

March 2018 Skylark Group Monthly IR Report

FY2018

(%YoY)	Jan.	Feb.	Mar.	Apr.	May	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Total
Total Sales	0.8%	2.4%	6.3%										3.3%
Same Store Sales	-2.1%	-0.8%	2.5%										0.0%
Same Store Traffic	-3.7%	-2.3%	1.8%										-1.3%
Same Store ATP	1.7%	1.5%	0.8%										1.3%

	Jan.	Feb.	Mar.	Apr.	May	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Total
New Openings	9	9	15										33
Total # of Stores	3,152	3,160	3,172										3,172
<i>International</i>	53	54	54										54

Highlights

- External environment
 - ✓ One extra weekend day and warm weather gave positive impact

- Same Store Sales: +2.5%
(Traffic: +1.8%)
 - ✓ The latest limited-time offer “CheeseIN 399” at Gusto offering with a new CM is receiving favorable response from our customers
 - ✓ An appearance of Bamiyan in a TV show also contributed to traffic increase
 - ✓ Traffic increased due to restoring back of the number of coupons distributed up to almost same level as the previous year. The Group had been adjusting the number of coupons since the 4th quarter of 2017
(Average Ticket Price: +0.8%)
 - ✓ ATP increased due to a pricing strategy implemented in last October

- Delivery and take-out
 - ✓ Delivery sales increased by 11% YoY on the back of expansion of number of restaurants as well as shortening of delivery time
 - ✓ Take-out sales increased by 13% YoY owing to cross brand campaign during the cherry blossom viewing season

- Restaurant development
 - ✓ 15 new store openings of which 5 restaurants were Syabu-Yo, 4 were Karayoshi, 2 were Musashinomori Coffee and the remaining 4 were other brands
 - ✓ 29 remodelings of which 12 Japanese brands (Yumean and Aiya) are remodeled to restaurants with private rooms
 - ✓ 3 brand conversions

- Other
 - ✓ On March 1st, the Skylark Group introduced “Skylark app” which enables customers to access coupons of multiple brands with one app.

Number of restaurants as of end-March

Gusto	Bamiyan	Jonathan's	Yumean	Syaybu-Yo	Steak Gusto	Others	Total
1,368	332	300	193	187	138	654	3,172

Gusto: Limited-time offer
Spring fair



Take-out items for cherry blossom viewing



Skylark mobile app: available from Mar 1st
Offering information and coupons of multiple brands



FY2017

(%YoY)	Jan.	Feb.	Mar.	Apr.	May	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Total
Total Sales	2.0%	-0.1%	2.1%	3.5%	0.5%	3.5%	2.1%	2.5%	3.3%	-2.7%	1.5%	1.2%	1.6%
Same Store Sales	0.8%	-1.0%	1.3%	2.6%	-0.4%	2.0%	0.6%	0.6%	1.2%	-5.1%	-1.2%	-1.5%	-0.0%
Same Store Traffic	-0.8%	-2.4%	-0.5%	0.9%	-1.8%	0.4%	-0.3%	-0.1%	-0.5%	-7.5%	-3.4%	-3.4%	-1.6%
Same Store ATP	1.6%	1.4%	1.8%	1.7%	1.4%	1.6%	0.9%	0.7%	1.7%	2.6%	2.3%	1.9%	1.6%

	Jan.	Feb.	Mar.	Apr.	May	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Total
New Openings	6	3	5	10	5	10	13	8	8	17	5	7	97
Total # of Stores	3,064	3,055	3,061	3,075	3,079	3,090	3,104	3,109	3,117	3,133	3,139	3,144	3,144
<i>International</i>	48	48	47	48	48	48	50	50	50	51	52	52	52

Note

- The data is consolidated domestic sales at restaurant level and does not include overseas sales.
- Same store is defined as a store which has been open for 13 months or longer (includes stores which underwent brand conversion)
Customer traffic includes traffic from the delivery business*
*Customer traffic from delivery = Delivery sales / Average check
- ATP: Average Ticket Price