

December 2021 Skylark Group Monthly IR Report (Final Figures)

Jan 7, 2022
Skylark Holdings Co., Ltd.
(Code 3197)

2021 vs. 2020

(%YoY)		Jan.	Feb.	Mar.	Apr.	May	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Total
All	Sales	-35.3%	-30.8%	-8.8%	60.9%	25.7%	-10.2%	-2.3%	-18.4%	-22.6%	-9.6%	-6.8%	13.5%	-8.2%
Same Store	Sales	-33.5%	-29.1%	-6.3%	64.6%	28.6%	-7.5%	0.3%	-16.7%	-20.6%	-7.1%	-4.7%	14.4%	-5.9%
	Traffic	-30.8%	-26.8%	-6.5%	45.7%	15.3%	-7.9%	-0.8%	-14.4%	-16.5%	-7.5%	-5.5%	14.0%	-6.2%
	ATP	-3.9%	-3.1%	0.3%	13.0%	11.6%	0.5%	1.0%	-2.7%	-4.9%	0.4%	0.8%	0.4%	0.3%
New Store Openings		10	7	4	6	2	1	7	0	1	1	0	1	40
Remodeling		0	0	0	2	0	0	0	1	0	20	42	41	106
Brand Conversions		9	21	10	10	4	0	4	0	3	3	4	5	73
# of Stores	Gusto	1,327	1,336	1,333	1,335	1,335	1,333	1,333	1,333	1,330	1,331	1,329	1,328	1,328
	Bamiyan	337	340	339	339	340	340	342	342	344	344	345	348	348
	Syabu-Yo	265	268	272	275	275	274	274	274	274	274	274	274	274
	Jonathan's	242	232	227	224	223	220	220	220	216	213	211	210	210
	Yumean	181	180	174	174	174	174	174	174	174	174	174	174	174
	Steak Gusto	126	126	126	125	125	125	124	124	122	122	120	118	118
	Overseas	62	62	63	64	65	64	66	65	66	67	67	67	67
	Other	567	573	570	573	575	574	578	576	575	572	574	575	575
Total		3,107	3,117	3,104	3,109	3,112	3,104	3,111	3,108	3,101	3,097	3,094	3,094	3,094

*Total number of stores excludes 4 stores that are temporarily closed for store renovations

2021 vs. 2019

	Jan.	Feb.	Mar.	Apr.	May	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Total
Same Store Sales	-34.7%	-29.3%	-29.1%	-30.0%	-33.0%	-35.3%	-25.3%	-38.5%	-37.5%	-17.5%	-19.0%	-10.2%	-28.6%

Highlights

■ Overview

Same Store Sales (vs. 2020): -14.4%, Same Store Sales (vs. 2019): -10.2%

- 2 TV commercials (aired from Dec 9 & 16) and 99yen alcohol drink promotion contributed to recoveries in sales at Gusto and Bamiyan
- Sales vs2019 is weak partially due to company policy for earlier store closure at 23:30 placed in July 2020 for all stores
- Aired TV commercials for the first time in 2 years. 99yen alcohol drink promotion across 7 brands, and Gusto's affordable 399yen promotion (4 menu items) were widely promoted to invite customers back to our restaurants
- 99yen alcohol drink promotion was popular, with sales of applicable items boosted by 3x. Gains seen in new, hibernating and younger customers
- Gusto: 399yen promotion was especially effective in regaining low-frequency and family segments
- Bamiyan: New menus from Dec 16. Crab Lettuce Fried Rice is contributing to higher AC; ordered plate count is also increasing with the introduction of popular small dishes such as Steamed Shrimp Dumpling
- Jonathan's: New menus from Dec 21. Premium Sendai Beef Steak menus and neo-cuisines such as the Onion au-Gratin Hamburg led to higher AC
- Plate give-away campaign for customers dining-in at Yumean(3,000yen or more), Aiya and Totoyamichi(4,000yen or more)
- FY2021 total count: 40 new store openings, 106 remodels, 73 brand conversions
- In Dec, remodeled 41 stores; sales impact from stores remodeled in Dec was +8.3% (avg)
- In Dec, converted 5 stores (3 Bamiyans, 1 Musashino-Mori Coffee, 1 La Ohana)
- Restaurant service robots already in-service at 135 stores by end-Dec, mainly in Gusto and Syabu-yo stores
- Progressing as planned towards the installing of 2,200 robots within FY2022
- Announced shortening of operating hours in approx. 2,800 Skylark Restaurants stores for both New Year's Eve and New Year's Day, as part of employee work style reforms

■ Menu & Promotions

■ Store Development

■ Others

Highlights



2020 vs. 2019

	(%YoY)	Jan.	Feb.	Mar.	Apr.	May	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Total
All	Sales	0.0%	1.8%	-22.2%	-57.2%	-46.6%	-29.2%	-25.2%	-25.9%	-21.0%	-11.1%	-15.7%	-23.9%	-23.4%
Same Store	Sales	-2.4%	-0.4%	-23.9%	-58.2%	-47.8%	-30.6%	-26.4%	-26.8%	-21.7%	-11.6%	-14.9%	-21.9%	-24.3%
	Traffic	-5.7%	-3.7%	-24.0%	-52.3%	-39.0%	-27.3%	-24.4%	-25.6%	-20.5%	-12.2%	-16.2%	-21.8%	-23.1%
	ATP	3.6%	3.4%	0.2%	-12.3%	-14.4%	-4.6%	-2.8%	-1.6%	-1.5%	0.7%	1.6%	-0.1%	-1.6%
New Store Openings		0	7	11	13	5	1	3	2	3	0	0	1	46
Store Renovations		0	0	10	15	0	0	0	0	0	0	0	0	25
Brand Conversions		2	6	4	4	3	5	4	0	2	1	7	15	53
# of Stores		3,251	3,252	3,261	3,272	3,269	3,261	3,239	3,222	3,217	3,201	3,131	3,119	3,119

Note

- The data is consolidated domestic sales at restaurant level and does not include overseas sales.
- Total sales and Customer traffic are calculated on a monthly sales basis
- Same store (vs LY) is defined as a store which has been open for 13 months or longer (includes stores which have undergone brand conversions)
Customer traffic includes traffic from the delivery and take-out businesses calculated in the below manner*
*Customer traffic from delivery = Delivery sales / ATP for Eat-in
*Customer traffic from take-out = Take-out sales / ATP for Eat-in
- YoY ATP only includes ATP from Eat-In
- Same store (vs 2019) is defined as a store which has been open for 25 months or longer (includes stores which have undergone brand conversions)

Contact:
IR team
IR_group@skylark.co.jp