

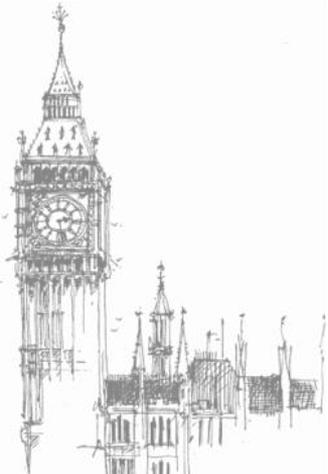
**株式会社ハブ**

東証第一部 3030

**2021年2月期  
第3四半期 決算補足説明資料**

2021年1月13日

## 第3四半期業績について



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.

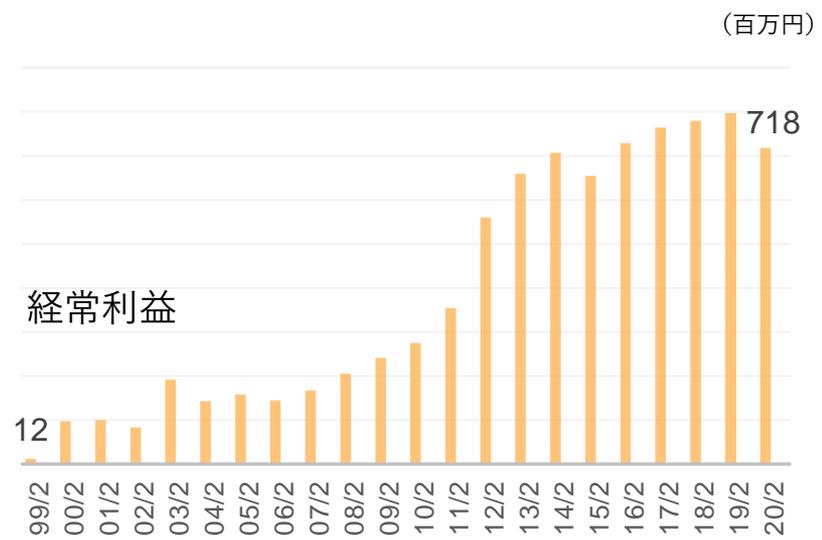
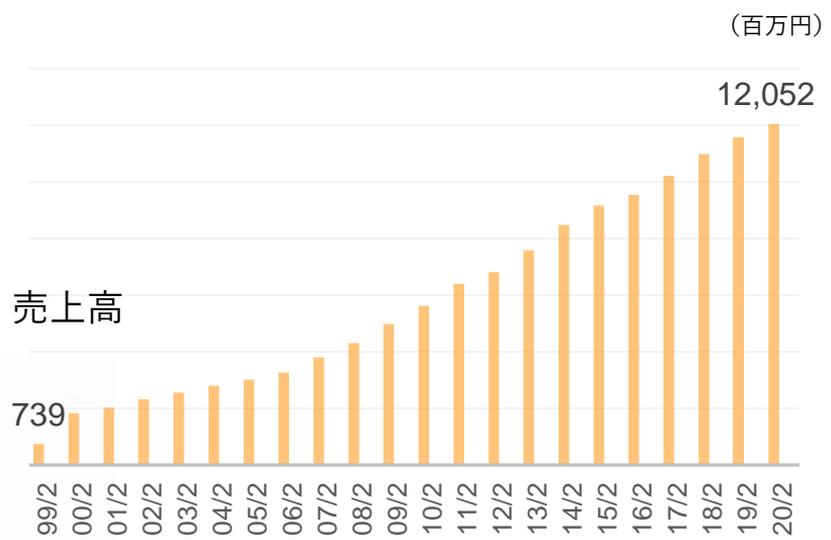
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# 売上高・経常利益推移①

■会社設立以来、前年度までの推移

会社設立以来の増収。  
堅実な成長。



21期連続増収

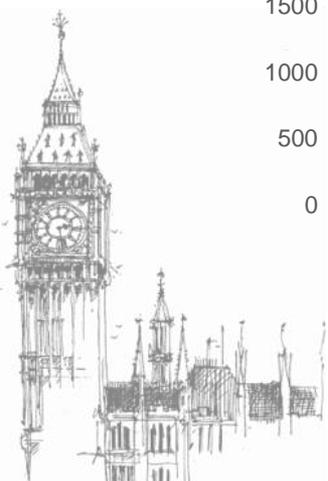
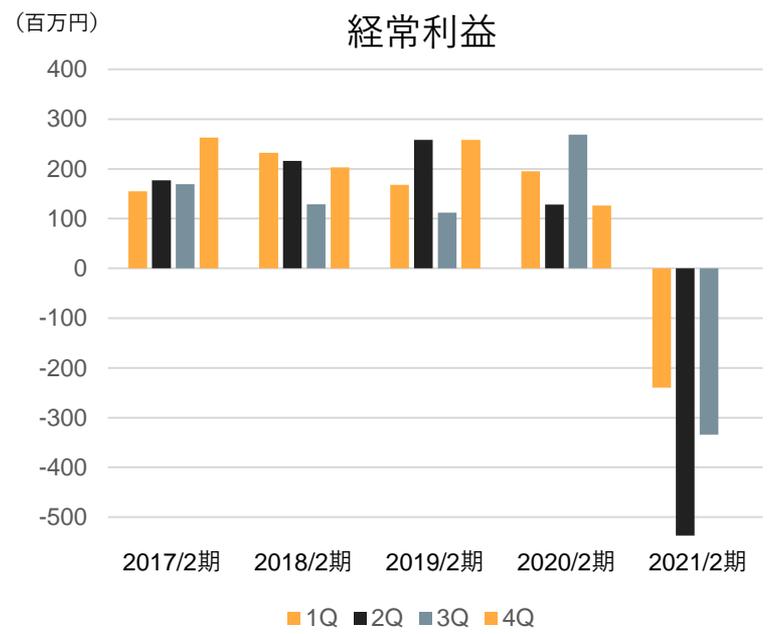
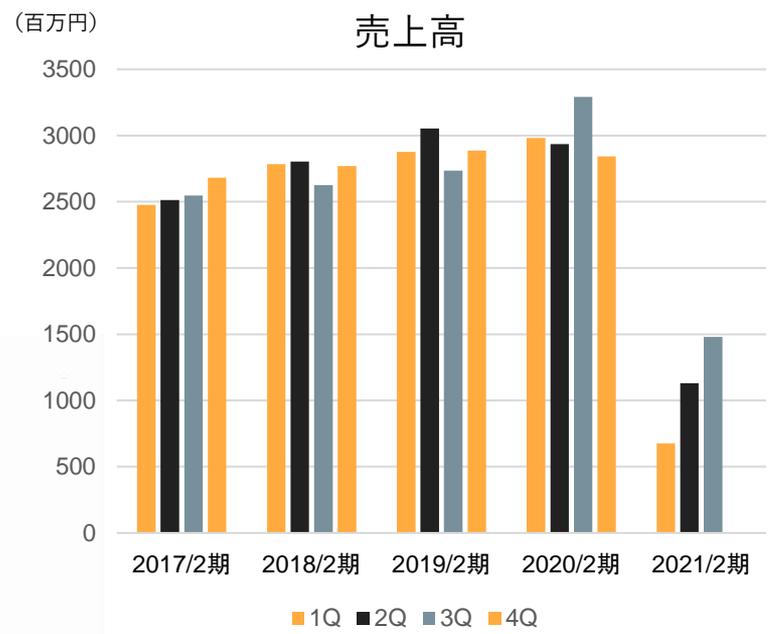


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## ■直近の四半期別推移

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年度を通して厳しい状況。



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(百万円)

	前期	2021/2 実績	前期比
売上高	9,209	3,288	35.7%
売上原価	2,463	917	37.2%
原価率	26.7%	27.9%	+1.2P
販売費及び一般管理費	6,215	3,499	56.3%
販売管理費率	67.5%	106.4%	+38.9P
営業利益	583	▲1,109	-
営業利益率	6.3%	-	-
経常利益	592	▲1,111	-
経常利益率	6.4%	-	-
特別利益	-	397	-
特別損失	5	1,098	-
四半期純利益	400	▲1,967	-
四半期純利益率	3.6%	-	-
出店数	6店	2店	▲4店

雇用調整助成金 +397百万円  
 店舗閉鎖損失 ▲266百万円  
 臨時休業による損失 ▲830百万円



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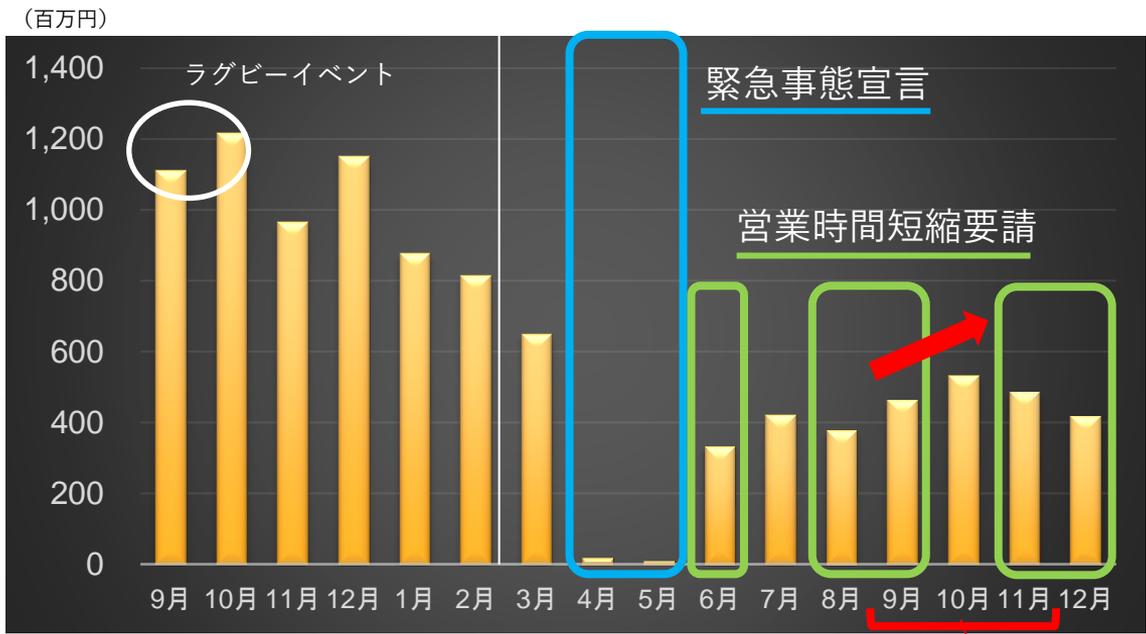
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## ■全店売上高推移



10月は営業時間短縮要請が無く、右肩上がりで推移。  
11月以降、営業時間短縮が再要請され減少傾向に。

2020年 2 月期

2021年 2 月期

第 3 四半期



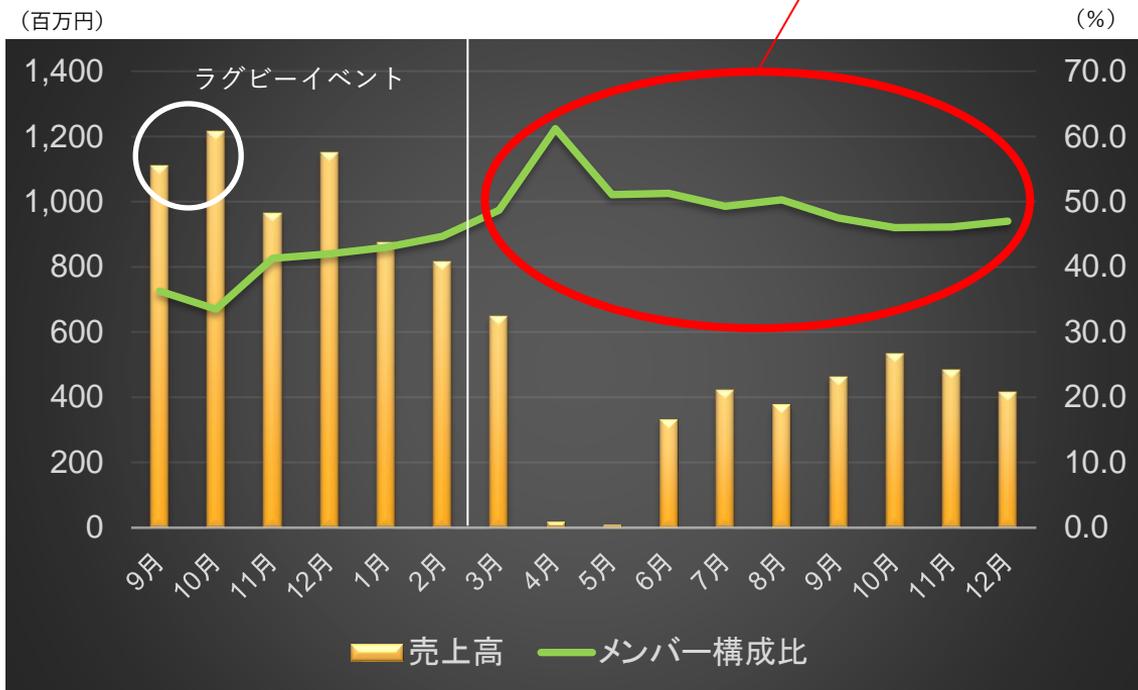
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# メンバー売上高構成比

## ■常連のお客様による下支え

メンバー構成比は高い水準で推移



厳しい状況下、メンバーズカード  
会員様の変わらぬご来店。



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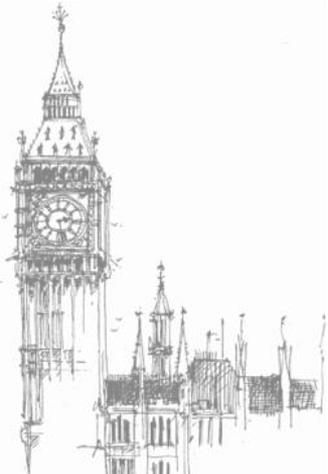
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# コロナ禍における取り組み



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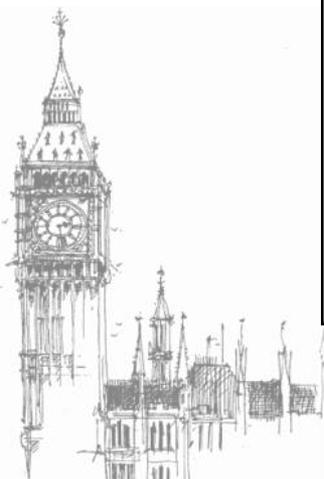
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# 第2四半期までの取り組み

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
	店舗人員体制	本部店長経験者の一部を店舗へ配属 ・店舗力向上、正社員雇用維持 ・新規アルバイト採用凍結、人件費削減 ・小さな本部実現へ
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	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	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 役員報酬・賞与減額
	資金調達	コミットメントライン 35億円 借入れ 20億円



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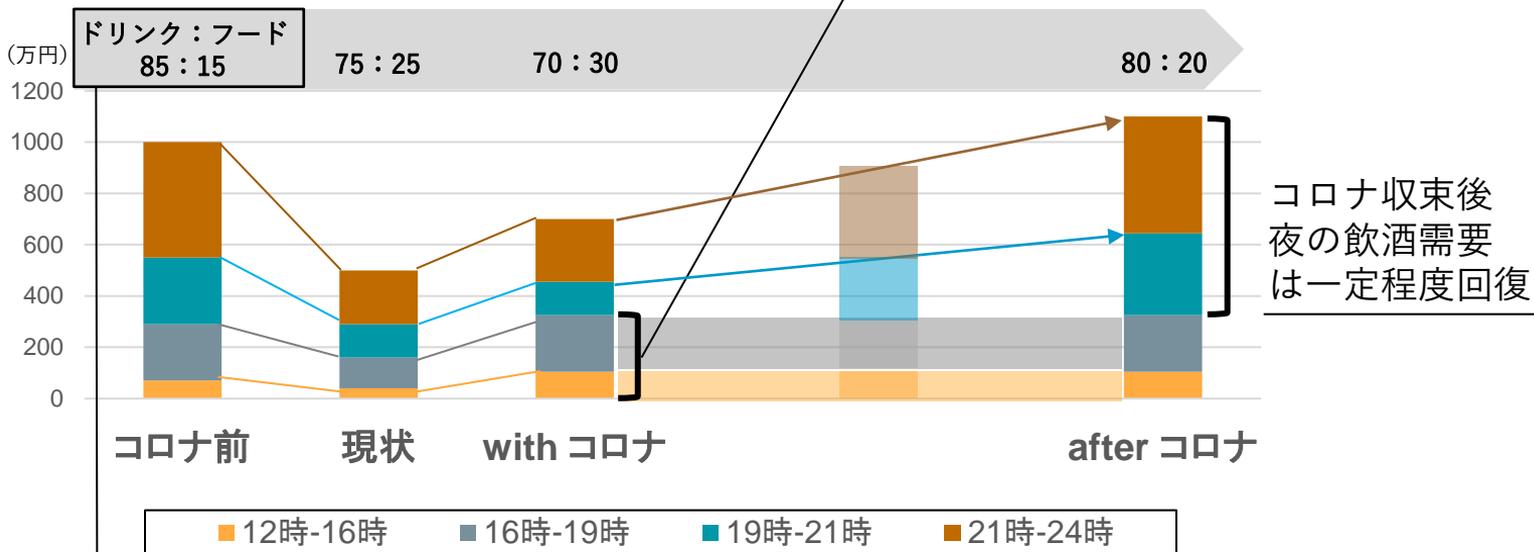
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# 第3四半期以降の事業展開

## ■ 1ヵ月 / 1店舗の売上高モデル

コロナ禍により夜の飲酒需要が減少する中、早い時間帯の売上増が急務



ドリンク偏重の売上構成比について、本来あるべき「80 : 20」への軌道修正を図る

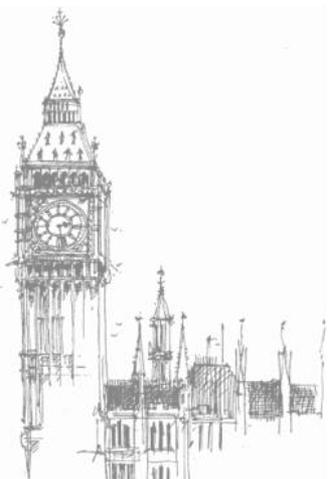
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# 第3四半期 フード強化施策

## ■ ハッピーアワーセット販売

19時までのタイムサービス  
「ハッピーアワー」中に  
更にお得になるドリンク+フード  
のセットメニューを販売



両施策とも堅調な  
スタートを切るも、  
直近の自粛ムードに  
より、やや減速傾向。  
年度末の目標に対し  
現時点では50~60%  
程度の進捗。

## ■ ロイヤルHD プロデュース フードメニューのラインナップ

HUB CURRY シリーズ全店で販売開始



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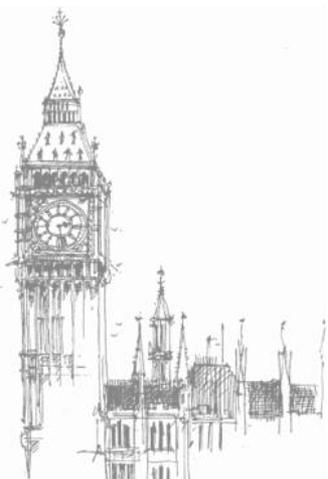
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# 今後の取り組み



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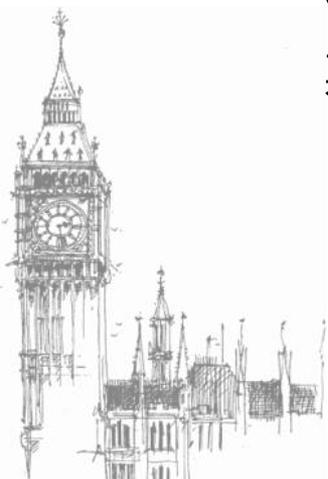
## ■20時までの営業 or 臨時休業の実施

1 都 3 県の全店について、店舗毎の経営環境を鑑み下記 2 通りの対応を実施。今後、対象地域が拡大された場合も同様。

- ① 20時まで（酒類の提供は19時まで）の営業
- ② 臨時休業

期間：2021年1月8日～2021年2月7日

※実施内容・期間等については状況を鑑み適宜検討



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## ■新たなメンバーズカードシステムを導入

### 今年度中リリース予定

※当初は2021年1月のリリースを予定しておりましたが、新型コロナウイルス感染拡大の影響等を鑑み、一旦保留としております。今後さらに開始時期が変更になる可能性もあります

**現行のメンバーズカード** → **NEWメンバーズカード**  
 (スマホアプリ連動機能付き)

**2021年1月**より 詳細は後日発表!  
**メンバーズカードの「システム」が変わります**

現行のメンバーズカード → NEWメンバーズカード (スマホアプリ連動機能付き)

**ご飲食代5%OFFはそのままで!**  
 さらに! アプリを活用することで、様々な特典をご利用いただけます!

現行のメンバーズカードをお持ちの方は「無料」で新しいカードに交換させていただきます

**大きな変更点**

- 現行のポイントシステムはなくなります (新システムには引き継がれません)
- ※ポイントの有効期限は最長2021年12月末までとなります
- 現行のメンバーズカードのポイント付与期限は2021年1月11日(予定)となります

その他のご質問はQRコードからご確認ください →



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## ■キッチンカー導入

2021年3月始動予定

スポーツイベント等の  
外部イベントに出店

## 【メニュー例】

- ・ハブエール
- ・フィッシュ&チップス

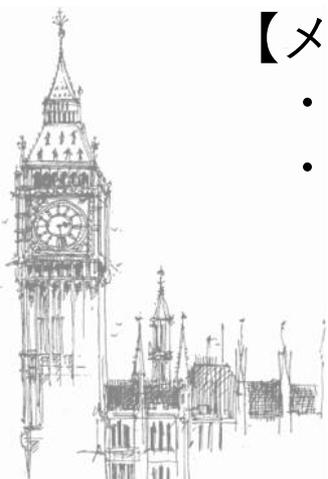


※イメージ

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# 今期業績予想等について



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## ■業績予想について

この度の新型コロナウイルスによる影響を現段階において合理的に算定することが困難なことから未定としております。今後予想が可能となりました段階で速やかに公表いたします。

## ■配当予想について

今期の当社業績は、新型コロナウイルス感染拡大による影響が大きく大変厳しい状況のまま推移しており、今後の見通しについても依然として不透明であることから、期末配当については、誠に遺憾ながら無配とさせていただきます。

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## ■特別贈呈の実施

今回につきましては、株主の皆様のご厚情に報いるため、通常の2倍の金額のご優待券を進呈させていただきます。株主の皆様におかれましては今後とも倍旧のご支援、ご鞭撻を賜りますよう、何卒よろしくお願い申し上げます。

保有株式数	優待内容
100株～300株未満	ご優待券(1,000円分) 1枚+特別贈呈1枚
300株～500株未満	ご優待券(1,000円分) 3枚+特別贈呈3枚
500株以上	ご優待券(1,000円分) 5枚+特別贈呈5枚

※優待券の有効期限については、新型コロナウイルス感染拡大の影響を鑑み、通常は発行日の翌年5月末までのところを、発行日の翌年9月末までとさせていただきます

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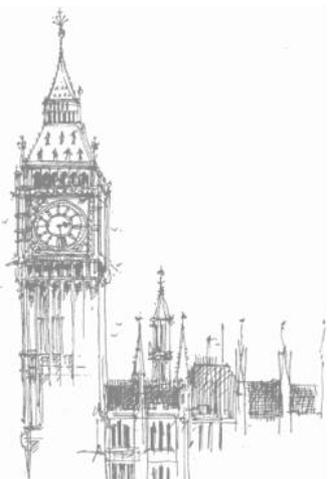
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