# August 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.

Sep 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% | 23.1% | -12.3% | -4.7% | -20.5% | | | | | -10.1% |
| Same Store | Sales | -33.5% | -29.1% | -6.3% | 64.6% | 28.6% | -7.5% | 0.3% | -16.7% | | | | | -6.7% |
| | Traffic *1 | -38.7% | -34.9% | -13.9% | 54.6% | 29.1% | -9.5% | -0.8% | -14.4% | | | | | -7.3% |
| | ATP *2 | 8.6% | 8.9% | 8.9% | 6.5% | -0.4% | 2.2% | 1.0% | -2.7% | | | | | 0.7% |
| New Store Openings | | 10 | 7 | 4 | 6 | 2 | 1 | 7 | 0 | | | | | 37 |
| Store Renovations | | 0 | 0 | 0 | 2 | 0 | 0 | 0 | 0 | | | | | 2 |
| Brand Conversions | | 9 | 21 | 10 | 10 | 4 | 0 | 4 | 0 | | | | | 58 |
| # of Stores | Gusto | 1,327 | 1,336 | 1,333 | 1,335 | 1,335 | 1,333 | 1,333 | 1,333 | | | | | 1,333 |
| | Bamiyan | 337 | 340 | 339 | 339 | 340 | 340 | 342 | 342 | | | | | 342 |
| | Syabu-Yo | 265 | 268 | 272 | 275 | 275 | 274 | 274 | 274 | | | | | 274 |
| | Jonathan's | 242 | 232 | 227 | 224 | 223 | 220 | 220 | 220 | | | | | 220 |
| | Yumean | 181 | 180 | 174 | 174 | 174 | 174 | 174 | 174 | | | | | 174 |
| | Steak Gusto | 126 | 126 | 126 | 125 | 125 | 125 | 124 | 124 | | | | | 124 |
| | Overseas | 62 | 62 | 63 | 64 | 65 | 64 | 66 | 65 | | | | | 65 |
| | Other | 567 | 573 | 570 | 573 | 575 | 574 | 578 | 576 | | | | | 576 |
| | Total | 3,107 | 3,117 | 3,104 | 3,109 | 3,112 | 3,104 | 3,111 | 3,108 | | | | | 3,108 |

*Total number of stores excludes 3 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% | | | | | -32.0% |

## Highlights

**■ Overview**

Same Store Sales (vs. 2020): -16.7%, Same Store Sales (vs. 2019): -38.5%

・ More areas came under severe measures to control the spread of COVID-19. As a result, a maximum of 2,780 stores shortened business hours.
・ During the Olympic games, eat-in sales declined but delivery/take-out demands increased.
・ Eat-in demands during "Obon" period did not grow as expected, due to more areas mandating shorter business hours, and several torrential rains. Brands with intentional visits, such as Musashino-Mori Coffee, La Ohana are performing relatively well.

**■ Menu & Promotions**

・ Assortment plates for delivery/take-out targeting families, such as Gusto's "Karaage-Potato Set" and Bamiyan's "Summer Special Plate" sold well.
・ Yumean's "Wild Blue-Fin Tuna from Oma" and Aiya's "Wild Blue-Fin Tuna from Shiogama" appealed to customers with use of premium ingredients and local style menus, and a show of support to the quake-affected Tohoku/Sanriku areas. We also gave away Tohoku/Sanriku bath salts to remind customers of the joy of travel amidst the prevailing stay-home sentiment.
・ Jonathan's started selling fried chicken strips under the brand name "J's Crisp Chicken" targeting female customers. (Only served in 3 Jonathan's restaurants in Tokyo: Nakano-Sakaue, Suginami Umesato, and Higashi Kurume, To be expanded to all Jonathan's restaurants in the future )
・ "Beef Tongue & Kagoshima Berkshire Pork" came back to Syabu-yo menus again, which sold well last time, and is selling well this time too.

**■ Store Development**

・ New store opening: None
・ Brand conversions: None

**■ Others**

・ Donation boxes set-up in restaurants, headquarters, central kitchens and call centers group-wide to call for donations to aid the August torrential rain victims.

## Highlights













**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 | -6.2% | -4.7% | -25.8% | -59.6% | -52.6% | -34.1% | -29.8% | -30.9% | -25.2% | -16.4% | -20.9% | -27.7% | -28.1% |
| | ATP | 4.1% | 4.4% | 2.6% | 3.5% | 10.2% | 5.3% | 4.8% | 5.9% | 4.6% | 5.7% | 7.5% | 8.0% | 5.3% |

| | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 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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