

Saizeriya Co., Ltd.

Financial Results Briefing Session for the Second Quarter of the 51st Term through August 31, 2023

(51st term: from September 1, 2022 to February 28, 2023)



Code No. 7581

Wednesday, April 12, 2023



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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 2nd Quarter Ended February 28, 2023 (Consolidated)

(1) Financial Highlights

Unit: Millions of Yen

	Actual	Previous Year	Year-on-Year	Budget	vs Budget
			Difference		Difference
Net Sales	83,870	69,211	121.2% 14,658	82,300	101.9% 1,570
Gross Profit	50,781	43,679	116.3% 7,101	51,600	98.4% -818
Operating Income	904	-46	- 950	2,700	33.5% -1,795
Ordinary Income	1,103	7,663	14.4% -6,559	2,700	40.9% -1,596
Net Profit for the Quarter	595	5,031	11.8% -4,435	1,600	37.2% -1,004

Increase in revenue, increase in profit. Budget reflects the financial forecast announced on October 12, 2022.
Net Sales and Operating Income exceeded those of the previous year.

1. Financial Results for the 2nd Quarter Ended February 28, 2023 (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	83,870	100.0%	69,211	100.0%	-
Cost of Sales	33,088	39.5%	25,532	36.9%	2.6%
Gross Profit	50,781	60.5%	43,679	63.1%	-2.6%
Selling, General and Administrative Expenses (SG&A)	49,876	59.5%	43,725	63.2%	-3.7%
Operating Income	904	1.1%	-46	-	-
Ordinary Income	1,103	1.3%	7,663	11.1%	-9.8%
Net Profit for the Quarter	595	0.7%	5,031	7.3%	-6.6%

Cost of Sales ratio worsened by 2.6 points.
SG&A Expenses ratio improved by 3.7 points.

1. Financial Results for the 2nd Quarter Ended February 28, 2023 (Non-Consolidated)

(3) Financial Highlights

Unit: Millions of Yen

	Actual	Previous Year	Year-on-Year	Budget	vs Budget
			Difference		Difference
Net Sales	55,855	46,040	121.3% 9,815	53,400	104.6% 2,455
Gross Profit	32,240	28,388	113.6% 3,852	32,600	98.9% -359
Operating Income	-1,600	-2,718	- 1,117	0	- -1,600
Ordinary Income	-946	5,487	- -6,433	700	- -1,646
Net Profit for the Quarter	-882	3,612	- -4,494	100	- -982

Increase in revenue, increase in profit (decrease of loss). Budget reflects the financial forecast announced on October 12, 2022.

Net Sales and Operating Income exceeded those of the previous year.

1. Financial Results for the 2nd Quarter Ended February 28, 2023 (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	55,855	100.0%	46,040	100.0%	-
Cost of Sales	23,615	42.3%	17,652	38.3%	3.9%
Gross Profit	32,240	57.7%	28,388	61.7%	-3.9%
Selling, General and Administrative Expenses (SG&A)	33,840	60.6%	31,106	67.6%	-7.0%
Operating Income	-1,600	-	-2,718	-	-
Ordinary Income	-946	-	5,487	11.9%	-
Net Profit for the Quarter	-882	-	3,612	7.8%	-

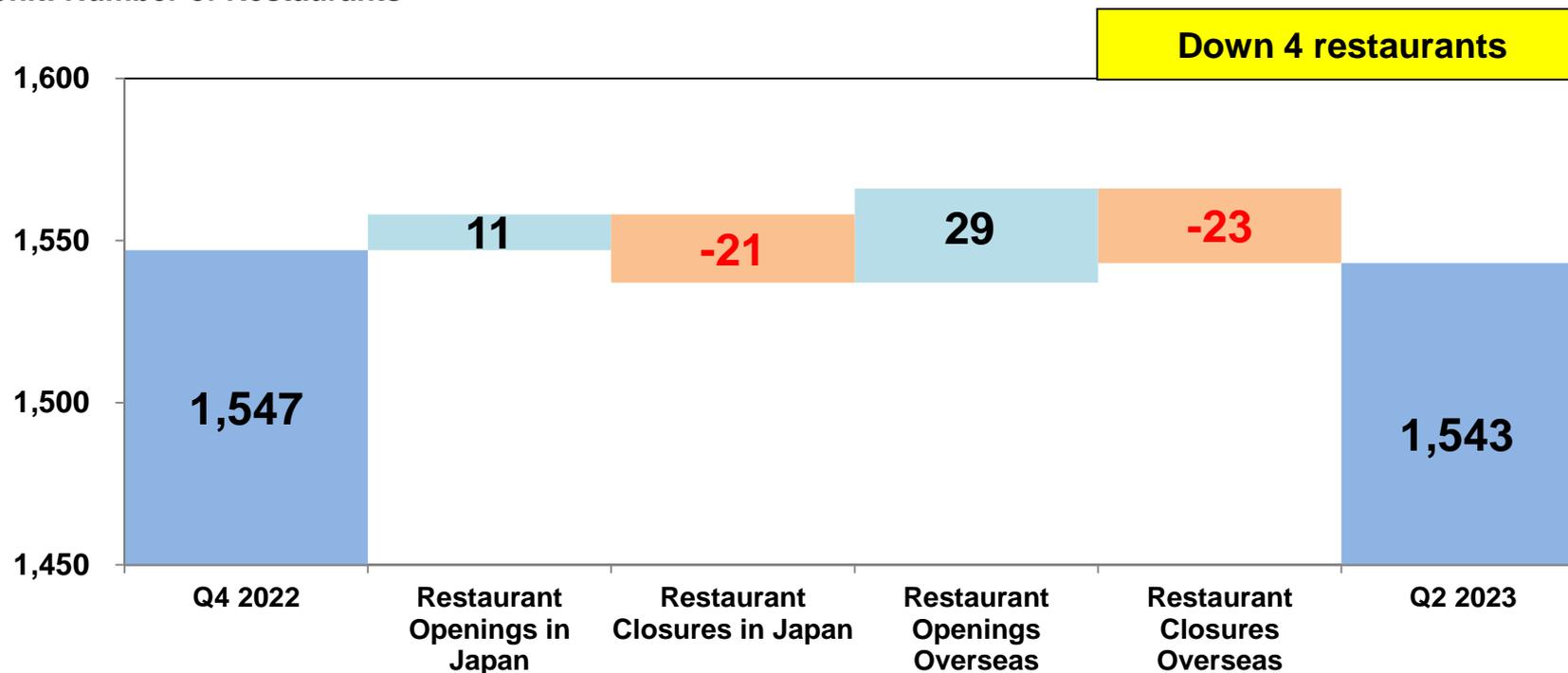
Cost of Sales ratio worsened by 3.9 points.
SG&A Expenses ratio improved by 7.0 points.

2. Major Factors Affecting Business Performance

(1) Net Sales - Number of Restaurants (6 months)

Number of restaurants 1,543. Down 4 restaurants

Unit: Number of Restaurants



There was a consolidated net decrease of 4 restaurants (a net decrease of 10 restaurants in Japan and a net increase of 6 restaurants overseas) from the end of Q4 2022.

The total number of domestic restaurants was 1,059, and the total number of overseas restaurants was 484.

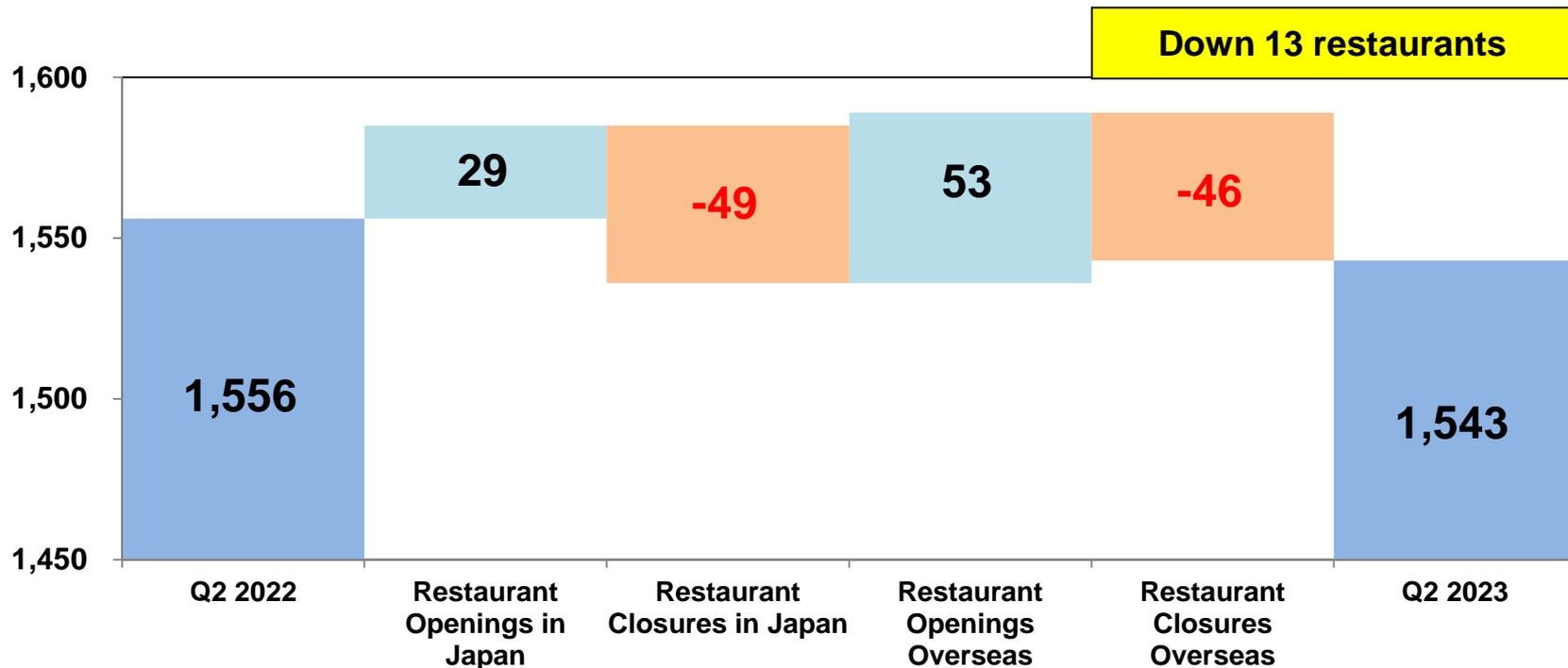
The ratio of overseas restaurants was 31.4%.

2. Major Factors Affecting Business Performance

(1) Net Sales - Number of Restaurants (12 months)

Number of restaurants 1,543. Down 13 restaurants

Unit: Number of Restaurants



There was a consolidated net decrease of 13 restaurants (a net decrease of 20 restaurants in Japan and a net increase of 7 restaurants overseas) from the end of Q2 2022.

The total number of domestic restaurants was 1,059, and the total number of overseas restaurants was 484.

The ratio of overseas restaurants was 31.4%.

2. Major Factors Affecting Business Performance

(1) Net Sales - Number of Restaurants

Number of restaurants 1,543. Down 13 restaurants

	Openings		Closures		Total Restaurants at End of Period	
	Q2 2023	Q2 2022	Q2 2023	Q2 2022	Q2 2023	Q2 2022
Domestic	11	18	21	28	1,059	1,079
Shanghai	9	10	2	8	156	152
Guangzhou	13	13	7	3	148	136
Beijing	1	4	11	5	70	85
Hong Kong	3	3	3	0	58	57
Taiwan	1	0	0	0	21	17
Singapore	2	0	0	1	31	30
Total	40	48	44	45	1,543	1,556

There was a consolidated net decrease of 4 restaurants (a net decrease of 10 restaurants in Japan and a net increase of 6 restaurants overseas) from the end of Q4 2022.

There was a consolidated net increase of 3 restaurants (a net decrease of 10 restaurants in Japan and a net increase of 13 restaurants overseas) from the end of Q4 2021.

Total number of overseas restaurants: 484. Ratio of overseas restaurants: 31.4%.

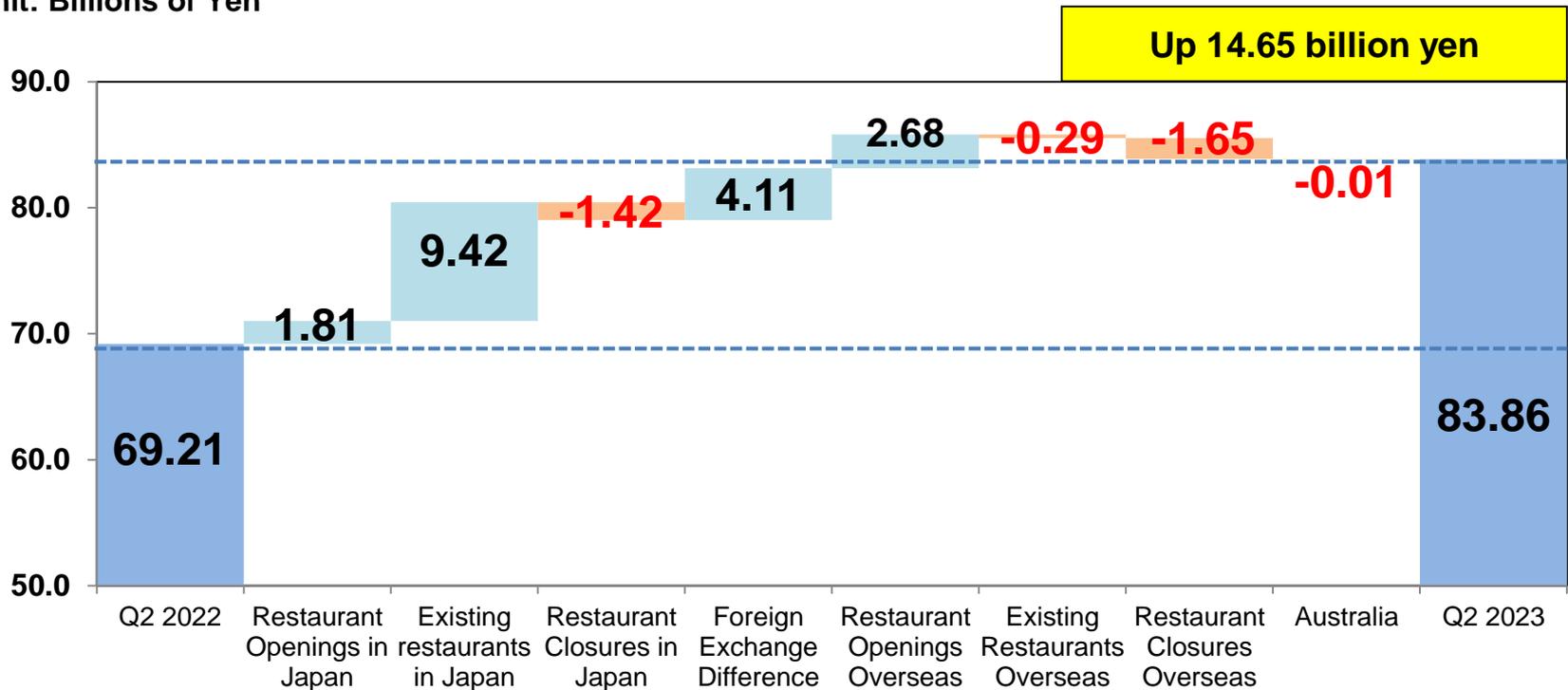
Shanghai, Guangzhou, Beijing, Hong Kong and Taiwan calculated based on the period from July 2022 to December 2022.

Japan and Singapore calculated based on the period from September 2022 to February 2023.

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

Year-on-Year Ratio: 121.2% Up 14.65 billion yen

Unit: Billions of Yen



Net domestic sales up 9.81 billion yen

Net overseas sales up 4.85 billion yen (up 0.74 billion yen excluding foreign exchange difference)

Net Australia sales down 0.01 billion yen

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

Year-on-Year Ratio: 121.2% Up 14.65 billion yen

Consolidated net sales were 83.8 billion yen.

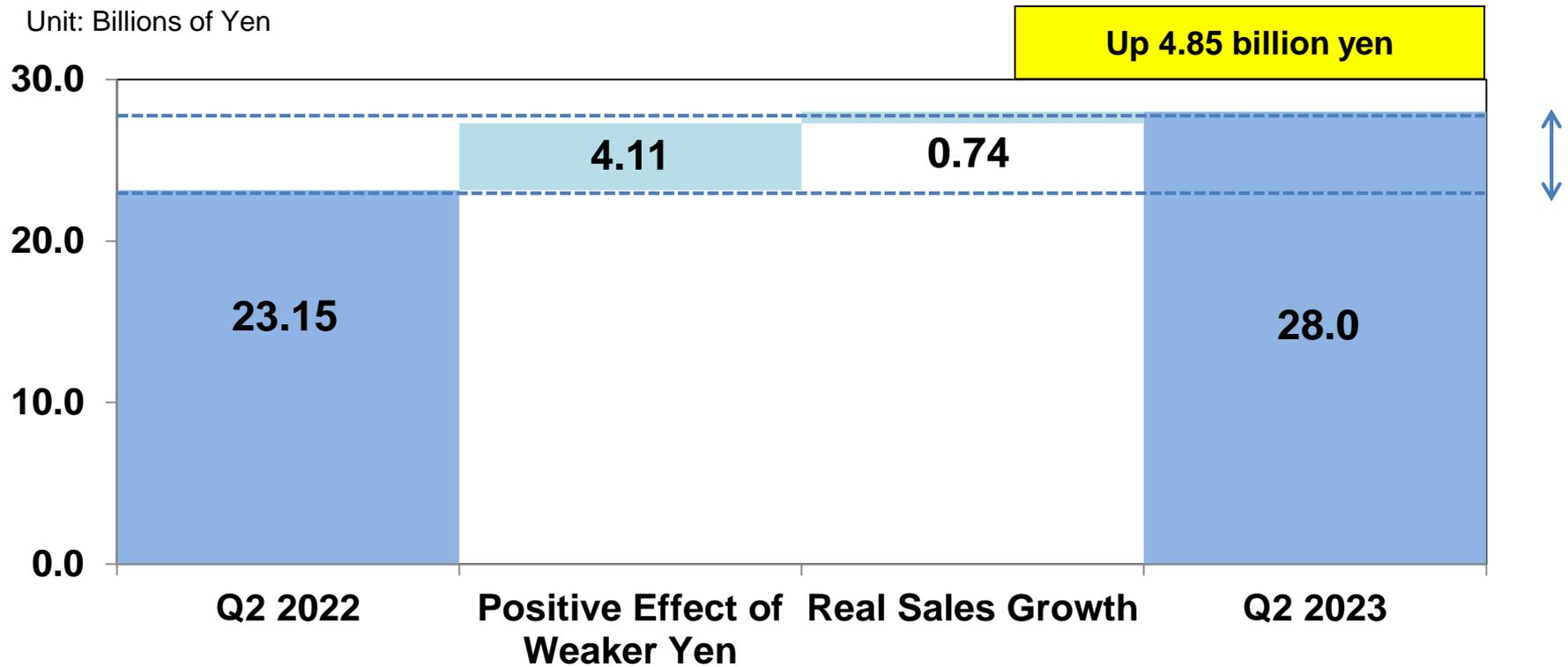
Domestic net sales were 55.8 billion yen, overseas net sales were 28.0 billion yen, and overseas sales ratio was 33.4%.

Primary factors contributing to net sales growth

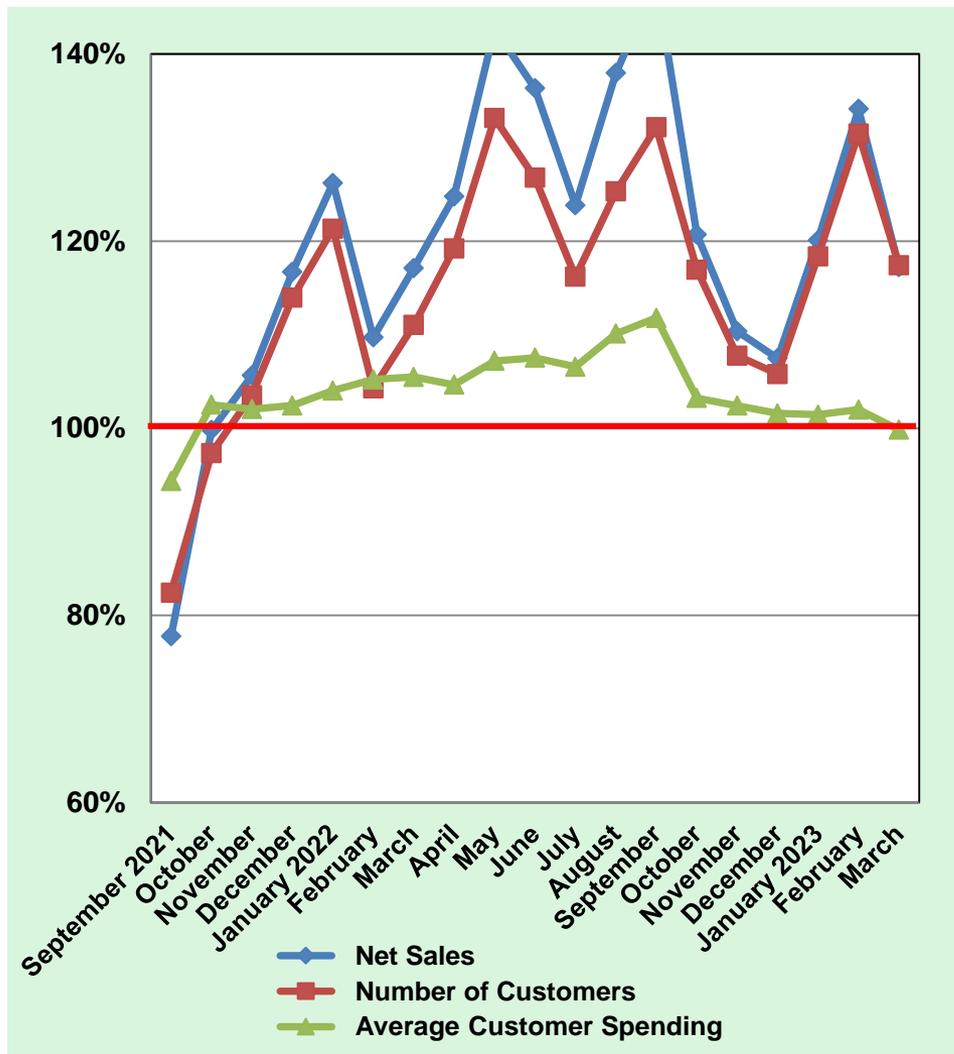
Consolidated Total	14.65	billion yen	(121.2%)
Domestic Total	9.81	billion yen	(121.3%)
Openings	1.81	billion yen	
Existing Restaurants	9.42	billion yen	
Closures	-1.42	billion yen	
Overseas Total	4.85	billion yen	(121.0%)
Openings	2.68	billion yen	
Existing Restaurants	-0.29	billion yen	
Closures	-1.65	billion yen	
Foreign Exchange Difference	4.11	billion yen	
Australia	-0.01	billion yen	(57.6%)

Figures in parentheses indicate year-on-year ratio

Sales at Overseas Restaurants, Breakdown of Fluctuation



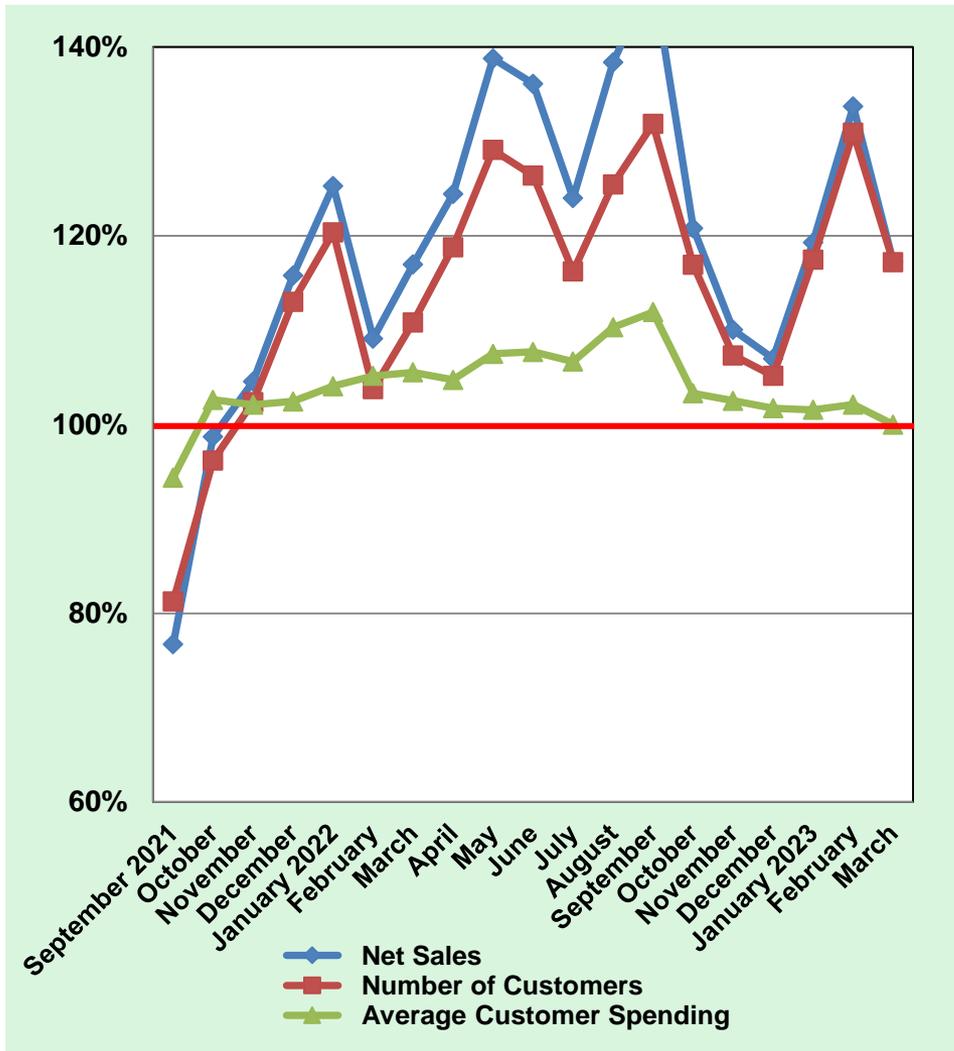
Domestic Sales, Number of Customers, Average Customer Spending (All Restaurants)



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 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%
October	120.7%	116.9%	103.2%
November	110.4%	107.8%	102.4%
December	107.5%	105.8%	101.6%
January 2023	120.1%	118.4%	101.5%
February	134.1%	131.5%	102.0%
First Half, Cumulative	121.6%	117.6%	103.4%
March	117.2%	117.4%	99.8%
FY ending August 31, 2023, Cumulative	120.9%	117.6%	102.8%

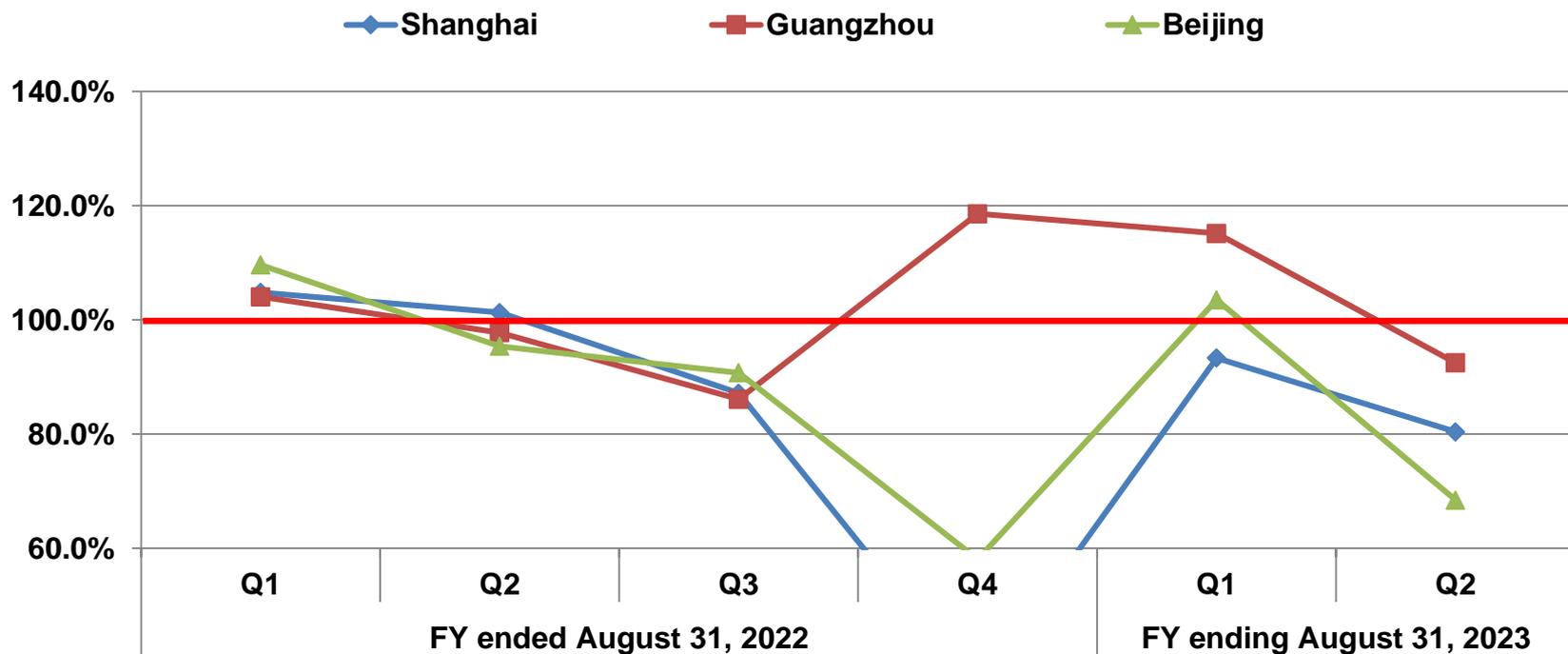
Domestic Sales, Number of Customers, Average Customer Spending (Existing Restaurants)



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

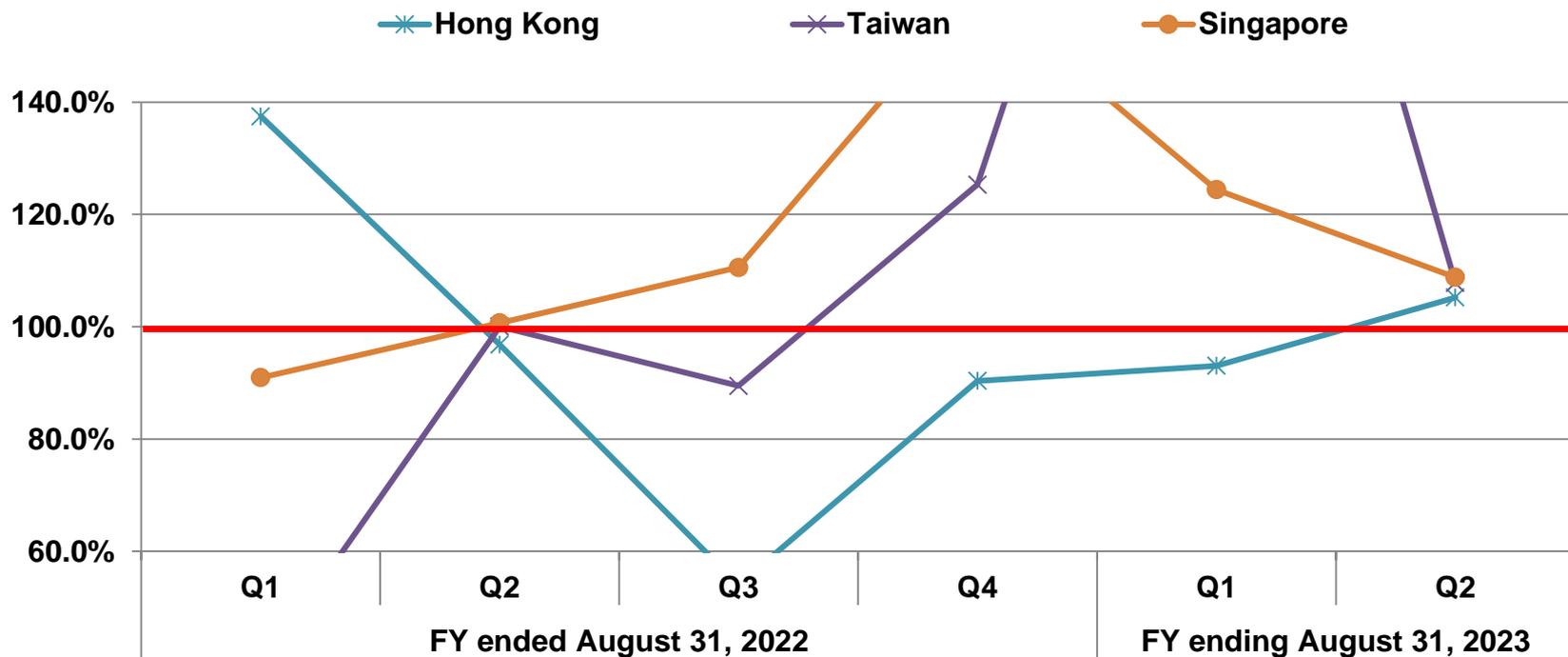
	Net Sales	Number of Customers	Average Customer Spending
September 2021	76.7%	81.3%	94.4%
October	98.7%	96.2%	102.6%
November	104.6%	102.4%	102.1%
December	115.8%	113.0%	102.5%
January 2022	125.3%	120.4%	104.1%
February	109.1%	103.8%	105.2%
First Half, Cumulative	104.3%	102.2%	102.1%
March	117.0%	110.8%	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%
October	120.8%	116.9%	103.3%
November	110.0%	107.3%	102.5%
December	107.0%	105.2%	101.7%
January 2023	119.3%	117.5%	101.6%
February	133.7%	130.9%	102.1%
First Half, Cumulative	121.2%	117.2%	103.5%
March	117.2%	117.2%	100.0%
FY ending August 31, 2023, Cumulative	120.6%	117.2%	102.9%

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



	Q1 2022	Q2	Q3	Q4	Q1 2023	Q2
Shanghai	104.8%	101.3%	87.1%	35.1%	93.3%	80.4%
Guangzhou	104.0%	97.8%	86.1%	118.6%	115.1%	92.5%
Beijing	109.6%	95.4%	90.7%	58.1%	103.5%	68.4%

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



	Q1 2022	Q2	Q3	Q4	Q1 2023	Q2
Hong Kong	137.5%	96.8%	54.0%	90.4%	93.0%	105.2%
Taiwan	39.1%	100.0%	89.5%	125.3%	254.1%	107.8%
Singapore	91.0%	100.7%	110.6%	160.2%	124.4%	108.8%

Number of Customers (Consolidated)

Year-on-Year Ratio: 110.1% Up 9.4 million people

Unit: Millions of People

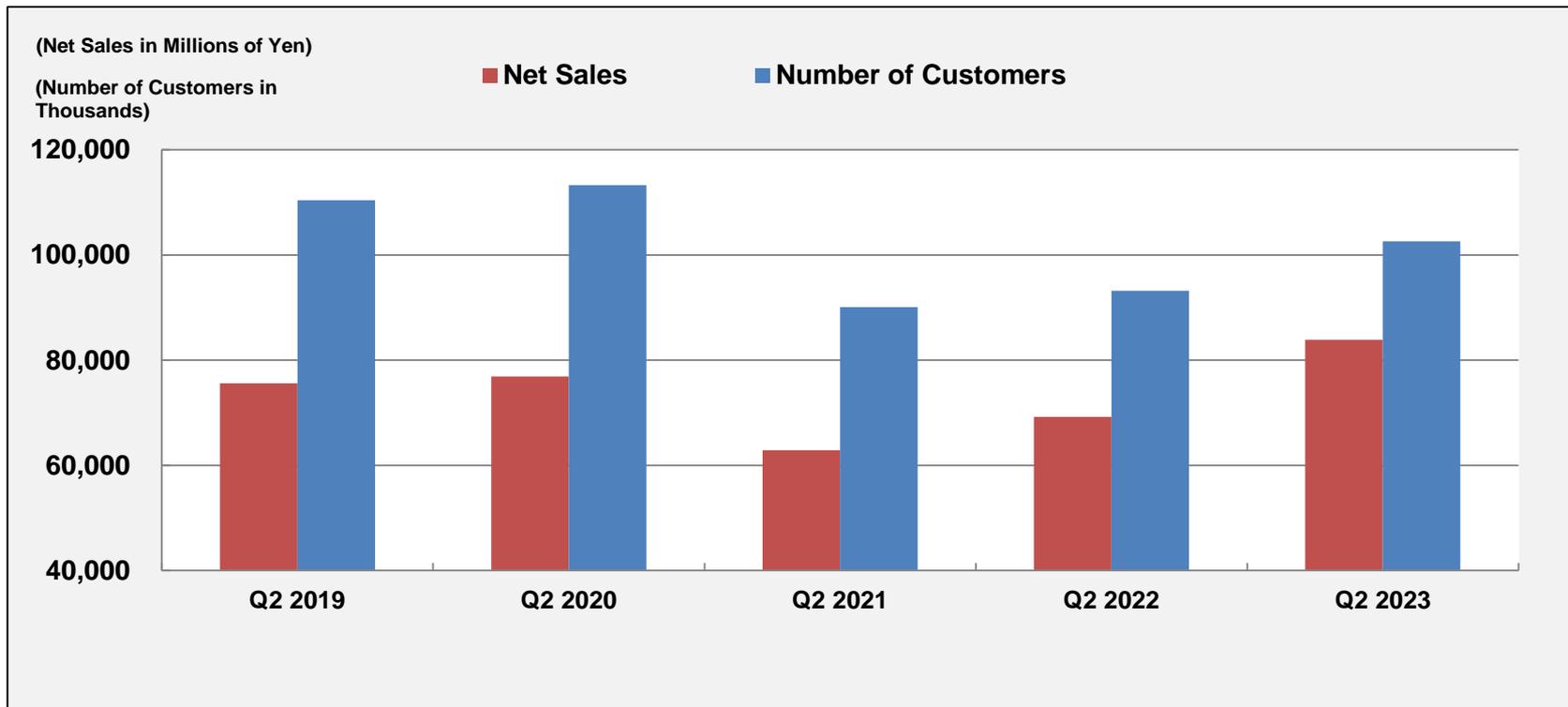


Total number of customers: 102.5 million
 Domestic customers: 70.1 million. Domestic ratio: 68.4%
 Overseas customers: 32.4 million. Overseas ratio: 31.6%

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

Period	Q2 2019	Q2 2020	Q2 2021	Q2 2022	Q2 2023
Net Sales (Millions of Yen)	75,577	76,927	62,869	69,211	83,870
Number of Customers (Thousands of People)	110,384	113,290	90,074	93,192	102,562
Average Customer Spending (Yen)	685	679	698	743	818

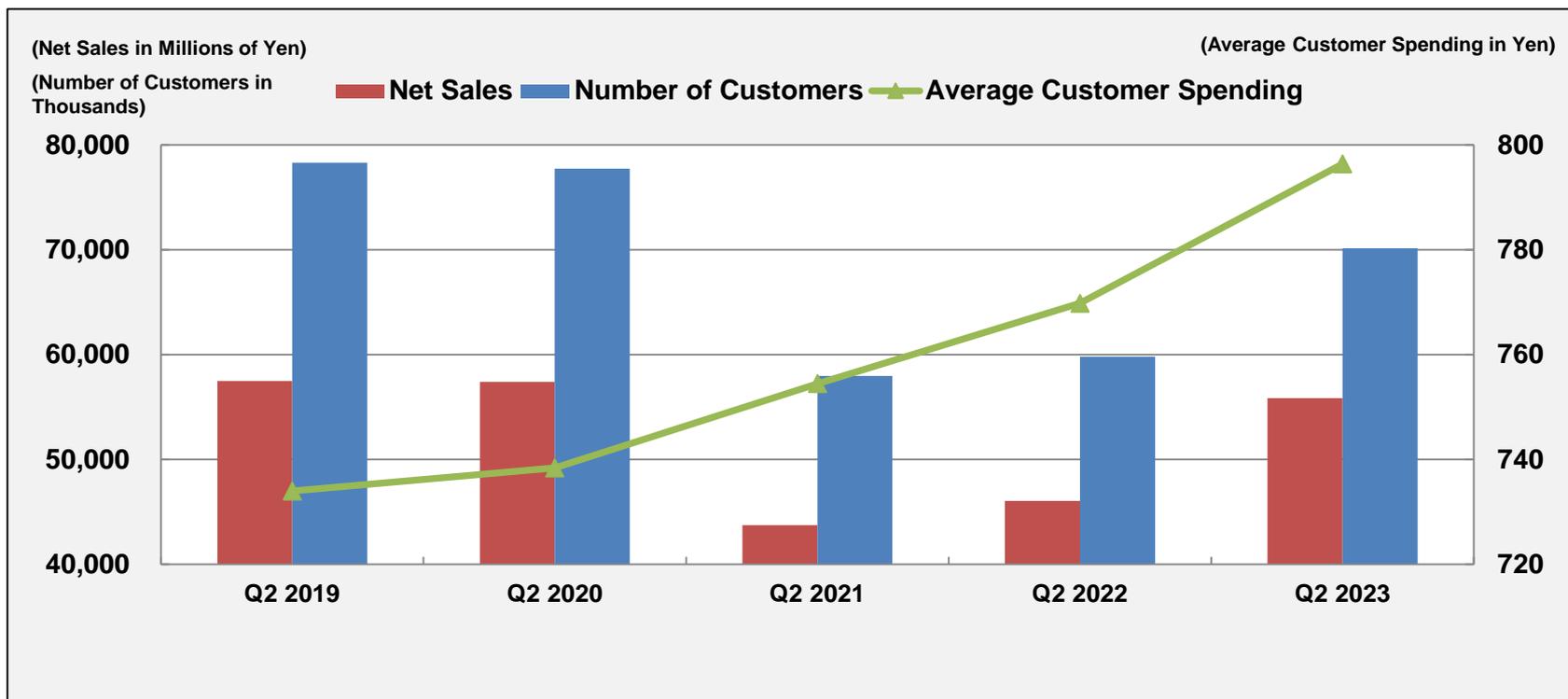
Note: The above figures are consolidated numbers.



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

Period		Q2 2019	Q2 2020	Q2 2021	Q2 2022	Q2 2023
Net Sales	(Millions of Yen)	57,470	57,399	43,735	46,040	55,855
Number of Customers	(Thousands of People)	78,302	77,736	57,972	59,810	70,138
Average Customer Spending	(Yen)	734	738	754	770	796

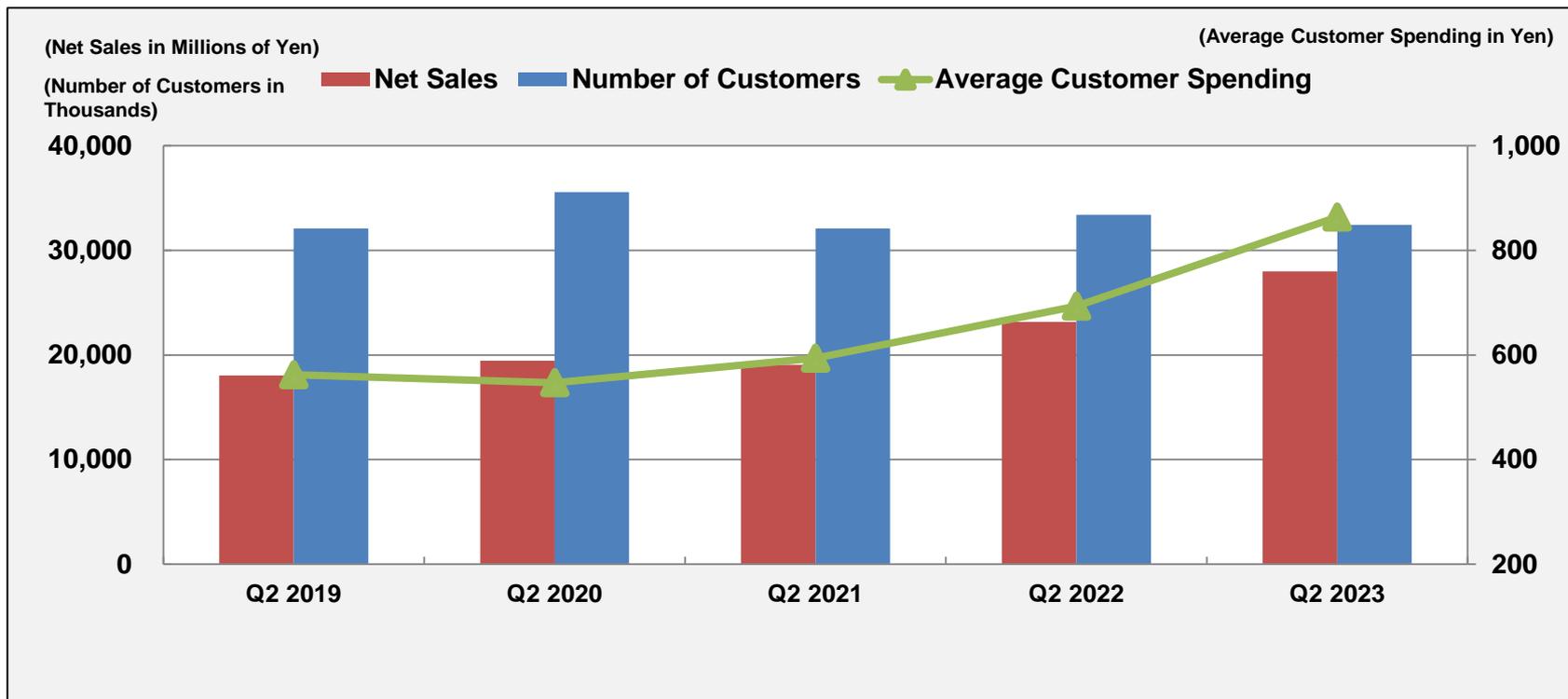
Note: The above figures are domestic numbers.



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

Period	Q2 2019	Q2 2020	Q2 2021	Q2 2022	Q2 2023
Net Sales (Millions of Yen)	18,036	19,452	19,062	23,150	28,002
Number of Customers (Thousands of People)	32,082	35,553	32,102	33,382	32,424
Average Customer Spending (Yen)	562	547	594	693	864

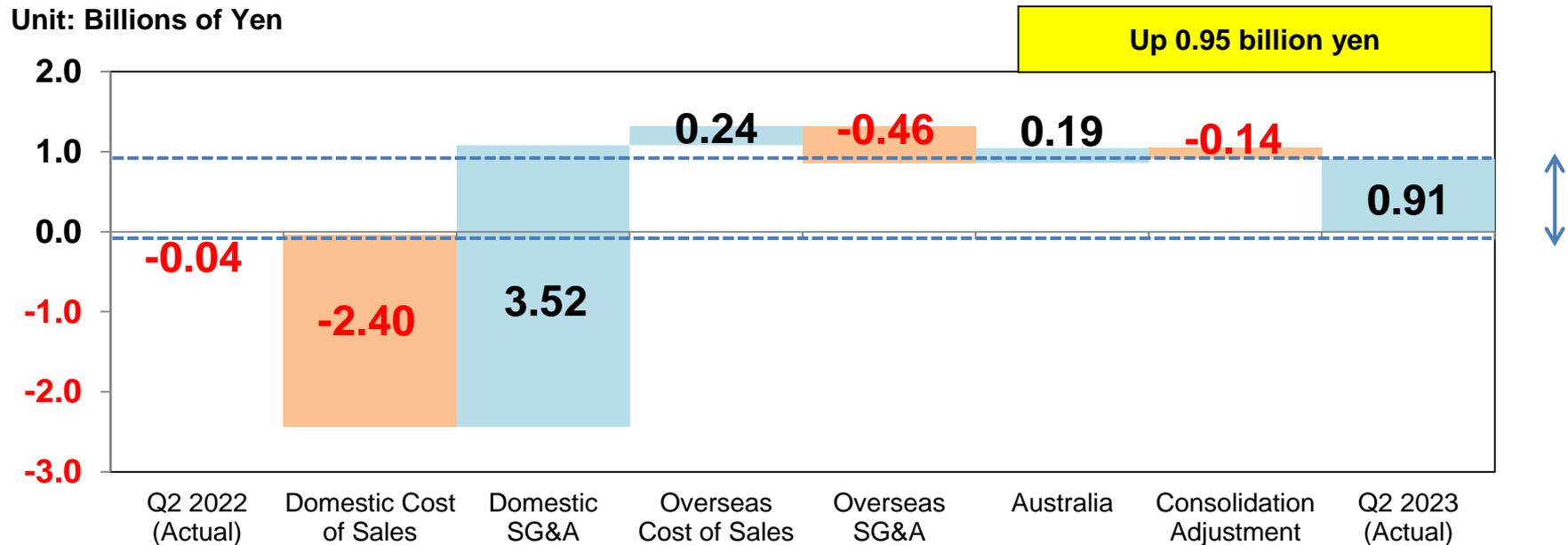
Note: The above figures are overseas numbers.



2. Major Factors Affecting Business Performance

(2) Operating Income vs Previous Year

Year-on-Year Ratio: -% Up 0.95 billion yen



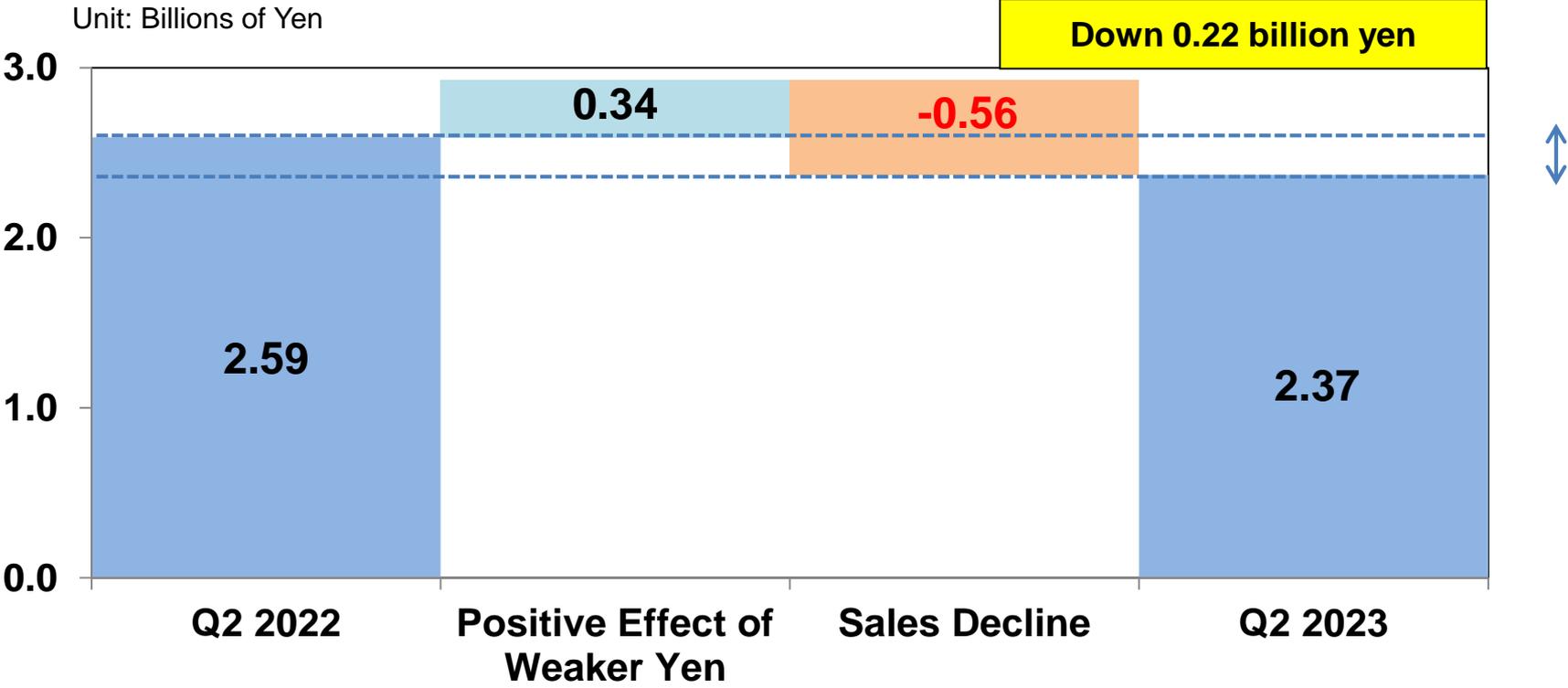
Q2 2022 (Actual) Operating income: -0.04 billion yen, operating profit ratio: - %
 Q2 2023 (Actual) Operating income 0.91 billion yen, operating profit ratio: 1.1%

2. Major Factors Affecting Business Performance

(2) Operating Income vs Previous Year

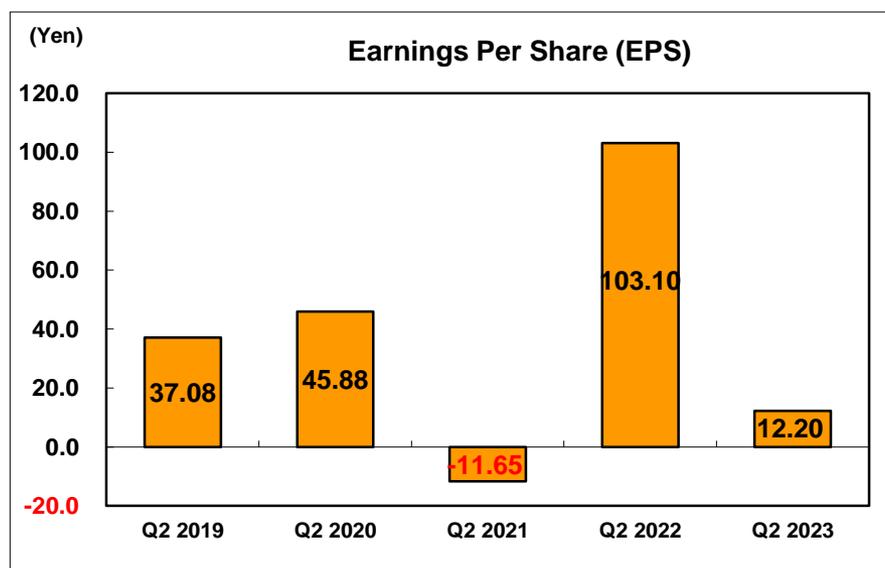
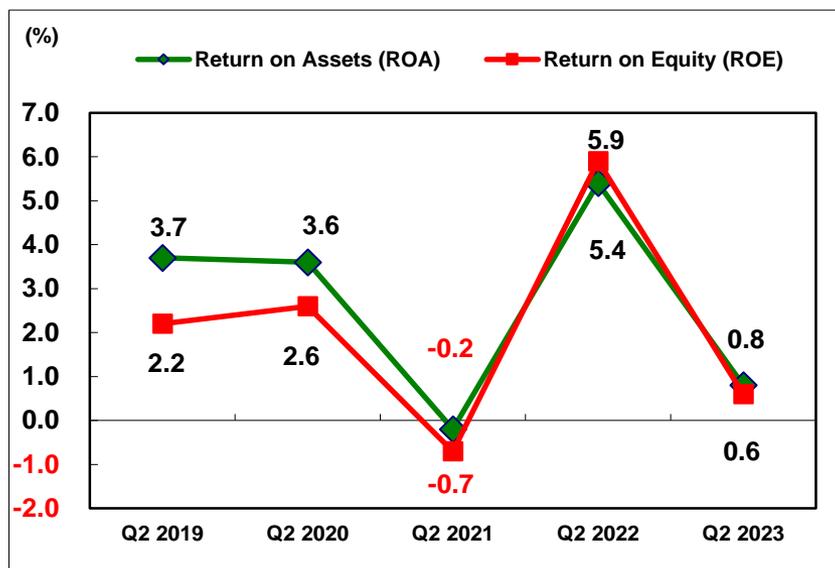
Impact of Domestic Factors	1.12 billion yen	(Factors causing income decrease indicated in red)
Cost of Sales	-2.40 billion yen	
Foreign Exchange Effects	-0.62	
Unit Costs (Cost Increases for Hamburgers, Pizza cheese, Chicken, etc.)	-2.12	
Transport Costs	0.16	
Change in Menu Mix	0.23	
Other Losses	-0.05	
Selling, General and Administrative Expenses (SG&A)	3.52 billion yen	
Labor Costs (Wages +1.29, Bonuses -0.20, Welfare +0.23)	1.22	
Facilities Costs (Depreciation +0.37, Fixtures +0.38, Rent +1.46)	2.30	
Utilities Costs (Increase in Unit Price)	-0.37	
Impact of Overseas Factors	-0.22 billion yen	
Cost of Sales	0.24 billion yen	
Selling, General and Administrative Expenses (SG&A)	-0.46 billion yen	
Labor Costs	-0.21	
Facilities Costs	-0.17	
Utilities Costs	-0.01	
Other Expenses	-0.07	
Impact of Australian Factors	0.19 billion yen	
Consolidation Adjustment	-0.14 billion yen	
Increase/Decrease in Operating Income	0.95 billion yen	

Overseas Restaurants' Operating Income, Breakdown of Fluctuation



3. Trends in Major Management Indicators (Consolidated)

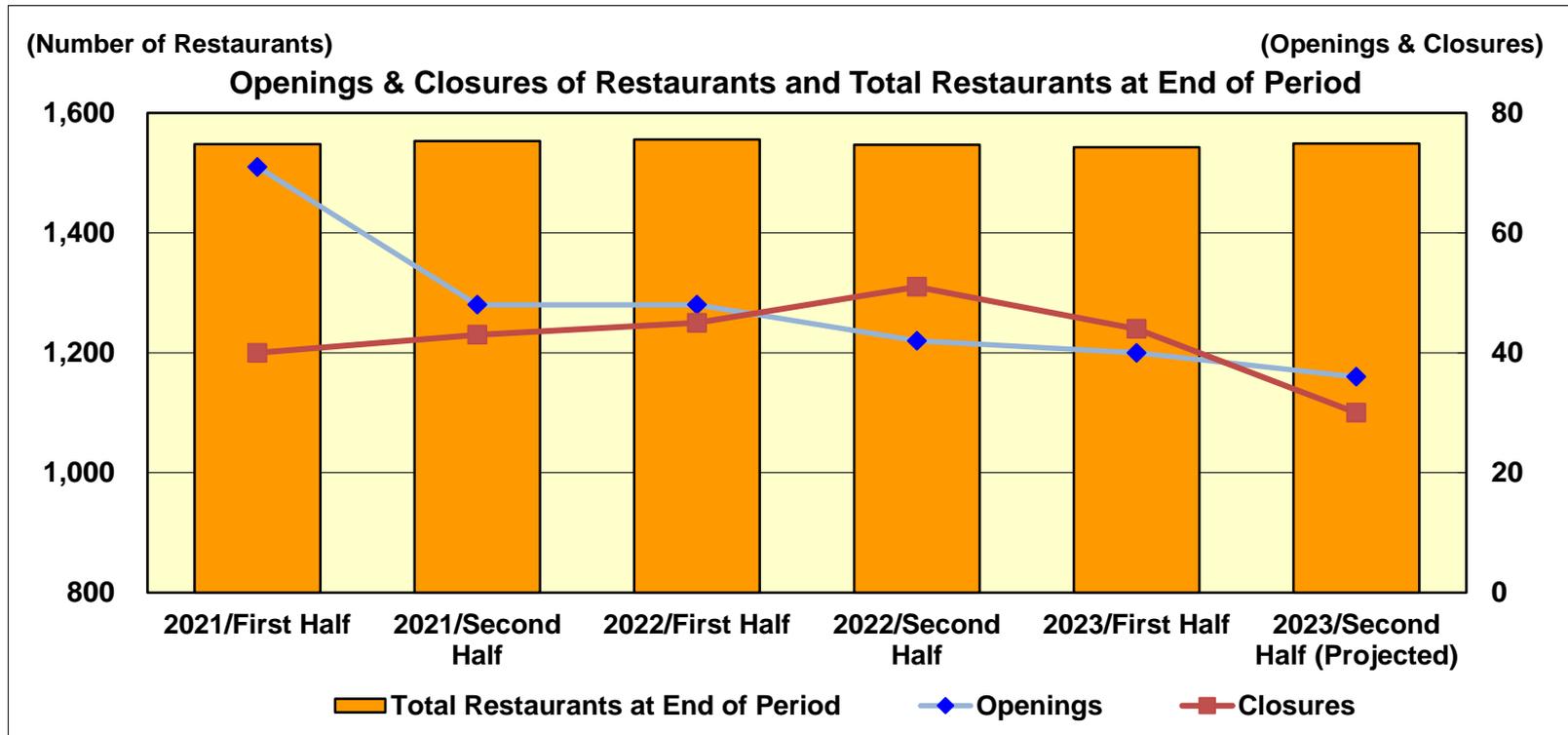
Indicators		Q2 2019	Q2 2020	Q2 2021	Q2 2022	Q2 2023
Return on Assets (ROA)	%	3.7	3.6	-0.2	5.4	0.8
Total Asset Turnover	No. of times	0.7	0.7	0.5	0.5	0.6
Earnings Per Share (EPS)	Yen	37.08	45.88	-11.65	103.10	12.20
Book Value Per Share (BPS)	Yen	1,689.62	1,754.36	1,629.01	1,815.26	1,874.56
Equity Ratio	%	79.6	71.5	65.6	59.9	62.7
Return on Equity (ROE)	%	2.2	2.6	-0.7	5.9	0.6



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

Period	2021/First Half	2021/Second Half	2022/First Half	2022/Second Half	2023/First Half	2023/Second Half (Projected)
Openings	71	48	48	42	40	36
Closures	40	43	45	51	44	30
Total Restaurants at End of Period	1,548	1,553	1,556	1,547	1,543	1,549

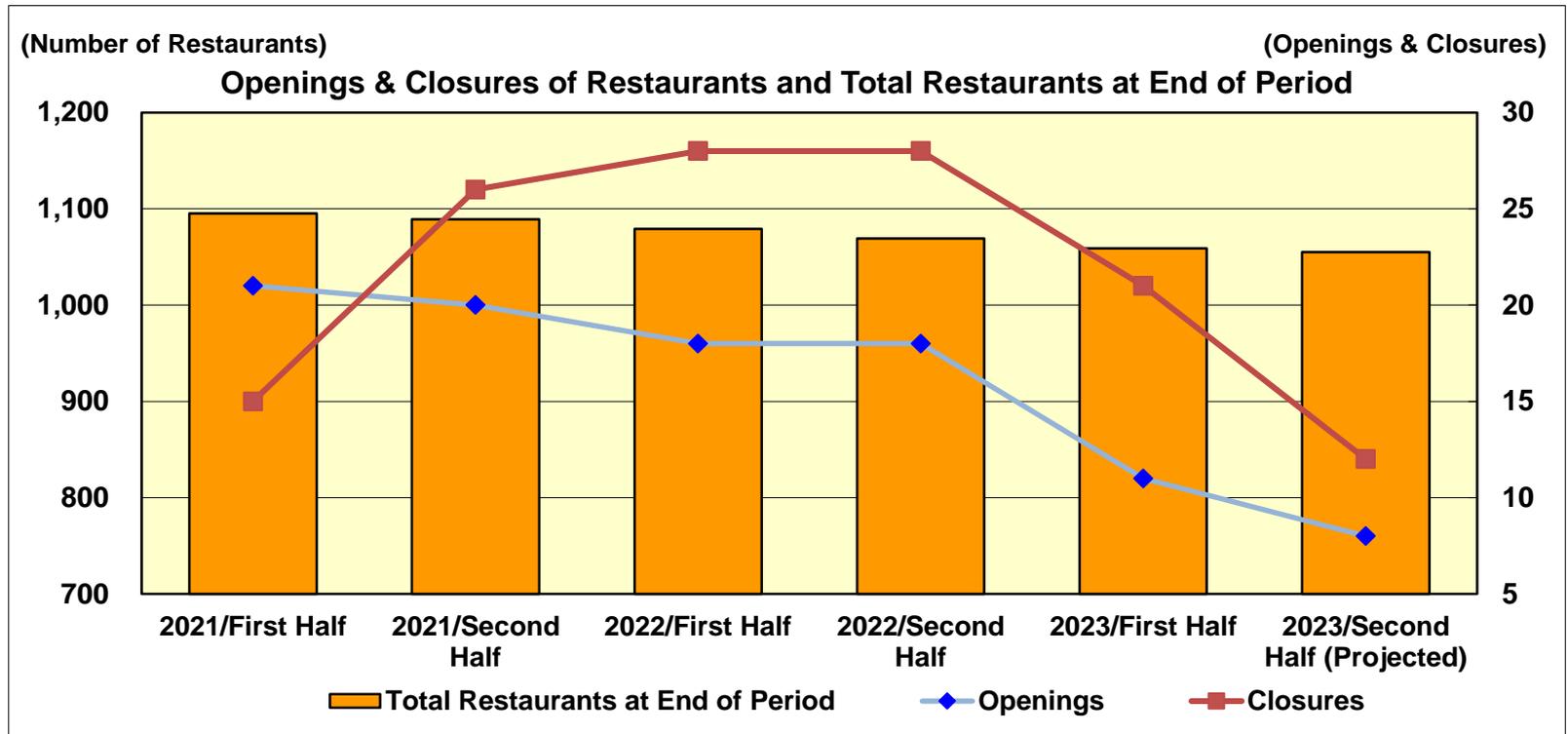
Note: A net increase of 6 restaurants is projected for the Second Half of FY 2023.



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

Period	2021/First Half	2021/Second Half	2022/First Half	2022/Second Half	2023/First Half	2023/Second Half (Projected)
Openings	21	20	18	18	11	8
Closures	15	26	28	28	21	12
Total Restaurants at End of Period	1,095	1,089	1,079	1,069	1,059	1,055

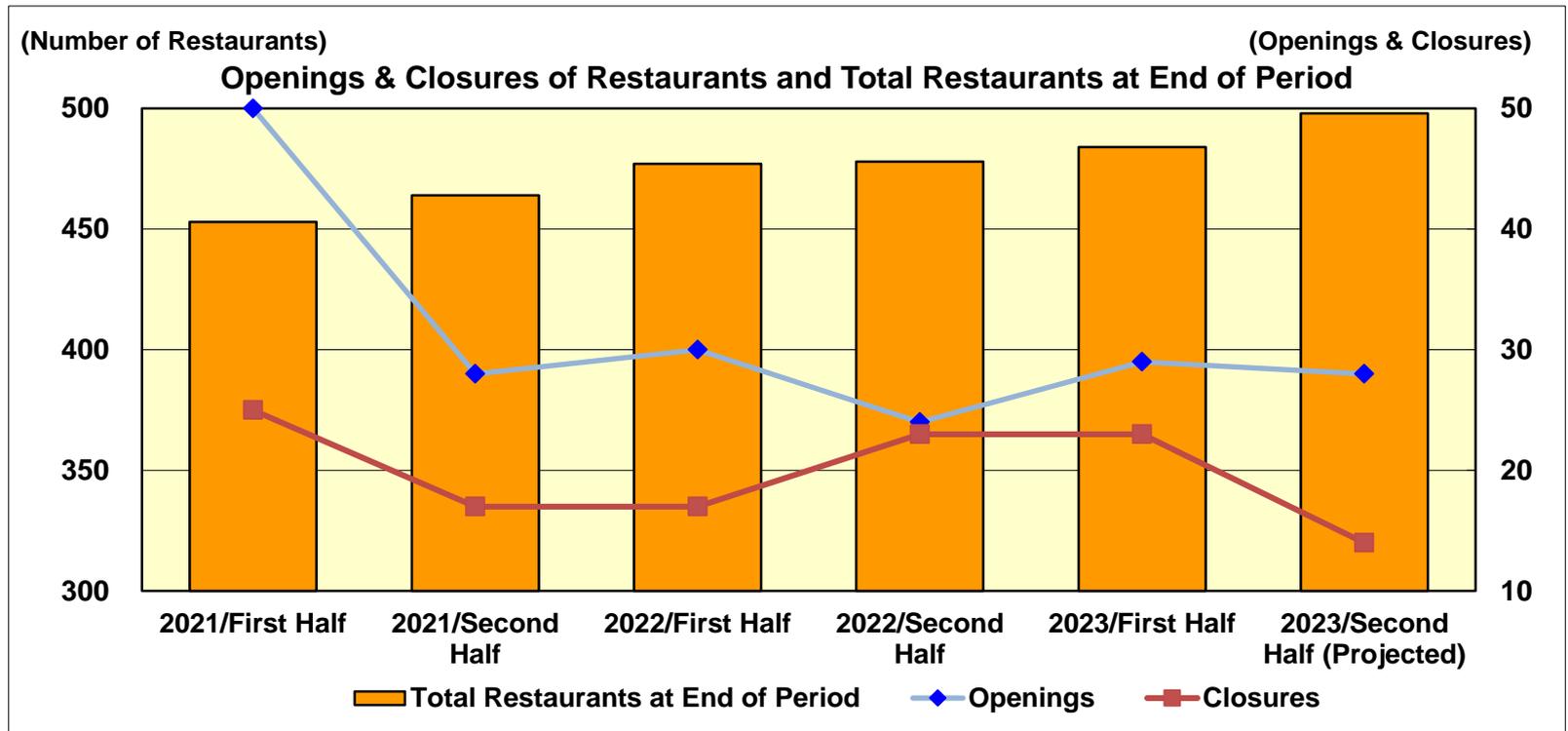
Note: A net decrease of 4 restaurants is projected for the Second Half of FY 2023.



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

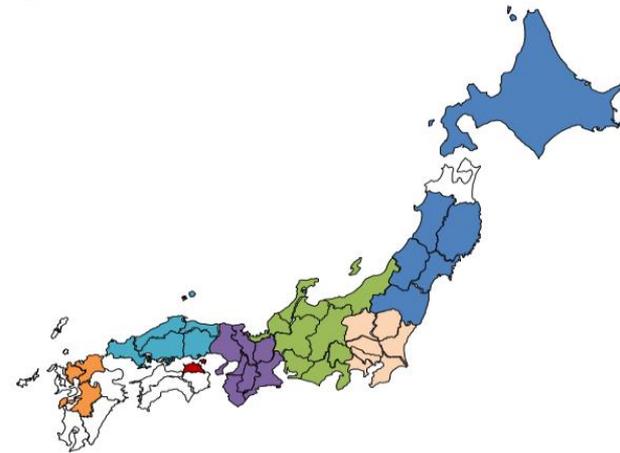
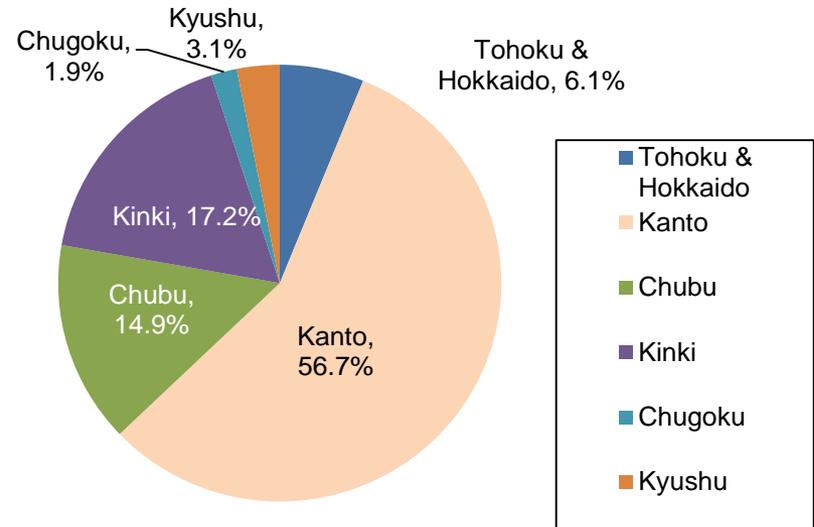
Period	2021/First Half	2021/Second Half	2022/First Half	2022/Second Half	2023/First Half	2023/Second Half (Projected)
Openings	50	28	30	24	29	28
Closures	25	17	17	23	23	18
Total Restaurants at End of Period	453	464	477	478	484	494

Note: A net increase of 10 restaurants is projected for the Second Half of FY 2023.



5. Number of Restaurants in Japan by Region

Regions	Subtotal	Ratio of Total	Prefecture	No. of Restaurants	Openings	Closures
Tohoku & Hokkaido	65	6.1%	Hokkaido	18		
			Iwate	2	1	
			Miyagi	20		1
			Akita	3	1	
			Yamagata	6		
Kanto	600	56.7%	Fukushima	16		
			Ibaraki	26		
			Tochigi	16	1	
			Gunma	9		
			Saitama	95		1
			Chiba	124	1	3
			Tokyo	204		5
			Kanagawa	126	1	1
Chubu	158	14.9%	Niigata	11		
			Toyama	6	1	
			Ishikawa	9		
			Fukui	4		
			Yamanashi	6		
			Nagano	11		
			Gifu	13	1	1
			Shizuoka	24		1
			Aichi	74		
Kinki	182	17.2%	Mie	19		
			Shiga	7		
			Kyoto	21		2
			Osaka	76	2	1
			Hyogo	48		2
			Nara	6		1
			Wakayama	5		
Chugoku	20	1.9%	Tottori	1		
			Shimane	1	1	
			Okayama	5		
			Hiroshima	10		2
			Yamaguchi	3		
Shikoku	1	0.1%	Kagawa	1	1	
Kyushu	33	3.1%	Fukuoka	26		
			Saga	2		
			Kumamoto	5		
Total	1,059	100.0%		1,059	11	21



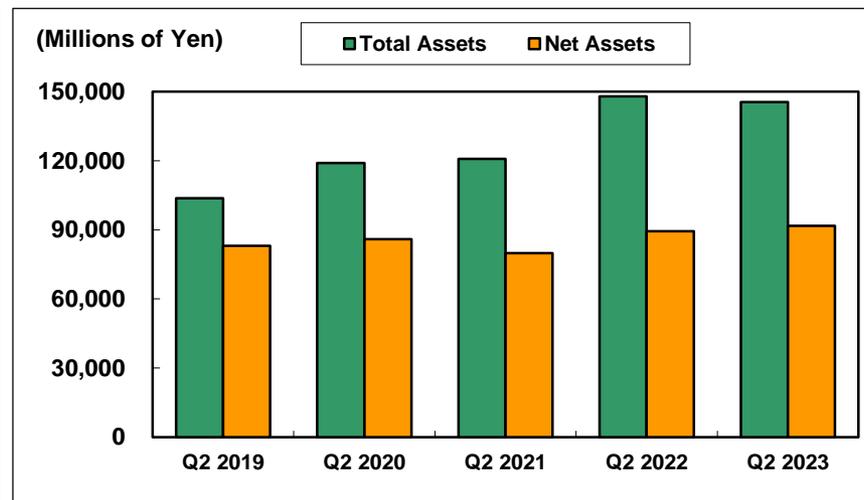
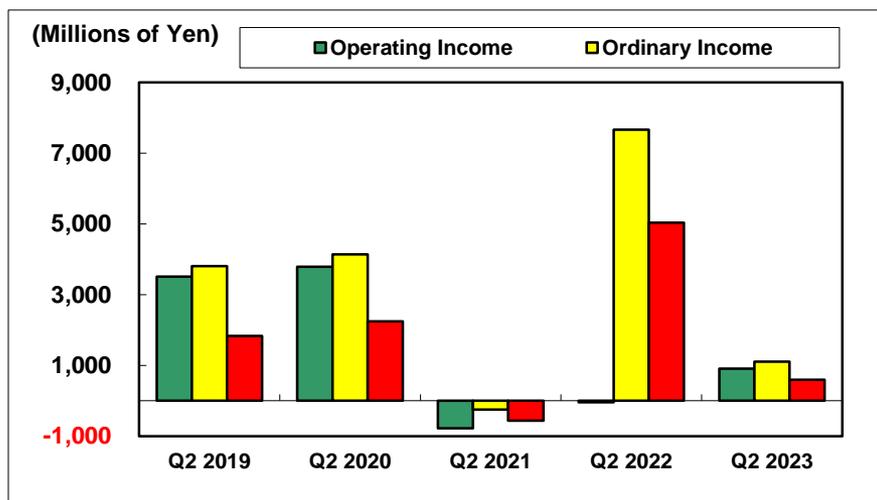
Number of prefectures with restaurants: 38
 Number of prefectures without restaurants: 9
 Aomori, Kochi, Tokushima, Ehime
 Oita, Miyazaki, Nagasaki, Kagoshima, Okinawa

6. Trends in Financial Results (Consolidated)

Unit: Millions of Yen

Item	Q2 2019		Q2 2020		Q2 2021		Q2 2022		Q2 2023		FY ending August 31, 2023 (Projected)	
	Actual	Year-on-Year	Budget	Year-on-Year								
Net Sales	75,577	101.0%	76,927	101.8%	62,869	81.7%	69,211	110.1%	83,870	121.2%	177,200	122.8%
Selling, General and Administrative Expenses (SG&A)	44,682	102.3%	45,051	100.8%	40,347	89.6%	43,725	108.4%	49,876	114.1%	100,600	111.0%
Operating Income	3,509	94.3%	3,783	107.8%	-782	-	-46	-	904	-	6,100	1,442.1%
Ordinary Income	3,799	97.7%	4,134	108.8%	-254	-	7,663	-	1,103	14.4%	6,100	56.6%
Net Profit for the Quarter	1,826	80.3%	2,241	122.7%	-565	-	5,031	-	595	11.8%	4,200	74.2%
Total Assets	103,722	102.4%	119,079	109.3%	120,786	100.6%	148,035	107.2%	145,497	98.4%	151,200	102.2%
Net Assets	83,114	102.4%	85,888	100.8%	79,935	99.5%	89,422	107.0%	91,788	97.1%	97,800	103.5%

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		
	Q2 2023 Current Period	Q2 2022 Previous Period	Year-on-Year Difference	Q2 2023 Current Period	Q2 2022 Previous Period	Year-on-Year Difference
Saizeriya	55,855	46,040	121.3% 9,815	-1,600	-2,718	- 1,117
Australia	3,413	2,163	157.8% 1,249	152	-39	- 192
Overseas Restaurants (Asia)	28,002	23,150	121.0% 4,852	2,367	2,585	91.6% -217
Consolidation Elimination	-3,401	-2,142	- -1,258	-15	126	- -141
Total	83,870	69,211	121.2% 14,658	904	-46	- 950

7. Financial Results by Segment

(2) Asia Breakdown vs Previous Year

Unit: Millions of Yen

Entity	Net Sales			Operating Income		
	Q2 2023 Current Period	Q2 2022 Previous Period	Year-on-Year Difference	Q2 2023 Current Period	Q2 2022 Previous Period	Year-on-Year Difference
Shanghai	7,642	7,309	104.6% 332	907	1,338	67.8% -430
Guangzhou	7,670	5,679	135.0% 1,990	466	601	77.5% -135
Beijing	2,605	2,878	90.5% -273	27	117	23.3% -89
Hong Kong	5,557	4,468	124.4% 1,088	352	218	161.6% 134
Taiwan	1,509	739	204.1% 769	235	22	1,038.8% 212
Singapore	3,017	2,073	145.5% 943	378	287	131.7% 90
Asia Total	28,002	23,150	121.0% 4,852	2,367	2,585	91.6% -217

7. Financial Results by Segment

(3) Development of Overseas Restaurants (Asia)

Region	End of FY ended August 31, 2022	2023/First Half			2023/Second Half		
		Openings	Closures	End of February 2022	Openings (Projected)	Closures (Projected)	End of FY ending August 31, 2023 (Projected)
Shanghai	149	9	2	156	7	6	157
Guangzhou	142	13	7	148	11	4	155
Beijing	80	1	11	70	2	5	67
Hong Kong	58	3	3	58	3	2	59
Taiwan	20	1	0	21	2	0	23
Singapore	29	2	0	31	3	1	33
Overseas Total	478	29	23	484	28	18	494

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

Note: Singapore calculated based on the period from September 2022 to February 2023

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

Note: FY ending August 31, 2023 (Projected): Net Increase of 16 restaurants

8. Trends in Capital Expenditure and Cash Flow

Unit: Millions of Yen

	Q2 2021	FY ended August 31, 2021	Q2 2022	FY ended August 31, 2022	Q2 2023	FY ending August 31, 2023 (Projected)
Restaurant Openings	1,087	2,081	922	1,900	656	1,276
Renovation of Existing Restaurants	1,049	1,413	65	223	149	2,555
Yoshikawa Plant	0	0	3	3	0	667
Kanagawa Plant	97	114	763	776	0	629
Fukushima Plant	2	2	0	0	0	26
Hyogo Plant	1	1	15	21	0	672
Chiba Plant	0	488	0	2	3	32
Head Office and Other	85	142	82	174	64	262
Subsidiaries	1,980	3,419	1,620	2,819	1,728	3,904
Capital Expenditure (=A)	4,301	7,660	3,470	5,918	2,601	10,023
Cash Flow (=B)	1,372	6,831	9,679	11,014	2,827	9,876
of which Depreciation Costs	2,824	5,951	5,537	6,242	3,122	6,567
Difference between A and B	-2,929	-829	6,208	5,096	225	-147

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

	Full Year	Year-on-Year
Net Sales	177.2	122.8%
Operating Income	6.1	1,442.1%
Profit for the Year	4.2	74.2%

■ Net Sales

Japan: 116.6 billion yen, Overseas: 60.6 billion yen

Net decrease of 14 restaurants in Japan, net increase of 20 restaurants overseas.

Ratio compared to the previous year for existing restaurants in Japan: 116.0%. Ratio compared to FY ended August 31, 2019, for existing restaurants in Japan: 98.2%

Ratio compared to the previous year for existing restaurants overseas: 117.1%. Ratio compared to FY ended August 31, 2019 for existing restaurants overseas: 97.3%

■ Operating Income

Japan: -1.0 billion yen, Asia: 6.9 billion yen, Australia: 0.2 billion yen

Gross margin ratio in Japan: 57.3%

Exchange rates: AUD91.90, EUR144.61, USD136.33

■ Profit for the Year

Japan: -0.5 billion yen, Asia: 4.5 billion yen, Australia: 0.15 billion yen

■ Exchange Rate Assumptions for Budgeting

CNY19.01, TWD4.33, HKD17.02, SGD101.20

Indicators		FY ending August 31, 2023 (Projected)
Return on Assets (ROA)	%	4.1
Total Asset Turnover	No. of times	1.2
Earnings Per Share (EPS)	Yen	86.00
Book Value Per Share (BPS)	Yen	2,000.80
Equity Ratio	%	64.3
Return on Equity (ROE)	%	4.4

10. Initiatives for the Second Half of 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

Strengthening of Community Management Initiatives

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)

Enhancement of Employee Employment Terms (Upward Revision of Starting Salaries for New Graduates and Hourly Wages for Temporary Workers)

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

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 Second Quarter of the 51th Term through August 31, 2023

(51th term: from September 1, 2022 to February 28, 2023)



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