

Saizeriya Co., Ltd.

Financial Results Briefing Session for the Second Quarter of the 50th Term through August 31, 2022

(from September 1, 2021 to February 28, 2022)



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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, 2022 (Consolidated)

(1) Financial Highlights

(Unit: Millions of Yen)

	Actual	Previous Year	Year-on-Year	Budget	vs Budget
			Difference		Difference
Net Sales	69,211	62,869	110.1% 6,341	69,300	99.9% -88
Gross Profit	43,679	39,565	110.4% 4,114	44,000	99.3% -320
Operating Income	-46	-782	- 736	1,000	- -1,046
Ordinary Income	7,663	-254	- 7,918	7,300	105.0% 363
Net Profit for the Quarter	5,031	-565	- 5,597	4,700	107.0% 331

Increase in revenue, increase in profit (decrease of loss)

Budget reflects the financial forecast announced on October 13, 2021.

Ordinary income and net profit for the quarter exceeded that of the previous year, as well as the budget.

1. Financial Results for the 2nd Quarter Ended February 28, 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	69,211	100.0%	62,869	100.0%	–
Cost of Sales	25,532	36.9%	23,304	37.1%	-0.2%
Gross Profit	43,679	63.1%	39,565	62.9%	0.2%
Selling, General and Administrative Expenses (SG&A)	43,725	63.2%	40,347	64.2%	-1.0%
Operating Income	-46	–	-782	–	–
Ordinary Income	7,663	11.1%	-254	–	–
Net Profit for the Quarter	5,031	7.3%	-565	–	–

Cost of sales ratio improved by 0.2 points.

SG&A expenses ratio improved by 1.0 points.

1. Financial Results for the 2nd Quarter Ended February 28, 2022 (Consolidated)

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

(Unit: Millions of Yen)

	Actual	Previous Year	Year-on-Year	Budget	vs Budget
			Difference		Difference
Non-Operating Income	8,172	750	1088.7%	7,044	116.0%
			7,422		1,127
Non-Operating Expenses	463	223	207.7%	838	55.2%
			240		-375
Extraordinary Profit	39	13	288.4%	8	461.8%
			25		30
Extraordinary Losses	210	393	53.5%	254	82.9%
			-182		-43

Non-Operating Income includes Subsidy Income of 7,522 million yen and Foreign Exchange Gain of 428 million yen
 Non-Operating Expenses include a 199 million yen Loss on Valuation of Derivatives

1. Financial Results for the 2nd Quarter Ended February 28, 2022 (Non-Consolidated)

(4) Financial Highlights

(Unit: Millions of Yen)

	Actual	Previous Year	Year-on-Year	Budget	vs Budget
			Difference		Difference
Net Sales	46,040	43,735	105.3% 2,304	45,300	101.6% 740
Gross Profit	28,388	26,868	105.7% 1,519	28,200	100.7% 188
Operating Income	-2,718	-3,259	- 541	-1,700	- -1,018
Ordinary Income	5,487	-2,419	- 7,906	5,200	105.5% 287
Net Profit for the Quarter	3,612	-1,984	- 5,596	3,200	112.9% 412

Increase in revenue, increase in profit (decrease of loss)

Budget reflects the financial forecast announced on October 13, 2021.

Net sales, ordinary income and net profit for the quarter exceeded that of the previous year, as well as the budget.

1. Financial Results for the 2nd Quarter Ended February 28, 2022 (Non-Consolidated)

(5) Sales Ratio (Year-on-Year)

(Unit: Millions of Yen)

	Actual		Previous Year		Ratio Difference
	Amount	Ratio to Net Sales	Amount	Ratio to Net Sales	
Net Sales	46,040	100.0%	43,735	100.0%	–
Cost of Sales	17,652	38.3%	16,867	38.6%	-0.2%
Gross Profit	28,388	61.7%	26,868	61.4%	0.2%
Selling, General and Administrative Expenses (SG&A)	31,106	67.6%	30,127	68.9%	-1.3%
Operating Income	-2,718	–	-3,259	–	–
Ordinary Income	5,487	11.9%	-2,419	–	–
Net Profit for the Quarter	3,612	7.8%	-1,984	–	–

Cost of sales ratio improved by 0.2 points.

SG&A expenses ratio improved by 1.3 points.

1. Financial Results for the 2nd Quarter Ended February 28, 2022 (Non-Consolidated)

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

(Unit: Millions of Yen)

	Actual	Previous Year	Year-on-Year	Budget	vs Budget
			Difference		Difference
Non-Operating Income	8,422	846	994.8%	6,895	122.2%
			7,576		1,527
Non-Operating Expenses	216	6	3415.0%	17	1273.9%
			210		199
Extraordinary Profit	38	13	286.0%	8	458.0%
			25		30
Extraordinary Losses	42	176	24.2%	254	16.8%
			-133		-211

Non-Operating Income includes Subsidy Income of 7,468 million yen and Foreign Exchange Gain of 422 million yen
 Non-Operating Expenses include a 199 million yen Loss on Valuation of Derivatives

2. Major Factors Affecting Business Performance

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

Number of Restaurants: 1,556. Up by 3 restaurants

Unit: Number of Restaurants



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) since the end of 2021/4Q.

The total number of domestic restaurants was 1,079, and the total number of overseas restaurants was 477.

The ratio of overseas restaurants was 30.7%

2. Major Factors Affecting Business Performance

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

Number of Restaurants: 1,556. Up by 8 restaurants

Unit: Number of Restaurants



There was a consolidated net increase of 8 restaurants (a net decrease of 16 restaurants in Japan and a net increase of 24 restaurants overseas) since the end of 2021/2Q.

The total number of domestic restaurants was 1,079, and the total number of overseas restaurants was 477.

The ratio of overseas restaurants was 30.7%

2. Major Factors Affecting Business Performance

(1) Net Sales - Number of Restaurants

Number of Restaurants: 1,556. Up by 8 restaurants

	Openings		Closures		Total Restaurants at End of Period	
	2022/2Q	2021/2Q	2022/2Q	2021/2Q	2022/2Q	2021/2Q
Domestic	18	21	28	15	1,079	1,095
Shanghai	10	20	8	12	152	151
Guangzhou	13	16	3	7	136	121
Beijing	4	5	5	3	85	85
Hong Kong	3	8	0	3	57	50
Taiwan	0	0	0	0	17	16
Singapore	0	1	1	0	30	30
Total	48	71	45	40	1,556	1,548

Cumulative net increase of 3 restaurants on a consolidated basis (a net decrease of 10 restaurants in Japan and a net increase of 13 restaurants overseas) in 2022/2Q

Cumulative net increase of 31 restaurants on a consolidated basis (a net increase of 6 restaurants in Japan and a net increase of 25 restaurants overseas) in 2021/2Q

Total number of overseas restaurants: 477. Ratio of overseas restaurants: 30.7%

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

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

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

Year-on-Year Ratio: 110.1% Up 6.34 billion yen

Unit: Billions of Yen



Net domestic sales up 2.3 billion yen
Net overseas sales up 4.09 billion yen
Net Australia sales down 0.05 billion yen

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

Year-on-Year Ratio: 110.1% Up 6.34 billion yen

Consolidated net sales were 69.2 billion yen.

Domestic net sales were 46.0 billion yen, and overseas net sales were 23.2 billion yen. Overseas Sales Ratio: 33.4%

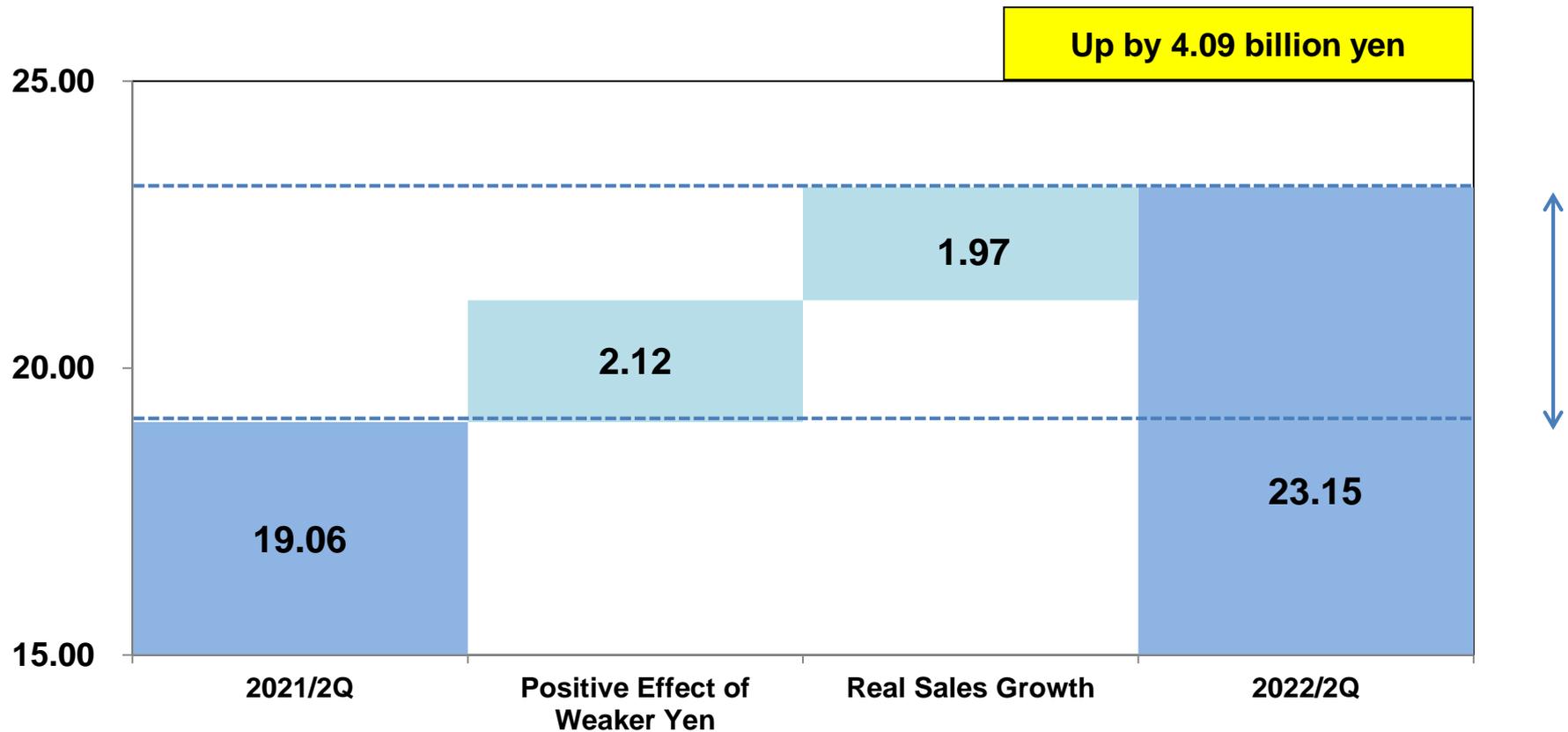
Primary factors contributing to sales growth

Consolidated Total	6.34 billion yen (110.1%)
Domestic Total	2.3 billion yen (105.3%)
Openings	1.78 billion yen
Existing Restaurants	1.81 billion yen
Closures	-1.28 billion yen
Overseas Total	4.09 billion yen (121.4%)
Openings	3.06 billion yen
Existing Restaurants	0.39 billion yen
Closures	-1.48 billion yen
Foreign Exchange Difference	2.12 billion yen
Australia	-0.05 billion yen (29.6%)

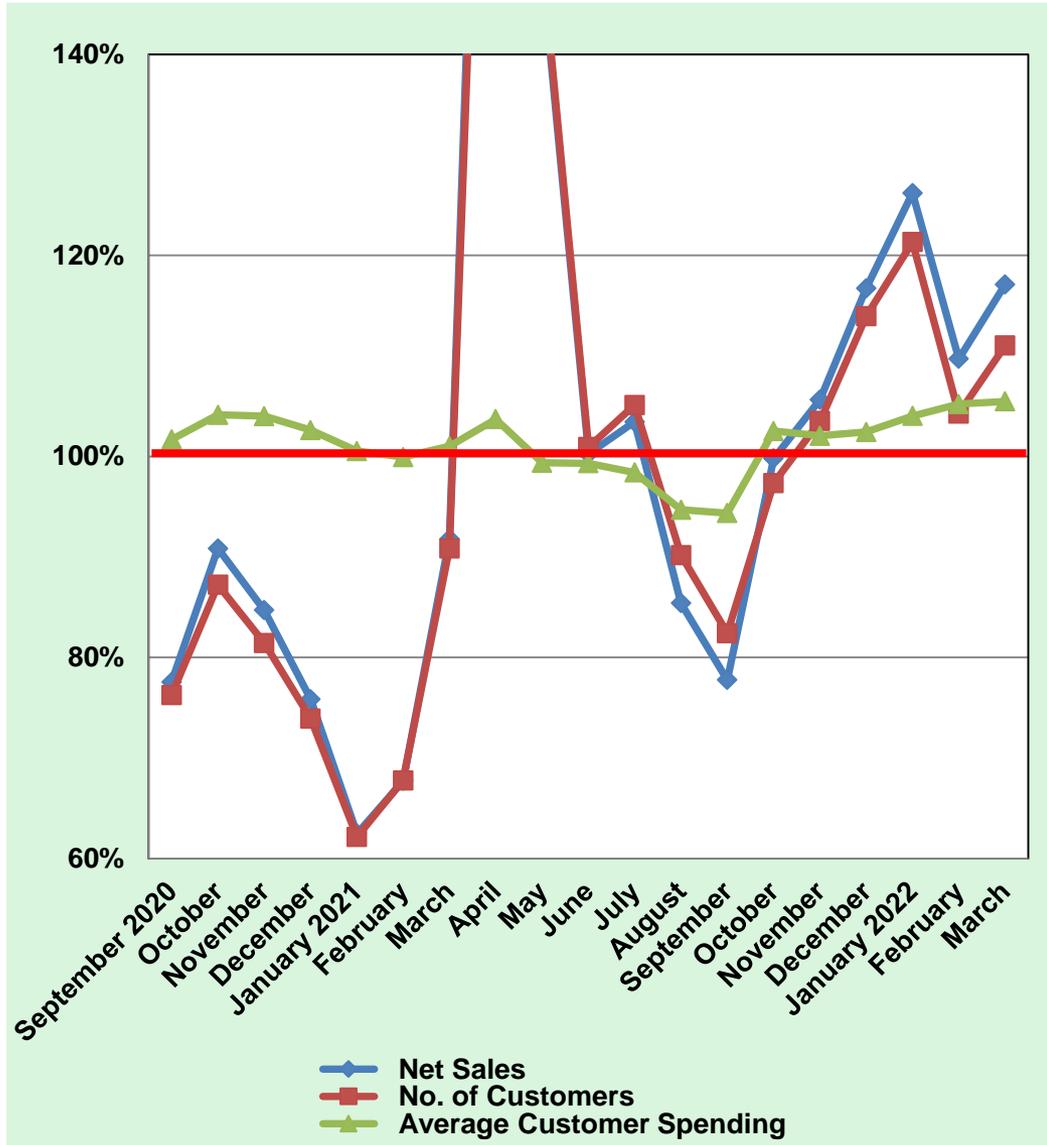
Figures in parentheses indicate year-on-year ratio

Sales at Overseas Restaurants, Breakdown of Fluctuation

Unit: Billions of Yen



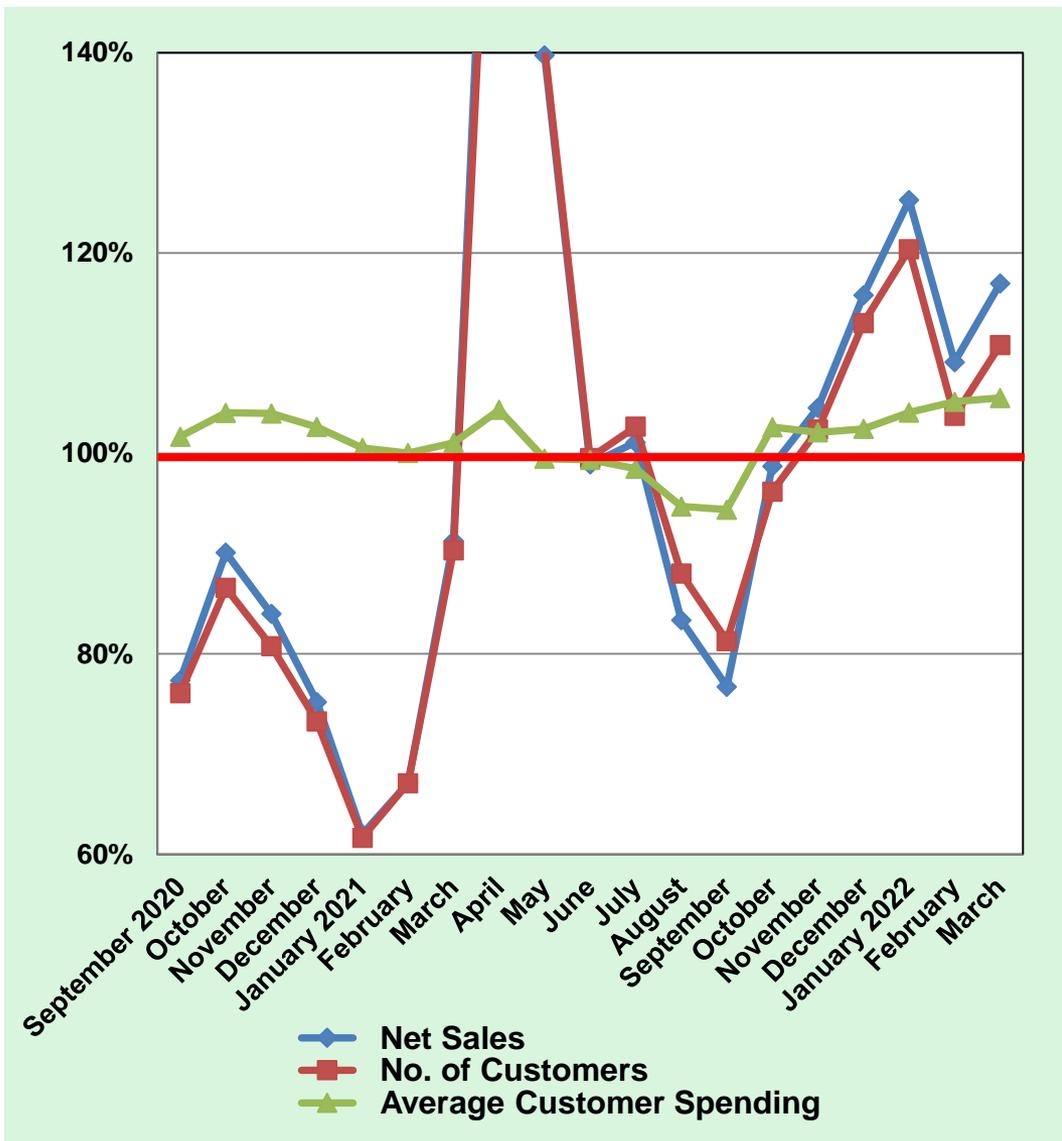
Domestic Sales, Number of Customers, Average Customer Spending (All Restaurants)



	Net Sales	Number of Customers	Average Customer Spending
September 2020	77.6%	76.3%	101.7%
October	90.8%	87.2%	104.1%
November	84.7%	81.4%	104.0%
December	75.9%	73.9%	102.6%
January 2021	62.5%	62.2%	100.5%
February	67.7%	67.8%	99.9%
First Half, Cumulative	76.2%	74.6%	102.1%
March	91.8%	90.9%	101.0%
April	224.5%	216.5%	103.7%
May	148.5%	149.5%	99.4%
June	100.3%	100.9%	99.3%
July	103.4%	105.1%	98.4%
August	85.4%	90.2%	94.7%
Second Half, Cumulative	112.1%	112.8%	99.3%
FY ended August 31, 2021, Cumulative	90.5%	89.8%	100.8%
September 2021	77.8%	82.4%	94.4%
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%
FY ending August 31, 2022, Cumulative	107.1%	104.4%	102.6%

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

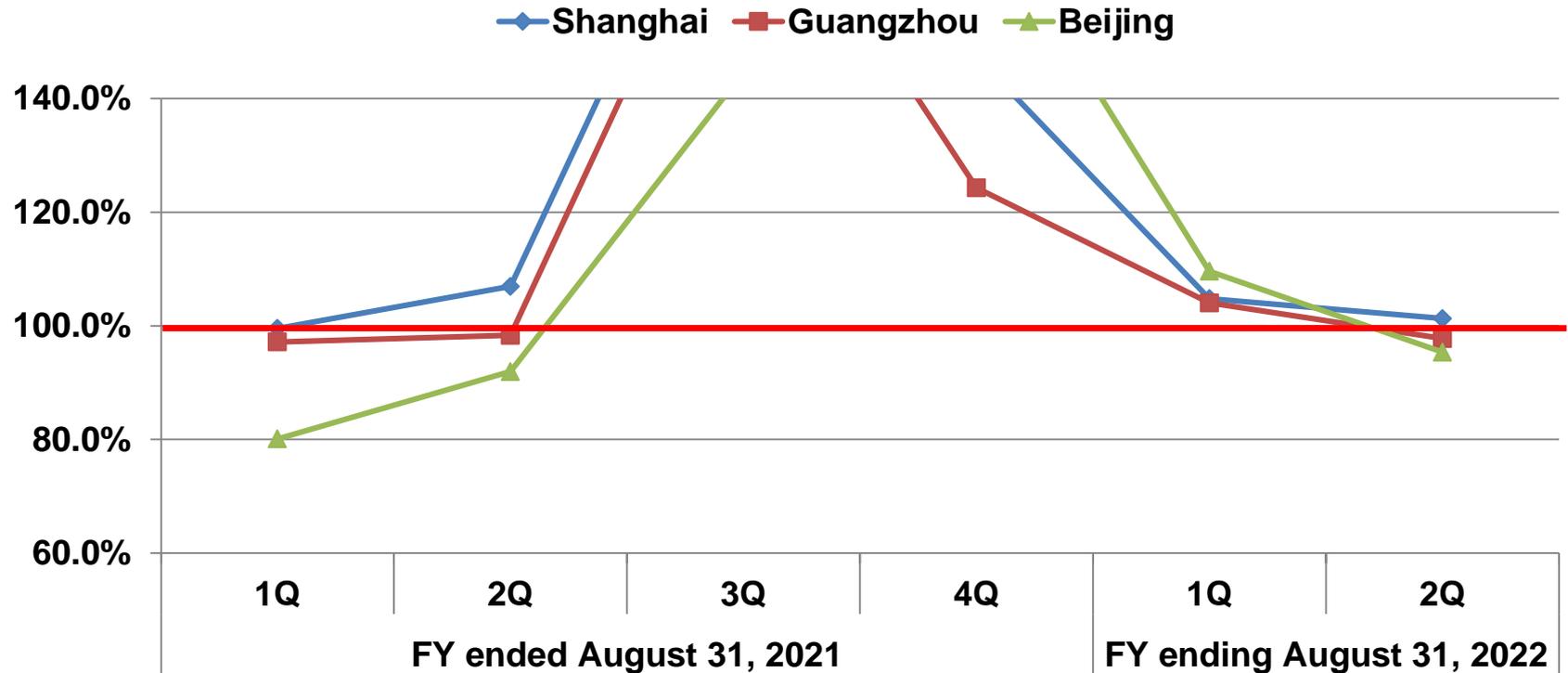
Domestic Sales, Number of Customers, Average Customer Spending (Existing Restaurants)



	Net Sales	No. of Customers	Average Customer Spending
September 2020	77.3%	76.1%	101.7%
October	90.1%	86.6%	104.1%
November	84.0%	80.8%	104.0%
December	75.2%	73.3%	102.6%
January 2021	62.0%	61.7%	100.5%
February	67.1%	67.1%	100.0%
First Half, Cumulative	75.6%	74.0%	102.1%
March	91.3%	90.3%	101.1%
April	192.3%	184.2%	104.4%
May	139.7%	140.5%	99.5%
June	98.9%	99.6%	99.4%
July	101.1%	102.7%	98.5%
August	83.4%	88.0%	94.7%
Second Half, Cumulative	105.9%	106.6%	99.4%
FY ended August 31, 2021, Cumulative	87.6%	86.9%	100.8%
September 2021	76.7%	81.3%	94.4%
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%
FY ending August 31, 2022, Cumulative	106.2%	103.5%	102.6%

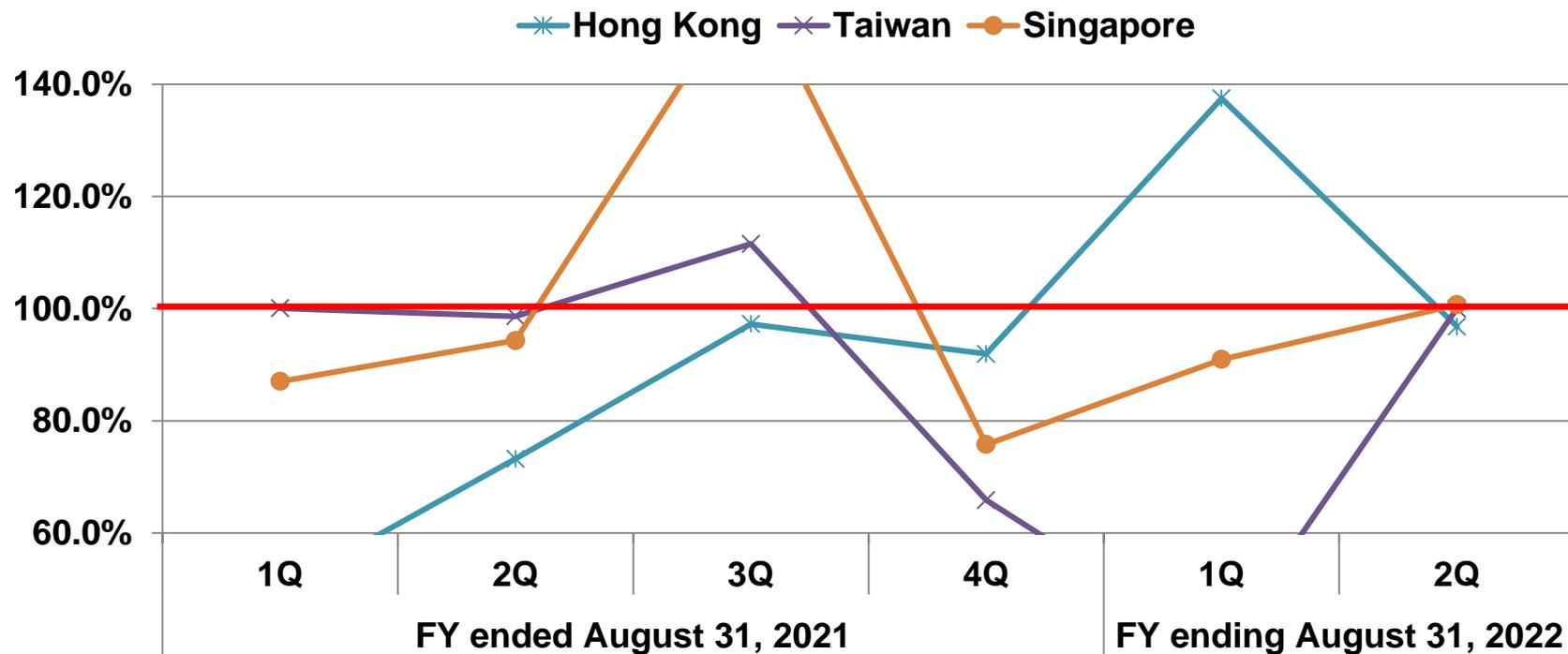
Note: the above figures are for the Saizeriya restaurant business only, and do not include any other businesses.

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



	2021/1Q	2Q	3Q	4Q	2022/1Q	2Q
Shanghai	99.5%	106.9%	194.7%	147.4%	104.8%	101.3%
Guangzhou	97.2%	98.3%	186.5%	124.3%	104.0%	97.8%
Beijing	80.1%	92.0%	144.7%	175.3%	109.6%	95.4%

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

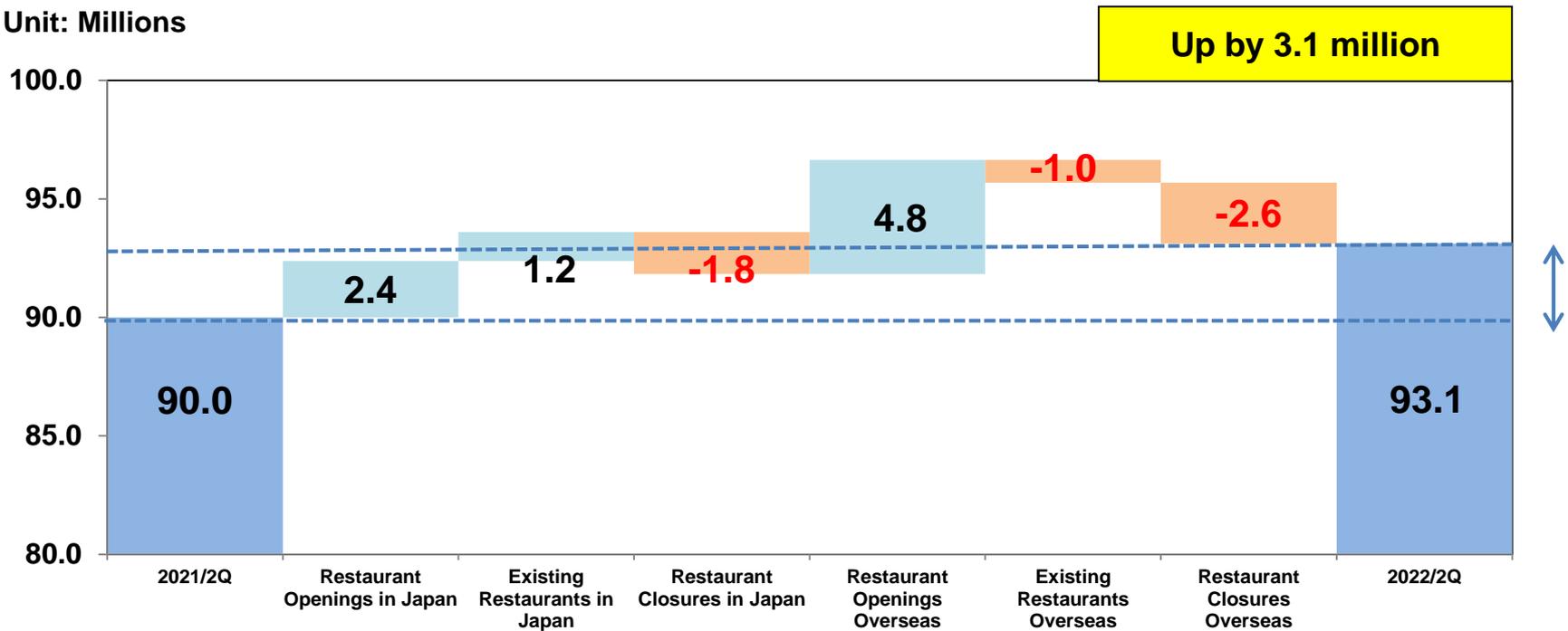


	2021/1Q	2Q	3Q	4Q	2022/1Q	2Q
Hong Kong	50.0%	73.2%	97.2%	91.9%	137.5%	96.8%
Taiwan	100.1%	98.6%	111.5%	65.9%	39.1%	100.0%
Singapore	87.0%	94.3%	159.3%	75.8%	91.0%	100.7%

Number of Customers (Consolidated)

Total Customers: 93.1 million. Up by 3.1 million year-on-year.

Unit: Millions



Total number of customers: 93.1 million

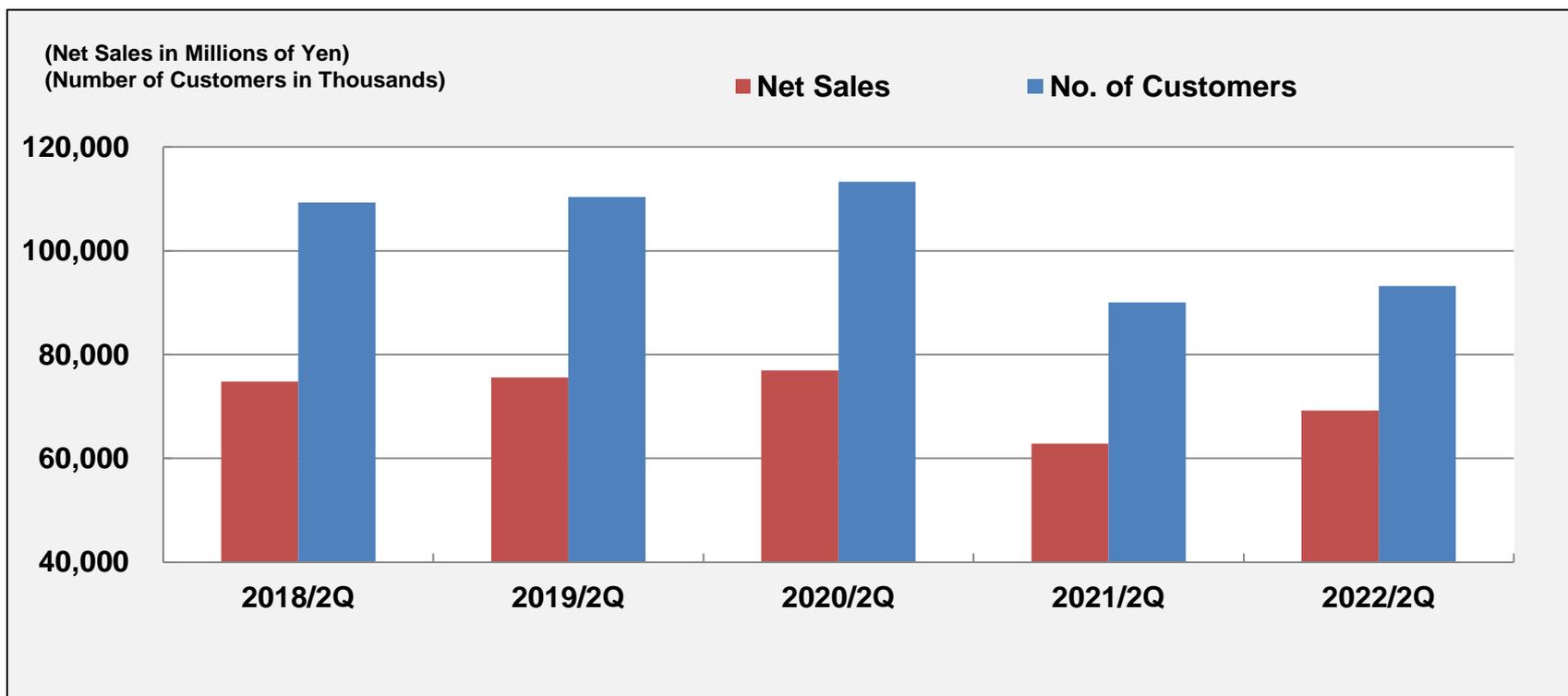
Domestic customers: 59.8 million. Domestic ratio: 64.2%

Overseas customers: 33.3 million. Overseas ratio 35.8%

Net Sales, No. of Customers, Average Customer Spending Trends (Consolidated)

	Period	2018/2Q	2019/2Q	2020/2Q	2021/2Q	2022/2Q
Net Sales	(Millions of Yen)	74,822	75,577	76,927	62,869	69,211
Number of Customers	(Thousands of People)	109,265	110,384	113,290	90,074	93,192
Average Customer Spending	(Yen)	685	685	679	698	743

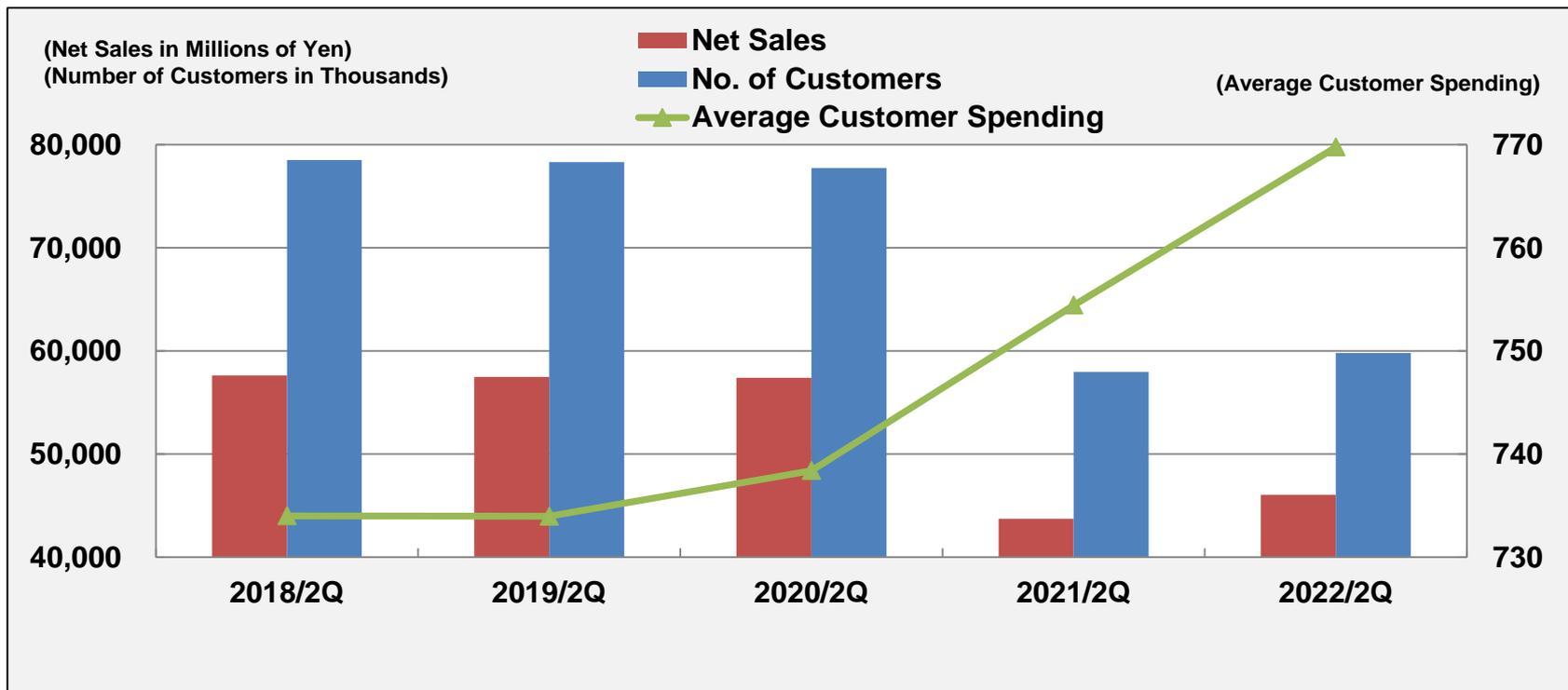
Note: the above figures are consolidated numbers.



Net Sales, No. of Customers, Average Customer Spending Trends (Japan)

Period		2018/2Q	2019/2Q	2020/2Q	2021/2Q	2022/2Q
Net Sales	(Millions of Yen)	57,619	57,470	57,399	43,735	46,040
Number of Customers	(Thousands of People)	78,519	78,302	77,736	57,972	59,810
Average Customer Spending	(Yen)	734	734	738	754	770

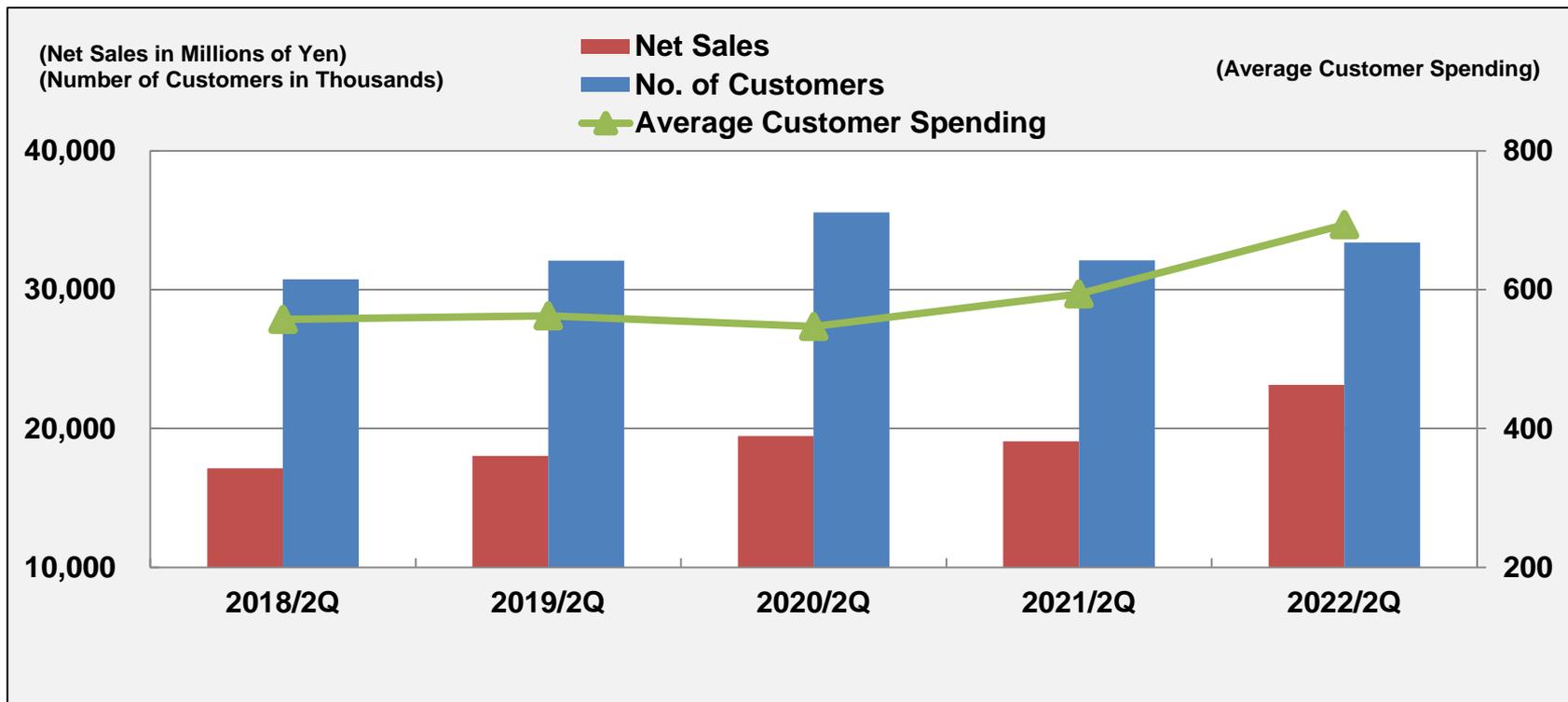
Note: the above figures are domestic numbers.



Net Sales, No. of Customers, Average Customer Spending Trends (Overseas)

Period		2018/2Q	2019/2Q	2020/2Q	2021/2Q	2022/2Q
Net Sales	(Millions of Yen)	17,133	18,036	19,452	19,062	23,150
Number of Customers	(Thousands of People)	30,746	32,082	35,553	32,102	33,382
Average Customer Spending	(Yen)	557	562	547	594	693

Note: the above figures are overseas numbers.

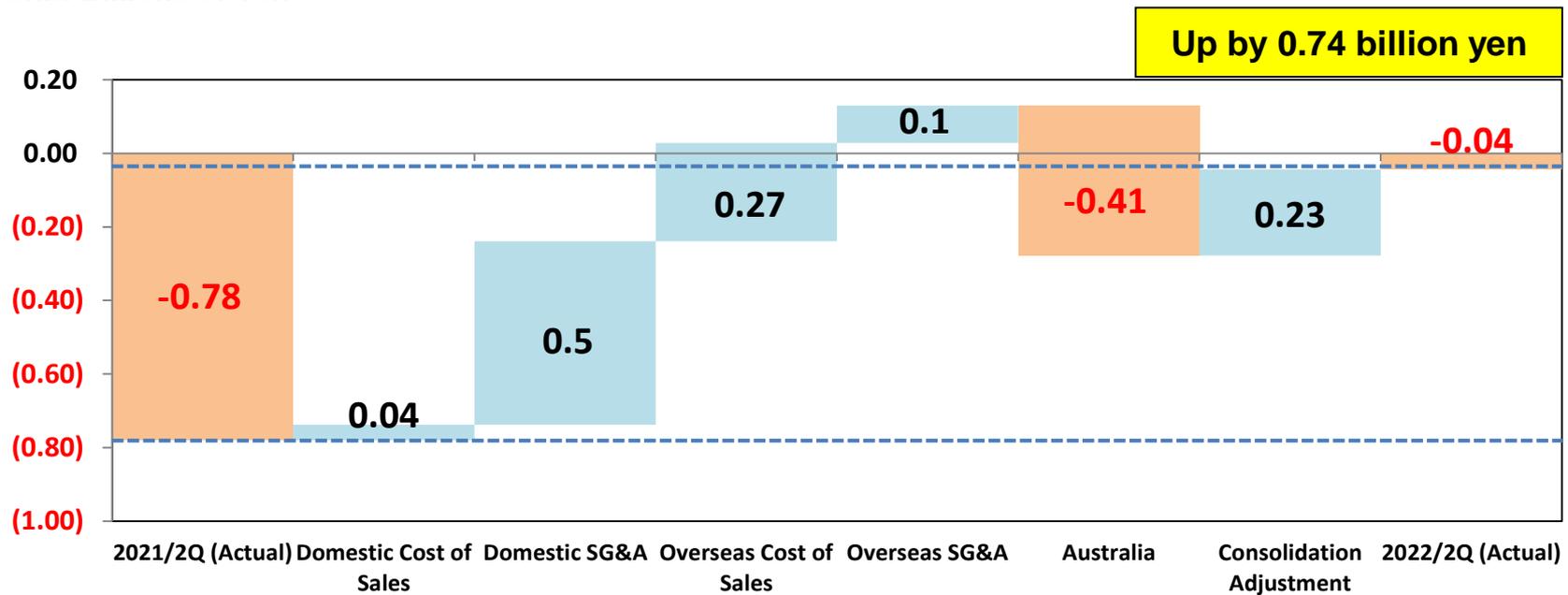


2. Major Factors Affecting Business Performance

(2) Operating Income – year-on-year

vs Previous Year: Up 0.74 billion yen

Unit: Billions of Yen



(Subsidy Income)

Shanghai 0.01, Guangzhou 0.01, Beijing 0.00, Hong Kong 0.02, Taiwan 0.01, Singapore 0.12 (Total Asia: 0.18)

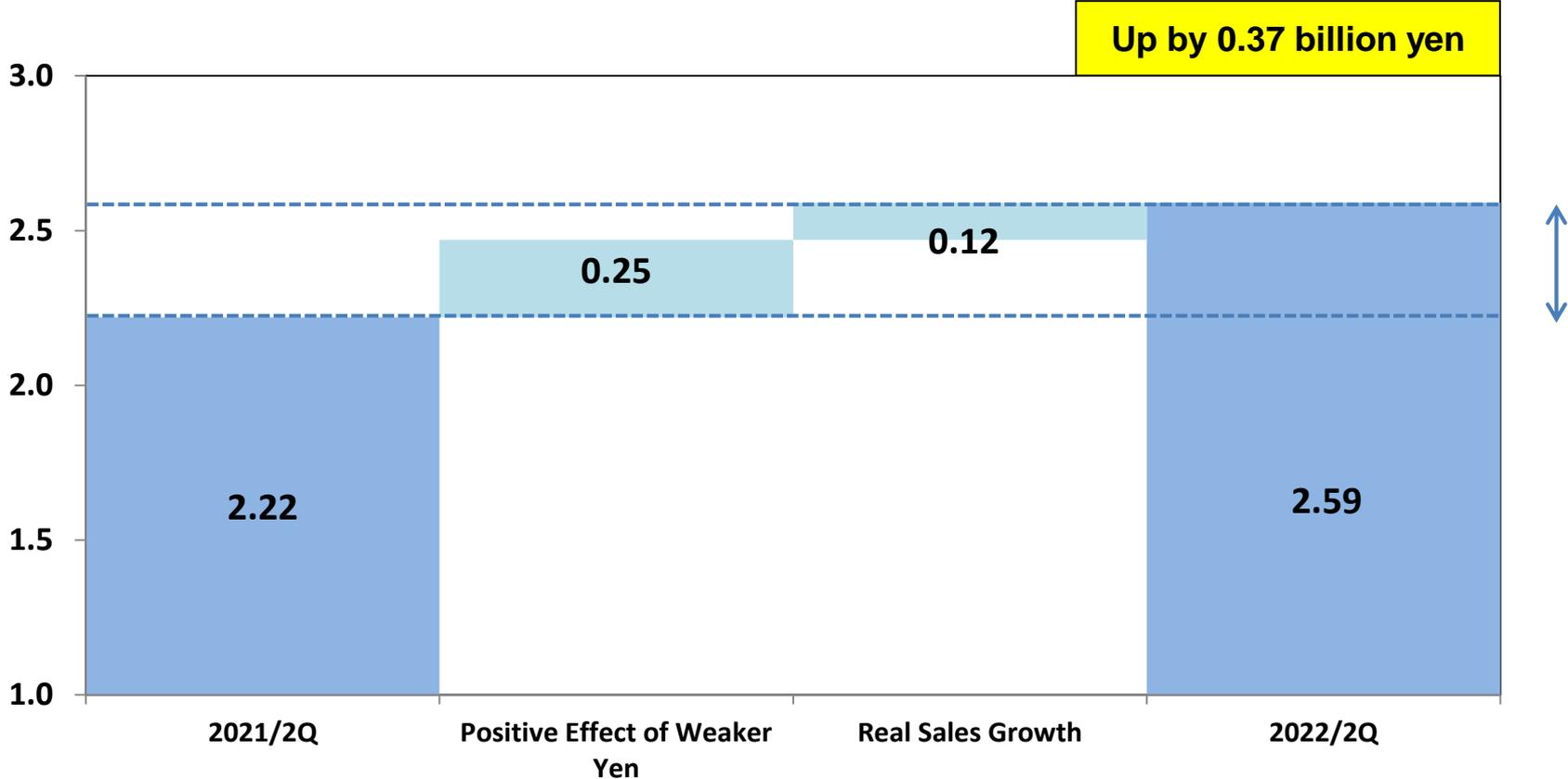
2021/2Q Operating income: -0.78 billion yen, operating margin: — %

2022/2Q Operating income: -0.04 billion yen, operating margin: — %

Impact of Domestic Factors	0.54 billion yen	(Factors causing income decrease indicated in red)
Cost of Sales	0.04 billion yen	
Foreign Exchange Effects	-0.28	
Unit Costs (Cost Increases for Hamburgers, Desserts, etc.)	-0.01	
Transport Costs	0.12	
Change in Menu Mix	0.62	
Other Losses	-0.40	
Selling, General and Administrative Expenses (SG&A)	0.50 billion yen	
Labor Costs (Wages +0.5, Bonuses -0.51, Welfare -0.18)	-0.22	
Facilities Costs (Depreciation +0.1, Repair Expenses +0.11, Rent +0.49)	0.85	
Utilities Costs (Increase in Unit Price)	-0.01	
Other Expenses (Commission Expenses -0.21, Advertising Expenses +0.02)	-0.12	
Note: Subsidies included in Non-Operating Income +7.46		
Impact of Overseas Factors	0.37 billion yen	
Cost of Sales	0.27 billion yen	
Selling, General and Administrative Expenses (SG&A)	0.10 billion yen	
Labor Costs (Wage Subsidy +0.02)	-0.35	
Facilities Costs (Rent Reduction +0.15)	0.51	
Utilities Costs (Electricity Subsidy +0.00)	-0.00	
Other Expenses	-0.06	
Note: Subsidies included in Non-Operating Income +0.02		
Impact of Australian Factors	-0.41 billion yen	
Consolidation Adjustment	0.23 billion yen	
Increase in Operating Income	0.74 billion yen	

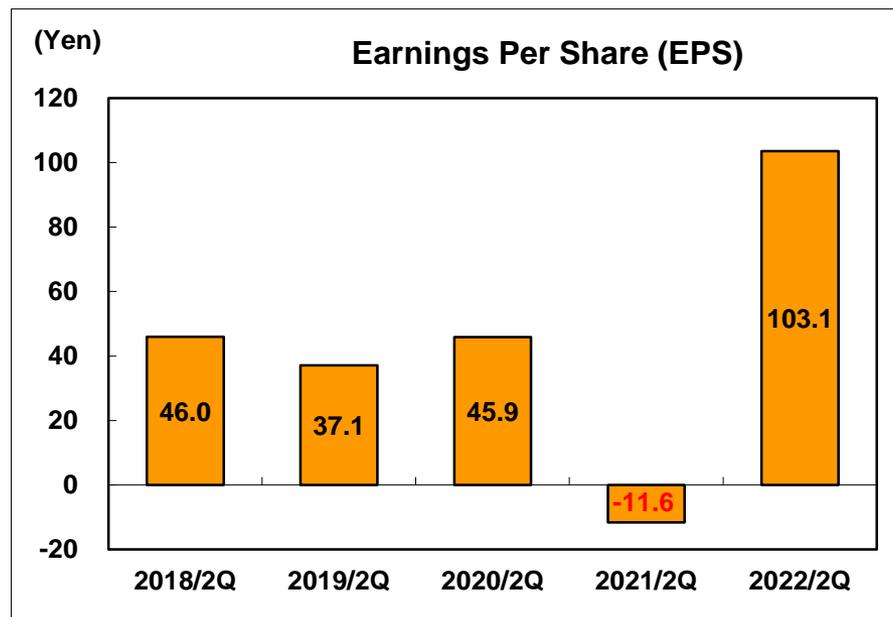
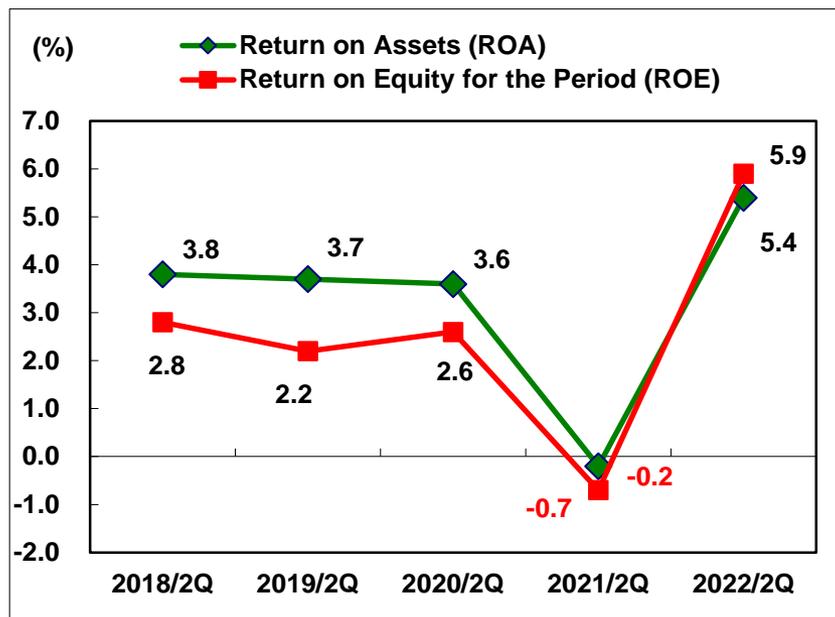
Overseas Restaurants' Operating Income, Breakdown of Fluctuation

Unit: Billions of Yen



3. Trends in Major Management Indicators (Consolidated)

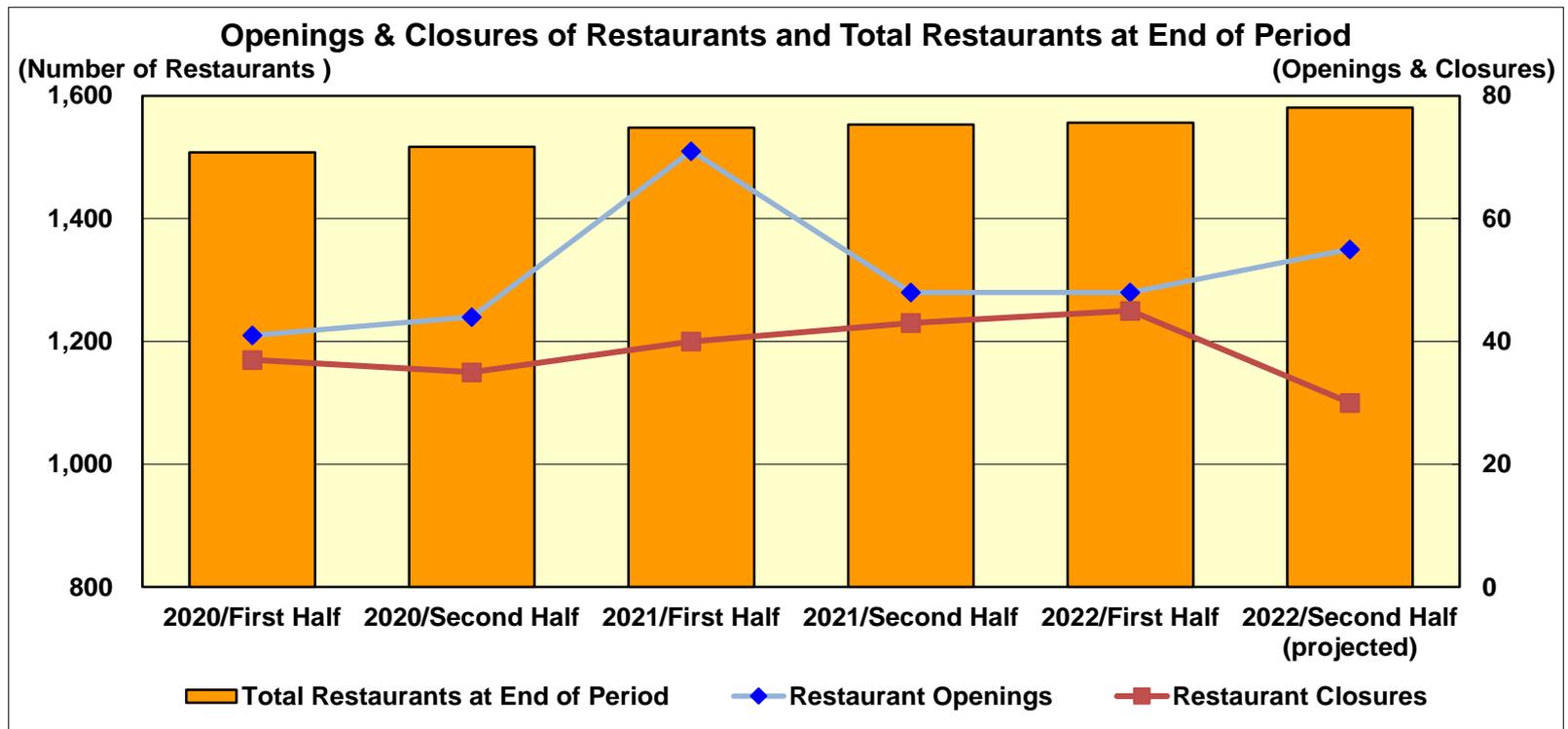
Indicators		2018/2Q	2019/2Q	2020/2Q	2021/2Q	2022/2Q
Return on Assets (ROA)	%	3.8	3.7	3.6	-0.2	5.4
Total Asset Turnover	No. of times	0.7	0.7	0.7	0.5	0.5
Earnings Per Share (EPS)	Yen	46.0	37.1	45.9	-11.6	103.1
Book Value Per Share (BPS)	Yen	1,640.4	1,689.6	1,754.4	1,629.0	1,815.3
Equity Ratio	%	79.8	79.6	71.5	65.6	59.9
Return on Equity for Term (ROE)	%	2.8	2.2	2.6	-0.7	5.9



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

Period	2020/First Half	2020/Second Half	2021/First Half	2021/Second Half	2022/First Half	2022/Second Half (Projected)
Openings	41	44	71	48	48	55
Closures	37	35	40	43	45	30
No. of Restaurants at End of Period	1,508	1,517	1,548	1,553	1,556	1,581

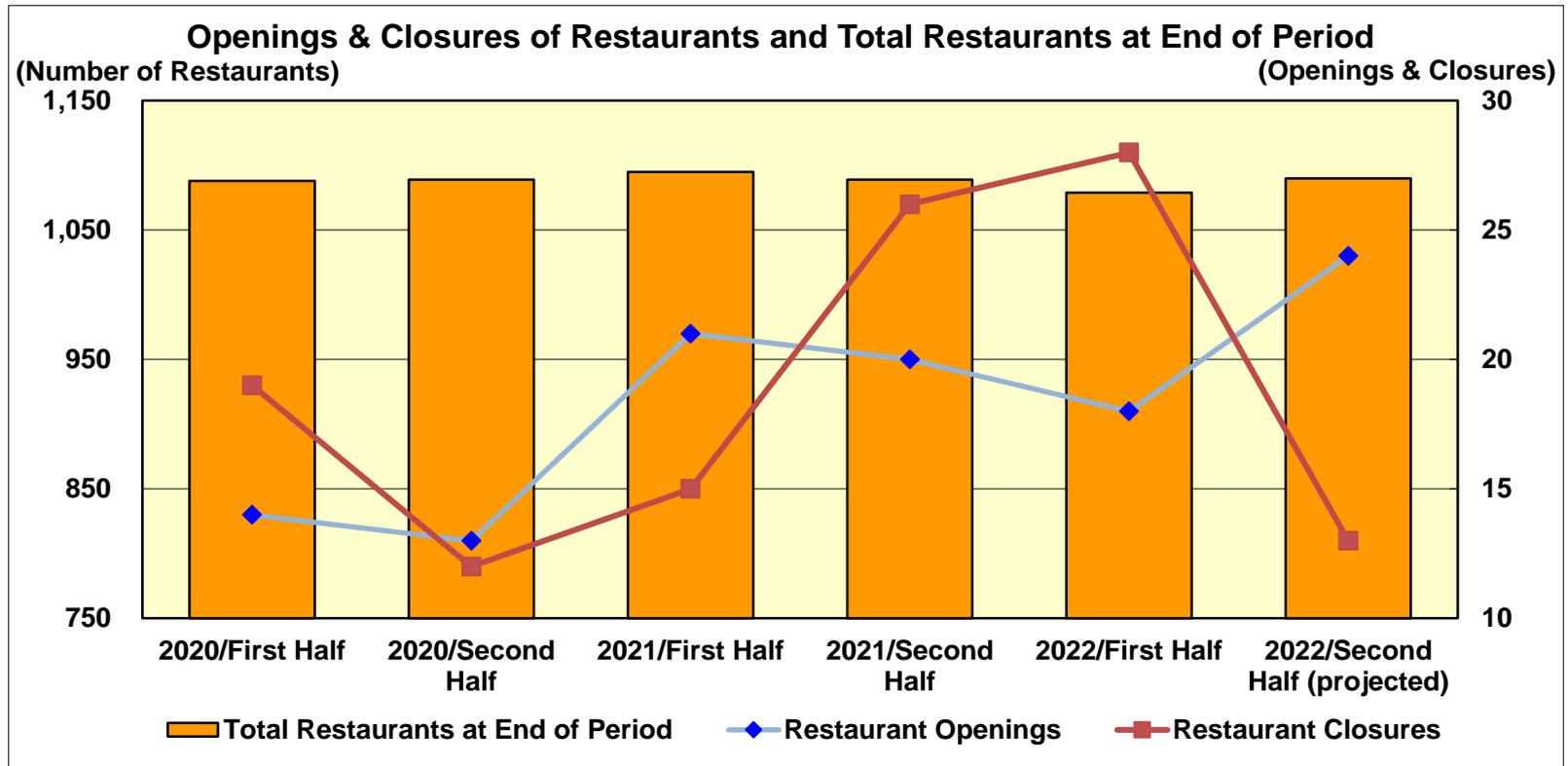
Note: A net increase of 25 restaurants is projected for the Second Half of FY 2022.



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

Period	2020/First Half	2020/Second Half	2021/First Half	2021/Second Half	2022/First Half	2022/Second Half (Projected)
Openings	14	13	21	20	18	24
Closures	19	12	15	26	28	13
No. of Restaurants at End of Period	1,088	1,089	1,095	1,089	1,079	1,090

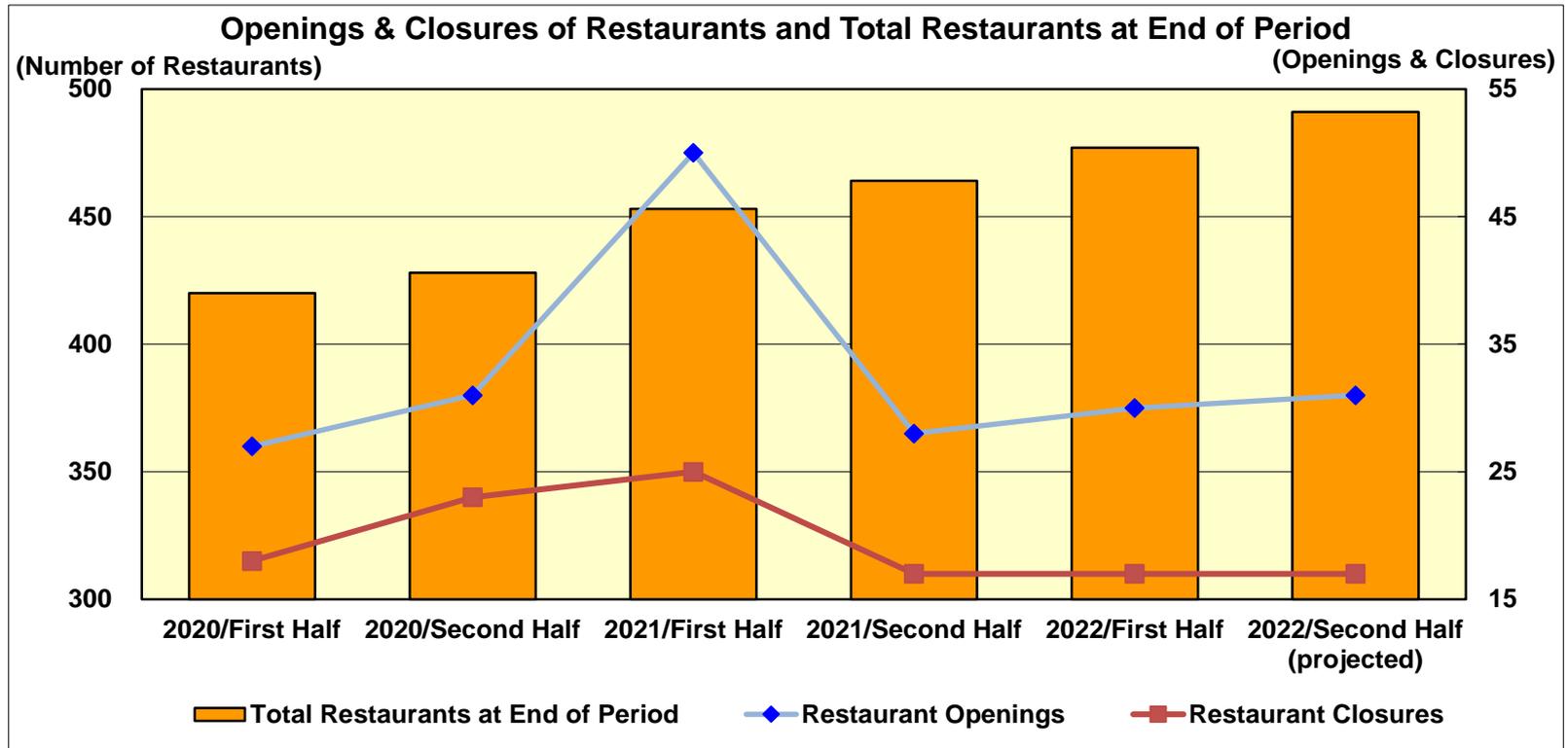
Note: A net increase of 11 restaurants is projected for the Second Half of FY 2022.



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

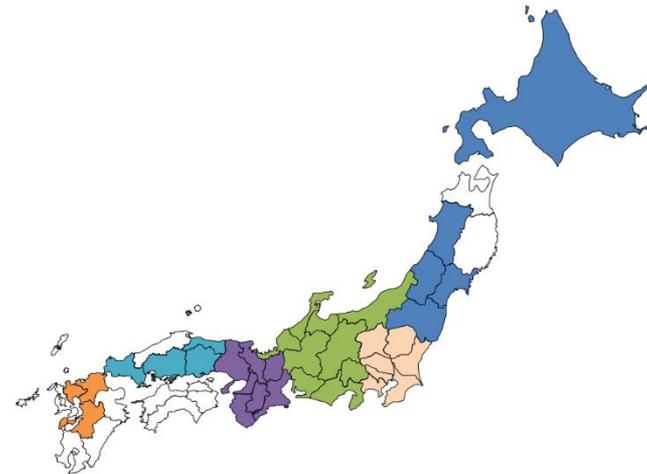
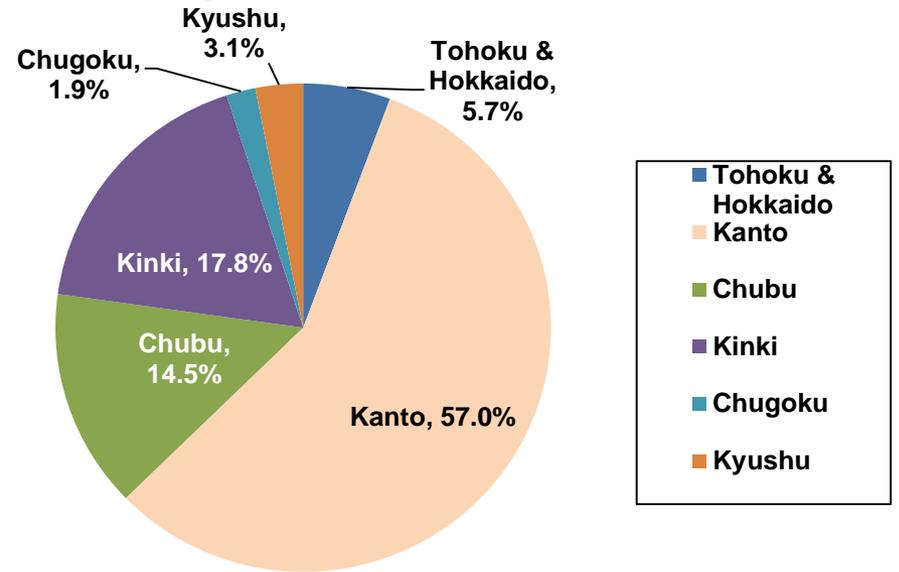
Period	2020/First Half	2020/Second Half	2021/First Half	2021/Second Half	2022/First Half	2022/Second Half (Projected)
Openings	27	31	50	28	30	31
Closures	18	23	25	17	17	17
No. of Restaurants at End of Period	420	428	453	464	477	491

Note: A net increase of 14 restaurants is projected for the Second Half of FY 2022.



5. Number of Restaurants in Japan by Region

Regions	Subtotal	Ratio of Total	Prefecture	No. of Restaurants	Openings	Closures			
Tohoku & Hokkaido	61	5.7%	Hokkaido	18	1				
			Miyagi	20		1			
			Akita	1	1				
			Yamagata	6					
			Fukushima	16					
Kanto	616	57.0%	Ibaraki	26					
			Tochigi	16					
			Gunma	9					
			Saitama	97	1	2			
			Chiba	123	1				
			Tokyo	217	6	6			
			Kanagawa	128		1			
Chubu	156	14.5%	Niigata	11					
			Toyama	5					
			Ishikawa	9		1			
			Fukui	4					
			Yamanashi	6					
			Nagano	11					
			Gifu	14		1			
			Shizuoka	25		2			
			Aichi	71		1			
			Kinki	192	17.8%	Mie	19		1
Shiga	9								
Kyoto	25	1							
Osaka	77	3				8			
Hyogo	50	2				1			
Nara	7					1			
Wakayama	5								
Chugoku	20	1.9%				Tottori	1	1	
						Okayama	5	1	1
			Hiroshima	11					
			Yamaguchi	3					
Kyushu	34	3.1%	Fukuoka	27		1			
			Saga	2					
			Kumamoto	5					
Total	1,079	100.0%		1,079	18	28			



Number of prefectures with restaurants: 35
 Number of prefectures without restaurants: 12
 Aomori, Iwate, Shimane, Kagawa, Kochi, Tokushima
 Ehime, Oita, Miyazaki, Nagasaki, Kagoshima, Okinawa

6. Trends in Financial Results (Consolidated)

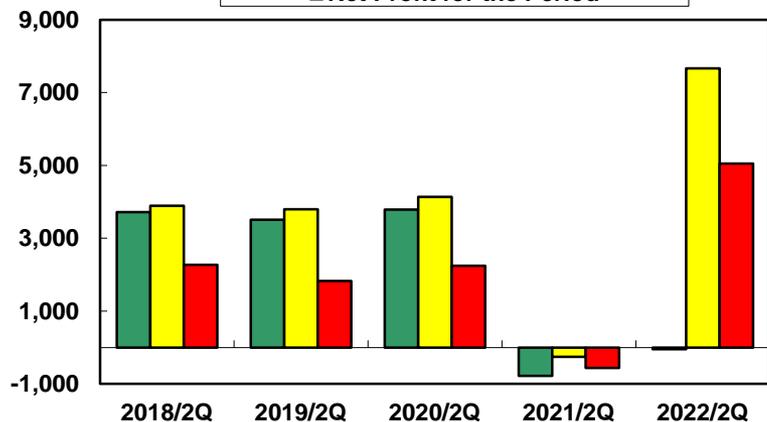
(Unit: Millions of Yen)

Item	2018/2Q		2019/2Q		2020/2Q		2021/2Q		2022/2Q		FY ending August 31, 2022 (Projected)	
	Actual	Year-on-Year	Budget	Year-on-Year								
Net Sales	74,822	106.1%	75,577	101.0%	76,927	101.8%	62,869	81.7%	69,211	110.1%	148,000	117.0%
Selling, General and Administrative Expenses (SG&A)	43,656	107.1%	44,682	102.3%	45,051	100.8%	40,347	89.6%	43,725	108.4%	90,000	109.2%
Operating Income	3,720	80.2%	3,509	94.3%	3,783	107.8%	-782	-	-46	-	3,600	-
Ordinary Income	3,890	77.7%	3,799	97.7%	4,134	108.8%	-254	-	7,663	-	13,000	376.2%
Net Profit for the Quarter	2,275	72.2%	1,826	80.3%	2,241	122.7%	-565	-	5,031	-	7,700	436.1%
Total Assets	101,298	106.1%	103,722	102.4%	119,079	109.3%	120,786	100.6%	148,035	107.2%	144,800	104.9%
Net Assets	81,181	111.7%	83,114	102.4%	85,888	100.8%	79,935	99.5%	89,422	107.0%	90,300	108.1%

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

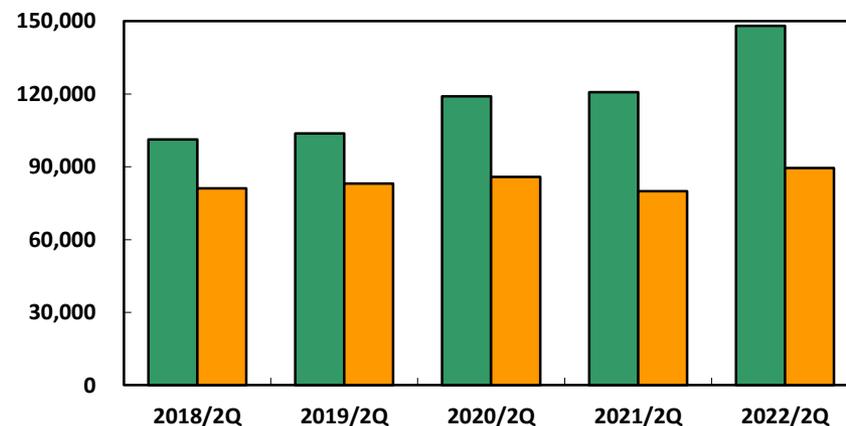
(Millions of Yen)

■ Operating Income
■ Ordinary Income
■ Net Profit for the Period



(Millions of Yen)

■ Total Assets
■ Net Assets



7. Financial Results by Segment

(1) By Segment vs Previous Year

(Unit: Millions of Yen)

Entity	Net Sales			Operating Income		
	2022/2Q Current Period	2021/2Q Previous Period	Year-on-Year Difference	2022/2Q Current Period	2021/2Q Previous Period	Year-on-Year Difference
Saizeriya	46,040	43,735	105.3% 2,304	-2,718	-3,259	- 541
Australia	2,163	2,389	90.5% -226	-39	368	- -407
Overseas Restaurants (Asia)	23,150	19,062	121.4% 4,088	2,585	2,216	116.7% 369
Consolidation Elimination	-2,142	-2,318	- 175	126	-107	- 234
Total	69,211	62,869	110.1% 6,341	-46	-782	- 736

Financial Results by Segment (2) Asia Breakdown vs Previous Year

(Unit: Millions of Yen)

Entity	Net Sales			Operating Income		
	2022/2Q Current Period	2021/2Q Previous Period	Year-on-Year Difference	2022/2Q Current Period	2021/2Q Previous Period	Year-on-Year Difference
Shanghai	7,309	6,203	117.8% 1,106	1,338	1,207	110.8% 130
Guangzhou	5,679	4,413	128.7% 1,265	601	458	131.1% 142
Beijing	2,878	2,396	120.1% 482	117	58	200.2% 58
Hong Kong	4,468	3,201	139.6% 1,267	218	157	138.7% 60
Taiwan	739	964	76.7% -224	22	127	17.8% -104
Singapore	2,073	1,882	110.2% 191	287	206	139.3% 81
Asia Total	23,150	19,062	121.4% 4,088	2,585	2,216	116.7% 369

(3) Development of Overseas Restaurants (Asia)

Region	FY ended August 31, 2021	2022/First Half			2022/Second Half		
		Openings	Closures	End of Feb. 2022	Restaurant Openings (projected)	Restaurant Closures (projected)	FY ending August 31, 2022 (projected)
Shanghai	150	10	8	152	9	5	156
Guangzhou	126	13	3	136	10	5	141
Beijing	86	4	5	85	3	3	85
Hong Kong	54	3	0	57	3	2	58
Taiwan	17	0	0	17	2	0	19
Singapore	31	0	1	30	4	2	32
Overseas Total	464	30	17	477	31	17	491

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

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

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

Note: In FY ending August 31, 2022 (Projected), Net Increase of 27 restaurants

8. Trends in Capital Expenditure and Cash Flow

(Unit: Millions of Yen)

	2020/2Q	FY Ended August 31, 2020	2021/2Q	FY ended August 31, 2021	2022/2Q	FY ending August 31, 2022 (Projected)
Restaurant Openings	746	1,460	1,087	2,081	922	3,150
Renovation of Existing Restaurants	1,299	2,071	1,049	1,413	65	3,186
Yoshikawa Plant	3	7	0	0	3	508
Kanagawa Plant	7	23	97	114	763	539
Fukushima Plant	118	118	2	2	0	27
Hyogo Plant	6	15	1	1	15	175
Chiba Plant	3	73	0	488	0	45
Head Office and Other	377	402	85	142	82	1,015
Subsidiaries	1,251	2,518	1,980	3,419	1,620	4,067
Capital Expenditure (=A)	3,809	6,687	4,301	7,660	3,470	12,712
Cash Flow (=B)	4,152	1,347	1,372	6,831	9,679	14,421
of which Depreciation Costs	2,802	5,690	2,824	5,951	5,537	7,610
Difference between A and B	343	-5,340	-2,929	-829	6,208	1,708

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

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

9. Projected Consolidated Business Performance

(Unit: Billions of yen)

	Full Year	Year-on-Year
Net Sales	148	117.0%
Operating Income	3.6	–
Profit for the Year	7.7	436.1%

■ Net Sales

Japan: 103 billion yen, Overseas: 45 billion yen

Net increase of 2 restaurants in Japan, net increase of 27 restaurants overseas. Ratio compared to the previous year for existing restaurants in Japan: 119.2%. Ratio compared to the previous year for existing overseas restaurants: 97.3%

■ Operating Income

Japan: 0 billion yen, Asia: 3.4 billion yen, Australia: 0.2 billion yen

Gross profit margin in Japan: 62.1%

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

■ Profit for the Year

Japan: 6.0 billion yen, Asia: 1.5 billion yen, Australia: 0.15 billion yen

■ Exchange rate assumptions for budgeting

CNY18.06, TWD4.16, HKD14.75, SGD85.31

Indicators		FY ending August 31, 2022 (Projected)
Return on Assets (ROA)	%	9.2
Total Asset Turnover	No. of times	1.0
Earnings Per Share (EPS)	Yen	158.4
Book Value Per Share (BPS)	Yen	1,852.0
Equity Ratio	%	61.9
Return on Equity for Term (ROE)	%	8.9

10. Initiatives for the Second Half of Fiscal Year 2022

Continued COVID-19 Measures

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

Establishment of New Sales Channels

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

Building a Workplace Environment that Facilitates Work (Application of Technology to Reduce Workload, Reduction of Labor through Digitization, Enhancing "Communityship")

Development of "Free, Flat Kitchen"

Reconstruction of Supply Chain

Procurement Risk Diversification

Enhancement of Pleasant Dining Atmosphere through Refurbishment

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

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

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

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

Saizeriya Co., Ltd.

Financial Results Briefing Session for the Second Quarter of the 50th Term through August 31, 2022

(from September 1, 2021 to February 28, 2022)



Code No. 7581

Wednesday, April 13, 2022

