

Financial Highlights and Supplementary Data

FY26/Q1

[TSE Prime 3563.T]

February 6, 2026



FOOD & LIFE
COMPANIES

Financial Highlights, FY26/Q1 (consolidated, cumulative)

| | FY25/Q1 | | FY26/Q1 | | YoY | vs.Forecast ^{*2} |
|---|---------|--------------|---------|--------------|-------|---------------------------|
| | Actual | % in Revenue | Actual | % in Revenue | | |
| (Millions, JPY) | | | | | | |
| Revenue | 99,141 | — | 122,656 | — | 23.7% | 25.3% |
| EBITDA^{*1} | 12,998 | 13.1% | 17,738 | 14.5% | 36.5% | 29.8% |
| Operating Profit | 9,579 | 9.7% | 13,463 | 11.0% | 40.5% | 33.2% |
| Profit for the Period^{*3} | 6,129 | 6.2% | 8,545 | 7.0% | 39.4% | 35.6% |
| COGS | 41,990 | 42.4% | 52,533 | 42.8% | 0.5pt | — |
| Store Count | 1,163 | — | 1,225 | — | 62 | — |

*1 EBITDA = Operating Profit adjusted for Depreciation & Amortization (excluding the depreciation/amortization of Right-of-Use Asset) and Impairment.

*2 Progress % against FY26 full-year forecast announced on November 7, 2025.

*3 Profit attributable to owners of the parent

Financial Highlights, FY26/Q1 (by segment, cumulative)

| (Millions, JPY) | Japan Sushiro | | | Int'l Business ^{*2} | | | Kyotaru Business | | | Japan Sugidama ^{*4} | | |
|--|---------------|---------|-------------------|------------------------------|---------|-------------------|------------------|---------|-------------------|------------------------------|---------|-------------------|
| | FY25 Q1 | FY26 Q1 | Increase/Decrease | FY25 Q1 | FY26 Q1 | Increase/Decrease | FY25 Q1 | FY26 Q1 | Increase/Decrease | FY25 Q1 | FY26 Q1 | Increase/Decrease |
| Revenue | 63,224 | 71,679 | 13.4% | 27,763 | 42,878 | 54.4% | 6,152 | 5,798 | ▲5.8% | 1,994 | 2,227 | 11.7% |
| EBITDA^{*1} | 8,858 | 10,554 | 19.1% | 5,408 | 8,717 | 61.2% | 303 | 445 | 46.8% | 152 | 256 | 68.7% |
| Operating Profit^{*1} | 7,244 | 8,614 | 18.9% | 3,920 | 6,741 | 72.0% | 256 | 393 | 53.4% | 105 | 197 | 87.6% |
| Depreciation & Amortization | 4,281 | 4,708 | 10.0% | 3,274 | 4,485 | 37.0% | 425 | 409 | ▲3.6% | 207 | 244 | 18.1% |
| Impairment | — | — | — | — | — | — | — | — | — | — | — | — |
| Store Count | 648 | 661 | (13) | 192 | 255 | (63) | 232 | 206 | (▲26) | 91 | 103 | (12) |

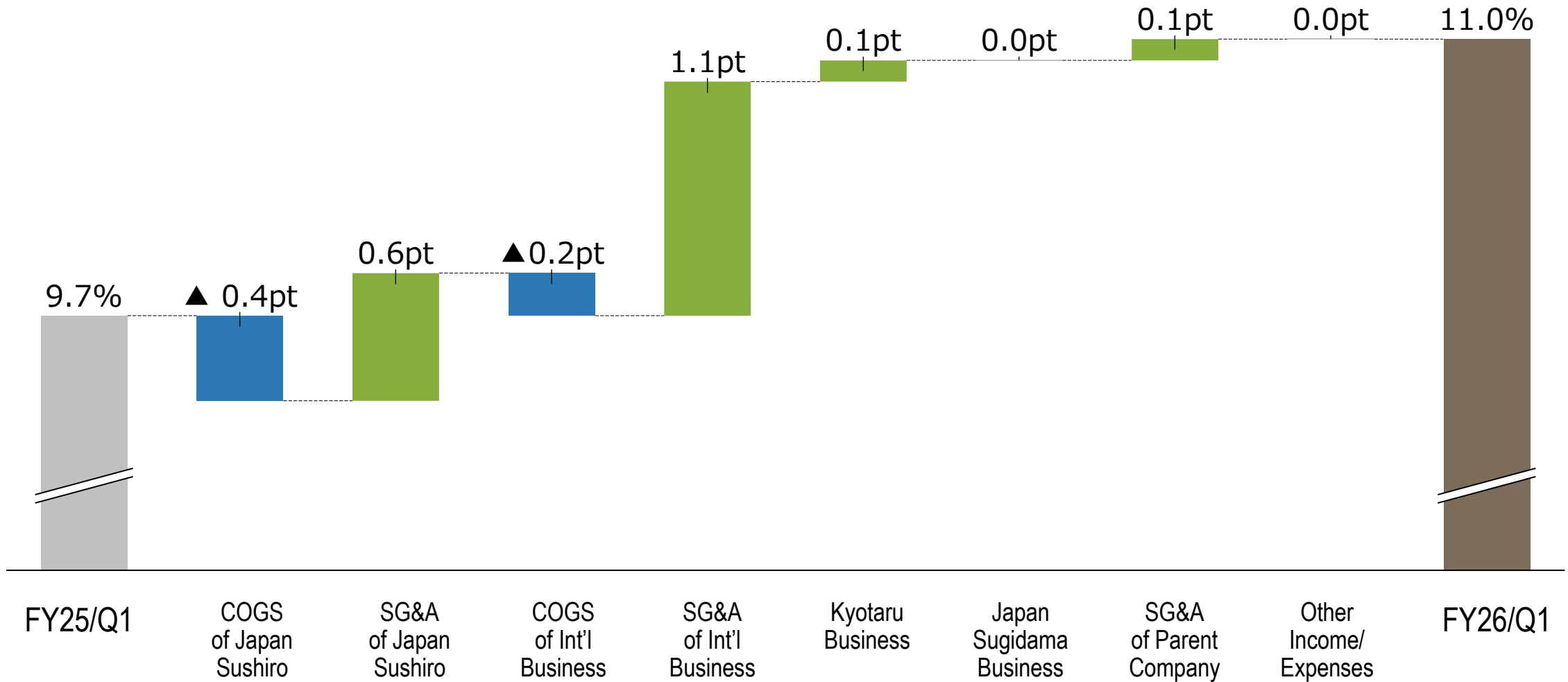
*1 : Segment EBITDA and segment operating profit on this page onwards, are the figures before cross-segment royalty payments.

*2 : Int'l Business¹ includes on Sugidama store operating in Hong Kong and the U.S.

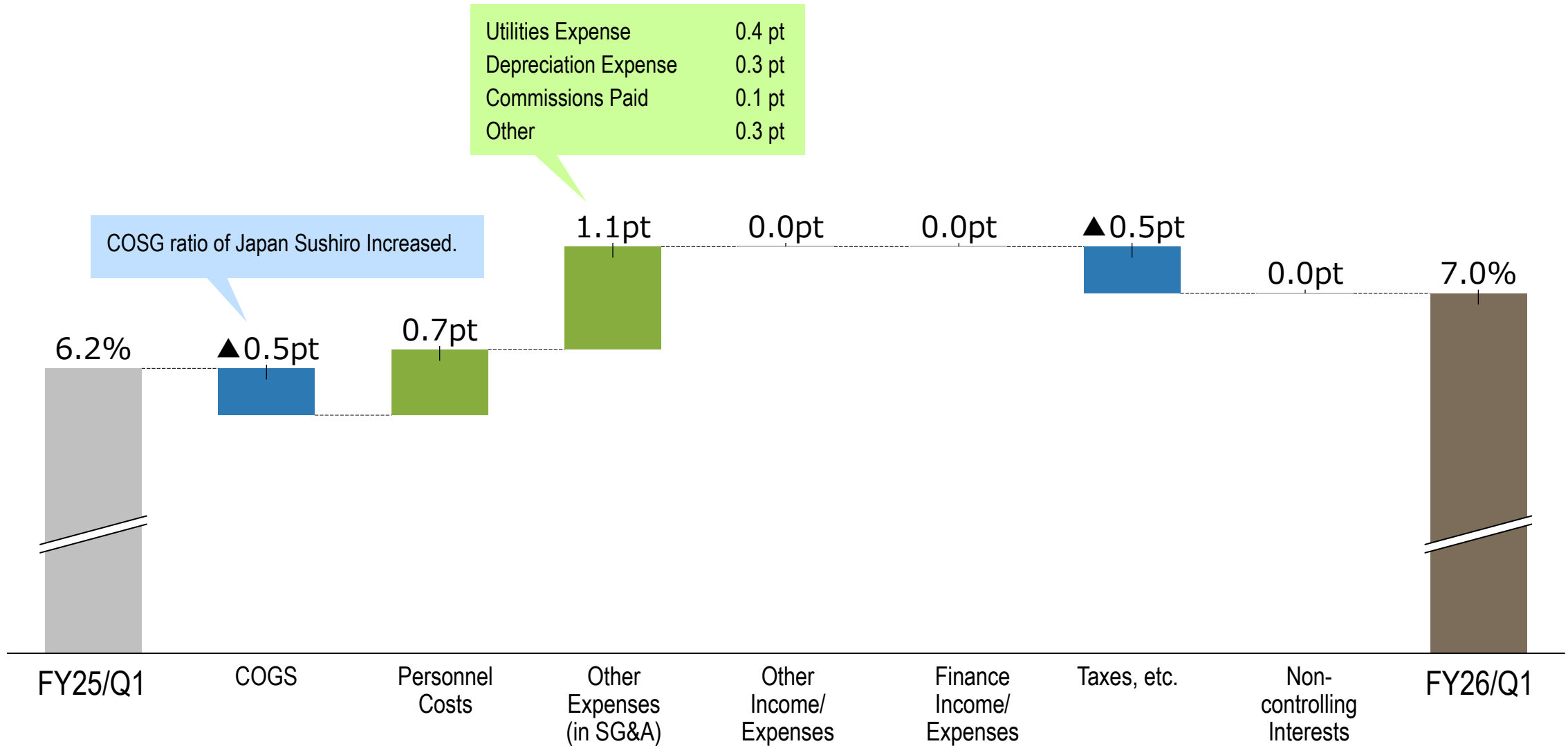
*3 : The difference between consolidated operating profit and the sum of operating profits of all segments is the amount of cross-segment transactions as well as all-company-level expenses that don't get allocated to above segments.

*4 : One of the reporting segments 'Other Businesses' is replaced with 'Japan Sugidama' segment, and the 'Japan Sugidama' segment includes the results of only the Sugidama brand business in Japan

Operating Profit, FY26/Q1 (YoY)



Profit for the Period*1, FY26/Q1 (YoY)



*1 : Profit attributable to owners of the parent

Performance Forecasts for FY26/9 (announced on November 7, 2025)

| (Millions, JPY) | FY24/9 Actual | FY25/9 Actual ① | FY26/9 Forecast ② | Growth Rate ②/① |
|-----------------------------------|------------------|--------------------|-----------------------|--------------------|
| Revenue | 361,129 | 429,574 | 485,000 | +12.9% |
| Adjusted EBITDA | 37,485 | 52,079 | 59,500 | +14.2% |
| % in Revenue | 10.4% | 12.1% | 12.3% | +0.2pt |
| Operating Profit | 23,384 | 36,093 | 40,500 | +12.2% |
| % in Revenue | 6.5% | 8.4% | 8.4% | ±0.0pt |
| Profit for the Period *1 | 14,633 | 22,937 | 24,000 | +4.6% |
| % in Revenue | 4.1% | 5.3% | 4.9% | ▲0.4pt |
| EPS | 127.46JPY | 202.71JPY | 211.91JPY | +9.20JPY |
| ROE | 20.1% | 26.9% | 22.7% | ▲4.2pt |
| Revenue LFL *2 (of Japan Sushiro) | 114.2% | 110.1% | 105.0% | — |
| Number of New Store Openings | 84 stores | 85 stores | 105~115 stores | — |
| COGS % | 43.1% | 43.0% | 42.9% | ▲0.1pt |
| Personnel Costs % | 27.6% | 26.6% | 27.0% | +0.4pt |
| Other in SG&A % | 22.2% | 21.9% | 21.6% | ▲0.3pt |
| Other Income/Expenses % *3 | ▲0.6% | ▲0.1% | ▲0.1% | 0.0pt |

*1 : Profit for the period attributable to the owner of parent *2 : Data in above table, except 'Revenue LFL', are of the group total. *3 : [% of Other Income/Expenses] = [Other Income/Expenses] ÷ [Revenue (consolidated)]

Financials BS·CF

Consolidated Statement of Financial Position

| (Millions, JPY) | FY25/9 | FY26/Q1 | Change |
|-----------------------------|----------|----------|----------|
| Current assets | 88,396 | 93,062 | 4,666 |
| [Cash and cash equivalents] | [58,822] | [56,346] | [▲2,476] |
| Non-current assets | 310,200 | 321,586 | 11,386 |
| [Goodwill] | [30,371] | [30,371] | [-] |
| Assets | 398,596 | 414,648 | 16,052 |
| Current liab. | 84,857 | 89,437 | 4,580 |
| [Borrowings] | [4,009] | [4,009] | [-] |
| Non-current liab. | 212,837 | 216,801 | 3,964 |
| [Bonds, Borrowings] | [76,519] | [75,463] | [▲1,056] |
| Liab. | 297,694 | 306,238 | 8,544 |
| Equity | 100,902 | 108,410 | 7,509 |
| Liab. & Equity | 398,596 | 414,648 | 16,052 |
| Equity Ratio | 24.0% | 24.8% | +0.8% |
| Net Debt / EBITDA | 0.4x | 0.3x | ▲0.1x |
| PB Ratio | 9.1x | 8.7x | ▲0.4x |

Consolidated Statement of Cash Flows

| (Millions, JPY) | FY25/Q1 | FY26/Q1 | Change |
|--|---------|----------|---------|
| Operating CF | 10,055 | 16,663 | 6,608 |
| Investing CF | ▲ 7,077 | ▲ 9,784 | ▲ 2,707 |
| Financing CF | ▲ 9,581 | ▲ 10,634 | ▲ 1,053 |
| Increase/ decrease in cash and cash equivalents | ▲ 5,735 | ▲ 2,476 | 3,260 |

Consolidated Financial Position (Key Changes)

Assets : [Increase] Property, Plant & Equipment [Decrease] Cash and Cash Equivalents
 Liab. : [Increase] Lease Obligations [Decrease] Corporate Bonds and Borrowings
 Equity : [Increase] Profit for the Period [Decrease] Dividend Payment

Consolidated Cash Flows (Key Changes)

Operating CF: 3.8 bil. JPY increase in Profit before Income Taxes
 Investment CF: Continued investment in new store opening (in both Japan and int'l business)
 (of which, 44 % invested in int'l business segment)
 Finance CF : 0.5 bil. JPY increase in payment of Lease Obligations,
 0.6 bil. JPY increase in payment of Dividends

KPIs (Key Changes)

Equity Ratio improved due to the increase in Profit for the Period

Store Count, Group Total

| | | | FY25 | FY26 / Q1 | |
|------------|---------------------|---------------|-------------|-----------------------|-------------|
| | | | End-of-Term | Increase/ Decrease | End-of-Term |
| Restaurant | Sushiro | Japan | 659 | +2 | 661 |
| | | International | 227 | +21 | 248 |
| | Sugidama | Japan | 95 | +7 | 102 |
| | | International | 7 | - | 7 |
| | Misaki / Misakimaru | Japan | 87 | - | 87 |
| Takeout | Sushiro | Japan | 8 | ▲1 | 7 |
| | Kyotaru | Japan | 82 | ▲1 | 81 |
| | Multi-brand store | Japan | 19 | - | 19 |
| Other | | | 14 | ▲1 | 13 |
| Total | | | 1,198 | +27 | 1,225 |

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