
FY2025 Financial Results Supplemental Materials

RINGER HUT CO., LTD.
(Ticker Symbol: 8200)

Table of Contents

- **Overview of Financial Results for FY2025**

P.3	Consolidated Income Statement Highlights	P.8	Expense Analysis
P.4	Financial Results Summary for FY2025	P.9	Details of Extraordinary Losses
P.5	YoY Analysis of Group Store Net Sales	P.10	Cash Flow
P.6	Net Sales Trends	P.11	Segment Information
P.7	Net Sales of Existing Stores		

- **FY2026 Plan**

P.13-14	FY2026 H1 and Full-Year Forecast	P.16	FY2026 Store Opening Plan
P.15	Assumptions for Existing Store Sales (YoY)		

- **RINGER HUT Group Strategy for FY2026 (63rd FY)**

P.19	Management Policy for the 63rd FY	P.32-35	HAMAKATSU Business
P.20-26	Progress for the 63rd FY	P.36-37	Overseas Business
P.27-31	RINGER HUT Business		

- **Mid-Term Management Plan**

P.38-47	Initiatives to Achieve Our Management Policies
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- **Data File**

P.49	Existing Store Sales, Number of Customers, and Average Customer Spend (YoY)
P.50-52	Trends in Store Count by Store Format
P.53	Trends in Capital Expenditures

Overview of Financial Results for FY2025

Consolidated Income Statement Highlights

- Net sales were +2.9% year-on-year, at ¥45,084M. Operating profit was ¥1,418M, and ordinary profit was ¥1,598M.
- Due to a reassessment of deferred tax assets, an income tax adjustment of -¥597M was recorded. As a result, net profit totaled ¥1,727M, exceeding the plan.

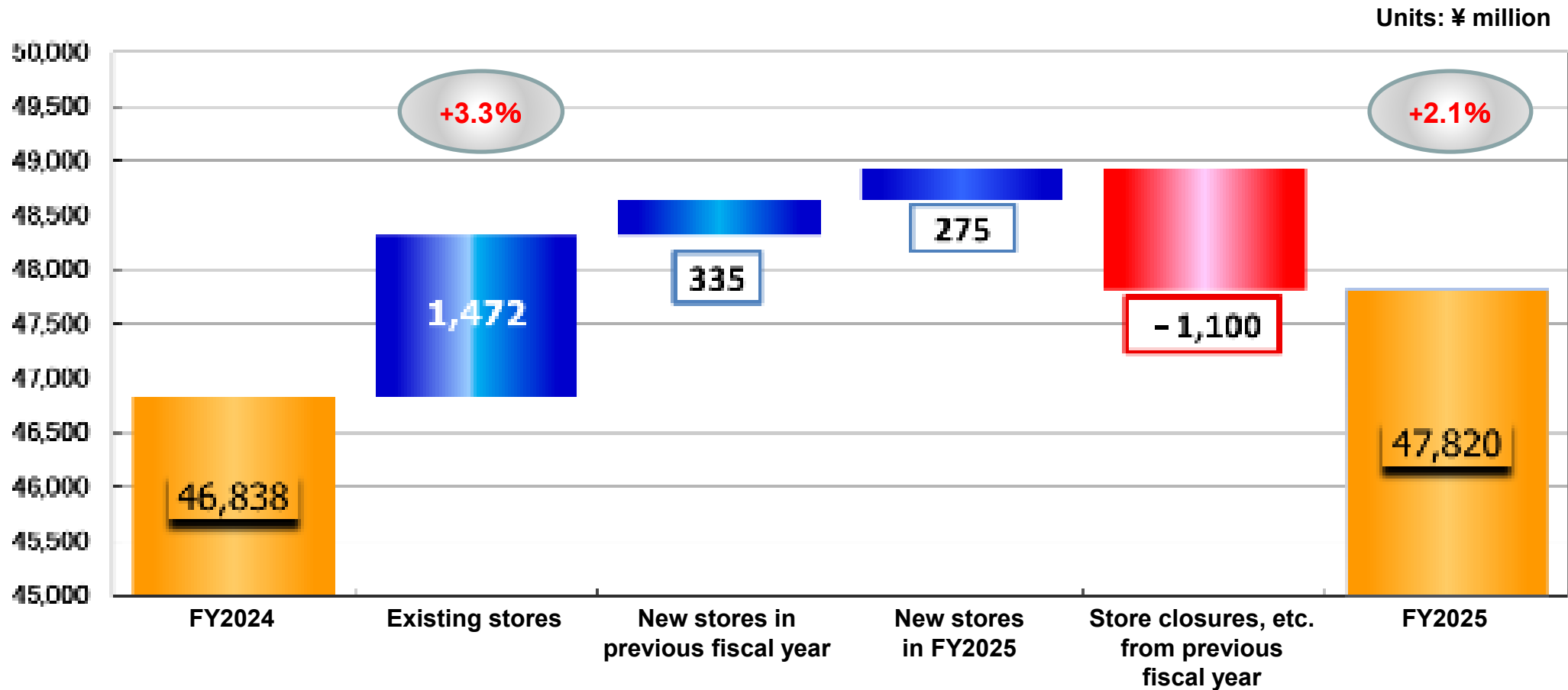
Account Item	Mar. 2024 – Feb. 2025		Mar. 2025 – Feb. 2026		Mar. 2025 – Feb. 2026		Units: ¥ million		
	Previous year	Percentage	Plan	Percentage	Result	Percentage	YoY	Difference from Plan	Vs. Plan (%)
Gross sales	49,908		52,213		51,040		+2.3%	-1172	-2.2%
Net sales	43,794	100.0%	45,749	100.0%	45,084	100.0%	+2.9%	-664	-1.5%
Cost of sales	14,913	34.1%	15,659	34.2%	15,443	34.3%	+3.6%	-216	-1.4%
Gross profit	28,881	65.9%	30,089	65.8%	29,641	65.7%	+2.6%	-447	-1.5%
SG&A	27,187	62.1%	28,099	61.4%	28,223	62.6%	+3.8%	124	+0.4%
Personnel expenses	13,801	31.5%	14,539	31.8%	14,332	31.8%	+3.8%	-207	-1.4%
Selling expenses	1,083	2.5%	1,087	2.4%	1,181	2.6%	+9.0%	94	+8.7%
Activity expenses	6,021	13.8%	6,179	13.5%	6,279	13.9%	+4.3%	99	+1.6%
Fixed expenses	6,280	14.3%	6,292	13.8%	6,430	14.3%	+2.4%	137	+2.2%
Operating profit	1,694	3.9%	1,990	4.3%	1,418	3.1%	-16.3%	-571	-28.7%
Non-operating income	97	0.2%	144	0.3%	327	0.7%	+236.5%	182	+126.1%
Non-operating expenses	208	0.5%	140	0.3%	146	0.3%	-29.6%	6	+4.5%
Ordinary profit	1,582	3.6%	1,994	4.4%	1,598	3.5%	+1.0%	-395	-19.8%
Extraordinary income	33	0.1%	0	0.0%	0	0.0%	—	0	—
Extraordinary losses	270	0.6%	66	0.1%	119	0.3%	-55.6%	53	+79.7%
Pretax profit	1,345	3.1%	1,927	4.2%	1,478	3.3%	+9.9%	-448	-23.3%
Income taxes	377	0.9%	696	1.5%	-249	----	—	—	—
Net profit	968	2.2%	1,231	2.7%	1,727	3.8%	+78.4%	496	+40.4%

Financial Results Summary for FY2025

- Net sales: ¥45,084M (+¥1,289M YoY, -¥664M vs. Plan)
 - Net sales of existing stores: +3.3% YoY, Number of customers: -0.3%, Average customer spend: +3.6%
- Cost of sales Cost ratio: 34.3% (Percentage of sales +0.2ppt YoY, Percentage of sales +0.0ppt vs. Plan)
+¥529M YoY, -¥216M vs. Plan
- Personnel expenses +¥530M YoY, -¥207M vs. Plan (Personnel expense ratio: 31.8%, +0.3ppt YoY)
- Selling expenses +¥98M YoY, +¥94M vs. Plan (Selling expense ratio: 2.6%, +0.2ppt YoY)
- Activity expenses +¥257M YoY, +¥99M vs. Plan (Activity expense ratio: 13.9%, +0.2ppt YoY)
- Fixed expenses +¥149M YoY, +¥137M vs. Plan (Fixed expense ratio: 14.3%, -0.1ppt YoY)
- Operating profit: ¥1,418M (-¥275M YoY, -¥571M vs. Plan)
- Ordinary profit: ¥1,598M (+¥15M YoY, -¥395M vs. Plan)
- Net profit: ¥1,727M (+¥759M YoY, +¥496M vs. Plan)

Analysis of Group Store Net Sales: YoY Comparison

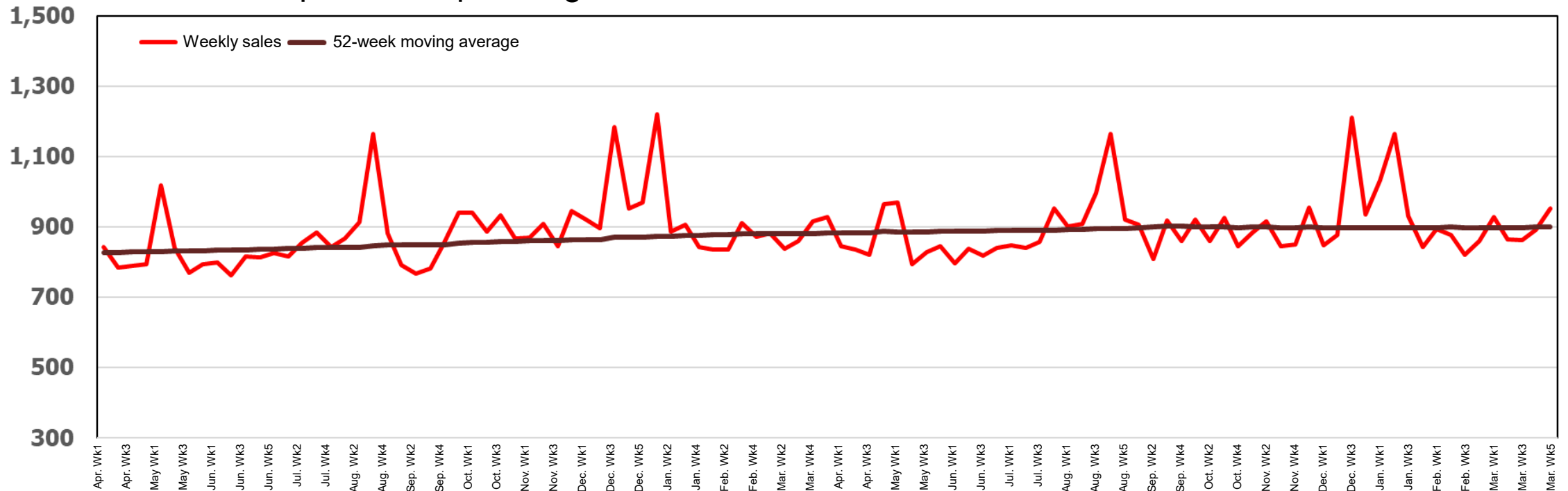
- Sales increased in existing stores, up 3.3 % year-on-year.
- Net sales of all stores, including franchise stores, were up 2.1% year-on-year.



Net Sales Trends: Net Sales of All Group Stores

- Implemented product price revisions in March 2025 and February 2026 due to the impact of rising raw material costs.
- Maintaining an upward trend through the development and sale of seasonal and strategic products, as well as sales promotion planning.

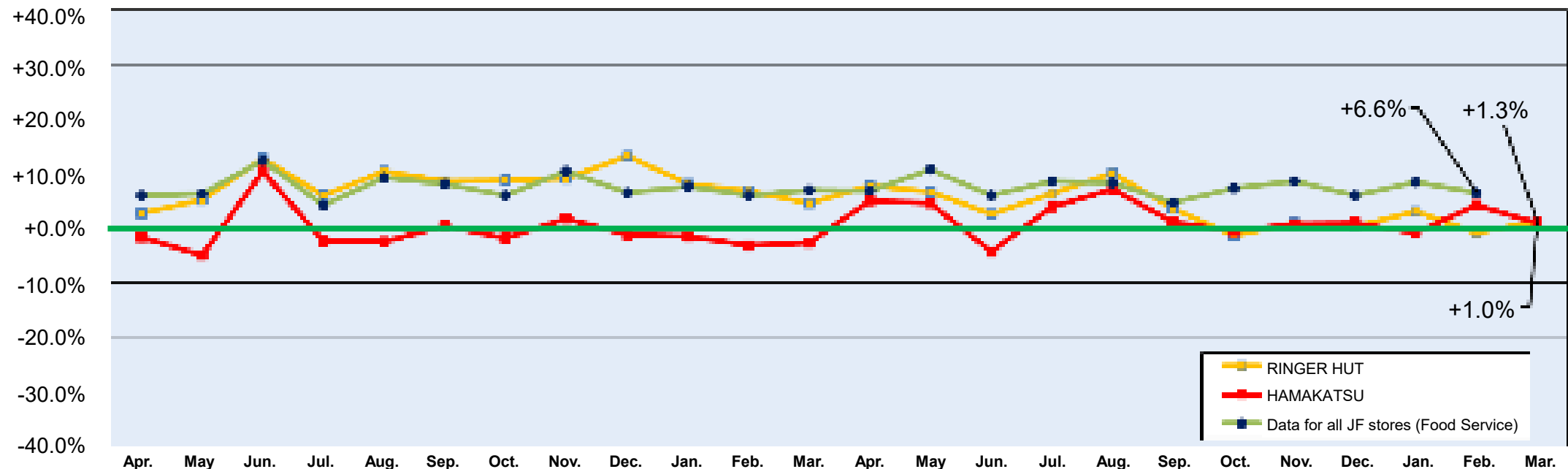
Units: ¥ million



FY2024	FY2025	FY2026
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Net Sales of Existing Stores: Trends of Overall Food Service Market and RINGER HUT

- (FY2025) Existing store sales (YoY) were **+3.6%** for RINGER HUT and **+1.7%** for HAMAKATSU.
 - The number of customers was -0.8% for RINGER HUT and +3.1% for HAMAKATSU, while the average customer spend was +4.5% for RINGER HUT and -1.3% for HAMAKATSU.
 - Although October sales declined year-on-year due to lack of the media exposure effect recognized in the previous fiscal year, we secured sales through delivery promotions and other measures.



FY2024	FY2025	FY2026
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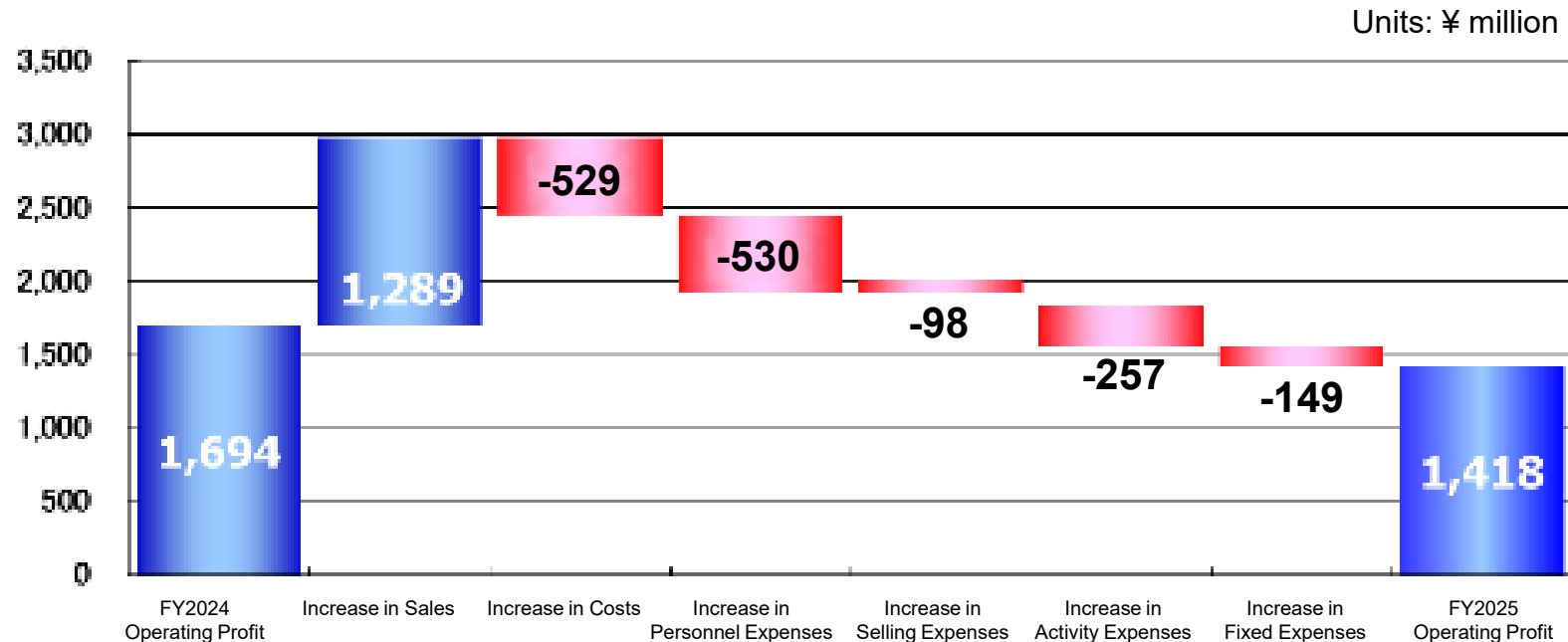
Source for food service data: Japan Foodservice Association
JF Data (Food Service) is a comparison for all stores

Expense Analysis: YoY Change

- Operating profit was ¥1,418M.
- Cost of sales increased by ¥529M due to the impact of rising raw material costs.
Cost of sales ratio was 34.3% (+0.2ppt YoY).
- Total SG&A expenses increased by ¥1,035M, and the SG&A ratio was 62.6% (+0.5ppt YoY).

As percentages of sales (YoY), personnel expenses up 0.3ppt, selling expenses up 0.2ppt, activity expenses up 0.2ppt and fixed expenses down 0.1ppt.

The ratio increased due to higher minimum wages and higher delivery commission fees.



Details of Extraordinary Losses

- Extraordinary losses were recorded due to factors such as store refurbishments and closures.

Units: ¥ million

Main Extraordinary Losses	Amount	Details
Impairment losses	74	Store facilities (stores decided for closure, etc.)
Loss on store closures	1	
Loss on retirement of non-current assets	43	Replacement of facilities during refurbishment, store closures, etc.

Cash Flow (YoY Comparison)

- We will continue to make planned investments in existing stores, production plants, and digital transformation (DX).

Units: ¥ million

Category	Previous Fiscal Year (FY2024)	Current Fiscal Year (FY2025)	Change
Operating cash flow	3,122	2,945	-176
Investing cash flow	-2,266	-2,037	229
Free cash flow	855	908	52
Financing cash flow	-944	-818	126
Effect of exchange rate change on cash and cash equivalents	40	12	-27
Net increase (decrease) in cash and cash equivalents	-48	102	151
Cash and cash equivalents at beginning of period	2,243	2,194	-48
Cash and cash equivalents at end of period	2,194	2,296	102

Segment Information

- Both the Champon and Tonkatsu businesses posted higher sales but lower profits.
- Operating profit was ¥1,145M in the Champon business (-¥220M YoY)
Operating profit was ¥140M in the Tonkatsu business (-¥149M YoY)

Champon Business
(RINGER HUT)

Units: ¥ million

	FY2025 Full-Year	FY2024 Results	Change
Net sales	36,884	35,722	+1,161
Operating expenses	35,738	34,356	+1,382
Operating profit	1,145	1,366	-220
Operating profit margin	+3.1%	+3.8%	-0.7%

Tonkatsu Business
(HAMAKATSU,
Shippoku Hamakatsu)

Units: ¥ million

	FY2025 Full-Year	FY2024 Results	Change
Net sales	8,008	7,901	+106
Operating expenses	7,867	7,611	+255
Operating profit	140	289	-149
Operating profit margin	+1.8%	+3.7%	-1.9%

FY2026 Plan

FY2026 H1 Plan

- The business environment is expected to remain challenging due to continued increases in raw material and logistics costs, as well as ongoing hiring difficulties. In our earnings forecast, existing-store sales assumptions reflect the February price revision, with the Champon business set at a 3.2% increase of the previous fiscal-year level and the Tonkatsu business at a 3.0% increase.

Units: ¥ million

	FY2025 H1	Percentage	FY2026 H1	Percentage	Change	YoY
Gross sales	25,413	—	25,640	—	227	+0.9%
Net sales	22,399	100.0%	23,170	100.0%	771	+3.4%
Operating profit	790	3.5%	900	3.9%	110	+13.9%
Ordinary profit	844	3.8%	820	3.5%	-24	-2.9%
Profit attributable to owners of parent	511	2.3%	470	2.0%	-41	-8.0%

FY2026 Full-Year Forecast

- Formulated based on the Mid-Term Management Plan for FY2026 to FY2028.

Units: ¥ million

	FY2025 Full-Year Results	Percentage	FY2026 Full-Year Plan	Percentage	Change	YoY
Gross sales	51,040	—	52,250	—	1,210	+2.4%
Net sales	45,084	100.0%	47,300	100.0%	2,215	+4.9%
Operating profit	1,418	3.1%	2,200	4.7%	781	+55.1%
Ordinary profit	1,598	3.5%	2,040	4.3%	441	+27.6%
Profit attributable to owners of parent	1,727	3.8%	1,200	2.5%	-527	-30.5%

Assumptions for Existing Store Sales (YoY)

FY2026

(YoY) Plan	Net sales			Number of customers			Average customer spend		
	H1	H2	Full Year	H1	H2	Full Year	H1	H2	Full Year
RINGER HUT	+2.4%	+3.9%	+3.2%	-2.4%	-0.4%	-1.4%	+5.0%	+4.4%	+4.7%
HAMAKATSU	+2.9%	+3.2%	+3.0%	-2.5%	-1.4%	-2.0%	+5.5%	+4.7%	+5.1%
All stores	+2.5%	+3.8%	+3.1%	-2.4%	-0.6%	-1.5%	+5.1%	+4.4%	+4.7%

(Reference) FY2025

(YoY) Actual	Net sales			Number of customers			Average customer spend		
	H1	H2	Full Year	H1	H2	Full Year	H1	H2	Full Year
RINGER HUT	+6.4%	+1.0%	+3.6%	+2.6%	-4.1%	-0.8%	+3.7%	+5.3%	+4.5%
HAMAKATSU	+2.4%	+0.9%	+1.7%	+3.6%	+2.5%	+3.1%	-1.1%	-1.6%	-1.3%
All stores	+5.6%	+1.0%	+3.3%	+2.7%	-3.2%	-0.3%	+2.8%	+4.3%	+3.6%

FY2026 Store Opening Plan

Units: stores

	Category	Previous Year's Results	H1	H2	Full Year
RINGER HUT	Directly operated	4	6	4	10
	Franchise	0	0	1	1
	Overseas	2	2	1	3
	Subtotal	6	8	6	14
HAMAKATSU	Directly operated	0	0	2	2
	Franchise	0	0	0	0
	Overseas	1	1	0	1
	Subtotal	1	1	2	3
Total	Directly operated	4	6	6	12
	Franchise	0	0	1	1
	Overseas	3	3	1	4
	Subtotal	7	9	8	17

- For FY2026, we plan to open 17 new stores (9 in H1 and 8 in H2).

Ringer Hut Group Strategy for FY2026 (63rd FY)

Management Policy for the 63rd FY (FY2026)

<Slogan for the Fiscal Year>

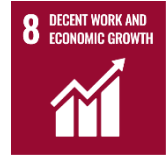
- Let's step on the accelerator toward growth with everyone's participation

<Management Policy for the Fiscal Year>

- Let's thoroughly implement monthly meetings to increase our customer base
- Let's accelerate the speed of improvement by focusing on the actual site, actual items, and actual reality
- Let's promote diversity

[All-Employee Participation Management]

Monthly Meetings



- As part of all-employee participation management, monthly meetings are held to transform employee awareness.
 - Number of proposals submitted in the 62nd FY (as of February end): 1,753
We will continue to encourage broad-based proposals from sales and factory staff through campaigns and other initiatives in the 63rd FY as well.
 - Monthly meetings have improved profitability, and outstanding stores are recognized through internal awards.

Monthly meetings



Held for each factory line

Held for each store

Recognized at the Management Policy Presentation Meeting

[DX Promotion] Improving Operational Efficiency

- Initiatives for 63rd FY (FY2026)
 - Launch of daily financial closing system (November 2026)
 - Digitization of contracts (from July 2026)
 - Follow-up support for HR evaluation system implementation (from May 2026)
 - Security and BCP assessment implementation and countermeasures (May 2026)
 - Operational enhancement of store ordering system
 - Launch of automated inquiry system using generative AI
 - Preparation for adoption of new lease accounting standard (February 2027)
 - Paperless operations through system changes (to reduce workload)
 - Employment contracts, year-end tax adjustments, application workflows, etc.



[ESG Management 1]

Diversity Promotion: Reforming Work Styles



- Enhancing employee engagement to improve corporate value.
 - Continue to work toward achieving targets. For the newly introduced “**Well-being Index**”, we aim for 80 points or higher from the perspectives of “strengthening connections,” “creating an environment that embraces diversity,” and “being a growing company.”

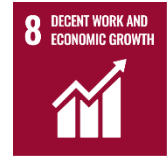


	Number of Executives		Number of Managers		Number of Employees (Full-time)				Number of Store Managers (Including P Managers)		Childcare Leave	Turnover rate	Well-being*
	Women	In 30s	Overall	Women	Overall	Women	Rehired Employees	Foreign Employees	Women	Foreign Employees	Taking leave	Under 3 years	
Target for Mar. 2030 ↑	2	1	58	22.4%	540	30.6%	20	60	130	12	6	10% or Less	80ppt or higher
As of end of Feb. 2026 ↑	2	0	58	10.3%	486	22.6%	11	39	82	3	6	22.2%	63ppt
FY2020 Results ↑	0	0	66	6.1%	542	15.5%	14	6	48	1	0	42.7%	—
Feb. 2014	0	0	63	1.6%	500	14.2%	15	1	47	0	0	38.0%	—

*Well-being Index: an indicator that measures both sense of purpose at work and mental and physical fulfillment

[ESG Management 2]

Human Resource Development: Reforming Work Styles



● Ongoing initiatives

- Sharing corporate philosophy ([Philosophy Seminars](#)), held from 2014 to 2026 (Version 9)
- Strengthening connections among all employees through activities to [improve well-being](#) ([Diversity Promotion Mirai Roundtable Discussions](#))
- Creating an environment and mindset that support sustainable work ([Elder Training programs](#))
- Building systems for employment of persons with disabilities
- [Health management](#) initiatives (industry-academia collaboration: AICOG™)
- Financial literacy seminars



● Initiatives for 63rd FY

- Promote [alumni](#) recruitment
- [Roundtable discussions for foreign employees](#) (early development for store manager roles and retention initiatives)



[ESG Management 3] SDGs (Food Education Classes)



- **Supporting the importance of food, gratitude, and healthy growth.**

Food Education Classes: 12 years since launch

Currently held in a hybrid online/in-person session format (store-based).

Held 310 sessions as of the end of February 2026
(**2,537** participants)

- FY2026 target: 40 sessions (420 participants)



- **Collaboration with V-Varen Nagasaki on Saturday, January 24, 2026**

- Continuing activities as a “Food Education Supporter” in FY2026.
- Held at Nagasaki Stadium City for parent-child fan club members.
- 30 parents and children participated in the “Victory Sandwich” hands-on class to cheer on V-Varen.



[ESG Management 4] Food Loss Reduction

- Expanding initiatives to address food loss across factories and stores.

[Factories] Horizontal expansion of food ingredient reuse initiatives

- Using cabbage cores in gyoza filling/direct sales of food ingredients/production and sale of karinto (Japanese fried dough cookies) using gyoza wrappers, etc.



[Stores] Expansion of zero food waste stores

- (Nationwide) National Campaign for Reducing Food Loss (NO-FOODLOSS PROJECT)
- (Kyushu) Kyushu Clean Plate Partner Stores: 132 RINGER HUT stores and 73 HAMAKATSU stores, 205 stores in total
- (Saitama Prefecture) Saitama Sai-no-Kuni Eco-Gourmet Partner Stores: 46 RINGER HUT stores
- (Kanagawa Prefecture) Yokohama Clean Plate Partner Stores / Kawasaki Food Loss Reduction Partner Stores: 33 stores in total
- (Chiba Prefecture) Chiba Food Loss Reduction Partners: 41 RINGER HUT stores

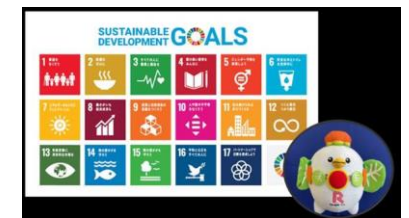


[ESG Management 5] CO₂ Reduction Activities

- Supply chain emissions calculation project
 - We have been calculating supply chain emissions (Scope 1 to Scope 3) since 2024.
 - Achieve targets through structural reductions of 3% annually at stores and 1% annually at factories.

Supply chain emissions (t-CO ₂)	FY2024 Results	FY2025 Results	FY2030 Target
Scope1 + Scope2	30,799	28,711	28,372
Scope3	136,477	Under calculation	Currently in discussions with business partners through the project

- Implementing internal campaigns to improve understanding and raise awareness.
 - Continuing production and distribution of SDGs promotional videos (22 in total)
- Reducing single-use plastic consumption (including changes to takeout containers)
 - Reduced by 24 tons YoY (FY2025). Aiming to reduce a further 27 tons by 2030.



RINGER HUT Business

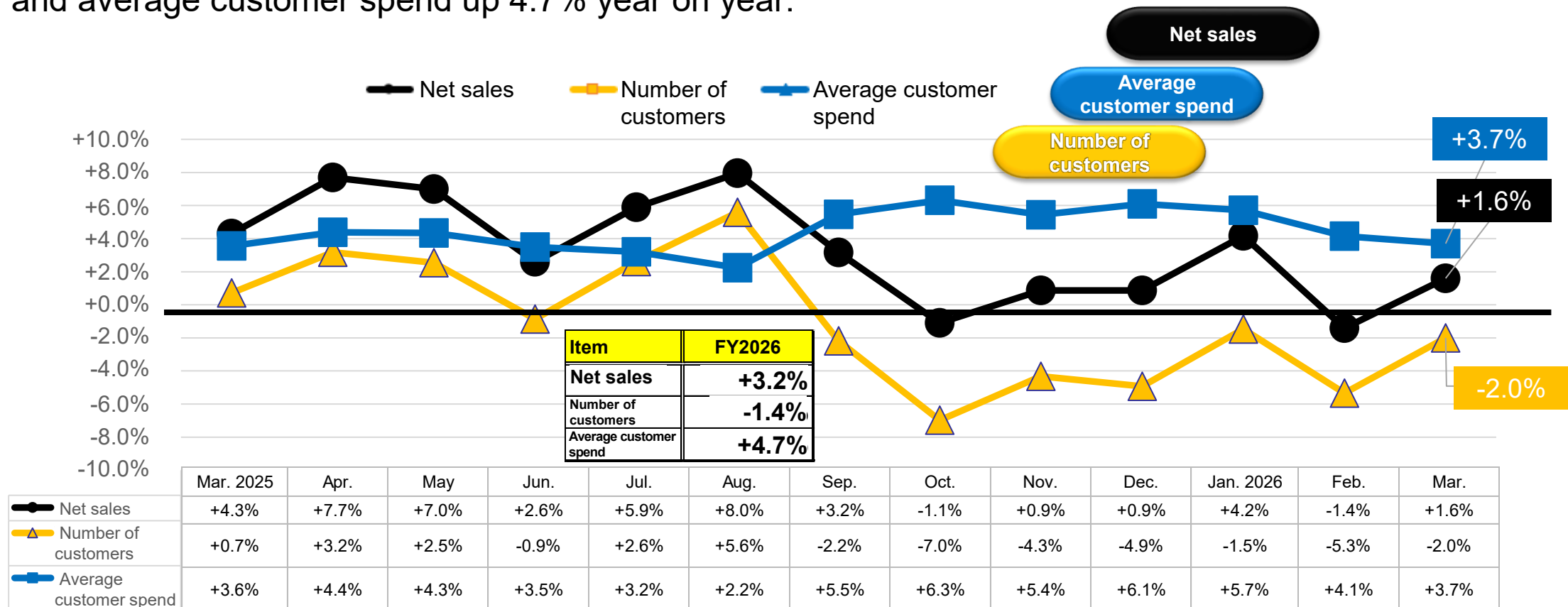
Champon Business (RINGER HUT)

Units: ¥ million

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Operating expenses	35,738	34,356	+1,382
Operating profit	1,145	1,366	-220
Operating profit margin	+3.1%	+3.8%	-0.7%

Trends in Sales, Number of Customers, and Average Customer Spend for FY2025 – RINGER HUT directly Managed Existing Stores

- (Full-year)
Net sales of existing stores: +3.4% YoY, Number of customers: -1.0%, Average customer spend: +4.5%
- In FY2026, we project net sales up 3.2%, number of customers down 1.4%, and average customer spend up 4.7% year on year.



Strengthening Mogu Veggie Shokudo (Brand Penetration)

- Penetrating the brand across a broad range of age groups through strategic menu offerings.

⇒ March 18–22 “Trial Fair”
Four soup varieties offered
at champon prices.



Existing customers

⇒ March 1, 2026:
“Vegetable Day”
Domestic Vegetable
Day Campaign
“Mogu Veggie
Edition” Champon
vegetables increased
by 100g to a hearty
355g.



⇒ February 16: New roadside menu item
“Mogu Veggie Pasta,” featuring
vegetables as part of the experience.

First-time and
younger customers



⇒ From March 1: “Extra Veggie
Champon Indulgence MAX” with
480g of domestic vegetables.
Target: males and younger
customers



Stickers are also available!

⇒ From March 23: In addition to chilled
summer noodles, “Beef Champon with
Green Chili Soup” and “Mabo
Eggplant Mala Soup Champon”

Product Policy – RINGER HUT

- Seasonal grand menu



- Strategic products and regional limited-time menus
 - Development of products tailored to each store's customer base



RINGER HUT Store Development – New Openings and Renovations

- We plan to open 11 domestic stores in FY2026.
 - H1: 6 stores, H2: 5 stores

Fukuoka Airport
Exclusive champon



Fukuoka Airport Domestic Terminal Store opened on April 1

<Renovated Stores>

- We plan to renovate 36 domestic stores for FY2026.
 - H1: 23 stores, H2: 13 stores



Okinawa Rycom Store

All lighting changed to LED / counters expanded
Facade updated / digital signage replaced /
new changing room and shoe lockers installed, etc.

HAMAKATSU Business

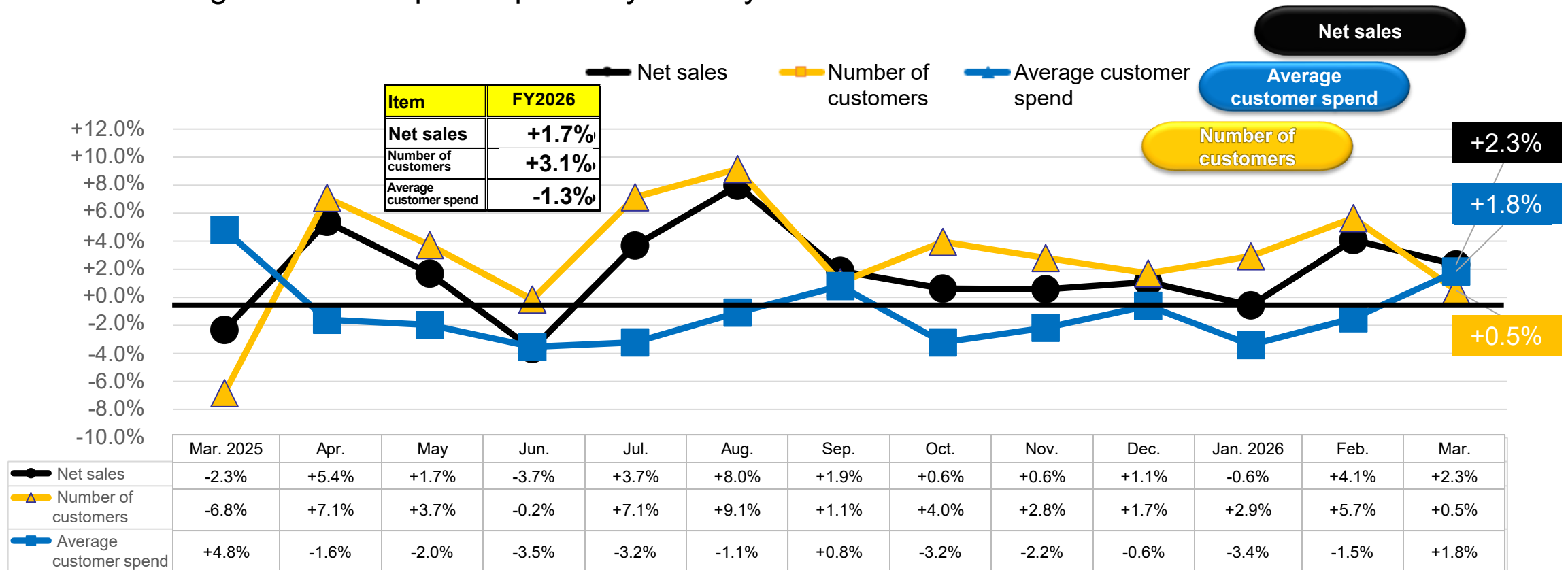
Tonkatsu Business (HAMAKATSU, Shippoku Hamakatsu)

Units: ¥ million

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Net sales	8,008	7,901	+106
Operating expenses	7,867	7,611	+255
Operating profit	140	289	-149
Operating profit margin	+1.8%	+3.7%	-1.9%

Trends in Sales, Number of Customers, and Average Customer Spend for FY2025 – existing directly operated HAMAKATSU Stores

- (Full-year)
Net sales of existing stores: +0.9% YoY, Number of customers: +3.1%, Average customer spend: -2.1%
- In FY2026, we project net sales up 3.0%, number of customers down 2.0%, and average customer spend up 5.1% year on year.



Product Policy – HAMAKATSU

- Strengthening sales of seasonal products: autumn (fried oysters), spring (layered asparagus and shiso pork cutlet)



- Effective use of strategic products (limited-time offerings)
 - Karaage Udon Set
 - Curry Bread, etc.



“Zosui” (rice porridge) ⇒ available as an alternative to rice



HAMAKATSU Store Development – New Openings and Renovations

- We plan to open 2 domestic stores in FY2026.
 - H2: 2 stores



<Renovated Stores>

- We plan to renovate 4 domestic stores for FY2026.
 - H1: 2 stores, H2: 2 stores

***Improving store operational efficiency and cooking quality**

Facade before renovation ⇒ checkout area redesign



Fryer (automatic lift system)



ELEC
(fryer oil oxidation-reduction system)



Raised seating ⇒ changed to movable table seating

Expansion of Overseas Business (13 stores in Southeast Asia and the U.S.)

- **Accelerating overseas expansion to improve profitability.**

- (FY2026 Plan) H1: 3 stores, H2 : 1 store
- Improve quality and increase customer numbers.
- Establish model stores for each business format.



AEON Mall Sen Sok City Store
AEON Mall Phnom Penh Store
AEON Mall Mean Chey Store
Boeung Keng Kang Store



First Overseas Initiative – Cambodia Food Education Class

- Held our first Food Education Class overseas. Planned to be held in Vietnam in the future.
 - An opportunity to better introduce RINGER HUT. Through vegetable quizzes, nutrition education, and hands-on champon cooking experiences, we provide opportunities to deepen understanding and interest in food through active learning.



Mid-Term Management Plan

Units: ¥ million

	FY2025 Results	FY2026 Plan	FY2027 Plan	FY2028 Plan
Net sales	45,084	47,300	49,700	52,300
Operating profit	1,418	2,200	2,900	3,800

- Centered on our core strength of “safe, reliable, and healthy products,” we will provide food through all sales channels, solidify our management foundation from an ESG perspective, and strive for business growth.



Specific Measures of the Mid-Term Management Plan

1 Establishing Store Formats

- 1) Strengthen product development and expand lineup,
- 2) Re-enter the Kanto region in the tonkatsu business and strengthen the prepared foods business,
- 3) Renovate and upgrade existing stores

2 Strengthening the External Sales Business

- 1) Improve quality of products that recreate the taste of our stores, 2) Expand product lineup,
- 3) Strengthen production systems

3 Expansion into Global Markets

- 1) Expand overseas store openings, 2) Invest in people and capital

4 Improving Operational Efficiency and Strengthening Human Resources

- 1) Improve store operational efficiency, 2) Improve efficiency in store administration and management operations,
- 3) Strengthen recruitment and human resource development

5 Strengthening Procurement, Production, and Distribution Systems

- 1) Stable procurement of domestic vegetables, 2) Increase in-house production ratio and reduce costs,
- 3) Build production and distribution systems

6 Promoting Sustainability

- 1) Promote food education activities, 2) Consideration for and reduction of environmental impact,
- 3) Promote diversity and improve well-being

Initiatives **1** and **3**

[New Store Openings: Three-Year Plan]

- Over the next three years, we plan to open 60 stores in Japan and 16 overseas.
 - (Japan) RINGER HUT will focus on urban locations, while HAMAKATSU will re-enter the Kanto region and establish its prepared foods business.
 - (Overseas) Expand directly managed stores in Thailand, Cambodia, and Vietnam.

Units: stores

	FY2025 Results	FY2026 Plan	FY2027 Plan	FY2028 Plan	3-Year Total
Japan					
Champon business	4	11	15	15	41
Tonkatsu business	0	2	6	11	19
(Japan Total)	4	13	21	26	60
Overseas	3	4	6	6	16
Total	7	17	27	32	76

Initiative 1 [Expansion of New Store Formats] HAMAKATSU Prepared Foods Business

- Currently aiming to establish a store model and expand locations, starting with the Maing Hakata store.



New limited-time products also having rapid-fire launches



Bite-Sized Pork Fillet Cutlet
(from August 25)



Gyoza Cutlet
(from February 20)

Kurobuta Pork Fillet
Cutlet Sandwich
(from December 15)



Kushikatsu



HAMAKATSU Roll



Seasonal Product: Tomato-Wrapped Pork Rolls (May 1 to June 30)



Initiative 2

[Strengthening the External Sales Business] Ringer Foods Co.

- Targeting net sales of ¥5,000M in FY2028 (FY2025: ¥2,815M).
 - **Improving product quality to recreate the taste of our stores**
Use the same noodles, vegetables, and soup as in our stores. By reviewing processing methods, we will further improve the ability to recreate our in-store flavors.
 - **Expanding the product lineup**
Without being constrained by existing products, we will expand our product lineup through broader product development centered on vegetables and the establishment of dedicated production lines.
 - **Strengthening the production system** / Beginning outsourcing of assembly for external sales products
Internal factories will shift toward production-specialized operations, while dedicated lines for external sales products will be added to strengthen the production system.



RINGER HUT TikTok Shop store opened at the end of January



Initiative 4

[Operational Efficiency] Three-Year DX Plan

- Core system renewal
(support for new lease accounting standards and strengthened lease management)
 - Requirements definition is progressing for development of the next-generation system, including finance and sales management, strengthening the timeliness and accuracy of management accounting.
- Promotion of store DX
 - Integrate POS, iPads, and QR ordering, and continue POS replacement at a pace of approximately 100 stores annually.
- Improving operational efficiency through AI
 - Enhance productivity and forecasting accuracy through improved automated ordering, sales forecasting, and shift optimization, and introduce an inquiry system using generative AI.
- Strengthening security and BCP
 - Strengthen risk countermeasures and BCP based on security assessments.



Integration of menu management systems

Initiative **5**

[Stable Procurement of Domestic Vegetables] Improving Productivity

- (Factories) Strengthening initiatives that prioritize safety, hygiene, and quality

- Support “100% domestic vegetables” through rigorous quality control and traceability at four factories nationwide to maintain taste and freshness. Factory-processed ingredients are delivered daily.
- Further improve productivity through yield improvements and promote automation in factory production lines and store kitchens to enhance efficiency.
- Establish direct sales outlets, build strong relationships with local communities, and contribute to the SDGs.



- (Procurement) Promote Good Agricultural Practice (GAP) certified domestic vegetables

- Aim for “safety and reliability” and “sustainable agriculture” through “100% domestic vegetables.”
- Reduce agriculture-related environmental impact and contribute to the SDGs.
- Enhance brand reliability through food safety and peace of mind.



Initiative **6** [Promoting Sustainability] Contributing to Local Communities Through Sports Support

- Signed official partnership agreement with J.League club V-Varen Nagasaki (2026–2028)
 - Support resumed after suspension during the COVID-19 pandemic.
 - Planning collaborative initiatives including food education activities and events.
 - Will continue activities as a “Food Education Supporter.”



Shareholder Return Policy

- We recognize our shareholders as core users and strong supporters of the Ringer Hut Group, and we aim to actively return profits to them.

Shareholder Benefit Program

Dining discount points usable at Group stores are granted twice a year based on the number of shares held, with a long-term holding preferential benefit program also in place



Shareholder Briefings, Factory Tours, and Food Education Classes

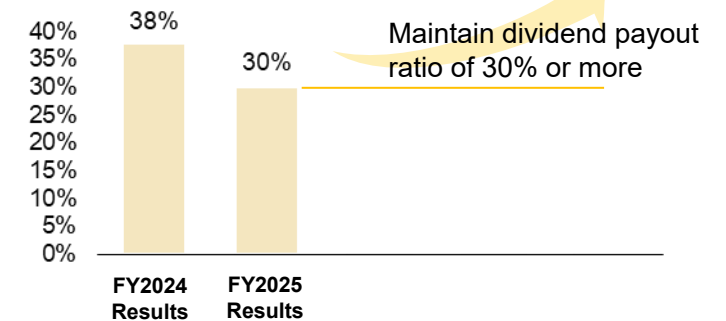
Expand opportunities to engage with shareholders through shareholder briefings, IR materials, factory tours at our three domestic plants, and food education classes



Dividend Payout Ratio

Distribute profits with a dividend payout ratio of 30% or more each fiscal year (*target set annually)

Target Dividend Payout Ratio



[Shareholder Return Policy] Shareholder-Exclusive Programs

- Shareholder Briefing: Held once a year to broaden opportunities for dialogue through active communication between shareholders and executives.



- Factory Tours: Plan twice a year (July and November)
- Food Education Classes: Plan three times a year



Data File

FY2025

Table of Contents

1. Trends in Existing Store Sales, Number of Customers, and Average Customer Spend (YoY)
2. Trends in Store Count by Store Format (All Stores)
3. Trends in Store Count by Store Format (RINGER HUT)
4. Trends in Store Count by Store Format (HAMAKATSU / Shippoku Hamakatsu)
5. Trends in Capital Expenditures

1. Trends in Existing Store Sales, Number of Customers, and Average Customer Spend (YoY)

1. Net sales

		Mar.	Apr.	May	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Cumulative
RINGER HUT	FY2024	14.4%	2.7%	5.2%	12.7%	6.0%	10.5%	10.6%	8.8%	9.2%	13.3%	8.2%	6.9%	9.1%
	FY2025	4.6%	7.9%	6.7%	2.6%	6.4%	10.1%	3.6%	-1.3%	1.0%	0.3%	3.1%	-0.8%	3.6%
HAMAKATSU	FY2024	0.7%	-1.6%	-4.9%	10.4%	-2.3%	-2.5%	0.4%	-1.8%	1.8%	-1.1%	-1.5%	-3.1%	-0.6%
	FY2025	-2.7%	5.1%	4.6%	-4.2%	4.0%	7.2%	1.2%	-0.5%	0.8%	0.9%	-0.8%	4.2%	1.7%
Shippoku Hamakatsu	FY2024	1.2%	0.9%	-1.0%	-1.0%	-5.6%	6.7%	-1.2%	0.5%	-10.7%	17.4%	7.9%	-12.3%	-0.4%
	FY2025	-2.9%	2.2%	-1.7%	1.3%	-14.6%	-0.9%	9.6%	4.6%	11.3%	46.2%	-20.6%	18.5%	5.3%
Company-wide	FY2024	11.5%	1.9%	3.2%	12.2%	4.3%	7.7%	8.6%	6.8%	7.8%	10.5%	6.3%	5.0%	7.2%
	FY2025	3.2%	7.3%	6.3%	1.3%	5.9%	9.5%	3.2%	-1.1%	1.0%	0.6%	2.3%	0.2%	3.3%

2. Number of customers

		Mar.	Apr.	May	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Cumulative
RINGER HUT	FY2024	4.7%	-5.4%	-5.4%	1.1%	-2.1%	0.6%	0.8%	2.0%	1.7%	3.6%	0.5%	0.0%	0.2%
	FY2025	1.0%	3.4%	2.4%	-0.8%	3.1%	6.4%	-1.6%	-6.8%	-4.0%	-5.2%	-1.9%	-4.6%	-0.8%
HAMAKATSU	FY2024	-0.9%	-4.3%	-6.5%	5.8%	-6.0%	-3.9%	-1.8%	-7.2%	-4.9%	-1.9%	-4.0%	-5.7%	-3.5%
	FY2025	-7.0%	6.6%	7.2%	0.2%	7.1%	8.4%	0.3%	2.7%	3.2%	1.5%	2.6%	5.1%	3.1%
Shippoku Hamakatsu	FY2024	-15.8%	-6.6%	-10.7%	-10.2%	-15.1%	-1.5%	-9.5%	-1.7%	-15.0%	5.7%	-3.3%	-13.0%	-8.5%
	FY2025	-14.2%	-10.0%	-11.6%	-6.3%	-22.7%	-11.4%	-7.4%	-6.6%	-0.6%	-6.9%	-25.4%	-2.4%	-10.1%
Company-wide	FY2024	3.8%	-5.2%	-5.6%	1.7%	-2.6%	-0.1%	0.4%	0.8%	0.8%	2.9%	-0.2%	-0.8%	-0.3%
	FY2025	-0.2%	3.8%	3.0%	-0.7%	3.6%	6.7%	-1.3%	-5.6%	-3.1%	-4.3%	-1.3%	-3.4%	-0.3%

3. Average customer spend

		Mar.	Apr.	May	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Cumulative
RINGER HUT	FY2024	9.3%	8.6%	11.2%	11.4%	8.2%	9.9%	9.7%	6.6%	7.4%	9.4%	7.7%	6.9%	8.9%
	FY2025	3.6%	4.4%	4.3%	3.4%	3.2%	3.4%	5.2%	6.0%	5.2%	5.8%	5.1%	4.1%	4.5%
HAMAKATSU	FY2024	1.6%	2.8%	1.8%	4.3%	3.9%	1.4%	2.2%	5.8%	7.0%	0.9%	2.6%	2.7%	3.0%
	FY2025	4.6%	-1.4%	-2.5%	-4.4%	-2.9%	-1.1%	0.9%	-3.2%	-2.3%	-0.6%	-3.3%	-0.8%	-1.3%
Shippoku Hamakatsu	FY2024	20.2%	8.1%	10.8%	10.3%	11.2%	8.4%	9.1%	2.2%	5.0%	11.1%	11.5%	0.8%	8.9%
	FY2025	13.1%	13.5%	11.2%	8.1%	10.4%	11.8%	18.3%	12.0%	11.9%	57.1%	6.4%	21.4%	17.1%
Company-wide	FY2024	7.5%	7.5%	9.3%	10.3%	7.1%	7.7%	8.2%	6.0%	7.0%	7.4%	6.5%	5.8%	7.5%
	FY2025	3.4%	3.4%	3.2%	2.0%	2.1%	2.6%	4.6%	4.8%	4.2%	5.1%	3.6%	3.6%	3.6%

2. Trends in Store Count by Store Format (All Stores)

Trends in Store Count by Store Format (Including Franchise Stores)

Store Format	FY20			FY21			FY22			FY23			FY24			FY25			
	Increase	Decrease	Year-end	Increase	Decrease	Year-end	Increase	Decrease	Year-end	Increase	Decrease	Year-end	Increase	Decrease	Year-end	Increase	Decrease	Year-end	
Kyushu / Chugoku / Shikoku Area	Roadside (Suburban)		-13	165		-1	164		-2	162	1	-5	158	2	-5	155	1	-4	152
	Food Courts in Shopping Centers, etc.	2	-15	92		-4	88		-4	84	2	-1	85	1	-1	85		-1	84
	In-Building (Urban)		-2	10	1	-1	10		-1	9		-1	8	3		11	1	-2	10
		2	-30	267	1	-6	262	0	-7	255	3	-7	251	6	-6	251	2	-7	246
Kanto / Tokai Area	Roadside (Suburban)	2	-22	64			64	2	-2	64	2	-2	64		-1	63			63
	Food Courts in Shopping Centers, etc.	6	-26	169		-3	166	1	-9	158	1	-4	155		-13	142	2	-2	142
	In-Building (Urban)	2	-14	52			52			52		-1	51	3	-1	53			53
		10	-62	285	0	-3	282	3	-11	274	3	-7	270	3	-15	258	2	-2	258
Kansai / Chukyo Area	Roadside (Suburban)		-3	20		-1	19	2	-1	20	3		23			23			23
	Food Courts in Shopping Centers, etc.	4	-21	81		-1	80		-2	78	1	-5	74	2	-1	75		-3	72
	In-Building (Urban)		-2	7			7		-2	5			5			5			5
		4	-26	108	0	-2	106	2	-5	103	4	-5	102	2	-1	103	0	-3	100
Hokuriku / Tohoku / Hokkaido Area	Roadside (Suburban)			1			1		-1	0			0			0			0
	Food Courts in Shopping Centers, etc.		-4	31		-3	28		-5	23			23			23			23
	In-Building (Urban)			0			0			0			0			0			0
		0	-4	32	0	-3	29	0	-6	23	0		23	0		23	0		23
Overseas	Roadside (Suburban)		-1	0			0			0			0	1		1			1
	Food Courts in Shopping Centers, etc.	1	-3	8		-3	5	1	-1	5			5	1	-1	5	3		8
	In-Building (Urban)		-2	4			4			4			4	1		5			5
		1	-6	12	0	-3	9	1	-1	9	0		9	3	-1	11	3		14
Total	Roadside (Suburban)	2	-39	250	0	-2	248	4	-6	246	6	-7	245	3	-6	242	1	-4	239
	Food Courts in Shopping Centers, etc. (All Areas Total)	13	-69	381	0	-14	367	2	-21	348	4	-10	342	4	-16	330	5	-6	329
	In-Building (Urban)	2	-20	73	1	-1	73	0	-3	70	0	-2	68	7	-1	74	1	-2	73
		17	-128	704	1	-17	688	6	-30	664	10	-19	655	14	-23	646	7	-12	641
	of which, directly operated			497			497			497			492			490			488
	of which, franchises			207			191			167			163			156			153

3. Trends in Store Count by Store Format (RINGER HUT)

Trends in Store Count by Store Format (Including Franchise Stores)

Store Format	FY20			FY21			FY22			FY23			FY24			FY25		
	Increase	Decrease	Year-end	Increase	Decrease	Year-end	Increase	Decrease	Year-end	Increase	Decrease	Year-end	Increase	Decrease	Year-end	Increase	Decrease	Year-end
Roadside (Suburban)		-11	99		-1	98		-2	96	1	-2	95	1	-4	92	1	-2	91
Food Courts in Shopping Centers, etc.	2	-14	76		-4	72		-4	68		-1	67	1	-1	67		-1	66
In-Building (Urban)		-2	8	1	-1	8		-1	7		-1	6	1		7	1	-1	7
Kyushu / Chugoku / Shikoku Area	2	-27	183	1	-6	178	0	-7	171	1	-4	168	3	-5	166	2	-4	164
Roadside (Suburban)	1	-18	63			63	2	-2	63	2	-2	63		-1	62			62
Food Courts in Shopping Centers, etc.	6	-15	169		-3	166	1	-7	160	1	-3	158		-13	145	2	-2	145
In-Building (Urban)	2	-13	49			49			49		-1	48	3	-1	50			50
Kanto / Tokai Area	9	-46	281	0	-3	278	3	-9	272	3	-6	269	3	-15	257	2	-2	257
Roadside (Suburban)		-3	20		-1	19	2	-1	20	3		23			23			23
Food Courts in Shopping Centers, etc.	4	-18	81		-1	80		-2	78	1	-5	74	2	-1	75		-3	72
In-Building (Urban)		-2	7			7		-2	5			5			5			5
Kansai / Chukyo Area	4	-23	108	0	-2	106	2	-5	103	4	-5	102	2	-1	103	0	-3	100
Roadside (Suburban)			1			1		-1	0			0			0			0
Food Courts in Shopping Centers, etc.		-4	31		-3	28		-5	23			23			23			23
In-Building (Urban)			0			0			0			0			0			0
Hokuriku / Tohoku / Hokkaido Area	0	-4	32	0	-3	29	0	-6	23	0		23	0		23	0		23
Roadside (Suburban)		-1	0			0			0			0	1		1			1
Food Courts in Shopping Centers, etc.	1	-2	6		-3	3	1	-1	3			3	1		4	2		6
In-Building (Urban)		-2	4			4			4			4			4			4
Overseas	1	-5	10	0	-3	7	1	-1	7	0		7	2		9	2		11
Roadside (Suburban)	1	-33	183	0	-2	181	4	-6	179	6	-4	181	2	-5	178	1	-2	177
Food Courts in Shopping Centers, etc. (All Areas Total)	13	-53	363	0	-14	349	2	-19	332	2	-9	325	4	-15	314	4	-6	312
In-Building (Urban)	2	-19	68	1	-1	68	0	-3	65	0	-2	63	4	-1	66	1	-1	66
Total	16	-105	614	1	-17	598	6	-28	576	8	-15	569	10	-21	558	6	-9	555
of which, directly operated			425			425			427			424			420			420
of which, franchises			189			173			149			145			138			135

Store Format	FY20			FY21			FY22			FY23			FY24			FY25		
	Increase	Decrease	Year-end	Increase	Decrease	Year-end	Increase	Decrease	Year-end	Increase	Decrease	Year-end	Increase	Decrease	Year-end	Increase	Decrease	Year-end
Other (Ringer Shokudo)	1	-1	1			1			1			1			1			1

4. Trends in Store Count by Store Format (HAMAKATSU / Shippoku Hamakatsu)

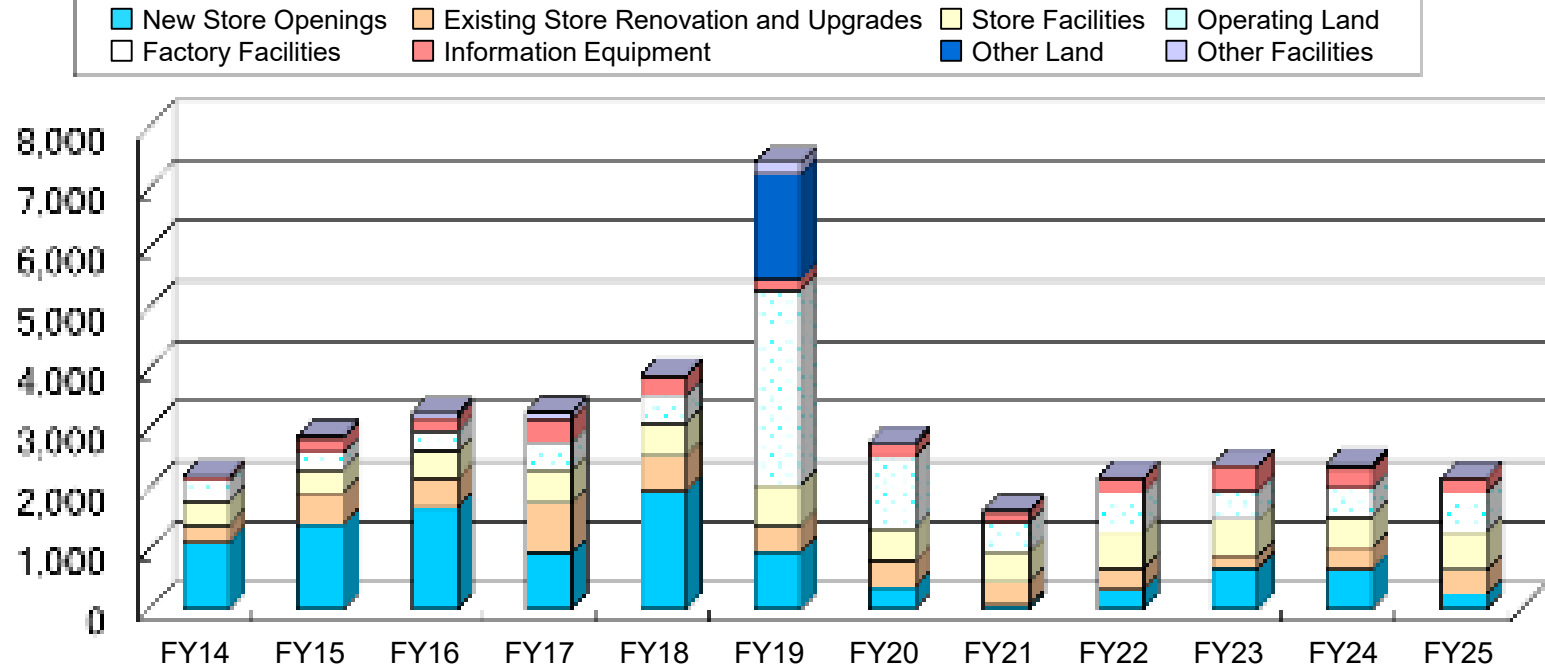
Trends in Store Count by Store Format (Including Franchise Stores)

Store Format	FY20			FY21			FY22			FY23			FY24			FY25		
	Increase	Decrease	Year-end	Increase	Decrease	Year-end	Increase	Decrease	Year-end	Increase	Decrease	Year-end	Increase	Decrease	Year-end	Increase	Decrease	Year-end
Roadside (Suburban)		-2	65			65			65		-3	62	1	-1	62		-2	60
Food Courts in Shopping Centers, etc.		-1	16			16			16	2		18			18			18
In-Building (Urban)			2			2			2			2	2		4		-1	3
Kyushu / Chugoku / Shikoku Area	0	-3	83	0		83	0		83	2	-3	82	3	-1	84	0	-3	81
Roadside (Suburban)		-4	0			0			0			0			0			0
Food Courts in Shopping Centers, etc.		-5	0			0			0			0			0			0
In-Building (Urban)		-1	1			1		-1	0			0			0			0
Kanto / Tokai Area	0	-10	1	0		1	0	-1	0	0		0	0		0	0		0
Roadside (Suburban)			0			0			0			0			0			0
Food Courts in Shopping Centers, etc.		-3	0			0			0			0			0			0
In-Building (Urban)			0			0			0			0			0			0
Kansai / Chukyo Area	0	-3	0	0		0	0		0	0		0	0		0	0		0
Roadside (Suburban)			0			0			0			0			0			0
Food Courts in Shopping Centers, etc.			0			0			0			0			0			0
In-Building (Urban)			0			0			0			0			0			0
Hokuriku / Tohoku / Hokkaido Area	0		0	0		0	0		0	0		0	0		0	0		0
Roadside (Suburban)			0			0			0			0			0			0
Food Courts in Shopping Centers, etc.			1			1			1			1		-1	0	1		1
In-Building (Urban)			0			0			0			0	1		1			1
Overseas	0		1	0		1	0		1	0		1	1	-1	1	1		2
Roadside (Suburban)	0	-6	65	0		65	0		65	0	-3	62	1	-1	62	0	-2	60
Food Courts in Shopping Centers, etc. (All Areas Total)	0	-9	17	0		17	0		17	2		19	0	-1	18	1		19
In-Building (Urban)	0	-1	3	0		3	0	-1	2	0		2	3		5	0	-1	4
Total	0	-16	85	0		85	0	-1	84	2	-3	83	4	-2	85	1	-3	83
of which, directly operated			68			68			67			66			68			66
of which, franchises			17			17			17			17			17			17

*Converted to the Tonkatsu Daigaku format

Store Format	FY20			FY21			FY22			FY23			FY24			FY25		
	Increase	Decrease	Year-end	Increase	Decrease	Year-end	Increase	Decrease	Year-end	Increase	Decrease	Year-end	Increase	Decrease	Year-end	Increase	Decrease	Year-end
Other (Shippoku Hamakatsu, Rokkaku Hamakatsu)		-6	4			4	1	-2	3		-1	2			2			2

5. Trends in Capital Expenditures



Units: ¥ million

Category	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25
New store openings	1,114	1,407	1,683	936	1,959	944	364	64	329	678	661	244
Existing store renovation and upgrades	267	519	490	817	578	436	435	383	343	204	354	408
Store facilities	400	382	444	560	543	682	535	499	612	609	511	626
Operating land	-	-	-	-	-	-	-	-	-	-	-	-
Factory facilities	356	294	340	464	478	3,238	1,188	495	654	466	488	654
Information equipment	55	235	208	378	299	181	207	160	230	418	310	241
Other land	0	0	16	0	0	1,746	0	0	0	0	34	0
Other facilities	13	41	72	110	26	189	43	30	19	1	35	2
Total capital expenditures	2,207	2,880	3,255	3,268	3,886	7,419	2,774	1,633	2,189	2,379	2,395	2,178
Depreciation and amortization	1,245	1,339	1,448	1,520	1,633	1,931	2,064	1,822	1,864	1,872	1,955	2,079



Forward-looking statements such as earnings forecasts contained in this document are based on information currently available to management and on assumptions deemed reasonable by management. Actual results may differ materially due to changes in various factors, including market conditions and economic trends.

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