

Plenus Co., Ltd. Financial Results Presentation for Fiscal Year Ended February 28, 2021

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Therefore, we ask that you refrain from making any investment decisions based solely on these materials.

Plenus

April 16, 2021

Summary

- ✓ Under “living with COVID-19” circumstances, the Group continued to implement store management that considers the achievement of customer satisfaction as a food infrastructure company and the safety of customers and employees.
- ✓ FY02/21 was impacted significantly by COVID-19, resulting in a decrease in revenue, however operating profit and ordinary profit increased due to factors including an improvement in gross profits and an increase in net sales at existing Hotto Motto stores. Also, the recording of impairment loss, etc., resulted in loss attributable to owners of parent. Further, we have shifted our axis for growth from the restaurant market to the home meal replacement/to-go businesses, which are expected to grow.
- ✓ In FY02/22, as a “retail chain with functions as a manufacturer,” we will build on key functions of integrated food factories, etc., and enhance the coordination among those functions, with the goal of maximizing the effects of our activities and profits.
We will work to increase over-the-counter sales through the roll-out of campaigns using internally produced products and sales strategies with clear business-specific targets, as well as promotion of franchising. We plan to open 22 stores in total in Japan.
- ✓ Annual dividends for FY02/21 and FY02/22 will be 30 yen and 60 yen (planned), respectively. There are currently no plans to change the basic dividend policy.

1. Financial Results for FY02/21

2. Growth Strategies

3. Forecast for FY02/22

4. Distribution of Profits

5. Supplementary Materials

1. Financial Results for FY02/21

Revenue decreased and profit increased

Main factors are an improvement in gross profits and an increase in sales at existing Hotto Motto stores while impacted by COVID-19.

Loss attributable to owners of parent resulted from the recording of impairment loss on non-current assets including stores as extraordinary losses. (Millions of yen, %)

	Actual		YoY				vs. Forecast (disclosed on January 14, 2021)			
	Amount	Composition ratio	Amount	Composition ratio	Change in amount	Change in %	Amount	Composition ratio	Change in amount	Change in %
Net sales	140,509	100.0	149,572	100.0	-9,062	-6.1	140,290	100.0	219	0.2
Gross profit	71,449	50.9	75,182	50.3	-3,733	-5.0	71,670	51.1	-220	-0.3
SG&A	70,547	50.2	74,834	50.0	-4,287	-5.7	70,870	50.5	-322	-0.5
Operating profit	902	0.6	348	0.2	554	159.0	800	0.6	102	12.9
Ordinary profit	2,037	1.5	729	0.5	1,308	179.4	1,330	0.9	707	53.2
Profit*	-2,545	-1.8	-2,934	-2.0	388	-	-1,760	-1.3	-785	-

*Profit attributable to owners of parent

1. Financial Results for FY02/21: YoY Comparison (1H/2H)

Operating profit and ordinary profit increased in 2H due to a recovery in net sales, an improvement in gross profits, and improved efficiency in SG&A expenses.

Recording of impairment loss on non-current assets including stores as extraordinary losses during the 4Q period resulted in loss.

(Millions of yen, %)

	1H						2H					
	Actual		Previous year		Change		Actual		Previous year		Change	
	Amount	Composition ratio	Amount	Composition ratio	Change in amount	Change in %	Amount	Composition ratio	Amount	Composition ratio	Change in amount	Change in %
Net sales	68,169	100.0	75,756	100.0	-7,586	-10.0	72,339	100.0	73,816	100.0	-1,476	-2.0
Gross profit	34,499	50.6	37,979	50.1	-3,479	-9.2	36,950	51.1	37,203	50.4	-253	-0.7
SG&A	35,723	52.4	37,796	49.9	-2,073	-5.5	34,823	48.1	37,037	50.2	-2,213	-6.0
Operating profit	-1,224	-1.8	182	0.2	-1,406	-	2,126	2.9	166	0.2	1,960	1181.2
Ordinary profit	-867	-1.3	341	0.5	-1,208	-	2,905	4.0	388	0.5	2,516	648.0
Profit*	-1,696	-2.5	-873	-1.2	-822	-	-849	-1.2	-2,060	-2.8	1,211	-

*Profit attributable to owners of parent

1. Financial Results for FY02/21: YoY Comparison (by Quarter)

Net sales had been on a recovery trend since 3Q, which led to the profitability of the business, together with improved gross profits and increased efficiency in SG&A expenses, however net sales and gross profit margin during 4Q were lower year-on-year due to the impact of COVID-19 on YAYOI and MK RESTAURANTS.

(Millions of yen, %)

	1Q			2Q			3Q			4Q		
	Actual	Composition ratio	Change in %	Actual	Composition ratio	Change in %	Actual	Composition ratio	Change in %	Actual	Composition ratio	Change in %
Net sales	33,423	100.0	-12.3	34,746	100.0	-7.6	36,849	100.0	-0.5	35,489	100.0	-3.5
Gross profit	16,712	50.0	-12.1	17,787	51.2	-6.2	19,064	51.7	2.1	17,886	50.4	-3.4
SG&A	17,818	53.3	-6.6	17,904	51.5	-4.3	17,653	47.9	-5.6	17,169	48.4	-6.4
Operating profit	-1,106	-3.3	—	-117	-0.3	—	1,410	3.8	—	716	2.0	296.0
Ordinary profit	-959	-2.9	—	91	0.3	—	1,526	4.1	456.1	1,378	3.9	1,110.9
Profit*	-929	-2.8	—	-766	-2.2	—	764	2.1	—	-1,613	-4.5	—

*Profit attributable to owners of parent

1. Financial Results for FY02/21: vs. Forecast (Disclosed on January 14, 2021 *for 2H only)

In 2H, although the gross profit margin failed to meet the target due to YAYOI and MK RESTAURANTS failing to meet their targets, operating profit and ordinary profit met the plan due to Hotto Motto achieving its net sales target, and selling, general and administrative expenses' coming in below the plan.

(Millions of yen, %)

	2H					
	Actual		Forecast		Change	
	Amount	Composition ratio	Amount	Composition ratio	Change in amount	Change in %
Net sales	72,339	100.0	72,120	100.0	219	0.3
Gross profit	36,950	51.1	37,170	51.5	-219	-0.6
SG&A	34,823	48.1	35,140	48.7	-316	-0.9
Operating profit	2,126	2.9	2,030	2.8	96	4.8
Ordinary profit	2,905	4.0	2,190	3.0	715	32.6
Profit*	-849	-1.2	-70	-0.1	-779	1,113.5

*Profit attributable to owners of parent

1. Financial Results for FY02/21: By Segment

Hotto Motto remained strong, while sales in Overseas has been on a recovery trend. YAYOI and MK RESTAURANTS had been on a recovery trend toward 3Q, however were greatly affected by the further spread of COVID-19 in 4Q.

(Millions of yen, %)

	Net sales					Segment profit					Segment profit margin				
	1Q	2Q	3Q	4Q	Cumulative total	1Q	2Q	3Q	4Q	Cumulative total	1Q	2Q	3Q	4Q	Cumulative total
Consolidated total	33,958	35,269	37,421	36,098	142,749	-1,106	-117	1,410	716	902	-3.3	-0.3	3.8	2.0	0.6
Hotto Motto	25,706	26,046	26,244	26,495	104,492	652	768	1,515	1,488	4,424	2.5	3.0	5.8	5.6	4.2
YAYOI	5,132	6,113	7,257	5,975	24,479	-1,296	-647	-90	-649	-2,683	-25.3	-10.6	-1.2	-10.9	-11.0
MK RESTAURANTS	416	592	654	489	2,153	-222	-42	-1	-120	-386	-53.3	-7.1	-0.2	-24.7	-17.9
Overseas	721	565	801	820	2,909	-267	-221	-114	-85	-688	-37.1	-39.1	-14.3	-10.4	-23.7
Other	1,980	1,951	2,464	2,317	8,714	35	43	137	67	285	1.8	2.3	5.6	2.9	3.3

* Sales in Other include sales or transfers between the segments

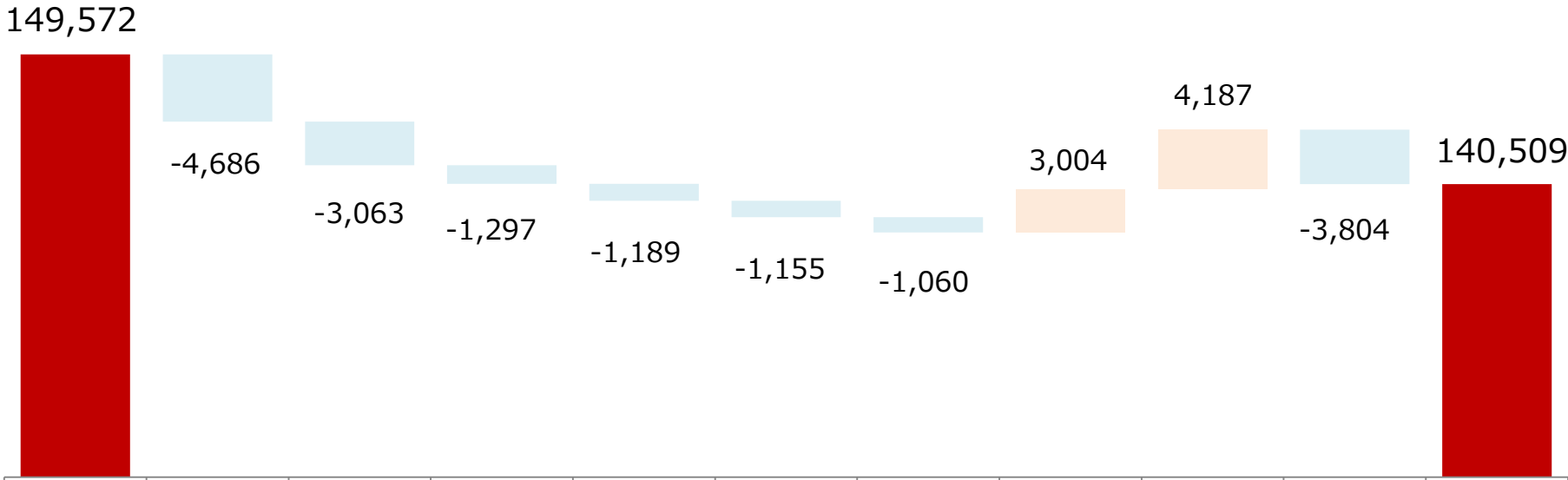
* Excluding adjustments of segment profit or loss

1. Financial Results for FY02/21: Factors in Changes in Net Sales

Revenue declined by 9,062 million yen

Net sales decreased year-on-year due to a decrease in net sales of existing YAYOI stores and closures of 190 company-operated Hotto Motto stores in the previous year, despite an increase in net sales of existing Hotto Motto stores.

(Millions of yen)



FY02/20

Hotto Motto transfer/store closure, etc.

Overseas subsidiaries

Hotto Motto delivery rate

Factory subsidiaries

FY02/21

Net sales of existing YAYOI stores

YAYOI transfer/store closure, etc.

MK RESTAURANTS

Net sales of existing Hotto Motto stores

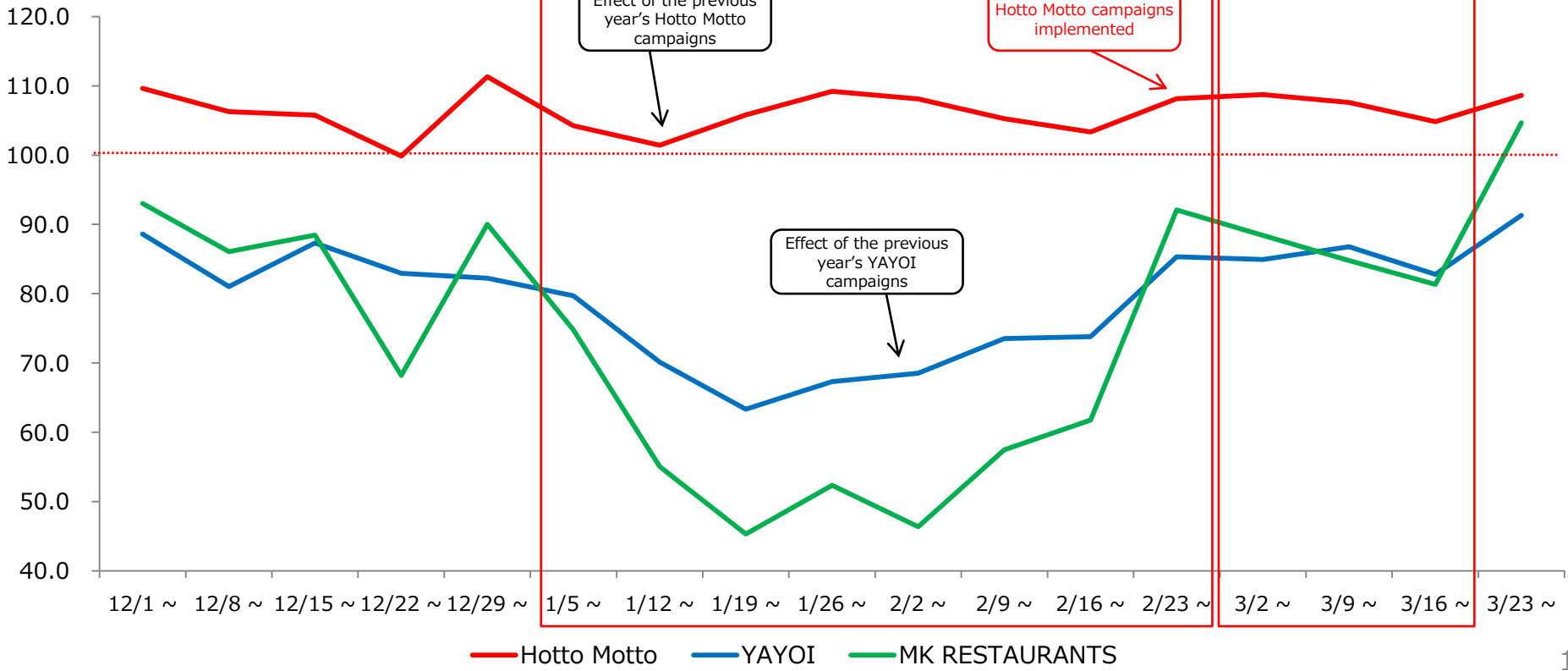
Other

1. Financial Results for FY02/21: Factors for Changes in Net Sales - YoY Trends of Net Sales at Existing Stores

Hotto Motto remained strong even after the lifting of a state of emergency.

YAYOI and MK RESTAURANTS were hit again by COVID-19, however have been on a recovering trend since late February.

YoY change for net sales of existing stores (Same-day-of-the-week comparison, %)

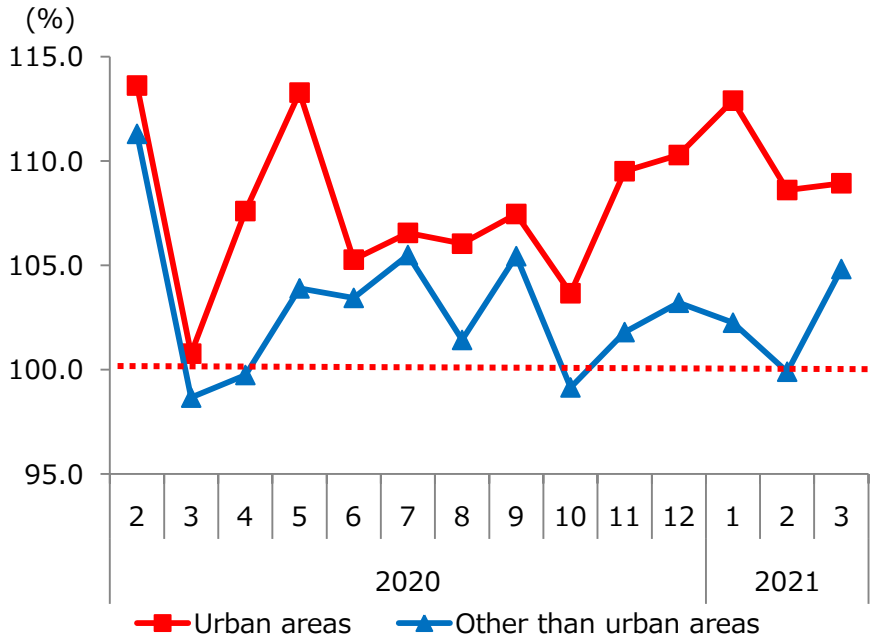


1. Financial Results for FY02/21: Factors for Changes in Net Sales - YoY Trends of Net Sales at Existing Stores (by Area)

Net sales at Hotto Motto's existing stores remained strong mainly in urban areas. YAYOI had some recovery since September, but was hit again by COVID-19.

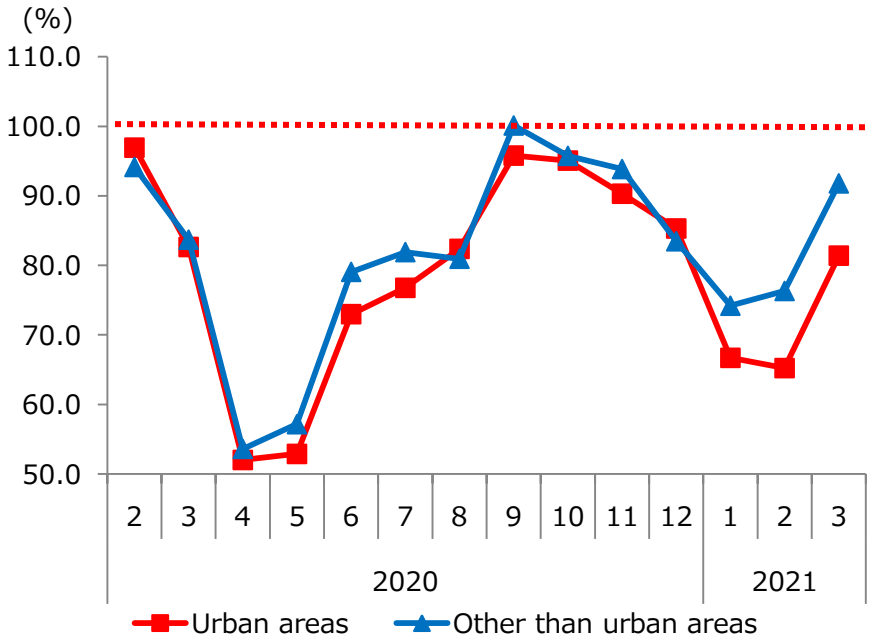
Hotto Motto

Since October, net sales remained strong mainly in urban areas, although the effect of the campaigns with internally produced products that had started in the previous year have run their course.



YAYOI

While there had been some recoveries observed after the campaigns and coupon distributions in September, it was affected by the spread of COVID-19 in and after December.



* Stores in urban areas: Tokyo, Kanagawa, Chiba, Saitama, Aichi, and Osaka prefectures

1. Financial Results for FY02/21: Trends in Gross Profit Margin

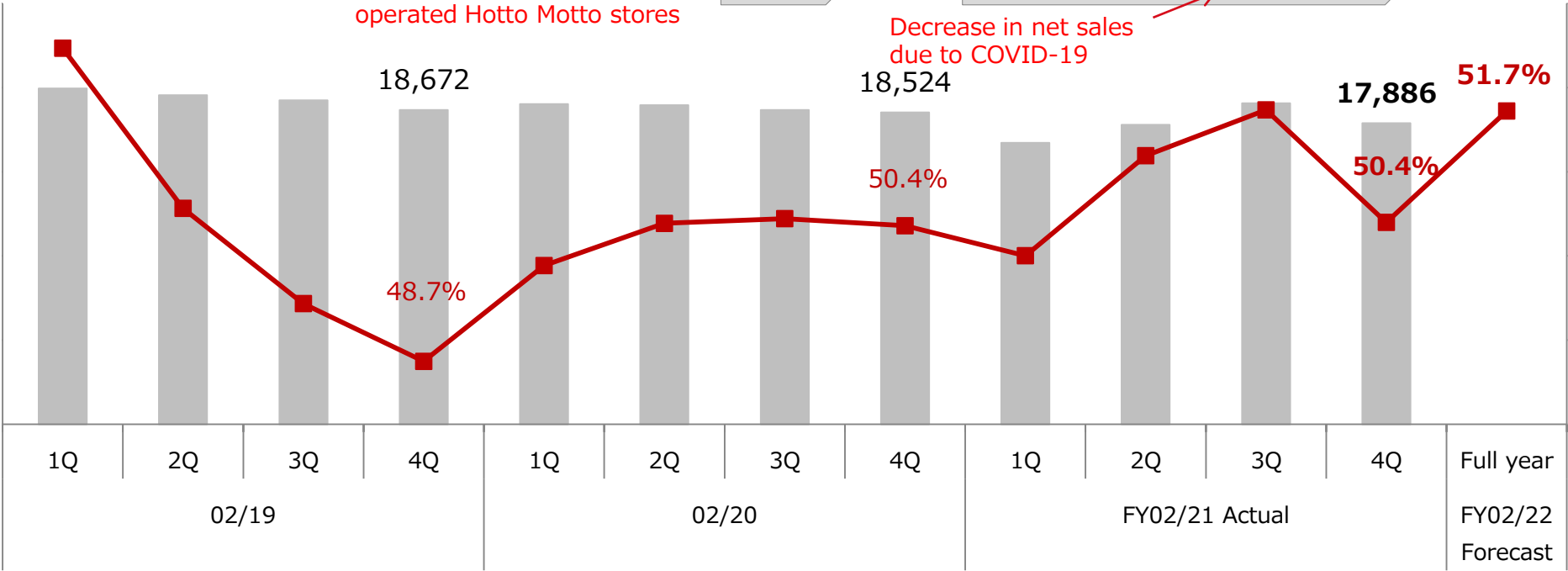
While gross profits decreased due to a decrease in net sales impacted by COVID-19, gross profit margin recorded a considerable improvement attributed chiefly to the promotion of in-house production and enhancement of production systems. In addition, we transitioned to a structure that allows the Company to secure gross profits even with the implementation of campaigns using internally produced products.

(Millions of yen)



Closure of 190 company-operated Hotto Motto stores →

Decrease in net sales due to COVID-19 →

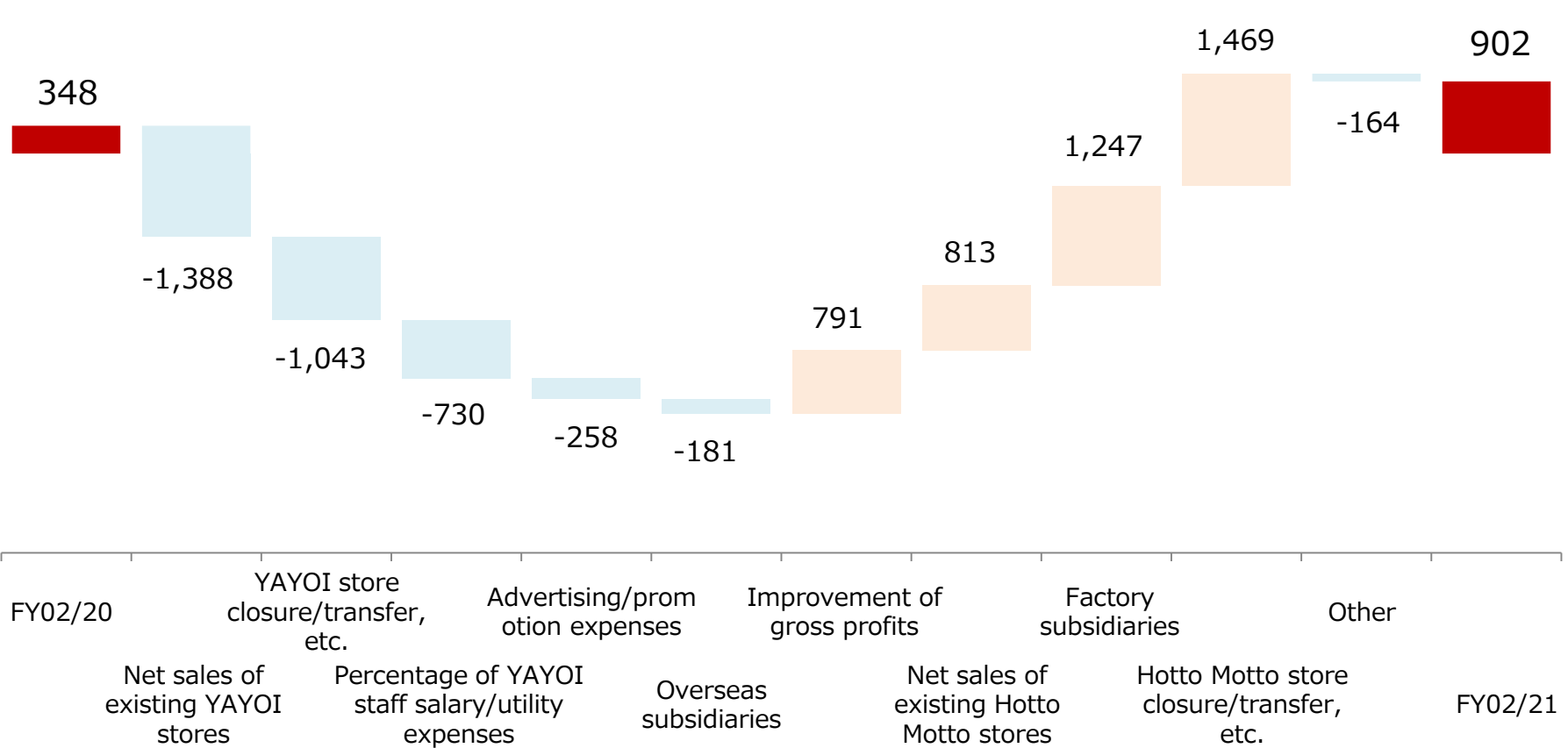


■ Gross profits ■ Gross profit margin

1. Financial Results for FY02/21: YoY Comparison of Operating Profit

Operating profit was up 554 million yen
 Although greatly affected by COVID-19 in YAYOI and Overseas, operating profit exceeded the previous year thanks to Hotto Motto and an improvement in gross profits.

(Millions of yen)

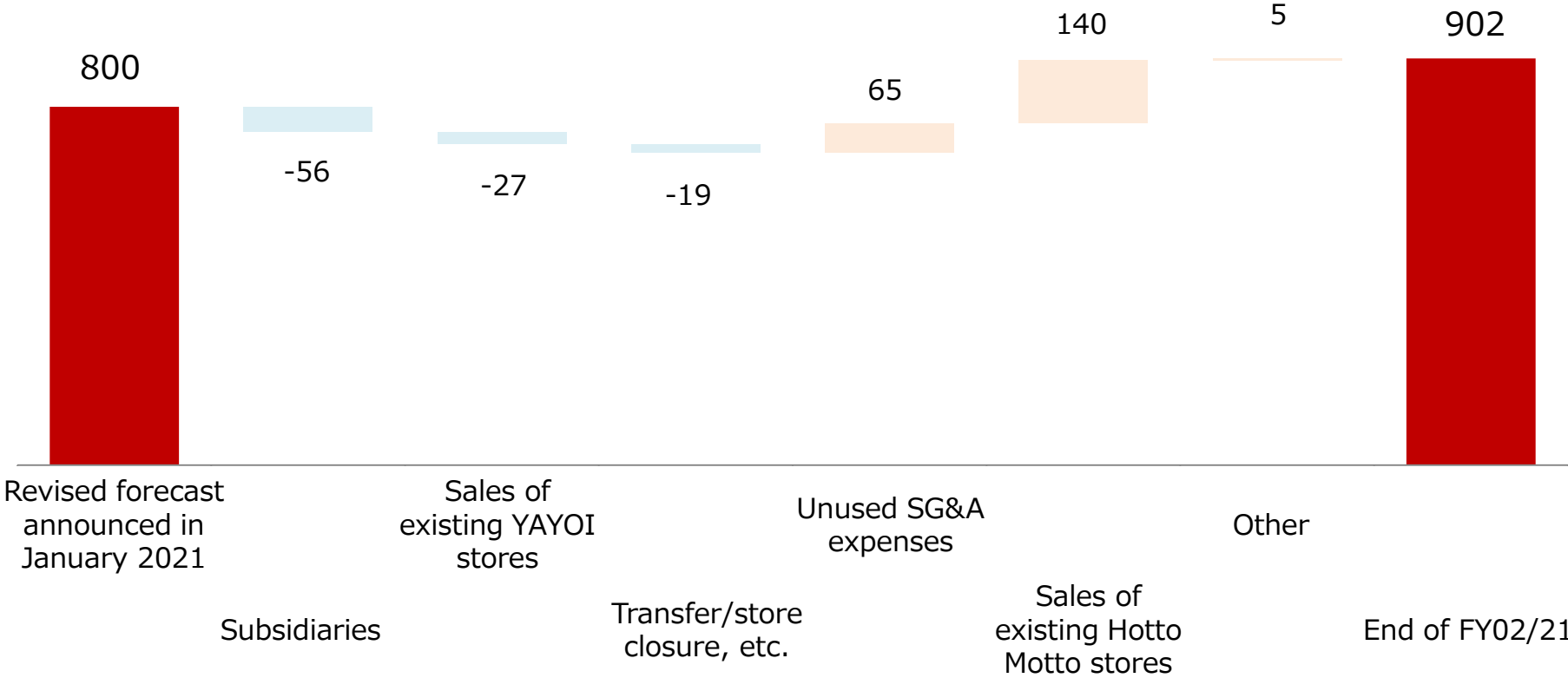


1. Financial Results for FY02/21: Operating Profit vs. Forecast (Disclosed on January 14, 2021)

Operating profit exceeded by 102 million yen.

Despite the failure by MK RESTAURANTS and YAYOI to meet sales targets, the result was better than the revised forecast announced in January thanks to Hotto Motto meeting the sales target.

(Millions of yen)



1. Financial Results for FY02/21: Hotto Motto Business

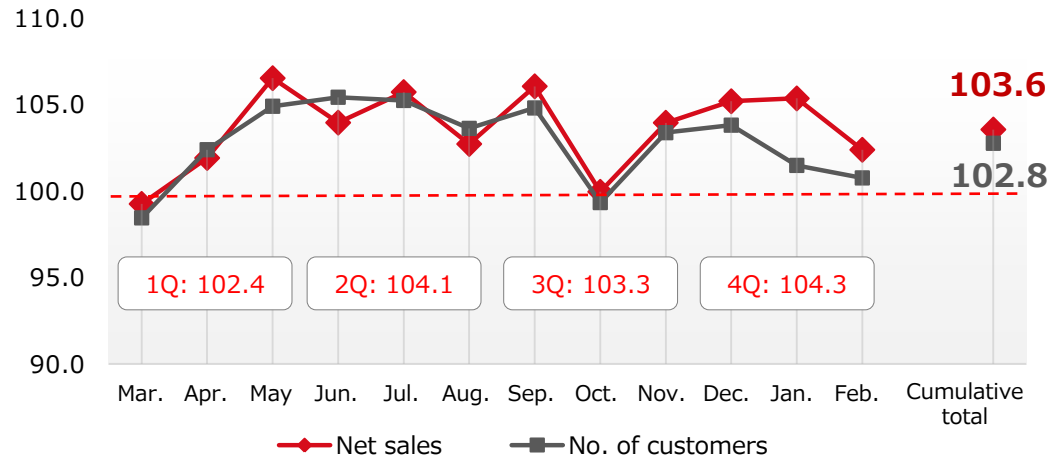
Performance by segment



Net sales	104,492	Millions of yen
	(-1,442)	
Operating profit	4,424	Millions of yen
	(+4,122)	

- Factors for changes in net sales
 - (+) Increase in net sales of existing stores (+3.6%)
 - (-) Closure of 190 company-operated stores in the previous year
- Factors for changes in operating profit
 - (+) Increase in net sales of existing stores
 - Closure of 190 company-operated stores in the previous year, and an improvement of gross profits

Trends in net sales of existing stores (%)



Status of stores

	FY02/21-end	FY02/20-end	Change
No. of stores	2,493	2,527	-34
Opening	5	7	-2
Closing	39	228	-189
Renovation/ Relocation	31	63	-32
Company-operated stores	634	711	-77
Percentage of company-operated stores (%)	25.4	28.1	-2.7

Topics

- Held "Thank You Fair" that offered popular products at special prices in February. Sold different products by store. (Fried chicken, cutlet rice bowl, and hamburger steak)
- Encouraged repeat visits to stores by selling products targeting youth who are light users, such as "Hakata Mentaimayo Karaage Bento" and "Tsunamayo Shiokonbu Nori Bento."
- Expanded stores offering delivery services, with online store sales doubling from a year earlier.
- Introduced a QR code payment option at all stores in October, in addition to Hotto Motto Official Application and payment through electronic money, to respond to diverse customer needs.

1. Financial Results for FY02/21: YAYOI Business

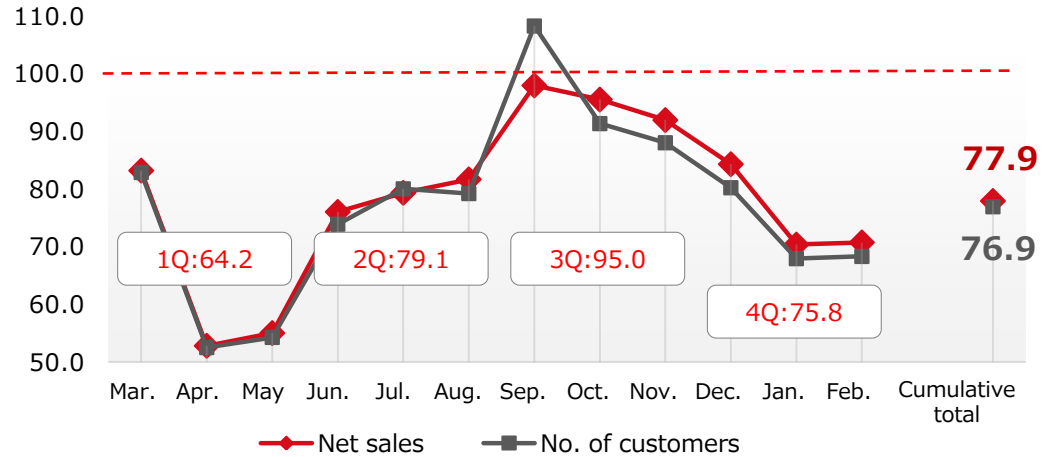
Performance by segment



Net sales	24,479	Millions of yen
	(-5,994)	
Operating profit	-2,683	Millions of yen
	(-3,580)	

- Factors for changes in net sales
 - (-) Decrease in net sales of existing stores (-22.1%)
- Factors for changes in operating profit
 - (-) Decrease in net sales of existing stores
 - Deterioration of percentages of staff salary/utility expenses resulting from a decline in net sales

Trends in net sales of existing stores (%)



Status of stores

	FY02/21-end	FY02/20-end	Change
No. of stores	372	382	-10
Opening	9	7	+2
Closing	19	2	+17
Renovation/ Relocation	13	8	+5
Company-operated stores	263	233	+30
Percentage of company-operated stores (%)	70.7	61.0	+9.7

Topics

- Promoted the creation of an environment where customers feel safe eating. In addition to the installation of partitions to prevent droplets, resumed "Refilling Station" by introducing the "Rice Refilling Robot" at all stores.
- Held a campaign of offering "Chicken Nanban (fried chicken with tartar sauce) Teishoku" and "Miso Simmered Pork Cutlet Teishoku" for 490 yen in September. Led to a recovery in the number of customers through the offering at a special price, which included the largest ever discount, and subsequent measures.
- Focused on encouraging repeat visits by offering products for middle and light users, such as "Kuroge Wagyu Beef Sukiyaki Teishoku" and "Yayoi Gozen," in addition to the product measures for heavy users.
- Stores that offer delivery and to-go services expanded steadily, contributing to a recovery in sales.

1. Financial Results for FY02/21: MK RESTAURANTS Business

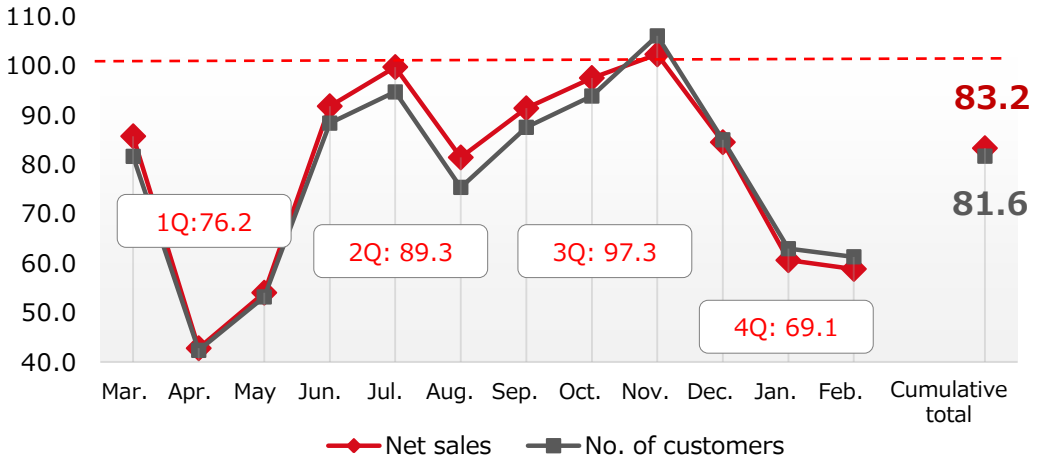
Performance by segment



Net sales	2,153	Millions of yen
	(-1,154)	
Operating profit	-386	Millions of yen
	(-53)	

- Factors for changes in net sales
 - (-) Decrease in net sales of existing stores (-16.8%)
Store closures in the previous and current fiscal years
- Factors for changes in operating profit
 - (+) Effects of store closures in the previous/current years
 - (-) Decrease in net sales of existing stores, effects of store closures in the current fiscal year

Trends in net sales of existing stores (%)



Status of stores

	FY02/21-end	FY02/20-end	Change
No. of stores	26	32	-6
Opening	1	2	-1
Closing	7	6	+1
Renovation/Relocation	0	8	-8
Company-operated stores	26	32	-6
Percentage of company-operated stores (%)	100.0	100.0	0.0

Topics

- Transformed into a structure that can generate profit by closing unprofitable stores (6 in FY02/20, and 7 in FY02/21) and reducing head office costs through streamlining of the operation.
- While net sales of existing stores had been picking up due to a recovery in family demand, recovery slowed due to the further spread of COVID-19. There was an effect from the GoTo campaign observed since October.
- Worked to increase the frequency of store visits by enhancing our product capabilities through the use of seasonal limited edition soups such as "Motsunabe Soy Sauce Soup" and special ingredients, and the launch of "Five-Color Soup Dumplings," as well as holding events targeting families. Also, offering to-go menu items, such as selling "Motsunabe (offal hot pot) Set," at limited stores.

1. Financial Results for FY02/21: Overseas Business

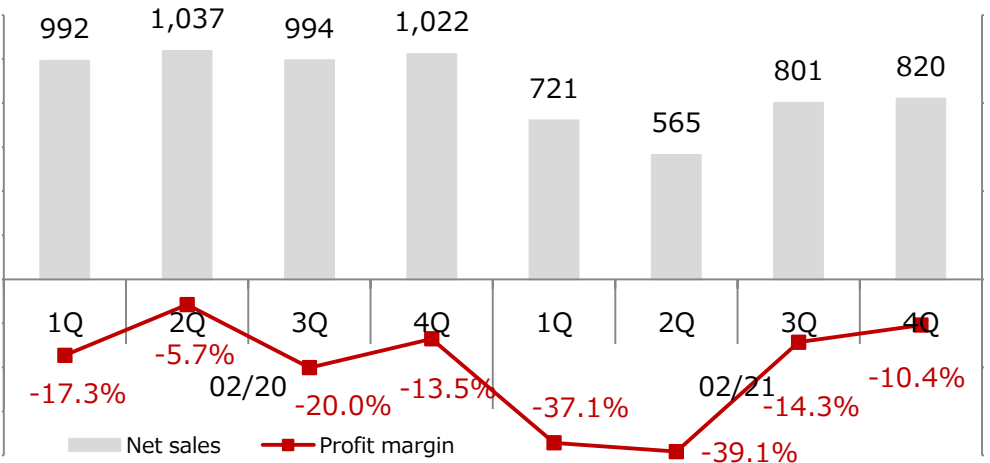
Performance by segment



Net sales	2,909	Millions of yen
	(-1,135)	
Operating profit	-688	Millions of yen
	(-120)	

- Factors for changes in net sales
 - (+) Recovery in Taiwan's sales
 - (-) Temporary closure and shorter business hours due to government requests (Especially in USA and Australia)
- Factors for changes in operating profit
 - (+) Taiwan's recovery to profitability, shrinkage in Australia's loss
 - (-) Temporary closure and shorter business hours due to government requests

Trends in sales by quarter (in millions of Yen)



Status of stores

	FY02/21-end	FY02/20-end	Change
Number of Hotto Motto stores	14	14	0
Opening	1	4	-3
Closing	1	8	-7
Number of YAYOI stores	244	245	-1
Opening	8	23	-15
Closing	9	2	+7

Topics

- Status of operation in each country
 - Normal operation: Taiwan, South Korea, China
 - Delivery/to-go only: USA
 - Limits on no. of tables: Other countries
- Focused on restoring profitability of existing stores for the time being, with store opening to be suspended until there's an improvement in the impact of COVID-19.
- Sought to establish a business model that specializes in to-go/delivery services by leveraging knowhow in the take-out bento box business with a view to improving profitability.

1. Financial Results for FY02/21: Other (Subsidiary; MSF)

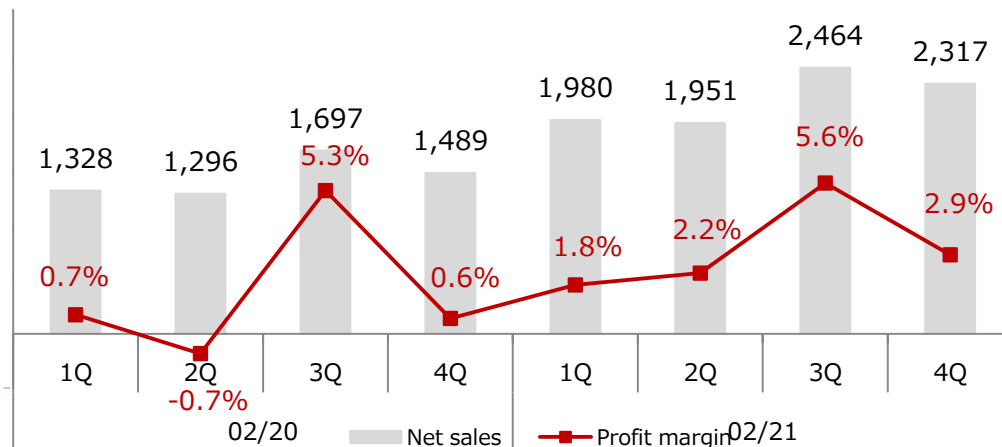
Performance by segment



Net sales	6,474	Millions of yen
	(+664)	
Operating profit	285	Millions of yen
	(+186)	

- Factors for changes in net sales
 - (+) Expansion of internally produced products, and marketing activities to existing/new business partners
- Factors for changes in operating profit
 - (+) Increase in profits caused by sales increases
 - (-) Amortization of goodwill

Trends in sales by quarter (in millions of Yen)



* Net sales include net sales or transfers between the segments

Company outline

Business

OEM of seasonings and processed foods
Development of seasonings for use in the Group's stores

Factories and products manufactured

- Hirokawa Factory (Fukuoka Prefecture)
Small packets, PET bottles, retort pouch processed food, etc.
 - Amagi Factory (Fukuoka Prefecture)
 - Sugito Factory (Saitama Prefecture)
Seasonings for commercial use, etc.
- In addition, cooperating with partner factories across Japan

Topics

- The main business of the subsidiary, MSF, is OEM of seasonings and processed foods. It also engages in the development of seasonings and other ingredients used at the Group's stores.
- An increase in production has led to improved productivity. New products for Hotto Motto have been robust; plastic bottle products exceeded the plan.
- Going forward, it aims to maximize profits by increasing production efficiency through improving purchase methods and switching to constant two-shift operation in each production line.

1. Financial Results for FY02/21: Summary of Balance Sheet

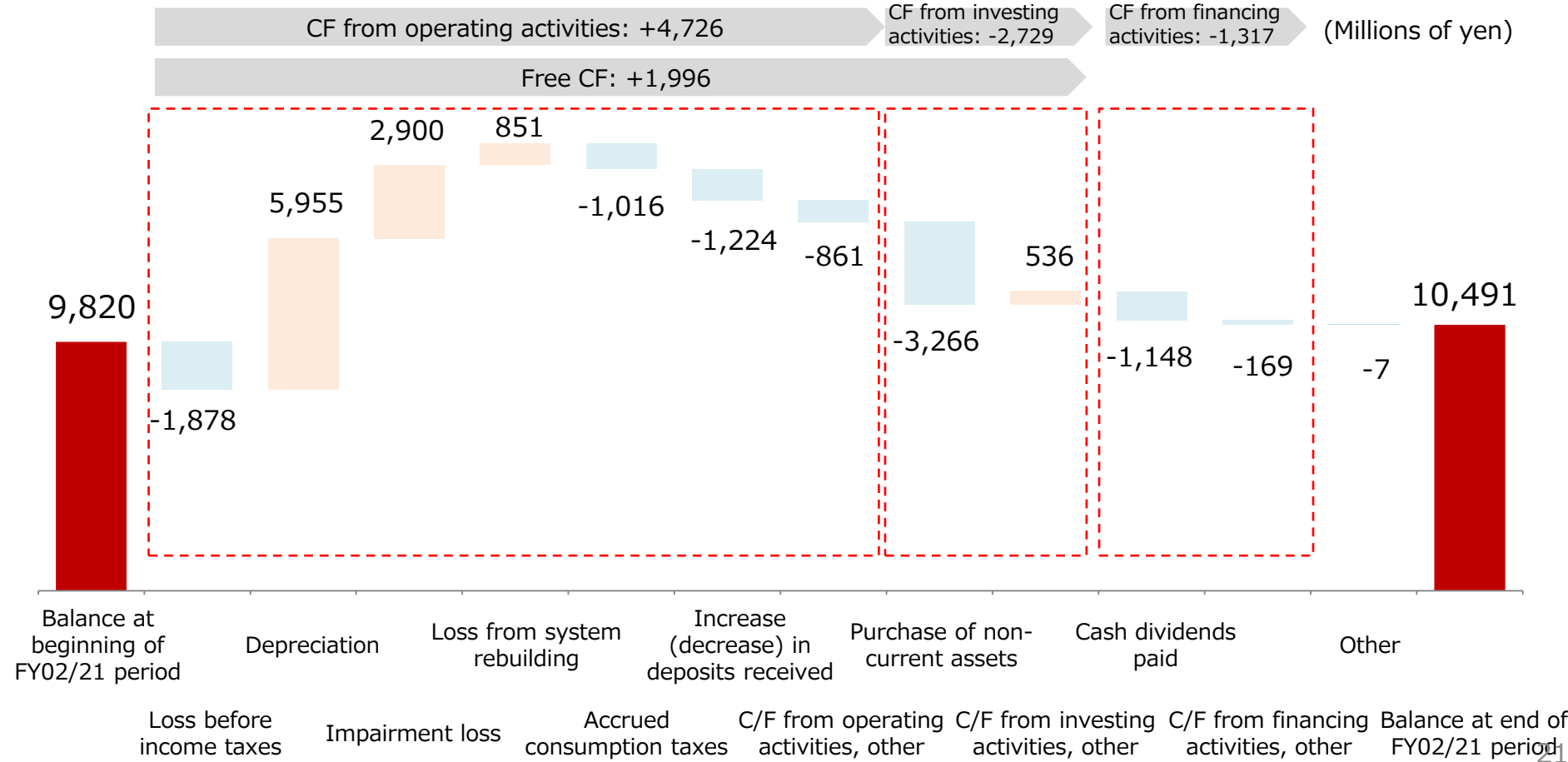
Total assets decreased by 5,790 million yen.

Millions of yen

	FY02/21 Fiscal year-end	FY02/20 Fiscal year-end	Change	Outline
Current assets	21,603	21,128	474	
Cash and deposits	10,519	10,076	442	
Non-current assets	58,785	65,050	-6,265	Decrease in property, plant and equipment due to impairment loss, etc. (-)
Total assets	80,389	86,179	-5,790	
Current liabilities	16,511	19,090	-2,578	Decrease in deposits received from franchised stores (-) and decrease in accrued consumption taxes (-)
Non-current liabilities	12,011	11,598	413	
Total liabilities	28,522	30,688	-2,165	
Total net assets	51,867	55,491	-3,624	
Equity capital	51,001	54,727	-3,725	Loss (-), dividend payment (-)
Total liabilities and net assets	80,389	86,179	-5,790	
Shareholders' equity ratio (%)	63.4	63.5	0.0	
ROE(%)	-4.8	-5.1	0.3	

1. Financial Results for FY02/21: Summary of Cash Flows

Cash and cash equivalents were up 671 million yen.



1. Financial Results for FY02/21

2. Growth Strategies

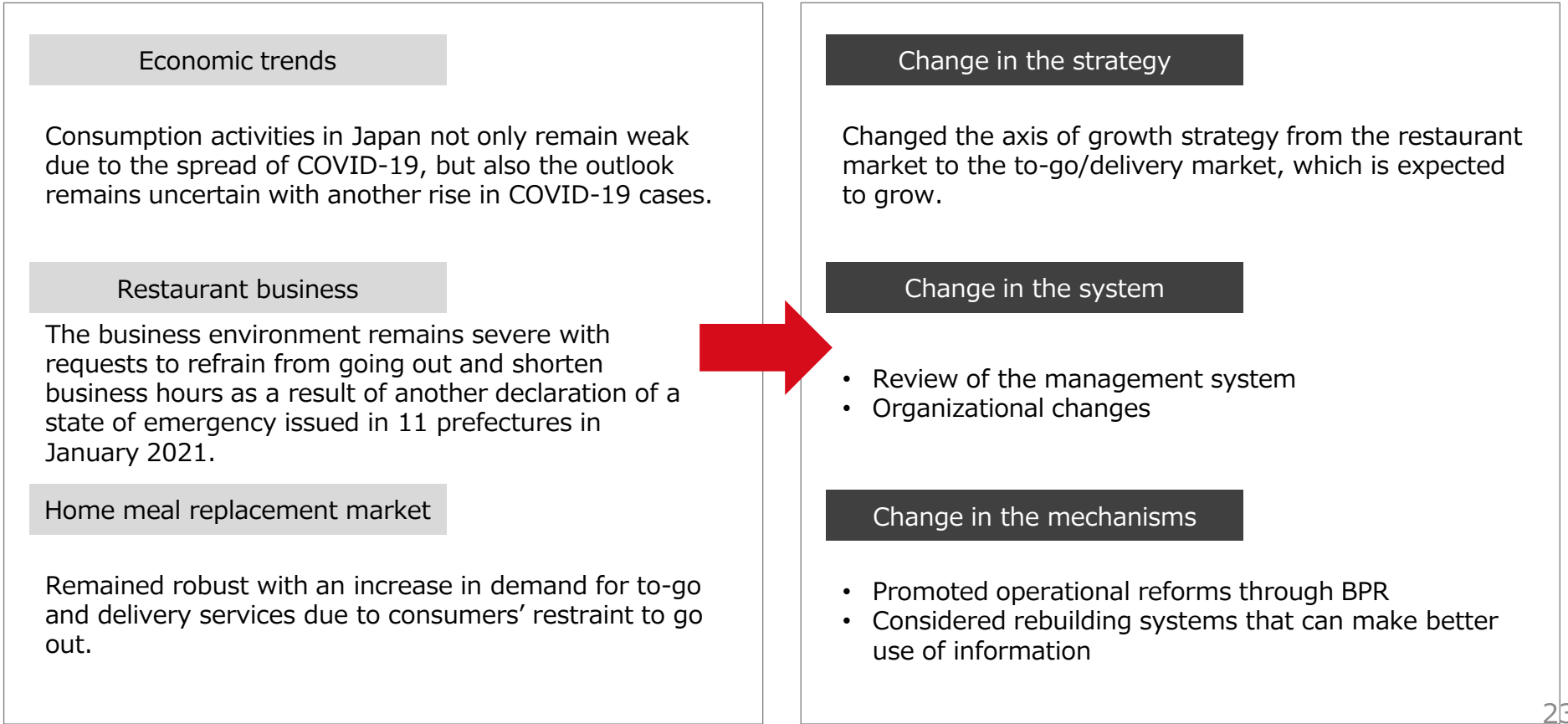
3. Forecast for FY02/22

4. Distribution of Profits

5. Supplementary Materials

2. Growth Strategies: Looking Back on the Previous Year

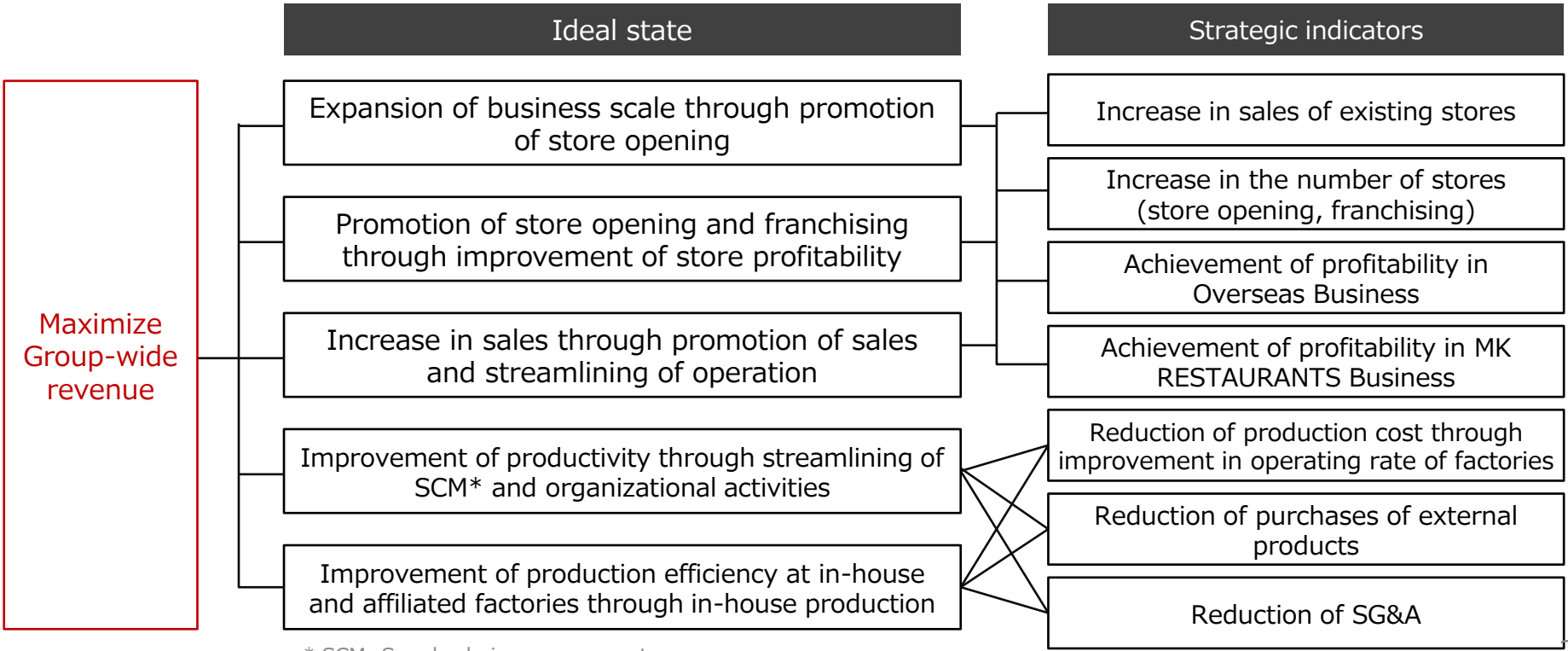
In response to changes in the business environment caused by COVID-19, the Company shifted its growth axis to the to-go business and, at the same time, worked to transform its business structure into one that is more profitable as a retail chain with functions as a manufacturer, which resulted in an increase in profit during the second half of the previous year.



2. Growth Strategies: Summary

As a “retail chain with functions as a manufacturer,” we will build on key functions of integrated food factories, etc., and enhance the coordination among those key functions, with the goal of maximizing the effects of the initiatives and revenue.

Growth strategy of Plenus Group **Maximize Group-wide revenue through enhancement of take-out business and transformation of business and organizational structures**

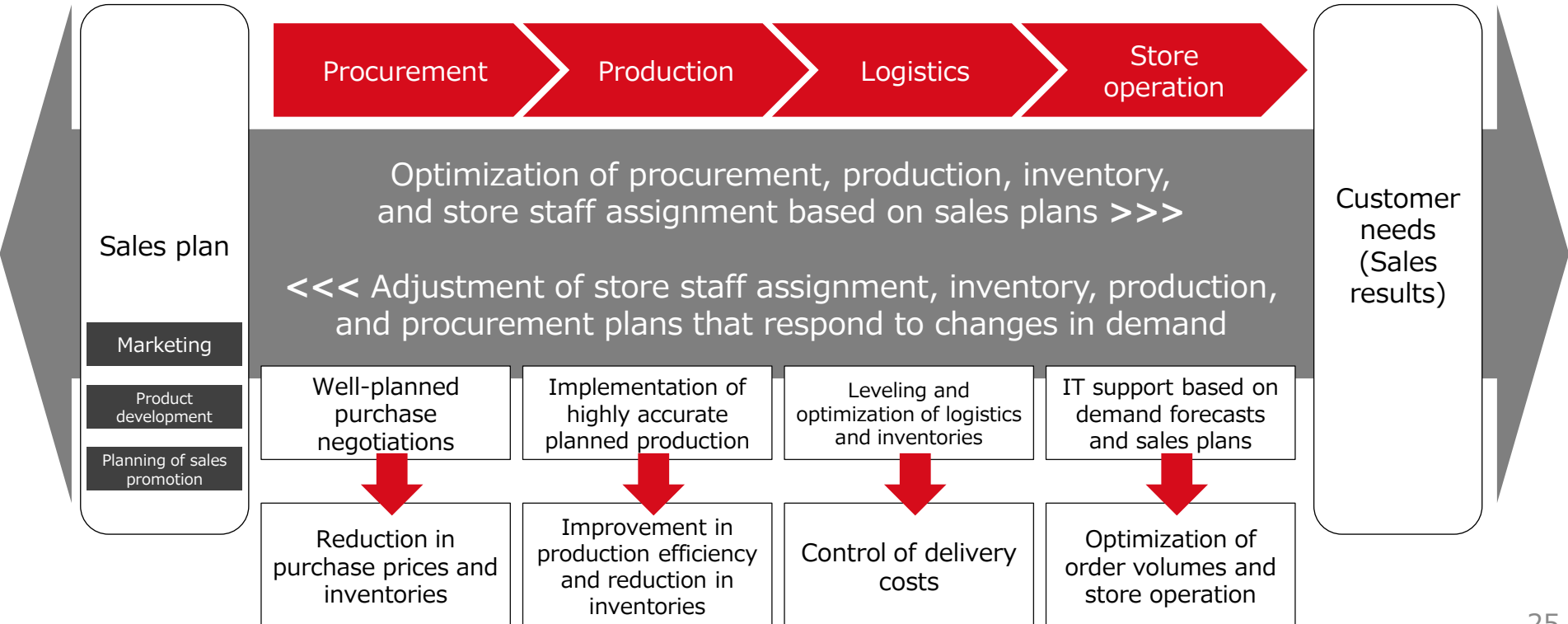


* SCM: Supply chain management

2. Growth Strategies, 1) Improving Efficiency of Supply Chain Management

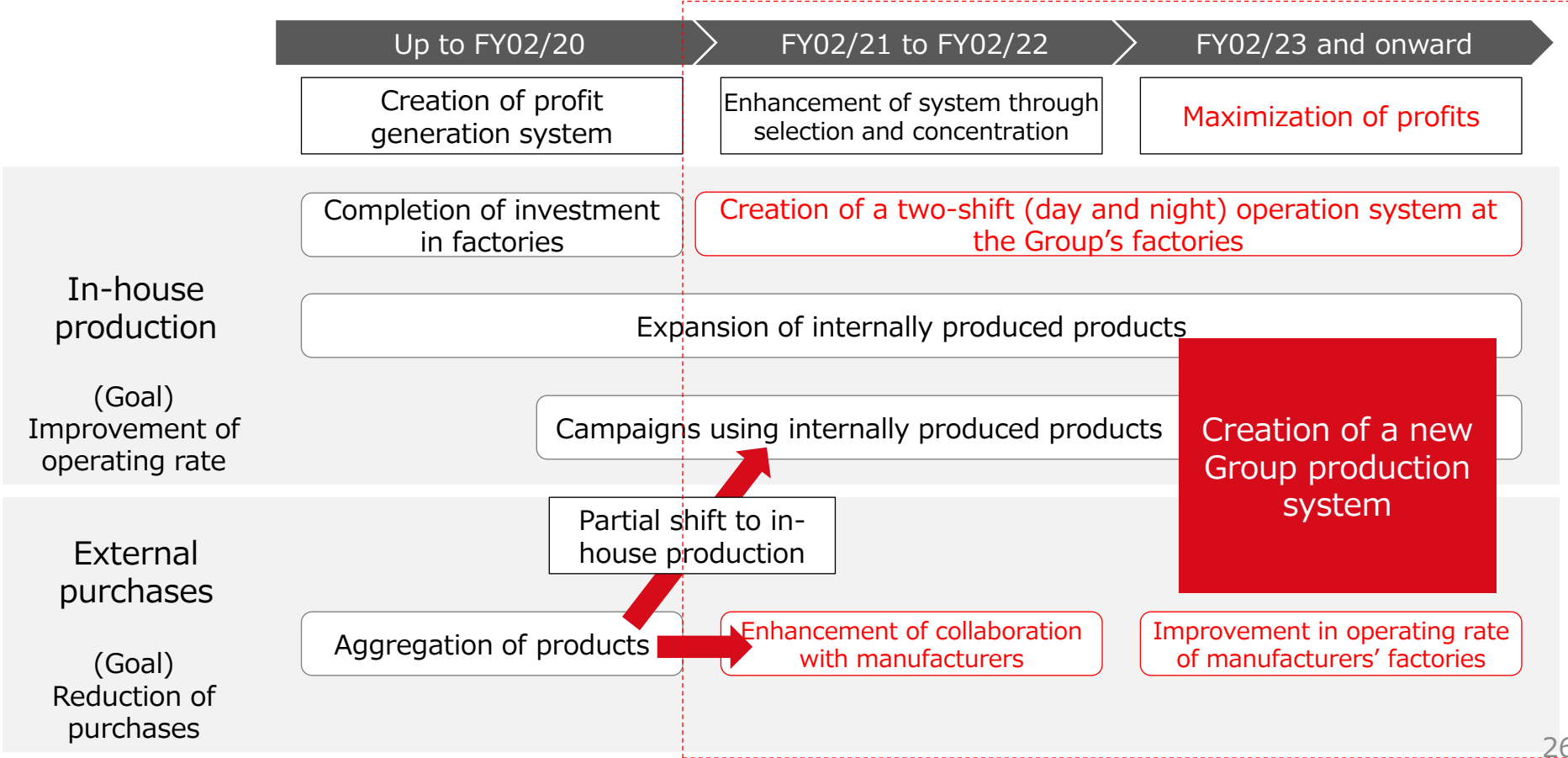
Efforts will be made to reduce costs with the most efficient and lean low-cost operation to address changes in sales plans and demand by linking activity information of each function in the supply chain with IT and creating a framework to centrally manage and use such information.

Aspiration Further cost reduction through enhancement of supply chain management



2. Growth Strategies, 1) Improving Efficiency of Supply Chain Management - the Group's Production System Going Forward

With the goal of creating a new Group production system, in the area of in-house production, efforts will be made to expand internally produced products and promote the development of a system to increase production capacity. In the area of external purchases, the focus will be placed on improving the operating rate by enhancing collaboration with manufacturers.



2. Growth Strategies, 1) Improving Efficiency of Supply Chain Management - Promoting In-house Production, and Reducing Product Costs

Continuing from the previous year, we reduced product costs by promoting in-house production and strengthening partnerships with manufacturers.

We aim to further improve the Group's gross profit margin.

Promotion of in-house production

- ✓ Improvement of operating rate by introducing products suited to the line characteristics of the Group's factories

Changes in product standards and processes

- ✓ Improvement of productivity in the supply chain by visualizing the cost structure of products

Realignment of business partners

- ✓ Realization of effective procurement by consolidating and changing suppliers and reviewing market shares

Cost reduction of raw materials

- ✓ Cost reduction through the visualization of cost structure at the time of procurement of raw materials and the review of contract details

Improvement in operating rate of own factories

- ✓ Expansion of production volume through promotion of the two-shift operation and development of new products

2. Growth Strategies, 1) Improving Efficiency in Supply Chain Management - Optimizing Logistics

We aim to build an optimal supply chain for the Group and business partners in their entirety in light of the balance of quality, cost, and delivery time.

Improvement of loading ratio

- ✓ Addressing logistics costs by improving the loading ratio of delivery vehicles

Reorganization of distribution bases

- ✓ Control of storage costs by reorganizing distribution bases to make the most of the productivity of integrated food factories

Development of delivery operation

- ✓ Addressing labor shortage through reduced-workload and labor-saving operation

2. Growth Strategies, 2) Increasing Net Sales of Existing Stores (Hotto Motto) - Looking Back on the Previous Year and Measures for the Year under Review

Shifted to contactless sales style, impacted by COVID-19 in the previous year.

We worked to increase sales at existing stores by continuing and strengthening the previous year's measures during the year under review.

FY02/21

FY02/22

YoY change for net sales of existing stores **103.6%**

YoY change for net sales of existing stores (Plan) **102.2%**

Positive factors

- Implementation of campaigns using internally produced products
- Sales strategies with clear targets
- Increased preorders via online ordering
- Expansion of delivery services
- Promotion of cashless payments

Negative factors

- Decline in custom order sales at events such as sports events



- Increased added value through the use of products produced at the Group's factories
- Products and campaign measures with clear targets
- Increase in the ratio of online ordering through enhancement of operation
- Increase in delivery sales through campaign measures and product appeal
- Capturing new custom order demand

2. Growth Strategies, 2) Increasing Net Sales of Existing Stores (Hotto Motto) - Marketing Strategies

We aim to increase net sales at existing stores by responding to a wide range of needs, such as launching campaigns utilizing internally produced products and implementing sales strategies with clear targets.

Product development

Launched products such as “Double-Cheese Nori Bento” and “Garitaru Karaage Bento,” which are variations of popular products, targeting younger consumers who are light users.



Double-Cheese Nori Bento



- Garlic & tartar sauce -
Garitaru Karaage Bento

Campaign roll-out

Carried out quiz campaigns using SNS and the Internet, and ran commercials featuring a popular comedian duo, EXIT



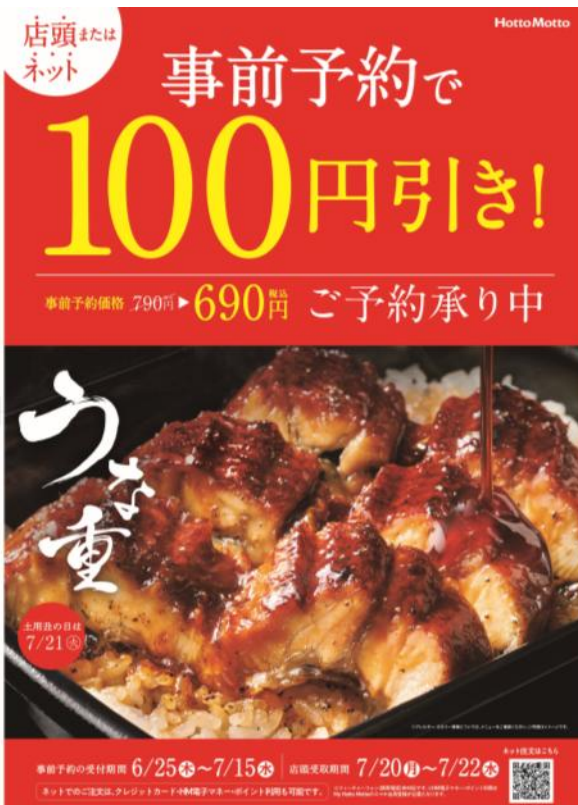
A campaign where prizes including 1 million yen are given to lottery winners from those who have answered the quiz correctly

2. Growth strategies, 2) Increasing Net Sales of Existing Stores (Hotto Motto) - Capturing New Custom Order Demands

To make up for the decline in custom order sales at events, etc., that have been impacted by COVID-19, we launched new products and promoted preorders through the Internet to capture dining needs of families.



New family-sized menu



Sales of products for celebration and seasonal events and promotion of preorders using the Internet



2. Growth Strategies, 2) Increasing Net Sales of Existing Stores (YAYOI) - Looking Back the Previous Year and Measures for the Year under Review

Significantly impacted by COVID-19 in the previous year. In the year under review, we worked to maximize sales and profits by strengthening our response to changes in eating and drinking styles, underpinned by the development and growth of human resources.

FY02/21

FY02/22

YoY change for net sales of existing stores

77.9%

YoY change for net sales of existing stores (Plan)

112.7%

Positive factors

- Promoted store development for the safety and security of customers and employees through the introduction of the Refilling Robot, etc.
- Expanded demand by expanding to-go menus and carrying out campaigns
- Increased demand due to an increase in the number of stores with delivery service



Negative factors

- Decline in eat-in sales

- Improved quality of products offered and basic customer service capabilities, and ensured safety and security
- Human resources development, including allocation of sufficient staff members and their training to make them work-ready
- Strengthened branding by appealing “devotion to rice”
- Strengthened to-go/delivery services through menu updates and container redesigns
- Enhanced breakfast by expanding the number of menu items and renewal

2. Growth Strategies, 2) Increasing Net Sales at Existing Stores (YAYOI) - Strengthening Branding

To convey the appeal of “set meals with particular attention to rice,” which is the strength of YAYOI, to continuously strengthen branding.



Continued to broadcast ads featuring actor Shota Sometani

充実のごはんサービス

定食のごはん、おかわり自由

いつでも炊きたてのおいしいご飯が味わえるように、あんで湯の4割の容量で、1日に何度も炊飯しています。ごはんは、もちろんおかわり自由。

やよい軒では、このサービスを宴会に、安心してご利用いただけるよう、ごはんを自動で盛り付けする「ごはんあかわりの器」を導入しています。もちろん、おかわりはいっぱいお召し上がりください。



ごはんあかわり
ロボの達人
おかわり自由を安心して
お楽しみいただけます。

ごはんをさらに楽しむ、だしサービス

食事のペースがゆっくりだし楽活が楽しめる、『出汁』を無料でご提供しています。湯かを香りと深いつゆが特徴のかつおだし、ごはんにかけてそのまま食べても、漬物や定食のおかずでアレンジしてもおいしくいただけます。おかわり時に出汁専用ポットを設置しておりますので、お気軽に、何度もお楽しみください。



ごはんへのこだわり。

- 1 栄養と旨味を両立した金芽米を使用。
やよい軒のごはんは、日本で生産した金芽米を使用しています。金芽米は、玄米を白米に精米する段階で、もろこしを取り除くことで、糠層と胚芽の一部を残した精米でつくられた、糖質にやさしい、糖化率、玄米の栄養と白米の旨味が、いっしょにいただける米です。
- 2 厳しい基準に合格した玄米だけを精米。
やよい軒では、厳しい基準をクリアした玄米だけを仕入れて、1年を待って玄米の味をじっくり維持するために、産地や銘柄の特徴を分析し、糠層の厚さや水分量もブレンド、糠層をさらに細かく取り除く作業を徹底して、お米だけを丁寧に仕上げます。
- 3 ごはんの味わいを手コック。
精米したお米は、サランを敷いた釜で炊き、釜をこき、専用の機械で、色や甘み、粘りなどを調ると同時に、釜壁をこき、専用の機械で、お米だけを丁寧に仕上げます。こうして、お米の味をしっかりと受け取ったお米だけが、お召し上がりいただけます。
- 4 ガスの火力がつくる対流で炊飯。
やよい軒のごはんは、ガスで炊飯しています。ガスの特徴は、まろい、お米の火がしっかりと伝わるので、炊飯は、お米の芯までしっかりと炊き上げ、お米の味をしっかりと受け取ることができます。お米の味をしっかりと受け取ったお米だけが、お召し上がりいただけます。




Used leaflets to show our particular attention to rice

2. Growth Strategies, 2) Increasing Net Sales at Existing Stores (YAYOI) - Marketing Strategies

To capture new demand through to-go/delivery enhancement measures and by strengthening breakfast menus.

Enhancement of to-go/delivery services

To capture sales by implementing to-go/delivery enhancement measures, such as catering for side dish-only use and running campaigns.



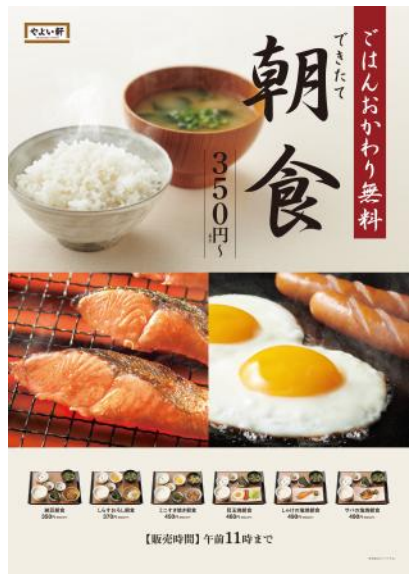
You can now order "side dishes" only



100 yen discount campaign for 4 bento box products

Enhancement of breakfast

Doubled the breakfast menu items from 3 to 6 types. Also, set items at reasonable prices from 350 yen to 570 yen. At the same time, expanded the stores offering breakfast to increase sales.



6 breakfast options to choose from



Mini Sukiyaki Breakfast



Shirasu Orosi Breakfast (with boiled young sardines and grated daikon radish)

2. Growth Strategies, 3) Increasing Number of Stores - Promoting Store Opening/Franchising

We worked to strengthen our existing store structure in the year under review, in preparation for the time when we can promote store openings both in Japan and overseas.

In Japan, we promoted store opening centered around Hotto Motto and franchising with the goal of achieving further growth in the robust to-go market.

FY02/21

FY02/22

Store opening in Japan **15 stores**

Store opening in Japan (Plan) **22 stores**

Positive factors

- An increase in Hotto Motto's FC-transferred stores led to a decrease in the percentage of company-operated stores
- Hotto Motto grill had 31 stores at the end of the year, which will serve as the core of our future growth strategy

Negative factors

- Closed unprofitable stores in Japan (a decrease of 65 stores in total)
- Although YAYOI took measures for franchisees, the percentage of the company-operated stores increased due to an increase in the number of stores that have returned to RC.



- Strengthened our existing store structure in preparation for the time when we can promote store openings
- An increase in the number of FC-transferred stores as a result of enhancements of RC stores
- Identified new franchisees by increasing the number of persons who are accepted as staff members
- Continued measures to support franchisees, including measures to support store growth
- Promotion of unit franchise-B contracts

2. Growth Strategies, 3) Increasing Number of Stores - Progress at Hotto Motto grill

Hotto Motto grill is a new Hotto Motto brand that provides food that responds to a wide range of needs while making the most of the appeal of "Hotto Motto."

Going forward, we aim to attract more young people in their 20's to 30's and open stores in urban areas and densely populated areas.

Features

Taking advantage of the appeal of "Hotto Motto," this brand focuses on improving the deliciousness and quality of its products by cooking them in an oven, and aims to improve the satisfaction of a wide range of customers by providing bento boxes in the 3 categories of "grill," "casual," and "Hotto Motto menu."



Store design Smart design focused on functionality and comfort, with services offered smoothly with ticket-vending machines

Commitment to oven cooking The outside is nicely browned with the inside being fluffy and juicy. Automatic cooking improves productivity and reduces workloads.

Menu Included on its menu are Hotto Motto's popular items, "Grill" cooked in an oven, and "Casual," such as rice omelet

Topics

It offers a menu targeting young people in their 20's and 30's, in addition to the Hotto Motto menu. Also, it opened stores in urban areas centering on the Tokyo metropolitan area, Osaka and Aichi, and densely populated areas. The percentage of using delivery services is high as well.

Menu



Store development

- Number of stores at end of FY02/21 period 31 stores
- Store openings in FY02/22
 March: Sugamo 1-chome store (Tokyo)
 May: in Kanagawa Prefecture (planned)
 A total of eight other stores are scheduled to be opened

2. Growth Strategies, 4) MK RESTAURANTS - Looking Back on the Previous Year and Measures for the Year under Review

Impacted by COVID-19 while working to improve profitability by closing unprofitable stores and improving operational efficiency in the previous year.

We sought to improve the profitability of its business through sales recovery measures in the year under review.

FY02/21

FY02/22

YoY change for net sales of existing stores

83.2%

YoY change for net sales of existing stores (Plan)

115.8%

Positive factors

- Improvement of profitability by closing unprofitable stores and improving operational efficiency
- Recovery in sales due to the GoTo campaign
- Digital marketing using SNS, etc.
- Expansion of to-go/delivery services



Negative factors

- Decline in eat-in sales

- An increase in operating rates through effective use of reservation systems
- Digital marketing using SNS, etc.
- Campaign measures focused on dinner
- Strengthening of original menu items to differentiate ourselves from other companies
- Expansion of to-go/delivery services and their increased recognition

2. Growth Strategies, 4) MK RESTAURANTS - Enhancing Product Capabilities

MK RESTAURANTS seeks to differentiate itself from the competition by “SHABU-SHABU & Authentic Dim Sum Restaurant,” which is unique in Japan.

It aims to boost sales by promoting repeat visits through the introduction of limited time menu items and expanding to-go/delivery services.

さっぱりおろし × まろやか塩

おろし鍋スープ

「丹波産赤鶏」の鶏ガラをじっくりと炊き出した出汁をベースに、沖縄県久米島沖の海洋深層水を100%使用したミネラル豊富な塩やホタテ、昆布、椎茸の旨みをブレンドした塩スープです。さっぱりした大根おろしがいちいちいろいろな具材とからみあって絶品の味わいに!!

期間限定

自分で作ると
Xまで美味しい!

ご飯中継を注文して、具材の旨みを最後までお楽しみください!

おろし鍋スープの ぴったり 具材

スープと相性が良い具材をご用意しました。この機会にいかがですか。

- 1 準備してきてから具材を入れます
- 2 煮えてきてからおろし大根をいれて具材に絡めてお召し上がりください。

おろし大根と天物を追加で混ぜ、食べるとスープにも!

おろし大根と天物を追加で混ぜ、食べるとスープにも!

おろし大根と天物を追加で混ぜ、食べるとスープにも!

テイクアウト Menu

MKレストランのおいしさを持ち帰ろう!

数量限定! (土) (日) (祝) も販売中! 《11:30~21:00》

鍋セット Menu	飲茶 Menu
<p>シャボふセット (4月2日)</p> <p>TEL: 850円 (税別780円)</p> <ul style="list-style-type: none"> +おにぎり付: 税込1,020円 +お味噌汁付: 税込1,070円 +お茶付: 税込1,020円 	<p>5色小籠包セット 550円 (税別510円)</p> <p>ALL 440円 (税別408円)</p> <p>餃子セット</p> <p>ごま団子セット</p> <p>高菜セット</p> <p>小籠包セット</p> <p>肉まんあんまんセット</p>

選べる! 4種のしゃぶしゃぶスープ

おろしスープ / 天ぷらスープ / しょうゆスープ / 鶏ガラスープ

期間限定メニュー

Introduced limited time hotpot soups and special ingredients continuously

Renewed to-go menu

2. Growth Strategies, 5) Overseas - Looking Back the Previous Year and Measures for the Year under Review

Impacted by COVID-19 while working to improve profitability by closing unprofitable stores and improving operational efficiency in the previous year.

In the year under review, we worked to improve profitability by taking sales recovery measures tailored to the market, and establish a new model for the expansion of store opening.

FY02/21

FY02/22

Segment profit

-688 million yen

Aimed to improve business profitability

* Segment income (loss) forecast is undisclosed

Positive factors

- The impact of COVID-19 in Taiwan has been minimal
- Improvement in profitability in Taiwan and Australia
- Expansion of to-go/delivery services

Negative factors

- USA and Australia were greatly affected by COVID-19

- Implementation of sales recovery measures tailored to the market
- Development of structures specializing in to-go/delivery services
- Established a business model that aims for store opening in the next fiscal year

1. Financial Results for FY02/21

2. Growth Strategies

3. Forecast for FY02/22

4. Distribution of Profits

5. Supplementary Materials

3. Forecast for FY02/22: Assumptions for the Forecast

● Stores in Japan

		Hotto Motto			YAYOI			MK RESTAURANTS		
		Full-year	1H	2H	Full-year	1H	2H	Full-year	1H	2H
YoY change for existing stores	%	102.2	102.8	101.7	112.7	121.5	103.9	115.8	107.7	121.7
Opening	stores	20	4	16	2	1	1	0	0	0
Closing	stores	-20	-7	-13	0	0	0	0	0	0
Renovation, etc.	stores	17	9	8	12	2	10	0	0	0
No. of stores	stores	2,493	2,490	2,493	374	373	374	26	26	26
No. of company-operated stores	stores	573	603	573	255	263	255	26	26	26
Percentage of company-operated stores	%	23.0	24.2	23.0	68.2	70.5	68.2	100.0	100.0	100.0

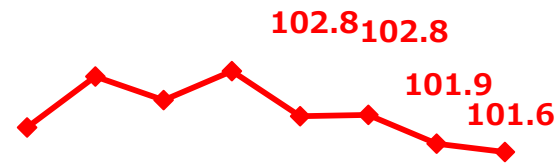
● Overseas stores

	FY02/21-end	Opening	Closing	FY02/22-end
Hotto Motto total	14	2	2	14
YAYOI total	244	22	1	265
Overseas Group stores total	258	24	3	279

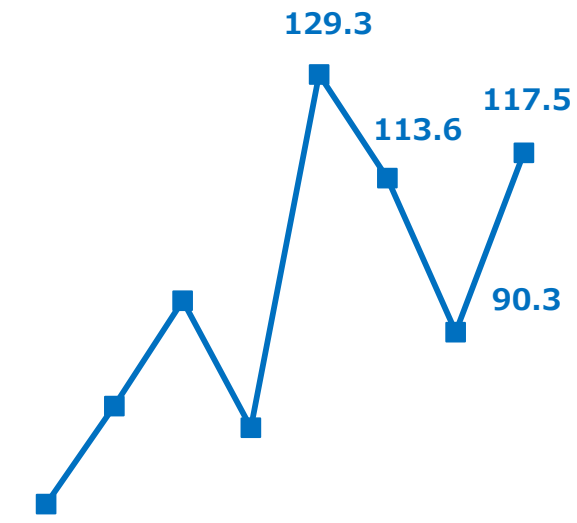
3. Forecast for FY02/22: Assumptions for the Forecast - Quarterly Trends in Net Sales at Existing Stores

Hotto Motto to remain strong, with a recovery in the business performance of YAYOI and MK RESTAURANTS forecasted

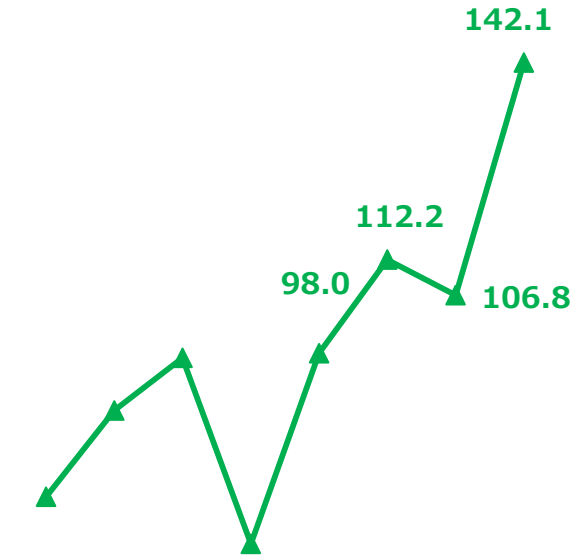
(Units: %)



Hotto Motto



YAYOI



MK RESTAURANTS

3. Forecast for FY02/22: YoY Comparison

(Millions of yen, %)

	Forecast		YoY			
	Amount	Composition ratio	Amount	Composition ratio	Change in amount	Change in %
Net sales	145,230	100.0	140,509	100.0	4,720	103.4
Gross profit	75,130	51.7	71,449	50.9	3,680	105.2
SG&A	69,730	48.0	70,547	50.2	-817	98.8
Operating profit	5,400	3.7	902	0.6	4,497	598.1
Ordinary profit	6,040	4.2	2,037	1.5	4,002	296.4
Profit*	2,510	1.7	-2,545	-1.8	5,055	-98.6

*Profit attributable to owners of parent

3. Forecast for FY02/22: YoY Comparison (1H/2H)

(Millions of yen, %)

	1H						2H					
	Forecast		YoY				Forecast		YoY			
	Amount	Composition ratio	Amount	Composition ratio	Change in amount	Change in %	Amount	Composition ratio	Amount	Composition ratio	Change in amount	Change in %
Net sales	72,610	100.0	68,169	100.0	4,440	106.5	72,620	100.0	72,339	100.0	280	100.4
Gross profit	37,510	51.7	34,499	50.6	3,010	108.7	37,620	51.8	36,950	51.1	669	101.8
SG&A	35,220	48.5	35,723	52.4	-503	98.6	34,510	47.5	34,823	48.1	-313	99.1
Operating profit	2,290	3.2	-1,224	-1.8	3,514	—	3,110	4.3	2,126	2.9	983	146.2
Ordinary profit	2,780	3.8	-867	-1.3	3,647	—	3,260	4.5	2,905	4.0	354	112.2
Profit*	1,540	2.1	-1,696	-2.5	3,236	—	970	1.3	-849	-1.2	1,819	—

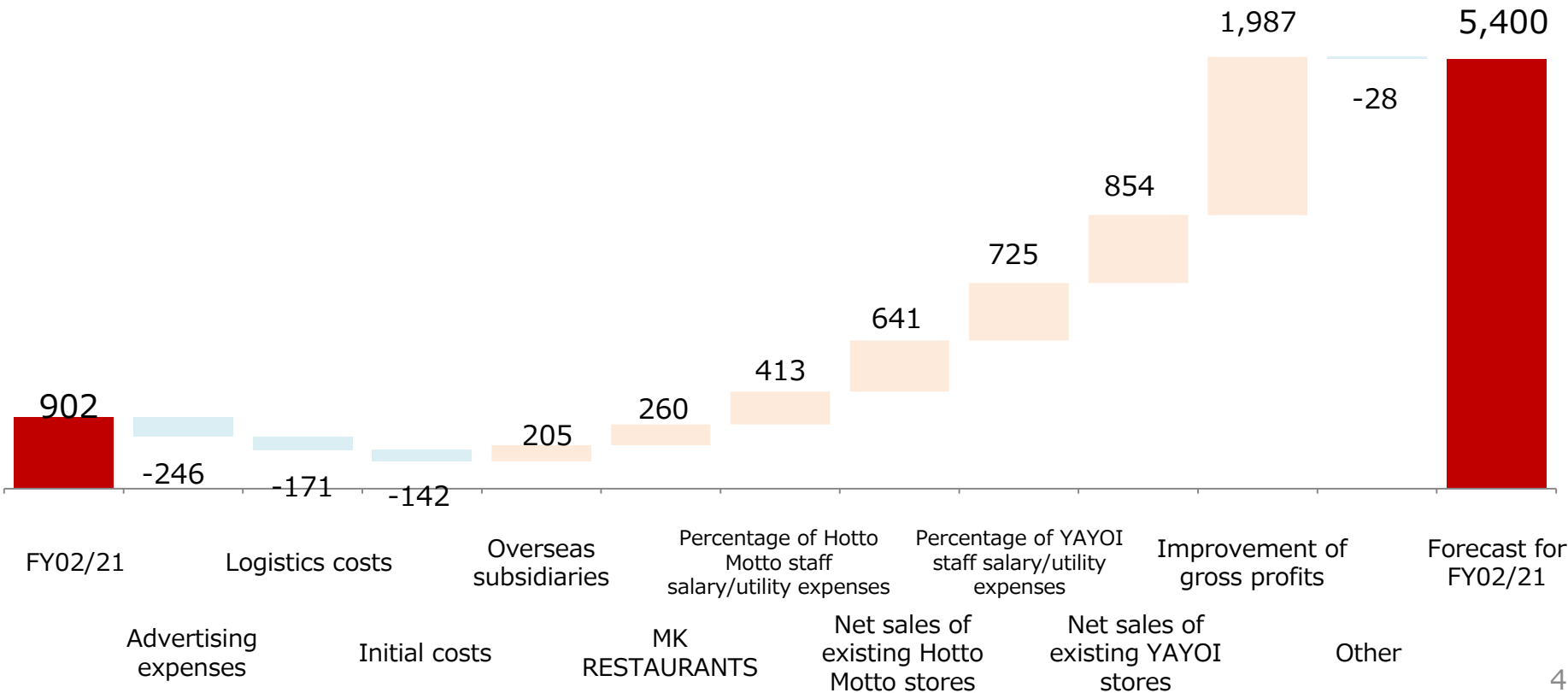
*Profit attributable to owners of parent

3. Forecast for FY02/22: Factors for Increasing Operating Profit

Profit forecasted to increase by 4,497 million yen.

This will be due to improved gross profits and higher net sales at Hotto Motto's existing stores, as well as a recovery in the performance of YAYOI, MK RESTAURANTS and Overseas businesses.

(Millions of yen)



1. Financial Results for FY02/21

2. Growth Strategies

3. Forecast for FY02/22

4. Distribution of Profits

5. Supplementary Materials

4. Distribution of Profits: Dividend Policy

Annual dividends for FY02/21 will be 30 yen with 60 yen planned for FY02/22.

There are no plans to change the basic dividend policy or the shareholder benefit system at this time.

Basic dividend policy

The Company will pay a dividend that is the higher of either an annual dividend of 60 yen or a dividend payout ratio of 50%.

* Dividend payout ratio = Annual dividend per share/Consolidated profit per share

Dividend amount

	Dividends (yen)			Earnings per share (yen)	Consolidated dividend payout ratio
	Interim	Fiscal year-end	Full-year		
FY02/20	30	30	60	-76.59	—
FY02/21	0	30	30	-66.39	—
FY02/22 (Planned)	30	30	60	65.45	91.7%

*We decided to pay no interim dividends for FY02/21 in order to secure stable funds to achieve a recovery in earnings and improvement of corporate value under the business environment greatly affected by the spread of COVID-19.

1. Financial Results for FY02/21

2. Growth Strategies

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4. Distribution of Profits

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5. Supplementary Materials: Trends in Consolidated P/L

● Net sales, gross profit

(Millions of yen, %)

	FY02/17		FY02/18		FY02/19		FY02/20		FY02/21		FY02/22	
	Full year results	Composition ratio	Full year results	Composition ratio	Full year results	Composition ratio	Full year results	Composition ratio	Full year results	Composition ratio	Full-year forecast	Composition ratio
Net sales	140,972	100.0	145,709	100.0	153,914	100.0	149,572	100.0	140,509	100.0	145,230	100.0
Net sales of franchise segment	60,416	42.9	60,823	41.7	64,459	41.9	64,985	43.4	63,195	45.0	67,800	46.7
Net sales of company-operated store segment	69,525	49.3	67,767	46.5	71,550	46.5	65,692	43.9	58,089	41.3	58,060	40.0
• Hotto Motto	40,526	28.7	39,087	26.8	40,988	26.6	36,707	24.5	35,061	25.0		
• YAYOI	25,286	17.9	23,843	16.4	23,909	15.5	22,206	14.8	18,349	13.1		
• MK RESTAURANTS	3,399	2.4	3,448	2.4	3,440	2.2	3,308	2.2	2,153	1.5		
• Overseas	312	0.2	1,387	1.0	3,212	2.1	3,469	2.3	2,524	1.8		
Other net sales	174	0.1	5,595	3.8	5,661	3.7	6,000	4.0	6,645	4.7	6,310	4.3
Income from franchise fees, etc.	10,856	7.7	11,522	7.9	12,243	8.0	12,894	8.6	12,579	9.0	13,060	9.0
Cost of sales	63,269	44.9	67,743	46.5	76,501	49.7	74,389	49.7	69,059	49.1	70,100	48.2
Gross profit	77,702	55.1	77,965	53.5	77,413	50.3	75,182	50.3	71,449	50.9	75,130	51.8

5. Supplementary Materials: Trends in Consolidated P/L

● SG&A, operating profit

(Millions of yen, %)

	FY02/17		FY02/18		FY02/19		FY02/20		FY02/21		FY02/22	
	Full year results	Composition ratio	Full year results	Composition ratio	Full year results	Composition ratio	Full year results	Composition ratio	Full year results	Composition ratio	Full-year forecast	Composition ratio
Selling, general and administrative expenses	70,509	50.0	72,985	50.1	77,914	50.6	74,834	50.0	70,547	50.2	69,730	48.1
Total selling expenses	11,551	8.2	11,158	7.7	12,523	8.1	11,820	7.9	13,181	9.4	13,440	9.3
• Advertising expenses	2,668	1.9	2,338	1.6	3,001	1.9	1,738	1.2	1,799	1.3		
• Promotion expenses	2,667	1.9	2,622	1.8	3,292	2.1	3,652	2.4	4,570	3.3		
• Distribution expenses	6,141	4.4	6,097	4.2	6,032	3.9	6,202	4.1	6,721	4.8		
• Provision of allowance for doubtful accounts	46	0.0	82	0.1	180	0.1	210	0.1	78	0.1		
Total personnel expenses	31,521	22.4	31,712	21.8	34,088	22.1	32,575	21.8	29,910	21.3	28,870	19.9
• Remuneration for directors (and other officers)	204	0.1	280	0.2	276	0.2	253	0.2	232	0.2		
• Salaries and bonuses	27,432	19.5	27,332	18.8	29,561	19.2	28,198	18.9	25,788	18.4		
• Provision for bonuses	345	0.2	311	0.2	344	0.2	355	0.2	350	0.2		
Total equipment expenses	15,542	11.0	16,709	11.5	17,739	11.5	18,517	12.4	16,154	11.5	15,870	10.9
• Rent	9,079	6.4	9,563	6.6	10,248	6.7	10,280	6.9	9,543	6.8		
• Depreciation	5,059	3.6	5,372	3.7	5,622	3.7	5,938	4.0	4,832	3.4		
Total other expenses	11,893	8.4	13,404	9.2	13,562	8.8	11,920	8.0	11,301	8.0	11,550	8.0
• Utilities expenses	3,544	2.5	3,613	2.5	3,701	2.4	3,254	2.2	2,832	2.0		
• Commission expenses	2,663	1.9	2,898	2.0	3,229	2.1	2,932	2.0	3,419	2.4		
• Supplies expenses	1,958	1.4	2,271	1.6	2,030	1.3	1,506	1.0	1,392	1.0		
Operating profit	7,193	5.1	4,979	3.4	-501	-0.3	348	0.2	902	0.6	5,400	3.7

5. Supplementary Materials: Trends in Consolidated P/L

● Ordinary profit, profit

(Millions of yen, %)

	FY02/17		FY02/18		FY02/19		FY02/20		FY02/21		FY02/22	
	Full year results	Composition ratio	Full year results	Composition ratio	Full year results	Composition ratio	Full year results	Composition ratio	Full year results	Composition ratio	Full-year forecast	Composition ratio
Non-operating income	552	0.4	497	0.3	792	0.5	868	0.6	1,379	1.0	680	0.5
Non-operating expenses	123	0.1	215	0.1	147	0.1	487	0.3	244	0.2	40	0.0
Ordinary profit	7,622	5.4	5,261	3.6	143	0.1	729	0.5	2,037	1.5	6,040	4.2
Extraordinary income	173	0.1	10	0.0	36	0.0	179	0.1	5	0.0	0	0.0
Extraordinary losses	930	0.7	981	0.7	3,062	2.0	3,844	2.6	3,921	2.8	1,400	1.0
Profit before income taxes	6,865	4.9	4,291	2.9	-2,882	-1.9	-2,935	-2.0	-1,878	-1.3	4,640	3.2
Income taxes	2,871	2.0	1,883	1.3	46	0.0	-60	-0.0	551	0.4	2,130	1.5
Profit	3,994	2.8	2,408	1.7	-2,929	-1.9	-2,874	-1.9	-2,430	-1.7	2,510	1.7
Profit attributable to non-controlling interests	-43	-0.0	56	0.0	-2	-0.0	60	0.0	115	0.1	0	0.0
Profit attributable to owners of parent	4,037	2.9	2,351	1.6	-2,926	-1.9	-2,934	-2.0	-2,545	-1.8	2,510	1.7

Note: Income from franchise fees, etc., includes lease income, etc., based on the unit franchise system and management consignment system (partner chain system) in addition to royalty income from franchisees.

5. Supplementary Materials: Over-the-Counter Net Sales, Capital Expenditure, and Depreciation

● Over-the-counter net sales

(Millions of yen)

	FY02/17	FY02/18	FY02/19	FY02/20	FY02/21	FY02/22
	Full year results	Full year results	Full year results	Full year results	Full year results	Full-year forecast
Hotto Motto (Japan)	148,277	145,595	150,900	145,838	145,960	149,400
YAYOI (Japan)	32,093	33,583	36,304	36,268	28,085	30,000
MK RESTAURANTS (Japan)	3,401	3,450	3,442	3,304	2,153	2,100
Overseas	312	1,387	3,212	3,469	2,524	2,500

Note: Over-the-counter net sales of consolidated subsidiaries are listed in Overseas above. Plenus, Inc. (USA), PLENUS AusT PTY. LTD. (Australia), and Plenus Taiwan Co., Ltd. (Taiwan) have been included in the scope of consolidation since FY02/17, FY02/18, and FY02/19, respectively.

● Capital investment and depreciation

(Millions of yen)

	FY02/17	FY02/18	FY02/19	FY02/20	FY02/21	FY02/22
	Full year results	Full year results	Full year results	Full year results	Full year results	Full-year forecast
Consolidated capital investment	7,800	13,864	11,780	6,825	3,692	1,869
Total depreciation	5,243	5,572	6,250	7,244	5,955	5,325
Production cost	182	197	625	1,304	1,122	804
Selling and administrative expenses	5,059	5,372	5,622	5,938	4,832	4,520
Non-operating expenses	1	2	1	1	0	0

5. Supplementary Materials: Trends in Consolidated B/S

● Trends in consolidated balance sheet

(Millions of yen)

	FY02/17	FY02/18	FY02/19	FY02/20	FY02/21	
	Fiscal year-end	Fiscal year-end	Fiscal year-end	Fiscal year-end	Fiscal year-end	Change
Current assets	34,062	25,256	17,859	21,128	21,603	474
Cash and deposits	23,607	14,372	7,447	10,076	10,519	442
Notes and accounts receivable - trade	3,037	2,786	2,377	2,648	3,013	364
Merchandise and finished goods	4,217	5,263	5,368	5,950	5,391	-558
Non-current assets	58,673	66,243	69,527	65,050	58,785	-6,265
Property, plant and equipment	40,933	48,289	50,179	45,574	40,464	-5,109
Intangible assets	2,215	2,389	2,921	3,031	1,928	-1,102
Investments and other assets	15,524	15,563	16,426	16,445	16,392	-52
Total assets	92,736	91,499	87,387	86,179	80,389	-5,790
Current liabilities	18,069	16,751	16,562	19,090	16,511	-2,578
Notes and accounts payable - trade	6,306	6,097	6,229	6,108	5,402	-706
Non-current liabilities	8,514	8,649	10,201	11,598	12,011	413
Total liabilities	26,584	25,401	26,763	30,688	28,522	-2,165
Total net assets	66,151	66,098	60,623	55,491	51,867	-3,624
Total liabilities and net assets	92,736	91,499	87,387	86,179	80,389	-5,790

5. Supplementary Materials: Trends in Number of Stores

● Number of stores

(Unit: Stores)

	FY02/17	FY02/18	FY02/19	FY02/20	FY02/21	FY02/21
	Fiscal year-end	Fiscal year-end	Fiscal year-end	Fiscal year-end	Fiscal year-end	Forecast
Trends in no. of stores in Japan	3,022	3,107	3,161	2,941	2,891	2,893
Hotto Motto	2,661	2,723	2,748	2,527	2,493	2,493
YAYOI	329	351	377	382	372	374
MK RESTAURANTS	32	33	36	32	26	26
Trends in no. of overseas stores	192	212	242	259	258	279
Overseas Hotto Motto total	13	15	18	14	14	14
China	4	2	2	3	2	2
South Korea	8	12	15	10	11	12
Australia	1	1	1	—	—	—
Singapore	—	—	—	1	1	0
Overseas YAYOI total	179	197	224	245	244	265
Thailand	157	167	187	198	194	209
Singapore	7	8	8	10	9	11
Australia	3	4	4	6	6	6
Taiwan	9	12	18	21	21	20
USA	2	3	3	3	4	4
Philippines	1	2	3	5	6	8
Malaysia	-	1	1	2	4	7

5. Supplementary Materials: Hotto Motto

Hotto Motto			FY02/20- end	Mar.	Apr.	May	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Cumulative total
All stores	YoY change for net sales	%	—	94.0	96.5	100.6	97.8	99.7	97.4	101.0	100.8	103.1	104.3	104.5	101.9	100.1
Existing stores	YoY change for net sales	%	—	99.3	101.9	106.5	103.9	105.7	102.7	106.0	100.0	103.9	105.2	105.3	102.4	103.6
New stores	Total	stores	—	0	0	0	2	0	0	0	1	1	0	1	0	5
	RC	stores	—	0	0	0	1	0	0	0	1	1	0	1	0	4
	PC	stores	—	0	0	0	0	0	0	0	0	0	0	0	0	0
	FC	stores	—	0	0	0	1	0	0	0	0	0	0	0	0	1
Closing	Total	stores	—	-21	-7	-1	-1	-2	-1	0	-2	-1	-2	0	-1	-39
	RC	stores	—	-19	0	-1	0	0	0	0	-1	0	0	0	0	-21
	PC	stores	—	-1	0	0	0	0	0	0	0	-1	0	0	0	-2
	FC	stores	—	-1	-7	0	-1	-2	-1	0	-1	0	-2	0	-1	-16
Transfer	RC	stores	—	9	12	8	0	-4	-8	-7	-17	-7	-11	-3	-32	-60
	PC	stores	—	-5	-2	-3	-3	-5	0	-3	-6	-4	-7	-6	-1	-45
	FC	stores	—	-4	-10	-5	3	9	8	10	23	11	18	9	33	105
Renovation/ Relocation	RC	stores	—	2	2	3	5	4	0	1	0	1	0	0	0	18
	PC	stores	—	0	0	0	0	0	0	0	0	1	0	0	0	1
	FC	stores	—	3	0	0	2	2	1	1	0	0	1	1	1	12
No. of stores at month-end	Total	stores	2,527	2,506	2,499	2,498	2,499	2,497	2,496	2,496	2,495	2,495	2,493	2,494	2,493	—
	RC	stores	711	701	713	720	721	717	709	702	685	679	668	666	634	—
	PC	stores	187	181	179	176	173	168	168	165	159	154	147	141	140	—
	FC	stores	1,629	1,624	1,607	1,602	1,605	1,612	1,619	1,629	1,651	1,662	1,678	1,687	1,719	—

5. Supplementary Materials: YAYOI

YAYOI		FY02/20- end	Mar.	Apr.	May	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Cumulative total	
All stores	YoY change for net sales	%	—	81.9	51.9	54.3	75.6	78.7	81.2	96.2	94.2	90.3	83.3	70.2	71.1	77.4
Existing stores	YoY change for net sales	%	—	83.2	52.8	55.0	76.0	79.3	81.7	97.9	95.5	91.9	84.3	70.4	70.7	77.9
New stores	Total	stores	—	1	1	0	2	3	1	1	0	0	0	0	0	9
	RC	stores	—	1	1	0	1	3	1	1	0	0	0	0	0	8
	PC	stores	—	0	0	0	0	0	0	0	0	0	0	0	0	0
	FC	stores	—	0	0	0	1	0	0	0	0	0	0	0	0	1
Closing	Total	stores	—	-1	-1	0	0	-1	-13	-2	0	0	0	0	-1	-19
	RC	stores	—	-1	-1	0	0	-1	-13	-2	0	0	0	0	0	-18
	PC	stores	—	0	0	0	0	0	0	0	0	0	0	0	0	0
	FC	stores	—	0	0	0	0	0	0	0	0	0	0	0	-1	-1
Transfer	RC	stores	—	2	0	0	7	11	6	2	2	4	4	0	2	40
	PC	stores	—	1	0	0	0	0	0	0	0	-1	-2	0	0	-2
	FC	stores	—	-3	0	0	-7	-11	-6	-2	-2	-3	-2	0	-2	-38
Renovation/ Relocation	RC	stores	—	9	3	0	0	0	0	0	1	0	0	0	0	13
	PC	stores	—	0	0	0	0	0	0	0	0	0	0	0	0	0
	FC	stores	—	0	0	0	0	0	0	0	0	0	0	0	0	0
No. of stores at month-end	Total	stores	382	382	382	382	384	386	374	373	373	373	373	373	372	—
	RC	stores	233	235	235	235	243	256	250	251	253	257	261	261	263	—
	PC	stores	30	31	31	31	31	31	31	31	31	30	28	28	28	—
	FC	stores	119	116	116	116	110	99	93	91	89	86	84	84	81	—

5. Supplemental Materials: MK RESTAURANTS and Overseas

MK RESTAURANTS		FY02/20- end	Mar.	Apr.	May	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Cumulative total	
All stores	YoY change for net sales	%	—	80.6	23.9	31.7	76.4	77.1	67.6	79.1	83.2	84.6	69.6	52.3	52.2	65.1
Existing stores	YoY change for net sales	%	—	85.7	42.8	54.0	91.7	99.7	81.4	91.3	97.5	102.2	84.5	60.6	58.8	83.2
New stores	Total	stores	—	1	0	0	0	0	0	0	0	0	0	0	0	1
Closing	Total	stores	—	0	-7	0	0	0	0	0	0	0	0	0	0	-7
Renovation/ Relocation	Total	stores	—	0	0	0	0	0	0	0	0	0	0	0	0	0
No. of stores at month-end	Total	stores	32	33	26	26	26	26	26	26	26	26	26	26	26	—

	FY02/20- end	Mar.	Apr.	May	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	
Total no. of Group stores in Japan	stores	2,941	2,921	2,907	2,906	2,909	2,909	2,896	2,895	2,894	2,894	2,892	2,893	2,891

Overseas		FY02/20- end	Mar.	Apr.	May	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.
Hotto Motto	Total	14	13	13	13	13	13	13	13	13	13	14	14	14
	China	3	2	2	2	2	2	2	2	2	2	2	2	2
	South Korea	10	10	10	10	10	10	10	10	10	10	11	11	11
	Singapore	1	1	1	1	1	1	1	1	1	1	1	1	1
YAYOI	Total	245	244	244	244	244	245	243	243	244	243	244	244	244
	Thailand	198	198	199	199	199	199	197	196	196	195	194	194	194
	Singapore	10	9	9	9	9	9	9	10	10	9	9	9	9
	Australia	6	6	6	6	6	6	6	6	6	6	6	6	6
	Taiwan	21	21	20	20	20	21	21	21	21	21	21	21	21
	USA	3	3	3	3	3	3	3	3	3	4	4	4	4
	Philippines	5	5	5	5	5	5	5	5	5	5	6	6	6
Malaysia	2	2	2	2	2	2	2	2	3	3	4	4	4	
Total no. of overseas Group stores		259	257	257	257	257	258	256	256	257	256	258	258	258

Plenus