# FY2027.3 (Apr.2026～Jun.2026)
# Outline of Financial Results

## Analysis of present states and future prospects

Saikaya Yokosuka
［Yokosuka, Kanagawa］
May 28th, 2026 Opened!


**ROUND ONE Corporation**

**President and Chief Executive Officer**
**Masahiko Sugino**



**Tokyo Stock Exchange Prime**
**Code Number : 4680**


**August 10, 2026**

# Notification of The Voluntary Adoption of IFRS

**Our group started voluntarily adapting International Financial Reporting Standards (IFRS) in place of Japanese GAAP for the consolidated financial statements in the Annual Securities Report for the fiscal year ended March 31, 2025, in order to improve the comparability of financial information and management efficiency.**
**Accordingly, the accounting standards in this document are treated as IFRS.**
**The historical data until FY2024.3 on pages 10 and 11 are presented in accordance with Japanese GAAP.**

**For details on the changes accompanying the voluntary adoption of IFRS, please refer to the "Supplementary Materials on Adoption of International Financial Reporting Standards" disclosed on June 27, 2025.**

# Analysis of Consolidated Operating Results
# FY2027.3 1Q Actual [Year-on-Year]

[Unit ¥bn] ※Figures below ¥10 million are truncated.
※Percentage is rounded off to one decimal place.

| | | Unit | FY2026.3 Actual [2025.4-2025.6] | FY2027.3 Actual [2026.4-2026.6] | Diff.[%] |
|---|---|---|---|---|---|
| Term-end store count | | Store | 160 | 162 | +1.3 |
| Total operating months | | Month | 479 | 484 | +1.0 |
| P/L | Bowling | | 6.99 | 7.84 | +12.1 |
| | Amusement | | 26.60 | 32.05 | +20.5 |
| | Karaoke, Food | | 4.55 | 5.49 | +20.7 |
| | Spo-cha | | 4.46 | 5.01 | +12.4 |
| | Others | | 0.87 | 0.96 | +10.5 |
| | Revenue | | 43.48 | 51.37 | +18.2 |
| | Cost of sales | | 35.43 | 41.37 | +16.8 |
| | Gross profit | | 8.05 | 10.00 | +24.2 |
| | SG&A expenses | | 1.80 | 3.61 | +100.0 |
| | Other-operating income & expenses ② | | (0.17) | (0.05) | — |
| | Operating profit ① | | 6.07 | 6.33 | +4.3 |
| | Operating profit margin | | 14.0% | 12.3% | — |
| | Financial income & costs | | (0.99) | (1.18) | — |
| | Share of profit of investments accounted for using equity method | | 0.07 | 0.11 | +40.0 |
| | Profit before tax | | 5.15 | 5.26 | +2.1 |
| | Income tax expense | | 1.75 | 1.89 | +8.4 |
| | Profit | | 3.40 | 3.36 | (1.1) |

① [Operating Profit]

FY2026.3 1Q Actual Operating profit ¥6.07 bn
FY2027.3 1Q Actual Operating profit ¥6.33 bn
Difference in ¥0.26 bn

Due to factors such as an increase in the number of operating months, revenue increased by ¥7.89 billion. In addition, regarding changes in expenses, there were increases mainly in amusement prize expenses, personnel expenses, and commission expenses, as well as decreases in amusement lease depreciation, etc.

② [Breakdown of Other - Operating Income & Expense]

FY2026.3 1Q Actual
Other – operating income & expenses ¥(0.17) bn
- Foreign exchange loss ¥(0.15) bn
- Loss on retirement of fixed assets, etc. ¥(0.02) bn

FY2027.3 1Q Actual
Other – operating income & expenses ¥(0.05) bn
- Loss on sale and retirement of fixed assets ¥(0.08) bn
- Others ¥0.03 bn

# Analysis of Consolidated Operating Results FY2027.3 1Q Actual [Comparison with Plan]

ROUND1

[Unit ¥bn] ※Figures below ¥10 million are truncated.
※Percentage is rounded off to one decimal place.

| | | Unit | FY2027.3 Plan [2026.4-2026.3] | FY2027.3 Actual [2026.4-2026.3] | Diff.[%] |
|---|---|---|---|---|---|
| Term-end store count | | Store | 162 | 162 | — |
| Total operating months | | Month | 484 | 484 | — |
| P/L | Bowling | | 7.24 | 7.84 | +8.2 |
| | Amusement | | 29.47 | 32.05 | +8.8 |
| | Karaoke, Food | | 4.98 | 5.49 | +10.4 |
| | Spo-cha | | 5.01 | 5.01 | (0.1) |
| | Others | | 0.92 | 0.96 | +4.7 |
| | Revenue | | 47.64 | 51.37 | +7.8 |
| | Cost of sales | | 39.35 | 41.37 | +5.1 |
| | Gross profit | | 8.28 | 10.00 | +20.7 |
| | SG&A expenses | | 2.77 | 3.61 | +30.3 |
| | Other-operating income & expenses ② | | (0.09) | (0.05) | — |
| | Operating profit ① | | 5.41 | 6.33 | +17.0 |
| | Operating profit margin | | 11.4% | 12.3% | — |
| | Financial income & costs | | (1.36) | (1.18) | — |
| | Share of profit of investments accounted for using equity method | | — | 0.11 | — |
| | Profit before tax | | 4.05 | 5.26 | +30.0 |
| | Income tax expense | | 1.51 | 1.89 | +25.8 |
| | Profit | | 2.54 | 3.36 | +32.4 |

① [Operating Profit]

FY2027.3 1Q Plan Operating profit ¥5.41 bn
FY2027.3 1Q Actual Operating profit ¥6.33 bn
Difference in ¥0.91 bn

Due to strong performance at existing stores in Japan and other factors, revenue increased by ¥3.73 billion. In addition, regarding changes in expenses, there were increases mainly in amusement prize expenses and commission expenses, etc.

② [Breakdown of Other - Operating Income & Expense]

FY2027.3 1Q Plan
Other – operating income & expenses ¥(0.09) bn
- Loss on retirement of fixed assets, etc. ¥(0.09) bn

FY2027.3 1Q Actual
Other – operating income & expenses ¥(0.05) bn
- Loss on sale and retirement of fixed assets ¥(0.08) bn
- Others ¥0.03 bn

# FY2027.3 Consolidated Plan [Store Openings and Closings, P/L]

※Figures below ¥10 million are truncated.
※Percentage is rounded off to one decimal place.

| FY2027.3 Plan [IFRS] | | Unit | Consolidated |
|---|---|---|---|
| Stores | Term-End Store Count | Store | 172 |
| | Total Operating Months | Month | 1,990 |

| FY2027.3 Plan [IFRS] | | | Unit | Consolidated |
|---|---|---|---|---|
| P/L | | Bowling | ¥bn | 33.00 |
| | | Amusement | ¥bn | 133.14 |
| | | Karaoke, Food | ¥bn | 21.56 |
| | | Spo-cha | ¥bn | 21.99 |
| | | Others | ¥bn | 9.37 |
| | Revenue | | ¥bn | 219.09 |
| | Operating profit | | ¥bn | 33.05 |
| | Operating profit margin | | % | 15.1% |
| | Financial income & costs | | ¥bn | (5.60) |
| | Profit before tax | | ¥bn | 27.45 |
| | Income tax expense | | ¥bn | 9.18 |
| | Profit | | ¥bn | 18.26 |

(Note) International Financial Reporting Standards (IFRS) has been adopted starting from FY2026.3 Plan.
【Forex】1 USD = approximately 150.00 JPY, 1 CNY = 21.00 JPY

# 【Japan】Revenue and YoY Comparison of Existing Stores (Actual and Plan)

## 【Japan】Revenue (Actual and Plan)

※Figures below ¥10 million are truncated.
※Percentage is rounded off to one decimal place.

| | Unit | 1Q | | | 2Q | 1st Half | 3Q | 4Q | 2nd Half | Term |
|---|---|---|---|---|---|---|---|---|---|---|
| | | Plan | Actual | Diff.(%) | Plan | Plan | Plan | Plan | Plan | Plan |
| Bowling | ¥bn | 5.75 | 5.94 | +3.2 | 6.39 | 12.14 | 5.75 | 7.34 | 13.10 | 25.25 |
| Amusement | ¥bn | 13.75 | 14.90 | +8.4 | 17.49 | 31.24 | 14.95 | 16.18 | 31.13 | 62.38 |
| Karaoke | ¥bn | 2.22 | 2.22 | (0.3) | 2.53 | 4.76 | 2.17 | 2.39 | 4.57 | 9.33 |
| Spo-cha | ¥bn | 4.47 | 4.53 | +1.3 | 5.14 | 9.62 | 3.92 | 5.86 | 9.79 | 19.42 |
| Others | ¥bn | 0.91 | 0.94 | +3.3 | 0.99 | 1.91 | 0.91 | 1.05 | 1.97 | 3.89 |
| Revenue | ¥bn | 27.13 | 28.54 | +5.2 | 32.56 | 59.70 | 27.73 | 32.85 | 60.58 | 120.29 |
| Total stores at the end of each term | | 100 | 100 | — | 100 | 100 | 100 | 100 | 100 | 100 |

## 【Japan】YoY comparison of existing stores (Actual and Plan)

※Percentage is rounded off to one decimal place.

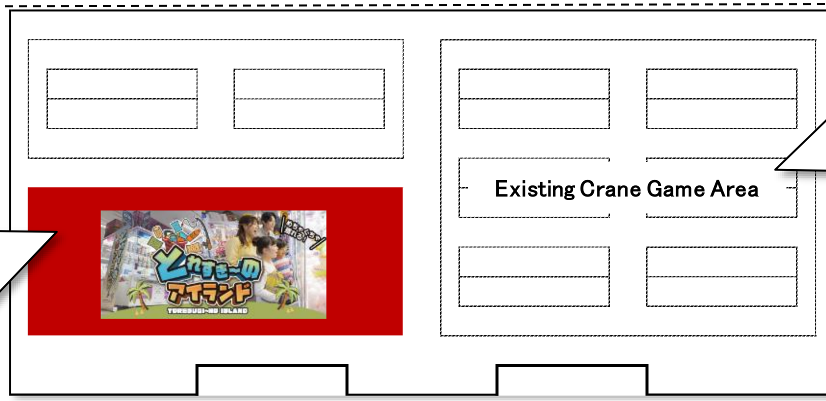
| | Unit | 1Q | | | 2Q | 1st Half | 3Q | 4Q | 2nd Half | Term |
|---|---|---|---|---|---|---|---|---|---|---|
| | | Plan | Actual | Diff.(%) | Plan | Plan | Plan | Plan | Plan | Plan |
| Bowling | % | +8.1 | +11.6 | +3.5 | +4.5 | +6.2 | +4.5 | +2.4 | +3.3 | +4.7 |
| Amusement | % | +11.2 | +20.1 | +8.9 | +15.3 | +13.5 | +15.9 | +15.0 | +15.4 | +14.4 |
| Karaoke | % | +14.3 | +14.0 | (0.3) | +2.4 | +7.6 | +2.9 | +0.2 | +1.5 | +4.5 |
| Spo-cha | % | +11.9 | +12.5 | +0.6 | +5.7 | +8.5 | +4.6 | +1.6 | +2.8 | +5.5 |
| Others | % | +5.4 | +8.9 | +3.5 | +3.8 | +4.5 | +2.9 | +4.2 | +3.6 | +4.1 |
| Revenue | % | +10.7 | +16.1 | +5.4 | +10.0 | +10.3 | +10.1 | +8.0 | +8.9 | +9.6 |
| Number of holidays (YoY) | Days | +1 | +1 | — | +1 | +2 | ±0 | ±0 | ±0 | +2 |
| Total stores at the end of each term | | 98 | 98 | — | 98 | 98 | 98 | 99 | 99 | 99 |

# Analysis of Toresugi~no Island

### ◆Launch of "Toresugi~no Island"◆

**Launched a new crane game area, "Toresugi~no Island", designed with an emphasis on easier prize-winning within existing crane game areas.**
**Installation began from February 2026, with 86 stores has been completed as of the end of July 2026.**

**Toresugi~no Island**
**An area featuring mainly food products and daily necessities, designed to emphasize an easier-to-win experience.**
・Expansion of the customer base
・"Value for money" is the key selling point.
・Due to the ease of winning prizes, the prize cost ratio is higher than that of the existing crane game area.
・Reuse of existing crane game machines.




**Existing Crane Game Area**
**An area featuring a wide variety of IP prizes, including figures and plush toys.**
・Strong support from core fans
・Strong appeal of prizes are the key selling point.
・Differentiation through original prizes and collaboration campaigns.

### ◆Impact on Revenue and Costs◆

**Plan Assumptions**

Stores: 74 stores
Machines Installed: Average of 40 per store
Revenue Impact: Overall crane game revenue at stores with the installation is expected to increase by approximately 30%.
Cost Ratio: The cost ratio within Toresugi~no Island area is expected to be approximately twice that of the existing crane game area.

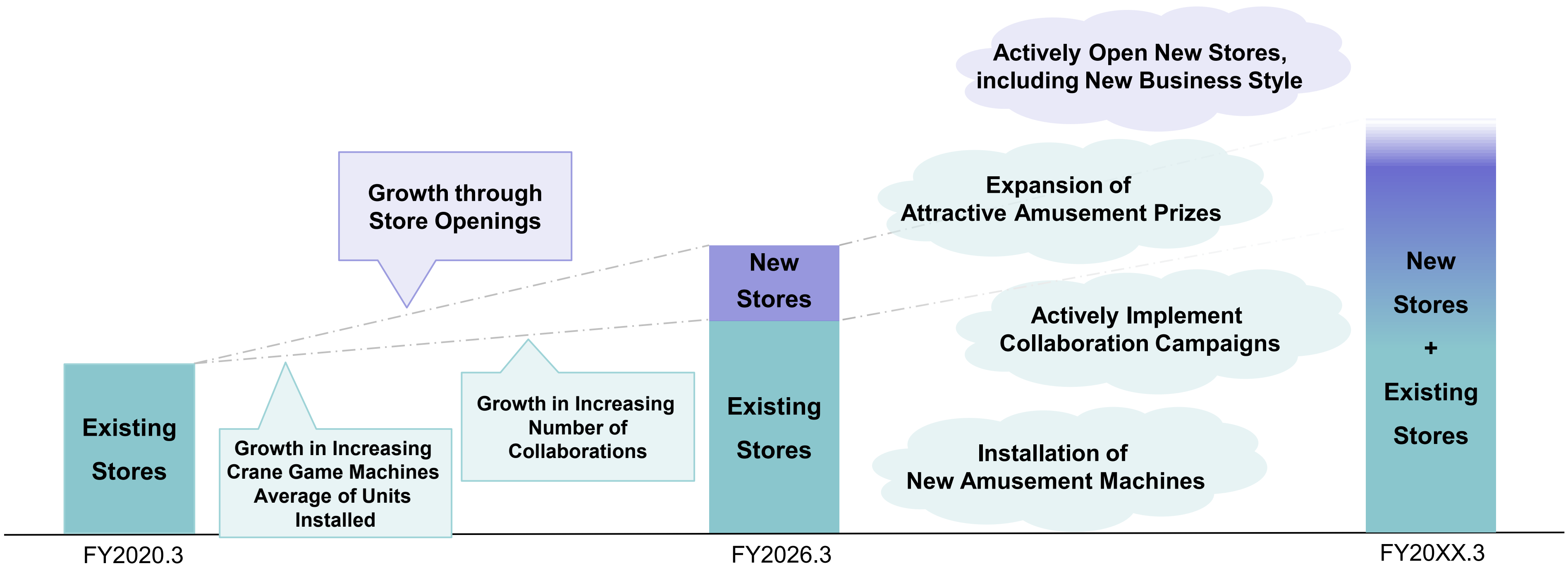
**1Q Results**

Stores: 76 stores
Machines Installed: Average of 60 per store
Revenue Impact: Revenue at stores with the installation increased by approximately 35%.
Cost Ratio: Generally, in line with the plan.

| Stores | New Installation | Cumulative |
|---|---|---|
| Feb. | 5 | 5 |
| Mar. | 9 | 14 |
| Apr. | 59 | 73 |
| May | 1 | 74 |
| Jun. | 2 | 76 |
| Jul. | 10 | 86 |

# Mid-Term Vision of Growth in Sales & Store Opening Policy

Unchanged from May 13th, 2026 disclosure



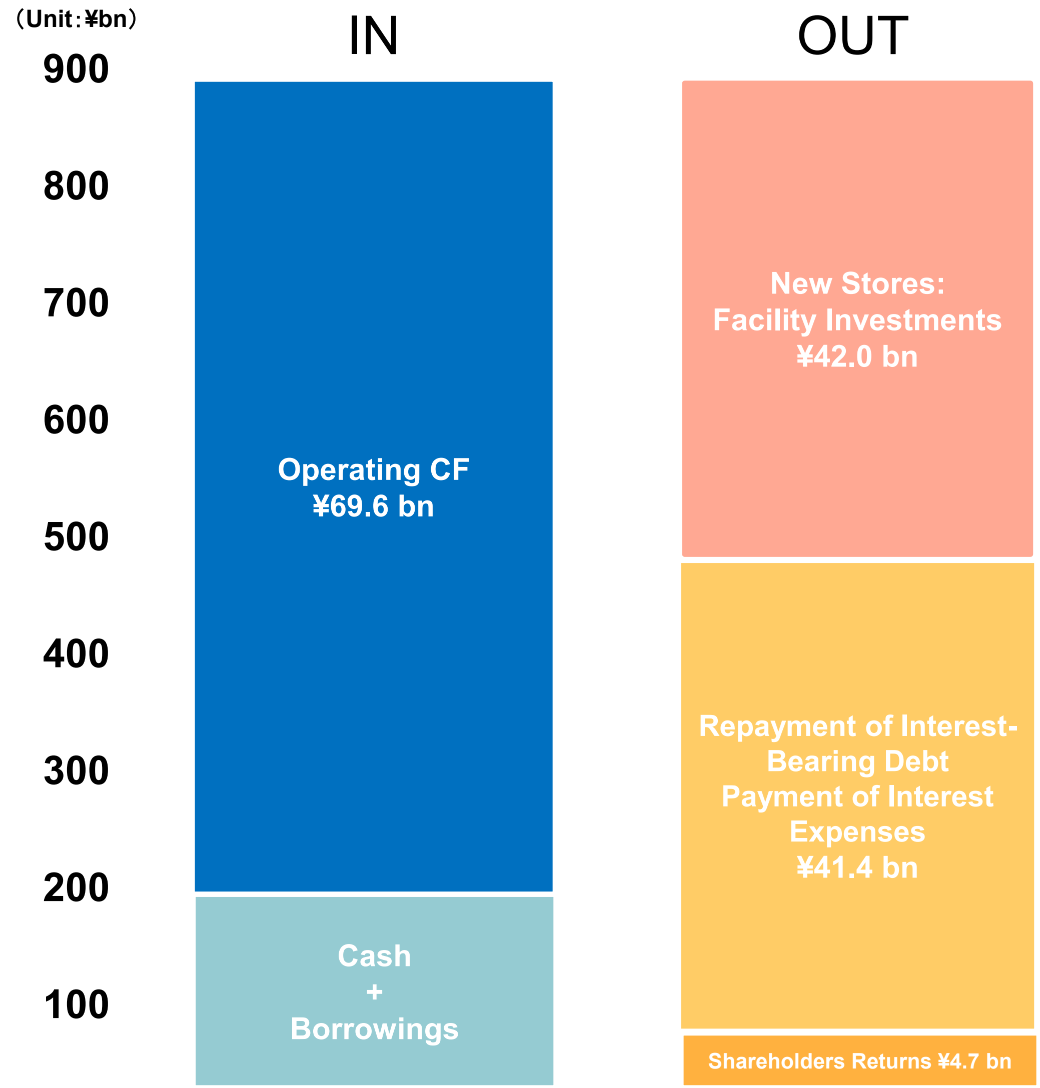

**【Mid-Term Vision】**
**Up to FY2026.3, we have worked to improve our performance by increasing the number of crane game machines, implementing collaboration campaigns, and opening new stores. From FY2027.3 onward, we will continue to enhance the performance of existing stores by actively introducing new game machines, planning and executing collaboration campaigns, and expanding attractive amusement prizes. At the same time, we aim to drive growth through proactive store openings, including new business styles.**

**【Store Opening Policy】**
**There have been no changes to our store opening policy or regions planned for expansion since the materials disclosed on November 7, 2025.Going forward, we will continue to pursue steady store openings, with several new stores annually in Japan and an active expansion strategy in the United States.**

# FY2027.3 Consolidated Plan: Capital Allocation

Unchanged from May 13th, 2026 disclosure

**We are committed to enhance our corporate value through growth investments in new stores that serve our revenue base, as well as renewal capital expenditures for existing stores. The planned capital allocation is as follows.**




**●Operating CF Breakdown**

- Operating Profit ¥33.0 bn
- Depreciation Expenses ¥14.7 bn
- Lease Depreciation Expenses ¥8.1 bn
- ROU Assets Depreciation Expenses（IFRS）¥22.4 bn
- Non-Expenditure Expenses ¥0.3 bn
- Income Taxes ¥(9.1) bn

**●Repayment of Interest-Bearing Debt, and Payment of Interest Expenses Breakdown**

- Borrowings ¥11.8 bn
- Financial Lease ¥9.1 bn (Mainly Amusement Machines)
- Rent Exp. on Real Estate（Lease Liabilities on IFRS）¥20.3bn

**●Shareholders Returns Breakdown**

- The quarterly dividends of ¥4.5 per share will be paid. (The year-end dividend for FY2026.3 is expected to be ¥4.5 per share.)
- We aim for a dividend payout ratio of approximately 25% of the full-year profit on the forecast at the beginning of the fiscal year.

# Trend in Assets [Consolidated]

Unchanged from May 13th, 2026 disclosure

[Unit ¥bn] ※Figures below ¥100 million are truncated.
※Percentage is rounded off to one decimal place.

| | | J-GAAP | | | | | IFRS ※1 | | |
|---|---|---|---|---|---|---|---|---|---|
| J-GAAP | IFRS | FY2020.3 | FY2021.3 | FY2022.3 | FY2023.3 | FY2024.3 | FY2025.3 | FY2026.3 | FY2027.3 Plan |
| Total assets | Total assets | 135.8 bn | 150.5 bn | 157.6 bn | 170.6 bn | 185.4 bn | 259.9 bn | 309.8 bn | 332.8 bn |
| Net assets | Equity | 65.1 bn | 40.8 bn | 54.6 bn | 61.1 bn | 70.5 bn | 66.8 bn | 82.6 bn | 96.1 bn |
| Equity ratio | Equity ratio | 47.8% | 27.0% | 34.4% | 35.7% | 37.9% | 25.8% | 26.8% | 29.0% |
| Cash reserve | Cash reserve | 34.5 bn | 44.8 bn | 46.3 bn | 29.1 bn | 36.4 bn | 51.1 bn | 54.9 bn | 54.0 bn |
| Interest-bearing debt | Interest-bearing debt | 27.4 bn | 67.2 bn | 49.5 bn | 23.5 bn | 22.2 bn | 40.6 bn | 49.1 bn | 57.7 bn |
| Net interest-bearing debt ※2 | Net interest-bearing debt ※2 | (7.1) bn | 22.3 bn | 3.1 bn | (5.5) bn | (14.2) bn | (10.4) bn | (5.8) bn | 3.6 bn |
| Lease obligations (excluding lease obligations related to IFRS 16 and ASC Topic 842.) | Lease liabilities (excluding lease obligations related to IFRS 16 and ASC Topic 842.) | 18.2 bn | 14.9 bn | 16.9 bn | 19.9 bn | 18.2 bn | 15.7 bn | 14.0 bn | 14.6 bn |
| Net interests-bearing debt including lease obligations ※3 | Net interests-bearing debt including lease liabilities ※3 | 11.1 bn | 37.3 bn | 20.1 bn | 14.4 bn | 4.0 bn | 5.2 bn | 8.2 bn | 18.3 bn |
| New lease contract amount | New lease contract amount | 9.4 bn | 5.9 bn | 12.5 bn | 12.4 bn | 10.2 bn | 8.6 bn | 9.0 bn | 9.7 bn |

※1 The figures are calculated based on IFRS after FY2025.3 actual.

※2"Net interest-bearing debt" … "Interest-bearing debt" ー "Cash reserve"

※3"Net interest-bearing debt including lease obligations" …
"Net interest-bearing debt" + "Lease liabilities [excluding lease liabilities related to IFRS 16 and ASC Topic 842]"

※ The lease above indicates finance lease for amusement machines and karaoke machines, except lease liabilities related to IFRS 16 and ASC Topic 842.

# Trend in Income & Loss [Consolidated]

[Unit ¥bn] ※Figures below ¥100 million are truncated.
※Percentage is rounded off to one decimal place.

| | | J-GAAP | | | | | IFRS | | |
|---|---|---|---|---|---|---|---|---|---|
| J-GAAP | IFRS | FY2020.3 | FY2021.3 | FY2022.3 | FY2023.3 | FY2024.3 | FY2025.3 | FY2026.3 | FY2027.3 Plan |
| Term-End Store Count | Term-End Store Count | 144 | 145 | 149 | 152 | 154 | 160 | 161 | 172 |
| Total Sales | Revenue | 104.7 | 60.9 | 96.4 | 142.0 | 159.1 | 177.0 | 189.5 | 219.0 |
| Operating profit | Operating profit | 8.8 | (19.2) | (1.7) | 16.9 | 24.1 | 26.2 | 28.7 | 33.0 |
| Operating profit margin | Operating profit margin | 8.5% | — | — | 11.9% | 15.2% | 14.8% | 15.2% | 15.1% |
| Profit | Profit | 4.7 | (17.9) | 3.9 | 9.7 | 15.6 | 15.4 | 16.6 | 18.2 |
| Adjusted EBITDA ① | Adjusted EBITDA ① | 23.1 | (3.8) | 14.2 | 36.3 | 44.9 | 70.8 | 73.4 | 78.7 |
| ROIC ② | ROIC ② | 8.5% | — | 4.7% | 18.6% | 24.2% | 12.4% | 11.7% | 12.0% |
| ROE ③ | ROE ③ | 7.5% | — | 8.3% | 16.9% | 23.9% | 23.3% | 22.4% | 20.5% |
| ROA ④ | ROA ④ | 3.8% | — | 2.6% | 5.9% | 8.8% | 6.2% | 5.8% | 5.7% |
| DOE ⑤ | DOE ⑤ | 3.0% | 3.4% | 4.2% | 4.3% | 5.5% | 6.6% | 6.6% | 5.7% |

① Adjusted EBITDA calculation: Before 2025, Operating profit＋Depreciation except ROU.
Since 2025, Operating profit＋ Depreciation + Non-expenditures expenses
② ROIC calculation: Before 2025, Ordinary profit ÷ [{(Shareholders' equity at the beginning of term ＋ Shareholders' equity at the end of term) ÷ 2} ＋ {(Interest-bearing debt including lease obligations at the beginning of term ＋ Interest-bearing debt including lease obligations at the end of term) ÷ 2}]
Since 2025, Operating profit ÷ [{(Shareholders' equity at the beginning of term ＋ Shareholders' equity at the end of term ) ÷ 2} ＋ {(Interest-bearing debt including lease liabilities at the beginning of term ＋ Interest-bearing debt including lease liabilities at the end of term) ÷ 2}]
③ROE calculation: Before 2025, Net income／Average total equity at beginning and end of term
Since 2025, Profit attributable to owners of the parent／Average equity attributable to owners of the parent
④ ROA calculation: Profit ÷ {(Total assets at the beginning of term ＋ Total assets at the end of term) ÷ 2}
⑤ DOE calculation: Dividend ÷ {(Shareholders' equity at the beginning of term ＋ Shareholders' equity at the end of term) ÷ 2}

# Japan Segment Initiatives

## Measures Taken for Stores

### ◆ Online Events with “ROUND1 LIVE” ◆

・ “Special Challenge”, “ROUND1 Challenge” … Bowling competitions with popular professional bowlers are held online.
・ “Remote Practice” … Professional bowlers stream theme-based lessons every Monday through Friday.
・ “Fan Event” … Bowling and Karaoke events hosted by idols and influencers are held online.

### ◆ Campaigns for Kids and Elementary/Junior High School Students ◆

・ “Complimentary Campaign for elementary/junior high school students” … We host the campaigns for junior high school students or younger at Bowling, Karaoke and Amusement Medal areas.
・ “KIDS Remote Practice” … We host free bowling remote lessons for elementary/junior high school students.

### ◆ Collaboration Campaigns ◆

・ Limited time collaboration campaigns with artists, anime, and others are being held at Bowling, Karaoke, and Spo-Cha. Customers get original items by purchasing collaboration drinks or collaboration packages. Currently, we are hosting approx. 30 collaboration campaigns per month.
In addition, in Amusement, we are offering original prizes in crane game machines and running gift campaigns featuring original supplies.

### ◆ Installment of New Amusement Machines ◆

・“Everyone’s Derby 2” Medal Game Machine（ENHEART）
The machines are currently being installed at stores with medal games from July 2026.

### ◆ Launch of “Toresugi~no Island”◆

・Launched a new crane game area, “Toresugi~no Island”, designed with an emphasis on easier prize-winning within existing crane game areas.
Installation began from February 2026, with 86 stores has been completed as of the end of July 2026.
(Please see page 7 for the details)

▼ Collaboration Campaigns


▼ New Amusement Machine

『Everyone’s Derby 2』
©ENHEART

# Japan Segment Initiatives ②

Unchanged from May 13th, 2026 disclosure

## Results of Company-wide DX Initiatives

### Digitalization of Front / Customer Service Operations

**Realization of Automatic Reception**
Introduction of automatic reception machines have enabled the automation in each department. Labor savings have been achieved through improvements to the UI/UX for smoother operation, as well as the consolidation of reception areas.

**Digitalization of Customer Guidance**
The guidance operations previously handled by staff have been replaced with digital solutions, achieving labor savings through optimized staff allocation and the review of operational processes.

### Streamlining of Back-Office / Administrative Operations

**Installation of Devices and Auto-Shift Schedule**
Workstyle reform has been promoted through the introduction of staff devices across all stores. The implementation of the communication system "R1NK" and the auto-shift scheduling system "R-Shift" has reduced shift creation hours.

**Improved Inventory Stocktaking Efficiency**
Implemented inventory stocktaking for amusement prizes through smartphone-based barcode scanning. Manual processes for prize identification and data integration have been automated, reducing both work time and human error.

## Future Initiatives from FY2026

**Seamless Customer Experience**

- **Installation of Pre-Payment Functionality in Official App：**
  Advance reservations and payment will be integrated into the app, eliminating wait times for in-store reception and enabling customers to start enjoying activities immediately upon arrival.

**Extensive Global Support**

- **Multilingual Support for Check-in and Payment Machines:：**
  In anticipation of growing inbound and continued global expansion, multilingual support will be required. It aims to provide a stress-free check-in experience for all customers.

**Other Initiatives**

Initiatives are being considered to enhance service quality while reducing manual operations through the advancement of operational systemization utilizing digital technologies, including AI.

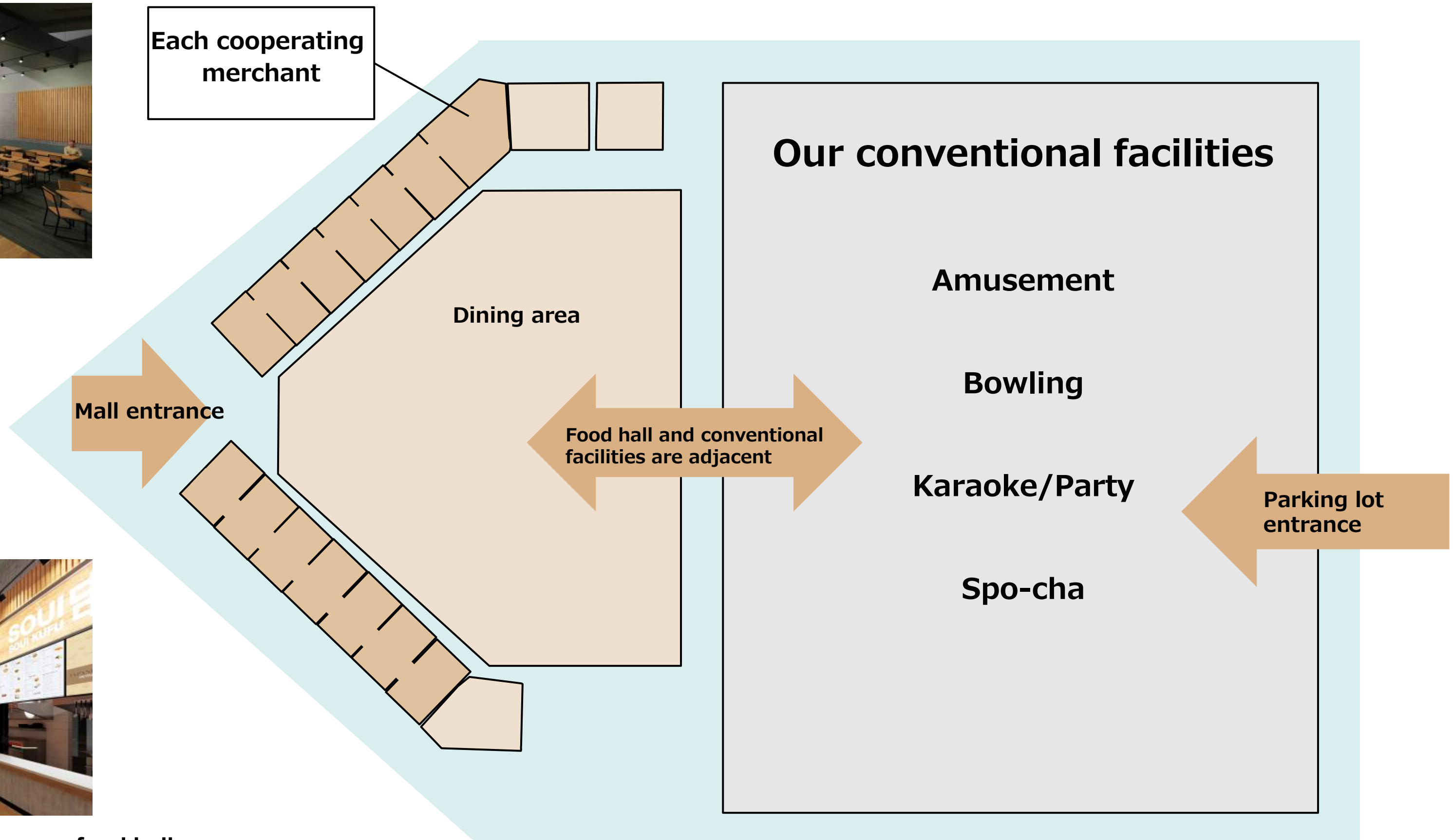
Labor savings will be achieved through the comprehensive utilization of AI technologies across operations ranging from customer touchpoints to back-office administration.
We aim to reinvest the resources created through the initiatives into higher-value customer services and the development of new business formats.

# The U.S. Segment Initiatives

## Development of “Japanese Food Hall” at Round One Entertainment, Inc.

ROUND ONE will start to launch stores featuring "Japanese Food Hall" in the United States. "Japanese Food Hall" brings together only the collection of restaurants listed in the Restaurant Guide across various food genres such as "Ramen", "Udon", and "Takoyaki", which are widely loved in Japan.

※ Illustration of Japanese food hall.



# The Other Segment Initiatives

## "Round One Delicious" Project

The goal of this project is to provide the same high quality of Japanese cuisine that is highly acclaimed in Japan to people overseas, so that people around the world can enjoy the taste of authentic Japanese cuisine. At ROUND ONE Delicious, you can taste "authentic Japanese cuisine" of various genres. To provide such enjoyment to customers, we will combine sushi, Japanese cuisine, Chinese cuisine, creative cuisine, yakitori, or tempura into a single unit, and begin opening stores in the North America from the Autumn in 2026.

### ◆ Store opening plan ◆

Store openings are scheduled to commence from FY2027.3, with initial locations planned in Los Angeles and Las Vegas.

Thereafter, we plan to expand into major U.S. cities, including New York, while also considering global expansion over the longer term.

【FY2027.3】

- 2Q Construction Ends [Las Vegas & Los Angeles]
- 3Q Opening of 1st & 2nd Unit [Las Vegas & Los Angeles]

【FY2028.3】

- 1Q～2Q Opening of 3rd & 4th Unit [New York ×2]

### ◆ Business plan per store ◆

・Investment amount: Approx. $1,400,000
・Number of seats: Approx. 14 seats
・Operation: Open 360 days a year
・Average customer spend: Avg. 750 USD per customer (est.)
・Annual customer attraction: 4,000 people
・Annual sales: $3,000,000
・Number of employees: 10 people
[Store Manager/Chef/Part-time worker]

※Chef training and other preparation costs will be incurred in the year prior to opening a unit.

### ◆ Business Model ◆

**Leveraging the expertise we have gained through our overseas store openings, Round One Delicious USA, Inc. will handle everything from store development to operations. For food-related aspects, cooperating merchants will train the chefs we have hired, provide recipes and ensure quality control. Cooperating merchants will receive sales royalties and compensation for chef training.**

Round One Delicious USA, Inc.
(Our Consolidated Second-tier Subsidiary)

Cooperating Merchants

**・Handle store development and operations**
**・Recruit and hire chefs and staff**
**・Procure ingredients**

**・Provide brand name**
**・Train chefs**
**・Provide recipes and monitor quality**
**・Advise on ingredient selection**

# The Other Segment Initiatives ②

## "Round One Delicious" Project

### Las Vegas Blvd (TBD)

[6 Stores ＋ BAR]

- Hub for global tourism & 24-hour foot traffic (Strip Area)
- Reach to global upper class and entertainment seekers
- Showcasing Japanese culinary culture through overwhelming scale and immersive presentation

**Planned Cooperating Merchants**

「TERUZUSHI」|「SUSHIKOMA」
「SUZUTASHIKI」|「Numata」
「Ginza JOTAKI」|「Torien」
「BAR CENTIFOLIA」


### LA West Hollywood (TBD)

[8 Stores ＋ BAR]

- Hub for affluent and cultural trends (Sunset Blvd.)
- Attraction of high-value customers and travelers
- Two-layered concepts blending Japanese tranquility and American openness

**Planned Cooperating Merchants**

「TERUZUSHI」|「Kikuzushi」|
「SUSHIKOMA」|「Kataori」|「Takiya」
「Ao」|「Ginza JOTAKI」
「Makitori Shinkobe」|「BAR CENTIFOLIA」

# Status of Stores

## Trend in Number of Stores

| Japan | ~FY2020.3 | FY2021.3 | FY2022.3 | FY2023.3 | FY2024.3 | FY2025.3 | FY2026.3 |
|---|---|---|---|---|---|---|---|
| Opening | 126 | — | 1 | 1 | 1 | 1 | 1 |
| Closing | 23 | 3 | 2 | 1 | 1 | — | 2 |
| Total | 103 | 100 | 99 | 99 | 99 | 100 | 99 |

| The U.S. | ~FY2020.3 | FY2021.3 | FY2022.3 | FY2023.3 | FY2024.3 | FY2025.3 | FY2026.3 |
|---|---|---|---|---|---|---|---|
| Opening | 41 | 5 | 2 | 4 | 2 | 8 | 2 |
| Closing | — | 2 | — | 1 | 1 | 1 | — |
| Total | 41 | 44 | 46 | 49 | 50 | 57 | 59 |

| China | ~FY2020.3 | FY2021.3 | FY2022.3 | FY2023.3 | FY2024.3 | FY2025.3 | FY2026.3 |
|---|---|---|---|---|---|---|---|
| Opening | — | 1 | 2 | 1 | — | — | 1 |
| Closing | — | — | — | — | — | 1 | 1 |
| Total | — | 1 | 3 | 4 | 4 | 3 | 3 |

| Delicious | ~FY2020.3 | FY2021.3 | FY2022.3 | FY2023.3 | FY2024.3 | FY2025.3 | FY2026.3 |
|---|---|---|---|---|---|---|---|
| Opening | — | — | — | — | — | — | — |
| Closing | — | — | — | — | — | — | — |
| Total | — | — | — | — | — | — | — |

| Consolidated | ~FY2020.3 | FY2021.3 | FY2022.3 | FY2023.3 | FY2024.3 | FY2025.3 | FY2026.3 |
|---|---|---|---|---|---|---|---|
| Total | 144 | 145 | 149 | 152 | 153 | 160 | 161 |

## Breakdown of 100 Stores in Japan [At the end of July 2026]

※Own stores include 8 stores with owning right for land & building, and 13 stores with owning right for building with tenants.

| Store Type | | | | | Total |
|---|---|---|---|---|---|
| Standard | | Stadium | | Crane Game Park | |
| Downtown | Roadside | Downtown | Roadside | | |
| 10 | 34 | 1 | 53 | 2 | 100 |

| Ownership | | Total |
|---|---|---|
| Leased stores | Own stores | |
| 79 | 21 | 100 |

## Area Breakdown of All 162 Stores [At the end of July 2026]

| Area | Japan | | | | | | | | The USA | China | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | Hokkaido / Tohoku | Hokuriku / Koshinetsu | Kanto | Chubu / Tokai | Kansai | Chugoku / Shikoku | Kyushu / Okinawa | Subtotal | | | |
| No. of stores | 12 | 3 | 32 | 13 | 22 | 7 | 11 | 100 | 59 | 3 | 162 |
| Share | 7.4% | 1.9% | 19.7% | 8.0% | 13.6% | 4.3% | 6.8% | 61.7% | 36.4% | 1.9% | 100% |

# 【The U.S.】 Current Status

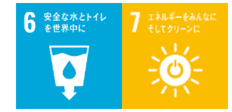
## 【59 Stores as of the end of July 2026 】

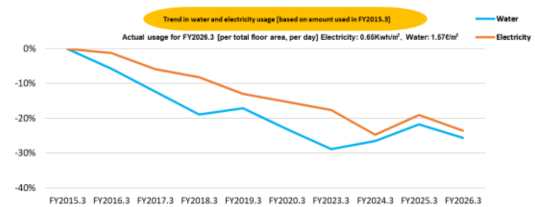
| No | Store Name / Region |
|---|---|
| 1 | Puente Hills / California |
| 2 | Moreno Valley / California |
| 3 | Lakewood / California |
| 4 | Arlington Parks / Texas |
| 5 | Main Place / California |
| 6 | Southcenter / Washington |
| 7 | Eastridge / California |
| 8 | Grapevine Mills / Texas |
| 9 | Sunvalley / California |
| 10 | Exton / Pennsylvania |
| 11 | Southwest / Colorado |
| 12 | Fox Valley / Illinois |
| 13 | Broadway / New York |
| 14 | Crystal Run / New York |
| 15 | Great Lakes Crossing / Michigan |
| 16 | Four Seasons / North Carolina |
| 17 | Great Lakes / Ohio |
| 18 | Maine / Maine |
| 19 | Coronado Center / New Mexico |
| 20 | South Town Center / Utah |
| 21 | Millcreek / Pennsylvania |
| 22 | Gateway / Nebraska |
| 23 | North Riverside Park / Illinois |
| 24 | Southridge / Wisconsin |
| 25 | Northridge / California |
| 26 | Holyoke / Massachusetts |
| 27 | Promenade Temecula / California |
| 28 | Southland / California |
| 29 | Meadowood / Nevada |
| 30 | Park Place / Arizona |
| 31 | Meadows / Nevada |
| 32 | Fairfield Commons / Ohio |
| 33 | Towson Town Center / Maryland |
| 34 | Fashion District / Pennsylvania |
| 35 | Valley River Center / Oregon |
| 36 | Burbank Town Center / California |
| 37 | Town East Square / Kansas |
| 38 | Potomac Mills / Virginia |
| 39 | Deptford / New Jersey |
| 40 | Cumberland / Georgia |
| 41 | Park City Center / Pennsylvania |
| 42 | Vancouver / Washington |
| 43 | Quail Springs / Oklahoma |
| 44 | Pembroke Lakes / Florida |
| 45 | Roseville / California |
| 46 | South Hill / Washington |
| 47 | North Star / Texas |
| 48 | Arrowhead / Arizona |
| 49 | Danbury Fair / Connecticut |
| 50 | Las Vegas South Premium Outlets / Nevada |
| 51 | Plaza Bonita / California |
| 52 | Gurnee Mills / Illinois |
| 53 | Mission Viejo / California |
| 54 | Stones town / California |
| 55 | Chandler / Arizona |
| 56 | Deerbrook / Texas |
| 57 | Jersey Gardens / New Jersey |
| 58 | Willowbrook / Texas |
| 59 | Menlo Park / New Jersey |

# Actions for Sustainability and SDGs

**We set up Sustainability Advisory Committee which independent from management. Also set up the cross-organizational sustainability team comprising of members from each divisions to intend actively consider the achievement of the SDGs.**

## ● Actions for energy / water resource issues






**・Transition to LED Lights**

Replaced fluorescent lights of the store lighting,
the bowling equipment and crane game machines with LED lights.

**・Set-up Water Saving Valves**

Set up water saving devices to the kitchens in Karaoke and the food counters.

**・Material Recycling (Reuse of Part-Time Employee Uniforms)**

Since FY2022, we have promoted resource reuse through the material recycling of deteriorated part-time employee uniforms.
Before FY2026, a total of 1,530 kg of uniforms was collected and recycled into cushioning materials for automobiles.
We will continue these initiatives in the next fiscal year from an SDGs perspective as well.

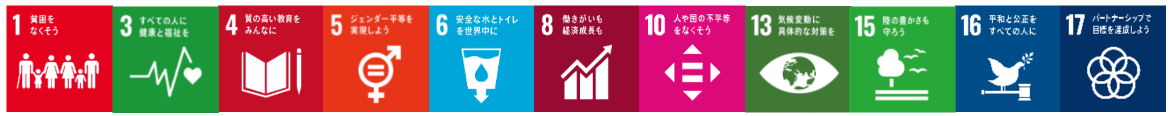
**※ FY2021.3 and FY2022.3 are excluded from the comparison because of the temporarily closure and the limited opening hours due to the COVID-19.**

## ● Efforts to create a pleasant and rewarding work environment

**・"Make-A-Chance Project"**

In July 2022, we launched a project team to create an environment where human resources can be developed regardless of gender, and to make the company a place where all employees do not have to give up their careers even when facing various life events, and we are promoting the enhancement of various systems and initiatives.

## ● Other actions



**・SDGs lease "MIRAI 2030™"**

A program which donate a portion of the lease payments to the public interest incorporated foundations or the approved specified nonprofit corporations helping to achieving the SDGs through the lease contracts with Sumitomo Mitsui Finance and Leasing Co., Ltd.
"We donated to "Approved Specified Nonprofit Corporation Kidsdoor※1" through the lease contracts in March 2020 and March 2021, "Approved Specified Nonprofit Corporation WaterAid Japan※2" through the lease contracts in August 2022, "Approved Specified Nonprofit Corporation The Support Network for NANBYO Children of Japan※3" through the lease contracts in September 2024, and "More Trees ※4" through the lease contracts in February 2026.

**※1** Approved Specified Nonprofit Corporation Kidsdoor is an organization which aims to create "society where all children could have dreams and hopes" providing the learning supports widely from elementary school students to young people to cut the chain of poverty.

**※2** Approved Specified Nonprofit Corporation WaterAid Japan supports the creation of systems for the sustainable and stable water supply and the solutions for sanitation issue in 22 countries in Asia, Africa, and Latin America, with the vision of "a world where everyone could access to clean water, sanitation facilities and good hygiene".

**※3** Approved Specified Nonprofit Corporation The Support Network for NANBYO Children of Japan conducts consultations, engagement, awareness-raising, and community activities to support children with intractable or chronic diseases and disabilities, as well as their families. By leveraging a broad network of professionals in healthcare, welfare, and education, along with parents, the organization strives to provide comprehensive assistance and create a supportive environment.

**※4** General Incorporated Association More Trees, engages in a wide range of activities aimed at realizing a society in which forests and people coexist sustainably.
The organization works to address issues such as climate change and biodiversity loss, which are partly caused by deforestation and forest degradation.

**For the other sustainability and SDGs initiatives, please visit the website below.**
https://www.round1-group.co.jp/sustainability/

〈 Appendix 〉

# FY2027.3 Actual

## 【Consolidated】 FY2027.3 Actual (Apr. 2026 ～ Mar. 2027)

[Unit ¥bn]
※Figures below ¥10 million are truncated.
※Percentage is rounded off to one decimal place.

| | | | 1Q | 2Q | 1st Half | 3Q | 4Q | 2nd Half | Term |
|---|---|---|---|---|---|---|---|---|---|
| P/L | | Bowling | 7.84 | | | | | | |
| | | Amusement | 32.05 | | | | | | |
| | | Karaoke, Food | 5.49 | | | | | | |
| | | Spo-cha | 5.01 | | | | | | |
| | | Others | 0.96 | | | | | | |
| | Revenue | | 51.37 | | | | | | |
| | Cost of sales | | 41.37 | | | | | | |
| | Gross profit | | 10.00 | | | | | | |
| | SG&A expenses | | 3.61 | | | | | | |
| | Other-operating income & expenses ※ | | (0.05) | | | | | | |
| | Operating profit | | 6.33 | | | | | | |
| | Operating profit margin | | 12.3% | | | | | | |
| | Financial income & costs | | (1.18) | | | | | | |
| | Share of profit of investments accounted for using equity method | | 0.11 | | | | | | |
| | Profit before tax | | 5.26 | | | | | | |
| | Income tax expense | | 1.89 | | | | | | |
| | Profit | | 3.36 | | | | | | |

| | 1Q | 2Q | 1st Half | 3Q | 4Q | 2nd Half | Term |
|---|---|---|---|---|---|---|---|
| Total depreciation | 11.15 | | | | | | |
| Lease depreciation | 7.62 | | | | | | |

※Other – operating income and expenses : ¥(0.05)bn … Loss on sale and retirement of fixed assets ¥(0.08)bn, Others ¥0.03bn

〈 Appendix 〉

# FY2027.3 Performance Plan

Unchanged from May 13th, 2026 disclosure

## 【Consolidated】 FY2027.3 Plan (Apr. 2026 ～ Mar. 2027)

[Unit ¥bn]
※Figures below ¥10 million are truncated.
※Percentage is rounded off to one decimal place.

| | | | 1Q Plan | 2Q Plan | 1nd Half Plan | 3Q Plan | 4Q Plan | 2nd Half Plan | Term Plan |
|---|---|---|---|---|---|---|---|---|---|
| P/L | | Bowling | 7.24 | 8.35 | 15.59 | 7.72 | 9.67 | 17.40 | 33.00 |
| | | Amusement | 29.47 | 34.59 | 64.07 | 32.03 | 37.04 | 69.07 | 133.14 |
| | | Karaoke, Food | 4.98 | 5.52 | 10.50 | 5.10 | 5.95 | 11.05 | 21.56 |
| | | Spo-cha | 5.01 | 5.81 | 10.82 | 4.54 | 6.61 | 11.16 | 21.99 |
| | | Others | 0.92 | 1.80 | 2.72 | 2.87 | 3.77 | 6.65 | 9.37 |
| | Revenue | | 47.64 | 56.09 | 103.73 | 52.29 | 63.06 | 115.36 | 219.09 |
| | Cost of sales | | 39.35 | 43.55 | 82.90 | 43.12 | 46.56 | 89.68 | 172.59 |
| | Gross profit | | 8.28 | 12.53 | 20.82 | 9.16 | 16.50 | 25.67 | 46.50 |
| | SG&A expenses | | 2.77 | 2.84 | 5.62 | 2.77 | 4.67 | 7.45 | 13.07 |
| | Other-operating income & expenses | | (0.09) | (0.09) | (0.19) | (0.08) | (0.08) | (0.17) | (0.36) |
| | Operating profit | | 5.41 | 9.59 | 15.01 | 6.30 | 11.73 | 18.04 | 33.05 |
| | Operating profit margin | | 11.4% | 17.1% | 14.5% | 12.1% | 18.6% | 15.6% | 15.1% |
| | Financial income & costs | | (1.36) | (1.42) | (2.79) | (1.41) | (1.39) | (2.80) | (5.60) |
| | Profit before tax | | 4.05 | 8.16 | 12.22 | 4.88 | 10.34 | 15.23 | 27.45 |
| | Income tax expense | | 1.51 | 2.80 | 4.31 | 1.68 | 3.18 | 4.87 | 9.18 |
| | Profit | | 2.54 | 5.36 | 7.90 | 3.19 | 7.16 | 10.35 | 18.26 |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| Total depreciation | 10.72 | 11.19 | 21.92 | 11.44 | 12.00 | 23.45 | 45.36 |
| Lease depreciation | 7.54 | 7.60 | 15.14 | 7.68 | 7.78 | 15.46 | 30.61 |

# Notices and Contact for Inquiries Regarding IR

## Notices regarding this material

This material is not provided for the purpose of soliciting investors. If any damage to users or third parties occurs due to the information, the company do not take any responsibility. This material has been made with the utmost care based on the information as of the date of preparation, however the company do not guarantee the realization of the contents. If incorrect figures or other misinformation should come to our attention, the company will announce corrections on our website.



## IR policy [Quiet period]

In order to ensure fairness in disclosing important information such as financial results, the company observe a "quiet period" with respect to IR activities commencing on the date four weeks prior to the announcement of financial results for each quarter in principle. However, the company will respond to inquiries regarding fundamental description of business, information that has already been disclosed, and ongoing events or projects. Thank you for your cooperation and understanding.

## Website address

https://www.round1-group.co.jp/ or round one Search

For inquiries, please contact Administrative Division of ROUND ONE Corporation.
Tel:+81-6-6647-6600 / Mon – Fri 10:00 – 19:00 [Japanese only]