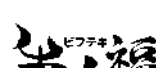
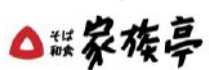


Financial Results Explanatory Materials for the Fiscal Year Ended March 2025

May 9, 2025

SRS HOLDINGS CO., LTD. (Securities Code: 8163)



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Consolidated Financial Highlights

◆ **Net sales:** **67,478** million yen **Up 7,249** million yen YoY

Record high

- Demand for eating out remained steady due to increases in the flow of people and inbound demand due to the normalization of social and economic activities, and improvements in the income and employment environments.
- Record high net sales for the second consecutive year.

◆ **Operating profit:** **2,678** million yen **Up 521** million yen YoY

Record high

- Operating profit increased significantly year on year due to improved profitability at existing stores following various measures implemented in the previous fiscal year and strong performance in net sales, despite the severe business environment due to heightened geopolitical risks, the continued depreciation of the yen, and increases in raw material prices and other costs.

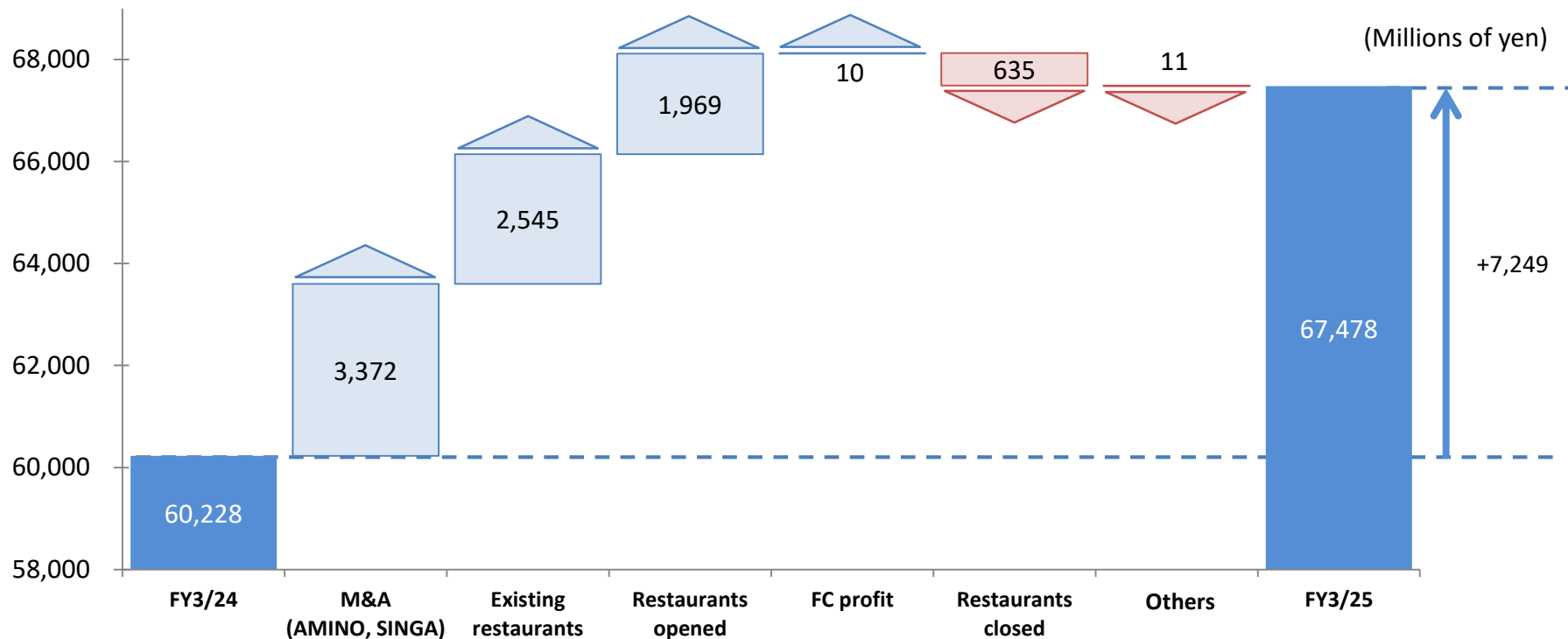
◆ **Ordinary profit:** **2,539** million yen **Up 376** million yen YoY

◆ **Profit attributable to owners of parent :** **925** million yen **Down 872** million yen YoY

- Despite the above factors, profit decreased year on year due to recording impairment losses in goodwill for NIS CO., LTD. as extraordinary losses.

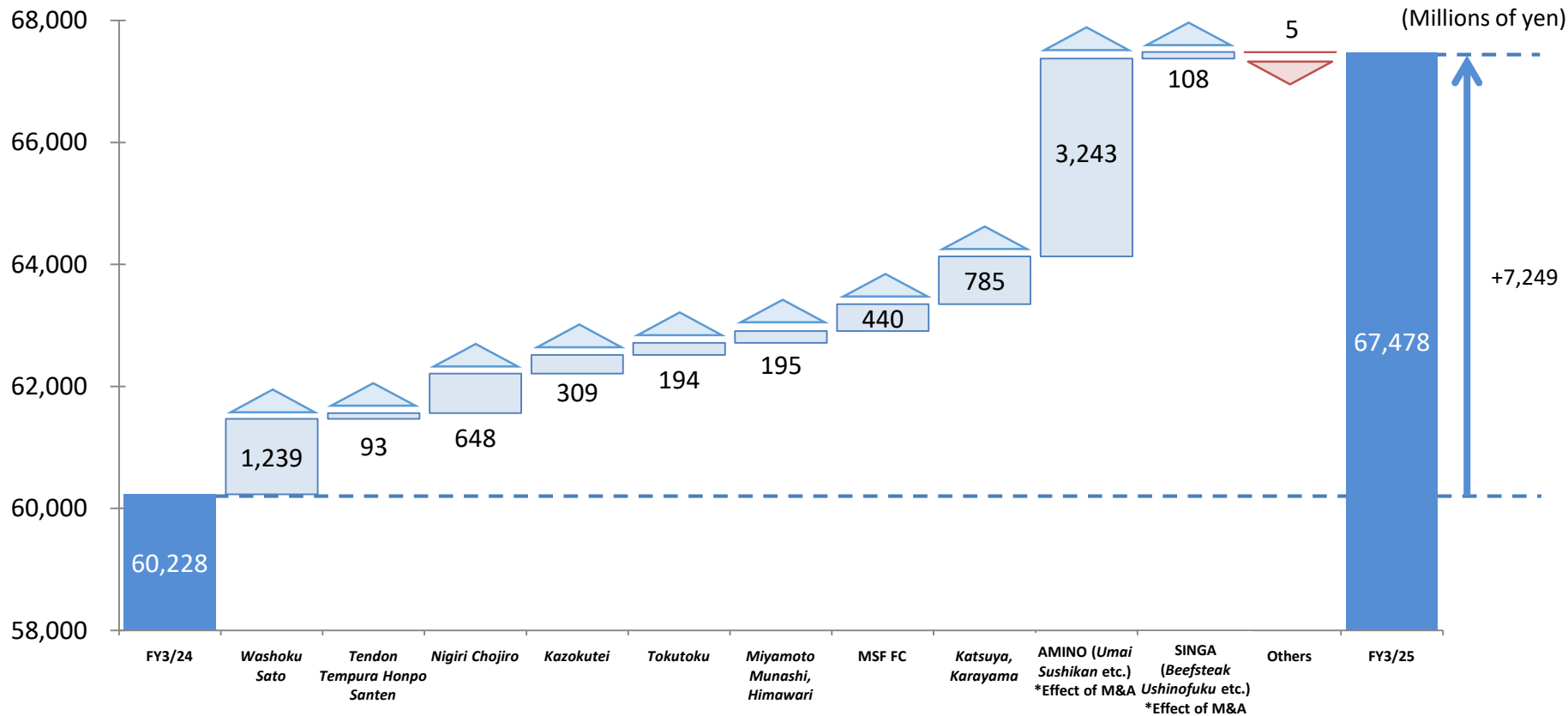
YoY Changes in Net Sales (Company-wide)

- The number of customers at existing stores recovered as social and economic activities returned to normal, and net sales remained firm (up 7,249 million yen YoY).
- 39 restaurants opened (including 16 directly-managed restaurants) and 67 restaurants closed (including 13 directly-managed restaurants).



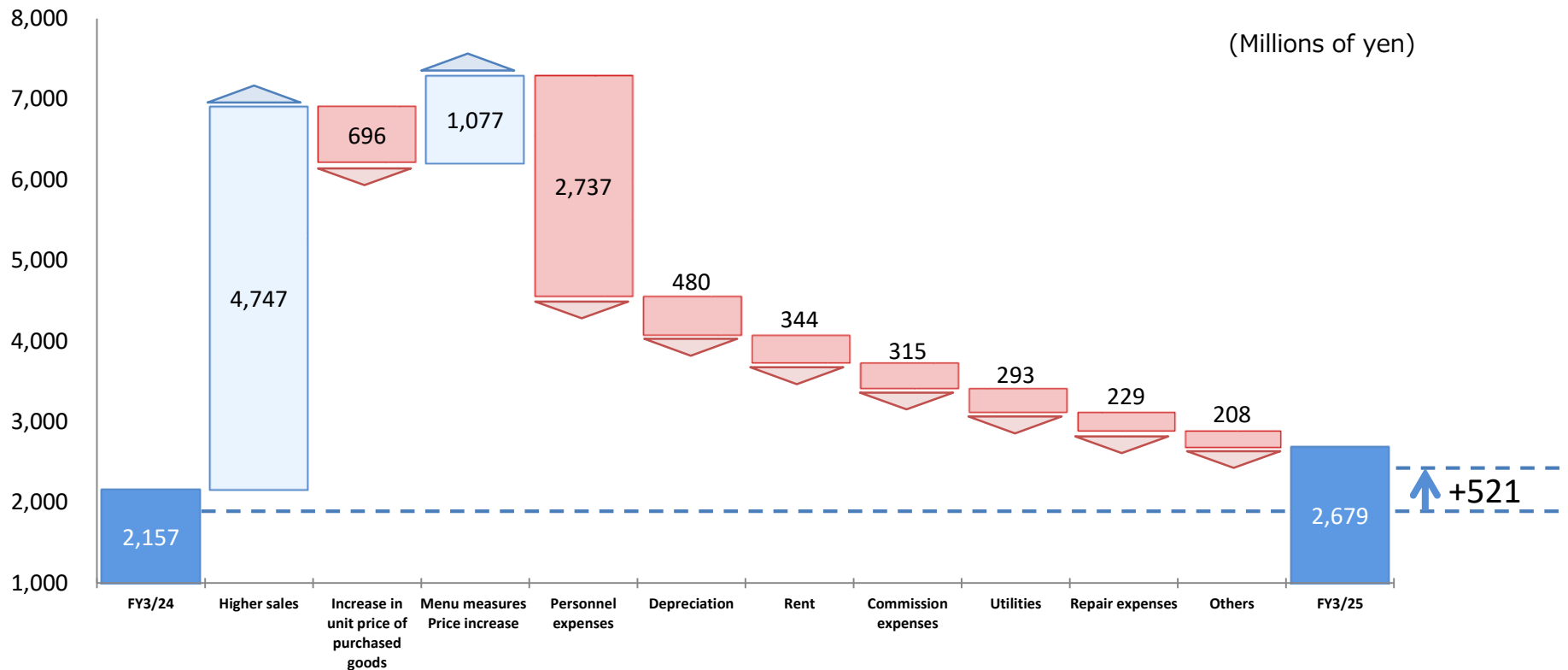
YoY Changes in Net Sales (by Business)

- Exceeded the previous year's net sales in all businesses.
- The M&A of AMINO had a significant impact.



YoY Changes in Operating Profit (Company-wide)

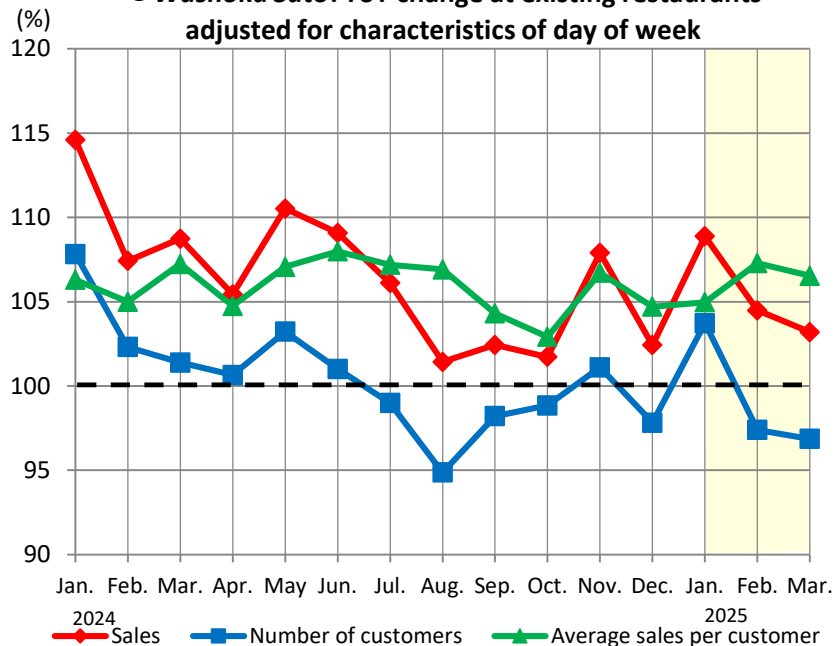
- Operating profit increased by 521 million yen year on year due to an increase in sales at existing stores and an improvement in gross profit margin through menu measures, despite the negative effect of an increase in personnel expenses due to higher sales and a rise in average hourly wage, and a rise in raw material prices.



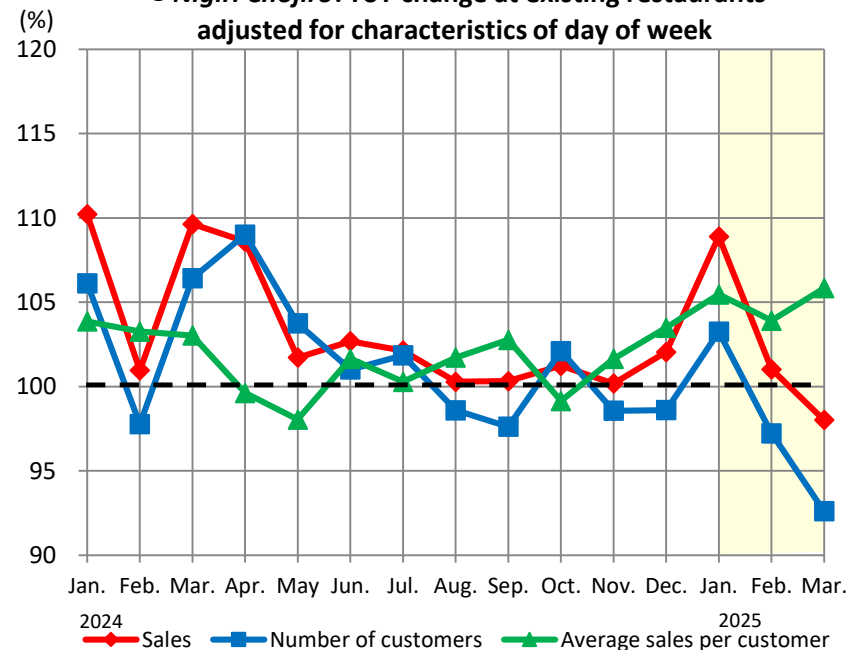
Existing Restaurant Sales in 2 Core Business Formats

- From April to June, net sales increased year on year in the two core business formats.
- Due to the Nankai Trough Earthquake emergency information announced in August and changes in consumption behavior in some areas following Typhoon No. 10 that hit western Japan from the end of August to the beginning of September, the number of customers in August and September for the two core business formats was lower than the previous year.
- The number of customers at *Washoku Sato* restaurants from October to December partly decreased year on year due to high temperatures in October and strong sales of seasonal menus in December of the previous year. However, net sales increased year on year as the average sales per customer increased.
- Sales at *Nigiri Chojiro* restaurants in March fell below those of the previous year due to a campaign implemented in the previous year.

© *Washoku Sato*: YoY change at existing restaurants
adjusted for characteristics of day of week



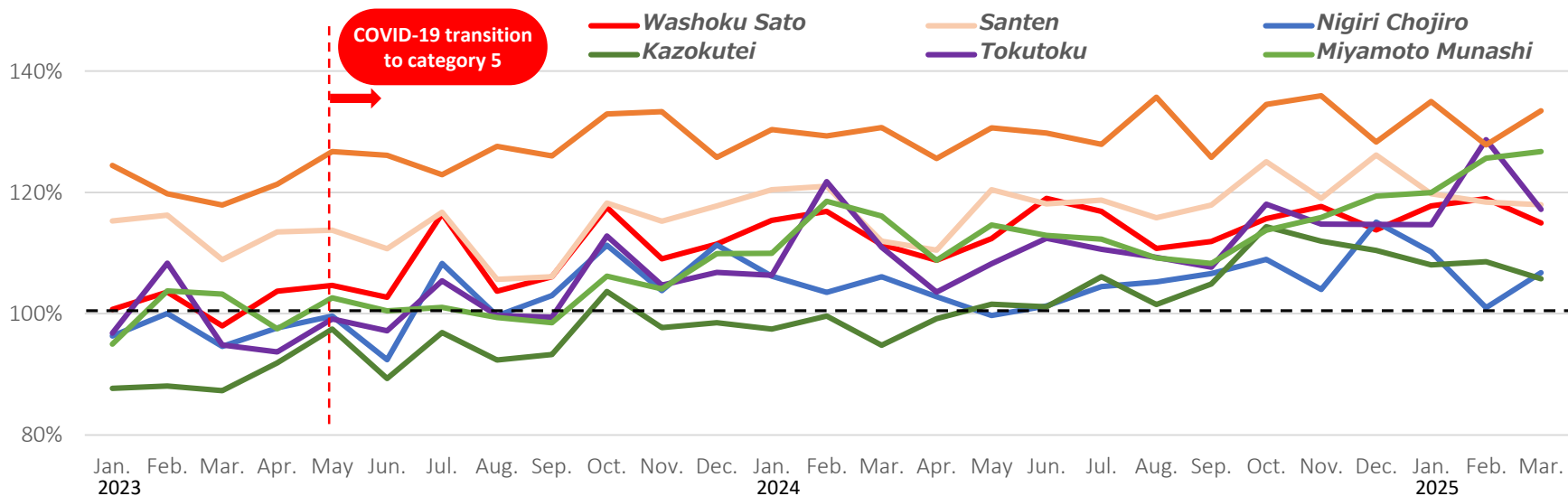
© *Nigiri Chojiro*: YoY change at existing restaurants
adjusted for characteristics of day of week



Sales at Directly-managed Restaurants in Main Business Formats Post-COVID-19

- In addition to favorable effects such as increased inbound demand and a high wage increase trend, price revisions implemented in each business format and marketing strategies through sales of high-value-added products have been successful. As a result, since May 2024, all business formats have exceeded pre-COVID levels.
- *Tendon Tempura Honpo Santen* and *Katsuya* restaurants, which are located in suburban areas and have a high take-out ratio, have continued to perform well since the COVID-19 pandemic, partly due to strong take-out and delivery sales.
- *Miyamoto Munashi* restaurants, which are located in urban areas, has significantly exceeded pre-COVID-19 levels, thanks to the closure of unprofitable stores, rebranding, and menu measures.
- *Kazokutei* restaurants, which are urban, in-building locations, exceeded pre-COVID levels in May 2024 due to increases in unit price following menu revisions in April 2024 and a recovery in the number of customers, and has been significantly above pre-COVID levels since 2025.

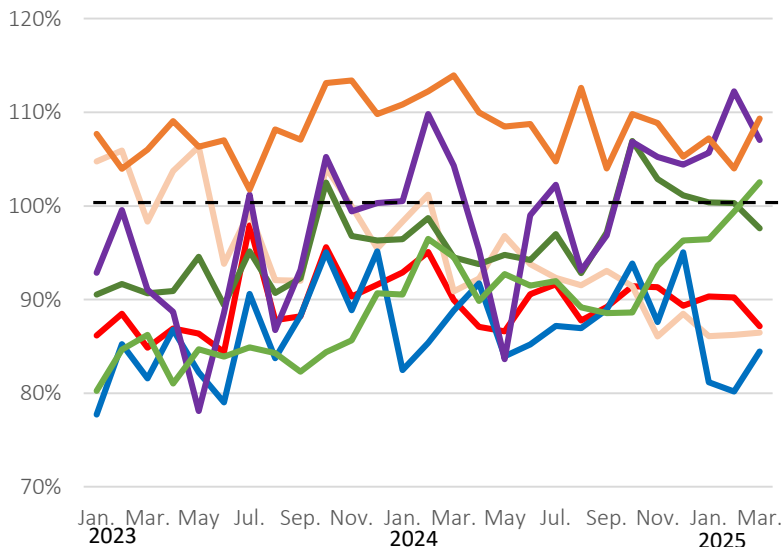
*Compared to January to December 2019



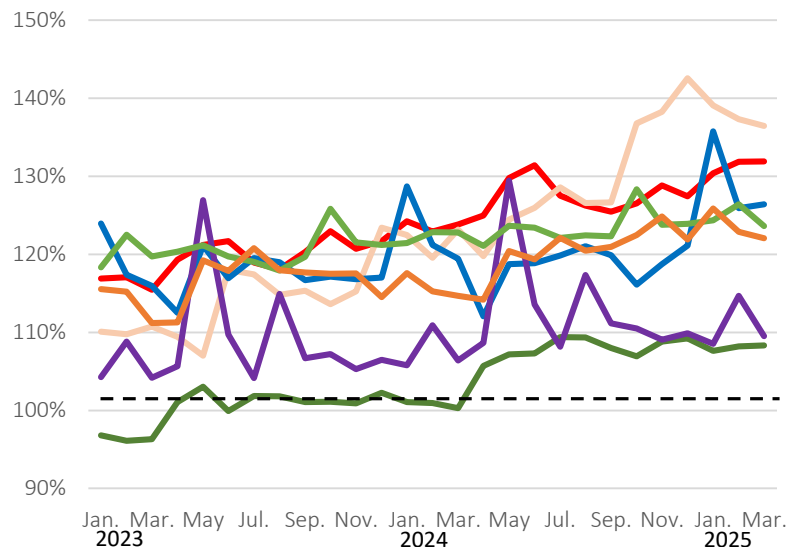
Number of Customers and Average Sales per Customer at Directly-managed Restaurants in Main Business Formats Post-COVID-19

- *Kazokutei, Tokutoku, Miyamoto Munashi, and Katsuya* restaurants in the low to mid price range have recently shown steady growth in both the number of customers and average sales per customer.
- In the mid- to high-priced *Washoku Sato* and *Nigiri Chojiro* restaurants, the number of customers remained at around 90% of the pre-COVID level due to shortened operating hours and price revisions, but average sales per customer grew steadily.
- In *Tendon Tempura Honpo Santen* restaurants, which are heavily affected by soaring raw material prices, the average sales per customer increased significantly due to price revisions in October 2024, but the number of customers continued to decline.

Number of customers *Compared to January to December 2019



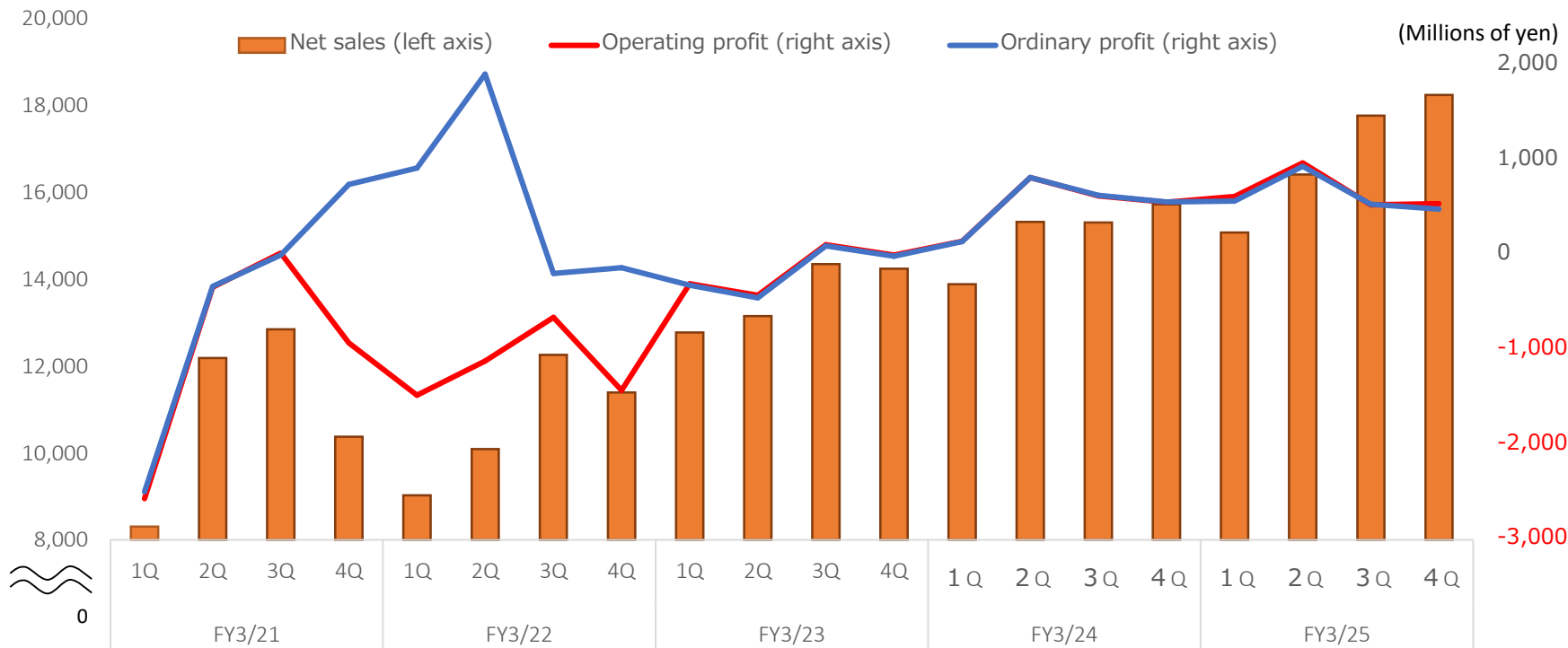
Average sales per customer *Compared to January to December 2019



— **Washoku Sato**
— **Santen**
— **Nigiri Chojiro**
— **Kazokutei**
— **Tokutoku**
— **Miyamoto Munashi**
— **Katsuya**

Quarterly Results

- Net sales increased year on year in each quarter of FY3/25.
(1Q up 1,186 million yen, 2Q up 1,091 million yen, 3Q up 2,457 million yen, 4Q up 2,514 million yen)
- Although operating profit and ordinary profit performed well in the first half of the fiscal year, profit declined in the second half year on year due to a sharp rise in costs.



FY3/25 SRS Group Restaurants

	No. of restaurants at the end of FY3/24 (Mar. 31, 2024)		FY3/25				No. of restaurants planned to open during FY3/25 (B)	Restaurant opening progress ratio vs. plan (A) / (B)	
			Increase or decrease due to M&A	Restaurants opened (A)	Restaurants closed	No. of restaurants			
Washoku Sato	197	(-)	-	2	1	198	(-)	5	40.0%
Nigiri Chojiro/CHOJIRO	68	(-)	-	4	-	72	(-)	4	100.0%
Kazokutej*	59	(7)	-	-	-	59	(7)	-	-
Tokutoku	58	(47)	-	1	2	57	(45)	2	50.0%
Katsuya	48	(15)	-	3	-	51	(17)	6	50.0%
Tendon Tempura Honpo Santen	34	(1)	-	-	-	34	(1)	-	-
Amino sushi business*	-	(-)	31	1	-	32	(-)	-	-
Miyamoto Munashi	24	(1)	-	1※	1※	24	(-)	-	-
Sushi delivery business	13	(3)	-	-	2	11	(3)	-	-
Karayama	11	(-)	-	-	-	11	(-)	1	0%
Himawari	8	(-)	-	-	-	8	(-)	-	-
Beefsteak Ushinofuku	-	(-)	6	-	-	6	(-)	-	-
M&S FC Business*	28	(1*)	-	4	-	32	(1)	6	66.7%
Others	14	(-)	3	2	6	13	(-)	3	66.7%
Torisho	180	(180)	-	18	50	148	(148)	31	58.1%
Overseas restaurants	24	(20)	2	3	5	24	(23)	7	42.9%
Group total	766	(275)	42	39	67	780	(245)	65	60.0%
Group total (excluding M&A, Torisho, and overseas)	562	(75)	-	17	11	568	(74)	27	63.0%

*Kazokutei includes *Kashunan*, *Sanpoan*, *Kazokuan*, *Kyoshun*, and *Kyosai* restaurants.

*Amino sushi business includes *Umai Sushikan*, *Umai Sushikan Yutorogi*, *Umai Sushikan Bekkan Sushimasa*, *Ginza Sushimasa*, *Kaiten Sushi Marukuni* and *Hokkai Sanriku Sumibiyaki Marukan* restaurants.

*M&S FC Business is the total number of stores operated by M&S FOODSERVICE CO., LTD. in the *Popolamama*, *Mister Donut*, *Doutor Coffee*, *Oogamaya* and *Shinpachi Shokudo* restaurants.

*The number of *Miyamoto Munashi* restaurants opened and restaurants closed includes 1 franchised restaurant converted to a directly-managed restaurant.

*The number of stores at the end of the previous fiscal year increased by one because we added one franchise store of *Popolamama* that we operate as a franchisor.

Figures in parentheses represent franchised restaurants and joint venture restaurants.

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FY3/26 Business Plan

- Forecasts for FY3/26, the first year of the new Medium-term Business Plan, are based on the continuation of the customer traffic trend from the previous fiscal year and a certain increase in average sales pre customer due to price revisions. A surge in raw material prices, including for rice, and a rise in personnel expenses have also been factored in.
- Full-year dividend of 10.0 yen per share planned, exceeding the level of the previous fiscal year.

(Millions of yen)

	FY3/25 Results	FY3/26 Plan	Vs. FY3/25 Results
Net sales	67,478	76,000	+8,522
Operating profit	2,678	3,000	+322
Ordinary profit	2,539	2,800	+261
Profit attributable to owners of parent	925	1,600	+675

	FY3/25 (Full year)	FY3/26 Forecast (Full year)
Dividends per share	7.5 yen	10.0 yen

FY3/26 Restaurant Opening Plan

	FY3/25		FY3/26		
	No. of restaurants at the end of period		No. of restaurants planned to open	No. of restaurants planned to be closed	No. of restaurants forecast at the end of period
<i>Washoku Sato</i>	198	(-)	5	1	202 (-)
<i>Nigiri Chojiro/CHOJIRO</i>	72	(-)	4	-	76 (-)
<i>Kazokutei*</i>	59	(7)	1	2	58 (7)
<i>Tokutoku</i>	57	(45)	4	-	61 (45)
<i>Katsuya</i>	51	(17)	5	-	56 (19)
<i>Tendon Tempura Honpo Santen</i>	34	(1)	1	1	34 (1)
<i>Amino sushi business*</i>	32	(-)	2	1	33 (-)
<i>Miyamoto Munashi</i>	24	(-)		-	24 (-)
<i>Sushi delivery business</i>	11	(3)		-	11 (3)
<i>Karayama</i>	11	(-)	2	-	13 (-)
<i>Himawari</i>	8	(-)	2	1	9 (-)
<i>Beefsteak Ushinofuku</i>	7	(-)	3	-	10 (-)
<i>M&S FC Business*</i>	32	(1)	6	1	37 (1)
<i>Others</i>	12	(-)	1	-	13 (-)
<i>Torisho</i>	148	(148)	31	29	150 (150)
<i>Overseas restaurants</i>	24	(23)	8	-	32 (31)
Group total	780	(245)	75	36	819 (255)
Group total (excluding M&A, Torisho, and overseas)	608	(74)	36	7	637 (74)

*Kazokutei includes *Kashunan*, *Sanpoan*, *Kazokuan*, *Kyoshun*, and *Kyosai* restaurants.

*Amino sushi business includes *Umai Sushikan*, *Umai Sushikan Yutorogi*, *Umai Sushikan Bekkan Sushimasa*, *Ginza Sushimasa*, *Kaiten Sushi Marukuni* and *Hokkai Sanriku Sumibiyaki Marukan* restaurants.

*M&S FC Business is the total number of stores operated by M&S FOODSERVICE CO., LTD. in the *Popolamama*, *Mister Donut*, *Doutor Coffee*, *Oogamaya* and *Shinpachi Shokudo* restaurants.

Figures in parentheses represent franchised restaurants and joint venture restaurants.

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Philosophy

Contributing to society through providing **food** services.

Management principles



Aiming to realize our **dreams** with partners.



Sharing **enjoyment** with others.

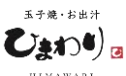
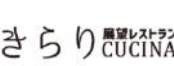


Loving communities and developing symbiotic relationships.

About SRS Holdings

Number of domestic restaurants (756)

(As of March 31, 2025)

 198 stores	 148 stores	 72 stores	 63 stores	 57 stores
 51 stores	 34 stores	 24 stores	 17 stores	Delivery sushi business 11 stores
 11 stores	 8 stores	 8 stores	 6 stores	Highway business 5 stores
 4 stores	 1 store	 1 store	 1 store	 1 store
 1 store	 1 store	M&S FC business 32 stores	Other brands 1 store	

Number of overseas restaurants (24)

 **Thailand**
(12 stores)



 **Indonesia** (6 stores)



"Frozen bento boxes" sold at
approx. 5,900 Indomaret stores

 **Malaysia** (1 store)

GINZA SUSHIMAGA 銀座 鮎正

 **China** (1 store)

うまい鰯勘

 **Other** (4 stores)

 U.S.A (1 store)
 Canada (1 store)
 The Philippines (2 stores)

SRS Group total
number of
restaurants

780

restaurants

Brand

Initiatives and Results



- ◆ Initiatives to acquire new customers and increase the frequency of visits
 - Promoted sales of high-value-added products such as the “All-You-Can-Eat Oyster Special Course,” and effective marketing measures by combining various media and TV commercials featuring TV personality Nagisa Shibuya
- ◆ Initiatives to improve customer satisfaction and strengthen profitability
 - Introduced NPS* measurement tools based on customer surveys at all restaurants
 - Large-scale renewal of 10 restaurants
- ◆ Initiatives to improve productivity
 - Expanded the introduction of cleaning robots to all restaurants
- ◆ Continued to open new restaurants
 - Opened two restaurants: Hamamatsu Kamiaraya (Shizuoka Pref.) on July 17,
Nishi-Maizuru Mall (Kyoto Pref.) on March 27



Limited-time “All-You-Can-Eat Oyster Special Course”

*Net Promoter Score: A customer loyalty indicator



- ◆ Initiatives to improve productivity
 - Continued development of new self-service model restaurants implemented in the previous fiscal year
- ◆ Initiatives to improve customer convenience
 - Started test to change the customer order method from the existing ticket vending machine to TOS (Table Order System) at the new model restaurant in Nagayoshi Nagahara.
- ◆ Initiatives to acquire new customers and increase the frequency of visits
 - In addition to product development aimed at increasing value, carried out promotions through YouTube, X, and other SNS, and distributed coupons and discount campaign information limited to app members



Limited-time “Domestic Wild Fugu and Wakasagi Fair”

Brand	Initiatives and Results
  	◆ Initiatives to improve customer satisfaction and strengthen profitability → Introduced NPS measurement tool based on customer surveys at all restaurants → Started trial introduction of a check-in function that can be used to make reservations from an app at three restaurants → Developed new model restaurants without rotating belts ◆ Initiatives to attract customers → Used the <i>Nigiri Chojiro</i> app to actively provide information on seasonal menus and to distribute discount coupons ◆ Continued to open new restaurants → Opened four restaurants: Suita Haracho (Osaka Pref.) on June 21, Kitanagoya (Aichi Pref.) on July 24, Kyoto Uzumasa (Kyoto Pref.) on November 8, Kakogawa (Hyogo Pref.) on February 28
 	◆ Initiatives to acquire new customers and increase the frequency of visits → Promoted through SNS such as Instagram, X and TikTok and distributed information and discount coupons through apps ◆ Initiatives to improve productivity → Opened new restaurants with the aim of rebranding <i>Tokutoku</i> and improving productivity <i>Tokutoku Taisho Chishima</i> (Osaka Pref.) on July 19. ◆ Initiatives to improve customer satisfaction and strengthen profitability → Large-scale renewal of 3 restaurants ◆ Initiatives to improve profitability → At <i>Kazokutei</i>, implemented menu reforms including bottom price revisions in May

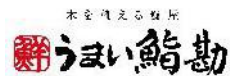


Nigiri Chojiro Kakogawa restaurant opened on February 28, 2025



Local production support fair "Kyusyu Umakamon Megumi Tabi"

Brand	Initiatives and Results
-------	-------------------------



- ◆ Initiatives to create group synergies
 - Started distributing press releases using the strengths of the SRS Group
 - Established a system to control personnel expenses using Group expertise
 - Streamlined headquarters operations through Group collaboration
- ◆ Initiatives to improve productivity
 - Used central kitchens to reduce preparation work
 - Simplified restaurant operations by changing payment terminals
- ◆ Initiatives to acquire new customers and increase the frequency of visits
 - Held limited-time fair “Chushun no Kou” and sold seasonal ingredients to celebrate the arrival of spring
- ◆ Continued to open new restaurants
 - Opened one restaurant: Aomori & LOVINA (Aomori Pref.) on July 7



Limited-time fair “Chushun no Kou”



- ◆ Initiatives to acquire new customers and increase the frequency of visits
 - Held limited-time offer and “X Follow & Repost” gift plan
 - Used the *Miyamoto Munashi* app to send out information on limited-time menus and to distribute discount coupons
- ◆ Initiatives to improve productivity
 - Reopened Shin-Imamiya (Osaka Pref.) after renovation the as a restaurant aimed to improve productivity by using robots from ordering to check out on March 18
- ◆ Initiatives to meet growing demand for takeout and delivery
 - Conducted mobile order promotion campaign using the *Miyamoto Munashi* app



Miyamoto Munashi Shin-Imamiya restaurant opened on March 18, 2025

Brand

Initiatives and Results



- ◆ Initiatives to acquire new customers and increase the frequency of visits
 - In January 2025, *Katsuya* restaurants started to sell “Mixed Ebi Tare Katsu and Oyakodon Rice Bowls” for a limited time
 - In *Karayama* restaurants, to express our gratitude to our customers, we held the “*Karayama* Gratitude Festival” and sold four popular items at special prices
- ◆ Continued to open new restaurants
 - Opened three restaurants
 - Katsuya* Kobe Maya (Hyōgo Pref.) on April 26
 - Katsuya* Bakuromachi (Osaka Pref.) on November 1
 - Katsuya* Kyoto Kami-katsura (Kyoto Pref.) on December 13



Limited-time “*Karayama* Gratitude Festival”

Consolidated Balance Sheet (BS)

(Millions of yen)

	FY3/24 (As of Mar. 31, 2024)	End of FY3/25 (As of Mar. 31, 2025)	Change
Current assets	17,028	18,090	+1,062
Non-current assets	18,595	27,743	+9,147
Current liabilities	9,919	11,184	+1,264
Non-current liabilities	9,654	17,737	+8,083
Net assets	16,159	17,021	+862
Total assets	35,733	45,944	+10,210

- The increase in non-current assets was mainly due to the increase in goodwill resulting from the consolidation of AMINO CO., LTD. and the increase in Buildings, net.
- The increase in non-current liabilities was mainly due to the increase in bonds payable.

Consolidated Statement of Cash Flows (CF)

(Millions of yen)

	FY3/24	FY3/25	Change
Cash flows from operating activities	3,727	3,677	(49)
Cash flows from investing activities	(2,292)	(10,460)	(8,167)
Cash flows from financing activities	(1,216)	6,978	+8,194
Cash and cash equivalents at end of period	12,371	12,567	+196

- The decrease in cash flows from investing activities is mainly due to the acquisition of AMINO CO., LTD. shares.
- The increase in cash flows from financing activities is mainly due to the issuance of bonds payable.

2025 SRS Group Joint Entrance Ceremony

- Held the SRS Group Joint Entrance Ceremony on Tuesday April 1, 2025.
- AMINO CO., LTD., which held its entrance ceremony in Sendai, participated online.
- 46 new members joined the SRS Group.



Exhibition at the EXPO 2025 Osaka, Kansai, Japan

Limited-time exhibition of the fried chicken specialty restaurant *Torisho* at the ORA's (=Osaka Restaurant Management Association) dining pavilion "UTAGE" at the EXPO 2025 Osaka, Kansai, Japan held April to October 2025.

Information on the Company's exhibit



Period September 8 to October 13, 2025 (scheduled)

Place ORA dining pavilion "UTAGE" 1F

Product *Torisho* fried chicken breast (scheduled)



By exhibiting at the EXPO 2025 Osaka, Kansai, Japan, which attracts attention not only from Japan but all over the world, we will convey the attraction of *Torisho* fried chicken to people all over the world.



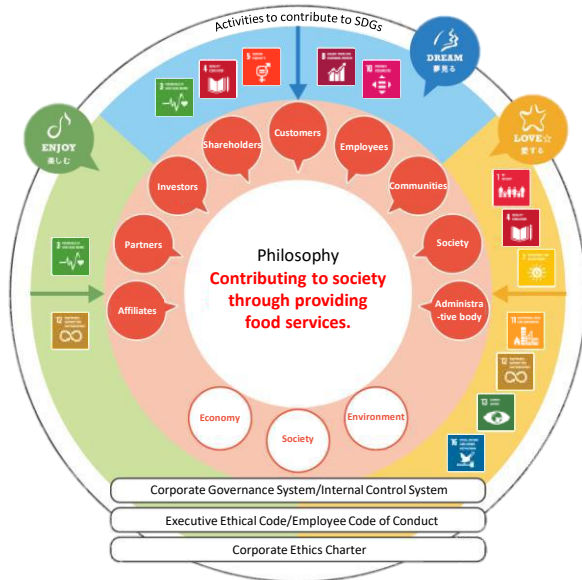
EXPO
2025

Towards a brighter
future for all

- **Basic policy on sustainability**

Business activities of the SRS Group are guided by the philosophy of “contributing to society through providing food services.” We are dedicated to growing together with all stakeholders, including customers, employees, business partners, shareholders and investors, and local communities and to playing a role in solving social issues and creating value toward the realization of a sustainable society.

- **Management principles and major themes of SDGs initiatives.**



DREAM Aiming to realize our dreams with partners.



Help build a social infrastructure for an environment where diverse people can do their jobs while utilizing a variety of skills, improving productivity and achieving a sustainable society.

ENJOY Sharing enjoyment with others.



Provide as part of the social infrastructure, restaurants that sincerely serve meals that people can consume with confidence, enabling people of all ages to enjoy food that is inexpensive, delicious, enjoyable and satisfying.

LOVE Loving communities and developing symbiotic relationships.



Use environmental and community mutual prosperity measures to become a corporate group that grows and succeeds with communities and earns the support and affection of the public.

Sustainability Initiatives

	Key themes	Details of initiatives	Applicable SDGs
DREAM	Aiming to realize our dreams with partners.		
	Pleasant working environment	Encouraged employees to use annual paid leave and to take 7 consecutive vacation days	  
		Continued the employee parent-child discount to assist with caring for children at all <i>Washoku Sato</i> restaurants	
		Expanded part-time employees covered by social insurance	
		Expanded short working hour system for childcare	
		Continued to develop rules and conduct seminars on preventing harassment	
		Formulated guidelines to respond to customer harassment	
	Hiring and training of a diverse workforce	Extended retirement age to 65, and the maximum age for reemployment to 75	  
		Expanded the reduced-hours regular employee system, continued their appointment as restaurant managers and provided support	
		Supported the active recruitment and employment of global human resources	
ENJOY	Sharing enjoyment with others.		
	Commitment to food safety and confidence	Thorough raw materials quality control based on our own standards	 
		Ensured safety and peace of mind by continuing employee hygiene education and thoroughly implementing restaurant hygiene management in accordance with HACCP	
	Food safety and confidence approach	Displayed ingredients' place of origin at restaurants and displayed information on calories, salt content, allergies, etc. on websites	

Sustainability Initiatives

	Key themes	Details of initiatives	Applicable SDGs
LOVE ★	Loving communities and developing symbiotic relationships.		
	Activities to reduce waste materials	Promoted mottECO activities	 
		Participated in the “Eat Everything Campaign” conducted by local governments	
		Donated to food banks	
	Activities for environmental preservation	(Target) 1% reduction of CO2 emissions per unit of energy consumption in scope 1 and 2 compared to the previous fiscal year	  
		Converted waste cooking oil into biofuel	
		Participated in the global environmental awareness project “Earth Hour”	
	Activities for drunk driving eradication	Continued SDD (STOP! DRUNK DRIVING) activities	
		Promoted the designated driver campaign	
	Support for disaster response overnight lodging	Continued cooperation with the emergency overnight lodging program	
	Participation in and cooperation for social contribution activities	Operated a sushi pavilion at KidZania Koshien	 
		Continued activities for Save the Children and the Japan Food Service Association donation campaign	
	Stronger lines of communication with stakeholders	Held financial results briefings for institutional investors and analysts	
		Published the CSR Report and updated the sustainability page on the Company's website	
	Corporate governance	Strengthened corporate governance and thorough compliance	

Activities to reduce food waste

○ What is mottECO?

- A new doggy bag idea begun by the Ministry of the Environment in October 2020
It was selected through a contest as a new name for taking home leftovers from restaurants, carried out based on mutual agreement between the customer and the restaurant.
- The name contains the message of “more eco-friendly” and “let’s take it home.”



mottECO take-out box

○ Promoting mottECO

- In fiscal 2024, 21 industry-government-university organizations formed the “mottECO Promotion Consortium 2024” with the aim of solving the social issue of “reducing food loss and food waste.” The consortium was adopted as a model project by the Ministry of the Environment.
- In July, the “mottECO FESTA” event was held for the second year in a row in collaboration with industry, government, and academia, with the aim of creating opportunities for companies, local governments, and consumers to think about reducing food waste and promoting mottECO.
- Awarded the Food Loss Reduction Promotion Awards sponsored by the Consumer Affairs Agency and the Ministry of the Environment for two consecutive years in recognition of outstanding efforts to reduce food loss.
 - (i) Received the **“Chairman’s Award”** at the Fiscal 2022 Food Loss Reduction Awards.
 - (ii) Received the **“Ministry of the Environment Award”** at the Fiscal 2023 Food Loss Reduction Awards.



Certificate for the “Ministry of the Environment Award”

Activities to reduce waste

○ Recycling waste cooking oil from SRS Group restaurants into biofuel

The SRS Group has begun converting waste cooking oil from its 365 stores into biofuel (biodiesel, SAF) with the aim of realizing a recycling-oriented society through the recycling of waste cooking oil.

- SAF (Sustainable Aviation Fuel) is a sustainable aviation fuel made from waste cooking oil, etc. It can significantly reduce CO2 emissions compared to conventional aviation fuels made from fossil fuels. Therefore, the spread of SAF can reduce the impact on the environment, which is a major issue for the aviation industry.



Activities for environmental preservation

○ Participation in Earth Hour 2025

- Earth Hour is one of the world's largest grassroots events where people around the world turn off their lights at the same time on the same day to show their commitment to preventing global warming and protecting the environment.
- On March 22, 2025, participated in “Earth Hour 2025” with 17 restaurant chains and hotels of the “Food with Sustainability” alliance, which works to raise environmental awareness

Efforts to protect a safe and secure working environment



○Formulated guidelines to respond to customer harassment

- On September 2, 2024, the SRS Group formulated its Customer Harassment Response Guidelines and posted them on its website to protect a workplace environment where employees can work with peace of mind.
- The Tokyo Metropolitan Government passed the first Customer Harassment Prevention Ordinance in Japan, and the SRS Group was the first in the food service industry to formulate Customer Harassment Response Guidelines for this issue, which is becoming recognized as a social issue.
- We aim to maintain a healthy relationship with our customers by continuing to respond with sincerity while ensuring a workplace environment in which employees can work with peace of mind.



Guidelines are posted on our website

New Restaurants Opened in FY3/25



Torisho Menuma, Saitama Pref. opened on April 15, 2024



Katsuya Kobe Maya, Hyogo Pref. opened on April 26, 2024



Torisho SM North Edsa, The Philippines opened on May 18, 2024



Torisho Gourmet Yokochō Miyabi, Nagano Pref. opened on May 22, 2024



Ippuku JR Tsukaguchi, Hyogo Pref. opened on May 30, 2024



Torisho Koshien, Hyogo Pref. opened on June 1, 2024

New Restaurants Opened in FY3/25



*Nigiri Chojiro Suita Haracho, Osaka Pref.
opened on June 21, 2024*



*Umai Sushikan Yutorogi Aomori & LOVINA,
Aomori Pref. opened on July 7, 2024*



*Torisho Minoh Onohara, Osaka Pref.
opened on July 8, 2024*



*Washoku Sato Hamamatsu Kamiaraya,
Shizuoka Pref. opened on July 17, 2024*



*Tokutoku Taisho Chishima, Osaka Pref.
opened on July 19, 2024*



*Nigiri Chojiro Kitanagoya, Aichi Pref.
opened on July 24, 2024*

New Restaurants Opened in FY3/25



Torisho Nishinosho, Shiga Pref. opened on August 16, 2024



Torisho Toyonaka Kasugacho, Osaka Pref. opened on August 20, 2024



Torisho Kawachinagano Shiyakusho-mae, Osaka Pref. opened on August 23, 2024



SATO don Cosmo Bazaar, Thailand opened on September 19, 2024



SATO don N-Mark Plaza, Thailand opened on October 25, 2024



Katsuya Bakuromachi, Osaka Pref. opened on November 1, 2024

New Restaurants Opened in FY3/25



Nigiri Chojiro Kyoto Uzumasa, Kyoto Pref.
opened on November 8, 2024



Torisho Koga, Ibaraki Pref. opened on
November 14, 2024



Shinpachi Shokudo Seishin-chuo, Hyogo
Pref. opened on November 20, 2024



Torisho Otorikitamachi, Osaka Pref.
opened on December 1, 2024



Katsuya Kyoto Kami-katsura, Kyoto Pref.
opened on December 13, 2024



Torisho Katano Kuraji, Osaka Pref. opened
on December 14, 2024

New Restaurants Opened in FY3/25



*Torisho Tamba Hikami, Hyogo Pref.
opened on February 8, 2025*



*Shinpachi Shokudo Tenjinbashisuji 3-chome,
Osaka Pref. opened on February 20, 2025*



*Torisho Chojabaru, Fukuoka Pref. opened
on February 20, 2025*



*Nigiri Chojiro Kakogawa, Hyogo Pref.
opened on February 28, 2025*



*Washoku Sato Nishi-Maizuru Mall, Kyoto
Pref. opened on March 27, 2025*



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The business performance forecast in this material is based on information that was available at the time of this presentation. Contained within are many uncertain elements and due to various factors may differ substantially from the earnings outlook presented. Please understand that your decision to invest in our company is based upon your judgement.