



October 14, 2026

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(Securities Code: 2882,
Tokyo Stock Exchange Prime Market)
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Notice Regarding the Formulation of the Medium-Term Management Plan

EAT&HOLDINGS Co., Ltd. hereby announces that it has formulated a 5-year “Medium-Term Management Plan” covering the fiscal years from February 2028 through February 2032.

For further details, please refer to the attached document, “SYNERGY DRIVE 2032”. The full text will be disclosed at a later date.

New Medium-Term Management Plan

+ & is Our Growth Engine

SYNERGY DRIVE 2032

Toward a Food Life Planning Company

EAT&HOLDINGS Co., Ltd
October 14, 2026

Chapter 01 “SYNERGY DRIVE 2032” Concept

The concept of “+&” is carved into our company name.

Restaurants and food – the concept of combining these two distinct businesses has continued, without change, to be a part of our DNA.

This “+&” concept is precisely what created our unique “twin-pillared management” business model, cultivating our two strengths: restaurants and frozen foods.

SYNERGY DRIVE – Further deepening “+&”

DEEPEN: Further honing our twin-pillared management

EXPAND: Creating and expanding synergies across businesses and regional boundaries

EVOLVE: Diving deeper towards a one-of-a-kind business model

**DEEPEN & EXPAND & EVOLVE
= SYNERGY DRIVE**

DEEPEN

- Strengthening management foundation through enhanced group supervising functions
- Restructuring the restaurant business
- Refining factory manufacturing technologies to deliver low prices and high quality
- Improving group profitability by strengthening collaboration between the restaurant and food businesses

EXPAND

- Maximizing LTV by fully leveraging customer touchpoints through cross-referrals between groups
- Creating new businesses (new value) through synergy between the restaurant and food businesses
- Accelerating expansion of our twin-pillared business as a growth driver in overseas markets as well
- Expanding into new business areas through M&A

EVOLVE

- Deepening a unique business model that consistently delivers brand value - from restaurant to family dinner table
- Establishing a sustainable framework and stable revenue structure capable of responding flexibly and effectively to various market changes and external factors by deepening our twin-pillared management

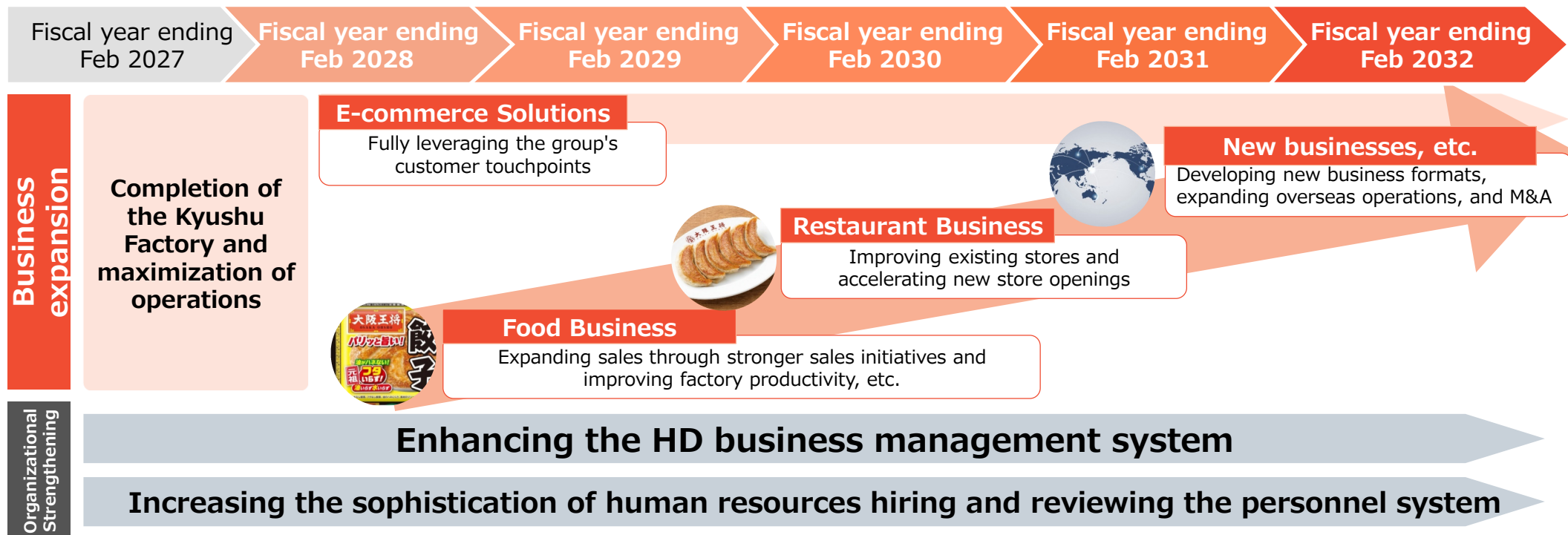
Chapter 01 "SYNERGY DRIVE 2032" Outline

Theme	Establishing unrivaled profitability by restructuring our management foundation and deepening our "twin-pillared management" <ul style="list-style-type: none"> Restructure next-generation organizational structure and governance to establish a management foundation that supports sustainable growth Enhance profitability of existing businesses through "business format renewal + profitability improvements" for restaurants and "restructuring of the production system to leverage the Kyushu Factory" for food Combine factory manufacturing capabilities with restaurant brands and customer contact points to transform our unique "twin-pillared management" into a growth engine 			
Key Management Objectives (Fiscal Year Ending Feb 2032)	<div>Sales</div> <div>JPY 65 billion</div> <div>+9% CAGR</div>	<div>Operating Profit</div> <div>JPY 3.5 billion (Operating margin: 5.4%)</div> <div>+23% CAGR</div>	<div>ROE</div> <div>14%</div> <div>+10% over 5 yrs</div>	<div>Shareholder Returns*</div> <div>JPY 130</div> <div>Double over 5 yrs</div>
Key Strategies	<div>Business Strategy</div> <div> <div>Restaurant</div> <div>Food</div> <div>New</div> </div> <div> Business format renewal and shift to profitability Market share expansion by leveraging Kyushu Factory Develop new business formats leveraging our "twin-pillared management" </div>		<div>Strengthening Management Foundation</div> <ul style="list-style-type: none"> Next-gen. organization, including succession planning Enhancing governance and internal controls Promoting ESG initiatives, including food safety and BCP 	<div>Capital Policy & Financial Strategy</div> <ul style="list-style-type: none"> Growth investment in the Kyushu Factory and new business formats Improve investment discipline and capital efficiency Significantly enhance shareholder returns

*Dividend & benefits per share based on 100 shares

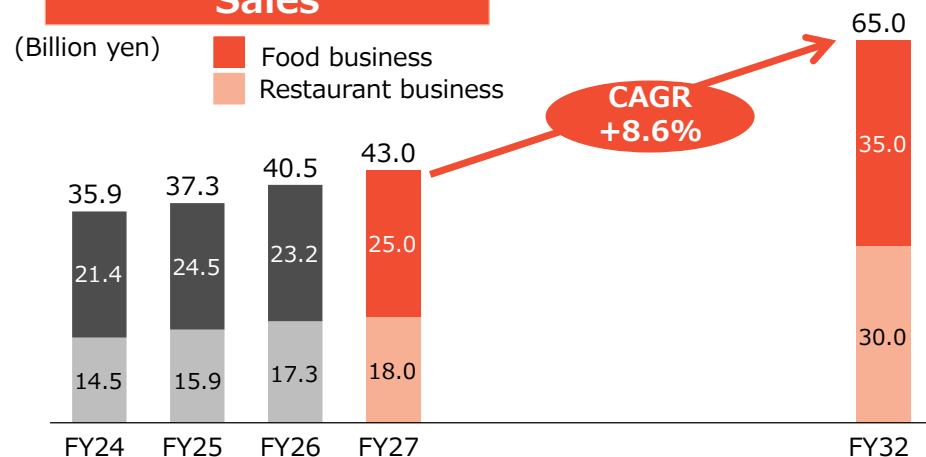
Chapter 01 “SYNERGY DRIVE 2032” Roadmap

- In the first half of the plan period, we will ensure that investment in the Kyushu Factory leads to profits, and establish a firm foundation centered on steady growth in the food business while moving forward with restructuring the organizational framework necessary for business growth.
- In addition, we will maximize LTV by fully leveraging customer touchpoints through cross-referrals between groups based on the use of AI and IT
- In the second half, we will generate profits through improvements in the restaurant business and new business formats, thereby building a foundation for future growth.

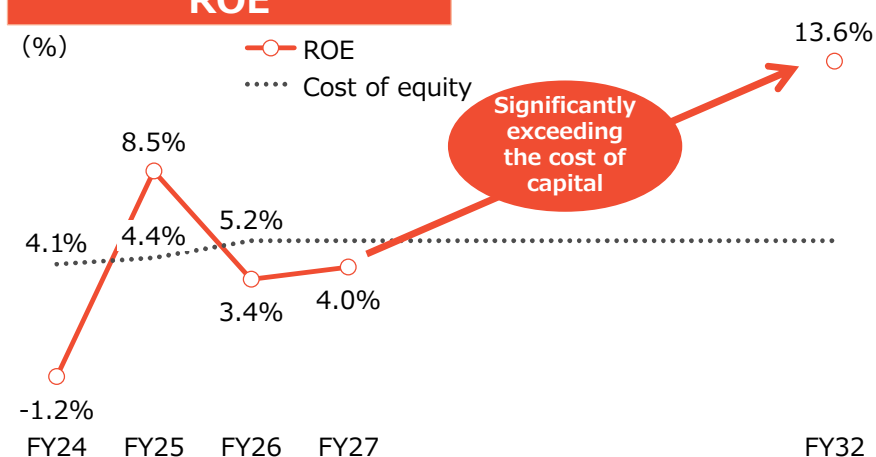


02 Chapter Performance and Financial Targets: Key Performance Indicators

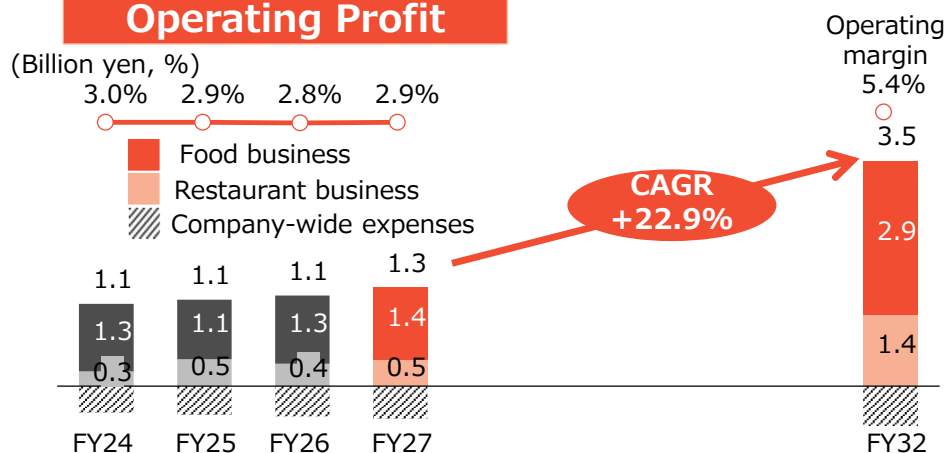
Sales



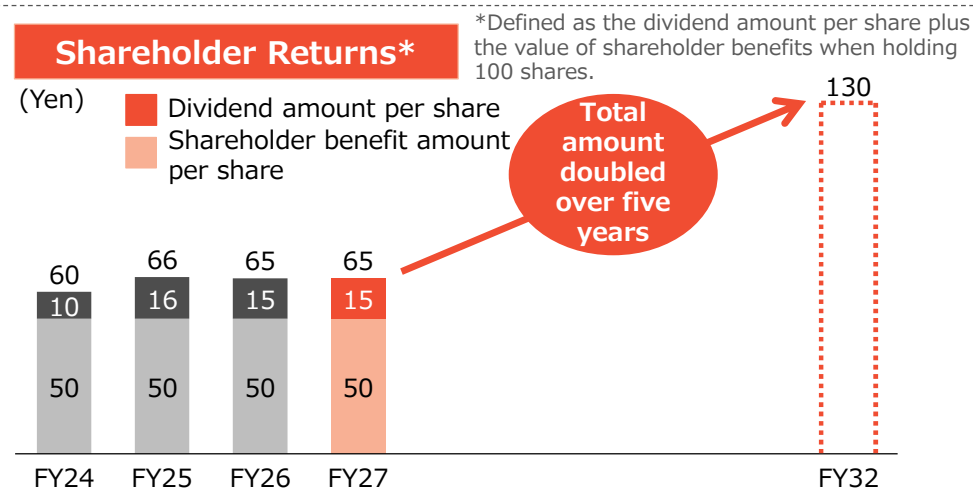
ROE



Operating Profit



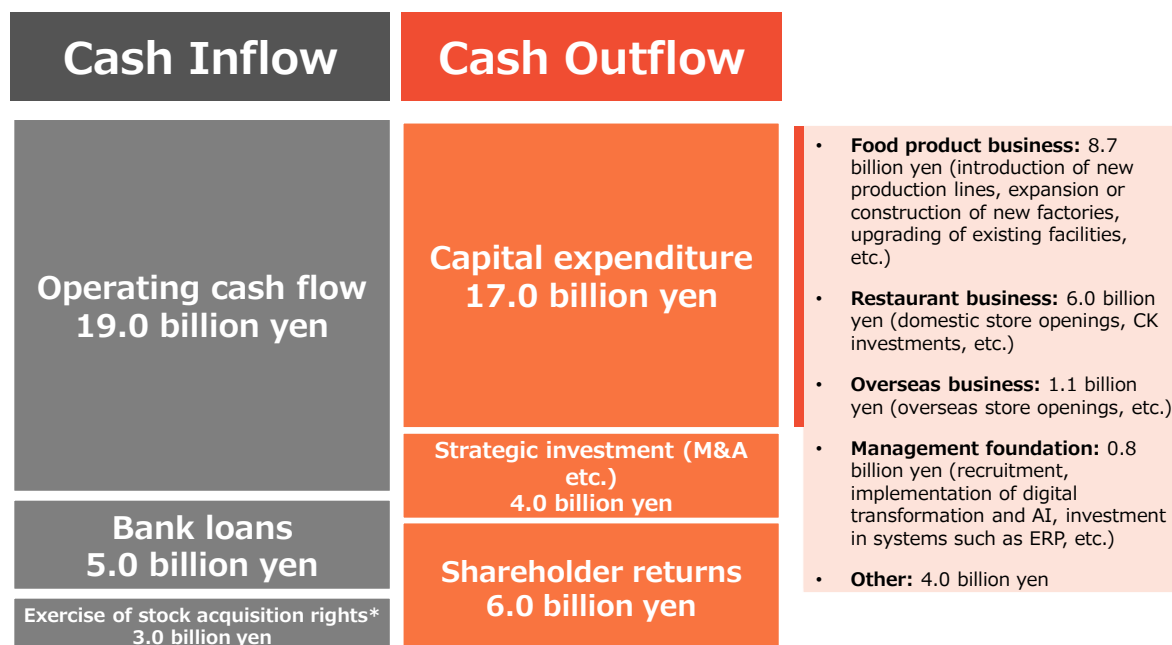
Shareholder Returns*



Chapter 02 Performance and Financial Targets: Cash Allocation and Shareholder Returns

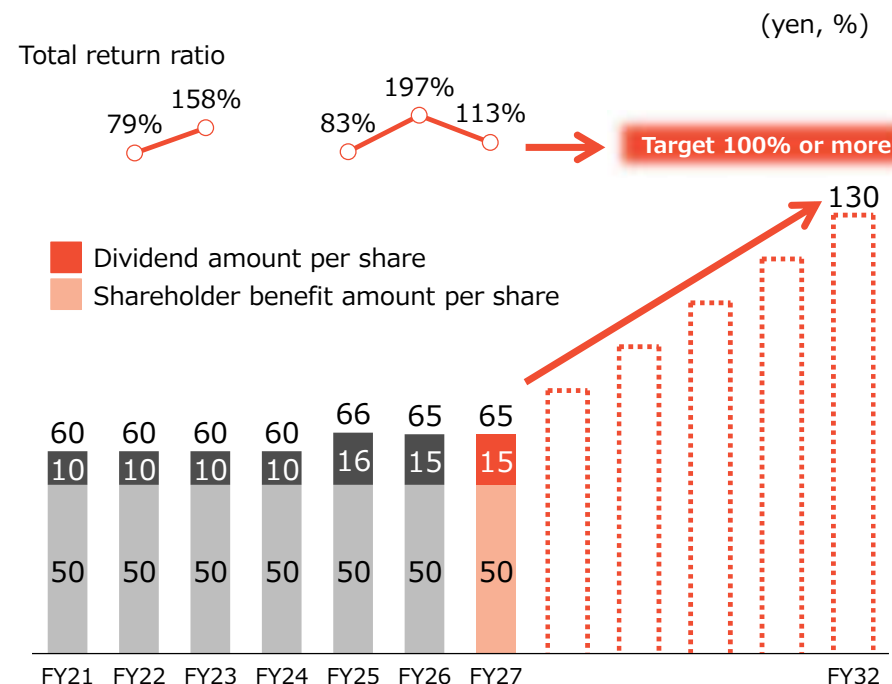
- Based on operating cash flow, we will flexibly utilize funding such as bank loans to finance proactive investment in our core businesses for future growth and shareholder returns.

Cash Allocation and Capital Expenditure Plans



* Refers to the Ninth Series Stock Acquisition Rights issued to a special purpose entity in which the Advantage Partners Group is the primary investor.

Shareholder Returns



Eat & Holdings