## 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)


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11. Financial Results for the 2nd Quarter Ended February 28, 2019 (consolidated)
(1) Financial Highlights
(millions of yen)

|  | Financial Results | Previous Year | Year-on-Year <br> Ratio | Budget | Percentage of <br> 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 <br> 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.

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

(2) Sales Ratio (Year-on-Year)
(millions of yen)

|  | 2019/2Q |  | 2018/2Q |  | Ratio Difference |
| :--- | :---: | :---: | :---: | :---: | :---: |
|  | Amount | Net Sales <br> Ratio | Amount | Net Sales <br> Ratio |  |
| 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 <br> Administrative <br> 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 <br> 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.

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

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

|  | No. of <br> New Outlet Openings |  | No. of <br> Closures outlets |  | No. of <br> Outlets Outstanding |  |
| :---: | ---: | ---: | ---: | ---: | ---: | ---: |
|  | $2019 / 2 Q$ | $2018 / 2 Q$ | $2019 / 2 Q$ | $2018 / 2 Q$ | $2019 / 2 Q$ | $2018 / 2 Q$ |
|  | 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

Total sales in Japan
New outlets
Existing outlets
Closure of outlets

Total overseas sales
New outlets
Existing outlets
Closure of outlets Foreign currency translation adjustment

0.76 billion yen (101.0\%)<br>Decreased by 0.15 billion yen (99.7\%)<br>Increased by 1.97 billion yen<br>Decreased by 0.98 billion yen<br>Decreased by 1.14 billion yen<br>0.9 billion yen (105.3\%)<br>Deased 1.14 bilion yen

## Breakdown of Sales Result Fluctuation in Overseas Outlets



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



|  | Net Sales | No. of Customers | Average Customer Spending |
| :---: | :---: | :---: | :---: |
| 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 FirstHalf 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\% |

[^0]Results for 47th term

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



|  | Net Sales | No. of <br> Customers | Average <br> Customer <br> Spending |
| ---: | :---: | :---: | :---: |
| September 2017 | $101.1 \%$ | $99.5 \%$ | $101.6 \%$ |
| October | $96.4 \%$ | $95.4 \%$ | $101.1 \%$ |
| 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 | $99.0 \%$ | $98.1 \%$ | $100.9 \%$ |
| Results for 46th term | 98 | $98.1 \%$ | $100.7 \%$ |
| September 2018 | $98.7 \%$ | 98 | 98 |

## 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.

(millions of people)


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 | $2015 / 2 Q$ | $2016 / 2 Q$ | $2017 / 2 Q$ | $2018 / 2 Q$ | $2019 / 2 Q$ |
| :--- | ---: | ---: | ---: | ---: | ---: | :---: |
| Net Sales | (millions of yen) | 65,448 | 70,783 | 70,548 | 74,822 | 75,577 |
| No. of <br> Customer | (thousands of <br> people) | 96,091 | 101,830 | 105,615 | 109,110 | 110,384 |
| Average <br> Customer <br> Spending | (yen) | 681 | 695 | 668 | 686 | 685 |

*The above figures indicates the consolidated values.


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

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

*The above figures indicates the domestic values.


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

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

*The above figures indicates overseas values.


## 2. Major Factors Lifting Business Performance <br> (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
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 ..... 0.17
Selling, General and Administrative Expenses ..... -0.41
Labor costs (increase in wages) ..... $-0.15$
Facilities costs (increase in depreciation cost and maintenance cost, decrease in equipment) ..... -0.01
Utility costs (increase in unit price, drop in volume of electricity used from energysaving measures)$-0.12$
Other expenses (non-smoking cleaning, shareholder-
related expenses)$-0.13$
Amount of Increase in Sales ..... 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

(billions of yen)


## 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 | 0.7 |
| Total Assets Turnover | $($ No. of <br> times) | 0.7 | 0.8 | 0.8 | 0.7 |  |
| Earnings Per Share for Term <br> (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 <br> (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 |

* 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-hali | 2018/First-half | 2018/Second-hal | 2019/First-half | 2019/Second-half <br> (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 |

* 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 |

* 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)

(millions of yen)

|  Term <br> Classification  | 2015/2Q |  | 2016/2Q |  | 2017/2Q |  | 2018/2Q |  | 2019/2Q |  | F.Y. Ending August 2019 (Projected) |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Results | Year-onYear Ratio | Results | Year-onYear Ratio | Results | Year-onYear Ratio | Results | Year-onYear Ratio | Results | Year-onYear Ratio | Plan | Year-onYear 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 Quarter | 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\% |

* Figures for 2019/8 (projected) are estimated values.




## 7. Financial Results for Subsidiaries

(1) Financial Results for Consolidated Subsidiaries (by Segment)
(millions of yen)

|  | Net Sales |  |  | Operating Income |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Corporation | $\begin{gathered} \text { 2019/2Q } \\ \text { Current term } \end{gathered}$ | $\begin{array}{\|c\|} \hline \text { 2018/2Q } \\ \text { Current term } \end{array}$ | \% Year-on-Year Ratio | $\begin{array}{\|c\|} \hline \text { 2019/2Q } \\ \text { Current term } \end{array}$ | $\begin{array}{\|c\|} \hline \text { 2018/2Q } \\ \text { Current term } \end{array}$ | $\%$ 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 <br> (2) Asia Breakdown

(millions of yen)

|  | Net Sales |  |  | Operating Income |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | 2019/2Q <br> Corporation | 2018/2Q <br> Current term | \% <br> Year-on-Year Ratio | 2019/2Q <br> Current term | 2018/2Q <br> 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)

| Region | F.Y. Ending August 2018 | 2019/First-half |  |  | 2019/Second-half |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  | New Outlet Opening | Closure of Outlets | $\begin{gathered} \text { End of Feb. } \\ 2019 \end{gathered}$ | 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 |

*For Shanghai, Guangzhou, Beijing, Hong Kong, and Taiwan: Calculated based on the period from July 2018 to December 2018
*For Singapore: Calculated based on the period from September 2018 to February 2019.
*Net increase for the F.Y. ended August 2018: 17 outlets
*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 |

* Figures for 2019/8 (projected) are estimated values.
* 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 <br> 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\%
$\square$ 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
$\square$ 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 <br> 2019 (Projected) |  |
| :--- | :---: | ---: |
| Return on Assets for Term (ROA) | $(\%)$ | 8.9 |
| Total Assets Turnover | (No. of <br> 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 $47^{\text {th }}$ 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)


Thank you.


[^0]:    * The graph above reflects only data on Saizeriya's restaurant business, and excludes other businesses of the company.

