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GIFT HOLDINGS INC. Securities Code 9279

Medium-term Business Plan

(Fiscal Year Ending October 31, 2023 to Fiscal Year Ending October 31, 2025)



IR site

<https://www.gift-group.co.jp/english/>

The opinions and forecasts contained in these materials are the judgments of the Company at the time of preparation of the materials, and do not guarantee the accuracy of the information therein.
Actual performance and results may differ significantly due to changes in a variety of factors.

FYE October 31, 2025: Targets to be achieved

Net sales **30.0**
billion yen

Operating profit **3.0**
billion yen



Expansion of business and strengthening of structure



Promotion of digital transformation (DX)

Growth	1. Sales growth	20% or above
Profitability	2. Operating profit margin	10% or above
Gain on investments	3. ROA (ordinary profit to total assets)	15% or above
	4. ROE (net profit to shareholders' equity)	15% or above
Returns to shareholders	5. Dividend payout ratio	20% or above

Medium-term business plan (fiscal year ending October 31, 2023 to fiscal year ending October 31, 2025) / Quantitative plan



(Billion of yen)	2020	2021	2022	2023	2024	2025
Net sales	11.0	13.4	17.0	20.5	25.0	30.0
Operating profit	0.46	0.93	1.57	2.05	2.5	3.0
Ordinary profit	0.51	1.74	2.44	2.08	2.5	3.0

Japan	Total number of stores	519	602	665	723	781	1,000
	Company-owned stores	119	147	169	207	245	300
	Produced stores	400	455	496	516	536	700

International	Total number of stores	13	16	17	21	24	33
	Company-owned stores	3	3	2	3	3	3
	Produced stores	10	13	15	18	21	30

Total	Total number of stores	532	618	682	744	805	1,033
	Company-owned stores	122	150	171	210	248	303
	Produced stores	410	468	511	534	557	730

Medium-term business plan



Key themes	Overview of initiatives
Expansion of existing business	(1) Enhancement of quality per store PICK UP (2) Human resource development and retention (3) Flexible response to inflation
Operation of new business types	(4) Acquisition of new business types through aggressive M&A PICK UP (5) Development and brush-up of additional business types
Overseas expansion	(6) Expansion of stores (Company-owned stores, franchise stores) (7) Creation of head office and sales functions supporting overseas expansion
Strengthening of ability to open stores	(8) Strengthening of model development PICK UP (9) Strengthening of property development capability
Strengthening of manufacturing, purchasing and logistics system	PICK UP (10) Reduction of manufacturing costs and enhancement of manufacturing quality (11) Creation of stable supply system by area (12) Utilization of logistics centers (cost optimization, stockout risk control) (13) Enhancement of logistics quality (frequency, quality)
ESG	(14) Promotion of ESG management PICK UP
(15) Promotion of DX PICK UP	

Aim to create appealing stores in both company-owned stores and produced stores

1. Company-owned stores

Reallocate control of Company-owned foreign stores to Company-owned domestic stores

- ✓ Aim to balance QSCA* enhancement and cost control by conducting operations in the same manner as Company-owned domestic stores

*Quality, service, cleanliness, and atmosphere

2. Produced stores

Supply of high-quality ingredients by maintaining freshness

- ✓ Supply the same ingredients as Company-owned domestic stores using the same logistics network
- ✓ Build a system enabling the provision of high-quality ramen by supplying high-quality ingredients and maintaining freshness

Aim to secure brand and locations, and enhance manufacturing capacity

M&A targets	Aim
Extremely busy stores	Expansion of brands
Chain stores	Securing advantageous locations and human resources
Factories	Enhancement of manufacturing capacity essential for expansion of stores



Proceed with property development while verifying the opening of stores

Verification of expansion in a variety of locations



元祖油堂
油そば



**Expansion of roadside stores
and franchise stores**

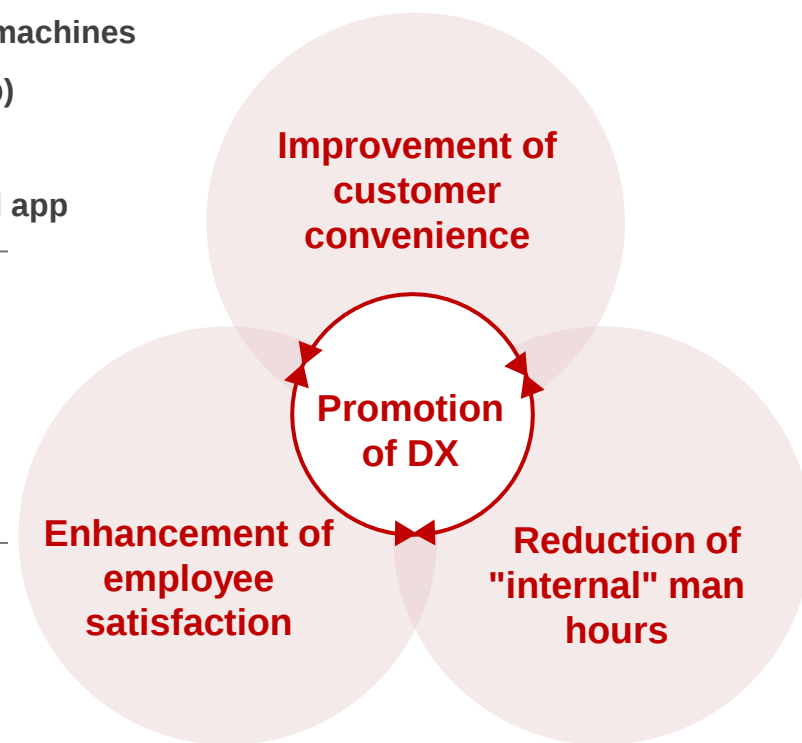


Food courts and service areas

Promotion of DX is a priority measure to take companywide

A virtuous cycle is created by DX promotion, providing returns in all directions.

Measures for promotion of DX	Improvement of customer convenience	✓ Introduction of new ticket vending machines (cashless payment, linking with app) ✓ Introduction of eGift tickets ✓ Renewal of store search screen and app
	Enhancement of employee satisfaction	✓ Single sign-on and enhancement of security ✓ Creation of data analysis infrastructure
	Reduction of "internal" man hours	✓ Introduction of multi-devices in all stores ✓ Digitalization of reporting operations



Establishment of factories and logistics centers aimed at opening many stores and area expansion

Factories



Hiratsuka



Yokohama
Daiichi
Yokohama
Daini



Tamba-
Sasayama



Ayase

- Reduction of manufacturing costs
- Enhancement of manufacturing quality
- Securing supply capacity

Logistics centers



Kanto area



Kansai area



Chukyo area

- Optimization of logistics costs
- Stockout risk control
- Improvement of distribution frequency and distribution quality
- Bulk distribution to stores

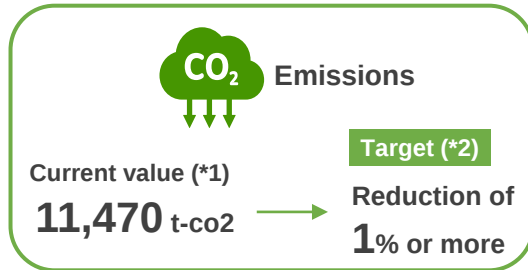
Receive the benefits of synergy effects throughout the Gift Group as a whole by building and operating a **manufacturing, purchasing and logistics platform**

Details of medium-term business plan

PICK UP (14) Promotion ESG management



In order to contribute to the creation of a sustainable society, the Company will engage in management emphasizing ESG (Environment, Social, Governance), and will conduct business activities with the aim of achieving the targets set out in the SDGs adopted by the United Nations.



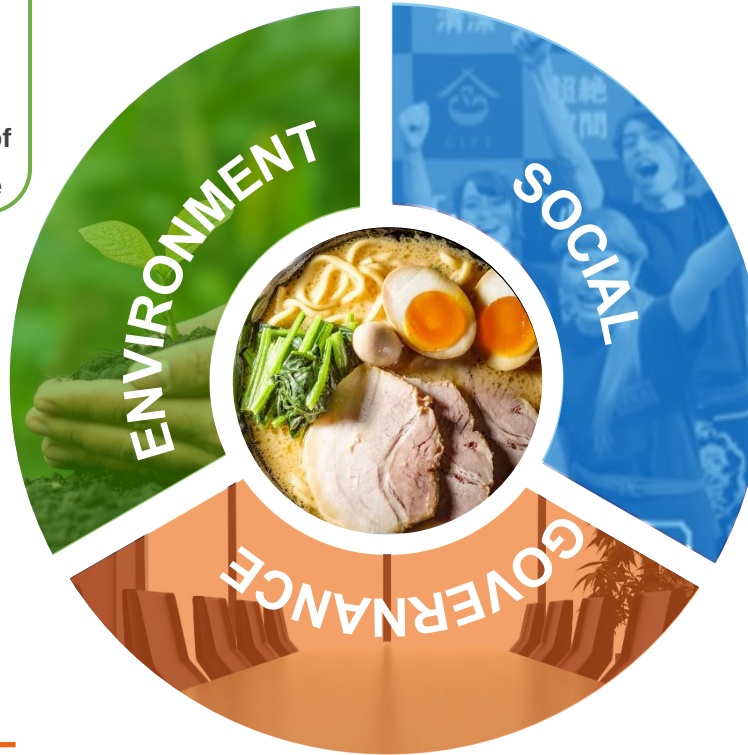
*1 April 2021 to March 2022
*2 Per hour of business hours

ENVIRONMENT

- Measures to address global warming
- Effective utilization of energy and resources
- Utilization of environmentally friendly products
- Waste and recycling

GOVERNANCE

- Strengthening of corporate governance
- Creation of risk management system
- Ensuring compliance
- Strengthening information security and protection of privacy
- IR activities (constructive dialogue with investors)
- Dynamic renewal of governance system



SOCIAL

- Planning and development of products with high added value
- Consumer peace of mind and safety
- Fair marketing and advertising
- Protection of personal information
- Compliance with fair trade and internal dissemination
- Supply chain management
- Personnel and welfare
- Promotion of employee health
- Promotion of work-life balance
- Business reform utilizing ICT, AI, RPA, etc.
- Promotion of respect for human rights and self-development of human rights
- Promotion of diversity and active participation by women
- Human resource development, hiring and retention
- Strengthening of coordination with local government policies and implementation of regional revitalization activities
- Company open to local communities
- Next-generation support

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