



**Sagami Holdings Corporation**

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No.1 Noodle Restaurant Company

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# Sagami Holdings

(As of Mar.31 2023)








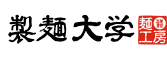









In order to meet the needs of customers for the "Taste", all of our group companies have established a business model that consistently perform the process from planning to production and sales.

We offer highly value-added products, with the differentiation from the other companies by developing original products, with flexible production adjustment according to the sales trend, and by refining the low-cost store operations with the reduction of expenses such as the labor cost and utility cost.

In addition, we are strengthening product development, joint logistics, and personnel exchanges to create synergy effects among the group.

## 株式会社 サガミホールディングス Sagami Holdings Corporation

### Domestic sales Operations

 <b>サガミレストランズ</b> <b>Sagami Restaurants Corporation</b>	 <b>味の民芸フードサービス</b> <b>Ajino-Mingei Food Service Co., Ltd.</b>
<div style="display: flex; justify-content: space-around;"> <div style="border: 1px solid black; border-radius: 15px; padding: 2px;">Large scale restaurant</div> <div style="border: 1px solid black; border-radius: 15px; padding: 2px;">Small scale restaurant</div> </div> <div style="display: flex; justify-content: space-around; margin-top: 10px;"> <div style="text-align: center;">   <b>和食 薩ガミ</b> </div> <div style="text-align: center;">   <b>十割そば 長助</b> </div> <div style="text-align: center;">   <b>かき揚げ十割そば 長助</b> </div> </div> <div style="display: flex; justify-content: center; margin-top: 10px;"> <div style="border: 1px solid black; border-radius: 15px; padding: 2px;">Middle scale restaurant</div> </div> <div style="display: flex; justify-content: space-around; margin-top: 10px;"> <div style="text-align: center;">   <b>和食 愛や家</b> </div> <div style="text-align: center;">   <b>SAGAMI Japanese Noodle Restaurant</b> </div> <div style="text-align: center;">   <b>製麺大学</b> </div> </div> <div style="display: flex; justify-content: center; margin-top: 10px;"> <div style="border: 1px solid black; border-radius: 15px; padding: 2px;">FC type restaurant</div> </div> <div style="display: flex; justify-content: center; margin-top: 10px;">   </div>	<div style="border: 1px solid black; border-radius: 15px; padding: 2px;">Middle scale restaurant</div> <div style="text-align: center; margin-top: 10px;">   <b>味の民芸</b> </div> <div style="border: 1px solid black; border-radius: 15px; padding: 2px;">Small scale restaurant</div> <div style="display: flex; justify-content: center; margin-top: 10px;">     </div> <div style="border: 1px solid black; border-radius: 15px; padding: 2px;">FC type restaurant</div> <div style="display: flex; justify-content: center; margin-top: 10px;">   </div>

### Administration / Insurance



#### Sagami Management Support Co., Ltd.

*Administration Div.*  
(General Affairs, Human Resources, Accounting)

*Development Div.*  
(Construction, Location Study)

### Production / Logistics



SAGAMI FOOD

#### Sagami Food Co., Ltd.

*Production Div.*  
*Menu Development Div.*

### Overseas Supervision



#### Sagami International Corp.

*Vietnam*

Company Name	Sagami Holdings Corporation	Foundation	March 4, 1970
		Capital	9.09 billion JPY (As of March 31, 2023)
Headquarters	2-118 Yatsurugi, Moriyama, Nagoya, Aichi, 463-8535 Japan	Number of Employees	7,335 (As of Mar. 31, 2023)
		Phone No.	+81-52-737-6000
		Fiscal Term	April 1-March 31



## Corporate Philosophy

We create the delight of  
“Shoku (eating)” and “Shoku (working)”  
to serve for the local society.

~ Everything for people’s richness and smile ~

## Group Vision

No.1 Noodle Restaurant Company



### Stock Exchange

Sep. 1991 listed at 2nd section of Nagoya Stock Exchange

July 1996 listed at 2nd section of Tokyo Stock Exchange

July 1997 listed at 1st section of Tokyo and Nagoya Stock Exchanges

## Message



We would like to heartily extend our gratitude for continuous patronage and favors to our customers, shareholders and partner companies.

We have been providing mainly Soba, Udon, and Nagoya-Meshi at our restaurant since the foundation in Nagoya in 1970 under the left-page mentioned Corporate Philosophy.

Ajino-Mingei Food Service Co., Ltd. running their restaurants mainly in Tokyo metropolitan area joined our group in January 2014, and so did the Japanese restaurant brand “Hamacho” having their network in Kanagawa prefecture in March 2016, and the “Ramen” restaurant brand “Bubuka” in April 2018. Thus our group is growing steadily.

“Ajino-Mingei” is the restaurant chain having the largest number of restaurants in Japan offering Tenobe-Udon (hand-stretched type Udon), has grouped with us sagami, deploying one of the large restaurants in Japan serving Soba (buckwheat noodle) and Kishimen (flat wheat noodle, typical in Nagoya). This means the strong Japanese noodle family restaurant group was born in the largest 2 economic regions in Japan, namely Tokyo and Nagoya. The synergy effect of the grouped 2 companies was so big that Ajino-Mingei has turned its long term low performance to stable profit from the first fiscal year of 2014, and then they have been achieving the revenue surplus for 50 consecutive months up to April 2018 against the same of the year ago.

Based upon that strong business foundation, we are in progress to promote Soba to the overseas countries. We were the only food service enterprise in Japan Pavilion set in Rio de Janeiro on the occasion of the FIFA World Cup Soccer Games in Brazil in 2014 to serve Soba to the world’s VIPs. We have also served the same to the visitors in Japan Pavilion at Milan EXPO 2015 and it was a great success. Furthermore, on the occasion of G7 Ise-Shima Summit in Japan in 2016, we served Soba, Tempura and Ise-Udon in the annexed International Media Center to introduce their deliciousness to the international media reporters. We are deploying total 5 restaurants in Thailand, Vietnam and Italy.

Both in and out of Japan, “Health” becomes one of the important values in these days. While the average life expectancy of Japan is the highest(\*1) in the world. Soba is a well-known food for its high value of health. As far as food is concerned, we presume some correlation is there. Under the flag of “The Healthy-Menu Company”, we further strive for health consciousness.

As we are aiming at “No.1 Noodle Restaurant Company”, we cordially request you to render continuous support to us.

June 2023

\*1 : 2015 WHO’s “WORLD HEALTH STATISTICS” published in 2016

大西尚真  
President and COO  
Hisashi Ohnishi

# The Healthy-Menu company

## SAGAMI is the leading food service company in health.



Misotchi, mascot character of Sagami group, representing the Sagami's No.1 status-enjoying menu of "misonikomi" (wheat noodle pot in red miso based soup) has assumed office of general manager of Public Relations Department.

### No.1 Soba Restaurant Company

~correlation between Soba and life expectancy~

The average life expectancy of Japan is the highest in the world, and the Soba is well known as the food materials having high healthy value.

Sagami group is the No.1 in Japan both in terms of number of restaurants serving Soba and the in-house milling volume of buckwheat (according to our own survey, in restaurant category), and therefore we try to introduce Soba and its healthy effect to the world.



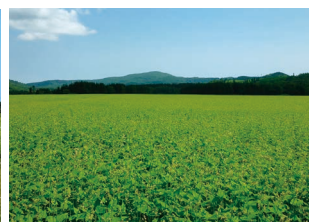
Dattan Soba Shochu

Dattan Soba Non-Oil salad dressing

### Dattan (Tartary) Soba using new variety "Manten-Kirari"

Rich nutrition with less bitterness, and it's tasty!

We have started serving Dattan Soba menu in October 2016, using the new variety "Manten-Kirari" produced in Hokkaido. In the background of rising consciousness for health, we are trying to develop the Soba menu and its related products which are excellent for the value of health. "Manten-Kirari" is the new variety developed in Japan overcoming bitterness of Dattan Soba, while it still contains a kind of polyphenol "Rutin" 100 times more than common Soba. "Rutin" is said to be effective for preventing from life-style related diseases, such as heart disease, arteriosclerosis and high blood pressure.



### Sales of "reduced salt menu"

"Reduced salt menu" which began selling since 2016 is appreciated by many customers.

The salt-reduced miso braised beans were blended with bean miso and Hacho miso, kept the taste of miso-simmered and boasted miso-boiling with a boiling of 25% salt.



Zaru Soba with reduced salt soy sauce



Nameko and grated radish Soba with reduced salt soy sauce



減塩みそ煮込定食

Miso-nikomi udon set menu with reduced salt soy sauce  
Salt content 25% cut compared with the current miso-nikomi udon equivalent to 3.9g of salt (based on analysis using our own standard product)

## The Healthy-Menu Company steps toward global

We think, SAGAMI group as No. 1 Soba Restaurant Company can be called as "The Healthy-Menu Company" and therefore it is our task as well to introduce healthy Soba culture toward the world.

# No.1

# No.1 Nagoya-Meshi Company



1.4 million served  
No.1 Sales  
in Japan.  
Jan. - Dec. 2021



## “Misonikomi”

(Well-boiled but still firm texture udon with red soybean paste)

It is one of the typical Nagoya Meshi (foods). Firm udon noodles are cooked with Hatcho-Miso (red soybean paste from Nagoya region) in earthenware pot. It is served while it is sizzling.



Karaage Grand Prix Competition (Deep-fried Chicken Wing section) Tebasaki (Deep-fried Chicken Wing) Summit Gold Medals 2014, 2015, 2016 and 2017  
Grand Prix 2017, Hall of Fame 2018

## At the 5th TEBASAKI Summit 2018, we entered the HALL of Fame

Deep-fried chicken wing is one of the Nagoya Meshi (foods) and we are proud to have won prestigious gold prizes in 2 nation-wide competitions. Our specially made chicken wings with original seasoning are crispy outside and juicy inside.



## “Kishimen”

Udon is made from wheat, water and salt. Udon as well as Kishimen, or flat noodle originated from Nagoya, are produced in our central kitchen.



## Sagami Junkei “Nagoya Cochin Chicken”

SAGAMI group promotes “Local Production for Local Consumption” and “Food Recycle”. We are utilizing by-product of Soba as a part of feed for Nagoya Cochin Chicken.



### Delicious a la carte menu



# Business Development

(As of Mar.31 2023)



## Sagami Restaurants Corp.

- \*Deployed 135 restaurants mainly in Chubu district
- \*Large-scale restaurant of suburban roadside type available around 130 seats
- \*Available with many type of rooms, such as private room, Japanese tatami room, table seat



味の民芸フードサービス

## Ajino-Mingei Food Service Co., Ltd.

- \*Japanese largest Tenobe (hand stretched) udon restaurant chain
- \*Deployed 50 restaurants mainly in metropolitan area
- \*Middle-scale restaurant of suburban roadside type available around 110 seats
- \*Available with many type of rooms, such as private room, Japanese tatami room, table seat



## Sagami Restaurants Corp. Ajino-Mingei Food Service Co., Ltd.

Don Don An & other type of restaurants

- \*Franchise development with self-style noodle restaurant
- \*Various types of restaurant to meet customers' preference are available, such as Japanese foods, t, fresh pasta, etc.
- \*Various types of restaurant are available for various locational conditions



## Sagami International Corp.

### Overseas Development

Our restaurants are available in Thailand, Vietnam and Italy.  
We actively promote the overseas development not only with direct management but also with franchise development.

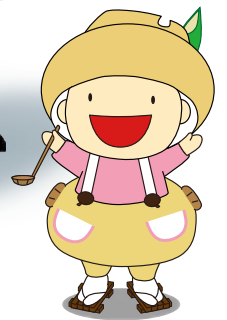




# Sagami Restaurants

Building new customs on old traditions.  
Sagami continues to develop.

We have been, are, and will be offering the fusion of tradition and new trend. Our pivotal idea is not only to meet customers' requirements but to aim at raising customer satisfaction level by serving the combination of the past and present in the atmosphere of communication, relaxation and recreation.



Sagami's original character  
"Misocchi"  
symbolizing "Misonikomi"



Please enjoy our Japanese-style deliciousness.  
We are inheriting traditional food culture.



## "Millstone"

We grind soba kernels by millstone placed at the storefront. The principle of making best quality soba is 3 "Tates", namely "HikiTate" or freshly milled, "UchiTate" or noodles freshly made and "YugakiTate" or freshly boiled. Since the millstone generates the least heat from grinding we can obtain the best and aromatic soba flour.



## "Tempura"

We always follow "Cook-to-order" system using Canola oil and it is served swiftly. Canola oil, rich in oleic acid or mono-saturated acid, is regarded light and healthy oil. Having long-standing experience of making crispy tempura, we have been receiving high reputation.



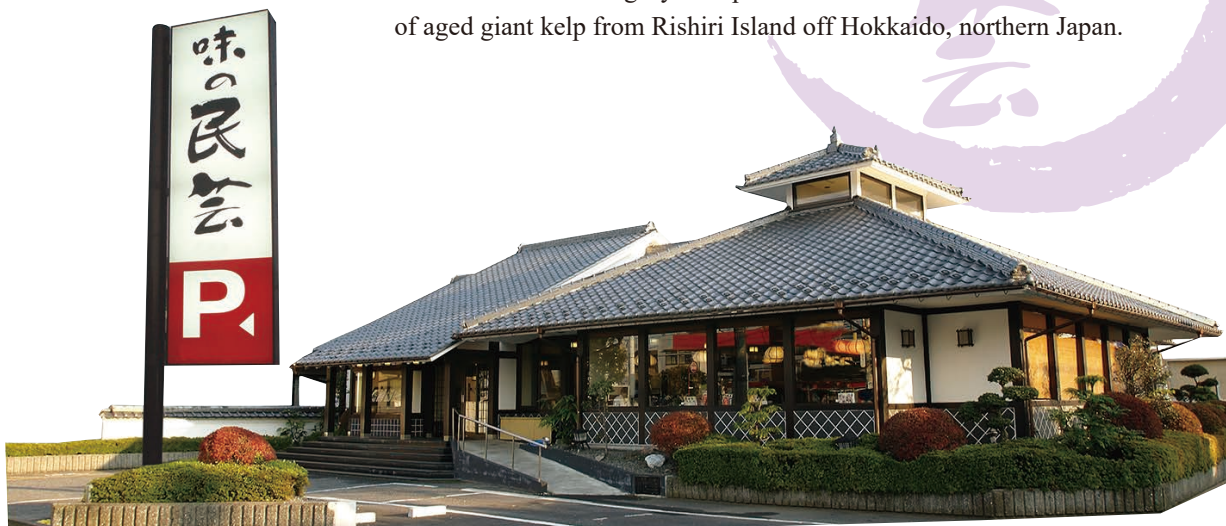
## "Dashi"

Dashi is aromatic broth made from dried bonito filets twice a day in each restaurant. Soup is made from Dashi, containing inosinic acid as an important Umami factor, and Kaeshi, a kind of soysauce containing glutamic acid as another important Umami factor. The mixture of the two Umamis enhances flavor richness.

## “Ajino-Mingei” Restaurants

### “For customers’ smile and spiritual wealth”

Ajino-Mingei Foodservice Co., Ltd. has been offering Tenobe-Udon, the traditional hand-stretched type udon, from the foundation of the company based on the spirit of “Omotenashi” or heartfelt hospitality. Ajino-Mingei is now No.1 in Tenobe-Udon category in Japan and the feature of the taste is based on extract of aged giant kelp from Rishiri Island off Hokkaido, northern Japan.



～ Since its foundation, Ajino-Mingei has been adhering to “deliciousness” ～

Ajino-Mingei’s Tenobe-Udon requires several hours for maturing.



“Tenobe-Udon” is produced after the repeated process of maturing and stretching and it takes more than 10 hours. This long process enables soft but glutinous texture.

Dashi



“Dashi” or aromatic broth is made in each restaurant from the said aged giant kelp and 4 kinds of dried fish flakes every day. The materials are fully natural and free from food additives.

### Recommended dishes



Tenobe-Udon



Suki-yaki set



Tempura meal set



Mingei Nabeyaki-Udon

# Domestic Operations

(As of Mar.31 2023)

Besides the main brand of “Sagami” and sub-main “Ajino-Mingei”, we have wide variety of restaurant brands from high-end to low-end, table-service to self-service, free-standing to concession and large to small size restaurants. While our principle is direct management, we grant a franchise in some brands.



## Don Don An

“Don Don An” is the self-service restaurant for full-range of Japanese noodles, namely Udon, Soba and Kishimen or flat noodle originated from Nagoya. Customers boil pre-boiled noodles by themselves and it makes fun to them. Tempura and rice bowls are other focuses. It even offers Nagoya-origin spaghetti called Ankake Spaghetti in some places.



## SUIZAN

Small-sized, tenant type Tenobe-Udon (hand-stretched-type udon) restaurant. 3 overseas units in Ho Chi Minh city, Vietnam.



## JIN JIN

Small-sized tenant type restaurant for fresh Italian pasta with original sauce. 1 overseas unit in Ho Chi Minh city, Vietnam.



## Seimen-Daigaku

This literally means “Noodle Making University” and is a large-sized self-service restaurant specializing in Udon noodles freshly made on spot.



## Aiso-Ya

“Aiso-ya” is a free-standing casual restaurant designed for both elderly and younger generations. “Restaurant for a happy family fireside” is its catch phrase and families also get together here as the “2nd place” of their homes.



## BUBUKA

This restaurant serves “Abura Soba” without soup, and “Tokyo-style Shoyu Tonkotsu Ramen”. Since opened in 1995, this restaurant exists likely as the originator of “Abura Soba”. “Abura Soba” consists of munchy thick noodle. “Tonkotsu Ramen” consists of straight fine noodle. Soup, Sauce, and Roasted Pork Fillet are hand-made in our restaurant.



## BINMUGI

This is the same concept restaurant of “Suizan” under a different name at KARUIZAWA PRINCE SHOPPING PLAZA.

It serves “Tenobe-Udon”, or hand-stretched-type Udon at an affordable price.



## Dela Pasta Kitchen

This is the restaurant specializing in “Ankake Spaghetti”, or spaghetti covered by thick starchy sauce. It is one of the “Nagoya-Meshi”, or a specialty food from Nagoya region and “dela” means “very much” in Nagoya dialect.

## New Business Development

(As of Mar.31 2023)

### かき揚げ十割そば 長助

## CHOSUKE

A self-service restaurant with ticket vending machines that offers authentic "Juwari-soba (100% buckwheat soba noodle)" at reasonable prices.

"Juwari-soba" was blended domestically produced buckwheat flour for more rich taste and flavor.

Small-scale restaurant of suburban roadside type available around 50 seats.



## NIDAIME-CHOSUKE

A self-service restaurant where customers can casually enjoy "Juwari-soba (100% buckwheat soba noodle)".

We offer mainly Soba, but also Tempura and Onigiri.

"Juwari-soba" was blended buckwheat flour ground on the millstone in the store.



# Overseas Operations

(As of Mar.31 2023)



## ■ SAGAMI Milano Centrale

Piazza Duca d' Aosta 10 ,  
20124 Milan  
+39-2-2416-9051  
Nov. 2018



## ■ SAGAMI Modena

Viale Carlo Sigonio, 46  
41124 Modena  
+39-0593970854  
Jul. 2020



## ■ Manyi-SAGAMI Bologna

Via Alessandro Tiarini 35,  
40129 Bologna  
+39-0515065619  
Sep. 2020



## ■ SAGAMI Parma

Largo Silvana Mangano  
49/A 43124 Parma  
+39-521-390313  
Jun. 2021



## ■ SAGAMI Reggio Emilia

Viale Olimpia 2, 42122  
Reggio Emilia  
+39-522-744778  
Dec. 2021



## ■ SAGAMI Bellinzago Lombardo

Via Padana Superiore,  
154, 20060  
Bellinzago Lombardo  
+39-0295383055  
Apr. 2022



## ■ SUIZAN Takashimaya

Ho Chi Minh City Takashimaya, Basement 2,  
92-94 Nam Ky Khoi Nghia Street, Ben Nghe  
Ward, District 1, Ho Chi Minh City, VIETNAM  
+84-1203567809  
Jul. 2016



## ■ SUIZAN Thai Van Lung

29 Thai Van Lung, District 1, Ho Chi Minh City  
AZUMAYA HOTEL Thai Van Lung 2 BIF  
+84-703567709  
Apr. 2019



## ■ SUIZAN Lotte Mart Go Vap

1F-15, LOTTE Mart Go Vap  
18 Phan Van Tri, Ward 10,  
District Go Vap,  
Ho Chi Minh City  
+84-708657709  
Sep. 2020



## Overseas Operations

### Vietnam

 Developing the fast-growing Vietnamese market


In July 2016, we opened our first Vietnam restaurant, “SUIZAN Takashimaya”, in the Takashimaya Department Store in the center of Ho Chi Minh City.

In addition to standard Japanese menus, we offer variety of localized menus, which has been well received.

The brand's cornerstone, “Tenobe-udon”, are regularly imported from Japan to ensure the same quality as in Japan and to bring the same delicious taste to Vietnamese customers.




### Brazil

 “Soba” was so popular in Rio de Janeiro in June 2014 !

In June 2014, on the occasion of FIFA World Cup Soccer Games in Brazil, we were the only food service enterprise exhibiting there in the JAPAN OMOTENASHI PAVILION, and have developed to serve hand-made fresh “Soba” to the government officials and businessmen coming from various countries in the world, approximately 2,700 persons. Our experience there in Brazil has led to the great success of Milan.

### Italy

 We have received high reputation for our “Soba” at Japan Pavilion in 2015 Milan EXPO.



In Milan, Italy, we have participated in the Milan EXPO held for 6 months during May 1 through October 31, 2015. The EXPO, of which the theme was “Feeding the planet, Energy for life”, was the first ever world EXPO focusing on food. In Japan Pavilion, “Soba” menu of SAGAMI was the No.1 popular menu.

“NAGOYA-Meshi” was so popular in Turin (Torino) city, too !

“Nagoya Day in Torino” was held in Turin city, Italy a sister city of Nagoya city, on August 1 and 2, 2015. We have served 3 kinds of “Nagoya-Meshi” to the local residents and have received high reputation.



Opened directly managed restaurant after test marketing in Milan, Italy.

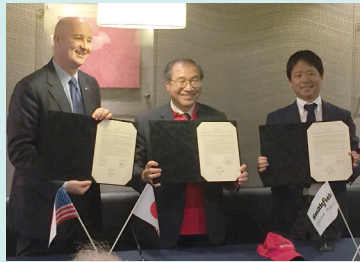


Following the huge success at Milan EXPO in 2015 and excellent achievement in 1.5 months test marketing at the city center of Milan in spring 2016, we had opened our restaurant again in Milan city in January 2017 for verification for 1 year. As a result of that, we could have gained many valuable experiences and knowledges for the full-fledged advancement in EU region, and finally opened our long-awaited first restaurant in November, 2018.

# Topics

## Start of direct importing American pork

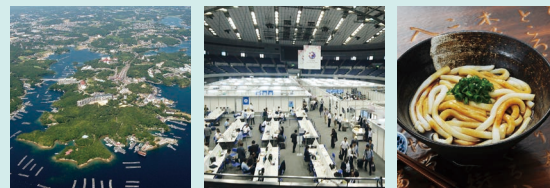
On September 13, 2017, we signed an agreement with a major American meat producer on product supply. In addition to pork, we import chicken meat and brown soba from all over the world, and by sharing information with suppliers, we are leading to quality improvement. In the future, we collect information from ASEAN countries for marine products such as prawn and squid to expand the food import products.



## G7 Ise-Shima Summit 2016

From May 25th thru 27th, we have served Soba, Ise-udon and Tempura at the International Media Center while the G7 Ise-Shima Summit was held in May 2016. As the No.1 restaurant company for both Soba and Nagoya-Meshi, we are committed to introduce the traditional Japanese and the Japanese regional food culture to the world.

### G7 2016 ISE-SHIMA SUMMIT



## Sagami's Days

Japan Anniversary Association has registered 2 Sagami's Days.

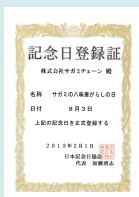
### 1. "Sagami Hachimi-Chili"

We are granted utility model registration from Japan's Patent Office for the mill-type 8-ingredient chili. "Hachimi" literally means 8 different tastes and has a connotation of 8 (Hachi) and 3 (Mi) as well.

### 2.Sagami Misonikomi Udon noodle March 25th

(March is the 3rd month and 3 & 25 can be pronounced as "Mi, Niko", part of "Misonikomi")

We are the world's largest Misonikomi Udon noodle table-service provider.



## Certified as Space Japanese Food

The "Nagoya Cochin, simmered in miso" that is our original preservation food, is certified as "Space Japanese Food" by Japan Aerospace Exploration Agency (JAXA).

This product is a side dish containing various ingredients such as chicken of "Nagoya Cochin, Sagami's genuine breed," burdock root and arum root. It is seasoned with a soup using Haccho-miso, product of Aichi. It can be consumed even without additional treatment. This product has been realized with the help of Sagami Women's University and Ishida Food Creation Co., Ltd.



Certified as Space Japanese Food



## Gochitaku (food delivery service)

Our new service "Gochitaku", meaning "specially prepared meal to your home", will meet the needs of our aging society and will bring additional sales especially in bad weather days.



## Collaboration with some universities

In collaboration with several universities, we have served in our restaurants the collaborated products making use of the characteristics of each university and department, under the theme of "Nutrition well-balanced Japanese foods pleased by female" or "Noodle dishes for 40's".

From now on, we would proceed to the deeper collaboration likely to accept the internship from those universities, and so on.



## Approach to SDGs



2030年に向けて  
世界が合意した  
「持続可能な開発目標」です

# Environment

Through corporate activities, we are working on the environmental issues for reducing greenhouse effect gas, such as CO2 emissions. In addition, we harmonize with the natural environment in our business activities, and aggressively engage in reducing environmental impacts and conservation activities.

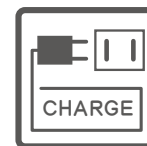


### Solar Power Generation



We have installed solar panels at 8 outlets that meet the installation requirements for our customers to become more familiar with renewable energy.

### AC electrical outlet Charging facility for electric vehicles



We provide a charging port for electrical vehicles at 13 Sagami outlets.

### Reuse of Used oil



Recycling 350t of cooking oil annually

Oil that has been used at each outlet is recycled into Biodiesel Fuel (BDF) or fertilizers, soaps, etc., for further use.

### ? Biodiesel (BDF)

Biodiesel Fuel(BDF), is produced from vegetable oils as an alternative fuel for fossil fuel and can be used as fuel for diesels. This renewable energy can be used repeatedly in comparison to fossil fuel which are nearing depletion.



SAGAMI × WWF(世界自然保護基金) ニチレイ  
タラカン市(現地行政) MMA(海老パック)

### Sagami's Environmental Conservation Initiatives



Sagami wishes for sustainable development of afforestation areas with planting the mangrove trees according to the number of cultivated prawns.

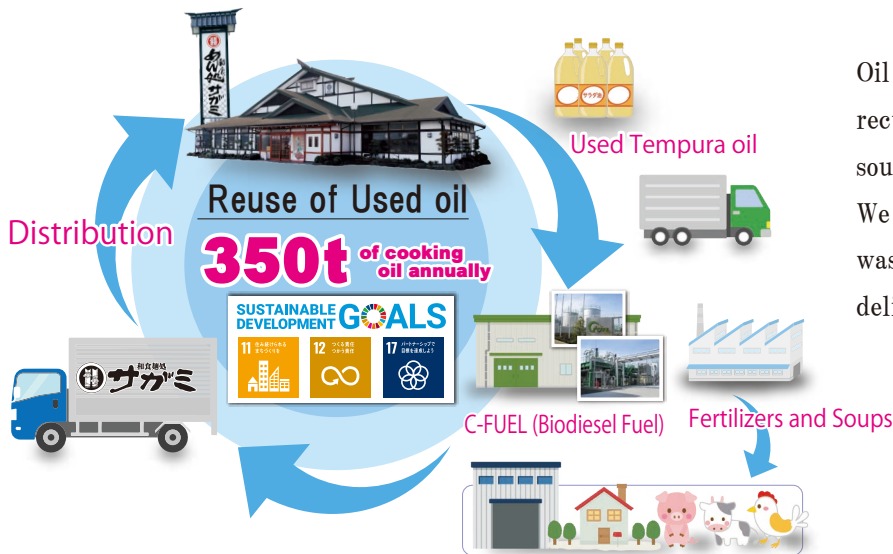


## Approach to SDGs

# Environment



### Circular CO2 Reduction Initiatives



Oil that has been used at each outlet is recycled into Biodiesel Fuel or fertilizers, soups, etc., for further use.

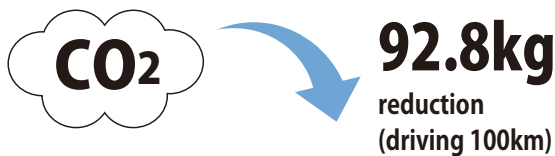
We established a recycling model for waste oil, using biodiesel-fueled trucks to deliver to our stores in September 2021.

### Initiatives to Introduce Electric Motorcycles

Annual CO2 emissions from one motorcycle is around 1.1t (※1) per vehicle.

Electric Motorcycle has been introduced for some of the home-delivery bikes implemented at each store from the viewpoint of reducing of CO2 emissions because an electric motorcycle is Zero emission, and we will continue to actively introduce them.

CF. SAGAMI Uji-higashi



(※1) Assumes monthly mileage of 1,000 km and fuel consumption of 25 km/L  
CO2 emission factor for gasoline: 2.32kg-CO2/L  
Reference: Ministry of the Environment

### Plastic Smart Campaign



Around  
**2.4t**  
reduction annually

We have been used paper package for takeaway as part of “CHANGE FOR THE BLUE PROJECT” by the Nippon Foundation since August 2021. Besides, we changed the package of children’s dessert from plastic to paper. As a result of the above actions, the amount to use plastic was reduced around 2.4t in 2020 annually.

We will continue to actively pursue initiatives to reduce the use of plastic products and promote a better environment.

## Approach to SDGs

# Social

Sagami has grown up to be raised by local residents. We shall respond to the extraordinary and potential requests of society and make a sophisticated social contribution.



### Participation in WFP Red Cup Campaign

Sagami Group has been participating in the Red Cup Campaign organized by Japan Association for the World Food Programme since October 2021. As a company involved in the food industry, we donate a portion of our sales to the WFP as part of our social contribution activities through our business.



### Strengthening partnerships within the industry



共創 和や会 × 中日新聞  
きょうそう なごやか い

In October 2020, we established "Kyo-So NAGOYAKAI" with the aim of improving costs and creating new added value by working together and cooperating in various indirect areas (procurement, logistics, etc.) while engaging in friendly competition among voluntary companies engaged in the restaurant and service industries in the Chubu and Hokuriku regions in the areas of providing value to customers.

# Approach to SDGs



2030年に向けて  
世界が合意した  
「持続可能な開発目標」です

# Social



Registered date : March 15, 2017

We have obtained certificate of ISO22000 international standard for food safety management system in our 2 factories of SAGAMI group, "Iruma factory" and "Bisai factory". For securing "Safety and Confidence" of foods, we shall further proceed to strengthen and improve our organization.



**Sagami group is encouraging "locally-grown and locally-consumed" movement.**

We have received "Local Production for Local Consumption" award from the minister of MAFF, Ministry of Agriculture, Forestry and Fisheries in March 2013 for using green tea from Nishio, Aichi Prefecture and Sakura shrimps from Suruga Bay, Shizuoka Prefecture.



**AED**

(Automated External Defibrillator)

AED units are placed at 4 restaurants (Nisshin, Issha, Sennonji, and Hashima)

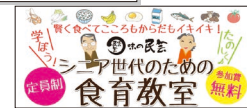
(As of April 30, 2018)



**We signed agreements for providing support to people walking home at the time of disaster as "homecoming support station on disastrous occasions" with 25 municipality governments.**

(As of March 31, 2020)

We supply: ①Water ②Food ③Rest room ④Necessary traffic information ⑤Electricity for mobile phone



Communicating the enjoyment of cooking and eating is our way of giving back to the community. We offer opportunities for guests to understand the safety and security of food.



**Donations to the Japanese Red Cross Society**

We began collecting donations at each outlet following the Great East Japan Earthquake and donated a total of JPY19,528,192 to the Japanese Red Cross Society.

(As of Apr., 2019)



**Printing Part-timers' remaining paid holidays on payslips**

(Started in Apr. 2013)



**"Aichi Women Shining Company"**

As a part of our efforts tackling reformation of the internal consciousness and the institutional renovation for the purpose of women's successful activity, we have acquired the certification of "Aichi Women Shining Company". (Sep. 2018)



**Introduction of Childcare Incentive System**

We introduced a "Childcare Incentive System" to ensure a workplace environment where female employees can fully play an active part regardless of their stage in life. (Introduced in Apr. 2018)

## Approach to SDGs



# Governance

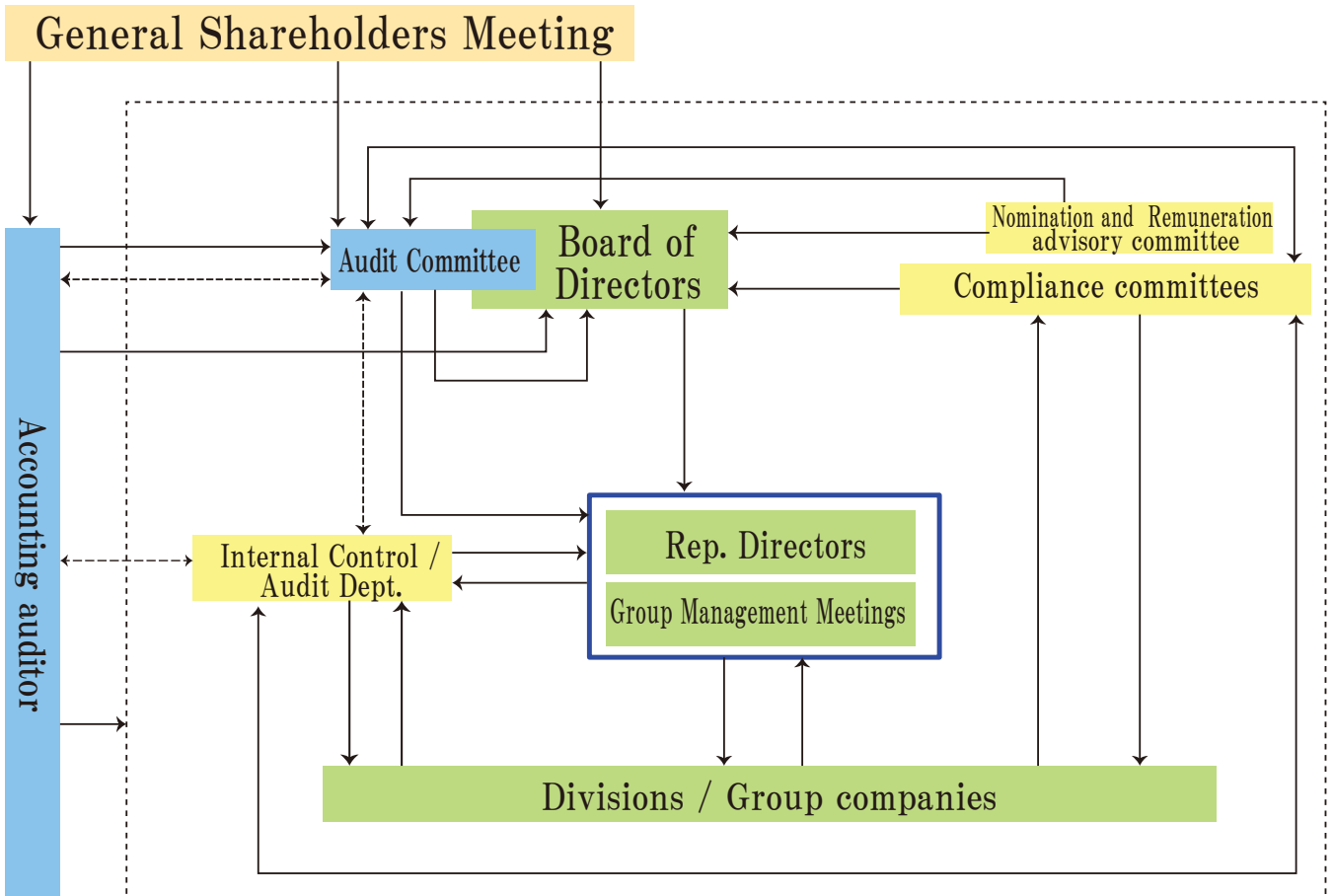
We believe that securing management transparency for all our stakeholders is fundamental to the corporate governance.

For that purpose, we had introduced the executive officer system from 2012, and the business execution is mainly to be done by the representative director and/or executive officers delegated the authority from the representative director, and the Board of Directors is clearly defined as an organization that mainly makes decisions in management and supervises the business execution by the representative director and/or executive officers.

### Outline of Corporate Governance System

We are the company with Audit Committees, and the Board of Directors and the Audit Committees carry out the business execution, supervision and auditing, and to enhance transparency of management, to quickly respond to the changes of the business environment, to increase corporate value from the social stance, we strive to strengthen our awareness of corporate governance for the shareholders, customers, business partners, and employees, etc.

### Corporate Governance Framework



## Approach to SDGs

### Highly transparent management structure

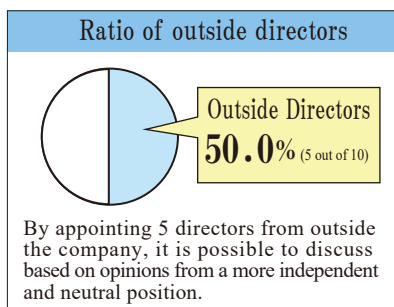
Chairman and CEO	Kamada Toshiyuki
President and COO	Ohnishi Hisashi
Director	Washizu Toshiharu
Director	Ito Shuji
Director	Hasegawa Yoshiaki
Director	Kawase Chikako
Director	Arima Shoko
Director (Audit committee member)	Furukawa Kenichiro
Director (Audit committee member)	Kamiya Shunichi
Director (Audit committee member)	Murakami Takako

#### Establishing a Group Management Structure

- \* Group representatives hold a group management meeting once a week
- \* Full-time auditor attends each meeting to ensure healthy management

#### Nomination Remuneration advisory committee

- \* Transparent decision making process for remuneration
- \* Majority of committee are outside directors



#### Board Of Directors Meeting

BOD is held once a month for decision makings of important basic management agenda, and for supervising duty execution of the directors and business execution of the executive officers.  
By inviting outside directors, we are strengthening the supervising function of the Board of Directors and realizing fair and highly transparent management.

#### Management Meeting

The Management Meeting, consisting of Representative Director and Chairman, Representative Director and President, Executive Directors, is held once a week for deciding certain matters concerning execution of duties in all group companies.

### Concept of internal control system

Our company, together with the directors and employees, in order to thoroughly comply with laws and regulations, and to establish corporate ethics, we have established the Sagami Ethics and Charter of Conduct and Compliance Manual to ensure that officers and employees are in compliance with laws and regulations, the Articles of Incorporation, and we have established a code of conduct to take actions that comply with social norms.

### Compliance System

In order to supervise compliance initiatives across the board, we have established an “Internal Control and Auditing Office”, which conducts education and training for executives and employees, and compliance learning using the in-house systems.

In addition, we have established a compliance notice and consultation provision, and we can provide information directly concerning acts with doubts on legislation, etc., with the information control window as the “Internal Control and Auditing Office”.



### Risk Management System

For the management of risks associated with business activities, we have established an “Internal Control and Auditing Office” and “Quality Assurance Division” for striving to establish appropriate business operations.

Particularly, in the “Quality Assurance Division”, the risk management is an important management item in the restaurant industry, so we receive opinions and guidance from external organizations and are working to prevent accidents.

# News Release (2012~)

2012	July	2	Soft food menu “Ginsengozen” for elderly people with less chewing power..	
	October	26	Awarded by the Minister of Health, Welfare and Labor for improvement of Food Sanitation.	
	November	21	Opened vegetables cutting plant.	
2013	1	January	21	Started coffee service in early morning at Sagami restaurant.
	2	February	1	Registered March 25 as “the day of Sagami’s Misonikomi” at Japan Anniversary Association.
	February	1	Registered August 3 as “the day of Sagami’s Hachimi-Chili” at Japan Anniversary Association.	
	February	1	Sold “naming rights” on mill stone at storefront of Sagami.	
	March	22	Awarded by the Minister of Agriculture, Forestry and Fisheries for local food promotion.	
2014	May	13	Established Singapore Sagami Pte. Ltd.	
	January	7	Ajino-Mingei Food Services Co., Ltd. joined Sagami Group.	
	3	April	22	The first “Sagami” in ASEAN countries (Bangkok).
	4	April	25	Obtained Gold award for our TEBASAKI (chicken wings) in “KARAAAGE Grand Prix Competition” in Japan.
	5	May	29	Participated in the Milan EXPO in Japan Pavilion.
	June	2	Inked with municipalities of “Support for people who are unable to return home after disasters”, total 16 prefectures and 9 cities.	
	6	June	8	Obtained Gold award for our TEBASAKI (chicken wings) in “TEBASAKI Summit Competition” in Nagoya.
2015	7	June	10	Served Soba in JAPAN OMOTENASHI PAVILION in Brazil.
	December	25	14 stores were nominated as information center for foreign tourists in the new program of Japan Tourism Agency.	
	March	27	Opened “Sagami Central World” in Bangkok, Thailand.	
	March	30	Opened “Dela PASTA Kithchen” in Toki Premium Outlets.	
	May	1	Opened Soba and Tempura Corner at Milan EXPO.	
2016	September	8	Participated in “Japan Healthful Lifestyle Exhibition” in Vietnam.	
	March	11	Opened Sobauchi (hand-making soba) experience facility “Soba Atelier SAGAMI” at Tobishima, Aichi Prefecture.	
	April	13	Opened temporary restaurant in Milan, Italy.	
	April	18	Served at the International Media Center of the G7 Ise-Shima Summit Meeting.	
	May	26	Opened “SAGAMI-Tei Castle Plaza” in the Castle Plaza Hotel near the Nagoya station.	
	June	14	Opened new style restaurant “Katsutani” specialty restaurant for Tonkatsu in Ichinomiya city, Aichi prefecture.	
2017	July	11	Our corporate mascot “Misotchi” was appointed as General Manager of Public Relations Dept. of SAGAMI group.	
	July	29	Opened “Suizan” and “JIN JIN” at the same time both in the Takashimaya in Ho Chi Minh city, Vietnam.	
	September	28	Received certification of “Omotenashi standard 2016” for SAGAMI 252 restaurants from the Ministry of Economy, Trade and Industry.	
	8	December	31	Opened our test operating restaurant in Milan, Italy.
	March	7	Received “Dark Blue Certificate” of “Omotenashi (hospitality) standard certification system” for our “Soba Atelier SAGAMI” hand making Soba workshop, from the Ministry of Economy, Trade and Industry.	
	March	28	Obtained ISO2200 certificates for 2 plants.	
	9	June	12	Won Grand Prix at TEBASAKI (chicken wings) Summit 2017.
	10	September	13	Started direct import of American pork.
2018	March	5	Introduced “Childcare Incentive System” for promoting female employees to play an active part there.	
	June	8	At the 5th TEBASAKI (chicken wings) Summit 2018, we entered the Hall of Fame.	
	September	29	Acquired the certification of “Aichi Women Shining Company” for the purpose of women’s successful activity.	
	October	1	Changed the trade name to the SAGAMI Holdings Corporation, and shifted to the holding company structure.	
2019	May	1	All group stores closed at once (excluding a part of outlet)	
	June	27	Transmitted to the Company with Audit and Supervisory Committee	
	July	14	Head office relocated to Yatsurugi, Moriyama-ku, Nagoya	
2020	March	4	50th anniversary of the company's founding	
2021	January	18	“Nagoya Cochin Misoni” is certified as Space Japanese Food	



1 “Morning coffee” service



2 Sagami's Hachimi-Chili



3 The first “Sagami” in ASEAN countries in Bangkok.



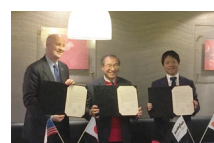
4 6 9 Lots of Gold awards, for chicken wings.



5 7 We appealed Soba in the world.



8 Opened our test operating restaurant in Milan, Italy.

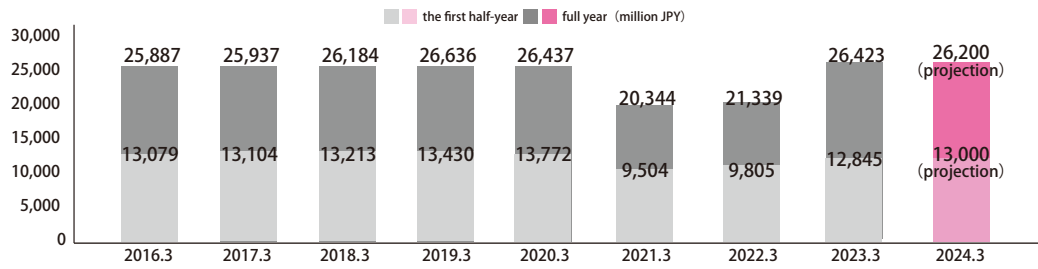


10 Start importing American pork directly

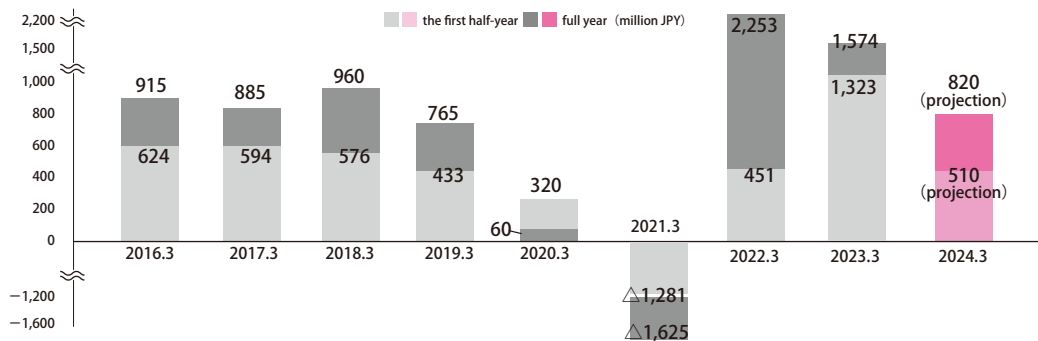
# Achievements

(As of Mar.31 2023)

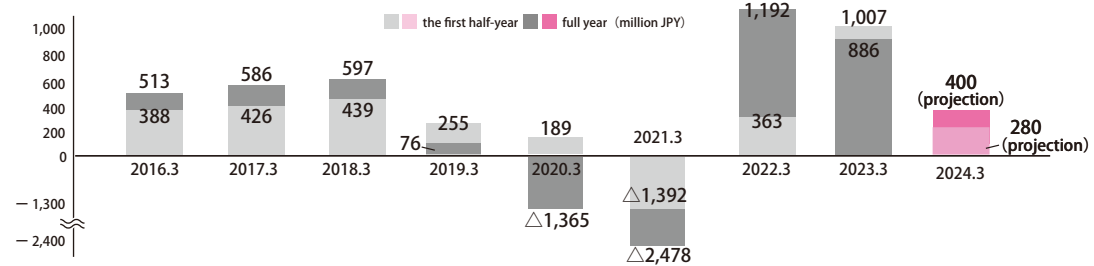
## Sales



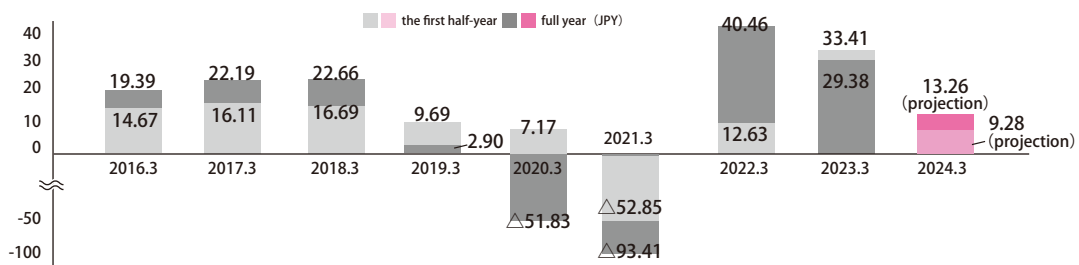
## Operating Income



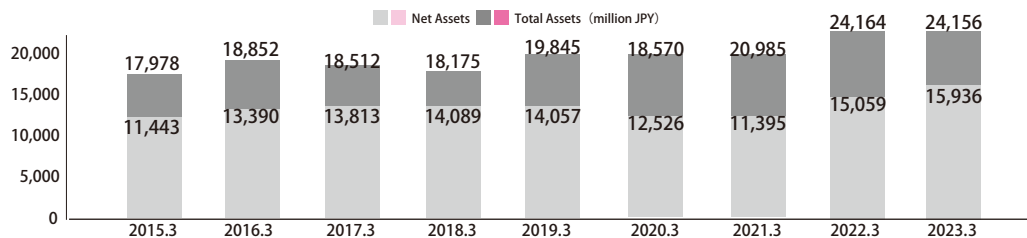
## Net Income



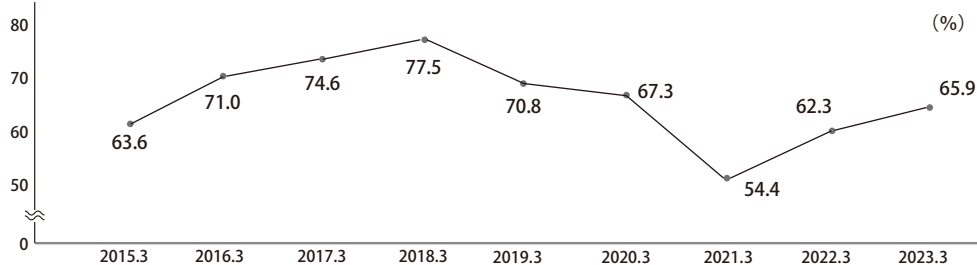
## Earnings Per Share



## Net Assets + Total Assets



## Equity Ratio



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Nagoya, 463-8535, Japan

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