

**CORPORATE
(Fiscal Year Ended
March 31,
PRESENTATION 2023)**

Belluna Co., Ltd.
Stock Code : 9997

BELLUNA

Friday, May 26, 2023

1. Financial Highlights	P.2
2. Management Policies and Initiatives	P.12

1. Financial Highlights

1. Financial overview
2. Consolidated Statement of Income
3. Profitability by segment
4. Analysis of increases and decreases in sales
5. Analysis of increases and decreases in operating income
6. Balance sheet
7. Statement of cash flows
8. Plan for FY March 2024

BELLUNA

Net sales, operating income, ordinary income and net income decreased year on year.

- Net sales decreased 3.5% year on year and fell 1.2% below the plan.
- Operating income decreased 18.9% year on year and fell 19.9% below the plan.
- Ordinary income decreased 14.3% year on year and fell 16.9% below the plan.
- Net income decreased 27.3% year on year and fell 25.8% below the plan.

1-2. Consolidated Statement of Income

BELLUNA

Net sales: 212.38 billion yen, decreased 3.5% year on year.

Operating income: 11.22 billion yen, decreased 2.61 billion yen year on year.

Ordinary income: 12.46 billion yen, decreased 2.08 billion yen year on year.

Net income: 7.42 billion yen, decreased 2.79 billion yen year on year.

Unit: Billion Yen

Consolidated	FY March 2022	FY March 2023	FY March 2023			FY March 2024
	Actual	Plan	Actual	vs. Plan	YoY Change	Plan
Net Sales	220.13	215.00	212.38	-1.2%	-3.5%	219.00
Cost of Sales	90.82	-	86.67	-	-4.6%	-
Selling, General & Administrative Expenses	115.48	-	114.48	-	-0.9%	-
Operating income	13.83	14.00	11.22	-19.9%	-18.9%	14.00
Non-operating income and Expenses	0.71	1.00	1.24	+24.2%	+74.7%	0.70
(Exchange rate-related gains and losses)	(0.54)	-	(0.91)	-	-	-
Ordinary income	14.54	15.00	12.46	-16.9%	-14.3%	14.70
Net income	10.20	10.00	7.42	-25.8%	-27.3%	9.40

1-3. Profitability by segment

BELLUNA

Net sales: increased in four segments including Gourmet, Database Utilization, Property and Other.

Operating income: increased in four segments including Database Utilization, Kimono-Related, Property and Other.

Decreased in four segments including Apparel & Goods, Cosmetics & Health Food, Gourmet and Nurse-Related.

Consolidated Net Sales and Operating Income by Segment

Unit: Billion Yen

	FY March 2023										
	Mail Order Business						Kimono-Related	Property	Other	Consolidation and elimination	Total
	Apparel & Goods	Cosmetics & Health Food	Gourmet	Nurse-Related	Database Utilization	Subtotal					
Net Sales	88.31	14.79	32.31	14.08	15.75	165.24	23.87	19.99	4.15	-0.87	212.38
YoY Change(%)	-10.1%	-7.8%	+7.3%	-12.1%	+3.1%	-6.0%	-0.6%	+15.6%	+3.2%	-3.8%	-3.5%
vs.Plan(%)	+0.2%	-2.4%	-1.5%	-1.4%	-3.5%	-0.9%	-5.4%	+0.1%	-7.1%	-37.9%	-1.2%
Operating Income	0.93	0.59	1.76	0.24	5.70	9.22	1.25	1.37	-0.09	-0.52	11.22
YoY Change (billion yen)	-1.16	-1.24	-0.50	-0.78	+0.01	-3.68	+0.65	+0.50	+0.01	-0.09	-2.61
vs.Plan(billion yen)	-0.40	-0.56	-0.50	-0.41	-0.05	-1.92	-0.02	-0.77	-0.09	+0.02	-2.78
Operating Income Ratio	1.1%	4.0%	5.5%	1.7%	36.2%	5.6%	5.2%	6.8%	-2.2%	60.3%	5.3%

1-4. Analysis of increases and decreases in sales

BELLUNA

Net sales of the Property segment decreased significantly due to a large-scale overseas property sold in the same period of the previous year. Even so, due to the improved occupancy rate of the hotels, it posted an increase in net sales in the segment.

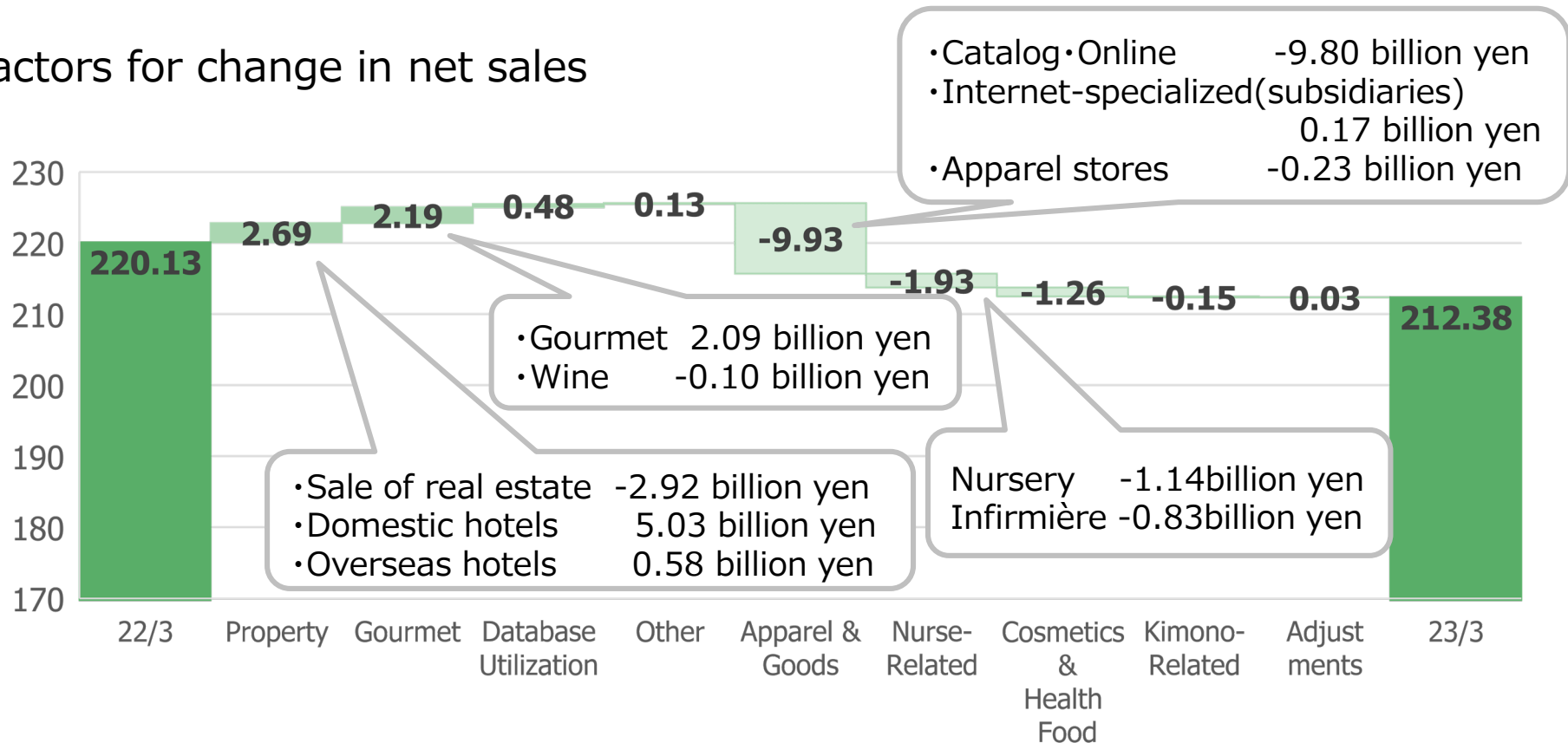
Net sales rose in the Gourmet segment, reflecting growth in the sale of Osechi sets and an increase in new customers acquired mainly through strengthened Internet activities.

Meanwhile, net sales fell in the Apparel & Goods segment because it prioritized ensuring profitability.

In the Nurse-Related segment, there was a decrease in net sales due to the subsiding impact of the COVID-19 pandemic, coupled with a decline in demand for medical items and consumables which had enjoyed special demand in the same period of the previous year.

Unit: Billion Yen

Factors for change in net sales



1-5. Analysis of increases and decreases in operating income

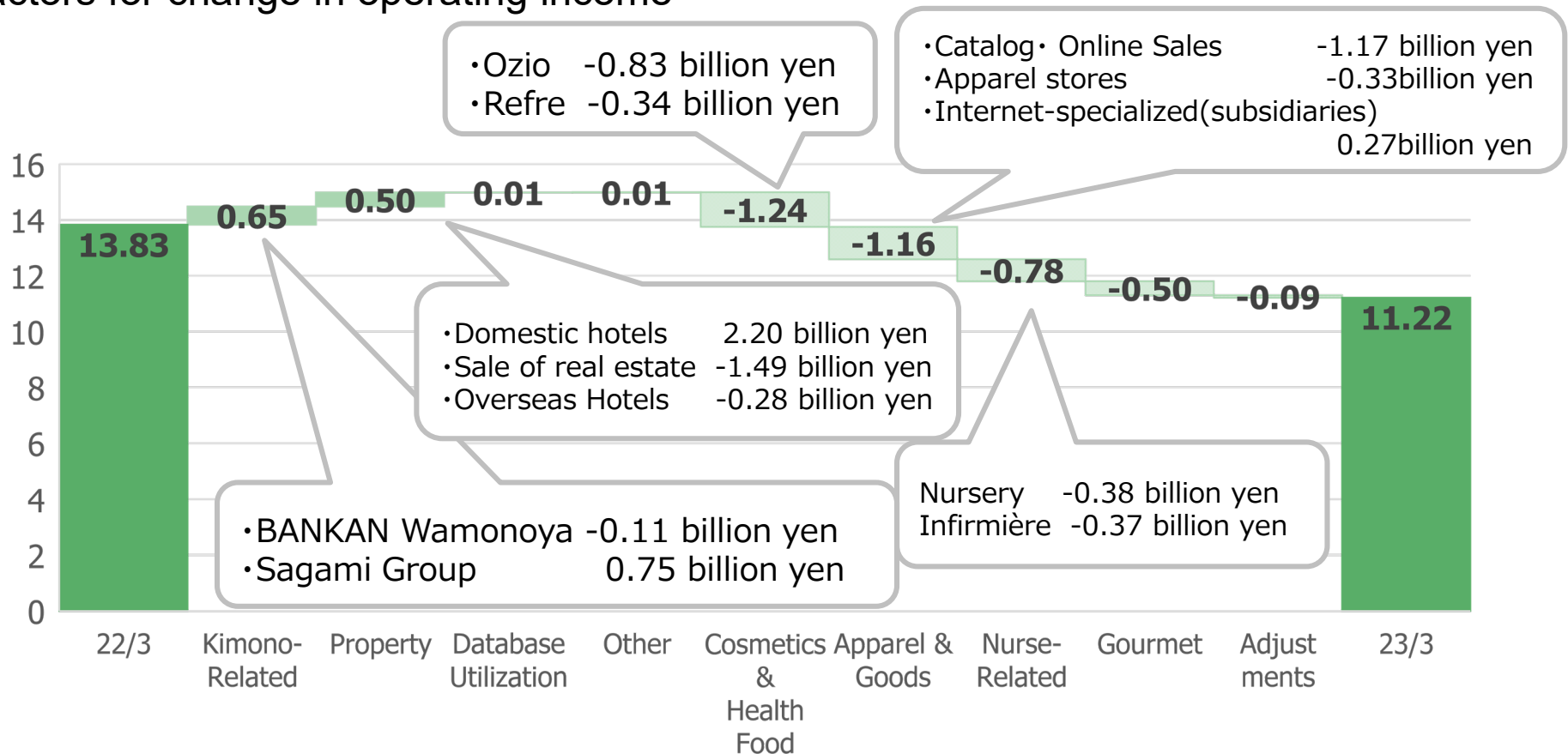
In the Kimono-Related segment, operating income rose, reflecting progress in structural reforms at Sagami Group.

On the other hand, the Cosmetics & Healthy Food segment suffered from the increase of COVID-19 infections in Taiwan and the decreasing acquisition of new customers in the first half of the year in Japan. This resulted in a decrease in operating income.

The Apparel & Goods segment reviewed product prices and controlled the number of catalogs issued, prioritizing ensuring profitability to handle the rapidly weakening yen, the soaring prices of raw materials and resources and also the rising prices of other goods.

Factors for change in operating income

Unit: Billion Yen



1-6. Balance sheet

BELLUNA

Among current assets, real estate for sale in process mainly decreased while cash and deposits, real estate for sale, operating loans, merchandise and finished goods increased.

Non-current assets saw increases mainly in construction in progress and buildings and structures.

Regarding liabilities, current portion of bonds payable chiefly decreased but long-term borrowing increased.

	As of March 31,2022	As of March 31,2023	Change	Unit: Billion Yen
Current Assets	118.13	122.66	4.53	
real estate for sale in process	7.03	2.89	-4.13	
Cash and deposits	28.59	32.11	3.52	
real estate for sale	3.37	5.78	2.41	
Operating loans	27.44	29.38	1.93	
Merchandise and finished goods	26.67	28.40	1.73	
Non-current assets	136.05	162.93	26.88	
Tangible fixed assets	103.34	129.50	26.15	
Investments and other assets	10.28	10.57	0.30	
Total Assets	254.18	285.59	31.41	
Liabilities	135.13	159.16	24.02	
long-term borrowing	60.64	85.46	24.82	
short-term borrowing	12.91	20.33	7.42	
Current portion of bonds payable	5.00	0.02	-4.98	
Notes and accounts payable trade, and electronically recorded obligations operating	22.30	19.17	-3.14	
Accrued expenses	13.39	15.09	1.69	
Net assets	119.04	126.44	7.39	
[Shareholders' Equity Ratio]	[46.5%]	[43.9%]	[-2.6P]	

1-7. Statement of cash flows

BELLUNA

Cash flows from operating activities increased year on year due to a decrease

in corporate income and resident taxes (amount paid), a decrease in inventories and other factors.

Cash flows from investing activities decreased year on year chiefly due to the purchase of tangible fixed assets.

As long- and short-term borrowings increased, cash increased 2.26 billion yen.

Unit: Billion Yen

	FY March 2022	FY March 2023	
	Actual	Actual	YoY Change
Cash flows from operating activities	7.15	8.24	1.09
Profit before income taxes	15.31	11.95	-3.36
Corporate income and resident taxes (amount paid)	-7.83	-4.88	2.95
Increase (decrease) in trade payables	-0.14	-2.41	-2.27
Decrease (increase) in inventories	-4.16	-1.93	2.23
Increase (decrease) in other current liabilities	0.95	-1.17	-2.12
Cash flows from investing activities	-17.03	-29.92	-12.89
Purchase of tangible fixed assets	-15.80	-28.18	-12.38
Proceeds from sales of investment securities	3.63	0.62	-3.01
Purchase of investment securities	-3.43	-0.90	2.53
Cash flows from financing activities	8.65	23.53	14.88
Increase (decrease) in long and short-term loans payable	10.60	30.59	19.99
Redemption of bonds	-	-5.01	-5.01
Translation differences on cash	-0.16	0.41	0.58
Increase/decrease in cash	-1.39	2.26	3.65

Capital expenditure ^{*1}

30.49 billion yen

Depreciation ^{*2}

3.79 billion yen

*1: Capital expenditure includes the amount of investment in intangible fixed assets, such as software and leased assets.

*2: Depreciation and amortization include the amount relating to the amortization of intangible assets.

1-8. Plan for FY March 2024

BELLUNA

The fiscal year ending March 2024 is the second year of the Fifth Business Plan.

The Company is establishing the foundation of its business to prepare for the maturation of the general trading company in the mail-order business.

Unit : Billion Yen

Consolidated	FY March 2022		FY March 2023		FY March 2024	
	Revised plan	Actual	Revised plan	Actual	Plan	YoY Change
Net Sales	217.10	220.13	215.00	212.38	219.00	+3.1%
Operating Income	13.50	13.83	14.00	11.22	14.00	+24.8%
Ordinary Income	14.40	14.54	15.00	12.46	14.70	+18.0%
Net Income	9.80	10.20	10.00	7.42	9.40	+26.7%
Interest Bearing Liabilities	75.00~78.00	83.55	95.00~98.00	110.83	117.0~120.0	+5.6~8.3%
Net Assets	123.96	119.04	127.10	126.44	136.00	+7.6%
ROE	8.3%	8.8%	8.1%	6.1%	7.2%	1.1pt

1-8. Plan for FY March 2024 (by segment)

BELLUNA

Property Business are expected to lead the growth of profit.

The hotel occupancy rate is expected to improve due to the easing of movement restrictions in Japan and abroad, a recovery in inbound demand and other factors. We expect significant growth in the net sales and operating income of the segment overall partly due to the contributions of hotels that have been newly opened and acquired through M&A activities.

Plan by segment

Unit: Billion Yen

	Plan for FY March 2024										
	Mail Order Business						Kimono-Related	Property	Other	Adjustments	Total
	Apparel & Goods	Cosmetics and Health Food	Gourmet	Nurse-Related	Database Utilization	Subtotal					
Net Sales	78.92	15.80	34.65	13.44	16.45	159.26	24.58	31.28	4.40	-0.52	219.00
YoY Change(%)	-10.6%	+6.8%	+7.2%	-4.5%	+4.5%	-3.6%	+3.0%	+56.5%	+6.0%	-40.1%	+3.1%
Operating Income	0.37	0.81	1.85	0.70	5.32	9.05	1.51	3.61	0.04	-0.20	14.00
YoY Change(billion yen)	-0.56	+0.22	+0.08	+0.46	-0.38	-0.17	+0.26	+2.24	+0.13	+0.32	+2.78
Operating Income Ratio	0.5%	5.1%	5.3%	5.2%	32.4%	5.7%	6.1%	11.5%	0.9%	38.5%	6.4%

2. Management Policies and Initiatives

BELLUNA

1. Mail Order Business

1-①Apparel & Goods Business

1-②Cosmetics and Health Food Business

1-③Gourmet Business

1-④Nurse-Related Business

1-⑤Database Utilization Business

2. Kimono-Related Business

3. Property Business

4. Returns to Shareholders

5. Initiatives for Sustainability

2. Management Policy—Business Environment

BELLUNA

The management plan reflects changes in the external environment (the growth of online sales, weakening of the yen and a surge in prices of materials and other resources)

External environment

- Growth of internet business
- Weakening of the yen and a surge in prices of materials and other resources
- Increases in paper prices and printing costs
- Increasing consumption activities in the post-COVID world

Internal environment

- Change in profit structure
- Management in which all members participate
- Awareness of flexible pricing
- Increasing the use of outside resources

Fifth Business Plan Concept

1. Promoting gamification
2. Profitability awareness
3. Development of internet business including the use of social media services
4. Promoting the monetization of the hotel business

The Fifth Business Plan (FY March 2023~FY March 2025)

Final target

- Net sales **230.0 Billion Yen**
(Average annual growth rate:4.1%)
- Operating income **17.0 Billion Yen**
(Average annual growth rate:23.1%)
- ROE **8% or more**

2. Management Policies The Fifth Business Plan

The Fifth Business Plan (FY March 2023~FY March 2025)

BELLUNA

Unit: Billion Yen

	FY March 2023 Actual		FY March 2024 Plan		FY March 2025 Plan	
	Net Sales	Operating income	Net Sales	Operating income	Net Sales	Operating income
Mail Order Business	165.24	9.22	159.26	9.05	164.53	9.90
Apparel & Goods Business	88.31	0.93	78.92	0.37	78.25	0.44
Cosmetics and Health Food Business	14.79	0.59	15.80	0.81	17.12	1.02
Gourmet Business	32.31	1.76	34.65	1.85	36.93	1.99
NurseRelated Business	14.08	0.24	13.44	0.70	14.19	0.85
Database Utilization Business	15.75	5.70	16.45	5.32	18.04	5.59
Kimono-Related Business	23.87	1.25	24.58	1.51	26.61	1.81
Property Business	19.99	1.37	31.28	3.61	34.36	5.09
Other Business	4.15	-0.09	4.40	0.04	5.09	0.13
Adjustments	-0.87	-0.52	-0.52	-0.20	-0.58	0.07
Total	212.38	11.22	219.00	14.00	230.00	17.00

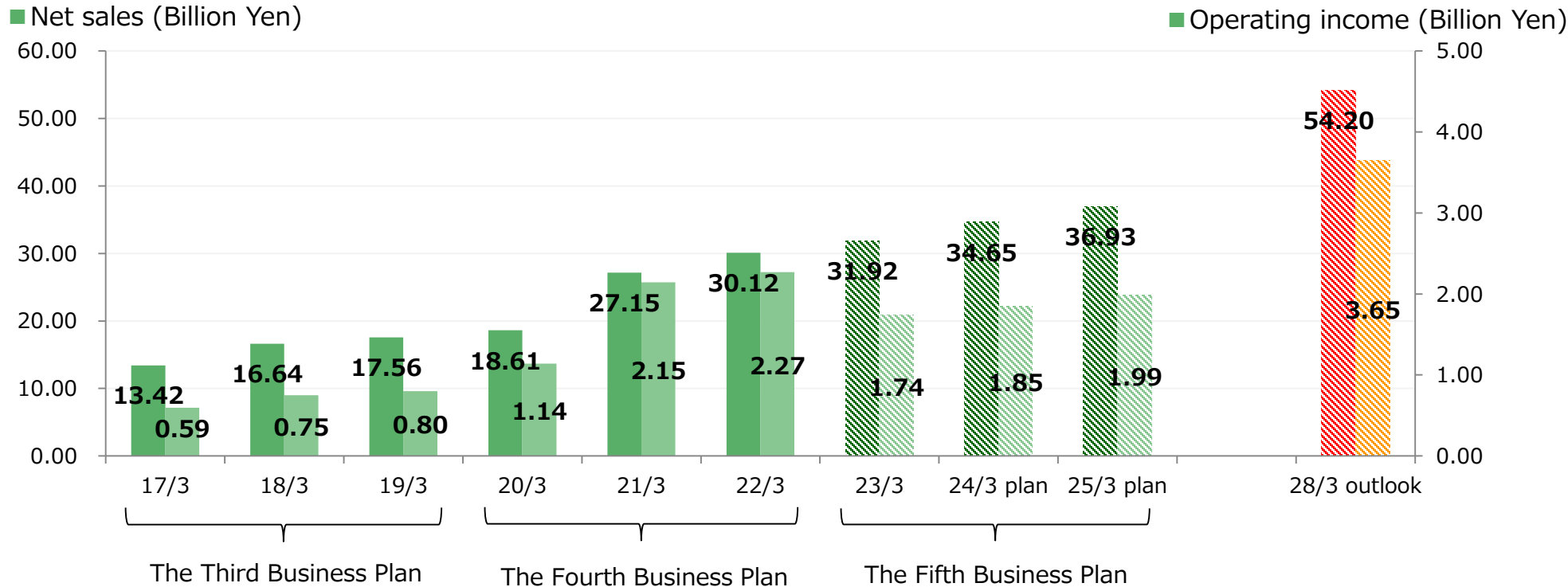
Medium- to long-term policy

Set milestone goals of achieving net sales of 300 billion yen and operating income of 30 billion yen and aim to achieve the maturation of the general trading company in the mail-order business.

2. Presentation of Businesses with Strong Performances

① Gourmet Business

Realize continuous growth by leveraging outstanding product development capabilities. We will continue to make efforts to increase our market share going forward.



My Wine Club - ranked No.1 in sales of mail order of wine for 14 consecutive years

Belluna Gourmet - ranked No.1 in sales of mail order of sake for 6 consecutive years

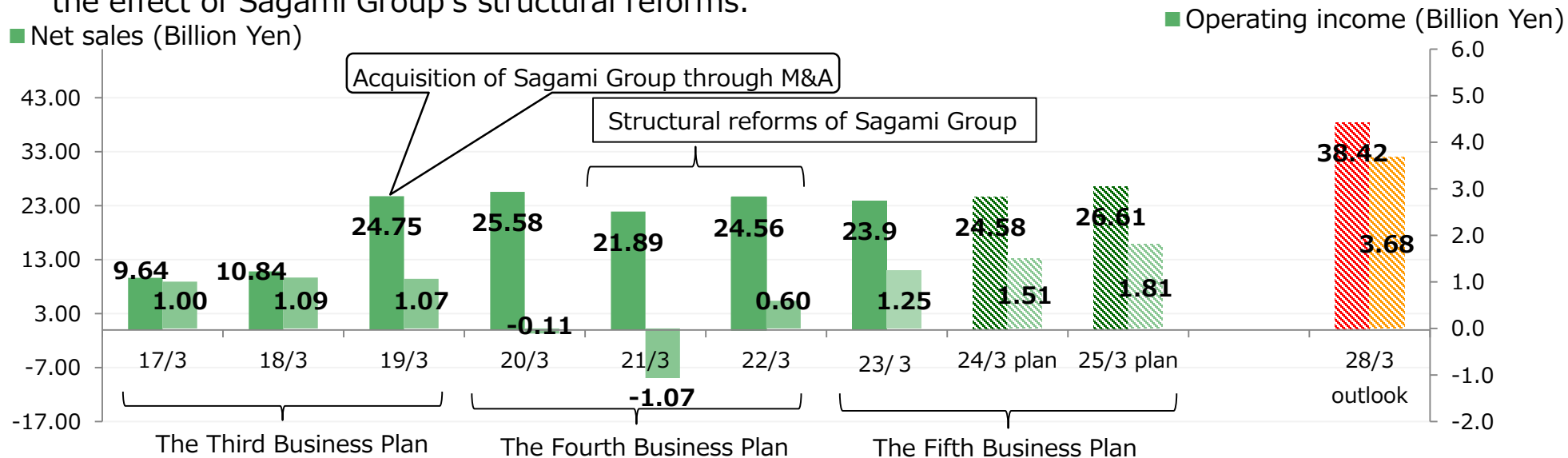
Shipment of 320,000 Osechi sets(Results for FY23/3)

2. Presentation of Businesses with Strong Performances

BELLUNA

② Kimono-Related Business

We acquired Sagami Group in the fiscal year ended March 31, 2019 through M&A. Although the increase in COVID-19 infections had been affecting the business since the fiscal year ended March 2021, we achieved a record high operating income in the fiscal year ended March 2023 thanks to the effect of Sagami Group's structural reforms.



*The above figures represent simple sums before consolidation elimination, because this business was classified as the Retail Store Sales Business in and before FY March 2021.

BANKAN · Wamonoya



Sagami



Maimu

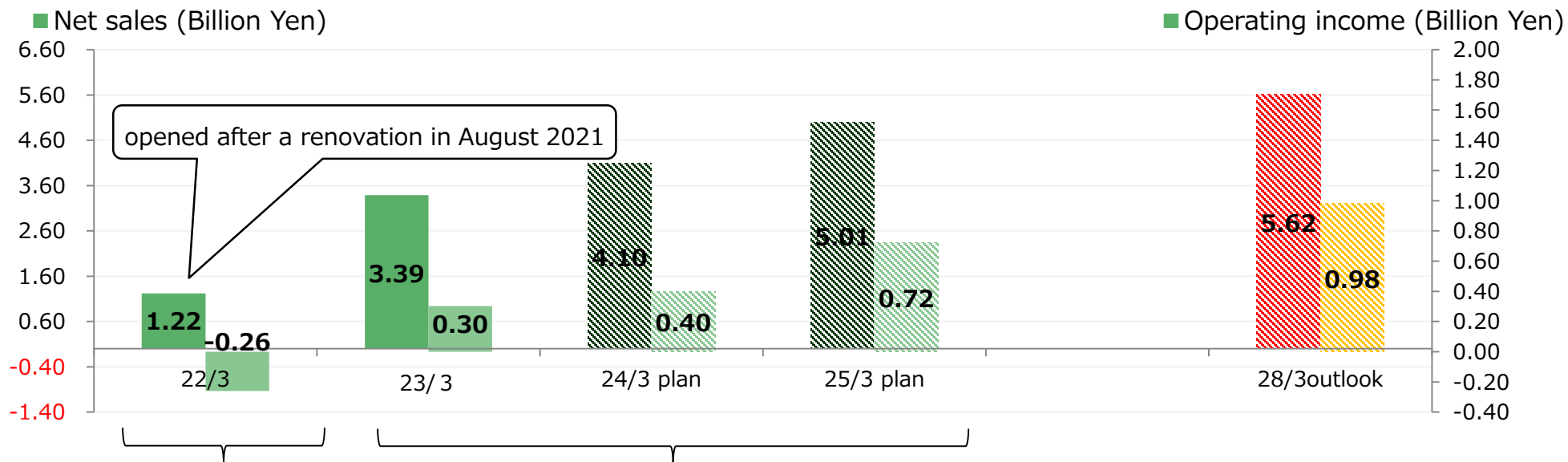


2. Presentation of Businesses with Strong Performances

BELLUNA

③ Jozankei View Hotel

Acquired in May 2021 and opened after a renovation in August 2021. It is the largest spa and resort hotel in Hokkaido (647 rooms). The hotel has won many awards and is still growing in Hokkaido, where an increase in domestic and foreign guests is expected going forward.



The Fourth Business Plan

The Fifth Business Plan



2-1. Mail Order Business

BELLUNA

1. Results for FY23/3 and Plan for FY24/3

Unit: Billion Yen

	FY March 2023		FY March 2024			
	Actual		plan			
	Net Sales	Operating Income	Net Sales	Operating Income	Net Sales year on year	Operating Income year on year
Apparel & Goods Business	88.31	0.93	78.92	0.37	-10.6%	-0.56
Cosmetics & Health Food Business	14.79	0.59	15.80	0.81	+6.8%	+0.22
Gourmet Business	32.31	1.76	34.65	1.85	+7.2%	+0.08
Nurse-Related Business	14.08	0.24	13.44	0.70	-4.5%	+0.46
Database Utilization Business	15.75	5.70	16.45	5.32	+4.5%	-0.38
Mail Order Business Total	165.24	9.22	159.26	9.05	-3.6%	-0.17

- We will introduce more products and services that can generate new value, aiming for the continued development of the business with an increase in the number of customers.

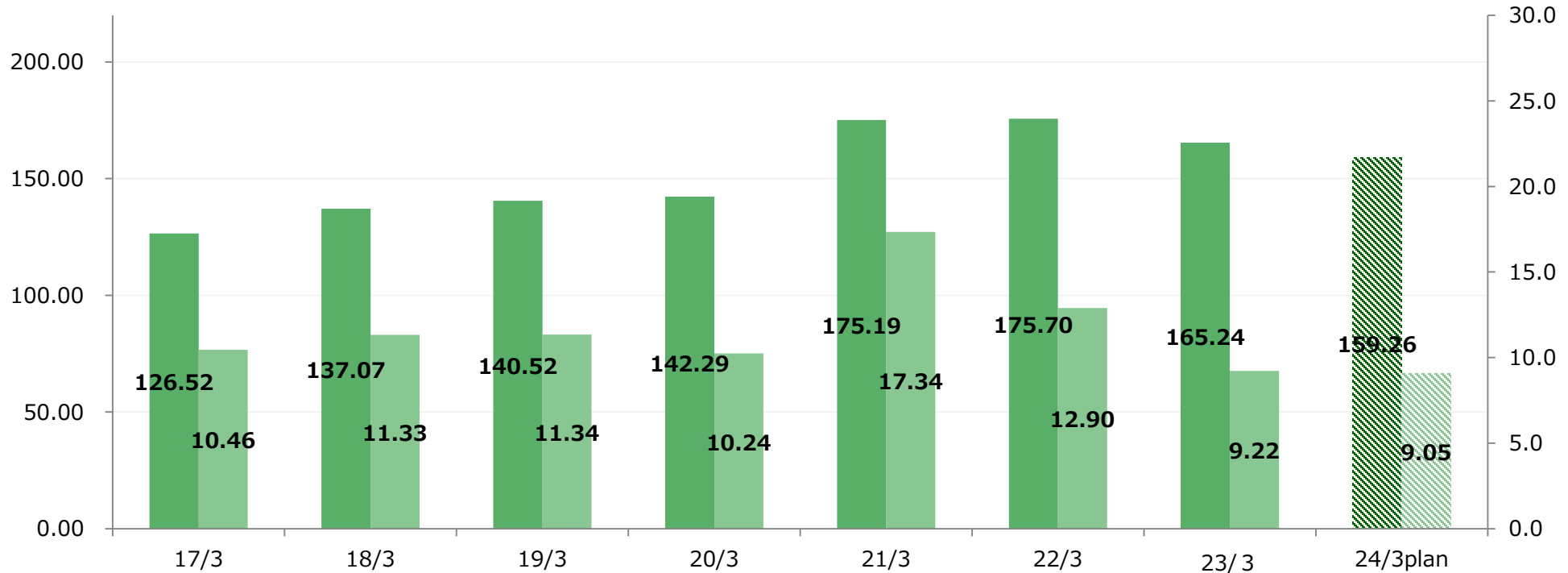
2-1. Mail Order Business

Profit and loss trends and factors for financial results

BELLUNA

■ Net Sales (Billion Yen)

■ Operating income (Billion Yen)



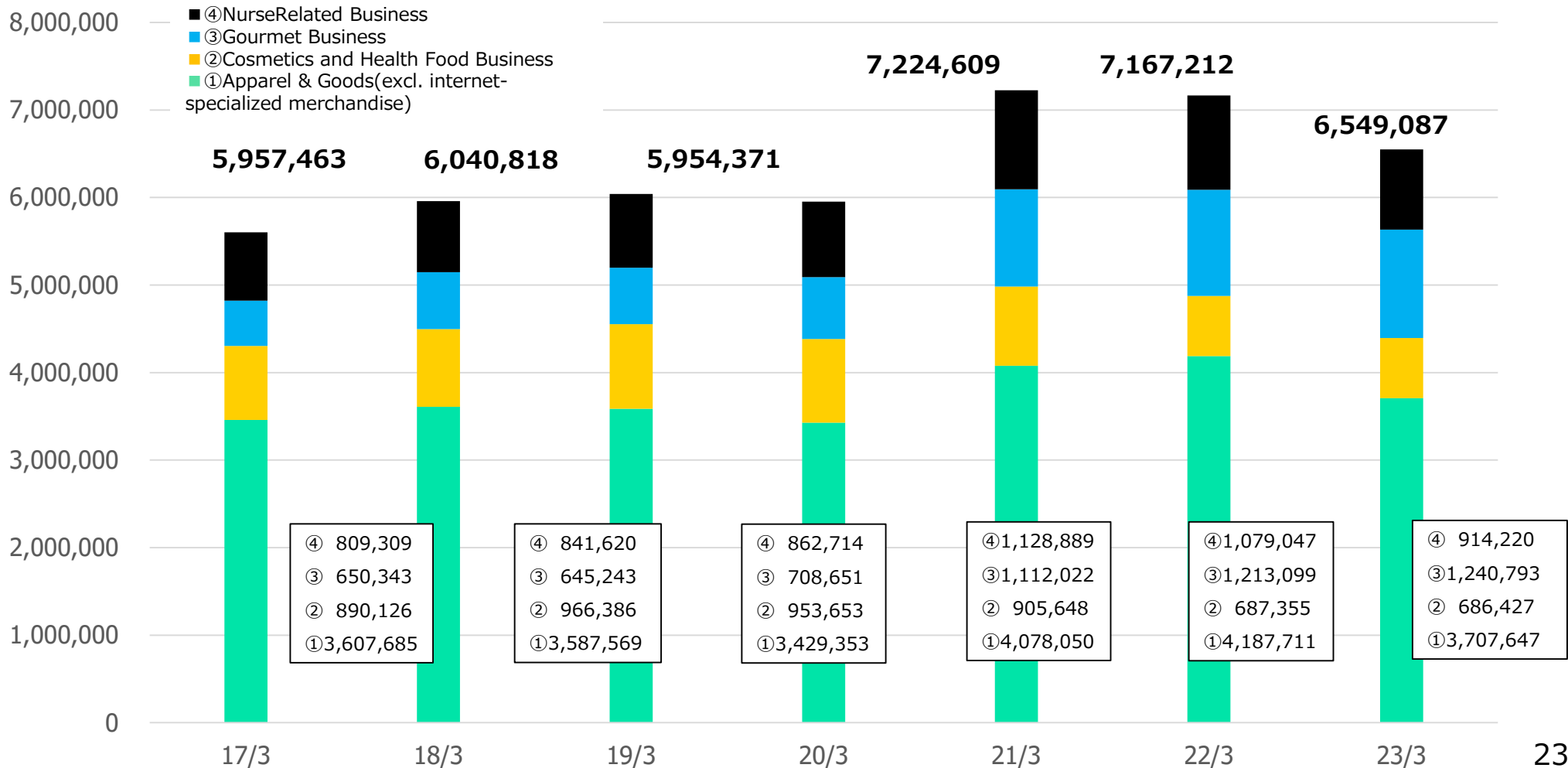
Factors in financial results	17/3	18/3	19/3	20/3	21/3	22/3	23/3	24/3plan
Positive factors	<ul style="list-style-type: none"> Improvement in ratio of logistics expenses The reinforcement of the online business 	<ul style="list-style-type: none"> The reinforcement of the online business 	<ul style="list-style-type: none"> The reinforcement of the online business 	<ul style="list-style-type: none"> The reinforcement of the online business 	<ul style="list-style-type: none"> Improvement of the use of TV demand from nest dweller 		<ul style="list-style-type: none"> Strengthening branding The reinforcement of the online business 	<ul style="list-style-type: none"> Strengthening branding the reinforcement of the online business Focusing on initiatives to improve the prices of new products and services
Negative factors		<ul style="list-style-type: none"> Increase in unit transportation cost 	<ul style="list-style-type: none"> Increase in the cost of mailing catalogs Increase in unit transportation cost 	<ul style="list-style-type: none"> Increase in the cost of paper Increase in unit transportation cost 		<ul style="list-style-type: none"> Decrease in demand from people refraining from leaving home 	<ul style="list-style-type: none"> Increase in the cost of goods sold and materials 	<ul style="list-style-type: none"> Increase in the cost of goods sold and materials

2-1. Mail order Business

Number of active customers

The number of active customers declined due to a slowdown in the responsiveness of existing customers and the decreasing volume of new customer acquisitions caused by the limited quantity of paper media published.

unit : people



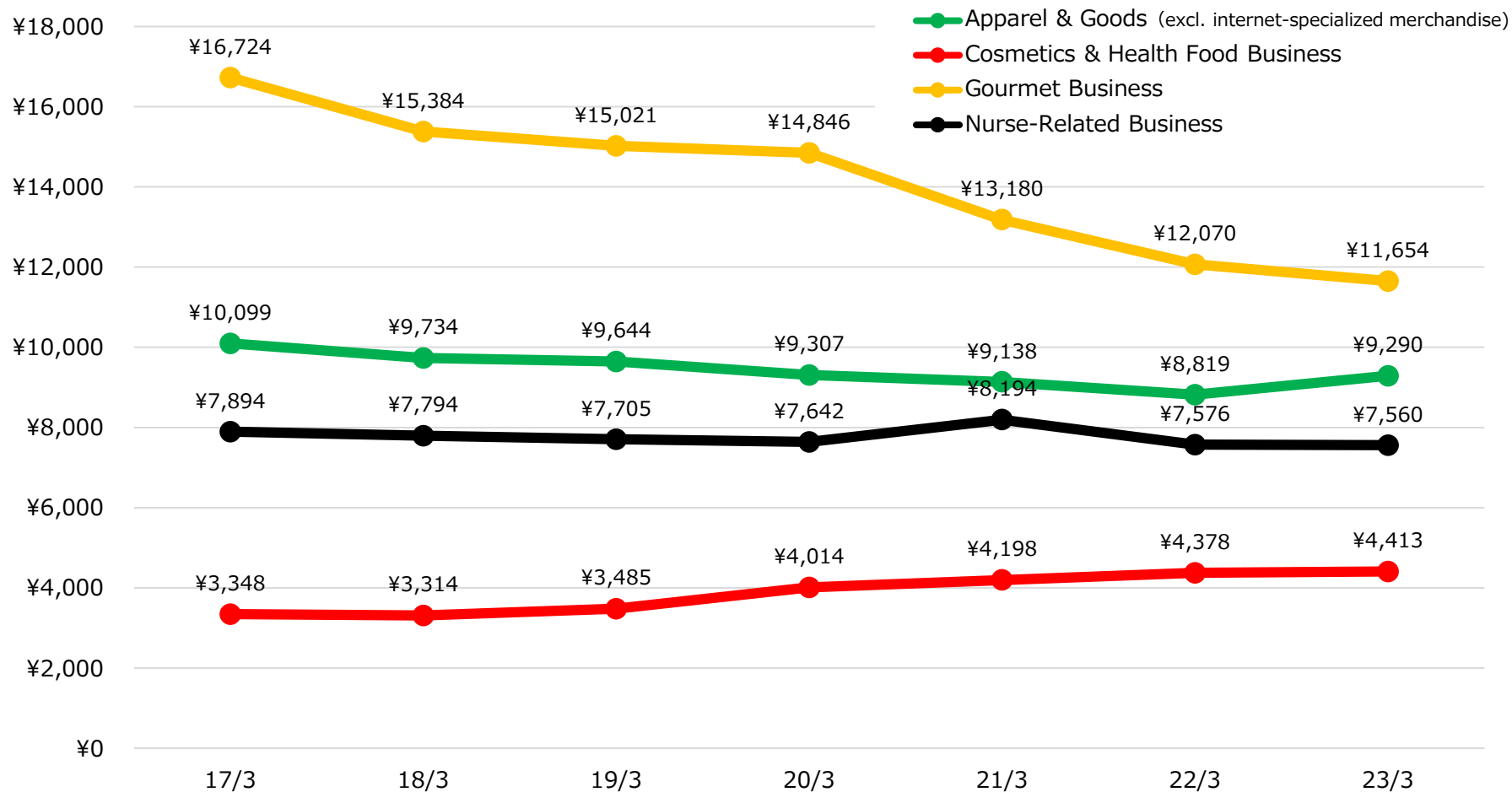
2-1. Mail order Business

Value per order received

In the Gourmet segment, the unit price of orders is trending downward because the percentage of single-item orders has been rising.

In the current fiscal year, we expect to increase the unit price of orders by shifting the soaring prices of raw materials and the soaring unit prices of other resources on to the prices of our products.

unit : Yen

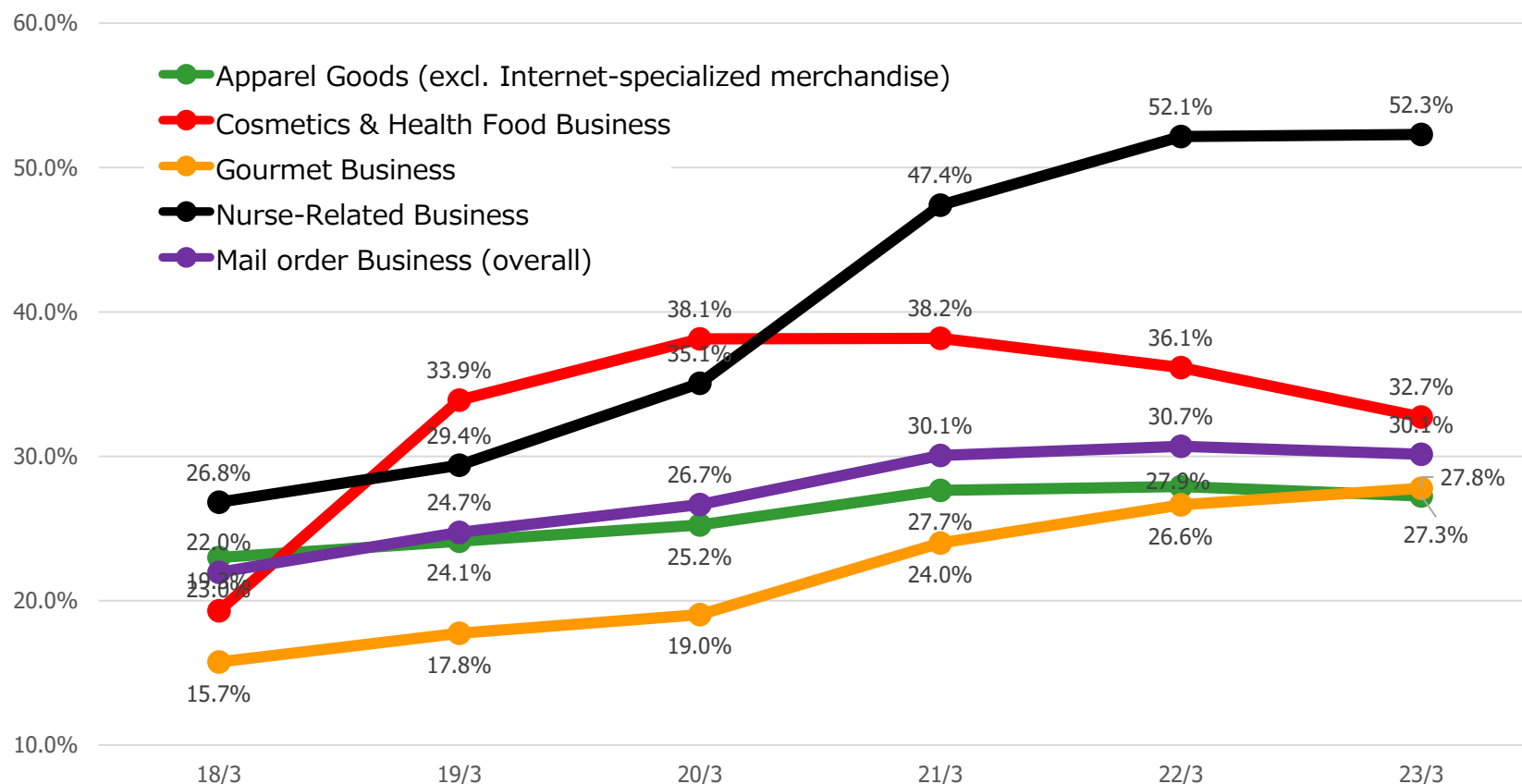


2-1. Mail order Business

The ratio of online sales

The ratio remained almost unchanged partly due to a reactionary fall from the special demand caused by COVID-19 during the fiscal years ended March 2021 and March 2022. Nevertheless, we will move forward by strengthening online sales to expand the business.

unit : %



※From this term, the EC ratio is calculated by additionally including the results of online sales-oriented subsidiaries (Marucho, Min, ICnet and Select) in those of the Apparel & Goods segment and the Mail Order business (overall).

2-1-①. Apparel & Goods

1. Results for FY23/3 and Plan for FY24/3

BELLUNA

Unit: Billion Yen

Business breakdown	FY March 2023(Actual)		FY March 2024(plan)			
	Net Sales	Operating income	Net Sales	Operating income	Net Sales year on year	Operating income year on year
Apparel & Furniture, Goods ·Rolled out products mainly targeted to madams through catalogs and the Internet. ·For the young group, we started selling products at shopping malls in 2018. ·We started selling men's and hard products on mail order.	74.59	0.98	64.66	0.07	-13.3%	-0.91
Min·ICnet·Maruchou·Select (Internet-specialized mail order) ·Min : Big-sized apparel mail order ·ICnet : Brand mail order ·Maruchou : General goods mailorder ·Select: women's apparel mail order sale	8.75	0.04	8.89	0.26	+1.6%	+0.21
Apparel stores ·Rolled out Belluna brand nationwide (March 2023 77 stores)	5.15	-0.12	5.53	0.03	+7.3%	+0.15
Total	88.31	0.93	78.92	0.37	-10.6%	-0.56

·Mail orders saw a slowdown in the responses of existing customers as the impact of the COVID-19 pandemic subsided. We have prioritized ensuring profitability by reviewing product prices and controlling the volume of paper media published since the third quarter to address the soaring prices of raw materials and other resources.

·Under the same environment, the budget for the current fiscal year will be designed with priority given to ensuring profitability. The Company will develop a foundation for re-growth.

2-1-①. Apparel & Goods

BELLUNA

Examples of the initiatives taken in the current fiscal year

- Further enhancement of men's fashion (Expand categories of golf wear and innerwear)
- Launch of products in the middle price range
- Visual renewal as a measure to improve response



Rocky Rabbit: Golf design
best with mesh lining
¥5,489 (tax included) ~



Appeared in the May issue of
Bijinhyakka: Gathered switching dress
with line drawing touch floral pattern
¥4,950 (tax included)



Belluna 2023 Summer
Issue

2-1-①. Apparel & Goods

Examples of the initiatives taken in the current fiscal year

Facilitating the branding, the reinforcement of the online business



毎日をちょっと素敵に。

BELLUNA



私は私のおしゃれに行く。

Ranan



毎日に、心地良くゆりそう。

Viola e Viola



“可愛い”をちょうどよく。

Alotta



GeeRA 2023 summer collection



GeeRA 2023 summer collection

“自分らしい”輝きを

GeeRA



「同じ毎日なのに、新しい私」

marvelous by Pierrot



大人のベストセクション

ルフラン



GeeRA
2023 summer collection
Playful color / Urban resort



Pursuit of individuality in the brand worldview

2-1-②. Cosmetics & Health food Business

BELLUNA

1. Results for FY23/3 and Plan for FY24/3

Unit: Billion Yen

Business breakdown	FY March 2023(Actual)		FY March 2024(plan)			
	Net Sales	Operating income	Net Sales	Operating income	Net Sales year on year	Operating income year on year
Cosmetics Business (Ozio・Nachu life brand) ・cosmetics mail-order business ・Develop cross-border EC in Asia ・The Internet and overseas are growth drivers	11.92	0.58	12.77	0.74	+7.1%	+0.16
Health Food Business ・Rolled out health food in Refre brand ・Gussurizm received the gold prize from the Monde Selection for four consecutive years.	3.24	0.05	3.03	0.07	-6.4%	+0.02
Total	14.79	0.59	15.80	0.81	+6.8%	+0.22

- Net sales fell in the Cosmetics & Healthy Food segment, reflecting an increase in COVID-19 cases in Taiwan and the difficulty of acquiring new customers in Japan as a result of regulations for online advertising. In the Health Food segment, net sales decreased due to sluggish sales to existing customers, offsetting the efforts of acquiring new customers.

- Focus will shift in the current fiscal year to the development of a new winning pattern through sales promotion

2-1-②. Cosmetics & Health food Business

BELLUNA

Examples of the initiatives taken in the current fiscal year

Brand for young people, Bab²



Royal Jelly Mocchiri Jel, total sales of which reached 13 million pieces globally



- In April, launched Bab², a brand for young people, and started sales.
- Total sales of the all-in-one gel, Royal Jelly Mocchiri Jel, which has been sold since 2008, reached over 13 million pieces globally.
- We will expand cross-border online sales (Hong Kong, Singapore and China). In addition to Taiwan, we will build another steppingstone for overseas development.

2-1-③. Gourmet Business(including Wine and Sake)

BELLUNA

1. Results for FY23/3 and Plan for FY24/3

Unit: Billion Yen

Business breakdown	FY March 2023(Actual)		FY March 2024(plan)			
	Net sales	Operating income	Net sales	Operating income	Net Sales year on year	Operating income year on year
Wine mail order Business (My Wine Club - ranked No.1 in sales of mail order of wine for 14 consecutive years)	9.29	0.59	10.38	0.69	+11.7%	+0.10
Sake mail order Business (Belluna Gourmet - ranked No.1 in sales of mail order of sake for 6 consecutive years)	4.98	0.33	5.70	0.47	+14.4%	+0.14
Gourmet Food Business ·Released mail orders for foods such as boxed lunches, year-end gifts, and osechi (foods prepared for New Year's holidays)·The total no. of Belluna gourmet/ Osechi yui sold topped 840,000 units.	17.64	0.82	18.57	0.69	+5.3%	-0.14
Total	32.31	1.76	34.65	1.85	+7.2%	+0.08

- Net sales rose thanks to an increase in new customers acquired through expanded sales of Osechi New Year dishes and improved online advertising in the food business, although the responsiveness of existing customers weakened due to the subsiding impact of the COVID-19 pandemic.

- Net sales and operating income are expected to increase in the current fiscal year as the Company responds to an increase in the cost of goods and materials.

2-1-③. Gourmet Business(including Wine and Sake)

Examples of the initiatives taken in the current fiscal year

Ranked No.1 in sales of mail order of wine for
14 consecutive years



Best-selling products sold in a set

Set of 12 red wines carefully selected from around the world

Unit sales of wines

Fiscal year	Number of unit sold
FY March 2020	6.8 million bottles
FY March 2021	11.0 million bottles
FY March 2022	11.2 million bottles
FY March 2023	11.5 million bottles

ranked No.1 in sales of mail order of
sake for 6 consecutive years



Sake No.1 Product

Koshino Gokura Daiginjo

Unit sales of Japanese Sake

Fiscal year	Number of unit sold
FY March 2020	1.2 million bottles
FY March 2021	2.0 million bottles
FY March 2022	2.8 million bottles
FY March 2023	3.0 million bottles

Osechi sets

320,000 sets shipped



Osechi No.1 Product

Yui three tiered Japanese dish box

Unit sales of Osechi sets

Fiscal year	Number of unit sold
FY March 2020	160,000 units
FY March 2021	190,000 units
FY March 2022	280,000 units
FY March 2023	320,000 units

- In the Gourmet segment, we expect sales of single items to expand, centering on frozen side dishes.
- Make the customers our fans by improving the level of service through system renovations.

2-1-③. Gourmet Business(including Wine and Sake)

Examples of the initiatives taken in the current fiscal year

BELLUNA



The screenshot shows the ELEVIN website interface. At the top, the logo features a circular emblem with the letters 'E' and 'V' and the text 'ÉLÉVIN' next to it. Below the logo, a banner displays five wine bottles with the text 'The Rothschild Family' and 'ロートシルトファミリー 世界のプレミアムワイン 5本セット'. Below the banner, there are four dots indicating a carousel. Underneath, the text 'New Arrival 新着ワイン' is centered. Below this, three wine products are displayed with their names and prices:

Product Name	Price
マッセード14 (IGTトスカ...)	99,000円
コルトン・シャルルマーニュ・グ...	17,380円
ニューイ・サン・ジョルジュ・エ...	27,500円



We launched the ELEVIN dedicated website for high-grade wines.

We provide wines en primeur and other rare wines by leveraging the track record and experience that we gained from the mail-order service of wine over 20 plus years.

In the current fiscal year, we expect growth in sales and operating income, mainly in the ELEVIN.

2-1-④. Nurse-Related Business

BELLUNA

1. Results for FY23/3 and Plan for FY24/3

Unit: Billion Yen

Business breakdown	FY March 2023(Acutal)		FY March 2024(plan)			
	Net sales	Operating income	Net sales	Operating income	Net Sales year on year	Operating income year on year
Nursery (Mail order for nurses, No. 2 in the industry)	4.80	-0.10	4.70	0.23	-2.1%	+0.33
infirmière (Mail order for nurses, No. 1 in the industry)	7.30	0.34	6.70	0.40	-8.2%	+0.06
Nurse Career Next (Personnel placement business for nurses)	0.17	-0.10	0.40	0.10	+132.8%	+0.21
JOB STUDIO (Personnel placement business in Singapore)	1.81	0.12	1.63	0.09	-9.9%	-0.03
Total	14.08	0.24	13.44	0.70	-4.5%	+0.46

- Demand for medical items and consumables such as face masks and pulse oximeters, which had enjoyed special demand in the same period of the previous year, decreased due to the subsiding impact of the COVID-19 pandemic, despite active advertising such as TV ads in first quarter.

- In the current fiscal year, increase the percentage of sales that are online sales while continuously optimizing the publication of catalogs to improve profitability.

2-1-⑤. Database Utilization Business

BELLUNA

1. Results for FY23/3 and Plan for FY24/3

Unit: Billion Yen

Business breakdown	FY March 2023(Actual)		FY March 2024(Plan)			
	Net Sales	Operating income	Net Sales	Operating income	Net Sales year on year	Operating income year on year
Finance (Consumer finance business for members)	4.70	2.15	5.03	2.15	+7.0%	+0.01
Belluna Direct (Enclosure/combined shipping business)	3.67	2.64	3.26	2.27	-11.2%	-0.37
Belluna Business Solution (Contracted call center/logistics business)	7.12	0.66	7.70	0.69	+8.2%	+0.03
BGL (Consolidated in FY Mar. 2022 Thirdparty logistics)	3.05	0.23	3.11	0.21	+1.7%	-0.02
Label (Acquired in August 2022. Third-party logistics business, etc.)	1.13	0.07	1.80	0.05	+59.6%	-0.02
Total	15.75	5.70	16.45	5.32	+4.5%	-0.38

※BGL : Consolidated in July 2021

※Label : Consolidated in September 2022

Finance : Achieved an increase in net sales and operating income due to strengthened sales and an improved level of service in addition to the subsiding COVID-19 pandemic.

Belluna Direct : Net sales fell due to the impact of the sluggish growth of the Apparel & Goods segment.

Belluna Business Solution・BGL : Sales rose due to an increase in the number of clients with enhanced sales activities.

Label : Operates a 3PL (logistics agent) business, etc. We acquired the company through M&A in August 2022.

2-2. Kimono-Related Business

1. Results for FY23/3 and Plan for FY24/3

Unit: Billion Yen **BELLUNA**

Business breakdown	FY March 2023(Actual)		FY March 2024(plan)			
	Net sales	Operating income	Net sales	Operating income	Net Sales year on year	Operating income year on year
BANKAN Wamonoya (Kimono sales business started in 2007, when the Company was founded)	9.97	0.77	9.80	0.80	-1.7%	+0.03
Sagami Group Holdings (Acquired in 2018, medium priced kimono sales business)	7.73	0.24	8.16	0.34	+5.5%	+0.10
Tokyo masuiwaya (Acquired at the same time as Sagami, a highly-priced kimono sales business)	3.57	0.09	3.85	0.18	+7.8%	+0.08
Maimu (Acquired in 2016,Rental hakama traditional graduation attire for students)	2.76	0.21	2.95	0.28	+6.7%	+0.07
Total	23.87	1.25	24.58	1.51	+3.0%	+0.26

- Profitability was achieved at Sagami and Tokyo Masuiwaya, reflecting progress in their respective structural reforms. The Kimono rental business at Maimu achieved an increase in net sales and operating income due to the expanded rental of hakama, which are traditional attire for university graduation ceremonies.

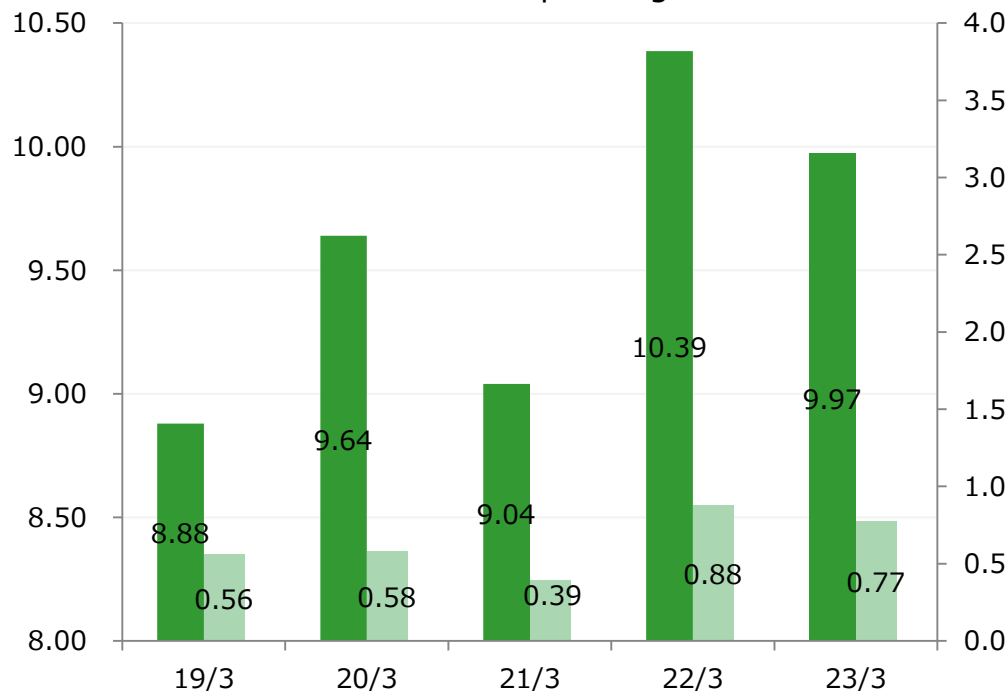
- In the current fiscal year, we expect an increase in net sales and operating income mainly by improving brand power and strengthening human resource development.

2-2. Kimono-Related Business

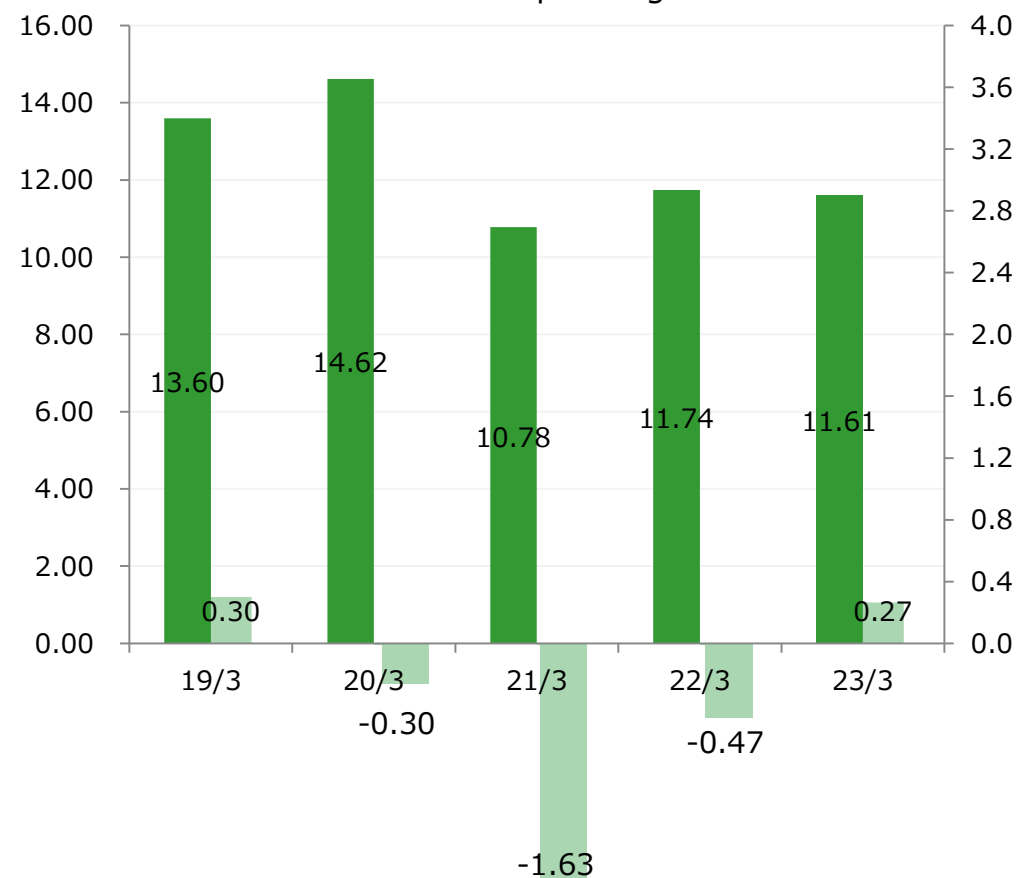
Profit and loss trends

At BANKAN, the number of customers visiting stores has decreased since the third quarter. Sagami and Tokyo Masuiwaya have made themselves more robust businesses.

<BANKAN Wamonoya>
 ■ Net sales (Billion Yen)
 ■ Operating income (Billion Yen)



<Sagami GHD>
 ■ Net sales (Billion Yen)
 ■ Operating income (Billion Yen)



	19/3	20/3	21/3	22/3	23/3
Number of stores	84	89	91	95	98

	19/3	20/3	21/3	22/3	23/3
Number of stores	160	158	141	117	117

Growth scenario of the Kimono-Related Business

- Change from sales at large events to in-store sales
- Education that enables in-store sales
- Scraping of unprofitable stores
- Cost reduction

→Sagami and Tokyo Masuiwaya promoted structural reforms and consequently achieved profitability during the previous fiscal year.

Kimono-Related Business aims to achieve sales of 26.6 billion yen and profit of 1.8 billion yen during the Fifth Business Plan (ending in FY March 2025).

2-3. Property Business

BELLUNA

1. Results for FY23/3 and Plan for FY24/3

Unit: Billion Yen

Business breakdown	FY March 2023(Actual)		FY March 2024(plan)			
	Net Sales	Operating income	Net Sales	Operating income	Net Sales year on year	Operating income year on year
Income gain Rental revenue from properties (including office buildings and stores,)	3.08	0.75	3.22	0.87	+4.5%	+0.11
Capital gain Property development and sales business	3.79	0.72	2.69	0.42	-29.1%	-0.30
Solar power generation facilities Solar power generation facilities held include 3 properties	1.12	0.35	1.12	0.39	0.0%	+0.04
Hotel Business Operate 10 hotels in Japan, 4 hotels overseas	13.13	-0.45	23.02	1.85	+75.3%	+2.30
GINZA GRANBELL SQUARE Grand opening scheduled for September 2023 Complex to be opened in Ginza Corridor Street	-	-	3.21	0.06	-	-
Total	19.99	1.37	31.28	3.61	+56.5%	+2.24

- Net sales and operating income increased sharply in the hotel business, reflecting a rise in the occupancy rate of a hotel that had opened in the previous year, as well as the weakened impact of movement restrictions in Japan and entry restrictions for foreigners. On the other hand, due to the sale of overseas real estate in the same period of the previous year, a significant decrease in net sales and operation income was posted.

- In the current fiscal year, we expect significant growth in sales and operating income, mainly in the hotel business.

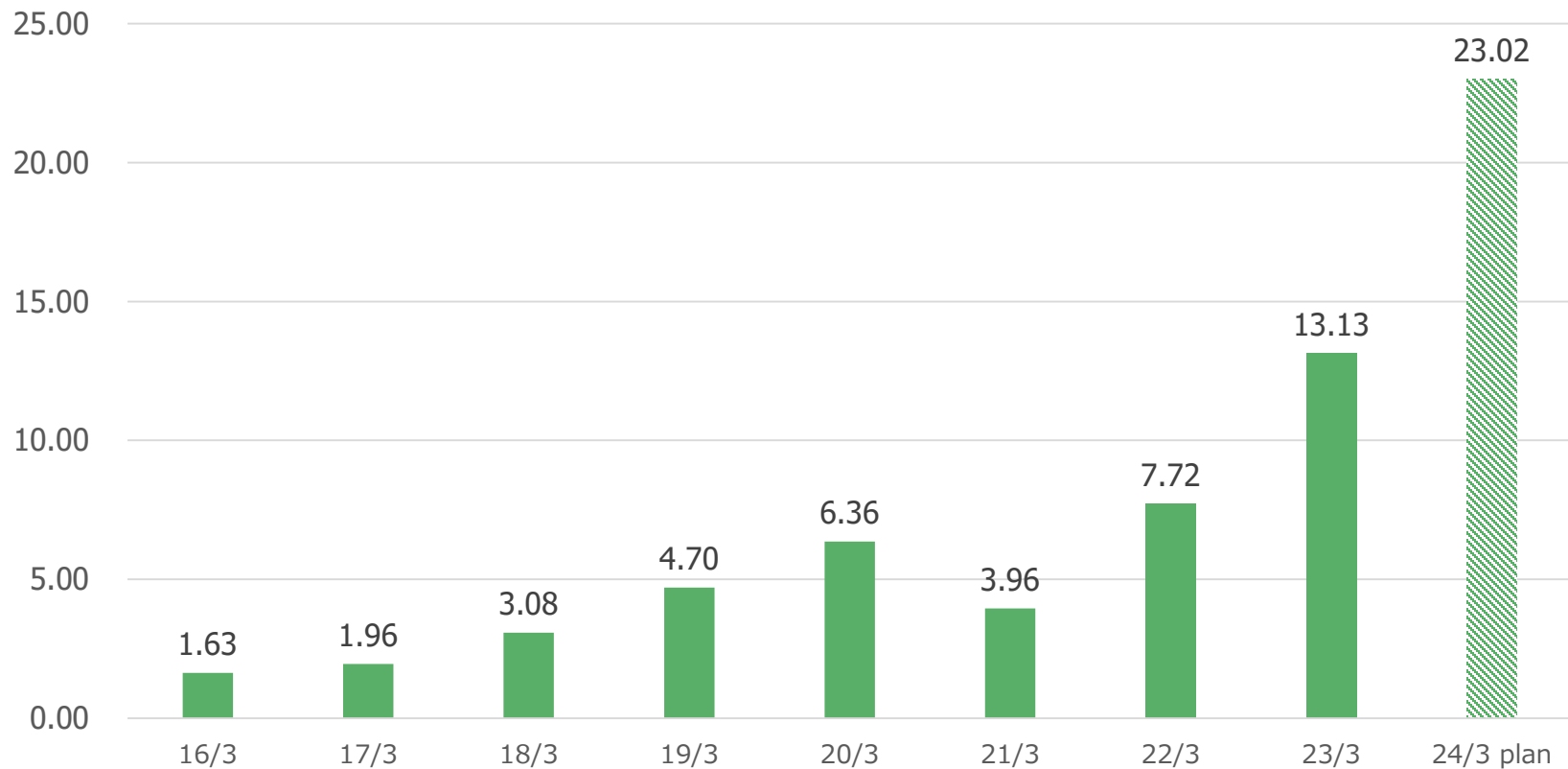
2-3. Property Business (Hotel business)

BELLUNA

- In the current fiscal year, we expect continued growth associated with the easing of restrictions on movement in Japan and abroad, a recovery in inbound demand and the contributions of hotels that have been newly opened and acquired through M&A activities.

< Changes in Sales >

unit : Billion Yen



Hotels in operation	2	3	4	7	8	8	13	14	18
---------------------	---	---	---	---	---	---	----	----	----

2-3. Property Business (Hotel business)

BELLUNA

Hotels opened previously and scheduled to open

<Hotels opened and scheduled to open>

Ref	Area	Facility name	Number of Guest Rooms	14/3	15/3	16/3	17/3	18/3	19/3	20/3	21/3	22/3	23/3	24/3	Assumed sales※ (Billion Yen)	Start of operations	Type			
1	Okinawa	Hotel Hamahigashima Resort	29	→											0.2	May 2013	Owned			
2	Fukushima	Urabandai Lake Resort	324		→											2.5	October 2015	lease		
3	Nagano	Le Grand Kyu Karuizawa Hotel	43			→											0.5	July 2016	Owned	
4	Kyoto	Kyoto Granbell Hotel	105				→											0.6	July 2017	lease
5	Nagano	Le Grand Karuizawa Hotel & Resort	58						→						2.8	July 2018	lease			
6	Sri Lanka	Le Grand Galle Hotel	48						→						0.5	July 2018	Owned			
7	Maldives	The Westin Maldives Miriandhoo Resort	70						→						3.5	October 2018	Owned			
8	Hawaii	EWA Hotel	92						→						0.6	April 2019	Owned			
9	Osaka	Umeda Holic Hotel	117								→				0.5	April 2021	lease			
10	Osaka	Osaka Granbell Hotel	191								→				1.0	April 2021	lease			
11	Hokkaido	Sapporo Granbell Hotel	218								→				1.1	April 2021	Owned			
12	Hokkaido	Jozankei View Hotel	647									→			4.8	August 2021	Owned			
13	Hokkaido	Susukino Granbell Hotel	300									→			1.5	September 2021	lease			
14	Sri Lanka	Granbell Hotel Colombo	292										→			1.7	April 2022	Owned		
15	Kyoto	Kyoto Granbell Hotel hanareya	13											→		0.1	November 2022	lease		
16	Ginza	GINZA HOTEL by GRANBELL	102											→		0.8	April 2023	Owned		
17	Hokkaido	Toya SunPalace, The LakeSuite KO no SUMIKA	404											→		4.0	April 2023	Owned		
18	Hokkaido	NEW AKAN HOTEL	366											→		2.1	April 2023	lease		
19	Hokkaido	SAPPORO HOTEL by GRANBELL(provisional name)	605											→		2.9	26/3 (forecast)	Owned		
		Total	4,024												31.7					

*Sales forecast includes the recovery of inbound tourism after COVID-19 subsides.

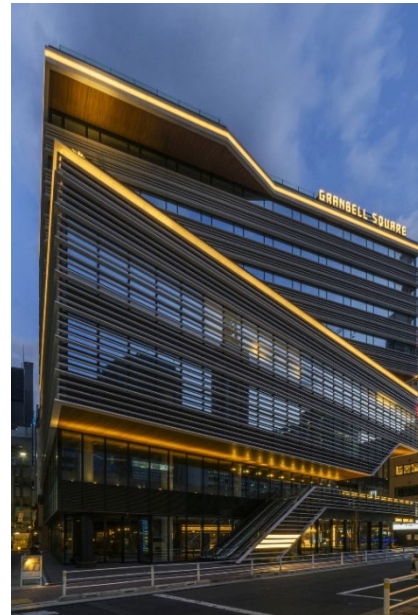
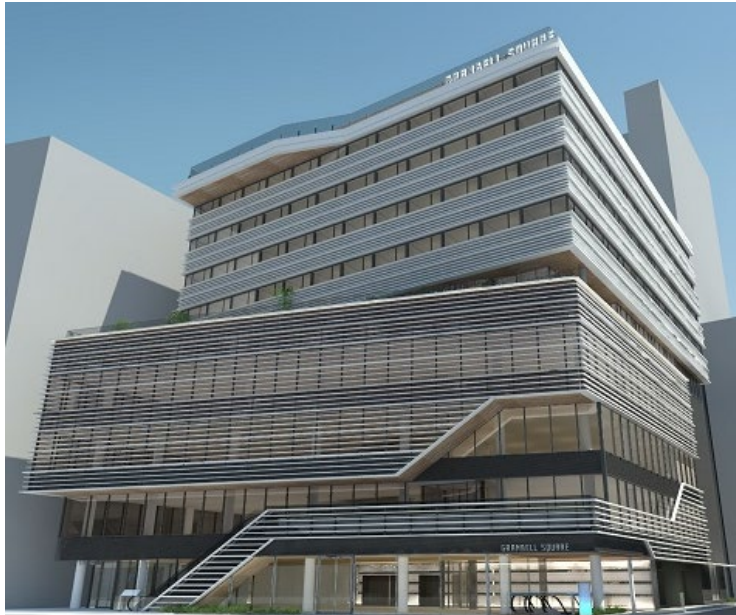
In the current fiscal year, sales of 23.02 billion yen and profit of 1.85 billion yen aims to achieve.

2-3. Introduction of Newly Operating Facilities (1)

BELLUNA

GRANBELL SQUARE opened

Before the grand open scheduled in September 2023, the spa and sauna facility, SPA&SAUNA Corridor-no-yu, and the hotel facility, GINZA HOTEL by GRANBELL (102 rooms), opened in April. In addition, restaurants, a rooftop restaurant, a nightclub which is tied up with a major company in Singapore, and other facilities are planned to open sequentially.



Floor	Type of Property
10F	Rooftop restaurant
5F-9F	Hotel
4F	Spa
B1F-3F	Tenants
B3F-B2F	Club with live music/ Nightclub



2-3. Introduction of Newly Operating Facilities (2)

BELLUNA

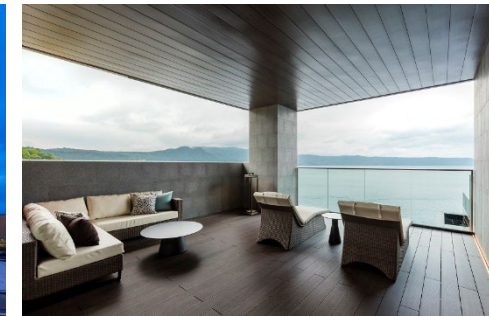
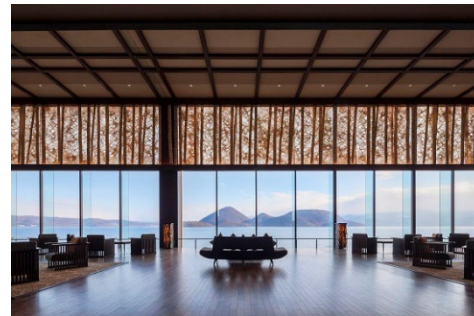
Toya SunPalace Resort&Spa, The LakeSuite KO no SUMIKA acquired

Acquired the resort hotels Toya SunPalace Resort & Spa (324 rooms) and The LakeSuite KO no SUMIKA (80 rooms) at Lake Toya, Hokkaido.



Name	Toya SunPalace Resort&Spa
Location	7-1, Toyako Onsen, Sobetsucho, Utsunomiya-gun, Hokkaido
Access	About 2.5 hours by bus from Odori Subway Station
Land area	15,314.92m ²
Total floor area	34,335.73m ²
Structure and scale	Steel-framed reinforced concrete structure 1 basement floor and 11 above-ground floors
Number of guest rooms	324 rooms

Name	The LakeSuite KO no SUMIKA
Location	7-1, Toyako Onsen, Sobetsucho, Utsunomiya-gun, Hokkaido
Access	About 2.5 hours by bus from Odori Subway Station
Land area	15,896.72m ²
Total floor area	7,973.29m ²
Structure and scale	Steel-framed reinforced concrete structure 9 above-ground floors
Number of guest rooms	80 rooms



2-3. Introduction of Newly Operating Facilities (3)

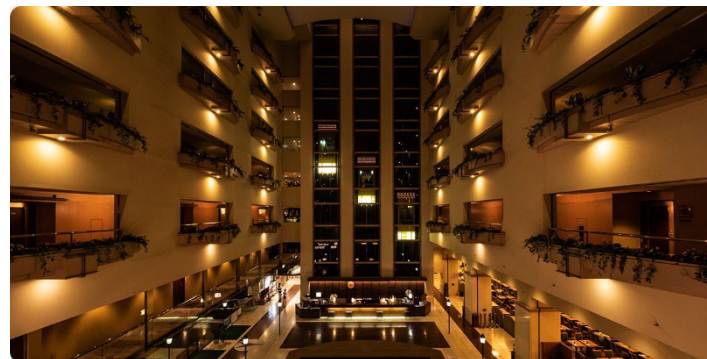
BELLUNA

Started outsourced management of the New Akan Hotel

Started outsourced management of the New Akan Hotel (370 rooms) resort hotel on the edge of Lake Akan, Hokkaido.



Name	NEW AKAN HOTEL
Locatio	2-8-8, Akanko Onsen, Akancho, Kushiro-shi, Hokkaido
Access	About 1 hour by car from Kushiro Airport About 1.5 hours by car from Memanbetsu Airport
Number of guest rooms	366 rooms



2-4. Returns to shareholders

An annual dividend of 20.5 yen is planned for the fiscal year ending March 2024. Dividends have been increasing for five consecutive years.

<Annual dividends >

	FY March 2019	FY March 2020	FY March 2021	FY March 2022	FY March 2023	FY March 2024(Plan)
EPS (円)	106.39	60.62	114.17	105.55	76.71	97.22
配当 (円)	15.0	16.0	16.5	19.0	20.0	20.5

<Shareholder incentive program>

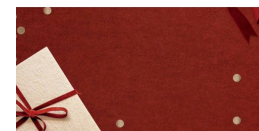
[Details]

	100 shares or more	500 shares or more	1,000 shares or more
Complimentary discount tickets for mail-order services, complimentary coupons that can be used at Belluna online stores, or an assortment of gourmet food, wine and sake products.	For the value of 1,000 yen	For the value of 3,000 yen	For the value of 5,000 yen
Complimentary ticket with the face value of 1,000 yen that can be used at facilities operated by the Belluna Group (or in collaboration with partners)	2 pieces (For the value of 2,000 yen)	6 pieces (For the value of 6,000 yen)	10 pieces (For the value of 5,000 10,000 yen)

2023年 03月
株主様ご優待券
発行開始日: 2023年03月01日

[Eligible shareholders]


Shareholders who own at least 100 shares of the Company at the end of March and September (Twice a year)



2-5. Initiatives for Sustainability

Enhance initiatives to achieve the key practice items (material issues). We contribute to the realization of a sustainable society by decreasing environmental burdens and continue providing value to society while working to improve the value of the Belluna Group.

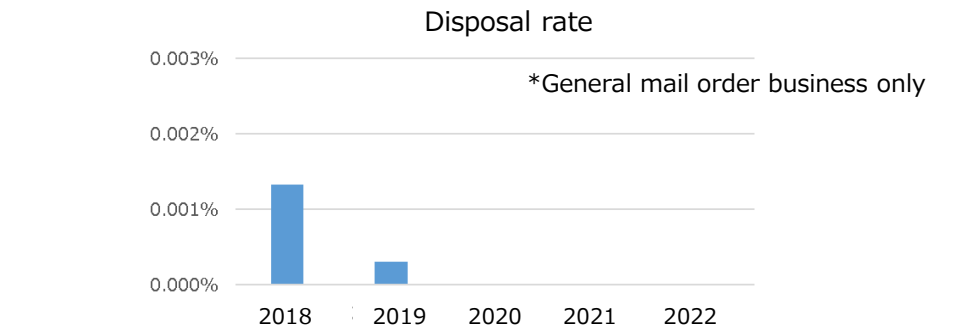
① *Contribute to solving the so-called shopping refugee problem by providing richer services that improve the clothing, food, shelter and recreation condition*





② *Reduce product waste*



	Population	Registered members of Belluna	Ratio
Nationwide	125.0 million people	29.0 million people	23.2%
Lightly-populated areas	9.6 million people	2.9 million people	30.8%

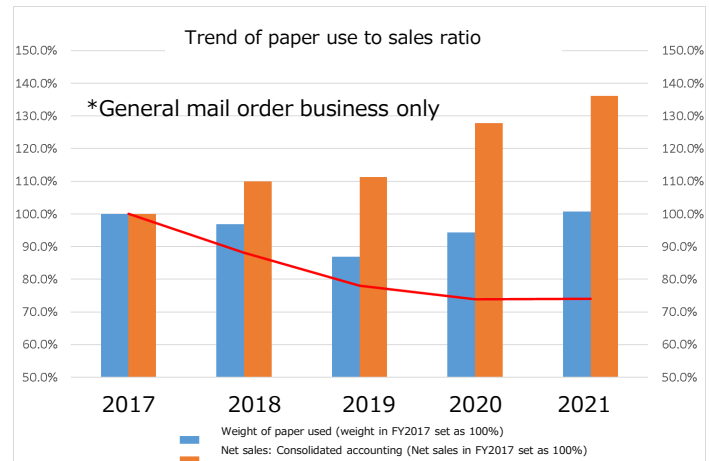


③ *Save paper resources such as paper used for catalogs*

④ *Facilitate the reduction of CO2 emissions at the logistics center, etc.*





Rendering of the Yoshimi Logistics Center

2-5. Initiatives for Sustainability

Enhance initiatives to achieve the key practice items (material issues). We contribute to the realization of a sustainable society by decreasing environmental burdens and continue providing value to society while working to improve the value of the Belluna Group.

⑤ Improve employees' workstyles

5 ジェンダー平等を
実現しよう

8 働きがいも
経済成長も





Mother's workplace tour

⑥ Study methods to make original products sustainable

12 つくる責任
つかう責任

14 海の豊かさを
守ろう

15 陸の豊かさも
守ろう






⑦ Develop the awareness of SDG contribution across the Group

4 質の高い教育を
みんなに




<Important notice>

This material is prepared for the purpose of publicly disclosing information concerning the financial results of the fiscal year ending March 31, 2023. Nothing in this document shall be considered to be an offer to sell or a solicitation of an offer to buy securities issued by the Company. It is prepared based on the data available as of May 26, 2023. The opinions and forecasts described in this document reflect the judgments of the Company at the time this document was prepared. The Company neither warrants nor promises the accuracy or completeness of this information. It may be subject to change without prior notice going forward.

<Inquiries for IR matters>

IR Section, Executive Corporate Planning Department, Belluna Co., Ltd.

Address: 4-2 Miyamotocho Ageo-shi, Saitama, 362-8688

TEL: 048-771-7753

FAX: 048-775-6063

E-mail: ir-belluna@belluna.co.jp