

## DISCLAIMER

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May 15, 2026

**Consolidated Financial Results  
for the Fiscal Year Ended March 31, 2026  
(Under Japanese GAAP)**

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 Securities code: 8163 URL: <https://srs-holdings.com/>  
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 Scheduled date of ordinary general meeting of shareholders: June 25, 2026  
 Scheduled date to commence dividend payments: June 26, 2026  
 Scheduled date to file annual securities report: June 24, 2026  
 Preparation of supplementary material on financial results: Yes  
 Holding of financial results briefing: Yes

(Yen amounts are rounded down to millions, unless otherwise noted.)

**1. Consolidated financial results for the fiscal year ended March 31, 2026 (from April 1, 2025 to March 31, 2026)**

**(1) Consolidated operating results**

(Percentages represent year-on-year changes.)

Fiscal year ended	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
March 31, 2026	76,421	13.3	3,051	13.9	2,994	17.9	1,694	83.1
March 31, 2025	67,478	12.0	2,678	24.2	2,539	17.4	925	(48.5)

Note: Comprehensive income For the fiscal year ended March 31, 2026: 1,727 million yen [47.7%]

For the fiscal year ended March 31, 2025: 1,169 million yen [-44.4%]

Fiscal year ended	Net income per share	Diluted net income per share	Return on equity	Ratio of ordinary profit to total assets	Ratio of operating profit to sales
	Yen	Yen	%	%	%
March 31, 2026	40.98	36.82	9.9	6.4	4.0
March 31, 2025	22.39	20.65	5.7	6.2	4.0

Reference: Equity in earnings of affiliates Fiscal year ended March 31, 2026: -

Fiscal year ended March 31, 2025: -

**(2) Consolidated financial position**

As of	Total assets	Net assets	Equity ratio	Net assets per share
	Millions of yen	Millions of yen	%	Yen
March 31, 2026	47,145	18,441	37.8	431.37
March 31, 2025	45,944	17,021	35.9	398.89

Reference: Shareholders' equity As of March 31, 2026: 17,839 million yen

As of March 31, 2025: 16,494 million yen

**(3) Consolidated cash flow**

Fiscal year ended	Cash flows from operating activities	Cash flows from investing activities	Cash flows from financing activities	Cash and cash equivalents at end of period
	Millions of yen	Millions of yen	Millions of yen	Millions of yen
March 31, 2026	4,871	(2,759)	(1,397)	13,287
March 31, 2025	3,677	(10,460)	6,978	12,567

**2. Cash dividends**

	Annual dividends per share					Total dividends	Dividend payout ratio (Consolidated)	Dividends to net assets ratio (Consolidated)
	First quarter-end	Second quarter-end	Third quarter-end	Fiscal year-end	Total			
	Yen	Yen	Yen	Yen	Yen	Millions of yen	%	%
Fiscal year ended March 31, 2025	-	0.00	-	7.50	7.50	311	33.5	1.9
Fiscal year ended March 31, 2026	-	0.00	-	10.00	10.00	414	24.4	2.4
Fiscal year ending March 31, 2027 (Forecast)	-	0.00	-	10.00	10.00		23.0	

**3. Consolidated earnings forecasts for the fiscal year ending March 31, 2027 (from April 1, 2026 to March 31, 2027)**

(Percentages represent year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
Full year	83,000	8.6	3,200	4.9	3,000	0.2	1,800	6.2

**Notes**

(1) Significant changes in the scope of consolidation during the period: Yes

Newly included: One company SUSHI BENKEI CO., LTD.

Note: For details, please refer to “4. Consolidated Financial Statements and Notes (5) Notes to Consolidated Financial Statements (Changes in the Scope of Consolidation or Application of the Equity Method)” on page 16 of the Attachments.

(2) Changes in accounting policies, changes in accounting estimates, and restatement

(i) Changes in accounting policies due to revisions to accounting standards and other regulations: None

(ii) Changes in accounting policies due to other reasons: None

(iii) Changes in accounting estimates: None

(iv) Restatement: None

(3) Number of issued shares (common shares)

(i) Total number of issued shares at the end of the period (including treasury shares)

As of March 31, 2026	41,470,184 shares
As of March 31, 2025	41,470,184 shares

(ii) Number of treasury shares at the end of the period

As of March 31, 2026	116,058 shares
As of March 31, 2025	119,043 shares

(iii) Average number of shares outstanding during the period

Fiscal year ended March 31, 2026	41,352,466 shares
Fiscal year ended March 31, 2025	41,351,141 shares

**[Reference] Overview of non-consolidated financial results****1. Non-consolidated financial results for the fiscal year ended March 31, 2026 (from April 1, 2025 to March 31, 2026)****(1) Non-consolidated operating results**

(Percentages represent year-on-year changes.)

Fiscal year ended	Net sales		Operating profit		Ordinary profit		Profit	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
March 31, 2026	25,247	7.3	1,129	96.6	717	(43.5)	661	172.3
March 31, 2025	23,520	3.4	574	(14.9)	1,270	41.4	242	(70.1)

	Net income per share	Diluted net income per share
Fiscal year ended	Yen	Yen
March 31, 2026	15.99	14.36
March 31, 2025	5.87	5.42

**(2) Non-consolidated financial position**

	Total assets	Net assets	Equity ratio	Net assets per share
As of	Millions of yen	Millions of yen	%	Yen
March 31, 2026	40,487	16,221	40.1	392.17
March 31, 2025	40,026	15,911	39.7	384.68

Reference: Shareholders' equity As of March 31, 2026: 16,217 million yen  
As of March 31, 2025: 15,907 million yen

\* This financial report is not subject to audit by certified public accountants or auditing firms.

\* Proper use of earnings forecasts, and other special matters

Forecasts regarding future performance in this document are based on certain assumptions judged to be valid and information currently available to us. Actual performance may differ significantly from these forecasts for a number of factors.

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**1. Overview of Operating Results****(1) Operating Results**

## 1) Consolidated performance

(Millions of yen)

	FY3/25 (Apr. 1, 2024 – Mar. 31, 2025)			FY3/26 (Apr. 1, 2025 – Mar. 31, 2026)		
	Results	YoY change (Amount)	YoY change (%)	Results	YoY change (Amount)	YoY change (%)
Net sales	67,478	7,249	12.0	76,421	8,943	13.3
Operating profit	2,678	521	24.2	3,051	372	13.9
Ordinary profit	2,539	376	17.4	2,994	454	17.9
Profit attributable to owners of parent	925	(872)	(48.5)	1,694	768	83.1

During the fiscal year ended March 31, 2026, the Japanese economy remained in a difficult situation due to rising raw materials prices caused by the weak yen and other factors, increasing logistics, construction, and personnel costs due to labor shortages, the impact of the unstable international situation, heightened geopolitical risks, and a growing risk of a downturn in consumer confidence due to prolonged price hikes. Demand for eating out remained strong due to factors such as the expansion of inbound demand, including the effect of the Expo 2025 Osaka, Kansai, Japan, but consumers are cutting down on spending due to the trend of weak growth in real wages and anxiety about the economic outlook.

Under these circumstances, on May 9, 2025, the Group announced “SRS VISION 2030,” a new five-year Medium-term Business Plan that began in the fiscal year ending March 31, 2026, with the aim of achieving sustainable growth in corporate value. The basic policy of this Medium-term Business Plan is “Dramatically develop existing businesses and establish a new earnings base to become the unrivaled No. 1 Japanese restaurant chain” and it will promote four key strategies: (1) turning “Washoku Sato” into a national brand, (2) becoming the overwhelming No. 1 gourmet sushi chain centered on “Nigiri Chojiro” and “Umai Sushikan,” (3) establish businesses as the third and fourth pillars of earnings, and (4) strengthen group functions and promote sustainable management to support net sales of more than 100 billion yen. As part of these strategies, in addition to making SUSHI BENKEI CO., LTD., which operates six gourmet sushi restaurants including Kaiten Sushi Hokkaido in Tottori and Shimane prefectures, into a wholly owned subsidiary, we have steadily expanded our gourmet sushi restaurant network by opening two new Umai Sushikan restaurants and one new Nigiri Chojiro restaurant.

Sales in existing restaurants increased year on year due to strengthening product appeal through menu measures and price revisions in each of our businesses, as well as the effect of increased sales from M&As conducted in the previous and current fiscal years and the contribution of new restaurant openings. As a result, net sales increased year on year. Operating profit and ordinary profit increased year on year due to the increased sales despite factors such as rising raw material prices, including rice, and increasing personnel expenses. Profit attributable to owners of parent exceeded that of the previous fiscal year, despite the recording of 612 million yen in impairment losses on non-current assets of stores and goodwill of consolidated subsidiary NIS Inc., while 538 million yen in extraordinary income was recorded due to the sale of investment securities held to improve capital efficiency and cash flow by reviewing cross-shareholdings.

Specific initiatives and overviews of each major business category are as follows.

*Washoku Sato* restaurants

We promoted efforts to make “Washoku Sato” a national brand by opening three stores in Okayama Prefecture from June to December 2025 and one store in Aichi Prefecture in January 2026. In existing restaurants, we renovated eight stores, and at the Kishidado store (Higashi-Osaka City, Osaka), we increased the number of booth seats to enhance “social gatherings through meals.” As part of our merchandise measures, we sold high-value-added merchandise such as “all-you-can-eat crab,” “all -you-can-eat beef tongue,” and “all -you-can-eat oysters” in the all-you-can-eat courses of “Sato Shabu” and “Sato-shiki Yakินิกu,” which increased net sales. As a result, net sales increased by 4.4% year on year, to 29,138 million yen.

*“Nigiri Chojiro”* restaurants

We held fairs such as “A Journey with Chojiro: Winter Dishes” and “A Journey with Chojiro: Spring Dishes” using seasonal ingredients and sold seasonal merchandise such as “Marukaburi-zushi” for Setsubun and “Chirashizushi” for Hinamatsuri as merchandise measures. During the year-end and New Year holidays, we focused on selling take-out merchandise, and the value of mobile orders received in January 2026 was a record high. In March 2026, we opened the new Wakayama-Hirai Chojiro (Wakayama City, Wakayama Prefecture), equipped with a large-size fish preserve that is approximately twice the size of the one in existing restaurants and the first “express lane” in a Nigiri Chojiro restaurant. We also renovated one store during the fiscal year under review. As a result, net sales increased by 5.8% year on year, to 14,841 million yen.

*Kazokutei* restaurants

In addition to selling tempura dishes made with snow crab during the year-end and New Year period, the “Kyushu & Okinawa Fair” was held in February and the “Sakura Shrimp and Clam Fair” was held in March, contributing to improving the average sales per customer through the sale of high-value-added merchandise. In addition, we worked on sales promotion using apps, LINE, social media, etc., including sales of Kazokutei Lucky Bag and the “Great Spring Thanksgiving” campaign to commemorate the third anniversary of the introduction of the official Kazokutei app. We also renovated five stores during the fiscal year under review. As a result, net sales increased by 10.2% year on year, to 5,575 million yen.

## Amino sushi business restaurants

As merchandise measures, we held “Late Spring Fair,” “Early Spring Fair,” and “Anticipating Spring” fairs to offer seasonal sushi toppings for limited periods, and sold seasonal merchandise such as “Eho-maki” for Setsubun, and “Hina-nigiri” and “Hinachirashi” for Hinamatsuri. In addition, we opened the Osaki Furukawa store (Osaki City, Miyagi Prefecture) in January 2026 and the Maebashi Amakawa store (Maebashi City, Gunma Prefecture) in March 2026, our first store in Gunma Prefecture. We held tuna cutting shows and other events to encourage customers to visit our stores. We also renovated two stores during the fiscal year under review. As a result, net sales amounted to 6,793 million yen.

Segment information is not provided because the SRS Group has only the food service business segment.

## SRS Group: Opening and closure of restaurants

(Number of restaurants)

		FY3/25 (As of Mar. 31, 2025)	Increase or decrease due to M&A	Newly opened restaurants	Closed restaurants	FY3/26 (As of Mar. 31, 2026)	Restaurants planned to open during FY3/26
Number of restaurants (domestic)		594 (71)	6 (-)	22 (1)	8 (2)	614 (70)	36
Japanese-style family restaurant	<i>Washoku Sato</i>	198 (-)	- (-)	4 (-)	1 (-)	201 (-)	5
	<i>Nigiri Chojiro/CHOJIRO</i>	72 (-)	- (-)	1 (-)	- (-)	73 (-)	4
Gourmet sushi	Amino sushi business (*1)	32 (-)	- (-)	2 (-)	1 (-)	33 (-)	2
	<i>Kaiten Sushi Hokkaido and Sushi-Benkei</i>	- (-)	6 (-)	- (-)	- (-)	6 (-)	0
	<i>Kazokutei</i> (*2)	59 (7)	- (-)	- (-)	- (-)	59 (7)	1
Soba and udon	<i>Tokutoku</i>	57 (45)	- (-)	4 (-)	2 (2)	59 (43)	4
	<i>Katsuya</i>	51 (17)	- (-)	1 (1)	- (-)	52 (18)	5
Rice bowl, set meal and others	<i>Tendon Tempura Honpo Santen</i>	34 (1)	- (-)	1 (-)	- (-)	35 (1)	1
	<i>Miyamoto Munashi</i>	24 (-)	- (-)	- (-)	- (-)	24 (-)	0
	<i>Karayama</i>	11 (-)	- (-)	1 (-)	- (-)	12 (-)	2
	<i>Tamagoyaki and Dashi Himawari</i>	8 (-)	- (-)	1 (-)	1 (-)	8 (8)	2

	<i>Beefsteak Ushinofuku</i> (restaurant)	4 (-)	- (-)	1 (-)	- (-)	5 (-)	3
	M&S FC Business (*3)	32 (1)	- (-)	5 (-)	2 (-)	35 (1)	6
	Others	12 (-)	- (-)	1 (-)	1 (-)	12 (-)	1
Number of restaurants (overseas)		24 (23)	- (-)	10 (10)	11 (10)	23 (23)	8
Overseas	Restaurants overseas	24 (23)	- (-)	10 (10)	11 (10)	23 (23)	8
Number of home-meal replacement restaurants		162 (151)	- (-)	13 (12)	32 (32)	143 (131)	31
Home-meal replacement	<i>Torisho</i>	148 (148)	- (-)	13 (12)	30 (30)	131 (130)	31
	Sushi delivery business	11 (3)	- (-)	- (-)	2 (2)	9 (1)	0
	<i>Beefsteak Ushinofuku</i> (home-meal replacement)	3 (-)	- (-)	- (-)	- (-)	3 (-)	0
Number of Group restaurants	Group total	780 (245)	6 (-)	45 (23)	51 (44)	780 (224)	75
	Group total (directly-managed restaurants only)	535 (-)	6 (-)	22 (-)	7 (-)	556 (-)	34

Note: Numbers in parentheses include franchised, leased-band and joint venture restaurants.

\*1 Amino sushi business includes *Umai Sushikan, Umai Sushikan Yutorogi, Umai Sushikan Bekkan Sushimasa, Ginza Sushimasa, Kaiten Sushi Marukuni and Hokkai Sanriku Sumibiyaki Marukan* restaurants.

\*2 *Kazokutei* includes *Kashunan, Sanpoan, Kazokuan, Kyoshun,* and *Kyosai* restaurants.

\*3 M&S FC Business is the total number of stores operated by M&S FOODSERVICE CO., LTD. in the *Popolamama, Mister Donut, Doutor Coffee, Oogamaya* and *Shinpachi Shokudo* restaurants.

## (2) Financial Position

Total assets at the end of the current fiscal year increased 1,201 million yen from the end of the previous fiscal year to 47,145 million yen.

Current assets increased 1,228 million yen from the end of the previous fiscal year to 19,319 million yen. This was mainly due to increases of 719 million yen in cash and deposits, 275 million yen in accounts receivable - trade, and 118 million yen in raw materials and supplies.

Non-current assets decreased 1 million yen from the end of the previous fiscal year to 27,742 million yen. This was mainly due to a decrease of 838 million yen in deferred tax assets, and an increase of 814 million yen in buildings and structures, net.

Current liabilities increased 875 million yen from the end of the previous fiscal year to 12,060 million yen. This was mainly due to increases of 250 million yen in income taxes payable, 246 million yen in current portion of long-term borrowings and 205 million yen in accounts payable - trade.

Non-current liabilities decreased 1,094 million yen from the end of the previous fiscal year to 16,643 million yen. This was mainly due to decreases of 827 million yen in bonds payable, 576 million yen in deferred tax liabilities, and an increase of 83 million in other non-current liabilities.

Net assets increased 1,419 million yen from the end of the previous fiscal year to 18,441 million yen.

## (3) Cash Flows

At the end of the fiscal year under review, cash and cash equivalents (hereinafter, "net cash") increased 719 million yen from the end of the previous fiscal year to 13,287 million yen.

Cash flows and the factors contributing to them during the fiscal year under review were as follows.

### (Cash flows from operating activities)

Net cash provided by operating activities was 4,871 million yen, compared with 3,677 million yen provided in the previous fiscal year. This was mainly due to profit before income taxes of 2,921 million yen, depreciation of 2,244 million yen and income taxes paid of 672 million yen.

### (Cash flows from investing activities)

Net cash used in investing activities was 2,759 million yen, compared with 10,460 million yen used in the previous fiscal year. This was mainly due to purchase of property, plant and equipment of 2,940 million yen, proceeds from

the sale of investment securities of 631 million yen and purchase of shares of subsidiaries resulting in change in scope of consolidation of 313 million yen.

(Cash flows from financing activities)

Net cash used in financing activities was 1,397 million yen, compared with 6,978 million yen provided in the previous fiscal year. This was mainly due to proceeds from long-term borrowings of 2,000 million yen, repayments of long-term borrowings of 1,785 million yen, and redemption of bonds of 1,087 million yen.

(Reference) Trends in cash flow indicators

	FY3/22	FY3/23	FY3/24	FY3/25	FY3/26
Equity ratio (%)	39.7	39.9	44.0	35.9	37.8
Equity ratio based on market value (%)	90.4	114.1	133.8	106.2	106.8
Interest-bearing debt to cash flow ratio (years)	2.7	5.5	2.8	3.5	2.5
Interest coverage ratio (times)	36.6	17.4	34.4	28.0	30.9

Equity ratio: Shareholders' equity / Total assets

Equity ratio based on market value: Market capitalization / Total assets

Interest-bearing debt to cash flow ratio: Interest-bearing debt / Operating cash flows

Interest coverage ratio: Operating cash flows / Interest payments

Notes: 1. Market capitalization is calculated by the number of shares outstanding at the end of the period, excluding treasury shares.

2. Operating cash flows are the figures for operating cash flows in the consolidated statement of cash flows.

3. Interest-bearing debt includes all debts on the consolidated balance sheet that incur interest.

**(4) Outlook**

Regarding the outlook for the next fiscal year, although demand for eating out is expected to remain firm due to the expansion of inbound demand and other factors, the business environment is expected to remain challenging due to various cost-increasing factors that affected business performance in the fiscal year under review, as well as the impact of the unstable international situation on exchange rates and the economy, and growing budget-consciousness among consumers. Under these circumstances, based on the five-year Medium-term Business Plan "SRS VISION 2030," which started in the fiscal year ended March 31, 2026, the Group will aim to sustainably enhance corporate value through further improvements in profitability and expanding scale. In the next fiscal year, which is the second year of Medium-term Business Plan, we will promote the opening of new restaurants and new trade areas in "Washoku Sato," "Nigiri Chojiro," "Umai Sushikan," etc. to realize our key strategies. In existing restaurants, we will also introduce new menus, implement sales promotion measures, and carry out renovations to further improve customer satisfaction and increase the number of customers. In addition, we will focus on improving productivity throughout the Group by promoting DX.

For the next fiscal year, in line with the Medium-term Business Plan, we plan net sales of 83,000 million yen, operating profit of 3,200 million yen, ordinary profit of 3,000 million yen, and profit attributable to owners of parent of 1,800 million yen, taking into account information available at the time and recent conditions.

(Medium-term Business Plan)

	FY3/26	FY3/27	FY3/28	FY3/29	FY3/30
Net sales (Millions of yen)	76,000	83,000	92,000	103,000	115,000
Ordinary profit (Millions of yen)	2,800	3,000	3,600	4,700	6,000
Number of restaurants	819	880	970	1,080	1,180
ROE	More than 8%	More than 8%	More than 8%	More than 10%	More than 12%

(Results and Earnings Forecasts)

	FY3/26 (results)	FY3/27 (earnings forecasts)
Net sales (Millions of yen)	76,421	83,000

Ordinary profit (Millions of yen)	2,994	3,000
Number of restaurants	780	822
ROE	9.9%	9.7%

### (5) Basic Policy for Profit Distribution and Dividends for the Current and Next Fiscal Years

Our basic policy on profit distribution is to determine dividends with a consolidated dividend payout ratio of 20% or more as a guideline, in principle, in order to achieve both corporate growth and shareholder returns, and to promote a flexible dividend policy with the aim of sustainable improvement of corporate value, while taking into account the status of business performance and the need for future growth investment.

As a result of a comprehensive consideration of future business development, internal reserves, and other factors, we plan to pay a year-end dividend of 10.00 yen per share for the fiscal year under review. The dividend forecast for the fiscal year ending March 31, 2027 is 10.00 yen per share.

## 2. Corporate Group

Our group is composed of the Company and its 10 affiliates whose main business is operating restaurants.

We do not provide segment information because we only have a single business segment of food service business.

Our group's business content and relationship with the Company are described below with a systematic chart of the business.

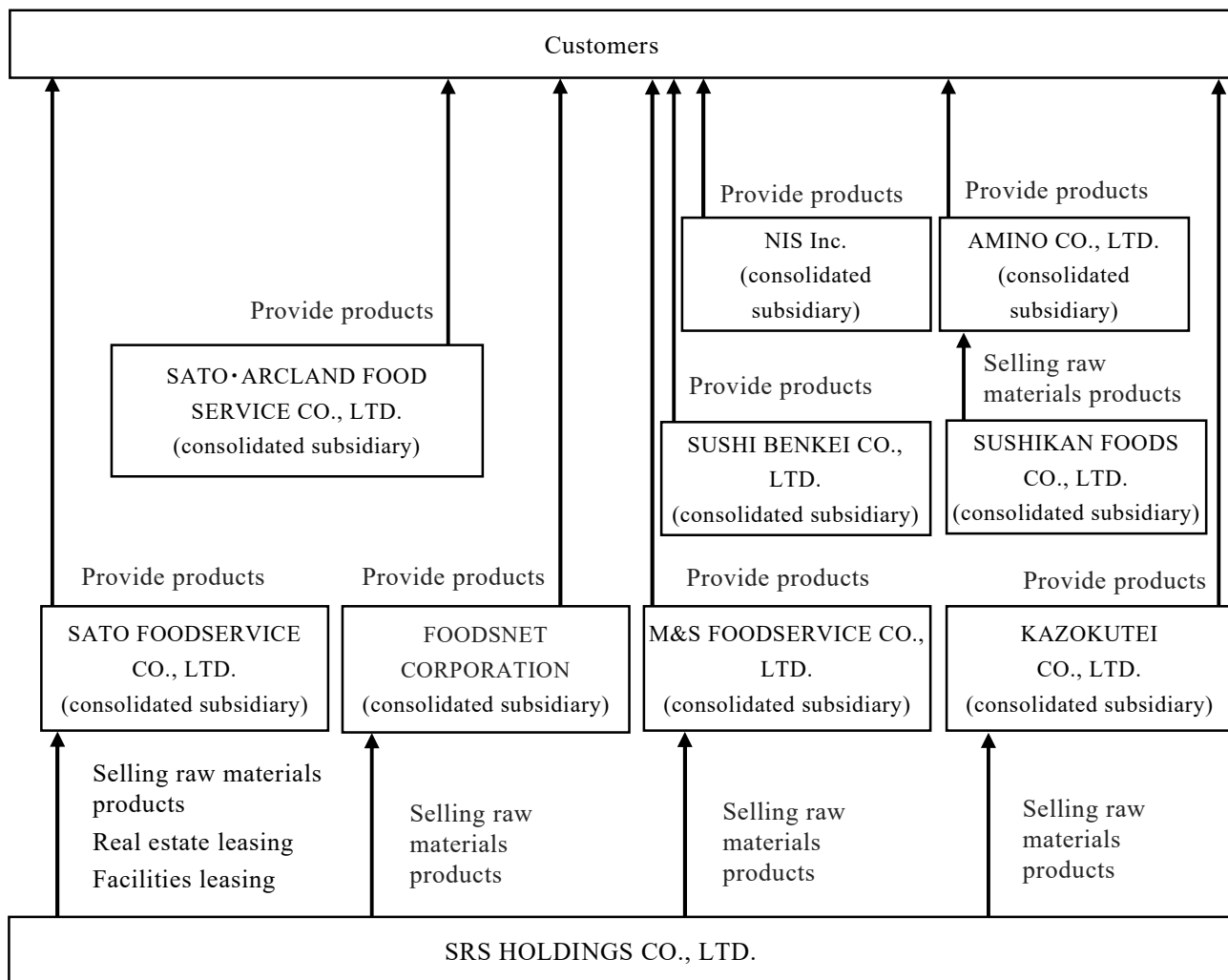
### (1) Our group's business content and relationship with the Company

Restaurant management: SATO FOODSERVICE CO., LTD., FOODSNET CORPORATION, KAZOKUTEI CO. LTD., AMINO CO., LTD., M&S FOODSERVICE CO., LTD., SUSHI BENKEI CO., LTD., NIS CO., LTD., and SATO • ARCLAND FOOD SERVICE CO., LTD., operate restaurants that serve mainly Japanese food.

Other: SUSHIKAN FOODS CO., LTD. is mainly engaged in the processing and sale of marine products.

\*The liquidation of SRS TAIWAN COMPANY LIMITED was completed on April 10, 2026.

(2) Systematic diagram of the business



**3. Basic Approach to the Selection of Accounting Standards**

The Group expects to employ Japanese accounting standards for the time being. However, we intend to consider the future adoption of International Financial Reporting Standards (IFRS) depending on the ratio of foreign shareholders and adoption trends among other companies in Japan.

**4. Consolidated Financial Statements and Notes****(1) Consolidated Balance Sheet**

	(Thousands of yen)	
	FY3/25 (As of Mar. 31, 2025)	FY3/26 (As of Mar. 31, 2026)
<b>Assets</b>		
Current assets		
Cash and deposits	12,567,643	13,287,030
Accounts receivable - trade	3,184,789	3,460,740
Merchandise	59,140	53,258
Raw materials and supplies	1,384,438	1,503,120
Current portion of long-term loans receivable	68,204	69,292
Other	826,898	946,349
Allowance for doubtful accounts	(600)	(429)
Total current assets	18,090,516	19,319,362
Non-current assets		
Property, plant and equipment		
Buildings and structures	25,506,497	27,472,351
Accumulated depreciation	(20,218,180)	(21,369,207)
Buildings and structures, net	5,288,316	6,103,143
Machinery, equipment and vehicles	1,178,064	1,363,233
Accumulated depreciation	(945,778)	(1,063,593)
Machinery, equipment and vehicles, net	232,285	299,639
Land	3,329,650	3,438,760
Leased assets	1,996,644	2,118,127
Accumulated depreciation	(1,414,122)	(1,535,615)
Leased assets, net	582,522	582,512
Construction in progress	132,276	167,303
Other	8,009,995	9,232,822
Accumulated depreciation	(6,490,207)	(7,488,945)
Other, net	1,519,787	1,743,877
Total property, plant and equipment	11,084,839	12,335,237
Intangible assets		
Goodwill	5,318,844	5,387,205
Trademark rights	2,590,680	2,440,243
Other	529,699	309,788
Total intangible assets	8,439,224	8,137,237
Investments and other assets		
Investment securities	1,188,514	900,569
Long-term loans receivable	590,286	607,068
Guarantee deposits	4,246,627	4,369,558
Deferred tax assets	1,585,370	746,753
Other	612,212	654,913
Allowance for doubtful accounts	(3,267)	(8,996)
Total investments and other assets	8,219,745	7,269,867
Total non-current assets	27,743,808	27,742,342
Deferred assets	109,725	83,918
<b>Total assets</b>	<b>45,944,050</b>	<b>47,145,623</b>

	(Thousands of yen)	
	FY3/25 (As of Mar. 31, 2025)	FY3/26 (As of Mar. 31, 2026)
<b>Liabilities</b>		
<b>Current liabilities</b>		
Accounts payable - trade	2,142,550	2,348,377
Current portion of bonds payable	1,087,500	1,147,500
Current portion of long-term borrowings	1,620,700	1,867,683
Lease liabilities	194,133	128,940
Accounts payable - other	3,348,440	3,418,677
Income taxes payable	402,213	652,310
Provision for bonuses	598,810	606,641
Provision for loss on store closings	1,463	1,575
Other	1,788,656	1,888,675
<b>Total current liabilities</b>	<b>11,184,467</b>	<b>12,060,380</b>
<b>Non-current liabilities</b>		
Bonds payable	8,511,250	7,683,750
Long-term borrowings	5,441,328	5,513,111
Lease liabilities	929,005	920,444
Deferred tax liabilities for land revaluation	85,305	85,305
Deferred tax liabilities	695,664	119,419
Provision for retirement benefits for directors (and other officers)	214,593	228,203
Provision for share awards for directors (and other officers)	56,670	68,590
Retirement benefit liability	132,465	196,835
Asset retirement obligations	1,435,986	1,509,554
Other	235,628	318,638
<b>Total non-current liabilities</b>	<b>17,737,898</b>	<b>16,643,852</b>
<b>Total liabilities</b>	<b>28,922,366</b>	<b>28,704,232</b>
<b>Net assets</b>		
<b>Shareholders' equity</b>		
Share capital	11,077,683	11,077,683
Capital surplus	4,481,953	4,482,172
Retained earnings	1,322,637	2,706,295
Treasury shares	(119,707)	(116,715)
<b>Total shareholders' equity</b>	<b>16,762,566</b>	<b>18,149,436</b>
<b>Accumulated other comprehensive income</b>		
Valuation difference on available-for-sale securities	633,815	485,695
Deferred gains or losses on hedges	14,915	120,548
Revaluation reserve for land	(926,256)	(926,256)
Foreign currency translation adjustment	9,396	9,583
<b>Total accumulated other comprehensive income</b>	<b>(268,127)</b>	<b>(310,428)</b>
Share acquisition rights	3,986	3,986
Non-controlling interests	523,259	598,396
<b>Total net assets</b>	<b>17,021,684</b>	<b>18,441,390</b>
<b>Total liabilities and net assets</b>	<b>45,944,050</b>	<b>47,145,623</b>

(2) Consolidated Statements of Income and Comprehensive Income  
(Consolidated Statement of Income)

(Thousands of yen)

	FY3/25 (Apr. 1, 2024 – Mar. 31, 2025)	FY3/26 (Apr. 1, 2025 – Mar. 31, 2026)
Net sales	67,478,441	76,421,955
Cost of sales	22,914,978	26,290,091
Gross profit	44,563,463	50,131,863
Selling, general and administrative expenses		
Remuneration for directors (and other officers)	317,840	369,960
Provision for share awards for directors (and other officers)	16,750	15,027
Salaries and allowances	19,199,682	21,956,981
Employees' bonuses	414,088	444,896
Provision for bonuses	583,263	661,397
Welfare expenses	2,081,278	2,488,143
Retirement benefit expenses	194,043	229,894
Provision for retirement benefits for directors (and other officers)	6,805	13,610
Utilities expenses	2,564,990	2,586,387
Supplies expenses	1,780,698	1,885,206
Rent expenses	5,941,331	6,353,015
Repair expenses	1,187,722	1,132,465
Depreciation	1,946,565	2,231,743
Miscellaneous expenses	5,339,003	6,244,784
Amortization of goodwill	310,595	467,070
Total selling, general and administrative expenses	41,884,658	47,080,584
Operating profit	2,678,804	3,051,279
Non-operating income		
Interest income	7,499	9,038
Dividend income	29,005	43,356
Rental income from buildings	46,876	46,851
Foreign exchange gains	872	30,240
Miscellaneous income	59,913	102,123
Total non-operating income	144,167	231,610
Non-operating expenses		
Interest expenses	131,442	157,900
Rental expenses on real estate	29,470	29,604
Miscellaneous losses	122,878	101,215
Total non-operating expenses	283,792	288,720
Ordinary profit	2,539,179	2,994,168
Extraordinary income		
Gain on sales of non-current assets	2,496	497
Gain on sale of investment securities	-	538,486
Compensation income	-	30,000
Total extraordinary income	2,496	568,984
Extraordinary losses		
Loss on retirement of non-current assets	25,946	15,774
Impairment losses	765,477	612,623
Loss on cancellation of rental contracts	-	10,612
Loss on store closings	8,079	641
Provision for loss on store closings	1,463	1,575
Trademark settlement money	127,500	-
Total extraordinary losses	928,466	641,226
Profit before income taxes	1,613,209	2,921,926

	FY3/25 (Apr. 1, 2024 – Mar. 31, 2025)	FY3/26 (Apr. 1, 2025 – Mar. 31, 2026)
Income taxes - current	539,294	886,001
Income taxes - deferred	47,972	266,105
Total income taxes	587,267	1,152,107
Profit	1,025,941	1,769,819
Profit attributable to non-controlling interests	100,139	75,136
Profit attributable to owners of parent	925,802	1,694,682

(Consolidated Statement of Comprehensive Income)

(Thousands of yen)

	FY3/25 (Apr. 1, 2024 – Mar. 31, 2025)	FY3/26 (Apr. 1, 2025 – Mar. 31, 2026)
Profit	1,025,941	1,769,819
Other comprehensive income		
Valuation difference on available-for-sale securities	139,080	(148,120)
Deferred gains or losses on hedges	6,907	105,632
Revaluation reserve for land	(2,358)	-
Foreign currency translation adjustment	37	186
Total other comprehensive income	143,667	(42,300)
Comprehensive income	1,169,608	1,727,518
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	1,069,469	1,652,381
Comprehensive income attributable to non-controlling interests	100,139	75,136

## (3) Consolidated Statement of Changes in Equity

FY3/25 (Apr. 1, 2024 – Mar. 31, 2025)

(Thousands of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	11,077,683	4,481,953	707,858	(119,707)	16,147,788
Changes during period					
Dividends of surplus			(311,023)		(311,023)
Profit attributable to owners of parent			925,802		925,802
Net changes in items other than shareholders' equity					
Total changes during period	-	-	614,778	-	614,778
Balance at end of period	11,077,683	4,481,953	1,322,637	(119,707)	16,762,566

(Thousands of yen)

	Accumulated other comprehensive income					Share acquisition rights	Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Deferred gains or losses on hedges	Revaluation reserve for land	Foreign currency translation adjustment	Total accumulated other comprehensive income			
Balance at beginning of period	494,735	8,008	(923,897)	9,359	(411,795)	-	423,120	16,159,113
Changes during period								
Dividends of surplus								(311,023)
Profit attributable to owners of parent								925,802
Net changes in items other than shareholders' equity	139,080	6,907	(2,358)	37	143,667	3,986	100,139	247,792
Total changes during period	139,080	6,907	(2,358)	37	143,667	3,986	100,139	862,570
Balance at end of period	633,815	14,915	(926,256)	9,396	(268,127)	3,986	523,259	17,021,684

FY3/26 (Apr. 1, 2025 – Mar. 31, 2026)

(Thousands of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	11,077,683	4,481,953	1,322,637	(119,707)	16,762,566
Changes during period					
Dividends of surplus			(311,023)		(311,023)
Purchase of treasury shares				(60)	(60)
Disposal of treasury shares		218		3,053	3,271
Profit attributable to owners of parent			1,694,682		1,694,682
Net changes in items other than shareholders' equity					
Total changes during period	-	218	1,383,658	2,992	1,386,869
Balance at end of period	11,077,683	4,482,172	2,706,295	(116,715)	18,149,436

(Thousands of yen)

	Accumulated other comprehensive income					Share acquisition rights	Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Deferred gains or losses on hedges	Revaluation reserve for land	Foreign currency translation adjustment	Total accumulated other comprehensive income			
Balance at beginning of period	633,815	14,915	(926,256)	9,396	(268,127)	3,986	523,259	17,021,684
Changes during period								
Dividends of surplus								(311,023)
Purchase of treasury shares								(60)
Disposal of treasury shares								3,271
Profit attributable to owners of parent								1,694,682
Net changes in items other than shareholders' equity	(148,120)	105,632	-	186	(42,300)	-	75,136	32,835
Total changes during period	(148,120)	105,632	-	186	(42,300)	-	75,136	1,419,705
Balance at end of period	485,695	120,548	(926,256)	9,583	(310,428)	3,986	598,396	18,441,390

## (4) Consolidated Statement of Cash Flows

(Thousands of yen)

	FY3/25 (Apr. 1, 2024 – Mar. 31, 2025)	FY3/26 (Apr. 1, 2025 – Mar. 31, 2026)
<b>Cash flows from operating activities</b>		
Profit before income taxes	1,613,209	2,921,926
Depreciation	1,956,290	2,244,640
Amortization of goodwill	310,595	467,070
Impairment losses	765,477	612,623
Loss (gain) on sale of investment securities	-	(538,486)
Loss on cancellation of rental contracts	-	10,000
Increase (decrease) in provision for bonuses	(69,739)	(19,076)
Increase (decrease) in allowance for doubtful accounts	(3,097)	5,558
Increase (decrease) in provision for loss on store closings	(4,810)	111
Increase (decrease) in retirement benefit liability	3,280	14,210
Interest and dividend income	(36,504)	(52,394)
Interest expenses	131,442	157,900
Compensation income	-	(30,000)
Gain on sales of non-current assets	(2,496)	(497)
Loss on retirement of non-current assets	25,946	15,774
Decrease (increase) in trade receivables	(257,784)	(241,250)
Decrease (increase) in inventories	(104,857)	(97,393)
Decrease (increase) in accounts receivable - other	27,190	(72,362)
Increase (decrease) in trade payables	124,985	126,863
Increase (decrease) in accounts payable - other	160,278	5,371
Increase (decrease) in accrued consumption taxes	(51,519)	(8,287)
Decrease (increase) in consumption taxes refund receivable	(535)	535
Other, net	(58,785)	79,573
<b>Subtotal</b>	<b>4,528,567</b>	<b>5,602,411</b>
Interest and dividends received	29,664	45,364
Interest paid	(130,699)	(156,931)
Proceeds from compensation	-	30,000
Income taxes paid	(755,874)	(672,049)
Income taxes refund	6,244	23,051
<b>Net cash provided by (used in) operating activities</b>	<b>3,677,901</b>	<b>4,871,847</b>
<b>Cash flows from investing activities</b>		
Purchase of property, plant and equipment	(2,194,011)	(2,940,504)
Proceeds from sale of property, plant and equipment	2,496	497
Purchase of intangible assets	(117,179)	(100,103)
Purchase of shares of subsidiaries resulting in change in scope of consolidation	(8,126,005)	(313,764)
Payments for asset retirement obligations	(28,129)	(29,600)
Proceeds from withdrawal of time deposits	-	156,918
Payments of guarantee deposits	(69,518)	(167,068)
Proceeds from refund of guarantee deposits	51,429	33,076
Payments of construction assistance fund receivables	(30,000)	(79,980)
Proceeds from collection of construction assistance fund receivables	73,177	76,818
Proceeds from sale of investment securities	-	631,266
Other, net	(22,788)	(26,567)
<b>Net cash provided by (used in) investing activities</b>	<b>(10,460,529)</b>	<b>(2,759,010)</b>

(Thousands of yen)

	FY3/25 (Apr. 1, 2024 – Mar. 31, 2025)	FY3/26 (Apr. 1, 2025 – Mar. 31, 2026)
<b>Cash flows from financing activities</b>		
Repayments of short-term borrowings	-	(20,000)
Proceeds from long-term borrowings	3,500,000	2,000,000
Repayments of long-term borrowings	(1,413,956)	(1,785,634)
Repayments of finance lease liabilities	(187,036)	(194,694)
Proceeds from issuance of bonds	6,453,321	-
Redemption of bonds	(1,066,250)	(1,087,500)
Proceeds from issuance of share acquisition rights	3,428	-
Dividends paid	(311,023)	(311,023)
Other, net	-	1,164
Net cash provided by (used in) financing activities	6,978,482	(1,397,689)
Effect of exchange rate change on cash and cash equivalents	235	4,238
Net increase (decrease) in cash and cash equivalents	196,089	719,386
Cash and cash equivalents at beginning of period	12,371,553	12,567,643
Cash and cash equivalents at end of period	12,567,643	13,287,030

**(5) Notes to Consolidated Financial Statements****Changes in the Scope of Consolidation or Application of the Equity Method**

Significant changes in the scope of consolidation

In the fiscal year under review, the Company acquired all of the shares of SUSHI BENKEI CO., LTD., and made the said company into its subsidiary. As a result, the company has been included in the scope of consolidation.

**Going Concern Assumption**

Not applicable.

**Segment and Other Information****Segment information**

FY3/25 (Apr. 1, 2024 – Mar. 31, 2025) and FY3/26 (Apr. 1, 2025 – Mar. 31, 2026)

Omitted since the Group has only a single business segment of food service business.

**Related information**

FY3/25 (Apr. 1, 2024 – Mar. 31, 2025) and FY3/26 (Apr. 1, 2025 – Mar. 31, 2026)

## 1. Information by product and service

Omitted since sales to external customers which account for more than 90% of net sales shown on the consolidated statement of income are derived from a single product or service category.

## 2. Information by region

## (1) Net sales

Omitted since sales to external customers in Japan exceeded 90% of net sales on the consolidated statement of income.

## (2) Property, plant and equipment

Omitted since property, plant and equipment in Japan exceeded 90% of property, plant and equipment on the consolidated balance sheet.

## 3. Information by major client

Omitted since no external customer accounts for more than 10% of net sales on the consolidated statement of income.

**Information related to impairment losses on non-current assets for each reportable segment**

FY3/25 (Apr. 1, 2024 – Mar. 31, 2025) and FY3/26 (Apr. 1, 2025 – Mar. 31, 2026)

Omitted since the Group has only a single business segment of food service business.

**Information related to goodwill amortization and the unamortized balance for each reportable segment**

FY3/25 (Apr. 1, 2024 – Mar. 31, 2025) and FY3/26 (Apr. 1, 2025 – Mar. 31, 2026)

Omitted since the Group has only a single business segment of food service business.

**Information related to gain on bargain purchase for each reportable segment**

FY3/25 (Apr. 1, 2024 – Mar. 31, 2025) and FY3/26 (Apr. 1, 2025 – Mar. 31, 2026)

Not applicable.

**Per-share Information**

(Yen)

	FY3/25 (Apr. 1, 2024 – Mar. 31, 2025)	FY3/26 (Apr. 1, 2025 – Mar. 31, 2026)
Net assets per share	398.89	431.37
Net income per share	22.39	40.98
Diluted net income per share	20.65	36.82

Notes: 1. The Company's shares held by Custody Bank of Japan, Ltd. (Trust Account) as trust assets of the Officer's Share Benefit Trust are included in treasury shares, which are deducted from the total number of outstanding shares at the end of the period for the purpose of calculating net assets per share (118,700 shares for FY3/25 and 115,665 shares for FY3/26).

For calculation of net income (loss) per share and diluted net income per share is included in treasury shares, which is deducted from the calculation of the average number of shares during the period (118,700 shares for FY3/25 and 117,360 shares for FY3/26).

2. Basis for calculating net assets per share is as follows.

	FY3/25 (As of Mar. 31, 2025)	FY3/26 (As of Mar. 31, 2026)
Total net assets (Thousands of yen)	17,021,684	18,441,390
Deduction on total net assets (Thousands of yen)	527,245	602,382
[of which share acquisition rights (Thousands of yen)]	[3,986]	[3,986]
[of which non-controlling interests (Thousands of yen)]	[523,259]	[598,396]
Net assets applicable to common shares (Thousands of yen)	16,494,438	17,839,007
Number of common shares at end of period used in calculation of net assets per share (Shares)	41,351,141	41,354,126

3. Basis for calculating net income (loss) per share is as follows.

	FY3/25 (Apr. 1, 2024 – Mar. 31, 2025)	FY3/26 (Apr. 1, 2025 – Mar. 31, 2026)
Net income per share		
Profit attributable to owners of parent (Thousands of yen)	925,802	1,694,682
Amounts not available to common shareholders (Thousands of yen)	-	-
Profit attributable to owners of parent applicable to common shares (Thousands of yen)	925,802	1,694,682
Average number of common shares outstanding during the period (Shares)	41,351,141	41,352,466
Diluted net income per share		
Adjustment to profit attributable to owners of parent (Thousands of yen)	-	-
Increase in number of common shares (Shares)	3,478,535	4,673,832
[of which convertible bonds (Shares)]	[3,332,846]	[4,413,000]
[of which share acquisition rights (Shares)]	[145,689]	[260,832]
Description of the latent shares not included in the calculation of diluted net income per share due to their non-dilutive effect	-	-

**Subsequent Events**

Not applicable.

*This financial report is solely a translation of the Company's Kessan Tanshin (including attachments) in Japanese, which has been prepared in accordance with accounting principles and practices generally accepted in Japan, for the convenience of readers who prefer an English translation.*