

Appendix

~Towards completion of "Sato Pyramid" ~

52

Mid-term management plan **About our business categories** 30 2 About "Sato Restaurant Systems" 1 0 **Corporate Profile Features** 13 Strength 18



Mid-term management plan

 \sim Towards completion of "Sato Pyramid" \sim



Management policy

SRS (Sato Restaurant Systems) aims to be the restaurant that brings the highest customer satisfaction

Looking beyond the pursuit of sales and profit

Enriching people's lives

Improving the work environment

Responding to social and economic needs

Becoming an integral part of society







Mid-term management vision

prosper over 100 years to come

Social infrastructure

essential



Towards completion of "Sato Pyramid"

Mid-term management plan/policy

SRS aims to be an essential social infrastructure and prosper over 100 years to come.

Vision

SRS aims to be a respected industry leader by providing Japanese cuisine to people around the world.



Taiwan, Indonesia and Thailand business expansion turning to positive figure

more rapid restaurant development



increasing profitability



continuous restaurant development



increasing profitability

restaurant development with lower investment



enhanced integration with CHOJIRO



Mid-term management plan

Towards completion of "Sato Pyramid"

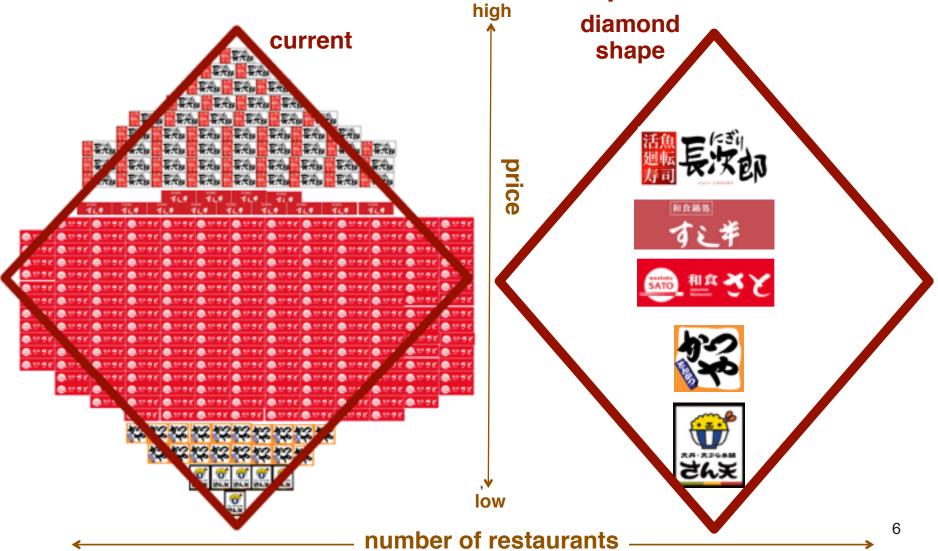
What is Sato Pyramid

???



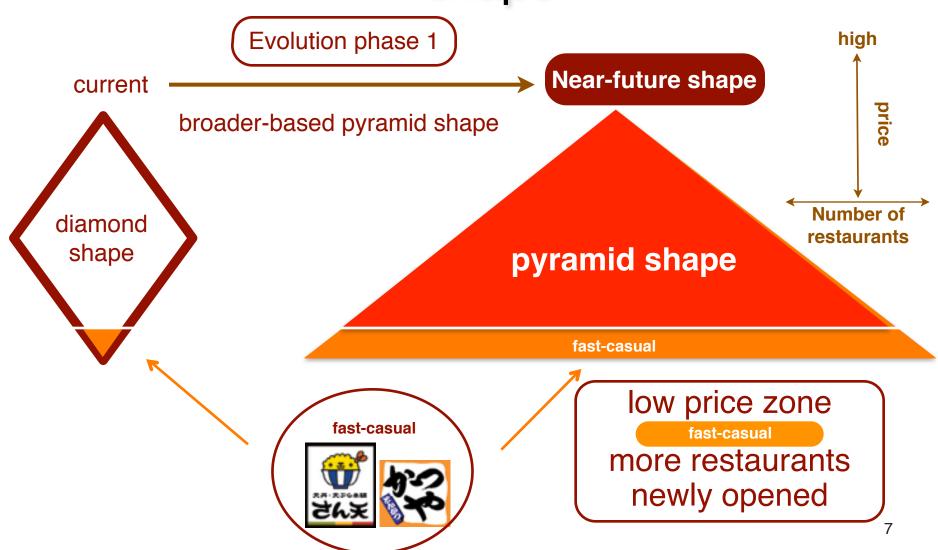
SRS group restaurants composition:

Diamond shape





Diamond shape to pyramid shape





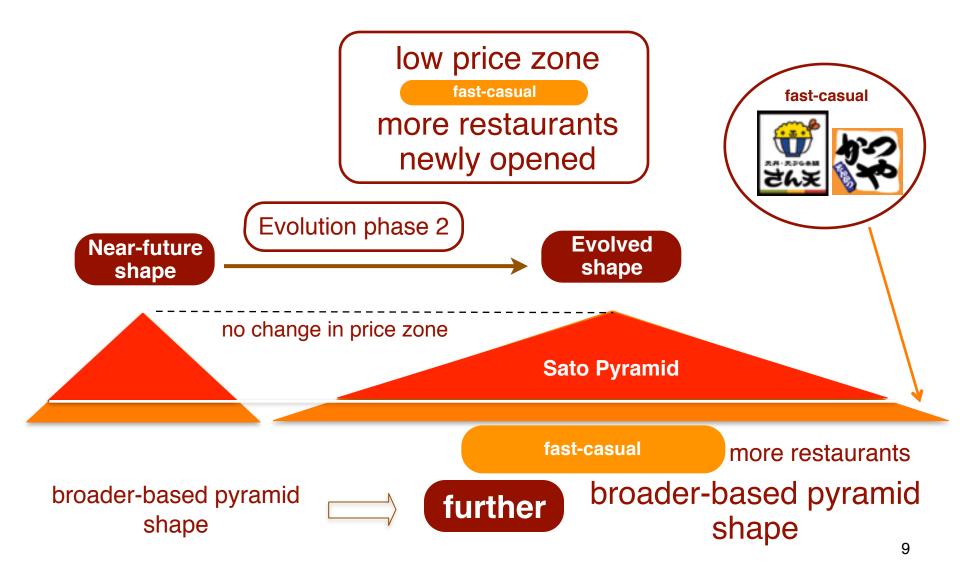
Pyramid

Near-future shape





Further broader-based Sato Pyramid



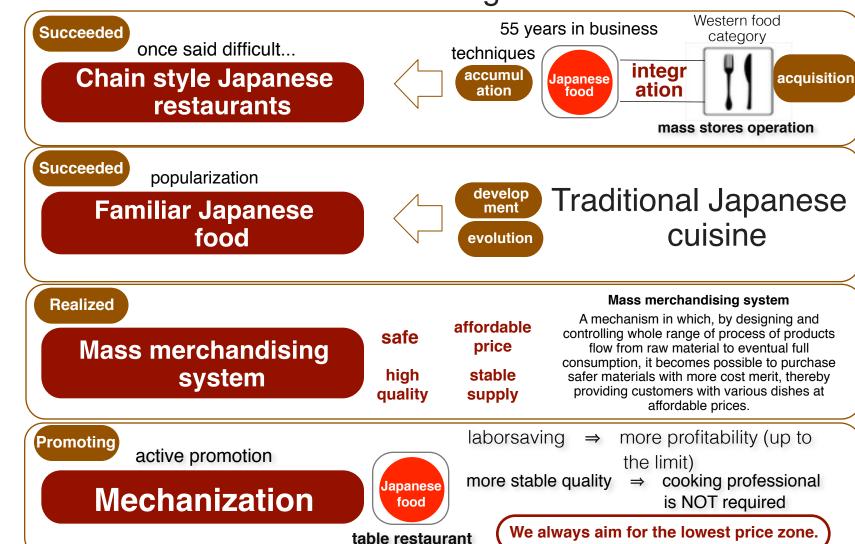


About "Sato Restaurant Systems"

About "Sato Restaurant Systems"



Succeeded in integrating Japanese food with chain restaurant management





External environment & Business reform

	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014
Ext. env.	p. S Lehman's collapse		ar. Great East M Japan Earthquake		D established		A rate rose to 8%
Int. env.			Nov. 1st Katsuya restaurant opened 1st restaurant in opened Taiwan opened	Mar. Commodities Center disposed	Jan Capital increaseNov. HQ. relocatedJanuaryJanuaryJanuaryJanuaryJanuaryJanuaryJanuaryJanuaryJanuaryJanuaryJanuaryJanuaryJanuaryJanuaryJanuaryJanuaryJanuaryJanuaryJanuaryJanuaryJanuaryJanuaryJanuaryJanuaryJanuaryJanuaryJanuaryJanuaryJanuaryJanuaryJanuaryJanuaryJanuaryJanuaryJanuaryJanuaryJanuaryJanuaryJanuaryJanuaryJanuaryJanuaryJanuaryJanuaryJanuaryJanuaryJanuaryJanuaryJanuaryJanuaryJanuaryJanuaryJanuaryJanuaryJanuaryJanuaryJanuaryJanuaryJanuaryJanuaryJanuaryJanuaryJanuaryJanuaryJanuaryJanuaryJanuaryJanuaryJanuaryJanuaryJanuaryJanuaryJanuaryJanuaryJanuaryJanuaryJanuaryJanuaryJanuaryJanuaryJanuaryJanuaryJanuaryJanuaryJanuaryJanuaryJanuaryJanuaryJanuaryJanuaryJanuaryJanuaryJanuaryJanuaryJanuaryJanuaryJanuaryJanuaryJanuaryJanuaryJanuaryJanuaryJanuaryJanuaryJanuaryJanuaryJanuaryJanuaryJanuaryJanuaryJanuaryJanuaryJanuaryJanuaryJanuaryJanuaryJanuaryJanuaryJanuaryJanuaryJanuaryJanuaryJanuaryJanuary<l< th=""><th>f. 1st restaurant ing. Indonesia openedj. Foodsnet Corp.j. became a subsidiary</th><th>Owith Foodsnet Corp. 1st restaurant in Thailand opened 1st Nabe Sato restaurant in Taiwan opened</th></l<>	f. 1st restaurant ing. Indonesia openedj. Foodsnet Corp.j. became a subsidiary	Owith Foodsnet Corp. 1st restaurant in Thailand opened 1st Nabe Sato restaurant in Taiwan opened
Business reform	Mar. non-boiling noodle cooker Business reform started	A adopted Mobile Club Kids Club created Sato-Shabu debut	Sato-Shabu premium course started Two types of soup in one pot adopted Microwave rice cooker adopted	Mar. Soup stock dispenser adopted Miso-soup dispenser adopted	J POS/OES updated	Fe In-store PC adopted i. iPad adopted 1 way operation adopted	Ju TOS entirely adopted pr. Store support system adopted



Features



Largest number of restaurants in Japanese food family restaurants

No.1 in the trade

Largest number of restaurants in Japanese food family restaurants

198 restaurants

Group total: 329 restaurants (as of March 31, 2015)

Sato (198) Sushihan (14) Santen (12) Katsuya (direct) (12) Katsuya (FC) (11) CHOJIRO(52) Miyakobito (direct) (1) Miyakobito (FC) (20) CHUJIRO (3) Overseas (6)

specialized in Japanese food

Major 5 categories







mainly Sushi & Nabe (pan)



Tempura



aourmet Sushigo-round



Katsudon & Tonkatsu (pork cutlet)

3 M&A gourmet Sushi-go-round 「"Nigiri CHOJIRO"」

Foodsnet Corporation became a subsidiary.(Jul., 2013)

Overseas development





Indonesia



Joint ventures have been established with large local companies.

Kitchen capabilities

6

Seeking streamlined kitchen operations

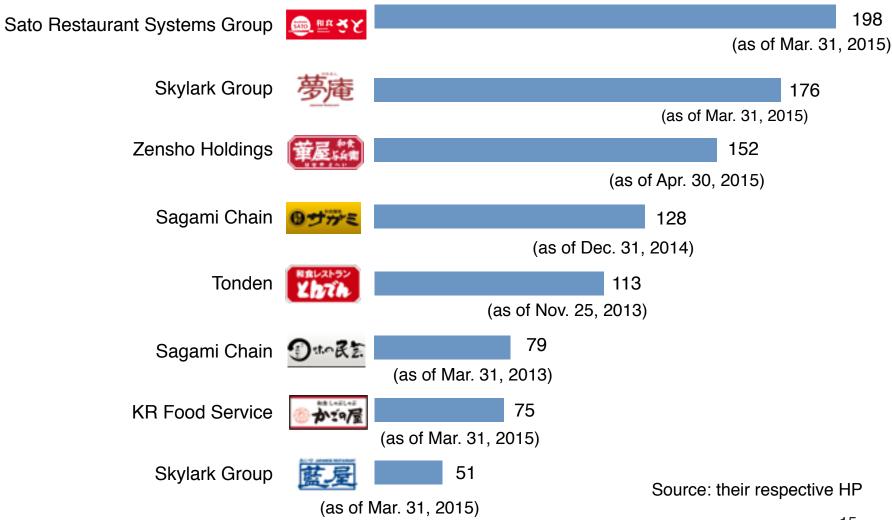
Purchase & development capabilities

By carrying out purchase & development activities on our own accounts worldwide, a mechanism has been built up in which safer and carefully selected foodstuff can be obtained stably.

We always aim for the lowest price zone.



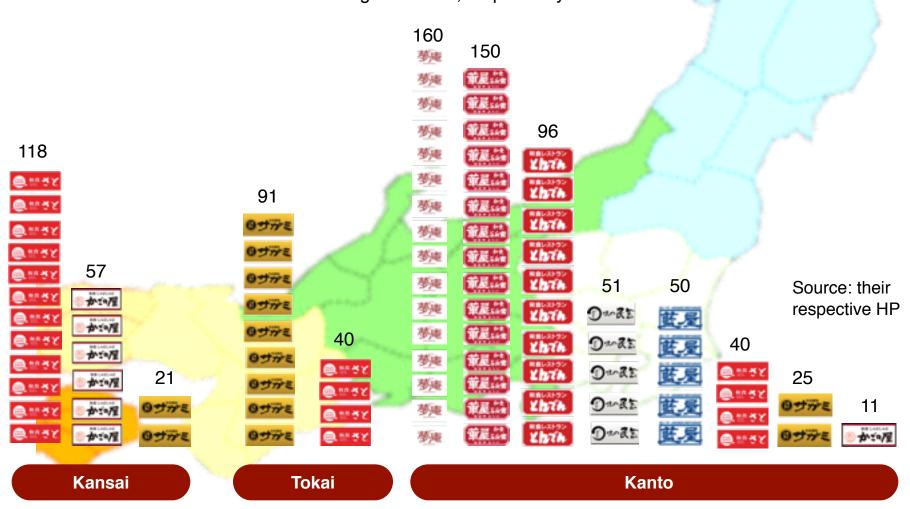
Ranking of number of Japanese food family restaurants





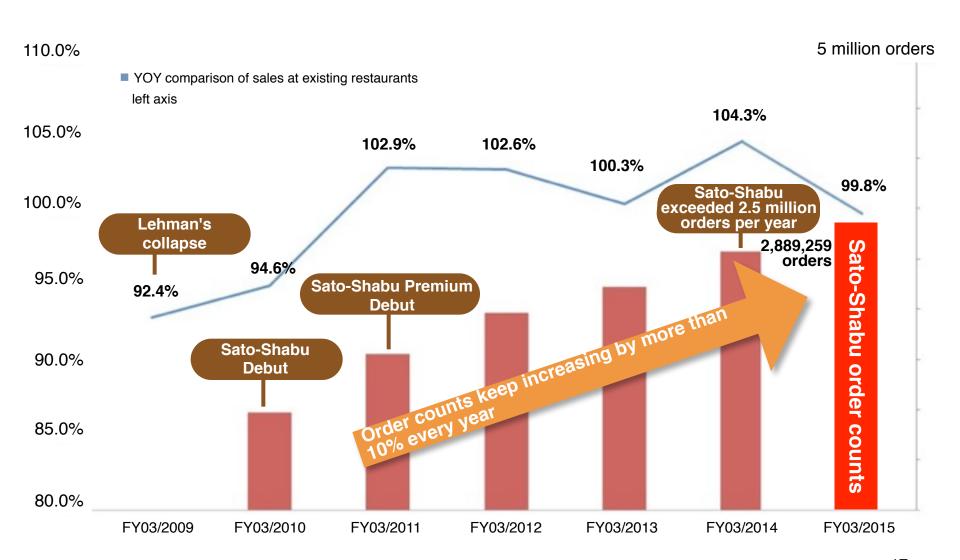
Distribution map of Japanese food family restaurants

Skylark in Kanto area, Sagami Group in Tokai area, and Sato Restaurant Systems in Kansai area hold the largest shares, respectively.





Year-on-year comparison of sales at existing Washoku Sato restaurants, and Sato-Shabu





Strength



Sato is overwhelmingly famous in Kansai area



overwhelmingly famous in Kansai area





Specializing in Japanese food enables multi-restaurant operation

Restaurant development capabilities

Specializing in Japanese food



Narrow-focused commodities

systemization outsourcing

restaurants

low break-

We always aim for the lowest price zone.

multirestaurants





















multirestaurants



Seeking streamlined kitchen operations

Kitchen capabilities

Least waiting time means maximum service

kitchen capability 1

Mechanization

non-boiling noodle cooker microwave rice cooker miso-soup dispenser soup stock dispenser

kitchen capability2

Systemization

updating POS/OES adopting TOS (table order system)

Simplification

pre-processed foodstuff (knives are NOT required)



laborsaving

more profitability streamlined kitchen ⇒maximizing floor area

stabilization

cooking professional is NOT required low labor cost



High productivity



table restaurant

We always aim for the lowest price zone.



craftsman is NOT required Supreme Tempura cooked by nonprofessional



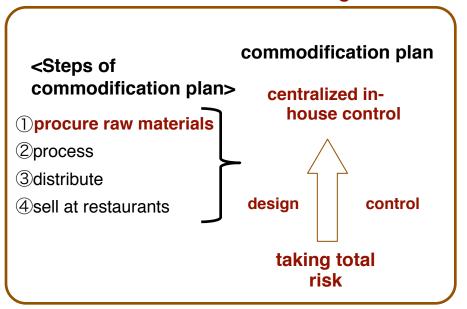
Purchase & development activities on our own accounts

By carrying out purchase & development activities on our own accounts worldwide, a mechanism has been built up in which safer and carefully selected foodstuff can be obtained stably.

Purchase & development capabilities

(examples)
prawn
eel
Hijiki seaweed
grated radish

Vertical merchandising





We deliver safe and delicious

foods stably at affordable prices.

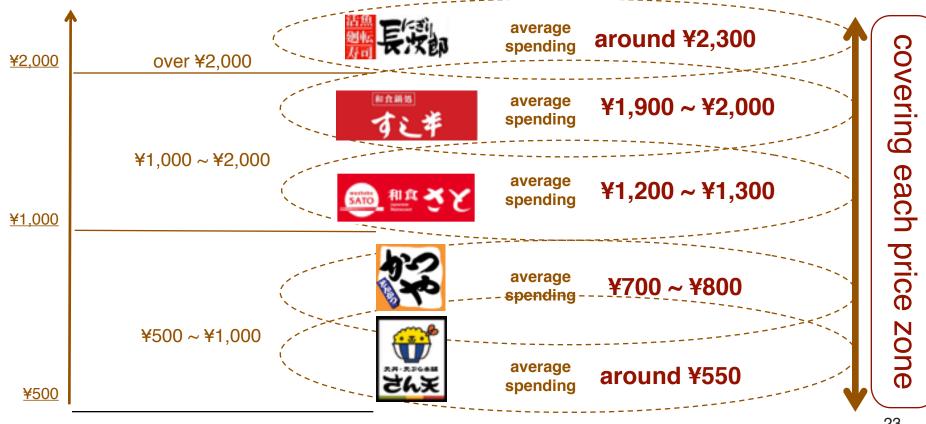


Risk hedge at low to middle price zone

specializing in Japanese food Price zone hedging capabilities

insusceptible to economic fluctuation

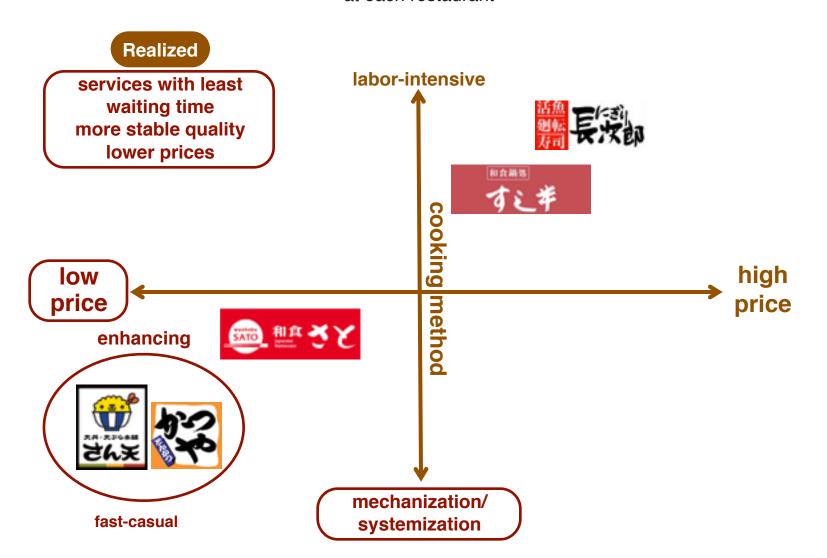
Various choices among **SRS** group restaurants meeting customers' needs





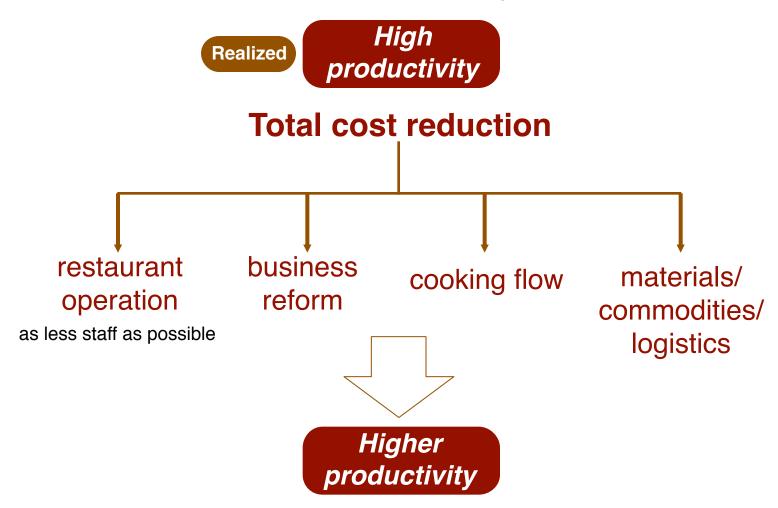
Promoting mechanization

to reduce labor burden of cooking at each restaurant





Total cost reduction realized high productivity





"Fast-casual" category is the promising one

Market size

Today

Food service industry as a whole: at the level of 23 trillion yen restaurants: about 12.5 trillion yen

Source: Foodservice Industry Research Institute

promising category

Fast-casual restaurants

An intermediate category between fast-food restaurants and family restaurants, which realizes equivalent level of taste as conventional restaurants while delivering quick and affordable commodities





Future

Our approach to Safety & Relief



- The largest chains of Japanese food family restaurants
- As for raw materials, not only quality but also their surrounding environment (e.g. soil, water) and transport mode to factories are checked

"Declaration of Relief"

In order to provide safe and delicious dishes to our customers, intensive quality control is carried out in every step from raw materials procurement, processing, distribution and through to in-store cooking.

Please feel relieved to enjoy happy time.

1 Procurement

Not to mention Japan, from all over the world we procure reliable foodstuff only.



2 Manufacturing

Materials are carefully processed at designated factories meeting our own criteria.



3 Distribution

Materials are transported always under the best conditions with temperature strictly controlled.



6 Serving

Our paramount mission is to serve our customers with safe and delicious dishes.



(5) Cooking

Detailed manuals are specified and implemented, from how to wash hands, foodstuff management, to cleaning cooking utensils.



4 Inspection

Sanitary conditions in our restaurants are inspected by the HQ with no notice, and are strictly controlled.



Improvement of working environment



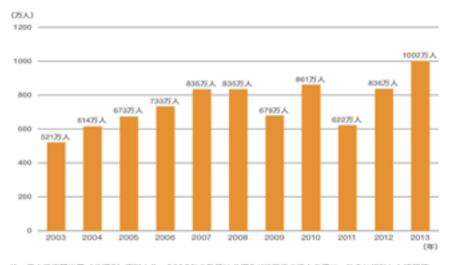
- About 300 non-regular employees were turned to regular employment.
- Since April, 2015, personnel system has been modified so that our employees could shift their ways to work in accord with their willingness to work.
- Since April, 2015, minute-by-minute staff attendance management has started upon adoption of the system for using vein authentication terminals.
- Rate of taking one-week holidays reached 100%.



Response to inbound visitors.



Transition of foreign tourists visiting Japan (2003 - 2013)



- Increase in foreign tourists visiting Japan, in the context of "Washoku" registered as intangible cultural heritage.
- In 2014, number of foreign tourists visiting Japan exceeded 13 million.
- It is expected to reach 20 million before the forthcoming Tokyo Olympic.

注:日本政府観光局(JNTO)資料より。2013年の数値はJNTOが法務省の協力を得て、独自に推計した途報値

Source: www.nippon.com



- Adoption of touch panel system at every restaurant completed in July, 2014.
- There is a plan to adopt English version by October, 2015.



About our business categories

Category ①: Washoku Sato





The largest brand of SRS group Extremely popular for its "Sato-Shabu" (allyou-can-eat style Shabu-Shabu)

Features

- One of Japan's largest chains of family restaurants for Japanese food
- Many are located on main roads in the suburbs; some are in shopping centers
- Serving Japanese meals, such as nabe (hot pot), rice bowl dishes, and noodles at reasonable prices
- · Realizing low-cost operation

Number of restaurants

198 restaurants (118 in Kansai, 40 in Chubu, 40 in Kanto areas)

Average spending

¥1,200 ~ ¥1,300

Strategies

- Further cost reduction in opening new restaurants
- Scrap & build to enhance profitability
- Further evolution of "Sato-Shabu" and establishing another core menu following "Sato-Shabu"
- Adopting "table order system" at every restaurant



Category 2: Sushihan





Starting brand of SRS group Serving traditional Japanese cuisine mainly in Osaka City

Features

- Focused on Nabe & Sushi, making full use of seasonal materials, taste of Dashi soup stock and craftsmanship
- Every restaurant provides Zashiki (Japanese style room), useful for large & small parties, Buddhist memorial service and celebration
- Fresh centers enable more stable quality of raw materials
- More freshness of foodstuff and more on-site productivity
- Home delivery service

Number of restaurants

Houzenji Sushihan main restaurant: 1

Sushihan: 13 restaurants

Average spending

¥1,900 ~ ¥2,000

Strategies

More on-site productivity by making

use of fresh centers



Category 3: Santen





Tendon & Tempura Honpo "Santen"

Supreme Tempura cooked by nonprofessional

While committing to genuine Tempura, realizing thorough systemization to provide "Quick, Low-price and Sizzling" Tendon & Tempura

1st restaurant opened in August, 2012

Features

- Fast-casual restaurants, a growing category
- New category that is developed internally
- Prawn Tendon (Tempura Bowl), the principal item, is served at 390 yen
- Thorough systemization and low-cost operation

Number of restaurants

Directly-managed: 12 restaurants

Average spending

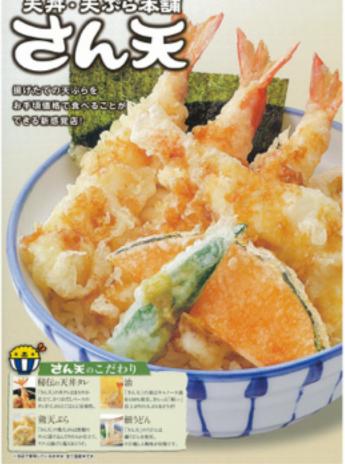
around ¥550

Strategies

- · Building up brand value
- Actively opening new directly-managed restaurants
- FC development







Category 4: Nigiri CHOJIRO





July, 2013 Foodsnet Corporation became a wholly-owned subsidiary.

Features

- Established brand image mainly in Kansai area
- Top brand of Kansai area as gourmet Sushi-go-round restaurants
- Wide variety of restaurant development (large, mid-size, small-size and roadside restaurants)
- Home delivery style Sushi restaurants are also developing

Number of Nigiri CHOJIRO: 52 restaurants restaurants Home delivery style Sushi: 24 shops

Average spending

around ¥2,300

Strategies

- Continuously opening new restaurants
- Creating synergies with other categories of SRS group for purchase/logistics
- Craftsman training (Omotenashi Dojo (hospitality training))

Genuine-oriented gourmet Sushi-go-round



Category 5: Katsuya





October, 2010

Sato Arcland Food Service Co., Ltd. was established by joint investment with Arcland Service Co., Ltd. (SRS contributes 51%).

Features

- Developing direct restaurants and FC restaurants in Kansai area
- Simple operation (narrow-focused foodstuff, cooking method and number of commodities)

Serving total 17 menu items made of principal 5 items of foodstuff

- Fair: Fair items are promoted monthly
 Price cut campaign of regular menu items once in 2 months
- Overwhelming volume impression

Number of restaurants

Directly-managed: 12 restaurants

FC: 11 restaurants

Average spending

¥700 ~ ¥800

Strategies

- Actively developing takeout items and delivery service
- Accelerated opening new restaurants
- Full-blown FC development

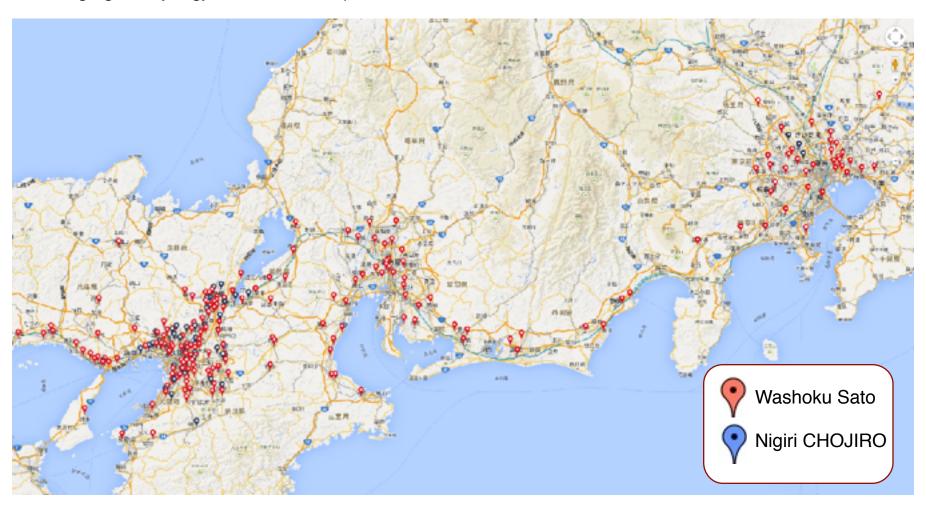
Crispy, tender and big portion of pork cutlet



Domestic development



- Based in Kansai, and expanded to Chukyo area and Tokyo metropolitan area
- Creating logistics synergy with Foodsnet Corp.





Overseas business development

Overseas business history



Jul. 2008 1st restaurant in Shanghai opened(Shanghai City)→but closed later

Oct. 2010 1st restaurant in Taiwan opened(in Hankyu department store)

Joint venture with President Chain Store Corp.

Apr. 2013 2nd restaurant in Taiwan opened(Tamsui branch)

Sep. 2013 1st restaurant in Indonesia opened(Central Park branch)

Joint venture with PT. INDOMARCO PRISMATAMA (Indomaret)

Sep. 2014 New category of hot pot for one-person "Nabe Sato" opened in Taiwan (Kangning branch)

Oct. 2014 1st restaurant in Thailand opened(J-Park branch)

Joint venture with Nippon Tei and Saha Group

Feb. 2015 "Nabe Sato" Jinshan branch opened

Number of restaurants 4 in Taiwan 1 in Indonesia 1 in Thailand



和食上都 阪急店





























Taiwan



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Indonesia







































In **THAILAND**















Thailand

In THAILAND









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STATE OF STREET

サトレストランが合弁設立、5年で8店目指す



会学会を見るものですというとうシャンテムの企業を発 (中 別)、本ののアンギション会長(選手のよ人間)、日本学のサナイ 概長(例と人間)・学問、アション(1974を開発)

あきサトレストランシステムズは21日、パンロテル トランを展開する日本学グループと自然会の設立の景 的確認式を行った。重圧決手に長は、日本公内機に対対 3% 型店というがで開発する方針を示し、「白春中の併乱に する中国基金のち込みたい! との様を人への様な込みを HERMITO.

京都 馬森

会社会社「日本学サト」が多く基準を予察け、サルダ

ループが他感子ョンプリポンサチャーに関係した音楽 was 数数 「J パータ」で、10月19日に第1号店を開催する。 Stine 11 dadweil 19 dure 1000 1 (235.5 1.00) 2/4-7 (81 675 8/6) T 年1日を保険していく計画で、5年内に年前を使パーフ で1日本開発していてお客で、5年内に引着2億パーツ Dati archamphorendy Anagher とすることを目指す。場内の製造業業業をとして日本会 10-1 architectures 果が多く集合するテェンプリ、ラコン供をターゲット統 場として、タイリガリ本人やタイ人の中国基を取り込ん。 でいく考え、サハダループログシャシット会長回、「サ イの日本会が発は100億パーツ程度でまだまだ成長会 場が大きい、3社ぞれぞれの扱みを生かして事業を拡大 LTIVES EDITOR US.

「株性さど」の中株成立である。しゃぶしゃぶ住へ政 菓メニュー「さとしゃぶ」を行ぶとして乗り出すます。 タイの原業者のしがに合った第メニューも収入。サトか 強みとする構理・仕人を開発やスピーディーを課程・機 例で、タイの発揮大下サルダループ、タイで日本会レス 引たいった記憶研究システルを生かし、客手供は 5mm/t 一つ日本におさめる。パンコクへの集出は当日検討した

「日本学サト」な資本会も,000 ガベーブで、選択を主 作う日本社会の変化ともに過ぎしてきた。タイでも組入 様する日本年ブループが行ち、ヤハデループが出生。 サトが10%を出版する。サトは「物自さと」を目れて約 **終った。 おこうちやて (物性でと) 中部ビャルのかする 「知る」 そのほかのブランドを合わせて的 300 店を開発** する。裏所では自興にでき、インドネンアに1点を描き

> 日本学は1981年に創業日本、大学協会で展内のもの。 マネジメント研究の主体Mを研究している。







In **THAILAND**















Aiming for "realizing Japanese restaurants where as many people as possible worldwide could enjoy genuine Japanese cuisine at reasonable prices."



Indonesia



Joint venture
PT.INDOMARCO
PRISMATAMA

September, 2013: 1st restaurant started up (Jakarta)

Strategies

- Establishing business base in Indonesia
- Expanding sales network for lunchbox in Indonesia









Joint venture
President Chain Restaurant Corporation

October, 2010: 1st restaurant started up in Hankyu

department restaurant (Taipei)

April, 2013: 2nd restaurant started up in Danshui District (newly-established residential area)

September, 2014: Hot pot for one-person, "Nabe

The same of the sa

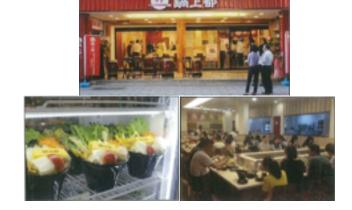
Sato" opened

(New category

Strategies

 More restaurants operated in Taiwan







In 2014, Sato expanded to the 3rd overseas, (Thailand)

"We will contribute to rich cuisine culture by delivering genuine Japanese cuisine at reasonable price zone to more and more people in Thailand."





[Joint venture]

Nippon Tei Group & Saha Group

August, 2014 Joint venture established

Washoku Sato October, 2014

1st restaurant opened (J-Park branch)

(Strategies)

8 Washoku Sato restaurants within 5 years











Founded in 1883

A famous brand inheriting culinary tradition of ordinary people of Osaka, located on the 1st floor of Houzenji main restaurant Now rapidly gaining popularity, thanks to the same-named NHK drama program "Meotozenzai"

(August - September, 2013)









Corporate Profile

Corporate Profile



Registered Name Sato Restaurant Systems Co., Ltd.

Headquarters 30F Osaka Kokusai Building,

2-3-13, Azuchi-machi, Chuo-ku, Osaka-City, OSAKA, 541-0052

Established August 27, 1968
Paid in Capital ¥6,361,750,000

Employees 1,138 (consolidated),

Part-time and temporary employees: 9,185 (consolidated)

(as of Mar. 31, 2015)

Stock Listing Listed on Tokyo Securities Exchange, First Section

Shareholders: 15,920(as of Mar. 31, 2015)

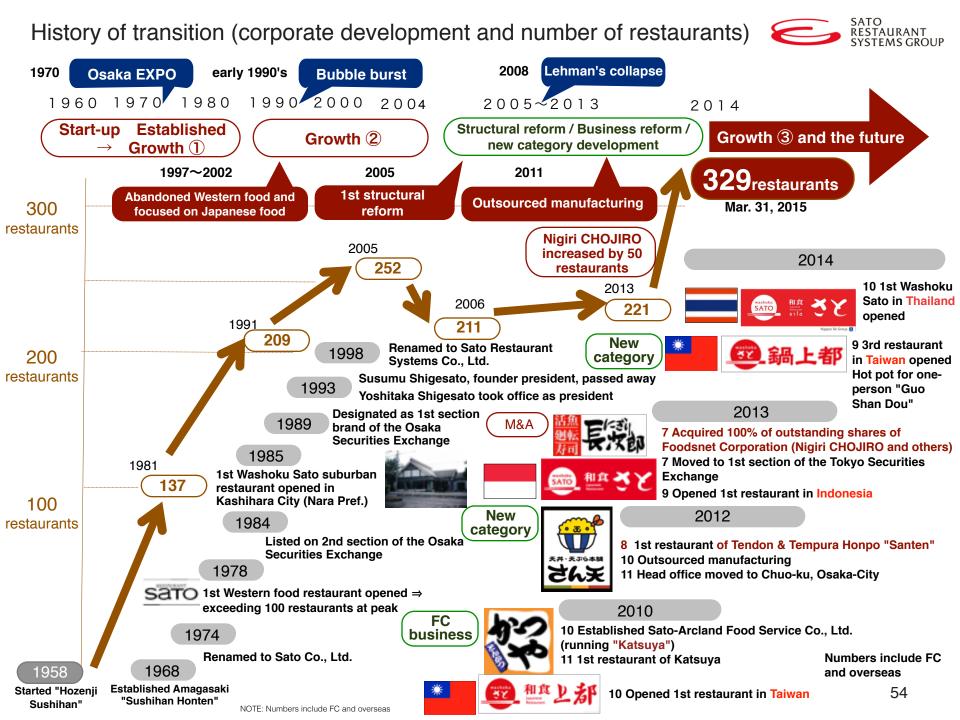
Subsidiaries Foodsnet Corporation (Nigiri CHOJIRO, Nigiri CHUJIRO, Miyakobito)

Sato Arcland Food Service Co., Ltd. (Katsuya) Space Supply Co., Ltd. (real estate management)

Affiliates President Sato Co., Ltd. (Taiwan)

PT. Indosato Jaya Makmur Co., Ltd. (Indonesia)

Nippon Tei Sato Co., Ltd. 'Thailand)





SRS group makes use of risk management for our day-to-day corporate management.

Sales fluctuation

Measure

Accelerated opening new restaurants of "Katsuya" and "Santen", both of which are fast-casual restaurants insusceptible to economic fluctuation.

"Washoku Sato" aims for enhancing its profitability up to the limit and for the lowest price zone.

Competition

Measure

Taking customers satisfaction as a motto, while planning affordable commodities in terms of price, quality and quantity.

Stable capabilities of procuring principal raw materials and kitchen capability always seeking streamlining.

Profit dispersion

Measure

Sales dependency on the main category "Washoku Sato" declined from 90% to around 65%, due to acquisition of Foodsnet Corporation.

Actively developing the fast-casual restaurants of "Santen" and "Katsuya", thereby facilitating further dispersion.

Food safety

Measure

Intensive quality control is carried out in every step from raw materials procurement, processing, distribution and through to in-store cooking.

Ensuring hand-washing and health status check at every restaurant, and more prompt reporting of bad health by means of workflow.

Purchase price and stable procurement

Measure

Promoting purchase & development capabilities (e.g. direct purchase of foodstuff) and "vertical merchandising".

(examples) prawn, eel, Hijiki seaweed and grated radish



Manpower makes a company

SRS group has put its effort into fostering/reinforcing human resource as its paramount agenda.

Recommencing the educator scheme

With respect to education plan for the entire company organization, to assign a responsible person for supervising the plan in a centralized manner and, under a uniform education scheme, to promote fostering human resource with focus on educating candidates for executive positions.

Enhancing internal/external seminars

For discovering talented personnel and utilizing human resource, actively making use of in-house seminar inviting outside lecturer and of various external seminars, according to such as hierarchy, age and roles.

Considering dispatching employees to graduate schools

Depending on the educational objective, fostering professional staff and candidates for executive positions by making use of external education curriculum, beyond inheriting internal know-how.

Enhancing job-rotation

Towards accomplishing the new mid-term management plan, and under a uniform education scheme, carrying out well-planned staff assignment with a long-range viewpoint, with an aim to foster a large number of specialists.

Shareholder composition



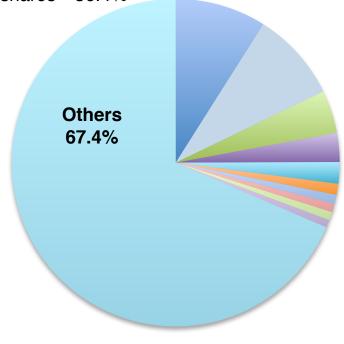
Total number of outstanding shares: 28,209,080 shares

Shareholders: 15,920

(as of Mar. 31, 2015)

	(thousand shares)	%
Yoshitaka Shigesato		9.0
Yuriko Shigesato	2,500	8.9
The Bank of Tokyo-Mitsubishi UFJ, Ltd.	1,199	4.3
Japan Trustee Services Bank, Ltd.	835	3.0
Kirin Brewery Co., Ltd.	600	2.1
Japan Trustee Services Bank, Ltd.	499	1.8
Key Coffee, Inc.	308	1.1
Sato Restaurant Systems Employees Stock Ownership	250	0.9
Mizuho Bank, Ltd.	235	0.8
Sompo Japan Nipponkoa Insurance, Inc.	210	0.7
Others	19,043	67.4

Number of foreign-owned shares: 527,200 shares 1.8%
Number of shares owned by the special few: 9,259,680 shares 32.8%
Number of floating shares: 15,920,248 shares 56.4%





Contact

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Earnings forecasts and other descriptions concerning the future contained in this document are based on information currently available to the Company. This includes largely uncertain elements and therefore actual business performance and other elements may differ substantially due to various factors. We would appreciate that you should understand the abovementioned presumptions and make decisions on any investment according to your own judgement.