



GIFT HOLDINGS INC. Securities Code 9279

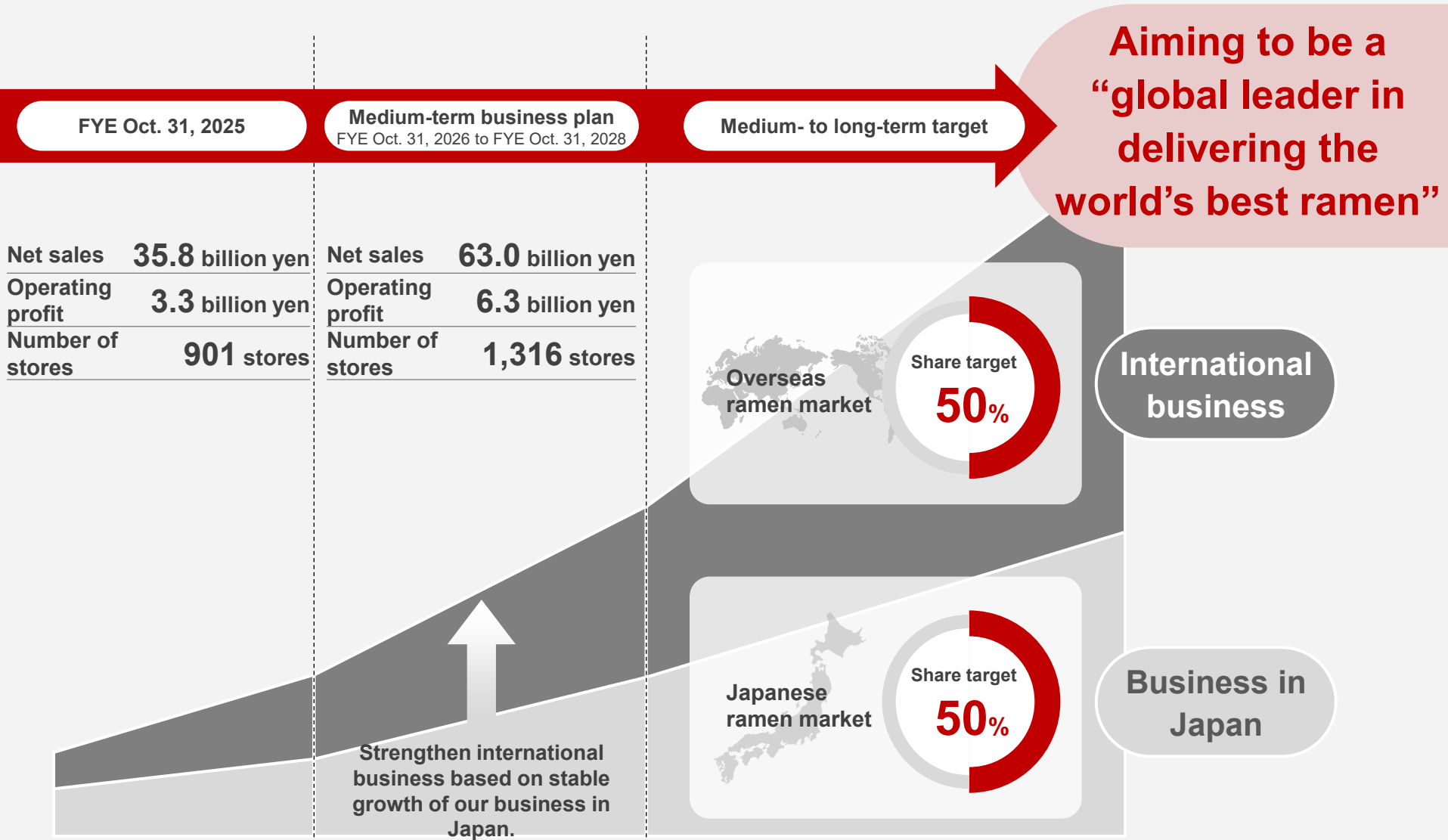
**Medium-term Business Plan
(FYE Oct. 31, 2026 to FYE Oct. 31, 2028)**



The opinions and forecasts contained in these materials are the judgments of GIFT HOLDINGS INC. (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.

— Medium- to Long-Term Target

- We will continue to aim to achieve a “50% share of the global ramen market” over the medium- to long-term, and be a global leader in delivering the world’s best ramen through organic growth in our domestic business and proactive expansion of our international business.



International Expansion

- Invest cash and expertise obtained from business in Japan into international business, and steadily advance international expansion.

Business in Japan



International business



Targets to be achieved in FYE October 31, 2028

Net sales **63.0**
billion yen

Operating profit **6.3**
billion yen



Business expansion and ruggedized structure



Promotion of digital transformation (DX)

- Continue aiming for a growth rate of at least 20% and operating profit margin of at least 10% based on organic growth in Japan

| | KPI | Targets |
|--------------------------------|----------------------------|---------------------|
| Growth | 1. Net sales growth | 20% or above |
| Profitability | 2. Operating profit margin | 10% or above |
| Gain on investments | 3. ROE (net profit) | 20% or above |
| Returns to shareholders | 4. Dividend payout ratio | 20% or above |

Medium-term Business Plan: Fiscal Year Ending October 31, 2026 to Fiscal Year Ending October 31, 2028



- Created a new three-year plan using the rolling method.
We will aim for an operating profit of 5.0 billion yen or more in 2027.

| | 2025 | 2026 | 2027 | 2028 |
|-------------------------|------------------------------|------------------------------|------------------------------|------------------------------|
| Net sales | 35.8 (billion yen) | 43.0 (billion yen) | 52.0 (billion yen) | 63.0 (billion yen) |
| Operating profit | 3.3 (billion yen) | 4.3 (billion yen) | 5.2 (billion yen) | 6.3 (billion yen) |

*For FYE October 31, 2027 and 2028, planned figures assume that existing store sales is 100% YoY.

| | | | | |
|--|-------------------|---------------------|---------------------|---------------------|
| Number of stores in Japan | 865 stores | 964 stores | 1,074 stores | 1,194 stores |
| Company-owned stores | 280 stores | 339 stores | 409 stores | 489 stores |
| Franchise and produced stores | 585 stores | 625 stores | 665 stores | 705 stores |
| Number of international stores | 36 stores | 55 stores | 82 stores | 122 stores |
| Company-owned and joint venture stores | 7 stores | 12 stores | 20 stores | 36 stores |
| Franchise and produced stores | 29 stores | 43 stores | 62 stores | 86 stores |
| Total number of stores | 901 stores | 1,019 stores | 1,156 stores | 1,316 stores |
| Company-owned and joint venture stores | 287 stores | 351 stores | 429 stores | 525 stores |
| Franchise and produced stores | 614 stores | 668 stores | 727 stores | 791 stores |

— Medium-term Business Plan



| Key themes | Overview of initiatives |
|--|---|
| Expand existing business | (1) Enhance quality at each store (2) Extend business hours (including trial introduction of 24-hour operations) NEW |
| Recruitment SELECTED | (3) Strengthen recruitment capability (4) Measures to improve attrition |
| Strengthen the ability to open stores | (5) Expand the store-opening potential of existing business formats through model-development openings. (6) Expand the store-opening potential by developing new business formats through M&As or in-house development. |
| International expansion | (7) Recruit and train international human resources (8) Establish an ingredient supply system |
| Strengthen manufacturing system | (9) Reduce manufacturing costs (10) Enhance manufacturing quality (11) Maintain stable supply systems |
| Strengthen purchasing and logistics systems SELECTED | (12) Optimize logistics costs (13) Improve distribution frequency and distribution quality (year-round next-day delivery) (14) Promote simplification and standardization through automated ordering (15) Improve quality and reduce costs of ingredients by scaling up purchasing |
| DX | (16) Construct management system utilizing AI NEW |
| Sustainability | (17) Promote sustainability management and enhance disclosure |

PICK UP

Recruitment

Initiatives to secure human resources

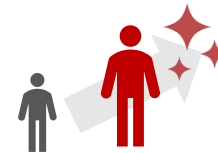
■ Strengthening recruitment capability

✓ Measure effect of relocating head office, promote transition from part-time cast employee to full-time employee, strengthen international sourcing



■ Measures to improve attrition

✓ Wage increases, improve in-store working environment, improve overtime system



■ Improvement of education system

✓ Establish education system for foreigners in particular



■ Reexamination of store operation system

✓ Examine number of employees per store



— Medium-term Business Plan

PICK UP

**Strengthening of purchasing
and logistics systems**

**To also improve distribution efficiency
accompanying store expansion**

Improvement of distribution frequency and distribution quality (year-round next-day delivery)



**Expand the
number of
stores**



**Increase purchasing
volume
Improve distribution
efficiency**



**Improve purchasing
conditions
Reduce distribution
costs**



**Improve distribution
quality at less cost**

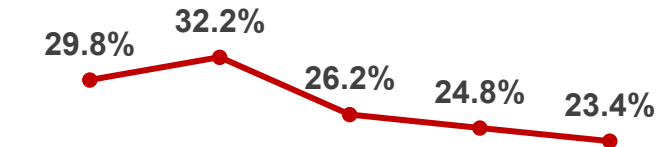
- **Improve cost performance**
- **Maintain and improve quality by increasing the distribution frequency**
- **Improve operation at stores with limited stocking space**

Management Initiatives That Consider the Capital Cost

- We have maintained a high level for ROE compared to assumed shareholders' equity cost, and will continue to strive to maintain ROE of 20% or higher.

The Company's ROE, ROIC and PBR trends

ROE (%)
PBR (x basis)



Assumed shareholders' equity cost
Approx. 6.0%



FYE Oct. 31, 2021 FYE Oct. 31, 2022 FYE Oct. 31, 2023 FYE Oct. 31, 2024 FYE Oct. 31, 2025

Shareholders' equity costs based on the Company's PBR and ROE

$$\frac{\text{ROE} - \text{Expected growth rate}}{\text{Capital cost} - \text{Expected growth rate}} = \text{PBR} \leftrightarrow \frac{\text{ROE} - \text{Expected growth rate}}{\text{PBR}} + \text{Expected growth rate} = \text{Capital cost}$$

| ROE | PBR | Expected growth rate | Capital cost |
|-------|-----------|----------------------|--------------|
| 23.4% | 7.3 times | 2 to 3% | 4.9% to 5.8% |

Shareholders' equity costs based on CAPM

$$\text{Risk free rate} + \text{Stocks } \beta \times (\text{Risk premium} - \text{Expected growth rate}) = \text{Capital cost}$$

| Risk free rate | Risk premium | Stocks β | Expected growth rate | Capital cost |
|----------------|--------------|----------------|----------------------|--------------|
| 1.66% | 5% | 0.61 | 2 to 3% | 3.0% to 3.6% |

Various assumptions

ROE

Use the average for FYE Oct. 31, 2025.

Expected growth rate

Assumes 2 to 3% by adding our company's growth rate to the long-term economic growth rate.

Risk free rate

Refer to the standard 10-year Japanese bond yield.

Stocks β

Sensitivity of our stocks and TOPIX volatility

— Management Initiatives That Consider the Capital Cost

- Create proper understanding of the business situation through appropriate information disclosure to investors and constructive dialogue, achieve improved corporate value by providing management with feedback from the dialogue contents, and aim to reduce the shareholders' equity cost.

Dialogue situation (annual)

*Results for FYE Oct. 31, 2025

Individual meetings for analysts
and institutional investors

311 times

Of which in Japan **235** times

Of which international **76** times

Results Briefing for analysts and
institutional investors

2 times, interim and year-end

Main responders

President & Representative Director

Director & Corporate Planning Office Manager



Feedback to Board of Directors about
dialogue contents

Reflect dialogue contents

Foreign language support

- Simultaneous disclosure in English and Japanese of the Results Briefing Materials
- Increased scope of disclosure in English text

Enhanced disclosure contents

- Newly establish sustainability website, provide a wealth of descriptive content
- Restructure company website
- Create documents for new investors

IR website

Other investor relations (IR) materials are available on our English IR website:

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



Machida Shoten

For details of our main brand “Machida Shoten”, please refer to the following website:

<https://us.machidashoten.com>



IR news distribution service

The IR news distribution service delivers IR information e-mails to those registered for the service.

https://www.magicalir.net/9279/mail/index_en.php



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