March 9, 2022

Company name Representative Inquiries Representative Inquiries Representative Inquiries Representative Inquiries Representative Inquiries Representative Suppose Representative Representa

# Notice Regarding February 2022 Preliminary Monthly YoY Change in Sales and Number of Restaurants

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

(July 2021 - December 2021)

|   |   | Jul.  | Aug.  | Sep.      | 1Q  | Oct.      | Nov.     | Dec.      | 2Q     | 1H   |   |
|---|---|---|---|-----------|---|-----------|----------|-----------|--------|--|---|
| Il restaurants  | Net sales   | 99.7%   | 88.6%   | 86.2%     | 91.5%   | 108.7%    | 102.7%   | 122.6%    | 111.3% | 101.7%   |   |
| lew restaurants   | # of customers  | 101.8%  | 91.5%   | 86.6%     | 93.2%   | 105.5%    | 100.8%   | 118.0%    | 108.1% | 100.8%   |   |
| included)   | # of restaurants<br>at end of period  | 572   | 576   | 578       |   | 581       | 582      | 586       |        |  |   |
|   | Net sales   | 92.2%   | 82.0%   | 80.4%     | 84.8%   | 102.2%    | 96.4%    | 114.7%    | 104.5% | 94.8%  |   |
| Existing<br>restaurants   | # of customers  | 93.7%   | 84.4%   | 80.4%     | 86.1%   | 99.3%     | 94.4%    | 110.1%    | 101.3% | 93.7%  |   |
|   | # of restaurants<br>at end of period  | 496   | 503   | 504       |   | 505       | 506      | 511       |        |  |   |
|   | Net sales   | 92.5%   | 84.9%   | 88.6%     | 88.5%   | 108.7%    | 97.4%    | 119.3%    | 108.4% | 98.6%  |   |
| Yakiniku  | # of customers  | 94.7%   | 90.2%   | 91.9%     | 92.2%   | 109.0%    | 92.2%    | 116.3%    | 105.4% | 99.0%  |   |
| restaurants   | # of restaurants<br>at end of period  | 236   | 238   | 238       |   | 239       | 240      | 242       |        |  |   |
|   | Net sales   | 93.0%   | 81.4%   | 75.0%     | 82.9%   | 94.7%     | 100.0%   | 111.3%    | 102.2% | 92.4%  |   |
| Ramen   | # of customers  | 93.2%   | 81.1%   | 74.8%     | 82.8%   | 93.1%     | 97.7%    | 106.8%    | 99.3%  | 90.8%  |   |
| restaurants   | # of restaurants<br>at end of period  | 154   | 156   | 156       |   | 156       | 156      | 158       |        |  |   |
|   | Net sales   | 85.9%   | 77.9%   | 56.5%     | 73.5%   | 84.7%     | 90.5%    | 109.2%    | 94.5%  | 84.2%  |   |
| Okonomiyaki   | # of customers  | 91.0%   | 85.9%   | 65.0%     | 80.7%   | 87.2%     | 89.6%    | 103.8%    | 93.3%  | 87.2%  |   |
| restaurants   | # of restaurants<br>at end of period  | 26  | 26  | 26        |   | 26        | 26       | 25        |        |  |   |
|   | Net sales   | 91.1%   | 72.0%   | 66.6%     | 76.2%   | 93.7%     | 86.7%    | 101.0%    | 94.0%  | 85.7%  |   |
| "Yuzu-An"   | # of customers  | 93.5%   | 77.9%   | 73.2%     | 81.3%   | 96.5%     | 88.9%    | 101.0%    | 96.2%  | 89.3%  |   |
| restaurants   | # of restaurants  |   |   |           | 01.070  |           |          |           | 50.270 | 00.070   |   |
|   | at end of period  | 73  | 76  | 77        |   | 77        | 77       | 78        |        |  |   |
|   | Net sales   | 92.2%   | 83.7%   | 58.1%     | 77.8%   | 105.4%    | 122.4%   | 152.1%    | 127.4% | 105.4%   |   |
| Specialty   |   | 94.0%   | 89.9%   | 84.7%     | 89.7%   | 112.4%    | 120.4%   | 131.9%    | 122.1% | 106.8%   |   |
|   | # of customers  | 01.070  |   |           |   |           |          |           |        |  |   |
| Specialty<br>restaurants  | # of customers<br># of restaurants<br>at end of period  | 7   | 7   | 7         |   | 7         | 7        | 8         |        |  |   |
|   | # of restaurants<br>at end of period  |   |   | 7         |   | 7         | 7        | 8         |        |  |   |
| restaurants   | # of restaurants<br>at end of period  |   |   | 7<br>Mar. | 3Q  | 7<br>Apr. | 7<br>May | 8<br>Jun. | 4Q     | 2H   | Full-year   |
| restaurants   | # of restaurants<br>at end of period  | 7   | 7   |           | зо<br>119.7%  |           |          |           | 4Q     | <sup>2Н</sup><br>119.7%  | -   |
| restaurants   | # of restaurants<br>at end of period<br>June 2022)<br>Net sales<br># of customers   | 7<br>Jan.   | 7<br>Feb.   |           |   |           |          |           | 4Q     |  | 105.5   |
| restaurants   | # of restaurants<br>at end of period<br>June 2022)<br>Net sales<br># of customers<br># of restaurants   | 7<br>Jan.<br>130.3%   | 7<br>Feb.<br>107.9%   |           | 119.7%  |           |          |           | 4Q     | 119.7%   | 105.5   |
| restaurants<br>nuary 2022 -<br>Il restaurants<br>New restaurants  | # of restaurants<br>at end of period<br>June 2022)<br>Net sales<br># of customers<br># of restaurants<br>at end of period   | Jan.<br>130.3%<br>124.7%<br>591   | Feb.<br>107.9%<br>109.9%<br>593   |           | 119.7%<br>117.7%  |           |          |           | 4Q     | 119.7%<br>117.7%   | 105.5<br>104.5  |
| restaurants<br>nuary 2022 -<br>Il restaurants<br>New restaurants  | # of restaurants<br>at end of period<br>June 2022)<br>Net sales<br># of customers<br># of restaurants   | Jan.<br>130.3%<br>124.7%<br>591<br>121.3%   | Feb.<br>107.9%<br>109.9%<br>593<br>100.3%   |           | 119.7%<br>117.7%<br>111.3%  |           |          |           | 4Q     | 119.7%<br>117.7%<br>111.3%   | Full-year<br>105.5<br>104.5<br>98.3<br>97.2   |
| restaurants<br>nuary 2022 -<br>Il restaurants<br>kew restaurants<br>included)   | # of restaurants<br>at end of period<br>June 2022)<br>Net sales<br># of customers<br># of restaurants<br>at end of period<br>Net sales<br># of customers<br># of customers<br># of restaurants  | Jan.<br>130.3%<br>124.7%<br>591<br>121.3%<br>116.4%   | 7<br>Feb.<br>107.9%<br>109.9%<br>593<br>100.3%<br>102.0%  |           | 119.7%<br>117.7%  |           |          |           | 4Q     | 119.7%<br>117.7%   | 105.5<br>104.5  |
| restaurants<br>nuary 2022 -<br>Il restaurants<br>kew restaurants<br>included)<br>Existing   | # of restaurants<br>at end of period<br>June 2022)<br>Net sales<br># of customers<br># of restaurants<br>at end of period<br>Net sales<br># of customers<br># of customers<br># of restaurants<br>at end of period  | Jan.<br>130.3%<br>124.7%<br>591<br>121.3%<br>116.4%<br>515  | 7<br>Feb.<br>107.9%<br>109.9%<br>593<br>100.3%<br>102.0%<br>516   |           | 119.7%<br>117.7%<br>111.3%<br>109.6%  |           |          |           | 4Q     | 119.7%<br>117.7%<br>111.3%<br>109.6%   | 105.5<br>104.5<br>98.3<br>97.2  |
| Il restaurants<br>Il restaurants<br>New restaurants<br>included)<br>Existing<br>restaurants   | # of restaurants<br>at end of period<br>June 2022)<br>Net sales<br># of customers<br># of restaurants<br>at end of period<br>Net sales<br># of customers<br># of customers<br># of customers<br># of customers<br># of restaurants<br>at end of period<br>Net sales   | Jan.<br>130.3%<br>124.7%<br>591<br>121.3%<br>116.4%<br>515<br>126.0%  | 7<br>Feb.<br>107.9%<br>593<br>100.3%<br>102.0%<br>516<br>99.8%  |           | 119.7%<br>117.7%<br>111.3%<br>109.6%<br>113.2%  |           |          |           | 4Q     | 119.7%<br>117.7%<br>111.3%<br>109.6%<br>113.2%   | 105.5<br>104.5<br>98.3<br>97.2  |
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| restaurants<br>nuary 2022 -<br>Il restaurants<br>included)<br>Existing<br>restaurants<br>Yakiniku   | # of restaurants<br>at end of period<br>June 2022)<br>Net sales<br># of customers<br># of restaurants<br>at end of period<br>Net sales<br># of customers<br># of customers<br># of customers<br># of customers<br># of restaurants<br>at end of period<br>Net sales   | Jan.<br>130.3%<br>124.7%<br>591<br>121.3%<br>116.4%<br>515<br>126.0%  | 7<br>Feb.<br>107.9%<br>593<br>100.3%<br>102.0%<br>516<br>99.8%  |           | 119.7%<br>117.7%<br>111.3%<br>109.6%<br>113.2%  |           |          |           | 4Q     | 119.7%<br>117.7%<br>111.3%<br>109.6%<br>113.2%   | 105.5<br>104.5<br>98.3<br>97.2<br>101.6   |
| restaurants<br>uary 2022 -<br>Il restaurants<br>included)<br>Existing<br>restaurants<br>Yakiniku<br>restaurants   | # of restaurants<br>at end of period<br>June 2022)<br>Net sales<br># of customers<br># of restaurants<br>at end of period<br>Net sales<br># of customers<br># of restaurants<br>at end of period<br>Net sales<br># of customers<br># of customers<br># of customers<br># of customers   | 7<br>Jan.<br>130.3%<br>124.7%<br>591<br>121.3%<br>116.4%<br>515<br>126.0%<br>124.0%<br>245<br>113.1%  | 7<br>Feb.<br>107.9%<br>593<br>100.3%<br>102.0%<br>516<br>99.8%<br>99.2%<br>246<br>109.4%  |           | 119.7%<br>117.7%<br>111.3%<br>109.6%<br>113.2%<br>111.6%<br>111.4%  |           |          |           | 4Q     | 119.7%<br>117.7%<br>111.3%<br>109.6%<br>113.2%<br>111.6%<br>111.4%   | 105.5<br>104.5<br>98.3<br>97.2<br>101.6<br>101.7<br>96.6  |
| restaurants<br>nuary 2022 -<br>Il restaurants<br>included)<br>Existing<br>restaurants<br>Yakiniku<br>restaurants<br>Ramen                                 | # of restaurants<br>at end of period<br>June 2022)<br>Net sales<br># of customers<br># of restaurants<br>at end of period<br>Net sales<br># of customers<br># of restaurants<br>at end of period<br>Net sales<br># of customers<br># of customers<br># of customers<br># of customers<br># of customers   | 7<br>Jan.<br>130.3%<br>124.7%<br>591<br>121.3%<br>116.4%<br>515<br>126.0%<br>124.0%<br>245  | 7<br>Feb.<br>107.9%<br>109.9%<br>593<br>100.3%<br>102.0%<br>516<br>99.8%<br>99.2%<br>246  |           | 119.7%<br>117.7%<br>111.3%<br>109.6%<br>113.2%<br>111.6%  |           |          |           | 4Q     | 119.7%<br>117.7%<br>111.3%<br>109.6%<br>113.2%<br>111.6%   | 105.5<br>104.5<br>98.3<br>97.2<br>101.6   |
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| restaurants<br>nuary 2022 -<br>Il restaurants<br>included)<br>Existing<br>restaurants<br>Yakiniku<br>restaurants<br>Ramen<br>restaurants<br>Okonomiyaki   | # of restaurants<br>at end of period<br>June 2022)<br>Net sales<br># of customers<br># of restaurants<br>at end of period<br>Net sales<br># of customers<br># of restaurants<br>at end of period<br>Net sales<br># of customers<br># of customers<br># of restaurants<br>at end of period<br>Net sales<br># of customers   | 7<br>Jan.<br>130.3%<br>124.7%<br>591<br>121.3%<br>116.4%<br>515<br>126.0%<br>124.0%<br>245<br>113.1%<br>111.2%<br>158   | 7<br>Feb.<br>107.9%<br>109.9%<br>593<br>100.3%<br>102.0%<br>516<br>99.8%<br>99.2%<br>246<br>109.4%<br>108.1%<br>158   |           | 119.7%<br>117.7%<br>111.3%<br>109.6%<br>113.2%<br>111.6%<br>111.4%<br>109.8%  |           |          |           | 4Q     | 119.7%<br>117.7%<br>111.3%<br>109.6%<br>113.2%<br>111.6%<br>111.4%<br>109.8%   | 105.5<br>104.5<br>98.3<br>97.2<br>101.6<br>101.7<br>96.6  |
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| restaurants uary 2022 - II restaurants Existing restaurants Vakiniku restaurants Vakiniku restaurants Ramen restaurants Okonomiyaki restaurants "Yuzu-An" | # of restaurants<br>at end of period<br>June 2022)<br>Net sales<br># of customers<br># of restaurants<br>at end of period<br>Net sales<br># of customers<br># of customers  | Jan.           130.3%           124.7%           591           121.3%           116.4%           515           126.0%           124.7%           111.1%           111.2%           125.2%           119.7%           25 | Feb.<br>107.9%<br>109.9%<br>593<br>100.3%<br>102.0%<br>516<br>99.8%<br>99.2%<br>246<br>109.4%<br>108.1%<br>158<br>95.5%<br>94.7%<br>25                          |           | 119.7%<br>117.7%<br>111.3%<br>109.6%<br>113.2%<br>111.6%<br>111.4%<br>109.8%<br>110.9%<br>107.6%                                |           |          |           | 4Q     | 119.7%<br>117.7%<br>111.3%<br>109.6%<br>113.2%<br>111.6%<br>111.6%<br>111.4%<br>109.8%<br>110.9%<br>107.6%                     | 105.<br>104.<br>98.<br>97.<br>101.<br>101.<br>101.<br>96.<br>95.<br>95.<br>89.<br>91.                                     |
| restaurants uary 2022 - II restaurants ew restaurants included) Existing restaurants Yakiniku restaurants Ramen restaurants Okonomiyaki restaurants       | # of restaurants<br>at end of period<br>June 2022)<br>Net sales<br># of customers<br># of restaurants<br>at end of period<br>Net sales<br># of customers<br># of customers   | 7<br>Jan.<br>130.3%<br>124.7%<br>591<br>121.3%<br>116.4%<br>515<br>126.0%<br>124.0%<br>245<br>113.1%<br>111.2%<br>158<br>125.2%<br>119.7%<br>25<br>114.3%   | 7<br>Feb.<br>107.9%<br>109.9%<br>593<br>100.3%<br>102.0%<br>516<br>99.8%<br>99.2%<br>246<br>109.4%<br>108.1%<br>108.1%<br>158<br>95.5%<br>94.7%<br>225<br>88.0% |           | 119.7%<br>117.7%<br>111.3%<br>109.6%<br>113.2%<br>111.6%<br>111.4%<br>109.8%<br>110.9%<br>107.6%<br>102.3%                      |           |          |           | 4Q     | 119.7%<br>117.7%<br>111.3%<br>109.6%<br>113.2%<br>111.6%<br>111.4%<br>109.8%<br>110.9%<br>107.6%<br>102.3%                     | 105.<br>104.<br>98.<br>97.<br>101.<br>101.<br>101.<br>96.<br>95.<br>95.<br>89.<br>91.                                     |
| restaurants uary 2022 - II restaurants Existing restaurants Vakiniku restaurants Vakiniku restaurants Ramen restaurants Okonomiyaki restaurants "Yuzu-An" | # of restaurants<br>at end of period<br>June 2022)<br>Net sales<br># of customers<br># of restaurants<br>at end of period<br>Net sales<br># of customers<br># of restaurants  | Jan.<br>130.3%<br>124.7%<br>591<br>121.3%<br>116.4%<br>515<br>126.0%<br>124.0%<br>245<br>113.1%<br>111.2%<br>158<br>125.2%<br>119.7%<br>25<br>114.3%<br>113.3%  | Feb.<br>107.9%<br>109.9%<br>593<br>100.3%<br>102.0%<br>516<br>99.8%<br>99.2%<br>246<br>109.4%<br>108.1%<br>158<br>95.5%<br>94.7%<br>25<br>88.0%<br>87.8%        |           | 119.7%<br>117.7%<br>111.3%<br>109.6%<br>113.2%<br>111.6%<br>111.4%<br>109.8%<br>110.9%<br>107.6%<br>102.3%                      |           |          |           | 4Q     | 119.7%<br>117.7%<br>111.3%<br>109.6%<br>113.2%<br>111.6%<br>111.4%<br>109.8%<br>110.9%<br>107.6%<br>102.3%                     | 105.5<br>104.5<br>98.3<br>97.2<br>101.6<br>101.7<br>96.6<br>95.6<br>95.6<br>95.6  |
| restaurants uary 2022 - II restaurants Existing restaurants Vakiniku restaurants Vakiniku restaurants Ramen restaurants Okonomiyaki restaurants "Yuzu-An" | # of restaurants<br>at end of period<br>June 2022)<br>Net sales<br># of customers<br># of restaurants<br>at end of period<br>Net sales<br># of customers<br># of customers | Jan.<br>130.3%<br>124.7%<br>591<br>121.3%<br>116.4%<br>515<br>126.0%<br>124.0%<br>245<br>113.1%<br>111.2%<br>158<br>125.2%<br>119.7%<br>255<br>114.3%<br>113.3%<br>79   | 7<br>Feb.<br>107.9%<br>593<br>100.3%<br>102.0%<br>516<br>99.8%<br>99.2%<br>246<br>109.4%<br>108.1%<br>158<br>95.5%<br>94.7%<br>25<br>88.0%<br>87.8%<br>79       |           | 119.7%<br>117.7%<br>111.3%<br>109.6%<br>1113.2%<br>111.6%<br>111.6%<br>111.4%<br>109.8%<br>110.9%<br>107.6%<br>102.3%<br>101.4% |           |          |           | 4Q     | 119.7%<br>117.7%<br>117.7%<br>109.6%<br>113.2%<br>111.6%<br>111.6%<br>111.4%<br>109.8%<br>107.6%<br>107.6%<br>102.3%<br>101.4% | 105.5<br>104.5<br>98.3<br>97.2<br>97.2<br>101.6<br>101.1<br>101.1<br>96.6<br>95.6<br>89.4<br>91.4<br>89.1<br>89.1<br>91.5 |

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

### (July 2021 - December 2021)

|                                    |                                      | Jul.   | Aug.   | Sep.  | 1Q     | Oct.   | Nov.   | Dec.   | 2Q     | 1H     |
|------------------------------------|--------------------------------------|--------|--------|-------|--------|--------|--------|--------|--------|--------|
|                                    | Net sales                            | 101.1% | 89.9%  | 87.7% | 92.8%  | 109.3% | 101.3% | 122.1% | 110.9% | 102.29 |
| All restaurants<br>New restaurants | # of customers                       | 105.4% | 95.1%  | 90.9% | 97.1%  | 108.2% | 100.2% | 118.7% | 108.9% | 103.29 |
| included)                          | # of restaurants<br>at end of period | 343    | 346    | 347   |        | 349    | 349    | 352    |        |        |
|                                    | Net sales                            | 91.7%  | 81.6%  | 80.8% | 84.6%  | 102.6% | 95.2%  | 113.9% | 104.0% | 94.5   |
| Existing                           | # of customers                       | 94.7%  | 85.5%  | 82.7% | 87.6%  | 101.2% | 92.9%  | 109.7% | 101.3% | 94.5   |
| restaurants                        | # of restaurants<br>at end of period | 288    | 292    | 293   |        | 294    | 294    | 298    |        |        |
|                                    | Net sales                            | 91.5%  | 84.8%  | 90.3% | 88.6%  | 108.6% | 97.0%  | 118.7% | 108.0% | 98.4   |
| Yakiniku                           | # of customers                       | 94.9%  | 91.7%  | 94.8% | 93.7%  | 110.0% | 91.1%  | 115.5% | 105.0% | 99.5   |
| restaurants                        | # of restaurants<br>at end of period | 141    | 142    | 142   |        | 143    | 143    | 144    |        |        |
|                                    | Net sales                            | 95.4%  | 82.1%  | 76.3% | 84.3%  | 96.1%  | 100.0% | 111.3% | 102.7% | 93.3   |
| Ramen                              | # of customers                       | 95.4%  | 81.2%  | 76.0% | 83.9%  | 94.3%  | 97.8%  | 106.3% | 99.7%  | 91.5   |
| restaurants                        | # of restaurants<br>at end of period | 66     | 67     | 67    |        | 67     | 67     | 69     |        |        |
|                                    | Net sales                            | 83.4%  | 78.0%  | 55.8% | 72.4%  | 82.6%  | 85.4%  | 104.4% | 90.4%  | 81.6   |
| Okonomiyaki                        | # of customers                       | 89.3%  | 86.9%  | 64.9% | 80.3%  | 85.3%  | 85.5%  | 99.2%  | 89.8%  | 85.2   |
| restaurants                        | # of restaurants<br>at end of period | 16     | 16     | 16    |        | 16     | 16     | 15     |        |        |
|                                    | Net sales                            | 90.7%  | 71.4%  | 65.8% | 75.6%  | 94.3%  | 85.6%  | 100.4% | 93.5%  | 85.2   |
| "Yuzu-An"                          | # of customers                       | 93.6%  | 78.0%  | 73.2% | 81.3%  | 97.6%  | 87.4%  | 102.1% | 95.7%  | 89.1   |
| restaurants                        | # of restaurants<br>at end of period | 58     | 60     | 61    |        | 61     | 61     | 62     |        |        |
|                                    | Net sales                            | 92.2%  | 83.7%  | 58.1% | 77.8%  | 105.4% | 122.4% | 152.1% | 127.4% | 105.4  |
| Specialty                          | # of customers                       | 94.0%  | 89.9%  | 84.7% | 89.7%  | 112.4% | 120.4% | 131.9% | 122.1% | 106.8  |
| restaurants                        | # of restaurants<br>at end of period | 7      | 7      | 7     |        | 7      | 7      | 8      |        |        |
| nuary 2022 -                       | June 2022)                           |        |        |       |        |        |        |        |        |        |
|                                    |                                      | Jan.   | Feb.   | Mar.  | 3Q     | Apr.   | May    | Jun.   | 4Q     | 2H     |
|                                    | Net sales                            | 134.6% | 111.0% |       | 123.4% |        |        |        |        | 123.4  |

### Full-year 34.6% 11.0% 123.4% 123.4% All restaurants # of customers 129.5% 113.4% 121.8% 121.8% (New restaurants included) # of restaurants 355 357 at end of period 125.0% 102.9% 114.5% 114.5% Net sales Existing 111 9% 111 9% # of customers 119 4% 103 7% restaurants # of restaurants 300 30 at end of period Net sales 129.9% 103.6% 117 0% 117 0% Yakiniku # of customers 126.4% 102.2% 114.2% 114.2% restaurants # of restaurants 145 146 at end of period Net sales 115.2% 113.8% 114.6% 114.6% Ramen # of customers 113.4% 111.9% 112.7% 112.7% restaurants # of restaurants 69 69 at end of period 127.3% 103.8% 116.1% 116.1% Net sales Okonomiyak # of customers 120.4% 101.0% 111 1% 111 1% restaurants # of restaurants 15 15 at end of period Net sales 116.8% 90.4% 104.9% 104 9% "Yuzu-An" # of customers 115.0% 89.6% 103.2% 103.2% restaurants # of restaurants 63 63 at end of period Net sales 161.6% 111.5% 137.2% 137.2% Specialty # of customers 133.6% 102.9% 118.2% 118.2% restaurants # of restaurants 8 8

106.7%

107.3%

98.8%

98.3%

102.3%

102.7%

98.1%

96.3%

88.0%

90.3%

89.3%

92.1%

111.6%

109.3%

(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 Hompo 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 Shitoro Restaurant (Due to renovation in the previous fiscal year)

at end of period

# 3. Number of restaurants at the end of month

(July 2021 - December 2021)

|  |   | Jul.   | Aug.  | Sep.       |            | Nov.             |    |
|--|---|--|---|------------|------------|------------------|----|
|  | # of directly managed restaurants   | 164  | 166   | 166        | 165        | 166              | 16 |
| Yakiniku<br>restaurants  | # of FC restaurants   | 107  | 108   | 108        | 109        | 109              | 10 |
| restaurants  | # of restaurants<br>at end of period  | 271  | 274   | 274        | 274        | 275              | 27 |
|  | # of directly managed restaurants   | 80   | 80  | 81         | 83         | 82               |    |
| Ramen  | # of FC restaurants   | 95   | 95  | 96         | 96         | 97               | ç  |
| restaurants  | # of restaurants<br>at end of period  | 175  | 175   | 177        | 179        | 179              | 18 |
|  | # of directly managed restaurants   | 17   | 17  | 17         | 17         | 17               |    |
| Okonomiyaki<br>restaurants   | # of FC restaurants   | 10   | 10  | 10         | 10         | 10               |    |
|  | # of restaurants<br>at end of period  | 27   | 27  | 27         | 27         | 27               |    |
|  | # of directly managed restaurants   | 72   | 72  | 72         | 72         | 72               |    |
| "Yuzu-An"  | # of FC restaurants   | 17   | 17  | 17         | 17         | 17               |    |
| restaurants  | # of restaurants<br>at end of period  | 89   | 89  | 89         | 89         | 89               |    |
|  | # of directly managed restaurants   | 10   | 11  | 11         | 12         | 12               |    |
| Specialty  | # of FC restaurants   |  |   |            |            |                  |    |
| restaurants  | # of restaurants  | 10   | 11  | 11         | 12         | 12               |    |
|  | at end of period<br># of restaurants in China   | 16   | 17  | 17         | 16         | 17               |    |
| Other restaurants  | # of restaurants  |  | 17  | 17         | 16         | 17               |    |
|  | at end of period  | 16   |   |            |            |                  |    |
|  | # of directly managed restaurants<br># of FC restaurants  | 343<br>229   | 346<br>230  | 347<br>231 | 349<br>232 | 349<br>233       | 3  |
| Total  | # OFF OFFCStadiants   | 229  | 230   | 231        | 232        | 233              | 2  |
| Total  | # of restaurants in China   | 16   | 17  | 17         | 16         | 17               |    |
| Total<br>anuary 2022 -   | # of restaurants in China<br># of restaurants<br>at end of period<br>June 2022)   | 16<br>588  | 17<br>593   | 17<br>595  | 16<br>597  | 17<br>599<br>May | 6  |
|  | # of restaurants<br>at end of period  |  |   |            |            |                  |    |
|  | # of restaurants<br>at end of period  | 588  | 593   | 595        | 597        | 599              | 6  |
| anuary 2022 -<br><sub>Yakiniku</sub>   | # of restaurants<br>at end of period<br>June 2022)  | 588<br>Jan.  | 593<br>Feb.   | 595        | 597        | 599              | 6  |
| anuary 2022 -  | # of restaurants<br>at end of period<br>June 2022)<br># of directly managed restaurants<br># of FC restaurants<br># of restaurants  | 588<br>Jan.<br>167   | 593<br>Feb.<br>167  | 595        | 597        | 599              | 6  |
| anuary 2022 -<br><sub>Yakiniku</sub>   | # of restaurants<br>at end of period<br>June 2022)<br># of directly managed restaurants<br># of FC restaurants  | Jan.<br>167<br>110<br>277  | 593<br>Feb.<br>167<br>110<br>277  | 595        | 597        | 599              | 6  |
| anuary 2022 -<br>Yakiniku<br>restaurants<br>Ramen  | # of restaurants<br>at end of period<br>June 2022)<br># of directly managed restaurants<br># of FC restaurants<br># of restaurants<br>at end of period  | 588<br>Jan.<br>167<br>110  | 593<br><sub>Feb.</sub><br>167<br>110  | 595        | 597        | 599              | 6  |
| anuary 2022 -<br>Yakiniku<br>restaurants   | # of restaurants<br>at end of period<br>June 2022)<br># of directly managed restaurants<br># of FC restaurants<br># of restaurants<br>at end of period<br># of directly managed restaurants<br># of FC restaurants<br># of FC restaurants<br># of restaurants   | Jan.<br>167<br>110<br>277<br>85  | 593<br>Feb.<br>167<br>110<br>277<br>86  | 595        | 597        | 599              | 6  |
| anuary 2022 -<br>Yakiniku<br>restaurants<br>Ramen  | # of restaurants<br>at end of period<br>June 2022)<br># of directly managed restaurants<br># of FC restaurants<br># of restaurants<br>at end of period<br># of directly managed restaurants<br># of FC restaurants<br># of FC restaurants   | 588<br>Jan.<br>167<br>110<br>277<br>85<br>99   | 593<br>Feb.<br>167<br>110<br>277<br>86<br>99  | 595        | 597        | 599              | 6  |
| anuary 2022 -<br>Yakiniku<br>restaurants<br>Ramen<br>restaurants<br>Okonomiyaki  | # of restaurants<br>at end of period<br>June 2022)<br># of directly managed restaurants<br># of FC restaurants<br># of restaurants<br>at end of period<br># of directly managed restaurants<br># of FC restaurants<br># of FC restaurants<br># of restaurants<br>at end of period   | Jan.<br>167<br>110<br>277<br>85<br>99<br>184   | 593<br>Feb.<br>167<br>110<br>277<br>86<br>99<br>185   | 595        | 597        | 599              | 6  |
| Anuary 2022 -<br>Yakiniku<br>restaurants<br>Ramen<br>restaurants   | # of restaurants<br>at end of period<br>June 2022)<br># of directly managed restaurants<br># of FC restaurants<br># of rectaurants<br>at end of period<br># of directly managed restaurants<br># of FC restaurants<br># of restaurants<br>at end of period<br># of directly managed restaurants<br># of FC restaurants   | Jan.<br>167<br>110<br>277<br>85<br>99<br>184<br>16   | 593<br>Feb.<br>167<br>110<br>277<br>86<br>99<br>185<br>16   | 595        | 597        | 599              | 6  |
| anuary 2022 -<br>Yakiniku<br>restaurants<br>Ramen<br>restaurants<br>Okonomiyaki  | # of restaurants<br>at end of period<br>June 2022)<br># of directly managed restaurants<br># of FC restaurants<br># of restaurants<br>at end of period<br># of directly managed restaurants<br># of FC restaurants<br># of restaurants<br>at end of period<br># of directly managed restaurants<br># of restaurants<br>at end of period<br># of directly managed restaurants<br># of FC restaurants   | Jan.<br>167<br>110<br>277<br>85<br>99<br>184<br>16<br>10   | 593<br>Feb.<br>167<br>110<br>277<br>86<br>99<br>185<br>16<br>10<br>26   | 595        | 597        | 599              | 6  |
| Anuary 2022 -<br>Yakiniku<br>restaurants<br>Ramen<br>restaurants<br>Okonomiyaki<br>restaurants   | # of restaurants<br>at end of period<br>June 2022)<br># of directly managed restaurants<br># of FC restaurants<br># of restaurants<br>at end of period<br># of directly managed restaurants<br># of FC restaurants<br># of restaurants<br>at end of period<br># of directly managed restaurants<br># of FC restaurants<br>at end of period<br># of fC restaurants<br># of FC restaurants<br># of FC restaurants<br># of FC restaurants<br># of restaurants<br>at end of period  | Jan.<br>167<br>110<br>2777<br>85<br>99<br>184<br>184<br>16<br>10   | 593<br>Feb.<br>167<br>110<br>277<br>86<br>99<br>185<br>16<br>10   | 595        | 597        | 599              | 6  |
| anuary 2022 -<br>Yakiniku<br>restaurants<br>Ramen<br>restaurants<br>Okonomiyaki<br>restaurants   | # of restaurants<br>at end of period<br>June 2022)<br># of directly managed restaurants<br># of FC restaurants<br>at end of period<br># of directly managed restaurants<br># of FC restaurants<br># of FC restaurants<br># of restaurants<br>at end of period<br># of directly managed restaurants<br># of FC restaurants<br># of FC restaurants<br># of restaurants<br># of restaurants<br># of restaurants<br>at end of period<br># of directly managed restaurants<br># of FC restaurants   | Jan.<br>167<br>110<br>277<br>85<br>99<br>184<br>16<br>10<br>26<br>75   | 593<br>Feb.<br>167<br>110<br>277<br>86<br>99<br>185<br>16<br>10<br>26<br>76   | 595        | 597        | 599              | 6  |
| Anuary 2022 -<br>Yakiniku<br>restaurants<br>Ramen<br>restaurants<br>Okonomiyaki<br>restaurants   | # of restaurants<br>at end of period<br>June 2022)<br># of directly managed restaurants<br># of FC restaurants<br># of restaurants<br>at end of period<br># of directly managed restaurants<br># of FC restaurants<br># of FC restaurants<br>at end of period<br># of directly managed restaurants<br># of FC restaurants<br># of FC restaurants<br># of restaurants<br># of restaurants<br>at end of period<br># of directly managed restaurants<br># of FC restaurants<br>at end of period<br># of directly managed restaurants<br># of FC restaurants<br># of FC restaurants<br># of FC restaurants<br># of FC restaurants<br># of restaurants<br># of restaurants<br># of restaurants<br>at end of period   | 588<br>Jan.<br>167<br>110<br>277<br>85<br>99<br>184<br>16<br>10<br>10<br>26<br>75<br>17<br>75<br>17  | 593<br>Feb.<br>167<br>110<br>277<br>86<br>99<br>185<br>16<br>10<br>26<br>76<br>17<br>93   | 595        | 597        | 599              | 6  |
| anuary 2022 -<br>Yakiniku<br>restaurants<br>Ramen<br>restaurants<br>Okonomiyaki<br>restaurants<br>"Yuzu-An"<br>restaurants<br>Specialty                | # of restaurants<br>at end of period<br>June 2022)<br># of directly managed restaurants<br># of FC restaurants<br>at end of period<br># of directly managed restaurants<br># of FC restaurants<br># of FC restaurants<br># of restaurants<br>at end of period<br># of directly managed restaurants<br># of FC restaurants<br># of FC restaurants<br># of restaurants<br># of restaurants<br># of restaurants<br>at end of period<br># of directly managed restaurants<br># of FC restaurants   | Jan.<br>167<br>110<br>2777<br>85<br>999<br>184<br>16<br>10<br>10<br>26<br>75<br>75   | 593<br>Feb.<br>167<br>110<br>2777<br>86<br>999<br>185<br>16<br>10<br>26<br>76<br>17   | 595        | 597        | 599              | 6  |
| anuary 2022 -<br>Yakiniku<br>restaurants<br>Ramen<br>restaurants<br>Okonomiyaki<br>restaurants<br>"Yuzu-An"<br>restaurants                             | # of restaurants<br>at end of period<br>June 2022)<br># of directly managed restaurants<br># of FC restaurants<br>at end of period<br># of directly managed restaurants<br># of FC restaurants<br># of restaurants<br># of restaurants<br># of fC restaurants<br># of fC restaurants<br># of FC restaurants   | Jan. Jan. Jan. Jan. Jan. Jan. Jan. Jan.  | 593<br>Feb.<br>167<br>110<br>277<br>86<br>99<br>185<br>16<br>10<br>26<br>76<br>17<br>93<br>12   | 595        | 597        | 599              | 6  |
| anuary 2022 -<br>Yakiniku<br>restaurants<br>Ramen<br>restaurants<br>Okonomiyaki<br>restaurants<br>"Yuzu-An"<br>restaurants<br>Specialty                | # of restaurants<br>at end of period<br>June 2022)<br># of directly managed restaurants<br># of FC restaurants<br>at end of period<br># of directly managed restaurants<br># of FC restaurants<br># of FC restaurants<br>at end of period<br># of directly managed restaurants<br># of FC restaurants<br># of FC restaurants<br># of FC restaurants<br># of FC restaurants<br># of FC restaurants<br># of FC restaurants<br># of FC restaurants<br># of restaurants   | Jan.<br>167<br>167<br>110<br>2777<br>85<br>99<br>184<br>16<br>10<br>26<br>75<br>17<br>75<br>17<br>92<br>12<br>12                                     | 593<br>Feb.<br>167<br>110<br>277<br>86<br>999<br>185<br>16<br>10<br>26<br>76<br>17<br>93<br>12<br>12  | 595        | 597        | 599              | 6  |
| anuary 2022 -<br>Yakiniku<br>restaurants<br>Ramen<br>restaurants<br>Okonomiyaki<br>restaurants<br>"Yuzu-An"<br>restaurants<br>Specialty                | # of restaurants<br>at end of period<br>June 2022)<br># of directly managed restaurants<br># of FC restaurants<br>at end of period<br># of directly managed restaurants<br># of FC restaurants<br># of restaurants<br># of restaurants<br># of fC restaurants<br># of fC restaurants<br># of FC restaurants   | Jan.<br>167<br>110<br>277<br>85<br>99<br>184<br>16<br>10<br>275<br>17<br>10<br>275<br>17<br>10<br>10<br>10<br>10<br>10<br>10<br>10<br>10<br>10<br>10 | 593<br>Feb.<br>167<br>110<br>277<br>86<br>99<br>185<br>16<br>10<br>26<br>76<br>17<br>93<br>26<br>76<br>17<br>93<br>12<br>12<br>12                     | 595        | 597        | 599              | 6  |
| anuary 2022 -<br>Yakiniku<br>restaurants<br>Ramen<br>restaurants<br>Okonomiyaki<br>restaurants<br>"Yuzu-An"<br>restaurants<br>Specialty<br>restaurants | # of restaurants<br>at end of period<br>June 2022)<br># of directly managed restaurants<br># of FC restaurants<br># of FC restaurants<br>at end of period<br># of directly managed restaurants<br># of FC restaurants<br># of FC restaurants<br># of restaurants<br># of restaurants<br># of FC restaurants<br># of restaurants<br>at end of period<br># of restaurants<br>at end of period   | Jan.<br>167<br>110<br>277<br>85<br>99<br>184<br>16<br>10<br>275<br>17<br>92<br>12<br>17<br>92<br>12<br>12<br>12<br>19<br>19<br>12<br>12<br>19<br>19  | 593<br>Feb.<br>167<br>110<br>2777<br>86<br>99<br>185<br>16<br>10<br>26<br>76<br>17<br>93<br>22<br>12<br>12<br>12<br>19<br>19                          | 595        | 597        | 599              | 6  |
| anuary 2022 -<br>Yakiniku<br>restaurants<br>Ramen<br>restaurants<br>Okonomiyaki<br>restaurants<br>"Yuzu-An"<br>restaurants<br>Specialty<br>restaurants | # of restaurants<br>at end of period<br>June 2022)<br># of directly managed restaurants<br># of FC restaurants<br># of FC restaurants<br>at end of period<br># of directly managed restaurants<br># of FC restaurants<br># of FC restaurants<br># of restaurants<br># of restaurants<br># of FC restaurants<br># of restaurants<br>at end of period<br># of directly managed restaurants<br># of restaurants<br># of restaurants<br>at end of period<br># of directly managed restaurants<br># of restaurants<br>at end of period<br># of restaurants<br># of restaurants | Jan.<br>167<br>110<br>277<br>85<br>99<br>184<br>16<br>10<br>277<br>85<br>17<br>10<br>10<br>10<br>10<br>10<br>10<br>10<br>10<br>10<br>10              | 593<br>Feb.<br>167<br>110<br>2777<br>86<br>99<br>185<br>16<br>10<br>26<br>76<br>17<br>93<br>26<br>76<br>17<br>93<br>212<br>12<br>12<br>12<br>19<br>19 | 595        | 597        | 599              | 6  |
| anuary 2022 -<br>Yakiniku<br>restaurants<br>Ramen<br>restaurants<br>Okonomiyaki<br>restaurants<br>"Yuzu-An"<br>restaurants<br>Specialty<br>restaurants | # of restaurants<br>at end of period<br>June 2022)<br># of directly managed restaurants<br># of FC restaurants<br># of FC restaurants<br>at end of period<br># of directly managed restaurants<br># of FC restaurants<br># of FC restaurants<br># of restaurants<br># of restaurants<br># of FC restaurants<br># of restaurants<br>at end of period<br># of restaurants<br>at end of period   | Jan.<br>167<br>110<br>277<br>85<br>99<br>184<br>16<br>10<br>275<br>17<br>92<br>12<br>17<br>92<br>12<br>12<br>12<br>19<br>19<br>12<br>12<br>19<br>19  | 593<br>Feb.<br>167<br>110<br>2777<br>86<br>99<br>185<br>16<br>10<br>26<br>76<br>17<br>93<br>22<br>12<br>12<br>12<br>19<br>19                          | 595        | 597        | 599              | 6  |

# [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   |  |
|--|---|--|---|--|--|--|--|--|--|--|--|
|  | Net sales   | 109.1%   | 97.8%   | 104.4%   | 103.4%   | 117.6%   | 119.7%   | 99.7%  | 111.5%   | 107.4%   |  |
| II restaurants<br>lew restaurants  | # of customers  | 102.4%   | 93.7%   | 100.1%   | 98.4%  | 111.1%   | 112.9%   | 96.9%  | 106.4%   | 107.4%   |  |
| included)  | # of restaurants  | 533  | 533   | 539  | 00.170   | 541  | 545  | 550  | 100.170  | 102.070  |  |
|  | at end of period<br>Net sales   | 103.4%   | 91.8%   | 97.4%  | 97.1%  | 109.1%   | 111.6%   | 93.2%  | 103.8%   | 100.5%   |  |
| Existing<br>restaurants  | # of customers  | 97.7%  | 91.8%<br>88.7%  | 97.4%  | 97.1%  | 109.1%   | 106.2%   | 93.2%  | 99.8%  | 96.4%  |  |
|  | # of restaurants  | 456  | 458   | 464  | 33.078   | 470  | 474  | 483  | 33.070   | 30.478   |  |
| r  | at end of period  |  |   | -  | 404 70/  | -  |  |  | 400.00/  | 105 70/  |  |
| Valviailuu   | Net sales   | 110.3%   | 95.8%   | 100.4%   | 101.7%   | 115.4%   | 120.4%   | 96.9%  | 109.9%   | 105.7%   |  |
| Yakiniku<br>restaurants  | # of customers  | 108.5%   | 93.6%   | 96.0%  | 98.9%  | 112.4%   | 122.5%   | 96.8%  | 109.8%   | 104.2%   |  |
|  | # of restaurants<br>at end of period  | 222  | 223   | 225  |  | 228  | 229  | 231  |  |  |  |
|  | Net sales   | 94.7%  | 89.9%   | 96.5%  | 93.5%  | 101.9%   | 97.9%  | 92.2%  | 97.1%  | 95.3%  |  |
| Ramen  | # of customers  | 91.9%  | 87.4%   | 93.3%  | 90.7%  | 98.6%  | 94.9%  | 89.0%  | 93.9%  | 92.3%  |  |
| restaurants  | # of restaurants<br>at end of period  | 135  | 137   | 140  |  | 143  | 145  | 149  |  |  |  |
|  | Net sales   | 96.3%  | 82.6%   | 93.9%  | 90.5%  | 106.6%   | 111.1%   | 80.8%  | 97.8%  | 94.0%  |  |
| Okonomiyaki  | # of customers  | 95.8%  | 83.1%   | 93.6%  | 90.5%  | 106.3%   | 112.8%   | 86.0%  | 100.5%   | 95.3%  |  |
| restaurants  | # of restaurants  | 30   | 29  | 29   |  | 28   | 28   | 28   |  |  |  |
|  | at end of period<br>Net sales   | 97.2%  | 85.6%   | 91.6%  | 91.0%  | 102.3%   | 105.0%   | 89.2%  | 97.9%  | 94.6%  |  |
| "Yuzu-An"  | # of customers  | 91.0%  | 81.6%   | 86.6%  | 86.1%  | 97.4%  | 103.0 %  | 87.2%  | 95.0%  | 90.7%  |  |
| restaurants  | # of restaurants  |  |   |  | 00.170   |  | 1  |  | 33.070   | 50.170   |  |
|  | at end of period  | 63   | 63  | 64   |  | 64   | 65   | 68   |  |  |  |
| Specialty  | Net sales<br># of customers   | 70.3%<br>73.0%   | 59.1%<br>64.9%  | 74.5%<br>81.9%   | 67.6%<br>72.9%   | 89.7%<br>90.3%   | 83.5%<br>89.9%   | 61.9%<br>72.1%   | 76.4%<br>83.2%   | 72.3%<br>78.3%   |  |
| Specialty<br>restaurants   | # of customers  | 73.07  | 04.970  | 01.970   | 12.970   |  |  |  | 03.270   | 70.37  |  |
|  | # of restaurants<br>at end of period  | 6  | 6   | 6  |  | 7  | 7  | 7  |  |  |  |
| restaurants  | at end of period  | 6<br>Jan.  | 6<br>Feb.   | 6<br>Mar.  | 3Q   | 7<br>Apr.  | 7<br>May   | 7<br>Jun.  | 4Q   | 2H   | Full-yea   |
| nuary 2021 -   | at end of period  |  |   |  | зд<br>84.4%  |  |  |  | 4Q<br>141.7%   | <sup>2Н</sup><br>104.4%  | 106.   |
|  | at end of period<br>June 2021)<br>Net sales<br># of customers   | Jan.   | Feb.  | Mar.   |  | Apr.   | Мау  | Jun.   |  |  | 106.   |
| nuary 2021 -   | at end of period<br>June 2021)<br>Net sales<br># of customers<br># of restaurants   | Jan.<br>83.6%  | Feb.<br>73.6%   | Маг.<br>95.4%  | 84.4%  | Apr.<br>327.3%   | <sub>Мау</sub><br>149.1%   | Jun.<br>83.0%  | 141.7%   | 104.4%   | Full-yea<br>106.<br>103.   |
| NU restaurants<br>New restaurants  | at end of period<br>June 2021)<br>Net sales<br># of customers   | Jan.<br>83.6%<br>84.1%<br>550  | Feb.<br>73.6%<br>76.8%<br>553   | Mar.<br>95.4%<br>96.3%<br>559  | 84.4%<br>85.8%   | Apr.<br>327.3%<br>292.8%<br>562  | May<br>149.1%<br>144.0%<br>565   | Jun.<br>83.0%<br>88.1%<br>569  | 141.7%<br>140.8%   | 104.4%<br>105.5%   | 106.<br>103.   |
| All restaurants<br>New restaurants<br>included)  | at end of period<br>June 2021)<br>Net sales<br># of customers<br># of restaurants<br>at end of period   | Jan.<br>83.6%<br>84.1%   | Feb.<br>73.6%<br>76.8%  | Mar.<br>95.4%<br>96.3%   | 84.4%  | Apr.<br>327.3%<br>292.8%   | May<br>149.1%<br>144.0%  | Jun.<br>83.0%<br>88.1%   | 141.7%   | 104.4%<br>105.5%<br>97.4%  | 106.   |
| NI restaurants<br>New restaurants<br>included)   | at end of period<br>June 2021)<br>Net sales<br># of customers<br># of restaurants<br>at end of period<br>Net sales<br># of customers<br># of restaurants  | Jan.<br>83.6%<br>84.1%<br>550<br>78.3%   | Feb.<br>73.6%<br>76.8%<br>553<br>69.1%  | Mar.<br>95.4%<br>96.3%<br>559<br>89.0%   | 84.4%<br>85.8%<br>79.0%  | Apr.<br>327.3%<br>292.8%<br>562<br>300.7%  | May<br>149.1%<br>144.0%<br>565<br>139.0%   | Jun.<br>83.0%<br>88.1%<br>569<br>77.8%   | 141.7%<br>140.8%<br>132.1%   | 104.4%<br>105.5%   | 106.<br>103.<br>99.  |
| All restaurants<br>New restaurants<br>included)  | at end of period<br>June 2021)<br>Net sales<br># of customers<br># of restaurants<br>at end of period<br>Net sales<br># of customers  | Jan.<br>83.6%<br>84.1%<br>550<br>78.3%<br>78.9%<br>478   | Feb.<br>73.6%<br>76.8%<br>553<br>69.1%<br>72.0%<br>480  | Mar.<br>95.4%<br>96.3%<br>559<br>89.0%<br>89.1%<br>482   | 84.4%<br>85.8%<br>79.0%<br>80.1%   | Apr.<br>327.3%<br>292.8%<br>562<br>300.7%<br>266.1%<br>487   | May<br>149.1%<br>144.0%<br>565<br>139.0%<br>134.2%<br>492  | Jun.<br>83.0%<br>88.1%<br>569<br>77.8%<br>82.1%<br>493   | 141.7%<br>140.8%<br>132.1%<br>130.6%   | 104.4%<br>105.5%<br>97.4%<br>98.2%   | 106.<br>103.<br>99.<br>97.   |
| NI restaurants<br>kil restaurants<br>included)<br>Existing<br>restaurants<br>Yakiniku  | at end of period<br>June 2021)<br>Net sales<br># of customers<br># of restaurants<br>at end of period<br>Net sales<br># of customers<br># of customers<br># of restaurants<br>at end of period  | Jan.<br>83.6%<br>84.1%<br>550<br>78.3%<br>78.9%  | Feb.<br>73.6%<br>76.8%<br>553<br>69.1%<br>72.0%<br>480<br>66.7%   | Mar.<br>95.4%<br>96.3%<br>559<br>89.0%<br>89.1%  | 84.4%<br>85.8%<br>79.0%  | Apr.<br>327.3%<br>292.8%<br>562<br>300.7%<br>266.1%  | May<br>149.1%<br>144.0%<br>565<br>139.0%<br>134.2%   | Jun.<br>83.0%<br>88.1%<br>569<br>77.8%<br>82.1%  | 141.7%<br>140.8%<br>132.1%   | 104.4%<br>105.5%<br>97.4%  | 106.<br>103.<br>99.<br>97.<br>101.   |
| All restaurants<br>Vew restaurants<br>included)<br>Existing<br>restaurants   | at end of period<br>June 2021)<br>Net sales<br># of customers<br># of restaurants<br>at end of period<br>Net sales<br># of customers<br># of restaurants<br>at end of period<br>Net sales<br># of customers<br># of customers<br># of restaurants   | Jan.<br>83.6%<br>84.1%<br>550<br>78.3%<br>78.9%<br>478<br>79.9%  | Feb.<br>73.6%<br>76.8%<br>553<br>69.1%<br>72.0%<br>480  | Mar.<br>95.4%<br>96.3%<br>559<br>89.0%<br>89.1%<br>482<br>87.2%  | 84.4%<br>85.8%<br>79.0%<br>80.1%<br>78.0%  | Apr.<br>327.3%<br>292.8%<br>562<br>300.7%<br>266.1%<br>487<br>318.0%   | May<br>149.1%<br>144.0%<br>565<br>139.0%<br>134.2%<br>492<br>140.8%  | Jun.<br>83.0%<br>88.1%<br>569<br>77.8%<br>82.1%<br>493<br>75.0%  | 141.7%<br>140.8%<br>132.1%<br>130.6%<br>131.9%   | 104.4%<br>105.5%<br>97.4%<br>98.2%<br>96.3%  | 106.<br>103.<br>99.  |
| NI restaurants<br>kil restaurants<br>included)<br>Existing<br>restaurants<br>Yakiniku  | at end of period<br>June 2021)<br>Net sales<br># of customers<br># of restaurants<br>at end of period<br>Net sales<br># of customers<br># of restaurants<br>at end of period<br>Net sales<br># of customers   | Jan.<br>83.6%<br>84.1%<br>550<br>78.3%<br>78.9%<br>478<br>79.9%<br>80.9%<br>228  | Feb.<br>73.6%<br>76.8%<br>553<br>69.1%<br>72.0%<br>480<br>66.7%<br>68.5%<br>230   | Mar.<br>95.4%<br>96.3%<br>559<br>89.0%<br>89.1%<br>482<br>87.2%<br>87.2%<br>87.8%<br>231   | 84.4%<br>85.8%<br>79.0%<br>80.1%<br>78.0%<br>79.1%   | Apr.<br>327.3%<br>292.8%<br>562<br>300.7%<br>266.1%<br>487<br>318.0%<br>322.2%<br>232  | May<br>149.1%<br>144.0%<br>565<br>139.0%<br>134.2%<br>492<br>140.8%<br>141.1%<br>232   | Jun.<br>83.0%<br>88.1%<br>569<br>77.8%<br>82.1%<br>493<br>75.0%<br>78.2%<br>235  | 141.7%<br>140.8%<br>132.1%<br>130.6%<br>131.9%<br>135.0%   | 104.4%<br>105.5%<br>97.4%<br>98.2%<br>96.3%<br>97.8%   | 106.<br>103.<br>99.<br>97.<br>101.   |
| uary 2021 -<br>Il restaurants<br>vew restaurants<br>included)<br>Existing<br>restaurants   | at end of period<br>June 2021)<br>Net sales<br># of customers<br># of restaurants<br>at end of period<br>Net sales<br># of customers<br># of restaurants<br>at end of period<br>Net sales<br># of customers<br># of customers<br># of customers<br># of customers<br># of customers   | Jan.<br>83.6%<br>84.1%<br>550<br>78.3%<br>78.9%<br>478<br>79.9%<br>80.9%<br>228<br>83.4%   | Feb.<br>73.6%<br>76.8%<br>553<br>69.1%<br>72.0%<br>480<br>66.7%<br>68.5%<br>230<br>77.4%  | Mar.<br>95.4%<br>96.3%<br>559<br>89.0%<br>89.1%<br>482<br>87.2%<br>87.2%<br>87.8%<br>231<br>91.6%  | 84.4%<br>85.8%<br>79.0%<br>80.1%<br>78.0%<br>79.1%<br>84.2%  | Apr.<br>327.3%<br>292.8%<br>562<br>300.7%<br>266.1%<br>487<br>318.0%<br>322.2%<br>232<br>209.9%  | May<br>149.1%<br>144.0%<br>565<br>139.0%<br>134.2%<br>492<br>140.8%<br>141.1%<br>232<br>126.0%   | Jun.<br>83.0%<br>88.1%<br>569<br>77.8%<br>82.1%<br>493<br>75.0%<br>78.2%<br>235<br>83.0%   | 141.7%<br>140.8%<br>132.1%<br>130.6%<br>131.9%<br>135.0%<br>122.3%   | 104.4%<br>105.5%<br>97.4%<br>98.2%<br>96.3%<br>97.8%<br>99.3%  | 106.<br>103.<br>99.<br>97.<br>101.<br>101.<br>97.  |
| All restaurants<br>New restaurants<br>included)<br>Existing<br>restaurants<br>Yakiniku<br>restaurants  | at end of period<br>June 2021)<br>Net sales<br># of customers<br># of restaurants<br>at end of period<br>Net sales<br># of customers<br># of restaurants<br>at end of period<br>Net sales<br># of customers<br># of restaurants<br>at end of period<br>Net sales<br># of customers<br># of customers  | Jan.<br>83.6%<br>84.1%<br>550<br>78.3%<br>78.9%<br>478<br>79.9%<br>80.9%<br>228  | Feb.<br>73.6%<br>76.8%<br>553<br>69.1%<br>72.0%<br>480<br>66.7%<br>68.5%<br>230   | Mar.<br>95.4%<br>96.3%<br>559<br>89.0%<br>89.1%<br>482<br>87.2%<br>87.2%<br>87.8%<br>231   | 84.4%<br>85.8%<br>79.0%<br>80.1%<br>78.0%<br>79.1%   | Apr.<br>327.3%<br>292.8%<br>562<br>300.7%<br>266.1%<br>487<br>318.0%<br>322.2%<br>232  | May<br>149.1%<br>144.0%<br>565<br>139.0%<br>134.2%<br>492<br>140.8%<br>141.1%<br>232   | Jun.<br>83.0%<br>88.1%<br>569<br>77.8%<br>82.1%<br>493<br>75.0%<br>78.2%<br>235  | 141.7%<br>140.8%<br>132.1%<br>130.6%<br>131.9%<br>135.0%   | 104.4%<br>105.5%<br>97.4%<br>98.2%<br>96.3%<br>97.8%   | 106.<br>103.<br>99.<br>97.<br>101.<br>101.<br>97.  |
| Il restaurants<br>Vew restaurants<br>included)<br>Existing<br>restaurants<br>Yakiniku<br>restaurants<br>Ramen  | at end of period<br>June 2021)<br>Net sales<br># of customers<br># of restaurants<br>at end of period<br>Net sales<br># of customers<br># of customers<br># of restaurants<br>at end of period<br>Net sales<br># of customers<br># of customers<br># of customers<br># of customers<br># of customers   | Jan.<br>83.6%<br>84.1%<br>550<br>78.3%<br>78.9%<br>478<br>79.9%<br>80.9%<br>228<br>83.4%<br>80.0%<br>148   | Feb.<br>73.6%<br>76.8%<br>553<br>69.1%<br>72.0%<br>480<br>66.7%<br>68.5%<br>230<br>77.4%<br>75.6%<br>148  | Mar.<br>95.4%<br>96.3%<br>559<br>89.0%<br>89.1%<br>482<br>87.2%<br>87.8%<br>231<br>91.6%<br>88.7%<br>149   | 84.4%<br>85.8%<br>79.0%<br>80.1%<br>78.0%<br>79.1%<br>84.2%<br>81.4%                                     | Apr.<br>327.3%<br>292.8%<br>562<br>300.7%<br>266.1%<br>487<br>318.0%<br>322.2%<br>232<br>209.9%<br>208.7%<br>151   | May<br>149.1%<br>144.0%<br>565<br>139.0%<br>134.2%<br>492<br>140.8%<br>141.1%<br>232<br>126.0%<br>123.4%<br>154  | Jun.<br>83.0%<br>88.1%<br>569<br>77.8%<br>82.1%<br>493<br>75.0%<br>78.2%<br>235<br>83.0%<br>84.1%<br>153   | 141.7%<br>140.8%<br>132.1%<br>130.6%<br>131.9%<br>135.0%<br>122.3%<br>121.7%   | 104.4%<br>105.5%<br>97.4%<br>98.2%<br>96.3%<br>97.8%<br>99.3%<br>97.1%                                       | 106.<br>103.<br>99.<br>97.<br>101.<br>101.<br>101.<br>97.<br>94.                                     |
| All restaurants<br>New restaurants<br>included)<br>Existing<br>restaurants<br>Yakiniku<br>restaurants<br>Ramen<br>restaurants<br>Okonomiyaki               | at end of period<br>June 2021)<br>Net sales<br># of customers<br># of restaurants<br>at end of period<br>Net sales<br># of customers<br># of restaurants<br>at end of period<br>Net sales<br># of customers<br># of customers<br># of restaurants<br>at end of period<br>Net sales<br># of customers<br># of customers  | Jan.<br>83.6%<br>84.1%<br>550<br>78.3%<br>78.9%<br>478<br>79.9%<br>80.9%<br>228<br>83.4%<br>80.0%  | Feb.<br>73.6%<br>76.8%<br>553<br>69.1%<br>72.0%<br>480<br>66.7%<br>68.5%<br>230<br>77.4%<br>75.6%   | Mar.<br>95.4%<br>96.3%<br>559<br>89.0%<br>89.1%<br>482<br>87.2%<br>87.8%<br>231<br>91.6%<br>88.7%  | 84.4%<br>85.8%<br>79.0%<br>80.1%<br>78.0%<br>79.1%<br>84.2%  | Apr.<br>327.3%<br>292.8%<br>562<br>300.7%<br>266.1%<br>487<br>318.0%<br>322.2%<br>232<br>209.9%<br>208.7%  | May<br>149.1%<br>144.0%<br>565<br>139.0%<br>134.2%<br>492<br>140.8%<br>141.1%<br>232<br>126.0%<br>123.4%   | Jun.<br>83.0%<br>88.1%<br>569<br>77.8%<br>82.1%<br>493<br>75.0%<br>78.2%<br>235<br>83.0%<br>84.1%  | 141.7%<br>140.8%<br>132.1%<br>130.6%<br>131.9%<br>135.0%<br>122.3%   | 104.4%<br>105.5%<br>97.4%<br>98.2%<br>96.3%<br>97.8%<br>99.3%  | 106.<br>103.<br>99.<br>97.<br>101.<br>101.<br>101.<br>97.<br>94.<br>92.                              |
| Il restaurants<br>New restaurants<br>New restaurants<br>included)<br>Existing<br>restaurants<br>Yakiniku<br>restaurants<br>Ramen<br>restaurants            | at end of period<br>June 2021)<br>Net sales<br># of customers<br># of restaurants<br>at end of period<br>Net sales<br># of customers<br># of customers<br># of restaurants<br>at end of period<br>Net sales<br># of customers<br># of restaurants<br>at end of period<br>Net sales<br># of customers<br># of restaurants<br>at end of period<br>Net sales<br># of customers<br># of customers   | Jan.<br>83.6%<br>84.1%<br>550<br>78.3%<br>78.9%<br>478<br>79.9%<br>80.9%<br>228<br>83.4%<br>80.0%<br>148<br>69.6%  | Feb.<br>73.6%<br>76.8%<br>553<br>69.1%<br>72.0%<br>480<br>66.7%<br>68.5%<br>230<br>77.4%<br>75.6%<br>148<br>67.1%   | <u>Маг.</u><br>95.4%<br>96.3%<br>559<br>89.0%<br>89.1%<br>482<br>87.2%<br>87.2%<br>87.8%<br>231<br>91.6%<br>88.7%<br>149<br>80.7%                        | 84.4%<br>85.8%<br>79.0%<br>80.1%<br>78.0%<br>79.1%<br>84.2%<br>81.4%<br>72.9%                            | Apr.<br>327.3%<br>292.8%<br>562<br>300.7%<br>266.1%<br>487<br>318.0%<br>322.2%<br>232<br>209.9%<br>208.7%<br>151<br>326.8%   | May<br>149.1%<br>144.0%<br>565<br>139.0%<br>134.2%<br>492<br>140.8%<br>141.1%<br>232<br>126.0%<br>123.4%<br>154<br>137.3%  | Jun.<br>83.0%<br>88.1%<br>569<br>77.8%<br>82.1%<br>493<br>75.0%<br>78.2%<br>235<br>83.0%<br>84.1%<br>153<br>74.8%  | 141.7%<br>140.8%<br>132.1%<br>130.6%<br>135.0%<br>135.0%<br>122.3%<br>121.7%<br>134.6%   | 104.4%<br>105.5%<br>97.4%<br>98.2%<br>96.3%<br>97.8%<br>99.3%<br>97.1%<br>91.5%                              | 106.<br>103.<br>99.<br>97.<br>101.<br>101.   |
| II restaurants<br>lew restaurants<br>included)<br>Existing<br>restaurants<br>Yakiniku<br>restaurants<br>Ramen<br>restaurants<br>Okonomiyaki                | at end of period<br>June 2021)<br>Net sales<br># of customers<br># of restaurants<br>at end of period<br>Net sales<br># of customers<br># of restaurants<br>at end of period<br>Net sales<br># of customers<br># of restaurants<br>at end of period<br>Net sales<br># of customers<br># of restaurants<br>at end of period<br>Net sales<br># of customers   | Jan.<br>83.6%<br>84.1%<br>550<br>78.3%<br>78.9%<br>478<br>79.9%<br>80.9%<br>228<br>83.4%<br>80.0%<br>148<br>69.6%<br>74.5%<br>27                         | Feb.<br>73.6%<br>76.8%<br>553<br>69.1%<br>72.0%<br>480<br>66.7%<br>68.5%<br>230<br>77.4%<br>75.6%<br>148<br>67.1%<br>71.8%<br>27                                  | Mar.<br>95.4%<br>96.3%<br>559<br>89.0%<br>89.1%<br>482<br>87.2%<br>87.8%<br>231<br>91.6%<br>88.7%<br>149<br>80.7%<br>84.0%<br>27                         | 84.4%<br>85.8%<br>79.0%<br>80.1%<br>78.0%<br>79.1%<br>84.2%<br>81.4%<br>72.9%<br>77.1%                   | Apr.<br>327.3%<br>292.8%<br>562<br>300.7%<br>266.1%<br>487<br>318.0%<br>322.2%<br>232<br>209.9%<br>208.7%<br>151<br>326.8%<br>336.8%<br>27                           | May<br>149.1%<br>144.0%<br>565<br>139.0%<br>134.2%<br>492<br>140.8%<br>141.1%<br>232<br>126.0%<br>123.4%<br>154<br>137.3%<br>150.5%<br>27                            | Jun.<br>83.0%<br>88.1%<br>569<br>77.8%<br>82.1%<br>493<br>75.0%<br>78.2%<br>235<br>83.0%<br>84.1%<br>153<br>74.8%<br>81.5%<br>26                         | 141.7%<br>140.8%<br>132.1%<br>130.6%<br>131.9%<br>135.0%<br>122.3%<br>121.7%<br>134.6%<br>145.1%   | 104.4%<br>105.5%<br>97.4%<br>98.2%<br>96.3%<br>97.8%<br>97.8%<br>97.1%<br>91.5%<br>97.5%                     | 106.<br>103.<br>999.<br>97.<br>101.<br>101.<br>101.<br>97.<br>94.<br>92.                             |
| All restaurants<br>New restaurants<br>included)<br>Existing<br>restaurants<br>Yakiniku<br>restaurants<br>Ramen<br>restaurants<br>Okonomiyaki               | at end of period<br>June 2021)<br>Net sales<br># of customers<br># of restaurants<br>at end of period<br>Net sales<br># of customers<br># of customers<br># of customers<br># of customers<br># of restaurants<br>at end of period<br>Net sales<br># of customers<br># of customers   | Jan.<br>83.6%<br>84.1%<br>550<br>78.3%<br>78.9%<br>478<br>79.9%<br>80.9%<br>228<br>83.4%<br>80.0%<br>148<br>69.6%<br>74.5%<br>27<br>71.5%                | Feb.<br>73.6%<br>76.8%<br>553<br>69.1%<br>72.0%<br>480<br>66.7%<br>68.5%<br>230<br>77.4%<br>75.6%<br>148<br>67.1%<br>71.8%<br>27<br>70.2%                         | Mar.<br>95.4%<br>96.3%<br>559<br>89.0%<br>89.1%<br>482<br>87.2%<br>87.8%<br>231<br>91.6%<br>88.7%<br>149<br>80.7%<br>84.0%<br>27<br>95.1%                | 84.4%<br>85.8%<br>79.0%<br>80.1%<br>78.0%<br>79.1%<br>84.2%<br>81.4%<br>72.9%<br>77.1%<br>78.8%          | Apr.<br>327.3%<br>292.8%<br>562<br>300.7%<br>266.1%<br>487<br>318.0%<br>322.2%<br>232<br>209.9%<br>208.7%<br>151<br>326.8%<br>336.8%<br>27<br>481.0%                 | May<br>149.1%<br>144.0%<br>565<br>139.0%<br>134.2%<br>492<br>140.8%<br>141.1%<br>232<br>126.0%<br>123.4%<br>154<br>137.3%<br>150.5%<br>27<br>156.9%                  | Jun.<br>83.0%<br>88.1%<br>569<br>77.8%<br>82.1%<br>493<br>75.0%<br>78.2%<br>235<br>83.0%<br>84.1%<br>153<br>74.8%<br>81.5%<br>26<br>81.8%                | 141.7%<br>140.8%<br>132.1%<br>130.6%<br>131.9%<br>135.0%<br>122.3%<br>121.7%<br>134.6%<br>145.1%<br>150.6%   | 104.4%<br>105.5%<br>97.4%<br>98.2%<br>96.3%<br>97.8%<br>97.8%<br>97.1%<br>91.5%<br>97.5%<br>101.5%           | 106.<br>103.<br>99.<br>97.<br>101.<br>101.<br>97.<br>94.<br>92.<br>96.<br>97.                        |
| Uary 2021 -<br>Il restaurants<br>included)<br>Existing<br>restaurants<br>Yakiniku<br>restaurants<br>Ramen<br>restaurants<br>Okonomiyaki<br>restaurants     | at end of period<br>June 2021)<br>Net sales<br># of customers<br># of restaurants<br>at end of period<br>Net sales<br># of customers<br># of customers  | Jan.<br>83.6%<br>84.1%<br>550<br>78.3%<br>78.9%<br>478<br>79.9%<br>80.9%<br>228<br>83.4%<br>80.0%<br>148<br>69.6%<br>74.5%<br>27                         | Feb.<br>73.6%<br>76.8%<br>553<br>69.1%<br>72.0%<br>480<br>66.7%<br>68.5%<br>230<br>77.4%<br>75.6%<br>148<br>67.1%<br>71.8%<br>27                                  | Mar.<br>95.4%<br>96.3%<br>559<br>89.0%<br>89.1%<br>482<br>87.2%<br>87.8%<br>231<br>91.6%<br>88.7%<br>149<br>80.7%<br>84.0%<br>27                         | 84.4%<br>85.8%<br>79.0%<br>80.1%<br>78.0%<br>79.1%<br>84.2%<br>81.4%<br>72.9%<br>77.1%                   | Apr.<br>327.3%<br>292.8%<br>562<br>300.7%<br>266.1%<br>487<br>318.0%<br>322.2%<br>232<br>209.9%<br>208.7%<br>151<br>326.8%<br>336.8%<br>27                           | May<br>149.1%<br>144.0%<br>565<br>139.0%<br>134.2%<br>492<br>140.8%<br>141.1%<br>232<br>126.0%<br>123.4%<br>154<br>137.3%<br>150.5%<br>27                            | Jun.<br>83.0%<br>88.1%<br>569<br>77.8%<br>82.1%<br>493<br>75.0%<br>78.2%<br>235<br>83.0%<br>84.1%<br>153<br>74.8%<br>81.5%<br>26                         | 141.7%<br>140.8%<br>132.1%<br>130.6%<br>131.9%<br>135.0%<br>122.3%<br>121.7%<br>134.6%<br>145.1%   | 104.4%<br>105.5%<br>97.4%<br>98.2%<br>96.3%<br>97.8%<br>97.8%<br>97.1%<br>91.5%<br>97.5%                     | 106.<br>103.<br>99.<br>97.<br>101.<br>101.<br>97.<br>94.<br>92.<br>96.<br>97.                        |
| II restaurants<br>lew restaurants<br>included)<br>Existing<br>restaurants<br>Yakiniku<br>restaurants<br>Ramen<br>restaurants<br>Okonomiyaki<br>restaurants | at end of period<br>June 2021)<br>Net sales<br># of customers<br># of restaurants<br>at end of period<br>Net sales<br># of customers<br># of customers  | Jan.<br>83.6%<br>84.1%<br>550<br>78.3%<br>78.9%<br>478<br>79.9%<br>80.9%<br>228<br>83.4%<br>80.0%<br>148<br>69.6%<br>74.5%<br>27<br>71.5%<br>71.0%       | Feb.<br>73.6%<br>76.8%<br>553<br>69.1%<br>72.0%<br>480<br>66.7%<br>68.5%<br>230<br>77.4%<br>75.6%<br>148<br>67.1%<br>71.8%<br>27<br>70.2%<br>70.2%<br>70.8%       | Mar.<br>95.4%<br>96.3%<br>559<br>89.0%<br>89.1%<br>482<br>87.2%<br>87.8%<br>231<br>91.6%<br>88.7%<br>149<br>80.7%<br>84.0%<br>27<br>95.1%<br>97.2%<br>68 | 84.4%<br>85.8%<br>79.0%<br>80.1%<br>78.0%<br>79.1%<br>84.2%<br>81.4%<br>72.9%<br>77.1%<br>78.8%<br>79.5% | Apr.<br>327.3%<br>292.8%<br>562<br>300.7%<br>266.1%<br>487<br>318.0%<br>322.2%<br>232<br>209.9%<br>208.7%<br>151<br>326.8%<br>336.8%<br>27<br>481.0%<br>487.2%<br>70 | May<br>149.1%<br>144.0%<br>565<br>139.0%<br>134.2%<br>492<br>140.8%<br>141.1%<br>232<br>126.0%<br>123.4%<br>154<br>137.3%<br>155.5%<br>277<br>156.9%<br>161.7%<br>72 | Jun.<br>83.0%<br>88.1%<br>569<br>77.8%<br>82.1%<br>493<br>75.0%<br>78.2%<br>235<br>83.0%<br>84.1%<br>153<br>74.8%<br>81.5%<br>26<br>81.8%<br>86.0%<br>72 | 141.7%<br>140.8%<br>132.1%<br>130.6%<br>131.9%<br>135.0%<br>135.0%<br>122.3%<br>121.7%<br>122.3%<br>121.7%<br>134.6%<br>145.1%<br>150.6%<br>156.8% | 104.4%<br>105.5%<br>97.4%<br>98.2%<br>96.3%<br>97.8%<br>97.8%<br>97.1%<br>91.5%<br>97.5%<br>101.5%<br>103.6% | 106.<br>103.<br>99.<br>97.<br>101.<br>101.<br>101.<br>101.<br>97.<br>94.<br>92.<br>96.<br>96.<br>97. |
| II restaurants<br>lew restaurants<br>included)<br>Existing<br>restaurants<br>Yakiniku<br>restaurants<br>Ramen<br>restaurants<br>Okonomiyaki<br>restaurants | at end of period<br>June 2021)<br>Net sales<br># of customers<br># of restaurants<br>at end of period<br>Net sales<br># of customers<br># of restaurants<br>at end of period<br>Net sales<br># of customers<br># of restaurants<br>at end of period<br>Net sales<br># of customers<br># of restaurants<br>at end of period<br>Net sales<br># of customers<br># of customers | Jan.<br>83.6%<br>84.1%<br>550<br>78.3%<br>78.9%<br>478<br>79.9%<br>80.9%<br>228<br>83.4%<br>80.0%<br>148<br>69.6%<br>74.5%<br>27<br>71.5%<br>71.0%<br>68 | Feb.<br>73.6%<br>76.8%<br>553<br>69.1%<br>72.0%<br>480<br>66.7%<br>68.5%<br>230<br>77.4%<br>75.6%<br>148<br>67.1%<br>71.8%<br>27<br>70.2%<br>70.2%<br>70.8%<br>68 | Mar.<br>95.4%<br>96.3%<br>559<br>89.0%<br>89.1%<br>482<br>87.2%<br>87.8%<br>231<br>91.6%<br>88.7%<br>149<br>80.7%<br>84.0%<br>27<br>95.1%<br>97.2%       | 84.4%<br>85.8%<br>79.0%<br>80.1%<br>78.0%<br>79.1%<br>84.2%<br>81.4%<br>72.9%<br>77.1%<br>78.8%          | Apr.<br>327.3%<br>292.8%<br>562<br>300.7%<br>266.1%<br>487<br>318.0%<br>322.2%<br>209.9%<br>208.7%<br>151<br>326.8%<br>336.8%<br>27<br>481.0%<br>487.2%              | May<br>149.1%<br>144.0%<br>565<br>139.0%<br>134.2%<br>492<br>140.8%<br>141.1%<br>232<br>126.0%<br>123.4%<br>154<br>137.3%<br>150.5%<br>27<br>156.9%<br>161.7%        | Jun.<br>83.0%<br>88.1%<br>569<br>77.8%<br>82.1%<br>493<br>75.0%<br>78.2%<br>235<br>83.0%<br>84.1%<br>153<br>74.8%<br>81.5%<br>26<br>81.8%<br>86.0%       | 141.7%<br>140.8%<br>132.1%<br>130.6%<br>131.9%<br>135.0%<br>122.3%<br>121.7%<br>134.6%<br>145.1%<br>150.6%   | 104.4%<br>105.5%<br>97.4%<br>98.2%<br>96.3%<br>97.8%<br>97.8%<br>97.1%<br>91.5%<br>97.5%<br>101.5%           | 106.<br>103.<br>99.<br>97.<br>101.<br>101.<br>97.<br>94.<br>92.<br>96.                               |

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

(July 2020 - December 2020)

|                                    |                                      | Jul.   | Aug.   | Sep.   | 1Q     | Oct.   | Nov.   | Dec.   | 2Q     | 1H    |
|------------------------------------|--------------------------------------|--------|--------|--------|--------|--------|--------|--------|--------|-------|
|                                    | Net sales                            | 112.2% | 100.5% | 106.8% | 106.0% | 120.9% | 125.1% | 103.0% | 115.3% | 110.7 |
| All restaurants<br>New restaurants | # of customers                       | 106.5% | 96.9%  | 102.7% | 101.7% | 115.2% | 119.7% | 100.5% | 111.1% | 106.4 |
| included)                          | # of restaurants<br>at end of period | 310    | 311    | 316    |        | 319    | 322    | 327    |        |       |
|                                    | Net sales                            | 104.0% | 92.2%  | 97.3%  | 97.4%  | 109.3% | 114.0% | 93.9%  | 104.8% | 101.1 |
| Existing                           | # of customers                       | 98.3%  | 88.6%  | 92.4%  | 92.8%  | 103.1% | 109.5% | 92.3%  | 101.1% | 96.9  |
| restaurants                        | # of restaurants<br>at end of period | 256    | 257    | 260    |        | 265    | 269    | 274    |        |       |
|                                    | Net sales                            | 111.5% | 97.6%  | 101.6% | 103.1% | 116.7% | 123.3% | 99.2%  | 112.1% | 107.5 |
| Yakiniku                           | # of customers                       | 109.1% | 94.9%  | 96.1%  | 99.6%  | 112.9% | 126.2% | 99.4%  | 112.1% | 105.7 |
| restaurants                        | # of restaurants<br>at end of period | 134    | 134    | 135    |        | 136    | 137    | 137    |        |       |
|                                    | Net sales                            | 93.7%  | 88.3%  | 94.5%  | 91.9%  | 99.7%  | 96.7%  | 91.6%  | 95.8%  | 93.9  |
| Ramen                              | # of customers                       | 90.9%  | 85.9%  | 91.3%  | 89.2%  | 96.5%  | 93.3%  | 88.1%  | 92.4%  | 90.8  |
| restaurants                        | # of restaurants<br>at end of period | 51     | 52     | 53     |        | 56     | 58     | 60     |        |       |
|                                    | Net sales                            | 96.8%  | 85.1%  | 96.3%  | 92.3%  | 108.3% | 114.6% | 83.9%  | 100.8% | 96.5  |
| Okonomiyaki                        | # of customers                       | 96.9%  | 86.2%  | 96.2%  | 92.8%  | 108.4% | 116.3% | 90.0%  | 103.9% | 98.2  |
| restaurants                        | # of restaurants<br>at end of period | 16     | 16     | 16     |        | 16     | 16     | 16     |        |       |
|                                    | Net sales                            | 96.1%  | 84.9%  | 91.0%  | 90.2%  | 101.2% | 106.6% | 89.4%  | 98.1%  | 94.3  |
| "Yuzu-An"                          | # of customers                       | 89.4%  | 80.5%  | 85.8%  | 85.0%  | 95.9%  | 104.2% | 87.3%  | 95.2%  | 90.2  |
| restaurants                        | # of restaurants<br>at end of period | 49     | 49     | 50     |        | 50     | 51     | 54     |        |       |
|                                    | Net sales                            | 70.3%  | 59.1%  | 74.5%  | 67.6%  | 89.7%  | 83.5%  | 61.9%  | 76.4%  | 72.3  |
| Specialty                          | # of customers                       | 73.0%  | 64.9%  | 81.9%  | 72.9%  | 90.3%  | 89.9%  | 72.1%  | 83.2%  | 78.3  |
| restaurants                        | # of restaurants<br>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 |
|------------------------------------|--------------------------------------|-------|-------|--------|-------|---------|--------|-------|--------|--------|-----------|
|                                    | Net sales                            | 84.2% | 73.7% | 95.0%  | 84.5% | 643.2%  | 172.6% | 83.0% | 161.1% | 108.8% | 109.89    |
| All restaurants<br>New restaurants | # of customers                       | 85.5% | 77.2% | 96.7%  | 86.6% | 640.5%  | 171.3% | 90.2% | 166.8% | 112.2% | 109.0     |
| included)                          | # of restaurants<br>at end of period | 327   | 328   | 333    |       | 335     | 337    | 340   |        |        |           |
|                                    | Net sales                            | 77.1% | 68.2% | 87.3%  | 77.7% | 600.4%  | 160.4% | 76.9% | 149.7% | 100.1% | 100.7     |
| Existing                           | # of customers                       | 78.0% | 71.4% | 87.7%  | 79.1% | 589.6%  | 158.3% | 82.3% | 153.0% | 102.6% | 99.5      |
| restaurants                        | # of restaurants<br>at end of period | 273   | 272   | 274    |       | 279     | 282    | 284   |        | 98.9%  |           |
|                                    | Net sales                            | 80.1% | 66.8% | 85.3%  | 77.5% | 577.0%  | 163.1% | 74.0% | 147.3% | 98.9%  | 103.5     |
| Yakiniku                           | # of customers                       | 81.4% | 69.4% | 86.5%  | 79.1% | 585.0%  | 162.9% | 78.5% | 151.7% | 101.0% | 103.5     |
| restaurants                        | # of restaurants<br>at end of period | 137   | 136   | 137    |       | 138     | 137    | 140   |        |        |           |
|                                    | Net sales                            | 82.2% | 76.4% | 87.9%  | 82.2% | 546.9%  | 148.9% | 82.9% | 147.2% | 105.4% | 99.1      |
| Ramen                              | # of customers                       | 78.2% | 74.1% | 85.0%  | 79.1% | 538.1%  | 145.8% | 84.3% | 146.6% | 102.7% | 96.1      |
| restaurants                        | # of restaurants<br>at end of period | 59    | 59    | 60     |       | 62      | 65     | 64    |        |        |           |
|                                    | Net sales                            | 73.2% | 71.1% | 81.3%  | 75.6% | 586.3%  | 160.1% | 75.3% | 151.4% | 97.7%  | 97.0      |
| Okonomiyaki                        | # of customers                       | 79.6% | 77.4% | 85.3%  | 81.0% | 604.6%  | 177.9% | 82.8% | 165.1% | 105.3% | 101.4     |
| restaurants                        | # of restaurants<br>at end of period | 16    | 16    | 16     |       | 16      | 16     | 16    |        |        |           |
|                                    | Net sales                            | 71.1% | 69.1% | 94.3%  | 78.1% | 697.3%  | 162.7% | 81.6% | 158.2% | 102.3% | 97.8      |
| "Yuzu-An"                          | # of customers                       | 70.9% | 70.0% | 96.6%  | 79.0% | 704.4%  | 168.5% | 86.3% | 165.9% | 104.9% | 96.5      |
| restaurants                        | # of restaurants<br>at end of period | 54    | 54    | 54     |       | 56      | 57     | 57    |        |        |           |
|                                    | Net sales                            | 45.7% | 50.9% | 91.8%  | 60.0% | 1167.3% | 176.1% | 71.7% | 161.0% | 85.1%  | 77.3      |
| Specialty                          | # of customers                       | 60.2% | 68.6% | 102.9% | 75.6% | 1456.5% | 276.6% | 98.5% | 220.1% | 115.0% | 92.9      |
| restaurants                        | # of restaurants<br>at end of period | 7     | 7     | 7      |       | 7       | 7      | 7     |        |        |           |

(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.

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.

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.