



CHIKARA<sub>NO</sub>MOTO

# FY2024-25 FINANCIAL RESULTS BRIEFING

Chikaranomoto Holdings Co. Ltd. [Ticker# 3561]  
15<sup>th</sup> May 2025



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# 1 FY2024-25 Financial Results

# FY2024-25 Consolidated P&L Highlights

Unit : Million Yen

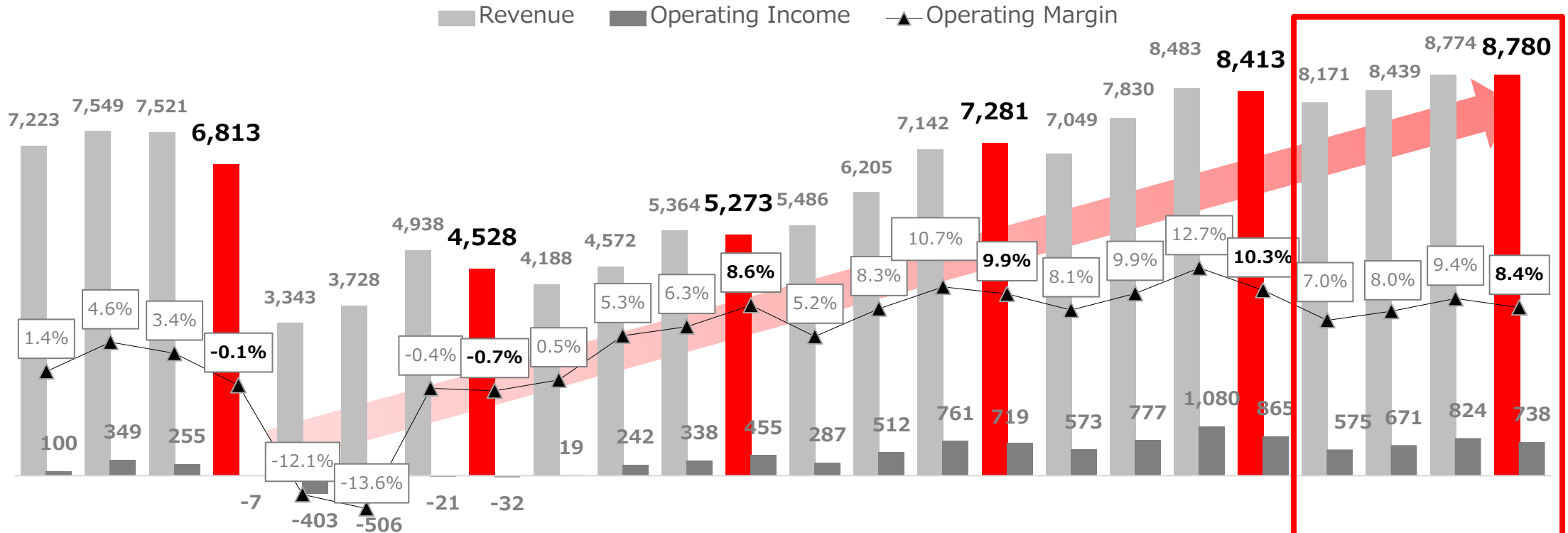
	Results	Vs. FY2024 Plan		Vs. FY2023 Actual		Vs. FY2019 Actual	
Revenue	34,166	-	2.4%	+	7.5%	+	17.4%
Operating Income	2,809	-	756	-	486	+	2,112
		-	21.2%	-	14.8%	+	302.8%
Net Income	1,758	-	650	-	427	+	1,972
		-	27.0%	-	19.6%		
	Results	Plan		FY2023		FY2019	
Operating margin	8.2%	10.2%		10.4%		2.4%	
Net Income Ratio	5.1%	6.9%		6.9%		-	0.7%

Consolidated revenue increased by 7.5% YoY and 17.4% vs. pre-Covid year and reached **a record high**.

Operating income decreased by 14.8% YoY. Although Domestic Store Operations remain stable, International Store Operations segment experienced a decline in profits due to significant impacts from economic downturns, high inflation, and delays in opening new stores in various countries. Merchandise segment saw growth in both revenue and profit.

# Consolidated Results by Quarter

Unit : Million Yen



	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	FY2019-20				FY2020-21				FY2021-22				FY2022-23				FY2023-24				FY2024-25			
Revenue	29,106				16,539				19,398				26,116				31,776				34,166			
Operating Income	697				- 963				1,056				2,281				3,296				2,809			
Operating Margin	2.4%				-5.8%				5.4%				8.7%				10.4%				8.2%			

Unit : Million Yen

	Results	vs. Previous year		vs. Pre COVID	
Revenue	15,556	+	11.3%	-	4.5%
Operating Income	1,547	+	131	+	1,106
		+	9.3%	+	250.8%
	Results	Previous year		Pre COVID	
Operating margin	10.0%	10.1%		2.7%	

Revenue

Although revenue did not reach a record due to late-night operations being limited to certain stores,+11.3% YoY. Compared to the number of stores at the end of the previous fiscal year before COVID-19, there are 2 fewer stores. Despite not implementing price increases, sales and average spending per customer at existing stores have remained steady.

Average Check

Price revision in July 2023, upgraded the signature products in Oct 2023 and increase of inbound tourism increased average check.

Number of Stores

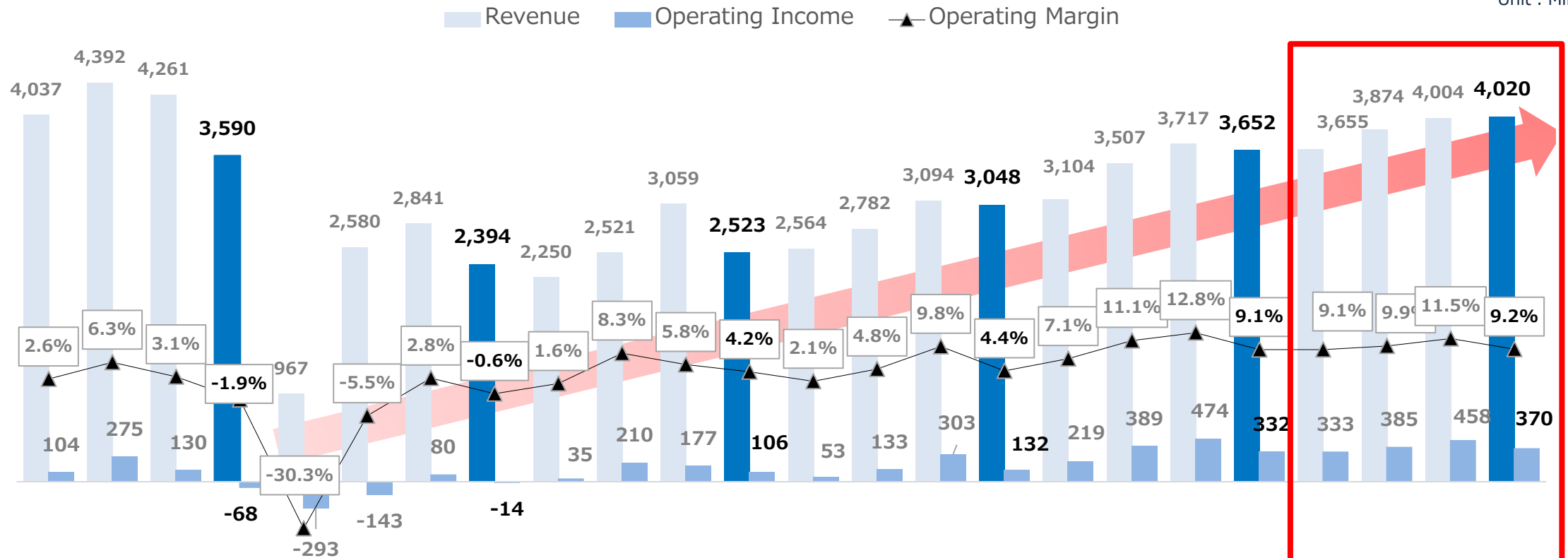
18 stores opened. 7 stores closed. (11 stores net increase)  
Store replacements are being implemented in response to market changes, such as regional stores and stores targeting inbound tourists.

Operating income

Driving digital transformation, such as QR ordering and tablet ordering systems. Due to improvements in the working environment, such as increasing base salaries and reducing working hours, employee turnover decreased and upskilling was promoted, leading to a 9.3% increase in operating profit YoY.

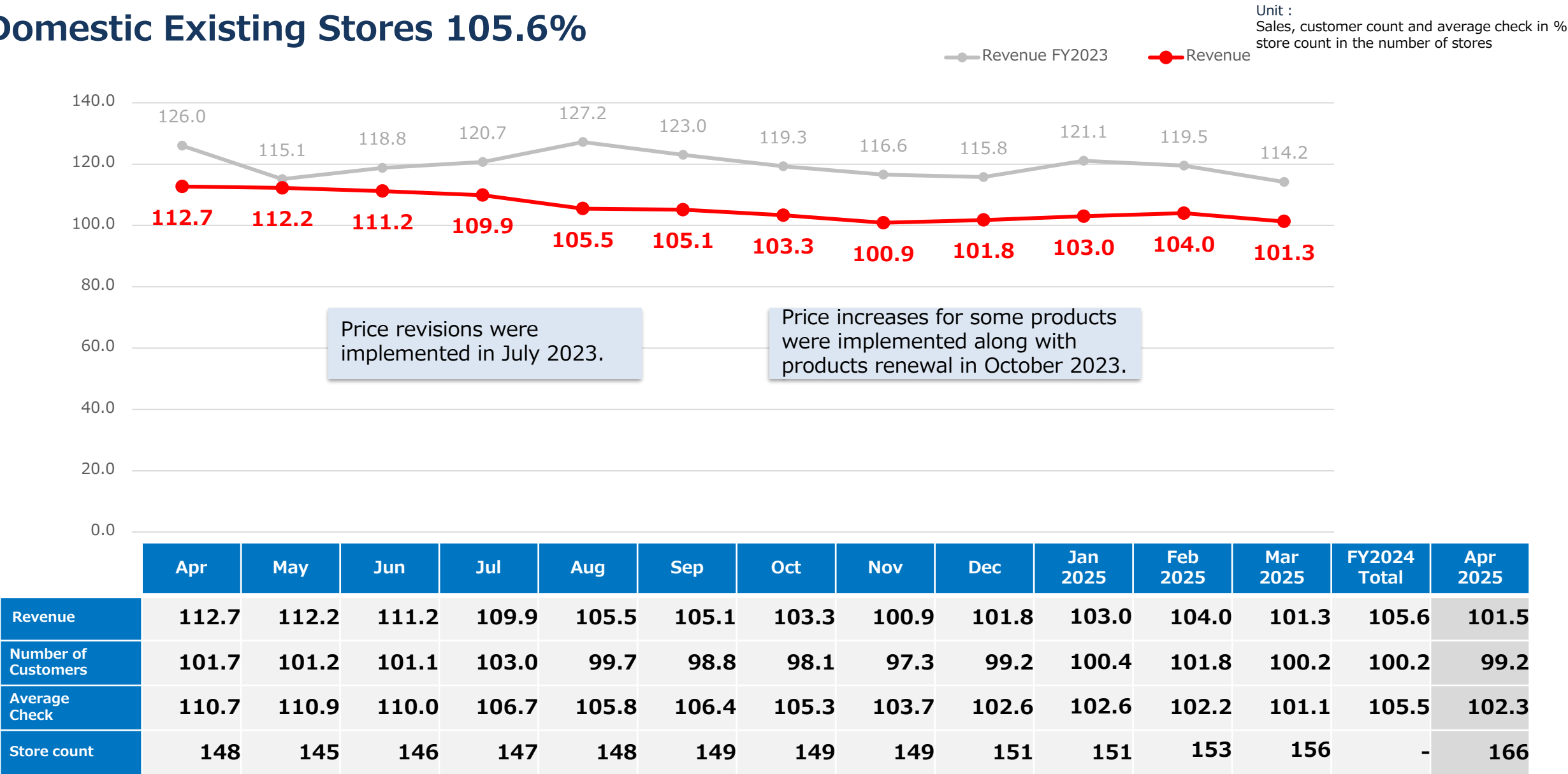
# Domestic Results by Quarter

Unit : Million Yen



	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	FY2019-20				FY2020-21				FY2021-22				FY2022-23				FY2023-24				FY2024-25			
Revenue	16,282				8,783				10,353				11,489				13,982				15,556			
Operating Income	441				- 370				530				623				1,416				1,547			
Operating Margin	2.7%				-4.2%				5.1%				5.4%				10.1%				10.0%			

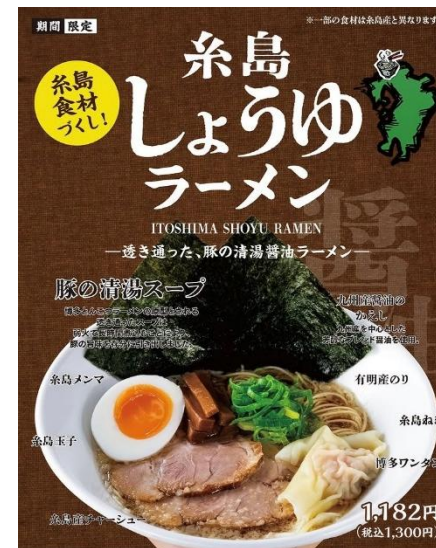
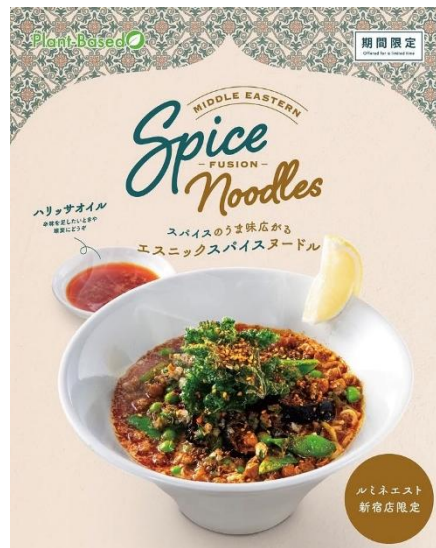
Domestic Existing Stores 105.6%





## Limited Products

Launch of season-limited and store-limited items closely related to the local region.



## Collaboration Events

"Hamamatsucho Stand" regularly holds collaboration events as part of regional revitalization.



# Highlights : International Store Operations (Jan 2024-Dec 2024)



CHIKARA<sub>NO</sub>MOTO

Unit : Million Yen

	Results	vs. Previous year		vs. Pre COVID	
Revenue	<b>14,690</b>	+	2.6%	+	51.3%
Operating Income	<b>1,124</b>	-	664	+	436
		-	37.1%	+	63.4%
	Results	Previous year		Pre COVID	
Operating margin	<b>7.7%</b>	12.5%		7.1%	

## Revenue

Revenue increased by 2.6% YoY due to an increase in the average check.

## Exchange Rates

The YoY impact of the exchange rate has slowed since August.  
The YoY impact of exchange rates is 7% (average from January to December)

## Number of Stores

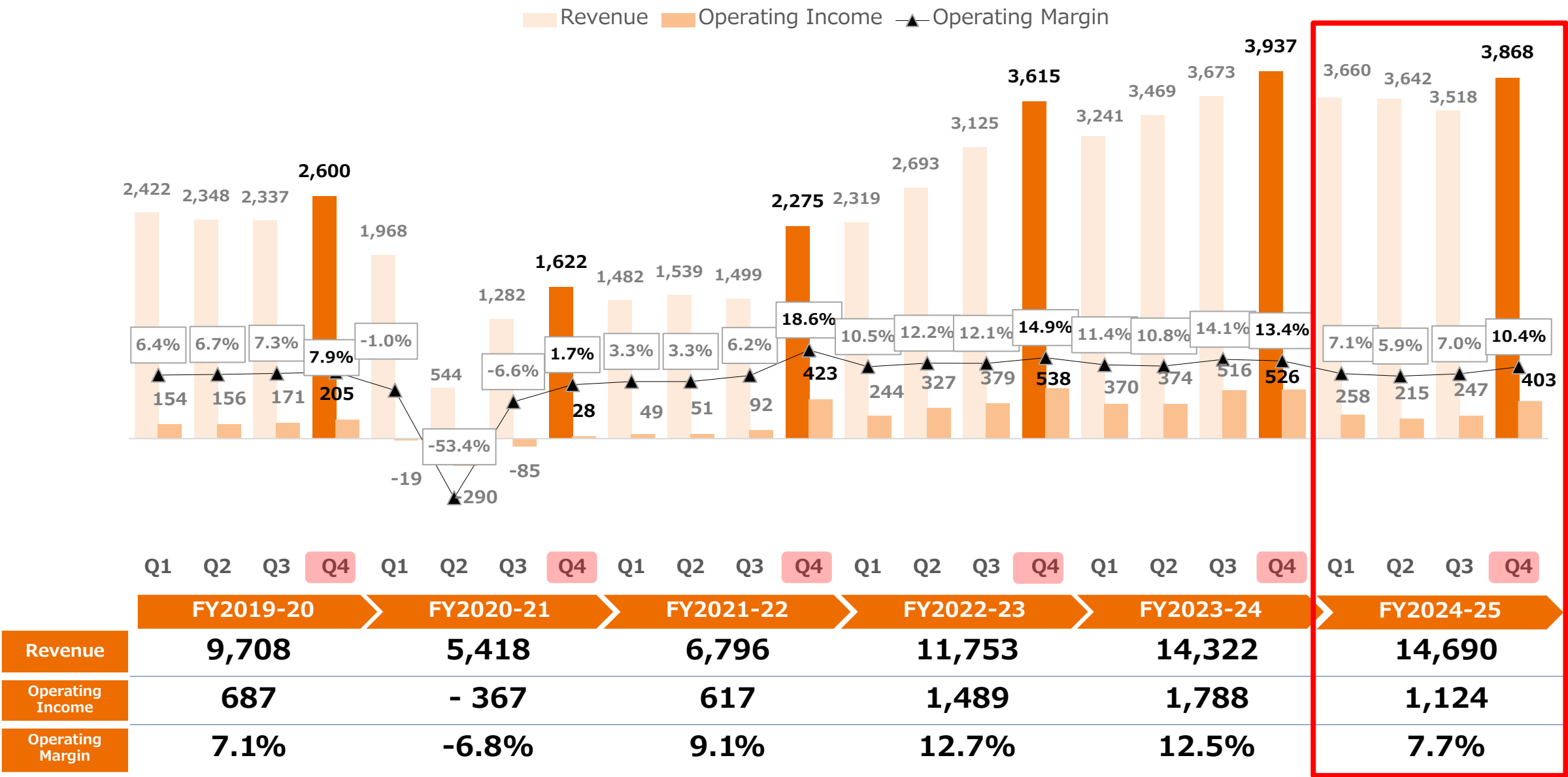
10 stores opened. 12 stores closed. (2 stores net decrease)  
Making a careful judgement considering store construction delay, concerns about economic downturn and geopolitical instability factors.

## Operating income

In response to various inflationary factors such as raw materials, labor costs, and rent, as well as increased costs due to new area development, price adjustments and cost reviews are continuously implemented. Driving digital transformation, such as QR ordering and tablet ordering systems as in domestic.

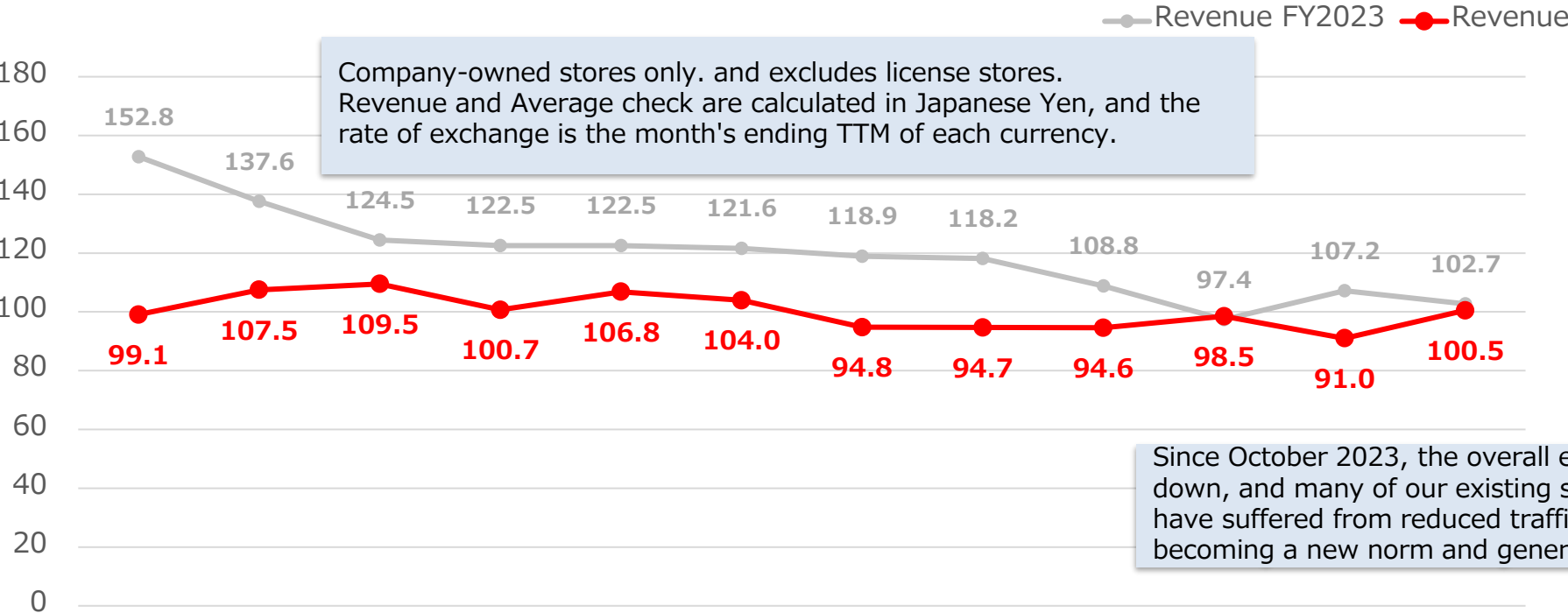
# International Result by Quarter

Unit : Million Yen



Int'l Existing Stores 103.1% YOY

Unit :  
Sales, customer count and average check in %  
store count in the number of stores



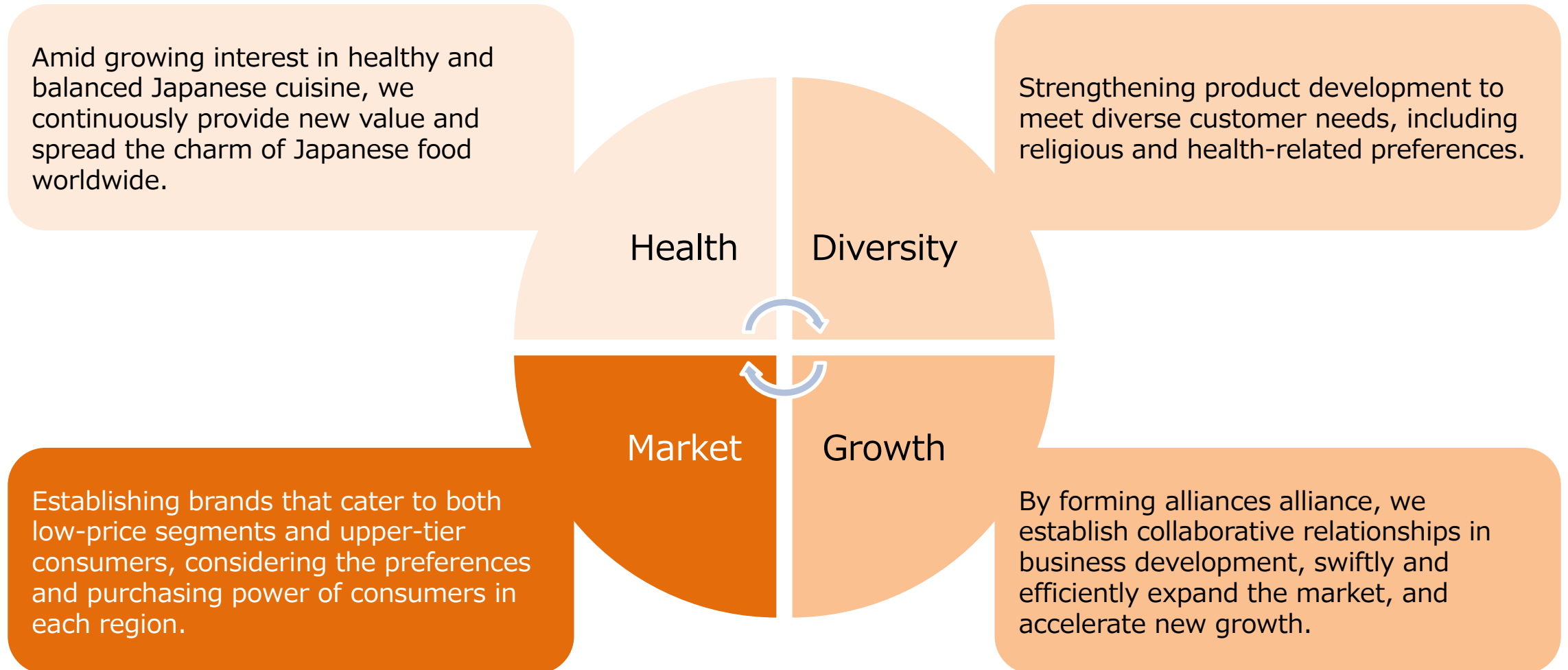
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	FY2024 Total	Jan 2025	Feb 2025	Mar 2025	Apr 2025
Revenue	99.1	107.5	109.5	100.7	106.8	104.0	94.8	94.7	94.6	98.5	91.0	100.5	103.1	104.4	88.8	88.1	83.6
Number of Customers	83.6	96.7	97.3	86.5	93.0	94.6	88.7	91.5	93.0	91.4	88.6	92.3	91.7	100.6	87.6	89.2	88.9
Average Check	118.5	112.2	112.5	116.3	114.9	109.9	106.8	103.5	101.7	107.7	102.7	108.8	112.4	103.7	101.4	98.7	94.0
Store count	142	141	141	139	141	144	145	144	140	140	141	140	-	141	141	140	142



# New Initiatives for International Operations

While greatly benefiting from revenue spending immediately after the COVID-19 pandemic, considering the recent rapid inflation and the global economic downturn, efforts are being made to revise the previous store expansion strategy and lay the foundation for the next phase of growth.

A strategic approach is being implemented to make improvements from various angles, taking into account the characteristics of each country and region.



# New Initiatives for International Operations

## Thailand

A new brand "Ramen NeO" opened in Thailand with approximately 60% of the IPPUDO price point, to cater to growing middle segment.



## Philippines

"Kiwami" food hall combining various Japanese concepts including Yakitori, Sushi, and IPPUDO ramen, to a very popular reception by the local customers.



## New York/California

Opening "ippudo V," a plant-based ramen specialty store that caters to diverse dietary needs, including environmental, religious, and health considerations.



## Indonesia

A new Halal concept being developed, targeting Muslim population which comprises roughly 85% of the 250M population.



## Bentonville

With remote-work becoming a new norm in many offices, and riding the trend of migration into key cities in the Mid-West, an alliance formed with a local operator aiming to develop restaurant business in such markets as rapidly developing Bentonville, Arkansas. Details on the next page.



# New Developments in the U.S.

- Bentonville is a small city located in the northwest of Arkansas, USA.
- Many office workers have moved away from big cities to remote locations such as Bentonville, and corporate relocations also follow suit. the Quality of Life is very high with low fixed costs and no traffic jams, making such moves attractive. Those cities however lack the high quality food offerings abundant in bigger cities.
- It is estimated that there are more than 20 similar cities in the Midwest. Expanding into Bentonville, which is home to Walmart and Tyson Foods, not only satisfies customers but also offers business opportunities with lower competition compared to large cities.

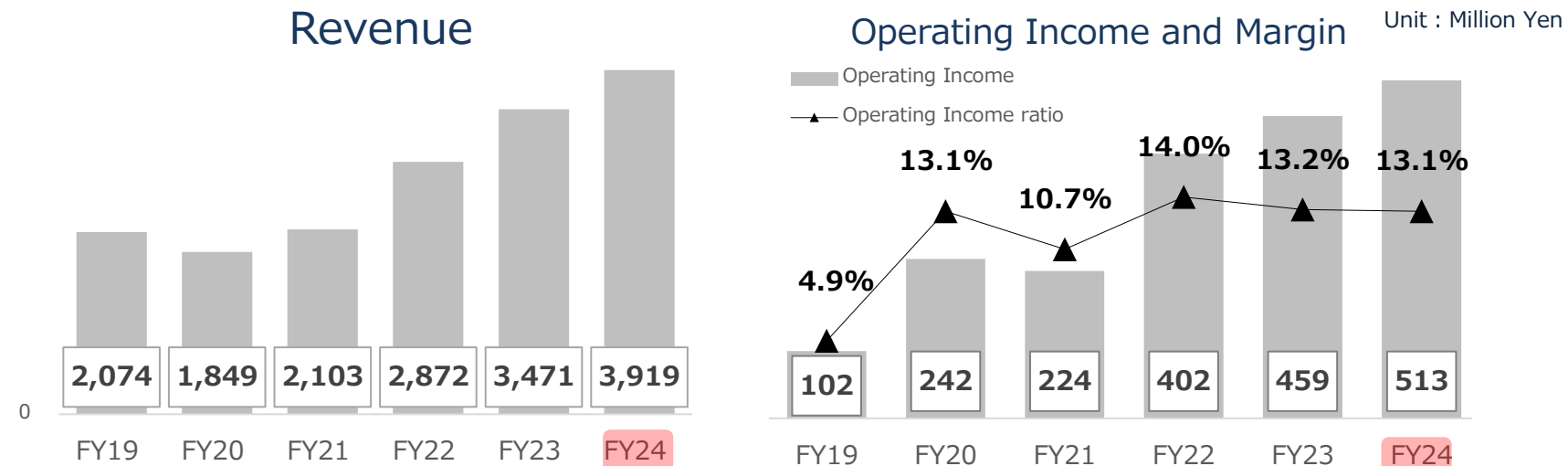


CABIN 3 RESTAURANT GROUP, INC	
DBA:	Bentoville Meaning "Bento" (Japanese lunch box) and "Ville" (town)
Establishment	August 2022
business description	<ul style="list-style-type: none"><li>• Operation of Japanese food concerts and food courts</li><li>• Sales of takeout products through a dedicated app</li><li>• Sales of original goods</li></ul> ※The above photo is from the IPPUDO ramen event held in November 2024



## Merchandise

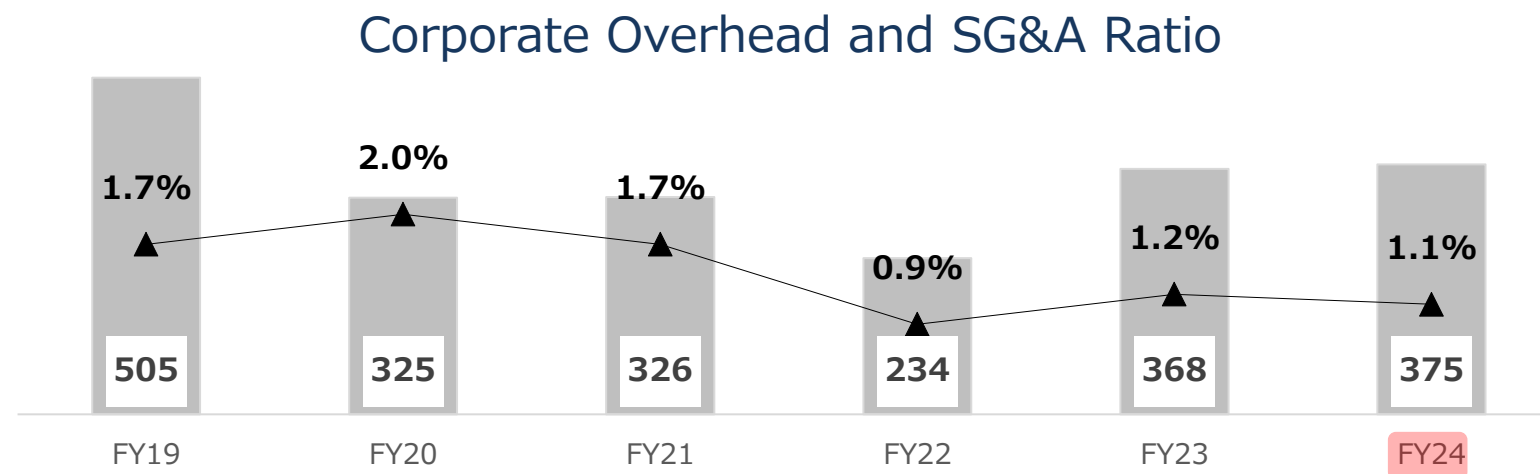
Revenue +12.9% YoY.  
Operating Income +11.6% YoY.  
E-Commerce site, IPPUDO  
branded products are  
contributing.



## Corporate Overhead

SG&A ratio maintained low level of 1.1%. Continue to invest in human capital, recruitment, education, overseas training, etc. to lay the foundation for the next stage of growth.

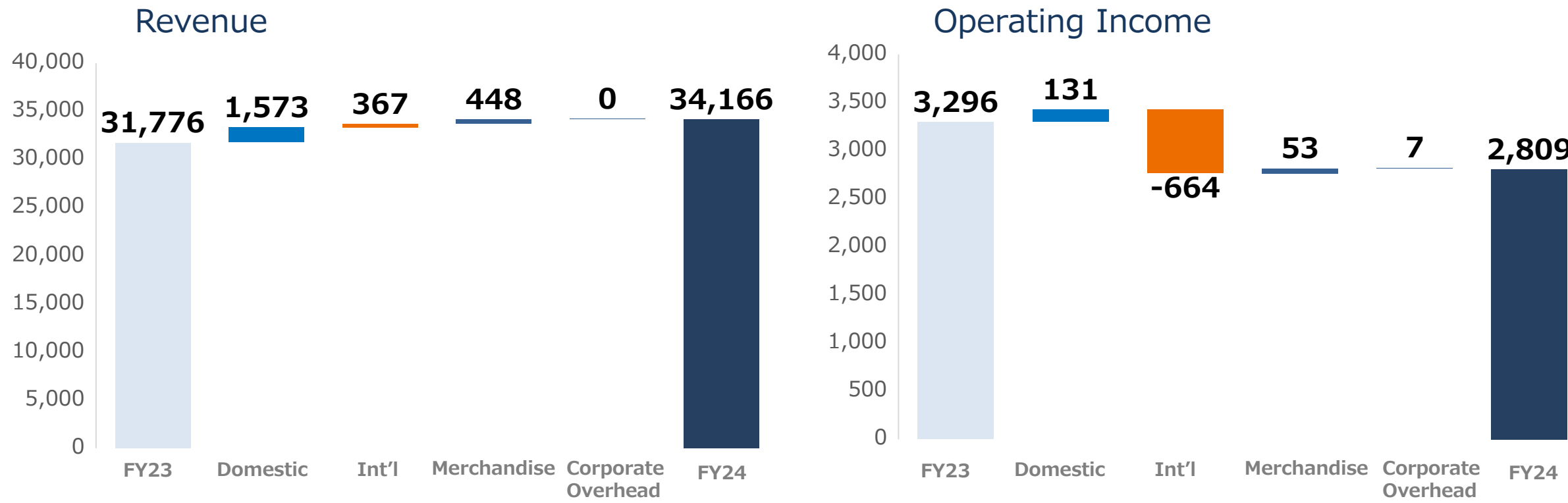
※SG&A ratio=Corporate Overhead/Consolidated Revenue





# Segment Revenue, Operating Income and Operating Margin

Unit : Million Yen



		Domestic	Int'l	Merchandise	Total
Operating Margin	FY24	10.0%	7.7%	13.1%	8.2%
	FY23	10.1%	12.5%	13.2%	10.4%

Although revenue increased in all segments,  
operating income decreased YoY due to costs increase of Int'l.

# Consolidated Balance Sheet

Equity ratio improved to 57.5%. Financial strength is improving.

	Mar 2024	Mar 2025	GAP
<b>Current Assets</b>	<b>8,572</b>	<b>9,778</b>	<b>1,206</b>
(Cash and Deposits)	5,917	7,150	1,233
Property, Plant and Equipment	5,585	5,843	258
Intangible Assets	141	123	- 18
Investments & Others	2,930	2,796	- 134
<b>Non-Current Assets</b>	<b>8,657</b>	<b>8,762</b>	<b>105</b>
<b>Total Assets</b>	<b>17,229</b>	<b>18,541</b>	<b>1,312</b>

	Mar 2024	Mar 2025	GAP
<b>Total Liabilities</b>	<b>7,959</b>	<b>7,879</b>	<b>- 80</b>
(short-term loans)	140	140	0
(long-term loans )	2,572	2,465	- 107
<b>Shareholders' Equity</b>	<b>8,647</b>	<b>9,685</b>	<b>1,038</b>
Accumulated Other Comprehensive Income	622	976	354
<b>Total Net Assets</b>	<b>9,269</b>	<b>10,661</b>	<b>1,392</b>
<b>Total Liabilities and Net Assets</b>	<b>17,229</b>	<b>18,541</b>	<b>1,312</b>

## ■ Assets

- Cash and deposits +1,233
- Tangible assets from new stores +258
- Deferred tax assets - 314

## ■ Liabilities

- Interest bearing-loans -107

## ■ Shareholders' Equity

- Capital + 14
- Retained earnings +1,092

※Equity Ratio 57.5% (53.8% as of end of March 2024)

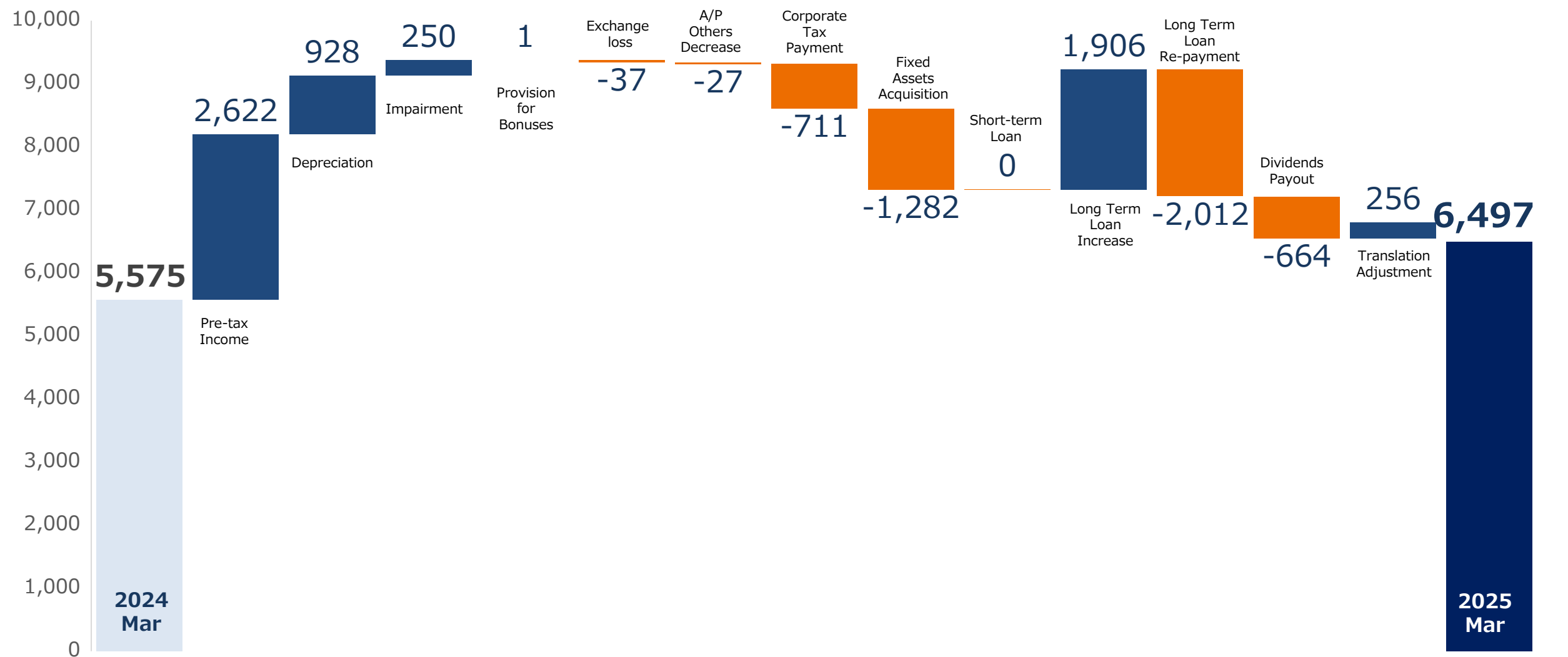
# Consolidated P&L

Unit : Million Yen

	FY2024-25 Results	FY2024-25 Plan	FY2023-24 Results	FY2019-20 Q3 Results (Pre-Covid)
<b>Revenue</b>	<b>3,4166</b>	<b>35,000</b>	<b>31,776</b>	<b>29,106</b>
Growth rate YoY	+7.5%	-	-	-
<b>Gross Profit</b>	<b>23,994</b>	<b>-</b>	<b>22,409</b>	<b>20,640</b>
SG&A Expenses	<b>21,184</b>	<b>-</b>	<b>19,112</b>	<b>19,943</b>
<b>Operating Income</b>	<b>2,809</b>	<b>3,566</b>	<b>3,296</b>	<b>697</b>
Operating Margin	8.2%	10.2%	10.4%	2.4%
<b>Ordinary Income</b>	<b>2,841</b>	<b>3,678</b>	<b>3,489</b>	<b>623</b>
Ordinary Margin	8.3%	10.5%	11.0%	2.1%
<b>Pre-Tax Income</b>	<b>2,622</b>	<b>-</b>	<b>3,059</b>	<b>-344</b>
<b>Net Income</b>	<b>1,758</b>	<b>2,408</b>	<b>2,186</b>	<b>-214</b>
Net Income Margin	5.1%	6.9%	6.9%	-0.7%

# Consolidated Statement of Cash Flow

Unit : Million Yen



		Results	Initiatives
Revenue	Revenue YoY	<b>+7.5%</b>	➤ Focus on improving product quality and customer satisfaction, development of higher value products
	Operating Margin	<b>8.2%</b>	➤ Promotion of Digital Transformation ➤ Decline due to significant impacts from the economic downturns in various countries, high inflation, and delays in opening new stores.
Equity	ROE	<b>17.6%</b>	➤ Achieving both financial soundness and capital efficiency. ➤ Holding briefings for individual and institutional investors (details on page 22).
Growth	Domestic Stores	<b>11</b> stores net increase	➤ Family and female friendly store design ➤ Controlled Capex
	International Stores	<b>2</b> stores net decrease	➤ Making a careful judgement considering store construction delay, concerns about economic downturn and geopolitical instability factors ➤ Implementing a new strategic approach (See page 13)
	New recruits	<b>130</b>	➤ Number of full-time employees: 624 (as of the end of March 2025) ➤ See page 21
Sustainability	Employee Turnover	<b>13.8%</b>	➤ See page 21
Shareholder Returns	Dividend Payout Ratio	<b>30.8%</b>	➤ See page 22

# Initiatives on Human Capital

Full-time Employee	Part-time Worker	Training System	Employee Benefits
Raise of Base Salary	Raise of Hourly Wage	In-house Training Session	Employee Stock Ownership Plan Defined Contribution Plan
Incentive / ESOP	Employee Award Program	Overseas Training Program	congratulatory and condolence allowances Qualification Reward
Year-end Bonus	Referral Program	Global Leadership Conference “Global executive group training”	✓ Family allowance/ ✓ Vacation acquisition allowance
Reform of Human Resource System	Performance Appraisal System	Regular Career Interview	✓ Enrollment in GLTD Group Long-Term Disability Insurance/ Corporate-rented housing
			✓ new introduction
<b>Base Salary &amp; Bonus YoY</b> <b>+8.8%</b> (total payout this year/previous year, based on same employees)	<b>Starting Salary</b> <b>313,600yen</b> <small>The average starting salary for university graduates in the food service industry :205,000 yen.</small>	<b>Number of Employees YoY</b> <b>+7.6%</b> <small>As of 31st March 2024 : 580 As of 31st March 2025 : 624</small>	<b>Employee Turnover</b> <b>13.8%</b>

## Example of salary

Store Manager		Area Manager	
<b>24 years old</b>	<b>3 years of service</b> »	<b>32 years old</b>	<b>10 years of service</b>
Base Salary	<b>4,700,000 yen</b> »	Base Salary	<b>7,540,000 yen</b>
Incentive /Year-end Bonus	<b>1,000,000 yen</b> »	Incentive /Year-end Bonus	<b>1,200,000 yen</b>
Support for company housing	<b>300,000 yen</b> »	Support for company housing	<b>480,000 yen</b>
<b>Total</b>	<b>6,000,000 yen</b> »	<b>Total</b>	<b>9,220,000 yen</b>

## Guideline of Dividends Payout Ratio : 20% or more.

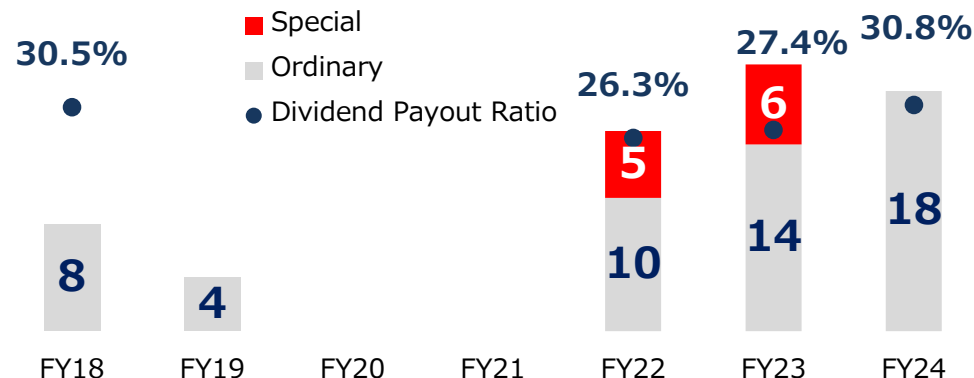
	Q2	Q4	Total
<b>FY2023-24 Results</b>	7.00 yen	Ordinary: 7.00 yen Special : 6.00 yen	Ordinary : 14.00 yen Special : 6.00 yen
<b>FY2024-25 Plan</b>	9.00 yen	9.00 yen	18.00 yen
<b>FY2025-26 Plan</b>	10.00 yen	10.00 yen	20.00 yen

### Briefing Session for Individual Investors

Date and Time	<b>Monday, June 9 2025</b> <b>7:00 PM - 8:00 PM</b>
Format	<b>Live streaming</b> (archive available)

Information will be provided on our website at a later date.

### Dividends Transition



### Briefing Session for Analysts

Date and Time	<b>Thursday, June 5 2025</b> <b>11:00 AM - 12:00 PM</b>
Location	<b>Meidi-Ya Hall</b> Meidi-Ya Kyobashi Building, 7th Floor 2-2-8 Kyobashi, Chuo-ku, Tokyo

# Expansion of Shareholder Benefits

(From the base date at the end of March 2025)

In appreciation of our shareholders and to enhance the attractiveness of investing in our company's stock, we expanded the shareholder benefits program for shareholders listed in the shareholder registry as of the end of March 2025. The program will include discount vouchers, e-commerce site coupons, or donations to support organizations, making the benefits more versatile.

## Presented shareholder discount voucher **twice** a year [株主優待制度拡充に関するお知らせ](#)

Number of shares held	Retention period	
	Shareholder for less than 1 year	Continuing shareholder for 1 year or more
100 shares or more	Discount voucher worth <b>2,000</b> yen	Discount voucher or e-commerce site coupon or donation worth <b>4,000</b> yen
500 shares or more	Discount voucher or e-commerce site coupon or donation worth <b>8,000</b> yen	Discount voucher or e-commerce site coupon or donation worth <b>10,000</b> yen
1,000 shares or more	Discount voucher or e-commerce site coupon or donation worth <b>10,000</b> yen	Discount voucher or e-commerce site coupon or donation worth <b>15,000</b> yen
3,000 shares or more	Discount voucher or e-commerce site coupon or donation worth <b>15,000</b> yen	Discount voucher or e-commerce site coupon or donation worth <b>20,000</b> yen





# New Stores (Jan-Mar)



**IPPUDO**  
Asakusa Kaminarimon Dori



**IPPUDO**  
Mosaicmall Kohoku



**IPPUDO**  
Minamoa Hiroshima



**IPPUDO**  
Lumine Omiya



**IPPUDO**  
Anjo



**Inaba Udon**  
Aeonmall Chikusshino



**IPPUDO CHINA**  
Shanghai Pudong Airport



**IPPUDO Taiwan**  
Nangang LaLaport



**IPPUDO SG**  
City Square Mall

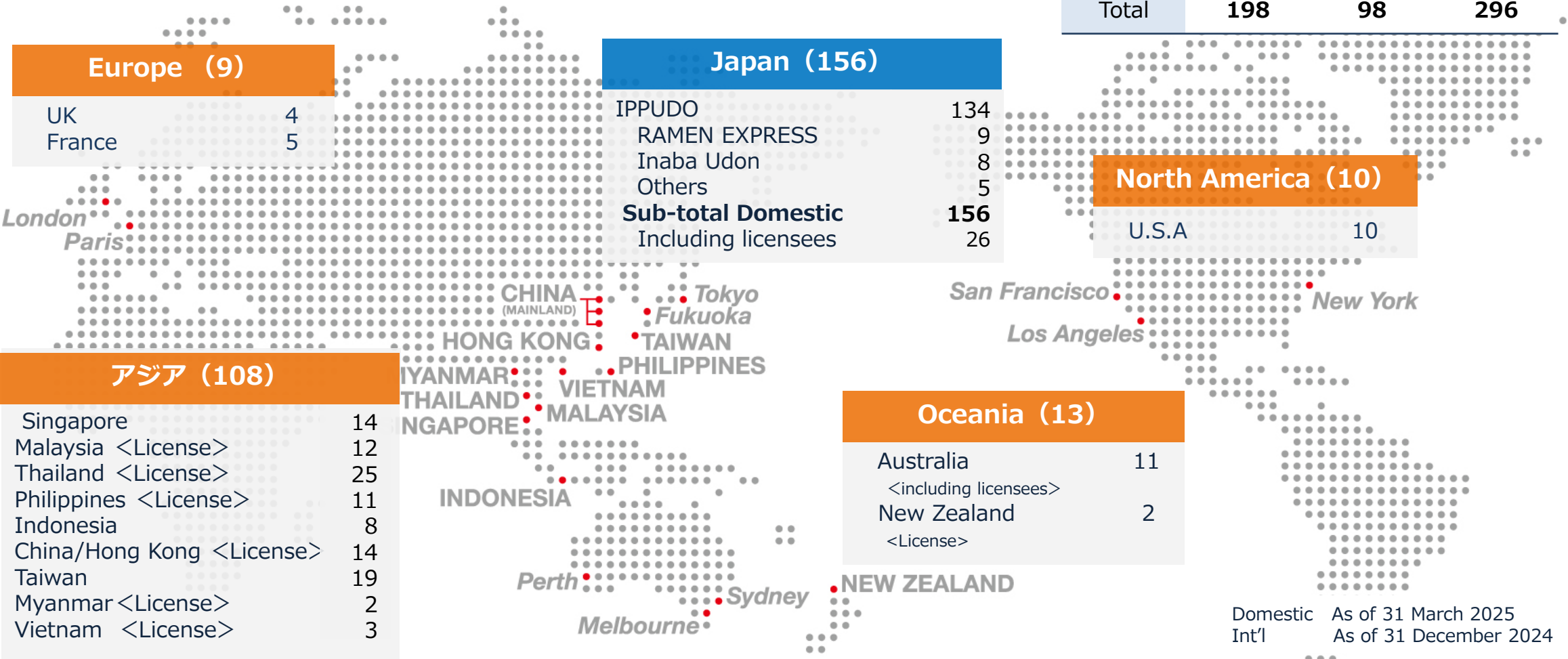
# Geography of Stores

[FY19 : 288 stores / FY20 : 280 stores / FY21 : 275 stores / FY22 : 276 stores / FY23 : 287 stores ]

296 Stores in 15 countries and regions

(+9 since the end of previous FY)

	Owned	Licensed	Total
Domestic	130	26	156
Int'l	68	72	140
Total	198	98	296



Domestic

Int'l

As of 31 March 2025

As of 31 December 2024



## e-Commerce site (Domestic)

Sales of Soba, Ramen, and Udon.

■ e-Commerce site  
<https://ec-ippudo.com/shop>



## Convenience stores/Mass retailers (Domestic)

Selling products that meet a wide range of customer needs at convenience stores, airports, mass retailers, etc.



## Mass retailers (International)

Selling dried noodle types of Akamaru and plant-based ramen.



## Workshops

Hosting workshops (visiting classes) to convey the joy of making things yourself, the importance of food, and the significance of having dreams.



## Kodomo Shokudo

Regularly holding "Kodomo Shokudo (children's cafeteria)" using the Ippudo kitchen car. Supporting children's food and providing a place for communication in the community.



## Regional Revitalization

Participated in the 4th 'Our Town Development Summit' held in Oga City, Akita Prefecture on February 5-6, with the aim of further promoting Japanese food culture and revitalizing local areas.



以下のリンクからご覧ください

[力の源グループのSDGsへの取り組みに関するお知らせ](#)

# **FY2025-26 Financial Plan**



# FY2025-26 Annual Consolidated Financial Plan

Unit : Million Yen

	FY2024-25 Result	FY2025-26 Plan	Vs. Previous Year		Currency	Budgeted Rates
			Gap	%		
Revenue	34,166 »	37,287	+3,121	+9.1%	USD	148.54
Operating Income	2,809 »	3,169	+359	+12.7%	EUR	158.03
Ordinary Income	2,841 »	3,262	+421	+14.8%	GBP	189.39
Net Income Attributable to Shareholders	1,758 »	2,187	+429	+24.4%	SGD	111.37
					AUD	96.17

## Domestic

- Expecting overall growth of 110.5%, driven by the steady growth of existing stores (101% compared to the previous period), the subsidiary acquisition of Rise, and new store openings.  
For information regarding the subsidiary acquisition of Rise, please refer to the disclosure on February 17. [当社連結子会社による株式の取得（孫会社化）に関するお知らせ](#)
- Planning to open 15 to 20 stores per year
- Planning to actively invest to improve production efficiency and enhance store profitability.
- Continued cost control and increased average spending per customer through inbound tourism are expected to lead to higher profits.

## Int'l

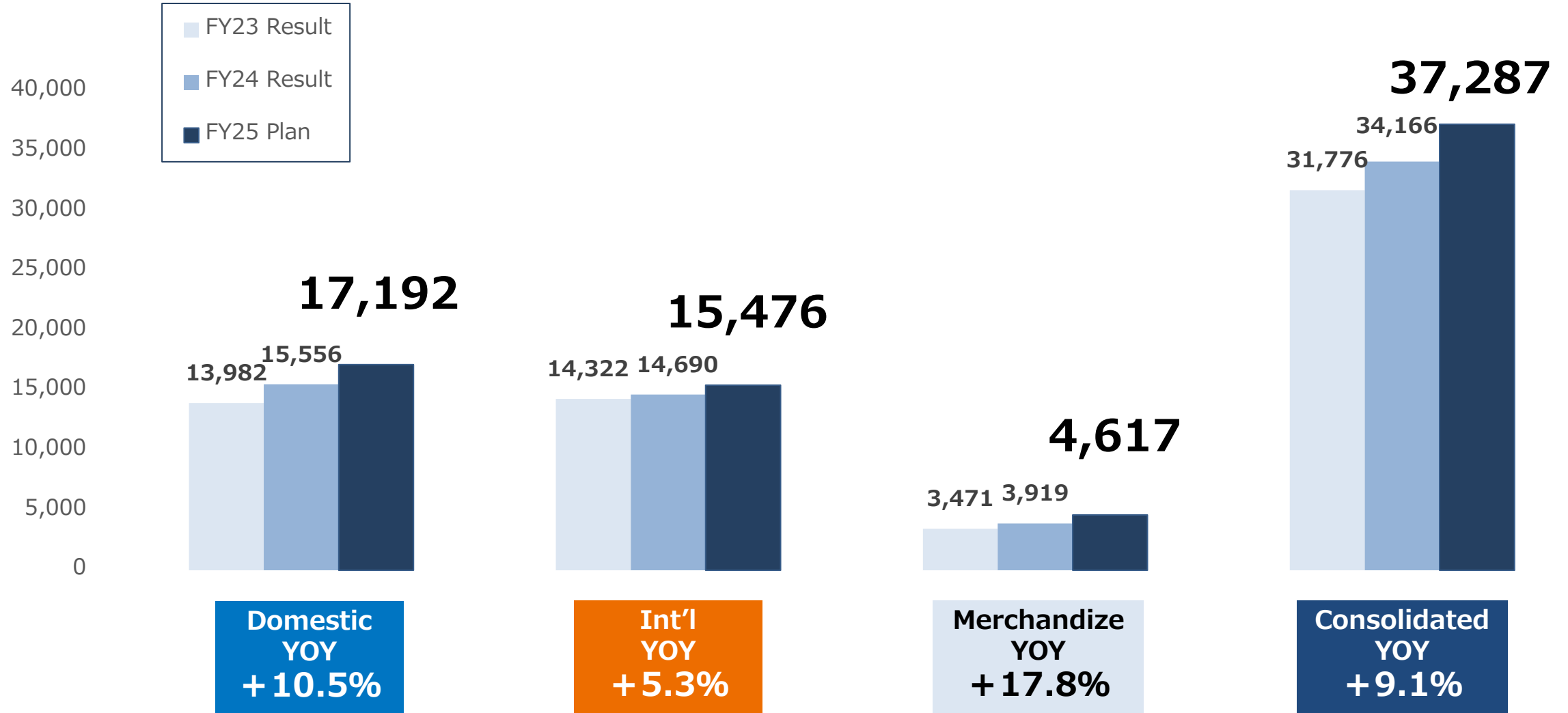
- Considering the economic downturns in various countries, a conservative approach to existing store performance (99% of the previous year's performance in local currency).
- Although there are plans to open 25 stores annually, the closure of unprofitable stores is also expected, with a net increase of 9 stores.
- Although the risk of increased costs is anticipated, profit growth is expected due to the opening of previously delayed new stores, market expansion through new strategic approaches, and the promotion of various DX initiatives.

## Merchandize

- Planning to collaborate with major convenience stores and expand sales in large retail stores.
- Strengthening the export of products for overseas markets.
- Development and sales of merchandise that caters to health-conscious consumers.

# FY2025-2026 Financial Plan: Revenue

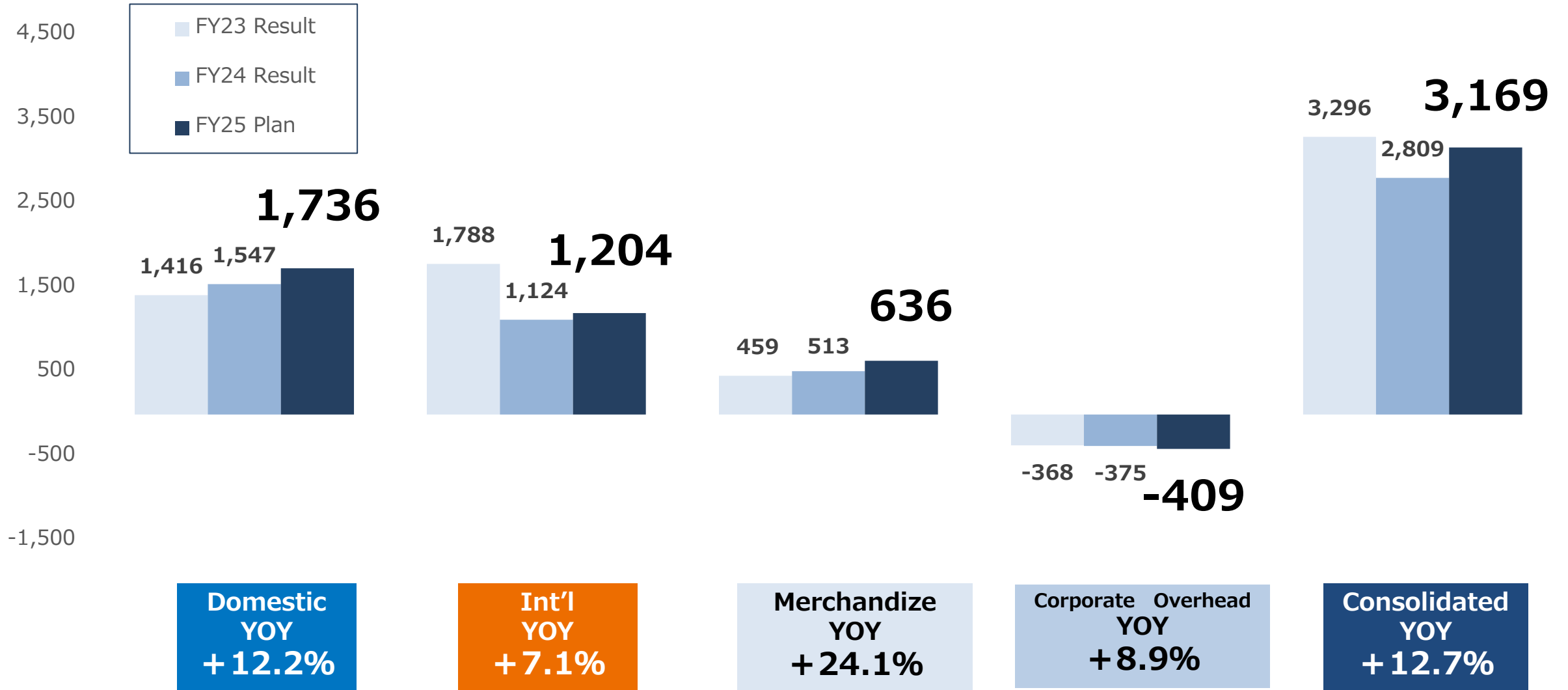
Unit : Million Yen





# FY2025-2026 Financial Plan: Operating Income

Unit : Million Yen



# Reference: Exchange Rate Sensitivity

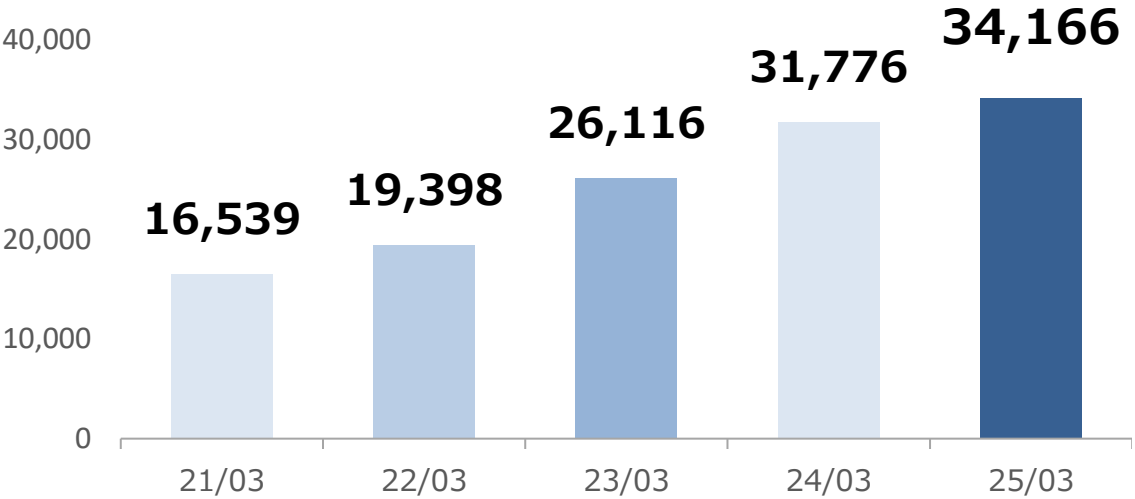
Estimation of the performance on the assumption  
that other currencies' volatility is linked to the US fluctuation.

Unit : Million Yen

		-20yen	-10yen	0yen FY25 Budgeted Rate	+ 10yen	+ 20yen
USD		128.54	138.54	148.54	158.54	168.54
Other currencies volatility Ratio (%)		-13.5%	-6.7%	-	6.7%	13.5%
Intl' Store	Revenue	13,392	14,434	15,476	16,518	17,560
	GAP	-2,084	-1,042		1,042	2,084
	Operating Income	1,042	1,123	1,204	1,285	1,366
	GAP	-162	-81		81	162
Consolidation	Revenue	-2,084	-1,042	37,287	1,042	2,084
	GAP	-2,084	-1,042		1,042	2,084
	Operating Income	-162	-81	3,169	81	162
	GAP	-162	-81		81	162

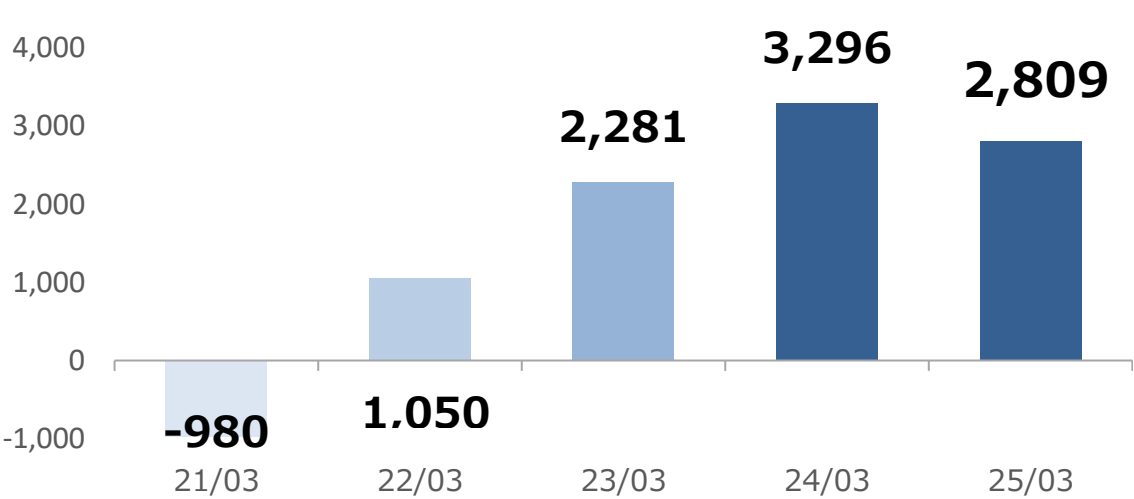
# Reference: Major Financial Indicators

Revenue

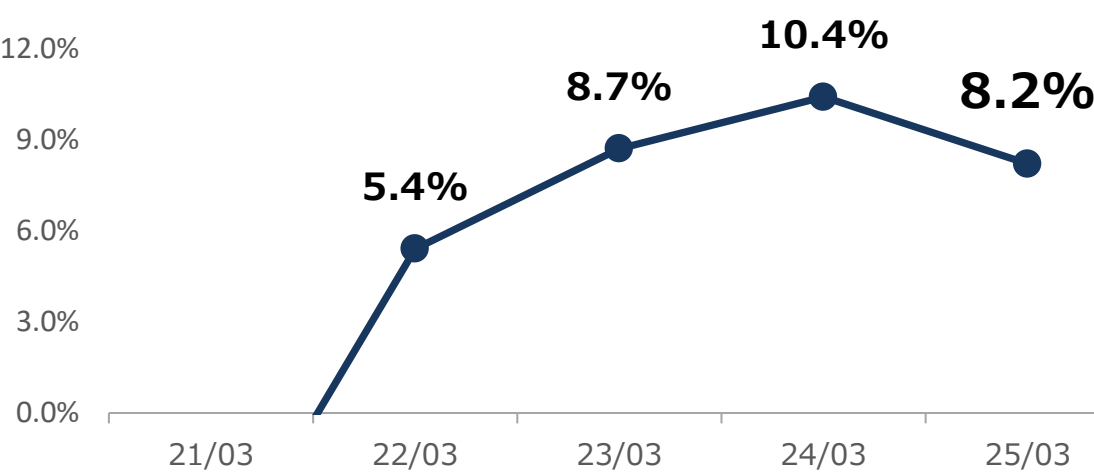


Operating Income

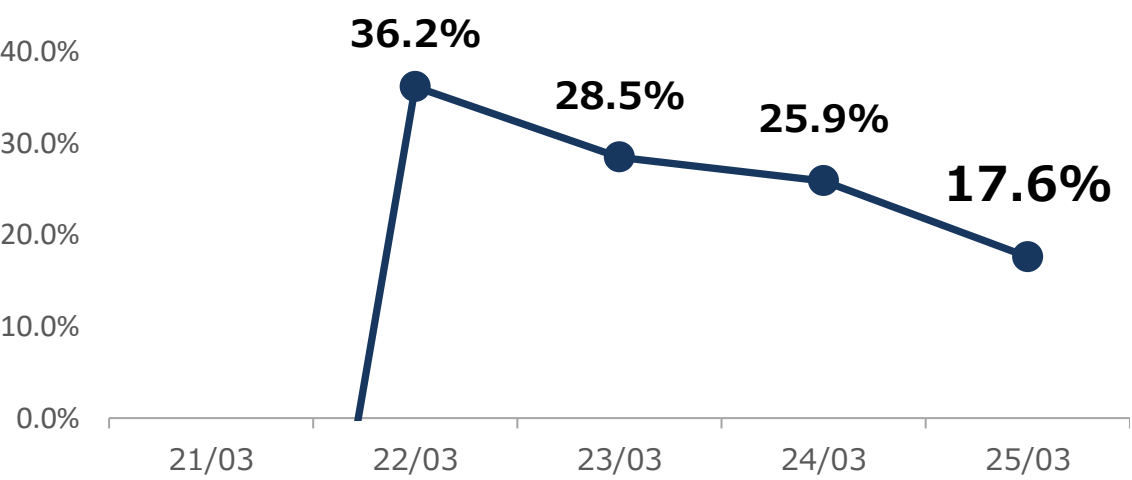
Unit : Million Yen



Operating Income Ratio



ROE



# FY2027-28 Vision

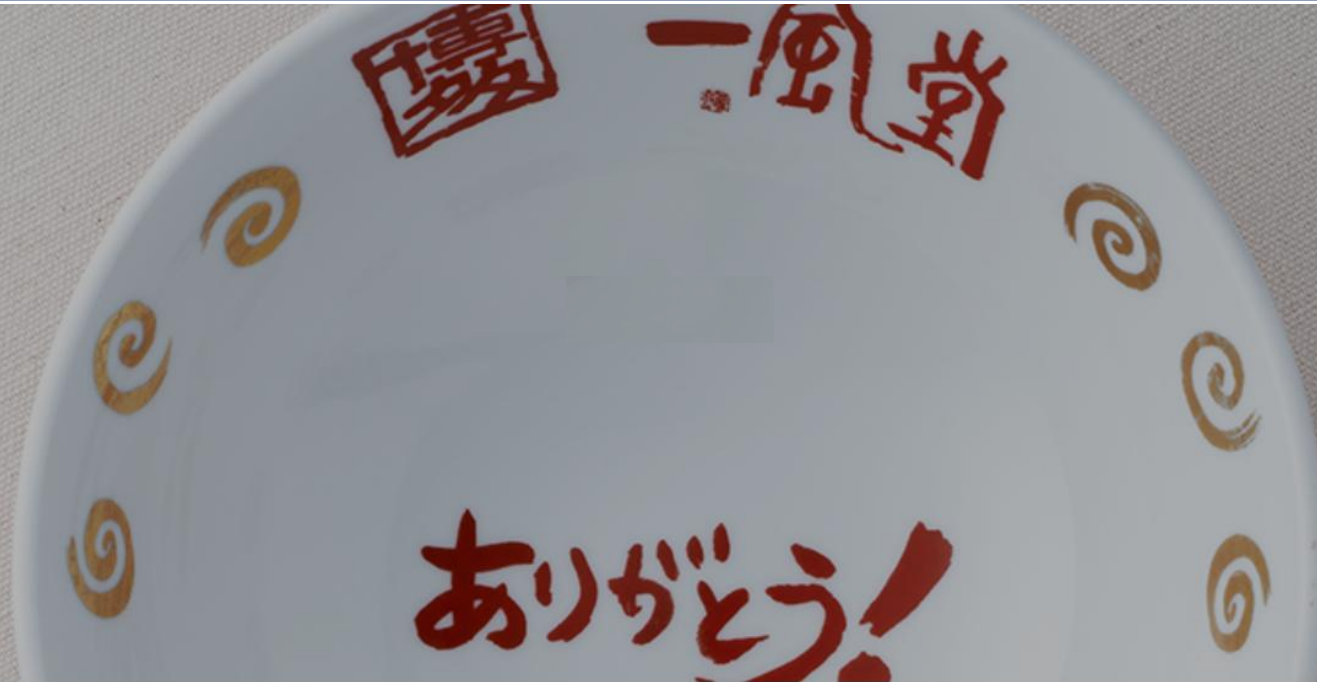
# 3

## Revenue 50 billion / Operating Profit 5 billion or more



**Strengthen existing stores/Recruit and develop global human resources/  
Promote digital transformation at stores and offices/Build global supply chain managements/  
Infiltrate management philosophy/Strengthen the financial basis**

# Appendix 4



We will continuously create new values through food,  
and communicate those values to the world  
with “Smile” and “Arigatou”.

Keep changing to remain unchanged.

## Chikaranomoto Holdings Co., Ltd. (Ticker#:3561)

- Address Daimyo 1-13-14, Chuo-ku, Fukuoka City, Fukuoka, Japan
- Date of Establishment 30<sup>th</sup> October 1986
- Capital Stock JPY 3,148,390,000 (Number of issued shares: 30,308,000 shares)
- Fiscal Term End of March
- Number of Employees 18 (consolidated: 624) ※Permanent employees only
- List of Directors

Chairman and Founder  
President & CEO  
Senior Managing Director  
Director (Audit Committee)  
Director (Audit Committee, Independent)  
Director (Audit Committee, Independent)

Mr. Shigemi Kawahara  
Mr. Tomoyuki Yamane  
Mr. Toru Nakao  
Mr. Akihiro Saito  
Mr. Tetsuya Tsuji  
Mr. Shinji Tanabe

As of 31 March 2025



# Signature Products [significantly renewed from 16<sup>th</sup> October]



原点の一杯  
**極 白丸元味**

## KIWAMI SHIROMARU CLASSIC

IPPUDO original bowl.  
Carrying the tradition all the way from the founding days, the original flavors are at the core of IPPUDO.  
Smooth and silky tonkotsu soup match perfectly with the ultra-thin noodles typical of Hakata ramen.



革新の一杯  
**極 赤丸新味**

## KIWAMI AKAMARU MODERN

IPPUDO modernized, deeper flavors of tonkotsu.  
Depth and flavors of the soup until the last drop, with rich soy sauce, garlic flavored oil and special spicy miso.  
Soft pork belly chashu melts in your mouth to your complete satisfaction.



刺激の一杯  
**極 由らか麺**

## KIWAMI KARAKA

A bowl of stimulation, full of spiciness.  
When slurping the noodles, a combination of umami of tonkotsu soup and spiciness explode in your mouth.  
Also enjoy the toppings of mizuna leaves, niku (meat) miso and white onions.

# Our Milestones

Spreading 'Smile' and 'Arigatou' through  
Bowls of Ramen.



**1985.10.16**

**IPPUDO Daimyo: The first Ippudo restaurant in Fukuoka.**

**1979.11**

Mr. Shigemi Kawahara started the bar "After the Rain" in Fukuoka

**1995.4**

IPPUDO Ebisu: the first store in Tokyo

**1994.3**

IPPUDO in Ramen Museum in Yokohama

**1997.1**

Mr. Shigemi Karahara won championship 3 times consecutively in TV show by TV Tokyo "TV Champion Ramen Chef"

**2009.5**

IPPUDO Singapore: the first store in Asia

**2008.3**

IPPUDO New York: the first store overseas

**2014.10**

IPPUDO London: the first store in Europe

**2015.10**

30<sup>th</sup> anniversary event

**2016.2**

IPPUDO Paris:  
the first store in France

**2017.3**

Listed on Tokyo Stock Exchange  
Mothers Index

**2018.3**

**Listed on Tokyo Stock Exchange First Section**

**2018.11**

100<sup>th</sup> store overseas

**2019.10**

the 1st Global Leadership  
Conference

**2022.4**

Listed on Tokyo Stock  
Exchange Prime Market

**2024.10**

the 2<sup>nd</sup> Global  
Leadership Conference



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Undue reliance should not be placed on such statements because, by their nature, they are subject to known and unknown risks and uncertainties and can be affected by other factors that could cause actual results to differ materially from those expressed in the statements. Consequently, you are cautioned not to place undue reliance on forward-looking statements. The Company disclaims any obligation to revise forward-looking statements in light of new information, future events or other findings.



