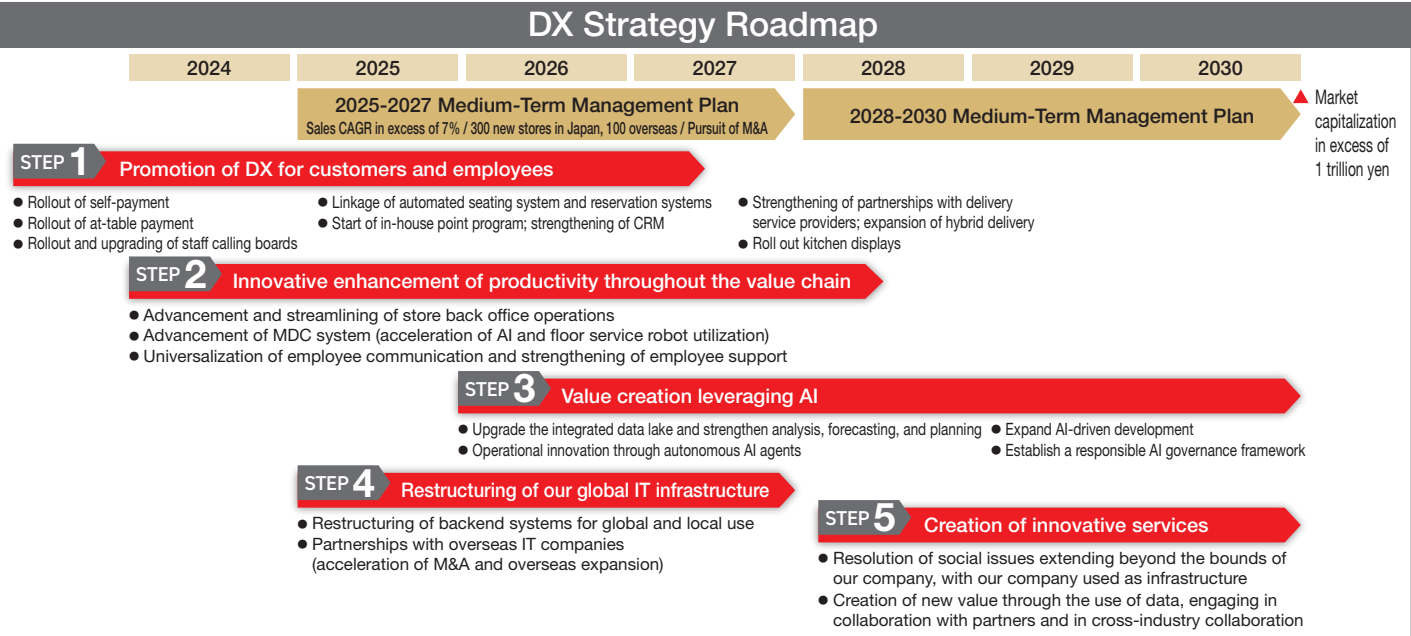


Basic Axes

Promotion of DX

DX that Maximizes the Capabilities of Diverse Employees



Back-Office DX that Fundamentally Transforms Store Operations

Accelerating multi-store management by a single Manager

In addition to active use of ordering tablets, floor service robots, self-service cash registers, at-table payment, the bussing-table display system, and other store service-related DX, the promotion of DX for administrative tasks has improved the efficiency of Manager duties.

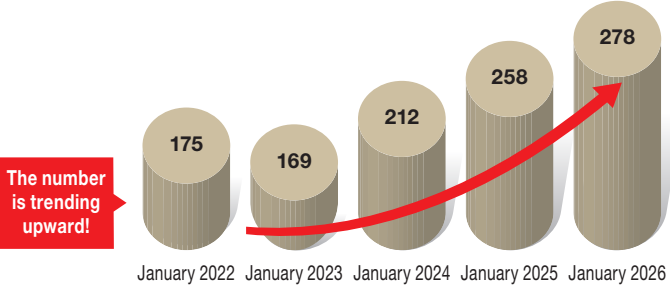
Key initiatives introduced in 2025

Priority initiatives	Concrete initiatives	Expected outcomes
New ordering system	Uses AI to automatically calculate optimal recommended order quantities based on Head Office sales forecasts and each store's guest count forecasts.	By placing orders without relying on experience, waste and out-of-stock losses are minimized. Achieves significant time savings in ordering operations, creating more time for Managers to be on the floor.
Rakushifu (shift management)	Collects preferred shifts directly from crew members' smartphones. Implements an automatic scheduling function and real-time integration with the store shift management system.	Time required to create shifts is cut in half. By visualizing crew members' preferences, it supports flexible work styles and also contributes to lower turnover.
Spot crew	In response to sudden staffing shortages or insufficient staffing during peak periods, quickly secures resources through an in-house matching platform.	Supports full operation during peak periods and prevents lost sales and revenue opportunities. Maintains service quality through appropriate staffing allocation.

Through synergies created by these DX tools, the time Managers spend tied up with store management tasks has been drastically reduced. This allows Managers to focus on improving QSC (Quality, Service, Cleanliness) and developing staff and has dramatically enhanced the feasibility of multi-store management.



Trend in the number of multi-store Managers



Evolution of the Overall Supply Chain and the Foundation for DX talent

Using AI at Our In-House Central Kitchen — Selected as a Ministry of Agriculture, Forestry and Fisheries Model Demonstration Project

How can Gusto serve high-quality, low-priced, house-made pizza?

In parallel with the introduction of store DX, we are also accelerating productivity improvements at our in-house central kitchen (factory). This is a source of competitive advantage that enables us to continue providing high-quality products at low prices.

Demonstration experiment at the Maebashi Factory

The pizza line at the Skylark Maebashi Factory was selected for the Ministry of Agriculture, Forestry and Fisheries “FY2024 Smart Production Model Development Project for the Food Industry initiative. By using the latest technologies including automated inspection of products using AI cameras and automated weight measurement using digital scales, we aim to build a pioneering model that addresses labor shortages while achieving more advanced quality control.

Cost competitiveness created through “vertically integrated supply chain × DX”

By combining factory automation technologies with a vertically integrated supply chain that handles everything from procurement of raw materials to production, logistics, and stores, we minimize in-process losses. This underpins cost performance that other companies cannot replicate.

Producing carefully crafted pizzas across brands to pursue pricing advantages

Gusto, Jonathan's, and the Grazia Gardens Italian brand use the same pizzas, a strength that allows the entire Group to enjoy a pricing advantage. By performing confirmed production—placing orders to the central kitchen only for the amount consumed so stores do not hold inventory—we can reduce costs through waste-free production.



Automating the process of dividing dough into equal portions, rounding it, and shaping it with artisan-level technique



AI-powered automatic sorter: Inspects shape and cheese protrusion (top camera), date code print (bottom camera), and shrink-wrap tears (angled camera).



Collaborative robots load products onto carts to increase productivity across all processes



Approximately 10% reduction in labor costs

Serving customers high-quality, low-priced, house-made pizza!

Company-Wide Development of DX Human Resources and Support for Obtaining Qualifications

In 2022, we appointed dedicated DX personnel in every division. In 2023, we renamed this initiative the Problem Improvement Project under a clearer purpose originating in on-site issues, and since then have achieved over 727 instances of DX implementation. In 2026, we launched an AI Promotion Team and introduced generative AI into operations across all divisions. Productivity improvements through operational enhancements are progressing. The company also supports employees in obtaining IT-related qualifications.

Mokumoku Study Sessions

- Held 2–3 times per month
- Achievements in 2025: 35 qualifications obtained by 22 people
 - Main qualifications: 14 types below

Google Cloud-related

- Professional Cloud Developer
- Cloud Professional Architect
- Professional Cloud DevOps Engineer
- Professional Cloud Security Engineer
- Professional Data Engineer
- Cloud Digital Leader

AWS-related

- AWS Certified Cloud Practitioner

General IT / Information Security / AI

- IT Passport Examination
- Information Security Management Examination
- G Certification
- CCNA
- Generative AI Leader
- Generative AI Passport

Microsoft Office-related

- MOS (Microsoft Office Specialist)



Case study 1

Automated responses for the IT help desk and store manuals

AI trained on thousands of pages of internal manuals and past knowledge instantly generates answers to inquiries from stores. This aims to minimize store downtime and reduce Manager workload while improving productivity.

Case study 2

Support for planning marketing promotions

AI trained on past success case data and trends automatically generates campaign ideas and message drafts for social media. We have increased the speed of planning and established a structure that can respond quickly to market changes.