

Saizeriya Co., Ltd.

Financial Results Briefing Session for the Fiscal Year ended August 31, 2022

(50th term: from September 1, 2021 to August 31, 2022)



Code No. 7581

Tuesday, October 12, 2022



Table of Contents

1. Financial Results for the Year Ended August 31, 2012	P 2
2. Major Factors Affecting Business Performance	P 6
3. Trends in Major Management Indicators	P 22
4. Trends in Openings & Closures of Restaurants and Total Restaurants at End of Period	P 23
5. Number of Restaurants in Japan by Region	P 26
6. Trends in Financial Results	P 27
7. Financial Results by Segment	P 28
8. Trends in Capital Expenditure and Cash Flow	P 31
9. Projected Consolidated Business Performance	P 32
10. Initiatives for the Fiscal Year 2023	P 33

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, 2022 (Consolidated)

(1) Financial Highlights

(Unit: Millions of Yen)

	Actual	Previous Year	Year-on-Year	Budget	vs Budget
			Difference		Difference
Net Sales	144,275	126,513	114.0% 17,761	148,000	97.5% -3,724
Gross Profit	91,051	80,152	113.6% 10,899	93,600	97.3% -2,548
Operating Income	422	-2,264	- 2,687	3,600	11.7% -3,177
Ordinary Income	10,774	3,455	311.8% 7,318	13,000	82.9% -2,225
Profit for the Year	5,660	1,765	320.6% 3,895	7,700	73.5% -2,039

Increase in revenue, increase in profit. Budget reflects the financial forecast announced on April 13, 2022. Net Sales and Operating Income exceeded the previous year.

Non-Operating Income includes Subsidy Income of 9,863 million yen and Foreign Exchange Gain of 698 million yen

Non-Operating Expenses include Interest Expenses of 418 million yen and a 199 million yen Loss on Valuation of Derivatives

Extraordinary Losses include an Impairment Loss of 1,923 million yen

1. Financial Results for the Year Ended August 31, 2022 (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	144,275	100.0%	126,513	100.0%	-
Cost of Sales	53,223	36.9%	46,360	36.6%	0.2%
Gross Profit	91,051	63.1%	80,152	63.4%	-0.2%
Selling, General and Administrative Expenses (SG&A)	90,628	62.8%	82,417	65.1%	-2.3%
Operating Income	422	0.3%	-2,264	-	-
Ordinary Income	10,774	7.5%	3,455	2.7%	4.7%
Profit for the Year	5,660	3.9%	1,765	1.4%	2.5%

Cost of Sales ratio worsened by 0.2 points.
SG&A Expenses ratio improved by 2.3 points.

1. Financial Results for the Year Ended August 31, 2022 (Non-Consolidated)

(3) Financial Highlights

(Unit: Millions of Yen)

	Actual	Previous Year	Year-on-Year	Budget	vs Budget
			Difference		Difference
Net Sales	101,126	86,181	117.3% 14,945	103,000	98.2% -1,873
Gross Profit	62,513	53,199	117.5% 9,313	64,000	97.7% -1,486
Operating Income	-2,101	-7,210	- 5,109	0	- -2,101
Ordinary Income	8,786	-912	- 9,698	10,200	86.1% -1,413
Profit for the Year	4,601	-1,131	- 5,733	6,000	76.7% -1,398

Increase in revenue, increase in profit (decrease of loss). Budget reflects the financial forecast announced on April 13, 2022. Net Sales and Operating Income exceeded those of the previous year.

Non-Operating Income includes Subsidy Income of 9,256 million yen and Foreign Exchange Gain of 766 million yen

Non-Operating Expenses include a 199 million yen Loss on Valuation of Derivatives

Extraordinary Losses include an Impairment Loss of 1,602 million yen

1. Financial Results for the Year Ended August 31, 2022 (Non-Consolidated)

(4) 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	101,126	100.0%	86,181	100.0%	-
Cost of Sales	38,613	38.2%	32,981	38.3%	-0.1%
Gross Profit	62,513	61.8%	53,199	61.7%	0.1%
Selling, General and Administrative Expenses (SG&A)	64,614	63.9%	60,410	70.1%	-6.2%
Operating Income	-2,101	-	-7,210	-	-
Ordinary Income	8,786	8.7%	-912	-	-
Profit for the Year	4,601	4.6%	-1,131	-	-

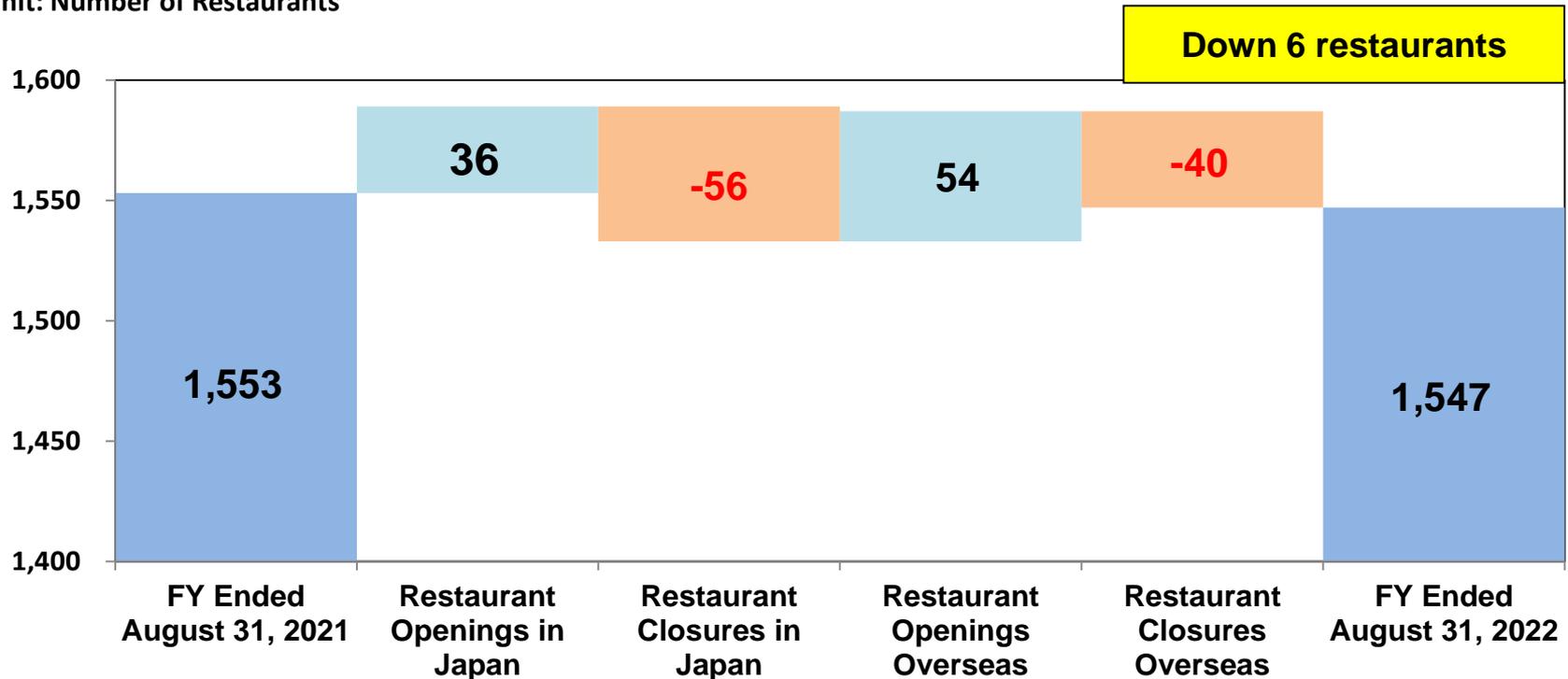
Cost of Sales ratio improved by 0.1 points.
SG&A Expenses ratio improved by 6.2 points.

2. Major Factors Affecting Business Performance

(1) Net Sales - Number of Restaurants

Number of restaurants 1,547. Down 6 restaurants

Unit: Number of Restaurants



There was a consolidated net decrease of 6 restaurants (a net decrease of 20 restaurants in Japan and a net increase of 14 restaurants overseas) from the FY ended August 31, 2021.

The total number of domestic restaurants was 1,069, and the total number of overseas restaurants was 478.

The ratio of overseas restaurants was 30.9%.

2. Major Factors Affecting Business Performance

(1) Net Sales - Number of Restaurants

Number of restaurants 1,547. Down 6 restaurants

	Openings		Closures		Total Restaurants at End of Period	
	FY ended August 31, 2022	FY ended August 31, 2021	FY ended August 31, 2022	FY ended August 31, 2021	FY ended August 31, 2022	FY ended August 31, 2021
Domestic	36	41	56	41	1,069	1,089
Shanghai	14	29	15	22	149	150
Guangzhou	23	23	7	9	142	126
Beijing	6	10	12	7	80	86
Hong Kong	7	13	3	4	58	54
Taiwan	3	1	0	0	20	17
Singapore	1	2	3	0	29	31
Total	90	119	96	83	1,547	1,553

There was a consolidated net decrease of 6 restaurants (a net decrease of 20 restaurants in Japan and a net increase of 14 restaurants overseas) in the FY ended August 31, 2022.

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) in the FY ended August 31, 2021.

Total number of overseas restaurants: 478. Ratio of overseas restaurants: 30.9%.

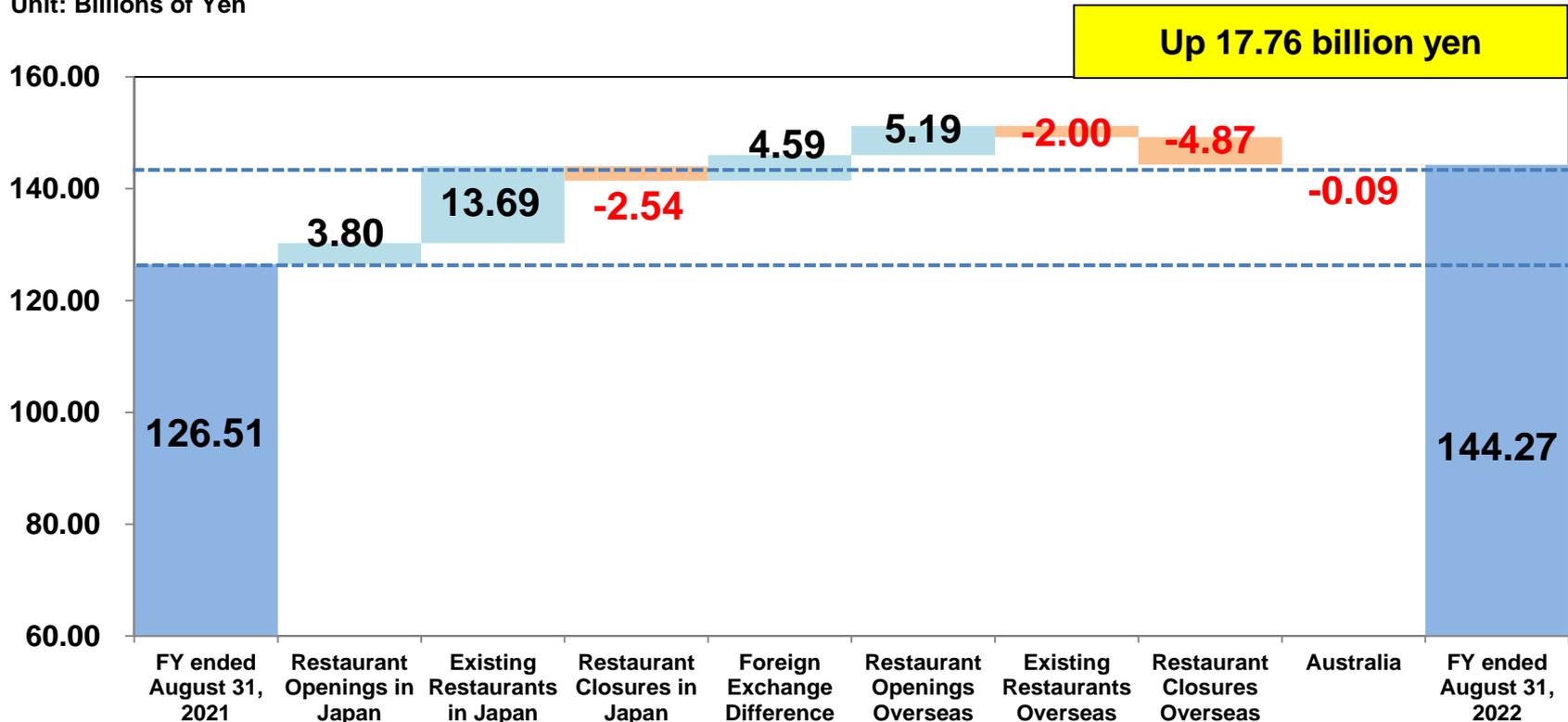
Shanghai, Guangzhou, Beijing, Hong Kong and Taiwan calculated based on the period from July 2021 to June 2022.

Japan and Singapore calculated based on the period from September 2021 to August 2022.

2. Major Factors Affecting Business Performance (1) Net Sales

Year-on-Year Ratio: 114.0% Up 17.76 billion yen

Unit: Billions of Yen



Net domestic sales up 14.95 billion yen
 Net overseas sales up 2.91 billion yen
 Net Australia sales down 0.09 billion yen

2. Major Factors Affecting Business Performance

(1) Net Sales

Year-on-Year Ratio: 114.0% Up 17.76 billion yen

Consolidated net sales were 144.2 billion yen.

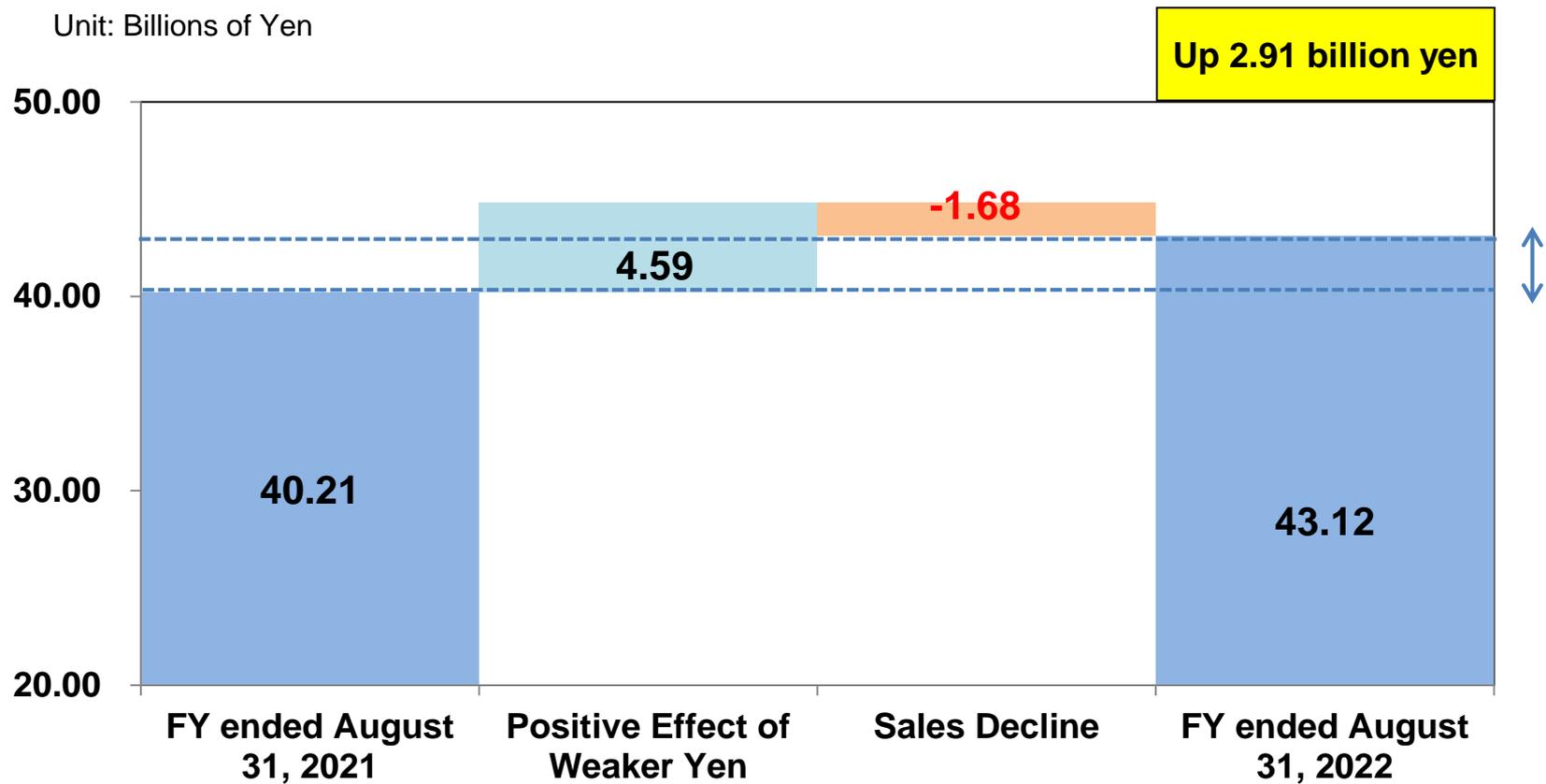
Domestic net sales amounted to 101.1 billion yen, overseas net sales amounted to 43.1 billion yen, and overseas sales ratio was 29.9%.

Primary factors contributing to net sales growth

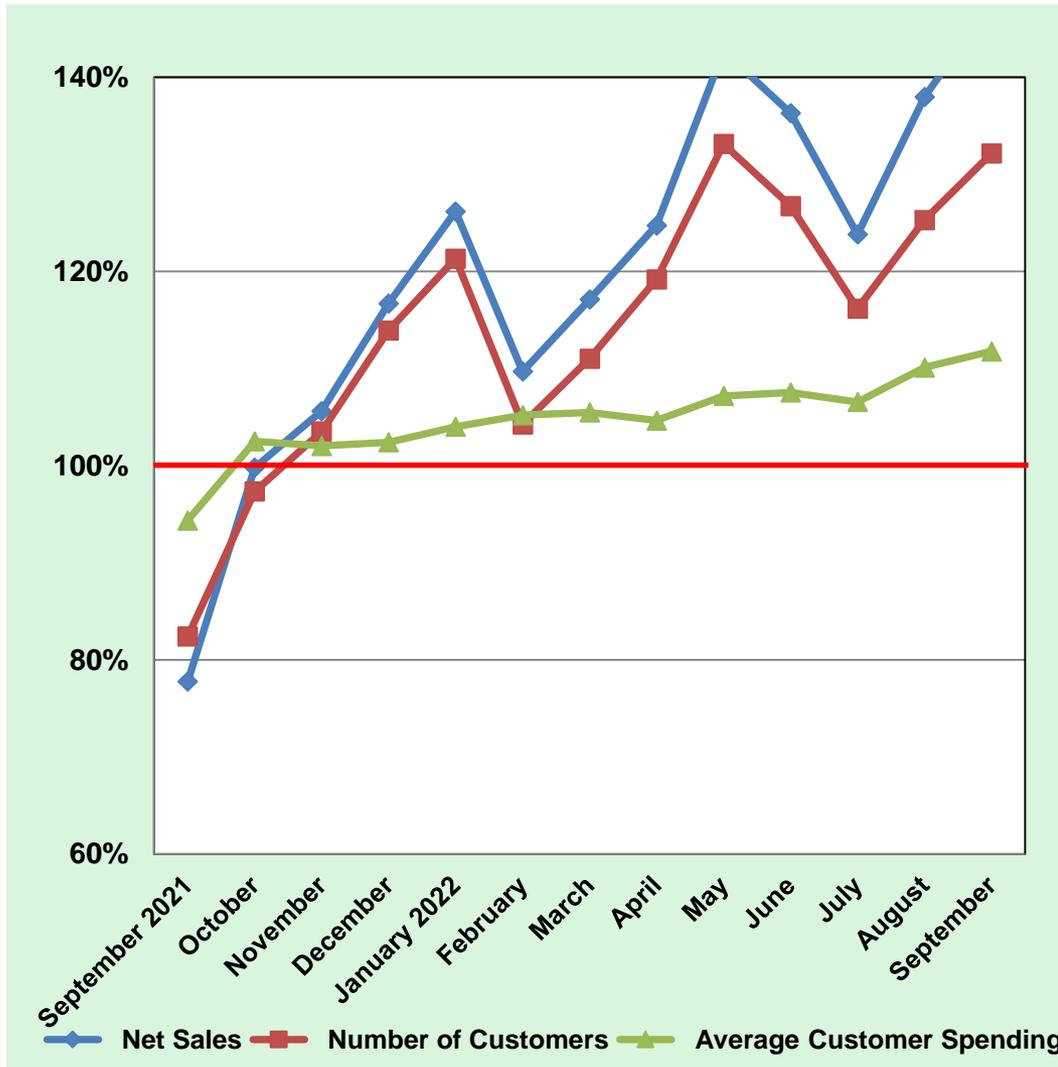
Consolidated Total	17.76 billion yen (114.0%)
Domestic Total	14.95 billion yen (117.3%)
Openings	3.80 billion yen
Existing Restaurants	13.69 billion yen
Closures	-2.54 billion yen
Overseas Total	2.91 billion yen (107.2%)
Openings	5.19 billion yen
Existing Restaurants	-2.00 billion yen
Closures	-4.87 billion yen
Foreign Exchange Difference	4.59 billion yen
Australia	-0.09 billion yen (25.1%)

Figures in parentheses indicate year-on-year ratio

Sales at Overseas Restaurants, Breakdown of Fluctuation



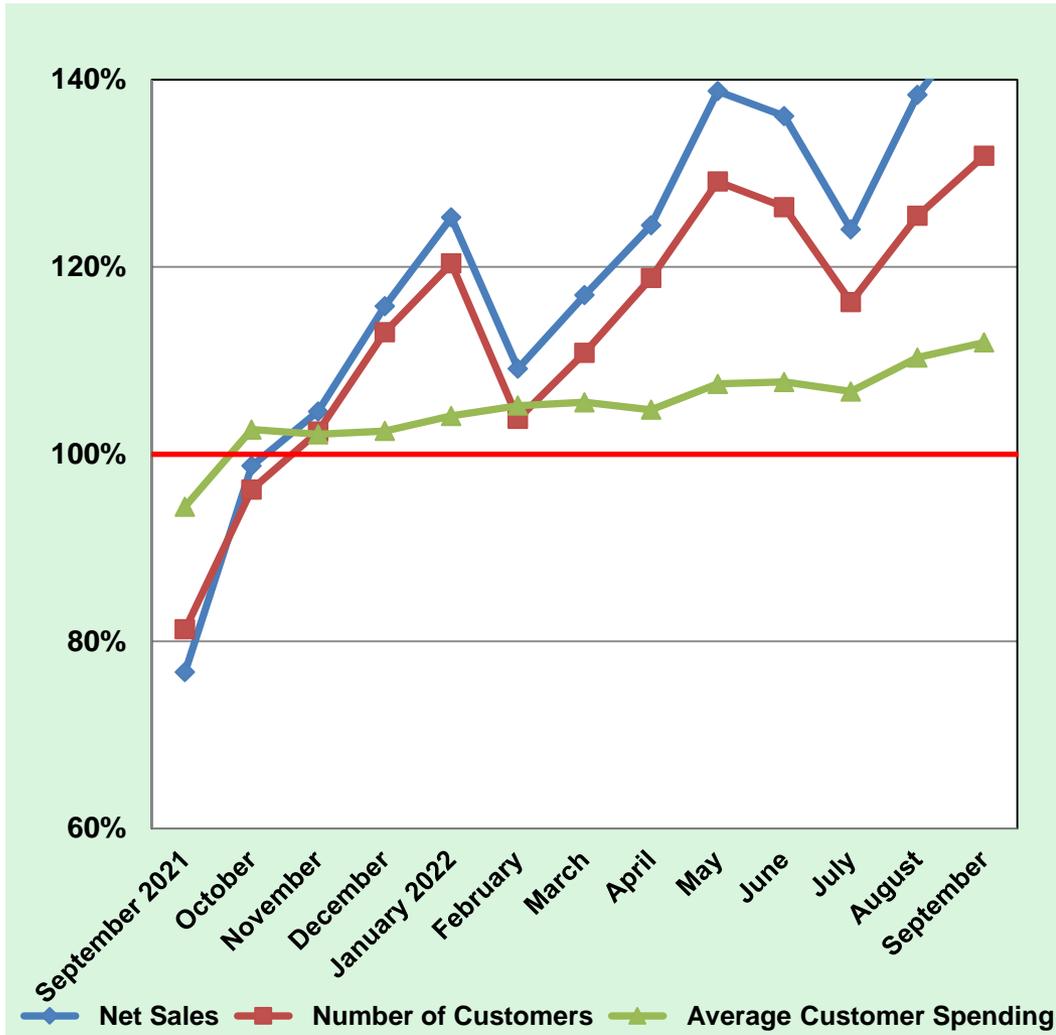
Domestic Sales, Number of Customers, Average Customer Spending (All Restaurants)



	Net Sales	Number of Customers	Average Customer Spending
September 2021	77.8%	82.4%	94.4%
October	99.8%	97.3%	102.5%
November	105.6%	103.5%	102.0%
December	116.7%	113.9%	102.4%
January 2022	126.2%	121.3%	104.0%
February	109.7%	104.3%	105.2%
First Half, Cumulative	105.3%	103.2%	102.0%
March	117.1%	111.0%	105.5%
April	124.8%	119.2%	104.7%
May	142.7%	133.1%	107.2%
June	136.3%	126.8%	107.5%
July	123.8%	116.2%	106.6%
August	138.0%	125.3%	110.1%
Second Half, Cumulative	129.8%	121.5%	106.8%
FY ended August 31, 2022, Cumulative	117.4%	112.3%	104.5%
September 2022	147.7%	132.2%	111.8%

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

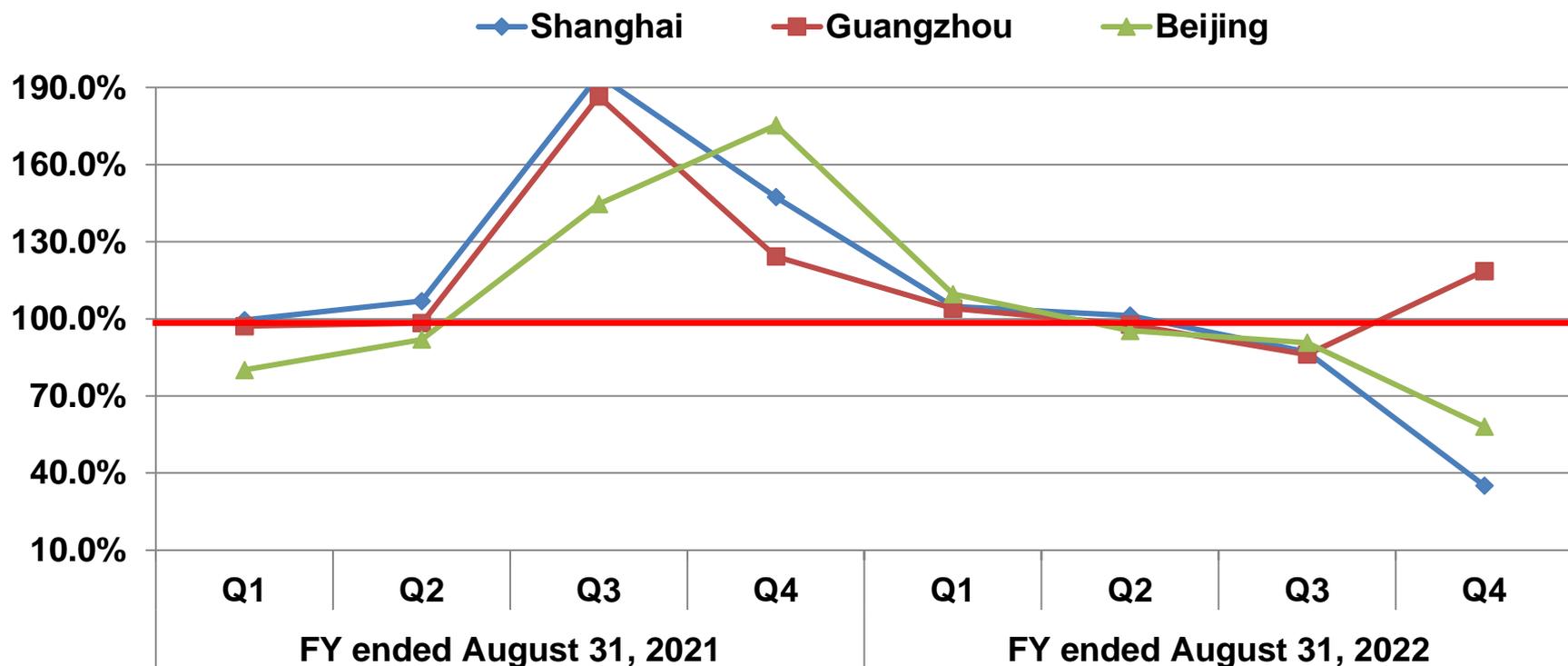
Domestic Sales, Number of Customers, Average Customer Spending (Existing Restaurants)



	Net Sales	Number of Customers	Average Customer Spending
September 2021	76.7%	81.3%	94.4%
October	98.7%	96.2%	102.6%
November	104.6%	102.4%	102.1%
December	115.8%	113.0%	102.5%
January 2022	125.3%	120.4%	104.1%
February	109.1%	103.8%	105.2%
First Half, Cumulative	104.3%	102.2%	102.1%
March	117.0%	110.8%	105.5%
April	124.4%	118.8%	104.7%
May	138.8%	129.1%	107.5%
June	136.1%	126.4%	107.7%
July	124.0%	116.2%	106.7%
August	138.4%	125.5%	110.3%
Second Half, Cumulative	129.2%	120.8%	107.0%
FY ended August 31, 2022, Cumulative	116.6%	111.5%	104.6%
September 2022	147.6%	131.9%	111.9%

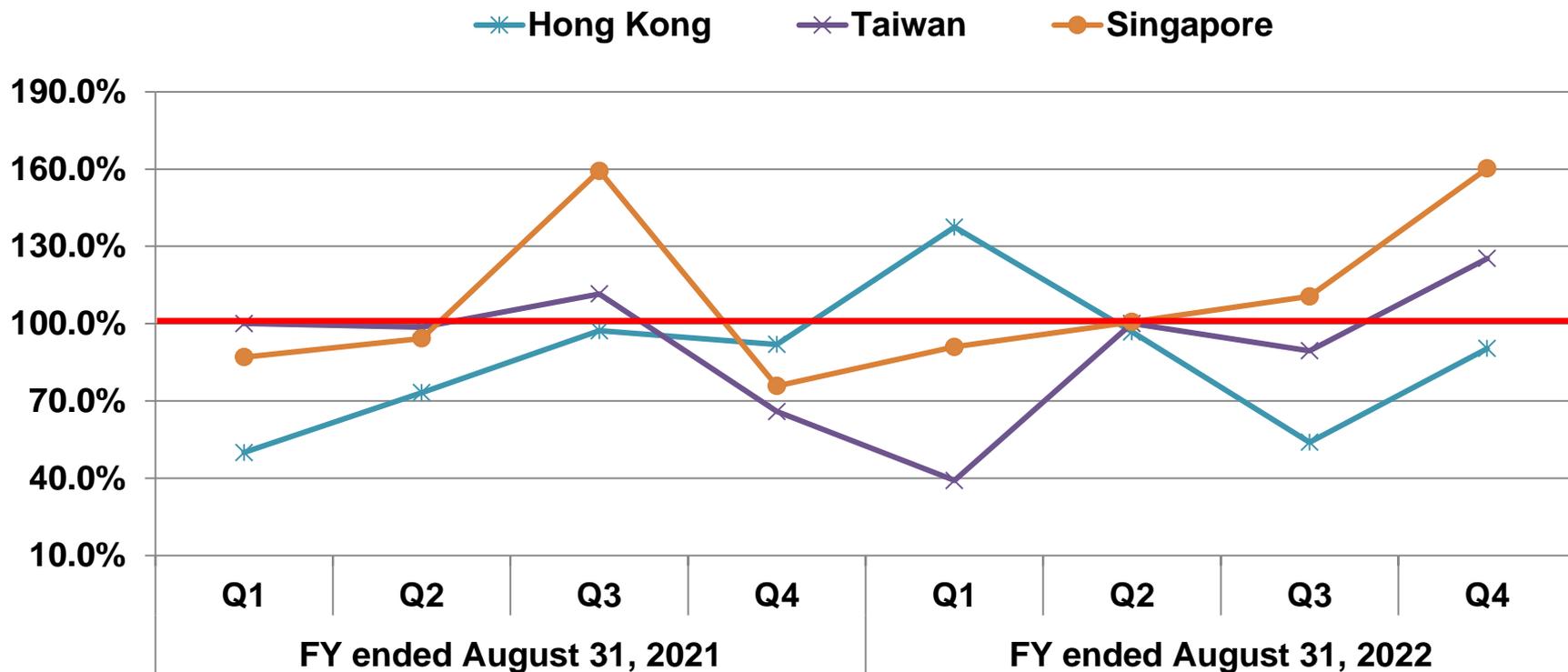
Note: the above figures are for the Saizeriya restaurant business only, and do not include any other businesses.

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



	Q1 2021	Q2	Q3	Q4	Q1 2022	Q2	Q3	Q4
Shanghai	99.5%	106.9%	194.7%	147.4%	104.8%	101.3%	87.1%	35.1%
Guangzhou	97.2%	98.3%	186.5%	124.3%	104.0%	97.8%	86.1%	118.6%
Beijing	80.1%	92.0%	144.7%	175.3%	109.6%	95.4%	90.7%	58.1%

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

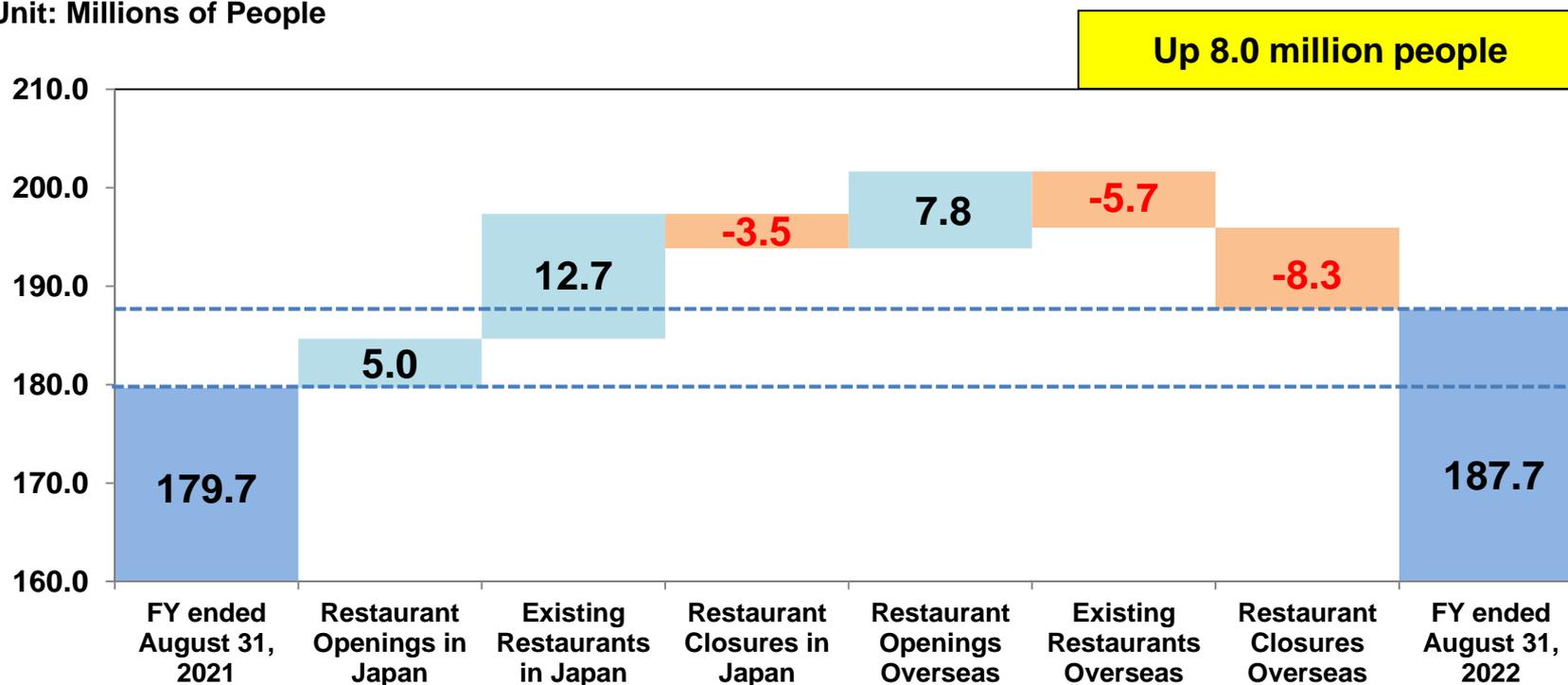


	Q1 2021	Q2	Q3	Q4	Q1 2022	Q2	Q3	Q4
Hong Kong	50.0%	73.2%	97.2%	91.9%	137.5%	96.8%	54.0%	90.4%
Taiwan	100.1%	98.6%	111.5%	65.9%	39.1%	100.0%	89.5%	125.3%
Singapore	87.0%	94.3%	159.3%	75.8%	91.0%	100.7%	110.6%	160.2%

Number of Customers (Consolidated)

Year-on-Year Ratio: 104.4% Up 8.0 million people

Unit: Millions of People



Total number of customers: 187.7 million

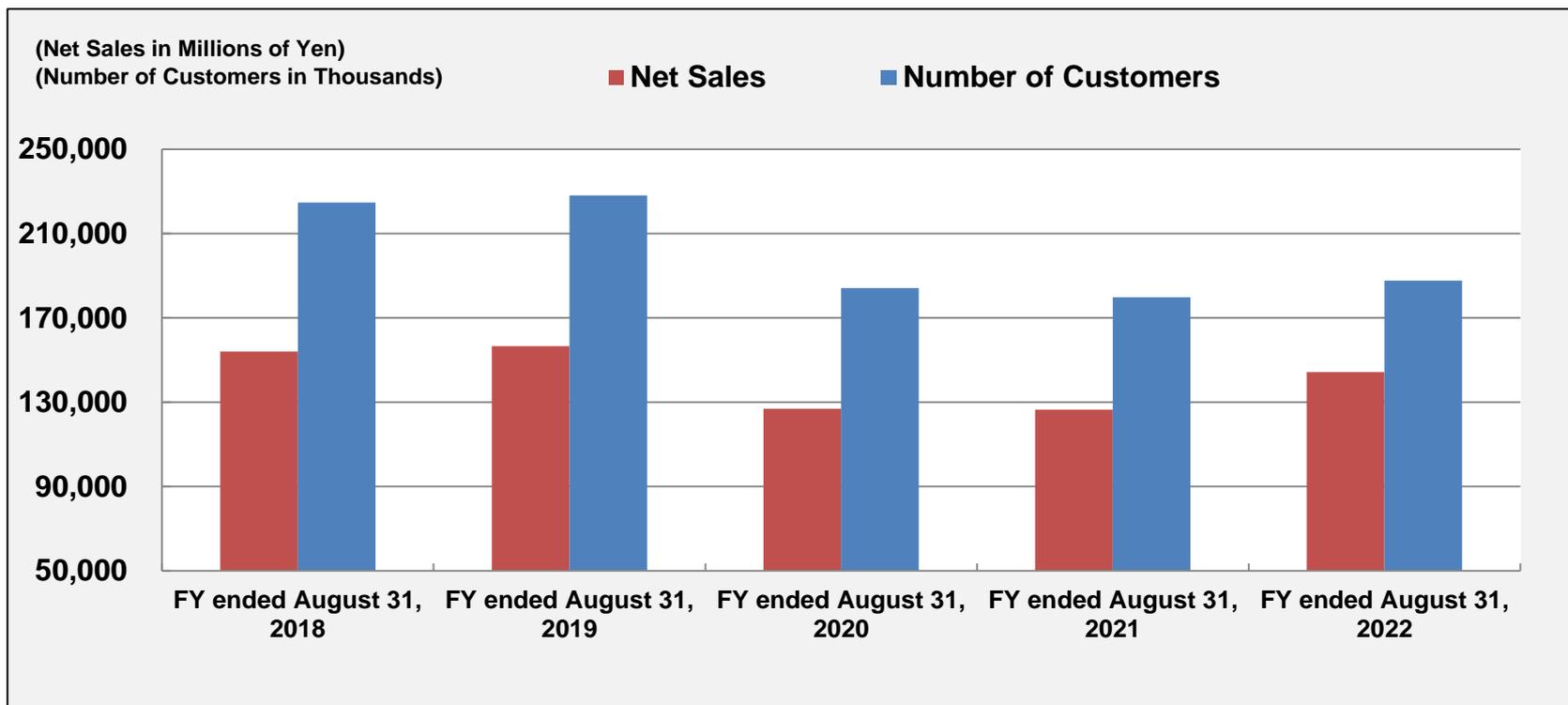
Domestic customers: 129.8 million. Domestic ratio: 69.1%

Overseas customers: 57.9 million. Overseas ratio: 30.9%

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

Period	FY ended August 31, 2018	FY ended August 31, 2019	FY ended August 31, 2020	FY ended August 31, 2021	FY ended August 31, 2022
Net Sales (Millions of Yen)	154,063	156,527	126,842	126,513	144,275
Number of Customers (Thousands of People)	224,636	228,023	184,134	179,685	187,653
Average Customer Spending (Yen)	686	686	689	704	769

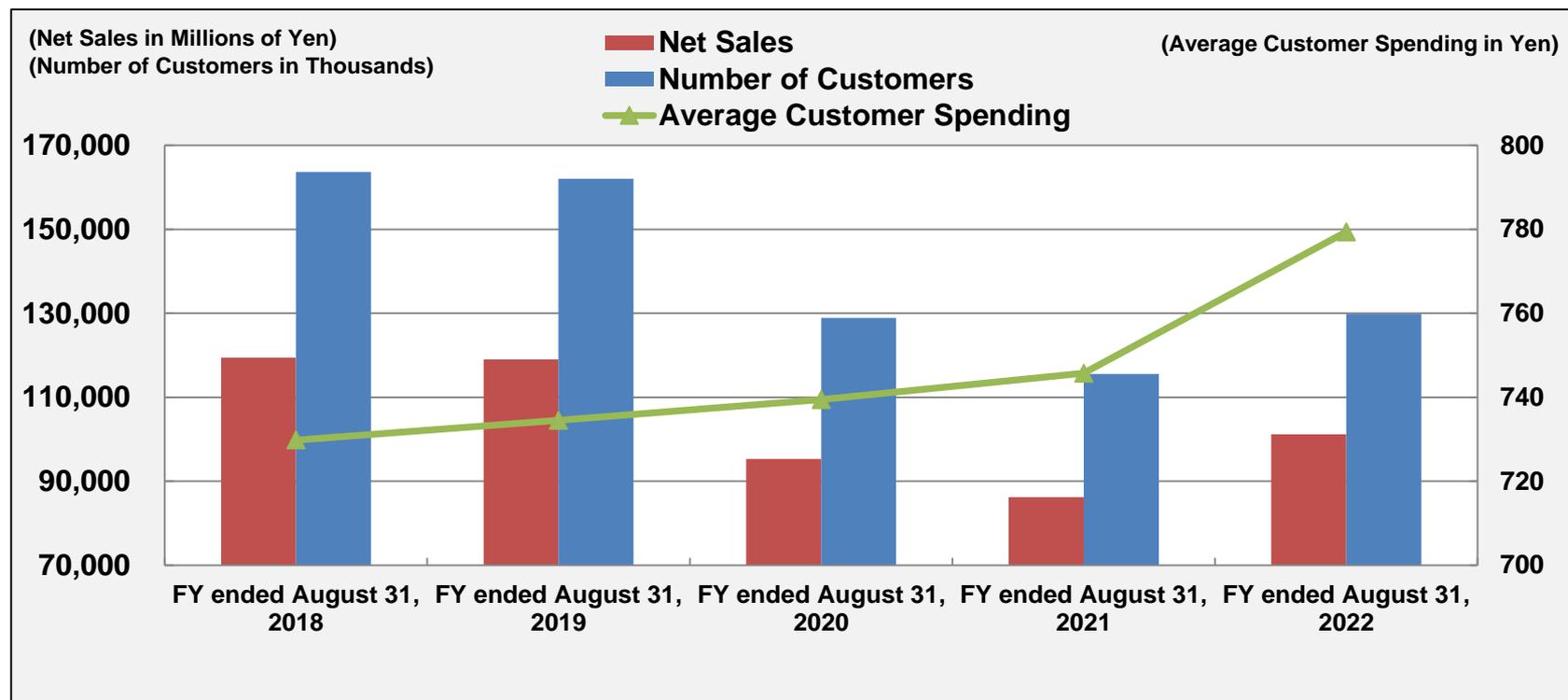
Note: the above figures are consolidated numbers.



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

Period	FY ended August 31, 2018	FY ended August 31, 2019	FY ended August 31, 2020	FY ended August 31, 2021	FY ended August 31, 2022
Net Sales (Millions of Yen)	119,405	118,988	95,284	86,181	101,126
Number of Customers (Thousands of People)	163,618	161,999	128,861	115,572	129,758
Average Customer Spending (Yen)	730	735	739	746	779

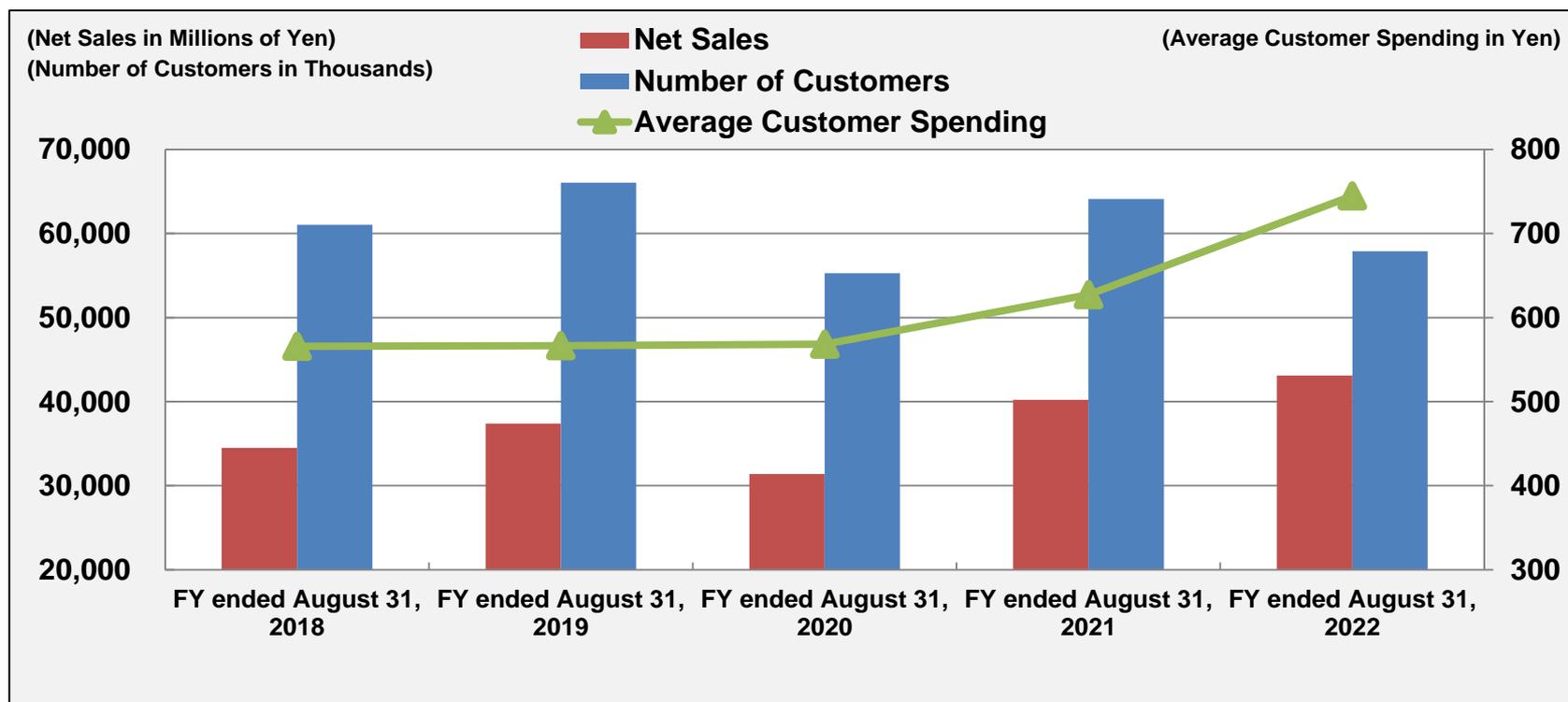
Note: The above figures are domestic numbers.



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

Period	FY ended August 31, 2018	FY ended August 31, 2019	FY ended August 31, 2020	FY ended August 31, 2021	FY ended August 31, 2022
Net Sales (Millions of Yen)	34,514	37,394	31,408	40,210	43,117
Number of Customers (Thousands of People)	61,018	66,024	55,273	64,113	57,895
Average Customer Spending (Yen)	566	566	568	627	745

Note: The above figures are overseas numbers.

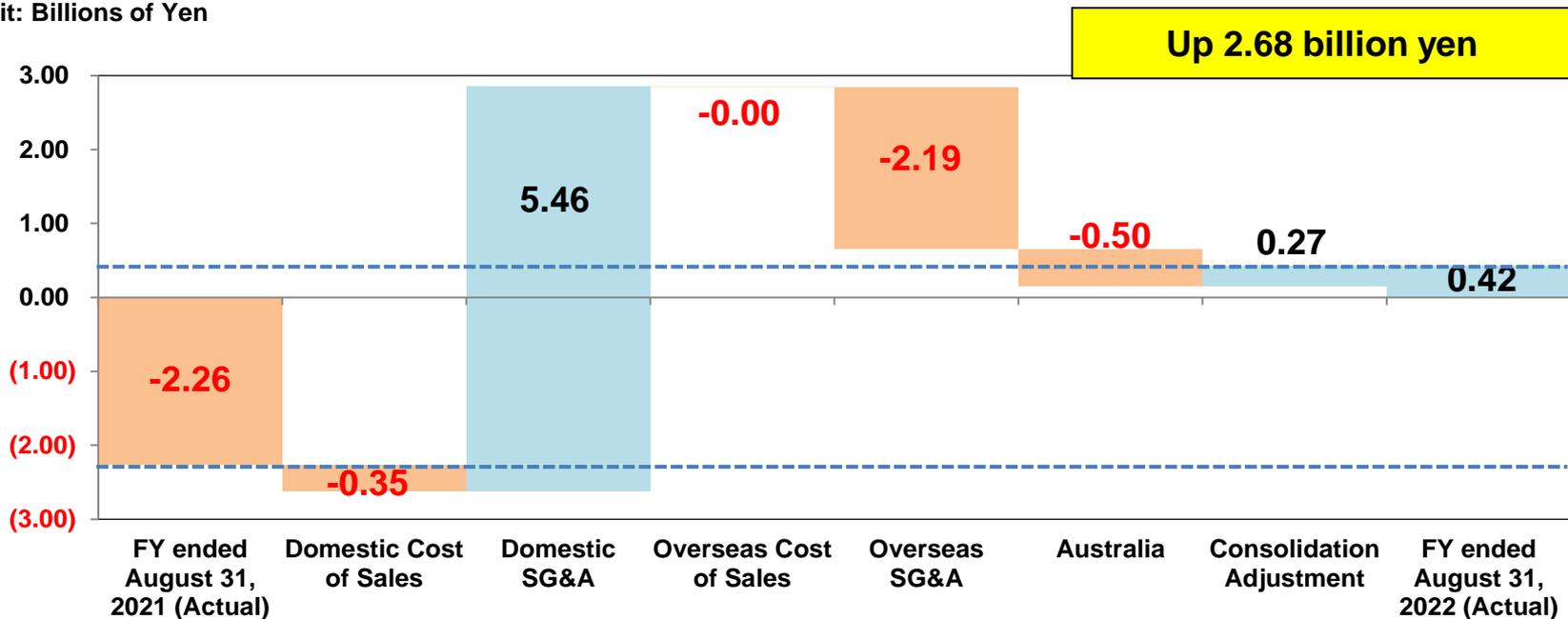


2. Major Factors Affecting Business Performance

(2) Operating Income – Year-on-Year

Year-on-Year Ratio: Up 2.68 billion yen

Unit: Billions of Yen



(Subsidy Income)

Shanghai 0.02, Guangzhou 0.03, Beijing 0.01, Hong Kong 0.03, Taiwan 0.01, Singapore 0.13 (Asia Total: 0.22)

FY ended August 31, 2021

Operating Income: -2.26 billion yen.

Operating profit ratio: -%

FY ended August 31, 2022

Operating Income: 0.42 billion yen.

Operating profit ratio: 0.3%

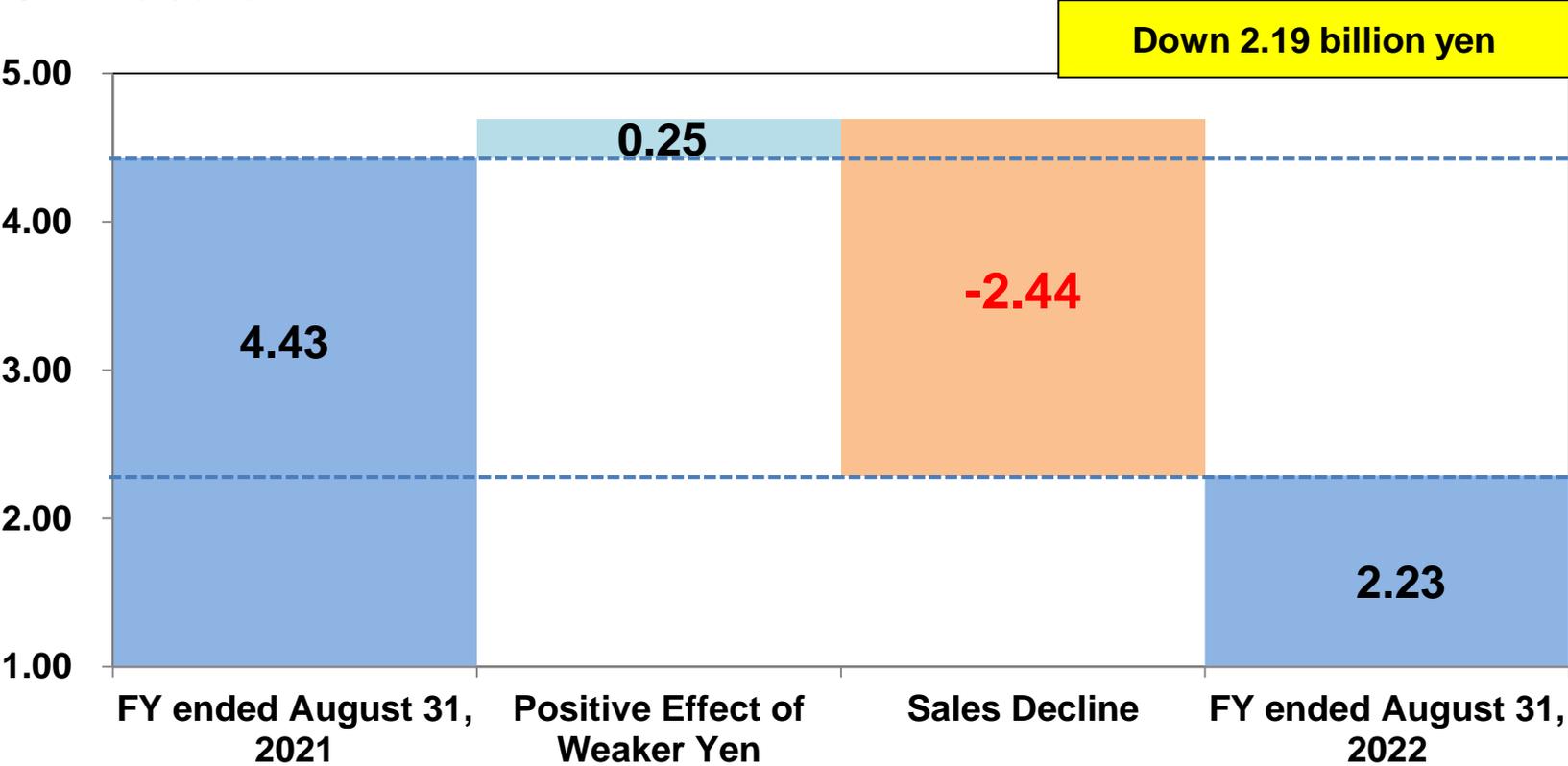
2. Major Factors Affecting Business Performance

(2) Operating Income – Year-on-Year

Impact of Domestic Factors	5.11 billion yen	(Factors causing income decrease indicated in red)
Cost of Sales	-0.35 billion yen	
Foreign Exchange Effects	-0.57	
Unit Costs (Cost Increases for Spicy Chicken, Hamburgers, etc.)	-0.68	
Transport Costs	0.49	
Change in Menu Mix	1.54	
Other Losses	-1.13	
Selling, General and Administrative Expenses (SG&A)	5.46 billion yen	
Labor Costs (Wages +2.42, Bonuses -0.82)	1.75	
Facilities Costs (Depreciation +0.53, Fixtures +0.27, Rent +2.51)	3.52	
Utilities Costs (Increase in Unit Price)	-0.08	
Other Expenses	0.28	
Note: Subsidies included in Non-Operating Income +9.25		
Impact of Overseas Factors	-2.19 billion yen	
Cost of Sales	-0.00 billion yen	
Selling, General and Administrative Expenses (SG&A)	-2.19 billion yen	
Labor Costs (Wage Subsidy -0.43 (current period +0.03, previous period +0.46))		
Social Welfare Exemption -0.09 (current period nil, previous period +0.09))	-1.25	
Facilities Costs (Rent Reduction +0.18)	-0.60	
Utilities Costs	-0.12	
Other Expenses	-0.21	
Note: Subsidies included in Non-Operating Income +0.58		
Impact of Australian Factors	-0.50 billion yen	
Consolidation Adjustment	0.27 billion yen	
Increase in Operating Income	2.68 billion yen	

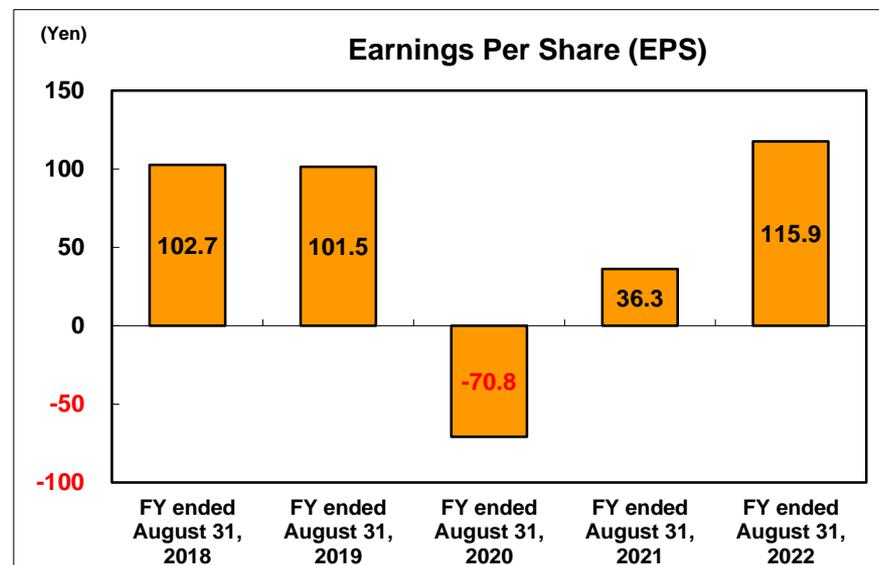
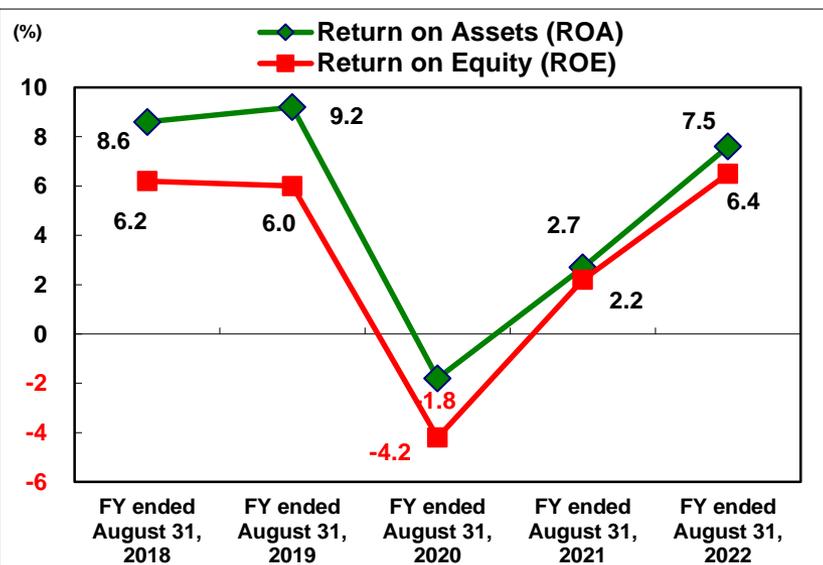
Overseas Restaurants' Operating Income, Breakdown of Fluctuation

Unit: Billions of Yen



3. Trends in Major Management Indicators (Consolidated)

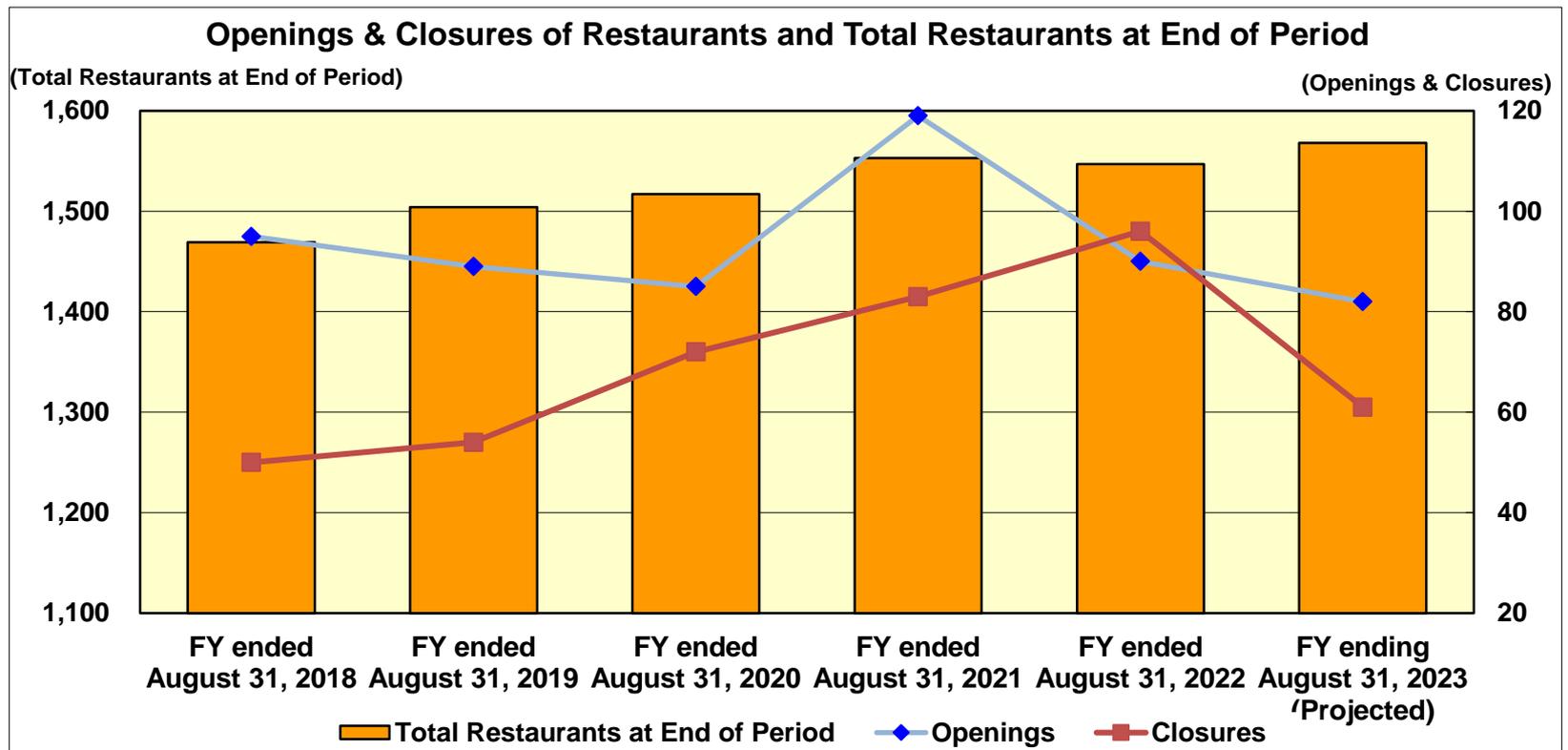
Indicators		FY ended August 31, 2018	FY ended August 31, 2019	FY ended August 31, 2020	FY ended August 31, 2021	FY ended August 31, 2022
Return on Assets (ROA)	%	8.6	9.2	-1.8	2.7	7.5
Total Asset Turnover	No. of times	1.5	1.5	1.1	1.0	1.0
Earnings Per Share (EPS)	Yen	102.7	101.5	-70.8	36.3	115.9
Book Value Per Share (BPS)	Yen	1,681.9	1,728.7	1,640.6	1,700.5	1,920.7
Equity Ratio	%	79.1	77.6	66.4	60.1	63.5
Return on Equity (ROE)	%	6.2	6.0	-4.2	2.2	6.4



4. Trends in Openings & Closures of Restaurants and Total Restaurants at End of Period (Consolidated)

Period	FY ended August 31, 2018	FY ended August 31, 2019	FY ended August 31, 2020	FY ended August 31, 2021	FY ended August 31, 2022	FY ending August 31, 2023 (Projected)
Openings	95	89	85	119	90	83
Closures	50	54	72	83	96	61
Total Restaurants at End of Period	1,469	1,504	1,517	1,553	1,547	1,569

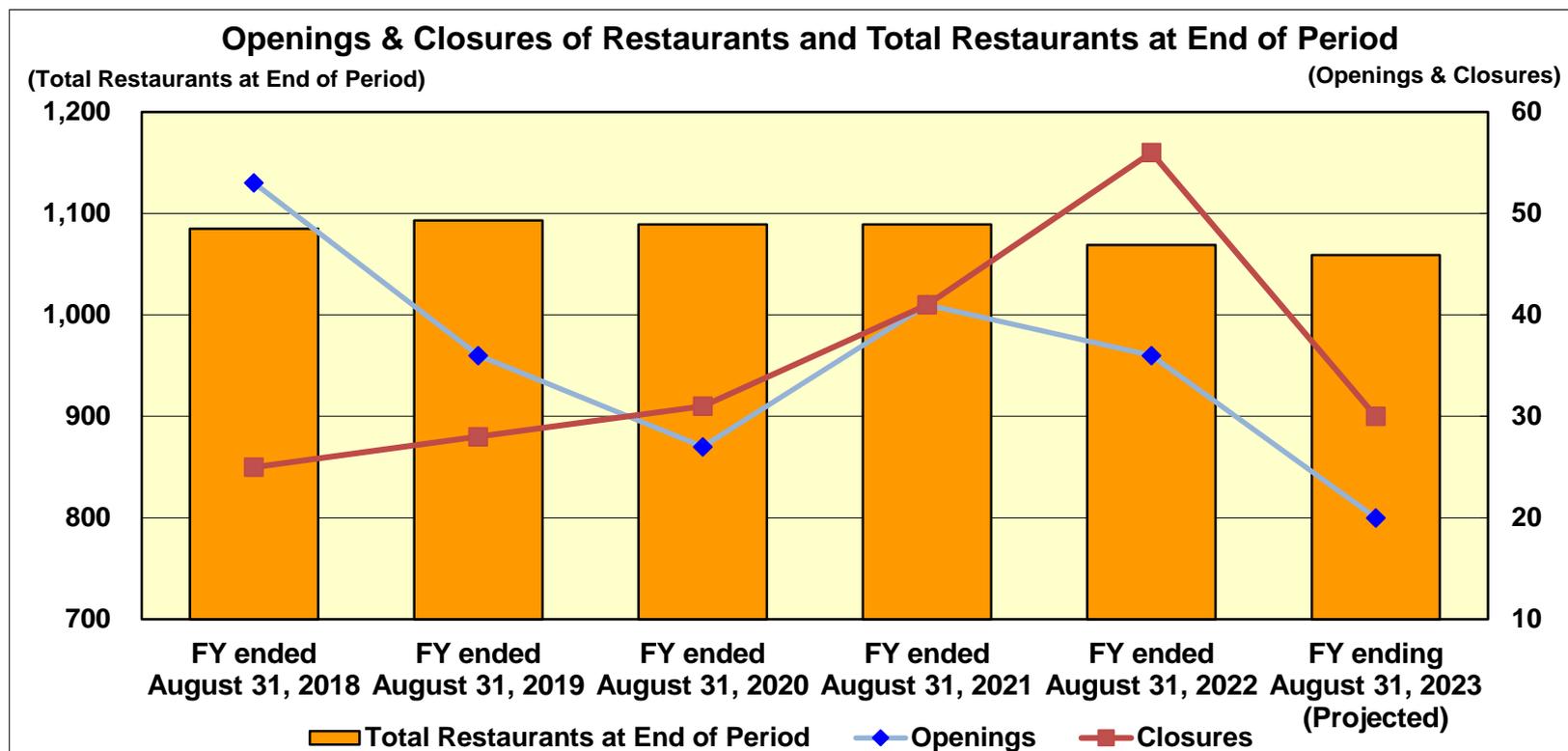
Note: A net increase of 22 restaurants is projected for the FY ending August 31, 2023.



4. Trends in Openings & Closures of Restaurants and Total Restaurants at End of Period (Japan)

Period	FY ended August 31, 2018	FY ended August 31, 2019	FY ended August 31, 2020	FY ended August 31, 2021	FY ended August 31, 2022	FY ending August 31, 2023 (Projected)
Openings	53	36	27	41	36	20
Closures	25	28	31	41	56	30
Total Restaurants at End of Period	1,085	1,093	1,089	1,089	1,069	1,059

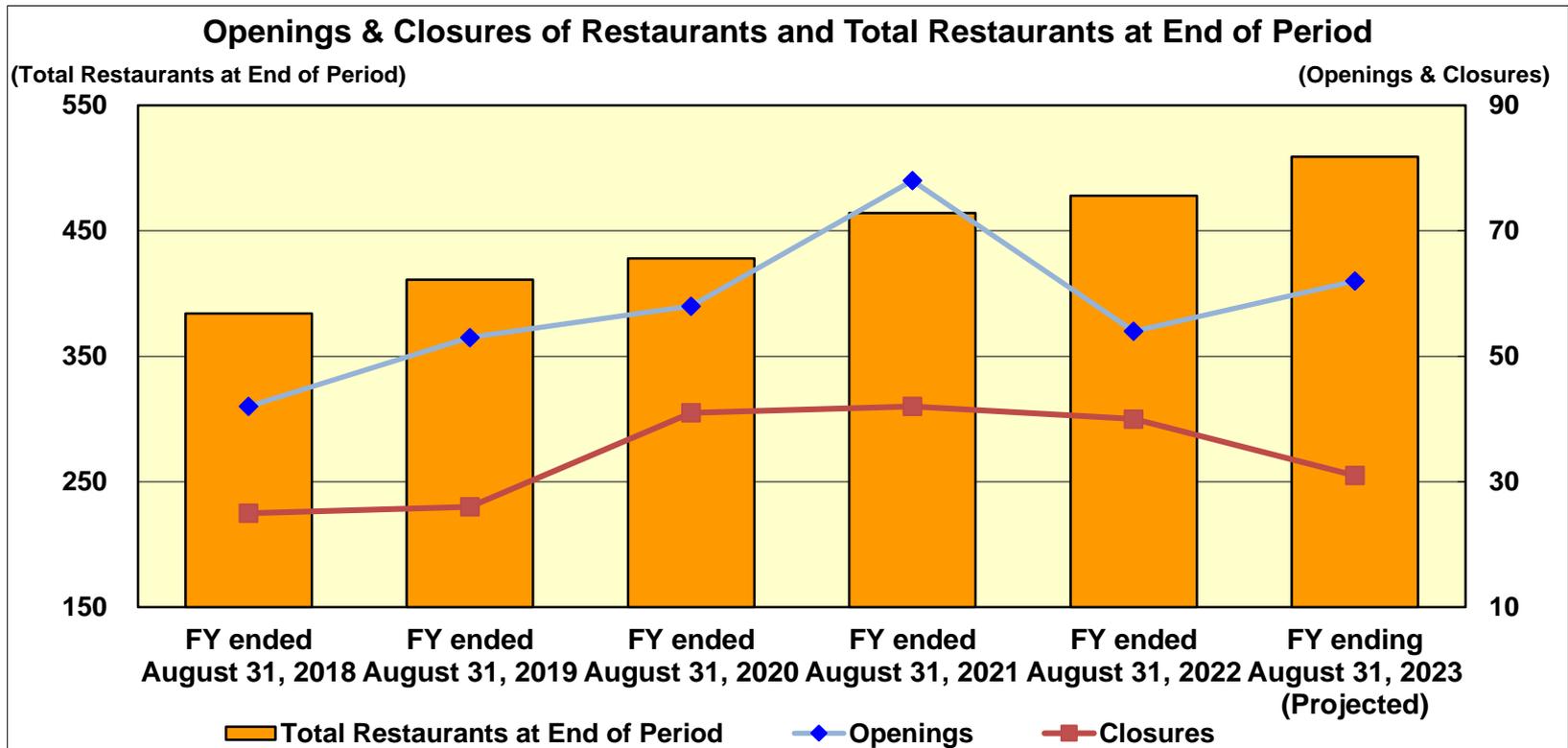
Note: A net decrease of 10 restaurants is projected for the FY ending August 31, 2023.



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

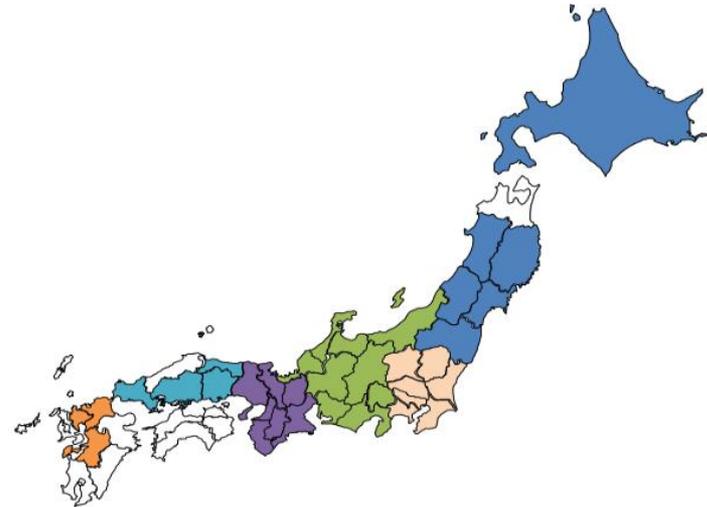
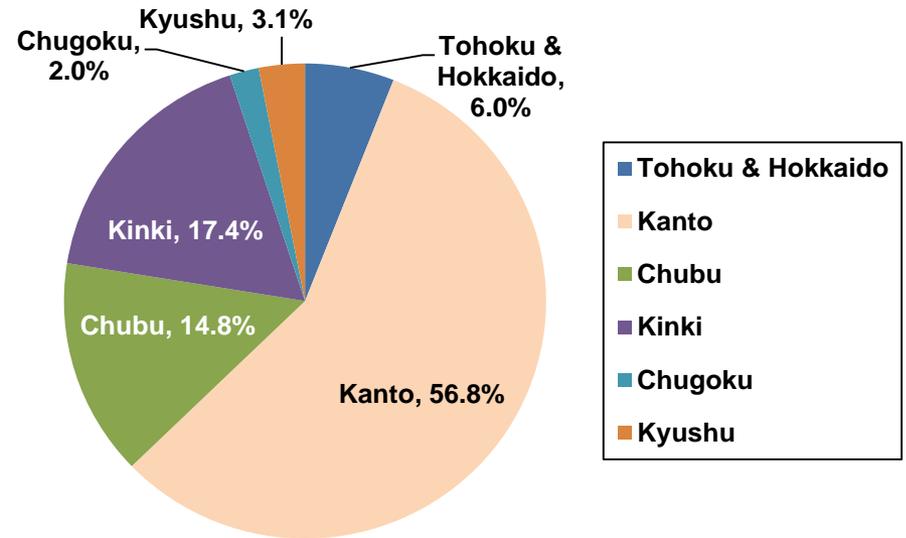
Period	FY ended August 31, 2018	FY ended August 31, 2019	FY ended August 31, 2020	FY ended August 31, 2021	FY ended August 31, 2022	FY ending August 31, 2023 (Projected)
Openings	42	53	58	78	54	63
Closures	25	26	41	42	40	31
Total Restaurants at End of Period	384	411	428	464	478	510

Note: A net increase of 32 restaurants is projected for the FY ending August 31, 2023.



5. Number of Restaurants in Japan by Region

Regions	Subtotal	Ratio of Total	Prefecture	No. of Restaurants	Openings	Closures			
Tohoku & Hokkaido	64	6.0%	Hokkaido	18	1				
			Iwate	1	1				
			Miyagi	21	1	1			
			Akita	2	2				
			Yamagata	6					
			Fukushima	16					
Kanto	607	56.8%	Ibaraki	26					
			Tochigi	15		1			
			Gunma	9					
			Saitama	96	1	3			
			Chiba	126	5	1			
			Tokyo	209	9	17			
			Kanagawa	126	1	4			
			Chubu	158	14.8%	Niigata	11		
						Toyama	5		
Ishikawa	9					1			
Fukui	4								
Yamanashi	6								
Nagano	11								
Gifu	13					2			
Shizuoka	25					2			
Aichi	74	5				3			
Kinki	186	17.4%				Mie	19		1
			Shiga	7		2			
			Kyoto	23	1	2			
			Osaka	75	3	10			
			Hyogo	50	3	2			
			Nara	7		1			
			Wakayama	5					
			Chugoku	21	2.0%	Tottori	1	1	
Okayama	5	1				1			
Hiroshima	12	1							
Yamaguchi	3								
Kyushu	33	3.1%	Fukuoka	26		2			
			Saga	2					
			Kumamoto	5					
Total	1,069	100.0%		1,069	36	56			



Number of prefectures with restaurants: 36
 Number of prefectures without restaurants: 11
 Aomori, Shimane, Kagawa, Kochi, Tokushima, Ehime
 Oita, Miyazaki, Nagasaki, Kagoshima, Okinawa

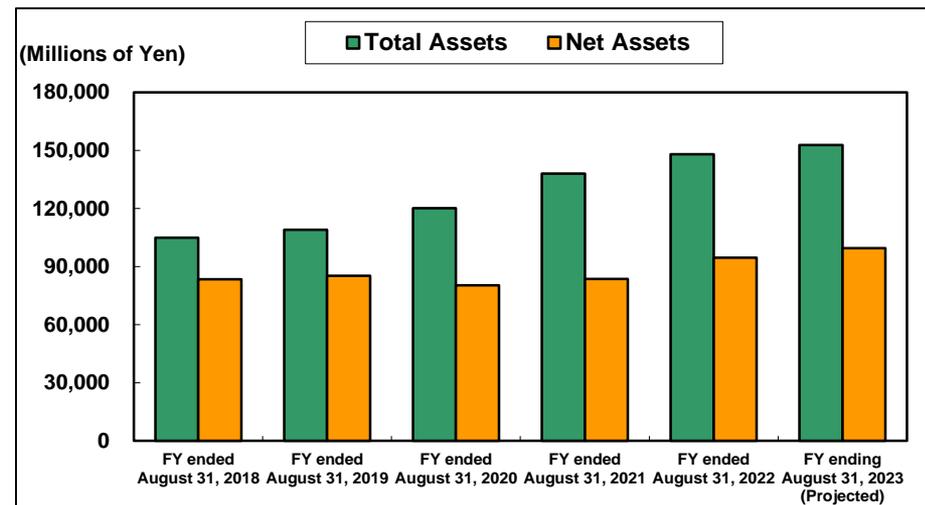
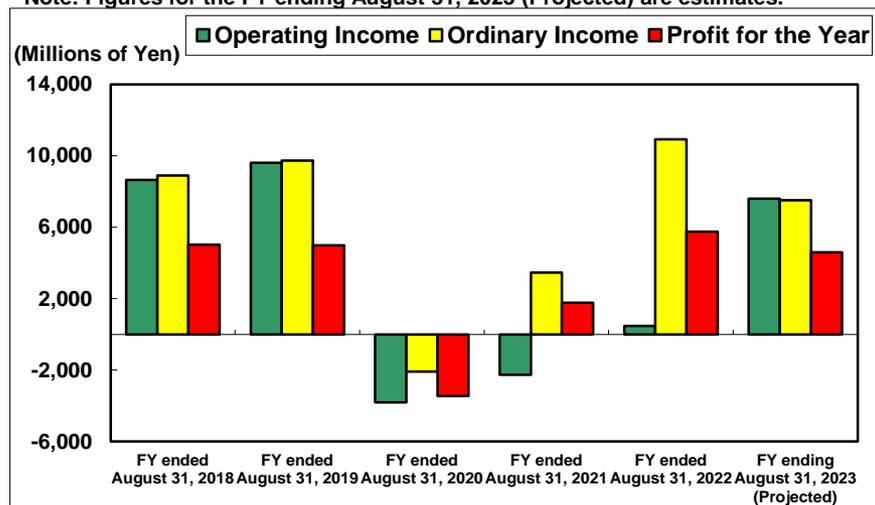
6. Trends in Financial Results (Consolidated)

(Unit: Millions of Yen)

Item	FY ended August 31, 2018		FY ended August 31, 2019		FY ended August 31, 2020		FY ended August 31, 2021		FY ended August 31, 2022		FY ending August 31, 2023 (Projected)	
	Actual	Year-on-Year	Budget	Year-on-Year								
Net Sales	154,063	103.9%	156,527	101.6%	126,842	81.0%	126,513	99.7%	144,275	114.0%	170,000	117.8%
Selling, General and Administrative Expenses (SG&A)	89,154	105.4%	90,651	101.7%	83,260	91.8%	82,417	99.0%	90,628	110.0%	99,000	109.2%
Operating Income	8,640	77.0%	9,599	111.1%	-3,815	-	-2,264	-	422	-	7,500	1773.1%
Ordinary Income	8,895	74.8%	9,731	109.4%	-2,091	-	3,455	-	10,774	311.8%	7,300	67.8%
Profit for the Year	5,074	67.7%	4,980	98.1%	-3,450	-	1,765	-	5,660	320.6%	4,400	77.7%
Total Assets	104,896	102.1%	108,970	103.9%	120,068	110.2%	138,045	115.0%	147,930	107.2%	151,400	102.3%
Net Assets	83,396	103.7%	85,177	102.1%	80,355	94.3%	83,569	104.0%	94,523	113.1%	98,000	103.7%

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 August 31, 2023 (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, 2022 Current Period	FY ended August 31, 2021 Previous Period	Year-on-Year Difference	FY ended August 31, 2022 Current Period	FY ended August 31, 2021 Previous Period	Year-on-Year Difference
Saizeriya	101,126	86,181	117.3% 14,945	-2,101	-7,210	- 5,109
Australia	5,690	4,846	117.4% 844	123	628	19.7% -504
Overseas Restaurants (Asia)	43,117	40,210	107.2% 2,907	2,234	4,425	50.5% -2,190
Consolidation Elimination	-5,660	-4,724	- -935	165	-107	- 273
Total	144,275	126,513	114.0% 17,761	422	-2,264	- 2,687

7. Financial Results by Segment

(2) Asia Breakdown

(Unit: Millions of Yen)

Entity	Net Sales			Operating Income		
	FY ended August 31, 2022 Current Period	FY ended August 31, 2021 Previous Period	Year-on-Year Difference	FY ended August 31, 2022 Current Period	FY ended August 31, 2021 Previous Period	% Year-on-Year
Shanghai	11,742	13,560	86.6% -1,817	746	2,545	29.3% -1,799
Guangzhou	12,128	9,410	128.9% 2,718	1,189	1,095	108.6% 94
Beijing	5,025	5,048	99.5% -23	0	234	0.4% -233
Hong Kong	7,896	6,944	113.7% 952	-343	155	- -499
Taiwan	1,733	1,740	99.6% -6	99	163	60.8% -64
Singapore	4,591	3,506	130.9% 1,084	542	230	235.0% 311
Asia Total	43,117	40,210	107.2% 2,907	2,234	4,425	50.5% -2,190

7. Financial Results by Segment

(3) Development of Overseas Restaurants (Asia)

Entity	FY ended August 31, 2021	FY ended August 31, 2022			FY ending August 31, 2023 (Projected)		
		Openings	Closures	FY ended August 31, 2022	Openings (Projected)	Closures (Projected)	FY ending August 31, 2023 (Projected)
Shanghai	150	14	15	149	16	3	162
Guangzhou	126	23	7	142	24	10	156
Beijing	86	6	12	80	4	11	73
Hong Kong	54	7	3	58	10	6	62
Taiwan	17	3	0	20	3	0	23
Singapore	31	1	3	29	6	1	34
Total	464	54	40	478	63	31	510

Note: Shanghai, Guangzhou, Beijing, Hong Kong, and Taiwan calculated based on the period from July 2021 to June 2022

Note: Singapore calculated based on the period from September 2021 to August 2022

Note: FY ended August 31, 2022: Net Increase of 14 restaurants

Note: FY ending August 31, 2023 (Projected): Net Increase of 32 restaurants

8. Trends in Capital Expenditure and Cash Flow

(Unit: Millions of Yen)

	FY ended August 31, 2018	FY ended August 31, 2019	FY ended August 31, 2020	FY ended August 31, 2021	FY ended August 31, 2022	FY ending August 31, 2023 (Projected)
Restaurant Openings	2,921	1,979	1,460	2,081	1,900	1,276
Renovation of Existing Restaurants	2,158	1,113	2,071	1,413	223	2,555
Yoshikawa Plant	3	9	7	0	3	667
Kanagawa Plant	600	42	23	114	776	629
Fukushima Plant	122	42	118	2	0	26
Hyogo Plant	236	15	15	1	21	672
Chiba Plant	67	252	73	488	2	32
Head Office and Other	136	178	402	142	174	262
Subsidiaries	1,743	2,453	2,518	3,419	2,819	3,904
Capital Expenditure (=A)	7,986	6,083	6,687	7,660	5,918	10,023
Cash Flow (=B) of which Depreciation Costs	10,467	10,309	1,347	6,831	11,014	10,178
Difference between A and B	2,481	4,226	-5,340	-829	5,096	155

Note: Figures for the FY ending August 31, 2023 (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

(Unit: Billions of Yen)

	First Half	Year-on-Year	Second Half	Year-on-Year	Full Year	Year-on-Year
Net Sales	82.3	118.9%	87.7	116.8%	170.0	117.8%
Operating Income	2.7	-	4.8	1023.2%	7.5	1,773.1%
Profit for the Year	1.6	31.8%	2.8	444.6%	4.4	77.7%

■ Net Sales

Japan: 110 billion yen, Overseas: 60 billion yen

Net decrease of 10 restaurants in Japan, net increase of 32 restaurants overseas. Ratio compared to the previous year for existing restaurants in Japan: 110.1%. Ratio compared to the previous year for existing restaurants overseas: 112.2%

■ Operating Income

Japan: 1.5 billion yen, Asia: 5.8 billion yen, Australia: 0.2 billion yen

Gross margin ratio in Japan: 61.0%

Exchange rates: AUD95.14, EUR139.03, USD138.63

■ Profit for the Year

Japan: 1 billion yen, Asia: 3.2 billion yen, Australia: 0.2 billion yen

■ Exchange Rate Assumptions for Budgeting

CNY20.38, TWD4.60, HKD17.41, SGD99.19

Indicators		FY ending August 31, 2023 (Projected)
Return on Assets (ROA)	%	4.9
Total Asset Turnover	No. of times	1.1
Earnings Per Share (EPS)	Yen	90.1
Book Value Per Share (BPS)	Yen	2,004.9
Equity Ratio	%	64.3
Return on Equity (ROE)	%	4.6

10. Initiatives for the Fiscal Year 2023

Measures for Existing Restaurants (Improvement of Facilities, Team-Building)

Improvement of Restaurant Operations (Reduction of Labor through Digitization)

Reinforcement of Line Staff, Development of Continuous Improvement Cycle for Store Sales Activities

Overall Reconstruction of Menu and Improvement of Core Menu Products

Expansion of Potential New Restaurant Sites (Entry into New Regions)

Reduction of Plant Waste (Ingredient Waste, Energy Loss)

Enhancement of Pleasant Dining Atmosphere through Refurbishment

Promotion of Transfer of Temporary Staff to Permanent Employees (Utilizing HR and Appraisal Systems)

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

Closure of Existing New Concept Restaurants due to Changes in the Site Environment (All 8 Stores Closed in August 2022)

Continued Efforts to Develop a New Format

Overseas Business (Development of Optimal Organizational Structure Design from Medium- to Long-Term Perspectives)

Saizeriya Co., Ltd.

Financial Results Briefing Session for the Fiscal Year ended August 31, 2022

(50th term: from September 1, 2021 to August 31, 2022)



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