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

Analysis of present states and future prospects



Pacific View
[Ventura, California]
Oct. 10th, 2026 Opened!

ROUND ONE Corporation

President and Chief Executive Officer
Masahiko Sugino

Tokyo Stock Exchange Prime
Code Number : 4680

November 11, 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 2Q Actual [Year-on-Year]

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

		Unit	FY2026.3 Actual [2025.4-2025.9]	FY2027.3 Actual [2026.4-2026.9]	Diff.[%]
Term-end store count		Store	158	163	+3.2
Total operating months		Month	957	971	+1.5
P/L	Bowling		14.78	16.51	+11.7
	Amusement		56.11	70.29	+25.3
	Karaoke, Food		9.48	12.07	+27.3
	Spo-cha		9.77	11.09	+13.5
	Others		1.83	2.01	+10.0
	Revenue		91.98	111.99	+21.8
	Cost of sales		72.37	86.53	+19.6
	Gross profit		19.61	25.45	+29.8
	SG&A expenses		4.00	6.54	+63.4
	Other-operating income & expenses ②		(0.65)	(0.22)	—
	Operating profit ①		14.94	18.68	+25.0
	Operating profit margin		16.3%	16.7%	—
	Financial income & costs		(1.80)	(3.06)	—
	Share of profit of investments accounted for using equity method		0.20	0.23	+15.8
	Profit before tax		13.34	15.85	+18.8
	Income tax expense		4.49	5.77	+28.4
	Profit		8.85	10.08	+13.9

① [Operating Profit]

FY2026.3 2Q Actual Operating profit ¥14.94 bn
FY2027.3 2Q Actual Operating profit ¥18.68 bn
Difference in +¥3.73 bn

Due to factors such as an increase in the number of operating months and strong performance at existing stores, revenue increased by ¥20.00 billion. In addition, regarding changes in expenses, there were increases mainly in amusement prize expenses, personnel expenses, and commission expenses, depreciation of right-of-use assets as well as decreases in amusement lease depreciation.

② [Breakdown of Other - Operating Income & Expense]

FY2026.3 2Q Actual
Other – operating income & expenses ¥(0.65) bn
- Loss on sale and retirement of fixed assets ¥(0.35) bn
- Impairment losses ¥(0.15) bn
- Others ¥(0.15) bn

FY2027.3 2Q Actual
Other – operating income & expenses ¥(0.22) bn
- Loss on sale and retirement of fixed assets ¥(0.14) bn
- Others ¥(0.08) bn

Analysis of Consolidated Operating Results
FY2027.3 2Q Actual [Comparison with Plan]

		Unit	FY2027.3 Original Plan [2026.4-2026.9]	FY2027.3 Actual [2026.4-2026.9]	Diff.[%]
Term-end store count		Store	165	163	(1.2)
Total operating months		Month	976	971	(0.5)
P/L	Bowling		15.59	16.51	+5.9
	Amusement		64.07	70.29	+9.7
	Karaoke, Food		10.50	12.07	+14.9
	Spo-cha		10.82	11.09	+2.4
	Others		2.72	2.01	(26.0)
	Revenue		103.73	111.99	+8.0
	Cost of sales		82.90	86.53	+4.4
	Gross profit		20.82	25.45	+22.2
	SG&A expenses		5.62	6.54	+16.4
	Other-operating income & expenses ②		(0.19)	(0.22)	—
	Operating profit ①		15.01	18.68	+24.5
	Operating profit margin		14.5%	16.7%	—
	Financial income & costs		(2.79)	(3.06)	—
	Share of profit of investments accounted for using equity method		—	0.23	—
	Profit before tax		12.22	15.85	+29.8
	Income tax expense		4.31	5.77	+33.8
	Profit		7.90	10.08	+27.5

Original Plan is the figures disclosed on May 13, 2026.

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

① [Operating Profit]

FY2027.3 2Q Original Plan Operating profit ¥15.01 bn
FY2027.3 2Q Actual Operating profit ¥18.68 bn
Difference in +¥3.67 bn

Due to strong performance at existing stores in Japan and other factors, revenue increased by ¥8.26 billion. In addition, regarding changes in expenses, there were increases mainly in amusement prize expenses.
The variance between planned and actual SG&A expenses is mainly due to classification differences between SG&A and cost of sales in the upscale restaurant business.

② [Breakdown of Other - Operating Income & Expense]

FY2027.3 2Q Original Plan
Other – operating income & expenses ¥(0.19) bn
- Loss on retirement of fixed assets, etc. ¥(0.19) bn

FY2027.3 2Q Actual
Other – operating income & expenses ¥(0.22) bn
- Loss on sale and retirement of fixed assets ¥(0.14) bn
- Others ¥(0.08) bn

FY2027.3 Consolidated Revised Plan
Store Count, Profit and Loss, and Planning Assumptions

Original Plan is the figures disclosed on May 13, 2026.

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

FY2027.3		Unit	Original Plan Consolidated	Revised Plan Consolidated
Stores	Term-End Store Count	Store	172	172
	Total Operating Months	Month	1,990	1,985
P/L	Bowling	¥bn	33.00	33.92
	Amusement	¥bn	133.14	139.37
	Karaoke, Food	¥bn	21.56	23.13
	Spo-cha	¥bn	21.99	22.26
	Others	¥bn	9.37	8.66
	Revenue	¥bn	219.09	227.35
	Operating profit	¥bn	33.05	36.73
	Operating profit margin	%	15.1%	16.2%
	Financial income & costs	¥bn	(5.60)	(5.87)
	Share of profit of investments accounted for using equity method	¥bn	—	0.23
	Profit before tax	¥bn	27.45	31.09
	Income tax expense	¥bn	9.18	10.64
	Profit	¥bn	18.26	20.44

【Consolidated】
Full-Year Operating Profit +¥3.67 bn
[Original Plan ¥33.05 bn ⇒ Revised Plan ¥36.73 bn]

Major Factors of Full-Year Operating Profit +¥3.67 bn

Original Plan	Operating Profit（Full-Year）	¥33.05 bn
	Operating Profit（1st Half） Above Plan	+¥3.40 bn
	Effect of Exchange Rate Fluctuations	+¥0.26 bn
Revised Plan	Operating Profit（Full-Year）	¥36.73 bn

【Planning Assumptions】
The plan incorporates 1st half actual results.
The 2nd half plan remains unchanged from the original plan.

(Note) International Financial Reporting Standards (IFRS) has been adopted starting from FY2026.3.
【Forex】 Original Plan 1 USD ＝ Approx. 150 JPY, 1 CNY ＝21.00 JPY
Revised Plan 1st Half Actual：1 USD ＝ Approx. 160 JPY、1 CNY ＝ 23.54 JPY
2nd Half Plan：Same forex as the original plan.

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

【Japan】Revenue (Actual and Plan)

Original Plan is the figures disclosed on May 13, 2026.

※Figures below ¥10 million are truncated.

※Percentage is rounded off to one decimal place.

	Unit	1Q	2Q			1st Half			3Q	4Q	2nd Half	Term
		Actual	Original Plan	Actual	Diff.(%)	Original Plan	Actual	Diff.(%)	Revised Plan※	Revised Plan※	Revised Plan※	Revised Plan
Bowling	¥bn	5.94	6.39	6.77	+6.0	12.14	12.71	+4.6	5.75	7.34	13.10	25.81
Amusement	¥bn	14.90	17.49	20.78	+18.8	31.24	35.68	+14.2	14.95	16.18	31.13	66.82
Karaoke	¥bn	2.22	2.53	3.31	+30.6	4.76	5.53	+16.1	2.17	2.39	4.57	10.10
Spo-cha	¥bn	4.53	5.14	5.59	+8.7	9.62	10.13	+5.3	3.92	5.86	9.79	19.92
Others	¥bn	0.94	0.99	1.06	+7.2	1.91	2.01	+5.3	0.91	1.05	1.97	3.99
Revenue	¥bn	28.54	32.56	37.52	+15.2	59.70	66.07	+10.7	27.73	32.85	60.58	126.66
Total stores at the end of each term		100	100	100	—	100	100	—	100	100	100	100

※ The planned Japan 2nd Half revenue figures have not been revised from Original Plan.

【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
		Actual	Original Plan	Actual	Diff.(%)	Original Plan	Actual	Diff.(%)	Revised Plan※	Revised Plan※	Revised Plan※	Revised Plan
Bowling	%	+11.6	+4.5	+10.8	+6.3	+6.2	+11.2	+5.0	+4.5	+2.4	+3.3	+7.1
Amusement	%	+20.1	+15.3	+36.8	+21.5	+13.5	+29.3	+15.8	+15.9	+15.0	+15.4	+22.4
Karaoke	%	+14.0	+2.4	+34.1	+31.7	+7.6	+25.2	+17.6	+2.9	+0.2	+1.5	+13.2
Spo-cha	%	+12.5	+5.7	+14.0	+8.3	+8.5	+13.3	+4.8	+4.6	+1.6	+2.8	+7.8
Others	%	+8.9	+3.8	+10.7	+6.9	+4.5	+9.8	+5.3	+2.9	+4.2	+3.6	+6.6
Revenue	%	+16.1	+10.0	+26.5	+16.5	+10.3	+21.8	+11.5	+10.1	+8.0	+8.9	+15.3
Number of holiday (YoY)	Days	+1	+1	+1	—	+2	+2	—	±0	±0	±0	+2
Total stores at the end of each term		98	98	98	—	98	98	—	98	99	99	99

※ The planned Japan 2nd Half revenue figures have not been revised from Original Plan.

Analysis of Toresugi~no Island

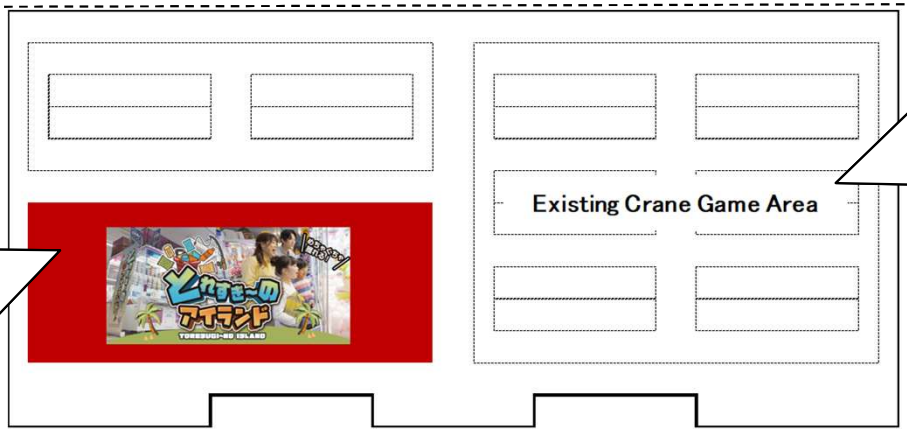
◆About "Toresugi~no Island"◆

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 October 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 approx. 30%.
Cost Ratio: The cost ratio within Toresugi~no Island area is expected to be approximately twice that of the existing crane game area.

1st Half Results

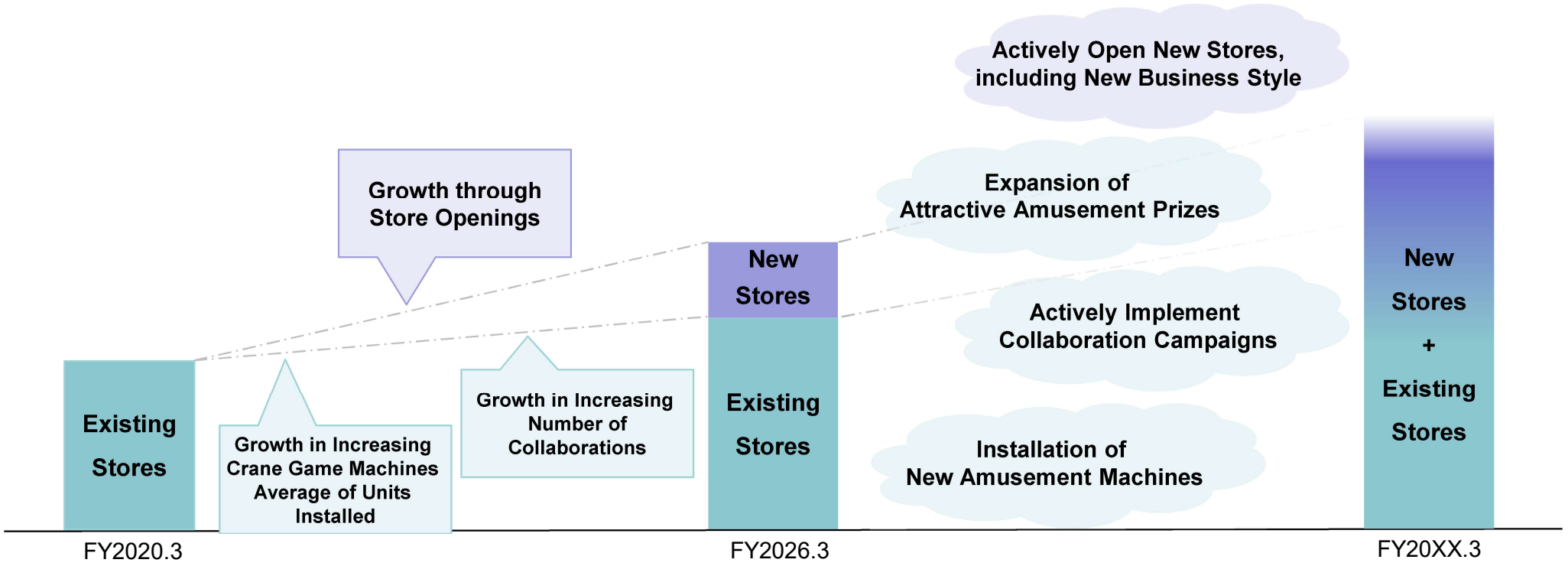
Stores: 86 stores
Machines Installed: Average of 60 per store
(As of the end of September)
Revenue Impact: Total crane game revenue at stores with the installation increased by approx. 50% (YoY).
Cost Ratio: Generally, in line with the plan.

Stores	New Installation	Cumulative
Previous Fiscal Year	14	14
Apr.	59	73
May.	1	74
Jun.	2	76
Jul.	10	86
Aug.	0	86

※The number of stores with installations has remained unchanged since August.

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

Unchanged from May 13th, 2026 disclosure



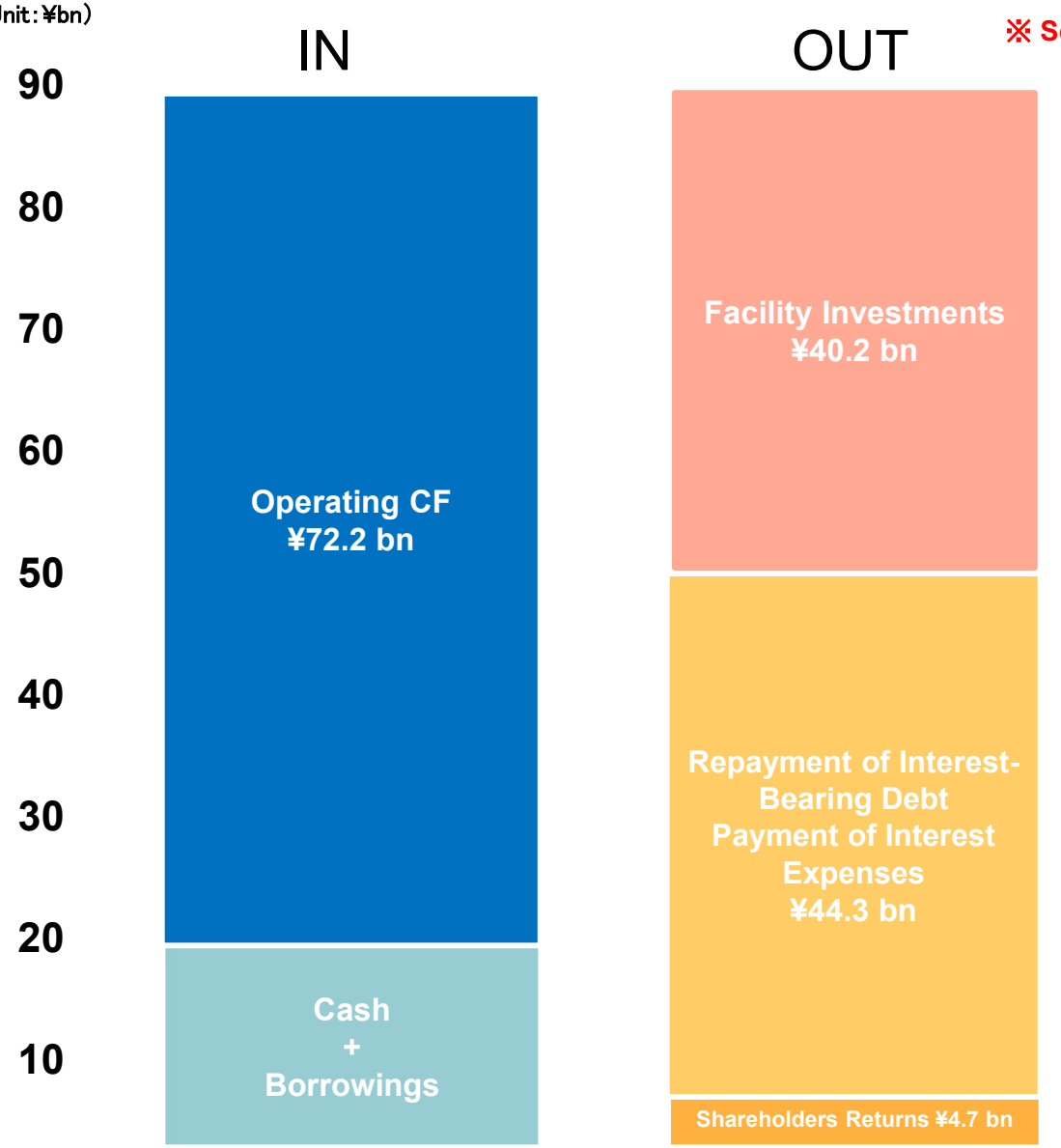
【Mid-Term Vision】
Up to FY2026.3, we have worked to improve our performance by increasing the number of crane game machines, implementing collaboration campaigns, and opening new stores. From FY2027.3 onward, we will continue to enhance the performance of existing stores by actively introducing new game 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

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.

（Unit：¥bn）



※ Some figures have been revised due to the consolidated plan revision.

●Operating CF Breakdown

- Operating Profit ¥36.7 bn
- Depreciation Expenses ¥15.0 bn
- Lease Depreciation Expenses ¥8.0 bn
- ROU Assets Depreciation Expenses（IFRS）¥22.5 bn
- Non-Expenditure Expenses ¥0.3 bn
- Income Taxes ¥(10.4) bn

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

- Borrowings ¥12.8 bn
- Financial Lease ¥9.0 bn
  (Mainly Amusement Machines in Japan)
- Rent Expenses on Real Estate ¥22.4bn
  （Lease Liabilities on IFRS）

●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]

[Unit ¥bn]
※Figures below ¥10 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 Revised Plan
Total assets	Total assets	135.8	150.5	157.6	170.6	185.4	259.9	309.8	335.8
Net assets	Equity	65.1	40.8	54.6	61.1	70.5	66.8	82.6	97.6
Equity ratio	Equity ratio attributable to owners of parent	47.8%	27.0%	34.4%	35.7%	37.9%	25.8%	26.8%	29.3%
Cash reserve	Cash reserve	34.5	44.8	46.3	29.1	36.4	51.1	54.9	57.1
Interest-bearing debt	Interest-bearing debt	27.4	67.2	49.5	23.5	22.2	40.6	49.1	57.7
Net interest-bearing debt ※2	Net interest-bearing debt ※2	-7.1	22.3	3.1	-5.5	-14.2	-10.4	-5.8	0.6
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	14.9	16.9	19.9	18.2	15.7	14.0	14.9
Net interest-bearing debt including lease obligations ※3	Net interest-bearing debt including lease liabilities ※3	11.1	37.3	20.1	14.4	4.0	5.2	8.2	15.5
New lease contract amount	New lease contract amount	9.4	5.9	12.5	12.4	10.2	8.6	9.0	9.7

※1 The figures are calculated based on IFRS after FY2025.3 actual.
※2“Net interest-bearing debt” … “Interest-bearing debt” － “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 ¥10 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 Revised Plan
Term-End Store Count	Term-End Store Count	144	145	149	152	153	160	161	172
Total Sales	Revenue	104.7	60.9	96.4	142.0	159.1	177.0	189.5	227.3
Operating profit	Operating profit	8.8	(19.2)	(1.7)	16.9	24.1	26.2	28.7	36.7
Operating profit margin	Operating profit margin	8.5%	—	—	11.9%	15.2%	14.8%	15.2%	16.2%
Profit	Profit	4.7	(17.9)	3.9	9.7	15.6	15.4	16.6	20.4
Adjusted EBITDA ①	Adjusted EBITDA ①	23.1	(3.8)	14.2	36.3	44.9	70.8	73.4	82.7
ROIC ②	ROIC ②	8.5%	—	4.7%	18.6%	24.2%	12.4%	11.7%	13.4%
ROE ③	ROE ③	7.5%	—	8.3%	16.9%	23.9%	23.3%	22.2%	22.9%
ROA ④	ROA ④	3.8%	—	2.6%	5.9%	8.8%	6.2%	5.8%	6.3%
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 ÷ (Average shareholders' equity at the beginning and end of term
+ Average Interest-bearing debt including lease obligations at the beginning and end of term)
Since 2025, Operating profit ÷ (Average shareholders' equity at the beginning and end of term
+ Average Interest-bearing debt including lease liabilities at the beginning and end of term)
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 ÷ Average total assets at the beginning and end of term
⑤ DOE calculation: Dividend ÷ Average shareholders' equity at the beginning and end of term

Japan Segment Initiatives ①

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 ◆

- We conduct an average of more than 35 IP collaboration campaigns per month across a wide range of genres, including anime, artists, idols, VTubers, YouTubers, movies, characters, and games. The cumulative number of collaborations reached approximately 300 as of the end of September 2026. These initiatives include crane games featuring exclusive collaboration prizes, as well as collaboration packages and special drinks offered through Bowling, Karaoke, and Spo-Cha.
  In addition to original merchandise available exclusively at ROUND ONE, we provide unique entertainment experiences featuring original video content and audio effects. Through these initiatives, we offer fans across Japan opportunities to connect with their favorite IPs and engage in "oshi-katsu" (fan activities).

▼ Collaboration Campaigns



▼ New Amusement Machine





『Anima Lotta Anima to Shiawase no Okurimono』
©Konami Arcade Games

◆ Installment of New Amusement Machines ◆

- "Anima Lotta Anima to Shiawase no Okurimono" Medal Game Machine (Konami Arcade Games) Scheduled to begin operation in 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 October 2026. (Please see page 7 for the details)



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







October, 2026 Pacific View Open ！

We have opened our first store featuring **Japanese Food Hall** in Ventura, California.

※The image above is a conceptual rendering of the Japanese Food Hall area and differs from the actual store.

We have begun rolling out a new store format that combines our traditional multi-entertainment facilities with **Japanese Food Hall**, offering a diverse selection of Japanese favorites such as ramen, udon, and takoyaki.
All participating restaurant partners are renowned establishments that have earned high ratings in their respective categories on leading Japanese restaurant review websites and in restaurant guides.





TOBUTA 豚 SAGA · 貧瞋癡 Ramen Tonjinchi Toyama · PIZZERIA NAPOLETANA DA NAGHINO VIA SANJO HIGASHIYAMA KYOTO DAL 2017 · 大阪イギー OSAKA IGGY · Onigiri Gorichan Osaka · YAMATO OSAKA · Okonomiyaki Hana OSAKA · Japanese Style Karaage Kobe Agesho Shigemori · Gelateria Il Brigante · SOUI KUFU 宗風 OSAKA · CURRY Soma OSAKA · らーめん 向日葵 Ramen Himawari Sapporo · Kidatake Udon 喜田たけうどん Osaka · TOKYO TONKATSU KEITA

The Other Segment Initiatives ①

“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 North America starting in Winter 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】

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

◆ Business plan per store ◆

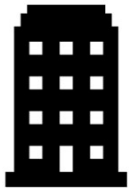
- Investment amount: Approx. $1,400,000
- Number of seats: Approx. 14 seats
- Operation: Open 360 days a year
- Average customer spend: Avg. 750 USD per customer (est.)
- Annual customer attraction: 4,000 people
- Annual sales: $3,000,000
- Number of employees: 10 people
  [Store Manager/Chef/Part-time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



TENSHOU Collection Las Vegas

Scheduled to Open on **November 20, 2026**

［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」



TENSHOU Collection West Hollywood

Scheduled to Open on **December 14, 2026**

［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 October 2026]

※Own stores include 8 stores with owning right for land & building, and 13 stores where we own the buildings on leased land.

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 165 Stores [At the end of October 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	62	3	165
Share	7.3%	1.8%	19.4%	7.9%	13.3%	4.2%	6.7%	60.6%	37.6%	1.8%	100%

【The U.S.】Current Status

【62 Stores as of the end of October 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

No	Store Name / Region
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
60	Skyview / New York
61	Pacific View / California
62	Colorado Mills / Colorado

Actions for Sustainability and SDGs ①

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

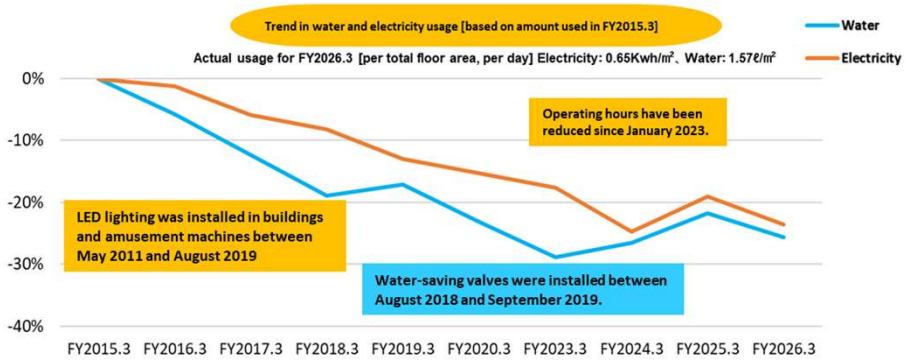
・Transition to LED Lights

We are promoting the transition to LED lights throughout our facilities, including store lighting, bowling equipment, and crane game machines.

・Set-up Water Saving Valves

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





※ 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.

▪ Material Recycling (Reuse of Part-Time Employee Uniforms)

Since 2022, we have promoted resource reuse through the material recycling of deteriorated part-time employee uniforms.
Before 2025, 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 year from an SDGs perspective as well.





● 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.



Actions for Sustainability and SDGs ②

● 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,

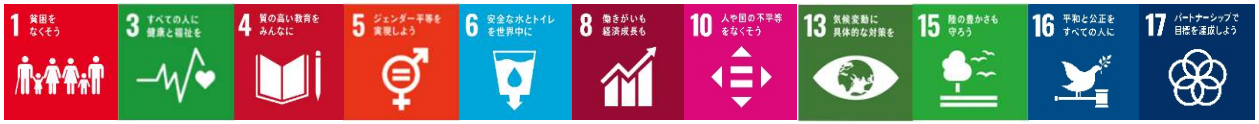
“More Trees ※4” through the lease contracts in February 2026.

※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.



・Batting School Events in Collaboration with Hanshin Tigers

In collaboration with Hanshin Tigers and "Tigers Academy," a sports school for children operated by the team, we held batting school events in June and October 2026. These events were organized to promote interaction with local communities and encourage greater interest in baseball.

Through hands-on programs held at the ROUND ONE store, we provided children with opportunities to experience baseball and enjoy sports.







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	8.67	16.51				
	Amusement	32.05	38.23	70.29				
	Karaoke, Food	5.49	6.58	12.07				
	Spo-cha	5.01	6.08	11.09				
	Others	0.96	1.04	2.01				
	Revenue	51.37	60.61	111.99				
	Cost of sales	41.37	45.16	86.53				
	Gross profit	10.00	15.45	25.45				
	SG&A expenses	3.61	2.93	6.54				
	Other-operating income & expenses ※	(0.05)	(0.17)	(0.22)				
	Operating profit	6.33	12.34	18.68				
	Operating profit margin	12.3%	20.4%	16.7%				
	Financial income & costs	(1.18)	(1.88)	(3.06)				
	Share of profit of investments accounted for using equity method	0.11	0.12	0.23				
	Profit before tax	5.26	10.59	15.85				
	Income tax expense	1.89	3.87	5.77				
	Profit	3.36	6.71	10.08				

Total depreciation	11.15	11.07	22.22				
Lease depreciation	7.63	7.52	15.15				

※Other – operating income and expenses : ¥(0.22)bn … Loss on sale and retirement of fixed assets ¥(0.14)bn and Others ¥(0.08)bn

〈 Appendix 〉

FY2027.3 Performance Plan

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

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

		1Q Actual	2Q Actual	1st Half Actual	3Q Plan	4Q Plan	2nd Half Plan	Term Revised Plan
P/L	Bowling	7.84	8.67	16.51	7.72	9.67	17.40	33.92
	Amusement	32.05	38.23	70.29	32.03	37.04	69.07	139.37
	Karaoke, Food	5.49	6.58	12.07	5.10	5.95	11.05	23.13
	Spo-cha	5.01	6.08	11.09	4.54	6.61	11.16	22.26
	Others	0.96	1.04	2.01	2.87	3.77	6.65	8.66
	Revenue	51.37	60.61	111.99	52.29	63.06	115.36	227.35
	Cost of sales	41.37	45.16	86.53	43.12	46.56	89.68	176.22
	Gross profit	10.00	15.45	25.45	9.16	16.50	25.67	51.13
	SG&A expenses	3.61	2.93	6.54	2.77	4.67	7.45	13.99
	Other-operating income & expenses	(0.05)	(0.17)	(0.22)	(0.08)	(0.08)	(0.17)	(0.40)
	Operating profit	6.33	12.34	18.68	6.30	11.73	18.04	36.73
	Operating profit margin	12.3%	20.4%	16.7%	12.1%	18.6%	15.6%	16.2%
	Financial income & costs	(1.18)	(1.88)	(3.06)	(1.41)	(1.39)	(2.80)	(5.87)
	Share of profit of investments accounted for using equity method	0.11	0.12	0.23	—	—	—	0.23
	Profit before tax	5.26	10.59	15.85	4.88	10.34	15.23	31.09
	Income tax expense	1.89	3.87	5.77	1.68	3.18	4.87	10.64
	Profit	3.36	6.71	10.08	3.19	7.16	10.35	20.44
Total depreciation		11.15	11.07	22.22	11.44	12.00	23.45	45.68
Lease depreciation		7.63	7.52	15.15	7.68	7.78	15.46	30.62

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Website address

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

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