparison of key metrics

(¥mn, %)

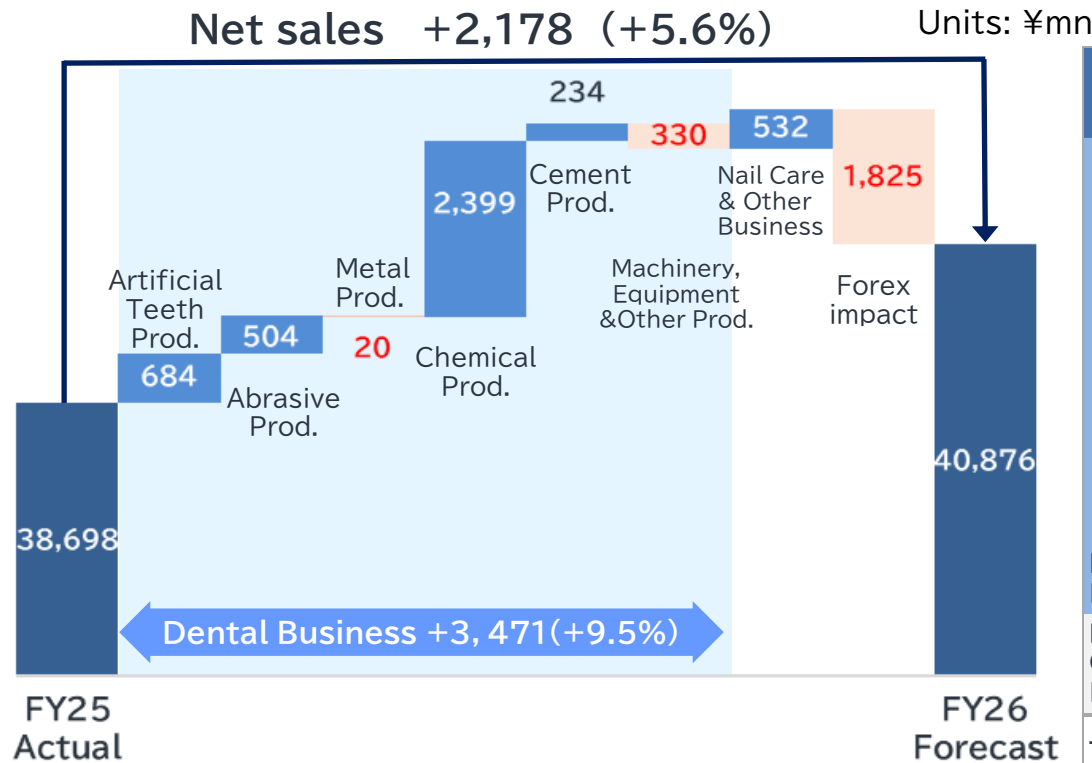
	FY25 Actual		FY26 Forecast		Change YoY	
	(% of sales)		(% of sales)		(% change)	
Net sales	38,698	(100.0)	40,876	(100.0)	2,178	(5.6)
(Domestic sales)	16,012	(41.4)	16,931	(41.4)	919	(5.7)
(Overseas sales)	22,685	(58.6)	23,945	(58.6)	1,259	(5.6)
Gross profit	22,991	(59.4)	24,253	(59.3)	1,261	(5.5)
(SG&A)	17,599	(45.5)	19,016	(46.5)	1,417	(8.1)
Operating income	5,392	(13.9)	5,236	(12.8)	- 156	(-2.9)
Ordinary income	5,523	(14.3)	5,363	(13.1)	- 159	(-2.9)
Net income	4,317	(11.2)	4,701	(11.5)	384	(8.9)
EPS	121.52		132.28		10.76	
ROE	10.3%		10.9%		0.6pt	
Forex						
\$	152.48		140.00		-12.48	
€	163.62		150.00		-13.62	
RMB	21.03		20.00		-1.03	

*Effect of forex fluctuations (YoY): Net sales -¥1,825mn

*Net income = net income attributable to owners of parent



Net sales by product category (YoY)



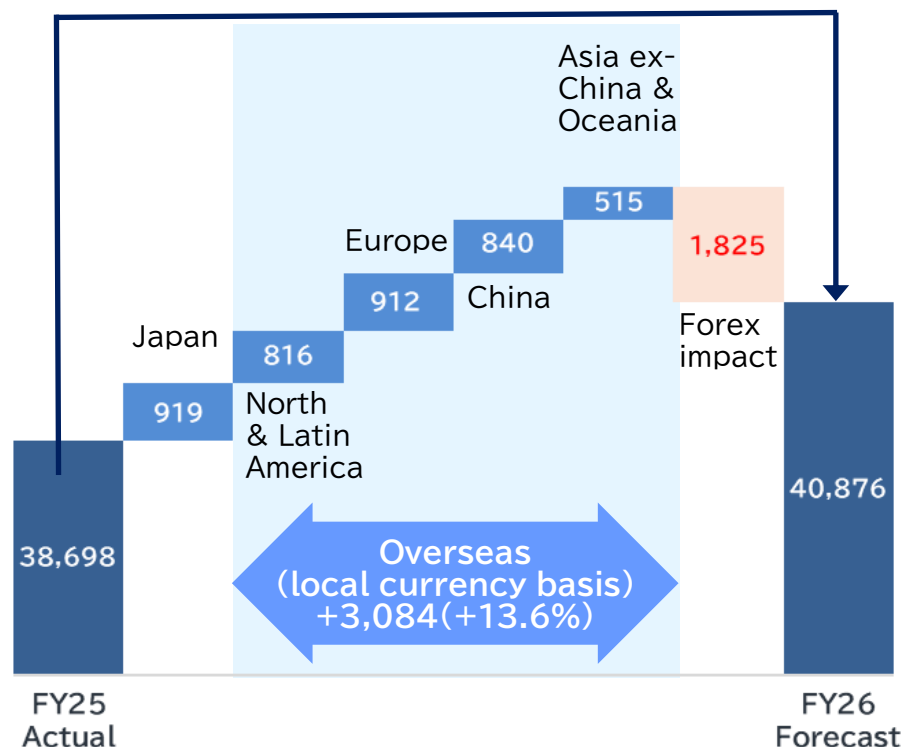
	FY26		Change YoY(%)	
	Forecast	Composition	¥ basis	LCY basis
Artificial Teeth	7,304	17.9%	3.7%	9.7%
Abrasive Products	5,811	14.2%	3.9%	9.0%
Metal Products	128	0.3%	-13.8%	-13.8%
Chemical Products	14,538	35.6%	13.3%	18.7%
Cement Products	3,580	8.8%	2.7%	6.7%
Machinery, Equipment & Other Products	6,783	16.6%	-6.4%	-4.6%
Dental Business total	38,146	93.3%	4.9%	9.5%
Nail Care & Other Business	2,730	6.7%	16.6%	22.7%
Total	40,876	100.0%	5.6%	10.3%

- Chemical products are expected to drive overall performance, with the Dental Business projected to grow 9.5% year on year on a local currency basis
- Artificial teeth:** Strong CAD/CAM zirconia disc demand in Europe/US. In China, despite lower sales in some low-margin products from rising competition, we aim to expand share through strategic pricing while securing sufficient profitability.
- Machinery, Equipment & Other Products:** Sales decline expected in a pullback from last year's demand surge for CAD/CAM crowns and intraoral scanners following inclusion in insurance coverage the previous FY but CAD/CAM market penetration is progressing. Demand remains firm, with sales fluctuations seen as typical for this product category.

Net sales by region (YoY)



Net sales +2,178 (+5.6%)



Units: ¥mn

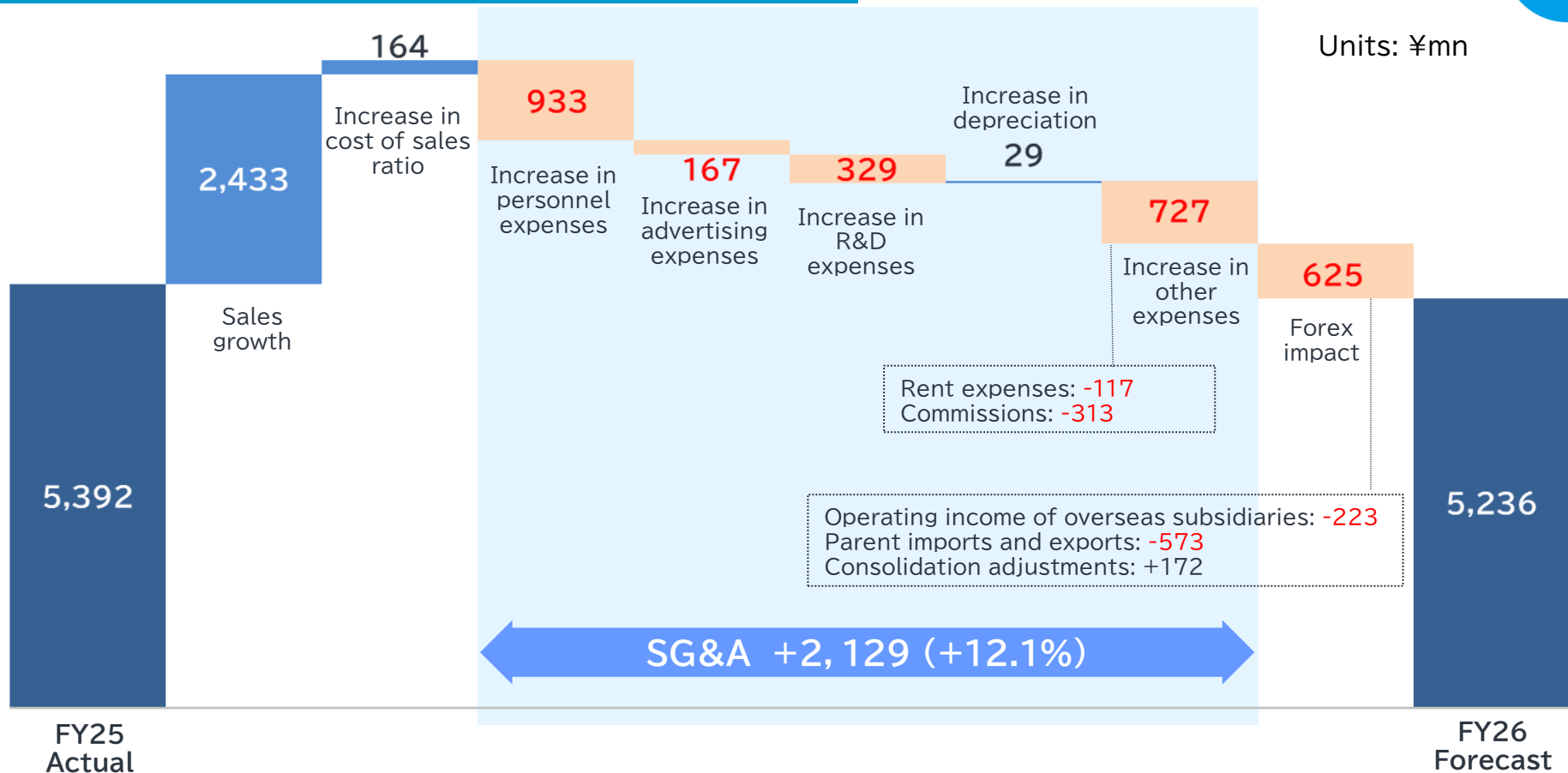
	FY26		Change YoY(%)	
	Forecast	Composition	¥ basis	LCY basis
Japan	16,931	41.4%	5.7%	5.7%
Overseas	23,945	58.6%	5.6%	13.6%
North & Latin America	5,345	13.1%	6.9%	16.3%
Europe	8,175	20.0%	2.6%	11.4%
China	6,210	15.2%	9.2%	14.8%
Asia ex-China & Oceania	4,214	10.3%	4.7%	12.8%
Total	40,876	100.0%	5.6%	10.3%

*Europe : Includes Middle East and Africa

- Underlying growth expected in all regions; overseas sales projected to grow over 10% ex. forex
- Balanced growth expected in all regions, led by Japan, Europe, and China; steady expansion in Asia
- Closely monitoring US tariff policies and US-China trade tensions; swift response planned if any impact materializes



Operating income swing factors (YoY)



- Improved gross margin through a better sales mix, driven by rising proportion of chemical products
- Strategic upfront investments to support global expansion, including sales network enhancement, talent acquisition, and R&D
- Plan based on a stronger yen, and incorporates temporary expenses related to redevelopment of HQ plant and expansion of overseas sites into earnings projections.



Forex impact

FY2026 Forecast

Units: ¥mn

	Forex rate		Consolidated earnings impact		Per yen of ¥1 strength	
	FY25	FY26 Forecast	Sales	Operating income	Sales	Operating income
USD	152.48	140.00	-593	-278	-47	-22
EUR	163.62	150.00	-656	-254	-48	-18
RMB	21.03	20.00	-319	-220	-310	-195

- FY26 guidance assumes YoY appreciation (\$:¥12.48 appreciation YoY)
- Overseas sales ratio is on an upward trend; yen appreciation will have a negative impact on performance (\$: Every ¥1 of yen appreciation against the yen drags down sales by ¥47 million and operating income by ¥22 million)

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*Our philosophy remains unchanged.
And the distance between us and the world can be brought even closer.*

Corporate Philosophy

Contribution to dentistry through innovative business activities

Corporate Message

Creating Brighter Smiles for Healthier Lives.

For more than 100 years since its founding, the SHOFU Group has operated as a comprehensive manufacturer of dental materials and equipment, contributing to the advancement of dental healthcare. Globally, the dental market is more than twenty times larger than that of Japan. Guided by our philosophy of contributing to the world, we are now in a phase of envisioning the next stage of growth, with a view toward becoming one of the global top ten companies in the dental industry.

Long-Term Vision Toward 2040: “Vision 10”



Vision 10 ▶▶▶ Aspiring to Become a Global Top-10 Company in the Dental Industry
 A Leading company in Digital Dentistry and Oral Care. Pioneering the Future of Global Dental Solutions

Background	Purpose
<ul style="list-style-type: none"> The link between oral health and systemic diseases is widely recognized and dental care is becoming increasingly important from a societal perspective in preventive medicine and maintaining systemic health. The global dental market is undergoing a major transition due to technological innovation and demographic shifts. With our long-term vision set in 2012 expected to be achieved by 2028, it has become necessary to clearly define the next long-term growth scenario that extends beyond 2028. 	<ul style="list-style-type: none"> Based on our corporate philosophy, we aim to clarify the Group’s long-term growth axis focused on enhancing the social value of dental care, and to define a clear strategic direction for the future. To realize our corporate philosophy into the future To redefine our business portfolio, group management, and global structure with a view toward the future To establish group-wide medium- to long-term strategic direction that can be shared across both management and frontline operations

Targets in the 5th Medium-Term Plan

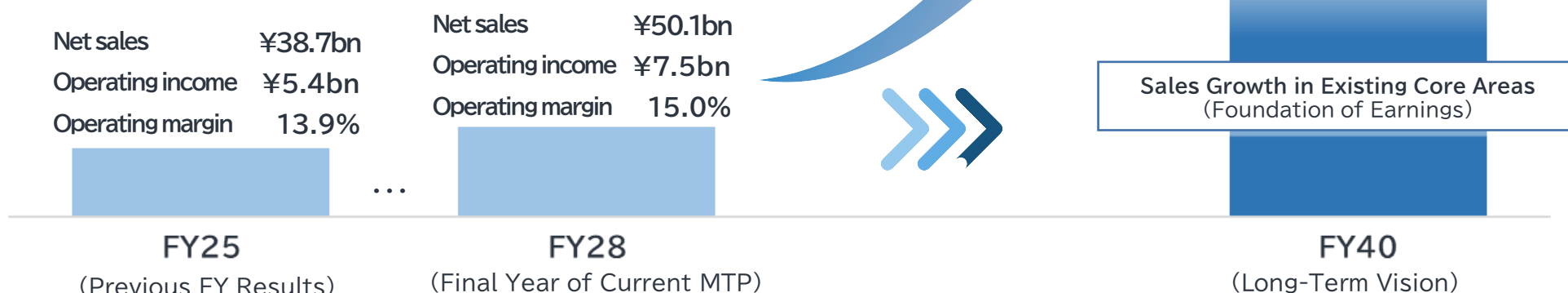


Growth Targets Toward 2040 under “Vision 10”



~5x net sales and ~6.6x operating income growth,
based on our scenario toward FY2040 (vs. FY2028)

*Existing businesses: targeting sustained growth of 7–8% CAGR,
higher than market-average growth*



By 2040, we are aiming to become
a Global Top-10 company in the dental industry,

targeting a net sales level of approximately ¥250bn and an operating margin of around 20%.

Strategic Growth Priorities Toward 2040 under “Vision 10”

A blue funnel diagram with three sections. The top section is light blue, the middle is medium blue, and the bottom is dark blue. Each section contains a white box with blue text. The funnel narrows from top to bottom.

Create and enter new business domains

Scale digital, preventive, and orthodontic businesses globally

Strengthen core franchises and category foundations in restorative materials

Future expansion

(Future Growth Options)

Starting from dentistry, explore adjacent fields such as healthcare, education, and life sciences

Accelerate Global × Digital

(Accelerating Growth)

Leverage CAD/CAM and digital dentistry to expand into high-growth areas such as preventive, aesthetic, and orthodontic care

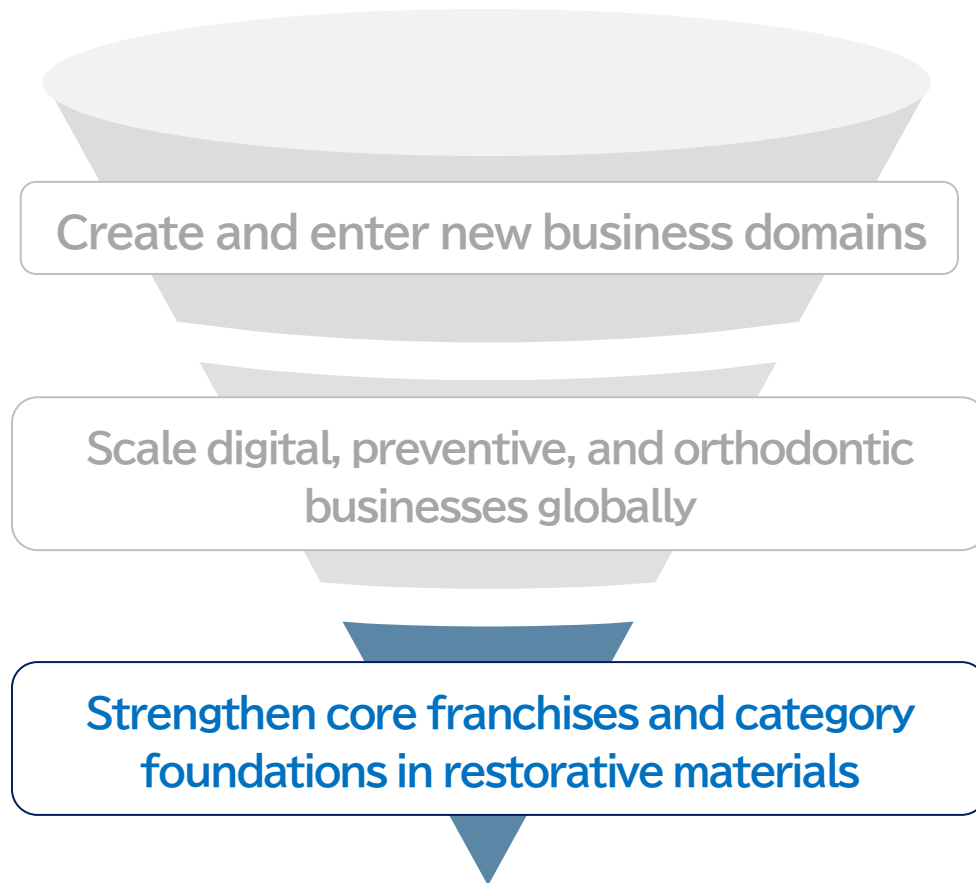
Deepen technology, brand, and network capabilities

(Foundation for Growth)

Strengthen R&D, academic networks, and brand platforms to solidify foundations for sustainable growth

Expand into growth domains —
digital, preventive, orthodontic, and new business fields

“Vision10”: Our Approach to Growth -Building a Structure Not Dependent on a Single Growth Driver-



■ The Restorative Materials Category Forms the Foundation for the Establishment and Growth of Vision10

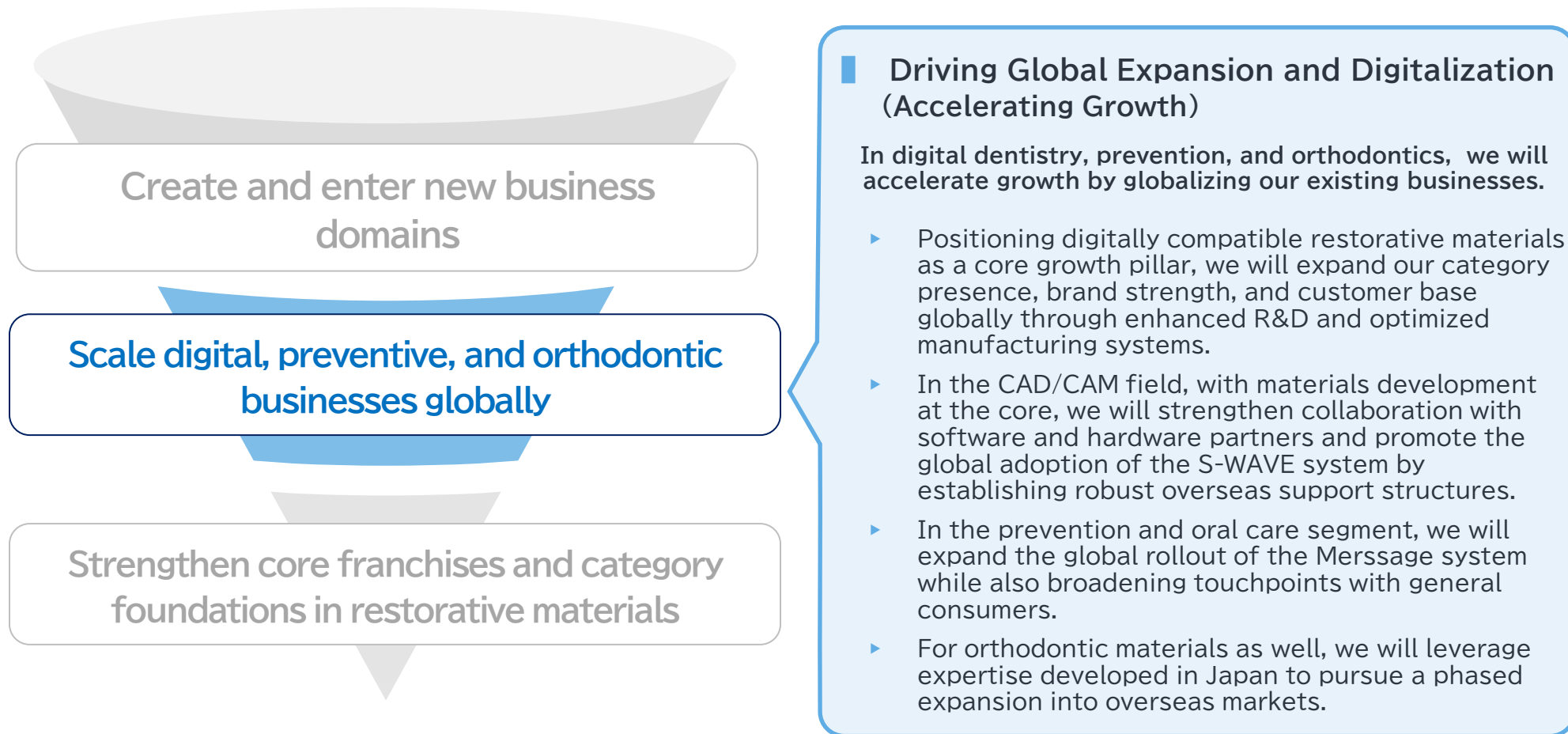
Ensuring Scalability Through Technology, Brand, and Network Strengths

(A Growth Axis Expandable Across Regions and Product Categories)

- ▶ Backed by our technological capabilities and academic network, restorative materials represent a business foundation that can be deployed stably and consistently on a global scale.
- ▶ Through the expansion of our sales network and optimization of production systems, we have built a structure that enables the rollout of similar growth models across multiple regions, while adapting to local market characteristics and regulatory environments.
- ▶ In addition to strengthening existing brands, we will steadily build business scale by expanding related categories and broadening customer touchpoints in a phased manner.

Achieving Vision10 requires, first and foremost, a solid and resilient foundation in our existing business areas.

“Vision10”: Our Approach to Growth -Building a Structure Not Dependent on a Single Growth Driver-



Leveraging the technologies, brands, and customer touchpoints cultivated through our existing businesses, we will accelerate value creation by expanding our presence in high-growth markets.

“Vision10”: Our Approach to Growth -Building a Structure Not Dependent on a Single Growth Driver-



The diagram is a funnel shape divided into three horizontal sections. The top section is light blue and contains the text "Create and enter new business domains". The middle and bottom sections are light gray and contain the text "Scale digital, preventive, and orthodontic businesses globally" and "Strengthen core franchises and category foundations in restorative materials" respectively. Arrows point downwards from each section to the next.

Create and enter new business domains

Scale digital, preventive, and orthodontic businesses globally

Strengthen core franchises and category foundations in restorative materials

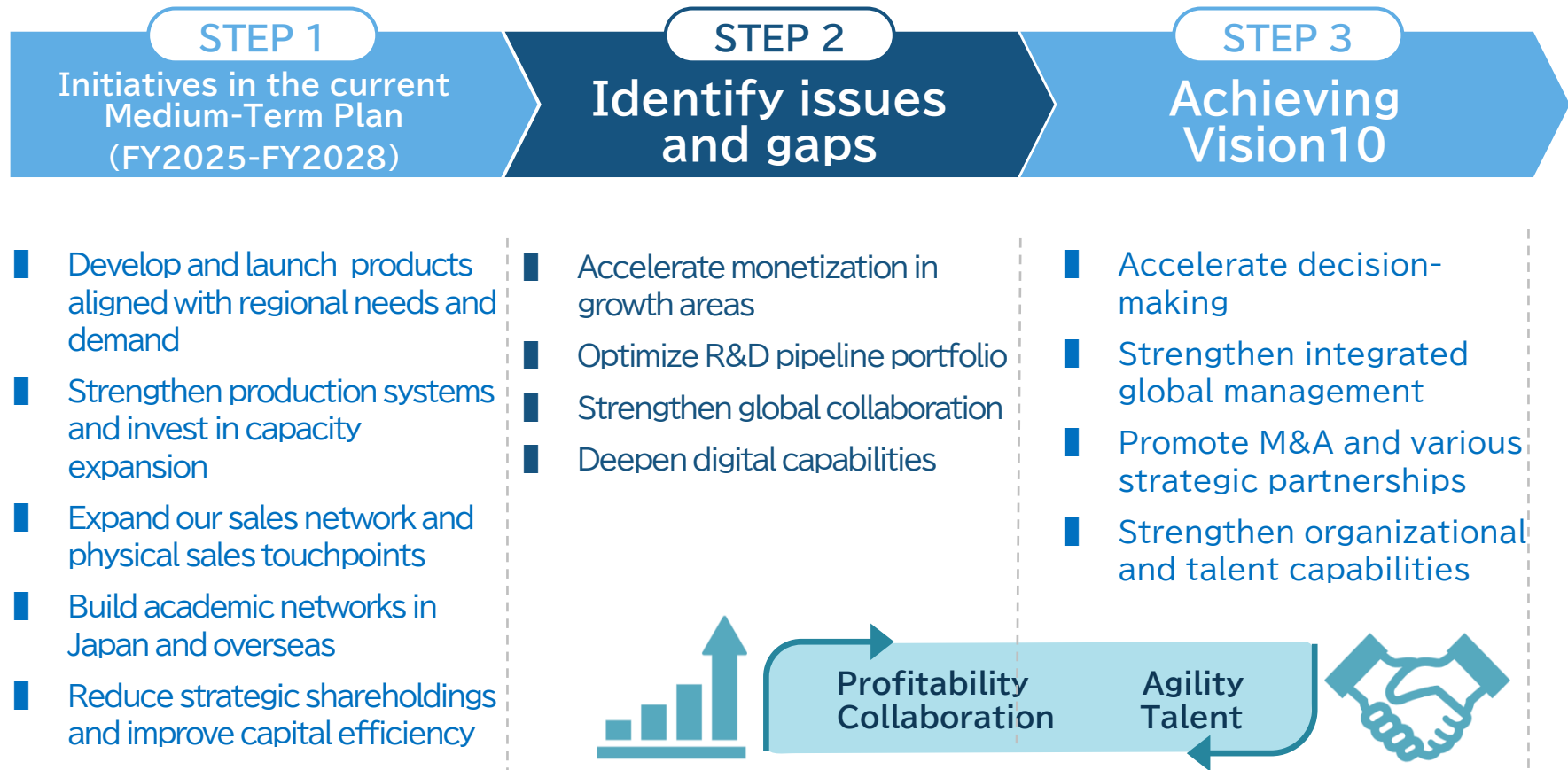
Future Expansion (Future Growth Options)

Leveraging our existing technologies, expertise, and networks, we will broaden future growth options over the medium to long term.

- ▶ With an eye on future growth potential, we will identify new priority areas and consider strategic alliances with external partners to expand our business portfolio over the medium to long term.
- ▶ With a focus on the importance of collaboration across dental healthcare, we will explore future commercialization opportunities in related fields such as periodontal disease, diabetes, dementia, and regenerative medicine, where strong synergies with dentistry can be expected.
- ▶ By contributing to dental education to improve access to dental care in emerging markets, enhancing operational efficiency at dental laboratories and clinics through DX, and supporting the transfer of knowledge and technology, we aim to expand our business domains with a strong focus on oral healthcare and an awareness of the evolving environment surrounding dental care.

Through these initiatives, we will further expand our growth fields with a strong focus on overseas markets, while continuously securing growth options that enable flexible responses to future changes in the business environment and market opportunities.

Steps from Current Medium-Term Plan towards “Vision10”



Build on “structural reform and trust building” achieved in the current Medium-Term Plan to enhance “speed and collaboration,” and strengthen ***“execution and co-creation capabilities”*** toward Vision10.

Connecting current achievements to the next MTP and long-term vision

- **Solidify our foundation through the steady execution of the 5th Medium-Term Plan**
 - ▶ Rebuild production, R&D, and sales functions
 - ▶ Build mechanisms to consistently generate growth
- **Shift to a business expansion phase in the next Medium-Term Plan (from FY2029)**
 - ▶ Enhance both organic growth and transformational growth through partnerships and M&A
 - ▶ Establish a “co-creation” structure integrating R&D, production, and sales
- **Accelerate progress toward the 2040 long-term Vision**
 - ▶ Leverage business domains × global network × technology × collaboration
 - ▶ Expand presence in dental and broader healthcare markets, advancing toward becoming a global top-10 company
- **Evolve into an organization that flexibly adapts to change, grounded in our philosophy**
 - ▶ Put our corporate philosophy — “Contribution to dentistry through innovative business activities” — into practice

The following pages are provided for reference only.
They will not be covered at the Financial Analyst Briefing.

Appendix

Q3 Business Results (Year on Year)

■Appendix



Unit: ¥mn, %

	Q3-FY2025 Actual		Q3-FY2026 Actual		Change YoY	
	(% of sales)		(% of sales)		(% change)	
Net sales	9,958	(100.0)	10,018	(100.0)	60	(0.6)
(Domestic sales)	4,286	(43.0)	4,018	(40.1)	- 267	(-6.2)
(Overseas sales)	5,672	(57.0)	6,000	(59.9)	327	(5.8)
Gross profit	5,833	(58.6)	5,816	(58.1)	- 16	(-0.3)
(SG&A)	4,580	(46.0)	4,824	(48.2)	243	(5.3)
(R&D)	496	(5.0)	636	(6.4)	139	(28.1)
Operating income	1,253	(12.6)	992	(9.9)	- 260	(-20.8)
Ordinary income	1,484	(14.9)	1,220	(12.2)	- 263	(-17.8)
Net income	1,119	(11.2)	815	(8.1)	- 304	(-27.2)
Forex						
\$	152.87		149.33		- 3.54	
€	164.91		171.84		6.93	
RMB	20.94		20.60		- 0.34	

Q2 Business Results (Quarter-by-Quarter, Last 4 Quarters)

■ Appendix



Unit: ¥mn, %

	FY25 Q4		FY26 Q1		FY26 Q2		FY26 Q3	
	Actual	(% of sales)	Actual	(% of sales)	Actual	(% of sales)	Actual	(% change)
Net sales	9,852	(100.0)	9,506	(100.0)	9,589	(100.0)	10,018	(100.0)
(Domestic sales)	4,072	(41.3)	3,968	(41.7)	4,026	(42.0)	4,018	(40.1)
(Overseas sales)	5,779	(58.7)	5,538	(58.3)	5,562	(58.0)	6,000	(59.9)
Gross profit	5,814	(59.0)	5,785	(60.9)	5,748	(60.0)	5,816	(58.1)
(SG&A)	4,717	(47.9)	4,290	(45.1)	4,430	(46.2)	4,824	(48.2)
(R&D)	509	(5.2)	466	(4.9)	522	(5.5)		
Operating income	1,097	(11.1)	1,495	(15.7)	1,318	(13.8)	992	(9.9)
Ordinary income	1,032	(10.5)	1,484	(15.6)	1,477	(15.4)	1,220	(12.2)
Net income	833	(8.5)	854	(9.0)	1,743	(18.2)	815	(8.1)
Forex								
\$	152.48		145.19		146.57		149.33	
€	163.62		164.37		167.74		171.84	
RMB	21.03		20.98		20.53		20.60	



Segment forecasts (net sales & operating income)

Units: ¥mn,%

		FY25 Q3 YTD Actual	FY26 Q3 YTD Actual	Change YoY
		Amount (% of sales)	Amount (% of sales)	(% change)
Dental Business	Net sales	27,104	27,415	310
	Operating income (Operating income margin)	4,363 (16.1)	3,896 (14.2)	-467 (-1.9)
Nail Care Business	Net sales	1,668	1,625	-42
	Operating income (Operating income margin)	-84 (-5.1)	-98 (-6.1)	-13 (-1.0)
Other Business	Net sales	75	77	1
	Operating income (Operating income margin)	12 (16.3)	4 (5.6)	-7 (-10.6)
Total before consolidation adjustment	Net sales	28,849	29,117	268
	Operating income (Operating income margin)	4,291 (14.9)	3,801 (13.1)	-489 (-1.8)
Consolidated	Net sales	28,845	29,114	268
	Operating income (Operating income margin)	4,295 (14.9)	3,806 (13.1)	-489 (-1.8)



Medium-Term Management Plan by segment

Unit: ¥mn, %

	FY25 (Actual)		FY26 (Forecasts)		Medium-Term Management Plan			
	Amount	%	Amount	%	FY27		FY28	
					Amount	%	Amount	%
Dental business	36,356	93.9	38,146	93.3	42,175	93.4	47,008	93.7
Nail care business	2,243	5.8	2,598	6.4	2,819	6.2	3,005	6.0
Other businesses	97	0.3	131	0.3	156	0.3	171	0.3
Net sales	38,698	100.0	40,876	100.0	45,151	100.0	50,185	100.0
Dental business	5,438	15.0	5,108	13.4	6,059	14.4	7,217	15.4
Nail care business	-66	-	116	4.5	236	8.4	273	9.1
Other businesses	14	14.6	11	8.5	29	18.6	41	24.4
Operating income	5,386	13.9	5,236	12.8	6,325	14.0	7,531	15.0

*Net sales % is composition, Operating income % is margin.

Medium-term Management Plan: Capex, depreciation, R&D

Unit: ¥mn

	FY25 Actual	FY26 Forecasts	medium-term management plan	
			FY27	FY28
CAPEX	1,445	4,697	5,060	2,508
Depreciation	1,059	1,200	1,549	1,603
R&D	1,985	2,291	2,528	2,810
Forex Unit: ¥				
\$	152.48	140.00	140.00	140.00
€	163.62	150.00	150.00	150.00
RMB	21.03	20.00	19.00	19.00

* Figures for FY27 –FY28 are the time of formulation of the Fifth Medium-Term Management Plan (May 2024)

Forecasts in this document are based on information and data available at the time of release as well as on assumptions concerning uncertain factors that might affect the company's future business performance.

Depending on various factors, actual business performance could differ substantially from the forecasts contained in this document.

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