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39 (2020 2021 31)

Hbri i foodservice Co., Ltd.

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	35	36	37	38	39
	2017	2018	2019	2020	2021
()	7, 292, 771	6, 815, 203	6, 660, 159	6, 148, 219	2, 767, 435
() ()	44, 335	93, 485	309, 109	151, 207	775, 462
() ()	502, 840	408, 424	249, 489	565, 485	1, 054, 926
() ()	1, 373	2, 590	1, 694	1, 140	8, 895
()	292, 375	292, 375	292, 375	292, 375	292, 375
()	5, 670, 000	5, 670, 000	5, 670, 000	5, 670, 000	5, 670, 000
()	2, 682, 040	2, 238, 424	2, 433, 491	1, 833, 047	777, 320
()	4, 717, 239	4, 071, 871	3, 653, 804	2, 887, 291	2, 458, 892
()	473. 06	394. 81	429. 22	323. 31	137. 10
() ()	7. 00	7. 00	7. 00	3. 50	
() ()	()	()	()	()	()
() ()	88. 69	72. 03	44. 00	99. 74	186. 06
()					
()	56. 9	55. 0	66. 6	63. 5	31. 6
()	17. 1	16. 6	10. 7	26. 5	80. 8
()			13. 95		
()			15. 9		
()	358, 450	366, 193	379, 261	120, 796	747, 235
()	65, 076	69, 975	428, 470	81, 983	107, 589
()	333, 256	304, 988	595, 536	50, 903	474, 737
()	334, 138	465, 318	677, 515	665, 424	500, 516
() ()	191 (625)	188 (604)	184 (522)	186 (483)	169 (207)
()	100. 2	133. 7	110. 8	88. 4	96. 1
(TOPIX) ()	(114. 7)	(132. 9)	(126. 2)	(114. 2)	(162. 3)
()	618	1, 539	786	660	600
()	527	532	533	462	403

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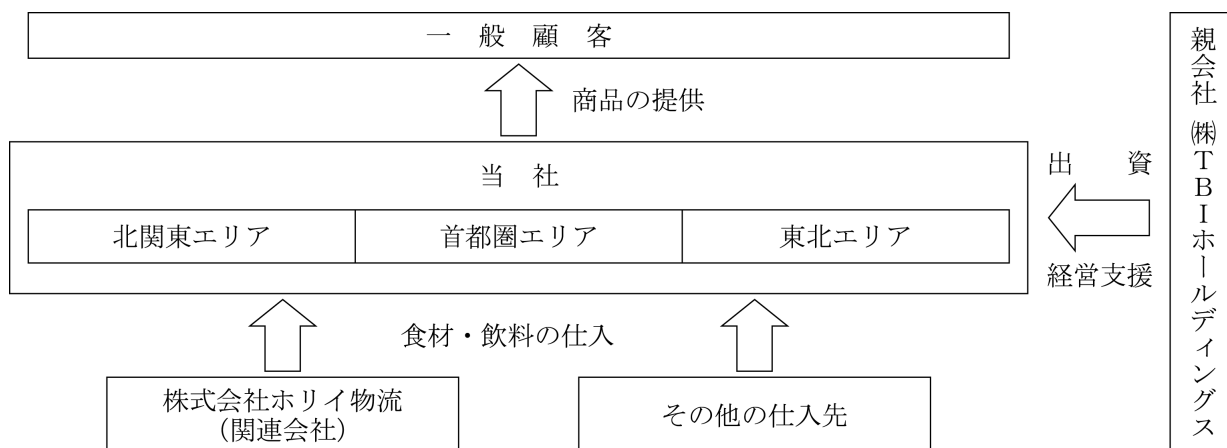
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169 207	37.7	8.6		4,192

			62	90
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	()	()	()	()
	4,245,076	69.0	1,552,254	56.1
	382,611	6.2	165,240	6.0
	201,676	3.3	82,466	3.0
	391,706	6.4	273,171	9.9
	5,221,070	84.9	2,073,133	74.9
	852,367	13.9	620,420	22.4
	74,781	1.2	73,172	2.6
	927,148	15.1	693,592	25.1
	6,148,219		2,766,725	

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74.0 (62.2)	913,179 (276,680)
	2,767,435		3,380,783 (55.0)
3,008,415		1,396,096	(31.7)
989,721			
	775,462		
		267,495	

205, 591

174, 498

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1, 054, 926

	6, 148, 219		2, 767, 435		3, 380, 783	55. 0
	4, 404, 512	71. 6	3, 008, 415	108. 7	1, 396, 096	31. 7
	143, 733	2. 3	989, 721	35. 8	1, 133, 454	
	151, 207	2. 5	775, 462	28. 0	926, 670	
	565, 485	9. 2	1, 054, 926	38. 1	489, 441	

			()	
	1, 265, 106	1, 270, 534 50. 1	158, 402	482, 171
	931, 949	1, 646, 288 63. 9	303, 375	541, 099
	569, 669	464, 671 44. 9	82, 200	170, 113
	710	710	445, 742	59, 929

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	260,866	51.6
	80,129	56.8
	10,508	39.2
	351,504	52.2
	55,424	29.7
	90,623	37.6
	57,655	37.1
	30,786	43.8
	234,490	35.9
	92,825	62.3
	52,450	49.2
	12,911	78.2
	158,187	58.2
	744,182	46.6

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	927,290	49.5
	291,535	53.3
	46,280	39.6
	1,265,106	49.9
	224,164	31.1
	368,852	38.2
	219,364	35.9
	119,567	42.8
	931,949	36.1
	327,332	58.6
	198,958	47.4
	43,377	77.8
	569,669	55.1
	710	
	2,767,435	45.0

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164,908 (24.8) () 500,516

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76,541 (56,405)

174,498 (83,718)

17,228 (5,427)

18,248 (23,621)

228,998 (280,081)

23,973 (23,735)

143,781 (143,781)

1,045,374 (882,820)

105,655 (124,041)

41,417 (13,469)

19,725 (21,965)

267,495 (267,495)

107,589

189,572

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310,000 (111,700)

14,132 (424)

40,825 (26,019)

126,000 (280,850)

61,191 (90,413)

68,648 (36,814)

474,737

525,641

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500,000 (500,000)

19,769 (19,784) 5,492 (5,856)

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TBI JAPAN		2017	17	

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	16,021
	31,434
	18,130
	65,586

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	()			2021 31					()
				()					
	() 10			24,482	1,014		693	26,190	16(21)
	()			6,387	127		1,278	7,792	7(10)
	()			6,334	453		928	7,716	3(3)
	()								11(13)
	()			16,491			661	17,153	13(21)
	()			17,431			738	18,169	10(12)
	()			9,707			61	9,768	5(8)
	()			6,197	195		15	6,408	6(12)
	()			9,947			1,460	11,407	9(10)

	()			()					()
	()			9,001	43		440	9,485	5(8)
	()								1(3)
	()								2(3)
	()			8,456			1,264	9,721	8(11)
	()			988			2,675	3,663	2(2)
	()								2(2)
	()								2(1)
	()								2(4)
	()			11,273			1,832	13,106	2(3)
	()			9,468			1,553	11,022	1(2)
	()			1,531			205	1,737	2(3)
	()			13,933	629		3,551	18,113	9(17)
	()			10,812	373		2,683	13,869	6(9)
	()								4(4)
	()								2(2)
	()			6,341	226		1,169	7,736	4(6)
	()								1(4)
	()			4,309			746	5,056	2(2)
	()								2(3)
	()			4,670		644	4,620	9,936	30(4)

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		2021	31
		()	()
		11	1,220
		5	454
		2	242
		7	746
		9	939
		6	655
		4	463
		5	508
		5	549
		54	5,776
		4	480
		1	116
		1	102
		5	472
		1	108
		1	104
		2	212
		1	108
		1	116
		2	224
		1	37
		1	42
		2	79
		1	108
		5	472
		3	314
		2	217
		1	104
		2	182
		1	104
		14	1,393
		1	43
		1	38
		88	9,043

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		20,670			2021	2021	41

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	()
	20,280,000
	20,280,000

	() (2021 31)	() (2021 30)		
	5,670,000	5,670,000	()	100
	5,670,000	5,670,000		

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	()	()	()	()	()	()
2013	2,835,000	5,670,000		292,375		282,375

() 2013

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	2021								31
	1				100				()
()		4	8	43	7	8	8,786	8,856	
()		1,430	189	29,984	427	8	24,654	56,692	800
()		2.52	0.33	52.89	0.75	0.01	43.49	100.00	

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		2021	31
		()	()
	16	2,976,800	52.50
		281,200	4.95
	10.17	113,400	2.00
		108,300	1.91
		80,000	1.41
		80,000	1.41
		60,500	1.06
	11	60,000	1.05
		45,800	0.80
		40,000	0.70
		40,000	0.70
		3,886,000	68.54

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		2021	31
	()	()	
()			
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()	()		
	400		
()	5,668,800	56,688	
	800		(100)
	5,670,000		
		56,688	
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		2021	31		
		()	()	()	()
()	10 17	400		400	0.01
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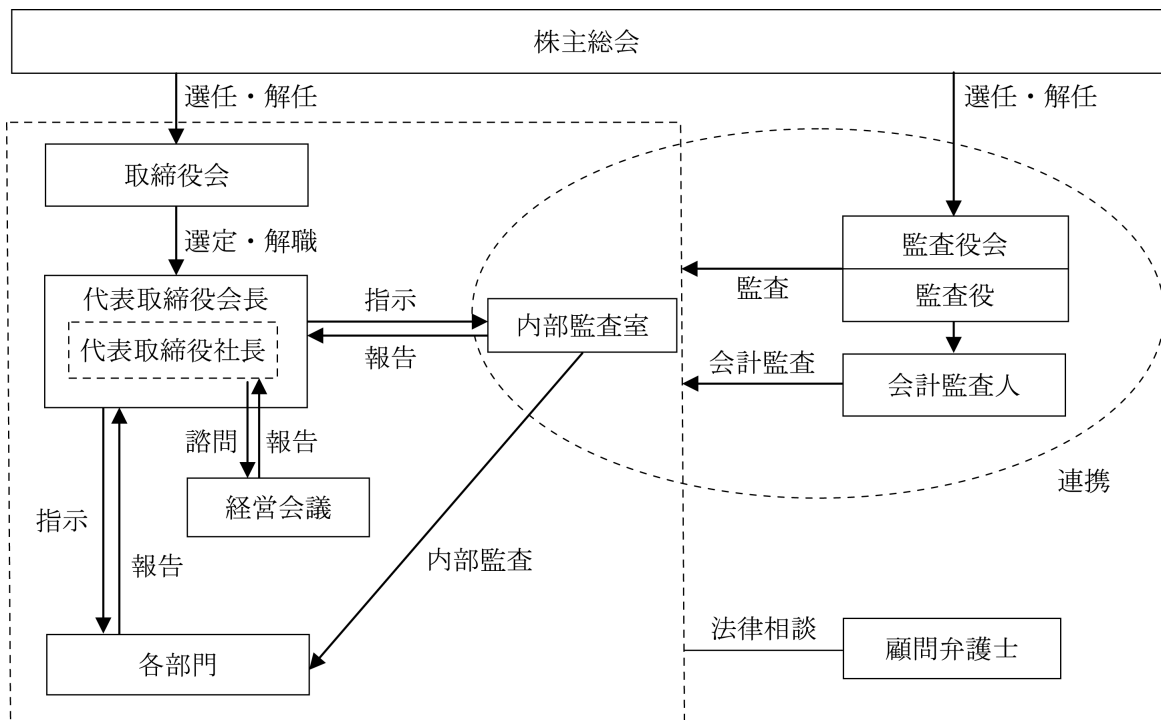
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		1974	1998 2005 2006 GCA 2007 12 () 2009 2012 () 2013 TBI () 2014 12 2016 2016 2017 () 2017 10 () 2018 () 2019 10 () 2020 T-Garden () 2020 ()		
		1967 24	1987 1989 10 1996 10 2005 10 2013 2015 2016 () 2016 10 2020 ()		29,300
		1967 15	1985 1992 2000 10 2001 2005 10 2008 2010 2015 2017 ()		45,800
		1976 11 13	1995) () 1997 1997 2000 2001 () 2010 () 2020 2020 () 2021 ()		13,100

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		1968	1988 1997 2005 2008 2013 2013 2015 2020	TBI (TBI) TBI (TBI) TBI (TBI ()) ()	
		1962	1981 2013 2013 2013 2015	() Y& ()	2,700
		1951 11 29	1976 2011 11 2017		4,600
		1950 13	1969 1970 1999 2000 2003		21,100
		1975 15	2003 10 2009 2014 12 2018		
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	()	()			()
()	41,802	41,802			5
()	6,480	6,480			1
	4,320	4,320			3

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	()	()		
	()	()		
		67,860		
		14,929		
		7,000		
		9,590		
		43,100		
		7,327		

	()	()	()	()
	5	45,033	2	4,560

	()	()	()
	1,559		10,976

	()	()
	67,860	17,711
	43,100	7,930
	7,000	10,675

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193 (2020 2021 31)

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	(2020 31)	(2021 31)
	1,525,441	1,170,533
	58,332	41,103
	42,168	37,368
	99,623	84,404
	15,700	211,262
	1,574	15,624
	1,742,839	1,560,296
	3,427,578	2,984,993
	3,097,464	2,807,225
	330,113	177,768
	40,722	38,803
	35,717	35,740
	5,005	3,062
	7,180	7,180
	5,750	6,535
	1,429	644
	144,075	138,038
	104,040	111,458
	40,035	26,580
	210,176	188,579
	210,176	188,579
	376,584	208,056
	32	20
	6,129	3,677
	664	495
	6,827	4,194
	74,861	97,438
	6,000	6,000
	5,030	5,030
	¹ 102,183	¹ 89,385
	38,234	16,084
	517,230	448,906
	17,500	23,500
	761,039	686,344
	1,144,451	898,595
	2,887,291	2,458,892

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	(2020 31)	(2021 31)
	118,935	77,517
		² 500,000
	5,492	2,687
	229,502	467,414
	34,690	24,307
	25,638	53,990
	51,055	41,900
	27,038	16,514
	76,397	56,672
	33,399	30,469
	1,463	
	22,417	22,019
	548	622
	626,578	1,294,115
	4,040	1,352
	6,221	6,971
	404,832	342,588
	12,569	36,543
	427,664	387,456
	1,054,243	1,681,571
	292,375	292,375
	282,375	282,375
	282,375	282,375
	4,500	4,500
	1,000,000	1,000,000
	256,694	818,075
	1,261,194	186,424
	192	192
	1,835,751	760,981
	2,704	16,339
	2,704	16,339
	1,833,047	777,320
	2,887,291	2,458,892

	(2019 2020 31)	(2020 2021 31)
	6,148,219	2,767,435
	43,980	42,168
	1 1,598,609	1 744,182
	1,642,589	786,350
	2 448	2 363
	42,168	37,246
	1,599,972	748,740
	4,548,246	2,018,694
	3 4,404,512	3 3,008,415
	143,733	989,721
	1,633	1,401
	2,352	6,626
	1,220	833
		201,565
	2,460	6,699
	7,667	217,125
	146	2,600
	46	266
	193	2,866
	151,207	775,462
		4 205,591
		205,591
	5 16,725	
	6 1,185	6 1,090
	7 258,217	7 174,498
	8 13,245	
	9 23,371	9 32,419
	10 1,016	
		11 267,495
	313,761	475,503
	162,553	1,045,374
	14,510	12,881
	388,420	3,329
	402,931	9,551
	565,485	1,054,926

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	292,375	282,375	282,375	4,500	1,000,000	861,866	1,866,366
						39,686	39,686
						565,485	565,485
						605,172	605,172
	292,375	282,375	282,375	4,500	1,000,000	256,694	1,261,194

	192	2,440,924	7,432	7,432	2,433,491
		39,686			39,686
		565,485			565,485
			4,728	4,728	4,728
		605,172	4,728	4,728	600,444
	192	1,835,751	2,704	2,704	1,833,047

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	292,375	282,375	282,375	4,500	1,000,000	256,694	1,261,194
						19,843	19,843
						1,054,926	1,054,926
						1,074,769	1,074,769
	292,375	282,375	282,375	4,500	1,000,000	818,075	186,424

	192	1,835,751	2,704	2,704	1,833,047
		19,843			19,843
		1,054,926			1,054,926
			19,043	19,043	19,043
		1,074,769	19,043	19,043	1,055,726
	192	760,981	16,339	16,339	777,320

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	(2019 2020 31)	(2020 2021 31)
	162,553	1,045,374
	132,946	76,541
	258,217	174,498
	13,245	
	13,525	2,929
	2,595	1,463
	4,646	398
	16,725	
	1,185	1,090
		205,591
		267,495
	3,986	8,028
	146	2,600
	22,655	17,228
	1,812	4,799
	5,372	18,248
	18,385	105,655
	52,157	5,260
	54,886	41,417
	51,083	228,998
	2,239	19,725
	2,939	15,507
	727	7,803
	8,823	9,155
	15,394	10,524
	238	23,973
	3,127	7,234
	141,425	625,109
		143,781
		267,495
	2,948	7,267
	146	5,630
		1,018
	23,430	1,067
	120,796	747,235

	(2019 2020 31)	(2020 2021 31)
	406,850	126,000
	421,700	310,000
	151,605	61,191
	13,000	
	14,557	14,132
	7,796	1,529
	66,845	40,825
	31,834	68,648
	81,983	107,589
		500,000
	11,348	5,492
	39,554	19,769
	50,903	474,737
	12,090	164,908
	677,515	665,424
	1 665,424	1 500,516

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	208,056
	4,194
	16,084
	228,335

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600,000		2,400,000	
		500,000	
600,000		1,900,000	

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(2019)	(2020)	(2021)	(31)
1,456,689		646,690	

(2019)	(2020)	(2021)	(31)
419		363	
28			

(2019)	(2020)	(2021)	(31)
74,760		52,602	
1,848,978		1,070,345	
33,399		30,469	
132,946		76,541	
818,694		714,427	
272,006		183,803	
20,959		22,019	
	88.5		85.2
	11.5		14.8

2020 2021 31)

2019	2020	31)
		9,953
		1,356
		2,815
		2,600
		<hr/>
		16,725

2020 2021 31)

2019	2020	31)
		843
		54
		118
		168
		<hr/>
		1,185

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		1,082
		8
		<hr/>
		1,090

2019 2020 31)

			49,414
			1,235
			14,591
			9,462
			73
			118,952
			10,729
			4,768
			36,670
			620
			8,909
			2,789
			<hr/>
			258,217

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			45,677
			344
			8,115
			3,181
			95
			71,476
			6,150
			3,405
			317
			28,513
			616
			3,868
			2,710
			26
			174,498

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			()
			10,742
			11,855
			773
			23,371

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			()
			1,919
			25,937
			4,562
			32,419

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			()
			63
			952
			1,016

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()	5,670,000			5,670,000

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2019 26		39,686	7.00	2019 31	2019 27	

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2020 29		19,843	3.50	2020 31	2020 30	

(2020 2021 31

()	5,670,000			5,670,000

()	439			439

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2020 29		19,843	3.50	2020 31	2020 30	

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(2019 2020 31)	(2020 2021 31)
1, 525, 441	1, 170, 533
17, 500	23, 500
877, 516	693, 517
665, 424	500, 516

(2019 2020 31)	(2020 2021 31)
5, 912	5, 703

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	(2020 31)	(2021 31)
	64, 919	63, 553
	143, 259	105, 732
	208, 179	169, 286

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(2020 31)

	()	()	()
(1)	1, 525, 441	1, 525, 441	
(2)	58, 332	58, 332	
(3)	74, 861	74, 861	
(4)	102, 183	109, 722	7, 538
(5)	517, 230	514, 559	2, 670
(6)	17, 500	17, 500	
	2, 295, 548	2, 300, 416	4, 868
(1)	118, 935	118, 935	
(2) ()	9, 533	9, 528	5
(3)	229, 502	229, 502	
(4)	25, 638	25, 638	
(5)	51, 055	51, 055	
(6)	27, 038	27, 038	
	461, 702	461, 697	5

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(2021 31)

	()	()	()
(1)	1, 170, 533	1, 170, 533	
(2)	41, 103	41, 103	
(3)	211, 262	211, 262	
(4)	97, 438	97, 438	
(5)	89, 385	95, 402	6, 017
(6)	448, 906	445, 051	3, 855
(7)	23, 500	23, 500	0
	2, 082, 129	2, 084, 291	2, 161
(1)	77, 517	77, 517	
(2)	500, 000	500, 000	
(3) ()	4, 040	4, 046	5
(4)	467, 414	467, 414	
(5)	53, 990	53, 990	
(6)	41, 900	41, 900	
(7)	16, 514	16, 514	
	1, 161, 377	1, 161, 383	5

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	2020 31	2021 31
	6,000	6,000
	5,030	5,030
	11,030	11,030

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(2020 31)

	()	()	10 ()	10 ()
	1,525,441			
	58,332			
()	7,779	5,874	16,631	
	14,132	51,717	33,251	11,816
	67,005	326,405	66,819	57,000
		17,500		
	1,672,690	401,497	116,702	68,816

(2021 31)

	()	()	10 ()	10 ()
	1,170,533			
	41,103			
	211,262			
()		43,442		
	14,132	48,011	26,305	8,837
	54,071	298,872	38,962	57,000
		23,500		
	1,491,102	413,826	65,268	65,837

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(2020 31)

	()	()	()	()	()	()
	5,492	2,687	1,352			
	5,492	2,687	1,352			

(2021 31)

	()	()	()	()	()	()
	500,000					
	2,687	1,352				
	52,687	1,352				

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2020 31

	()	()	()
	9,590	3,965	5,624
	16,631	15,450	1,181
	26,221	19,415	6,805
	26,817	30,158	3,341
	21,823	27,297	5,473
	48,640	57,455	8,815
	74,861	76,870	2,009

2021 31

	()	()	()
	37,103	23,713	13,389
	43,442	30,558	12,883
	80,545	54,272	26,273
	7,930	10,343	2,412
	8,962	11,708	2,746
	16,892	22,051	5,159
	97,438	76,323	21,114

2020 31

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	6,000	6,000	

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2021 31

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	6,000	6,000	
	6,000	6,000	

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13,245 (13,245)

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	(2020 31)	(2021 31)
	185,332	163,070
	123,312	104,352
)	202,653	550,472
	5,567	10,312
	1,546	1,410
	1,430	2,444
	10,173	9,281
	6,384	6,706
	445	
	756	737
	2,079	1,899
	2,298	768
	8,331	7,578
	4,843	4,843
	696	466
	828	263
	556,681	864,606
()	202,653	550,472
	354,027	314,134
()	556,681	864,606
	5,526	2,196
	695	4,775
	6,221	6,971
()	6,221	6,971
307,925		

2020 31							
(a)						202,653	202,653
						202,653	202,653
(a)							

2021 31							
(a)					49,007	501,465	550,472
					49,007	501,465	550,472
(a)							

	(2020 31)	(2021 31)
	30.5	30.5
	8.7	1.2
	4.2	0.6
	265.2	29.5
	0.5	0.1
	247.0	0.9

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	(2019 2020 31)	(2020 2021 31)
	438,368	404,832
	2,905	3,062
	3,007	2,641
	31,834	72,152
()	7,614	4,204
	404,832	342,588

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(2019 2020 31)

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	2, 535, 640	2, 578, 237	1, 034, 340	6, 148, 219		6, 148, 219
	2, 535, 640	2, 578, 237	1, 034, 340	6, 148, 219		6, 148, 219
	323, 768	237, 724	87, 912	649, 405	505, 671	143, 733
	480, 316	470, 050	238, 052	1, 188, 419	1, 698, 871	2, 887, 291
	53, 385	50, 071	23, 098	126, 555	6, 391	132, 946
	74, 777	134, 450	48, 989	258, 217		258, 217
	70, 349	50, 299	30, 981	151, 629	4, 632	156, 261

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(2020 2021 31)

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					()	
	1, 265, 106	931, 949	569, 669	2, 766, 725	710	2, 767, 435
	1, 265, 106	931, 949	569, 669	2, 766, 725	710	2, 767, 435
	158, 402	303, 375	82, 200	543, 978	445, 742	989, 721
	442, 921	401, 408	189, 571	1, 033, 902	1, 424, 990	2, 458, 892
	32, 194	24, 466	13, 694	70, 355	6, 186	76, 541
	57, 414	81, 349	35, 735	174, 498		174, 498
	16, 021	33, 520	19, 377	68, 919	1, 976	70, 896

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	(2019 2020 31)	(2020 2021 31)
	6,000	6,000
	20,466	11,570
()	1,140	8,895

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			()		() ()			()		()
			30,000		() 20.0			1,456,689		94,451

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			()		() ()			()		()
			30,000		() 20.0			646,690		59,070

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	(2019 2020 31)	(2020 2021 31)
	323 31	137 10
()	99 74	186 06

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	(2019 2020 31)	(2020 2021 31)
()()	565,485	1,054,926
()()	565,485	1,054,926
()	5,669,561	5,669,561

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	()	()	()	
		500,000	0.70	2022
	5,492	2,687	0.95	
()	4,040	1,352	0.95	2022 2023
	9,533	504,040		

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	()	()	()	()
	1,352			

	()	()	() ()	() ()	()
	33,399	30,469	32,980	419	30,469
	1,463		798	665	
	22,417	22,019	21,010	1,406	22,019

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	12, 275
	486, 984
	1, 256
	630, 017
	40, 000
	1, 158, 257
	1, 170, 533

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	15, 933
	8, 537
	6, 130
	5, 934
	4, 567
	41, 103

()	()	()	()	()	$\frac{()}{() ()} \times 100$	$\frac{()}{() ()}$
()	()	()	()	()	()	$\frac{()}{365}$
58, 332	777, 936	795, 164	41, 103		95. 1	23. 3

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	37, 368
	37, 368

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	()
	105,960
	61,809
	9,964
	8,041
	6,390
	19,095
	211,262

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	()
	36,000
	23,000
	12,000
	11,374
	10,000
	356,532
	448,906

	()
	59,070
	14,132
	860
	793
	770
	1,891
	77,517

	()
	248,224
	98,397
	36,223
	8,792
	7,829
	67,947
	467,414

(3)

	(2020 2020 30)	(2020 2020 30)	(2020 2020 12 31)	39 (2020 2021 31)
	346,809	1,215,753	2,392,702	2,767,435
() ()	406,121	622,673	792,344	1,045,374
() ()	409,659	629,292	802,680	1,054,926
() ()	72.26	111.00	141.58	186.06

	2020 2020 30	2020 2020 30	2020 10 2020 12 31	2021 2021 31
) ()	72.26	38.74	30.58	44.49

	31									
	31									
	30 31									
	100									
	http://www.horii-food.co.jp/									
	<p style="text-align: center;">31 (100)</p> <table style="margin-left: auto; margin-right: auto;"> <tr> <td>100</td> <td>500</td> <td>2,000</td> </tr> <tr> <td>500</td> <td>1,000</td> <td>5,000</td> </tr> <tr> <td>1,000</td> <td></td> <td>10,000</td> </tr> </table>	100	500	2,000	500	1,000	5,000	1,000		10,000
100	500	2,000								
500	1,000	5,000								
1,000		10,000								

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(1) 38 2019 2020 31 2020 29

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193 2 1
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2021 3 31

<p>989,721</p> <p>747,235</p> <p>2,767,435</p> <p>12</p> <p>()</p> <p>2021 2022</p> <p>2024</p> <p>2021 2</p> <p>12</p>	
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2021 3 31

193 2 2

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