

FY2026.3 (Apr.2025~Jun.2025) Outline of Financial Results



Analysis of Present States and Future Prospects



Deerbrook
(Texas, Humble)
Feb 15th, 2025 Opened!

ROUND ONE Corporation

**President and Chief Executive Officer
Masahiko Sugino**

**Tokyo Stock Exchange Prime
Code Number : 4680**

August 8,2025

Notification of The Voluntary Adoption of IFRS



Our group started voluntarily adapting International Financial Reporting Standards (IFRS) in place of Japanese GAAP for the consolidated financial statements in the Annual Securities Report for the fiscal year ended March 31, 2025 in order to improve the comparability of financial information and management efficiency. Accordingly, the accounting standards in this document are treated as IFRS. The historical data until FY2024.3 on pages 8 and 9 are presented in accordance with Japanese GAAP.

For details on the changes accompanying the voluntary adoption of IFRS, please refer to the "Supplementary Materials on Adoption of International Financial Reporting Standards" disclosed on June 27, 2025

Analysis of Consolidated Operating Results

FY2026.3 1Q Actual [Year-on-Year]



[Unit ¥bn] ※ Figures below ¥10 million are truncated. Percentage is rounded off to one decimal place.

	Unit	FY2025.3 Actual [2024.4-2024.6]	FY2026.3 Actual [2025.4-2025.6]	Diff.(%)
Total stores at the end of term	Store	155	160	+3.2
No. of all stores' operating months	Month	460	479	+4.1

P/L	Bowling	6.88	6.99	+1.6
	Amusement	24.00	26.60	+10.8
	Karaoke, Food	4.31	4.55	+5.6
	Spo-cha	4.33	4.46	+2.9
	Others	0.85	0.87	+2.0
	Revenue	40.38	43.48	+7.7
	Cost of sales	33.51	35.43	+5.7
	Gross profit	6.87	8.05	+17.1
	SG&A expenses	1.41	1.80	+28.0
	Other-operating income & expenses ③	0.06	(0.17)	—
	Operating profit ②	5.53	6.07	+9.8
	Operating profit margin	13.7%	14.0%	—
	Financial income & costs	(0.83)	(0.99)	—
	Share of profit of investments accounted for using equity method	0.09	0.07	(15.1)
	Profit before tax	4.79	5.15	+7.6
	Income tax expense	1.39	1.75	+25.2
	Profit	3.39	3.40	+0.3

① [Differ in number]

Store : Japan 1 store closed
The USA 6 stores opened
China 1 store opened and 1 store closed
Operating Months : Japan (2 months), The USA +22 months, China (1 month)

② [Operating Profit] ※

FY2025.3 1Q Actual Operating profit ¥5.53bn

◆ Japan Ordinary Profit & Loss +¥0.12bn

[Breakdown]	Increase in Revenue	+¥1.23bn
	Decrease in Amusement Lease Depreciation Exp.	+¥0.26bn
	Increase in Personnel Exp.	¥(0.44)bn
	Increase in Amusement Prize Exp.	¥(0.29)bn
	Increase in Repair Exp.	¥(0.13)bn
	Increase in Utilities Exp.	¥(0.12)bn
	Increase in Other Exp.	¥(0.39)bn

◆ The USA Operating Profit & Loss +¥0.65bn

[Breakdown]	Increase in Revenue	+¥3.38bn
	Increase in Personnel Exp.	¥(0.60)bn
	Increase in Amusement Prize Exp.	¥(0.58)bn
	Increase in Depreciation Exp.	¥(0.43)bn
	Increase in Commission Exp.	¥(0.43)bn
	Effect of Exchange Rate Fluctuations	¥(0.69)bn

◆ China and Other ¥(0.23)bn

FY2026.3 1Q Actual Operating profit ¥6.07bn

※ Ordinary profit is compared excluding royalty.
Royalty from the USA is ¥0.93 bn.

③ [Other-operating income & expenses Breakdown]

FY2025.3 1Q Actual

Other-operating income and expenses ¥0.06bn
Foreign exchange gain ¥0.17bn
Loss on retirement of non-current assets, etc. ¥ (0.11)bn

FY2026.3 1Q Actual

Other-operating income and expenses ¥ (0.17)bn
Foreign exchange loss ¥ (0.15)bn
Loss on retirement of non-current assets, etc. ¥ (0.02)bn

Analysis of Consolidated Operating Results FY2026.3 1Q Actual [Comparison with Plan]



[Unit ¥bn] ※ Figures below ¥10 million are truncated. Percentage is rounded off to one decimal place.

	Unit	FY2026.3 Plan [2025.4-2025.6]	FY2026.3 Actual [2025.4-2025.6]	Diff.(%)
Total stores at the end of term	Store	160	160	—
No. of all stores' operating months	Month	479	479	—
P/L	Bowling	7.01	6.99	(0.3)
	Amusement	25.69	26.60	+3.5
	Karaoke, Food	4.49	4.55	+1.3
	Spo-cha	4.50	4.46	(0.9)
	Others	0.87	0.87	(0.0)
	Revenue	42.58	43.48	+2.1
	Cost of sales	34.43	35.43	+2.9
	Gross profit	8.14	8.05	(1.2)
	SG&A expenses	1.49	1.80	+20.4
	Other-operating income & expenses ②	(0.06)	(0.17)	—
	Operating profit ①	6.58	6.07	(7.7)
	Operating profit margin	15.5%	14.0%	—
	Financial income & costs	(0.85)	(0.99)	—
	Share of profit of investments accounted for using equity method	—	0.07	—
	Profit before tax	5.73	5.15	(10.0)
	Income tax expense	1.67	1.75	+4.3
	Profit	4.05	3.40	(15.9)

① [Operating Profit] ※1

FY2026.3 1Q Plan	Operating Profit	¥6.58 bn
◆ Japan Ordinary Profit & Loss		¥(0.36) bn
[Breakdown]		
Increase in Revenue		+¥0.31 bn
Increase in Amusement Supplies Exp.		¥(0.22) bn
Increase in Repair Exp.		¥(0.10) bn
Increase in Utilities Exp.		¥(0.12) bn
Increase in Personnel Exp.		¥(0.11) bn
Increase in Other Exp.		¥(0.12) bn
◆ The USA Ordinary Profit & Loss		¥(0.07) bn
[Breakdown]		
Increase in Amusement Prize Exp.		¥(0.11)bn
Increase in Commission Exp.		¥(0.11)bn
Effect of Exchange Rate Fluctuations		+¥0.15 bn
◆ China and Other		¥(0.08)bn
FY2026.3 1Q Actual	Operating Profit	¥6.07 bn

※ Ordinary profit is compared excluding royalty. Royalty from the USA is ¥0.93bn

② [Other-operating income & expenses Breakdown]

FY2026.3 1Q Plan

Other-operating income and expenses ¥(0.06)bn
Loss on retirement of non-current assets, etc. ¥(0.06)bn

FY2026.3 1Q Actual

Other-operating income and expenses ¥(0.17)bn
Foreign exchange loss ¥ (0.15)bn
Loss on retirement of non-current assets, etc. ¥ (0.02)bn

FY2026.3 Consolidated Plan

[Store Openings and Closings, P/L]



Unchanged from May 9, 2025 disclosure

The U.S. budget incorporates the effect of current tariffs. If there is a significant deviation from the plan, a revised plan will be disclosed.

※ Figures below ¥10 million are truncated.
※ Percentage is rounded off to one decimal place.

			FY2026.3 Plan (IFRS)				
			Consolidated	Japan※1	The USA※4	China※4	Delicious※4
stores	Opening	Store	16	2	10	1	3
	Closing	Store	1	1	—	—	—
	Total [at the end of term]	Store	175	101	67	4	3
	No. of all stores' operating months	Month	1,951	1,191	705	47	8
P/L	Bowling	¥bn	30.44	23.30	7.08	0.05	—
	Amusement	¥bn	114.97	52.66	61.09	1.22	—
	Karaoke, Food	¥bn	21.41	8.59	12.77	0.04	—
	Spo-cha	¥bn	20.45	18.10	2.19	0.14	—
	Others	¥bn	5.86	3.70	—	0.00	2.15
	Revenue	¥bn	193.16	106.37	83.15	1.47	2.15
	Operating profit ※2	¥bn	31.22	18.18	14.68	0.01	(1.65)
	Operating profit margin	%	16.2%	17.1%	17.7%	1.1%	—
	Financial income & costs	¥bn	(3.99)	(0.67)	(3.02)	(0.01)	(0.28)
	Profit before tax	¥bn	27.23	17.51	11.65	0.00	(1.93)
	Income tax expense ※3	¥bn	8.78	6.87	1.90	—	—
	Profit	¥bn	18.45	10.63	9.75	0.00	(1.93)

(Note) International Financial Reporting Standards (IFRS) has been adopted starting from FY2026.3 Plan.

※1 The figures include HD figures.

※2 Operating profit of Japan and The USA are shown excluding royalty.

Operating profit including royalty : Japan ¥22.34 bn, The USA ¥10.52 bn

※3 The calculation of the income tax is based on the profit including the royalty.

※4 Forex : 1 USD=140.00 JPY, 1 CNY=20.00 JPY

【Japan】 Revenue and YoY comparison of existing stores (Actual and Plan)



【Japan】 Revenue (Actual and Plan)

※ Figures below ¥10 million are truncated.
※ Percentage is rounded off to one decimal place.

	Unit									
		1Q			2Q	1st Half	3Q	4Q	2nd Half	Term
		Plan	Actual	Diff.(%)	Plan	Plan	Plan	Plan	Plan	Plan
Bowling	¥bn	5.39	5.33	(1.1)	5.95	11.35	5.12	6.82	11.94	23.30
Amusement	¥bn	11.76	12.28	+4.4	14.42	26.19	12.28	14.17	26.46	52.66
Karaoke	¥bn	2.03	1.93	(4.6)	2.29	4.32	1.96	2.31	4.27	8.59
Spo-cha	¥bn	4.03	3.98	(1.2)	4.89	8.93	3.51	5.66	9.17	18.10
Others	¥bn	0.87	0.87	(0.1)	0.95	1.83	0.87	1.00	1.87	3.70
Revenue	¥bn	24.10	24.42	+1.3	28.52	52.62	23.76	29.98	53.74	106.37
Total stores at the end of each term		99	99	—	99	99	100	101	101	101

【Japan】 YoY comparison of existing stores (Actual and Plan)

※ Percentage is rounded off to one decimal place.

	Unit										
		1Q			2Q	1st Half	3Q	4Q	2nd Half	Term	
		Plan	Actual	Diff.(%)	Plan	Plan	Plan	Plan	Plan	Plan	
Bowling	%	+2.9	+1.8	(1.1)	+4.5	+3.7	+4.7	+3.5	+4.0	+3.9	
Amusement	%	+4.5	+9.1	+4.6	+4.5	+4.5	+4.9	+3.4	+4.1	+4.3	
Karaoke	%	+4.3	(0.6)	(4.9)	+4.5	+4.4	+4.6	+3.4	+4.0	+4.2	
Spo-cha	%	+6.4	+5.1	(1.3)	+3.5	+4.8	+5.8	+3.3	+4.3	+4.5	
Others	%	+3.0	+3.0	+0.0	+5.5	+4.3	+6.5	+4.3	+5.3	+4.8	
Revenue	%	+4.4	+5.8	+1.4	+4.4	+4.4	+5.0	+3.5	+4.1	+4.2	
Number of holidays (YoY)	Days	±0	±0	—	±0	±0	+1	±0	+1	+1	
Total stores at the end of each term		99	99	—	99	99	99	99	99	99	

【The USA】 Revenue and YoY comparison of existing stores (Actual and Plan)



【The USA】 Revenue (Actual and Plan)

※ Figures below ¥10 million are truncated.
※ Percentage is rounded off to one decimal place.

	Unit									
		1Q			2Q	1st Half	3Q	4Q	2nd Half	Term
		Plan	Actual	Diff.(%)	Plan	Plan	Plan	Plan	Plan	Plan
Bowling	¥bn	1.60	1.64	+2.3	1.67	3.28	1.66	2.13	3.80	7.08
Amusement	¥bn	13.65	14.04	+2.9	14.33	27.98	14.39	18.71	33.11	61.09
Food, Party, etc	¥bn	2.45	2.60	+6.2	2.57	5.02	2.62	5.11	7.74	12.77
Spo-cha	¥bn	0.42	0.42	(0.6)	0.43	0.85	0.54	0.79	1.34	2.19
Revenue	¥bn	18.13	18.71	+3.2	19.01	37.14	19.23	26.76	46.00	83.15
Total stores at the end of each term		57	57	—	57	57	61	67	67	67

※ Forex : Plan 1 USD = 140.00 JPY
Actual 1 USD = 144.60 JPY

【The USA】 YoY comparison of existing stores (Actual and Plan)

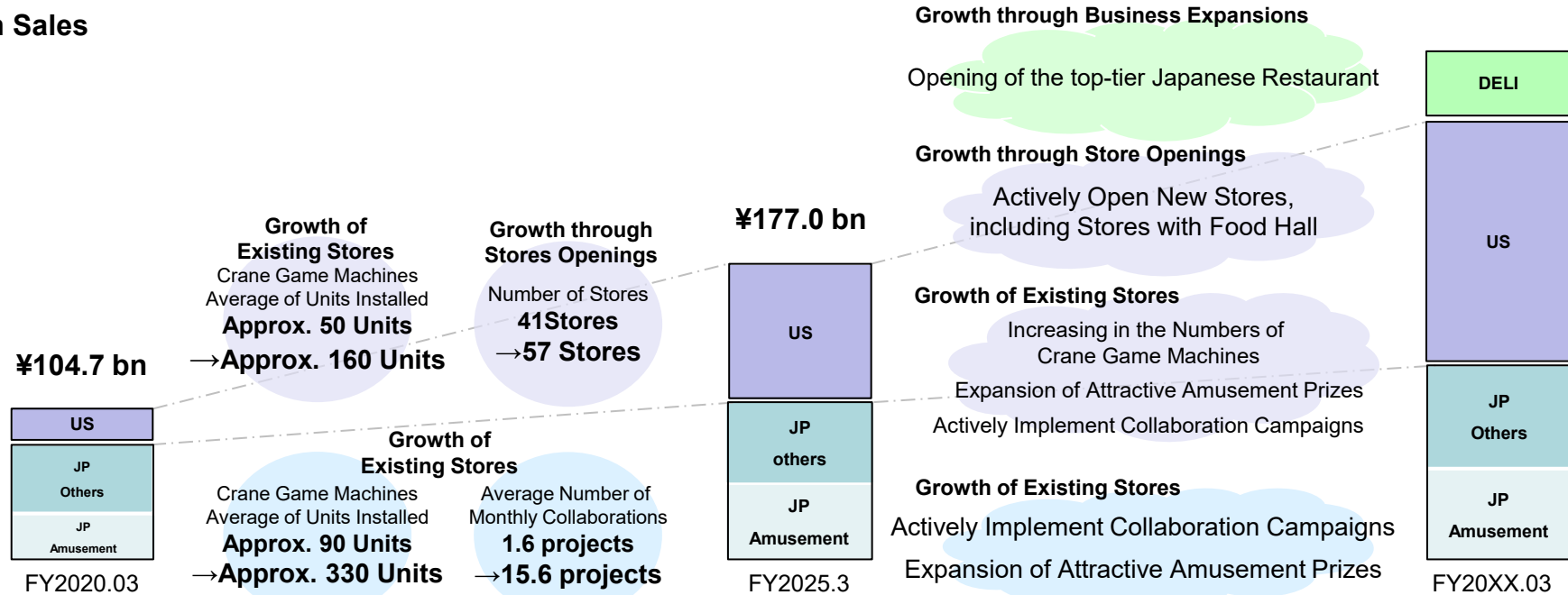
※ Figures are calculated in USD.
※ Percentage is rounded off to one decimal place.

	Unit									Term
		1Q			2Q	1st Half	3Q	4Q	2nd Half	
		Plan	Actual	Diff.(%)	Plan	Plan	Plan	Plan	Plan	
Bowling	%	+1.0	+2.1	+1.1	+5.2	+3.1	+4.6	+4.4	+4.5	+3.9
Amusement	%	+1.5	+4.2	+2.7	+4.2	+2.9	+10.3	+7.2	+8.6	+5.9
Food, Party, etc	%	+2.0	+2.4	+0.4	+9.7	+5.9	(2.6)	+3.0	+0.3	+2.9
Spo-cha	%	+4.0	+0.1	(3.9)	+5.3	+4.6	+24.3	+6.7	+14.4	+9.4
Revenue	%	+1.6	+3.6	+2.0	+5.0	+3.4	+8.1	+6.4	+7.2	+5.4
Total stores at the end of each term		50	50	—	52	52	54	57	57	57

Mid-Term Vision of Growth in Sales



Growth in Sales



【Japan】 Since FY2022.03, we have been renovating stores into Giga Crane Game Stadium✕, with renovations completed at 76 locations to date. Additionally, the number of monthly collaboration campaigns has increased approximately tenfold from FY2020.03 to FY2025.3. We will continue to expand the number of collaboration campaigns in order to drive further sales growth.

(✕Giga Crane Game Stadium refers to stores equipped with approximately 300 or more crane game machines.)

【The USA】 From FY2020.03 to FY2025.3, we have increased sales by opening new stores and increasing the number of crane game machines. In addition to opening new stores with Food Hall, we will aim for further growth through collaboration campaigns and increase of crane game machines. For details of Food Hall, please refer to page 12.

【Delicious】 We will expand Japanese cuisine with the same quality that is highly acclaimed in Japan.

We plan to open our first U.S. location in FY2027.3.

Please refer to page 13 for details of Round One Delicious Project.

FY2026.3 Consolidated Plan: Capital Allocation



Unchanged from May 9, 2025 disclosure

We are committed to enhance our corporate value through growth investments in new stores that serve as the fountain of our revenue base, as well as renewal capital expenditures for existing stores. The planned capital allocation is as follows:

(Units: bn)

100

IN

OUT

90

80

70

60

50

40

30

20

10

Operating CF
¥65.2 bn

Cash
+
Borrowings

Existing Stores:
Facility Investments
¥9.6 bn

New Stores:
Facility Investments
¥33.9 bn

Repayment of Interest-
Bearing Debt
Payment of Interest
Expenses
¥46.6 bn

Shareholders Returns ¥4.5 bn

● Operating CF Breakdown

- Operating Profit ¥31.2 bn
- Depreciation Expenses ¥12.7 bn
- Lease Depreciation Expenses ¥9.4 bn
- ROU Assets Depreciation Expenses (IFRS) ¥20.2 bn
- Non-Expenditure Expenses ¥0.4 bn
- Income Taxes ¥(8.7) bn

● Facility Investments for Existing Stores Breakdown

- Japan ¥2.5 bn
- The USA ¥7.1 bn (Mainly Amusement Machines)

● Facility Investments for New Stores Breakdown

- Japan ¥2.1 bn
- The USA ¥27.9 bn
- Delicious ¥3.7 bn
- China ¥0.1 bn

● Repayment of Interest-Bearing Debt, and Payment of Interest Expenses Breakdown

- Borrowings ¥12.4 bn
- Financial Lease ¥9.5 bn (Mainly Amusement Machines)
- Rent Exp. on Real Estate (Lease Liabilities on IFRS) ¥24.6bn

● Shareholders Returns Breakdown

- The quarterly dividends of ¥4.5 per share will be paid.
(The year-end dividend for FY2025.3 is expected to be ¥4.0 per share.)
- We aim for a dividend payout ratio of approximately 25% of the full-year profit on the forecast at the beginning of the fiscal year.

Trend in Assets [Consolidated]



※ Figures below ¥100 million are truncated.
 ※ Percentage is rounded off to one decimal place.

		J-GAAP						IFRS ※1	
J-GAAP	IFRS	2019.3	2020.3	2021.3	2022.3	2023.3	2024.3	2025.3	2026.3 Plan
Total assets	Total assets	¥117.3 bn	¥135.8 bn	¥150.5 bn	¥157.6 bn	¥170.6 bn	¥185.4 bn	¥259.9 bn	¥325.4 bn
Net assets	Equity	¥62.6 bn	¥65.1 bn	¥40.8 bn	¥54.6 bn	¥61.1 bn	¥70.5 bn	¥66.8 bn	¥80.7 bn
Equity ratio	Equity ratio	53.3%	47.8%	27.0%	34.4%	35.7%	37.9%	25.8%	24.9%
Cash reserve	Cash reserve	¥22.5 bn	¥34.5 bn	¥44.8 bn	¥46.3 bn	¥29.1 bn	¥36.4 bn	¥51.1 bn	¥36.7 bn
Interest-bearing debt	Interest-bearing debt	¥13.5 bn	¥27.4 bn	¥67.2 bn	¥49.5 bn	¥23.5 bn	¥22.2 bn	¥40.6 bn	¥43.3 bn
Net interest-bearing debt ※2	Net interest-bearing debt ※2	¥(9.0) bn	¥(7.1) bn	¥22.3 bn	¥3.1 bn	¥(5.5) bn	¥(14.2) bn	¥(10.4) bn	¥(6.5) bn
Lease obligations (excluding lease obligations related to IFRS 16 and ASC Topic 842.)	Lease liabilities (excluding lease obligations related to IFRS 16 and ASC Topic 842.)	¥19.0 bn	¥18.2 bn	¥14.9 bn	¥16.9 bn	¥19.9 bn	¥18.2 bn	¥15.7 bn	¥15.9 bn
Net interests-bearing debt including lease obligations ※3	Net interests-bearing debt including lease liabilities ※3	¥10.0 bn	¥11.1 bn	¥37.3 bn	¥20.1 bn	¥14.4 bn	¥4.0 bn	¥5.2 bn	¥22.5 bn
New lease contract amount	New lease contract amount	¥13.0 bn	¥9.4 bn	¥5.9 bn	¥12.5 bn	¥12.4 bn	¥10.2 bn	¥8.6 bn	¥9.6 bn

※1 The figures are calculated based on IFRS from FY2026.3 plan.

※2 “Net interest-bearing debt” ... “Interest-bearing debt” — “Cash reserve”

※3 “Net interest-bearing debt including lease obligations” ... “Net interest-bearing debt” + “Lease liabilities
[excluding lease liabilities related to IFRS 16 and ASC Topic 842]”

※ The lease above indicates finance lease for amusement machines and karaoke machines, except lease liabilities
related to IFRS 16 and ASC Topic 842.

Trend in Income Statement Status



【Consolidated】 Trend in IS

※ Figures below ¥0.1 bn are truncated.
※ Percentage is rounded off to one decimal place.

		J-GAAP						IFRS	
J-GAAP	IFRS	2019.3	2020.3	2021.3	2022.3	2023.3	2024.3	2025.3	2026.3 Plan
Total Stores at the end of term		137	144	145	149	152	154	160	175
Total Sales	Revenue	101.3	104.7	60.9	96.4	142.0	159.1	177.0	193.1
Operating profit	Operating profit	11.4	8.8	(19.2)	(1.7)	16.9	24.1	26.2	31.2
Operating profit margin	Operating profit margin	11.3%	8.5%	—	—	11.9%	15.2%	14.8%	16.2%
Profit	Profit	7.1	4.7	(17.9)	3.9	9.7	15.6	15.4	18.4
Adjusted EBITDA ①	Adjusted EBITDA ①	23.9	23.1	(3.8)	14.2	36.3	44.9	70.8	74.0
ROIC ②	ROIC ②	12.4%	8.5%	—	4.7%	18.6%	24.2%	12.4%	
ROE ③	ROE ③	12.0%	7.5%	—	8.3%	16.9%	23.9%	23.3%	
ROA ④	ROA ④	6.4%	3.8%	—	2.6%	5.9%	8.8%	6.2%	
DOE ⑤	DOE ⑤	3.2%	3.0%	3.4%	4.2%	4.3%	5.5%	6.6%	

① Before 2025, Adjusted EBITDA calculation: Operating profit + Depreciation except ROU. Since 2025, Operating profit + Depreciation + Non-expenditures expenses

② Before 2025, ROIC calculation: Ordinary profit ÷ {(Shareholders' equity at the beginning of term + Shareholders' equity at the end of term) ÷ 2} + {(Interest-bearing debt including lease obligations at the beginning of term + Interest-bearing debt including lease obligations at the end of term) ÷ 2}

Since 2025, ROIC calculation: Operating profit ÷ {(Shareholders' equity at the beginning of term + Shareholders' equity at the end of term) ÷ 2}

+ {(Interest-bearing debt including lease liabilities at the beginning of term + Interest-bearing debt including lease liabilities at the end of term) ÷ 2}

③ ROE calculation: Profit ÷ {(Equity at the beginning of term + Equity at the end of term) ÷ 2} ④ ROA calculation: Profit ÷ {(Total assets at the beginning of term + Total assets at the end of term) ÷ 2}

⑤ DOE calculation: Dividend ÷ {(Shareholders' equity at the beginning of term + Shareholders' equity at the end of term) ÷ 2}

【Japan】 Trend in IS

J-GAAP	IFRS	2019.3	2020.3	2021.3	2022.3	2023.3	2024.3	2025.3	2026.3 Plan
Total stores at the end of term		105	103	100	99	99	100	100	101
Total Sales	Revenue	84.9	84.2	53.3	63.7	89.8	97.9	102.4	106.3
Operating profit	Operating profit	9.7	8.7	(11.3)	(5.2)	6.5	13.7	13.3	18.1
Operating profit margin	Operating profit margin	11.5%	10.4%	—	—	7.3%	14.0%	13.0%	17.1%
Profit	Profit	6.3	5.3	(9.8)	1.3	2.7	8.5	7.6	10.6

【The USA】 Trend in IS

J-GAAP	IFRS	2019.3	2020.3	2021.3	2022.3	2023.3	2024.3	2025.3	2026.3 Plan
Total stores at the end of term		32	41	44	46	49	50	57	67
Total Sales	Revenue	16.3	20.5	7.6	32.1	51.3	59.5	73.1	83.1
Operating profit	Operating profit	1.6	0.1	(7.5)	4.5	11.6	11.2	15.2	14.6
Operating profit margin	Operating profit margin	10.0%	—	—	14.3%	22.5%	18.7%	20.9%	17.7%
Profit	Profit	0.8	(0.4)	(7.4)	3.0	8.8	8.8	9.9	9.7

Trend in Existing Stores Sales [Year on Year]

ROUND1

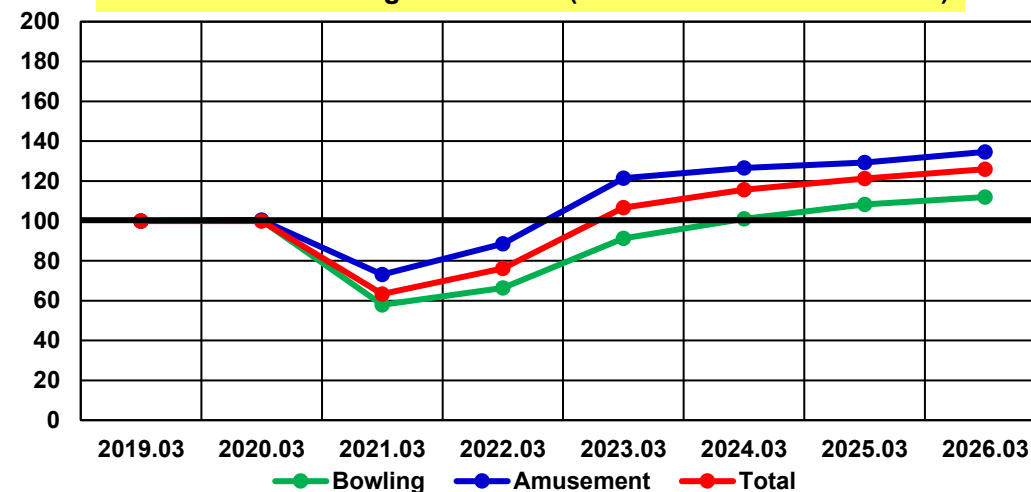
Unchanged from May 9, 2025 disclosure

(Unit : %)

Japan

	2019.3	2020.3	2021.3	2022.3	2023.3	2024.3	2025.3	2026.3
Bowling	(1.6)	+0.2	(42.2)	+14.5	+37.5	+10.9	+7.1	+3.9
Amusement	+3.1	+0.4	(27.2)	+21.2	+37.1	+4.2	+2.2	+4.3
Karaoke	(0.7)	(1.3)	(52.0)	+6.1	+82.7	+17.1	+7.3	+4.2
Spo-cha	(0.4)	(3.8)	(49.6)	+41.3	+44.0	+14.2	+8.9	+4.5
Others	+1.9	+10.6	(22.5)	+0.3	+29.5	+9.4	+6.9	+4.8
Revenue	+0.9	(0.1)	(36.6)	+20.2	+40.2	+8.3	+4.9	+4.2
Total existing stores	104	103	100	98	98	98	99	99

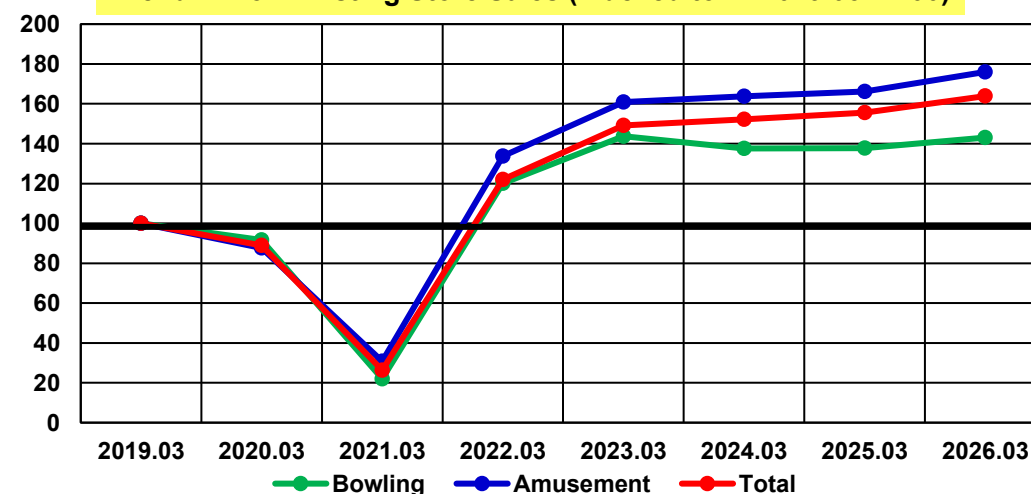
Trend in YoY Existing Store Sales (Indexed to FY2019.03 = 100)



The USA

	2019.3	2020.3	2021.3	2022.3	2023.3	2024.3	2025.3	2026.3
Bowling	(8.2)	(8.3)	(76.0)	+445.6	+19.7	(4.3)	+0.1	+3.9
Amusement	(3.1)	(12.3)	(64.9)	+334.7	+20.2	+1.8	+1.5	+5.9
Food, Party, etc.	+13.7	(9.1)	(85.9)	+458.4	+41.7	+8.2	+7.8	+2.9
Spo-cha	—	—	—	—	+7.7	+1.7	(1.3)	+9.4
Revenue	(0.8)	(11.1)	(70.4)	+363.8	+22.2	+2.0	+2.2	+5.4
Total existing stores	20	29	38	39	45	47	48	57

Trend in YoY Existing Store Sales (Indexed to FY2019.03 = 100)



Measures Taken for Existing Stores

【Japan】 Measures Taken for Existing Stores

◆ Online Events with "ROUND1 LIVE" ◆

- "Special Challenge", "ROUND1 Challenge" ... Bowling competitions with popular professional bowlers are held online.
- "Remote Practice" ... Professional bowlers stream theme-based lessons every Monday through Friday.
- "Fan Event" ... Bowling and Karaoke events hosted by idols and influencers are held online.

◆ Campaigns for Kids and Elementary/Junior High School Students ◆

- "Complimentary Campaign for elementary/junior high school students" ... We host the campaigns for junior high school students or younger at Bowling, Karaoke and Amusement Medal areas.
- "KIDS Remote Practice" ... We host free bowling remote lessons for elementary/junior high school students.

◆ Collaboration Campaigns ◆

- Limited time collaboration campaigns with artists, anime, and others are being held at Bowling, Karaoke, and Spo-Cha. Customers get original items by purchasing collaboration drinks or collaboration packages. In Amusement, we are currently offering original prizes in crane game machines and running gift campaigns featuring original supplies.

◆ Installment of New Amusement Machines ◆

- "Mobile Suit Gundam Extreme VS.2 Infinite Boost" (Bandai Namco Experience Inc.)
Operation started in July 17th 2025 with one of the largest number of machines across Japan.

◆ Consideration of Price Revision ◆

- An upward price revision of approximately 3% starting from July is being rolled out (except for Amusement).
- An upward price revision of the medal rental fee starting from July is being rolled out.



【The USA】 Measures Taken for Existing Stores

◆ Increase in the number of mini crane game machines ◆

- Approx. 3,000 units of mini crane game machines have already been installed from July 2024 to June 2025. Additionally, approx. 1,000 units will be installed until the end of August 2025.

◆ Collaboration Campaigns ◆

- Collaboration campaigns will actively hold around this autumn.

◆ Consideration of Price Revision ◆

- An upward price revision of approximately 3% starting from June 30th is being rolled out gradually.



Launching Japanese Food Hall Stores



In FY2026, ROUND ONE will start to launch stores featuring "Japanese Food Hall" in the United States. "The Japanese Food Hall" brings together only the collection of restaurants listed in the Restaurant Guide across various food genres such as "Ramen", "Udon", and "Takoyaki", which are widely loved in Japan. By establishing central kitchens in each region, we will be able to offer the authentic flavors of renowned restaurants that have received the highest ratings in Japan, maintaining their original quality. Furthermore, by integrating the food hall into our conventional store model, we aim to enhance customer attraction and diversify our store formats in the U.S. market, accelerating our expansion.

◆Details of Store Openings◆

We plan to expand into four regions in the U.S.—California, Texas, Florida, and the New York-New Jersey area—in winter 2025. As a result, we aim to open 10 to 20 stores a year in the U.S., including stores that do not have food halls.

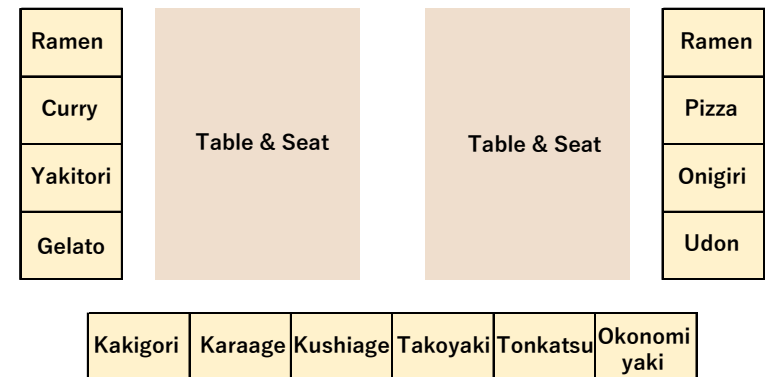
Existing Revenue Model

(Sales)	
Bowling etc.	¥0.20bn
Amusement	¥1.01bn
Food	¥0.13bn
Total Sales	¥1.34bn

Revenue Model after Food Hall Integration

(Sales)	
Bowling etc.	¥0.20bn
Amusement	¥1.01bn
Food Hall	¥1.60bn
Total Sales	¥2.81bn

▼Image of Food Hall Area



Operating Profit
¥0.3 bn

Targeting
Operating Profit
¥0.6 bn

ROUND ONE Delicious Project①



The goal of this project is to provide the same high quality of Japanese cuisine that is highly acclaimed in Japan to people overseas, so that people around the world can enjoy the taste of authentic Japanese cuisine. At ROUND ONE Delicious, you can taste “authentic Japanese cuisine” of various genres. To provide such enjoyment to customers, we will combine sushi, Japanese cuisine, Chinese cuisine, creative cuisine, yakitori, or tempura into a single unit, and begin opening stores in the North America from the spring in 2026.

◆ Store opening plan ◆

As a first step toward global expansion, we aim to open stores in major U.S. cities [New York, Los Angeles, San Francisco, Honolulu, Las Vegas, Chicago, Dallas, and Washington DC]. In the future, we plan to expand our business to Europe and around the world.

【FY2026.3】

2Q

Signed Lease Agreements
(3rd & 4th Unit)

【FY2027.03】

1Q

Opening of 1st & 2nd Unit

1st Unit: Los Angeles
2nd Unit: Las Vegas

2Q

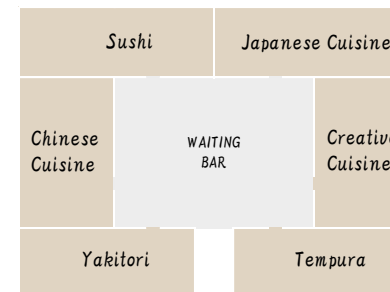
Opening of 3rd & 4th Unit

3rd Unit: New York
4th Unit: New York

◆ Business plan per store ◆

- Investment amount: Approx. 700,000 USD
- Number of seats: Approx. 14 seats
- Operation: Open 360 days a year
- Average customer spend: Avg. 700 USD per customer (400-1,000 USD)
- Annual customer attraction: 5,040 people
- Annual sales: 3.5 million USD
- Number of employees: 10 people [Store Manager/Chef/Part-time worker]
- ※ Chef training and other preparation costs will be incurred in the year prior to opening a unit.

Store Image: 4-8 stores in one space as 1 unit

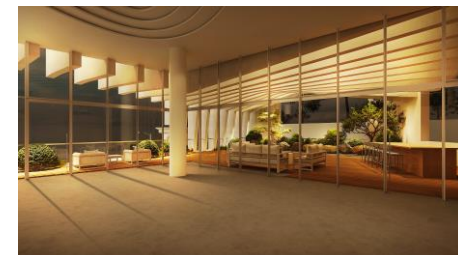


Seating Image: U-shaped counter with approx. 14 seats



The exterior and interior design concepts for the West Hollywood store (tentative) are shown on the right.

The interior faithfully replicates that of our merchants, while the shared areas are designed with a distinctly Japanese aesthetic, reflecting the spirit of “wa”



ROUND ONE Delicious Project②

ROUND1

◆Cooperating Merchants◆

As of August 1st 2025, we have signed contracts with 18 cooperating merchants.



鮭 あらい Sushi Arai
Tokyo Ginza
"The Tabelog Award 2025"
Gold Awarded
"Restaurant Guide 2020"
1 Star Awarded



照寿司 TERUZUSHI
Fukuoka Kitakyusyu
"The Tabelog Award 2025"
Bronze Awarded
THE BEST CHEF AWARD 2024
GALA DUBAI



菊鮓 Kikuzushi
Fukuoka Kasuga
"The Tabelog Award 2025"
Silver Awarded
"Restaurant Guide 2019"
1 Star Awarded



鮓駒 SUSHIKOMA
Akita Yurihonjo
"The Tabelog Award 2025"
Silver Awarded



鮓陸 SUSHIRIKU
Tokyo Hiroo



銀座 上瀧 Ginza JOTAKI
Tokyo Ginza
"The Tabelog Award 2025"
Bronze Awarded
"Restaurant Guide 2014"
1 Star Awarded



銀座 しのはら Ginza Shinohara
Tokyo Ginza
"The Tabelog Award 2025"
Gold Awarded
"Restaurant Guide 2025"
2 Stars Awarded



片折 Kataori
Ishikawa Kanazawa
"The Tabelog Award 2025"
Gold Awarded
"Restaurant Guide 2021"
2 Stars Awarded



鈴田式 SUZUTASHIKI
Tokyo Nishiazabu
"The Tabelog Award 2025"
Bronze Awarded



成生 Naruse
Shizuoka Aoi
"The Tabelog Award 2025"
Gold Awarded



たきや Takiya
Tokyo Azabujuban
"The Tabelog Award 2025"
Silver Awarded
"The Tabelog Award 2024"
Gold Awarded



ぬま田 Numata
Osaka Kitashinchi
"The Tabelog Award 2025"
Silver Awarded
"Restaurant Guide 2025"
2 Stars Awarded



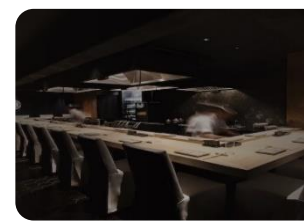
蒼 Ao
Tokyo Nishiazabu
"The Tabelog Award 2025"
Gold Awarded



CHIUnE
Tokyo Kioi
"The Tabelog Award 2025"
Silver Awarded
"The Tabelog Award 2023"
Gold Awarded



新島新神戸 Makitori Shinkobe
Tokyo Akasaka
"The Tabelog Award 2025"
Silver Awarded
"The Tabelog Award 2023"
Gold Awarded



鳥えん Torien
New York
"Restaurant Guide 2025"
1 Star Awarded



吾一 Goichi
Osaka Higobashi
"The Tabelog Award 2025"
Bronze Awarded
"Restaurant Guide 2018"
Listed



BAR CENTIFOLIA
Tokyo Azabu-Juban
SUNTORY The Cocktail Award
Cocktail Award 2014 Awarded

Plans and Policies for New Store Openings



Plans for New Store Openings after April 2025

Store Name / Region	Operating Floor Area	SP	AM	FH	Opening Date
Japan					
Sendai / Miyagi	9,600㎡	●			3Q FY2026 (est.)
The USA					
Willowbrook / Texas	10,242㎡	●			3Q FY2026 (est.)
North County / California	8,857㎡	●		●	3Q FY2026 (est.)
Colorado / Colorado	1,997㎡		●		4Q FY2026 (est.)
Menlo Park / New Jersey	5,391㎡				4Q FY2026 (est.)
Pacific View / California	4,983㎡			●	4Q FY2026 (est.)
Antelope / California	7,092㎡			●	4Q FY2026 (est.)
Wheaton / Maryland	4,563㎡				FY2027 (est.)
Stonewood / California	14,286㎡	●		●	FY2027 (est.)
Victor Valley / California	7,264㎡			●	FY2027 (est.)
Montebello / California	4,173㎡		●	●	FY2027 (est.)
Twelve Oak / Michigan	5,420㎡				FY2027 (est.)
Mission Valley / California	7,204㎡			●	FY2027 (est.)
Haywood / South Carolina	7,900㎡	●			FY2027 (est.)
Florida / Florida	7,159㎡			●	FY2027 (est.)
Skyview / New York	7,451㎡				FY2027 (est.)

Store Name / Region	Operating Floor Area	SP	AM	FH	Opening Date
China					
Shenzhen Futian IN City Square Store	1,152㎡		●		April 2025
Delicious					
West Hollywood / California	1,367㎡	—	—	—	1Q FY2027 (est.)
Las Vegas / Nevada	1,064㎡	—	—	—	1Q FY2027 (est.)
3rd Unit / New York	—	—	—	—	2Q FY2027 (est.)
4th Unit / New York	—	—	—	—	2Q FY2027 (est.)

Policies for New Store Openings

- 【Japan】** We will continue to open new stores in a variety of formats tailored to each location — ranging from compact stores to Stadium stores.
- 【The USA】** We will open small stores with mainly amusement machines and stores with food halls in addition to our usual stores. Please refer to page 12 for details.
- 【China】** Initially, we plan to open compact stores focused on amusement facilities within existing shopping malls that have strong foot traffic, and will then assess future expansion strategies based on their performance.
- 【Delicious】** Please refer to page 13 for details.

- ※ The name of the stores scheduled to open are stated as tentative names.
- ※ Stores with "●" in the "AM" column above will be opened as small stores with mainly amusement machines.
- ※ Stores with "●" in the "SP" column above will be opened as stores featuring Spo-cha.
- ※ Stores with "●" in the "FH" column above will be opened as stores featuring Food Hall.
- ※ In addition to the above, 15 stores are under negotiation in the U.S. (FY2026:3 stores / TBD:12 stores)
- ※ Negotiations for lease agreements are currently underway for the 3rd and 4th units of Delicious.

[The USA] Store Opening Policy and Profit Status



Unchanged from May 9, 2025 disclosure

[Overview of Store Opening Model and Policy]

※ 1 mile = approx. 1.6 km, calculated at 1 USD = 140.00 JPY

	Standard Store	Store with Spo-cha	Small Store with Mainly Amusement Machines	Store with Food Hall
Main Facilities	Bowling/Amusement/Karaoke/Food	Bowling/Amusement/Karaoke/Food/Spo-cha	Amusement/Food	The 3 model stores on the left will feature a food hall specializing in Japanese cuisine.
Candidate Site	Opening in existing large shopping malls throughout the U.S. ※There are approx.900 malls that apply to our conditions.			The 4 areas of California, Texas, Florida, New York-New Jersey
Operating Floor Area	Approx. 53,000 sq ft	Approx. 89,000 sq ft	Approx. 23,000 sq ft	Approx. 20,000 sq ft (with one of the 3 model stores on the left)
Market Area	Population: Over 150,000 within a 5-mile radius Over 400,000 within a 10-mile radius		Possible to open stores in areas where there are standard stores or stores with Spo-cha	Only the 4 areas
Target Customer	Customers visiting shopping malls [young adults, mainly college students at night] ※Assumed 50:50 male/female ratio			
Approximate Sales Ratio	Bowling 10% Amusement 76% Food・Party・Other 14%	Bowling 7% Amusement 61% Spo-cha 19% Food・Party・Other 13%	Amusement 90% Food 10%	Food Hall 40% Amusement, Bowling, Party and Others 60%
Approximate Investment	Total \$13.3M [¥1.8 bn] Leasehold Improvement: \$7.5M Furniture & Fixtures: \$1.7M Amusement Equipment: \$2.6M Bowling Equipment: \$0.8M Other start-up expenses: \$0.7M	Total \$17.4M [¥2.4 bn] Leasehold Improvement: \$9.0M Furniture & Fixtures: \$2.3M Amusement Equipment: \$2.6M Bowling Equipment: \$0.8M Spo-cha Equipment: \$1.9M Other start-up expenses: \$0.8M	Total \$11.1M [¥1.5 bn] Leasehold Improvement: \$6.5M Furniture & Fixtures: \$1.5M Amusement Equipment: \$2.6M Other start-up expenses: \$0.5M	Total \$5.0M [¥0.7 bn] (Attached the 3 model stores on the left) Leasehold Improvement: \$3.2M Furniture & Fixtures: \$1.3M Other start-up expenses: \$0.5M
Depreciation Period	Leasehold Improvement: 10 years, Bowling Equipment: 7 years, Amusement Equipment: 7 years, Furniture & Fixtures: 5-7 years, Spo-Cha Equipment: 5 years			
Opening Policy	Aiming for 150-200 stores in the U.S., with the above models combined to open approx. 10-20 stores per year.			

[Profit Status]

Classification by profitability		High profitability store	Average profitability store	Unprofitable store
Annual Profit	Revenue	\$15.00M [Approx. ¥2.10 bn]	\$9.60M [Approx. ¥1.34 bn]	\$5.40M [Approx. ¥0.76 bn]
	Operating profit [1st year]	\$3.50M [Approx. ¥0.49 bn]	\$0.90M [Approx. ¥0.13 bn]	\$(1.20)M [Approx. ¥(0.17) bn]
	Operating profit [from 2nd year]	\$4.90M [Approx. ¥0.69 bn]	\$2.20M [Approx. ¥0.31 bn]	\$0.10M [Approx. ¥0.01 bn]
	Operating profit margin [from 2nd year]	32.7%	22.9%	1.9%
	Profit before tax [from 2nd year]	\$4.60M [Approx. ¥0.64 bn]	\$1.90M [Approx. ¥0.27 bn]	\$(0.20)M [Approx. ¥(0.03) bn]
	Profit before tax margin [from 2nd year]	30.7%	19.8%	—

※ The operating profit [1st year] includes opening expenses and rent allocated for construction period.

※ Average profitability store figures are average of all stores.

Status of Stores



Trend in Number of Stores

Japan	FY2019.3	FY2020.3	FY2021.3	FY2022.3	FY2023.3	FY2024.3	FY2025.3	FY2026.3 Plan
Opening	126	—	—	1	1	1	1	2
Closing	21	2	3	2	1	1	—	1
Total	105	103	100	99	99	99	100	101

The USA	FY2019.3	FY2020.3	FY2021.3	FY2022.3	FY2023.3	FY2024.3	FY2025.3	FY2026.3 Plan
Opening	32	9	5	2	4	2	8	10
Closing	—	—	2	—	1	1	1	—
Total	32	41	44	46	49	50	57	67

China	FY2019.3	FY2020.3	FY2021.3	FY2022.3	FY2023.3	FY2024.3	FY2025.3	FY2026.3 Plan
Opening	—	—	1	2	1	—	—	1
Closing	—	—	—	—	—	—	1	—
Total	—	—	1	3	4	4	3	4

Delicious	FY2019.3	FY2020.3	FY2021.3	FY2022.3	FY2023.3	FY2024.3	FY2025.3	FY2026.3 Plan
Opening	—	—	—	—	—	—	—	3
Closing	—	—	—	—	—	—	—	—
Total	—	—	—	—	—	—	—	3

Consolidated	FY2019.3	FY2020.3	FY2021.3	FY2022.3	FY2023.3	FY2024.3	FY2025.3	FY2026.3 Plan
Total	137	144	145	149	152	153	160	175

Breakdown of 99 Stores in Japan [At the End of July 2025]

※ Own stores include 8 stores with owning right for land & building, and 13 stores with owning right for building with tenants.

Store Type					Total	Ownership		Total
Standard		Stadium		Crane Game Park		Leased stores	Own stores	
Downtown	Roadside	Downtown	Roadside					
9	34	1	53	2	99	78	21	99

Area Breakdown of All 160 Stores [At the End of July 2025]

Area	Japan								The USA	China	Total
	Hokkaido / Tohoku	Hokuriku / Koshinetsu	Kanto	Chubu / Tokai	Kansai	Chugoku / Shikoku	Kyushu / Okinawa	Subtotal			
No. of stores	11	3	31	13	23	7	11	99	57	4	160
Share	6.8%	1.9%	19.5%	8.1%	14.4%	4.4%	6.8%	61.9%	35.6%	2.5%	100%

Actions for Sustainability and SDGs

Unchanged from May 9, 2025 disclosure

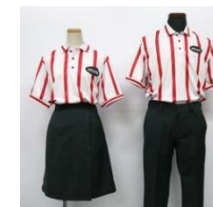
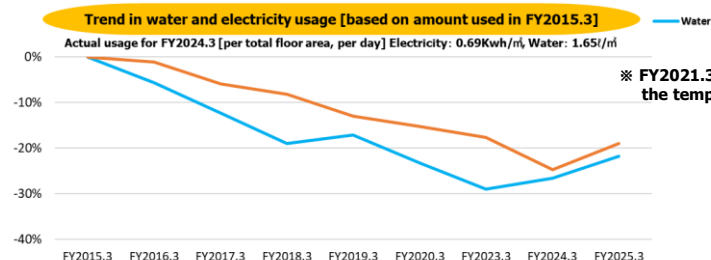
We set up Sustainability Advisory Committee which independent from management. Also set up the cross-organizational sustainability team comprising of members from each divisions to intend actively consider the achievement of the SDGs.

● Actions for energy / water resource issues

- Replaced fluorescent lights of the store lighting, the bowling equipment and crane game machines with LED lights.
- Set up water saving devices to the kitchens in Karaoke and the food counters.

- Material recycling [reuse of uniforms for part-time workers]

Since 2022, we have been reusing resources through material recycling of uniforms for part-time workers that have deteriorated over time. As a result, 410 kg of uniforms were collected from all stores and converted into cushioning material for cars. We will continue similar SDGs activities.



● Efforts to create a pleasant and rewarding work environment

• "Make-A-Chance Project"

In July 2022, we launched a project team to create an environment where human resources can be developed regardless of gender, and to make the company a place where all employees do not have to give up their careers even when facing various life events, and we are promoting the enhancement of various systems and initiatives.



● Other actions

• SDGs lease "MIRAI 2030™"

A program which donate a portion of the lease payments to the public interest incorporated foundations or the approved specified nonprofit corporations helping to achieving the SDGs through the lease contracts with Sumitomo Mitsui Finance and Leasing Co., Ltd.

"We donated to "Approved Specified Nonprofit Corporation Kidsdoor※1" through the lease contracts in March 2020 and March 2021, "Approved Specified Nonprofit Corporation WaterAid Japan※2" through the lease contracts in August 2022 and "Approved Specified Nonprofit Corporation The Support Network for NANBYO Children of Japan※3" through the lease contracts in September 2024."

※1 Approved Specified Nonprofit Corporation Kidsdoor is an organization which aims to create "society where all children could have dreams and hopes" providing the learning supports widely from elementary school students to young people to cut the chain of poverty.

※2 Approved Specified Nonprofit Corporation WaterAid Japan supports the creation of systems for the sustainable and stable water supply and the solutions for sanitation issue in 22 countries in Asia, Africa, and Latin America, with the vision of "a world where everyone could access to clean water, sanitation facilities and good hygiene".

※3 Approved Specified Nonprofit Corporation The Support Network for NANBYO Children of Japan conducts consultations, engagement, awareness-raising, and community activities to support children with intractable or chronic diseases and disabilities, as well as their families. By leveraging a broad network of professionals in healthcare, welfare, and education, along with parents, the organization strives to provide comprehensive assistance and create a supportive environment.



For the other sustainability and SDGs initiatives, please visit the website below.

<https://www.round1-group.co.jp/sustainability/>

【Consolidated】 FY2026.3 Actual (Apr. 2025 ~ Mar. 2026)

[Unit ¥bn]

※ Figures below ¥10 million are truncated.
※ Percentage is rounded off to one decimal place.

									Term
			1Q	2Q	1st Half	3Q	4Q	2nd Half	
P/L		Bowling	6.99						
		Amusement	26.60						
		Karaoke, Food	4.55						
		Spo-cha	4.46						
		Others	0.87						
	Revenue		43.48						
	Cost of sales		35.43						
	Gross profit		8.05						
	SG&A expenses		1.80						
	Other-operating income & expenses ※		(0.17)						
	Operating profit		6.07						
	Operating profit margin		14.0%						
	Financial income & costs		(0.99)						
	Share of profit of investments accounted for using equity method		0.07						
	Profit before tax		5.15						
	Income tax expense		1.75						
	Profit		3.40						
Total depreciation			10.44						
Lease depreciation			7.35						

※ Other operating income and expenses : ¥(0.17)bn ... Foreign exchange loss ¥ (0.15)bn, Loss on retirement of non-current assets, etc. ¥(0.02)bn

[Japan] FY2026.3 Actual (Apr. 2025 ~ Mar. 2026)

[Unit ¥bn]

※ Figures below ¥10 million are truncated.

※ Percentage is rounded off to one decimal place.

									Term
			1Q	2Q	1st Half	3Q	4Q	2nd Half	
P/L		Bowling	5.33						
		Amusement	12.28						
		Karaoke	1.93						
		Spo-cha	3.98						
		Others	0.87						
	Revenue		24.42						
	Cost of sales		21.03						
	Gross profit		3.39						
	SG&A expenses		0.56						
	Other-operating income & expenses ※		(0.09)						
	Operating profit		2.73						
	Operating profit margin		11.2%						
	Financial income & costs		(0.18)						
	Profit before tax		2.53						
	Income tax expense		1.17						
Profit		1.36							
Total depreciation			6.40						
Lease depreciation			5.90						

※ Other operating income and expenses : ¥(0.09)bn ... Foreign exchange loss ¥(0.12)bn, Loss on retirement of non-current assets, etc. ¥0.03bn

< Appendix >

FY2026.3 Actual ③



[The USA] FY2026.3 Actual (Apr. 2025 ~ Mar. 2026)
[Forex : 1 USD = 144.60 JPY]

[Unit ¥bn]

※ Figures below ¥10 million are truncated.
 ※ Percentage is rounded off to one decimal place.

									Term
			1Q	2Q	1st Half	3Q	4Q	2nd Half	
P/L		Bowling	1.64						
		Amusement	14.04						
		Food, Party, etc	2.60						
		Spo-cha	0.42						
	Revenue		18.71						
	Cost of sales		14.14						
	Gross profit		4.57						
	SG&A expenses		0.76						
	Other-operating income & expenses ※		(0.01)						
	Operating profit		3.78						
	Operating profit margin		20.2%						
	Financial income & costs		(0.66)						
	Profit before tax		3.11						
	Income tax expense		0.56						
	Profit		2.55						
Total depreciation			3.93						
Lease depreciation			1.39						

※ Other operating income and expenses : ¥(0.01)bn ... Loss on retirement of non-current assets, etc. ¥(0.01)bn

FY2026.3 Performance Plan ①

[Consolidated] FY2026.3 Plan (Apr. 2025 ~ Mar. 2026)

[Unit ¥bn]

※ Figures below ¥10 million are truncated.

※ Percentage is rounded off to one decimal place.

			1Q Plan	2Q Plan	1st Half Plan	3Q Plan	4Q Plan	2nd Half Plan	Term Plan
P/L		Bowling	7.01	7.65	14.67	6.80	8.97	15.77	30.44
		Amusement	25.69	29.15	54.84	26.94	33.19	60.13	114.97
		Karaoke, Food	4.49	4.87	9.36	4.59	7.44	12.04	21.41
		Spo-cha	4.50	5.37	9.87	4.08	6.49	10.57	20.45
		Others	0.87	0.95	1.83	1.18	2.84	4.03	5.86
		Revenue	42.58	48.01	90.59	43.61	58.94	102.56	193.16
		Cost of sales	34.43	37.84	72.27	37.69	44.96	82.66	154.93
		Gross profit	8.14	10.17	18.32	5.92	13.98	19.90	38.22
		SG&A expenses	1.49	1.42	2.92	1.56	2.07	3.64	6.57
		Other-operating income & expenses	(0.06)	(0.06)	(0.13)	(0.06)	(0.22)	(0.29)	(0.42)
		Operating profit	6.58	8.67	15.25	4.29	11.67	15.96	31.22
		Operating profit margin	15.5%	18.1%	16.8%	9.8%	19.8%	15.6%	16.2%
		Financial income & costs	(0.85)	(1.01)	(1.86)	(1.06)	(1.06)	(2.12)	(3.99)
		Profit before tax	5.73	7.66	13.39	3.22	10.61	13.83	27.23
		Income tax expense	1.67	2.40	4.08	0.96	3.73	4.69	8.78
		Profit	4.05	5.25	9.30	2.26	6.87	9.14	18.45
Total depreciation			10.22	10.42	20.64	10.69	11.24	21.93	42.45
Lease depreciation			7.30	7.48	14.79	7.52	7.49	15.02	29.69

FY2026.3 Performance Plan ②

[Japan] FY2026.3 Plan (Apr. 2025 ~ Mar. 2026)

[Unit ¥bn]

※ Figures below ¥10 million are truncated.

※ Percentage is rounded off to one decimal place.

			1Q Plan	2Q Plan	1st Half Plan	3Q Plan	4Q Plan	2nd Half Plan	Term Plan
P/L		Bowling	5.39	5.95	11.35	5.12	6.82	11.94	23.30
		Amusement	11.76	14.42	26.19	12.28	14.17	26.46	52.66
		Karaoke	2.03	2.29	4.32	1.96	2.31	4.27	8.59
		Spo-cha	4.03	4.89	8.93	3.51	5.66	9.17	18.10
		Others	0.87	0.95	1.83	0.87	1.00	1.87	3.70
		Revenue	24.10	28.52	52.62	23.76	29.98	53.74	106.37
		Cost of sales	20.43	21.82	42.26	20.86	21.95	42.81	85.08
		Gross profit	3.67	6.69	10.36	2.90	8.03	10.93	21.29
		SG&A expenses	0.53	0.55	1.08	0.61	1.10	1.72	2.80
		Other-operating income & expenses	(0.03)	(0.03)	(0.07)	(0.03)	(0.19)	(0.23)	(0.31)
		Operating profit	3.10	6.10	9.20	2.25	6.72	8.97	※ 18.18
		Operating profit margin	12.9%	21.4%	17.5%	9.5%	22.4%	16.7%	17.1%
		Financial income & costs	(0.18)	(0.16)	(0.34)	(0.16)	(0.16)	(0.32)	(0.67)
		Profit before tax	2.92	5.94	8.86	2.09	6.55	8.65	17.51
		Income tax expense	1.09	2.10	3.20	0.75	2.91	3.67	6.87
		Profit	1.82	3.83	5.65	1.33	3.64	4.97	10.63
Total depreciation			6.44	6.41	12.86	6.4	6.38	12.78	25.64
Lease depreciation			5.94	5.89	11.84	5.84	5.77	11.61	23.46

※ Operating profit above excludes royalty income ¥4.15 bn. Operating profit includes royalty is ¥22.34 bn.

FY2026.3 Performance Plan ③

[The USA] FY2026.3 Plan (Apr. 2025 ~ Mar. 2026)
[Forex : 1 USD = 140.00 JPY]

[Unit ¥bn]

※ Figures below ¥10 million are truncated.
 ※ Percentage is rounded off to one decimal place.

			1Q Plan	2Q Plan	1st Half Plan	3Q Plan	4Q Plan	2nd Half Plan	Term Plan
P/L		Bowling	1.60	1.67	3.28	1.66	2.13	3.80	7.08
		Amusement	13.65	14.33	27.98	14.39	18.71	33.11	61.09
		Food, Party, etc.	2.45	2.57	5.02	2.62	5.11	7.74	12.77
		Spo-cha	0.42	0.43	0.85	0.54	0.79	1.34	2.19
		Revenue	18.13	19.01	37.14	19.23	26.76	46.00	83.15
		Cost of sales	13.43	15.25	28.69	15.77	20.80	36.57	65.27
		Gross profit	4.69	3.76	8.45	3.45	5.96	9.42	17.87
		SG&A expenses	0.80	0.71	1.51	0.76	0.80	1.56	3.08
		Other-operating income & expenses	(0.02)	(0.02)	(0.05)	(0.02)	(0.02)	(0.05)	(0.11)
		Operating profit	3.86	3.01	6.87	2.66	5.13	7.80	※ 14.68
		Operating profit margin	21.3%	15.9%	18.5%	13.9%	19.2%	17.0%	17.7%
		Financial income & costs	(0.66)	(0.77)	(1.43)	(0.80)	(0.78)	(1.58)	(3.02)
		Profit before tax	3.20	2.24	5.44	1.86	4.35	6.21	11.65
		Income tax expense	0.58	0.30	0.88	0.20	0.82	1.02	1.90
		Profit	2.62	1.93	4.55	1.66	3.53	5.19	9.75
Total depreciation			3.76	3.89	7.66	4.13	4.63	8.76	16.43
Lease depreciation			1.35	1.48	2.83	1.55	1.55	3.10	5.94

※ Operating profit above excludes royalty income ¥4.15 bn. Operating profit includes royalty is ¥10.52 bn.

< Appendix >

FY2025.3 Actual ①



[Unit ¥bn]

【Consolidated】 FY2025.3 Actual (Apr. 2024 ~ Mar. 2025)

※ Figures below ¥10 million are truncated.

※ Percentage is rounded off to one decimal place.

			1Q	2Q	1st Half	3Q	4Q	2nd Half	
P/L		Bowling	6.88						29.40
		Amusement	24.00						106.14
		Karaoke, Food	4.31						18.60
		Spo-cha	4.33						19.31
		Others	0.85						3.57
	Revenue		40.38						177.05
	Cost of sales		33.51						141.99
	Gross profit		6.87						35.06
	SG&A expenses		1.41						6.97
	Other-operating income & expenses ※		0.06						(1.84)
	Operating profit		5.53						26.24
	Operating profit margin		13.7%						14.8%
	Financial income & costs		(0.83)						(3.51)
	Share of profit of investments accounted for using equity method		0.09						0.27
	Profit before tax		4.79						23.00
Income tax expense		1.39						7.60	
Profit		3.39						15.40	
Total depreciation			10.60						43.64
Lease depreciation			7.64						31.44

※ Other operating income and expenses : 1Q: ¥0.06bn...Foreign exchange gain ¥0.17bn, Loss on retirement of non-current assets, etc. ¥(0.11)bn

Term: ¥(1.84)bn...Impairment losses ¥(2.00)bn , Gain on lease modifications ¥0.27bn, Loss on retirement of non-current assets, etc. ¥(0.11)bn

< Appendix >

FY2025.3 Actual ②



[Japan] FY2025.3 Actual (Apr. 2024 ~ Mar. 2025)

[Unit ¥bn]

※ Figures below ¥10 million are truncated.

※ Percentage is rounded off to one decimal place.

			1Q	2Q	1st Half	3Q	4Q	2nd Half	Term
P/L		Bowling	5.29						22.68
		Amusement	11.29						50.66
		Karaoke	1.94						8.26
		Spo-cha	3.79						17.30
		Others	0.85						3.57
		Revenue	23.18						102.48
		Cost of sales	20.15						85.46
		Gross profit	3.03						17.02
		SG&A expenses	0.57						2.79
		Other-operating income & expenses ※	0.15						(0.87)
		Operating profit	2.60						13.34
		Operating profit margin	11.2%						13.0%
		Financial income & costs	(0.15)						(0.65)
		Profit before tax	2.44						12.67
		Income tax expense	0.94						5.04
		Profit	1.50						7.62
Total depreciation			6.72						27.58
Lease depreciation			6.16						25.54

※ Other operating income and expenses :

1Q: ¥0.15bn...Foreign exchange gains ¥0.17bn, Loss on retirement of non-current assets and etc. ¥(0.02)bn

Term: ¥(0.87)bn...Impairment losses ¥(0.99)bn, Loss on retirement of non-current assets ¥(0.13)bn, Foreign exchange gain, etc. ¥0.25bn

< Appendix >

FY2025.3 Actual ③



[The USA] FY2025.3 Actual (Apr. 2024 ~ Mar. 2025)
[Forex : 1 USD = 152.62 JPY]

[Unit ¥bn]

※ Figures below ¥10 million are truncated.

※ Percentage is rounded off to one decimal place.

			1Q	2Q	1st Half	3Q	4Q	2nd Half	
P/L		Bowling	1.55						6.63
		Amusement	12.42						54.45
		Food, Party, etc	2.34						10.28
		Spo-cha	0.45						1.73
	Revenue		16.78						73.10
	Cost of sales		12.91						54.87
	Gross profit		3.87						18.23
	SG&A expenses		0.65						2.84
	Other-operating income & expenses ※1		(0.08)						(0.13)
	Operating profit		3.13						15.24
	Operating profit margin		18.6%						20.9%
	Financial income & costs		(0.67)						(2.83)
	Profit before tax		2.46						12.41
	Income tax expense		0.44						2.50
	Profit		2.01						9.90
Total depreciation			3.74						15.52
Lease depreciation			1.44						5.74

※ [Forex] 1Q : 1 USD = 155.86 JPY, Term : 1 USD = 152.62 JPY

※1 Other operating income and expenses : 1Q: ¥(0.08)bn...Foreign exchange loss ¥(0.01)bn, Loss on retirement of non-current assets, etc. ¥(0.07)bn

Term: ¥(0.13)bn...Loss on retirement of non-current assets, etc. ¥(0.13)bn

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