

Note: This document has been translated from the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.



Summary of Consolidated Financial Results for the Fiscal Year Ended March 31, 2025 (Japanese Accounting Standards)

May 13, 2025

Company Name: **Zensho Holdings Co., Ltd.** Stock Listings Tokyo Stock Exchange
Code Number: 7550 URL <http://www.zensho.co.jp/>
Representative: Mr. Kentaro Ogawa, Representative Director, Chairman,
President & CEO
Inquiries: Mr. Kiyohiko Niwa, Chief Financial Officer, Executive Officer,
Senior General Manager of Group Finance and Accounting Division (TEL) +81-3-6833-1600

Scheduled date for annual general shareholders' meeting: June 27, 2025

Scheduled date for submission of annual securities report: June 30, 2025

Scheduled date for payment of dividends: June 9, 2025

Supplementary documents for financial results : Yes

Financial results briefing : Yes

(Figures rounded down to the nearest million yen)

1. Consolidated Financial Results for the Fiscal Year ended March 31, 2025 (April 1, 2024 to March 31, 2025)

(1) Consolidated Financial Results (Percentages (%) indicate changes from the previous year)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent	
	Million yen	%	Million yen	%	Million yen	%	Million yen	%
Fiscal Year ended March 31, 2025	1,136,684	17.7	75,128	39.9	71,890	41.2	39,290	28.0
March 31, 2024	965,778	23.8	53,707	147.1	50,913	81.3	30,693	131.4

Note: Comprehensive income Fiscal Year ended March 31, 2025 37,281 million yen ((8.6) %)
Fiscal Year ended March 31, 2024 40,807 million yen (124.4 %)

	Basic earnings per share	Diluted earnings per share	Return on equity (ROE)	Return on assets (ROA)	Operating margin
	Yen	Yen	%	%	%
Fiscal Year ended March 31, 2025	240.45	—	17.3	9.2	6.6
March 31, 2024	195.41	—	18.6	8.4	5.6

Note: Gain/loss on equity method investments: March 31, 2025 21 million yen March 31, 2024 6 million yen

(2) Consolidated Financial Position

	Total assets	Net assets	Shareholders' equity ratio	Net assets per share
	Million yen	Million yen	%	Yen
March 31, 2025	813,109	240,371	29.5	1,335.69
March 31, 2024	748,056	214,652	28.7	1,171.76

Reference: Shareholders' equity: March 31, 2025 240,061 million yen March 31, 2024 214,385 million yen

(3) Consolidated Cash Flows

	Cash flow from operating activities	Cash flow from investing activities	Cash flow from financing activities	Ending balance of cash and cash equivalents
	Million yen	Million yen	Million yen	Million yen
Fiscal Year ended March 31, 2025	78,953	(66,497)	(16,225)	79,695
March 31, 2024	85,985	(125,387)	54,633	82,171

2. Dividends

	Dividend per share					Total dividend amount (full-year)	Consolidated payout ratio	Dividends on consolidated net assets
	End of Q1	End of Q2	End of Q3	Year-end	Full year			
	Yen	Yen	Yen	Yen	Yen	Million yen	%	%
Fiscal Year ended March 31, 2024	—	25.00	—	25.00	50.00	7,701	25.6	5.2
March 31, 2025	—	35.00	—	35.00	70.00	10,986	29.1	5.6
March 31, 2025 (forecast)	—	35.00	—	35.00	70.00		26.8	

Note: The total dividend amount includes dividends on the Company's shares held by Custody Bank of Japan, Ltd. (Trust Account) as assets in the "Board Benefit Trust (BBT)."

3. Consolidated Forecasts for the Fiscal Year Ending March 31, 2026 (April 1, 2025 to March 31, 2026)

(Percentages (%) indicate changes from the previous year)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent		Profit attributable to owners of parent per share
	Million yen	%	Million yen	%	Million yen	%	Million yen	%	Yen
Q2 (Cumulative)	595,755	6.8	39,680	(3.5)	37,461	(4.2)	21,655	(12.9)	133.05
Full year	1,223,500	7.6	82,000	9.1	77,400	7.7	42,500	8.2	260.94

Notes

- (1) Changes of important subsidiaries during the period
(changes in specified subsidiaries resulting in change in scope of consolidation) : None
- (2) Changes in accounting policies, changes in accounting estimates, and restatement
- (i) Changes in accounting policies caused by revision of accounting standards : None
- (ii) Changes in accounting policies other than (i) : None
- (iii) Changes in accounting estimates : None
- (iv) Restatement : None

(3) Shares issued and outstanding (common stock)

(i) Number of shares outstanding at the end of the period (including treasury stock)	As of March 31, 2025	160,733,225 shares	As of March 31, 2024	160,733,225 shares
(ii) Number of treasury stocks at the end of the period	As of March 31, 2025	4,069,343 shares	As of March 31, 2024	4,068,435 shares
(iii) Average number of shares outstanding during the term	FY ended March 31, 2025	156,664,387 shares	FY ended March 31, 2024	152,916,818 shares

Notes: 1. Please refer to "Per Share Information" on p.17 concerning the number of shares on which calculations of net profit per share (consolidated) are based.

2. In the calculation of the number of treasury stocks at the end of the period and the average number of shares outstanding during the term, the number of shares of the Company's common stock held by Custody Bank of Japan, Ltd. (Trust Account) as assets in the Board Benefit Trust (BBT) are treated as treasury shares to be deducted.

(Reference) Overview of Non-consolidated Financial Results

1. Non-consolidated Financial Results for the Fiscal Year ended March 31, 2025 (April 1, 2024 to March 31, 2025)

(1) Financial Results (Percentages (%) indicate changes from the previous year)

	Net sales		Operating profit		Ordinary profit		Net profit	
	Million yen	%	Million yen	%	Million yen	%	Million yen	%
Fiscal Year ended March 31, 2025	334,316	13.4	(10,813)	—	6,969	(10.4)	8,385	11.4
March 31, 2024	294,751	15.0	(671)	—	7,782	(42.1)	7,530	(37.0)

	Basic earnings per share	Diluted earnings per share
	Yen	Yen
Fiscal Year ended March 31, 2025	43.19	—
March 31, 2024	43.93	—

(2) Financial Position

	Total assets	Net assets	Shareholders' equity ratio	Net assets per share
	Million yen	Million yen	%	Yen
March 31, 2025	597,556	148,275	24.8	749.81
March 31, 2024	535,482	150,921	28.2	766.67

Reference: Shareholders' equity: March 31, 2025 148,275 million yen March 31, 2024 150,921 million yen

- * This consolidated financial results report is exempt from the audit procedures of certified accountants and/or auditing firms.
- * Explanation and other special notes concerning the appropriate use of forecasted business performance

The forecast figures indicated above are projections based on the information available at the time of the announcement and certain assumptions include some degree of uncertainty. Actual business performance and other results may differ from the forecast depending on the changes in business conditions and others. Please refer to p.4 of the Appendix for information on the above forecast.

Dividends for Class Shares

The details of dividends per share for class shares with different rights from common stock are as follows.

Class A preferred share	Dividend per share				
	End of Q1	End of Q2	End of Q3	Year-end	Full year
Fiscal Year ended March 31, 2025	Yen —	Yen 2,707,397.26	Yen —	Yen 2,692,602.74	Yen 5,400,000.00
Fiscal Year ending March 31, 2026 (forecast)	—	2,707,397.26	—	2,692,602.74	5,400,000.00

Note: Class A preferred share was issued on September 29, 2023.

Appendix: Table of contents

1. Overview of Management Results and Related Matters.....	2
(1) Overview of Management Results for the Fiscal Year ended March 31, 2025.....	2
(2) Overview of Financial Position for the Fiscal Year ended March 31, 2025.....	3
(3) Overview of Cash Flows for the Fiscal Year ended March 31, 2025.....	4
(4) Future Outlook.....	4
2. Basic Policy on Selection of Accounting Standards.....	5
3. Consolidated Financial Statements and Major Notes.....	6
(1) Consolidated Balance sheets.....	6
(2) Consolidated Statements of Income and Comprehensive Income.....	8
(3) Consolidated Statements of Changes in Shareholders' Equity.....	10
(4) Consolidated Statements of Cash Flows.....	12
(5) Notes on Consolidated Financial Statements.....	14
(Notes on Going Concern Assumptions).....	14
(Segment Information).....	15
(Per Share Information).....	17
(Material Subsequent Events).....	17

1. Overview of Management Results and Related Matters

(1) Overview of Consolidated Management Results for the Fiscal Year ended March 31, 2025

In the fiscal year ended March 31, 2025 (from April 1, 2024 to March 31, 2025), consolidated business performance was net sales of 1,136,684 million yen (up 17.7% year-on-year), operating profit of 75,128 million yen (up 39.9% year-on-year), ordinary profit of 71,890 million yen (up 41.2% year-on-year), and profit attributable to owners of parent of 39,290 million yen (up 28.0% year-on-year).

The business environment surrounding the Group was affected by the prolonged situation in Ukraine and soaring prices of rice and increased prices of imported beef and other ingredients in Japan. Meanwhile, the recovery of foot traffic, normalization of economic activity and improvement in employment and income conditions continued to support a rebound in personal consumption from the previous period.

In the Group as well, demand was on the rise, with more families and groups utilizing relevant services mainly in the restaurant industry.

Under these circumstances, year-on-year same restaurant and store sales in each reporting segment were: 109.8% in Global Sukiya, 117.1% in Global Hamasushi, 108.8% in Global Fast Food, 111.7% in Restaurants, and 98.2% in Retail.

As of the end of the fiscal year ended March 31, 2025, the number of restaurants and stores was 15,419 (including 8,559 franchises), the result of 880 restaurant and store openings and 570 closures.

An overview of conditions by business segment is provided below. Additionally, references to net sales are net sales to external customers.

(Global Sukiya)

Net sales of Global Sukiya during the fiscal year ended March 31, 2025, were 295,757 million yen (up 11.5% year-on-year) with operating profit of 24,508 million yen (up 32.4% year-on-year).

“Sukiya” has locations in Japan, China, Southeast Asia, and Central and South America, providing its mainstay Gyudon to families and groups with safety, good flavor, and reasonable pricing.

At domestic “Sukiya,” the Group provided a wide selection of various dishes, including “Gyudon with Cod Caviar Mayo & Cheese,” “Sukiyaki Style Gyudon with Raw Egg,” “Salmon Caviar Rice Bowl,” and “Gyudon with Bibimbap.”

In addition, since January 2025, some domestic Sukiya restaurants have experienced incidents of their products being contaminated with foreign objects or substances. The Group has taken these incidents seriously and temporarily suspended operations at all restaurants except for some restaurants for 4 days starting on March 31, implementing thorough cleaning and other relevant countermeasures.

The number of restaurants in this reporting segment as of the end of the fiscal year ended March 31, 2025, was 2,621 (1,969 domestic, 652 overseas), the result of 97 restaurant openings and 108 closures.

(Global Hamasushi)

Net sales of Global Hamasushi during the fiscal year ended March 31, 2025, were 248,495 million yen (up 26.1% year-on-year) with operating profit of 21,352 million yen (up 87.0% year-on-year).

Hamasushi has locations mainly in Japan and China, providing menu items such as sushi, prepared with fresh seafood, alongside side menu items including noodles, desserts, and drinks. These foods are enjoyed by everyone, from children to adults.

The number of restaurants in this reporting segment as of the end of the fiscal year ended March 31, 2025, was 735 (639 domestic, 96 overseas), the result of 70 restaurant openings and 2 closures.

(Global Fast Food)

Net sales of Global Fast Food during the fiscal year ended March 31, 2025, were 314,125 million yen (up 28.9% year-on-year) with operating profit of 29,150 million yen (up 108.7% year-on-year).

“Nakau,” a Japanese fast food chain, provides a wide variety of foods at affordable prices, mainly with oyakodon rice bowl dishes and Kyoto style udon noodles. “AFC,” “Snowfox,” “Yo!,” “Bento” and “Sushi Circle” provide sushi and other takeout foods mainly in North America and Europe. This reporting segment also includes “Lotteria,” a hamburger restaurant chain, “Katsuan,” a tonkatsu specialty restaurant, “Kyubeiya,” which serves Musashino style udon noodles and “The Chicken Rice Shop,” a halal certified chicken rice specialty restaurant.

The number of restaurants and stores in this reporting segment as of the end of the fiscal year ended March 31, 2025, was 10,732 (960 domestic, 9,772 overseas; including 8,482 franchises), the result of 703 restaurant and store openings and 443 closures.

(Restaurants)

Net sales of Restaurants during the fiscal year ended March 31, 2025, were 156,085 million yen (up 10.9% year-on-year) with operating profit of 11,393 million yen (up 53.6% year-on-year).

“Coco’s,” a standard restaurant chain, has made efforts to improve its business performance by enhancing product competitiveness through active introduction of fair menus with a focus on seasonality, pursuing authentic taste rivaling specialty restaurants, and improving the standard of services to enable customers to enjoy meals with satisfaction. This reporting segment also includes “Jolly Pasta,” a pasta specialty restaurant chain, “Big Boy,” a chain of hamburger steak and steak restaurants, “Jukusei Yakiniku Ichiban,” a barbeque chain that offers carefully selected beef, “OLIVE HILL,” an Italian cuisine specialty restaurant chain, and “Hanaya Yohei,” a Japanese cuisine chain.

The number of restaurants in this reporting segment as of the end of the fiscal year ended March 31, 2025, was 1,186 (1,185 domestic, 1 oversea; including 77 franchises), the result of 7 restaurant openings and 10 closures.

(Retail)

Net sales of Retail during the fiscal year ended March 31, 2025, were 76,032 million yen (down 3.1% year-on-year) with an operating loss of 1,794 million yen (operating loss of 924 million yen in the fiscal year ended March 31, 2024).

This reporting segment includes “Maruya” and “Joy Foods,” supermarkets with locations primarily in the North Kanto area, and “United Veggies,” which operates fruit and vegetable stores.

The number of stores in this reporting segment as of the end of the fiscal year ended March 31, 2025, was 126, the result of 1 store opening and 7 closures.

(Corporate and Support)

Net sales of Corporate and Support during the fiscal year ended March 31, 2025, were 4,887 million yen (up 9.7% year-on-year) with operating loss of 7,418 million yen (operating profit of 3,948 million yen in the fiscal year ended March 31, 2024).

This reporting segment includes GFF CO., LTD, which manufactures and processes food, Global Fresh Supply Co., Ltd., which manages logistics functions, and Global Table Supply Co., Ltd., which procures uniforms, equipment, etc.

(Others)

Net sales of Others during the fiscal year ended March 31, 2025, were 41,300 million yen (up 14.8 % year-on-year) with an operating loss of 2,002 million yen (operating loss of 605 million yen in the fiscal year ended March 31, 2024).

This segment includes Tolona Japan Co., Ltd., which plans, develops, and sells frozen foods for home use, etc., Sanbishi Co., Ltd., which manufactures and sells soy sauce and dressing, etc., Kagayaki Co., Ltd., which operates the nursing business, and Zensho Rice Co., Ltd., which sells brown and milled rice.

(2) Overview of Financial Position for the Fiscal Year ended March 31, 2025

(Assets)

Assets amounted to 813,109 million yen as of the end of the fiscal year ended March 31, 2025, an increase of 65,052 million yen compared with the previous fiscal year-end. This was mainly due to increases in property, plant and equipment.

(Liabilities)

Liabilities amounted to 572,737 million yen as of the end of the fiscal year ended March 31, 2025, an increase of 39,333 million yen compared with the previous fiscal year-end. This was mainly due to increases in interest-bearing liabilities.

(Net Assets)

Net Assets came at 240,371 million yen as of the end of the fiscal year ended March 31, 2025, an increase of 25,719 million yen compared with the previous fiscal year-end. This was mainly due to an increase in retained earnings.

(3) Overview of Cash Flows for the Fiscal Year ended March 31, 2025

	Amount (Million yen)
Beginning balance of cash and cash equivalents	82,171
Cash flow from operating activities	78,953
Cash flow from investing activities	(66,497)
Cash flow from financing activities	(16,225)
Ending balance of cash and cash equivalents	79,695
(reference) Free cash flow	12,455

At the end of the fiscal year ended March 31, 2025, cash and cash equivalents (hereinafter referred to as “net cash”) amounted to 79,695 million yen, down 2,476 million yen from the beginning of the fiscal year. This was mainly based on the following results.

(Cash flow from operating activities)

Cash flow from operating activities resulted in an increase in net cash of 78,953 million yen. This was mainly due to increases in profit before income taxes and depreciation.

(Cash flow from investing activities)

Cash flow from investing activities resulted in a decrease in net cash of 66,497 million yen. This was mainly due to acquisitions of property, plant and equipment in association with restaurant and store openings and renovations.

(Cash flow from financing activities)

Cash flow from financing activities resulted in a decrease in net cash of 16,225 million yen. This was mainly due to repayments of interest-bearing liabilities and dividends paid.

(Note) Free cash flow is calculated using the following formula;

$$\text{Free cash flow} = \text{Cash flow from operating activities} + \text{Cash flow from investing activities}$$

(4) Future Outlook

1. Looking ahead, the business environment is expected to remain challenging due to the continued rise in raw material, energy, and logistics costs.

In addition, as a measure to prevent the recurrence of incidents of contamination with foreign objects or substances that occurred at some domestic Sukiya restaurants, the Group has decided to discontinue 24-hour operations, which it has continued since its foundation, in order to secure time for intensive cleaning, and has also planned renovations for aging restaurants. In other business formats as well, the Group is working to maintain and improve restaurant hygiene.

In this environment, the Group is working to provide our customers with safe and delicious food in a sustainable manner as a “food infrastructure” that prioritizes food safety above all else. The Group will contribute to global stability and development by further strengthening our mass merchandising system (MMD), which provides integrated design and operation from food procurement to manufacturing, logistics, and restaurant and store sales.

2. The Group has formulated the following medium-term management plan covering the three-year period including the next fiscal year.

(100 Million yen, %)

	Fiscal Year Ending March 31, 2025	Fiscal Year Ending March 31, 2026		Fiscal Year Ending March 31, 2027		Fiscal Year Ending March 31, 2028	
	Actual	Plan	Year-on- year	Plan	Year-on- year	Plan	Year-on- year
Net sales (Growth rate)	11,366	12,235	+868 (+7.6%)	13,500	+1,265 (+10.3%)	14,810	+1,310 (+9.7%)
Operating profit (Sales ratio/ Growth rate)	751 (6.6%)	820 (6.7%)	+68 (+9.1%)	1,000 (7.4%)	+180 (+22.0%)	1,165 (7.9%)	+165 (+16.5%)
Ordinary profit (Sales ratio/ Growth rate)	718 (6.3%)	774 (6.3%)	+55 (+7.7%)	936 (6.9%)	+162 (+20.9%)	1,097 (7.4%)	+161 (+17.2%)
Profit attributable to owners of parent (Sales ratio/ Growth rate)	392 (3.5%)	425 (3.5%)	+32 (+8.2%)	530 (3.9%)	+105 (+24.7%)	629 (4.2%)	+99 (+18.7%)

2. Basic Policy on Selection of Accounting Standard

Most stakeholders of the Group are shareholders, creditors, business partners, et al. in Japan. Accordingly, the Japanese accounting standards have been adopted.

3. Consolidated Financial Statements and Major Notes

(1) Consolidated Balance sheets

	(Million yen)	
	End of Previous fiscal year (As of March 31, 2024)	End of Current fiscal year (As of March 31, 2025)
Assets		
Current Assets		
Cash and deposits	82,171	79,695
Accounts receivable - trade	46,727	53,323
Securities	19,907	12,040
Merchandise and finished goods	5,113	4,848
Work in process	2,731	3,244
Raw materials and supplies	41,058	63,960
Other	27,112	35,303
Allowance for doubtful accounts	(365)	(409)
Total current assets	224,457	252,006
Non-current assets		
Property, plant and equipment, net		
Buildings and structures	253,223	279,784
Accumulated depreciation	(147,862)	(155,051)
Buildings and structures, net	105,360	124,732
Machinery, equipment and vehicles	26,085	31,299
Accumulated depreciation	(14,146)	(16,066)
Machinery, equipment and vehicles, net	11,939	15,232
Tools, furniture and fixtures	103,657	119,552
Accumulated depreciation	(70,328)	(78,442)
Tools, furniture and fixtures, net	33,328	41,109
Land	29,109	33,516
Leased assets	84,210	102,024
Accumulated depreciation	(35,875)	(43,692)
Leased assets, net	48,335	58,332
Construction in progress	3,939	1,437
Total property, plant and equipment	232,013	274,360
Intangible assets		
Trade mark right	201,169	198,423
Goodwill	13,616	11,234
Other	5,493	6,083
Total intangible assets	220,279	215,741
Investments and other assets		
Investment securities	2,162	1,528
Guarantee deposits	38,074	39,618
Long-term prepaid rent	13,004	11,646
Deferred tax assets	9,922	10,311
Other	7,396	7,378
Allowance for doubtful accounts	(105)	(62)
Total investments and other assets	70,453	70,420
Total non-current assets	522,746	560,522
Deferred assets		
Share issuance cost	808	481
Bond issuance cost	43	98
Total deferred assets	852	580
Total assets	748,056	813,109

	(Million yen)	
	End of Previous fiscal year (As of March 31, 2024)	End of Current fiscal year (As of March 31, 2025)
Liabilities		
Current Liabilities		
Accounts payable - trade	43,148	56,386
Short-term borrowings	7,542	6,857
Current portion of bonds payable	10,000	—
Current portion of long-term borrowings	26,735	29,925
Lease liabilities	13,619	17,160
Income taxes payable	14,966	15,447
Contract liabilities	860	883
Provision for bonuses	4,082	5,006
Other	59,748	59,446
Total current liabilities	180,704	191,114
Non-current liabilities		
Bonds payable	15,000	35,000
Long-term borrowings	224,369	227,923
Lease liabilities	42,723	48,836
Provision for share awards	378	525
Retirement benefit liability	274	284
Asset retirement obligations	6,814	6,874
Deferred tax liabilities	57,102	56,533
Other	6,037	5,645
Total non-current liabilities	352,699	381,623
Total liabilities	533,403	572,737
Net assets		
Shareholders' equity		
Share capital	47,497	47,497
Capital surplus	74,112	74,112
Retained earnings	85,461	113,097
Treasury shares	(13,715)	(13,723)
Total shareholders' equity	193,355	220,983
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	24	46
Deferred gains or losses on hedges	158	(723)
Foreign currency translation adjustment	20,845	19,755
Total accumulated other comprehensive income	21,029	19,078
Non-controlling interests	267	309
Total net assets	214,652	240,371
Total liabilities and net assets	748,056	813,109

(2) Consolidated Statements of Income and Comprehensive Income

(Consolidated Statements of Income)

(Million yen)

	Previous fiscal year (From April 1, 2023 to March 31, 2024)	Current fiscal year (From April 1, 2024 to March 31, 2025)
Net Sales	965,778	1,136,684
Cost of Sales	441,727	514,475
Gross Profit	524,050	622,208
Selling, General and Administrative Expenses	470,342	547,080
Operating Profit	53,707	75,128
Non-operating income		
Interest income	850	2,096
Dividend income	5	6
Foreign exchange gains	—	548
Share of profit of entities accounted for using equity method	6	21
Subsidy income	570	504
Other	1,138	1,686
Total non-operating income	2,571	4,864
Non-operating expenses		
Interest expenses	3,790	5,736
Foreign exchange losses	147	—
Other	1,427	2,365
Total non-operating expenses	5,365	8,102
Ordinary profit	50,913	71,890
Extraordinary income		
Gain on sale of non-current assets	64	146
Insurance claim income	128	85
Compensation income	—	608
Gain on termination of retirement benefit plan	179	—
Gain on cancellation of leases	—	832
Other	202	384
Total extraordinary income	573	2,057
Extraordinary losses		
Loss on sale of non-current assets	26	237
Loss on retirement of non-current assets	1,890	2,876
Impairment losses	1,350	4,494
Other	692	2,836
Total extraordinary losses	3,960	10,445
Profit before income taxes	47,526	63,502
Income taxes - current	18,033	24,090
Income taxes - deferred	(1,217)	108
Total income taxes	16,816	24,198
Profit	30,709	39,304
Profit attributable to non-controlling interests	16	13
Profit attributable to owners of parent	30,693	39,290

(Consolidated Statements of Comprehensive Income)

(Million yen)

	Previous fiscal year (From April 1, 2023 to March 31, 2024)	Current fiscal year (From April 1, 2024 to March 31, 2025)
Profit	30,709	39,304
Other comprehensive income		
Valuation difference on available-for-sale securities	83	21
Deferred gains or losses on hedges	1,240	(882)
Remeasurements of defined benefit plans	(58)	—
Foreign currency translation adjustment	8,787	(1,156)
Share of other comprehensive income of entities accounted for using equity method	45	(5)
Total other comprehensive income	10,097	(2,022)
Comprehensive income	40,807	37,281
(Breakdown)		
Comprehensive income attributable to owners of parent	40,780	37,285
Comprehensive income attributable to non-controlling interests	26	(4)

(3) Consolidated Statements of Changes in Shareholders' Equity

Fiscal year ended March 31, 2024 (From April 1, 2023 to March 31, 2024)

(Million yen)

	Shareholders' Equity				
	Share capital	Capital surplus	Retained earnings	Treasury share	Total Shareholders' Equity
Beginning balance	26,996	23,809	60,576	(6,915)	104,466
Cumulative effects of changes in accounting policies			233		233
Restated balance	26,996	23,809	60,810	(6,915)	104,700
Changes during period					
Issuance of new shares	35,501	35,501			71,002
Dividends of surplus			(5,600)		(5,600)
Profit attributable to owners of parent			30,693		30,693
Purchase of treasury shares				(6,799)	(6,799)
Disposal of treasury shares		0			0
Transfer from share capital to other capital surplus	(15,000)	15,000			—
Change in scope of consolidation		(199)	(442)		(641)
Net changes in items other than shareholders' equity					
Total changes during period	20,501	50,302	24,650	(6,799)	88,655
Ending balance	47,497	74,112	85,461	(13,715)	193,355

	Accumulated other comprehensive income					Non-controlling interests	Total Net Assets
	Valuation difference on available-for-sale securities	Deferred gains or losses on hedges	Remeasurement of defined benefit plans	Foreign currency translation adjustment	Total accumulated other comprehensive income		
Beginning balance	(58)	(1,081)	58	12,248	11,167	203	115,837
Cumulative effects of changes in accounting policies				(233)	(233)		—
Restated balance	(58)	(1,081)	58	12,015	10,933	203	115,837
Changes during period							
Issuance of new shares							71,002
Dividends of surplus							(5,600)
Profit attributable to owners of parent							30,693
Purchase of treasury shares							(6,799)
Disposal of treasury shares							0
Transfer from share capital to other capital surplus							—
Change in scope of consolidation							(641)
Net changes in items other than shareholders' equity	83	1,240	(58)	8,830	10,095	64	10,159
Total changes during period	83	1,240	(58)	8,830	10,095	64	98,815
Ending balance	24	158	—	20,845	21,029	267	214,652

Fiscal year ended March 31, 2025 (From April 1, 2024 to March 31, 2025)

(Million yen)

	Shareholders' Equity				
	Share capital	Capital surplus	Retained earnings	Treasury share	Total Shareholders' Equity
Beginning balance	47,497	74,112	85,461	(13,715)	193,355
Cumulative effects of changes in accounting policies					—
Restated balance	47,497	74,112	85,461	(13,715)	193,355
Changes during period					
Issuance of new shares					—
Dividends of surplus			(11,024)		(11,024)
Profit attributable to owners of parent			39,290		39,290
Purchase of treasury shares				(10)	(10)
Disposal of treasury shares		0		1	2
Transfer from share capital to other capital surplus					—
Change in scope of consolidation			(630)		(630)
Net changes in items other than shareholders' equity					
Total changes during period	—	0	27,636	(8)	27,627
Ending balance	47,497	74,112	113,097	(13,723)	220,983

	Accumulated other comprehensive income					Non-controlling interests	Total Net Assets
	Valuation difference on available-for-sale securities	Deferred gains or losses on hedges	Remeasurement of defined benefit plans	Foreign currency translation adjustment	Total accumulated other comprehensive income		
Beginning balance	24	158	—	20,845	21,029	267	214,652
Cumulative effects of changes in accounting policies					—	—	—
Restated balance	24	158	—	20,845	21,029	267	214,652
Changes during period							
Issuance of new shares							—
Dividends of surplus							(11,024)
Profit attributable to owners of parent							39,290
Purchase of treasury shares							(10)
Disposal of treasury shares							2
Transfer from share capital to other capital surplus							—
Change in scope of consolidation							(630)
Net changes in items other than shareholders' equity	21	(882)	—	(1,089)	(1,950)	42	(1,908)
Total changes during period	21	(882)	—	(1,089)	(1,950)	42	25,719
Ending balance	46	(723)	—	19,755	19,078	309	240,371

(4) Consolidated Statements of Cash Flows

(Million yen)

	Previous fiscal year (From April 1, 2023 to March 31, 2024)	Current fiscal year (From April 1, 2024 to March 31, 2025)
Cash flows from operating activities		
Profit before income taxes	47,526	63,502
Depreciation	34,437	46,509
Impairment losses	1,350	4,494
Amortization of goodwill	1,770	1,451
Increase (decrease) in provision for bonuses	716	929
Increase (decrease) in provision for share awards	221	147
Interest and dividends income	(855)	(2,103)
Interest expenses	3,790	5,736
Decrease (increase) in trade receivables	(8,198)	(6,883)
Decrease (increase) in inventories	(1,271)	(22,468)
Increase (decrease) in trade payables	3,319	13,276
Increase (decrease) in accrued consumption taxes	5,824	(4,057)
Decrease (increase) in other current assets	(2,664)	1,161
Decrease (increase) in other non-current assets	2,110	2,329
Increase (decrease) in other current liabilities	5,843	777
Increase (decrease) in other non-current liabilities	81	(545)
Other, net	523	1,412
Subtotal	94,525	105,670
Interest and dividends received	659	1,321
Interest paid	(3,999)	(5,218)
Income taxes paid	(5,199)	(22,821)
Net cash provided by (used in) operating activities	85,985	78,953
Cash flows from investing activities		
Purchase of securities	(20,000)	(36,000)
Proceeds from redemption of securities	—	36,000
Purchase of property, plant and equipment	(40,120)	(61,520)
Proceeds from sales of property, plant and equipment	45	233
Purchase of intangible assets	(1,975)	(2,275)
Purchase of long-term prepaid expenses	(422)	(367)
Purchase of long-term investment securities	(870)	(343)
Purchase of shares of subsidiaries resulting in change in scope of consolidation	(58,194)	—
Payments of leasehold and guarantee deposits	(2,027)	(2,503)
Proceeds from refund of leasehold and guarantee deposits	1,285	949
Purchase of long term prepaid rents	(731)	(679)
Other, net	(2,375)	8
Net cash provided by (used in) investing activities	(125,387)	(66,497)

	(Million yen)	
	Previous fiscal year (From April 1, 2023 to March 31, 2024)	Current fiscal year (From April 1, 2024 to March 31, 2025)
Cash flows from financing activities		
Net increase (decrease) in short-term borrowings	(1,318)	(1,494)
Proceeds from long-term borrowings	145,925	53,641
Repayments of long-term borrowings	(133,102)	(47,924)
Repayments of lease liabilities	(14,647)	(19,587)
Purchase of treasury shares	(6,799)	(10)
Proceeds from issuance of bonds	—	19,920
Redemption of bonds	—	(10,000)
Proceeds from share issuance to non-controlling shareholders	38	47
Proceeds from issuance of shares	70,020	—
Dividends paid	(5,602)	(11,006)
Other, net	119	189
Net cash provided by (used in) financing activities	54,633	(16,225)
Effect of exchange rate change on cash and cash equivalents	1,754	703
Net increase (decrease) in cash and cash equivalents	16,986	(3,066)
Beginning balance of cash and cash equivalents	64,690	82,171
Increase (decrease) in cash and cash equivalents resulting from change in scope of consolidation	494	589
Ending balance of cash and cash equivalents	82,171	79,695

- (5) Notes on Consolidated Financial Statements
(Notes on Going Concern Assumptions)
Not applicable.

(Segment Information)

1. Overview of reporting segments

The Group's reporting segments are those for which financial information is available separately from their constituent units and are regularly reviewed by the Company's Board of Directors to determine management resource allocation and assessment of performance.

The Group operates food businesses in various fields, categorizes the following businesses as main reporting segments, and designs and determines group strategies.

The businesses included in the reporting segments are as follows:

Reporting segments	Details of business
Global Sukiya	Develop business of Sukiya, a Gyudon chain, in Japan and overseas
Global Hamasushi	Develop business of Hamasushi, a sushi chain, in Japan and overseas
Global Fast Food	Develop various fast food business, including sushi takeout, in Japan and overseas
Restaurants	Develop restaurant business in Japan and overseas
Retail	Manage supermarkets, etc.
Corporate and Support	Support operations for each business category

2. Methods for calculating segmental sales, profits or losses, assets, liabilities, and other items

The accounting method for the reporting segments is generally the same as for consolidated financial statements. The profit in each segment is based on operating profit, and assets and liabilities are not allocated in reporting segments.

3. Information on net sales, profits or losses by reporting segment

Previous Fiscal Year (From April 1, 2023 to March 31, 2024)

(Million yen)

	Reporting segment							Other (Note 1)	Total	Adjustment (Note 1)	Amount recorded on Quarterly Consolidated Statements of Income (Note 3)
	Global Sukiya	Global Hamasushi	Global Fast Food	Restaurants	Retail	Corporate and Support	Total				
Net sales											
Net sales to external customers	265,341	197,058	243,761	140,750	78,429	4,456	929,798	35,979	965,778	—	965,778
Intersegment sales or transfers	274	106	21	285	544	354,134	355,366	11,949	367,316	(367,316)	—
Total	265,616	197,164	243,783	141,035	78,974	358,591	1,285,165	47,929	1,333,094	(367,316)	965,778
Segment profit (loss)	18,507	11,417	13,969	7,418	(924)	3,948	54,336	(605)	53,731	(23)	53,707
Other Items											
Depreciation	9,822	7,021	5,214	4,956	1,265	5,341	33,622	815	34,437	—	34,437
Amortization of goodwill	—	1	738	389	445	17	1,592	177	1,770	—	1,770

(Notes) 1. The “Other” category is a business segment not included in the reporting segments, and includes the Manufacturing and wholesaling business for external sales, Nursing care business, and Livestock and fisheries business.

2. The adjustment amount primarily consists of elimination of intersegment transactions and inventory adjustments.

3. The total amount of segment profit (loss) is adjusted with the operating profit in the consolidated statements of income.

4. Intersegment sales or transfers amounts are calculated based on prevailing market prices.

Current Fiscal Year (From April 1, 2024 to March 31, 2025)

(Million yen)

	Reporting segment							Other (Note 1)	Total	Adjustment (Note 2)	Amount recorded on Quarterly Consolidated Statements of Income (Note 3)
	Global Sukiya	Global Hamasushi	Global Fast Food	Restaurants	Retail	Corporate and Support	Total				
Net sales											
Net sales to external customers	295,757	248,495	314,125	156,085	76,032	4,887	1,095,384	41,300	1,136,684	—	1,136,684
Intersegment sales or transfers	304	91	13	254	773	408,001	409,440	15,223	424,663	(424,663)	—
Total	296,062	248,586	314,139	156,339	76,806	412,889	1,504,824	56,523	1,561,348	(424,663)	1,136,684
Segment profit (loss)	24,508	21,352	29,150	11,393	(1,794)	(7,418)	77,192	(2,002)	75,189	(60)	75,128
Other Items											
Depreciation	12,518	8,375	10,887	5,730	1,237	6,915	45,666	842	46,509	—	46,509
Amortization of goodwill	—	1	416	385	445	18	1,267	183	1,451	—	1,451

- (Notes) 1. The “Other” category is a business segment not included in the reporting segments, and includes the Manufacturing and wholesaling business for external sales, Nursing care business, and Livestock and fisheries business.
2. The adjustment amount primarily consists of elimination of intersegment transactions and inventory adjustments.
3. The total amount of segment profit (loss) is adjusted with the operating profit in the consolidated statements of income.
4. Intersegment sales or transfers amounts are calculated based on prevailing market prices.

(Per Share Information)

	Previous fiscal year (From April 1, 2023 to March 31, 2024)	Current fiscal year (From April 1, 2024 to March 31, 2025)
Net assets per share	1,171.76yen	1,335.69yen
Net profit per share	195.41yen	240.45yen

(Notes) 1. Diluted net profit per share is not shown because there are no latent shares.

2. In the calculation of net assets per share, the Company shares held by Japan Custody Bank, Ltd. (Trust Account E) as trust assets for the “Board Benefit Trust (BBT)” are included in the number of treasury shares deducted from the number of shares issued and outstanding at the end of the fiscal year, while in the calculation of net profit per share, those are included in the number of treasury shares deducted from the average number of shares outstanding during the period. The number of such treasury shares at the end of the fiscal year deducted in the calculation of net assets per share is 291,800 shares for the previous fiscal year and 291,400 shares for the current fiscal year, and the average number of such treasury shares during the period deducted in the calculation of net profit per share is 292,020 shares for the previous fiscal year and 291,560 shares for the current fiscal year.

3. Net profit per share is calculated on the following bases:

	Previous fiscal year (From April 1, 2023 to March 31, 2024)	Current fiscal year (From April 1, 2024 to March 31, 2025)
Net profit attributable to owners of parent (Million yen)	30,693	39,290
Amount not attributable to ordinary shareholders (Million yen)	812	1,620
Net profit attributable to owners of parent relating to common stocks (Million yen)	29,881	37,670
Average number of shares during the period (Shares)	152,916,818	156,664,387

(Material Subsequent Events)

Not applicable.