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Notice Concerning the Formulation of the Medium-Term Management Plan

MOS FOOD SERVICES, INC. (the “Company”) hereby announces that it has formulated the Medium-Term Management Plan that covers a three-year period starting in fiscal 2025.

1. Formulation of the Medium-Term Management Plan

The Company, since its founding more than 50 years ago, has shared with and instilled in all employees the values encapsulated by the “MOS Spirit.” We have recently formulated the new three-year Medium-Term Management Plan to convey our cherished spirit expressed in the Mos Burger Basic Policy to our customers worldwide through our products and services.

As our medium- to long-term vision, we will make “delivering calmness and warmth” to the people around the world a reality and aim to become a unique food service company in Asia that attracts global attention.

To realize this vision, we will strive to increase profitability per store in our core Domestic MOS BURGER Business and Overseas Business. We also intend to develop the Merchandising Business, New Restaurant Business, and Hygiene Business as new pillars of business to follow the core businesses.

2. Medium-Term Management Plan targets

Consolidated numerical targets for fiscal 2027

| | |
|---|-------------------|
| Net sales | 108.0 billion yen |
| Operating profit | 6.3 billion yen |
| Profit attributable to owners of parent | 3.8 billion yen |
| Operating margin | 5.8% |
| ROE | 6.6% |

Note: The above financial results forecasts are based on information available at the time of publication and are subject to various uncertainties. Actual results may differ from the forecast.