

A woman with long dark hair, wearing a dark blue puffer jacket and a red scarf, is looking down at a black cow. The cow is standing in a wooden stall or barn. The background shows the wooden structure of the barn and some light coming from above.

Imaginations

Imaginations Co., Ltd.
Yakiniku Great Business Information



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Our Vision

私たちのビジョン

“Welcome to the greatest Yakiniku restaurant in the world!”

We say this phrase in all sincerity when welcoming our guests.

We aim to be the best restaurant business – for our customers, our team members, the industry and our partners.

Striving to be the best partners we can be, together we will create a unique presence in the world.

We do not just aim to be the best in Japan.

Spreading Yakiniku to the world to join Sushi and Teppanyaki as fine Japanese cuisines enjoyed everywhere –

a new experience for customers all over the world!

Providing our team members a wide range of opportunities to demonstrate their abilities and achieve success in life,
and contributing to the development of the restaurant industry,
and consequently improving Japan’s food self-sufficiency.

Our field of impact is the world!

Our Mission

ミッション

**Provide guests the “Rare-Cut Experience”
of being specially valued.**

What is a Rare-Cut Experience?

1. A new experience of discovery
2. The joy of truly exceptional dining
and the feeling of satisfaction from
giving yourself and your dining partner a treat
3. Seeing the smile of joy and happiness
on the person you dine with
4. The feeling of being exceptionally valued

How we ensure our guests feel exceptionally valued

1. Meet their desire to be part of something special.
Meet their desire to feel appreciated.
Meet their desire to have an all-round fulfilling experience.
2. Make them feel special and favored.
3. Anticipate their wishes, so as to provide a smooth
and stress-free experience.

Basic Strategy and Strengths of the Imaginations Franchise Business

株式会社イマジネーションズのFC事業基本方針と強み

Build a highly stable business as the top Yakiniku restaurant in the area.

Although the heart of the city contains many sites with potential to attract customers, the rent and advertising expenses in these locations would drain an outsized portion of revenues. In addition, operating in the city center would force us to compete with the many established restaurants already there, as well as a string of new restaurants as they enter the market.

That is why Imaginations chooses neighborhoods where we can be the top restaurant. Together with the franchisee, we work to achieve number-one status. We take the time to build the franchised outlet into the area's best restaurant, using our know-how to provide a culinary experience that local guests will return to again and again. By cultivating relationships with our clientele, we earn lifelong customers who help us maintain our number-one status over the long term.



Basic Strategy and Strengths of the Imaginations Franchise Business

株式会社イマジネーションズのFC事業基本方針と強み

What is needed now is a business model that provide added value for guests.

Average guest spending varies by location but is usually just under 8,000 yen (\$70). An Izakaya-style (Japanese pub-style) restaurant would require two to three times the guest count to reach the same revenue. Does high guest spending mean a low guest count? Not at all! What customers demand now is value, not volume of food or a very low price point. These days, fewer and fewer people spend money on products and services that they don't feel are of high value. Our high per-guest spending also supports team-member motivation and helps us maintain a positive work environment.



Basic Strategy and Strengths of the Imaginations Franchise Business

株式会社イマジネーションズのFC事業基本方針と強み

Achieve a high gross-profit margin with the best A5-graded Wagyu.

It is no exaggeration to say that Japanese black Wagyu is the finest beef in the world. That is why our business is focused solely on Yakiniku. We strive to improve customer value and to create menus and product configurations that offer guests the best preparations of the beef we purchase. The franchisee's initial investment in vacuum-packing machinery and refrigeration facilities is a little heavy; however, this equipment will be very productive in the medium- to long-term by ensuring zero waste of purchased Wagyu. Quality equipment stabilizes the business by supporting high unit prices and high profit margins, which in turn contribute to rapid investment recovery, high team-member satisfaction and superior customer service.



Company Overview

会社概要

Company Name	Imaginations Co., Ltd.
Head Office	Honcho Building 3/F, 13-13 Honcho, Utsunomiya-shi, Tochigi
Head Office TEL	+81-28-678-6363
Established	November 2009
Capital	JPY5,000,000 (\$43,000)
Number of Employees in Japan	160 (including 40 full-time staff)
Number of Restaurants under Direct Management	6 (including 2 overseas)
2018 Sales	JPY650,000,000 (\$5,600,000) in Japan; HKD16,880,000 (\$2,200,000) in Hong Kong
2019 Sales	JPY720,000,000 (\$6,200,000) in Japan; HKD21,450,000 (\$2,700,000) in Hong Kong
2020 Sales (year of COVID-19)	JPY530,000,000 (\$4,600,000) in Japan; HKD25,060,000 (\$3,200,000) in Hong Kong
2021 Sales (year of COVID-19)	JPY430,000,000 (\$3,700,000) in Japan; HKD30,660,000 (\$3,900,000) in Hong Kong
Business Activities	Restaurant Management, Franchise Headquarters, Operations Support
Website	http://imaginations.co.jp
Board Members	Representative Director: Hiroaki Tsunagawa Director: Shoji Tsugawa (Founder)
Main Banking Partners	*Director, Imaginations Hong Kong LTD
Affiliate Company	Director: Yasuhiro Kimura The Ashikaga Bank, Ltd.; Mizuho Bank, Ltd.; Moka Credit Union Imaginations Hong Kong LTD Yakiniku Great Asia Franchise Headquarters

Company History

会社沿革

- 2004 Yakiniku Kantera opens in Moka City, Tochigi.
- 2005 Yakiniku Kantera Haja opens in Utsunomiya City, Tochigi.
- 2008 Yakiniku Great opens in Utsunomiya City, Tochigi.
- 2009 Yakiniku Great relocates to Utsunomiya City, Tochigi.
- 2010 Yakiniku Kantera in Moka City closes.
- 2010 Yakiniku Great Kanda opens in Chiyoda-ku, Tokyo.
- 2011 Yakiniku Great Utsunomiya Station Restaurant opens in Utsunomiya City, Tochigi.
- 2012 Yakiniku Great Kanda relocates in Chiyoda-ku, Tokyo.
- 2013 Imaginations Hong Kong LTD is founded.
- 2014 Central kitchen Tare Kobo is established in Utsunomiya City, Tochigi.
- 2015 Yakiniku Kantera Haja in Utsunomiya City closes.
- 2015 Yakiniku Great Sheung Wan opens in Hong Kong.
- 2018 Yakiniku Great Kanda relocates in Chiyoda-ku, Tokyo, as Yakiniku Great Kanda ROOM.
- 2019 Yakiniku Great Soho opens in Hong Kong.
- 2020 Yakiniku Great Kuala Lumpur opens in Malaysia (a franchised outlet).
- 2021 Yakiniku Great Oyama opens in Oyama City, Tochigi (a franchised outlet).
- 2022 Yakiniku Great Kuala Lumpur (second location) will open in Malaysia.
- 2022 Yakiniku Great Macao will open in Macao SAR.
- 2023 Imaginations Inc. will be established in New York, USA.
- 2023 Yakiniku Great Bangkok will open in Thailand (a franchised outlet).

Restaurants Under Management

運営店舗

Directly Managed Restaurants in Japan

Yakiniku Great Utsunomiya Honcho	Honcho Building 1/F, 13-13 Honcho, Utsunomiya-shi, Tochigi 320-0033	TEL +81-28-666-0120
Yakiniku Great Utsunomiya Station	1-4-6 Ekimaedori, Utsunomiya-shi, Tochigi 321-0964	TEL +81-28-627-4600
Yakiniku Great Kanda ROOM	Akaokosan building 2-3/F, 2-1-14 Kajicho, Chiyoda-ku, Tokyo 101-0044	TEL +81-3-6206-0503
Kawasaki Tantan Tsuruta	3083 Tsurutamachi, Utsunomiya-shi, Tochigi 320-0851	TEL +81-28-678-5444

Franchised Restaurants in Japan

Yakiniku Great Oyama	2-9-16 Shiroyamacho, Oyama-shi, Tochigi	TEL +81-285-32-8929
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Directly Managed Restaurants Overseas

Yakiniku Great Sheung Wan	1/F, 255, Queen's Road Central, Sheung Wan, Hong Kong	TEL.+852-3565-6129
Yakiniku Great Soho	1/F, H Code, 45 Pottinger Street, Central, Hong Kong	TEL.+852-2758-8688

Franchised Restaurants Overseas

Yakiniku Great Kuala Lumpur	Republik, Jalan Medan Setia 1, Bukit Damansara, Kuala Lumpur, Malaysia	TEL.+630-2098-6666
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Our Commitment

焼肉グレートのコダわり

1. Only the finest products will be used in our restaurants: mainly B.M.S.10 or 11-graded A5 black Wagyu. Our Beef Masters visit the Shibaura Meat Market every week and carefully select the best portions of top-quality beef, which are then shipped directly to the restaurants for outstanding freshness.
2. Frozen Wagyu beef is never used at our restaurants. In order to provide the best quality and the freshest beef, only chilled products are used.
3. Yakiniku Great specializes in serving exclusive cuts of beef. With our unique cutting method, the customers can enjoy a yakiniku experience like they never have before.
4. Proactively referring to guest information, we meet each guest's purpose for visiting our restaurants.
5. Our unique training programs prepare our team-member to contribute to our "Rare-Cut Experience" mission.



Our Product

商 品

Like the variety at a Sushi restaurant, such as Maguro, Iwashi, Uni, and Akagai, our menu includes various cuts of black Wagyu, which are perfectly sliced, seasoned and grilled so that guests can enjoy their distinctive characteristics.

When we succeed, the guest says,
“Delicious! This is fun! I feel great!”
Hearing these words is our purpose.





Our Service Pattern

焼肉グレートのサービス

We show guests the best way to grill the different cuts of beef.

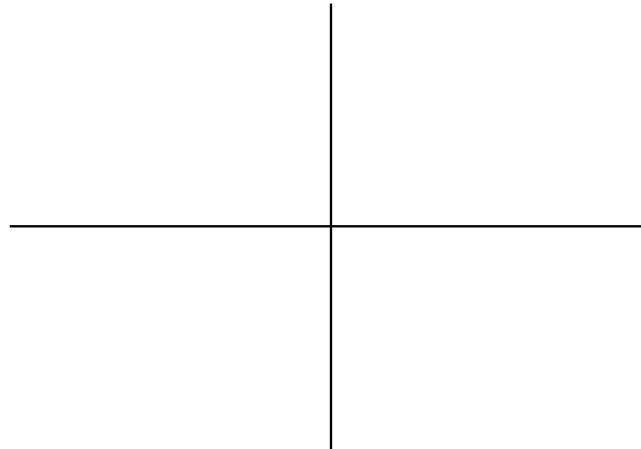
For all operations tasks, the “Number-One Operations Standards” can be referred to.

Therefore, best practices begin immediately after completing the training program.

Market Position

マーケットポジション

High average per-guest spending



Low average per-guest spending

*Chart will be created upon site and market analysis.

Location Requirements

立地条件

Population in Market Area	150,000 people per outlet
Favored Locations	Suburban Towns, Urban Areas Near Metro Stations, High-income Residential Areas
Locations to Avoid	Central Entertainment Districts and Buildings With Adult-entertainment Businesses (Locations peripheral to central entertainment districts are allowed.)
Minimum Daily Metro Passengers at Nearest Station	Urban Areas: 35,000 passengers Rural Areas: 15,000 passengers

Site Requirements

物件条件

Floor Space	Around 50 Tsubo (1,800 square feet)
Rent Per Unit	Rural Area: JPY7,000 to 10,000 (\$60 to \$87) per Tsubo [JPY200 to JPY280 (\$1.70 to \$2.40) per square foot] Central Urban Area: JPY15,000 to 24,000 (\$130 to \$210) per Tsubo [JPY420 to 670 (\$3.70 to \$5.90) per square foot]
Floor Level	First Floor
Front Entrance	Wide, Welcoming Glass Entry
Width of Building Entrance	For central urban locations, bright and clean with a clear view inside
Width of Sidewalk in Front of Restaurant	2 meters (6.6 feet) minimum
Elevator	Goes up to 6th floor (in order to run the duct above the ceiling)
Signage	Should be permitted (front, sides, and entrance of building)
Other Businesses in Building	Buildings that hold adult-entertainment businesses, hostess bars, or other Yakiniku restaurants are not allowed.
Parking	Required for rural-area locations *Metered parking is not sufficient. Parking spaces should be within the distance of two adjacent buildings or within 20 meters (66 feet) across the street.
Distance from the Nearest Metro Station	Within 3-minutes' walk in central urban locations, within 1.6 kilometers (1 mile) in rural areas (ideally)

Our Basic Support Programs - 1

基本サポート機能

Manager Training (50days)



Both Kitchen and Floor Managers-to-be are trained for 50 days and learn the basic operations of a restaurant specializing in rare cuts of Wagyu beef. The Manager-in-training takes part in training for either the kitchen or floor management to make sure they understand the values and philosophy of the company. This will prepare Managers to train their Team Members on the ground. There is a graduation exam which Manager trainees must pass at the end of the program. A weekly report is submitted to the franchisee.

Support Service for Opening (18days)



For a total of 18 days, a Supervisor from the corporate office visits the franchisee to support the trained Managers in: off-site training prior to opening, preparations for opening, on-the-job training after opening, and implementing operational changes to match actual needs. The Managers enhance their skills and complete their manager training by teaching Team Members what they have learned.

Periodic Visits by Supervisor (every three months after restaurant opening)



The Supervisor mainly gives the restaurant Manager advice on how to optimize sales and profits after materials and labor expenses. The Supervisor also counsels Managers on solving operations-related issues.

Our Basic Support Programs -2

基本サポート機能

Inspection of Operations Standards



Experienced Operations Managers perform checks on kitchen and floor operations, giving feedback and guidance. Specialized Supervisors provide support and give specific and clear advice on particular areas. The whole advising team shares the issues and provides appropriate advice so Managers and Team Members can improve operations.

Selection of Wagyu



The best Wagyu beef is selected weekly at the Tokyo Shibaura Meat Market and delivered to the restaurants once or twice a week. Our Beef Masters, who work only for Yakiniku Great, never compromise on quality. We are all committed to serving only the best Wagyu beef to our guests. *There is an administration fee for purchasing Wagyu beef (5% of total purchase price).

Sauce Supply



Our sauces are hand-made in our central kitchen and are additive free. The difference of taste in different seasons is taken into consideration in preparing the sauces. All the sauces are delivered as chilled products. In addition to Yakiniku sauce, the company provides dressing, gochujang (Korean red chili paste), and kimchi (Korean pickle).

Regular Menu Updates and Guidance



Menus are updated regularly. For each update, the Operations Manager gives instructions and guidance on site so team members can familiarize themselves with the new menu.

Update and Guidance on "Number-One Operations Standards"



We regularly update the "Number-One Operations Standards" manual with details and tips for optimal operations in the kitchen and on the service floor. The operations manual is available online for Team Members to reference at any time and is always kept up to date. Updates to are regularly shared with Team Members on site.

Optional Support Programs

オプションサポート機能

Support programs that match specific needs as they arise are provided upon the franchisee's request. These programs are meant to eliminate unnecessary worries and troubles, allowing the franchisee to focus on the management of the restaurant.

Reservations Desk

Recommended



Our skilled operators take telephone reservations for you. This service allows the Team Members on the ground to avoid interruption from taking phone calls so they can work productively. It also means Team Members' working hours needn't be extended to cover phones outside of service hours. This service is strongly recommended because it frees Team Members from the stress of taking phone calls during busy hours and lets them focus on providing Rare-Cut Service to guests in the restaurant.

Star Skills Chart Introduction Program

Recommended



The Star Catching Table is a list of skills needed for operations in the kitchen and on the service floor. It contains 25 skills each for the kitchen and floor. The Table itself is always shared with each restaurant and updated regularly. The optional Introduction Program includes an explanatory meeting for Team Members, as well as an orientation for Trainers on using the Chart for operations, skill certification, evaluations and adjusting hourly pay. The program covers the whole skill-monitoring flow.

Restaurant Maintenance Skills Program

Recommended



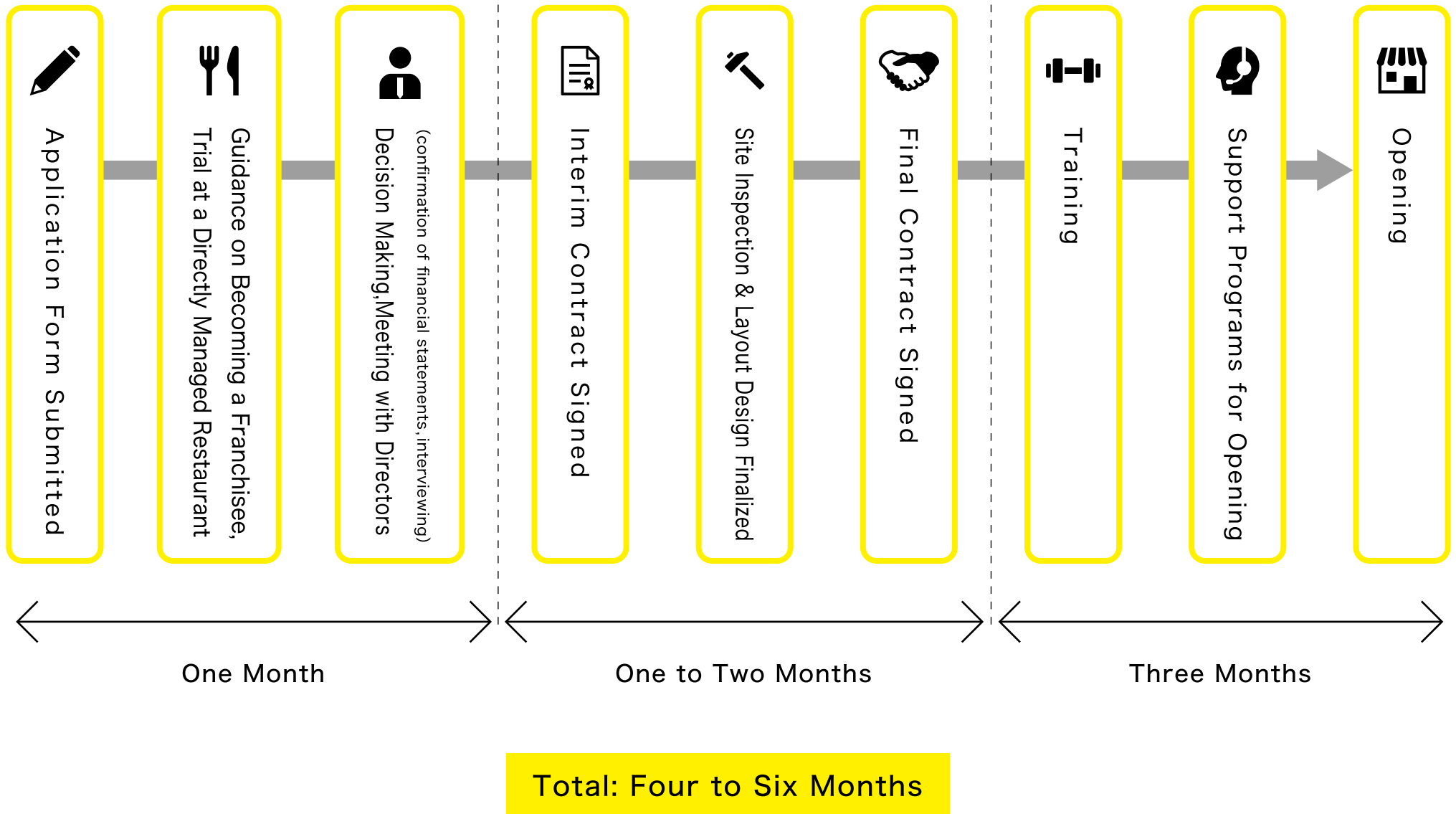
Do you notice scores of small problems when visiting your restaurant as the owner? Do you ask yourself why your staff doesn't notice these things? This program empowers team members to improve their work environment and prepare the restaurant to give rare-cut service to guests by repeating the PDCA cycle of Plan, Do, Check, and Act so that they can be better prepared for serving guests. The program is strongly recommended because it provides a communication structure for keeping you and your team members on the same page.

Even More Support Programs

- SNS Initial Construction Support
- Joint Visits to Sister Restaurants
- Joint Trips to a Cattle Barn
- One-Day Training at Directly Managed Restaurant
- Team-Member Evaluation Program
- Joint Team-Building Camps

Time Schedule for New Opening

開店までの流れ



Support Flow - 1

Continuous Support for Managers from Contract Signing Onward

Training for Start-Up (50 days)

Designated trainers including a floor manager and a kitchen operation manager give one-to-one training for 50 days. The training sessions are fun and conducted in a friendly manner so trainees can participate and ask questions with confidence



Orientation

Before starting the training on the ground, the trainees learn Yakiniku Great's core values and mission, as well as basic knowledge about restaurants, in a four-hour classroom lecture.



Training

Using the Star Skills Chart, Operations Standards Table and the training schedule, the trainees acquire necessary skills over 50 days.



Trainer Orientation

Trainers-to-be who will
on-board new team members
learn necessary skills.



Graduation Exam

Trainees are deemed to have completed the 50-day training program after passing the graduation exam!

Support Flow - 2

Continuous Support for Team Members from Contract Signing Onward

Support for Opening (18days)

Practice makes perfect! We want to help your Team get it right from the start. For eight days before opening, trainings are conducted for kitchen and service-floor Team Members. We then provide support for 10 days after grand opening.



Orientation

Orientation for Opening Team Members

1



Training + Role Playing + Tasting Event

We conduct individual trainings, service role play and food tastings to cultivate product knowledge.

2



Pre-Opening

A final practice is conducted with actual guests prior to grand opening.

3



Grand Opening

Team members receive on-the-job training to implement what they've learned and perfect their skills.

4

Support Flow - 3

Continuous Support from Contract Signing On



Site Visits by Supervisor (SV) and Operations Managers (OM)

SV

*Every month in first year
*Every three months from the second year on

SV and OM
share
information.

OM

*Every three months

Interview with Franchisee and Managers and Submission of Report

Before we do a site inspection with the owner and manager, our supervisor meets with them to discuss problems and requests.

Site Visit and Inspection

The Supervisor visits the restaurant after the interview and gives advice on how to maximize profits after materials and labor costs. The supervisor can also give the General Manager advice on operations matters.

Site Visit Report

Our Supervisor submits a report on the inspection results on the same day.

Visits by Floor Operations Manager

Our floor operations manager inspects and gives guidance on services provided on the service floor to make sure our mission is carried out for guests.

Visits by Kitchen Operations Manager

Our Kitchen Operations Manager inspects and gives guidance on kitchen work flow to ensure food served to guests meets our quality standards.

Discussion with Supervisor

The team then conducts PDCLA cycle to make improvements.

Introduction of Key Members

担当メンバー紹介



Representative Director

Hiroaki Tsunakawa

It will be gratifying to see you use the know-how that we have established. We are committed to doing our utmost to support franchised restaurants as we do directly managed outlets.



Imaginations Hong Kong Director

Shoji Tsugawa

Regardless of whether an outlet is directly managed or franchised, I believe that building a win-win relationship with partners that leverages each party's strengths is the best recipe for success.



Franchise Business Division Director

Yasuhiro Kimura

The experience I gained during the five years I worked overseas allowed me to create a training system for overseas employees who do not speak Japanese.



Restaurant Manager

Chiemi Kimura

For the guests who visit our restaurant, I put my love into each bowl of Tantan noodles. We deliver a product that is "always delicious and always prompt" to our guests.



Head Kitchen Operations Manager

Takeshi Matsuura

I have worked with Wagyu beef for many years. I will support you by introducing professional and technical knowledge into your business.



Head Service Operations Manager

Miwa Sato

Operations are important for good guest service, but it's even more crucial to orient team members around our philosophy and core values. I will support you all the way, starting with the orientation program.

Revenue Model

損益モデル

Actual Sales and Operating Income of Directly Managed Restaurants November 2018 to October 2019 (before Covid-19)

Utsunomiya Honcho Restaurant		Utsunomiya Station Restaurant		Hong Kong Sheung Wan Restaurant	
Floor Space	50 square meters (540 square feet)	Floor Space	80 square meters (850 square feet)	Floor Space	1,700 square feet
Average Monthly Sales	JPY15,210,000 (\$132,000)	Average Monthly Sales	JPY21,610,000 (\$188,000)	Average Monthly Sales	HKD1,500,000 (\$192,000)
Average Yearly Cost of Materials and Labor	57%	Average Yearly Cost of Materials and Labor	57%	Average Yearly Cost of Materials and Labor	50%
Average Monthly Operating Income	JPY4,680,000 (\$41,000)	Average Monthly Operating Income	JPY7,590,000 (\$66,000)	Average Monthly Operating Income	HKD430,000 (\$55,000)

*Depreciation, repairs, head office costs and other out-of-store expenses are not included.

*Bonuses are excluded.



Conditions of Participation

加盟条件

Participation Fee	JPY3,000,000 (\$26,100) *tax excluded
Pre-Opening Training (2 months at the head office)	JPY2,000,000 (\$17,400) *tax excluded
Support for Opening	JPY1,000,000 (\$8,700) *tax excluded
Deposit	JPY1,000,000 (\$8,700) *tax excluded
Royalty	5% of total sales
Administration Fee for Purchasing Wagyu Beef	5% of total purchase price

Fees for Optional Support Programs

オプションサポート代

<p>Reservations Desk</p> <p>*Not available on December 31st and January 1st</p>	<p>JPY75,000 (\$650) per month (tax excluded)</p>
<p>Support Service for SNS Initial Installment</p> <p>*Open accounts for Google, Instagram, Tabelog, and others</p>	<p>JPY45,000 (\$390) (tax excluded)</p>
<p>Support Service for SNS Marketing</p> <p>①Instagram weekly posting</p> <p>②Respond to Google comments</p> <p>③MDS (System for increasing Instagram followers)</p>	<p>①JPY20,000 (\$170) per month (tax excluded)</p> <p>②JPY5,000 (\$45) per month (tax excluded)</p> <p>③JPY27,800 (\$240) per month (tax excluded)</p> <p>*Other options can be negotiated.</p>
<p>Extension of Support Service for Opening</p> <p>*For eight worked hours per day. Transportation fee is not included.</p>	<p>JPY30,000 (\$260) per person per day (tax excluded)</p>
<p>Personnel System for Regular Employees</p> <p>*It takes about one year and three months from construction to bonus payment.</p>	<p>JPY3,000,000 (\$26,000) (tax excluded)</p>
<p>Star Skills Retention Program (Hourly pay coordinated system)</p> <p>*For installation and employee orientation sessions (Five visits in six months) *Transportation fee is not included.</p>	<p>JPY300,000 (\$2,600) (tax excluded)</p>
<p>Extension of Training in Case of Failing the Graduation Exam</p> <p>*For eight worked hours per day. *Transportation fee is not included.</p>	<p>JPY30,000 (\$260) per person per day (tax excluded)</p>
<p>Restaurant Maintenance Skills Program</p> <p>*One course lasts six months. Transportation fee is not included.</p>	<p>JPY600,000 (\$5,200) (tax excluded)</p>

Expected Recovery Period for Initial Investment

初期投資と想定回収期間

Sample Cost Simulation for Initial Investment

Item	Amount (JPY)
Participation Fee	3,000,000
Pre-Opening Training	2,000,000
Support for Opening	1,000,000
Deposit	1,000,000
Construction	52,500,000
Equipment and Consumables	3,450,000
Technology Hardware	1,100,000
Recruitment and Training	1,300,000
Advertising	500,000
TOTAL (excluding deposit)	64,850,000

*Simulation does not include fee for acquiring property.

*Deposit is usually refunded at time of cancellation.

Monthly Profit and Loss Sample for 50-Tsubo
(1,780-square-foot) Restaurant

Item	Amount (JPY)	Ratio
Total Sales	12,500,000	100.0%
Product Purchase	4,163,000	33.0%
Labor	2,740,000	21.9%
Recruitment	100,000	0.8%
Utilities	330,000	2.6%
Advertising	300,000	2.4%
Rent	450,000	3.6%
Software System Fees	100,000	0.8%
Other Fees	620,000	5.0%
Royalty	630,000	5.0%
Operating Income	3,067,000	24.5%

*The estimate of sales is based on the actual sales of Honcho restaurant (around 2012) on the presumption that a restaurant opens in a new location. It is a conservative estimate.

Items of Purchase

Item	Amount (JPY)	Ratio against Sales
Wagyu Beef	2,000,000	16%
5% Administration Fee for Wagyu Purchase	100,000	0.8%
Sauce	181,000	1.45%
Other Meat	538,000	4.3%
Beverages	575,000	4.6%
Other	763,000	6.1%
TOTAL	4,163,000	33.3%

*The cost for purchase items is based on the actual amount purchased by a directly managed restaurants in 2022. Please note it is an estimate.

Investment Recovery Time

投資回収

20.1 months

*This does not include the deposit that is to be returned at the end of the contract.