

IPPUDO
ABURASOBA

Chikaranomoto Holdings Co. Ltd. (Ticker# 3561)

FY2026-27 Q2 Financial Results Briefing

November 12, 2026



IPPUDO
KARAABURASOBA

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Agenda

1. FY2026-27 Q2 Financial Results P.2-P.24

2. FY2026-27 Revised Plan P.25-P.32

3. Appendix P.33-P.39

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FY2026-27 Q2 Financial Results

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FY2026-27 Q2 Consolidated P&L Highlights

Unit: Million Yen

※1 The full-year plan has been revised. Progress rates are calculated against the revised full-year plan. See page 26 for details.

	FY2026-27 Q2		FY2025-26 Q2				
	Results	% of Revenue	Results	% of Revenue	YoY	Vs.Plan	Progress※1
Revenue	18,504	-	17,295	-	+7.0%	-3.4%	48.2%
COGS	5,844	31.6%	5,211	30.1%	+1.5pt	+1.0pt	48.5%
SG&A	12,199	65.9%	11,128	64.3%	+1.6pt	+1.4pt	49.1%
Operating Income	460	2.5%	956	5.5%	-51.9%	-50.5%	30.4%
Net Income	173	0.9%	1,007	5.8%	-82.8%	-72.3%	20.5%

- ✓ Revenue reached ¥18,504 million, up 7.0% YoY, a record high for 1H, driven by growth in Domestic Store Operations.
- ✓ Operating income fell 51.9% YoY to ¥460 million on higher raw material and labor costs, store-opening costs in Japan, one-time factors such as a large-store relocation, and continued investment in human capital and overseas operations. We are also strategically closing unprofitable stores and optimizing locations for new openings.
- ✓ Net profit fell 82.8% YoY to ¥173 million, mainly due to the absence of gains on the sale of fixed assets recorded in the previous year.
- ✓ We are advancing price revisions, on-site capability enhancement, a review of unprofitable stores, and new formats and sales channels. These measures will take time to take effect, but we aim to restore earnings power and achieve medium- to long-term growth.

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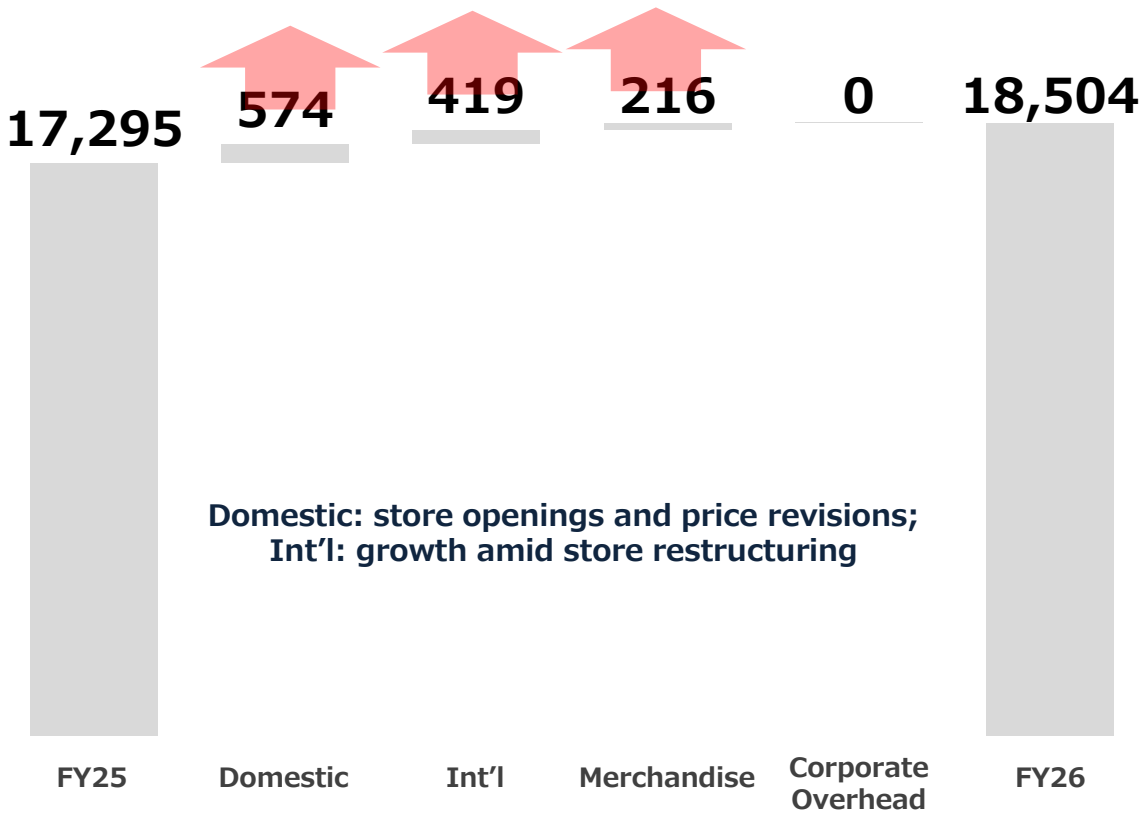
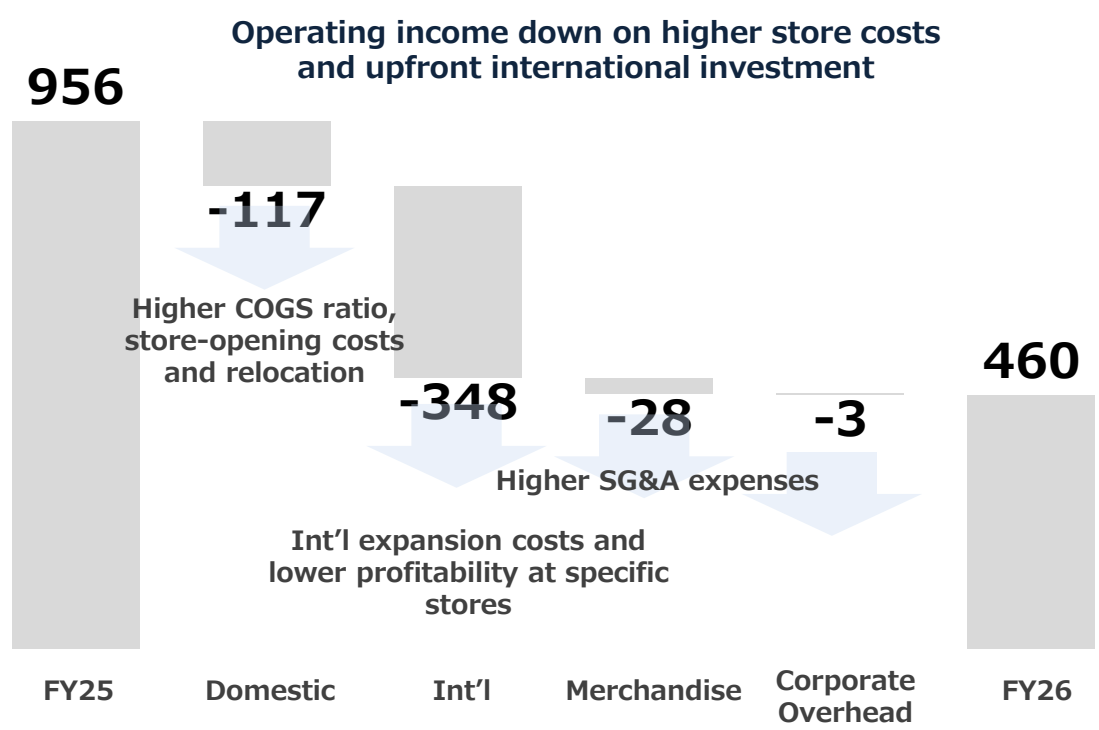
Segment Revenue, Operating Income

Unit: Million Yen

Revenue



Operating Income



In addition to continued revenue growth, we aim to achieve long-term profit growth by improving profitability at domestic and international stores and expanding the merchandise sales business.

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Initiatives for Improved Profitability and Renewed Growth

1H profit declined on one-time factors and higher COGS and labor costs. We are steadily executing profit-improvement measures in Japan and overseas, and will leverage them for profit growth over the medium to long term.

Domestic Store Operations
Strengthening Earnings Power

Current Situation
- New store opening costs and relocation of a large store (IPPUDO Futako-Tamagawa): one-time factors
- Higher COGS ratio and labor costs: structural factors

Actions Taken
- ✓ Price revisions on selected items from Aug 12 (completed at all stores Sep 2); average check up 2.3% YoY (existing stores, Sep 2-30)
- ✓ Strengthened the On-Site Capability Promotion Block (est. Apr 2026) to improve QSC
- ✓ DX measures incl. automated fried rice cookers

We position one-time factors as investment for the future, and will raise earnings power through structural measures

Int'l Store Operations Store Restructuring

Current Situation
- Lower profitability at specific stores (closure for relocation of IPPUDO NY Westside)
- Upfront investment in overseas expansion
- Store restructuring is expected to require a certain period and cost

Actions Taken
- ✓ Strategic closure of unprofitable stores (6 in 1H) and reselection of opening areas
- ✓ Opened 7 stores in Thailand, Taiwan, the U.S. and Indonesia
- ✓ Rolled out new format "Ramen Mania"; started new models in new areas such as Bentonville (U.S. Midwest)

We will steadily restore profitability; our policy of making global expansion a pillar of growth remains unchanged

Merchandise Sales New Revenue Sources

Current Situation
- A new revenue source independent of store operations
- Revenue up 15.4% YoY, the highest growth among all segments
- Driven by EC, B2B and new overseas markets such as Mexico

Actions Taken
- ✓ Launched IPPUDO's first cup noodles at mass retailers nationwide (September 2026)
- ✓ Started transactions with a mass retailer in Mexico
- ✓ Expanded sales channels for plant-based products

We will expand sales channels and product lineup, and grow this into a new pillar of earnings

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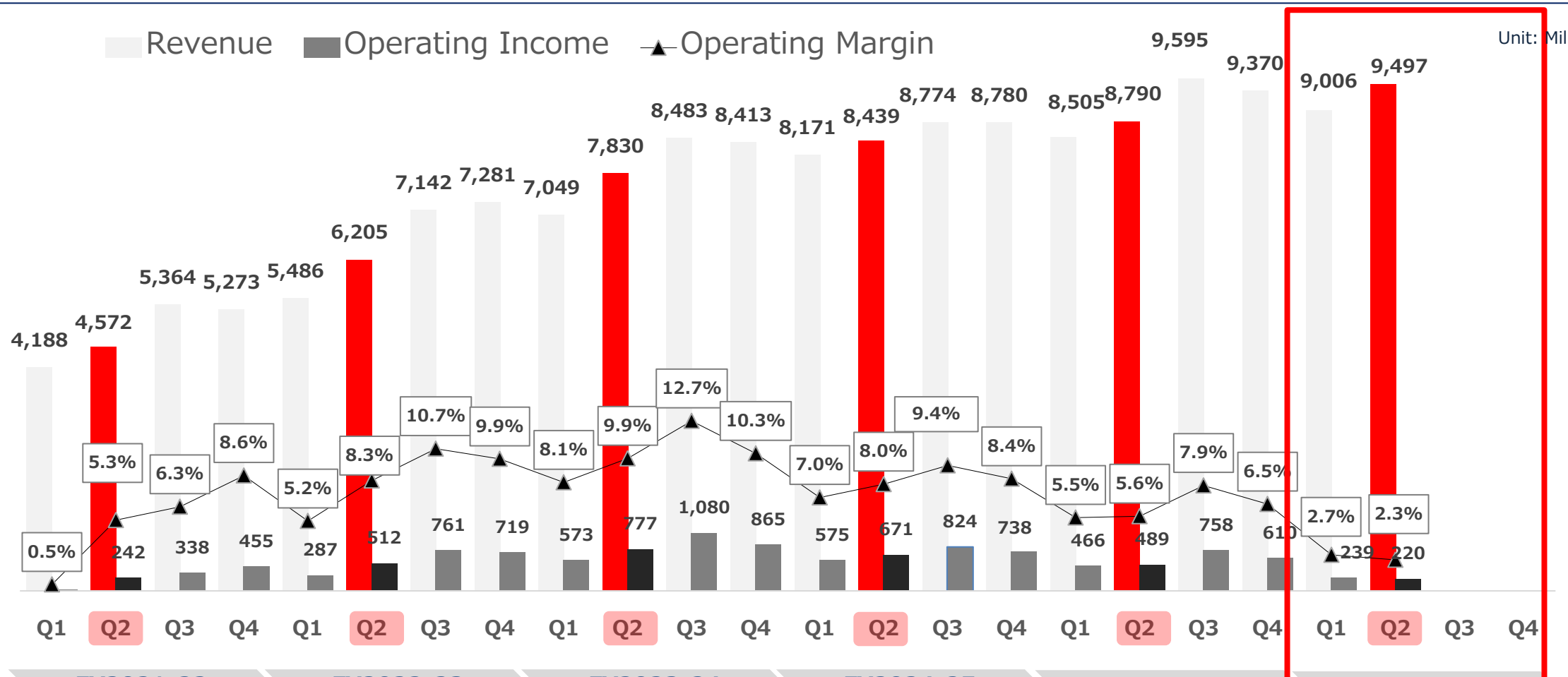
Consolidated Results by Quarter



	FY2021-22	FY2022-23	FY2023-24	FY2024-25	FY2025-26	FY2026-27 Q2
Revenue	19,398	26,116	31,776	34,166	36,261	18,504
Operating Income	1,050	2,281	3,296	2,809	2,325	460
Operating Margin	5.4%	8.7%	10.4%	8.2%	6.4%	2.5%

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Highlights: Domestic Store Operations (Apr-Sep 2026)

Unit: Million Yen

※1 The full-year plan has been revised. Progress rates are calculated against the revised full-year plan. See page 26 for details.

	FY2026-27 Q2		FY2025-26 Q2				
	Results	% of Revenue	Results	% of Revenue	YoY	Vs.Plan	Progress※1
Revenue	9,673	-	9,099	-	+6.3%	-4.3%	47.9%
COGS	3,109	32.1%	2,840	31.2%	+0.9pt	+0.3pt	48.7%
SG&A	5,986	61.9%	5,564	61.1%	+0.7pt	+1.7pt	48.8%
Operating Income	577	6.0%	695	7.6%	-16.9%	-28.9%	38.0%

Revenue	Revenue rose 6.3% YoY to ¥9,673 million, a record high for 1H, on store-opening effects and price revisions from August 12.
Average Check	Price revisions from Aug 12 were completed at all stores on Sep 2. Since then (Sep 2-30), existing-store average check rose 2.3% YoY (roughly flat in Apr-Aug) and customer count topped last year (approx. +2.0%). Inbound ratio, which lifts average check, was 18.6% in 1H (est.). From October, stores selling “Meguru Tori Paitan” (anniversary item, from Oct 16) posted average check +4.8% YoY (non-selling: +3.0%).
Number of Stores	10 store openings and 2 store closures (net increase of 8 stores).
Operating Income	Operating income declined to ¥577 million (-16.9% YoY), margin 6.0%, on higher raw material and labor costs, new store opening costs, and a large-store relocation. Labor costs rose on improved working conditions (higher base pay, shorter hours), while turnover fell and skills advanced; human capital investment continued.

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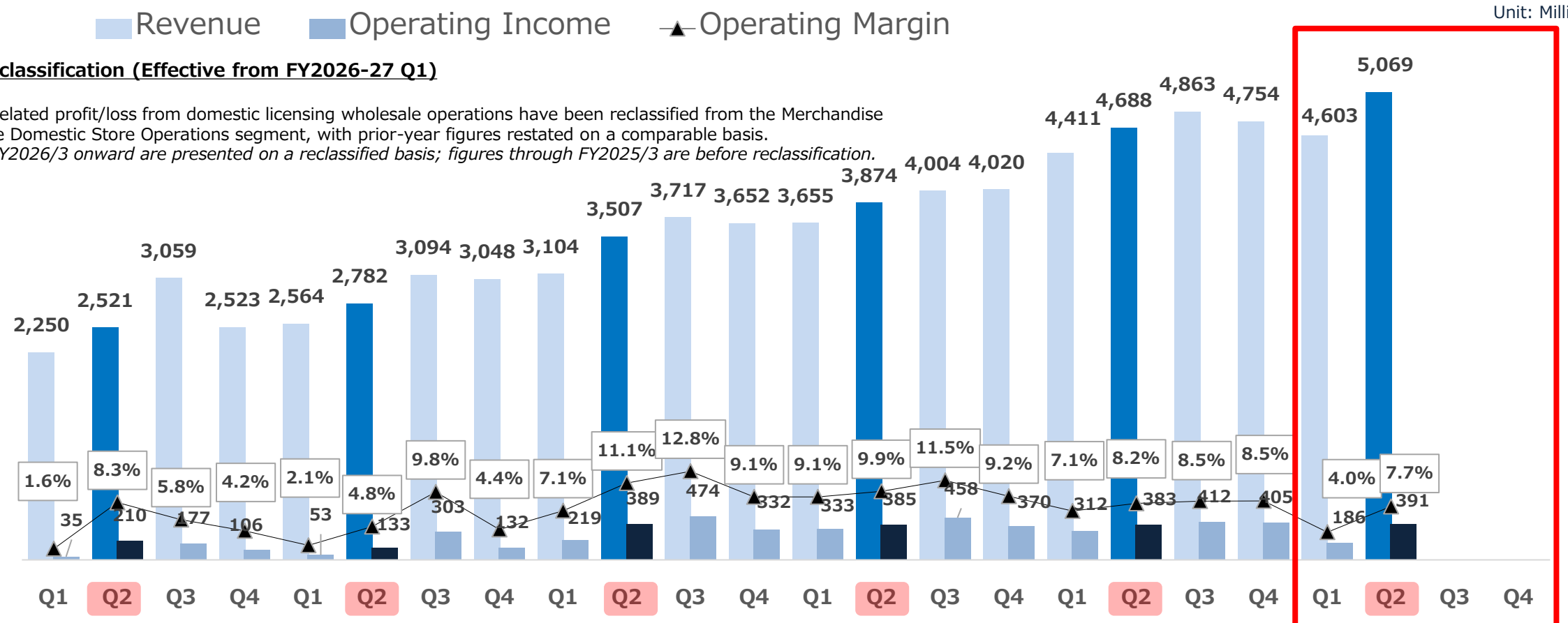
Domestic Results by Quarter

Unit: Million Yen



Segment Reclassification (Effective from FY2026-27 Q1)

Revenue and related profit/loss from domestic licensing wholesale operations have been reclassified from the Merchandise segment to the Domestic Store Operations segment, with prior-year figures restated on a comparable basis.
Figures from FY2026/3 onward are presented on a reclassified basis; figures through FY2025/3 are before reclassification.

	FY2021-22	FY2022-23	FY2023-24	FY2024-25	FY2025-26	FY2026-27 Q2
Revenue	10,353	11,489	13,982	15,556	18,718	9,673
Operating Income	530	623	1,416	1,547	1,512	577
Operating Margin	5.1%	5.4%	10.1%	10.0%	8.1%	6.0%

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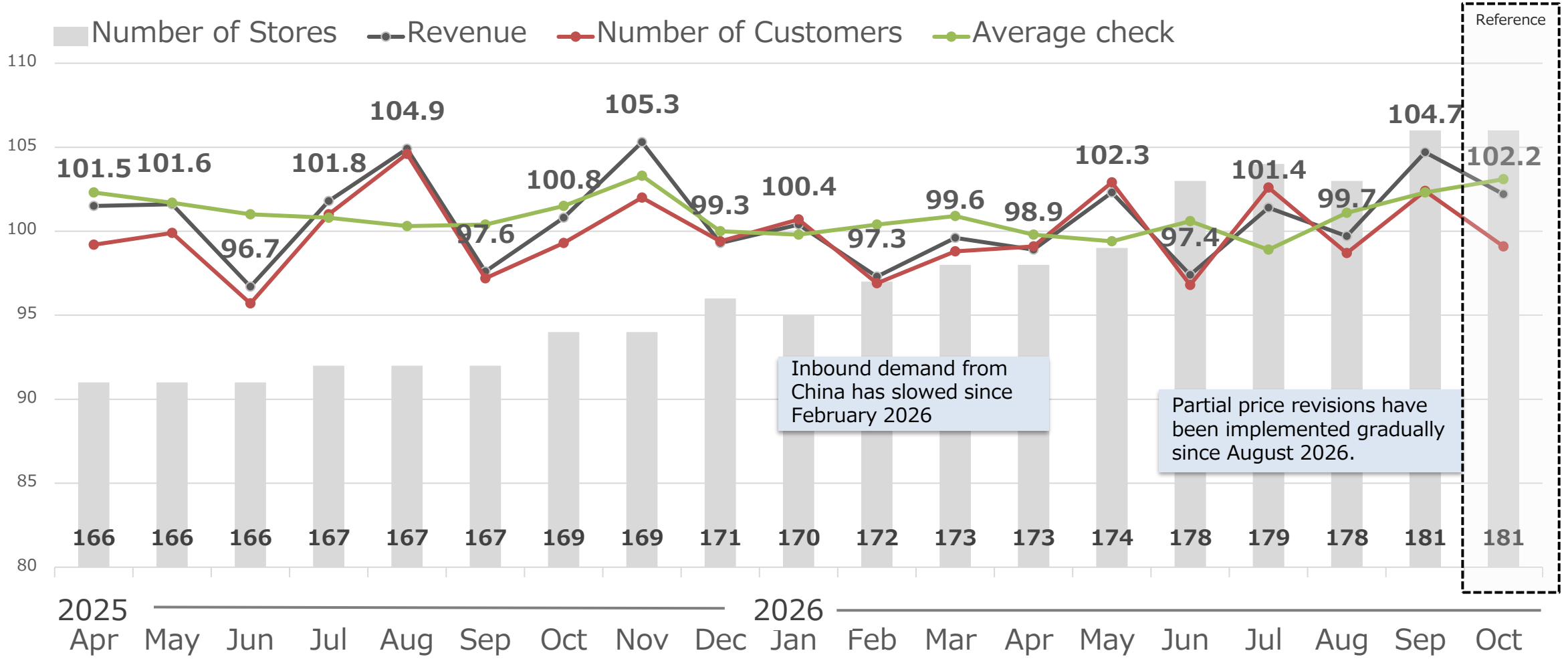
Domestic Existing Stores Sales/Number of Customers/Average Check (Apr 2025-Sep 2026)

Unit:
Sales, customer count and average check in %
store count in the number of stores

FY2025-26 (Full Year: 100.6%) | **FY2026-27 (1H: 100.8%)**



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Domestic Promotions

■Product Sales Initiatives

Launch of seasonal and limited-time menu offerings



Limited-Time Item
Hakata Hiyakake Chuka Soba (chilled)



Limited-Time Item
IPPUDO Abura Soba



Collaboration Item
Kiwami Shindori Ramen (Shio)

■Community Contribution

Regular food-truck children's cafeterias



Children's Cafeteria Program

■Format Conversions

Converted IPPUDO to Najima-tei



Najima-tei Munakata

■Area Expansion Through New Store Openings



IPPUDO Jimbocho
(Tokyo)



IPPUDO ekubo Keisei Shin-Kamagaya
(Chiba Prefecture)



IPPUDO minanoba Kawaguchi
(Saitama Prefecture)



IPPUDO Meieki 3-chome
(Aichi Prefecture)

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Highlights: International Store Operations (Jan-Jun 2026)

Unit: Million Yen

※1 The full-year plan has been revised. Progress rates are calculated against the revised full-year plan. See page 26 for details.

	FY2026-27 Q2		FY2025-26 Q2				
	Results	% of Revenue	Results	% of Revenue	YoY	Vs.Plan	Progress※1
Revenue	7,213	-	6,794	-	+6.2%	-2.8%	49.2%
COGS	1,881	26.1%	1,640	24.1%	+1.9pt	+1.9pt	50.3%
SG&A	5,383	74.6%	4,858	71.5%	+3.1pt	+1.6pt	49.5%
Operating Income	-51	-0.7%	295	4.4%	-	-	-

Revenue	Revenue increased to ¥7,213 million (+6.2% YoY), remaining solid.
Exchange Rates	FX contributed +9.2 percentage points to YoY sales growth across all company-operated stores.
Number of Stores	7 openings, 6 closures (net +1). Strategic closures of underperforming stores continuing. Opened in Bentonville (U.S. Midwest growth market) in June, entering a new trade area. In Asia, launched halal-format “Ramen Mania”, tailoring growth to each market’s needs.
Operating Income	Operating loss of ¥51 million on global cost inflation, abnormal weather and changes in customer traffic. Existing-store sales rose in yen terms but fell excluding FX, with trade-area changes in some areas. We are revising pricing, menus and staffing and reviewing store locations and models to strengthen the earnings base.

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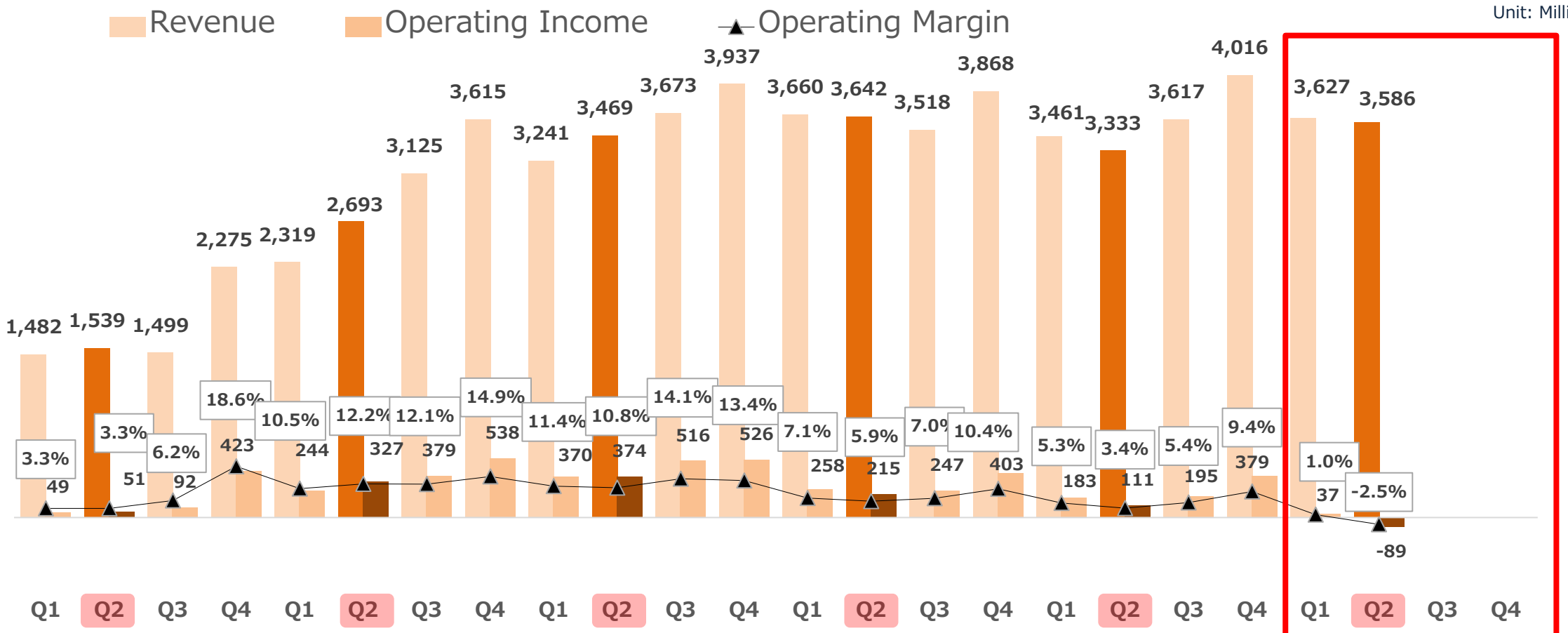
International Results by Quarter

Unit: Million Yen



	FY2021-22	FY2022-23	FY2023-24	FY2024-25	FY2025-26	FY2026-27 Q2
Revenue	6,796	11,753	14,322	14,690	14,427	7,213
Operating Income	617	1,489	1,788	1,124	870	-51
Operating Margin	9.1%	12.7%	12.5%	7.7%	6.0%	-0.7%

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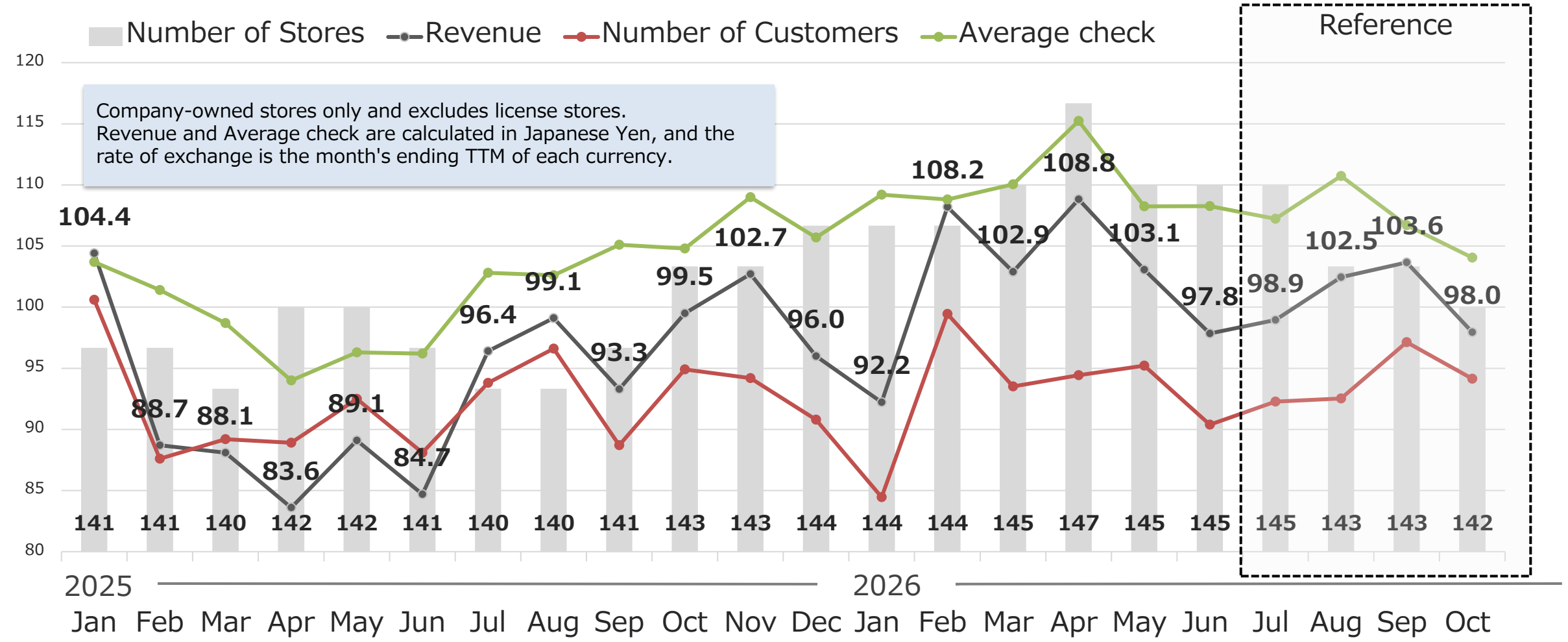
Int'l Existing Stores YoY Sales/Number of Customers/Average Check (Jan 2025–Jun 2026)

Unit:
Sales, customer count and average check in %
store count in the number of stores

FY2025-26 (Total: 93.8%) | **FY2026-27 (1H: 101.8%)**



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International Promotions

■New Trade Area: First Arkansas Store Opens

Expanding from the U.S. coasts into the Midwest. IPPUDO's first Arkansas store opened inside "Bentoville Food Theater" in Bentonville, a growing city with major corporate presence. Working with a local partner to develop a new trade area.



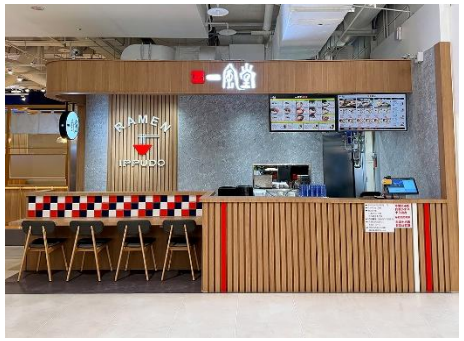







■Geographic Expansion Through New Store Openings


IPPUDO AR
Bentonville


IPPUDO TAIWAN
Taichung Hanshin Intercontinental


IPPUDO TAIWAN
Xindian Yulon City



Ramen NeO THAILAND
Central Bangna



Ramen Mania INDONESIA Living
World Kota Wisata

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Highlights: Merchandise (Apr-Sep 2026)

Unit: Million Yen

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	FY2026-27 Q2		FY2025-26 Q2				
	Results	% of Revenue	Results	% of Revenue	YoY	Vs.Plan	Progress※1
Revenue	1,617	-	1,401	-	+15.4%	-0.3%	44.9%
COGS	852	52.7%	730	52.1%	+0.6pt	+0.4pt	45.2%
SG&A	575	35.6%	453	32.4%	+3.2pt	+1.3pt	46.0%
Operating Income	189	11.7%	217	15.5%	-13.0%	-13.0%	40.4%

Revenue	Revenue rose to ¥1,617 million (+15.4% YoY), the highest growth rate among all segments. Driven by stronger e-commerce and B2B sales and new overseas markets such as Mexico, contributing to revenue growth.
Operating Income	Operating income declined to ¥189 million (-13.0% YoY), margin 11.7%, on higher SG&A (+3.2pt of revenue), despite strong revenue growth driven by brand awareness from convenience store/food manufacturer collaborations and plant-based products overseas.

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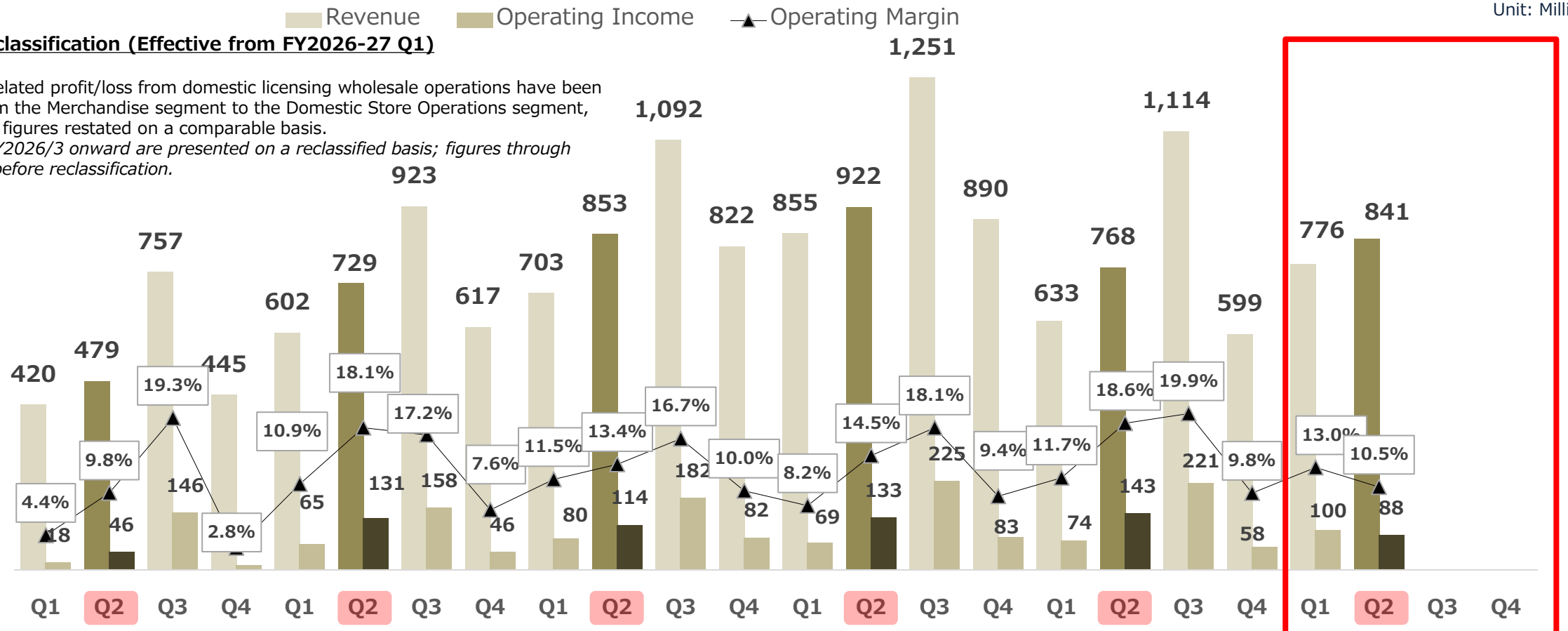
Merchandise Results by Quarter

Unit: Million Yen

Segment Reclassification (Effective from FY2026-27 Q1)

Revenue and related profit/loss from domestic licensing wholesale operations have been reclassified from the Merchandise segment to the Domestic Store Operations segment, with prior-year figures restated on a comparable basis.
Figures from FY2026/3 onward are presented on a reclassified basis; figures through FY2025/3 are before reclassification.



	FY2021-22	FY2022-23	FY2023-24	FY2024-25	FY2025-26	FY2026-27 Q2
Revenue	2,103	2,872	3,471	3,919	3,115	1,617
Operating Income	224	402	459	513	497	189
Operating Margin	10.7%	14.0%	13.2%	13.1%	16.0%	11.7%

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Merchandise Promotions

■Expansion of E-commerce Sales for Soba, Ramen and Udon Products

https://ec-ippudo.com/shop

Driving New Customer Engagement Through E-commerce by Offering Seasonal Limited-Time Products and Collaborative Merchandise Across Group Brands







■Creating New Value by Upcycling Food Resources

Promoting Effective Utilization of Food Resources Through the Development and Sale of Craft Beverages Made from Noodle-Derived Ingredients



■Enhancing Brand Awareness and Acquiring New Customers Through Collaborative Products

Regularly Launching Collaborative Products with Convenience Stores and Food Manufacturers



For Supermarkets & Convenience Stores
IPPUDO Shiromaru Motoaji Cup Ramen



Food Manufacturer Collaboration
Hakata IPPUDO Tonkotsu Shiromaru



Convenience Store Supervised Item
IPPUDO-Supervised Tonkotsu Ramen



Collaboration for Taiwan
IPPUDO Jiangcai Tonkotsu Hot Pot



Renewed Product
IPPUDO Hiden Sauce, Tonkotsu

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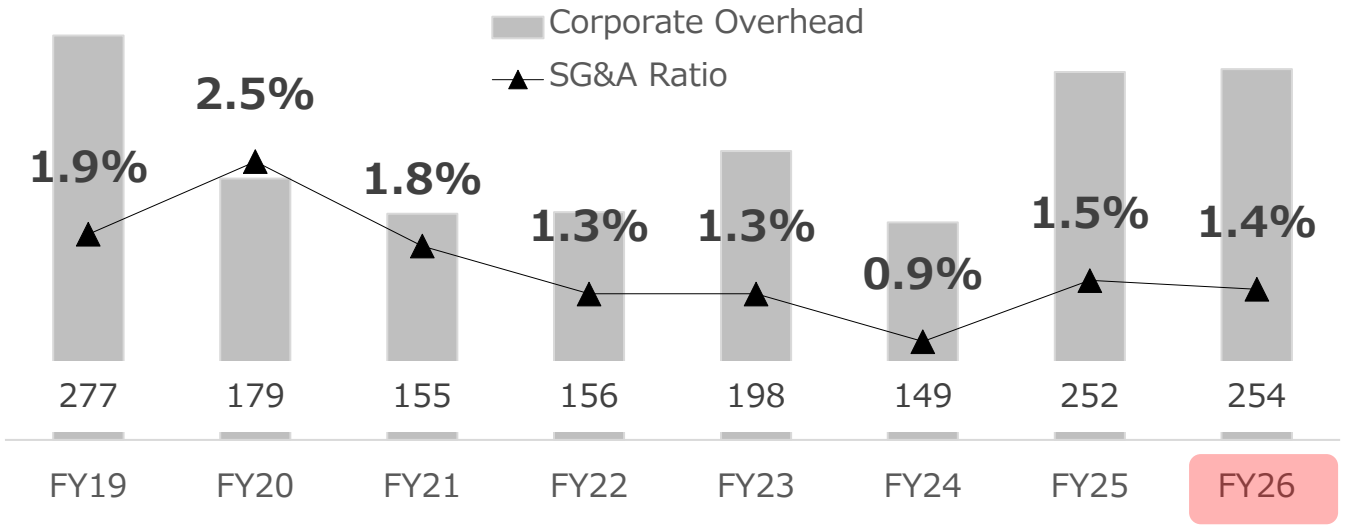
Corporate Overhead (Apr-Sep 2026)

Unit: Million Yen



Human Capital and Digital Transformation Investments to Support Future Growth

SG&A expenses remained low at 1.4% of consolidated revenue. While maintaining a low SG&A ratio, the Company continues to invest in human capital and digital transformation initiatives to enhance long-term profitability.

SG&A Ratio = Corporate Overhead Expenses ÷ Consolidated Revenue



The Global Leadership Conference, our annual global talent development program, leverages AI translation to reduce language barriers and ensure consistent understanding across regions.



Accelerating the digitalization of store operations through the introduction of mobile ordering, self-checkout systems, and automated ramen cooking equipment, enabling staff to focus on higher value-added customer service activities.

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Geography of Stores

326 Stores in 15 countries and regions

(+9 since the end of previous FY)

	Owned	Licensed	Total
Domestic	**154**	**27**	**181**
Int'l	**75**	**70**	**145**
Total	**229**	**97**	**326**

Europe (11)

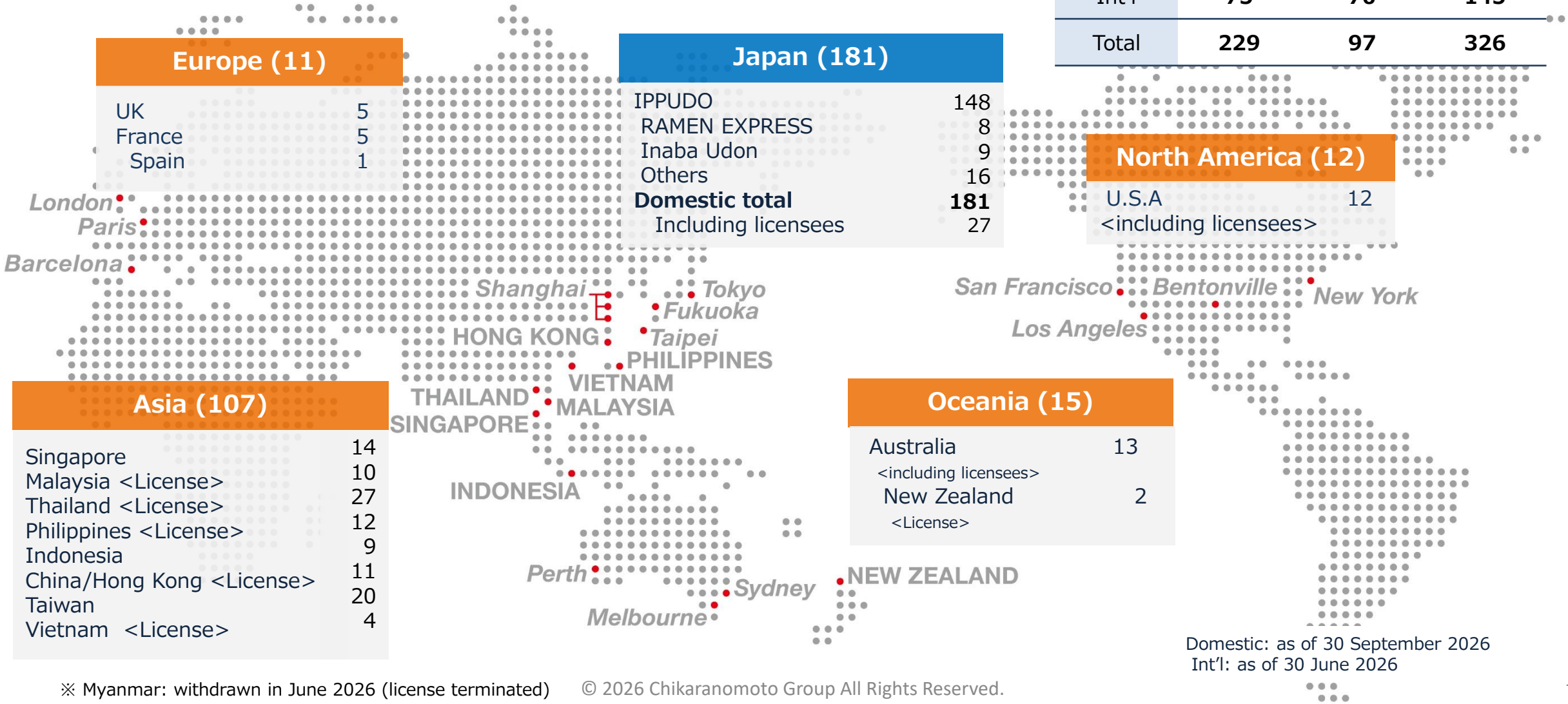
UK	5
France	5
Spain	1

Japan (181)

IPPUDO	148
RAMEN EXPRESS	8
Inaba Udon	9
Others	16
Domestic total	**181**
Including licensees	27

North America (12)

U.S.A	12
<including licensees>	



Asia (107)

Singapore	14
Malaysia <License>	10
Thailand <License>	27
Philippines <License>	12
Indonesia	9
China/Hong Kong <License>	11
Taiwan	20
Vietnam <License>	4

Oceania (15)

Australia	13
<including licensees>	
New Zealand	2
<License>	

Domestic: as of 30 September 2026
Int'l: as of 30 June 2026

※ Myanmar: withdrawn in June 2026 (license terminated)

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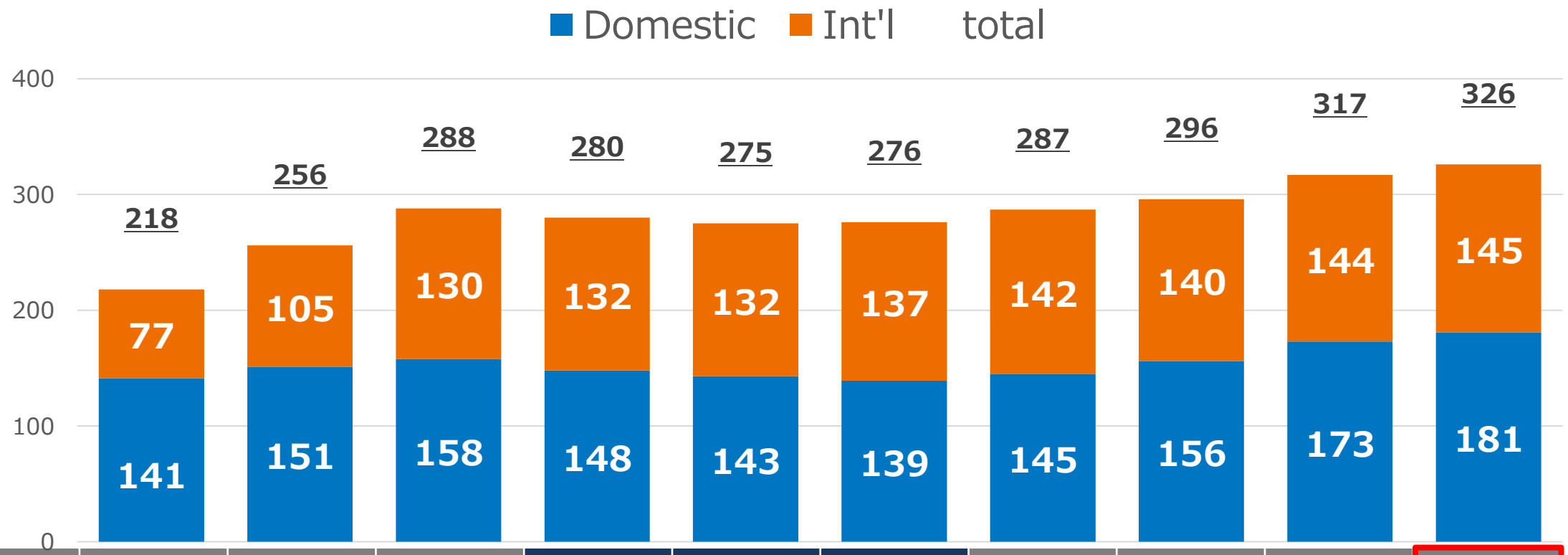
Trend in number of stores at period-end



Net increase	FY2017-18	FY2018-19	FY2019-20	FY2020-21	FY2021-22	FY2022-23	FY2023-24	FY2024-25	FY2025-26	FY2026-27 Q2
Domestic	8	10	7	-10	-5	-4	6	11	17	8
Int'l	14	28	25	2	0	5	5	-2	4	1
Total	**22**	**38**	**32**	**-8**	**-5**	**1**	**11**	**9**	**21**	**9**

During COVID-19

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Consolidated Balance Sheet

Unit: Million Yen

Equity Ratio:62.2%, maintaining a sound financial foundation.

	Mar 2026	Sep 2026	GAP
Current Assets	10,487	9,706	-781
(Cash and Deposits)	7,588	6,473	-1,115
Property, Plant and Equipment	6,111	6,438	326
Intangible Assets	119	101	-18
Investments & Others	3,352	3,355	2
Non-Current Assets	9,584	9,895	310
Total Assets	20,071	19,601	-470

	Mar 2026	Sep 2026	GAP
Total current liabilities	5,361	4,835	-526
Total non-current liabilities	2,597	2,567	-30
(long-term loans)	1,913	1,986	73
Total Liabilities	7,958	7,402	-556
Shareholders' Equity	10,970	10,906	-64
Accumulated Other Comprehensive Income	1,142	1,292	150
Total Net Assets	12,112	12,199	86
Total Liabilities and Net Assets	20,071	19,601	-470

■ Assets

- Decrease of cash and deposits -1,115
- Deferred tax assets -55

※Equity Ratio 62.2%(60.3% as of end of March 2026)

■ Liabilities

- Increase of interest-bearing debt (loans and leases) 54

■ Shareholders' Equity

- Decrease of retained earnings -165

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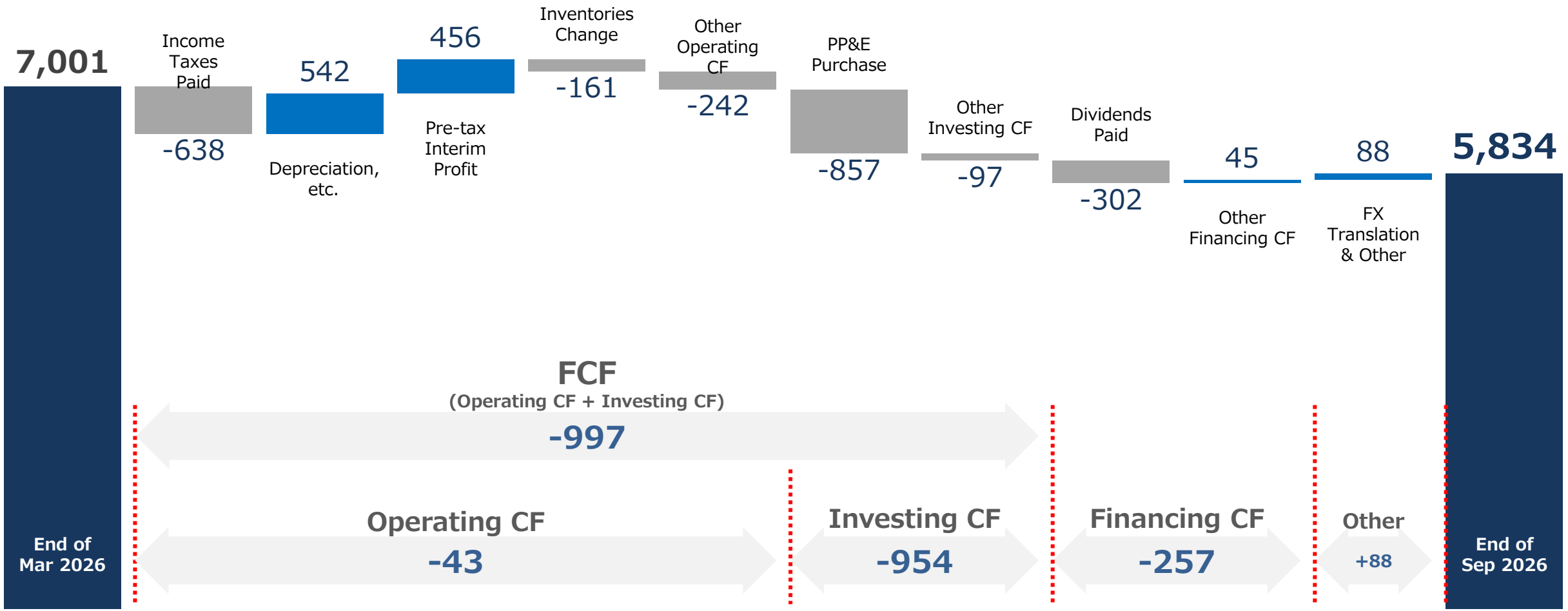
Consolidated Cash Flow Statement

Operating CF was -43, mainly due to income taxes paid (-638); with new-store investment (-857) and dividends (-302), cash and cash equivalents decreased by 1,167※.

Unit: Million Yen

※Change in cash and cash equivalents (7,001 at beginning → 5,834 at end). Scope differs from cash and deposits on the P.21 balance sheet (6,473, -1,115).



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Dividends Forecast

Dividend Policy

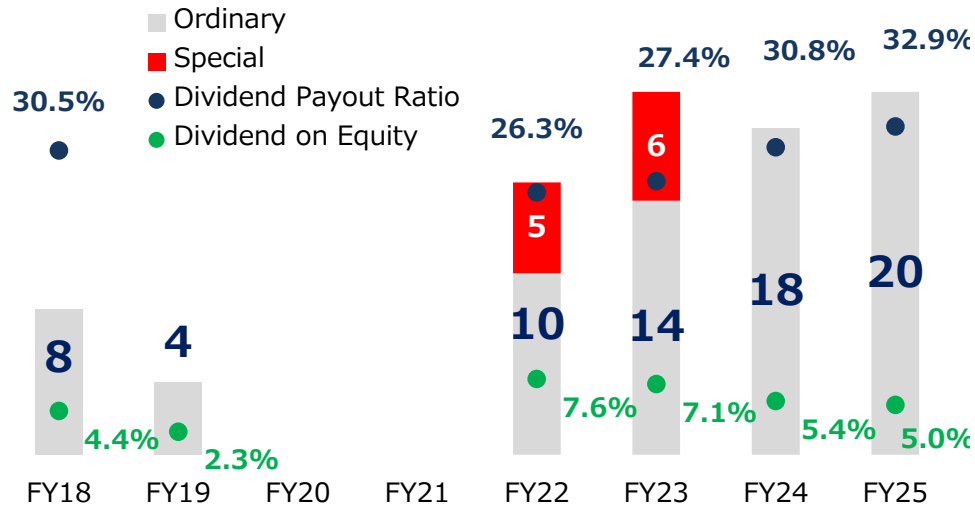
Committed to Stable Shareholder Returns with a Target Dividend Payout Ratio of 20% or More Over the Medium Term
Dividend level is determined comprehensively, considering DOE as well as the payout ratio

Dividend Forecast

For FY2026-27, the Company forecasts an annual dividend of ¥24 per share, consisting of an ordinary dividend of ¥22 and a special dividend of ¥2.
Ordinary Dividend: 5th Consecutive Increase Planned (excl. special dividends; counted from FY2022 reinstatement)

	Interim	Year-End	Annual
FY2025-26 Results	10.00yen	10.00yen	20.00yen
FY2026-27 Plan	12.00yen	12.00yen	24.00yen Ordinary ¥22 + Special ¥2

Dividend Trend



- Dividend levels are determined comprehensively, considering DOE as well as the payout ratio. The payout ratio is expected to rise this fiscal year.
- Our basic strategy is sustained growth investment; for now, with stabilizing overseas earnings and establishing a successful model as priorities, we emphasize shareholder returns while monitoring the business environment.

Once conditions allow, growth investment will take priority; the dividend level may then be adjusted, which we view as contributing to maximizing medium- to long-term shareholder value.

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Shareholder Benefit Program (Reference)

Effective for shareholders of record as of March 31, 2026, shareholder benefits for in-store use will be transitioned from paper vouchers to a card-based program.
The new card consolidates multiple vouchers into a single format, improving portability and convenience.
The redemption unit will also be reduced from ¥1,000 to ¥10,
significantly enhancing usability while supporting environmental sustainability through paperless operations.

Shareholder Benefits Provided Twice Annually Based on Holding Period and Number of Shares Held

Number of Shares Held	Holding Period	
	Shareholders Holding Shares for Less Than One Year	Shareholders Holding Shares Continuously for One Year or More
100 to 499 Shares	Digital Vouchers **¥2,000 per grant (¥4,000 annually)**	Digital Vouchers, E-commerce Coupons, or Charitable Donations **¥4,000 per grant (¥8,000 annually)**
500 to 999 Shares	Digital Vouchers, E-commerce Coupons, or Charitable Donations **¥8,000 per grant (¥16,000 annually)**	Digital Vouchers, E-commerce Coupons, or Charitable Donations **¥10,000 per grant (¥20,000 annually)**
1,000 to 2,999 Shares	Digital Vouchers, E-commerce Coupons, or Charitable Donations **¥10,000 per grant (¥20,000 annually)**	Digital Vouchers, E-commerce Coupons, or Charitable Donations **¥15,000 per grant (¥30,000 annually)**
3,000 Shares or More	Digital Vouchers, E-commerce Coupons, or Charitable Donations **¥15,000 per grant (¥30,000 annually)**	Digital Vouchers, E-commerce Coupons, or Charitable Donations **¥20,000 per grant (¥40,000 annually)**





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2

FY2026-27 Revised Plan

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FY2026-27 Revised Annual Consolidated Financial Plan

Reasons for Revision

- In 1H, higher raw material and labor costs in Japan and overseas and weather impacts left revenue below plan and profits below the prior-year period, so the full-year forecast has been revised (vs. initial forecast: revenue -4.3%, operating income -41.7%).
- In Japan, we are improving profitability via the August 2026 price revision, stronger on-site capabilities and DX. Overseas, we are reviewing unprofitable stores and advancing new markets and formats (International Store Operations to return to profit in 2H from -¥51 million in 1H).
- Our policy of positioning global expansion as a growth pillar is unchanged, as is our medium- to long-term growth outlook.
- Our basic policy of stable and continuous shareholder returns is unchanged. Although the payout ratio is expected to rise, we will pay an interim dividend of ¥12.00 per share, as in the latest forecast.

Unit:Million Yen

	FY2025-26 Result	FY2026-27 Revised Plan	Vs. Previous Year	
			Gap	%
Revenue	36,261 »	38,408	+2,147	+5.9%
Operating Income	2,325 »	1,512	-813	-34.9%
Ordinary Income	2,582 »	1,564	-1,018	-39.4%
Net Income Attributable to Shareholders	1,829 »	843	-986	-53.9%

Currency	Budgeted Rates
USD	158.59
EUR	184.07
GBP	213.15
SGD	123.92
AUD	111.01

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FY2026-27 Revised Annual Consolidated Financial Plan

Domestic

- Full-year revenue is expected to reach 107.7% of the prior year, driven by store-opening effects and the August price revision, completed at all stores on Sep 2 (average check expected to rise 2.0%).
- Planning to open 15 to 20 stores per year
- Planning to actively invest to improve production efficiency and enhance store profitability.
- The 1H profit decline factors (new store opening costs and the relocation of a large store) are one-time in nature, and 2H is expected to exceed the prior year. Full-year operating income is expected to be flat YoY (+0.5%).

Int'l

- Based on first-half results, existing store sales in key regions, which account for approximately 80% of total sales, are expected to be 97.2% YoY on a local currency basis in the second half (July–December 2026).
- Although there are plans to open 16 stores annually, the closure of unprofitable stores is also expected, with a net increase of 3 stores.
- Operating income is expected to return to profit in 2H from -¥51 million in 1H. Amid cost increases and changes in trade-area conditions, the effects of store restructuring will take time and cost to materialize.

Merchandise

- Planning to collaborate with major convenience stores and expand sales in large retail stores.
- Strengthening the export of products for international markets.
- Development and sales of merchandise that caters to health-conscious consumers.

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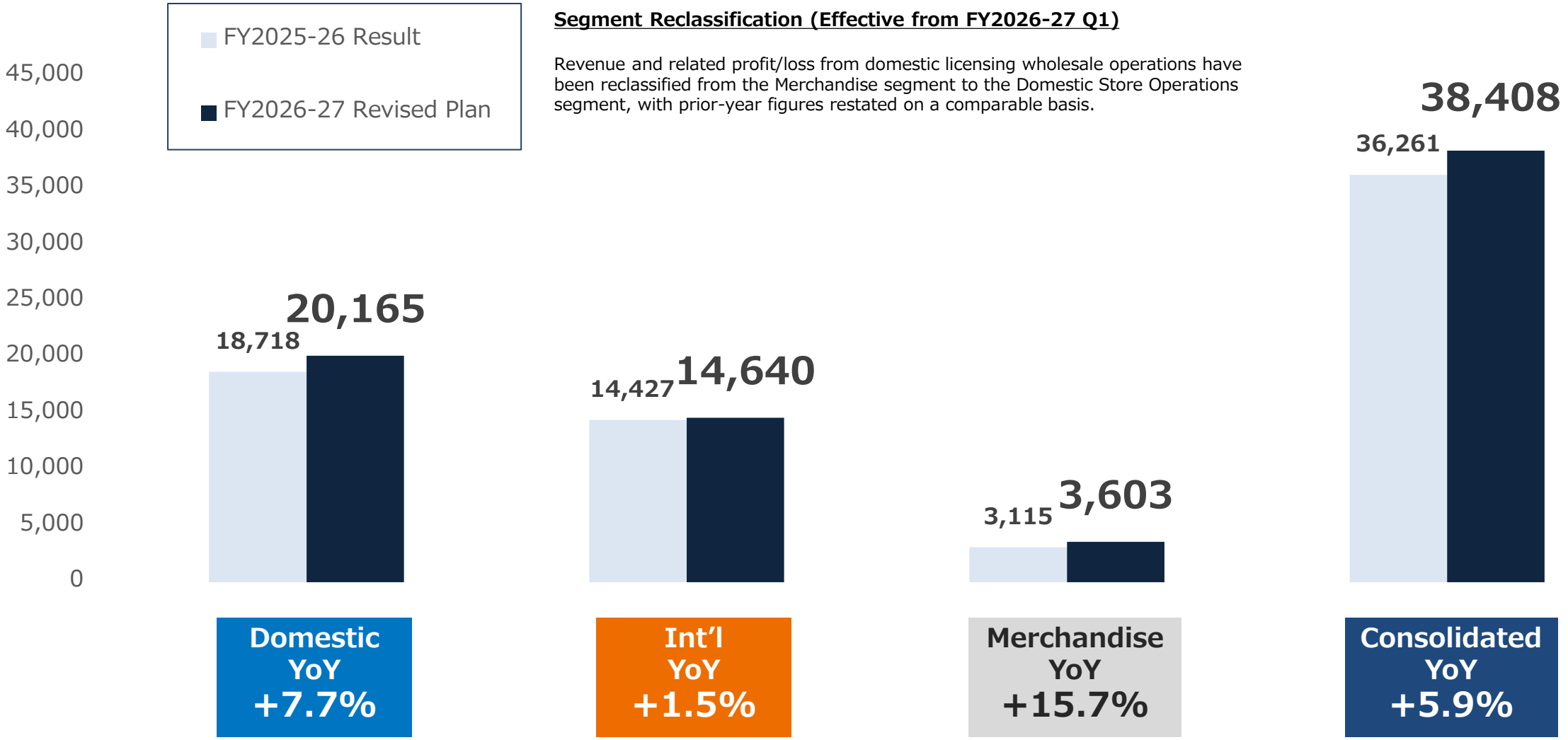
FY2026-27 Revised Financial Plan: Revenue

Unit:Million Yen



Segment Reclassification (Effective from FY2026-27 Q1)

Revenue and related profit/loss from domestic licensing wholesale operations have been reclassified from the Merchandise segment to the Domestic Store Operations segment, with prior-year figures restated on a comparable basis.

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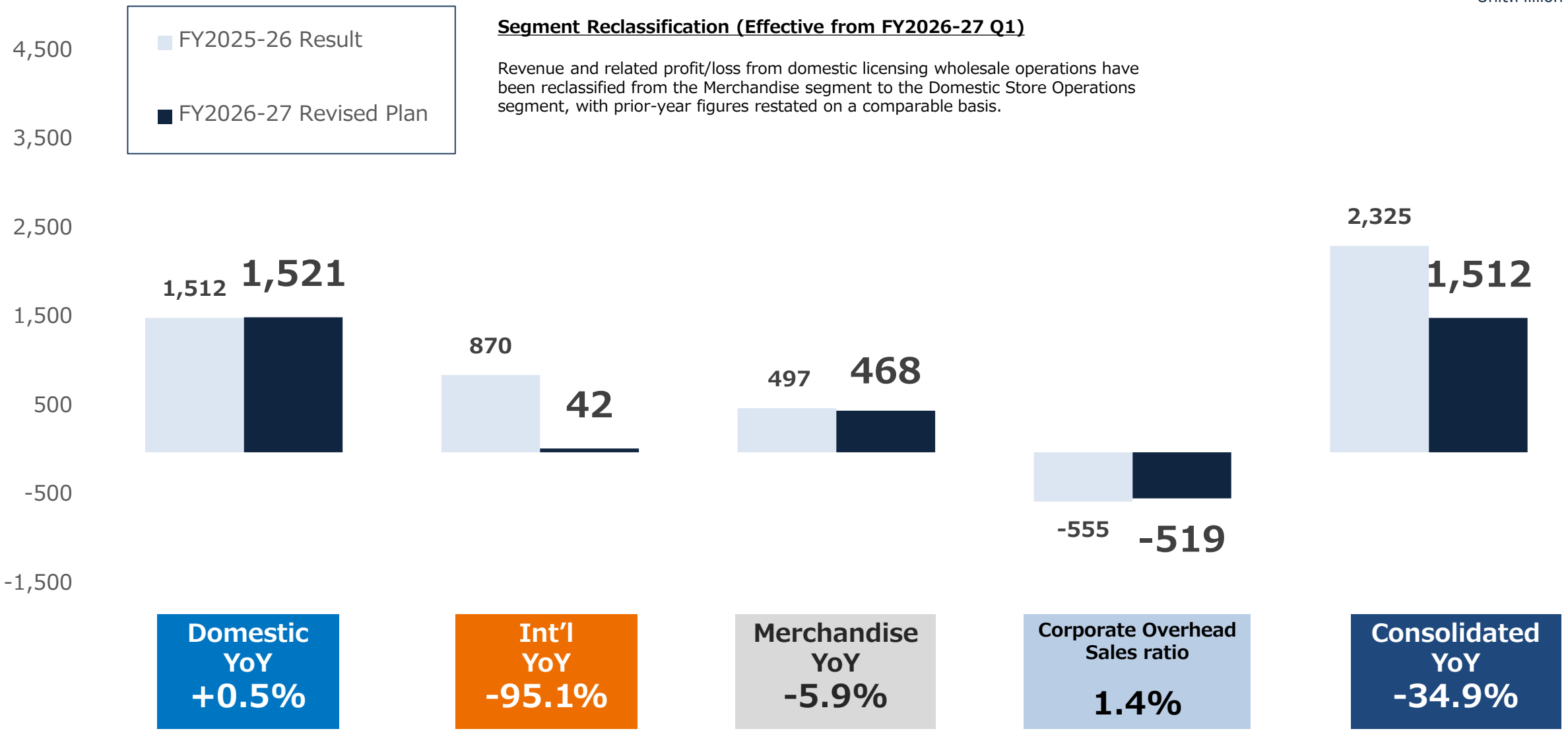
FY2026-27 Revised Financial Plan: Operating Income

Unit:Million Yen



Segment Reclassification (Effective from FY2026-27 Q1)

Revenue and related profit/loss from domestic licensing wholesale operations have been reclassified from the Merchandise segment to the Domestic Store Operations segment, with prior-year figures restated on a comparable basis.

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Reference: Exchange Rate Sensitivity

Estimation of the performance on the assumption that other currencies' volatility is linked to the US fluctuation.

Unit:Million Yen

		-20yen	-10yen	0yen FY26 Budgeted Rate	+10yen	+20yen
	USD	138.59	148.59	158.59	168.59	178.59
	Currency fluctuation rate (%)	-12.6%	-6.3%	-	+6.3%	+12.6%
Int'l Store Operations	Revenue	12,794	13,717	14,640	15,563	16,486
	GAP	-1,846	-923		923	1,846
	Operating Income	37	39	42	45	47
	GAP	-5	-3		3	5
Consolidated	Revenue	36,562	37,485	38,408	39,331	40,254
	GAP	-1,846	-923		923	1,846
	Operating Income	1,507	1,509	1,512	1,515	1,517
	GAP	-5	-3		3	5

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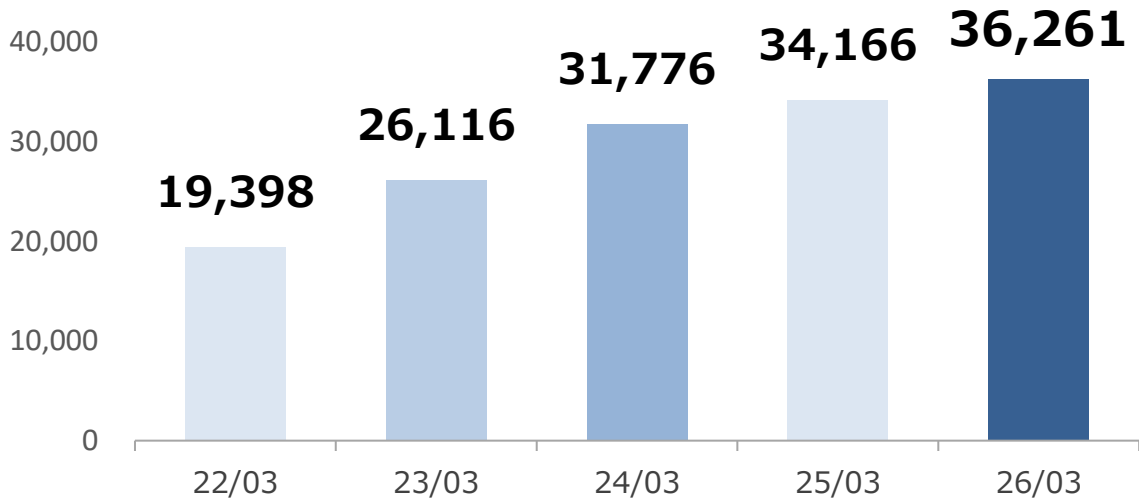
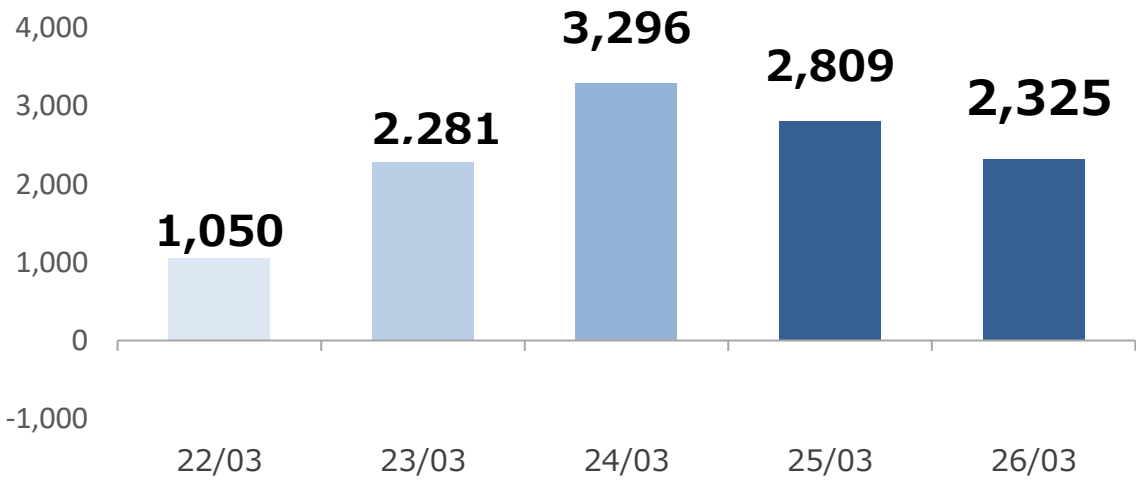
Reference: Major Financial Indicators

Revenue

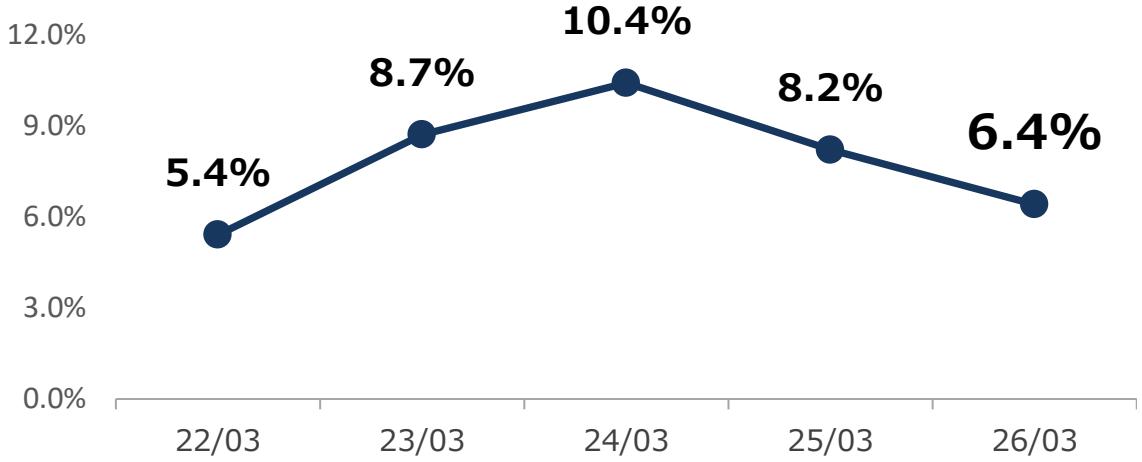


Operating Income

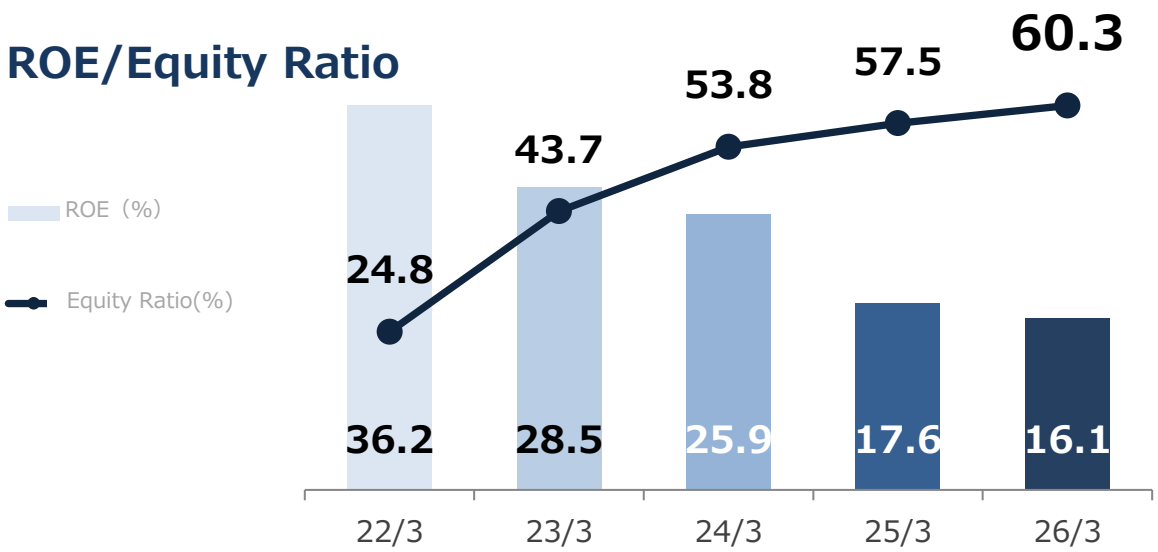
Unit: Million Yen



Operating Margin



ROE/Equity Ratio



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Re-assessment of the Mid-to-Long-Term Vision

As the Group marks its 41st anniversary since founding and approaches two decades of international expansion, we have generated cash flows significantly exceeding the investments made in our key markets, establishing a strong and resilient financial foundation. While profitability in our international business has recently been affected by global inflation and shifts in consumer traffic patterns, this does not reflect weakened demand. Rather, it marks a period of transforming our business model to support the next stage of growth. In light of the significant changes in the operating environment, we have decided to re-assess the targets announced in May 2023. We will disclose a new medium-term management plan within this fiscal year that incorporates a transition to market-specific business models designed to drive sustainable growth in each region.

Transforming Business Models to Fit Each Market

North America and Europe

Business model transformation and expansion of the merchandise business

Shift from large-scale urban formats to smaller, more capital-efficient store formats better suited to the current operating environment. Accelerate automation and DX initiatives to address labor shortages while expanding into regional growth markets. At the same time, develop the merchandise business into a second pillar alongside store operations, while testing new business models in markets such as Bentonville, Arkansas.

Asia

Scaling proven business models and nurturing new concepts

Expand established IPPUDO business models while cultivating new concepts, including the halal-format Ramen Mania and value-oriented Ramen NeO. Explore opportunities for faster expansion through franchising and strengthen local management capabilities to operate stores closer to customer and market needs.

Japan

Deepening established business models

Refine store formats tailored to specific locations, including shopping centers and roadside sites, while focusing on carefully selected trade areas. Improve profitability through new product launches, enhancement of existing offerings, and pricing optimization. Maintain high standards and disciplined cost control while continuing to develop talent that will support future global expansion.

While we are revising both the timing and scale of the targets previously announced, achieving ¥50 billion in revenue and reaching our 50th anniversary are merely milestones on our journey toward global growth. Our purpose extends beyond scale alone. Through food, we strive to remain a valued part of local communities and society, while continuing to deliver “Smile” and “Arigatou” to people around the world. This is the foundation of who we are. Supported by a strong financial base, market-specific business model transformation, and continued investment in people and communities, we are committed to achieving sustainable long-term growth.

Keep changing to remain unchanged.

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Appendix 3

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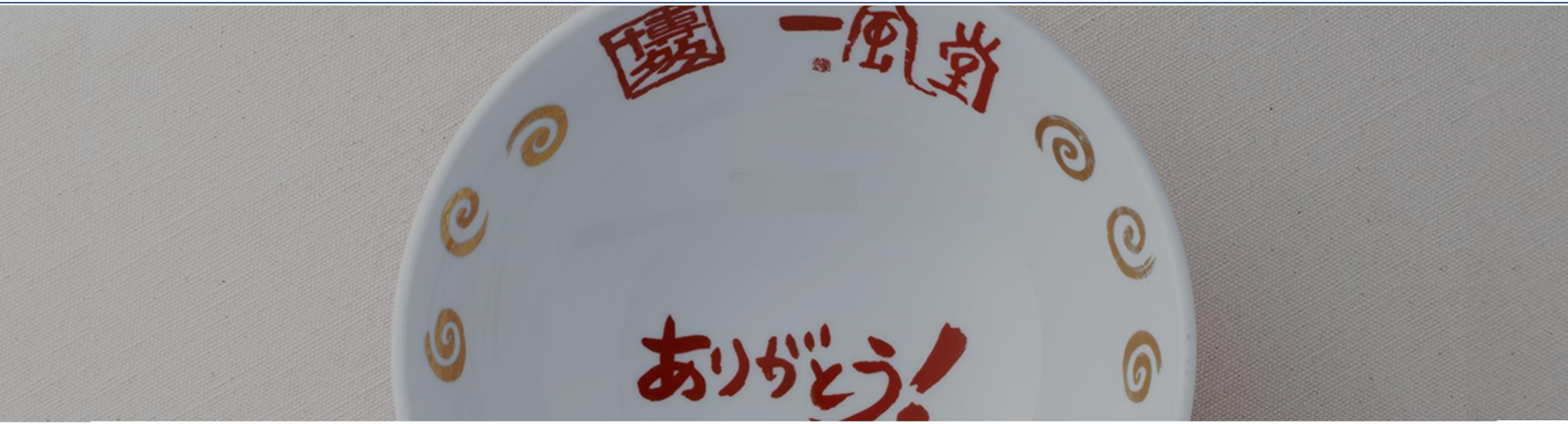
Founding Principles



We will continuously create new values through food,
and communicate those values to the world
with “Smile” and “Arigatou”.

Keep changing to remain unchanged.

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Corporate Profile

Chikaranomoto Holdings Co., Ltd. (Ticker#:3561)

Address	Daimyo 1-13-14, Chuo-ku, Fukuoka City, Fukuoka, Japan
Date of Establishment	30th October 1986
Capital Stock	JPY 3,149,715,000(Number of issued shares: 30,284,700 shares)
Fiscal Term	End of March
Number of Employees	25(consolidated: 665) ※Permanent employees only
List of Directors	

Chairman and Founder	Mr. Shigemi Kawahara
President & CEO	Mr. Tomoyuki Yamane
Independent Director (Independent)	Ms. Minako Suzuki
Director(Audit Committee)	Mr. Akihiro Saito
Director(Audit Committee, Independent)	Mr. Tetsuya Tsuji
Director(Audit Committee, Independent)	Mr. Shinji Tanabe

As of 30 September 2026

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Signature Products [significantly renewed on 16 October 2023, the 38th anniversary]



原点の一杯

極白丸元味

なめらかなとんこつスープに、
博多らしい歯切れのよい細麺。
低温調理で仕上げた
柔らかいロースチャーシューが、
優しい味わいをまとめます。



革新の一杯

極赤丸新味

醤油のコクに、ガーリックが
効いた香油、特製の辛味噌。
最後の一滴までスープの
味わいと深みを楽しめます。
とろりとした厚切りチャーシューが、
満足いくボリュームです。



刺激の一杯

極からか麺

平打ちの細麺をすすると、
旨辛いスープと共に、
口いっぱいにスパイスの
香りが広がって行きます。
特製の肉味噌、水菜や白ネギで、
食感もお楽しみください。

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Our Milestones

Spreading "Smile" and "Arigatou" through Bowls of Ramen



2025.4 **Achieved 300 stores**

2022.4 Listed on Tokyo Stock Exchange Prime Market

2019.10 The 1st Global Leadership Conference

2018.11 100th store overseas

2018.3 **Listed on Tokyo Stock Exchange First Section**

2017.3 Listed on Tokyo Stock Exchange Mothers Index

2016.2 IPPUDO Paris: the first store in France

2015.10 30th anniversary event

2014.10 IPPUDO London: the first store in Europe

2009.5 IPPUDO Singapore: the first store in Asia

2008.3 IPPUDO New York: the first store overseas

IPPUDO

1997.1 Mr. Shigemi Kawahara won the championship 3 times consecutively in the TV Tokyo show "TV Champion Ramen Chef"

1995.4 IPPUDO Ebisu: the first store in Tokyo

1994.3 IPPUDO in Ramen Museum in Yokohama

一風堂

1985.10.16 **IPPUDO Daimyo: The first Ippudo restaurant in Fukuoka.**

1979.11 Mr. Shigemi Kawahara started the bar "After the Rain" in Fukuoka

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Plans, estimates, forecasts and other forward-looking statements concerning the Group in this material represent only the Company's current judgment or views. Actual results, financial condition and other outcomes of the Group may differ materially from those stated or implied herein due to economic conditions, market trends in the restaurant industry, changes in consumer preferences, fluctuations in raw material prices and other factors. Consequently, you are cautioned not to place undue reliance on forward-looking statements. The Company disclaims any obligation to revise or correct forward-looking statements in light of new information, future events or other findings.

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