Food business in symbiosis

with nature

Society

Combined

capabilities of

"COMPANIES"

Provision of

delicious, safe and

Value Creation Process

Value Creation

In order to achieve our Vision of "Discovering new tastiness, sharing moments of joy," we are working to enhance our corporate value together with our stakeholders by utilizing various forms of capital. Going forward, we will create new value through our business activities, while adapting to the constantly changing external operating environment.

Essential management capital for our sustainable business growth

INPUT

- Natural capital
- Sustainable and diverse marine resources and agricultural products
- Initiatives for sustainable procurement and collaboration with upstream partners

Social and relationship capital

- · Fishery and agricultural producers for sustainable sourcing
- Stable supply chain
- Business partners and high-tech start-up companies, promoting seedling and aquaculture and external partners such as various

Manufacturing capital

- Restaurants and functionally great kitchen
- Al-based demand forecasting
- Restaurants: 1.155 (972 in Japan and 183 in 8 countries and regions Kvotaru's central kitchen: 1 location

Human capital

- Diverse human resources
- Permanent employees 8,978 and part-time employees 21,071*
- Challenging environment (Working overseas, internal recruitment system,

Intellectual capital

- Brand power exclusive to sushi.
- Unique food business developed in Japan
- Auto Waiter[®] in kitchens
- Contactless services, from app-based reservations to self-checkout and automated
- Digiro (Digital Sushiro Vision)

Financial capital

· Ability to generate funds for business operations and cash flow Total assets: 365.1 billion yen

BUSINESS MODEL

Stable procurement of marine resources and agricultural products



Midstream

business practices

Food safety and securit



Seven material

sustainability

issues for

secure products



Reduce food loss and

utilize marine life

Downstream

Enhance human capita

SUSTAINABLE DEVELOPMENT

chieve carbon neutrali

OUTPUT OUTCOME

Bringing sustainable Japanese food culture to Asia and the world



SUSHIRO







Economic value

2024-2026

: 470.0 billion ven Net sales EBITDA : 54.0 billion yen Operating profit : 33.5 billion yen

Operating margin: 7.1%

Ratio of overseas, at least 35%

Collaborative value with stakeholders

- Upstream value Achieve a 50:50 ratio of natural to aquaculture in marine resources procurement
- Midstream value Thoroughly reduce food loss
- Downstream value Global expansion with more than 310 stores in more than 9 countries and regions Evolve and deepen tastiness
- Value with employees Diverse human resources on a global basis
- Value for our planet CO₂ emissions 50% reduction by 2030 (compared to FY2013)

Increase the number of **COMPANIES** and become the world's top brand



FOOD & LIFE COMPANIES

Discovering new tastiness. Sharing moments of joy.

to long-term

- · Changing dietary needs (healthconsciousness, ethical consumption
- · Rise of new ingredients (alternative foods, certified sustainable ingredients)
- Japan's outstanding food culture (sushi culture) Evolution of information and communication
- Economic growth in East and Southeast Asia

technology and DX

Mediumto long-term

- Decrease in natural fish stocks (including impacts from ocean pollution and climate change)
- Growing interest in the various social issues that food entails (health hazards such as food poisoning and allergies food loss and food waste)
- Growing world food situation (poverty, hunger, inequality)
- Growing concern about climate change and environmental issues
- Soaring ingredient and energy costs
- Labor shortage
- Geopolitical risk