KOMEDA Holdings Co., Ltd.
Presentation Materials for the Medium-term Management Plan "CONNECT 2030"
April 8, 2026

* English version is available on our website at https://komeda-holdings.co.jp/english

Contents

Chapter 1: Review of the Previous Medium-term Management Plan and Overview of the New Medium-term Management Plan

Chapter 2: Business Environment and Priority Measures

Chapter 3: Capital Policy

Chapter 4: Sustainability Policy

Chapter 1: Review of the Previous Medium-term Management Plan (for the five years ended February 28, 2026) and Overview of the New Medium-term Management Plan (for the five years ending February 28, 2031)

株式会社コメダホールディングス

Achieved quantitative targets

◎: Exceeded target, ○: Met target, △: Did not meet target

Theme	Priority measures	Overview/Quantitative targets	Results	Overall assessment
Expanding KOMEDA's model	**Improving QSC**	Develop human resources to provide "an ideal space and service for KUTSUROGI"	Supported human resources training through **franchise manager meetings and certification programs**	○
	Increasing store openings	**1,200** stores (including **80** overseas)	**1,150** stores (including **83** overseas)	△
	Promotion of DX	Use social media and apps to enhance customer loyalty, improve operational efficiency, and realize labor savings	**Launched the official app and achieved 8.27 million downloads**	(○) ○
Co-Creating new values	**New business development**	Develop new services that leverage the KOMEDA brand and customer base	**Developed new types of stores,** such as Komeya no Taro and JELYCO DO	○
	M&A	Pursue alliances and acquisitions aimed at creating synergies with existing models	Acquired **Singapore-based POON** as a consolidated subsidiary	○
	Response to SDGs	Strengthen brand equity through KOMEDA-style sustainability activities	Number of community-based activities increased 28-fold (FY2020 17times→FY2025 488times)	○
Enhancing financial values	**Business growth**	EPS (CAGR): ≥**+13%**	**12.8%**	△
	Profitability	ROIC (Final fiscal year): ≥**11.5%**	**11.8%** (FY2025)	○
	Financial soundness	Equity ratio (Final fiscal year): ≥**40%**	**45.2%** (At the end of FY2025)	◎
	Shareholder returns	Total payout ratio: ≥**50%**	**50.9%** (Cumulative)	○

1. Group Mission Statement and Business Philosophy

株式会社コメダホールディングス

Guided by our Group mission, "*Provide Deeper KUTSUROGI*", we will continue to co-create *KUTSUROGI* with our customers, franchise partners, local communities, society and all stakeholders.

KOMEDA'S PYRAMID

MISSION STATEMENT

"Provide Deeper KUTSUROGI"

KOMEDA COMES TRUE. with YOU

MANAGEMENT PHILOSOPHY

We provide customers with an ideal space and service for KUTSUROGI through our love of coffee.

MANAGEMENT POLICIES

Customers First - Prosper Together - Keep Evolving

株式会社コメダホールディングス

CONNECT 2030

Connecting **People**, **Communities**, and the **World** through "KUTSUROGI"

We will connect people to people, to communities, and to the world, starting from our mission of "*Provide Deeper KUTSUROGI*," and expand its value.

Together with our customers, partners, and local communities, we bring *KUTSUROGI* to the world. To people all over the world.

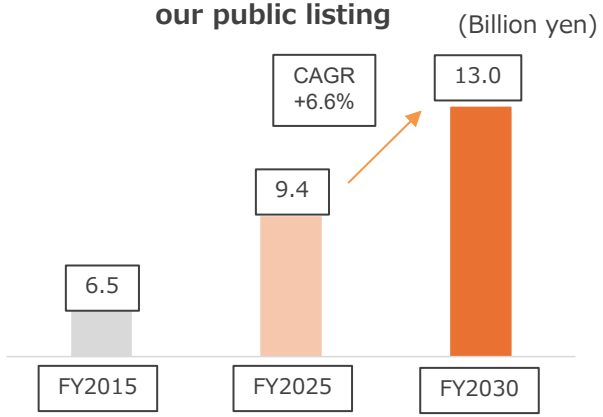
And then, we will circulate that value toward a sustainable society.

1. Highlights of the New Medium-term Management Plan "CONNECT 2030"

株式会社コメダホールディングス

Numerical values

Aiming for ¥13.0 billion in operating profit, twofold since the year before our public listing



KGI*

Operating profit

¥13.0 billion at final fiscal year

Including ¥1.0 billion overseas CAGR +6.6%

KPIs*

EPS growth rate

+7.0% CAGR

Profit growth + Proactive shareholder returns

ROE

13.0% or more

Pursuit of capital efficiency Reference: WACC 6.5% *At the end of FY2025

Total payout ratio

50.0% or more cumulative

Appropriate balance between growth and returns

Employee engagement score

Score: B or more at final fiscal year

***FY2025 results: Score : C+**

*KGI stands for "Key Goal Indicator" and refers to the metrics to be achieved during the term of this medium-term management plan.

*KPI is an abbreviation for "Key Performance Indicator," which refers to an indicator used to measure and evaluate business performance toward achieving goals in numerical terms.

Priority themes

Continuing to put customers first and pursue sustainable growth

- ✓ Pursue KOMEDA-style full service
- ✓ Promote store openings with a focus on profitability, including store locations and new business formats
- ✓ Ensure uncompromising safe and secure by strengthening in-house manufacturing capabilities and enhancing productivity

Co-creating new values for our customers

- ✓ Establish an organizational structure with over 50 stores through the strengthening of Okage-An new store openings
- ✓ Launch full-scale franchise expansion in overseas markets where we already operate and develop new markets, primarily in ASEAN
- ✓ Expand the "KOMEDA's Coffee" brand (IP) and acquire new customer base

Accelerating DX investments, and strengthening our financial foundation

- ✓ Improve productivity through the use of AI and the promotion of DX investments
- ✓ Enhance shareholder returns and improve capital efficiency by further promoting capital cost-focused management, and utilize generated cash flow for investments (Promote M&A strategies using financial leverage)

Chapter 2: Business Environment and Priority Measures

2. Business Environment During the New Medium-term Management Plan Period and Our Initiatives

株式会社コメダホールディングス

Leveraging the Group's strengths while seizing opportunities and driving our initiatives to changes in external environment surrounding our Group

	Changes in the external environment	Our initiatives
Risk factors	**[Challenges in a cost-inflationary environment]** - Rising raw material and procurement costs due to fluctuations in raw material markets and exchange rates - Rising store opening costs and changes in the store opening environment due to soaring material prices, rising rents, and intensified development competition - Rising labor costs and difficulties in hiring human resources due to labor shortages, etc.	- Futures reservation of raw materials, multi-supplier purchasing, cost reductions from store network expansion - Open stores with a focus on profitability by tailoring store formats to specific location characteristics and designing interiors rooted in local communities - Strengthen human resources development through KOMEDA Meisters training and franchise manager meetings, and labor efficiency through DX
Strengths and opportunities	**[Strengths and growth opportunities cultivated at KOMEDA's Coffee]** - Provision of safe and secure in-house products - High customer loyalty and the existence of KOMEDA fans - Room for growth in overseas markets - Opportunities for growth investments using available investment capacity	- Pursue delicious taste by strengthening in-house manufacturing capabilities - Expand licensing and e-Gift businesses by leveraging the KOMEDA's Coffee brand appeal - Accelerate overseas store openings by scaling up franchise development in existing markets and entring new markets, primarily in the ASEAN region - Promote and accelerate the above through M&A strategies

株式会社コメダホールディングス

Further accelerating the superiority of our business model through co-creating *KUTSUROGI* with stakeholders

- Comfortable spaces tailored to local communities
- KOMEDA-style full-service hospitality
- Contributing to the local community through store operations
- Existence of the KOMEDA fan community
- Expanding *KUTSUROGI* overseas

Capture customer loyalty through *KUTSUROGI*

- Maximizing sales across the entire franchise chain

Strong relationships of trust with franchisees

The source/cycle of the KOMEDA Group's competitive advantage

Strong revenue/financial foundation driven by sales expansion

- Strong relationship of “Prosper Together" with franchise owners
- Creating spaces of *KUTSUROGI* through division of roles between franchisees and the KOMEDA headquarters

Enhancing product development and support for franchisees

- Provision of safe and reliable in-house products
- Developing products tailored to the season and products loved by the local community
- Enhancing the support structure for franchisees

2. Priority Measures of the New Medium-term Management Plan "CONNECT 2030"

株式会社コメダホールディングス

Achieving a Group consolidated operating profit of ¥13.0 billion by further strengthening existing businesses and investing in growth in new areas

Theme	Priority measures	Overview/Quantitative target	Efforts to achieve this goal
Continuing to put customers first and pursue sustainable growth	**Strengthening of the KOMEDA brand through improved QSC and DX investments in stores**	Pursuing KOMEDA-style full service	Development of human resources, improvement of customer loyalty, and promotion of KOMEDA-style DX
	Promotion of a diverse range of stores rooted in the local community	Total number of stores in the Group: **1,400** (including **180** overseas)	Diversification of locations, creation of community-rooted stores, and Profit-focused store openings
	Enhancement of SCM functions	Pursuing efficiency through the optimization of manufacturing and procurement	Strengthening in-house manufacturing capabilities to further enhance safety and security Continuing efforts to streamline logistics and optimize procurement
Co-creating new values for our customers	**Accelerate the expansion of Okage-An**	Expanding number of stores to over **50**, primarily in metropolitan areas	Strengthening of Okage-An new store openings and full-scale franchise expansion
	Further expanding overseas business	A network of **180** overseas stores with a segment profit of ¥**1.0** billion	Strengthening of expansion in Asia, including entering new markets Strengthening our overseas business infrastructure
	Acquisition of new customers through brand utilization	Expanding revenue by utilizing "KOMEDA's Coffee" brand appeal	Generation of a new fan base utilizing the licensing business, e-Gifts, etc.
Accelerating DX investments, and strengthening our financial foundation	**AI utilization and aggressive investments in DX**	Enhancing productivity through business process reforms and data utilization	To develop and recruit DX talent, strengthen the data infrastructure, and drive data-driven strategies. Improving the working environment and shift to higher value-added activities through the automation of routine tasks
	Maintaining capital efficiency through the promotion of proactive capital measures	Maintaining ROE of **13%** or more and a total payout ratio of **50%** or more (Cummulative)	To achieve an optimal balance between shareholder returns and growth investments, optimizing the capital structure by leveraging debt financing and other measures
	M&A	Acquiring new types of stores, strengthen supply chains	Further strengthening M&A excution capabilities

2. Priority Measure: Strengthening of the KOMEDA Brand Through Improvement of QSC and DX Investments in Stores

株式会社コメダホールディングス

Pursuing KOMEDA-style full service

Development of human resources

Promote the acquisition and training of human resources supporting QSC

Specific initiatives

- Development of KOMEDA meisters
- Hold franchise manager meetings nationwide and develop in-store human resources
- Improve in-store human resource satisfaction by introducing KOMEDA's unique employee benefits

Improvement of customer loyalty

Expand the KOMEDA fan base (App member/KOMEDA fan community members)

Specific initiatives

- Acquisition of new customers through the development of limited seasonal and collaborative products
- Increase in the number of official app users driven by enhanced functionality
- Promote interaction on social media and on fan community sites

Promotion of KOMEDA-style DX

Maximize the customer experience and promote labor savings

Specific initiatives

- Promote an increase in the number of stores adopting mobile ordering
- Visualize operations and implement improvements
- Streamline store operations through the introduction of business infrastructure tools

By evolving KOMEDA-style full service, we will improve customer loyalty and promote KOMEDA-style DX to drive further growth at existing stores

2. Priority Measure: Promotion of a diverse range of stores rooted in the local community

株式会社コメダホールディングス

Total number of stores in the Group: 1,400 (including 180 overseas)

Diversification of locations

Focusing primarily on urban areas, we respond to a diverse range of location characteristics

Specific initiatives

- Responding to diverse location characteristics, primarily in urban areas, including inside commercial buildings, near train stations, and in shopping centers
- Explore new store formats

Creation of community-rooted stores

Create *KUTSUROGI* spaces with a commitment to community-rooted store designs

Specific initiatives

- We reflect the culture and history of the local community where we operate in our store designs, and create spaces of *KUTSUROGI* unique to the local community

Profit-focused store openings

Accelerating store expansion with a focus on profitability

Specific initiatives

- Carefully select development projects that ensure revenue for the Company and franchisees, and open stores
- We select store brands that match the market area

珈琲所 コメダ珈琲店

おかげ庵

おむすび 米屋の太郎

Through aggressive store openings, we will continue to expand the provision of an ideal space and service for *KUTSUROGI*

株式会社コメダホールディングス

Pursuing efficiency through the optimization of manufacturing and procurement

Strengthening in-house manufacturing capabilities to further enhance safety and security

+

Continuing efforts to streamline logistics and optimize procurement

Specific initiatives

[Stabilization of supply]
- Conduct training focused on production (safety, quality, and production planning)
- Maintain optimal inventory (raw materials) through inventory management automation
- Enhance in-house products and expand OEM

Specific initiatives

[Strengthening organizational structures to respond to business expansion]
- Strengthen procurement of ingredients from multiple suppliers to optimize procurement costs
- Continue sourcing food ingredients when expanding overseas
- Optimize the logistics network in conjunction with the increase in Okage-An store openings
- Improve delivery efficiency through early morning and late-night deliveries

Supply safe, secure, and cost-competitive food ingredients and materials

株式会社コメダホールディングス

Expanding the number of stores to over 50, primarily in metropolitan areas

Okage-An store opening policy

[New store openings]
Increase the number of store openings from 18 stores in FY2026 to **50** stores or more

[Increase in the number of owners]
Accelerate franchise expansion

[Coexist with KOMEDA's Coffee]
Potential for opening new stores in areas where KOMEDA's Coffee already operates

Okage-An's advantages (characteristics)

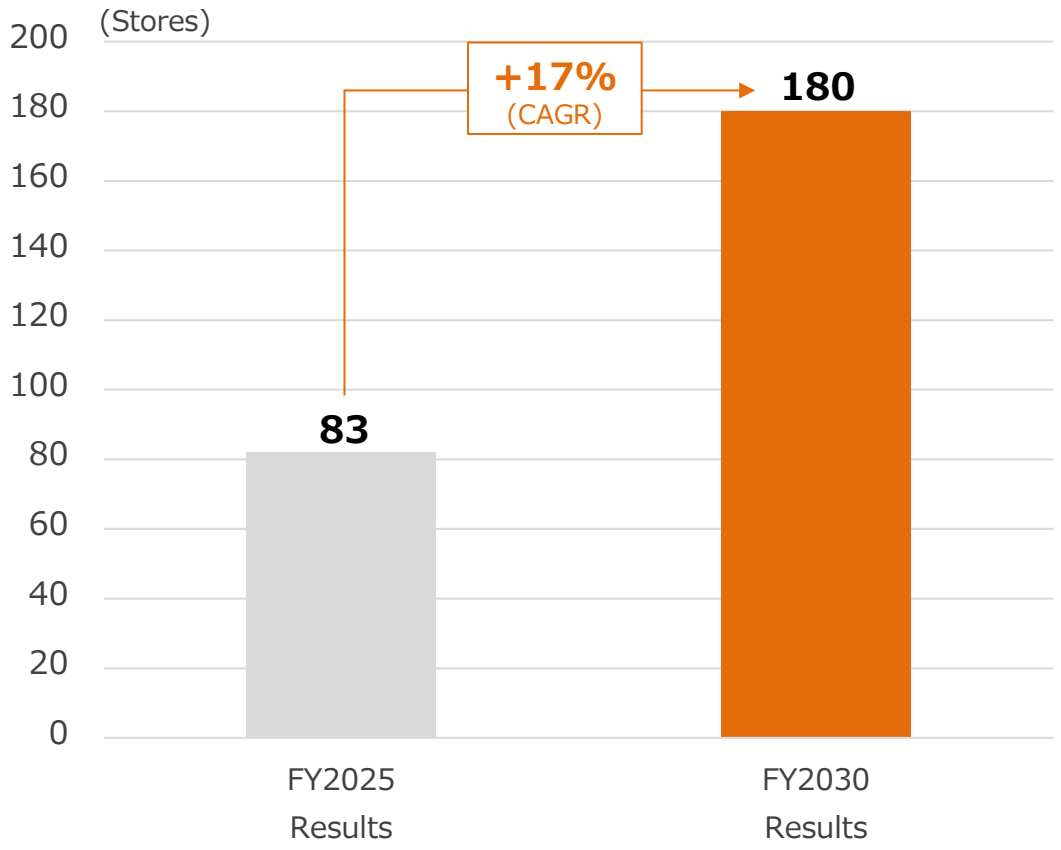
[External factors]
- Growing demand for matcha-based products
- Strong demand from tourists and inbound travelers

[Characteristics as a store type]
- Experience-based *Japanese-style kissaten*
- A large proportion of younger and female customers
- Adopted as a menu for overseas expansion (Indonesia)

株式会社コメダホールディングス

A network of 180 overseas stores with a segment profit of ¥1.0 billion

Overseas Business: Store expansion plan



Strengthening of expansion in Asia, including entering new markets

[Steady growth in markets where we already operate]
- Steadily expand stores, enhance KOMEDA brand appeal and maximize earnings
- Strengthen organizational structures in each country and enhance support from headquarters to underpin these efforts

[Synergy with Singapore-based POON]
- Utilizing the resources of Singapore-based POON, which joined the Group in March 2025, accelerate the opening of KOMEDA's Coffee in Singapore, the hub of ASEAN, and expansion into neighboring countries

[Expand into new markets]
- Select countries with high business potential and expand operations
- Establish store formats that fit local needs while leveraging KOMEDA's value

Strengthening our overseas business infrastructure

[Development of overseas human resources]
- Identify and develop human resources who will lead the expansion of overseas business
- Establish an organizational structure to support globalization

[Strengthen overseas governance]
- Strengthen internal controls supporting the expansion of overseas business

2. Priority Measure: Acquisition of New Customers Through Brand Utilization

株式会社コメダホールディングス

Expanding revenue by utilizing KOMEDA's Coffee brand appeal

Licensing business

Strengthen royalty income by leveraging the KOMEDA brand

- Further expand KOMEDA brand recognition by leveraging synergies
- Enable customers to enjoy KOMEDA products not only at our stores but also at convenience stores, and other locations

Acquisition of new customers

Drive revenue growth by leveraging the brand in the expanding e-Gift market

- Acquire KOMEDA fans beyond our store network
- Capture demand for seasonal gifts and small, casual gifting occasions

Leverage the KOMEDA brand to boost customer interest in visiting our stores

Chapter 3: Capital Policy

3. Cash Allocation

株式会社コメダホールディングス

■ Executing investments to support sustained growth (while maintaining a total payout ratio of 50% or more)

Cash inflow

Operating cash flow (5-year cumulative)
Approx. ¥50.0 billion

Financial leverage/Debt financing

Cash outflow

Source of investments/ shareholder returns
¥70.0 billion

Growth investments
¥50.0 billion

- Existing business investments
  ¥20.0 billion
- M&A/New businesses
  ¥30.0 billion

Shareholder returns (Dividends + Share buyback)
¥20.0 billion

Remarks

Investments in stores in Japan and overseas, investments in in-house manufacturing equipment, and investments for DX

Execution of carefully selected strategic investments, including M&A
***We are also considering the allocation of funds for additional returns**

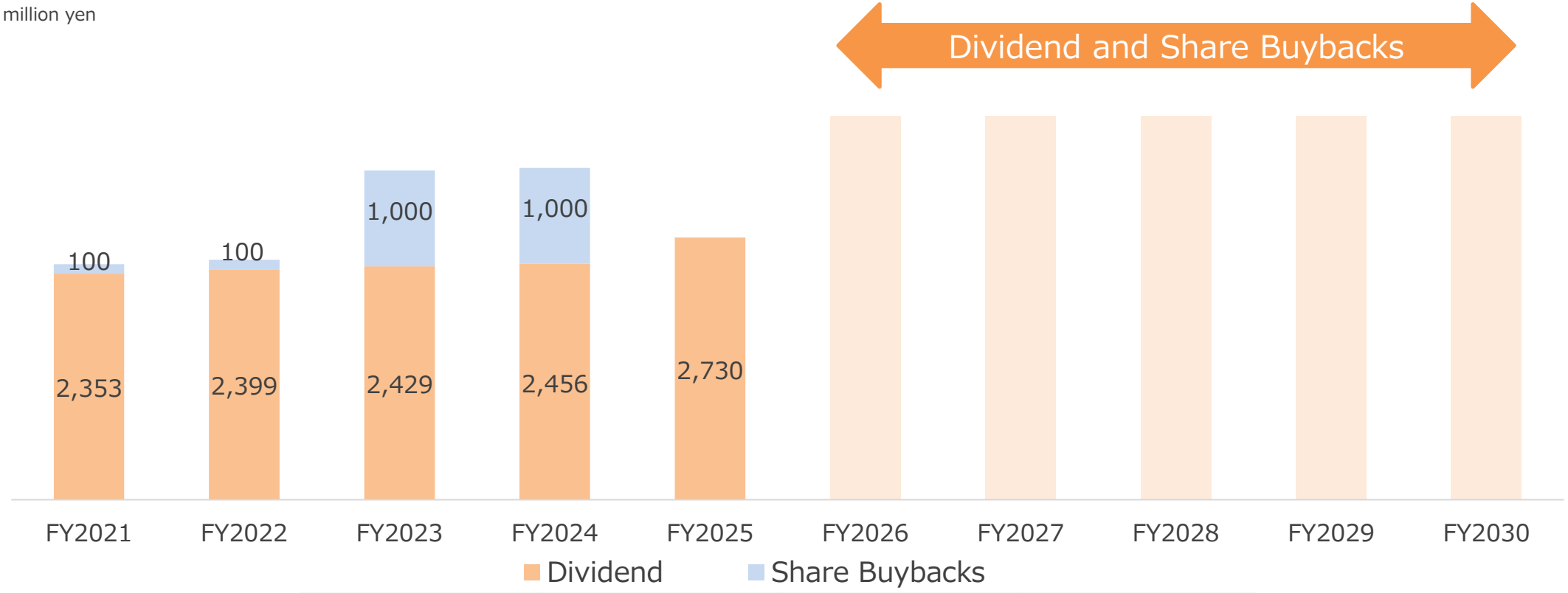
Cumulative period of the Medium-term Management Plan Implement a total payout ratio of 50% or more
***Consider the optimal capital structure, including potential additional fundraising**

3. Shareholder Returns

株式会社コメダホールディングス

- Shareholder returns policy:
  Returning profit to shareholders at a targeted total return ratio of 50% or more during the cumulative period of the medium-term business plan “CONNECT 2030” for the five years ending February 28, 2031, with comprehensive consideration of the demand for finance such as repayment of debt, investment for performance or business expansion, and simultaneously realizing appropriate capital allocation from a medium- to long-term perspective, in order to achieve more flexible and stable shareholders returns.

Unit: million yen



Chapter 4: Sustainability Policy

4. Review of Priority Measures (Coffee Sustainability)

株式会社コメダホールディングス

■ Through sustainable sourcing and the reuse of coffee grounds after brewing, we aim to achieve a sustainable society

	2018-2019	2020-2021	2022-2023	2024-
Production region support/ Procurement	**Project launch** Begin procuring coffee beans via Olam*1 Supporting farmers and protecting the environment	**Visualization through products** Launch of Sophia Premium Coffee Sharing the story of our support for Brazilian women farmers with our customers	**Full-scale project launch** Full-scale launch of a program to support female coffee producers Improving yield and quality through agricultural guidance **Program participants 26 persons in total** 	**Enhancement and evolution** President inspects Brazil coffee plantation Verify human rights and environmental standards **Supplier-certified beans 75%**
Sustainability/ Resource recycling	Systematically promoting the reuse of coffee grounds after brewing 	Start of development of products containing coffee grounds Develop over 20 items, such as incense and apparel	Start of community awareness activities on the reuse of coffee grounds Conduct reuse workshops through outreach classes	Achieving local circulation Donating jute bags to zoos **Reuse of coffee grounds from factories 97.2%**

*1 Olam: A leading global food and agricultural trading company. An advanced company that places sustainability at the core of its business.

4. Sustainability Policy

■ New Materiality

To sustain *KUTSUROGI* for the next 100 years, we will advance sustainability management based on materiality.

Co-Creating *KUTSUROGI*

- **Ensuring safety and security in our products and services**
- **Enhancing customer experience**
- **Coexistence with local communities**

Back-ground	Safety and experience-oriented customers Heightened expectations for local revitalization
Risks	Decline in trust and weakening of community relationships due to quality incidents, degraded customer experiences, and stock shortages
Oppor-tunities	Expansion of recommendations and repeat patronage through strengthening quality foundations, experience design, and regional collaboration

Empowering the people for *KUTSUROGI*

- **Ensuring safe and comfortable workplaces**
- **Empowering diverse talent to grow and succeed**
- **Respecting human rights**

Back-ground	The demand for human resource strategies due to labor shortages and the increasing importance of health and human resources training
Risks	Decline in operational rates and disruptions in operational quality due to turnover, deterioration in health, and psychological distress
Oppor-tunities	Improvement of productivity as well as strengthening retention and hiring capabilities through health support, business process design, and the use of DX

Preserving environments for *KUTSUROGI*

- **Conservation of the natural environment**
- **Addressing climate change**

Back-ground	The progression of climate change, resource constraints, and regulatory tightening, along with the resulting cost pressures and changes in supply structures
Risks	Increase in costs and business instability due to rising costs, regulatory burdens, and supply chain vulnerabilities
Oppor-tunities	Improvement of energy intensity and strengthening resilience through improved energy conservation, renewable energy, and resource efficiency

+ The foundation for organizational management that serves as the premise of the above initiatives:

- **Pursuit of optimal corporate governance**
- **Establishment of risk management**
- **Upholding corporate ethics and preventing corruption**
- **Improvement of information disclosure and transparency**

Paid leave utilization rate

4. Sustainability Policy

株式会社コメダホールディングス

■ New Materiality and Indicators/Targets

Theme	Materiality	Commitment	Indicators	Scope	February 2026	February 2031 target
Co-Creating *KUTUROGI*	**Ensuring safety and security in our products and services**	We will pursue safety and security in all our products and services, and build strong relationships of trust with customers.	Passing rate for audits of private-label production facilities for new products	KOMEDA Co., Ltd. & Ryukyu KOMEDA Co., Ltd.	**100%**	**100%**
	Enhancing customer experience	We will respond to the diversifying needs of society and provide added value to our customers.	Number of stores with "KOMEDA Meisters"*1 on location	KOMEDA Co., Ltd. & Ryukyu KOMEDA Co., Ltd. (including franchises)	**618** stores	**980** stores
			Number of stores participating in the contest	KOMEDA Co., Ltd. & Ryukyu KOMEDA Co., Ltd. (including franchises)	**912** stores	**1,100** stores
	Coexistence with local communities	We will expand our network of stores that contribute to regional revitalization in Japan and overseas.	Number of stores	Group-wide (including franchises)	**1,150** stores	**1,400** stores
			Number of children participating in outreach classes	Group-wide	A total of **2,500** people	A total of **3,500** people
Empowering the people for *KUTSUROGI*	**Ensuring safe and comfortable workplaces**	We will create workplace environments that support a healthy and diverse range of work styles and establish a corporate culture that fosters them.	Paid leave utilization rate	Group-wide	**63.3%**	**70.0%**
			Male childcare leave utilization rate	Group-wide	**93.3%**	**100%**
	Empowering diverse talent to grow and succeed	We will promote diversity in management and develop human resources who will lead the next generation.	Improvement of Employee Engagement*2	KOMEDA Co., Ltd. & Ryukyu KOMEDA Co., Ltd.	**Score:C+**	**Score:B**
			Female manager ratio	Group-wide	**24.9%**	**30.0%**
	Respecting human rights	We will promote human rights initiatives throughout the entire supply chain.	Audit pass rate for coffee bean procurement	KOMEDA Co., Ltd. & Ryukyu KOMEDA Co., Ltd.	**100%**	**100%**
Preserving environments for *KUTSUROGI*	**Conservation of the natural environment**	We will strive to reduce our environmental impact by promoting resource recycling and conserving water resources and biodiversity.	Reuse rate of coffee grounds from factories	KOMEDA Co., Ltd. & Ryukyu KOMEDA Co., Ltd.	**97.2%**	**100%**
			"KOMEDA no Mori" *3 development area	–	**12** ha	**28** ha
	Addressing climate change	We will promote climate change mitigation and adaptation across the entire supply chain.	Reduction in CO_2 emissions (Scopes 1, 2, and 3) (compared to FY2015)	Group-wide	**75.8%** increase	**50%** reduction

*1 KOMEDA Meister: An individual who has completed KOMEDA's proprietary training program and passed the certification exam
*2 Comparison with overall score of employee engagement survey of food & beverage industry benchmarks
*3 KOMEDA no Mori: A forest in Komono Town, Mie Prefecture, where KOMEDA conducts conservation activities to preserve the warmth of the trees

Cautionary Statement with Respect to Future Forecasts

株式会社コメダホールディングス

This document is presented for the sole purpose of providing information to shareholders and investors and is not intended to solicit sales or purchases.

Forward-looking statements in this document are based on targets and forecasts and do not constitute promises or guarantees. Please be aware that actual results may differ materially from those anticipated in our future performance.

Statements regarding the industry and other matters are also prepared based on various types of data that we believe to be reliable, but we do not guarantee their accuracy or completeness.

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