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Consolidated Financial Results for the Year Ended March 31, 2026 [Japanese GAAP]

May 14, 2026

Company name: Sagami Holdings Corporation
 Listing: Tokyo Stock Exchange, Nagoya Stock Exchange
 Securities code: 9900
 URL: <https://www.sagami-holdings.co.jp/en/>
 Representative: Hisashi Onishi President
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 Scheduled date of annual general meeting of shareholders: June 24, 2026
 Scheduled date to commence dividend payments: June 25, 2026
 Scheduled date to file annual securities report: June 23, 2026
 Preparation of supplementary material on financial results: Yes
 Holding of financial results briefing: None

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

1. Consolidated Financial Results for the Fiscal Year Ended March 31, 2026 (April 1, 2025 to March 31, 2026)

(1) Consolidated Operating Results

(Percentages indicate 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	%
Fiscal year ended March 31, 2026	39,359	12.3	2,977	44.6	3,046	42.6	1,618	19.3
March 31, 2025	35,034	12.9	2,058	24.3	2,134	23.9	1,356	49.0

(Note) Comprehensive income: Fiscal year ended March 31, 2026: ¥ 2,130 million [49.7%]
 Fiscal year ended March 31, 2025: ¥ 1,422 million [34.8%]

	Basic earnings per share	Diluted earnings per share	Rate of return on equity	Ordinary profit to total assets ratio	Operating profit to net sales ratio
	Yen	Yen	%	%	%
Fiscal year ended March 31, 2026	53.72	-	8.6	11.6	7.5
March 31, 2025	44.93	-	7.8	8.4	5.8

(Reference) Equity in earnings (losses) of affiliated companies: Fiscal year ended March 31, 2026: ¥ - million
 Fiscal year ended March 31, 2025: ¥ - million

Note) Diluted earnings per share are not provided as there are no potential shares with dilutive effect.

(2) Consolidated Financial Position

	Total assets	Net assets	Capital adequacy ratio	Net assets per share
	Millions of yen	Millions of yen	%	Yen
As of March 31, 2026	27,123	19,659	72.4	652.59
March 31, 2025	25,297	17,824	70.4	591.78

(Reference) Equity: As of March 31, 2026: ¥ 19,659 million
 As of March 31, 2025: ¥ 17,824 million

(3) Consolidated Cash Flows

	Cash flows from operating activities	Cash flows from investing activities	Cash flows from financing activities	Cash and cash equivalents at the end of period
	Millions of yen	Millions of yen	Millions of yen	Millions of yen
Fiscal year ended March 31, 2026	3,720	(3,363)	(1,613)	5,076
March 31, 2025	2,219	(2,669)	(1,231)	6,335

2. Dividends

	Annual dividends					Total dividends	Payout ratio (consolidated)	Dividends to net assets (consolidated)
	1st quarter-end	2nd quarter-end	3rd quarter-end	Year-end	Total			
Fiscal year ended	Yen	Yen	Yen	Yen	Yen	Millions of yen	%	%
March 31, 2025	-	0.00	-	10.00	10.00	302	22.2	1.7
March 31, 2026	-	0.00	-	12.00	12.00	363	22.3	1.9
Fiscal year ending								
March 31, 2027 (Forecast)	-	-	-	12.0	12.0		-	

(Note) Breakdown of the year-end dividend for the fiscal year ended March 31, 2025:

Ordinary dividend	yen
Special dividend	yen

3. Consolidated Financial Results Forecast for the Fiscal Year Ending March 31, 2027 (April 1, 2026 to March 31, 2027)

(Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent		Basic earnings per share
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Yen
Six months ending September 30, 2026	20,500	4.6	1,400	(24.2)	1,450	(22.7)	800	(32.6)	26.55
Full year	40,500	2.8	2,400	(19.4)	2,450	(19.5)	1,200	(25.8)	39.83

* Notes:

(1) Significant changes in the scope of consolidation during the period: None

Newly included:	-	(Company name:)
Excluded:	-	(Company name:)

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

- 1) Changes in accounting policies due to revisions to accounting standards and other regulations: None
- 2) Changes in accounting policies due to other reasons: None
- 3) Changes in accounting estimates: None
- 4) Restatement: None

(3) Number of issued shares (common shares)

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

March 31, 2026:	30,301,784 shares
March 31, 2025:	30,301,784 shares

2) Number of treasury shares at the end of the period:

March 31, 2026:	18,336 shares
March 31, 2025:	18,202 shares

3) Average number of shares outstanding during the period:

Fiscal Year ended March 31, 2026:	30,122,657 shares
Fiscal Year ended March 31, 2025:	30,177,178 shares

(Note) The Company's shares held by Custody Bank of Japan, Ltd. (Trust Account E) related to the "Board Benefit Trust (BBT)" plan are included in the treasury shares to be deducted in calculating the average number of shares during the period, but not included in the total number of treasury shares at the end of the period above.

(Reference) Overview of Non-consolidated Financial Results

1. Non-consolidated Financial Results for the Fiscal Year Ended March 31, 2026 (April 1, 2025 to March 31, 2026)

(1) Non-consolidated Operating Results

(Percentages indicate year-on-year changes.)

Fiscal year ended	Net sales		Operating profit		Ordinary profit		Net income	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
March 31, 2026	3,634	5.1	242	(46.1)	274	(45.2)	278	(41.5)
March 31, 2025	3,456	10.1	449	4.2	500	7.6	477	6.8

Fiscal year ended	Basic earnings per share	Diluted earnings per share
	Yen	Yen
March 31, 2026	9.25	-
March 31, 2025	15.82	-

(Note) Diluted earnings per share are not provided as there are no potential shares with dilutive effect.

(2) Non-consolidated Financial Position

As of	Total assets	Net assets	Capital adequacy ratio	Net assets per share
	Millions of yen	Millions of yen	%	Yen
March 31, 2026	21,825	17,174	78.6	570.12
March 31, 2025	20,362	16,676	81.8	553.65

(Reference) Equity: As of March 31, 2026: ¥ 17,174 million
As of March 31, 2025: ¥ 16,676 million

* Financial results reports are exempt from audit conducted by certified public accountants or an audit firm.

* Proper use of earnings forecasts, and other special matters

Financial results forecasts and other forward-looking statements in this document are based on information currently available to the Company and certain assumptions deemed reasonable. Actual performance and other results may be significantly different from the forecasts due to various factors. For details on the assumptions for financial results forecasts and notes on the use of financial results forecasts, etc., please refer to “1. Overview of Operating Results, etc. (4) Outlook” on page 5 of the attachments of this consolidated financial results report.

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1. Overview of Operating Results, etc.

(1) Overview of Operating Results for the Fiscal Year under Review

During the fiscal year ended March 31, 2026 (from April 1, 2025 to March 31, 2026), the Japanese economy showed a gradual recovery, against the backdrop of improvements in income and employment environment. Meanwhile, the future outlook has remained unclear with increasing geopolitical risks and the U.S. tariff policies, in addition to the impacts of a rise in prices on consumer spending.

In the food service industry, business steadily grew, supported by an increase in an average spending per customer due to price revisions as well as inbound demand. However, operating costs have tended to increase in general, including soaring material prices, labor costs, utility costs, and costs for building restaurants. Furthermore, with consumers' growing consciousness of protecting their livelihood due to continuously rising prices, their awareness of saving and becoming selective was further increasing. Accordingly, the business environment remained harsh.

Under these circumstances, the Group is striving to improve basic value of the food service "deliciousness and hospitality" and to "pursue to provide values by food" aiming for good health both in "mind and body".

During the fiscal year ended March 31, 2026, we worked on activities such as opening 18 new restaurants, promoting introduction of digital equipment, and improving the comfort and air conditioning efficiency of restaurants by installing heat shielding glass and heat shielding sheets. In addition, as every day promoting the creation of environment where our employees can work in a both physically and mentally healthy manner, we have been recognized as "2026 Outstanding Organizations of KENKO Investment for Health Program" (Large Enterprise Category). Regarding human resources as our greatest management resources, we will be committed to improving the value we provide to our customers and our corporate value, supporting employees so that they can feel both "worth living" and "rewarding" based on the "material and spiritual richness".

The overview of our business segments is as follows.

Food Service Business

1) Sagami

Sagami implemented various measures as part of its 50th anniversary project. In addition to holding a "Cooking Fair" eight times as sales promotion measures in all restaurants, we carried out the "VANTELIN DOME NAGOYA Invitation for 100 Pairs of Tickets for 200 People Campaign", broadcasted television advertisements to promote the "Morning & Dragons Campaign", and carried out "Golden Week Coupon Distribution" in May, and broadcasted television advertisements to promote "50th Anniversary Brand" and carried out "Distribution of Advertising Inserts to Promote Items Using Bluefin Tuna and Father's Day Campaign" in June, and carried out "Misonoza Project", broadcasted television advertisements to promote "50th Anniversary Summer Gratitude Fair" and carried out the "50th Anniversary Summer Gratitude Fair" and "Hida no Megumi (blessing of Hida) DE Nagoya Specialties Fair (19 restaurants in Nagoya City)" in July, and carried out "Distribution of Advertising Inserts to Promote Hokkaido and Kita no Megumi Fair" in August, and carried out "Silver Week Coupon Distribution", broadcasted television advertisements to promote the "Hokkaido and Kita no Megumi Fair" and carried out the collaboration project with TOEI COMPANY, LTD. "Movie 'You and Idol Precure' Outing Campaign Participation Project" in September, and carried out "Distribution of Advertising Inserts to Introduce Autumn and Winter Grand Menu" in October, and broadcasted television advertisements to promote "Winter Gratitude Fair" and carried out the "Winter Gratitude Fair" in November, and broadcasted television advertisements for "Year-End and New Year Menu" and carried out "New Year's Gift Money Coupon Distribution" in December, and carried out "Campaign for Presenting One More Ticket of Morning Menu" at restaurants that offer the morning menu, broadcasted television advertisements to promote "Morning Menu", and carried out "Distribution of Advertising Inserts to Promote Otoro (marbled tuna) and Red Sea Bream Fair" in January, and broadcasted television advertisements to promote "Special Day & Otoro and Red Sea Bream from Uwajima" in February, and broadcasted television advertisements to promote the "50th Anniversary Spring Gratitude Fair", carried out the "50th Anniversary Spring Gratitude Fair", and broadcasted television advertisements to promote "Morning Menu" in March. In

addition, we continuously provided information on campaigns on official SNSs and apps such as Instagram and X.

As a result of these measures, sales from existing restaurants increased by 6.6% year on year, the number of customers at existing restaurants decreased by 1.6% year on year, and the average spending per customer increased by 8.4% year on year.

As for restaurants, the Company opened “Sagami Kota Restaurant” (in April), “Sagami Kawachinagano Restaurant” (in May), “Sagami Shiojiri Kita Interchange Restaurant” (in July), “Sagami Nagano Shinonoi Bypass Restaurant” (in August), “Sagami Takarazuka Akura Restaurant”, “Sagami Higashi Shirakabe Restaurant” and “Sagami Friend Mart Konan Restaurant” (in October), “Sagami Hashimoto Koyaguchi Restaurant” (in November), “Sagami Anjohigashi Restaurant” and “Imizu Oshima Restaurant” (in December), “Sagami Inazawa Orizu Restaurant” and “Miyoshi Interchange Restaurant” (in February), and “Yokkaichi Interchange Restaurant” and “Ota Takahayashi Restaurant” (in March).

The number of Sagami restaurants was 166 at the end of the fiscal year under review.

2) Ajino-Mingei

Ajino-Mingei held a “Cooking Fair” eight times as a sales promotion project for all restaurants. In addition, we carried out “Spring Doyo Ox Day Fair” in April, “Mother’s Day Fair” and “All-you-can-eat Tenobe Udon (hand-stretched udon noodles)” promotion in May, “Father’s Day Fair” in June, “Summer Delicacy Fair” in July, “Respect for the Aged Day Fair” in September, “Autumn Doyo Ox Day Fair” and “Autumn Delicacy Fair” in October, “Japanese Food Day Fair” in November, “New Year’s Eve Soba Fair” in December, “New Year Fair” and “Winter Doyo Ox Day Fair” in January, “Ehomaki Fair” in February, and “Spring Gratitude Fair” in March, each once, respectively. In addition, we carried out the “50th Anniversary Great Gratitude Fair”, marking the 50th anniversary on January 30.

As for restaurants, the Company opened “Ajino-Mingei Shin-Tsunashima Ekimae Restaurant” (in May).

On the other hand, the Company closed “Ajino-Mingei Takarazuka Restaurant” (in September) and “Ajino-Mingei Amagasaki Restaurant” (in March) with the conversion of the type of business operation.

The number of Ajino-Mingei restaurants, including franchise restaurants, was 51 at the end of the fiscal year under review.

3) Don Don An

Don Don An held a “Cooking Fair” six times as a sales promotion project for all restaurants. In addition, we held “Don Don Festival” in April, October, and February.

As for restaurants, the Company closed “Don Don An Fushimi Restaurant” (in September).

The number of Don Don An restaurants, including franchise restaurants, was 28 at the end of the fiscal year under review.

4) Other Restaurants

Self-service-type Soba noodles restaurant “Juwari Soba Second Generation Chosuke” held a “Cooking Fair” nine times.

Self-service-type Juwari Soba noodles restaurant “Chosuke” held a “Cooking Fair” nine times. As a sales promotion project, we held “Zaru Soba Fair” in July and “Autumn Great Gratitude Fair” in November, and carried out a free extra-large helping of noodle project called “Chosuke Week Over the New Year Holidays”, sold New Year’s Eve Soba noodles, and distributed Step-up Coupons in December, and held “Spring Great Gratitude Fair” in March. In addition, “Kakiage Juwari Soba Chosuke” held a “Cooking Fair” ten times. It also carried out, as a sales promotion project, “Ebi-ten (shrimp tempura) Increase Project” in June and February and “Extra-large Helping of Noodle Fair” in October.

As for restaurants in Japan, the Company opened “Juwari Soba Second Generation Chosuke Chiryu Restaurant” and “Juwari Soba Second Generation Chosuke Nisshin Restaurant” (in April). At the Nisshin Restaurant, a fully automated accounting system with the most advanced AI auto-recognition has been introduced.

On the other hand, the Company closed “Seimen-Daigaku Nisshin Restaurant” (in April) and “Juwari Soba Second Generation Chosuke Inazawa Orizu Restaurant” (in November) with the conversion of the type of business operation. In addition, the Company closed “Kakiage Juwari Soba Chosuke Meiekinishi Restaurant” (in July), “Juwari Soba Second Generation Chosuke Ichinomiya Sanjo Restaurant” (in August), and “SAGAMI Kinjofuto Restaurant” (in January).

As for restaurants overseas, the Company opened “SAGAMI Parma Centro” (in November) as a franchise restaurant.

On the other hand, the Company closed “SAGAMI Madrid” (in April), and “SUIZAN Thai Van Lung” (in March).

The number of restaurants, including franchise restaurants, was 23 in Japan and 11 overseas, for a total of 34 restaurants at the end of the fiscal year under review.

As a result, for the fiscal year ended March 31, 2026, net sales were ¥39,359 million, operating profit was ¥2,977 million, ordinary profit was ¥3,046 million, and profit attributable to owners of parent was ¥1,627 million. In addition, the number of group restaurants was 274 at the end of the fiscal year under review.

(2) Overview of Financial Position for the Fiscal Year under Review

The total assets at the end of the fiscal year under review were ¥27,123 million, an increase of ¥1,826 million from the end of the previous fiscal year.

Current assets decreased by ¥195 million from the end of the previous fiscal year to ¥8,674 million. The main factors were a decrease of ¥608 million in cash and deposits and an increase of ¥189 million in accounts receivable - trade.

Non-current assets increased by ¥2,021 million from the end of the previous fiscal year to ¥18,449 million. The main factors were an increase of ¥1,523 million in buildings and structures, an increase of ¥210 million in machinery, equipment and vehicles, a decrease of ¥167 million in construction in progress, and an increase of ¥741 million in investment securities.

Current liabilities increased by ¥252 million from the end of the previous fiscal year to ¥6,110 million. The main factors were an increase of ¥39 million in notes and accounts payable - trade, an increase of ¥74 million in provision for bonuses, and a decrease of ¥778 million in current portion of long-term borrowings.

Non-current liabilities decreased by ¥260 million from the end of the previous fiscal year to ¥1,353 million. The main factors were a decrease of ¥527 million in long-term borrowings, an increase of ¥45 million in provision for share awards, and an increase of ¥62 million in asset retirement obligations.

Net assets increased by ¥1,834 million from the end of the previous fiscal year to ¥19,659 million. The main factors were an increase of ¥1,315 million in retained earnings and an increase of ¥515 million in valuation difference on available-for-sale securities.

(3) Overview of Cash Flows for the Fiscal Year under Review

Cash and cash equivalents (hereinafter “cash”) at the end of the fiscal year under review amounted to ¥1,258million, a decrease of ¥5,076 million from the end of the previous fiscal year.

The status of respective cash flows and underlying factors for the fiscal year under review are as follows:
(Cash flows from operating activities)

Net cash provided by operating activities amounted to ¥3,720 million. The main inflows include ¥2,372 million in profit before income taxes, ¥942 million in depreciation, and ¥751 million in impairment losses, while the main outflow includes ¥ million in decrease (increase) in trade receivables, ¥- million in increase (decrease) in provision for bonuses, and ¥- million in income taxes paid.

(Cash flows from investing activities)

Net cash used in investing activities amounted to ¥3,363 million. The main inflow includes ¥38 million in proceeds from sale of investment securities, while the main outflows include ¥3,265 million in purchase of property, plant and equipment.

(Cash flows from financing activities)

Net cash used in financing activities amounted to ¥1,613 million. The main outflows include ¥1,305 million in repayments of long-term borrowings and ¥301 million in dividends paid.

(Reference) Changes in indicators related to cash flow

	Fiscal year ended March 31, 2022	Fiscal year ended March 31, 2023	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Capital adequacy ratio (%)	62.3	65.9	67.4	70.4	72.4
Capital adequacy ratio based on fair value (%)	149.6	160.8	183.3	197.0	203.7
Interest-bearing debt to cash flow ratio (%)	161.7	224.1	111.3	86.5	16.3
Interest coverage ratio (times)	386.7	270.6	555.0	941.5	2,905.1

(Notes) Capital adequacy ratio: Equity / Total Assets

Capital adequacy ratio based on fair value: Market capitalization / Total assets

Interest-bearing debt to cash flow ratio: Interest-bearing debt / Net cash flows from operating activities

Interest coverage ratio: Net cash flows from operating activities / Interest paid

- 1) All indicators were calculated using the consolidated financial statement.
- 2) Market capitalization is calculated by multiplying the closing share price at the end of the period by the number of outstanding shares at the end of the period.
- 3) Net cash flows from operating activities are the figure of net cash provided by (used in) operating activities stated in the Consolidated Statements of Cash Flows. Interest-bearing debt includes all debts stated in the Consolidated Balance Sheets for which interest is paid. Interest paid is the amount of interest paid stated in the Consolidated Statements of Cash Flows.

(4) Outlook

With regard to the environment surrounding our Group, personal consumption is expected to steadily grow thanks to a trend of pay hikes, and opportunities of dining out are also expected to increase with an increase in the number of foreign tourists visiting Japan. Meanwhile, the upward pressure on prices will remain strong due to rises in material prices, labor costs, and energy costs caused by trends in policies of the new U.S. administration and geopolitical risks, and this will lead to consumers becoming thriftier, resulting in a sluggish growth in personal consumption and a potential impact on the Group's earnings.

Under such circumstances, while firmly keeping the viewpoint of putting ourselves in customers' places, the Group will focus on improving the intrinsic value provided by the food service industry "deliciousness and hospitality", and strive to increase our corporate value by creating our unique "deliciousness and hospitality". Furthermore, through the "material and spiritual richness" of our human resources, our greatest management resource, we will be committed to improving the value we provide to our customers.

To expand the market, we will steadily progress with the opening of our mainstays, Sagami and Ajino-Mingei, as well as small-sized franchise stores within Japan. In addition, as a drastic response to the declining population and market changes, we will promote DX for the work aspect of store operations, promote initiatives for labor saving and improving productivity. Furthermore, we will further promote specific initiatives to address global warming and promote ESG, centering on Sustainability Promotion Office established in the fiscal year ended March 31, 2024, in an effort to enhance corporate value.

For the fiscal year ending March 31, 2027, we forecast net sales of ¥40,500 million, operating profit of ¥2,400 million, ordinary profit of ¥2,450 million, and profit attributable to owners of parent of ¥1,200 million, on a consolidated basis.

2. Basic Policy on Selection of Accounting Standards

The Group adopts Japanese generally accepted accounting principles (Japanese GAAP) because its business is currently centered around Japan. However, we intend to consider adopting the International Financial Reporting Standards (IFRS) by taking into consideration the changes in our foreign shareholders' ratio and the trend of IFRS adoption among other Japanese companies.

3. Consolidated Financial Statements and Principal Notes

(1) Consolidated Balance Sheets

(Thousands of yen)

	As of March 31, 2025	As of March 31, 2026
Assets		
Current assets		
Cash and deposits	6,335,572	5,726,710
Accounts receivable - trade	1,274,106	1,463,860
Merchandise and finished goods	219,116	286,011
Raw materials and supplies	598,803	737,844
Other	447,526	459,624
Allowance for doubtful accounts	(5,882)	—
Total current assets	8,869,242	8,674,051
Non-current assets		
Property, plant and equipment		
Buildings and structures	16,567,402	18,485,708
Accumulated depreciation and impairment	(12,592,768)	(12,987,971)
Buildings and structures, net	3,974,633	5,497,737
Machinery, equipment and vehicles	4,215,897	4,593,733
Accumulated depreciation and impairment	(3,294,661)	(3,462,004)
Machinery, equipment and vehicles, net	921,235	1,131,728
Tools, furniture and fixtures	1,368,807	1,547,853
Accumulated depreciation and impairment	(1,055,486)	(1,219,935)
Tools, furniture and fixtures, net	313,320	327,918
Leased assets	36,300	24,421
Accumulated depreciation and impairment	(27,247)	(19,163)
Leased assets, net	9,053	5,257
Land	6,442,133	6,513,714
Construction in progress	298,940	130,952
Total property, plant and equipment	11,959,316	13,607,309
Intangible assets		
Other	77,693	91,982
Total intangible assets	77,693	91,982
Investments and other assets		
Investment securities	757,896	1,499,780
Long-term loans receivable	38,523	38,768
Guarantee deposits	1,452,682	1,487,705
Long-term time deposits	2,000,000	1,350,000
Deferred tax assets	107,663	330,652
Other	34,174	43,065
Total investments and other assets	4,390,941	4,749,972
Total non-current assets	16,427,952	18,449,265
Total assets	25,297,194	27,123,316

(Thousands of yen)

	As of March 31, 2025	As of March 31, 2026
Liabilities		
Current liabilities		
Notes and accounts payable - trade	1,049,497	1,088,898
Current portion of long-term borrowings	1,305,772	527,408
Accounts payable - other	2,300,186	2,538,130
Income taxes payable	251,786	936,670
Contract liabilities	59,190	40,844
Provision for bonuses	380,937	455,161
Provision for bonuses for directors (and other officers)	49,960	49,970
Provision for loss on store closings	—	4,088
Other	460,590	469,058
Total current liabilities	5,857,921	6,110,229
Non-current liabilities		
Long-term borrowings	603,120	75,712
Long-term accounts payable - other	137,562	130,515
Provision for loss on disaster	26,400	26,400
Provision for share awards	154,825	199,858
Asset retirement obligations	595,945	658,795
Long-term guarantee deposits	68,174	67,589
Deferred tax liabilities	22,321	192,183
Other	6,444	2,821
Total non-current liabilities	1,614,794	1,353,875
Total liabilities	7,472,715	7,464,105
Net assets		
Shareholders' equity		
Share capital	9,090,653	9,090,653
Capital surplus	6,192,923	6,192,923
Retained earnings	2,384,166	3,699,809
Treasury shares	(259,581)	(252,619)
Total shareholders' equity	17,408,161	18,730,766
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	408,963	924,518
Foreign currency translation adjustment	7,353	3,926
Total accumulated other comprehensive income	416,316	928,444
Total net assets	17,824,478	19,659,211
Total liabilities and net assets	25,297,194	27,123,316

(2) Consolidated Statements of Income and Comprehensive Income

Consolidated Statements of Income

(Thousands of yen)

	For the fiscal year ended March 31, 2025	For the fiscal year ended March 31, 2026
Net sales	35,034,150	39,359,936
Cost of sales	11,191,010	12,416,130
Gross profit	23,843,140	26,943,805
Total selling, general and administrative expenses	21,784,632	23,965,874
Operating profit	2,058,508	2,977,931
Non-operating income		
Interest income	4,154	9,154
Dividend income	31,375	27,980
Foreign exchange gains	—	385
Insurance claim income	22,803	1,762
Income from recycling	10,847	13,942
Miscellaneous income	24,233	16,727
Total non-operating income	93,413	69,952
Non-operating expenses		
Interest expenses	2,357	1,280
Foreign exchange losses	6,772	—
Provision of allowance for doubtful accounts	5,882	—
Miscellaneous losses	2,143	465
Total non-operating expenses	17,155	1,746
Ordinary profit	2,134,766	3,046,137
Extraordinary income		
Gain on sale of non-current assets	100	351
Gain on sale of investment securities	1,420	—
Gain on liquidation of subsidiaries	12,253	—
Compensation income	—	124,410
Total extraordinary income	13,774	124,762
Extraordinary losses		
Loss on retirement of non-current assets	5,908	33,662
Impairment losses	376,315	751,329
Loss on disaster	8,949	—
Loss on sale of investment securities	18,653	—
Provision for loss on disaster	26,400	13,200
Total extraordinary losses	436,227	798,192
Profit before income taxes	1,712,313	2,372,708
Income taxes - current	357,250	1,032,967
Income taxes - deferred	(1,000)	(278,738)
Total income taxes	356,250	754,229
Profit	1,356,062	1,618,478
Profit attributable to owners of parent	1,356,062	1,618,478

Consolidated Statements of Comprehensive Income

(Thousands of yen)

	For the fiscal year ended March 31, 2025	For the fiscal year ended March 31, 2026
Profit	1,356,062	1,618,478
Other comprehensive income		
Valuation difference on available-for-sale securities	54,908	515,555
Foreign currency translation adjustment	11,947	(3,426)
Total other comprehensive income	66,856	512,128
Comprehensive income	1,422,918	2,130,606
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	1,422,918	2,130,606

(3) Consolidated Statements of Changes in Equity

For the fiscal year ended March 31, 2025

(Thousands of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	9,090,653	6,192,923	1,330,941	(147,983)	16,466,534
Changes during period					
Dividends of surplus			(302,837)		(302,837)
Profit attributable to owners of parent			1,356,062		1,356,062
Purchase of treasury shares				(315)	(315)
Treasury stock possession of stock ownership plan trust				(111,282)	(111,282)
Disposal of own shares to stock benefit trust					—
Net changes in items other than shareholders' equity					—
Total changes during period	—	—	1,053,224	(111,597)	941,626
Balance at end of period	9,090,653	6,192,923	2,384,166	(259,581)	17,408,161

	Accumulated other comprehensive income			Total net assets
	Valuation difference on available-for-sale securities	Foreign currency translation adjustment	Total accumulated other comprehensive income	
Balance at beginning of period	354,054	(4,594)	349,460	16,815,995
Changes during period				
Dividends of surplus				(302,837)
Profit attributable to owners of parent				1,356,062
Purchase of treasury shares				(315)
Treasury stock possession of stock ownership plan trust				(111,282)
Disposal of own shares to stock benefit trust				—
Net changes in items other than shareholders' equity	54,908	11,947	66,856	66,856
Total changes during period	54,908	11,947	66,856	1,008,482
Balance at end of period	408,963	7,353	416,316	17,824,478

For the fiscal year ended March 31, 2026

(Thousands of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	9,090,653	6,192,923	2,384,166	(259,581)	17,408,161
Changes during period					
Dividends of surplus			(302,835)		(302,835)
Profit attributable to owners of parent			1,618,478		1,618,478
Purchase of treasury shares				(237)	(237)
Treasury stock possession of stock ownership plan trust					—
Disposal of own shares to stock benefit trust				7,199	7,199
Net changes in items other than shareholders' equity					—
Total changes during period	—	—	1,315,642	6,962	1,322,604
Balance at end of period	9,090,653	6,192,923	3,699,809	(252,619)	18,730,766

	Accumulated other comprehensive income			Total net assets
	Valuation difference on available-for-sale securities	Foreign currency translation adjustment	Total accumulated other comprehensive income	
Balance at beginning of period	408,963	7,353	416,316	17,824,478
Changes during period				
Dividends of surplus				(302,835)
Profit attributable to owners of parent				1,618,478
Purchase of treasury shares				(237)
Treasury stock possession of stock ownership plan trust				—
Disposal of own shares to stock benefit trust				7,199
Net changes in items other than shareholders' equity	515,555	(3,426)	512,128	512,128
Total changes during period	515,555	(3,426)	512,128	1,834,733
Balance at end of period	924,518	3,926	928,444	19,659,211

(4) Consolidated Statements of Cash Flows

(Thousands of yen)

	For the fiscal year ended March 31, 2025	For the fiscal year ended March 31, 2026
Cash flows from operating activities		
Profit before income taxes	1,712,313	2,372,708
Depreciation	739,519	942,461
Impairment losses	376,315	751,329
Loss (gain) on sale of non-current assets	(100)	(351)
Foreign exchange losses (gains)	6,772	(385)
Loss (gain) on sale of investment securities	17,232	-
Loss (gain) on liquidation of subsidiaries	(12,253)	-
Increase (decrease) in provision for bonuses	(129,607)	74,223
Increase (decrease) in provision for bonuses for directors (and other officers)	(20)	10
Increase (decrease) in provision for loss on disaster	26,400	-
Increase (decrease) in provision for share awards	54,160	45,032
Increase (decrease) in provision for loss on store closings	-	4,088
Interest and dividend income	(35,529)	(37,134)
Interest expenses	2,357	1,280
Loss (gain) on sale of property, plant and equipment	(100)	-
Loss on retirement of non-current assets	5,908	33,662
Decrease (increase) in trade receivables	(236,438)	(189,847)
Decrease (increase) in inventories	(142,237)	(206,032)
Increase (decrease) in trade payables	207,095	39,456
Increase (decrease) in accounts payable - other	17,404	156,403
Other, net	(38,459)	21,230
Subtotal	2,570,833	4,008,136
Interest and dividends received	35,142	36,839
Interest paid	(2,357)	(1,280)
Income taxes paid	(389,491)	(348,832)
Income taxes refund	5,430	25,899
Net cash provided by (used in) operating activities	2,219,558	3,720,761
Cash flows from investing activities		
Purchase of property, plant and equipment	(2,735,441)	(3,265,895)
Proceeds from sale of property, plant and equipment	100	351
Proceeds from sale of investment securities	147,737	-
Payments of guarantee deposits	(86,829)	(70,198)
Proceeds from refund of guarantee deposits	8,939	38,163
Other, net	(4,281)	(66,303)
Net cash provided by (used in) investing activities	(2,669,775)	(3,363,882)

(Thousands of yen)

	For the fiscal year ended March 31, 2025	For the fiscal year ended March 31, 2026
Cash flows from financing activities		
Repayments of long-term borrowings	(808,802)	(1,305,772)
Purchase of treasury shares	(111,597)	(237)
Dividends paid	(301,827)	(301,792)
Repayments of lease liabilities	(9,218)	(5,735)
Net cash provided by (used in) financing activities	(1,231,446)	(1,613,537)
Effect of exchange rate change on cash and cash equivalents	5,718	(2,202)
Net increase (decrease) in cash and cash equivalents	(1,675,945)	(1,258,861)
Cash and cash equivalents at beginning of period	8,011,517	6,335,572
Cash and cash equivalents at end of period	6,335,572	5,076,710

(5) Notes to Consolidated Financial Statements

(Notes on going concern assumption)

Not applicable.

(Change in presentation)

“Deferred tax liabilities,” which were previously included in “Other” under non-current liabilities for the previous consolidated fiscal year, have been presented separately from the consolidated fiscal year under review due to its increased significance. To reflect this change in presentation, the consolidated financial statements for the previous consolidated fiscal year have been reclassified.

As a result, ¥22,321 thousand previously included in “Other” under non-current liabilities has been reclassified as “Deferred tax liabilities” of ¥22,321 thousand.

(Notes to statements of cash flows)

The relationship between the balance of cash and cash equivalents at the end of the fiscal year and the amounts presented under the relevant line items in the consolidated balance sheets is as follows:

	(Thousands of yen)	
	For the fiscal year ended March 31, 2025	For the fiscal year ended March 31, 2026
Cash and deposits	6,335,572	5,726,710
Time deposits with maturities exceeding three months	-	650,000
Cash and cash equivalents	6,335,572	5,076,710

(Segment information, etc.)

(Segment information)

The Group’s only business segment is “food services”. Since other business segments are considered to be immaterial, segment information is omitted.

(Per share information)

Items	For the fiscal year ended March 31, 2025	For the fiscal year ended March 31, 2026
Net assets per share	¥591.78	¥652.59
Basic earnings per share	¥44.93	¥53.72

(Notes) 1) Diluted earnings per share are not provided as there are no potential shares with dilutive effect.

2) The Company’s shares held by Custody Bank of Japan, Ltd. (Trust Account E) related to the “Board Benefit Trust (BBT)” plan are included in the treasury shares to be deducted in calculating the average number of shares during the period for the purpose of calculating basic earnings per share. The average number of treasury shares during the period that was deducted for the purpose of calculating basic earnings per share was 160,856 shares. The number of treasury shares at the end of the period that was deducted for the purpose of calculating net assets per share was 158,000 shares.

3) The basis for the calculation of basic earnings per share is as follows:

Items	For the fiscal year ended March 31, 2025	For the fiscal year ended March 31, 2026
Basic earnings per share		
Profit attributable to owners of parent (Thousand yen)	1,356,062	1,618,478
Profit not attributable to common shareholders (Thousand yen)	-	-
Profit attributable to owners of parent relating to common shares (Thousand yen)	1,356,062	1,618,478
Average number of common shares during the period (Thousand shares)	30,177	30,122

(Significant subsequent events)

Not applicable.