

Financial Results Explanatory Materials for the First Quarter of the Fiscal Year Ending March 2026

August 4, 2025

SRS HOLDINGS CO., LTD. (Securities Code: 8163)





















































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Consolidated Financial Highlights



Net sales

17,874 million yen

Up 18.6% YoY

Operating profit

577 million yen

Down 7.0% YoY

Ordinary profit

558 million yen

Down 2.3% YoY

Number of Group restaurants: 781

Number of directly-managed restaurant openings including

contracted restaurants: 14

<Annual target for directly-managed
restaurant openings>
34 (progress rate: 41.2%)

Number of restaurants

Overview

- Net sales increased significantly year on year. This was mainly due to steady demand for eating out stemming from external factors, a rise in average sales per customer through merchandise measures, an increase in revenues resulting from M&As in the previous year, and the contribution of new restaurant openings.
- On the other hand, although each profit decreased year on year due to a higher cost ratio caused by a sharp rise in raw material prices and increased personnel expenses as a result of securing human resources and strengthening education in anticipation of future restaurant openings, **profit exceeded the initial plan.**

1Q FY3/26 Consolidated Profit and Loss (YoY Change)



- Net sales increased by 2,802 million yen due to the aforementioned increases in average sales per customer and revenues resulting from M&As, and the contribution of new restaurant openings.
- The gross profit margin decreased by 0.5% due to a sharp rise in raw material costs. The SG&A ratio increased by 0.3% due to an increase in personnel expenses resulting from the strategic hiring of human resources and strengthening of education, and an increase in amortization of goodwill following M&As in the previous fiscal year.

(Millions of yen)

	1Q FY3/	25	1Q FY3/26		YoY chan	ge	Progress i against the	
	Amount	Sales ratio	Amount	Sales ratio	Amount	Sales ratio	Full-year plan	Progress ratio
Net sales	15,071	_	17,874	_	+2,802	-	76,000	23.5%
Cost of sales	5,066	33.6%	6,105	34.2%	+1,039	+0.5%		_
Gross profit	10,005	66.4%	11,768	65.8%	+1,762	(0.5%)	-	_
SG&A	9,384	62.3%	11,190	62.6%	+1,806	+0.3%		-
Operating profit	621	4.1%	577	3.2%	(43)	(0.9%)	3,000	19.2%
Ordinary profit	572	3.8%	558	3.1%	(13)	(0.7%)	2,800	19.9%
Extraordinary income	0	0.0%	0	0.0%	+0	+0.0%		_
Extraordinary losses	2	0.0%	4	0.0%	+1	+0.0%		_
Profit attributable to owners of parent	331	2.2%	275	1.5%	(56)	(0.7%)	1,600) 17.2%

1Q FY3/26 Consolidated Balance Sheet



- Decrease in current assets: mainly due to a decrease in cash and cash equivalents
- Decrease in non-current assets: mainly due to decreases in deferred tax assets and goodwill
- Decrease in non-current liabilities: mainly due to decreases in deferred tax liabilities, long-term borrowings, and bonds payable (Millions of yen)

End of FY3/25	End of 1Q FY3/26	Change
45,944	43,876	(2,067)
18,090	16,777	(1,313)
12,567	11,486	(1,081)
27,743	26,997	(746)
109	102	(6)
45,944	43,876	(2,067)
28,922	26,909	(2,013)
12,783	12,193	(590)
11,184	10,290	(894)
17,737	16,619	(1,118)
17,021	16,967	(53)
	45,944 18,090 12,567 27,743 109 45,944 28,922 12,783 11,184 17,737	10 FY3/25 45,944 43,876 18,090 16,777 12,567 11,486 27,743 26,997 109 102 45,944 43,876 28,922 26,909 12,783 11,184 10,290 17,737 16,619

1Q FY3/26 YoY Changes in Consolidated Net Sales



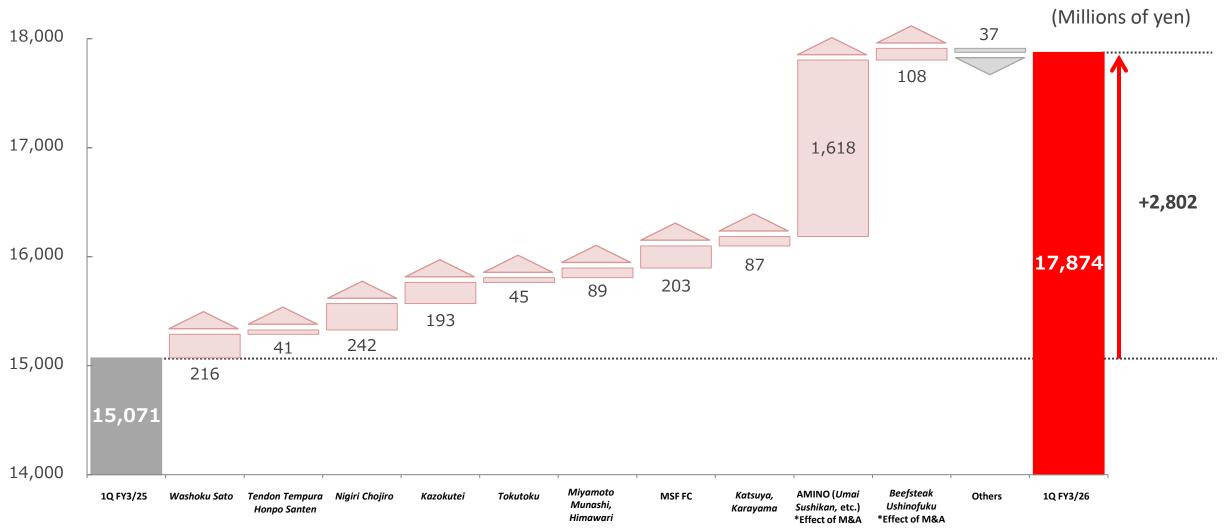
- As aforementioned, net sales significantly exceeded the previous year's results (up 2,802 million yen YoY).
- 7 new restaurants opened (including 3 directly-managed restaurants) and 6 restaurants closed (0 directlymanaged restaurants).



1Q FY3/26 YoY Changes in Consolidated Net Sales by Business



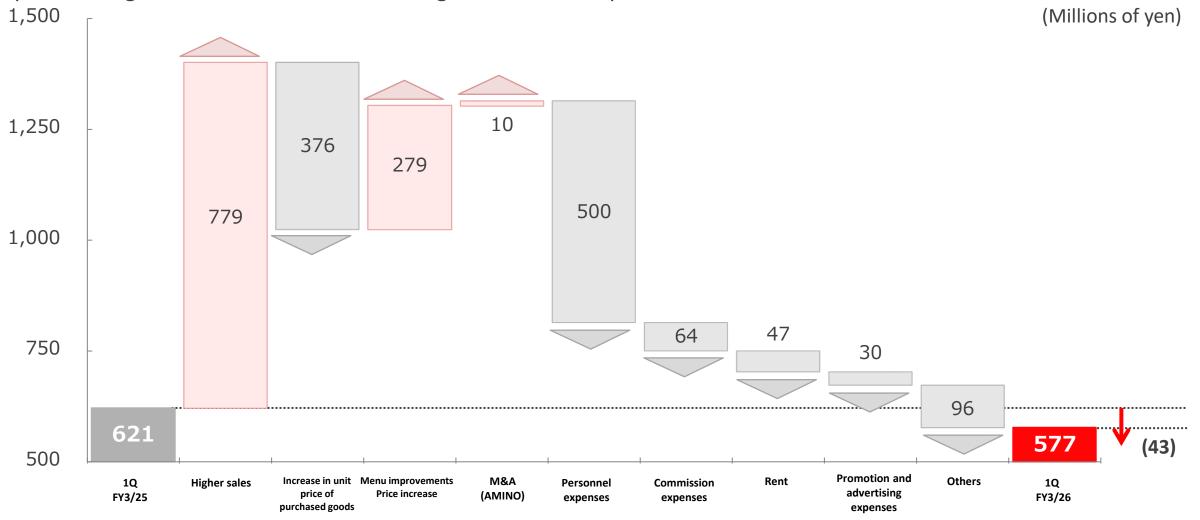
- Exceeded the previous year's net sales in all businesses.
- The acquisition of AMINO significantly contributed to revenue growth.



1Q FY3/26 YoY Changes in Consolidated Operating Profit



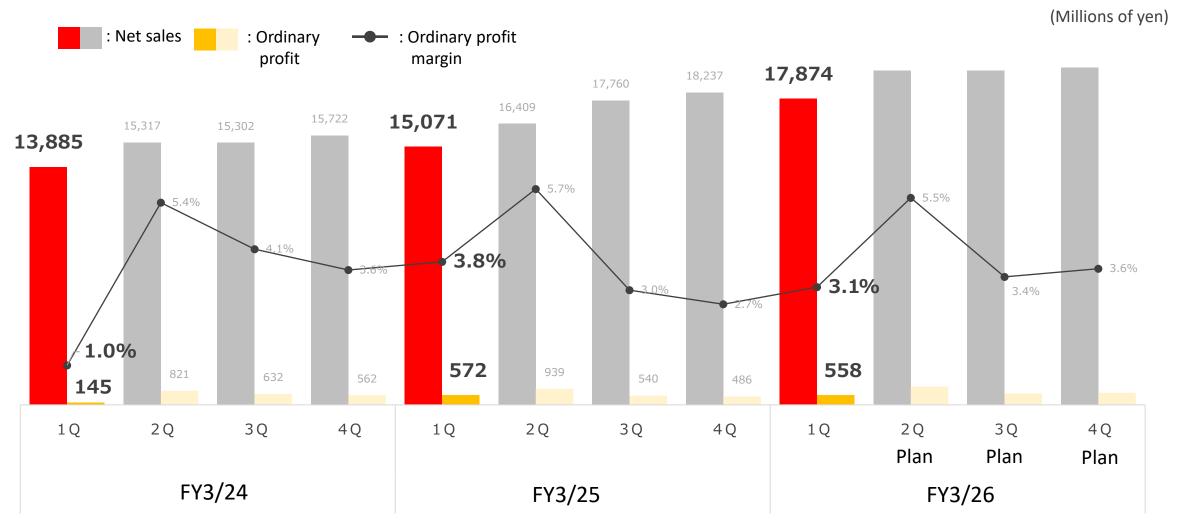
- Operating profit decreased (down 43 million yen YoY) due to an increase in personnel expenses resulting from active investment in education and a sharp rise in raw material prices.
- Although we implemented measures to improve gross profit margins, such as menu improvements and changes in purchased goods, costs rose due to soaring raw material expenses.



1Q FY3/26 Quarterly Results



■ Both net sales and ordinary profit for 1Q tend to be lower than other periods due to the nature of our portfolio, in which businesses that perform strongly during busy seasons, such as *Washoku Sato*, *Nigiri Chojiro* and *Umai Sushikan*. These business format account for more than 60% of the entire Group's net sales.



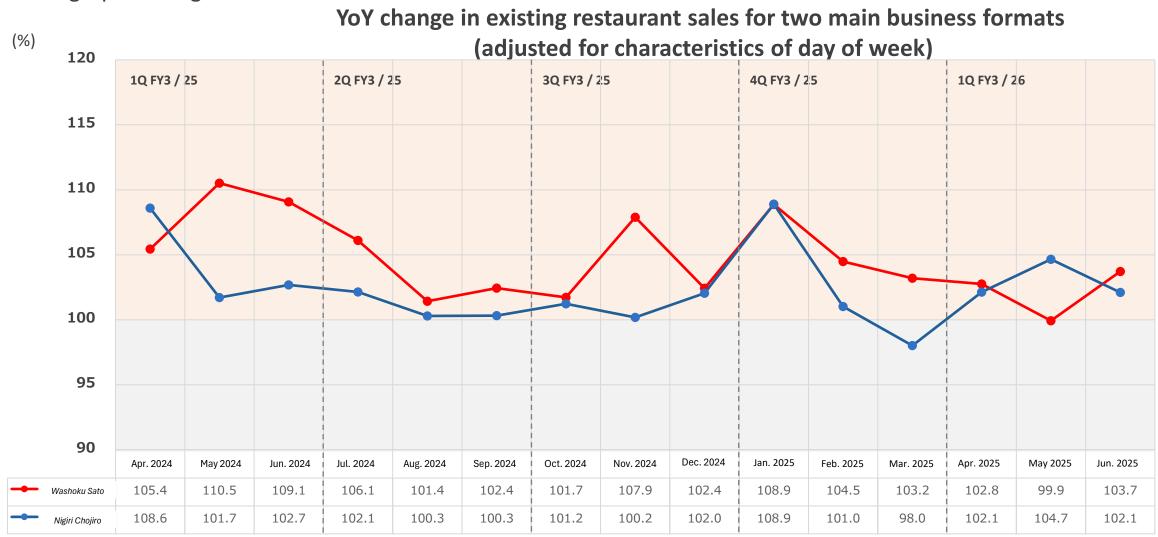


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1Q FY3/26 Existing Restaurant Sales by Major Business Format



- Net sales for 1Q at existing restaurants increased year on year for both Washoku Sato and Nigiri Chojiro.
- Existing restaurant sales of low-price range brands within the SRS Group performed even better than those of midto high-price range brands.

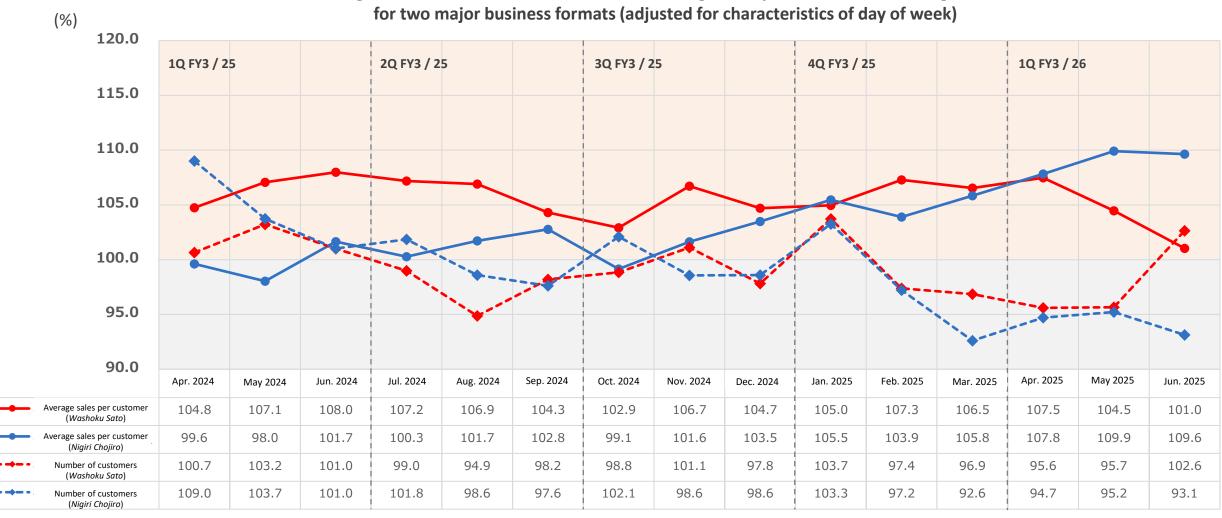


1Q FY3/26 Existing Restaurant Sales by Major Business Format



- For Washoku Sato, the number of customers significantly improved in June due to the success of price-appeal measures in line with the decline in consumer sentiment.
- Nigiri Chojiro saw a significant increase in the average sales per customer in 1Q due to the impact of keeping prices unchanged in the previous fiscal year and this year's menu improvements.

YoY changes in the number of customers and in average sales per customer at existing restaurants





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First Restaurant of Washoku Sato Opened in Okayama, a New Business Area



■ Aiming to make *Washoku Sato* a national brand, one of the key strategies of our new Medium-term Business Plan, we opened *Washoku Sato* Kurashiki Higashitomii in **Okayama, which is our new business area**.

Started expanding into new business areas for national branding



Washoku Sato Kurashiki Higashitomii opened on June 20, 2025

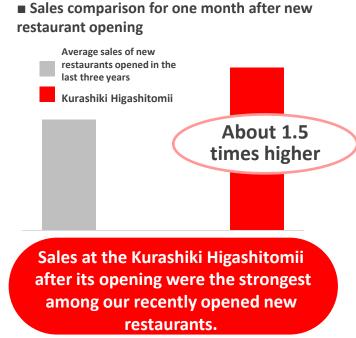


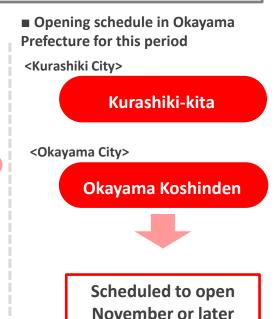
Plan to open three restaurants in the current fiscal year for full-scale development in the Chugoku region

By carrying out aggressive promotions in line with entry into new business areas, the Kurashiki Higashitomii has been successful since its opening.

Aim to expand the service area to further increase our presence in the Chugoku region.







Accelerating Restaurant Openings to Achieve the New Medium-term Business Plan Targets.



- We will strengthen dominant areas in each business format and formulate the plan on aggressive restaurant openings to take on the challenge of developing new business areas based on the new Medium-term Business Plan. The number of Group restaurants is expected to be 819 at the end of FY3/26.
- Measures are being taken to improve profitability of existing restaurants through renovations while opening new restaurants at the same time.

		No. of		26 progress stat staurant openin		No. of restaurants opened in new		
		restaurants planned to open	No. of restaurants opened in 1Q	No. of contracted restaurants	Progress rate for this term	business areas (including contracted restaurants)	No. of restaurants opened at end of FY3/26	
Key strategy o	f the new Medium-term Bu	ısiness Plan (1)	Turning Washo	ku Sato into a N	National Brand			
	Washoku Sato	5 stores	1 store	3 stores	80.0%	3 stores (Okayama Pref.)	202 stores	
Key strategy of the new Medium-term Business Plan (2) Nigiri Chojiro and Umai Sushikan to become the No. 1 gourmet sushi chain								
	Total No. of gourmet sushi chains	6 stores	0 stores	3 stores	50.0%	1 store (Gunma Pref.)	109 stores	

Current Action Plan to Achieve Aggressive New Restaurant Openings

- Securing human resources by actively promoting recruitment
- Strengthening education systems and expanding investment in education



- Development of properties in new business areas
- Development of a new prototype of gourmet sushi

FY3/26 Restaurant Opening Progress Ratio by Business Format



Figures in parentheses represent franchised restaurants and joint venture restaurants.

					1Q FY3/26	11801031	ir parener		Te Transcr	loca restaura	res arra j	omt venture restaurants.
	No. of resta end of F		Restaurants ①	opened	Restaurants closed	No. of resta		No. of rest planned to during FY3	o open	No. of cont restaurar FY3/26	nts in	FY3/26 restaurant opening progress ratio (1 + 3) / 2
Washoku Sato	198	(-)	1	(-)	-	199	(-)	5	(-)	3	(-)	80.0%
Nigiri Chojiro/CHOJIRO	72	(-)	-		-	72	(-)	4	(-)	1	(-)	25.0%
Kazokutei (*1)	59	(7)	-		-	59	(7)	1	(-)	-	(-)	0.0%
Tokutoku	57	(45)	-		-	57	(45)	4	(-)	1	(-)	25.0%
Katsuya	51	(17)	-		-	51	(17)	5	(2)	1	(1)	20.0%
Tendon Tempura Honpo Santen	34	(1)	-		-	34	(1)	1	(-)	-	(-)	0.0%
AMINO sushi business (*2)	32	(-)	-		-	32	(-)	2	(-)	2	(-)	100.0%
Miyamoto Munashi	24	(-)	-		-	24	(-)	-		-		-
Sushi delivery business	11	(3)	-		-	11	(3)	-		-		-
Karayama	11	(-)	-		-	11	(-)	2	(-)	1	(-)	50.0%
Himawari	8	(-)	-		-	8	(-)	2	(-)	-		0.0%
Beefsteak Ushinofuku	7	(-)	-		-	7	(-)	3	(-)	-		0.0%
M&S FC Business (*3)	32	(1)	2	(-)	-	34	(1)	6	(-)	3	(-)	83.3%
Others	12	(-)	-		-	12	(-)	1	(-)	-		0.0%
Torisho	148	(148)	4	(4)	6 (6)	146	(146)	31	(31)	1	(1)	16.1%
Overseas restaurants	24	(23)	-		-	24	(23)	8	(8)	-		0.0%
Group Total	780	(245)	7	(4)	6 (6)	781	(243)	75	(41)	13	(2)	26.7%
Group Total (directly-managed restaurants only)	535	(-)	3	(-)	-	538	(-)	34	(-)	11	(-)	41.2%

^(*1) Kazokutei includes Kashunan, Sanpoan, Kazokuan, Kyoshun, and Kyosai restaurants.

^(*2) AMINO sushi business includes *Umai Sushikan, Umai Sushikan Yutorogi, Umai Sushikan Bekkan Sushimasa, Ginza Sushimasa, Kaiten Sushi Marukuni,* and *Hokkai Sanriku Sumibiyaki Marukan* restaurants. (*3) M&S FC Business is the total number of stores operated by M&S FOODSERVICE CO., LTD. in the *Popolamama, Mister Donut, Doutor Coffee, Oogamaya,* and *Shinpachi Shokudo* restaurants.



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FY3/26 Business Plan (No Revisions)



- Forecasts for FY3/26, the first year of the new Medium-term Business Plan, are based on the continuation of the customer traffic trend from the previous fiscal year and a certain increase in the average sales per customer through price revisions. A surge in raw material prices, including for rice, and a rise in personnel expenses have also been factored in.
- Full-year dividend of 10.0 yen per share planned, exceeding the level of the previous fiscal year.

 (Millions of yen)

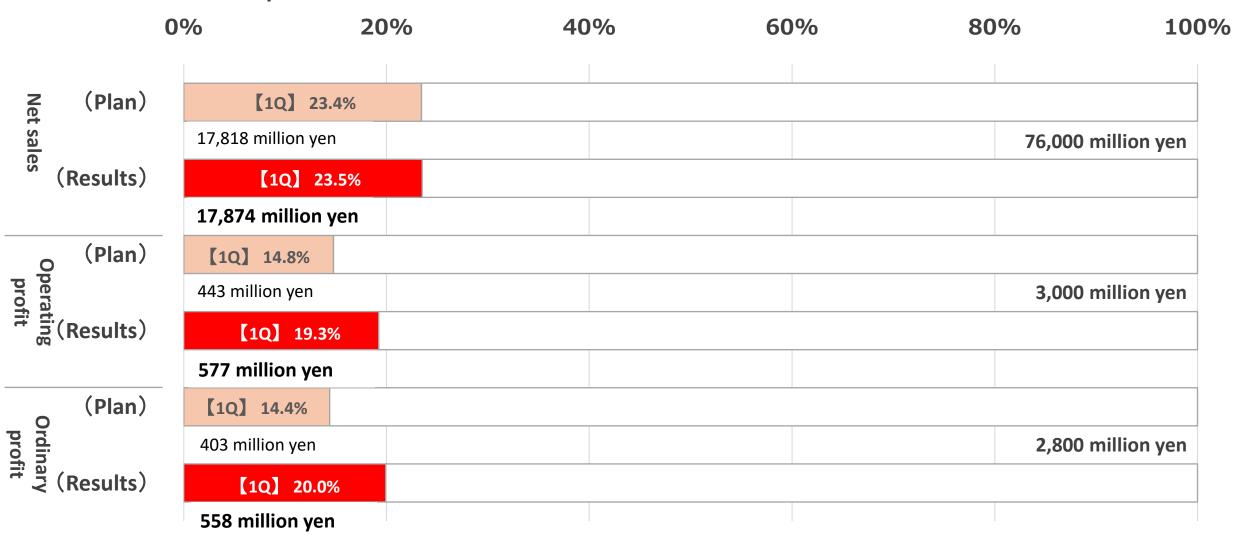
	FY3/25 results	FY3/26 Plan	Vs. FY3/25 Results
Net sales	67,478	76,000	+8,522
Operating profit	2,678	3,000	+322
Ordinary profit	2,539	2,800	+261
Profit attributable to owners of parent	925	1,600	+675

	FY3/25 (Full year)	FY3/26 Forecast (Full year)
Dividends per share	7.5 yen	10.0 yen

1Q FY3/26 Business Performance Progress Rate Against the Plan



In 1Q, net sales were in line with the plan, and operating profit and ordinary profit significantly exceeded the initial plan.





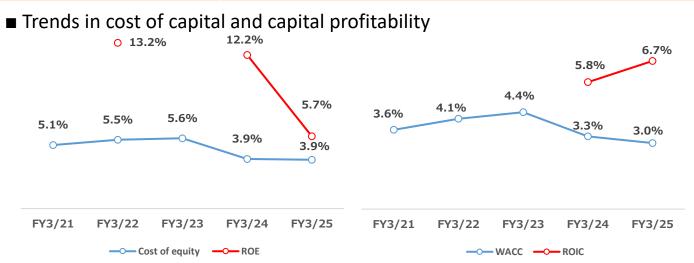
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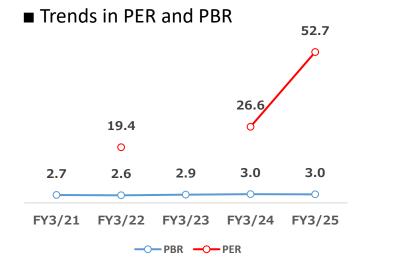
Management Initiatives Focused on Cost of Capital



■ Policy on initiatives aimed at enhancing corporate value

Policy	Specific Initiatives	KPIs
Improvement of ROE	Improve profitability of existing businesses.Appropriate return to shareholders.	Maintain ROE of over 8% FY3/30 target: Over 12%
Thorough implementation of ROIC>WACC	 Resolve stores with negative EBITDA and implement strict store opening and closing standards. Continue to invest in facilities with high ROI (open stores in suburban areas with low rent, continue to open small-sized stores with a short payback period, and reduce construction costs by reviewing store models). 	Maintain ROIC of over 5%
Strengthening IR strategy	 Increase the number of IR measures (issue integrated reports, expand the scope of disclosures in English). Continue holding financial results briefings, IR interviews, and issuing sponsored research reports. 	-





*WACC is calculated by taking the weighted average of the market capitalization and the total amount of interest-bearing liabilities for cost of equity and cost of debt.

* PER not shown for FY3/21 and FY3/22 due to net losses.

^{*}ROE not shown for FY3/21 and FY3/22 due to net losses. ROIC not shown for FY3/21-23 due to operating losses.

^{*}Cost of equity is calculated using the CAPM-based formula.

Return to Shareholders



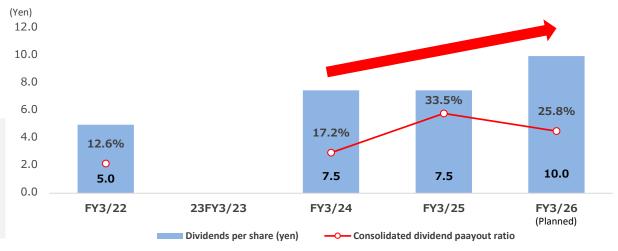
■ Dividend results and dividend forecast

 In principle, the basic policy is to determine dividends to aim for a consolidated dividend payout ratio of 20% or more. We will promote a flexible dividend policy with the aim of achieving sustainable increases in corporate value, while considering the status of business performance and the need for future growth investment.

FY3/25 annual dividend per share: 7.5 yen

FY3/26 annual dividend per share: **10.0 yen** (planned)

▼ Dividends per share and consolidated dividend payout ratio



^{*} Consolidated dividend payout ratio is not shown for FY3/23 due to a net loss caused by the COVID-19 pandemic.

■ Shareholder Benefit Program

Continue to implement the shareholder benefit program to thank shareholders, promote understanding of the Company's business, and
promote holding shares over the medium- to long-term.

Record date	Number of shares held	Gift details	
As of March 31	1,000 shares	Complimentary coupons for shareholders worth 12,000 yen (500 yen x 24 coupons)	
As of September 30	1,000 shares	Complimentary coupons for shareholders worth 12,000 yen (500 yen x 24 coupons)	
[Examples business where coupons can be used]			
ARCHINE ARCH	美夫婦善哉	* を 順える 期	



⇒ Gift 24,000 yen worth of coupons per year

https://srs-holdings.co.jp/ir/shareholder/program/

^{*}Please refer to the following for the Company's shareholder benefit program.

2Q FY3/26 Financial Results Briefing



- The Company holds financial results briefings for institutional investors and analysts for the interim and full-year periods.
- The next interim financial results briefing is scheduled for 11:00 a.m. on Thursday, November 13, 2025.

<Information on financial results briefing for 2Q FY3/26>

[Date and Time] 11 a.m.-12 p.m., Thursday, November 13, 2025 (scheduled)

[Venue] SAAJ Seminar Room 3

(Kabutocho Heiwa Building 3rd Floor, 3-3 Nihonbashi Kabutocho, Chuo-ku, Tokyo 103-0026)

Institutional investors and analysts

[Eligibility]

Please send your application to "873@sato-rs.jp" with the details below.

Subject: Request for viewing financial results briefing

[Application method] Body: (1) Your company name (2) Your name (3) Preferred participation method (on-site or

online)

Online streaming will be also available.

[Notes]

IR Information



■ Official website <IR site>

Providing information for shareholders and investors.

Monthly information and various IR materials are also posted on the IR website.

https://srs-holdings.co.jp/ir/



Shared Research

As a sponsored research report, detailed information on IR is posted. https://sharedresearch.jp/ja/companies/8163



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The business performance forecast in this material is based on information that was available at the time of this presentation. Contained within are many uncertain elements and due to various factors may differ substantially from the earnings outlook presented. Please understand that your decision to invest in our company is based upon your judgement.