

June 16, 2020

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## Notice Regarding May 2020 Preliminary Monthly YoY Change in Sales and Number of Restaurants

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

(July 2019 - December 2019)

		Jul.	Aug.	Sep.	1Q	Oct.	Nov.	Dec.	2Q	1H
All restaurants (New restaurants included)	Net sales	105.8%	113.7%	107.2%	109.1%	107.7%	116.9%	111.5%	112.0%	110.5%
	# of customers	109.0%	114.1%	108.8%	110.8%	109.2%	117.6%	111.9%	112.8%	111.8%
	# of restaurants at end of period	499	499	501	—	506	513	516	—	—
Existing restaurants	Net sales	96.9%	105.4%	99.1%	100.7%	99.8%	107.1%	102.0%	102.9%	101.8%
	# of customers	98.4%	104.4%	99.6%	100.9%	99.7%	106.1%	100.5%	102.0%	101.4%
	# of restaurants at end of period	429	430	435	—	440	442	448	—	—
Yakiniku restaurants	Net sales	95.3%	107.2%	99.2%	100.8%	100.6%	109.8%	103.3%	104.5%	102.6%
	# of customers	95.0%	106.5%	99.4%	100.5%	101.5%	110.6%	102.0%	104.5%	102.5%
	# of restaurants at end of period	209	211	212	—	217	217	220	—	—
Ramen restaurants	Net sales	101.9%	104.0%	100.0%	102.0%	99.2%	104.5%	100.0%	101.1%	101.6%
	# of customers	101.2%	103.3%	99.8%	101.5%	98.4%	103.6%	99.3%	100.3%	100.9%
	# of restaurants at end of period	126	126	127	—	127	128	130	—	—
Okonomiyaki restaurants	Net sales	96.1%	99.3%	94.8%	96.8%	96.7%	101.9%	103.7%	100.9%	98.8%
	# of customers	97.8%	98.9%	95.0%	97.3%	99.3%	103.2%	104.6%	102.5%	99.8%
	# of restaurants at end of period	37	36	36	—	36	36	35	—	—
"Yuzu-An" restaurants	Net sales	95.2%	102.3%	98.7%	98.9%	99.3%	104.2%	100.2%	101.2%	100.1%
	# of customers	98.0%	103.6%	101.0%	101.0%	99.9%	104.2%	99.4%	101.0%	101.0%
	# of restaurants at end of period	54	54	57	—	57	58	60	—	—
Specialty restaurants	Net sales	103.4%	106.9%	98.6%	103.1%	92.3%	95.4%	98.0%	95.6%	98.9%
	# of customers	101.5%	109.3%	101.1%	104.1%	93.3%	96.0%	100.5%	97.0%	100.3%
	# of restaurants at end of period	3	3	3	—	3	3	3	—	—

(January 2020 - June 2020)

		Jan.	Feb.	Mar.	3Q	Apr.	May	Jun.	4Q	2H	Full-year
All restaurants (New restaurants included)	Net sales	114.5%	136.0%	105.3%	117.1%	29.6%	60.9%		45.4%	88.7%	100.3%
	# of customers	115.0%	130.3%	102.2%	114.5%	32.4%	63.2%		48.0%	88.0%	100.7%
	# of restaurants at end of period	517	522	523	—	525	528		—	—	—
Existing restaurants	Net sales	104.7%	124.2%	97.1%	107.3%	49.6%	71.3%		60.5%	98.0%	100.3%
	# of customers	103.6%	117.7%	93.7%	103.9%	50.1%	70.9%		60.3%	93.9%	98.3%
	# of restaurants at end of period	449	450	452	—	455	457		—	—	—
Yakiniku restaurants	Net sales	105.8%	137.0%	103.0%	113.5%	48.4%	73.9%		61.3%	103.8%	103.1%
	# of customers	104.6%	135.8%	101.1%	112.1%	47.0%	75.5%		61.0%	102.6%	102.5%
	# of restaurants at end of period	220	220	221	—	222	223		—	—	—
Ramen restaurants	Net sales	103.5%	107.3%	91.9%	100.5%	55.4%	72.4%		64.1%	90.0%	96.7%
	# of customers	103.1%	107.0%	90.2%	99.6%	53.1%	70.7%		61.8%	88.6%	95.8%
	# of restaurants at end of period	132	133	133	—	134	134		—	—	—
Okonomiyaki restaurants	Net sales	102.7%	113.7%	94.5%	102.4%	40.5%	55.5%		47.1%	92.6%	96.4%
	# of customers	102.7%	113.4%	95.0%	102.6%	39.8%	55.8%		46.4%	91.9%	96.7%
	# of restaurants at end of period	34	34	34	—	34	34		—	—	—
"Yuzu-An" restaurants	Net sales	103.2%	106.5%	84.4%	97.0%	36.8%	55.4%		46.0%	91.2%	96.7%
	# of customers	102.5%	104.6%	81.8%	95.2%	37.1%	54.3%		45.6%	89.6%	96.6%
	# of restaurants at end of period	60	60	61	—	62	63		—	—	—
Specialty restaurants	Net sales	102.1%	108.0%	65.0%	90.2%	—	—		—	90.2%	95.9%
	# of customers	103.4%	106.5%	72.4%	92.9%	—	—		—	92.9%	97.7%
	# of restaurants at end of period	3	3	3	—	3	3		—	—	—

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

(July 2019 - December 2019)

		Jul.	Aug.	Sep.	1Q	Oct.	Nov.	Dec.	2Q	1H
All restaurants (New restaurants included)	Net sales	105.7%	114.6%	108.0%	109.7%	108.8%	118.2%	112.8%	113.2%	111.4%
	# of customers	111.3%	117.5%	112.0%	113.8%	113.0%	122.3%	116.4%	117.2%	115.4%
	# of restaurants at end of period	277	278	280	—	285	290	294	—	—
	Net sales	97.1%	106.1%	99.0%	101.0%	100.4%	107.5%	102.7%	103.5%	102.2%
	# of customers	98.5%	105.5%	99.7%	101.4%	100.6%	106.7%	101.3%	102.8%	102.1%
	# of restaurants at end of period	230	231	235	—	237	239	246	—	—
	Net sales	95.9%	107.4%	98.8%	101.0%	101.1%	109.8%	103.7%	104.8%	102.8%
	# of customers	95.7%	106.4%	98.7%	100.5%	102.2%	110.3%	102.1%	104.6%	102.5%
	# of restaurants at end of period	125	126	127	—	129	129	132	—	—
	Net sales	102.5%	105.8%	100.4%	103.0%	99.9%	104.9%	100.5%	101.7%	102.4%
	# of customers	101.9%	105.3%	100.5%	102.7%	99.0%	103.9%	99.9%	100.8%	101.8%
	# of restaurants at end of period	44	44	44	—	44	45	47	—	—
	Net sales	96.1%	99.8%	96.3%	97.5%	97.0%	102.0%	105.6%	101.8%	99.6%
	# of customers	98.4%	99.2%	97.1%	98.3%	100.6%	103.2%	107.0%	103.8%	100.9%
	# of restaurants at end of period	17	17	17	—	17	17	17	—	—
	Net sales	96.7%	103.6%	99.4%	100.1%	100.4%	105.3%	101.5%	102.3%	101.3%
	# of customers	99.5%	105.1%	101.5%	102.2%	100.8%	104.9%	100.5%	101.9%	102.0%
	# of restaurants at end of period	41	41	44	—	44	45	47	—	—
	Net sales	103.4%	106.9%	98.6%	103.1%	92.3%	95.4%	98.0%	95.6%	98.9%
	# of customers	101.5%	109.3%	101.1%	104.1%	93.3%	96.0%	100.5%	97.0%	100.3%
	# of restaurants at end of period	3	3	3	—	3	3	3	—	—

(January 2020 - June 2020)

		Jan.	Feb.	Mar.	3Q	Apr.	May	Jun.	4Q	2H	Full-year
All restaurants (New restaurants included)	Net sales	116.3%	139.5%	107.4%	119.4%	15.2%	53.1%	—	34.4%	85.8%	99.3%
	# of customers	119.6%	137.5%	106.5%	119.7%	15.6%	55.6%	—	35.9%	86.3%	101.7%
	# of restaurants at end of period	295	300	301	—	302	303	—	—	—	—
	Net sales	105.3%	125.7%	97.2%	107.9%	—	—	—	—	107.9%	104.3%
	# of customers	104.2%	120.1%	93.8%	104.8%	—	—	—	—	104.8%	103.1%
	# of restaurants at end of period	245	246	248	—	251	253	—	—	—	—
	Net sales	106.4%	137.5%	103.7%	114.1%	—	—	—	—	114.1%	106.9%
	# of customers	105.2%	136.1%	101.4%	112.5%	—	—	—	—	112.5%	106.1%
	# of restaurants at end of period	132	132	133	—	134	135	—	—	—	—
	Net sales	104.6%	107.7%	90.5%	100.4%	—	—	—	—	100.4%	101.7%
	# of customers	103.9%	107.6%	88.6%	99.5%	—	—	—	—	99.5%	101.0%
	# of restaurants at end of period	47	48	48	—	49	49	—	—	—	—
	Net sales	103.6%	114.0%	97.7%	104.2%	—	—	—	—	104.2%	101.1%
	# of customers	103.2%	112.6%	98.8%	104.1%	—	—	—	—	104.1%	102.0%
	# of restaurants at end of period	16	16	16	—	16	16	—	—	—	—
	Net sales	103.6%	107.6%	84.7%	97.5%	—	—	—	—	97.5%	99.9%
	# of customers	102.7%	105.4%	81.9%	95.5%	—	—	—	—	95.5%	99.6%
	# of restaurants at end of period	47	47	48	—	49	50	—	—	—	—
	Net sales	102.1%	108.0%	65.0%	90.2%	—	—	—	—	90.2%	95.9%
	# of customers	103.4%	106.5%	72.4%	92.9%	—	—	—	—	92.9%	97.7%
	# of restaurants at end of period	3	3	3	—	3	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 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 new coronavirus (COVID-19) infections, all our directly managed restaurants and some franchise restaurants have been temporarily closed. The number of restaurants not included in the existing restaurants data for the fiscal year ended May 2020 is as follows

Number of restaurants not included in the existing restaurants : 271 (directly managed: 253, franchised: 18)

### 3. Number of restaurants at the end of month

(July 2019 - December 2019)

		Jul.	Aug.	Sep.	Oct.	Nov.	Dec.
Yakiniku restaurants	# of directly managed restaurants	140	141	142	143	145	147
	# of FC restaurants	96	96	96	96	97	97
	# of restaurants at end of period	236	237	238	239	242	244
Ramen restaurants	# of directly managed restaurants	61	61	62	64	66	68
	# of FC restaurants	91	91	91	91	91	91
	# of restaurants at end of period	152	152	153	155	157	159
Okonomiyaki restaurants	# of directly managed restaurants	17	17	17	17	17	17
	# of FC restaurants	21	20	20	20	20	19
	# of restaurants at end of period	38	37	37	37	37	36
"Yuzu-An" restaurants	# of directly managed restaurants	55	55	55	57	58	58
	# of FC restaurants	14	14	14	14	15	15
	# of restaurants at end of period	69	69	69	71	73	73
Specialty restaurants	# of directly managed restaurants	4	4	4	4	4	4
	# of FC restaurants	0	0	0	0	0	0
	# of restaurants at end of period	4	4	4	4	4	4
Other restaurants	# of restaurants in China	17	17	18	18	18	19
	# of restaurants at end of period	17	17	18	18	18	19
Total	# of directly managed restaurants	277	278	280	285	290	294
	# of FC restaurants	222	221	221	221	223	222
	# of restaurants in China	17	17	18	18	18	19
	# of restaurants at end of period	516	516	519	524	531	535

(January 2020 - June 2020)

		Jan.	Feb.	Mar.	Apr.	May	Jun.
Yakiniku restaurants	# of directly managed restaurants	148	150	150	151	151	
	# of FC restaurants	97	98	98	98	99	
	# of restaurants at end of period	245	248	248	249	250	
Ramen restaurants	# of directly managed restaurants	68	69	69	69	70	
	# of FC restaurants	91	91	90	91	91	
	# of restaurants at end of period	159	160	159	160	161	
Okonomiyaki restaurants	# of directly managed restaurants	16	16	16	16	16	
	# of FC restaurants	19	19	19	19	19	
	# of restaurants at end of period	35	35	35	35	35	
"Yuzu-An" restaurants	# of directly managed restaurants	59	61	62	62	62	
	# of FC restaurants	15	15	15	15	16	
	# of restaurants at end of period	74	76	77	77	78	
Specialty restaurants	# of directly managed restaurants	4	4	4	4	4	
	# of FC restaurants	0	0	0	0	0	
	# of restaurants at end of period	4	4	4	4	4	
Other restaurants	# of restaurants in China	18	18	12	12	12	
	# of restaurants at end of period	18	18	12	12	12	
Total	# of directly managed restaurants	295	300	301	302	303	
	# of FC restaurants	222	223	222	223	225	
	# of restaurants in China	18	18	12	12	12	
	# of restaurants at end of period	535	541	535	537	540	

【Reference】

Fiscal year ended June 2019 Monthly YoY Change in Sales and Number of Restaurants

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

(July 2018 - December 2018)

		Jul.	Aug.	Sep.	1Q	Oct.	Nov.	Dec.	2Q	1H
All restaurants (New restaurants included)	Net sales	108.9%	111.4%	115.2%	111.8%	106.8%	107.6%	109.2%	107.9%	109.9%
	# of customers	109.7%	111.8%	116.9%	112.7%	108.2%	108.0%	108.7%	108.3%	110.5%
	# of restaurants at end of period	458	460	462	—	465	467	470	—	—
Existing restaurants	Net sales	98.4%	101.7%	105.9%	101.9%	98.1%	99.6%	101.1%	99.7%	100.8%
	# of customers	98.0%	100.9%	106.1%	101.6%	98.6%	99.6%	101.1%	99.8%	100.7%
	# of restaurants at end of period	390	392	398	—	401	406	409	—	—
Yakiniku restaurants	Net sales	98.4%	102.4%	106.9%	102.4%	97.9%	100.0%	102.2%	100.2%	101.3%
	# of customers	98.0%	101.7%	108.6%	102.6%	97.0%	99.3%	102.5%	99.8%	101.2%
	# of restaurants at end of period	190	191	193	—	194	198	199	—	—
Ramen restaurants	Net sales	98.5%	100.6%	104.5%	101.1%	100.2%	100.2%	101.6%	100.7%	100.9%
	# of customers	97.8%	100.3%	104.5%	100.8%	100.2%	100.2%	101.3%	100.6%	100.7%
	# of restaurants at end of period	114	114	115	—	115	115	117	—	—
Okonomiyaki restaurants	Net sales	92.5%	95.6%	97.9%	95.3%	91.1%	93.5%	92.2%	92.3%	93.8%
	# of customers	92.8%	96.0%	99.2%	96.0%	90.2%	94.2%	93.6%	92.7%	94.4%
	# of restaurants at end of period	41	41	41	—	41	41	40	—	—
"Yuzu-An" restaurants	Net sales	100.0%	103.4%	108.2%	103.9%	98.0%	99.0%	99.7%	99.0%	101.2%
	# of customers	103.3%	104.5%	110.1%	106.0%	101.1%	100.9%	99.6%	100.4%	102.9%
	# of restaurants at end of period	41	42	45	—	47	48	49	—	—
Specialty restaurants	Net sales	105.3%	104.7%	102.4%	104.4%	106.5%	107.0%	102.9%	105.1%	104.8%
	# of customers	99.5%	96.3%	87.7%	95.3%	97.0%	96.6%	94.3%	95.8%	95.6%
	# of restaurants at end of period	4	4	4	—	4	4	4	—	—

(January 2018 - June 2018)

		Jan.	Feb.	Mar.	3Q	Apr.	May	Jun.	4Q	2H	Full-year
All restaurants (New restaurants included)	Net sales	108.0%	107.0%	110.8%	108.8%	110.4%	113.9%	115.0%	113.1%	110.9%	110.4%
	# of customers	107.2%	107.5%	111.8%	109.0%	111.6%	114.5%	118.0%	114.6%	111.7%	111.1%
	# of restaurants at end of period	471	474	479	—	486	490	498	—	—	—
Existing restaurants	Net sales	100.1%	98.8%	102.7%	100.7%	101.6%	104.4%	104.6%	103.5%	102.1%	101.5%
	# of customers	99.5%	99.3%	102.6%	100.6%	100.9%	102.8%	105.8%	103.1%	101.8%	101.3%
	# of restaurants at end of period	413	416	418	—	421	426	430	—	—	—
Yakiniku restaurants	Net sales	101.2%	99.2%	103.8%	101.7%	101.6%	106.5%	104.9%	104.3%	103.0%	102.2%
	# of customers	100.6%	99.4%	104.1%	101.6%	99.3%	104.5%	105.5%	103.0%	102.3%	101.8%
	# of restaurants at end of period	200	203	204	—	205	206	209	—	—	—
Ramen restaurants	Net sales	100.2%	101.0%	102.4%	101.2%	105.3%	104.0%	106.5%	105.3%	103.2%	102.1%
	# of customers	99.3%	100.4%	102.0%	100.6%	103.3%	103.0%	106.9%	104.4%	102.5%	101.6%
	# of restaurants at end of period	119	119	120	—	121	125	126	—	—	—
Okonomiyaki restaurants	Net sales	96.9%	90.2%	94.9%	94.2%	91.0%	95.0%	100.3%	95.2%	94.7%	94.3%
	# of customers	98.2%	92.0%	95.5%	95.4%	92.1%	94.8%	102.8%	96.2%	95.8%	95.1%
	# of restaurants at end of period	40	40	39	—	39	39	38	—	—	—
"Yuzu-An" restaurants	Net sales	97.2%	96.9%	102.3%	99.0%	99.9%	100.2%	101.6%	100.6%	99.7%	100.4%
	# of customers	97.9%	97.6%	103.5%	99.9%	100.7%	99.9%	102.8%	101.1%	100.5%	101.6%
	# of restaurants at end of period	51	51	52	—	53	53	54	—	—	—
Specialty restaurants	Net sales	103.1%	98.6%	98.0%	99.9%	101.3%	109.0%	105.6%	105.1%	102.3%	103.6%
	# of customers	98.4%	99.1%	95.7%	97.6%	99.8%	105.5%	106.8%	103.9%	100.5%	98.0%
	# of restaurants at end of period	3	3	3	—	3	3	3	—	—	—

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

(July 2018 - December 2018)

		Jul.	Aug.	Sep.	1Q	Oct.	Nov.	Dec.	2Q	1H
All restaurants (New restaurants included)	Net sales	112.8%	115.1%	119.6%	115.7%	109.9%	110.8%	112.7%	111.2%	113.5%
	# of customers	114.5%	116.2%	122.6%	117.6%	112.5%	112.8%	113.2%	112.9%	115.3%
	# of restaurants at end of period	252	253	255	—	258	260	262	—	—
Existing restaurants	Net sales	98.9%	102.3%	107.4%	102.8%	98.1%	99.8%	101.3%	99.9%	101.3%
	# of customers	98.4%	101.3%	107.8%	102.4%	98.1%	99.8%	101.2%	99.8%	101.1%
	# of restaurants at end of period	207	208	213	—	215	217	219	—	—
Yakiniku restaurants	Net sales	99.0%	102.9%	108.3%	103.2%	98.2%	100.4%	102.7%	100.6%	101.9%
	# of customers	98.7%	102.1%	110.3%	103.4%	97.4%	99.8%	103.0%	100.3%	101.9%
	# of restaurants at end of period	115	115	116	—	116	118	119	—	—
Ramen restaurants	Net sales	97.3%	100.0%	105.2%	100.8%	99.3%	100.2%	101.5%	100.4%	100.6%
	# of customers	96.7%	99.5%	105.0%	100.4%	99.2%	100.5%	101.3%	100.4%	100.4%
	# of restaurants at end of period	37	37	38	—	38	38	39	—	—
Okonomiyaki restaurants	Net sales	93.2%	95.4%	96.9%	95.2%	89.7%	92.6%	91.2%	91.2%	93.2%
	# of customers	94.0%	96.5%	98.5%	96.3%	88.4%	94.0%	93.0%	91.8%	94.1%
	# of restaurants at end of period	21	21	21	—	21	21	20	—	—
"Yuzu-An" restaurants	Net sales	101.3%	104.5%	110.5%	105.5%	98.6%	99.1%	100.0%	99.3%	102.1%
	# of customers	104.4%	105.5%	112.1%	107.4%	101.6%	100.9%	99.6%	100.6%	103.6%
	# of restaurants at end of period	30	31	34	—	36	36	37	—	—
Specialty restaurants	Net sales	105.3%	104.7%	102.4%	104.4%	106.5%	107.0%	102.9%	105.1%	104.8%
	# of customers	99.5%	96.3%	87.7%	95.3%	97.0%	96.6%	94.3%	95.8%	95.6%
	# of restaurants at end of period	4	4	4	—	4	4	4	—	—

(January 2019 - June 2019)

		Jan.	Feb.	Mar.	3Q	Apr.	May	Jun.	4Q	2H	Full-year
All restaurants (New restaurants included)	Net sales	111.0%	108.9%	113.1%	111.2%	111.7%	115.7%	115.6%	114.3%	112.7%	113.1%
	# of customers	111.2%	110.5%	115.3%	112.5%	114.5%	118.8%	121.6%	118.3%	115.3%	115.3%
	# of restaurants at end of period	262	263	265	—	270	274	277	—	—	—
Existing restaurants	Net sales	100.5%	99.0%	103.5%	101.2%	102.0%	105.5%	104.8%	104.1%	102.6%	102.0%
	# of customers	99.9%	99.5%	103.6%	101.2%	101.1%	103.7%	106.0%	103.6%	102.3%	101.7%
	# of restaurants at end of period	221	222	223	—	225	227	231	—	—	—
Yakiniku restaurants	Net sales	101.5%	99.7%	104.5%	102.1%	102.3%	107.6%	105.2%	105.0%	103.5%	102.8%
	# of customers	101.0%	99.9%	104.8%	102.2%	99.9%	105.3%	105.8%	103.6%	102.8%	102.4%
	# of restaurants at end of period	119	120	121	—	122	122	125	—	—	—
Ramen restaurants	Net sales	100.2%	101.3%	103.0%	101.5%	106.4%	105.4%	106.9%	106.2%	103.9%	102.3%
	# of customers	99.2%	100.9%	102.5%	100.9%	103.7%	104.3%	107.6%	105.2%	103.0%	101.8%
	# of restaurants at end of period	41	41	41	—	41	43	44	—	—	—
Okonomiyaki restaurants	Net sales	97.3%	91.1%	94.6%	94.5%	91.6%	95.3%	99.7%	95.3%	94.9%	94.0%
	# of customers	99.1%	93.7%	96.0%	96.3%	93.4%	95.4%	103.0%	96.9%	96.6%	95.4%
	# of restaurants at end of period	20	20	19	—	19	19	18	—	—	—
"Yuzu-An" restaurants	Net sales	98.5%	97.3%	103.9%	100.1%	101.2%	101.8%	103.3%	102.1%	101.1%	101.6%
	# of customers	98.9%	97.7%	105.1%	100.8%	102.0%	101.2%	104.4%	102.5%	101.6%	102.5%
	# of restaurants at end of period	38	38	39	—	40	40	41	—	—	—
Specialty restaurants	Net sales	103.1%	98.6%	98.0%	99.9%	101.3%	109.0%	105.6%	105.1%	102.3%	103.6%
	# of customers	98.4%	99.1%	95.7%	97.6%	99.8%	105.5%	106.8%	103.9%	100.5%	98.0%
	# of restaurants at end of period	3	3	3	—	3	3	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 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.