

The background of the slide features a serene landscape with a clear blue sky and a vast, calm blue ocean. The horizon line is positioned in the middle of the frame, separating the sky from the water. The overall color palette is dominated by various shades of blue, creating a sense of stability and vastness.

Zensho Enters a New Stage  
for the Stability and Development of Human Society

CEO Management  
Strategy Presentation

**Key Management Priorities**

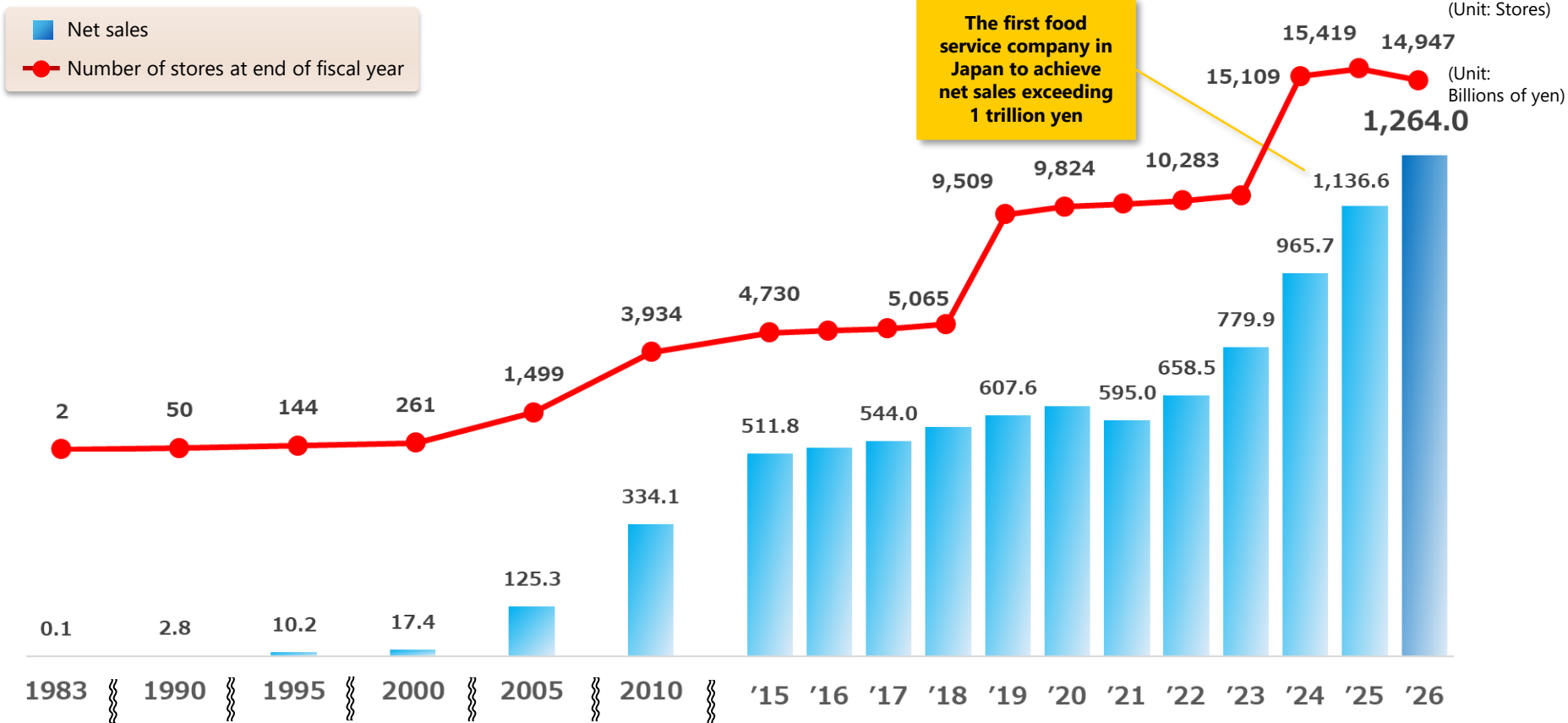
- 1 The Current Position of the Zensho Group**
- 2 Future Strategies**
- 3 Topics (Disaster Relief and Social Contribution Activities)**

- 1 The Current Position of the Zensho Group
- 2 Future Strategies
- 3 Topics (Disaster Relief and Social Contribution Activities)



**“Through Food,  
We Take Responsibility  
for the Stability and Development  
of Human Society,  
Eradicate Hunger and Poverty  
from the World”**

# Consolidated Net Sales Trend (From Foundation to FY2025)



# Global Development

Number of stores: **14,947** stores (As of March 31, 2026)

From Dec. 2019

## Europe

**1,113** stores



From Sep. 2023

## Middle East

**4** stores



From Jan. 2008

## Asia

**1,062** stores



From Nov. 1982

## Japan

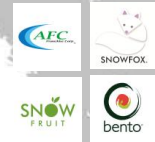
**4,863** stores



From Nov. 2018

## North America

**7,459** stores



From Mar. 2010

## Central and South America

**51** stores



From Nov. 2018

## Oceania

**395** stores



# Global Food Service Ranking

No	Company Name	Fiscal-Year End	Country	Sales [Billions of yen]
1	Starbucks Corp	2025/9	USA	5,547.5
2	McDonald's Corp	2025/12	USA	4,022.3
3	Yum China Holdings Inc Yum Brands Inc	2025/12	China	2,993.9
4	Darden Restaurants Inc	2025/5	USA	1,822.1
5	Chipotle Mexican Grill Inc	2025/12	USA	1,784.2
6	Restaurant Brands International Inc	2025/12	USA	1,411.4
7	ZENSHO HOLDINGS CO., LTD.	2026/3	Japan	1,264.0
8	Luckin Coffee Inc	2025/12	China	1,026.2
9	Texas Roadhouse Inc	2025/12	USA	879.4
10	Brinker International Inc	2025/6	USA	806.3

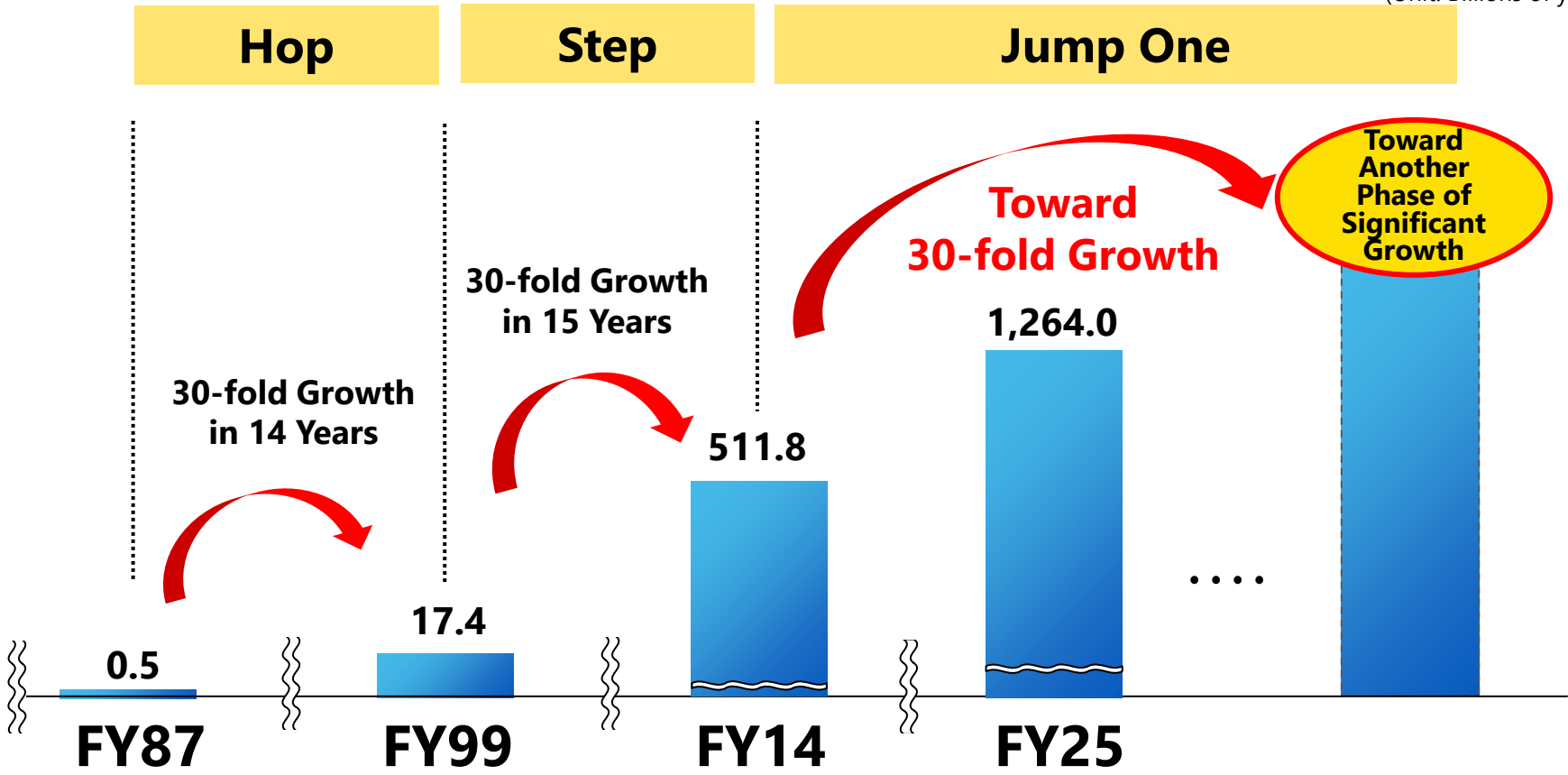
\* Source: Company materials

\* Top companies selected based on sales from the "Food Service Industry (Medium Classification)," excluding companies primarily engaged in catering and institutional food service businesses

\* Sales figures converted into Japanese yen using **the average exchange rate for the relevant fiscal year** based on each company's most recent fiscal year results

# Consolidated Net Sales Trend Since 1986

(Unit: Billions of yen)



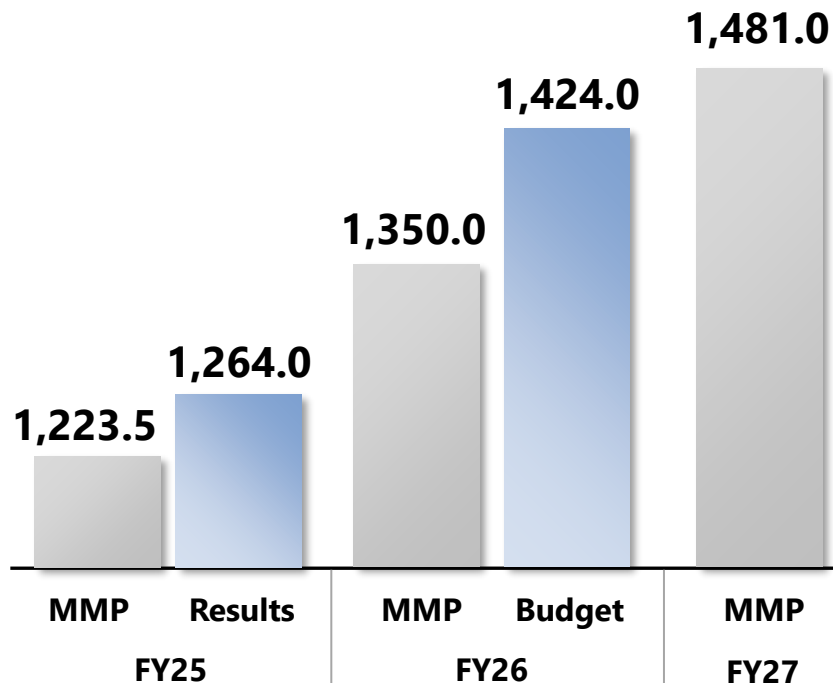
- 1 The Current Position of the Zensho Group
- 2 **Future Strategies**
- 3 Topics (Disaster Relief and Social Contribution Activities)

# Review of Medium-Term Management Plan (MMP)

(FY2025-FY2027)

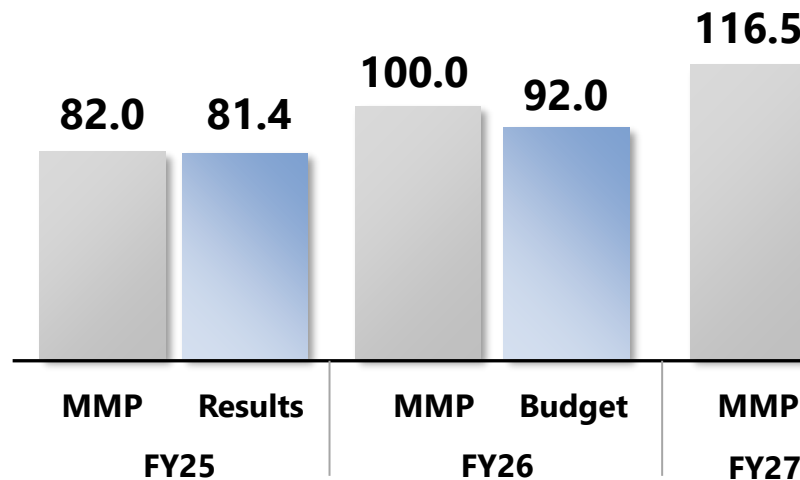
## Net Sales

(Unit: Billions of yen)



## Operating Profit

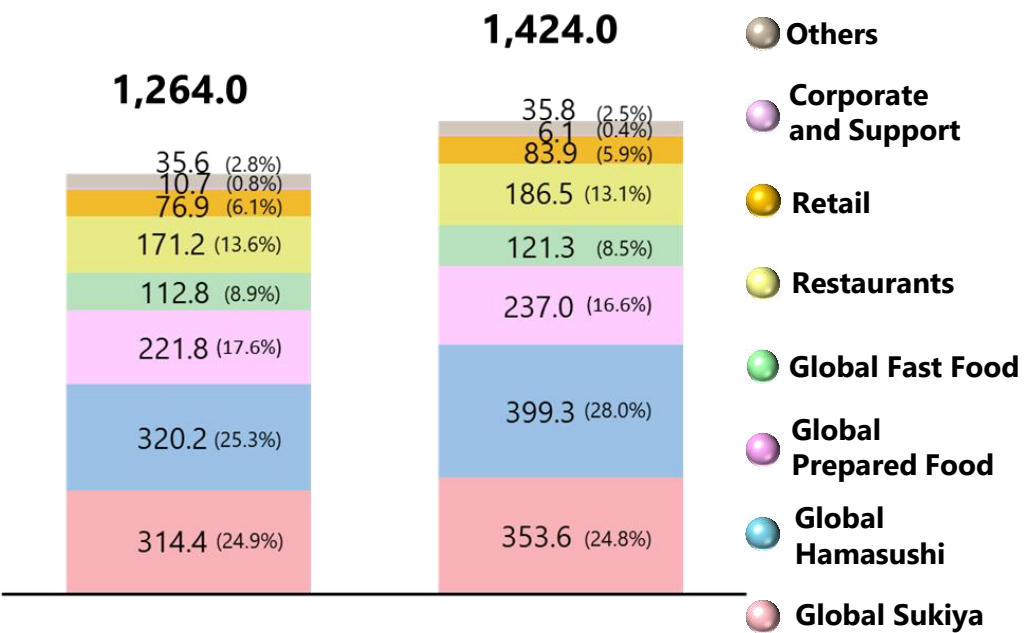
(Unit: Billions of yen)



# FY2026 YoY Changes by Segment

## Segment Sales

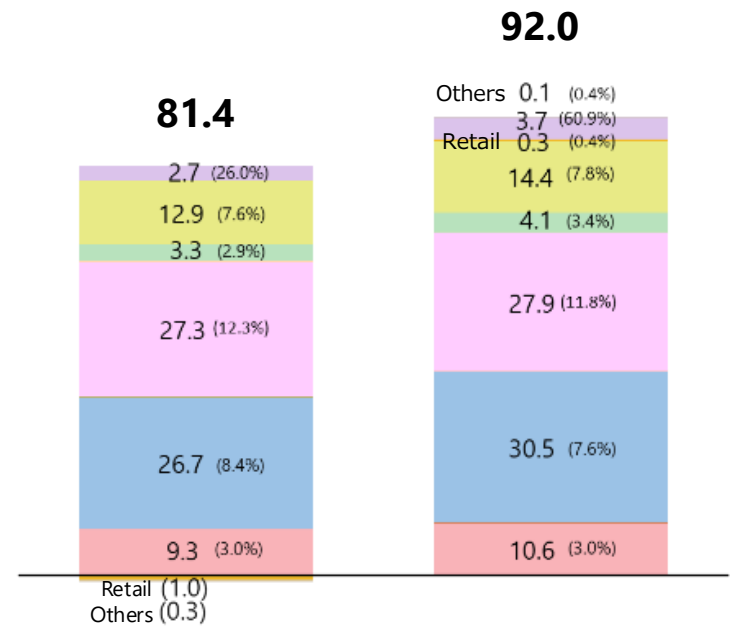
(Unit: Billions of yen)



\*Figures in parentheses indicate percentages of net sales.

## Segment Profit

(Unit: Billions of yen)



\*Figures in parentheses indicate percentages of operating profit.

**Under the philosophy of “Through Food, We Take Responsibility for the Stability and Development of Human Society, Eradicate Hunger and Poverty from the World” we aim to become a leading company in the food industry**

## 1 Accelerate global store development

- Refine each business format with a view for global development
- Improve store environments and strengthen health and safety standards
- Expand the takeout sushi business

## 2 Technological innovation through DX and AI

- Revolutionize store operations and enhance customer experience through DX and AI
- Apply DX and AI across all phases of MMD

## 3 Deepening global MMD

- Deepen global mass merchandising across all areas, including livestock, marine products, agricultural products, and processed foods

# Segment Key Action

## Global Sukiya

- Improve store environments and strengthen health and safety standards
- Optimize store operations through DX and AI
- Promote expansion of overseas Sukiya

## Global Hamasushi

- Become No. 1 in net sales and number of stores among domestic sushi chains
- Promote expansion of overseas Hamasushi

## Global Prepared Food / Global Fast Food

- Expand store openings and sales of takeout sushi
- Refine the hamburger business format
- Establish business formats suitable for global development

## Restaurants

- Enhance the value of core products in each business
- Improve customer experience through planned renovations and DX

## Retail

- Strengthen the prepared foods division
- Develop private branded products
- Refine businesses

## Others

- Deepen global MMD
- Develop human resources



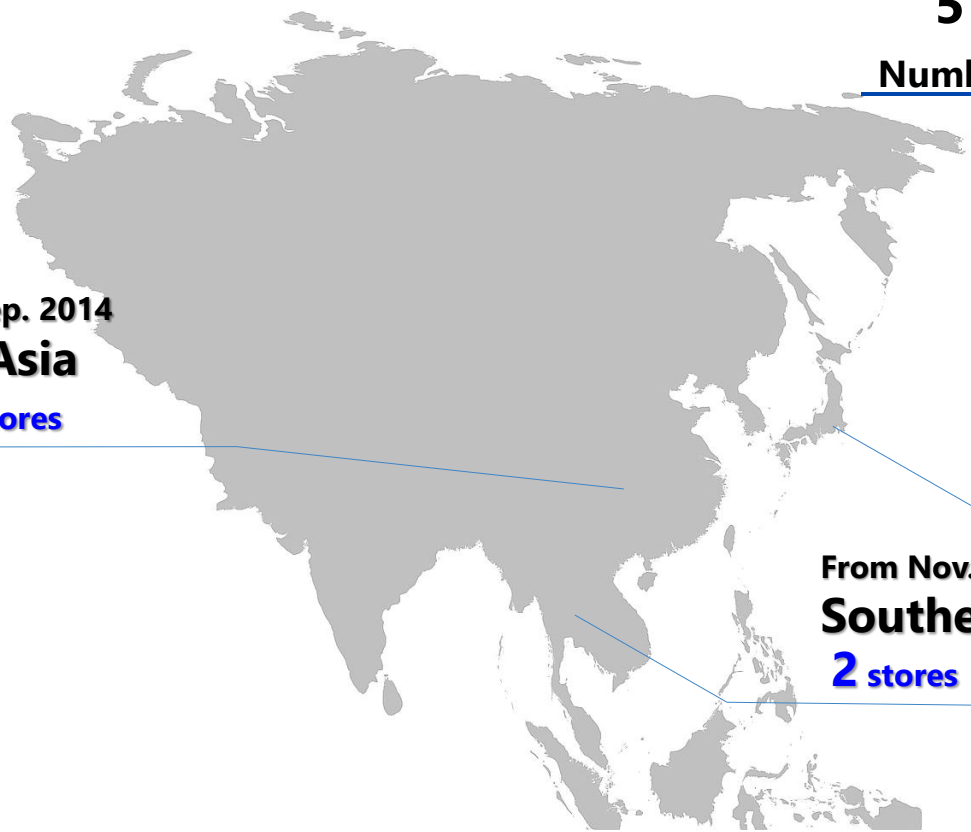
**5 countries and regions**  
**Number of stores: 862 stores**

(As of March 31, 2026)

From Sep. 2014  
**East Asia**  
**196 stores**

From Oct. 2002  
**Japan**  
**664 stores**

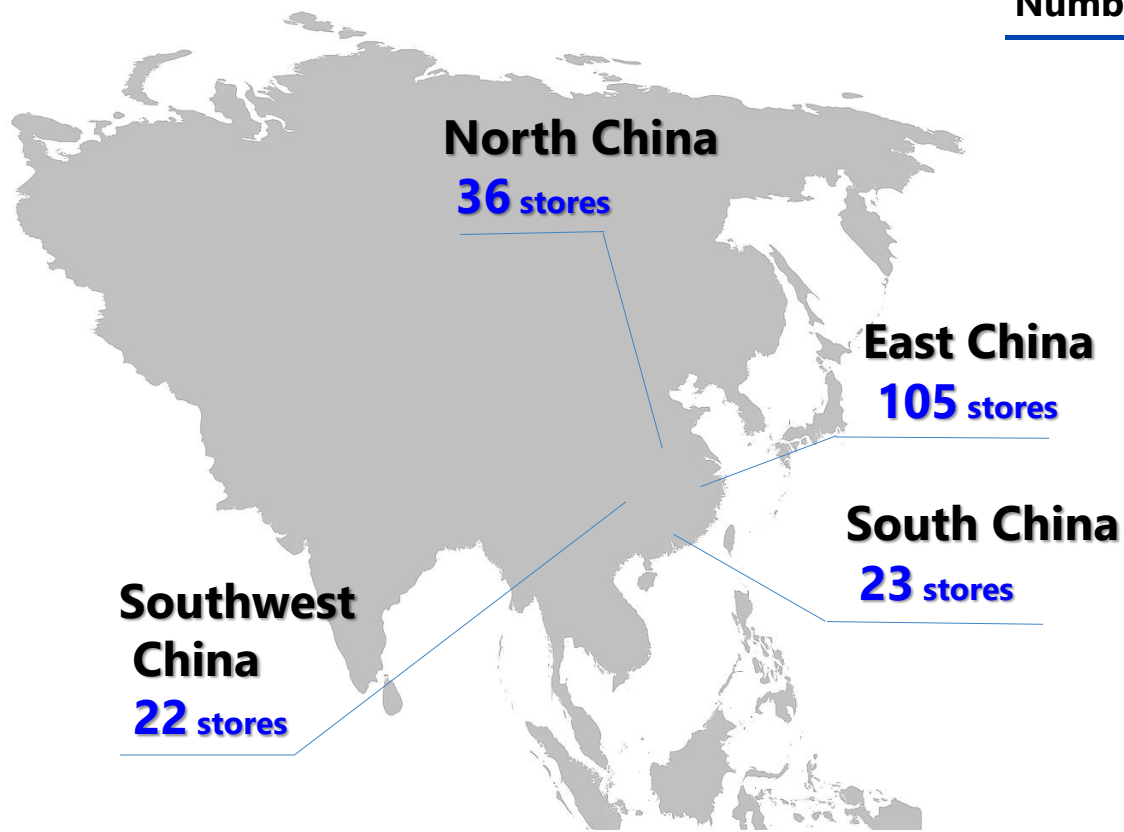
From Nov. 2025  
**Southeast Asia**  
**2 stores**





Number of stores: **186** stores

(As of March 31, 2026)





Hamasushi (China)

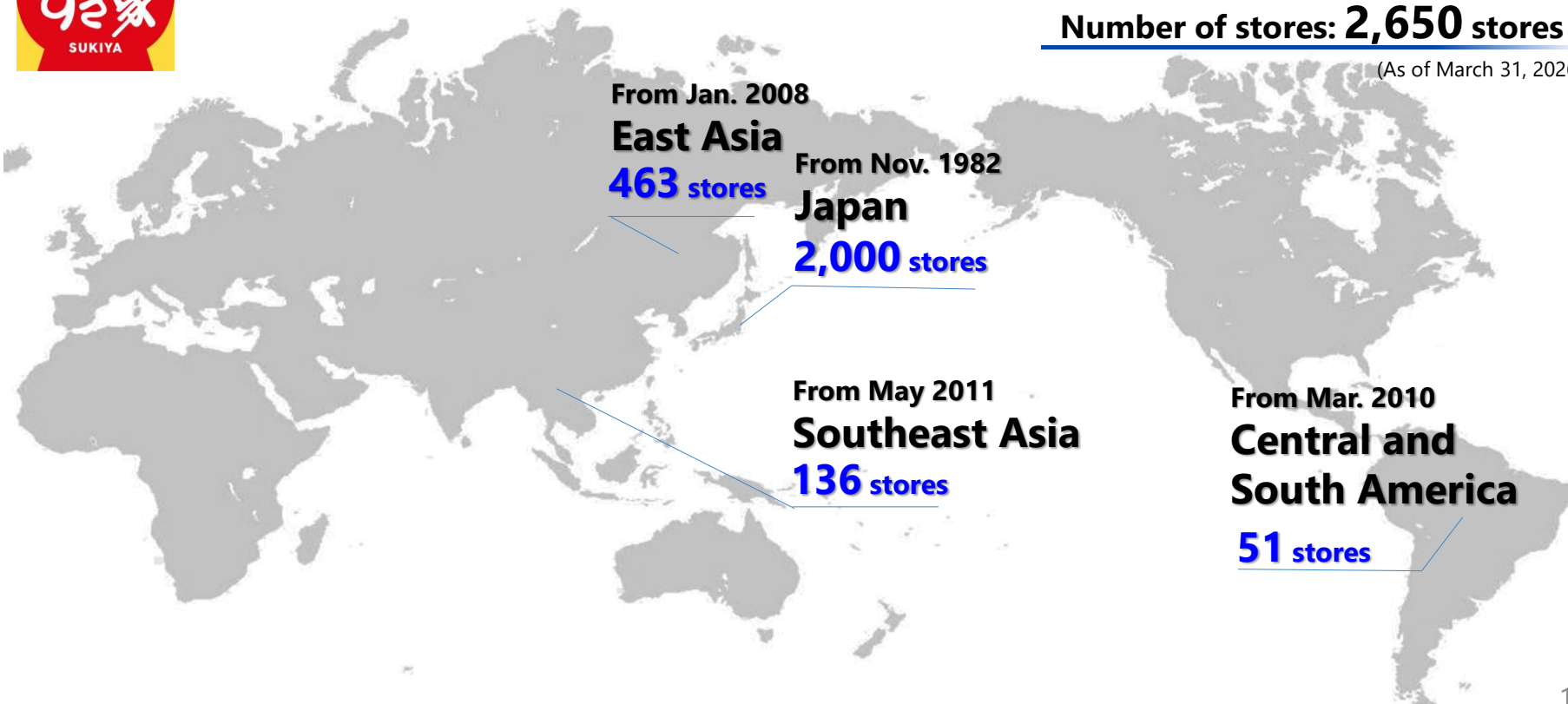


Hamasushi (Thailand)



**13** countries and regions  
**Number of stores: 2,650 stores**

(As of March 31, 2026)





## Shakes



Vanilla



Mango



Strawberry  
with Pulp

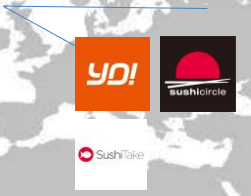


Uji Matcha

**18** countries and regions / Number of stores: **8,970** stores

(As of March 31, 2026)

From Dec. 2019  
**Europe**  
**1,112** stores



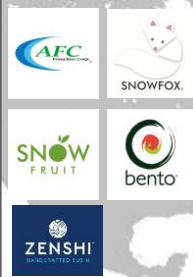
From Sep. 2023  
**Middle East**  
**4** stores



## Joined the Zensho Group

1. AFC   Nov. 2018
2. Sushi Take  Dec. 2019
3. Sushi Circle  May 2023
4. Snow fox     Sept. 2023
5. Sushi & Food Factor Planned for 2026

From Nov. 2018  
**North America**  
**7,459** stores



From Nov. 2018  
**Oceania**  
**395** stores



# Global Prepared Food (Kiosk)



**ZENSHI**



**SUSHI CIRCLE**



**FRUIT**



Taiko

Taiko

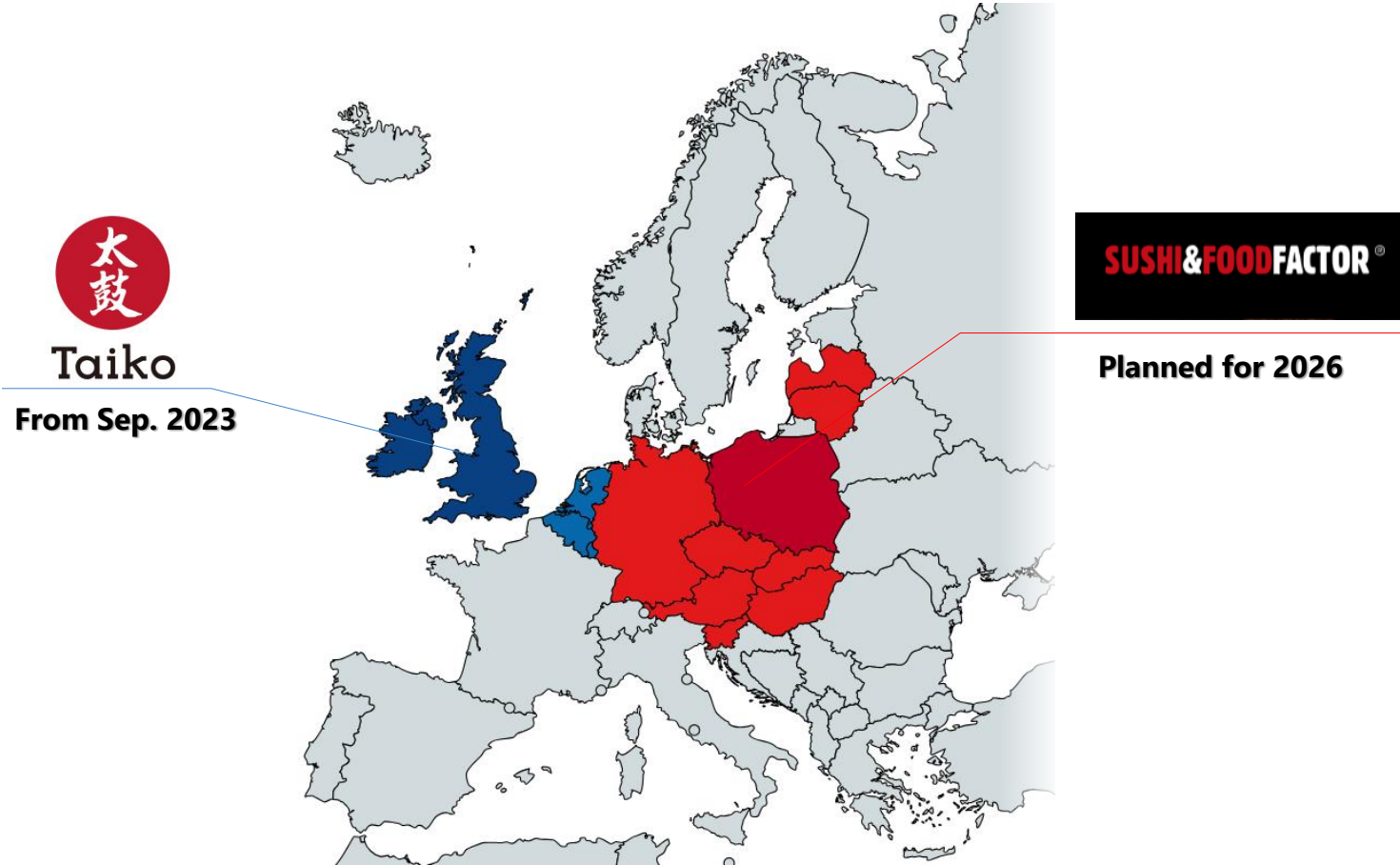


bento

Bento

- (1) Business Description: Manufacturer and wholesaler of sushi, onigiri, and other products in Poland
- (2) Year Established: 2015
- (3) Number of Employees: 736 (as of May 2025)
- (4) Share Transfer Execution Date: Scheduled for 2026







**ZETTERIA's first store  
"Tamachi Shibaura"  
opened on  
September 20, 2023**

**Number of stores: 259 stores**  
(As of March 31, 2026)



# ZETTERIA

ZETTERIA is a brand created by combining its signature product, the "Zeppin Burger", with the word "cafeteria", reflecting the concept of a casual and enjoyable dining experience. As a burger chain originating in Japan, ZETTERIA embodies the desire to provide customers with "a casual and enjoyable dining experience anytime and anywhere".



+



=

**ZETTERIA**



## Features of ZETTERIA

Leveraging the procurement, manufacturing, logistics, and product development capabilities of Zensho Holdings to enhance products and store operations

### [Products]



• Zeppin Burger

(Left: Zeppin Beef Burger / Right: Zeppin Cheeseburger)

### [Facilities]



• A wide variety of seasonal offerings

• A sweets category centered on shakes

## Zeppin Beef Burger



- Fluffy and chewy “Zeppin Buns” with the rich aroma of wheat and butter
- Fresh, crisp lettuce and juicy tomatoes
- Juicy and thick “Zeppin Patty” made from 100% beef
- Generous use of specially made aurora sauce and burger sauce



Sukiya Drive-through



OLIVE HILL Serving Robot



**Aquaculture Business**

## Agricultural Support



- 1 The Current Position of the Zensho Group
- 2 Future Strategies
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# 2024 Noto Peninsula Earthquake and Heavy Rain Disaster Relief



**Meals provided: Earthquake disaster relief (Jan.–Apr.) 35,558 meals**

**Heavy rain disaster relief (Oct.–Nov.) 3,697 meals**



Meals provided:  
cumulative total 6,822 meals

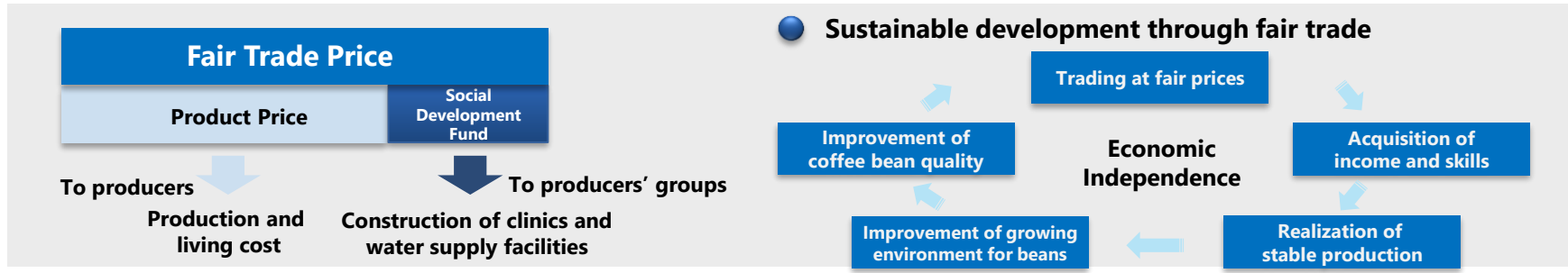
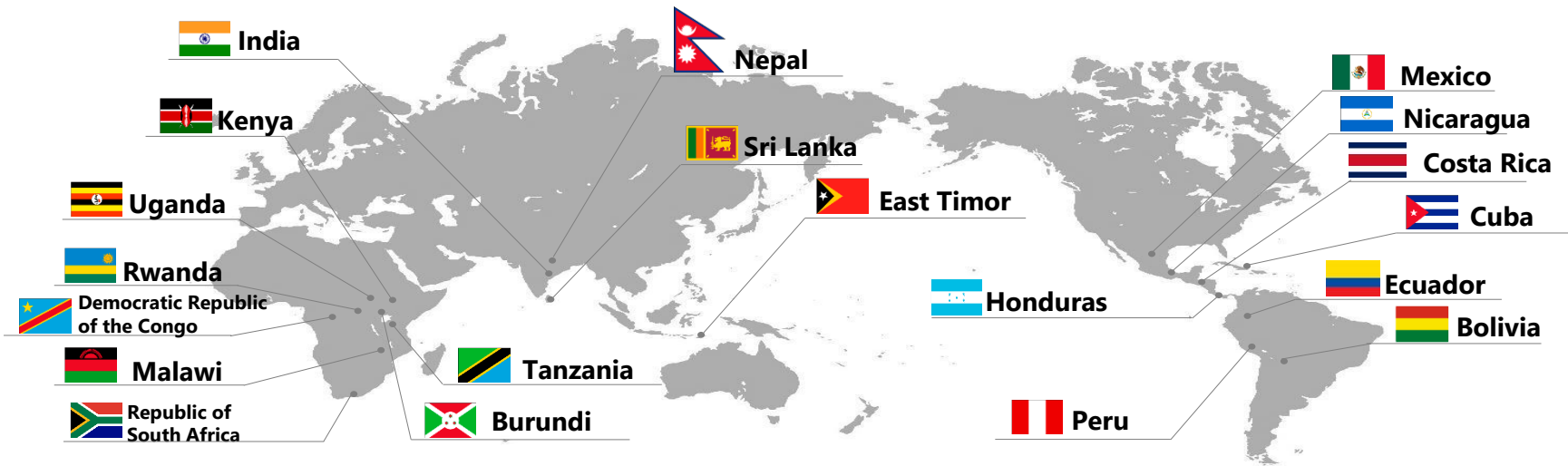
Number of events held: 78

Number of business formats: 9

(As of March 31, 2026)

# Fair Trade Initiatives

## Trading partner countries: 20 countries (From 2007)





**Fair trade initiatives: from 2011**

**School buildings constructed: 4 schools**

*\*Including home economics classrooms*

**Home economic classes conducted: 7 schools**

# Support Activities for Ukraine

Zensho agreed with FOZZY Group, Ukraine's largest retailer, to jointly develop and sell products, and to supply ingredients from Japan.



Scenes from Japanese food tasting event

# ZÉNSHO

