

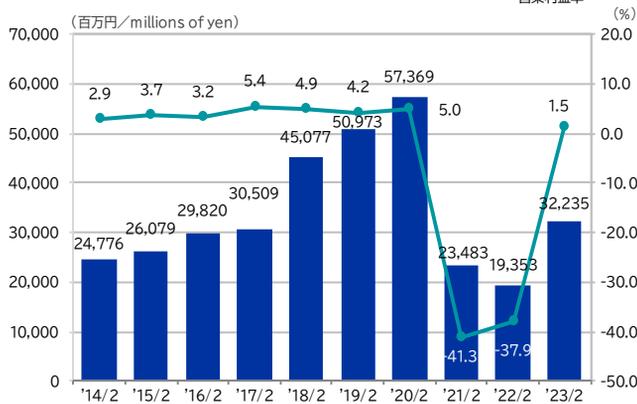
# DATA BOOK

(2022年3月1日～2023年2月28日)  
March 1, 2022 ~ February 28, 2023

株式会社DDホールディングス  
DD Holdings Co., Ltd.

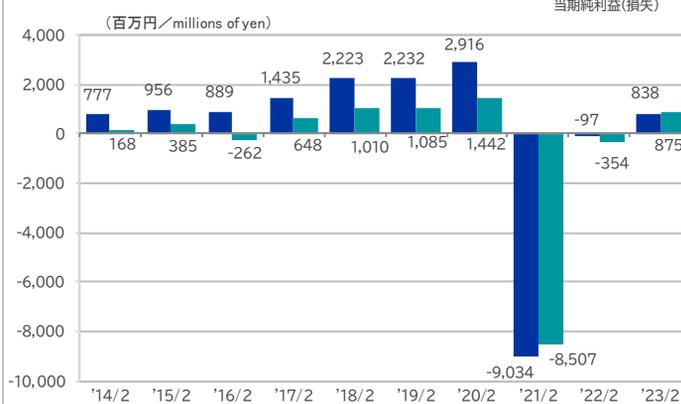
売上高/売上高営業利益率

Net Sales and Operating Income to Sales Ratio

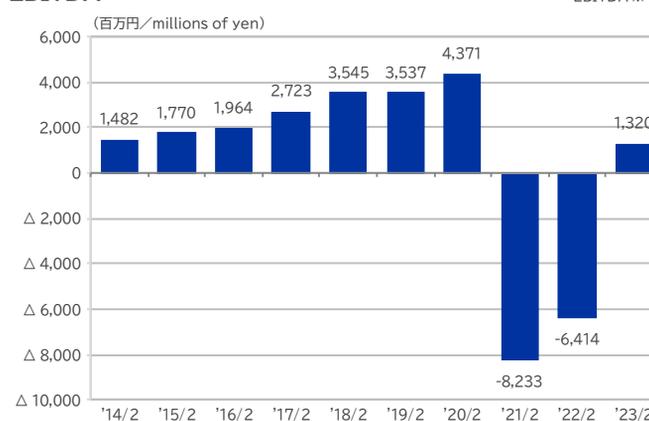


経常利益/当期純利益(損失)

Ordinary Income and Net Income(Loss) Attributable to Owners of Parent

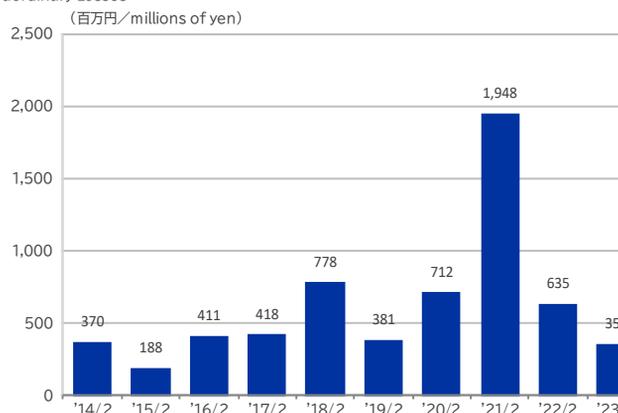


EBITDA



特別損失

Extraordinary Losses



(単位:百万円/millions of yen)

|   | '14/2  | '15/2  | '16/2  | '17/2  | '18/2  | '19/2  | '20/2  | '21/2  | '22/2  | '23/2  |
|---|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| 売上高 Net Sales   | 24,776 | 26,079 | 29,820 | 30,509 | 45,077 | 50,973 | 57,369 | 23,483 | 19,353 | 32,235 |
| 前期比 YoY (%)   | 99     | 105    | 114    | 102    | 148    | 113    | 113    | 41     | 82     | 167    |
| 営業利益 Operating Profit Margin  | 713    | 964    | 952    | 1,641  | 2,204  | 2,115  | 2,846  | -9,703 | -7,332 | 467    |
| 売上比 Ratio to Sales  | 3      | 4      | 3      | 5      | 5      | 4      | 5      | -41    | -38    | 1      |
| 前期比 YoY (%)   | 103    | 135    | 99     | 172    | 134    | 96     | 135    | -      | -      | -      |
| 経常利益 Ordinary Income  | 777    | 956    | 889    | 1,435  | 2,223  | 2,232  | 2,916  | -9,034 | -97    | 838    |
| 売上比 Ratio to Sales  | 3      | 4      | 3      | 5      | 5      | 4      | 5      | -38    | -1     | 3      |
| 前期比 YoY (%)   | 95     | 123    | 93     | 161    | 155    | 100    | 131    | -      | -      | -      |
| 親会社に帰属する当期純利益(損失) Net Income(Loss) Attributable to Owners of Parent | 168    | 385    | -262   | 648    | 1,010  | 1,085  | 1,442  | -8,507 | -354   | 875    |
| 売上比 Ratio to Sales  | 1      | 1      | -1     | 2      | 2      | 2      | 3      | -36    | -2     | 3      |
| 前期比 YoY (%)   | 217    | 228    | -      | -      | 156    | 107    | 133    | -      | -      | -      |

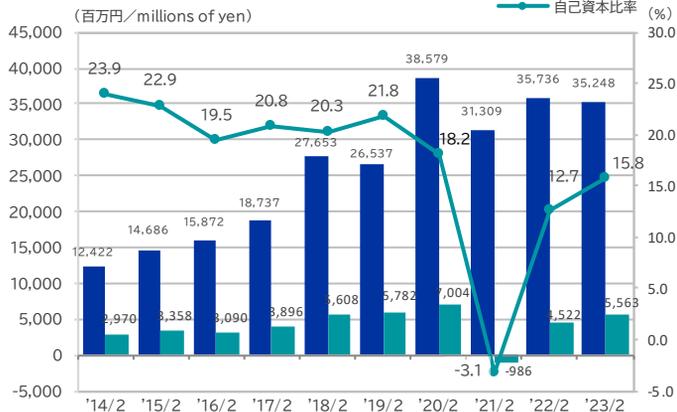
(単位:百万円/millions of yen)

|                      | '14/2 | '15/2 | '16/2 | '17/2 | '18/2 | '19/2 | '20/2 | '21/2  | '22/2  | '23/2 |
|----------------------|-------|-------|-------|-------|-------|-------|-------|--------|--------|-------|
| EBITDA ※             | 1,482 | 1,770 | 1,964 | 2,723 | 3,545 | 3,537 | 4,371 | -8,233 | -6,414 | 1,320 |
| 前期比 YoY (%)          | 94    | 119   | 111   | 139   | 130   | 100   | 124   | -      | -      | -     |
| 特別損失                 | 370   | 188   | 411   | 418   | 778   | 381   | 712   | 1,948  | 635    | 353   |
| Extraordinary Losses | 74    | 51    | 218   | 102   | 186   | 49    | 187   | 274    | 33     | 56    |
| 前期比 YoY (%)          | 74    | 51    | 218   | 102   | 186   | 49    | 187   | 274    | 33     | 56    |

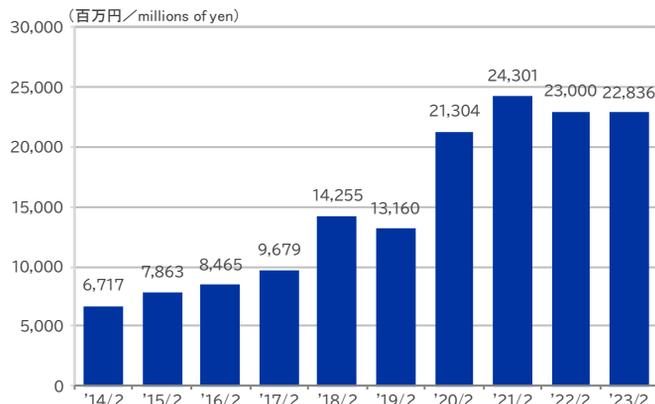
※ EBITDA=営業利益+減価償却費+のれん償却費+権利金償却費+長期前払費用償却

Operating Income + Depreciation + Amortization of Goodwill + Amortization of Guarantee Deposits + Amortization of Long-term Prepaid Expenses

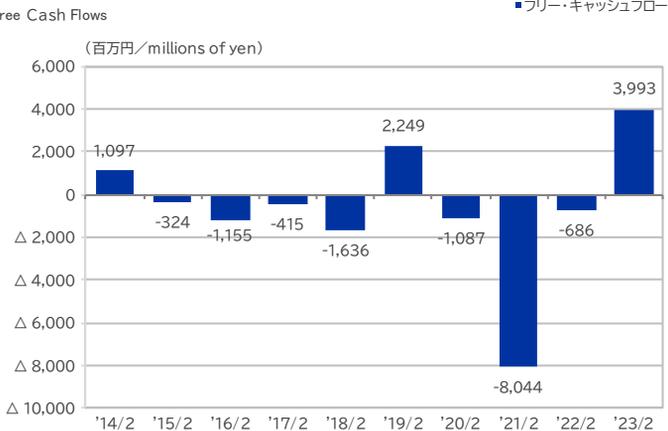
## 総資産/自己資本/自己資本比率 Total Assets/Equity Capital and Equity Capital Ratio



## 有利子負債 Interest-bearing Debt



## フリー・キャッシュ・フロー Free Cash Flows



## ネット・デッド・エクイティ・レシオ Net Debt Equity Ratio

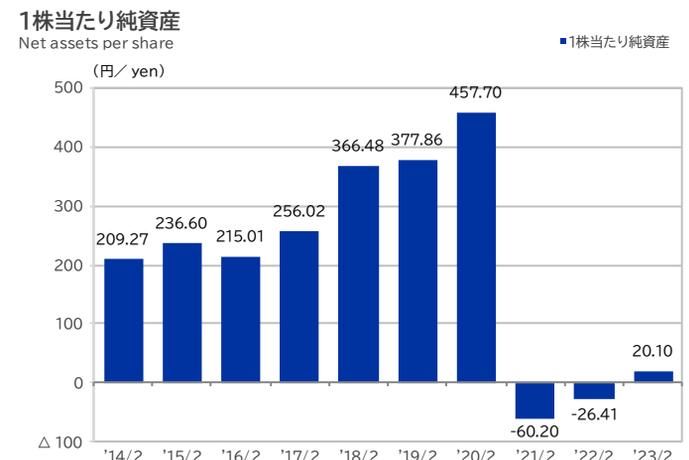
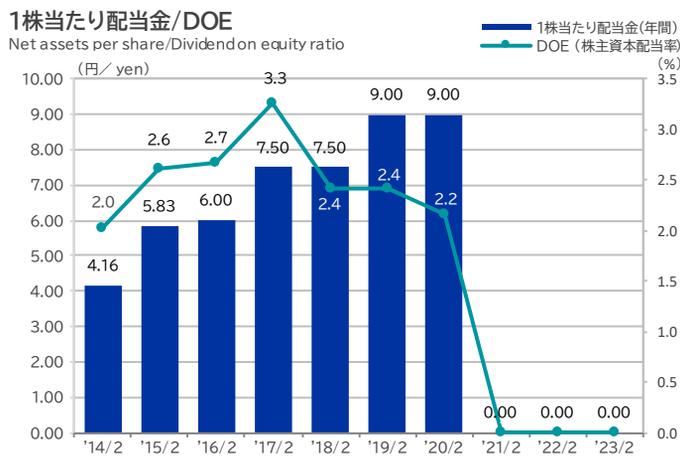


(単位:百万円/millions of yen)

|   | '14/2  | '15/2  | '16/2  | '17/2  | '18/2  | '19/2  | '20/2  | '21/2  | '22/2    | '23/2    |
|---|--------|--------|--------|--------|--------|--------|--------|--------|----------|----------|
| 総資産<br>Total Assets                         | 12,422 | 14,686 | 15,872 | 18,737 | 27,653 | 26,537 | 38,579 | 31,309 | 35,736   | 35,248   |
| 自己資本<br>Equity Capital                      | 2,970  | 3,358  | 3,090  | 3,896  | 5,608  | 5,782  | 7,004  | -986   | ※1 4,522 | ※2 5,563 |
| 自己資本比率<br>Equity Capital Ratio              | 23.9   | 22.9   | 19.5   | 20.8   | 20.3   | 21.8   | 18.2   | -3.1   | 12.7     | 15.8     |
| 有利子負債<br>Interest-bearing Debt              | 6,717  | 7,863  | 8,465  | 9,679  | 14,255 | 13,160 | 21,304 | 24,301 | 23,000   | 22,836   |
| インテレスト・カバレッジ・レシオ<br>Interest Coverage Ratio | 16.0   | 18.3   | 14.1   | 28.7   | 19.8   | 34.0   | 47.2   | -52.4  | -11.5    | 30.0     |
| デッド・エクイティ・レシオ<br>Debt Equity Ratio          | 2.3    | 2.3    | 2.7    | 2.5    | 2.5    | 2.3    | 3.0    | -      | 5.1      | 4.1      |
| 流動比率<br>Current Ratio                       | 113.5  | 108.0  | 96.6   | 86.2   | 63.7   | 93.1   | 100.0  | 54.3   | 124.2    | 73.7     |
| ネット有利子負債<br>Net Interest-bearing            | 2,848  | 3,297  | 4,469  | 4,723  | 9,518  | 7,485  | 13,388 | 20,041 | 14,647   | 10,797   |
| ネット・デッド・エクイティ・レシオ<br>Net Debt Equity Ratio  | 1.0    | 1.0    | 1.4    | 1.2    | 1.7    | 1.3    | 1.9    | -      | 3.2      | 1.9      |

(単位:百万円/millions of yen)

|  | '14/2 | '15/2  | '16/2  | '17/2  | '18/2  | '19/2  | '20/2  | '21/2  | '22/2  | '23/2  |
|--|-------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| 営業キャッシュ・フロー<br>Cash flows from operating activities        | 1,438 | 1,723  | 1,380  | 2,621  | 2,003  | 2,949  | 3,876  | -6,844 | -1,982 | 4,498  |
| 投資キャッシュ・フロー<br>Cash flows from investing activities        | -340  | -2,048 | -2,536 | -3,037 | -3,640 | -699   | -4,964 | -1,199 | 1,296  | -505   |
| フリー・キャッシュ・フロー<br>Free cash flows                           | 1,097 | -324   | -1,155 | -415   | -1,636 | 2,249  | -1,087 | -8,044 | -686   | 3,993  |
| 財務キャッシュ・フロー<br>Cash flows from financing activities        | -174  | 1,044  | 567    | 1,376  | 886    | -1,223 | 3,236  | 5,756  | 4,680  | -204   |
| 現金及び現金同等物期末残高<br>Cash and cash equivalents at the term-end | 3,785 | 4,503  | 3,908  | 4,845  | 4,793  | 5,801  | 8,348  | 4,525  | 8,531  | 12,322 |



|                  | '14/2 | '15/2 | '16/2 | '17/2 | '18/2 | '19/2 | '20/2 | '21/2  | '22/2 | '23/2 |
|------------------|-------|-------|-------|-------|-------|-------|-------|--------|-------|-------|
| ROE              | 5.8   | 12.2  | -8.1  | 18.6  | 21.3  | 19.1  | 22.6  | -282.7 | -20.1 | 17.4  |
| Return on Equity |       |       |       |       |       |       |       |        |       |       |
| ROA              | 1.4   | 2.8   | -1.7  | 3.7   | 4.4   | 4.0   | 4.4   | -24.3  | -1.1  | 2.5   |
| Return on Assets |       |       |       |       |       |       |       |        |       |       |

|                      | '14/2  | '15/2  | '16/2  | '17/2  | '18/2  | '19/2  | '20/2  | '21/2   | '22/2  | '23/2 |
|----------------------|--------|--------|--------|--------|--------|--------|--------|---------|--------|-------|
| 1株当たり当期純利益           | 11.83  | 27.18  | -18.30 | 43.26  | 66.21  | 70.94  | 94.24  | -550.83 | -20.21 | 37.30 |
| Net Income Per Sha   |        |        |        |        |        |        |        |         |        |       |
| 1株当たり純資産             | 209.27 | 236.60 | 215.01 | 256.02 | 366.48 | 377.86 | 457.70 | -60.20  | -26.41 | 20.10 |
| Net Assets Per Share |        |        |        |        |        |        |        |         |        |       |
| 1株当たり配当金(年間)         | 4.16   | 5.83   | 6.00   | 7.50   | 7.50   | 9.00   | 9.00   | 0.00    | 0.00   | 0.00  |
| Dividends Per Share  |        |        |        |        |        |        |        |         |        |       |
| 配当性向(年間)             | 105.6  | 64.4   | -      | 17.3   | 11.3   | 12.7   | 9.6    | -       | -      | -     |
| Devidend Ratio       |        |        |        |        |        |        |        |         |        |       |
| DOE (株主資本配当率)        | 2.0    | 2.6    | 2.7    | 3.3    | 2.4    | 2.4    | 2.2    | -       | -      | -     |
| Dividend on Equity   |        |        |        |        |        |        |        |         |        |       |

※ 2013年2月期期首に下記の分割が行われたと仮定して算出しております。Figures for number of shares have been calculated assuming this stock split was conducted at the beginning of the financial year ending in February 2013.

効力発生日: 2013年9月1日 普通株式1株→100株  
 ※ 2015年3月1日 普通株式1株→3株  
 ※ 2019年9月1日 普通株式1株→2株

DD Holdings consolidated every 100 shares of its common stock into one share on September 1, 2013.  
 DD Holdings consolidated every two shares of its common stock into one share on March 1, 2015.  
 DD Holdings consolidated every two shares of its common stock into one share on September 1, 2019.

※1 第三者割当による第6回新株予約権の行使により584百万円の資金調達を実施しております。  
 Note: Raising funds of 584million yen has been done by exercising of the 6th stock acquisition rights through third-party allotment.

※2 第三者割当による第6回新株予約権の行使により874百万円、A種優先株式を発行し5,000百万円の資金調達を実施しております。  
 Note: Raising funds of 874million yen has been done by exercising of the 6th stock acquisition rights through third-party allotment and 5,000million yen by issuing class A preferred stock.

※3 2022年2月期以降の1株当たり純資産につきましては、純資産の部の合計額から当社が発行する普通株式と権利関係の異なるA種優先株式に係る払込金債、優先配当権を控除して算出しております。  
 Note: The Net assets per share from Fiscal year ended Feb.2022 onward is calculated by excluding the priority dividend amount and paid-in amount of the Class-A Preferred stock of which relations of right is differed from the common stock we issue, from the total of the equity.

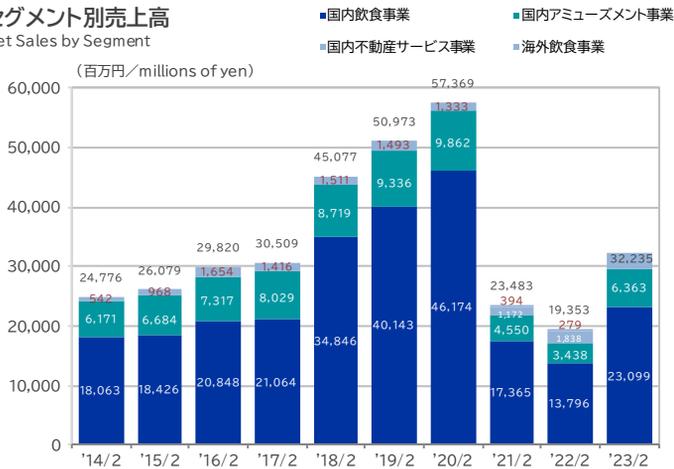
※4 期末配当につきましては、普通株式は無配、2022年2月に第三者割当により発行した優先株式の1株当たり、発行時に定められた優先株式発行要項及び当社定款の定めにより、下記となります。  
 Note: No dividend for common stock in the fiscal year end Feb.2023. A dividend for the preferred stock issued on Feb.2022 according to the articles of incorporation and the preferred share issuance requirements is as below.

1株あたり配当金: Dividend per share  
 2022年2月期: 10 円 96 銭 / Feb.2022: 10.96yen  
 2023年2月期: 4,000円 / Feb.2023: 4,000yen

# セグメント情報 Segment Information

## セグメント別売上高

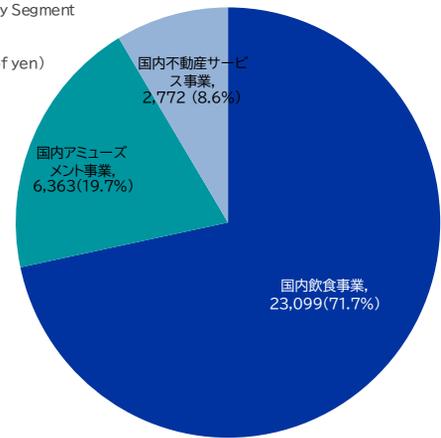
Net Sales by Segment



## 売上高構成比

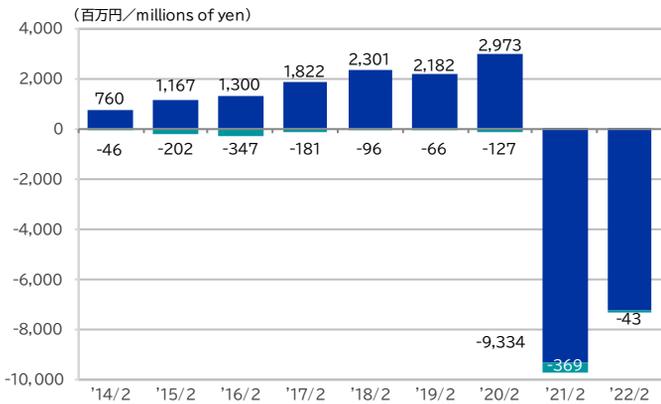
Net Sales Share by Segment '23/2

(百万円/millions of yen)



## 国内外別営業利益

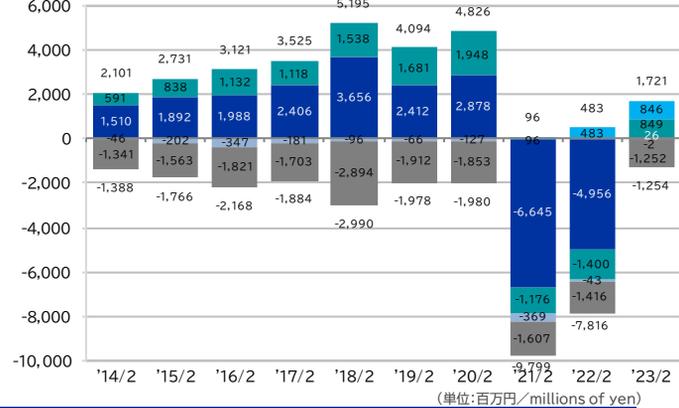
Operating Income (Loss): Japan - Overseas



## セグメント別営業利益

Operating Income (Loss) by Segment

(百万円/millions of yen)



|                                  | '14/2  | '15/2  | '16/2  | '17/2  | '18/2  | '19/2  | '20/2  | '21/2  | '22/2  | '23/2  |
|----------------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| 売上高<br>Net Sales                 | 24,776 | 26,079 | 29,820 | 30,509 | 45,077 | 50,973 | 57,369 | 23,483 | 19,353 | 32,235 |
| 国内<br>Japan                      | 24,234 | 25,110 | 28,166 | 29,093 | 43,565 | 49,479 | 56,036 | 23,088 | 19,073 | 32,235 |
| 飲食事業<br>F & B Business           | 18,063 | 18,426 | 20,848 | 21,064 | 34,846 | 40,143 | 46,174 | 17,365 | 13,796 | 23,099 |
| アミューズメント事業<br>Amusement Business | 6,171  | 6,684  | 7,317  | 8,029  | 8,719  | 9,336  | 9,862  | 4,550  | 3,438  | 6,363  |
| 不動産サービス事業<br>RE Service Business | -      | -      | -      | -      | -      | -      | -      | 1,172  | 1,838  | 2,772  |
| 海外<br>Overseas                   | 542    | 968    | 1,654  | 1,416  | 1,511  | 1,493  | 1,333  | 394    | 279    | -      |
| アメリカ<br>USA                      | 542    | 684    | 1,311  | 1,362  | 1,511  | 1,493  | 1,333  | 394    | 279    | -      |
| アジア<br>Asia ※1                   | -      | 284    | 342    | 54     | -      | -      | -      | -      | -      | -      |

|                                  | '14/2  | '15/2  | '16/2  | '17/2  | '18/2  | '19/2  | '20/2  | '21/2  | '22/2  | '23/2  |
|----------------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| 営業利益<br>Operating Income (Loss)  | 713    | 964    | 952    | 1,641  | 2,204  | 2,115  | 2,846  | -9,703 | -7,332 | 467    |
| 国内<br>Japan                      | 760    | 1,167  | 1,300  | 1,822  | 2,301  | 2,182  | 2,973  | -9,334 | -7,289 | 469    |
| 飲食事業<br>F & B Business           | 1,510  | 1,892  | 1,988  | 2,406  | 3,656  | 2,412  | 2,878  | -6,645 | -4,956 | 26     |
| アミューズメント事業<br>Amusement Business | 591    | 838    | 1,132  | 1,118  | 1,538  | 1,681  | 1,948  | -1,176 | -1,400 | 849    |
| 不動産サービス事業<br>RE Service Business | -      | -      | -      | -      | -      | -      | -      | 96     | 483    | 846    |
| 間接費<br>Indirect Expenses         | -1,341 | -1,563 | -1,821 | -1,703 | -2,894 | -1,912 | -1,853 | -1,607 | -1,416 | -1,252 |
| 海外<br>Overseas                   | -46    | -202   | -347   | -181   | -96    | -66    | -127   | -369   | -43    | -2     |
| アメリカ<br>USA                      | -46    | -182   | -249   | -171   | -92    | -61    | -118   | -370   | -41    | -      |
| アジア<br>Asia ※1                   | -      | -20    | -97    | -9     | -4     | -4     | -8     | -2     | -1     | -2     |

※ 2019年2月期以降の各セグメント実績は、間接費(本社費)の一部を配賦した数値となります。

Note: The records of fiscal year ended Feb.2019 are the figures including an allocation of overhead cost.

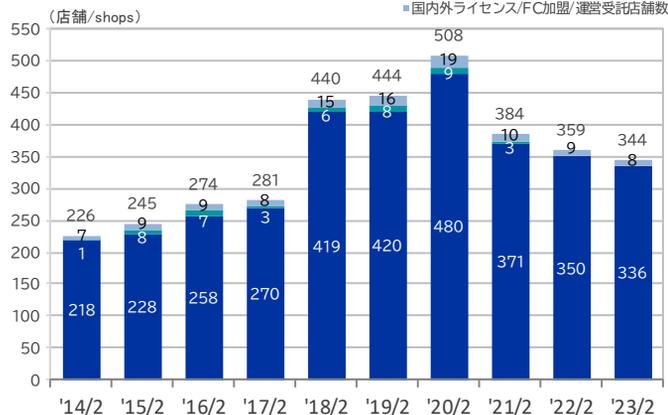
※1 海外・アメリカにつきましては、2021年8月16日に連結子会社であるDiamond Dining International Corporationの全株式を譲渡し、海外事業から撤退いたしました。

Note: We have withdrew from the overseas business in the US by transferring all the shares of Diamond Dining International Corporation on 16th of Aug., 2021.

# 店舗数・従業員数 Number of Shops and Employees

## 総店舗数

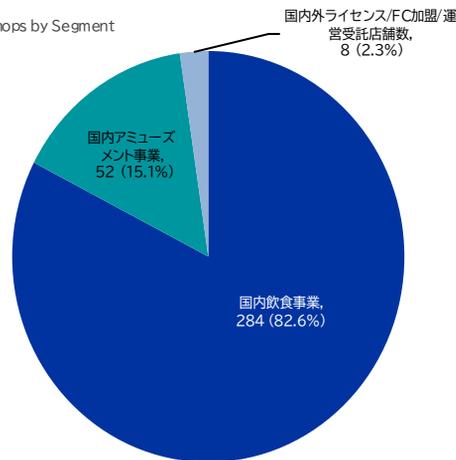
Total Number of Shops (Japan-Overseas)



## 総店舗数構成比

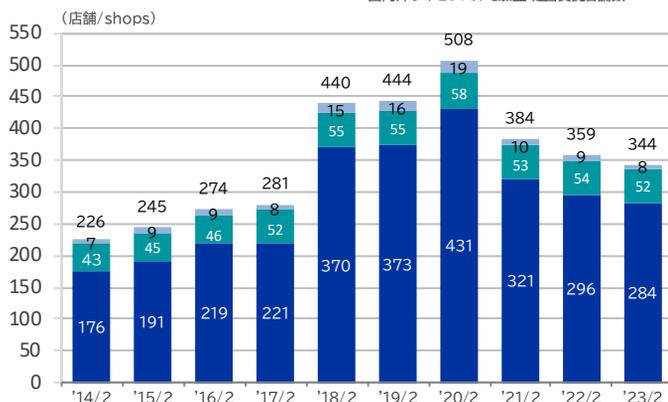
Numbers and % of Shops by Segment '23/2

(店舗/shops)



## セグメント別店舗数

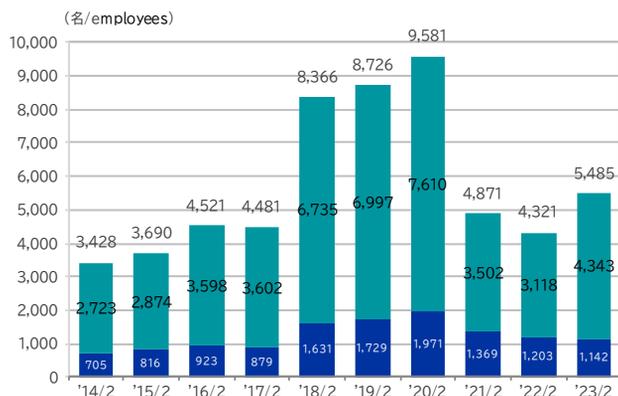
Number of Shops by Segment



## 従業員数

Number of Employees

■正社員数 ■パートナー数



(単位:店舗/shops)

|   | '14/2 | '15/2 | '16/2 | '17/2 | '18/2 | '19/2 | '20/2 | '21/2 | '22/2 | '23/2 |
|---|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| 総店舗数<br>Total Number of Shops   | 226   | 245   | 274   | 281   | 440   | 444   | 508   | 384   | 359   | 344   |
| 直営店舗数<br>Directly Operating Shops   | 219   | 236   | 265   | 273   | 425   | 428   | 489   | 374   | 350   | 336   |
| 国内直営店舗数<br>Directly Operating Shops-Japan                                     | 218   | 228   | 258   | 270   | 419   | 420   | 480   | 371   | 350   | 336   |
| 飲食事業<br>F & B Business  | 175   | 183   | 212   | 218   | 364   | 365   | 422   | 318   | 296   | 284   |
| アミューズメント事業<br>Amusement Business  | 43    | 45    | 46    | 52    | 55    | 55    | 58    | 53    | 54    | 52    |
| 海外直営店舗数<br>Directly Operating Shops-Over                                      | 1     | 8     | 7     | 3     | 6     | 8     | 9     | 3     | 0     | 0     |
| アメリカ<br>USA   | 1     | 2     | 3     | 3     | 6     | 8     | 9     | 3     | 0     | 0     |
| アジア<br>Asia   | -     | 6     | 4     | 0     | 0     | 0     | 0     | 0     | 0     | 0     |
| 国内外ライセンス/FC加盟/運営受託店舗数<br>Licensed, Franchise and Accept the consignment shops | 7     | 9     | 9     | 8     | 15    | 16    | 19    | 10    | 9     | 8     |

(単位:人/employees)

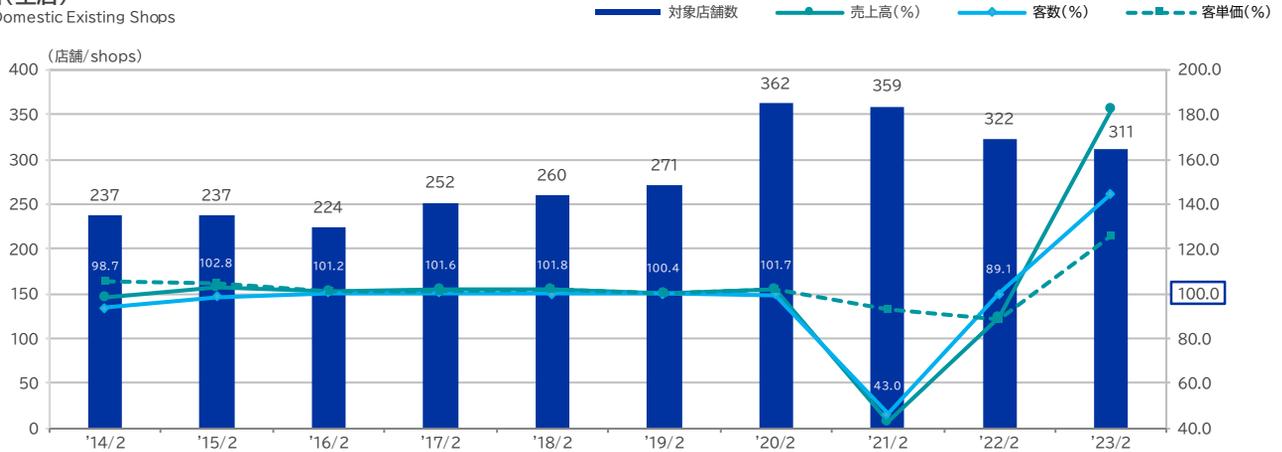
|                               | '14/2 | '15/2 | '16/2 | '17/2 | '18/2 | '19/2 | '20/2 | '21/2 | '22/2 | '23/2 |
|-------------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| 従業員数<br>Number of Employees   | 3,428 | 3,690 | 4,521 | 4,481 | 8,366 | 8,726 | 9,581 | 4,871 | 4,321 | 5,485 |
| 正社員数<br>Full-time Employees   | 705   | 816   | 923   | 879   | 1,631 | 1,729 | 1,971 | 1,369 | 1,203 | 1,142 |
| パートナー数<br>Part-time Employees | 2,723 | 2,874 | 3,598 | 3,602 | 6,735 | 6,997 | 7,610 | 3,502 | 3,118 | 4,343 |

※ 株式会社株式会社ゼットン(証券コード:3057)は、2021年2月期第3四半期より連結子会社から持分法適用関連会社化となったため、2021年2月期より上記数値には含まれておりません。

Note: Zetton Inc.(SEC:3057) is excluded from the above figures of FY2021 as it is accounted for by the equity method in the 3rd Quarter of FY2021.

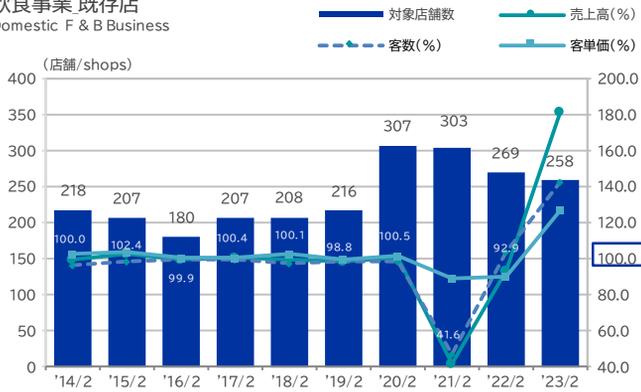
## 既存店(全店)

Total - Domestic Existing Shops



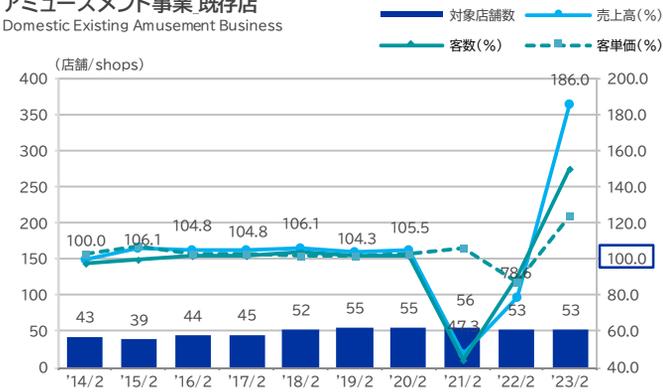
## 飲食事業 既存店

Domestic F & B Business



## アミューズメント事業 既存店

Domestic Existing Amusement Business



| 既存店(全店) | Total - Domestic Existing Shops | '14/2 | '15/2 | '16/2 | '17/2 | '18/2 | '19/2 | '20/2 | '21/2 | '22/2 | '23/2 |
|---------|---------------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| 売上高(%)  | Net Sales                       | 98.7  | 102.8 | 101.2 | 101.6 | 101.8 | 100.4 | 101.7 | 43.0  | 89.1  | 182.5 |
| 客数(%)   | Number of Customers             | 93.9  | 98.8  | 100.4 | 100.5 | 99.9  | 99.9  | 99.7  | 46.2  | 100.1 | 144.4 |
| 客単価(%)  | Average Spend Per Customer      | 105.1 | 104.2 | 100.8 | 101.1 | 101.8 | 100.5 | 102.0 | 93.1  | 89.0  | 126.3 |
| 対象店舗数   | Number of Shops                 | 237   | 237   | 224   | 252   | 260   | 271   | 362   | 359   | 322   | 311   |

| 飲食事業   | Domestic F & B Business    | '14/2 | '15/2 | '16/2 | '17/2 | '18/2 | '19/2 | '20/2 | '21/2 | '22/2 | '23/2 |
|--------|----------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| 売上高(%) | Net Sales                  | 100.0 | 102.4 | 99.9  | 100.4 | 100.1 | 98.8  | 100.5 | 41.6  | 92.9  | 181.4 |
| 客数(%)  | Number of Customers        | 96.9  | 98.9  | 99.2  | 100.0 | 97.6  | 98.6  | 98.7  | 46.8  | 103.5 | 142.9 |
| 客単価(%) | Average Spend Per Customer | 103.2 | 103.5 | 100.7 | 100.5 | 102.5 | 100.1 | 101.8 | 88.9  | 89.8  | 127.0 |
| 対象店舗数  | Number of Shops            | 218   | 207   | 180   | 207   | 208   | 216   | 307   | 303   | 269   | 258   |

| アミューズメント事業 | Domestic Amusement Business | '14/2 | '15/2 | '16/2 | '17/2 | '18/2 | '19/2 | '20/2 | '21/2 | '22/2 | '23/2 |
|------------|-----------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| 売上高(%)     | Net Sales                   | 100.0 | 106.1 | 104.8 | 104.8 | 106.1 | 104.3 | 105.5 | 47.3  | 78.6  | 186.0 |
| 客数(%)      | Number of Customers         | 97.2  | 99.3  | 102.2 | 101.4 | 103.7 | 101.9 | 102.3 | 44.5  | 89.9  | 149.9 |
| 客単価(%)     | Average Spend Per Customer  | 102.9 | 106.8 | 102.6 | 103.3 | 102.2 | 102.3 | 103.1 | 106.4 | 87.4  | 124.1 |
| 対象店舗数      | Number of Shops             | 43    | 39    | 44    | 45    | 52    | 55    | 55    | 56    | 53    | 53    |

※ 2019年3月1日付で連結子会社化した株式会社エスエルディー(証券コード:3223)は、上記数値には含まれておりません。

Note: The above figures do not include the amount of SLD Entertainment Inc.(SEC code:3223) converted into a consolidated subsidiary on 1st of March 2019.