

2. Monthly YoY change in sales (Domestic directly managed restaurants)

(July 2021 - December 2021)

| | | Jul. | Aug. | Sep. | 1Q | Oct. | Nov. | Dec. | 2Q | 1H |
|--|--------------------------------------|--------|-------|-------|-------|--------|--------|--------|--------|--------|
| All restaurants (New restaurants included) | Net sales | 101.1% | 89.9% | 87.7% | 92.8% | 109.3% | 101.3% | 122.1% | 110.9% | 102.2% |
| | # of customers | 105.4% | 95.1% | 90.9% | 97.1% | 108.2% | 100.2% | 118.7% | 108.9% | 103.2% |
| | # of restaurants at end of period | 343 | 346 | 347 | | 349 | 349 | 352 | | |
| Existing restaurants | Net sales | 91.7% | 81.6% | 80.8% | 84.6% | 102.6% | 95.2% | 113.9% | 104.0% | 94.5% |
| | # of customers | 94.7% | 85.5% | 82.7% | 87.6% | 101.2% | 92.9% | 109.7% | 101.3% | 94.5% |
| | # of restaurants at end of period | 288 | 292 | 293 | | 294 | 294 | 298 | | |
| Yakiniku restaurants | Net sales | 91.5% | 84.8% | 90.3% | 88.6% | 108.6% | 97.0% | 118.7% | 108.0% | 98.4% |
| | # of customers | 94.9% | 91.7% | 94.8% | 93.7% | 110.0% | 91.1% | 115.5% | 105.0% | 99.5% |
| | # of restaurants at end of period | 141 | 142 | 142 | | 143 | 143 | 144 | | |
| Ramen restaurants | Net sales | 95.4% | 82.1% | 76.3% | 84.3% | 96.1% | 100.0% | 111.3% | 102.7% | 93.3% |
| | # of customers | 95.4% | 81.2% | 76.0% | 83.9% | 94.3% | 97.8% | 106.3% | 99.7% | 91.5% |
| | # of restaurants at end of period | 66 | 67 | 67 | | 67 | 67 | 69 | | |
| Okonomiyaki restaurants | Net sales | 83.4% | 78.0% | 55.8% | 72.4% | 82.6% | 85.4% | 104.4% | 90.4% | 81.6% |
| | # of customers | 89.3% | 86.9% | 64.9% | 80.3% | 85.3% | 85.5% | 99.2% | 89.8% | 85.2% |
| | # of restaurants at end of period | 16 | 16 | 16 | | 16 | 16 | 15 | | |
| "Yuzu-An" restaurants | Net sales | 90.7% | 71.4% | 65.8% | 75.6% | 94.3% | 85.6% | 100.4% | 93.5% | 85.2% |
| | # of customers | 93.6% | 78.0% | 73.2% | 81.3% | 97.6% | 87.4% | 102.1% | 95.7% | 89.1% |
| | # of restaurants at end of period | 58 | 60 | 61 | | 61 | 61 | 62 | | |
| Specialty restaurants | Net sales | 92.2% | 83.7% | 58.1% | 77.8% | 105.4% | 122.4% | 152.1% | 127.4% | 105.4% |
| | # of customers | 94.0% | 89.9% | 84.7% | 89.7% | 112.4% | 120.4% | 131.9% | 122.1% | 106.8% |
| | # of restaurants at end of period | 7 | 7 | 7 | | 7 | 7 | 8 | | |

(January 2022 - June 2022)

| | | Jan. | Feb. | Mar. | 3Q | Apr. | May | Jun. | 4Q | 2H | Full-year |
|--|--------------------------------------|--------|--------|------|--------|------|-----|------|----|--------|-----------|
| All restaurants (New restaurants included) | Net sales | 134.6% | 111.0% | | 123.4% | | | | | 123.4% | 106.7% |
| | # of customers | 129.5% | 113.4% | | 121.8% | | | | | 121.8% | 107.3% |
| | # of restaurants at end of period | 355 | 357 | | | | | | | | |
| Existing restaurants | Net sales | 125.0% | 102.9% | | 114.5% | | | | | 114.5% | 98.8% |
| | # of customers | 119.4% | 103.7% | | 111.9% | | | | | 111.9% | 98.3% |
| | # of restaurants at end of period | 300 | 301 | | | | | | | | |
| Yakiniku restaurants | Net sales | 129.9% | 103.6% | | 117.0% | | | | | 117.0% | 102.3% |
| | # of customers | 126.4% | 102.2% | | 114.2% | | | | | 114.2% | 102.7% |
| | # of restaurants at end of period | 145 | 146 | | | | | | | | |
| Ramen restaurants | Net sales | 115.2% | 113.8% | | 114.6% | | | | | 114.6% | 98.1% |
| | # of customers | 113.4% | 111.9% | | 112.7% | | | | | 112.7% | 96.3% |
| | # of restaurants at end of period | 69 | 69 | | | | | | | | |
| Okonomiyaki restaurants | Net sales | 127.3% | 103.8% | | 116.1% | | | | | 116.1% | 88.0% |
| | # of customers | 120.4% | 101.0% | | 111.1% | | | | | 111.1% | 90.3% |
| | # of restaurants at end of period | 15 | 15 | | | | | | | | |
| "Yuzu-An" restaurants | Net sales | 116.8% | 90.4% | | 104.9% | | | | | 104.9% | 89.3% |
| | # of customers | 115.0% | 89.6% | | 103.2% | | | | | 103.2% | 92.1% |
| | # of restaurants at end of period | 63 | 63 | | | | | | | | |
| Specialty restaurants | Net sales | 161.6% | 111.5% | | 137.2% | | | | | 137.2% | 111.6% |
| | # of customers | 133.6% | 102.9% | | 118.2% | | | | | 118.2% | 109.3% |
| | # of restaurants at end of period | 8 | 8 | | | | | | | | |

(Note)

1. The numbers in this monthly preliminary report show trends in outlet sales and customer traffic relative to the prior year, please note that the data is not representative of the Company's business.

2. Existing restaurants are defined as those in operation for 18 months or more since opening.

3. Restaurants remodeled to different industry formats (e.g., from "Kalvi" to "King") are considered existing restaurants from the first month after remodeling.

4. Closed restaurants (including those remodeling to a different industry) are considered existing restaurants up to one month prior to the month of closure.

5. Net sales and number of customers of restaurants with less business days which had extraordinary holidays for renovation etc., are not included in existing restaurants.

6. The numbers presented are preliminary, and therefore not audited by an audit corporation.

7. Due to the spread of the new coronavirus (COVID-19) infections, all our directly managed stores and some franchise stores were temporarily closed in April and May 2020.

8. The following table shows the number of restaurants that have been revised or excluded from the figures for existing restaurants for December 2021.

Number of restaurants: 4

Restaurant name:

Okonomiyaki Hongo Hamamatsu-Nakazawa Restaurant (Temporarily closed due to renovation)

Yakiniku King Toyokawa Restaurant (Due to renovation in the previous fiscal year)

Yakiniku King Nigata-eki Minami Restaurant (Due to renovation in the previous fiscal year)

Yakiniku King Shitoto Restaurant (Due to renovation in the previous fiscal year)

3. Number of restaurants at the end of month

(July 2021 - December 2021)

| | | Jul. | Aug. | Sep. | Oct. | Nov. | Dec. |
|-------------------------|-----------------------------------|------|------|------|------|------|------|
| Yakiniku restaurants | # of directly managed restaurants | 164 | 166 | 166 | 165 | 166 | 167 |
| | # of FC restaurants | 107 | 108 | 108 | 109 | 109 | 109 |
| | # of restaurants at end of period | 271 | 274 | 274 | 274 | 275 | 276 |
| Ramen restaurants | # of directly managed restaurants | 80 | 80 | 81 | 83 | 82 | 83 |
| | # of FC restaurants | 95 | 95 | 96 | 96 | 97 | 98 |
| | # of restaurants at end of period | 175 | 175 | 177 | 179 | 179 | 181 |
| Okonomiyaki restaurants | # of directly managed restaurants | 17 | 17 | 17 | 17 | 17 | 16 |
| | # of FC restaurants | 10 | 10 | 10 | 10 | 10 | 10 |
| | # of restaurants at end of period | 27 | 27 | 27 | 27 | 27 | 26 |
| "Yuzu-An" restaurants | # of directly managed restaurants | 72 | 72 | 72 | 72 | 72 | 74 |
| | # of FC restaurants | 17 | 17 | 17 | 17 | 17 | 17 |
| | # of restaurants at end of period | 89 | 89 | 89 | 89 | 89 | 91 |
| Specialty restaurants | # of directly managed restaurants | 10 | 11 | 11 | 12 | 12 | 12 |
| | # of FC restaurants | | | | | | |
| | # of restaurants at end of period | 10 | 11 | 11 | 12 | 12 | 12 |
| Other restaurants | # of restaurants in China | 16 | 17 | 17 | 16 | 17 | 19 |
| | # of restaurants at end of period | 16 | 17 | 17 | 16 | 17 | 19 |
| Total | # of directly managed restaurants | 343 | 346 | 347 | 349 | 349 | 352 |
| | # of FC restaurants | 229 | 230 | 231 | 232 | 233 | 234 |
| | # of restaurants in China | 16 | 17 | 17 | 16 | 17 | 19 |
| | # of restaurants at end of period | 588 | 593 | 595 | 597 | 599 | 605 |

(January 2022 - June 2022)

| | | Jan. | Feb. | Mar. | Apr. | May | Jun. |
|-------------------------|-----------------------------------|------|------|------|------|-----|------|
| Yakiniku restaurants | # of directly managed restaurants | 167 | 167 | | | | |
| | # of FC restaurants | 110 | 110 | | | | |
| | # of restaurants at end of period | 277 | 277 | | | | |
| Ramen restaurants | # of directly managed restaurants | 85 | 86 | | | | |
| | # of FC restaurants | 99 | 99 | | | | |
| | # of restaurants at end of period | 184 | 185 | | | | |
| Okonomiyaki restaurants | # of directly managed restaurants | 16 | 16 | | | | |
| | # of FC restaurants | 10 | 10 | | | | |
| | # of restaurants at end of period | 26 | 26 | | | | |
| "Yuzu-An" restaurants | # of directly managed restaurants | 75 | 76 | | | | |
| | # of FC restaurants | 17 | 17 | | | | |
| | # of restaurants at end of period | 92 | 93 | | | | |
| Specialty restaurants | # of directly managed restaurants | 12 | 12 | | | | |
| | # of FC restaurants | | | | | | |
| | # of restaurants at end of period | 12 | 12 | | | | |
| Other restaurants | # of restaurants in China | 19 | 19 | | | | |
| | # of restaurants at end of period | 19 | 19 | | | | |
| Total | # of directly managed restaurants | 355 | 357 | | | | |
| | # of FC restaurants | 236 | 236 | | | | |
| | # of restaurants in China | 19 | 19 | | | | |
| | # of restaurants at end of period | 610 | 612 | | | | |

【Reference】

Fiscal year ended June 2021 Monthly YoY Change in Sales and Number of Restaurants

1. Monthly YoY change in sales (Domestic directory managed restaurants + franchise restaurants)

(July 2020 - December 2020)

| | | Jul. | Aug. | Sep. | 1Q | Oct. | Nov. | Dec. | 2Q | 1H |
|---|-----------------------------------|--------|-------|--------|--------|--------|--------|-------|--------|--------|
| All restaurants (New restaurants included) | Net sales | 109.1% | 97.8% | 104.4% | 103.4% | 117.6% | 119.7% | 99.7% | 111.5% | 107.4% |
| | # of customers | 102.4% | 93.7% | 100.1% | 98.4% | 111.1% | 112.9% | 96.9% | 106.4% | 102.3% |
| | # of restaurants at end of period | 533 | 533 | 539 | | 541 | 545 | 550 | | |
| Existing restaurants | Net sales | 103.4% | 91.8% | 97.4% | 97.1% | 109.1% | 111.6% | 93.2% | 103.8% | 100.5% |
| | # of customers | 97.7% | 88.7% | 93.4% | 93.0% | 103.3% | 106.2% | 91.4% | 99.8% | 96.4% |
| | # of restaurants at end of period | 456 | 458 | 464 | | 470 | 474 | 483 | | |
| Yakiniku restaurants | Net sales | 110.3% | 95.8% | 100.4% | 101.7% | 115.4% | 120.4% | 96.9% | 109.9% | 105.7% |
| | # of customers | 108.5% | 93.6% | 96.0% | 98.9% | 112.4% | 122.5% | 96.8% | 109.8% | 104.2% |
| | # of restaurants at end of period | 222 | 223 | 225 | | 228 | 229 | 231 | | |
| Ramen restaurants | Net sales | 94.7% | 89.9% | 96.5% | 93.5% | 101.9% | 97.9% | 92.2% | 97.1% | 95.3% |
| | # of customers | 91.9% | 87.4% | 93.3% | 90.7% | 98.6% | 94.9% | 89.0% | 93.9% | 92.3% |
| | # of restaurants at end of period | 135 | 137 | 140 | | 143 | 145 | 149 | | |
| Okonomiyaki restaurants | Net sales | 96.3% | 82.6% | 93.9% | 90.5% | 106.6% | 111.1% | 80.8% | 97.8% | 94.0% |
| | # of customers | 95.8% | 83.1% | 93.6% | 90.5% | 106.3% | 112.8% | 86.0% | 100.5% | 95.3% |
| | # of restaurants at end of period | 30 | 29 | 29 | | 28 | 28 | 28 | | |
| "Yuzu-An" restaurants | Net sales | 97.2% | 85.6% | 91.6% | 91.0% | 102.3% | 105.0% | 89.2% | 97.9% | 94.6% |
| | # of customers | 91.0% | 81.6% | 86.6% | 86.1% | 97.4% | 102.4% | 87.2% | 95.0% | 90.7% |
| | # of restaurants at end of period | 63 | 63 | 64 | | 64 | 65 | 68 | | |
| Specialty restaurants | Net sales | 70.3% | 59.1% | 74.5% | 67.6% | 89.7% | 83.5% | 61.9% | 76.4% | 72.3% |
| | # of customers | 73.0% | 64.9% | 81.9% | 72.9% | 90.3% | 89.9% | 72.1% | 83.2% | 78.3% |
| | # of restaurants at end of period | 6 | 6 | 6 | | 7 | 7 | 7 | | |

(January 2021 - June 2021)

| | | Jan. | Feb. | Mar. | 3Q | Apr. | May | Jun. | 4Q | 2H | Full-year |
|---|-----------------------------------|-------|-------|--------|-------|---------|--------|-------|--------|--------|-----------|
| All restaurants (New restaurants included) | Net sales | 83.6% | 73.6% | 95.4% | 84.4% | 327.3% | 149.1% | 83.0% | 141.7% | 104.4% | 106.0% |
| | # of customers | 84.1% | 76.8% | 96.3% | 85.8% | 292.8% | 144.0% | 88.1% | 140.8% | 105.5% | 103.8% |
| | # of restaurants at end of period | 550 | 553 | 559 | | 562 | 565 | 569 | | | |
| Existing restaurants | Net sales | 78.3% | 69.1% | 89.0% | 79.0% | 300.7% | 139.0% | 77.8% | 132.1% | 97.4% | 99.0% |
| | # of customers | 78.9% | 72.0% | 89.1% | 80.1% | 266.1% | 134.2% | 82.1% | 130.6% | 98.2% | 97.2% |
| | # of restaurants at end of period | 478 | 480 | 482 | | 487 | 492 | 493 | | | |
| Yakiniku restaurants | Net sales | 79.9% | 66.7% | 87.2% | 78.0% | 318.0% | 140.8% | 75.0% | 131.9% | 96.3% | 101.2% |
| | # of customers | 80.9% | 68.5% | 87.8% | 79.1% | 322.2% | 141.1% | 78.2% | 135.0% | 97.8% | 101.2% |
| | # of restaurants at end of period | 228 | 230 | 231 | | 232 | 232 | 235 | | | |
| Ramen restaurants | Net sales | 83.4% | 77.4% | 91.6% | 84.2% | 209.9% | 126.0% | 83.0% | 122.3% | 99.3% | 97.1% |
| | # of customers | 80.0% | 75.6% | 88.7% | 81.4% | 208.7% | 123.4% | 84.1% | 121.7% | 97.1% | 94.5% |
| | # of restaurants at end of period | 148 | 148 | 149 | | 151 | 154 | 153 | | | |
| Okonomiyaki restaurants | Net sales | 69.6% | 67.1% | 80.7% | 72.9% | 326.8% | 137.3% | 74.8% | 134.6% | 91.5% | 92.9% |
| | # of customers | 74.5% | 71.8% | 84.0% | 77.1% | 336.8% | 150.5% | 81.5% | 145.1% | 97.5% | 96.3% |
| | # of restaurants at end of period | 27 | 27 | 27 | | 27 | 27 | 26 | | | |
| "Yuzu-An" restaurants | Net sales | 71.5% | 70.2% | 95.1% | 78.8% | 481.0% | 156.9% | 81.8% | 150.6% | 101.5% | 97.6% |
| | # of customers | 71.0% | 70.8% | 97.2% | 79.5% | 487.2% | 161.7% | 86.0% | 156.8% | 103.6% | 96.3% |
| | # of restaurants at end of period | 68 | 68 | 68 | | 70 | 72 | 72 | | | |
| Specialty restaurants | Net sales | 45.7% | 50.9% | 91.8% | 60.0% | 1167.3% | 176.1% | 71.7% | 161.0% | 85.1% | 77.3% |
| | # of customers | 60.2% | 68.6% | 102.9% | 75.6% | 1456.5% | 276.6% | 98.5% | 220.1% | 115.0% | 92.9% |
| | # of restaurants at end of period | 7 | 7 | 7 | | 7 | 7 | 7 | | | |

2. Monthly YoY change in sales (Domestic directly managed restaurants)

(July 2020 - December 2020)

| | | Jul. | Aug. | Sep. | 1Q | Oct. | Nov. | Dec. | 2Q | 1H |
|--|--------------------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| All restaurants (New restaurants included) | Net sales | 112.2% | 100.5% | 106.8% | 106.0% | 120.9% | 125.1% | 103.0% | 115.3% | 110.7% |
| | # of customers | 106.5% | 96.9% | 102.7% | 101.7% | 115.2% | 119.7% | 100.5% | 111.1% | 106.4% |
| | # of restaurants at end of period | 310 | 311 | 316 | | 319 | 322 | 327 | | |
| Existing restaurants | Net sales | 104.0% | 92.2% | 97.3% | 97.4% | 109.3% | 114.0% | 93.9% | 104.8% | 101.1% |
| | # of customers | 98.3% | 88.6% | 92.4% | 92.8% | 103.1% | 109.5% | 92.3% | 101.1% | 96.9% |
| | # of restaurants at end of period | 256 | 257 | 260 | | 265 | 269 | 274 | | |
| Yakiniku restaurants | Net sales | 111.5% | 97.6% | 101.6% | 103.1% | 116.7% | 123.3% | 99.2% | 112.1% | 107.5% |
| | # of customers | 109.1% | 94.9% | 96.1% | 99.6% | 112.9% | 126.2% | 99.4% | 112.1% | 105.7% |
| | # of restaurants at end of period | 134 | 134 | 135 | | 136 | 137 | 137 | | |
| Ramen restaurants | Net sales | 93.7% | 88.3% | 94.5% | 91.9% | 99.7% | 96.7% | 91.6% | 95.8% | 93.9% |
| | # of customers | 90.9% | 85.9% | 91.3% | 89.2% | 96.5% | 93.3% | 88.1% | 92.4% | 90.8% |
| | # of restaurants at end of period | 51 | 52 | 53 | | 56 | 58 | 60 | | |
| Okonomiyaki restaurants | Net sales | 96.8% | 85.1% | 96.3% | 92.3% | 108.3% | 114.6% | 83.9% | 100.8% | 96.5% |
| | # of customers | 96.9% | 86.2% | 96.2% | 92.8% | 108.4% | 116.3% | 90.0% | 103.9% | 98.2% |
| | # of restaurants at end of period | 16 | 16 | 16 | | 16 | 16 | 16 | | |
| "Yuzu-An" restaurants | Net sales | 96.1% | 84.9% | 91.0% | 90.2% | 101.2% | 106.6% | 89.4% | 98.1% | 94.3% |
| | # of customers | 89.4% | 80.5% | 85.8% | 85.0% | 95.9% | 104.2% | 87.3% | 95.2% | 90.2% |
| | # of restaurants at end of period | 49 | 49 | 50 | | 50 | 51 | 54 | | |
| Specialty restaurants | Net sales | 70.3% | 59.1% | 74.5% | 67.6% | 89.7% | 83.5% | 61.9% | 76.4% | 72.3% |
| | # of customers | 73.0% | 64.9% | 81.9% | 72.9% | 90.3% | 89.9% | 72.1% | 83.2% | 78.3% |
| | # of restaurants at end of period | 6 | 6 | 6 | | 7 | 7 | 7 | | |

(January 2021 - June 2021)

| | | Jan. | Feb. | Mar. | 3Q | Apr. | May | Jun. | 4Q | 2H | Full-year |
|--|--------------------------------------|-------|-------|--------|-------|---------|--------|-------|--------|--------|-----------|
| All restaurants (New restaurants included) | Net sales | 84.2% | 73.7% | 95.0% | 84.5% | 643.2% | 172.6% | 83.0% | 161.1% | 108.8% | 109.8% |
| | # of customers | 85.5% | 77.2% | 96.7% | 86.6% | 640.5% | 171.3% | 90.2% | 166.8% | 112.2% | 109.0% |
| | # of restaurants at end of period | 327 | 328 | 333 | | 335 | 337 | 340 | | | |
| Existing restaurants | Net sales | 77.1% | 68.2% | 87.3% | 77.7% | 600.4% | 160.4% | 76.9% | 149.7% | 100.1% | 100.7% |
| | # of customers | 78.0% | 71.4% | 87.7% | 79.1% | 589.6% | 158.3% | 82.3% | 153.0% | 102.6% | 99.5% |
| | # of restaurants at end of period | 273 | 272 | 274 | | 279 | 282 | 284 | | | |
| Yakiniku restaurants | Net sales | 80.1% | 66.8% | 85.3% | 77.5% | 577.0% | 163.1% | 74.0% | 147.3% | 98.9% | 103.5% |
| | # of customers | 81.4% | 69.4% | 86.5% | 79.1% | 585.0% | 162.9% | 78.5% | 151.7% | 101.0% | 103.5% |
| | # of restaurants at end of period | 137 | 136 | 137 | | 138 | 137 | 140 | | | |
| Ramen restaurants | Net sales | 82.2% | 76.4% | 87.9% | 82.2% | 546.9% | 148.9% | 82.9% | 147.2% | 105.4% | 99.1% |
| | # of customers | 78.2% | 74.1% | 85.0% | 79.1% | 538.1% | 145.8% | 84.3% | 146.6% | 102.7% | 96.1% |
| | # of restaurants at end of period | 59 | 59 | 60 | | 62 | 65 | 64 | | | |
| Okonomiyaki restaurants | Net sales | 73.2% | 71.1% | 81.3% | 75.6% | 586.3% | 160.1% | 75.3% | 151.4% | 97.7% | 97.0% |
| | # of customers | 79.6% | 77.4% | 85.3% | 81.0% | 604.6% | 177.9% | 82.8% | 165.1% | 105.3% | 101.4% |
| | # of restaurants at end of period | 16 | 16 | 16 | | 16 | 16 | 16 | | | |
| "Yuzu-An" restaurants | Net sales | 71.1% | 69.1% | 94.3% | 78.1% | 697.3% | 162.7% | 81.6% | 158.2% | 102.3% | 97.8% |
| | # of customers | 70.9% | 70.0% | 96.6% | 79.0% | 704.4% | 168.5% | 86.3% | 165.9% | 104.9% | 96.5% |
| | # of restaurants at end of period | 54 | 54 | 54 | | 56 | 57 | 57 | | | |
| Specialty restaurants | Net sales | 45.7% | 50.9% | 91.8% | 60.0% | 1167.3% | 176.1% | 71.7% | 161.0% | 85.1% | 77.3% |
| | # of customers | 60.2% | 68.6% | 102.9% | 75.6% | 1456.5% | 276.6% | 98.5% | 220.1% | 115.0% | 92.9% |
| | # of restaurants at end of period | 7 | 7 | 7 | | 7 | 7 | 7 | | | |

(Note)

- The numbers in this monthly preliminary report show trends in outlet sales and customer traffic relative to the prior year, please note that the data is not representative of the Company's business.
- Existing restaurants are defined as those in operation for 18 months or more since opening.
- Restaurants remodeled to different industry formats (e.g., from "Kalvi" to "King") are considered existing restaurants from the first month after remodeling.
- Closed restaurants (including those remodeling to a different industry) are considered existing restaurants up to one month prior to the month of closure.
- Net sales and number of customers of restaurants with less business days which had extraordinary holidays for renovation etc., are not included in existing restaurants.
- The numbers presented are preliminary, and therefore not audited by an audit corporation.
- Due to the spread of the new coronavirus (COVID-19) infections, all our directly managed stores and some franchise stores were temporarily closed in April and May 2020.