



**Sagami Holdings Corporation**

---

No.1 Noodle Restaurant Company

---

# Sagami Holdings

(As of April 2018)


In order to meet the needs of customers for the "Taste", all of our group companies have established a business model that consistently perform the process from planning to production and sales.

We offer highly value-added products, with the differentiation from the other companies by developing original products, with flexible production adjustment according to the sales trend, and by refining the low-cost store operations with the reduction of expenses such as the labor cost and utility cost.

In addition, we are strengthening product development, joint logistics, and personnel exchanges to create synergy effects among the group.


**株式会社 サガミホールディングス**
**Sagami Holdings Corporation**

## Domestic sales Operations

 <b>サガミレストランツ</b> <b>Sagami Restaurants Corporation</b>	 <b>味の民芸フードサービス</b> <b>Ajino-Mingei Food Service Co., Ltd.</b>
<p>Large scale restaurant</p> 	<p>Large scale restaurant</p> 
<p>Small scale restaurant</p>  	<p>Middle scale restaurant</p>  
<p>FC type restaurant</p>  	<p>Small scale restaurant</p>  
<p>Japanese food restaurant</p>  	<p>FC type restaurant</p>  

<b>Administration / Insurance</b>  <b>Sagami Management Support Co., Ltd.</b> <i>Administration Div.</i> (General Affairs, Human Resources, Accounting) <i>Development Div.</i> (Construction, Location Study) <i>Sales Div.</i> (Insurance, Lease)	<b>Production / Logistics</b>  <b>SAGAMI FOOD</b> <b>Sagami Food Co., Ltd.</b> <i>Product Div.</i> <i>Production Div.</i> <i>Menu Development Div.</i>	<b>Overseas Supervision</b>  <b>Sagami International Corp.</b> <i>Thailand</i> <i>Vietnam</i> <i>Italy</i>
--	---	--

Company Name	Sagami Holdings Corporation	Foundation	March 4, 1970
		Capital	7,178 million JPY (As of March 31, 2019)
Headquarters	2-118 Yatsurugi, Moriyama, Nagoya, Aichi, 463-8535 Japan (*We'll move in July.)	Number of Employees	556 (As of Mar. 31, 2019)
Phone No.	+81-52-737-6000	Fiscal Term	April 1-March 31





## Corporate Philosophy

We create the delight of  
“Shoku (eating)” and “Shoku (working)”  
to serve for the local society.

~ Everything for people’s richness and smile ~

## Group Vision

No.1 Noodle Restaurant Company

We strive for No.1

**S**mile

Restaurants with full of smiles

**G**lobal

Global management

**M**agokoro

Extending heartfelt hospitality  
to all customers

### Stock Exchange

Sep. 1991 listed at 2nd section of Nagoya Stock Exchange

July 1996 listed at 2nd section of Tokyo Stock Exchange

July 1997 listed at 1st section of Tokyo and Nagoya Stock Exchanges



## Message



We would like to heartily extend our gratitude for continuous patronage and favors to our customers, shareholders and partner companies.

We have been providing mainly Soba, Udon, and Nagoya-Meshi at our restaurant since the foundation in Nagoya in 1970 under the left-page mentioned Corporate Philosophy.

Ajino-Mingei Food Service Co., Ltd. running their restaurants mainly in Tokyo metropolitan area joined our group in January 2014, and so did the Japanese restaurant brand “Hamacho” having their network in Kanagawa prefecture in March 2016, and the “Ramen” restaurant brand “Bubuka” in April 2018. Thus our group is growing steadily.

“Ajino-Mingei” is the restaurant chain having the largest number of restaurants in Japan offering Tenobe-Udon (hand-stretched type Udon), has grouped with us sagami, deploying the largest number of restaurants(\*1) in Japan serving Soba (buckwheat noodle) and Kishimen (flat wheat noodle, typical in Nagoya). This means the strong Japanese noodle family restaurant group was born in the largest 2 economic regions in Japan, namely Tokyo and Nagoya. The synergy effect of the grouped 2 companies was so big that Ajino-Mingei has turned its long term low performance to stable profit from the first fiscal year of 2014, and then they have been achieving the revenue surplus for 50 consecutive months up to April 2018 against the same of the year ago.

Based upon that strong business foundation, we are in progress to promote Soba to the overseas countries. We were the only food service enterprise in Japan Pavilion set in Rio de Janeiro on the occasion of the FIFA World Cup Soccer Games in Brazil in 2014 to serve Soba to the world’s VIPs. We have also served the same to the visitors in Japan Pavilion at Milan EXPO 2015 and it was a great success. Furthermore, on the occasion of G7 Ise-Shima Summit in Japan in 2016, we served Soba, Tempura and Ise-Udon in the annexed International Media Center to introduce their deliciousness to the international media reporters. We are deploying total 5 restaurants in Thailand, Vietnam and Italy.

Both in and out of Japan, “Health” becomes one of the important values in these days. While the average life expectancy of Japan is the highest(\*2) in the world. Soba is a well-known food for its high value of health. As far as food is concerned, we presume some correlation is there. Under the flag of “The Healthy-Menu Company”, we further strive for health consciousness.

As we are aiming at “No.1 Noodle Restaurant Company”, we cordially request you to render continuous support to us.

Apr. 2019

\*1 : “No.1 in Japan” is based on our investigation (as of March 31, 2018)

\*2 : 2015 WHO’s “WORLD HEALTH STATISTICS” published in 2016

伊藤 修二

President and COO  
Shuji ITO

# The Healthy-Menu company

## SAGAMI is the leading food service company in health.

### No.1 Soba Restaurant Company

~correlation between Soba and life expectancy~



Misotchi, mascot character of Sagami group, representing the Sagami's No.1 status-enjoying menu of "misonikomi" (wheat noodle pot in red miso based soup) has assumed office of general manager of Public Relations Department.



The average life expectancy of Japan is the highest in the world, and the Soba is well known as the food materials having high healthy value.

Sagami group is the No.1 in Japan both in terms of number of restaurants serving Soba and the in-house milling volume of buckwheat (according to our own survey, in restaurant category), and therefore we try to introduce Soba and its healthy effect to the world.



Dattan Soba Shochu

Dattan Soba Non-Oil salad dressing

### Dattan (Tartary) Soba using new variety "Manten-Kirari"

Rich nutrition with less bitterness, and it's tasty!

We have started serving Dattan Soba menu in October 2016, using the new variety "Manten-Kirari" produced in Hokkaido. In the background of rising consciousness for health, we are trying to develop the Soba menu and its related products which are excellent for the value of health. "Manten-Kirari" is the new variety developed in Japan overcoming bitterness of Dattan Soba, while it still contains a kind of polyphenol "Rutin" 100 times more than common Soba. "Rutin" is said to be effective for preventing from life-style related diseases, such as heart disease, arteriosclerosis and high blood pressure.



### Sales of "reduced salt menu"

"Reduced salt menu" which began selling since 2016 has exceeded 200,000 meals in cumulative sales quantity as of the end March, 2018.

The salt-reduced miso braised beans were blended with bean miso and Hacho miso, kept the taste of miso-simmered and boasted miso-boiling with a boiling of 25% salt.



Zaru Soba with reduced salt soy sauce



Nameko and grated radish Soba with reduced salt soy sauce



### 減塩みそ煮込定食

Miso-nikomi udon set menu with reduced salt soy sauce  
Salt content 25% cut compared with the current miso-nikomi udon equivalent to 3.9g of salt (based on analysis using our own standard product)

## The Healthy-Menu Company steps toward global

We think, SAGAMI group as No. 1 Soba Restaurant Company can be called as "The Healthy-Menu Company" and therefore it is our task as well to introduce healthy Soba culture toward the world.

# No.1



# No.1 Nagoya-Meshi Company



1.6 million served  
No.1 Sales  
in Japan.  
Jan. - Dec. 2018



## “Misonikomi”

(Well-boiled but still firm texture udon with red soybean paste)

It is one of the typical Nagoya Meshi (foods). Firm udon noodles are cooked with Hatcho-Miso (red soybean paste from Nagoya region) in earthenware pot. It is served while it is sizzling.



Karaage Grand Prix Competition (Deep-fried Chicken Wing section) Gold Medals 2014, 2015, 2016 and 2017  
Tebasaki (Deep-fried Chicken Wing) Summit Gold Medals 2014 and 2016, Grand Prix 2017, Hall of Fame 2018

## At the 5th TEBASAKI Summit 2018, we entered the HALL of Fame

Deep-fried chicken wing is one of the Nagoya Meshi (foods) and we are proud to have won prestigious gold prizes in 2 nation-wide competitions. Our specially made chicken wings with original seasoning are crispy outside and juicy inside.



## “Kishimen”

Udon is made from wheat, water and salt. Udon as well as Kishimen, or flat noodle originated from Nagoya, are produced in our central kitchen.



## Sagami Junkei “Nagoya Cochin Chicken”

SAGAMI group promotes “Local Production for Local Consumption” and “Food Recycle”. We are utilizing by-product of Soba as a part of feed for Nagoya Cochin Chicken.



## Delicious a la carte menu



# Business Development

(As of Apr. 2019)



## Sagami Restaurants Corp.

- \*Deployed 134 restaurants mainly in Chubu district
- \*Large-scale restaurant of suburban roadside type available around 130 seats
- \*Available with many type of rooms, such as private room, Japanese tatami room, table seat



味の民芸フードサービス

## Ajino-Mingei Food Service Co., Ltd.

- \*Japanese largest Tenobe (hand stretched) udon restaurant chain
- \*Deployed 57 restaurants mainly in metropolitan area
- \*Middle-scale restaurant of suburban roadside type available around 110 seats
- \*Available with many type of rooms, such as private room, Japanese tatami room, table seat



## Sagami Restaurants Corp. Ajino-Mingei Food Service Co., Ltd.

Don Don An & other type of restaurants

- \*Franchise development with self-style noodle restaurant
- \*Various types of restaurant to meet customers' preference are available, such as Japanese foods, Tonkatsu specialty restaurant, fresh pasta, etc.
- \*Various types of restaurant are available for various locational conditions



## Sagami International Corp.

### Overseas Development

Our restaurants are available in Thailand, Vietnam and Italy.  
We actively promote the overseas development not only with direct management but also with franchise development.





## Sagami Restaurants

### Building new customs on old traditions. Sagami continues to develop.

We have been, are, and will be offering the fusion of tradition and new trend. Our pivotal idea is not only to meet customers' requirements but to aim at raising customer satisfaction level by serving the combination of the past and present in the atmosphere of communication, relaxation and recreation.



Please enjoy our Japanese-style deliciousness.  
We are inheriting traditional food culture.



Sagami's original character  
"Misocchi"  
symbolizing "Misonikomi"



#### "Millstone"

We grind soba kernels by millstone placed at the storefront. The principle of making best quality soba is 3 "Tates", namely "HikiTate" or freshly milled, "UchiTate" or noodles freshly made and "YugakiTate" or freshly boiled. Since the millstone generates the least heat from grinding we can obtain the best and aromatic soba flour.



#### "Tempura"

We always follow "Cook-to-order" system using Canola oil and it is served swiftly. Canola oil, rich in oleic acid or mono-saturated acid, is regarded light and healthy oil. Having long-standing experience of making crispy tempura, we have been receiving high reputation.



#### "Dashi"

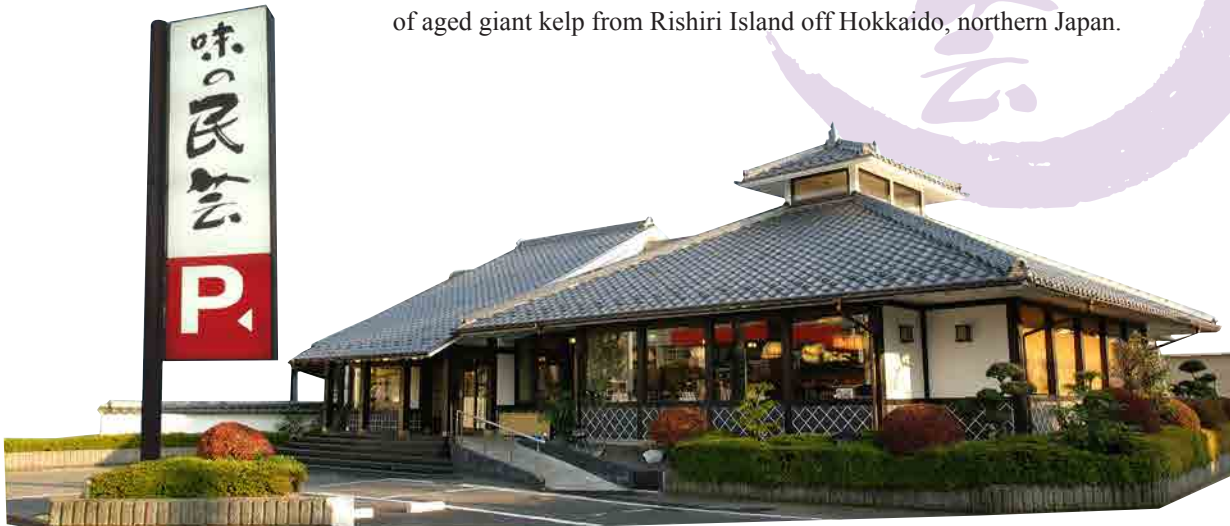
Dashi is aromatic broth made from dried bonito filet flakes twice a day in each restaurant.

Soup is made from Dashi, containing inosinic acid as an important Umami factor, and Kaeshi, a kind of soysauce containing glutamic acid as another important Umami factor. The mixture of the two Umamis enhances flavor richness.

## “Ajino-Mingei” Restaurants

### “For customers’ smile and spiritual wealth”

Ajino-Mingei Foodservice Co., Ltd. has been offering Tenobe-Udon, the traditional hand-stretched type udon, from the foundation of the company based on the spirit of “Omotenashi” or heartfelt hospitality. Ajino-Mingei is now No.1 in Tenobe-Udon category in Japan and the feature of the taste is based on extract of aged giant kelp from Rishiri Island off Hokkaido, northern Japan.



～ Since its foundation, Ajino-Mingei has been adhering to “deliciousness” ～

Ajino-Mingei’s Tenobe-Udon requires several hours for maturing.



“Tenobe-Udon” is produced after the repeated process of maturing and stretching and it takes more than 10 hours. This long process enables soft but glutinous texture.

Dashi



“Dashi” or aromatic broth is made in each restaurant from the said aged giant kelp and 4 kinds of dried fish flakes every day. The materials are fully natural and free from food additives.

### Recommended dishes



Tenobe-Udon



Suki-yaki set



Tempura meal set



Mingei Nabeyaki-Udon



# Domestic Operations

(As of Apr 2019)

Besides the main brand of “Sagami” and sub-main “Ajino-Mingei”, we have wide variety of restaurant brands from high-end to low-end, table-service to self-service, free-standing to concession and large to small size restaurants. While our principle is direct management, we grant a franchise in some brands.



## Don Don An

“Don Don An” is the self-service restaurant for full-range of Japanese noodles, namely Udon, Soba and Kishimen or flat noodle originated from Nagoya. Customers boil pre-boiled noodles by themselves and it makes fun to them. Tempura and rice bowls are other focuses. It even offers Nagoya-origin spaghetti called Ankake Spaghetti in some places.



## SAGAMI-Tei

This is our signature restaurant with relaxed atmosphere. 5 minutes walk from Nagoya station.



## KATSUTANI

It is the only restaurant of no noodle service in our group, and is the specialty restaurant sticking to reasonably priced Tonkatsu (pork cutlet).



## HAMACHO

People can enjoy various Japanese foods and specially seasoned taste from wide-ranged menu. Along with the set meal and appetizers using season's materials, the style of “all you can eat” of shabu-shabu is also available.



## BINMUGI

This is the same concept restaurant of “Suizan” under a different name at KARUIZAWA PRINCE SHOPPING PLAZA.

It serves “Tenobe-Udon”, or hand-stretched-type Udon at an affordable price.



## SUIZAN

Small-sized, tenant type Tenobe-Udon (hand-stretched-type udon) restaurant. 2 overseas units in Ho Chi Minh city, Vietnam.



## SUKOYAKA Syokudo

(“healthy menu” restaurant)

We have opened it in the city hall of Obu city (declaring themselves as the “Healthy City”), where we are serving nutrition balanced healthy menu based on “Ichiju-Sansai” (Japanese traditional menu of ‘1 soup & 3 side dishes’) planned by a lady nutritionist.



## JIN JIN

Small-sized tenant type restaurant for fresh Italian pasta with original sauce. 1 overseas unit in Ho Chi Minh city, Vietnam.



## Soba Atelier SAGAMI

It is a workshop for hand-making Soba. It is located along the Ise-Wangan Expressway which is connected to Kyoto or Ise, and the workshop is available both for sightseeing group tour and for individual tour applicants.



## Aiso-Ya

“Aiso-ya” is a free-standing casual restaurant designed for both elderly and younger generations. “Restaurant for a happy family fireside” is its catch phrase and families also get together here as the “2nd place” of their homes.



## SAGAMI

New restaurant in the “Maker’s Pier” shopping mall next to the “LEGOLAND”® in Nagoya.



## Seimen-Daigaku

This literally means “Noodle Making University” and is a large-sized self-service restaurant specializing in Udon noodles freshly made on spot.



## Dela Pasta Kitchen

This is the restaurant specializing in “Ankake Spaghetti”, or spaghetti covered by thick starchy sauce. It is one of the “Nagoya-Meshi”, or a specialty food from Nagoya region and “dela” means “very much” in Nagoya dialect.



## BUBUKA

This restaurant serves “Abura Soba” without soup, and “Tokyo-style Shoyu Tonkotsu Ramen”. Since opened in 1995, this restaurant exists likely as the originator of “Abura Soba”. “Abura Soba” consists of munchy thick noodle. “Tonkotsu Ramen” consists of straight fine noodle. Soup, Sauce, and Roasted Pork Fillet are hand-made in our restaurant.

## Overseas Operations

### Thailand



#### ■ SAGAMI Central World

7F Central World  
Rajdamri Phatumuan,  
Bangkok  
+66-2-646-1358  
Mar. 2015



#### ■ SAGAMI Thonglor

Donki Mall Thonglor 3F  
107 Sukhumvit 63, Klongton  
Nuea, Wattana, Bangkok  
+66-2-120-4166  
Mar. 2019



### Vietnam



#### ■ SUIZAN Ho Chi Minh City Takashimaya

Ho Chi Minh City Takashimaya, Basement 2,  
92-94 Nam Ky Khoi Nghia Street, Ben Nghe  
Ward, District 1, Ho Chi Minh City, VIETNAM  
+84-1203567809  
July 2016



#### ■ SUIZAN Thai Van Lung

29 Thai Van Lung, District 1, Ho Chi Minh City  
AZUMAYA HOTEL Thai Van Lung 2 B1F  
+84-703567709  
April 2019



### Italy



#### ■ SAGAMI Milano Centrale

Piazza Duca d' Aosta 10 ,  
20124 Milan  
+39-2-2416-9051  
Nov. 2018



## Italy



We have received high reputation for our “Soba” at Japan Pavilion in 2015 Milan EXPO.

In Milan, Italy, we have participated in the Milan EXPO held for 6 months during May 1 through October 31, 2015. The EXPO, of which the theme was “Feeding the planet, Energy for life”, was the first ever world EXPO focusing on food. In Japan Pavilion, “Soba” menu of SAGAMI was the No.1 popular menu.

### “NAGOYA-Meshi” was so popular in Turin (Torino) city, too !

“Nagoya Day in Torino” was held in Turin city, Italy a sister city of Nagoya city, on August 1 and 2, 2015. We have served 3 kinds of “Nagoya-Meshi” to the local residents and have received high reputation.



### Opened directly managed restaurant after test marketing in Milan, Italy.



Following the huge success at Milan EXPO in 2015 and excellent achievement in 1.5 months test marketing at the city center of Milan in spring 2016, we had opened our restaurant again in Milan city in January 2017 for verification for 1 year.

As a result of that, we could have gained many valuable experiences and knowledges for the full-fledged advancement in EU region, and finally opened our long-awaited first restaurant in November, 2018.

Test Marketing in Milan, Italy.

## Brazil



“Soba” was so popular in Rio de Janeiro in June 2014 !

In June 2014, on the occasion of FIFA World Cup Soccer Games in Brazil, we were the only food service enterprise exhibiting there in the JAPAN OMOTENASHI PAVILION, and have developed to serve hand-made fresh “Soba” to the government officials and businessmen coming from various countries in the world, approximately 2,700 persons. Our experience there in Brazil has led to the great success of Milan.



## Topics

### Start of direct importing American pork

On September 13, 2017, we signed an agreement with a major American meat producer on product supply. In addition to pork, we import chicken meat and brown soba from all over the world, and by sharing information with suppliers, we are leading to quality improvement. In the future, we collect information from ASEAN countries for marine products such as prawn and squid to expand the food import products.



### G7 Ise-Shima Summit 2016

From May 25th thru 27th, we have served Soba, Ise-udon and Tempura at the International Media Center while the G7 Ise-Shima Summit was held in May 2016. As the No.1 restaurant company for both Soba and Nagoya-Meshi, we are committed to introduce the traditional Japanese and the Japanese regional food culture to the world.

#### G7 2016 ISE-SHIMA SUMMIT



### Sagami's Days

Japan Anniversary Association has registered 2 Sagami's Days.

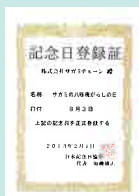
#### 1. "Sagami Hachimi-Chili"

We are granted utility model registration from Japan's Patent Office for the mill-type 8-ingredient chili. "Hachimi" literally means 8 different tastes and has a connotation of 8 (Hachi) and 3 (Mi) as well.

#### 2. Sagami Misonikomi Udon noodle March 25th

(March is the 3rd month and 3 & 25 can be pronounced as "Mi, Niko", part of "Misonikomi")

We are the world's largest Misonikomi Udon noodle table-service provider.



Received "Dark Blue Certificate" of Omotenashi (hospitality) standard certification system for our "Soba Atelier SAGAMI"

We have opened the "Soba Atelier SAGAMI" which is the experimental facility for hand making Soba, in April 2016 in Tobishima-mura, Aichi-prefecture for both domestic and foreign people to experience the charms of Soba. It has received "Dark Blue Certificate" in the "Omotenashi (hospitality) standard certification system" from the Ministry of Economy, Trade and Industry.



紺認証

### Gochitaku (food delivery service)

Our new service "Gochitaku", meaning "specially prepared meal to your home", will meet the needs of our aging society and will bring additional sales especially in bad weather days.



### Collaboration with some universities

In collaboration with several universities, we have served in our restaurants the collaborated products making use of the characteristics of each university and department, under the theme of "Nutrition well-balanced Japanese foods pleased by female" or "Noodle dishes for 40's".

From now on, we would proceed to the deeper collaboration likely to accept the internship from those universities, and so on.



# Approach to E (Environment) S (Social) G (Governance)

## Environment



Through corporate activities, we are working on the environmental issues for reducing greenhouse effect gas, such as CO2 emissions. In addition, we harmonize with the natural environment in our business activities, and aggressively engage in reducing environmental impacts and conservation activities.



### Approach to Environment

**Solar Power Generation**

We have installed solar panels at 8 outlets that meet the installation requirements for our customers to become more familiar with renewable energy.

**AC electrical outlet Charging facility for electric vehicles**

We provide a charging port for electrical vehicles at 13 Sagami outlets.

**Reuse of Used oil**

Recycling **350t** of cooking oil annually

Oil that has been used at each outlet is recycled into Biodiesel Fuel (BDF) or fertilizers, soaps, etc., for further use.

**Biodiesel (BDF)**

Biodiesel Fuel(BDF), is produced from vegetable oils as an alternative fuel for fossil fuel and can be used as fuel for diesels. This renewable energy can be used repeatedly in comparison to fossil fuel which are nearing depletion.

**Sagami's Environmental Conservation Initiatives**

Sagami wishes for sustainable development of afforestation areas with planting the mangrove trees according to the number of cultivated prawns.



# Approach to E (Environment) S (Social) G (Governance)

## Social



Sagami has grown up to be raised by local residents. We shall respond to the extraordinary and potential requests of society and make a sophisticated social contribution.



**ISO22000**



Registered date : March 15, 2017

We have obtained certificate of ISO22000 international standard for food safety management system in our 2 factories of SAGAMI group, "Iruma factory" and "Bisai factory". For securing "Safety and Confidence" of foods, we shall further proceed to strengthen and improve our organization.



**Sagami group is encouraging "locally-grown and locally-consumed" movement.**

We have received "Local Production for Local Consumption" award from the minister of MAFF, Ministry of Agriculture, Forestry and Fisheries in March 2013 for using green tea from Nishio, Aichi Prefecture and Sakura shrimps from Suruga Bay, Shizuoka Prefecture..



**AED**

(Automated External Defibrillator)

AED units are placed at 4 restaurants (Nisshin, Issha, Sennonji, and Hashima)

(As of April 30, 2018)



**We signed agreements for providing support to people walking home at the time of disaster as "homecoming support station on disastrous occasions" with 25 municipality governments.**

(As of April 30, 2018)

We supply: ①Water ②Food ③Rest room ④Necessary traffic information ⑤Electricity for mobile phone



Communicating the enjoyment of cooking and eating is our way of giving back to the community. We offer opportunities for guests to understand the safety and security of food.



**Donations to the Japanese Red Cross Society**

We began collecting donations at each outlet following the Great East Japan Earthquake and donated a total of JPY19,528,192 to the Japanese Red Cross Society. (As of Apr., 2019)



**Printing Part-timers' remaining paid holidays on payslips**

As part of our initiatives to improve the workplace environment, we have started writing the number of remaining paid holidays on the payslips of all partners.



**"Aichi Women Shining Company"**

As a part of our efforts tackling reformation of the internal consciousness and the institutional renovation for the purpose of women's successful activity, we have acquired the certification of "Aichi Women Shining Company". (Sep. 2018)



**Introduction of Childcare Incentive System**

We introduced a "Childcare Incentive System" to ensure a workplace environment where female employees can fully play an active part regardless of their stage in life. (Introduced in Apr. 2018)

# Approach to E (Environment) S (Social) G (Governance)

## Governance



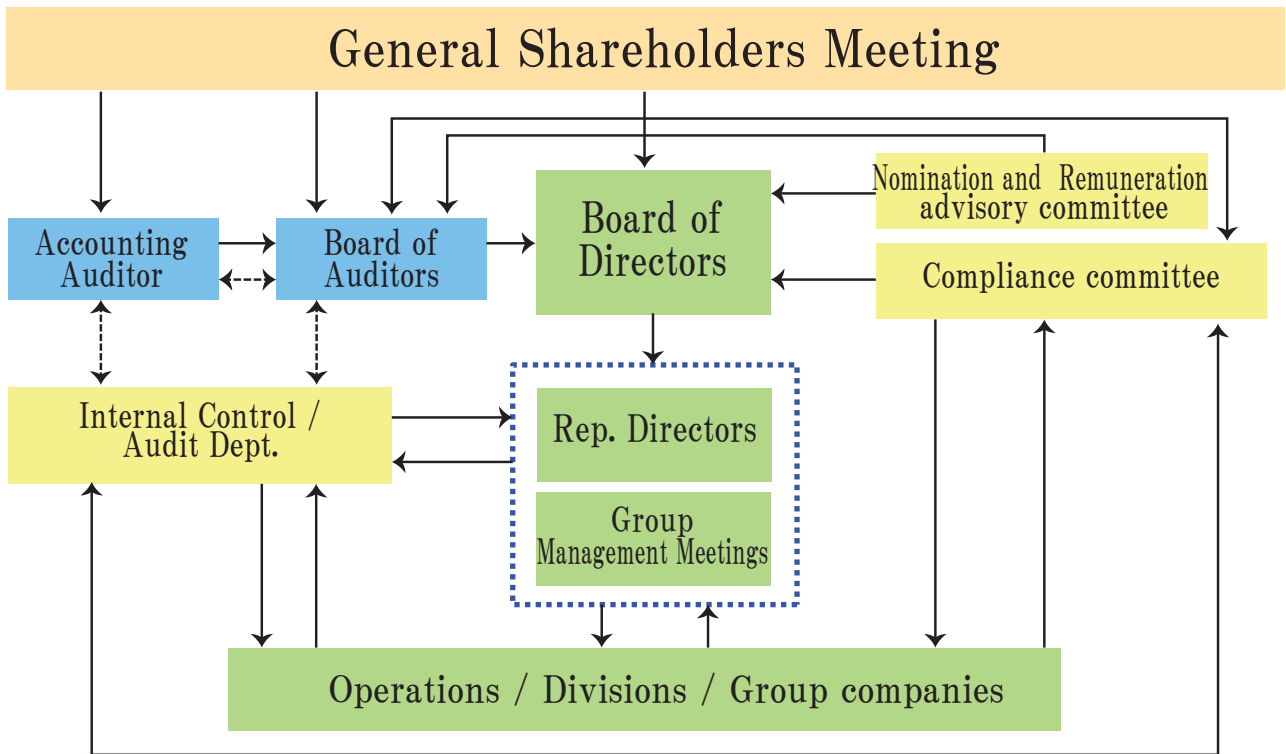
We believe that securing management transparency for all our stakeholders is fundamental to the corporate governance.

For that purpose, we had introduced the executive officer system from 2012, and the business execution is mainly to be done by the representative director and/or executive officers delegated the authority from the representative director, and the Board of Directors is clearly defined as an organization that mainly makes decisions in management and supervises the business execution by the representative director and/or executive officers.

### Outline of Corporate Governance System

Our company has a Board of Auditors, and the Board of Directors and the Board of Corporate Auditors carry out the business execution, supervision and auditing, and to enhance transparency of management, to quickly respond to the changes of the business environment, to increase corporate value from the social stance, we strive to strengthen our awareness of corporate governance for the shareholders, customers, business partners, and employees, etc.

### Corporate Governance Framework





## Approach to E (Environment) S (Social) G (Governance)

### Highly transparent management structure

Chairman and CEO	Toshiyuki Kamada
President and COO	Shuji Ito
Director	Masatoshi Igaki
Director	Hisashi Ohnishi
Outside Director	Yoshiharu Endo
Outside Director	Chikako Kawase
Fulltime Auditor	Noboru Nagaya
Outside Auditor	Shunichi Kamiya
Outside Auditor	Takako Murakami

#### Establishing a Group Management Structure

- \* Group representatives hold a group management meeting once a week
- \* Full-time auditor attends each meeting to ensure healthy management

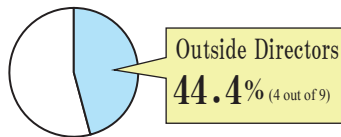
#### Execution of Vote of Confidence

- \* Annually executing an anonymous vote of confidence by the Board Members regarding the Representative Directors

#### Nomination Remuneration advisory committee

- \* Transparent decision making process for remuneration
- \* Majority of committee are outside directors

#### Ratio of outside directors



By appointing 4 directors from outside the company, it is possible to discuss based on opinions from a more independent and neutral position.

#### Board Of Directors Meeting

BOD, consisting of 6 Directors (including 2 outside directors), and 3 Auditors (including 2 outside auditors), is held once a month for decision makings of important basic management agenda, and for supervising duty execution of the directors and business execution of the executive officers. By inviting outside directors, we are strengthening the supervising function of the Board of Directors and realizing fair and highly transparent management.

#### Management Meeting

The Management Meeting, consisting of Representative Director and Chairman, Representative Director and President, Executive Directors, is held once a week for deciding certain matters concerning execution of duties in all group companies.

Full-time Corporate Auditors are also present in this meeting at all times, and express his opinions as necessary.

### Concept of internal control system

Our company, together with the directors and employees, in order to thoroughly comply with laws and regulations, and to establish corporate ethics, we have established the Sagami Chain Ethics and Charter of Conduct and Compliance Manual to ensure that officers and employees are in compliance with laws and regulations, the Articles of Incorporation, and we have established a code of conduct to take actions that comply with social norms.

#### Compliance System

In order to supervise compliance initiatives across the board, we have established an “Internal Control and Auditing Office”, which conducts education and training for executives and employees, and compliance learning using the in-house systems.

In addition, we have established a compliance notice and consultation provision, and we can provide information directly concerning acts with doubts on legislation, etc., with the information control window as the “Internal Control and Auditing Office”.



#### Risk Management System

For the management of risks associated with business activities, we have established an “Internal Control and Auditing Office” and “Quality Control Office” for striving to establish appropriate business operations. Particularly, in the “Quality Control Office”, the risk management is an important management item in the restaurant industry, so we receive opinions and guidance from external organizations and are working to prevent accidents.

# News Release (2012~)

2012	July	2	Soft food menu "Ginsengozen" for elderly people with less chewing power..	
	October	26	Awarded by the Minister of Health, Welfare and Labor for improvement of Food Sanitation.	
	November	21	Opened vegetables cutting plant.	
2013	1 January	21	Started coffee service in early morning at Sagami restaurant.	
	2 February	1	Registered March 25 as "the day of Sagami's Misonikomomi" at Japan Anniversary Association.	
	February	1	Registered August 3 as "the day of Sagami's Hachimi-Chili" at Japan Anniversary Association.	
	February	1	Sold "naming rights" on mill stone at storefront of Sagami.	
	March	22	Awarded by the Minister of Agriculture, Forestry and Fisheries for local food promotion.	
	May	13	Established Singapore Sagami Pte. Ltd.	
2014	January	7	Ajino-Mingei Food Services Co., Ltd. joined Sagami Group.	
	3 April	22	The first "Sagami" in ASEAN countries (Bangkok).	
	4 April	25	Obtained Gold award for our TEBASAKI (chicken wings) in "KARAAGE Grand Prix Competition" in Japan.	
	5 May	29	Participated in the Milan EXPO in Japan Pavilion.	
	June	2	Inked with municipalities of "Support for people who are unable to return home after disasters", total 16 prefectures and 9 cities.	
	6 June	8	Obtained Gold award for our TEBASAKI (chicken wings) in "TEBASAKI Summit Competition" in Nagoya.	
	7 June	10	Served Soba in JAPAN OMOTENASHI PAVILION in Brazil.	
	December	25	14 stores were nominated as information center for foreign tourists in the new program of Japan Tourism Agency.	
	2015	March	27	Opened "Sagami Central World" in Bangkok, Thailand.
		March	30	Opened "Dela PASTA Kithchen" in Toki Premium Outlets.
May		1	Opened Soba and Tempura Corner at Milan EXPO.	
September		8	Participated in "Japan Healthful Lifestyle Exhibition" in Vietnam.	
2016	March	11	Opened Sobauchi (hand-making soba) experience facility "Soba Atelier SAGAMI" at Tobishima, Aichi Prefecture.	
	April	13	Opened temporary restaurant in Milan, Italy.	
	April	18	Served at the International Media Center of the G7 Ise-Shima Summit Meeting.	
	May	26	Opened "SAGAMI-Tei Castle Plaza" in the Castle Plaza Hotel near the Nagoya station.	
	June	14	Opened new style restaurant "Katsutani" specialty restaurant for Tonkatsu in Ichinomiya city, Aichi prefecture.	
	July	11	Our corporate mascot "Misotchi" was appointed as General Manager of Public Relations Dept. of SAGAMI group.	
	July	29	Opened "Suizan" and "JIN JIN" at the same time both in the Takashimaya in Ho Chi Minh city, Vietnam.	
	September	28	Received certification of "Omotenashi standard 2016" for SAGAMI 252 restaurants from the Ministry of Economy, Trade and Industry.	
	8 December	26	Opened our test operating restaurant in Milan, Italy.	
	2017	March	7	Received "Dark Blue Certificate" of "Omotenashi (hospitality) standard cetification system" for our "Soba Atelier SAGAMI" hand making Soba workshop, from the Ministry of Economy, Trade and Industry.
March		28	Obtained ISO2200 certificates for 2 plants.	
9 June		12	Won Grand Prix at TEBASAKI (chicken wings) Summit 2017.	
10 September		13	Started direct import of American pork.	
2018	March	5	Introduced "Childcare Incentive System" for promoting female employees to play an active part there.	
	June	8	At the 5th TEBASAKI (chicken wings) Summit 2018, we entered the Hall of Fame.	
	September	29	Acquired the certification of "Aichi Women Shining Company" for the purpose of women's successful activity.	
	October	1	Changed the trade name to the SAGAMI Holdings Corporation, and shifted to the holding company structure.	



1 "Morning coffee" service



2 Sagami's Hachimi-Chili



3 The first "Sagami" in ASEAN countries in Bangkok.



4 6 9 Lots of Gold awards, for chicken wings.



5 7 We appealed Soba in the world.



8 Opened our test operating restaurant in Milan, Italy.

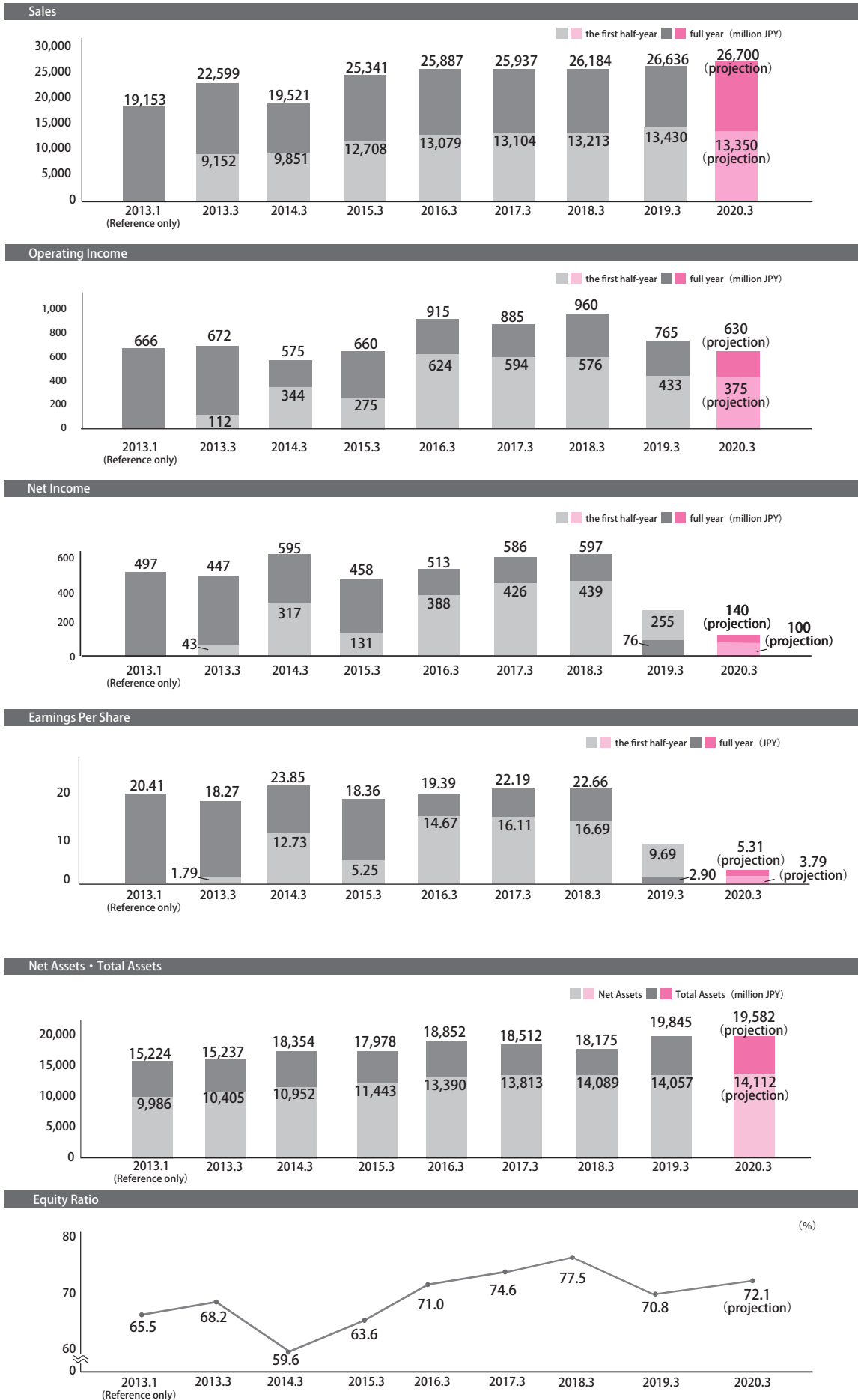


10 Start importing American pork directly



# Achievements

(As of May 10, 2019)



※Because of the change of accounting period, 2013.3 term had 14 months and 11 days.



## SAGAMI Sagami Holdings Corporation

(\*We will move to this address in July.)

*Head Office:* 2-18, Yatsurugi, Moriyama-ku,  
Nagoya, 463-8535, Japan

*Telephone:* 81 52 737 6000

*Facsimile:* 81 52 737 6036

*URL:* <https://www.sagami-holdings.co.jp/>

