

Revenue YoY% (Japan Sushiro)

FY2026	Oct	Nov	Dec	Jan	Feb	Mar	1H	Apr	May	Jun	Jul	Aug	Sep	2H	FY
All-Store Revenue	113.6%	112.7%	113.8%	108.8%	115.4%	107.9%	111.8%	108.3%	112.7%	102.7%	110.3%				
LFL Revenue	110.2%	109.4%	111.0%	106.2%	112.4%	105.4%	109.0%	106.1%	110.5%	100.4%	107.7%				
LFL Customer Count	103.3%	102.6%	104.2%	101.3%	105.3%	101.4%	102.9%	103.1%	107.7%	95.5%	103.7%				
LFL Average Customer Ticket	106.7%	106.7%	106.6%	104.8%	106.8%	104.0%	105.8%	102.9%	102.6%	105.2%	103.9%				

Note 1. The figures above are of the stores operated under Sushiro brand and located in Japan, and LFL figures are of the stores in Japan that are in the 15th month of operation or longer.

Store Count (Group Total)

FY2026	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Japan (Sushiro, Sugidama, Kyotaru, Misaki)	953	954	957	951	947	942	940	941	945	945		
Overseas (Sushiro, Sugidama)	239	246	255	264	270	279	289	296	310	321		
Other (Brand-test stores, etc.)	13	13	13	12	12	10	9	9	8	8		
Total	1,205	1,213	1,225	1,227	1,229	1,231	1,238	1,246	1,263	1,274		

Japan Sushiro

[The Number of Weekend Days / Holidays]

July 2026 9 days

July 2025 9 days

(Diff. ±0 day)

As for the calendar, the number of weekend days and holidays was the same as the same month last year. And, there was no significant difference in weather conditions compared to the July last year that would notably affect business performance. With no major changes in the underlying momentum of Japan Sushiro, steady progress throughout the month supported its overall performance.

In terms of promotional initiatives, we held the "Exceptional Tuna – Annual Festival" in partnership with Yashima Suisan, a renowned tuna wholesaler in the industry that also supplies high-end sushi restaurants. During the period, all sushi was served with our popular "aka-shari" (red vinegar rice) alongside "Japanese Hon-Wasabi," which pairs exceptionally well with tuna. Customers enjoyed specially selected items such as "Wild Bluefin Tuna" and "Large Cut Albacore Tuna," as well as "Seared Wild Blackthroat Seaperch" at affordable prices. Furthermore, in late July, to allow customers to enjoy our signature ingredients even more deliciously, we offered "Large Cut Salmon" and "Large Cut Unagi" (from ¥110 each, tax included), alongside Premium Malt's draft beer mugs at half price, which were very well received by our customers.

As a result, like-for-like performance for July was ; Revenue 107.7%, Customer Count 103.7%, and Average Ticket 103.9%.