Supplementary Materials Regarding Completion of Acquisition of Shares in BYO Co., Ltd. (Making it a Subsidiary)

July 31, 2026

MOS FOOD SERVICES, INC.
(Securities Code: 8153)

1. Overview of Acquisition

Acquired 100% of outstanding shares in BYO Co., Ltd., making it a wholly owned subsidiary.

Transaction Highlights

・Acquisition Amount: Approx. ¥11,197 million
・Execution Date: June 30, 2026
・Closing Date: July 31, 2026
・Consolidation Timing: From July 1, 2026
(Effective Q2 FY3/2027)

Financial Highlights

・Net Sales (Recent FY): ¥18,380 million (FY3/2026)
・Adjusted EBITDA: ¥1,268 million (FY3/2026)
・Goodwill / Amortization Method: Under review
(To be amortized regularly under Japanese GAAP)






えん EN 和食・酒 WASHOKU SAKE

おぼん de ごはん 定食&CAFE

えん だし茶漬け

2. BYO's Company Overview

Operates diverse Japanese cuisine brands domestically and internationally to meet varied customer needs, including "En" and "Obon de Gohan".

Company Name	BYO Co., Ltd.	MOS FOOD SERVICES, INC.
Headquarters	5F Nishi-Ikebukuro TS Bldg., 3-1-15 Nishi-Ikebukuro, Toshima-ku, Tokyo	4F ThinkPark Tower, 2-1-1 Osaki, Shinagawa-ku, Tokyo
Established	July 27, 2015	July 21, 1972
Capital Stock	¥49 million(As of the end of March 2026)	¥11,412 million(As of the end of March 2026)
President & Representative Director	Koji Nakano	Eisuke Nakamura
Employees	473(As of the end of March 2026)	1,323(As of the end of March 2026)
Number of Stores	130 stores(As of the end of June 2026) ・Japan: 125 stores ・Taiwan: 5 stores	1,736 stores(As of the end of June 2026) ・Domestic MOS Burger Business:1,308 stores ・Overseas Business: 407 stores (including Taiwan: 297 stores)※New factory in Taiwan is scheduled to start operation this fiscal year ・Growth Business: 21 stores
Business Overview	Restaurant business focused on Japanese cuisine, operating brands such as "Washoku/Sake En", "Obon de Gohan", and "Dashi Chazuke + Niku Udon En".	Domestic and international expansion of hamburger specialty store "MOS Burger" via franchise chain, Growth Business, etc.

3. BYO's Brand Portfolio

A brand portfolio spanning diverse dining occasions and price points, from authentic Japanese dining to everyday fast food.

※( ) indicates the domestic store count as of end-June 2026.

Japanese Restaurants

えんEN 和食·酒 WASHOKU·SAKE	和食 えん	菜な obanzai aburi-yaki sake nana	KINZA Japanese Restaurant	ときのとき	鮨花壇
(6)	(2)	(5)	(1)	(2)	(1)

Lifestyle Casual Dining

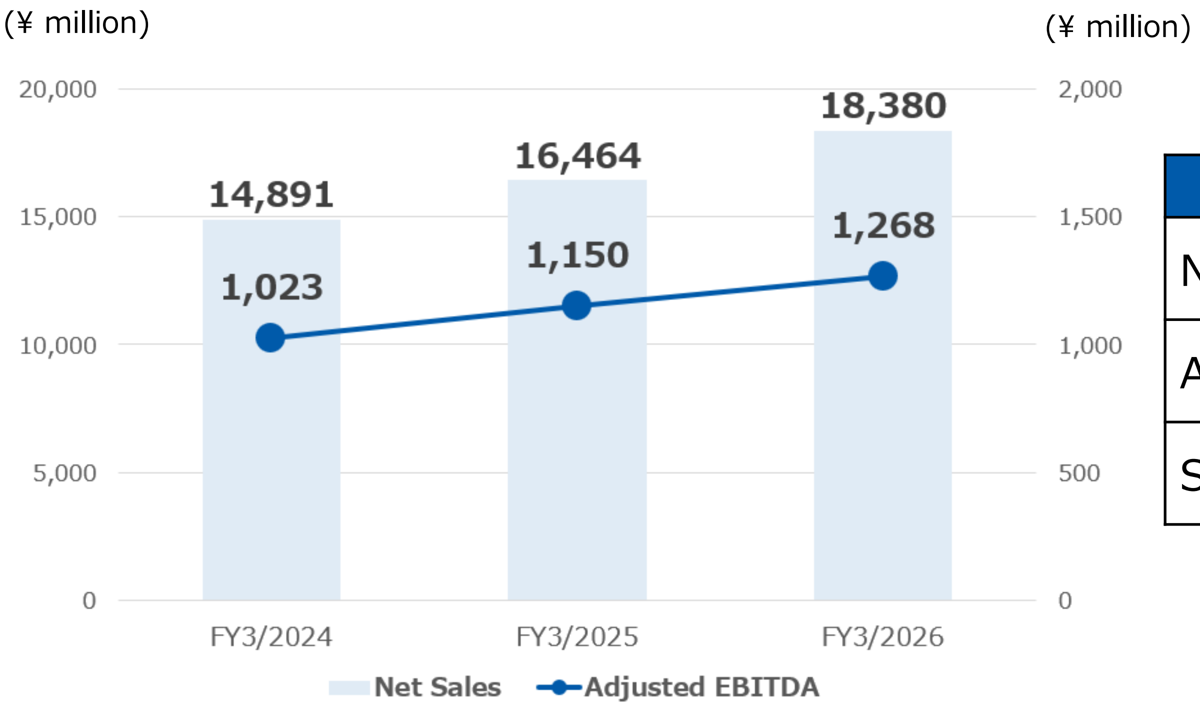
おぼん de ごはん 定食&CAFE	マルモキッチン Japanese bowl cafe	つくみ TSUKUMI	かかや	KAI SEN MART	TORI-KANSUKE
(40)	(7)	(4)	(10)	(3)	(2)

Fastfood Dining & Deli

えん だし茶漬け	えん 和食屋の惣菜	えん 肉うどん 肉どうふ
(31)	(8)	(1)

4. BYO's Financial Performance

Net sales expanded steadily. Adjusted EBITDA, reflecting underlying profitability by adjusting for one-off expenses, showed continuous upward growth.



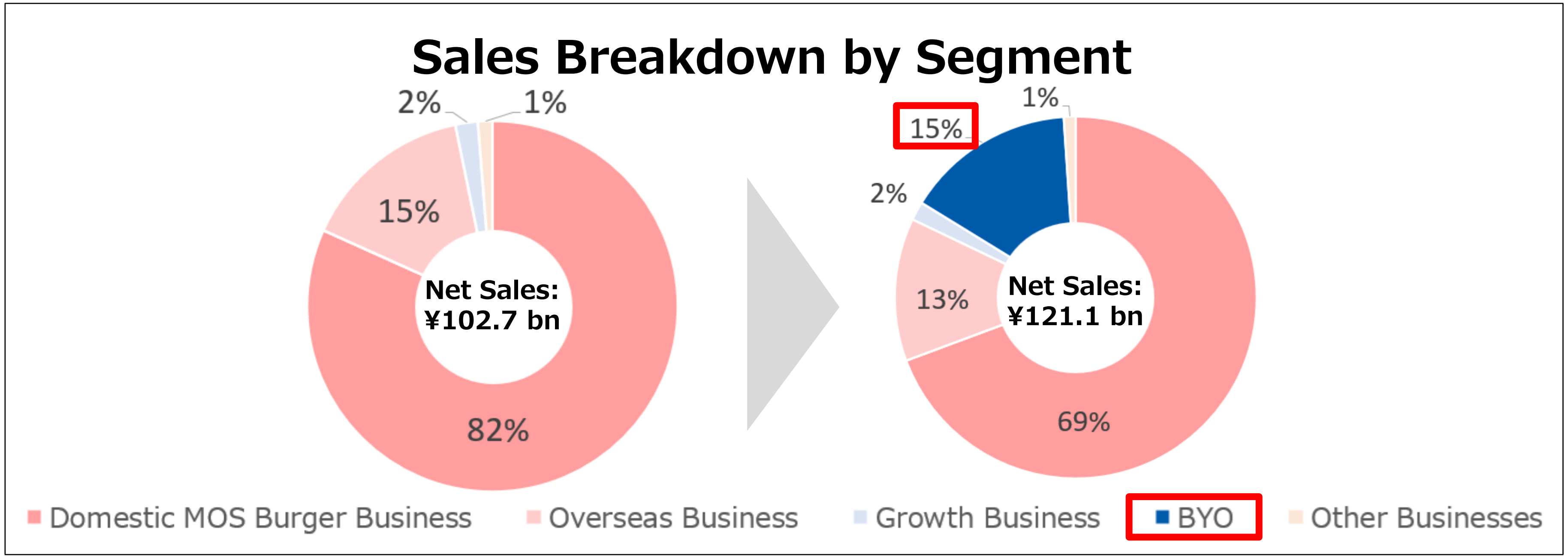
	FY3/2024	FY3/2025	FY3/2026
Net Sales	14,891	16,464	18,380
Adjusted EBITDA	1,023	1,150	1,268
Store Count	117	120	124

5. Combined Financial Scale & Segment Mix Change

Following the share acquisition, consolidated Net Sales will expand to approx. ¥120 billion, EBITDA to approx. ¥11.8 billion, and Store Count to over 1,800 stores, with BYO Co., Ltd. accounting for 15% of total sales.

※ Calculated based on FY3/2026 actual results.

Metric	MOS (A)	BYO (B)	Combined (A+B)	Pro Forma Increase
Net Sales	¥102.7 bn	¥18.3 bn	¥121.1 bn	+ Approx. 18%
EBITDA	¥10.6 bn	¥1.2 bn	¥11.8 bn	+ Approx. 12%
Store Count	1,744 stores	124 stores	1,868 stores	+ Approx. 7%



6. Capital Allocation[※1] Strategy & Investment Scale

With a basic policy of 'stable shareholder returns' and 'prioritizing allocation to growth investments,' approximately 11.2 billion yen from the M&A budget (¥20.0 billion) will be allocated to this project.

Cash in (¥54.2 bn)

- Borrowings (¥12.4 bn)
- Operating Cash Flow (¥14.2 bn)
- Cash at Start of FY2026 (¥27.6 bn)

Selective and focused investment through rigorous screening

Cash out (¥54.2 bn)

- Shareholder Returns (¥2.5 bn)
- Core Infrastructure Investment (¥4.7 bn)
- Growth Investment (¥32.0 bn)
- Cash at End of FY2027 Target (¥15.0 bn)

M&A Budget (¥20.0 bn) ※2
Store Investments (¥6.9 bn)
Overseas & Others (¥5.1 bn)

Growth via M&A and Business Alliances

Vertical Integration (Supply Chain)

Functional Support (Food Service Support)

Horizontal Expansion (Competitors / Peers)

※1 FY2026–FY2027 (Consolidated basis)

※2 Subject to change based on deal size

7. Strategic Synergies & Disclaimer

By integrating the complementary strengths and business platforms of both companies, the group aims to enhance corporate value through accelerated store openings, overseas expansion, and cost optimization.

MOS		BYO
FC management capabilities Store development capabilities Logistics & procurement functions Overseas business base	+	Japanese dining brand power Store operations expertise Taiwan business base

Growth Synergy 1
Acceleration of new store openings and FC development

Growth Synergy 2
Expansion of overseas development opportunities

Growth Synergy 3
Cost optimization