



Results of Operations

for the Fiscal Year Ended March 31, 2023
(FY3/23)

May 2023

Tokyo Stock Exchange, Prime

9936

OHSHO FOOD SERVICE CORP.

Today's Agenda

01 FY3/23 Financial Highlights 3

02 FY3/23 Major Activities 6

03 FY3/23 Results 21

04 FY3/24 Plan 28

05 Growth Strategy 34

06 Appendix 42





01

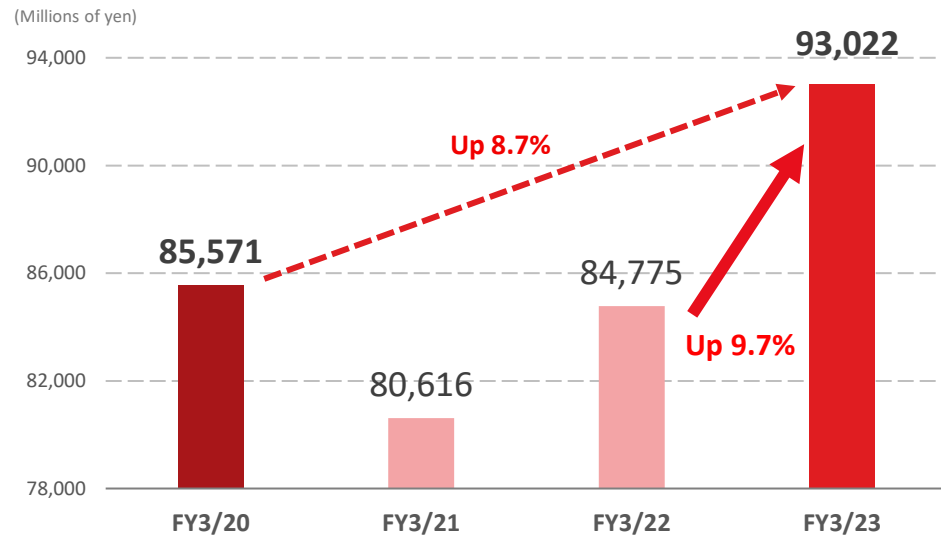
FY3/23 Financial Highlights

FY3/23 Financial highlights (1)

Consolidated Sales

¥**93,022** million Up **9.7%** YoY

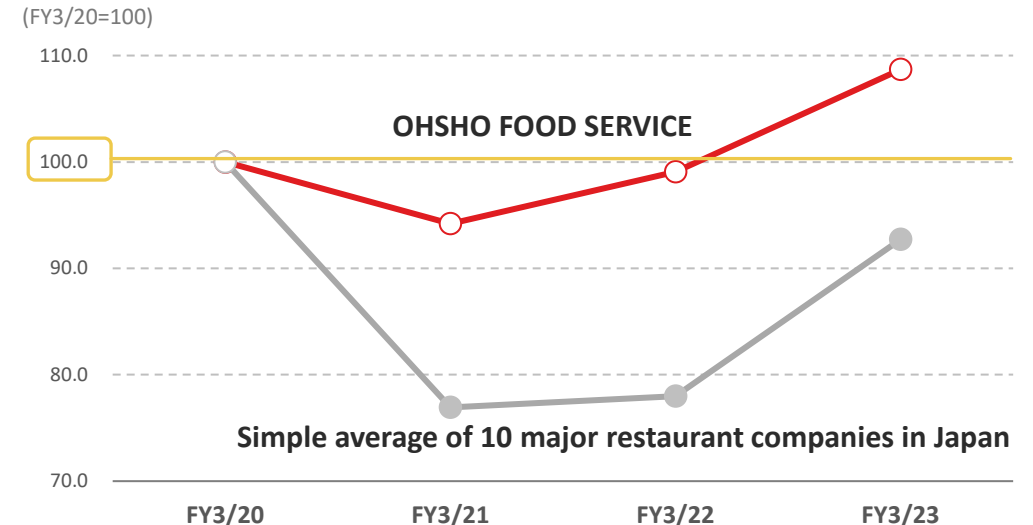
- Record-high sales despite the continuing effects of the pandemic; growth was driven by consistent QSC improvements and effective advertising campaigns.
- **Record-high** monthly sales for 14 consecutive months (February 2022 to March 2023)



Consolidated Sales Index (FY3/20=100)

FY3/23 sales index was **108.7** compared with FY3/20

- Ohsho sales were 108.7 compared with FY3/20; the average sales index vs. FY3/20 for 10 major restaurant companies in Japan in FY3/23 is 92.7 as performance is still below FY3/20 sales.
- The FY3/21 downturn in sales was relatively small, demonstrating the resilience of Ohsho restaurants to a challenging and changing business climate as well as the ability to recover quickly.

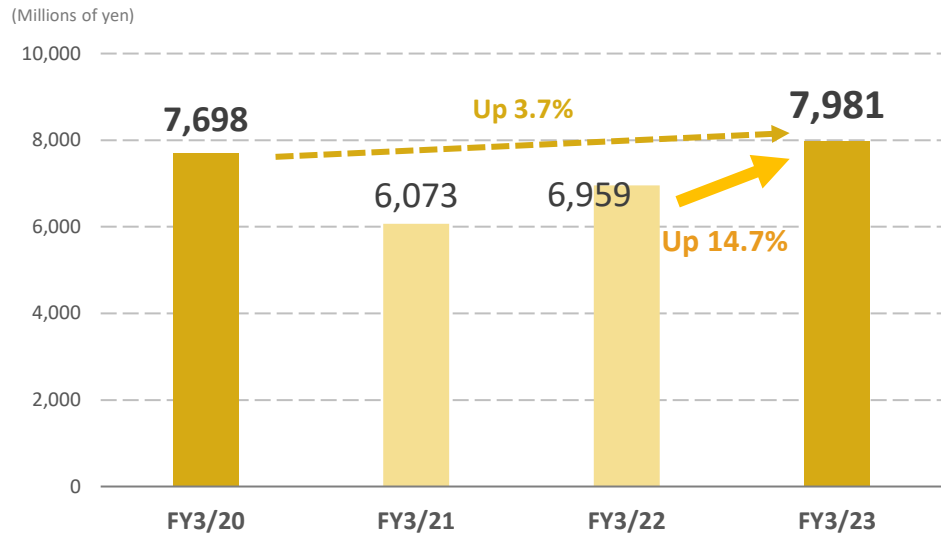


FY3/23 Financial highlights (2)

Consolidated Operating Profit

¥**7,981** million Up **14.7%** YoY

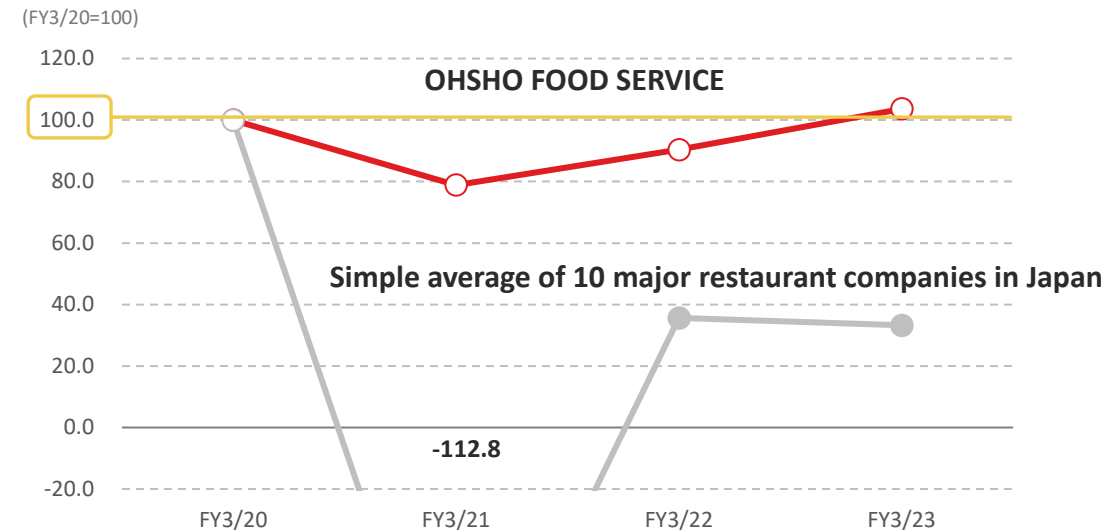
- **Operating profit up** 14.7% despite the negative effects of higher prices of raw materials, electricity and gas, and other items.
- Operating profit was higher than the pre-pandemic level (FY3/20).



Consolidated Operating Profit Index (FY3/20=100)

FY3/23 operating profit index was **103.7**
compared with FY3/20

- The FY3/23 operating profit index for 10 major restaurant companies in Japan is 33.2 compared with FY3/20 but this index is 103.7 at Ohsho.
- Ohsho was able to maintain a consistently high operating profit even as the pandemic severely impacted the restaurant industry in Japan.





02

FY3/23 Major Activities

First price revision in May 2022 along with upgrades for even better flavors



- Prices of 14 major menu items were revised for the first time in May.
- In addition, recipes were upgraded for an even better dining experience.



Examples of recipe upgrades

Gyoza: Pan-fried Pork Dumplings

Every location prepares gyoza in precisely the same manner using Ohsho's own grill in order to further enhance the flavors of gyoza.

Chahan: Pork Fried Rice

We improved the rice cooking method and are using a preparation method for an even richer aroma of onions for richer flavors.

Tenshin-Han: Omelette on Fried Rice

Spices with eggs and a special Sauce for a smooth texture along with outstanding flavor.

Sauteed Pork Liver & Garlic Chives

We changed the liver preparation method for a smooth sensation and even better flavors.



SNS feedback of individuals and TV and other reports say that
Ohsho's food has become even better
Ohsho's reputation on SNS and many media channels

Constantly increasing the “power of good taste”

- Recipes of 14 main menu items were upgraded.
- Hands-on and online training centered on the Ohsho Cooking Dojo
- All restaurants are using Ohsho’s own grill for gyoza.



Even better flavors



Hands-on training



Online cooking lessons

Major Training Programs and Participants

*1 Numbers in parentheses are online participants
 *2 Food preparation certifications are the number of people who have passed the certification test

Ohsho Cooking Dojo FY3/18-
 Food preparation techniques and methods for extracting the richest flavors possible

Students in FY3/23*1	Total participants*1
12,219 (11,885)	47,124 (43,695)

Ohsho University FY3/18-
 Separate lessons for different job levels, restaurant manager seminars and food preparation skill workshops

Students in FY3/23*1	Total participants*1
3,764 (2,022)	6,342 (2,343)

Training camps FY3/17-
 Building personal character to embrace and pass on the Ohsho Spirit

Students in FY3/23*1	Total participants*1
42 (23)	728 (31)

Food preparation certification *2 FY3/18-
 Cooking techniques for preparing high-quality food that complies with the demanding Ohsho Standard

Certification in FY3/23 *2	Total certifications granted *2
84	462

Second price revisions of some menu items in November 2022

- Second price revisions in November to reflect the higher cost of ingredients, electricity/gas, and packaging materials
- Utility expenses increased to 6.4% of sales in 2Q FY3/23

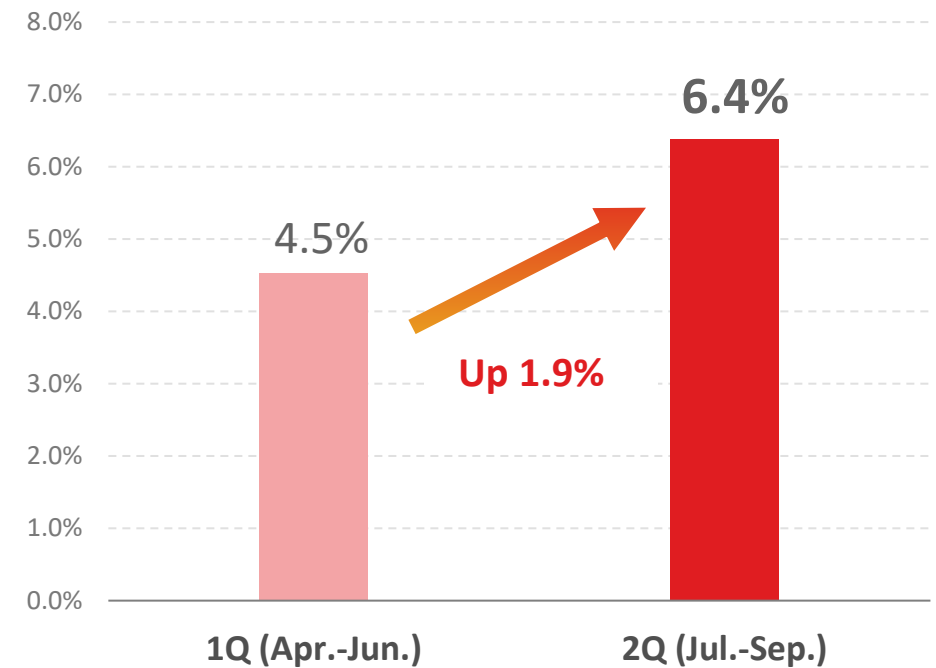
Prices of some menu items were revised on November 19



35 Grand Menu items

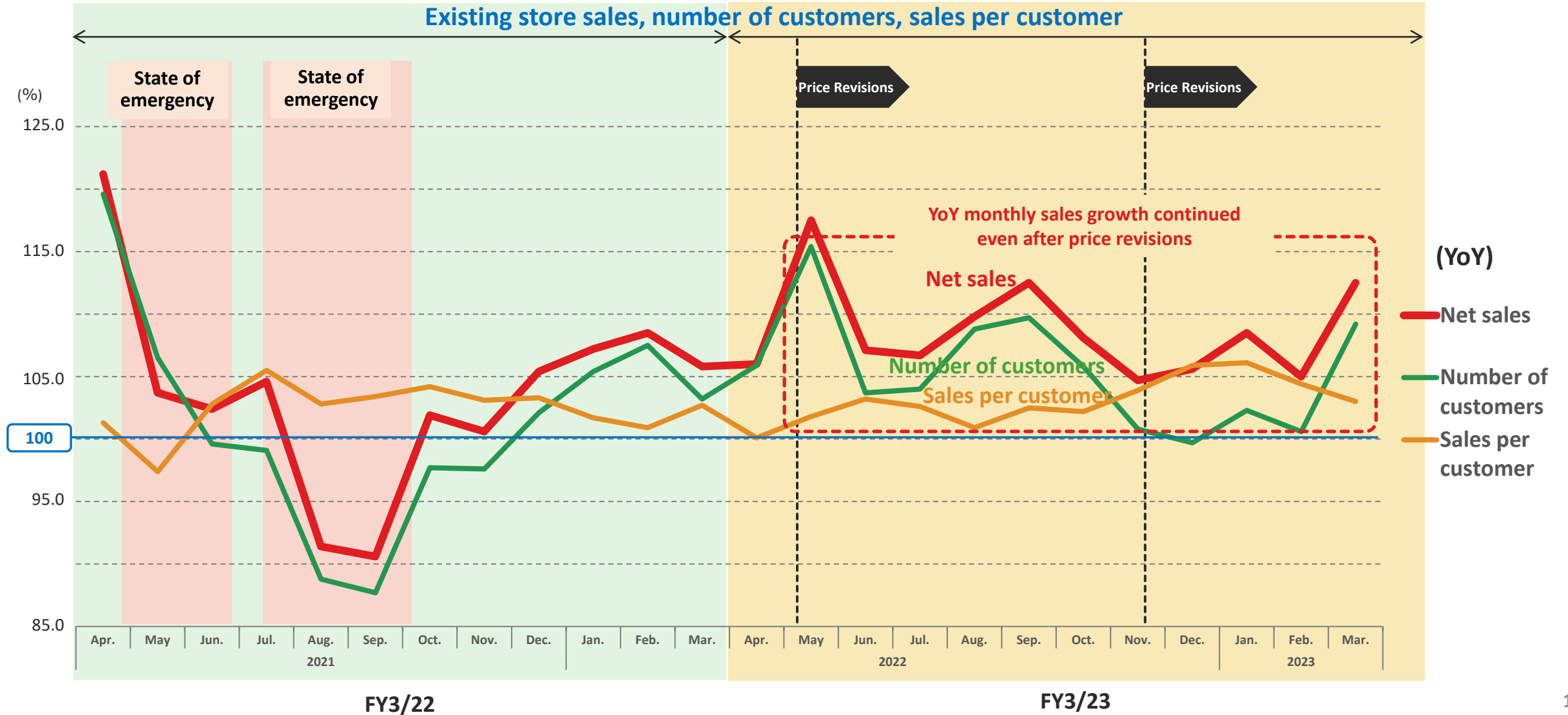
Prices increased by ¥10 to ¥50 (before tax)

Increase of Cost of Utilities as Pct. of Sales



Existing store sales strong even after two price revisions

- At existing stores in FY3/23, there were increases of 8.7% in sales, 5.3% in the number of customers and 3.2% in sales per customer.



Started the new “Science of Good Taste” training in November 2022

- Meal preparation knowledge training started in November with lessons centered on the “science of good taste.”
- Increasing knowledge about meal preparation enables everyone to provide food that encompasses a broader spectrum of preferences.

Meal preparation training lessons

The science of flavor and science of good taste

-Cooking technologies and aromas-

Deep fry flavor

In Japan, people like aromas created by very hot oil due to a culture of food that includes tempura and other fried food.

Deep fry flavor is linked to a distinctive aroma created when the temperature of cooking oil is more than 180°C. The source is an oxidation reaction caused by the heating of certain fatty acids. The aroma becomes stronger as the amount of unsaturated fatty acids increases.

Meal preparation – Frying

◆ What is frying?

1. Characteristics

- A quick cooking method

Frying can prepare a meal quickly by heating the pan and oil to a high temperature and not using any water.

- Creates changes in the ingredients

Frying makes plant-based ingredients softer and animal-based ingredients harder. Reducing the amount of water increases the amount of oil that is absorbed, which adds the aroma and flavor of the oil. Quick heating produces beautiful colors in spinach, green papers and other green vegetables.

During frying, the sweetness of ingredients is increased, sugars are caramelized and starch transforms into a paste-like consistency.

- Prevents the loss of vitamins

Meals prepared quickly at a high temperature retain most of the vitamins in vegetables, Frying enables the body to use more of the vitamin A that is abundant in green and yellow vegetables because carotene dissolves easily in fat and oil.



調理方法	食材	調理のコツ
炒め煮	肉類、野菜、豆類、キノコ類、海藻類、豆腐類	油を熱し、食材を炒め、汁を加えて煮る。
炒め煮	肉類、野菜、豆類、キノコ類、海藻類、豆腐類	油を熱し、食材を炒め、汁を加えて煮る。
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A strong performance on the February 2023 TV program “Jobtune”

- Ohsho meals were presented in February 2023 in the TV program “Jobtune.”
- Ten dishes were submitted and eight received passing marks. Of these eight, four passed with unanimous approval.

Evaluations by prominent chefs on “Jobtune”

Unanimous approval for passing grade



Gyoza with extra garlic



Gyoza no Ohsho Ramen



Premium Shrimp Omelette on Rice



Twice Cooked Pork: Sauteed Pork and Cabbage with Miso sauce

Passing grade



Cantonese-style “Eight Treasure” Stir-fry on Rice



Spicy pork ramen noodle



Ebi Chili: Stir-fried Shrimp in Chili Sauce



Agesoba: Deep Fried Noodles

Modified recipes



Training to upgrade cooking technologies

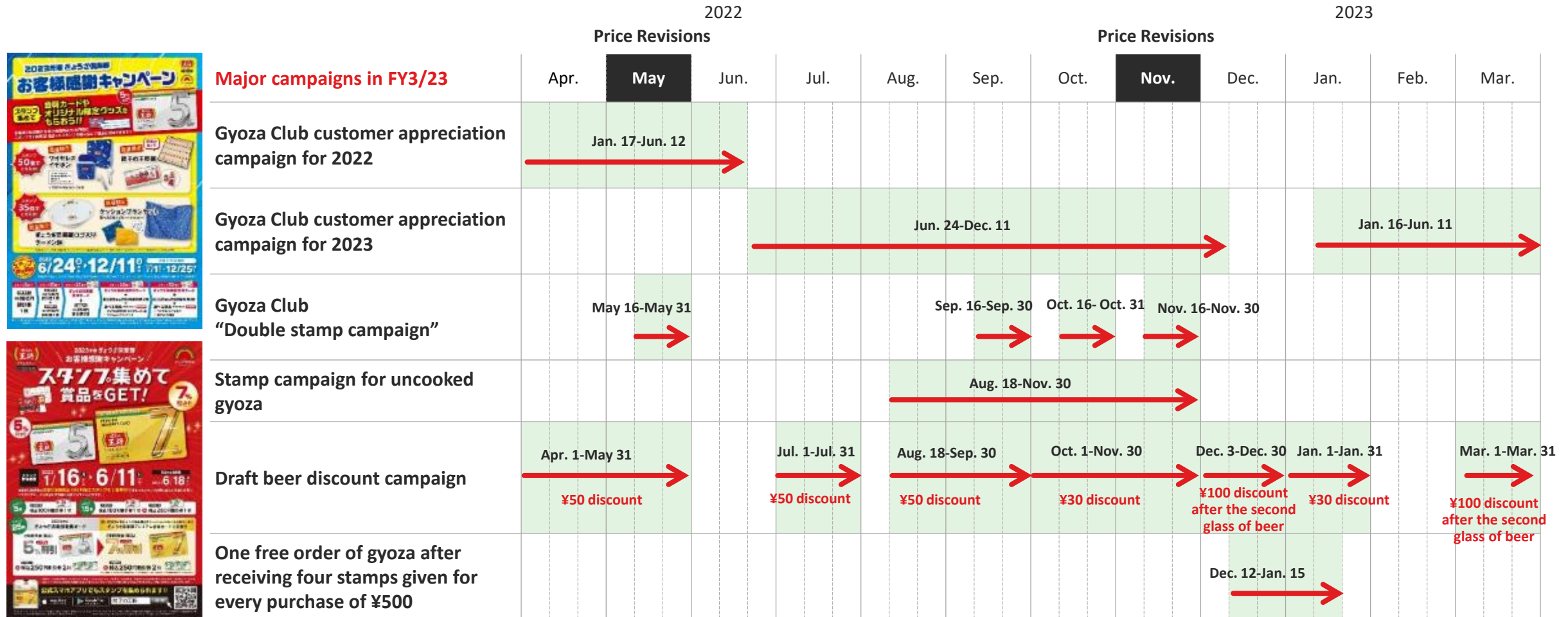


The result of constant measures for improvements

Many sales activities by using a variety of campaigns



- Campaigns for attracting customers to try the new, enhanced menu items around the time that prices were revised
- Continued campaigns in a timely manner for giving loyal Ohsho fans a reason to visit restaurants even more frequently



Highly effective TV commercials



- TV commercials were linked to marketing campaigns
- Large pct. of commercials were in the Osaka area; also other activities using other media to raise awareness of Ohsho

2022 TV Commercial



2023 New TV Commercial



The power of good taste for every hardworking person

Record number of Gyoza Club members

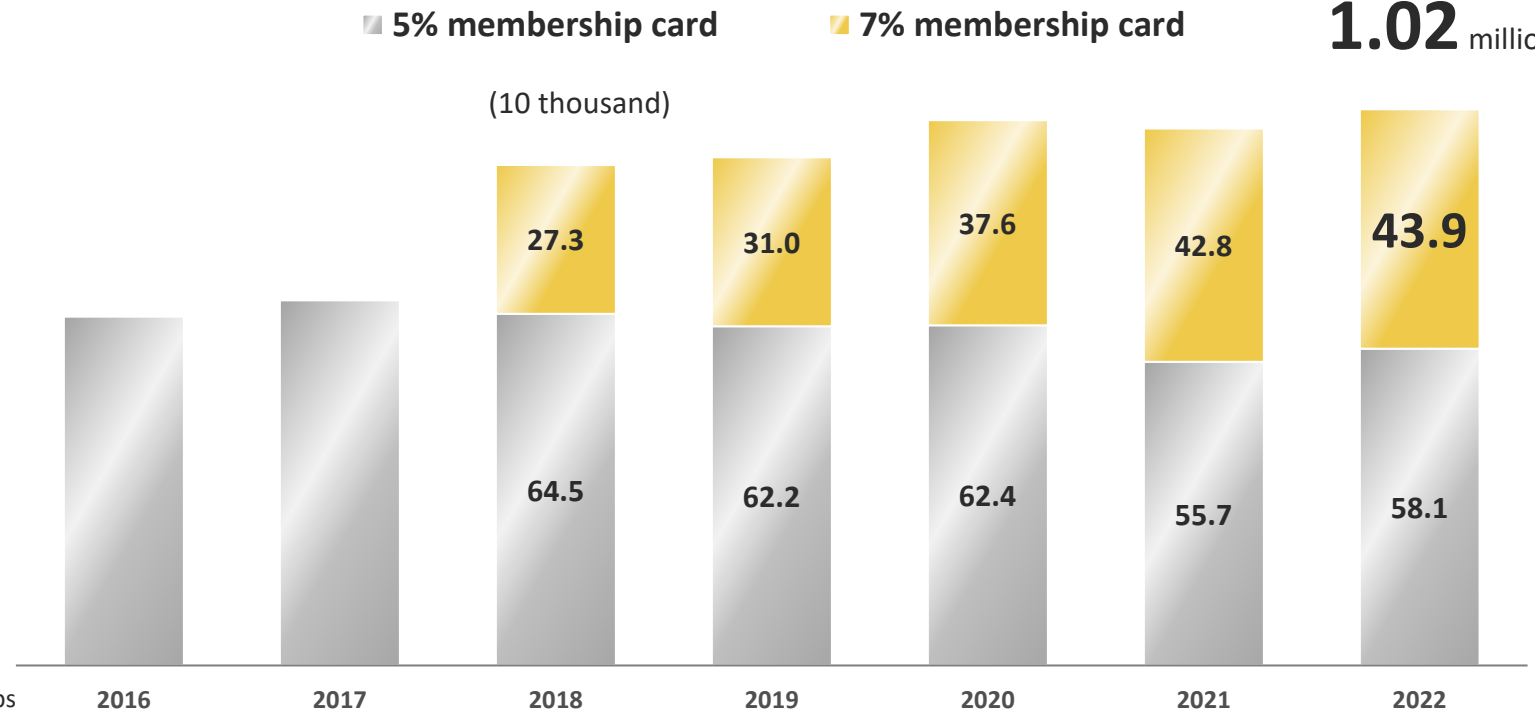
- The number of cards used during the 2022 Gyoza Club Customer Appreciation Campaign was an all-time high 1.02 million.
- The increase in the use of 7% discount club cards contributed to an increase in the number of the most loyal customers, who eat at Ohsho very frequently.
- Membership and utilization of the 2023 version of the Gyoza Club campaign is very strong.



Number of Gyoza Club Cards Used

Record high

1.02 million

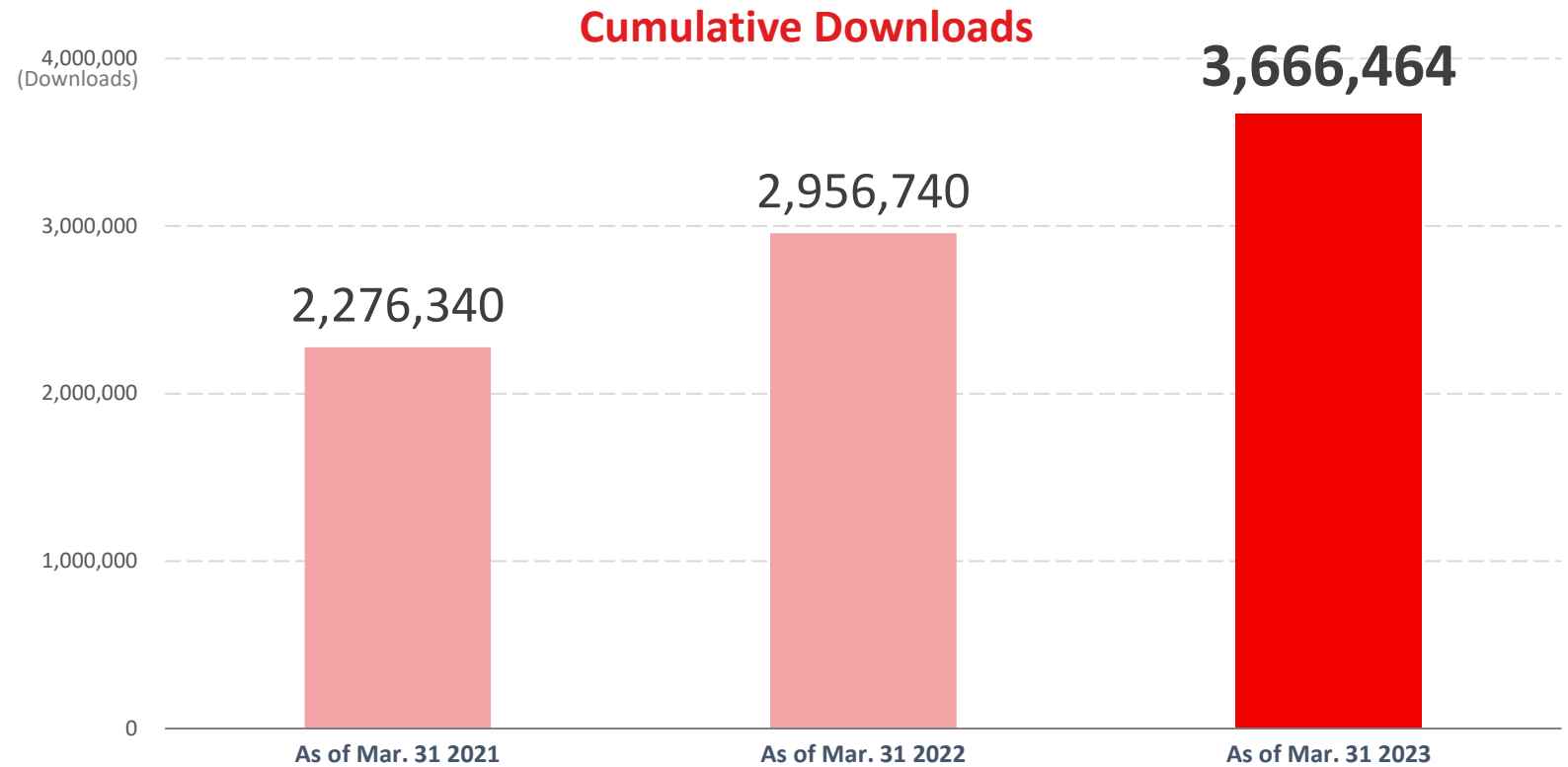


5% card: Received after accumulating 25 stamps

7% card: Given to 5% card holders who accumulate an additional 25 stamps

Sales activities using the Ohsho app

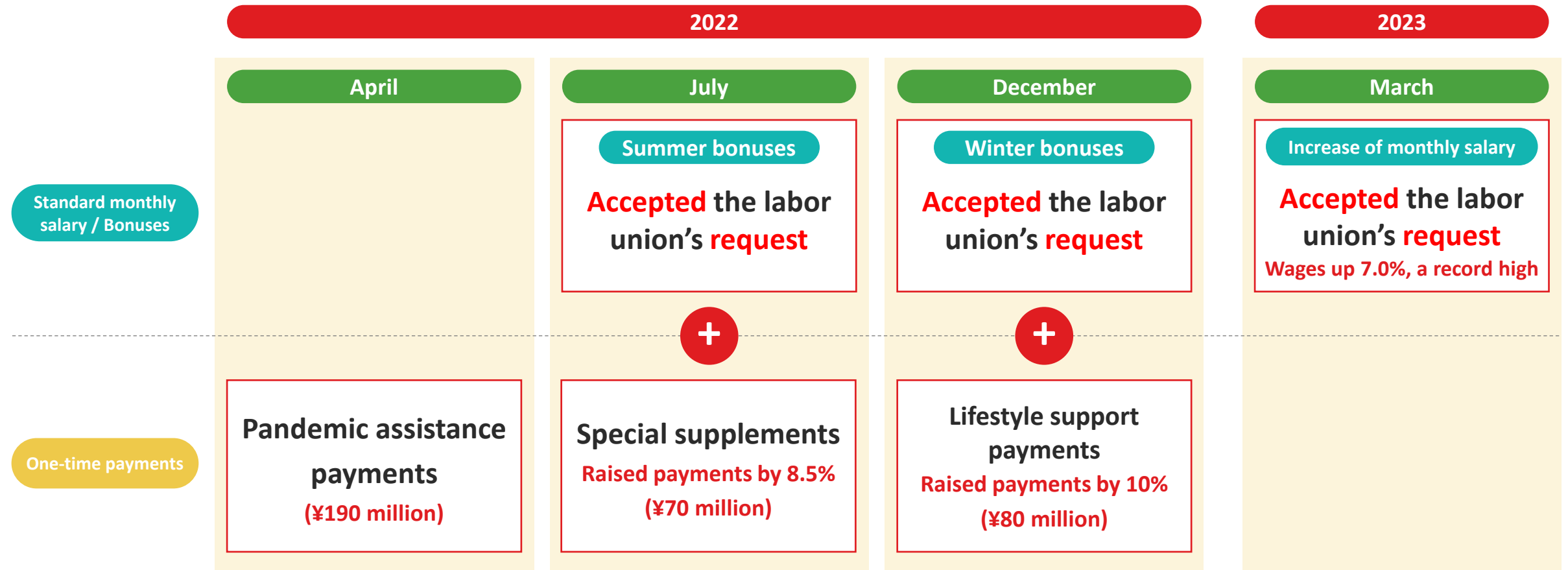
- The app functions as a Gyoza Club card, distributes coupons and has other benefits for bringing people to restaurants more often.
- More than 3.66 million downloads as of March 31, 2023.



Big investments in human resources to recognize the hard work of employees



- Employees received a pandemic assistance payment in April 2022 in recognition of their tireless efforts during the pandemic.
- Average summer and winter bonus payments per employee in 2022 both at record highs.
- Proper recognition of the hard work of employees increases their motivation.



Investments in people raise the level of QSC

- Training programs are critical to business operations
- The Ohsho Cooking Dojo and Ohsho University improve QSC



Ohsho Cooking Dojo

- Lessons on cooking techniques
- Methods for maximizing the flavors of ingredients



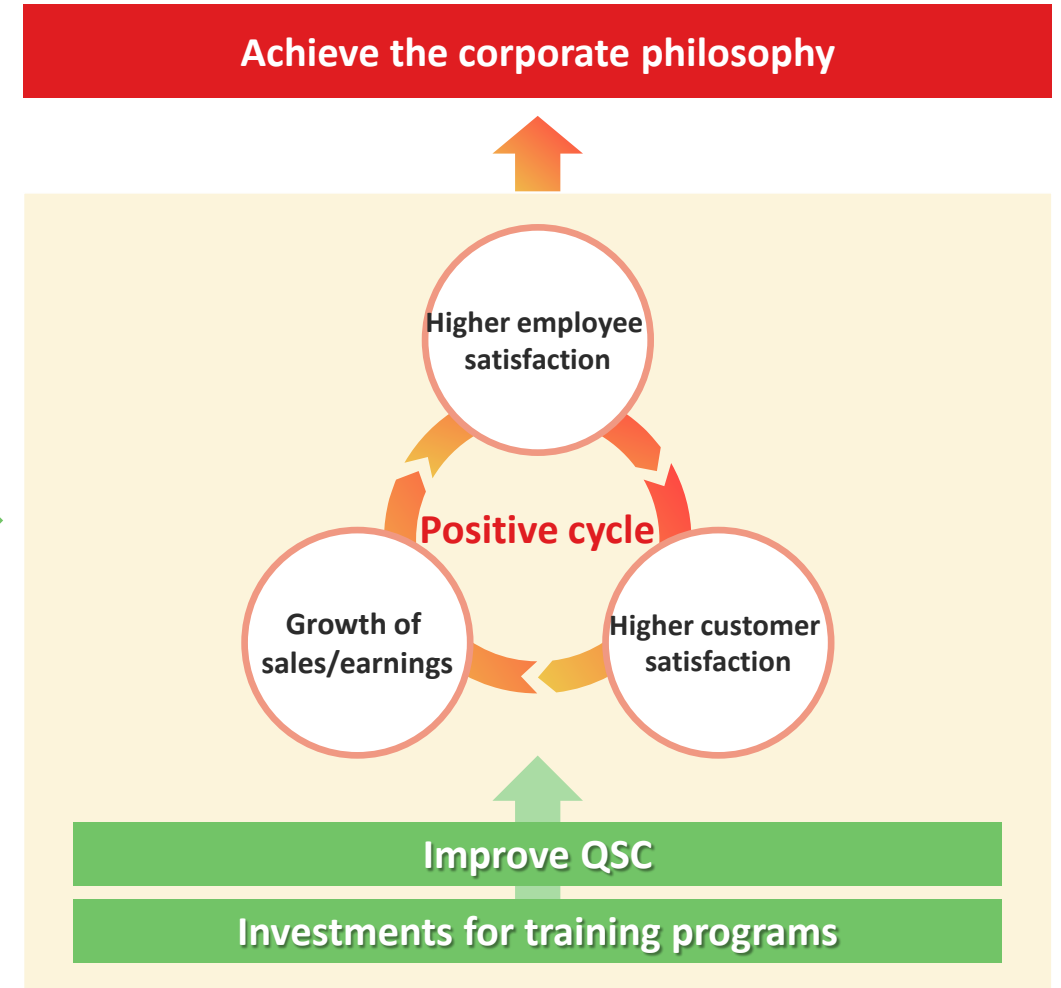
Ohsho University

- Restaurant management and human resource management beginning with basic skills for all grades
- Use of cooking theories for improving the quality of food



Cooking knowledge training

- Giving people more knowledge about meal preparation enables them to provide food that encompasses a broader spectrum of preferences.



New restaurants and conversions from franchised to direct operation

– Opened six locations and converted two locations from franchised to directly operated restaurants, resulting in 732 restaurants at the end of March 2023.

New locations

6 stores



COTOE Nagareyama Otakanomori store
(Nagareyama, Chiba)



Shinanobashi Hommachidori store
(Osaka, Osaka)



Joy Naho Nerima-Takanodai Ekimae store
(Nerima-ku, Tokyo)



AEON Tenno-cho store
(Yokohama, Kanagawa)



Fujisawa Mirokuji store
(Fujisawa, Kanagawa)



Shinome-musashimurayama store
(Musashimurayama, Tokyo)

Franchise
→Direct operation

2 stores



Kuzuha store
(Hirakata, Osaka)



Kaminokura store
(Nagoya, Aichi)

The second restaurant using the Joy Naho brand (Nerima-Takanodai Ekimae)



- The second Gyoza-no-Ohsho Joy Naho restaurant, which opened on October 10, handles mainly takeout and delivery orders.
- The second restaurant using this format also has dining space while still focusing on takeout and delivery orders. Lessons learned at this location will be used to increase the number of Joy Naho restaurants.



Main Characteristics of Joy Naho 2nd store

01

A large selection of takeout items packaged in microwavable containers

02

Customers can pre-order takeout and receive it without waiting

03

Customers can place orders through the platforms of three food delivery operators

04

Restaurants also have space for eat-in customers

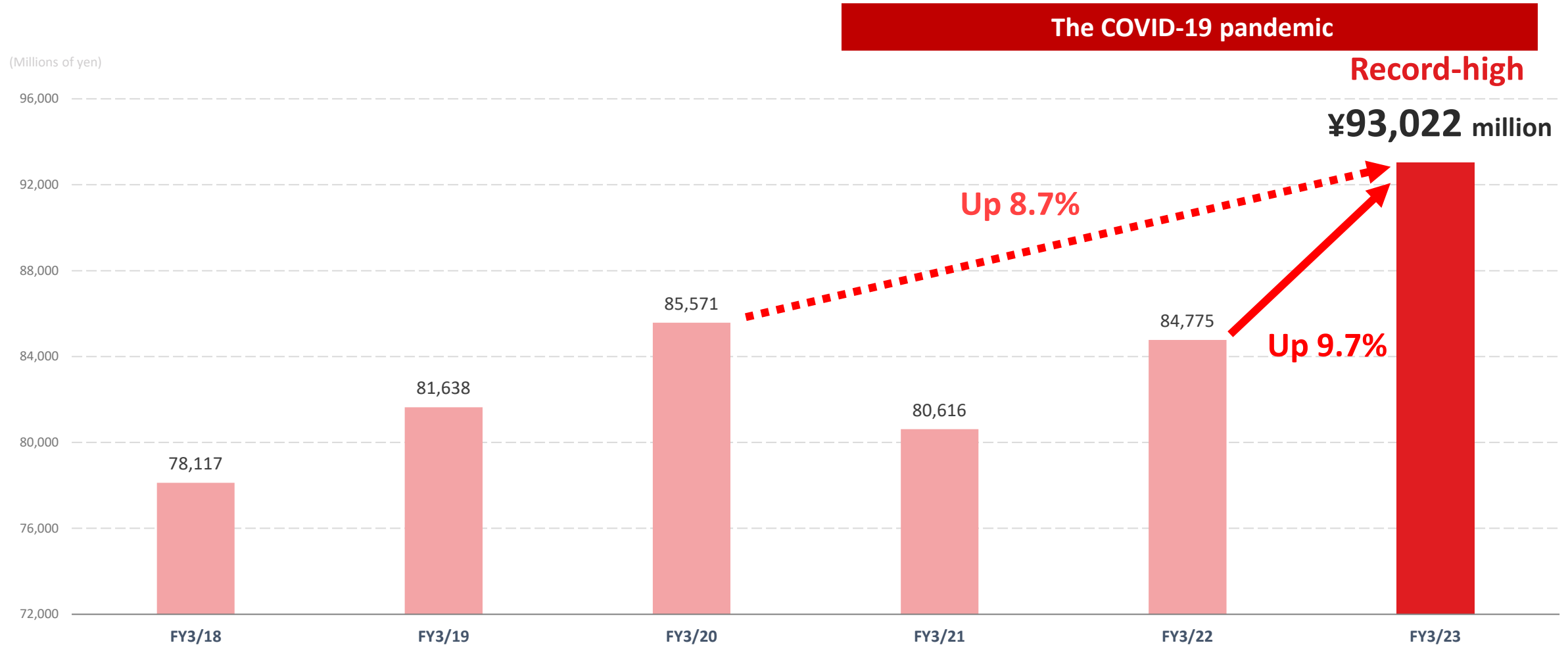


03

FY3/23 Results

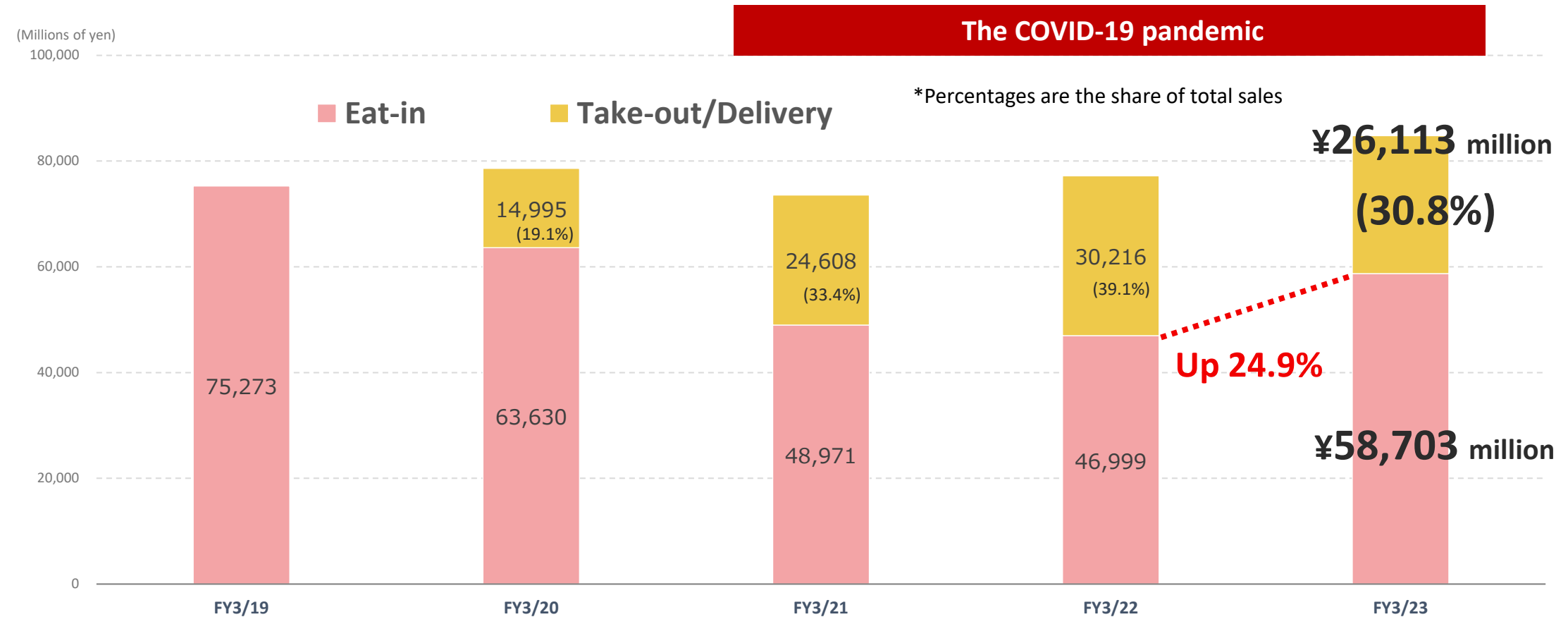
FY3/23 Net sales

- FY3/23 sales increased 9.7% YoY to **a record high** ¥93,022 million.
- Sales were 8.7% higher than in FY3/20 (¥85,571 million), which was before the pandemic started.



Eat-in and takeout/delivery sales at directly operated restaurants

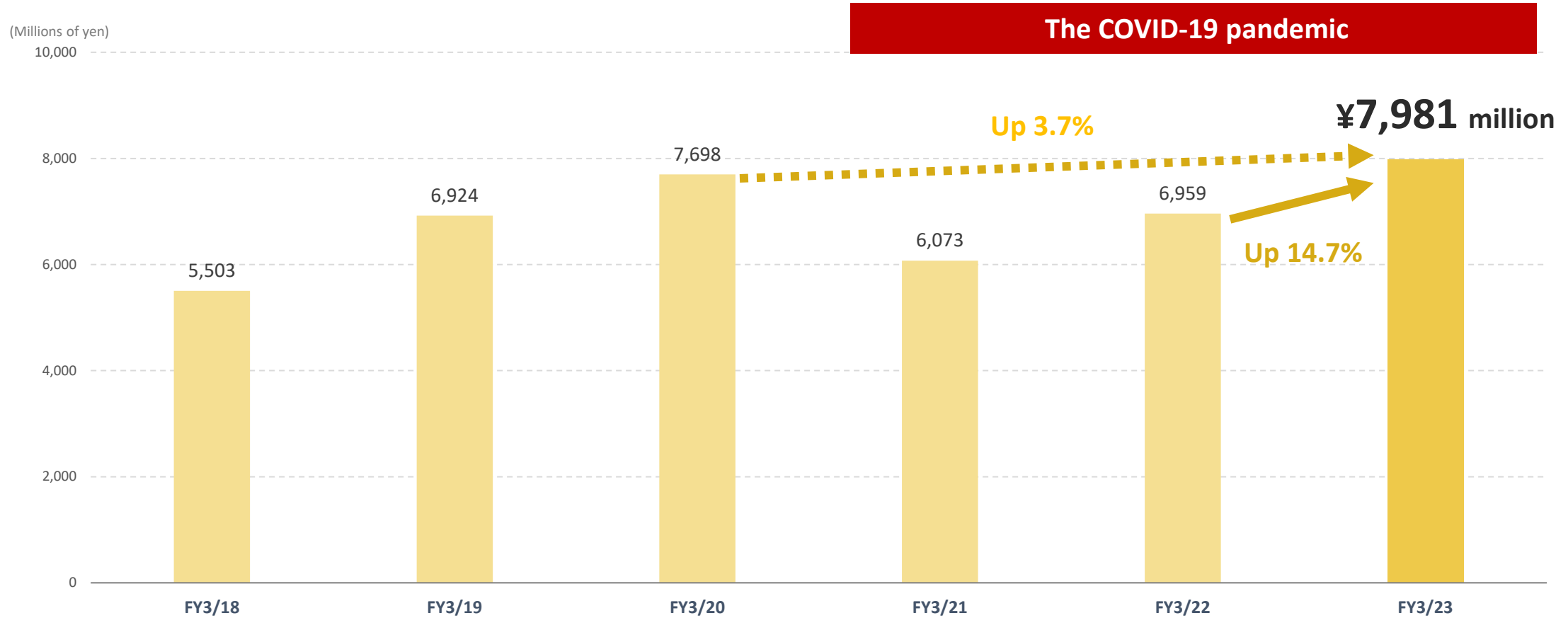
- Eat-in sales increased 24.9% YoY and were the primary source of sales growth.
- Takeout/delivery remained at a high 30.8% of sales and activities targeted new market segments.



Note: Ohsho started counting eat-in and takeout/delivery customers in FY3/20. Only the total sales at directly operated restaurants is shown in FY3/19.

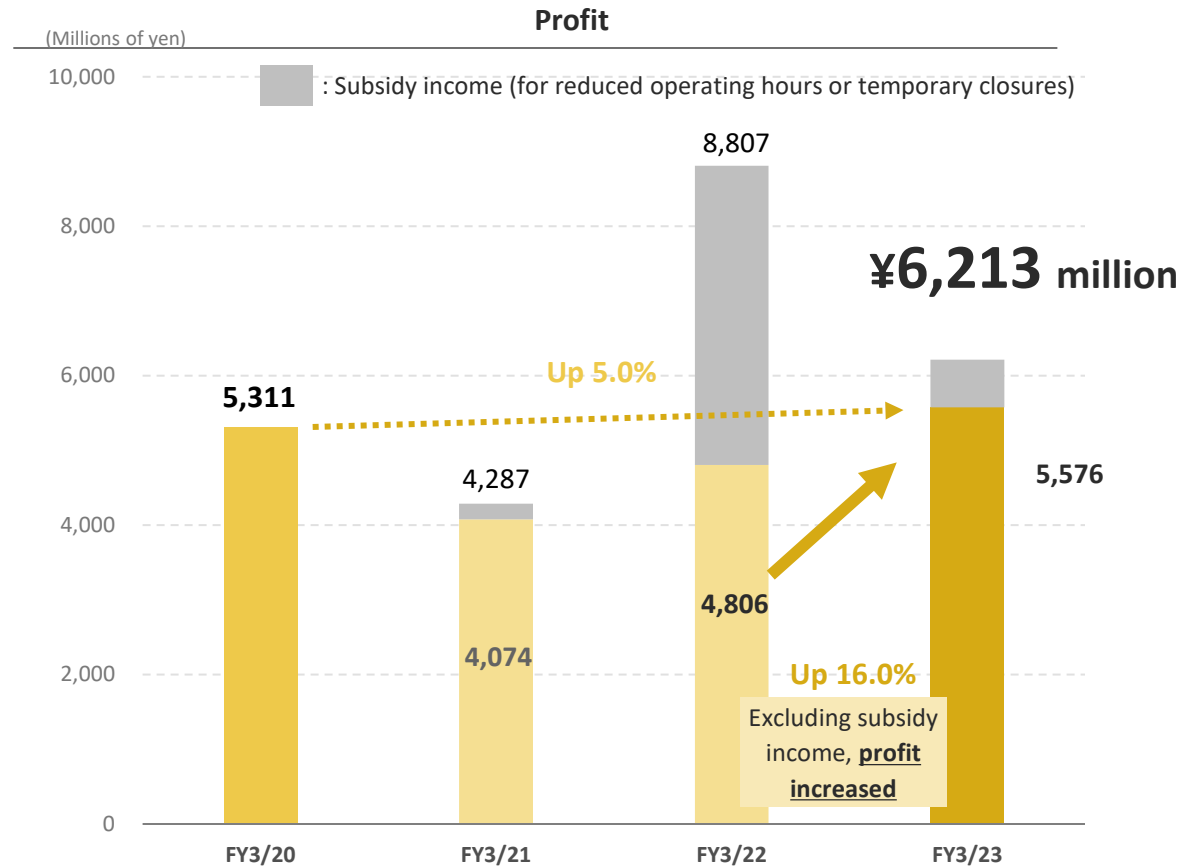
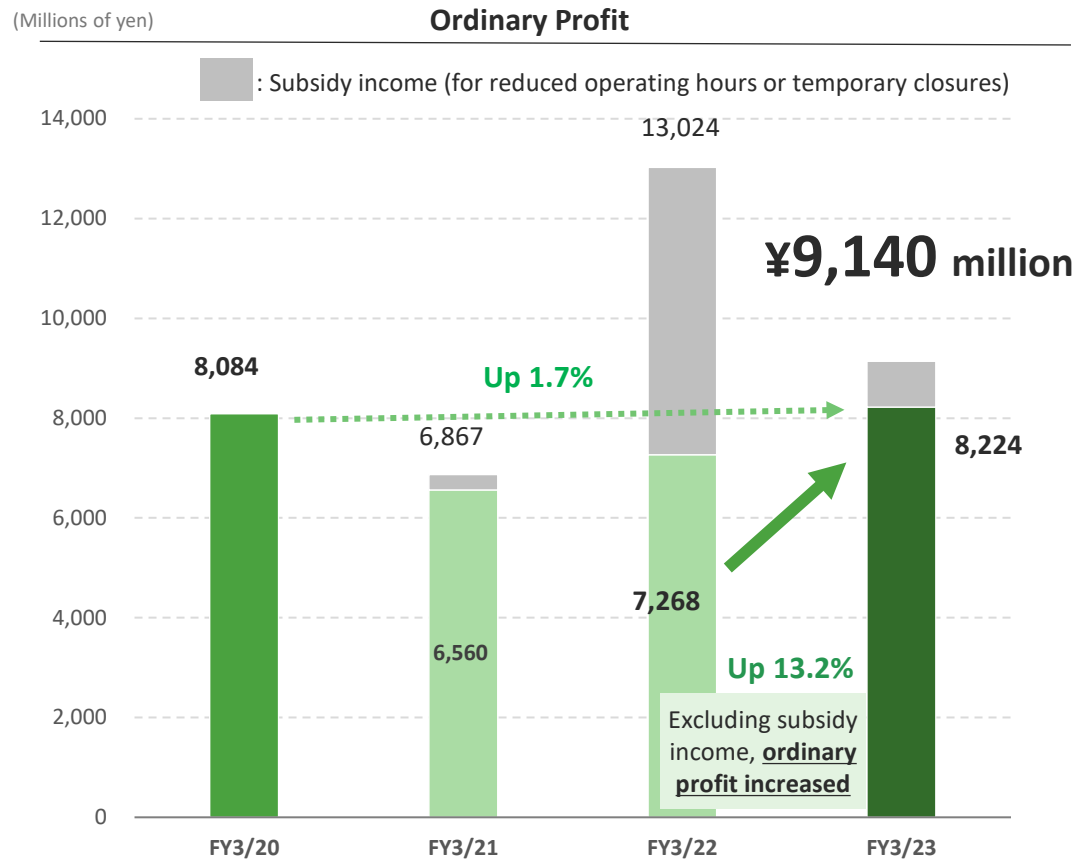
FY3/23 Operating profit

- Operating profit increased 14.7% YoY to ¥7,981 million.
- Operating profit was higher than in FY3/20, which was before the pandemic started.



FY3/23 Ordinary profit / Profit

- Record-high earnings in FY3/22 due to the receipt of subsidy payments for cooperating with government requests to reduce operating hours.
- Excluding subsidy income, ordinary profit and profit were higher than one year earlier.



FY3/23 Balance sheets

– Cash and deposits and current portion of long-term borrowings decreased because of the repayment of borrowings for financial soundness due to the outlook for the pandemic to continue for a long time.

Assets

(Millions of yen, %)	FY3/22	FY3/23		Change
	Amount	Amount	%	
Current assets	40,880	35,869	42.6%	-5,011
Cash and deposits	37,440	32,029	38.1%	-5,411
Non-current assets	48,525	48,234	57.4%	-290
Property, plant and equipment	36,228	36,129	43.0%	-99
Buildings and structures	12,068	12,177	14.5%	+109
Land	20,589	20,134	23.9%	-454
Intangible assets	232	197	0.2%	-35
Investments and other assets	12,063	11,907	14.2%	-156
Investment securities	4,096	3,855	4.6%	-240
Guarantee deposits	4,425	4,510	5.4%	+85
Deferred tax assets	2,450	2,316	2.8%	-133
Allowance for doubtful accounts	(14)	(14)	(0.0)%	+0
Total assets	89,405	84,103		-5,301

Liabilities and Net Assets

(Millions of yen, %)	FY3/22	FY3/23		Change
	Amount	Amount	%	
Current liabilities	25,446	12,624	15.0%	-12,822
Current portion of long-term borrowings	12,912	2,000	2.4%	-10,912
Non-current liabilities	4,860	8,709	10.4%	+3,849
Long-term borrowings	3,151	7,000	8.3%	+3,848
Total non-current liabilities	30,307	21,333	25.4%	-8,973
Shareholders' equity	59,673	63,561	75.6%	+3,887
Share capital	8,166	8,166	9.7%	0
Capital surplus	9,316	9,393	11.2%	+77
Retained earnings	52,860	56,630	67.3%	+3,769
Treasury shares	(10,669)	(10,629)	(12.6)%	+40
Total valuation and translation adjustments	(575)	(791)	(0.9)%	-216
Total net assets	59,098	62,770	74.6%	+3,671
Total liabilities and net assets	89,405	84,103		-5,301

FY3/23 Cash flows

– Cash and cash equivalents at end of period were ¥32,000 million mainly due to repayments borrowings for financial soundness due to the outlook for the pandemic to continue for a long time.

(Millions of yen)	FY3/22	FY3/23	Change
Cash flows from operating activities	13,596	7,325	-6,271
Profit before income taxes	12,991	8,758	-4,232
Depreciation	2,577	2,672	+95
Income taxes paid	(2,197)	(5,191)	-2,994
Cash flows from investing activities	(2,941)	(3,229)	-287
Purchase of property, plant and equipment	(2,556)	(3,206)	-649
Free cash flow	10,654	4,095	-6,559
Cash flows from financing activities	(12,808)	(9,508)	+3,300
Increase (decrease) in borrowings	(10,931)	(7,063)	+3,867
Dividends paid	(1,877)	(2,443)	-565
Cash and cash equivalents at end of period	37,440	32,029	-5,411



04

FY3/24 Plan

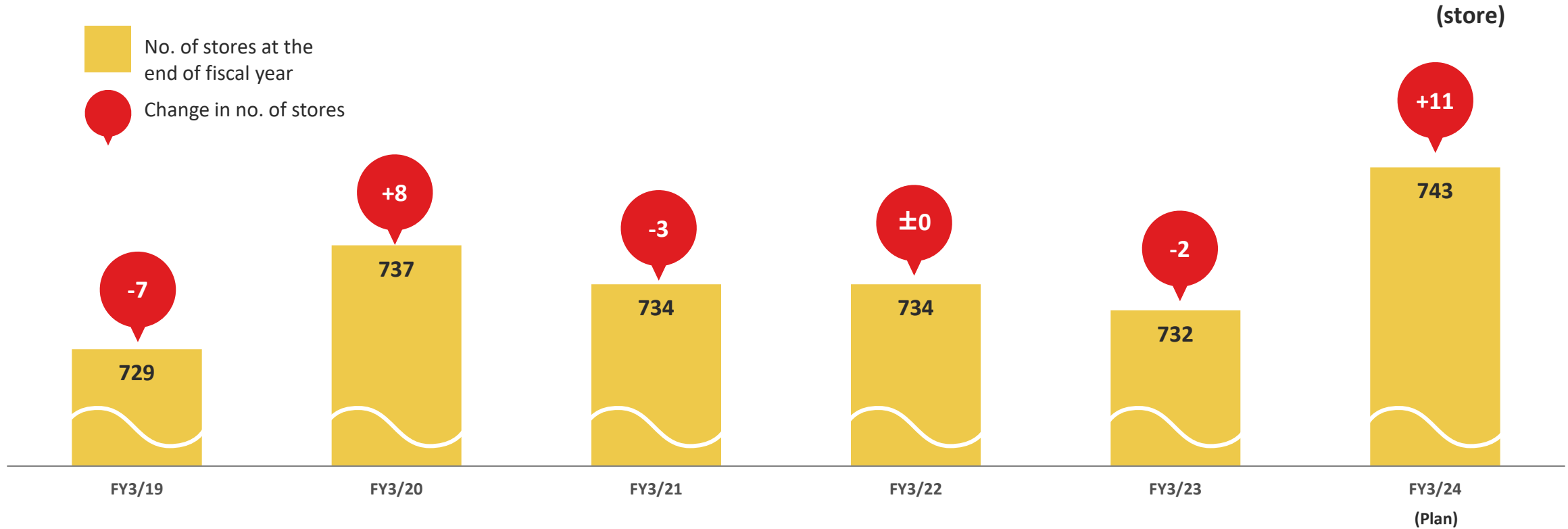
FY3/24 Outlook

- Planning on a 4.4% increase in existing store sales backed by eat-in sales that have returned to the pre-pandemic level and more measures to increase takeout and delivery sales.
- Forecast higher operating profit despite the continuing negative effects of high prices of ingredients and energy. Price revisions in FY3/23, more QSC improvements, sales activities and campaigns, and other activities are expected to raise earnings.

(Millions of yen)	FY3/21 Results	FY3/22 Results	FY3/23 Results	FY3/24			(Reference) vs. FY3/20 %
				Full year Plan	YoY change		
					Amount	%	
Net sales	80,616	84,775	93,022	98,320	+5,297	+5.7%	+14.9%
Gross profit	56,088	58,175	63,657	66,261	+2,603	+4.1%	+10.2%
Operating profit	6,073	6,959	7,981	8,167	+185	+2.3%	+6.1%
Operating profit to net sales	7.5%	8.2%	8.6%	8.3%	-0.3pt	-	
Ordinary profit	6,867	13,024	9,140	8,386	-754	-8.2%	+3.7%
Ordinary profit to net sales	8.5%	15.4%	9.8%	8.5%	-1.3pt	-	
Profit attributable to owners of parent	4,287	8,807	6,213	5,388	-825	-13.3%	+1.4%
Profit to net sales	5.3%	10.4%	6.7%	5.5%	-1.2pt	-	
Net income per share	228.42 yen	469.01 yen	330.50 yen	286.54 yen	-43.96 yen	-	

FY3/24 Plan for opening and closing restaurants

- Plan to open 17 locations and close 6 during FY3/24, resulting in an increase of 11 to 743 at the end of March 2024.
- 556 directly operated locations (up 14) and 187 franchised locations (down 3)
- Plan to increase the pace of opening Joy Naho restaurants in the Tokyo and Osaka areas.



FY3/24 Store opening plan

- Most new directly operated stores will be in the Kanto and Kansai regions.
- Plan to continue increasing the number of Joy Naho restaurants

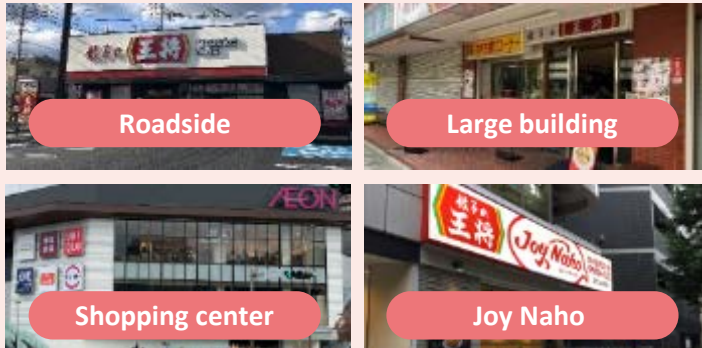
Directly operated stores

1. New stores in key areas and places in key areas without an Ohsho restaurant

Key areas

- East Japan** Tokyo, Kanagawa, Saitama, Chiba
- West Japan** Kyoto, Osaka, Hyogo

Major formats



2. Relocations of existing stores

Franchised stores

1. Support the opening of more franchised restaurants

Programs for Ohsho employees to open franchised restaurants of their own

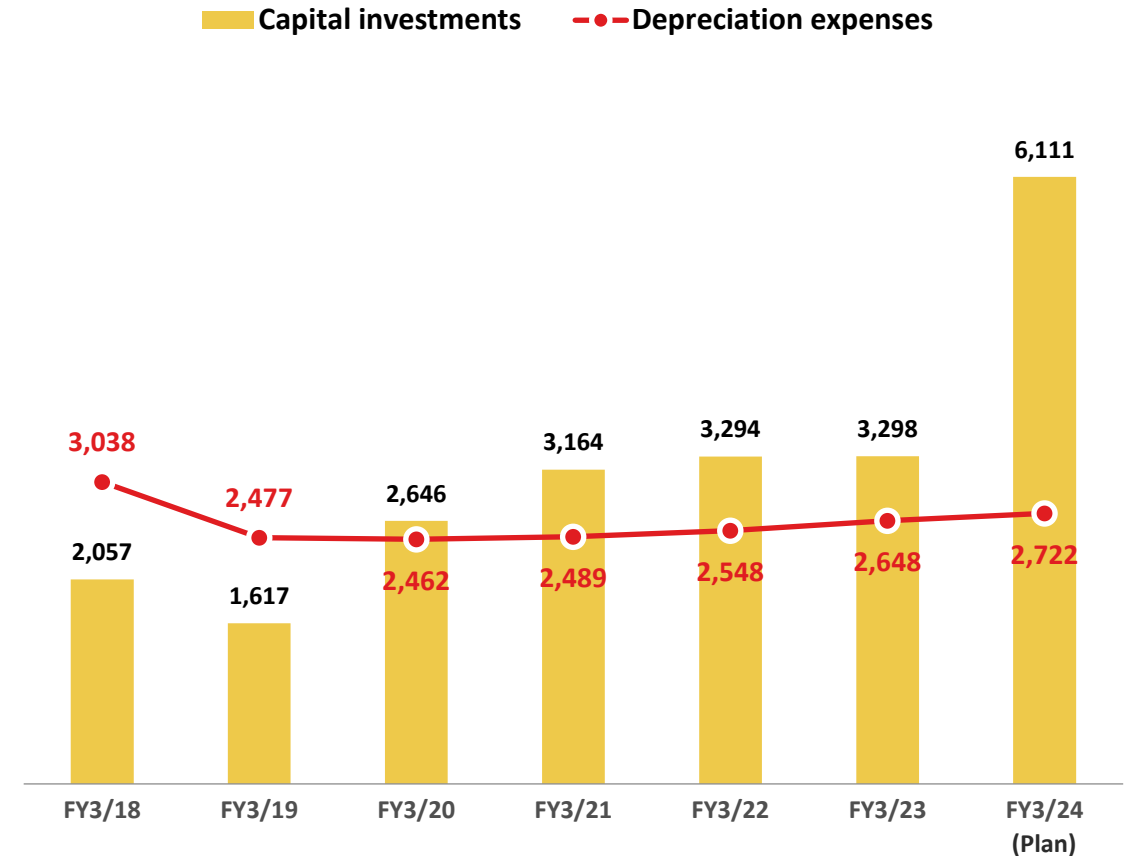
Programs for current franchisees to add more locations and establishment of standards

2. Relocations of existing stores

Capital expenditures and depreciation

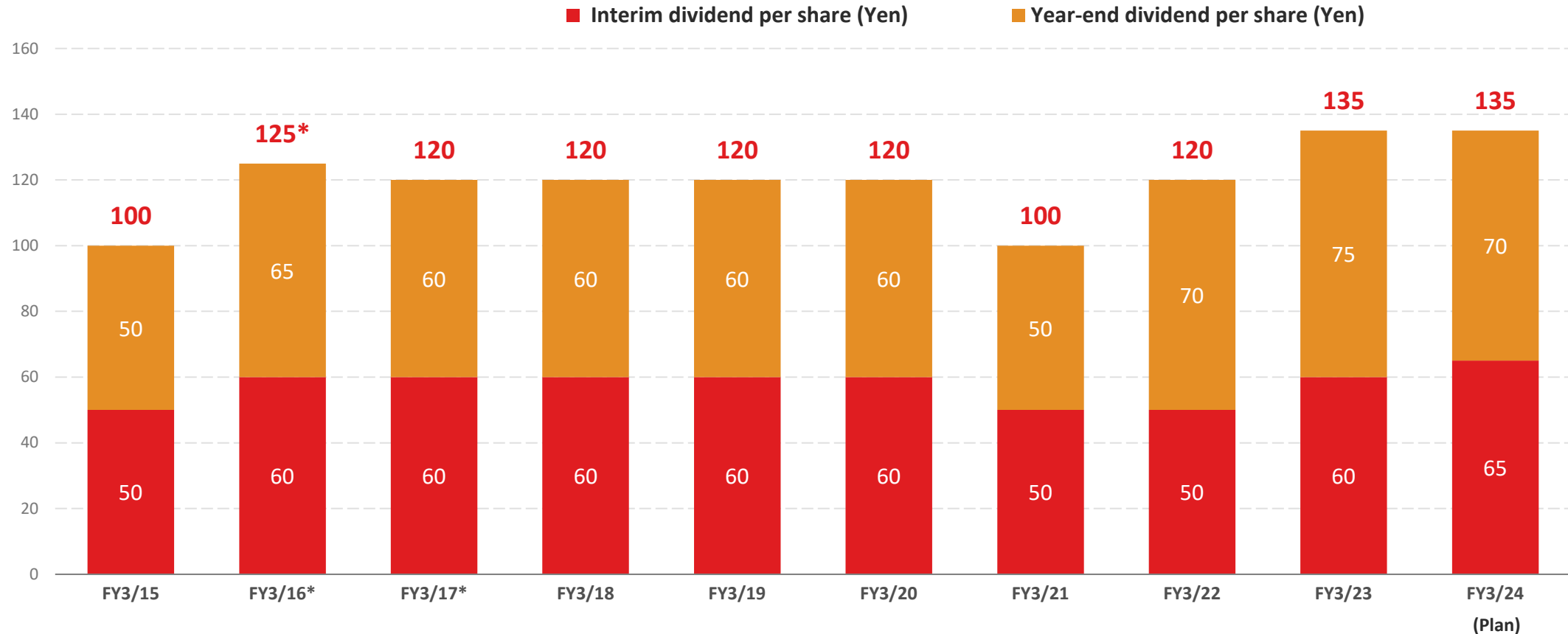
- Planning on substantial investments in FY3/24 with capital expenditures of ¥6,100 million
- Planning on a large volume of expenditures for opening new locations and remodeling existing restaurants

Capital Expenditures		
(Millions of yen)	FY3/23 results	FY3/24 plan
Opening of new stores	587	2,462
Renovation of existing stores	2,226	2,319
Central kitchens	350	1,015
Others	133	313
Total	3,298	6,111



Shareholder returns

- Plan to pay ¥65 per share for the interim dividend, ¥70 year-end dividend and ¥135 dividend for FY3/24
- Dividend per share takes into account dividends on equity (DOE).



*FY3/16 includes a commemorative dividend of ¥5

* FY3/16 and FY3/17 are non-consolidated

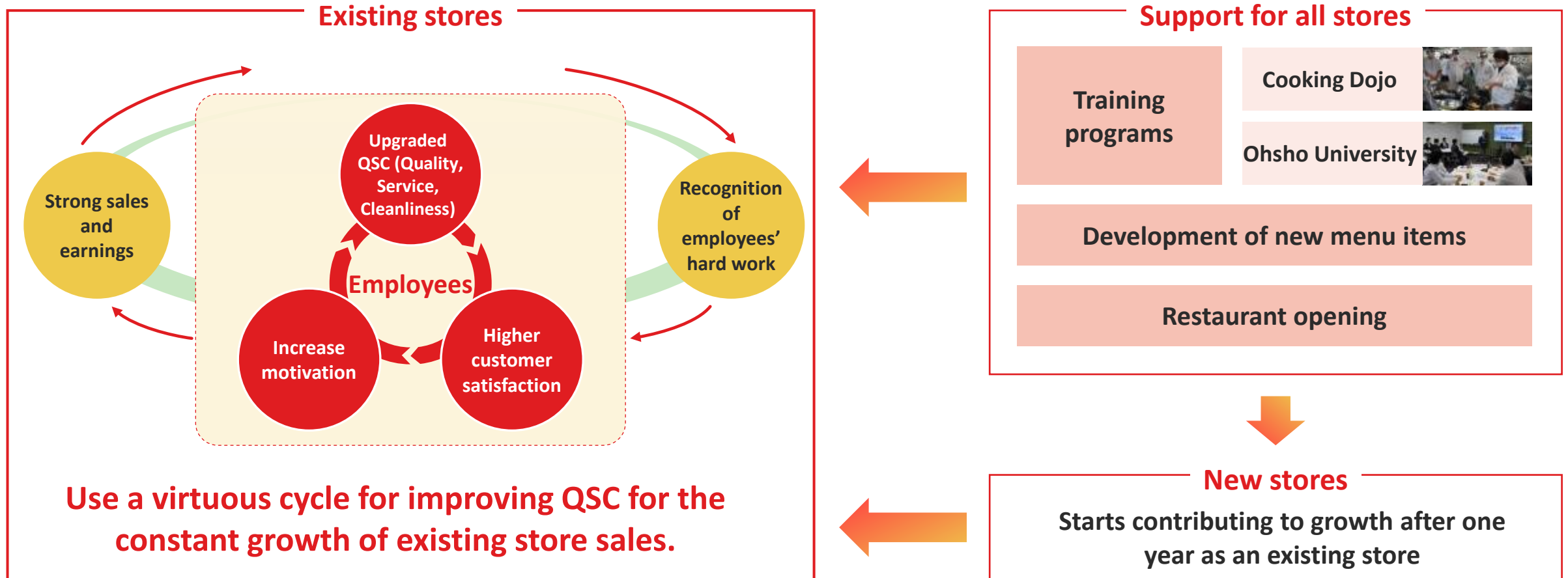


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Growth Strategy

Streamlined growth with existing store growth and addition of new stores

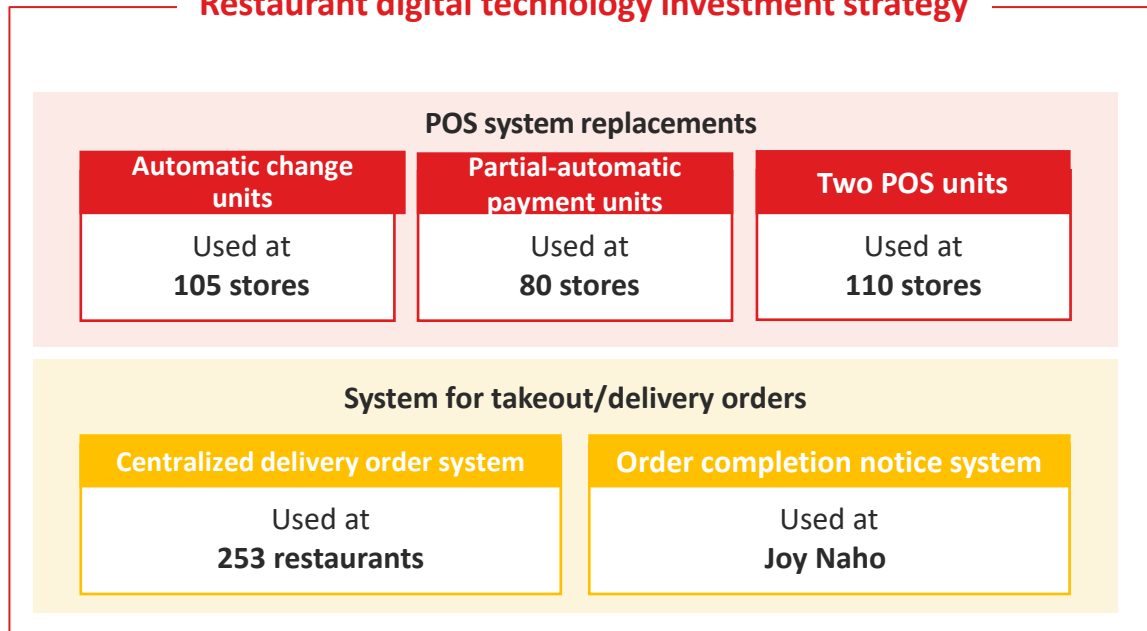
- Build a framework capable of growth even with existing stores alone by making expenditures for human resources and training programs.
- Aim for streamlined growth of sales and earnings consisting of the growth of existing stores and the addition of new ones.



Use digital technologies for raising value that only people can provide

- Large digital technology investments at restaurants started in 2H FY3/23 for improvements in QSC and productivity
- Higher efficiency due to digital technologies gives restaurant employees more time for customer services and other communications with employees.

Restaurant digital technology investment strategy



Use extra time created by higher efficiency for improving customer services provided by the restaurant staff.

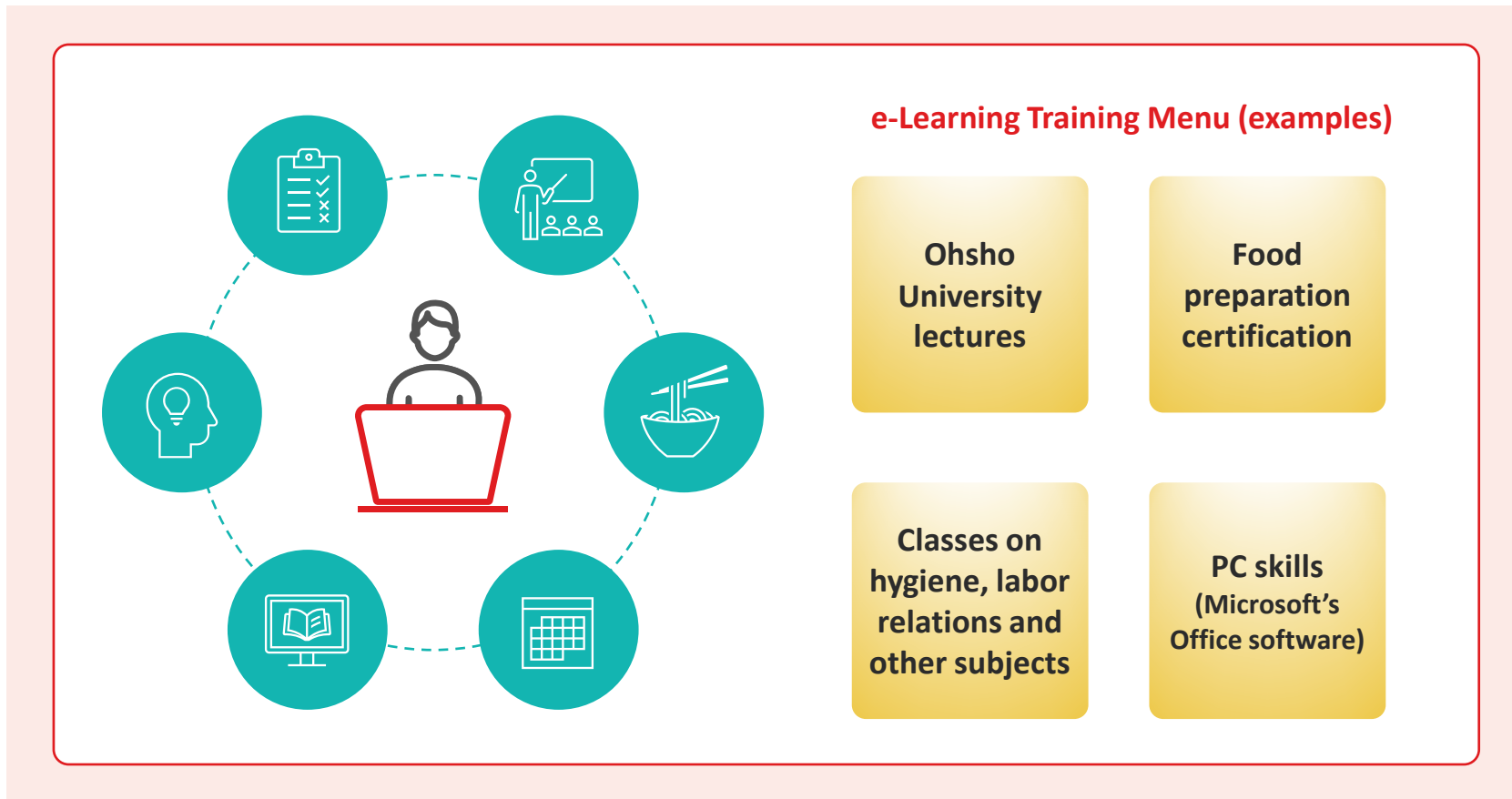
Strategy for digital investments for restaurant operations



Use extra time created by higher efficiency for more communications with employees.

Start of e-Learning to acquire knowledge quickly

- The Ohsho e-learning system allows employees to use even short periods of free time to complete lessons in a short time.
- Using repetitive learning of subjects individuals want to study for more improvements in QSC at restaurants.



Advantages of e-Learning

- Enables completing lessons quickly by concentrating on learning in a short period of time.
- Lessons are suitable for repetitive learning, which increases the ability to retain new knowledge.
- Individuals can select the subjects they want to study.
- A well-structured program even for short topics

Planning and development skills that constantly create new challenges

- The Corporate Planning Department plays the central role in taking on new challenges nationwide that reflect Ohsho’s technologies, innovative ideas and feedback from restaurants.
- Make Ohsho even more appealing to the public by creating new products and restaurant formats and conducting marketing campaigns covering all operations

Create new restaurant formats

Includes rebuilding or relocating existing Ohsho restaurants



GYOZA OHSHO



Joy Naho

New and highly distinctive products



**Simple but flavors with depth.
Reviving the origins of chuka soba.**

The broth is based on seafood and is flavored with soy sauce incorporating negiyu (leek oil) for an extra aroma. The soba, made using flour produced in Hokkaido, is smooth and firm. Flavors bring back memories of food of many years ago.

This unforgettable chuka soba ramen went on sale in April 2023, featuring delicious broth combined with carefully chosen ingredients, instead of luxurious rich flavors ramen of the post-pork bone broth boom days.

Planning and Development Skills

Technologies

Ideas

Restaurant feedback

Marketing campaigns that bring more customers to Ohsho restaurants

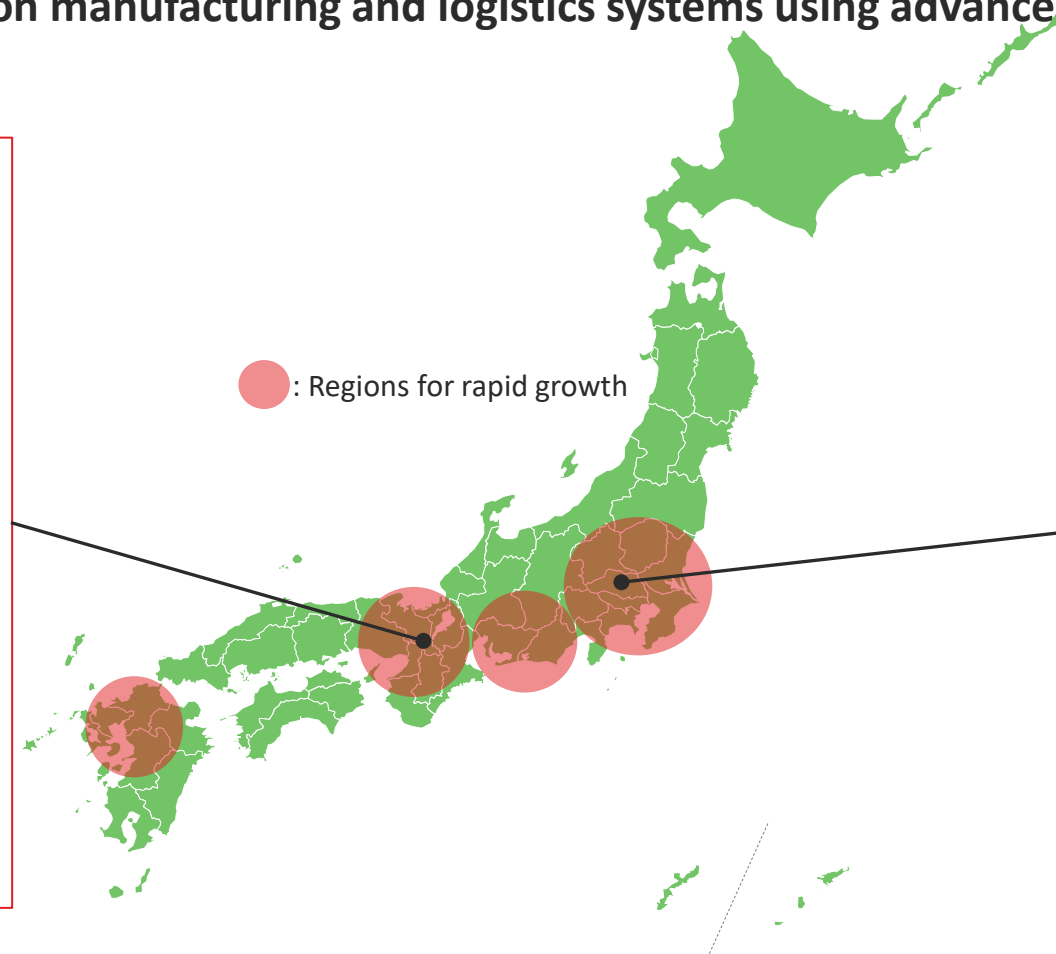


Restaurant network expansion strategy

- Investments in human resources, use of digital technologies and more locations, including the Joy Naho format. Speeding up the addition of new locations in the Kanto region, Tokai region, Osaka-Kobe-Kyoto areas and in northern Kyushu by increasing output capacity at plants
- The plan is to consistently add 10 to 20 locations every year to reach the target of 1,000 restaurants.
- Plan to establish next-generation manufacturing and logistics systems using advanced technologies at the Kumiya Plant and Kyushu Plant.

Kumiya Plant

Considering investments to increase output for supporting a larger number of restaurants in the Nagoya and Osaka-Kobe-Kyoto regions



Higashimatsuyama Plant

This plant has sufficient production capacity to supply an even larger number of restaurants in the Tokyo area.



Overseas expansion

- Performance outside Japan is steady.
- Planning on growth in Taiwan and considering expansion to other areas outside Japan



Gyoza no Ohsho Kaohsiung Hanshin Arena Shopping Plaza

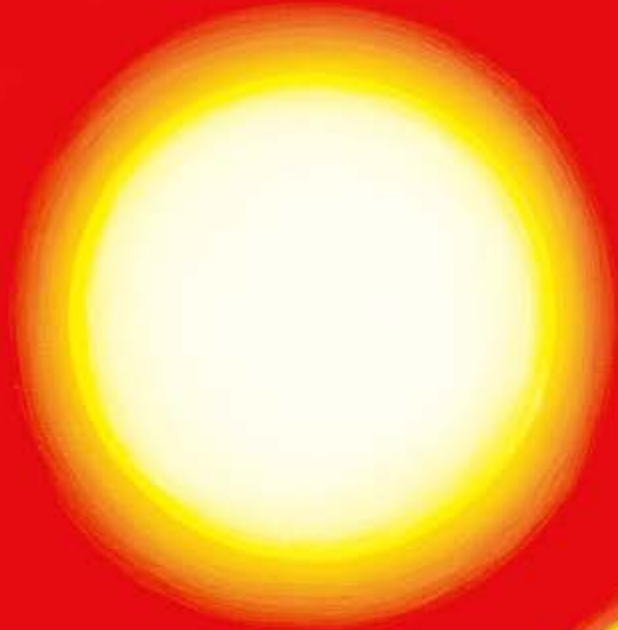


GYOZA OHSHO at Uni-President Department Store Taipei



The power of good taste will change the future.

おいしい力が、
未来を変える。





06

Appendix

FY3/23 Financial summary (Half year)



(Millions of yen)	FY3/22	FY3/23					
		1H	2H	Full year	YoY change		
					1H	2H	Full year
Net sales	84,775	45,136	47,886	93,022	+11.5%	+8.1%	+9.7%
Eat-in*	46,999	28,096	30,607	58,703	+34.4%	+17.3%	+24.9%
Takeout/delivery*	30,216	13,086	13,027	26,113	-17.8%	-8.9%	-13.6%
Franchised stores*	7,294	3,832	4,059	7,891	+8.9%	+7.5%	+8.2%
Gross profit	58,175	30,968	32,689	63,657	+11.4%	+7.6%	+9.4%
Operating profit	6,959	3,820	4,160	7,981	+19.7%	+10.5%	+14.7%
Operating profit to net sales	8.2%	8.5%	8.7%	8.6%	-	-	-
Ordinary profit	13,024	4,856	4,283	9,140	-18.8%	-39.2%	-29.8%
Ordinary profit to net sales	15.4%	10.8%	8.9%	9.8%	-	-	-
Profit attributable to owners of parent	8,807	3,072	3,140	6,213	-28.1%	-30.7%	-29.5%
Profit to net sales	10.4%	6.8%	6.6%	6.7%	-	-	-
Net income per share	469.0 yen	163.5 yen	167.0 yen	330.5 yen	-	-	-

* Stores in Japan

FY3/23 Financial summary (Quarterly)

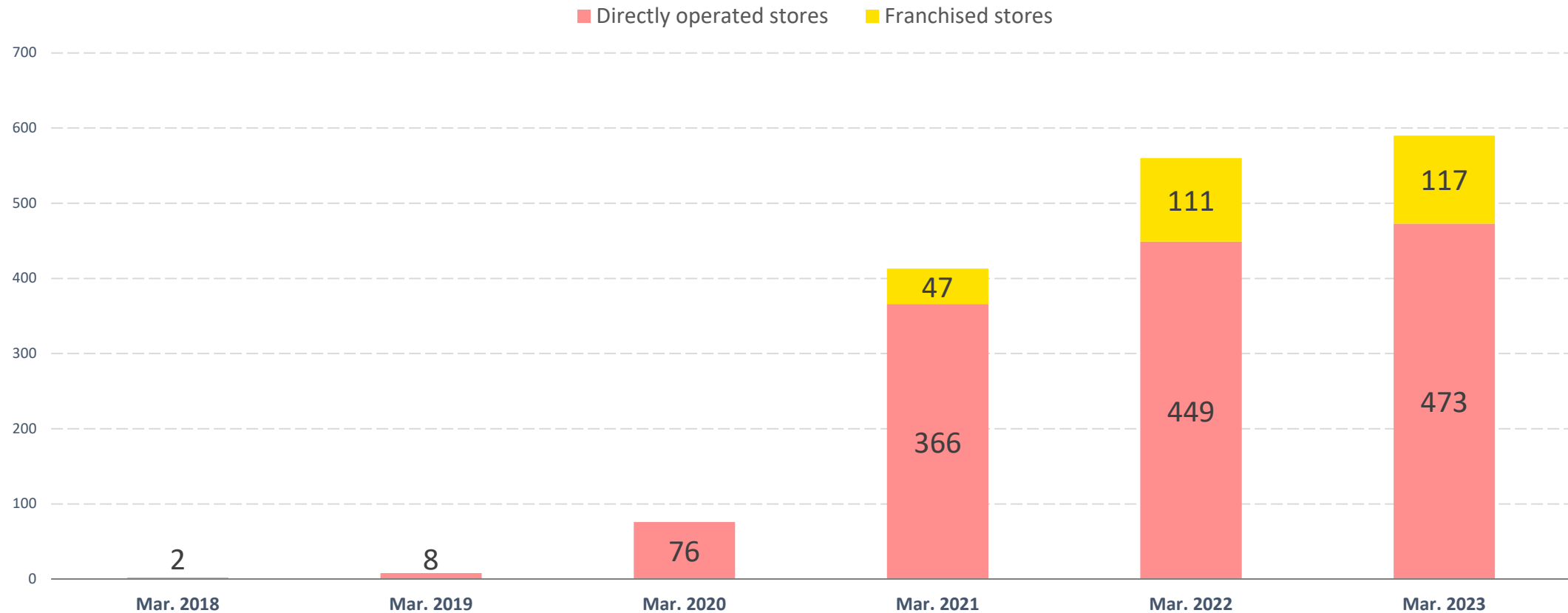


	FY3/22	FY3/23					
		1Q	2Q	1H	3Q	4Q	Full year
(Millions of yen)							
Net sales	84,775	22,617	22,518	45,136	23,922	23,963	93,022
Eat-in*	46,999	14,125	13,970	28,096	15,191	15,415	58,703
Takeout/delivery*	30,216	6,517	6,568	13,086	6,563	6,464	26,113
Franchised stores*	7,294	1,912	1,919	3,832	2,072	1,986	7,891
Gross profit	58,175	15,555	15,413	30,968	16,288	16,400	63,657
Operating profit	6,959	2,185	1,635	3,820	2,113	2,047	7,981
Operating profit to net sales	8.2%	9.7%	7.3%	8.5%	8.8%	8.5%	8.6%
Ordinary profit	13,024	3,044	1,811	4,856	2,177	2,105	9,140
Ordinary profit to net sales	15.4%	13.5%	8.0%	10.8%	9.1%	8.8%	9.8%
Profit attributable to owners of parent	8,807	1,872	1,200	3,072	1,434	1,706	6,213
Profit to net sales	10.4%	8.3%	5.3%	6.8%	6.0%	7.1%	6.7%
Net income per share	469.0 yen	99.6 yen	63.8 yen	163.5 yen	76.2 yen	90.7 yen	330.5 yen

* Stores in Japan

Restaurants with a delivery service

- The number of locations with a delivery service started increasing rapidly in 2020. As of the end of March 2023, about 90% of directly operated restaurants have a delivery service.
- Takeout/delivery sales were high at 30.8% of FY3/23 sales as restaurants shifted to a new sales structure to meet the needs of customers.



Sustainability initiatives (1)-1 – Reduce plastic use

- More environmental measures from the standpoint of sustainability
- Many activities for lowering use of supplies made of plastic

Summary of measures to lower the volume of plastic supplies used

No plastic straws and spoons

- Replaced plastic straws and spoons with paper straws and biomass plastic spoons (for takeout orders)

Bags with biomass material for takeout orders

- A biomass substance is 25% of the material used for bags for takeout orders

Customers now pay for biomass plastic spoons and soup spoons

- Charging ¥5 for each spoon and soup spoon to reduce the use of these spoons



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Sustainability initiatives (1)-2 – Syndicated sustainability linked loan

- Procured funds by using a sustainability linked loan
- Cost reduction due to lower interest rate if KPI is achieved is to be donated to Save the Children

Summary of syndicated sustainability linked loan

Amount procured	¥10 billion
Date and period	July 29, 2022, five years
Key performance indicator	15% reduction of total plastic use at all Gyoza-no-Ohsho restaurants from FY3/22 to FY3/26
Application of interest rate cost reduction if KPI is achieved	Ohsho plans to donate an amount equivalent to the interest rate expense reduction resulting from accomplishing the KPI to Save the Children, an international non-government organization that helps ensure children grow up healthy, educated and safe.



Sustainability initiatives (2) – Donations of food to help children

- Ohsho restaurants nationwide donate “Bento for Kids” to children at daycare and other child care facilities.
 - About 88,000 meals were donated during the winter vacation in 2022 and about 69,000 meals were donated during the spring vacation in 2023.
- Part of the sales of vegetable ramen during March were donated to Save the Children.



Date		No. of facilities	No. of meals
2022	Spring break March 28-April 7	682	50,000
	Summer break August 1-31 (Excluding the Bon holiday period)	1,153	95,000
	Winter break December 26-January 16, 2023 (Excluding year-end and new-year holidays)	1,161	88,000
2023	Spring break March 27-April 7	981	69,000
Total		5,082	397,000



Bento for Kids

- Two gyoza
- Two pieces of fried chicken fillet
- Two sausages
- One serving of rice



Ohsho received a certificate of appreciation from Save the Children Japan in October 2022.

- Forward-looking statements are based on goals and forecasts and are not promises or guarantees regarding business operations in the future.
- Actual results of operations may differ from these forward-looking statements.

Inquiries

Public and Investor Relations

Masahiro Inagaki, General Manager
Hiroya Kato, Deputy General Manager
Tatsuo Shoji, Deputy General Manager

E-mail : ir@ohsho.co.jp