



October 14, 2026

Company name: EAT&HOLDINGS Co., Ltd
Representative: Hiroyasu Nakata, Representative Director
(Securities Code: 2882,
Tokyo Stock Exchange Prime Market)
Inquiries: Hirohito Imai, Managing Director
Telephone: +81-3-5769-5050

Notice Regarding the Formulation of the Medium-Term Management Plan

EAT&HOLDINGS Co., Ltd. hereby announces that it has formulated a 5-year “Medium-Term Management Plan” covering the fiscal years from February 2028 through February 2032.

For further details, please refer to the attached document, “SYNERGY DRIVE 2032”.

New Medium-Term Management Plan

+ & is Our Growth Engine

SYNERGY DRIVE 2032

Toward a Food Life Planning Company

EAT&HOLDINGS Co., Ltd

October 14, 2026

Agenda

Chapter 1 Toward the Formulation of the New Medium-Term Management Plan

- **Looking Back at the Previous Medium-Term Plan**
- **Summary of the New Medium-Term Management Plan “SYNERGY DRIVE 2032”**
 - Status of the New Medium-Term Plan, and Alliance with Advantage Partners
 - Concept
 - Outline
 - Roadmap

Chapter 2 New Medium-Term Management Plan “SYNERGY DRIVE 2032”

- **Understanding of Market Environment:** Restaurant Business, Food Business
- **Competitive Advantage:** Business Model, Restaurant Business, Food Business
- **Regarding the Reduction of Consumption Tax on Food Products**
- **Key Strategies and Policies:** Restaurant Business, Food Business, Developing New Business Formats, Overseas Strategy
- **Performance and Financial Targets:** Key Performance Indicators, Cash Allocation, and Shareholder Returns
- **Enhancing Governance, Promoting Sustainability**

Chapter 3 Further Prospects

01 **Chapter** Toward the Formulation of the New Medium-Term Management Plan

Chapter 01 Looking Back at the Previous Medium-Term Plan (1/2)

- While initially set for three years (the fiscal year ending Feb 2023 to the fiscal year ending Feb 2025), after being extended for a two-year period, there is a likelihood of a substantial failure to achieve the target for the fiscal year ending Feb 2027.
- With a tailwind from changes in consumer behavior after the COVID-19 pandemic, the food business is growing into the core of our business. On the other hand, a delay has occurred in the recovery of the restaurant business, and the pace of new store openings is being revised. The creation of business synergies leveraging “twin-pillared management” is also a work in progress.

Fiscal year ending Feb 2022		Fiscal year ending Feb 2027							
Results		Target (previous announcement)		Projected outcome (April 2026 announcement)		Comparison with target			
Sales		30.8 billion yen		50 billion yen		43 billion yen		−14%	
Operating Profit		0.83 billion yen		2.5 billion yen		1.25 billion yen		−50%	
Restaurant	Food	0.01 billion yen	1.15 billion yen	1.6 billion yen	2.4 billion yen	0.5 billion yen	1.4 billion yen	−69%	−42%
* Before company-wide expense allocation									
Operating Margin		2.7%		5.0%		2.9%		−2.1%pt	
ROE		10.4%		8.0%		4.0%		−4.0%pt	
EPS		76 yen		100 yen		40 yen		−60 yen	
Number of Stores		472 stores		650 stores		500 stores		−150 stores	

4

Chapter 01 Looking Back at the Previous Medium-Term Plan (2/2)

- The previous medium-term plan revealed the following issues: (1) enhancing functions of the group management and human resources foundation, (2) improving the low-profit structure of the restaurant business, (3) rebuilding the portfolio and the safety and risk management structure of the food business, and (4) deepening “twin-pillared synergies”

Category	Issue	Understanding of Current Situation
Organization/Governance	Improvement of the unity of group management	The HD function that controls the overall group is limited, and it is necessary to rebuild the management system for twin-pillared management
	Enhancing the human resources foundation	Upgrading the training system for top management, increasing the employee retention rate, and strengthening the promotion of work-style reforms are necessary
	Upgrading the business management system and standardizing the investment process	There are vulnerabilities in the business management system, such as KPI tracking, and in the investment decision-making process
Restaurant Business	Profitability structure reform	There is room for improvement in strengthening discipline in investment decisions and responding to unprofitable stores
	Improvement of brand value and optimization of value proposition	It is necessary to expand the customer base by promoting conversion from awareness to purchase and strengthening the appeal of product value
	QSC/store management	Room for improvement to increase customer loyalty, and to increase the quality of store environment/cleanliness management
	Optimization of royalty model	It is necessary to improve the profitability of the franchise business model and strengthen franchise store support
Food Business	Rebuilding the product portfolio	Sales of pan-fried gyoza account for 75% of the total. The key to growth is the expansion of semi-key products and high-value-added products
	Strengthening appeal of product value and organization of the sales system	It is necessary to further increase recognition of the qualitative value of products (MSG-free, etc.) and establish an organized sales system
	Minimization of manufacturing loss and increased efficiency of production process	Based on the rise in ingredient and packaging costs, initiatives to increase efficiency, such as minimizing manufacturing loss and reducing manpower, are required
	Manufacturing digital transformation and rebuilding of the management system at factories	Promotion of safety management through the visualization of the manufacturing process and digitization are keys to business stability
New Business	Deepening of twin-pillared synergies/strengthening of strategic collaboration	Cross-referrals, joint product development, and sales channel expansion through collaboration between the restaurant business and the food business are key
	Discovery and development of growth categories	In parallel with the deepening of existing businesses, sustainable growth is envisioned by advancing into new markets and new product categories

Chapter01

Status of the New Medium-Term Plan, and Alliance with Advantage Partners

- Business alliance with Advantage Partners based on the issues of the previous medium-term plan.
From the formulation of the medium-term management plan, we will promote the strengthening of the management foundation and business reforms in tandem

Strategic Direction	Response Policy	Direction of Measures
Construction of sustainable growth foundation	Construction of next-generation organizational structure	- Recruitment of management personnel and successor development - Enhancing governance and internal controls - Introduction of KPI management and investment discipline
Recovery of the restaurant business	Rebuilding of the business model centered on customer satisfaction and profitability	- Assessment of unprofitable stores and rebuilding of location strategy - Brand redefinition and QSC improvement - Redesign of franchise model
Expansion of the food business	Production system development, including the Kyushu Factory, and sales process reform	- Product portfolio and pricing strategy - Systematization of sales organization - Strengthening of factory productivity and BCP
Search for new businesses	Development of new business formats leveraging our “twin-pillared management” of restaurants and food	- Development and verification of new business formats starting from factories - Utilization of store touchpoints and e-commerce - Promotion of M&A and alliances

Medium-Term Management Plan SYNERGY DRIVE 2032	In order to realize the new medium-term management plan that runs through the fiscal year ending Feb 2032, we will raise funds after a business alliance from the plan formulation phase with Advantage Partners’ Private Solutions (their expert team* that has an extensive track record of supporting listed companies in the restaurant and food sectors)
---	--

* A team that works to improve corporate value as one with management by investing in listed companies through shares, convertible bonds, and share options, etc.

01 Chapter “SYNERGY DRIVE 2032” Concept

The concept of “+&” is carved into our company name.

Restaurants and food – the concept of combining these two distinct businesses has continued, without change, to be a part of our DNA.

This “+&” concept is precisely what created our unique “twin-pillared management” business model, cultivating our two strengths: restaurants and frozen foods.

SYNERGY DRIVE – Further deepening “+&”

DEEPEN: Further honing our twin-pillared management

EXPAND: Creating and expanding synergies across businesses and regional boundaries

EVOLVE: Diving deeper towards a one-of-a-kind business model

DEEPEN & EXPAND & EVOLVE
= SYNERGY DRIVE

DEEPEN

- Strengthening management foundation through enhanced group supervising functions
- Restructuring the restaurant business
- Refining factory manufacturing technologies to deliver low prices and high quality
- Improving group profitability by strengthening collaboration between the restaurant and food businesses

EXPAND

- Maximizing LTV by fully leveraging customer touchpoints through cross-referrals between groups
- Creating new businesses (new value) through synergy between the restaurant and food businesses
- Accelerating expansion of our twin-pillared business as a growth driver in overseas markets as well
- Expanding into new business areas through M&A

EVOLVE

- Deepening a unique business model that consistently delivers brand value - from restaurant to family dinner table
- Establishing a sustainable framework and stable revenue structure capable of responding flexibly and effectively to various market changes and external factors by deepening our twin-pillared management

Chapter 01 “SYNERGY DRIVE 2032” Outline

Theme	Establishing unrivaled profitability by restructuring our management foundation and deepening our “twin-pillared management”
	● Restructure next-generation organizational structure and governance to establish a management foundation that supports sustainable growth ● Enhance profitability of existing businesses through “business format renewal + profitability improvements” for restaurants and “restructuring of the production system to leverage the Kyushu Factory” for food ● Combine factory manufacturing capabilities with restaurant brands and customer contact points to transform our unique “twin-pillared management” into a growth engine

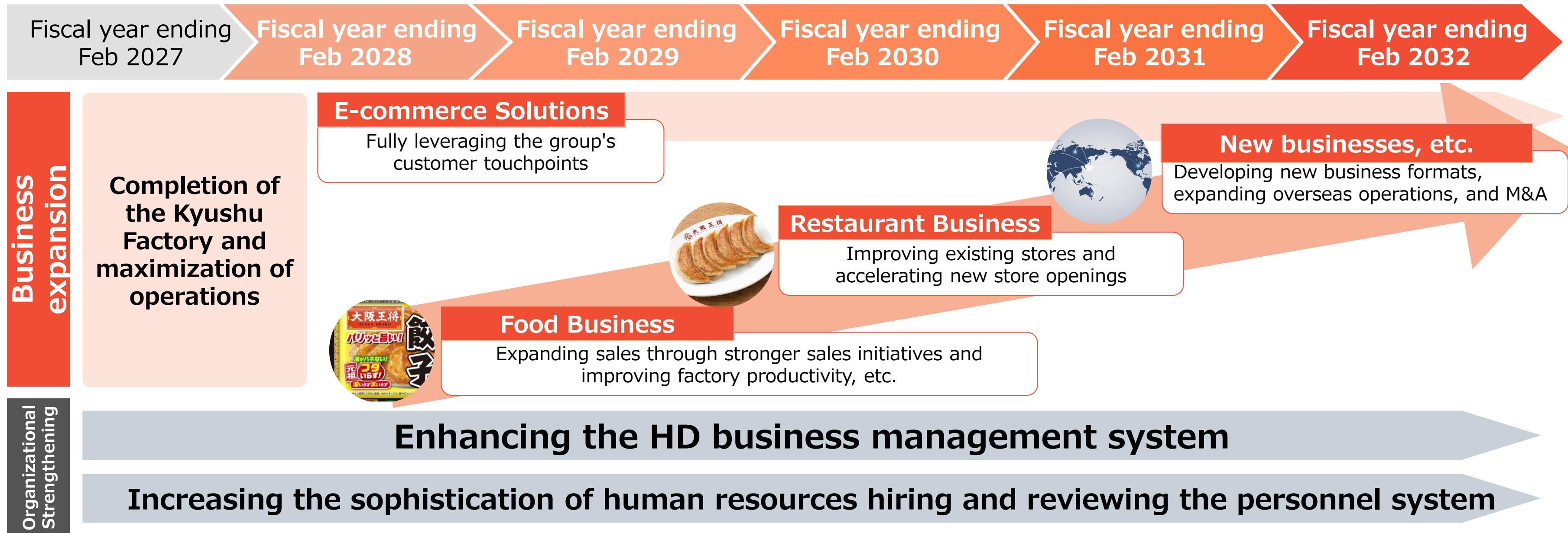
Key Management Objectives (Fiscal Year Ending Feb 2032)	Sales	Operating Profit	ROE	Shareholder Returns*
	JPY 65 billion +9% CAGR	JPY 3.5 billion (Operating margin: 5.4%) +23% CAGR	14% +10% over 5 yrs	JPY 130 Double over 5 yrs

*Dividend & benefits per share based on 100 shares

Key Strategies	Business Strategy	Strengthening Management Foundation	Capital Policy & Financial Strategy
	Restau Business format renewal and shift to profitability rant Food Market share expansion by leveraging Kyushu Factory New Develop new business formats leveraging our “twin-pillared management”	• Next-gen. organization, including succession planning • Enhancing governance and internal controls • Promoting ESG initiatives, including food safety and BCP	• Growth investment in the Kyushu Factory and new business formats • Improve investment discipline and capital efficiency • Significantly enhance shareholder returns

Chapter 01 “SYNERGY DRIVE 2032” Roadmap

- In the first half of the plan period, we will ensure that investment in the Kyushu Factory leads to profits, and establish a firm foundation centered on steady growth in the food business while moving forward with restructuring the organizational framework necessary for business growth.
- In addition, we will maximize LTV by fully leveraging customer touchpoints through cross-referrals between groups based on the use of AI and IT
- In the second half, we will generate profits through improvements in the restaurant business and new business formats, thereby building a foundation for future growth.



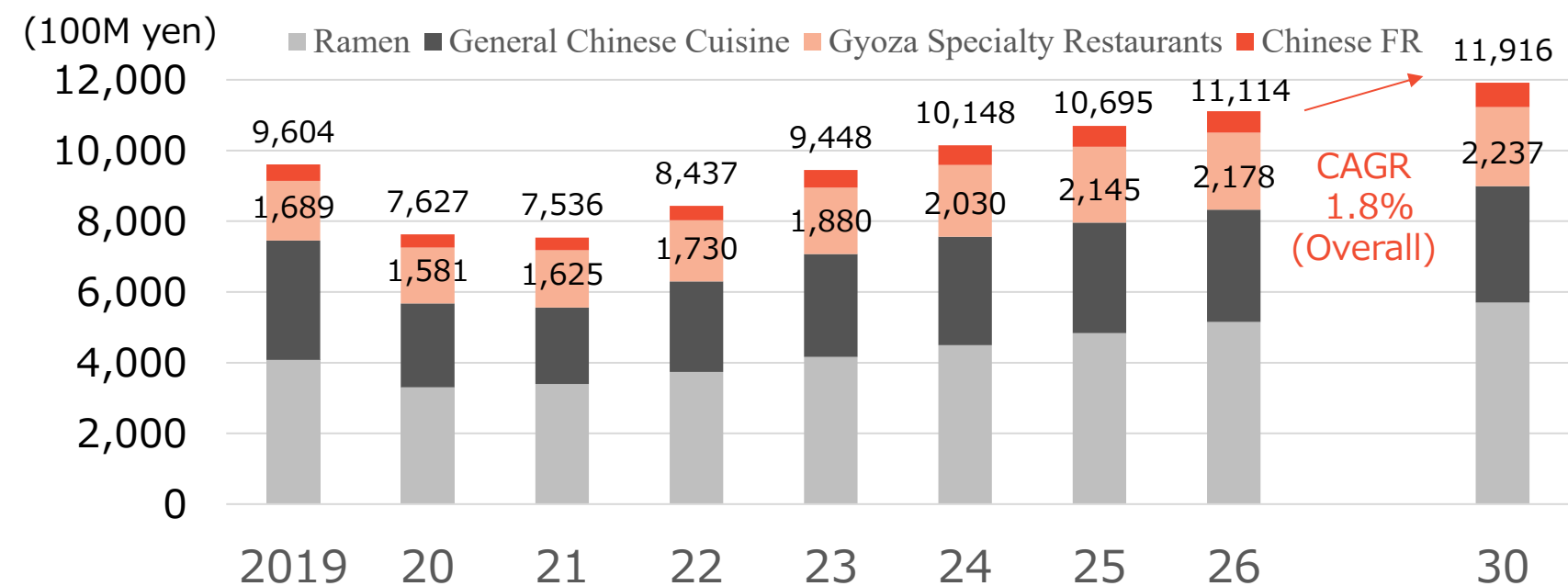
Chapter 02

New Medium-Term Management Plan “SYNERGY DRIVE 2032”

Chapter 02 Understanding of Market Environment: Restaurant Business

- The restaurant market is rebounding due to the recovery in the movement of people after the COVID-19 pandemic. In particular, the specialty restaurant formats, such as Chinese restaurants, are performing well
- The issue is the response to threats such as future contraction of the domestic market, competition risk, high costs such as for ingredients, a labor shortage, and budget-mindedness

Market Size of the Chinese Cuisine Business Format



* Sales from "Food Service Industry Marketing Data Book 2026" by Fuji Keizai. Results up to 2025, estimate for 2026, forecast for 2030.

- **Overall market:** The market is expected to trend upward against a backdrop of increasingly active new store openings and menu policies by each player and an increase in per-customer spending
- **Gyoza specialty restaurant market:** Both recovery speed and repeat rate are high against a backdrop of a preference for purposeful visits. Business opportunity in developing a high unit price menu to match trends, such as capturing alcohol demand

Opportunities and Threats

Opportunities

- Recovery in the movement of people after the COVID-19 pandemic
- Rise in popularity of Japanese food and expansion of inbound demand
- Trends such as health consciousness, ethical consumption
- Rise in need for spending time effectively, breakfast demand
- Spread of use of takeout and delivery
- Spread of robotics in cooking and serving tables

Threats

- Increase in various costs (ingredients, logistics, energy, etc.)
- Labor shortage (the suspension of acceptance of specified skilled workers is also in the background of this)
- Decline in population/contraction of the domestic market due to the declining birthrate and aging population
- Rise in budget-mindedness due to sluggish growth of real wages
- Diversification of eating styles (home meal replacement, home-delivered meal, online shopping, etc.)
- Reduction of consumption tax on food products (increase in the perception that restaurants are expensive)

Chapter 02 Understanding of Market Environment: Food Business

- The frozen food market is experiencing positive growth, driven by the stay-at-home demand from the COVID-19 pandemic. In the Chinese cuisine category in particular, the market is growing for a wide range of items led by frozen gyoza, which is our company’s main strength, as well as shumai and soup dumplings, etc.

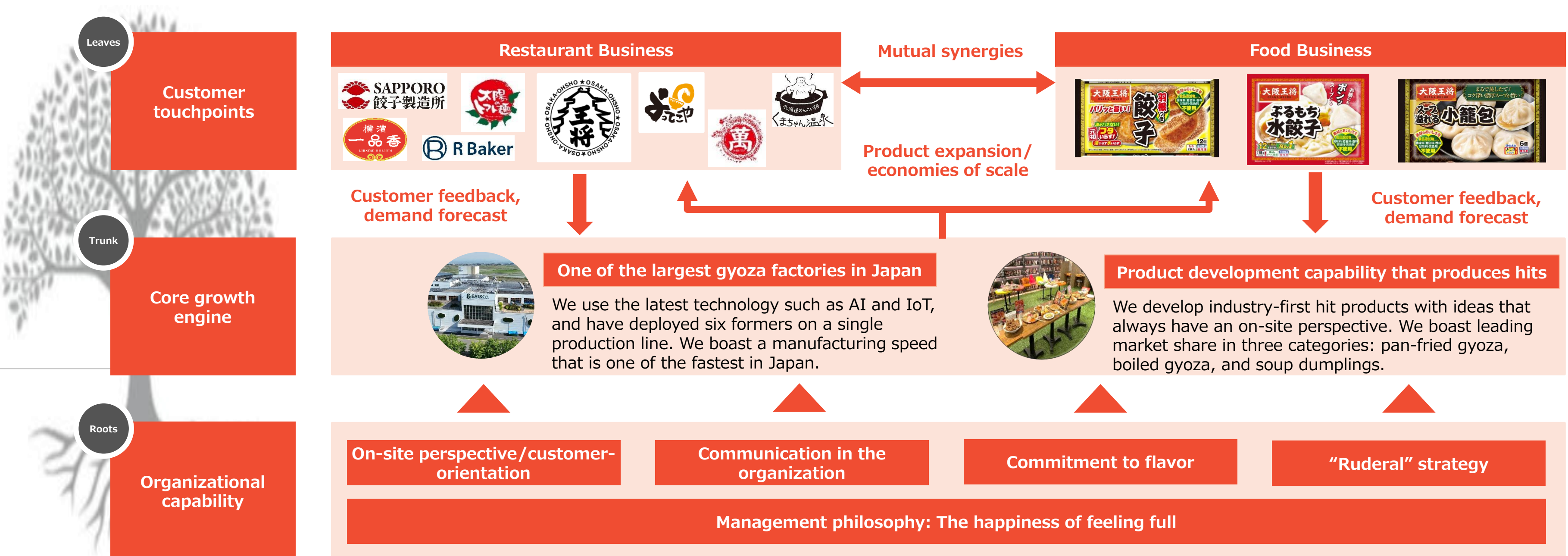
	Pan-fried gyoza	Boiled gyoza	Fried rice	Shumai	Soup dumplings	One-plate meals
Market size/growth rate	(100M yen) 735 → 795 CAGR 1.13%	 78 → 81 0.63%	 1,058 → 1,192 1.72%	 491 → 524 0.93%	 11 → 10~15% 10~15%	 150 → 5~15% 5~15%
Our company’s share	33.4%	57.7%	0.8%	6.9%	34.6%	0.7%
Opinion	Mature market with intensifying competition	Uses outside of hot pot and attracting demand in summer are keys to growth	The market size is large and is expected to grow to a certain extent	Market size second to gyoza in the dim sum category	Small market size, but the share is top level and favorable	Market potential and room for share expansion are particularly large

* For market sizes and growth rates of pan-fried gyoza, boiled gyoza, fried rice, and shumai, see “2026 Processed Foods Marketing Data Book” by Fuji Keizai (sales amount basis; 2025 is an estimate, 2032 is a projection). Furthermore, pan-fried gyoza includes uncooked gyoza. Fried rice covers individually-frozen-type frozen cooked rice. The 2025 market size and growth rate for soup dumplings and one-plate meals are estimated by our company.

* Share source for each category: Intage SCI (age 15-79) frozen prepared market (type: pan-fried gyoza/boiled gyoza/fried rice/shumai/soup dumplings/set items) Mar. 2025 to Feb. 2026 purchase value per 100 people (purchase route: SM, DRG, HC)

Chapter 02 Competitive Advantage: Business Model

- Develop both the restaurant and food businesses based on the production capabilities of in-house factories. “Twin-pillared management” utilizing mutual synergies is the source of our competitive advantage.



Chapter 02 Competitive Advantage: Restaurant Business

- Beginning with “Osaka Ohsho,” we operate more than 10 brands and 471 stores (as of the end of the fiscal year ending Feb 2026), such as ramen specialty restaurants and bakery-cafes. Our strengths are wide-ranging customer touchpoints, business format development capabilities, and store operating capabilities

Breakdown of number of group stores
(as of the end of the fiscal year ending Feb 2026)

		Directly-operated	Franchise	All stores
Domestic	Osaka Ohsho	52	290	342
	Ramen	16	9	25
	Bakery-cafe	22	26	48
	Ippinko	11	2	13
	Other business formats	8	1	9
Overseas		8	26	34
Group total		117	354	471

Wide-ranging customer touchpoints

Varied business format portfolio

Store operating capability

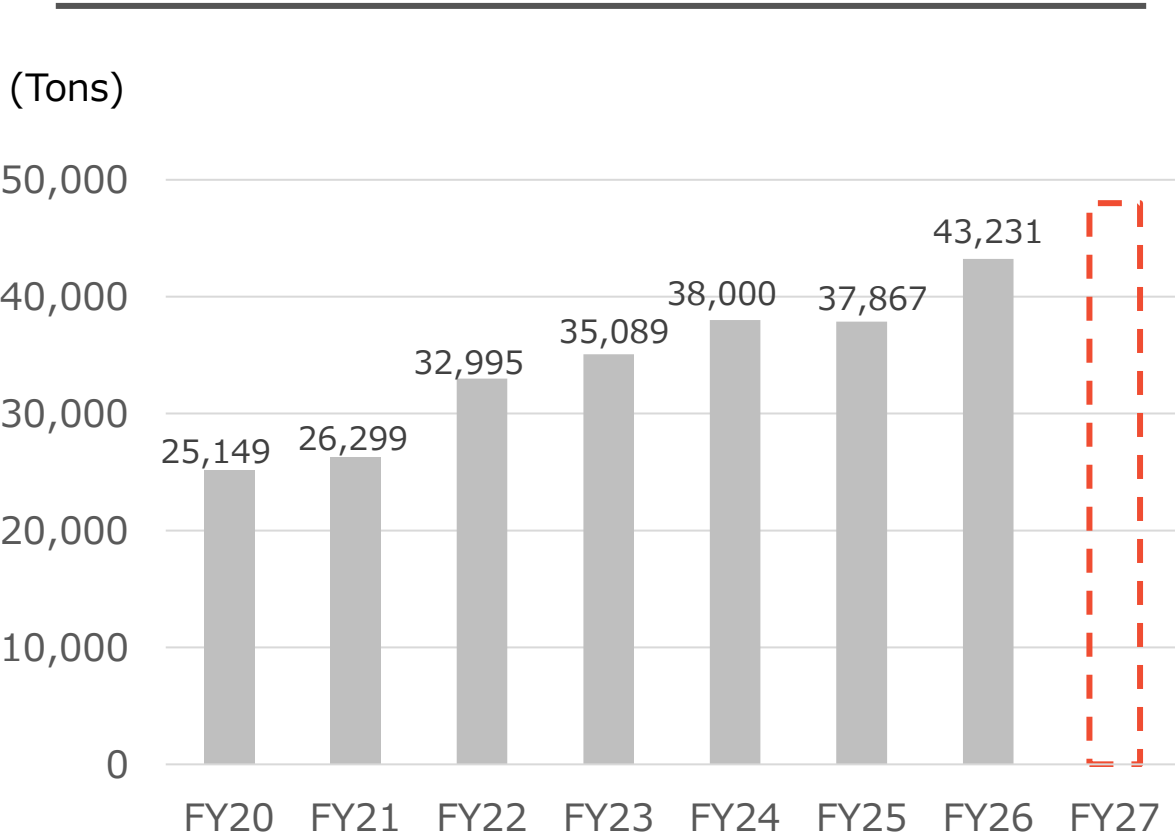
- We provide products and services through multiple of our own channels, including not only physical stores, but also e-commerce as secondary utilization of brands
- We have formed a varied brand portfolio by actively developing new business formats
- We flexibly respond to diverse customer needs and changes in the times
- We promote store operations that are in accordance with the environment, such as on-site-led product development, training systems to improve cooking techniques, and profitability improvements utilizing freezing technology



Chapter 02 Competitive Advantage: Food Business

- We have secured a significant market share in the Chinese cuisine frozen food category, led by our flagship frozen gyoza. Our strengths lie in product development capabilities which enable us to create differentiated products, and our commitment to the inherent deliciousness of the ingredients.

Trends in Factory Production Volume



The Kyushu Factory is scheduled for completion in December 2026. Production of 1,300 tons per month is planned at the start of operations.

Industry-leading Market Share

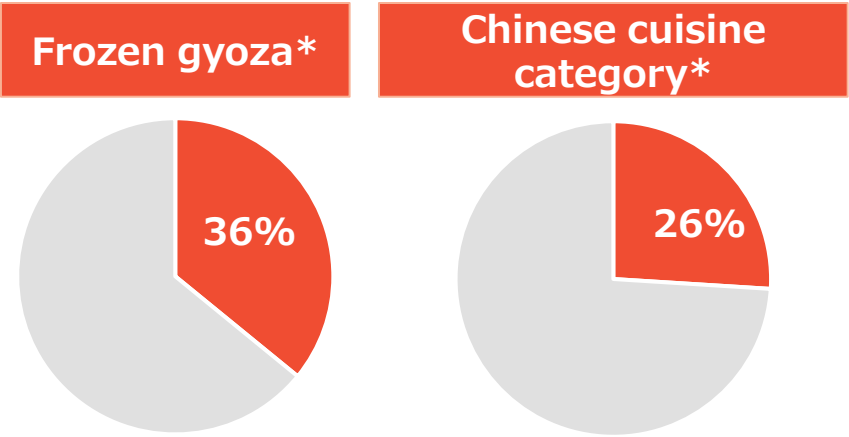
- Leveraging our brand strength, we are expanding our market share in the Chinese cuisine category as well, with products such as shumai, soup dumplings, and one-plate meals.

Product Development Capabilities

- Through development capabilities built upon a series of spontaneous insights and small touches of ingenuity, we are creating one hit product after another, such as our patented flagship product Osaka Ohsho Crispy Winged Gyoza, the first in the industry to require no oil, water, or lid.

Pursuing the Inherent Deliciousness of Ingredients

- To meet the demand for food safety and security, we are promoting product development that does not rely on the five types of food additives affecting taste, aroma, or color.



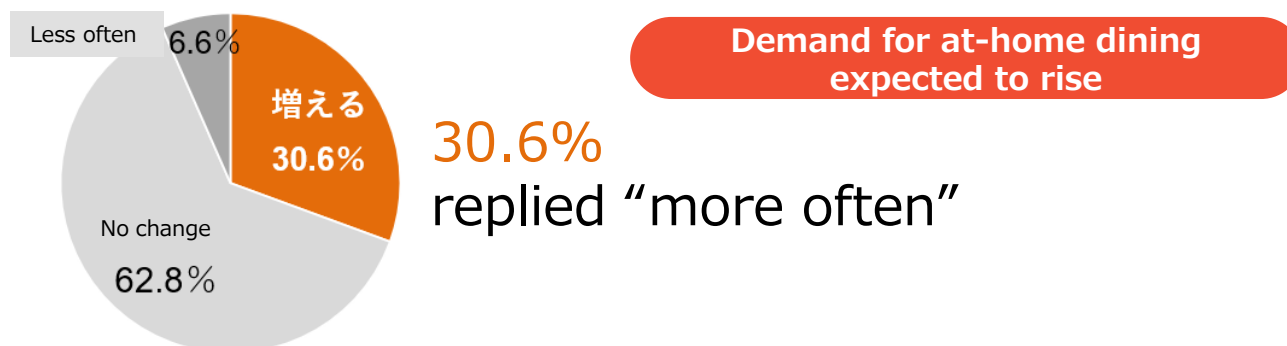
*Reference: Intage SCI (age 15–79) frozen prepared food market (categories: frozen gyoza = total of pan-fried gyoza and boiled gyoza; Chinese cuisine = total of pan-fried gyoza, shumai, spring rolls, boiled gyoza, soup dumplings, rice noodles, Chinese side dishes, stir-fried shrimp in chili sauce, and cold Chinese noodles) Mar 2025 – Feb 2026 purchase amount per 100 people (purchasing channels: supermarkets, drug stores, home centers)

Chapter 02 Regarding the Reduction of Consumption Tax on Food Products

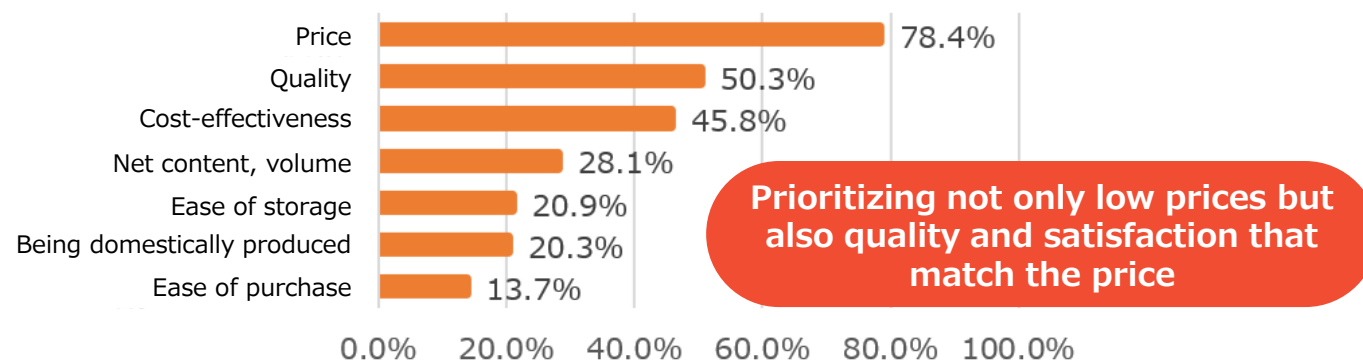
- Amid concerns that the restaurant business will struggle due to the 2-year reduction of consumption tax on food products from April 2027, the Group's food business, which accounts for the majority of sales and the bulk of profits, will directly benefit from the tax cut.
- We will turn the restaurant business into a growth opportunity by promoting takeout for Osaka Ohsho, expanding the bakery-cafe business format that captures takeout demand, and developing a new business format. We view the overall impact on the Group as more of a tailwind.

Consumer Sentiment Regarding the Consumption Tax Cut

If the tax is cut, how often will you cook at home?



What do you want to prioritize more than before when purchasing ingredients? (n=153)



Impact on the Group and Response Initiatives

Food Business

Tailwind

- Frozen foods for home consumption will be subject to a 1% tax rate. **They will capture the demand shifting away from restaurants (towards home cooking and ready-made meals).**
- With the Kyushu Factory (scheduled for completion in 2026), we will **expand supply capacity** and reliably capture the rise in demand.

Restaurant Business

Opportunity

- For Osaka Ohsho, we will **further strengthen the promotion of in-store takeout**, which is already a key strength. At the same time, we aim to enhance the in-store experience by revising the menu.
- The shift to takeout will **directly benefit the bakery-cafe "R Baker."**
- By **developing a new business format** characterized by low food and labor costs, high turnover, and **takeout capabilities**, we will turn the new tax system into a pricing advantage.

02

Chapter

Key Strategies and Initiatives: Restaurant Business

- We will achieve higher unit prices driven by high added value, while maintaining a stable restaurant environment and operational standards. We are establishing a high-profitability format as we aim to scale up. We are also stepping up store openings and product development in the high-growth bakery-cafe business formats.

Strategy		Initiatives
Chinese Cuisine Restaurant Business Format	Improving QSC (Quality, Service, Cleanliness)	• Comprehensive coverage and sophistication of QSC management items (identifying areas for strengthening and revising the checklist) • Establishment and execution management of the PDCA framework (strengthening monitoring of improvements) • Design of the QSC evaluation system (reflecting in evaluations, promotions, compensation, etc.)
	Improving Profitability of Existing Stores	• Menu revision and introduction tailored to target customer demand (revamping the data infrastructure as a prerequisite) • Cost reduction (accelerating factory collaboration, such as the construction of new central kitchens (CK), and streamlining procurement) • Labor cost reduction (labor savings through operational efficiency improvements, shift optimization)
	Strengthening Store Openings	• Development and establishment of new models for key brands • Strengthening the restaurant development framework (reinforcing specialized personnel)
Bakery-Cafe Business Format		• Product development that captures demand ranging from everyday use and health-conscious choices to special treats • Establishing a high-profitability model leveraging CK capabilities and expanding franchise stores to become a second core business format • Expansion into Asia of the R Baker model, which was refined in the domestic market

02

Chapter

Key Strategies and Initiatives: Food Business

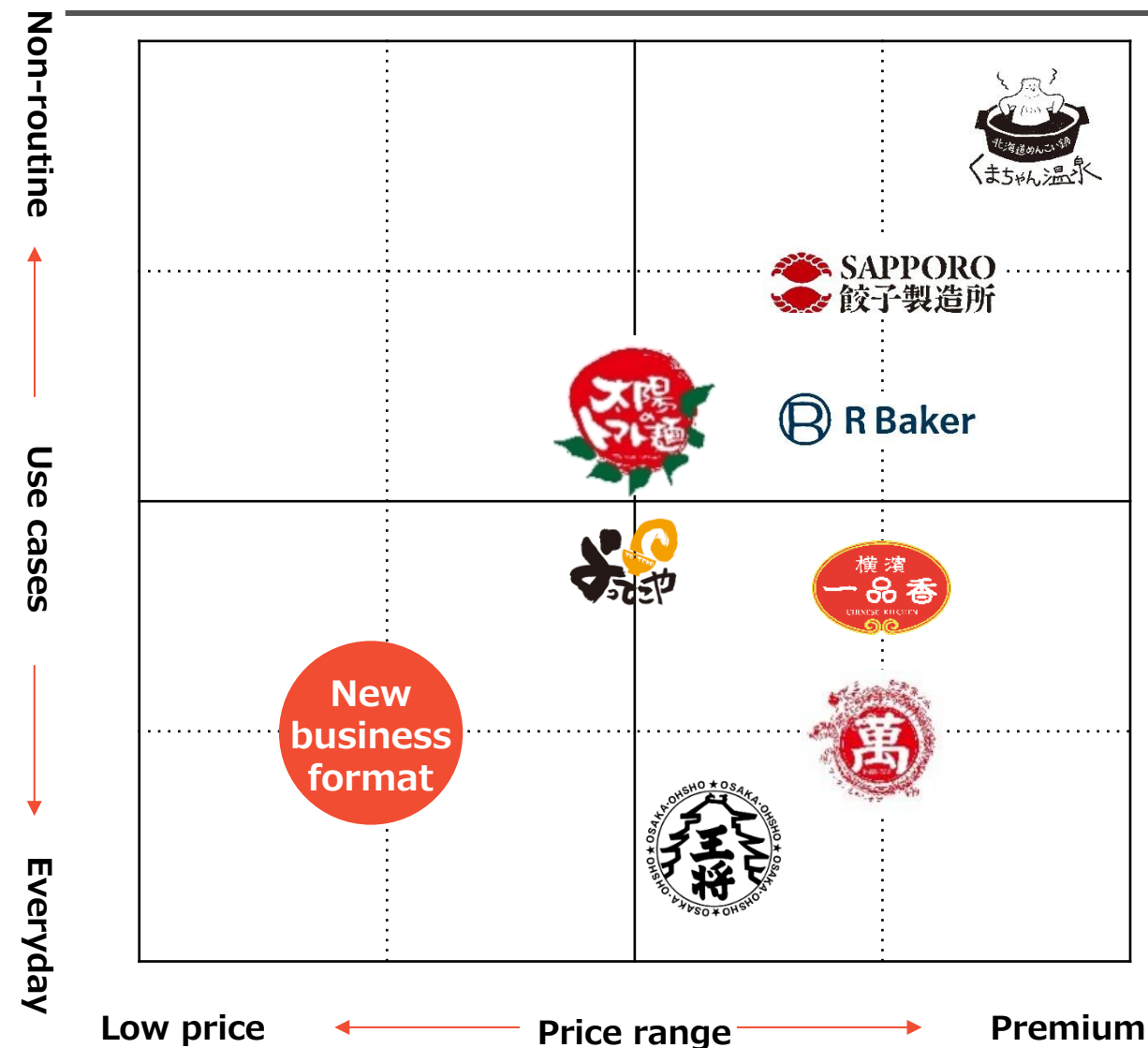
- We will achieve further expansion of distribution for our core products by refining our sales and marketing activities. We strongly promote both “restaurant-quality taste” and “peace of mind by not relying on additives.” We are driving initiatives to improve factory profitability while also fortifying defenses.

Strategy	Initiatives
Strengthening Sales	• Sales at a fair price • Clarification of sales strategies by client and category (visualization of selling prices and sales promotion terms for each client) • Strategic targeting of unserved areas and chains • Strengthening the sales force (visualization and horizontal deployment of best practices)
Strengthening Marketing	• Strengthening the communication of brand value (both “restaurant-quality taste” and “peace of mind by not relying on additives”) • Mutual customer referral with restaurants (physical stores and e-commerce integration)
Strengthening Product Development	• Priority investment in growth categories (in-house fried rice production, one-plate meal mass production, and shumai SKU expansion) • Development of value-added products (prioritizing health and creating products without relying on food additives) • Development of market-driven hit products in collaboration with the restaurant business
Improving Factory Profitability	• Acceleration of capital investment and promotion of digital transformation to boost productivity and reduce loss rates • Reduction of procurement costs through review of procured items • Enhancement of KPI management and establishment of PDCA framework

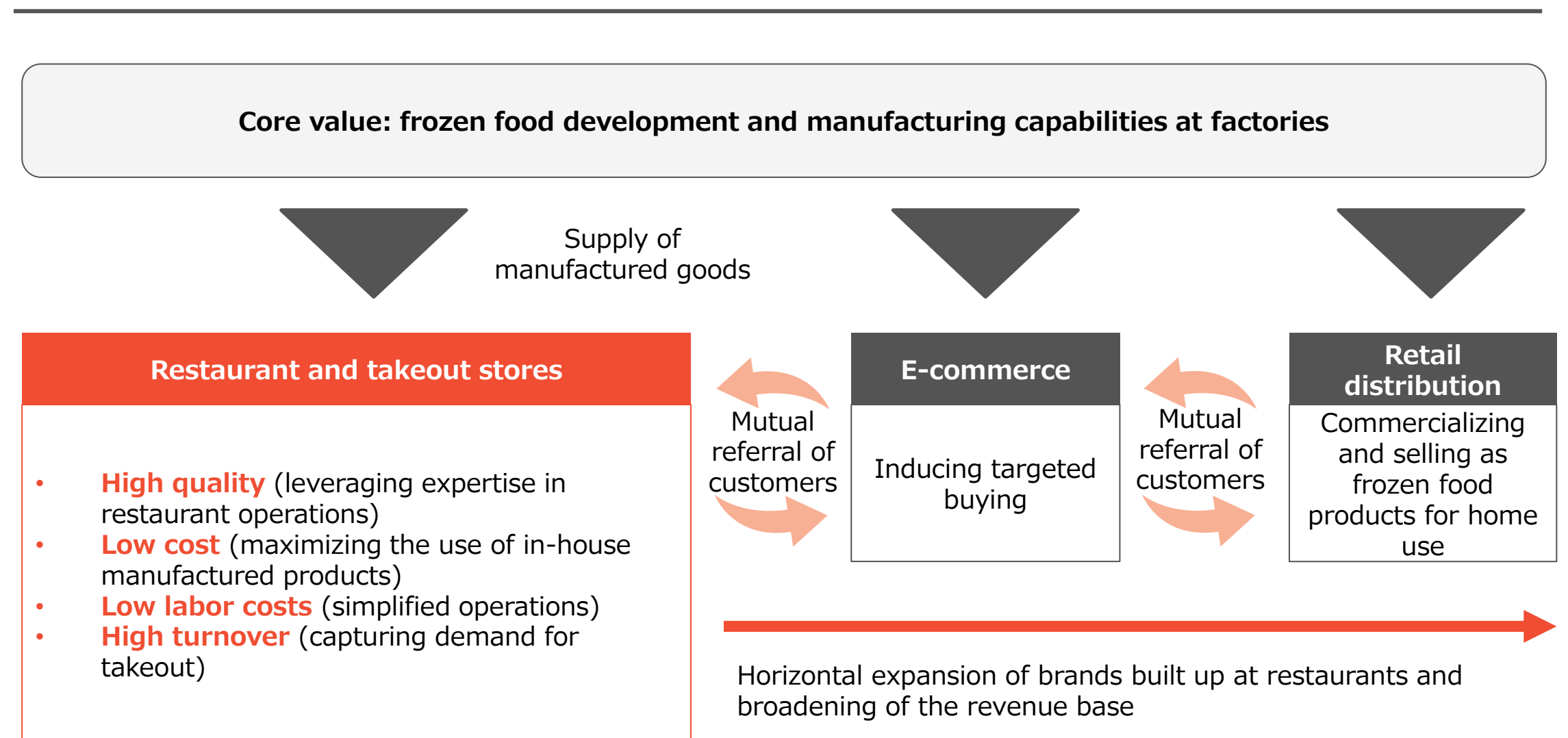
Chapter 02 Key Strategies and Initiatives: Developing New Business Format to Accelerate Growth

- We are creating a highly profitable new business format that achieves unrivaled low production and operating costs by leveraging in-house factories (embodying differentiation through “twin-pillared management”)
- We aim to establish new revenue streams by expanding sales channels, including franchise operations, e-commerce, and retail distribution.

Positioning of New Business Format



Conceptual Diagram of New Business Format



Chapter 02 Key Strategies and Initiatives: Overseas Strategy

- We aim to expand our overseas operations by strengthening our organizational foundation while focusing on deepening our presence in Asia and developing the North American market. In addition to the restaurant business, we are making great efforts in the food business and developing both as twin pillars of our operations.

Overview of Overseas Operations (as of the end of the fiscal year ending Feb 2026)



Strengthening the Organizational Foundation

- Strengthening of management functions (intellectual property matters, contract review, legal risk management, etc.)
- Strengthening of marketing functions (development of brand guidelines, support for customer acquisition via social media, etc.)
- Strengthening of global talent

Deepening Our Presence in Asia

- Accelerating franchise expansion in the ASEAN region and expanding business operations through M&A and equity investments
- Revamping of China operations (expansion of restaurant and food businesses through collaboration with local partners)
- Halal initiatives in the restaurant and food businesses



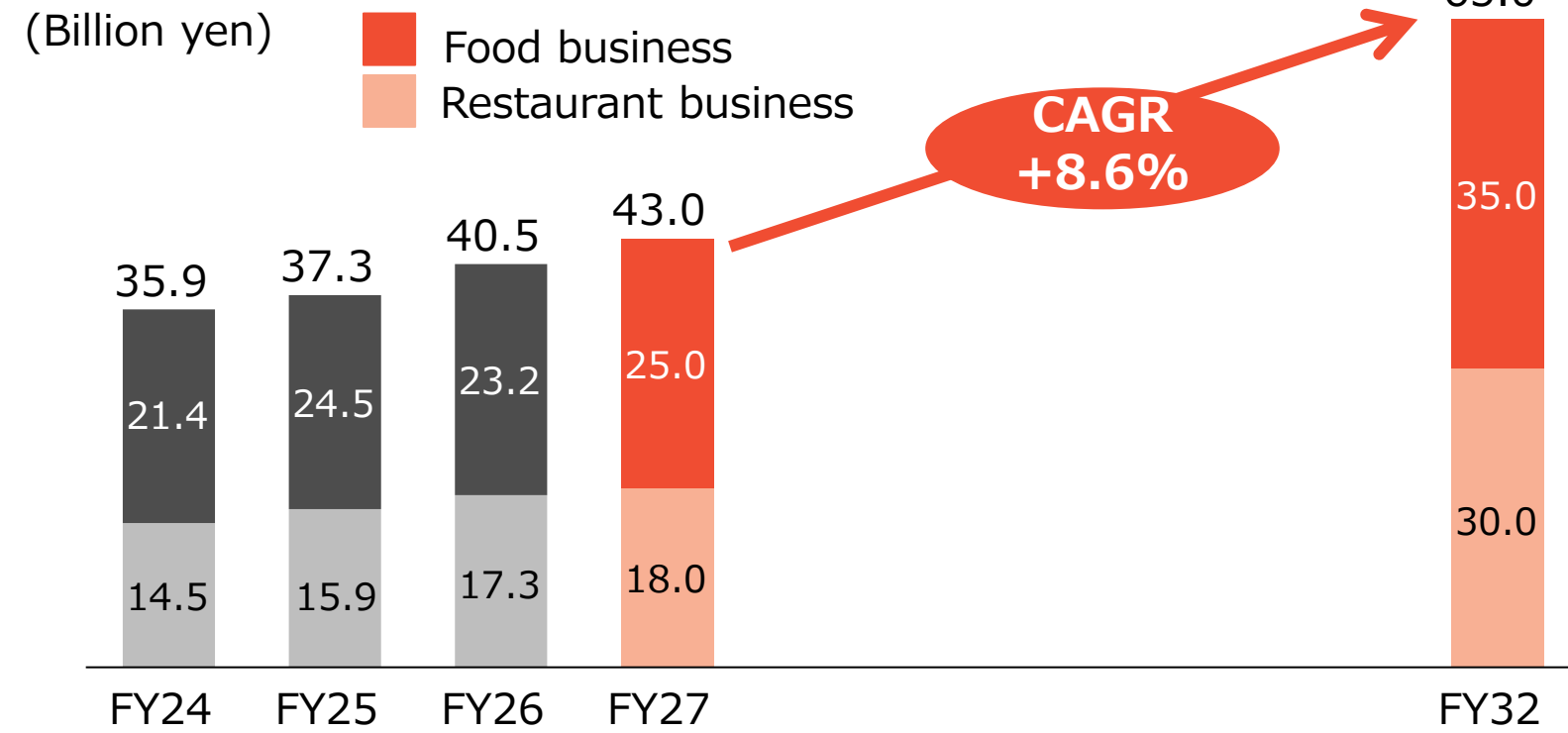
Developing North America

- Refinement of restaurant business formats and brand penetration tailored to local preferences
- Consideration of investment in or acquisition of local manufacturers with a view to expanding the frozen food business

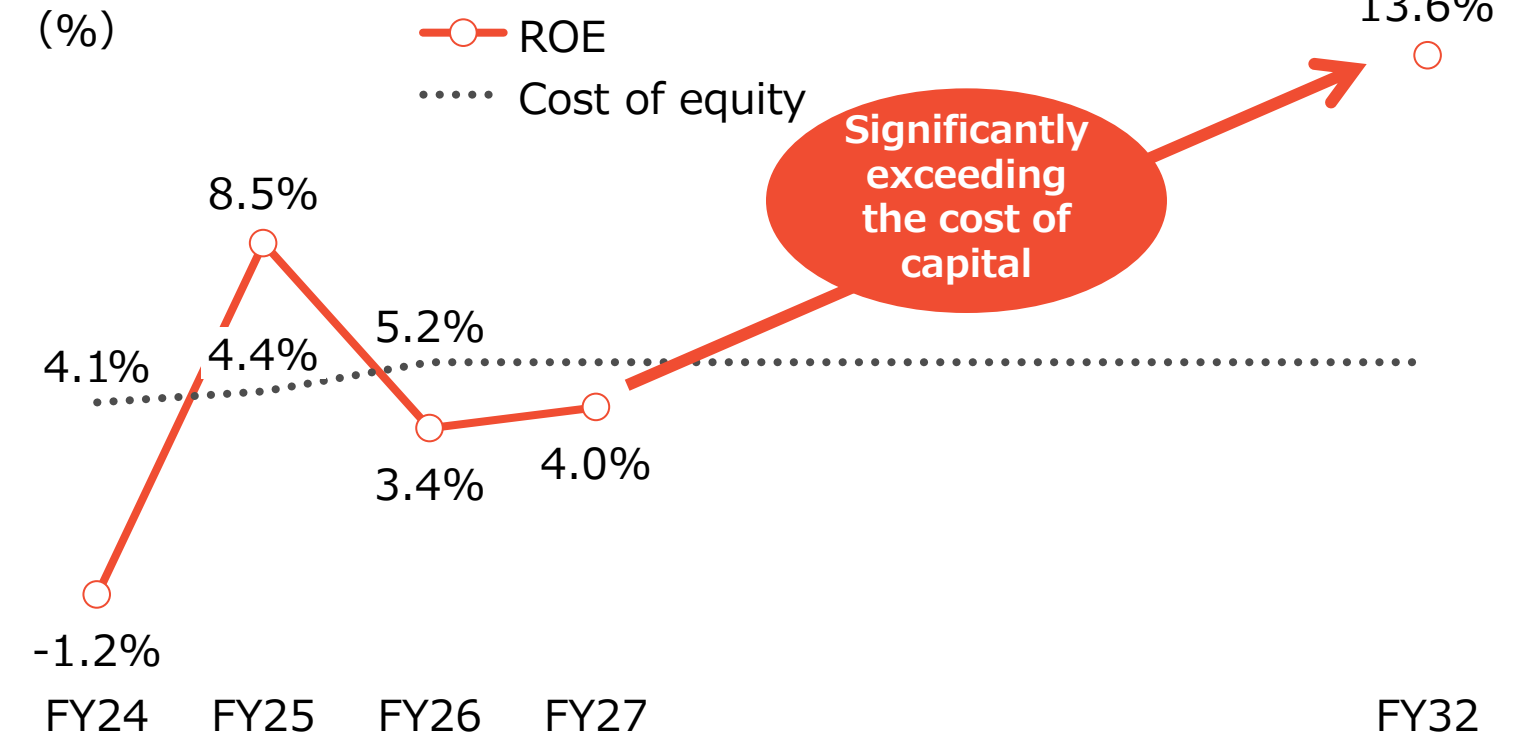


Chapter 02 Performance and Financial Targets: Key Performance Indicators

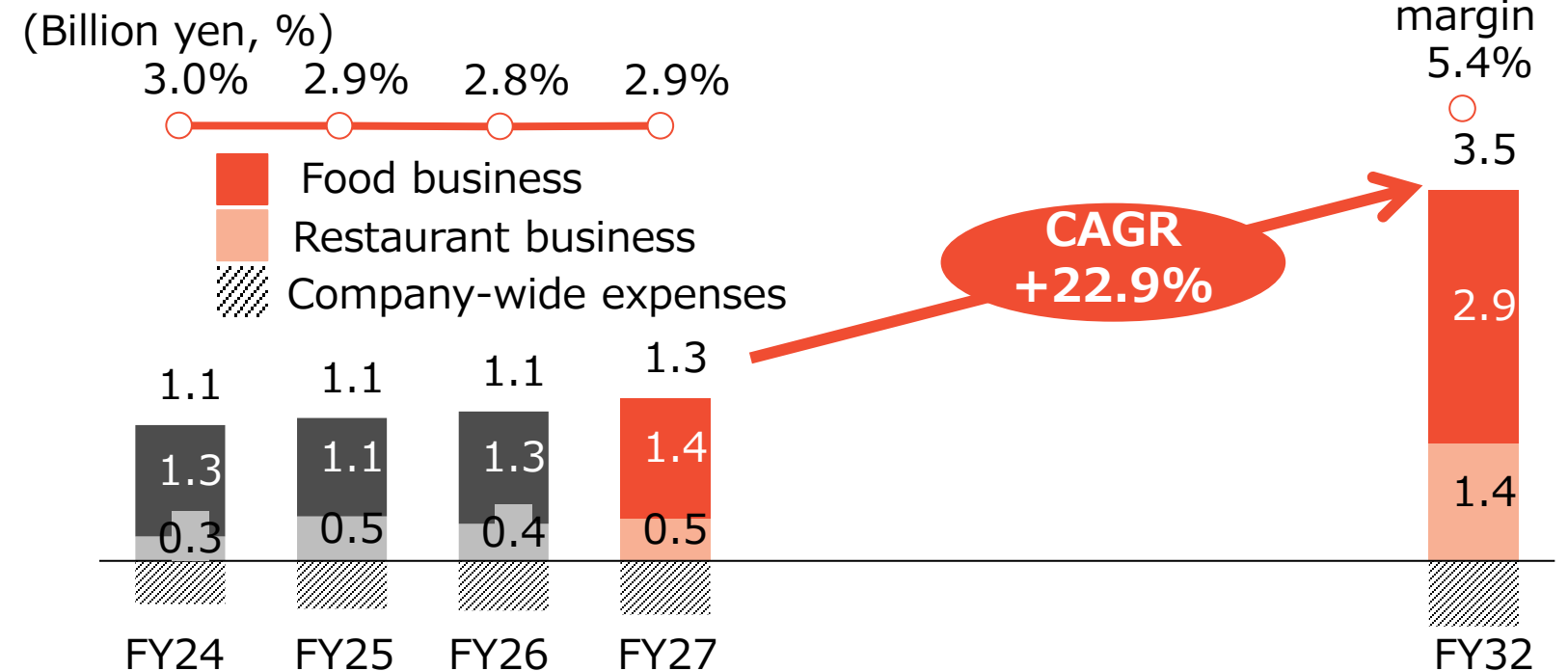
Sales



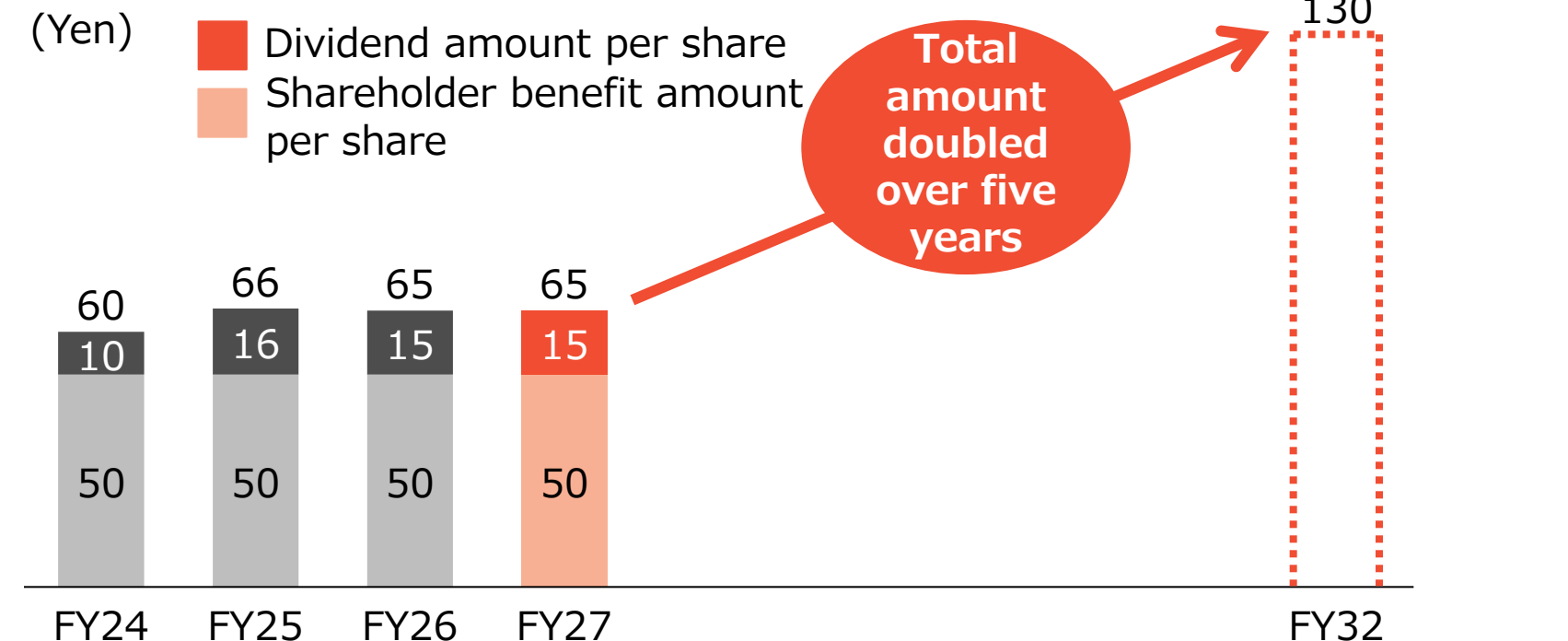
ROE



Operating Profit



Shareholder Returns*

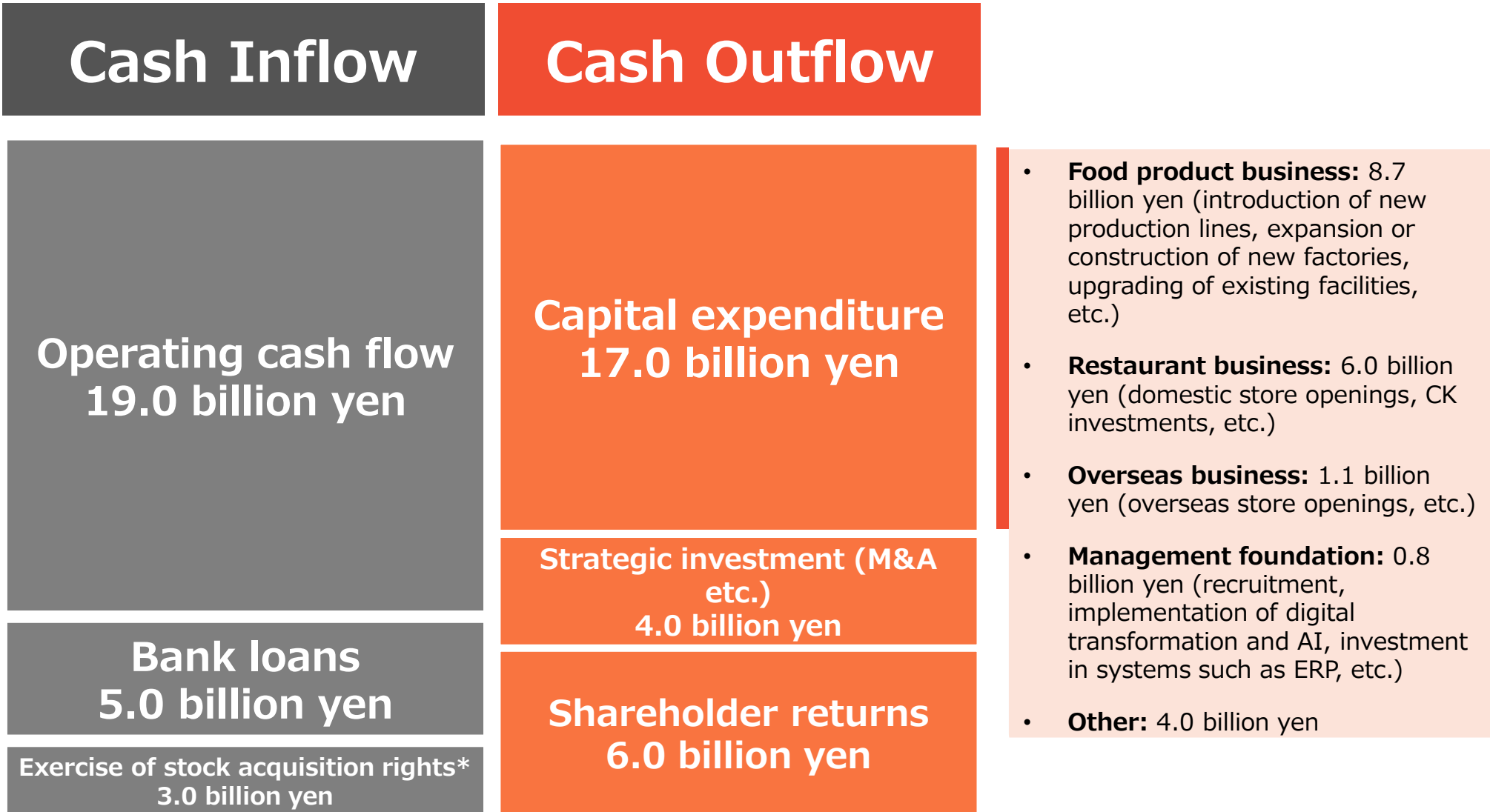


02

Chapter Performance and Financial Targets: Cash Allocation and Shareholder Returns

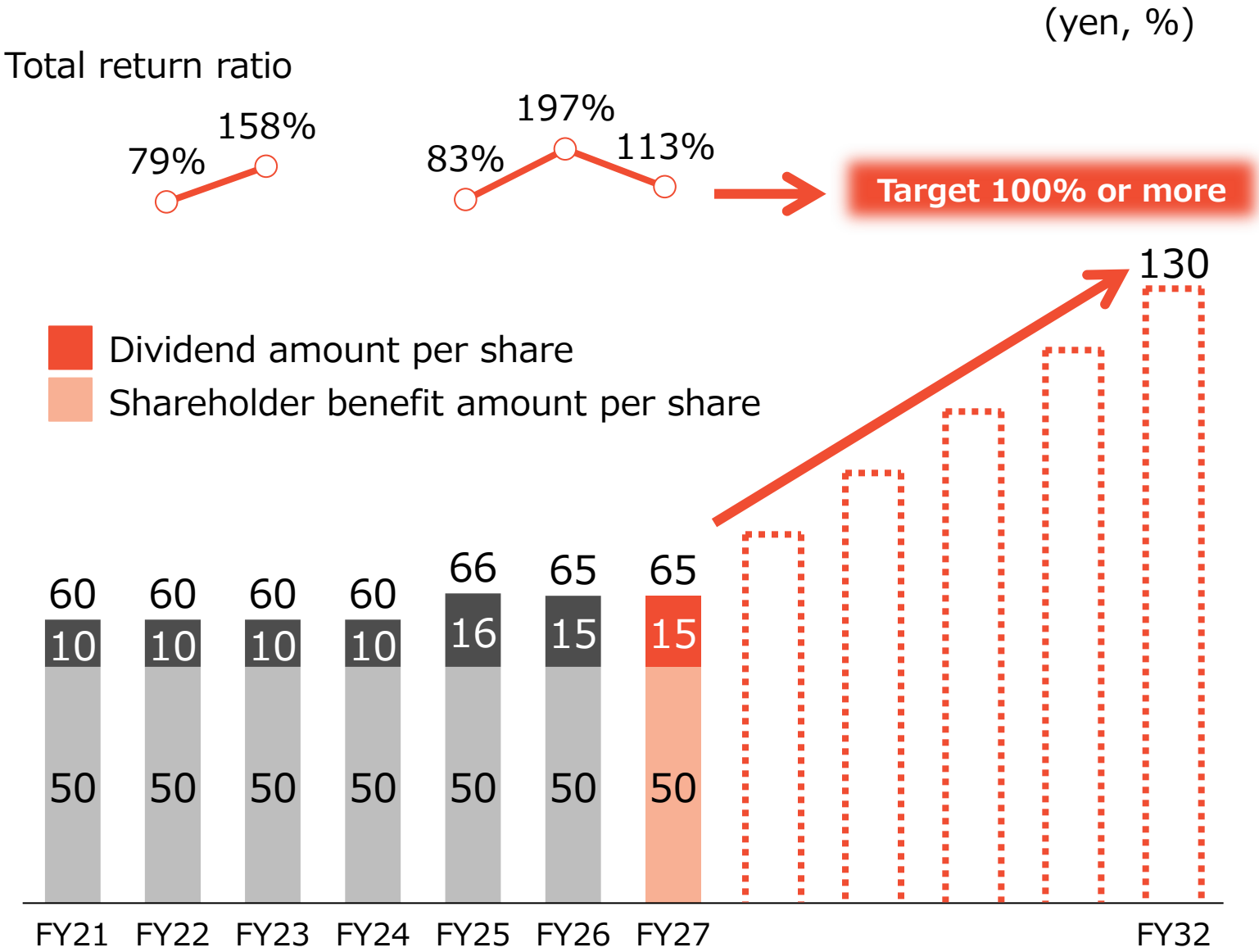
- Based on operating cash flow, we will flexibly utilize funding such as bank loans to finance proactive investment in our core businesses for future growth and shareholder returns.

Cash Allocation and Capital Expenditure Plans



* Refers to the Ninth Series Stock Acquisition Rights issued to a special purpose entity in which the Advantage Partners Group is the primary investor.

Shareholder Returns



Chapter 02 Enhancing Governance, Promoting Sustainability

- We are minimizing the risk of corporate value erosion through initiatives in governance and sustainability, in order to increase the probability of achieving business strategies as well as capital policies and financial strategies.
- In the area of sustainability, we prioritize the prevention of negative impacts while also seizing opportunities to drive solutions to challenges through our business activities.

Enhancing Governance	
Governance	• Recruitment and appointment of next-generation management talent
	• Strengthening of the internal audit system (process restructuring and staff expansion)
	• Review of the management system for franchise stores
	• Enhancement of the effectiveness of the Board of Directors
	• IR enhancement (strengthening dialogue with capital markets)

Promoting Sustainability	
Environmental	• Reduction of food loss (e.g., upcycling of cabbage cores, gyoza wrappers) • Reduction of greenhouse gas emissions (calculation of Scope 3 emissions, utilization of natural refrigerant refrigeration systems and solar panels, etc.)
Social	• Coexistence with local communities (e.g., use of local ingredients) • Diversity (refining performance evaluation systems for foreign employees, establishing training systems, promoting the active participation of female employees, etc.)
	• Health and productivity management (e.g., administration of secondary health checkup services)

03 **Chapter** Further Prospects

Chapter 03

Long-term Strategy “Core Fusion” and Vision for the Future: a “Food Life Planning Company”

- We will establish the “Quad-Integrated Platform” by deepening overall optimization through the fusion of our core businesses and by driving the creation of new businesses and the expansion of overseas operations. We aim to achieve global sales of 100 billion yen.

Long-term Strategy Overview Diagram



- “Quad-Integrated Platform”
Model for deepening twin-pillared management of (Restaurant + Food) + (Domestic + Overseas)

Our Vision (= Our Purpose)

A “food life planning company” that brings the colors of life and healthy smiles to all kinds of dining occasions

- New discoveries and conversations born from the act of eating. The drive to give it our all and the energy to face tomorrow.
- We aim to be a company that offers not only the happiness of feeling full but also a wide range of values beyond that.
- Moving forward, we will continue to create happy dining experiences, both in Japan and overseas, by constantly embracing the “+&” mindset.

Eat & Holdings