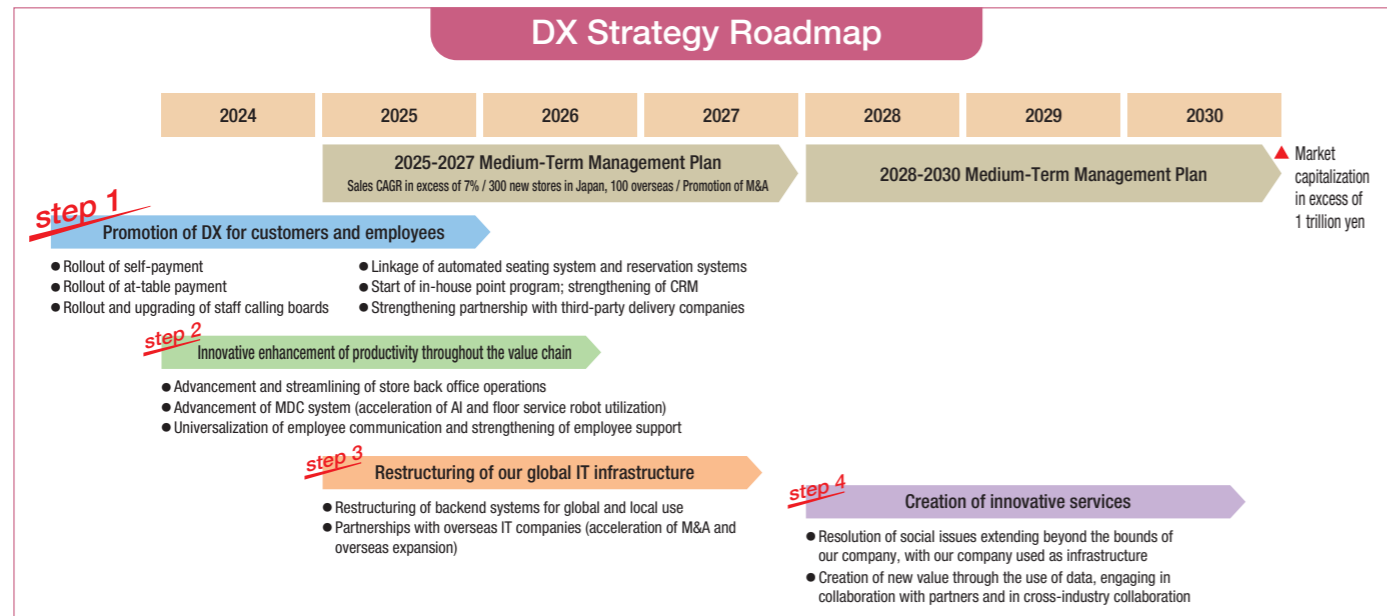


Basic Axes

Promotion of DX

Pursuit of Customer Satisfaction through New Dining Out Experiences, and Reform of Workstyles



DX to enhance company-wide productivity and customer satisfaction

From 2020 to 2023, we strongly promoted DX to improve company-wide productivity and enhance convenience for customers. In addition to successfully introducing 3,000 floor service robots at approximately 2,100 stores, we renewed the POS System at all stores and introduced at-table payment and self-checkout cash registers at approximately 2,400 stores, thoroughly reforming operations on a company-wide scale. Promoting DX does not mean that human-based services will disappear. The table service restaurants we operate have

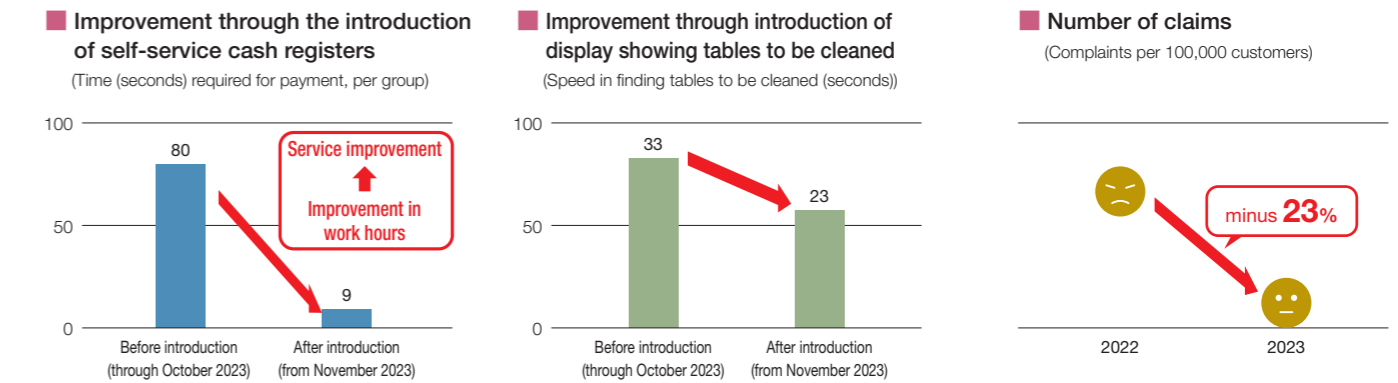
more contact points with customers than do fast-food and fast-casual restaurants. We are proposing new value for table service restaurants by thoroughly utilizing DX for operations that can improve efficiency and by providing services that create added value by employees who provide them wholeheartedly. Amid Japan's low birthrate and aging population, we are also ramping up DX in anticipation of future hiring difficulties, with the aim of building a society in which diverse human resources can actively participate.

Work improvements through operation and accounting system DX

In 2023, we introduced QR code payments to table ordering terminals at about 2,400 stores. In the first half of 2024, we introduced cashiers which can switch from manned to self-service

as well as a table clearing signal system, and these have contributed to a dramatic increase in employee productivity and service improvement.

Effects of DX promotion on service enhancement in 2023



System infrastructure with scalability and strengthening of digital marketing

Evolution of the Skylark app

The Skylark app, which is shared by multiple Skylark Group brands, has garnered over 10 million registered users and generates approximately 10 million data records every day. In addition to improving the precision of coupon delivery linked with weather and temperature data, advancing measures for individual stores, and promoting increases in sales through the effective utilization of store usage histories and behavior histories, the app greatly contributes to users becoming customers of other Group businesses as well.

In terms of feature expansion, we are integrating takeout and delivery platforms and enabling app-based ordering in our EC business, building a one-stop service that allows enjoyment of all services within the app through means such as cross-branded coupons. By doing so, we are working to increase store visit frequencies and create loyal customers.

The Skylark Point Program began in May 2024. It allows us to enhance customer loyalty, strengthen customer movement

across brands, and engage in fast marketing using purchasing data. Via our X, Facebook, Instagram, YouTube, and other social media accounts, we also make efforts to create fans through increased points of contact with customers.

Strengthening of our system infrastructure and security

In addition to renewing our merchandising systems to support the diversification of our business operations, we are also promoting a shift towards the use of cloud solutions and open systems in our systems infrastructure, while also enhancing information security. We have also taken measures to make our company-wide system infrastructure more robust in preparation for recent cyber security threats, and have enhanced security training for our employees.

Driving digital transformation creates value that transcends the analog domain. We will enhance our competitiveness through the use of IT and digital technologies.

Assignment of DX personnel in all departments company-wide to strengthen the development of DX human resources

Following the launch of our Group-Wide DX Promotion Project in 2022, we assigned full-time DX personnel in all departments, identified issues faced by each department, and have been able

to implement fundamental work reforms every year. In 2023, we achieved work improvement of 7,430 hours and saved 13.3 million yen in costs.

FOCUS Starting from zero knowledge to earn challenging IT qualifications and become a DX leader at Skylark

Yoshie Fujimoto (Leader, Menu System Design Team, Marketing Division)

In 2022, Yoshie Fujimoto was appointed to the position of full-time DX personnel in the Sales Division, and in 2023 obtained several challenging IT qualifications (below). System improvements she has realized through introducing DX in our stores have greatly contributed to enhancing operational capabilities of the stores and have attracted wide media attention. She is active as a next-generation leader for developing DX human resources, and hosts numerous internal DX study sessions. In 2024, she built an internal training system where the company supports employees who acquire DX qualifications.

Qualifications acquired

- Cloud Digital Leader (a Google Cloud certification; beginner level)
- Associate Cloud Engineer (a Google Cloud certification; intermediate level)
- IT Passport (a national qualification)
- Professional Data Engineer (a Google Cloud certification; advanced level)
- Professional Cloud Architect