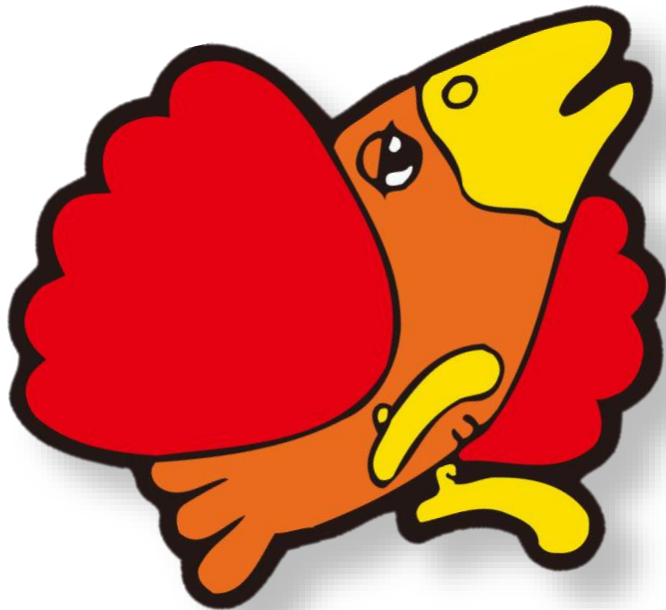


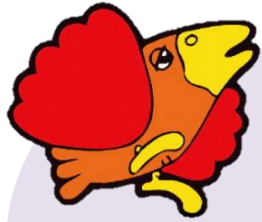
A Brief Introduction to Skylark Group



Skylark Holdings Co., Ltd.

Updated April 2026

Skylark At a Glance



Skylark Group

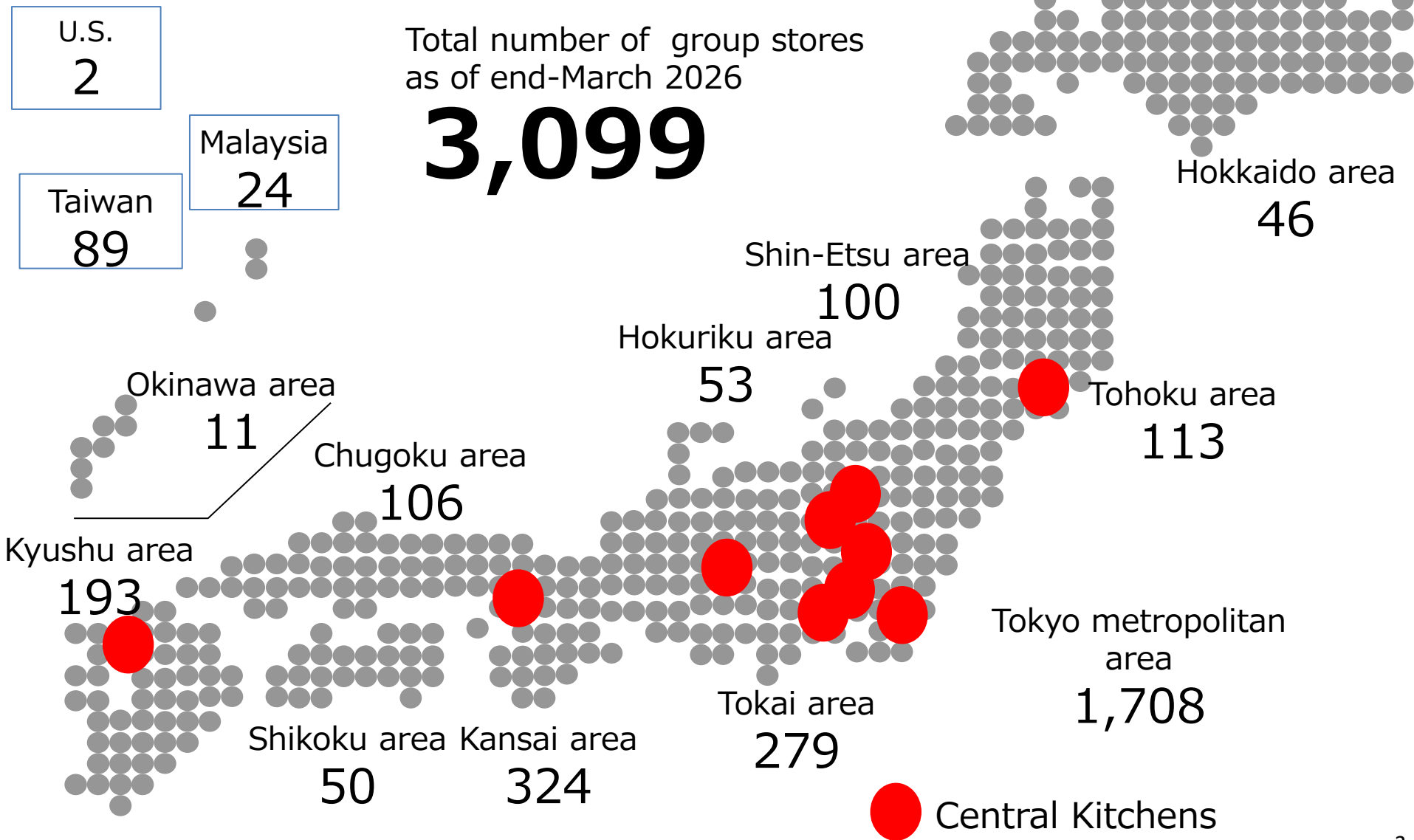
◆ Total number of Restaurants: **3,099** (as of end-Mar.2026)
of which **98.7%** stores are directly managed
and **115** are international stores

◆ Market Cap: approx. **¥775Bn** (as of end-Mar. 2026)

FY2025 4Q of the Year

- Total Revenue: **¥457.8Bn**
- Operating Profit: **¥30Bn**
- Net Income: **¥16.7Bn**

One of the Largest Restaurant Chains in the World

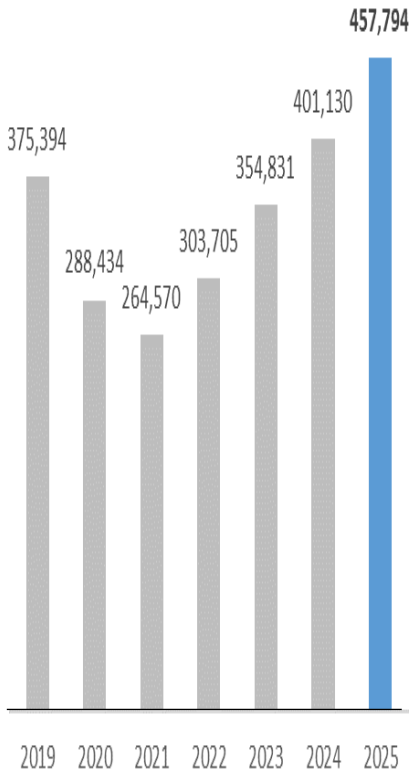


Meeting Customer Needs with A Diverse Portfolio of Brands



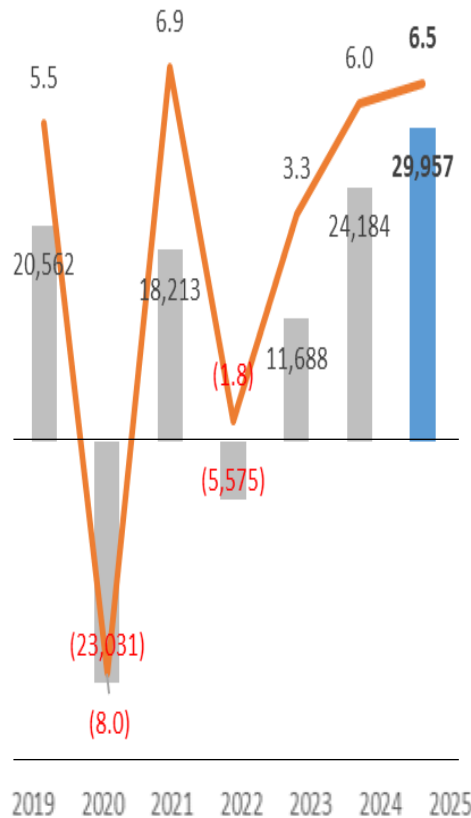
Financial Data

Consolidated Sales



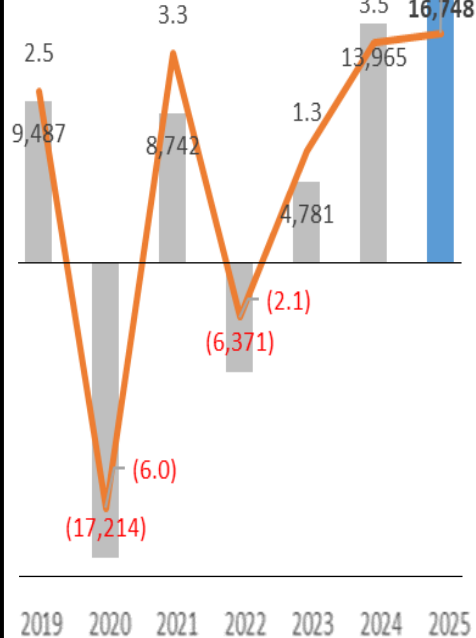
Unit: Million yen

Operating Profit/Operating Profit Margin



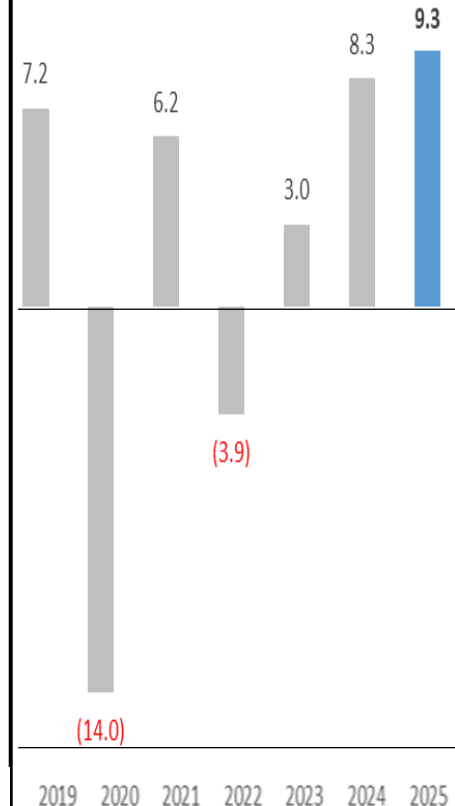
Bar Chart: Operating Income (Million Yen)
Line Chart: Operating Margin (%)

Net Income / Net Income Margin



Bar Chart: Profit (millions)
Line Chart: Profit Margin (%)

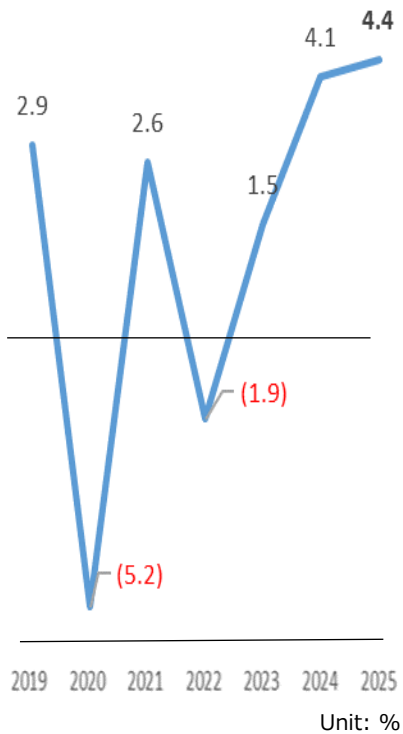
ROE



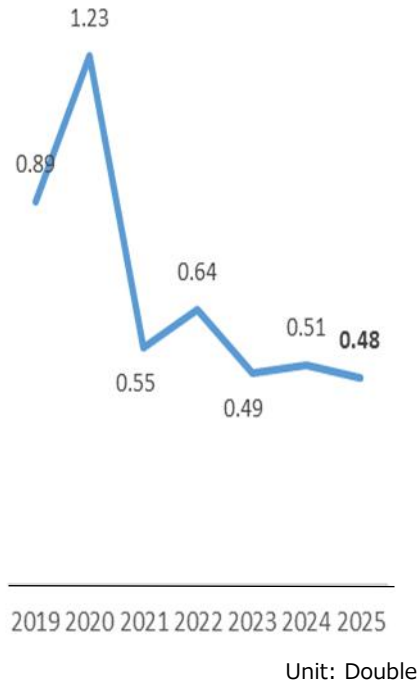
Unit: %

Financial Data

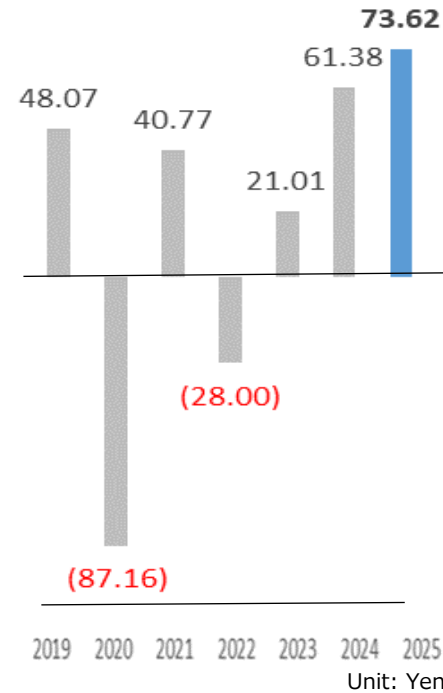
ROA



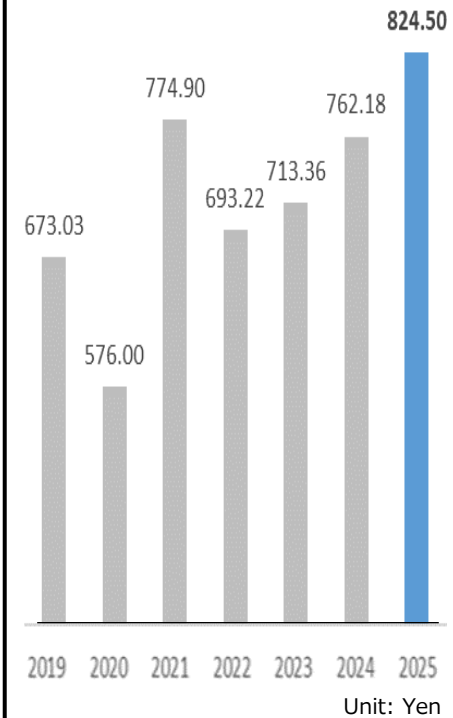
Net Debt to Equity Ratio



EPS



BPS



[Calculation Formula]
 Profit attributable to owners of the parent company (LTM) / Total assets (end of the period) Excluding usage rights receivables

[Calculation Formula]
 (Borrowings at the end of the period + other financial liabilities at the end of the period - cash and deposits at the end of the period - lease debts) / Total equity (end of the period)



Skylark Group

Integrated vertical supply chain

Vertically Integrated Platform

Procurement

Streamlined procurement

Centralized ingredient sourcing for all concepts

Manufacturing

Central kitchens

10 facilities covering about 3,000 stores of the Group

Logistics

Robust distribution network

Shared distribution network for all concepts

Cooking/ Serving

Efficient restaurant operations

Providing high-quality and reasonably priced dishes in a comfortable space

Delivery

Expansive delivery network

One of the restaurant industry's largest fleet with approximately 3,800 delivery vehicles

Flexibility (speed)

- ✓ Flexibly decide on who to procure from
- ✓ Systems enabling speedy development of menus
- ✓ Quick response to changes in demand in each area
- ✓ Easy environment to cook
- ✓ Quick and accurate response to consumer demand
- ✓ Uniform kitchen layouts for all brands

Efficiency (economies of scale)

- ✓ Mass orders for about 3,000 stores
- ✓ Pursuit of economies of scale in ingredient processing
- ✓ Cost efficiency
- ✓ Simplified store operations
- ✓ Response to diverse needs by making bulk orders for use in multiple brands
- ✓ Reduced operation costs by improving the cooking speed at stores
- ✓ Sustained high gross profit margin by reducing inventories and waste losses

Safety (quality and freshness)

- ✓ Controlled quality of ingredients
- ✓ Uniform quality and cooking methods for all stores
- ✓ Maintenance of quality and freshness through delivering based on orders from stores
- ✓ Controlled uniform quality of dishes
- ✓ Maintain high quality through in-house delivery staff
- ✓ Pursuit of food safety

Central Kitchens

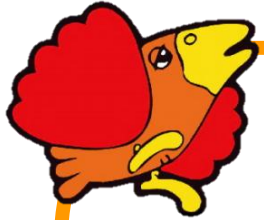
- Cutting of vegetables and meat
- Making in-house sauces for all brands
- Chilled/frozen goods distributed in a timely manner
- Room temperature goods are delivered 1-6 times a week

- 10 central kitchens across Japan
 - Primary processing conducted at our central kitchens to lessen in-store kitchen work
- ⇒ high quality food consistently served to customers

Skylark Group's
10 central kitchens
around Japan



delivers safe and quality foods










Skylark Group

Store expansion

New store and conversion strategy

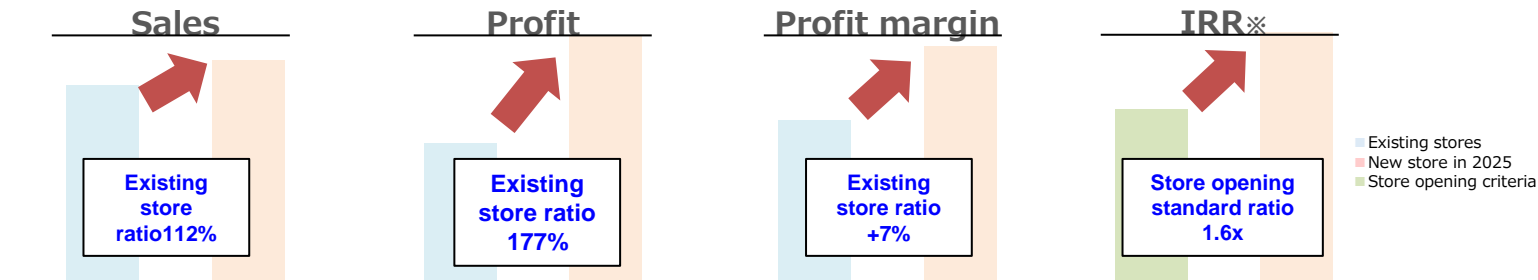
- Focusing on locations with high customer attraction in metropolitan areas
- Local roadside stores are mainly promoting the conversion to Shisan udon and the location change to the station front

place	Roadside (Conversion) Responding to population decline	In front of the local city station (new store) Compact city support
	   Switched to Shisan Udon (sales ratio before and after the conversion: 289%)	    Closed roadside → opened a new store in front of the station

Metropolitan area	High commercial agglomeration	Highly populated area	In front of the station along the private railway line	Office Location
				

In metropolitan areas "Location with high customer attraction" Focus and accelerate store openings

New store in 2025 Performance



* IRR (Internal Rate of Return) = Present value of future cash flows obtained from investments and A discount rate that equals the present value of the investment amount

Store opening strategy

- Shift from primarily roadside locations to station fronts, downtown areas, and shopping centers, with multiple brands possible per location and over 1,500 potential sites.

[Store distribution]	High-density commercial areas	Major metropolitan private railway lines	Regional city station fronts	Shopping centers	Roadside locations	Total
2019	3.1%	12.5%	-	6.3%	78.1%	100.0%
2025	11.6%	25.6%	20.9%	34.9%	7.0%	100.0%
Potential store locations	857 stores			126 stores	521 stores	1,504 stores

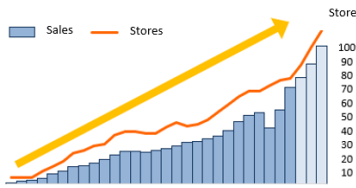



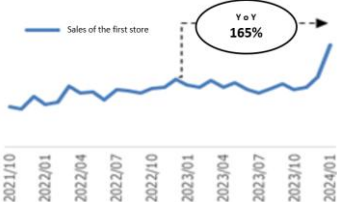

	High-density commercial areas	Major metropolitan private railway lines	Regional city station fronts	Shopping centers	Roadside locations
Key brands considered for new store openings					



Skylark Group

Overseas store expansion and M&A

International Expansion : Plan to open 100 stores from 2025 to 2027

Countries and Regions	Number of Stores and Opening Plans	Developed Brands	Trends
<p>Taiwan</p>	<p>88 (Planning to open 14 stores in 2026)</p>	<p>Shabu-Yo Skaylark Café Grazie and others</p>	<p>Building a system to further expand store openings in multiple business formats. In 2026, "Sukesan Udon" is also scheduled to open</p>  
<p>Malaysia</p>	<p>25 Shabu-Yo 8 Suki-ya 17 (Planning to open 6 stores in 2026)</p>	<p>Shabu-Yo Suki-ya</p>	<p>Established a foothold for expansion into Southeast Asian countries with Shabu-Yo and halal-compliant Suki-ya</p>  
<p>USA</p>	<p>2 (Planning to open no store in 2026)</p>	<p>Shabu-Yo</p>	<p>Reforms in operations and revenue structure are progressing, and performance is trending very well. Franchise expansion is also under consideration.</p>  

※ The number of stores as of the end of December 2025

M&A

Utilizing our infrastructure to strongly support business development.

The support provided by our company.

- Opening stores by converting from existing locations.
- Abundant talent / talent development programs.
- Business funds.
- Sharing production/logistics infrastructure.
- Affordable and high-quality ingredients through joint purchasing.
- Marketing utilizing big data.

Companies that have synergy with our company (ex.).

- Existing restaurant chains that lack resources for store expansion.
- Food startup companies with excellent concepts that are considering business expansion.
- Food delivery and ready-to-eat businesses that can enhance business scale and operational efficiency by utilizing our infrastructure.

【Track record.】

1) Sukesan Udon (domestic) October 2024 Stock acquisition

- Low-cost public cafeteria
- Annual sales: 22.8 billion yen
- Operating Profit: 1.1 billion yen
- Number of stores: 101 (as of the end of March 2026)



2) Sukiya (Malaysia) Acquisition of shares in January 2025

- Popular for Muslims
- Shabu-shabu restaurant
- Annual sales: 4.8 billion yen
- Operating profit: 1.4 billion yen
- Number of stores: 18
- (as of the end of March 2026)



3) Shinpachi Shokudo (domestic) Stock acquisition scheduled for the end of April 2026

- A one-of-a-kind dried fish specialty
- Annual sales: 6.5 billion yen
- Operating profit : 80 million yen
- Number of stores: 108 (as of the end of February 2026)



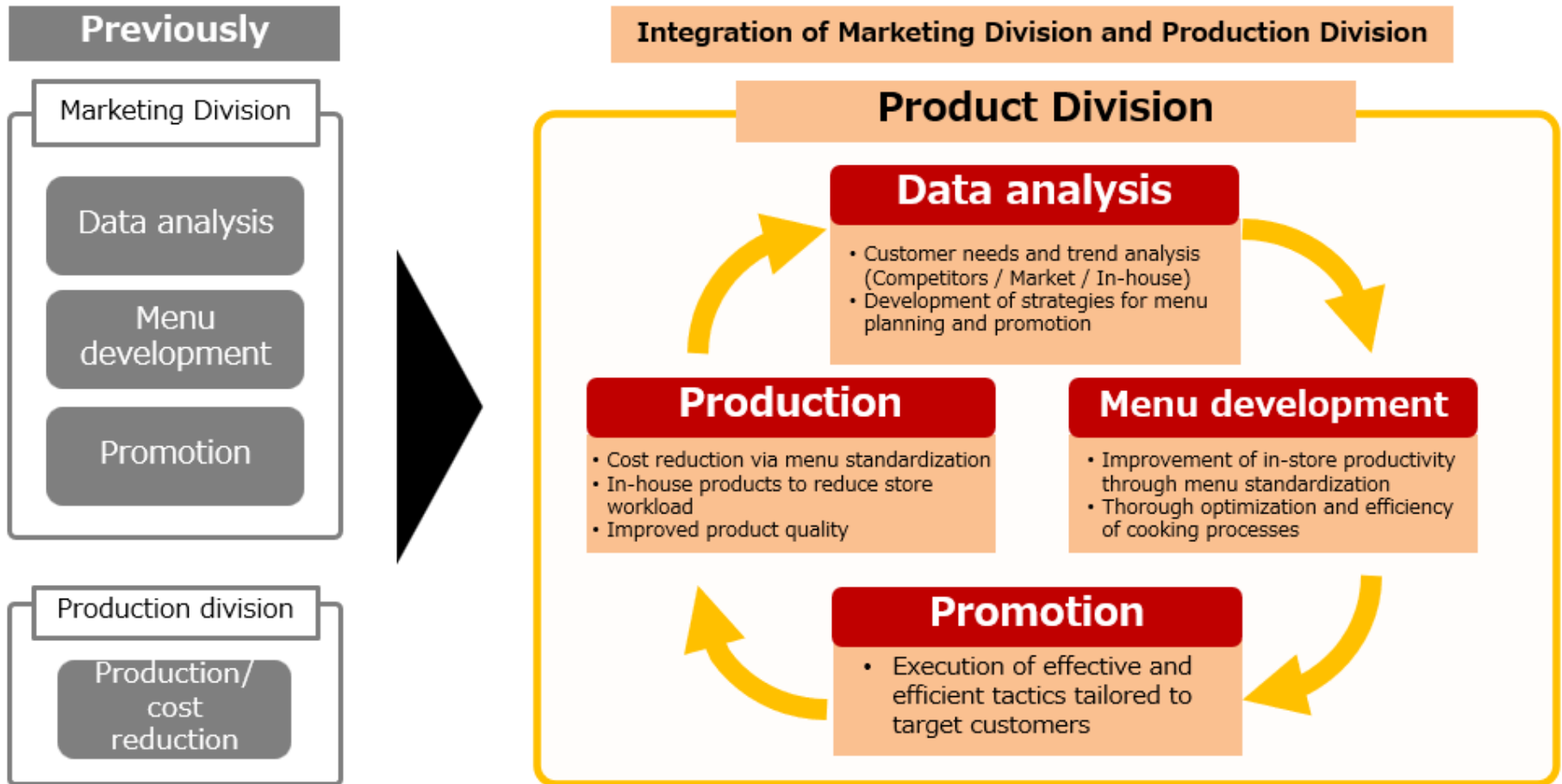


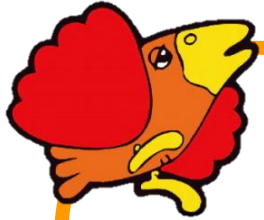
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Menu promotion strategy

Menu Promotion Strategies

Menu development, promotion, and production are integrated into the entire process, and are based on advanced data analysis
Accelerate market-in strategy and tactical execution to maximize revenue



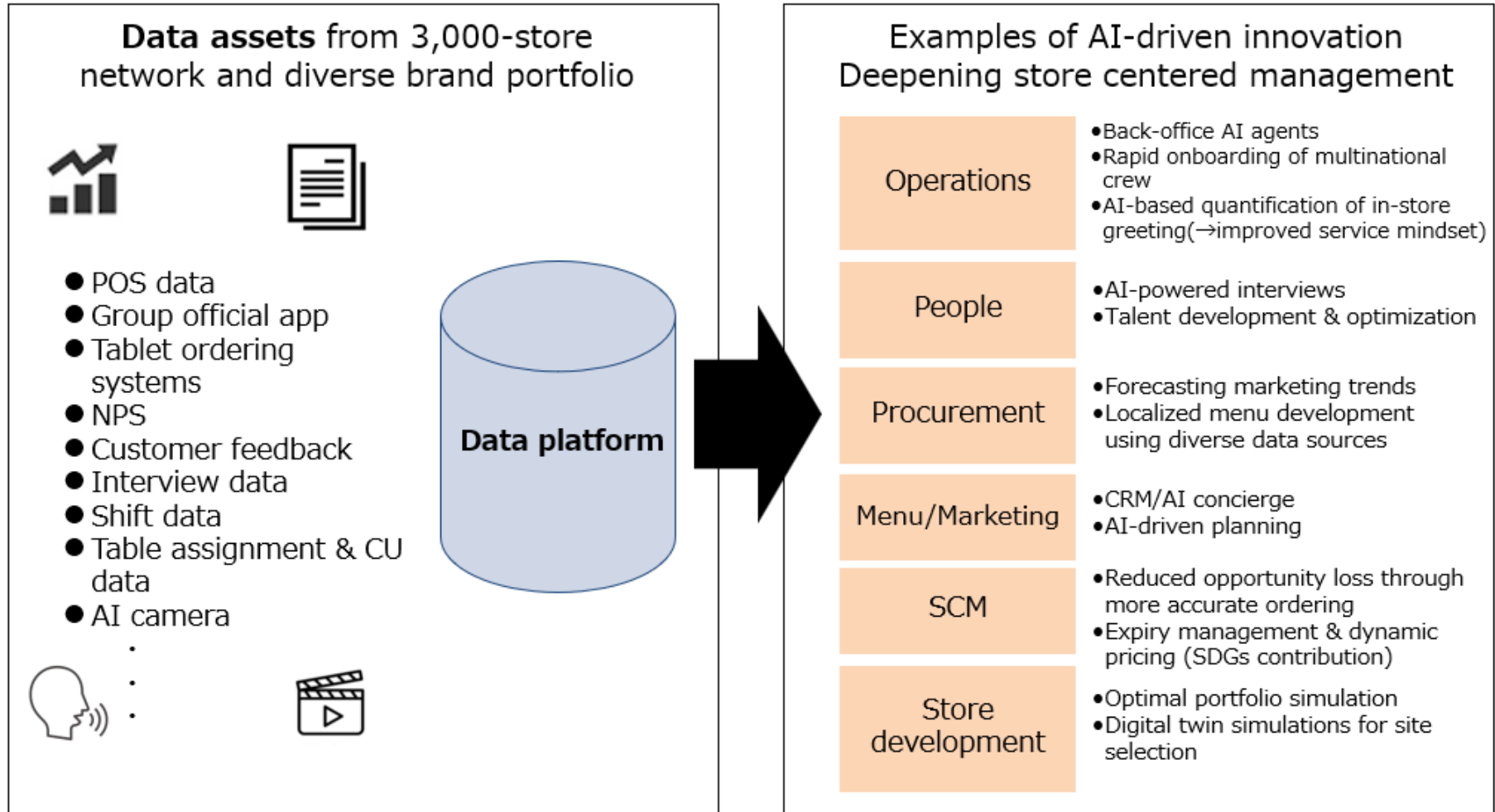


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DX strategy

AI/DX Initiatives

Integrating abundant data to scale cross-cutting AI utilization measures across business types and stores
Deepening store-centered management

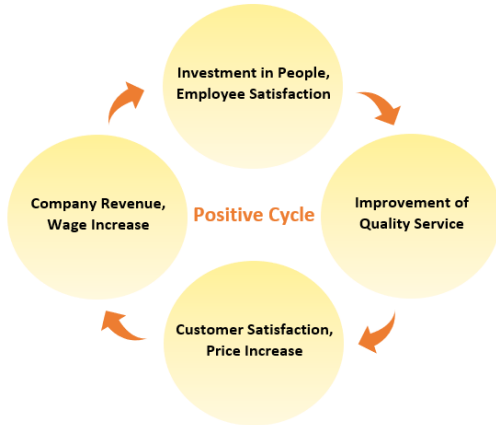




Skylark Group

Investment in human capital

Investment in Human Capital



Human Capital = By investing in talent, employee motivation is increased, which results in improved service quality, leading to customer satisfaction and ultimately creating a positive cycle that increases company revenue.

1) Easy-to-work workplace environment

We are creating an environment that enables diverse talent to work comfortably through the promotion of DX.

- Development of video manuals
- Multilingualization of educational tools
- Food Delivery Robot
- Table settlement
- Expansion and evolution of self-checkout
- Seat Guidance System
- Lowering table display system etc



2) Promotion of Women's Empowerment

In 2016, we obtained the certification mark 'Kurumin' as a 'Childcare Support Company.' We will continue to adapt to various changes in life stages.

- Introduction of Special Leave for Childcare Purposes
- Reduced Work Hours for Childcare (up to Elementary School 6th Grade)
- Flexible Altered Working Hours System
- Childcare Support Allowance



Investment in Human Capital

3) Employment of Persons with Disabilities and the Elderly

The employment rate for people with disabilities is 3.2%, which is higher than the legal employment rate, and approximately 680 people are employed (April 2025).



From 2019, the upper age for reemployment for part-time workers will be raised to 75 years old, and the retirement age for full-time employees will be raised to 65 years old.



4) Recruitment of Foreign Talent

The Group has approximately 4,600 foreign employees in 60 countries.

- Recruitment website for foreigners using easy Japanese
- Interview by foreign interviewer, initial training
- Multilingualization of educational tools



5) Performance Incentive System

Approximately 20 stores are grouped as one team, and incentives are provided based on performance.

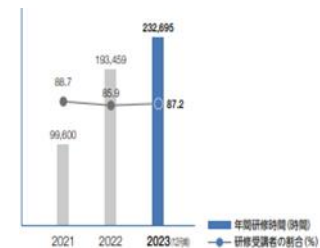
- Share success stories and other information within the team
- Overall sales and profits have improved

Results for the year 2024
Operating Profit
58 billion yen more than the
previous year

6) Enhancement of education and training

A training team has been established to strengthen the development of young assistants.

- Approximately 180,000 people participated in the online training session (a pleasant study group). (2022~25)
- By promoting the development of young managers, the retention rate has also improved.





Skylark Group

Sustainability









Sustainable Management

We are working to reduce environmental impact by 50% by 2030.
All reductions are proceeding as planned.

	Decarbonization	De-Plasticization	Food Loss Reduction
Major initiatives	Energy conservation activities Shift to renewable energy	Reduction in use of disposable plastics	Reduction of food loss at central kitchens/stores Reduction of leftover food
Expected landing in 2023	vs. 2018 ▲ 23.1%	vs. 2020 ▲ 14.5%	vs. 2018 ▲ 16.4%
Target for 2030	vs. 2018 ▲ 50.4%*	vs. 2020 ▲ 50.0%	vs. 2018 ▲ 50.0%
Target for 2050	vs. 2018 ▲ 100.0%	vs. 2020 ▲ 100.0%	vs. 2018 ▲ 75.0%
(Index)	(CO ₂ emissions by our company)	(Amount of disposable plastic used)	(Amount of food waste)





ESG: Status and Targets of External Assessment

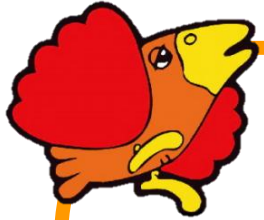
*As of January 1, 2026

	Indicator name	In 2023	In 2024	In 2025		Our Position	Number of domestic hires	Achievement status
				Objectives	Results			
1	FTSE Blossom Japan	adopted 4.7	adopted 4.7	adopted 4.8	adopted 4.4	51st in Japan in all industries The only domestic and foreign food service	406	
2	FTSE Blossom Japan Sector Relative	adopted	adopted	adopted	adopted	51st in Japan in all industries	684	
3	MSCI Japan ESG Select Leaders Index	Not adopted A	adopted A	adopted AA	adopted A	1st place in domestic and foreign cuisine	388	
4	MSCI Japan Empowering Women Index	adopted 5.03	adopted 5.00	adopted	adopted 5.95		350	
5	S&P/JPX Carbon Efficient Index	adopted	adopted	adopted	adopted		1,620	
6	Morningstar Japan Equity Gender Diversity Tilt Index	adopted G1	adopted G2	adopted	adopted G2		930	
7	DJSI World	—	—	adopted 70	76		37	
8	DJSI Asia Pacific	Not adopted 47	adopted 64	adopted 70	76	Dining out and leisure field World No. 2	78	
9	SOMPO Sustainability Index	adopted	adopted	adopted	adopted	The only domestic and foreign food service	300	

ESG: Overseas and domestic evaluation agencies

*As of January 1, 2026

	Indicator name	In 2023	In 2024	In 2025		Our Position	Number of domestic hires	Achievement status
				Objectives	Results			
1	CDP Climate Change	A ⁻	A	A	A	Double A Listed Companies 84 companies worldwide, 33 companies in Japan	A-list 142	
2	CDP Water Security	A ⁻	A	A	A	Double A Listed Companies 84 companies worldwide, 33 companies in Japan	A-list 43	
3	CDP Forest	B	B	A ⁻	A ⁻	A- Above companies 55 companies worldwide and 11 companies in Japan	A-list 4	
4	CDP Supplier Engagement	A ⁻	A	A		No. 1 in domestic and foreign restaurants (2 companies)	A-list 258	
5	SUSTAINALYTICS ESG Risk Rating	27.6 Medium risk	24.2 Medium risk	20 Low risk	23.0 Medium risk	No. 1 in domestic and foreign cuisine 13th in the world for eating out	Unknown	
6	ISS Quality Score	—	D+	C-			Unknown	
7	Nikkei SDGs Management Survey	★4.0 Published	★4.0 Published	★4.5 Published	★4.0 Published	1st place in domestic and foreign cuisine Deviation value 62	★4 or more 145	
8	Toyo Keizai CSR Ranking	381位 Not listed	344位 Not listed	300位 Published		2nd place in domestic and foreign food	Published 300	



Skylark Group

What Has Been and What Is to Come

Recent History of Skylark

Rationalization by new management team (2008-2012)

- 🌸 Closed underperforming restaurants
 - Footprint adjusted from 3,329 stores in 2007 to 3,000 stores in 2011
- 🌸 Revitalized core brands
- 🌸 Improved margins significantly
- 🌸 Invested in supply chain

Building the foundations for sustainable growth (2012-2019)

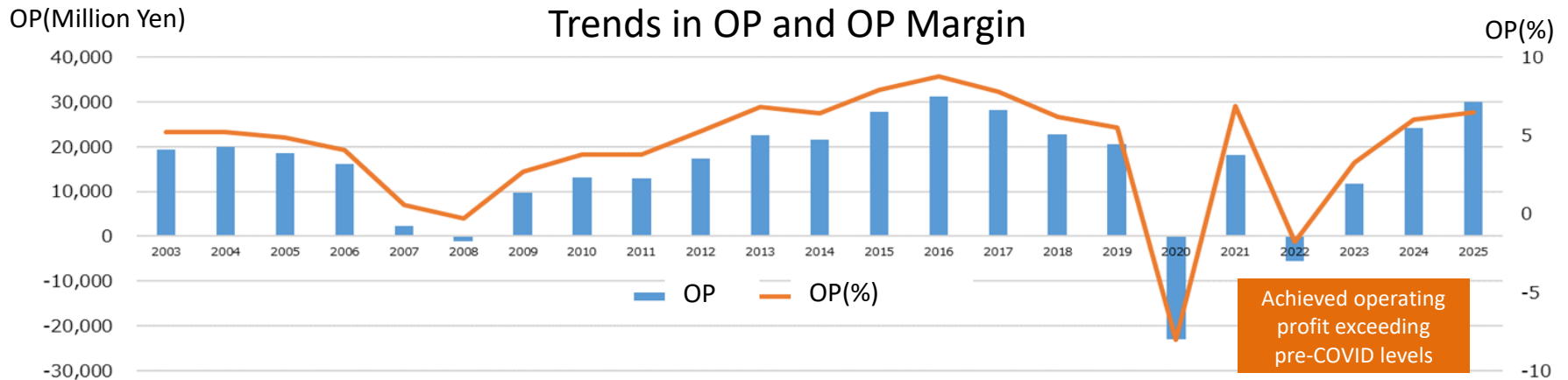
- 🌸 Implementation of data-driven pricing and marketing strategies
- 🌸 Refined brand prototypes
 - Investment in remodeling and conversions
- 🌸 Improved accuracy of site selection capabilities
- 🌸 Re-listed in the First Section of the Tokyo Stock Exchange in Oct 2014

COVID-19 pandemic (2020-2022)

- 🌸 Sales significantly decline from Feb 2020 with COVID-19
- 🌸 Specialty brands perform well
- 🌸 Sales decline, but profit secured with gov't subsidy
- 🌸 With DX, store productivity is significantly improved (DMB, floor service robots)
- 🌸 Decision to close unprofitable stores (200 stores in 2020, 100 stores in 2022)
- 🌸 Price hikes in July & Oct 2022

Post-COVID (2023 onwards)

- 🌸 Mask mandate lifted in March 2023; COVID recategorized as Class-V disease in May (end of pandemic)
- 🌸 Cost pressures continue, including yen depreciation; price hike in Apr 2024
- 🌸 Traffic increase from adding lead-signs and improving parking signs
- 🌸 Midterm business plan with 2027 as the target year released, along with acceleration of store openings



Medium-Term Business Plan and Recent Results

Item	Unit	FY2025 Actuals		FY2026 Guidance		FY2027 Mid-Team Plan		FY2025~FY2027
		Actual	Sales ratio	Actual	Sales ratio	Actual	Sales ratio	CAGR
Sales	Bn yen	457.8	100.0%	490.0	100.0%	Approx. 460.0	-	7% or more
BP	BN yen	33.0	7.2%	36.0	7.3%	Approx.34.0	7.4%	20% or more
OP	BN yen	30.0	6.5%	33.5	6.8%	Approx.320	7.0%	20% or more
NI	BN yen	16.7	3.7%	19.5	4.0%	Approx.180	3.9%	20% or more

Medium-term plan premise

SSS growth CAGR (2025~2027)	New openings (Japan)	Approx.300 stores in 3 years	
	New openings (International)	Approx.100 stores in 3 years	
	Brand conversions	Approx.40 stores/years	
Total sales	+3~4 %	Remodeling	Approx.300 stores/years
Eat-in traffic	+1 %	CAPEX	28-30 bn yen per year on average
Eat-in ATP	+2~3 %	Exchange rete	JPY145/USD

Shareholder Returns

■ Dividends

- ◆ Basic policy on dividend payout ratio “Approximately 30% of consolidated adjusted net income”

	Interim	Year-end	Total	Payout ratio
FY2025	8.0 yen	14.0 yen	22.0 yen	29.9
Forecast for FY2026	10.0 yen	16.0 yen	26.0 yen	30.3

■ Shareholder benefits

- ◆ Will continue the current system

Number of shares held	Gift amount as of the end of June	Gift amount as of the end of December	Gift amount Annual total
100-299 shares	2,000 yen	2,000 yen	4,000 yen
300-499 shares	5,000 yen	5,000 yen	10,000 yen
500-999 shares	8,000 yen	8,000 yen	16,000 yen
1,000 shares or more	17,000 yen	17,000 yen	34,000 yen



Skylark Group

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