

November 12, 2021

Consolidated Financial Results

for FY 2021

The logo for ZENSHO, featuring the word "ZENSHO" in a bold, blue, sans-serif font. The letter "Z" is stylized with a diagonal line through it.

ZENSHO HOLDINGS CO., LTD.

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ZENSHO HOLDINGS CO., LTD.

● Net Sales	316.9 billion yen	(YoY	10.1%)
Operating Profit	8.6 billion yen	(YoY	212.5%)
Profit attributable to owners of parent	6.4 billion yen	(YoY	- %)

● Same store sales (YoY)	
Gyudon	106.8%
Family Dining	100.4%
Fast Food Service	105.6%

● New Store Openings TOTAL	203 outlets
(Japan	45 outlets)
(Overseas	158* outlets)

* Including franchised stores in U.S.A, Canada and Australia operation by Advanced Fresh Concepts Corp.

Income Statement

Financial Results for FY2021

ZENSHO

(Unit:100 million yen, amounts less than 100 million yen are disregarded)

	FY2020	FY2021		
	Apr.-Sep. results	Apr.-Sep. results	Differences	YoY
Sales	2,879	3,169	+ 289	+10.1%
Cost of Sales	1,244	1,488	+ 243	+19.5%
(Component Ratio)	(43.2%)	(46.9%)	(+3.7%pt)	
SGA	1,607	1,595	- 12	- 0.8%
(Component Ratio)	(55.8%)	(50.3%)	(-5.5%pt)	
Operating Profit	27	86	+ 58	3.1times
(Component Ratio)	(1.0%)	(2.7%)		
Ordinary Profit	28	130	+ 102	4.6times
(Component Ratio)	(1.0%)	(4.1%)		
Net Profit	▲ 19	+ 64	+ 83	—
(Component Ratio)	(—)	(2.0%)		

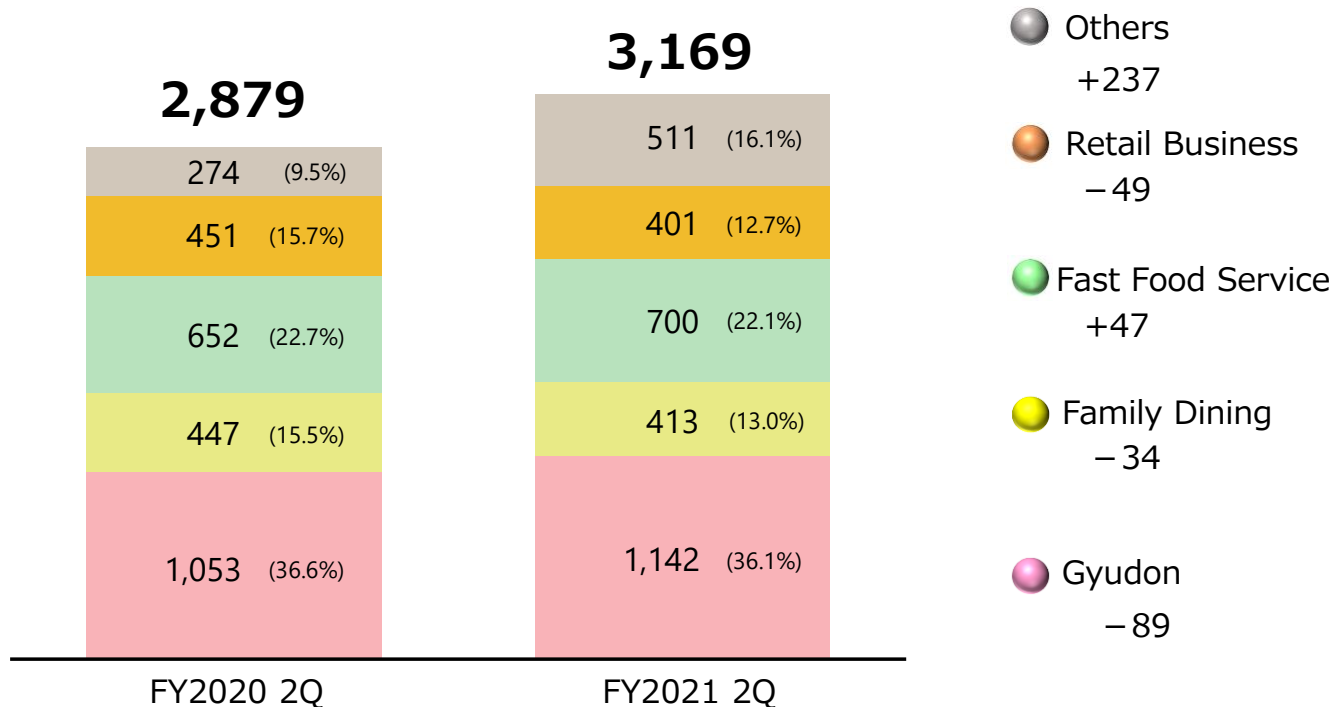
Category Analysis : Sales

Financial Results for FY2021

ZENSHO

■ +28.9 billion yen increase (YoY)

(Unit:100 million yen, amounts less than 100 million yen are disregarded)



※ () Sales composition

Balance Sheet

Financial Results for FY2021

ZENSHO

(Unit:100 million yen, amounts less than 100 million yen are disregarded)

	Mar.31 /2021	Sep.30 /2021	Differences		Mar.31 /2021	Sep.30 /2021	Differences
Current Assets	1,090	1,234	+144	Interest-bearing Debt	3,105	3,204	+98
Cash and Deposits	376	501	+125	Other Liabilities	1,951	2,070	+118
Other Current Assets	713	732	+18	Liabilities	1,154	1,134	▲19
Noncurrent Assets	2,869	2,888	+19	Shareholders Equity	854	918	+64
Tangible Assets	1,629	1,655	+25	Retained Earnings	518	518	+0
Intangible Assets	582	604	+22	Accumulated other comprehensive income	412	458	+46
Total Investments and Other Non-current Assets	657	628	▲28	Non-controlling Interests	▲58	▲58	+0
Deffered Assets	0	0	▲0	Total Net Assets	▲18	▲9	+9
Total Assets	3,960	4,123	+163	Total Liabilities and Net Assets	3,960	4,123	+163

(Unit: 100 million yen)

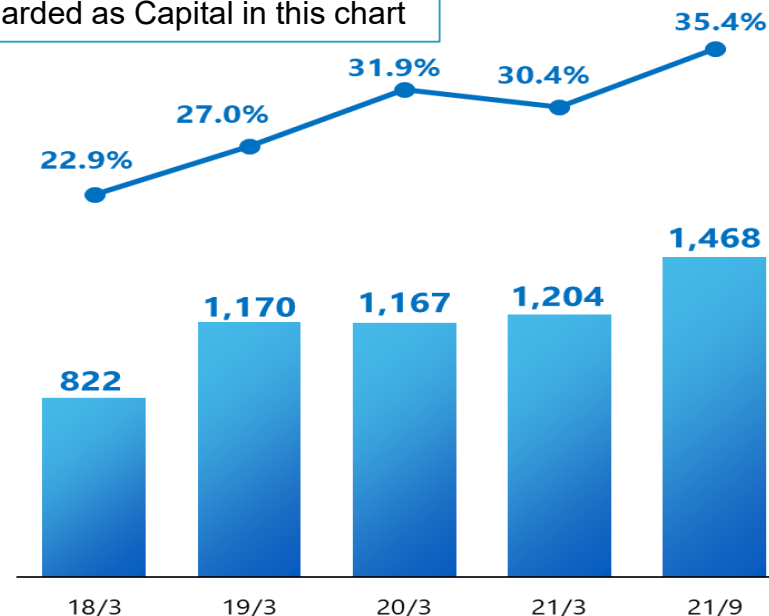
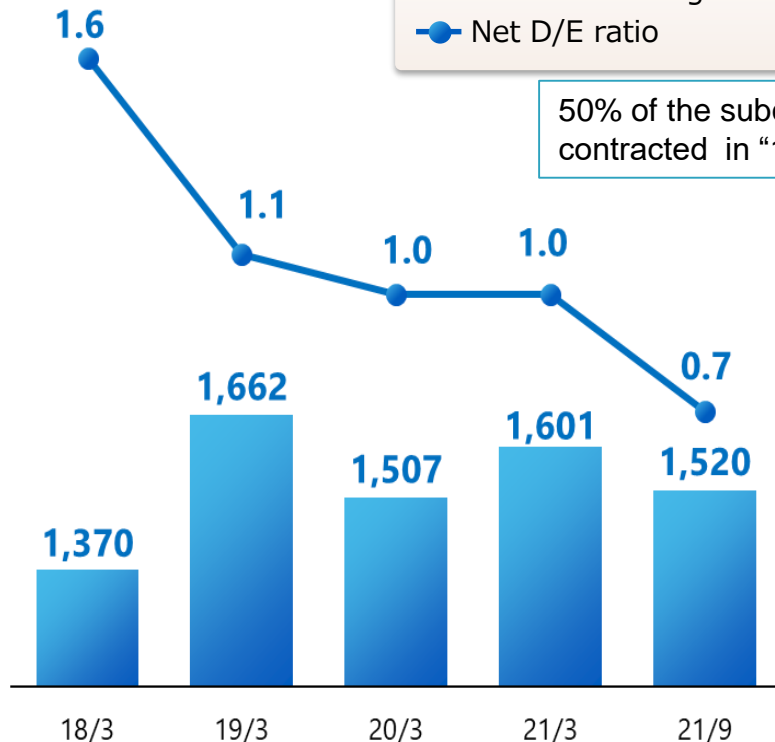
Interest-bearing Debt, Net D/E ratio

Net Assets ratio, Equity Capital ratio

■ Interest-bearing Debt
● Net D/E ratio

■ Equity Capital
● Shareholder's Equity Ratio

50% of the subordinated loan financing amount contracted in "19/3" is regarded as Capital in this chart

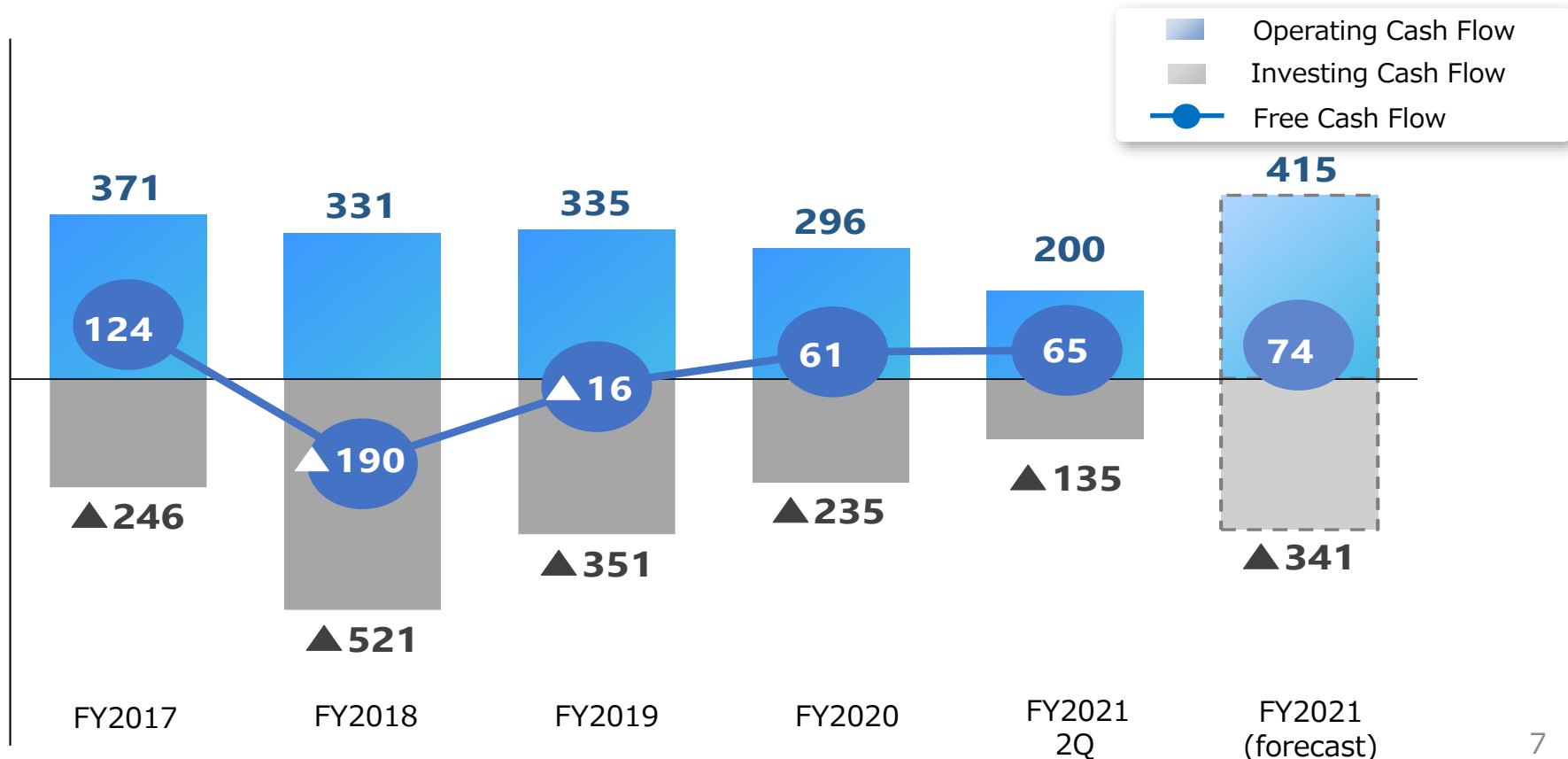


Cash Flow

Financial Results for FY2021

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(Unit: 100 million yen, amounts less than 100 million yen are disregarded)



ZÉNSHO



なか卯



PIZZERIA and PASTA
Jolly Pasta

和家
WAKA



Victoria Station

牛庵



北海道らめん
江札

久兵衛屋



瀬戸うどん



たもん鹿



MORIVA COFFEE



かつ庵

オリ位
OLIVE HILL



Chicken Rice Shop



AFC



和家



マルヤ



マルエイ



VERY FOODS

Fuji Mart



かがやき



和家



エンネルグ

GFF



サンピン



テクノ建設



G.T.S.



GFS



GLOBAL IT SERVICE
GIS



Tolona Japan.

北海道 十勝
善祥園
ZENSHO EN

ZBS
Zensho Business Service



ZENSHO RICE

ZENSHO
CooCa

CooCa



ZIS



かがやき保育園



JinZai