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Consolidated Financial Results for the Fiscal Year Ended September 30, 2026 [IFRS]

November 6, 2026

Listed company name FOOD & LIFE COMPANIES LTD. Listed stock exchange: TSE
Securities code: 3563 URL http://www.food-and-life.co.jp
Representative: President & CEO Masahiro Yamamoto
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Scheduled date of annual general meeting of shareholders: December 22, 2026
Scheduled date to commence dividend payment: December 23, 2026
Scheduled filing date to file Annual Securities Report: December 21, 2026
Supplementary briefing materials on annual financial results prepared: Yes
Annual financial results presentation meeting held: Yes (for institutional investors and analysts)

(Amounts are rounded to nearest million yen)

1. Consolidated Financial Results for the Fiscal Year Ended September 30, 2026 (October 1, 2025 to September 30, 2026)

(1) Consolidated operating results (cumulative) (Percentages indicate year-on-year changes)

	Revenue		Operating profit		Profit before income taxes		Profit for the year		Profit for the year attributable to owners of the parent		Total comprehensive income for the period	
	Million yen	%	Million yen	%	Million yen	%	Million yen	%	Million yen	%	Million yen	%
Fiscal year ended September 30, 2026	515,334	26.9	51,506	47.0	49,080	49.9	37,582	52.7	35,380	54.2	39,270	53.2
Fiscal year ended September 30, 2025	406,149	—	35,036	—	32,752	—	24,609	59.3	22,937	56.7	25,638	73.9

	Adjusted EBITDA		Basic earnings per share	Diluted earnings per share	Return on equity attributable to owners of the parent	Ratio of profit before income taxes to total assets	Ratio of operating profit to revenue
	Million yen	%	Yen	Yen	%	%	%
Fiscal year ended September 30, 2026	72,498	43.3	155.82	153.94	31.4	11.5	10.0
Fiscal year ended September 30, 2025	50,594	—	101.35	99.99	26.9	8.6	8.6

Notes:
1. Effective July 1, 2026, the Company conducted a stock split at a ratio of two shares for every one share of its common stock.
Basic earnings per share and diluted earnings per share have been calculated based on the assumption that the stock split took place at the beginning of the previous consolidated fiscal year.
2. At a meeting of the Board of Directors held on August 7, 2026, the Company resolved to transfer all the shares of its consolidated subsidiary KYOTARU Co., Ltd. to SRS Holdings Co., Ltd. A share transfer agreement was concluded on the same date, and the share transfer was completed on September 1, 2026.
Accordingly, the Kyotaru Business operated by KYOTARU Co., Ltd. has been classified as a discontinued operation, and revenue, operating profit and profit before income taxes for the current and previous consolidated fiscal years present the amounts for continuing operations excluding the discontinued operation. Therefore, percentages indicating year-on-year changes are not shown for the previous fiscal year.

(2) Consolidated financial position

	Total assets	Total equity	Total equity attributable to owners of the parent	Ratio of equity attributable to owners of the parent	Equity per share attributable to owners of the parent
	Million yen	Million yen	Million yen	%	Yen
Fiscal year ended September 30, 2026	458,126	137,080	131,877	28.4	571.54
Fiscal year ended September 30, 2025	398,596	100,902	97,869	24.0	422.81

(3) Consolidated cash flows

	Cash flows from operating activities	Cash flows from investing activities	Cash flows from financing activities	Cash and cash equivalents at end of year
	Million yen	Million yen	Million yen	Million yen
Fiscal year ended September 30, 2026	87,474	(41,219)	(32,700)	73,336
Fiscal year ended September 30, 2025	64,429	(25,436)	(29,235)	58,822

2. Dividends

	Annual dividends					Dividends paid (total)	Payout ratio (consol.)	Dividend on equity (consol.)
	End of 1st quarter	End of 2nd quarter	End of 3rd quarter	Fiscal year-end	Total			
	Yen	Yen	Yen	Yen	Yen	Million yen	%	%
Fiscal year ended September 30, 2025	—	0.00	—	35.00	35.00	3,964	17.3	4.6
Fiscal year ended September 30, 2026	—	0.00	—	20.00	20.00	4,546	12.8	4.0
Fiscal Year Ending September 30, 2027 (forecast)	—	0.00	—	22.50	22.50		—	

Notes:
1. Assuming that the stock split described below had been carried out at the beginning of the previous consolidated fiscal year, the annual dividend amount for that year would be 17.5 yen.
2. Effective July 1, 2026, the Company conducted a stock split at a ratio of two shares for every one share of its common stock. The year-end dividend per share for the fiscal year ending September 30, 2026 is calculated based on the stock split.
3. For more details, please refer to “1. Overview of operating results (4) Basic policy on profit distribution, and dividends in current and next period” on page 6 of the attached materials.

3. Consolidated Earnings Forecasts for the Fiscal Year Ending September 30, 2027 (October 1, 2026 to September 30, 2027)

(Percentages indicate year-on-year changes)

	Revenue		Adjusted EBITDA		Operating profit		Profit for the year attributable to owners of the parent		Basic earnings per share
	Million yen	%	Million yen	%	Million yen	%	Million yen	%	Yen
Fiscal Year Ending September 30, 2027	610,000	18.4	87,000	20.0	61,300	19.0	39,000	10.2	171.57

* Notes:

(1) Changes in significant subsidiaries during the period (changes in specified subsidiaries resulting in changes in scope of consolidation): Yes

Excluded: 2 (Company Name) KYOTARU Co., Ltd., KANZAN Co., Ltd.

(2) Changes in accounting policies, changes in accounting estimates

1) Changes in accounting policies required by IFRS: None

2) Changes in accounting policy other than 1): None

3) Changes in accounting estimates: Yes

(3) Total number of issued shares (common shares)

a. Total number of issued shares at the end of the period (including treasury shares)	Fiscal year ended September 30,2026	232,138,368 shares	Fiscal year ended September 30, 2025	232,138,368 shares
b. Number of treasury shares at the end of the period	Fiscal year ended September 30,2026	4,825,086 shares	Fiscal year ended September 30, 2025	5,629,262 shares
c. Average number of shares during the period (cumulative from the start of the fiscal year)	Fiscal year ended September 30,2026	227,061,187 shares	Fiscal year ended September 30,2025	226,304,226 shares

Effective July 1, 2026, the Company conducted a stock split at a ratio of two shares for every one share of its common stock. Assuming that the stock split described below had been carried out at the beginning of the previous consolidated fiscal year, a. Total number of issued shares at the end of the period, b. Number of treasury stock at the end of the period and c. Average number of shares during the period are calculated based on the stock split.

(4) Formulas for various indicators

Indicator	Formula
Adjusted EBITDA	Operating profit + Depreciation and amortization (excluding depreciation of right-of-use assets) + impairment loss

* These financial results are outside the scope of audit procedures by certified public accountants or accounting firms.

* Explanation of Proper Use of Financial Forecasts, and Other Special Matters

The earnings forecasts and other forward-looking statements presented in this document are based on information currently available to the Company and on certain assumptions deemed to be reasonable. They do not constitute guarantees by the Company of future performance. Furthermore, actual results and performance may differ materially from these forecasts due to various factors.

In addition, for more details on earnings forecasts, please refer to “(2) Outlook for the next period” under “1. Overview of operating results” on page 4 of the attached materials.

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1. Overview of operating results

(1) Overview of operating results during the period

1) Operating results during the period

During the consolidated fiscal year ended September 30, 2026, the outlook for the Japanese economy remained uncertain despite growing expectations that more widespread wage increases would create a virtuous economic cycle as real wages were stagnant against the backdrop of rising prices caused by global political instability and the prolonged depreciation of the yen, and consumers became increasingly defensive about their finances.

The restaurant sector also continued to face challenging conditions due to soaring prices for raw materials and uncertainty around energy prices, as well as rising personnel expenses and logistics costs resulting from chronic labor shortages.

Under such circumstances, FOOD & LIFE COMPANIES LTD. worked to enhance product development, in-store food preparation, and health and safety initiatives and services with ‘Discovering new tastiness, Sharing moments of joy’ as our vision, and the desire to surprise and move our customers with delicious sushi.

At a meeting of the Board of Directors held on August 7, 2026, the Company resolved to transfer all the shares of its consolidated subsidiary KYOTARU Co., Ltd. to SRS Holdings Co., Ltd. A share transfer agreement was concluded on the same date, and the share transfer was completed on September 1, 2026. Accordingly, the Kyotaru Business was classified as a discontinued operation.

The Company’s performance for the current fiscal year will be reported primarily based on figures from continuing operations excluding the discontinued operation.

In addition, store count by business format is as follows.

Group store count by business format

Name of brand	Fiscal year ended September 30 2025	Store openings	Store closures	Excluded from Consolidation	Fiscal year ended September 30 2026
Japan: Sushiro (TOGO)	667 (8)	14	9 (7)	1 (1)	671 (－)
Japan: Sugidama (FC)	95 (17)	11 (8)	－	－	106 (25)
Japan: Kyotaru	100 (－)	2	20	82	－ (－)
Japan:Kaiten Sushi Misaki/Misakimaru	87 (－)	－	2	85	－ (－)
Japan: Others	15 (－)	－	6	9	－ (－)
Japan total	964 (25)	27 (8)	37 (7)	177 (1)	777 (25)
International: Sushiro (TOGO)	227 (－)	108 (1)	1	－	334 (1)
International: Others	7 (－)	－	1	－	6 (－)
International total	234 (－)	108 (1)	2 (－)	－ (－)	340 (1)
Total	1,198 (25)	135 (9)	39 (7)	177 (1)	1,117 (26)

Figures in parentheses show the number of take out only and FC stores.

As a result, revenue for the consolidated fiscal year ended September 30, 2026 totaled 515,334 million yen (+26.9% year on year), operating profit 51,506 million yen (+47.0% year on year), profit before income taxes 49,080 million yen (+49.9% year on year), and profit for the period attributable to owners of the parent 35,380 million yen (+54.2% year on year). Both revenue and profits reached record highs for the consolidated fiscal year.

Operating results by segment are as follows.

(Japan Sushiro Business)

Japan Sushiro Business under the theme of "Mastering the Art of Sushi!" has focused on the deliciousness that it has been dedicated to since the foundation of the brand and has been working to provide products and campaigns that would satisfy our customers.

From July 22, with a desire to help customers enjoy Sushiro's carefully selected toppings even more, we offered items such as "Thick-Cut Eel" (from 110 yen including tax), made with toppings carefully sliced one piece at a time in-store and grilled to plump and fragrant perfection with Sushiro's special kabayaki sauce, and "Thick-Cut Salmon" (from 110 yen including tax), allowing customers to fully savor the perfect balance of fat and umami unique to thick cuts. Furthermore, from August 5, to help customers enjoy sushi at affordable prices even in summer, we offered items such as "Fatty Tuna" (from 110 yen including tax) with the appeal of its melt-in-your-mouth fat and "Jumbo Fatty Salmon" (from 110 yen including tax) allowing customers to enjoy a truly satisfying portion of fatty salmon.

For about a month from July 29, we also held our first collaboration with "Hello Kitty," a character loved all over the world for its cuteness, using the theme "KAWAUMA HELLO KITTY." Sushiro sold sushi with limited edition collaboration decorative skewers and soft drinks with limited edition collaboration mascots. We rolled out special collaboration stores where customers could enjoy the world of "Hello Kitty" at five domestic locations (Tokyo, Kanagawa, Aichi, Osaka, and Fukuoka) and continued to provide not only the enjoyment of sushi at Sushiro, but also content that customers could enjoy alongside their sushi.

As a result of the above, net sales of the Japan Sushiro Business were 293,717 million yen, (+10.5% year on year) and segment profit was 20,227 million yen (+12.3% year on year).

(International Sushiro Business)

In the International Sushiro Business, we maintained our highest ever pace of store openings and steadily expanded our business. In Mainland China, we opened the Qingdao MixC Store in August and the Qingdao Laoshan MixC Store in September, marking our first store openings in Qingdao. In addition, we opened the Shijiazhuang MixC Store in August, marking our first entry into Hebei Province. In Taiwan, we opened the Shin Kong Mitsukoshi Tainan Ximen Store in August, bringing our total number of stores to 60. In Thailand, we opened Siam Square One in September, bringing our total number of stores to 50. To mark the milestone of our 50th store, we held a commemorative event featuring photo booths and interactive content to express our gratitude for our customers' continued patronage while creating an opportunity to deepen our communication with them.

From the summer through the fall seasons, we implemented strategic promotional and marketing initiatives aimed at further increasing customer traffic. In Hong Kong, we rolled out a collaboration with "Project Sekai Colorful Stage! Featuring Hatsune Miku." Some stores featured life-sized cardboard cutouts and table decorations, creating photo opportunities for customers to enjoy. In Taiwan, we rolled out collaborations with "Nishimura Yuji" and "JoJo's Bizarre Adventure" to deliver special experiences to our customers through staging and world-building unique to the collaborations. In Singapore, we held the "Founding Festival" to celebrate our seventh anniversary. In addition to offering "Fatty Salmon" and "Thick Cut Fatty Swordfish," we ran a collaboration with "Pokemon" to enhance the customer experience.

As a result of the above, net sales of the International Sushiro Business were 212,856 million yen (+62.0% year on year) and segment profit was 27,539 million yen (+68.4% year on year).

(Japan Sugidama Business)

Leveraging the strengths of FOOD & LIFE COMPANIES, the popular sushi izakaya restaurant “Sugidama” offers sushi that is meticulously crafted for freshness, taste, and appearance, along with classic izakaya dishes and drinks that pair perfectly with a meal. In the tenth year since the brand’s inception, it exceeded 100 locations in Japan, and we are working to further expand the store network through a combination of company-owned and franchise operations. To ensure guests fully enjoy their dining experience in our meticulously crafted space featuring a wood grain theme, the brand consistently runs promotional campaigns.

In August, coinciding with the Obon summer holiday period, the brand ran a campaign offering “Wild Southern Bluefin Tuna Lean Cut (Tenmi),” with its characteristic rich flavor and smooth texture, at a special price. For about six weeks, many customers were able to enjoy it for an affordable price. In addition, at the "Summer Over-the-Top Sugidama" fair, which began that same month, the brand brought back, for a limited time, the "Towering Prawn Katsu," which was very popular last year. Also, in September, the brand held the Bottle Keep festival again, which was very well received when it was held in May, offering popular alcoholic beverages at great prices.

As results of the above, net sales of the Japan Sugidama Business were 8,789 million yen (+6.1% year on year) and segment profit was 378 million yen (+170.8% year on year).

2) Outlook for the next period

The Company forecasts revenue of 610,000 million yen (+18.4% year on year), adjusted EBITDA of 87,000 million yen (+20.0% year on year), operating profit of 61,300 million yen (+19.0% year on year), and profit for the year attributable to owners of the parent of 39,000 million yen (+10.2% year on year).

(2) Overview of financial position during the period

1) Assets, liabilities and equity

(Assets)

The balance of total assets increased 59,530 million yen from the end of the previous consolidated fiscal year to 458,126 million yen.

The balance of current assets increased 30,196 million yen from the end of the previous consolidated fiscal year to 118,591 million yen. This mainly reflected a 14,514 million yen increase in cash and cash equivalents.

The balance of non-current assets increased 29,334 million yen from the end of the previous consolidated fiscal year to 339,534 million yen. This mainly reflected a 28,157 million yen increase in property, plant and equipment.

(Liabilities)

Total liabilities increased 23,352 million yen from the end of the previous consolidated fiscal year to 321,046 million yen.

The balance of current liabilities increased 34,577 million yen from the end of the previous consolidated fiscal year to 119,433 million yen. This mainly reflected a 20,000 million yen increase in bonds and borrowings.

The balance of non-current liabilities decreased 11,224 million yen from the end of the previous consolidated fiscal year to 201,613 million yen. This mainly reflected a 23,987 million yen decrease in bonds and borrowings, alongside a 8,518 million yen increase in lease liabilities.

(Equity)

Total equity increased 36,178 million yen from the end of the previous consolidated fiscal year to 137,080 million yen. This mainly reflected a 3,964 million yen resulting from cash dividends paid, alongside the booking of 35,380 million yen in profit for the period.

(3) Cash flows during the period

In the consolidated fiscal year ended September 30, 2026, cash and cash equivalents (hereinafter "Cash") increased 14,514 million yen from the end of the previous consolidated fiscal year to 73,336 million yen.
The breakdown of cash flows by activities and underlying factors for the consolidated fiscal year ended September 30, 2026 is shown below.

(Cash flows from operating activities)

Cash provided by operating activities totaled 87,474 million yen (+35.8% year on year).
This mainly reflected the booking of 49,080 million yen in profit before income taxes, the booking of 45,442 million yen in depreciation and amortization and a 4,873 million yen increase in trade and other payables, alongside a 6,078 million yen increase in trade and other receivables and a 10,596 million yen in income tax paid.

(Cash flows from investing activities)

Cash used in investing activities came to 41,219 million yen (+62.1% year on year).
This was mainly attributable to 33,408 million yen in purchase of property, plant and equipment.

(Cash flows from financing activities)

Cash used in financing activities amounted to 32,700 million yen (+11.9% year on year).
This mainly reflected a 25,075 million yen in repayments of lease liabilities and a 4,009 million yen in repayments of long-term borrowings.

Reference: Trends in cash flow indicators

	Fiscal year ended September 30, 2024	Fiscal year ended September 30, 2025	Fiscal year ended September 30, 2026
Ratio of equity attributable to owners of the parent (%)	20.5	24.0	28.4
Ratio of equity attributable to owners of the parent on market value basis (%)	89.2	219.8	254.7
Cash flows to interest-bearing debt ratio (%)	385.1	339.4	259.2
Interest coverage ratio (x)	28.1	24.7	26.6

Notes:

Ratio of equity attributable to owners of the parent: Equity attributable to owners of the parent / Total assets
Ratio of equity attributable to owners of the parent on market value basis: Market capitalization / Total assets
Cash flows to interest-bearing debt ratio: Interest-bearing debt / Cash flows
Interest coverage ratio: Cash flows / Interest payment

* All indicators have been calculated using consolidated financial figures based on IFRS.
* Market capitalization is calculated as the share price at the fiscal year-end multiplied by the number of shares outstanding (excluding treasury stock) at the fiscal year-end.
* Cash flow figures reflect the cash flows from operating activities included in the consolidated statement of cash flows. Interest-bearing debt reflects debts subject to interest payments recorded on the consolidated statement of financial position. In addition, interest payments refer to interest payments recorded on the consolidated statement of cash flows.

(4) Basic policy on profit distribution, and dividends in current and next period

The Company regards the return of profits to its shareholders as an important management issue. Our basic policy is to continuously enhance performance and provide ongoing, appropriate profit distribution in line with performance. In terms of our dividend policy, we aim to provide stable dividends based on performance once a year as an apportionment of surplus while comprehensively taking into consideration matters such as earnings trends and the replenishment of internal reserves.

Internal reserves are used to fund aggressive investments to support the implementation of a range of measures geared toward strengthening our operating base.

Based on the above basic policy and after comprehensively considering the balance of business conditions during the current consolidated fiscal year and the return of profits to shareholders, the Company has decided to pay a year-end dividend of 20.00 yen per share for the fiscal year ended September 30, 2026.

In the next fiscal year, the Company plans an annual dividend per share of 22.50 yen assuming the outlook for the next period described on page 4 of the attached materials is achieved.

2. Basic policy on selection of accounting standards

The Sushiro Group has adopted the International Financial Reporting Standards (IFRS) since the year ended September 30, 2016 with the aim of enhancing the international comparability of its financial information in capital markets as well as overall convenience.

3. Consolidated Financial Statements and Important Notes

(1) Consolidated statement of financial position

(in millions, JPY)

	Fiscal Year Ended September 30, 2025	Fiscal Year Ended September 30,2026
Assets		
Current assets		
Cash and cash equivalents	58,822	73,336
Trade and other receivables	15,284	20,449
Inventories	10,242	12,416
Other financial assets	690	8,392
Other current assets	3,357	3,998
Total current assets	88,396	118,591
Non-current assets		
Property, plant and equipment	203,820	231,976
Goodwill	30,371	30,371
Intangible assets	57,002	57,057
Equity method investment	52	52
Lease and guarantee deposits	15,795	15,941
Other financial assets	801	476
Deferred tax assets	1,664	2,571
Other non-current assets	694	1,089
Total non-current assets	310,200	339,534
Total assets	398,596	458,126
Liabilities and equity		
Liabilities		
Current liabilities		
Trade and other payables	42,091	47,040
Bonds and borrowings	4,009	24,009
Income taxes payable	4,926	8,007
Lease liabilities	21,685	25,240
Other financial liabilities	1,339	1,415
Provisions	4,381	5,587
Other current liabilities	6,426	8,136
Total current liabilities	84,857	119,433
Non-current liabilities		
Trade and other payables	22	7
Bonds and borrowings	76,519	52,532
Lease liabilities	116,447	124,965
Other financial liabilities	100	102
Provisions	5,462	9,014
Deferred tax liabilities	14,287	14,993
Total non-current liabilities	212,837	201,613
Total liabilities	297,694	321,046

	Fiscal Year Ended September 30, 2025	Fiscal Year Ended September 30,2026
Equity		
Capital stock	100	100
Capital surplus	15,806	15,570
Retained earnings	85,355	116,772
Treasury stock	(8,749)	(7,499)
Other components of equity	5,357	6,934
Total equity attributable to owners of the parent	97,869	131,877
Non-controlling interests	3,032	5,203
Total equity	100,902	137,080
Total liabilities and equity	398,596	458,126

(2) Consolidated statement of profit and loss

(in millions, JPY)

	Fiscal Year Ended September 30, 2025 (From October 1, 2024 to September 30, 2025)	Fiscal Year Ended September 30, 2026 (From October 1, 2025 to September 30, 2026)
Continuing operations		
Revenue	406,149	515,334
Cost of sales	(174,775)	(223,094)
Gross profit	231,374	292,240
Selling, general and administrative expenses	(196,196)	(241,177)
Other income	1,102	1,625
Other expenses	(1,244)	(1,182)
Operating profit	35,036	51,506
Finance income	411	921
Finance expenses	(2,695)	(3,347)
Profit before income taxes	32,752	49,080
Income taxes	(9,320)	(13,265)
Profit from continuing operations	23,432	35,815
Discontinued operations		
Profit from discontinued operations	1,177	1,766
Profit for the year	24,609	37,582
Profit attributable to:		
Owners of the parent	22,937	35,380
Non-controlling interests	1,672	2,202
Profit for the year	24,609	37,582
Earnings per share		
Basic earnings per share(yen)		
Continuing operations	96.17	148.04
Discontinued operations	5.19	7.78
Basic earnings per share	101.35	155.82
Diluted earnings per share(yen)		
Continuing operations	94.87	146.26
Discontinued operations	5.12	7.69
Diluted earnings per share	99.99	153.94

(3) Consolidated statement of comprehensive income

(in millions, JPY)

	Fiscal Year Ended September 30, 2025 (From October 1, 2024 to September 30, 2025)	Fiscal Year Ended September 30, 2026 (From October 1, 2025 to September 30, 2026)
Profit for the period	24,609	37,582
Other comprehensive income		
Items that will not be reclassified to profit or loss		
Net gain (loss) on revaluation of finance assets measured at fair value through other comprehensive income	(307)	(46)
Remeasurements of defined benefit plans	—	1
Total of items that will not be reclassified to profit or loss	(307)	(45)
Items that may be reclassified to profit or loss		
Exchange differences on translation of foreign operations	1,336	1,733
Total of items that may be reclassified subsequently to profit or loss	1,336	1,733
Other comprehensive income after taxes	1,029	1,688
Total comprehensive income for the year	25,638	39,270
Attributable to:		
Owners of the parent	23,855	37,099
Non-controlling interests	1,783	2,171
Total comprehensive income for the year	25,638	39,270

(4) Consolidated statement of changes in equity

(in millions, JPY)

	Capital stock	Capital surplus	Retained earnings	Treasury stock	Other components of equity	Total equity attributable to owners of the parent	Non-controlling interests	Total equity
Balance as of October 1, 2024	100	15,734	65,818	(9,156)	4,073	76,568	1,269	77,837
Profit for the year			22,937			22,937	1,672	24,609
Other comprehensive income					918	918	111	1,029
Total comprehensive income	—	—	22,937	—	918	23,855	1,783	25,638
Disposal of treasury stock		69		408	(131)	345		345
Purchase of treasury stock				(1)		(1)		(1)
Forfeiture of stock acquisition rights		21			(21)	—		—
Share-based payment transactions					513	513		513
Dividends			(3,394)			(3,394)		(3,394)
Transfer to retained earnings			(6)		6	—		—
Purchase of stock of consolidated subsidiaried		(17)				(17)	(20)	(37)
Total transactions with the owners	—	72	(3,399)	407	366	(2,554)	(20)	(2,574)
Balance as of September 30, 2025	100	15,806	85,355	(8,749)	5,357	97,869	3,032	100,902
Profit for the year			35,380			35,380	2,202	37,582
Other comprehensive income					1,719	1,719	(31)	1,688
Total comprehensive income	—	—	35,380	—	1,719	37,099	2,171	39,270
Disposal of treasury stock		(449)		1,250	(449)	351		351
Purchase of treasury stock				(0)		(0)		(0)
Forfeiture of stock acquisition right		325			(325)	—		—
Share-based payment transactions		(113)			634	521		521
Dividends			(3,964)			(3,964)		(3,964)
Transfer to retained earnings			1		(1)	—		—
Total transactions with the owners	—	(237)	(3,963)	1,250	(142)	(3,092)	—	(3,092)
Balance as of September 30, 2026	100	15,570	116,772	(7,499)	6,934	131,877	5,203	137,080

(5) Consolidated statement of cash flows

(in millions, JPY)

	Fiscal Year Ended September 30, 2025 (From October 1, 2024 to September 30, 2025)	Fiscal Year Ended September 30, 2026 (From October 1, 2025 to September 30, 2026)
Cash flows from operating activities		
Profit before income taxes	32,752	49,080
Profit before income taxes from discontinued operations	1,025	1,160
Depreciation and amortization	35,776	45,442
Impairment losses	1,213	479
Finance income	(407)	(926)
Finance expenses	2,723	3,382
Increase (decrease) in provision for bonuses	(858)	1,238
Amount of rent offset by lease and guarantee deposits	264	—
Decrease (increase) in trade and other receivables	(982)	(6,078)
Decrease (increase) in inventories	(3,720)	(2,207)
Increase (decrease) in trade and other payables	6,287	4,873
Others	1,013	4,221
Subtotal	75,086	100,665
Interest and dividend income received	213	340
Interest paid	(2,613)	(3,290)
Income taxes paid	(8,257)	(10,596)
Income taxes refund	0	355
Net cash from operating activities	64,429	87,474
Cash flows from investing activities		
Purchase of property, plant and equipment	(25,177)	(33,408)
Proceeds from sales of property, plant and equipment	13	16
Purchase of intangible assets	(1,161)	(1,345)
Payments into time deposits	(2,323)	(7,966)
Proceeds from withdrawal of time deposits	4,456	914
Payments for lease and guarantee deposits	(1,999)	(2,325)
Sales of shares of subsidiaries resulting in change in scope of consolidation	—	2,707
Others	754	189
Cash flows from investing activities	(25,436)	(41,219)
Cash flows from financing activities		
Redemption of bonds	(5,000)	—
Proceeds from issuance of bonds	4,974	—
Repayments of long-term borrowings	(4,009)	(4,009)
Repayments of lease liabilities	(22,117)	(25,075)
Payments for commission fees	(15)	(16)
Purchase of treasury stock	(1)	(0)
Proceeds from exercise of share acquisition rights	347	351
Cash dividends paid	(3,388)	(3,974)
Payments for acquisition of interests in subsidiaries from non-controlling interests	(37)	—
Others	12	23
Cash flows from financing activities	(29,235)	(32,700)
Net increase (decrease) in cash and cash equivalents	9,759	13,556
Cash and cash equivalents at beginning of year	48,695	58,822
Effect of exchange rate changes on cash and cash equivalents	368	958
Cash and cash equivalents at end of year	58,822	73,336

(6) Notes on condensed consolidated financial statements

(Notes regarding assumption of a going concern)

Not applicable.

(Notes on changes in accounting estimates)

Change in the estimated amount of asset retirement obligations

In the current consolidated fiscal year, we revised our estimate of the restoration costs for the asset retirement obligations that had been recorded for our duty to restore leased real estate to its original condition, in light of recent changes in price fluctuations.

This change in the estimate has resulted in the addition of 3,396 million yen to the balance of asset retirement obligations before the change.

As a result of the change in the estimate, operating profit and profit before income taxes for the current consolidated fiscal year have each decreased by 1,524 million yen.

(Segment information)

(1) Overview of Reportable Segments

The Group's reportable segments consist mainly of business segments.

The major brands included in each reportable segment are as follows.

Japan Sushiro Business: Sushiro and takeout specialty stores operating in Japan

International Sushiro Business: Sushiro and takeout specialty stores operating international

Japan Sugidama Businesses: All brands managed by FOOD & LIFE INNOVATIONS LTD. (major brand: Sugidama)

Other Businesses: 'Sushiro To The Future EXPO Edition Store' and external sales of product inventories

Note:

At a meeting of the Board of Directors held on August 7, 2026, the Company resolved to transfer all the shares of its consolidated subsidiary KYOTARU Co., Ltd. to SRS Holdings Co., Ltd. A share transfer agreement was concluded on the same date, and the share transfer was completed on September 1, 2026. Accordingly, the Kyotaru Business was classified as a discontinued operation.

(2) Reportable segment revenues and operating results

Revenues and operating results for the Group's reportable segments are as follows.

Fiscal Year Ended September 30, 2025 (October 1, 2024 to September 30, 2025)

(in millions, JPY)

	Reportable segment				Total	Total adjustments (Notes 2)	Consolidated total
	Japan Sushiro Business	International Sushiro Business	Japan Sugidama Business	Other			
Revenue							
External revenue	265,903	131,420	8,153	674	406,149	—	406,149
Intersegment revenue	—	3	131	—	134	(134)	—
Total	265,903	131,422	8,284	674	406,283	(134)	406,149
Segment profit (loss) (Notes 1)	18,008	16,355	140	(366)	34,137	900	35,036
Other Items							
Depreciation and amortization	17,840	14,202	907	10	32,959	1,111	34,070
Impairment loss	112	698	108	—	917	68	986

Notes:

1. Segment profit (loss) is reconciled with operating profit on the consolidated statement of profit and loss.
2. Adjustment of 900 million yen in segment profit (loss) is mainly for intersgment eliminations and corporate expenses not attributable to any reportable segment.

Fiscal Year Ended September 30, 2026 (October 1, 2025 to September 30, 2026)

(in millions, JPY)

	Reportable segment				Total	Total adjustments (Notes 2)	Consolidated total
	Japan Sushiro Business	International Sushiro Business	Japan Sugidama Business	Other			
Revenue							
External revenue	293,717	212,855	8,669	93	515,334	—	515,334
Intersegment revenue	—	1	120	—	121	(121)	—
Total	293,717	212,856	8,789	93	515,455	(121)	515,334
Segment profit (loss) (Notes 1)	20,227	27,539	378	(23)	48,121	3,385	51,506
Other Items							
Depreciation and amortization	21,000	20,752	995	3	42,751	591	43,342
Impairment loss	173	209	46	—	428	—	428

Notes:

1. Segment profit (loss) is reconciled with operating profit on the consolidated statement of profit and loss.
2. Adjustment of 3,385 million yen in segment profit (loss) is mainly for intersgment eliminations and corporate expenses not attributable to any reportable segment.

(3) Information by product and service

Revenue by product and service is omitted because our group sells a single product and service.

(4) Information about geographic areas

The breakdown of revenues and non-current assets by geographic areas are as follows.

Fiscal Year Ended September 30, 2025 (October 1, 2024 to September 30, 2025)

(i) External revenue

(in millions, JPY)

Japan	China	Other International	Total
274,729	29,184	102,236	406,149

(ii) Non-current assets(Excluding financial instruments, deferred tax assets and rights arising from insurance contracts)

(in millions, JPY)

Japan	China	Other International	Total
241,022	13,328	53,333	307,682

Fiscal Year Ended September 30, 2026 (October 1, 2025 to September 30, 2026)

(i) External revenue

(in millions, JPY)

Japan	China	Other International	Total
302,479	79,858	132,996	515,334

(ii) Non-current assets(Excluding financial instruments, deferred tax assets and rights arising from insurance contracts)

(in millions, JPY)

Japan	China	Other International	Total
237,606	40,190	58,639	336,435

(5) Information about major customers

Disclosure is omitted because there is no single external customer that accounts for more than 10% of our revenue.

(Selling, general and administrative expenses)

The breakdown of selling, general and administrative expenses is as shown below.

(in millions, JPY)

	Fiscal Year Ended September 30, 2025 (From October 1,2024 to September 30, 2025)	Fiscal Year Ended September 30, 2026 (From October 1, 2025 to September 30, 2026)
Employee benefits	108,036	134,423
Depreciation and amortization	34,061	43,940
Utilities expenses	9,663	10,753
Other	44,436	52,061
Total	196,196	241,177

(Earnings per share)

	Fiscal Year Ended September 30, 2025 (From October 1,2024 to September 30, 2025)	Fiscal Year Ended September 30, 2026 (From October 1,2025 to September 30, 2026)
Profit for the period attributable to common shareholders of the parent (million yen)	22,937	35,380
Continuing operations	21,763	33,614
Discontinued operations	1,174	1,766
Average number of shares during the period	226,304,226	227,061,187
Increase in number of common shares used in calculation for diluted earnings per share	3,099,612	2,764,298
Average number of common shares during the period after dilution	229,403,838	229,825,485
Basic earnings per share (yen)	101.35	155.82
Continuing operations	96.17	148.04
Discontinued operations	5.19	7.78
Diluted earnings per share (yen)	99.99	153.94
Continuing operations	94.87	146.26
Discontinued operations	5.12	7.69
Outline of potentially dilutive shares excluded from the calculation of diluted earnings per share due to the absence of dilutive effects	―	1 kind of subscription rights to shares (Common shares 86 thousand shares)

Note:

Effective July 1, 2026, the Company conducted a stock split at a ratio of two shares for every one share of its common stock. Basic earnings per share and diluted earnings per share have been calculated based on the assumption that the stock split took place at the beginning of the previous consolidated fiscal year.

(Important subsequent events)

Not applicable.