



create restaurants holdings inc.

Q2 Financial Results Briefing for the Fiscal Year Ending February 2027

October 15, 2026

Event Summary

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	Jun Kawai	Representative Director, President, CEO
	Genta Ohuchi	Director, CFO

Presentation

Kawai: I am Jun Kawai, President of create restaurants holdings inc. Thank you very much for attending our financial results briefing today out of your busy schedule.

First, I would like to explain the current business environment surrounding the restaurant industry. Although robust inbound demand since the end of the previous fiscal period continues to underpin the restaurant industry, consumers are becoming increasingly cautious in their spending choices as selective spending—driven by a series of price hikes—has become the norm.

While the adoption of appropriate pricing has led to an increase in average spending per customer, a growing tendency among consumers to carefully evaluate the value they receive has resulted in an increasing divergence between different business formats in terms of their ability to attract and retain customers. Furthermore, due to the impact of adverse weather conditions such as typhoons, sudden downpours, and prolonged rain, the overall number of customers has shown a tendency to stagnate.

As we keep an eye on future developments regarding the consumption tax cut on food items, we believe that enhancing the unique value proposition of dining out is essential to overcoming this challenge.

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(Note) Group operating companies included in each category in this material

CR category	: create restaurants inc. (CR), Create Dining inc. (CD)
Specialty Brand category	: Gourmet Brands Company inc. (GBC), KR FOOD SERVICE CORPORATION (KR), YUZURU Inc. (YZ), Icchou Inc. (IC), SAINT-GERMAIN CO., LTD. (SG), L'air bon inc. (LB), Create Noodles inc. (CN), RON Corporation (RON), (former Tecona Bagel inc. (TB))
Izakaya (former SFP) category	: SFP Dining Co., Ltd. (SFPD), Joh Smile Corporation (JS), CLOOC Dining Co., Ltd. (CL), (former SFP Holdings Co., Ltd. (SFPHD))
Overseas category	: CREATE RESTAURANTS ASIA PTE. LTD.(CRA), create restaurants hong kong Ltd. (CRHK), Il Fornaio (America) LLC (IF) Create Restaurants DE LLC (WF), Create Restaurants MN LLC (HW)

Today, our Director and CFO, Mr. Ohuchi, will present the financial highlights for the interim period of the fiscal year ending February 2027, the progress made toward our full-year earnings forecasts for that same

period, and our shareholder return policies. Following this, I will provide an update on key topics, including the progress of our medium-term management plan and our sustainability initiatives.

Director Ohuchi, please begin.

1. Financial Results Overview [IFRS]

Increasing revenue, decreasing profit YoY

Revenue 86.1 billion yen (YoY +2.9 billion yen), Operating profit 4.1 billion yen (YoY -0.8 billion yen)
Profit attributable to owners of parent 2.7 billion yen (YoY -0.5 billion yen), Adjusted EBITDA 13.1 billion yen (YoY -1.0 billion yen)

✓Revenue

Revenue increased (+2.9 billion yen YoY) driven by steady performance in bakery and noodle brands, alongside consolidated contributions from RON, which joined the Group in March, and Hazelwood in Minnesota, U.S., which joined in July.

✓Operating Profit

Profit decreased (-0.8 billion yen) as Kagonoya (mainly roadside stores) and ISOMARU SUISAN (mainly street-level stores) struggled due to inclement weather, combined with 0.3 billion yen in SFPMD merger-related expenses.

(Million yen)	FY2026 Q2(Mar-Aug)		Q1(Mar-May)		Q2(Jun-Aug)		FY2027 Q2(Mar-Aug)		YoY Change	FY2027		Progress rate
	Results	Ratio to revenue	Results	Ratio to revenue	Results	Ratio to revenue	Results	Ratio to revenue		Full-year forecasts	Ratio to revenue	
Revenue	83,204		43,277		42,813		86,091		+2,887	171,000		50.3%
Operating profit	4,940	5.9%	3,378	7.8%	742	1.7%	4,121	4.8%	- 819	9,000	5.3%	45.8%
Profit before taxes	5,132	6.2%	3,221	7.4%	534	1.2%	3,756	4.4%	- 1,375	8,000	4.7%	47.0%
Profit for the period	3,474	4.2%	2,359	5.5%	430	1.0%	2,790	3.2%	- 684	6,000	3.5%	46.5%
Profit attributable to owners of parent	3,195	3.8%	2,217	5.1%	480	1.1%	2,697	3.1%	- 497	5,700	3.3%	47.3%
Adjusted EBITDA *1	14,037	16.9%	7,551	17.4%	5,505	12.9%	13,056	15.2%	- 980	27,100	15.8%	48.2%
Actual operating profit *2	5,789	7.0%	3,494	8.1%	1,044	2.4%	4,539	5.3%	- 1,250	11,000	6.4%	41.3%

*1: Adjusted EBITDA = Operating profit + other operating expenses - other operating revenues (excluding sponsorship income) + depreciation and amortization + non-recurring expense items (advisory expenses related to share acquisitions, etc.)

*2: Actual operating profit = Operating profit + impairment losses + other non-recurring expenses

Ohuchi: Now, please look at the summary of our financial results on page four.

Revenue for the interim period came in at JPY86.1 billion, an increase of JPY2.9 billion compared to the same period last year, marking a rise in revenue.

The main factors behind the revenue growth were the continued strong performance of our everyday staple bakery and noodle brands, as well as the consolidated contributions from RON, a long-established Western-style restaurant in Osaka that joined the group in March of this year, and Hazelwood, which operates primarily in Minnesota, North America, and joined the group in July. Furthermore, same-store sales were 101.5% of the previous year's level, and progress toward the full-year forecast stands at 50.3%, indicating steady progress.

On the other hand, operating profit came to JPY4.1 billion, a decrease of JPY0.8 billion YoY, resulting in a decline in profit. The decline in profits was due to a combination of factors: existing stores—primarily the roadside-located Kagonoya and the street-level ISOMARU SUISAN locations—struggled due to the severe impact of adverse weather conditions, such as a series of typhoons and heavy rains from June through August; and the company recorded one-time expenses totaling JPY0.3 billion related to its merger with SFP Holdings.

Although the operating profit progress rate against the full-year forecast stands at only 45.8%, adjusted EBITDA—which includes the reversal of one-time expenses—totals JPY13.1 billion, representing a progress rate of 48.2%, and cash flow is generally proceeding as planned.

2. Financial Results Overview (by Category)

Group operating companies included in each category are listed at the bottom of page 2 of this material.

✓CR category: Increasing revenue, increasing profit

Limited impact of inclement weather primarily due to stores in commercial facilities, and agile execution of closures of low-profit stores, changes in store formats and renovations.

✓Overseas category: Increasing revenue, increasing profit

Revenue and profit increased YoY, driven by sustained strong performance at Wildflower in North America, alongside the consolidated contribution of Hazelwood starting in July and positive foreign exchange effects.

✓Specialty Brand category: Increasing revenue, decreasing profit

Kagonoya's profit decline, caused by inclement weather and structural reforms to enhance value, was not fully offset by strong bakery and noodle performances.

✓ Same-store sales YoY

(Based on stores as of the end of Feb. 2026, incl. closed stores.)

Category	Q1 (Mar-May)	Jun.	Jul.	Aug.	Q2 (Jun-Aug)	Q2 Total
CR	104.3%	97.6%	104.2%	100.4%	100.8%	102.6%
Specialty Brand	99.7%	95.2%	99.8%	97.5%	97.5%	98.6%
Izakaya	99.3%	92.8%	99.4%	94.0%	95.4%	97.4%
Overseas (Local currency)	110.4% (101.3%)	108.1% (98.7%)	110.2% (100.4%)	109.7% (100.3%)	109.2% (99.8%)	109.9% (100.5%)
Consolidated	102.8%	97.8%	102.9%	99.8%	100.2%	101.5%

✓Izakaya (former SFP) category: Increasing revenue, decreasing profit

Revenue increased due to format changes to public Izakaya and contributions from new store openings, but profit decreased as same-store sales fell below the previous year's level at ISOMARU SUISAN, which was impacted by inclement weather.

Category	FY2026 Q2			Q1(Mar-May)			Q2(Jun-Aug)			FY2027 Q2 (Total)			YoY Change			Progress rate against full-year forecasts	
	Revenue	Category CF *1	Ratio to revenue	Revenue	Category CF *1	Ratio to revenue	Revenue	Category CF *1	Ratio to revenue	Revenue	Category CF *1	Ratio to revenue	Revenue	Category CF *1	Ratio to revenue	Revenue	Category CF
CR	29,648	3,441	11.6%	15,221	1,884	12.4%	14,936	1,680	11.2%	30,158	3,564	11.8%	+509	+123	0.2%	50.5%	56.7%
Specialty Brand	25,622	3,200	12.5%	13,284	1,681	12.7%	12,834	1,169	9.1%	26,118	2,850	10.9%	+496	-349	-1.6%	49.7%	49.6%
Izakaya (former "SFP")	15,344	1,209	7.9%	7,962	657	8.3%	7,544	382	5.1%	15,507	1,040	6.7%	+163	-169	-1.2%	46.4%	36.6%
Overseas	12,698	1,015	8.0%	6,868	731	10.6%	7,547	477	6.3%	14,416	1,209	8.4%	+1,717	+193	0.4%	56.3%	45.5%
Adjustments, etc. *2	Δ 111	5,170	-	Δ 60	2,596	-	Δ 49	1,794	-	Δ 109	4,391	-	+1	-778	-	-	-
Total	83,204	14,037	16.9%	43,277	7,551	17.4%	42,813	5,505	12.9%	86,091	13,056	15.2%	+2,887	-980	-1.7%	50.3%	48.2%

*1: Category CF = Operating profit (JGAAP) + depreciation and amortization + sponsorship income + non-recurring expense items

*2: Other adjustments include depreciation and amortization related to the adoption of IFRS 16, as well as head office expenses that are not allocated to each category.

Next, please see page five.

Here, we present revenue and cash flow, broken down by four categories. During the interim period, while revenue increased across all categories, cash flow results were mixed.

First, regarding the CR category, since it consists primarily of stores in commercial facilities, the impact of inclement weather was relatively limited. In addition, because of closing low-profit stores and actively promoting business model changes and renovations, same-store sales remained strong at 102.6% YoY, leading to increased revenue and profits compared to the previous year.

On the other hand, in the specialty brand category, although strong performance in the bakery and noodle segments drove overall growth, Kagonoya, which operates primarily roadside stores, saw a decline in profits due to the combined impact of adverse weather conditions and ongoing structural reforms. As a result, the category posted higher revenue but lower profits.

Next, in the Izakaya category, although revenue increased due to business model shifts toward casual Izakaya and the impact of new store openings, profits declined compared to the previous year, partly because ISOMARU SUISAN's existing stores struggled amid adverse weather conditions and consumers' tendency to cut back on spending.

Finally, in the overseas category, revenue and profit both increased compared to the previous year, driven by continued strong performance at Wildflower in Arizona, North America, the inclusion of Hazelwood in the consolidated financial statements starting in July, and favorable foreign exchange rates.

3. Progress of initiatives by key issue

Izakaya ISOMARU SUISAN

1 Initiatives to increase the number of customers

Enhancing appeal

New and seasonal menus

Generating buzz

Campaigns and external collaborations

Retaining customers

Surpassed 140K members
Collaborated with "Umi Monogatari"
ISOMARU SUISAN Official App

2 Initiatives to increase average check

Introduced a 10% late-night surcharge (10 p.m. - 5 a.m.) from Oct.

3 Scrap and Build

Regional store openings for ISOMARU SUISAN performed strongly, while underperforming stores in urban areas are undergoing format conversions.

◆ Regional store openings

[Jun] Numazu Minamiguchi, [Jul] Yamagata Ekimae, [Sep] Nagoya Sakae Joshidai

Numazu

¥18M Monthly revenue trend

Strong start exceeding the plan

¥20M Monthly revenue trend

Yamagata

◆ Format changes at underperforming urban stores

Revenue up 40% (average of 3 stores)

[Synergy]

Consider change in store format to other group formats like ramen shops

Specialty Brand Kagonoya

● Restructuring into authentic Japanese restaurants

◆ Enhancing intrinsic product value (value beyond price)

(Before) Japanese cuisine

Rebalancing raw material costs and labor costs

(Present) Authentic Japanese cuisine

Renewed all-you-can-eat

[Issues]

- Surging raw material costs
- Heavy operational workload

- Improving quality through reviews of ingredients and cooking procedures.
- Strengthening menu lineups, including fish menus.

◆ Updating marketing approaches

→ Strengthening targeted engagement for app members as well as social media and web advertising.

Overseas

Il Fornaio

STEP 1 Unprofitable store closures (previous FY)

STEP 2 CEO change (March)

STEP 3 **Strengthening store operations and sales**

- ◆ Enhancing menus**
- Enhancing lunch menus
- Bringing back classic menus
- ◆ Strengthening management**
- Introducing cost optimization methods

CRHK (Hong Kong)

Transferring shares of CRHK
(Disclosed on October 14, 2026)

Withdrawing from directly operated stores in Hong Kong to optimize management resources due to recent changes in the consumption environment (unprofitable: net loss of 27 million yen in the previous fiscal year)

[Transferee] eDigital Media Ltd.

→ The company, our current FC partner in Hong Kong, continue to operate our brand FC stores.

Next, please see page six.

In this section, I will explain the progress of our initiatives overseas, in addition to ISOMARU SUISAN and Kagonoya, for which challenges became clear during the interim period.

First, as part of its efforts to increase customer traffic, ISOMARU SUISAN is working to enhance the intrinsic value of its menu and expand its official app membership base. As part of our efforts to increase average revenue per customer, we began applying late-night surcharges on October 1. In addition, while we are actively expanding our presence in regional areas through a “scrap-and-build” strategy, we are accelerating the conversion of underperforming stores in urban areas into other group formats such as ramen restaurants, in addition to the casual izakaya Torihei-chan.

Kagonoya is currently undergoing a structural transformation from its traditional all-you-can-eat model to a full-fledged Japanese restaurant that has reevaluated its ingredients and cooking methods; we are working to improve the intrinsic value of its offerings by rebalancing ingredient costs and labor costs.

Additionally, at Il Fornaio in California, North America, we are improving its profitability by strengthening its operational capabilities following the closure of unprofitable stores and a change in CEO at the start of the fiscal year.

Additionally, regarding Hong Kong, in response to changes in the local consumer environment, we have withdrawn from our company-owned operations and transitioned to a franchise model operated by local partners.

1. Summary of FY 2027 Business Forecasts

✓ Full-year business forecasts disclosed on April 14, 2026 unchanged

⇒ In the second half, full-year forecasts remain unchanged as earnings contribution from the three completed M&A transactions (RON and KOIKE Group in Japan, and Hazelwood in Minnesota, U.S.) through new consolidation, the elimination of non-recurring expenses associated with the merger with SFPHD, and head office cost reductions resulting from the merger are expected.

(Million yen)	FY2027 Q2		FY2027 (Full-year forecasts)		Progress Rate (vs. Forecasts)	FY2026		Difference between FY2027 forecasts and FY2026
	Results	Ratio to revenue	Forecasts	Ratio to revenue		Results	Ratio to revenue	
Revenue	86,091		171,000		50.3%	165,449		+5,550
Operating profit	4,121	4.8%	9,000	5.3%	45.8%	7,944	4.8%	+1,055
Profit before taxes	3,756	4.4%	8,000	4.7%	47.0%	7,861	4.8%	+138
Profit for the period	2,790	3.2%	6,000	3.5%	46.5%	5,218	3.2%	+781
Profit attributable to owners of parent	2,697	3.1%	5,700	3.3%	47.3%	4,677	2.8%	+1,022
Adjusted EBITDA *1	13,056	15.2%	27,100	15.8%	48.2%	26,271	15.9%	+828
Actual operating profit *2	4,539	5.3%	11,000	6.4%	41.3%	9,287	5.6%	+1,712

*1: Adjusted EBITDA = Operating profit + other operating expenses - other operating revenues (excluding sponsorship income) + depreciation and amortization + non-recurring expense items (advisory expenses related to share acquisitions, etc.)

*2: Actual operating profit = Operating profit + impairment losses + other non-recurring expenses

Next is the full-year forecast. Please see page eight.

Although profits declined during the interim period due to unfavorable weather and one-time expenses, there are no changes to the full-year earnings forecast announced on April 14. The reason for this is that, in addition to three M&A transactions contributing fully to consolidated earnings in H2 of the fiscal year, we anticipate the elimination of one-time expenses incurred in H1 and reductions in head office expenses resulting from the merger.

2. Shareholder returns

✓ **Dividend forecast for FY 2027 unchanged :** 2.50 yen as interim dividend (resolved on Oct. 14), and 2.50 yen as year-end dividend (5.00 yen per year)



Dividend Policy

We regard the return of profits to shareholders as an important management policy and have adopted a basic policy of paying stable dividends. We plan to pay dividends twice a year, an interim dividend and a year-end dividend.

→ Dividend amount is set at 14% or more of the "Real and adjusted EBITDA dividend payout ratio"* and is determined after taking into account overall business performance, financial condition, future business development, etc.

*Real and adjusted EBITDA dividend payout ratio (excluding the impact of IFRS No.16) = Total dividends ÷ (adjusted EBITDA - lease liability repayments under IFRS No.16) x 100

✓ **Shareholder Benefit Program: We will continue to offer shareholder benefits as important shareholder returns.**

Expansion of stores where shareholder benefits are available

Scheduled to become available at the following 10 stores of the "KOIKE Group" in Tokyo starting November 2026.
(An announcement will be made separately at the start)

- ◆ ramen KOIKE (Setagaya)
- ◆ chuka-soba NISHINO (Bunkyo)
- ◆ KING SEIMEN (Kita)
- ◆ tsukemen KINRYU (Chiyoda)
- ◆ INOSE (Shibuya)



- ◆ IEKEI by KOIKE (Bunkyo)
- ◆ AIDAYA (Taito)
- ◆ AIDAYA 02 (Taito)
- ◆ HONGO-EN (Bunkyo)
- ◆ KOJIMA Craft Chashu (Toshima)



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Next, I will explain our shareholder return policy on page nine.

The dividend forecast for the current fiscal year remains unchanged from the initial forecast: JPY2.5 for the interim dividend and JPY2.5 for the year-end dividend, for an annual total of JPY5. As a result, this is expected to mark the sixth consecutive period of dividend increases.

Furthermore, regarding our shareholder benefits program, we will add 10 restaurants from the KOIKE Group—which includes establishments selected for the Bib Gourmand—as eligible locations starting in November, and we will continue to actively promote initiatives to reward our shareholders.

That's all from me.

1. Medium-Term Management Plan Progress (1)

Pillar
1

Evolution of intrinsic value

Refining core brands and opening new formats

shabu-SAI Unifying brand identity

- Renewed logo (first time in 20 years), updated signage, and improved facades**

Before



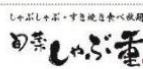
After



40 Stores Converted
(As of the end of Sep.)

Average sales increased by 4%
- Consolidate sister brands into "shabu-SAI"**

Sequentially change formats of 10 stores including "Shunsai Shabu-ju" to "shabu-SAI"




- Improve customer satisfaction**

Initiatives to improve service levels via NPS*
*customer satisfaction indicator

JEAN FRANÇOIS Creating new value

- Co-locating a crepe specialty shop within a bakery**



JEAN FRANÇOIS
MAISON CRÊPE
Tokyo Midtown Hibiya

JEAN FRANÇOIS
MAISON GALETTE
Yurakucho ITOCiA



Strong demand for to-go items
- IKEDAYAMA Jiyugaoka Muse Square**

Opened the third "IKEDAYAMA" store in Jiyugaoka, Tokyo, on September 17, following the main store's selection for Tabelog's "Bread TOKYO 100 Selected Stores 2026"

Evolution of location
First store opening in a shopping center



New formats

Nationwide expansion of successful new formats

専科薬膳スープ
菜菜麻辣湯

➢ Expanding both "food court" and "restaurant" formats



12 stores
(Incl. 5 planned stores)

Strength in to-go sales

こまわりおにぎり **ひとにぎり**

➢ Expanding both "food court (single item)" and "shokudo (set meal)" formats



9 stores

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Kawai: Now, I would like to explain the progress of our medium-term management plan. Please see page 11.

First, as part of our efforts to achieve "Evolution of Intrinsic Value", the first of the three pillars of growth in our medium-term management plan, we are working to refine our core brands and open new store formats.

At shabu-SAI, where customers can casually enjoy safe, high-quality meat and fresh vegetables, we have refreshed our logo for the first time in 20 years and upgraded the exterior of our stores. At stores where the initiative has already been implemented, we have seen tangible results, such as a 4% increase in average sales.

At the same time, we are gradually converting and integrating our sister brands, including "Shunsai Shabu-ju", into "shabu-SAI" to further strengthen our brand.

In our bakery division, we are working to deliver new value by leveraging the strengths of each brand—such as opening a specialty store featuring crepes alongside the popular bakery JEAN FRANÇOIS and making our first-ever appearance in a retail complex at IKEDAYAMA.

As part of our efforts to expand into new business formats, we are focusing on the development of "Saisai Malatang," a specialty restaurant serving herbal soups, and "Hitonigiri," a specialty rice ball shop.

At Saisai Malatang, our flavorful herbal soups—designed with beauty and health in mind—and our healthy glass noodles have been very well received by a wide range of customers, particularly women. In addition, with our "Hitonigiri", we cater to both dine-in and takeout customers by serving it fresh from the kitchen, which has helped us attract many customers.

Going forward, we will continue to expand our store network nationwide by combining the opening of new locations with the conversion of existing stores into new formats.

1. Medium-Term Management Plan Progress (2)

Pillar 2	Synergistic M&A	Pillar 3	Expansion of overseas business
Sep. 2026 ramen KOIKE joined the Group Highly popular ramen shop "ramen KOIKE" (Disclosed on July 14, 2026)  "KOIKE Group" (innocence inc.) operating 10 stores, including the three above-mentioned stores with Michelin Bib Gourmand selections Generate synergies through store openings and menu development CREATE NOODLES Ramen business management company (parent company) 	Jul. 2026 Hazelwood Food + Drink joined the Group Modern American restaurants centered in Minnesota (Disclosed on June 8, 2026)  Popular restaurants operating 6 stores, generating sales of US\$ 47.4 million (approx. 7.58 billion yen*) * FY 2025 results of the target business, calculated at US\$ 1 = 160 yen	Aug. 2026 Wildflower Thunderbird Opened Opened the first new store since joining the Group (Phoenix, Arizona)  Expected annual revenue US\$ 3.6 million (approx. 580 million yen*) *Calculated at US\$ 1 = 160 yen	Aug. 2026 MACCHA HOUSE Opened the first FC store in Indonesia Initiate franchise expansion in Indonesia Singapore subsidiary CRA provides operational expertise and support 

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Next, please see page 12.

Regarding the second pillar, "Synergistic M&A," 10 restaurants from the KOIKE Group—which includes renowned ramen restaurants such as ramen KOIKE, chuka-soba NISHINO, and KING SEIMEN, all of which have been selected for the Michelin Guide's Bib Gourmand—joined the group in September.

With the addition of 10 highly popular brands—each known for their meticulous attention to ingredients and preparation methods—we will strengthen our collaboration with our existing ramen business, Create Noodles, and generate powerful synergies for future store openings and product development.

Finally, regarding the third pillar, "Expansion of overseas business", Hazelwood, which operates six stores primarily in Minnesota, joined the group in July. This marks the third successful M&A deal in North America, following Il Fornaio, an Italian restaurant in California, and Wildflower, a bakery-restaurant in Arizona.

Hazelwood has long been a favorite among residents for its sophisticated ambiance and high-quality modern American cuisine at reasonable prices. Going forward, we will leverage our Group's foundation and expertise to expand our store network.

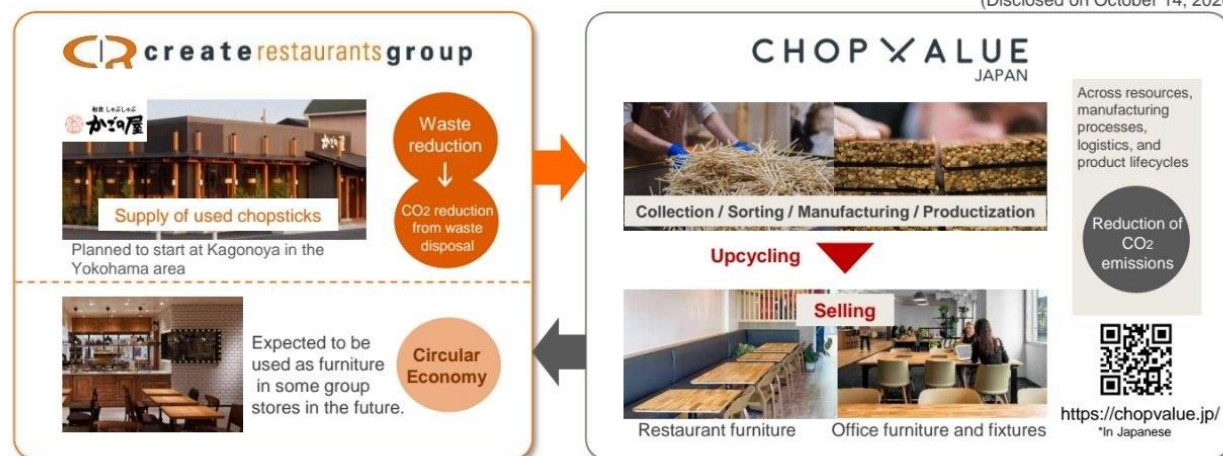
In addition, in August, Wildflower, which continues to perform well, opened a new store in Phoenix, Arizona, and in Asia, MACCHA HOUSE opened its first store in Indonesia, marking the start of its franchise expansion. We will continue to actively expand our overseas operations, with a focus on M&A and franchising.

2. Sustainability Initiatives

create restaurants group Expand initiatives toward a circular economy in collaboration with ChopValue Japan.

As part of our environmental contributions, the Group has decided to participate in and support the initiative led by ChopValue Manufacturing Japan Co., Ltd to upcycle discarded chopsticks into raw materials for furniture and building materials.

(Disclosed on October 14, 2026)



※ **ChopValue Manufacturing Japan Co., Ltd.**

(Location: 1F AZABU EAST COURT, 2-22-5 Higashi-Azabu, Minato-ku, Tokyo)

Established in July 2024 as the Japanese subsidiary of ChopValue Ltd., which originated in Vancouver, Canada, in 2016. In April 2025, the company made its full-scale entry into the market by opening its first domestic "Micro-factory" a localized collection and recycling hub, in Kawasaki City, Kanagawa Prefecture. The company aims to expand sustainable manufacturing by driving upcycling of used chopsticks.

Next, I would like to report on our sustainability initiatives. Please see page 13.

As part of our efforts to reduce environmental impact and cut CO2 emissions, our group has entered into a partnership agreement with ChopValue Japan, a company that possesses technology for recycling disposable chopsticks.

This initiative involves collecting and sorting used disposable chopsticks from restaurants and, through a specialized processing method, recycling them into high-quality tables, chairs, and other furniture. It is a cutting-edge effort that not only reduces waste but also helps cut CO2 emissions.

To begin with, we will start collecting disposable chopsticks from Kagonoya, and in the future, we will contribute to building an environmentally conscious circular economy by expanding the number of collection locations and using recycled furniture in our group stores.

3.Group Mission



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Through these initiatives, we will fulfill the mission of the create restaurants group: “Unlimited excitement!, Welcome diversity, Collaborate to create, and Surprise the world”.

This concludes my explanation. Thank you for your attention.

[END]

Document Notes

1. Portions of the document where the audio is unclear are marked with [inaudible].
2. Portions of the document where the audio is obscured by technical difficulty are marked with [TD].
3. This document has been translated by JPX Market Innovation & Research.

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