

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%	111.8%	108.2%	109.1%	110.4%
LFL Revenue	110.2%	109.4%	111.0%	106.2%	112.4%	105.4%	109.0%	106.1%	110.5%	100.4%	107.7%	109.6%	106.3%	106.8%	107.9%
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%	102.7%	100.2%	102.1%	102.5%
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%	106.7%	106.1%	104.6%	105.2%

Note : 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	943	777
Overseas (Sushiro, Sugidama)	239	246	255	264	270	279	289	296	310	321	331	340
Other (Brand-test stores, etc.)	13	13	13	12	12	10	9	9	8	8	9	0
Total	1,205	1,213	1,225	1,227	1,229	1,231	1,238	1,246	1,263	1,274	1,283	1,117

Note : Following the share transfer of KYOTARU CO., LTD. on September 1, 2026, its stores ("Kyotaru" and "Misaki" brand stores under "Japan" category, and the stores under "Other" category) are excluded from the group store count starting September 2026.

Japan Sushiro

[The Number of Weekend Days / Holidays]

September 2026 11days
September 2025 10days
(Diff. + 1 day)

In September, performance in the domestic Sushiro business remained steady. Although results were affected by prolonged rain centered on the Kanto region, the approach of typhoons, and the high-baseline impact (reactionary decline) from a major IP collaboration in the same month last year, appealing product initiatives and strong value propositions proved successful. Additionally, having one extra weekend/holiday compared to the same month of the previous year served as a positive calendar factor. Regarding weather conditions, the frequent rainy days, primarily in the Kanto region, alongside a tendency for consumers to refrain from going out during the long weekend due to a direct typhoon strike, exerted a temporary negative impact. However, once the weather cleared, both demand for dining out and customer interest in the autumn seasonal menu rebounded. As for product promotion initiatives, the "Eat Your Fill at a Great Value!" campaign in the first half of the month featured items such as "Wild Tuna Haramo (1pc)" and "Pacific Saury & Herring Assortment (2 pcs)" starting at ¥120 (w/tax). Also during the first half of the month, "Albacore Tuna (2 pcs)" and "Seared Fatty Salmon (2 pcs)" were offered from ¥110~ (w/tax), both receiving a strong customer response. And for IP collaborations, despite the tough comparison against a major IP collaboration held from mid- to late September of the previous year, sales were firmly supported by the collaboration with Sanrio Co., Ltd.'s popular character "Hello Kitty," which ran through early September, along with a rich lineup of promotional fairs and product offerings. As a result, like-for-like performance for August was; Revenue 106.3%, Customer Count 100.2%, and Average Ticket 106.1%.