

Fiscal Year Ended July 31, 2026

Financial Results Briefing

Eternal Hospitality Group Co., Ltd.

Securities code: 3193



Eternal Hospitality Group

Fiscal Year Ended July 31, 2026 Full Year Financial Results

FY7/26 Consolidated Financial Results Summary

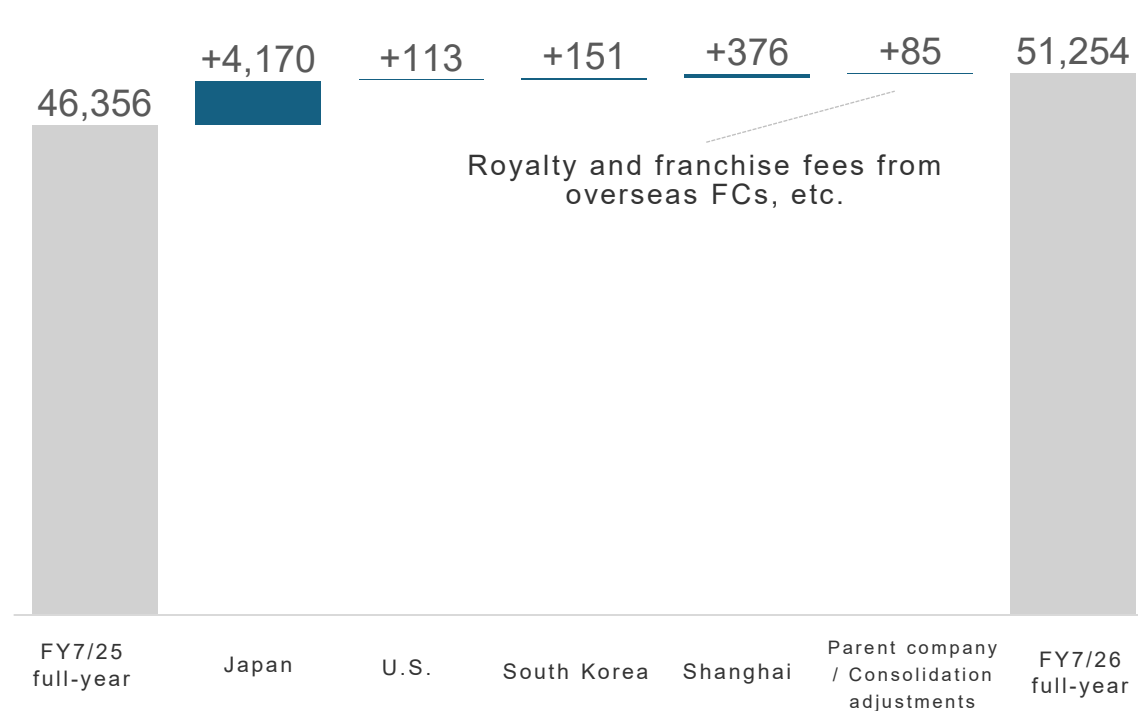
- Net sales increased YoY but fell short of the forecast as restaurant openings both in Japan and overseas did not reach the planned levels. Operating profit decreased due to higher SG&A expenses and costs associated with restaurant openings concentrated in the fourth quarter
- The Group recorded impairment losses of 391 million yen on certain restaurants in Japan and four directly managed TORIKIZOKU restaurants in China that it had decided to close.

(Unit: ¥mn)	FY7/25 actual (% of sales)	FY7/26					
		Forecast (% of sales)	Actual (% of sales)	YoY		Vs. forecast	
				%	Amount	%	Amount
Net sales	46,356	52,801	51,254	+10.6%	+4,897	(2.9%)	(1,547)
Gross profit	31,774 (68.5%)	—	34,881 (68.1%)	+9.8%	+3,106	—	—
SG&A	28,653 (61.8%)	—	32,083 (62.6%)	+12.0%	+3,430	—	—
Operating profit	3,121 (6.7%)	3,430 (6.5%)	2,797 (5.5%)	(10.4%)	(324)	(18.5%)	(633)
Ordinary profit	3,103 (6.7%)	3,435 (6.5%)	2,800 (5.5%)	(9.8%)	(303)	(18.5%)	(635)
Profit attributable to owners of parent	1,720 (3.7%)	2,113 (4.0%)	1,318 (2.6%)	(23.4%)	(402)	(37.6%)	(794)

Net Sales and Operating Profit (YoY)

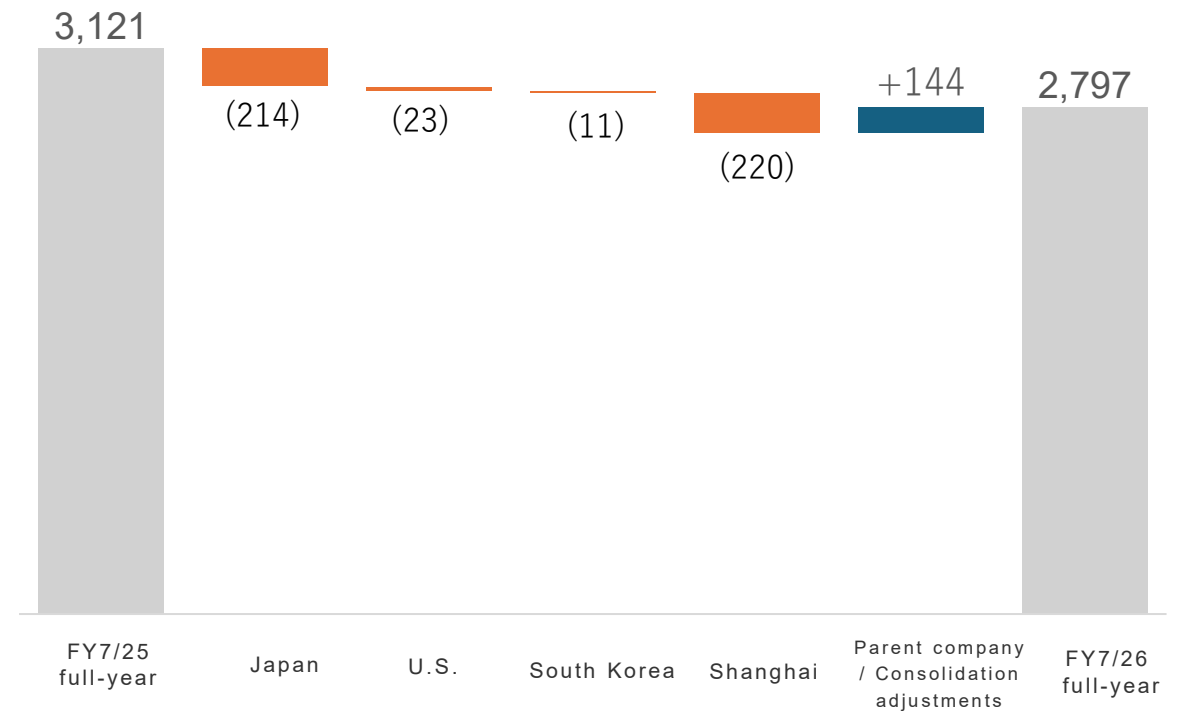
- Net sales increased YoY, mainly in Japan, and increased for the Group as a whole
- Operating profit decreased YoY due to higher SG&A in Japan and increased initial losses in the Shanghai business

Net sales (¥mn)



- Net sales in Japan increased YoY due to new restaurant openings and same-store sales growth
- Net sales overseas increased YoY across all regions, due to the full-year contribution of restaurant openings in the previous fiscal year

Operating profit (¥mn)



- Net sales in Japan increased, but profit decreased due to higher restaurant operating expenses, including personnel expenses
- All overseas businesses continued to incur initial losses, with the loss widening in Shanghai

Number of Group Brand Restaurants

Changes in the number of restaurants
(by country/region and brand)

(Unit: restaurant)

Country/region	Brand	Format	Number of restaurants as of July 31, 2025	Openings	Closed	Number of restaurants as of July 31, 2026
Japan	TORIKIZOKU	Directly managed restaurants	408	+18	(2)	424
		TCC	253	+22	(4)	271
	TORIKIZOKU subtotal		661	+40	(6)	695
	YAKITORI DAIKICHI	FC restaurants	477	+7	(21)	463
	Hachibei	Directly managed restaurants	—	+1	—	1
	Taimatsu	Directly managed restaurants	—	+1	—	1
	Other		3	+1	(1)	3
Japan total			1,141	+50	(28)	1,163
U.S.	TORIKIZOKU	Directly managed restaurants	1	—	—	1
	HASU / zoku	Directly managed restaurants	2	—	—	2
South Korea	TORIKIZOKU	Directly managed restaurants	3	+1	—	4
	mozu	Directly managed restaurants	1	—	—	1
Taiwan	TORIKIZOKU	Joint venture	4	+2	—	6
Hong Kong	TORIKIZOKU	FC restaurants	1	+4	—	5
China (Shanghai)	TORIKIZOKU	Directly managed restaurants	3	+4	—	7
	YAKITORI DAIKICHI	FC restaurants	2	—	—	2
Vietnam	TORIKIZOKU	Directly managed restaurants	—	+1	—	1
	YAKITORI DAIKICHI	Directly managed restaurants	—	+1	—	1
Singapore	TORIKIZOKU	FC restaurants	—	+1	—	1
Overseas total			17	+14	—	31
Group total			1,158	+64	(28)	1,194

Key points for the current period

- Due to rising construction costs and urban rents, the Company held off on certain restaurant openings that did not meet its investment criteria, resulting in the number of openings falling short of the initial plan.
- Steady progress was made in expanding into areas where we had not previously operated (during the period, new restaurants were opened in Fukushima and Oita prefectures)
- Overseas operations expanded to seven countries and regions, with Vietnam and Singapore newly added

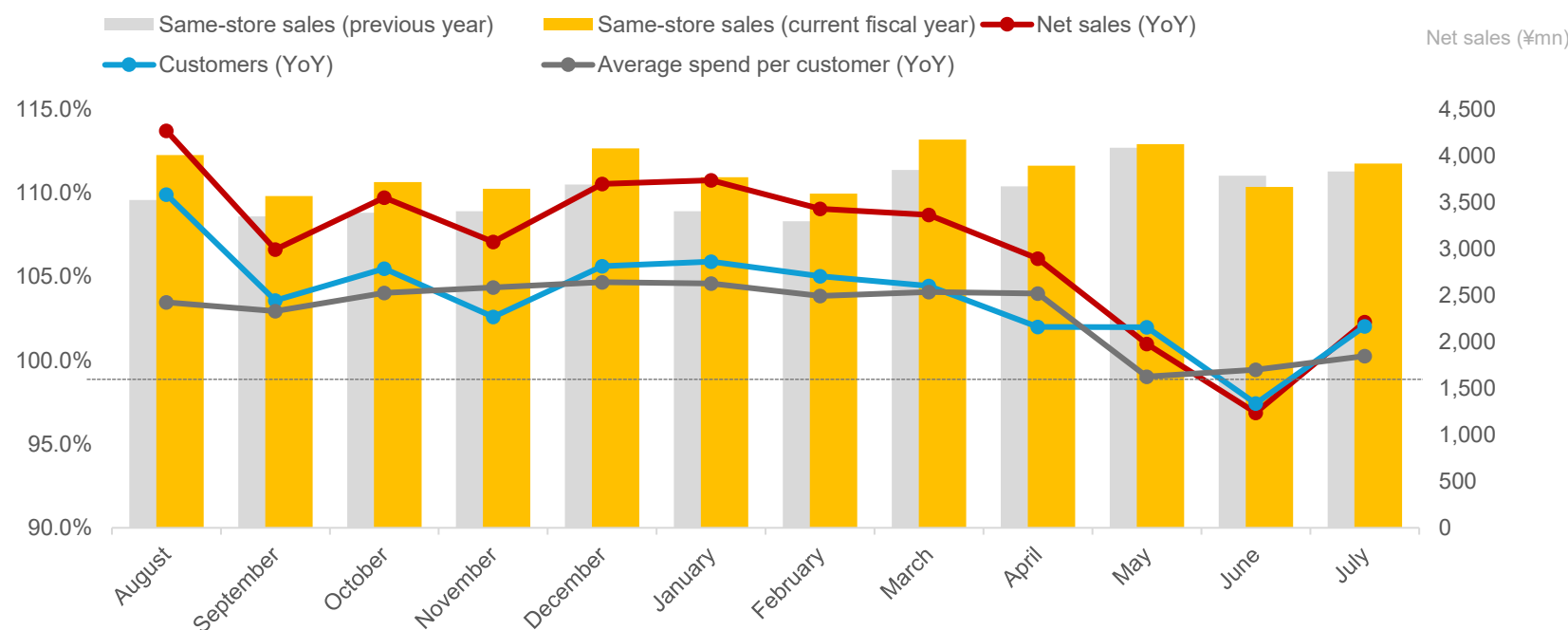
As of July 31, 2025: 1,158 restaurants

As of July 31, 2026: **1,194** restaurants

**Opening of TORIKIZOKU in Japan
(directly managed and TCC)**
FY7/25: +26 → FY7/26: +40

Opening of restaurants overseas
FY7/25: +14 → FY7/26: +14

- Same-store sales were 106.7% YoY, exceeding the initial plan of 103.8%, driven by the effects of price revisions and the “40th Anniversary Arigato Fair”
- Since May, the effect of the previous year's price revisions has run its course. In May and June, growth in customers was sluggish due to the absence of the boost from last year's large-scale collaboration campaigns, but turned positive YoY in July



1H (August - January)

- Increase in average spend per customer due to the May 2025 price revision
- In November, all directly managed restaurants closed for one day for the anniversary ceremony

2H (February - July)

- Since May, the effect of the previous year's price revisions has run its course
- In May and June, growth in customers was sluggish due to the absence of the boost from last year's large-scale collaboration campaigns, and in June, it was also affected by unfavorable weather

40th Anniversary Arigato Fair: Part 1 - 6 (August 2025 - July 2026 / rolled out in two-month cycles)

YoY	August	September	October	November	December	January	February	March	April	May	June	July	Cumulative total
Net sales	113.7	106.6	109.7	107.1	110.5	110.7	109.0	108.7	106.1	101.0	96.9	102.3	106.7
Customers	109.9	103.6	105.5	102.6	105.6	105.9	105.0	104.4	102.0	102.0	97.4	102.0	103.8
Average spend per customer	103.5	102.9	104.0	104.4	104.7	104.6	103.8	104.1	104.0	99.0	99.4	100.2	102.8

*The above table covers directly managed “TORIKIZOKU” restaurants in Japan.

*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 Initiatives in Japan: FY7/26

- Implemented initiatives aimed at increasing same-store sales by increasing “customers,” resulting in customer traffic rising to 103.8% of the previous fiscal year’s level

Same-store sales = average spend per customer × **customers (number of customers × frequency of store visits)**

Number of customers (new and dormant customers)

Frequency of store visits (repeat visits by existing customers)

[1] Increase points of contact

- Collaborations with apparel brands, protein products, capsule toys, and Taito Kuji
- Expanded brand awareness among customer segments that had previously had no opportunity to visit TORIKIZOKU by creating touchpoints outside restaurants



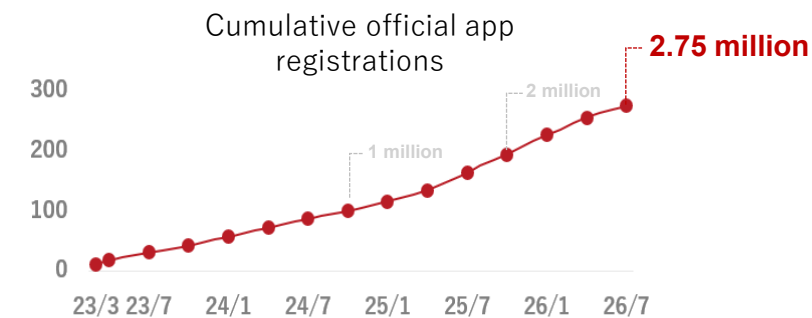
[2] Create a reason to visit

- The “40th Anniversary Arigato Fair” was implemented continuously in six parts, with each part launched every two months
- Offered a limited quantity of 120,000 alcoholic drinks available for order only after 9 p.m.



[3] Encourage repeat visits

- Expansion of the membership base through the official app and provision of information on various events
- Began building a platform for accumulating data, with full-scale implementation through the DX strategy from FY7/27 onward



What we built during the current fiscal year
→ **Connecting to the next period and beyond**

- Popular fair items were added to the regular menu, while touchpoints gained through collaborations and the app were accumulated as data
- Leverage accumulated data to increase customer and sales through the DX strategy (integration of touchpoints using customer IDs and enhanced reservation and recommendation functions)

Overview of Overseas Business: Situation by Country and Region and Approach to Mode of Market Entry

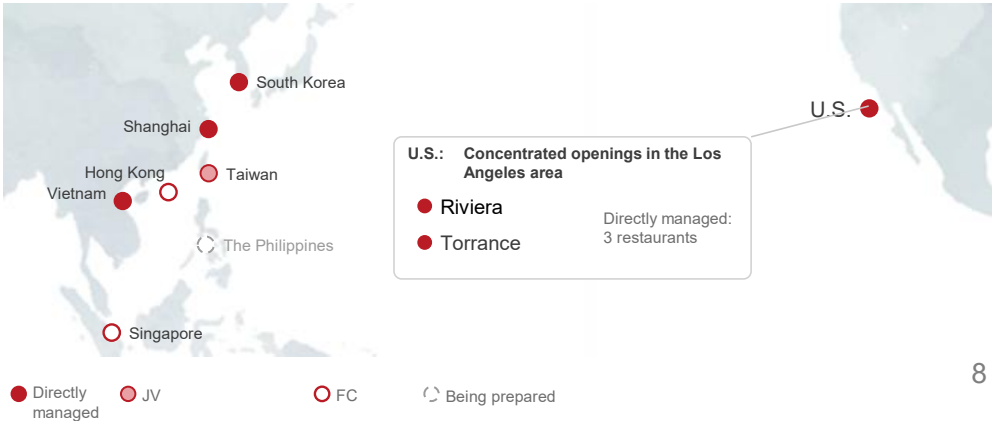
	Progress in FY7/26	Number of restaurants
South Korea	- TORIKIZOKU existing restaurants maintained stable performance, and achieved full-year EBITDA profitability at the store level - Continued efforts to improve the earnings structure. Restaurant openings in FY7/26 fell short of plan and were carried over to FY7/27	Directly managed: 5 restaurants
China (Shanghai)	- Intensifying competition in the Japanese food business hindered differentiation and efforts to enhance brand appeal, resulting in sluggish sales at individual restaurants - While holding off on new restaurant openings, focused on restaurant renovations, enhancing the added value of menu items, and improving the customer experience	Directly managed: 7 restaurants FC: 2 restaurants
U.S.	- TORIKIZOKU, zoku and HASU all achieved full-year profitability at the store level on an EBITDA basis - Began preparations for franchising toward multi-store expansion and preparations for opening fast-food model restaurants	Directly managed: 3 restaurants
Vietnam	- We began operating "YAKITORI DAIKICHI" and "TORIKIZOKU" in Hanoi	Directly managed: 2 restaurants
Franchises/JVs in Other Regions	- In Hong Kong and Taiwan, performance remained stable, supported by partner companies' restaurant management infrastructure and high brand awareness of TORIKIZOKU, and new restaurant openings continued - Opened the first restaurant in Singapore and expanded operations into Southeast Asia	Hong Kong FC: 5 restaurants Taiwan JV: 6 restaurants Singapore FC: 1 restaurant

Approach to modes of market entry

Directly managed	Markets where the yakitori model is expected to achieve scale; build an in-house business platform through format development and local adaptation
JV/FC	Markets with strong interest from potential partners, where leveraging local expertise and operating infrastructure is effective

Areas of operation

7 countries and regions / 31 restaurants; 1st Zone: East Asia and the U.S. / 2nd Zone: Southeast Asia



FY7/27 Full-year Consolidated Earnings Forecasts

- Plan to increase sales through growth in existing restaurants in Japan and an increase in restaurants both in Japan and overseas
- As the price revision for TORIKIZOKU in Japan announced on September 10 had not been determined at the beginning of the fiscal year, it was not factored in
- Overseas directly managed operations are expected to continue recording initial losses, while royalty revenue from overseas franchise operations is expected to increase
- The wage increases and increase in annual holidays from August have already been factored in
- Although impairment losses were recorded in the previous fiscal year, none are anticipated in the current fiscal year, and the net profit margin is expected to improve

Japan TORIKIZOKU price revision (from October 2026)

	Price before revision	Price after revision
Food and drink	390 yen including tax (355 yen excluding tax)	410 yen including tax (373 yen excluding tax)
TORIKI BANSANKAI	3,900 yen including tax (3,546 yen excluding tax)	4,100 yen including tax (3,728 yen excluding tax)
Takeout	390 yen including tax (362 yen excluding tax)	410 yen including tax (380 yen excluding tax)

(Unit: ¥mn)	FY7/26 full-year actual (% of sales)	FY7/27		
		Full-year forecasts (% of sales)	YoY	
			%	Amount
Net sales	51,254	57,231	+11.7%	+5,976
Operating profit	2,797 (5.5%)	3,078 (5.4%)	+10.0%	+281
Ordinary profit	2,800 (5.5%)	3,050 (5.3%)	+9.0%	+250
Profit attributable to owners of parent	1,318 (2.6%)	1,891 (3.3%)	+43.5%	+573

Same-store sales YoY (Japan TORIKIZOKU)

Full year: 102.3% (1H: 102.3% / 2H: 102.2%)

Price revision not factored in

Main restaurant opening plans

Japan

TORIKIZOKU Directly managed: 25 restaurants /
TCC: 30 restaurants

Overseas (directly managed)

South Korea TORIKIZOKU: 6 restaurants

U.S. Test openings of two fast-food model
restaurants

Shanghai Closing 4 restaurants and test openings
1 - 2 restaurants

Overseas (JVs/franchises)

East Asia TORIKIZOKU: 5 - 8 restaurants

ASEAN TORIKIZOKU: 3 - 5 restaurants

Consolidated Balance Sheet/Consolidated Statement of Cash Flows

(Unit: ¥mn)	July 31, 2025	July 31, 2026	Change
Current assets	10,468	10,938	470
(Inc. cash and deposits)	7,415	7,098	(316)
Non-current assets	10,914	12,064	+1,150
Total assets	21,382	23,003	+1,620
Current liabilities	7,842	9,182	+1,340
(Inc. interest-bearing debt)	1,281	842	(439)
Non-current liabilities	3,765	3,191	(573)
(Inc. interest-bearing debt)	2,114	1,443	(670)
Total liabilities	11,607	12,374	+767
Total net assets	9,774	10,628	+853
Equity-to-asset ratio	45.7%	46.2%	+0.5pt

(Unit: ¥mn)	FY7/25 actual	FY7/26 actual
Operating cash flows	2,492	4,050
Profit before income taxes	3,029	2,497
Depreciation	1,194	1,427
Amortization of goodwill	27	27
Impairment losses	48	391
Decrease (increase) in trade receivables	(330)	(181)
Increase (decrease) in trade payables	318	143
Income taxes paid	(1,512)	(828)
Other	(282)	574
Investing cash flows	(2,694)	(2,491)
Purchase of property, plant and equipment	(2,317)	(2,033)
Other	(376)	(458)
Financing cash flows	(689)	(1,919)
Proceeds from long-term borrowings	1,000	—
Repayments of long-term borrowings	(1,120)	(1,223)
Payment of dividends	(533)	(534)
Other	(36)	(161)
Effect of exchange rate change on cash and cash equivalents	(69)	42
Cash and cash equivalents at end of period	7,485	7,167

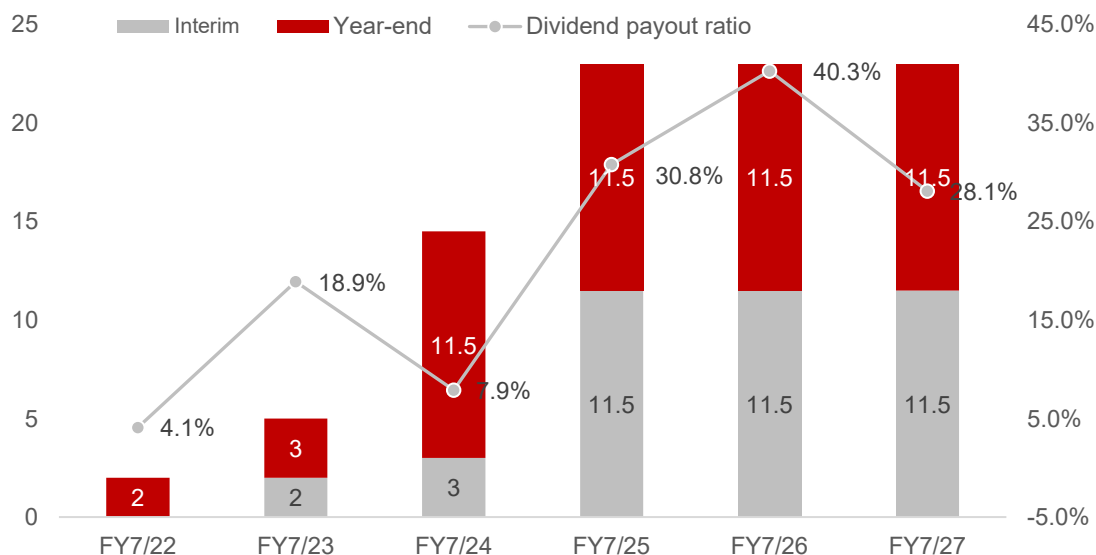
Shareholder Returns: Dividends, Stock Split, and Shareholder Benefits

Dividends

<Dividend Policy> The Company allocates profits to growth investments for the future while implementing a progressive dividend policy based on the principle of stable and sustained dividend increases through sustainable profit growth. Total dividend amount is determined using a consolidated dividend payout ratio of 20% or more as a guideline

<Dividend forecast for the fiscal year ending July 31, 2027>

Based on the dividend policy, the interim and year-end dividends will each be **11.5 yen** per share, for a total of **23 yen** per share



* The dividends per share for FY7/22 through FY7/26 shown in the chart above are presented assuming that a two-for-one stock split was conducted at the beginning of FY7/22.

Stock split (effective August 1, 2026)

1 share ▶ 2 shares

Broaden the shareholder base by lowering the investment amount per trading unit and creating a more accessible investment environment

Enhancement of the shareholder benefit program (comparison before and after the stock split)

Before Split (Record date of July 31, 2026)	After Split (From the record date of January 31, 2027)	Benefits (Annual)
- (Not applicable)	100 to 199 shares (newly established)	Complimentary meal ticket worth 1,000 yen
100 to 299 shares	200 to 599 shares	Complimentary meal ticket worth 2,000 yen
300 to 499 shares	600 to 999 shares	Complimentary meal ticket worth 6,000 yen
500 shares or more	1,000 shares or more	Complimentary meal ticket worth 10,000 yen
[Long-term holding benefits] Continued holding of 100 shares or more for 1 year or more (newly established)		In addition to the above, four 5%-discount vouchers will be provided

<Changes>

Expansion of eligibility

Eligible for shareholder benefits from 100 shares post-split (equivalent to 50 shares pre-split)

Benefit details remain unchanged

No substantive changes to benefits in existing categories

Long-term holding

Four additional 5%-discount vouchers will be presented for continuous holding of one year or more



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

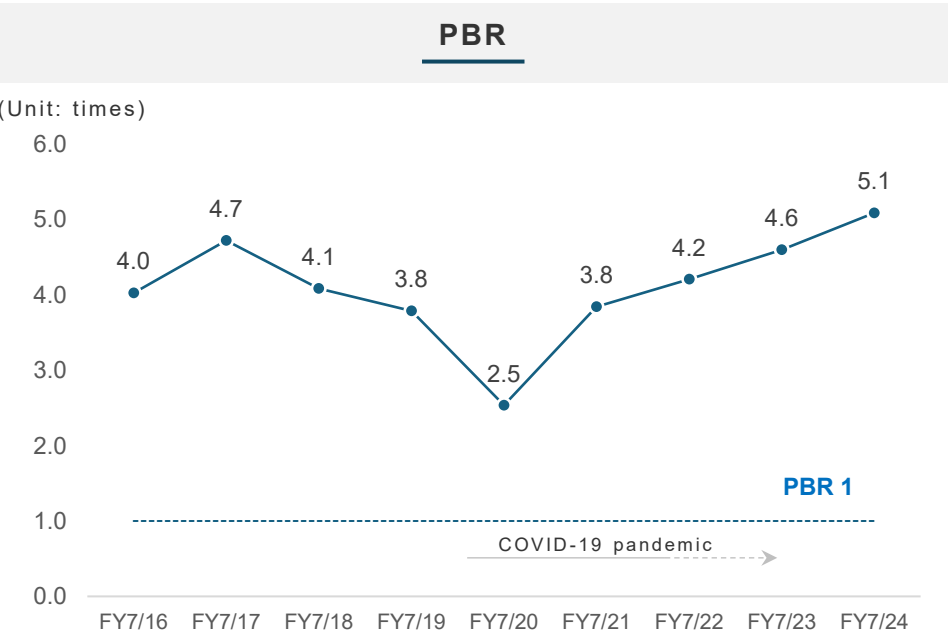
Perception of current situation

- 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

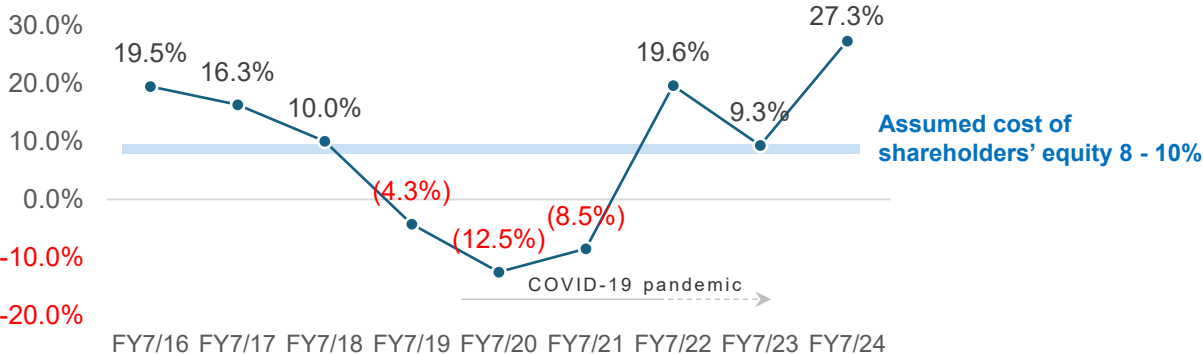
Initiatives to enhance corporate value

- 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

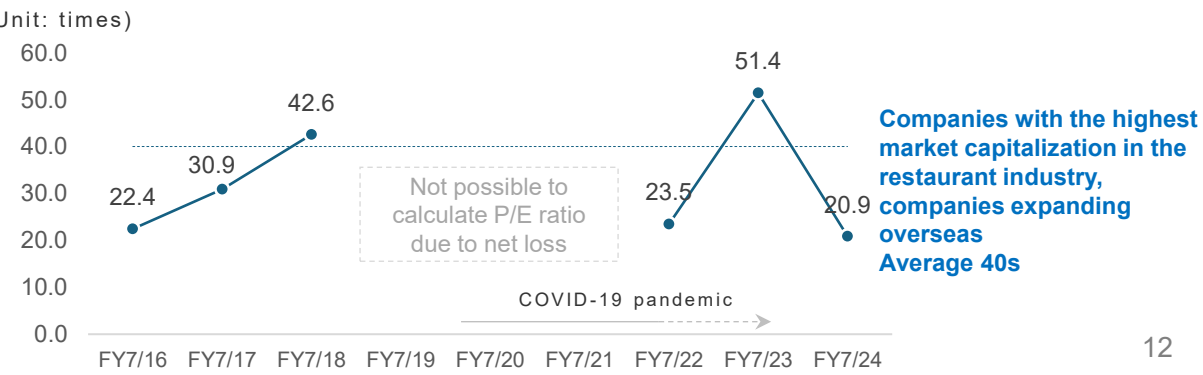
- ❑ Maintain ROE above cost of capital and aim to generate stable profit with ROE of 20% or more
- ❑ Increase P/E ratio by fostering expectations of growth and enhancing shareholder returns



ROE



PER



*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

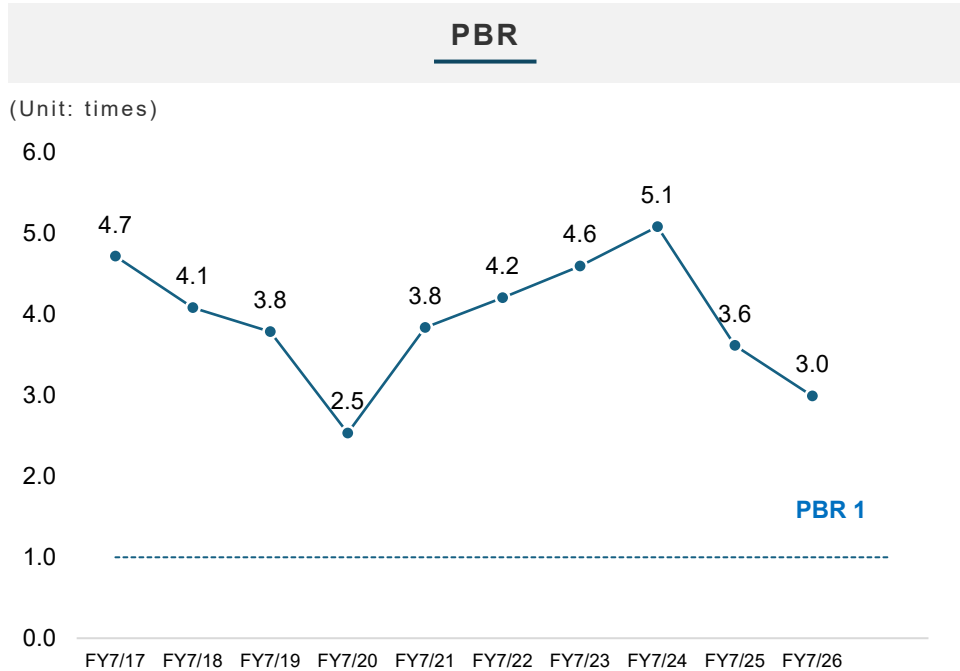
Actions to Implement Management That Is Conscious of Cost of Capital and Stock Price

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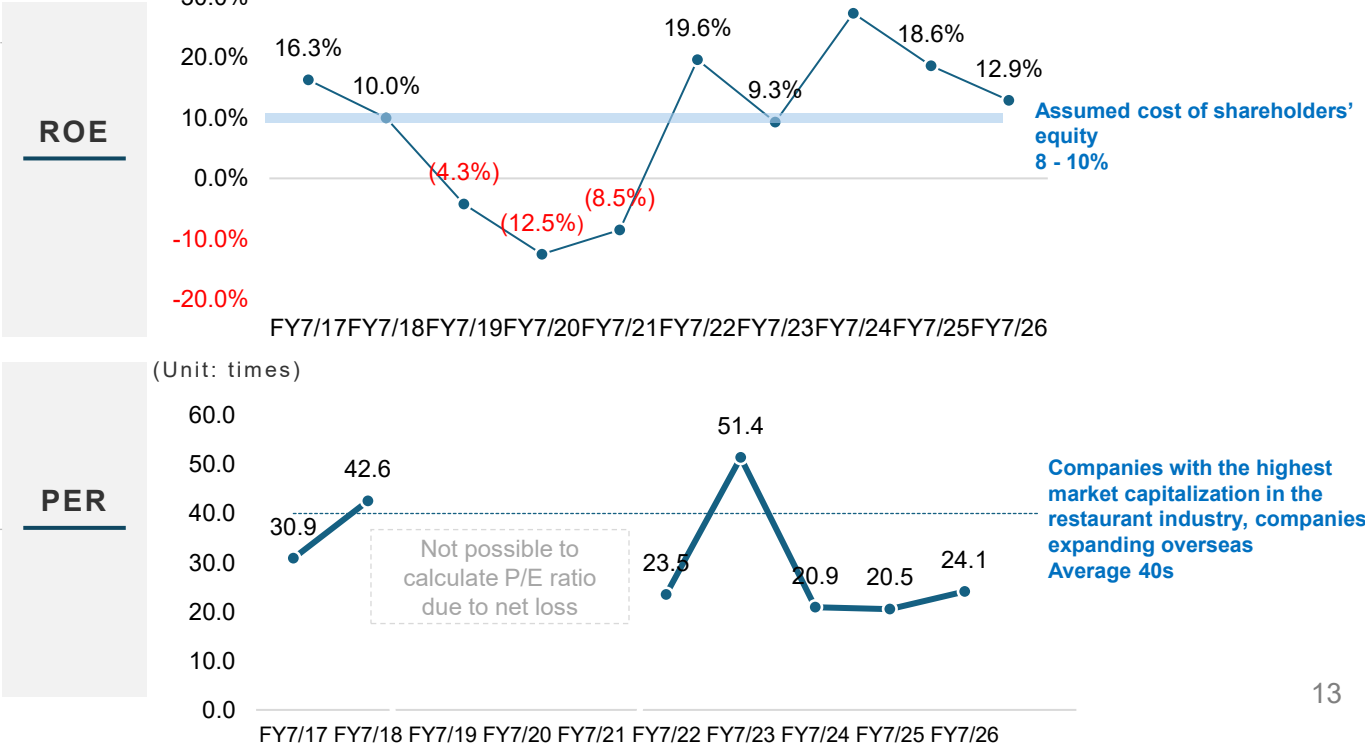
Progress of initiatives

- While we made progress in opening new restaurants overseas, it took time to establish a restaurant model and achieve PMF, and as a result, we revised the numerical targets in the Medium-Term Management Plan
- ROE maintained a level exceeding the cost of capital
- Continue the new dividend policy of a “dividend payout ratio of 20% or more and progressive dividends,” while implementing a stock split and enhancing shareholder benefits

By establishing a restaurant model that works well in each region and expanding overseas, we aim to improve P/E ratio



*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



Fiscal Year Ending July 31, 2027 Group Key Points

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.**

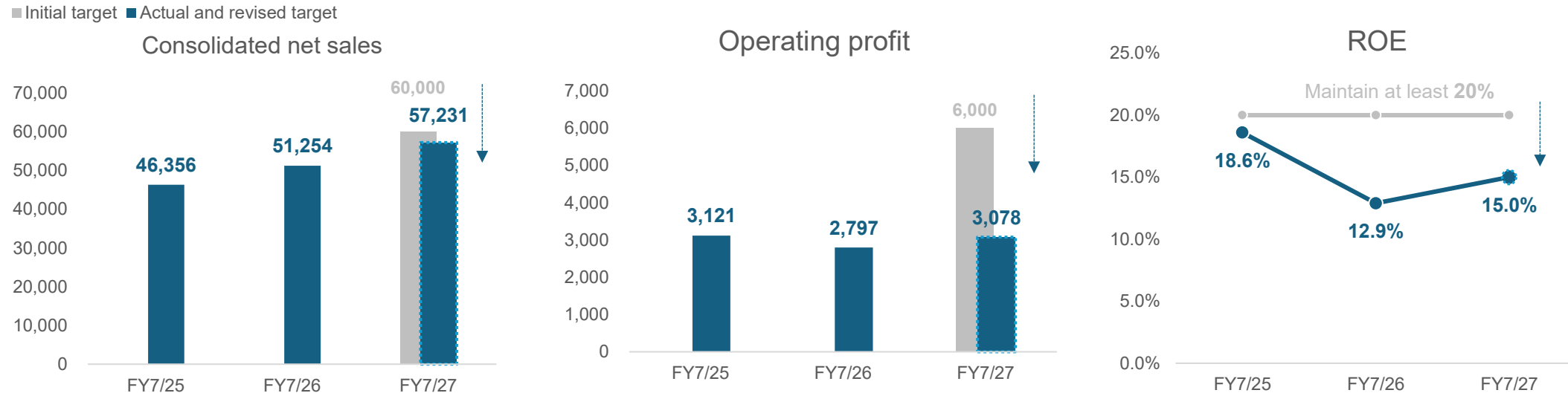


- Japan**
 - <TORIKIZOKU>**
 - Maintain and increase same-store sales by strengthening marketing and branding
 - New restaurant openings targeting 1,000 restaurants in Japan (directly managed/TCC) by 2030
 - Developing new restaurant formats such as a delicatessen format
 - <YAKITORI DAIKICHI>**
 - Rebranding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

Downward revision for the final year

	FY7/27 (initial target)	FY7/27 (after correction)
Net sales	60.0 billion yen	57.2 billion yen
Of which, overseas net sales	6.0 billion yen	2.0 billion yen
Operating profit	6.0 billion yen	3.0 billion yen
Operating profit margin	10%	5.4%
ROE	Maintain at least 20%	At least 15%

Medium-Term Management Plan: Downward Revision of Numerical Targets



Judged that it would be difficult to achieve the performance targets and the target number of restaurants set out in the Medium-Term Management Plan

Overseas: Particularly in the U.S. and China, where we entered through directly managed restaurants, we have struggled to establish a restaurant model and achieve PMF*

Japan: As inflation during the period exceeded expectations, new restaurant openings and profit margin improvement were not achieved as planned

Findings from simultaneous deployment to multiple regions

The regions where Japanese “TORIKIZOKU” model works as-is are currently limited
Further experience as a franchisor (dealing with overseas partner companies)
Growth and potential of homegrown talent

*Product Market Fit: A state in which the products and services offered meet customer needs and are well accepted in the market

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.

Founded 40 years ago, the Company became the No. 1 yakitori chain through concentrated restaurant openings in the Kansai, Kanto, and Tokai regions.

Subsequently, after restructuring the restaurant network and weathering the COVID-19 pandemic, the Company embarked on its long-awaited overseas expansion.

However, we encountered distinct challenges in each country, including the U.S. and China.

Yakitori is a culinary tradition of which Japan is proud. The challenge of spreading this culture overseas, however, has not been easy.

However, because we expanded into multiple regions simultaneously, we gained some insights that we would not have gained by expanding into one country at a time.

Our group will continue to build new strategies, leveraging these insights.

We will work to establish YAKITORI in each country and region and, in due course, present a revised management plan aimed at making our overseas business a growth driver.

Updates to realize full-scale overseas expansion

- Establishment of business format models and review of region-by-region strategies for PMF
- Reassessment of the differentiated use of operating formats (directly managed, JV, FC)
- Development of compact, highly efficient models such as the fast-food model
- Building systems and a culture that support the development of management human resources and encourage them to take on challenges; strengthening the promotion of human resources
- Enhancing restaurant operations, data utilization, and customer experience through DX
- Improving product value and productivity through R&D

TORIKIZOKU Initiatives in Japan: FY7/27

- Increase same-store sales by driving customer traffic through enhanced product value and products and services tailored to customer needs
- Strengthen "delivering tailored to each customer" in addition to "delivering broadly," by leveraging customer usage data through marketing DX

Creating store-visit opportunities by improving product value

- **Increase customer traffic by creating new reasons to visit**
Strengthen acquisition of new customer segments and increase customer traffic per restaurant
- **Improving product value according to target customers**
Strengthening menus that convey our attention to detail tailored to each customer
- **Implement initiatives to encourage restaurant visits**
Continuously create reasons to visit by combining campaign menus with special promotional menus



Featured menu with a commitment to origin and branded ingredients

Planned menu with limited number of meals

Customer-tailored proposals through marketing DX

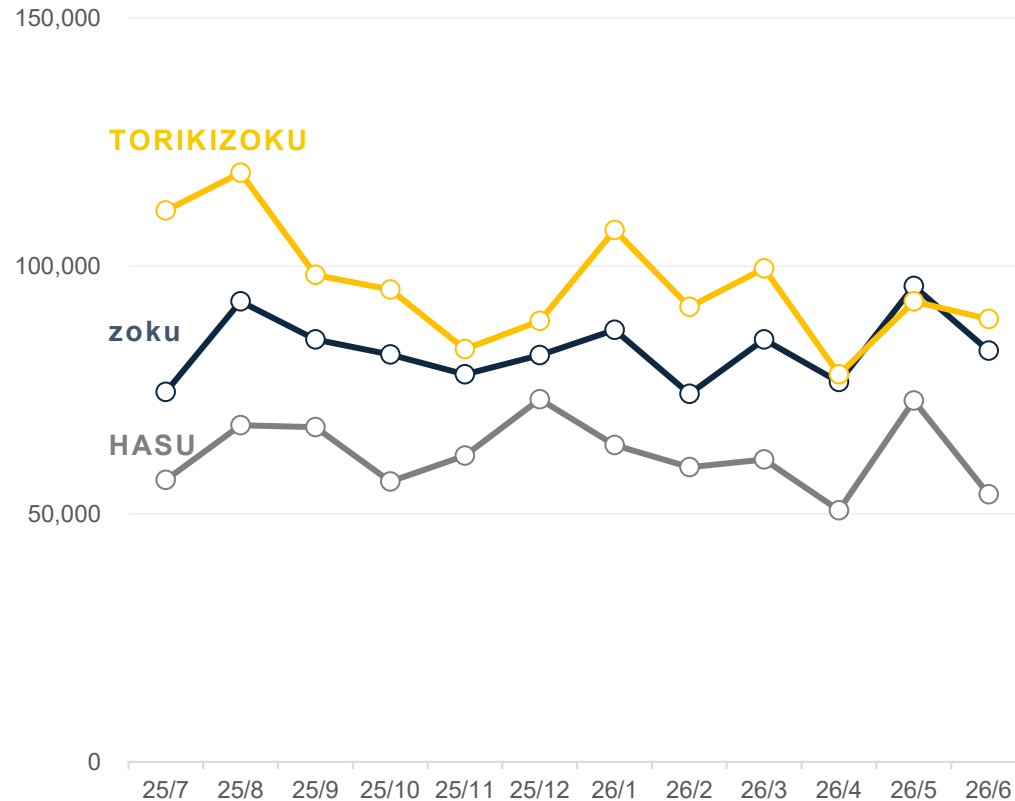
- **Recommend dining occasions using membership and usage data** (Who will you come with?)
Recommend "who to come with" based on past dining occasions
- **Recommend menu items using membership information and order history** (What to enjoy?)
Suggest "what to enjoy" based on order history
- **Recommend visit timing using membership information and visit history** (When will you visit?)
Suggest "when to visit" based on restaurant visit history



Overseas | U.S. Expanding into the Fast Food Business

- Developed a fast-food TORIKIZOKU format centered on TERIYAKI-based yakitori rice bowls, which have broad appeal in the U.S., and Kizokuyaki
- The main product, yakitoridon, will be priced at \$10 and up, and test marketing is planned in two formats: [1] takeout only, and [2] with eat-in seating
- The existing TORIKIZOKU format has received positive reviews and strong customer support, so we aim to strengthen the format and expand it through franchising

Store Sales (Unit: USD)



Overview of the previous fiscal year

- The three existing restaurants ended the full year with EBITDA profitability
- We have developed a fast-food-type TORIKIZOKU that optimizes operations and is better suited for multi-restaurant expansion, in addition to the existing restaurant-type format
- We are also focusing on establishing a system for the future launch of franchise recruitment, and have resolved to transition to an intermediate holding company structure

Fast-food business

Plans to open a fast-food outlet in Anaheim, California

Conducting test marketing to establish the business format

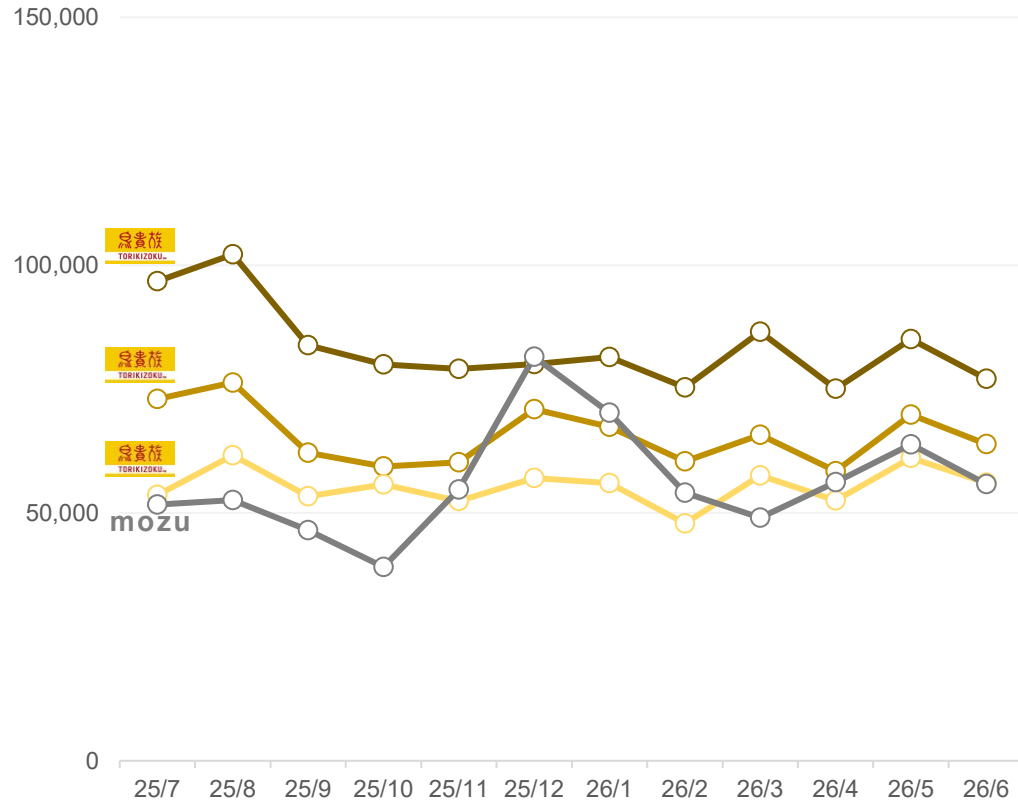


Overseas | South Korea: Concentrated Restaurant Openings in Seoul



- Stable performance of the three existing restaurants in Hongdae, a bustling shopping district in Seoul, South Korea, especially popular among young people
- We selected Euljiro as our next restaurant location because it is close to the business district and has many office workers, and opened our fourth restaurant
- In the current fiscal year, we plan to open six restaurants in Seoul while developing other areas

Store Sales (Unit: thousand KRW)

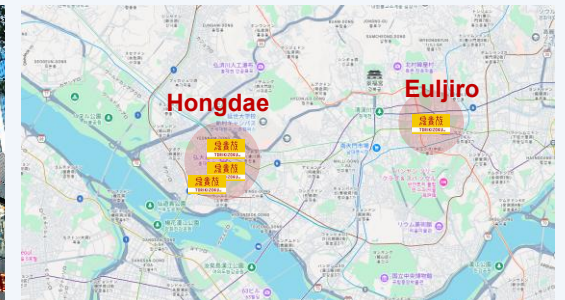


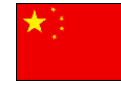
Overview of the previous fiscal year

- The three existing restaurants ended the full year with EBITDA profitability. Operating profit/loss also showed an improving trend toward the end of the fiscal year
- Prioritizing cost reviews, including cost of goods sold and personnel expenses, stabilized restaurant performance. We are now shifting to restaurant development in new areas, steadily preparing for concentrated restaurant openings
- Also steadily gaining recognition at mozu through anniversary promotion and other activities

Opened the fourth TORIKIZOKU restaurant in Euljiro, Seoul (July 2026)

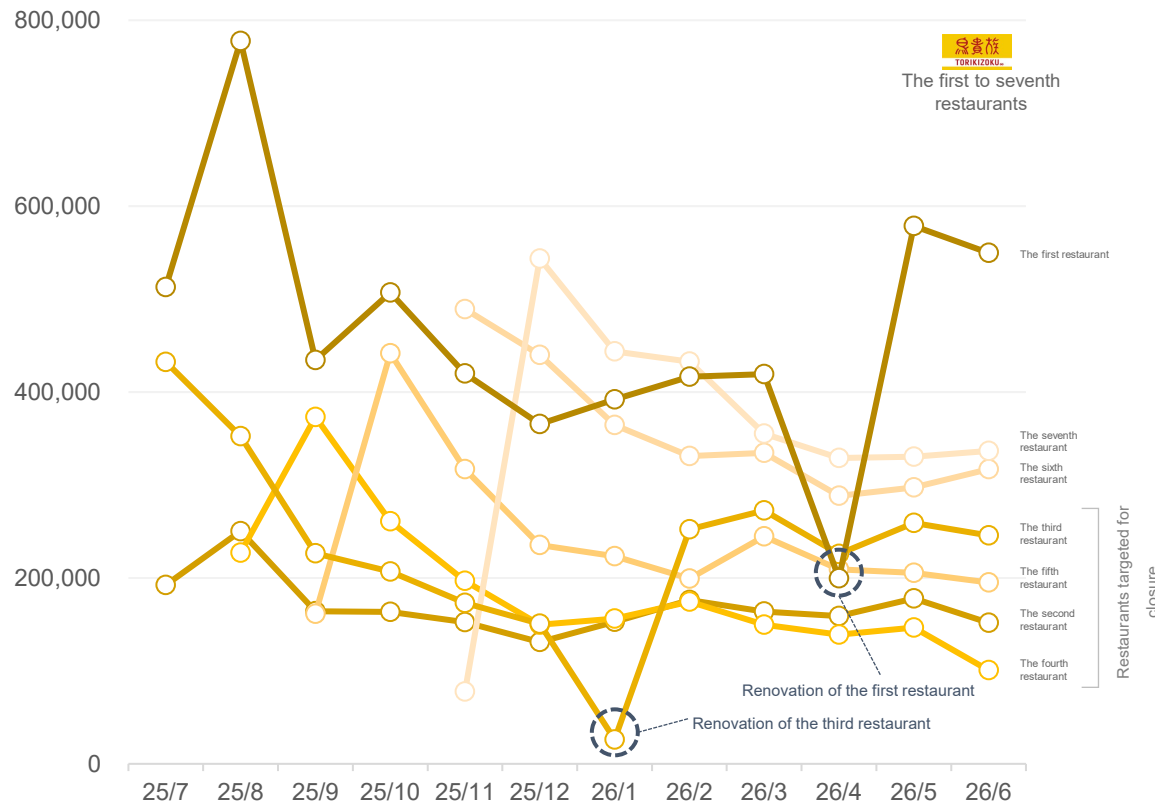
First opening in the Euljiro area, where a business district lined with office buildings coexists with restaurants popular with young people





- In the suburbs, there is a lack of awareness of the “Yakitori” food culture itself and the “TORIKIZOKU” brand, and the hurdle to attracting customers is higher than expected
- Unable to meet the demand for dinners from suburban mall users, and unable to earn favorable cost-performance evaluations compared to nearby competitors
- Plan to conduct test marketing in central commercial districts, where information dissemination, consumer purchasing power, and openness to different cultures are relatively high

Store Sales (Unit: RMB)



Overview of the previous fiscal year

- After opening the first restaurant, subsequent restaurant openings proceeded smoothly, but sales remained sluggish following the post-opening boost at each location
- Menu revisions and restaurant renovations produced some positive effects, but priority was placed on containing losses at an early stage, and the restaurant opening strategy was reviewed
- Recorded impairment losses due to the decision to close four restaurants (FY7/26)

Decided to close the second through fifth TORIKIZOKU restaurants, and are planning test marketing in the center of town

Decided to close four of the seven existing restaurants, giving priority to restaurants whose closure would improve cash flow

First, we will conduct a test at one restaurant in a central commercial area (the red and yellow areas on the map).



Development Status in Other Regions

- In FC and JV regions, restaurant performance remained stable under the management of partner companies, with steady new restaurant openings continuing
- Also promoting Southeast Asian expansion in Vietnam, Singapore, and the Philippines

FC



Hong Kong

- Restaurants in suburbs maintain strong performance
- Also opened a restaurant in downtown Mong Kok



Directly managed



Vietnam

- Operating TORIKIZOKU and YAKITORI DAIKICHI in Hanoi
- Considering testing local locations

FC



Singapore

FairPriceGroup
Everything Food Made Easy

- Operating food courts under the Kopitiam brand, the country's largest retailer
- The first restaurant opened in June 2026, followed by the second in August

Joint venture



Taiwan

- Stable expansion supported by Taiwan's largest chicken supplier, including its central kitchen and supply chain infrastructure
- The newly entered Taichung market also got off to a strong start



FC



The Philippines

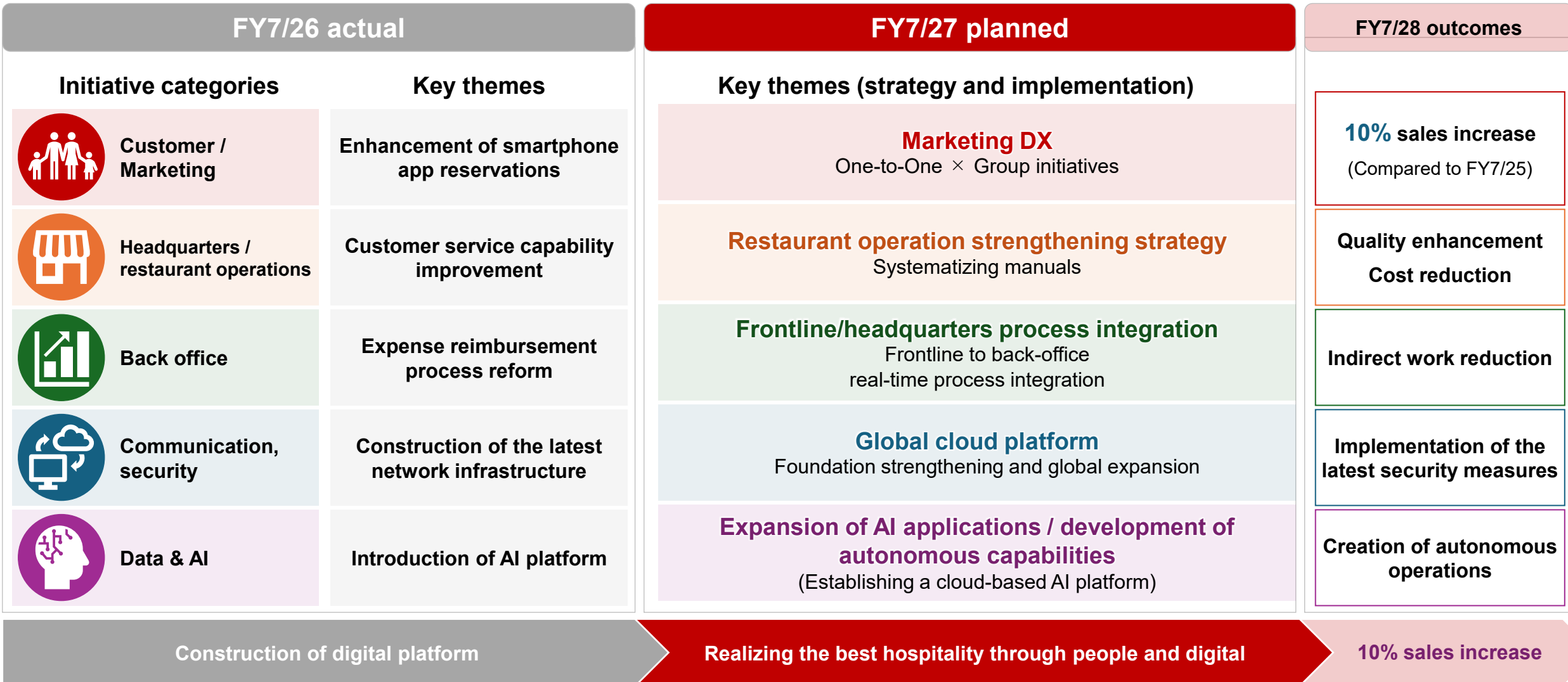
JTC Group of Companies 

- Extensive experience collaborating with Japanese companies, with a strong focus on expanding the food service business
- The first restaurant is scheduled to open in October 2026



Progress and Plan of Company-Wide DX Strategy

- Realizing a new digital business model in the restaurant market through “Global YAKITORI Family + DX”
- We will accelerate its expansion from FY7/28, providing customers with new dining experiences, and achieve a 10% increase in sales through DX investment of 1% of sales



Structure to Support Medium- and Long-term Challenges

— R&D / Sustainability

Support medium- and long-term growth with enhancement of product value and restaurant productivity, and a sustainable management foundation

■ Three pillars of R&D

Improvement of product value

- Research on the palatability and functionality of chicken
- Research on yakitori and drink pairings
- Research on food safety



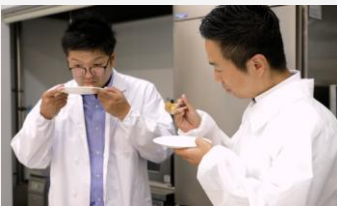
Improvement of productivity

- Research on restaurant productivity
- Study on an automatic skewer insertion machine
- Evaluation of an automatic drink preparation machine



Development of business formats

- Creation of new customer experience value
- Planning and study of logistics improvement



■ Sustainability declaration

We respect the chain of life, carry the value of food forward to the future, and contribute to the realization of a fulfilling society where people connect with one another.

We aim to become a "forever company" through environmental, social, and highly transparent management and continue to grow together with a sustainable society.

■ Four basic policies

1

Connecting the chain of life

2

Carrying the value of food into the future

3

Expanding the circle of the Global YAKITORI Family

4

Management with integrity, forever

Strengthen Human Resource Base —EHG Value Circle

Enhancing the social value of the restaurant industry

- Reconstruction assistance
- Naming rights in the founding location
- Sponsorship for an international student film & video festival
- Providing food for children's meal programs
- Development of menu items supporting primary industries

Social value enhancement

Enhancing brand value through employee success

- Overseas expansion
- Restaurants where diverse human resources thrive
- Global human resource development hub

Brand value enhancement

Philosophy

Growth cycle based on our philosophy

Human resource acquisition

Hiring diverse human resources who share our values

- Athlete hiring
- Strengthening of internal hiring
- Strengthening of international human resource hiring



Fostering a sense of organizational unity

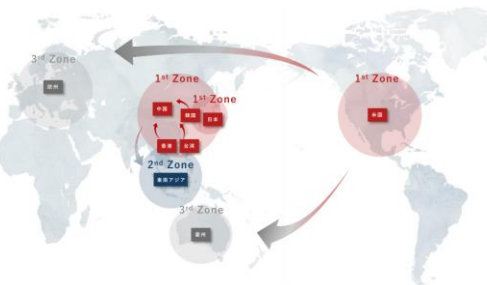
- 40th anniversary ceremony
- Top Management Caravan (opportunities for dialogue between management and employees)
- Continued operation of the TORIKIZOKU Memorial Hall / first TORIKIZOKU restaurant
- Open internal newsletter (using the note platform)



Systems to make human resources a competitive force

- Evaluation system
- Education and training
- Career development

Human resource development



Structure to Support Medium- and Long-term Challenges

-Strengthen Human Resource Base-

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

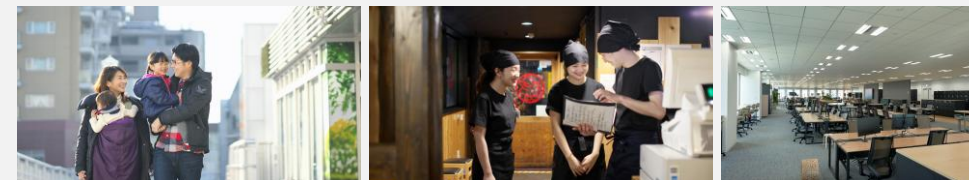
<Main recent initiatives>

- 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: Increased base wages (average 2.9%) (increased annual holidays)
- July 2026: Launched independent employee-run franchise (1)
- August 2026: Increased base wages (average 1.9%)

: Increased annual holidays to 116 days

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
- Through base pay increases, regular pay increases, and more days off, maintained and improved employees' living standards in response to rising prices



Reference

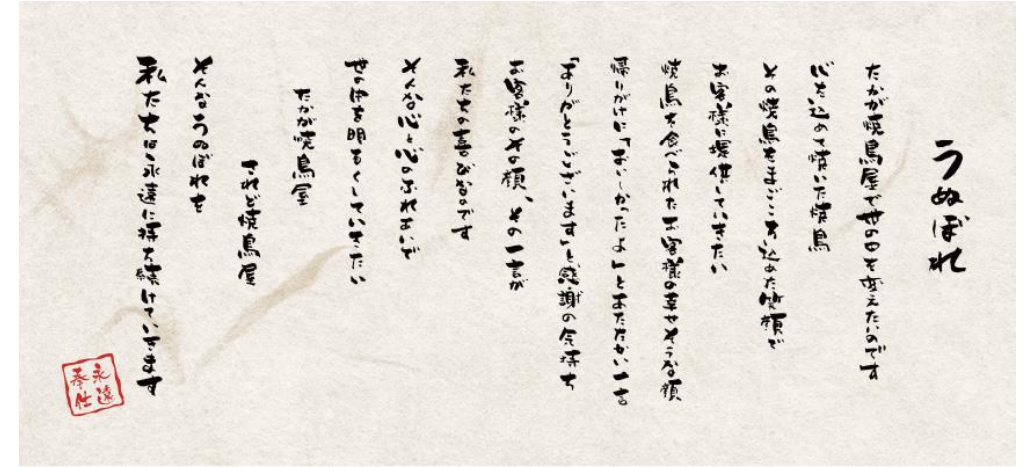


Eternal Hospitality Group



Eternal Philosophy: Pride

We will eternally take “pride” in wanting to make the world a brighter place with yakitori restaurants. “Yakitori restaurants” are the founding business of Eternal Hospitality Group and “making the world a brighter place” is our founding spirit. Now that we have established a new group structure and expanded our business domain from “yakitori” to “chicken,” we will continue to pursue our eternal philosophy of taking “pride” in making the world a brighter place with yakitori restaurants.



Eternal Mission: Enhancing the social value of the restaurant industry

The restaurant industry has grown into one of Japan’s leading industries with the potential to showcase its strengths to the world. On the other hand, we still lag behind in securing outstanding human resources in Japan. Eternal Hospitality Group aims to raise the level of the entire restaurant industry and enhance its social value by actively working to improve the working environment, ensure compliance, and contribute to society, which are issues facing the industry as a whole.

Eternal Purpose: Become an eternal company

The continued existence of a company through its relationships with society and its employees is a fundamental premise of corporate activity. To achieve this, we must continue to embrace new “challenges.” We are “grateful” to all those involved with Eternal Hospitality Group, including customers, shareholders, suppliers, and employees and their families, and we aim to be an eternal company that is needed and loved by society by continuing to “serve” through our corporate activities.

Company Profile

Company name	Eternal Hospitality Group Co., Ltd.
Established	September 19, 1986
Listed market	TSE Prime (securities code: 3193)
Head office	20F Urbannet Midosuji Building, 4-2-13 Awajimachi, Chuo-ku, Osaka
Head office	1-2-12 Tateba, Naniwa-ku, Osaka
Representative	Tadashi Okura, Representative Director, President, and CEO
Share capital	¥1,491,829,000 (as of July 31, 2026)
Group companies	Eternal Hospitality Japan Co., Ltd., Torikizoku East Co., Ltd., Torikizoku West Co., Ltd., Smile Factory Co., Ltd., Eternal Hospitality Store Development Co., Ltd. DAIKICHI SYSTEM Co., Ltd., TORIKIZOKU USA INC., TORIKIZOKU KOREA INC., Torikizoku Shanghai Co., Ltd., ETERNAL HOSPITALITY VIETNAM CO., LTD, ei Inc.
Number of Group employees	Number of employees: 1,066 (as of July 31, 2026) (exc., average number of temporary employees:* 4,495)



*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.

Cautionary Notes

- These materials have been prepared by Eternal Hospitality Group Co., Ltd. (the “Company”) as a reference for investors to enhance their understanding of the current status of the Company, and are not a solicitation to purchase shares of the Company.
- The information contained in these materials has been prepared based on economic, social, and other conditions generally recognized as of the date of publication and certain assumptions deemed reasonable by the Company, but is subject to change without notice due to changes in the business environment or other factors.
- The materials and information provided in this announcement include so-called “forward-looking statements.” These statements are based on current expectations, projections and assumptions that involve risks, and include uncertainties that may cause actual results to differ materially from these statements.
- Those risks and uncertainties include general industry and market conditions, interest rates, currency exchange rate fluctuations, and other aspects of general economic conditions in Japan and overseas.
- The Company bears no obligation to update or revise the “forward-looking statements” contained in this announcement, even in cases of new information or future events, etc.
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