April 14, 2026

Consolidated Financial Results for the Fiscal Year Ended February 28, 2026 (Under Japanese GAAP)

Company name: DOUTOR·NICHIRES Holdings Co., Ltd.
Listing: Tokyo Stock Exchange
Securities code: 3087
URL: https://www.dnh.co.jp/
Representative: Masanori Hoshino, Representative Director and President
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Telephone: +81-3-5459-9178
Scheduled date of annual general meeting of shareholders: May 27, 2026
Scheduled date to commence dividend payments: May 28, 2026
Scheduled date to file annual securities report: May 26, 2026
Preparation of supplementary material on financial results: Yes
Holding of financial results briefing: Yes (for institutional investors and analysts)

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

1. Consolidated financial results for the fiscal year ended February 28, 2026 (from March 1, 2025 to February 28, 2026)

(1) Consolidated operating results

(Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent	
Fiscal year ended	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
February 28, 2026	159,147	6.9	10,150	5.8	10,615	10.4	7,234	5.1
February 28, 2025	148,822	5.8	9,597	31.1	9,615	24.8	6,880	25.3

Note: Comprehensive income For the fiscal year ended February 28, 2026: ¥8,433 million [25.6%]
For the fiscal year ended February 28, 2025: ¥6,712 million [19.3%]

	Basic earnings per share	Diluted earnings per share	Return on equity	Ratio of ordinary profit to total assets	Ratio of operating profit to net sales
Fiscal year ended	Yen	Yen	%	%	%
February 28, 2026	170.71	-	6.9	7.8	6.4
February 28, 2025	156.97	-	6.8	7.3	6.5

Reference: Share of profit (loss) of entities accounted for using equity method
For the fiscal year ended February 28, 2026: ¥(10) million
For the fiscal year ended February 28, 2025: ¥(51) million

(2) Consolidated financial position

	Total assets	Net assets	Equity-to-asset ratio	Net assets per share
As of	Millions of yen	Millions of yen	%	Yen
February 28, 2026	136,519	105,554	77.0	2,502.93
February 28, 2025	134,232	104,350	77.5	2,372.09

Reference: Equity
As of February 28, 2026: ¥105,179 million
As of February 28, 2025: ¥104,002 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 end of period
Fiscal year ended	Millions of yen	Millions of yen	Millions of yen	Millions of yen
February 28, 2026	7,021	(10,812)	(8,423)	26,822
February 28, 2025	12,351	(6,231)	(2,933)	38,990

2. Cash dividends

	Annual dividends per share					Total cash dividends (Total)	Payout ratio (Consolidated)	Ratio of dividends to net assets (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 February 28, 2025	-	23.00	-	27.00	50.00	2,192	31.9	2.2
Fiscal year ended February 28, 2026	-	27.00	-	30.00	57.00	2,395	33.4	2.3
Fiscal year ending February 28, 2027 (Forecast)		30.00		30.00	60.00		33.6	

3. Forecast of consolidated financial results for the fiscal year ending February 28, 2027 (from March 1, 2026 to February 28, 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 August 31, 2026	83,982	5.3	5,740	7.4	5,851	6.4	4,013	2.0	94.70
Fiscal year ending February 28, 2027	166,501	4.6	11,043	8.8	11,272	6.2	7,556	4.5	178.30

*** Notes**

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

(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: Yes

(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 February 28, 2026	45,609,761 shares
As of February 28, 2025	45,609,761 shares

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

As of February 28, 2026	3,587,398 shares
As of February 28, 2025	1,765,730 shares

(iii) Average number of shares outstanding during the period

Fiscal year ended February 28, 2026	42,376,954 shares
Fiscal year ended February 28, 2025	43,835,717 shares

* 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

The forward-looking statements, including forecasts of financial results, contained in these materials are based on information available to the Company and on certain assumptions deemed to be reasonable. Actual financial results may differ from the results anticipated in the statements due to various factors. For the conditions on which earnings forecasts are based and precautions to be taken when using earnings forecasts, please refer to "Overview of Operating Results (4) Future Outlook" on page 4 of the Appendix to the Financial Results.

Consolidated balance sheet

(Millions of yen)

	As of February 28, 2025	As of February 28, 2026
Assets		
Current assets		
Cash and deposits	38,990	29,422
Notes and accounts receivable - trade	6,733	9,444
Merchandise and finished goods	3,639	4,049
Work in process	187	276
Raw materials and supplies	1,520	2,674
Other	7,809	10,152
Allowance for doubtful accounts	(88)	(89)
Total current assets	58,792	55,932
Non-current assets		
Property, plant and equipment		
Buildings and structures	54,882	56,751
Accumulated depreciation	(32,542)	(33,131)
Buildings and structures, net	22,339	23,619
Machinery, equipment and vehicles	7,329	7,624
Accumulated depreciation	(6,306)	(6,433)
Machinery, equipment and vehicles, net	1,022	1,190
Land	22,692	23,179
Leased assets	6,396	6,121
Accumulated depreciation	(3,717)	(3,806)
Leased assets, net	2,679	2,315
Other	9,997	9,791
Accumulated depreciation	(8,005)	(8,096)
Other, net	1,992	1,695
Total property, plant and equipment	50,727	52,000
Intangible assets	791	646
Investments and other assets		
Investment securities	1,087	1,428
Deferred tax assets	1,605	1,836
Leasehold and guarantee deposits	20,069	20,214
Retirement benefit asset	15	15
Other	1,142	4,444
Total investments and other assets	23,920	27,939
Total non-current assets	75,439	80,587
Total assets	134,232	136,519

(Millions of yen)

	As of February 28, 2025	As of February 28, 2026
Liabilities		
Current liabilities		
Notes and accounts payable - trade	7,193	8,102
Short-term borrowings	470	470
Current portion of long-term borrowings	126	79
Income taxes payable	2,399	2,727
Provision for bonuses	1,322	1,270
Provision for bonuses for directors (and other officers)	75	97
Provision for shareholder benefit program	141	126
Other	9,356	9,702
Total current liabilities	21,084	22,576
Non-current liabilities		
Long-term borrowings	82	5
Lease liabilities	1,434	1,525
Retirement benefit liability	2,353	2,082
Asset retirement obligations	2,414	2,404
Other	2,513	2,370
Total non-current liabilities	8,797	8,388
Total liabilities	29,882	30,964
Net assets		
Shareholders' equity		
Share capital	1,000	1,000
Capital surplus	16,648	16,662
Retained earnings	89,887	94,803
Treasury shares	(3,381)	(8,300)
Total shareholders' equity	104,154	104,165
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	368	675
Deferred gains or losses on hedges	57	1,061
Foreign currency translation adjustment	(520)	(865)
Remeasurements of defined benefit plans	(57)	141
Total accumulated other comprehensive income	(152)	1,013
Non-controlling interests	348	375
Total net assets	104,350	105,554
Total liabilities and net assets	134,232	136,519

Consolidated statement of income

(Millions of yen)

	Fiscal year ended February 28, 2025	Fiscal year ended February 28, 2026
Net sales	148,822	159,147
Cost of sales	59,201	65,455
Gross profit	89,621	93,691
Selling, general and administrative expenses		
Salaries and allowances	29,449	30,828
Provision for bonuses	1,199	1,155
Provision for bonuses for directors (and other officers)	75	97
Retirement benefit expenses	345	377
Rent expenses	17,507	17,980
Utilities expenses	4,011	4,170
Other	27,435	28,929
Total selling, general and administrative expenses	80,023	83,540
Operating profit	9,597	10,150
Non-operating income		
Interest income	19	44
Dividend income	27	46
Foreign exchange gains	-	296
Rental income from real estate	102	112
Other	72	92
Total non-operating income	221	592
Non-operating expenses		
Interest expenses	27	26
Foreign exchange losses	52	-
Rental expenses on real estate	66	66
Share of loss of entities accounted for using equity method	51	10
Other	6	23
Total non-operating expenses	204	127
Ordinary profit	9,615	10,615
Extraordinary income		
Gain on sale of non-current assets	9	8
Compensation for transfer-EI2	243	261
Other	34	18
Total extraordinary income	287	287
Extraordinary losses		
Loss on retirement of non-current assets	90	120
Impairment losses	508	697
Loss on sale of investment securities	-	146
Other	-	9
Total extraordinary losses	599	973
Profit before income taxes	9,303	9,929
Income taxes - current	2,661	3,592
Income taxes - deferred	(276)	(930)
Total income taxes	2,385	2,661
Profit	6,917	7,267
Profit attributable to non-controlling interests	36	33
Profit attributable to owners of parent	6,880	7,234

Consolidated statement of comprehensive income

(Millions of yen)

	Fiscal year ended February 28, 2025	Fiscal year ended February 28, 2026
Profit	6,917	7,267
Other comprehensive income		
Valuation difference on available-for-sale securities	118	307
Foreign currency translation adjustment	45	(345)
Deferred gains or losses on hedges	(308)	1,004
Remeasurements of defined benefit plans, net of tax	(60)	199
Total other comprehensive income	(205)	1,165
Comprehensive income	6,712	8,433
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	6,675	8,399
Comprehensive income attributable to non-controlling interests	36	33

Consolidated statement of changes in equity

Fiscal year ended February 28, 2025

(Millions of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	1,000	16,642	84,891	(3,431)	99,102
Changes during period					
Dividends of surplus			(1,884)		(1,884)
Profit (loss) attributable to owners of parent			6,880		6,880
Purchase of treasury shares				(0)	(0)
Disposal of treasury shares		5		49	55
Net changes in items other than shareholders' equity					
Total changes during period	-	5	4,996	49	5,051
Balance at end of period	1,000	16,648	89,887	(3,381)	104,154

	Accumulated other comprehensive income					Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Deferred gains or losses on hedges	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income		
Balance at beginning of period	249	365	(565)	2	52	318	99,474
Changes during period							
Dividends of surplus							(1,884)
Profit (loss) attributable to owners of parent							6,880
Purchase of treasury shares							(0)
Disposal of treasury shares							55
Net changes in items other than shareholders' equity	118	(308)	45	(60)	(205)	29	(175)
Total changes during period	118	(308)	45	(60)	(205)	29	4,876
Balance at end of period	368	57	(520)	(57)	(152)	348	104,350

Consolidated statement of changes in equity

Fiscal year ended February 28, 2026

(Millions of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	1,000	16,648	89,887	(3,381)	104,154
Changes during period					
Dividends of surplus			(2,318)		(2,318)
Profit (loss) attributable to owners of parent			7,234		7,234
Purchase of treasury shares				(5,000)	(5,000)
Disposal of treasury shares		14		81	96
Net changes in items other than shareholders' equity					
Total changes during period	-	14	4,915	(4,918)	11
Balance at end of period	1,000	16,662	94,803	(8,300)	104,165

	Accumulated other comprehensive income					Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Deferred gains or losses on hedges	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income		
Balance at beginning of period	368	57	(520)	(57)	(152)	348	104,350
Changes during period							
Dividends of surplus							(2,318)

Profit (loss) attributable to owners of parent							7,234
Purchase of treasury shares							(5,000)
Disposal of treasury shares							96
Net changes in items other than shareholders' equity	307	1,004	(345)	199	1,165	26	1,192
Total changes during period	307	1,004	(345)	199	1,165	26	1,203
Balance at end of period	675	1,061	(865)	141	1,013	375	105,554

Consolidated statement of cash flows

(Millions of yen)

	Fiscal year ended February 28, 2025	Fiscal year ended February 28, 2026
Cash flows from operating activities		
Profit before income taxes	9,303	9,929
Depreciation	4,604	4,665
Impairment losses	508	697
Increase (decrease) in retirement benefit liability	(24)	(6)
Increase (decrease) in allowance for doubtful accounts	18	0
Increase (decrease) in provision for bonuses	(11)	(54)
Increase (decrease) in provision for bonuses for directors (and other officers)	21	22
Loss on retirement of non-current assets	90	120
Loss (gain) on sale of non-current assets	(9)	(8)
Loss (gain) on sale of investment securities	-	146
Interest and dividend income	(46)	(91)
Interest expenses	27	26
Foreign exchange losses (gains)	3	(28)
Decrease (increase) in trade receivables	(403)	(2,705)
Decrease (increase) in inventories	(117)	(1,651)
Increase (decrease) in trade payables	430	908
Other, net	(213)	(1,728)
Subtotal	14,180	10,243
Interest and dividends received	41	87
Interest paid	(27)	(26)
Income taxes paid	(2,172)	(3,367)
Income taxes refund	329	83
Net cash provided by (used in) operating activities	12,351	7,021
Cash flows from investing activities		
Payments into time deposits	-	(4,600)
Purchase of shares of subsidiaries and associates	(54)	-
Purchase of property, plant and equipment	(5,860)	(5,095)
Proceeds from sale of property, plant and equipment	54	26
Purchase of intangible assets	(49)	(97)
Payments of leasehold and guarantee deposits	(547)	(573)
Proceeds from refund of leasehold and guarantee deposits	369	306
Loan advances	(56)	(73)
Other, net	(87)	(705)
Net cash provided by (used in) investing activities	(6,231)	(10,812)
Cash flows from financing activities		
Proceeds from long-term borrowings	100	-
Repayments of long-term borrowings	(123)	(123)
Repayments of lease liabilities	(1,016)	(975)
Purchase of treasury shares	(0)	(5,000)
Dividends paid	(1,886)	(2,316)
Other, net	(7)	(7)
Net cash provided by (used in) financing activities	(2,933)	(8,423)
Effect of exchange rate change on cash and cash equivalents	8	46
Net increase (decrease) in cash and cash equivalents	3,194	(12,168)
Cash and cash equivalents at beginning of period	35,796	38,990
Cash and cash equivalents at end of period	38,990	26,822

(Notes on segment information, etc.)

Segment Information

1. Overview of Reporting Segments

The Company's reporting segments are those of the Company's constituent units for which segregated financial information is available and is subject to periodic review by the Board of Directors in order to determine the allocation of management resources and evaluate performance.

The Group, of which the Company is the holding company, consists of two core operating companies, with the business segments "Japan Restaurant System Group," "Doutor Coffee Group," and "Others."

The Japan Restaurant System Group operates a chain of restaurants mainly directly managed by the Group, and its business activities include the purchase, manufacture and sale of food ingredients.

The Doutor Coffee Group mainly operates coffee chains through directly managed stores and franchise systems, and its business activities include the purchase of coffee beans, roasting and processing of coffee beans, sales at directly managed stores, wholesale to franchise stores, royalties and other income, and the sale of coffee products to convenience stores.

"Other" refers mainly to retail and wholesale business activities related to the restaurant business in Japan and overseas.

2. Method of calculating "the amount of sales, profits, losses, assets, and other items for each reporting segment"

The accounting method for the reported business segments is the same as described in the "Fundamental Important Matters for the Preparation of Consolidated Financial Statements".

Profit in the reporting segment is a figure based on operating income.

Internal revenues and transfers between segments are based on prevailing market prices.

3. Information on "Sales, Profits, Losses, Assets, and Other Items for Each Reporting Segment" and Breakdown Information on Earnings

The previous fiscal year (March 1, 2024 to February 28, 2025)

(Millions of yen)

	Reportable segments				Adjustment amount (Note) 1,3	Amount recorded in consolidated financial statements (Note)2
	NICHIRES GROUP	DOUTOR GROUP	Other	Total		
Sales						
retail	53,158	38,991	5,121	97,271	-	97,271
wholesale	448	47,075	1,556	49,080	-	49,080
Other	76	2,363	30	2,470	-	2,470
Revenue generated from customer contracts	53,683	88,431	6,708	148,822	-	148,822
Other Earnings	-	-	-	-	-	-
Revenues from external customers	53,683	88,431	6,708	148,822	-	148,822
Transactions with other segments	1,602	667	5,043	7,313	(7,313)	-
Total	55,286	89,098	11,751	156,136	(7,313)	148,822
Segment profit (loss)	4,331	4,313	1,125	9,769	(171)	9,597
Segment Assets	57,417	66,814	10,259	134,491	(258)	134,232
Other items						
Depreciation	1,560	2,453	589	4,603	0	4,604
Increase in property, plant and equipment and intangible assets	3,533	3,077	193	6,804	6	6,810

Note: 1. Adjustment for segment profit or loss of (171) million yen includes expenses mainly related to the administrative departments of the parent company and consolidated subsidiaries. This includes non-allocable operating expenses of 950 million yen and elimination of inter-segment transactions of 779 million yen.

2. Segment profit or loss is adjusted for operating profit or loss in the consolidated statements of income.

3. Adjustment of segment assets of (258) million yen is the amount of company-wide assets and other adjustments that have not been allocated to each reporting segment. (Elimination of inter-segment transactions, etc.).

4. Depreciation includes amortization of long-term prepaid expenses.

5. The increase in property, plant and equipment and intangible assets includes an increase in long-term upfront expenses.

The current fiscal year (March 1, 2025 to February 28, 2026)

(Millions of yen)

	Reportable segments				Adjustment amount (Note) 1,3	Amount recorded in consolidated financial statements (Note)2
	NICHIRES GROUP	DOUTOR GROUP	Other	Total		
Sales						
retail	55,635	42,161	4,783	102,580	-	102,580
wholesale	537	51,781	1,708	54,027	-	54,027
Other	87	2,401	50	2,539	-	2,539
Revenue generated from customer contracts	56,260	96,344	6,541	159,147	-	159,147
Other Earnings	-	-	-	-	-	-
Revenues from external customers	56,260	96,344	6,541	159,147	-	159,147
Transactions with other segments	1,660	791	5,268	7,721	(7,721)	-
Total	57,921	97,136	11,810	166,868	(7,721)	159,147
Segment profit (loss)	4,465	4,752	1,173	10,392	(241)	10,150
Segment Assets	56,355	71,215	9,695	137,266	(747)	136,519
Other items						
Depreciation	1,620	2,514	528	4,663	1	4,665

Increase in property, plant and equipment and intangible assets	2,383	4,408	224	7,017	2	7,019

Note: 1. Adjustment for segment profit or loss of (241) million yen includes expenses mainly related to the administrative departments of the parent company and consolidated subsidiaries. This includes non-allocable operating expenses of 990 million yen and elimination of inter-segment transactions of 748 million yen.

2. Segment profit or loss is adjusted for operating profit or loss in the consolidated statements of income.

3. Adjustment of segment assets of (747) million yen is the amount of company-wide assets and other adjustments that have not been allocated to each reporting segment. (Elimination of inter-segment transactions, etc.).

4. Depreciation includes amortization of long-term prepaid expenses.

5. The increase in property, plant and equipment and intangible assets includes an increase in long-term upfront expenses.

Related Information

The previous fiscal year (March 1, 2024 to February 28, 2025)

1. Product and Service Information

Since the same information is disclosed in the segment information, it is omitted.

2. Regional Information

(1) Net sales

Since sales to external customers in Japan exceed 90% of sales in the consolidated statements of income, the description is omitted.

(2) Property, plant and equipment

The amount of property, plant and equipment located in Japan exceeds 90% of the amount of property, plant and equipment on the consolidated balance sheet, so the description is omitted.

3. Information per main customer

There is no mention of sales to external customers because there are no counterparties that account for more than 10% of sales in the consolidated statements of income.

The current fiscal year (March 1, 2025 to February 28, 2026)

1. Product and Service Information

Since the same information is disclosed in the segment information, it is omitted.

2. Regional Information

(1) Net sales

Since sales to external customers in Japan exceed 90% of sales in the consolidated statements of income, the description is omitted.

(2) Property, plant and equipment

The amount of property, plant and equipment located in Japan exceeds 90% of the amount of property, plant and equipment on the consolidated balance sheet, so the description is omitted.

3. Information per main customer

There is no mention of sales to external customers because there are no counterparties that account for more than 10% of sales in the consolidated statements of income.

Information on impairment losses on fixed assets by reporting segment

The previous fiscal year (March 1, 2024 to February 28, 2025)

(Millions of yen)

	NICHIRES GROUP	DOUTOR GROUP	Other	Unallocated amounts and elimination	Total
Impairment losses	319	183	5	-	508

The current fiscal year (March 1, 2025 to February 28, 2026)

(Millions of yen)

	NICHIRES GROUP	DOUTOR GROUP	Other	Unallocated amounts and elimination	Total
Impairment losses	497	144	56	-	697

Information on amortization and unamortized balances of goodwill by reporting segment

The previous fiscal year (March 1, 2024 to February 28, 2025)

Not applicable.

The current fiscal year (March 1, 2025 to February 28, 2026)

Not applicable.

Information on Negative Goodwill Accrual Gains by Reporting Segment

The previous fiscal year (March 1, 2024 to February 28, 2025)

Not applicable.

The current fiscal year (March 1, 2025 to February 28, 2026)

Not applicable.