

# 2014 Company Profile for Global Partners

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FUJIO FOOD SYSTEM CO., LTD.



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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# Company Information

# Company Profile

## Basic Information

Company Name	FUJIO FOOD SYSTEM CO., LTD.
Securities Code	2752
Representative Director	Masahiro Fujio, CEO
Head Office	Daiwa Minami-Morimachi Building, 2-6, 2-Chome Kita, Tenjinbashi, Kita Ward, Osaka City, Osaka Prefecture
Website	<a href="http://www.fujiofood.com/">http://www.fujiofood.com/</a>
Founded	December 1979
Established	November 11, 1999
Listing	December 17, 2002
Stock Listing	JASDAQ Standard
Paid-in Capital	1,457 million yen (as of December 2013)
Number of Employees	564(Consolidated; as of December 2013) (4,962 part-time employees ,as of December 2013)

## Major Shareholders

Rank	Major Shareholders	Share-holding Ratio (%)
1	FM Shogyo Keikaku Ltd.	14.58
2	Sapporo Breweries Ltd.	12.78
3	Masahiro Fujio	5.7
4	Japan Trustee Services Bank, Ltd.	4.73
5	Fujio Partner Vendor Stock Ownership Program	3.95
—	Others	58.26
	Total	100

## Management

Masahiro Fujio	President & Chief Executive Officer
Yusuke Zushi	Director and Executive Officer
Hideo Fujio	Director
Yuichiro Kuki	Director and Executive Officer
Makoto Maezono	Director and Executive Officer
Yasutaka Ito	Director(Outside)
Shinrou Tanaka	Auditor
Tsuneo Yamada	Auditor(Outside)
Hiroho Kamakura	Auditor(Outside)
Takao Murakami	Auditor(Outside)
Ichiro Sato	Executive Officer
Hideki Takamori	Executive Officer
Daisuke Matsumoto	Executive Officer
Masakazu Nakamura	Executive Officer

# Profile: Masahiro Fujio, Founder & Chief Executive Officer



## Current Position

Fujio Food System Co., Ltd.	President & Chief Executive Officer
Hong Kong Fujio Food System Co., Ltd.	President & Chief Executive Officer
Fujio Food System U.S.A. Co., Ltd.	President & Chief Executive Officer
Fujio Food System Singapore PTE. LTD	President & Chief Executive Officer
Honolulu Coffee Japan Co., Ltd.	Chairman & Representative Director

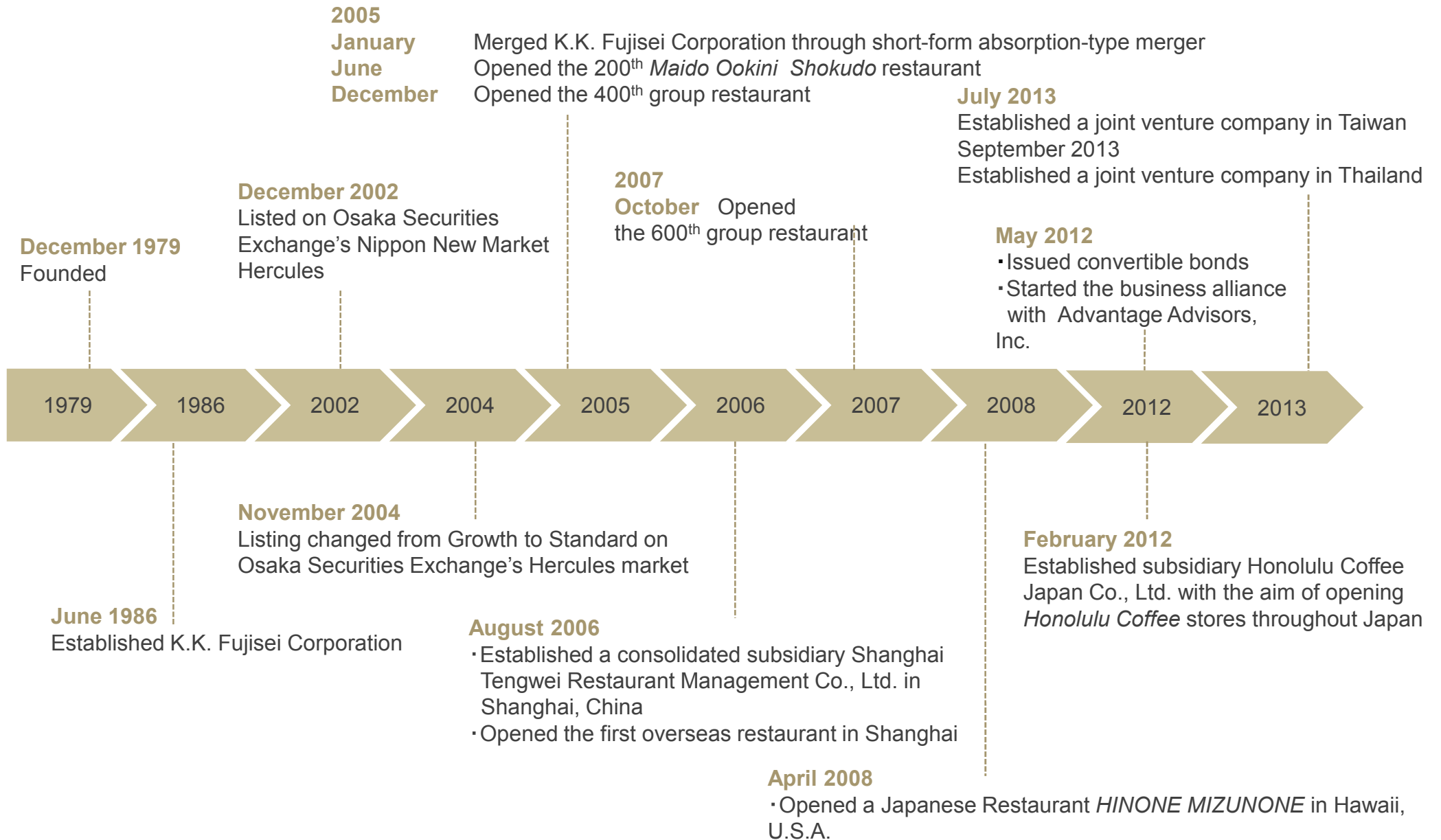
## Biography

March 1977	Graduated from Otemon Gakuin University, BA in Economics (the 8 <sup>th</sup> batch graduate)
December 1979	Established Fujio Jitsugyo
June 1986	Established K.K. Fujisei Corporation (President & Chief Executive Officer )
July 1989	Opened the first <i>Maido Ookini</i> restaurant 'Morimachi Shokudo'
November 1999	Established Fujio Food System Co., Ltd. (President & Chief Executive Officer )
December 2002	Listed on the Hercules market at Osaka Securities Exchange
June 2006	Opened the first restaurant in Shanghai
June 2008	Opened the first restaurant in the U.S. (Hawaii)
February 2012	Established Honolulu Coffee Japan Co., Ltd.
















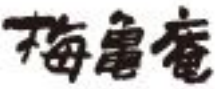

## Other Major Positions

Executive Member, KANSAI KEIZAI DOYUKAI (Kansai Association of Corporate Executives)  
Vice Chairman , Osaka Restaurant Management Association  
Committee Member, Committee on Promoting the Food Culture of Osaka  
Visiting Professor, Otemon Gakuin University

# History

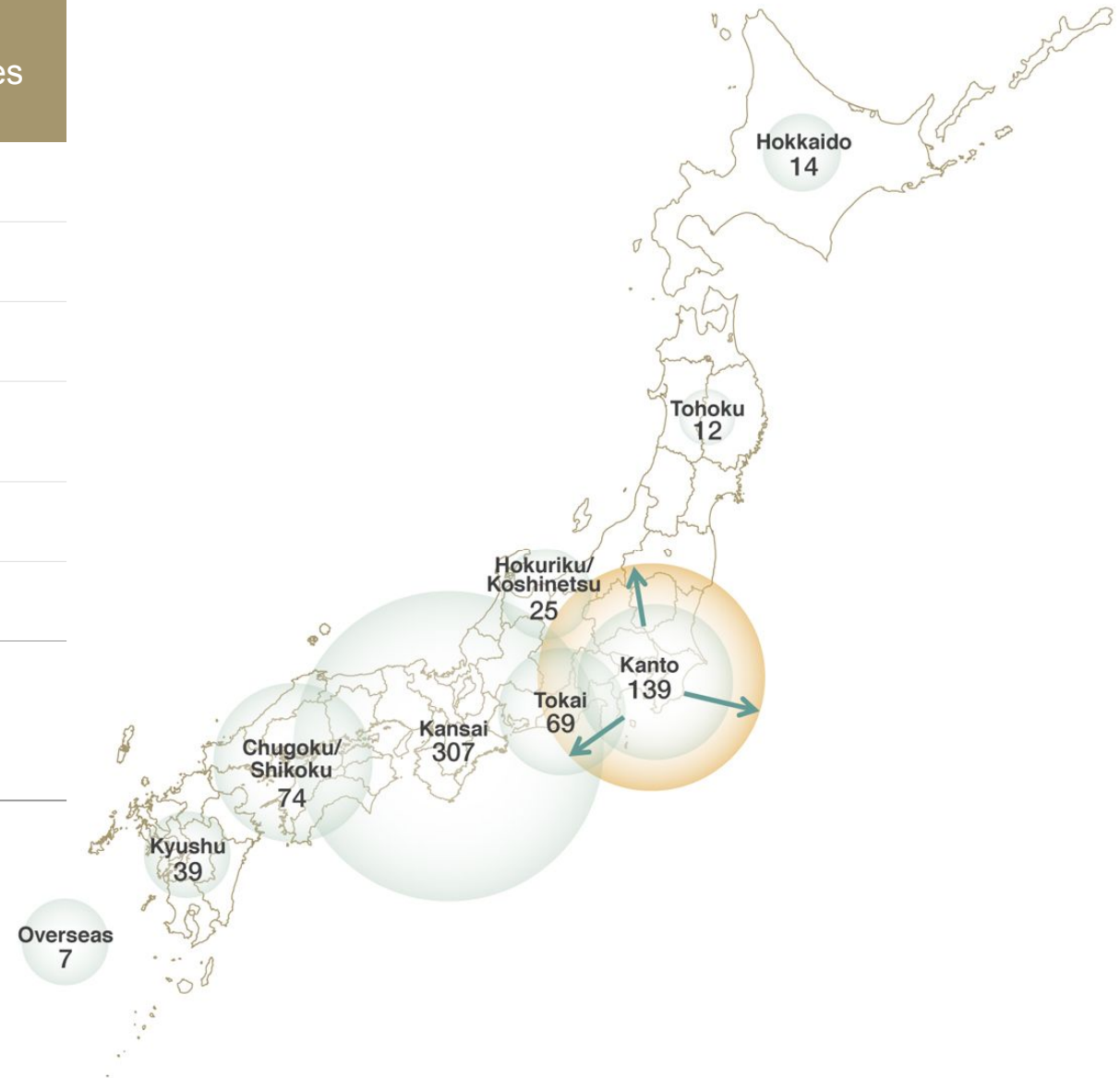


# Brand Overview

<p>Maido Ookini Shokudo</p>  <p>438</p>	<p>Kushiya Monogatari</p>  <p>70</p>	<p>Tsurumaru (Tsurumaru Udon, Tsurumaru Udon Honpo)</p>  <p>53</p>	<p>Kappogi</p>  <p>52</p>		
<p>Sachifukuya</p>  <p>13</p>	<p>Fujio-ken</p>  <p>6</p>	<p>Delices du Palais</p>  <p>7</p>	<p>Honolulu Coffee</p>  <p>9</p>	<p>Bread Factory</p>  <p>1</p>	<p>Hinone Mizunone</p>  <p>3</p>
<p>Honey Mitsubachi Coffee</p>  <p>5</p>	<p>Jujuya</p>  <p>5</p>	<p>Indo-no-ru</p>  <p>3</p>	<p>Naniwa Gochiso Buffet Imo to Daikon</p>  <p>1</p>	<p>Sumibiya Komegyu</p>  <p>3</p>	<p>Katsuman</p>  <p>1</p>
<p>Umekamean</p>  <p>1</p>	<p>Tako Monogatari</p>  <p>1</p>	<p>TOTAL</p> <p>686 (end of December 2013)</p>			

# Geographical Distribution of Group Restaurants

Core Brands	Directly Managed Restaurants	Franchises
<i>Maido Ookini Shokudo</i>	129	306
<i>Kushiya Monogatari</i>	58	12
<i>Tsurumaru</i>	49	3
Tezukuri Izakaya <i>Kappogi</i>	37	15
Sub-brands	69	1
Overseas	7	-
<b>Total</b>	<b>349</b>	<b>337</b>
	<b>686</b>	



**Restaurants in Japan: 686  
(as of December 31, 2013)**



## Main Brand (1): Maido Ookini Shokudo

Traditional restaurant for everyone, always serving foods freshly cooked on the premises



Photo:Tsurumi Midori Shokudo (Osaka City, Osaka Prefecture)

# Innovation: *Maido Ookini Shokudo*

Around 1955

1955



**Model of Maido Ookini Shokudo**  
Maruten Shokudo (Osaka Tenjinbashisuji)

Open in July 1988

1988



**First Maido Ookini Shokudo restaurant**  
Morimachi Shokudo

Open in June 2003

2003



**First suburban Maido Ookini Shokudo**  
Settsu Shokudo

Renewal open in Feb 2008

2008



**Renovated suburban Maido Ookini Shokudo**  
Minoo Onohara Shokudo

Reopened in Dec 2010

2010



**Live Kitchen type** Hineno Shokudo

Opened in Dec 2012

2012



**Live Island Kitchen type** Tsurumi-midori Shokudo

## Main Brand (2): *Kushiya Monogatari*

Buffet-style restaurant where customers can freely pick up ingredients from sea and mountain and cook their own *kushiage* (deep-fried foods on a stick)



Photo: Kushiya Monogatari, a restaurant at Aeon Mall Mitouchihara (Mito, Ibaragi)

## Main Brand (3): *Tsurumaru* (*Tsurumaru Udon, Tsurumaru Udon Honpo*)

Udon noodle restaurant where customers have choices of Osaka style udon with their own topping for 500 yen (one-coin)



Photo: *Tsurumaru Udon Honpo*, a restaurant at Kadoma (Osaka City, Osaka Prefecture)

## Main Brand (4): *Kappogi* Home-Cooking Izakaya Pub

Izakaya (Japanese-style pub), where customers can enjoy drink and home-made foods in the evening;  
also serving popular fixed set meals during lunch time



Photo: *Kappogi*, a restaurant in Hamamatsucho (Minato Ward, Tokyo)

# Sub-Brands: *Sachifukuya*, *Fujio-ken*, *Delices du Palais*

Japanese-style restaurant serving set menu from seasonal fish, vegetables, and other delicacies

*Sachifukuya*



Traditional European-style restaurant

*Fujio-ken*



Tearoom serving fruit tarts

*Delices du Palais*



## Overseas Brand: *Honolulu Coffee*

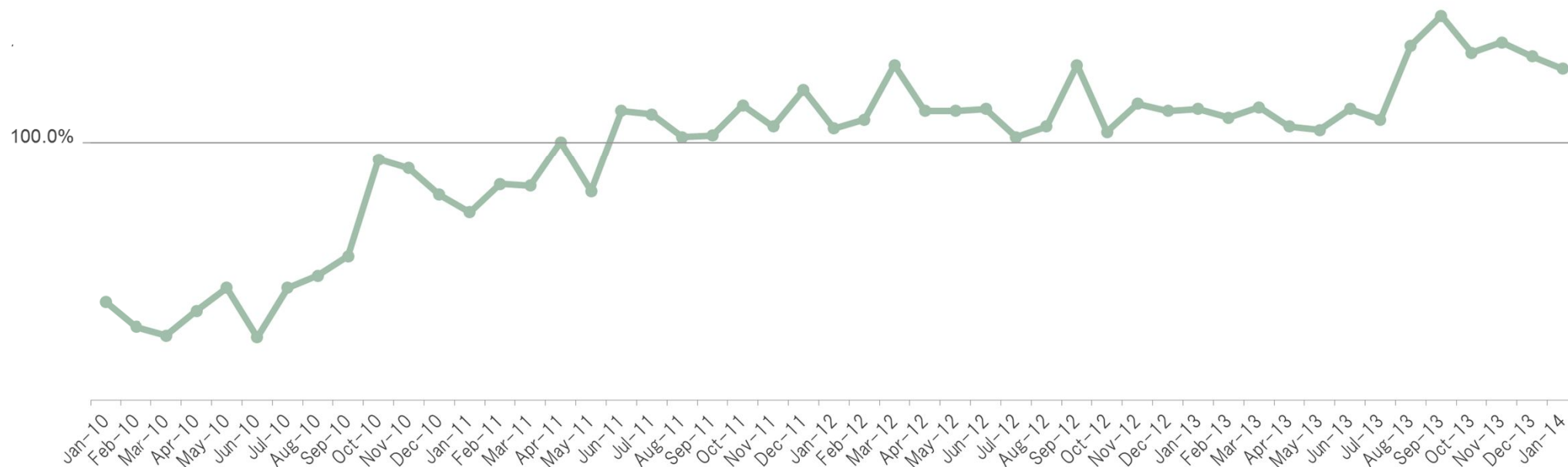
Coffee shop where customers can enjoy the best-quality Kona coffee and Hawaiian atmosphere



Photo: *Honolulu Coffee* in Azabu Jyuban (Minato Ward, Tokyo)

# Sales Trends of 'All of Directly Managed' Existing Restaurants (Year-on-Year Changes)

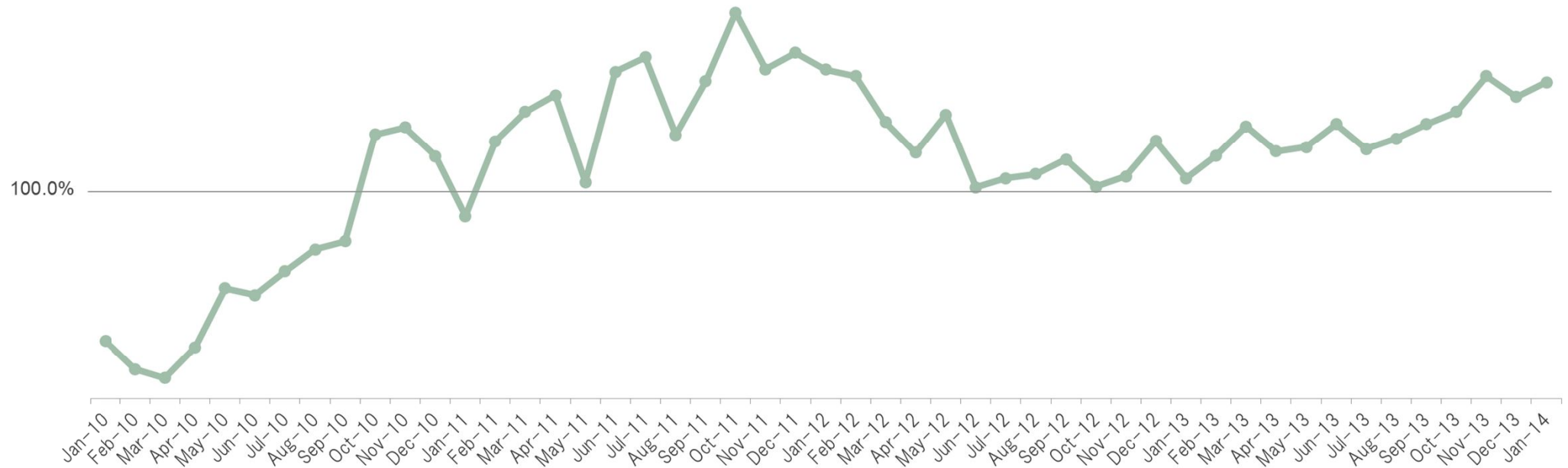
Sales from directly managed existing restaurants have exceeded those of the same month previous year for consecutive 32 months since June 2011 till January 2014.





# Sales Trends of Directly Managed Existing Restaurants 'Maido Ookini Shokudo' (Year-on-Year Changes)

Sales from directly managed existing restaurants have exceeded those of the same month previous year for consecutive 36 months since February 2011 till January 2014.



# Overview of Restaurants in China Market

Name of Restaurant	Hongmei Shokudo	Tianyueqiao Shokudo	Zhongshan Gongyuan Shokudo	Honey B Coffee Gupei Outlet	Honey B Coffee Tyuzankouen Outlet
State of Restaurants					
					
Brand	<i>Maido Ookini shokudo</i>	<i>Maido Ookini shokudo</i>	<i>Maido Ookini shokudo</i>	<i>Honey B Coffee</i>	<i>Honey B Coffee</i>
Address	上海虹梅路3211号 泰豪大厦1F	上海天钥桥路580号 星遊城1F-08	上海市長寧路999号 光一百貨店 1F	上海榮華西道59号 古北美食坊1F-A1	上海市長寧路999号 光一百貨店1F
Opening Date	June 23, 2006	May 19, 2007	August 24, 2012	August 20, 2011	August 24, 2012
Size of Restaurant	43 tsubo	46 tsubo	55 tsubo	30 tsubo	38 tsubo



# 5-Year Vision and Mid-Term Management Plan

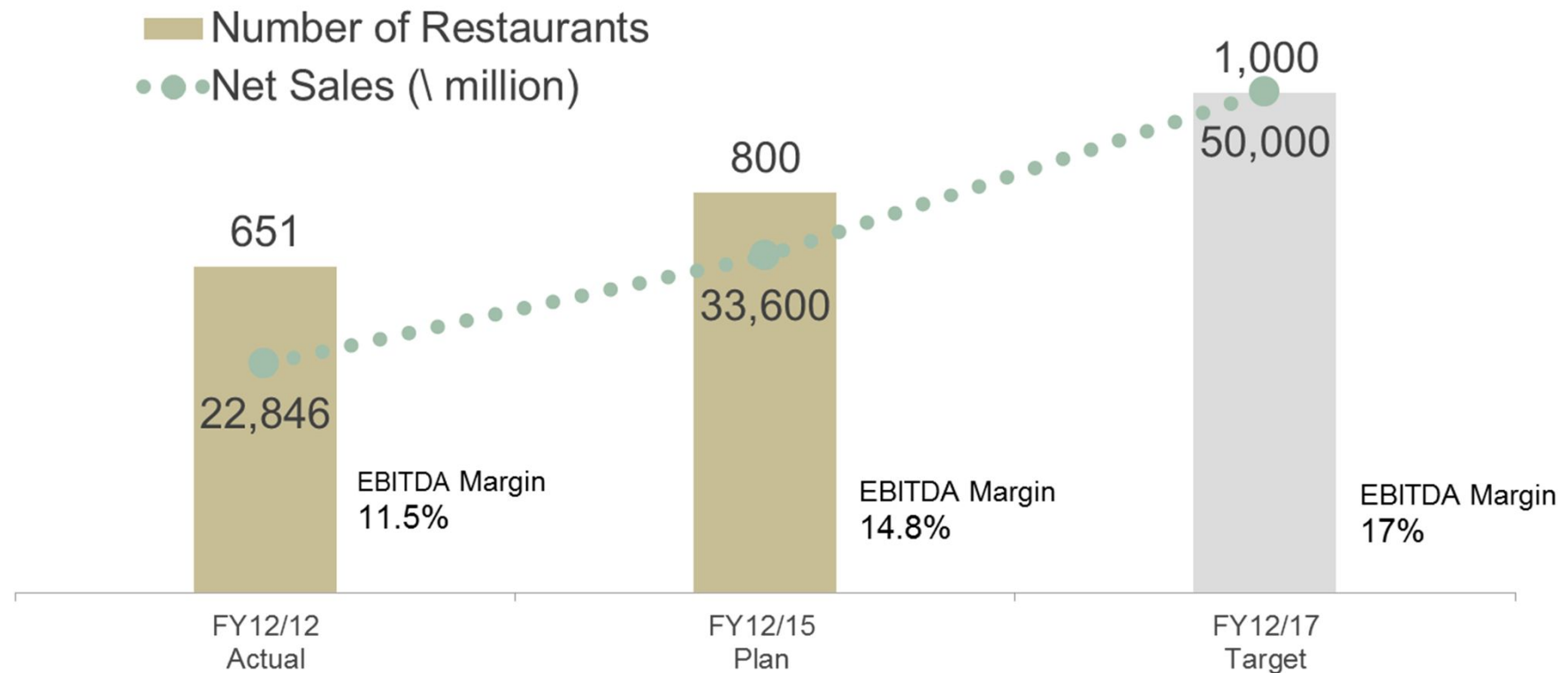
Photo:Tsurumi Midori Shokudo (Osaka City, Osaka Prefecture)

# Our Vision



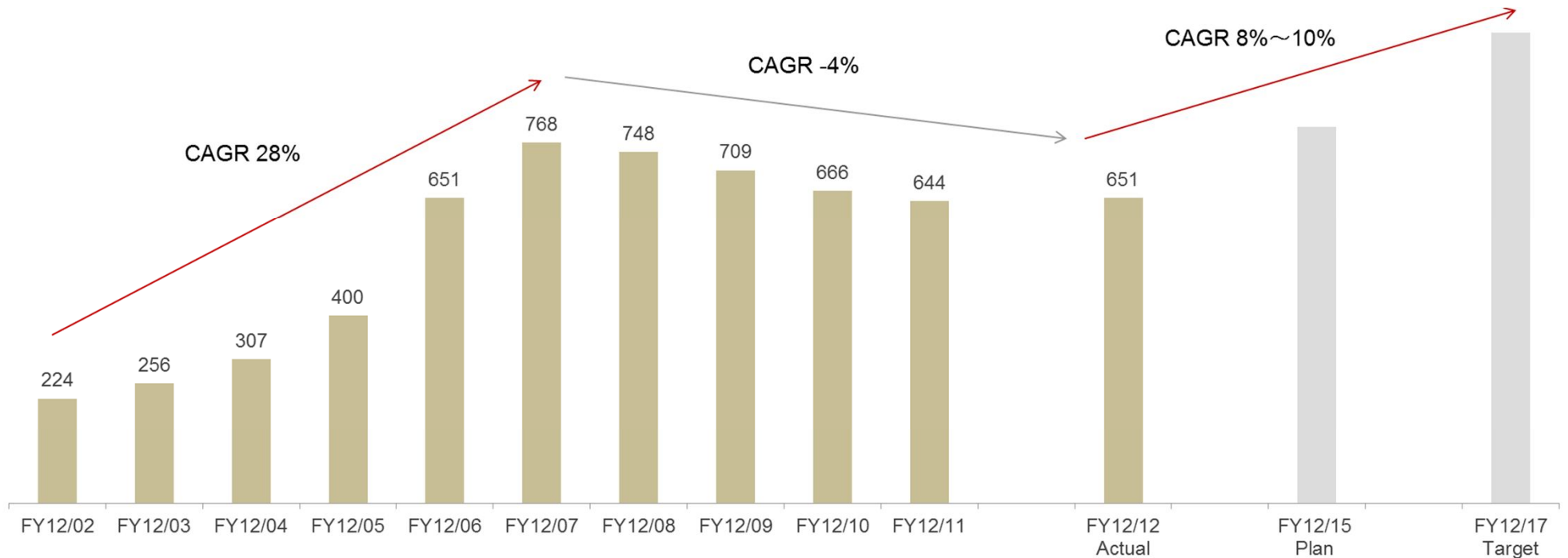
## 5-Year Vision

The Group, on a global scale, aims at increasing the total number of restaurants to 1,000 and achieving net sales of ¥50 billion by 2017, achieving EBITDA margin of 17% by evolution of existing restaurants



# Full-Scale Resumption of Opening New Restaurants

During the period of intensive opening of new restaurants, the number of restaurants for the entire group expanded to 768. Following that, our attention was focused on improving existing restaurants and experimental restaurants as well as liquidation of unprofitable operations. In consideration of stable growth in future, we are planning to open new restaurants with an average annual growth rate in the range of 8-10% in the next 5 years.



# Mid-Term Management Plan: Key Figures and Initiatives

Under FY12/15 Plan, the Group plans to increase the total number of its restaurants to 800, and achieve net sales of ¥33.6 billion and operating income of ¥3.6 billion.

	FY12/12 Actual	Initiatives under Mid-Term Management Plan	FY12/15 Plan
<b>Number of the Group Restaurants</b>	<b>651</b> restaurants	Achieving full potential revenues from existing restaurants	<b>800</b> restaurants
<b>Net Sales</b>	<b>22.8</b> billion yen	Emphasis on opening new restaurants in Kanto area	<b>33.6</b> billion yen
<b>Operating Income</b>	<b>1.8</b> billion yen	Overseas expansion	<b>3.6</b> billion yen
<b>EBITDA</b> (Operating Income + Depreciation/Amortization)	<b>2.6</b> billion yen	M&A business tie-up	<b>5.0</b> billion yen



**Financial Summary for FY12/13**  
**Forecasts for FY13/14**



# FY12/13 Financial Summary

(¥ million)	FY12/12		FY12/13		Year-on-Year	
	Full Year		Full Year		Change	
	Actual	% to Net Sales	Actual	% to Net Sales	Amount	Ratio
<b>Net Sales</b>	<b>22,846</b>	<b>100.0%</b>	<b>26,838</b>	<b>100.0%</b>	<b>3,992</b>	<b>17.5%</b>
Directly Managed Operations	21,272	93.1%	25,272	94.2%	4,000	18.8%
Franchise Operations	1,573	6.9%	1,566	5.8%	△ 7	-0.4%
Cost of Sales	7,561	33.1%	8,899	33.2%	1,338	17.7%
<b>Gross Profit on Sales</b>	<b>15,284</b>	<b>66.9%</b>	<b>17,939</b>	<b>66.8%</b>	<b>2,655</b>	<b>17.4%</b>
SG&A Expenses	13,478	59.0%	15,809	58.9%	2,331	17.3%
<b>Operating Income</b>	<b>1,806</b>	<b>7.9%</b>	<b>2,129</b>	<b>7.9%</b>	<b>323</b>	<b>17.9%</b>
<b>Ordinary Income</b>	<b>1,683</b>	<b>7.4%</b>	<b>2,082</b>	<b>7.8%</b>	<b>399</b>	<b>23.7%</b>
Extraordinary Income	58	0.3%	10	0.0%	△ 48	-82.8%
Extraordinary Loss	316	1.4%	214	0.8%	△ 102	-32.3%
Income before Income Taxes	1,425	6.2%	1,878	7.0%	453	31.8%
<b>Net Income</b>	<b>709</b>	<b>3.1%</b>	<b>1,056</b>	<b>3.9%</b>	<b>347</b>	<b>48.9%</b>
<b>EBITDA*</b>	<b>2,629</b>	<b>11.5%</b>	<b>3,241</b>	<b>12.1%</b>	<b>612</b>	<b>23.3%</b>

\*EBITDA=Operating Income+Depreciation/Amortization

## Financial Highlights

### Net Sales

- Good sales performance +3,992 (17.5% up)
  - Increase of sales in existing directly managed restaurants (103.0% in total sum in 2013)
  - Increase in new directly managed restaurants (52 new restaurants in total sum in 2013)
  - Consolidation of a subsidiary company Honolulu Coffee (increase of sales +568)

### Operating Income

- +323 (17.9% up)
  - Increase of rate of cost +0.1%
  - Decrease of SG&A expenses -0.1% (optimization by increase of sales in existing restaurants and decrease of fixed cost)

### Extraordinary Loss

- -102 (32.3% down)
  - Decreased mainly due to impairment loss resulting from decrease of unprofitable restaurants

## FY12/13 Directly Managed Operations: Net Sales by Brand

(¥million)	FY12/12 Full Year		FY12/13 Full Year		Year-on-Year Change		FY12/13	
	Amount	Composition	Amount	Composition	Amount	Ratio	opening new outlets	Closed
<b>Net sales</b>	<b>21,272</b>	<b>100.0%</b>	<b>25,272</b>	<b>100.0%</b>	<b>4,000</b>	<b>18.8%</b>	<b>52</b>	<b>342</b>
Maido Ookini Shokudo	8,660	40.7%	9,254	36.6%	594	6.9%	7	129
Kushiya Monogatari	5,778	27.2%	7,758	30.7%	1,980	34.3%	11	58
Kappogi	1,857	8.7%	2,111	8.4%	254	13.7%	5	37
Tsurumaru	1,962	9.2%	2,227	8.8%	265	13.5%	9	49
Others	3,013	14.2%	3,919	15.5%	906	30.1%	20	69

\*Others include Honolulu Coffee, a subsidiary company since 12/13. (Net sales: 568, No. of restaurants: 9)

# FY12/13 Balance Sheets Summary

(¥ million)	FY12/12 End		FY12/13 End		YoY Change FY12/12 End	
	Actual	Composition	Actual	Composition	Amount	Ratio
<b>Current Assets</b>	<b>5,486</b>	<b>38.6%</b>	<b>4,530</b>	<b>28.6%</b>	<b>△ 956</b>	<b>-17.4%</b>
Cash and deposits	4,130	29.0%	2,825	17.9%	△ 1,305	-31.6%
Others	1,355	9.5%	1,704	10.8%	349	25.8%
<b>Noncurrent Assets</b>	<b>8,694</b>	<b>61.1%</b>	<b>11,261</b>	<b>71.2%</b>	<b>2,567</b>	<b>29.5%</b>
Property, plant and equipment	4,590	32.3%	6,672	42.2%	2,082	45.4%
Intangible assets	44	0.3%	76	0.5%	32	72.7%
Investments and other assets	4,059	28.5%	4,512	28.5%	453	11.2%
<b>Deferred Assets</b>	<b>46</b>	<b>0.3%</b>	<b>28</b>	<b>0.2%</b>	<b>△ 18</b>	<b>-39.1%</b>
<b>Total Assets</b>	<b>14,227</b>	<b>100.0%</b>	<b>15,820</b>	<b>100.0%</b>	<b>1,593</b>	<b>11.2%</b>
<b>Current Liabilities</b>	<b>4,900</b>	<b>34.4%</b>	<b>5,446</b>	<b>34.4%</b>	<b>546</b>	<b>11.1%</b>
Current portion of long-term loans payable	1,232	8.7%	1,179	7.5%	△ 53	-4.3%
Current portion of bonds	740	5.2%	690	4.4%	△ 50	-6.8%
<b>Noncurrent Liabilities</b>	<b>5,881</b>	<b>41.3%</b>	<b>5,497</b>	<b>34.7%</b>	<b>△ 384</b>	<b>-6.5%</b>
Bond payable	2,949	20.7%	1,759	11.1%	△ 1,190	-40.4%
Long-term loans payable	1,729	12.2%	2,593	16.4%	864	50.0%
Capital stock	1,200	8.4%	1,457	9.2%	257	21.4%
Capital surplus	1,080	7.6%	1,337	8.5%	257	23.8%
<b>Net Assets</b>	<b>3,445</b>	<b>24.2%</b>	<b>4,876</b>	<b>30.8%</b>	<b>1,431</b>	<b>41.5%</b>
<b>Liabilities and Net Assets</b>	<b>14,227</b>	<b>100.0%</b>	<b>15,820</b>	<b>100.0%</b>	<b>1,593</b>	<b>11.2%</b>

## Points

**Total cash and cash equivalents:**  
¥2,825 million  
yoy - ¥1,305 million decrease

**Total loans:**  
¥6,221 million  
(incl. convertible bond ¥1,000 million)

**Net debt:**  
(Loans – Cash and cash equivalents)  
¥3,396 million

**Net assets:**  
¥4,876 million  
yoy - ¥1,431 million decrease

# FY12/13 Cash Flows Summary

(¥ million)	FY12/12 Actual	FY12/13 Actual	Year-on-Year Change
<b>Cash flows from operating activities</b>	<b>2,582</b>	<b>2,743</b>	<b>161</b>
Income before income taxes	1,425	1,878	453
Depreciation and amortization	896	1,115	219
Impairment loss	122	166	44
Income taxes paid	△ 313	△ 601	△ 288
Others	451	185	△ 266
<b>Cash flows from investing activities</b>	<b>△ 1,480</b>	<b>△ 3,799</b>	<b>△ 2,319</b>
Purchase of property, plant and equipment	△ 1,359	△ 3,154	△ 1,795
Others	△ 120	△ 645	△ 525
<b>Cash flows from financing activities</b>	<b>258</b>	<b>△ 496</b>	<b>△ 754</b>
Proceeds from long-term loans payable	1,190	2,093	903
Repayment of long-term loans payable	△ 1,929	△ 1,473	456
Proceeds from issuance of bonds	2,075	0	△ 2,075
Redemption of bonds	△ 760	△ 740	20
Payment of Dividend	△ 91	△ 183	△ 92
<b>Net increase(decrease) in cash and cash equivalents</b>	<b>1,374</b>	<b>△ 1,519</b>	<b>△ 2,893</b>
<b>Cash and cash equivalents, beginning of year</b>	<b>2,476</b>	<b>3,851</b>	<b>1,375</b>
<b>Cash and cash equivalents, end of year</b>	<b>3,851</b>	<b>2,446</b>	<b>△ 1,405</b>

## Points

### Operating Cash Flows

- Cash flows increased with the EBITDA improvement

### Investing Cash Flows

- Increased capital expenditure due to the opening new restaurants (26 stores in 12/12 ⇒ 52 stores in 12/13)
- Purchased the property (HQ training center)

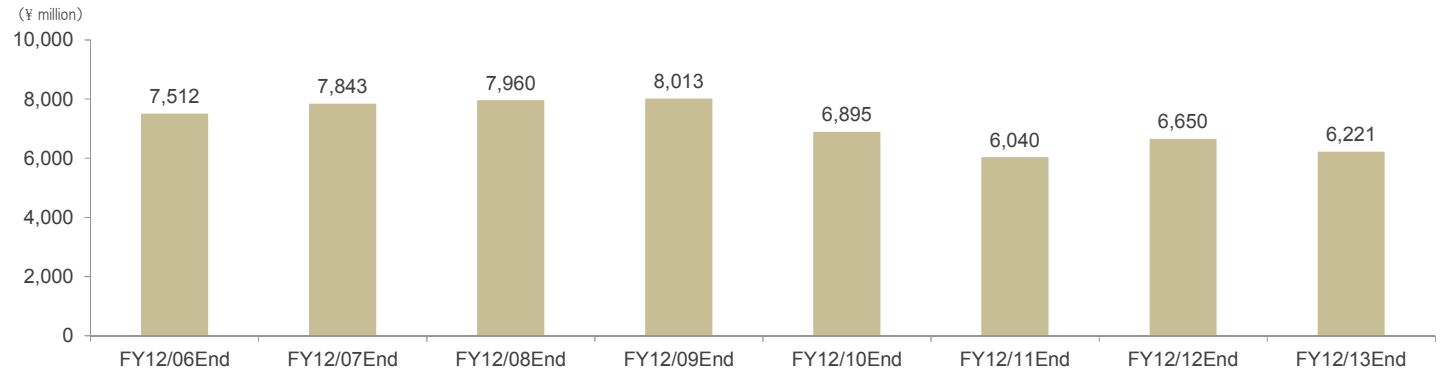
### Financing Cash Flows

- Decrease of proceeds due to constriction of long-term loans.
- Constriction of cash balance.

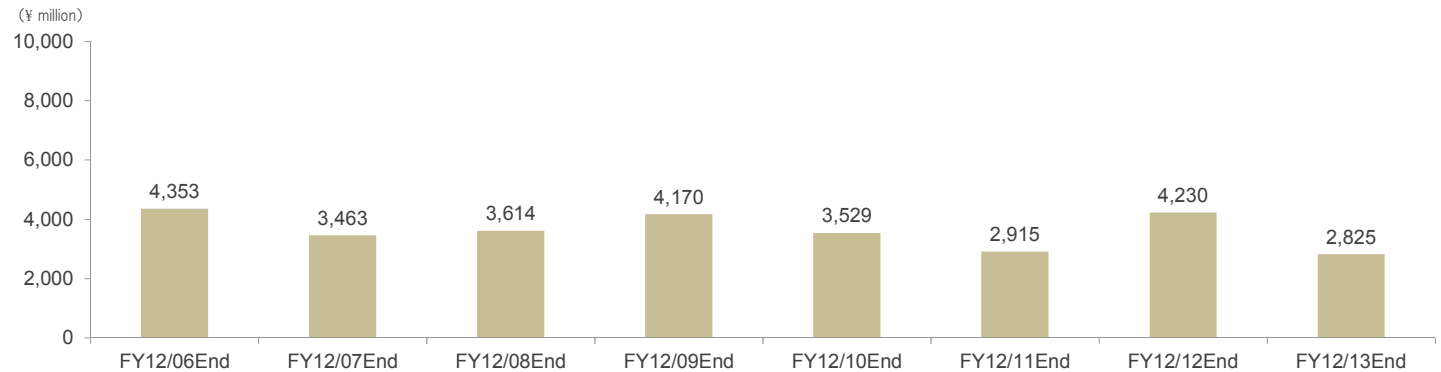
# Changes in Net Debt

Net debt has been decreasing steadily to ¥3,396 million in FY12/13 from ¥4,380 million in FY12/07

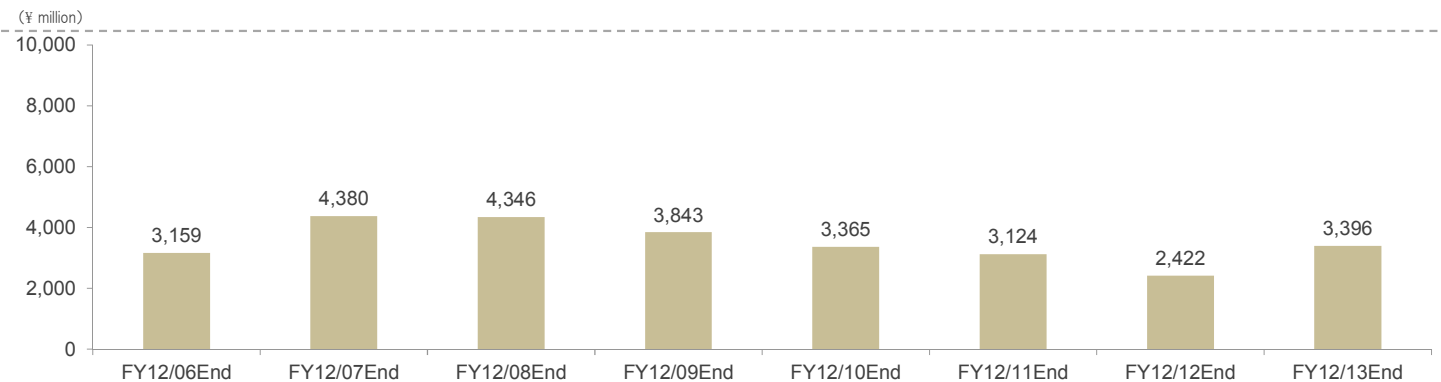
## Interest-Bearing Debt (excluding Lease Obligations)



## Deposits and Cash Equivalents

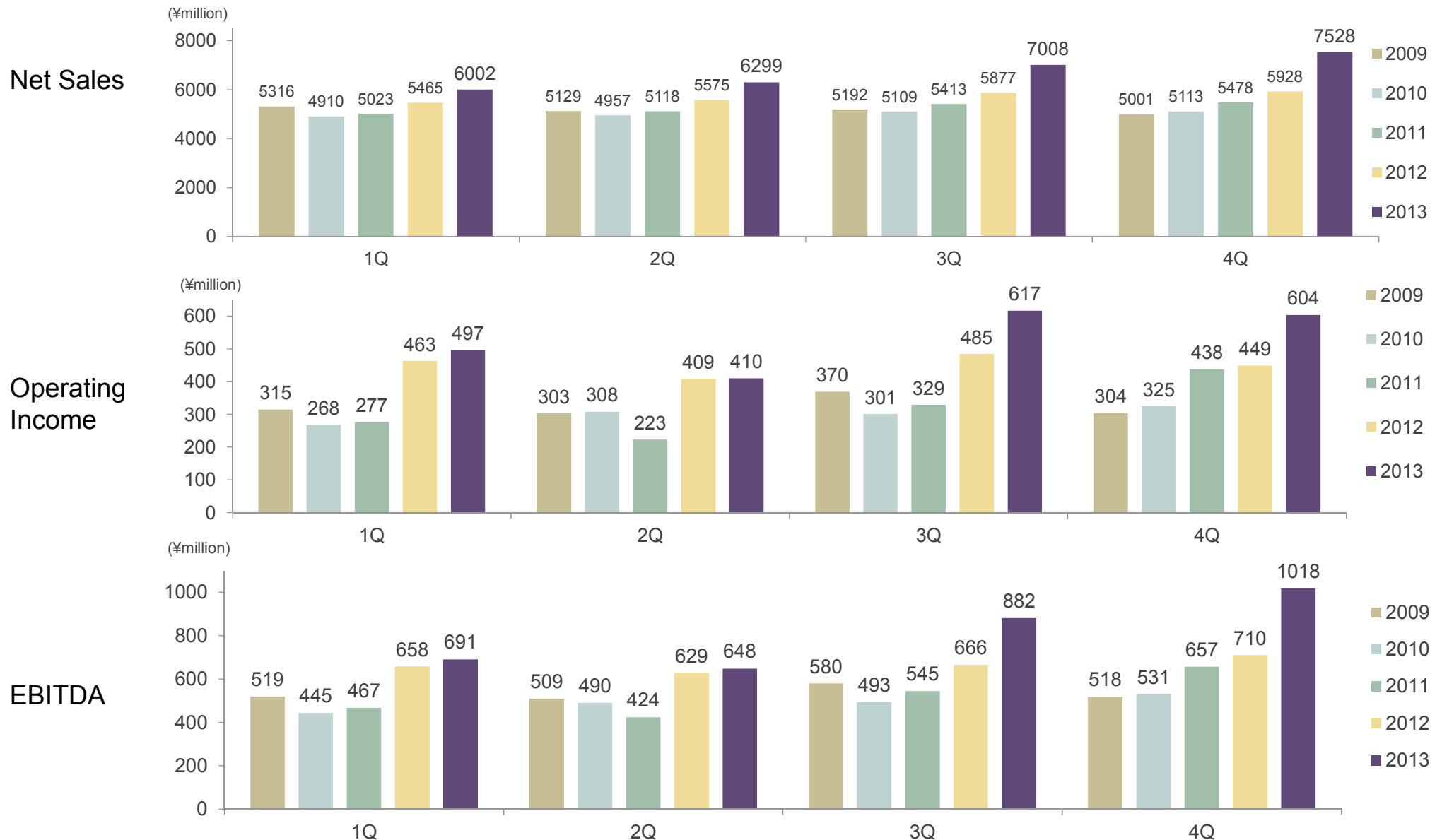


## Net Debt



# Changes in Performance

Steady expansion of income due to the recovery of the sales by existing restaurants and the contribution of profits by newly-opened restaurants



\*EBITDA=Operating Income + Depreciation/Amortization

## Forecasts for FY13/14

The increase in income and profit for the four consecutive years since 2011 is planned. 60 restaurants are planned to newly open.

(¥ million)		FY12/13		FY12/14		Year-on-Year Change	
		Full Year		Full Year		FY12/13 End	
		Actual	% to Net Sales	Forecast	% to Net Sales	Amount	Ratio
<b>Net Sales</b>		<b>26,838</b>	<b>100.0%</b>	<b>30,523</b>	<b>100.0%</b>	<b>3,685</b>	<b>13.7%</b>
<b>Operating Income</b>		<b>2,129</b>	<b>7.9%</b>	<b>2,544</b>	<b>8.3%</b>	<b>415</b>	<b>19.5%</b>
<b>Ordinary Income</b>		<b>2,082</b>	<b>7.8%</b>	<b>2,490</b>	<b>8.2%</b>	<b>408</b>	<b>15.8%</b>
<b>Net Income</b>		<b>709</b>	<b>2.6%</b>	<b>930</b>	<b>3.0%</b>	<b>221</b>	<b>31.0%</b>
Newly operated stores (Domestic)	Directly managed restaurants	<b>52</b>		<b>40</b>		<b>Δ 12</b>	
	Franchise restaurants	<b>3</b>		<b>20</b>		<b>17</b>	
Sales of existing stores (all brands/whole financial year)		<b>103.0%</b>		<b>101.5%</b>		<b>-1.5%</b>	

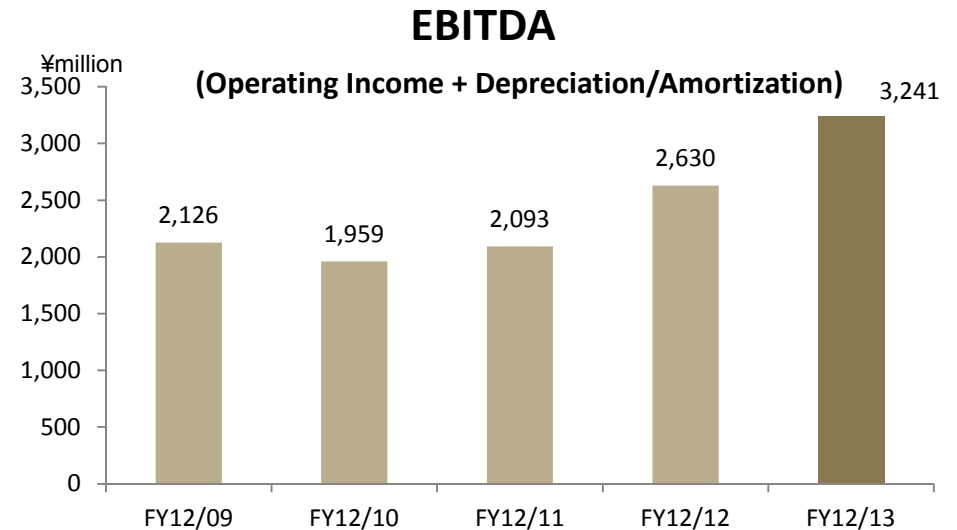
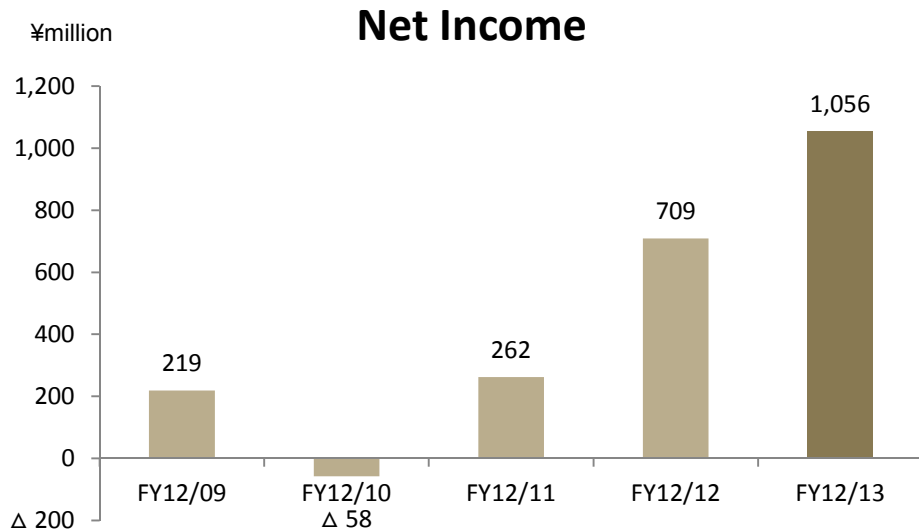
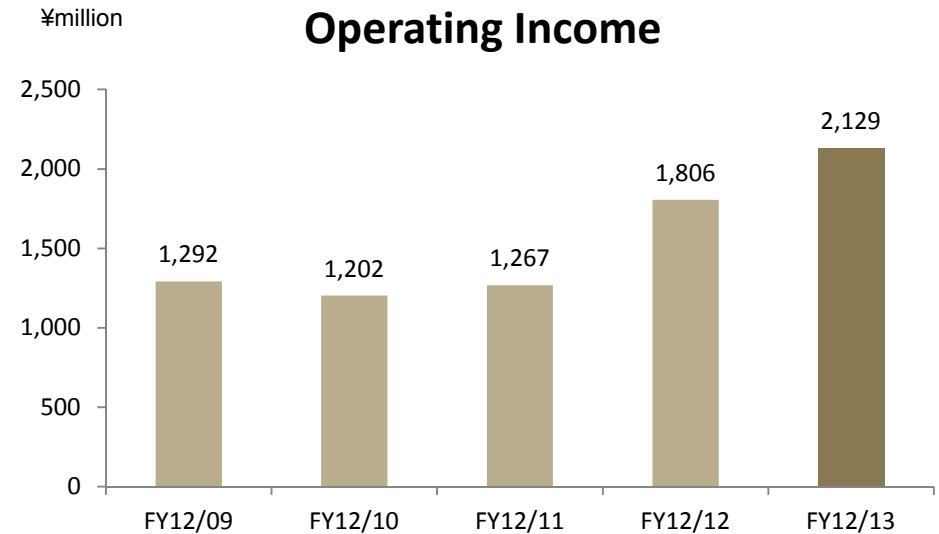
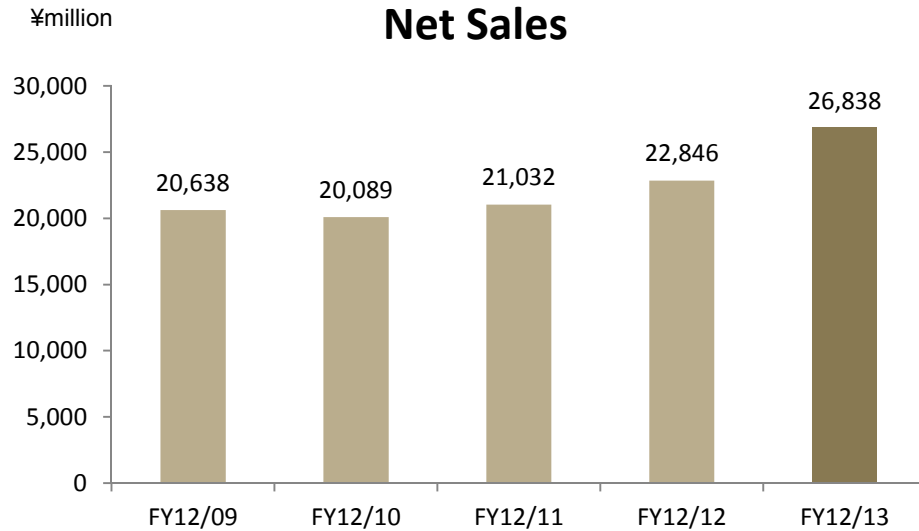


# Selected Key Financials

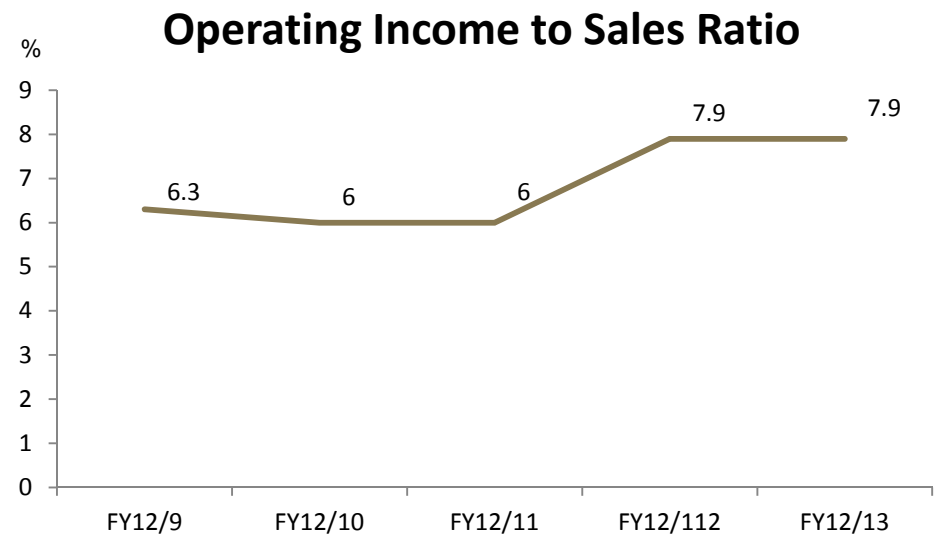
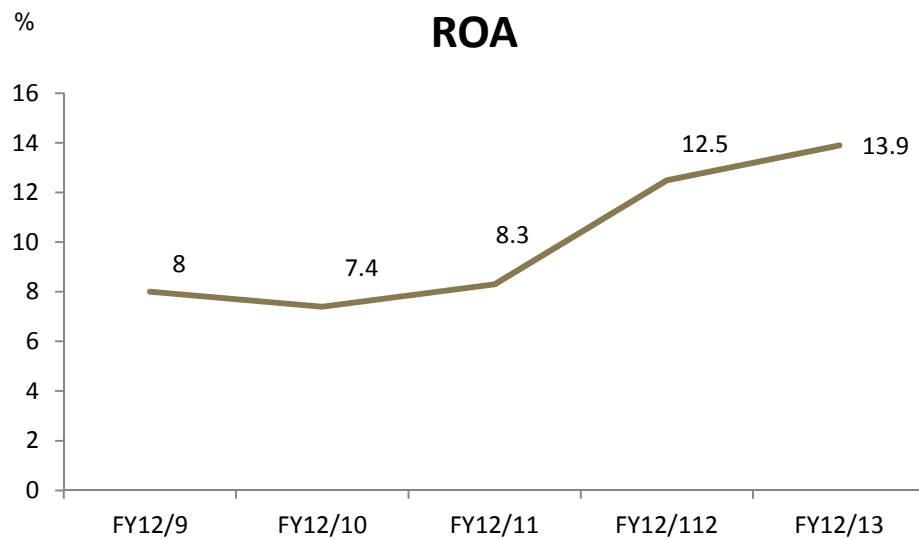
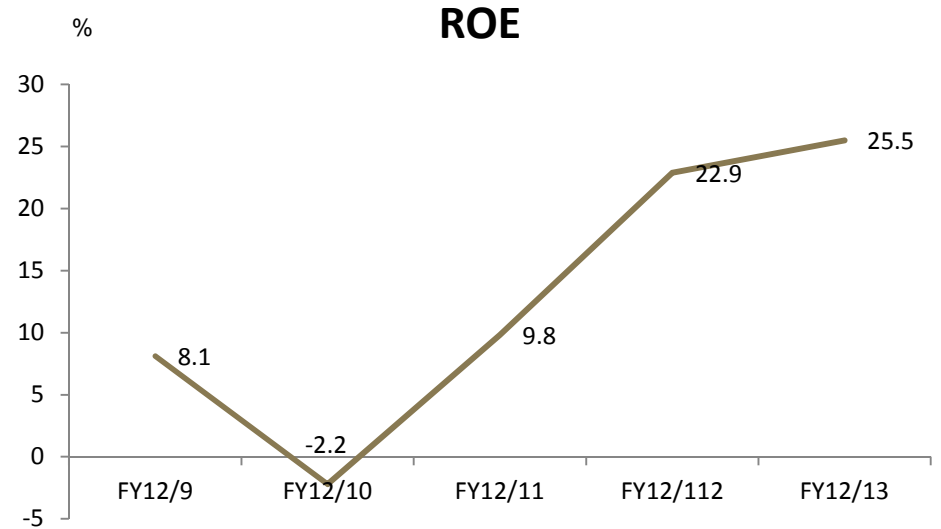
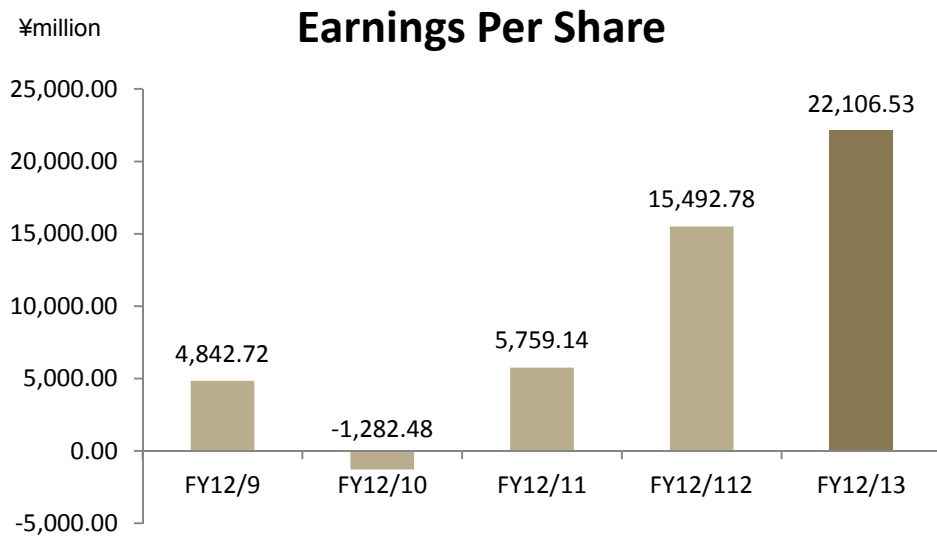


# Earning Highlights (1)

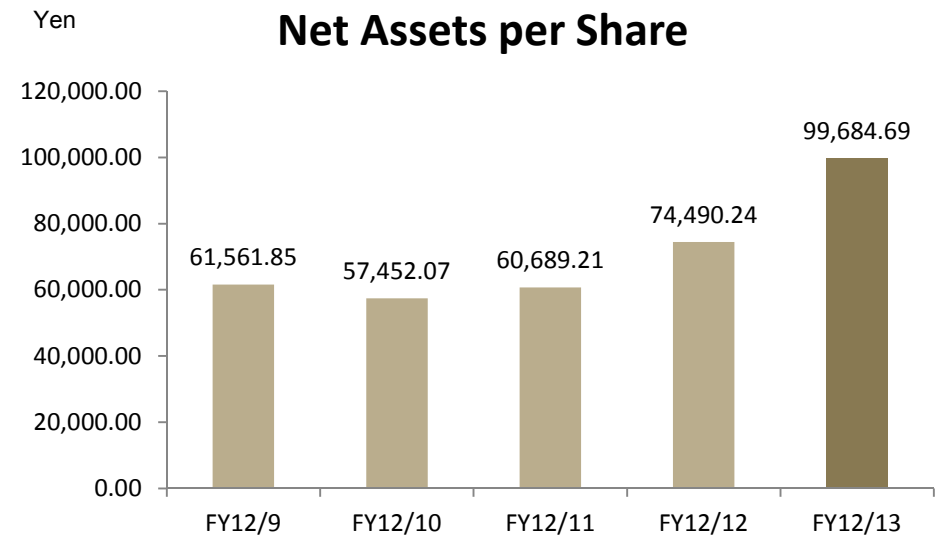
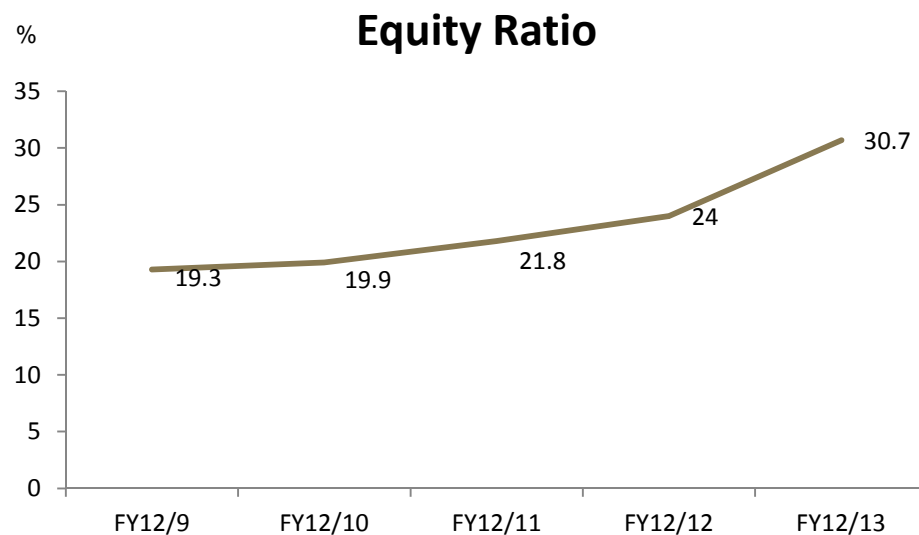
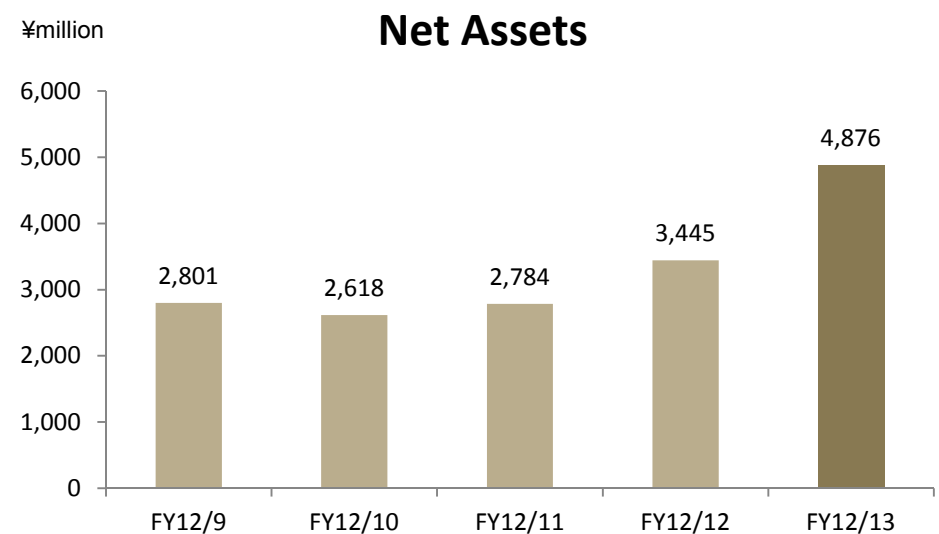
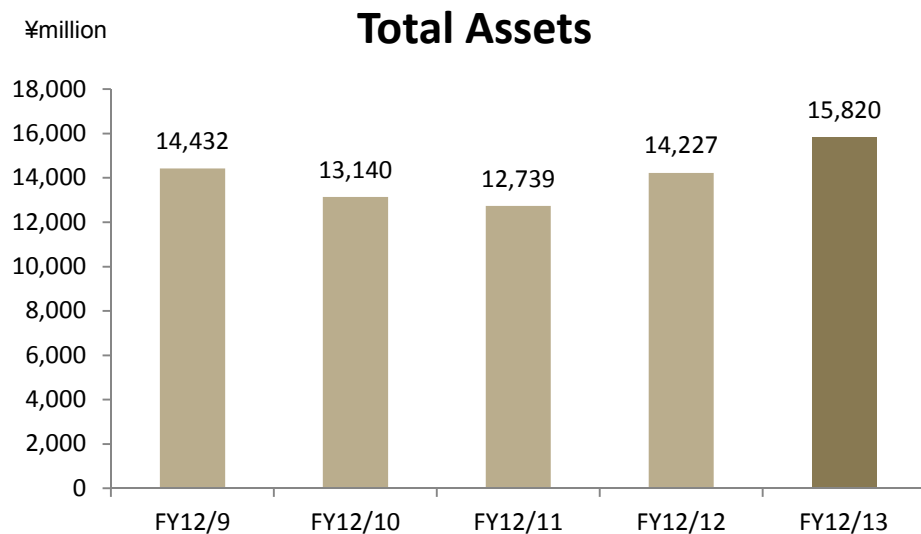
Historical highs since stock listing were achieved in net sales, operating income, net income and EBITDA.



# Earning Highlights (2)

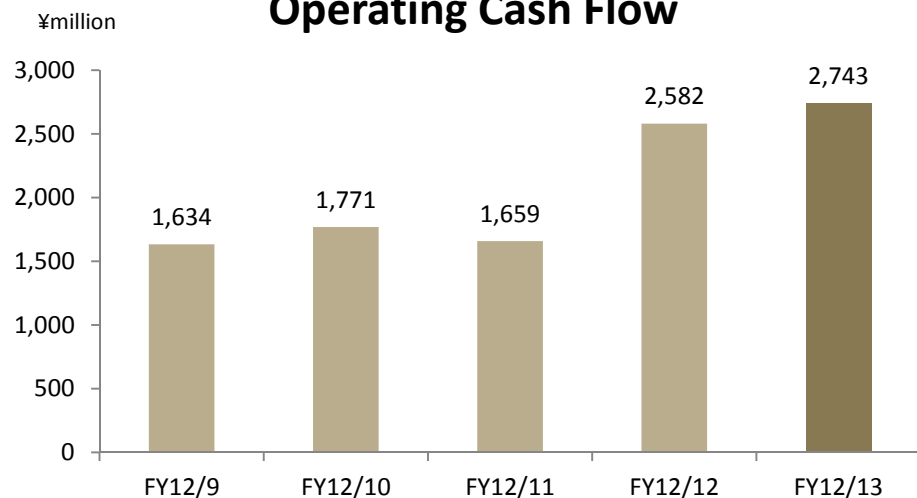


# Financial Position

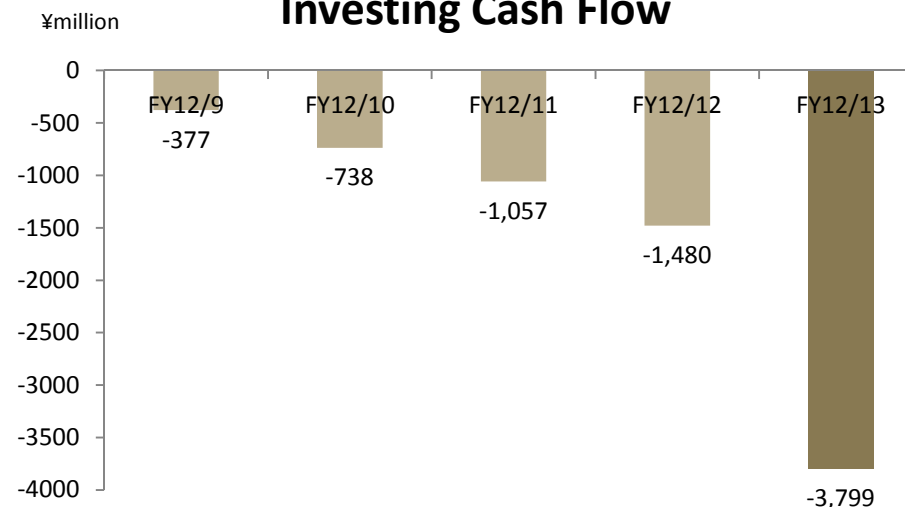


# Cash Flow

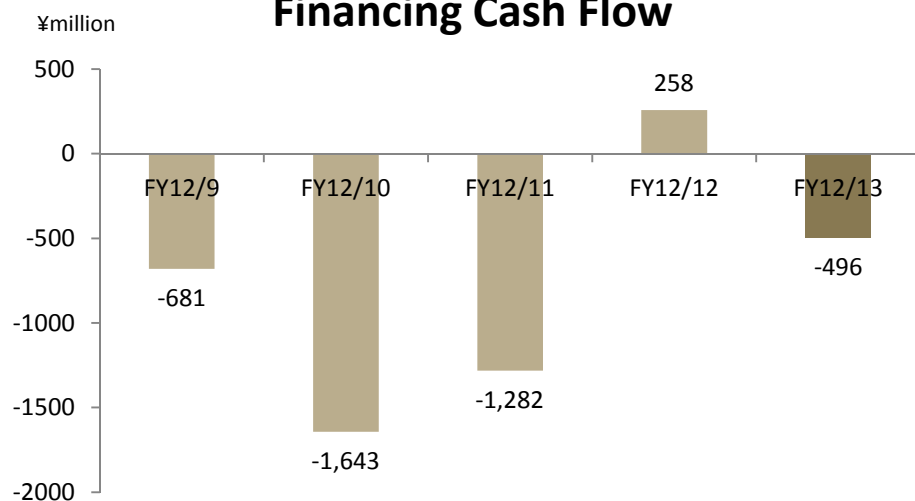
## Operating Cash Flow



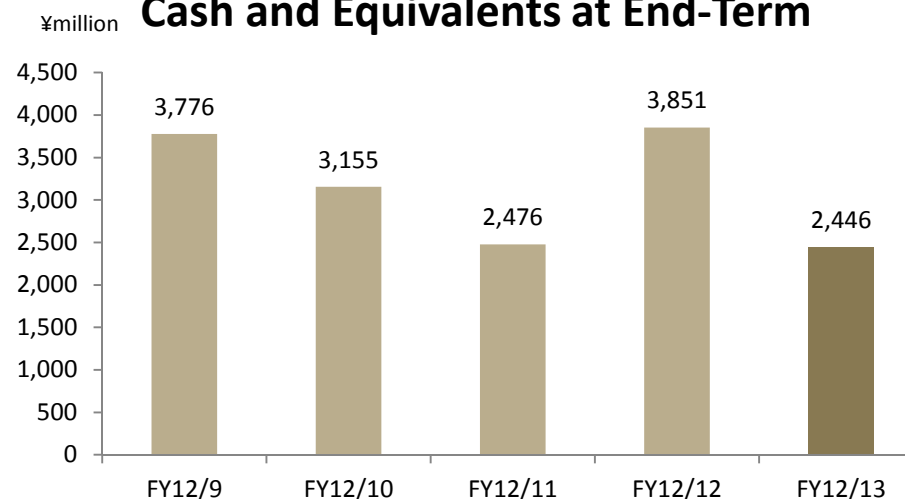
## Investing Cash Flow



## Financing Cash Flow



## Cash and Equivalents at End-Term













# Overview of Core Brands

Photo: *Kushiya monogatari*

# Concept of Core Brands

Roadside Type		<b>Maido Ookini Shokudo</b> (Free-choice casual eatery)	Old-fashioned casual eatery serving customers of all age groups Offers freshly-made food cooked on-site, including Koshihikari brand rice that is milled and kettle-cooked at the restaurant, fresh-cooked Japanese omelets, stewed dishes and broiled fish etc. Most stores at roadside locations
		<b>Tsurumaru</b> (Udon noodles)	Free-choice specialty udon noodle restaurant offering udon noodles and just-fried tempura Two variations are available depending on the location: <i>Tsurumaru Udon</i> and <i>Tsurumaru Udon Honpo</i> At <i>Tsurumaru Udon Honpo</i> , noodles are made on-site and cooked to order
Built-in Type		<b>Kappogi</b> (Izakaya)	Izakaya where customers can have a drink and enjoy home-style foods Staffed mostly by women; leader is called “okami” (proprietress) Located in business districts and basement floors of office buildings Offers set meals during lunch hours with choice of a soup and three dishes
		<b>Honolulu Coffee</b> (Café)	Acquired master franchise rights Plans to expand in major urban centers such as Tokyo, Nagoya and Fukuoka, etc. through full service (coffee and pancakes), self-service and kiosk formats
Commercial Facility Type		<b>Kushiya Monogatari</b> (Fried skewer buffet)	Buffet-style restaurant where customers choose their preferred seafood and meat skewer items and fry them themselves Also offers a variety of side menu items, including desserts and salads, etc. Located in the restaurant section of commercial facilities
		<b>Sachifukuya</b> (Japanese set meals)	Serves Japanese and western-style set meals with seasonal vegetables, fish and kettle-cooked rice Located in the restaurant section of commercial facilities
		<b>Fujio-ken</b> (Western-style food)	Western-style restaurant offering old-fashioned handmade hamburgers, curry and rice omelets Located mainly in commercial facilities
		<b>Delices du palais</b> (Tarts)	Offers tarts made with fresh seasonal fruit Located mainly in commercial facilities

# Maido Ookini Shokudo

Old-fashioned casual eatery serving customers of all age groups.

## 1 Menu

- Serves high-quality home-style cooking including Koshihikari brand rice that is milled and kettle-cooked at the restaurant, miso soup made from carefully-selected miso and Japanese soup stock, Japanese omelets that are made to order, etc.



## 2 Décor and ambiance

- Décor recreates the ambiance of an old-fashioned diner. Suburban stores feature floor-to-ceiling glass windows that brighten the interior space, as well as rooms floored with tatami mats to attract families



## 3 Service

- Customer chooses individual dishes from store's offerings; kitchen serves fresh-made food



## 4 Location

- Built-in type stores are located in business districts and urban centers. Suburban stores located in suburbs along highways and residential areas have parking lots.



# Tezukuri Izakaya *Kappogi*

Fulfills three customer needs—lunch, home-meal replacement and izakaya. Offers home-like atmosphere and cooking.

## 1 Menu

- Menu features items cooked in-store that are reminiscent of mom's home cooking
- Offers set meals during lunch hours with choice of a soup and three dishes



## 2 Décor and ambiance

- Interior makes customer feel at ease and relaxed
- Only popular songs from the Showa era are played as background music so that customers can experience a sense of nostalgia



## 3 Service

- Primarily staffed by women, led by “okami” (proprietress)
- Customers are uniformly greeted with “welcome home” and seen off with “take care” so that they feel as if they returned home



## 4 Location

- Stores are located in office buildings in central Tokyo; new stores will also be opened primarily in central Tokyo





# Kagura Shokudo *Kushiya Monogatari*

Customers pick their preferred ingredients and cook them themselves; offers delicious food and fun.

## 1 Menu

- All-you-can-eat restaurant with wide variety of skewers to choose from, including staples and original skewers
- Salads, rice dishes, seasonal fruit, cakes and tarts are also part of all-you-can-eat



## 2 Décor and ambiance

- Décor is Japanese festival-themed; stores have tranquil traditional Japanese vibe
- Customers fry their own skewers at their table; booth seating available for more privacy



## 3 Service

- All-you-can-eat with time limit at a set price (time and price are different for lunch and dinner)
- Beverages are ordered per glass or as an all-you-can-drink option



## 4 Location

- Stores primarily located in commercial facilities such as suburban shopping malls
- New stores will be opened in commercial facilities in urban centers as well



# Tsurumaru (Tsurumaru Udon, Tsurumaru Udon Honpo)

Udon specialty restaurant where Osaka-style udon noodles and choice of toppings can be enjoyed for one coin

## 1 Menu

- Offers chewy Osaka-style udon noodles
- A variety of combinations can be enjoyed by changing the toppings, which includes just-fried tempura, etc.
- Offers a side menu of items that complement Osaka-style udon, such as rice balls and chicken rice, etc.



## 2 Décor and ambiance

- Bright interior with floor-to-ceiling glass windows; table seats allow female customers to feel more at ease



## 3 Service

- Menu items such as tempura and rice balls are all prepared in-store so that customers can enjoy fresh-cooked items
- At *Tsurumaru Udon Honpo*, noodles are made on-site and cooked to order



## 4 Location

- There are two types of stores, depending on the location and size of store
- *Tsurumaru Udon Honpo* is located primarily in suburban areas, while *Tsurumaru Udon* is located in urban centers as a built-in type restaurant



# Sachifukuya

Offers a variety of set meals made of fresh and carefully-selected ingredients and cooked on-site; also offers a side dish buffet and dessert items

## 1 Menu

- Carefully-selected fresh ingredients are cooked in the restaurant and served with kettle-cooked rice
- Particular effort put into fish and vegetable menu items



## 2 Décor and ambiance

- Calm, traditional Japanese ambiance



## 3 Service

- In addition to set meals, certain stores offer a side dish buffet, ochazuke (rice with hot tea or soup poured on top) or old-fashioned Japanese sweets for dessert



## 4 Location

- Located in the restaurant section of commercial facilities in urban centers and suburbs
- Store also opened in the restaurant section of Kansai International Airport



# Fujio-ken

Old-fashioned western-style restaurant offering hand-made hamburgers, curry and rice omelets

## 1 Menu

- Old-fashioned western-style menu items such as hand-kneaded hamburgers, rice omelets, sirloin steaks, etc., are made from scratch on premises



## 2 Décor and ambiance

- Retro décor creates atmosphere of an old-fashioned western-style restaurant



## 3 Service

- In addition to western-style favorites, certain stores offer a salad and dessert buffet corner or a healthy vegetable and fruit juice bar



## 4 Location

- Located in the restaurant section of commercial facilities; roadside type stores have been opened as well



# Delices du palais

Specialty tart store offering hand-made tarts brimming with seasonal fruit

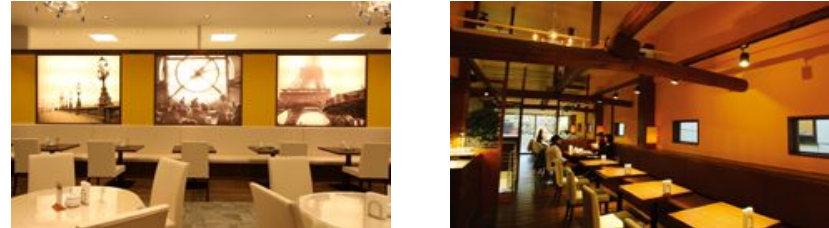
## 1 Menu

- In addition to mainstay tarts such as seasonal fruit tarts and strawberry and blueberry tarts, offers seasonal items such as Christmas tarts, etc.



## 2 Décor and ambiance

- Storefront glass showcase prominently displays variety of tarts
- Interior space, which exudes sophistication, is designed with female customers in mind



## 3 Service

- Each indulgent tart is loaded with seasonal fruit and lovingly made by hand
- Tart and coffee or tea sets are available; takeout also available



## 4 Location

- Located primarily in the café section of commercial facilities



# Honolulu Coffee

Specialty Kona coffee store where customers can enjoy the highest quality Kona coffee in an elegant ambiance

## 1 Menu

- In addition to rare Hawaiian Kona coffee, offers a menu of Hawaiian items such as pancakes and acai bowls, etc.



## 2 Décor and ambiance

- Hawaiian-style décor and laid-back atmosphere
- Theme color is green, which represents the nature of Hawaii; decorative elements such as ceiling fans add Hawaiian touch



## 3 Service

- Offers high-quality Kona coffee and refined service in a relaxed atmosphere
- Each beverage is carefully prepared by barista staff who have received specialized training



## 4 Location

- Stores are full-service, self-service or kiosk-type depending on the location
- Stores are located in a variety of settings, including commercial facilities, as built-in types in urban centers or in train stations, etc.



**Thank you**

**FUJIO FOOD SYSTEM CO., LTD.**