

株式会社ハブ

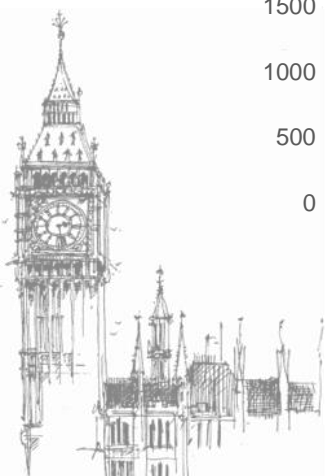
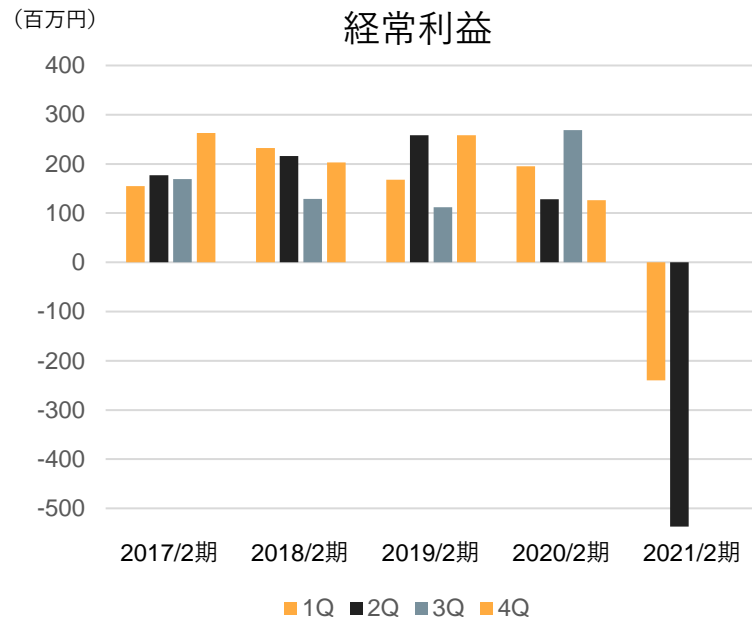
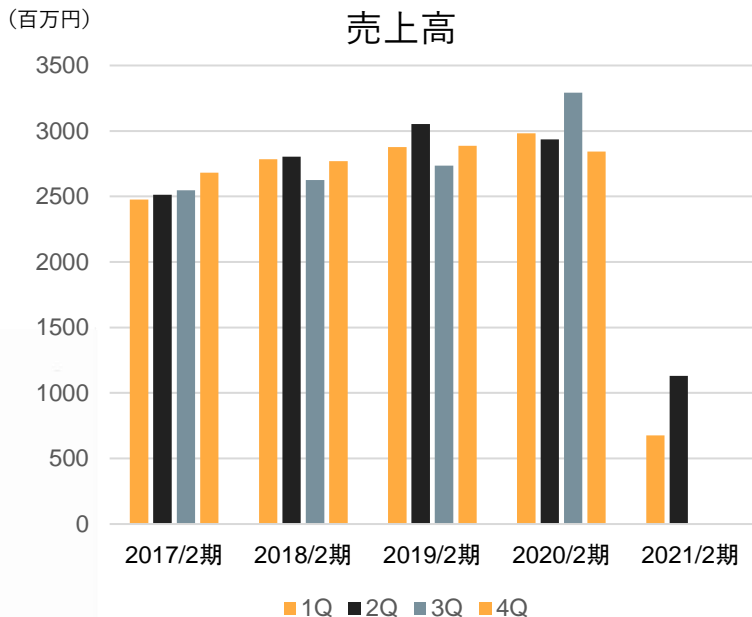
東証第一部 3030

**2021年2月期
第2四半期 決算補足説明資料**

2020年10月14日

継続的な増収増益基調の中、今期についてはコロナの影響により現時点では厳しい状況。

■売上高 & 経常利益推移



Operating a "exciting culture creation business" through British pubs in order to spread British pub culture in Japan and provide enjoyment to customers

Honest management. Honesty is the fundamental policy of our company management. We always engage in sincere management which focuses on being fair, impartial, and open.
 Steady management. We pursue steady growth by refining our business categories.
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PL

(百万円)

	前期	2021/2 実績	前期比
売上高	5,917	1,807	30.5%
売上原価	1,560	508	32.6%
原価率	26.4%	28.1%	+1.7P
販売費及び一般管理費	4,073	2,088	51.3%
販売管理費率	68.8%	115.6%	+46.8P
営業利益	317	▲779	-
営業利益率	5.4%	-	-
経常利益	323	▲777	-
経常利益率	5.5%	-	-
四半期純利益	215	▲1,327	-
四半期純利益率	3.6%	-	-
出店数	3店	1店	▲2店

聖域なきコストカット ▲284百万円

 特別利益
 雇用調整助成金 +383百万円
 特別損失
 店舗閉鎖損失 ▲75百万円
 臨時休業による損失 ▲812百万円

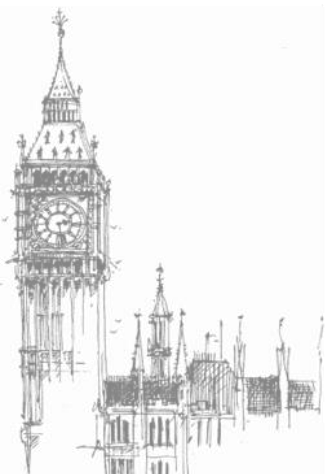
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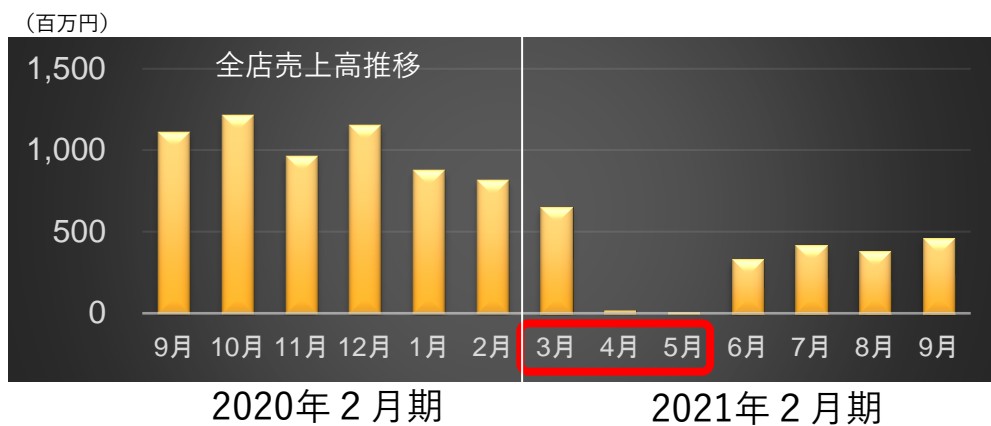
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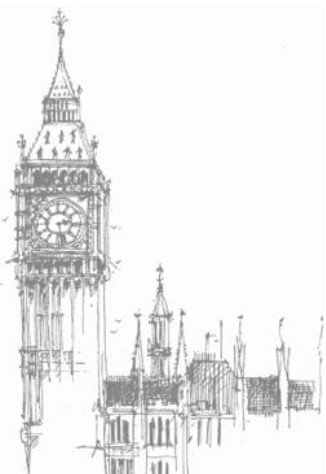


■ 第1四半期



お客様、従業員の安全を第一に、緊急事態宣言前から全店臨時休業を実施。

	社会環境	当社
3月	<ul style="list-style-type: none"> ・ 25日 東京都外出自粛要請 ・ スポーツ等イベント自粛開始 	<ul style="list-style-type: none"> ・ 26日 全店営業時間短縮 (23時まで) 感染防止対策の徹底 ・ 28日 一部店舗休業
4月	<ul style="list-style-type: none"> ・ 7日 政府 緊急事態宣言 	<ul style="list-style-type: none"> ・ 4日 全店臨時休業開始 (5/24まで)
5月	<ul style="list-style-type: none"> ・ 25日 政府 緊急事態宣言 解除 ・ 26日 東京都 新型コロナウイルス 感染防止のための対応ステップ1 	<ul style="list-style-type: none"> ・ 25日 1店舗営業再開 (20時まで) ・ 28日 11店舗営業再開 (愛知、大阪、京都の一部店舗のみ) (22時まで)



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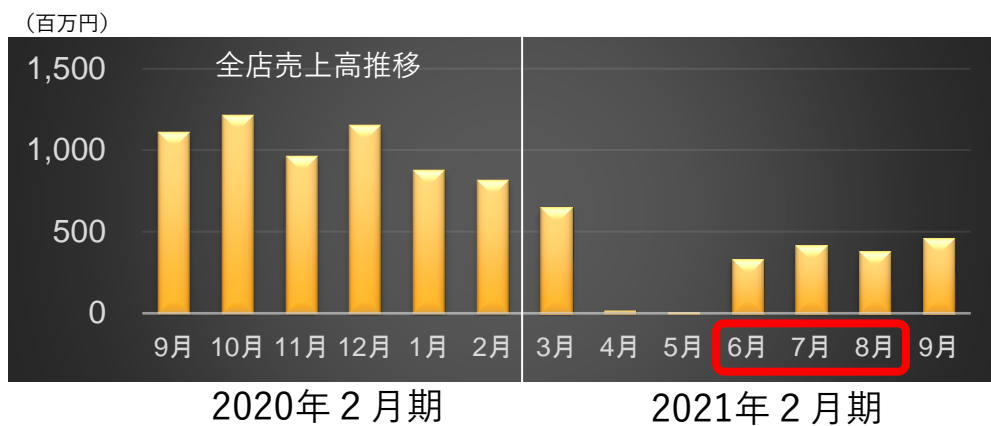
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■ 第2四半期



緊急事態宣言解除後、段階的に営業再開。
2Q期間中、常時営業時間は短縮。

	社会環境	当社
6月	<ul style="list-style-type: none"> ・ <u>1日 東京都 新型コロナウイルス感染防止のための対応ステップ2</u> ・ <u>12日 東京都 新型コロナウイルス感染防止のための対応ステップ3</u> 	<ul style="list-style-type: none"> ・ <u>1日 36店舗営業再開 (20時 or 23時まで)</u> ・ 3日 1店舗営業再開 ・ <u>8日 59店舗営業再開 (21時 or 23時まで)</u> ・ <u>12日 店舗ごとに営業時間を精査し適宜変更</u> ・ <u>26~27日 3店舗閉店</u>
7月	<ul style="list-style-type: none"> ・ 後半から感染者が再び急増 	<ul style="list-style-type: none"> ・ 10日 2店舗営業再開
8月	<ul style="list-style-type: none"> ・ <u>各自治体より営業時間短縮要請等</u> 	<ul style="list-style-type: none"> ・ 1日 1店舗営業再開 ・ <u>各自治体からの要請及び環境を鑑み柔軟に対応</u>

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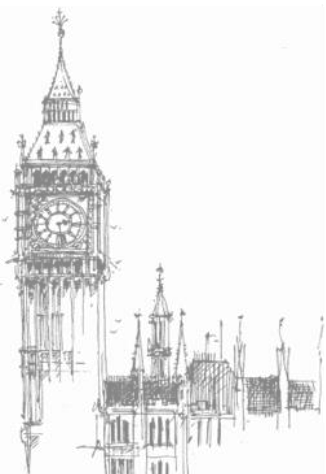
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■実施施策一覧

体制構築	危機対策推進本部設置	危機対策最高責任者 = 代表取締役社長 危機対策推進本部長 = 常務取締役
感染症への対応	感染防止対策の徹底	マスク着用 手指の消毒 検温 etc.
収益確保	テイクアウト販売	ハブエール・その他ドリンク
	WEB販売	ハブエール・HUBで人気のフードメニュー
その他	リマインド施策	オンライン飲み会用壁紙の無料配布
	人財教育	反転攻勢時に備えた接客サービスの更なる磨き上げ
	経費削減	聖域なきコストカット 賃料減額交渉 設備投資の見直し



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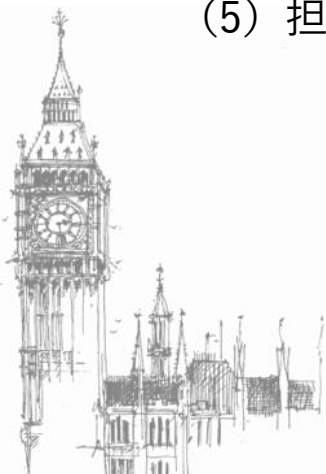
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■コミットメントライン

- (1) 借入先 : 金融機関 3 行
- (2) 借入極度額 : 35億円
- (3) 契約締結日 : 2020年 4 月30日
- (4) 契約期間 : 1 年間
- (5) 担保・保証 : なし

■借入れ

- (1) 借入先 : 金融機関 4 行
- (2) 借入金総額 : 20億円
- (3) 借入実行日 : 2020年 4 月30日
- (4) 支払金利 : 基準金利 + スプレッド
- (5) 借入期間 : 1 年間 ~ 5 年間
- (6) 変動・固定 : 変動
- (7) 返済方法 : 期日一括返済
及び元金均等返済
- (8) 担保・保証 : なし



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afterコロナへ向けた取り組みの全体像

単一業態での事業展開
PUB事業一本

構造改革推進

組織体制再編 「店舗支援課」の設立
経営効率化の推進 「小さな本部」実現への取り組み
早い時間帯のビジネス拡大の取り組み
ドリンク：フード＝8：2 原点への回帰

緊急事態への対応

ECサイトなど変化に対応する新たなビジネス展開
反転攻勢時に備えたサービスの更なる磨き上げ

危機対策推進本部設立
聖域なきコストカット
賃料減額交渉
設備投資の見直し
不採算店の閉店
手元資金確保

2021年2月期

2022年2月期

2023年2月期以降

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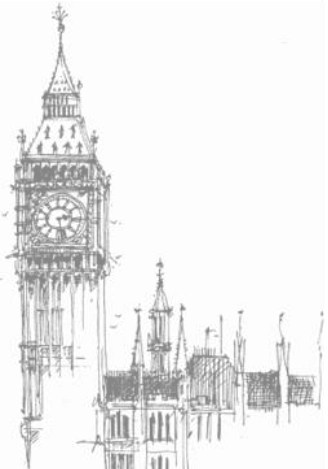
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E-mail: ir@pub-hub.com



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