

2026



**Investor Briefing
(Fiscal Term 25, FY11/2026)**

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What UNISIA Aims to Become

2

About the UNISIA Group's Businesses

3

Expanded Shareholder Returns

1

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Company Overview

Company Name	Unisia Holdings Co.
Established	March 20, 2002
Representative	Keiji Nuki Chairman of the Board, President, Representative Director
Head Office	1-7-6 Higashigotanda, Shinagawa-ku, Tokyo
Capital	¥306 million (as of the end of November 2025)
Financial Results	*Consolidated figures including PISOLA Co., Ltd. · Net Sales: ¥31.0 billion · Net Profit: ¥1.0 billion (both for FY11/2025)
Business Description	Operating restaurant brands nationwide, including Kushikatsu Tanaka, PISOLA, and Ten no Meshi



What is UNISIA?



UNISIA

**Countless challenges
come together in one sea.**

Japan's Strength, Taking on the World. UNISIA.

**Different strengths, different businesses,
and different challenges all move forward in one shared direction.
We turn the sincerity, care, and "OMOTENASHI" cultivated
in Japan into value that resonates around the world.**

UNISIA

Single

Sea



Mission

To become essential **infrastructure
that enriches lives and travel around
the world through **food** and **”OMOTENASHI.”****

**Built on the Japanese “OMOTENASHI” and “food culture”
we have pursued since our founding,
we aim to become an infrastructure-like presence
in global markets that supports both everyday life and travel.**

To become a global lifestyle services company that designs food, travel, and experiences.

Going beyond the restaurant business, we aim to integrate our increasingly diversified operations, including inbound tourism, hotels and resorts, and overseas businesses, and create a company that delivers new value to people's lifestyles around the world through food, travel, and experiences.



UNISIA Holdings is a diversified corporate group engaged in food and beverage, construction, design, and system development. With Japanese-quality “OMOTENASHI” at the core, each business works together to create new prosperity for the world. Going forward, we will also expand into tourism and hotel businesses.



What We Would Like to Share

1

What UNISIA Aims to Become

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About the UNISIA Group's Businesses

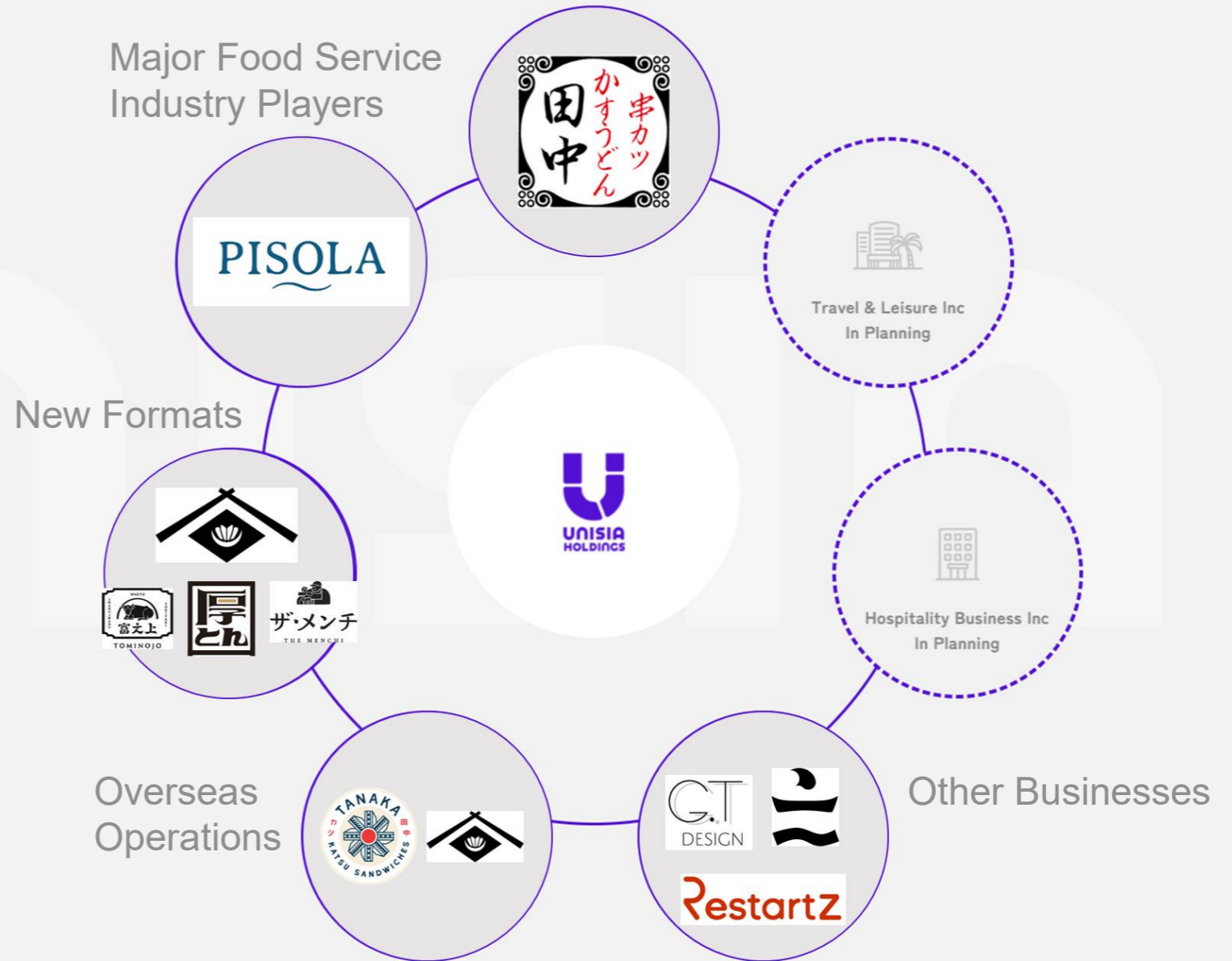
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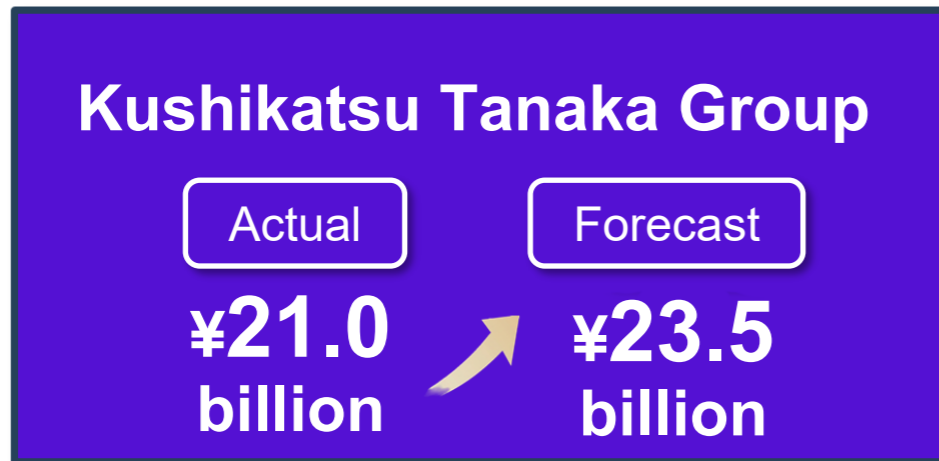
Expanded Shareholder Returns

■ Group Businesses

Introduction to Group Companies

UNISIA Holdings is a diversified corporate group engaged in food and beverage, construction, design, and system development. With Japanese-quality “OMOTENASHI” at the core, each business works together to create new prosperity for the world. Going forward, we will also expand into tourism and hotel businesses.

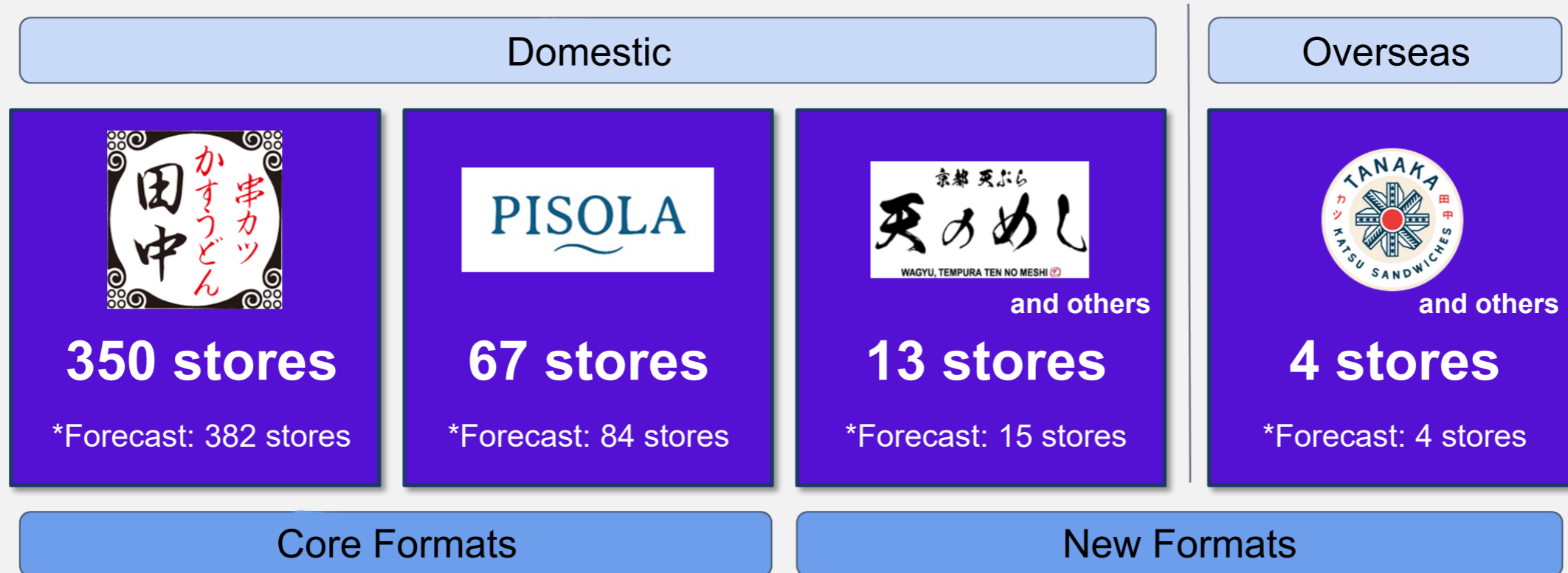




*Actual: As of the end of November 2025
Forecast: As of the end of November 2026

Store Expansion

In Japan, the UNISIA Group operates its core Kushikatsu Tanaka business in both downtown and residential areas, PISOLA primarily in roadside locations, and new formats such as Ten no Meshi mainly in tourist destinations. Overseas, the Group is developing new formats such as katsu sandwiches and tonkatsu.



*Actual: As of the end of March 2026
 Forecast: As of the end of November 2026

Initiatives in FY11/2025

Achieved Growth by Pursuing Higher Added Value While Expanding the Business Foundation

Pursuit of Added Value

[Product Strength]

Enhance added value

Increase sales through stronger customer attraction



[Brand Strength]

Deliver high-quality and strong service capabilities

Strengthen the brand value of new business formats



Core Businesses

Diversification

[Store Development]

Strengthen team collaboration

Drive continuous store openings and franchise development

[Logistics and Supply Chain]

Improve cost structure

Increase profitability

[New Brands]

Introduce well-established brands

Expand growth engines



Expansion of Business Foundation

Initiatives in FY11/2026

Enhancing the Added Value and Brand Strength of Existing Businesses While Taking on Global Expansion

Pursuit of Added Value

[Product Strength]

Continuously improve added value



[Brand Strength]

Establish new brands



Core Businesses

Diversification

[Maximizing Synergies]



- Accelerate new store openings by leveraging the Group's foundation
- Achieve cost advantages through supply chain synergies

[Global Expansion]

From inbound to outbound expansion



Expansion of Business Foundation

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Expanded Shareholder Returns



Expansion of the Shareholder Benefit Program (Change in Issuance Frequency)

Increase the issuance frequency of shareholder benefits from once per year to twice per year

In addition to the record date of November 30, 2026, the program will also apply to shareholders listed or recorded in the shareholder register as of May 31, 2026 who hold 100 shares (one trading unit) or more.

Item	Current	Revised
Record Date	End of November each year	End of May and end of November each year
Issuance Timing	Late February each year	Late February and late August each year
Validity Period	One year from issuance	Six months from issuance

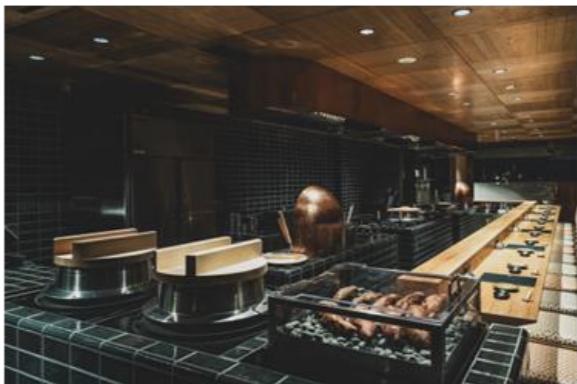
- **100 to fewer than 300 shares:** meal vouchers worth ¥2,000 (2 × ¥1,000 vouchers)
- **300 to fewer than 600 shares:** meal vouchers worth ¥4,000 (4 × ¥1,000 vouchers)
- **600 to fewer than 900 shares:** meal vouchers worth ¥6,000 (6 × ¥1,000 vouchers)
- **900 shares or more:** meal vouchers worth ¥8,000 (8 × ¥1,000 vouchers)

[Eligible Brands]



For Reference

[New Brand] Ten no Meshi (Tempura / Wagyu Tonkatsu / Shabu-Shabu / Sukiyaki)
Bringing heartfelt "OMOTENASHI"-driven dining experiences from Japan to the world.



TOMINOJO: Enjoy shabu-shabu and sukiyaki casually with individual hot pots for each guest



ATSUTON: Premium tonkatsu crafted by a company dedicated to perfecting the art of frying



THE MENCHI: A never-before-experienced wagyu minced cutlet that draws out the full sweetness of the meat





[A New Signature Product is Born!]

Infinite Miso-Glazed Offal Skewers & Infinite Yuzu Ponzu Offal Skewers

Our Infinite Garlic Offal Skewers were launched at the end of April 2025. With their addictive flavor and fun appeal, they have become a signature skewer that customers can enjoy “infinitely,” again and again. In January 2026, the next evolution of the Infinite series was introduced, offering two contrasting flavors to suit different moods: the rich and indulgent **Infinite Miso-Glazed Offal Skewers** and the light and refreshing **Infinite Yuzu Ponzu Offal Skewers**. As of the end of March 2026, cumulative sales have surpassed **20 million** skewers.





[Win It Together! Infinite Mission]

Now here at last, Infinite Skewer Sours TSUNDERE & YORISOI

To let customers enjoy the Infinite skewers even more, we developed two types of MUGENGUSHI Special Sour.

Weekday limited price: ¥290 per glass (¥319 incl. tax)

Regular price: ¥420 (¥462 incl. tax)

*If monthly sales reach 50,000 glasses, the weekday special price will be extended into the following month!

4月1日 始動

無限串専用 サワー

皆で勝ち取れ!
無限ミッション

平日限定 **290円**
通常価格 >> 420円(税込462円) (税込319円)

ツンデレ
レモンとライムの酸っぱさと、ほんのり塩味が広がる、飲み飽きないドライ系サワー。

寄り添い
梅のやさしい甘酸っぱさと、グレープフルーツの爽やかさで、飲みやすい軽やかなサワー。



#田中の本気

無限 タツグ

無限串専用
サワー

これは
お酒です



PISOLA Co., Ltd

~

Overview and Growth Strategy

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- 1** Company Introduction
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- 3** Recruitment and Training
- 4** Performance
- 5** Vision
- 6** Lastly

1

Company Introduction

COMPANY PROFILE

Company Name PISOLA Co., Ltd.

Established First PISOLA store opened in December 2010

Address 1-5-2 Higashiyagura, Kusatsu City, Shiga Prefecture 525-0054

Representative Tomonori Kikai, Representative Director

Capital ¥30,000,000

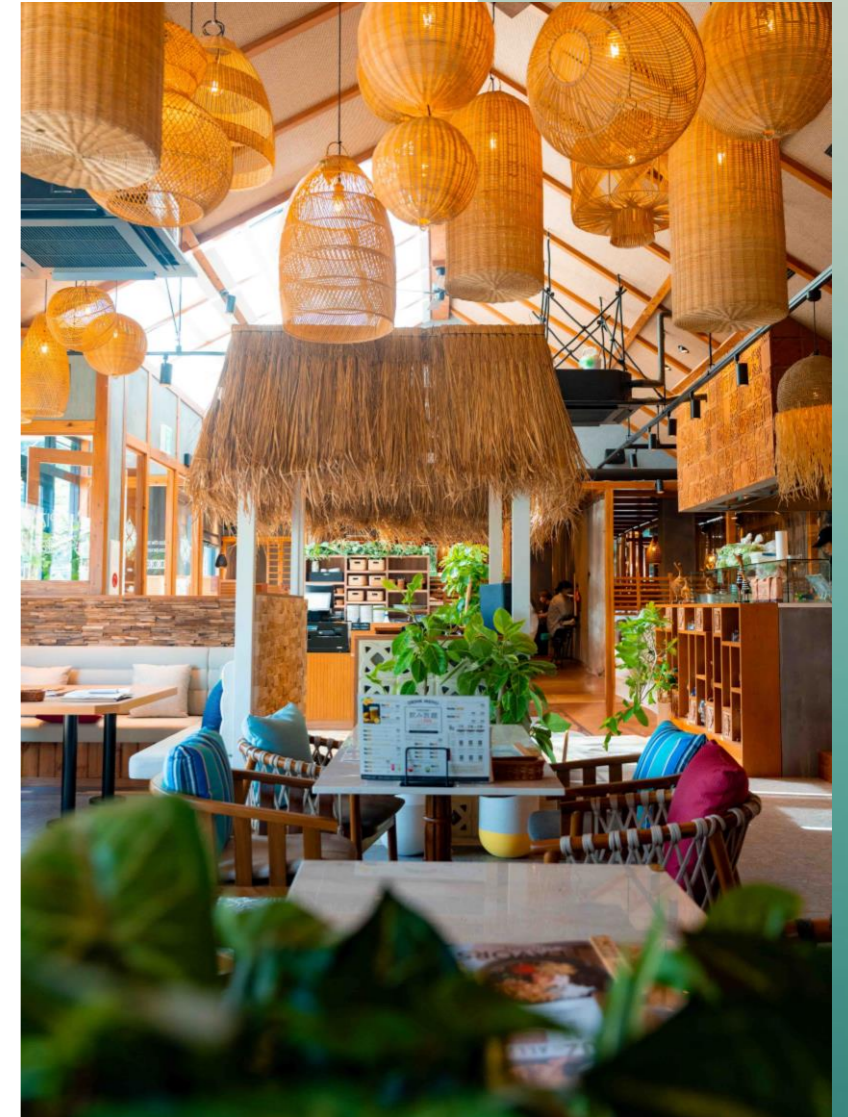
Net Sales ¥10.0 billion (FY11/2025)*

Number of Employees 3,923 employees
(including part-time and temporary staff)

Business Description Restaurant operation business

Banks Resona Bank, Shiga Bank, Bank of Kyoto, Kansai Mirai Bank,
Kyoto Chuo Shinkin Bank, Nanto Bank, MUFG Bank, Mizuho Bank, Kiyo Bank,
Iyo Bank, Kyoto Shinkin Bank, Shiga Chuo Shinkin Bank, Bank of Yokohama

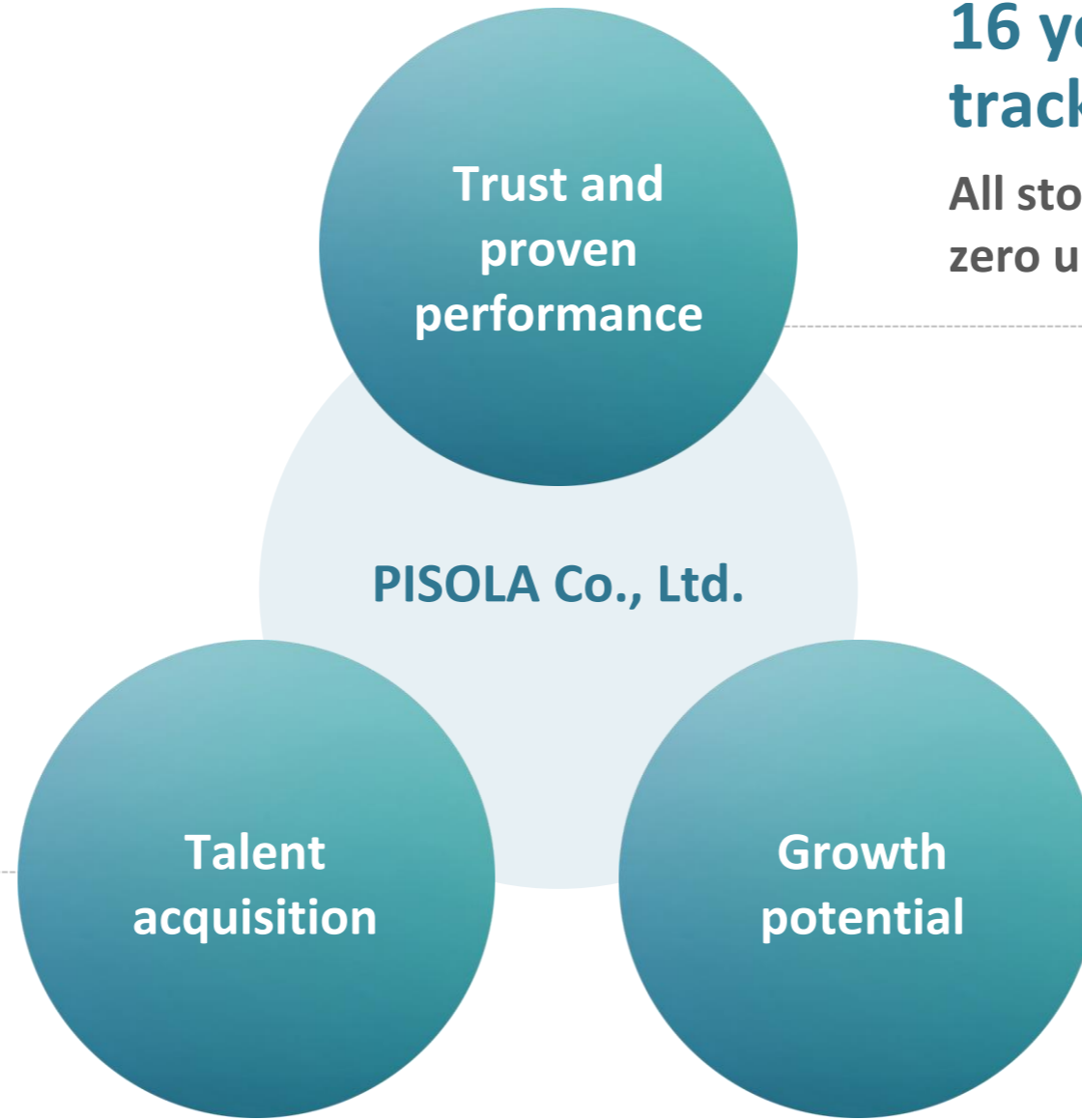
*Figures reflect the most recent one-year period due to a change in the fiscal year-end.



OUR STRENGTHS

Hiring track record

Promotion from part-time and temporary staff to full-time employees
49 hires in FY11/2025



16 years of brand track record

All stores profitable, zero unprofitable closures

Presence of mega franchisees

Strong network of franchise partners with a market capitalization exceeding ¥100 billion*

*Market capitalization of holding companies of franchise partners (as of January 2026)

2

Brand Introduction

PISOLA

Enjoy authentic Italian dining in the resort restaurant

Business Format

Suburban roadside Italian restaurant

Core Menu

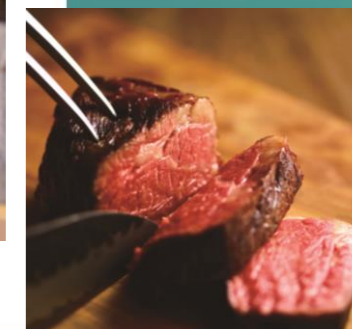
Fresh pasta, brick oven pizza, risotto, and drink bar

Features

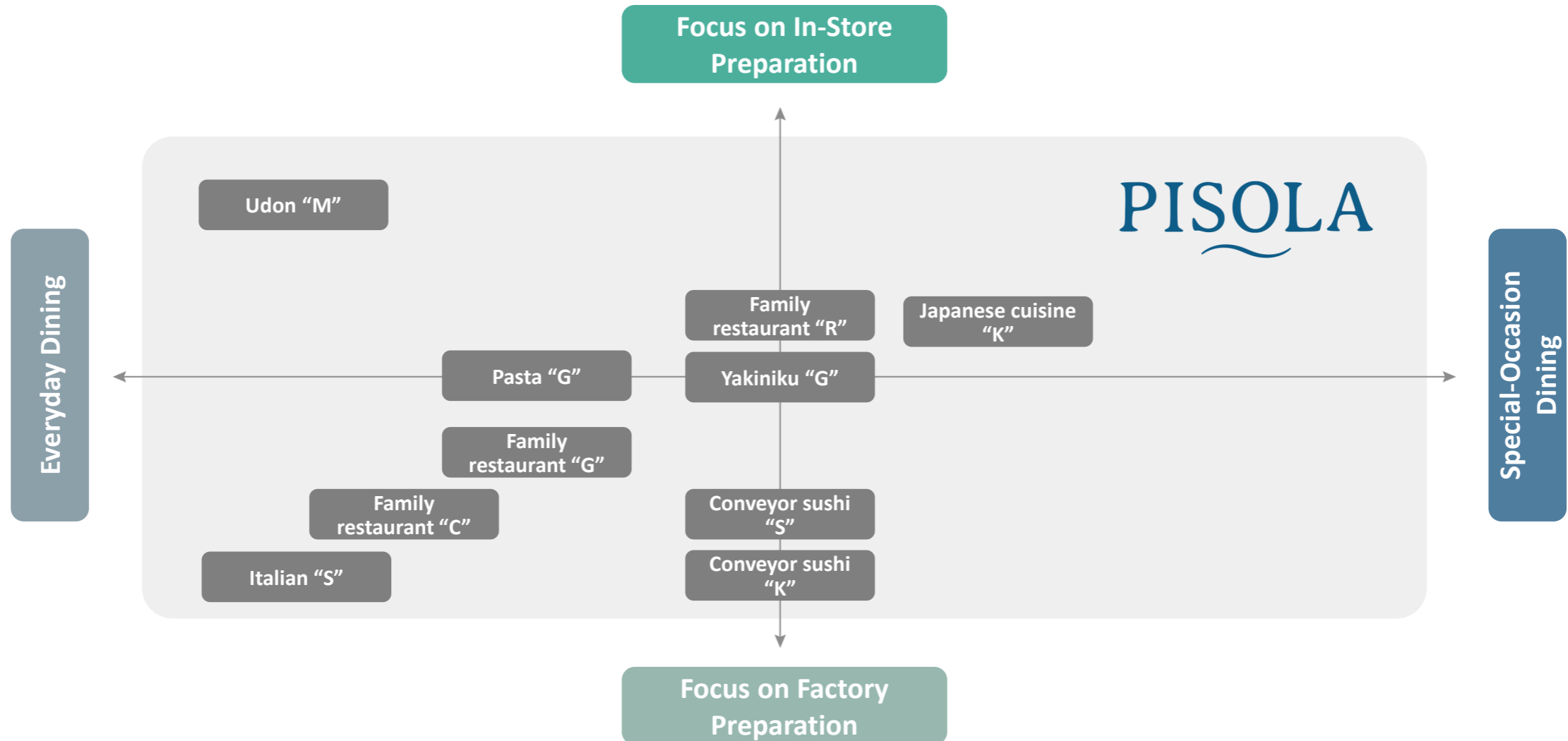
Italian cuisine focused on in-store preparation in a Bali-inspired, non-everyday setting

Business Model

A “time-spending” model with an average stay of two hours. Built a highly loyal customer base by attracting a wide range of customers, including families, homemakers, and special-occasion diners.



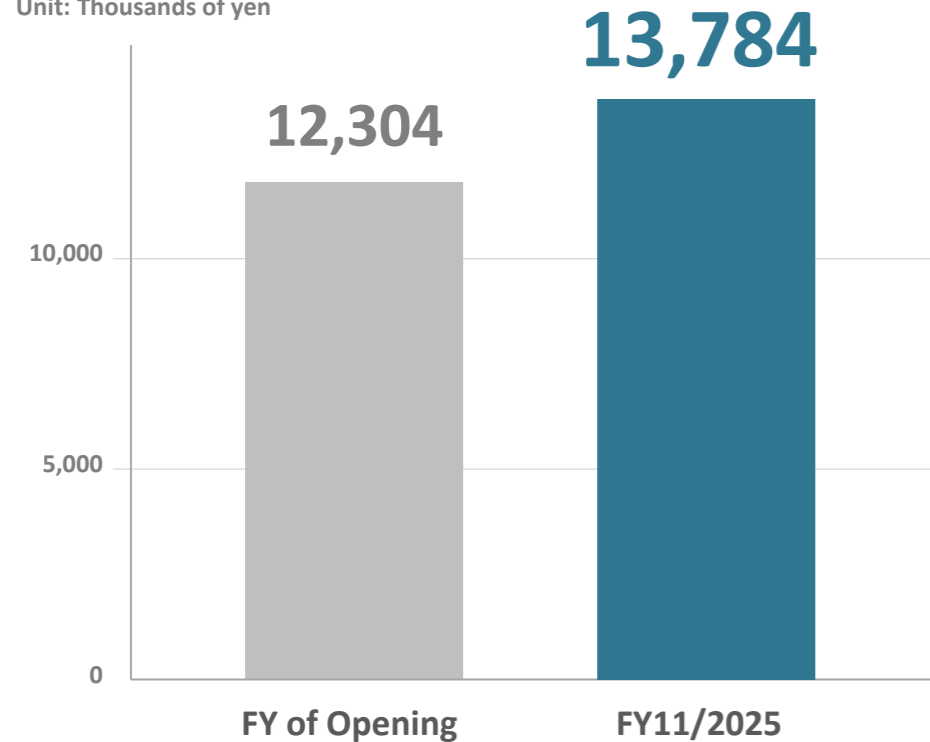
POSITIONING MAP



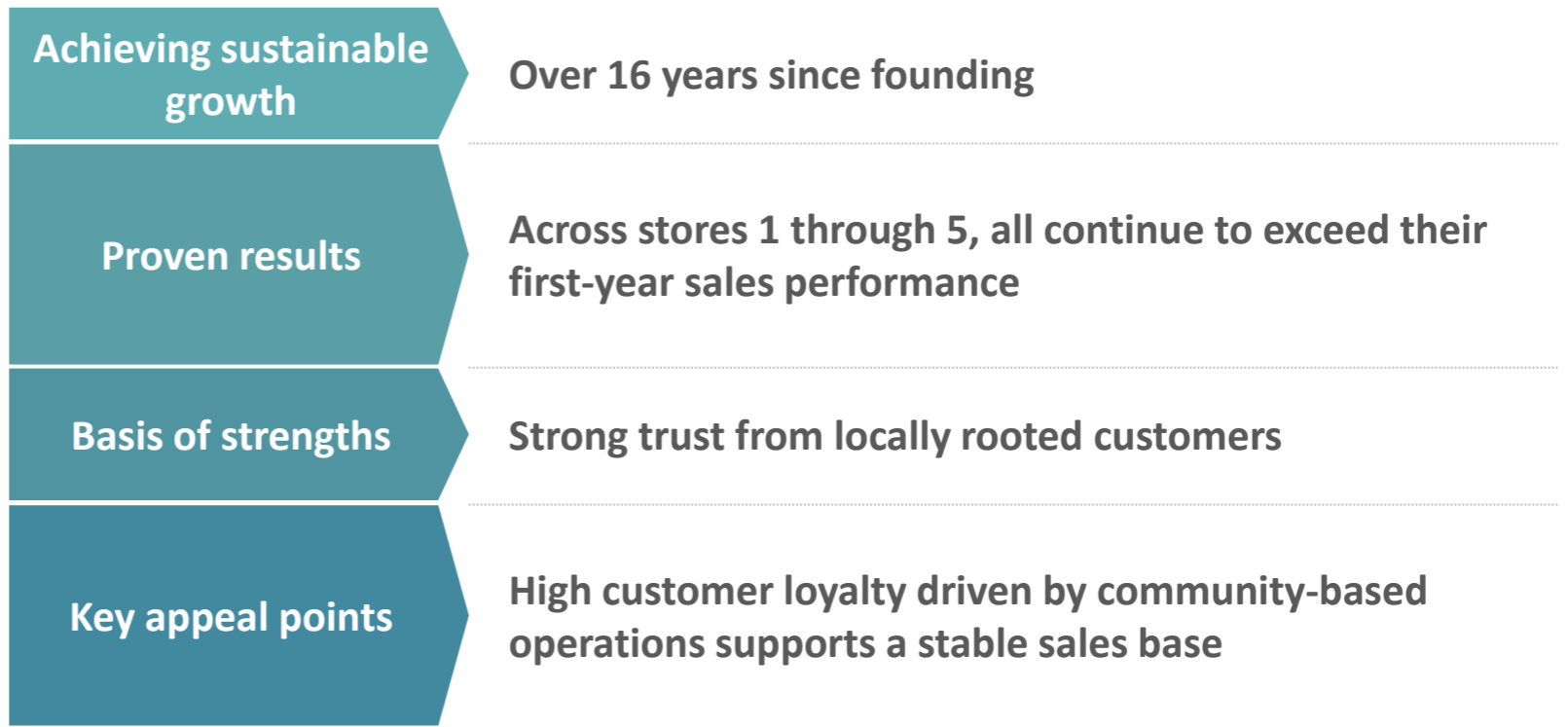
COMMUNITY TRUST

Loved by the community, continuing to outperform first-year results

Unit: Thousands of yen



Average net sales of PISOLA stores 1–5*



*As the 1st store (Izumi Kannonji) and 6th store (Takatsuki Otsuka) are under renovation, the comparison uses the average net sales of five stores: Akashi Uozumi, Ibaraki Masago, Neyagawa Horimizo, Sakai Ishihara, and Sakai Senboku.

THE NUMBER OF STORES

75 Stores



Kyushu Region		Company-owned	Franchisee-operated stores
Kumamoto	1	0	1

Chugoku Region		Company-owned	Franchisee-operated stores
Okayama	1	1	0

Kinki Region		Company-owned	Franchisee-operated stores
Osaka	15	13	2
Hyogo	6	4	2
Kyoto	2	2	0
Shiga	6	3	3
Nara	2	1	1
Wakayama	2	2	0

Hokuriku Region		Company-owned	Franchisee-operated stores
Toyama	1	0	1

Tokai Region		Company-owned	Franchisee-operated stores
Aichi	8	8	0
Mie	5	5	0
Shizuoka	1	1	0

Kanto Region		Company-owned	Franchisee-operated stores
Tokyo	5	4	1
Kanagawa	8	6	2
Saitama	5	1	4
Chiba	5	4	1
Ibaraki	1	0	1
Gunma	1	0	1

*As of the end of March 2026, including confirmed future locations.

3

Recruitment and Training

ABOUT Cantera Recruitment

A structure that develops, retains, and scales talent

A hiring model that reduces both hiring costs and the risk of labor shortages by internalizing talent supply by developing and promoting part-time staff.

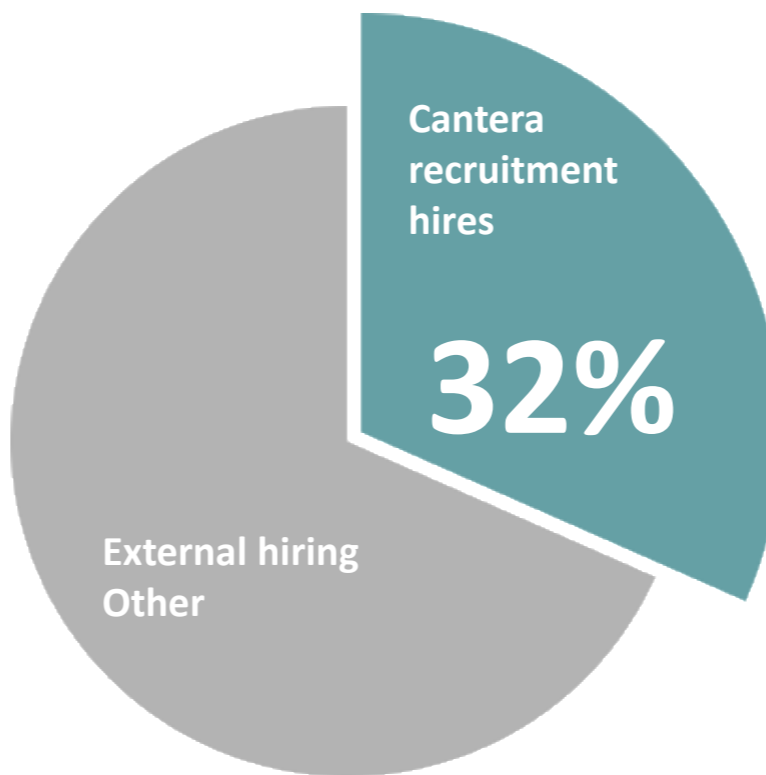
Clarify career paths to full-time employment



- 1 Reduce hiring costs
- 2 Improve retention rates
- 3 Strong compatibility with store expansion
- 4 Highly reproducible talent development model

CANTERA Recruitment TRACK RECORD

Increase in Stores and Hires (Last 12 Months)	
Increase in stores	15 stores
Number of hires	155 people
Cantera recruitment hires	49 people



Cantera recruitment hiring ratio

Hiring cost*: ¥313,000

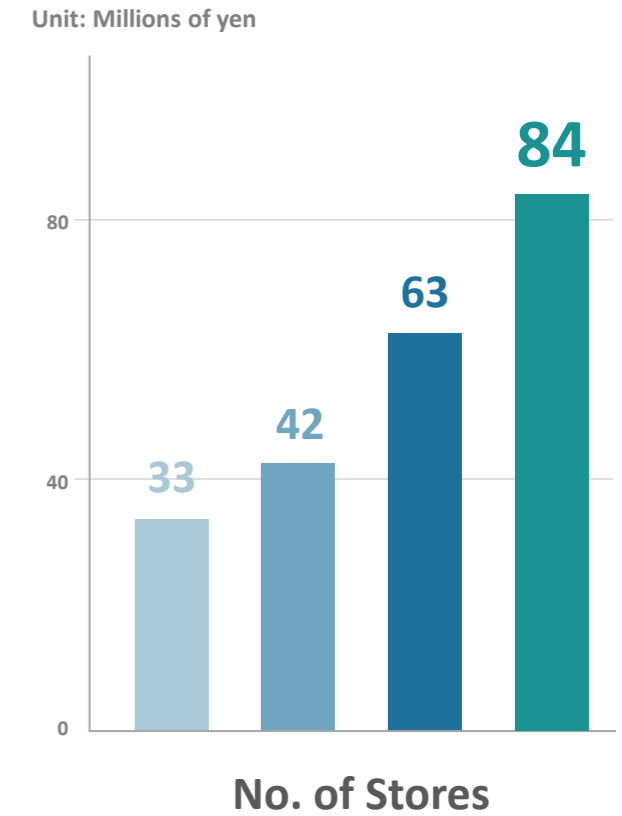
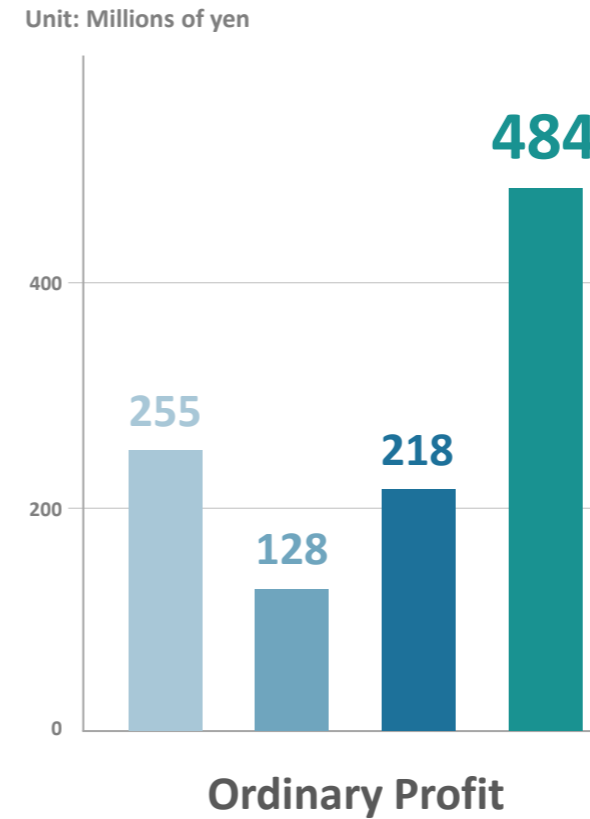
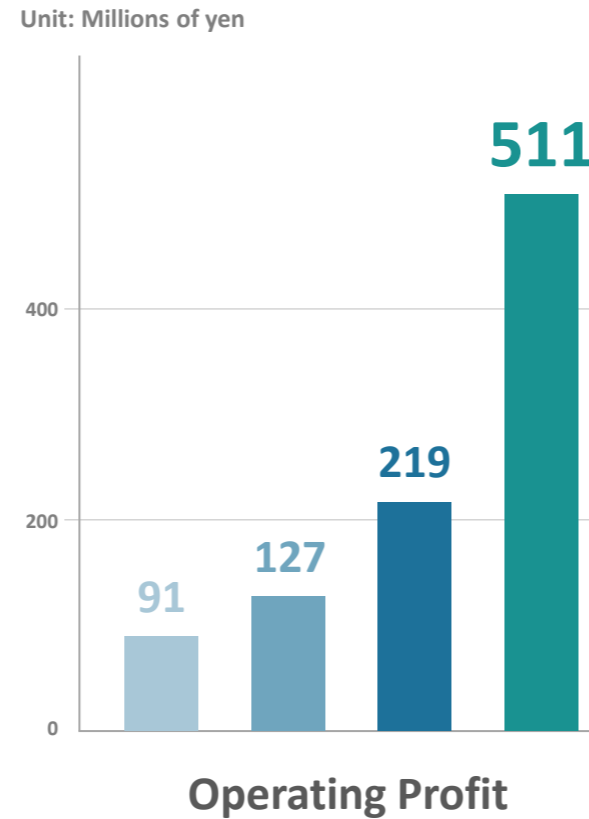
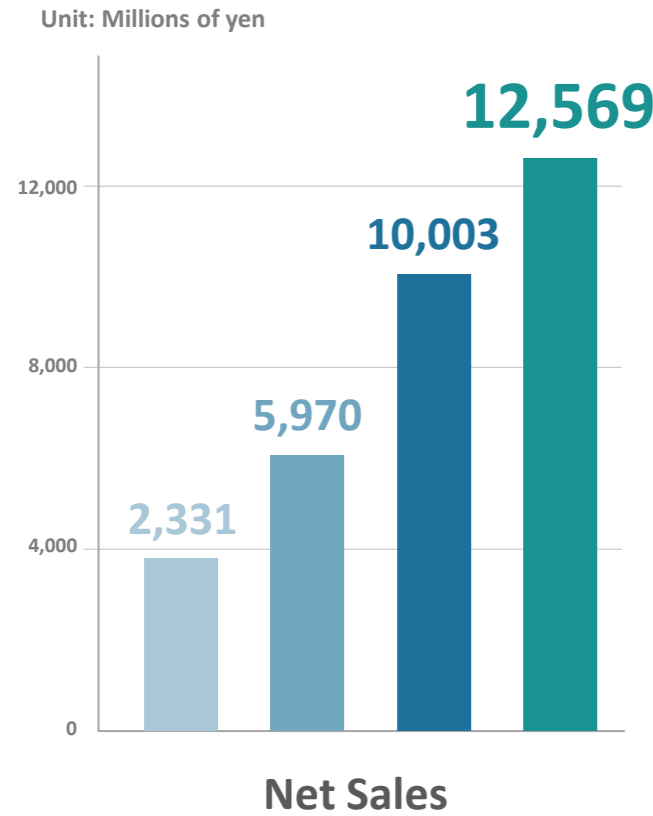
¥15.34 million reduction

*Average mid-career hiring unit cost / Source: Mynavi Corporation (Mid-career Hiring Survey 2025 Edition) https://www.mynavi.jp/news/2025/03/post_48109.html (Japanese only)

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Performance

PERFORMANCE



5

Vision

VISION

To become a leading craft restaurant chain representing Japan

Evolution of the food service industry

Dining out has evolved from “special occasions” to “everyday life”

Value offered by existing chains

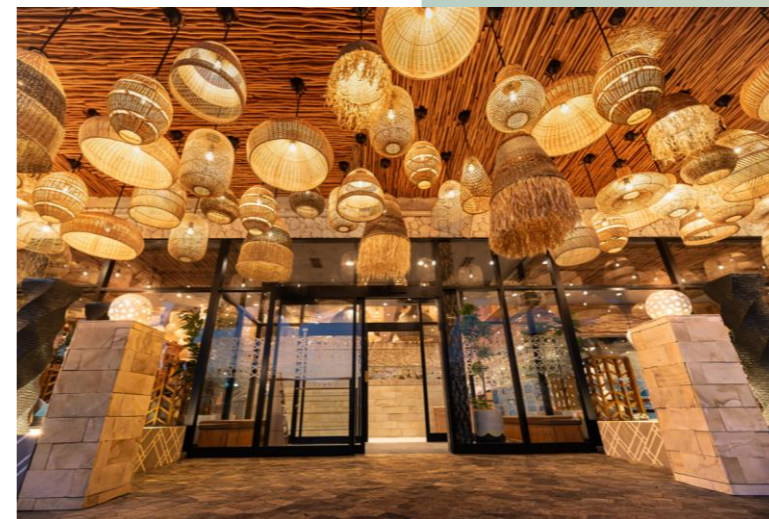
Deliver reliability that never disappoints expectations and enriches everyday life

Our Mission

Enrich everyday dining with experiences that exceed expectations

Position

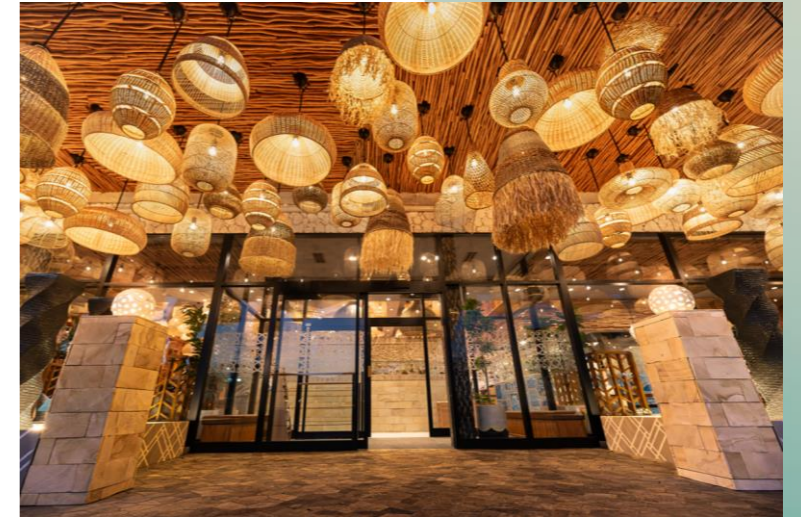
As a pioneer of craft restaurant chains that transcend food categories, we aim to deliver new value nationwide



VISION

To become a leading craft restaurant chain representing Japan

	Chain	Craft Restaurant Chain
Product	Standardized, efficiency-focused (mainly factory preparation)	Flavor-focused (mainly in-store preparation)
Service	Cost and efficiency-focused (mainly robot utilization)	“OMOTENASHI”-focused (mainly customer service centered)
Space	Cost and efficiency-focused	Emphasis on live cooking experiences and a concept-driven atmosphere
Value	Reliability and satisfaction	Excitement and emotional impact



LONG-TERM STORE OPENING PLANS

- Cumulative number of stores
- Number of franchise stores
- Number of new store openings



FRANCHISEES

Partners working together to achieve growth



glob Co., Ltd.

Established in 2011 with the aim of integrating and co-locating stores within the Aoyama Trading Group, as a wholly owned consolidated subsidiary of Aoyama Trading. Develops a franchise business utilizing surplus land at “Aoyama Tailor” store sites to open various types of stores.

A Group company of Aoyama Trading Co., Ltd.
Market capitalization* / ¥123,919 million

Yakiniku King	42 stores
Yuzu-An	13 stores
ANYTIME FITNESS	14 stores
2nd STREET	19 stores

*Market capitalization and store counts (as of December 2025)

FRANCHISEES

Partners working together to achieve growth



Five Star Co.,Ltd.

A food service company headquartered in Hikone, Shiga Prefecture, operating multiple restaurant brands such as COCO'S, Umiza, Ichioshiya Dengoro, and PISOLA across the Kinki, Hokuriku, and Gifu regions as part of the Heiwado Group.

A Group company of Heiwado Co., Ltd.
Market capitalization* / ¥152,423 million

COCO'S	77 stores
Sushi Dokoro Umiza	9 stores
Ichioshiya Dengoro	2 stores
PISOLA	2 stores

*Market capitalization and store counts (as of December 2025)

FRANCHISEES

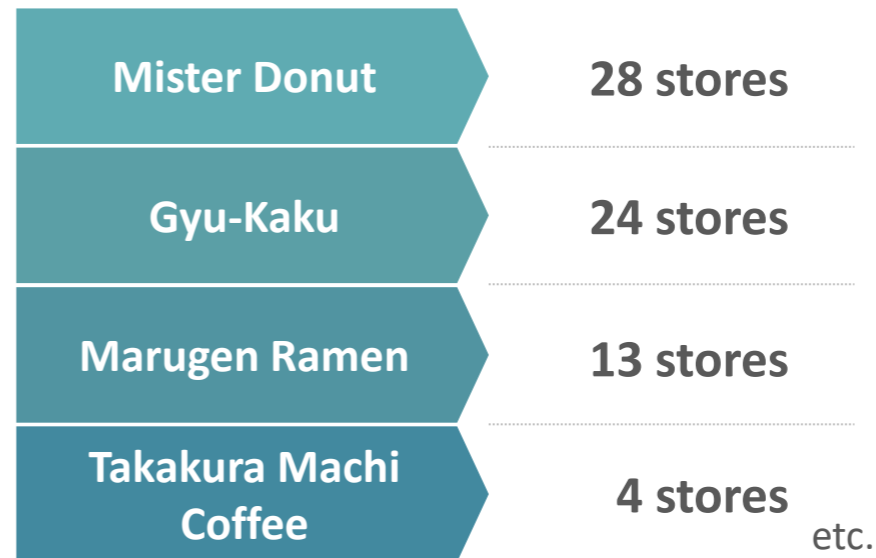
Partners working together to achieve growth



Taiyo enterprise Inc.

A food service company based in Yokohama, Kanagawa, operating over 100 franchise stores in the Kanto region across brands such as Mister Donut, Gyu-Kaku, and Doma-Doma.

Operating over 100 stores mainly in the Kanto region



*Store counts (as of December 2025)

FRANCHISEES

Partners working together to achieve growth



Buffalo Co., Ltd.
Market capitalization* / ¥3,810 million

A food service company headquartered in Kawaguchi, Saitama, operating franchise restaurants such as Yakiniku Like and PISOLA as part of Buffalo Co., Ltd.



*Market capitalization and store counts (as of December 2025)

6

Lastly

GLOBAL EXPANSION

Expanding the craft restaurant chain globally

The value of our brands is universal and not bound by borders. Our medium- to long-term growth potential is not limited to the domestic market.