

# Concept 2015

Zensho Group Corporate Profile



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**ZÉNSHO**

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**ZÉNSHO**



## Providing the world with safe, delicious food at affordable prices

As the top food service enterprise in Japan, Zensho plays a vital role in the nation's food provision infrastructure. Both in Japan and overseas, Zensho serves a diverse range of great-tasting meals at its restaurants in the *gyudon* (beef bowl), family dining and fast food categories. Fully committed to providing safe and delicious food, Zensho conducts meticulous food management not only in restaurants but also in all other

processes including ingredient procurement, manufacturing, and logistics. To conduct this with complete accountability, Zensho has created a unique source-to-customer business model, and promotes it for continuous innovation in every process from design planning to operation. Zensho's vision is to provide safe, delicious food to as many people as possible, throughout the world.



# Aiming to be the world's top food company

Founded in 1982, over the last 33 years Zensho has grown into a corporate group with about 4,700 restaurants and other retail locations. Annual sales have reached 511.8 billion yen. After being listed on the Second Section of the Tokyo Stock Exchange in 1999, Zensho's sales grew by a factor of 30 over the 15 years since 2000. Zensho has firmly established itself at the top position among food service companies in Japan.

Becoming the largest food service company in Japan was a significant milestone in Zensho's quest to realize its corporate mission, which is to become the No. 1 food company in the world, in order to help eradicate global hunger and poverty. Our top position in Japan serves as a foundation for further growth. Our real work has just begun.

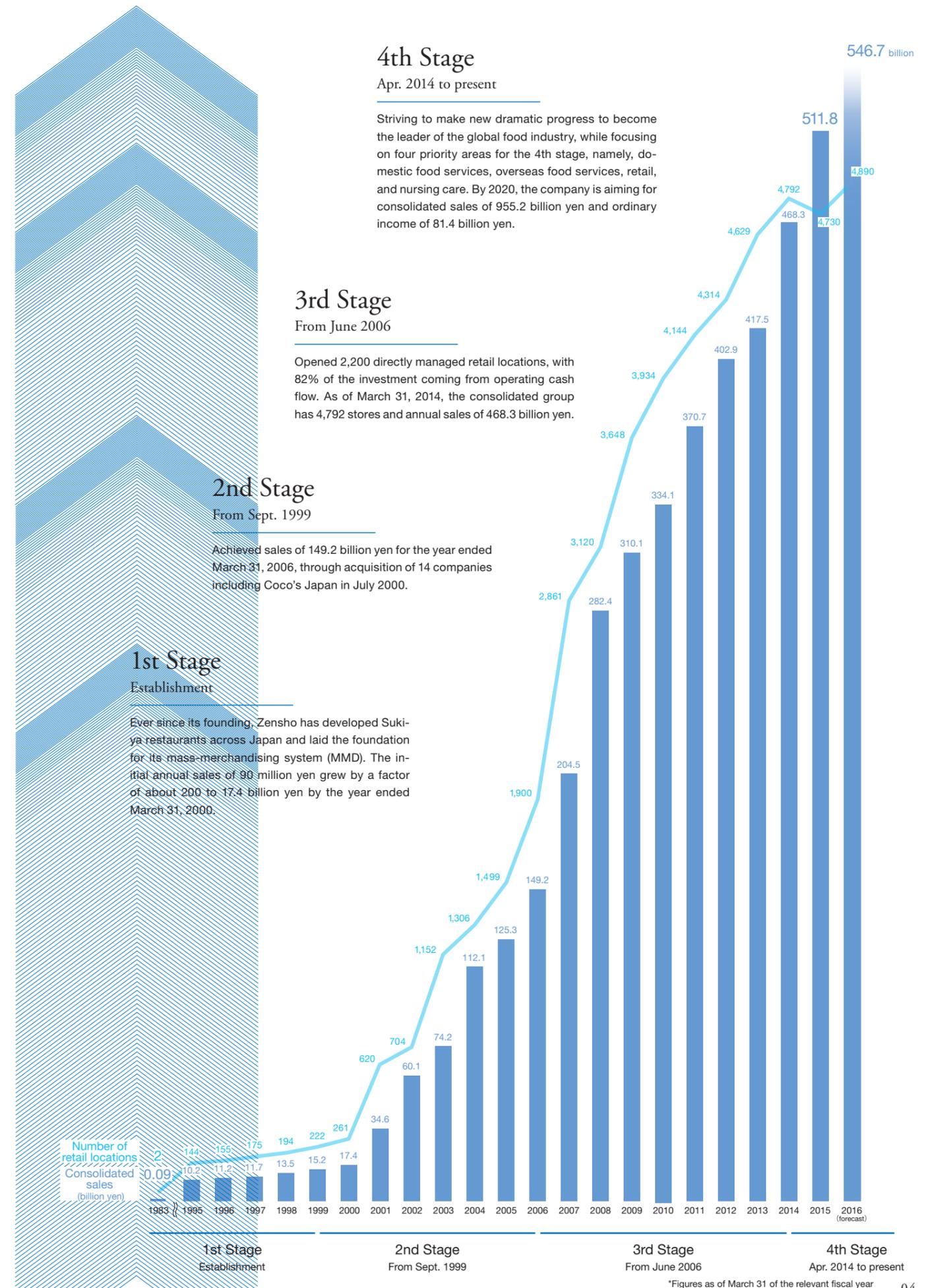
ZENSHO SUMMARY (as of March 31, 2015)

Consolidated sales  
..... 511.8 billion yen

Consolidated operating profit  
..... 2.4 billion yen

Number of retail locations  
..... 4,730 (including 147 outside Japan)

Newly opened retail locations  
..... 176 (including 45 outside Japan)



## 4th Stage

Apr. 2014 to present

Striving to make new dramatic progress to become the leader of the global food industry, while focusing on four priority areas for the 4th stage, namely, domestic food services, overseas food services, retail, and nursing care. By 2020, the company is aiming for consolidated sales of 955.2 billion yen and ordinary income of 81.4 billion yen.

## 3rd Stage

From June 2006

Opened 2,200 directly managed retail locations, with 82% of the investment coming from operating cash flow. As of March 31, 2014, the consolidated group has 4,792 stores and annual sales of 468.3 billion yen.

## 2nd Stage

From Sept. 1999

Achieved sales of 149.2 billion yen for the year ended March 31, 2006, through acquisition of 14 companies including Coco's Japan in July 2000.

## 1st Stage

Establishment

Ever since its founding, Zensho has developed Sukiya restaurants across Japan and laid the foundation for its mass-merchandising system (MMD). The initial annual sales of 90 million yen grew by a factor of about 200 to 17.4 billion yen by the year ended March 31, 2000.

\*Figures as of March 31 of the relevant fiscal year

# “Our goal is to become the world’s No. 1 company in the food industry — a position from which we can help eradicate hunger and poverty from the world.”

Zensho’s corporate mission to eradicate hunger and poverty from the world may appear like a lofty goal for a company that operates popular restaurants serving delicious food.

Yet this is the mission that has brought the Zensho Group together to become the largest food service company in Japan. Our next step is to become the top food company in the world.



CEO, Zensho Group

**Kentaro Ogawa**

## Achieving No. 1 in sales in Japan is just the beginning

On March 31, 2015, the Zensho Group posted net sales of 511.8 billion yen, and had 4,730 retail locations worldwide. While being the No. 1 food service company in Japan by sales, Zensho also ranks among the top-ten food service companies in the world.

We are proud of these achievements, but our ultimate goal will require more efforts. Although Zensho leads the food service industry in Japan, it only accounts for 2% of total sales in the 24 trillion yen food market. Looking at other industries, top companies in the automotive sector control about 20% or 30% of their markets. It is clear that the industrialization of Japan’s food service sector is still far behind that of other sectors. We would first like to change this structure, and become the top food service company in the world, just as Japanese carmakers have risen to the top in their global market. We believe this is exactly the step we need to take to move closer to fulfilling our founding vision, “to eradicate hunger and poverty from the world.”

Although our sales grew by a factor of about 30 since 2000, we still need more growth to realize our mission. With our JASDAQ listing in 1997, our creditworthiness increased, thereby supporting our rapid growth. The Zensho Group then expanded through acquisition of a variety of businesses. Although many people see Zensho as a group that grew through M&A, the driving force behind our growth has been more through the opening of new retail locations. Reflecting on Zensho’s investments since 2007, while M&A accounted for only 20% of its investment, the opening of directly managed company outlets accounted for the remaining 80%.

Opening new retail locations is similar to planting seeds one by one by hand in a rice paddy. Thorough investigation must be carried out for each new restaurant before it can be opened. In the 3rd stage, which began in June 2006, a total of 2,200 directly managed retail locations were opened. Instead of using the franchise system to open new locations, Zensho believes in the direct management of its establishments. We believe this is the best way to fulfill our responsibilities to customers for safety, reliability, and quality of the food we serve.

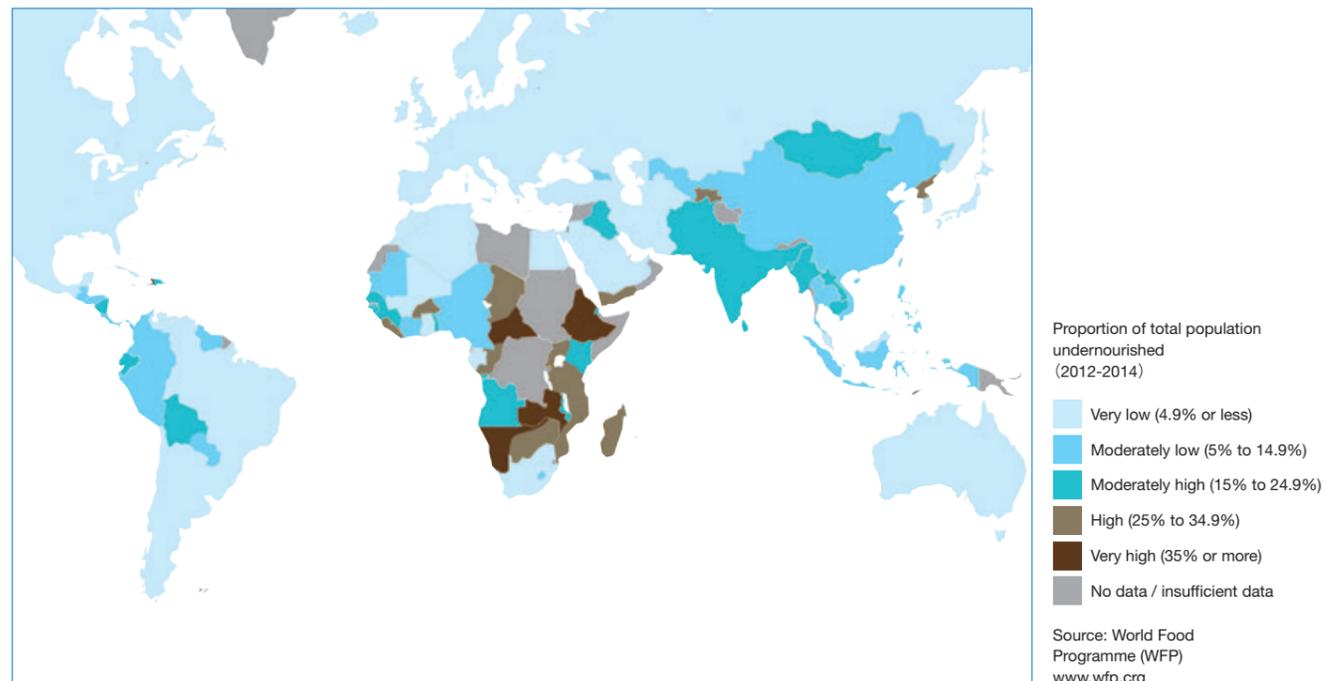
## Management philosophy inspires our efforts

Although Japan’s food service market is said to be shrinking, our main focus is fast food, which has grown by 800 billion yen in the last 13 years. Meanwhile, there is a decline in traditional establishments such as ryokan inns and izakaya pubs. Major restructuring is occurring in the industry. Many people have asked about the reason behind Zensho’s remarkable growth. Let me answer that question without equivocation. Our growth is due to our unwavering founding vision to eradicate hunger and poverty from the world, which has enabled us to attract various talented employees that truly share this vision and work with passion to materialize this every day.

Each year, roughly 14 million people worldwide lose their lives to starvation. However, this is not due to an overall lack of food. The world produces enough food to sustain the global population of 7.2 billion. Unfortunately too much food ends up in developed countries where it sells for higher prices. This kind of uneven distribution is the biggest factor in food insecurity and hunger in developing countries. In order to eradicate hunger and poverty from the world, we need to eliminate food waste and inefficiency. That is why Zensho was founded—to create a sustainable mechanism that will prevent food shortages in all circumstances.

Most companies have some sort of management philosophy or mission, but frankly, they do not mean much unless the founder believes in them. Everyone at Zensho truly believes that we can help eradicate hunger and poverty from the world, and in so doing, launch a new era in human history. It is due to our people’s earnest efforts to achieve this ultimate goal that we have been able to achieve such dramatic 30-fold growth in just 15 years.

As we strive to achieve our goal, our employees grow stronger in the process of overcoming individual challenges. Even though we have reached a large size, we have remained capable of carrying out dynamic organizational changes with flexibility at each new stage of our development. Through this process, the organizational flexibility and the skills developed by individual employees have become great assets for our enterprise. That is why we believe we can become the top food company in the world.



The Zensho Group has created its own mass-merchandising system (MMD) to perform management of everything from raw material procurement to processing, logistics, and sales. The MMD system forms the foundation of our management, and it has integrated our mission into actual daily operations. For instance, we strive to completely eliminate food waste and inefficiency, and to provide customers with safe and reliable food at even more affordable prices. In order to achieve these goals, we decided that we had to design and create mechanisms to handle all the processes from ingredient procurement to food sales, and to do the hard work of carrying out these operations ourselves.

This system has achieved great results in Japan, and our goal now is to take it worldwide. A global presence will bring us much closer to realizing our vision of eradicating hunger and poverty from the world. We realize that we have a long way to go.

## Taking on the global market of 7.2 billion people

As of March 31, 2015, Zensho has 147 retail locations outside Japan, and the company plans to open many more at a faster pace. By expanding out of the Japanese market of 120 million people, Zensho is beginning full-scale development of a market that is about 60 times larger—the global market of 7.2 billion people. By establishing our MMD system in 200 countries and regions worldwide, we want to provide people everywhere with safe, convenient, delicious food. With a strong global presence, we will be better positioned to

contribute to humanity by helping eradicate hunger and poverty.

The more the company expands globally, the more its essential spirit and culture, as well as the character of its employees, are tested. In recent history, Japan has achieved rapid growth by learning and imitating Western technology and thinking. In the 21st century, however, I believe we will have to create and export uniquely Japanese products and services, as well as our own work methods, division-of-labor mechanisms and organizational forms.

Of course, our employees will need skills that are different from those they have used in the past. We require even more human resources that can think for themselves and take responsibility for their own decisions. We will also have to change from the traditional top-down management style to one that is more like a soccer team, where each member has personal vision and imagination, and is able to think and take action independently.

Once employees are used to thinking and acting independently, they can develop management skills that work in any business area. By cultivating a big team of these human resources, we can ensure that the company never wavers in its mission of eradicating hunger and poverty from the world, even after I retire. I believe that, with a group of spirited employees who really believe in our mission, we can replicate dedicated teams around the world who can, in turn, set up the Zensho MMD system in 200 countries and regions worldwide. Ambitious goals like these make Zensho thrive.

## Starting with a rewarding purpose

In order to provide safe, reliable food, utmost care must be taken to ensure total purity from contaminants such as BSE, hazardous chemicals or radioactive materials. Food safety management is the highest priority for the Zensho Group. In 2005, we established a Food Safety Pursuing Unit (now the Group Food Safety Pursuing Division) followed by a Central Research Center in 2006 to perform our own food inspection and analysis. In the following year, we established an annex in China to perform our food inspection in the country. Through the introduction of the industry's most advanced analysis equipment, Zensho checks every day for contaminants such as pesticide residues, heavy metals, and radiation.

As an initiative with an even longer term perspective, we directly operate a ranch called Zenshoen in Taiki-town in Hokkaido Prefecture. As a pilot farm of the Zensho Group, it conducts research on the best ways to feed and raise cattle, and on vegetable and rice varieties in order to match them to the best growing locations and improve quality.

In order to help producers in developing countries, Zensho was early to adopt fair trade products. This involves ongoing direct purchases from producers in developing countries at reasonable prices. The aim is to improve the livelihoods of disadvantaged farmers and laborers in these countries. Zensho buys fair trade agricultural products such as coffee beans at fair prices that include a social premium surcharge. The premium goes toward improving the living conditions for people in the production area. Currently Zensho buys fair-trade products from 17 different countries. For example, the social premiums paid by Zensho support health programs for mothers and young children in Tanzania, and construction of drinking water infrastructure and primary schools in Rwanda.

Eventually, Zensho plans to set up its MMD system in these developing countries and create a food infrastructure that can provide safe food for everyone. Although there are challenges involved in establishing agricultural and livestock businesses in developing countries, such as securing water resources, a solution can always be found by thinking carefully and through diligent work. The most realistic approach is to develop crops that are ideally suited to each individual climate, and to organize worldwide production accordingly, while applying the best practices for agricultural and livestock farming. If this kind of food infrastructure can be built around the world, it would create more employment in many countries, and workers lives would be enriched through the added value of their labor. This initiative is part of our effort to

realize our vision of eradicating hunger and poverty worldwide.

## 4th stage priority areas: domestic / overseas food services, retail and nursing care

In April 2014, Zensho entered the 4th stage, positioning it as a new period of growth.

In the 1st stage, which began with the company's founding, the initial annual sales of 90 million yen laid the foundation for Zensho's MMD system, while expanding Sukiya across Japan. By the year ending March 31, 2000, the company had grown by a factor of about 200, achieving sales of 17.4 billion yen.

In the 2nd stage, which began in September 1999, Zensho acquired 14 companies including Coco's Japan in July 2000, and sales reached 149.2 billion yen by March 31, 2006.

In the 3rd stage, launched in June 2006, Zensho opened 2,200 directly managed retail locations, and 82% of the investment came from operating cash flow.

In the 4th stage, which started in April 2014, by focusing on the four priority areas of domestic food services, overseas food services, retail, and nursing care, Zensho has been aiming to make dramatic new progress and become the top company in the global food industry.

When a company grows and enters a new phase, issues which have been overlooked often come to light. At the Zensho Group, we are determined to tackle issues like this head on, as we take the next step toward providing all of our employees with a level of work and life satisfaction they can't find anywhere else. In fact, this is one of the keys to providing value to our shareholders and trading partners, and I am confident that we will continue to do that.

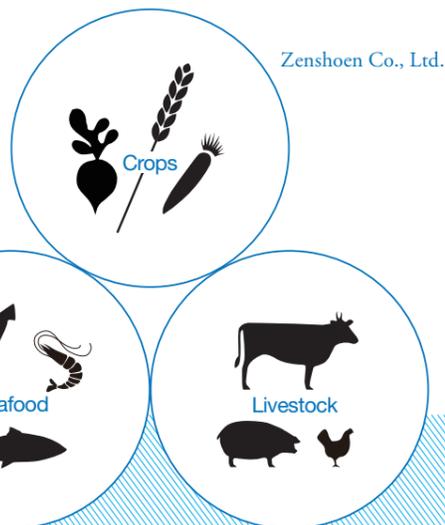


# Expanding Zensho's MMD System Worldwide

Zensho's mass merchandising system (MMD) allows the company to fulfill its mission to "provide safe, delicious food to people around the world at affordable prices." Zensho plans, designs and operates MMD systems that integrate everything from procurement of raw ingredients to manufacturing, processing, logistics, and retail sales. The MMD system enables Zensho to procure safe, high-quality raw ingredients at stable and appropriate prices. By centrally procuring ingredi-

ents for the entire group, Zensho is able to eliminate intermediate steps, in turn offering customers delicious food at reasonable prices. The MMD system forms the foundation of Zensho's business, and it is the driving force behind the company's breakthrough successes. Zensho is now expanding its MMD beyond Japan with its sights set on the entire world, seeking to provide an essential food infrastructure for all humanity.

## Ingredients from around the world



## Procurement

Zensho Tradings Co., Ltd.

Zensho has built a very stable supply system by seeking out safe, high-quality ingredients worldwide and cultivating reliable procurement channels. Zensho also sends staff to visit actual production sites to check things in person to ensure full traceability. The company's efforts also include offering technical cooperation and making capital investments.



## Manufacturing

GFF Co., Ltd.  
Sanbishi Co., Ltd.  
Yamatomosuisan Co., Ltd.  
Pocino Foods Company  
TR Factory Co., Ltd.

A stable supply of fresh ingredients is prepared and processed at 29 Zensho Group plants across Japan. The plants practice just-in-time production based on production plans and daily sales forecasts. This avoids surplus inventory, and ensures that customers can always enjoy the freshest food.



## Logistics

Global Fresh Supply Co., Ltd.

Safe, fresh food is sent to restaurants, 24 hours a day, 365 days a year, from 33 distribution centers across Japan. Only the amounts needed are delivered to restaurants at four different temperature levels: frozen, refrigerated, room temperature, and ultra-low temperature. This ensures thorough control of quality and freshness.



## Support companies

Techno Support Co., Ltd.  
Retail location design and construction management  
Global IT Service Co., Ltd.  
IT service

Zensho Best Crew Co., Ltd.  
Personnel support  
Zensho Business Service Co., Ltd.  
Human resources development and support  
Global Table Supply Co., Ltd.  
Fixtures and fittings



## Food Service

At the final stage of the MMD system, the restaurants serve safe, delicious meals to customers. Zensho creates the design for each chain by itself, selecting all the details such as interior and exterior decoration, tableware such as *gyudon* bowls, as well as fixtures and fittings. The Zensho Group spares no effort to provide customers with sincere service and an enjoyable dining experience.



## Zensho's Global Expansion

In China, Zensho operates 91 Sukiya restaurants. After starting in Shanghai, Sukiya began a full-scale expansion in China in 2012 with new locations opening in Tianjin, Beijing and other cities. Zensho has positioned China as the launch pad for its worldwide expansion. Naturally, Zensho ensures that food safety, reliability, delicious taste, speed, and service levels in China are just as high as those in Japan.



China



Thailand

Thailand and Japan have long shared certain cultural similarities. In May 2011, the first Sukiya restaurant in Thailand was opened in a large shopping center in suburban Bangkok. Thai people love Sukiya's *gyudon* for its tender beef and delicious rice. Sukiya Thailand also has a strong reputation for speed and quality.



Malaysia

To cater to Malaysia's majority Muslim population, we serve halal-certified food, adhering to Islamic law and food preparation. In order to provide the world's first and only halal-certified *gyudon* beef-rice bowl, Sukiya Malaysia devised ways to process its beef and procure seasonings such as soy sauce that meet the certification criteria. We received halal certification in November 2014.



Mexico

In September 2013, a Sukiya restaurant was opened in Mexico City, an economic and cultural hub for Central America with a population of 20 million. Zensho plans to keep opening locally tailored restaurants here to let many more people enjoy the great taste of Sukiya's *gyudon*.



Brazil

There are ten Sukiya locations in Brazil, mainly in its largest city, Sao Paulo. Sukiya has enjoyed the support of Japanese Brazilians, who number over a million. Non-Japanese Brazilian customers have also been increasing as well. Zensho aims to open restaurants that welcome every customer to come in and enjoy the Japanese cuisine.



Tanzania

Tanzania began selling fair trade coffee to Zensho in 2009. It is grown by two grower cooperatives near Kilimanjaro in the country's north. The social premiums\* added to each transaction are used to train field workers in a health improvement program for mothers and children in this coffee growing region. The workers give advice to expecting mothers to help them protect their own health and that of their babies.



Ecuador

In the region of Cascol in Manabí, Ecuador, where Zensho began to trade JAS certified organic coffee in November 2011, there is a plan to renovate educational facilities across 58 villages. In the mountain villages, there are not enough school buildings; in order to stem the flow of young people from the villages there are plans to build 13 primary schools and 15 classrooms in seven villages. This initiative will vastly improve the educational environment for local residents.



Rwanda

The Chingwa grower cooperative in Rwanda, which began selling fair trade coffee to Zensho in December 2011, used its social premium revenues to build a water supply system for 6,000 villagers. This has freed the children from the task of fetching water, which used to take them an hour or more each day. An elementary school classroom with a solar panel was also built.



Peru

Since November 2010, Zensho has been buying JAS certified organic fair trade coffee and cocoa powder from Peru. The resulting social premiums were used to rebuild a library in the coffee producing area. In the cocoa producing area, a cafeteria was renovated at a kindergarten and new play equipment was installed.

- Countries where Zensho promotes fair trade**  
(17 countries as of May 31, 2015)
- Kenya
  - Uganda
  - Rwanda
  - Burundi
  - Tanzania
  - Malawi
  - Democratic Republic of the Congo
  - India
  - Sri Lanka
  - East Timor
  - Papua New Guinea
  - Mexico
  - Cuba
  - Costa Rica
  - Nicaragua
  - Ecuador
  - Peru

## A Popular Japanese Comfort Food with Global Ambitions

— Sukiya expands around the world

*Gyudon* has become a national food that the Japanese people cannot live without. It contains rice, the ultimate grain for its good balance of amino acids; beef, the crown of domesticated meats; and soy sauce, the best seasoning obtained through fermentation. The exquisite harmony produced by these three ingredients is catching on around the world.

The Zensho Group has been expanding the Sukiya *gyudon* chain globally. As of March 31, 2015, there are a total of 125 Sukiya locations in China, Brazil, Thailand, Malaysia, Mexico, Taiwan and Indonesia. Zensho plans to aggressively open new

locations, aiming to see 10.6% of its consolidated sales outside Japan by the fiscal year ending March 2020. While opening new locations overseas, Zensho is also setting up its MMD system, a mechanism perfected through day-to-day operations in Japan, in countries outside of Japan. This creates a safe, efficient food infrastructure in the countries concerned. Zensho's aspiration is to help enrich the lives of people living everywhere.

Once an MMD network has been established in every corner of the world, Zensho will be that much closer to seeing its vision of the world come true—a place with no hunger and poverty.

## Fair Trade for Global Sustainable Development

— Zensho practices fair trade

The Zensho Group serves and sells imported fair trade coffee, tea and cocoa at its restaurants and retail locations. While fair trade products tend to have a higher final selling price, they are still chosen by consumers for their social contribution value. Zensho's commitment to fair trade is not just about providing "aid," but rather about developing a long-term relationship with producers for the purpose of mutual growth and development. Zensho employees regularly travel to the production regions to meet directly with the grower groups. They check the growth of the crops and provide technical guidance when needed on cultivation and production. Quality improvement

and stable production brings revenue and technology to producers, helping to make them economically independent. Through these long-term supply relationships, Zensho also secures a stable supply of good quality ingredients, which it can offer to customers at reasonable prices. This is truly a business model of mutually beneficial long-term development.

While expanding the number of its fair trade items and producer countries, Zensho will also focus on human resources development in the countries and regions concerned, so that producers can use their revenues to invest in and manage things that the country or region needs.

Note: All location numbers are current as of March 31, 2015.

\*When Zensho purchases fair trade products such as coffee beans, it pays an appropriate price including a surcharge called a social premium. The premium goes toward improving the living conditions for people in the production area.

# Zensho's Strict Safety Standards

Group Food Safety Pursuing Division

Zensho regards food safety as its highest priority. It set up a Food Safety Pursuing Unit (now the Group Food Safety Pursuing Division) in 2005, followed by a Central Research Center in 2006. The center is equipped with state-of-the-art analysis devices like no other in Japan's food service industry. The Central Research Center performs a range of inspections and analyses, including checks for residual agrochemicals in agricultural, livestock and fishery products, veterinary drugs, hazardous substances such as heavy metals, genetically modified crops, and radioactive materials. When we newly procure ingredients, whether from Japan or

overseas, the center performs rigorous safety testing. It confirms that the farms and production factories meet Zensho Group's own food safety standards. Its staff travel to the site to carry out inspections in person. They perform independent food safety tests for agrochemical residues and other potential hazards and analyze soil and water quality to ensure high safety standards are met.

Further, when domestically produced agricultural or livestock products are used in Zensho Group's outlets, we carry out on-going tests for radioactive residue to ensure that they meet our own stringent safety standards.



# Scientific Management of Food Safety

Zensho Safe-feed Cattle Program

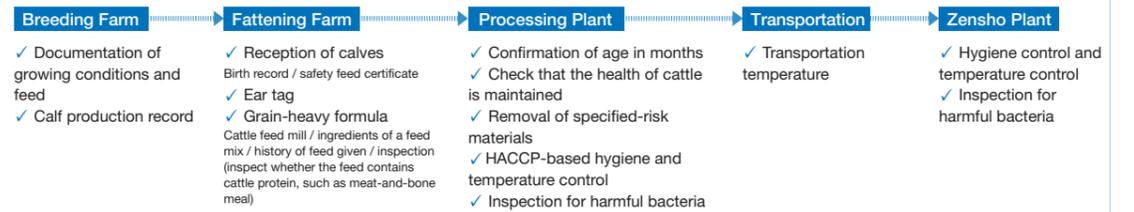
There are various ongoing threats to food safety worldwide, such as incidents of "mad cow disease" (bovine spongiform encephalopathy, or BSE), residual agrochemicals, and radioactive contamination. Zensho ensures the safety of its food using strict standards so that customers can always enjoy delicious food with peace of mind.

One example of Zensho's safety commitment involves U.S. beef. In order to procure BSE-free beef, Zensho has introduced its own beef management program called Zensho Safe-feed Cattle (SFC). This program involves documenting the dates and locations of cattle births and ensuring that the animals

have not been given any feed that might cause BSE infection. These healthy cattle are then certified as SFC. The program is based on Zensho's ability to ascertain the history of livestock destined for Zensho at a supplier's ranch or processing plant. This history includes each steer's life history from its birthplace till its shipment. Under the company's SFC program, Zensho employees inspect production sites in person to perform certification. They carefully check for legal compliance at farms and processing plants including inspection systems to ensure the removal of specific risk material. Only beef checked for safety reaches our Zensho kitchen.



### Zensho's Own Control Program

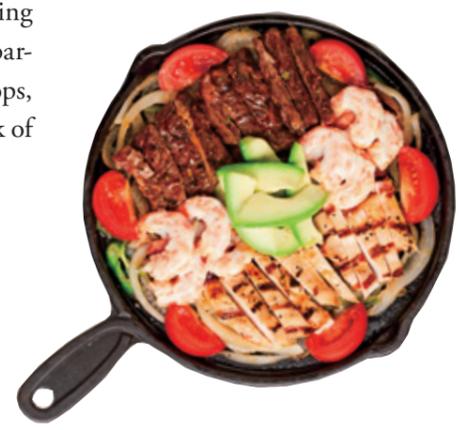




# Restaurants, Stores and Delicious Foods

Offering the pleasure of choice to even more customers

Starting with Sukiya, Japan's leading chain of *gyudon* (beef bowl) restaurants by number of locations, Zensho offers a great selection of dining options, including family dining restaurants specializing in hamburger steaks, pasta, Japanese cuisine and yakiniku barbecue, as well as fast food outlets such as coffee shops, *udon* and ramen noodle shops, and conveyor-belt sushi restaurants. Always prioritizing food safety, Zensho's network of dining establishments continues to expand both in and outside of Japan.



Gyudon

## Sukiya

Japan's leading *gyudon* chain



Sukiya is Japan's leading *gyudon* chain by number of locations. Sukiya offers delicious beef bowl dishes at affordable prices with great service. Customers can choose between casual counter seating or tables for families and small groups. Sukiya restaurants are open 24 hours a day, 365 days a year. Sukiya will remain aggressive in opening new restaurants, aiming to satisfy even more people with delicious *gyudon*.



Locations : **1,980**  
(As of March 31, 2015; the date also applies for all data on restaurants listed hereafter)

## Nakau

Purely Japanese-style fast food chain



The affordable Nakau chain of restaurants satisfies customers with delicious rice bowl dishes and Kyoto-style *udon* dishes. The classic *oyako* rice bowl is made by hand in each shop using Nakau's own broth and carefully selected eggs, with just the right touch of seasoning. It is a dish that rivals those of specialty restaurants. It is especially delicious with a bowl of Nakau's exquisite *udon* noodles in a Kansai-style broth.



Locations : **476**  
(including 458 directly managed locations)

Gyudon

## Coco's

Family dining restaurants



Originating in the U.S., Coco's restaurants are found across Japan, mainly in the Kanto and Kansai regions. It offers popular items such as Coco's Beef Hamburger Steak, and Hamburger en Papillote. There is also a "Premium Drink Bar" with an extensive selection, and customers can count on friendly service provided with a smile. Coco's delivers peace of mind by offering safe food and a comfortable dining environment to everyone from children to seniors.



Locations : **568**  
(including 483 directly managed locations)

Family Dining

## Big Boy

Steaks and hamburger steaks



With 279 locations across Japan, from Hokkaido to Kyushu, Big Boy focuses on grilled foods including steaks and hamburger steaks. The popular, hand-made Tegone Hamburger Steaks are individually mixed in-store for a juicy, delicious texture. With a variety of all-you-can-eat options, such as the salad bar, soup bar, and curry, Big Boy appeals to a wide range of customers.



Locations: 279

## Victoria Station

Steaks and hamburger steaks

Victoria Station

Offering a menu of steaks and hamburger steaks, the Victoria Station chain operates 45 restaurants across Japan, with the largest number of locations in Hokkaido. Popular menu choices include a beef sirloin steak, where carefully selected beef is served in a thick, satisfying portion as in the original restaurant. In addition to the safe, delicious meat dishes, the popular salad bar offers an abundance of fresh vegetables.



Locations: 45

## El Torito

Mexican cuisine restaurant



After bringing California's largest Mexican restaurant chain directly to Japan, Zensho made sure that El Torito offers authentic Mexican cuisine that also appeals to Japanese tastes. The specialty is fajitas with freshly grilled tortillas, as well as frozen margaritas, the most popular cocktail. This is the place to enjoy an extraordinary food experience in a restaurant filled with the atmosphere of sunny Mexico.



Locations: 5

## Jolly Pasta

Italian cuisine



Jolly Pasta offers 40 kinds of authentic spaghetti dishes, and the pasta is cooked especially for each order. There are a wide variety of pastas at affordable prices, and the noodles are made from carefully selected 100% durum semolina flour. Jolly Pasta serves authentic pasta at its best. Fairtrade coffee is also available at the drink bar.



Locations: 222

## Hanaya Yohei Washoku Yohei

Japanese cuisine



Hanaya Yohei is a Japanese-style restaurant chain located in Tokyo and four other prefectures, serving authentic Edo-style sushi, *shabu shabu* hotpot made with domestic beef, and many other tasty Japanese dishes made with seasonal ingredients.

Washoku Yohei, with its comfortable tatami seating areas and casual *shabu shabu*-based menu, offers a new dining style where all customers are warmly welcomed, whether they come alone or in a large family group.



Hanaya Yohei Locations: 138  
Washoku Yohei Locations: 14

## Gyuan

Shabu-shabu, yakiniku and sukiyaki



A restaurant chain specializing in meat dishes where customers can enjoy *shabu shabu* hotpot, *yakiniku* and *sukiyaki* made from choice beef and seasonal ingredients, Gyuan serves beef specially selected for its flavor at a reasonable price. The party course features an all-you-can-eat menu of your favorite dishes. Enjoy the variety of delicious flavors.



Locations: 22

## Ichiban

Yakiniku restaurants



Yakiniku Club Ichiban is the perfect place for families and groups to enjoy *yakiniku*, Japanese-style barbecue, casually. While keeping prices reasonable, Ichiban is proud to offer quality meat that rivals those of an exclusive restaurant. Diners can choose from the *yakiniku* all-you-can-eat course or the *a la carte* menu to suit their preference. The restaurant has cozy and warm atmosphere.



Locations: 34

## Takarajima

Yakiniku restaurants



Takarajima is perfect for families and groups of friends who want to enjoy delicious *yakiniku* at a reasonable price. There are a wide variety of combo meals, an affordable all-you-can-eat course, and a wealth of *a la carte* menu options. This restaurant chain appeals to a diverse range of customers for its food safety and reliability, as well as value, portion size, and delicious taste.



Locations: 37

## Hamazushi

Conveyor-belt sushi



The motto of Hamazushi conveyor-belt sushi is "Serving safe and delicious sushi at an affordable price." Using only high-quality ingredients that have passed strict safety standards, it offers great value with sushi at 100 yen per plate, or only 90 yen on weekdays. There are also 150 yen plates for special items (all prices exclude tax). By leveraging the Zensho Group's economies of scale, Hamazushi has been aggressively opening new locations with the goal of becoming Japan's largest conveyor-belt sushi chain.



Locations: 373

## Denmaru

Ramen restaurants



Denmaru is a chain of Hokkaido-style ramen noodle shops in the Kanto region. Its popularity lies in the unique flavor of its soup, which combines chicken broth and Hokkaido miso with great-tasting vegetables and special spices. In addition to the safety and reliability of the ingredients, customers love the option of getting an extra portion of ramen noodles and a small bowl of rice for free. The restaurants feature booth seating, ideal for families with young children.



Locations: 58

## Kyubeiya

*Udon, tempura and shabu-shabu*

This chain of specialty *udon* shops makes noodles in-house from a unique blend of flour, and serves them in a slowly simmered broth flavored with carefully selected *kombu* kelp and five kinds of fish. It also serves tempura, prepared fresh for every order. Based on the concept of a "menu based on safe, reliable ingredients with a taste that only Kyubeiya can create," this chain serves *udon* with an emphasis on good ingredients.



Locations: 50

## Seto Udon

Sanuki-style *udon*

This Sanuki-style *udon* restaurant is popular for its freshly prepared *udon* noodles that are crafted in the style developed in Sanuki, using good quality flour. Customers can select toppings such as crisp just-fried tempura or a half-boiled egg to create their own personal styles. The affordable prices and quick service make Seto Udon great for a casual bite to eat, any time.



Locations: 30

## Tamon'an

Self-service Sanuki-style *udon*

Tamon'an is a self-service *udon* noodle chain that is expanding mainly in the food courts of shopping centers. The restaurant uses ingredients such as natural salt containing bitter and a flour blend made from high-quality wheat processed using its own milling method. Tamon'an serves authentic Sanuki-style *udon* with an emphasis on glistening noodles that retain a firm, smooth texture.



Locations: 14  
(including 11 directly managed locations)

## Moriva Coffee

Fair-trade café

Evoking the atmosphere of an enchanting beech forest, this chain of coffee shops seeks to give customers space to relax. Moriva Coffee uses only beans that have been personally checked for safety and quality by dedicated staff who visit the coffee fields. At 170 yen (before tax), the price of a cup of coffee is quite reasonable. The popular Moriva Sandwiches are prepared fresh for every order.



Locations: 17

## Cafe Milano

Italian-style cafes

The self-serve coffee shops are located mainly in and around the railway stations of suburban Tokyo. By providing superb coffee in comfortable spaces, Cafe Milano is an Italian-style cafe that can soothe and satisfy customers. Grilled sandwiches made with seasonal ingredients and hot dogs are particularly popular among customers of all ages.



Locations: 4

## United Veggies

Fruit and vegetable stores offering safety and reliability

United Veggies operates greengrocer and florist shops from the Kanto to the Sanyo region. These convenient fruit and vegetable stores are located in train station buildings, supermarkets, shopping centers, and discount stores. The fruit and vegetables purchased by customers every day are safe and of dependably good quality, yet eminently affordable.



Locations: 39

## Maruya

Supporting the lifestyles of local customers

Maruya is a supermarket chain offering fresh foods mainly in Saitama and Chiba prefectures. With the motto of "developing stores that are loved and trusted by local communities," Maruya provides safe, good-quality food while also pursuing the most affordable prices. With an atmosphere that is inviting and makes visitors feel at home, Maruya supermarkets are committed to enabling customers to buy what they need and as much as they need, whenever they need it.

Locations: 31

## Yamaguchi Supermarket

Using the catchphrase, "Happy Dinner Tables, 365 Days a Year"

This supermarket chain is managed by Maruya Co., Ltd. Located in Ashikaga, Tochigi Prefecture, Yamaguchi has expanded to eight stores around the city. As a supermarket with a proud history going back to 1950s, Yamaguchi's activities are rooted in the local community, and it supports local customers with fresh produce and good prices.



Locations: 8

## Maruei

Providing fresh products at affordable prices

This supermarket chain has expanded mainly around Ichihara, Chiba Prefecture. It offers a wide range of fresh vegetables and seasonal fish caught locally. The company's motto is, "We provide fresh products at a low price," and it is committed to operating stores that are closely connected to the community and much loved over the years.

Locations: 11

## Very Foods Owariya

Seeking the very best flavors

Very Foods Owariya is a supermarket chain with 8 stores across Chiba Prefecture. In order to offer the best products to its customers, it delivers products at their best season as quickly as possible. The Zen-sho Group supports regional customers by selling safe, reliable and delicious products at low prices.



Locations: 8

## Tolona Japan

Distribution of pizzas and other food products

Established through a business alliance with Tolona of the U.S., Tolona Japan has been selling pizza, pasta, salads, prepared foods, and popsicles. Utilizing its sales network across Japan, Tolona Japan also sells products from Zensho Group plants, such as ready-to-serve Su-kiya-brand *gyudon* beef.

## Sanbishi

Supporting Japanese food culture with traditional seasonings

Based on the belief that soy sauce is the best seasoning ever created, Sanbishi continues to develop its brewing techniques. Sanbishi provides customers with safe and reliable value-added products such as the long-selling "Gold Label" soy sauce, which is made using the traditional method and has been sold for more than 40 years, as well as a low-salt product that pioneered the low-salt soy sauce market.



## Yamatomosuisan

Fish cake products made from carefully selected ingredients

Yamatomosuisan is headquartered in Shioyama, Miyagi Prefecture. Using the motto of "Pursuing Great Taste" and "Commitment to Taste," the company delivers delicious Japanese fish cake products, including *sasa-kamaboko*, the local specialty. Yamatomosuisan continually pursues new flavors, forms, and preparation methods, while maintaining its traditional techniques.

## Kagayaki

Supporting comfortable senior living

Kagayaki operates private nursing homes and other seniors' housing with services, mainly in Hokkaido. The company helps seniors to live enjoyable, stress-free, and comfortable lives during their advanced years. With awareness as senior-care professionals, the employees of Kagayaki aim to provide peace of mind, comfort, kindness, love, respect and dignity to their clients.



## History

June 1982	Zensho Co., Ltd. incorporated. Head Office and Yokohama Plant established in Tsurumi-ku, Yokohama City, Kanagawa Prefecture.
July 1982	Namamugi location opened in Tsurumi-ku, Yokohama City, Kanagawa Prefecture, as the first Lunchbox shop (a shop selling take-out boxed meals).
Nov. 1982	Namamugi Ekimae location opened as the first Sukiya "inside of a building" restaurant (beef bowl restaurant).
Aug. 1986	Company Head Office moved to Kanagawa-ku, Yokohama City, Kanagawa Prefecture.
Apr. 1987	Head Office moved to Kanagawa-ku (Tsuruya-cho), Yokohama City, Kanagawa Prefecture.
July 1987	Sukiya Mito location (in Mito City, Ibaraki Prefecture) opened as the first Sukiya freestanding type restaurant.
Jan. 1989	Head Office moved to Nishi-ku, Yokohama City, Kanagawa Prefecture.
Aug. 1997	Zensho goes public on the OTC market.
Sep. 1999	Listed on the second section of Tokyo Stock Exchange. Increased capital by 4.8 billion yen through a public offering.
July 2000	Shares of Coco's Japan Co., Ltd. acquired for business expansion.
Oct. 2000	Techno Support Co., Ltd. established to streamline furnishing and maintenance.
Nov. 2000	Global Foods, Ltd. established to streamline raw materials procurement.
May 2001	Shares of Gyuan Co., Ltd. acquired for business expansion.
July 2001	Head Office moved to Minato-ku, Tokyo.
Sep. 2001	Listed on the first section of Tokyo Stock Exchange.
June 2002	Global Table Supply Co., Ltd. established to streamline supplies and equipment procurement.
Dec. 2002	Shares of Yamato Foods Co., Ltd. acquired for business expansion. Coco's Japan Co., Ltd. (a Zensho consolidated subsidiary) acquires shares of Big Boy Japan, Inc.
Feb. 2004	Company Head Office moved to current location (2-18-1 Konan, Minato-ku, Tokyo) to consolidate the headquarters function.
Dec. 2004	Zensho America Corporation established for business expansion.
Jan. 2005	Coco's Japan Co., Ltd. (a Zensho consolidated subsidiary) establishes Coco's Shanghai Co., Ltd. (now Zensho Restaurant (Shanghai) Co., Ltd.) for business expansion.
Mar. 2005	Shares of Nakau Co., Ltd. acquired for business expansion.
Sep. 2005	Food Safety Pursuing Unit (currently Group Food Safety Pursuing Division) established to enhance the approach to food safety.
Mar. 2006	Shares of Takarajima Co., Ltd. and El Torito Japan Co., Ltd. which were spun off from Coco's Japan Co., Ltd. (a Zensho consolidated subsidiary), acquired for business expansion.
Apr. 2006	UD Foods Co., Ltd. (a Zensho consolidated subsidiary, now Sanbishi Co., Ltd.) takes over the business rights of Sanbishi Co., Ltd. for business expansion.
May 2006	Full ownership of Catalina Restaurant Group Inc. acquired through Zensho America Corporation (a Zensho consolidated subsidiary) for business expansion. Company also acquires shares of Big Boy Japan Inc. and equity in Coco's Restaurant (Shanghai) Co., Ltd. (now Zensho Restaurant (Shanghai) Co., Ltd.) from Coco's Japan Co., Ltd. (a Zensho consolidated subsidiary) to streamline group governance and increase efficiency.
June 2006	Capital increased by 14.1 billion yen through a public offering. Global Pizza System Co., Ltd. (predecessor of Tolona Japan Co., Ltd.) established for business expansion.
Aug. 2006	Global Fresh Supply Co., Ltd. established with the goal of streamlining logistics.
Feb. 2007	Shares of United Veggies Co., Inc. acquired for business expansion.
Mar. 2007	Shares of Sunday's Sun Co., Ltd. acquired for business expansion.

July 2007	With the opening of the first Sukiya (beef bowl restaurant) in Okinawa Prefecture, Sukiya establishes presence in all 47 prefectures of Japan.
June 2008	Global IT Service Co., Ltd. established to streamline information system functions.
Aug. 2008	Zensho do Brasil Comercio de Alimentos Ltda. established for business expansion.
Oct. 2008	Shares of Hanaya Yohei Co., Ltd. acquired for business expansion.
Sep. 2009	The company merges with GM Foods to concentrate management resources and streamline management.
Dec. 2009	Shares of Art Cafe Co., Ltd. acquired for business expansion.
Mar. 2010	Full ownership of Nakau Co., Ltd. and Yamato Foods Co., Ltd. acquired through a share exchange to further expedite management decision making.
Sep. 2010	The company merges with Gyuan Co., Ltd. to concentrate management resources and streamline management.
Dec. 2010	Zensho Best Crew Co., Ltd. established to streamline part-time job recruitment.
Feb. 2011	Zensho (Thailand) Co., Ltd. established for business expansion.
June 2011	All shares of Chicago Pizza Co., Ltd. transferred to CPH Co., Ltd.
Oct. 2011	Company name changed from Zensho Co., Ltd. to Zensho Holdings Co., Ltd. with shift from holding-operating company to holding company on October 1, 2011.
	Zensho Food de Mexico, S.A. de C.V. established for business expansion.
Dec. 2011	GFF Co., Ltd. established to enhance central kitchen functions.
Mar. 2012	Zensho Foods Malaysia Sdn. Bhd. established for business expansion.
Apr. 2012	Zensho Business Service Co., Ltd. established to promote employment and self-reliance support for people with disabilities.
June 2012	Shares of Tamon Foods Co., Ltd. acquired for business expansion.
July 2012	Zensho Fair Trade African Office established in Tanzania as a base for fair trade operations in Africa.
Oct. 2012	Zensho Clean Energy Co., Ltd. established to generate, supply and sell electric power from clean energy.
Nov. 2012	Shares of Maruya Co., Ltd. acquired for business expansion.
Aug. 2013	Name of Sunday Sun Co., Ltd. changed to Jolly-Pasta Co., Ltd.
Sep. 2013	Yamatomosuisan Co., Ltd. acquired.
Oct. 2013	Maruei Co., Ltd. acquired.
Nov. 2013	Yamaguchi Supermarket acquired from Yamaguchi Honten Co., Ltd. through business transfer.
Dec. 2013	Established Nihon Retail Holdings Co., Ltd.
Jan. 2014	Kagayaki, a nursing care services company (now Kagayaki Co., Ltd.) acquired.
Mar. 2014	Capital increased by 26.7 billion yen through a public offering. Maruya Co., Ltd. delisted.
June 2014	Sukiya divided into seven regional operating companies: Kita-Nihon Sukiya, Kanto Sukiya, Tokyo Sukiya, Chubu Sukiya, Kansai Sukiya, Chu-Shikoku Sukiya, and Kyushu Sukiya.
Aug. 2014	Shares of Owariya Co., Ltd. acquired.
Oct. 2014	Name of Zensho Co., Ltd. changed to Sukiya Co., Ltd.
Mar. 2015	Catalina Restaurant Group Inc. sold.
May 2015	Name of Global Foods, Ltd. changed to Zensho Tradings Co., Ltd.
July 2015	TAG-1 Co., Ltd. established for <i>yakiniku</i> business expansion.
	Zensho Cafe Co., Ltd. established for cafe business expansion.

\*As of July 1, 2015

## Company Profile

**Zensho Holdings Co., Ltd.**  
 Head Office: Minato-ku, Tokyo  
 Established: June 1982  
 Stock Listing: Listed on the First Section of Tokyo Stock Exchange  
 Capital: ¥23.470 billion  
 Number of Employees (consolidated):  
 Full time: 6,451, Part time: 45,391 as of March 31, 2015  
 Tel: +81-3-6833-1600  
 Website: <http://www.zensho.co.jp/en/>

### Food Service (Japan)

**Sukiya Co., Ltd.**  
 Head Office: Minato-ku, Tokyo  
 Tel: +81-3-5783-8850

**Kita-Nihon Sukiya Co., Ltd.**  
 Head Office: Sendai-shi, Miyagi Prefecture  
 Tel: +81-22-722-0557

**Kanto Sukiya Co., Ltd.**  
 Head Office: Saitama-shi, Saitama Prefecture  
 Tel: +81-50-3772-1555

**Tokyo Sukiya Co., Ltd.**  
 Head Office: Minato-ku, Tokyo  
 Tel: +81-50-3772-1558

**Chubu Sukiya Co., Ltd.**  
 Head Office: Nagoya-shi, Aichi Prefecture  
 Tel: +81-50-3772-1561

**Kansai Sukiya Co., Ltd.**  
 Head Office: Osaka-shi, Osaka Prefecture  
 Tel: +81-50-3772-1564

**Chu-Shikoku Sukiya Co., Ltd.**  
 Head Office: Hiroshima-shi, Hiroshima Prefecture  
 Tel: +81-82-544-0033

**Kyushu Sukiya Co., Ltd.**  
 Head Office: Fukuoka-shi, Fukuoka Prefecture  
 Tel: +81-50-3772-1570

**Nakau Co., Ltd.**  
 Head Office: Minato-ku, Tokyo  
 Tel: +81-3-6833-8820

**Coco's Japan Co., Ltd.**  
 Head Office: Minato-ku, Tokyo  
 Stock Listing: Listed on JASDAQ  
 Tel: +81-3-6833-8000

**Big Boy Japan, Inc.**  
 Head Office: Minato-ku, Tokyo  
 Tel: +81-3-6833-8001

**Hanaya Yohei Co., Ltd.**  
 Head Office: Minato-ku, Tokyo  
 Tel: +81-3-6833-8580

**Jolly-Pasta Co., Ltd.**  
 Head Office: Minato-ku, Tokyo  
 Tel: +81-3-6833-8833  
 Stock Listing: Listed on the second section of Tokyo Stock Exchange

**A·Dining Co., Ltd.**  
 Head Office: Minato-ku, Tokyo  
 Tel: +81-3-6833-6672

**Zensho Cafe Co., Ltd.**  
 Head Office: Minato-ku, Tokyo  
 Tel: +81-3-6833-8593

**TAG-1 Co., Ltd.**  
 Head Office: Minato-ku, Tokyo  
 Tel: +81-3-6833-4270

**Yamato Foods Co., Ltd.**  
 Head Office: Minato-ku, Tokyo  
 Tel: +81-3-6833-8800

**Hamazushi Co., Ltd.**  
 Head Office: Minato-ku, Tokyo  
 Tel: +81-3-6833-8032

### Food Service (Overseas)

**Zensho Restaurant (Shanghai) Co., Ltd.**  
 Head Office: Changning District, Shanghai

**Zensho Taiwan Co., Ltd.**  
 Head Office: Wugu District., New Taipei City

**Zensho do Brasil Comercio de Alimentos Ltda.**  
 Head Office: Liberdade, Sao Paulo

**Zensho (Thailand) Co., Ltd.**  
 Head Office: Kheth Wattana, Bangkok

**Zensho Food de Mexico, S.A. de C.V.**  
 Head Office: Iztacalco, Mexico City

**Zensho Foods Malaysia Sdn. Bhd.**  
 Head Office: Taman Desaria, Petaling Jaya

**PT. ZENSHO INDONESIA**  
 Head Office: Bekasi, Jawa Barat

**Zensho Food Singapore Pte. Ltd.**  
 Head Office: Ubi Road, Singapore

### Retail

**Nihon Retail Holdings Co., Ltd.**  
 Head Office: Minato-ku, Tokyo

**United Veggies Co. Inc.**  
 Head Office: Minato-ku, Tokyo  
 Tel: +81-3-5425-2855

**Maruya Co., Ltd.**  
 Head Office: Kasukabe-shi, Saitama Prefecture  
 Tel: +81-48-761-0808

**Maruei Co., Ltd.**  
 Head Office: Ichihara-shi, Chiba Prefecture  
 Tel: +81-436-75-6365

**Owariya Co., Ltd.**  
 Head Office: Kisarazu-shi, Chiba Prefecture  
 Tel: +81-438-20-6555

### Nursing Care

**Kagayaki Co., Ltd.**  
 Head Office: Sapporo-shi, Hokkaido Prefecture  
 Tel: +81-11-623-0027

### Support Companies

**Techno Support Co., Ltd.**  
 Head Office: Minato-ku, Tokyo / Tel: +81-3-6833-8029

**Zensho Tradings Co., Ltd.**  
 Head Office: Minato-ku, Tokyo / Tel: +81-3-6833-6675

**Global Table Supply Co., Ltd.**  
 Head Office: Minato-ku, Tokyo / Tel: +81-3-5783-8870

**Global Fresh Supply Co., Ltd.**  
 Head Office: Minato-ku, Tokyo / Tel: +81-3-6833-6660

**Global IT Service Co., Ltd.**  
 Head Office: Minato-ku, Tokyo / Tel: +81-3-6833-8230

**GFF Co., Ltd.**  
 Head Office: Minato-ku, Tokyo / Tel: +81-3-5783-8758

**Yamatomosuisan Co., Ltd.**  
 Head Office: Shiogama-shi, Miyagi Prefecture  
 Tel +81-22-365-6231

**Sanbishi Co., Ltd.**  
 Head Office: Toyokawa-shi, Aichi Prefecture  
 Tel: +81-533-72-3111

**Tolona Japan Co., Ltd.**  
 Head Office: Minato-ku, Tokyo / Tel: +81-3-5461-7050

**TR Factory Co., Ltd.**  
 Head Office: Minato-ku, Tokyo / Tel: +81-3-6833-9501

**Zenshoen Co., Ltd.**  
 Head Office: Taiki-cho, Hiroo-gun, Hokkaido Prefecture

**Zensho Best Crew Co., Ltd.**  
 Head Office: Minato-ku, Tokyo

**Zensho Business Service Co., Ltd.**  
 Head Office: Minato-ku, Tokyo / Tel: +81-3-6833-8806

**Pocino Foods Company**  
 Head Office: City Of Industry, CA

**Nippon Agri Network Co., Ltd.**  
 Head Office: Minato-ku, Tokyo

\*As of July 1, 2015