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Consolidated Financial Results for The Three Months ended June 30, 2025 [Under Japanese GAAP]

August 7, 2025

TSE PRIME MARKET

Company name KAPPA-CREATE CO., LTD.

Securities CODE 7421 URL <https://www.kappa-create.co.jp>

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Scheduled date to commence dividend payments —

Preparation of supplementary material of financial results : None

Holding of financial results briefing : None

(Yen amounts are rounded down to millions)

1. Consolidated Financial Results for the Three Months ended June 30, 2025 (From April 1, 2025 to June 30, 2025)

(1) Consolidated Operating Results (Cumulative)

(Percentage indicates YoY changes)

	Revenue		Operating profit		Ordinary profit		Profit attributable to owners of parent	
	Million yen	%	Million yen	%	Million yen	%	Million yen	%
Three months ended June 30, 2025	18,189	2.0	322	214.5	363	151.5	331	117.0
June 30, 2024	17,826	1.5	102	(24.7)	144	(20.9)	152	40.5

(Note) Comprehensive income June 30, 2025 301 Million yen (85.7%) June 30, 2024 162 Million yen (52.0%)

	Basic earnings per share	Diluted earnings per share
	Yen	Yen
Three months ended June 30, 2025	6.71	—
June 30, 2024	3.09	—

(2) Consolidated Financial Position

	Total assets	Net assets	Equity-to-assets ratio	Net assets per share
	Million yen	Million yen	%	Yen
As of June 30, 2025	31,318	10,944	34.8	220.99
As of March 31, 2025	31,072	10,889	34.9	219.66

(Reference) Equity As of June 30, 2025 10,905 Million yen As of March 31, 2025 10,847 Million yen

2. Cash dividends

	Annual dividends				
	First quarter end	Second quarter end	Third quarter end	Fiscal year end	Total
	Yen	Yen	Yen	Yen	Yen
Fiscal year ended March 31, 2025	—	0.00	—	5.00	5.00
March 31, 2026	—	—	—	—	—
March 31, 2026 (Forecast)	—	—	—	—	—

(Note) Revisions to the forecast of cash dividends most recently announced: None

(Note) Dividends for the fiscal year ending March 31, 2026 have currently been undecided.

3. Consolidated Earnings Forecast for the Fiscal Year ending March 31, 2026 (From April 1, 2025 to March 31, 2026)

(Percentage indicates YoY changes)

	Revenue		Operating profit		Ordinary profit		Profit attributable to owners of parent		Basic earnings per share
	Million yen	%	Million yen	%	Million yen	%	Million yen	%	Yen
Fiscal year ending Full year	80,118	9.4	1,951	36.1	1,901	30.7	1,445	39.9	29.28

(Note) Revisions to the most recently announced earnings forecast: None

※ Notes

(1) Significant changes in the scope of consolidation during the period: None

Newly included: — companies (—)

Excluded: — companies (—)

(2) Adoption of accounting treatment specific to the preparation of quarterly consolidated financial statements: None

(3) Changes in accounting policies, changes in accounting estimates, and restatement

① Changes in accounting policies due to revisions to accounting standards and other regulations: None

② Changes in accounting policies due to other than ①: None

③ Changes in accounting estimates: None

④ Restatement: None

(4) Number of issued shares (common shares)

① Number of issued shares at the end of the period (including treasury shares)

② Number of treasury shares at the end of the period

③ Average number of shares outstanding during the period (cumulative quarterly total)

As of June 30, 2025	49,414,578shares	As of March 31, 2025	49,414,578shares
As of June 30, 2025	65,702shares	As of March 31, 2025	65,702shares
As of June 30, 2025	49,348,876shares	As of March 31, 2025	49,342,981shares

※ Review of quarterly consolidated financial statements by certified public accountant or audit firm: None

※ Explanation of the appropriate use of earnings forecasts and other special notes

(Regarding the review of the quarterly consolidated financial statements by a certified public accountant or audit firm)

The company plans to disclose its quarterly financial results with the review report attached after the review is completed.

Scheduled disclosure date: August 13, 2025

(Cautionary statement regarding forward-looking statements)

The forward-looking statements, including earnings forecasts, contained in this document are based on information currently available to the company and certain assumptions that the company deems reasonable. Actual results may differ significantly from these forecasts due to various factors. For matters related to earnings forecasts, please refer to “1. Qualitative Information on Quarterly Financial Results (3) Forward-Looking Statements, Including Consolidated Earnings Forecasts” on page 4 of the attached materials.

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1. Qualitative Information on Quarterly Financial Results

(1) Operating results

During the first quarter of the consolidated fiscal year under review, the Japanese economy continued to recover gradually due to factors such as increased inbound consumption, improvements in employment and income, and the effects of various government policies. However, the outlook remains uncertain due to factors such as soaring raw material and energy prices associated with geopolitical risks, concerns about a deterioration in business sentiment due to global trade policies, and rising prices that exceed wage increases.

In the food service industry, although the economy is recovering due to an increase in inbound consumption and a recovery in consumer sentiment, the business environment remains challenging due to continued cost increases caused by soaring raw material and energy prices and labor shortages. In addition, consumer values are diversifying due to changes in lifestyles and a tendency to save money in response to rising prices.

Under these circumstances, based on our corporate motto, "Our customers' happiness are our happiness", the company has promoted brand development to enhance customer support by focusing on strengthening existing stores, investing in growth, ensuring sustainability, and expanding related businesses as the pillars of its management strategy. In response to soaring prices of raw materials, mainly rice, the company revised and discontinued items on its main menu and adjusted prices in line with customer trends, resulting in a 0.3% increase in gross profit margin compared to the previous fiscal year

As a result of the above, consolidated revenue for the first quarter of the current consolidated fiscal year was 18,189 million yen (up 2.0% year on year), operating profit was 322 million yen (up 214.5% year on year), and ordinary profit was 363 million yen (up 151.5% year on year), and profit attributable to owners of parent were 331 million yen (up 117.0% year on year).

Next, we will report on the overview of each business segment.

< Conveyor belt Sushi business >

• Management Strategy of the group

In order to achieve its corporate mission in a challenging business environment characterized by persistent high prices and diversifying values, the group has established four management strategies: ① strengthening existing stores, ② investing in growth, ③ promoting sustainability, and ④ expanding related businesses.

① Strengthening existing stores

The company recognizes that strengthening the revenue-generating capabilities of existing stores is important for the sustainable enhancement of corporate value, and is promoting the following initiatives.

1) Improving customer attraction

We have worked to improve customer loyalty by reviewing the specifications of some strategic products, distributing special discount cards for active seniors, and offering lunch sets starting at 690 yen (including tax) and all-you-can-eat meals at some stores. We have also responded to diverse consumer needs by extending nighttime business hours, offering "Kappa no Yurunomi" (Kappa's casual drinking), which can be enjoyed as a place to enjoy alcoholic beverages, and selling rice balls on weekdays only.

We are using television commercials featuring celebrities and social media to raise brand awareness and favorability. In addition, we installed lead signs at seven stores during the first quarter of the current consolidated fiscal year to raise store awareness, and have already seen an increase in revenue as a result.

At our stores, we are focusing on training sashimi-cutting masters and service masters to improve sashimi-cutting and customer service skills, with the aim of enhancing the customer experience.

During the limited-time fair, "Uni! Nodoguro! Honmaguro Chutoro Festival," we sold "Nodoguro Shio-aburi" for 110 yen (tax included) and "Honmaguro Chutoro" for 190 yen (tax included). In addition, at the "Kappa no Oogiri Maguro Festival," we sold "Minami Maguro," also known as the queen of tuna, for 190 yen (tax included), focusing on price and value appeal. Furthermore, we have hosted themed fairs such as the "Ika! Hotate! Hokkaido Great Emotion Festival" and the "Kappa's Kyushu and Okinawa Festival," offering customers a travel-like experience and enhancing their overall value.

2) Store renovations

During the first quarter of the current consolidated fiscal year, we renovated 16 stores. The renovated stores feature high-speed lanes for ordering, automatic guidance systems, self-checkout registers, smartphone ordering that uses customers' own smartphones as touch panels, and lockers for takeout orders, thereby enhancing customer convenience and strengthening services that lead to labor savings at stores.

3) Pricing

We expanded our policy of offering single-item dishes starting at 55 yen (tax included) to all stores to meet diverse eating needs, and worked to appeal to customers with more than 100 items priced at 110 yen (tax included) or less. We are also promoting a variety of eating styles, from single items to large platters, by offering special set menus for limited periods.

② Investing in growth

The company is working to grow its business by reviewing its store portfolio to ensure it meets customer demand and by making capital investments that will lead to improved customer satisfaction and productivity.

1) New store openings

The company is proceeding with store openings based on three pillars: “locations in front of major city stations,” “suburban commercial facilities and roadside locations,” and “establishing positions in new commercial areas.” During the first quarter of the current consolidated fiscal year, as part of our efforts to establish positions in new commercial areas, we opened a store in Kurose-shi, Toyama-ken, bringing the total number of stores at the end of the first quarter of the current consolidated fiscal year to 296.

2) DX and AI utilization

During the first quarter of the current consolidated fiscal year, we introduced an automatic guidance system at one store (total of 284 stores) and self-checkout registers at six stores (total of 246 stores) to improve customer convenience and store productivity. We are also working to improve customer satisfaction by developing multilingual support for the automatic guidance system and more efficient guidance logic.

Furthermore, we have conducted pilot tests of AI-powered work scheduling and shift creation, as well as the digital transformation (DX) of training manuals, to optimize staff allocation.

③ Sustainability

Based on our corporate motto, “Our customers' happiness is our happiness,” the company's basic policy is to contribute to the sustainable development of society and enhance corporate value as a provider of food infrastructure.

1) Strengthening the Management Foundation

In addition to conducting employee engagement surveys, we are promoting action plans aimed at continuously improving evaluation scores to enhance employee motivation and, consequently, productivity. Furthermore, we have established a Diversity, Equity, and Inclusion (DEI) Promotion Committee to develop and implement a DEI roadmap, while also advancing initiatives to foster understanding and awareness among all employees.

Furthermore, we are working to create a more inclusive workplace by increasing the proportion of female employees, improving the rate of male regular employees taking parental leave, and increasing the proportion of foreign managers. We are also enhancing employee training programs to cultivate the next generation of managerial and leadership talent.

2) Providing food safety and security

The company places the highest priority on providing safe and secure dining experiences to all customers. We are promoting the creation of safe and secure stores through the improvement of store environments, and are working to rebuild our defense lines by establishing an organizational structure capable of responding quickly and accurately in emergencies. Additionally, we are advancing product development that prioritizes health and nutrition, offering menus with well-balanced nutritional value to enable customers of all ages to enjoy the “joy of eating” for years to come. We also strive to provide accurate and easy-to-understand information on allergens and nutritional components, creating an environment where customers can choose products with confidence.

3) Contributing to Local Communities, Society, and the Global Environment

The company considers contributing to local communities and the global environment to be an important responsibility and is promoting sustainable initiatives. We are implementing capital investments aimed at improving the efficiency of air conditioning equipment and reducing CO2 emissions through reduced power consumption. We will continue to invest in reducing the consumption of water, electricity, and gas in order to reduce our environmental impact.

Additionally, we are developing and selling products that utilize all the sushi ingredients cut daily in-store, thereby reducing food waste and achieving both food loss reduction and efficient resource utilization.

Furthermore, based on a management structure that incorporates customer feedback, we strive to achieve harmonious coexistence with society by providing products and services tailored to the needs of our local communities.

④ Expansion of related businesses

In order to enhance corporate value on a sustainable basis, the company has positioned the expansion of related businesses as an important growth strategy, in addition to strengthening the profitability of existing stores, and is promoting the following initiatives.

1) Strengthening collaboration with the Delicatessen business

We are strengthening collaboration with the Conveyor belt Sushi business to maximize synergies and expand the delicatessen business. In addition to supplying ingredients to the Conveyor belt Sushi business, we are jointly developing high-quality products for external sale to expand production scale and improve efficiency. We are also considering selling these ingredients and products externally.

2) Overseas Business

In South Korea, we are working to improve our revenue model to offset the impact of soaring raw material prices, and are building a stable income structure through pricing and various cost reductions.

In Indonesia, various marketing measures have been successful, resulting in significant revenue growth. In response to this strong performance, we are considering opening several new stores.

We are also continuing to investigate potential locations for stores in a third overseas country, and plan to further expand our overseas business in the current fiscal year and beyond.

As a result of the above, revenue in the Conveyor belt Sushi business was 14,830 million yen (up 1.4% year on year), and segment profit was 334 million yen (up 187.4% year on year).

< Delicatessen business >

In the delicatessen business, we are reviewing sales prices to respond to rising costs of major raw materials, including rice, amid a challenging business environment characterized by continued high raw material prices. Although consumer purchasing behavior was affected in some rice products, sales of room temperature bread remained strong, and efforts to capture demand through the expansion of sales channels were successful, resulting in higher revenue than in the same period of the previous fiscal year.

In terms of production, productivity remained higher than the same period of the previous fiscal year due to the introduction of labor-saving equipment and improvements in tact time. In addition, factory expenses were reduced, and selling, general and administrative expenses were lower than in the same period of the previous fiscal year.

In product development, we are strengthening cooperation with our business partners and continuing to propose products that meet the diversifying needs of consumers, with the aim of strengthening our foundation for future revenue growth.

We will continue to strive to improve profitability and achieve sustainable growth by improving operational efficiency and responding accurately to market needs.

As a result of the above, revenue in the Delicatessen business was 3,359 million yen (up 4.8% year on year), and segment loss was 28 million yen (segment loss in the same quarter last year was 30 million yen).

(2) Financial position

(Assets)

Total assets for the first quarter of the current consolidated fiscal year were 31,318 million yen, an increase of 245 million yen from the end of the previous consolidated fiscal year. This was mainly due to a 66 million yen increase in cash and deposits, a 533 million yen decrease in accounts receivable, a 315 million yen increase in buildings and structures, a 262 million yen increase in machinery and transportation equipment, and a 95 million yen increase in tools, furniture, and fixtures.

(Liabilities)

Total liabilities for the first quarter of the current consolidated fiscal year amounted to 20,373 million yen, an increase of 190 million yen compared to the end of the previous consolidated fiscal year. This was mainly due to a 289 million yen increase in accounts payable-other and long-term accounts payable-other, a 131 million yen decrease in income taxes payable, and a 71 million yen increase in provision for sales promotion expenses.

(Net assets)

Net assets at the end of the first quarter of the current consolidated fiscal year were 10,944 million yen, an increase of 54 million yen from the end of the previous consolidated fiscal year. This was mainly due to an increase in retained earnings resulting from the payment of dividends of 246 million yen and profit attributable to owners of parent of 331 million yen.

(3) Forward-Looking Statements, Including Consolidated Earnings Forecasts

There are no changes to the consolidated earnings forecasts announced in the “Consolidated Financial Results for the Fiscal Year Ended March 31, 2025” released on May 9, 2025.

2. Quarterly consolidated financial statements and Notes

(1) Quarterly consolidated balance sheet

(Unit : Millions of yen)

	Previous consolidated fiscal year (March 31, 2025)	Current first quarter of consolidated fiscal year (June 30, 2025)
Assets		
Current assets		
Cash and deposits	7,940	8,007
Accounts receivable	3,581	3,047
Goods and products	449	430
Raw materials and supplies	434	462
Others	1,041	1,259
Allowance for doubtful accounts	(0)	(0)
Total current assets	13,445	13,207
Non-current assets		
Property, plant and equipment		
Buildings and structures	27,317	27,632
Machinery and vehicles	7,811	8,074
Tools, equipment and fixtures	9,707	9,802
Land	1,645	1,645
Lease assets	135	135
Construction in progress	29	75
Accumulated depreciation	(34,347)	(34,575)
Total property, plant and equipment	12,299	12,790
Intangible assets		
Software	97	84
Facility usage rights	1	1
Others	3	44
Total intangible assets	102	130
Investments and other assets		
Investment securities	861	862
Security and guarantee deposits	3,604	3,569
Deferred tax assets	586	604
Others	173	154
Allowance for doubtful accounts	(2)	(2)
Total investments and other assets	5,224	5,189
Total non-current assets	17,626	18,110
Deferred assets		
Bond issuance costs	0	0
Total deferred assets	0	0
Total assets	31,072	31,318

(Unit : Millions of yen)

	Previous consolidated fiscal year (March 31, 2025)	Current first quarter of consolidated fiscal year (June 30, 2025)
Liabilities		
Current liabilities		
Accounts payable	3,734	3,443
Long term borrowings due within one year	2,490	2,490
Bonds due within one year	100	100
Accounts payable-other	2,543	3,112
Accrued expenses	1,610	1,594
Lease liabilities	2	3
Income taxes payable	181	49
Provision for bonuses	87	60
Provision for sales promotion expenses	138	209
Others	765	1,063
Total current liabilities	11,655	12,127
Non-current liabilities		
Long term borrowings	4,650	4,650
Long term accounts payable-other	2,014	1,735
Retirement benefit liabilities	75	73
Lease liabilities	5	4
Asset retirement obligations	1,677	1,683
Others	104	98
Total non-current liabilities	8,527	8,246
Total liabilities	20,182	20,373
Net assets		
Shareholders' equity		
Share capital	100	100
Capital surplus	8,591	8,591
Retained earnings	2,211	2,295
Treasury shares	(55)	(55)
Total shareholders' equity	10,846	10,931
Accumulated other comprehensive income		
Unrealized gains on other securities	1	3
Deferred gains (losses) on hedges	(11)	(6)
Foreign currency translation adjustment	10	(22)
Total accumulated other comprehensive income	0	(25)
Non-controlling interests	42	39
Total net assets	10,889	10,944
Total liabilities and net assets	31,072	31,318

(2) Quarterly consolidated statement of income and quarterly consolidated statement of comprehensive income

(Quarterly consolidated statement of income)

(Unit : Millions of yen)

	Previous first quarter cumulative consolidated period (From April 1, 2024 to June 30, 2024)	Current first quarter cumulative consolidated period (From April 1, 2025 to June 30, 2025)
Revenue	17,826	18,189
Cost of sales	8,496	8,625
Gross profit	9,330	9,564
Selling, general and administrative expenses	9,228	9,242
Operating profit	102	322
Non-operating income		
Interest income	4	4
Dividend income	55	55
Rental revenue	54	51
Vending machine revenue	6	5
Sponsorship income	1	—
Miscellaneous income	11	12
Total non-operating income	134	129
Non-operating expenses		
Interest expense	45	47
Interest expense on bond	1	0
Cost of rental revenue	40	36
Miscellaneous losses	4	3
Total non-operating expenses	92	87
Ordinary profit	144	363
Extraordinary profit		
Gain on sales of non-current assets	1	—
Reversal of provision for loss on store closings	4	—
Total extraordinary profit	6	—
Extraordinary losses		
Loss on disposal of non-current assets	3	4
Total extraordinary losses	3	4
Profit before taxes and other adjustments	147	359
Corporate, inhabitants and enterprise taxes	46	49
Corporate tax adjustments	(48)	(17)
Total corporate tax, etc.	(1)	31
Quarterly profit	148	327
Quarterly profit (losses) attributable to non-controlling interests	(3)	(3)
Quarterly profit attributable to owners of parent	152	331

(Quarterly consolidated statement of comprehensive income)

(Unit : Millions of yen)

	Previous first quarter cumulative consolidated period (From April 1, 2024 to June 30, 2024)	Current first quarter cumulative consolidated period (From April 1, 2025 to June 30, 2025)
Quarterly profit	148	327
Other comprehensive income		
Unrealized gains on other securities	0	1
Deferred gains (losses) on hedges	12	5
Foreign currency translation adjustment	—	(33)
Total other comprehensive income	13	(26)
Quarterly comprehensive income	162	301
(Breakdown)		
Quarterly profit attributable to owners of parent	165	304
Quarterly profit attributable to non-controlling interests	(3)	(3)

(3) Notes to quarterly financial statements

(Method of preparing quarterly consolidated financial statements)

The quarterly consolidated financial statements are prepared in accordance with Article 4, Paragraph 1 of the Regulations for Filing Quarterly Financial Statements of the Tokyo Stock Exchange, Inc. and accounting standards for quarterly financial statements generally accepted in Japan (however, the omissions specified in Article 4, Paragraph 2 of the Regulations for Filing Quarterly Financial Statements are applied).

(Notes on quarterly consolidated balance sheet)

(Contingent liability)

(Litigation, etc.)

The company is a defendant in a lawsuit filed by Hama Sushi Co., Ltd. in the Tokyo District Court on December 27, 2023, seeking damages of 511 million yen. Depending on future developments, this lawsuit may have an impact on the company's consolidated earnings in the future, but as it is difficult to reasonably estimate the amount of the impact at this point, it has not been reflected in the quarterly consolidated financial statements.

(Segment information)

I Previous first quarter cumulative consolidated period (From April 1, 2024 to June 30, 2024)

1. Information on revenue and profit or loss by reporting segment

(Unit : Millions of yen)

	Conveyor belt Sushi business	Delicatessen business	Total
Revenue			
External revenue	14,622	3,203	17,826
Inter-segment revenue and transfers	—	84	84
Total	14,622	3,288	17,911
Segment profit (loss)	116	(30)	86

2. Difference between the total amount of profit or loss of reporting segments and the amount recorded in the quarterly consolidated statement of income, and the main components of the difference (adjustments for differences)

(Unit : Millions of yen)

Profit	Amount
Total reporting segments	86
Elimination of inter-segment transactions	16
Operating profit recorded on quarterly consolidated statement of income	102

II Current first quarter cumulative consolidated period (From April 1, 2025 to June 30, 2025)

1. Information on revenue and profit or loss by reporting segment

(Unit : Millions of yen)

	Conveyor belt Sushi business	Delicatessen business	Total
Revenue			
External revenue	14,830	3,359	18,189
Inter-segment revenue and transfers	—	73	73
Total	14,830	3,432	18,263
Segment profit (loss)	334	(28)	306

2. Difference between the total amount of profit or loss of reporting segments and the amount recorded in the quarterly consolidated statement of income, and the main components of the difference (adjustments for differences)

(Unit : Millions of yen)

Profit	Amount
Total reporting segments	306
Elimination of inter-segment transactions	16
Operating profit recorded on quarterly consolidated statement of income	322

(Notes on significant changes in shareholders' equity)

Not applicable.

(Notes on going concern assumption)

Not applicable.

(Notes on quarterly consolidated statement of cash flows)

The quarterly consolidated statement of cash flows for the first quarter of the current consolidated fiscal year has not been prepared. Depreciation and amortization (including amortization of intangible assets) for the first quarter of the current consolidated fiscal year are as follows.

	Previous first quarter cumulative consolidated period (From April 1, 2024 to June 30, 2024)	Current first quarter cumulative consolidated period (From April 1, 2025 to June 30, 2025)
Depreciation expenses	555 million yen	573 million yen
Amortization of goodwill	—	2 million yen