### Saizeriya Co., Ltd. Financial Results Briefing Session for the Second Quarter Ended February 28, 2019

(47th term: from September 1, 2018 to February 28, 2019)





Code No. 7581 Thursday, April 11 2019



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Figures in this document are all calculated based on the consolidated accounting system, unless specified otherwise. Amounts are rounded down to the nearest one million yen, so totals may not exactly match.

### Financial Results for the 2nd Quarter Ended February 28, 2019 (consolidated) Financial Highlights

(millions of yen)

	Financial Results	Previous Year	Year-on-Year Ratio	Budget	Percentage of Budget
Net Sales	75,577	74,822	101.0%	77,100	98.0%
Gross Net Sales	48,191	47,377	101.7%	48,800	98.8%
Operating Income	3,509	3,720	94.3%	4,000	87.7%
Ordinary Income	3,799	3,890	97.7%	4,100	92.7%
Net Income for the Quarter	1,826	2,275	80.3%	2,500	73.1%

Increased revenue and decreased profit
Budget reflects the financial forecast announced on October 10, 2018

Net sales and gross net sales exceeded the previous year.

Operating income and other results were less than the previous year and the budget.

### Financial Results for the 2nd Quarter Ended February 28, 2019 (consolidated) Sales Ratio (Year-on-Year)

(millions of yen)

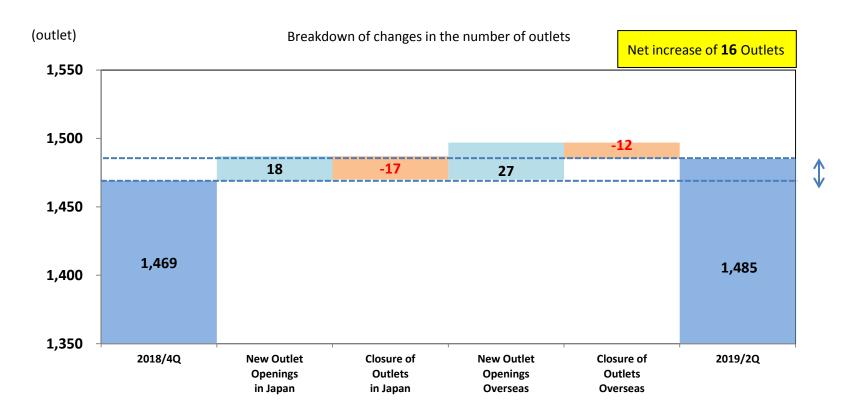
	2019	/2Q	2018		
	Amount	Net Sales Ratio	Amount	Net Sales Ratio	Ratio Difference
Net Sales	75,577	100.0%	74,822	100.0%	-
Sales Cost	27,385	36.2%	27,445	36.7%	-0.4%
Gross Net Sales	48,191	63.8%	47,377	63.3%	0.4%
Selling, General and Administrative Expenses (SG&A)	44,682	59.1%	43,656	58.3%	0.8%
Operating Income	3,509	4.6%	3,720	5.0%	-0.3%
Ordinary Income	3,799	5.0%	3,890	5.2%	-0.2%
Net Income for the Quarter	1,826	2.4%	2,275	3.0%	-0.6%

The cost of sales ratio decreased by 0.4 points and the selling, general and administrative expenses ratio increased by 0.8 points.

Operating income ratio declined by 0.3 points.

# 2. Major Factors Lifting Business Performance (1) Net Sales - Number of outlets (6 months)

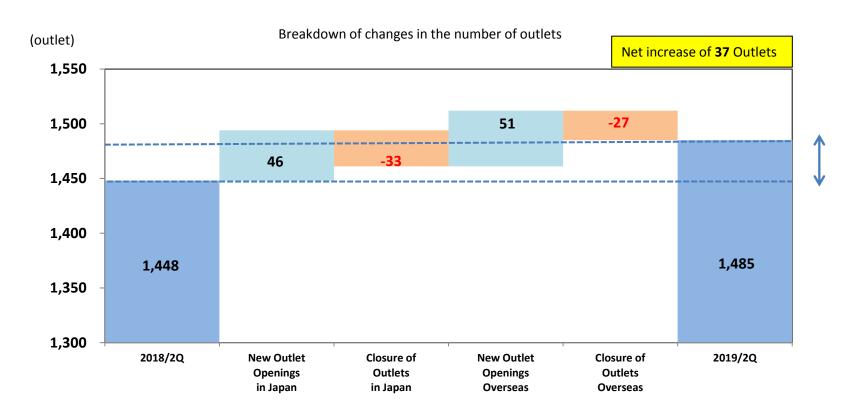
Number of outlets 1,485, net increase of 16 outlets



The total number of outlets is 1,485 (1,086 outlets in Japan and 399 outlets overseas) In 2019/2Q, there was a net increase of 16 outlets (1 outlets in Japan and 15 outlets overseas) In 2018/2Q, there was a net increase of 24 outlets (16 outlets in Japan and 8 outlets overseas) For 2019/2Q, the plan was a net increase of 34 outlets (15 outlets in Japan and 19 outlets overseas)

# 2. Major Factors Lifting Business Performance (1) Net Sales - Number of outlets (12 months)

Number of outlets: 1,485 outlets – 37 outlets increased



There was a consolidated net increase of 37 outlets (a net increase of 13 outlets in Japan and a net increase of 24 outlets overseas) since 2018/2Q.

The total number of domestic outlets is 1,086, and the total number of overseas outlets is 399.

The ratio of overseas outlets is 26.9%.

## 2. Major Factors Lifting Business Performance (1) Net Sales - Number of outlets

#### Number of outlets 1,485, net increase of 37 outlets

	No. of New Outlet Openings		No Closures	. of of Outlets	No. of Outlets Outstanding	
	2019/2Q	2018/2Q	2019/2Q	2018/2Q	2019/2Q	2018/2Q
Japan	18	25	17	9	1,086	1,073
Shanghai	12	4	5	6	132	124
Guangzhou	3	4	3	1	117	119
Beijing	6	6	3	2	76	70
Hong Kong	4	1	1	0	35	29
Taiwan	1	1	0	0	14	12
Singapore	1	2	0	1	25	21
Total	45	43	29	19	1,485	1,448

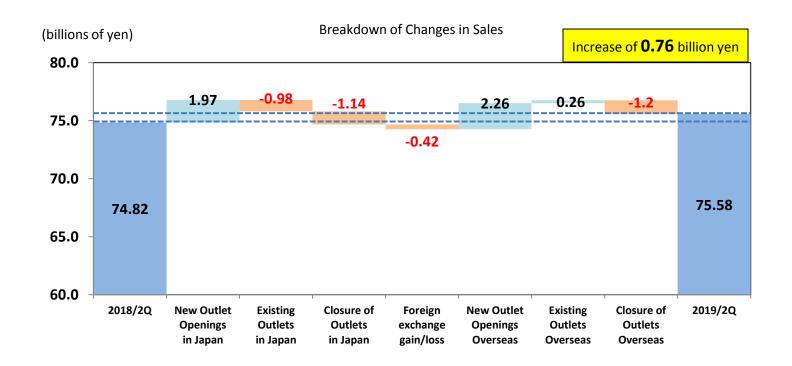
Consolidated net increase of 16 outlets (net increase in Japan: 1, overseas: 15) as the cumulative total for 2019/2Q. Consolidated net increase of 24 outlets (net increase in Japan: 16, overseas: 8) as the cumulative total for 2018/2Q. The total number of overseas outlets is 399. The ratio of overseas outlets is 26.9%.

For Shanghai, Guangzhou, Beijing, Hong Kong, and Taiwan: Calculated based on the period from July 2018 to December 2018.

For Japan and Singapore: Calculated based on the period from September 2018 to February 2019.

# 2. Major Factors Lifting Business Performance (1) Net Sales

#### Year-on-Year Ratio: 101.0% +0.76 billion yen



- 0.15 billion yen net decrease in domestic net sales
- 0.90 billion yen net increase in overseas net sales

# 2. Major Factors Lifting Business Performance (1) Net Sales

#### Year-on-Year Ratio: 101.0% +0.76 billion yen

Consolidated net sales amounted to 75.5 billion yen.

Domestic sales amounted to 57.4 billion yen, and overseas sales amounted to 18.0 billion yen. Percentage of overseas sales: 23.9%

Primary factors contributing to net sales growth

Total consolidated sales 0.76 billion yen (101.0%)

Total sales in Japan Decreased by 0.15 billion yen (99.7%)

New outlets Increased by 1.97 billion yen

Existing outlets Decreased by 0.98 billion yen

Closure of outlets Decreased by 1.14 billion yen

Total overseas sales 0.9 billion yen (105.3%)

New outlets Increased by 2.26 billion yen

Existing outlets Increased by 0.26 billion yen

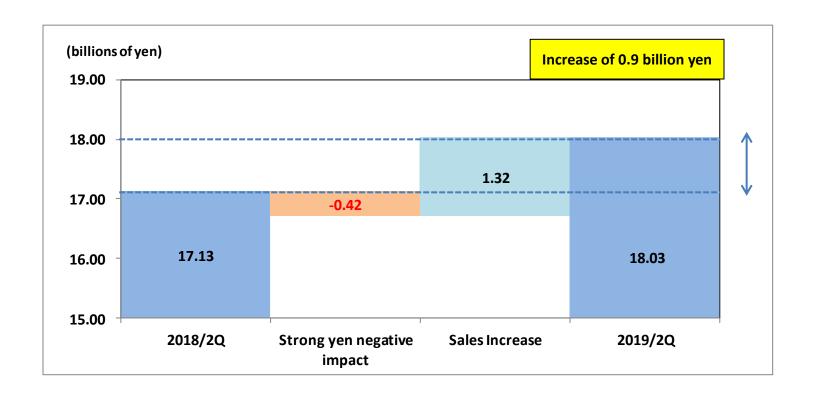
Closure of outlets Decreased by 1.2 billion yen

Foreign currency translation

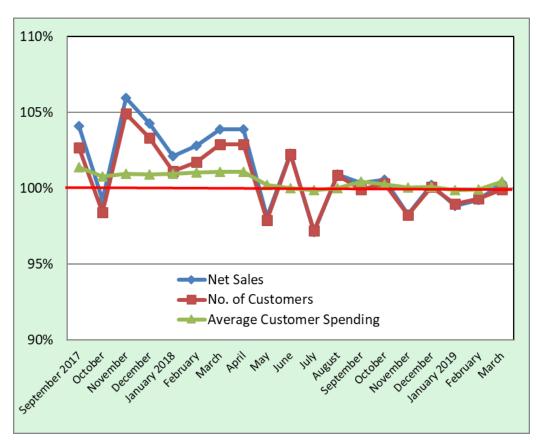
adjustment Decreased by 0.42 billion yen

<sup>\*</sup>Figures in parentheses indicate year-on-year changes

### **Breakdown of Sales Result Fluctuation in Overseas Outlets**



### Net Sales, Number of Customers, Average Customer Spending for All Outlets in Japan



			- promising
September 2017	104.1%	102.7%	101.4%
October	99.2%	98.4%	100.8%
November	106.0%	104.9%	101.0%
December	104.3%	103.3%	100.9%
January 2018	102.1%	101.2%	101.0%
February	102.8%	101.8%	101.0%
March	105.6%	104.5%	101.0%
April	103.9%	102.9%	101.1%
May	98.1%	97.9%	100.2%
June	102.3%	102.3%	100.0%
July	97.1%	97.2%	99.9%
August	100.9%	100.9%	100.0%
Cumulative Total Results for 46th term	101.8%	101.1%	100.6%
September 2018	100.4%	99.9%	100.5%
October	100.6%	100.3%	100.3%
November	98.3%	98.3%	100.0%
December	100.2%	100.1%	100.1%
January 2019	98.9%	99.0%	99.9%
February	99.3%	99.3%	99.9%
Cumulative Total Results for 47th First- Half term	99.6%	99.5%	100.1%
March	100.3%	99.9%	100.4%
Cumulative Total Results for 47th term	99.7%	99.6%	100.2%

Net Sales

Average

Customer

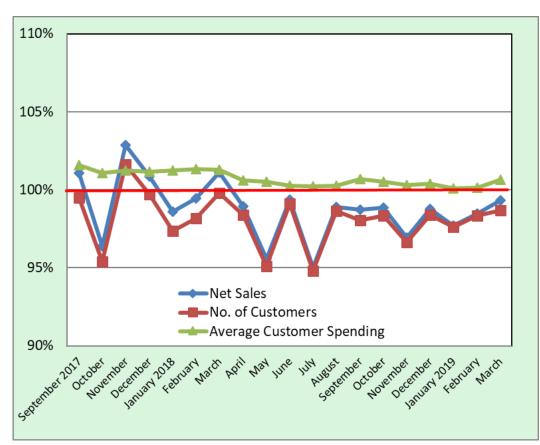
Spending

No. of

Customers

<sup>\*</sup> The graph above reflects only data on Saizeriya's restaurant business, and excludes other businesses of the company.

### Net Sales, Number of Customers, Average Customer Spending for Existing Outlets in Japan



		95.4%	101.1%
November	102.9%	101.6%	101.2%
December	100.9%	99.7%	101.2%
January 2018	98.6%	97.4%	101.3%
February	99.5%	98.2%	101.3%
March	101.1%	99.8%	101.3%
April	98.9%	98.4%	100.6%
May	95.6%	95.1%	100.5%
June	99.4%	99.1%	100.3%
July	95.0%	94.8%	100.2%
August	98.9%	98.6%	100.3%
Cumulative Total Results for 46th term	99.0%	98.1%	100.9%
September 2018	98.7%	98.1%	100.7%
October	98.8%	98.4%	100.5%
November	96.9%	96.6%	100.3%
December	98.8%	98.4%	100.4%
January 2019	97.7%	97.6%	100.1%
February	98.5%	98.3%	100.1%
Cumulative Total Results for 47th First- Half term	98.2%	97.9%	100.4%
March	99.3%	98.7%	100.7%
Cumulative Total Results for 47th term	98.4%	98.0%	100.4%

Average

Customer

Spending

101.6%

101 1%

No. of

Customers

99.5%

95.4%

Net Sales

101.1%

96 4%

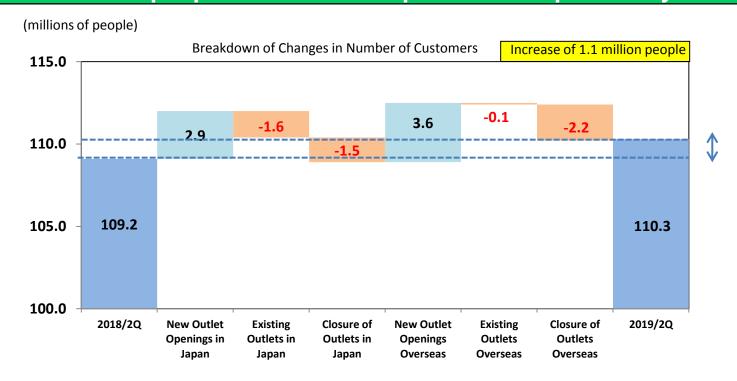
September 2017

October

<sup>\*</sup> The graph above reflects only data on Saizeriya's restaurant business, and excludes other businesses of the company.

#### **Number of Customers (consolidated)**

Total Number of Customers: 110.3 million people. Increased by 1.1 million people over the same period of the previous year.



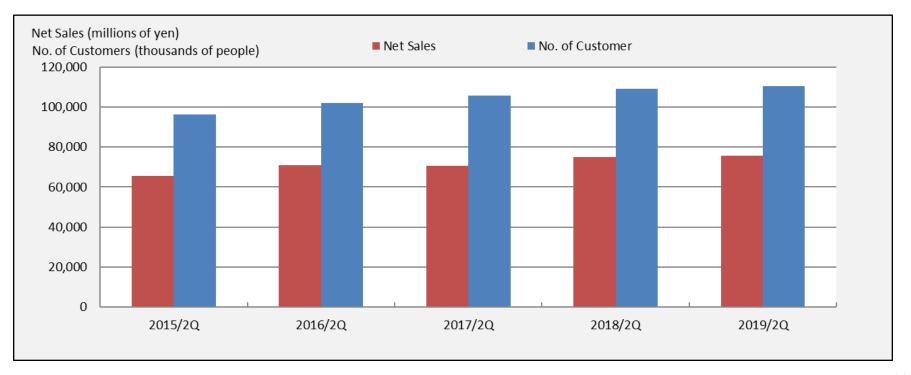
The total number of customers per period achieved a record high of 110.3 million people. The number of customers in Japanese outlets: 78.3 million people, percentage of customers in Japan: 70.9%

Total overseas customers: 32.0 million people, percentage of overseas customers: 29.1%

### Trends in Net Sales, Number of Customers, Average Customer Spending (consolidated)

	Term 2015/2Q		2016/2Q	2017/2Q	2018/2Q	2019/2Q
Net Sales	(millions of yen)	65,448	70,783	70,548	74,822	75,577
No. of Customer	(thousands of people)	96.091	101,830	105,615	109,110	110,384
Average Customer Spending	(yen)	681	695	668	686	685

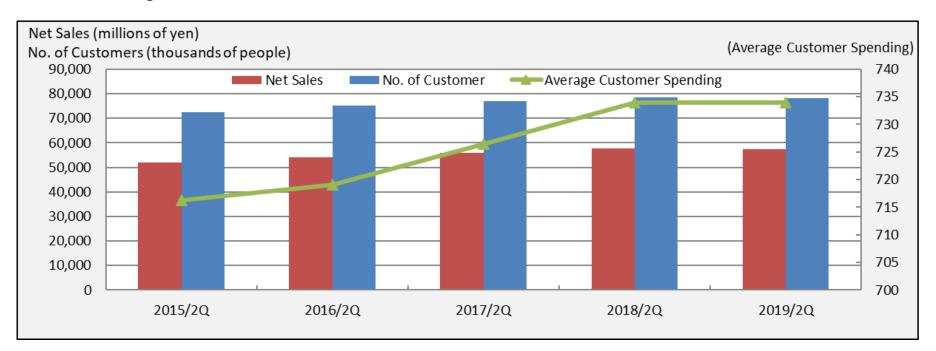
<sup>\*</sup>The above figures indicates the consolidated values.



### Trends in Net Sales, Number of Customers, Average Customer Spending (Japan)

	Term 2015/2Q		2016/2Q	2017/2Q	2018/2Q	2019/2Q
Net Sales	(millions of yen)	51,913	54,166	55,902	57,619	57,470
No. of Customer	(thousands of people)	72 482	75,326	76,948	78,519	78,302
Average Customer Spending	(yen)	716	719	726	734	734

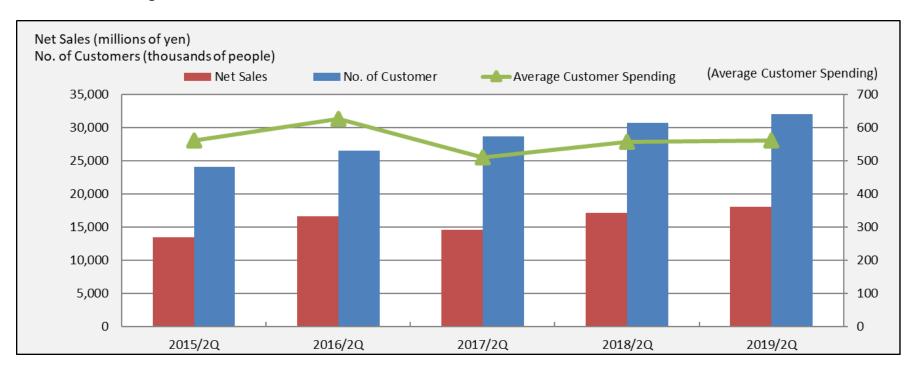
<sup>\*</sup>The above figures indicates the domestic values.



### Trends in Net Sales, Number of Customers, Average Customer Spending (Overseas)

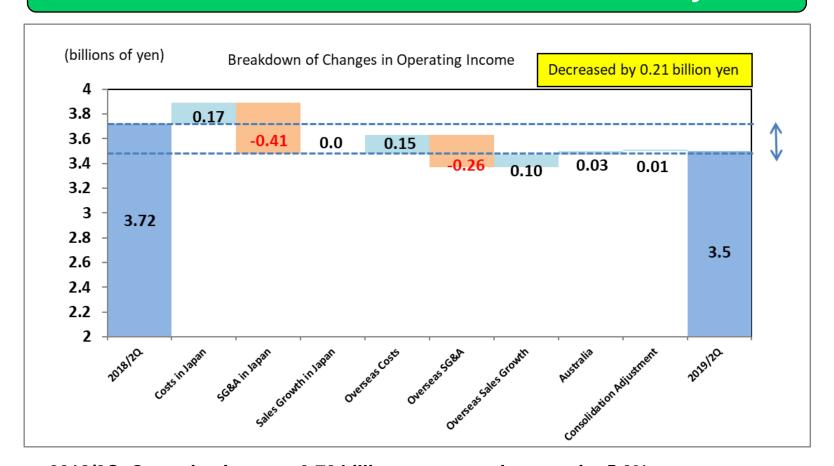
	Term 2015/2Q		2016/2Q 2017/2Q		2018/2Q	2019/2Q
Net Sales	(millions of yen)	13,516	16,596	14,633	17,133	18,036
No. of Customer	(thousands of people)	24 102	26,504	28,666	30,746	32,082
Average Customer Spending	(yen)	561	626	510	557	562

<sup>\*</sup>The above figures indicates overseas values.



## 2. Major Factors Lifting Business Performance (2) Operating Income

#### Year-on-Year Ratio: 94.3% -0.21 billion yen



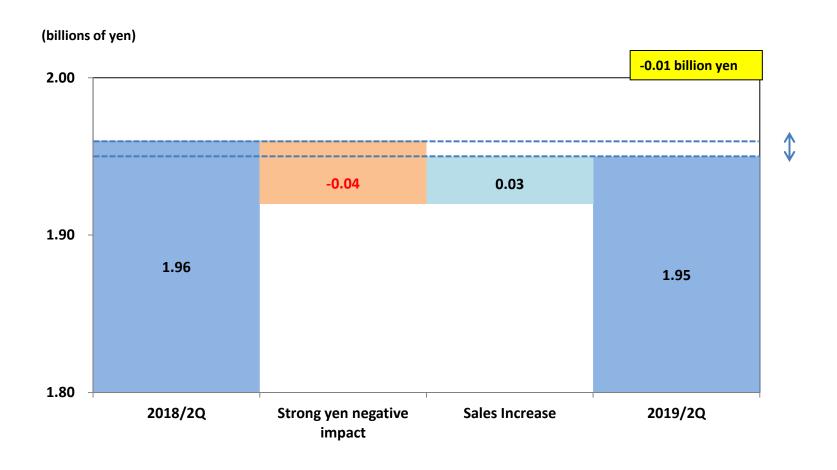
2018/2Q Operating income: 3.72 billion yen, operating margin: 5.0% 2019/2Q Operating income: 3.50 billion yen, operating margin: 4.6%

#### (2) Operating Income – Amount of Increase/Decrease YoY

Primary causes of income decrease indicated in red

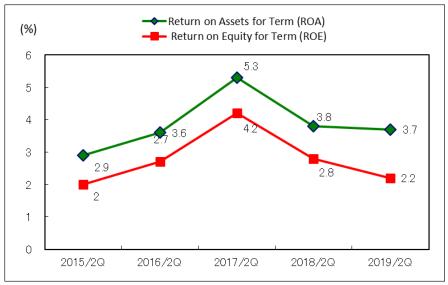
	indicated in red
Impact Amount (Japan)	-0.24(billions of yen)
Cost of Sales	0.17
Foreign exchange rates knock-on effects	0.20
Prices of ingredients (decreases in lettuce and hamburger steak)	0.29
Logistics cost	-0.15
Other	-0.15 -0.17
Other	-0.17
Selling, General and Administrative Expenses	-0.41
Labor costs (increase in wages)	-0.15
Facilities costs (increase in depreciation cost and	0.10
maintenance cost, decrease in equipment)	-0.01
Utility costs (increase in unit price, drop in volume of electricity used from energy	0.01
saving measures)	-0.12
Other expenses (non-smoking cleaning, shareholder-	-0.12
related expenses)	-0.13
related expenses	-0.13
Amount of Increase in Sales	0.00
Amount of increase in oales	0.00
Impact Amount (Overseas)	-0.01(billions of yen)
Costs	0.15
Selling, General and Administrative Expenses	-0.26
Labor costs	-0.09
Facilities costs	-0.01
Utility costs	0.01
Other expenses	-0.17
Amount of Increase in Sales	0.10
Australia Impact	0.03(billions of yen)
Consolidation Adjustment	0.01 (billions of yen)
Increase in Operating Income	-0.21(billions of yen)

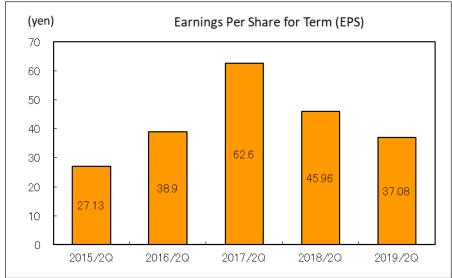
## **Breakdown of Operating Income Fluctuation in Overseas Outlets**



#### 3. Trends in Major Financial Indicators (consolidated)

Classification		2015/2Q	2016/2Q	2017/2Q	2018/2Q	2019/2Q
Return on Assets for Term (ROA)	(%)	2.9	3.6	5.3	3.8	3.7
Total Assets Turnover	(No. of times)	0.7	0.8	0.8	0.7	0.7
Earnings Per Share for Term (EPS)	(yen)	27.1	38.9	62.6	46.0	37.1
Book-value Per Share (BPS)	(yen)	1,385.7	1,417.4	1,522.2	1,640.4	1,689.6
Capital Adequacy Ratio	(%)	75.8	79.0	80.4	79.8	79.6
Return on Equity for Term (ROE)	(%)	2.0	2.7	4.2	2.8	2.2

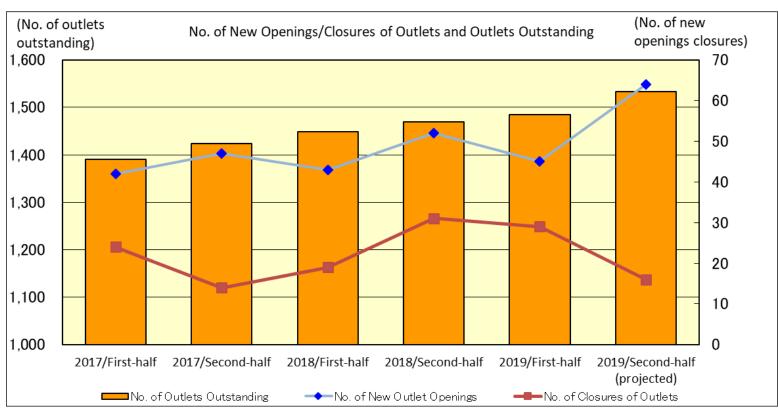




# 4. Trends in Number of New Outlet Openings and Closures of Outlets, Outlets Outstanding (consolidated)

Term	2017/First-half	2017/Second-half	2018/First-half	2018/Second-half	2019/First-half	2019/Second-half (projected)
No. of New Outlet Openings	42	47	43	52	45	64
No. of Closures of Outlets	24	14	19	31	29	16
No. of Outlets Outstanding	1,391	1,424	1,448	1,469	1,485	1,533

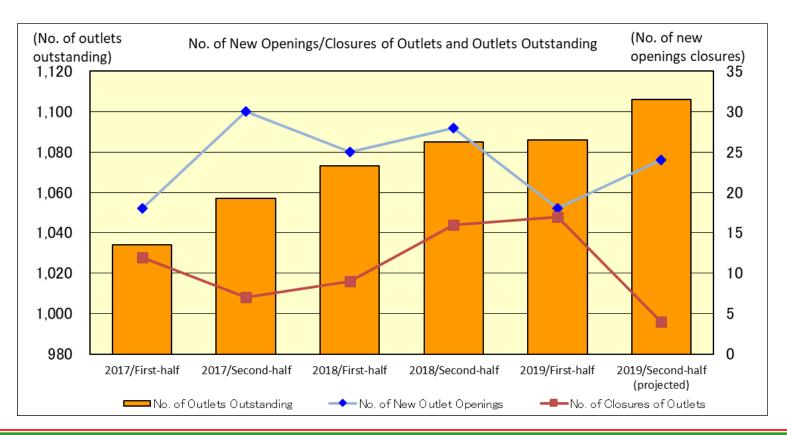
<sup>\*</sup> A net increase of 48 outlets is projected for the Second half of FY 2019.



# 4. Trends in Number of New Outlet Openings and Closures of Outlets, Outlets Outstanding (Japan)

Term	2017/First-half	2017/Second-half	2018/First-half	2018/Second-hal	2019/First-half	2019/Second-half (projected)
No. of New Outlet Openings	18	30	25	28	18	24
No. of Closures of Outlets	12	7	9	16	17	4
No. of Outlets Outstanding	1,034	1,057	1,073	1,085	1,086	1,106

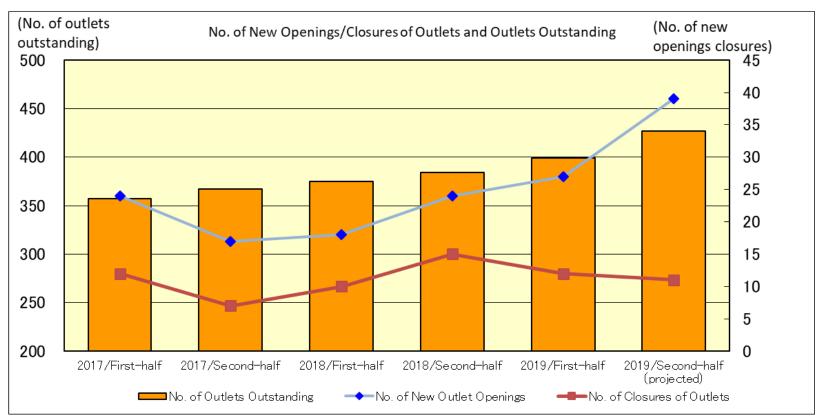
<sup>\*</sup> A net increase of 20 outlets is projected for the Second half of FY 2019.



# 4. Trends in Number of New Outlet Openings and Closures of Outlets, Outlets Outstanding (Overseas)

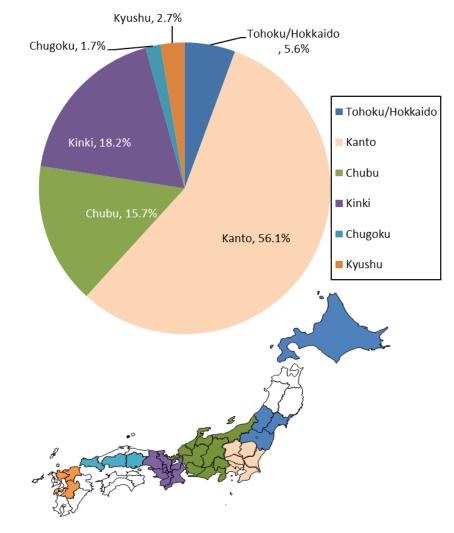
Term	2017/First-half	2017/Second-half	2018/First-half	2018/Second-half	2019/First-half	2019/Second-half (projected)
No. of New Outlet Openings	24	17	18	24	27	39
No. of Closures of Outlets	12	7	10	15	12	11
No. of Outlets Outstanding	357	367	375	384	399	427

<sup>\*</sup> A net increase of 28 outlets is projected for the Second half of FY 2019.



#### 5. Number of Outlets in Japan by Region

Region	Subtotal	Ratio to total	Prefecture	No. of outlets	No. of New openings	No. of New Closures
Tohoku/Hokkaido	61	5.6%	Hokkaido	17	1	
			Miyagi	22		
			Fukushima	16	1	
			Yamagata	6		
Kanto	609	56.1%	Tokyo	217	5	4
			Kanagawa	130	3	2
			Chiba	118		
			Saitama	91		1
			Ibaraki	29		1
			Tochigi	16		1
			Gunma	8		1
Chubu	170	15.7%	Aichi	80		1
			Shizuoka	27		
			Niigata	11		
			Gifu	14		
			Nagano	12		
			Ishikawa	11		2
			Yamanashi	6		
			Toyama	5		
			Fukui	4		
Kinki	199	18.2%	Osaka	86	1	2
			Hyogo	50	1	1
			Kyoto	22	1	
			Mie	18		
			Shiga	10		
			Nara	9		
			Wakayama	4		
Chugoku	18	1.7%	Okayama	4		
			Hiroshima	11		
			Yamaguchi	3	1	
Kyushu	29	2.7%	Fukuoka	26	3	1
			Saga	2		
			Kumamoto	1	1	
Total	1,086	99.9%		1,086	18	17



Number of prefectures with outlets: 33

(October 2018: First outlet in Kumamoto)

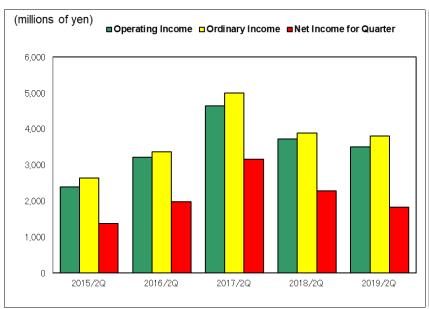
Number of prefectures without outlets: 14

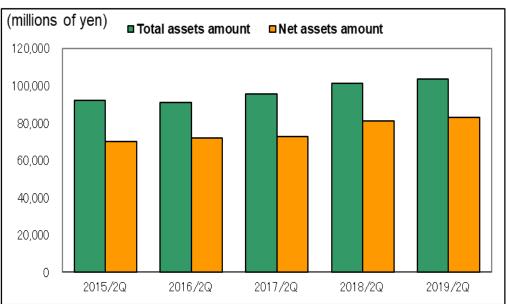
Aomori, Iwate, Akita, Tottori, Shimane, Kagawa, Kochi, Tokushima Ehime, Oita, Miyazaki, Nagasaki, Kagoshima, Okinawa

#### 6. Trends in Financial Results (consolidated)

Term	201!	5/2Q	2010	6/2Q	201	7/2Q	201	8/2Q	201	9/2Q		ng August rojected)
Classification	Results	Year-on- Year Ratio	Plan	Year-on- Year Ratio								
Net Sales	65,448	110.5%	70,783	108.2%	70,548	99.7%	74,822	106.1%	75,577	101.0%	158,800	103.1%
Selling, General and Administrative	38,342	106.7%	40,870	106.6%	40,770	99.8%	43,656	107.1%	44,682	102.3%	92,100	103.3%
Operating Income	2,384	164.0%	3,216	134.9%	4,638	144.2%	3,720	80.2%	3,509	94.3%	9,100	105.3%
Ordinary Income	2,636	157.6%	3,369	127.8%	5,004	148.5%	3,890	77.7%	3,799	97.7%	9,500	106.8%
Net Income for	1,368	1043.3%	1,971	144.1%	3,152	159.9%	2,275	72.2%	1,826	80.3%	4,600	90.7%
Total Assets Amount	92,262	109.0%	91,018	98.7%	95,472	104.9%	101,298	106.1%	103,722	102.4%	108,600	103.5%
Net Assets Amount	70,165	104.1%	72,022	102.6%	72,663	100.9%	81,181	111.7%	83,114	102.4%	87,100	104.4%

<sup>\*</sup> Figures for 2019/8 (projected) are estimated values.





#### 7. Financial Results for Subsidiaries

#### (1) Financial Results for Consolidated Subsidiaries (by Segment)

		Net Sales			Operating Income			
	2019/2Q	2018/2Q	%	2019/2Q	2018/2Q	%		
Corporation	Current term	Current term	Year-on-Year Ratio	Current term	Current term	Year-on-Year Ratio		
Saizeriya	57,470	57,619	99.7%	1,452	1,695	85.6%		
Saizeriya Australia	2,159	2,393	90.2%	90	62	144.7%		
Overseas outlets (Asia)	18,036	17,133	105.3%	1,950	1,955	99.7%		
Consolidation Elimination	-2,089	-2,324	-	16	7	226.1%		
Total	75,577	74,822	101.0%	3,509	3,720	94.3%		

# Financial Results for Subsidiaries (2) Asia Breakdown

		Net Sales		Operating Income			
	2019/2Q	2018/2Q	%	2019/2Q	2018/2Q	%	
Corporation	Current term	Current term	Year-on-Year Ratio	Current term	Current term	Year-on-Year Ratio	
Saizeriya Shanghai	4,931	4,853	101.6%	531	555	95.6%	
Saizeriya Guangzhou	4,228	4,506	93.8%	392	470	83.4%	
Saizeriya Beijing	2,663	2,492	106.9%	244	239	102.1%	
Saizeriya Taiwan	3,792	3,221	117.7%	644	518	124.4%	
Saizeriya Hong Kong	791	644	122.9%	38	28	134.1%	
Saizeriya Singapore	1,628	1,415	115.0%	99	143	69.6%	
Overseas outlets Total	18,036	17,133	105.3%	1,950	1,955	99.7%	

### (3) Development of Overseas Outlets (Asia)

	F.Y. Ending	2019/First-half			2019/Second-half			
Region	August 2018	New Outlet Opening	Closure of End of Feb. Outlets 2019		New Outlet Opening (projected)	Closure of Outlets (projected)	End of Aug. 2019 (projected)	
Shanghai	125	12	5	132	6	3	135	
Guangzhou	117	3	3	117	17	5	129	
Beijing	73	6	3	76	9	2	83	
Hong Kong	32	4	1	35	3	0	38	
Taiwan	13	1	0	14	2	1	15	
Singapore	24	1	0	25	3	1	27	
Overseas total	384	27	12	399	40	12	427	

<sup>\*</sup>For Shanghai, Guangzhou, Beijing, Hong Kong, and Taiwan: Calculated based on the period from July 2018 to December 2018

<sup>\*</sup>For Singapore: Calculated based on the period from September 2018 to February 2019.

<sup>\*</sup>Net increase for the F.Y. ended August 2018: 17 outlets

<sup>\*</sup>Net increase for the F.Y. ending August 2019 (projected): 43 outlets

### 8. Trends in Capital Expenditure and Cash Flow

	2017/2Q	F.Y. Ending August 2017	2018/2Q	F.Y. Ending August 2018	2019/2Q	F.Y. Ending August 2019 (Projected)
New Outlet						
Openings	1,134	2,759	1,471	2,921	913	2,874
Renovation of						
Existing Outlets	659	1,338	668	2,158	660	2,287
Yoshikawa Plant	0	0	3	3	3	470
Kanagawa Plant	39	63	0	600	18	479
Fukushima Plant	24	26	0	122	39	408
Hyogo Plant	26	0	0	236	0	611
Chiba Plant	33	77	16	67	251	26
Head Office and						
Others	37	191	110	136	206	954
Consolidated						
Subsidiaries	804	1,481	846	1,743	1,353	2,492
Capital Expenditure						
(=A)	2,756	5,935	3,114	7,986	3,444	10,601
Cash Flow (=B)	3,754	12,402	4,352	10,467	3,943	11,775
Depreciation	2,741	5,812	2,981	6,297	3,017	6,775
Balance (=B-A)	998	6,467	1,238	2,481	499	1,174

<sup>\*</sup> Figures for 2019/8 (projected) are estimated values.

<sup>\*</sup> The figures above in the Cash Flow row are approximately calculated and therefore do not match those in our cash flow statement.

#### 9. Projected Consolidated Business Performance

	Full Year (Budget)	Year-on-Year Ratio
Net Sales	158.8	103.1%
Operating Income	9.1	105.3%
Net Income	4.6	90.7%

(billions of yen)

#### ■ Net Sales

Japan: 120.5 billion yen, overseas: 38.3 billion yen

Net increase in Japan: 20 outlets, overseas net increase: 43 outlets

Existing outlets in Japan compared to previous year: 100.0% Existing overseas outlets compared to previous year: 103.7%

#### **■** Operating income

Japan: 4.8 billion yen, Asia: 4.1 billion yen, Australia: 0.15 billion yen

Gross income percentage in Japan: First half 63.4%, Second half 63.5%, full year 63.4%

Foreign exchange rates AUD: 80.59, EUR: 129.56, USD: 111.06

#### ■ Net Income for this year

Japan: 1.8 billion yen, Asia: 2.6 billion yen, Australia: 0.2 billion yen

Classification	F.Y. Ending August 2019 (Projected)	
Return on Assets for Term (ROA)	(%)	8.9
Total Assets Turnover	(No. of times)	1.5
Earnings Per Share for Term (EPS)	(yen)	93.1
Book-value Per Share (BPS)	(yen)	1,765.6
Capital Adequacy Ratio	(%)	79.8
Return on Equity for Term (ROE)	(%)	5.4

#### 10. Agenda for Second Half of 47th Term

Refurbish existing outlets (Overall refurbishing at 65 stores at a cost of 1,100 million yen)

Comfortable space (introduce completely non-smoking)

Improve safety (introduce plastic glasses in all outlets)

Improve human resources system (Organizational change: Store Management Department)

Rebuild domestic factories (renovation of Chiba and Hyogo factories)

Develop products that attract customers (introduce new technologies, new production methods)

Introduce combinations that can be customized by customers (MYF: Seasonings, Mocktail: Drink bar)

**Advance New Business Development** 

■ RIFRESCA Meijiza-mae opened on April 2 (Latte and f-roll shop)

Develop new marketing approach through R&D (brain science research)

Bolster foundations of overseas business (implement measures that match the lifecycle of business)



#### RIFRESCA Meijiza-mae (Latte and f-roll shop) Opened on April 2





