

# Presentation Material of Financial Results for the Fiscal Year ended March 31, 2026

COLOWIDE Co., Ltd.  
(TSE, Prime Market  
Securities Code: 7616)

May, 2026

# COLOWIDE

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Note : This document has been translated from the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.

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Note 1) All figures in this document are consolidated (IFRS)

Note 2) Forward-looking statements regarding earnings forecasts and other matters contained in this document are based on information currently available to the Company and certain assumptions deemed reasonable. Actual results may differ significantly due to various factors

# I . FINANCIAL HIGHLIGHTS

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# Financial Highlights

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## Financial Results for FY2026/March

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**Number of Stores at End of FY** **2,633 stores**  
(Directly managed : 1,501 stores, FC : 1,132 stores)

- Restaurant 2,402 stores
- Izakaya 231 stores

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**Revenue** **300,090 Million yen**  
- Existing stores YoY : 101.8%

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**Business Profit** **12,527 Million yen**  
**EBITDA** **20,988 Million yen**

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# Financial Summary by Region

## Financial Results for FY2026/March

(Unit : Millions of yen, Stores)

		FY2025/March		FY2026/March	YoY
Japan	Revenue	236,405	▶	244,631	+8,226
	Business profit	6,683		7,996	+1,312
	Number of stores	2,197		2,213	+16
North America	Revenue	17,448	▶	19,033	+1,586
	Business profit	985		401	(583)
	Number of stores	73		73	±0
Asia (including Middle East)	Revenue	15,303	▶	18,079	+2,776
	Business profit	1,637		1,866	+228
	Number of stores	316		328	+12
Oceania (10-month consolidated)	Revenue	—	▶	18,346	+18,346
	Business profit	—		2,265	+2,265
	Number of stores	—		19	+19

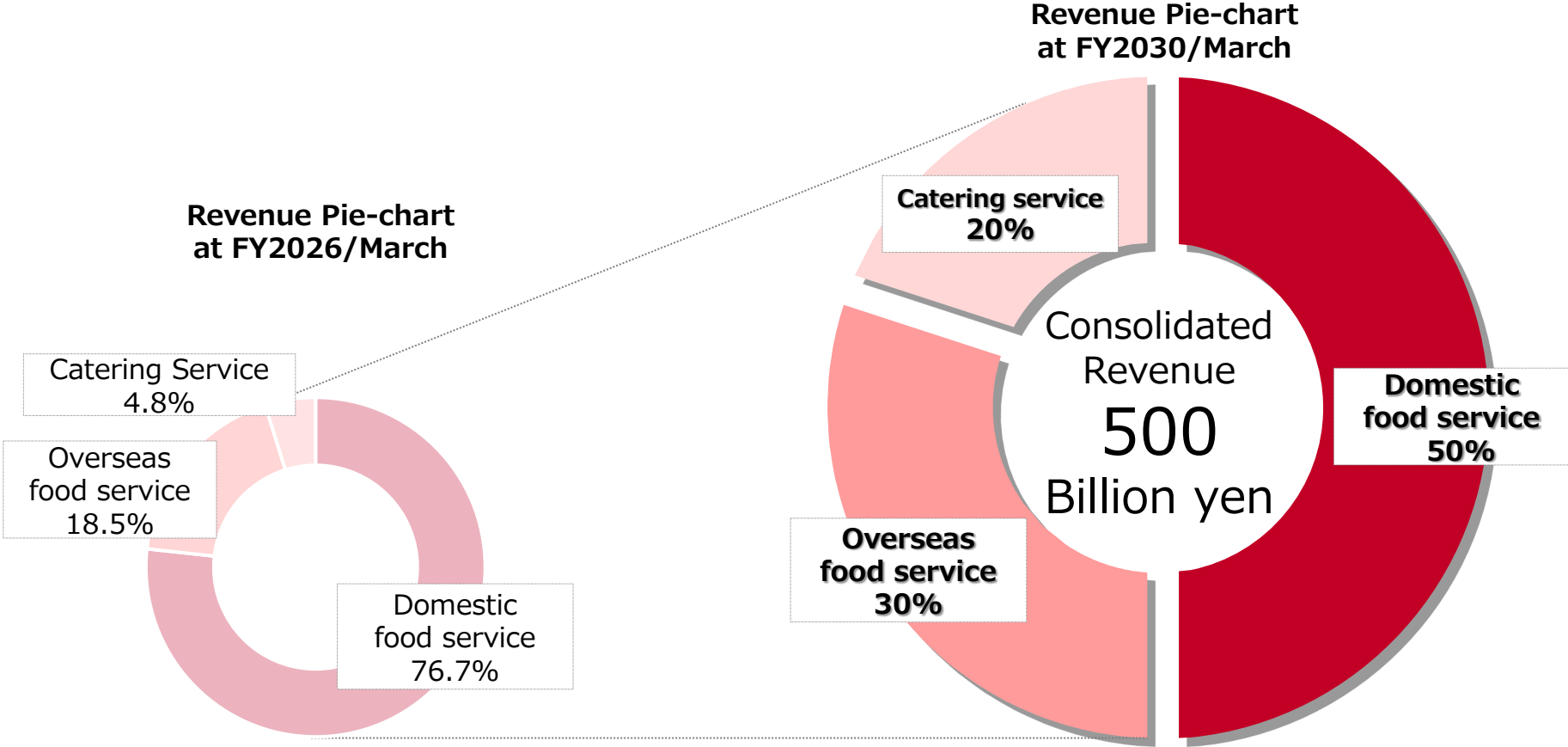
## II . PROGRESS OF ACTIVITIES

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# COLOWIDE Vision 2030

While maintaining our domestic food service business as our foundation, we aim to achieve consolidated revenue of 500 billion yen by the fiscal year ending March 2030 through growth in our overseas food service business and catering service business (hospitals and nursing care facilities), where market expansion is anticipated

## Consolidated Revenue Target



# Progress of Medium Term Business Plan

## Progress for Policies by Business Segment

### Domestic food service

- Implement initiatives to drive store traffic and increase customer satisfaction through regular media appearances and various campaigns
- Strengthen the competitiveness of Group companies by establishing systems that address changes in the procurement environment and logistics challenges
- Acquired all shares of C-United Co., Ltd., a café chain with 565 locations nationwide (Subsequent Events)  
\*Acquired on 4/1/2026

### Overseas food service

- Acquired all shares of Seagrass Holdco Pty Ltd., the No.1 steakhouse chain in the Oceania region, known for its high-quality products and sophisticated dining spaces and service  
\*Acquired on 6/2/2025
- In addition to enhancing the profitability of our existing businesses, implement initiatives such as opening new stores in new regions and new business formats

### Catering service

- Reorganize our Group's catering service business centered around Nifs Co., Ltd. to enhance our revenue structure and further expand our business operation
- Develop competitive menus that combine ready-to-eat meals with homemade dishes to enhance the customer experience

### Sustainability

- Promote certification under the "JFS Standard," a certification scheme for food safety management initiatives
- To contribute to the local community and society, collaborate with local governments and participate in community events

\*Number of stores is as of 3/31/2026

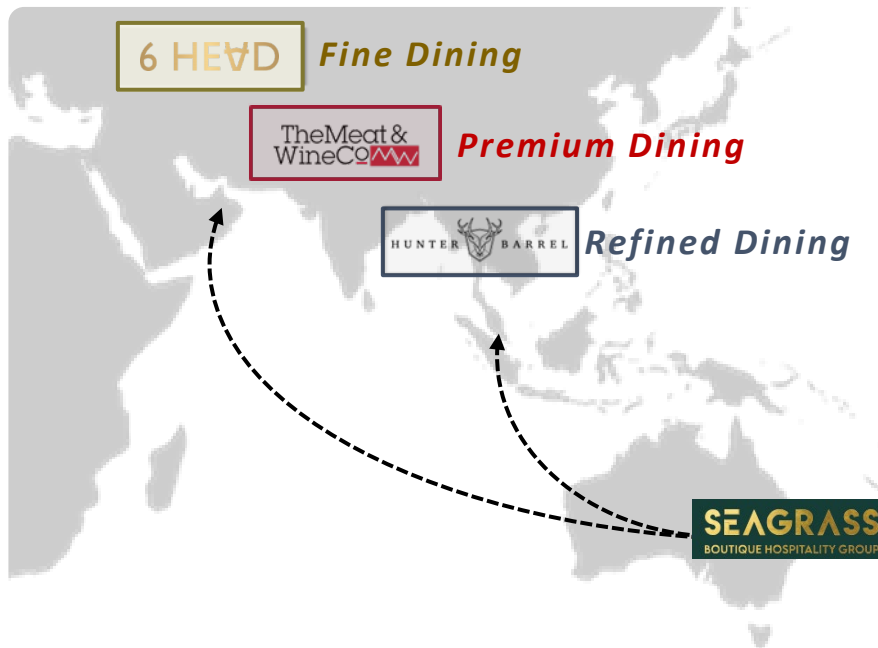
Seagrass Holdco Pty Ltd., which operates steakhouse restaurants in Australia and the UAE, has been made a wholly owned subsidiary

- Provide strong support for the company's expansion in Asian countries and the Middle East—regions where our Group has already established a presence—and promote the opening of new stores there
- Our Group aims to strengthen future distribution revenues by establishing a supply chain network for Australian beef

## Future Development Vision

\*Number of stores is at 3/31/2026

Provide strong support for store openings in Asian countries and the Middle East where our Group possesses expertise



### ■ 6 HEAD (2 stores)

• A super-premium steakhouse born in 2019, delivering the finest steaks and an exquisite dining experience for a luxurious adult escape

### ■ The Meat & Wine Co (13 stores)

• A premium steakhouse established in 2000. Offering aged steaks from carefully selected ingredients and a diverse selection of fine wines in a sophisticated space with African flair

### ■ HUNTER & BARREL (6 stores)

• A casual steakhouse established in 2015. Offering a comfortable full-service space where you can enjoy charcoal-grilled meat dishes and barrel-aged wines



\*Refined Dining : While not as formal as fine dining, this dining style places greater emphasis on quality and the dining experience than casual dining does, offering "just the right" level of sophistication in terms of dress code, price range, and service standards

# M&A (Subsequent Events)

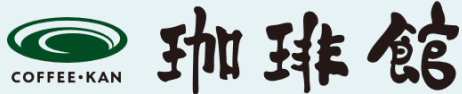
C-United Co., Ltd., which operates a café business throughout Japan primarily through its three brands—“COFFEE·KAN,” “CAFFÈ VELOCE,” and “CAFÉ de CRIÉ”—has become a wholly owned subsidiary

(Date of acquisition : 4/1/2026, Number of stores : 565 stores)

## Future Development Vision



In addition to further growth in the café market, we aim to further enhance our business value through initiatives that leverage Group synergies, such as expanding sales of products from our multiple dessert brands—including our “CHEESE GARDEN”—as well as strengthening site development and franchise recruitment capabilities and reducing procurement and logistics costs



Since founding in 1970, serve authentic coffee, carefully brewed one cup at a time upon order, guided by our philosophy of “Pouring our hearts into every cup.” A full-service café



Since founding in 1986, strive to provide personalized service to each and every customer, focusing on prompt service and a pleasant experience. A self-service café



Since founding in 1994, offer a wide variety of menu items under the concept of “A Cup of Happiness” leading to “Full of Happiness.” A self-service café

# Domestic Food Service Business

## REINS international inc.

- While maintaining core selling price ranges, implement changes to the main menu aimed at increasing customer satisfaction



- Promote brand awareness and encourage customer visits through regular media appearances, collaborative projects targeting diverse fan bases, and special menu offerings



- "Gyu-Kaku Yakiniku Shokudo," a food court-based restaurant concept, opened 89 stores nationwide



\*Number of stores is at 3/31/2026

## ATOM CORPORATION

- For its flagship brand "Steak MIYA," launch a new TV commercial featuring Sakura Inoue, a TV personality who, like the brand, comes from Tochigi-ken



- Amid intensifying competition in the yakiniku industry, "KALUBI TAISHO" launches promotional menus—such as all-you-can-eat domestic beef—to attract customers



- At "NIGIRI-NO-TOKUBE," a gourmet conveyor-belt sushi restaurant enjoying steady growth, its limited-time menu featuring seasonal flavors are well received



# Domestic Food Service Business

## KAPPA-CREATE CO., LTD.

- The “all-you-can-eat” menu, introduced to boost customer traffic primarily on weekdays, and the 90-yen (tax included) menu items are well received



- Cater to a wide range of needs through limited-time menus featuring seasonal ingredients and menu planning tailored to seasonal events



- Through collaborative campaigns with popular content and famous restaurant, aim to increase brand awareness among our fan base and encourage new customers to visit



## OTOYA Holdings Co., Ltd.

- Increase media exposure through TV commercials and train station displays, and launch collaboration projects with popular sports anime series



- Offer limited-time menus featuring seasonal ingredients, as well as special menus in conjunction with "OTOYA Set Meal Day"



- To enhance the customer experience on the official app, introduce a new points and rewards program called "OTOYA POINT+"



# Domestic Food Service Business

## FRESHNESS, Café & Sweets

- FRESHNESS BURGER implements measures to capture the café market



- CHEESE GARDEN and CRIOLLO expand revenue through seasonal product offerings



- SILSMARIA's Valentine's Day promotion are strong, with revenue hitting a record high



## Colowide Dining Co., Ltd.

- By enhancing in-store customer service capabilities, the business model is improved



- Implement initiatives to increase customer numbers, such as acquiring LINE members and attracting inbound visitors



- Launch new initiatives, including the local Chinese restaurant concept "AMATARO SHOKUDO"



# Overseas Food Service Business

## Existing Area (North America • Asia • Middle East)

- In addition to opening new stores in the United States, Gyu-Kaku North America opens its first store in Mexico



•Gyu-Kaku Mexico City (Mexico) \*FC

- In Asian countries, in addition to opening new Gyu-Kaku and derivate formats, OOTOYA opens its first store in the Philippines



•Gyu-Kaku Yakiniku Shokudo Zhu bei yuan bai (Taiwan)

•OOTOYA (Philippines)\*FC Grand Hyatt Residences - 2

- In addition to “GYU BOSS,” the first “Gyu-Kaku” restaurant has also opened in the Middle East



•Gyu-Kaku Palm Jumeirah Mall (UAE)

## New Area (Oceania)

- Following the acquisition of all shares in the steakhouse chain Seagrass Holdco Pty Ltd., opens two additional stores in Australia. High revenue per store contributes to the Group's results

### Store Annual Revenue Ranking Top 3\*



6 HEAD

- The Rocks NSW

About 3.14 Billion yen



The Meat & Wine Co

- Barangaroo NSW

About 2.15 Billion yen



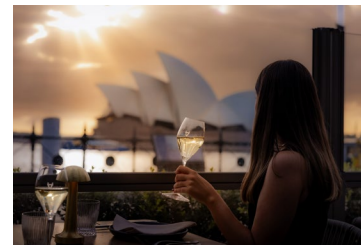
The Meat & Wine Co

- Southbank VIC

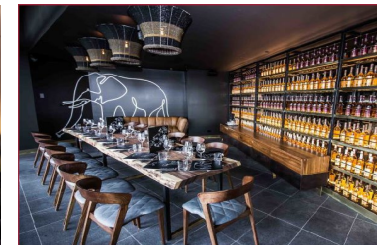
About 2.15 Billion yen

\*Store revenue rankings are based on actual results from April 2025 to March 2026. Excludes stores that opened during the period.

Exchange rate: 1 AUD = 110 JPY (approximate)



•6 HEAD - The Rocks NSW



•The Meat & Wine Co – Barangaroo

# MD/Catering Service

## COLOWIDE MD Co., Ltd.

- To address rising prices, promote more efficient procurement and the planned introduction of high-value-added ingredients



\*Partnerships with collaborating farmers, including Vegefru Farm Co., Ltd.

- Drive further optimization through the development of procurement and logistics networks, and consolidate distribution centers into 11 locations



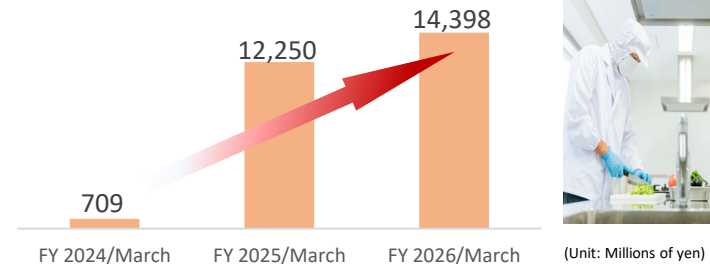
- Promote in-house production of products—including meat processing for brands such as Gyu-Kaku and Steak MIYA—to reduce store costs and cut labor hours



## Catering Service Business

- By leveraging strengths as a food service company to develop innovative proposals, expand business operations while enhancing the revenue structure

〔Revenue trend〕



- Operate contracted facilities—primarily healthcare facilities—across the country, from Hokkaido to Kyushu. By leveraging our Group infrastructures, address rising costs while promoting enhanced user experiences



- Number of Contracted Facilities -	
Hospitals	: 77 Locations
Healthcare facilities	: 309 Locations
Offices	: 82 Locations
Others	: 41 Locations
<b>Total</b>	<b>: 509 Locations</b>

\*Number of contracted facilities is at 3/31/2026

# Sustainability

## Activities

### Contribution to the Environment

Focusing on factories and logistics facilities nationwide under the jurisdiction of COLOWIDE MD, promote the reduction of greenhouse gas and waste emissions, as well as improvements in delivery efficiency. In store operations, efforts to reduce food waste are also intensified



### Food Safety and Security

Promote food safety management initiatives led by COLOWIDE MD, and have obtained "JFS-B Plus" certification at the Group's main Kanagawa and Tochigi plants



### Workplace Diversity and Growth

COLOWIDE Co., Ltd. has been certified for three consecutive years in the large-scale corporate category of the "KENKO investment for Health Certification Program," and eight of its Group subsidiaries have also been certified in their respective categories



### Contribution to Our Community and Society

Contribute to local revitalization through collaboration under a comprehensive partnership agreement with Natori-shi, Miyagi-ken, and through a partnership agreement with a local sports club in Fukui, where ATOM CORPORATION was founded



### Strengthen Business Management Foundation

Implement the TSE's requirement to submit annual securities report prior to the annual general meeting of shareholders. Also disclose IR materials, including annual securities report and general meeting materials, in accordance with the mandatory English disclosure requirements









## **III . FINANCIAL RESULTS FOR THE FISCAL YEAR ENDED MARCH 31, 2026**

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# Number of Stores by Format

## Financial Results for FY2026/March

Format		Major Brand	Directly Managed (Ratio of Total)		Directly managed + FC (Ratio of Total)	
Restaurant	Yakiniku Shabu Shabu	<ul style="list-style-type: none"> <li>Gyu-Kaku</li> <li>KALUBI TAISHO</li> <li>Shabu Shabu On-Yasai</li> </ul> 	435 stores (29.0%)	86.1%	1,147 stores (43.6%)	91.2%
	TEISHOKU (Set Meals)	<ul style="list-style-type: none"> <li>OTOYA</li> </ul> 	163 stores (10.9%)		455 stores (17.3%)	
	Conveyor-belt Sushi	<ul style="list-style-type: none"> <li>Kappa Sushi</li> <li>NIGIRI-NO-TOKUBE</li> </ul> 	354 stores (23.6%)		361 stores (13.7%)	
	Steak	<ul style="list-style-type: none"> <li>Steak MIYA</li> <li>The Meat &amp; Wine Co etc.</li> </ul> 	129 stores (8.6%)		129 stores (4.9%)	
	Others	<ul style="list-style-type: none"> <li>FRESHNESS BURGER</li> <li>CHEESE GARDEN etc.</li> </ul> 	211 stores (14.1%)		310 stores (11.8%)	
Izakaya	<ul style="list-style-type: none"> <li>Amataro</li> <li>HOKKAIDO</li> <li>Doma-Doma etc.</li> </ul> 	209 stores 13.9%	231 stores 8.8%			
			<b>Total 1,501 stores</b>		<b>Total 2,633 stores</b>	

\*Number of stores is at 3/31/2026

# Store Openings & Closings and Renovation

## Status by Segment

(Unit : Stores)

Company		As of March 31, 2025	Opened	Closed	Inter- Group Transfer	Newly Consolidated	As of March 31, 2026	Format Changed	Renovated
Directly Managed	REINS international	272	61	21	(3)		309	5	9
	ATOM	238	3	4			237	3	12
	KAPPA-CREATE	298	3		1		302	1	22
	OOTOYA	148	13	6	2		157	2	6
	Freshness	72	4	6			70		1
	Others	258	10	9		8	267	13	2
	<b>Japan</b>	<b>1,286</b>	<b>94</b>	<b>46</b>		<b>8</b>	<b>1,342</b>	<b>24</b>	<b>52</b>
	<b>Overseas</b>	<b>138</b>	<b>15</b>	<b>13</b>		<b>19</b>	<b>159</b>		<b>11</b>
<b>Total Directly Managed</b>	<b>1,424</b>	<b>109</b>	<b>59</b>	<b>0</b>	<b>27</b>	<b>1,501</b>	<b>24</b>	<b>63</b>	
FC	Japan	911	41	84		3	871	1	
	Overseas	251	30	20			261	3	
	<b>Total FC stores</b>	<b>1,162</b>	<b>71</b>	<b>104</b>	<b>0</b>	<b>3</b>	<b>1,132</b>	<b>4</b>	<b>0</b>
<b>Total</b>		<b>2,586</b>	<b>180</b>	<b>163</b>	<b>0</b>	<b>30</b>	<b>2,633</b>	<b>28</b>	<b>63</b>

\*Number of stores is at 3/31/2026

\*Only large-scale renovation is counted **19**

# Consolidated Statement of Financial Position

## Financial Results for FY2026/March

(Unit: Millions of yen)

(Unit: Millions of yen)

	As of March 31, 2025	As of March 31, 2026			As of March 31, 2025	As of March 31, 2026	
	Amount	Amount	Increase/Decrease		Amount	Amount	Increase/Decrease
<b>Current assets</b>	<b>95,631</b>	<b>91,878</b>	<b>(3,753)</b>	<b>Current liabilities</b>	<b>93,776</b>	<b>106,551</b>	<b>12,775</b>
Cash and deposits	71,537	63,191	(8,345)	Trade and other payable	26,665	29,694	3,029
Trade and other receivable	15,512	18,022	2,511	Short-term borrowings	33,971	38,275	4,304
Inventories	4,349	5,900	1,552	Short-term lease liabilities	14,770	16,582	1,812
Others	4,234	4,764	530	Others	18,369	21,999	3,630
<b>Non-current assets</b>	<b>216,595</b>	<b>259,053</b>	<b>42,458</b>	<b>Non-current liabilities</b>	<b>131,342</b>	<b>150,785</b>	<b>19,443</b>
Property, plant and equipment	52,883	59,767	6,884	Long-term borrowings	95,345	107,515	12,170
Right-of-use assets	24,690	28,357	3,666	Long-term lease liabilities	19,081	23,981	4,900
Goodwill	91,877	120,823	28,946	Others	16,916	19,288	2,372
Other financial assets	20,433	21,124	691	<b>Total liabilities</b>	<b>225,118</b>	<b>257,336</b>	<b>32,218</b>
Others	26,711	28,981	2,271	<b>Total equity</b>	<b>87,108</b>	<b>93,596</b>	<b>6,487</b>
<b>Total assets</b>	<b>312,226</b>	<b>350,931</b>	<b>38,705</b>	<b>Total liabilities and equity</b>	<b>312,226</b>	<b>350,931</b>	<b>38,705</b>

◆ Consolidated total equity ratio : 32.5% (Total equity/(Total assets – Cash & deposits))

◆ Ratio of equity attributable to owners of parent : 24.0%

# Consolidated Statement of Income

## Financial Results for FY2026/March

(Unit : Millions of yen)

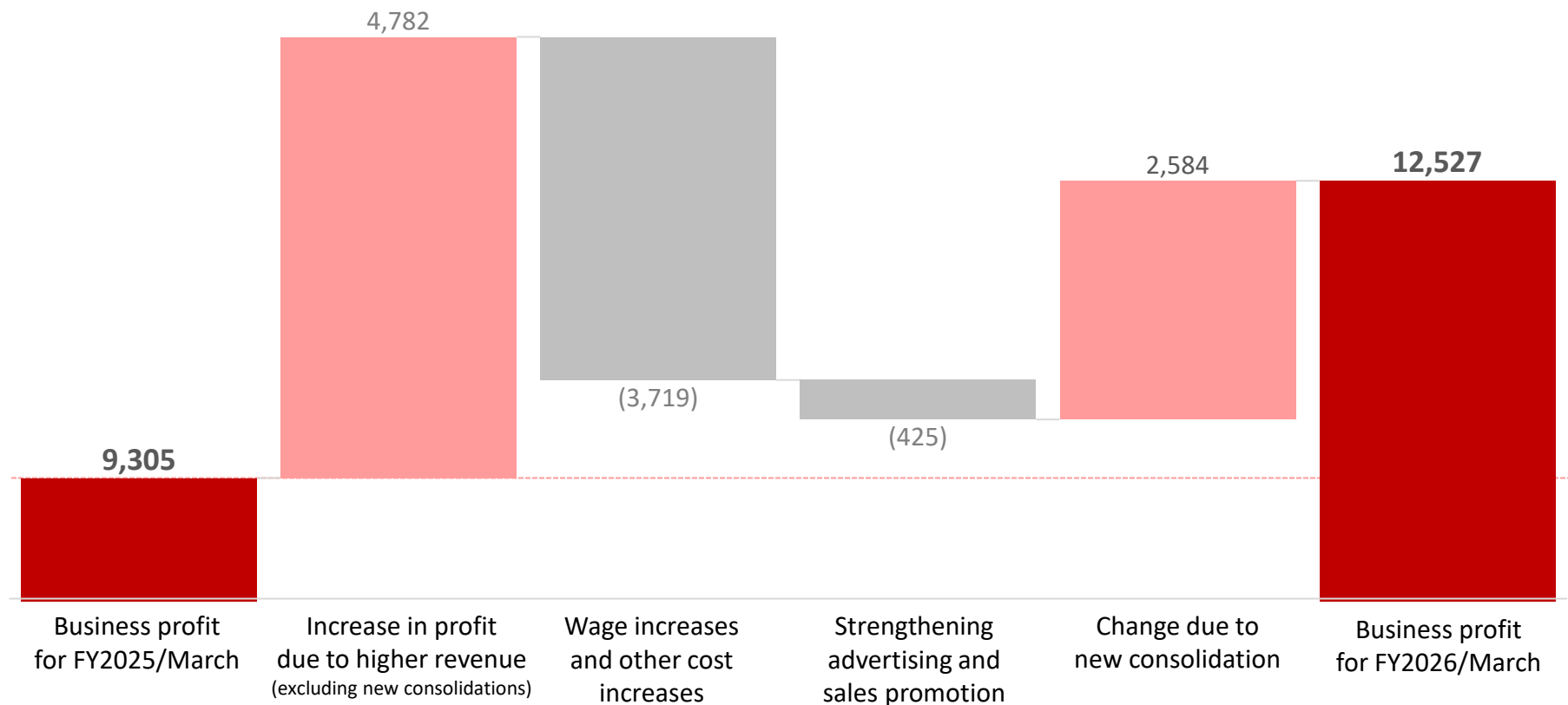
	FY2025/March		FY2026/March		
	Amount	Revenue composition	Amount	Revenue composition	YoY
<b>Revenue</b>	<b>269,156</b>	<b>-</b>	<b>300,090</b>	<b>-</b>	<b>111.5%</b>
<b>Gross profit</b>	<b>156,766</b>	<b>58.2%</b>	<b>178,745</b>	<b>59.6%</b>	<b>114.0%</b>
Selling, general and administrative expenses	147,462	54.8%	166,218	55.4%	112.7%
<b>Business profit*</b>	<b>9,305</b>	<b>3.5%</b>	<b>12,527</b>	<b>4.2%</b>	<b>134.6%</b>
Other operating income	2,635	1.0%	1,175	0.4%	44.6%
Other operating expenses	4,228	1.6%	4,295	1.4%	101.6%
<b>IFRS operating profit</b>	<b>7,712</b>	<b>2.9%</b>	<b>9,407</b>	<b>3.1%</b>	<b>122.0%</b>
<b>Profit</b>	<b>2,255</b>	<b>0.8%</b>	<b>1,713</b>	<b>0.6%</b>	<b>76.0%</b>
<b>Profit attributable to owners of parent</b>	<b>1,249</b>	<b>0.5%</b>	<b>2,233</b>	<b>0.7%</b>	<b>178.7%</b>

\*Business profit = Revenue – Cost of sales – Selling, general and administrative expenses

# Factors Affecting Business Profit

## Change from the Same Period Last Year (IFRS)

(Unit : Millions of yen)



# Summary of Results by Major Subsidiaries

## Status of Reportable Segments (IFRS)

(Unit : Millions of yen)

	REINS international Consolidated		ATOM		KAPPA-CREATE Consolidated		OOTOYA Consolidated		Seagrass Consolidated		COLOWIDE MD	
	Amount	Revenue composition	Amount	Revenue composition	Amount	Revenue composition	Amount	Revenue composition	Amount	Revenue composition	Amount	Revenue composition
<b>Revenue</b>	<b>92,647</b>	<b>-</b>	<b>30,434</b>	<b>-</b>	<b>73,193</b>	<b>-</b>	<b>37,017</b>	<b>-</b>	<b>20,041</b>	<b>-</b>	<b>101,268</b>	<b>-</b>
<b>Gross profit</b>	<b>51,049</b>	<b>55.1%</b>	<b>18,876</b>	<b>62.0%</b>	<b>37,781</b>	<b>51.6%</b>	<b>20,607</b>	<b>55.7%</b>	<b>14,488</b>	<b>72.3%</b>	<b>6,991</b>	<b>6.9%</b>
Selling, general and administrative expenses	46,268	49.9%	18,852	61.9%	37,432	51.1%	18,822	50.8%	11,905	59.4%	1,908	1.9%
<b>Business profit*</b>	<b>4,781</b>	<b>5.2%</b>	<b>24</b>	<b>0.1%</b>	<b>349</b>	<b>0.5%</b>	<b>1,785</b>	<b>4.8%</b>	<b>2,584</b>	<b>12.9%</b>	<b>5,083</b>	<b>5.0%</b>
Other operating income	451	0.5%	156	0.5%	291	0.4%	157	0.4%	41	0.2%	361	0.4%
Other operating expenses	1,778	1.9%	1,008	3.3%	895	1.2%	232	0.6%	42	0.2%	276	0.3%
<b>IFRS Operating profit</b>	<b>3,454</b>	<b>3.7%</b>	<b>(828)</b>	<b>(2.7)%</b>	<b>(255)</b>	<b>(0.3)%</b>	<b>1,709</b>	<b>4.6%</b>	<b>2,583</b>	<b>12.9%</b>	<b>5,168</b>	<b>5.1%</b>

\* Business profit = Revenue – Cost of sales – Selling, general and administrative expenses

# **IV. EARNINGS FORECAST FOR THE FISCAL YEAR ENDING MARCH 31, 2027**

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# Consolidated Earnings Forecast

## Full Year Forecast for FY ending March 31, 2027

(Unit : Millions of yen)

	Results for FY2026/March		Forecast for FY2027/March		
	Amount	Revenue composition	Amount	Revenue composition	YoY
<b>Revenue</b>	<b>300,090</b>	-	<b>351,642</b>	-	<b>117.2%</b>
<b>Gross profit</b>	<b>178,745</b>	<b>59.6%</b>	<b>215,791</b>	<b>61.4%</b>	<b>120.7%</b>
Selling, general and administrative expenses	166,218	55.4%	199,754	56.8%	120.2%
<b>Business profit*</b>	<b>12,527</b>	<b>4.2%</b>	<b>16,038</b>	<b>4.6%</b>	<b>128.0%</b>
Other operating income	1,175	0.4%	713	0.2%	60.6%
Other operating expenses	4,295	1.4%	2,999	0.9%	69.8%
<b>IFRS operating profit</b>	<b>9,407</b>	<b>3.1%</b>	<b>13,751</b>	<b>3.9%</b>	<b>146.2%</b>
<b>Profit</b>	<b>1,713</b>	<b>0.6%</b>	<b>3,982</b>	<b>1.1%</b>	<b>232.5%</b>
<b>Profit attributable to owners of parent</b>	<b>2,233</b>	<b>0.7%</b>	<b>2,670</b>	<b>0.8%</b>	<b>119.6%</b>

\*FX rate is supposed to be 150 yen per US dollar

\*Business profit = Revenue – Cost of sales – Selling, general and administrative expenses

# Earnings Forecast by Major Subsidiaries

## Forecast by Each Reportable Segment (IFRS)

(Unit : Millions of yen)

	<b>REINS international Consolidated</b>		<b>ATOM</b>		<b>KAPPA- CREATE Consolidated</b>		<b>OTOYA Consolidated</b>		<b>Seagrass Consolidated</b>		<b>C-United</b>		<b>COLOWIDE MD</b>	
	<b>Amount</b>	<b>Revenue composition</b>	<b>Amount</b>	<b>Revenue composition</b>	<b>Amount</b>	<b>Revenue composition</b>	<b>Amount</b>	<b>Revenue composition</b>	<b>Amount</b>	<b>Revenue composition</b>	<b>Amount</b>	<b>Revenue composition</b>	<b>Amount</b>	<b>Revenue composition</b>
<b>Revenue</b>	<b>94,741</b>	-	<b>31,776</b>	-	<b>79,840</b>	-	<b>38,001</b>	-	<b>26,833</b>	-	<b>39,388</b>	-	<b>105,966</b>	-
<b>Gross profit</b>	<b>52,797</b>	<b>55.7%</b>	<b>19,449</b>	<b>61.2%</b>	<b>40,352</b>	<b>50.5%</b>	<b>21,580</b>	<b>56.8%</b>	<b>19,425</b>	<b>72.4%</b>	<b>29,232</b>	<b>74.2%</b>	<b>6,914</b>	<b>6.5%</b>
Selling, general and administrative expenses	46,409	49.0%	18,406	57.9%	39,257	49.2%	19,732	51.9%	15,911	59.3%	25,920	65.8%	1,920	1.8%
<b>Business profit*</b>	<b>6,388</b>	<b>6.7%</b>	<b>1,043</b>	<b>3.3%</b>	<b>1,095</b>	<b>1.4%</b>	<b>1,848</b>	<b>4.9%</b>	<b>3,514</b>	<b>13.1%</b>	<b>3,313</b>	<b>8.4%</b>	<b>4,994</b>	<b>4.7%</b>
Other operating income	44	0.0%	183	0.6%	261	0.3%	1	0.0%	-	0.0%	468	1.2%	269	0.3%
Other operating expenses	1,125	1.2%	623	2.0%	418	0.5%	50	0.1%	-	0.0%	356	0.9%	235	0.2%
<b>IFRS operating profit</b>	<b>5,307</b>	<b>5.6%</b>	<b>603</b>	<b>1.9%</b>	<b>937</b>	<b>1.2%</b>	<b>1,799</b>	<b>4.7%</b>	<b>3,514</b>	<b>13.1%</b>	<b>3,425</b>	<b>8.7%</b>	<b>5,028</b>	<b>4.7%</b>

\* Business profit = Revenue – Cost of sales – Selling, general and administrative expenses

# Overview of Initiatives by Segments

## REINS international

- Increase brand awareness through regular media exposure and drive store visits with campaigns tailored to current trends
- Leverage “low-cost all-you-can-eat” options and “alcohol-inclusive sets” targeted at price-sensitive customers

## ATOM

- Strengthen sales capabilities through campaign initiatives and media exposure that leverage recognition as a regional brand

## KAPPA- CREATE

- Optimize store network through refinements to the urban model and store expansion strategies tailored to demographic trends
- Overseas, expand its store model—which centers on malls in Indonesia—to other regions, including South Korea

## OTOYA Holdings

- Increase revenue by raising average unit prices through high-value-added menu items, thereby offsetting rising costs and labor expenses

## C-United

- Promote opening of stores across three different business formats—each with distinct customer bases and average spending—by strategically selecting locations and occasions and establishing dominant market presence
- Enhance business value through collaboration with the Group's existing dessert brands and the sharing of location data

## COLOWIDE MD

- Enhance profitability by increasing factory utilization rates while ensuring food safety through the use of “JFS Standard” certification

## Overseas food service

- The premium steakhouse chain is opening new locations in Australia and the Middle East and is preparing to expand into new regions
- Promote opening of stores for Gyu-Kaku and its derivatives, Kappa Sushi, and OOTOYA

## Catering service

- By establishing operational model to meet diverse needs of customers, enhance sales capabilities and drive business expansion
- Strengthen organizational structure through training programs designed to develop talent in light of future business expansion



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