

Financial Results for the Nine Months Ended September 30, 2025

November 13, 2025

(Listed on TSE Prime / FSE;
Securities code: 8179)

ROYAL

Royal Holdings Co., Ltd.

Bringing joy to communities and
society through
food and hospitality

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I Summary

II Q3 FY12/25 Financial Results Report

- For the nine months period (January–September), net sales of 122.0 billion yen and ordinary profit of 5.6 billion yen reached record-high levels, and progress toward the full-year consolidated forecasts was generally in line with plan.
- Profit declined YoY due to an increase in corporate taxes following the elimination of tax loss carryforwards at the hotel subsidiary.
- Same-store sales for January–September were 106.9% YoY, showing steady growth across all business lines.
- Although the Restaurant and the Contract Food Service businesses posted lower profits YoY due to rising raw material costs, mainly domestically produced rice, and initial expenses for new store openings, the Hotel Business recorded a significant increase in profit thanks to its strong sales.
- In overseas operations, following Singapore, we began directly operated business in Vietnam, opening three stores during the nine-month period, with a total of eight stores in two countries planned by the fiscal year-end.
- We continue to promote growth investments in new store openings, acquisition of shares in affiliates, DX initiatives, and marketing-related activities.

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I Summary

II Q3 FY12/25 Financial Results Report

II -1. Profit and Loss

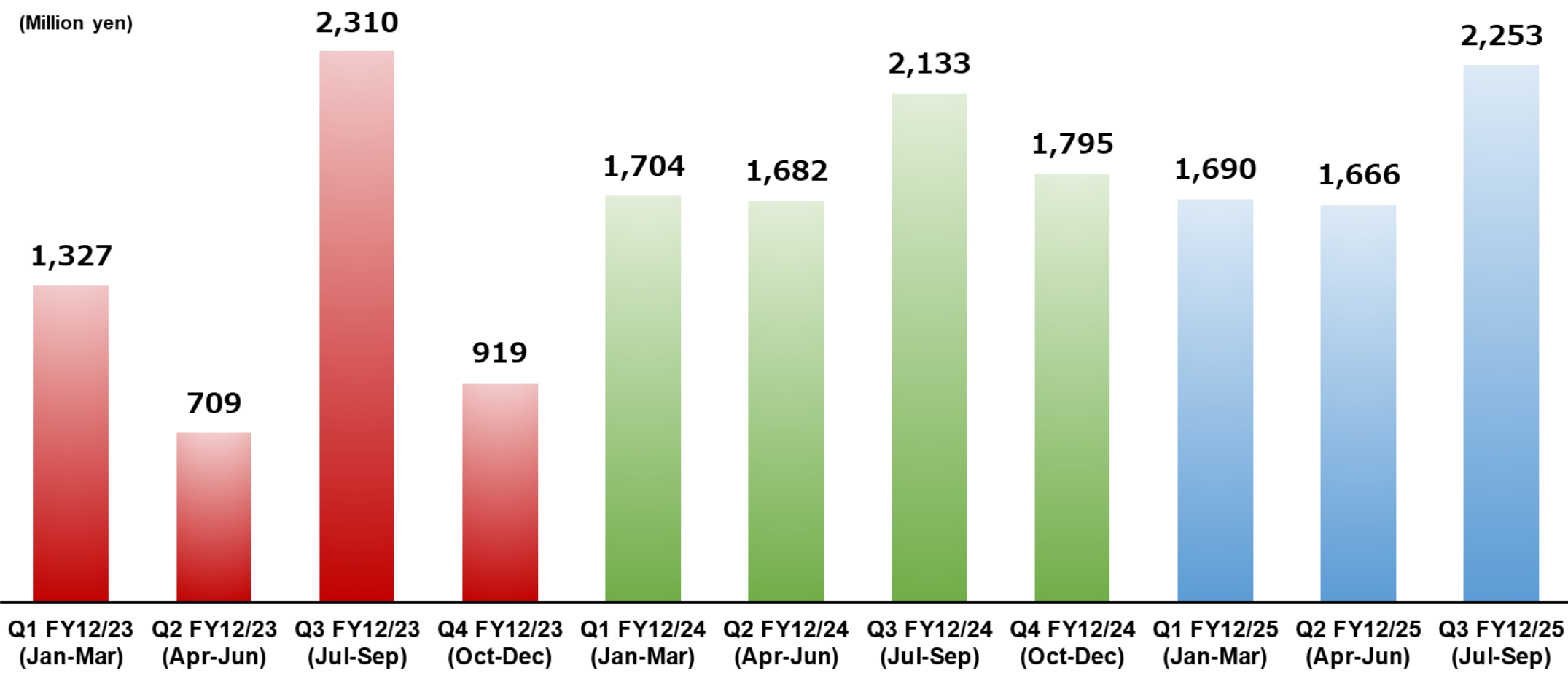
- ✓ Net sales increased at existing stores, supported by the revision of selling prices and steady tourism demand.
- ✓ Operating profit declined due to higher raw material costs and increased expenses associated with new store openings and system investments. Ordinary profit rose as equity in earnings of affiliates improved, while profit decreased due to higher corporate taxes following the elimination of tax loss carryforwards at the hotel subsidiary.

(Million yen)

	FY12/24 Q3	FY12/25 Q3	Change	Pct. Change	FY12/25 Full-year Forecasts	Progress rate
Net sales	112,405	122,049	+9,643	+8.6%	166,600	73.3%
Cost of sales	33,736	35,417	+1,681	+5.0%	—	—
(Ratio to sales)	(30.0%)	(29.0%)	(-1.0%)		—	—
Gross profit	78,669	86,631	+7,962	+10.1%	—	—
(Ratio to sales)	(70.0%)	(71.0%)	(+1.0%)		—	—
SG&A expenses	73,045	81,166	+8,120	+11.1%	—	—
(Ratio to sales)	(65.0%)	(66.5%)	(+1.5%)		—	—
Operating profit	5,623	5,465	-158	-2.8%	7,800	70.1%
(Ratio to sales)	(5.0%)	(4.5%)	(-0.5%)		(4.7%)	—
Ordinary profit	5,520	5,610	+90	+1.6%	7,800	71.9%
(Ratio to sales)	(4.9%)	(4.6%)	(-0.3%)		(4.7%)	—
Profit attributable to owners of parent	4,412	3,475	-937	-21.2%	4,850	71.6%
(Ratio to sales)	(3.9%)	(2.8%)	(-1.1%)		(2.9%)	—
EBITDA	11,157	12,177	+1,019	+9.1%	—	—
(Ratio to sales)	(9.9%)	(10.0%)	(+0.1%)		—	—

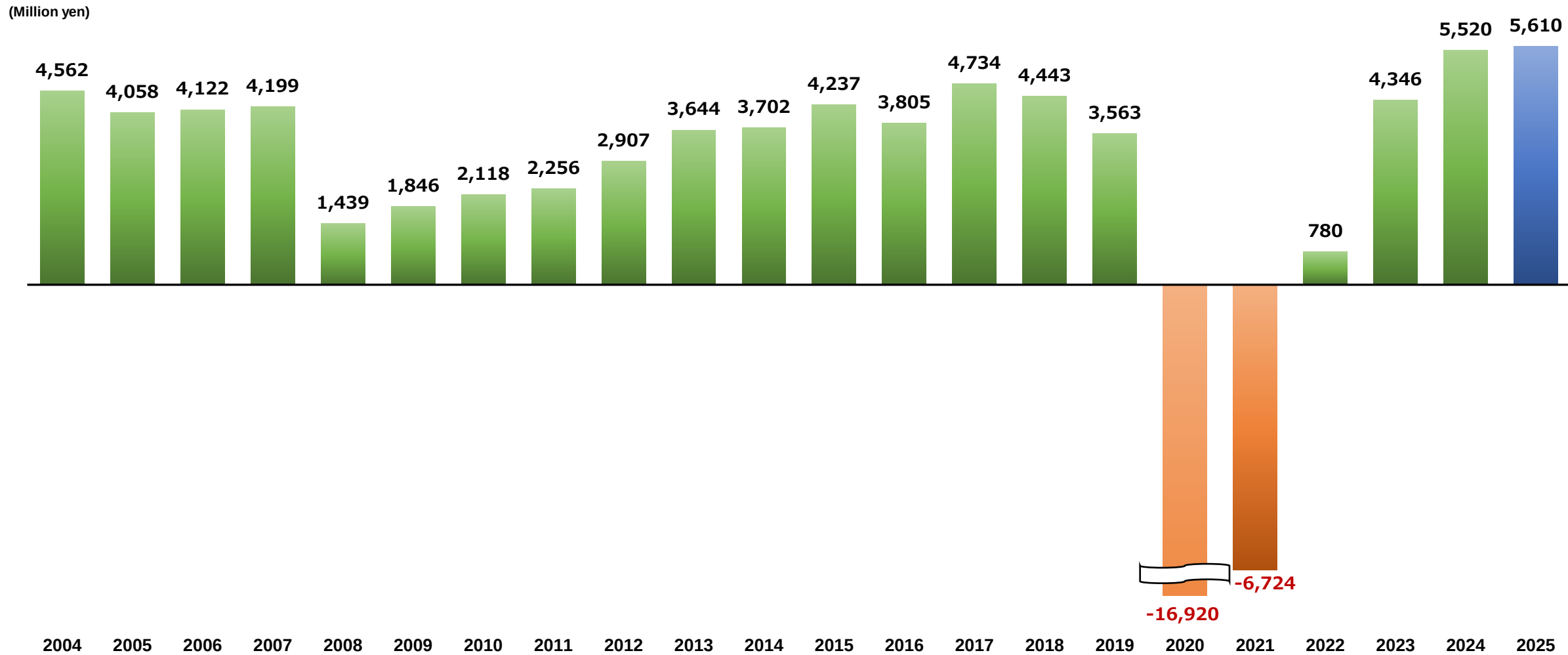
II -2. Quarterly Changes in Ordinary Profit

- ✓ For the third quarter of FY12/25 (July–September), ordinary profit was positive for 14 consecutive quarters.
- ✓ Despite persistently high raw material costs, higher personnel expenses due to wage increases, and additional costs related to new store openings and system investments, profit rose YoY thanks to the revision of selling prices and improved equity in earnings of affiliates.



II -3. Changes in Ordinary Profit for the Nine-month Period

- ✓ For the nine months period (January–September), ordinary profit was positive for four consecutive years.
- ✓ Ordinary profit for the period reached a record-high level, exceeding that of the same period of the previous year, as higher costs were absorbed through selling price revisions and other measures, and the improvement of equity in earnings of affiliates.



II -4. Impact of Soaring Purchase Prices (YoY)

- ✓ The purchase price of domestically produced rice remained high, and we continued efforts to control cost increases by changing suppliers and other measures.
- ✓ Prices of meat and seafood also remained elevated, but we responded through initiatives such as switching product varieties and adjusting menu composition.
- ✓ With the resumption of government subsidies, electricity and gas expenses decreased in the third quarter (July–September).

	Nine months (Actual)	Q4 alone (Forecast)	Full-year 2025 (Forecast)
Raw materials	+1.5 billion yen	+0.5 billion yen	+2.0 billion yen
Electricity and gas	+0.2 billion yen	+0.1 billion yen	+0.3 billion yen
Total impact	+1.7 billion yen	+0.6 billion yen	+2.3 billion yen

* FY12/22: +2.3 billion yen / FY12/23: +2.4 billion yen / FY12/24: +0.9 billion yen

II -5. Cash Flow Statement

- ✓ Compared with the same period of the previous year, operating cash flow increased due to improved income before income taxes and changes in working capital. Investing cash flow decreased, reflecting higher capital expenditures and the acquisition of shares in affiliates. Financing cash flow increased due to a rise in long-term borrowings.
- ✓ As a result, total cash flow amounted to 2.1 billion yen, up 6.0 billion yen from the same period of the previous year.

(Million yen)

	FY12/24 Q3	FY12/25 Q3	Change
Cash flows from operating activities	7,854	11,824	+3,970
Cash flows from investing activities	-7,060	-13,902	-6,842
(Purchases of property, plant and equipment and intangible assets)	(-5,394)	(-7,645)	(-2,251)
(Purchase of shares of affiliates)	(-799)	(-5,473)	(-4,673)
Cash flows from financing activities	-4,735	4,202	+8,938
(Net increase/decrease in borrowings)	(1,425)	(7,775)	(+6,350)
(Dividend payments)	(-1,249)	(-1,591)	(-341)
Total Cash flows	-3,941	2,124	+6,065

II -6. Balance Sheet

- ✓ As of the end of September 2025, total assets amounted to 135.9 billion yen, an increase of 8.2 billion yen from the end of the previous fiscal year. The shareholders' equity ratio was 38.5%, and the fixed asset to long-term capital ratio was 94.5%.
- ✓ Intangible assets mainly goodwill increased due to the consolidation of TABISUL Co., Ltd, while borrowings rose as a result of funding raised during the fiscal year.

(Million yen)

	FY12/24		FY12/25	Q3		FY12/24		FY12/25	Q3
	End-Sep.	Full year	End-Sep.	Change		End-Sep.	End-FY	End-Sep.	Change
Current assets	35,998	36,154	36,714	+560	Liabilities	75,899	77,263	83,136	+5,872
(Cash and deposits)	22,622	19,349	21,770	+2,421	(Borrowings)	(24,025)	(21,700)	(29,475)	(+7,775)
Non-current assets	88,405	91,584	99,251	+7,667	(Lease liabilities)	(27,079)	(28,282)	(26,728)	(-1,553)
Property, plant and equipment	47,869	49,955	51,910	+1,955	Net assets	48,504	50,474	52,830	+2,355
(Leased assets)	(18,560)	(19,838)	(19,032)	(-806)					
Intangible assets	17,027	16,833	21,883	+5,049					
(Goodwill)	(4,999)	(4,931)	(10,322)	(+5,391)					
(Rights to operate the facility)	(10,793)	(10,646)	(10,202)	(-443)	(Shareholders' equity)	(48,335)	(50,249)	(52,362)	(+2,113)
Investments and other assets	23,508	24,795	25,458	+662					
Total assets	124,403	127,738	135,966	+8,227	Total liabilities and net assets	124,403	127,738	135,966	+8,227

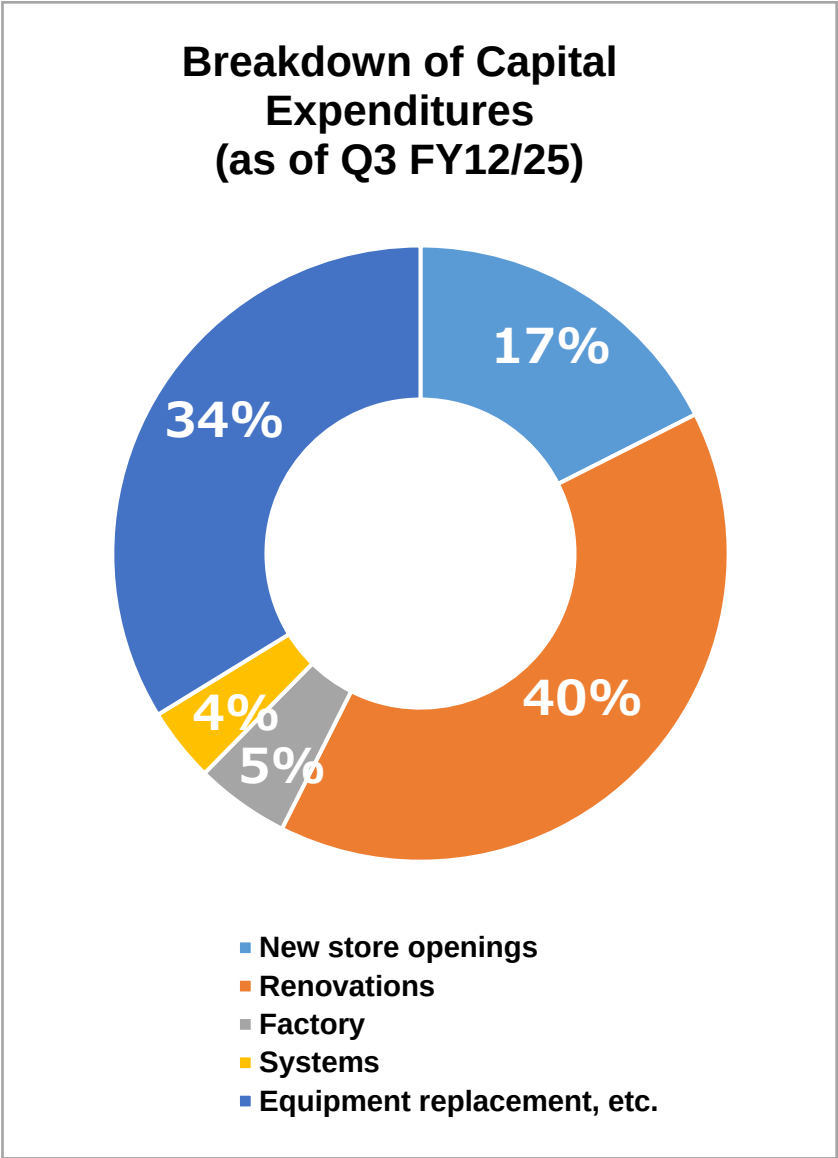
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Fixed asset to long-term capital ratio	91.1%	94.0%	94.5%	+0.4%	Shareholders' equity ratio	38.9%	39.3%	38.5%	-0.8%
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II-7. Capital Expenditures by Segment

	FY12/25 Q3 Results	Breakdown	Three-Year Investment Plan (2025–2027)
Restaurant Business	3.44 billion yen	• New store openings: 810 million yen • Renovations: 1.86 billion yen • Equipment replacement, etc. : 770 million yen	17.0 billion yen
(Overseas)	(130 million yen)	• New store openings: 130 million yen • Equipment replacement, etc. : 0 million yen	(2.5 billion yen)
Contract Food Service	730 million yen	• New store openings: 270 million yen • Renovations: 300 million yen • Equipment replacement, etc. : 160 million yen	4.0 billion yen
Hotel Business	2.01 billion yen	• New store openings: 180 million yen • Renovations: 760 million yen • Equipment replacement, etc. : 1.07 billion yen	19.0 billion yen
Food Manufacturing Business	420 million yen	• Factory: 380 million yen • Systems: 40 million yen	1.5 billion yen
Company-wide * Business foundation development, etc.	620 million yen	• Systems: 240 million yen • Equipment replacement, etc. : 380 million yen	5.0 billion yen
Group total	7.22 billion yen		46.5 billion yen



* Capital expenditures represent increases in tangible and intangible fixed assets (including leases).

II -8. Segment Profit and Loss

- ✓ In the Restaurant and the Contract Food Service businesses, sales increased thanks to steady performance at existing stores, but profit declined due to higher raw material costs and new store opening expenses. The Hotel Business achieved higher sales and profit by capturing strong tourism demand. The Food Manufacturing Business posted higher sales and profit, supported by increased shipments within the Group.
- ✓ The Other Businesses segment recorded higher profit due to improved equity in earnings of the in-flight meal company, while the Company-wide segment saw higher costs related to DX and marketing initiatives.

(Million yen)

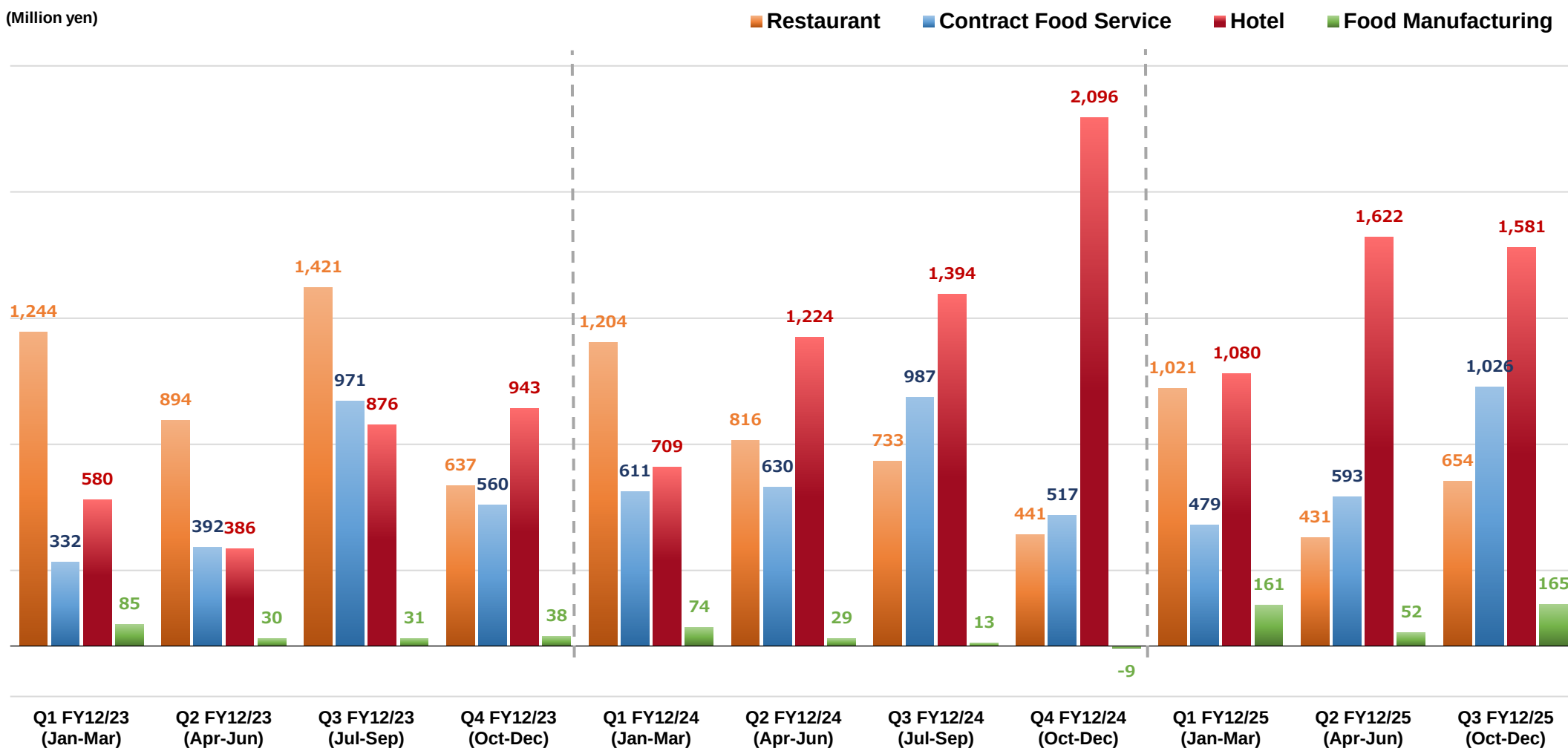
	FY12/24 Q3		FY12/25 Q3		YoY				FY12/25 Full-year Plan		Vs. Full-year Plan	
	Net sales	Ordinary profit	Net sales	Ordinary profit	Net sales		Ordinary profit		Net sales	Ordinary profit	Net sales (Progress rate)	Ordinary profit (Progress rate)
					Change	(Pct. Change)	Change	(Pct. Change)				
Restaurant Business	47,231	2,755	49,686	2,108	+2,454	+5.2%	-647	-23.5%	68,500	3,450	72.5%	61.1%
(Japan)	(47,231)	(2,755)	(49,185)	(2,688)	(+1,953)	+4.1%	(-66)	-2.4%	(66,800)	(3,800)	(73.6%)	(70.7%)
(Overseas)	(-)	(-)	(500)	(-580)	(+500)	(-)	(-580)	(-)	(1,700)	(-350)	(29.4%)	(-)
Contract Food Service	37,184	2,230	40,208	2,100	+3,023	+8.1%	-129	-5.8%	54,000	3,200	74.5%	65.6%
Hotel Business	25,113	3,328	29,750	4,284	+4,636	+18.5%	+956	+28.7%	40,100	6,250	74.2%	68.5%
Food Manufacturing Business	8,978	117	9,171	379	+193	+2.2%	+262	+224.0%	12,500	200	73.4%	189.9%
Other Business	246	408	237	723	-9	-3.7%	+315	+77.2%	400	700	59.2%	103.4%
Intersegment Eliminations	-6,349	-	-7,004	-	-655	-	-	-	-8,900	-	-	-
Company-wide	-	-3,319	-	-3,986	-	-	-666	-	-	-6,000	-	-
Total	112,405	5,520	122,049	5,610	+9,643	+8.6%	+90	+1.6%	166,600	7,800	73.3%	71.9%

Note: Figures for overseas operations within the Restaurant Business segment have been included in the figures starting from the Q1 FY12/25.

II -9. Quarterly Changes in Ordinary Profit by Core Segment

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- ✓ During the third quarter (July–September), we captured both domestic and international tourism demand, resulting in higher profit YoY in the Hotel Business and Contract Food Service Business.
- ✓ The Restaurant Business, however, posted lower profit due to rising raw material costs—mainly domestic rice and U.S. beef—and higher expenses associated with overseas store openings.



II -10. Profit and Loss by Core Business Line

- ✓ Supported by robust tourism demand, both Richmond Hotels and airport terminal operations recorded higher sales and profit.
- ✓ In the Restaurant Business, revisions to selling prices proved effective—Royal Host achieved higher sales and profit, and Tenya increased sales through higher average customer spending. However, Tenya's profit declined due to higher purchase prices of domestic rice, while Other Restaurants reported lower profit due to overseas opening expenses and other factors.

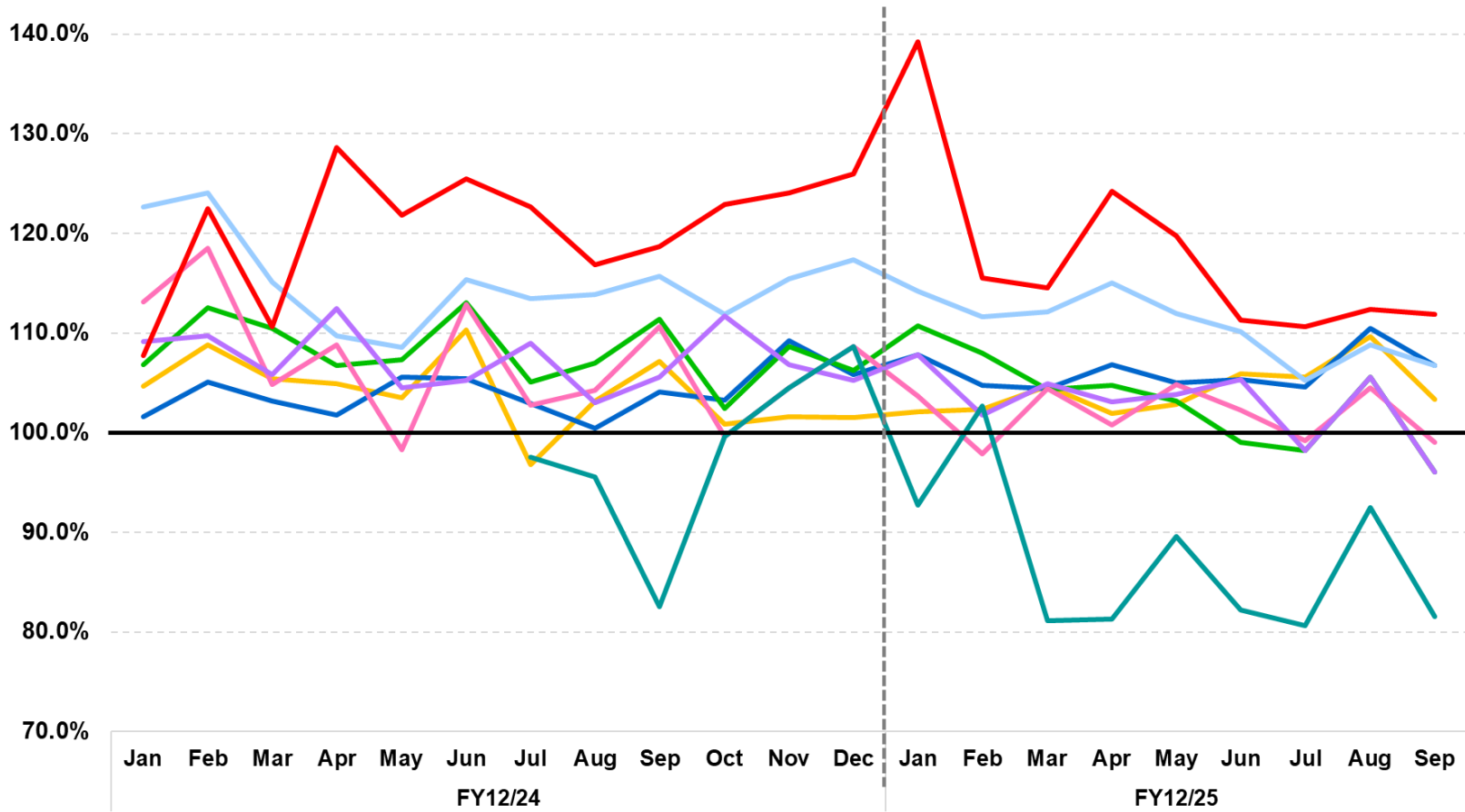
(Million yen)

		FY12/24 Q3		FY12/25 Q3		YoY	
		Net sales	Ordinary profit	Net sales	Ordinary profit	Net sales	Ordinary profit
Restaurant Business	Royal Host	31,562	2,236	32,748	2,487	+1,186	+250
	Tenya	8,450	637	9,028	579	+578	-58
	Other Restaurants	7,219	552	7,909	-124	+689	-676
	Restaurant Business Headquarter	0	-671	0	-834	+0	-163
	(Overseas)	(0)	(0)	(500)	(-580)	+500	-580
Total		47,231	2,755	49,686	2,108	+2,454	-647
Contract Food Service Business	Airport Terminals	7,606	739	8,751	890	+1,145	+151
	Expressways	18,270	947	18,868	838	+597	-109
	Offices	8,167	806	9,830	746	+1,663	-60
	Entertainment Facilities	3,140	340	2,758	303	-382	-36
	Contract Food Service Business Headquarter	0	-603	0	-678	+0	-74
Total		37,184	2,230	40,208	2,100	+3,023	-129
Hotel Business	Richmond Hotel	25,113	3,843	29,750	4,931	+4,636	+1,088
	Hotel Business Headquarter	0	-514	0	-646	+0	-131
Total		25,113	3,328	29,750	4,284	+4,636	+956
Food Manufacturing Business	Factories, Purchasing & Logistics, etc.	8,978	309	9,171	605	+193	+296
	Food Manufacturing Business Headquarter	0	-192	0	-225	+0	-33
Total		8,978	117	9,171	379	+193	+262

(Note) The "Other Restaurants" category includes the sales and ordinary profit (loss) of overseas subsidiaries and equity-method affiliates.
The "Richmond Hotel" category includes the ordinary profit (loss) of equity-method affiliates.

II -11. YoY Changes in Same-store Sales

- ✓ With strong domestic and inbound tourism demand, Richmond Hotels and Airport Terminals continued to perform well.
- ✓ Sales in Tenya exceeded the previous year's results for 55 consecutive months (since March 2021), and Royal Host for 14 consecutive months (since August 2024).



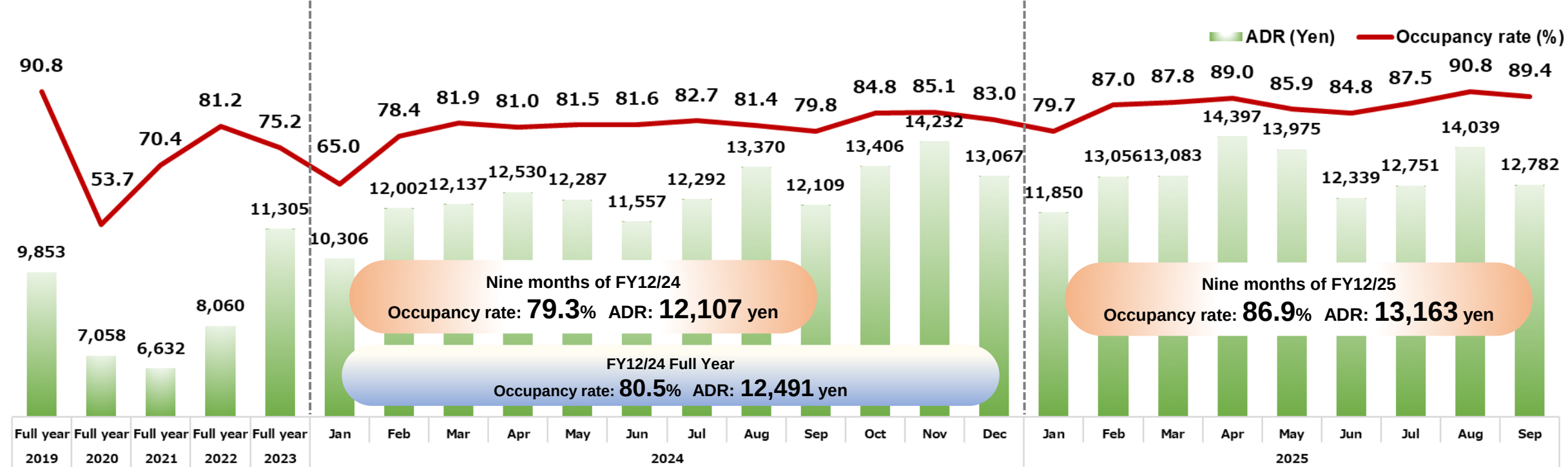
	Jul	Aug	Sep
Richmond Hotel	110.6%	112.3%	111.8%
Tenya	104.6%	110.5%	106.8%
Airport terminals	105.2%	108.8%	106.7%
Royal Host	105.6%	109.6%	103.3%
Expressways	99.2%	104.5%	99.0%
Other restaurants	98.2%	105.6%	96.0%
Offices	98.2%	105.6%	96.0%
Entertainment facilities	80.6%	92.5%	81.6%

II -12. Occupancy Rate and ADR of Directly Operated Hotels

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- ✓ For the nine months period (January–September), our hotels in major locations such as Fukuoka, the Tokyo metropolitan area, Osaka, and Sapporo performed strongly. Overall occupancy rate at directly operated hotels was 86.9%, and average daily rate (ADR) was 13,163 yen.
- ✓ Driven also by a higher ratio of inbound guests, occupancy rose 7.6ppt. YoY, and ADR increased by 1,056 yen.

* Directly operated hotels: 43 Richmond Hotels and 1 THE BASEMENT HOTEL.



	2019	2020	2021	2022	2023	2024												2025											
	Full year	Full year	Full year	Full year	Full year	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep			
Ratio of inbound guests (%)	16.2	4.7	1.3	3.1	17.2	17.2	17.7	19.0	22.4	21.0	21.3	21.2	18.6	19.4	24.4	24.6	24.6	26.7	24.5	23.8	29.5	27.2	24.8	24.0	23.9	23.9			
						Nine months of FY12/24 19.8												Nine months of FY12/25 25.3											
							FY12/24 Full year 21.0																						