

April 6, 2026

Consolidated Financial Results for the Fiscal Year Ended February 28, 2026 (Under Japanese GAAP)

Company name: ICHIBANYA CO., LTD.
 Listing: Tokyo Stock Exchange / Nagoya Stock Exchange
 Securities code: 7630
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 Scheduled date of annual general meeting of shareholders: May 29, 2026
 Scheduled date to commence dividend payments: May 15, 2026
 Scheduled date to file annual securities report: May 28, 2026
 Preparation of supplementary material on financial results: Yes
 Holding of financial results briefing: Yes (for institutional investors and analysts)

(Yen amounts are rounded down to millions, unless otherwise noted.)

1. Consolidated financial results for the fiscal year ended February 28, 2026 (from March 1, 2025 to February 28, 2026)

(1) Consolidated operating results

(Percentages indicate year-on-year changes.)

Fiscal year ended	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
February 28, 2026	65,518	7.4	4,715	(4.3)	4,985	(4.0)	2,562	(19.2)
February 28, 2025	61,006	10.6	4,925	4.5	5,194	3.4	3,171	18.1

Note: Comprehensive income For the fiscal year ended February 28, 2026: ¥2,806 million [(25.1)%]
 For the fiscal year ended February 28, 2025: ¥3,744 million [22.2%]

Fiscal year ended	Basic earnings per share	Diluted earnings per share	Return on equity	Ratio of ordinary profit to total assets	Ratio of operating profit to net sales
	Yen	Yen	%	%	%
February 28, 2026	16.06	-	8.0	10.5	7.2
February 28, 2025	19.88	-	10.1	11.4	8.1

(2) Consolidated financial position

As of	Total assets	Net assets	Equity-to-asset ratio	Net assets per share
	Millions of yen	Millions of yen	%	Yen
February 28, 2026	48,171	32,885	67.0	202.33
February 28, 2025	46,585	32,600	68.8	200.88

Reference: Equity
 As of February 28, 2026: ¥32,292 million
 As of February 28, 2025: ¥32,052 million

(3) Consolidated cash flows

Fiscal year ended	Cash flows from operating activities	Cash flows from investing activities	Cash flows from financing activities	Cash and cash equivalents at end of period
	Millions of yen	Millions of yen	Millions of yen	Millions of yen
February 28, 2026	5,594	(4,932)	(2,934)	13,048
February 28, 2025	5,318	(3,052)	(2,914)	15,264

2. Cash dividends

Fiscal year ended	Annual dividends per share					Total cash dividends (Total)	Payout ratio (Consolidated)	Ratio of dividends to net assets (Consolidated)
	First quarter-end	Second quarter-end	Third quarter-end	Fiscal year-end	Total			
February 28, 2025	-	8.00	-	8.00	16.00	2,552	80.5	8.1
February 28, 2026	-	8.00	-	8.00	16.00	2,553	99.6	7.9
February 28, 2027 (Forecast)		8.00		8.00	16.00		93.9	

3. Forecast of consolidated financial results for the fiscal year ending February 28, 2027 (from March 1, 2026 to February 28, 2027)

(Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent		Basic earnings per share
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Yen
Six months ending August 31, 2026	35,840	11.9	2,160	(14.5)	2,130	(21.4)	1,210	(12.6)	7.58
Fiscal year ending February 28, 2027	72,600	10.8	5,000	6.0	5,040	1.1	2,720	6.1	17.04

* **Notes**

- (1) Significant changes in the scope of consolidation during the period: None
- (2) Changes in accounting policies, changes in accounting estimates, and restatement
- (i) Changes in accounting policies due to revisions to accounting standards and other regulations: Yes
- (ii) Changes in accounting policies due to other reasons: None
- (iii) Changes in accounting estimates: None
- (iv) Restatement: None

Note: For details, please refer to Appendix P.13, "3. Please refer to Consolidated Financial Statements and Major Notes (5) Notes on Consolidated Financial Statements (Notes on Changes in Accounting Policy).

(3) Number of issued shares (common shares)

(i) Total number of issued shares at the end of the period (including treasury shares)

As of February 28, 2026	159,630,000 shares
As of February 28, 2025	159,630,000 shares

(ii) Number of treasury shares at the end of the period

As of February 28, 2026	24,680 shares
As of February 28, 2025	70,026 shares

(iii) Average number of shares outstanding during the period

Fiscal year ended February 28, 2026	159,590,661 shares
Fiscal year ended February 28, 2025	159,548,505 shares

Note: For the number of shares on which the net income per share is calculated, please refer to page 15 "Information per share."

[Reference] Overview of non-consolidated financial results

1. Non-consolidated financial results for the fiscal year ended February 28, 2026 (from March 1, 2025 to February 28, 2026)

(1) Non-consolidated operating results

(Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
Fiscal year ended								
February 28, 2026	50,592	5.6	4,259	(3.3)	4,571	(2.5)	2,754	4.2
February 28, 2025	47,913	7.3	4,406	(1.4)	4,689	(1.4)	2,643	(3.9)

	Basic earnings per share	Diluted earnings per share
Fiscal year ended	Yen	Yen
February 28, 2026	17.26	-
February 28, 2025	16.57	-

(2) Non-consolidated financial position

	Total assets	Net assets	Equity-to-asset ratio	Net assets per share
As of	Millions of yen	Millions of yen	%	Yen
February 28, 2026	43,727	30,793	70.4	192.94
February 28, 2025	42,773	30,502	71.3	191.17

Reference: Equity

As of February 28, 2026: ¥30,793 million

As of February 28, 2025: ¥30,502 million

* Financial results reports are exempt from audit conducted by certified public accountants or an audit firm.

* Proper use of earnings forecasts, and other special matters

(Cautions on forward-looking statements, etc.)

The forward-looking statements, including forecasts of financial results, contained in these materials are based on information available to the Company and on certain assumptions deemed to be reasonable. Actual financial results may differ from the results anticipated in the statements due to various factors. For information on the assumptions on which earnings forecasts are based and precautions for the use of earnings forecasts, please refer to Appendix P.3 "1. Please refer to "Summary of Business Results (4) Future Outlook".

(Changing the display unit of the amount)

The amounts of items and other matters listed in the Company's consolidated financial statements were previously stated in units of 1 thousand yen, but have been changed to units of 1,000 thousand yen from the current fiscal year.

In order to facilitate comparison, the previous fiscal year has also been changed to millions of yen.

Consolidated balance sheet

(Millions of yen)

	As of February 28, 2025	As of February 28, 2026
Assets		
Current assets		
Cash and deposits	15,480	13,279
Accounts receivable - trade	3,677	3,860
Merchandise and finished goods	886	1,048
Work in process	34	43
Raw materials and supplies	288	328
Other	1,070	1,385
Total current assets	21,438	19,945
Non-current assets		
Property, plant and equipment		
Buildings and structures, net	5,915	7,382
Machinery, equipment and vehicles, net	762	861
Land	5,178	5,112
Leased assets, net	1,397	1,506
Other, net	891	1,219
Total property, plant and equipment	14,146	16,082
Intangible assets		
Goodwill	2,089	3,273
Software	983	1,258
Other	1,320	729
Total intangible assets	4,393	5,260
Investments and other assets		
Investment securities	531	605
Deferred tax assets	1,212	1,234
Guarantee deposits	4,550	4,617
Other	316	430
Allowance for doubtful accounts	(2)	(6)
Total investments and other assets	6,607	6,882
Total non-current assets	25,147	28,225
Total assets	46,585	48,171

	As of February 28, 2025	As of February 28, 2026
Liabilities		
Current liabilities		
Accounts payable - trade	2,878	3,014
Current portion of long-term borrowings	14	11
Lease liabilities	292	366
Accounts payable - other	1,929	2,711
Income taxes payable	880	696
Contract liabilities	286	283
Provision for bonuses	485	426
Provision for shareholder benefit program	235	308
Other	365	598
Total current liabilities	7,369	8,417
Non-current liabilities		
Long-term borrowings	65	213
Lease liabilities	1,126	1,209
Deferred tax liabilities	259	229
Retirement benefit liability	1,122	1,045
Asset retirement obligations	616	671
Long-term guarantee deposits	3,410	3,394
Other	15	103
Total non-current liabilities	6,615	6,868
Total liabilities	13,985	15,285
Net assets		
Shareholders' equity		
Share capital	1,503	1,503
Capital surplus	1,392	1,388
Retained earnings	27,842	27,850
Treasury shares	(72)	(25)
Total shareholders' equity	30,665	30,716
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	164	213
Foreign currency translation adjustment	1,159	1,229
Remeasurements of defined benefit plans	63	133
Total accumulated other comprehensive income	1,386	1,576
Non-controlling interests	547	592
Total net assets	32,600	32,885
Total liabilities and net assets	46,585	48,171

Consolidated statement of income

(Millions of yen)

	Fiscal year ended February 28, 2025	Fiscal year ended February 28, 2026
Net sales	61,006	65,518
Cost of sales	30,485	32,953
Gross profit	30,520	32,565
Selling, general and administrative expenses		
Freight and packing costs	2,729	2,952
Provision of allowance for doubtful accounts	0	3
Remuneration for directors (and other officers)	216	204
Salaries and allowances	4,982	5,435
Bonuses	312	291
Provision for bonuses	414	353
Other salaries	3,021	3,472
Retirement benefit expenses	91	75
Legal welfare expenses	946	1,012
Provision for shareholder benefit program	253	315
Utilities expenses	742	865
Supplies expenses	1,183	1,269
Depreciation	1,292	1,593
Amortization of goodwill	272	291
Rent expenses	2,734	3,057
Other	6,399	6,655
Total selling, general and administrative expenses	25,595	27,849
Operating profit	4,925	4,715
Non-operating income		
Interest and dividend income	34	79
Rental income from buildings	875	896
Other	176	211
Total non-operating income	1,086	1,187
Non-operating expenses		
Interest expenses	17	70
Rental expenses	674	708
Other	125	138
Total non-operating expenses	817	917
Ordinary profit	5,194	4,985
Extraordinary income		
Gain on sales of stores	121	47
Other	2	4
Total extraordinary income	124	52

(Millions of yen)

	Fiscal year ended February 28, 2025	Fiscal year ended February 28, 2026
Extraordinary losses		
Loss on sale of non-current assets	-	0
Loss on retirement of non-current assets	46	282
Impairment losses	520	807
Other	-	1
Total extraordinary losses	566	1,091
Profit before income taxes	4,751	3,945
Income taxes - current	1,667	1,426
Income taxes - deferred	(143)	(93)
Total income taxes	1,523	1,333
Profit	3,227	2,612
Profit attributable to non-controlling interests	55	49
Profit attributable to owners of parent	3,171	2,562

Consolidated statement of comprehensive income

(Millions of yen)

	Fiscal year ended February 28, 2025	Fiscal year ended February 28, 2026
Profit	3,227	2,612
Other comprehensive income		
Valuation difference on available-for-sale securities	66	48
Foreign currency translation adjustment	393	74
Remeasurements of defined benefit plans, net of tax	57	70
Total other comprehensive income	517	194
Comprehensive income	3,744	2,806
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	3,645	2,752
Comprehensive income attributable to non-controlling interests	99	53

Consolidated statement of changes in equity

Fiscal year ended February 28, 2025

(Millions of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	1,503	1,389	27,223	(108)	30,007
Changes during period					
Dividends of surplus			(2,552)		(2,552)
Profit attributable to owners of parent			3,171		3,171
Purchase of treasury shares				(0)	(0)
Disposal of treasury shares		2		36	39
Transfer of loss on disposal of treasury shares					
Net changes in items other than shareholders' equity					
Total changes during period	-	2	618	36	657
Balance at end of period	1,503	1,392	27,842	(72)	30,665

	Accumulated other comprehensive income				Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income		
Balance at beginning of period	97	809	5	913	457	31,378
Changes during period						
Dividends of surplus						(2,552)
Profit attributable to owners of parent						3,171
Purchase of treasury shares						(0)
Disposal of treasury shares						39
Transfer of loss on disposal of treasury shares						
Net changes in items other than shareholders' equity	66	349	57	473	90	563
Total changes during period	66	349	57	473	90	1,221
Balance at end of period	164	1,159	63	1,386	547	32,600

Consolidated statement of changes in equity

Fiscal year ended February 28, 2026

(Millions of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	1,503	1,392	27,842	(72)	30,665
Changes during period					
Dividends of surplus			(2,553)		(2,553)
Profit attributable to owners of parent			2,562		2,562
Purchase of treasury shares				-	-
Disposal of treasury shares		(5)		46	41
Transfer of loss on disposal of treasury shares		1	(1)		
Net changes in items other than shareholders' equity					
Total changes during period	-	(4)	7	46	50
Balance at end of period	1,503	1,388	27,850	(25)	30,716

	Accumulated other comprehensive income				Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income		
Balance at beginning of period	164	1,159	63	1,386	547	32,600
Changes during period						
Dividends of surplus						(2,553)
Profit attributable to owners of parent						2,562
Purchase of treasury shares						-
Disposal of treasury shares						41
Transfer of loss on disposal of treasury shares						
Net changes in items other than shareholders' equity	48	70	70	189	44	234
Total changes during period	48	70	70	189	44	285
Balance at end of period	213	1,229	133	1,576	592	32,885

Consolidated statement of cash flows

(Millions of yen)

	Fiscal year ended February 28, 2025	Fiscal year ended February 28, 2026
Cash flows from operating activities		
Profit before income taxes	4,751	3,945
Depreciation	1,708	2,012
Impairment losses	520	807
Amortization of goodwill	272	291
Increase (decrease) in allowance for doubtful accounts	0	3
Increase (decrease) in provision for bonuses	96	(59)
Increase (decrease) in retirement benefit liability	18	26
Increase (decrease) in provision for shareholder benefit program	127	73
Interest and dividend income	(34)	(79)
Interest expenses	17	70
Loss (gain) on sale of non-current assets	(2)	(3)
Loss (gain) on sales of stores	(121)	(47)
Loss on retirement of non-current assets	46	282
Decrease (increase) in trade receivables	(237)	(138)
Decrease (increase) in inventories	121	(202)
Decrease (increase) in other current assets	-	(300)
Decrease (increase) in guarantee deposits	(71)	(54)
Increase (decrease) in trade payables	267	109
Increase (decrease) in other current liabilities	-	287
Increase (decrease) in accrued consumption taxes	(251)	225
Increase (decrease) long-term guarantee deposits received	(53)	(16)
Other, net	81	(29)
Subtotal	7,256	7,203
Interest and dividends received	31	79
Interest paid	(17)	(70)
Income taxes paid	(1,951)	(1,618)
Net cash provided by (used in) operating activities	5,318	5,594

	Fiscal year ended February 28, 2025	Fiscal year ended February 28, 2026
Cash flows from investing activities		
Payments into time deposits	(362)	(211)
Proceeds from withdrawal of time deposits	362	210
Purchase of securities	(1,996)	-
Proceeds from redemption of securities	2,000	-
Purchase of property, plant and equipment	(2,438)	(3,238)
Proceeds from sale of property, plant and equipment	7	8
Purchase of intangible assets	(681)	(406)
Payments for restorations due to closing of stores	(31)	(23)
Proceeds from sales of stores	181	80
Purchase of shares of subsidiaries resulting in change in scope of consolidation	(92)	(1,306)
Purchase of shares of subsidiaries and associates	-	(44)
Net cash provided by (used in) investing activities	(3,052)	(4,932)
Cash flows from financing activities		
Repayments of long-term borrowings	(70)	(14)
Purchase of treasury shares	(0)	-
Repayments of lease liabilities	(283)	(358)
Dividends paid	(2,551)	(2,551)
Dividends paid to non-controlling interests	(9)	(9)
Net cash provided by (used in) financing activities	(2,914)	(2,934)
Effect of exchange rate change on cash and cash equivalents	205	57
Net increase (decrease) in cash and cash equivalents	(443)	(2,215)
Cash and cash equivalents at beginning of period	15,707	15,264
Cash and cash equivalents at end of period	15,264	13,048

(Notes on segment information, etc.)

Segment Information

The previous fiscal year (March 1, 2024 to February 28, 2025)

The Group's description is omitted because it is a single segment of the food and beverage business and their ancillary businesses.

The current fiscal year (March 1, 2025 to February 28, 2026)

The Group's description is omitted because it is a single segment of the food and beverage business and their ancillary businesses.

Related Information

The previous fiscal year (March 1, 2024 to February 28, 2025)

1. Product and Service Information

(Millions of yen)

	Directly managed store sales	Sales to FC	other	sum
Sales to external customers	22,490	37,553	962	61,006

2. Regional Information

(1) Net sales

(Millions of yen)

Japan	overseas	sum
50,709	10,296	61,006

Note: Sales are classified by country or region based on the location of the customer, but since sales outside of Japan do not exceed 10% in one country or region, they are classified as overseas.

(2) Property, plant and equipment

The amount of property, plant and equipment located in Japan exceeds 90% of the amount of property, plant and equipment on the consolidated balance sheet, so the description is omitted.

3. Information per main customer

None of the sales to external customers are accounted for by 10% or more of the sales in the consolidated statements of income.

The current fiscal year (March 1, 2025 to February 28, 2026)

1. Product and Service Information

(Millions of yen)

	Directly managed store sales	Sales to FC	other	sum
Sales to external customers	24,647	39,773	1,097	65,518

2. Regional Information

(1) Net sales

(Millions of yen)

Japan	overseas	sum
55,043	10,474	65,518

Note: Sales are classified by country or region based on the location of the customer, but since sales outside of Japan do not exceed 10% in one country or region, they are classified as overseas.

(2) Property, plant and equipment

(Millions of yen)

Japan	overseas	sum
14,071	2,011	16,082

Note: The amount of property, plant and equipment is classified by country or region based on the location of the property, plant and equipment, but since the amount of property, plant and equipment outside of Japan does not exceed 10% in one country or region, it is classified as overseas.

3. Information per main customer

None of the sales to external customers are accounted for by 10% or more of the sales in the consolidated statements of income.

Information on impairment losses on fixed assets by reporting segment

The previous fiscal year (March 1, 2024 to February 28, 2025)

The Group's description is omitted because it is a single segment of the food and beverage business and their ancillary businesses.

The current fiscal year (March 1, 2025 to February 28, 2026)

The Group's description is omitted because it is a single segment of the food and beverage business and their ancillary businesses.

Information on amortization and unamortized balances of goodwill by reporting segment

The previous fiscal year (March 1, 2024 to February 28, 2025)

The Group's description is omitted because it is a single segment of the food and beverage business and their ancillary businesses.

The current fiscal year (March 1, 2025 to February 28, 2026)

The Group's description is omitted because it is a single segment of the food and beverage business and their ancillary businesses.

Information on Negative Goodwill Accrual Gains by Reporting Segment

The previous fiscal year (March 1, 2024 to February 28, 2025)

Not applicable.

The current fiscal year (March 1, 2025 to February 28, 2026)

Not applicable.