November 25, 2026

Kingza International Co., Ltd.

Summary of Key Investor Concerns and the Company's Responses at the Investor Conference

Investor Question: Looking ahead to the next one to two years, with the ongoing optimization of existing brands, the synergies from the acquisition of Yang Shin Catering, and the addition of newly licensed brands such as Unagi no Naruse, how does the Company view its medium- to long-term growth trajectory? Which brands are expected to serve as the primary drivers of sustained high growth?

General Manager's Response: Due to challenges in workforce recruitment, the Company plans to maintain an annual expansion rate of one new store per existing brand, with a primary focus on multi-brand expansion. The Company expects Yang Shin Catering to become its second growth engine. One of Yang Shin's key strengths is its professional culinary team, which presents opportunities for collaboration to enhance menu diversity. The Company also expects continued growth from its internationally licensed brands, including Unagi no Naruse, for which a new licensing agreement was signed this year.

Investor Question: Amid intensifying competition in the food and beverage industry and the growing trend of industry consolidation favoring larger players, what economies of scale and competitive advantages has Kingza established that are difficult for competitors to replicate, particularly in supply chain bargaining power, negotiations for department store and shopping mall locations, and the operation of its cross-brand membership system?

General Manager's Response: The Company aims to extend the operating tenure of its branded stores within department stores to ensure optimal investment efficiency in relation to accounting depreciation. Its diversified brand portfolio enables larger-scale procurement, thereby strengthening its bargaining power with suppliers. Maintaining effective communication with brand owners is also essential to ensuring the sustainable development of its brands.