

The logo for ARCLANDS, featuring the word "ARCLANDS" in a bold, white, sans-serif font. The letters are closely spaced and have a modern, clean appearance.

**ARCLANDS CORPORATION**

TSE Prime [Securities Code: 9842] January 6, 2026

**First Nine Months of FY2025**

# **Financial Results Presentation Materials**

## Consolidated net sales increased by 18.3 billion yen and ordinary profit decreased by 4.3 billion yen

**Consolidated net sales: 256.1 billion yen**  
**Compared with previous fiscal year: 107.7%.**

### Net sales

#### Housing-related

- Opened two Lopia (franchise) food supermarket stores in addition to two new large home centers
- Contribution from acquisition of FRESHHOUSE as a subsidiary in the previous fiscal year and acquisition of Pets First Holdings as a subsidiary in June 2025

#### Food Service business

- Existing stores of mainstay Katsuya and Karayama performed well, and the number of stores increased by 9 on a net basis
- Fair menus and campaigns, including a 200-yen discount campaign, were successful.

**Consolidated ordinary profit: 11.4 billion yen**  
**Compared with previous fiscal year: 72.6%.**

### Ordinary profit

#### Housing-related

- Gross profit margin increased by 1.3% year on year, mainly due to the acquisition of Pets First as a subsidiary.
- However, ordinary profit decreased by 33.6% due to an increase in SG&A expenses, including new store opening costs, and the absence of gain on sale of investment securities that was posted in the previous year.

#### Food Service business

- Gross profit margin declined 2.6% year on year due to the higher cost of sales that resulted from soaring rice prices.
- Ordinary profit declined 11.6% due to higher SG&A expenses, including labor costs, utilities expenses, and logistics costs.

\* Housing-related business segments include retail, wholesale and real estate businesses.

# Consolidated Statements of Income



(Units: million yen, %)

	First Nine Months of FY2025			
	Consolidated results	Sales ratio	YoY change	
			Difference	%
Net sales	256,166	100.0	18,353	107.7
Gross profit	97,541	38.1 (YoY: +0.7)	8,604	109.7
Operating revenue	12,030	4.7	898	108.1
Operating gross profit	109,571	42.8	9,502	109.5
Selling, general and administrative expenses	97,974	38.2	10,607	112.1
Operating profit	11,597	4.5	-1,105	91.3
Ordinary profit	11,403	4.5	-4,310	72.6
Profit attributable to owners of parent	7,071	2.8	-2,672	72.6

# Statement of Income (Housing-related and Food Service)



(Units: million yen, %)

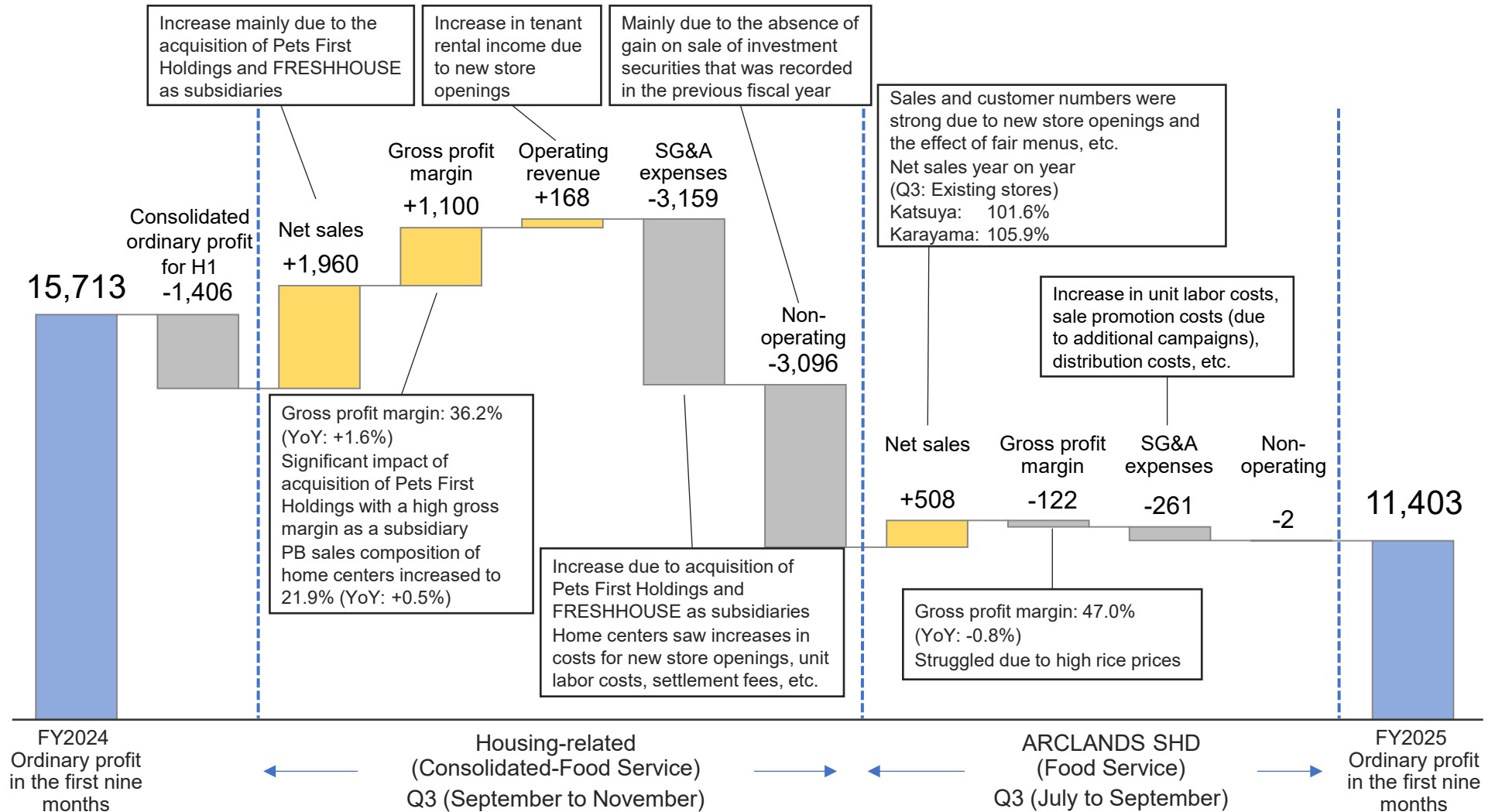
	First nine months of FY2025					
	ARCLANDS* (Housing-related: Consolidated - Food Service)			ARCLANDS SHD (Food Service)		
	Results	Sales ratio	%	Results	Sales ratio	%
Net sales	211,365	100.0	107.3	44,800	100.0	111.0
Gross profit	76,549	36.2 (YoY: +1.3)	111.3	20,992	46.9 (YoY: -2.6)	104.2
Operating revenue	12,030	5.7	108.1	-	-	-
Operating gross profit	88,579	41.9	110.8	20,992	46.9	104.2
Selling, general and administrative expenses	80,727	38.2	113.0	17,247	38.5	108.5
Operating profit	7,852	3.7	92.9	3,744	8.4	88.1
Ordinary profit	7,500	3.5	66.4	3,902	8.7	88.4
Profit attributable to owners of parent	4,604	2.2	66.1	2,466	5.5	88.8

\*: ARCLANDS (Housing-related) includes the retail, wholesale and real estate business segments.

# Year-on-Year Change in Ordinary Profit

(Unit: million yen)

## Year-on-year changes



# Operating Revenue (Net Sales + Operating Revenue) and Operating Profit by Segment



(Units: million yen, %)

	Total for the first nine months of FY2024		Total for the first nine months of FY2025		%	
	Operating revenue	Operating profit	Operating revenue	Operating profit	Operating revenue	Operating profit
Retail business	193,703	5,025	208,562	4,446	107.7	88.5
Wholesale business	3,429	496	3,042	388	88.7	78.3
Food Service business	40,754	4,339	44,815	3,917	110.0	90.3
Real estate business	10,301	2,572	10,937	2,656	106.2	103.3
Other* <sup>1</sup>	756	50	839	82	111.0	163.3
Consolidated	248,945	12,702	268,196	11,597	107.7	91.3

\*1 Other: Fitness business

\*2 Details regarding consolidated eliminations are omitted.

# Retail Business Sales by Product



(Units: million yen, %)

	First Nine Months of FY2025								
	Consolidated			MUSASHI, etc.*1			VIVA HOME etc.*1		
	Net sales	%	Composition ratio	Net sales	%	Composition ratio	Net sales	%	Composition ratio
Home center sector total	197,913	106.3	100.0	46,348	103.4	100.0	127,594	98.8	100.0
Construction-related materials and supplies and DIY-related products	63,573	99.1	32.1	15,456	104.0	33.4	48,116	97.6	37.7
Renovation services	16,221	133.6	8.2	-	-	-	-	-	-
Household goods	54,765	100.3	27.7	13,184	103.2	28.5	41,581	99.4	32.6
Car and leisure goods	19,334	103.7	9.8	6,115	105.8	13.2	13,218	102.8	10.4
Gardening supplies	17,782	98.8	9.0	6,222	101.0	13.4	11,560	97.6	9.0
Pets	25,620	142.2	12.9	5,255	102.5	11.3	12,616	97.9	9.9
Other*2	615	105.9	0.3	114	101.1	0.2	501	107.0	0.4
Other retail sectors*3	9,740	141.0		8,114	151.9		1,242	104.5	

\*1 MUSASHI, etc.: Total of stores, etc. of the former ARCLAND Sakamoto Co., Ltd., VIVA HOME, etc.: Total of stores, etc. of the former VIVA HOME Co., Ltd.

\*2 Other: DOUTOR (franchise), franchise royalties, etc.

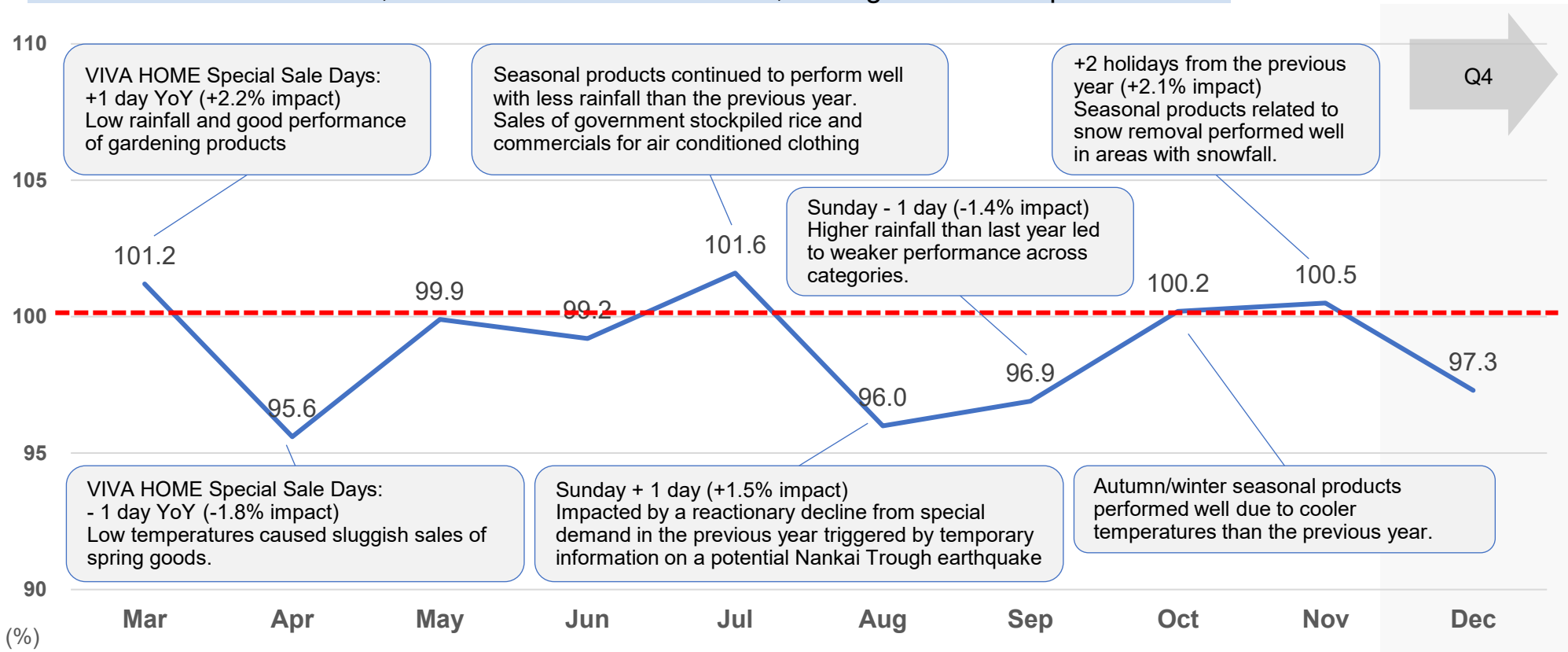
\*3 Other retail sectors: Food business (supermarkets), arts and crafts specialty stores, internet businesses, overseas stores

# [Housing-related] Retail Business: Year-on-Year Change in Net Sales at Existing Stores

**Sales were affected by rainfall in September but recovered in October and November due to strong sales of seasonal products.**

## ■ Year-on-year change in net sales at existing stores

Q3 YTD - Net sales: 99.1%, Number of customers: 95.9%, Average customer spend: 103.3%

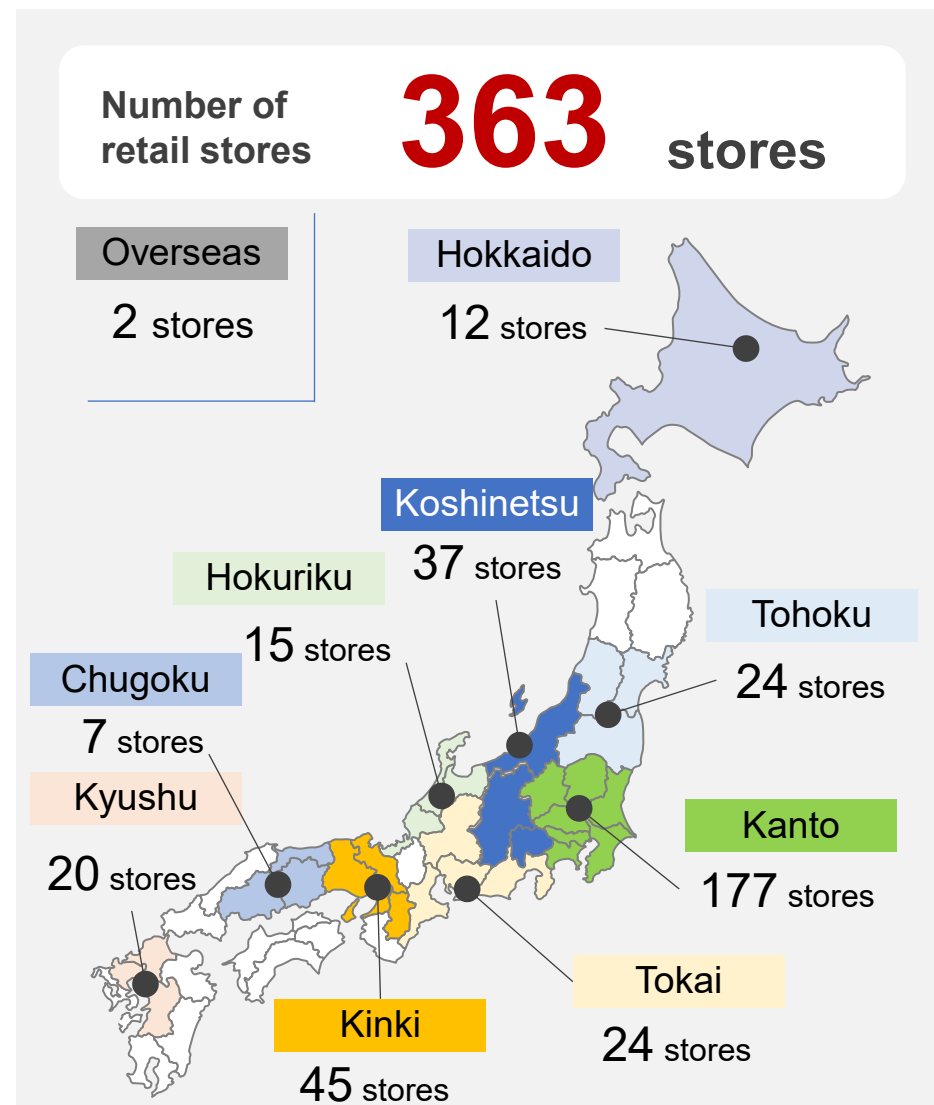


\* Includes specialty stores such as ARC OASIS, NICO PET, MUSASHI PRO, VIVA HOME PRO, and food business (supermarkets) in addition to home centers.

# [Housing-related] Number of Retail Stores

	End of FY2024	Change	End of Q3 FY2025
Home centers	139	+3	142
MUSASHI	39	+2	41
VIVA HOME	100	+1	101
Pro Shop	5	+1	6
Pets*	16	+89	105
Renovation	78	+2	80
Other	27	+3	30
<b>Total</b>	<b>265</b>	<b>+98</b>	<b>363</b>

\* Pets: Increase of 86 stores due to acquisition of Pets First as a subsidiary



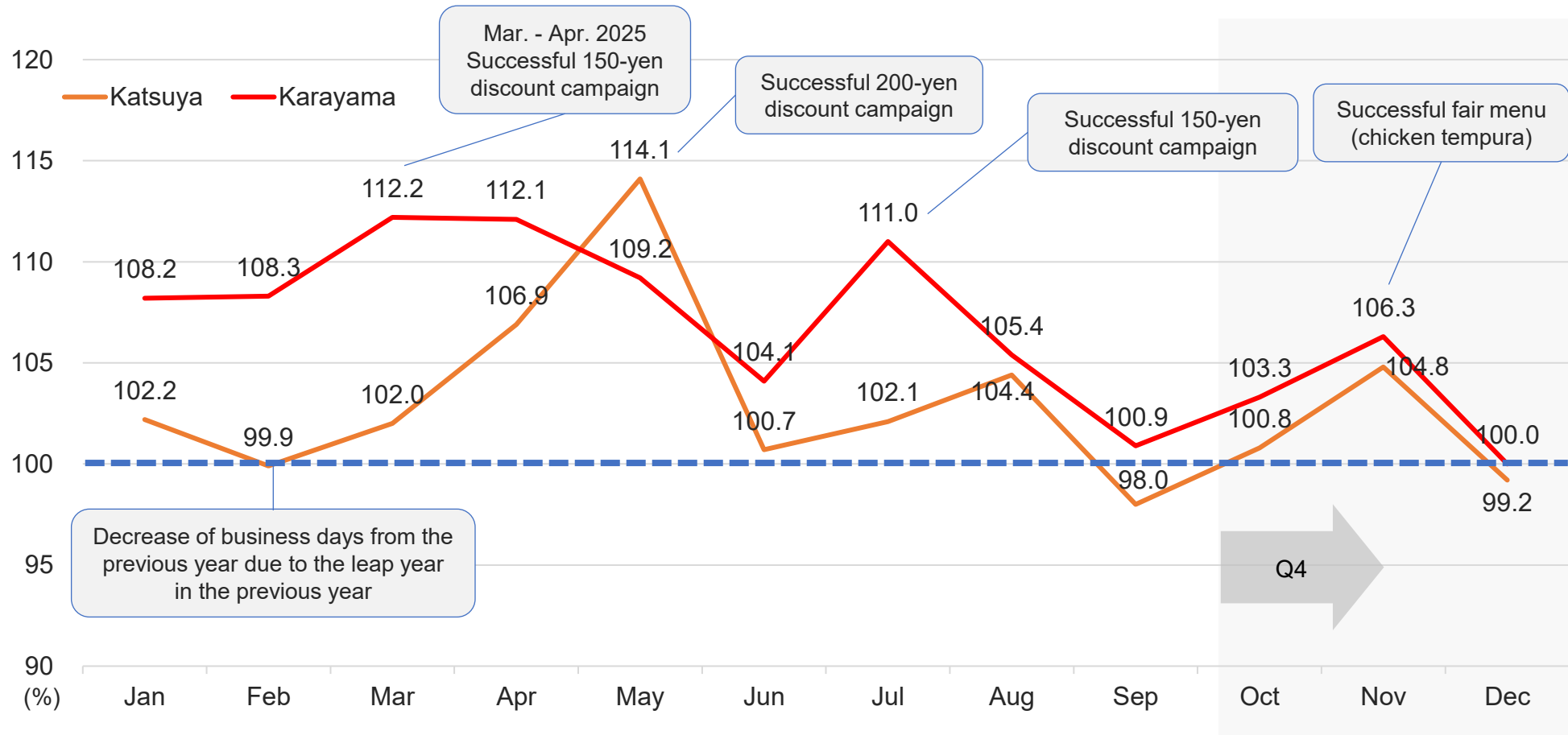
# Food Service Business

\* Consolidated figures for the first nine months are for the period from January to September.

## Maintained sales growth due to steady customer numbers and higher unit prices thanks to the effects of fairs and campaigns

### Year-on-year change in net sales at existing stores

Katsuya Q3 YTD Net sales: 103.3% Number of customers: 99.1% Average customer spend: 104.3%



# Number of Restaurants

Unit: stores

		End of FY2024 (December 31, 2024)	Opened	Closed	Change	End of Q3 FY2025 (September 30, 2025)
Katsuya	Japan	491	11	0	+11	502
	Overseas	71	4	6	-2	69
Katsuya Total		562	15	6	+9	571
Karayama	Japan	121	4	1	+3	124
	Overseas	11	1	1	±0	11
Yukari	Japan	34	1	3	-2	32
Karayama and Yukari Total		166	6	5	+1	167
Other Total		61	3	4	-1	60
All stores Total		789	24	15	+9	798

# Consolidated Balance Sheet

Unit: million yen	End of FY2024	First nine months of FY2025	Change
Current assets	87,237	99,743	12,505
Cash and deposits	18,053	19,351	1,298
Notes and accounts receivable - trade	10,912	15,375	4,463
Merchandise and finished goods	52,741	58,172	5,431
Non-current assets	247,407	247,887	479
Property, plant and equipment	185,189	178,106	-7,083
Intangible assets	30,821	35,471	4,650
Investments and other assets	31,396	34,309	2,912
<b>Total assets</b>	<b>334,645</b>	<b>347,630</b>	<b>12,984</b>
Current liabilities	120,491	125,013	4,522
Accounts payable and electronically recorded obligations - operating	42,504	49,628	7,123
Short-term borrowings	28,800	38,444	9,644
Current portion of long-term borrowings	26,004	9,996	-16,008
Non-current liabilities	92,686	95,398	2,711
Long-term borrowings	42,014	47,027	5,013
Lease liabilities	22,980	22,526	-454
<b>Total liabilities</b>	<b>213,178</b>	<b>220,411</b>	<b>7,233</b>
<b>Total net assets</b>	<b>121,467</b>	<b>127,218</b>	<b>5,751</b>
<b>Total liabilities and net assets</b>	<b>334,645</b>	<b>347,630</b>	<b>12,984</b>

## Impact of consolidation of Pets First Holdings

Total assets: + approx. 11.0 billion yen  
 Liabilities: + approx. 10.2 billion yen  
 Net assets: + approx. 800 million yen

## Decrease in property, plant and equipment

Decrease in land: 17,724 (million yen)  
 Mainly from the sale of land with leasehold interest of existing stores

## Increase in intangible assets

Increase in goodwill: 4,605 (million yen)  
 Mainly from the acquisition of Pets First Holdings

## Increase/decrease in interest-bearing debt

	First nine months of FY2025	Change
Borrowing	95,467	-1,350
Leases and bonds payable	24,318	-470
<b>Total interest-bearing debt</b>	<b>119,786</b>	<b>-1,820</b>

Equity ratio: 36.4% (+0.3% from the end of the previous fiscal year)

# Revisions to Full-Year Financial Results Forecasts

## Revisions to consolidated financial results forecasts for the fiscal year ending February 28, 2026 (March 1, 2025 to February 28, 2026)

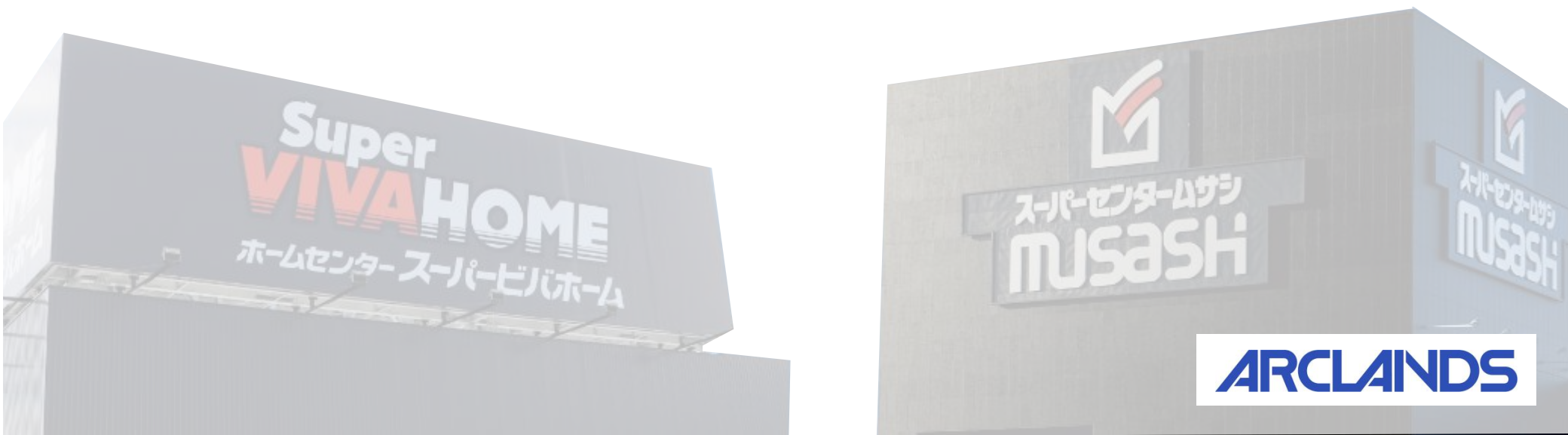
Unit: million yen	Previous forecast	Revised forecast	Revised forecast breakdown		Change	Compared with the previous forecast	(Reference) Results for the previous fiscal year
			Housing-related	Food Service business			
Net sales	335,000	342,500	281,500	61,000	7,500	102.2	315,727
Operating profit	19,300	14,500	9,100	5,400	-4,800	75.1	16,231
Ordinary profit	19,000	14,000	8,500	5,500	-5,000	73.7	19,169
Profit attributable to owners of parent	11,600	8,000	4,900	3,100	-3,600	69.0	10,126

## Reasons for the revisions

<b>Net sales</b>	Housing-related	<ul style="list-style-type: none"> <li>● Front-loaded consolidation of Pets First Holdings</li> <li>● Net sales exceeded the initial forecast following new store openings of Lopia (franchise) food supermarket</li> </ul>
	Food Service business	<ul style="list-style-type: none"> <li>● Net sales were strong, due in part to a 200-yen discount campaign in addition to new store openings.</li> </ul>
<b>Profit front</b>	Housing-related	<ul style="list-style-type: none"> <li>● Failure to absorb increases in various costs, including labor costs, utilities expenses, and rents, in addition to the costs of opening two new home centers</li> </ul>
	Food Service business	<ul style="list-style-type: none"> <li>● The cost of sales ratio was higher than expected due to higher rice prices.</li> </ul>

# Housing-related News

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# Medium-Term Management Plan Progress

Actions	Medium-Term Management Plan			Initiatives in Q1 to Q3 2025
	FY2025	FY2026	FY2027	
Best One Product Strategy	Standardization of basic product range			<ul style="list-style-type: none"> <li>Finalized VIVA MUSASHI's standard product range</li> <li>Started to introduce standardized shelf allocations to some stores.</li> </ul>
		Addition of new category		<ul style="list-style-type: none"> <li>Began redistribution of personnel to priority specialty businesses and review of headquarters operations</li> </ul>
Low-cost structuring	Curbing labor cost ratio by reviewing operations			<ul style="list-style-type: none"> <li>Implemented a review of warehousing service outsourcing fees</li> <li>Expanded mixed-load transportation of PB products by utilizing overseas sites</li> </ul>
	Improve logistics costs			
Deepening of specialty stores and development of new specialty store business	Expansion of pet, renovation, and professional specialty shops			<ul style="list-style-type: none"> <li>Acquisition of Pets First as a wholly owned subsidiary</li> <li>NICO PET, ARCHOME, Lopia (franchise) store openings</li> <li>Launch of new pro store brand ARC MASTER</li> </ul>
Expansion of loyal customers (1) Strengthen sales channels and products (2) New customer experience through the use of digital technology	Value enhancement of PB unified brand			<ul style="list-style-type: none"> <li>Expansion of WIZ'A brand 3QPB sales composition ratio: +0.5% YoY</li> </ul>
	Improvement of online purchasing experience			
	Strengthening 1to1 sales promotion			<ul style="list-style-type: none"> <li>Completed expansion of EC center</li> </ul>
	New membership system			<ul style="list-style-type: none"> <li>Announced the launch of ACPO, an integrated membership system.</li> </ul>
New opening	Two large home centers	Conversion of existing sales areas into specialty stores		<ul style="list-style-type: none"> <li>Opened SUPER VIVA HOME Ibaraki Megaki store and HOME CENTER MUSASHI Suzaka store.</li> </ul>
Promotion of ARC Happiness Project	Continuation of aggressive personnel recruitment and reform of personnel and education systems			<ul style="list-style-type: none"> <li>Strengthening internal training programs</li> </ul>

## Opened 2 large home centers and 2 Lopia stores this fiscal year

Time	Store name	Business category	Co-located store (Directly operated)	Area	Sales floor space
Q1	HOME CENTER MUSASHI Shibata store	Home centers	-	Shibata City, Niigata Prefecture	1,600 tsubo (5,289 m <sup>2</sup> )
	ARC Home Fukuoka Higashi store	Renovation	FRESH HOUSE	Kasuya County, Fukuoka Prefecture	108 tsubo (357 m <sup>2</sup> )
	ARC MASTER Nagareyama store	Pro Shop	-	Nagareyama City, Chiba Prefecture	1,620 tsubo (5,355 m <sup>2</sup> )
	SUPER VIVA HOME Ibaraki Megaki store	Home centers	NICO PETARC Home	Ibaraki City, Osaka Prefecture	4,980 tsubo (16,462 m <sup>2</sup> )
	Lopia Musashi Niigata store (franchise)	Food supermarket	-	Niigata City, Niigata Prefecture	1,190 tsubo (3,933 m <sup>2</sup> )
Q2	NICO PET Higashi Osaka store	Pets	-	Higashiosaka City, Osaka Prefecture	415 tsubo (1,371 m <sup>2</sup> )
	HOME CENTER MUSASHI Suzaka store	Home centers	NICO PETARC Home	Suzaka City, Nagano Prefecture	4,680 tsubo (15,471 m <sup>2</sup> )
Q3	Lopia Marudai Niigata store (franchise)	Food supermarket	-	Niigata City, Niigata Prefecture	592 tsubo (1,957 m <sup>2</sup> )



Opened in May  
**SUPER VIVA HOME**  
Ibaraki Megaki store



Opened in August  
**HOME CENTER**  
**MUSASHI** Suzaka store



Opened in May  
**Lopia Musashi**  
Niigata store



Opened in September  
**Lopia Marudai**  
Niigata store

## Improved customer attraction and profitability of home centers by co-locating specialty stores

### Pet business: NICO PET and P's-first

#### ■ NICO PET store openings



Opened two new stores and converted one existing pet sales floor to NICO PET, offering high value-added products with a focus on premium foods

#### ■ P's first store openings



Conversion of the existing pet sales section of home centers to P's-first operation  
Providing a thorough health care system and after-sales support

#### ▶ Co-location of seven P's-first stores this fiscal year

### Food business: Lopia

#### ■ Franchised store openings



Opened Lopia Musashi Niigata store, the first Lopia store operated by the Company, in the Open Super Center MUSASHI Niigata store (Niigata City)

#### ■ Tenant store openings

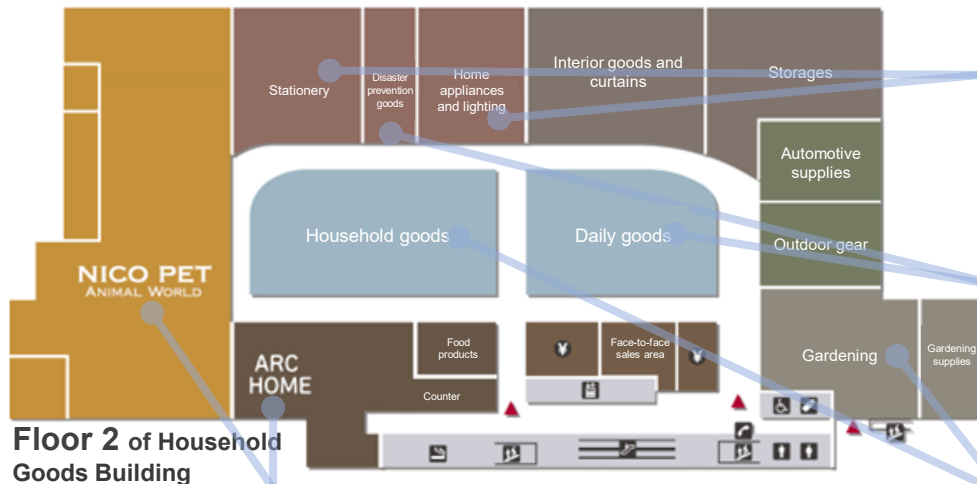


Tenant openings in 3 home centers this fiscal year

- SUPER VIVA HOME Suita Senrioka store (Osaka Prefecture)
- SUPER VIVA HOME Kiyota Hitsujigaoka Dori store (Hokkaido)
- Arc Square Ibaraki Megaki (Osaka, Japan)

#### ▶ As of November 2025, a total of 10 stores have Lopia in them.

## Renovation into a state-of-the-art experimental store for launching new ideas and plans from ARCLANDS



Floor 2 of Household Goods Building

### Creation of synergies through cooperation among Group companies



Collaborative store of NICO PET and P's-first and one of ARC Home and FRESH HOUSE

### Proposing lifestyles instead of just indicating specs



Sales floors where you can actually touch, try, and feel various products, from stationery to sofas

### Proposals tailored to local characteristics and needs



Areas where a full range of products, which are tailored to needs, are proposed, including daily necessities for people rearing children and disaster prevention goods for emergency

### Lineups of more specialized products



A large selection of specialized products, including knives and hardware made in Tsubame-Sanjo and rare ornamental plants

## ■ Items that help you live more comfortable everyday life

### Sponge with brush



- The sponge can also be used for difficult-to-wash areas such as drains and graters.
- The brush with 5-mm bristles removes dirt fully from hard-to-reach areas.

### Power strip with hook



- A magnet and a hook attached to the power strip allow you to install it anywhere you like.
- It features lightning overvoltage protection.

### Magic Cloth

- Just wet it with water, and it fully wipes off grease and grime.
- Wash it with water after each use, and it can be used repeatedly.



### Hanger rack to be installed over a chest

- Designed high enough to allow jackets to be hung above a chest
- Side nets and hanging baskets can be attached to it for flexible storage expansion.

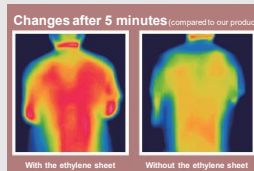


## ■ Items that gently support life in winter, relieving you even on the coldest days

### Warm rug with heat-insulating sheet



- A soft and fluffy cushion with thickness of about 8 mm is comfortable to lie down on.
- A heat-insulating sheet keeps out cold air.



### Rakune Deodorant Flannel



- A fabric with smooth texture that is not cool to the touch
- It comes with a deodorizing function that reduces unpleasant odors. It also has a mite-repelling function.

### USB-powered warm mat



- The USB-powered mat (compatible with mobile battery) can be used indoors and outdoors.
- Three-step temperature control
- Lightweight, compact, and easy to carry



It can be made as compact as 12 x 18 cm for storage, which means it is easy to carry.

# Announced the Launch of ACPO, an Integrated Membership System of MUSASHI and VIVA **ARCLANDS**

## Launching "ACPO," a membership program that integrates membership IDs and benefits between brick-and-mortar and online stores, in April 2026

### ACPO registration channels

App for members  
(VIVA MUSASHI App)



ACPO Card  
(with/without credit card function)



ACPO Member Site  
(Register via the website)



Seamless purchasing experience with cross-channel use of points and exclusive member benefits

New online shop

Integration of points

Introducing a membership ranking system

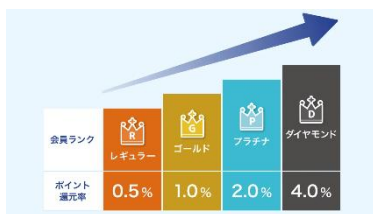
1to1 sales promotion

Integration of two websites

Common points that can be used and saved anywhere



Points awarded and used both in stores and online



Introducing a membership ranking system based on annual purchase amount



Implementing 1to1 sales promotions based on analysis of customer preference information

**VIVAMUSASHI**  
ビバ・ムサシオンライン

Integrating the official online shop of VIVA HOME and ARCLANDS Online

## Enhancing internal training programs to develop human resources who support sustainable growth

### ■ Review of job-class-specific training



- Developing training programs for each career stage, starting from the time of entry into the company
- Systematically acquiring abilities required at each level through training

**Training of store manager candidates: Members selected from stores nationwide as store manager candidates learn skills required of store managers.**

### ■ Implementing executive training



- Systematically learning the knowledge essential for management to broaden perspective and improve judgment
- Developing management skills for sound corporate growth

**Thirty participants including officers learn the logic of management and established work practice in a program of six monthly sessions.**

### ■ Development of specialists (Sugo Waza Tsukai)



- Employees with specialized knowledge (DIY advisors, interior coordinators, etc.) and skills are recognized as "Sugo Waza Tsukai."
- Improving customer services and customer confidence by displaying the title on nameplates and business cards
- Increasing employees' motivation and making them willing to develop themselves through an evaluation system

# Food Service Business News

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**ARCLANDS**

Thanksgiving Campaign and development of attractive menu

**全力飯。 かつや**

**感謝祭**

**8/8金~15金**  
とってお得な8日間!!

**4品どれでも 150円引き**

※割引券との併用はできません。  
※デリバリーは対象外です。

お弁当 出来ます!  
※お弁当にどん汁は付いておりません。

U.S. PORK

かつやの定番  
カツ丼(竹) 120gロース  
通常価格 760円 → **610円** (税671円)  
※お弁当は658円になります。

サクサクやわらか  
ロースカツ定食 120gロース  
通常価格 790円 → **640円** (税704円)  
※お弁当は691円になります。

専門店のカツカレー  
カツカレー(竹) 120gロース  
通常価格 960円 → **810円** (税891円)  
※お弁当は874円になります。

さっぱりおろし  
おろしカツ定食 120gロース  
通常価格 930円 → **780円** (税858円)  
※お弁当は842円になります。

**全力飯。 かつや**

**トンテキ × チキンカツ**

期間限定  
※食材が無くなり次第終了となります。

豚ロース 120g  
トンテキとチキンカツの  
合い盛り丼 **890円** (税979円)

**全力飯。 かつや**

期間限定  
※食材が無くなり次第終了となります。

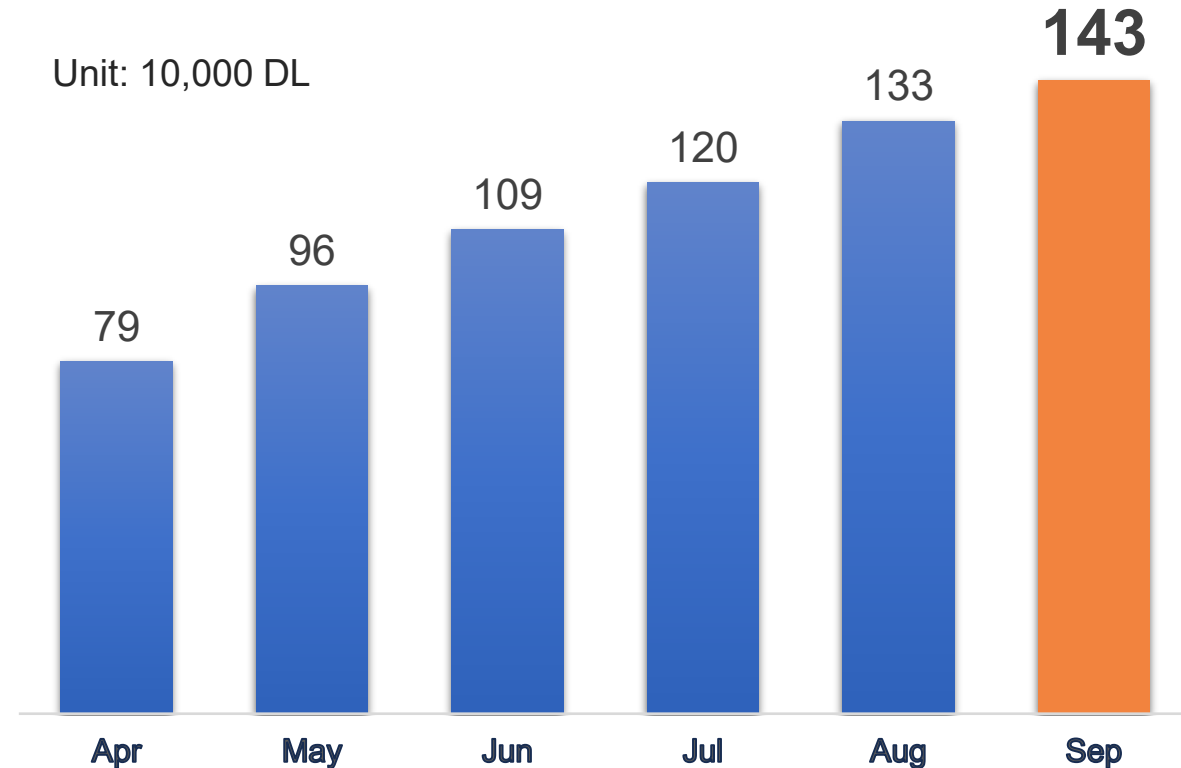
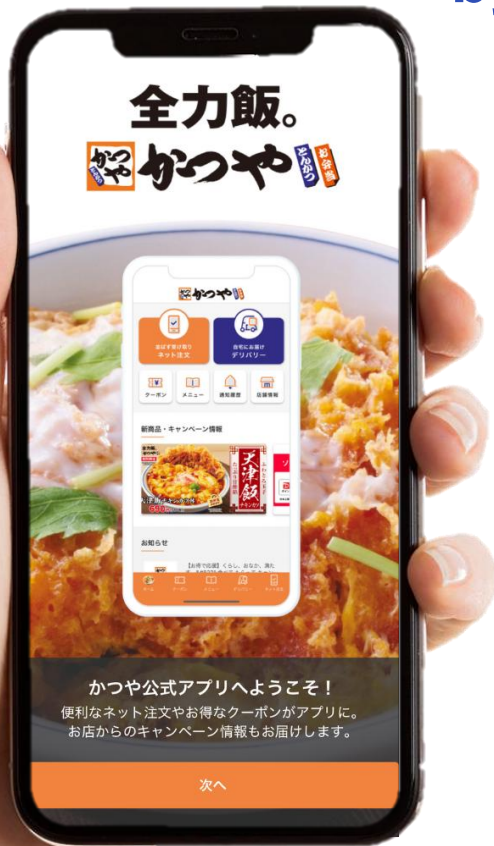
赤辛カツ丼 **790円** (税869円)

カレーカツ丼 **790円** (税869円)

Thanksgiving Campaign held during August 8 (Fri.) - 15 (Fri.)

Three fair menus implemented

## Creating loyal users from repeat customers by improving convenience



**Approx. 1.4 million**  
downloads as of September 30

## 2. Acceleration of Karayama Growth

### Acceleration of new restaurant openings and development of attractive menus



Number of new store openings in July - September

**4 stores**

(3 directly operated stores and 1 franchised store)

A promotional menu for Karayama's 'Thank Festival' (感謝祭) held from July 25 to July 31. The menu features four main items, each with a discount. The central focus is a '4品どれでも 150円引き' (4 items, any choice, 150 yen discount) offer. The items and their prices are:

- からやま定食 (4個) (Karayama set meal (4 pieces)): 750 yen (tax 825 yen) → 600 yen (tax 660 yen)
- 油淋鶏定食 (ユウリンチキ) (Oyuzukin set meal): 830 yen (tax 913 yen) → 680 yen (tax 748 yen)
- チキン南蛮定食 (チキンナマン) (Chicken Nanman set meal): 850 yen (tax 935 yen) → 700 yen (tax 770 yen)
- ねぎおろしからあげ定食 (ネギオロシからあげ) (Onion-grated karaage set meal): 890 yen (tax 979 yen) → 740 yen (tax 814 yen)

The menu also includes a '特選おだし' (Special selected dashi) and a 'お弁当も' (Bento also available) note.

A promotional menu for 'ねぎ塩焼き' (Onion-grated salt-baked pork) set meal. The main item is 'ねぎ塩焼き定食' (Onion-grated salt-baked pork set meal) for 890 yen (tax 979 yen). The menu also features '黒胡椒からあげと' (Black pepper karaage and) and 'ねぎ塩焼き' (Onion-grated salt-baked pork). The menu includes a '期間限定' (Limited time) label and a 'TAKE OUT' option.

1 campaign and 4 fair menus

### 3. Creation of a Third Axis of Business

## New restaurant openings and refinements to existing businesses

mango tree cafe



mango tree cafe Nagareyama Otakanomori SC opened on Friday, August 29



Sales of Miso Yaki Onigiri (grilled rice balls with miso) started at all Gotchton restaurants on Wednesday, September 10

## 4. Acceleration of Overseas Expansion

### New Katsuya restaurant opened in Thailand - 10th anniversary of **Katsuya Taiwan**



July 1 (Tue): Katsuya Seacon Bangkae restaurant opened in Bangkok, Thailand

52nd restaurants of Katsuya Thailand  
(existing restaurants)

A promotional poster for Katsuya Taiwan's 10th anniversary. The poster features a red background with white and yellow text. At the top, it says '來台10週年 感謝祭!' (10th Anniversary Thanking Campaign) and '人氣三品特價' (Popular Three Specials). Below this, three dishes are shown with their original and special prices: 吉豚豬排丼 (竹) from \$239 to \$199, 里肌豬排定食 from \$269 to \$239, and 豬排咖哩 (竹) from \$289 to \$249. The dates '08/05' and '08/08' are also visible. At the bottom, it announces '10週年限定招牌小燈' (10th Anniversary Limited Signature Small Dish) with two conditions: 1. 消費滿\$888免費贈乙個 (不累贈) and 2. 點購一份主餐即可以 \$109 加購 (每筆消費限加購乙個). A small image of a bowl of food is shown at the bottom left of the poster.

來台10週年 感謝祭!  
人氣三品特價

吉豚豬排丼 (竹) -\$239-	里肌豬排定食 -\$269-	豬排咖哩 (竹) -\$289-
\$199	\$239	\$249

08/05-08/31  
10週年限定招牌小燈

- 消費滿\$888免費贈乙個 (不累贈)
- 點購一份主餐即可以 \$109 加購 (每筆消費限加購乙個)

\*如遇\$888滿額贈, 可再額外加購乙個。

會發光唷!

圖片僅供參考, 實際提供以門市為主, 桃園機場特設門市不參與此活動, 10週年限定招牌小燈數量有限, 贈完為止。

Katsuya Taiwan  
Thanksgiving Campaign given to celebrate  
the 10th anniversary

## Improved customer service through speedy ordering and payment

Number of Katsuya restaurants with replaced POS systems **213** stores /502 restaurants (42.4%)

\* As of September 30, 2025

**Automated payment machine**



**Take-out order machine**



**Take-out call monitor**



**Table Order Tablet**



**Fulfillment in your life. Fulfillment in your heart.**

**ARCLANDS**

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Matters concerning future performance forecasts contained in this document are based on information available to the Company at the time of disclosure and also use certain assumptions to make future predictions, which involve various risks, uncertainties and uncertainties.

Therefore, please be aware that actual business performance figures and results may differ from the future forecasts contained in the disclosed information due to various factors such as future business operations and changes in the economic situation.