

Business performance trends

(In million yen)

Fiscal Year	No. 39	No. 40	No. 41	No. 42	No. 43
	February, 2021 (consolidated)	February, 2022 (consolidated)	February, 2023 (consolidated)	February, 2024 (consolidated)	February, 2025 (consolidated)
Restaurant sales (including overseas)	85,031	85,278	92,291	105,455	115,334
Number of directly managed restaurants	238	223	208	214	237
Number of FC restaurants	1,234	1,238	1,247	1,243	1,243
Total (including overseas)	1,472	1,461	1,455	1,457	1,480
Sales	44,246	45,022	48,286	55,137	61,006
Operating profit	2,559	2,855	3,613	4,715	4,925
Operating profit on sales (%)	5.8	6.3	7.5	8.6	8.1
Ordinary profit	3,104	4,168	4,042	5,021	5,194
Ordinary profit on sales (%)	7.0	9.3	8.4	9.1	8.5
Current net profit	1,736	2,921	2,538	2,685	3,171
Current net profit on sales (%)	3.9	6.5	5.3	4.9	5.2
Total assets	41,374	42,467	42,432	44,267	46,585
Net assets	30,524	30,607	30,945	31,378	32,600
Equity capital ratio (%)	73.1	71.3	72.0	69.8	68.8
ROE (return on equity) (%)	5.7	9.7	8.3	8.7	10.1
ROA (return on assets) (%)	7.2	9.9	9.5	11.6	11.4
Cash flow from operating activities	889	5,238	3,958	6,086	5,318
Cash flow from investment activities	Δ1,880	Δ466	Δ932	Δ4,994	Δ3,052
Cash flow from financial activities	Δ2,927	Δ3,075	Δ2,969	Δ3,217	Δ2,914
Cash and cash equivalents at end of year	15,511	17,420	17,678	15,707	15,264
Employees (number)	1,238	1,205	1,169	1,175	1,235
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.