

Saizeriya Co., Ltd., Financial Results Briefing Materials

Materials for the Fiscal Year Ending August 31, 2026
(54th Fiscal Year from September 1, 2025 to August 31, 2026)



Contents

Consolidated earnings

Non-consolidated earnings

Earnings by segment

Number of outlets

Increase and decrease in sales

Increase and decrease in operating income

Management indexes

Trend of opening/closing outlets

Trend of business results

Number of outlets by region in Japan

Capital investment

Consolidated earnings forecast

(Note) Amounts less than one million yen have been discarded.

Consolidated earnings

Unit: million yen

	Actual results	Previous year	Compared to the previous period	Budget	Compared to budget
			Increase and decrease		Increase and decrease
Net sales	301,483	256,714	117.4% 44,769	297,000	101.5% 4,483
Gross profit	169,790	149,082	113.9% 20,708	168,300	100.9% 1,490
Operating income	16,419	15,499	105.9% 920	18,200	90.2% -1,781
Ordinary income	16,830	15,805	106.5% 1,025	18,300	92.0% -1,470
Net income	11,046	11,164	98.9% -118	11,800	93.6% -754

The budget is the earnings forecast announced on April 8, 2026.

Net sales, operating income and ordinary income exceeded the previous year's figures.

Consolidated Earnings -Sales Ratios Compared to the Previous Year

Unit: million yen

	Actual results		Previous year		Ratio difference
	Amount	Sales ratio	Amount	Sales ratio	
Net sales	301,483		256,714		
Cost of sales	131,693	43.7%	107,632	41.9%	1.8%
Gross profit	169,790	56.3%	149,082	58.1%	-1.8%
Selling, general and administrative expenses	153,371	50.9%	133,583	52.0%	-1.1%
Operating income	16,419	5.4%	15,499	6.0%	-0.6%
Ordinary income	16,830	5.6%	15,805	6.2%	-0.6%
Net income	11,046	3.7%	11,164	4.3%	-0.6%

The ratio of the cost of sales is down 1.8 percent.

The ratio of selling, general, and administrative expenses is up 1.1 percent.

The ratio of operating income is down 0.6 percent.

Non-consolidated earnings

Unit: million yen

	Actual results	Previous year	Compared to the previous period	Budget	Compared to budget
			Increase and decrease		Increase and decrease
Net sales	203,336	172,908	117.6% 30,428	204,000	99.7% -664
Gross profit	105,177	93,593	112.4% 11,584	107,400	97.9% -2,223
Operating income	6,009	5,033	119.4% 976	8,100	74.2% -2,091
Ordinary income	13,552	9,886	137.1% 3,666	14,800	91.6% -1,248
Net income	10,240	7,397	138.4% 2,843	10,500	97.5% -260

The budget is the earnings forecast announced on April 8, 2026.
Net sales, operating income, etc. exceed the previous year's figures.

Nonconsolidated Earnings -Sales Ratios Compared to the Previous Year

Unit: million yen

	Actual results		Previous year		Ratio difference
	Amount	Sales ratio	Amount	Sales ratio	
Net sales	203,336		172,908		
Cost of sales	98,159	48.3%	79,315	45.9%	2.4%
Gross profit	105,177	51.7%	93,593	54.1%	-2.4%
Selling, general and administrative expenses	99,168	48.8%	88,559	51.2%	-2.4%
Operating income	6,009	3.0%	5,033	2.9%	0.1%
Ordinary income	13,552	6.7%	9,886	5.7%	1.0%
Net income	10,240	5.0%	7,397	4.3%	0.7%

The ratio of the cost of sales is down 2.4 percent.

The ratio of selling, general, and administrative expenses is up 2.4 percent.

The ratio of operating income is up 0.1 percent.

Segment Earnings -By Segment

Unit: million yen

Corporation	Net sales			Operating income		
	Q4/2026 Current period	Q4/2025 Previous period	Compared to the previous period Difference	Q4/2026 Current period	Q4/2025 Previous period	Compared to the previous period Difference
Saizeriya	203,336	172,908	117.6% 30,427	6,009	5,033	119.4% 975
Australia	14,116	11,148	126.6% 2,967	749	325	230.3% 423
Asia	98,147	83,802	117.1% 14,344	9,712	10,132	95.8% -420
Elimination of intra-company transactions	-14,116	-11,145	- -2,970	-50	7	- -58
Total	301,483	256,714	117.4% 44,769	16,419	15,499	105.9% 920

Segment Earnings -Breakdown of Asia

Unit: million yen

Corporation	Net sales			Operating income		
	Q4/2026 Current period	Q4/2025 Previous period	Compared to the previous period Difference	Q4/2026 Current period	Q4/2025 Previous period	Compared to the previous period Difference
Shanghai	24,611	21,901	112.4% 2,709	2,479	3,189	77.7% -710
Guangzhou	28,518	24,496	116.4% 4,021	2,258	2,252	100.3% 6
Beijing	9,562	8,813	108.5% 749	894	862	103.7% 31
Wuhan	176	-	- 176	-63	-	- -63
Guangzhou Food Factory	1,730	1,324	130.7% 406	-109	76	- -185
Guangzhou Management Company	225	-	- 225	17	-	- 17

Segment Earnings –Breakdown of Asia

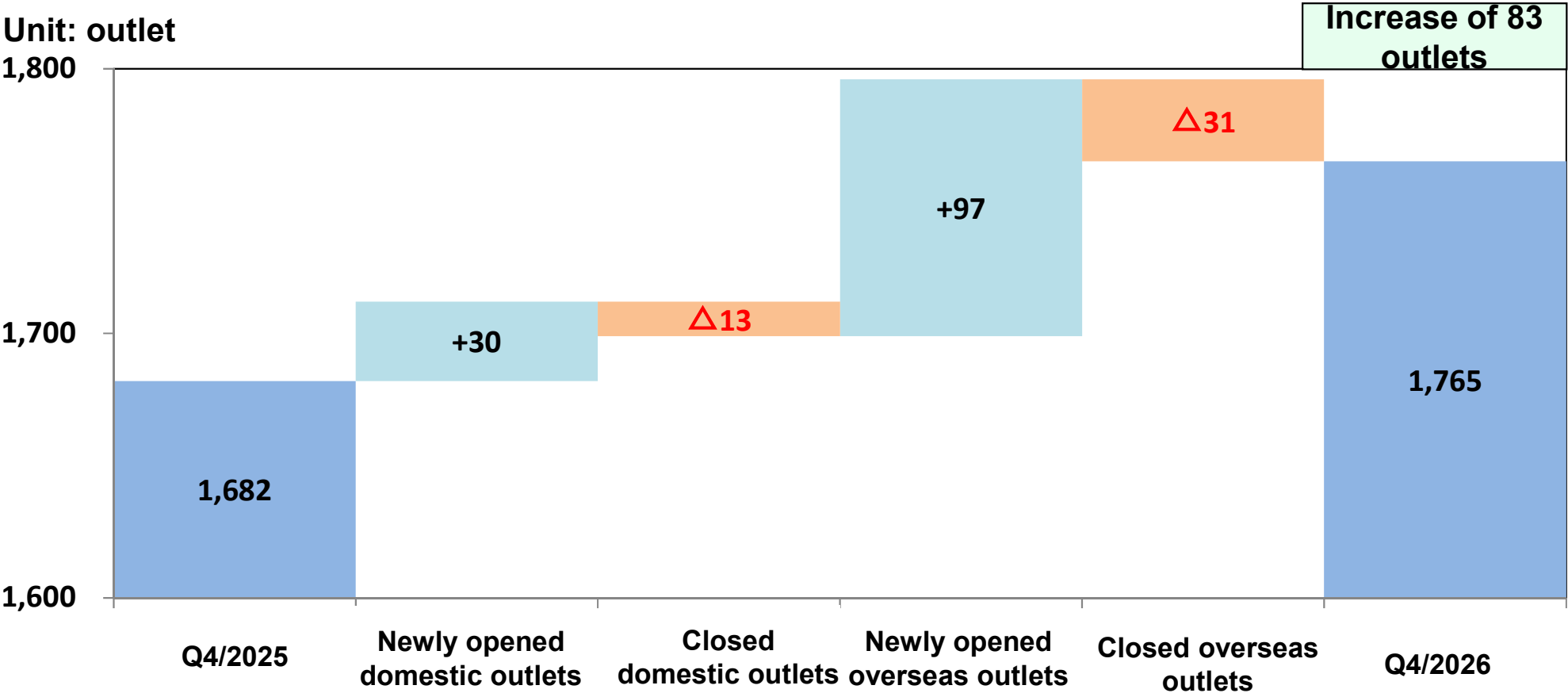
Unit: million yen

Corporation	Net sales			Operating income		
	Q4/2026 Current period	Q4/2025 Previous period	Compared to the previous period Difference	Q4/2026 Current period	Q4/2025 Previous period	Compared to the previous period Difference
Hong Kong	18,618	15,749	118.2% 2,868	2,287	1,929	118.6% 358
Taiwan	4,838	3,888	124.4% 949	637	587	108.6% 50
Singapore	11,594	8,940	129.7% 2,653	1,559	1,280	121.8% 279
Vietnam	144	11	12 132	-154	-45	- -109
Malaysia	82	-	- 82	-104	-	- -104
Elimination of intra-company transactions	-1,955	-1,324	- -631	10	-	- 10
Total for Asia	98,147	83,802	117.1% 14,344	9,712	10,132	95.8% -420

Number of outlets

Number of outlets: 1,765

Increase of 83 outlets



Consolidated net increase of 83 outlets (domestic net increase of 17 outlets/overseas net increase of 66) compared to the fourth quarter 2025.
The number of domestic outlets is 1,070, and the number of overseas outlets is 695.
The ratio of the number of overseas outlets is 39.4%.

Number of Outlets –Breakdown

	Newly opened outlets		Closed outlets		Number of outlets as of the end of the fiscal year	
	Current period	Previous period	Current period	Previous period	Current period	Previous period
Japan	30	28	13	13	1,070	1,053
Shanghai	28	42	10	9	215	197
Guangzhou	35	47	16	11	241	222
Beijing	11	15	3	2	86	78
Hong Kong	7	9	0	2	76	69
Taiwan	4	3	1	0	27	24
Singapore	7	6	1	1	44	38
Vietnam	2	1	0	0	3	1
Wuhan	2	0	0	0	2	0
Malaysia	1	0	0	0	1	0
Total	127	151	44	38	1,765	1,682

The accumulated total for the fourth quarter of 2026 is a consolidated net increase of 83 outlets (domestic net increase of 17 outlets/overseas net increase of 66).

The accumulated total for the fourth quarter of 2025 is a consolidated net increase of 113 outlets (domestic net increase of 15 outlets/overseas net increase of 98).

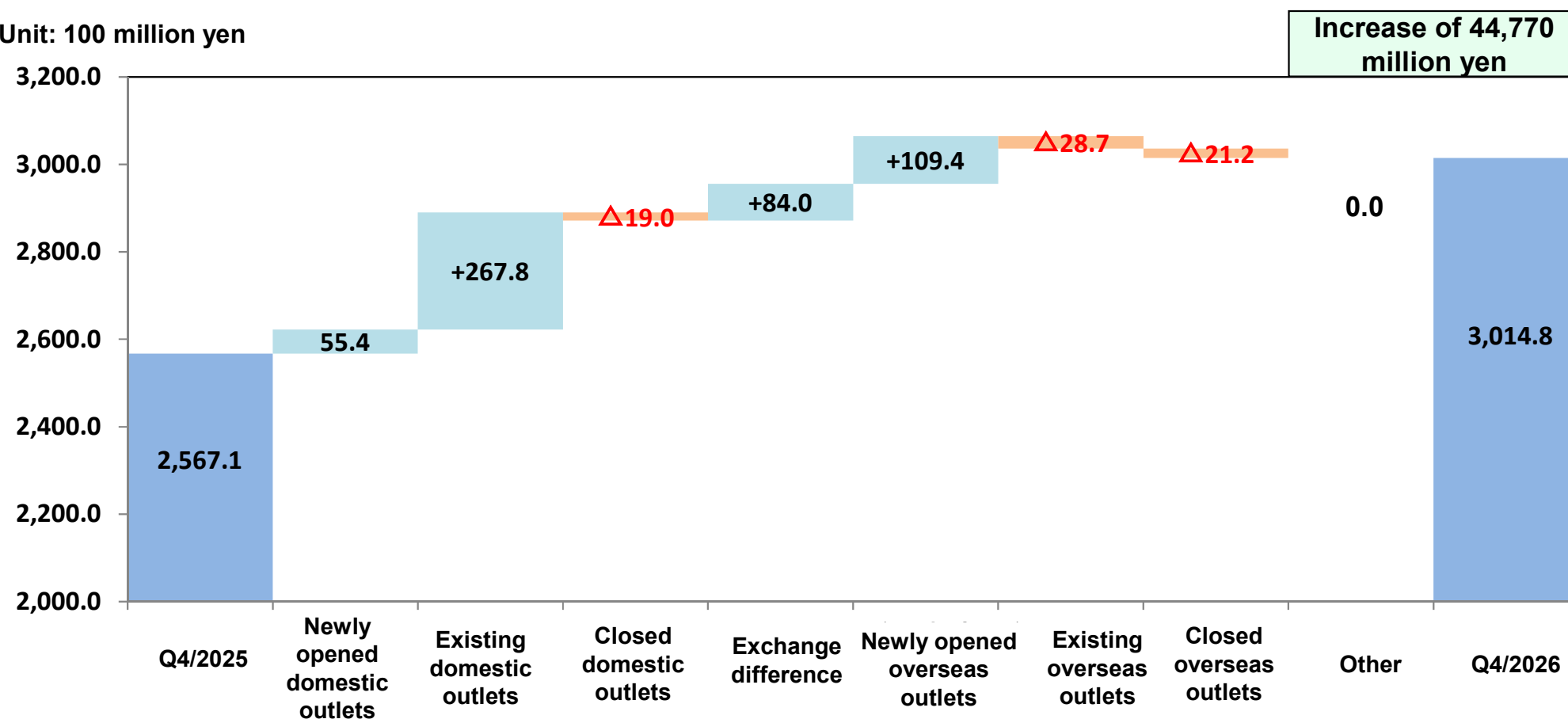
The number of overseas outlets is 694, and the ratio of the number of overseas outlets is 39.4%.

Figures for places other than In Japan, Singapore and Malaysia represent those from July 2025 to June 2026

Net sales – Increase and decrease in sales

Compared to the previous year: 117.4% +44,770 million yen

Unit: 100 million yen



Japan: +30,420 million yen

Overseas: +14,350 million yen (+5,950 million yen when excluding the exchange rate impact)

Other: +0 million yen

Net Sales —Increase and decrease in sales

Compared to the previous year: 117.4% +44,770 million yen

Consolidated net sales are 301,480 million yen.

Domestic net sales are 203,340 million yen and overseas net sales are 98,140 million yen with the ratio of overseas sales being 32.6%.

Factor for the increase in net sales

Consolidated total	447.7	100 million yen	(117.4%)
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Domestic total	304.2	100 million yen	(117.6%)
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Newly opened outlets	55.4	100 million yen
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Existing outlets	267.8	100 million yen
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Closed outlets	△19.0	100 million yen
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Overseas total	143.5	100 million yen	(117.1%)
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Newly opened outlets	109.4	100 million yen
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Existing outlets	△28.7	100 million yen
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Closed outlets	△21.2	100 million yen
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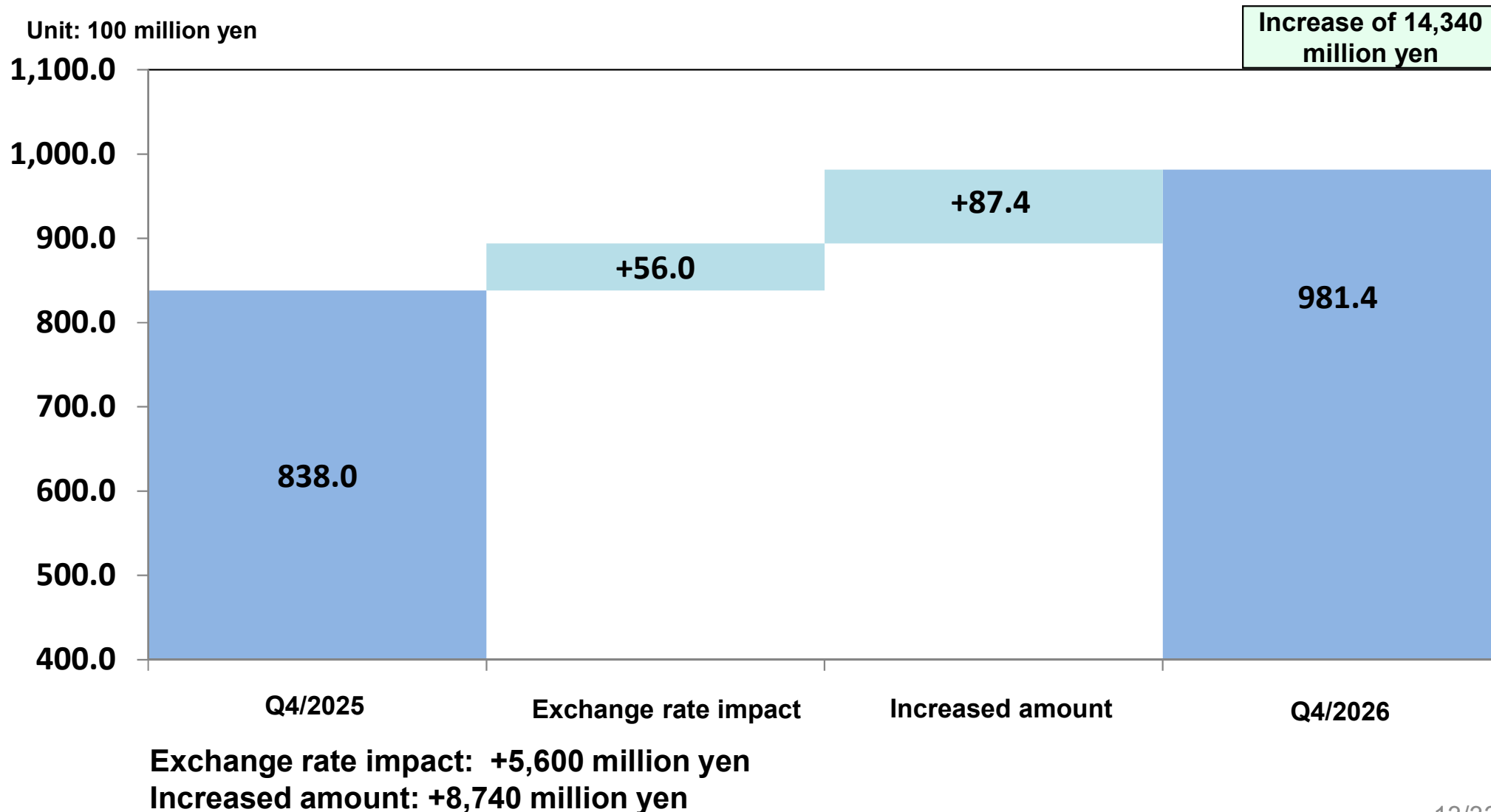
Exchange difference	84.0	100 million yen
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Other	0.0	100 million yen
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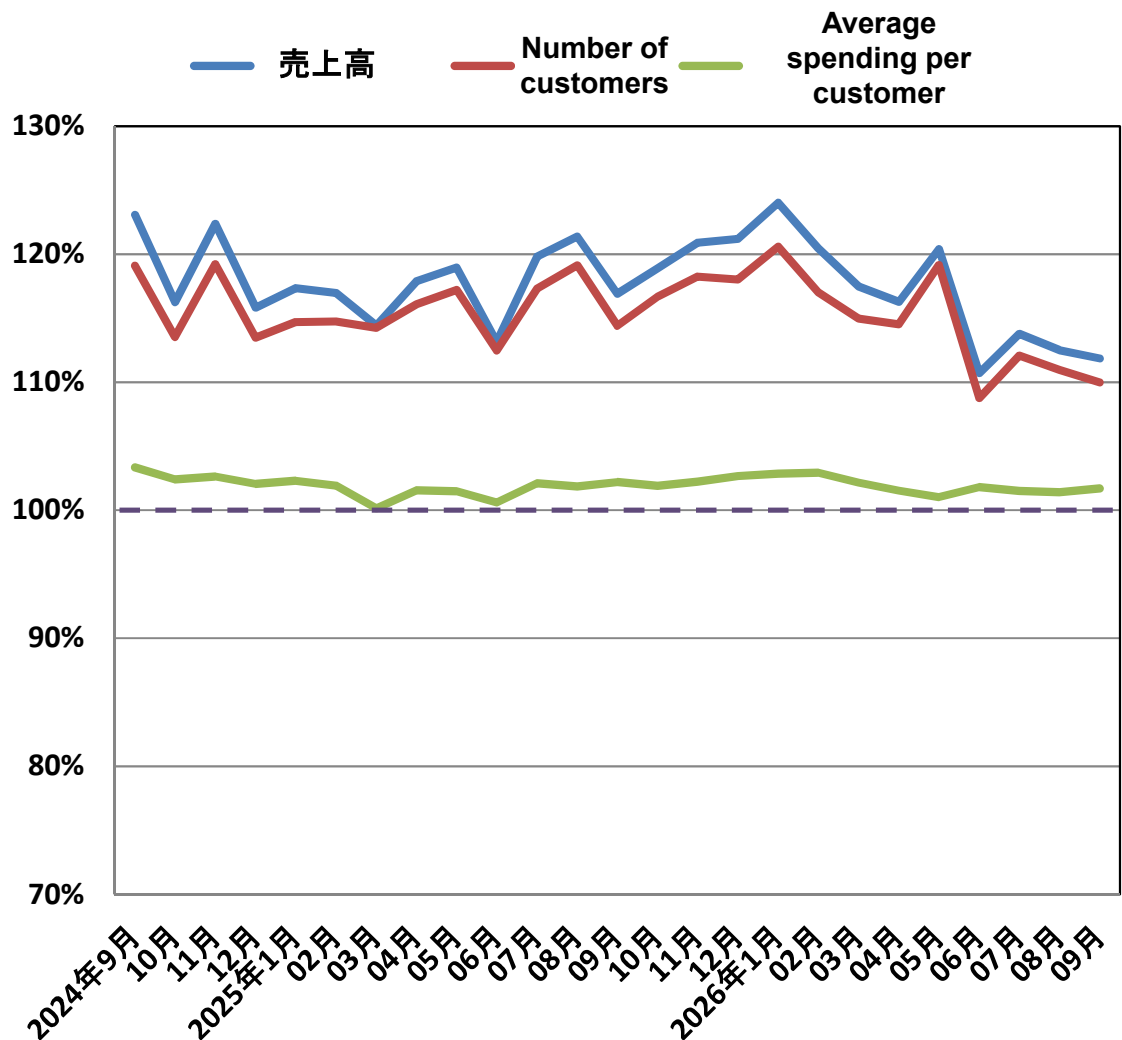
() represents the percentage compared to the previous year.

Net Sales —Increase and Decrease in Overseas Sales

Compared to the previous year: 117.1% +14,340 million yen



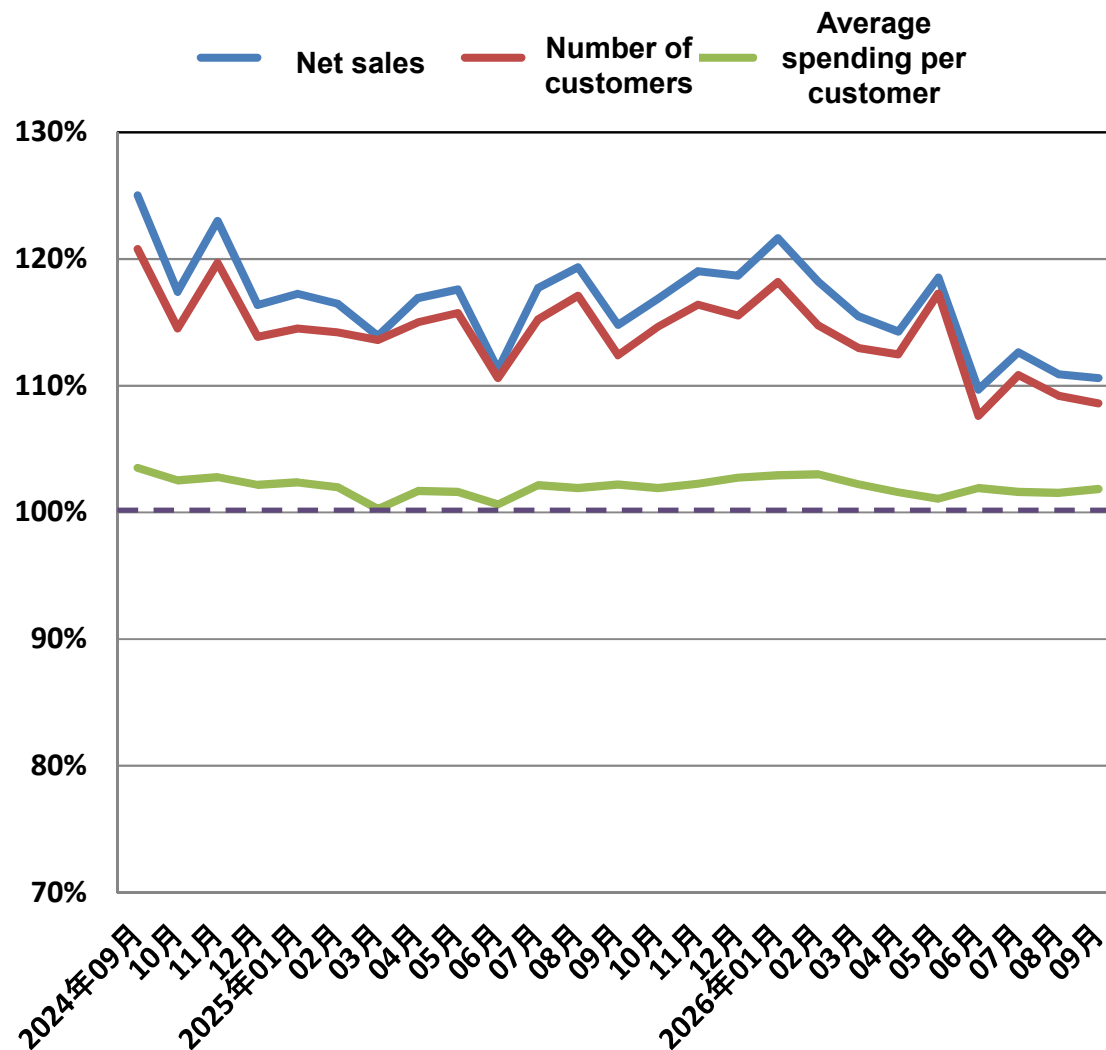
Net Sales Compared to the Previous Year –All the Outlets in Japan



	Net sales	Number of customers	Average spending per customer
September 2024	123.1%	119.1%	103.3%
October	116.3%	113.5%	102.4%
November	122.4%	119.2%	102.6%
December	115.8%	113.5%	102.1%
January 2025	117.3%	114.7%	102.3%
February	117.0%	114.8%	101.9%
March	114.4%	114.3%	100.2%
April	117.9%	116.1%	101.6%
May	119.0%	117.2%	101.5%
June	113.2%	112.5%	100.6%
July	119.8%	117.3%	102.1%
August	121.4%	119.1%	101.9%
September	116.9%	114.4%	102.2%
October	118.9%	116.7%	101.9%
November	120.9%	118.3%	102.2%
December	121.2%	118.0%	102.7%
January 2026	124.0%	120.6%	102.8%
February	120.5%	117.0%	102.9%
March	117.5%	115.0%	102.2%
April	116.3%	114.5%	101.5%
May	120.4%	119.2%	101.0%
June	110.7%	108.8%	101.8%
July	113.8%	112.1%	101.5%
August	112.5%	111.0%	101.4%
September	111.9%	110.0%	101.7%

*The above figures represent only the figures related to the restaurant-type of Saizeriya and do not include the figures of other business types.

Net Sales Compared to the Previous Year – Existing Outlets in Japan

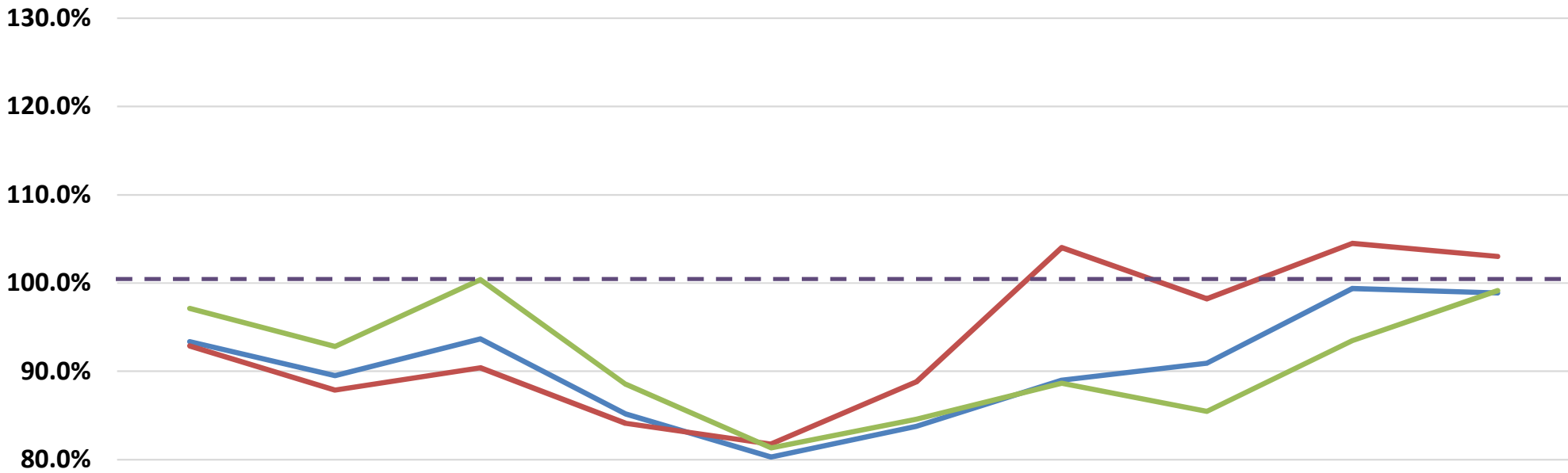


	Net sales	Number of customers	Average spending per customer
September 2024	125.0%	120.8%	103.5%
October	117.4%	114.5%	102.5%
November	123.0%	119.7%	102.8%
December	116.4%	113.9%	102.2%
January 2025	117.3%	114.5%	102.4%
February	116.5%	114.2%	102.0%
March	113.9%	113.6%	100.3%
April	116.9%	115.0%	101.7%
May	117.6%	115.7%	101.6%
June	111.3%	110.6%	100.6%
July	117.7%	115.2%	102.2%
August	119.3%	117.1%	101.9%
September	114.8%	112.4%	102.2%
October	116.9%	114.7%	101.9%
November	119.0%	116.4%	102.3%
December	118.7%	115.5%	102.7%
January 2026	121.6%	118.2%	102.9%
February	118.2%	114.7%	103.0%
March	115.5%	113.0%	102.2%
April	114.3%	112.5%	101.6%
May	118.5%	117.3%	101.1%
June	109.7%	107.6%	101.9%
July	112.6%	110.8%	101.6%
August	110.9%	109.2%	101.5%
September	110.6%	108.6%	101.8%

*The above figures represent only the figures related to the restaurant-type of Saizeriya and do not include the figures of other business types.

Net Sales Compared to the Previous Year –Existing Overseas Outlets

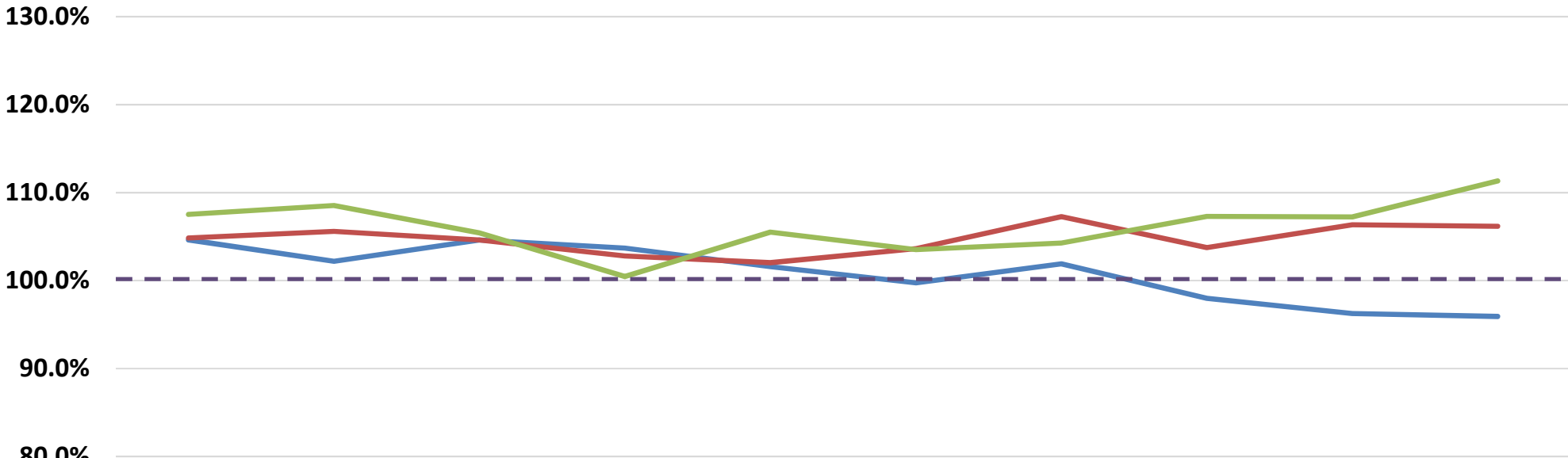
Shanghai 98.9%, Guangzhou 103.0%, Beijing 99.2%



	2024/4Q	2025/1Q	2025/2Q	2025/3Q	2025/4Q	2026/1Q	2026/2Q	2026/3Q	2026/4Q	2027/1Q
Shanghai	93.4%	89.5%	93.7%	85.2%	80.3%	83.8%	89.0%	90.9%	99.4%	98.9%
Guangzhou	92.9%	87.9%	90.4%	84.1%	81.8%	88.8%	104.0%	98.2%	104.5%	103.0%
Beijing	97.1%	92.8%	100.4%	88.5%	81.3%	84.6%	88.7%	85.5%	93.5%	99.2%

Net Sales Compared to the Previous Year –Existing Overseas Outlets

Hong Kong 95.9%, Taiwan 106.2%, Singapore 111.3%



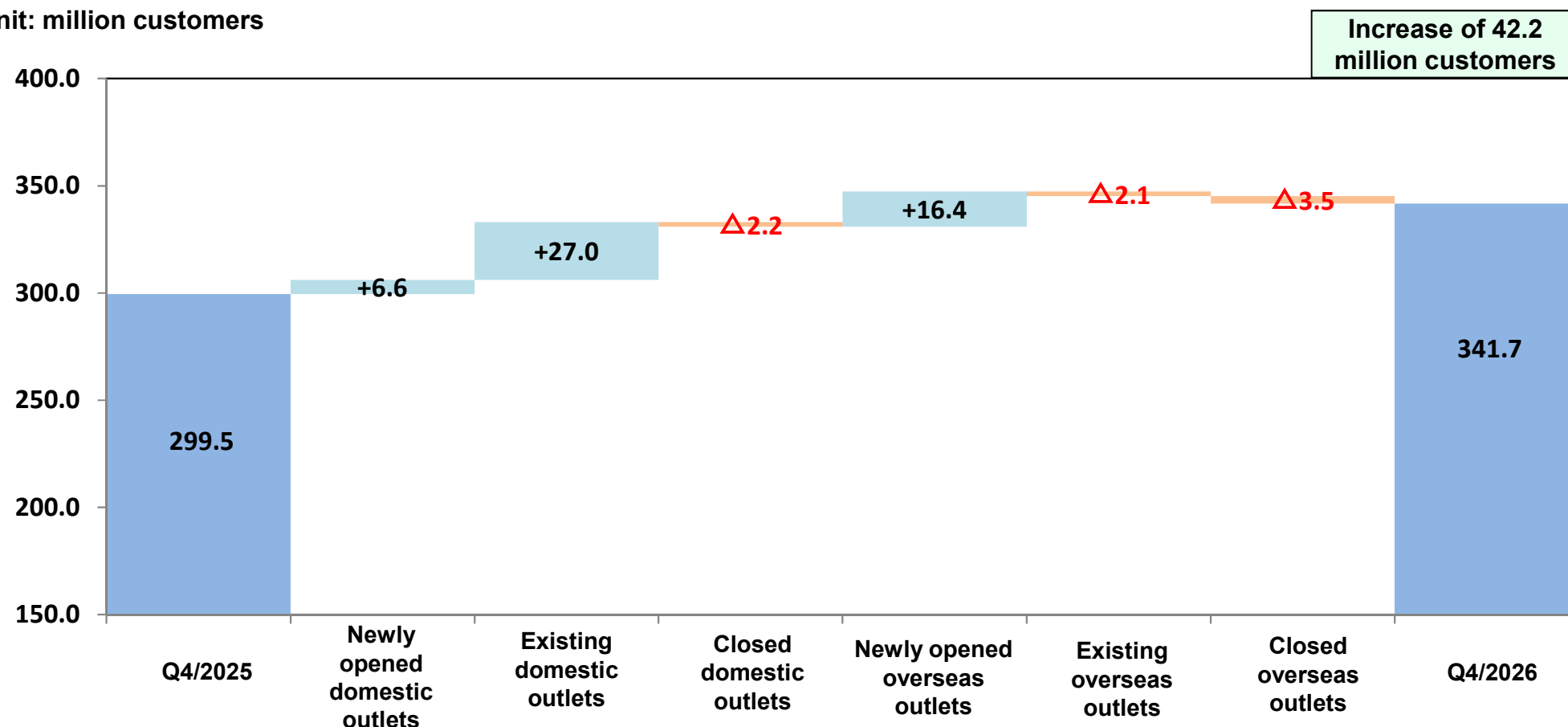
	2024/4Q	2025/1Q	2025/2Q	2025/3Q	2025/4Q	2026/1Q	2026/2Q	2026/3Q	2026/4Q	2027/1Q
Hong Kong	104.6%	102.2%	104.6%	103.7%	101.6%	99.7%	101.9%	98.0%	96.3%	95.9%
Taiwan	104.8%	105.6%	104.6%	102.8%	102.0%	103.6%	107.3%	103.7%	106.3%	106.2%
SG	107.5%	108.5%	105.4%	100.4%	105.5%	103.5%	104.3%	107.3%	107.2%	111.3%

*Q1/2027 of Singapore represents the figures for September 2026 compared to the previous year.

Number of Customers – Consolidated Increase and Decrease

Compared to the previous year: 114.1% +42.2 million customers

Unit: million customers



Total number of customers: 341.7 million

Number of domestic customers: 236.4 million; Domestic customers ratio: 69.2%

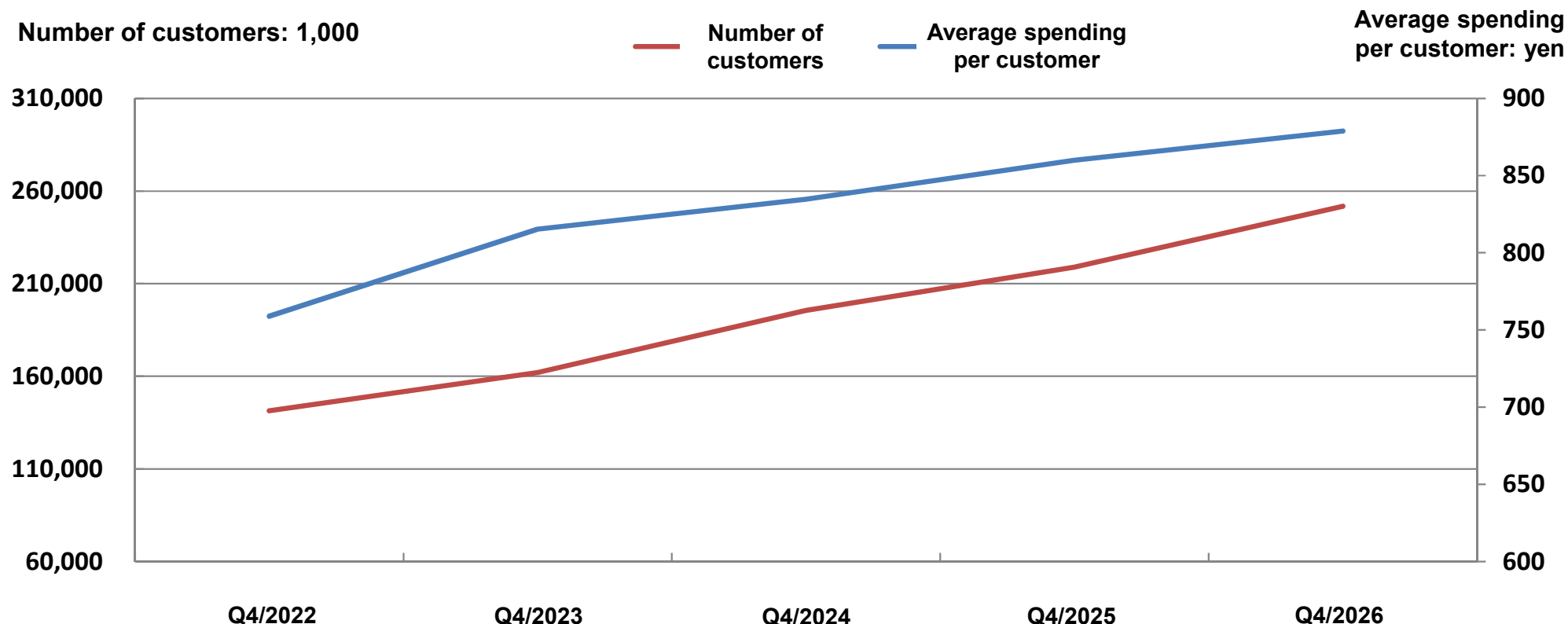
Number of overseas customers: 105.3 million; Overseas customers ratio: 30.8%

Number of Customers/Average Spending Per Customer — Consolidated

	Q4/2022	Q4/2023	Q4/2024	Q4/2025	Q4/2026
Net sales (million yen)	144,275	183,223	224,542	256,714	301,483
Number of customers (1,000 customers)	187,291	225,393	267,294	299,586	341,720
Average spending per customer (yen)	770	813	840	857	882

*The above is the consolidated figures.

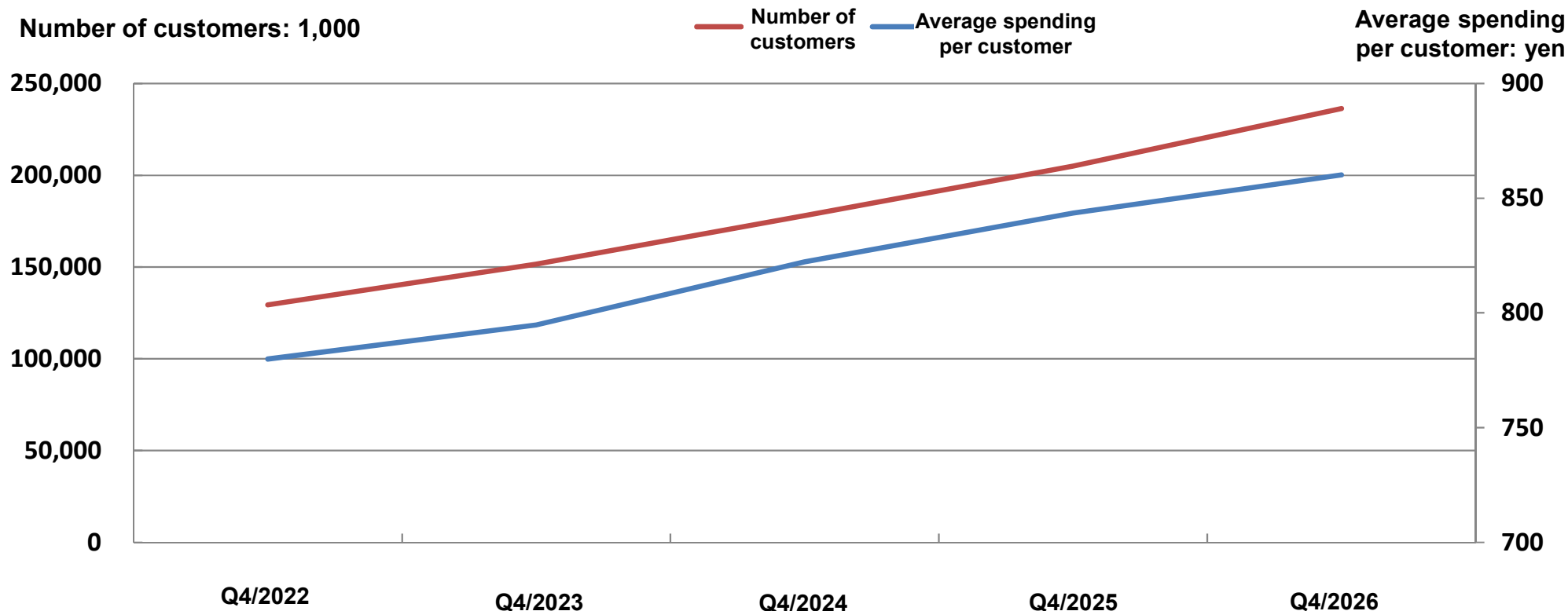
Number of customers: 1,000



Number of Customers/Average Spending Per Customer —in Japan

	Q4/2022	Q4/2023	Q4/2024	Q4/2025	Q4/2026
Net sales (million yen)	100,916	120,477	146,455	172,908	203,336
Number of customers (1,000 customers)	129,396	151,589	178,109	204,989	236,395
Average spending per customer (yen)	780	795	822	844	860

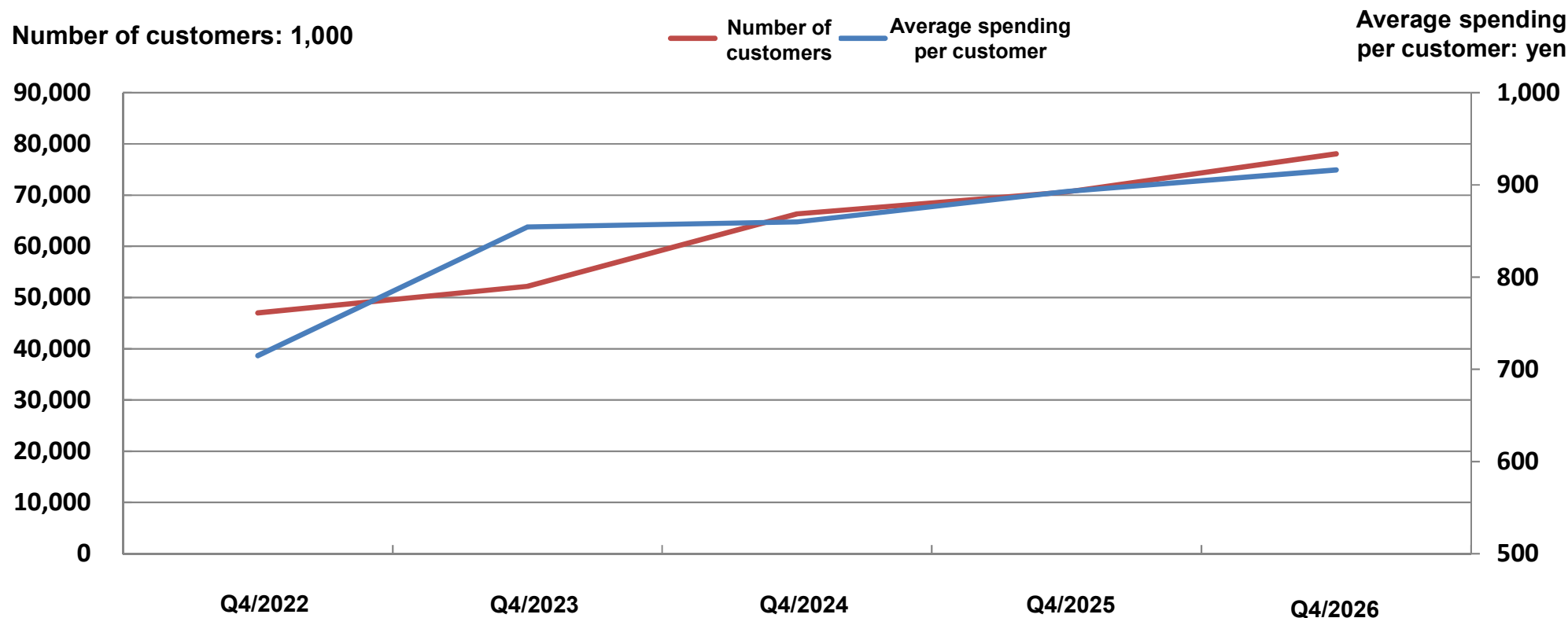
*The above is the domestic figures.



Number of Customers/Average Spending Per Customer —Overseas

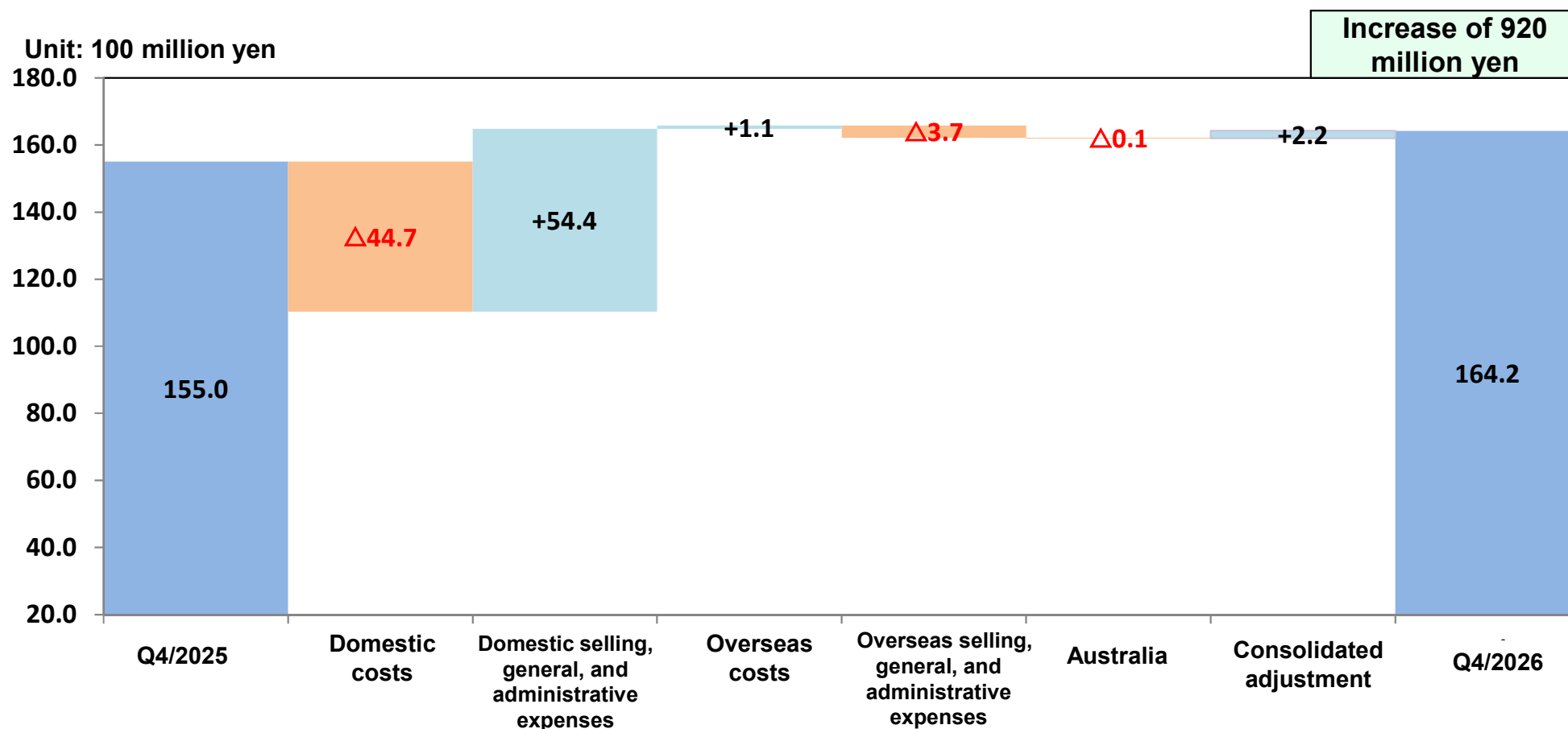
	Q4/2022	Q4/2023	Q4/2024	Q4/2025	Q4/2026
Net sales (million yen)	43,117	62,740	78,055	83,802	98,147
Number of customers (1,000 customers)	57,895	73,804	89,185	94,597	105,325
Average spending per customer (yen)	745	850	875	886	932

*The above is the overseas figures.



Operating Income – Increase and Decrease in Operating Income

Compared to the previous year: 105.9% +920 million yen



Q4/2025: Operating income 15,500 million yen, operating margin 6.0%

Q4/2026: Operating income 16,420 million yen, operating margin 5.4%

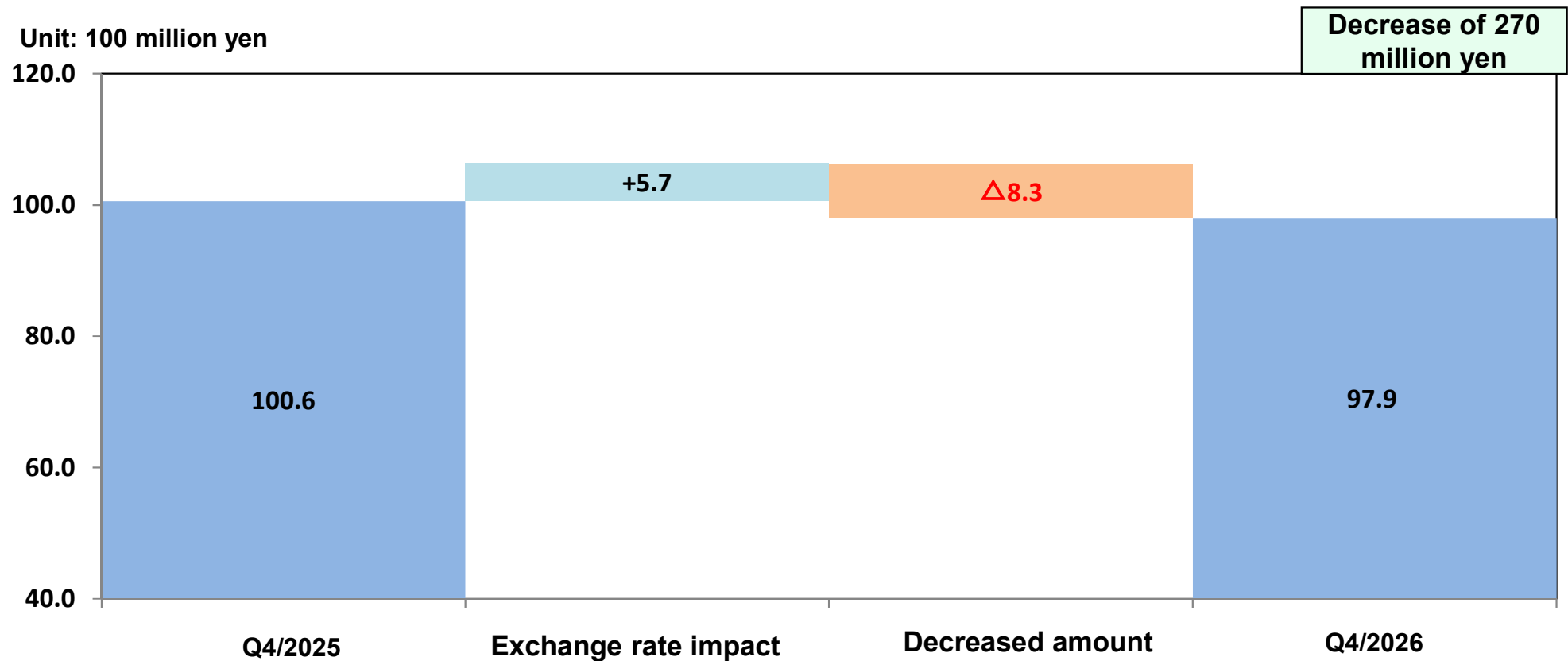
Operating Income —Increase and Decrease in Operating Income

(Factors for decreasing profits are shown with Δ .)

Domestic amount of financial impact		9.7 100 million yen
Costs		$\Delta 44.7$ 100 million yen
Exchange rate impact		$\Delta 31.7$
Unit price (Rising costs of hamburger, chicken and other items)		$\Delta 18.7$
Physical distribution costs		$\Delta 6.2$
Menu mix		10.3
Other losses, etc.		1.6
Selling, general and administrative expenses		54.4 100 million yen
Labor costs		17.5
Facilities costs		22.7
Water, lighting, and heating expenses		9.5
Other expenses		4.8
Overseas amount of financial impact		$\Delta 2.6$ 100 million yen
Costs		1.1 100 million yen
Selling, general and administrative expenses		$\Delta 3.7$ 100 million yen
Labor costs		4.3
Facilities costs		2.5
Water, lighting, and heating expenses		$\Delta 0.5$
Other expenses		$\Delta 10.0$
Amount of financial impact in Australia		$\Delta 0.1$ 100 million yen
Consolidated adjustment		2.2 100 million yen
Amount of increase and decrease in operating income		9.2 100 million yen

Operating Income – Increase and Decrease in Overseas Operating Income

Compared to the previous year: 97.3% Δ 270 million yen

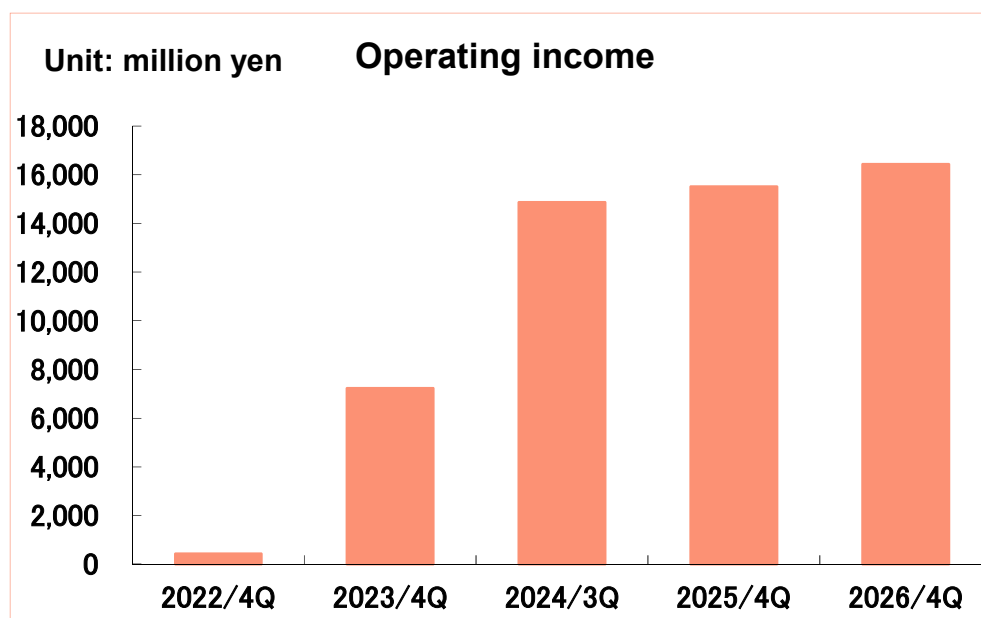
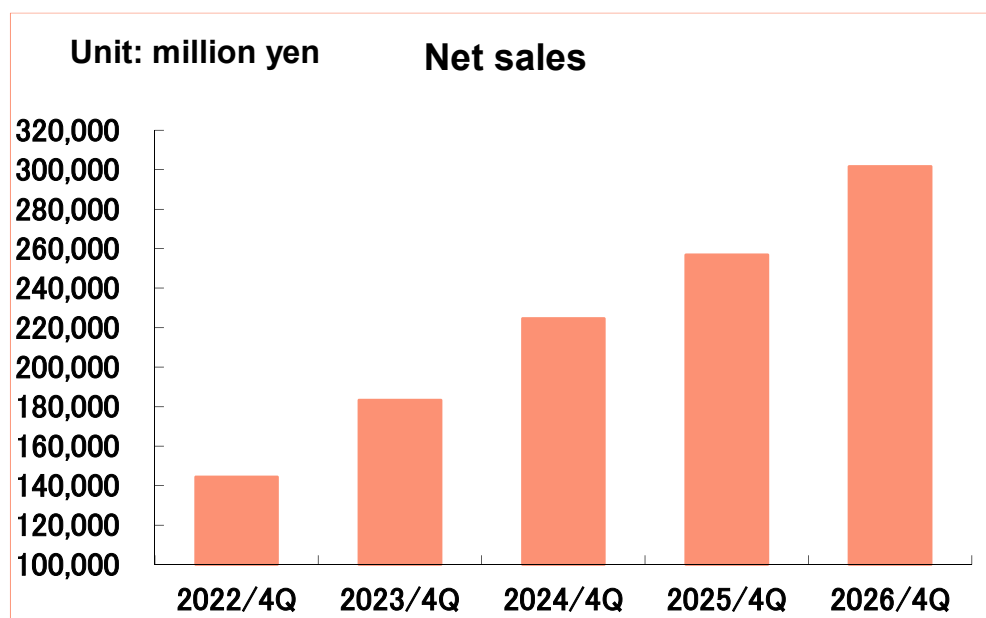


Exchange rate impact: +570 million yen
Decreased amount: Δ 830 million yen

Trend of business results

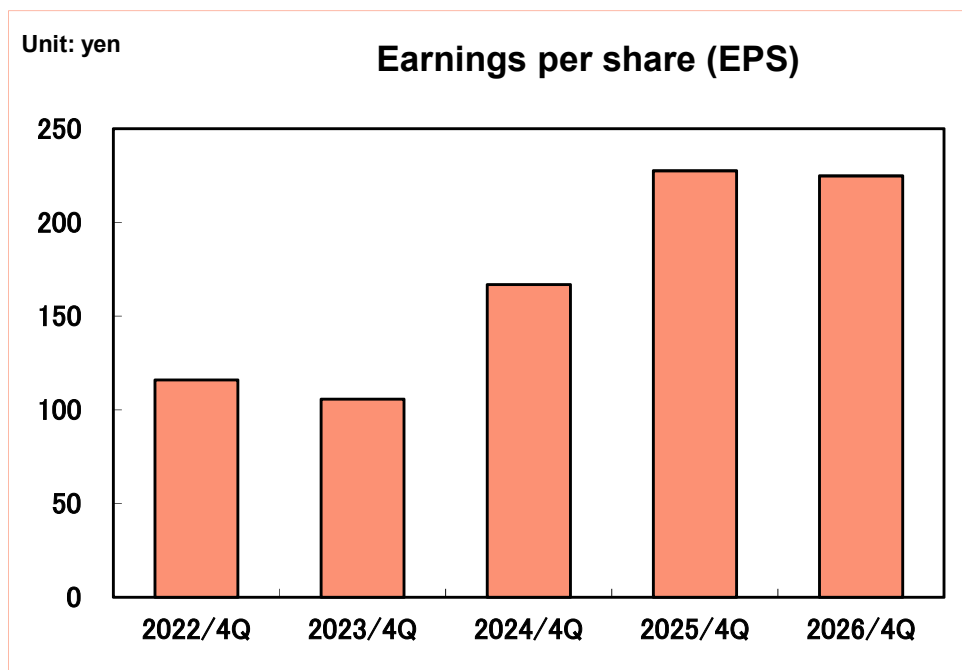
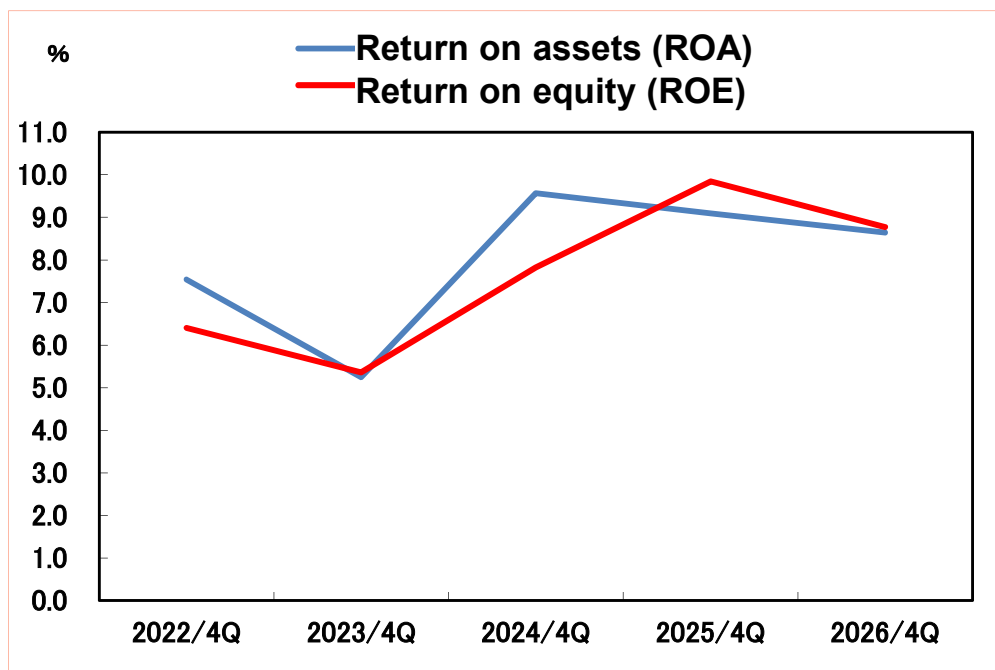
Unit: million yen

Accounting item	Q4/2022		Q4/2023		Q4/2024		Q4/2025		Q4/2026		Q4/2027 (Budget)	
	Actual results	Compared to the previous period	Actual results	Compared to the previous period	Actual results	Compared to the previous period	Actual results	Compared to the previous period	Actual results	Compared to the previous period	Plan	Compared to the previous period
Net sales	144,275	114.0%	183,244	127.0%	224,542	122.5%	256,714	114.3%	301,483	117.4%	333,700	110.7%
Selling, general and administrative expenses	90,628	110.0%	103,274	114.0%	117,220	113.5%	133,583	114.0%	153,371	114.8%	167,200	109.0%
Operating income	422	-	7,222	1707.6%	14,863	205.8%	15,499	104.3%	16,419	105.9%	21,200	129.1%
Ordinary income	10,774	311.8%	7,949	73.8%	15,585	196.0%	15,805	101.4%	16,830	106.5%	20,800	123.6%
Net income	5,660	320.6%	5,154	91.1%	8,170	158.5%	11,164	136.7%	11,046	98.9%	13,400	121.3%
Amount of total assets	147,930	107.2%	155,121	104.9%	170,735	110.1%	169,970	99.6%	210,126	123.6%	221,800	105.6%
Amount of net assets	94,523	113.1%	99,031	104.8%	110,824	111.9%	117,157	105.7%	135,552	115.7%	147,200	108.6%



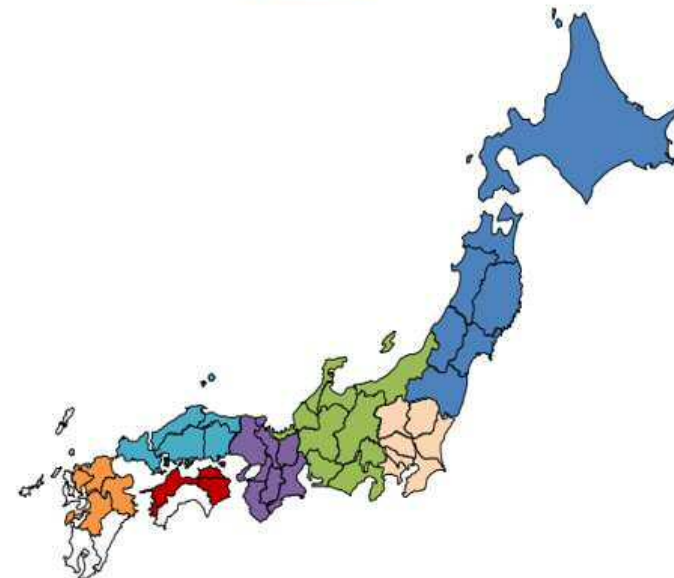
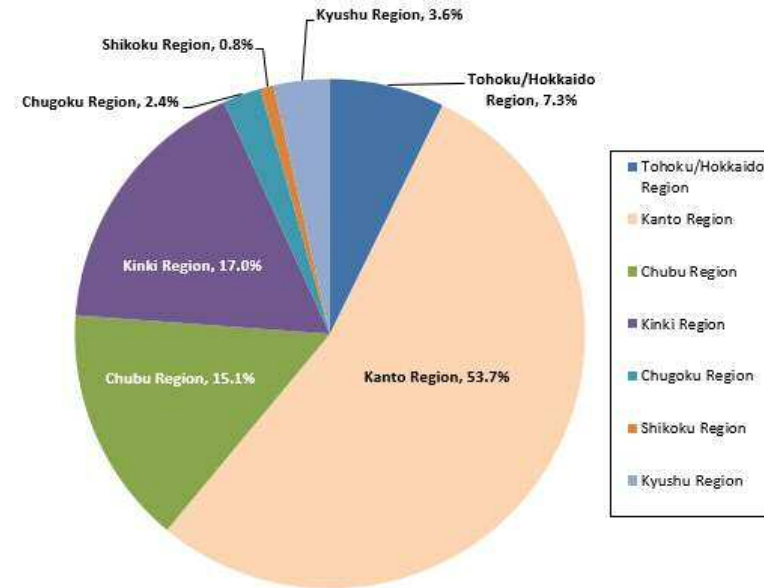
Management indexes

Item		Q4/2022	Q4/2023	Q4/2024	Q4/2025	Q4/2026
Return on assets (ROA)	%	7.5	5.2	9.6	9.1	8.6
Total assets turnover	Number of times	1.0	1.2	1.4	1.5	1.5
Earnings per share (EPS)	yen	115.91	105.62	166.69	227.46	224.81
Book value per share (BPS)	yen	1,920.73	2,014.23	2,246.71	2,373.55	2,738.54
Capital adequacy ratio	%	63.5	63.5	64.6	65.0	64.2
Return on equity (ROE)	%	6.4	5.4	7.8	9.8	8.8



Number of outlets by region in Japan

Target area for opening an outlet	Subtotal	Percentage	Prefectures	Number of outlets	Number of newly opened outlets	Number of closed outlets
Tohoku/Hokkaido Region	78	7.3%	Hokkaido	21	1	
			Aomori Prefecture	7		
			Iwate Prefecture	6	1	
			Miyagi Prefecture	19		
			Akita Prefecture	4		
			Yamagata Prefecture	6		
			Fukushima Prefecture	15		
Kanto Region	575	53.7%	Ibaraki Prefecture	27	1	
			Tochigi Prefecture	16		
			Gunma Prefecture	9		
			Saitama Prefecture	93		2
			Chiba Prefecture	124	3	2
			Tokyo Metropolis	188	2	4
			Kanagawa Prefecture	118		1
Chubu Region	162	15.1%	Niigata Prefecture	13	1	1
			Toyama Prefecture	6		
			Ishikawa Prefecture	9		
			Fukui Prefecture	4		
			Yamanashi Prefecture	5		
			Nagano Prefecture	11		
			Gifu Prefecture	13		
			Shizuoka Prefecture	26	2	
			Aichi Prefecture	75	2	1
Kinki Region	182	17.0%	Mie Prefecture	19		1
			Shiga Prefecture	6		
			Kyoto Prefecture	20		
			Osaka Prefecture	79	3	1
			Hyogo Prefecture	47	1	
			Nara Prefecture	7	2	
			Wakayama Prefecture	4		
Chugoku Region	26	2.4%	Tottori Prefecture	2	1	
			Shimane Prefecture	2		
			Okayama Prefecture	7	2	
			Hiroshima Prefecture	12	2	
			Yamaguchi Prefecture	3		
Shikoku Region	9	0.8%	Tokushima Prefecture	2	1	
			Kagawa Prefecture	4		
			Ehime Prefecture	3	1	
Kyushu Region	38	3.6%	Fukuoka Prefecture	26		
			Saga Prefecture	3	1	
			Kumamoto Prefecture	6	1	
			Oita Prefecture	3	2	
Grand total	1,070	100.0%		1,070	30	13

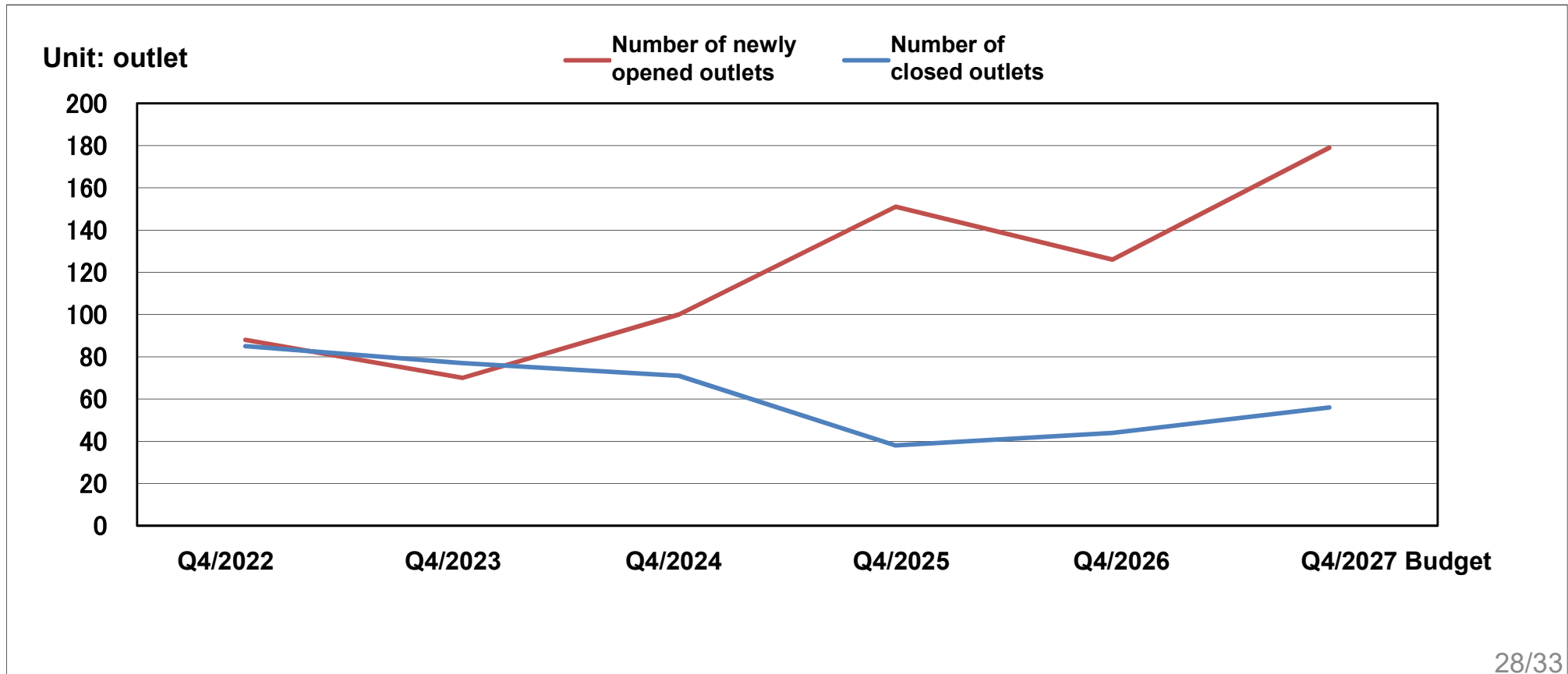


Number of regions having outlets: 42
Number of regions having no outlets: 5
Kochi Prefecture, Miyazaki Prefecture, Nagasaki Prefecture, Kagoshima Prefecture, and Okinawa Prefecture

Trend of opening/closing outlets –Consolidated

	Q4/2022	Q4/2023	Q4/2024	Q4/2025	Q4/2026	Q4/2027 (Budget)
Number of newly opened outlets	88	70	100	151	127	179
Number of closed outlets	85	77	71	38	44	56
Number of outlets as of the end of the fiscal year	1,547	1,540	1,569	1,682	1,765	1,888

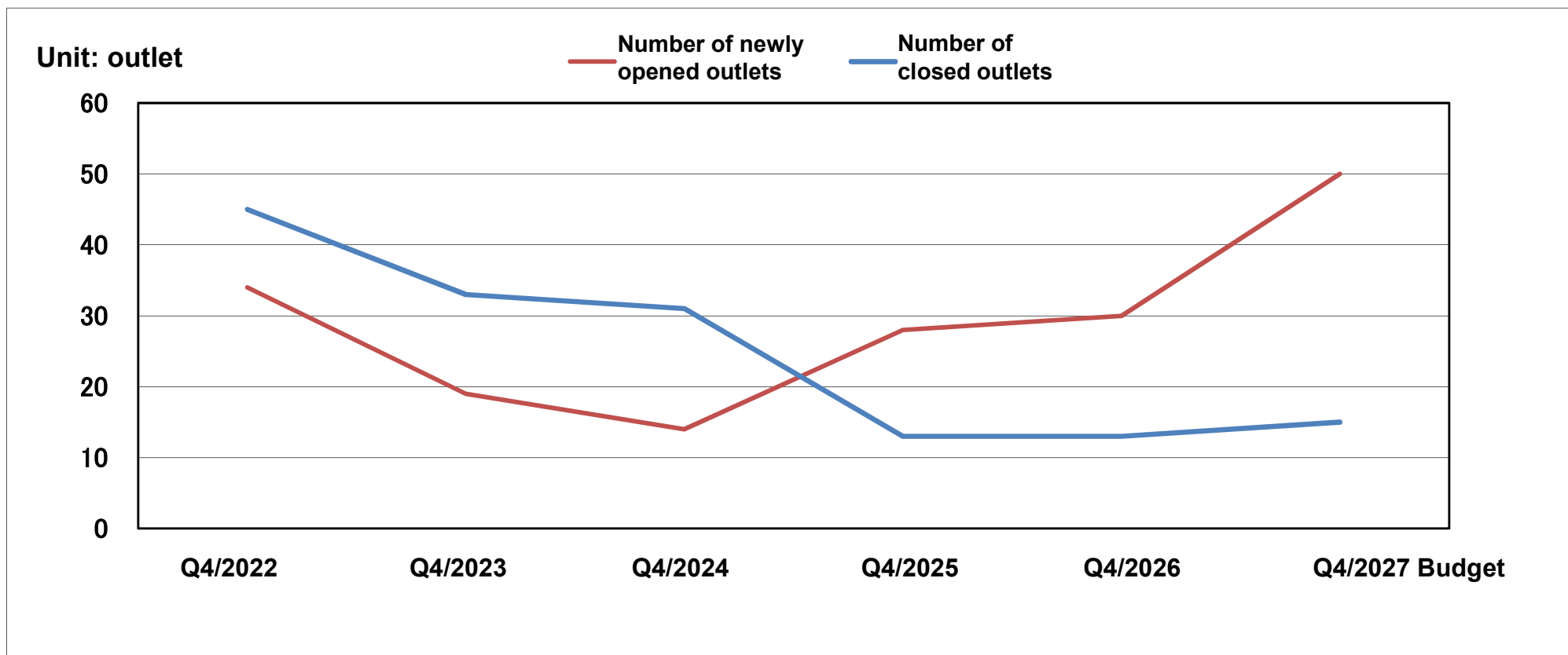
*In the budget for 4Q/2027, a net increase of 123 outlets



Trend of opening/closing outlets –In Japan

	Q4/2022	Q4/2023	Q4/2024	Q4/2025	Q4/2026	Q4/2027 (Budget)
Number of newly opened outlets	34	19	14	28	30	50
Number of closed outlets	45	33	31	13	13	15
Number of outlets as of the end of the fiscal year	1,069	1,055	1,038	1,053	1,070	1,105

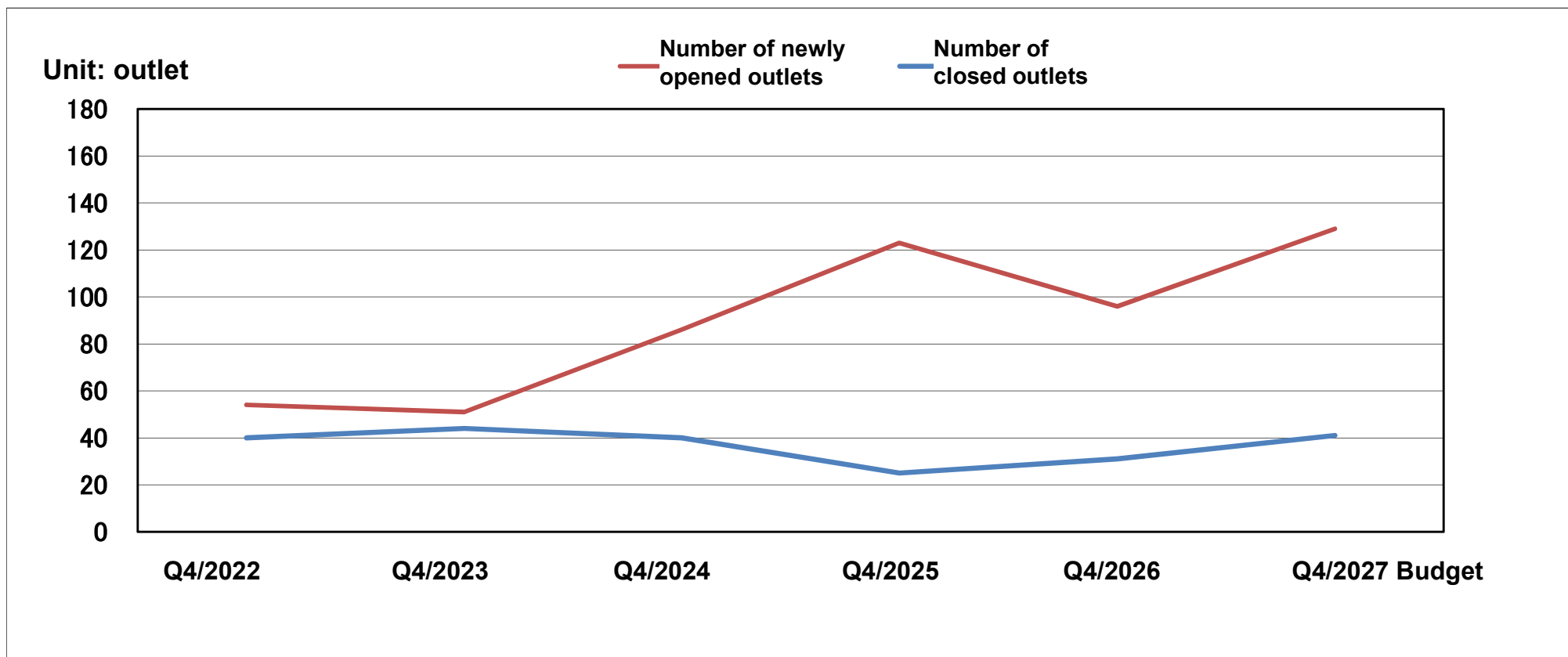
*In the budget for 4Q/2027, a net increase of 35 outlets



Trend of opening/closing outlets –Overseas

	Q4/2022	Q4/2023	Q4/2024	Q4/2025	Q4/2026	Q4/2027 (Budget)
Number of newly opened outlets	54	51	86	123	97	129
Number of closed outlets	40	44	40	25	31	41
Number of outlets as of the end of the fiscal year	478	485	531	629	695	783

*In the budget for 4Q/2027, a net increase of 88 outlets



Capital investment

Unit: million yen

	Q4/2022	Q4/2023	Q4/2024	Q4/2025	Q4/2026	Q4/2027 (Budget)
Newly opened outlets	1,900	1,146	885	1,959	2,241	5,184
Renovation of existing outlets	223	961	1,943	4,217	3,810	4,978
Yoshikawa Factory	3	652	52	669	115	578
Kanagawa Factory	776	4	46	476	35	1,850
Fukushima Factory	0	33	2	482	1,922	256
Hyogo Factory	21	0	22	873	839	486
Chiba Factory	2	5	4	674	8	353
Headquarters office and others	174	368	611	229	512	485
Subsidiaries	2,819	3,179	4,683	6,988	11,695	10,687
Capital investment (=A)	5,918	6,348	8,248	16,567	21,177	24,856
Cash flow (=B)	11,014	10,605	13,815	17,617	19,245	23,413
Out of which, depreciation expenses	6,242	6,342	6,559	7,942	9,716	11,756
Difference in amount between the above A and B	5,096	4,257	5,567	1,050	-1,931	-1,443

*The cash flow is calculated based on the simple method.

*Depreciation expenses do not include those of right-of-use assets.

Earnings forecast

Unit: 100 million yen

	Full business year	Compared to the previous period
Net sales	3,337	110.7%
Operating income	212	129.1%
Net income	134	121.6%

■ Net sales

Japan: 218,000 million yen/ overseas: 115,700 million yen

Domestic net increase of 35 outlets/overseas net increase of 88 outlets

Existing outlets in Japan: 106.0% year-over-year (First half: 107.0%; second half: 105.0%)

Existing overseas outlets: 100.1% year-over-year (First half: 100.7%, Second half: 99.5%)

■ Operating income

In Japan, 10,000 million yen; Asia, 10,700 million yen; Australia, 500 million yen

Domestic gross margin rate: 52.1% Overseas gross margin rate: 63.9% Consolidated gross margin rate: 56.5%

Foreign exchange: AUD 114.65, EUR 185.50, USD 160.02

■ Net income

In Japan, 10,800 million yen; Asia, 3,700 million yen; Australia, 500 million yen; Consolidated adjustment: △1,600 million yen

■ Overseas budgetary rate

CNY 23.87, HKD 20.71, TWD 5.10, SGD 125.59, VND 0.0062

Item		Q4/2027 (Budget)
Return on assets (ROA)	%	9.6%
Total assets turnover	Number of times	1.5
Earnings per share (EPS)	yen	272.70
Book value per share (BPS)	yen	2,989.30
Capital adequacy ratio	%	66.1%
Return on equity (ROE)	%	9.5%

Challenges to be made from now on

Foster store managers capable of establishing the outlet organization.

Implement active repair of the outlets so as to improve the outlet environment.

Restructure production, physical distribution and purchasing from a global perspective.

Reduce Store Operations Through Centralized Functions.

Formulate work models, outlet layout models and profit models.

Promote DX, continue IT investments.

Promote food loss reduction, recycling, efficiency improvements, and energy conservation.

Secure human resources and establish the education system to develop the outlet-opening strategy.

Work out the outlet-opening strategy that includes new overseas bases and countries.

Saizeriya Co., Ltd., Financial Results Briefing Materials

Materials for the Fiscal Year Ending August 31, 2026
(54th Fiscal Year from September 1, 2025 to August 31, 2026)



Saizeriya
RISTORANTE E CAFFÈ