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Collaborate to Create

Surprise the world

# Financial Results of FY 2026 Q3 (Supplementary Material)

January 14, 2026

create restaurants holdings, inc.  
【TSE Prime, Stock Code 3387】

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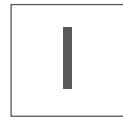
### (Note) Group operating companies included in each category in this material

**CR category** : create restaurants inc. (CR) and Create Dining inc. (CD)

**SFP category** : SFP Holdings Co., Ltd. (SFPHD), SFP Dining Co., Ltd. (SFPD), Joh Smile Corporation (JS), CLOOC DINING Co., Ltd. (CL)

**Specialty Brand category** : YUNARI Co., Ltd. (YNR), Gourmet Brands Company inc. (GBC), KR FOOD SERVICE CORPORATION (KR), YUZURU Inc. (YZ), Icchou Inc. (IC), SAINT-GERMAIN Co LTD. (SG), L'air bon inc. (LB), Ichigen Food Company Co Ltd. (IG), Noroshi Co Ltd. (NRS)  
Create Noodles inc. (CN) \*IG, YNR, and NRS merged on Dec. 1, 2025 and changed the trade name to CN.

**Overseas category** : CREATE RESTAURANTS ASIA PTE., LTD.(CRA), create restaurants hong kong Ltd. (CRHK), Il Fornaio (America) LLC (IF), Create Restaurants DE LLC (WF)



## Financial Highlights

# 1. Financial Results Overview [IFRS]

**Increase in sales and decrease in profit YoY (unable to make up for the decline in profit in Izakaya business, pushing down consolidated results).**

Revenue 123.6 billion yen, Operating profit 6.6 billion yen,  
Profit attributable to owners of parent 4.3 billion yen, Adjusted EBITDA 20.2 billion yen

## ✓ Revenue

- In Q3, the number of holidays increased (YoY), leading to an increase in customers at retail facilities. Bakery and noodle brands, which are “daily” and “standard” formats, also remained strong. Revenue increased (+8.2 billion yen) compared to the previous fiscal year, driven by the consolidated contribution of two M&A acquisitions in the last half of the previous fiscal year.

## ✓ Operating Profit

- (Operating profit) While CR category, Specialty Brand category, and Overseas category generally performed well, the overall decline in profit from the SFP category, primarily consisting of Izakaya establishments, could not be offset, resulting in a consolidated decrease in profit (- 500 million yen).

(Million yen)	FY2025 Q3 cumulative (Mar.-Nov.)		FY2026 Q1 alone (Mar.-May)		FY2026 Q2 alone (Jun.-Aug.)		FY2026 Q3 alone (Sep.-Nov.)		FY2026 Q3 cumulative (Mar.-Nov.)		Change	FY2026 Forecast	Progress Rate
	Result	売上比	Result	Ratio to revenue	Result	Ratio to revenue	Result	Ratio to revenue	Result	Ratio to revenue			
Revenue	115,403		41,814		41,389		40,364		123,568		+8,164	165,000	74.9%
Operating profit	7,134	6.2%	3,048	7.3%	1,892	4.6%	1,668	4.1%	6,609	5.3%	- 525	9,600	68.8%
Profit before taxes	6,569	5.7%	2,992	7.2%	2,139	5.2%	1,595	4.0%	6,727	5.4%	+157	8,800	76.4%
Profit for the year	5,180	4.5%	2,263	5.4%	1,210	2.9%	1,193	3.0%	4,668	3.8%	- 512	6,500	71.8%
Profit attributable to owners of parent	4,735	4.1%	2,088	5.0%	1,107	2.7%	1,115	2.8%	4,311	3.5%	- 424	5,800	74.3%
Adjusted EBITDA *	19,610	17.0%	7,420	17.7%	6,616	16.0%	6,189	15.3%	20,226	16.4%	+615	27,200	74.4%
Actual operating profit (Operating profit+impairment losses)	8,240	7.1%	3,439	8.2%	2,349	5.7%	2,219	5.5%	8,008	6.5%	- 231	11,600	69.0%

\*Adjusted EBITDA = operating profit + other operating expenses - other operating revenues (excluding sponsorship income) + depreciation and amortization + non-recurring expense items (such as advisory expenses related to share acquisitions, etc.)

## 2. Financial Results Overview (by Category)

Group operating companies included in each category are listed at the bottom of page 2 of this material.

### ✓ CR category: Increasing revenue, increasing profit

Higher sales and profits thanks to increased customer traffic at retail facilities as a result of an increase in holidays, an increase in the number of restaurants under management, and contributions from golf course restaurants benefited from favorable weather.

### ✓ SFP category: Increasing revenue, decreasing profit

Despite an increase in sales due to the effects of new stores, profits declined sharply as the number of customers continued to decline as a reaction to the 40th anniversary of the founding of the previous year, and the cost of sales ratio did not improve due to menu revisions.

### ✓ Overseas Category: Increasing revenue, increasing profit

Despite ongoing struggles in Il Fornaio of high unit prices due to inflation fatigue in North America, Wildflower acquired by M&A in the last half of the previous fiscal year remained strong, and both sales and profits increased.

### ✓ Same-store sales YoY

(Based on stores as of the end of Feb. 2025, incl. closed stores.)

Category	Q1 (Mar.-May)	Q2 (Jun.-Aug.)	Spt.	Oct.	Nov.	Q3 (Sep.-Nov.)	Q3 Cumulative
CR	104.6%	104.2%	99.7%	105.0%	105.4%	103.4%	104.0%
SFP	99.5%	100.0%	96.4%	99.0%	98.9%	98.1%	99.2%
Specialty Brand	105.4%	104.3%	99.1%	100.7%	103.0%	101.0%	103.6%
Overseas (Local currency)	97.7% (102.1%)	97.0% (101.6%)	95.8% (99.2%)	99.1% (102.0%)	94.8% (97.1%)	97.0% (99.4%)	98.7% (101.1%)
Consolidated	102.7%	102.3%	98.3%	101.6%	101.8%	100.6%	102.1%

### ✓ Specialty Brand category: Increasing revenue, increasing profit

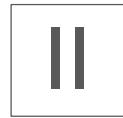
Bakery and Noodle brand, both of which are "daily" and "standard" formats, Ichou Inc. remained strong and both sales and profits increased.

Category	FY2025 Q3(total)			FY2026 Q1			FY2026 Q2			FY2026 Q3			FY2026 Q3(total)			Change		
	Revenue	Category CF *1	Ratio to revenue	Revenue	Category CF *1	Ratio to revenue	Revenue	Category CF *1	Ratio to revenue	Revenue	Category CF *1	Ratio to revenue	Revenue	Category CF *1	Ratio to revenue	Revenue	Category CF *1	Ratio to revenue
CR	40,452	4,510	11.2%	14,648	1,709	11.7%	14,999	1,731	11.5%	14,627	1,313	9.0%	44,276	4,754	10.7%	+3,823	+244	-0.4%
SFP	22,197	1,987	9.0%	7,751	765	9.9%	7,593	444	5.9%	7,405	358	4.8%	22,750	1,568	6.9%	+553	-419	-2.1%
Specialty Brand	36,601	4,002	10.9%	12,828	1,663	13.0%	12,885	1,537	11.9%	11,971	1,027	8.6%	37,684	4,228	11.2%	+1,083	+226	+0.3%
Overseas	16,282	1,556	9.6%	6,643	691	10.4%	6,055	324	5.4%	6,458	717	11.1%	19,157	1,732	9.0%	+2,875	+175	-0.5%
Adjustments, etc.*	-130	7,552	-	-57	2,591	-	-143	2,578	-	-99	2,772	-	-300	7,942	-	-170	+389	-
Total	115,403	19,610	17.0%	41,814	7,420	17.7%	41,389	6,616	16.0%	40,364	6,189	15.3%	123,568	20,226	16.4%	+8,164	+615	-0.6%

(Note) Taking into account the intra-group restructuring (KR's contract business is absorbed by CR) on Sep. 1 2024, the actuals for the previous fiscal year reflect the figures after the reorganization of categories.

\*1:Category CF = Operating profit (JGAAP) + depreciation and amortization + sponsorship income + non-recurring expense items

\*2: Other adjustments include depreciation and amortization related to the adoption of IFRS 16, as well as head office expenses that are not allocated to each category.



## Topics

# 1. Medium-Term Management Plan (Outline)

\*Disclosed on April 14, 2025

## FY 2026 - FY 2030: "5 Years to Resolve Essential Issues"

Target Figures

<Actual results for the year ending Feb. 2025>

Revenue 156.4 billion yen

Actual Operating profit 10.8 billion yen

<Target for the year ending February 2030>

Revenue 230.0 billion yen (147% of FY2025)

Actual Operating profit 18 billion yen

(167% of FY2025)

3 Growth pillars

### Evolution of intrinsic value

#### Food × Service × Location

Creating an exciting food experience,  
Evolving with a focus on core brands for further growth

Same-store sales YoY 102%  
New store openings  
30-40 stores per/year  
Capital expenditures  
20 billion yen / 5 years

### Synergistic M&A

#### Aggressive M&A

Continue to execute M&A with around 2 projects per year in domestic and overseas, where synergies can be expected

Investment 50 billion yen / 5 years

### Expansion of overseas business

#### Regional strategies

- M&A growth in North America
  - Hybrid growth in Asia (Directly managed /FC/M&A)
  - Entry by M&A in Europe

Overseas sales ratio 30%

3 Foundations for growth

**Technology utilization** Improve customer satisfaction and cashflow per employee with hospitality + technology

**Promotion of human capital management** Creating a rewarding workplace and reforming our corporate culture to match the times

**Sustainability promotion** Contributing to the realization of a sustainable society and enhancing corporate value over the long term

## 2. Topics (1) ~ Evolution of intrinsic value~

### Aggressive development of new brands/brand changes/renovations

- ✓ Challenge to new business formats with growth potential



Aug.17



mugi bagel  
Meguro



Sep.11

Sanzoku-no  
-Sumika  
AEON MALL  
NAGOYACHAYA



Oct.31

Saisai Malatang  
CIAL Yokohama



Oct.31

Gyukatsu  
Futabatei  
LaLaport  
TOKYO-BAY

“Deliciousness”  
was recognized.

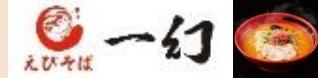


大众点评



- ✓ Flexibly change to format with higher customer attraction

Sep.10	"Roast Beef Hoshi" LaLaport Iwata	▶ こだわり おにぎり ひとにぎり	Nov.5	"Yanagi-jaya" Asakusa nakamise street	▶ MACCHA HOUSE 抹茶館
Sep.19	"Beef Rush 29" SAN-A Urasoe Nishikaigan PARCO CITY	▶ THE PLATINUM BUFFET RESTAURANT	Nov.27	Tendon "Hamanoya" Seven Park Ario Kashiwa	▶ こだわり おにぎり ひとにぎり
Oct.7	Crepe "Sucre" AEONMALL SHIJONAWATE	▶ デザート王国	Dec.1	「Mama's Kitchen」 Seven Park Ario Kashiwa	▶ 羽釜ごはん はしづ



Ebisoba Ichigen Main Store  
(Sapporo) receives the “Bi Chi Bang 2025 (Must-Eat)” Award, which is one of China's largest review site, “Da Zhong Dian Ping”. Only about 100 restaurants in Japan are selected for this honor as the restaurant that must go to.

### Evolution of Location (Expansion of Contract Business)

- ✓ 13 new stores were commissioned to begin operations in 3Q  
⇒ 11 JA ZEN-NOH collaboration and 2 golf-course restaurants



Minoru Shokudo KANAZAWA FORUS

Total of 23  
new stores  
entrusted in  
the current  
fiscal year



## 2. Topics (2) ~ Synergetic M&A~

### Popular bagel specialty shop Tecona Bagel joins the group, launching full-scale expansion of its bagel business

✓ Announced the acquisition of shares of **Tecona Bagel**, known as a popular bagel specialty store in Tokyo/Yoyogi Hachiman/Jiyugaoka, through Gourmet Brands Company Company inc. (GBC) (disclosed on January 14, 2026)  
⇒ **Group-in scheduled for February 1, 2026** (Shareholders benefits: available as soon as readiness is in place)



tecona bagel works  
Yoyogi Hachiman



Tecona bagel  
Jiyugaoka

A well-known specialty bagel store that has won 5 awards in the national/Tokyo bakery category of a well-known gourmet site

#### Tecona Bagel inc.

Type of business	Bagels specialty shop and western confectionery shop
Number of stores	3 stores (tecona bagel works Yoyogi Hachiman, Tecona bagel Jiyugaoka, Chihiro confectionery store Jiyugaoka)
Date of contract	December 26, 2025
Date of execution	February 1, 2026
Size	<ul style="list-style-type: none"><li>Sales: Approx. 200 million yen</li><li>Operating profit : Approx. 10 million yen</li></ul> <p>(Result for the fiscal year ended Sep. 2025: The above is a reference value only for the business that is subject to transfer because of a new split.)</p>
Aim	<ul style="list-style-type: none"><li>Strengthening the portfolio with distinctive brands</li><li>Expansion of the Group's bagel business</li><li>Creation of synergies through franchising within the Group</li></ul>



**Total number of bakeries  
(total for the above 4 companies)**

► 140 stores

Expanding  
High-quality  
bagel stores  
nationwide

## 2. Topics (2) ~ Synergetic M&A~

**Grill RON, a long-established “Yoshoku restaurant” (Japanese-style Western cuisine) in Osaka with a loyal customer base, joins the group to strengthen its Kansai base.**

- ✓ Announcement of Acquisition of Shares in RON Corporation which operates community-based Yoshoku restaurants under the banner of “Grill RON,” beloved in Osaka for over half a century (Disclosed January 14, 2026)
- ⇒ Group-in scheduled for March 1, 2026 (Shareholders benefits: available as soon as readiness is in place)

Acquisition of  
The authentic  
yoshoku brand



### Yoshoku



Hankyu Sanbangai  
Hanshin Umeda Main Store



A renowned Yoshoku restaurant beloved in Osaka's Umeda district for over half a century, serving authentic Yoshoku without gimmicks.



(Osaka Ekimae Building No.3)



(NAMBA WALK)



(Osaka Ekimae Building No.4)



(Tenjinbashi, Osaka City)



### RON Corporation

Type of business	Japanese-style Western cuisine restaurants and Tonteki specialty restaurants
Number of stores	10 stores
Date of contract	January 14, 2026
Date of execution	March 1, 2026
Size	<ul style="list-style-type: none"><li>Sales: Approx. 1.2 billion yen</li><li>Operating profit : Approx. 60 million yen</li></ul> <p>(Results for FY ending March 2025)</p>
Aim	<ul style="list-style-type: none"><li>Strengthen portfolio with "daily" and "standard" brands</li><li>Strengthen store network in Kansai area</li><li>Creation of synergies through franchising within the Group</li></ul>

### Tonteki



Osaka Ekimae Building No.3

Whity Umeda  
NAMBA WALK



(Osaka Ekimae Building No.2)



## 2. Topics (3) ~ Synergetic M&A~

### MACCHA HOUSE franchised in Indonesia

- ✓ Our Singaporean subsidiary signed a basic agreement with an Indonesian restaurant company to open a franchise (FC) for “MACCHA HOUSE”, a matcha cafe. (On January 5, 2026)

#### Franchisor (Singapore)

##### CREATE RESTAURANTS ASIA PTE. LTD.

Operates MACCHA HOUSE since 2012



MACCHA  
HOUSE  
抹茶館



Overseas  
subsidiary to FC  
headquarters  
First scheme



#### Franchisee (Indonesia)

##### PT Foodindo Pratama Wisesa

Operates restaurants in Jakarta

- ▶ Focus on MACCHA HOUSE against the backdrop of popularity of matcha in Indonesia
- ▶ Plan to open the first store in 2026

#### Signing ceremony @Tokyo



We concluded a basic agreement at our head office and held a signing ceremony prior to this Agreement on January 5, 2026.

#### Jakarta

A large city with a population of more than 10 million and an urban population including the surrounding area is one of the world's largest markets with about 42 million people.

#### Wildflower New-store opening decision

17th store

Steady progress in PMI\* of the North American bakery-restaurant **Wildflower**, which was joined the group on September 2024, and the Company is in a phase of **aiming to grow its business**.

\*PMI = Post Merger Integration

- Opening: Scheduled for June to July 2026
- Store location: Phoenix, Arizona  
Within Tatum&Thunderbird Shopping center





## Business Forecasts for FY 2026 and Shareholder Returns

# 1. Summary of FY 2026 Business Forecasts

## Full-year earnings forecasts disclosed on April 14, 2025 and breakdown by category unchanged

⇒ The impact of M&A activities executed this fiscal period is minimal. Furthermore, anticipating recovery at SFPHD and North American IF—both of which experience peak demand in the fourth quarter—we maintain our full-year forecast.

(Million yen)	FY2026 (Q3 Result)		Forecast	Ratio to revenue	Progress Rate (vs. Forecast)	FY 2025 (Actuals for the previous FY)		Difference between (Forecast-Previous FY)
	Result	Ratio to revenue				Result	Ratio to revenue	
Revenue	123,568		165,000		74.9%	156,354		+8,645
Operating profit	6,609	5.3%	9,600	5.8%	68.8%	8,504	5.4%	+1,095
Profit before taxes	6,727	5.4%	8,800	5.3%	76.4%	7,659	4.9%	+1,140
Profit for the year	4,668	3.8%	6,500	3.9%	71.8%	6,228	4.0%	+271
Profit attributable to owners of parent	4,311	3.5%	5,800	3.5%	74.3%	5,590	3.6%	+209
Adjusted EBITDA *1	20,226	16.4%	27,200	16.5%	74.4%	26,124	16.7%	+1,075
Actual operating profit (Operating profit+impairment losses)	8,008	6.5%	11,600	7.0%	69.0%	10,794	6.9%	+805

\* Adjusted EBITDA = operating profit + other operating expenses - other operating revenues (excluding sponsorship income) + depreciation and amortization + non-recurring expense items (such as advisory expenses related to share acquisitions, etc.)

## [Breakdown by Category]

(Million yen)	FY2026 (Q3 Result)			FY2026 (Full-year Forecast)			Progress Rate (vs. Forecast)	
	Revenue	Category CF *1	Ratio to revenue	Revenue	Category CF *1	Ratio to revenue	Revenue	Category CF
CR	44,276	4,754	10.7%	57,000	5,900	10.4%	77.7%	80.6%
SFP	22,750	1,568	6.9%	32,500	3,300	10.2%	70.0%	47.5%
Specialty Brand	37,684	4,228	11.2%	50,000	5,500	11.0%	75.4%	76.9%
Overseas	19,157	1,732	9.0%	27,000	3,100	11.5%	71.0%	55.9%
Adjustments, etc.*2	- 300	7,942	-	- 1,500	9,400	-	-	-
<b>Total</b>	<b>123,568</b>	<b>20,226</b>	<b>16.4%</b>	<b>165,000</b>	<b>27,200</b>	<b>16.5%</b>	<b>74.9%</b>	<b>74.4%</b>

### ◆ Supplement for progress rate

#### (1) Initiatives in SFP Category

→ Maximizing sales during the fourth quarter, the peak demand period for Izakaya business, while also anticipating an additional seven stores' sales compared to the previous period.

→ "ISOMARU SUISAN Official App" to be released in February 2026 as a measure to attract more customers

#### (2) Initiatives in Overseas category

→ Withdrawal of 3 unprofitable stores, including Beverly Hills stores in Il Forno

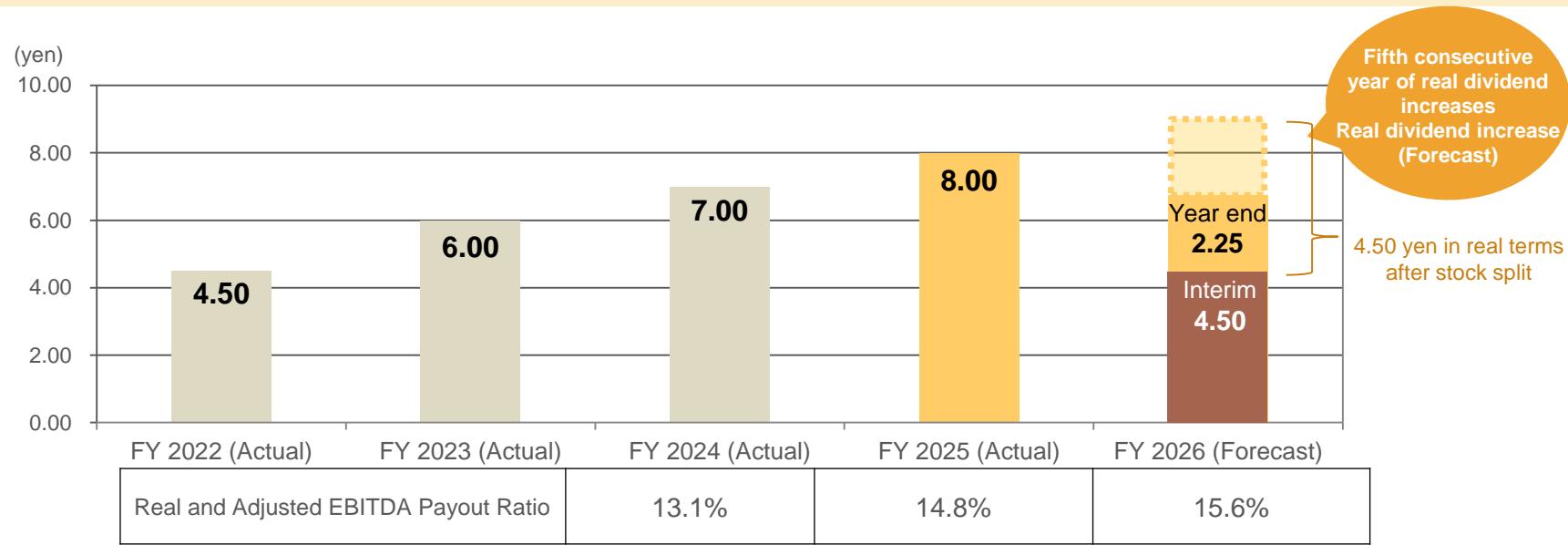
\*1: Category CF = Operating profit (JGAAP) + depreciation and amortization + sponsorship income + non-recurring expense items

\*2: In addition to depreciation expenses associated with the adoption of IFRS16 issue, head office expenses, etc. that are not allocated mainly to individual categories

## 2. Shareholder Returns (1) ~ Dividends ~

### ✓ Dividends Forecast for FY Ending 2026

- **Interim (before stock split) 4.50 yen** → implemented
- **End of FY (post-split basis) 2.25 yen** → Forecast: Stock split at a ratio of 2 shares for each common share on September 1, 2025. **No material change from the dividend forecast of 4.50 yen (9.00 yen annually)** disclosed on April 14 of the same year.



### ✓ Dividend Policy

We regard the return of profits to shareholders as an important management policy and have adopted a basic policy of paying stable dividends. We plan to pay dividends twice a year, an interim dividend and a year-end dividend.

→In principle, the dividend amount is set at 14% or more of the “real and adjusted EBITDA dividend payout ratio”\* and is determined after taking into account overall business performance, financial condition, future business development, and etc.

\* Real and adjusted EBITDA dividend payout ratio (excluding the impact of IFRS16 issue) = Total dividends ÷ (adjusted EBITDA - lease liability repayments under IFRS No.16) x 100

## 2. Shareholder Returns (2) ~ Shareholders benefits ~

✓ Increased from shareholders benefits\* as of the record date of the end of February 2026

(disclosed on July 14, 2025)

\* Shareholders listed or recorded in the shareholder register as of the end of Feb. 2026 are eligible for the gift.

### ■ Shareholders benefits plan and continuous shareholders benefits plan

✓ Donation of meal coupons twice a year

#### Shareholders benefits plan Increase\*1

Number of shares held	Benefits (Meal coupon)
Over 100 shares	1,500 yen
Over 200 shares	3,000 yen
Over 300 shares	4,000 yen
Over 400 shares	5,000 yen
Over 500 shares	6,000 yen
Over 800 shares	8,000 yen
Over 1,200 shares	10,000 yen
Over 2,000 shares	14,000 yen
Over 6,000 shares	20,000 yen
Over 12,000 shares	24,000 yen
Over 18,000 shares	30,000 yen

	Standards of rights	Shipment schedule
Year end	End of February	Mid-May
Interim	End of August	Mid-November

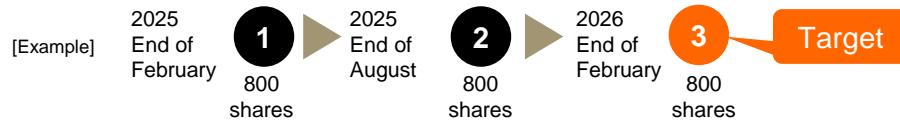
\*1: A comparison against the former shareholders benefits as of August 31, 2025.

#### Continuous shareholders benefits plan \*2

Number of shares held	Benefits (Meal coupon)
Over 800 shares	2,000 yen Additional coupon
Over 6,000 shares	4,000 yen Additional coupon
Over 12,000 shares	6,000 yen Additional coupon
Over 18,000 shares	8,000 yen Additional coupon

\*2: Shareholders whose holding of 800 shares or more is listed or recorded at least three consecutive times with the same shareholder number on the shareholder register record date (the last day of February and August).

If there is a change in the number of shares held during the period subject to continuous holding, the number of shares held shall be the lowest of the last three record dates for the number of shares held continuously.



[Before stock split (September 1) Holding 400 shares deemed to hold 800 shares]

The number of shares held as of the record date prior to the end of Feb. 2026 is retroactively adjusted to reflect the stock split.

### ■ Expansion of stores where shareholders benefits are available

✓ As part of the business alliance with JA ZEN-NOH  
(disclosed on January 26, 2024), **10 stores** became available for shareholders benefits from November

#### [Kanto] 5 stores

- ◆ Yakiniku restaurant Pure Kanda
- ◆ Yakiniku Honpo Pure Shinagawa
- ◆ Yakiniku Honpo Pure Ikebukuro
- ◆ Yakiniku Honpo Pure Kita-Senju MARUI
- ◆ Yakiniku Honpo Pure MARUI Mizonokuchi



#### [Kansai] 2 stores

- ◆ Yakiniku and Sukiyaki Jun Umeda Main Store
- ◆ Yakiniku and Sukiyaki Jun Ebista Nishinomiya



#### [Kyushu] 2 stores

- ◆ Yakiniku sukiyaki Jun Tenjin Kego
- ◆ Pork Offal Grill Specialty restaurant, Fresh Offal Futsukaichitei

#### [Ishikawa Prefecture] 1 stores

- ◆ Minoru Shokudo KANAZAWA FORUS



みのる

Opened on Nov. 29

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IV

## Appendix

# 1. Openings and Closings of Stores

✓ Total number of stores in the group as of Nov. 2025: 1,145 stores

	Number of stores	Main breakdown
New store openings	52	<p>Core brands: 5 "shabu-SAI" stores, "Cent Varie" Inada, "TANTO TANTO" Hiroshima, 2 "ISOMARU SUISAN Shokudo", Churaya Gotanda TS "AWkitchen"/"Hainan Chicken Rice Shokudo" LaLaport Anjo, 5 "ISOMARU SUISAN", 2 "5 no 5", "TOROTAKU" Kamiooka</p> <p>New/other brands: "Ichigen" Umeda, "Shall we Candy?" Gotemba PO, "Kinozen" Kagurazaka, "mugi bagel" Meguro, "Karaage Center" Aeon M Suzaka, "Hitonigiri" Asakusa ROX2G, "Gyukatsu Futabatei" LaLaport TB</p> <p>JA ZEN-NOH collaboration : 7 "Aguri", "Shinshu Sodachi", 5 "Pure", 3 "Jun", "Fresh Offal Futsukaichitei", "Minoru Shokudo" Kanazawa, and 2 other stores</p> <p>New contract business: Food Court in SAPA, "Kadokawa Shokudo" Tokorozawa ST, 2 restaurants in golf courses</p> <p>Overseas FC: "Ichigen" Gaoxiong, Taiwan</p>
Store closures	28	(Mainly expiration of the contract)
M&A	5	4 "Noroshi", and "Temomi Chuka Soba (Hand-kneaded Chinese noodles) Nakamura"
Change in store format	16	<p>Core brands: 2 "Uminchu Shubou", "JEAN FRANÇOIS" Denenchofu, "TETSU" Mizonoguchi, and "Torihei-chan" Tsunashima Nishiguchi, "Dessert Oukoku" AEON M SHIJONAWATE</p> <p>New/other brands: "Shiroi Tanuki Hall", "Hassan" Kioi-cho, "Mikawa" AEON M Mito Uchihara, "San Antonio" Tokyo MT Hibiya, 3 "Hitonigiri", "Sanzoku-no-Sumika" Aeon M NAGOYACHAYA, "THE PLATINUM" Okinawa, and "Saisai Malatang" CIAL Yokohama</p>

[List of stores opened and closed as of FY 2026]

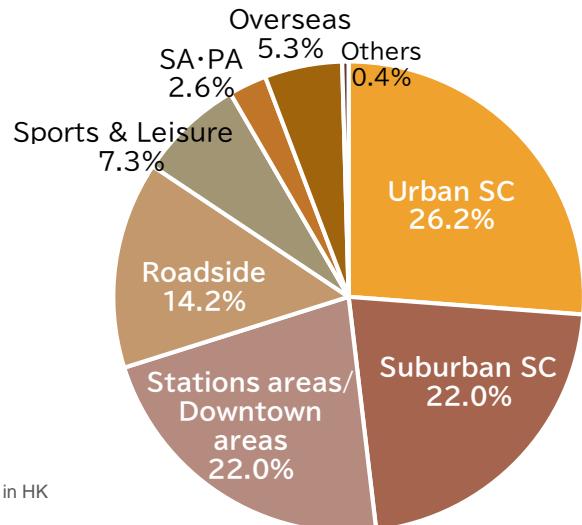
Category	Total no. at end of Feb. 2025	Increase /Decrease		M&A	Total no. at end of Nov. 2025	Brand Changes *1
		New	Close			
CR	518	32	12	0	538	13
SFP	203	9	2	0	210	1
Specialty Brand	325	10	4	5	336	2
Overseas *2	70	1	10	0	61	0
<b>Group total *3</b>	<b>1,116</b>	<b>52</b>	<b>28</b>	<b>5</b>	<b>1,145</b>	<b>16</b>

\*1: Number of stores within the Group, including changes of business format

\*2: Total number of stores including 2 franchised stores of CD in Jakarta, 6 franchised stores of KR in Thailand, 4 franchised stores in HK and 2 franchised stores in Taiwan of IG.

\*3: Total number of stores including contract business stores and FC stores within the Group as of the end of 3Q

[Composition of stores by location (as of the end of Nov. 2025)]



## 2. Trends in same-store sales YoY ratio

Group operating companies included in each category are listed at the bottom of page 2 of this material.

### 【Consolidated】

	Mar.	Apr.	May	Q1 Total	Jun.	Jul.	Aug.	Q2 Total	Sep.	Oct.	Nov.	Q3 Total	Dec.	Jan.	Feb.	Full-year
FY 2026	101.7%	103.2%	104.2%	102.7%	99.9%	100.8%	105.5%	102.5%	98.3%	101.6%	101.8%	102.1%	-	-	-	-
FY 2025	108.8%	104.5%	104.9%	106.1%	110.4%	103.6%	108.1%	106.6%	108.8%	104.1%	108.9%	106.5%	106.0%	106.1%	104.2%	106.1%

### 【By category】

		Mar.	Apr.	May	Q1 Total	Jun.	Jul.	Aug.	Q2 Total	Sep.	Oct.	Nov.	Q3 Total	Dec.	Jan.	Feb.	Full-year
CR	FY 2026	102.5%	104.9%	106.5%	104.6%	101.1%	102.2%	108.5%	104.4%	99.7%	105.0%	105.4%	104.0%	-	-	-	-
	FY 2025	110.2%	104.2%	103.7%	106.0%	112.0%	104.1%	107.5%	106.9%	109.7%	103.7%	109.3%	107.2%	106.3%	106.1%	103.9%	106.7%
SFP	FY 2026	97.3%	100.0%	101.1%	99.5%	96.8%	98.9%	104.2%	99.7%	96.4%	99.0%	98.9%	99.2%	-	-	-	-
	FY 2025	107.9%	103.9%	105.3%	105.7%	107.4%	100.4%	104.0%	104.8%	105.8%	102.1%	108.1%	104.9%	103.7%	107.2%	102.9%	104.9%
Specialty Brand	FY 2026	104.2%	105.1%	106.9%	105.4%	102.9%	103.1%	106.4%	104.9%	99.1%	100.7%	103.0%	103.6%	-	-	-	-
	FY 2025	107.8%	103.9%	102.5%	104.7%	110.2%	103.6%	111.1%	106.5%	109.6%	104.8%	109.1%	106.8%	104.8%	102.8%	103.1%	106.1%
Overseas	FY2026 (Local currency base)	100.6% (100.8%)	100.1% (103.1%)	98.4% (102.8%)	97.7% (102.1%)	96.6% (102.0%)	95.0% (100.5%)	97.2% (101.7%)	97.4% (101.9%)	95.8% (99.2%)	99.1% (102.0%)	94.8% (97.1%)	98.7% (101.1%)	-	-	-	-
	FY2025 (Local currency base)	108.7% (97.3%)	108.1% (95.4%)	114.1% (100.7%)	110.9% (97.8%)	111.1% (98.3%)	107.8% (95.7%)	107.9% (97.5%)	108.6% (98.1%)	108.8% (100.0%)	106.0% (98.4%)	108.7% (101.4%)	105.9% (98.8%)	109.5% (102.3%)	112.6% (105.3%)	108.1% (101.4%)	106.6% (100.0%)

\* Same-store sales YoY ratio is based on stores as of the end of Feb. 2025 including closed stores.

### 3. Sustainability Initiatives

#### Deepening of cooperation among production areas

#### Concluded a partnership agreement with Nagano Prefecture



Nagano Prefecture

KR FOOD SERVICE CORPORATION (KR) concluded a collaboration agreement with Nagano Prefecture and held a signing ceremony at the Nagano Prefecture Office on October 16, 2025.

##### Purpose of the collaboration agreement

KR's café and restaurant "Kamikochi Azusa Cafe" is based on the concept of Kamikochi in Nagano Prefecture. Until now, we have deepened our relations with Nagano Prefecture by jointly developing menus and holding PR events using ingredients produced in Nagano Prefecture.



By strengthening cooperation between the two parties through the conclusion of this agreement, we aim to disseminate the attractiveness of "food" in Nagano Prefecture nationwide.



[Framework of the collaboration agreement]

- Enhance recognition through effective use of agricultural and livestock products from Nagano Prefecture
- PR of municipalities and regional brands in Nagano Prefecture
- Disseminating the attractiveness of Nagano Prefecture through Food
- Enhancing the value of our corporate brand

Nagano Pref.: Governor, Mr. Shuichi Abe (middle right), Director-General, Sales and Marketing Bureau, Department of Industry and Labor, Mr. Eiji Tanaka (right)

KR : Representative Director & President, Takeshi Furukawa (middle left), Sales Manager at Azusa Coffee, Shusuke Nagahama (left)

#### Second Women's participation and promotion MTG



As a Group-wide initiative, we held the second women's empowerment promotion meeting in Osaka on October 2025.



At this meeting, we listened to the "Experience discussion of senior women employees" and exchanged opinions on "Balancing life events and careers." In this way, we shared information to make women employees more active and the work environment to be improved.

This meeting will be continued.

# Disclaimer

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The purpose of this material is to provide information regarding the financial results of FY 2026 Q3 and is not intended to solicit investments in securities issued by the Company.

Furthermore, although the contents in this material are prescribed based on reasonable assumptions of the Company at the time of publication, it does not warrant or guarantee the information's accuracy or completeness and is subject to change without prior announcement.

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