

November 2021 Skylark Group Monthly IR Report (Flash Figures)

These are preliminary figures for the most recent month.
The finalized figures will be disclosed in the next month's report.

Dec 2, 2021
Skylark Holdings Co., Ltd.
(Code 3197)

2021 vs. 2020

	(%YoY)	Jan.	Feb.	Mar.	Apr.	May	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Total
All	Sales	-35.3%	-30.8%	-8.8%	60.9%	25.7%	-10.2%	-2.3%	-18.4%	-22.6%	-9.6%	-6.8%		-10.2%
Same Store	Sales	-33.5%	-29.1%	-6.3%	64.6%	28.6%	-7.5%	0.3%	-16.7%	-20.6%	-7.1%	-4.7%		-7.8%
	Traffic	-30.8%	-26.8%	-6.5%	45.7%	15.3%	-7.9%	-0.8%	-14.4%	-16.5%	-7.5%	-5.5%		-8.0%
	ATP	-3.9%	-3.1%	0.3%	13.0%	11.6%	0.5%	1.0%	-2.7%	-4.9%	0.4%	0.8%		0.2%
New Store Openings		10	7	4	6	2	1	7	0	1	1	0		39
Remodeling		0	0	0	2	0	0	0	0	1	20	42		65
Brand Conversions		9	21	10	10	4	0	4	0	3	3	4		68
# of Stores	Gusto	1,327	1,336	1,333	1,335	1,335	1,333	1,333	1,333	1,330	1,331	1,329		1,329
	Bamiyan	337	340	339	339	340	340	342	342	344	344	345		345
	Syabu-Yo	265	268	272	275	275	274	274	274	274	274	274		274
	Jonathan's	242	232	227	224	223	220	220	220	216	213	211		211
	Yumean	181	180	174	174	174	174	174	174	174	174	174		174
	Steak Gusto	126	126	126	125	125	125	124	124	122	122	120		120
	Overseas	62	62	63	64	65	64	66	65	66	67	67		67
	Other	567	573	570	573	575	574	578	576	575	572	574		574
Total		3,107	3,117	3,104	3,109	3,112	3,104	3,111	3,108	3,101	3,097	3,094		3,094

*Total number of stores excludes 6 stores that are temporarily closed for store renovations

2021 vs. 2019

	Jan.	Feb.	Mar.	Apr.	May	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Total
Same Store Sales	-34.7%	-29.3%	-29.1%	-30.0%	-33.0%	-35.3%	-25.3%	-38.5%	-37.5%	-17.5%	-19.0%		-30.2%

Highlights

■ Overview

Same Store Sales (vs. 2020): -4.7%, Same Store Sales (vs. 2019): -19.0%

- With the lifting of state of emergency and local government measures, store operations resumed to normal business hours from Nov 1. Dinner time sales recovered 30% vs FY2019 compared to the state of emergency period.
- Sales at Musashino Mori Coffee (café with a highland resort ambiance), La Ohana (Hawaiian specialty restaurant), Totoyamichi (sushi) resumed to FY2019 same month levels

■ Menu & Promotions

- Grand menu renewal at Jonathan's; alcohol and appetizer variety extended. From Nov 4, started offering J's Crisp Chicken at all Jonathan's. J's Crisp Chicken is contributing especially to take-out sales; a lift of approx. 10% can be seen in Jonathan's take-out sales

■ Store Development

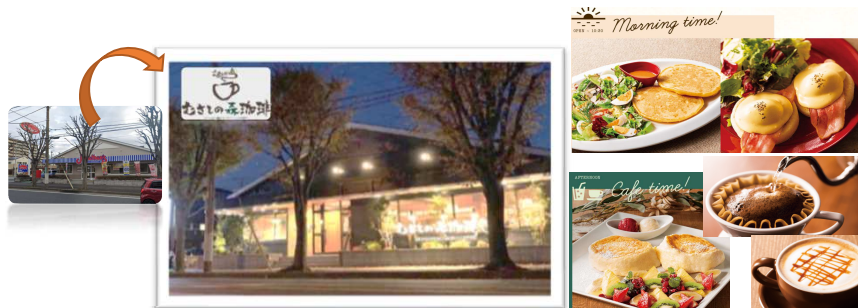
- Gusto held a give-away campaign of small plates to those dining-in with a total bill of 2,000yen or more
- Bamiyan started a Bottle-Keep Campaign from Nov 18; alcohol bottle orders approx. doubled compared to the previous week
- Store remodeling: Completed at 42 stores. Sales impact from stores remodeled in Oct and Nov was +5.8% (avg)
- Brand conversions: Brand conversions to 2 Musashino Mori Coffees, 1 Bamiyan, 1 Totoyamichi

■ Others

- Began introducing restaurant service robots; already in-service at 30 stores by end-Nov, in mainly Gusto and Syabu-yo stores
- Installment of 2,200 robots within FY2022 going as planned
- Towards achieving our sustainability target of "Zero petroleum-based plastic use by 2030" for disposable plastics, announced switching our current biomass straws to FSC® certified paper straws at all stores starting Jan 2022
- Announced shortening of operating hours in approx. 2,800 Skylark Restaurants stores for both New Year's Eve and New Year's Day as part of employee work style reforms

Highlights

Store converted to Musashino Mori Coffee in Sagamihara



Jonathan's - J's Crisp Chicken



Floor service robot



2020 vs. 2019

	(%YoY)	Jan.	Feb.	Mar.	Apr.	May	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Total
All	Sales	0.0%	1.8%	-22.2%	-57.2%	-46.6%	-29.2%	-25.2%	-25.9%	-21.0%	-11.1%	-15.7%	-23.9%	-23.4%
Same Store	Sales	-2.4%	-0.4%	-23.9%	-58.2%	-47.8%	-30.6%	-26.4%	-26.8%	-21.7%	-11.6%	-14.9%	-21.9%	-24.3%
	Traffic	-5.7%	-3.7%	-24.0%	-52.3%	-39.0%	-27.3%	-24.4%	-25.6%	-20.5%	-12.2%	-16.2%	-21.8%	-23.1%
	ATP	3.6%	3.4%	0.2%	-12.3%	-14.4%	-4.6%	-2.8%	-1.6%	-1.5%	0.7%	1.6%	-0.1%	-1.6%
New Store Openings		0	7	11	13	5	1	3	2	3	0	0	1	46
Store Renovations		0	0	10	15	0	0	0	0	0	0	0	0	25
Brand Conversions		2	6	4	4	3	5	4	0	2	1	7	15	53
# of Stores		3,251	3,252	3,261	3,272	3,269	3,261	3,239	3,222	3,217	3,201	3,131	3,119	3,119

Note

- 1 The data is consolidated domestic sales at restaurant level and does not include overseas sales.
- 2 Total sales and Customer traffic are calculated on a monthly sales basis
- 3 Same store (vs LY) is defined as a store which has been open for 13 months or longer (includes stores which have undergone brand conversions)
Customer traffic includes traffic from the delivery and take-out businesses calculated in the below manner*
*Customer traffic from delivery = Delivery sales / ATP for Eat-in
*Customer traffic from take-out = Take-out sales / ATP for Eat-in
- 4 YoY ATP only includes ATP from Eat-In
- 5 Same store (vs 2019) is defined as a store which has been open for 25 months or longer (includes stores which have undergone brand conversions)

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