

INPUT

Management capital essential to the sustainable growth of our business

Natural capital

- Sustainable and diverse marine resources and agricultural produce
- Initiatives for sustainable procurement and collaboration with upstream partners

Social and relationship capital

- Producer of seafood and agricultural produce for sustainable procurement
- Stable supply chain
- Customer traffic: approx. 150 million customers served annually
- Partnerships with business partners engaged in the aquaculture business and startup companies and various manufacturers with cutting edge technologies

Manufacturing capital

- Superior restaurant and kitchen facilities
- Demand forecasting using AI
- Restaurants: 1,123 (986 in Japan and 137 in six countries and regions)
- Central kitchen for Kyotaru: 1 location

Human capital

- Diverse workforce
- Number of employees: Permanent employees 7,134 Part-time employees 20,779*
- Work environment conducive to taking on new challenges (working overseas, internal recruitment system, etc.)

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 souvenir lockers

Financial capital

- Ability to generate cash for business operations and cash flow
- Total assets: 350.6 billion yen

BUSINESS MODEL



Seven Material Issues for Sustainability



OUTPUT

Bringing sustainable Japanese food culture to Asia and the world



SUSHIRO

京樽



回転寿司 みつき



OUTCOME

Economic value

2024 to 2026

Net sales	: 520.0 billion yen
EBITDA	: 57.0 billion yen
Operating profit	: 35.0 billion yen
Operating margin	: 6.7%
Ratio of overseas sales	: at least 40% of total sales

Collaborative value with stakeholders

- Upstream value
Achieve a 50:50 ratio of natural and aquaculture in marine resources
- Midstream value
Thoroughly reduce food loss and waste
- Downstream value
Expand globally to more than 400 restaurants in 8 countries and regions
Evolve and deepen tastes
- Value with employees
Encourage employees to proactively advance their career internationally
- Value for our planet
Reduce our CO₂ emissions 50% by 2030 (compared to fiscal 2013)

VISION

Increase our companies to become a top restaurant brand globally



FOOD & LIFE COMPANIES

Discovering new tastiness, Sharing moments of joy.

External environment

Medium- to long-term opportunities

- Changing needs regarding diet (healthy choices and ethical consumption)
- Emergence of new food ingredients (food substitutes and certified sustainable food ingredients)
- Japan's outstanding food culture (sushi culture)
- Serious food challenges around the world (poverty, hunger, inequality, etc.)
- Evolution of ICT and DX

Medium- to long-term threats

- Declining seafood catch leading to reduced stock of natural fish (including marine pollution and impacts due to climate change)
- Growing interest in various social issues surrounding food (health damages caused by food poisoning/allergies and food waste and loss)
- Growing interest in climate change and environmental issues
- Soaring raw materials prices and energy costs
- Labor shortages
- Geopolitical risks

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