

単体財務諸表 Non-consolidated Financial Statements

(3月31日に終了する各年度、または3月31日現在)
(For the Years Ended March 31/As of March 31)

単体貸借対照表 Non-consolidated Balance Sheets

| | | (百万円)(Millions of Yen) | | | | | |
|-------------|---|------------------------|------------|------------|------------|------------|------------|
| | | '21/3 | '22/3 | '23/3 | '24/3 | '25/3 | '26/3 |
| 資産の部 | ASSETS | | | | | | |
| 流動資産 | Current assets | | | | | | |
| 現金及び預金 | Cash and deposits | ¥ 191,861 | ¥ 195,274 | ¥ 209,236 | ¥ 280,043 | ¥ 318,122 | ¥ 463,536 |
| 売掛金 | Accounts receivable — trade | 10,927 | 12,079 | 16,925 | 23,333 | 24,714 | 27,779 |
| 有価証券 | Securities | 33,495 | 34,997 | 84,994 | 111,977 | 137,907 | 128,884 |
| 商品及び製品 | Merchandise and finished goods | 11,140 | 5,899 | 13,516 | 9,214 | — | — |
| 商品 | Merchandise | — | — | — | — | 15,850 | 12,957 |
| 仕掛品 | Work in process | — | — | — | — | 49 | 47 |
| 原材料及び貯蔵品 | Raw materials and supplies | 7,978 | 7,852 | 8,091 | 8,898 | — | — |
| 原材料 | Raw materials | — | — | — | — | 1,739 | 1,423 |
| 貯蔵品 | Supplies | — | — | — | — | 8,364 | 9,270 |
| 前払費用 | Prepaid expenses | 790 | 1,776 | 2,232 | 2,142 | 2,303 | 4,076 |
| その他 | Other | 14,509 | 3,956 | 2,960 | 4,234 | 3,116 | 14,123 |
| 流動資産合計 | Total current assets | 270,703 | 261,835 | 337,957 | 439,844 | 512,168 | 662,099 |
| 固定資産 | Non-current assets | | | | | | |
| 有形固定資産 | Property, plant and equipment | | | | | | |
| 建物 | Buildings | 224,546 | 228,813 | 242,267 | 242,320 | 360,249 | 358,080 |
| 構築物 | Structures | 65,591 | 69,632 | 69,903 | 68,319 | 127,595 | 123,568 |
| 機械及び装置 | Machinery and equipment | 39,672 | 36,280 | 37,603 | 34,685 | 87,705 | 76,246 |
| 船舶 | Vessels | 965 | 843 | 1,864 | 1,703 | 1,522 | 1,392 |
| 車両運搬具 | Vehicles | 733 | 536 | 599 | 696 | 744 | 1,307 |
| 工具・器具及び備品 | Tools, furniture and fixtures | 19,328 | 16,690 | 13,028 | 12,872 | 24,147 | 23,807 |
| 土地 | Land | 108,817 | 108,817 | 108,817 | 108,817 | 108,196 | 108,196 |
| リース資産 | Leased assets | 6 | — | — | — | — | — |
| 建設仮勘定 | Construction in progress | 163,920 | 216,043 | 255,587 | 284,683 | 68,712 | 102,399 |
| 有形固定資産合計 | Total property, plant and equipment | 623,582 | 677,657 | 729,671 | 754,099 | 778,874 | 794,999 |
| 無形固定資産 | Intangible assets | | | | | | |
| ソフトウェア | Software | 15,797 | 17,195 | 16,223 | 14,637 | 14,292 | 16,648 |
| 水道施設利用権 | Right of using water facilities | 58 | 69 | 276 | 256 | — | — |
| その他 | Other | 73 | 83 | 80 | 79 | 313 | 291 |
| 無形固定資産合計 | Total intangible assets | 15,929 | 17,349 | 16,580 | 14,972 | 14,605 | 16,940 |
| 投資その他の資産 | Investments and other assets | | | | | | |
| 投資有価証券 | Investment securities | 24,162 | 21,685 | 21,837 | 26,983 | 24,502 | 30,441 |
| 関係会社株式 | Stocks of subsidiaries and affiliates | 31,417 | 31,168 | 35,029 | 48,320 | 38,937 | 35,909 |
| 出資金 | Investments in capital | 0 | 0 | 0 | — | — | — |
| 従業員長期貸付金 | Long-term loans to employees | 8 | 7 | 3 | — | — | — |
| 関係会社長期貸付金 | Long-term loans receivable from subsidiaries and affiliates | 10,400 | 16,333 | 12,533 | 12,000 | 9,900 | 9,900 |
| 長期前払費用 | Long-term prepaid expenses | 943 | 818 | 2,245 | 1,993 | 2,247 | 2,137 |
| 前払年金費用 | Prepaid pension cost | — | — | — | — | 8,413 | 9,231 |
| 繰延税金資産 | Deferred tax assets | 14,902 | 14,314 | — | — | — | — |
| その他 | Other | 9,514 | 7,718 | 8,378 | 9,168 | 1,790 | 12,606 |
| 貸倒引当金 | Allowance for doubtful accounts | (93) | (483) | (704) | (93) | (93) | (93) |
| 投資その他の資産合計 | Total investments and other assets | 91,254 | 91,562 | 79,322 | 98,373 | 85,697 | 100,133 |
| 固定資産合計 | Total non-current assets | 730,766 | 786,568 | 825,574 | 867,444 | 879,177 | 912,073 |
| 資産合計 | Total assets | ¥1,001,469 | ¥1,048,404 | ¥1,163,532 | ¥1,307,288 | ¥1,391,346 | ¥1,574,173 |

注：1. 2022年3月期以降の数値は、「収益認識に関する会計基準」(企業会計基準第29号)を適用しています。
2. 2025年3月期より「商品及び製品」は、「流動資産」の「商品」と「仕掛品」にて表示しています。
3. 2025年3月期より「原材料及び貯蔵品」は、「流動資産」の「原材料」と「貯蔵品」にて表示しています。
4. 2025年3月期より「水道施設利用権」は、「無形固定資産」の「その他」に含めて表示しています。
5. 2024年3月期より「出資金」ならびに「従業員長期貸付金」は、「投資その他の資産」の「その他」に含めて表示しています。

Notes: 1. "Accounting Standard for Revenue Recognition" (ASBJ Statement No. 29) has been applied to the figures for the fiscal year ended March 31, 2022 and thereafter.
2. "Merchandise and finished goods" have been stated in "Merchandise" and "Work in process" under "Current assets" from the fiscal year ended March 31, 2025.
3. "Raw materials and supplies" have been stated in "Raw materials" and "Supplies" under "Current assets" from the fiscal year ended March 31, 2025.
4. "Right of using water facilities" has been stated in "Other" under "Intangible assets" from the fiscal year ended March 31, 2025.
5. "Investments in capital" and "Long-term loans to employees" have been stated in "Other" under "Investments and other assets" from the fiscal year ended March 31, 2024.

| | | (百万円)(Millions of Yen) | | | | | |
|---------------|---|------------------------|------------|------------|------------|------------|------------|
| | | '21/3 | '22/3 | '23/3 | '24/3 | '25/3 | '26/3 |
| 負債の部 | LIABILITIES | | | | | | |
| 流動負債 | Current liabilities | | | | | | |
| 買掛金 | Accounts payable — trade | ¥ 9,214 | ¥ 12,014 | ¥ 20,277 | ¥ 23,229 | ¥ 23,128 | ¥ 27,445 |
| 1年内償還予定の社債 | Current portion of bonds payable | 30,000 | — | 30,000 | 60,000 | 50,000 | 20,000 |
| 1年内返済予定の長期借入金 | Current portion of long-term borrowings | 3,736 | 5,119 | 5,427 | 7,568 | 4,575 | 5,919 |
| 未払金 | Accounts payable — other | 16,102 | 16,830 | 23,340 | 49,015 | 37,214 | 43,001 |
| 未払費用 | Accrued expenses | 15,143 | 8,015 | 11,281 | 11,124 | 11,249 | 12,828 |
| 未払法人税等 | Income taxes payable | 8,009 | 1,699 | 16,258 | 32,760 | 29,031 | 27,600 |
| 未払消費税等 | Accrued consumption taxes | — | 6,946 | 11,817 | 2,444 | — | — |
| 前受金 | Advances received | 24,257 | — | — | — | — | — |
| 契約負債 | Contract liabilities | — | 23,549 | 26,082 | 36,023 | 36,711 | 35,598 |
| 株式給付引当金 | Provision for share awards | — | — | — | — | 450 | — |
| 預り金 | Deposits received | 27,536 | 22,449 | 32,773 | 48,375 | 56,670 | 61,751 |
| その他 | Other | 40 | 115 | 160 | 207 | 17,456 | 7,899 |
| 流動負債合計 | Total current liabilities | 134,040 | 96,740 | 177,419 | 270,749 | 266,489 | 242,043 |
| 固定負債 | Non-current liabilities | | | | | | |
| 社債 | Bonds payable | 150,000 | 230,000 | 200,000 | 140,000 | 210,000 | 290,000 |
| 長期借入金 | Long-term borrowings | 1,264 | 6,427 | 4,562 | 540 | 1,380 | 10,211 |
| 長期未払金 | Long-term accounts payable — other | 130 | 124 | 153 | 149 | — | — |
| 退職給付引当金 | Provision for retirement benefits | 212 | 478 | 762 | 1,074 | 1,427 | 1,772 |
| 株式給付引当金 | Provision for share awards | — | — | 151 | 304 | 8 | 189 |
| 繰延税金負債 | Deferred tax liabilities | — | — | 608 | 6,817 | 3,682 | 9,128 |
| その他 | Other | 423 | 928 | 1,061 | 857 | 796 | 1,753 |
| 固定負債合計 | Total non-current liabilities | 152,030 | 237,959 | 207,301 | 149,744 | 217,295 | 313,055 |
| 負債合計 | Total liabilities | ¥ 286,071 | ¥ 334,700 | ¥ 384,721 | ¥ 420,493 | ¥ 483,785 | ¥ 555,099 |
| 純資産の部 | NET ASSETS | | | | | | |
| 株主資本 | Shareholders' equity | | | | | | |
| 資本金 | Share capital | ¥ 63,201 | ¥ 63,201 | ¥ 63,201 | ¥ 63,201 | ¥ 63,201 | ¥ 63,201 |
| 資本剰余金 | Capital surplus | | | | | | |
| 資本準備金 | Legal capital surplus | 111,403 | 111,403 | 111,403 | 111,403 | 111,403 | 111,403 |
| その他資本剰余金 | Other capital surplus | 597 | 3,602 | 4,224 | 4,269 | 33 | 8,963 |
| 資本剰余金合計 | Total capital surpluses | 112,001 | 115,005 | 115,628 | 115,672 | 111,436 | 120,366 |
| 利益剰余金 | Retained earnings | | | | | | |
| 利益準備金 | Legal retained earnings | 1,142 | 1,142 | 1,142 | 1,142 | 1,142 | 1,142 |
| その他利益剰余金 | Other retained earnings | | | | | | |
| 別途積立金 | General reserve | 155,200 | 155,200 | 155,200 | 155,200 | 155,200 | 155,200 |
| 繰越利益剰余金 | Retained earnings brought forward | 480,100 | 481,526 | 542,240 | 636,797 | 705,581 | 797,662 |
| 利益剰余金合計 | Total retained earnings | 636,442 | 637,868 | 698,582 | 793,139 | 861,923 | 954,004 |
| 自己株式 | Treasury shares | (108,771) | (113,257) | (112,282) | (110,952) | (144,272) | (150,482) |
| 株主資本合計 | Total shareholders' equity | 702,873 | 702,817 | 765,129 | 861,060 | 892,289 | 987,089 |
| 評価・換算差額等 | Valuation and translation adjustments | | | | | | |
| その他有価証券評価差額金 | Valuation difference on available-for-sale securities | 12,386 | 10,713 | 13,681 | 25,734 | 15,271 | 17,398 |
| 繰延ヘッジ損益 | Deferred gains or losses on hedges | 137 | 172 | — | — | — | 14,585 |
| 評価・換算差額等合計 | Total valuation and translation adjustments | 12,524 | 10,886 | 13,681 | 25,734 | 15,271 | 31,984 |
| 純資産合計 | Total net assets | ¥ 715,398 | ¥ 713,703 | ¥ 778,811 | ¥ 886,794 | ¥ 907,561 | ¥1,019,073 |
| 負債純資産合計 | Total liabilities and net assets | ¥1,001,469 | ¥1,048,404 | ¥1,163,532 | ¥1,307,288 | ¥1,391,346 | ¥1,574,173 |

注：1. 2025年3月期より「未払消費税等」は、「流動負債」の「その他」に含めて表示しています。
2. 2025年3月期より「長期未払金」は、「固定負債」の「その他」に含めて表示しています。

Notes: 1. "Accrued consumption taxes" have been stated in "Other" under "Current liabilities" from the fiscal year ended March 31, 2025.
2. "Long-term accounts payable — other" have been stated in "Other" under "Non-current liabilities" from the fiscal year ended March 31, 2025.

■ 単体損益計算書 Non-consolidated Statements of Income

| | | (百万円)(Millions of Yen) | | | | | |
|---------------|--|------------------------|----------|----------|----------|----------|-----------------|
| | | '21/3 | '22/3 | '23/3 | '24/3 | '25/3 | '26/3 |
| 営業収益 | Operating revenue | | | | | | |
| アトラクション・ショー収入 | Attractions and shows | ¥ 67,056 | ¥107,687 | ¥198,278 | ¥249,907 | ¥284,329 | ¥290,873 |
| 商品販売収入 | Merchandise | 41,579 | 67,409 | 122,686 | 165,419 | 162,174 | 167,318 |
| 飲食販売収入 | Food and beverages | 22,642 | 39,165 | 68,712 | 89,772 | 92,787 | 98,368 |
| その他の収入 | Other revenue | 14,737 | 16,639 | 20,854 | 23,712 | 32,070 | 31,610 |
| 営業収益合計 | Total operating revenue | 146,015 | 230,902 | 410,532 | 528,811 | 571,362 | 588,171 |
| 営業費用 | Operating expenses | | | | | | |
| 売上原価 | Cost of sales | 166,353 | 204,372 | 289,993 | 360,648 | 401,849 | 425,575 |
| 売上総利益(総損失) | Gross profit (loss) | (20,338) | 26,529 | 120,539 | 168,162 | 169,512 | 162,596 |
| 一般管理費 | General and administrative expenses | 16,067 | 18,458 | 21,916 | 24,491 | 26,081 | 29,127 |
| 営業費用合計 | Total operating expenses | 182,421 | 222,831 | 311,910 | 385,140 | 427,930 | 454,702 |
| 営業利益(損失) | Operating profit (loss) | (36,405) | 8,071 | 98,622 | 143,671 | 143,431 | 133,468 |
| 営業外収益 | Non-operating income | | | | | | |
| 受取利息 | Interest income | 112 | 202 | 111 | 111 | — | — |
| 有価証券利息 | Interest on securities | 12 | 9 | 29 | 58 | — | — |
| 受取配当金 | Dividends income | 585 | 1,098 | 1,317 | 5,677 | — | — |
| 受取利息及び配当金 | Interest and dividend income | — | — | — | — | 15,100 | 22,901 |
| 受取保険金・保険配当金 | Insurance received and insurance dividends | 330 | 409 | 264 | 332 | 364 | 231 |
| 助成金収入 | Subsidy income | — | 1,653 | 162 | 73 | — | — |
| 保険解約返戻金 | Surrender value of insurance policies | 165 | 2,166 | — | — | — | — |
| 雑収入 | Miscellaneous income | 556 | 1,053 | 1,019 | 1,696 | 1,383 | 1,575 |
| 営業外収益合計 | Total non-operating income | 1,763 | 6,593 | 2,905 | 7,949 | 16,848 | 24,708 |
| 営業外費用 | Non-operating expenses | | | | | | |
| 支払利息 | Interest expenses | 8 | 9 | 9 | 8 | 1,130 | 2,675 |
| 社債利息 | Interest on bonds | 312 | 417 | 326 | 319 | — | — |
| 支払手数料 | Commission expenses | 817 | 838 | 537 | 508 | — | — |
| 社債発行費 | Bond issuance costs | — | — | — | — | 365 | — |
| 減価償却費 | Depreciation | 1,026 | 807 | — | — | — | — |
| 割増退職金 | Extra retirement payments | 1,807 | — | — | — | — | — |
| 固定資産除却損 | Loss on retirement of non-current assets | 142 | 170 | 200 | 147 | — | — |
| 開業費 | Business commencement expenses | — | — | — | — | — | 940 |
| 貸倒引当金繰入額 | Provision of allowance for doubtful accounts | 8 | 390 | 221 | — | — | — |
| 雑支出 | Miscellaneous expenses | 417 | 306 | 123 | 114 | 574 | 620 |
| 営業外費用合計 | Total non-operating expenses | 4,542 | 2,939 | 1,418 | 1,099 | 2,070 | 4,236 |
| 経常利益(損失) | Ordinary profit (loss) | (39,184) | 11,725 | 100,109 | 150,521 | 158,209 | 153,941 |
| 特別利益 | Extraordinary income | | | | | | |
| 投資有価証券売却益 | Gain on sales of investment securities | — | 421 | 239 | — | — | 520 |
| 特別利益合計 | Total extraordinary income | — | 421 | 239 | — | — | 520 |
| 特別損失 | Extraordinary losses | | | | | | |
| 臨時休園による損失 | Loss on temporary closure | 12,732 | — | — | — | — | — |
| 特別損失合計 | Total extraordinary losses | 12,732 | — | — | — | — | — |
| 税引前当期純利益(純損失) | Profit (loss) before income taxes | (51,917) | 12,146 | 100,349 | 150,521 | 158,209 | 154,461 |
| 法人税、住民税及び事業税 | Income taxes — current | 76 | 985 | 15,121 | 39,624 | 41,468 | 41,645 |
| 法人税等調整額 | Income taxes — deferred | (14,767) | 1,216 | 13,694 | 929 | 1,163 | (2,221) |
| 法人税等合計 | Total income taxes | (14,690) | 2,201 | 28,815 | 40,553 | 42,631 | 39,424 |
| 当期純利益(純損失) | Profit (loss) | ¥(37,226) | ¥ 9,945 | ¥ 71,533 | ¥109,968 | ¥115,578 | ¥115,036 |

注：1. 2025年3月期より「受取利息」「有価証券利息」「受取配当金」は、「営業外収益」の「受取利息及び配当金」に含めて表示しています。
 2. 2025年3月期より「社債利息」は、「営業外費用」の「支払利息」に含めて表示しています。
 3. 2025年3月期より「支払手数料」ならびに「固定資産除却損」は、「営業外費用」の「雑支出」に含めて表示しています。

Notes: 1. "Interest income," "Interest on securities," and "Dividends income" have been stated in "Interest and dividend income" under "Non-operating income" from the fiscal year ended March 31, 2025.
 2. "Interest on bonds" have been stated in "Interest expenses" under "Non-operating expenses" from the fiscal year ended March 31, 2025.
 3. "Commission expenses" and "Loss on retirement of non-current assets" have been stated in "Miscellaneous expenses" under "Non-operating expenses" from the fiscal year ended March 31, 2025.

■ 営業収益別内訳 Breakdown of Operating Revenue

| | | (百万円)(Millions of Yen) | | | | | |
|---------------|----------------------------|------------------------|----------|----------|----------|----------|-----------------|
| | | '21/3 | '22/3 | '23/3 | '24/3 | '25/3 | '26/3 |
| アトラクション・ショー収入 | Attractions and shows | ¥ 67,056 | ¥107,687 | ¥198,278 | ¥249,907 | ¥284,329 | ¥290,873 |
| テーマパークチケット収入 | Theme park ticket receipts | 49,428 | 84,973 | 158,167 | 201,745 | 209,071 | 212,820 |
| その他 | Others | 17,627 | 22,714 | 40,111 | 48,162 | 75,258 | 78,053 |
| 商品販売収入 | Merchandise | 41,579 | 67,409 | 122,686 | 165,419 | 162,174 | 167,318 |
| 玩具・雑貨 | Toys and sundries | 21,100 | 34,344 | 59,273 | 79,985 | 76,834 | 80,342 |
| 菓子 | Confectionery | 9,382 | 15,361 | 29,643 | 41,589 | 40,606 | 42,232 |
| 衣料品 | Apparel | 11,041 | 17,616 | 33,630 | 43,609 | 44,591 | 44,537 |
| その他 | Others | 54 | 86 | 138 | 235 | 141 | 205 |
| 飲食販売収入 | Food and beverages | 22,642 | 39,165 | 68,712 | 89,772 | 92,787 | 98,368 |
| 料理 | Food | 19,654 | 34,460 | 59,307 | 77,634 | 79,623 | 84,295 |
| 飲料 | Beverages | 2,988 | 4,704 | 9,405 | 12,137 | 13,164 | 14,073 |
| その他の収入 | Others | 14,737 | 16,639 | 20,854 | 23,712 | 32,070 | 31,610 |
| 合計 | Total | ¥146,015 | ¥230,902 | ¥410,532 | ¥528,811 | ¥571,362 | ¥588,171 |

■ 売上原価明細表 Breakdown of Cost of Sales

| | | (百万円)(Millions of Yen) | | | | | |
|-------------------|-----------------------------------|------------------------|----------|----------|----------|----------|-----------------|
| | | '21/3 | '22/3 | '23/3 | '24/3 | '25/3 | '26/3 |
| 商品売上原価 | Merchandise | ¥ 20,496 | ¥ 27,853 | ¥ 51,896 | ¥ 71,948 | ¥ 71,651 | ¥ 71,426 |
| 飲食売上原価 | Food and beverages | 13,662 | 20,006 | 31,831 | 41,169 | 44,579 | 48,484 |
| 材料費 | Materials | 7,659 | 12,096 | 21,018 | 28,458 | 30,990 | 32,267 |
| 人件費 | Personnel expenses | 4,149 | 5,760 | 8,093 | 9,597 | 10,271 | 12,003 |
| 給料・手当 | Salaries | 3,233 | 4,366 | 6,043 | 7,239 | 8,335 | 9,503 |
| 賞与 | Bonuses | 283 | 527 | 978 | 1,099 | 524 | 930 |
| その他 | Others | 632 | 867 | 1,072 | 1,258 | 1,411 | 1,570 |
| 経費 | Administrative expenses | 1,853 | 2,149 | 2,719 | 3,113 | 3,318 | 4,213 |
| 水道光熱費 | Utilities expenses | 320 | 454 | 737 | 721 | 669 | 733 |
| 減価償却費 | Depreciation and amortization | 582 | 595 | 685 | 660 | 773 | 889 |
| その他 | Others | 949 | 1,099 | 1,295 | 1,731 | 1,875 | 2,590 |
| 人件費 | Personnel expenses | 36,838 | 45,271 | 61,304 | 75,238 | 79,157 | 88,082 |
| 給料・手当 | Salaries | 27,683 | 31,358 | 42,481 | 52,899 | 59,334 | 62,846 |
| 賞与 | Bonuses | 3,393 | 6,584 | 10,247 | 12,205 | 8,966 | 13,096 |
| その他 | Others | 5,761 | 7,329 | 8,574 | 10,133 | 10,856 | 12,139 |
| その他の営業費 | Other operating expenses | 95,356 | 111,241 | 144,960 | 172,292 | 206,460 | 217,582 |
| 営業資材費 | Materials and other outside costs | 7,694 | 7,585 | 11,696 | 12,842 | 14,427 | 15,200 |
| 施設更新関連費 | Renovation of facilities | 17,982 | 15,868 | 19,368 | 25,250 | 28,697 | 32,213 |
| エンターテインメント・ショー製作費 | Entertainment production | 1,860 | 2,099 | 3,613 | 4,886 | 6,112 | 6,806 |
| 業務委託費 | Outsourcing | 12,175 | 14,065 | 15,738 | 18,505 | 20,689 | 21,473 |
| 販促活動費 | Marketing expenses | 1,514 | 1,213 | 4,173 | 6,047 | 7,658 | 7,632 |
| ロイヤルティー | Royalties | 9,173 | 15,497 | 28,850 | 37,373 | 40,999 | 42,048 |
| 租税公課 | Taxes and public dues | 4,100 | 5,738 | 6,013 | 5,655 | 6,319 | 8,048 |
| 減価償却費 | Depreciation and amortization | 31,176 | 37,536 | 39,935 | 40,609 | 59,563 | 60,321 |
| その他 | Others | 9,677 | 11,635 | 15,568 | 21,120 | 21,991 | 23,837 |
| 合計 | Total | ¥166,353 | ¥204,372 | ¥289,993 | ¥360,648 | ¥401,849 | ¥425,575 |

■ 原価率 Ratio of Cost of Sales

| | | (%) | | | | | |
|-------|--------------------|-------|-------|-------|-------|-------|--------------|
| | | '21/3 | '22/3 | '23/3 | '24/3 | '25/3 | '26/3 |
| 商品原価率 | Merchandise | 49.3% | 41.3% | 42.3% | 43.5% | 44.2% | 42.7% |
| 飲食原価率 | Food and beverages | 60.3 | 51.1 | 46.3 | 45.9 | 48.0 | 49.3 |

■ 一般管理費内訳 Breakdown of General and Administrative Expenses

| | | (百万円)(Millions of Yen) | | | | | |
|-------|-------------------------------|------------------------|---------|---------|---------|---------|----------------|
| | | '21/3 | '22/3 | '23/3 | '24/3 | '25/3 | '26/3 |
| 人件費 | Personnel expenses | ¥ 6,357 | ¥ 8,291 | ¥ 8,906 | ¥ 9,884 | ¥10,150 | ¥11,970 |
| 経費 | Administrative expenses | 8,095 | 8,632 | 11,125 | 12,935 | 14,306 | 15,673 |
| 減価償却費 | Depreciation and amortization | 1,613 | 1,534 | 1,884 | 1,671 | 1,623 | 1,483 |
| 合計 | Total | ¥16,067 | ¥18,458 | ¥21,916 | ¥24,491 | ¥26,081 | ¥29,127 |