

Business performance trends

(In million yen)

Fiscal Year	No. 40	No. 41	No. 42	No. 43	No. 44
	February, 2022 (consolidated)	February, 2023 (consolidated)	February, 2024 (consolidated)	February, 2025 (consolidated)	February, 2026 (consolidated)
Restaurant sales (including overseas)	85,278	92,291	105,455	115,401	118,304
Number of directly managed restaurants	223	208	214	237	252
Number of FC restaurants	1,238	1,247	1,243	1,243	1,251
Total (including overseas)	1,461	1,455	1,457	1,480	1,503
Sales	45,022	48,286	55,137	61,006	65,518
Operating profit	2,855	3,613	4,715	4,925	4,715
Operating profit on sales (%)	6.3	7.5	8.6	8.1	7.2
Ordinary profit	4,168	4,042	5,021	5,194	4,985
Ordinary profit on sales (%)	9.3	8.4	9.1	8.5	7.6
Current net profit	2,921	2,538	2,685	3,171	2,562
Current net profit on sales (%)	6.5	5.3	4.9	5.2	3.9
Total assets	42,467	42,432	44,267	46,585	48,171
Net assets	30,607	30,945	31,378	32,600	32,885
Equity capital ratio (%)	71.3	72.0	69.8	68.8	67.0
ROE (return on equity) (%)	9.7	8.3	8.7	10.1	8.0
ROA (return on assets) (%)	9.9	9.5	11.6	11.4	10.5
Cash flow from operating activities	5,238	3,958	6,086	5,318	5,594
Cash flow from investment activities	Δ466	Δ932	Δ4,994	Δ3,052	△4,932
Cash flow from financial activities	Δ3,075	Δ2,969	Δ3,217	Δ2,914	Δ2,934
Cash and cash equivalents at end of year	17,420	17,678	15,707	15,264	13,048
Employees (number)	1,205	1,169	1,175	1,235	1,298
Issued shares * (in thousands)	159,630	159,630	159,630	159,630	159,630

* Note; The Company conducted a 5-for-1 stock split of its common stock on March 1, 2024, and therefore the calculation was retroactive.