






For the People

YOSHINOYA HOLDINGS

INTEGRATED REPORT 2025







Group Business Philosophy

For the People

Management policy

Your Smile, Our Value

Our Six Core Values

1

Tasty, affordable, fast

Tasty means high quality, affordable signifies relative value and efficiency, and fast refers to promptness and delivery time. We will continue to adhere to these values and enhance these elements even further.

2

Greater number of customers

The number of customers is a scale for measuring customer satisfaction. We will continue to strive to provide satisfaction to as many customers as possible through efforts to increase the frequency of visits and to establish new outlets and businesses to ensure that our products and services are used by a greater number of customers.

3

Originality

We will maintain our focus on being a distinguished presence with regard to products, services, outlet development, employees, corporate culture, and other aspects, and provide customers with a level of satisfaction that only we can provide.

4

Integrity

We will cultivate a highly transparent, free, and open corporate culture through straightforward discussions based on principles. In addition, we will never permit acts that violate social ethics and compliance and will continue to maintain integrity.

5

Importance of human resources

Human resources are the most important assets of any company. We will continue to strive to be a group of individuals who are appreciated by society through maintaining aspirations, continuing to learn, and improving our personalities and capabilities.

6

Challenges and innovation

We will continue to be a group that is never satisfied with the status quo, always attentive to market changes, bold in taking on new challenges, and capable of producing innovations.

For the People

YOSHINOYA HOLDINGS

On to a new stage for Yoshinoya Holdings

Yoshinoya Holdings Group has launched a new Medium-term Management Plan (FY2025-FY2029) with the themes of “Transformation” and “Sustainable growth.”
As a provider of everyday meals,
we will accept new challenges and endeavor to realize high growth.

Introduction

Contents and Editorial Policy

Editorial Policy

This report has been prepared for our shareholders, investors, and other stakeholders as its target readers and edited with an awareness of accurate, detailed, and comprehensible corporate communication, to convey who we are and our vision and core values, as well as our value creation process and business strategy based thereon.

In this year's report, we are disclosing our mission and direction under the new management structure, as well as the values that the Group will continue to safeguard and pass on and our commitment to further evolution under our newly established management policy. We further present the key content of the new Group Medium-term Management Plan, along with comments from management, and provide a detailed explanation. With regard to information on sustainability, we have organized it based on ESG themes identified by FTSE Russell, toward improving reliability and transparency and enhancing disclosure, while considering external assessments.

The International Integrated Reporting Framework of the IFRS Foundation and ISO 26000 (Guidance on Social Responsibility) were used as references in editing the report for better comparability of information.

<Scope of coverage>

The business overview provided in this report focuses mainly on information that has a relatively high impact on YOSHINOYA HOLDINGS CO., LTD. and some of its consolidated subsidiaries. With respect to environmental, social, and governance (ESG) factors, information on the Group's core activities is presented.

<Period covered>

This report includes information on corporate activities during FY2024 (March 1, 2024, through February 28, 2025). However, a part of its contents includes information on the past and for March 1, 2025, and beyond.

<Publication date>

August 2025 (Next issue: scheduled for August 2026)

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On the publication of the Integrated Report 2025

Since 2022, the Yoshinoya Holdings Group has been publishing its annual report, previously titled "Corporate Report," as an "Integrated Report." It presents the current status and future direction of the Group's initiatives toward sustainable growth from both financial and non-financial perspectives, and conveys a comprehensive, organized value creation story to our stakeholders.

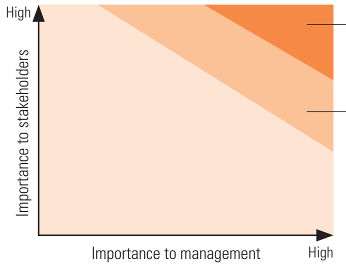
In the "Management Message," the new management team expresses their determination to lift the Group to the next level and their commitment to satisfying stakeholder expectations for higher corporate value and sustainable growth. The "Value Creation Strategy" section focuses on an explanation of the newly launched five-year Group Medium-term Management Plan and provides detailed information on future challenges under the themes of "Transformation" and "Sustainable growth." With regard to "Sustainability," we have expanded this content by organizing and reporting on issues and initiatives based on materiality, and by adding a section on our supply chain, which ensures reliable quality from procurement through delivery.

As indicated in the Editorial Policy (page 4), this report was prepared through cooperation across the entire Group, with reference to the International Integrated Reporting Framework of the IFRS Foundation and ISO 26000 (Guidance on Social Responsibility). We hereby state that the report has been prepared in good faith with transparency and that its contents are appropriate and just.

Makoto Kayano, General Manager, Group Planning Division, YOSHINOYA HOLDINGS CO., LTD.

<Disclaimer>

The performance forecasts, future outlook, strategies, goals, and other statements contained in this report, excluding those relating to past or present facts, are forward-looking statements about the future. They are based on plans, expectations, and judgments in accordance with the information currently available to the company and certain assumptions judged to be reasonable. Please be advised, therefore, that actual results may differ from the disclosed forecasts and other statements due to various uncertainties and variable factors such as economic conditions.



Integrated Report (This booklet)

	Financial Information	Non-financial Information
Websites	IR website https://www.yoshinoya-holdings.com/english/ir/	Sustainability website https://www.yoshinoya-holdings.com/english/csr/
Reports	Annual Securities Report (Japanese only)	Corporate Governance Report

For further detailed information:
https://www.yoshinoya-holdings.com/english/

This booklet provides information on selected core activities of the Group. For more detailed and comprehensive information, please visit our website.

For the People

YOSHINOYA HOLDINGS

Tetsuya Naruse
President & CEO
YOSHINOYA HOLDINGS CO., LTD.

Norihiro Ozawa
Executive Vice President & CFO
YOSHINOYA HOLDINGS CO., LTD.

"Transformation" into a corporate group of continued "growth"

President & CEO **Tetsuya Naruse** × Executive Vice President & CFO **Norihiro Ozawa**

Strengths nurtured over time and values prioritized

Naruse: I joined the company in 1988 and spent my first nine years as a Yoshinoya store and area manager. And, for 12 years, I was responsible for new business ventures such as izakaya (Japanese-style pubs) and curry udon. After that, I worked at Yoshinoya's future design division, the Future Creation Research Institute, and served as president of Hanamaru for five years beginning in 2012. In recent years, I have been responsible for overseeing the Group's Asia and China businesses, and I maintain this position to this day. Over the past 38 years, I have acquired experience as a manager in every aspect of the business the Group currently operates.

I believe I have cultivated adaptability in the course of my career. Whether overseas or a new business format, changes in the workplace bring about changes in practices and culture as well, and we cannot impose our own values on others. The people who work there must be treated equally, just like ourselves, and we must accept differences and diversity, and handle them in a flexible manner. The fact that I have learned those rules through experience and developed the ability to adapt to any situation, anywhere, may be one of my strengths as a manager.

Ozawa: I started working in the restaurant industry in 2005—20 years ago now—and am now in my seventh year as a member of the Yoshinoya Holdings Group. During my career, I have discovered great potential in the challenges and rewards of the restaurant business, a people-oriented business, and have found it to be quite fulfilling. "People-oriented business" is a field in which the nature of companies and organizations can vary significantly depending on the people involved, and there is also a difference in the results produced. It is possible that enhancing individual abilities through organization and management, and promoting individual performance and growth, will lead to corporate growth. This is why a people-oriented business is important to me.

Moreover, I have nine years of experience abroad, including the time I spent in other industries, where I also experienced differences between how Japan is viewed from overseas and the sensibilities and management methods within the country. I have a deep understanding of the strengths and weaknesses of both overseas and domestic businesses, and I leverage this global perspective in my management.

Naruse: Soon after Mr. Ozawa joined our group, the COVID-19 pandemic began. Under these unprecedented circumstances that required an urgent response, Mr. Ozawa worked tirelessly alongside our former president & CEO, Mr. Kawamura, to maintain overall Group leadership.

Ozawa: Business and unexpected events go hand in hand, but the COVID-19 pandemic was a source of tremendous pressure for the Company and for me personally as well. Having faced numerous challenges during my time overseas, however, I consider myself to be mentally strong. In emergencies such as the COVID-19 pandemic, I have been able to take the lead in solving problems while maintaining a positive attitude. Through the many things I have experienced, I believe I have cultivated a resilient spirit and the ability to see things through.

Naruse: While Mr. Ozawa and I work together as president & CEO and executive vice president & CFO to steer company management, the Group's management is, of course, executed by members of the Board of Directors as a team—it is not a burden that the two of us alone can bear. In terms of the division of roles between Mr. Ozawa and myself, however, I think I tend to judge things based on my perspective from the field. I intend to embrace the various changes that occur daily in the workplace, leverage the adaptability I have cultivated as my strengths, and reflect this in my management.

Ozawa: Over the past six years, Mr. Naruse and I have had many discussions, and I feel that we are aligned in terms of direction and goals. Although our backgrounds, experiences, and skill sets lead to differences in our approaches, our goal is common. I believe that our approach is to discuss and exchange opinions as needed to determine the best approach at any given time, and to make optimum decisions as we move down the path toward that goal.

Mr. Naruse has overwhelming experience, knowledge, and expertise in the Group's business, while my strengths tend to be more in areas such as large-scale frameworks, external measures, and overall organization. I hope that we will contribute to the company's growth by merging these respective strengths.

What is your view on Group management to this point?

Naruse: Mr. Kawamura was appointed Representative Director and President & CEO in 2012, and I was named a Director in 2014, so we have worked together as Board members for more than a decade. In my view, Mr. Kawamura's greatest strength lies in his ability to envision the Group 20 years into the future.

This was demonstrated by the long-term vision NEW BEGINNINGS 2025 (NB2025). It was formulated by recruiting forum members internally to forecast the next 10 years and determine the direction we should take, and the concept "people, health, and technology," which specifically outlined our direction. Initiatives based on this long-term vision have markedly changed the Group's culture. For instance, we achieved changes that were ahead of their time, including expanding the percentage of female customers at Yoshinoya and increasing the proportion of female employees and managers within the Group.

For a number of years, Yoshinoya Holdings Group had been unsuccessful in achieving its Medium-term Management Plan targets. During the previous plan (FY2022-FY2024), however, we succeeded in achieving net sales of 180.0 billion yen and operating income of 7.0 billion yen a year ahead of schedule. I am extremely grateful for Mr. Kawamura's leadership and sound judgment in negotiating a challenging environment and restoring business performance.

Ozawa: I couldn't agree more. He excels at forming visions by thinking while showing the distance and determining directions. And once he set his vision, he maintained it without wavering and accumulated results through honest practice. I believe that Mr. Kawamura was an excellent leader in both respects. We are grateful to him for upholding his belief in the importance of consistency over the 12 years of his tenure, in accordance with our group business philosophy, "For the People."

Naruse: Meanwhile, with "from competition to co-creation" being put forward as a theme for realizing the long-term vision and the prioritizing of partnerships for mutual growth, there is a slight tendency internally for the desire to win to be somewhat lacking. We hope to foster the spirit of challenge among our employees, who will accept new challenges such as global expansion as well as new business areas including ramen. From this should emerge leaders who can demonstrate leadership in group-wide initiatives. We believe that the new management team has been tasked with the challenge of determining how to cultivate human resources going forward.

Ozawa: The new management team's mission is to further enhance and develop the Group's growth potential, building on the foundation laid by Mr. Kawamura. The brand power of the Group's businesses, including Yoshinoya, Hanamaru, and ramen, is considerable, and we cannot afford to rest on our laurels at this point. We will continue striving to improve our business performance, expand the scale of our business, and boost profitability. At the same time, we will further enhance our brand value and provide food to more people through the Group's brands. We are confident that Yoshinoya Holdings is a group of companies capable of making this happen.

Another mission with which we have been entrusted is the cultivation of the next generation of management. The current management team will not remain on the Board forever. We will promote initiatives toward ensuring the seamless succession of management.

Naruse: Rather than nurturing the next generation of the management team, it should emerge from competition. I don't think everything is a competition, but I do think that true leadership is only born from a relationship in which people strive to "win" in cutthroat competition and push each other.

In the new Group Medium-term Management Plan, we have established extremely lofty performance targets despite the fact that improvement is not anticipated in the future cost environment. Without the determination to "move up one stage," we will never boost profitability and break free from a situation where we are unable to generate sufficient profits. We aim to win in the market by growing existing businesses and expanding the ramen business, and further develop our business overall from a global perspective. We expect that bold challenges toward such lofty goals will result in people destined to become leaders stepping forward.

The meaning behind "Your Smile, Our Value"

Ozawa: In formulating our Group Medium-term Management Plan (FY2025-FY2029), we established the management policy, "Your Smile, Our Value." This phrase embodies our desire to please all stakeholders through the value we create, based on the belief that the smiles of our stakeholders are the value that Yoshinoya Holdings Group aims for. The group business philosophy, "For the People," expresses the word "people" as a broad and abstract entity, indicating for whom we provide value. The "Your" in the management policy, "Your Smile, Our Value," refers to all stakeholders, and is an expression of our determination to make them smiles—make them happy—as our policy.

Naruse: Our philosophy system comprises a group business philosophy and "our six core values." This management policy represents the new management team's long-term vision for the Group's future. We hope that providing value to our stakeholders will lead to improved business performance and expansion. This will then be returned to our stakeholders in various ways. By maintaining this cycle, we hope to continue to play a part in society and realize sustainable growth.

As a Group where people want to continue working forever

Ozawa: Regarding sustainability, since formulating our basic policy in 2022, we have completed the framework by establishing the Sustainability Promotion Committee, identifying material issues, and setting KPIs, and are continuing activities and monitoring. Such initiatives do contribute to social value, but we must also link them to economic value. The challenge we presently face is to connect individual activities that are currently isolated—characterized as "points"—transforming them into "lines" and "surfaces" to raise the level of our efforts. We are also looking at ways to visualize, quantify, and systematize our initiatives to facilitate the companywide sharing of progress.

Naruse: We will confirm that sustainability and materiality initiatives championed by the holding company are well established in each operating company, and strengthen their establishment groupwide. It is important to take a three-pronged approach involving the holding company, the head office of each operating company, and the front line.

In terms of promoting human capital management, we aim to create a company where employees and their families take pride in being members of the Group, pursuing a vision of a "group where people want to continue working forever." While there are various themes, the single most important initiative is the reform of our organizational culture. We plan to relieve the operational burden by promoting the use of digital technology and upgrading business infrastructure, thereby reducing employee turnover and heightening retention and engagement.

Ozawa: While these are initiatives that cannot be achieved overnight, they are indeed fundamental to the people-oriented business, and organizational culture reform is a key theme.

Opening up the Group's future through a strong sense of "competition"

Ozawa: Our "Transformation" and "Sustainable growth" have already begun. Over the next five years, we will take on exciting challenges that will allow all stakeholders to experience the new Yoshinoya Holdings Group, planting the seeds for great expectations for the future to grow. We look forward to your attention and continued long-term support.

Naruse: I believe that the only way forward is to bring "Your Smile, Our Value" to life for our stakeholders. While optimizing the cycle of value creation and return, we will continue delivering our "For the People" philosophy around the world.

We also hope that employees will embrace change without trepidation, adopt "transformation" and "growth" as their own personal goals, and elevate their sights to accept new challenges with courage. Of course, we, the new management team, must lead by example and, without becoming complacent with the status quo, will endeavor to open up the future of Yoshinoya Holdings Group with a strong sense of "competition."

Preserving the Group's uniqueness in terms of providing equal opportunities to all and opening up the future

Yasutaka Kawamura
Chairman
YOSHINOYA HOLDINGS CO., LTD.

Background to change of president & CEO and launch of new management structure

I was appointed Representative Director and President & CEO of the Company in September 2012 and served as the head of the Group for 12 years and 9 months. Effective May 27, 2025, however, I passed the baton to Mr. Tetsuya Naruse, President & CEO, and Mr. Norihiro Ozawa, Executive Vice President & CFO, and stepped down from my position as the top executive. I also stepped down as President and Representative Director of the operating company Yoshinoya, a position I had held since September 2014, and entrusted it to Mr. Naruse. I would like to express my sincere gratitude to our shareholders, investors, and other stakeholders for their support of our efforts to this point.

We have now completed the 10-year period covered by long-term vision NEW BEGINNINGS 2025 (NB2025), which I helped formulate and have been leading alongside all employees. Additionally, it has been a decade since I assumed the position of President of operating company Yoshinoya. And, considering that the previous three-year Medium-term Management Plan (FY2022-FY2024), which concluded the NB2025 initiative, achieved its performance targets, we have decided that the timing is appropriate to name a new president & CEO.

NB2025 was a long-term vision created with an awareness of "what to change" and "what kind of changes to make" while looking a decade into the future. The theme for the next 10 years, however, that we are currently sharing internally is rooted in an awareness of "what to protect going forward." For me, these internal changes felt symbolic, and they were some of the reasons I began giving thought to the change in leadership.

Looking back at the past decade

The Yoshinoya Holdings Group has taken on many pioneering initiatives in the restaurant industry to date, devising models that have evolved into industry standards. Before becoming president & CEO of our company, in 2010, while I was serving as President of Hanamaru, I declared internally that "from this point forward, we will not simply make tasty products." As a differentiation strategy, we established a Materials Development Department and conducted research on scientific health-related evidence to ascertain the health needs of consumers.

These initiatives were not easily understood within the company, and progress came slowly. Looking back, though, I think I can say that they led to the development of a host of health-related products and services within the Group—as well as the first approval for foods for specified health uses and foods with functional claims in the industry—and the development of products that address social issues, including nursing care foods and Ostrich Meat Bowls.

Then, in 2015, based on the concept of "people, health, and technology," we formulated NB2025, which set forth the direction for the future of the Group. We accepted the challenge of delivering new value that would lead to redefining the restaurant industry. Among these initiatives, introducing Cooking & Comfort (C&C) outlets, expanding takeout/delivery specialty stores, and digitalizing in-store operations have been successful and contributed to improved performance. I believe that our efforts over the past decade have significantly transformed our corporate culture and employee awareness. This resulted in a substantial increase in the percentage of female customers and more families visiting our restaurants, while also considerably impacting the industry overall.

Meanwhile, we did fail to accomplish certain things. We expected to significantly increase the number of overseas restaurants, to the point where they would surpass the number of domestic restaurants. Because of the significant impact of the COVID-19 pandemic that spread worldwide, however, we were restricted in terms of store openings in each region. Expanding overseas operations will be a challenge, along with growing the ramen business.

Ten years have passed since we formulated NB2025. Looking around us today, it is clear that "people, health, and technology," was the right direction to have taken as a result. And it will remain legitimate for the next 10 years. The Group will continue to use "people, health, and technology" as guidelines for long-term growth.

Reflecting on myself, I may be adept at showing the direction to aim for the future and laying the groundwork, but if there are people who can move it forward more quickly, I think it might be better to leave it to them. I expect that, led by Mr. Naruse and Mr. Ozawa, the new management team will do just that.

Expectations of the Yoshinoya Holdings Group

Last September, I brought the Group's senior executives together to discuss our vision for the coming decade. The first thing I said was that I wanted them to cherish the uniqueness of the Group in terms of providing equal opportunities to all.

Capitalism will become more radical going forward, individual economic disparities will widen, and while this is happening, the population decline will lead to a labor shortage such as we have never seen. Amidst these conditions, the Group's unique ability to provide equal opportunities to everyone without discrimination from the beginning, and to nurture them from restaurant clerks to managers, is extremely valuable, and I sincerely hope to preserve this. And, to eliminate unwanted turnover, I hope we will look to make work and the workplace more appealing to enable each and every employee to thrive and grow within the company.

Another hope of mine is that we will further enhance the Company's growth and profitability to satisfy the expectations of all stakeholders and boost corporate value. Our strategy to achieve this is to develop a ramen business with potential exceeding that of Yoshinoya and Hanamaru. I hope to achieve the goal of becoming the world's No.1 ramen provider in terms of number of servings. This objective complements the goal of protecting the uniqueness of the Group and, at the same time, is a prerequisite for achieving it.

I expect the new management team to maintain the spirit of respect for people as expressed in our group business philosophy, "For the People," while driving forward to realize these two goals and greatly expanding the future of the Yoshinoya Holdings Group.

Toward governance that facilitates “Transformation” and “Sustainable growth”

Outside Director **Daisaku Fujikawa** × Outside Director **Nobuko Sowa**

Effectiveness of the Board of Directors from an external perspective

Sowa: Looking back, with the formulation of the new Medium-term Management Plan, I think that FY2024 was quite a busy year. Discussions at the Board of Directors and various other meetings became livelier, and there were more frequent meetings of the Remuneration Advisory Committee and Nomination Advisory Committee.

Fujikawa: The Remuneration Advisory Committee, which I chair, has been held monthly since September. Overall, the Committee met 10 times in FY2024. This represents a significant increase compared with FY2023, when there were four meetings. This owed to a variety of factors, including the review of remuneration systems and levels in line with the completion of the previous Medium-term Management Plan, continued price increases, and the need to attract and retain talented human resources by considering the personnel cost trends at other companies. Even given this, the number of meetings was unexpected.

Sowa: Each year, we conduct a self-assessment and feedback using an external organization, and share the results with relevant parties toward enhancing the effectiveness of the Board of Directors. In my view, those involved in the Board of Directors are committed to continuous improvement.

Fujikawa: What I feel is most effective at our company is an environment that encourages the expression of opposing opinions and functions healthily. In concrete terms, we, as outside directors, raise questions about the feasibility of investments and the appropriateness of budgets, and management responds earnestly and makes improvements as appropriate. Our expectation is that materials for the Board of Directors will be provided at the appropriate timing and that they will be created in an easy-to-understand manner, with a clear awareness of the information that management wishes to convey and the information required by outside directors. Moreover, we should actively compare ourselves with other companies and aim to further raise quality.

Sowa: I would like our materials to be improved to not only provide a wealth of information but also clarify the essence of each matter, facilitating the comprehension of key points and the sharing of issues and risks. While continuing to provide information according to the timing recommended by the Corporate Governance Code, it will be more effective to provide explanations in advance when necessary to promote more efficient discussions.

Fujikawa: And I would like to further deepen Board discussions on long-term growth strategies and the business portfolio, and take a step forward by devoting more time to strategic discussions to contribute to shaping the Company’s future.

Sowa: I agree with you. I would like discussions at Board meetings to be more efficient and strategic than ever.

Fujikawa: In addition to the Board of Directors, there are other forums for discussion, such as the Outside Directors’ meeting, in which outside directors and outside corporate auditors participate, and the Group Strategy Council meetings (executive camps) held by the Board of Directors and executive members. These forums facilitate an open, lively exchange of opinions. We can say these are excellent frameworks and initiatives that contribute to boosting corporate value, and I believe they functioned effectively while the Medium-term Management Plan was being formulated.

Key points for achieving the Medium-term Management Plan

Sowa: The theme of the Medium-term Management Plan has transitioned from “evolution” and “regeneration,” which achieved results during the previous three-year plan, to “transformation” and “growth.” We believe that these themes will generate a sense of anticipation among our stakeholders.

Fujikawa: The first point of the current Medium-term Management Plan is a five-year plan, unlike previous plans that spanned three years. We determined that three years is not long enough, and it would require five years to achieve a full-scale transformation. We recognize that we have been given a very important responsibility to ensure that we achieve our goals in a timely manner. The second point is that we have begun efforts to develop ramen as a growth business and establish it as a new business domain. We can’t survive in the world on gyudon beef bowl and udon noodles alone. I believe that our clear declaration of this point is worthy of appreciation. Surviving and growing by continuing to be a group that all stakeholders are excited about.

Sowa: We were able to provide useful metrics such as improvements in capital efficiency as demonstrated by ROIC and financial discipline and leverage utilization policies reflected in the debt-to-equity ratio. Growth driven by inorganic investment and quantitative expansion through store opening strategies will be the keys to reaching our numerical targets. We must closely monitor the status of investment execution, returns and effects, and the success or failure of our store opening strategies.

Fujikawa: As an outside director, I am committed to making the company stronger by approaching the five-year plan with the intention of making upward revisions to our targets after three years. Expanding the ramen business will be essential in achieving this. Japanese ramen, which is extremely popular overseas, has tremendous potential as a global business. While focusing on our ramen business, we will closely monitor the situation to ensure that we can make optimal investments through concentration and selection.

Sowa: Unless we expand overseas as well as domestically, we will not be able to achieve growth for the Group, and it will be more challenging to reach the Medium-term Management Plan’s numerical targets. By leveraging the chain operation expertise we have cultivated through Yoshinoya and Hanamaru in multi-brand deployment through M&A, and welcoming Takara Sangyo into the Group to cover material supply, we believe that the ramen business is the optimal choice as the Group’s third business domain. Going forward, we will also need to consider the fourth and fifth business domains.

Fujikawa: Meanwhile, with regard to investment, the foundation for growth, over the five-year period, we plan to invest a total of 5.0 billion yen in infrastructure, including system infrastructure and security reinforcement, and 10.0 billion yen in growth initiatives, such as leveraging digitalization to improve customer convenience, reduce workload, and boost efficiency. Generally, investment in IT and DX is implemented to a certain degree, but when it comes to creating added value beyond that, there tend to be delays in progress because of the need to balance this against investment in outlets. We can further accelerate our growth by actively investing in areas where delays in progress are evident.

Sowa: Yoshinoya Holdings Group’s IT and DX initiatives are currently lagging behind those of other companies and progress is slow. In March 2023, the Group Digital Technology Promotion Division was established, and in July 2025, it was reorganized into four departments from two as the Group IT Coordination Division. We are making steady progress, but going forward, we must shift to a more aggressive approach to DX. DX itself is not the objective; rather, it is a transformative approach that enables customers to feel that our outlets are truly easy to use and allows employees to concentrate on customer service. To achieve the objectives of the Medium-term Management Plan within the limited five-year period, it is important to strategically execute plans while determining priorities and optimal timing, without being bound by the 15.0 billion yen investment plan.

As a presence that can indicate when something is “not sensible”

Sowa: The Group proactively recruits both internally and externally, and welcomes a broad range of people with different value systems, with the objective of further growing and developing our business.

Fujikawa: Achieving this will require us to foster a corporate culture that naturally attracts and retains talented people from wide-ranging backgrounds. And it is often the case that what is considered “common sense” within a company is actually “not sensible” in society, and it is important to actively recruit people from diverse backgrounds if we are to eliminate the risk to business continuity that this poses.

Sowa: It can also be said that this is our role as outside directors. It is the duty of outside directors to appropriately fulfill their monitoring and advisory functions from a shareholder perspective. Moreover, we want to be a presence that never loses sight of the customers’ and social viewpoints, and that can indicate “not sensible” from an outside perspective when it is regarded as what is considered “common sense” within the Group.

Fujikawa: The term governance can sometimes feel restrictive. As outside directors, however, we intend to promote governance as a mechanism that functions to drive business growth and boost corporate value. Moreover, while a significant proportion of our current shares are held by individual shareholders and investors, as a corporate group aiming to expand sales globally, we would like to work internally to become an even more appealing company that will attract the attention of institutional investors as well as investors overseas.

Sowa: The earnestness of our corporate culture is one of our strengths. Going forward, however, we expect that adding a spirit of freedom and offensive posture to this earnestness, and moving boldly toward the future without being fixated on perfection, will give rise to opportunities for further growth.

Fujikawa: Finally, I would like to express my sincere respect to the previous president & CEO, Mr. Kawamura, for his outstanding achievements.

Sowa: Allow me to express that same sentiment.

Fujikawa: We have great expectations that the new management team, having taken up the baton, will build upon previous achievements and vigorously promote “transformation” and “growth.”