

Fiscal Year Ending July 31, 2023

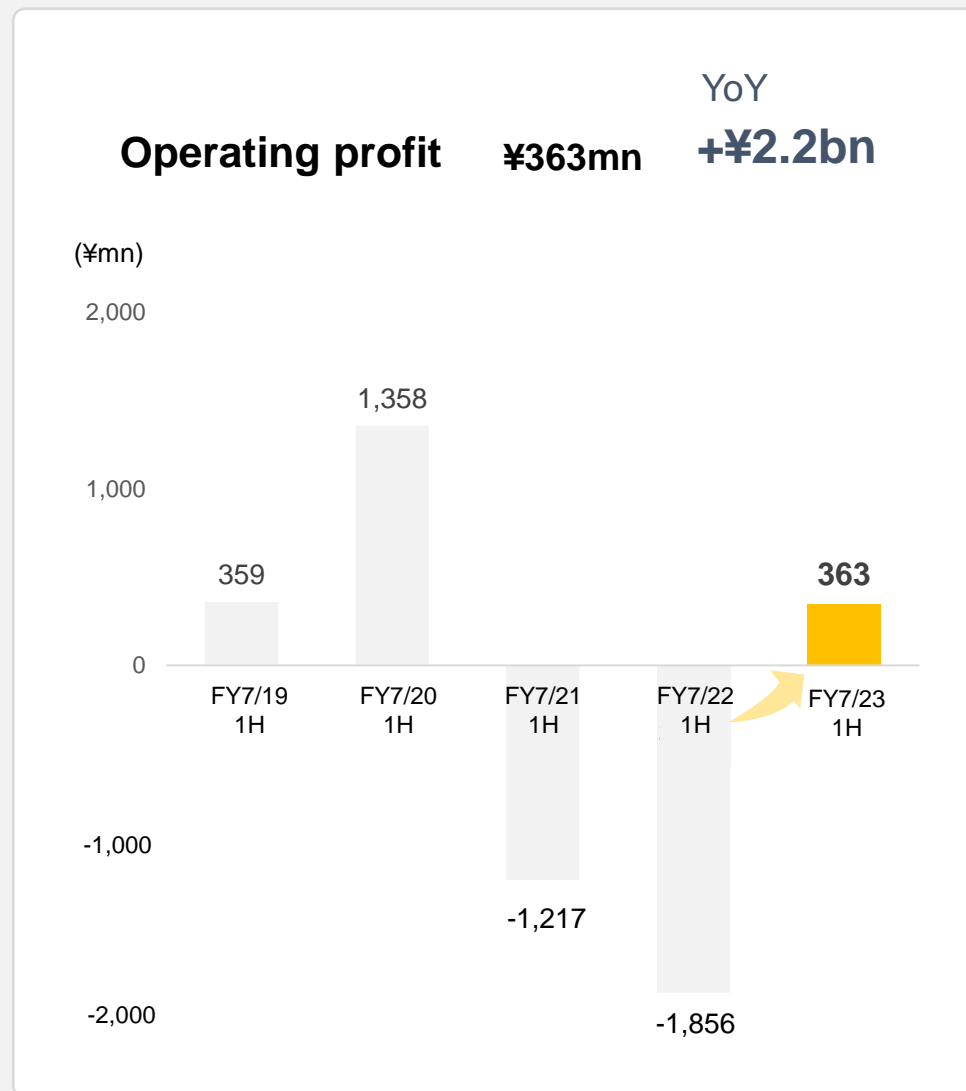
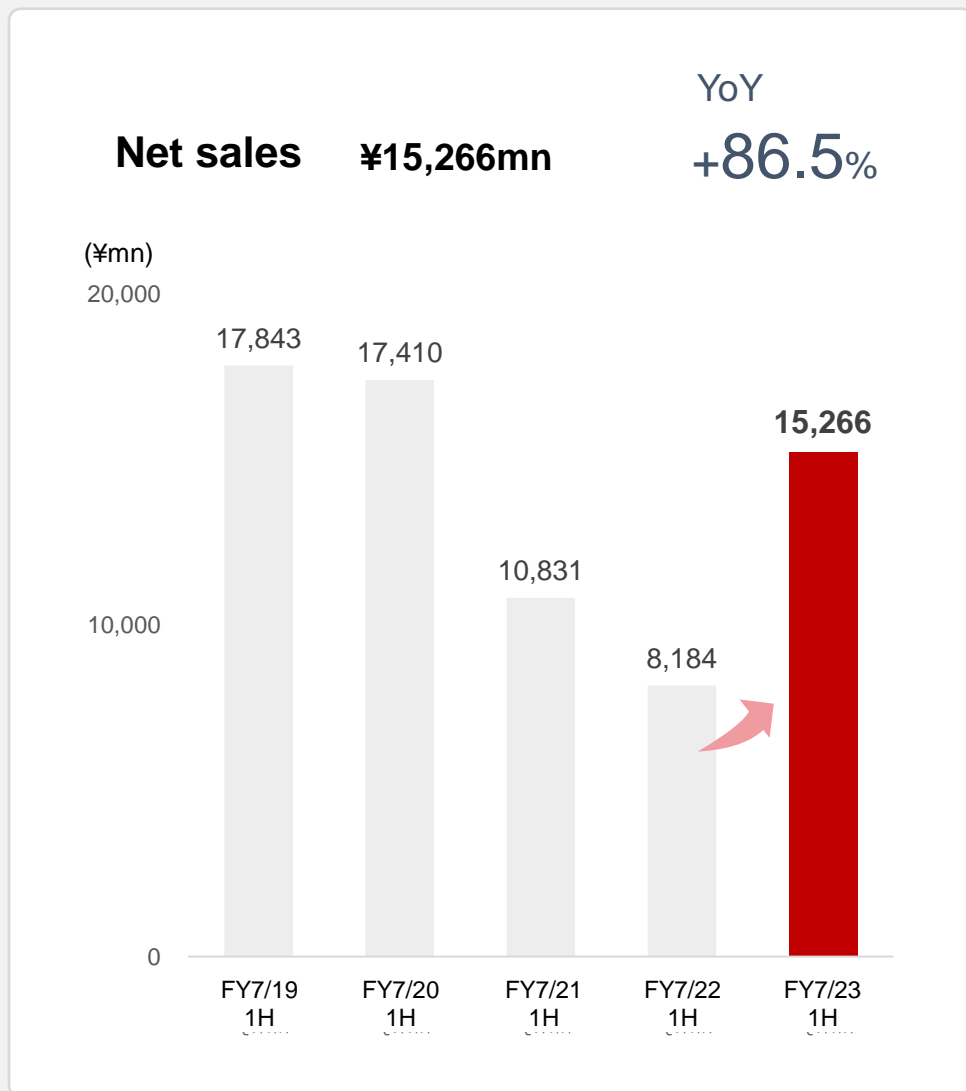
First Half Financial Results Briefing

TORIKIZOKU HOLDINGS Co., Ltd.

Securities code: 3193

1H FY7/23 Consolidated Financial Results Highlights (Japanese GAAP)

Net sales and profit (operating profit) increased YoY with the normalization of restaurant operations and a recovery in sales





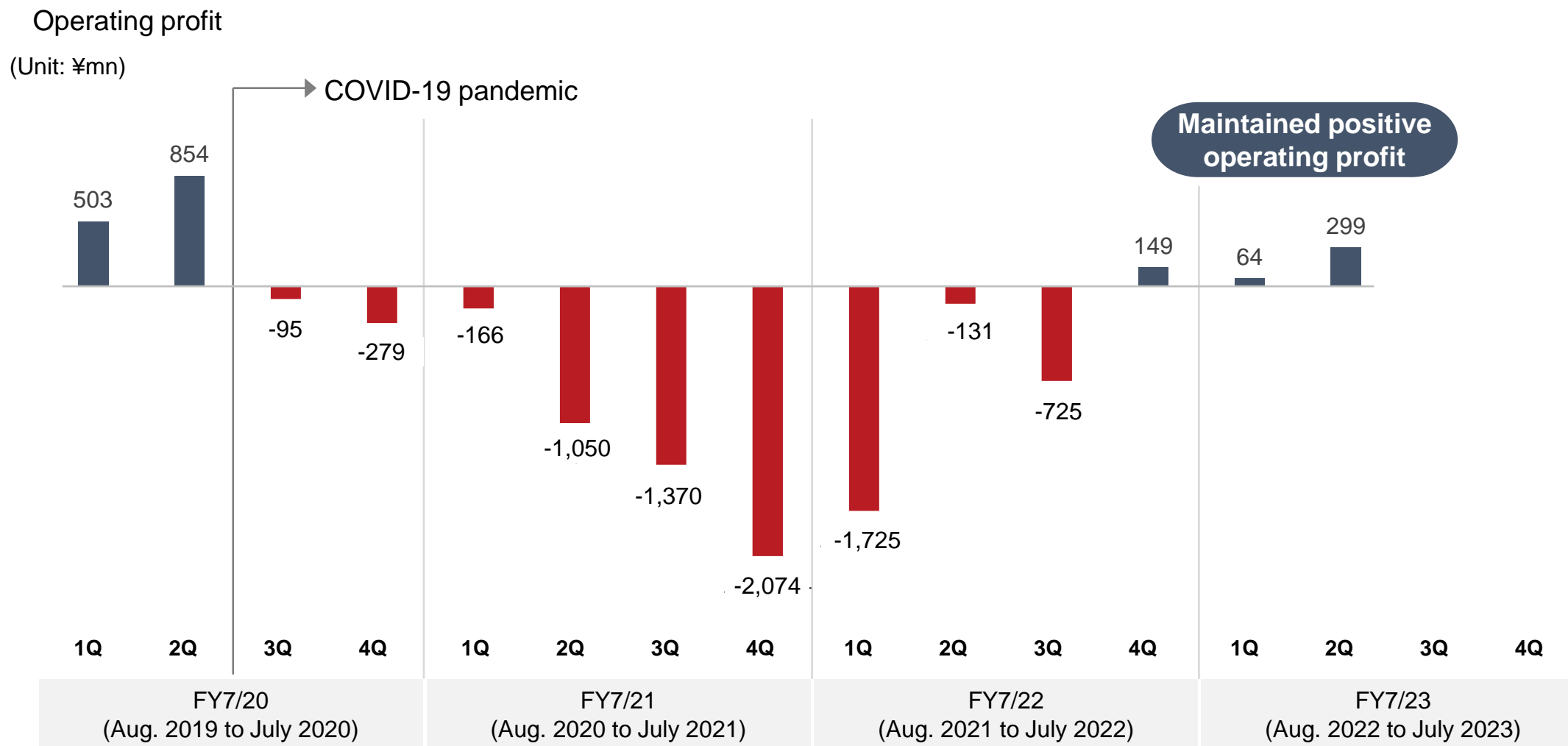
1H FY7/23 Financial Results Summary (Consolidated)

Net sales and profit (operating profit) increased YoY with the normalization of restaurant operations and a recovery in sales, resulting in good progress toward earnings forecasts in 1H

(Unit: ¥mn)	FY7/22 1H actual (% of sales)	Fiscal Year Ending July 31, 2023					
		1H actual (% of sales)	YoY		Full-year consolidated earnings forecasts		
			Change (%)	Change	Amount	Progress rate	
Net sales	8,184	15,266	+86.5	+7,082	31,713	48.1%	1 <ul style="list-style-type: none"> • Recovery in same-store sales • Increase in sales from opening new restaurants • Despite the benefit of price revisions, high raw materials prices and rising energy costs put pressure on profits
Gross profit	5,723 (69.9%)	10,784 (70.6%)	+88.4	+5,061	-	-	
SG&A	7,579 (92.6%)	10,420 (68.3%)	+37.5	+2,840	-	-	
Operating profit	(1,856) (-22.7%)	363 (2.4%)	-	+2,220	857	42.4%	2 <ul style="list-style-type: none"> • No subsidies for shortening operating hours in the current fiscal year
Non-operating income	3,175	13	-99.6	(3,162)	-	-	
Non-operating expenses	16	12	-24.8	(4)	-	-	
Ordinary profit	1,302 (15.9%)	364 (2.4%)	-72.0	(937)	839	43.5%	3 <ul style="list-style-type: none"> • Recorded impairment losses of ¥151mn on TORIKI BURGER restaurants (already factored into earnings forecasts)
Profit attributable to owners of parent	808 (9.9%)	113 (0.7%)	-86.0	(694)	265	42.7%	

Operating Profit Per Quarter

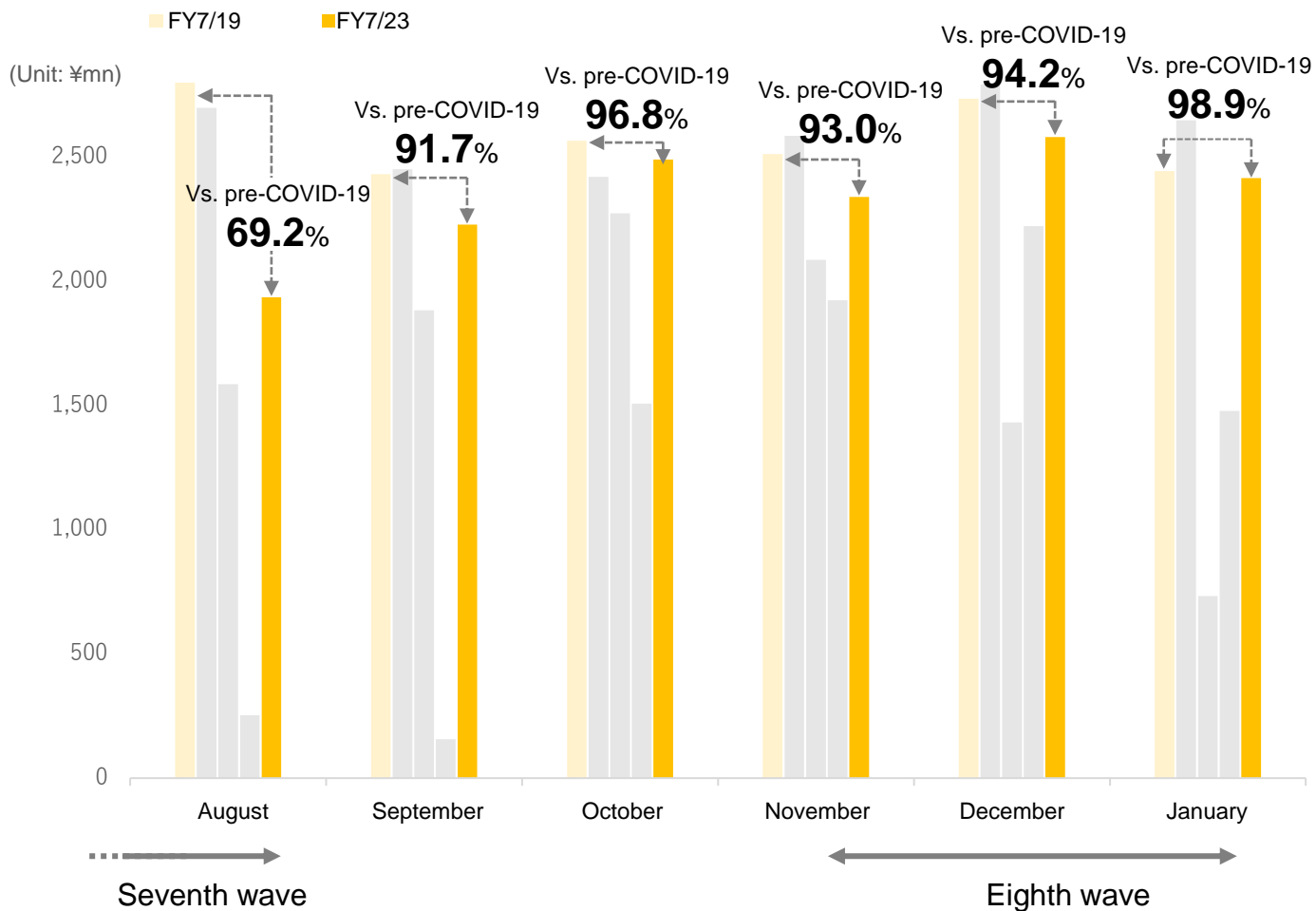
Despite high raw materials prices and rising energy costs, we continued to generate an operating profit thanks to a recovery in same-store sales and our management of profitability



TORIKIZOKU Same-Store Sales (Vs. July 2019)

Same-store sales exceeded expectations despite the impact of the seventh and eighth wave of the COVID-19 pandemic

Actively rolled out products and conducted promotions



“The true passion of TORIKIZOKU is behind the scenes”
(Online videos, * content promoting our attention to detail)
August onward

Campaign for opening of first restaurant in Fukuoka
October



Kiwami (Zenith) Fair
September to December



Nagoya Cochin Chicken Skewers – limited to 400,000 servings
September to November



Fuyu-no-Hokkori (Winter Warming) Fair
December onward

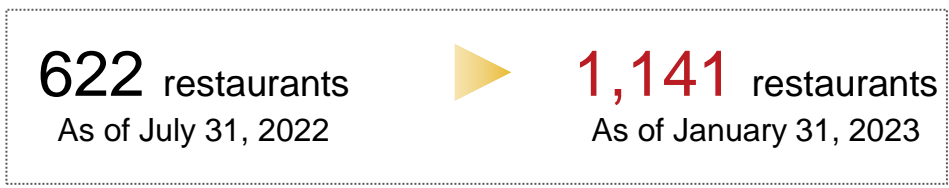


Rare cut chicken harami (skirt) – limited to 300,000 servings
December to January

* Available to watch on the official TORIKIZOKU YouTube channel (<https://www.youtube.com/@user-qq4sm6lq5p>)

Number of Group Brand Restaurants

(Unit: restaurants)



- ◆ New restaurant openings
 - Sept. 2022 TORIKIZOKU Tokyo Yaesu Exit Restaurant (Tokyo/directly managed)
 - Sept. 2022 TORIKIZOKU Shin-Sugita Restaurant (Kanagawa/TCC)
 - Oct. 2022 TORIKIZOKU Hakata Chikushi Exit Restaurant (Fukuoka/directly managed)
 - Oct. 2022 TORIKIZOKU JR Kobe Restaurant (Hyogo/directly managed)
 - Nov. 2022 TORIKIZOKU Akihabara Showa-dori Restaurant (Tokyo/directly managed)
 - Nov. 2022 TORIKIZOKU Honmachi Restaurant (Osaka/directly managed)
- ◆ Independent (sale of directly managed restaurants)
 - Aug. 2022 TORIKIZOKU Sekime Restaurant (Osaka)
- ◆ Closed
 - Nov. 2022 TORIKIZOKU America-mura Restaurant (Osaka/TCC)
 - Jan. 2023 TORIKIZOKU Katata (Shiga/directly managed)
- ◆ M&A
 - Jan. 2023 DAIKICHI SYSTEM, which operates “YAKITORI DAIKICHI” as a franchiser, became a subsidiary

		Number of restaurants as of July 31, 2022	FY7/23 (cumulative)				Number of restaurants as of January 31, 2023	
			Openings	Independent	Closed	M&A		
TORIKIZOKU	Directly managed	Kansai	93	2	-1	-1	-	93
		Kanto	225	2	0	0	-	227
		Tokai	68	0	0	0	-	68
		Kyushu	0	1	0	0	-	1
		Subtotal	386	5	-1	-1	-	389
	TCC ^{*1}	Kansai	145	0	1	-1	-	145
		Kanto	86	1	0	0	-	87
		Subtotal	231	1	1	-1	-	232
		Total	617	6	0	-2	-	621
	TORIKIZOKU PARTNERS ^{*2}		Directly managed	3	0	-	0	-
TORIKI BURGER		Directly managed	2	0	-	0	-	2
YAKITORI DAIKICHI, etc. (DAIKICHI SYSTEM)		FC ^{*3}	-	-	-	-	515	515
Grand total			622	6	0	-2	515	1,141

*1 Our limited number of franchise owners are referred to as “comrades” with the aim of ensuring stronger relationships as business partners than typical franchise chains, and TCC stands for TORIKIZOKU Comrade Chain.

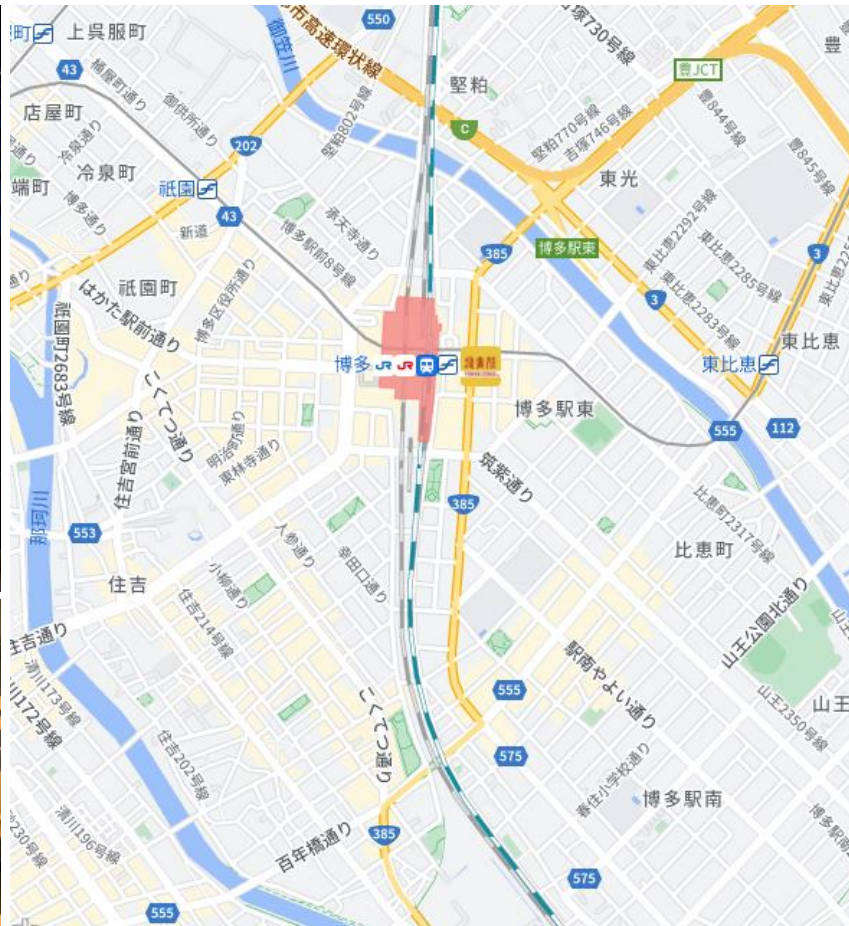
*2 This is a small restaurant model under development as a new independent system, and we are currently operating TORIKIZOKU Okuraya (Osaka), TORIKIZOKU Nakanishiya (Aichi), and TORIKIZOKU Aokiya (Tokyo) as test restaurants.

*3 FC stands for franchise chain, and all DAIKICHI SYSTEM restaurants are franchise restaurants.

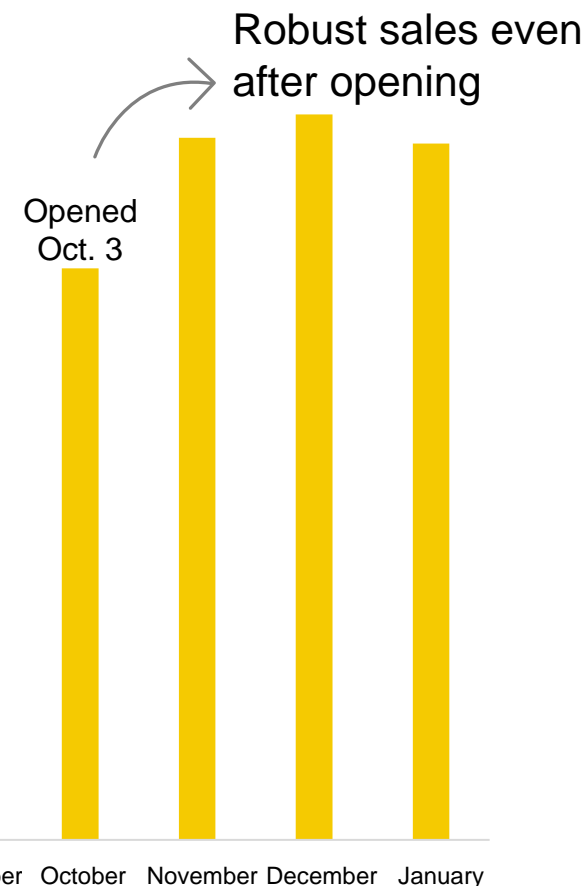
Opening of First Restaurant in Fukuoka

Oct. 2022: Opened our first YAKITORIYA TORIKIZOKU restaurant in Fukuoka Prefecture

The restaurant got off to a very good start, with many customers visiting on opening day



(TORIKIZOKU Hakata Chikushi Exit Restaurant net sales)



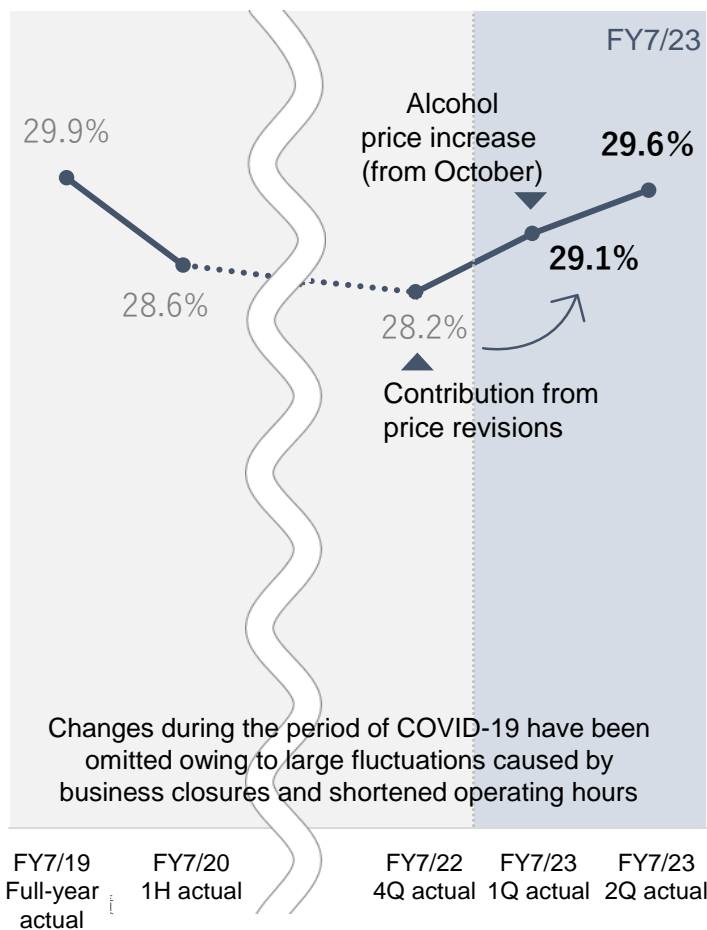
TORIKIZOKU Hakata Chikushi Exit Restaurant
 Gallery Hakata B1F, 2-1-24 Hakataeki-higashi, Hakata-ku, Fukuoka-shi, Fukuoka

Soaring Raw Material and Energy Costs

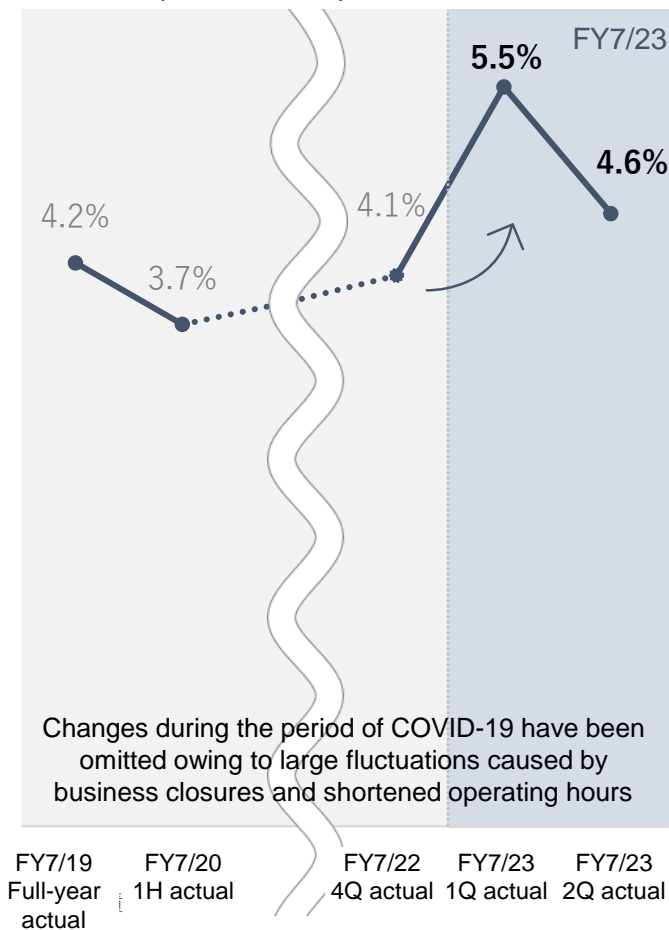
Although the impact was absorbed by price revisions from April 28, 2022, the impact of alcohol price hikes and energy costs are currently higher than expected

In response to these rising costs, we have decided to revise price at all YAKITORIYA TORIKIZOKU restaurants

Cost of sales (% of sales)



Utilities (% of sales)



Revised prices (from May 1, 2023)

	Price before revision	Price after revision
Food and drink	¥319 before tax (With tax: ¥350)	¥328 before tax (With tax: ¥360)
TORIKI BANSAN KAI	¥3,182 before tax (With tax: ¥3,500)	¥3,273 before tax (With tax: ¥3,600)

* Only the "Susukino Restaurant," which is scheduled to open in late April, will use the revised prices from the opening day.

Acquisition of DAIKICHI SYSTEM Shares (Making it a Subsidiary)

Completed the acquisition of shares of DAIKICHI SYSTEM LIMITED on January 4, 2023 (making it a subsidiary)
 In 2Q of the current fiscal year, we began consolidating results of DAIKICHI SYSTEM's from January (goodwill of ¥362mn)



ダイキチシステム株式会社

As a pure franchiser with no directly-managed restaurants, DAIKICHI SYSTEM has a franchise network of over 500 “YAKITORI DAIKICHI” restaurants nationwide

It has been popular with local customers and franchise owners for many years in residential areas and other small to medium business areas

Aim of Acquisition

- Co-existence and Co-prosperity with “TORIKIZOKU” is possible based on different locations and key customer segments
- In addition to securing a nationwide network of restaurants in small and medium business areas, we also aim to expand both businesses through this acquisition, by leveraging factors such as common points related to the operation of yakitori restaurants, the franchise expertise of DAIKICHI SYSTEM, and the independent systems of both companies



Chain restaurants that leverage brand power (consistency, name recognition, etc.)

Medium to large business areas in downtown areas and around stations

Restaurants with ties to local communities, operated to support the livelihoods of franchise owners

Residential/suburban small to medium business areas

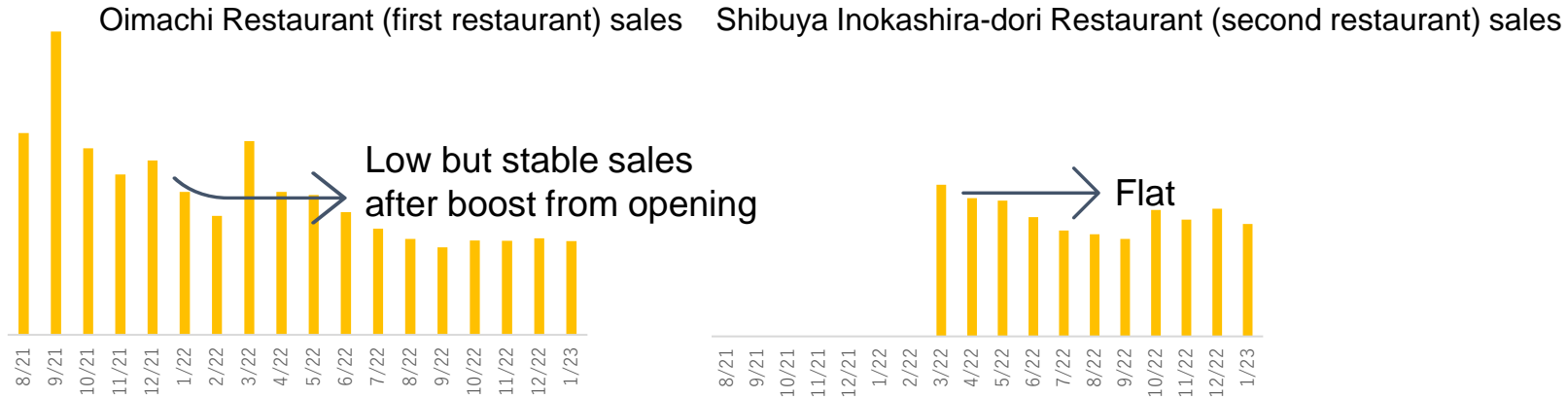
Impairment Loss on TORIKI BURGER

Recorded impairment losses on non-current assets of TORIKI BURGER (already factored into earnings forecasts)

No change in our medium- to long-term policy to establish and develop a chicken burger business format

Details of extraordinary losses

- Net sales continued to fall short of the level originally anticipated
- Impairment in accordance with accounting rules, in light of the fact that although we are still developing the business format, earnings results have fallen short of the initial business plan
- Recorded impairment losses of ¥151mn on non-current assets of TORIKI BURGER (restaurant facilities, etc.)



Future direction

- No change in our medium- to long-term policy to establish and develop a chicken burger business format
- New restaurant openings using the existing model have been put on hold while we review our business model and brand
- Aim to open a third restaurant with a revised model



Consolidated Balance Sheet/Consolidated Statement of Cash Flows

(Unit: ¥mn)	July 31, 2022	Jan. 31, 2023	Change
Current assets	10,294	10,055	(238)
(Incl. cash and deposits)	8,657	8,274	(383)
Non-current assets	8,172	8,507	+335
Total assets	18,466	18,563	+96
Current liabilities	5,743	5,307	(436)
(Incl. interest-bearing debt)	1,040	954	(86)
Non-current liabilities	6,385	6,855	+469
(Incl. interest-bearing debt)	5,213	5,337	+124
Total liabilities	12,129	12,162	+32
Total net assets	6,337	6,400	+63
Equity-to-asset ratio	34.3%	34.5%	+0.2pt

(Unit: ¥mn)	1H FY7/22 actual	1H FY7/23 actual
Operating cash flows	4,250	169
Profit before income taxes	1,302	252
Depreciation	435	373
Amortization of goodwill	-	3
Impairment losses	-	151
Decrease (increase) in trade receivables	(138)	(156)
Increase (decrease) in trade payables	462	246
Income taxes paid	(181)	(426)
Other	+2,369	(275)
Investing cash flows	(154)	(503)
Purchase of property, plant and equipment	(103)	(297)
Purchase of shares of subsidiaries	-	(155)
Other	(51)	(50)
Financing cash flows	(795)	(6)
Proceeds from long-term borrowings	-	600
Repayments of long-term borrowings	(668)	(518)
Repayments of lease liabilities	(126)	(42)
Payment of dividends	0	(45)
Other	(1)	(1)
Cash and cash equivalents at end of period	8,116	8,379

FY7/23 Full-year Consolidated Earnings Forecasts

Based on the assumption that the business environment will gradually recover from 2Q to the end of the fiscal year, the full-year earnings forecast is weighted toward 2H, so progress in 1H was good

Despite the recent recovery trend in sales and the contribution from the start of consolidation of DAIKICHI SYSTEMS, earnings forecasts remain unchanged based on our expectation that results will be in line with the earnings forecasts given rising raw material and energy costs

(Unit: ¥mn)	1H FY7/23 actual	FY7/23 full-year earnings forecasts	Progress rate
Net sales	15,266	31,713	48.1%
Operating profit	363	857	42.4%
Ordinary profit	364	839	43.5%
Profit attributable to owners of parent	113	265	42.7%

Dividend Forecast/Shareholder Benefits

Shareholder return policy: Prioritize internal reserves for growth strategies, but pay stable and continuous dividends

Cash dividends

	FY7/21		FY7/22		FY7/23	
	Interim	Year-end	Interim	Year-end	Interim	Year-end
Payout ratio	-		4.1%		35.0%	
Dividends per share	¥4	¥0	¥0	¥4	¥4	¥4

Shareholder benefits system*

Shares owned	Shareholder benefits
100-299 shares	¥2,000 worth of electronic tickets per year (Tickets worth ¥1,000 will be sent at the interim and year-end)
300-499 shares	¥6,000 worth of electronic tickets per year (Tickets worth ¥3,000 will be sent at the interim and year-end)
500 shares or more	¥10,000 worth of electronic tickets per year (Tickets worth ¥5,000 will be sent at the interim and year-end)



* Shareholder benefits will be converted to electronic tickets starting from benefits to be granted in April 2023.

Please check the Company's website for details.

https://torikizoku-holdings.co.jp/wp-public/wp-content/uploads/2023/01/torikizoku_20230123.pdf

Fiscal Year Ending July 31, 2023 Group Key Points

**Fiscal Year Ending
July 31, 2023
Group key points**

- 1 Return to growth in main business (TORIKIZOKU)**
 - Marketing activities aimed at restoring same-store sales
 - Expansion through new restaurant openings
 - Advance preparation for overseas expansion
 - Start of operation of new independent system
- 2 New business development (TORIKI BURGER)**
- 3 Making DAIKICHI SYSTEM LIMITED a subsidiary**
- 4 ESG initiatives**

1 Return to Growth in Main Business (TORIKIZOKU) / Marketing Activities Aimed at Restoring Same-Store Sales

Release of “TORIKIZOKU App,” the official app for YAKITORIYA TORIKIZOKU

- The app offers restaurant reservations, as well as a gacha game where users can win gift certificates using TORIKI points available in the app, content based on growing a “Torikkii” with the number of skewers a user eats, and more
- It is fun and encourages customers to visit restaurants and become fans



How to download the “TORIKIZOKU” app

Search “TORIKIZOKU Official App” on the app store, or visit the download page from the URLs below.

AppStore:
<https://apps.apple.com/jp/app/%E9%B3%A5%E8%B2%B4%E6%97%8F%E5%85%AC%E5%BC%8F%E3%82%A2%E3%83%97%E3%83%A4/id6444852542>

GooglePlay:
<https://play.google.com/store/apps/details?id=jp.co.torikizoku>

1 Return to Growth in Main Business (TORIKIZOKU) / Marketing Activities Aimed at Restoring Same-Store Sales

Release of “TORIKIZOKU App,” the official app for YAKITORIYA TORIKIZOKU

1 “Restaurant Search” to enable users to find and make reservations at nearby restaurants

Users can make reservations at TORIKIZOKU restaurants from the app
 It possible to make same-day reservations, and “TORIKI BANSANKAI (two-hour system)” are also possible up until the previous day

2 Win gift certificates by using points saved to play a “gacha” game

- < How to earn TORIKI points >
- Get points for spinning the roulette wheel once a day
 - Get points by completing quests (responding to questionnaires, inviting friends, ordering designated items, etc.)



- < Use points to play a gacha game >
- For every 100 TORIKI points accumulated, users can play the gacha game once, giving them a chance to win a gift certificate (equivalent to ¥10,000, ¥1,000, or ¥300) that can be used at restaurants



3 Receive gift certificates during your birthday month

During the month of a user’s birthday registered in the app, gift certificates that can be used for food and drink in restaurants will be delivered to the app

4 Grow “Torikkii” by eating and drinking in restaurants

By showing the app in restaurants and recording the number of skewers eaten, users can grow “Torikkii” according to the number of skewers



1 Return to Growth in Main Business (TORIKIZOKU) / Marketing Activities Aimed at Restoring Same-Store Sales

Rollout of “Supporting Menu to Say Thanks to Japan's Primary Industries!” throughout the year, starting from March 2023

- To express our gratitude toward the primary industries of Japan that support the growth of TORIKIZOKU, and in the hope that we will continue moving forward together, we began offering limited-time menu items highlighting ingredients from each industry, from March 2023
- While offering limited-time menu items, we introduce stories about the producers and the ingredients used on our official website, etc., in order to convey the appeal of domestic ingredients and encourage consumption



March to May: Agriculture
Dishes that use seasonal vegetables



June to August: Fishery
Seafood dishes that include rare shirahime shrimp



September to November: Forestry
Dishes that use mushrooms and other mountain foods



December to February: Livestock industry
Dishes that use cheese and other livestock products

1 Return to Growth in Main Business (TORIKIZOKU) / Marketing Activities Aimed at Restoring Same-Store Sales

First limited-time menu items highlighting “agriculture” available from March 9

- Featuring dishes such as “spring cabbage and twice-cooked pork belly skewers” made with fresh Japanese cabbage, as well as “chicken liver and chives skewers” and “power ramen,” both made with seasonal chives.



Spring cabbage and twice-cooked pork belly skewers



Chicken liver and chives skewers made with seasonal chives



Power ramen with plenty of seasonal chives

1 Return to Growth in Main Business (TORIKIZOKU) / Expansion Through New Restaurant Openings

Plan to increase the number of new restaurant openings YoY in FY7/23, with aim to open 11 new directly-managed restaurants and 11 new TCC restaurants

Begin expanding into areas where we have not yet established a presence in Japan, as well as existing areas, and resume preparations for expansion into North America ahead of schedule

Solid restaurant openings in select locations in existing areas

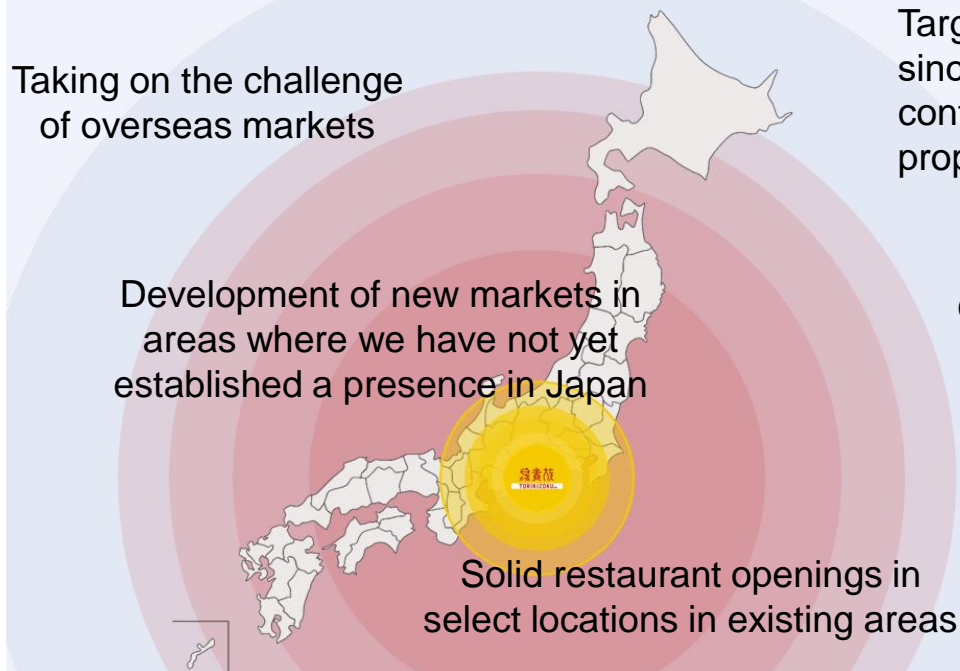
Targeted restaurant openings, including promising locations that have remained empty since stores closed for reasons other than “withdrawal,” such as the expiration of contract periods or the rebuilding of buildings, and promising locations awaiting properties

Development of new markets in areas where we have not yet established a presence in Japan

Restaurant openings in areas where we have not established a presence, including regional cities such as Hakata, Sendai and Sapporo, as well as the likes of Hokkaido, Tohoku, Hokuriku, Chugoku, Shikoku, Kyushu, and Okinawa

Taking on the challenge of overseas markets

This theme has been put on hold as we have prioritized new business development, in addition to the impact of the COVID-19 pandemic, but we will take on the challenge of expansion into North America



1 Return to Growth in Main Business (TORIKIZOKU) / Expansion Through New Restaurant Openings

Solid restaurant openings in select locations in existing areas

Targeted restaurant openings, including promising locations that have remained empty since stores closed for reasons other than “withdrawal,” such as the expiration of contract periods or the rebuilding of buildings, and promising locations awaiting properties

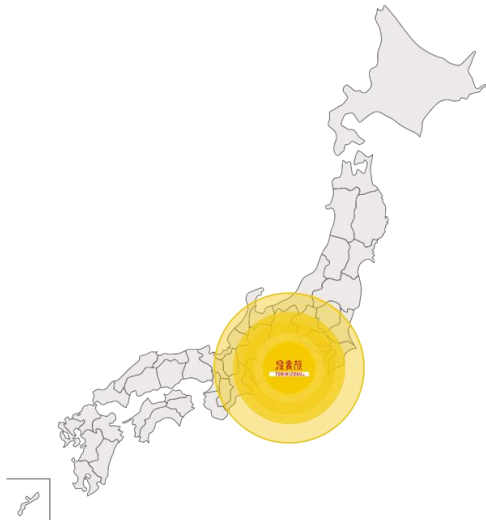
< New restaurants for 2H determined as of the date of this presentation >

Apr. 6 Tokyo “Shinjuku Otakibashi-dori Restaurant” (directly managed)

Otakibashi Pacifica Building 2F, 7-10-18 Nishishinjuku, Shinjuku-ku, Tokyo

Apr. 20 Shizuoka “Shizuoka South Exit Restaurant” (directly managed)

Minamimachi Daiichi Building 1F, 6-1 Minamimachi, Suruga-ku, Shizuoka-shi, Shizuoka



1 Return to Growth in Main Business (TORIKIZOKU) / Expansion Through New Restaurant Openings

Development of new markets in areas where we have not yet established a presence in Japan

Restaurant openings in areas where we have not established a presence, including regional cities such as Hakata, Sendai and Sapporo, as well as the likes of Hokkaido, Tohoku, Hokuriku, Chugoku, Shikoku, Kyushu, and Okinawa. Promote expansion of directly-operated and TCC restaurants to prefectures outside the three business areas where we already operate

< New restaurants for 2H determined as of the date of this presentation >

Feb. 4 Okayama “Okayama Honmachi Restaurant” (TCC)

Honmachi G-Kobashi-Bldg 2F, 5-7 Honmachi, Kita-ku, Okayama-shi, Okayama

Feb. 13 Fukuoka “West Court Meinohama Restaurant” (directly managed)

West Court Meinohama 1F E-1, 1-7-3 Uchihama, Nishi-ku, Fukuoka-shi, Fukuoka

Feb. 15 Okinawa "Miebashi Restaurant" (TCC)

Palette Makishi Building 1F, 2-18-4 Makishi, Naha-shi, Okinawa

Mar. 22 Hiroshima “Hiroshima Ebisu-dori Restaurant” (TCC)

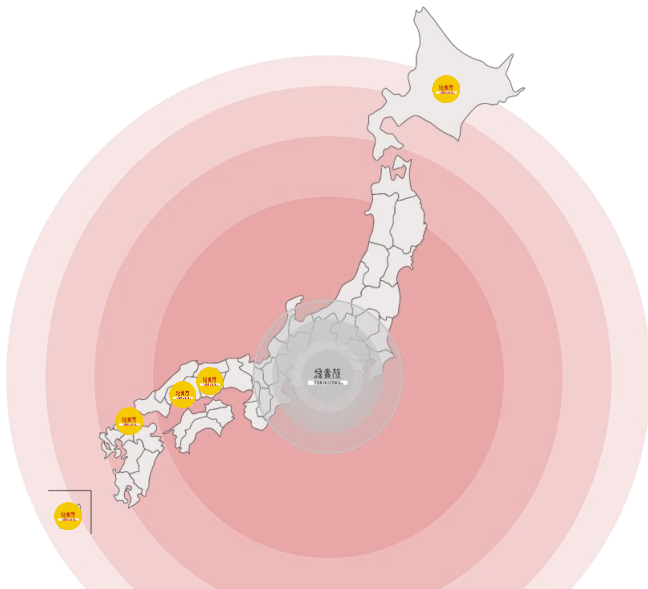
Takata Alley 301, 4-20 Horikawacho, Naka-ku, Hiroshima-shi, Hiroshima

Apr. 13 Fukuoka “Tenjin Oyafukodori Restaurant” (directly managed)

Recruit Tenjin Building 2F, 1-1-3 Maizuru, Chuo-ku, Fukuoka-shi, Fukuoka

Late Apr. Hokkaido “Susukino Restaurant” (TCC)

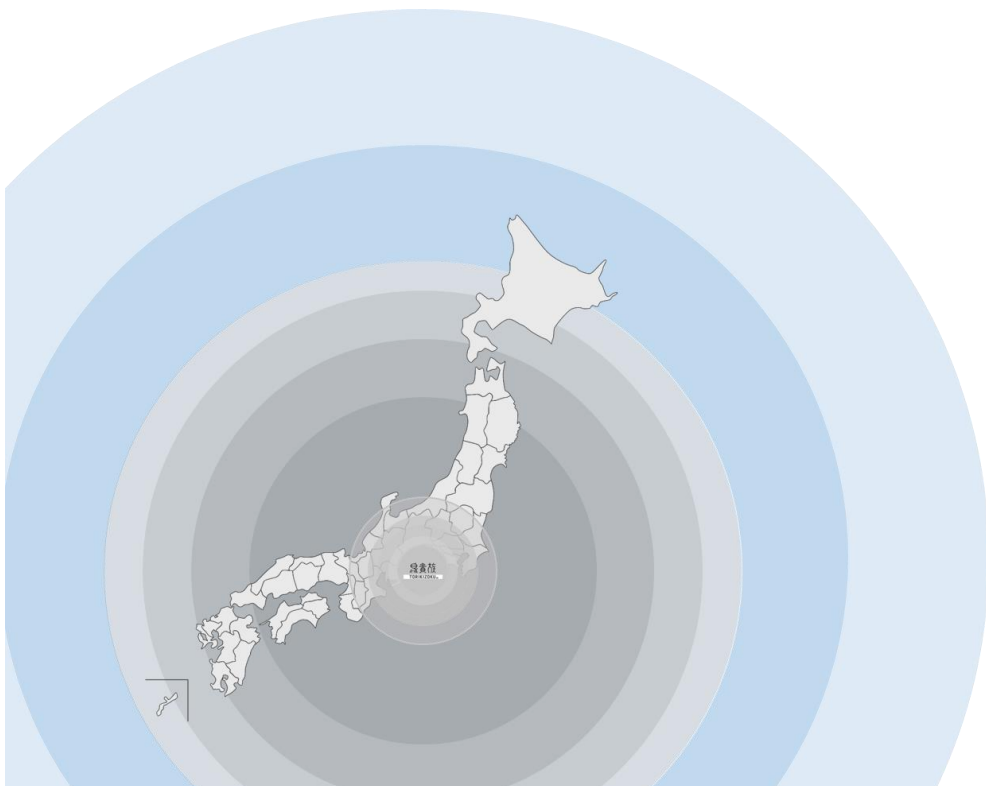
13-3 Green Building 1F, Minami 4-jonishi 3-1, Chuo-ku, Sapporo-shi, Hokkaido



1 Return to Growth in Main Business (TORIKIZOKU) / Advance preparation for overseas expansion

Taking on the challenge of overseas markets

Resolved to establish a wholly-owned subsidiary of the Company in the U.S. in order to accelerate activities aimed at expansion into the U.S.



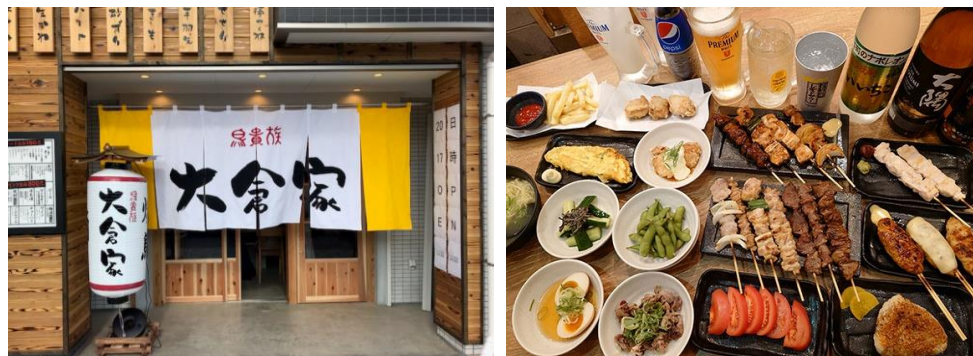
Trade name	TORIKIZOUKU USA INC. (planned)
Location	Los Angeles, California, U.S. (planned)
Representative	CEO/President Toshiyuki Kiyomiya (Director and COO, the Company)
Business content	Planning and operation of restaurants
Share capital	US\$3mn (approx. ¥390mn)
Date of resolution to establish	January 27, 2023
Date of establishment	April 2023 (planned)
Investment ratio	The Company: 100%



1 Return to Growth in Main Business (TORIKIZOKU) / Start of Operation of New Independent System

Preparing for the launch of an employee independence support program

- System design, including rules and contracts
- Preparing to hold briefings for employees on the system



2 New business development (TORIKI BURGER)

- Revising the business model and brand, as stated
- Aiming to open a third restaurant with a revised model



3 Acquisition of DAIKICHI SYSTEM LIMITED shares (making it a subsidiary)

- The two companies will continue working together on integration (PMI)
- Continue to promote the growth of the DAIKICHI brand without no change to the TORIKIZOKU business format, etc.



4 ESG Initiatives

Implement ongoing ESG initiatives with a view to achieving sustainable growth for the Group and increasing corporate value over the medium- to long-term

Major activities in the previous fiscal year

Nomination and Compensation Committee G

Following the committee's establishment on December 1, 2021, a total of seven meetings were held through July 2022

Deliberation centered on the ideal officer compensation system (The majority of committee members and the chairperson are Outside Directors)

First response to CDP for climate change (July 2022) E

Provided our first response to CDP in order to advance initiatives related to "E (Environment)" within ESG (Score: **C**)



Major challenges for the future

- **Ensuring the diversity of the Board of Directors**

- ✓ Election of new Outside Directors



Kae Nagaoka, Outside Director

- **Strengthening the functions of the Board of Directors in relation to the nomination and compensation of senior management, etc.**

- ✓ Continuing to hold frequent meetings of the Nomination and Compensation Committee to deliberate mainly on the ideal approach to nominations for senior management (six meetings in total in 1H)

- **Address the TCFD recommendations**

- ✓ Working toward TCFD disclosure

- **English-language disclosure**

- ✓ Began disclosure in English from the summary of financial results for 1Q



CDP
An international environmental NGO based in the U.K. It operates an environmental information platform for companies and other entities, and scores companies based on their responses. Scores are based on a questionnaire consisting of a wide range of questions and are graded on a scale of eight levels from A to D

Reference

Company Profile



Company name	TORIKIZOKU HOLDINGS Co., Ltd.
Establishment	September 19, 1986
Listed market	TSE Prime (securities code: 3193)
Headquarters	1-2-12 Tateba, Naniwa-ku, Osaka-shi
Representative	Tadashi Okura, Representative Director, President, and CEO
Share capital	¥1,491,829,000 (as of July 31, 2022)
Group companies	TORIKIZOKU Co., Ltd., TORIKI BURGER Co., Ltd., DAIKICHI SYSTEM LIMITED
Number of Group employees	Number of employees: 861 (as of July 31, 2022) (exc., average number of temporary employees:* 1,919)



* The average number of temporary employees is the average number of people per year, which is calculated by conversion based on an eight-hour workday.

Group Brand Information



YAKITORIYA TORIKIZOKU

A yakitori restaurant where everything is uniformly priced.

With a focus on domestic ingredients, each piece of yakitori is carefully hand-skewered and grilled with a homemade sauce before serving to customers. With a focus on price, products, customer service, and restaurant interiors, this brand pursues low-price, high-value services and creates consistent strong restaurants that are not affected by temporary trends.



TORIKIZOKU PARTNERS

A new independent restaurant system to address feedback from employees who want to own their own small restaurant.

Three existing directly-managed restaurants are positioned as test restaurants.



TORIKI BURGER

A restaurant specializing in domestic chicken burgers developed as the first new brand of the TORIKIZOKU HOLDINGS Group.

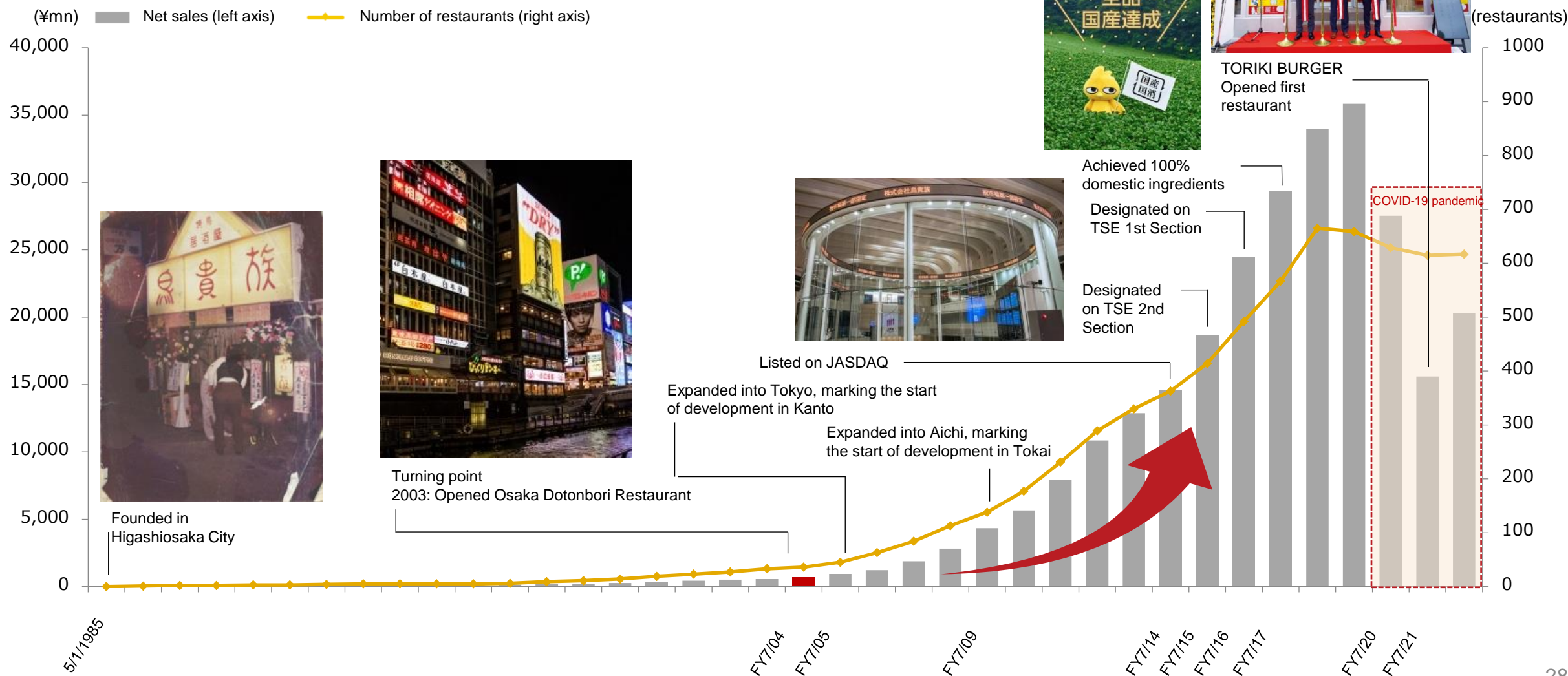
This brand offers high-quality chicken burgers made with a focus on domestic ingredients, at reasonable prices.



YAKITORI DAIKICHI

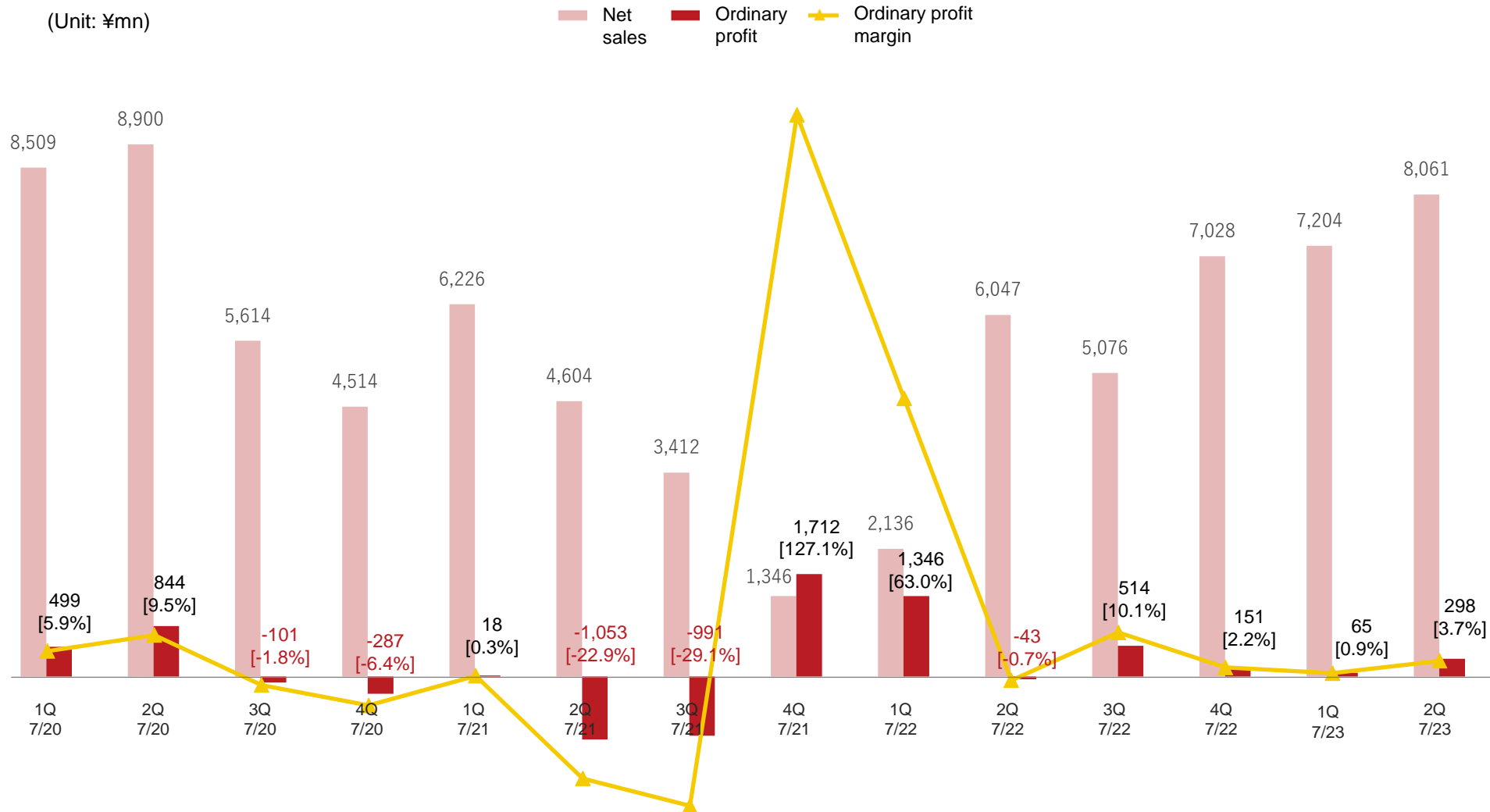
A yakitori chain with restaurants throughout Japan, from Hokkaido to Okinawa. All restaurants are operated by independent managers, with a consistent style in which owners themselves source fresh ingredients, skewers them, and cooks them in front of the customer. This brand pursues consistent great taste and a relaxing space, endeavoring to create unique restaurants, with each one rooted in the local community.

History



COVID-19 pandemic

Quarterly Earnings Results



Cautionary Notes

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