

YOSHINOYA HOLDINGS CO., LTD.

YOSHINOYA HOLDINGS

CORPORATE PROFILE

2018

YOSHINOYA HOLDINGS

<http://www.yoshinoya-holdings.com>





Companies only exist to serve the needs of society and to contribute to the greater happiness of mankind. The Yoshinoya Holdings Group is an enterprise that spans national and regional borders, treating people from every nation as its customers. Our customers and employees share the same human spirit and come from every part of society.

We serve people, we value people, and we want to be a valued part of people's lives.

We strive to provide our customers with products that deliver excellent value for the money.

We endeavor to foster a spirit of enthusiasm and fulfillment in our employees.

We aspire to operate in harmony with society and to protect the global environment.

Our slogan "For the People" sums up these aspirations of the Yoshinoya Holdings Group.

For the people...

FOR THE PEOPLE



A year of sowing the seeds of growth and making them sprout. Our journey in creating our own future.

2017 was a milestone year for our group that marked the 10th anniversary since becoming a holding company. In these 10 years, we have worked to expand our areas for store openings in Japan and overseas and improve profit while increasing sales. At the same time, we embarked on shifting to a business model founded upon a fresh vision focused on future growth, specifically, the formulation and launch in 2015 of our long-term management vision, "NEW BEGINNINGS 2025."

Currently, our group is promoting a 3-year medium-term management plan as the first step for "NEW BEGINNINGS 2025." The 3-year plan is an experimental phase in which we address new value creation aimed at "redefining the restaurant industry" by 2025. Accordingly, fiscal 2017, which marked the second year of the plan, was dedicated to sowing the seeds of growth through various initiatives.

Fiscal 2018 will be focused on wrapping up the experimental phase and promoting the sprouting of the seeds sowed as a foothold to achieving "NEW BEGINNINGS 2025." Please look forward to the Yoshinoya Holdings Group as we open possibilities and create our own future.

President
Yasutaka Kawamura

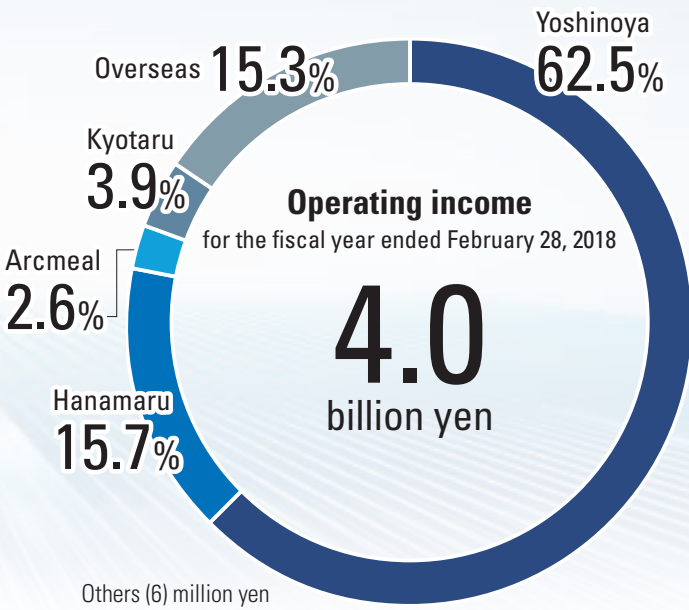
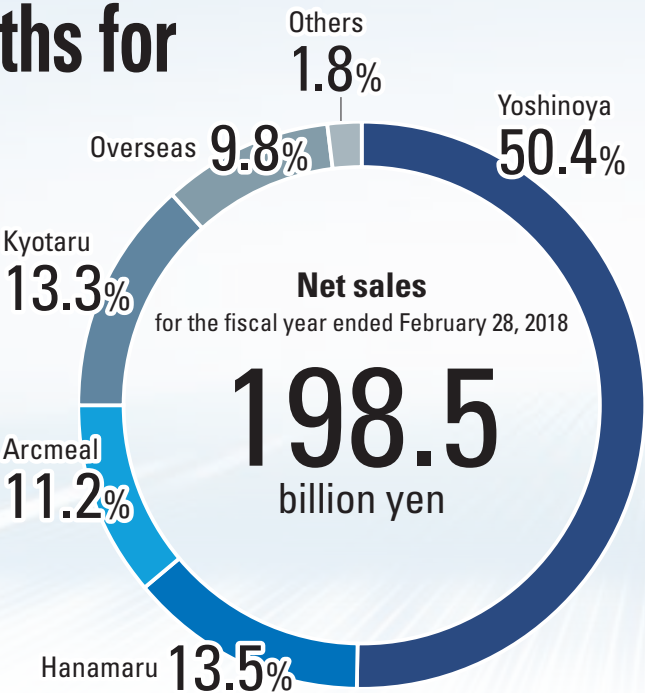
Long-term vision of Yoshinoya Holdings

NEW-BEGINNINGS
 **2025** From COMPETITION to CO-CREATION

- Three joint creations to achieve vision goals**
- ① Jointly create values with customers instead of unilaterally attempting to create them
 - ② Jointly create new business models and services by leveraging connections beyond boundaries between divisions, business corporations and national borders
 - ③ Jointly create new values going beyond hedges between industries and businesses

Gathering diverse strengths for sure promise of growth

The Yoshinoya Holdings Group is made up of diverse restaurant companies with their own unique cultures. Polishing our brand value which utilizes the originality of the various Group companies, we demonstrate a combined strength like no other by leveraging Group synergy.



Consolidated financial highlights for the fiscal year ended February 28, 2018 (rounded down to the nearest hundred million yen)

Financial results data (billion yen)	Fiscal year ended February 28, 2017 (actual)	Fiscal year ended February 28, 2018 (actual)	Fiscal year ended February 28, 2019 (plan)
Net sales	188.6	198.5	211.0
Operating income	1.8	4.0	4.1
Ordinary income	2.7	4.6	4.7
Net income attributable to owners of the parent	1.2	1.4	1.7

Cash flow (billion yen)	Fiscal year ended February 28, 2017 (actual)	Fiscal year ended February 28, 2018 (actual)	Fiscal year ended February 28, 2019 (plan)
Cash flows from operating activities	10.1	9.3	—
Cash flows from investing activities	(6.5)	(8.3)	—
Cash flows from financing activities	1.0	(4.2)	—

Per share data (yen)	Fiscal year ended February 28, 2017 (actual)	Fiscal year ended February 28, 2018 (actual)	Fiscal year ended February 28, 2019 (plan)
Basic earnings per share	19.35	23.11	26.34

*Consolidated net sales (total) include adjustments of (2.0) billion yen, and consolidated segment profit (total) includes adjustments of (4.0) billion yen.

Yoshinoya

A long-standing beef bowl chain celebrating the 120th anniversary of its founding

Yoshinoya, known for its beef bowl restaurants in Japan, is a leading Japanese fast food chain founded in 1899.



Net sales 101.0 billion yen (year-on-year +3.9%) **Operating income** 5.0 billion yen (year-on-year +32.1%)

Kyotaru

Providing sushi that fulfills diverse needs with all our hearts.

Kyotaru manages online stores in its external sales business, aside from the Kamigata sushi (attractive pressed sushi made in the Kansai region since the Heian period) shop "Kyotaru" and conveyor belt sushi shop "Kaisen Misakio."



Net sales 26.6 billion yen (year-on-year +3.9%) **Operating income** 0.3 billion yen (year-on-year +333.6%)

Hanamaru

Delivering "delicious surprises" to every customer!

Hanamaru continues to deliver "delicious surprises" to every customer by serving authentic self-service Sanuki-style Udon.



Net sales 27.0 billion yen (year-on-year +13.3%) **Operating income** 1.2 billion yen (year-on-year +35.9%)

Overseas

The first overseas store opened in 1975

Overseas, we mainly execute business under the "Yoshinoya" and "Hanamaru Udon" brands.



Net sales 19.7 billion yen (year-on-year +18.8%) **Operating income** 1.2 billion yen (year-on-year +36.0%)

Arcmeal

Meat speciality restaurant chain in pursuit of "hospitality."

Arcmeal is currently expanding its business in the Northern Kanto region with three main brands: steak restaurants "Steak-no-Don" and "Volks," and shabu-shabu and sukiyaki restaurants "Don-tei."



Net sales 22.4 billion yen (year-on-year -2.2%) **Operating income** 0.2 billion yen (year-on-year +54.4%)

Others

Setagaya has 21 stores in Japan and overseas

This segment is represented by "Setagaya," a pioneer in the global ramen boom.



Net sales 3.5 billion yen (year-on-year -16.1%) **Operating income and loss** (0) billion yen (year-on-year (0.05) billion yen)

Keeping the passion for flavor while creating new value

The value we deliver through our particular focus on taste since our founding, as well as Yoshinoya's evolution, is well-received by people across borders and generations. We plan to make further progress toward the future, spreading Japan's food culture to the world.



Group Synergy

We develop multiple branches while utilizing knowhow from all Group companies

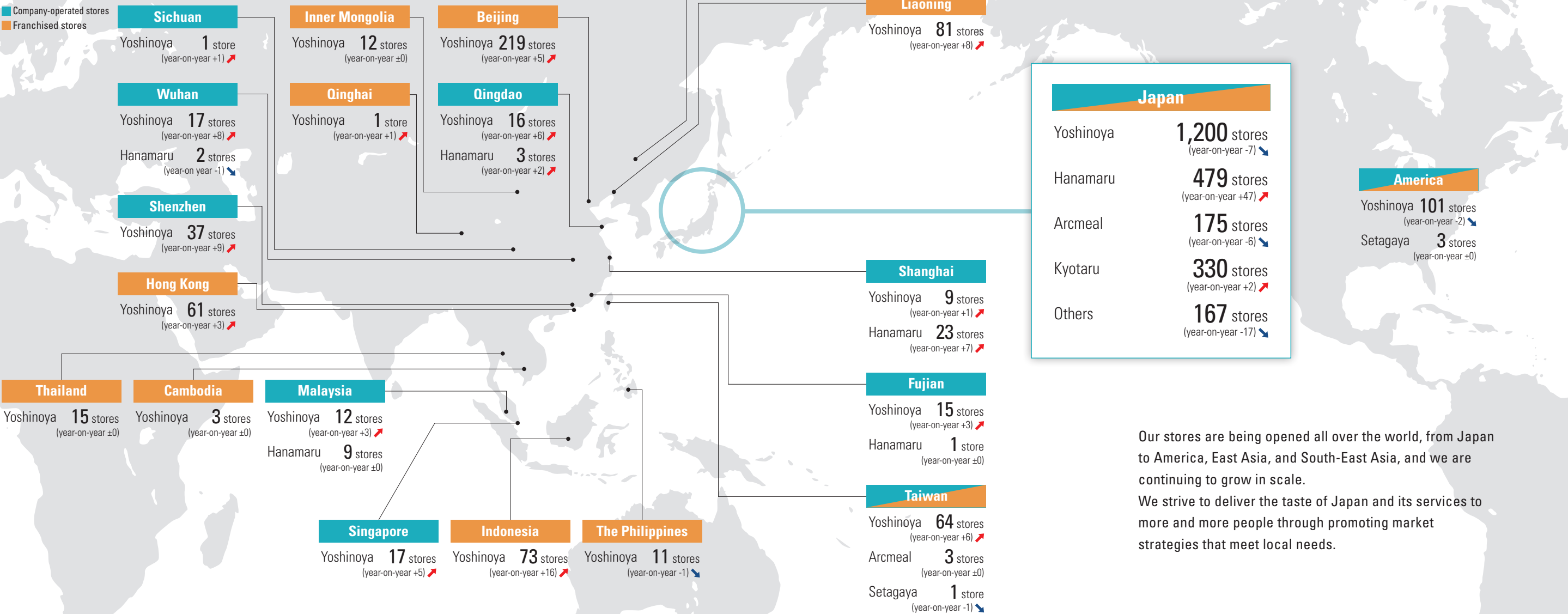
Japanese cuisine

We spread the taste of Japanese cuisine to the world through convenient ways

Localization

Our employees are not only from Japan, but are also from local regions

Flavors and services from Japan spreading around the world



Our stores are being opened all over the world, from Japan to America, East Asia, and South-East Asia, and we are continuing to grow in scale.
We strive to deliver the taste of Japan and its services to more and more people through promoting market strategies that meet local needs.

Company Profile

Company Name	YOSHINOYA HOLDINGS CO., LTD.
Established	December 27, 1958
Paid-in Capital	10,265,480,000 yen
President	Yasutaka Kawamura
Head Office	18F Daiwa Rivergate, 36-2 Nihonbashihakozakicho, Chuo-ku, Tokyo, 103-0015, Japan
TEL	+81-3-5651-8800 (main)
URL	http://www.yoshinoya-holdings.com/
Stock Listing	Tokyo Stock Exchange First Section (Securities Code: 9861)

Number of Employees	Yoshinoya	9,959	Male:	5,179
			Female:	4,780
	Hanamaru	2,161	Male:	898
			Female:	1,263
	Arcmeal	2,173	Male:	773
			Female:	1,400
	Kyotaru	2,828	Male:	1,250
			Female:	1,578
	Overseas	3,204	Male:	1,951
			Female:	1,253
	Others	319	Male:	189
			Female:	130

Including part-time workers

Number of stores in Japan and overseas, by brand

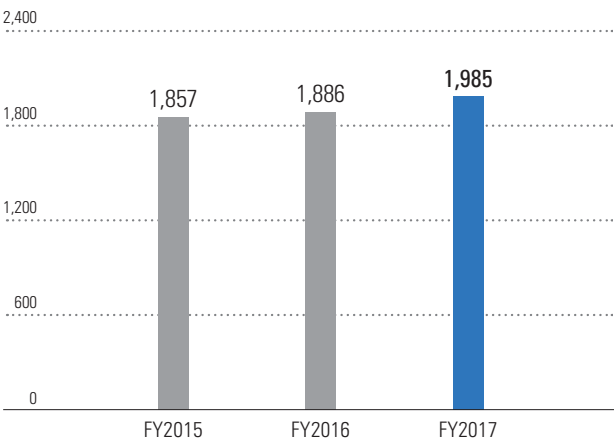
Yoshinoya	Company-operated stores	1,382 stores	Total	1,983 stores
	Franchised stores	601 stores		(year-on-year +73) ↑
Hanamaru	Company-operated stores	414 stores	Total	517 stores
	Franchised stores	103 stores		(year-on-year +55) ↑
Arcmeal	Company-operated stores	175 stores	Total	178 stores
	Franchised stores	3 stores		(year-on-year -6) ↓
Kyotaru	Company-operated stores	330 stores	Total	330 stores
	Franchised stores	0 stores		(year-on-year +1) ↑
Others	Company-operated stores	67 stores	Total	171 stores
	Franchised stores	104 stores		(year-on-year -18) ↓

All brand total	
Company-operated stores	2,368 stores
Franchised stores	811 stores
Total	
3,179 stores	
(year-on-year +105) ↑	

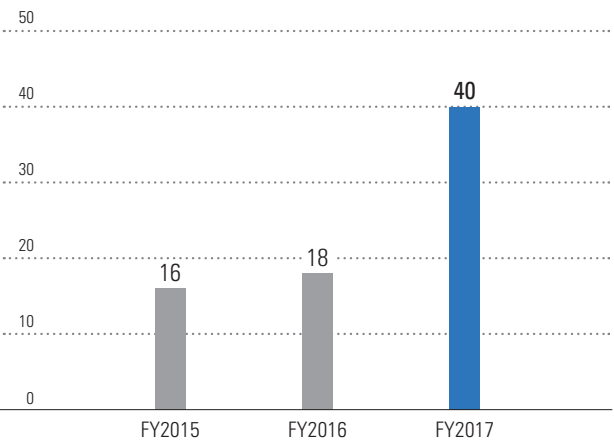
(As of the end of February 2018)

Financial highlights

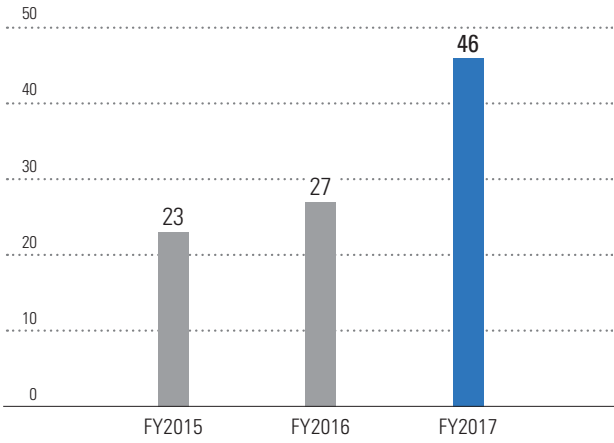
Net sales (100 million yen)



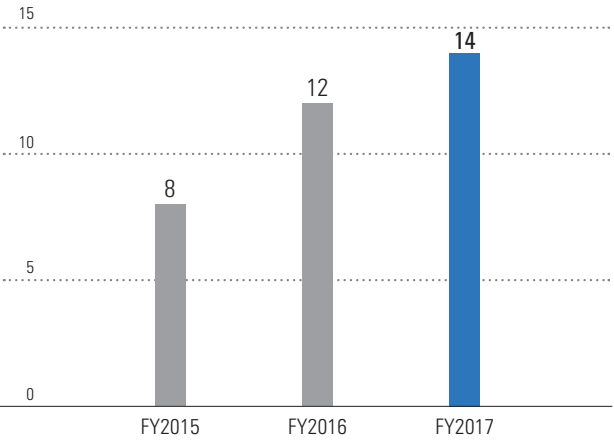
Operating income (100 million yen)



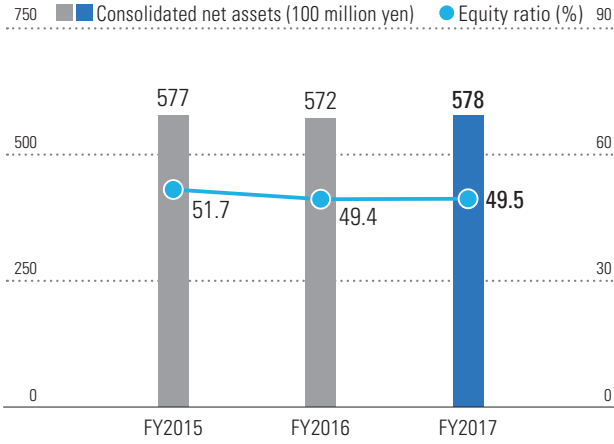
Ordinary income (100 million yen)



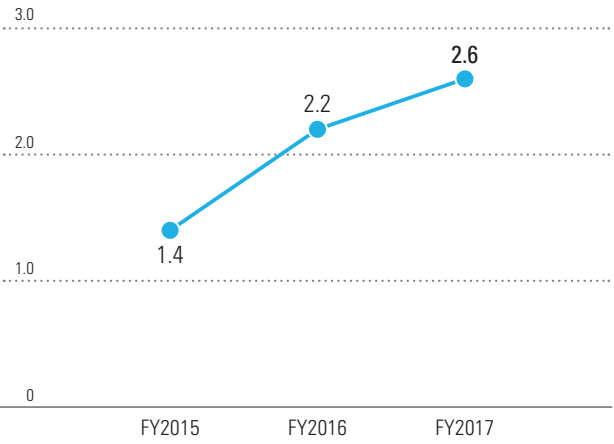
Net income attributable to owners of the parent (100 million yen)



Consolidated net assets and equity ratio



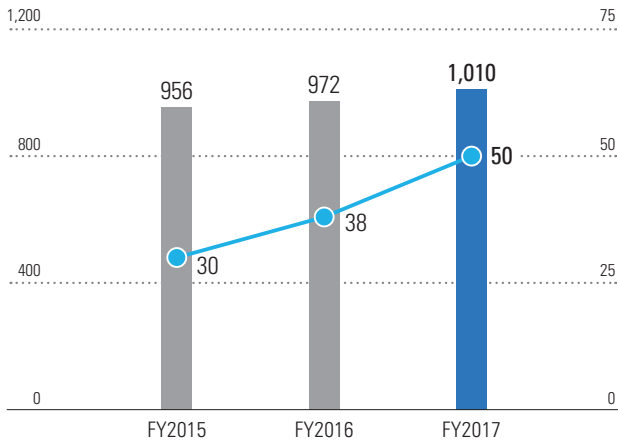
ROE (return on equity) (%)



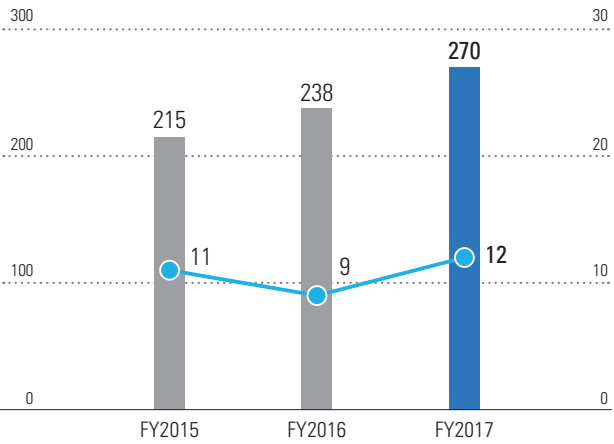
Information by segment

Left axis: ■ Net sales (100 million yen) Right axis: ● Segment income (100 million yen)

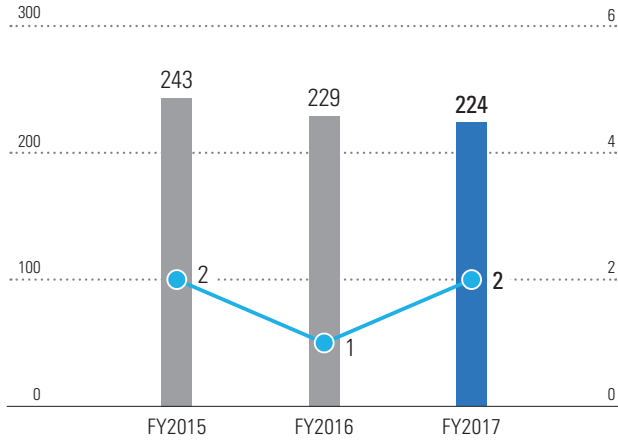
Yoshinoya



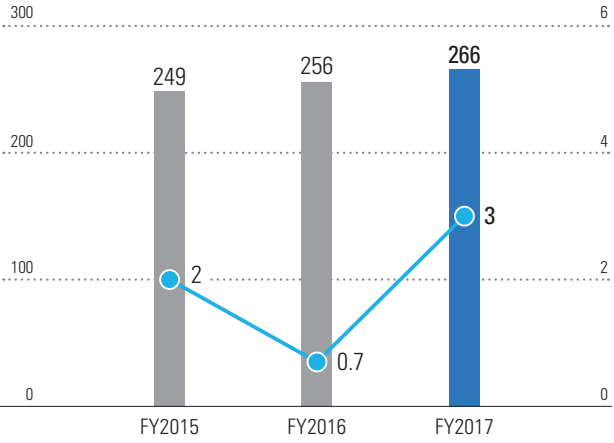
Hanamaru



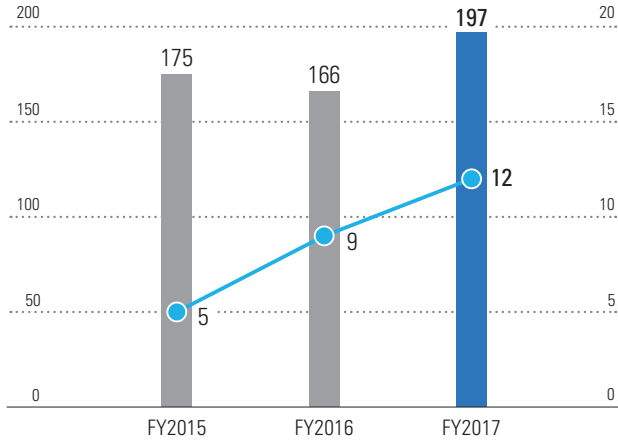
Arcmeal



Kyotaru



Overseas



Other

