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Notice of the Formulation of SRS DX Promotion Declaration 2030

SRS HOLDINGS CO., LTD. (the “Company”) hereby announces that at the Board of Directors’ meeting held today, a resolution was passed regarding the formulation of the “SRS DX Promotion Declaration 2030” as one of the important management strategies for realizing the new Medium-term Business Plan “SRS VISION 2030”, as shown in the attached documents.

SRS DX Promotion Declaration 2030

SRS Group Policies and its Vision

The Group has formulated the new Medium-term Business Plan “**SRS VISION 2030**” aiming to **dramatically develop existing businesses and establish a new earnings base to become the unrivaled No. 1 Japanese restaurant chain.**

“Entertain with heartwarming Japanese cuisine, from Japan to the world.”

With this as our new vision, we aim to become a social infrastructure for food that is essential for people around the world by bringing affordable, casual, and approachable Japanese cuisine throughout Japan, and even by continuously challenging to the world.

Issues

Due to a declining birthrate and aging population, and an imbalance between supply and demand in the labor market, the Japanese economy is suffering from a serious labor shortage, particularly in the food and beverage industry. There is a possibility that we may be forced into a situation where we cannot operate due to a decline in service quality and customer defection caused by a shortage of workers with many non-digital tasks remaining. In addition, food is an extremely important infrastructure in Japan, where is also prone to natural disasters. Therefore, there is an urgent need for a system that enables business operations to continue even in the event of a disaster.

If this situation persists, we will not only fail to achieve the goals of SRS VISION 2030, but also be unable to conduct sustainable business.

Changes in the Environment

Although the food and beverage industry faces severe challenges, the Group believes that it can solve a variety of issues by adopting the latest technology and deliver its management principles “DREAM, ENJOY, LOVE☆” to customers and other stakeholders.

With the recent evolution of AI, the emergence of robots that can replace human beings, and the development of tools and systems provided on the cloud, many tasks are becoming automated and self-serviced. When work is reduced through AI and automation, we can concentrate resources on work that can only be done by humans. This will increase the quality of work. As a result, the “impressive experience of food” for customers will increase, and we can grow as a company and become an indispensable social infrastructure for food.

DX Vision

We will strive to strengthen group functions to support net sales of 100 billion yen with DX, aiming to dramatically develop existing businesses and establish a new earnings base to become the unrivaled No. 1 Japanese restaurant chain.

We will reduce the work burden on all employees, including those in the Division, and promote the realization of “DREAM, ENJOY, LOVE☆” for both customers and employees.

DX promotion is the most important management strategy that the Company must work on to realize SRS VISION 2030, and we will make strong efforts as a group.

1. Basic Policies on DX

The DX promotion is carried out based on three basic policies.

(1) Enhance customer experience

From entry to checkout, we will use digital technology to add content and function enhancements to apps and sites using reservation systems and AI. We will continue to introduce the latest technology and promote DX to provide services that enhance customer convenience.

(2) Increase productivity of all employees

We will automate and visualize tasks that can be digitized. We aim to improve the productivity of all employees, including those in the Division, and to maximize work efficiency by automating tasks through self-ordering from apps, ordering and receiving tasks using AI, and utilizing digital marketing.

We will use the resources generated by these efforts to further improve productivity and focus on human resource education, resulting in improved quality for our customers.

(3) Building a Group-wide platform

We will centrally manage our management data through cloud migration and centralized tools. This enables fast and accurate data-driven decision making. Centralized management system also reduces costs for the Group as a whole, making it easier to provide affordable prices to customers, build a new earnings base for new brands and overseas expansion, and create new businesses. In addition, we aim to be a company that can withstand disasters. As a result, we will be able to increase our corporate value as a sustainable company that serves as a food infrastructure.

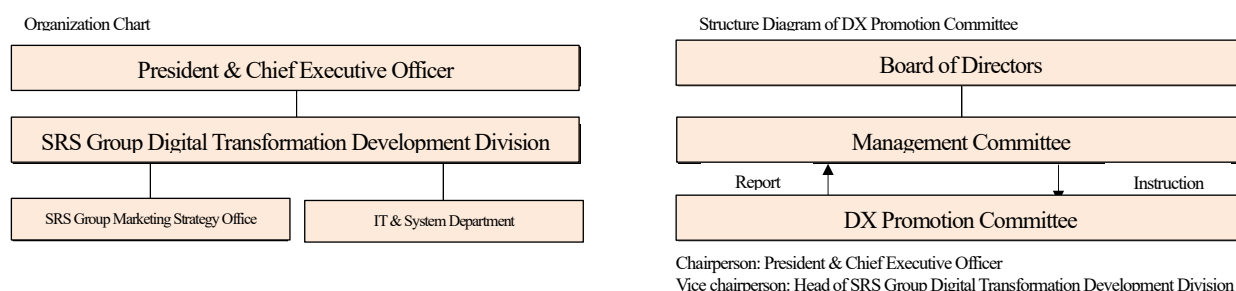
2. DX Promotion System (DX Promotion Committee)

Establishment of SRS Group Digital Transformation Development Division

The Company will establish the Digital Transformation Development Division under the direct control of President & Chief Executive Officer, and the newly established Executive Officer and Head of SRS Group Digital Transformation Development Division will be in charge of the DX promotion together with President & Chief Executive Officer.

In order to promote DX-related activities across each department, the person responsible for each department serves as a committee member and accelerates the DX promotion activities throughout the company.

Organization Chart and Structure Diagram (from July 1, 2025)



Digital Governance to Steadily Advance DX

Centralized management of DX investments enables effective investment allocation, as well as post-investment evaluation and improvement activities, to accelerate digital investments for business growth. We also analyze the related-risks and make decisions that balance opportunities and risks. Monthly assessments are conducted to review plans and achieve targets.

3. Basic Policies on Security

The Group will implement safe and appropriate information security measures to protect the information assets of its customers and business partners from all kinds of threats and to realize appropriate security controls.

Development of In-House Systems and Management

We will build an appropriate management system to maintain and improve information security, clearly define information security measures as company rules, strictly comply with laws, regulations and industry standards related to information security, and respond to the trust of customers and society.

Incident Response Policy and Improvement

When incidents or accidents related to information security occur, we respond promptly and appropriately to minimize the impact, take measures to prevent recurrence, and strive for continuous improvement.

Raising Awareness and Education for All Employees

By sharing important security-related information and conducting various security training for each operating company, we aim to improve the security literacy of the entire Group.

Established: May 9, 2025

SRS HOLDINGS CO., LTD.