



Oct. 10, 2025

Company name:	Ringer Hut Co., Ltd.
Name of representative:	Sakae Sasano, President & CEO (Securities code: 8200; Prime Market, Fukuoka Stock Exchange)
Inquiries:	Kouichi Minematsu, Executive Officer of Accounting Department (Telephone: +81-3-5745-8611)

### **Notice Regarding the Formulation of "Ringer Hut Group's Medium-Term Management Plan"**

Ringer Hut Co., Ltd. (the "Company") hereby announces that it has formulated a medium-term management plan outlining the Group's management policies for the fiscal years 2026 through 2028.

The environment surrounding our group is changing significantly, and there is increasing attention on consumers' lifestyles, trends in the dining-out market, and expectations for social contribution. To respond flexibly to these changes and achieve sustainable growth, this plan aims to leverage our strength of providing "safe, reliable, and healthy products" as a core, offering food across all sales channels and striving for business growth.

In addition to strengthening our dining-out business, the Company will actively work on enhancing our external sales business to respond to the expanding frozen food market, further expanding overseas stores in the ASEAN region, improving operational efficiency through DX (digital transformation), and advancing our initiatives in sustainability. With these business activities, the Company aims to sustainably increase corporate value together with our stakeholders.

Under the Group's management philosophy, 'Creating enjoyable dining experiences for all customers with heart and skill,' the Company will continue to strive as one to meet customers' expectations. We sincerely ask for your continued support.

Reference: "Ringer Hut Group Medium-Term Management Plan"

END

---

# **Ringer Hut Group Mid-Term Management Plan (FY2026-2028)**

---

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

# Table of Contents

---

● Mission and Philosophies	・・・3
● Markert Changes and Challenges to be Addressed	・・・4
● Ringer Hut Vision 2030	・・・5
● FY2026-2028 Mid-Term Management Plan	・・・6
● Financial Plan and Quantitative Target	・・・7
● Initiatives to Realize Management Policy	・・・9

# Message from the President

---

Dear Our Esteemed Shareholders and Valued Customers,

We are pleased to announce the formulation of our med-term management plan for the fiscal years 2026 to 2028. The environment surrounding us is undergoing significant changes, such as evolving consumer lifestyles and trends in restaurant industry and increasing expectations for social contribution. To adapt flexibly to these changes and achieve sustainable growth, our new plan focuses on leveraging our strength in providing "safe, secure, and healthy products" as the business axis, aiming to expand our business by offering "The appeal of food" through various sales channels.

In addition to strengthening our restaurant business, we will enhance our external sales operations to respond to the expanding frozen food market, intensify our overseas expansion in the ASEAN region, improve operational efficiency through digital transformation, and actively pursue sustainability initiatives. Through these efforts, we aim to enhance sustainable corporate value in collaboration with all our stakeholders.

Guided by our corporate philosophy of "Ringer Hut Group that produces with our heart and skills a pleasant time at the table for all the customers," we are committed to meeting social expectations with the collective efforts of all our employees. We sincerely appreciate your continued support and encouragement.

October, 2025  
President and CEO, SASANO Sakae

# Mission and Philosophies

## Mission

Ringer Hut Group that produces with our heart and skills  
a pleasant time at the table for all the customers.

## Philosophies

- ①. We offer healthy and high-quality products at a reasonable price.
- ②. We sincerely listen to the voices of the customers, and improve our operation.
- ③. We create pleasant workplace and pursue comfortableness and affluence.
- ④. We take good care of the nature and the environment, and make the business place be loved by the local people.
- ⑤. We discover the "taste culture" of the world, Japan and each district, and develop it.

# Markert Changes and Challenges to be Addressed

Market Changes			Challenges to be Addressed	
Customer Changes	Social Changes	Recovery of restaurant market	▶	<ul style="list-style-type: none"> <li>Strengthen new restaurants opening (mainly in urban area)</li> <li>Strengthen production system to increase supply of materials</li> </ul>
		Growth of overseas restaurant markets	▶	<ul style="list-style-type: none"> <li>Strengthen new restaurants opening in Thailand, Cambodia, and Vietnam regions</li> </ul>
		Expansion of frozen food market	▶	<ul style="list-style-type: none"> <li>Strengthen production system to capture frozen food demand</li> <li>Strengthen product quality and lineup of external sales products</li> </ul>
		Decline of working population	▶	<ul style="list-style-type: none"> <li>Respond to employee shortages and hourly wage increases</li> <li>Promote DX and manpower saving</li> </ul>
		Rising cost of raw materials	▶	<ul style="list-style-type: none"> <li>Pursue a commitment to domestic vegetables</li> <li>Stable procurement and response to price increases</li> </ul>
		Rising logistics costs	▶	<ul style="list-style-type: none"> <li>Improve shipping efficiency</li> </ul>
		Growing expectations for CSR activities	▶	<ul style="list-style-type: none"> <li>Promote sustainability</li> </ul>

# Ringer Hut Vision 2030

## Ringer Hut Vision2030 Ideal Dining宣言

あなたの理想の食卓へ

### Ringer Hut Brand Message



Mogu Veggie  
Shokudo  
(Vegetable-  
centric restaurant)

Everyone can enjoy domestic vegetables  
with ease at friendly restaurants

Mogu Veggie  
Products

Delicious everyday food for everyone  
which provide full enjoyment of domestic  
vegetables

### Hamakatsu Brand Message



We deliver always delicious and slightly luxurious moments  
to all our customers through "Hamakatsu-style hospitality."

Together with our customers' happiness, we realize  
happiness for everyone through our actions.

# FY2026-2028 Mid-Term Management Policy

## Mid-Term Management Policy

Establish a brand that is safe, reliable, and healthy, and provide “food” through various sales channels. To respond to new lifestyles and pursue the growth of each business by offering products that leverage the strength of the brand in every dining situation.



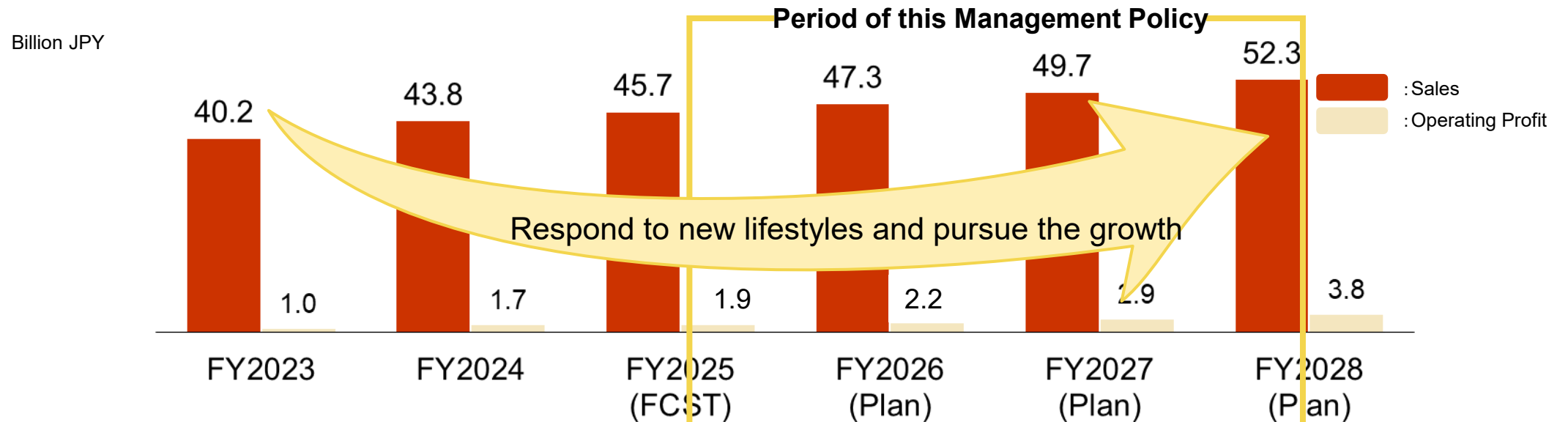
We are pursuing “Ideal Dining Declaration” which provides menu full of enjoyment of domestic vegetables and respond various dietary needs while pursuing health and enjoyment of deliciousness in our daily lives





# Financial Plan

	FY2025 FCST	FY2026 Plan	FY2027 Plan	FY2028 Plan
<b>Sales</b>	¥45.7B	¥47.3B	¥49.7B	¥52.3B
<b>Operating Profit</b>	¥1.9B	¥2.2B	¥2.9B	¥3.8B

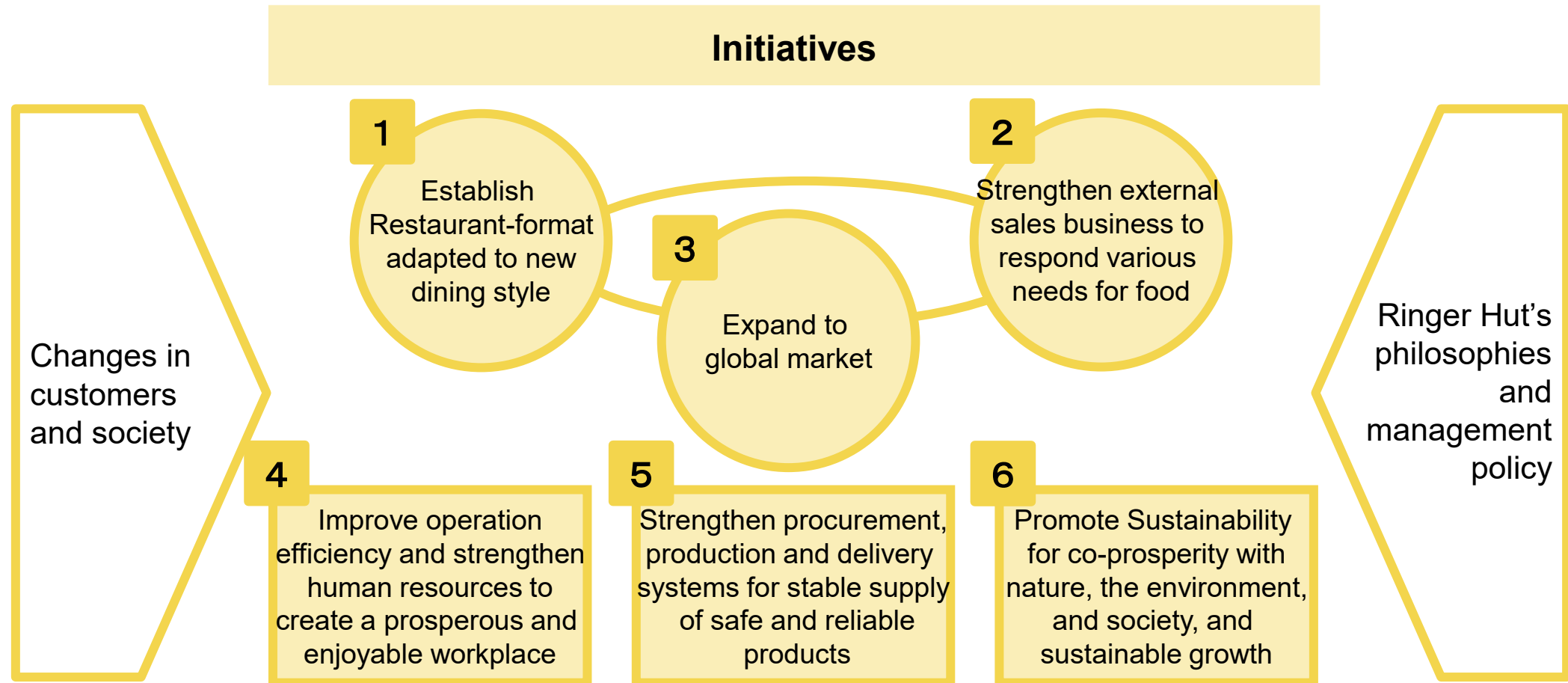


# Quantitative Target

	<u>FY2025 FCST</u>	<u>FY2026 Plan</u>	<u>FY2027 Plan</u>	<u>FY2028 Plan</u>
Number of restaurants	644	655	670	687
Urban restaurants	53	60	67	74
Overseas restaurants	14	22	33	46
Sales per restaurant	¥75M	¥77M	¥78M	¥80M
Domestic restaurants	¥75M	¥77M	¥79M	¥81M
Sales of external sales	¥3.0B	¥3.2B	¥3.7B	¥4.2B
Labor cost rate	31.9%	31.8%	31.0%	30.3%

# Initiatives to Realize Management Policy

- Initiatives in 6 filed are planned to realize management policy



# 1 : Establish Restaurant-format

- We will work on strengthening Mog Veggie Shokudo, expansion of new restaurant-format, remodeling and relocation of existing restaurants and opening new restaurants.

## Strengthen Mogu Veggie Menu to pursue “Ideal Dining”

Enhance vegetable-centered menus full of domestic vegetables and both health-conscious and delicious.



## Remodel, relocate and new open of restaurants

In addition to strengthening new-open in urban area, continue to remodel and relocate roadside restaurants. Re-launch HAMAKATSU in Kanto region.



Target

Total number of restaurants: 687 (Currently 644)

## Expansion of new restaurant-format

Install frozen vending machines to Ringer Hut restaurants and strengthen the opening of Hamakatsu deli shops



Target

5 of deli shops (Currently 2 shops)



## 2 : Strengthen external sales business

- We will work on improvement product quality to reproduce the taste of restaurants, expansion of product lineup, and strengthening production system.

### Improve product quality to reproduce the taste of restaurants

Utilize the same noodles, vegetables, and soup as in restaurants. In addition, the introduction of steam defrosted products and a review of processing methods will enhance the reproduction of the restaurant's taste.



### Expansion of product lineup

Expand product lineup by developing products from a broad perspective and building dedicated product lines centered on vegetables.



### Strengthen production system

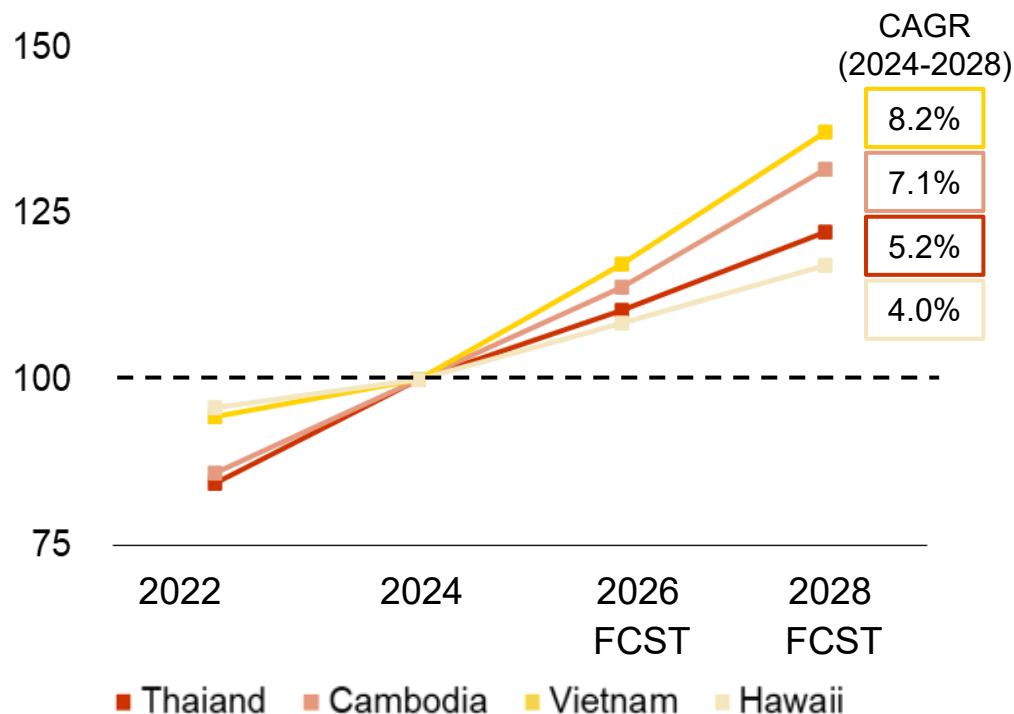
Start outsourcing assembly of products for external sales, shift the in-house factory to a specialized production facility and add a dedicated line for external sales products



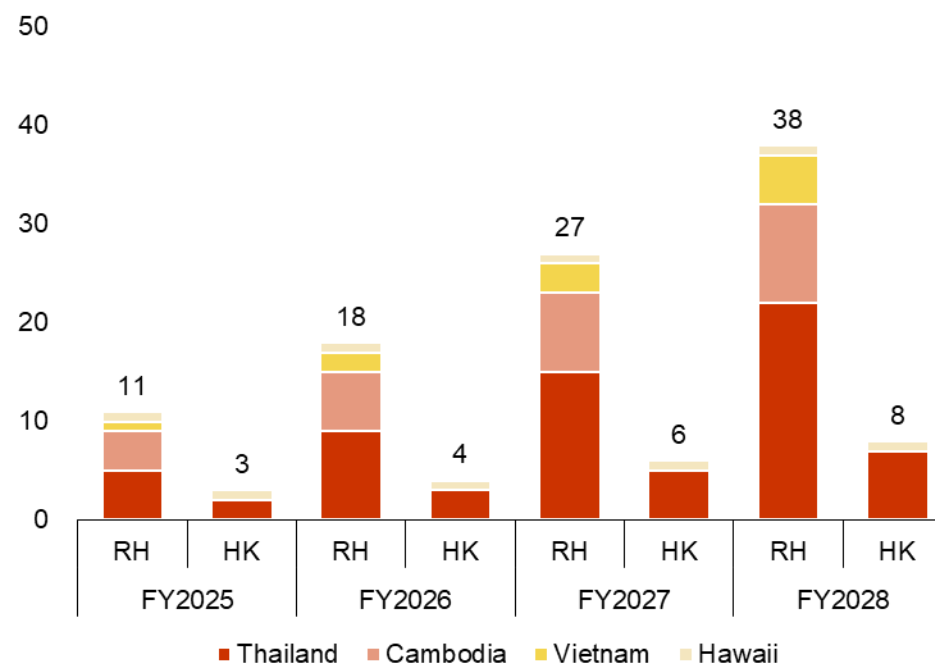
### 3 : Expand to Global Market

- We plan to expand business in Thailand, Cambodia and Vietnam to capture the expanding overseas restaurant market

Growth of overseas restaurants markets



Number of overseas restaurants (Plan)



\*Growth rate when the market size of each market in 2024 is set at 100.  
(by Euromonitor International Ltd)

## 4 : Improve Efficiency and Strengthen Human Resources

- We will work to improve the efficiency of restaurant operations and clerical and administrative operations and strengthen recruitment and human resource development to create a prosperous and enjoyable workplace.

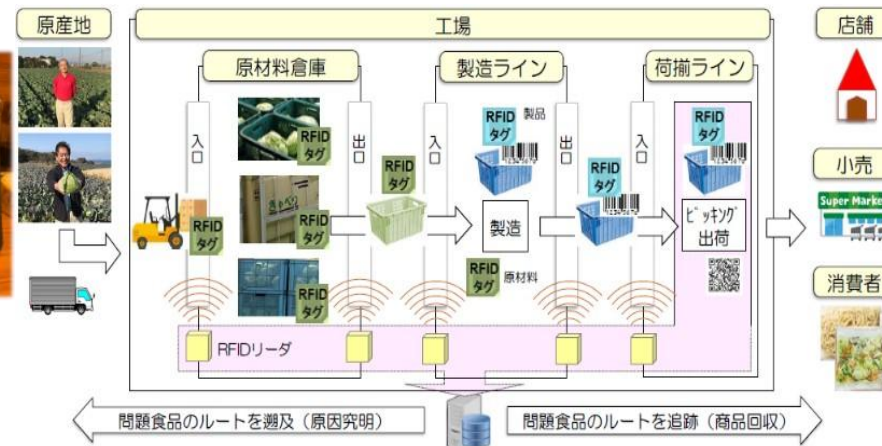
### Improve the efficiency of restaurant operations

Promote DX in restaurants such as introducing automatic cooking equipment and mobile ordering systems.



### Improve the efficiency of clerical and administrative operations

Automate restaurant ordering, shift creation, and closing of accounts and build traceability management.



### Strengthen recruitment and human resource development

In addition to recruitment of human resources four times a year, increase content and educational opportunities through an online education system.





## 5 : Strengthen Procurement, Production and Delivery Systems

- We will strengthen our procurement, production, and delivery systems to ensure a stable supply of safe and reliable products.

### Stable procurement of domestic vegetables

Provide domestic vegetable farmers with support for smart farming and promote JGAP acquisition for cabbage farmers.

\*Aim to acquire for other vegetables



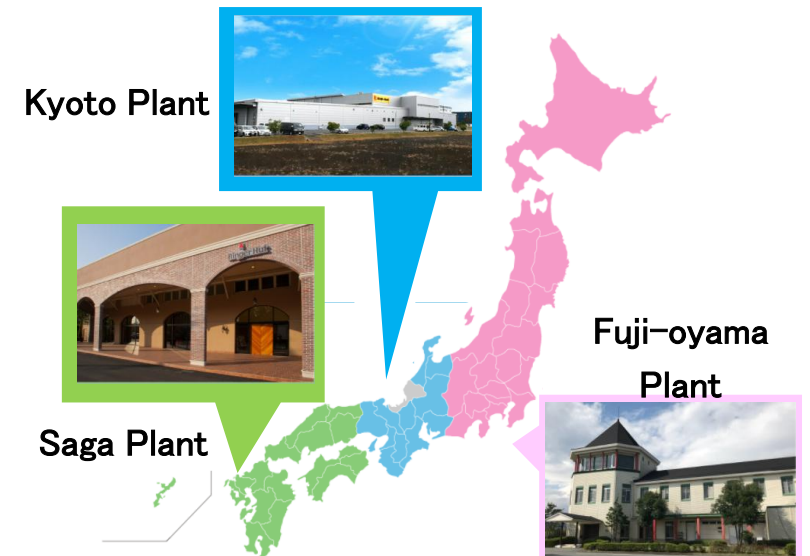
### Improve in-house production rate and promote self-manufacturing

Strengthen “factory-direct sales”, increase the ratio of in-house production at plants, and promote automation to improve quality and reduce costs.



### Optimize production and delivery system through 3 domestic plants

Increase productivity and logistics efficiency by utilizing the Kyoto plant and optimize the delivery system by restructuring the logistics base.





## 6 : Promote Sustainability

- We will proactively work to provide value to our stakeholders based on the three group materialities.

### Contribute to the creation of a prosperous society

Contribute to the formation of a food culture through education activities.  
Maintain a high-level store hygiene environment.



Target

Nutrition education activities  
online 3,000 people/year,  
face-to-face 1,200 people/year

### Considerate global environment and reduce the impact

Reduce CO2 emissions including the whole supply chain and establish recycling/reduce cycle of food residues.



Target

CO2 emissions 46% reduction (vs. FY2013)  
Disposable plastic 50% reduction (vs FY2021)  
Food recycling implementation rate 70%  
(FY2024 65.6%)

### Create a prosperous and enjoyable workplace.

Promote female advancement and male maternity leave. Promote diversity and improve employee satisfaction.



Target

Female management positions: 24%  
100 female / 15 foreign restaurant managers  
Male parental leave utilization rate: 85%  
Less than 5% turnover rate within 3 years,  
Over 90% employee satisfaction

# Shareholder Return Policy

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

## Shareholder benefit program

Twice a year, offer meal points can be used at our restaurants according to the number of shares held, with preferential treatment system for long-term holders.



有効期限：2026年8月31日

ポイントは半角数値でご入力ください。

使用Pt:  Pt

残Pt：5,000 Pt



## Shareholder briefing, plant tours, and dietary education classes

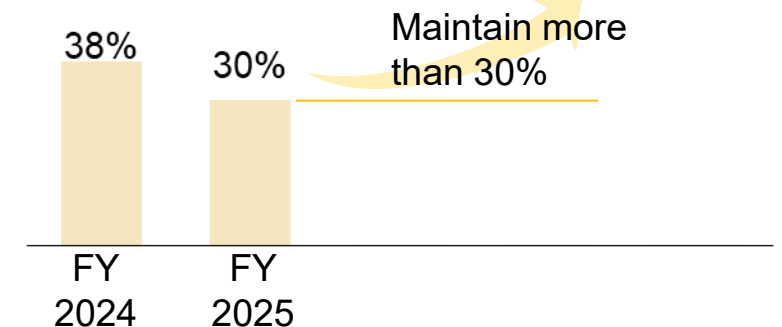
Expanding points of contact with shareholders briefing, IR materials, plant tours of three domestic plants, and dietary education classes, etc.



## Dividend payout ratio

Distribute profit with a dividend payout ratio of 30% or more for each FY.  
\*Targets are set for each fiscal year)

### Target of dividend payout ratio





The forward-looking statements regarding performance included in this document are based on information currently available and deemed reasonable by our management. Please be aware that actual results may differ significantly due to various factors such as market trends and economic conditions.

For inquiries regarding this document, please contact the following:

TEL: 03-5745-8611

Management Department, IR Representative