

Saizeriya Co., Ltd. Financial Results Briefing Session for the Fiscal Year Ended August 31, 2021 (49th term: from September 1, 2020 to August 31, 2021)



Code No. 7581
Wednesday, October 13,
2021



Table of Contents

| | |
|--|------|
| 1. Financial Results for the Year Ended August 31, 2021 | P 2 |
| 2. Major Factors Affecting Business Performance | P 8 |
| 3. Trends in Major Management Indicators | P 24 |
| 4. Trends in Openings & Closures of Restaurants and in the Number of Restaurants at the End of the Period | P 25 |
| 5. Number of Restaurants in Japan by Region | P 28 |
| 6. Trends in Financial Results | P 29 |
| 7. Financial Results by Segment | P 30 |
| 8. Trends in Capital Expenditure and Cash Flow | P 33 |
| 9. Projected Consolidated Business Performance | P 34 |
| 10. Initiatives for the Fiscal Year ending Aug. 31, 2022 | P 35 |

Note: Unless specified otherwise, all figures in this document are based on the consolidated financial results.
Since amounts are rounded down to the nearest one million yen, they may not exactly match the total.

1. Financial Results for the Year Ended August 31, 2021 (Consolidated)

(1) Financial Highlights

(Unit: Millions of Yen)

| | Actual | Previous Year | Year-on-Year | Budget | vs Budget |
|---------------------|---------|---------------|---------------|---------|-----------------|
| | | | Difference | | Difference |
| Net Sales | 126,513 | 126,842 | 99.7% -329 | 126,500 | 100.0% 13 |
| Gross Profit | 80,152 | 79,445 | 100.9% 707 | 80,100 | 100.1% 52 |
| Operating Income | -2,264 | -3,815 | - 1,550 | -2,500 | - 235 |
| Ordinary Income | 3,455 | -2,091 | - 5,546 | 5,000 | 69.1% -1,544 |
| Profit for the Year | 1,765 | -3,450 | - 5,216 | 3,200 | 55.2% -1,434 |

Decrease in revenue, increase in profit

Budget reflects the financial forecast announced on July 14, 2021.

Sales and operating income exceeded the budget.

1. Financial Results for the Year Ended August 31, 2021 (Consolidated)

(2) Sales Ratio (year-on-year)

(Unit: Millions of Yen)

| | Actual | | Previous Year | | Ratio Difference |
|---|---------|--------------------|---------------|--------------------|------------------|
| | Amount | Ratio to Net Sales | Amount | Ratio to Net Sales | |
| Net Sales | 126,513 | 100.0% | 126,842 | 100.0% | - |
| Cost of Sales | 46,360 | 36.6% | 47,397 | 37.4% | -0.7% |
| Gross Profit | 80,152 | 63.4% | 79,445 | 62.6% | 0.7% |
| Selling, General and Administrative Expenses (SG&A) | 82,417 | 65.1% | 83,260 | 65.6% | -0.5% |
| Operating Income | -2,264 | - | -3,815 | - | - |
| Ordinary Income | 3,455 | 2.7% | -2,091 | - | - |
| Profit for the Year | 1,765 | 1.4% | -3,450 | - | - |

Cost of sales ratio improved by 0.7 points.
SG&A expenses ratio improved by 0.5 points.

1. Financial Results for the Year Ended August 31, 2021 (Consolidated)

(3) Non-Operating P/L, Extraordinary P/L

(Unit: Millions of Yen)

| | Actual | Previous Year | Year-on-Year | Budget | vs Budget |
|------------------------|--------|---------------|--------------|--------|------------|
| | | | Difference | | Difference |
| Non-Operating Income | 6,403 | 2,094 | 305.8% | 8,793 | 72.8% |
| | | | 4,309 | | -2,389 |
| Non-Operating Expenses | 683 | 369 | 184.7% | 1,293 | 52.8% |
| | | | 313 | | -609 |
| Extraordinary Profit | 108 | 106 | 101.0% | 21 | 514.5% |
| | | | 1 | | 87 |
| Extraordinary Losses | 970 | 2,546 | 38.1% | 521 | 186.3% |
| | | | -1,575 | | 449 |

Non-Operating Income includes Subsidy Income of 4,822 million yen, an Employment Adjustment Subsidy of 327 million yen, Foreign Exchange Gain of 595 million yen

Extraordinary Losses include an Impairment Loss of 646 million yen.

1. Financial Results for the Year Ended August 31, 2021 (Non-Consolidated)

(4) Financial Highlights

(Unit: Millions of Yen)

| | Actual | Previous Year | Year-on-Year | Budget | vs Budget |
|---------------------|--------|---------------|-----------------|--------|---------------|
| | | | Difference | | Difference |
| Net Sales | 86,181 | 95,284 | 90.4% -9,103 | 86,500 | 99.6% -318 |
| Gross Profit | 53,199 | 59,058 | 90.1% -5,858 | 53,400 | 99.6% -200 |
| Operating Income | -7,210 | -5,623 | - -1,586 | -7,200 | - -10 |
| Ordinary Income | -912 | -3,598 | - 2,686 | 1,200 | - -2,112 |
| Profit for the Year | -1,131 | -4,090 | - 2,959 | 100 | - -1,231 |

Both revenue and profit decreased

Budget reflects the financial forecast announced on July 14, 2021

Sales and operating income, etc., did not meet the budget.

1. Financial Results for the Year Ended August 31, 2021 (Non-Consolidated)

(5) Sales Ratio (year-on-year)

(Unit: Millions of Yen)

| | Actual | | Previous Year | | Ratio Difference |
|---|--------|--------------------|---------------|--------------------|------------------|
| | Amount | Ratio to Net Sales | Amount | Ratio to Net Sales | |
| Net Sales | 86,181 | 100.0% | 95,284 | 100.0% | - |
| Cost of Sales | 32,981 | 38.3% | 36,226 | 38.0% | 0.3% |
| Gross Profit | 53,199 | 61.7% | 59,058 | 62.0% | -0.3% |
| Selling, General and Administrative Expenses (SG&A) | 60,410 | 70.1% | 64,682 | 67.9% | 2.2% |
| Operating Income | -7,210 | - | -5,623 | - | - |
| Ordinary Income | -912 | - | -3,598 | - | - |
| Profit for the Year | -1,131 | - | -4,090 | - | - |

Cost-of-sales ratio worsened by 0.3 points.
SG&A expenses ratio worsened by 2.2 points.

1. Financial Results for the Year Ended August 31, 2021 (Non-Consolidated) (6) Non-Operating P/L, Extraordinary P/L

(Unit: Millions of Yen)

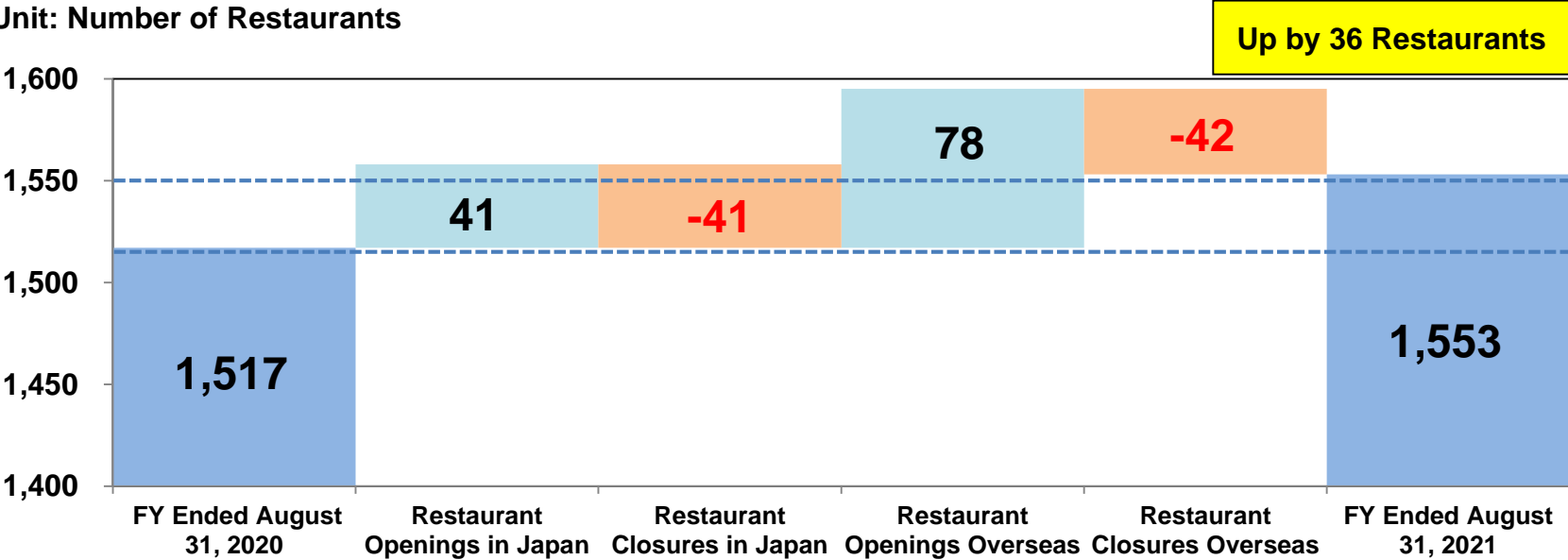
| | Actual | Previous Year | Year-on-Year | Budget | vs Budget |
|------------------------|--------|---------------|--------------|--------|------------|
| | | | Difference | | Difference |
| Non-Operating Income | 6,555 | 2,042 | 320.9% | 8,530 | 76.9% |
| | | | 4,512 | | -1,974 |
| Non-Operating Expenses | 257 | 17 | 1466.8% | 130 | 198.0% |
| | | | 239 | | 127 |
| Extraordinary Profit | 108 | 106 | 101.0% | 21 | 514.5% |
| | | | 1 | | 87 |
| Extraordinary Losses | 365 | 1,972 | 18.6% | 521 | 70.2% |
| | | | -1,606 | | -155 |

Non-Operating Income includes Subsidy Income of 4,429 million yen, an Employment Adjustment Subsidy of 327 million yen, Foreign Exchange Gain of 571 million yen
Extraordinary Losses include an Impairment Loss of 235 million yen.

2. Major Factors Affecting Business Performance (1) Net Sales - Number of Restaurants (12 months)

Number of restaurants: 1,553 Up by 36 restaurants

Unit: Number of Restaurants



There was a consolidated net increase of 36 restaurants (a net increase of 0 restaurants in Japan and a net increase of 36 restaurants overseas) from the FY that ended August 31, 2020. The total number of domestic restaurants was 1,089, and the total number of overseas restaurants was 464. The ratio of overseas restaurants was 29.9%.

2. Major Factors Affecting Business Performance

(1) Net Sales - Number of Restaurants

Number of restaurants: 1,553 Up by 36 restaurants

1. Number of Restaurants

| | Openings | | Closures | | Total Restaurants at End of Period | |
|--------------|--------------------------|--------------------------|--------------------------|--------------------------|------------------------------------|--------------------------|
| | FY Ended August 31, 2021 | FY Ended August 31, 2020 | FY Ended August 31, 2021 | FY Ended August 31, 2020 | FY Ended August 31, 2021 | FY Ended August 31, 2020 |
| Domestic | 41 | 27 | 41 | 31 | 1,089 | 1,089 |
| Shanghai | 29 | 27 | 22 | 17 | 150 | 143 |
| Guangzhou | 23 | 12 | 9 | 18 | 126 | 112 |
| Beijing | 10 | 7 | 7 | 4 | 86 | 83 |
| Hong Kong | 13 | 6 | 4 | 0 | 54 | 45 |
| Taiwan | 1 | 3 | 0 | 1 | 17 | 16 |
| Singapore | 2 | 3 | 0 | 1 | 31 | 29 |
| Total | 119 | 85 | 83 | 72 | 1,553 | 1,517 |

Consolidated net increase of 36 restaurants (a net increase of 0 restaurants in Japan and a net increase of 36 restaurants overseas) in the FY ended August 31, 2021

Consolidated net increase of 13 restaurants (a net decrease of 4 restaurants in Japan and a net increase of 17 restaurants overseas) in the FY ended August 31, 2020

Total number of overseas restaurants: 464. Ratio of overseas restaurants: 29.9%

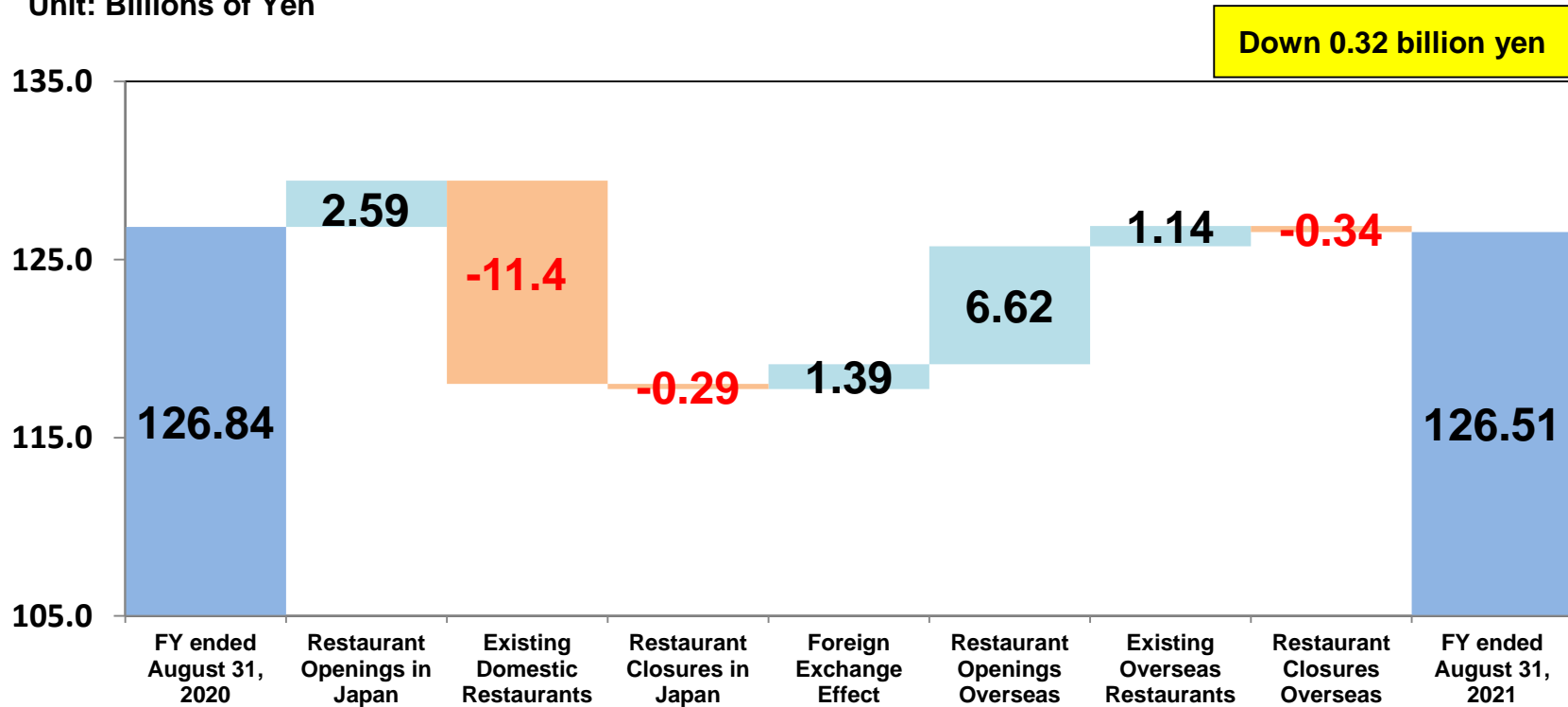
Shanghai, Guangzhou, Beijing, Hong Kong and Taiwan calculated based on the period from July 2020 to June 2021. Japan and Singapore calculated based on the period from September 2020 to August 2021.

2. Major Factors Affecting Business Performance

(1) Net Sales

Year-on-Year Ratio: 99.7% Down 0.32 billion yen

Unit: Billions of Yen



Net domestic sales down 9.1 billion yen

Net overseas sales up 8.8 billion yen

2. Major Factors Affecting Business Performance

(1) Net Sales

Year-on-Year Ratio: 99.7% Down 0.32 billion yen

Consolidated net sales were 126.5 billion yen.

Domestic net sales were 86.1 billion yen, and overseas net sales were 40.2 billion yen. Overseas sales ratio: 31.8%

Primary factors contributing to sales growth

Consolidated Total **-0.32billion yen** (99.7%)

Domestic Total **-9.1billion yen** (90.4%)

 Openings 2.59billion yen

 Existing Restaurants **-11.4billion yen**

 Closures **-0.29billion yen**

Overseas Total 8.8billion yen (128.0%)

 Openings 6.62billion yen

 Existing Restaurants 1.14billion yen

 Closures **-0.34billion yen**

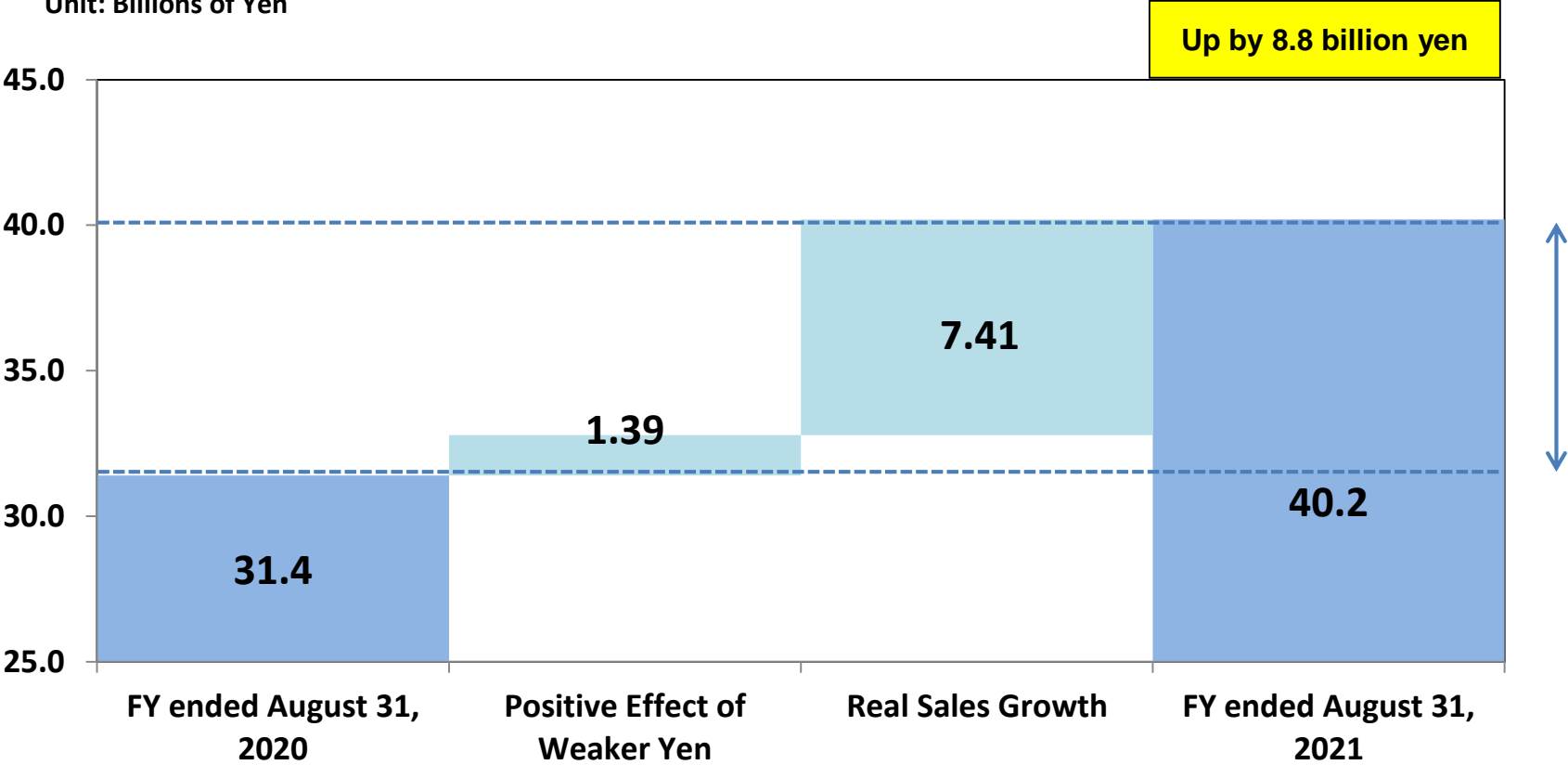
 Foreign Exchange

 Difference 1.39billion yen

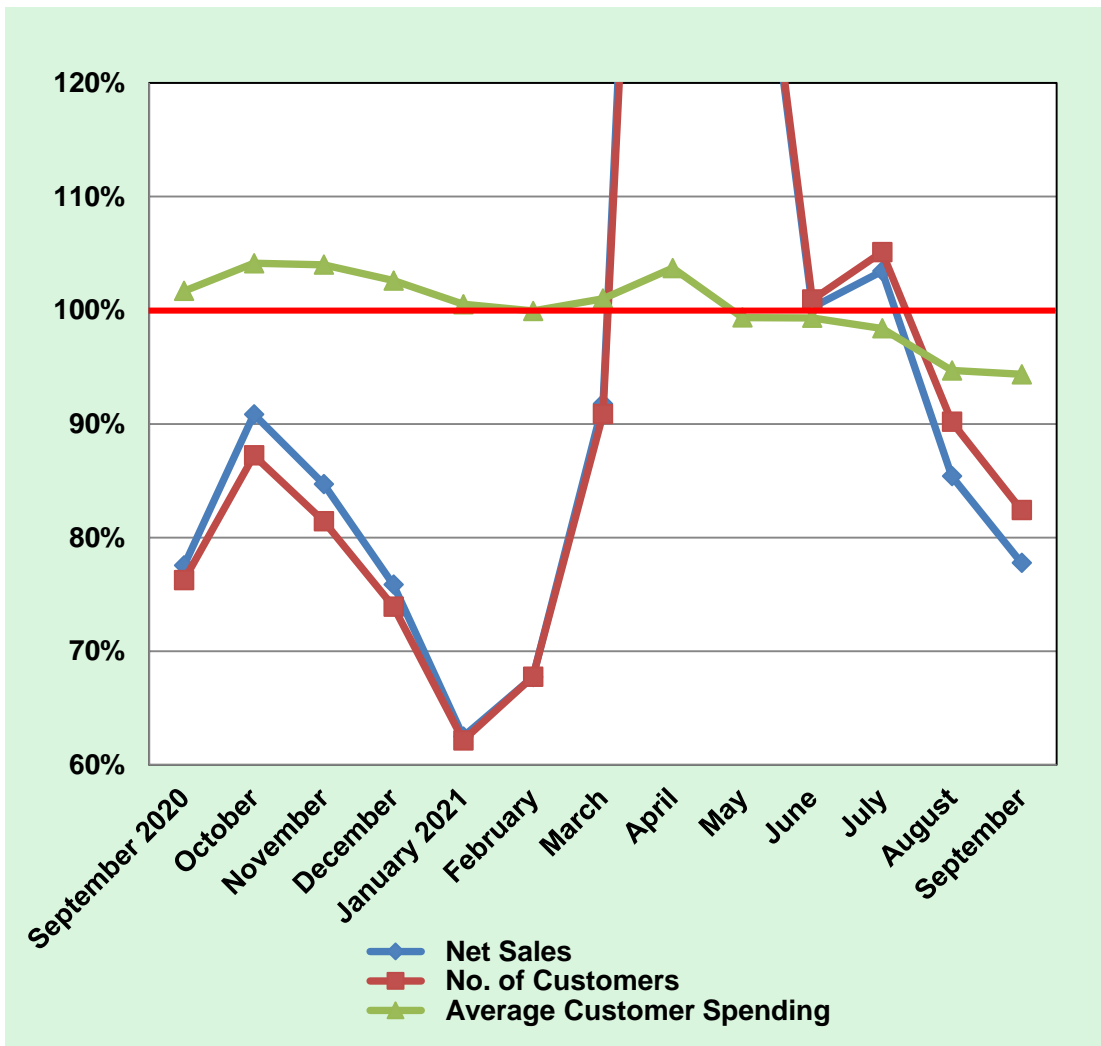
Figures in parentheses indicate year-on-year ratio

Sales at Overseas Restaurants, Breakdown of Fluctuation

Unit: Billions of Yen



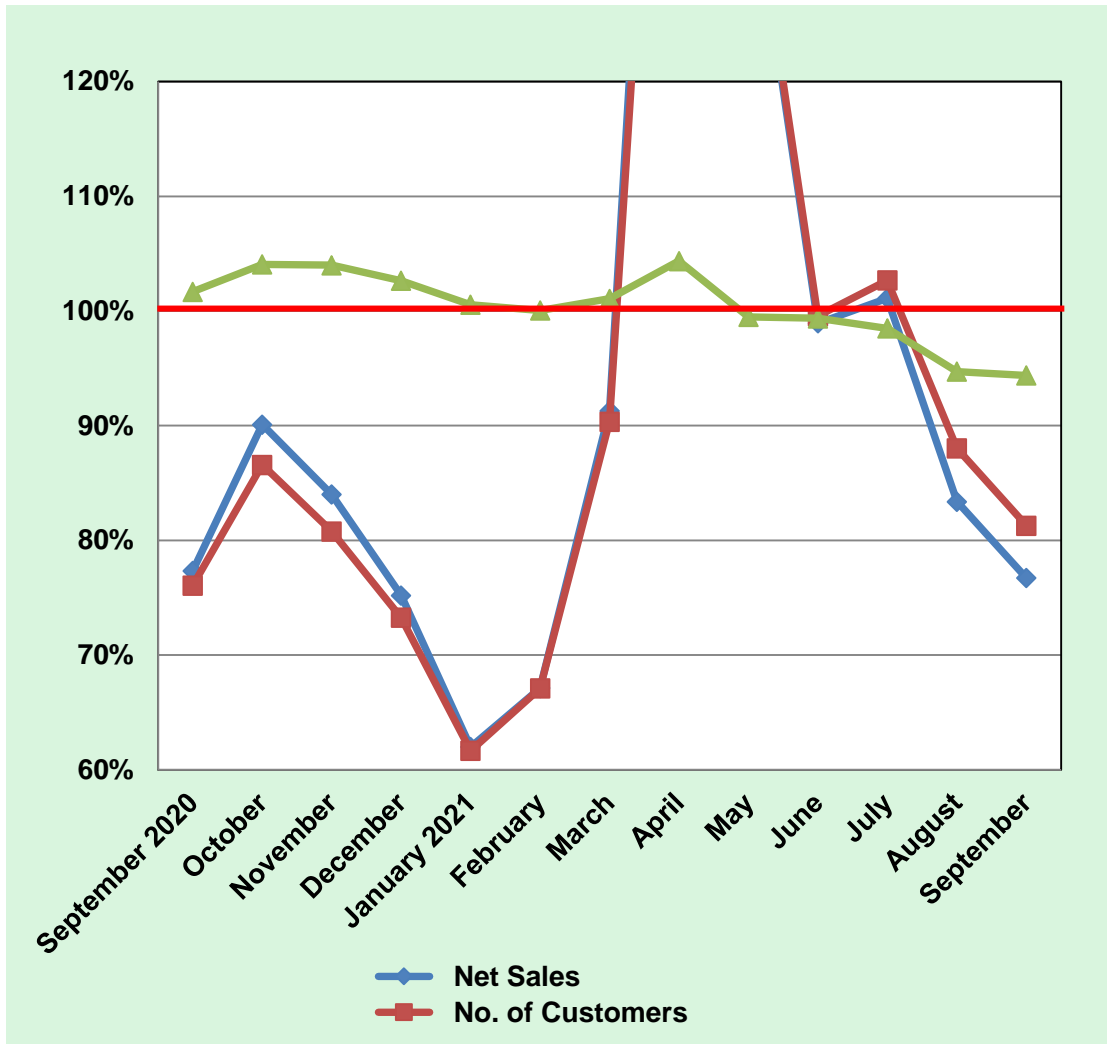
Domestic Sales, Number of Customers, Average Customer Spending (All Restaurants)



Note: the above figures are for the Saizeriya restaurant business only, and do not include any other businesses.

| | Net Sales | Number of Customers | Average Customer Spending |
|--------------------------------------|-----------|---------------------|---------------------------|
| September 2020 | 77.6% | 76.3% | 101.7% |
| October | 90.8% | 87.2% | 104.1% |
| November | 84.7% | 81.4% | 104.0% |
| December | 75.9% | 73.9% | 102.6% |
| January 2021 | 62.5% | 62.2% | 100.5% |
| February | 67.7% | 67.8% | 99.9% |
| First Half, Cumulative | 76.2% | 74.6% | 102.1% |
| March | 91.8% | 90.9% | 101.0% |
| April | 224.5% | 216.5% | 103.7% |
| May | 148.5% | 149.5% | 99.4% |
| June | 100.3% | 100.9% | 99.3% |
| July | 103.4% | 105.1% | 98.4% |
| August | 85.4% | 90.2% | 94.7% |
| Second Half, Cumulative | 112.1% | 112.8% | 99.3% |
| FY ended August 31, 2021, Cumulative | 90.5% | 89.8% | 100.8% |
| September 2021 | 77.8% | 82.4% | 94.4% |

Domestic Sales, Number of Customers, and Average Customer Spending (Existing Restaurants)

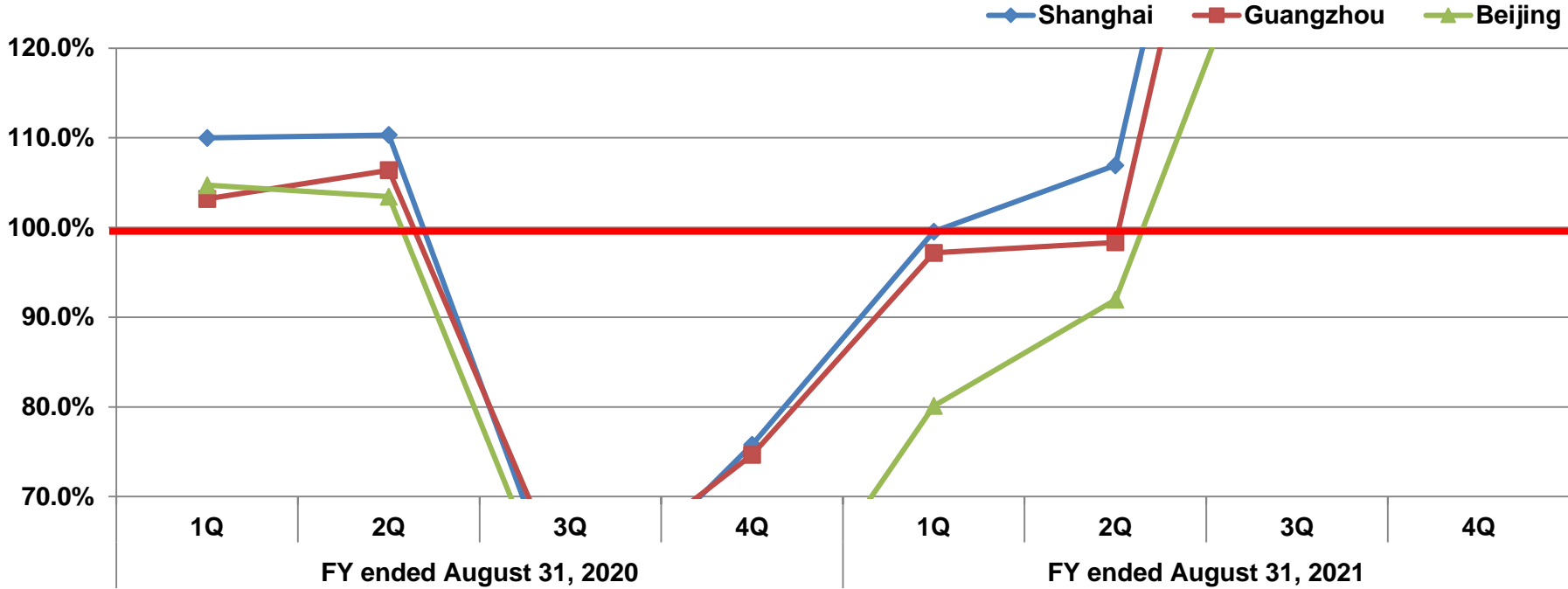


| | Net Sales | Number of Customers | Average Customer Spending |
|--------------------------------------|-----------|---------------------|---------------------------|
| September 2020 | 77.3% | 76.1% | 101.7% |
| October | 90.1% | 86.6% | 104.1% |
| November | 84.0% | 80.8% | 104.0% |
| December | 75.2% | 73.3% | 102.6% |
| January 2021 | 62.0% | 61.7% | 100.5% |
| February | 67.1% | 67.1% | 100.0% |
| First Half, Cumulative | 75.6% | 74.0% | 102.1% |
| March | 91.3% | 90.3% | 101.1% |
| April | 192.3% | 184.2% | 104.4% |
| May | 139.7% | 140.5% | 99.5% |
| June | 98.9% | 99.6% | 99.4% |
| July | 101.1% | 102.7% | 98.5% |
| August | 83.4% | 88.0% | 94.7% |
| Second Half, Cumulative | 105.9% | 106.6% | 99.4% |
| FY ended August 31, 2021, Cumulative | 87.6% | 86.9% | 100.8% |
| September 2021 | 76.7% | 81.3% | 94.4% |

Note: the above figures are for the Saizeriya restaurant business only, and do not include any other businesses.

Existing Overseas Restaurants' (Shanghai, Guangzhou, Beijing) Quarterly Trend

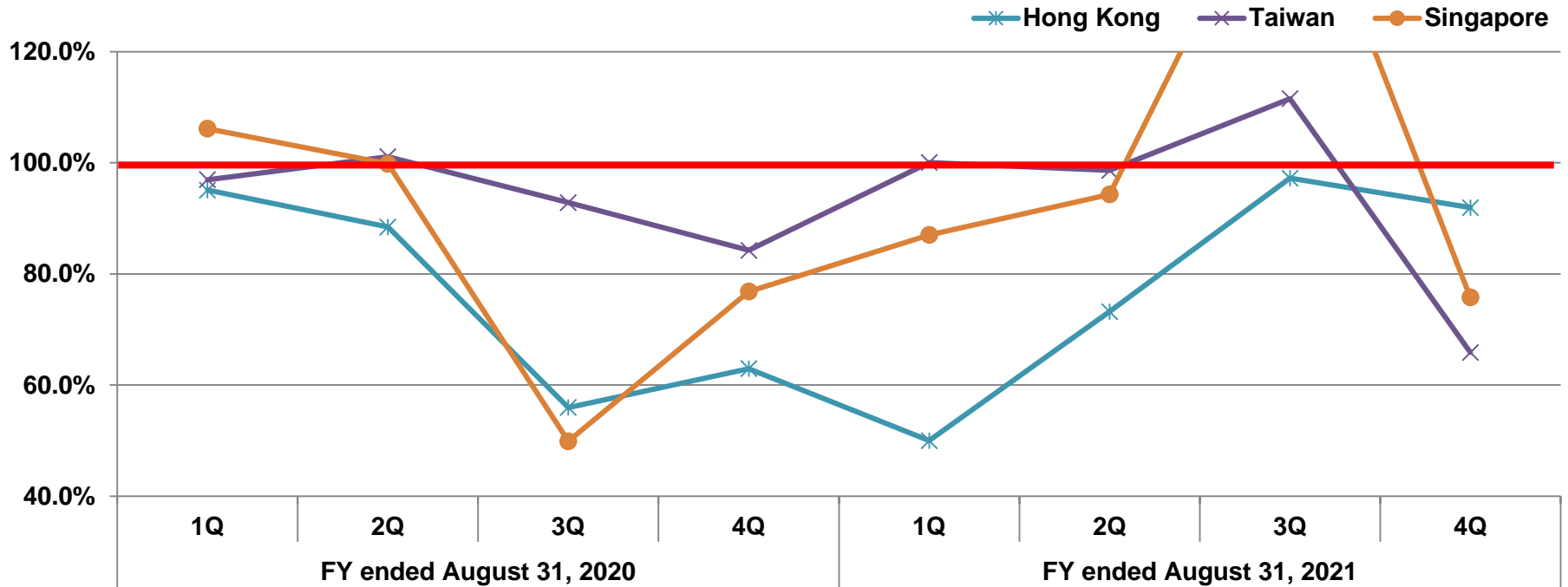
Existing Overseas Restaurants Quarterly Trend vs Previous Year



| | 2020/1Q | 2Q | 3Q | 4Q | 2021/1Q | 2Q | 3Q | 4Q |
|-----------|---------|--------|-------|-------|---------|--------|--------|--------|
| Shanghai | 110.0% | 110.3% | 55.6% | 75.8% | 99.5% | 106.9% | 194.7% | 147.4% |
| Guangzhou | 103.2% | 106.4% | 59.0% | 74.7% | 97.2% | 98.3% | 186.5% | 124.3% |
| Beijing | 104.7% | 103.4% | 53.6% | 50.7% | 80.1% | 92.0% | 144.7% | 175.6% |

Existing Overseas Restaurants' (Hong Kong, Taiwan, Singapore) Quarterly Trend

Existing Overseas Restaurants Quarterly Trend vs Previous Year

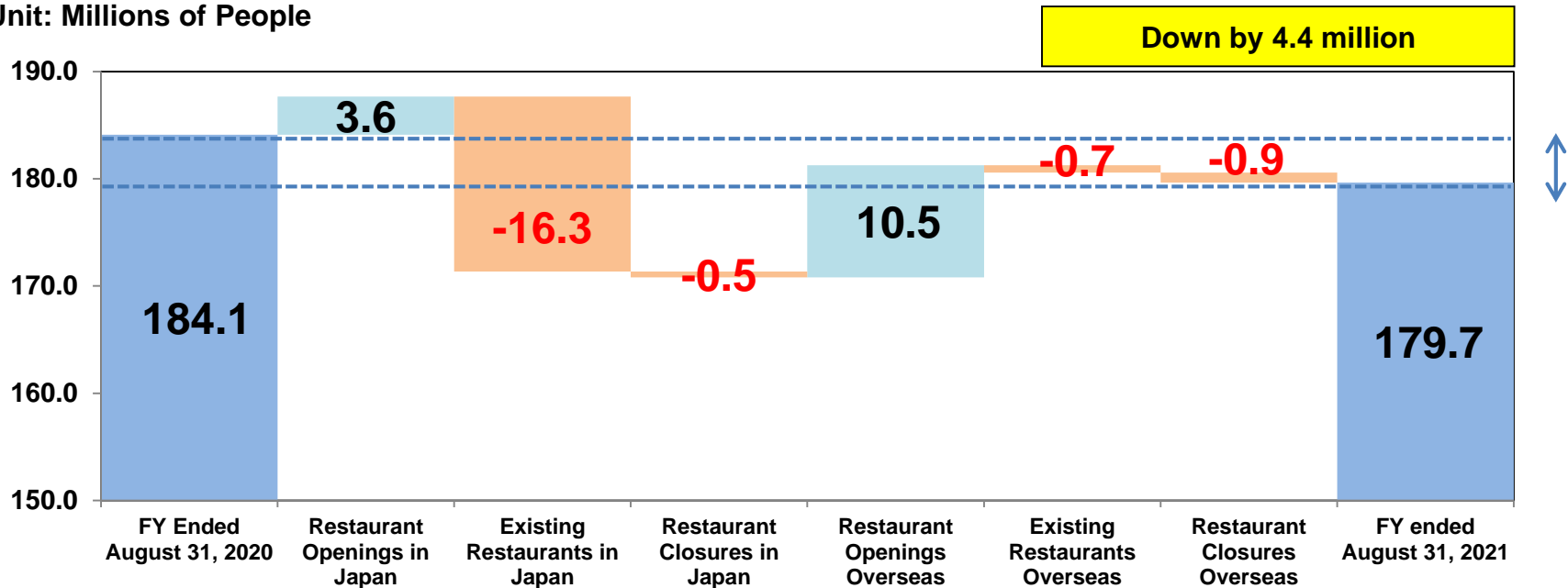


| | 2020/1Q | 2Q | 3Q | 4Q | 2021/1Q | 2Q | 3Q | 4Q |
|-----------|---------|--------|-------|-------|---------|-------|--------|-------|
| Hong Kong | 95.1% | 88.4% | 56.0% | 63.0% | 50.0% | 73.2% | 97.2% | 91.9% |
| Taiwan | 97.0% | 101.1% | 92.8% | 84.3% | 100.1% | 98.6% | 111.5% | 65.9% |
| Singapore | 106.1% | 99.8% | 49.9% | 76.8% | 87.0% | 94.3% | 159.3% | 75.8% |

Number of Customers (Consolidated)

Total Customers: 179.7 million. Down by 4.4 million year-on-year.

Unit: Millions of People

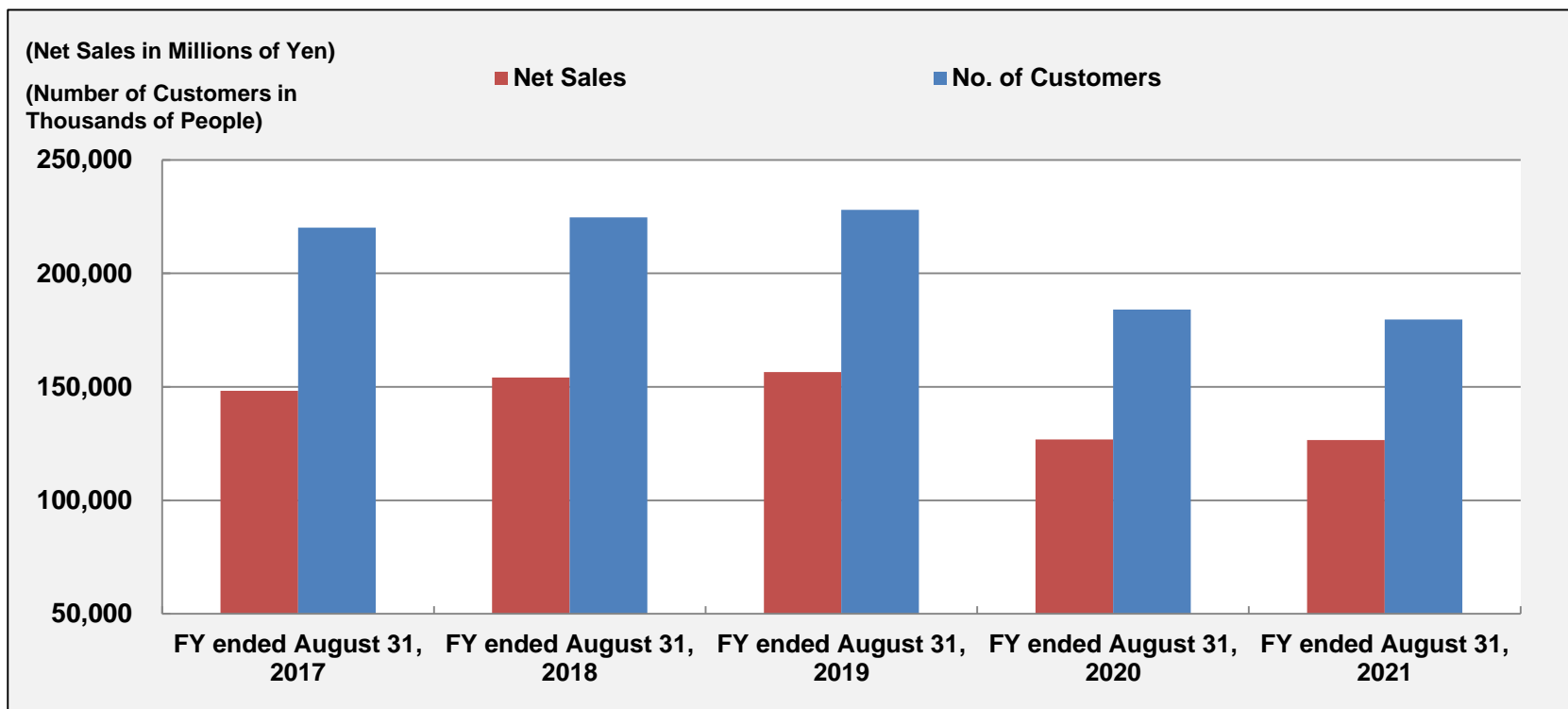


Total Number of Customers: 179.7 million
Domestic customers: 115.5 million. Domestic ratio: 64.3%
Overseas customers : 64.1 million. Overseas ratio 35.7%

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

| Period | FY ended August 31, 2017 | FY ended August 31, 2018 | FY ended August 31, 2019 | FY ended August 31, 2020 | FY ended August 31, 2021 |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Net Sales (Millions of Yen) | 148,306 | 154,063 | 156,527 | 126,842 | 126,513 |
| Number of Customers (Thousands of People) | 220,153 | 224,636 | 228,023 | 184,134 | 179,685 |
| Average Customer Spending (Yen) | 674 | 686 | 686 | 689 | 704 |

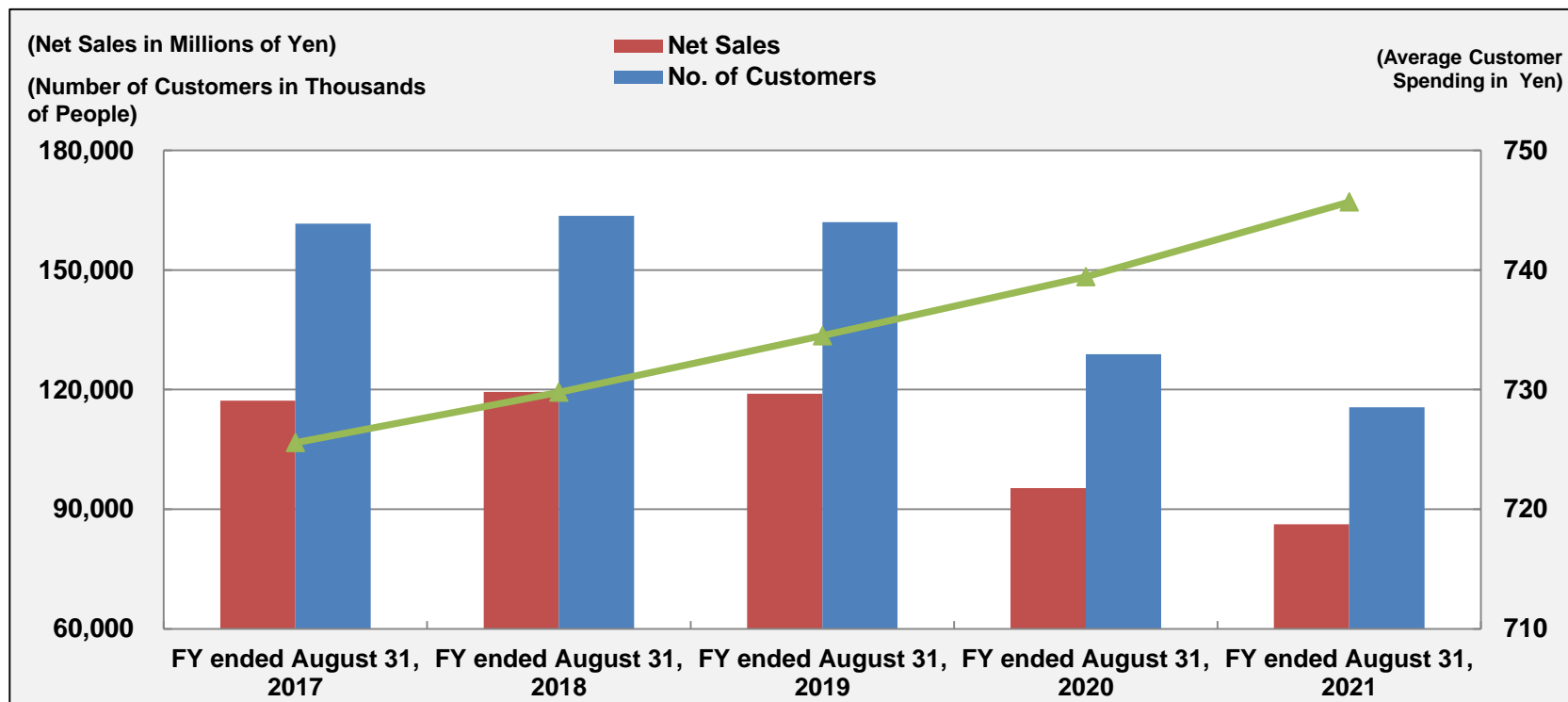
Note: the above figures are consolidated numbers.



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

| Period | FY ended August 31, 2017 | FY ended August 31, 2018 | FY ended August 31, 2019 | FY ended August 31, 2020 | FY ended August 31, 2021 |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Net Sales (Millions of Yen) | 117,259 | 119,405 | 118,988 | 95,284 | 86,181 |
| Number of Customers (Thousands of People) | 161,611 | 163,618 | 161,999 | 128,861 | 115,572 |
| Average Customer Spending (Yen) | 726 | 730 | 735 | 739 | 746 |

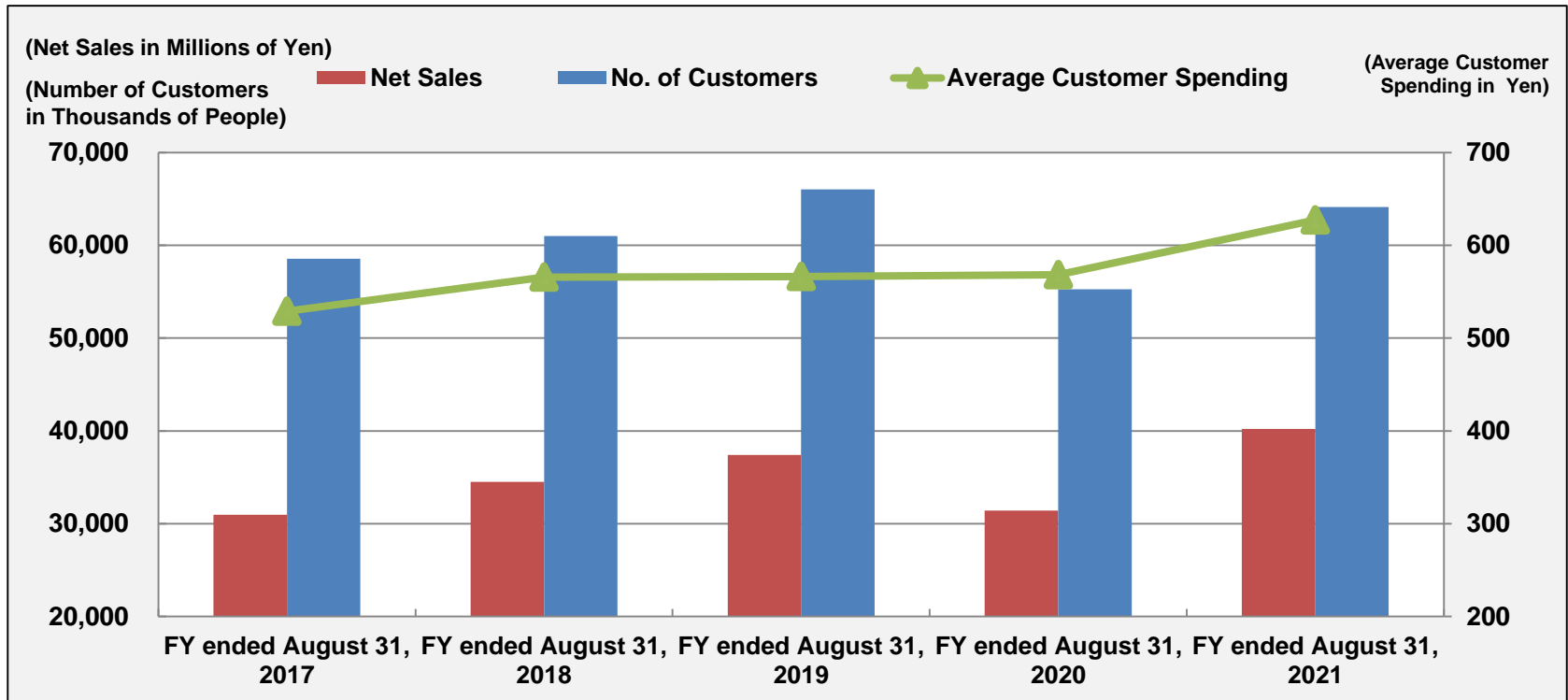
Note: the above figures are domestic numbers.



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

| Period | FY ended August 31, 2017 | FY ended August 31, 2018 | FY ended August 31, 2019 | FY ended August 31, 2020 | FY ended August 31, 2021 |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Net Sales (Millions of Yen) | 30,973 | 34,514 | 37,394 | 31,408 | 40,210 |
| Number of Customers (Thousands of People) | 58,541 | 61,018 | 66,024 | 55,273 | 64,113 |
| Average Customer Spending (Yen) | 529 | 566 | 566 | 568 | 627 |

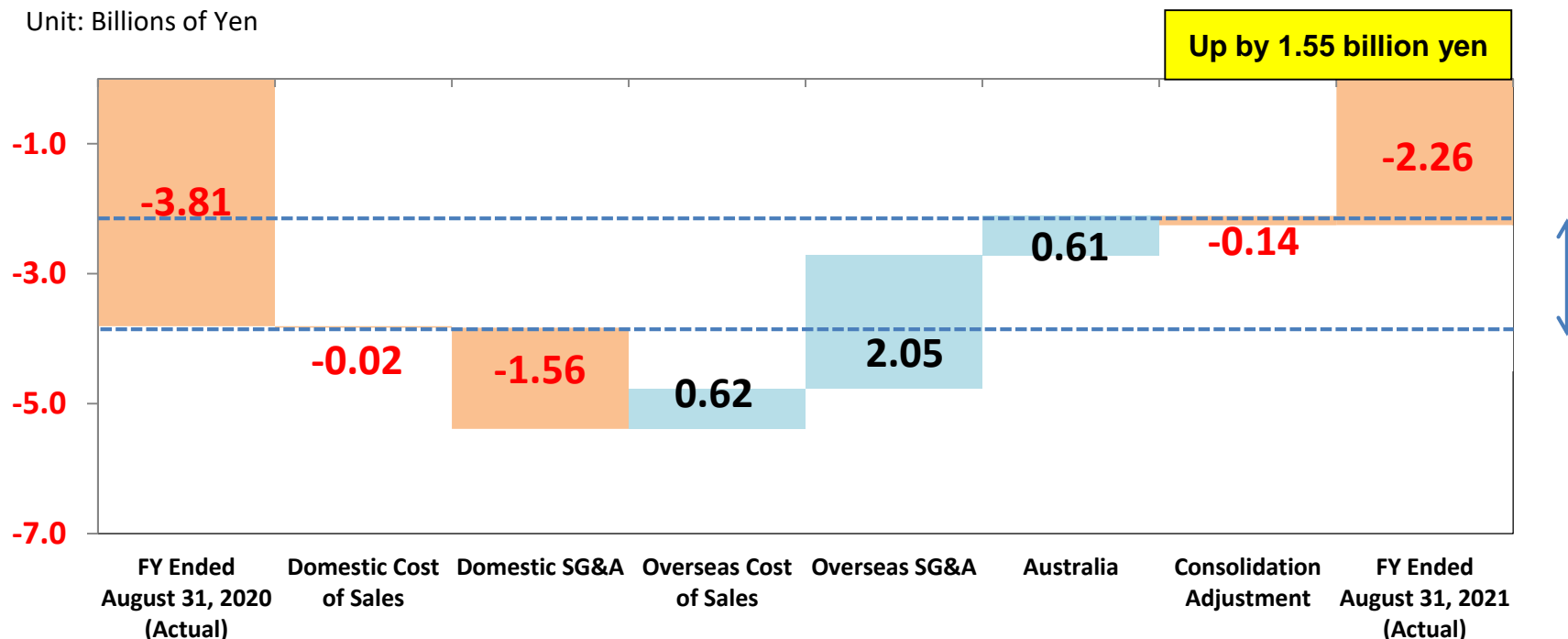
Note: the above figures are overseas numbers.



2. Major Factors Affecting Business Performance

(2) Operating Income — year-on-year

Vs Previous Year: +1.55 billion yen



(Subsidy Income)

Shanghai 0.05, Guangzhou 0.04, Beijing 0.03, Hong Kong 0.41, Taiwan 0.01, Singapore 0.2

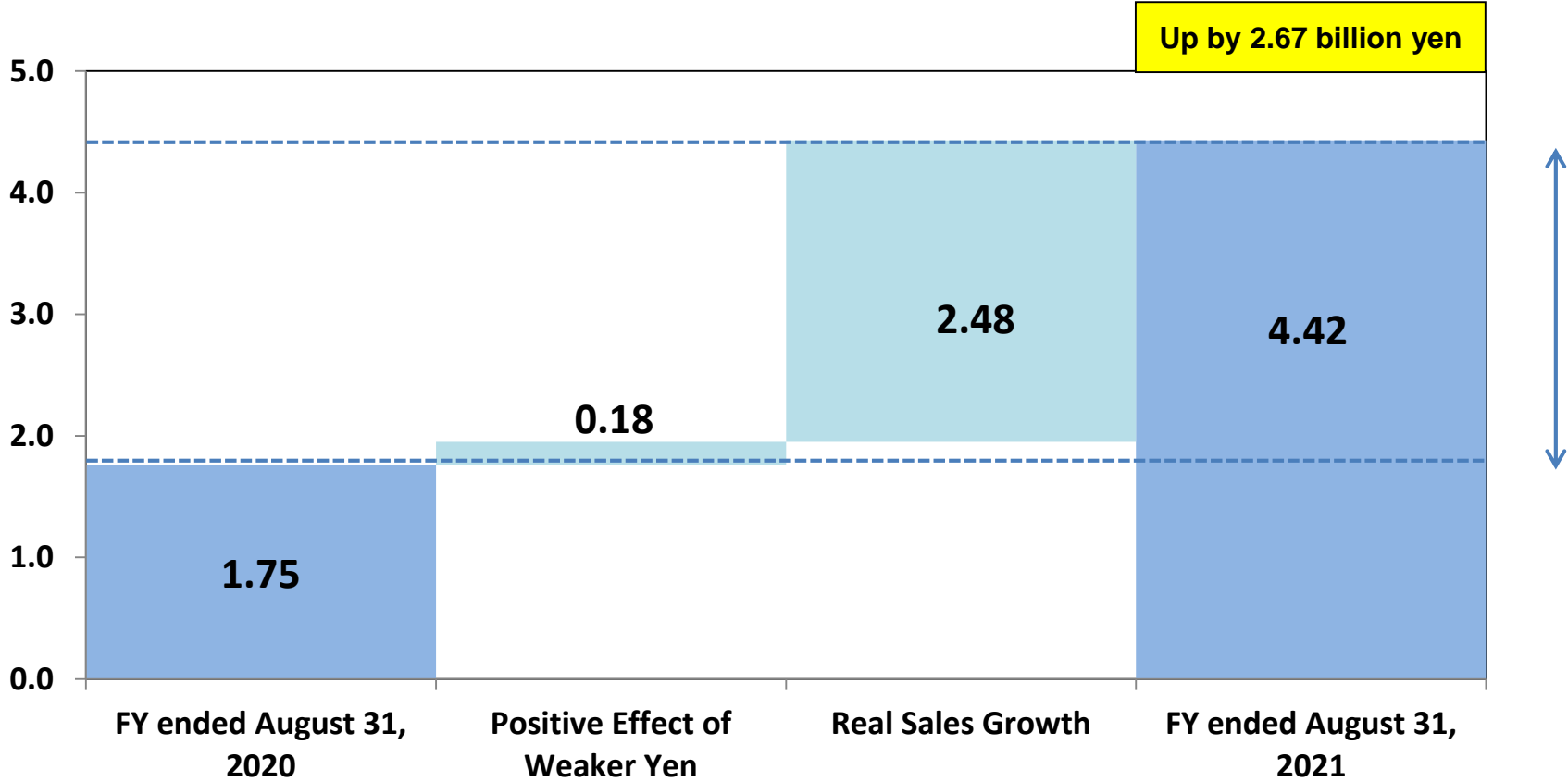
In FY ended August 2020, Operating Income: -3.81 billion yen. Operating profit ratio: - %

In FY ended August 2021, Operating Income: -2.26 billion yen. Operating profit ratio: - %

| | | |
|---|--------------------------|--|
| Impact of Domestic Factors | -1.59 billion yen | (Factors causing income decrease indicated in red) |
| Cost of Sales | -0.02 billion yen | |
| Foreign Exchange Effects | -0.6 | |
| Unit Costs (Improvement for sweet prawns, pizza cheese, chicken, etc.) | 0.02 | |
| Transport Costs | 0.21 | |
| Consumption Tax | -0.05 | |
| Change in Menu Mix | 1.27 | |
| Other Losses | -0.87 | |
| Selling, General and Administrative Expenses (SG&A) | -1.56 billion yen | |
| Labor Costs (Decrease in Wages, etc.) | 0.59 | |
| Facilities Costs (Increase in Rent) | -1.84 | |
| Utilities (Decrease in Usage) | 0.2 | |
| Other Expenses | -0.51 | |
| Note: Non-Operating Income: Employment Adjustment Subsidy +0.33, Subsidy Income +4.43 | | |
| Impact of Overseas Factors | 2.67 billion yen | |
| Cost of Sales | 0.62 billion yen | |
| Selling, General and Administrative Expenses (SG&A) | 2.05 billion yen | |
| Labor Costs (Wage Subsidy, Social Welfare Exemption +0.54) | 1.12 | |
| Facilities Costs (Rent Concession +0.17) | 0.81 | |
| Utilities (Electricity subsidy +0.01) | 0.22 | |
| Other Expenses | -0.09 | |
| Note: Subsidies included in Non-Operating Income +0.34 | | |
| Impact of Australian Factors | 0.61 billion yen | |
| Consolidation Adjustment | -0.14 billion yen | |
| Increase in Operating Income | 1.55 billion yen | |

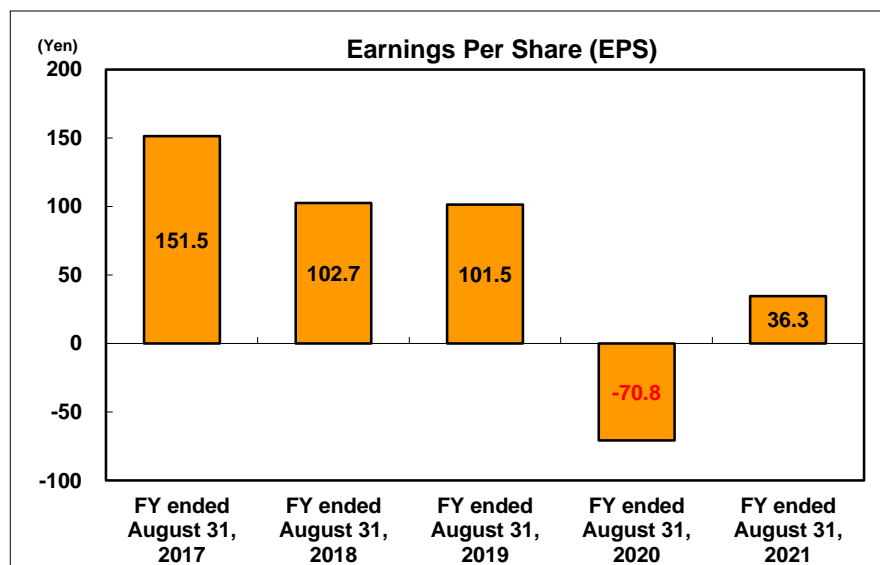
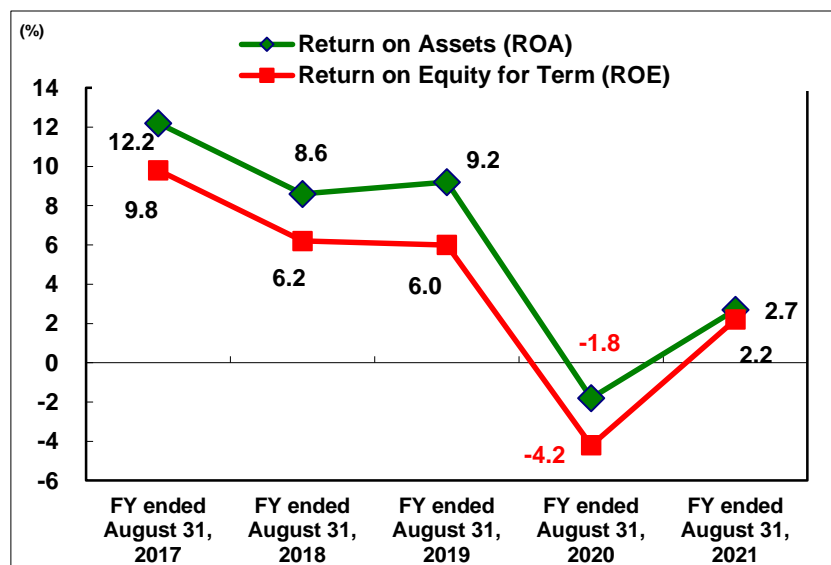
Overseas Restaurants' Operating Income, Breakdown of Fluctuation

Unit: Billions of Yen



3. Trends in Major Management Indicators (Consolidated)

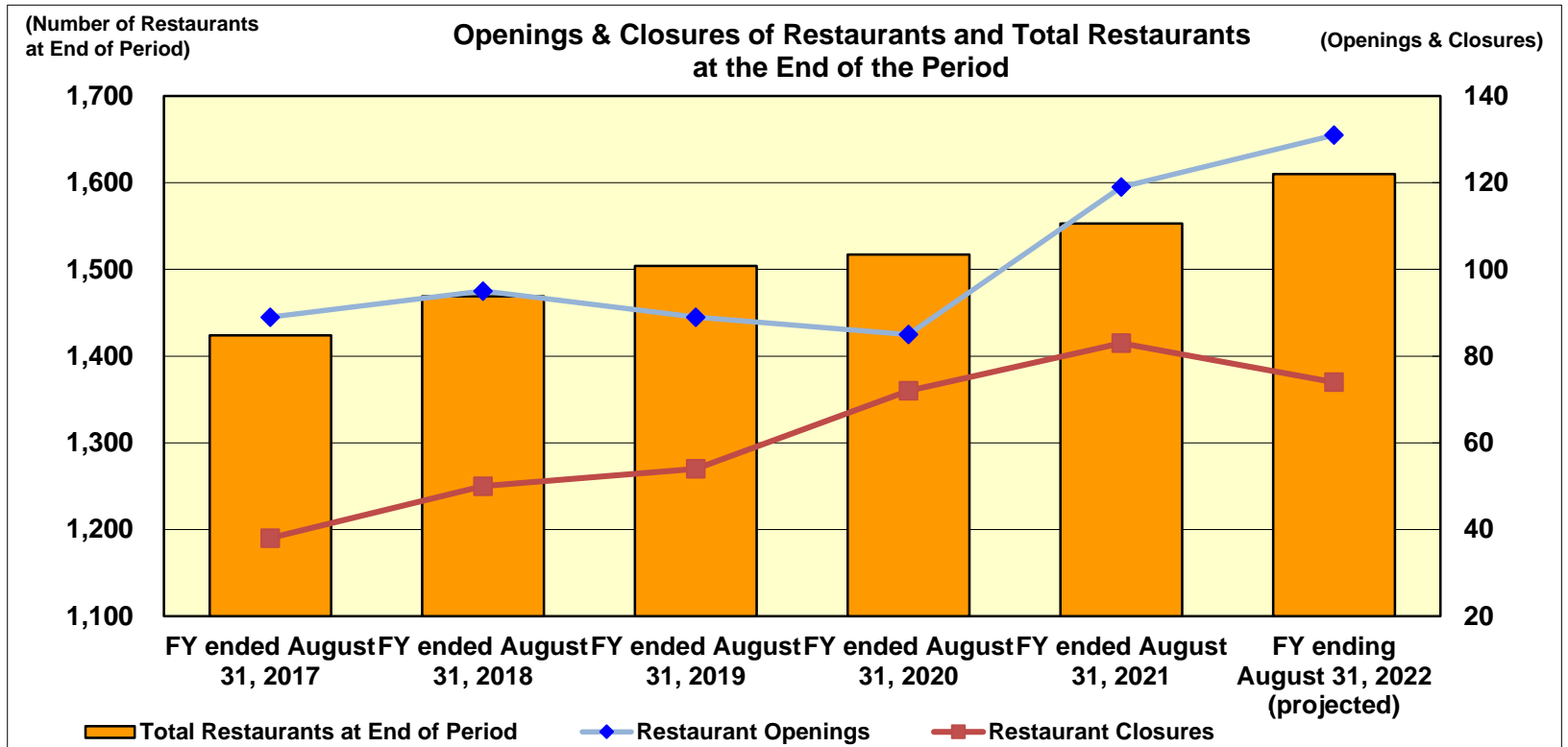
| Indicators | | FY ended August 31, 2017 | FY ended August 31, 2018 | FY ended August 31, 2019 | FY ended August 31, 2020 | FY ended August 31, 2021 |
|---------------------------------|--------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Return on Assets (ROA) | % | 12.2 | 8.6 | 9.2 | -1.8 | 2.7 |
| Total Asset Turnover | No. of times | 1.5 | 1.5 | 1.5 | 1.1 | 1.0 |
| Earnings Per Share (EPS) | Yen | 151.5 | 102.7 | 101.5 | -70.8 | 36.3 |
| Book Value Per Share (BPS) | Yen | 1,618.6 | 1,681.9 | 1,728.7 | 1,640.6 | 1,700.5 |
| Equity Ratio | % | 78.1 | 79.1 | 77.6 | 66.4 | 60.1 |
| Return on Equity for Term (ROE) | % | 9.8 | 6.2 | 6.0 | -4.2 | 2.2 |



4. Trend in Openings & Closures of Restaurants and in the Number of Restaurants at the End of the Period (Consolidated)

| Period | FY ended August 31, 2017 | FY ended August 31, 2018 | FY ended August 31, 2019 | FY ended August 31, 2020 | FY ended August 31, 2021 | FY ending August 31, 2022 (Projected) |
|-------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|---------------------------------------|
| Openings | 89 | 95 | 89 | 85 | 119 | 131 |
| Closures | 38 | 50 | 54 | 72 | 83 | 74 |
| No. of Restaurants at End of Period | 1,424 | 1,469 | 1,504 | 1,517 | 1,553 | 1,610 |

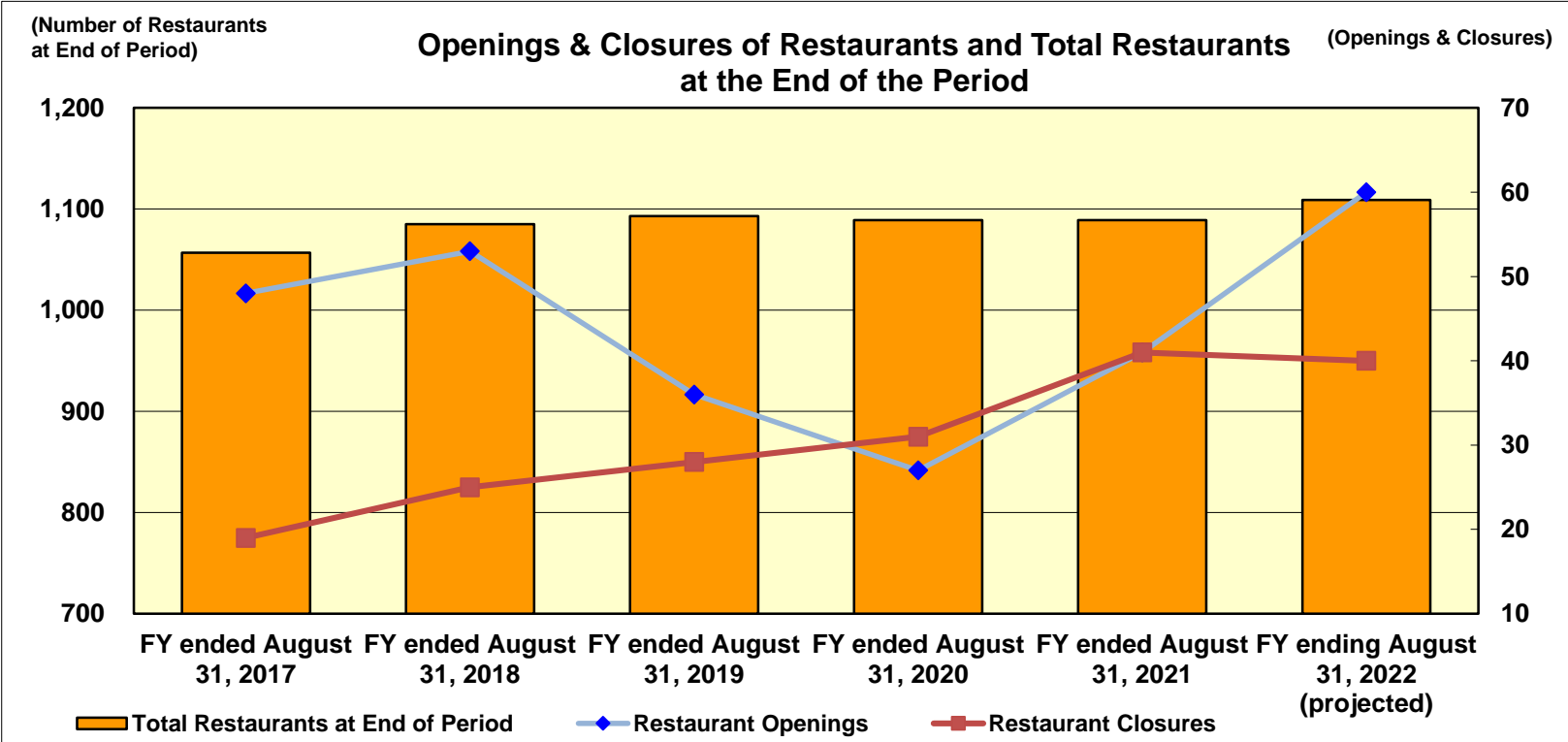
Note: A net increase of 57 restaurants is projected for the FY ending August 31, 2022



4. Trends in Openings & Closures of Restaurants and in the Number of Restaurants at the End of the Period (Domestic)

| Period | FY ended August 31, 2017 | FY ended August 31, 2018 | FY ended August 31, 2019 | FY ended August 31, 2020 | FY ended August 31, 2021 | FY ending August 31, 2022 (Projected) |
|-------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|---------------------------------------|
| Openings | 48 | 53 | 36 | 27 | 41 | 60 |
| Closures | 19 | 25 | 28 | 31 | 41 | 40 |
| No. of Restaurants at End of Period | 1,057 | 1,085 | 1,093 | 1,089 | 1,089 | 1,109 |

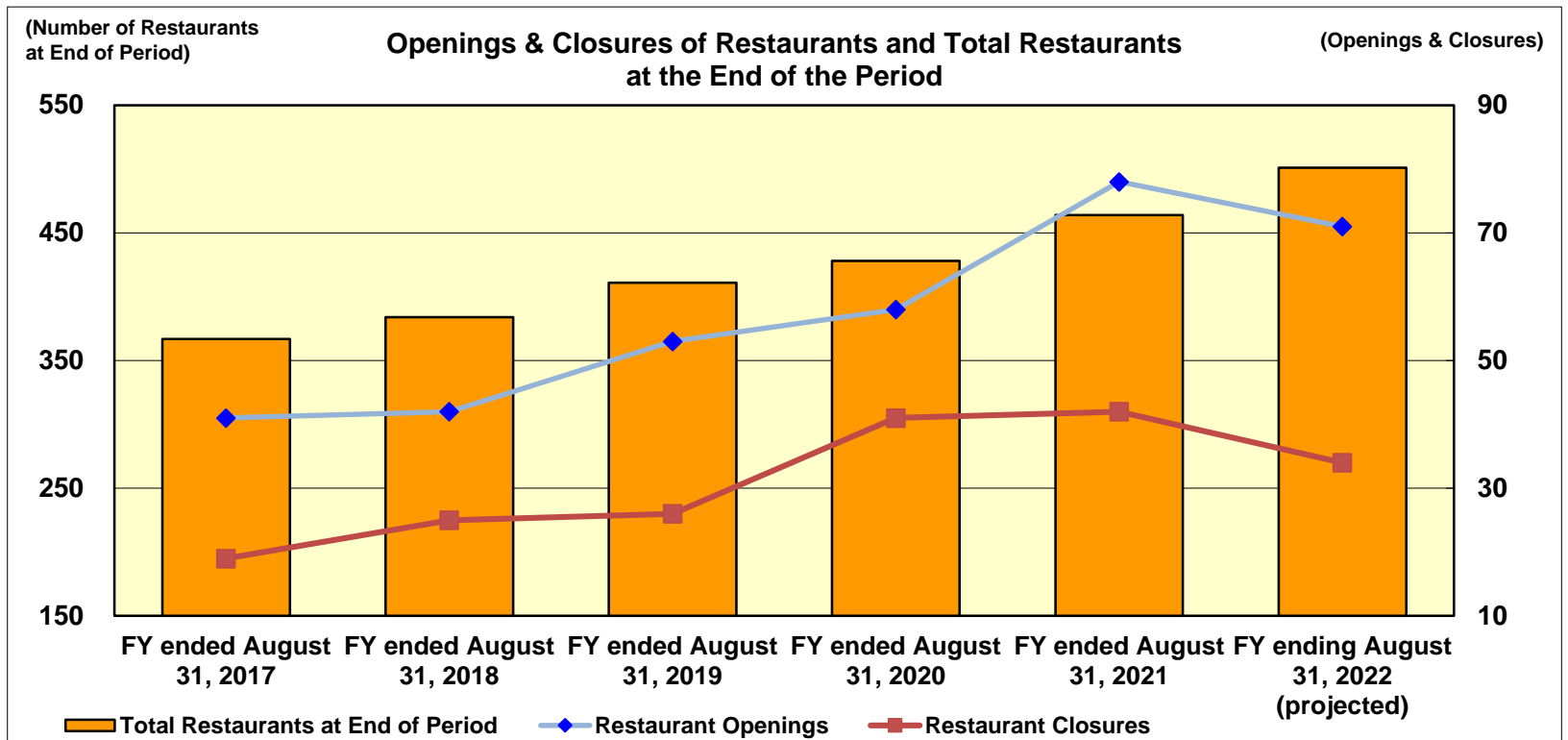
Note: A net increase of 20 restaurants is projected for the FY ending August 31, 2022



4. Trends in Openings & Closures of Restaurants and in the Number of Restaurants at the End of the Period (Overseas)

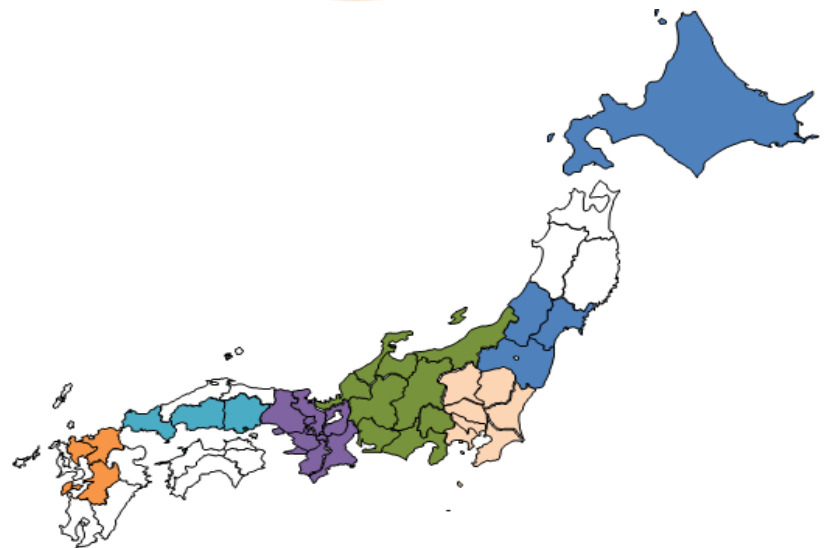
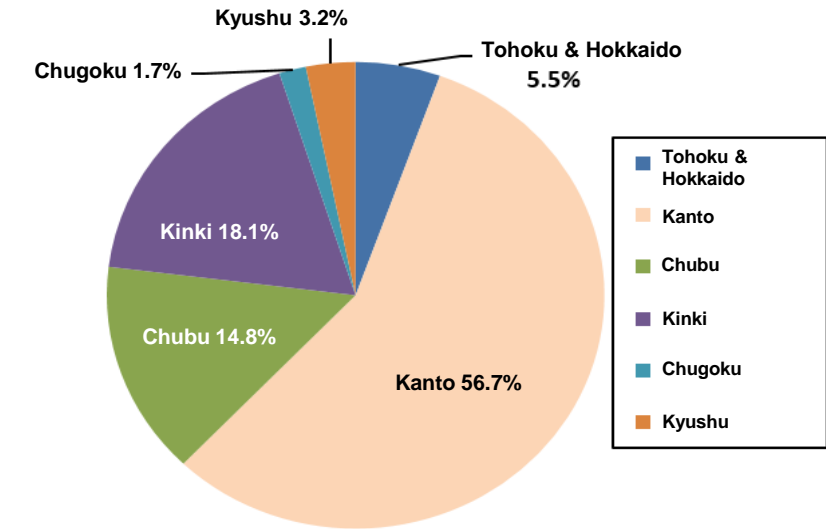
| Period | FY ended August 31, 2017 | FY ended August 31, 2018 | FY ended August 31, 2019 | FY ended August 31, 2020 | FY ended August 31, 2021 | FY ending August 31, 2022 (Projected) |
|-------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|---------------------------------------|
| Openings | 41 | 42 | 53 | 58 | 78 | 71 |
| Closures | 19 | 25 | 26 | 41 | 42 | 34 |
| No. of Restaurants at End of Period | 367 | 384 | 411 | 428 | 464 | 501 |

Note: A net increase of 37 restaurants is projected for the FY Ending August 31, 2022



5. Number of Restaurants in Japan by Region

| Region | Subtotal | Ratio of Total | Prefecture | No. of Restaurants | Openings | Closures |
|-------------------|--------------|----------------|------------|--------------------|-----------|-----------|
| Tohoku & Hokkaido | 60 | 5.5% | Hokkaido | 17 | 1 | |
| | | | Miyagi | 21 | 1 | 1 |
| | | | Fukushima | 16 | | |
| | | | Yamagata | 6 | | |
| Kanto | 617 | 56.7% | Tokyo | 217 | 9 | 10 |
| | | | Kanagawa | 129 | 2 | 3 |
| | | | Chiba | 122 | 4 | |
| | | | Saitama | 98 | 5 | |
| | | | Ibaraki | 26 | | 2 |
| | | | Tochigi | 16 | | |
| | | | Gunma | 9 | 1 | |
| Chubu | 161 | 14.8% | Aichi | 72 | 2 | 6 |
| | | | Shizuoka | 27 | 1 | 1 |
| | | | Niigata | 11 | | 1 |
| | | | Gifu | 15 | | |
| | | | Nagano | 11 | | |
| | | | Ishikawa | 10 | 1 | 1 |
| | | | Yamanashi | 6 | | |
| | | | Toyama | 5 | | |
| | | | Fukui | 4 | | |
| | | | Kinki | 197 | 18.1% | Osaka |
| Hyogo | 49 | 1 | | | | 2 |
| Kyoto | 24 | 2 | | | | 1 |
| Mie | 20 | | | | | |
| Shiga | 9 | | | | | 1 |
| Nara | 8 | 1 | | | | 2 |
| Wakayama | 5 | 1 | | | | |
| Okayama | 5 | | | | | |
| Chugoku | 19 | 1.7% | Hiroshima | 11 | 1 | |
| | | | Yamaguchi | 3 | | |
| | | | | | | |
| Kyushu | 35 | 3.2% | Fukuoka | 28 | 3 | 1 |
| | | | Saga | 2 | | |
| | | | Kumamoto | 5 | 1 | |
| Total | 1,089 | 100.0% | | 1,089 | 41 | 41 |



Number of prefectures with restaurants: 33
 Number of prefectures without restaurants: 14
 Aomori, Iwate, Akita, Tottori, Shimane, Kagawa, Kochi, Tokushima
 Ehime, Oita, Miyazaki, Nagasaki, Kagoshima, Okinawa

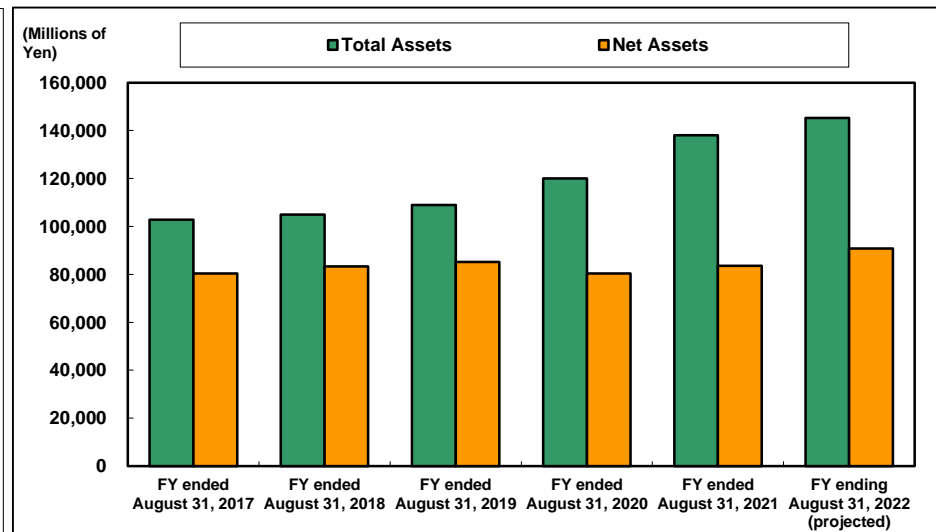
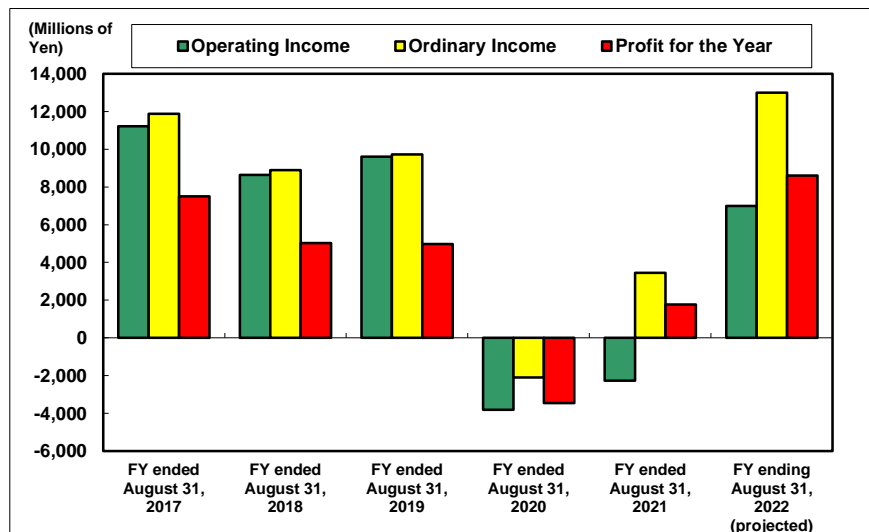
6. Trends in Financial Results (Consolidated)

(Unit: Millions of Yen)

| Item | FY ended August 31, 2017 | | FY ended August 31, 2018 | | FY ended August 31, 2019 | | FY ended August 31, 2020 | | FY ended August 31, 2021 | | FY ending August 31, 2022 (Projected) | |
|---|--------------------------|--------------|--------------------------|--------------|--------------------------|--------------|--------------------------|--------------|--------------------------|--------------|---------------------------------------|--------------|
| | Actual | Year-on-Year | Actual | Year-on-Year | Actual | Year-on-Year | Actual | Year-on-Year | Actual | Year-on-Year | Budget | Year-on-Year |
| Net Sales | 148,306 | 102.3% | 154,063 | 103.9% | 156,527 | 101.6% | 126,842 | 81.0% | 126,513 | 99.7% | 150,000 | 118.6% |
| Selling, General and Administrative Expenses (SG&A) | 84,561 | 102.4% | 89,154 | 105.4% | 90,651 | 101.7% | 83,260 | 91.8% | 82,417 | 99.0% | 89,200 | 108.2% |
| Operating Income | 11,216 | 124.5% | 8,640 | 77.0% | 9,599 | 111.1% | -3,815 | - | -2,264 | - | 7,000 | - |
| Ordinary Income | 11,885 | 130.1% | 8,895 | 74.8% | 9,731 | 109.4% | -2,091 | - | 3,455 | - | 13,000 | 376.2% |
| Profit for the Year | 7,496 | 136.2% | 5,074 | 67.7% | 4,980 | 98.1% | -3,450 | - | 1,765 | - | 8,600 | 487.1% |
| Total Assets | 102,731 | 111.1% | 104,896 | 102.1% | 108,970 | 103.9% | 120,068 | 110.2% | 138,045 | 115.0% | 145,700 | 105.5% |
| Net Assets | 80,412 | 110.7% | 83,396 | 103.7% | 85,177 | 102.1% | 80,355 | 94.3% | 83,569 | 104.0% | 91,200 | 109.1% |

Note: Since amounts are rounded down to the nearest one million yen, they may not exactly match the total.

Note: Figures for the FY ending Aug. 31, 2022 (Projected) are estimates.



7. Financial Results by Segment

(1) By Segment vs Previous Year

(Unit: Millions of Yen)

| Entity | Net Sales | | | Operating Income | | |
|-----------------------------------|---|--|----------------------------|---|--|----------------------------|
| | FY ended August 31, 2021 Current Period | FY ended August 31, 2020 Previous Period | Year-on-Year Difference | FY ended August 31, 2021 Current Period | FY ended August 31, 2020 Previous Period | Year-on-Year Difference |
| Saizeriya | 86,181 | 95,284 | 90.4% -9,103 | -7,210 | -5,623 | - -1,586 |
| Australia | 4,846 | 3,987 | 121.6% 859 | 628 | 20 | 3104.4% 608 |
| Overseas Restaurants (Asia) | 40,210 | 31,408 | 128.0% 8,801 | 4,425 | 1,755 | 252.1% 2,669 |
| Consolidation Elimination | -4,724 | -3,837 | - -887 | -107 | 32 | - -140 |
| Total | 126,513 | 126,842 | 99.7% -329 | -2,264 | -3,815 | - 1,550 |

(2) Asia Breakdown vs Previous Year

(Unit: Millions of Yen)

| Entity | Net Sales | | | Operating Income | | |
|------------|---|--|----------------------------|---|--|----------------------------|
| | FY ended August 31, 2021 Current Period | FY ended August 31, 2020 Previous Period | Year-on-Year Difference | FY ended August 31, 2021 Current Period | FY ended August 31, 2020 Previous Period | Year-on-Year Difference |
| Shanghai | 13,560 | 8,887 | 152.6% 4,672 | 2,545 | 844 | 301.5% 1,701 |
| Guangzhou | 9,410 | 6,489 | 145.0% 2,921 | 1,095 | 24 | 4506.8% 1,070 |
| Beijing | 5,048 | 3,805 | 132.7% 1,242 | 234 | -132 | - 366 |
| Hong Kong | 6,944 | 7,504 | 92.5% -559 | 155 | 700 | 22.3% -544 |
| Taiwan | 1,740 | 1,639 | 106.2% 100 | 163 | 100 | 162.5% 62 |
| Singapore | 3,506 | 3,082 | 113.8% 423 | 230 | 217 | 106.0% 13 |
| Asia Total | 40,210 | 31,408 | 128.0% 8,801 | 4,425 | 1,755 | 252.1% 2,669 |

(3) Development of Overseas Restaurants (Asia)

| Entity | FY ended August 31, 2020 | FY ended August 31, 2021 | | | FY ending August 31, 2022 (Projected) | | |
|--------------|--------------------------|--------------------------|-----------|--------------------------|---------------------------------------|---------------------------------|--------------------------------------|
| | | Openings | Closures | FY ended August 31, 2020 | Restaurant Openings (projected) | Restaurant Closures (projected) | FY ended August 31, 2021 (projected) |
| Shanghai | 143 | 29 | 22 | 150 | 20 | 12 | 158 |
| Guangzhou | 112 | 23 | 9 | 126 | 24 | 9 | 141 |
| Beijing | 83 | 10 | 7 | 86 | 8 | 9 | 85 |
| Hong Kong | 45 | 13 | 4 | 54 | 12 | 2 | 64 |
| Taiwan | 16 | 1 | 0 | 17 | 2 | 0 | 19 |
| Singapore | 29 | 2 | 0 | 31 | 5 | 2 | 34 |
| Total | 428 | 78 | 42 | 464 | 71 | 34 | 501 |

Note: Shanghai, Guangzhou, Beijing, Hong Kong and Taiwan calculated based on the period from July 2020 to June 2021

Note: Singapore is calculated based on the period from September 2020 to August 2021

Note: In FY ended August 31, 2021, Net Increase of 36 restaurants

Note: In FY ending August 31, 2022 (Projected), Net Increase of 37 restaurants

8. Trends in Capital Expenditure and Cash Flow

(Unit: Millions of Yen)

| | FY ended August 31, 2017 | FY ended August 31, 2018 | FY ended August 31, 2019 | FY ended August 31, 2020 | FY ended August 31, 2021 | FY ending August 31, 2022 (Projected) |
|---------------------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|---|
| Restaurant Openings | 2,759 | 2,921 | 1,979 | 1,460 | 2,081 | 3,150 |
| Renovation of Existing Restaurants | 1,338 | 2,158 | 1,113 | 2,071 | 1,413 | 3,186 |
| Yoshikawa Plant | 0 | 3 | 9 | 7 | 0 | 508 |
| Kanagawa Plant | 63 | 600 | 42 | 23 | 114 | 539 |
| Fukushima Plant | 26 | 122 | 42 | 118 | 2 | 27 |
| Hyogo Plant | 0 | 236 | 15 | 15 | 1 | 175 |
| Chiba Plant | 77 | 67 | 252 | 73 | 488 | 45 |
| Head Office and Other | 191 | 136 | 178 | 402 | 142 | 1,015 |
| Consolidated Subsidiaries | 1,481 | 1,743 | 2,453 | 2,518 | 3,419 | 4,067 |
| Capital Expenditure (=A) | 5,935 | 7,986 | 6,083 | 6,687 | 7,660 | 12,712 |
| Cash Flow (=B) | 12,402 | 10,467 | 10,309 | 1,347 | 6,831 | 15,321 |
| Depreciation Costs | 5,812 | 6,297 | 6,229 | 5,690 | 5,951 | 7,610 |
| Difference between A and B | 6,467 | 2,481 | 4,226 | -5,340 | -829 | 2,608 |

Note: Figures for FY ending August 31, 2022 (Projected) are estimates.

Note: The above cash flow uses simple calculation and therefore does not exactly match the Statement of Cash Flows.

9. Projected Consolidated Business Performance

(Billions of yen)

| | First Half | Year-on-Year | Second Half | Year-on-Year | Full Year | Year-on-Year |
|---------------------|------------|--------------|-------------|--------------|-----------|--------------|
| Net Sales | 69.3 | 110.2% | 80.7 | 126.8% | 150.0 | 118.6% |
| Operating Income | 1 | - | 6 | - | 7 | - |
| Profit for the Year | 4.7 | - | 3.9 | 167.3% | 8.6 | 487.1% |

■ Net Sales

Japan: 100 billion yen, Overseas: 50 billion yen

Net increase of 20 restaurants in Japan, net increase of 37 restaurants overseas. Ratio compared to the previous year for existing restaurants in Japan: 116.8%. Ratio compared to the previous year for existing overseas restaurants: 110.7%

■ Operating Income

Japan: 1 billion yen, Asia: 5.8 billion yen, Australia: 0.2 billion yen

Gross profit margin in Japan: 62.9%

Exchange rates: AUD80.18, EUR129.69, USD109.90

■ Profit for the Year

Japan: 5 billion yen, Asia: 3.4 billion yen, Australia: 0.15 billion yen

■ Exchange rate assumptions for budgeting

CNY17.11, TWD3.97, HKD14.24, SGD81.76

| Indicators | | FY ending August 31, 2022 (Projected) |
|---------------------------------|-----------------|--|
| Return on Assets (ROA) | % | 9.2 |
| Total Asset Turnover | No. of times | 1.1 |
| Earnings Per Share (EPS) | Yen | 176.9 |
| Book Value Per Share (BPS) | Yen | 1,870.5 |
| Equity Ratio | % | 62.1 |
| Return on Equity for Term (ROE) | % | 9.9 |

10. Initiatives for the Fiscal Year ending Aug. 31, 2022

COVID-19 Measures

Expansion of Potential New Restaurant Sites (Development of Small-Scale Restaurants, Entry into New Regions)

Establishment of New Sales Channels

Improvement of the Profit Structure (Improvement of Break-Even Point)

Reduction of Plant Waste (Ingredient Waste, Energy Loss)

Enhancement of Pleasant Dining Atmosphere through Refurbishment

Improvement of Restaurant Operations (Reduction of Labor through Digitization)

New Business Development (Creation of Business Models for Post-COVID-19)

Maximization of the Value of the Organization and Individuals (Utilizing HR and Evaluation Systems)

Promotion of the Shifting of Employees to Full-Time Standard Employment

Promotion of SDGs (Reduction of Food Loss, Recycling of Plastics and Reduced Use of Plastic, Energy Conservation)

Overseas Business (Review of Governance Structure, Restructuring of Organizational Structure from the Medium- to Long-Term Perspective)

Saizeriya Co., Ltd. Financial Results Briefing Session for the Fiscal Year ended August 31, 2021

(49th term: from September 1, 2020 to August 31, 2021)



Code No. 7581

Wednesday, October 13,
2021

