

Annual Report 2020

Year ended August 31, 2020



Our Mission

La Buona Tavola!



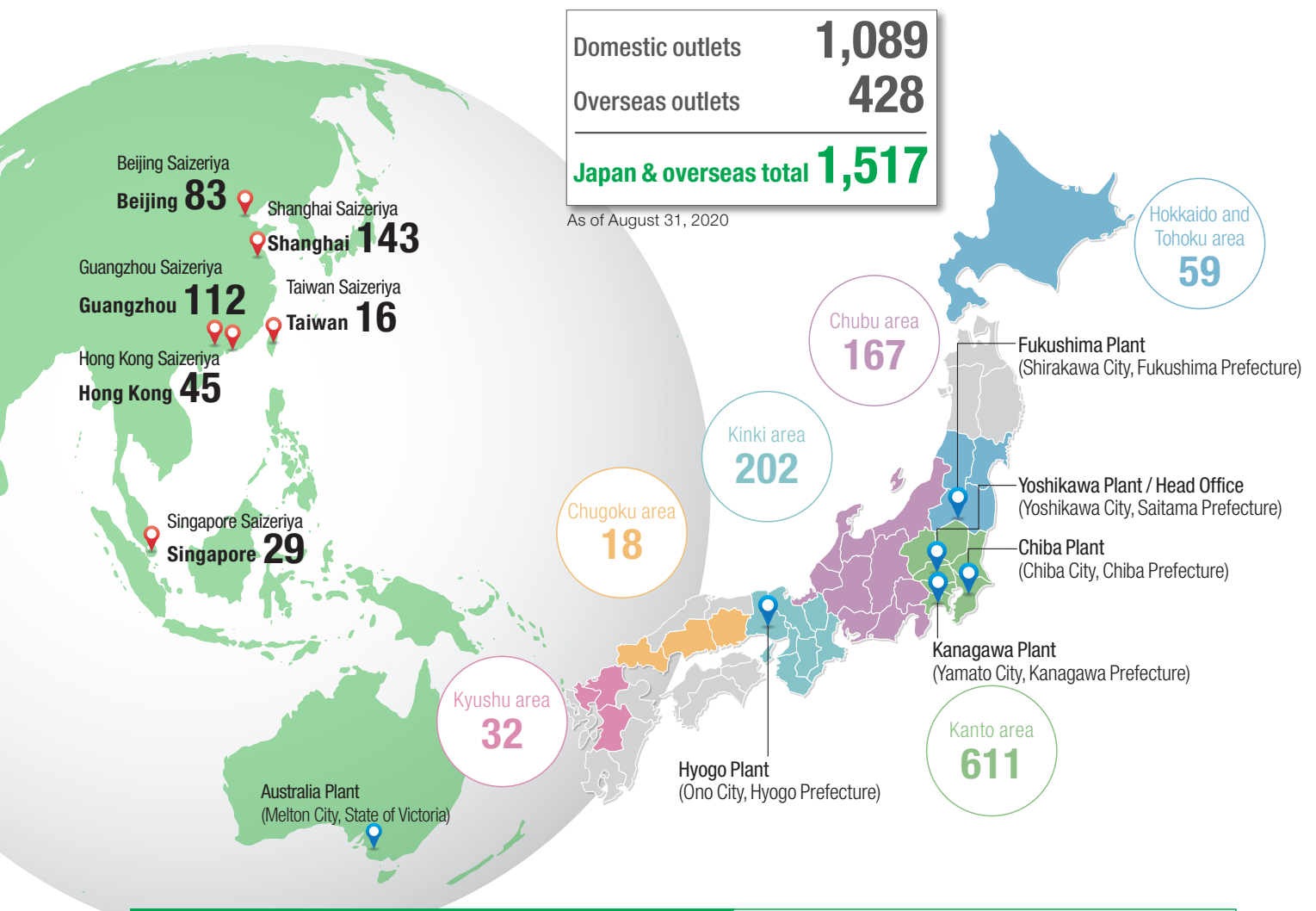
Our Philosophy

Our mission calls for a restaurant that brings joy and happiness to all customers and employees.

Our Principle

- For People
- Through Right Way
- With Love

The Number of Restaurants



New outlets opened one after another!

- Sep. 4, 2020 Saizeriya, Youme Town Yame (Fukuoka Prefecture)
- Sep. 17, 2020 Saizeriya, Aeon Chitose (Hokkaido)
- Sep. 17, 2020 Saizeriya, Ikeda Ikedia (Osaka Prefecture)
- Sep. 23, 2020 Saizeriya, Kameari Station North Exit (Tokyo)
- Sep. 24, 2020 Saizeriya, Niiza Station (Saitama Prefecture)
- Oct. 1, 2020 Saizeriya, Kawasaki Nikko Hotel (Kanagawa Prefecture)
- Oct. 7, 2020 Saizeriya, Forte Hanyu (Saitama Prefecture)
- Oct. 22, 2020 Saizeriya, Youme Town Higashihiroshima (Hiroshima Prefecture)
- Oct. 31, 2020 Saizeriya, Daiei Omiya (Saitama Prefecture)
- Nov. 2, 2020 Milano Shokudo, Mariano Nihonbashi Kayabacho (Tokyo)
- Nov. 4, 2020 Saizeriya, Forte Funabashi (Chiba Prefecture)
- Nov. 19, 2020 Saizeriya, Tenjin Daimyo (Fukuoka Prefecture)
- Nov. 19, 2020 Saizeriya, Aeon Mall Kisogawa (Aichi Prefecture)
- Nov. 26, 2020 Saizeriya, Aeon Mall Dainichi (Osaka Prefecture)

Consolidated Financial Highlights

Years Ended August 31, 2020 and 2019

2020

2019

2020

Millions of Yen

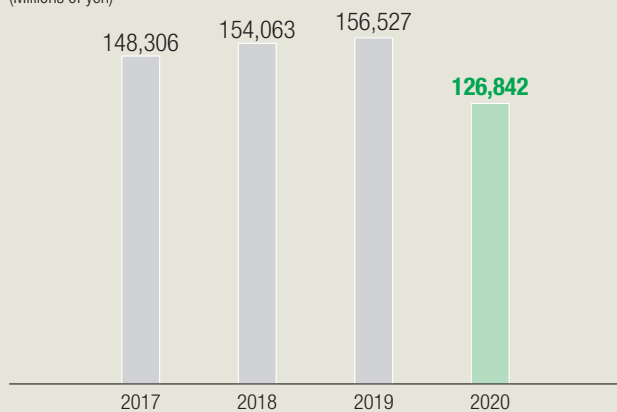
Thousands of U.S. Dollars

Operational Data:			
Net Sales	¥126,842	¥156,527	\$1,203,891
Income (loss) before Income Taxes and Minority Interests	(4,530)	7,443	(42,995)
Profit (loss) Attributable to Owners of Parent	(3,450)	4,980	47,267
Financial Data:			
Total Assets	120,068	108,970	1,139,598
Net Assets	80,355	85,177	762,671
Per Share Data (Yen and U.S. Dollars):			
Net Income (loss) per Share	¥(70.84)	¥101.48	\$(0.67)
Dividends per Share	18.00	18.00	0.17

Note: The U.S. dollar amounts represent translations of Japanese yen amounts at the rate of ¥105.36=US\$1, the approximate rate of exchange on August 31, 2020.

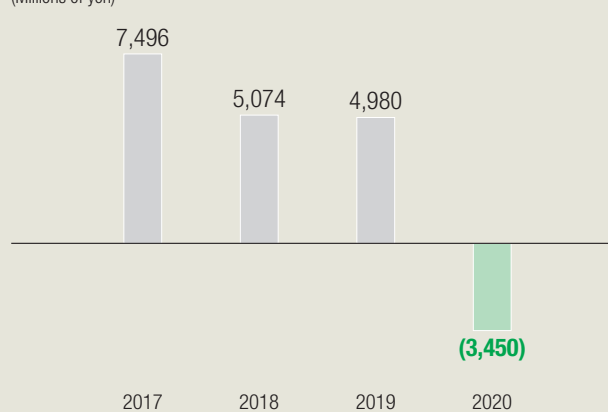
Net Sales

(Millions of yen)



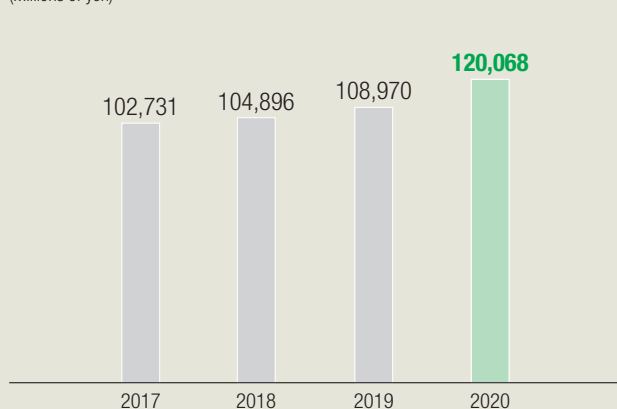
Profit (loss) Attributable to Owners of Parent

(Millions of yen)



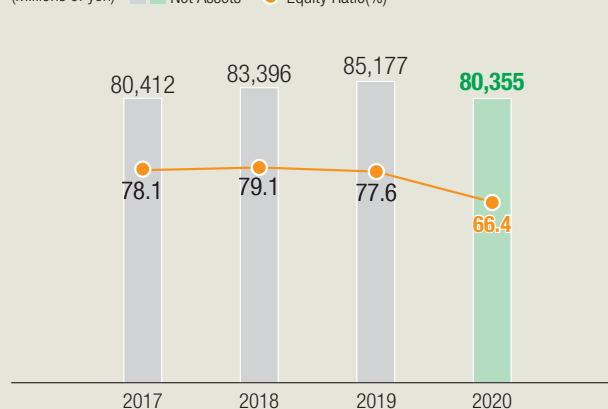
Total Assets

(Millions of yen)



Net Assets / Equity Ratio

(Millions of yen) ■ Net Assets ● Equity Ratio(%)





Issei Horino
President and Representative Director

Yasuhiko Shougaki
Chairman and Representative Director

We would like to offer our deepest condolences to those who contracted COVID-19 and those whose lives were negatively affected by the pandemic.

In the dining-out industry, harsh conditions persisted, as the COVID-19 pandemic caused people to avoid dining out, in addition to rising labor costs due to soaring personnel expenses and the risk of natural disasters such as typhoons. Amid such circumstances, under the philosophy of “Enriching the everyday lives of people with food,” Saizeriya kept the tax-inclusive prices of almost all items on the menu unchanged even after the consumption tax hike in October 2019, thereby effectively lowering prices by 2%. As a measure for existing outlets, we actively promoted renovations of outlets, and worked on creating an environment where customers will feel safe to dine in.

In response to new ways of life that arose in line with the COVID-19 pandemic, we standardized all tax-inclusive prices so that they end in “00 yen” or “50 yen” as an

initiative to cut down on the use of coins and reduce instances of physical contact. As a result, the Company recorded net sales of ¥126.8 billion (down 19.0% from the previous fiscal year) and operating loss of ¥3.8 billion (operating income of ¥9.5 billion in the previous fiscal year).

In the fiscal year ending August 31, 2021, with the aim of attaining future growth and further advances, the Company will promote innovation, focusing on both hard and soft aspects.

Our principal initiatives are to develop attractive products unique to Saizeriya and enhance quality and productivity through technological improvement. At the same time, in our operations we will emphasize initiatives that lead to corporate sustainability, such as measures against waste loss and energy saving and environmental measures at our outlets, plants, and farms.

We seek your continued understanding of our efforts as our shareholders, and look forward to your continued support.

Viewing behavior modification due to the COVID-19 an opportunity and implementing various reforms

Issei Horino

President and Representative Director

Restaurant Business in Japan

Strengthening profitability structure through waste reduction

Regarding the restaurant business in Japan, we faced the issue of a higher fixation rate due to a decrease in sales.

Firstly, we will conduct a thorough reduction of waste. Regarding labor costs, during the hours before opening and after closing when sales are not generated, we will conduct the rearrangement of tasks and improve productivity using technologies. In addition, we will reduce outlet construction costs and loss from our own factories, whereby raising our investment efficiency.

At the same time, through measures such as rearranging the layout of customer seats and introducing disinfection equipment, we will strive to create an environment where customers feel safe to dine in and employees can work safely.

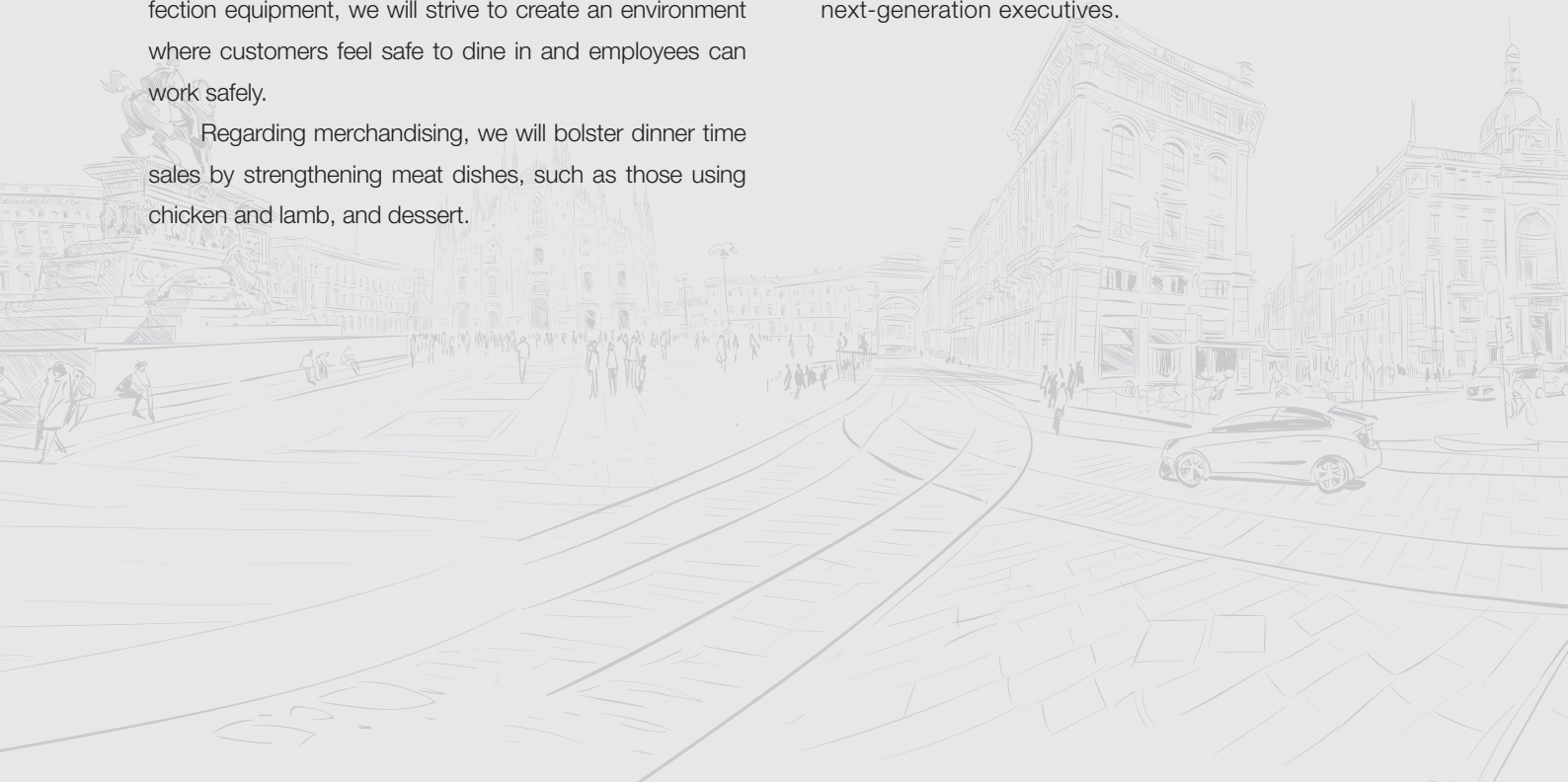
Regarding merchandising, we will bolster dinner time sales by strengthening meat dishes, such as those using chicken and lamb, and dessert.

Overseas business

Strengthening profitability by being an organization that can respond to changes rapidly

For the overseas business, in line with the COVID-19 crisis, competition among shopping centers has been intensifying. We will accelerate the opening of new outlets by opening outlets with stylish designs at popular shopping centers and enhancing product quality, while monitoring and reviewing prices to be appropriate.

Furthermore, as it has been more than a decade since our overseas expansion, the scale of the business has grown to a substantial size. Going forward, in order to achieve a higher level of stable growth, we will further strengthen governance and the education of next-generation executives.



crisis as

Personnel and organization development

Promoting regularization of non-regular employees

By promoting the regularization of employees, we can provide customers with reliability by having a greater number of experienced employees, which leads to enhanced levels of services and products. Furthermore, to employees, stable employment leads to enhanced lives. In terms of outlet management, regularization minimizes the loss of opportunities and improves profitability by enhancing the flexibility of operating plans.

New business formats

Expanding sales channels in line with new lifestyles

For new businesses in Japan, on top of the existing pasta business and café business, we will develop new sales channels for takeout and delivery, the markets of which have grown substantially owing to behavior modification due to the COVID-19 pandemic. We will also pursue the possibilities of new outlet locations by developing small-scale outlets in the city center and sharing spaces with restaurants.



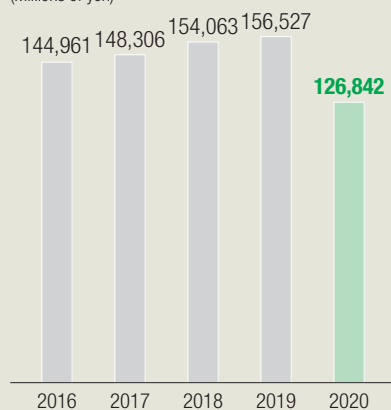
Consolidated Five-Year Summary

(Millions of Yen)

	2016	2017	2018	2019	2020
Net Sales	144,961	148,306	154,063	156,527	126,842
Operating Income (loss)	9,006	11,216	8,640	9,599	(3,815)
Ordinary Income (loss)	9,134	11,885	8,895	9,731	(2,091)
Profit (loss) Attributable to Owners of Parent	5,505	7,496	5,074	4,980	(3,450)
Total Assets	92,463	102,731	104,896	108,970	120,068
Net Assets	72,663	80,412	83,396	85,177	80,355
Shareholders' Equity Ratio (%)	78.4	78.1	79.1	77.6	66.4
Net Income (loss) per Share (Yen)	108.65	151.48	102.69	101.48	(70.84)
Cash Dividends per Share (Yen)	18.00	18.00	18.00	18.00	18.00

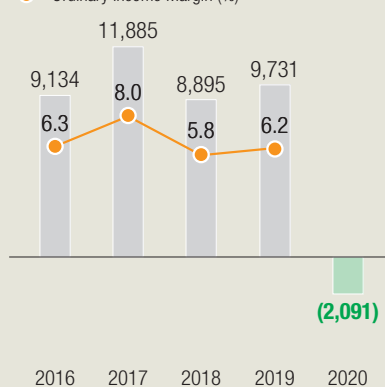
Net Sales

(Millions of yen)



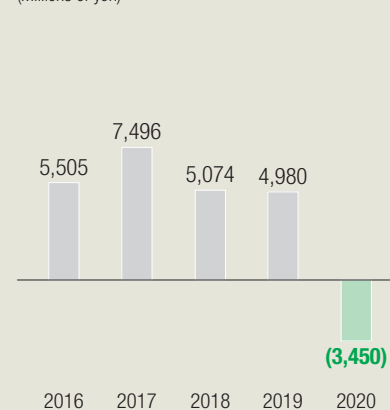
Ordinary Income (loss) / Ordinary Income Margin

■ Ordinary Income (Millions of yen)
● Ordinary Income Margin (%)



Profit (loss) Attributable to Owners of Parent

(Millions of yen)



Segment Results

Japan

Following the “declaration of a state of emergency” on April 7, approximately 300 outlets temporarily suspended business or shortened their opening hours, and the number of customer seats was reduced in order to secure a social distance. As a result, total sales in Japan were ¥95,284 million (down 19.9% from the previous fiscal year), and operating loss was ¥5,623 million (operating income of ¥5,116 million in the previous fiscal year).

Australia

Ingredients used by Saizeriya are manufactured in Australia. Total sales in Australia were ¥3,987 million (down 7.5% from the previous fiscal year) and operating income was ¥20 million (down 74.1%).

Asia

Due to the impact of the COVID-19 outbreak, the majority of outlets in Shanghai, Guangzhou and Beijing suspended their business. As a result, total sales in Asia were ¥31,408 million (down 16.0% from the previous fiscal year) and operating income was ¥1,755 million (down 59.9%).

Outlook for the Fiscal Year Ending August 31, 2021

(Millions of Yen)

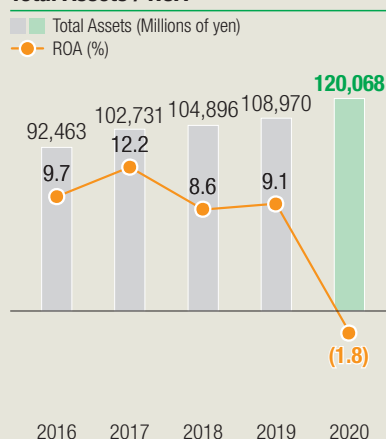
As it is unclear when the COVID-19 pandemic will end, the economic downturn may be prolonged and international supply chain may be affected. In addition, as the general sentiment of people to refrain from going out persists, the harsh conditions are expected to continue.

In these conditions, as a measure taken in response to COVID-19, the Company will create an outlet environment where customers feel safe on their visit. Furthermore, in order to strengthen the profitability structure, the Company will work on improving productivity by reducing loss on ingredients and increasing the efficiency of outlet operations.

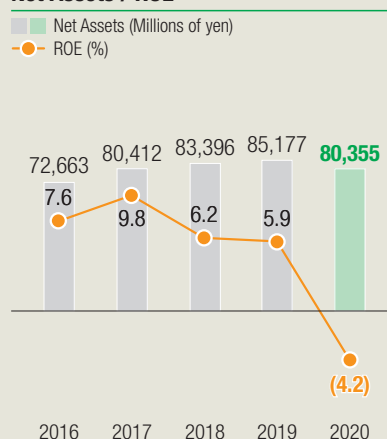
In view of the above, we forecast consolidated net sales of ¥135.0 billion, operating loss of ¥1.0 billion, ordinary loss of ¥1.0 billion, and loss attributable to owners of parent of ¥3.6 billion.

	2020 results	2021 forecasts
Net Sales	126,842	135,000
Operating Income (loss)	(3,815)	(1,000)
Ordinary Income (loss)	(2,091)	(1,000)
Profit (loss) Attributable to Owners of Parent	(3,450)	(3,600)

Total Assets / ROA



Net Assets / ROE



Cash Flows*



*Net Income + Depreciation and Amortization

Consolidated Financial Statements

Consolidated Balance Sheets

Millions of Yen

Thousands of U.S. Dollars (Note 1)

August 31, 2020 and 2019	2020	2019	2020
ASSETS			
CURRENT ASSETS:			
Cash and deposits with banks	¥ 42,320	¥ 43,266	\$ 401,670
Accounts receivable—tenants	1,046	1,979	9,928
Merchandise and finished goods	6,194	5,653	58,789
Raw materials and supplies	1,229	855	11,665
Other	6,049	4,260	57,413
Total current assets	56,841	56,015	539,493
FIXED ASSETS:			
Tangible fixed assets			
Buildings and structures, net	24,169	24,228	229,394
Machinery, vehicle and equipment, net	1,482	1,792	14,066
Tools, furniture and fixtures, net	4,019	4,306	38,145
Land	6,932	6,919	65,793
Lease assets, net	75	85	712
Rights of use assets, net	9,767	—	92,701
Construction in progress	242	439	2,297
Total tangible fixed assets	46,689	37,771	443,138
Intangible fixed assets	465	685	4,413
Investments and other assets			
Investment securities	259	259	2,458
Caution and guarantee money	10,173	10,308	96,555
Cooperative advances for construction	188	310	1,784
Deferred tax assets	5,220	3,433	49,544
Other	243	199	2,306
Allowance for doubtful accounts	(13)	(13)	(123)
Total Intangible fixed assets and investments and other assets	16,071	14,498	152,534
Total fixed assets	63,226	52,955	600,095
TOTAL ASSETS	¥ 120,068	¥ 108,970	\$ 1,139,598

Notes: (1) The U.S. dollar amounts represent translations of Japanese yen amounts at the rate of ¥105.36=US\$1, the approximate rate of exchange on August 31, 2020.

(2) The financial statements are a translation of the Japanese annual securities report's financial statements.

Millions of Yen

Thousands of U.S. Dollars (Note 1)

August 31, 2020 and 2019	2020	2019	2020
LIABILITIES			
CURRENT LIABILITIES:			
Accounts payable–trade	¥ 4,279	¥ 5,792	\$40,613
Short-term borrowings	10,000	—	94,913
Lease obligations	4,014	9	38,098
Income taxes payable	293	1,837	2,781
Accrued bonuses	773	1,410	7,337
Allowance for special benefit for shareholders	172	189	1,632
Asset retirement obligations	115	63	1,091
Derivative liabilities	—	101	—
Other	5,891	6,892	55,913
Total current liabilities	25,539	16,296	242,397
LONG-TERM LIABILITIES:			
Provision for employee stock ownership plan	816	628	7,745
Lease obligations	6,206	85	58,903
Deferred tax liabilities	4	25	38
Asset retirement obligations	6,984	6,535	66,287
Other	160	221	1,519
Total long-term liabilities	14,172	7,496	134,510
Total liabilities	39,712	23,792	376,917
NET ASSETS			
SHAREHOLDERS' EQUITY:			
Capital stock	8,612	8,612	81,739
Capital surplus	10,697	10,663	101,528
Retained earnings	67,464	71,807	640,319
Treasury stock	(7,779)	(6,887)	(73,833)
Total shareholders' equity	78,994	84,196	749,753
Accumulated other comprehensive income			
Translation adjustments	687	353	6,521
Total accumulated other comprehensive income	687	353	6,521
Subscription rights to shares	673	627	6,388
Total net assets	80,355	85,177	762,671
TOTAL LIABILITIES AND NET ASSETS	¥ 120,068	¥ 108,970	\$ 1,139,598

Consolidated Statements of Income

Millions of Yen

Thousands of U.S. Dollars (Note 1)

Years Ended August 31, 2020 and 2019	2020	2019	2020
NET SALES	¥ 126,842	¥ 156,527	\$ 1,203,891
COST OF SALES	47,397	56,277	449,858
Gross profit	79,445	100,250	754,034
SELLING, GENERAL AND ADMINISTRATIVE EXPENSES	83,260	90,651	790,243
Operating income (loss)	(3,815)	9,599	(36,209)
NON-OPERATING INCOME:	2,094	344	19,875
Interest income	341	254	3,237
Foreign exchange gains	77	—	731
Gain on valuation of derivatives	539	—	5,116
Income insurance	166	—	1,576
Compensation income	181	24	1,718
Subsidies for employment adjustment	557	—	5,287
Other	230	65	2,183
NON-OPERATING EXPENSES:	369	212	3,502
Interest expenses	343	4	3,256
Foreign exchange loss	—	69	—
Loss on valuation of derivatives	—	101	—
Other	26	36	247
Ordinary income (loss)	(2,091)	9,731	(19,846)
SPECIAL INCOME:	106	16	1,006
Compensation income	—	15	—
Gain on sales of shares of subsidiaries and associates	—	—	—
Gain on reversal of subscription rights to shares	106	—	1,006
Other	—	0	—
SPECIAL LOSS:	2,546	2,304	24,165
Impairment loss	2,251	2,170	21,365
Loss on retirement of fixed assets	146	93	1,386
Store closure loss	110	40	1,044
Other	37	—	351
PROFIT (loss) BEFORE INCOME TAXES AND MINORITY INTERESTS	(4,530)	7,443	(42,995)
Current income taxes	717	3,148	6,805
Deferred income taxes	(1,797)	(685)	(17,056)
Total income (loss) taxes	(1,080)	2,462	(10,251)
Net income (loss)	(3,450)	4,980	(32,745)
PROFIT (loss) ATTRIBUTABLE TO OWNERS OF PARENT	¥ (3,450)	¥ 4,980	\$ (32,745)

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Consolidated Statements of Cash Flows

Millions of Yen

Thousands of U.S. Dollars (Note 1)

Years Ended August 31, 2020 and 2019	2020	2019	2020
OPERATING ACTIVITIES:			
Income before income taxes and minority interests	¥ (4,530)	¥ 7,443	\$ (42,995)
Depreciation and amortization	9,888	6,228	93,850
Increase (decrease) in allowance for doubtful accounts	(0)	(0)	0
Increase (decrease) in accrued bonuses	(635)	153	(6,027)
Increase (decrease) in provision for employee stock ownership plan	188	150	1,784
Increase (decrease) in reserve for special benefit for shareholders	(17)	(60)	(161)
Interest income	(341)	(254)	(3,237)
Interest expenses	343	4	3,256
Foreign exchange loss (gain)	(78)	47	(740)
Loss (gain) on valuation of derivatives	(539)	101	(5,116)
Loss on retirement of fixed assets	146	93	1,386
Store closure loss	110	40	1,044
Impairment loss	2,251	2,170	21,365
Compensation income	—	(15)	—
Employment adjustment subsidy	(557)	—	(5,287)
Subsidy income	(181)	—	(1,718)
Gain on reversal of share acquisition rights	(106)	—	(1,006)
Decrease (increase) in accounts receivable—tenants	932	(702)	8,846
Decrease (increase) in inventories	(886)	473	(8,409)
Decrease (increase) in other current assets	(55)	(173)	(522)
Increase in accounts payable—trade	(1,498)	1	(14,218)
Increase (decrease) in other current liabilities	(1,390)	778	(13,193)
Other	211	281	2,003
Subtotal	3,085	16,761	29,281
Interest and dividends received	298	224	2,828
Interest paid	(343)	(4)	(3,256)
Income tax paid	(2,866)	(2,290)	(27,202)
Compensation income	—	15	—
Proceeds from insurance income	166	—	1,576
Proceeds from subsidies for employment adjustment	2	—	19
Subsidies received	181	—	1,718
Net cash provided by operating activities	525	14,705	4,983
INVESTING ACTIVITIES:			
Payments into time deposits	—	(80)	—
Proceeds from long-term time deposit refund	78	—	740
Purchase of tangible fixed assets	(5,676)	(5,449)	(53,872)
Purchase of intangible fixed assets	(58)	(153)	(550)
Payments for caution money, guarantee money and cooperative advances for construction	(442)	(587)	(4,195)
Proceeds from collection of caution, guarantee money and cooperative advances for construction	511	590	4,850
Payments for loans receivable	—	(44)	—
Other payments	(329)	(291)	(3,123)
Net cash used in investing activities	(5,917)	(6,016)	(56,160)
FINANCING ACTIVITIES:			
Proceeds from short-term borrowings	10,000	—	94,913
Repayments of lease obligations	(3,902)	—	(37,035)
Purchase of treasury stock	(1,000)	(1,000)	(9,491)
Proceeds from exercise of share options	42	48	399
Dividends paid	(894)	(901)	(8,485)
Net cash provided by (used in) financing activities	4,244	(1,853)	40,281
TRANSLATION DIFFERENCES ON CASH AND CASH EQUIVALENTS	278	(1,132)	2,639
INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS	(869)	5,703	(8,248)
CASH AND CASH EQUIVALENTS AT BEGINNING OF PERIOD	43,189	37,486	409,918
CASH AND CASH EQUIVALENTS AT END OF PERIOD	¥ 42,320	¥ 43,189	\$ 401,670

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Consolidated Statement of Changes in Net Assets

Millions of Yen

Year Ended August 31, 2020	Shareholders' equity					Accumulated other comprehensive income		Subscription rights to shares	Total net assets
	Capital stock	Capital surplus	Retained earnings	Treasury stock	Total shareholders' equity	Translation adjustments	Total accumulated other comprehensive income		
BALANCE AS OF SEPTEMBER 1, 2019	¥8,612	¥10,663	¥71,807	¥(6,887)	¥84,196	¥353	¥353	¥627	¥85,177
Changes during the term									
Dividends			(892)		(892)				(892)
Profit attributable to owners of parent			(3,450)		(3,450)				(3,450)
Acquisition of treasury stock				(1,000)	(1,000)				(1,000)
Disposal of treasury stock		33		108	141				141
Net changes of items other than shareholders' equity						334	334	46	380
Total changes during the term	—	33	(4,343)	(891)	(5,201)	334	334	46	(4,821)
BALANCE AS OF AUGUST 31, 2020	¥8,612	¥10,697	¥67,464	¥(7,779)	¥78,994	¥687	¥687	¥673	¥80,355

Thousands of U.S. Dollars (Note 1)

Year Ended August 31, 2020	Shareholders' equity					Accumulated other comprehensive income		Subscription rights to shares	Total net assets
	Capital stock	Capital surplus	Retained earnings	Treasury stock	Total shareholders' equity	Translation adjustments	Total accumulated other comprehensive income		
BALANCE AS OF SEPTEMBER 1, 2019	\$81,739	\$101,205	\$681,539	\$(65,366)	\$799,127	\$3,350	\$3,350	\$5,951	\$808,438
Changes during the term									
Dividends			(8,466)		(8,466)				(8,466)
Profit attributable to owners of parent			(32,745)		(32,745)				(32,745)
Acquisition of treasury stock				(9,491)	(9,491)				(9,491)
Disposal of treasury stock		313		1,025	1,338				1,338
Net changes of items other than shareholders' equity						3,170	3,170	437	3,607
Total changes during the term	—	313	(41,221)	(8,457)	(49,364)	3,170	3,170	437	(45,757)
BALANCE AS OF AUGUST 31, 2020	\$81,739	\$101,528	\$640,319	\$(73,833)	\$749,753	\$6,521	\$6,521	\$6,388	\$762,671

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Corporate Data and Shareholders' Information

Corporate Data

As of August 31, 2020

Company Name	Saizeriya Co., Ltd.
Chairman and Representative Director	Yasuhiko Shogaki
President and Representative Director	Issei Horino
Head Office	2-5, Asahi, Yoshikawa City, Saitama 342-0008, Japan
Established	May 1, 1973
Capital Stock	¥8,612,500,000
Number of Employees	4,164 (Full-time employees; on a consolidated basis)
Number of Outlets	1,517 (1,089 in Japan and 428 overseas)

Consolidated Subsidiaries

Saizeriya Australia Pty. Ltd.
Shanghai Saizeriya Co., Ltd.
Guangzhou Saizeriya Co., Ltd.
Beijing Saizeriya Co., Ltd.
Taiwan Saizeriya Co., Ltd.
Hong Kong Saizeriya Co. Limited
Singapore Saizeriya Pte. Ltd.

Board of Directors and Audit and Supervisory Committee Members

Chairman	Yasuhiko Shogaki
President	Issei Horino
Director	Noboru Nagaoka
Outside Director	Koji Shimazaki
Director, Standing Audit and Supervisory Committee Member	Yasuo Nakajima
Outside Director, Audit and Supervisory Committee Member	Susumu Watanabe
Outside Director, Audit and Supervisory Committee Member	Michiharu Matsuda

As of November 26, 2020

Shareholders' Information

As of August 31, 2020

Total Number of Shares Authorized	73,208,000
Number of Shares Issued	52,272,342
Shares Listed on	The First Section of the Tokyo Stock Exchange
Number of Shareholders	55,885

Principal Shareholders

	Number of Shares Held (Unit: 1,000 shares)	Percentage of Total Shares (%)
Yasuhiko Shogaki	15,248	30.96
Babette Co., Ltd.	4,355	8.84
Saizeriya Employees' Stock Holding Association	1,819	3.69
The Master Trust Bank of Japan, Ltd	1,267	2.57
Custody Bank of Japan, Ltd. (Trust Account)	1,109	2.25
Custody Bank of Japan, Ltd. (Trust E Account)	681	1.38
Custody Bank of Japan, Ltd. (Trust Account 5)	609	1.24
Custody Bank of Japan, Ltd. (Trust Account 9)	544	1.11
THE BANK OF NEW YORK MELLON 140044	382	0.78
STATE STREET BANK WEST CLIENT - TREATY 505234	358	0.73

Ownership of Shares by Category

	Number of Shareholders	Number of Shares Held* (Unit: 100 shares)	Percentage of Total Shares (%)
Japanese financial institutions	34	63,089	12.1
Japanese securities companies	27	4,012	0.8
Other Japanese corporations	279	46,246	8.9
Foreign corporations and individuals	248	48,396	9.3
Japanese individuals and others	55,297	360,254	69.0
Total	55,885	521,997	100.00

*Odd-lot shares are excluded.



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