

## INPUT

### Essential management capital for our sustainable business growth

#### 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 manufacturers

#### Manufacturing capital

- Restaurants and functionally great kitchen facilities
- AI-based demand forecasting
- Restaurants: 1,198 (964 in Japan and 234 in 9 countries and regions overseas)
- Kyotaru's central kitchen: 1 location

#### Human capital

- Diverse human resources
- Full-time employees 11,720 and part-time employees 23,789\*
- Challenging environment (Working overseas, internal recruitment system, etc.)

#### Intellectual capital

- Brand power exclusive to sushi
- Unique food business developed in Japan
- Conveyed Product Tracking and Anomaly Detection Device
- Contactless services, from app-based reservations to self-checkout and automated takeaway lockers
- Digiro (Digital Sushiro Vision)

#### Financial capital

- Ability to generate funds for business operations and cash flow Total assets: 398.6 billion yen

#### External environment

##### Medium-to long-term opportunities

- Changing dietary needs (healthconsciousness, ethical consumption)
- Rise of new ingredients (alternative foods, certified sustainable ingredients)

### Food business in symbiosis with nature

Stable procurement of marine resources and agricultural products

Combined capabilities of "COMPANIES"

Pursuit of everyday tastiness and joy

Customer's smiles, satisfaction, and enjoyment

Provision of delicious, safe and secure products

**Upstream** Strengthening competitiveness with aquaculture and procurement

**Midstream** Minimizing food loss and lowering costs with AI-driven demand forecasting and digital transformation (DX)

**Downstream** Bringing Japanese food culture to the world

### Seven material issues for sustainability

Achieve sustainable procurement using fair business practices

Reduce food loss and waste and effectively utilize marine life resources

Enhance human capital management

Food safety and security

**SUSTAINABLE DEVELOPMENT GOALS**

Increase customer and employee experience value using DX and other means

Strengthening corporate governance and compliance

Achieve carbon neutrality

## BUSINESS MODEL

## OUTPUT

Bringing sustainable Japanese food culture to Asia and the world



**SUSHIRO**

京樽



回転寿司 京樽

鮎田 京樽 木村 玉

## OUTCOME

### Economic value

2024-2026

Net sales	: 485.0 billion yen
EBITDA	: 59.5 billion yen
Operating profit	: 40.5 billion yen
Operating margin	: 8.4%
Ratio of overseas sales	: at least 35% of total sales

### Collaborative value with stakeholders

- Upstream value Enhancing the sustainability of marine resource procurement
- Midstream value Thoroughly reduce food loss and waste
- Downstream value Global expansion with more than 300-320 stores in more than 10 countries and regions Evolve and deepen tastiness
- Value with employees Diverse human resources on a global basis
- Value for our planet 50%+ reduction in CO<sub>2</sub> emissions intensity by 2030 (vs. FY2013)

## VISION

Increase the number of COMPANIES and become

the world's top brand



**FOOD & LIFE COMPANIES**

Discovering new tastiness. Sharing moments of joy.

\*The number of part-time employees represents the annual average number converted to eight hours per day