Chikaranomoto Holdings Co. Ltd. 【Ticker# 3561】

FY2025-26 Financial Results Briefing

14th May 2026

40th anniversary

Since 1985. 16th Oct.

40th Anniversary

1985 *Fukuoka*
1995 *Tokyo*
2008 *New York*
2009 SINGAPORE
2011 HONG KONG
2012 *Taipei*
Shanghai
Sydney
2013 MALAYSIA
2014 THAILAND
INDONESIA
PHILIPPINES
London
2016 *Paris*
2017 MYANMAR
San Francisco
2018 *Perth*
Melbourne
Los Angeles
2019 VIETNAM
NEW ZEALAND
2025 *Barcelona*

Countries and Regions
16 countries/regions

Total Group Stores
317 stores

1985.10	1995.4	2008.3	2014.10	2017.3	2022.4	2025.4	2025.10
Founded in Daimyo, Fukuoka	Tokyo Expansion Ebisu Store	Overseas Expansion New York	European Expansion London	IPO TSE Mothers	Transfer to the Prime Market	300 Group Stores	40th Anniversary

Ippudo was founded in Fukuoka in 1985, and with the continued support of our stakeholders, marked its 40th anniversary on October 16, 2025. Guided by our founding philosophy—"We will continuously create new values through food, and communicate those values to the world with 'Smile' and 'Arigatou'. Keep changing to remain unchanged."—we will further accelerate value creation toward our 50th and 100th anniversaries.

Agenda

1

FY2025-26 Financial Results

FY2025-26 Consolidated P&L Highlights

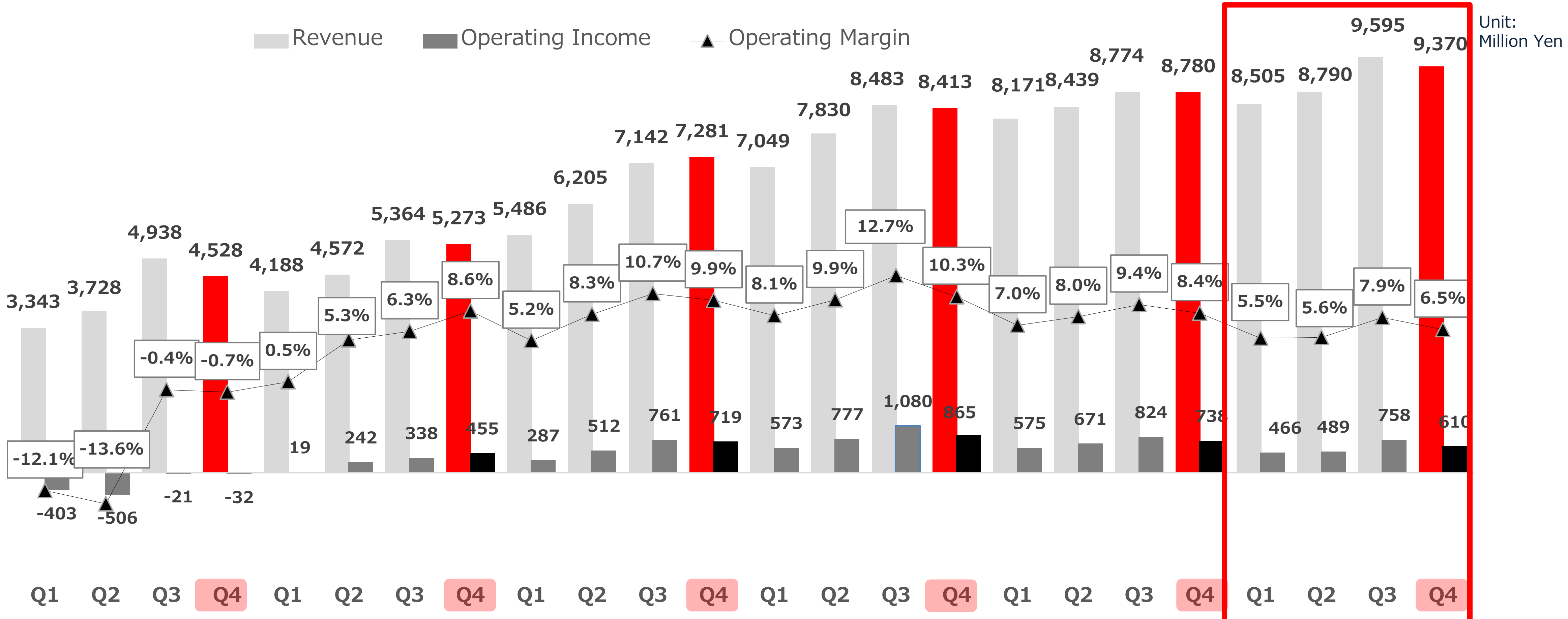
Unit: Million Yen

	Results	Vs. Plan	YoY
Revenue	36,261	- 2.7%	+ 6.1%
Operating Income	2,325	- 844 - 26.6%	- 484 - 17.3%
Net Income	1,829	- 358 - 16.4%	+ 71 + 4.0%

	Results	Plan	Prior Year
Operating Margin	6.4%	8.5%	8.2%
Net Income Ratio	5.0%	5.9%	5.1%

Consolidated revenue increased by 6.1% YoY, reaching a new record high. Operating income decreased by 17.3% YoY, mainly due to a 0.7 percentage point increase in the cost of sales ratio driven by rising raw material prices, as well as a 1.1 percentage point increase in SG&A ratio owing to costs associated with new overseas area development and higher personnel expenses resulting from base salary increases

Consolidated Results by Quarter



	FY2020-21	FY2021-22	FY2022-23	FY2023-24	FY2024-25	FY2025-26
Revenue	16,539	19,398	26,116	31,776	34,166	36,261
Operating Income	- 963	1,056	2,281	3,296	2,809	2,325
Operating Margin	-5.8%	5.4%	8.7%	10.4%	8.2%	6.4%

Highlights: Domestic Store Operations (Apr 2025-Mar 2026)

Unit: Million Yen

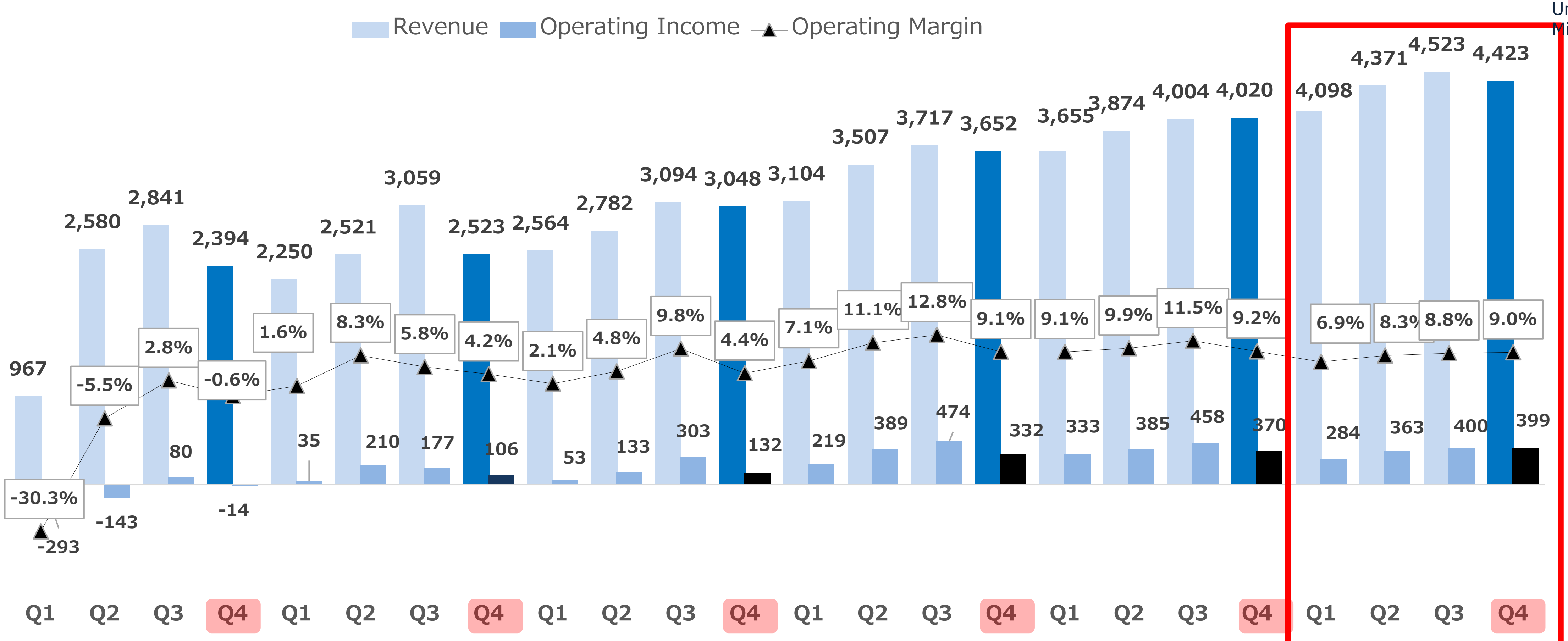
	Results	Vs. Plan	YoY
Revenue	17,417	+ 1.3%	+ 12.0%
COGS	4,746	+ 5.8%	+ 14.3%
SG&A	11,223	+ 2.3%	+ 13.9%
Operating Income	1,447	- 289 - 16.7%	- 100 - 6.5%

	Results	Plan	Prior Year
Operating Margin	8.3%	10.1%	10.0%
COGS Ratio	27.3%	26.1%	26.7%
SG&A Ratio	64.4%	63.8%	63.3%

Revenue	Revenue increased by 12.0% YoY, reaching a record high. Despite no price increases being implemented, performance remained strong, supported by an increase in the number of stores.
Average Check	Since no price increases have been implemented since October 2023, performance has remained in line with the previous year. The inbound customer ratio, which contributes to higher average spend per customer, was 19.3% on average for FY2025. Meanwhile, inbound demand from China has slowed since February.
Number of Stores	21 stores opened, including 8 acquired through M&A, and 4 stores closed, resulting in a net increase of 17 stores
Operating Income	Due to rising raw material costs, the cost of sales ratio increased by 0.6 percentage points YoY. Improvements in the working environment, including base salary increases and reduced working hours, led to a decline in employee turnover and promoted skill development. In addition, the Company continues to actively invest in human capital, including the implementation of new training programs.

Domestic Results by Quarter

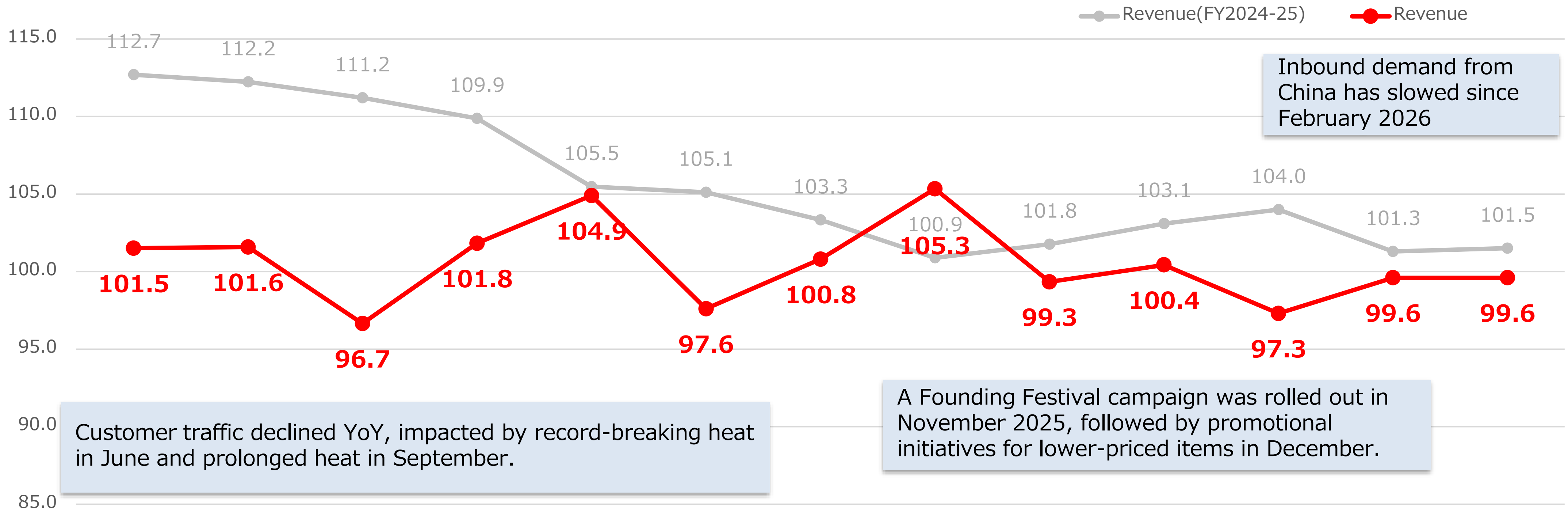
Unit: Million Yen



	FY2020-21	FY2021-22	FY2022-23	FY2023-24	FY2024-25	FY2025-26
Revenue	8,783	10,353	11,489	13,982	15,556	17,417
Operating Income	- 370	530	623	1,416	1,547	1,447
Operating Margin	-4.2%	5.1%	5.4%	10.1%	10.0%	8.3%

Domestic Existing Stores YoY 100.6%

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



	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan 2026	Feb 2026	Mar 2026	Apr 2026	FY2025 Total
Revenue	101.5	101.6	96.7	101.8	104.9	97.6	100.8	105.3	99.3	100.4	97.3	99.6	98.9	100.6
Number of Customers	99.2	99.9	95.7	101.0	104.6	97.2	99.3	102.0	99.4	100.7	96.9	98.8	99.1	99.6
Average Check	102.3	101.7	101.0	100.8	100.3	100.4	101.5	103.3	100.0	99.8	100.4	100.9	99.8	101.0
Number of Stores	166	166	166	167	167	167	169	169	171	170	172	173	173	-

Domestic Promotions

■Product Sales Initiatives

Seasonal and limited-edition menu items launched sequentially.

Miso Akamaru

Rich BRIX Tonkotsu Soy Sauce

■Sustainability & Community Initiatives

As part of regional revitalization, collaborative original ramen was developed with local companies.

Shonai-style kin-pun Ramen

Ai-KAMO Ramen

In line with the February 8 Lower House election, a "Senkyo Discount" campaign was implemented at all stores to contribute to local communities and encourage voter participation

■Area Expansion Through New Store Openings

IPPUDO Komatsu (Ishikawa Prefecture)

IPPUDO Cainz Otamaruyama (Gunma Prefecture)

IPPUDO Aeon Mall Tsudanuma South (Chiba Prefecture)

Najima-tei Sano Takahagi (Tochigi Prefecture)

Highlights: International Store Operations (Jan –Dec 2025)

Unit: Million Yen

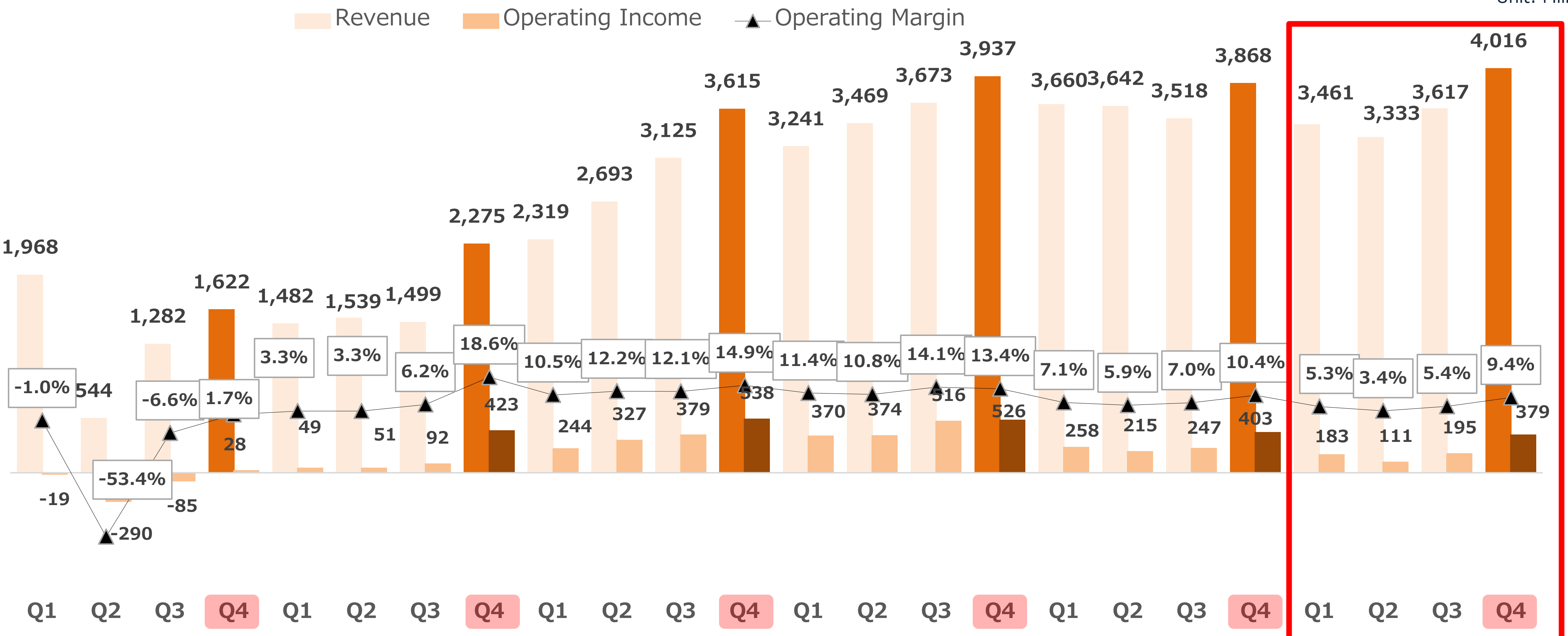
	Results	Vs. Plan	YoY
Revenue	14,427	- 6.8%	- 1.8%
COGS	3,492	- 3.6%	- 1.2%
SG&A	10,064	- 5.5%	0.3%
Operating Income	870	- 334 - 27.7%	- 254 - 22.6%

	Results	Plan	Prior Year
Operating Margin	6.0%	7.8%	7.7%
COGS Ratio	24.2%	23.4%	24.1%
SG&A Ratio	69.8%	68.8%	68.3%

Revenue	Revenue decreased by 1.8% YoY, mainly due to a slowdown in global economic growth, an uncertain operating environment, and delays in new store openings
Exchange Rates	The impact of foreign exchange on a YoY basis was negative 0.2%
Number of Stores	18 new stores opened, 14 stores closed (net increase:4 stores). Closures were due to the strategic restructuring of unprofitable stores and the expiration of lease agreements, while the Company implemented store portfolio optimization in response to changes in trade area conditions, including improving existing stores and opening new halal-format locations
Operating Income	Operating income decreased by 22.6% YoY, mainly due to upfront costs associated with new area development and delays in the opening of large-scale stores in Spain and New York. In addition, sales fell below the previous fiscal year due to factors such as deteriorating public safety conditions and extreme weather, and the resulting increase in fixed cost ratios, including personnel expenses, exerted downward pressure on operating income. The Company continues to address various inflationary pressures, including raw materials, labor, and rent, through pricing strategies and cost optimization.

International Results by Quarter

Unit: Million Yen



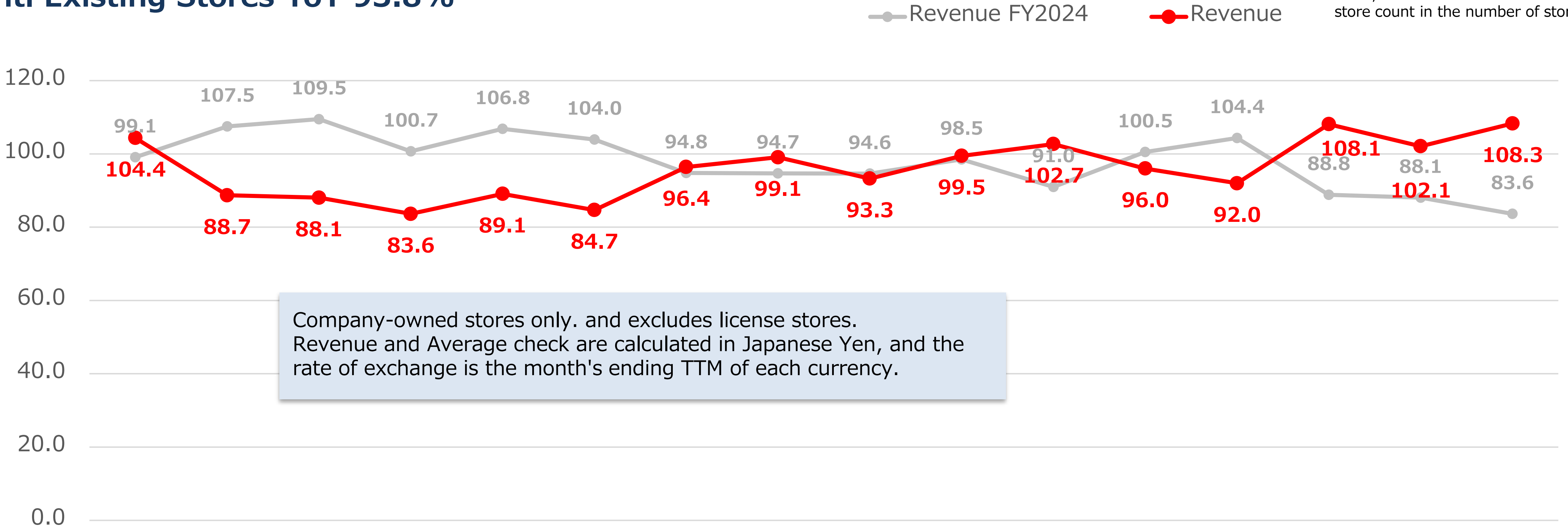
	FY2020-21	FY2021-22	FY2022-23	FY2023-24	FY2024-25	FY2025-26
Revenue	5,418	6,796	11,753	14,322	14,690	14,427
Operating Income	- 367	617	1,489	1,788	1,124	870
Operating Margin	-6.8%	9.1%	12.7%	12.5%	7.7%	6.0%

Year-over-Year Sales/Number of Customers/Average Check (Jan–Dec 2025)

CHIKARA NO MOTO

Intl Existing Stores YoY 93.8%

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



Company-owned stores only. and excludes license stores.
Revenue and Average check are calculated in Japanese Yen, and the rate of exchange is the month's ending TTM of each currency.

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan 2026	Feb 2026	Mar 2026	Apr 2026	FY2025 Toal
Revenue	104.4	88.7	88.1	83.6	89.1	84.7	96.4	99.1	93.3	99.5	102.7	96.0	92.0	108.1	102.1	108.3	93.8
Number of Customers	100.6	87.6	89.2	88.9	92.5	88.1	93.8	96.6	88.7	94.9	94.2	90.8	84.5	99.0	92.4	94.2	92.2
Average Check	103.7	101.4	98.7	94.0	96.3	96.2	102.8	102.6	105.1	104.8	109.0	105.7	108.9	109.2	110.6	114.9	101.8
Number of Stores	141	141	140	142	142	141	140	140	141	143	143	144	143	144	145	147	-

International Promotions

■ Launch of halal-certified new concept “Ramen Mania” in Indonesia

The Group opened its first halal-certified store in Jakarta, successfully attracting a broad customer base including those from Muslim-majority markets


CHICKEN SHIRO


CHICKEN AKA


CHICKEN KURO


TOMATO RAMEN


UNAGI ROLL

■ Expansion of geographic footprint through new store openings

IPPUDO Taiwan
Dehae Takashimaya

Ramen NeO THAILAND
Central Westgate

Ramen NeO THAILAND
Terminal 21 Pattaya

Ramen Mania INDONESIA
Lippo Mall Nusantara

Highlights: Merchandise (Apr 2025-Mar 2026)

Unit: Million Yen

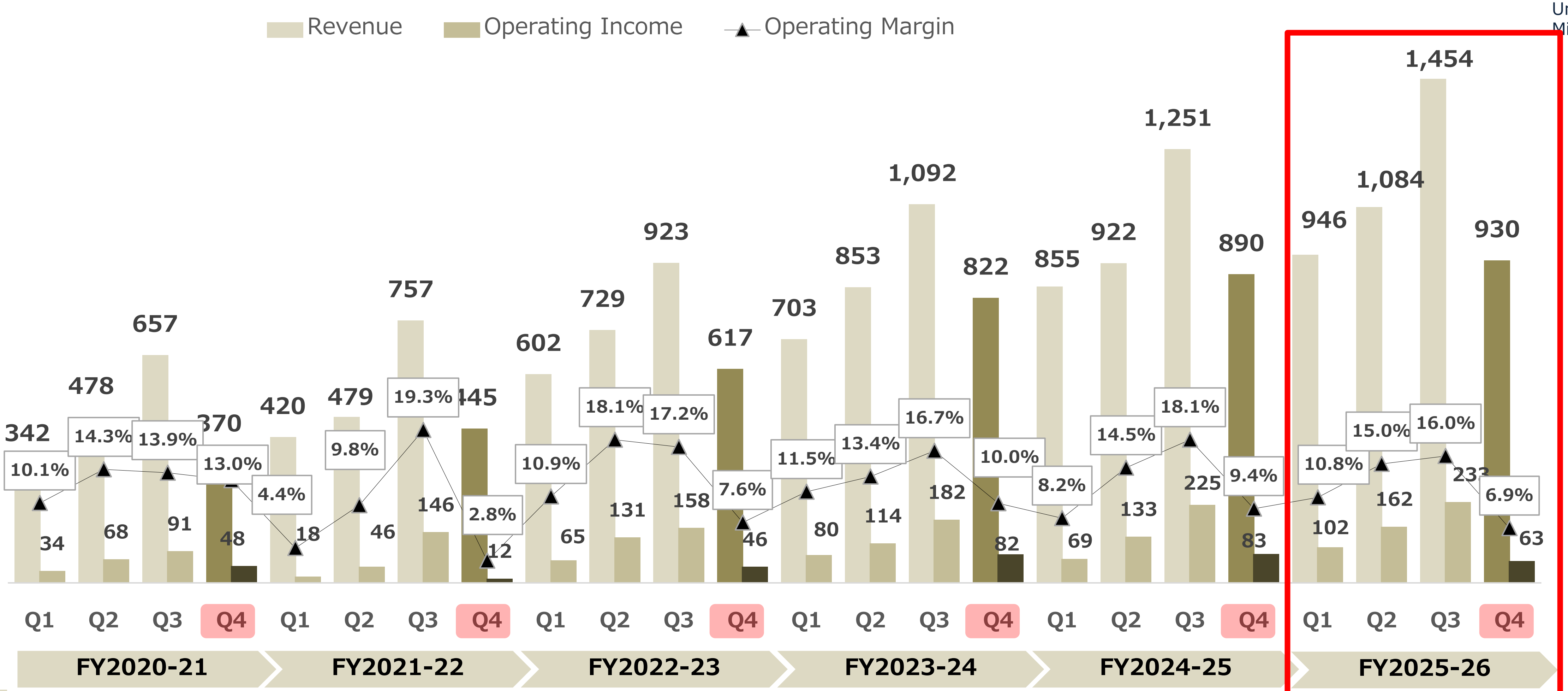
	Results	Vs. Plan	YoY
Revenue	**4,416**	- 4.4%	+ 12.7%
COGS	2,821	- 4.0%	+ 13.6%
SG&A	1,033	- 0.7%	+ 11.9%
Operating Income	**562**	- 74 - 11.7%	+ 49 + 9.6%

	Results	Plan	Prior Year
Operating Margin	12.7%	13.8%	13.1%
COGS Ratio	63.9%	63.7%	63.3%
SG&A Ratio	23.4%	22.5%	23.6%

Revenue	**Revenue increased by 12.7% YoY, reaching a record high, driven by strong performance in e-commerce sales and IPPUDO-related products**
Operating Income	**Operating income increased by 9.6% YoY, reaching a record high. The Company actively implemented new initiatives such as exports to large overseas mass retailers and collaboration products, however, the operating margin declined slightly due to lower gross margins on certain collaboration products**

Merchandise Results by Quarter

Unit: Million Yen



	FY2020-21	FY2021-22	FY2022-23	FY2023-24	FY2024-25	FY2025-26
Revenue	1,849	2,103	2,872	3,471	3,919	4,416
Operating Income	242	224	402	459	513	562
Operating Margin	13.1%	10.7%	14.0%	13.2%	13.1%	12.7%

Merchandise Promotions

■ e-commerce site offers soba, ramen, and udon

https://ec-ippudo.com/shop

Across the Group's brands, efforts were made to create new customer touchpoints through e-commerce, including the introduction of seasonal limited-time offerings and the sale of reissued products

Expansion of brand awareness

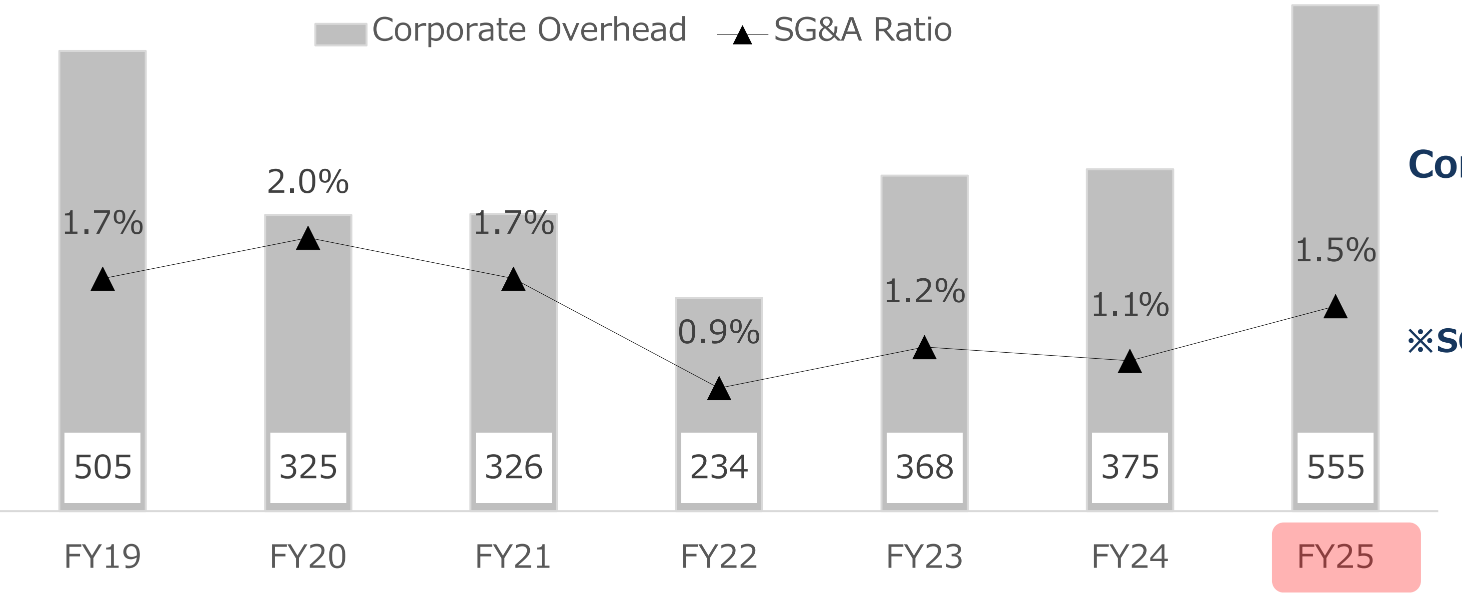
Active promotion of sales through major mass retailers

■ Increasing brand awareness and attracting new customers through collaborative products

Regularly offering collaborative products with convenience stores and food manufacturers

Corporate Overhead (Apr 2025-Mar 2026)

Unit: Million Yen



SG&A ratio maintained low level of 1.5%.
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

The Company implemented an internal recruitment program under the “Global Challenge Program,” promoting the development of overseas business talent through the dispatch of trainees for international assignments and planned job rotations from store operations personnel to head office functions such as product development, recruitment, and training

By building a talent pipeline to support accelerated overseas expansion and promoting store personnel to head office functions, the Company enhanced overall human capital investment efficiency

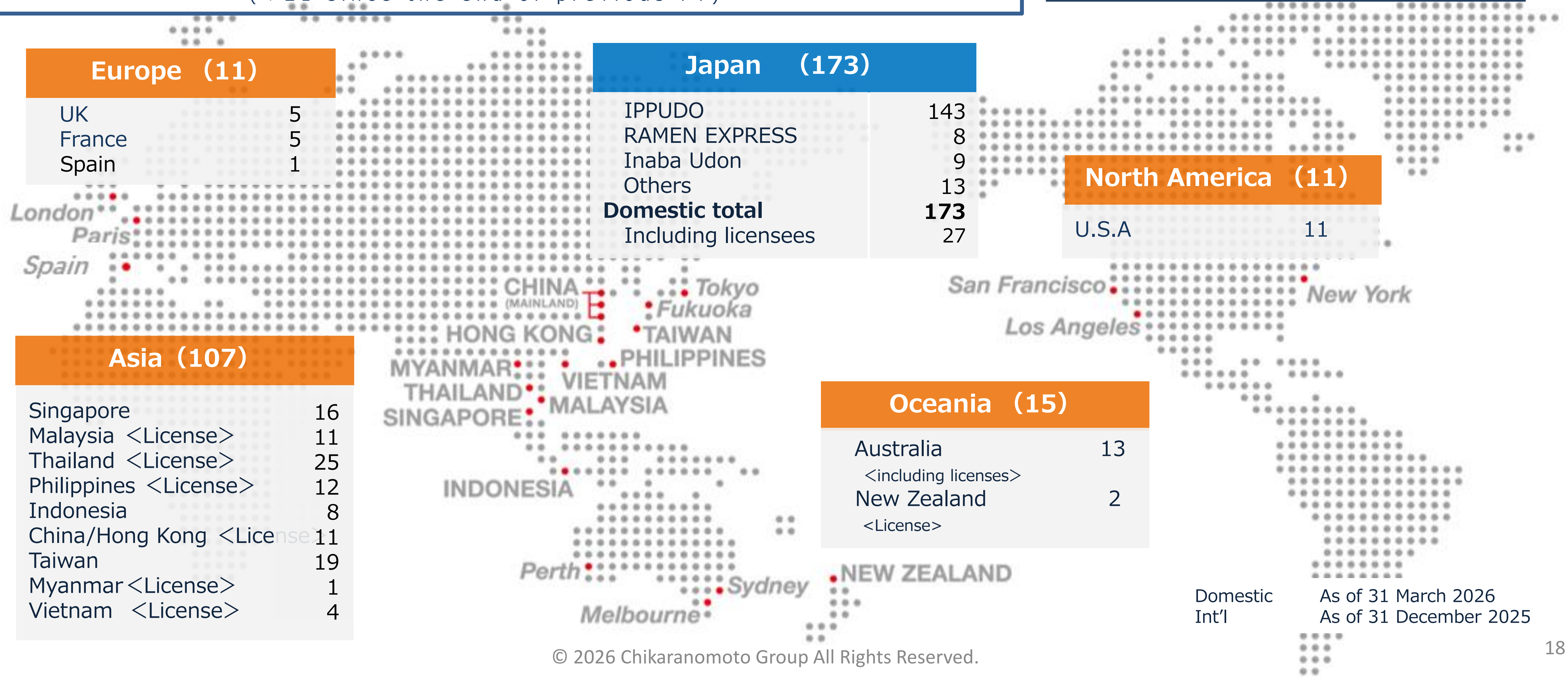
Geography of Stores

317 Stores in 16 countries and regions

Expansion to Spain, bringing the total to 16 countries and regions

(+21 since the end of previous FY)

	Owned	Licensed	Total
Domestic	**146**	**27**	**173**
Int'l	**75**	**69**	**144**
Total	**221**	**96**	**317**



Europe (11)

UK	5
France	5
Spain	1

Japan (173)

IPPUDO	143
RAMEN EXPRESS	8
Inaba Udon	9
Others	13
Domestic total	**173**
Including licensees	27

North America (11)

U.S.A	11

Asia (107)

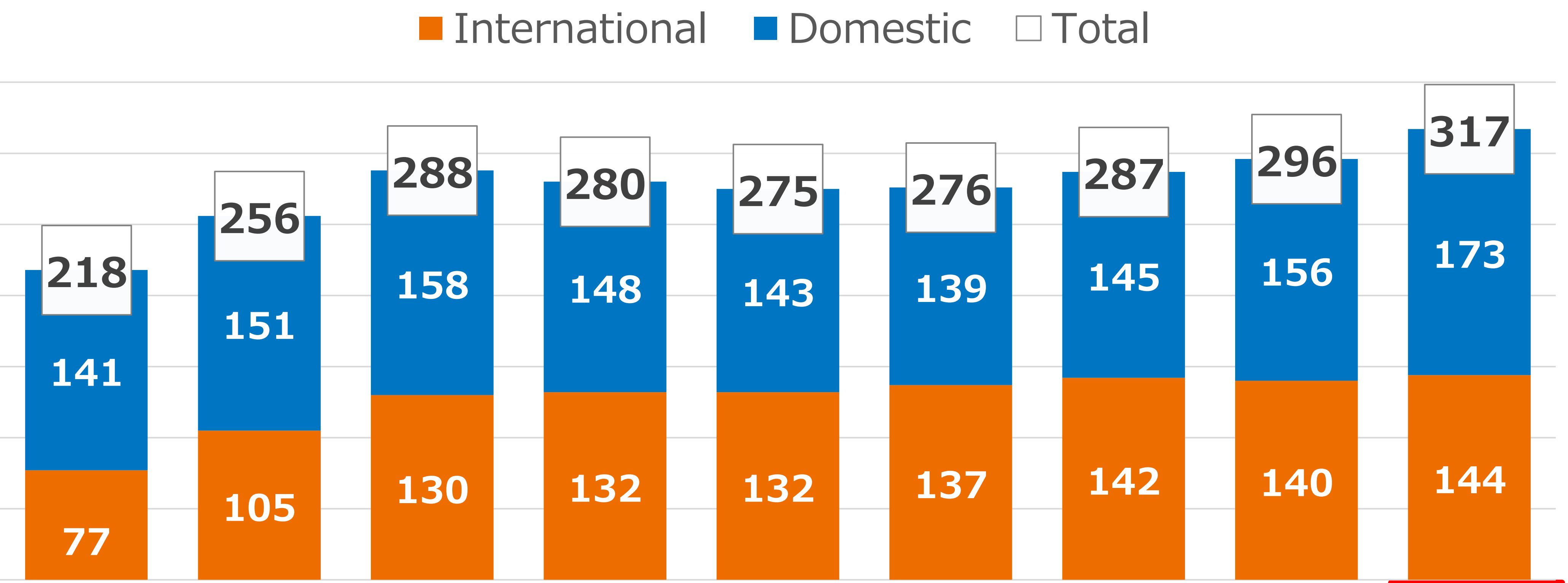
Singapore	16
Malaysia <License>	11
Thailand <License>	25
Philippines <License>	12
Indonesia	8
China/Hong Kong <License>	11
Taiwan	19
Myanmar <License>	1
Vietnam <License>	4

Oceania (15)

Australia <including licenses>	13
New Zealand <License>	2

Domestic As of 31 March 2026
Int'l As of 31 December 2025

Trend in number of stores at period-end

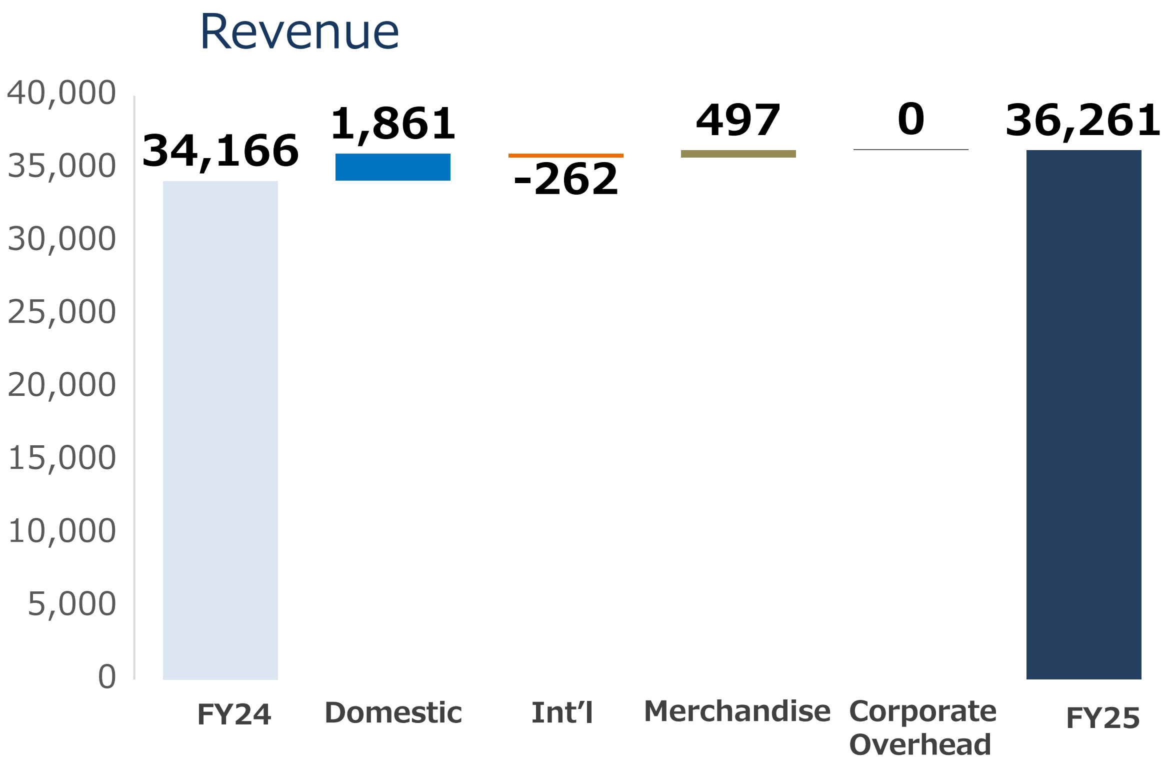


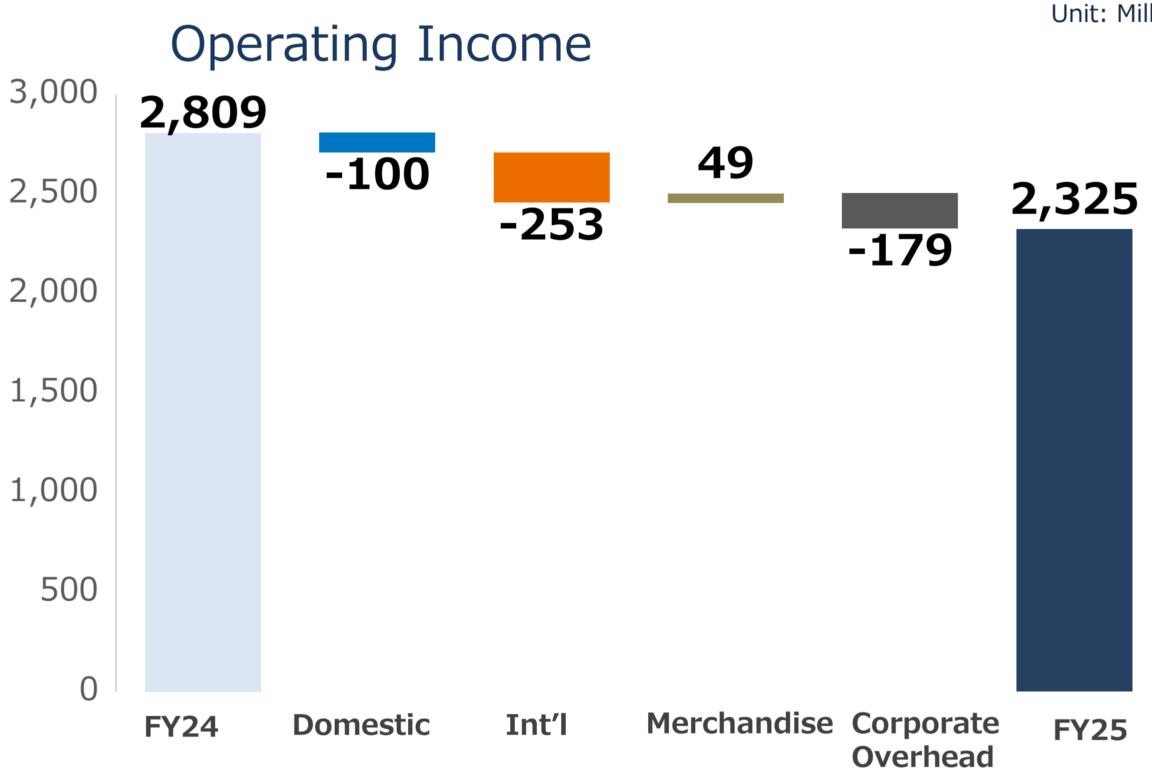
Net Increase	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25
Domestic	8	10	7	-10	-5	-4	6	11	17
International	14	28	25	2	0	5	5	-2	4
Total	**22**	**38**	**32**	**-8**	**-5**	**1**	**11**	**9**	**21**

COVID Period

Segment Revenue, Operating Income and Operating Margin

Unit: Million Yen





		Domestic	Int’l	Merchandise	Total
Operating Margin	FY25	8.3%	6.0%	12.7%	6.4%
	FY24	10.0%	7.7%	13.1%	8.2%

Consolidated Balance Sheet

Unit: Million Yen

Equity Ratio:60.3%, maintaining a sound financial foundation.

	Mar 2025	Mar 2026	GAP
Current Assets	9,778	10,487	708
(Cash and Deposits)	7,150	7,588	438
Property, Plant and Equipment	5,843	6,111	268
Intangible Assets	123	119	△ 3
Investments & Others	2,796	3,352	556
Non-Current Assets	8,762	9,584	822
Total Assets	18,541	20,071	1,530

	Mar 2025	Mar 2026	GAP
Total current liabilities	4,837	5,361	524
Total non-current liabilities	3,041	2,597	-444
(long-term loans)	2,465	1,913	-552
Total Liabilities	7,879	7,958	79
Shareholders' Equity	9,685	10,970	1,285
Accumulated Other Comprehensive Income	976	1,142	166
Total Net Assets	10,661	12,112	1,451
Total Liabilities and Net Assets	18,541	20,071	1,530

■Assets

- Increase of cash and deposits 438
- Tangible assets of new stores 268
- Deferred tax assets 120

■Liabilities

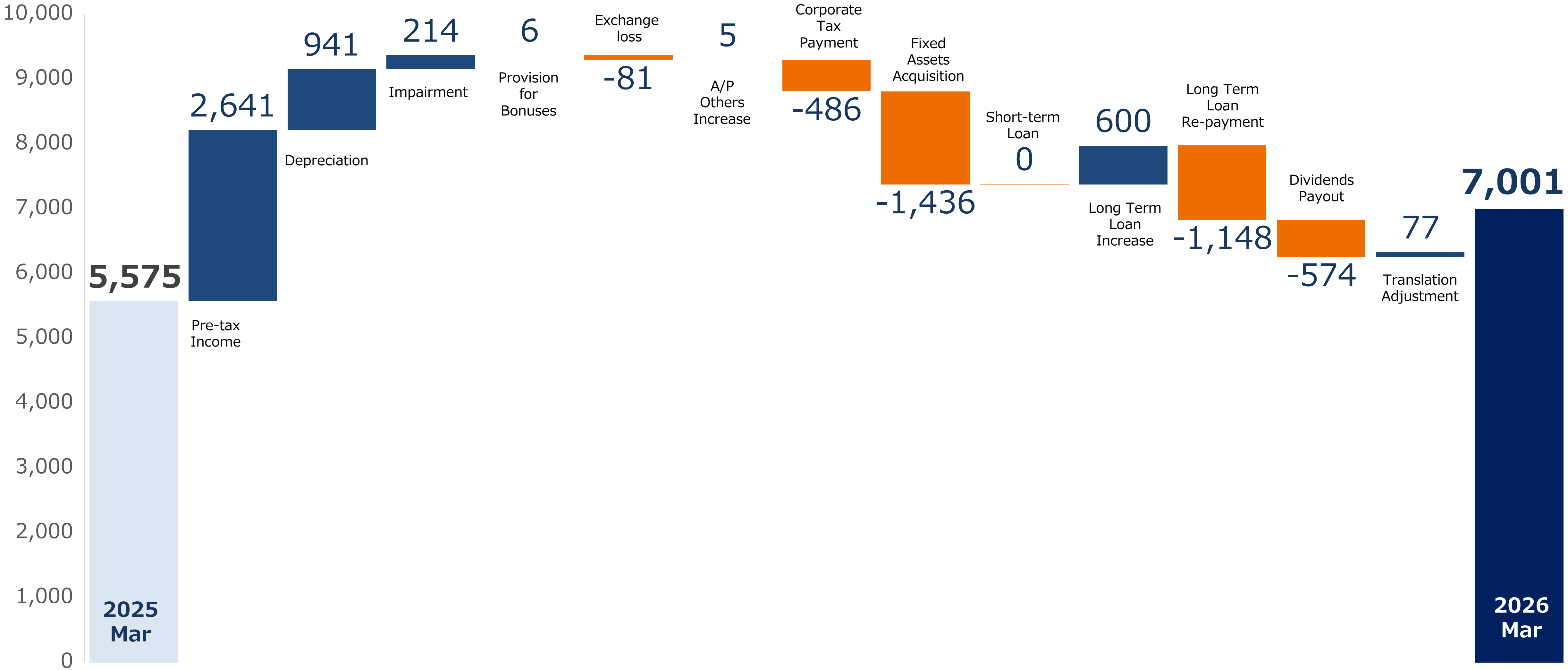
- Decrease of interest bearing-loans -553

■Shareholders' Equity

- Increase of capital and capital surplus 3
- Increase of retained earnings 1,255

※Equity Ratio 60.3%（57.5% as of end of March 2025）

Consolidated Statement of Cash Flow



KPI

		Results	Initiatives
Revenue	Revenue YoY	+6.1%	Steady performance at domestic same-store locations and contributions from 17 new stores drove record-high sales. The merchandise sales business increased by 12.7% YoY, supported by the expansion of B2B offerings and collaboration products.
	Operating Margin	6.4%	Driven primarily by inflation in overseas operations, higher raw material costs, base salary increases, and new area development expenses, the margin declined by 1.8 points YoY. Improvement is expected in the next fiscal year through pricing initiatives and cost optimization.
Equity	ROE	16.1%	While maintaining financial soundness with an equity ratio of 60.3% (57.5% in the previous fiscal year), the Group achieved an ROE of 16.1%. Through the continued enhancement of IR activities, the Group will further deepen dialogue with the capital markets.
Growth	Domestic Stores	+17stores	The Group is promoting store designs tailored to families and female customers, and expanding its business domain through the acquisition of Rise.
	International Stores	+4stores	While strategically restructuring unprofitable stores, the Group continues to invest in growth markets, including halal-format brands and new geographic areas in the United States.
	New recruits	168employees	The Group continues to strengthen recruitment to accelerate store openings both domestically and overseas (details on the following page).
Sustainability	Employee Turnover	16.7%	Through initiatives such as base salary increases and higher starting salaries, the Group continues to maintain an employee turnover rate at a low level below the industry average (details on the following page).
Shareholder Returns	Dividend Payout Ratio	32.9%	A dividend of JPY 20 per share (up by JPY 2 from the previous fiscal year) was paid as planned. Over the medium term, the Group will continue stable shareholder returns with a target payout ratio of 20% or higher.

Human Capital Initiatives (1) Highlights & Compensation & Benefits

Full-time Count YoY	Base Salary YoY	Employee Turnover Rate	Starting Salary
+6.3%	+10.8%	16.7%	JPY 313,000
624 → 663 (FY2025 End → FY2026 End)	Existing Full-time Current Period Total Compensation / Prior Year Total Compensation	FY2025 End → FY2026 End	Average starting salary in the food service industry: JPY 208,000

Compensation & Benefits System

Full-time

Compensation	Industry-leading base salary / Sales incentive / ESOP Model annual income: Store Manager (24 years old): JPY 4.7 million + incentive JPY 1.0 million Block Manager (32 years old): JPY 7.5 million + incentive JPY 1.2 million
Benefits	Congratulatory and condolence gratuity / Qualification incentive / Family allowance / Paid leave allowance
Safety Net	GLTD Group Long-term Disability Insurance / Defined Contribution Pension / Employee Stock Ownership Plan / Health support programs
Growth	English Learning & Certification Incentive / Cross-department Rotation training

Part-time

Compensation	Hourly wage increase / Referral reward program
Evaluation	Personnel evaluation system / Regular career consultations
Scheduling	Preferred Scheduling System / Flexible work arrangements accommodating studies and family responsibilities
Growth	Outstanding Staff Recognition Program /Full-time employment conversion program

Human Capital Initiatives (2) Global Career & Training Programs

Global Career

GLB
Global Human Resource Exchange

The Group promotes two-way talent mobility between domestic entities and overseas subsidiaries, enabling diverse career paths across the organization.

GCC
Global Challenge System

Through an internal job posting system, employees are able to proactively apply for and challenge themselves in positions, countries, and stores of their choice.

GLC
Global Leadership Conf.

An annual conference where executive candidates from Japan and overseas convene to share management strategies and leadership principles.

Details p.26

1on1
Regular Career Consultations

HR-led interviews are conducted once every three months to continuously support each employee's career aspirations and professional development.

Target Training Program

New Graduates	Store Staff	Specified Skilled Workers	Store Managers	Executives
Customer Service & Hospitality Training Group New Graduates Hired:32 employees(FY25) Group New Graduates Hired:31 employees(FY26)	**Operational Excellence Enhancement In-Store Training Programs** Details p.27	**Group Training Programs for Specified Skilled Employees**	**Residential Leadership Values Training for All Store Managers**	**Executives Retreat / External Training**

Human Capital Initiatives (3) Global Leadership Conference

From January 27, a three-day next-generation leadership development program, the third Global Leadership Conference, was held in Singapore, a core hub for the Group’s global operations, marking its first overseas implementation. Thirty participants selected from across global locations engaged in a program centered on understanding, practicing, and cascading the Group’s shared behavioral guidelines, the “Genba Jussoku (10 Golden Rules).” Leveraging AI-powered translation tools, the Group promoted global talent development beyond language and cultural barriers.

10 Golden Rules

With pride as members of IPPUDO, we will adhere to these 10 Golden Rules.

1 We will energetically greet cach other and every customer in proper attire.
2. We will call each member of staff by their names and have eye contact.
3. We will keep the kitchen and hall clean at all times.
4. We will ensure all areas in our workplace is clean and organized.
5. We will serve our food and drinks with speed and accuracy.
6. We will smoothly clear the tables as soon as they are vacant.
7. We will always be conscious of being observed by our customers.
8. We will always serve with attention, courtesy and care,
9. We will maintain eye contact and smile when thanking our customers.
10. We will be proud members of IPPUDO and will commit to feamwork.

With pride as members of IPPUDO, we will adhere to these 10 Golden Rules.

Established April 1, 2026

A New **"Operational Excellence Promotion Block"** Established in the Domestic Operations Business

— A New Initiative to Strengthen **Customer Service** and **Product Excellence**

Amid accelerated domestic store openings and global expansion, the Group aims to consistently deliver higher customer satisfaction by strengthening each employee's personal capabilities while deepening knowledge and experience in food, thereby **driving the sustainable enhancement of brand value and the profitability of existing stores.**

The Group is promoting the digitalization of store operations, including the introduction of mobile ordering systems, self-checkout terminals, and automated ramen cooking equipment, enabling staff to focus on higher value-added tasks such as customer service. In parallel, the rollout of e-learning–based training programs is establishing a standardized and consistent training environment across all stores, including overseas locations.

01 Customer Service (Model) Stores

Building on the leadership by example of store managers and employees, the Group embeds hospitality into daily operations and establishes mechanisms to replicate the operating standards of QSC-exemplary stores across all locations.

02 Manufacturing Stores

Through a structured rotation across designated stores, employees gain hands-on experience in each stage of soup preparation and noodle production under the supervision of the product development department, fostering talent equipped with both cost awareness and rigorous quality standards.

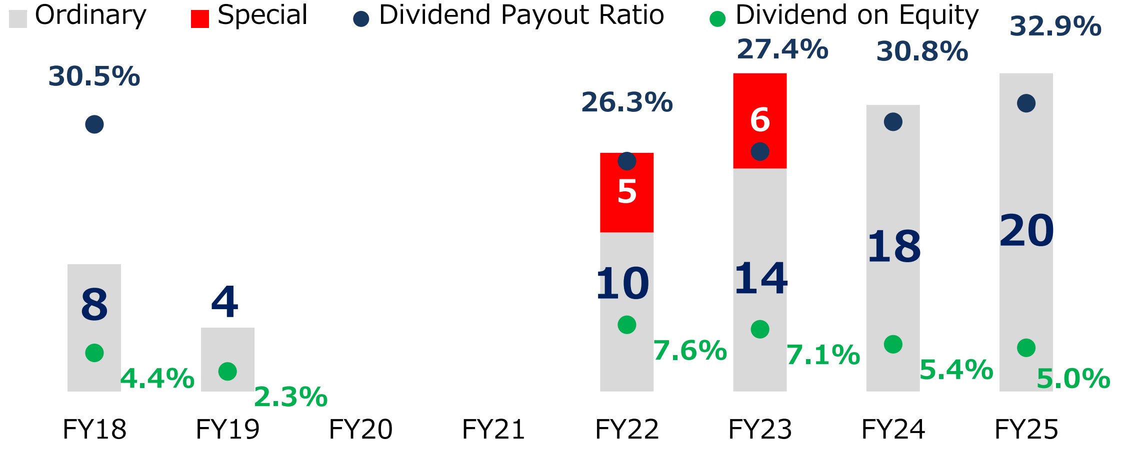
03 New Graduate-Managed Stores

New graduate employees gain comprehensive operational experience.

Dividends Forecast

	Interim	Year-End	Annual
FY2024-25 Results	9.00yen	9.00yen	18.00yen
FY2025-26 Plan	10.00yen	10.00yen	20.00yen
FY2026-27 Plan	Ordinary: 11.00 yen Special : 1.00 yen	Ordinary: 11.00 yen Special : 1.00 yen	Ordinary: 22.00 yen Special : 2.00 yen

Dividend Trend



Dividend forecast for the fiscal year ending March 2027: ¥24 per share annually (¥12 interim, ¥12 year-end)

Breakdown: ¥22 ordinary dividend (+¥2 YoY) and ¥2 commemorative special dividend for the 40th anniversary

Regarding the dividend for the fiscal year ending March 2027, the Company will increase the ordinary dividend from ¥20 to ¥22 per share, marking the fifth consecutive year of dividend increases. In addition, the Company will pay a special commemorative dividend of ¥2 per share to mark the 40th anniversary of its founding, bringing the total dividend to ¥24 per share.

Dividend levels are determined comprehensively, taking into account both the payout ratio and DOE (Dividends on Equity). The total planned dividend of ¥24 per share corresponds to a DOE of approximately 6.0%, or approximately 5.5% on the basis of the ordinary dividend of ¥22 per share.

While the Company's basic strategy remains sustained growth investment, it recognizes that stabilizing earnings and establishing a proven business model in overseas operations are priority issues. For the time being, the Company will emphasize shareholder returns in its capital allocation while carefully monitoring the business environment. Once conditions are in place, the Company will prioritize the allocation of capital toward growth investments. In such a case, the dividend level may be adjusted; however, the Company believes that business expansion will contribute to the maximization of shareholder value over the medium-to-long term.

Supported by a solid financial base — with an equity ratio of 60.3% and a low level of interest-bearing debt — the Company currently intends to fund growth investments through borrowings rather than new share issuance.

2

FY2026-27 Financial Plan

FY2026-27 Annual Consolidated Financial Plan

Unit : Million Yen

	FY2025-26 Result	FY2026-27 Plan	Vs. Previous Year Gap	Vs. Previous Year %
Revenue	36,261 »	40,125	+3,864	+10.7%
Operating Income	2,325 »	2,595	+270	+11.6%
Ordinary Income	2,582 »	2,638	+56	+2.2%
Net Income Attributable to Shareholders	1,829 »	1,807	-22	-1.2%

Currency	Budgeted Rates
USD	153.73
EUR	179.86
GBP	206.25
SGD	119.46
AUD	102.80

FY2026-27 Annual Consolidated Financial Plan

CHIKARA NO MOTO

Domestic

- Overall growth of 110.3% is expected, driven by steady growth in existing stores (100.7% YoY) and contributions from new store openings.
- 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

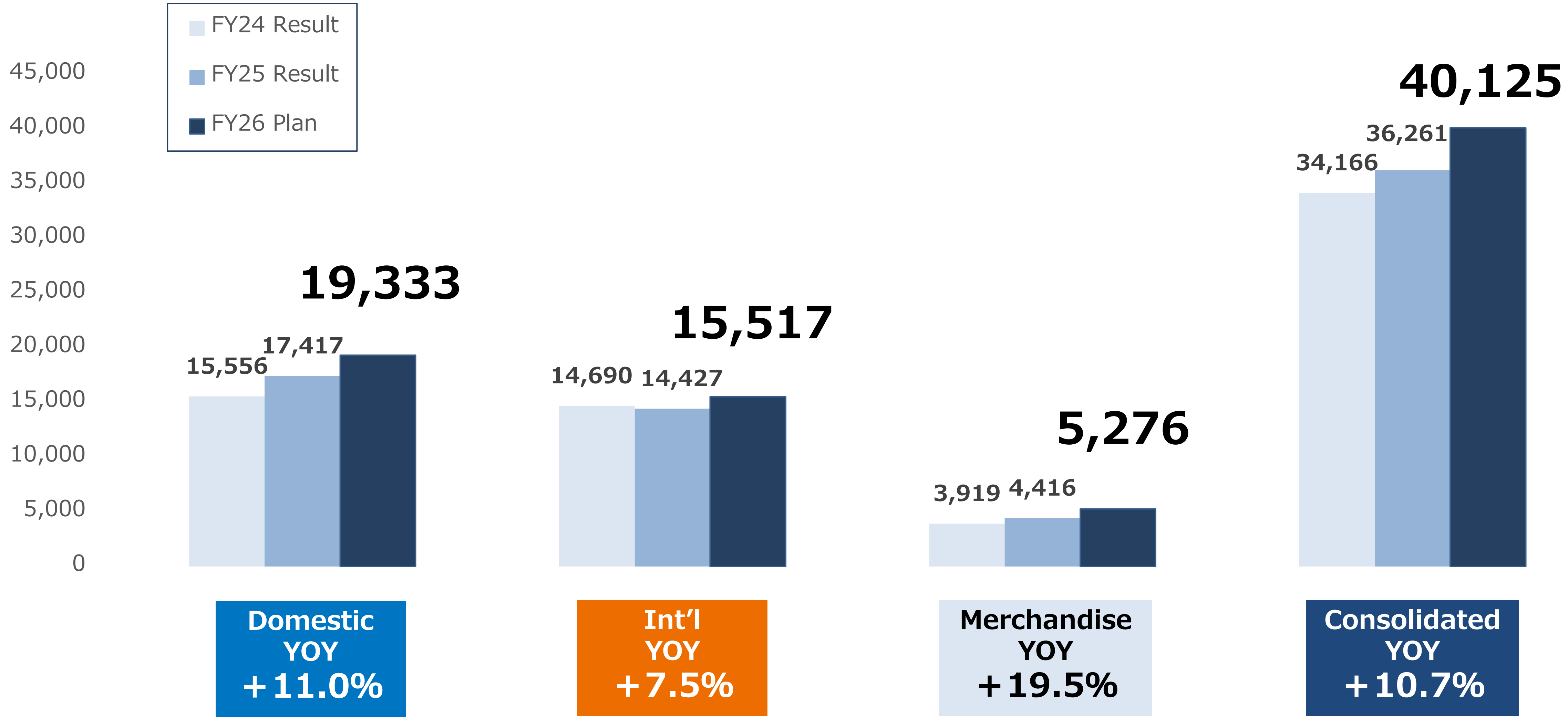
- With improvements in existing store profitability, existing store sales in key regions, which account for approximately 80% of total sales, are expected to reach 100.4% YoY on a local currency basis.
- Although there are plans to open 16 stores annually, the closure of unprofitable stores is also expected, with a net increase of 3 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.

Merchandise

- 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.

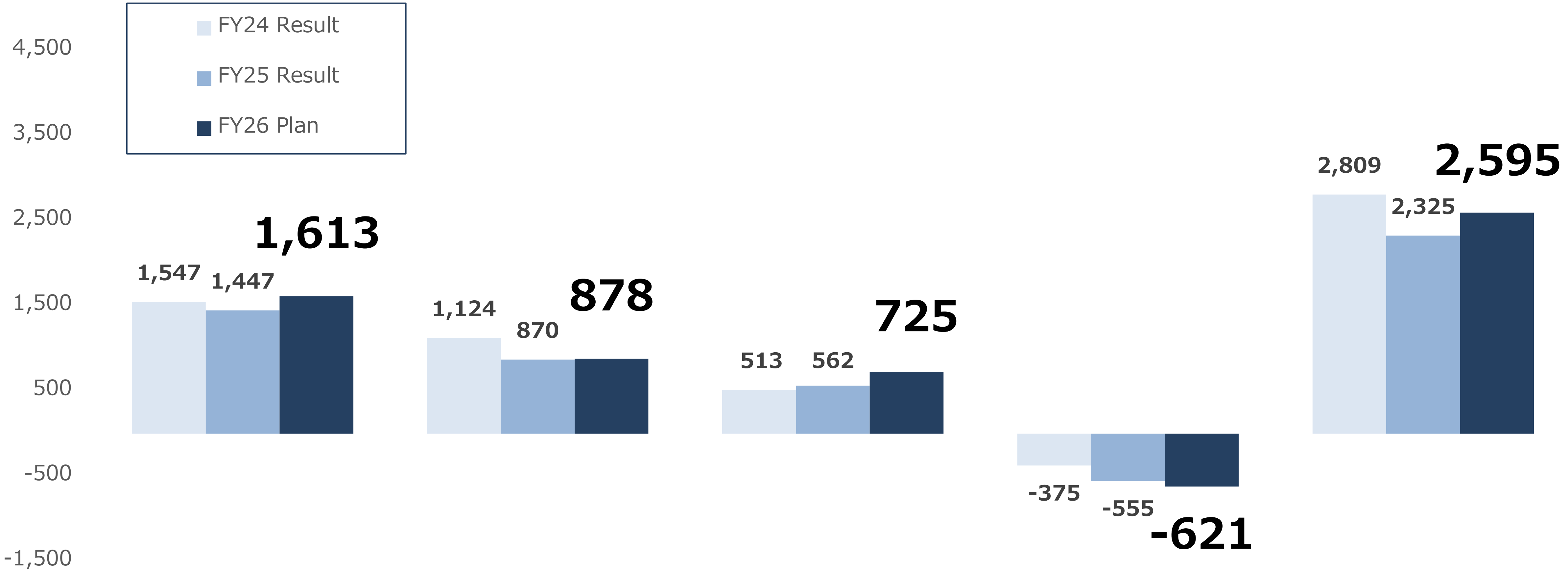
FY2026-2027 Financial Plan: Revenue

Unit : Million Yen



FY2026-2027 Financial Plan: Operating Income

Unit : Million Yen



Domestic YOY	Int'l YOY	Merchandise YOY	Corporate Overhead Sales ratio	Consolidated YOY
+11.4%	+0.9%	+29.0%	1.5%	+11.6%

Reference: Exchange Rate Sensitivity

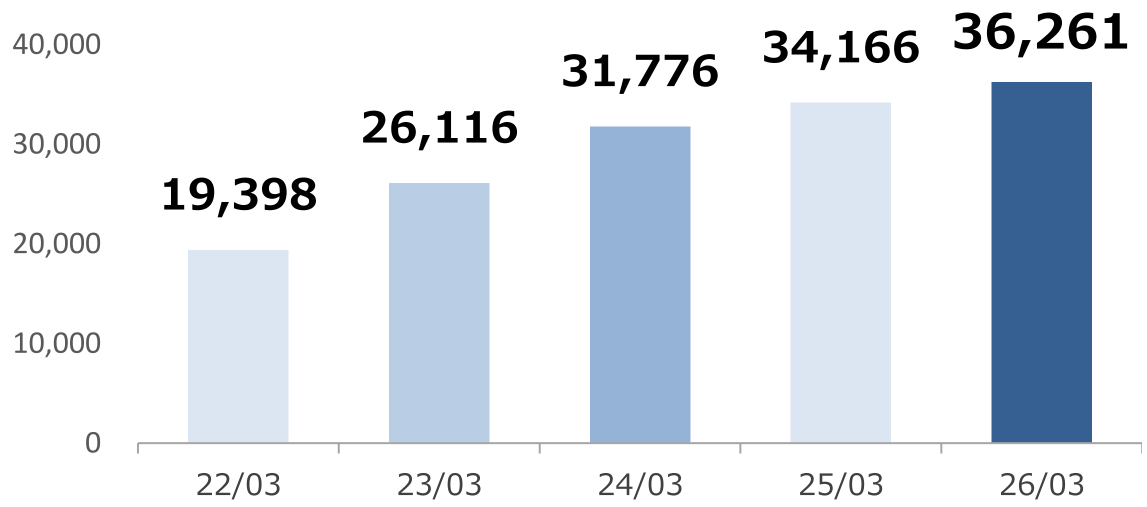
Estimation of the performance on the assumption that other currencies' volatility is linked to the US fluctuation.

Unit : Million Yen

		-20yen	-10yen	0yen FY26 Budgeted Rate	+10yen	+20yen
	USD	133.73	143.73	153.73	163.73	173.73
	Other currencies volatility Ratio (%)	-13.0%	-6.5%	-	+6.5%	+13.0%
Intl' Store	Revenue	13,498	14,508	15,517	16,526	17,536
	GAP	-2,019	-1,009		1,009	2,019
	Operating Income	765	822	879	936	993
	GAP	-113	-56		56	113
Consolidation	Revenue	38,106	39,116	40,125	41,134	42,144
	GAP	-2,019	-1,009		1,009	2,019
	Operating Income	2,482	2,539	2,595	2,653	2,710
	GAP	-113	-56		56	113

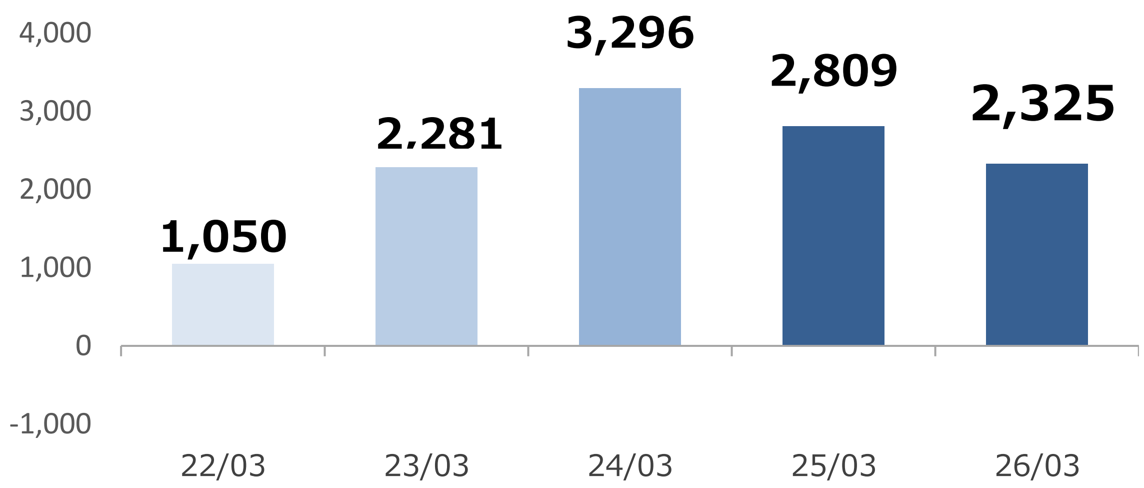
Reference: Major Financial Indicators

Revenue

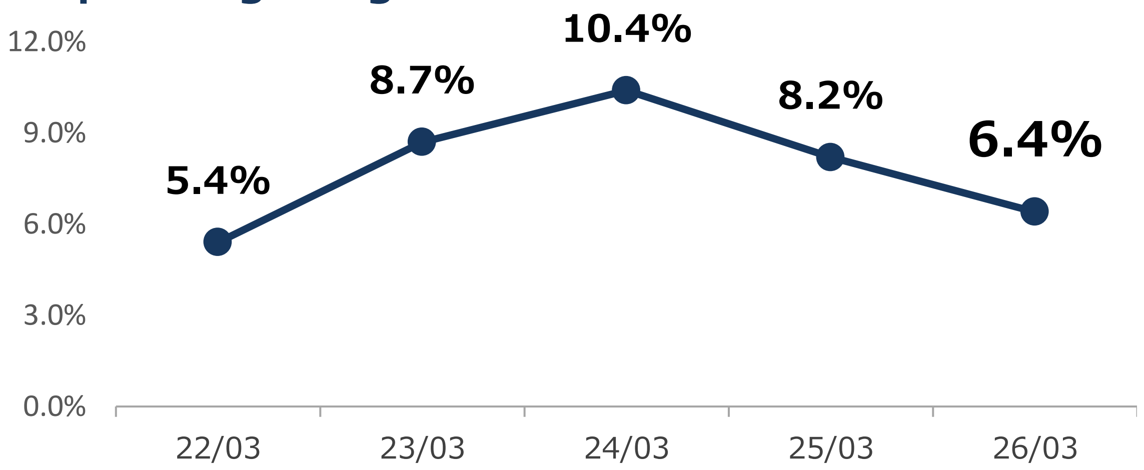


Operating Income

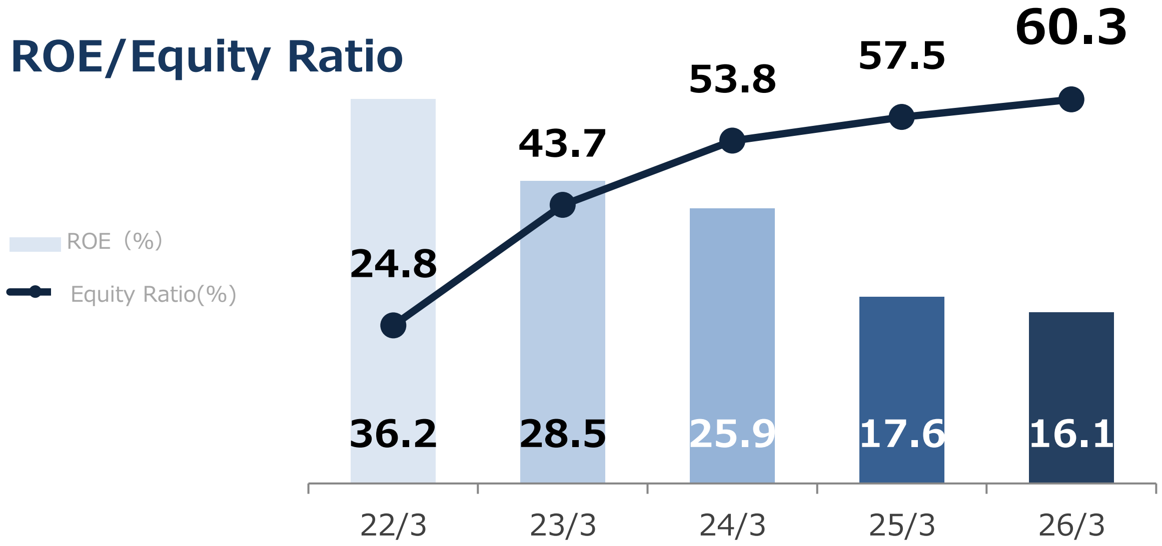
Unit: Million Yen



Operating Margin



ROE/Equity Ratio



3

FY2027-28 Vision

FY2027-28 Vision [No Change]

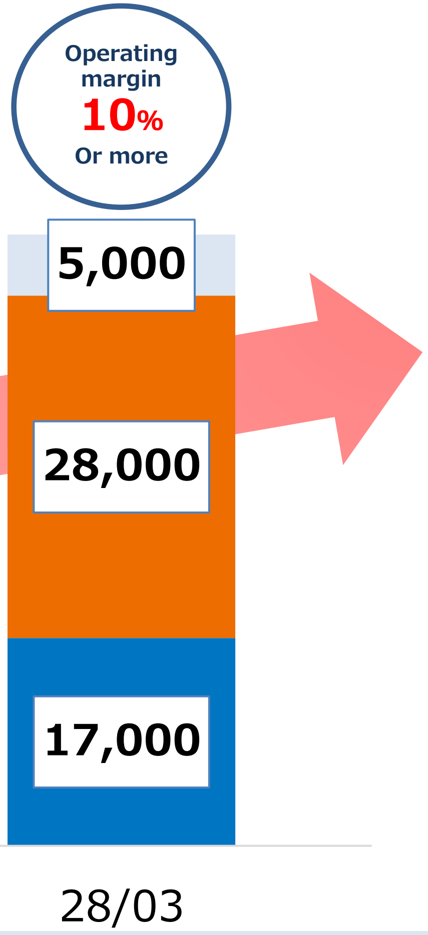
Revenue 50 billion / Operating Profit 5 billion or more

Unit : Million Yen

Merchandise (CAGR 10%)
・Will expand IPPUDO related products including plant-based merchandise and export products
・Will explore new sales channel such as Yo-kai Express business

International Stores
Net increase in number of stores :20~30 per year (CAGR 21%)
・Existing stores areas: will grow sales in line with new stores. The initial capex-heavy stage with central kitchen investments etc. is already past in most areas
・Will tap potential areas concurrently

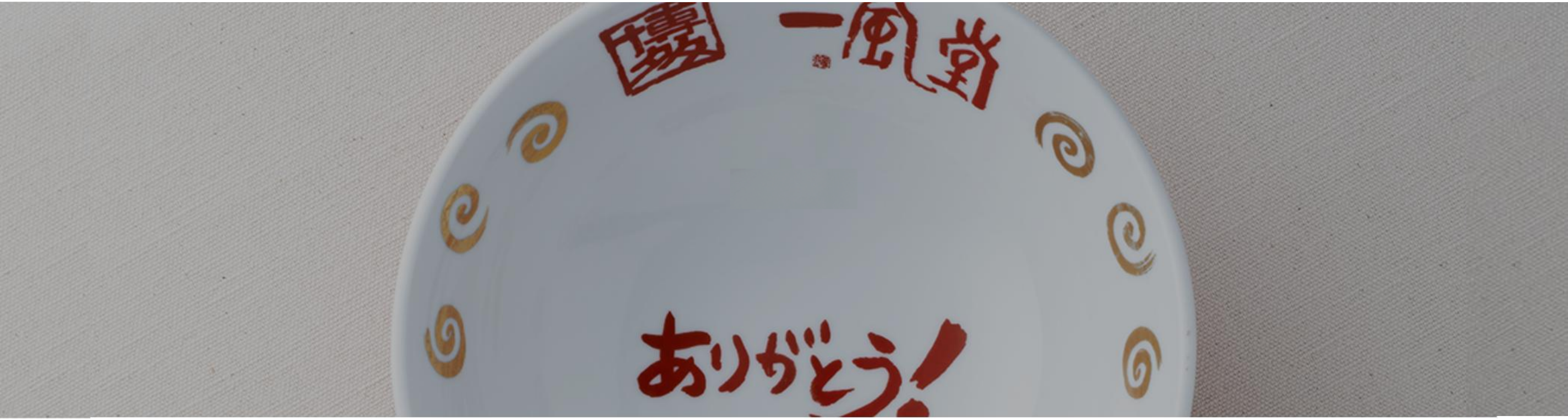
Domestic Stores
Net increase in number of stores :7~8 per year (CAGR 9.2%)
・Will open stores at roadsides and provincial towns in addition to urban areas and large commercial facilities
・Will improve operating margin by cost reduction measures such as digital transformation



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

Appendix 4

Founding Principles



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

Keep changing to remain unchanged.

Corporate Profile

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

- **Address**: Daimyo 1-13-14, Chuo-ku, Fukuoka City, Fukuoka, Japan
- **Date of Establishment**: 30th October 1986
- **Capital Stock**: JPY 3,149,710,000 (Number of issued shares: 30,318,000 shares)
- **Fiscal Term**: End of March
- **Number of Employees**: 23 (consolidated: 663) ※Permanent employees only
- **List of Directors**

Chairman and Founder	Mr. Shigemi Kawahara
President & CEO	Mr. Tomoyuki Yamane
Independent Director	Ms. Minako Suzuki
Director (Audit Committee)	Mr. Akihiro Saito
Director (Audit Committee, Independent)	Mr. Tetsuya Tsuji
Director (Audit Committee, Independent)	Mr. Shinji Tanabe

As of 31 March 2026

Analyst Briefing	
Date & Time	**Tuesday, June 2, 2026 11:00 AM - 12:00 PM**
Venue	**Meidi-ya Hall** 2-2-8 Kyobashi, Chuo-ku, Tokyo (7F Meidi-ya Kyobashi Bldg.)

Signature Products [significantly renewed from 16th 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 からか麺

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.

2025.4 **Achieved 300 stores**

2024.10 the 2nd Global LeadershipConference

2022.4 Listed on Tokyo Stock Exchange Prime Market

2019.10 the 1st Global Leadership Conference

2018.11 100th store overseas

2018.3 **Listed on Tokyo Stock Exchange First Section**

2017.3 Listed on Tokyo Stock Exchange Mothers Index

2016.2 IPPUDO Paris: the first store in France

2015.10 30th anniversary event

2014.10 IPPUDO London: the first store in Europe

2009.5 IPPUDO Singapore: the first store in Asia

2008.3 IPPUDO New York: the first store overseas

1997.1 Mr. Shigemi Kawahara won championship 3 times consecutively in TV show by TV Tokyo "TV Champion Ramen Chef"

1995.4 IPPUDO Ebisu: the first store in Tokyo

1994.3 IPPUDO in Ramen Museum in Yokohama

1985.10.16 **IPPUDO Daimyo: The first Ippudo restaurant in Fukuoka.**

1979.11 Mr. Shigemi Kawahara started the bar "After the Rain" in Fukuoka

Disclaimer

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Certain statements in this material are forward-looking statements, including but not limited to, statements that are predictions of or indicate future events, trends, plans or objectives of Chikaranomoto Holdings Co., Ltd..

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.


一風堂
IPPUDO
JAPANESE WONDER TO THE WORLD