

Annual Report 2025

Year ended August 31, 2025





La Buona Tavola!

Saizeriya's aim is to bring delicious, healthy Italian home-style cuisine to people around the world in a convenient and enjoyable way.

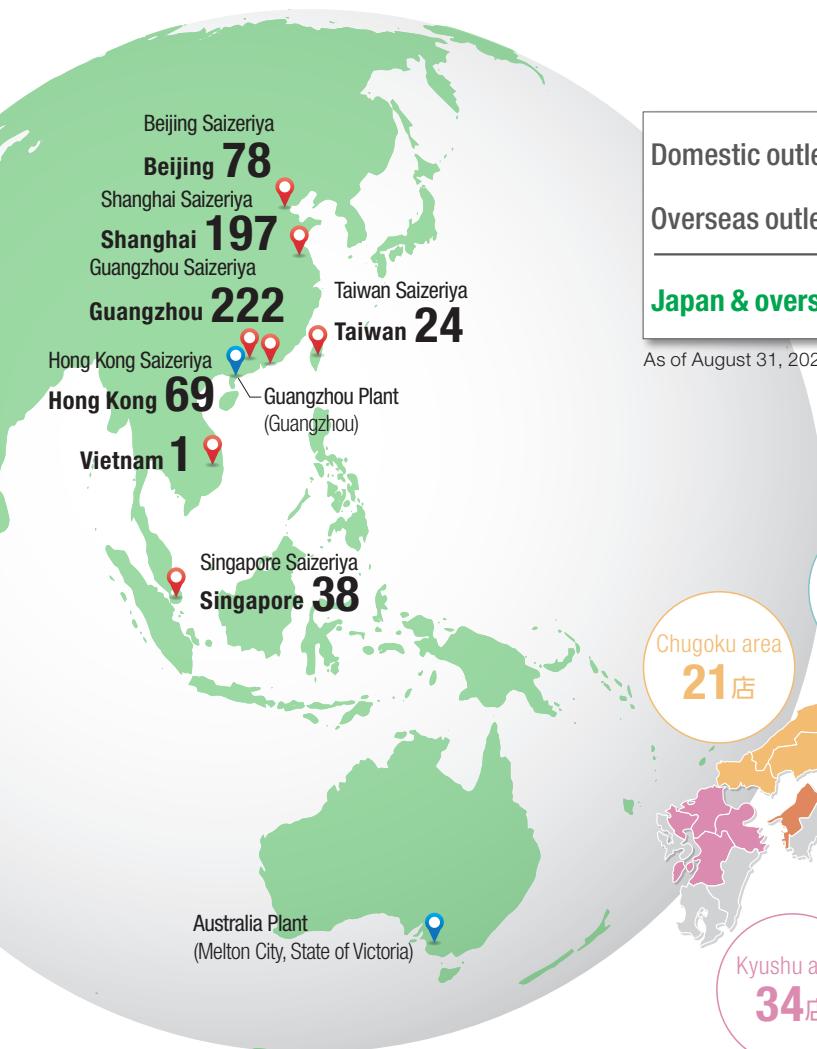
Core Philosophy

- For Others
- With Integrity
- In Harmony

Our Vision

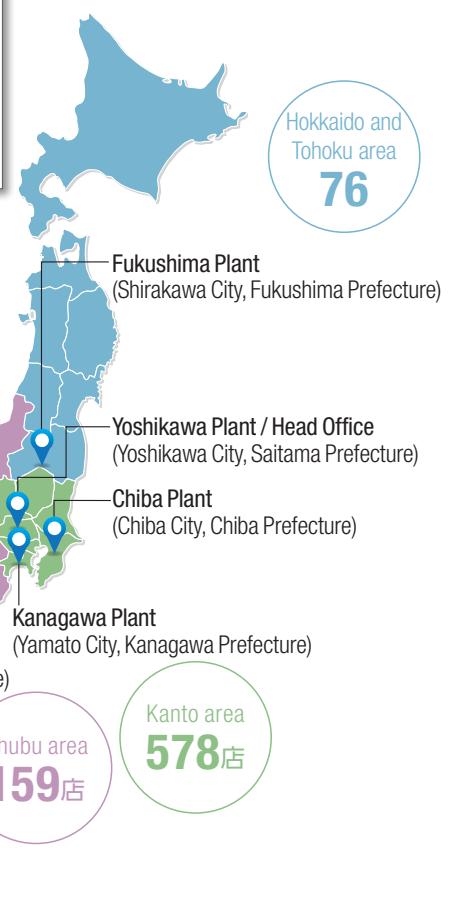
- To establish 10,000 stores that are indispensable to people's daily lives

The Number of Restaurants



| | |
|---|--------------|
| Domestic outlets | 1,053 |
| Overseas outlets | 629 |
| Japan & overseas total 1,682 | |

As of August 31, 2025



New outlets opened one after another!

- Sep. 4, 2025 Saizeriya, Ecoll-Mami (Nara Prefecture)
- Sep. 4, 2025 Saizeriya, Daiei Higashi Ojima (Tokyo)
- Sep. 11, 2025 Saizeriya, Aeon Takajo (Oita Prefecture)
- Sep. 25, 2025 Saizeriya, One's mall (Chiba Prefecture)
- Sep. 25, 2025 Saizeriya, Aeon Mall Tsuyama (Okayama Prefecture)
- Oct. 9, 2025 Saizeriya, Aeon Mall Fujinomiya (Shizuoka Prefecture)
- Nov. 7, 2025 Saizeriya, Soyora Sanjosugoro (Niigata Prefecture)
- Nov. 13, 2025 Saizeriya, Grand Emio Oizumi-Gakuen (Tokyo)
- Nov. 27, 2025 Saizeriya, Aeon Mall Tottori Kita (Tottori Prefecture)



Consolidated Financial Highlights

Years Ended August 31, 2025 and 2024

2025

2024

2025

Millions of Yen

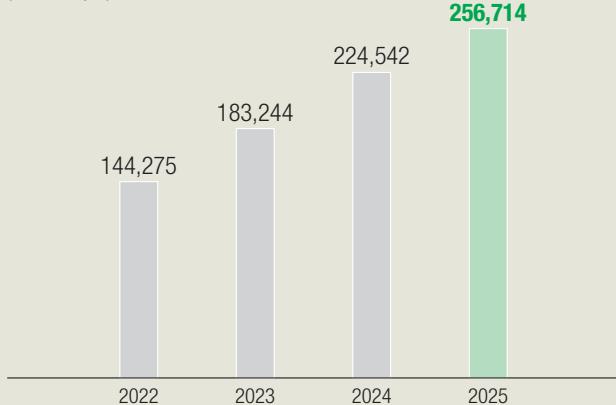
Thousands of U.S. Dollars

| Operational Data: | | 2025 | 2024 | 2025 |
|---|--|----------|----------|-------------|
| Net Sales | | ¥256,714 | ¥224,542 | \$1,747,305 |
| Income before Income Taxes and Minority Interests | | 15,628 | 14,863 | 106,371 |
| Profit Attributable to Owners of Parent | | 11,164 | 8,149 | 75,987 |
| Financial Data: | | | | |
| Total Assets | | 179,446 | 168,136 | 1,221,385 |
| Net Assets | | 117,157 | 110,803 | 797,420 |
| Per Share Data (Yen and U.S. Dollars): | | | | |
| Net Income per Share | | ¥227.46 | ¥166.28 | \$1.55 |
| Dividends per Share | | 30.00 | 25.00 | 0.20 |

Note: The U.S. dollar amounts represent translations of Japanese yen amounts at the rate of ¥144.80=US\$1, the approximate rate of exchange on August 31, 2024.

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(%)



To Our Shareholders



Yasuhiko Shougaki
Chairman and Representative Director

Hideharu Matsutani
President and Representative Director

The dining-out industry had been seeing a recovery trend, with real incomes rising partly due to wage increases, and personal consumption also increasing. However, consumer confidence has been weakening due to escalating rice prices and increases in ingredient and energy prices caused by yen weakness that have continued since the previous year, and the business environment remains harsh.

Under these circumstances, the Group aims to ensure that people all over the world can conveniently enjoy healthy home-style Italian cuisine at our restaurants. In September 2024, we added two zone managers to our outlet management organization, thereby creating a seven-zone structure, to improve the level of outlet management and further enhance store QSC. As of the end of August 2025, approximately 900 outlets have rolled out an ordering method that uses QR codes and customers' mobile devices, with plans to spread it to all outlets by the end of the year. Going forward, we will continue to implement similar initiatives in order to raise profitability. In addition, in order to attract new customers, we began trialing a breakfast-only menu at outlets in Japan from June 2025 to enable customers to enjoy delicious and healthy breakfasts even on busy mornings. We opened our first outlet in Tokushima Prefecture in October 2024, and an outlet each in Ehime Prefecture in November, and Oita Prefecture in December. Overseas, we opened our first outlet in Vietnam in May 2025. In order to improve the quality of existing products, we regularly change our Grand Menu. In May 2025, we also renewed our website to let even more customers know about Saizeriya, including our approach and principle since our founding, our approach to product development, and information on popular menu items.

As a result of these initiatives, the Company recorded net sales of ¥256,714 million (up 14.3% from the previous fiscal year), operating income of ¥15,499 million (up 4.3% from the previous fiscal year), ordinary income of ¥15,805 million (up 1.4% from the previous fiscal year), and profit attributable to owners of parent of ¥11,164 million (up 37.0% from the previous fiscal year).

In the fiscal year ending August 31, 2026, in order to become a true chain store organization, the Company will promote building the models of operation, outlet layout, and profit. Furthermore, to strengthen the profitability structure, we will reorganize our product-related departments, build a supply chain from a global perspective, promote DX, and continue to invest in IT.

– Further developing the growth stage, with the aim of globalization –

Hideharu Matsutani

President and Representative Director

Products (Mass merchandising system)

– Creating core products and building a supply chain –

We will continue to refine our products to better meet customer needs, focusing on our “Everyday Low Price” pricing policy and delivering exceptional quality and value. In addition, we will develop “wants-based” products such as seasonal items and desserts to enhance customers’ enjoyment of meals, and expand outlets offering breakfast to meet changing lifestyles. We will also proactively promote Group-wide sourcing and the establishment of a supply chain to address rising costs.

Outlet operations (Mass stores operation system)

– Improving productivity by simplifying and standardizing outlet operations –

The roll-out of a smartphone-based ordering system at all outlets is underway and scheduled to be completed before the year-end. In the fiscal year ending August 31, 2026, together with the installation of self-checkouts, which has already been completed, we will continue to promote operational innovation by standardizing outlet operations. In addition, we will improve our operational manuals to standardize and shorten training periods in preparation for outlet expansion.



Organization (Chain management system)

– Building organizational structure and developing managers for new outlet strategies –

To date, in order to improve outlet conditions, we have been building an organization that can provide education aimed at spreading our principle and improving QSC levels. In the fiscal year ending August 31, 2026, we will continue these efforts while also enhancing our management capabilities to eliminate waste and inconsistencies, and accelerating the development of specialists who can take responsibility for numerical results in order to achieve future growth.

Overseas business

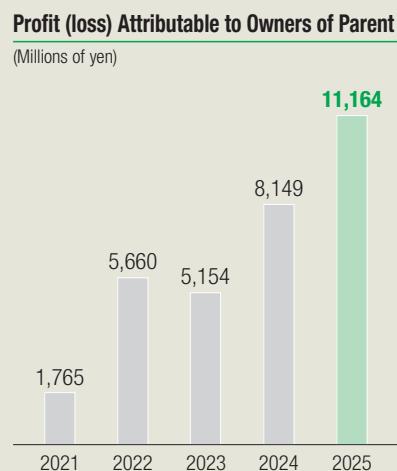
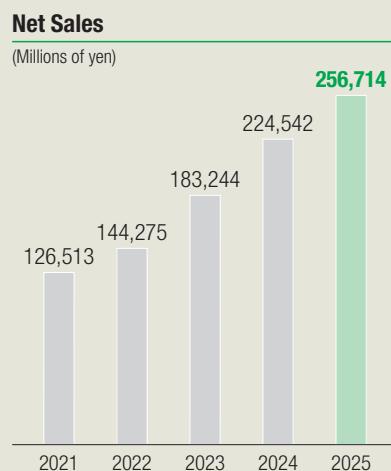
– Proactive outlet openings, including new bases and new countries –

Despite the economic downturn and other factors in Asia, we have continued to grow by steadily increasing the number of outlets, including by opening outlets in competitive shopping centers as well as in Vietnam, our first outlet in that country. In the fiscal year ending August 31, 2026, we will undertake active expansion into Wuhan and new countries such as Australia and Malaysia. We will also establish a new plant in Guangzhou and continue preparations for further expansion in the future.



Consolidated Five-Year Summary

| | 2021 | 2022 | 2023 | 2024 | 2025 |
|--|---------|---------|---------|---------|----------------|
| Net Sales | 126,513 | 144,275 | 183,244 | 224,542 | 256,714 |
| Operating Income (loss) | (2,264) | 422 | 7,222 | 14,863 | 15,499 |
| Ordinary Income (loss) | 3,455 | 10,774 | 7,949 | 15,585 | 15,805 |
| Profit (loss) Attributable to Owners of Parent | 1,765 | 5,660 | 5,154 | 8,149 | 11,164 |
| Total Assets | 138,045 | 147,930 | 155,121 | 168,136 | 179,446 |
| Net Assets | 83,569 | 94,523 | 99,031 | 110,803 | 117,157 |
| Shareholders' Equity Ratio (%) | 60.1 | 63.5 | 63.5 | 65.6 | 65.0 |
| Net Income (loss) per Share (Yen) | 36.31 | 115.91 | 105.62 | 166.28 | 227.46 |
| Cash Dividends per Share (Yen) | 18.00 | 18.00 | 18.00 | 25.00 | 30.00 |



Segment Results

Japan

The number of customers and average check at existing outlets continued to increase due to factors such as improved outlet organization as a result of an increase in the number of zone managers, menu strategy, and utilization of DX. However, with ingredient and energy prices rising due to escalating rice prices and yen weakness since the previous year, total sales in Japan were ¥172,908 million (up 18.1% from the previous fiscal year) and operating income was ¥5,033 million (up 83.9% from the previous fiscal year).

Australia

Ingredients used by Saizeriya are manufactured in Australia. Total sales in Australia were ¥11,148 million (up 2.9% from the previous fiscal year), and operating income was ¥325 million (down 31.3% from the previous fiscal year).

Asia

Due to continued progress with new outlet openings leading to an increased number of outlets, total sales in Asia were ¥83,802 million (up 7.4% from the previous fiscal year), and operating income was ¥10,132 million (down 12.8% from the previous fiscal year).

Outlook for the Fiscal Year Ending August 31, 2026

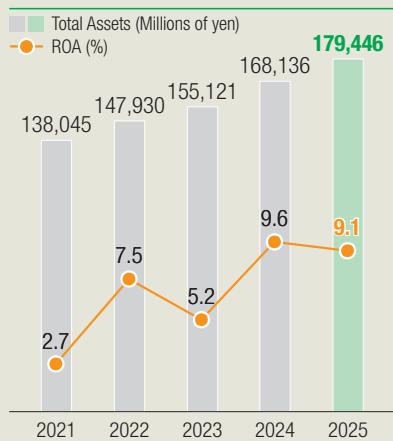
In the dining-out industry, the harsh conditions are expected to continue due to the ongoing increases in prices of ingredients and resources as well as rising personnel costs caused by a worker shortage. The management environment is expected to change drastically as digitalization accelerates going forward.

In these conditions, the Group will promote building the models of operation, outlet layout, and profit in order to become a true chain store. Furthermore, in order to strengthen the profitability structure, we will reorganize our product-related departments, build a supply chain from a global perspective, promote DX, and continue to invest in IT.

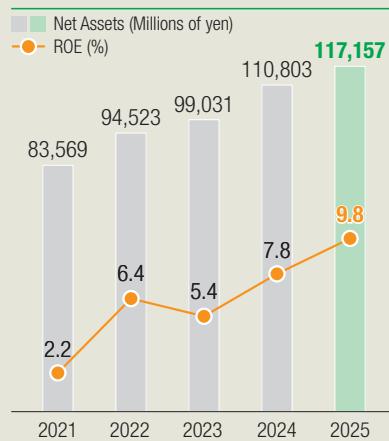
In view of the above, the Company forecasts consolidated net sales of ¥276.3 billion, operating income of ¥19.0 billion, ordinary income of ¥18.7 billion, and profit attributable to owners of parent of ¥12.4 billion.

| | 2025 results | (Millions of Yen) 2026 forecasts |
|--|--------------|-------------------------------------|
| Net Sales | 256,714 | 276,300 |
| Operating Income (loss) | 15,499 | 19,000 |
| Ordinary Income (loss) | 15,805 | 18,700 |
| Profit (loss) Attributable to Owners of Parent | 11,164 | 12,400 |

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) |
|--|-----------|-----------------|------------------------------------|
| | 2025 | 2024 | 2025 |
| August 31, 2025 and 2024 | | | |
| Assets | | | |
| Current assets | | | |
| Cash and deposits with banks | ¥ 67,152 | ¥ 71,949 | \$ 457,065 |
| Account Receivable | 3,098 | 2,196 | 21,086 |
| Accounts receivable-tenants | 4,009 | 3,224 | 27,286 |
| Merchandise and finished goods | 15,011 | 14,206 | 102,171 |
| Raw materials and supplies | 1,876 | 1,637 | 12,768 |
| Other | 5,316 | 4,944 | 36,182 |
| Total current assets | 96,465 | 98,158 | 656,581 |
| Fixed assets | | | |
| Tangible fixed assets | | | |
| Buildings and structures | 29,039 | 25,562 | 197,651 |
| Machinery, vehicle and equipment | 2,375 | 1,269 | 16,165 |
| Furniture and fixtures | 7,095 | 4,727 | 48,291 |
| Land | 6,830 | 6,844 | 46,487 |
| Lease assets, net | 28 | 38 | 190 |
| Rights of use assets, net | 18,308 | 15,694 | 124,612 |
| Construction in progress | 4,784 | 1,635 | 32,561 |
| Total tangible fixed assets | 68,462 | 55,772 | 465,981 |
| Intangible fixed assets | 538 | 578 | 3,661 |
| Investments and other assets | | | |
| Caution and guarantee money | 11,259 | 10,756 | 76,633 |
| Cooperative advances for construction | 13 | 20 | 88 |
| Long-term loans | 30 | — | 204 |
| Deferred tax assets | 2,540 | 2,723 | 17,288 |
| Other | 148 | 136 | 1,007 |
| Allowance for doubtful accounts | (11) | (11) | (74) |
| Total Intangible fixed assets and investments and other assets | 13,979 | 13,626 | 95,147 |
| Total fixed assets | 82,980 | 69,977 | 564,797 |
| Total assets | ¥ 179,446 | ¥ 168,136 | \$ 1,221,385 |

Notes: (1) The U.S. dollar amounts represent translations of Japanese yen amounts at the rate of ¥146.92=US\$1, the approximate rate of exchange on August 31, 2025.

(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, 2025 and 2024 | 2025 | 2024 | 2025 |
| Liabilities | | | |
| Current liabilities | | | |
| Accounts payable-trade | ¥ 10,427 | ¥ 9,592 | \$ 70,970 |
| Lease obligations | 8,154 | 7,544 | 55,499 |
| Income taxes payable | 2,808 | 2,625 | 19,112 |
| Accrued bonuses | 2,109 | 1,952 | 14,354 |
| Asset retirement obligations | 216 | 259 | 1,470 |
| Other | 11,603 | 10,670 | 78,974 |
| Total current liabilities | 35,319 | 32,644 | 240,396 |
| Long-term liabilities | | | |
| Long-term borrowings | 6,000 | 6,000 | 40,838 |
| Provision for employee stock ownership plan | 1,582 | 1,439 | 10,767 |
| Lease obligations | 11,052 | 9,132 | 75,224 |
| Deferred tax liabilities | — | 9 | — |
| Asset retirement obligations | 8,235 | 8,006 | 56,050 |
| Other | 99 | 98 | 673 |
| Total long-term liabilities | 26,969 | 24,688 | 183,562 |
| Total liabilities | 62,289 | 57,332 | 423,965 |
| Net assets | | | |
| Shareholders' equity | | | |
| Capital stock | 8,612 | 8,612 | 58,616 |
| Capital surplus | 11,932 | 11,658 | 81,214 |
| Retained earnings | 94,733 | 84,811 | 644,793 |
| Treasury stock | (8,062) | (7,590) | (54,873) |
| Total shareholders' equity | 107,215 | 97,492 | 729,750 |
| Accumulated other comprehensive income | | | |
| Translation adjustments | 9,336 | 12,825 | 63,544 |
| Total accumulated other comprehensive income | 9,336 | 12,825 | 63,544 |
| Subscription rights to shares | 605 | 486 | 4,117 |
| Total net assets | 117,157 | 110,803 | 797,420 |
| Total liabilities and net assets | ¥ 179,446 | ¥ 168,136 | \$ 1,221,385 |

Consolidated Statements of Income

| | Millions of Yen | | Thousands of U.S. Dollars (Note 1) |
|---|------------------|-----------|------------------------------------|
| Years Ended August 31, 2025 and 2024 | 2025 | 2024 | 2025 |
| Net sales | ¥ 256,714 | ¥ 224,542 | \$ 1,747,305 |
| Cost of sales | 107,631 | 92,458 | 732,582 |
| Gross profit | 149,082 | 132,084 | 1,014,715 |
| Selling, general and administrative expenses | 133,583 | 117,220 | 909,223 |
| Operating income | 15,499 | 14,863 | 105,493 |
| Non-operating income | 1,099 | 1,480 | 7,480 |
| Interest income | 716 | 891 | 4,873 |
| Foreign exchange gains | — | 250 | — |
| Income insurance | 15 | 10 | 102 |
| Subsidy income | 186 | 96 | 1,266 |
| VAT-differential | — | 21 | — |
| Other | 181 | 208 | 1,232 |
| Non-operating expenses | 793 | 757 | 5,397 |
| Interest expenses | 717 | 584 | 4,880 |
| Net foreign exchange loss | 17 | — | 116 |
| Commission for purchase of treasury shares | 6 | 4 | 41 |
| Litigation expenses | — | 105 | — |
| Other | 52 | 63 | 354 |
| Ordinary income | 15,805 | 15,585 | 107,576 |
| Extraordinaly income | 642 | 150 | 4,370 |
| Gain on sales of noncurrent assets | 581 | — | 3,955 |
| Compensation income | 10 | 108 | 68 |
| Gain on reversal of subscription rights to shares | 50 | 42 | 340 |
| Extraordinaly losses | 819 | 1,707 | 5,574 |
| Impairment loss | 664 | 1,272 | 4,519 |
| Loss on retirement of fixed assets | 96 | 324 | 653 |
| Store closure loss | 59 | 102 | 402 |
| Other | — | 6 | — |
| Profit before income taxes | 15,628 | 14,028 | 106,371 |
| Current income taxes | 4,358 | 3,346 | 29,662 |
| Deferred income taxes | 104 | 2,532 | 708 |
| Total income taxes | 4,463 | 5,878 | 30,377 |
| Net income | 11,164 | 8,149 | 75,987 |
| Profit attributable to owners of parent | ¥ 11,164 | ¥ 8,149 | \$ 75,987 |

Notes: (1) The U.S. dollar amounts represent translations of Japanese yen amounts at the rate of ¥146.92=US\$1, the approximate rate of exchange on August 31, 2025.

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

Consolidated Statements of Cash Flows

| | Millions of Yen | Thousands of U.S. Dollars (Note 1) |
|--|-----------------|------------------------------------|
| Years Ended August 31, 2025 and 2024 | 2025 | 2024 |
| Operating activities | | 2025 |
| Income before income taxes and minority interests(loss) | ¥ 15,628 | ¥ 14,028 |
| Depreciation and amortization | 16,038 | 13,471 |
| Increase (decrease) in allowance for doubtful accounts | 0 | (0) |
| Increase (decrease) in accrued bonuses | 214 | 336 |
| Increase (decrease) in provision for employee stock ownership plan | 142 | 188 |
| Increase (decrease) in reserve for special benefit for shareholders | — | (207) |
| Interest income | (716) | (891) |
| Interest expenses | 717 | 584 |
| Foreign exchange loss (gain) | (177) | (362) |
| Loss on retirement of fixed assets | 96 | 324 |
| Gain on sales of non-current assets | (581) | — |
| Store closure loss | 59 | 102 |
| Impairment loss | 664 | 1,272 |
| Compensation income | — | (108) |
| Income Insurance | (15) | (10) |
| Subsidy income | (186) | (107) |
| Gain on reversal of share acquisition rights | (50) | (42) |
| Decrease (increase) in accounts receivable-tenants | (784) | (1,206) |
| Decrease (increase) in accounts receivable | (902) | (676) |
| Decrease (increase) in inventories | (1,273) | (4,024) |
| Decrease (increase) in other current assets | (484) | (215) |
| Increase in accounts payable-trade | 1,027 | 909 |
| Increase (decrease) in other current liabilities | 823 | 2,011 |
| Other | 61 | 230 |
| Subtotal | 30,298 | 25,607 |
| Interest and dividends received | 651 | 825 |
| Interest paid | (717) | (584) |
| Income tax paid | (4,154) | (2,511) |
| Corporate tax refund amount | — | 591 |
| Compensation income | — | 78 |
| Proceeds from insurance income | 15 | 10 |
| Subsidies received | 186 | 107 |
| Net cash provided by operating activities | 26,280 | 24,124 |
| Investing activities: | | 178,873 |
| Gain on sale of shares of subsidiaries and affiliates | — | 13 |
| Purchase of tangible fixed assets | (18,490) | (8,395) |
| Proceeds from sale of property, plant and equipment | 590 | — |
| Purchase of intangible fixed assets | (125) | (317) |
| Payments for caution money, guarantee money and cooperative advances for construction | (791) | (521) |
| Proceeds from collection of caution, guarantee money and cooperative advances for construction | 233 | 706 |
| Other payments | (158) | (355) |
| Net cash used in investing activities | (18,741) | (8,870) |
| Financing activities: | | (127,559) |
| Proceeds from short-term borrowings | — | 6,000 |
| Proceeds from long-term borrowings | — | (12,500) |
| Repayments of lease obligations | (8,253) | (7,265) |
| Purchase of treasury stock | (942) | (1,001) |
| Proceeds from exercise of share options | 386 | 819 |
| Dividends paid | (1,242) | (892) |
| Net cash provided by (used in) financing activities | (10,052) | (14,840) |
| Translation differences on cash and cash equivalents | (2,283) | 3,292 |
| Increase (decrease) in cash and cash equivalents | (4,796) | 3,707 |
| Cash and cash equivalents at beginning of period | 71,949 | 67,855 |
| Increase in cash and cash equivalents from inclusion of subsidiaries in consolidation | — | 386 |
| Cash and cash equivalents at end of period | ¥ 67,152 | ¥ 71,949 |
| | | \$ 457,065 |

Notes: (1) The U.S. dollar amounts represent translations of Japanese yen amounts at the rate of ¥146.92=US\$1, the approximate rate of exchange on August 31, 2025.

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Consolidated Statement of Changes in Net Assets

| Year Ended August 31, 2025 | Millions of Yen | | | | | | | | |
|--|----------------------|-----------------|-------------------|-----------------|----------------------------|--|--|-------------------------------|------------------|
| | Shareholder's equity | | | | | Accumulated other comprehensive income | | Subscription rights to shares | Total net assets |
| | Capital stock | Capital surplus | Retained earnings | Treasury stock | Total shareholder's equity | Translation adjustments | Total accumulated other comprehensive income | | |
| Balance as of September 1, 2024 | ¥8,612 | ¥11,658 | ¥84,811 | ¥(7,590) | ¥97,492 | ¥12,825 | ¥12,825 | ¥486 | ¥110,803 |
| Changes of items during the period | | | | | | | | | |
| Dividends of surplus | | | (1,242) | | (1,242) | | | | (1,242) |
| Profit attributable to owners of parent | | | 11,164 | | 11,164 | | | | 11,164 |
| Acquisition of treasury stock | | | | (942) | (942) | | | | (942) |
| Disposal of treasury stock | | 273 | | 469 | 743 | | | | 743 |
| Change of scope of consolidation | | | — | | — | | | | — |
| Change of scope of consolidation – foreign currency translation adjustment | | | | | | — | — | | — |
| Net changes of items other than shareholders equity | | | | | | (3,488) | (3,488) | 118 | (3,369) |
| Total changes during the term | 273 | 9,922 | (472) | 9,723 | | (3,488) | (3,488) | 118 | 6,353 |
| Balance as of August 31, 2025 | ¥8,612 | ¥11,932 | ¥94,733 | ¥(8,062) | ¥107,215 | ¥9,336 | ¥9,336 | ¥605 | ¥117,157 |

| Year Ended August 31, 2025 | Thousands of U.S. Dollars (Note 1) | | | | | | | | |
|--|------------------------------------|-----------------|-------------------|-------------------|----------------------------|--|--|-------------------------------|------------------|
| | Shareholder's equity | | | | | Accumulated other comprehensive income | | Subscription rights to shares | Total net assets |
| | Capital stock | Capital surplus | Retained earnings | Treasury stock | Total shareholder's equity | Translation adjustments | Total accumulated other comprehensive income | | |
| Balance as of September 1, 2024 | \$58,617 | \$79,349 | \$577,260 | \$(51,661) | \$663,572 | \$87,292 | \$87,292 | \$3,308 | \$754,172 |
| Changes of items during the period | | | | | | | | | |
| Dividends of surplus | | | (8,454) | | (8,454) | | | | (8,454) |
| Profit attributable to owners of parent | | | 75,987 | | 75,987 | | | | 75,987 |
| Acquisition of treasury stock | | | | (6,412) | (6,412) | | | | (6,412) |
| Disposal of treasury stock | | 1,858 | | 3,192 | 5,057 | | | | 5,057 |
| Change of scope of consolidation | 0 | 0 | 0 | | | 0 | 0 | | 0 |
| Change of scope of consolidation – foreign currency translation adjustment | 0 | 0 | 0 | 0 | 0 | | | | 0 |
| Net changes of items other than shareholders equity | | | | | | (23,741) | (23,741) | 803 | (22,931) |
| Total changes during the term | | 1,858 | 67,533 | (3,213) | 66,179 | (23,741) | (23,741) | 803 | 43,241 |
| Balance as of August 31, 2025 | \$58,617 | \$81,214 | \$644,793 | \$(54,873) | \$729,751 | \$63,545 | \$63,545 | \$4,118 | \$797,420 |

Notes: (1) The U.S. dollar amounts represent translations of Japanese yen amounts at the rate of ¥146.92=US\$1, the approximate rate of exchange on August 31, 2025.

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

Corporate Data and Shareholders' Information

Corporate Data

As of August 31, 2025

| | |
|---------------------------------------|--|
| Company Name | SAIZERIYA CO., LTD. |
| Chairman and Representative Director | Yasuhiko Shogaki |
| President and Representative Director | Hideharu Matsutani |
| Head Office | 2-5, Asahi, Yoshikawa City, Saitama 342-0008, Japan |
| Established | May 1, 1973 |
| Capital Stock | ¥8,612,500,000 |
| Number of Employees | 4,868 (Full-time employees; on a consolidated basis) |
| Number of Outlets | 1,682 (1,053 in Japan and 629 overseas) |

Consolidated Subsidiaries

| |
|---|
| SAIZERIYA AUSTRALIA PTY.LTD. |
| SHANGHAI SAIZERIYA CO.,LTD. |
| GUANGZHOU SAIZERIYA CO.,LTD. |
| TAIWAN SAIZERIYA CO.,LTD. |
| BEIJING SAIZERIYA CO.,LTD. |
| HONG KONG SAIZERIYA CO.LIMITED |
| SINGAPORE SAIZERIYA PTE.LTD. |
| GUANGZHOU SAIZERIYA FOOD CO.,LTD. |
| VIETNAM SAIZERIYA CO.,LTD. |
| GUANGDONG SAIZERIYA MANAGEMENT CO.,LTD. |
| WUHAN SAIZERIYA CO.,LTD. |
| SAIZERIYA AUSTRALIA RISTORANTE PTY LTD |

Board of Directors and Audit and Supervisory Committee Members

| | |
|---|--------------------|
| Chairman | Yasuhiko Shogaki |
| President | Hideharu Matsutani |
| Director | Noboru Nagaoka |
| Director, Standing Audit and Supervisory Committee Member | Nobuyuki Masuoka |
| Outside Director, Audit and Supervisory Committee Member | Michiharu Matsuda |
| Outside Director, Audit and Supervisory Committee Member | Takashi Arakawa |
| Outside Director, Audit and Supervisory Committee Member | Marie Eguchi |

As of November 26, 2025

Shareholders' Information

As of August 31, 2025

| | |
|-----------------------------------|------------------------------------|
| Total Number of Shares Authorized | 73,208,000 |
| Number of Shares Issued | 52,272,342 |
| Shares Listed on | Prime Market, Tokyo Stock Exchange |
| Number of Shareholders | 41,091 |

Principal Shareholders

| | Number of Shares Held (Unit: 1,000 shares) | Percentage of Total Shares (%) |
|---|---|-----------------------------------|
| Yasuhiko Shogaki | 14,117 | 28.41 |
| The Master Trust Bank of Japan, Ltd | 5,618 | 11.31 |
| Babette Co., Ltd. | 4,300 | 8.66 |
| Custody Bank of Japan, Ltd. (Trust Account) | 2,856 | 5.75 |
| Saizeriya Employees' Stock Holding Association | 1,357 | 2.73 |
| JPMorgan Securities Japan Co., Ltd. | 817 | 1.65 |
| Custody Bank of Japan, Ltd. (Trust E Account) | 581 | 1.17 |
| MLI FOR CLIENT GENERAL OMNI NON COLLATERAL NON TREATY-PB | 559 | 1.13 |
| STATE STREET BANK WEST CLIENT-TREATY 505234 | 464 | 0.94 |
| JP MORGAN CHASE BANK 385781 | 413 | 0.83 |

Ownership of Shares by Category

| | Number of Shareholders | Number of Shares Held* (Unit: 100 shares) | Percentage of Total Shares (%) |
|--------------------------------------|---------------------------|---|-----------------------------------|
| Japanese financial institutions | 22 | 97,743 | 18.73 |
| Japanese securities companies | 35 | 16,628 | 3.19 |
| Other Japanese corporations | 219 | 45,126 | 8.65 |
| Foreign corporations and individuals | 322 | 90,854 | 17.41 |
| Japanese individuals and others | 40,493 | 271,502 | 52.03 |
| Total | 41,091 | 521,853 | 100.00 |

*Odd-lot shares are excluded.



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