

April 14, 2025

Consolidated Financial Results for the Fiscal Year Ended February 28, 2025 (Under Japanese GAAP)

Company name: DOUTOR·NICHIRE Holdings Co., Ltd.
 Listing: Tokyo Stock Exchange
 Securities code: 3087
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 Scheduled date of annual general meeting of shareholders: May 27, 2025
 Scheduled date to commence dividend payments: May 28, 2025
 Scheduled date to file annual securities report: May 28, 2025
 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, 2025 (from March 1, 2024 to February 28, 2025)

(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, 2025	148,822	5.8	9,597	31.1	9,615	24.8	6,880	25.3
February 29, 2024	140,625	10.8	7,322	146.6	7,701	122.2	5,491	60.1

Note: Comprehensive income For the fiscal year ended February 28, 2025: ¥6,712 million [19.3%]
 For the fiscal year ended February 29, 2024: ¥5,627 million [64.3%]

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, 2025	156.97	-	6.8	7.3	6.5
February 29, 2024	124.89	-	5.6	6.2	5.2

Reference: Share of profit (loss) of entities accounted for using equity method
 For the fiscal year ended February 28, 2025: ¥(51) million
 For the fiscal year ended February 29, 2024: ¥(19) million

(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, 2025	134,232	104,350	77.5	2,372.09
February 29, 2024	127,788	99,474	77.6	2,262.89

Reference: Equity
 As of February 28, 2025: ¥104,002 million
 As of February 29, 2024: ¥99,155 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, 2025	12,351	(6,231)	(2,933)	38,990
February 29, 2024	11,795	(4,904)	(3,373)	35,796

2. Cash dividends

	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			
	Yen	Yen	Yen	Yen	Yen	Millions of yen	%	%
Fiscal year ended February 29, 2024	-	20.00	-	20.00	40.00	1,752	32.0	1.8
Fiscal year ended February 28, 2025	-	23.00	-	27.00	50.00	2,192	31.9	2.2
Fiscal year ending February 28, 2026 (Forecast)		27.00		27.00	54.00		33.1	

3. Forecast of consolidated financial results for the fiscal year ending February 28, 2026 (from March 1, 2025 to February 28, 2026)

(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, 2025	78,237	4.0	5,959	4.0	6,019	5.0	4,093	(2.9)	93.37
Fiscal year ending February 28, 2026	154,514	3.8	10,599	10.4	10,723	11.5	7,156	4.0	163.26

*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: None
 - (ii) Changes in accounting policies due to other reasons: None
 - (iii) Changes in accounting estimates: None
 - (iv) Restatement: None
- (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, 2025	45,609,761 shares
As of February 29, 2024	45,609,761 shares

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

As of February 28, 2025	1,765,730 shares
As of February 29, 2024	1,791,447 shares

- (iii) Average number of shares outstanding during the period

Fiscal year ended February 28, 2025	43,835,717 shares
Fiscal year ended February 29, 2024	43,971,778 shares

* 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

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 the conditions on which earnings forecasts are based and precautions to be taken when using earnings forecasts, please refer to "Overview of Operating Results (4) Future Outlook" on page 4 of the Appendix to the Financial Results.

Consolidated balance sheet

(Millions of yen)

	As of February 29, 2024	As of February 28, 2025
Assets		
Current assets		
Cash and deposits	35,796	38,990
Notes and accounts receivable - trade	6,326	6,733
Merchandise and finished goods	3,437	3,639
Work in process	134	187
Raw materials and supplies	1,655	1,520
Other	7,184	7,809
Allowance for doubtful accounts	(69)	(88)
Total current assets	54,464	58,792
Non-current assets		
Property, plant and equipment		
Buildings and structures	53,083	54,882
Accumulated depreciation	(31,589)	(32,542)
Buildings and structures, net	21,494	22,339
Machinery, equipment and vehicles	7,225	7,329
Accumulated depreciation	(6,091)	(6,306)
Machinery, equipment and vehicles, net	1,133	1,022
Land	21,145	22,692
Leased assets	6,293	6,396
Accumulated depreciation	(3,060)	(3,717)
Leased assets, net	3,233	2,679
Other	9,356	9,997
Accumulated depreciation	(7,643)	(8,005)
Other, net	1,713	1,992
Total property, plant and equipment	48,720	50,727
Intangible assets	1,012	791
Investments and other assets		
Investment securities	910	1,087
Deferred tax assets	1,305	1,605
Leasehold and guarantee deposits	19,972	20,069
Retirement benefit asset	35	15
Other	1,366	1,142
Total investments and other assets	23,590	23,920
Total non-current assets	73,323	75,439
Total assets	127,788	134,232

	As of February 29, 2024	As of February 28, 2025
Liabilities		
Current liabilities		
Notes and accounts payable - trade	6,768	7,193
Short-term borrowings	470	470
Current portion of long-term borrowings	93	126
Income taxes payable	1,738	2,399
Provision for bonuses	1,331	1,322
Provision for bonuses for directors (and other officers)	53	75
Provision for shareholder benefit program	153	141
Other	8,802	9,356
Total current liabilities	19,410	21,084
Non-current liabilities		
Long-term borrowings	139	82
Lease liabilities	1,693	1,434
Retirement benefit liability	2,318	2,353
Asset retirement obligations	2,357	2,414
Other	2,395	2,513
Total non-current liabilities	8,903	8,797
Total liabilities	28,314	29,882
Net assets		
Shareholders' equity		
Share capital	1,000	1,000
Capital surplus	16,642	16,648
Retained earnings	84,891	89,887
Treasury shares	(3,431)	(3,381)
Total shareholders' equity	99,102	104,154
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	249	368
Deferred gains or losses on hedges	365	57
Foreign currency translation adjustment	(565)	(520)
Remeasurements of defined benefit plans	2	(57)
Total accumulated other comprehensive income	52	(152)
Non-controlling interests	318	348
Total net assets	99,474	104,350
Total liabilities and net assets	127,788	134,232

Consolidated statement of income

(Millions of yen)

	Fiscal year ended February 29, 2024	Fiscal year ended February 28, 2025
Net sales	140,625	148,822
Cost of sales	56,436	59,201
Gross profit	84,189	89,621
Selling, general and administrative expenses		
Salaries and allowances	28,114	29,449
Provision for bonuses	1,217	1,199
Provision for bonuses for directors (and other officers)	53	75
Retirement benefit expenses	412	345
Rent expenses	17,015	17,507
Utilities expenses	3,757	4,011
Other	26,295	27,435
Total selling, general and administrative expenses	76,866	80,023
Operating profit	7,322	9,597
Non-operating income		
Interest income	14	19
Dividend income	20	27
Foreign exchange gains	269	-
Rental income from real estate	100	102
Other	69	72
Total non-operating income	473	221
Non-operating expenses		
Interest expenses	17	27
Foreign exchange losses	-	52
Rental expenses on real estate	54	66
Share of loss of entities accounted for using equity method	19	51
Other	4	6
Total non-operating expenses	94	204
Ordinary profit	7,701	9,615
Extraordinary income		
Gain on sale of non-current assets	27	9
Gain on sale of investment securities	45	-
Compensation for transfer-EI2	595	243
Other	-	34
Total extraordinary income	668	287
Extraordinary losses		
Loss on retirement of non-current assets	42	90
Impairment losses	878	508
Total extraordinary losses	920	599
Profit before income taxes	7,449	9,303
Income taxes - current	1,929	2,661
Income taxes - deferred	(17)	(276)
Total income taxes	1,911	2,385
Profit	5,537	6,917
Profit attributable to non-controlling interests	45	36
Profit attributable to owners of parent	5,491	6,880

Consolidated statement of comprehensive income

(Millions of yen)

	Fiscal year ended February 29, 2024	Fiscal year ended February 28, 2025
Profit	5,537	6,917
Other comprehensive income		
Valuation difference on available-for-sale securities	95	118
Foreign currency translation adjustment	(226)	45
Deferred gains or losses on hedges	210	(308)
Remeasurements of defined benefit plans, net of tax	10	(60)
Total other comprehensive income	90	(205)
Comprehensive income	5,627	6,712
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	5,581	6,675
Comprehensive income attributable to non-controlling interests	45	36

Consolidated statement of changes in equity

Fiscal year ended February 29, 2024

(Millions of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	1,000	16,638	80,983	(2,571)	96,051
Dividends of surplus			(1,583)		(1,583)
Profit (loss) attributable to owners of parent			5,491		5,491
Purchase of treasury shares				(893)	(893)
Disposal of treasury shares		3		33	37
Net changes in items other than shareholders' equity					
Total changes during period	-	3	3,907	(860)	3,051
Balance at end of period	1,000	16,642	84,891	(3,431)	99,102

	Accumulated other comprehensive income					Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Deferred gains or losses on hedges	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income		
Balance at beginning of period	154	154	(338)	(7)	(37)	278	96,293
Dividends of surplus							(1,583)
Profit (loss) attributable to owners of parent							5,491
Purchase of treasury shares							(893)
Disposal of treasury shares							37
Net changes in items other than shareholders' equity	95	210	(226)	10	90	39	129
Total changes during period	95	210	(226)	10	90	39	3,181
Balance at end of period	249	365	(565)	2	52	318	99,474

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	1,000	16,642	84,891	(3,431)	99,102
Dividends of surplus			(1,884)		(1,884)
Profit (loss) attributable to owners of parent			6,880		6,880
Purchase of treasury shares				(0)	(0)
Disposal of treasury shares		5		49	55
Net changes in items other than shareholders' equity					
Total changes during period	-	5	4,996	49	5,051
Balance at end of period	1,000	16,648	89,887	(3,381)	104,154

	Accumulated other comprehensive income					Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Deferred gains or losses on hedges	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income		
Balance at beginning of period	249	365	(565)	2	52	318	99,474
Dividends of surplus							(1,884)
Profit (loss) attributable to owners of parent							6,880
Purchase of treasury shares							(0)
Disposal of treasury shares							55

Net changes in items other than shareholders' equity	118	(308)	45	(60)	(205)	29	(175)
Total changes during period	118	(308)	45	(60)	(205)	29	4,876
Balance at end of period	368	57	(520)	(57)	(152)	348	104,350

Consolidated statement of cash flows

(Millions of yen)

	Fiscal year ended February 29, 2024	Fiscal year ended February 28, 2025
Cash flows from operating activities		
Profit before income taxes	7,449	9,303
Depreciation	4,257	4,604
Impairment losses	878	508
Increase (decrease) in retirement benefit liability	61	(24)
Increase (decrease) in allowance for doubtful accounts	55	18
Increase (decrease) in provision for bonuses	172	(11)
Increase (decrease) in provision for bonuses for directors (and other officers)	1	21
Loss on retirement of non-current assets	42	90
Loss (gain) on sale of non-current assets	(27)	(9)
Loss (gain) on sale of investment securities	(45)	-
Interest and dividend income	(34)	(46)
Interest expenses	17	27
Foreign exchange losses (gains)	(33)	3
Decrease (increase) in trade receivables	(289)	(403)
Decrease (increase) in inventories	(32)	(117)
Increase (decrease) in trade payables	315	430
Other, net	(221)	(213)
Subtotal	12,566	14,180
Interest and dividends received	28	41
Interest paid	(17)	(27)
Income taxes paid	(1,246)	(2,172)
Income taxes refund	465	329
Net cash provided by (used in) operating activities	11,795	12,351
Cash flows from investing activities		
Purchase of shares of subsidiaries and associates	-	(54)
Proceeds from sale of investment securities	69	-
Purchase of property, plant and equipment	(4,468)	(5,860)
Proceeds from sale of property, plant and equipment	54	54
Purchase of intangible assets	(456)	(49)
Payments of leasehold and guarantee deposits	(745)	(547)
Proceeds from refund of leasehold and guarantee deposits	961	369
Loan advances	(133)	(56)
Other, net	(187)	(87)
Net cash provided by (used in) investing activities	(4,904)	(6,231)
Cash flows from financing activities		
Proceeds from long-term borrowings	100	100
Repayments of long-term borrowings	(82)	(123)
Repayments of lease liabilities	(911)	(1,016)
Purchase of treasury shares	(893)	(0)
Dividends paid	(1,579)	(1,886)
Other, net	(6)	(7)
Net cash provided by (used in) financing activities	(3,373)	(2,933)
Effect of exchange rate change on cash and cash equivalents	55	8
Net increase (decrease) in cash and cash equivalents	3,573	3,194
Cash and cash equivalents at beginning of period	32,222	35,796
Cash and cash equivalents at end of period	35,796	38,990

(Notes on segment information, etc.)

Segment Information

1. Overview of Reporting Segments

The Company's reporting segments are those of the Company's constituent units for which segregated financial information is available and is subject to periodic review by the Board of Directors in order to determine the allocation of management resources and evaluate performance.

The Group, of which the Company is the holding company, consists of two core operating companies, with the business segments "Japan Restaurant System Group," "Doutor Coffee Group," and "Others."

The Japan Restaurant System Group operates a chain of restaurants mainly directly managed by the Group, and its business activities include the purchase, manufacture and sale of food ingredients.

The Doutor Coffee Group mainly operates coffee chains through directly managed stores and franchise systems, and its business activities include the purchase of coffee beans, roasting and processing of coffee beans, sales at directly managed stores, wholesale to franchise stores, royalties and other income, and the sale of coffee products to convenience stores.

"Other" refers mainly to retail and wholesale business activities related to the restaurant business in Japan and overseas.

2. Method of calculating "the amount of sales, profits, losses, assets, and other items for each reporting segment"

The accounting method for the reported business segments is the same as described in the "Fundamental Important Matters for the Preparation of Consolidated Financial Statements". Profit in the reporting segment is a figure based on operating income.

Internal revenues and transfers between segments are based on prevailing market prices.

3. Information on "Sales, Profits, Losses, Assets, and Other Items for Each Reporting Segment" and Breakdown Information on Earnings

The previous fiscal year (March 1, 2023 to February 29, 2024)

(in millions of yen)

	Reportable segments				Adjustment amount (Note) 1,3	Amount recorded in consolidated financial statements (Note)2
	NICHIRE GROUP	DOUTOR GROUP	Other	Total		
Sales						
retail	49,741	35,572	5,306	90,621	-	90,621
wholesale	357	45,579	1,674	47,611	-	47,611
Other	73	2,319	-	2,393	-	2,393
Revenue generated from customer contracts	50,172	83,471	6,980	140,625	-	140,625
Other Earnings	-	-	-	-	-	-
Revenues from external customers	50,172	83,471	6,980	140,625	-	140,625
Transactions with other segments	1,641	647	4,744	7,033	(7,033)	-
Total	51,814	84,119	11,724	147,659	(7,033)	140,625
Segment profit (loss)	2,870	3,503	1,056	7,430	(107)	7,322
Segment Assets	53,819	63,904	10,208	127,932	(144)	127,788
Other items						
Depreciation	1,499	2,189	568	4,257	0	4,257
Increase in property, plant and equipment and intangible assets	2,316	4,181	719	7,216	-	7,216

Note: 1. Adjustment for segment profit or loss of (107) million yen includes expenses mainly related to the administrative departments of the parent company and consolidated subsidiaries. This includes non-allocable operating expenses of 880 million yen and inter-segment transaction elimination of 773 million yen.

2. Segment profit or loss is adjusted for operating profit or loss in the consolidated statements of income.

3. Adjustment of segment assets of (144) million yen is the amount of company-wide assets and other adjustments that have not been allocated to each reporting segment. (Elimination of inter-segment transactions, etc.)

4. Depreciation includes amortization of long-term prepaid expenses.

5. The increase in property, plant and equipment and intangible assets includes an increase in long-term upfront expenses.

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

(in millions of yen)

	Reportable segments				Adjustment amount (Note) 1,3	Amount recorded in consolidated financial statements (Note)2
	NICHIRE GROUP	DOUTOR GROUP	Other	Total		
Sales						
retail	53,158	38,991	5,121	97,271	-	97,271
wholesale	448	47,075	1,556	49,080	-	49,080
Other	76	2,363	30	2,470	-	2,470
Revenue generated from customer contracts	53,683	88,431	6,708	148,822	-	148,822
Other Earnings	-	-	-	-	-	-
Revenues from external customers	53,683	88,431	6,708	148,822	-	148,822
Transactions with other segments	1,602	667	5,043	7,313	(7,313)	-
Total	55,286	89,098	11,751	156,136	(7,313)	148,822
Segment profit (loss)	4,331	4,313	1,125	9,769	(171)	9,597
Segment Assets	57,417	66,814	10,259	134,491	(258)	134,232
Other items						
Depreciation	1,560	2,453	589	4,603	0	4,604
Increase in property, plant and equipment and intangible assets	3,533	3,077	193	6,804	6	6,810

Note: 1. Adjustment for segment profit or loss of (171) million yen includes expenses mainly related to the administrative departments of the parent company and consolidated subsidiaries. This includes non-allocable operating expenses of 950 million yen and elimination of inter-segment transactions of 779 million yen.

2. Segment profit or loss is adjusted for operating profit or loss in the consolidated statements of income.
3. Adjustment of segment assets of (258) million yen is the amount of company-wide assets and other adjustments that have not been allocated to each reporting segment. (Elimination of inter-segment transactions, etc.).
4. Depreciation includes amortization of long-term prepaid expenses.
5. The increase in property, plant and equipment and intangible assets includes an increase in long-term upfront expenses.

Related Information

The previous fiscal year (March 1, 2023 to February 29, 2024)

1. Product and Service Information

Since the same information is disclosed in the segment information, it is omitted.

2. Regional Information

(1) Net sales

Since sales to external customers in Japan exceed 90% of sales in the consolidated statements of income, the description is omitted.

(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

There is no mention of sales to external customers because there are no counterparties that account for more than 10% of sales in the consolidated statements of income.

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

1. Product and Service Information

Since the same information is disclosed in the segment information, it is omitted.

2. Regional Information

(1) Net sales

Since sales to external customers in Japan exceed 90% of sales in the consolidated statements of income, the description is omitted.

(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

There is no mention of sales to external customers because there are no counterparties that account for more than 10% of sales in the consolidated statements of income.

Information on impairment losses on fixed assets by reporting segment

The previous fiscal year (March 1, 2023 to February 29, 2024)

(in millions of yen)

	NICHIRETS GROUP	DOUTOR GROUP	Other	Unallocated amounts and elimination	Total
Impairment losses	439	409	29	-	878

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

(in millions of yen)

	NICHIRETS GROUP	DOUTOR GROUP	Other	Unallocated amounts and elimination	Total
Impairment losses	319	183	5	-	508

Information on amortization and unamortized balances of goodwill by reporting segment

The previous fiscal year (March 1, 2023 to February 29, 2024)

Not applicable.

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

Not applicable.

Information on Negative Goodwill Accrual Gains by Reporting Segment

The previous fiscal year (March 1, 2023 to February 29, 2024)

Not applicable.

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

Not applicable.