# January 2020 Skylark Group Monthly IR Report

Feb 13, 2020
Skylark Holdings Co., Ltd.
(Code 3197)

**2020**

| (%YoY) | | Jan. | Feb. | Mar. | Apr. | May | Jun. | Jul. | Aug. | Sep. | Oct. | Nov. | Dec. | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| All | Sales | 0.0% | | | | | | | | | | | | 0.0% |
| Same Store | Sales | -2.4% | | | | | | | | | | | | -2.4% |
| | Traffic | -6.2% | | | | | | | | | | | | -6.2% |
| | ATP | 4.1% | | | | | | | | | | | | 4.1% |
| New Store Openings | | 0 | | | | | | | | | | | | 0 |
| Remodels | | 0 | | | | | | | | | | | | 0 |
| Brand Conversions | | 2 | | | | | | | | | | | | 2 |
| # of Stores | Gusto | 1,347 | | | | | | | | | | | | 1,347 |
| | Bamiyan | 334 | | | | | | | | | | | | 334 |
| | Jonathan's | 284 | | | | | | | | | | | | 284 |
| | Yumean | 268 | | | | | | | | | | | | 268 |
| | Syabu-Yo | 188 | | | | | | | | | | | | 188 |
| | Steak Gusto | 137 | | | | | | | | | | | | 137 |
| | Overseas | 61 | | | | | | | | | | | | 61 |
| | Other | 632 | | | | | | | | | | | | 632 |
| | Total | 3,251 | | | | | | | | | | | | 3,251 |

*Total number of stores excludes 2 stores that are temporarily closed for remodeling

## Highlights

**Overview**

Total Sales: 0%, Same Store Sales: -2.4%

・ Impacts of the consumption tax hike and the ban on smoking at all group restaurants continue

・ In January, sales decreased due to one less New Year holiday day compared to last year, although the number of weekend days were the same

・ As a part of work style reform, approx. 560 stores, including 24-hour operating stores to be closed from January to April 2020.

The change would expect sales decline, however, customer satisfaction to be improved by enhancing the service quality during the peak time

**SSS**

Traffic: -6.2%, Average Ticket Price: ＋4.1%

・ As consumers tend to spend less after the New Year's holiday, series of discount promotions have been implemented:

Gusto's limited-time offerings "New Year's Gift Coupons" "CheeseIN Thanks Fair" and Jonathan's discount promotion of popular classic menus

・ At Bamiyan, enhanced popular menu items "Fried Rice with Shrimp and Lettuce " "Miso Ramen Noodles with Two Kinds of Char siu" are receiving favorable responses from customers

・ Smoking at all group restaurants continues to lead to sales decline, especially on weekdays at stores at station-front locations

And traffic decrease in the morning times is notable

**New Openings**

・ No new store opening in January

・ In 2020, the Skylark Group plans approx. 90 new store openings, approx.120 remodelings, and 20-30 brand conversions

**Other**

・ From January 27, QR code payments is available at all Gusto stores (some exclusion may apply)

## Highlights




**Gusto: Limited-time offering**
**CheeseIN Thanks Fair**




**Bamiyan: Limited-time offering**
**Gyoza Fair 2020**




**Bamiyan: Limited-time offering**

**2019**

| (%YoY) | | Jan. | Feb. | Mar. | Apr. | May | Jun. | Jul. | Aug. | Sep. | Oct. | Nov. | Dec. | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| All | Sales | 4.4% | 5.6% | 5.2% | 3.4% | 6.4% | 3.8% | -2.4% | 4.4% | 3.4% | -5.6% | 2.9% | -2.0% | 2.4% |
| Same Store | Sales | 2.4% | 3.3% | 3.1% | 1.2% | 4.2% | 1.8% | -4.3% | 2.7% | 1.5% | -7.5% | 0.7% | -4.4% | 0.3% |
| | Traffic | 2.2% | 2.4% | 0.2% | -1.1% | -0.5% | -3.0% | -8.4% | -2.6% | -4.4% | -11.1% | -2.8% | -7.5% | -3.2% |
| | ATP | 0.2% | 0.9% | 2.9% | 2.3% | 4.7% | 4.9% | 4.5% | 5.5% | 6.2% | 4.0% | 3.6% | 3.3% | 3.6% |

| | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| New Store Openings | 10 | 6 | 10 | 7 | 3 | 5 | 4 | 2 | 11 | 9 | 9 | 10 | 86 |
| Remodels | 12 | 18 | 31 | 18 | 15 | 18 | 19 | 12 | 11 | 10 | 11 | 0 | 175 |
| Brand Conversions | 4 | 11 | 10 | 13 | 11 | 2 | 8 | 0 | 1 | 1 | 0 | 1 | 62 |
| # of Stores | 3,195 | 3,201 | 3,209 | 3,225 | 3,225 | 3,224 | 3,232 | 3,229 | 3,235 | 3,242 | 3,251 | 3,258 | 3,258 |

Note

1 The data is consolidated domestic sales at restaurant level and does not include overseas sales.

2 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*

3 ATP: Average Ticket Price *Customer traffic from delivery = Delivery sales / Average check

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