

(1) Consolidated balance sheets

For the years ended March 31

Account	03/2021		03/2022	
	Yen in millions	composition ratio(%)	Yen in millions	composition ratio(%)
<Assets>				
I Current assets				
1 Cash and deposits	68,456		79,362	
2 Accounts receivable - franchisee	4,046		4,430	
3 Inventories	6,771		5,960	
4 Others	8,483		8,609	
Total current assets	87,758	68.6	98,362	70.4
II Fixed assets				
1 Tangible fixed assets	18,158		17,907	
2 Intangible fixed assets	6,823		7,161	
3 Investments and others				
(1) Deferred tax assets	3,614		3,362	
(2) Others	11,498		12,981	
Total investments and others	15,112		16,344	
Total fixed assets	40,094	31.4	41,412	29.6
Total assets	127,852	100.0	139,775	100.0
<Liabilities>				
I Current liabilities				
1 Accounts payable - trade	835		813	
2 Current portion of bonds payable	3,150		1,300	
3 Current portion of long-term loans payable	1,800		1,000	
4 Accounts payable - others	3,714		4,338	
5 Others	7,060		11,328	
Total current liabilities	16,560	13.0	18,779	13.4
II Non current liabilities				
1 Bonds payable	22,700		24,000	
2 Long-term loans payable	7,650		8,705	
3 Net defined benefit liability	5,460		3,295	
4 Others	7,237		7,168	
Total non current liabilities	43,048	33.6	43,169	30.9
Total liabilities	59,609	46.6	61,949	44.3
<Net assets>				
I Capital stock	4,418	3.5	4,418	3.2
II Retained earnings	69,234	54.1	76,418	54.6
III Valuation difference on available-for-sale securities	222	0.2	303	0.2
IV Cumulative translation adjustment	(6,193)	(4.8)	(4,802)	(3.4)
V Remeasurements of defined benefit plans	379	0.3	1,233	0.9
VI Non-controlling interests	182	0.1	253	0.2
Total net assets	68,243	53.4	77,826	55.7
Total liabilities and net assets	127,852	100.0	139,775	100.0

(2) Consolidated statements of income**For the years ended March 31**

Account	03/2021		03/2022	
	Yen in millions	composition ratio(%)	Yen in millions	composition ratio(%)
Sales	72,457	100.0	76,343	100.0
Cost of sales	43,457	60.0	39,418	51.6
Gross profit	29,000	40.0	36,925	48.4
Selling, general and administrative expenses	25,212	34.8	27,266	35.7
Operating income	3,787	5.2	9,659	12.7
Non-operating income	1,378	1.9	2,961	3.9
Non-operating expenses	1,108	1.5	744	1.0
Ordinary income	4,058	5.6	11,875	15.6
Extraordinary income	134	0.2	96	0.1
Extraordinary loss	7,982	11.0	123	0.2
Income (loss) before income taxes	(3,789)	(5.2)	11,849	15.5
Income taxes	1,245	1.7	3,432	4.5
Net income (loss)	(5,034)	(6.9)	8,416	11.0
Net income attributable to non-controlling interests	1	0.1	66	0.1
Net income (loss) attributable to owners of parent	(5,036)	(7.0)	8,349	10.9