

Financial Results for the Nine Months of the Fiscal Year ending March 2025

(FY3/25 Q1-Q3 : April – December 2024)

February 14, 2025

TORIDOLL Holdings Corporation

Prime Market, Tokyo Stock Exchange

Code: 3397

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1. Summary

Note:

Business profit is calculated as total revenue less cost of goods sold (COGS) and selling, general, and administrative (SG&A) expenses.

Compared to FY3/25 Q1–Q3:

- **Consolidated revenue** increased across all segments, **reaching a record-high ¥ 201.7 billion** for Q1-Q3, up 17.1 % year on year.
- **Consolidated business profit** reached a record-high **¥ 14.0 billion** for Q1–Q3, up 21.1 % year on year.
- **Marugame Seimen** maintained its strong performance through the first half of the fiscal year (April–September), while the **Overseas business** continued the improving trend from the previous quarter (July–September).
- **Operating profit** increased 1.6 % to **¥ 11.5 billion**, while profit for the period attributable to owners of the parent declined 3.9 % to **¥ 5.9 billion**.

Compared to FY3/25 targets:

- Revenue and profit are **progressing steadily** in line with the full-year consolidated results forecast announced on November 14, 2024.

2. Q1-Q3 Consolidated Results

Q1-Q3 Consolidated Results

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Consolidated revenue and consolidated business profit reached record highs for Q1-Q3. Operating profit also increased despite an increase in impairment losses and other operating expenses.

Profit for the period declined, impacted in part by the reassessment of deferred tax assets at overseas subsidiaries.

(Unit: ¥million)

	FY24/3 Results	FY25/3 Results	YoY		FY25/3 Full-year Plan Revised on 11/14/'24		
			Amount	%	Plan	Q1-Q3 Progress	Q1-Q3 vs Full-year Plan
Revenue	172,342	3Q rec 201,787	+29,445	+17.1%	265,000	76.1%	(63,213)
Cost of Sales	(41,624)	(48,145)	(6,521)	+15.7%	—	—	—
Ratio to Sales	24.2%	23.9%		(0.3)%	—	—	—
SG&As	(119,120)	(139,594)	(20,474)	+17.2%	—	—	—
Ratio to Sales	69.1%	69.2%		+0.1%	—	—	—
Business profit	11,598	3Q rec 14,048	+2,450	+21.1%	17,300	81.2%	(3,252)
Ratio to Sales	6.7%	7.0%		+0.2%	6.5%		+0.4%
Impairment loss	(243)	(1,082)	(839)	—	(3,300)	—	+2,218
Other operating	695	702	+7	+1.0%	600	117.1%	+102
Other operating	(699)	(2,131)	(1,432)	—	(3,000)	—	+869
Operating profit	11,351	11,537	187	+1.6%	11,600	99.5%	(63)
Ratio to Sales	6.6%	5.7%		(0.9)%	4.4%		+1.3%
Other operating income	(703)	(375)	+327	—	(1,400)	—	+1,025
Other operating expenses	(3,911)	(4,885)	(974)	—	(4,800)	—	(85)
Profit for the year attributable to owners of the parent	6,222	5,977	(245)	(3.9)%	4,900	122.0%	+1,077
Ratio to Sales	3.6%	3.0%		(0.6)%	1.8%		+1.1%

3. Q1-Q3 Financial Results by Segment

Our Business Segments

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Segment

Marugame Seimen

Marugame Seimen Inc. operates authentic Sanuki udon restaurant chain, Marumage Seimen, in Japan.

このうどんは、生きている。

丸亀製麺

Other Domestic

Japanese brands other than Marugame Seimen

Kona's Coffee
Hawaiian pancake Cafe

ZUNDO-YA
丸亀製麺

肉のヤマ牛
切りたて牛肉 炭火仕上げ

天ぷらまきの
揚げたて

揚げたて
天ぷら定食まきの

とんかつ かつ丼
隊屋とん一

炭火焼鳥・唐揚げ・釜めし
とりどーる

焼きそば専門店
長田本庄軒

焼きたて コッペ製パン

Overseas

This includes direct shops and franchise shops of our overseas-based brands.

MARUGAME UDON
JAPANESE NOODLES & TEMPURA

Tamjai
INTERNATIONAL

三哥
TAMJAI SAMGON

譚仔
雲南米線

FRANCO
MANCA
SAVEDOVEN PIZZA

THE REAL GREEK
EAT TOGETHER.

ZUN
Ramen ZUNDO-YA

WOK TO WALK

Pokeworks

MONSTER
CURRY

MONSTER
PLANET

SHORYU

the Original
Boat
Noodle

天ぷらまきの
TEMPURA MAKINO

焼きそば専門店
長田本庄軒

山牛将
Yakiniku & Beyond

- Revenue of Tam Jai shops in Japan is included in Overseas segment.

Q1-Q3 Financial Results by Segment

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Revenue reached a record high for the Q1-Q3 cumulative period across all segments. Business profit was supported by strong profit growth at Marugame Seimen, offsetting the decline in the Overseas business. The Overseas business saw a decline in profit but continued the improving trend from the previous quarter.

(Unit: ¥million)

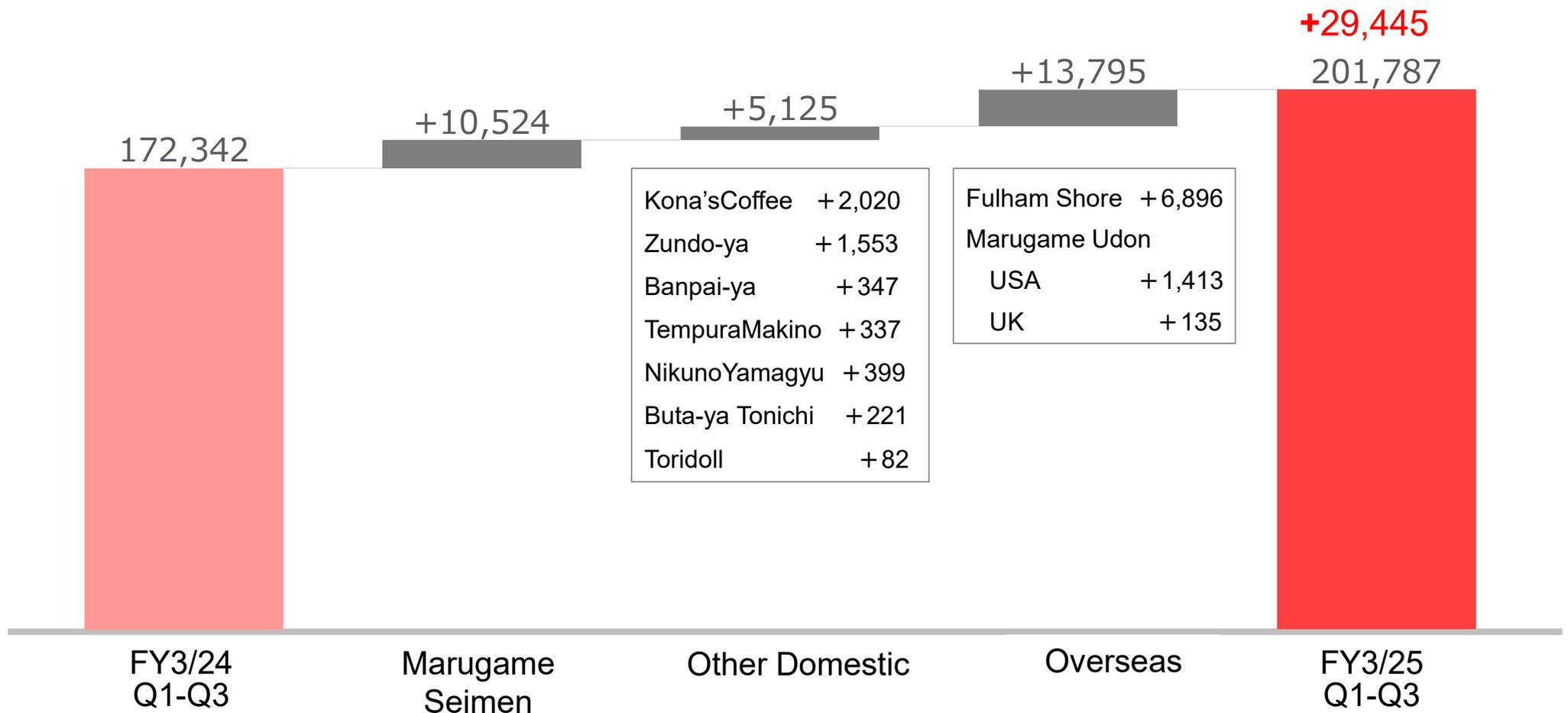
Marugame Seimen	Q1-Q3 Results		YoY		FY25/3 Full-year Plan revised on 11/14/'24		
	FY24/3	FY25/3	Amount	%	Full-year Plan	Q1-Q3 Progress	Q1-Q3 vs Full-year Plan
Revenue	86,685	^{3Q rec} 97,209	+10,524	+12.1%	127,000	+76.5%	(29,791)
Business Profit	13,834	^{3Q rec} 15,971	+2,137	+15.4%	21,000	+76.1%	(5,029)
Ratio to sales	16.0%	16.4%		+0.5%	16.5%		(0.1)%
Other Domestic	Q1-Q3 Results		YoY		FY25/3 Full-year Plan revised on 11/14/'24		
	FY24/3	FY25/3	Amount	%	Full-year Plan	Q1-Q3 Progress	Q1-Q3 vs Full-year Plan
Revenue	20,943	^{3Q rec} 26,068	+5,125	+24.5%	33,000	+79.0%	(6,932)
Business Profit	3,713	3,355	(358)	(9.6)%	4,300	+78.0%	(945)
Ratio to sales	17.7%	12.9%		(4.9)%	13.0%		(0.2)%
Japan Total	実績		前年同期比		25/3期 通期計画 ('24/11/14修正)		
	24/3期3Q累計	25/3期3Q累計	増減額	増減率	通期計画	3Q累計進捗率	3Q累計-計画
Revenue	107,628	^{3Q rec} 123,277	+15,650	+14.5%	160,000	+77.0%	△36,723
Business Profit	17,547	^{3Q rec} 19,326	+1,779	+10.1%	25,300	+76.4%	△5,974
Ratio to sales	16.3%	15.7%		(0.6)%	15.8%		(0.1)%
Overseas	Q1-Q3 Results		YoY		FY25/3 Full-year Plan revised on 11/14/'24		
	FY24/3	FY25/3	Amount	%	Full-year Plan	Q1-Q3 Progress	Q1-Q3 vs Full-year Plan
Revenue	64,714	^{3Q rec} 78,510	+13,795	+21.3%	105,000	+74.8%	(26,490)
Business Profit	2,948	1,932	(1,016)	(34.5)%	2,200	+87.8%	(268)
Ratio to sales	4.6%	2.5%		(2.1)%	2.1%		+0.4%
Business Profit Adjustment	(8,897)	(7,210)	+1,687	—	(10,200)	—	2,990
Consolidated Revenue	172,342	201,787	29,445	+17.1%	265,000	+76.1%	(63,213)
Consolidated Business Profit	11,598	14,048	2,450	+21.1%	17,300	+81.2%	(3,252)

Q1-Q3 Increase/Decrease in Revenue by Segment

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Sales increased across many brands both in Japan and overseas, resulting in revenue growth across all segments.

(Unit: ¥million)

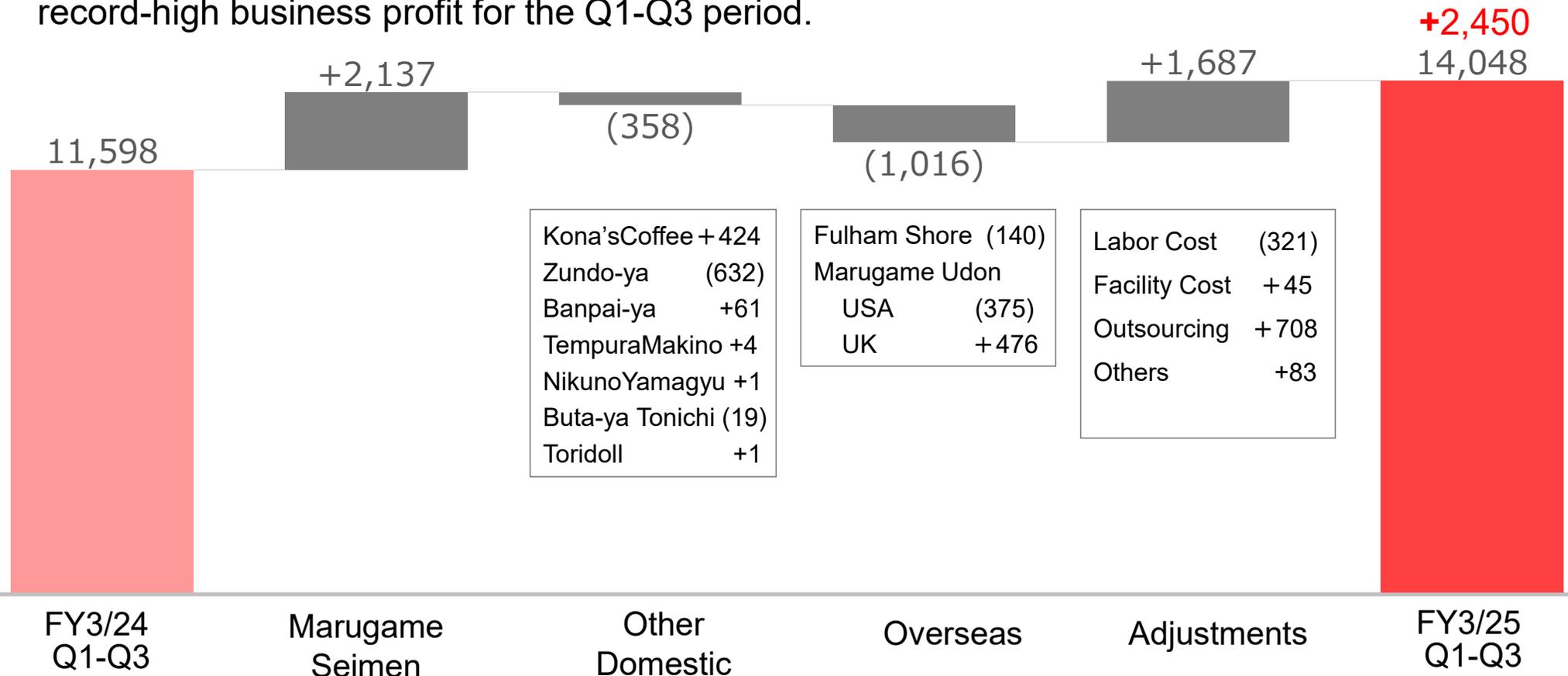


Q1-Q3 Increase/Decrease in Business Profit by Segment

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Strong profit growth at Marugame Seimen offset the profit declines in the Other Domestic and Overseas businesses.

A reduction in head office expenses and other adjustment items contributed to achieving a record-high business profit for the Q1-Q3 period. (Unit: ¥million)



Marugame Seimen – Strengthening Brand through Full Deployment of Menshokunin (Noodle Masters) and Sufficient Staffing

With the full deployment of Menshokunin (noodle masters) and sufficient staffing, we were able to maintain the pace of proposing fair and takeaway menus, launching numerous new initiatives rapidly. By fully leveraging Marugame Seimen’s brand strengths, we achieved increased revenue, profit, and NPS.



Menshokunin (noodle masters) Full deployment at all stores	*Full deployment at all stores complete as of end of February											1.6 times the previous year's average from April to December
Fair menus	We achieved high sales success consecutively through upgrades of regular hit products and the launch of new products.											
Takeaway menus (Udon Bento, etc.)	We continue to expand the Udon Bento and Shake Udon, which are driving takeaway sales, alongside the introduction of new measures.											

NEW!
Udonuts

NEW!
Bite-sized udon

NEW!
Wagamachi Kamaage Udon

We are exploring new segments by proposing new product categories.

We were able to pursue quality thanks to the full deployment of Menshokunin (noodle masters) at all stores.



Due to popular demand, the initiative was re-implemented.



Realized a new form of product development involving Menshokunin (noodle masters) from across the country.

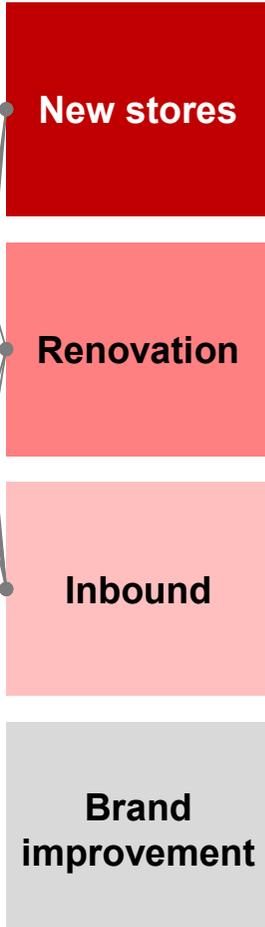
Key Drivers Behind the Strong Performance of the Domestic Business

In addition to strengthening brand capabilities, new store openings, renovations, and inbound demand contributed to strong performance.

Domestic Store Sales Ranking (December)

1	Zundo-ya Shinsaibashi store
2	Marugame Seimen Haneda Airport Terminal2
3	Kona's Coffee Itabashi
4	Tempura Makino Umeda
5	Kona's Coffee Adachi
6	TamJai SamGor Shinjuku Chuo-dori
7	Kona's Coffee Makuhari
8	Tempura/Tendon Makino Namba Sennichimae
9	Marugame Seimen Musashisakai
10	Marugame Seimen Sunshine City Alta
11	Kona's Coffee Rifu
12	Kona's Coffee American Village
13	Kona's Coffee Yachiyo Midorigaoka
14	Kona's Coffee Kodaira
15	Kona's Coffee Seijo
16	Marugame Seimen Edogawa Harue
17	Marugame Seimen Adachi Kahei
18	Marugame Seimen Kanpachi Heiwadai
19	Kona's Coffee Shin-Yurigaoka
20	Kona's Coffee Yahata

Key drivers



Situation

- Amid rising construction costs and rent increases, a selective and more targeted approach to new store openings led to the emergence of top-tier new locations in Japan.
 - This fiscal year: Kona's Coffee Itabashi store, Kona's Coffee Rifu store, and more
 - Previous fiscal year: Kona's Coffee Yachiyo-Midorigaoka store, Marugame Seimen Edogawa-Harue store, and more
- Reflecting verification results from new stores and recent customer trends, renovated stores—particularly in the Other Domestic business—performed significantly better.
 - Tempura Makino Umeda store, Kona's Coffee American Village store, Kona's Coffee Seijo store, and more
- By capturing inbound demand, particularly in downtown areas, high-performing stores further increased sales.
 - Zundo-ya Shinsaibashi store, Marugame Seimen Haneda Airport Terminal 2, Tempura Makino Umeda store, TamJai SamGor Mixian Shinjuku Chuo-dori store, Tempura/Tendon Makino Namba Sennichimae store, and more
- Existing store sales increased with brand enhancement, product and service improvements, and sufficient staffing.

Other Domestic Business - Growth Driven by New Store Openings and Renovations TORIDOLL→

Zundo-ya, a key driver of the Other Domestic business, reached its 100th store milestone. Kona's Coffee new store openings and renovations contributed to maintaining strong performance.



Zundo-ya



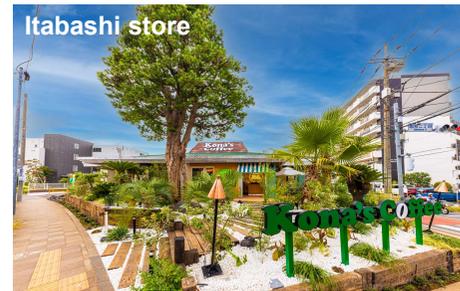
Opened November 28
100th store
Zundo-ya Takatsuki Akaoji store

100th store milestone



Kona's Coffee

- ✓ On October 24, the Itabashi store, featuring a malasada specialty store, opened and quickly became one of the highest-grossing locations in Japan.



- ✓ At the end of November, the Kurume store reopened after renovations, followed by the Neyagawa store in early December, celebrating its 10th anniversary. Both locations achieved increased revenue.



Overseas: Progress of business improvements in major brands

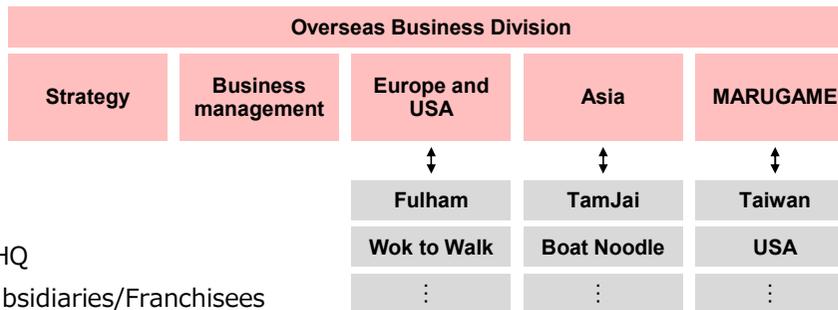
While some key overseas business areas are incurring upfront investments and costs for improvement, positive results continue to emerge.

Brand/Area	Current Priority Agendas		Q3 progress	Forecast for Q4 and beyond	
	Scale	Profitability			
 <small>MARUGAME UDON</small> <small>JAPANESE NOODLES & TEMPURA</small>	UK	(After multiple model validation, action closings, if necessary)	Turn a profit ASAP	<ul style="list-style-type: none"> Additional closures of a under-performing store resulted in temporary costs, but underlying profitability improved. 	<ul style="list-style-type: none"> Since Q4 was the peak season in previous years, profitability is expected to improve
	USA	Store openings with a proven location strategy	Expand profitability with openings	<ul style="list-style-type: none"> Progress made on improvements at low-profitability stores. 	<ul style="list-style-type: none"> Stores opened this fiscal year expect to continue to perform well.
	Taiwan	Store openings with a proven location strategy	Maintain profitability	<ul style="list-style-type: none"> Continued to open stores in prime locations leveraging our network. 	<ul style="list-style-type: none"> as noted to the left
	Franchise locations	Rapidly expand in existing franchise area, penetrate new focal territories	-	<ul style="list-style-type: none"> Set up first operations in Guam. Signed MOUs with potential partners in South Korea. 	<ul style="list-style-type: none"> In the Philippines, collaborative improvement activities with the Marugame Seimen domestic team contribute significantly boost sales.
 <small>THE FULHAM SHORE PLC</small>	High-performing locations	Store openings with a proven location strategy	Further strengthen revenue models	<ul style="list-style-type: none"> Improvement activities at model stores continued to drive positive results. 	<ul style="list-style-type: none"> Further enhancement of model stores, including renovations, with validation of replicability and roll-out.
	Under performing locations	(After multiple model validation, action closings, if necessary)	Improve locations	<ul style="list-style-type: none"> Continued strengthening cost control for raw materials and labor cost, along with ongoing evaluations for closing under-performing locations. 	<ul style="list-style-type: none"> as noted to the left
 <small>Tamjai</small> <small>INTERNATIONAL 国际餐饮</small>	Hong Kong	Revenue Earned in the mother market	Revenue Earned in the mother market	(No comments will be provided for Q3)	
	China, other territories	Establish a model in Chinese market	Turn a profit in other markets		
Chinese market	Penetrate the Greater Chinese market	-	<ul style="list-style-type: none"> Zundo-ya has expanded to its fourth store. Yamagyū also expanded its store openings in Shanghai, China. 	<ul style="list-style-type: none"> Will continue expansion of MARUGAME, Zundo-ya, and Yamagyū in Greater China. Also looking into expanding other brands. 	

Overseas: Organizational Restructuring

In October 2024, we implemented an organizational restructuring to accelerate global brand reforms, bringing together members with expertise in developing and expanding domestic brands and successful store models.

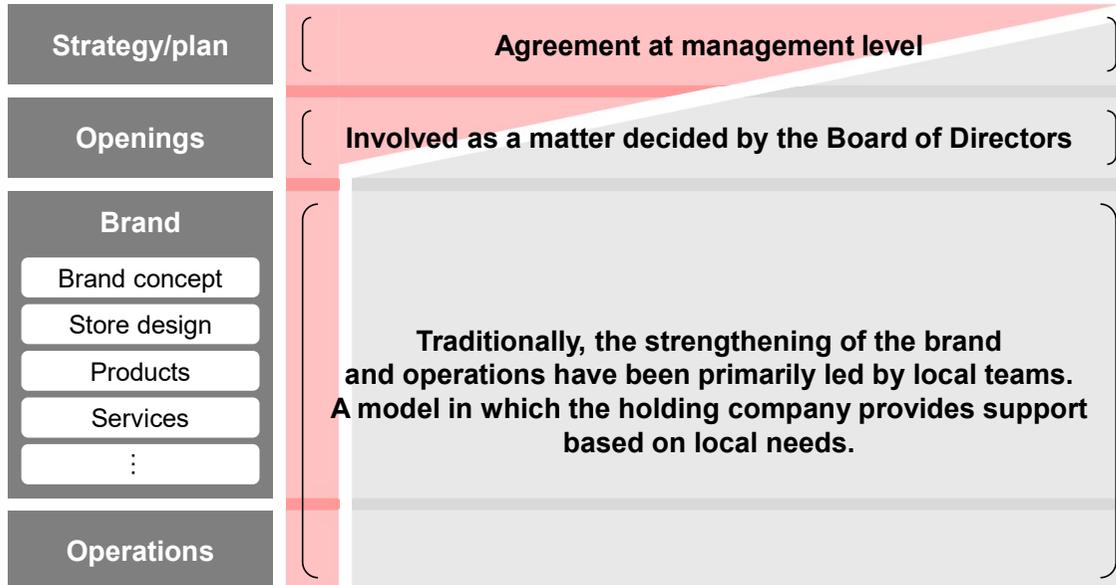
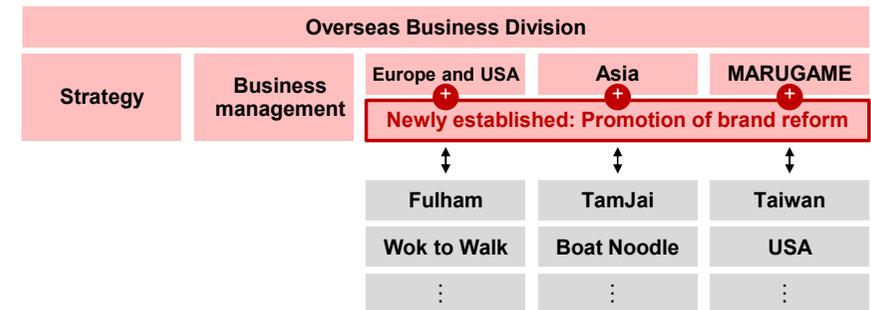
Before



■ :domains of Group HQ

■ :domains of each subsidiaries/Franchisees

After

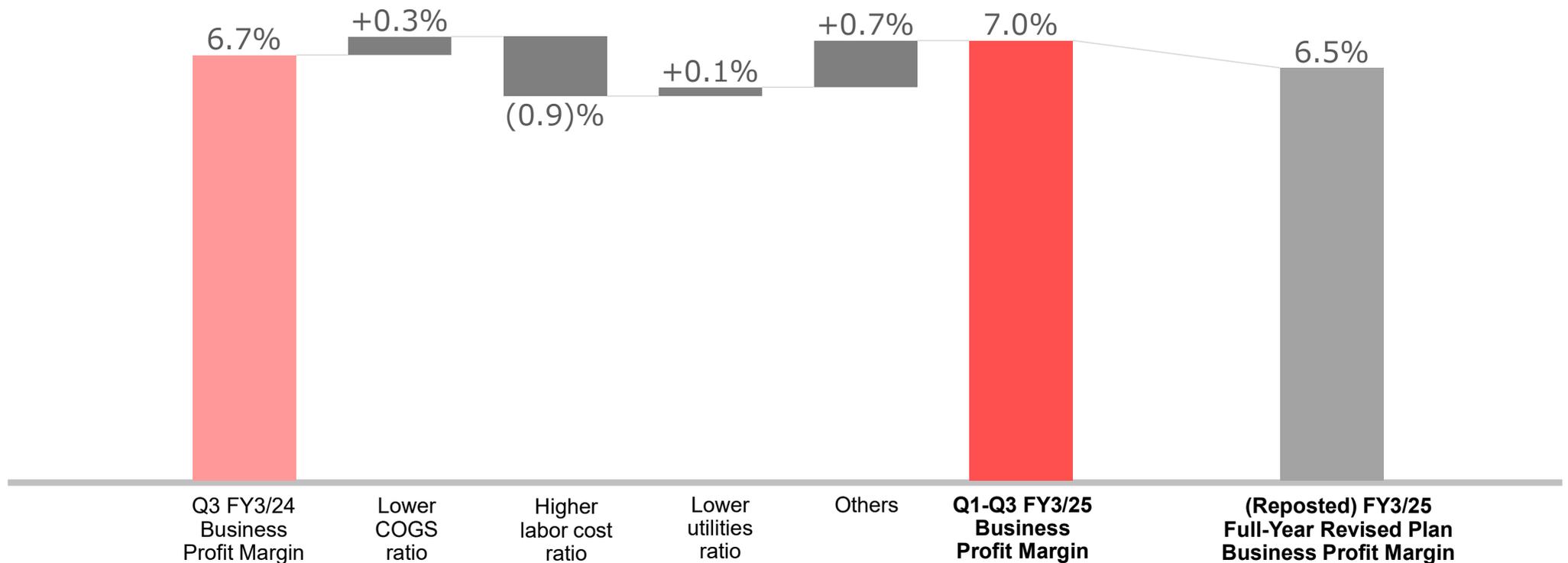


4. Q3 Factors Affecting Business Profitability

Q1-Q3 FY3/25 Factors Affecting Consolidated Business Profitability

Q3 results

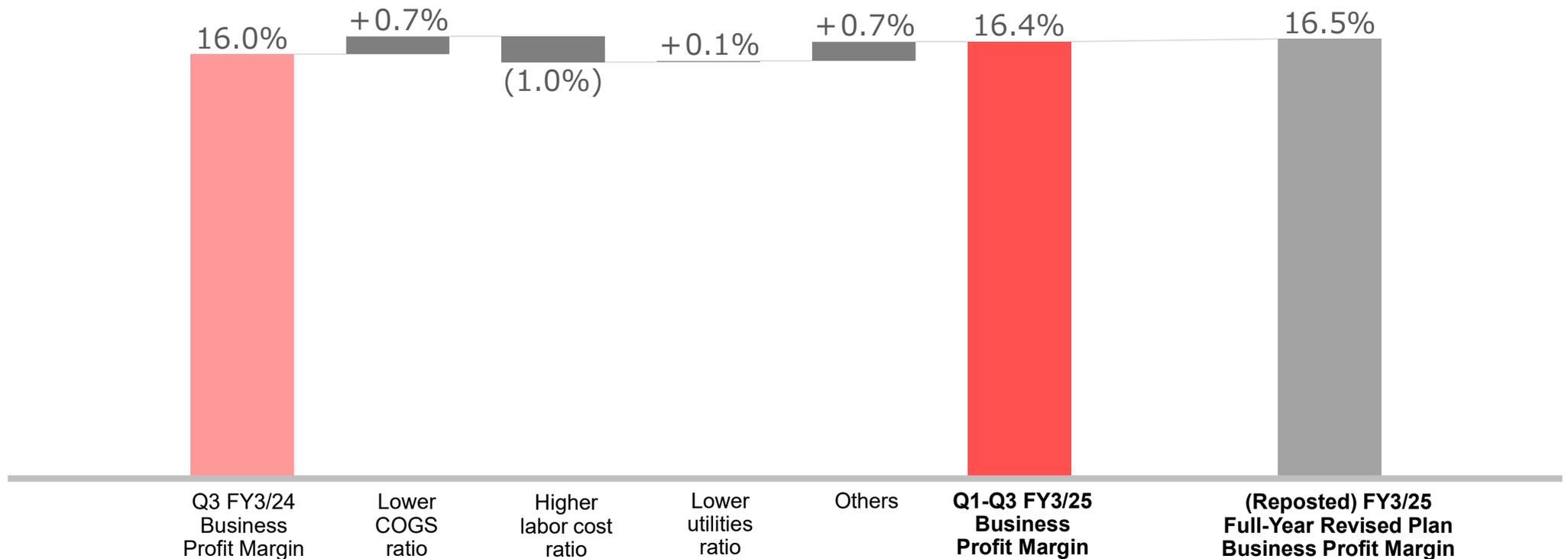
Although labor costs increased and the labor cost ratio rose due to efforts to secure sufficient staffing, the business profit margin increased due to the positive effect of higher revenue.



Q1-Q3 Factors Affecting Business Profitability of Marugame Seimen Segment TORIDOLL→

Q3 results

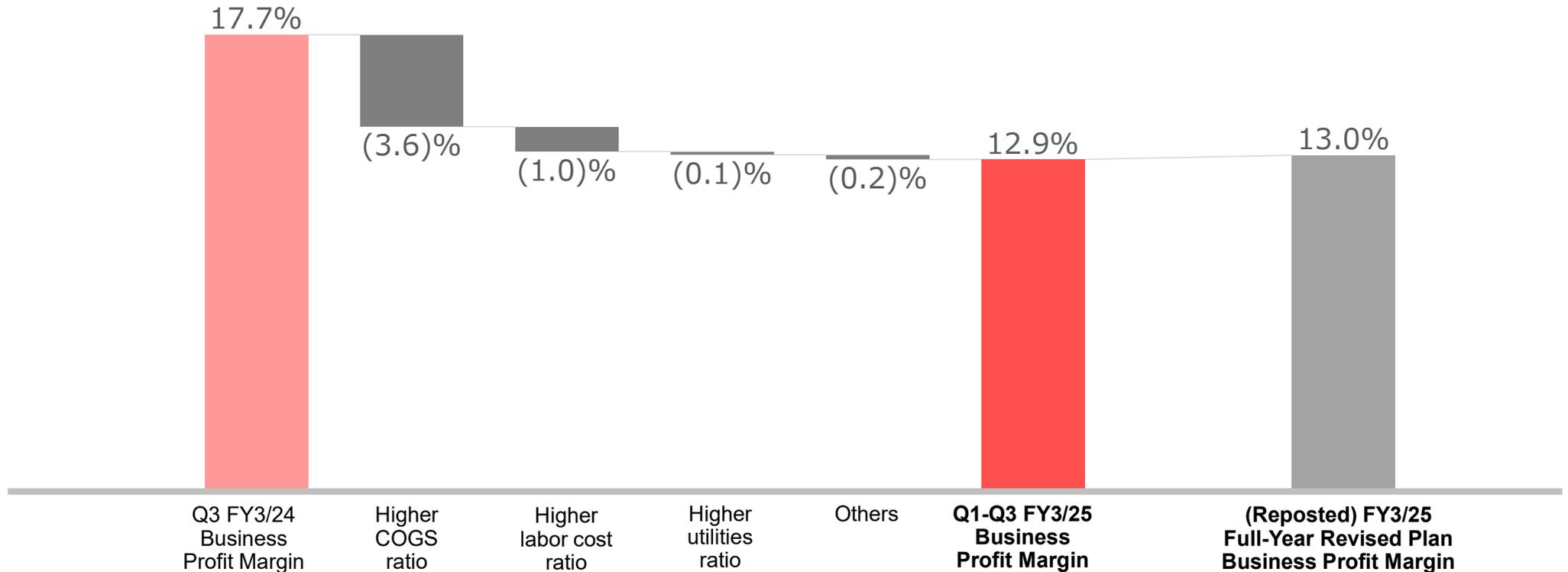
Despite an increase in the cost of raw materials and utilities, the sales ratio to sales declined due to the increase in revenue. Although the labor cost ratio increased due to the implementation of systems aimed at improving store employees' satisfaction, the business profit margin rose due to the positive effect of higher revenue.



Q1-Q3 Factors Affecting Business Profitability of Other Domestic Segment

Q3 results

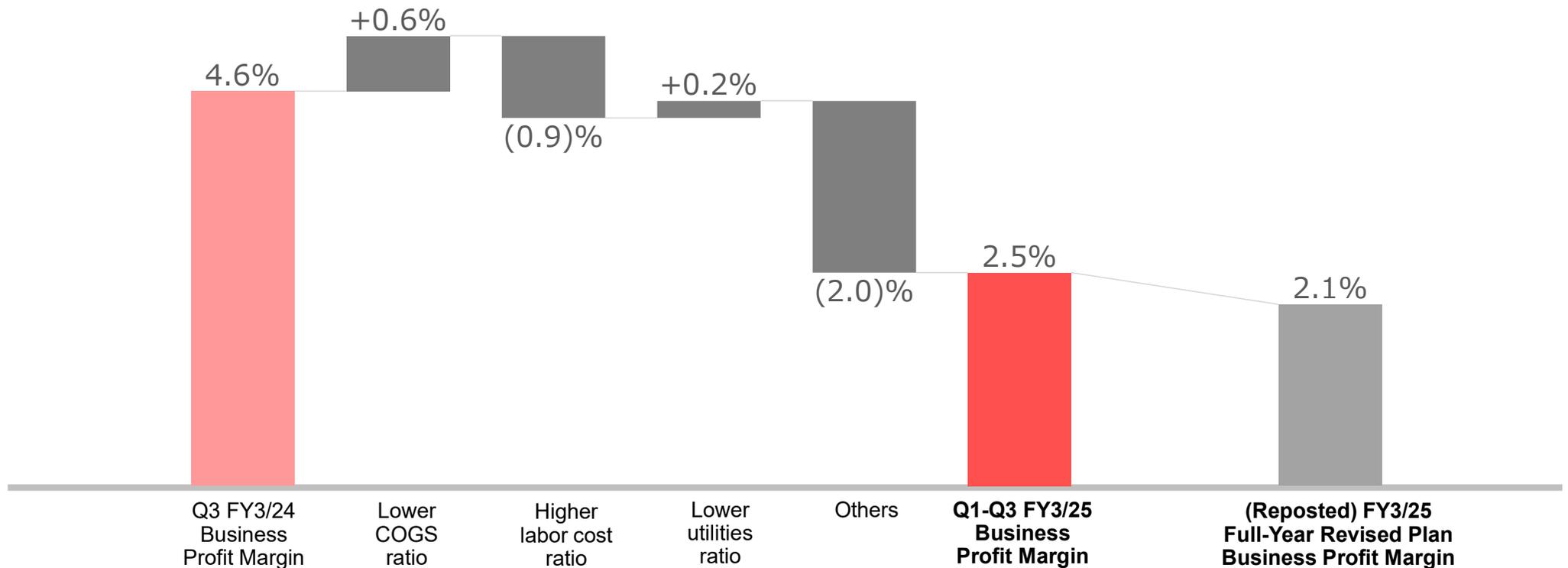
The COGS ratio has increased due to increases in some food ingredient costs. The labor cost ratio increased, and the business profit margin decreased due to increased staffing in advance of opening, as well as the matching of the cost of brands-related operations with the party to bear the cost, which had been borne by the holding company until the previous fiscal year.



Q1-Q3 Factors Affecting Business Profitability of Overseas Segment

Q3 results

As part of the sales strategy, the increase in the delivery ratio across multiple regions led to higher payment of commissions, resulting in an increase in the other expense ratio. Additionally, the rise in labor costs contributed to a decrease in the business profit margin.



5. Appendix

Consolidated Balance Sheets

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As the number of stores increased, total assets also grew. As a result of implementing financial measures and accumulating profits, total equity also increased.

As a result, the equity attributable to owners of parent ratio increased by 3.2 percentage points compared to the end of the previous period, reaching 28.3%, improving financial health.

(Unit: ¥million)

	Previous period	This period	Difference
Total assets	321,438	335,343	+13,905
Current assets	85,960	90,609	+4,649
(Cash and cash equivalents)	70,627	75,030	+4,403
Non-current assets	235,478	244,733	+9,256
Total liabilities and equity	321,438	335,343	+13,905
Liabilities	231,303	230,795	(507)
(Including interest-bearing	183,957	187,950	+3,993
Current liabilities	92,583	72,613	(19,971)
Non-current liabilities	138,719	158,183	+19,463
Total equity	90,135	104,547	+14,412
(Equity attributable to owners of the parent)	80,600	94,738	+14,138

Consolidated Statement of Cash Flows

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Due to strong performance, operating cash flow continued to trend steadily. Investment cash flow saw significant improvement in free cash flows, as there were no large-scale investments. While financial cash flow saw an increase in expenditures due to debt repayment, the diversification of funding sources led to a higher cash and cash equivalents balance year on year, maintaining a stable level.

(Unit: ¥million)

	Previous period	This period	Difference
Cash flows from operating activities	31,934	29,347	(2,587)
Cash flows from investing activities	(23,351)	(8,999)	+14,352
Cash flows from financing activities	(6,875)	(18,090)	(11,215)
Free cash flows	8,583	20,349	+11,766
Net increase in cash and cash equivalents	1,708	2,258	+550
Cash and cash equivalents at the end of the period	71,131	75,030	+3,900

Number of Stores

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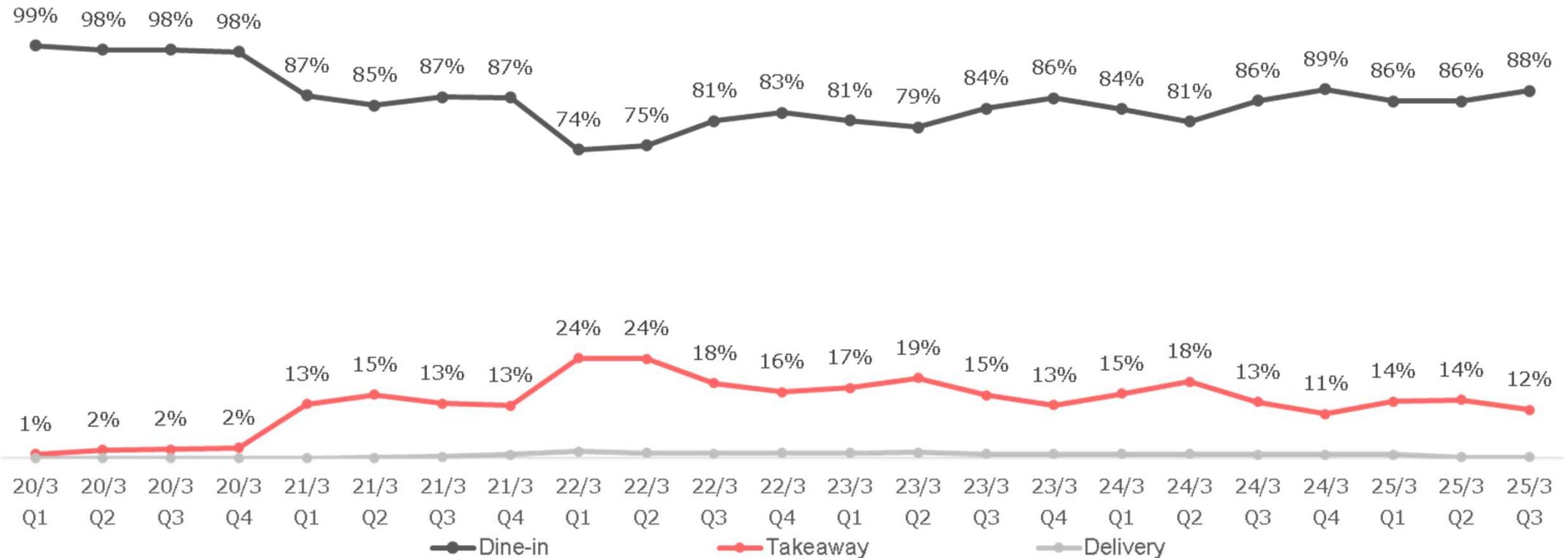
Overall, store openings are progressing as planned, with particularly strict closures of under-performing stores overseas based on rigorous standards.

Segment	End of FY3/24	Q1-Q3 FY3/25			FY3/25 Revised Plan		
	#Stores	Openings	Closings	#Stores	Openings	Closings	#Stores
Marugame Seimen	840	24	9	855	38	6	872
Other Domestic	250	31	5	276	37	3	284
Zundo-ya	87	14	0	101	17	0	104
Kona's Coffee	42	4	0	46	6	0	48
Banpai-ya	44	4	1	47	3	0	47
Niku no Yamagyu	24	4	4	24	4	3	25
Other	53	5	0	58	7	0	60
Overseas	861	86	48	899	96	37	920
Directory managed	432	37	19	450	44	16	460
FC.etc	429	49	29	449	52	21	460
Consolidated	1,951	141	62	2,030	171	46	2,076

Marugame Seimen: Trend in Sales Channel Composition Ratio

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A takeout sales channel has been established.



FY3/25 Consolidated Forecasts in Semiannual Year

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(Unit: ¥million)

	Full-year (FY3/25 Plan revised on 11/14/'24)				Q3 Result			Q4 (Difference between Plan and Q3)		
	FY24/Q3 Result	FY25/Q3 Plan	YoY	%	FY24/Q3	FY25/Q3	YoY	FY24/Q3 Result	FY25/Q3 Plan	YoY
Revenue	231,952	265,000	+33,048	14.2%	172,342	201,787	+29,445	59,610	63,213	+3,603
Business profit	14,289	17,300	+3,011	21.1%	11,598	14,048	+2,450	2,691	3,252	+561
Ratio to Sales	6.2%	6.5%		+0.4%	6.7%	7.0%	+0.2%	4.5%	5.1%	+0.6%
Impairment loss	(2,550)	(3,300)	(750)	–	(243)	(1,082)	(839)	(2,307)	(2,218)	+89
Other operating income	929	600	(329)	(35.4)%	695	702	+7	234	(102)	(336)
Other operating expenses	(1,279)	(3,000)	(1,721)	–	(699)	(2,131)	(1,432)	(579)	(869)	(290)
Operating profit/loss	11,389	11,600	+211	+1.9%	11,351	11,537	+187	38	63	+24
Ratio to Sales	4.9%	4.4%		(0.5)%	6.6%	5.7%	(0.9)%	+0.1%	+0.1%	+0.0%
Profit for the year attributable to owners of the parent	5,459	4,900	(559)	(10.2)%	6,222	5,977	(245)	(763)	(1,077)	(314)
Ratio to Sales	2.4%	1.8%		(0.5)%	3.6%	3.0%	(0.6)%	(1.3)%	(1.7)%	(0.6)%
EPS (円)	58.21	51.71	(6.5)	(11.2)%						
Exchange Rate (Average for the period)	Result	Assumption			Result	Assumption				
USD	¥141.2	¥146.0			¥151.6	¥146.0				
HKD	¥18.6	¥18.5			¥19.6	¥18.5				
EUR	¥153.2	¥157.0			¥164.6	¥157.0				
GBP	¥176.2	¥185.0			¥194.1	¥185.0				

FY3/25 Forecasts by Segment (1/2)

TORIDOLL→

(Unit: ¥million)

Marugame Seimen	Full-year (FY24/Q3Plan revised on 11/14/'24)			Q3 Result			Q4 (Difference between Plan and Q3)		
	FY24/Q3Result	FY25/Q3Plan	YoY	FY3/22	FY3/23	YoY	FY3/23Result	FY3/24Plan	YoY
Revenue	114,856	127,000	+12,144	86,685	97,209	+10,524	28,171	29,791	+1,620
Business Profit	18,351	21,000	+2,649	13,834	15,971	+2,137	4,517	5,029	+512
Ratio to sales	16.0%	16.5%	+0.6%	16.0%	16.4%	+0.5%	16.0%	16.9%	+0.8%
Other Domestic	Full-year (FY24/Q3Plan revised on 11/14/'24)			Q3 Result			Q4 (Difference between Plan and Q3)		
	FY24/Q3Result	FY25/Q3Plan	YoY	FY3/22	FY3/23	YoY	FY3/23Result	FY3/24Plan	YoY
Revenue	28,460	33,000	+4,540	20,943	26,068	+5,125	7,517	6,932	(585)
Business Profit	4,451	4,300	(151)	3,713	3,355	(358)	738	945	+206
Ratio to sales	15.6%	13.0%	(2.6)%	17.7%	12.9%	(4.9)%	9.8%	13.6%	3.8%
Overseas	Full-year (FY24/Q3Plan revised on 11/14/'24)			Q3 Result			Q4 (Difference between Plan and Q3)		
	FY24/Q3Result	FY25/Q3Plan	YoY	FY3/22	FY3/23	YoY	FY3/23Result	FY3/24Plan	YoY
Revenue	88,637	105,000	+16,363	64,714	78,510	+13,795	23,923	26,490	+2,568
Business Profit	2,724	2,200	(524)	2,948	1,932	(1,016)	(224)	268	+493
Ratio to sales	3.1%	2.1%	(1.0)%	4.6%	2.5%	(2.1)%	—	1.0%	—
Business Profit Adjustment	(11,236)	(10,200)	+1,036	(8,897)	(7,210)	+1,687	(2,339)	(2,990)	(651)
Consolidated Revenue	231,952	265,000	+33,048	172,342	201,787	+29,445	59,610	63,213	+3,603
Consolidated Business Profit	14,289	17,300	+3,011	11,598	14,048	+2,450	2,691	3,252	+561

FY3/25 Forecasts by Segment (2/2)

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Marugame Seimen	Full-year (FY24/Q3Plan revised on 11/14/'24)			Q1-Q2 Result			Q3-Q4 (FY3/24Plan revised on 11/14/'24)			Q3 Result		
	FY24/Q3Result	FY25/Q3Plan	YoY	FY24	FY25	YoY	FY3/23Result	FY3/24Plan	YoY	FY3/22	FY3/23	YoY
Existing shops YoY Revenue	111.0%	110.2%	(0.8)%	112.1%	110.2%	(1.9)%	110.0%	110.3%	+0.3%	107.8%	111.8%	+4.0%
Average Spend	108.4%	110.3%	+1.9%	108.7%	110.3%	+1.7%	108.2%	110.3%	+2.1%	107.3%	109.8%	+2.5%
No. of Customers	102.4%	99.9%	(2.5)%	103.2%	99.9%	(3.3)%	101.6%	100.0%	(1.6)%	100.5%	101.8%	+1.3%
Other Domestic	Full-year (FY24/Q3Plan revised on 11/11/'22)			Q1-Q2 Result			Q3-Q4 (FY3/24Plan revised on 11/11/'22)			Q3 Result		
	FY24/Q3Result	FY25/Q3Plan	YoY	FY24	FY25	YoY	FY3/23Result	FY3/24Plan	YoY	FY3/22	FY3/23	YoY
Existing shops YoY Revenue	113.7%	107.9%	(5.8)%	116.8%	110.0%	(6.8)%	110.9%	102.8%	(8.1)%	109.8%	110.4%	0.6%
Overseas	Full-year (FY24/Q3Plan revised on 11/11/'22)			Q1-Q2 Result			Q3-Q4 (FY3/24Plan revised on 11/11/'22)			Q3 Result		
	FY24/Q3Result	FY25/Q3Plan	YoY	FY24	FY25	YoY	FY3/23Result	FY3/24Plan	YoY	FY3/22	FY3/23	YoY
Existing shops YoY Revenue	107.7%	106.0%	(1.7)%	107.7%	105.5%	(2.2)%	107.7%	105.2%	(2.5)%	101.3%	93.0%	(8.3)%

For your reference (Website in Japanese)

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- December 23, 2024 Toridoll HD receives the Minister's Award in the corporate category for the 2024 Regional Revitalization Support Tax System (Corporate Hometown Tax Donation – Furusato Nozei) program
<https://pdf.irpocket.com/C3397/jQ9P/EhMM/Lvcg.pdf>
- December 19, 2024 Marugame Udonuts achieves 10 million servings just six months after its launch! Three-day limited-time “Get One More Udonut” campaign to be held starting on Wednesday, January 8, 2025
<https://pdf.irpocket.com/C3397/jQ9P/jbhW/fxE6.pdf>
- December 10, 2024 Kona's Coffee Itabashi store, remains huge success more than a month after opening! Seven new varieties of chewy donut Malasada now available at PALM WAGON Itabashi store!
<https://pdf.irpocket.com/C3397/jQ9P/IRsV/lmpH.pdf>
- December 6, 2024 Toridoll HD receives highest rating of "Gold" for fourth consecutive year in PRIDE Index 2024 by work with Pride
<https://pdf.irpocket.com/C3397/BSCD/j39G/LHs0.pdf>
- November 28, 2024 Toridoll HD opens training facility Kokoro no Honten on remote island of Sanuki Hiroshima in Marugame City
<https://pdf.irpocket.com/C3397/BSCD/uYy8/h98s.pdf>
- November 19, 2024 Master franchise agreement signed with Lotte GRS, subsidiary of South Korea-based Lotte Group
<https://pdf.irpocket.com/C3397/Bv1s/ajhw/V3Uv.pdf>
- November 15, 2024 Ramen chain Zundo-ya reaches 100 stores nationwide! Takatsuki Akaoji store to open on Thursday, November 28, 2024
<https://pdf.irpocket.com/C3397/Bv1s/vpPk/gxsZ.pdf>

TORIDOLL's PL & Business Profit Data (Excel)
(consolidated profit/loss, segment earnings)
<https://www.toridoll.com/en/ir/account/index.html>

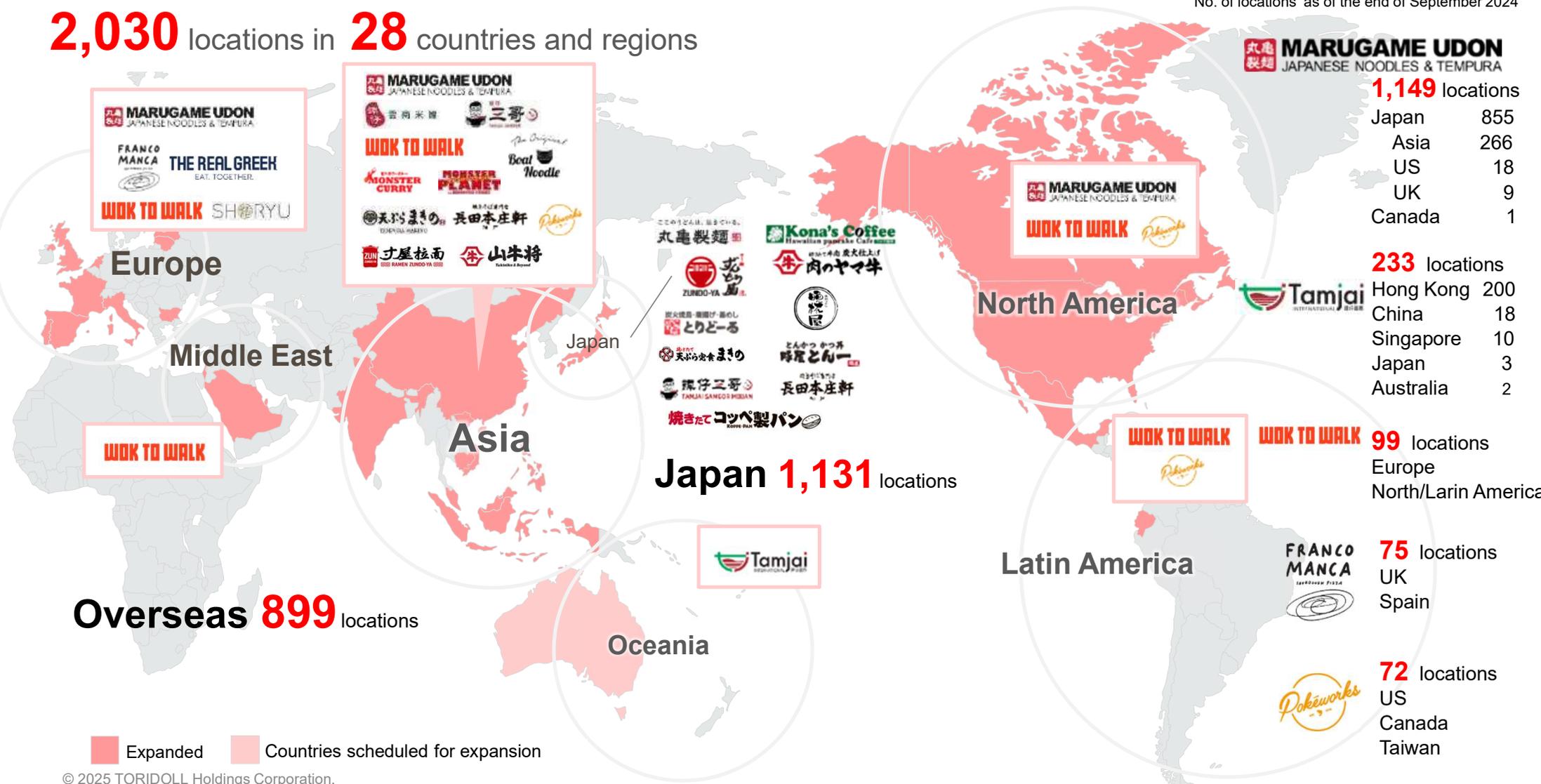
Tam Jai International Co. Limited IR website
<https://tamjai-intl.com/en/announcements-circulars/>

Our Global Presence

TORIDOLL➔

No. of locations as of the end of September 2024

2,030 locations in **28** countries and regions



1,149 locations

- Japan 855
- Asia 266
- US 18
- UK 9
- Canada 1

233 locations

- Hong Kong 200
- China 18
- Singapore 10
- Japan 3
- Australia 2

99 locations

- Europe
- North/Larin America

75 locations

- UK
- Spain

72 locations

- US
- Canada
- Taiwan

Expanded Countries scheduled for expansion

Filling Our Planet with
Dining Experiences that will Move You.

TORIDOLL→

Too irresistible not to eat.

Impressed by every visit.

Not only satisfied by the taste,

but all five senses get excited:

Our customers find themselves not wanting to finish the experience
resulting in a desire to come back on the following day.

By providing KANDO dining experiences,
or amazing experiences that will delight instincts and move our customers,
every day we'll excite not only our customers right in front of us,
but people all across the globe.

Borders cannot hold back dining experiences that move you.

While we fill humans with happiness,
We shall reach the pinnacle of the food industry.
We would be the only ones capable of this.