



Photo: Head Office (Kita-ku, Osaka)

# FUJIO FOOD SYSTEM CO., LTD.

**JASDAQ(2752)**

**Consolidated Financial Results  
for the 4Q of the fiscal year  
ending Dec 31, 2015**



Photo: 3F, Test Kitchen, Head Office



Photo: 2F, Delices Factory, Head Office

# Summary of consolidated financial results

	4Q FY2014		4Q FY2015		Year on year	
	Actual	% to Net	Actual	% to Net	Amount	Ratio
<b>Net sales</b>	<b>30,486</b>	<b>105.5%</b>	<b>33,324</b>	105.2%	<b>2,838</b>	<b>9.3%</b>
Directly managed operations	28,910	100.0%	31,687	100.0%	2,777	9.6%
Franchise operations	1,575	5.4%	1,636	5.2%	61	3.9%
Cost of sales	10,179	35.2%	11,153	35.2%	974	9.6%
<b>Gross profit on sales</b>	<b>20,306</b>	<b>70.2%</b>	<b>22,170</b>	<b>70.0%</b>	<b>1,864</b>	<b>9.2%</b>
SG&A expenses	17,590	60.8%	19,807	62.5%	2,217	12.6%
<b>Operating income</b>	<b>2,716</b>	<b>9.4%</b>	<b>2,363</b>	<b>7.5%</b>	<b>Δ 353</b>	<b>-13.0%</b>
<b>Ordinary income</b>	<b>2,669</b>	<b>9.2%</b>	<b>2,273</b>	<b>7.2%</b>	<b>Δ 396</b>	<b>-14.8%</b>
Extraordinary income	5	0.0%	41	0.1%	36	720.0%
Extraordinary loss	272	0.9%	470	1.5%	198	72.8%
<b>Net income</b>	<b>1,406</b>	<b>4.9%</b>	<b>1,079</b>	<b>3.4%</b>	<b>Δ 327</b>	<b>-23.3%</b>
ROE	<b>25.5%</b>		<b>16.6%</b>			

EBITDA*	<b>2,716</b>	<b>8.9%</b>	<b>2,363</b>	<b>7.5%</b>	<b>Δ 353</b>	<b>-13.0%</b>
---------	--------------	-------------	--------------	-------------	--------------	---------------

\*EBITDA = Operating income + Depreciation/Amortization

## Financial highlights

Net sales +Y2,838m (+9.3%y/y)  
increase of directly managed operations by the number of domestic stores increased

14/12 375outlets  
15/12 423outlets  
+48outlets

Directly managed existing outlets  
**96.6%**

Operating income -Y353million  
(-13.0%)

→Operating income ratio<sup>Δ</sup>1.8%  
(breakdown of ratio deterioration)

- cost ratio <sup>Δ</sup>0.1%
- labor cost ratio <sup>Δ</sup>1.0%

→Outstanding overtime fees

- rent <sup>Δ</sup>0.3%
- HQ expenses <sup>Δ</sup>0.2%

→Cost of facilities and equipment new head office  
impairment loss Y377m posted

## 4Q Net sales by category (Directly managed operations)

	4Q FY2014		4Q FY2015		Year-on-year Change		As of Dec 2015	
	Amount	Composition%	Amount	Composition%	Amount	Rate	New store opening	No. of stores
<b>Directly managed total</b>	<b>28,910</b>	<b>100.0%</b>	<b>31,687</b>	<b>100.0%</b>	<b>2,777</b>	<b>9.6%</b>	<b>58</b>	<b>423</b>
Maido ookini shokudo	9,965	34.5%	10,525	33.2%	560	5.6%	8	139
Kushiya monogatari	9,393	32.5%	10,352	32.7%	959	10.2%	14	85
Kappogi	2,396	8.3%	2,367	7.5%	△ 29	-1.2%	1	39
Tsurumaru	2,424	8.4%	2,189	6.9%	△ 235	-9.7%	2	48
Others	4,730	16.4%	6,248	19.7%	1,518	32.1%	33	112

\* Other new stores opened Ebinoya 11 outlets, Honolulu Coffee 6 outlets, Delices 6 outlets and others

# FY2015 Opening stores status

While keeping the core brands such as Maido Ookini Shokudo and Kushiya Monogatari, sub brand or new brand outlets have been developed.

No. of new store opening	FY 2015	FY 2015	Contracted stores and brands	
	No. of new stores in domestic market Forecast	No. of new stores in domestic market Actual		
Directly managed	Maido Ookini Shokudo	8	8	Settsu-Inoue Shokudo, Musashimurayama Shokudo, Okinawa RaikamShokudo and others
	Kushiya Monogatari	10	14	Shinjyuku Toho Bldg., Lalaport Iwata, Yodobashi Akiba and others
	Kappougi	1	1	Shinagawa Season Terrace
	Honolulu Coffee	3	6	Lalaport Fujimi Meidai-mae, Aeon Mall Kusatsu and others
	Ebinoya	4	11	Kyoto Rakusai, Kuromon Ichiba, Neyagawa Ikeda, Takadanobaba and others
	Declices	5	6	Aeon Shijonawate, Lalaport Ebina, Aeon Kashiwara and others
	Others	7	12	Katsuman Ikoma Shiraniwadai, Fujio-ken Aeon Kumamoto, Torino Monogatari, Tobu Department Store, Komegyu Harebare and others
<b>Total</b>	<b>38</b>	<b>58</b>		
FC	5	6	Okazaki Iwatsu Shokudo, Kasugai Nishiyama Shokudo, Kouriyama Kuwano Shokudo and others	
<b>Total</b>	<b>43</b>	<b>64</b>		

# Forecast of overseas new store opening for FY2015

In Shanghai, Taiwan and Indonesia, stores have been opened as planned.

Country	FY2015 Planned no. of new stores	FY2015 Actual no. of new stores	FY2015 Accumulated no. of stores	FY2015 Brand
China (Shanghai)	1	2	7	Maido Ookini Shokudo 4, Uchinoshokudo 2, Honey Mitsubashi 1
USA	0	0	2	Hinone Mizunone 1, Tsurumaru Udon Honpo 1
Taiwan	5	4	5	Maido Ookini Shokudo 5
Thailand	3	0	4	Maido Ookini Shokudo 1 Tsurumaru Honpo 3
Indonesia	4	3	3	Kushiya Momogatari 2, Uchinoshokuko 1
<b>TOTAL</b>	<b>13</b>	<b>9</b>	<b>21</b>	

# Summary of consolidated balance sheet

(¥million)	FY2014 31-Dec		FY2015 31-Dec		Compared to previous period	
	actual	composition (%)	actual	composition (%)	amount	ratio
<b>Current assets</b>	<b>4,611</b>	<b>25.6%</b>	<b>4,561</b>	<b>22.7%</b>	<b>Δ 50</b>	<b>-1.1%</b>
Cash and equivalents	2,610	14.5%	2,412	12.0%	Δ 198	-7.6%
<b>Noncurrent assets</b>	<b>13,386</b>	<b>74.3%</b>	<b>15,487</b>	<b>77.2%</b>	<b>2,101</b>	<b>15.7%</b>
Tangible fixed assets	8,406	46.7%	10,388	51.8%	1,982	23.6%
Intangible fixed assets	59	0.3%	66	0.3%	7	11.9%
Investment and other assets	4,920	27.3%	5,032	25.1%	112	2.3%
<b>Deferred assets</b>	<b>14</b>	<b>0.1%</b>	<b>5</b>	<b>0.0%</b>	<b>Δ 9</b>	<b>-64.3%</b>
<b>Total assets</b>	<b>18,012</b>	<b>100.0%</b>	<b>20,054</b>	<b>100.0%</b>	<b>2,042</b>	<b>11.3%</b>
<b>Current liabilities</b>	<b>5,946</b>	<b>33.0%</b>	<b>5,555</b>	<b>27.7%</b>	<b>Δ 391</b>	<b>-6.6%</b>
Current portion of long-term loans debts	1,595	8.9%	1,623	8.1%	28	1.8%
Current portion of bonds	470	2.6%	230	1.1%	Δ 240	-51.1%
<b>Noncurrent liabilities</b>	<b>5,948</b>	<b>33.0%</b>	<b>7,609</b>	<b>37.9%</b>	<b>1,661</b>	<b>27.9%</b>
Long-term bonds	1,289	7.2%	1,059	5.3%	Δ 230	-17.8%
Long-term loans debts	3,518	19.5%	5,358	26.7%	1,840	52.3%
<b>Capital</b>	<b>1,481</b>	<b>8.2%</b>	<b>1,501</b>	<b>7.5%</b>	<b>20</b>	<b>1.4%</b>
Capital surplus	1,361	7.6%	1,381	6.9%	20	1.5%
Earned surplus	3,234	18.0%	3,986	19.9%	752	23.3%
<b>Net assets</b>	<b>6,117</b>	<b>34.0%</b>	<b>6,890</b>	<b>34.4%</b>	<b>773</b>	<b>12.6%</b>
<b>Total liabilities and net assets</b>	<b>18,012</b>	<b>100.0%</b>	<b>20,054</b>	<b>100.0%</b>	<b>2,042</b>	<b>11.3%</b>

## Summary

**Total cash and equivalents:**  
¥2,412 million

Compared to the previous  
period Δ¥98 million

**Total loans**  
¥8,270 million

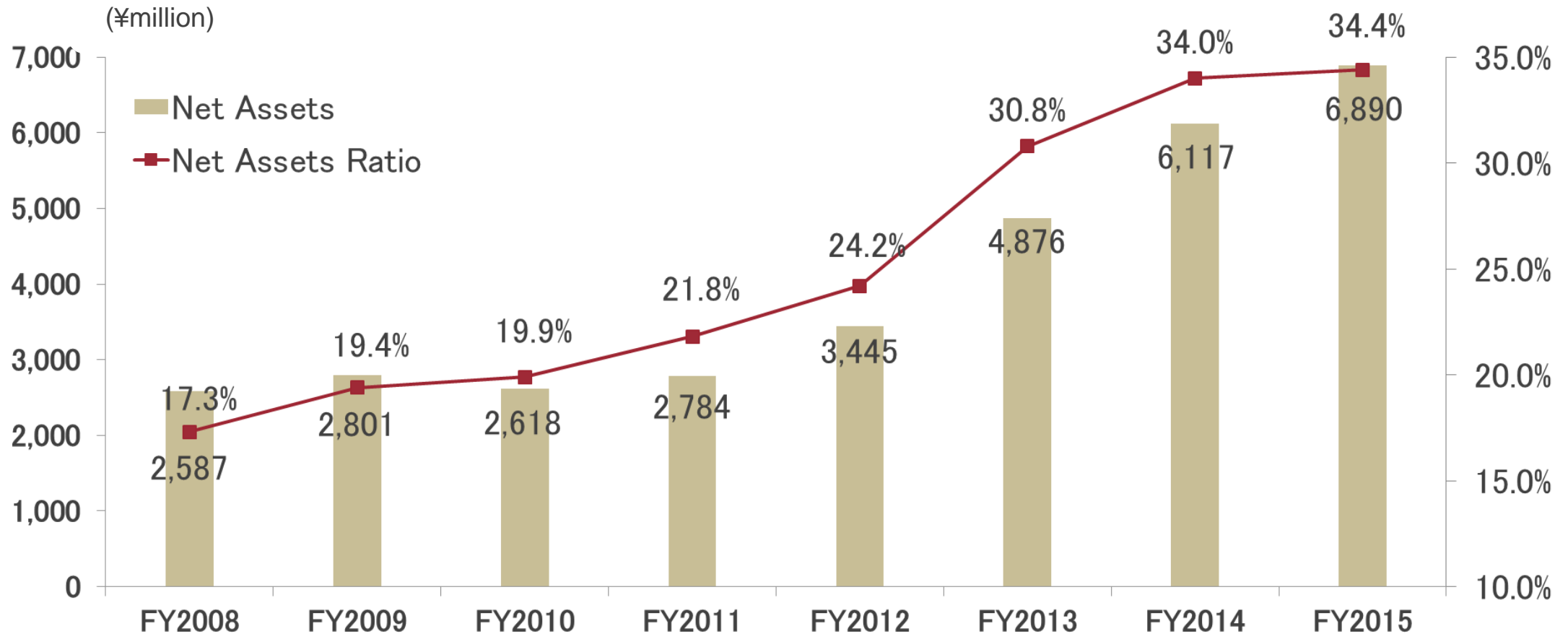
Compared to the previous  
period 1,398 million  
( incl. convertible bond ¥1,000  
million )

**Net debt**  
(Loans – Cash and equivalents)  
¥5,858 million  
(compared to the previous  
period +¥1,596 million)

**Net Assets**  
¥6,890 million  
(compared to the previous  
period +773 million)

# FY2015 Changes in net assets

Net assets ¥4,303 million, 2.7 times more than that in Dec 2008.



## FY2015 Summary of Consolidated Cash Flow

(¥million)	FY2014 Actual	FY2015 Actual	Year-on-year Change
<b>Cash flows from operating activities</b>	<b>3,093</b>	<b>2,904</b>	<b>△ 189</b>
Income (loss) before income taxes and minority interests	2,402	1,844	△ 558
Depreciation and amortization	1,335	1,617	282
Impairment loss	150	377	227
Income taxes paid	△ 1,040	△ 891	149
Others	246	△ 43	△ 289
<b>Cash flows from investing activities</b>	<b>△ 3,619</b>	<b>△ 4,112</b>	<b>△ 493</b>
Proceeds from sales of tangible assets	△ 3,088	△ 3,830	△ 742
Others	△ 531	△ 282	249
<b>Cash flows from financing activities</b>	<b>298</b>	<b>1,116</b>	<b>818</b>
Proceeds from long-term loans payable	2,917	3,767	850
Repayment of long-term loans payable	△ 1,575	△ 1,899	△ 324
Redemption of bonds	△ 690	△ 470	220
Payment of dividends	△ 243	△ 253	△ 10
<b>Net increase(decrease) in cash and cash equivalents</b>	<b>△ 215</b>	<b>△ 97</b>	<b>118</b>
<b>Cash and cash equivalents, beginning of year</b>	<b>2,446</b>	<b>2,231</b>	<b>△ 215</b>
<b>Cash and cash equivalents, end of year</b>	<b>2,231</b>	<b>2,134</b>	<b>△ 97</b>



## Forecast of domestic new store opening for FY2016

(Forecast of 2016)

Sales compared to the previous year 112.0% Profits compared to the previous year 131.4%

Ordinary income compared to the previous year 134.0% Net income compared to the previous year 130.9%

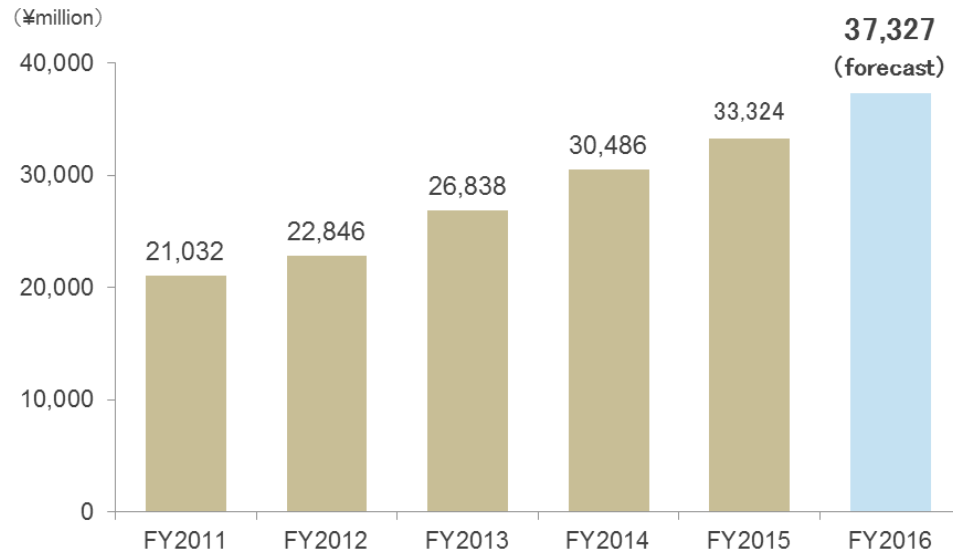
(¥million)	FY2015 Full year		FY2016 Full year		Year on Year Change	
	Actual	% to net sales	Forecast	% to net sales	Amount	Ratio
<b>Sales</b>	<b>33,324</b>	<b>100.0%</b>	<b>37,327</b>	<b>100.0%</b>	<b>4,003</b>	<b>12.0%</b>
<b>Operating income</b>	<b>2,363</b>	<b>7.1%</b>	<b>3,105</b>	<b>8.3%</b>	<b>742</b>	<b>31.4%</b>
<b>Ordinary income</b>	<b>2,273</b>	<b>6.8%</b>	<b>3,045</b>	<b>8.2%</b>	<b>772</b>	<b>34.0%</b>
<b>Net income</b>	<b>1,079</b>	<b>3.2%</b>	<b>1,412</b>	<b>3.8%</b>	<b>333</b>	<b>30.9%</b>

<b>No. of new store opening</b>	<b>directly operated</b>	<b>60</b>		<b>27</b>		<b>△ 33</b>
	<b>FC</b>	<b>6</b>		<b>10</b>		<b>4</b>
	<b>Total</b>	<b>66</b>		<b>37</b>		<b>△ 29</b>
<b>Sales of existing stores (all brands·full year)</b>		<b>96.6%</b>		<b>100.0%</b>		<b>3.4%</b>

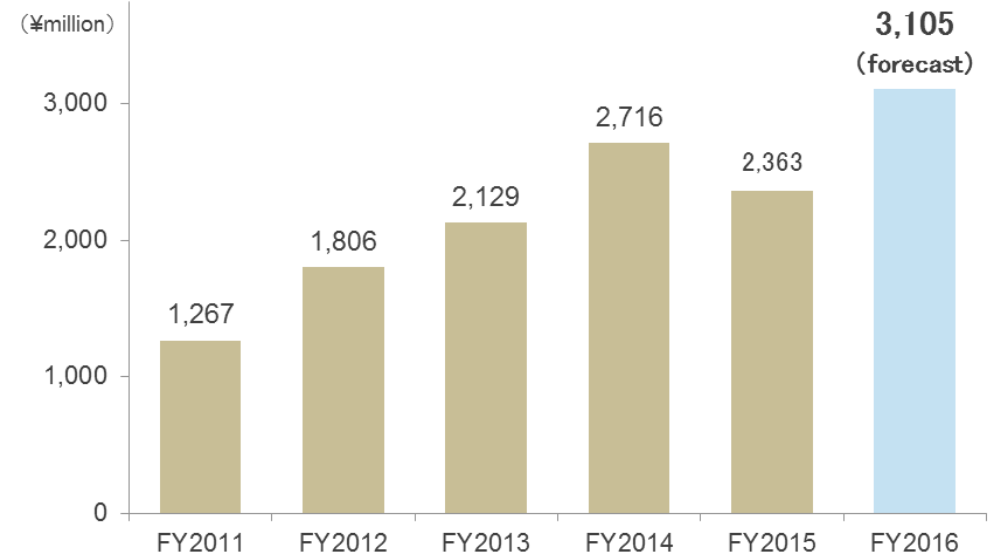
※The above includes 27 domestic and overseas outlets. (incl. 3 Shanghai outlets.)

# Consolidated performance trend

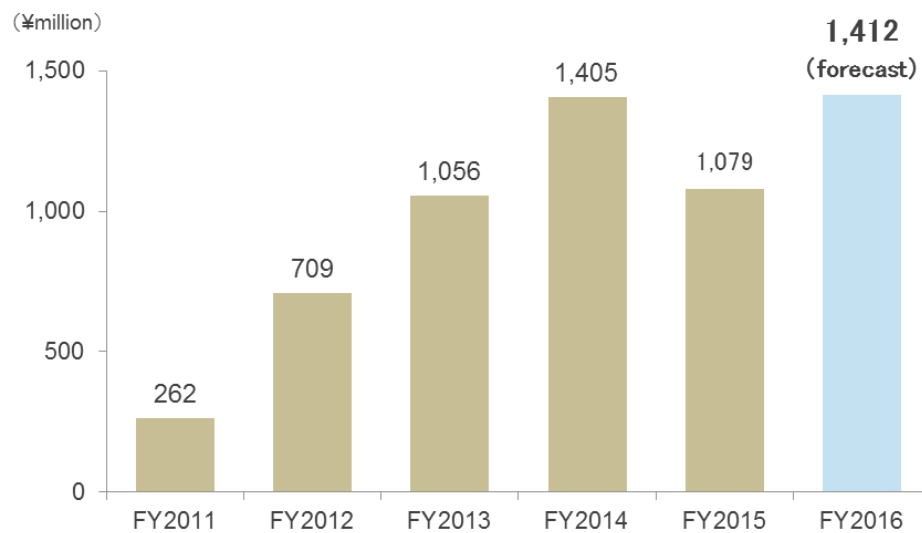
## Sales



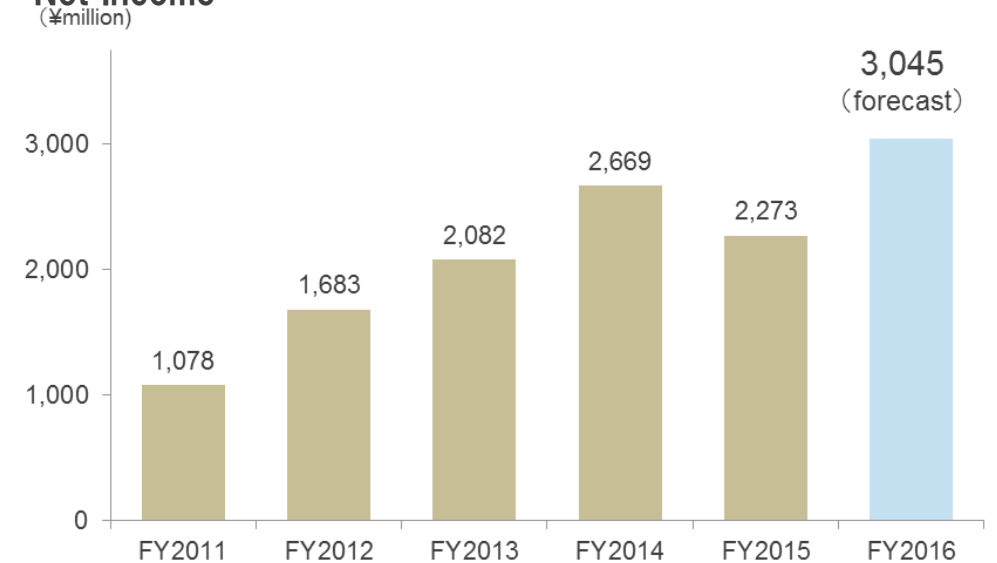
## Operating income



## Ordinary income



## Net Income



## Forecast of overseas new store opening for FY2016

Expand the outlet openings in China, Taiwan and Indonesia

Newly enter the market in Dubai, Philippines or Vietnam

Plan to open the total of 57 outlets in domestic and overseas markets in (73 outlets in 2015)

Country	FY2015 No. of outlets	FY2016 No. of outlets	FY2016 cumulative total no. of outlets	FY2016 Brands to be opened
China ( Shanghai	7	3	10	Maido Ookini Shokudo, Uchinoshokudo, Mitsubachi Coffee
USA	2	1	3	Hinone Mizunone, Tsurumaru Udon Honpo
Taiwan	5	8	13	Maido Ookini Shokudo, Kushiya Monogatari
Thailand	4	0	4	Hinone Mizunone, Tsurumaru Udon Honpo
Indonesia	3	5	8	Kushiya Monogatari, Uchinoshokudo
Others	0	6	6	Maido Ookini Shokudo, Kushiya Monogatari, Ebinoya
<b>TOTAL</b>	<b>21</b>	<b>23</b>	<b>44</b>	



## FY2016 New Business

Photo: Ebinoya Lalaport Koshien (Nishinomiya, Hyogo)

# SaladStop! to be open in Japan

Tasty and healthy salad specialty store from Singapore

Accelerate the development of SaladStop! in Japan market, targeting to open 20 outlets in three years



Photo: SaladStop! outlet in Singapore

# SaladStop! to be open in Japan



# SaladStop! to be open in Japan



# SaladStop! to be open in Japan





# SaladStop! to be open in Japan



# SaladStop! to be open in Japan



# SaladStop! to be open in Japan



# SaladStop! to be open in Japan



# No. of stores by category (Total 775 as of Dec 2015)

<p>Maido Ookini Shokudo</p>  <p>453 outlets</p>	<p>Kushiya Monogatari</p>  <p>99 outlets</p>	<p>Tsurumaru</p>  <p>57 outlets</p>	<p>Kappougi</p>  <p>52 outlets</p>	<p>Honolulu Coffee</p>  <p>25 outlets</p>
--	---	--	---	--

<p>Sachifukuya</p>  <p>15 outlets</p>	<p>Delices Du Palais</p>  <p>16 outlets</p>	<p>Fujio-ken</p>  <p>7 outlets</p>	<p>Komegyu Harebare</p>  <p>4 outlets</p>	<p>Tempura Ebinoya</p>  <p>12 outlets</p>	<p>Katsuman</p>  <p>3 outlets</p>
<p>Sukiyaki Shabushabu</p>  <p>1 outlets</p>	<p>Honey Mitsubachi Coffee</p>  <p>4 outlets</p>	<p>Indo no ru</p>  <p>4 outlets</p>	<p>Hinone Mmizunone</p>  <p>3 outlets</p>	<p>Jyu Jyu Ya</p>  <p>3 outlets</p>	<p>Others</p>  <p>17 outlets</p>

## No. of outlets by brand and by directly-managed・FC (as of Dec 2015)

	Directly- managed (Domestic)	Directly- managed (Overseas)	FC (Domestic)	FC (Overseas)	Total
<b>Maido Ookini Shokudo</b>	<b>139</b>	<b>14</b>	<b>299</b>	<b>—</b>	<b>452</b>
<b>Kushiya Monogatari</b>	<b>85</b>	<b>2</b>	<b>12</b>	<b>—</b>	<b>99</b>
<b>Kappougi</b>	<b>39</b>	<b>—</b>	<b>13</b>	<b>—</b>	<b>52</b>
<b>Tsurumaru</b>	<b>48</b>	<b>3</b>	<b>4</b>	<b>1</b>	<b>56</b>
<b>Honolulu Coffee</b>	<b>25</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>25</b>
<b>Others</b>	<b>87</b>	<b>1</b>	<b>1</b>	<b>—</b>	<b>89</b>
<b>Total</b>	<b>423</b>	<b>20</b>	<b>331</b>	<b>1</b>	<b>775</b>