Fiscal Year Ended July 31, 2025

Financial Results Briefing

Eternal Hospitality Group Co., Ltd.
Securities code: 3193

Eternal Hospitality Group

2025/9/17

Fiscal Year Ended July 31, 2025 Full Year Financial Results

FY7/25 Consolidated Financial Results Summary

Eternal Hospitality Group

- Net sales maintained a YoY growth trend due to new restaurant openings and same-store sales growth in Japan, as well as the effect of new restaurant openings overseas
- Operating profit was lower than the previous year's result due to an increase in the cost of sales ratio and initial losses at overseas local corporations; however, both net sales and operating profit exceeded the revised forecast

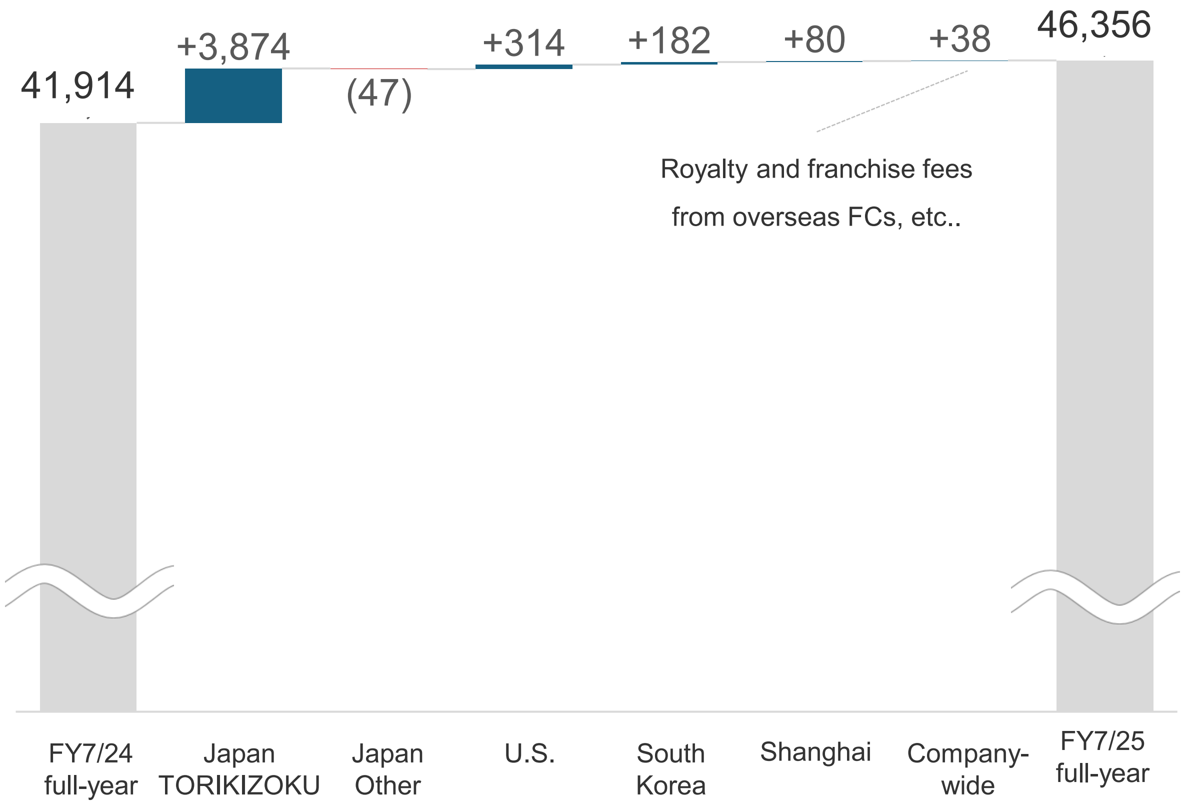
(Unit: ¥mn)	FY7/24 cumulative total actual (% of sales)	FY7/25					
		Cumulative total revised forecast (% of sales)	Cumulative total actual (% of sales)	YoY		Vs. revised forecast	
				%	Amount	%	Amount
Net sales	**41,914**	**45,335**	**46,356**	+10.6%	+4,442	+2.3%	+1,021
Gross profit	**29,086** (69.4%)	-	**31,774** (68.5%)	+9.2%	+2,688	-	-
SG&A	**25,837** (61.6%)	-	**28,653** (61.8%)	+10.9%	+2,816	-	-
Operating profit	**3,248** (7.8%)	**3,036** (6.7%)	**3,121** (6.7%)	(3.9%)	(127)	+2.8%	+85
Ordinary profit	**3,261** (7.8%)	**3,026** (6.7%)	**3,103** (6.7%)	(4.9%)	(158)	+2.5%	+76
Profit attributable to owners of parent	**2,127** (5.1%)	**1,800** (4.0%)	**1,720** (3.7%)	(19.1%)	(406)	(4.4%)	(79)

Net Sales and Operating Profit (YoY)

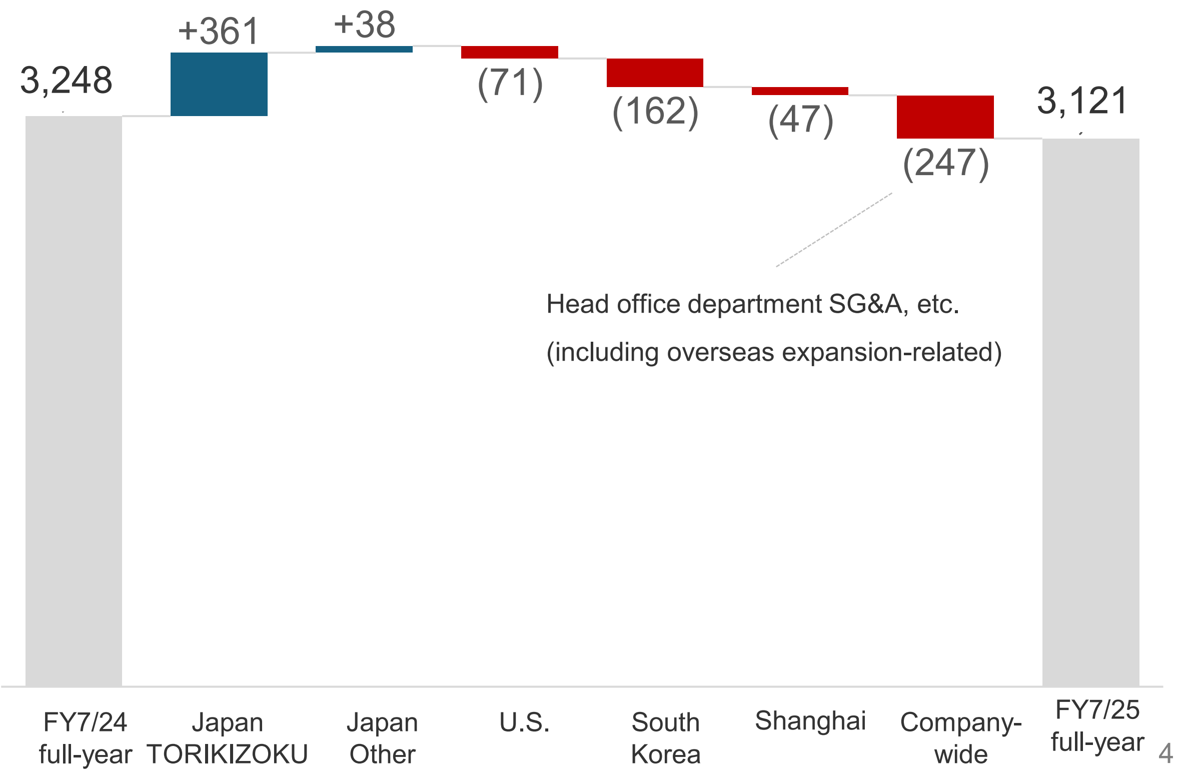
Eternal Hospitality Group

- Net sales increased YoY due to new restaurant openings and same-store growth in the Japan TORIKIZOKU business and new restaurant openings overseas
- Despite higher cost of sales and operating expenses, the Japan TORIKIZOKU business secured an increase in profit. However, profit declined YoY due to initial losses associated with overseas expansion

Net sales (¥mn)



Operating profit (¥mn)



Number of Group Brand Restaurants

◆ New restaurant openings

Japan (TORIKIZOKU directly managed 14 restaurants
TORIKIZOKU TCC*1 12 restaurants)
(YAKITORI DAIKICHI: 6 restaurants)

Overseas U.S.: 2 restaurants South Korea:4 restaurants China:3 restaurants
Taiwan:4 restaurants Hong Kong: 1 restaurant

◆ Closed

Japan (TORIKIZOKU directly managed 7 restaurants
TORIKIZOKU TCC 1 restaurant)
(YAKITORI DAIKICHI: 18 restaurants TORIKI BURGER: 1 restaurant)

1,139 restaurants As of July 31, 2024 ▶ 1,158 restaurants As of July 31, 2025

*1 Our limited number of franchise owners are referred to as “comrades” with the aim of ensuring stronger relationships as business partners than typical franchise chains, and TCC stands for TORIKIZOKU Comrade Chain.
*2 All YAKITORI DAIKICHI restaurants are franchises.
*3 Other consists of TORIKIZOKU Partners, which operates under an independent system store model, and TORIKI BURGER.

				Number of restaurants as of July 31, 2024	FY7/25 (Cumulative total) Openings	FY7/25 (Cumulative total) Closed	Number of restaurants as of July 31, 2025
Japan	TORIKIZOKU	Kansai	Directly managed	93	3	1	95
		Kanto		228	6	5	229
		Tokai		71	2	1	72
		Kyushu and Okinawa		6	2	0	8
		Tohoku		3	1	0	4
		Subtotal		401	14	7	408
		Kansai	TCC*1	143	1	1	143
		Kanto		86	4	0	90
		Hokkaido		3	3	0	6
		Chugoku and Shikoku		5	2	0	7
		Hokuriku		1	1	0	2
		Kyushu and Okinawa		4	1	0	5
		Subtotal		242	12	1	253
		Total		643	26	8	661
	YAKITORI DAIKICHI*2		FC restaurants	489	6	18	477
	Other*3			4	0	1	3
	Japan total			**1,136**	**32**	**27**	**1,141**
Overseas	U.S.	HASU/zoku/TORIKIZOKU	Directly managed	1	2	0	3
	South Korea	TORIKIZOKU/mozu	Directly managed	0	4	0	4
	Taiwan	TORIKIZOKU	Joint venture	0	4	0	4
	Hong Kong	TORIKIZOKU	FC restaurants	0	1	0	1
	China	TORIKIZOKU	Directly managed	0	3	0	3
		YAKITORI DAIKICHI	FC restaurants	2	0	0	2
	Overseas total			**3**	**14**	**0**	**17**
Group total				**1,139**	**46**	**27**	**1,158**

TORIKIZOKU Initiatives 40th Anniversary Measures
- Fiscal Year Ended July 2025 -

Eternal Hospitality Group

We carried out our first parent-child collaboration in 40 years of business, offering limited-quantity menu items and distributing app-only videos of parent-child conversation
App DLs exceeded 1.6 million in total, exceeding initial expectations, and used as a touch point with customers

Mr. Tadayoshi Okura is the eldest son of the founder, Mr. Tadashi Okura, and is the same age as TORIKIZOKU. To commemorate the 40th anniversary, he gladly agreed to a collaboration, contributing to the excitement of the 40th anniversary through a collaboration menu and a conversation video featuring his first joint appearance with his father.

Menu created by Tadayoshi Okura

Green Chicken Nuggets

Green Chicken Breast

Conversation video

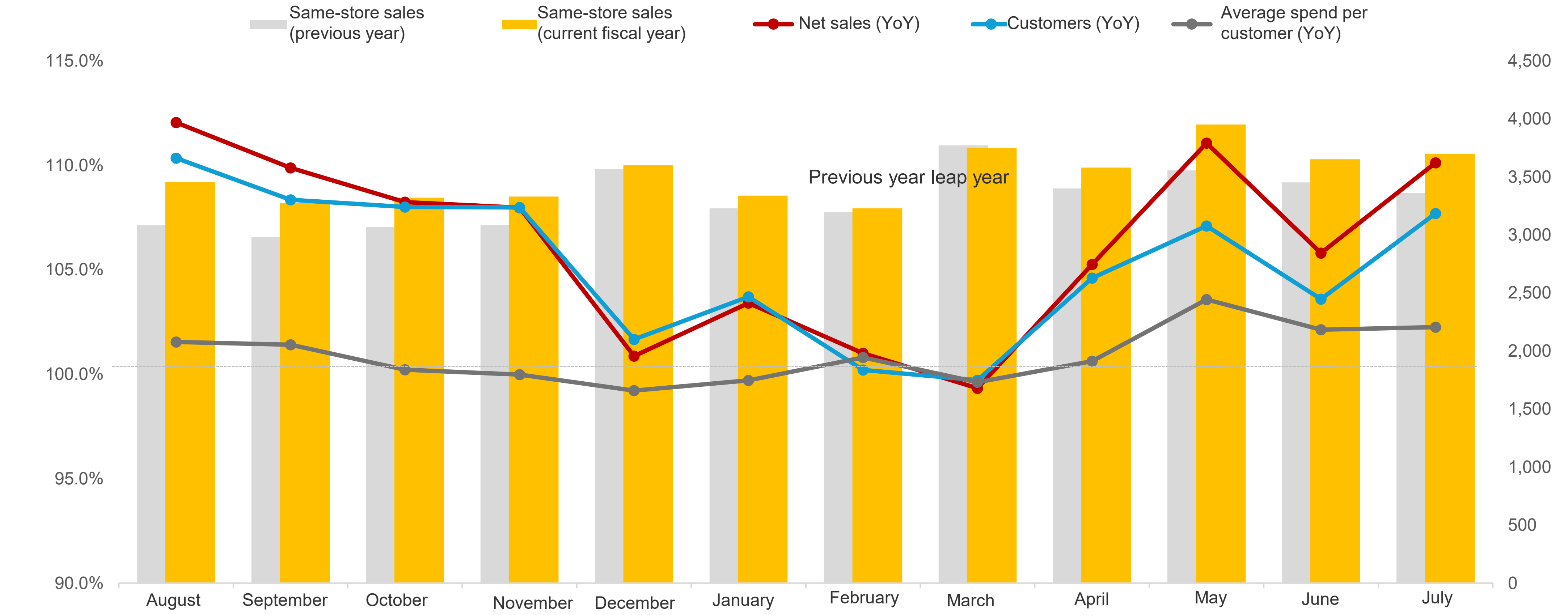
Novelty goods

Collaboration menu period: May 1, 2025 to July 31, 2025 (extended)

Novelty goods drawing period: May 1, 2025 to June 30, 2025

Special website URL: https://torikizoku-40th.jp/

Same-Store Sales YoY



(Unit: %)

	August	September	October	November	December	January	February	March	April	May	June	July
Net sales	112.1	109.9	108.2	108.0	100.9	103.4	101.0	99.3	105.3	111.0	105.8	110.1
Customers	110.3	108.3	108.0	108.0	101.7	103.7	100.2	99.7	104.6	107.1	103.6	107.7
Average spend per customer	101.5	101.4	100.2	100.0	99.2	99.7	100.8	99.6	100.6	103.6	102.1	102.3

*The above table covers directly managed restaurants.
*YoY same-store sales refers to restaurants that have been open for 12 months or more, excluding the month in which the new restaurant opened.

TORIKIZOKU First Restaurant/TORIKIZOKU Memorial Hall

We have recreated the first restaurant at our founding location to commemorate our 40th anniversary and to express our gratitude to the local community and customers

It includes the TORIKIZOKU Memorial Hall to exhibit the history of TORIKIZOKU to the general public

We invited employees, business partners, and international partners, and actively utilized the facility to support our global business expansion

1985

2025

■TORIKIZOKU First Restaurant “Shuntoku Branch”
Address: 1st Floor, 1-26-22 Eiwa, Higashiosaka-shi, Osaka (3-minute walk from JR Shuntokumichi Station)
Open: May 1 to October 31, 2025, from 5 p.m. to 10 p.m.
Details: https://torikizoku.co.jp/assets/uploads/2025/05/2025.5.1-1.pdf

■TORIKIZOKU Memorial Hall
Address: 2nd floor of the same building
Open: Thursday to Sunday, from 3 p.m. to 7 p.m. (reservations required for each session)
Details: https://torikizoku.co.jp/assets/uploads/2025/05/250529.pdf

Overseas Expansion As of July 31, 2025

Commenced expansion into the 1st Zone countries, beginning with the acquisition of a local yakitori restaurant business in the U.S. in May 2024
Stepped up simultaneous expansion into multiple countries in order to quickly expand into countries with no leading yakitori brands

Global YAKITORI Family

1st Zone

East Asia

South Korea<Directly managed> 4 restaurants
China<Directly managed/FC> 5 restaurants
Taiwan<Joint venture> 4 restaurants
Hong Kong<FC> 1 restaurant

2nd Zone

Southeast Asia

Beginning research and development for expansion
Study operating formats and brands for expansion in each country
(Thailand/Vietnam/the Philippines, etc.)

1st Zone

U.S.

<Directly managed>
3 restaurants

Consolidated Balance Sheet/Consolidated Statement of Cash Flows

Eternal Hospitality Group

(Unit: ¥mn)	July 31, 2024	July 31, 2025	Change
Current assets	10,747	10,468	(278)
(Inc. cash and deposits)	8,361	7,415	(945)
Non-current assets	9,907	10,914	+1,006
Total assets	**20,654**	**21,382**	**+728**
Current liabilities	8,011	7,842	(168)
(Inc. interest-bearing debt)	1,057	1,281	+223
Non-current liabilities	3,950	3,765	(185)
(Inc. interest-bearing debt)	2,356	2,114	(241)
Total liabilities	**11,961**	**11,607**	**(354)**
Total net assets	**8,692**	**9,774**	**+1,082**
Equity-to-asset ratio	42.1%	45.7%	+3.6pt

(Unit: ¥mn)	FY7/24 actual	FY7/25 actual
Operating cash flows	**4,441**	**2,492**
Profit before income taxes	3,159	3,029
Depreciation	887	1,194
Amortization of goodwill	27	27
Impairment losses	95	48
Decrease (increase) in trade receivables	(159)	(330)
Increase (decrease) in trade payables	279	318
Income taxes paid	(335)	(1,512)
Other	487	(282)
Investing cash flows	**(1,990)**	**(2,694)**
Purchase of property, plant and equipment	(1,554)	(2,317)
Other	(435)	(376)
Financing cash flows	**(2,721)**	**(689)**
Proceeds from long-term borrowings	1,500	1,000
Repayments of long-term borrowings	(3,848)	(1,120)
Payment of dividends	(139)	(533)
Other	(233)	(36)
Effect of exchange rate change on cash and cash equivalents	26	(69)
Cash and cash equivalents at end of period	**8,445**	**7,485**

FY7/26 Full-year Consolidated Earnings Forecasts

- We plan to increase sales through same-store sales growth in Japan, an increase in domestic and overseas new restaurant openings, and the full-year contribution of restaurant openings in the previous fiscal year
- We continue to anticipate initial losses in our overseas operations. However, we are accelerating new store openings in Shanghai and South Korea to contribute to profits starting next fiscal year
- While anticipating a wage raise, additional holidays since the beginning of the fiscal year, and rising operational costs, we plan a profit increase

(Unit: ¥mn)	FY7/25 full-year actual (% of sales)	FY7/26		
		Full-year forecasts (% of sales)	YoY	
			%	Amount
Net sales	**46,356**	**52,355**	+12.9%	+5,998
Operating profit	**3,121** (6.7%)	**3,152** (6.0%)	+1.0%	+30
Ordinary profit	**3,103** (6.7%)	**3,140** (6.0%)	+1.2%	+37
Profit attributable to owners of parent	**1,720** (3.7%)	**1,839** (3.5%)	+6.9%	+118

- **Same-store sales YoY**
  TORIKIZOKU 103.8% (1H 105.8%, 2H 101.9%)
- **Major restaurant opening plan**
  Japan
  TORIKIZOKU directly managed 30 restaurants, TCC 23 restaurants
  Overseas
  South Korea: TORIKIZOKU directly managed 10 restaurants
  Shanghai: TORIKIZOKU directly managed 14 restaurants
  Vietnam: DAIKICHI directly managed 1 restaurant; TORIKIZOKU directly managed 1 restaurant
  Taiwan: TORIKIZOKU joint venture 3–5 restaurants
  Hong Kong: TORIKIZOKU franchise 3–5 restaurants

Shareholder Returns

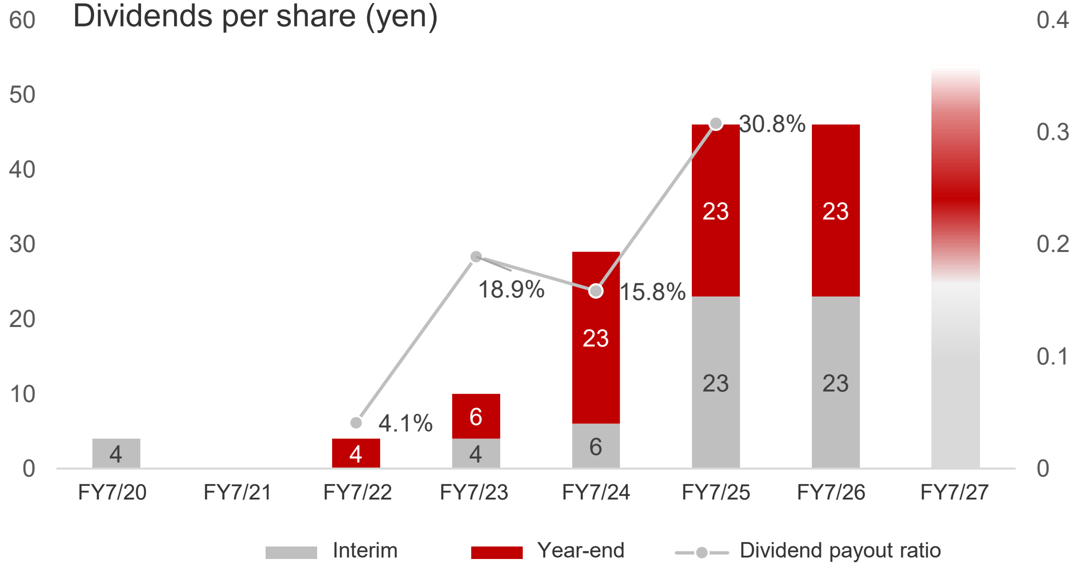
Dividends

Dividend Policy

The Company will allocate profits to growth investment for the future. At the same time, having established enhancement of shareholder returns through long-term growth as an important management goal, the Company will **pay progressive dividends** based on the principle of stable and sustainable increases in dividends through sustainable profit growth. The total dividend amount will be **determined based on a guideline for the consolidated dividend payout ratio of 20% or more**.

<Dividend forecast for the fiscal year ending July 31, 2026>

Based on the dividend policy, 23 yen per share for the interim and year-end dividends respectively, totaling 46 yen per share



Shareholder benefits system*

Shares owned	Shareholder benefits
100–299 shares	¥2,000 worth of electronic tickets per year (Tickets worth ¥1,000 will be sent at the interim and year-end periods)
300–499 shares	¥6,000 worth of electronic tickets per year (Tickets worth ¥3,000 will be sent at the interim and year-end periods)
500 shares or more	¥10,000 worth of electronic tickets per year (Tickets worth ¥5,000 will be sent at the interim and year-end periods)

Shareholder benefit tickets can be used at all "YAKITORIYA TORIKIZOKU" (excluding TORIKIZOKU partner restaurants) and "TORIKI BURGER" restaurants in Japan. They cannot be used at "YAKITORI DAIKICHI."

Actions to Implement Management That Is Conscious of Cost of Capital and Stock Price

2024/9 Disclosure

Eternal Hospitality Group

Perception of current situation

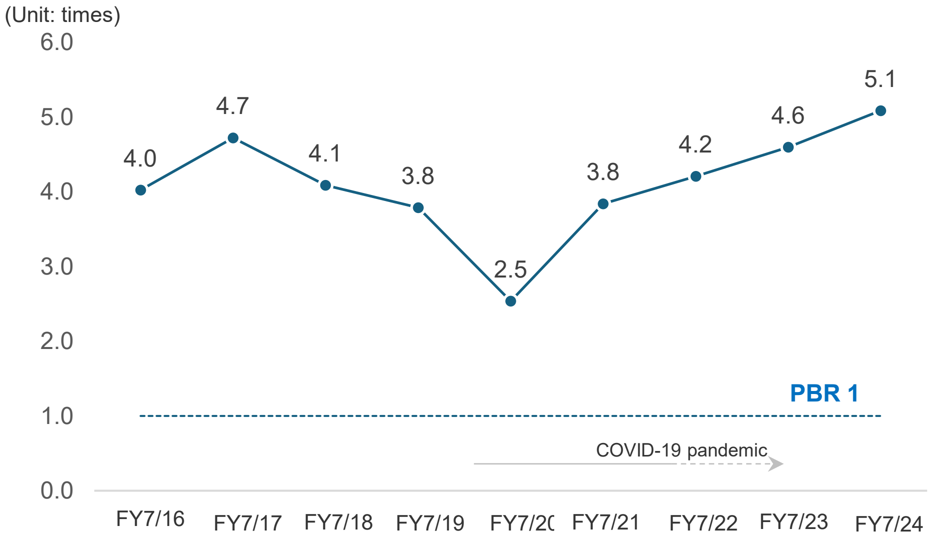
- ROE recovered as COVID-19 pandemic came to an end, exceeding the cost of shareholders' equity as calculated based on CAPM
- Appropriate return on capital maintained with PBR over 1, except during COVID-19 pandemic, etc.
- P/E ratio has largely returned to pre-pandemic levels, but remains lower than companies with the highest market capitalization in the restaurant industry and companies expanding overseas

Initiatives to enhance corporate value

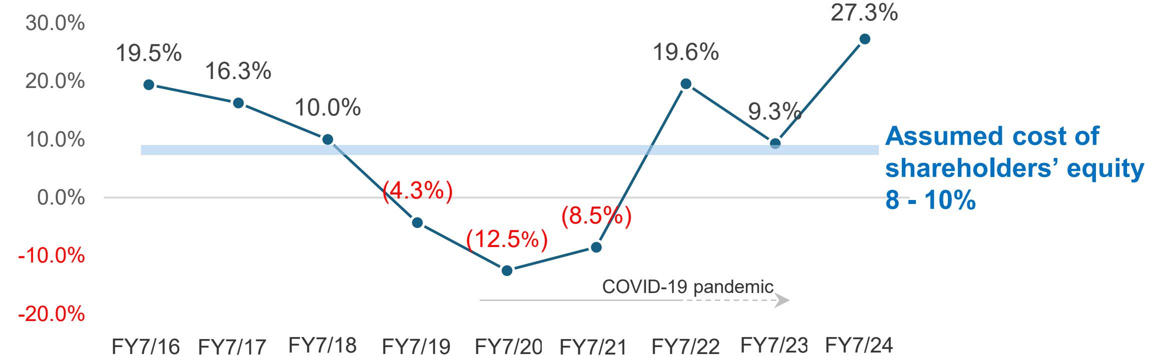
- ➢ Expand and stabilize revenue sources by implementing Medium-Term Management Plan
- ➢ Foster expectations of growth by launching overseas businesses and building up business performance
- ➢ Enhance shareholder returns

- **Maintain ROE above cost of capital and aim to generate stable profit with ROE of 20% or more**
- **Increase P/E ratio by fostering expectations of growth and enhancing shareholder returns**

PBR



ROE



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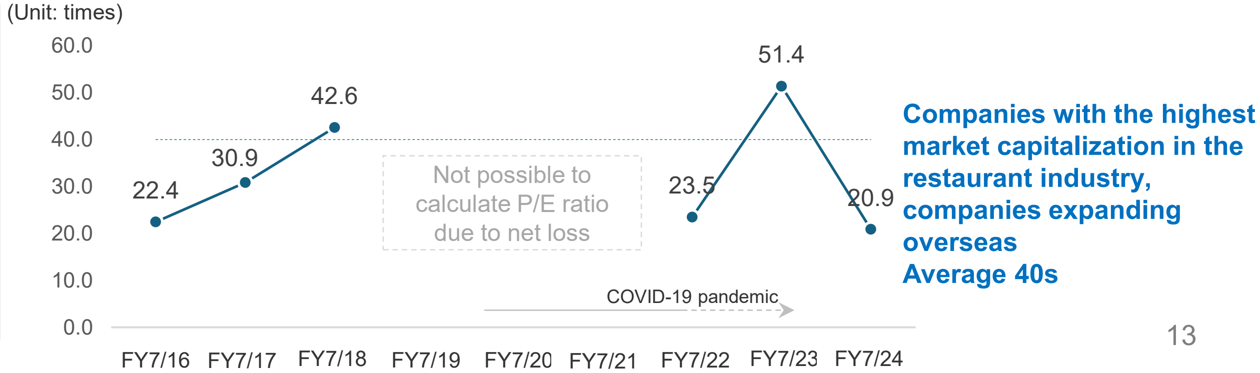


*Calculated using the closing price on the final trading day of each period
*Denominator for PBR calculated using shareholders' equity at the end of the period and denominator for ROE calculated using average shareholders' equity during the period

Actions to Implement Management That Is Conscious of Cost of Capital and Stock Price

Updated

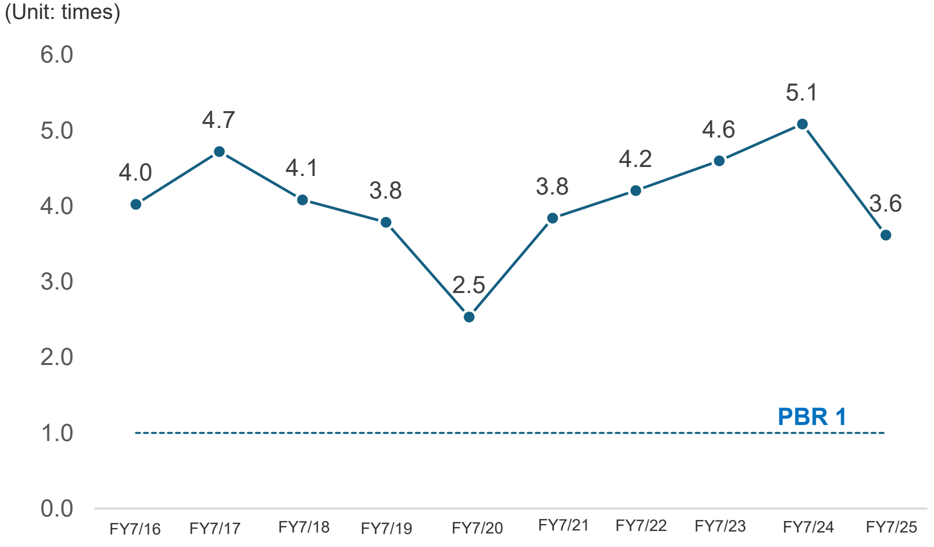
Eternal Hospitality Group

Progress of initiatives

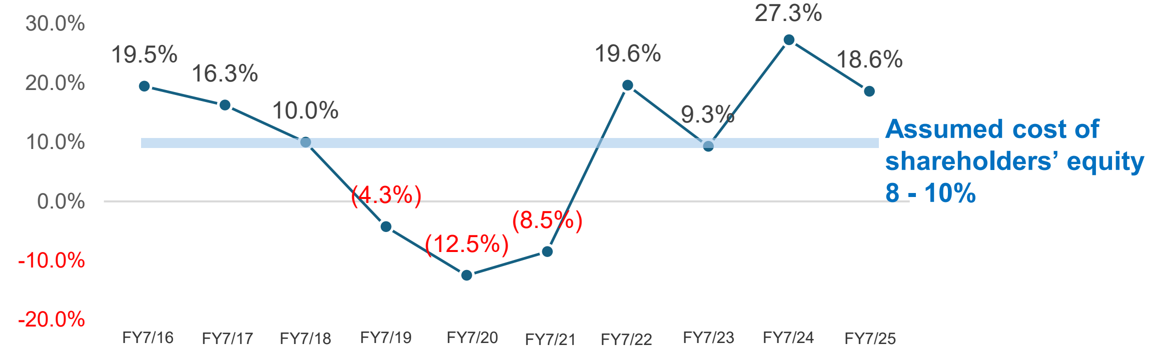
- Despite positive results from overseas expansion, the results fell short of the plan
- ROE maintained a level exceeding the cost of capital
- Enhancement of shareholder returns has been completed, and the new dividend policy of “a dividend payout ratio of 20% or more and progressive dividends” has been implemented

The challenge in increasing P/E ratio remains fostering expectations for business growth both in Japan and overseas
Aim to improve P/E ratio by strengthening the Group’s execution structure, accelerating new restaurant openings in Japan and overseas, and quickly realizing a contribution to earnings/further expansion of overseas businesses

PBR



ROE



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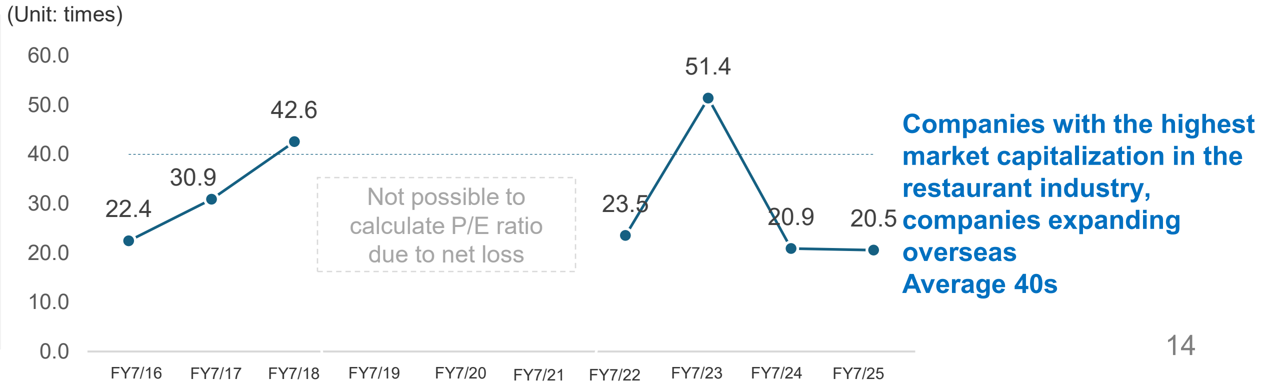

*Calculated using the closing price on the final trading day of each period
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Fiscal Year Ending July 31, 2026 Group Key Points

Medium-Term Management Plan Overview

Eternal Hospitality Group

Global YAKITORI Family

We will make "YAKITORI" into a global language.
We will take on the challenge of entering the global restaurant market with "YAKITORI" at the core of our business.

FY7/22 – FY7/24	FY7/25 – FY7/27	FY7/28 – FY7/30
Previous Medium-Term Management Plan	Current Medium-Term Management Plan	Next Medium-Term Management Plan
Emerging from the COVID-19 pandemic and launching overseas expansion	**Establish overseas business and build up business performance**	**Expand overseas restaurant network** **Aim for new growth stage**

Japan

<TORIKIZOKU>

- Maintain and increase same-store sales by strengthening marketing and branding
- New restaurant openings targeting 1,000 restaurants in Japan (directly managed/TCC) by 2030
- Developing new restaurant formats such as a delicatessen format

<YAKITORI DAIKICHI>

- Rebranding and franchisee development aiming for recovery to 700 restaurants by 2030

Overseas

- Business start-up and restaurant development in the U.S. and East Asia

Priority measures

- Expanding operating models and brand portfolio and expansion in Japan and overseas
- Strengthening human resource base, strengthening research and development, establishing optimal governance structure, etc.

	FY7/27 (target)
Net sales	60.0 billion yen
Of which, overseas net sales	6.0 billion yen
Operating profit	6.0 billion yen
Operating profit margin	10%
ROE	Maintain at least 20%

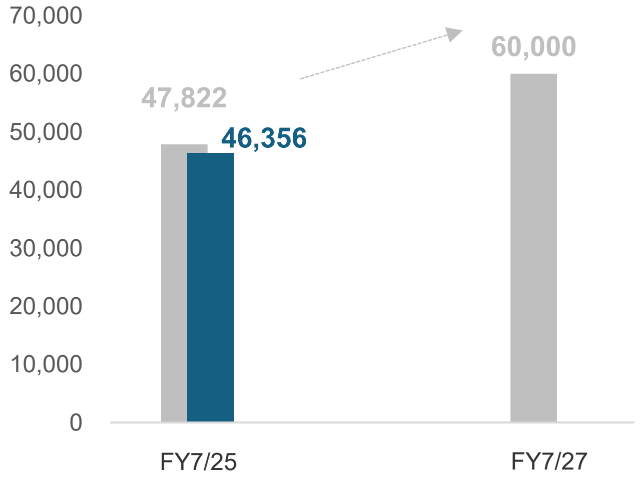
Medium-Term Management Plan Progress

Despite positive results from overseas expansion, the results fell short of the plan.
Increased gap with the Medium-term plan target
Plans to revise numerical targets in line with country deployment strategy updates

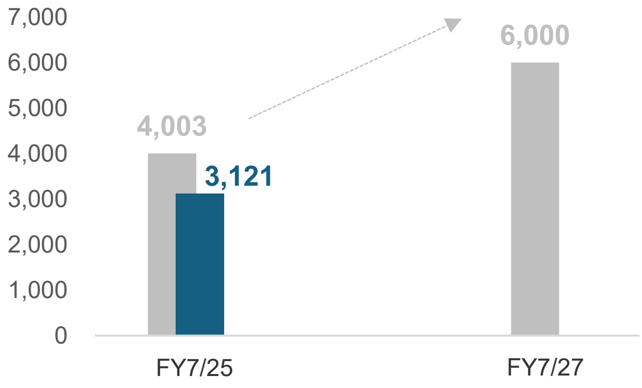
Overview of the first year

- The initial earnings forecast was revised downward, as the first-year results, both revenue and profit, fell short of the plan
  - Same-store net sales in Japan fell short of the plan
  - Deterioration in profit margins due to inflationary effects such as higher costs
  - Increase in initial losses of overseas affiliated companies (accelerated entry into Shanghai, delays in opening restaurants, building restaurant models, etc.)
- The number of new restaurant openings overseas was generally in line with the plan
- Sales and customer traffic at overseas restaurants exceeded expectations, and the TORIKIZOKU brand and Yakitori turned out well

Consolidated net sales



Operating profit



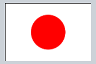
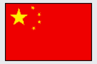
FY7/24 (actual)	Medium-term plan target
18.6%	Maintain at least 20%

Medium-Term Management Plan Second Year Policies (Fiscal Year Ending July 31, 2026)

- **Promote multi-location, multi-brand strategy through group reorganization**
- **Expand and strengthen the Chief Officer structure (CxO structure)**

Promote development in each country and region aiming for a breakthrough in the final year of the Medium-Term Management Plan

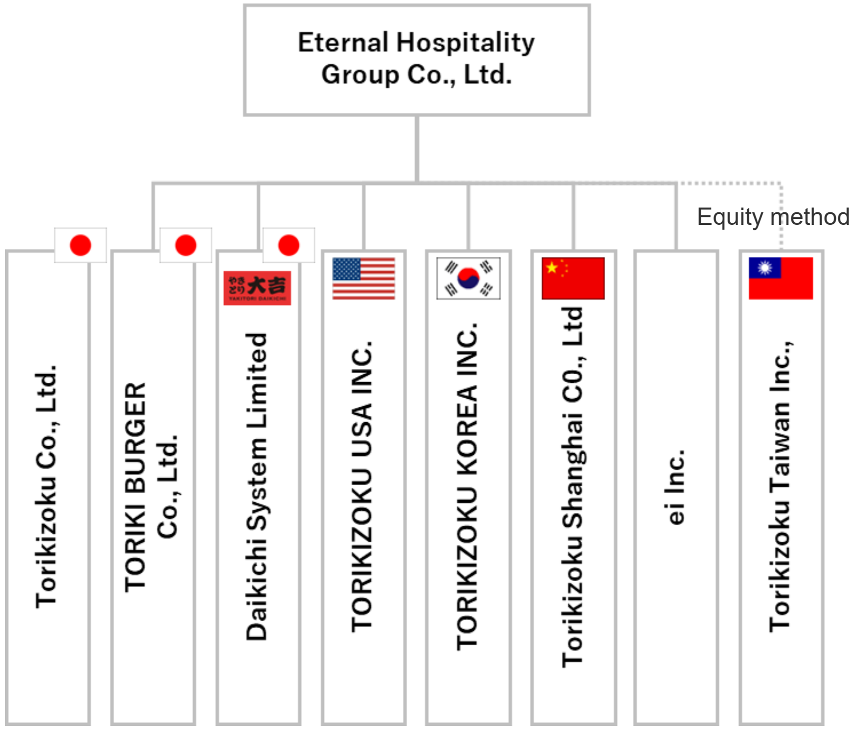
FY7/26 policies by country/region

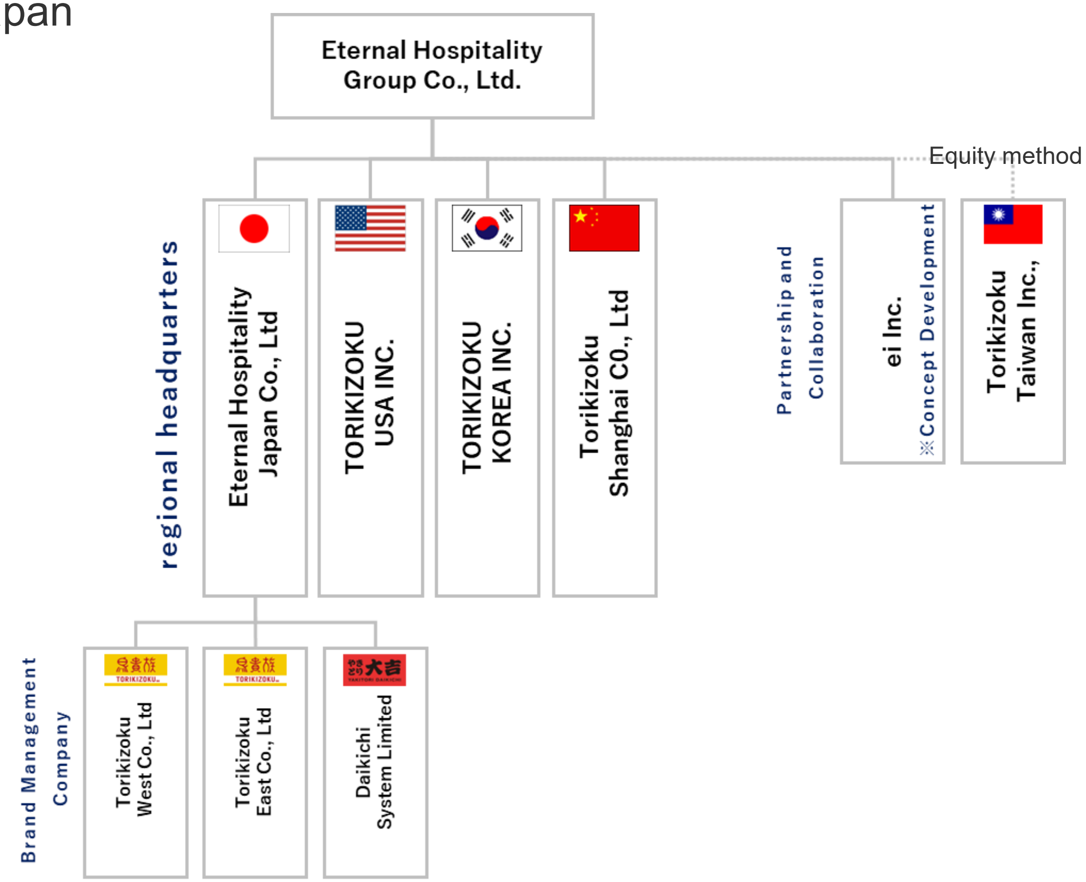
Country/Region	Policy	Number of new openings
	Acceleration of new restaurant openings through organizational restructuring and review of new restaurant opening areas	鳥貴族 TORIKIZOKU Directly managed +30 / TCC +23; やきとり大吉 YAKITORI DAIKICHI Turning into net increase
	Enhancement of existing business models and update of the U.S. expansion strategy	(Priority is given to the enhancement of existing business models)
	Improvement of store profitability and promotion of dominant restaurant expansion	鳥貴族 TORIKIZOKU Directly managed +10
	Aggressive restaurant openings and brand awareness enhancement	鳥貴族 TORIKIZOKU Directly managed +14
 	Stable restaurant openings and deepening partnerships	鳥貴族 TORIKIZOKU JV/FC +3–5 each
	Company establishment and restaurant start-up	やきとり大吉 YAKITORI DAIKICHI Directly managed +1; 鳥貴族 TORIKIZOKU Directly managed +1
Other	For other countries, regions, and types of businesses, we will consider restaurant openings as appropriate, based on the development stage	

Group Reorganization (as of August 2025)

Aiming for further global expansion and optimal deployment in each country and region, we carried out a reorganization of the group structure

- Reorganized into a structure that has regional headquarters to achieve brand development that meets the needs of each country and region
- Japan TORIKIZOKU, a particularly large and profitable business, aims for agile and flexible management through further splitting into Western and Eastern Japan

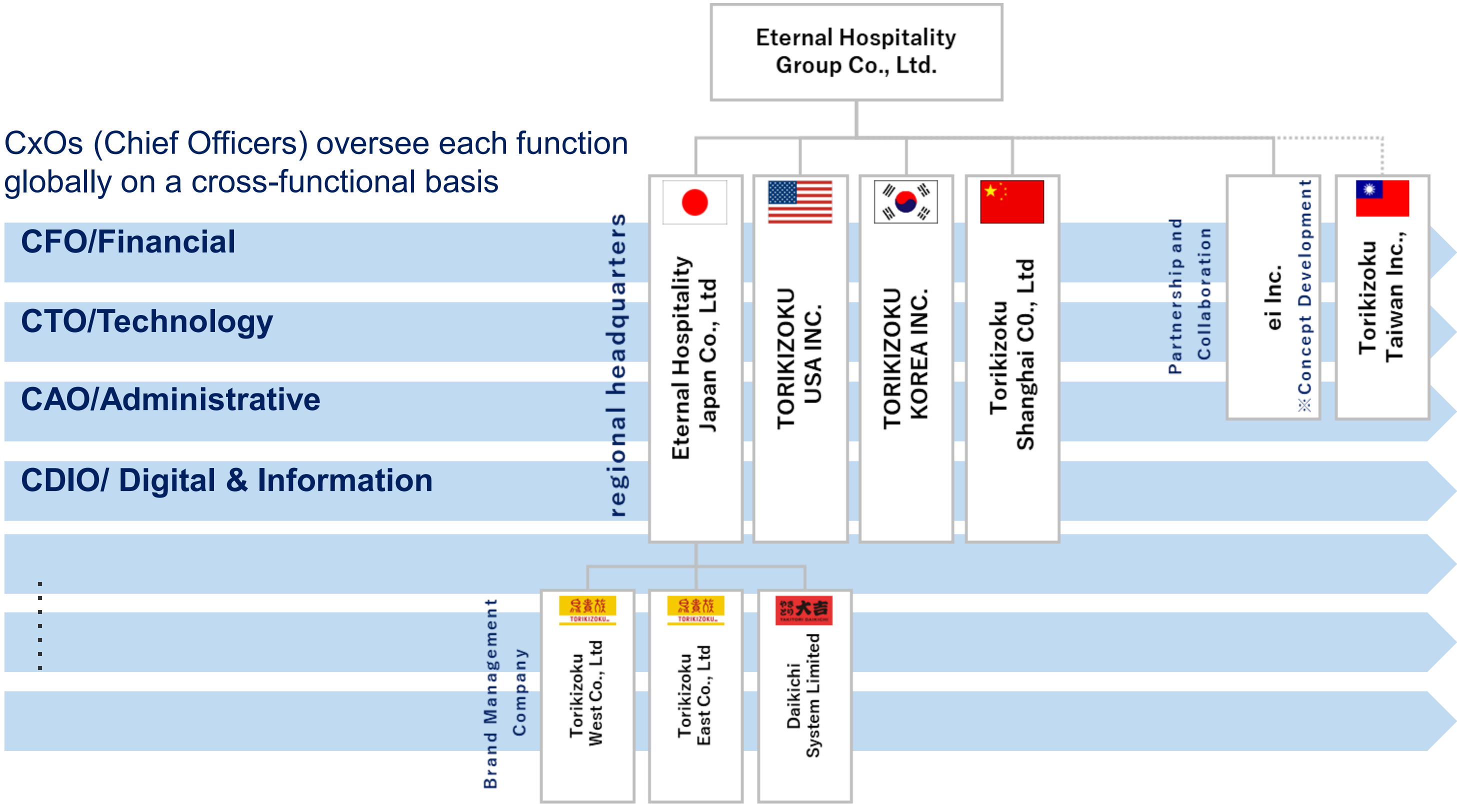




Expand and strengthen the Chief Officer structure (CxO structure)

In line with the reorganization, the Chief Officer (CxO) structure was expanded to realize and strengthen the group-wide execution system

- Continue to strengthen the CxO structure not only through internal appointments, but also by actively inviting external human resources
- New Executive Officers were appointed in the DX and internal/external communication areas from the current fiscal year



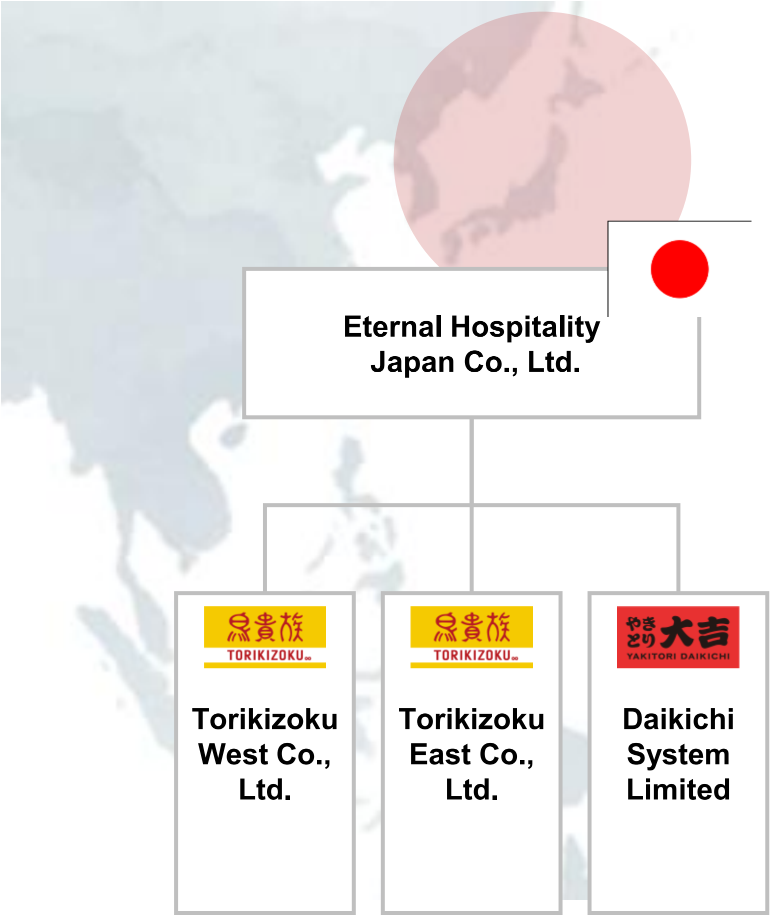
Executive Officer and CDIO
Chief Digital Information Officer
Akira Nakabayashi
Joined Panasonic as a new graduate
Moved to Kura Sushi in July 2022 and established the DX Headquarters to promote DX
July 2025: Appointed as Executive Officer and CDIO of the Company

Executive Officer and CCO
Chief Communication Officer
Teruki Sekiguchi
Joined UNIQLO as a new graduate
Then joined Chikaranomoto Holdings
Engaged in global recruitment as the head of recruitment and training
March 2020: Founded his own business
August 2025: Appointed as Executive Officer and CCO of the Company

Acceleration of New Restaurant Openings

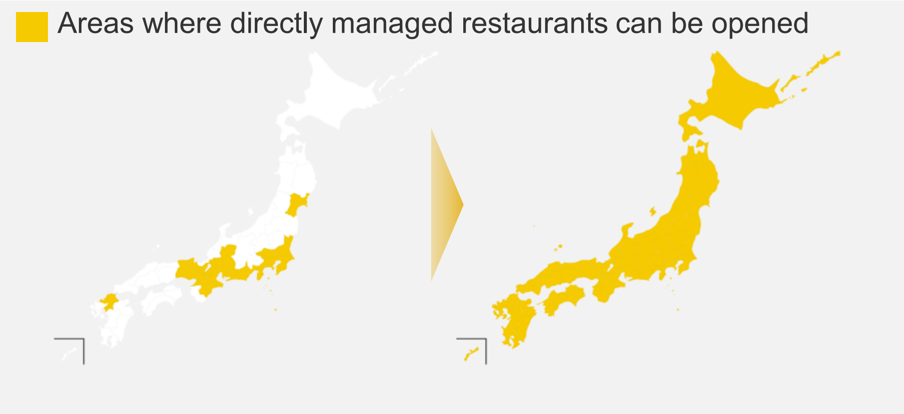
East-West splitting of the TORIKIZOKU management company

- Through organizational restructuring, Torikizoku Co., Ltd. was split into Eastern and Western units
- Speeding up new restaurant openings through agile decision-making



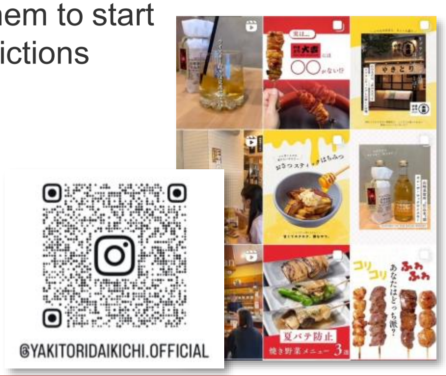
Liberalization of restaurant opening areas

- Abolished the area division between directly managed restaurants and TCCs for new restaurant openings
- Directly managed restaurants, which have more resources than TCCs, will take the lead in accelerating restaurant openings, aiming to reach 1,000 restaurants nationwide in 2030



Responding to the needs of prospective business owners and disseminating information through SNS

- Introduced a new franchise package that allows prospective business owners to open a business in their hometown, and promoted them to start their own business by eliminating location restrictions



Eternal Hospitality Group

Refinement of the regular menus

In addition to seasonal menus, regularly refined the regular menus

Reflected product sales data, customer demographics, and feedback to product development

Added rice menu and beer cocktails

Responded to the improvement of dining satisfaction and diversifying food and beverage needs

First renewal in 35 years

Co-developed an original spice, tailored for TORIKIZOKU's yakitori, with leading spice manufacturer GABAN

Kids' drink renewal

Brand Enhancement and Improvement of Same-Store Sales

TORIKIZOKU brand enhancement and customer loyalty improvement

Following the well-received “40th Anniversary Parent-Child Collaboration,” we are offering a special menu that can be enjoyed by both long-time customers and those unfamiliar with our founding era

Increase customer loyalty through consistent brand communication

40th Anniversary(Arigato Fair)

Popular menu items originally created by founder Tadashi Okura were also brought back. The menu is updated on a two-month cycle

First Stage August 1 to September 30, 2025

Second Stage October 1 to November 30, 2025

Third Stage December 1, 2025 to January 31, 2026

Fourth Stage February 1 to March 31, 2026

Fifth Stage April 1 to May 31, 2026

Sixth Stage June 1 to July 31, 2026

Market Development and Business Concept Implementation in the Suburbs of Los Angeles (Directly Managed)

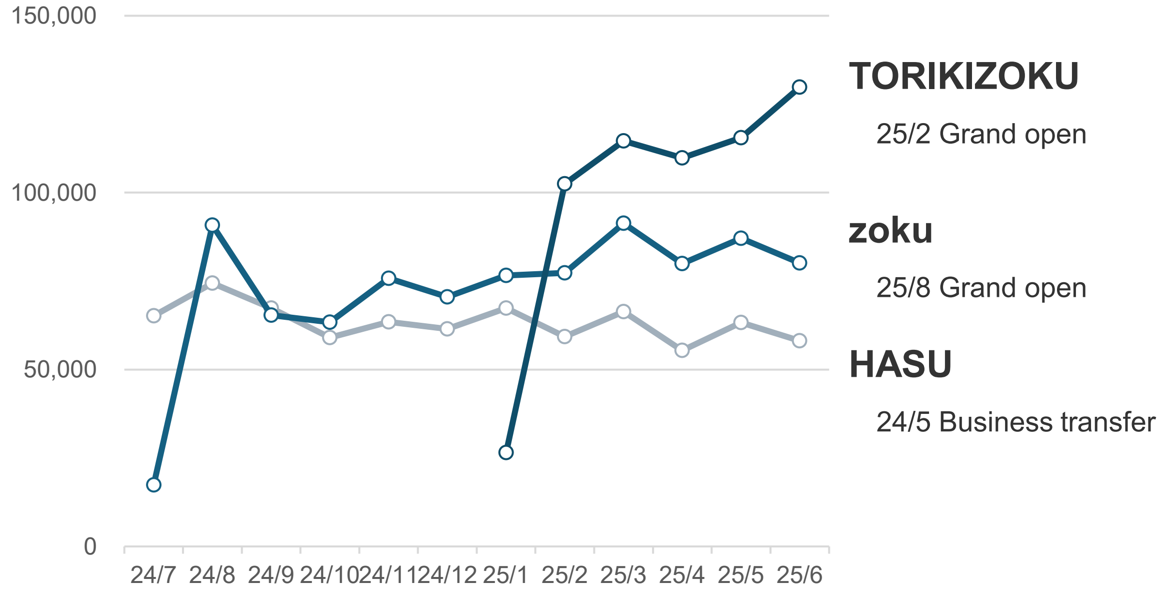
Sales of TORIKIZOKU and zoku, which were developed as models for multiple restaurant development, exceeded expectations, while HASU sales remained stable

Both TORIKIZOKU and zoku are currently only open for dinner, but are profitable at the restaurant level in some months

Although lunch service and takeout are possible options for both brands, a shortage of kitchen staff is a challenge

Policies for the current fiscal year	Prioritize establishing the TORIKIZOKU and zoku business concepts based on a three-store operation structure Work to update restaurant development strategy in the U.S. while perfecting the business concepts

Store Sales (Unit: USD)



Turning Same-Store Restaurants Profitable and New Restaurant Openings (Directly Managed)

Eternal Hospitality Group

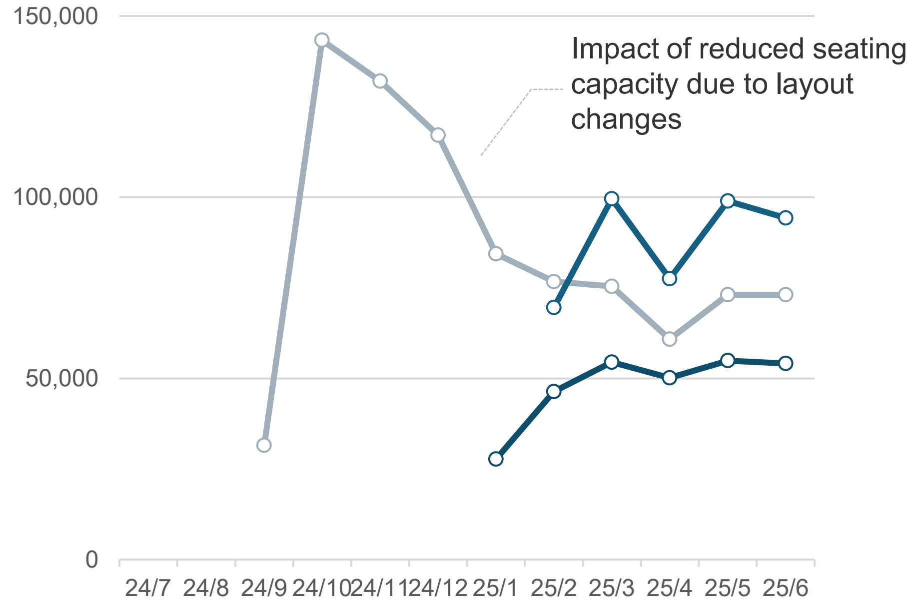
All restaurants maintained stable performance with appropriate sales in line with their seating capacity and operating hours

Dispatched the former representative of the Japan corporation to initiate a profitability turnaround initiative for restaurants by refining operations and staffing structures

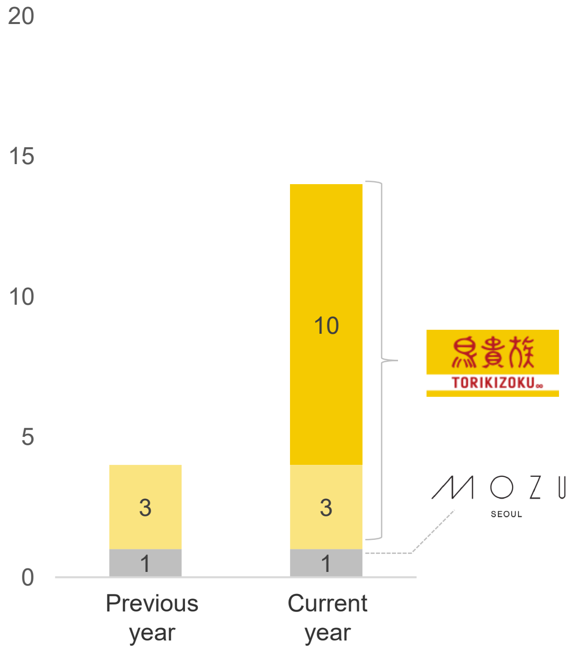
The former representative of the Korea corporation, Tsutsui continues to participate in management of the Korea Corporation, while shifting to development of new countries

Policies for the current fiscal year	Turn same-store restaurants profitable by reviewing cost of goods and operational expenses Started dominant restaurant expansion in Seoul's commercial areas, while monitoring improvements in restaurant profitability

Store Sales (Unit: thousand KRW)



+10 restaurants planned



TORIKIZOKU KOREA
Representative Director Nobuo Enozawa

2000: Joined the Company
With extensive experience as a Store Manager, Manager, and General Manager, he successively held responsible roles in Sales and in Human Resource departments
February 2021 - July 2025: Representative Director, President, Torikizoku Co., Ltd.
August 2025: Representative Director, TORIKIZOKU KOREA

Aggressive Restaurant Openings/Awareness Enhancement and Branding (Directly Managed)

Eternal Hospitality Group

Opened restaurants targeting shopping malls in the suburbs of Shanghai

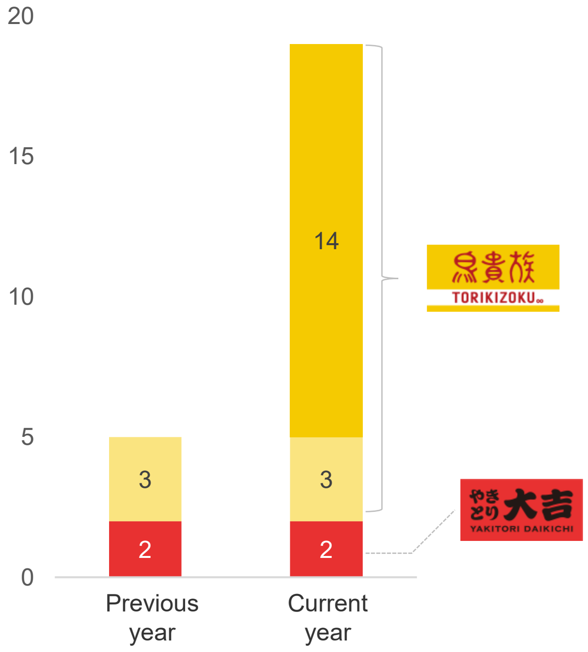
The first restaurant has performed at a consistently high level since its grand opening and has been profitable since March

From the second restaurant to the fourth restaurant, awareness of TORIKIZOKU and yakitori is low. Enhancing brand awareness is necessary for future expansion

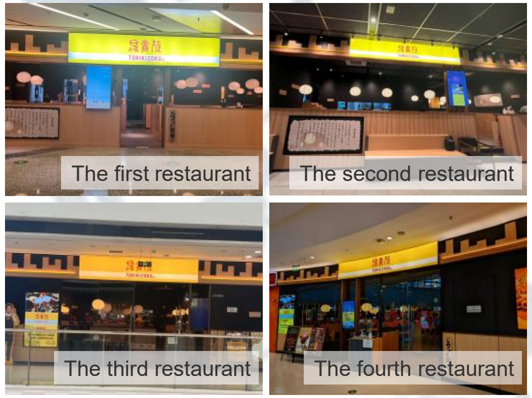
Policies for the current fiscal year	Aim to raise awareness of TORIKIZOKU and yakitori by opening restaurants in leading mall properties with high customer attraction Aim to reduce the initial losses of the local corporation by maintaining and increasing customer traffic, as well as expanding the number of restaurants

Store Sales (Unit: RMB)

+14 restaurants planned



Deployed in shopping malls in the suburbs of Shanghai



Taiwan (Joint Venture)
Hong Kong (Franchise)

Stable Operations/Restaurant Openings and Deepening of Partnerships

The relationships with partner companies in both Taiwan and Hong Kong are very strong

Both companies have high operational capabilities, and restaurant performance has remained stable after the initial opening boom of the first restaurant

Policies for the current fiscal year	Continue constant openings of TORIKIZOKU in both regions Discussing strategies for expansion into the Greater China region as well as deepening partnerships, keeping in mind the unique strengths of each party

四洲集團 FOUR SEAS GROUP

- Development and operation under a franchise agreement with Hong Kong based Four Seas Group
- With the strong restaurant management capabilities, the first restaurant recorded the highest sales of all TORIKIZOKU restaurants
- The second restaurant, which held its grand opening in August, set a new sales record

DaChan

- Development and operation under a joint venture with DaChan Great Wall Group, a major operator in Taiwan's poultry industry
- Sales have been stable at a high level, supported by DaChan Great Wall Group's central kitchen and supply chain, and a four-restaurant network has been quickly established

Establishment of a Subsidiary and Start-up of Restaurants

- Resolved to establish a subsidiary with the aim of expanding restaurants in Vietnam and facilitating mutual exchange with Vietnamese human resources
- Through "YAKITORI DAIKICHI," identify and analyze needs for yakitori, and open and develop "TORIKIZOKU" brand restaurants
- Future expansion of "YAKITORI DAIKICHI" franchises in Vietnam is also under consideration

ETERNAL HOSPITALITY VIETNAM Co., Ltd. (scheduled)

Representative	Nikichi Nagatsuyu
Date of establishment	November 2025 (scheduled)
Shareholding ratio	The Company 100%
Share capital	Approx. 80 million yen

Realization of the Global YAKITORI Family, toward overseas expansion
- Human resource development and acquisition from a global perspective are necessary
- To this end, clearly state the entry and exit points in recruitment (career paths)

⇒ **Started building a foundation for global expansion through mutual exchange with Vietnamese human resources**

The contributions of Vietnamese human resources at TORIKIZOKU in Japan

- Understanding of TORIKIZOKU and high level of operational capabilities
- Willingness to start a business and contribute to their home country

Join TORIKIZOKU

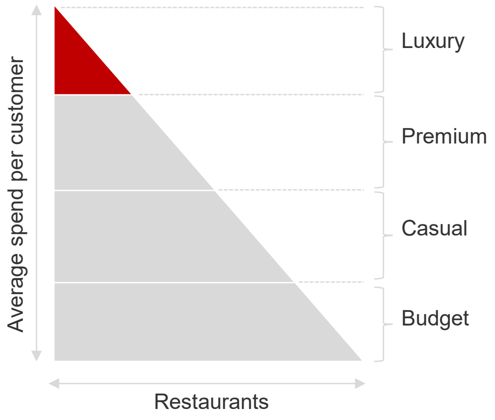
Starting a business with YAKITORI DAIKICHI

Brand Portfolio Expansion

- Promote brand expansion to establish the global No.1 in yakitori by developing brands that meet demand
- Expanded our collaboration with AO, the operator of the Michelin-starred restaurant “Yakitori Ichimatsu,” and established a joint venture company
- Plans to open a luxury brand “Taimatsu” in Japan following “mozu” in South Korea

Kabushiki Kaisha ei

Representative	Toshiyuki Kiyomiya
Date of establishment	June 2025
Business description	Produce and operate restaurants
Shareholding ratio	The Company 70%, AO 30%
Share capital	10 million yen



TAIMATSU 松明 焼鳥

October 2025 (scheduled)
Kagurazaka, Tokyo

MOZU SEOUL

April 2025
Cheongdam, Seoul

Company-wide DX Strategy and Initiatives

Eternal Hospitality Group

Accelerate the challenge of entering the global restaurant market with “Global YAKITORI Family + DX”

Aim to maximize “customer value, corporate value, and employee productivity” by implementing DX strategic investment and thoroughly utilizing AI

Maximize customer value

Practicing the highest hospitality

AI Marketing
AI TORIKIZOKU App
AI Touch Panel

Building a global business model

Strengthening communication infrastructure

Maximize corporate value

AI Analytics
AI Prediction

Maximize employee productivity

AI Communication Platform
AI Agents by Business

+

Evolution of front-end operations

Development, marketing, purchasing, and sales

Standardization of back-end operations

Accounting, human resources, legal, and general affairs

Use of digital technology

Data & AI utilization

FY7/25 – FY7/27	FY7/28 – FY7/30
Current Medium-Term Management Plan	Next Medium-Term Management Plan
Company-wide DX Project Kick Off **EHG Digital Platform Construction**	**Data & AI Autonomy** **EHG Digital Platform Deepening**

Structure to Support Medium- and Long-term Challenges — Strengthen Human Resource Base

Eternal Hospitality Group

Improve job satisfaction and work environment by improving employee benefits, enhancing the workplace environment, and diversifying career paths

Continue specific measures in conjunction with dissemination of philosophy and vision

<Main recent initiatives>

- August 2022: Increased base wages (average 3.1%)
- December 2023: Paid year-end bonuses
- July 2024: Relocated head office to improve the workplace environment (Osaka)
- August 2024: Increased wages due to system revision (average 4.8%)
- October – November 2024: Launched independent employee-run franchises (2)
- December 2024: Paid year-end bonuses
- February 2025: Relocated office to improve the workplace environment (Aichi)
- August 2025: Started strengthening human resource initiatives under a new CHRO
    - Increased base wages (average 2.9%)
    - Increased annual holidays to 115 days from 111

Executive Officer and CHRO

Chief Human Resources Officer

Daiki Kamiyama

2005: Joined the Company
Contributed to the operation of directly managed restaurants as a restaurant manager and area manager
Engaged in labor management duties in the personnel affair area since 2015
Appointed as Executive Officer and CHRO of the Company in August 2025 after serving as General Manager of the Human Resources Department

Improved employee compensation in response to rising prices (including base wage increases)

- Implemented an increase in annual holidays that contributes to an improvement in real wages, along with base wage increases
- Achieve real compensation improvements that exceed inflation through base wage increases, regular wage increases, and an increase in annual holidays. Through that measure, maintain and improve the employees' standard of living



Structure to Support Medium- and Long-term Challenges

Eternal Hospitality Group

Strengthen research and development

Enhance value and quality provided through research on food ingredients and preparation

Cultivate the potential of chicken through research on the deliciousness and functionality of chicken, verification of preparation equipment, and development of preparation operations, etc.

<Research case study>
36th Annual Meeting of Japanese Society for Meat Science and Technology, General Research Presentation
Nippon Veterinary and Life Science University Joint Research
"Time-dependent changes in umami intensity in the muscles and edible portions of broilers"

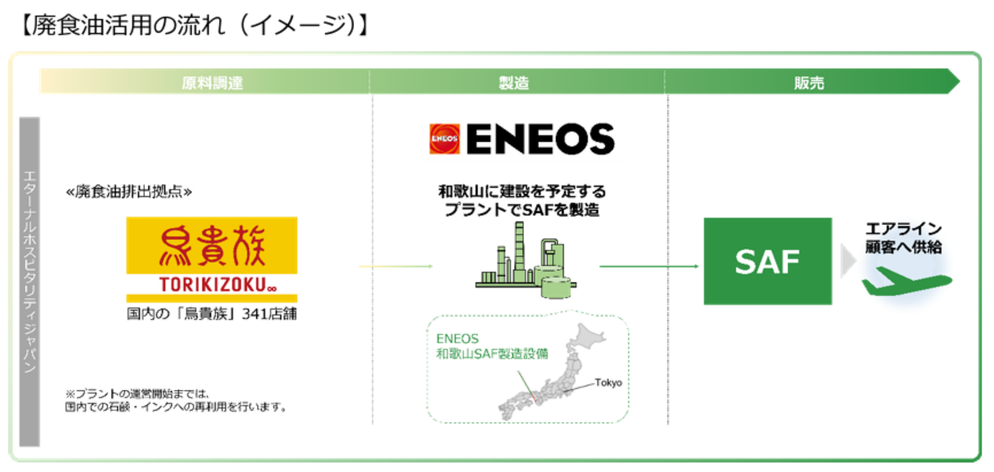
Development of equipment to improve productivity and address labor shortages

Began research and development on consolidating and automating skewering and mechanizing drink preparation. They are countermeasures for the declining workforce in Japan, and the improvement of kitchen operations and quality overseas

Sustainability

Sustainability initiatives

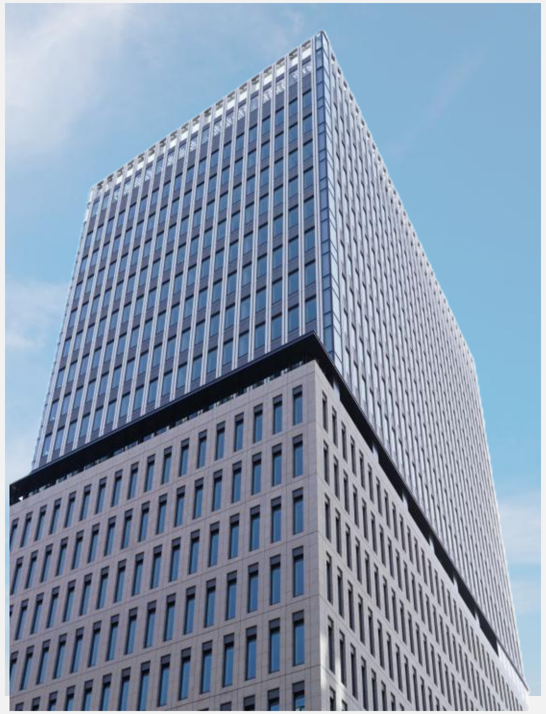
- Disclose information based on TCFD recommendations
- Initiation of activities to establish basic policy and identify materiality through the Sustainability Committee
- Responses to CDP (Climate Change Questionnaire) (2023 Assessment Score: D)
- TORIKIZOKU donated to the Green Fund for fiscal 2024
- TORIKIZOKU launched "mottECO," a take-out service for leftover food
- Signed a collaboration agreement with ENEOS Corporation regarding the reuse of waste cooking oil as a raw material for aviation fuel



Company Profile

Eternal Hospitality Group

Company name	Eternal Hospitality Group Co., Ltd.
Establishment	September 19, 1986
Listed market	TSE Prime (securities code: 3193)
Head office	20th Floor, Urbannet Midosuji Building, 4-2-13 Awajimachi, Chuo-ku, Osaka
Head office	1-2-12 Tateba, Naniwa-ku, Osaka-shi
Representative	Tadashi Okura, Representative Director, President, and CEO
Share capital	¥1,491,829,000 (as of July 31, 2025)
Group companies	Eternal Hospitality Japan Co., Ltd. Torikizoku East Co., Ltd. Torikizoku West Co., Ltd. Daikichi System Limited TORIKIZOKU USA INC. TORIKIZOKU KOREA INC. Torikizoku Shanghai Co., Ltd. ei Inc.
Number of Group employees	Number of employees: 1,030 (as of July 31, 2025) (exc., average number of temporary employees:* 4,120)



*The average number of temporary employees is the average number of people per year, which is calculated by conversion based on an eight-hour workday.