

Fiscal Year Ending July 31, 2024

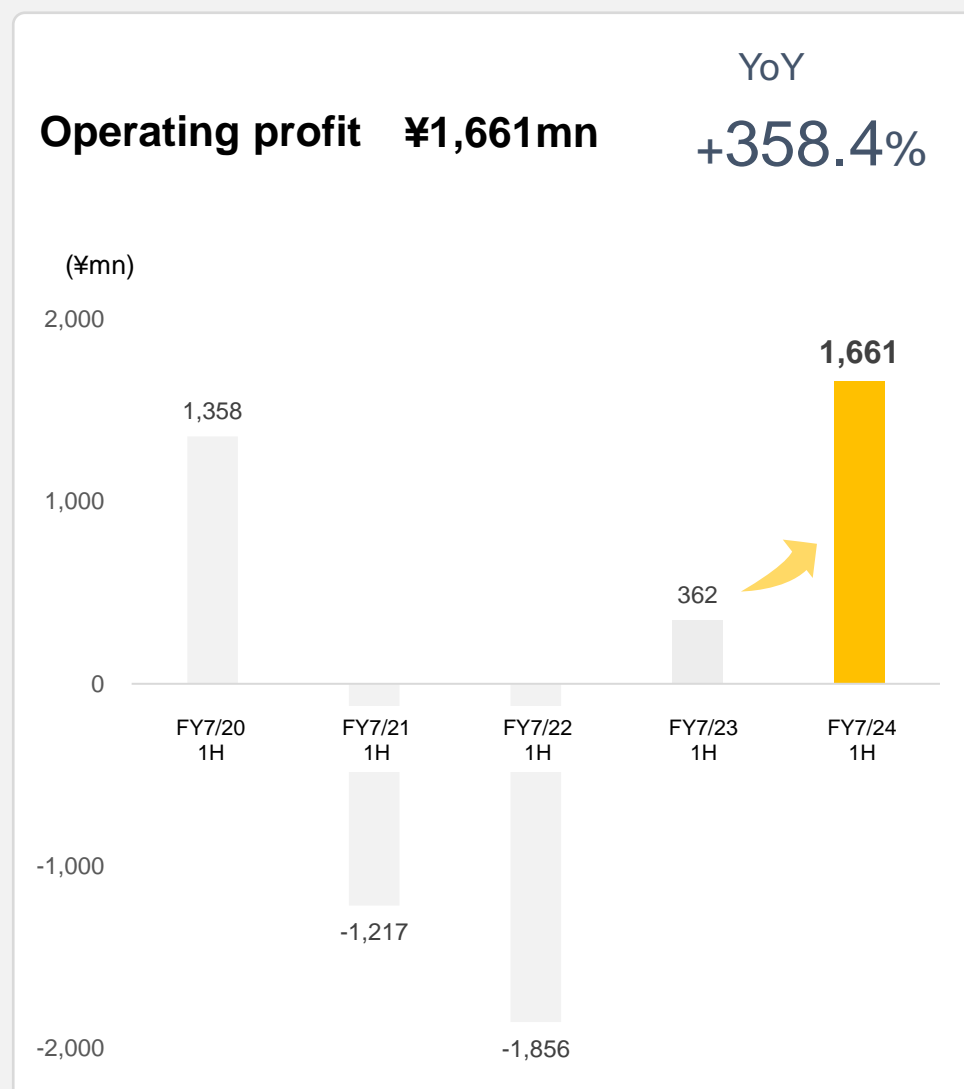
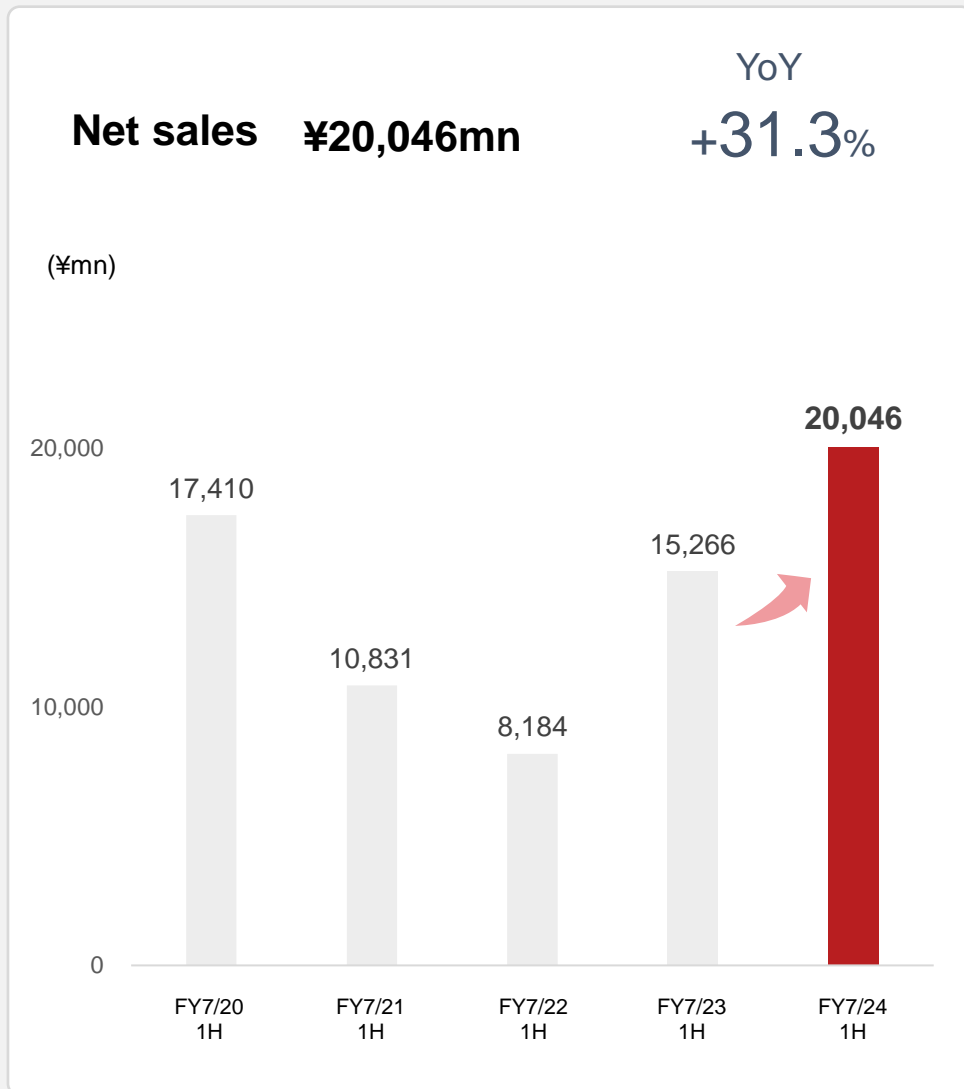
First Half Financial Results Briefing

TORIKIZOKU HOLDINGS Co., Ltd.

Securities code: 3193

1H FY7/24 Consolidated Financial Results Highlights (Japanese GAAP)

Due to the recovery in izakaya (Japanese bar) demand, restaurant sales were strong, and profitability management was also successful, resulting in YoY increases in sales and profit





1H FY7/24 Financial Results Summary (Consolidated)

Thanks to a recovery in demand for year-end/New Year parties, net sales from the mainstay TORIKIZOKU business exceeded expectations

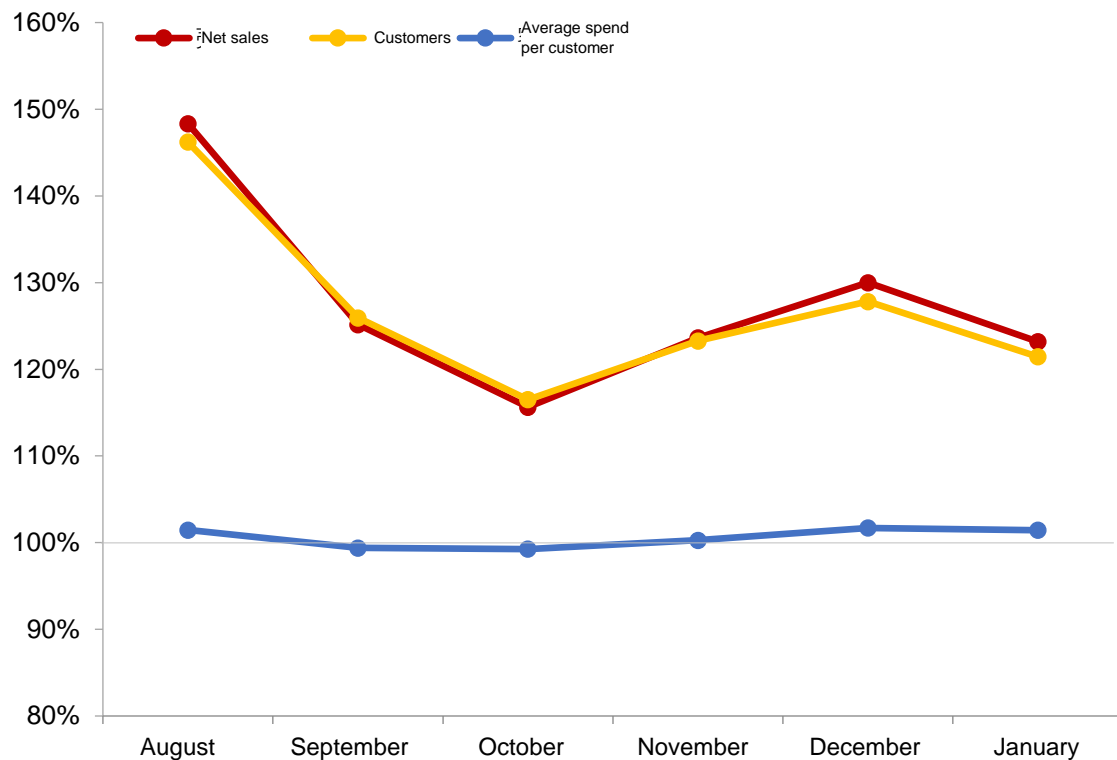
SG&A also came in under our plan thanks to a pause in rising energy costs and thorough profitability management, resulting in higher profit both YoY and compared with the forecast

(Unit: ¥mn)	FY7/23 1H actual (% of sales)	Fiscal Year Ending July 31, 2024					
		1H Forecast (% of sales)	1H Actual (% of sales)	YoY		Vs. forecast	
				%	Amount	%	Amount
Net sales	15,266	19,671	20,046	+31.3%	+4,780	+1.9%	+375
Gross profit	10,784 (70.6%)	—	13,872 (69.2%)	+28.6%	+3,088	—	—
SG&A	10,422 (68.3%)	—	12,211 (60.9%)	+17.2%	+1,789	—	—
Operating profit	362 (2.4%)	975 (5.0%)	1,661 (8.3%)	+358.4%	+1,298	+70.3%	+685
Ordinary profit	362 (2.4%)	966 (4.9%)	1,676 (8.4%)	+361.8%	+1,313	+73.4%	+709
Profit attributable to owners of parent	112 (0.7%)	580 (2.9%)	1,061 (5.3%)	+842.2%	+948	+82.9%	+480

* As of the end of the fiscal year ended July 31, 2023, the provisional accounting treatment for business combination has been finalized. The figures for the six months ended January 31, 2023 reflect the details of the provisional accounting treatment.

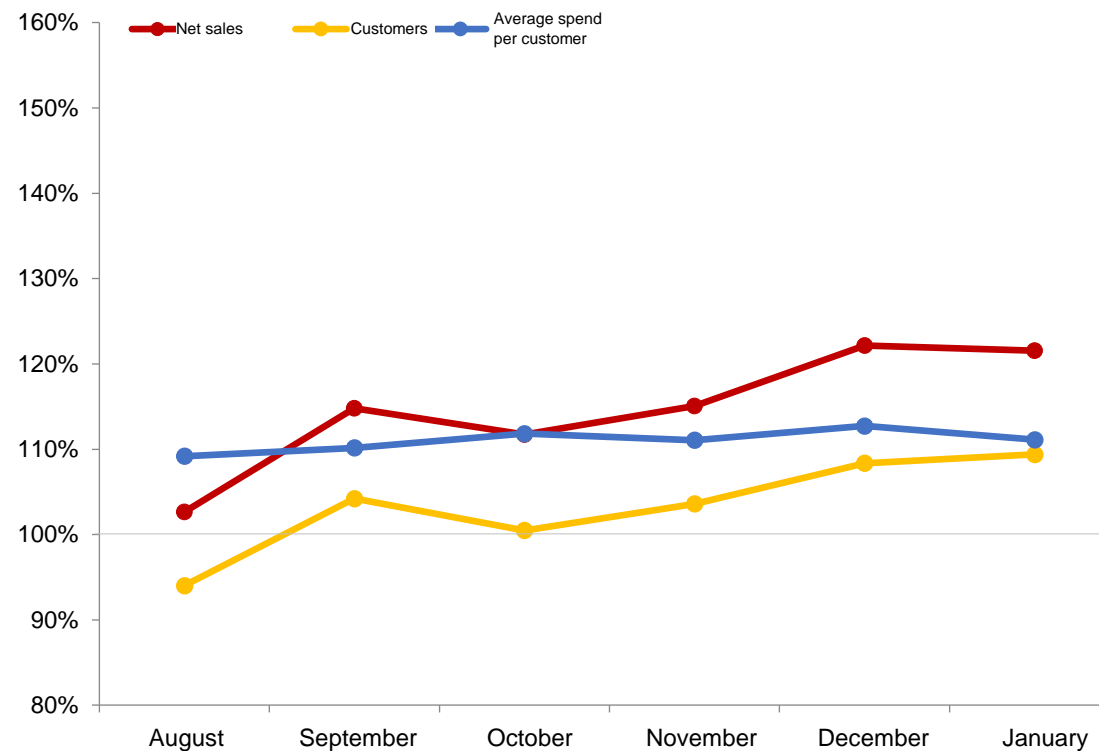
TORIKIZOKU Same-Store Sales YoY

YoY



(Unit: %)	August	September	October	November	December	January
Net sales	148.4	125.2	115.6	123.6	130.0	123.2
Customers	146.2	125.9	116.5	123.3	127.8	121.4
Average spend per customer	101.5	99.4	99.3	100.3	101.7	101.4

Vs. pre-COVID-19 (Vs. FY7/19) * Reference



(Unit: %)	August	September	October	November	December	January
Net sales	102.6	114.8	111.7	115.1	122.2	121.6
Customers	94.0	104.2	100.5	103.6	108.4	109.4
Average spend per customer	109.2	110.2	111.2	111.1	112.7	111.1

* YoY same-store sales refers to restaurants that have been open for 12 months or more, excluding the month in which the new restaurant opened.

* Vs. pre-COVID-19 data (Vs. FY7/19) is calculated for restaurants that existed in FY7/19 and the fiscal year under review.



Number of Group Brand Restaurants

◆ New restaurant openings

TORIKIZOKU directly managed: **6** restaurants

TCC: **6** restaurants

TORIKI BURGER: **1** restaurant

YAKITORI DAIKICHI: **2** restaurants

◆ Closed

TORIKIZOKU directly managed: **2** restaurants

TCC: **1** restaurant

TORIKI BURGER: **1** restaurant

YAKITORI DAIKICHI: **7** restaurants

1,134 restaurants As of July 31, 2023		1,138 restaurants As of January 31, 2024
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*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.

(Unit: restaurants)

		Number of restaurants as of July 31, 2023	FY7/24 (cumulative)		Number of restaurants as of January 31, 2024	
			Openings	Closed		
TORIKIZOKU	Directly managed	Kansai	93	2	2	93
		Kanto	229	0	0	229
		Tokai	69	1	0	70
		Kyushu and Okinawa	3	2	0	5
		Tohoku	0	1	0	1
		Subtotal	394	6	2	398
	TCC*1	Kansai	143	0	0	143
		Kanto	84	1	1	84
		Hokkaido	2	1	0	3
		Chugoku and Shikoku	2	1	0	3
		Hokuriku	0	1	0	1
		Kyushu and Okinawa	1	2	0	3
		Subtotal	232	6	1	237
Total		626	12	3	635	
TORIKIZOKU PARTNERS*2		Directly managed	3	0	0	3
TORIKI BURGER		Directly managed	2	1	1	2
YAKITORI DAIKICHI, etc. (DAIKICHI SYSTEM)		FC*3	503	2	7	498
Grand total			1,134	15	11	1,138

Consolidated Balance Sheet/Consolidated Statement of Cash Flows

(Unit: ¥mn)	July 31, 2023	January 31, 2024	Change
Current assets	10,656	11,449	+792
(Incl. cash and deposits)	8,631	9,267	+635
Non-current assets	8,662	8,811	+148
Total assets	19,318	20,260	+941
Current liabilities	8,940	9,260	+319
(Incl. interest-bearing debt)	3,804	3,757	(47)
Non-current liabilities	3,488	3,130	(357)
(Incl. interest-bearing debt)	1,958	1,580	(378)
Total liabilities	12,428	12,390	(38)
Total net assets	6,890	7,869	+979
Equity-to-asset ratio	35.7%	38.8%	+3.1pt

(Unit: ¥mn)	FY7/23 1H actual	FY7/24 1H actual
Operating cash flows	169	1,925
Profit before income taxes	250	1,666
Depreciation	375	413
Amortization of goodwill	2	13
Impairment losses	151	8
Decrease (increase) in trade receivables	(156)	(60)
Increase (decrease) in trade payables	246	166
Income taxes paid	(431)	(145)
Other	(275)	(136)
Investing cash flows	(503)	(762)
Purchase of property, plant and equipment	(297)	(636)
Purchase of shares of subsidiaries	(155)	-
Other	(50)	(126)
Financing cash flows	(6)	(496)
Proceeds from long-term borrowings	600	-
Repayments of long-term borrowings	(518)	(421)
Repayments of lease liabilities	(42)	(3)
Payment of dividends	(45)	(68)
Other	(1)	(2)
Cash and cash equivalents at end of period	8,379	9,350

Revisions to FY7/24 Full-year Consolidated Earnings Forecasts

- Net sales were revised upward in consideration of 1H results and recent same-store sales
- SG&A items that came in under our plan in 1H (personnel expenses, utilities, etc.) have been revised
- Earnings bonuses for regular employees have been factored in, in light of performance trends

Same-store sales YoY

2H: 110% (initial plan: 107%)

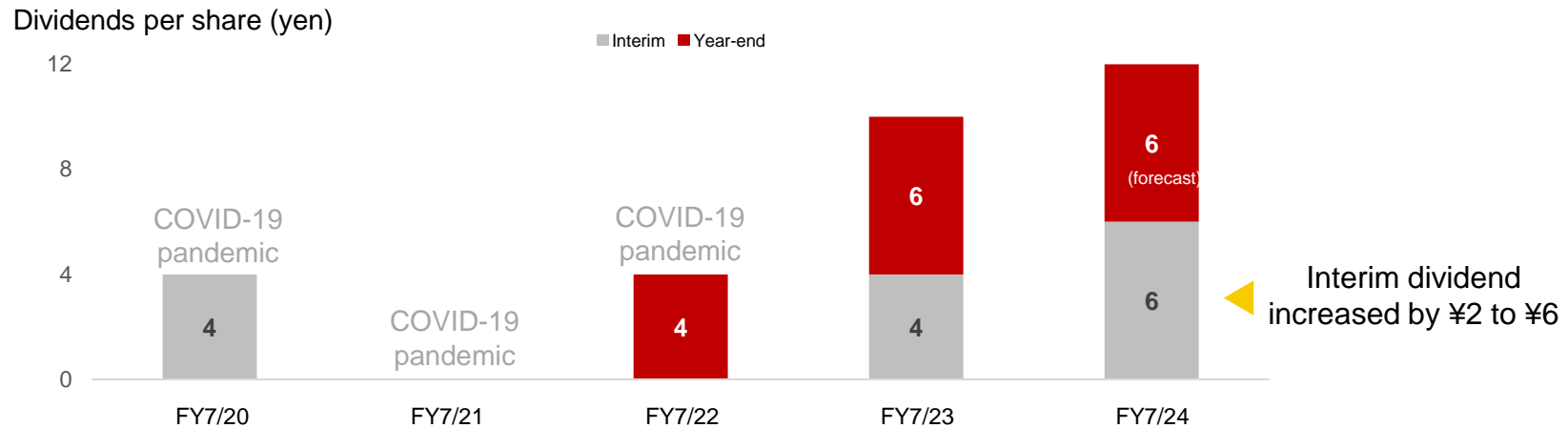
(Unit: ¥mn)	FY7/23 1H actual (% of sales)	Fiscal Year Ending July 31, 2024		
		Initial full-year forecasts (% of sales)	Revised full-year forecasts (% of sales)	1H progress rate versus revised forecast
Net sales	20,046	39,964	41,010	48.9%
Operating profit	1,661 (8.3%)	1,861 (4.7%)	3,012 (7.3%)	55.1%
Ordinary profit	1,676 (8.4%)	1,844 (4.6%)	3,010 (7.3%)	55.7%
Profit attributable to owners of parent	1,061 (5.3%)	1,037 (2.6%)	1,740 (4.2%)	61.0%

Dividend Forecast/Shareholder Benefits

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

In consideration of business trends, performance, and other factors, the interim dividend was increased from the previously announced ¥4 per share to ¥6 per share

As a result, together with the year-end dividend forecast, the annual dividend is expected to be ¥12 per share



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 benefit tickets can be used at all “YAKITORIYA TORIKIZOKU” (excluding Okuraya, Nakanishiya, and Aokiya) and “TORIKI BURGER” restaurants. They cannot be used at “YAKITORI DAIKICHI.”

Status of Initiatives in FY7/24

TORIKIZOKU (New Restaurant Openings)

From the previous year, we have begun expanding into areas where we had not established a presence

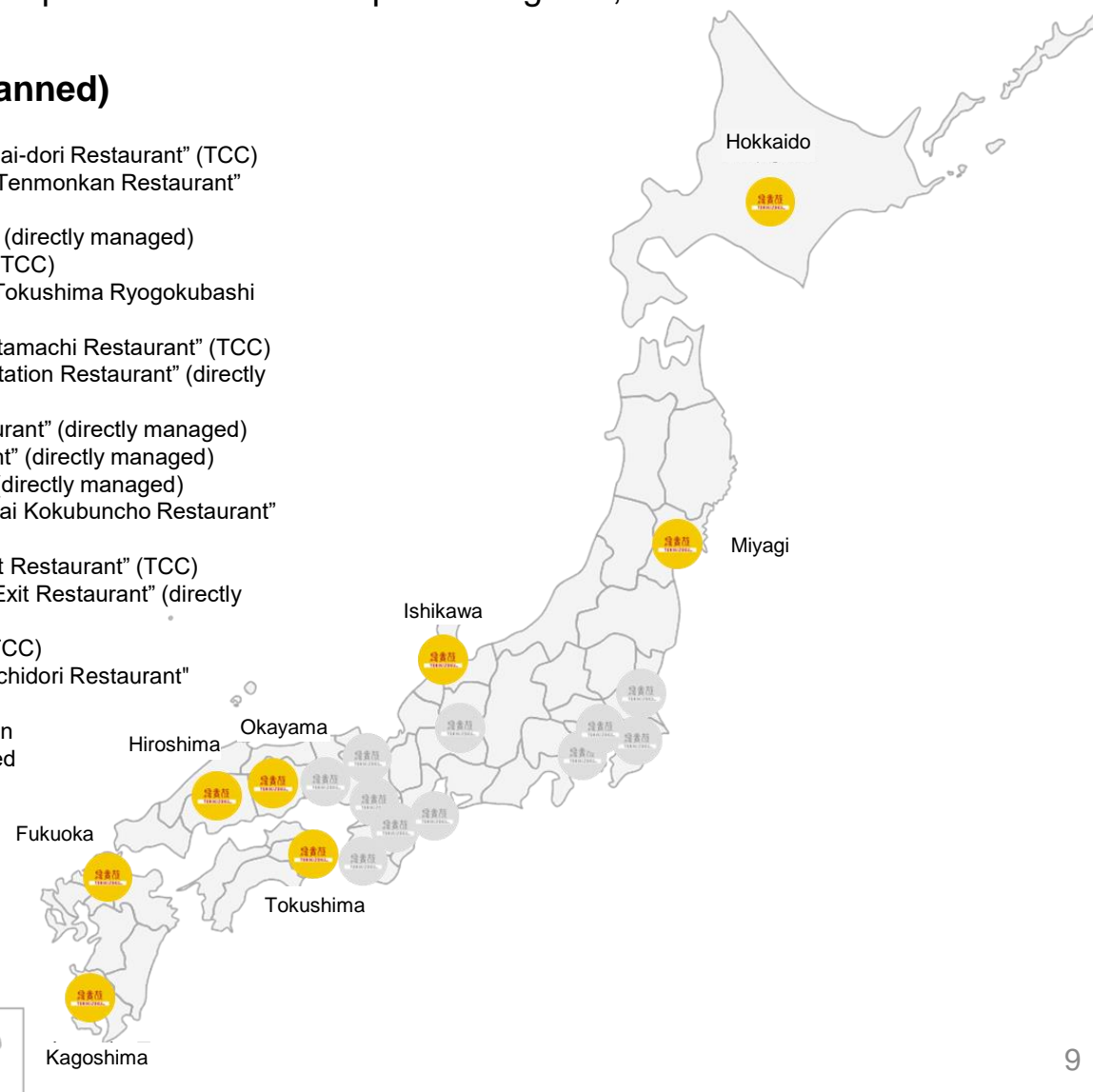
Our first restaurants in prefectures where we had not previously established a presence have been performing well, so we will continue opening new restaurants

FY7/23 (actual)

- 9/2022 Kanagawa “Shinsugita Restaurant” (TCC)
Tokyo “Tokyo Yaesu Exit Restaurant” (directly managed)
- 10 Fukuoka **first restaurant** “Hakata Chikushi Exit Restaurant” (directly managed)
Hyogo “JR Kobe Restaurant” (directly managed)
- 11 Tokyo “Akihabara Showadori Restaurant” (directly managed)
Osaka “Honmachi Restaurant” (directly operated)
- 2/2023 Okayama **first restaurant** “Okayama Honmachi Restaurant” (TCC)
Fukuoka “West Court Meinohama Restaurant” (directly managed)
Okinawa **first restaurant** “Miebashi Restaurant” (TCC)
- 3 Hiroshima **first restaurant** “Hiroshima Ebisu-dori Restaurant” (TCC)
- 4 Tokyo “Shinjuku Otakibashidori Restaurant” (directly managed)
Fukuoka “Tenjin Oyafukodori Restaurant” (directly operated)
Shizuoka “Shizuoka South Exit Restaurant” (directly managed)
Hokkaido **first restaurant** “Susukino Restaurant” (TCC)
- 6 Tokyo “Hamamatsucho Restaurant” (directly managed)
- 7 Hokkaido “Tanukikoji 2-chome Restaurant” (TCC)

FY7/24 (actual and planned)

- 8/2023 Okinawa “Kencho-mae Kokusai-dori Restaurant” (TCC)
Kagoshima **first restaurant** “Tenmonkan Restaurant” (TCC)
- 9 Fukuoka “Ohashi Restaurant” (directly managed)
- 10 Chiba “Kisarazu Restaurant” (TCC)
Tokushima **first restaurant** “Tokushima Ryogokubashi Restaurant” (TCC)
- 11 Ishikawa **first restaurant** “Katamachi Restaurant” (TCC)
- 12 Hyogo “Hankyu Sannomiya Station Restaurant” (directly operated)
Hyogo “JR Amagasaki Restaurant” (directly managed)
Gifu “Tajimi Station Restaurant” (directly managed)
Fukuoka “Kashii Restaurant” (directly managed)
Miyagi **first restaurant** “Sendai Kokubuncho Restaurant” (directly managed)
- 1/2024 Hokkaido “Sapporo South Exit Restaurant” (TCC)
- 3 Miyagi “Sendai Station West Exit Restaurant” (directly managed)
Tokyo “Ichinoe Restaurant” (TCC)
Okayama “Okayama Haremachidori Restaurant” (TCC) * Scheduled
- 4 Tokushima “Tokushima Station Restaurant” (TCC) * Scheduled



TORIKIZOKU (Increasing Same-Store Sales) ~Fair Dishes~

Supporting Menu to Say Thanks to Japan's Primary Industries!

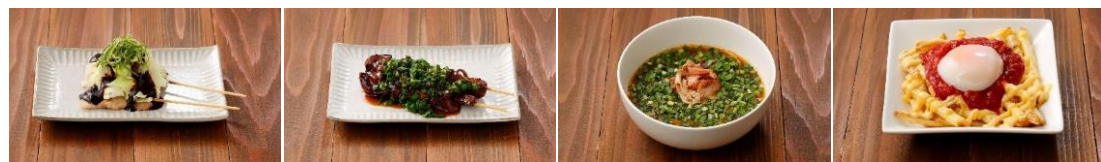
To express our gratitude toward the primary industries of Japan that support the growth of TORIKIZOKU, and in the hope that we will continue moving forward together, we offered limited-time menu items over a one-year period from March 2023 to February 2024



First stage: March to May

A total of 13 dishes focusing on "agriculture"

Offered 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



Second stage: June to August

A total of 12 dishes focusing on "fishery"

Offered dishes such as skewers made from fried whole "shirahime shrimp," which is popular every time it appears as a limited-time menu item, as well as "Japanese carefully selected fried horse mackerel," made with fresh bread crumbs and limited to 200,000 portions, and udon noodles made with sea bream extract from Uwajima, Ehime Prefecture



1H of the fiscal year under review



Third stage: September to November

A total of 10 dishes focusing on "forestry"

Offered dishes that enabled customers to feel the taste of fall, including "fried meat-filled shiitake mushrooms with nanban sauce," which are thick and juicy shiitake mushrooms filled with chicken mince, "fried enoki mushrooms with slow-poached egg," which are deep-fried enoki mushrooms topped with a Japanese-style slow-poached egg, and three kinds of desserts using Japanese chestnut bean paste from Kumamoto Prefecture



Fourth stage: December to February

A total of 13 dishes focusing on "livestock"

In addition to chicken, pork and beef, such as "chicken nanban fried skewers with aurora sauce" and "daeji kalbi skewers," which are skewers that use daeji kalbi beef, a staple of Korean barbecue, we also offered dishes that use dairy products such as cheese and yogurt



TORIKIZOKU (Increasing Same-Store Sales) ~Enhancing the Regular Menu~

In addition to the fair menu, we also regularly review our regular menu

We have been enhancing our regular menu based partly on customer feedback obtained through social media, etc.



Mega lemon sour (from September)

Product created based on new product requests received by the TORIKIZOKU official X account

It has a strong lemony aroma and a pleasant sour taste

This original sour drink was developed based on the keyword "goes well with yakitori"



TORIKI chanja (from September)

A type of kimchi that is a delicacy, and that is made by salting cod entrails and adding a special sweet and spicy yangnyeom that has the perfect blend of spiciness and sweetness

TORIKIZOKU (Increasing Same-Store Sales) ~High-Value-Added Products~

Offered a limited number of portions (350,000) of specially raised “kirishimadori” branded chicken

In addition to offering high-value-added products to customers, we also offered drinks that go well with kirishimadori chicken yakitori, as part of efforts to promote our focus on the details of yakitori at TORIKIZOKU



Kirishimadori chicken skewers with dashi plum vinegar (October)

"Kirishimadori" branded chicken has been raised for a long time at designated farms in Miyazaki Prefecture, and it is rare because it is distributed only in some areas. Accordingly, we limited sales to 350,000 portions



SUI gin soda with Miyazaki hyuganatsu citrus (October)

As a drink that goes well with kirishimadori chicken yakitori, this drink uses hyuganatsu citrus produced in the same prefecture as kirishimadori chicken, Miyazaki

TORIKIZOKU (Increasing Same-Store Sales) ~Planned Dishes from 2H~

"Carefully Selected Combo Project" launched in February

In addition to our focus on the details of yakitori, we also promoted our focus on the details of drinks, including draft beer, which we work to offer with the “perfect head” at all restaurants, and the development of original wines that go well with yakitori, in ways that customers can enjoy

トリキで見つけよう!
こだわり
コンボ
プロジェクト

鳥貴族の“こだわり”は『焼鳥』だけだと思いませんか？
全店で『神泡』提供に取り組んでいる生ビール、焼鳥との相性にこだわったオリジナルワイン、美味しさを追求し続けているオリジナルのクラフトジュースなど、鳥貴族は飲み物にも“こだわっています”。
焼鳥だけでももちろん美味しいけど、合わせて飲んだらもっと美味しい！
鳥貴族だから見つかる自分だけの“こだわり”コンボを是非探してみてください。

イチオシ!
みんなの**こだわりコンボ**

鳥貴族の生みの親 大倉会長からのおすすめは...
トリキホワイト × 砂ずり
トリキレッド × ちからこぶたれ

「鳥貴族オリジナルジョッキ」と「限定ドリンクセット」が当たる!

みんなの**こだわりコンボ**投稿キャンペーン

鳥貴族のこだわりコンボを店舗で注文して写真を撮影。
X上でハッシュタグ #みんなのこだわりコンボ と #鳥貴族 をつけて投稿するだけで応募完了！
抽選で10名様に「鳥貴族オリジナルジョッキ」と「限定ドリンクセット」をプレゼント！

さらに、コンボネームも付けて投稿してくれた方はWチャンス！
優秀コンボに選ばれた投稿は後日、期間限定で店舗のタッチパネルやキャンペーンサイトで紹介される可能性も！

キャンペーン期間
2024.2.1(木)～2024.2.29(木)

詳しく見る →

Special campaign website (URL:<https://torikizoku-mycombo.jp/>)

Introduction of an officer's carefully selected combo

Posting campaign with customer participation

TORIKIZOKU (Increasing Same-Store Sales) ~Planned Dishes from 2H~

First stage

Chicken belly meat and SUI gin and tonic

Proposed a combination of original teppanyaki made with “chicken belly meat,” a rare cut that cannot be collected by a machine, with “SUI gin and tonic” made with Japanese SUI gin with a refreshing and light taste

Second stage

TORIKI dog and coffee

To commemorate the nationwide release of the “limited-time lunch pack” by YAMAZAKI BAKING CO., LTD., we created our first menu items using bread and similarly offered “coffee” for the first time We are proposing new ways of using our restaurants to customers, such as those who don't drink alcohol or use restaurants like a café



coming soon 第 3 弾

念願のアレが帰ってくる…!

2024.5.1-5.31 予定

coming soon 第 4 弾

日本人の大好きなアイツが登場!

2024.6.1-7.31 予定

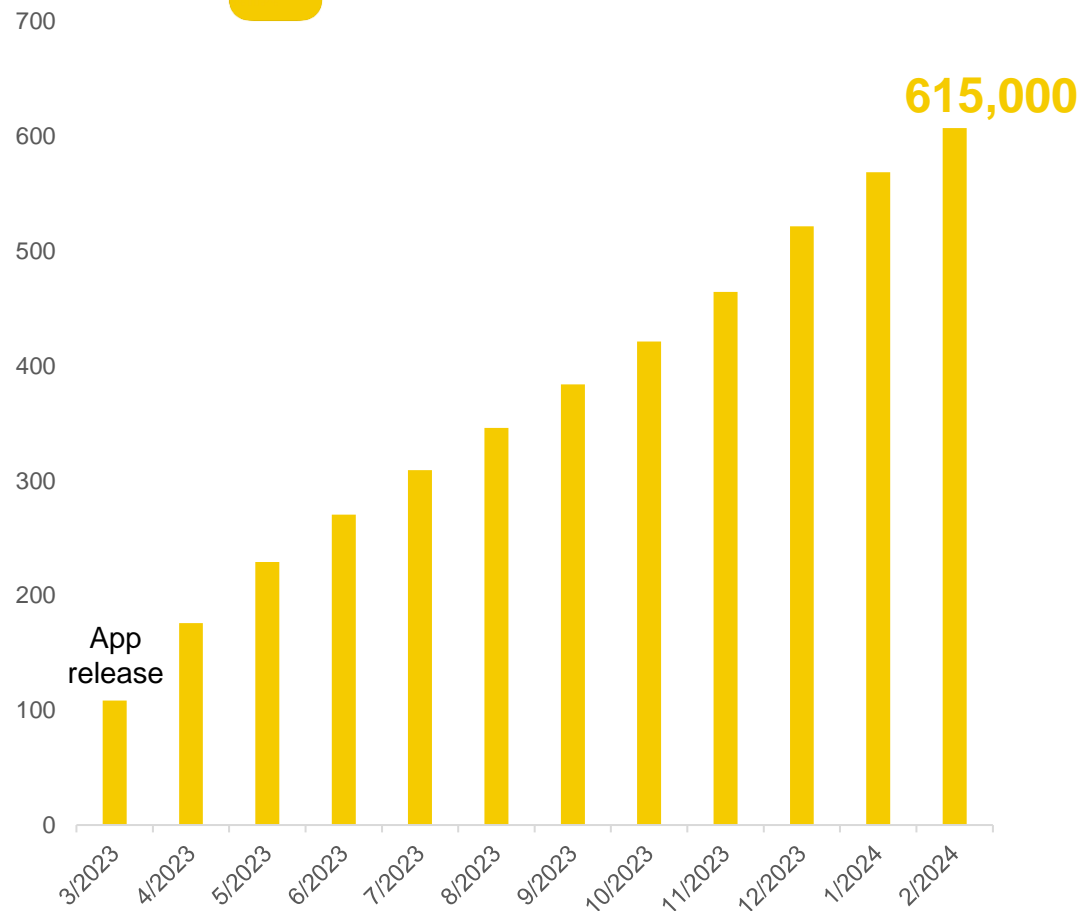
TORIKIZOKU (Increasing Same-Store Sales) ~TORIKI Official App~

Total cumulative downloads of the official "TORIKIZOKU App" since its release in March 2023 exceeded 600,000

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



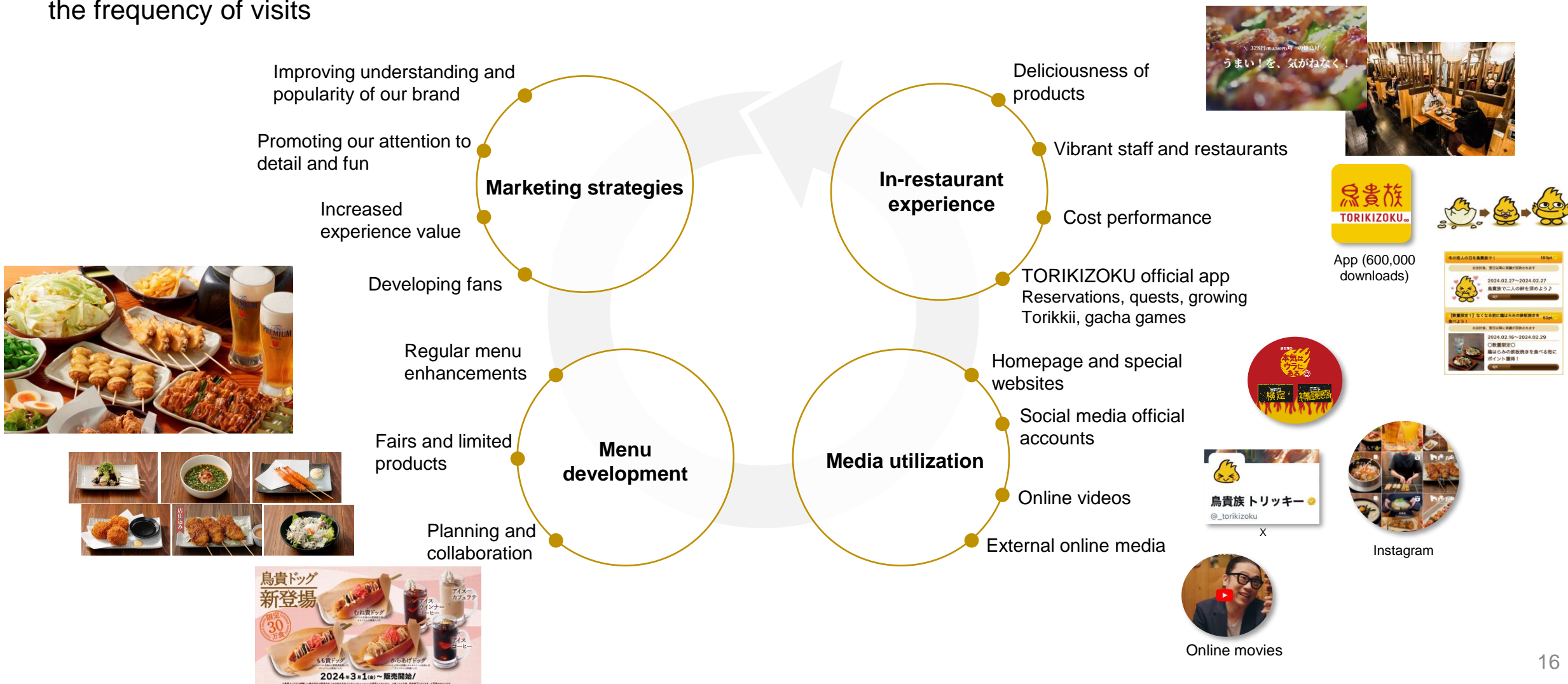
Cumulative downloads



TORIKIZOKU (Increasing Same-Store Sales)

The Marketing Department performs integrated planning, covering everything from menu development to in-restaurant experience

By giving customers a sense of the attention to detail and fun of TORIKIZOKU, we will increase the number of customers and the frequency of visits



TORIKIZOKU (Test Marketing the Delicatessen Format)

In October 2023, at Hankyu Department Store Umeda Main Store, we opened "TORIKI YAKITORI DELI," a pop-up delicatessen store with all products priced at ¥181 (tax included), our first attempt at such a format as TORIKIZOKU, for a limited period (seven days)

Purpose Test marketing at a pop-up store, in order to identify the potential of TORIKIZOKU in the ready-made food market, as well as customer needs, operations, etc.

Result Although the store was well received, including selling out during business hours every day, we will continue developing this format, as there were issues related to operations, revenue structure, etc.



Exclusive shopping bag



Efforts to Expand Overseas

Taiwan

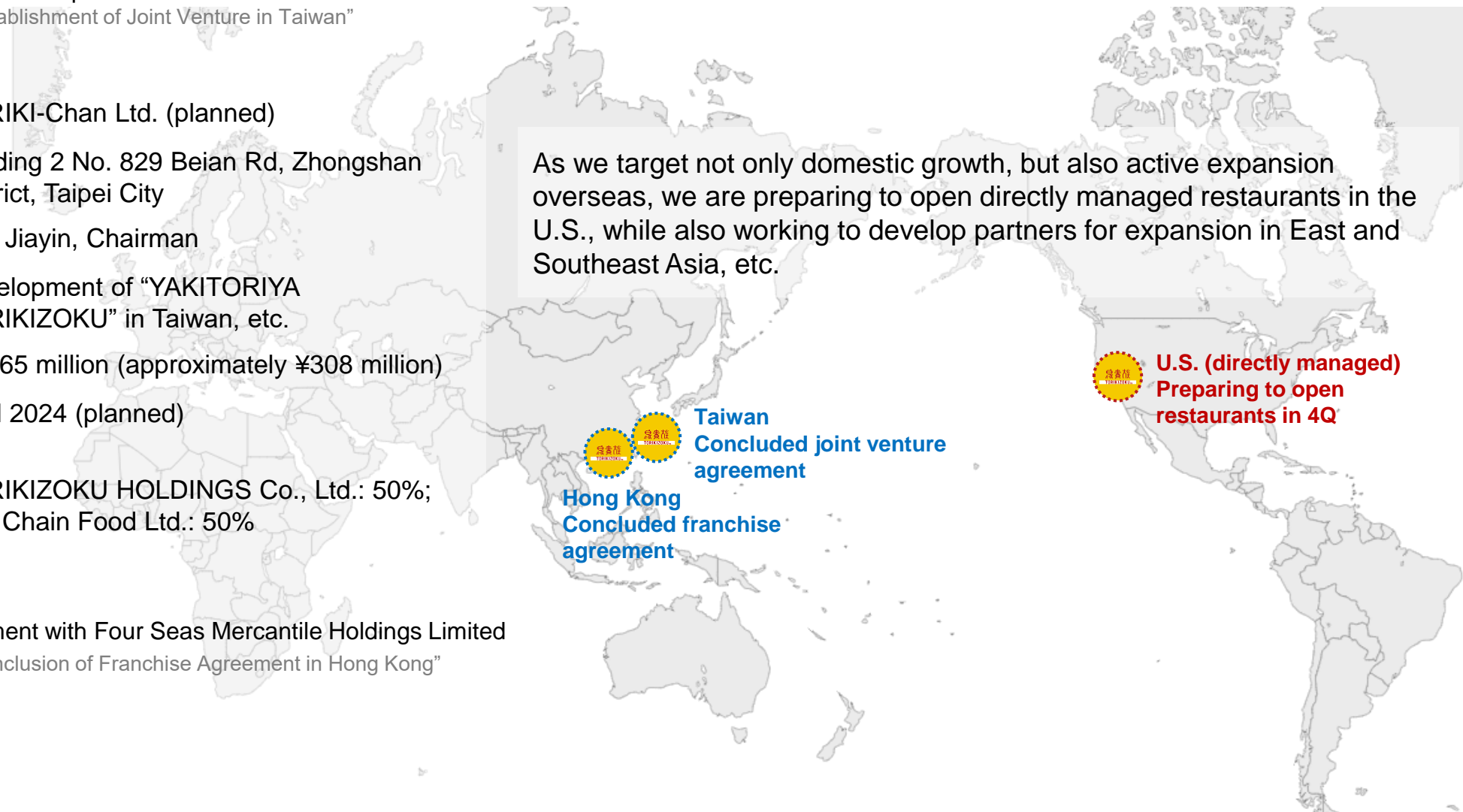
Concluded a joint venture agreement with City Chain Food Ltd., a group company of Dachan Great Wall Group
 2/26/2024 “Notice Concerning Establishment of Joint Venture in Taiwan”

- Name : TORIKI-Chan Ltd. (planned)
- Address : Building 2 No. 829 Beian Rd, Zhongshan District, Taipei City
- Representative : Han Jiayin, Chairman
- Business : Development of “YAKITORIYA TORIKIZOKU” in Taiwan, etc.
- Share capital : NT\$65 million (approximately ¥308 million)
- Date of establishment : April 2024 (planned)
- Equity ratio : TORIKIZOKU HOLDINGS Co., Ltd.: 50%; City Chain Food Ltd.: 50%

As we target not only domestic growth, but also active expansion overseas, we are preparing to open directly managed restaurants in the U.S., while also working to develop partners for expansion in East and Southeast Asia, etc.

Hong Kong

Concluded a franchise agreement with Four Seas Mercantile Holdings Limited
 2/26/2024 “Notice Concerning Conclusion of Franchise Agreement in Hong Kong”



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

Nomination and Compensation Committee G

- A total of six meetings were held through February 2024, with deliberations covering the nomination and remuneration of Group officers, including individual performance and interviews
- In addition, the committee also discusses succession plans on an ongoing basis

Sustainability initiatives E

- The Sustainability Committee was established in January 2024, and it is comprised of Executive Directors of the Company and officers of operating companies elected by the Board of Directors. The committee is responsible for formulating the Group's basic policies related to sustainability, identifying important issues (materiality), considering indicators that should be targeted, etc.
- We disclosed information based on the TCFD recommendations in February 2024, and will continue endeavoring to gradually enhance disclosure through continuous review



Disclosure in February 2024 (the Company's website : [Disclosure based on TCFD recommendations](#))



Responding to CDP (climate change questionnaire)

FY2022		FY2023
C	▶	C

Change of Trade Name and Relocation of Head Office

2024

Trade name to be changed to **Eternal Hospitality Group Co., Ltd.** (effective May 1)

Eternal

Our corporate philosophy has remained unchanged since our founding: "become an eternal company needed and loved by society"

Hospitality

To promote the recognition of the Company as a restaurant company by people from English-speaking countries and elsewhere overseas

2021

TORIKIZOKU HOLDINGS Co., Ltd. (trade name changed)

2009

TORIKIZOKU Co., Ltd. (trade name changed)

1986

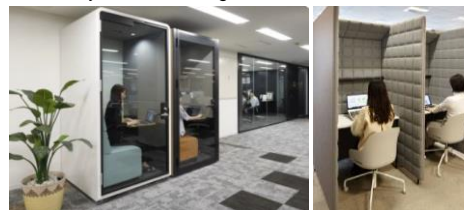
Eternal Service Co., Ltd. (established)

2024

Relocating our head office to improve employee satisfaction and productivity (planned)

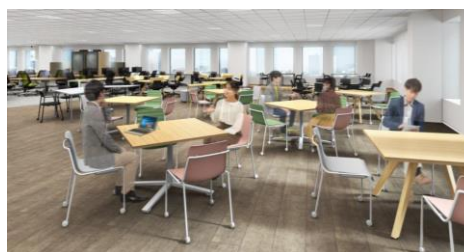


Adoption of ABW (Activity Based Working), in which fixed seats are not allocated, and instead employees can freely select where they work according to the content of their work, etc.



Online meeting boxes

Focus booths



Multipurpose space



Café and lounge



20th Floor, Urbannet Midotsuji Building

(Photographer: Forward Stroke)

- ✓ Improving the working environment for employees
- ✓ Considering the convenience of commuting for employees
- ✓ Complete BCP capabilities in the event of disaster
- ✓ Advanced environmental performance, such as low-carbon and renewable energy
- ✓ Current head office will be used for a sauce plant, R&D, training, etc.

* All office images are concept images

Reference

Company Profile



Company name	TORIKIZOKU HOLDINGS Co., Ltd.
Establishment	September 19, 1986
Listed market	TSE Prime (securities code: 3193)
Head office	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, 2023)
Group companies	TORIKIZOKU Co., Ltd., TORIKI BURGER Co., Ltd., DAIKICHI SYSTEM LIMITED, TORIKIZOKU USA INC.
Number of Group employees	Number of employees: 890 (as of July 31, 2023) (exc., average number of temporary employees:* 3,087)



* 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.

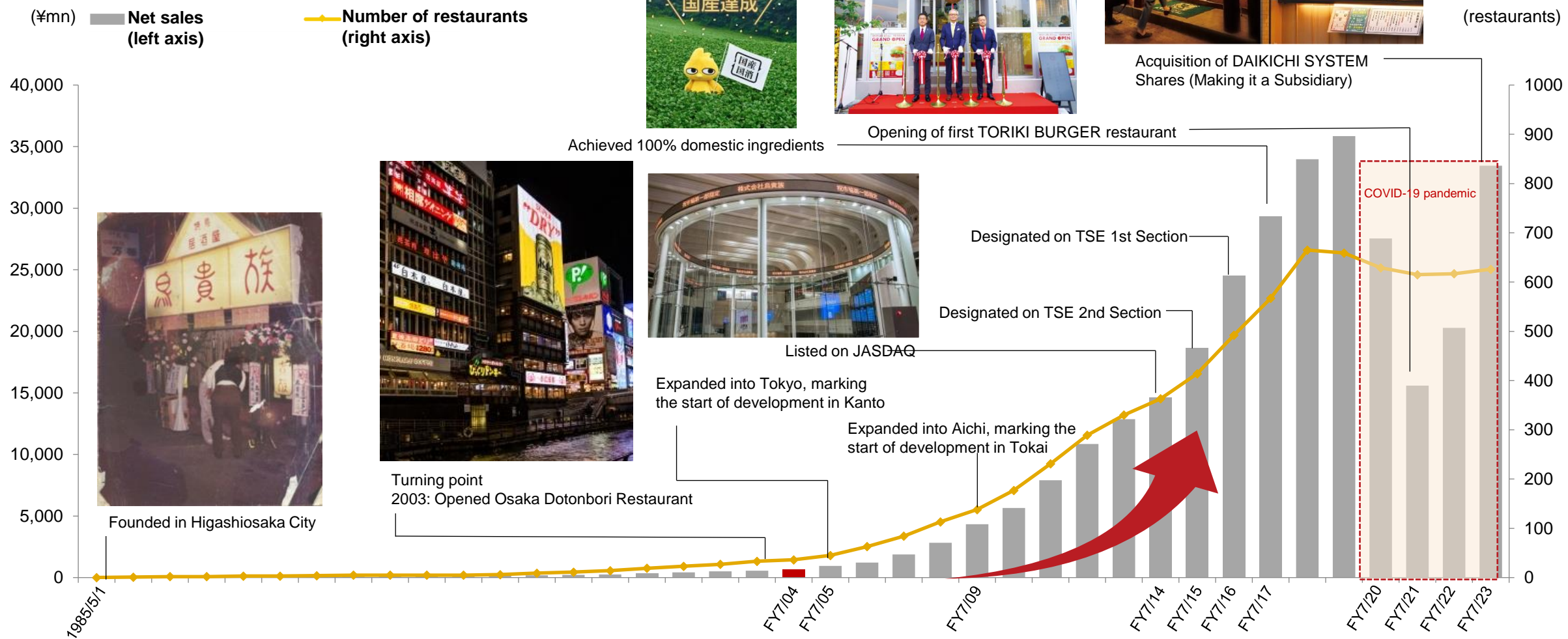
This brand offers high-quality chicken burgers made with a focus on domestic ingredients, at reasonable prices.



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



Founded in Higashiosaka City



Turning point 2003: Opened Osaka Dotonbori Restaurant



Listed on JASDAQ

Expanded into Tokyo, marking the start of development in Kanto

Expanded into Aichi, marking the start of development in Tokai



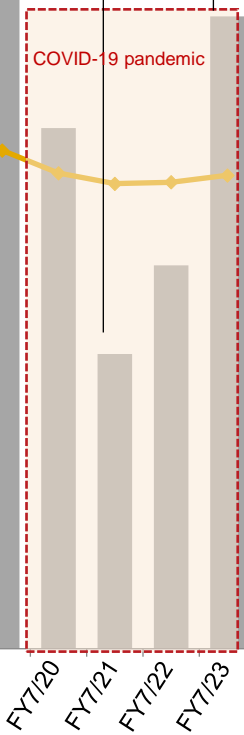
Achieved 100% domestic ingredients



Opening of first TORIKI BURGER restaurant



Acquisition of DAIKICHI SYSTEM Shares (Making it a Subsidiary)



Cautionary Notes

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