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Notice Regarding the Formulation of the Group Medium-Term Management Plan

We hereby announce that we have formulated a Group Medium-Term Management Plan with fiscal year 2029 as the final year, as outlined below.

1. Formulation of the Group Medium-Term Management Plan (FY2025–FY2029)

The environment surrounding our Group is undergoing rapid and several changes at an unprecedented pace. These include rising raw material costs, increasing labor expenses due to minimum wage hikes and regular salary increases, prolonged geopolitical tensions such as the ongoing situation in Ukraine, political transitions such as the change in U.S. and climate change caused by global warming.

Amidst these conditions, we have formulated a new Medium-Term Management Plan to serve as a management compass, based on our commitment to continuously delivering the delight and abundance of “food” to customers as a part of essential social infrastructure.

Our previous Medium-Term Management Plan (FY2022–FY2024) was centered on the themes of “Evolve” and “Regenerate,” focusing on the evolution of existing business formats, strengthening of growth businesses, and the exploration of M&A opportunities. To further accelerate these transformations, the new Medium-Term Management Plan places particular emphasis on “the transformation of existing businesses” and “the growth of new business drivers.”

By steadily advancing the establishment of a robust business foundation, we will strive to further enhance both the social and economic value of our Group.

2. Theme of the Medium-Term Management Plan (FY2025–FY2029)

“Transformation and Sustainable growth”

Basic Policy	“The transformation of existing businesses” and “The growth of new business drivers.”		
Three Strategic Pillars	Strengthen.	Accelerate.	Expand.
	Domestic	Ramen	Oversea
	Business model evolution and creation of new value	Establishing another core business segment	Optimizing existing areas and entering new markets

3. Key Management Objects

	FY2024 (Actual)	FY2029 (Plan)	Increase
Net sales	JPY 204.9 billion	JPY 300.0 billion	JPY +95.1 billion
Operating income	JPY 7.3 billion	JPY 15.0 billion	JPY +7.7 billion
ROIC	6.3%	7.0%	-
Debt to Equity ratio	0.27x	Within 0.90x	-

4. Investment Plan

Under the newly formulated Group Medium-Term Management Plan, we are planning a total growth investment of JPY 130 billion over the five-year period.

To drive the evolution of our existing brands, we will allocate approximately JPY 90 billion mainly toward capital expenditures in existing businesses. In addition, we will actively pursue inorganic investments totaling JPY 40 billion to expand and enhance our business portfolio.

Through this strategic allocation of resources, we aim to strengthen our business foundation and accelerate sustainable growth.

For details on the Medium-Term Management Plan, please kindly refer to the Japanese version.