



FUJIO FOOD SYSTEM Co.,LTD
Consolidated financial results
For the 4Q of the fisical year ending Dec 31,2014

Photo: Maida Ookini Shokudo

Summary of consolidated financial results

(¥ million)

	4Q FY2013		4Q FY2014		Year on year change	
	Actual	% to Net sales	Actual	% to Net sales	Amount	Ratio
Net sales	26,838	100.0%	30,486	100.0%	3,648	13.6%
Directly managed operations	25,272	94.2%	28,910	94.8%	3,638	14.4%
Franchise operations	1,566	5.8%	1,575	5.2%	9	0.6%
Cost of sales	8,899	33.2%	10,179	33.4%	1,280	14.4%
Gross profit on sales	17,939	66.8%	20,306	66.6%	2,367	13.2%
SG&A expenses	15,809	58.9%	17,590	57.7%	1,781	11.3%
Operating income	2,129	7.9%	2,716	8.9%	587	27.6%
Ordinary income	2,082	7.8%	2,669	8.8%	587	28.2%
Extraordinary income	10	0.0%	5	0.0%	△ 5	-50.0%
Extraordinary loss	214	0.8%	272	0.9%	58	27.1%
Net income	1,056	3.9%	1,405	4.6%	349	33.0%
EBITDA*	3,241	12.1%	4,048	13.3%	807	24.9%

Financial highlights

**Net sales +3,648million
+13.6% y/y**

- Increase of directly managed by the number of stores increased (+33 stores y/y)
+3,460 million y/y
- Same-store sales (Directly managed) (+0.9% y/y)
+178 million y/y

**Operating income
+587 million
+27.6%y/y**

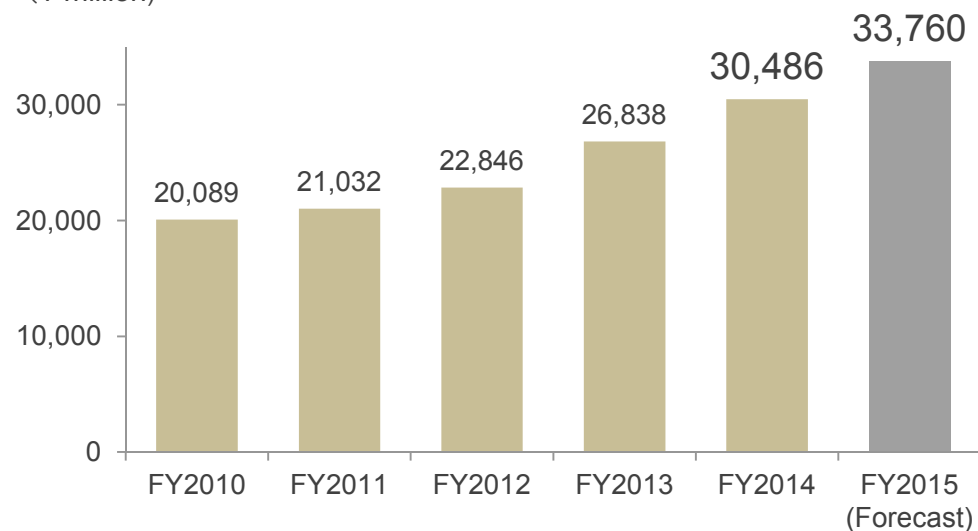
- Increase of cost of sales
+0.2%
- Decrease of SG&A expenses-
▲ 1.2%

*EBITDA=Operating income+Depreciation/Amortization

Changes in consolidated financial results (Full year)

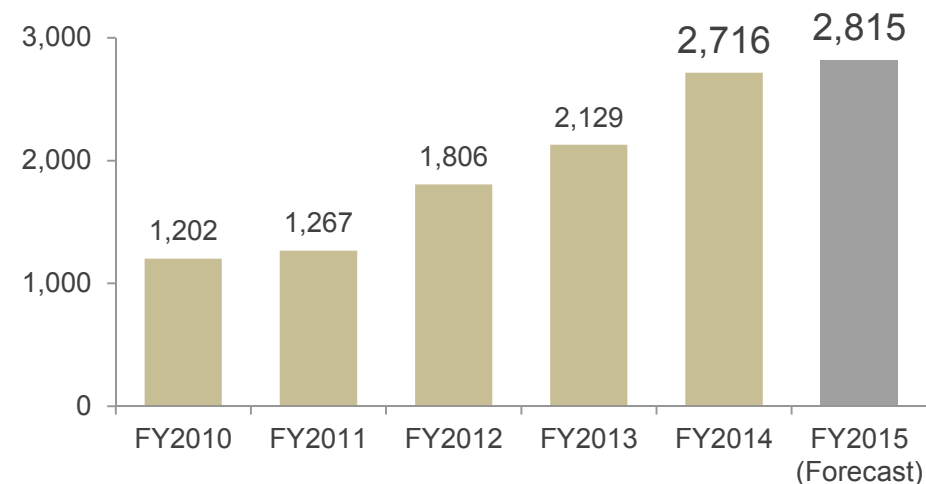
Net sales

(¥ million)



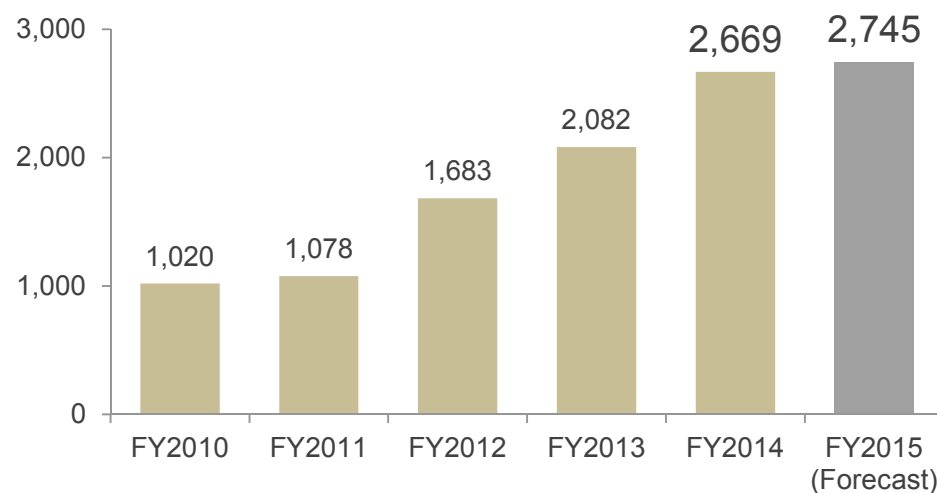
Operating income

¥million



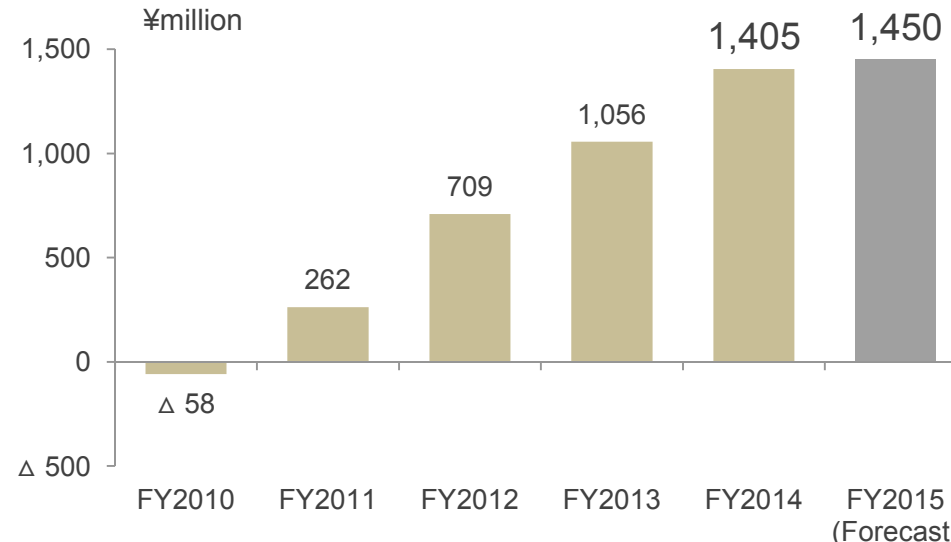
Ordinary income

¥million



Net income

¥million



4Q Net sales by category (Directly managed operations)

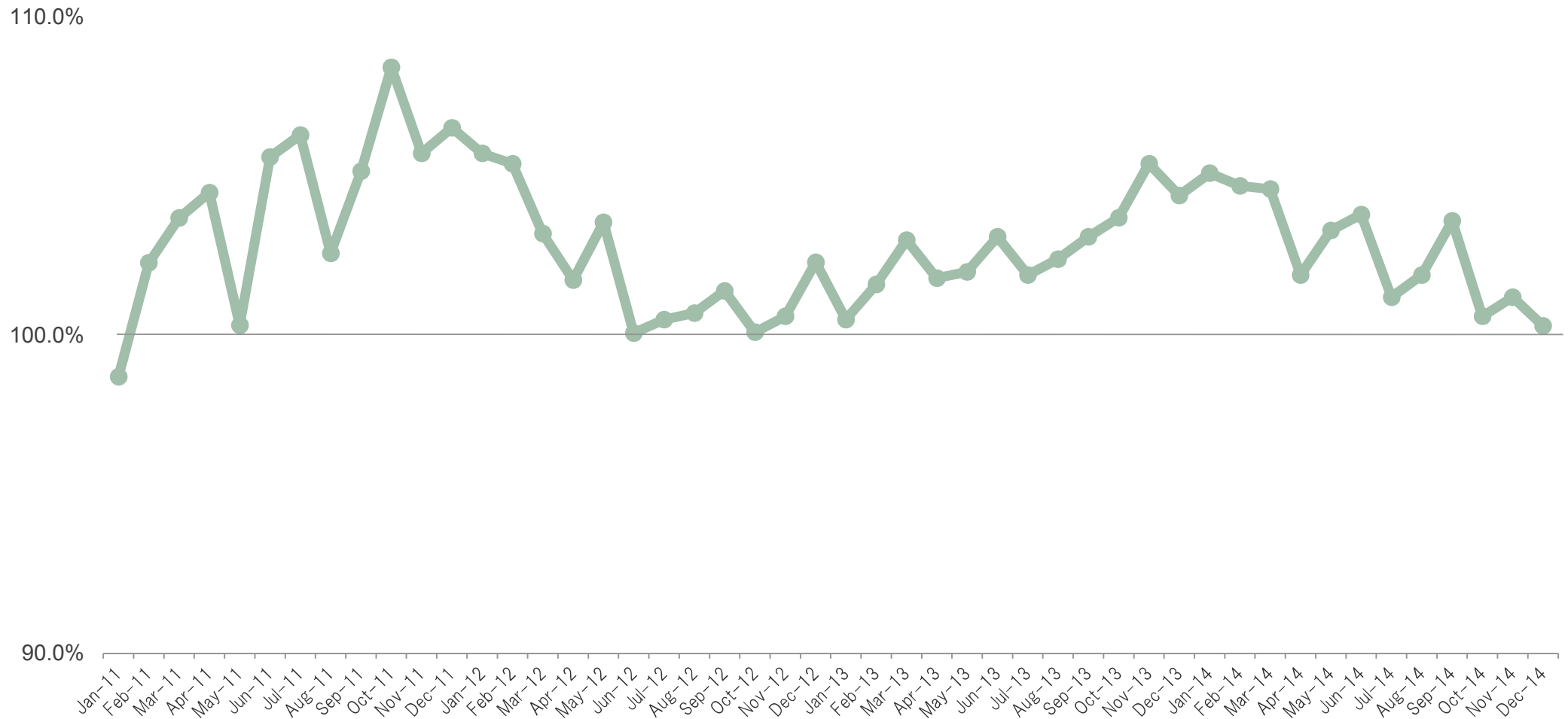
(¥ million)

	4Q FY2013		4Q FY2014		Year-on-year Change		As of Dec,2014	
	Amount	Composition (%)	Amount	Composition (%)	Amount	Ratio	New store opening	No. of stores
Directly managed total	25,272	100.0%	28,910	100.0%	3,638	14.4%	48	375
Maido Ookini Shokudo	9,254	36.6%	9,965	34.5%	711	7.7%	8	133
Kushiya Monogatari	7,758	30.7%	9,393	32.5%	1,635	21.1%	16	71
Kappogi	2,111	8.4%	2,396	8.3%	285	13.5%	4	40
Tsurumaru	2,227	8.8%	2,424	8.4%	197	8.8%	2	48
Others	3,919	15.5%	4,730	16.4%	811	20.7%	18	83

*Others include “Honolulu Coffee”, a subsidiary company.

Changes in net sales of Directly managed 'Maido Ookini Shokudo' existing stores (Year-on-Year changes)

Net sales of directly managed existing stores "Maido Ookini Shokudo" have exceeded those of the same month last year for the consecutive **48th** month since February 2011.



Summary of consolidated balance sheet

(¥ million)

	FY2013		FY2014		Compared with the end of last FY	
	December 31		December 31		Amount	Ratio
	Actual	Composition (%)	Actual	Composition (%)		
Current sssets	4,530	28.6%	4,611	25.6%	81	1.8%
Cash and equivalents	2,825	17.9%	2,610	14.5%	△ 215	-7.6%
Noncurrent sssets	11,261	71.2%	13,386	74.3%	2,125	18.9%
Property, plant and equipment	6,672	42.2%	8,406	46.7%	1,734	26.0%
Intangible assets	76	0.5%	59	0.3%	△ 17	-22.4%
Investments and other assets	4,512	28.5%	4,920	27.3%	408	9.0%
Deferred assets	28	0.2%	14	0.1%	△ 14	-50.0%
Total assets	15,820	100.0%	18,012	100.0%	2,192	13.9%
Current liabilities	5,446	34.4%	5,946	33.0%	500	9.2%
Current portion of long-term loans debts	1,179	7.5%	1,595	8.9%	416	35.3%
Current portion of bonds	690	4.4%	470	2.6%	△ 220	-31.9%
Noncurrent liabilities	5,497	34.7%	5,948	33.0%	451	8.2%
Long-term bonds	1,759	11.1%	1,289	7.2%	△ 470	-26.7%
Long-term loans debts	2,593	16.4%	3,518	19.5%	925	35.7%
Common stock	1,457	9.2%	1,481	8.2%	24	1.6%
Capital surplus	1,337	8.5%	1,361	7.6%	24	1.8%
Net assets	4,876	30.8%	6,117	34.0%	1,241	25.5%
Total liabilities and net assets	15,820	100.0%	18,012	100.0%	2,192	13.9%

Highlights

Total cash and equivalents:
¥2,610 million **▲¥215 million**
compared with the end of FY2013

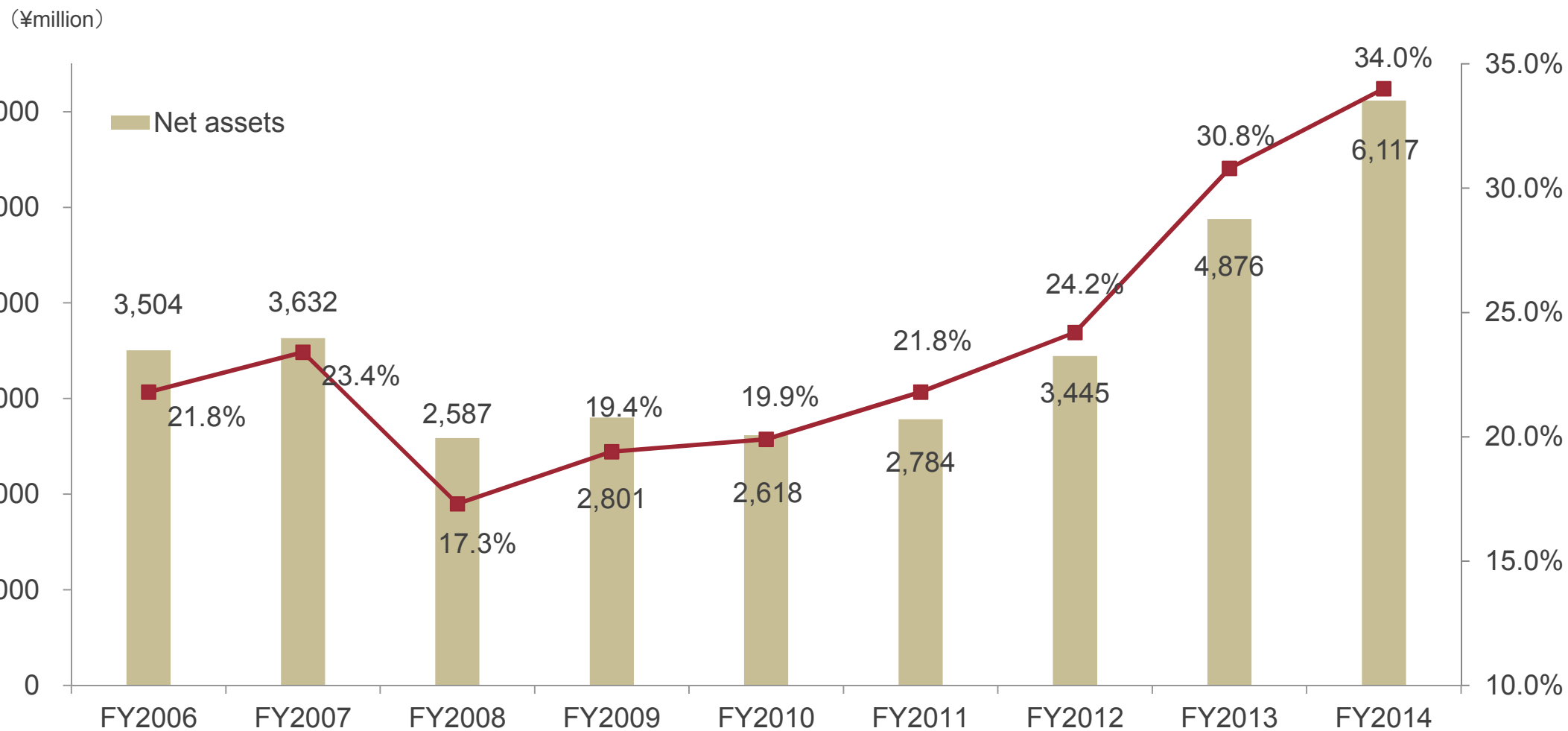
Total loans:
¥6,872 million **+¥651 million**
compared with the end of FY2013
(incl. convertible bond ¥1,000 million)

Net debt:
(Loans – Cash and equivalents)
¥4,262 million **+¥866 million**
compared with the end of FY2013

Net assets:
¥6,117 million **+¥1,241 million**
compared with the end of FY2013

Changes in net assets

Net assets ¥6,117 million, Net assets ratio 34.0%



Summary of consolidated cash flows

(¥million)

	4Q FY2013	4Q FY2014	Year-on-Year Change
	Actual	Actual	
Cash flows from operating activities	2,743	3,093	350
Income before income taxes	1,878	2,402	524
Depreciation and amortization	1,115	1,335	220
Impairment loss	166	150	△ 16
Income taxes paid	△ 601	△ 1,040	△ 439
Cash flows from investing activities	△ 3,799	△ 3,619	180
Purchase of property, plant and equipment	△ 3,154	△ 3,088	66
Security deposits and guarantees pledged	△ 645	△ 531	114
Cash flows from financing activities	△ 496	298	794
Proceeds from long-term loans payable	2,093	2,917	824
Repayment of long-term loans payable	△ 1,473	△ 1,575	△ 102
Redemption of bonds	△ 740	△ 690	50
Payment of dividends	△ 183	△ 243	△ 60
Net increase(decrease) in cash and cash equivalents	△ 1,519	△ 215	1,304
Cash and cash equivalents, beginning of year	3,851	2,446	△ 1,405
Cash and cash equivalents, end of year	2,446	2,231	△ 215

Forecast of domestic new store opening for FY2015

Number of new store opening of “Kushiya monogatari” will greatly exceed the original plan.

Number of new store opening		FY2014 Full year Actual	FY2015 Full year Forecast	Cotracted stores and Brands
Directly managed	Maido Ookini Shokudo	8	8	Settsu-Nakayama, Musashimurayama, Aeon-mall Okinawa, Chiba Yachiyo, etc
	Kushiya Monogatari	16	10	Aeon, Aeon-mall, LaLa-port, Yumetown, etc
	Kappougi	4	1	Shinagawa-season teras
	Honolulu Coffee	10	3	Lala-port, Aeon-mall, Mitsui Outlet Park
	Others	10	16	(Name of Brands) Delices tarted&café, Tenpura Ebinoya, Katuma, Fujio-ken
Total		48	38	

Forecast of Financial Results for FY2015

Outlook for revenue growth by same store sales and new store opening.

(¥ million)

	FY2014		FY2015		Year on year	
	Full year		Full year		Change	
	Actual	% to Net Sales	Forecast	% to Net Sales	Amount	Ratio
Net sales	30,486	100.0%	33,760	100.0%	3,274	10.7%
Operating income	2,716	8.9%	2,815	8.3%	99	3.6%
Ordinary income	2,669	8.8%	2,745	8.1%	76	2.8%
Net income	1,405	4.6%	1,450	4.3%	45	3.2%
Number of new store opening (Directly operated)	48		38		△ 10	
All Same-store sales year on year	+0.9%		0.0%		-0.9%	

Forecast of overseas new store opening for FY2015

Country	As of Dec,2014 Actual No. of stores	FY2015 Forecast New store	As of Dec,2015 Forecast No.of stores	Number of stores by category (As of Dec,2015)
China(Shanghai)	5	1	6	Maidookinishokudo 5 Cafe 1
United States of America	2	0	2	Maidookinishokudo 1 Tsurumaru 1
Taiwan	1	5	6	Maidookinishokudo 5 Kushiyamonogatari 1
Thailand	5	3	8	Maidookinishokudo 4 Tsurumaru 4
Indonesia	0	4	4	Maidookinishokudo 2 Kushiyamonogatari 2
Total	13	13	26	

Number of stores by category (Total 719 as of Dec,2014)

<p>Maido Ookini Shokudo</p>  <p>439 stores</p>	<p>Kushiya Monogatari</p>  <p>84 stores</p>	<p>Tsurumaru</p>  <p>57 stores</p>	<p>Kappougi</p>  <p>54 stores</p>	<p>Honolulu Coffee</p>  <p>19 stores</p>
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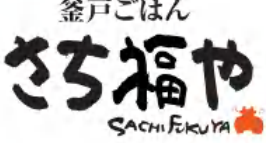










<p>Sachifukuya</p>  <p>15 stores</p>	<p>Delices du Palais</p>  <p>10 stores</p>	<p>Fujio-ken</p>  <p>6 stores</p>	<p>Komegyu-harebare</p>  <p>3 stores</p>	<p>Tenpura-ebinoya</p>  <p>1 stores</p>	<p>Katsuma</p>  <p>2 stores</p>
<p>Sukiyaki shabushabu Fujio</p>  <p>1 stores</p>	<p>Honey Mitsubachi Coffee</p>  <p>4 stores</p>	<p>Indo no Ru</p>  <p>4 stores</p>	<p>Hinone-mizunone</p>  <p>3 stores</p>	<p>Takomonogatari</p>  <p>1 stores</p>	<p>Others</p> <p>15 stores</p>

Photo: Maruten Shokudo (In mid-1950s; restaurant run by President Masahiro Fujio's parents, which was the model of the current *Maido Ookini Shokudo*)



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