

Saizeriya Co., Ltd. Financial Results Explanatory Materials for the Fiscal Year ended August 31, 2023

(51st term: from September 1, 2022 to August 31, 2023)



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Note: Amounts are rounded down to the nearest one million yen.

Consolidated Business Performance

Unit: Millions of Yen

	Actual	Previous Year	Year-on-Year	Budget	vs Budget
			Increase/Decrease		Increase/Decrease
Net Sales	183,244	144,275	127.0% 38,969	177,200	103.4% 6,044
Gross Profit	110,497	91,051	121.4% 19,445	106,700	103.6% 3,797
Operating Income	7,222	422	1,707.6% 6,799	6,100	118.4% 1,122
Ordinary Income	7,949	10,774	73.8% -2,824	6,100	130.3% 1,849
Profit for the Year	5,154	5,660	91.1% -506	4,200	122.7% 954

Increase in revenue, increase in profit. Budget reflects the financial forecast announced on April 12, 2023.
Net Sales and Operating Income exceeded those of the previous year and budget.

Consolidated Business Performance – 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	183,244		144,275		
Cost of Sales	72,747	39.7%	53,223	36.9%	2.8%
Gross Profit	110,497	60.3%	91,051	63.1%	-2.8%
Selling, General and Administrative Expenses (SG&A)	103,274	56.4%	90,628	62.8%	-6.5%
Operating Income	7,222	3.9%	422	0.3%	3.6%
Ordinary Income	7,949	4.3%	10,774	7.5%	-3.1%
Profit for the Year	5,154	2.8%	5,660	3.9%	-1.1%

Cost of Sales ratio worsened by 2.8 points.

SG&A Expenses ratio improved by 6.5 points.

Operating profit ratio improved by 3.6 points.

Non-Consolidated Business Performance

Unit: Millions of Yen

	Actual	Previous Year	Year-on-Year	Budget	vs Budget
			Increase/Decrease		Increase/Decrease
Net Sales	120,482	101,126	119.1% 19,355	116,600	103.3% 3,882
Gross Profit	68,988	62,513	110.4% 6,475	66,800	103.3% 2,188
Operating Income	-1,491	-2,101	- 609	-1,000	- -491
Ordinary Income	97	8,786	1.1% -8,689	300	32.4% -202
Profit for the Year	-635	4,601	- -5,237	-500	- -135

Increase in revenue, increase in profit (decrease of operating loss). Budget reflects the financial forecast announced on April 12, 2023.

Net sales exceeded the budget.

Non-Consolidated Business Performance – 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	120,482		101,126		
Cost of Sales	51,494	42.7%	38,613	38.2%	4.6%
Gross Profit	68,988	57.3%	62,513	61.8%	-4.6%
Selling, General and Administrative Expenses (SG&A)	70,479	58.5%	64,614	63.9%	-5.4%
Operating Income	-1,491	-	-2,101	-	-
Ordinary Income	97	0.1%	8,786	8.7%	-8.6%
Profit for the Year	-635	-	4,601	4.6%	-

Cost of Sales ratio worsened by 4.6 points.

SG&A Expenses ratio improved by 5.4 points.

Financial Results by Segment – By Segment

Unit: Millions of Yen

Entity	Net Sales			Operating Income		
	Q4 2023	Q4 2022	Year-on-Year	Q4 2023	Q4 2022	Year-on-Year
	Current Period	Previous Period	Difference	Current Period	Previous Period	Difference
Saizeriya	120,482	101,126	119.1% 19,355	-1,491	-2,101	- 609
Australia	7,449	5,690	130.9% 1,758	248	123	200.6% 124
Asia	62,740	43,117	145.5% 19,623	8,450	2,234	378.2% 6,216
Consolidation Elimination	-7,428	-5,660	131.2% -1,768	14	165	- -150
Total	183,244	144,275	127.0% 38,969	7,222	422	1,707.6% 6,799

Financial Results by Segment — Asia Breakdown

Unit: Millions of Yen

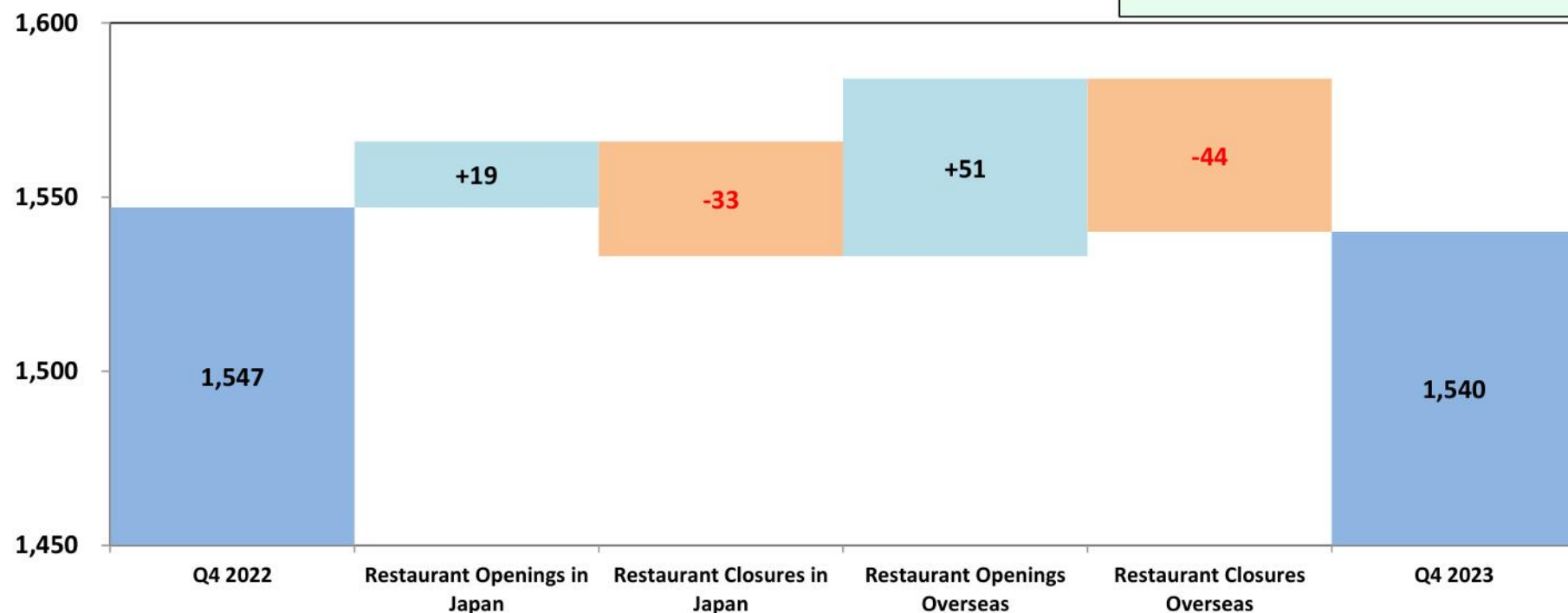
	Net Sales			Operating Income		
	Q4 2023	Q4 2022	Year-on-Year	Q4 2023	Q4 2022	Year-on-Year
Entity	Current Period	Previous Period	Difference	Current Period	Previous Period	Difference
Shanghai	17,786	11,742	151.5% 6,043	3,581	746	480.0% 2,835
Guangzhou	17,470	12,128	144.0% 5,341	2,086	1,189	175.4% 897
Beijing	6,614	5,025	131.6% 1,589	634	0	74,322.8% 633
Hong Kong	11,345	7,896	143.7% 3,448	763	-343	- 1,106
Taiwan	3,088	1,733	178.1% 1,354	515	99	518.7% 416
Singapore	6,435	4,591	140.2% 1,844	870	542	160.4% 327
Asia Total	62,740	43,117	145.5% 19,623	8,450	2,234	378.2% 6,216

Number of Restaurants

Number of restaurants 1,540. Down 7 restaurants

Unit: Number of Restaurants

Down 7 restaurants



There was a consolidated net decrease of 7 restaurants (a net decrease of 14 restaurants in Japan and a net increase of 7 restaurants overseas) from the end of Q4 2022.

The total number of domestic restaurants was 1,055, and the total number of overseas restaurants was 485.

The ratio of overseas restaurants was 31.5%.

Number of Restaurants— Breakdown

	Openings		Closures		Total Restaurants at End of Period	
	Current Period	Previous Period	Current Period	Previous Period	Current Period	Previous Period
Domestic	19	34	33	45	1,055	1,069
Shanghai	17	14	9	15	157	149
Guangzhou	19	23	11	7	150	142
Beijing	4	6	18	12	66	80
Hong Kong	6	7	5	3	59	58
Taiwan	1	3	0	0	21	20
Singapore	4	1	1	3	32	29
Total	70	88	77	85	1,540	1,547

There was a consolidated net decrease of 7 restaurants (a net decrease of 14 restaurants in Japan and a net increase of 7 restaurants overseas) in Q4 2023 from the end of Q4 2022.

There was a consolidated net increase of 3 restaurants (a net decrease of 11 restaurants in Japan and a net increase of 14 restaurants overseas) in Q4 2022 from the end of Q4 2021.

Total number of overseas restaurants: 485. Ratio of overseas restaurants: 31.5%.

Shanghai, Guangzhou, Beijing, Hong Kong, and Taiwan calculated based on the period from July 2022 to June 2023.

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

Net Sales — Increase/Decrease in Net Sales

Year-on-Year Ratio: 127.0% Up 38.97 billion yen

Unit: Billions of Yen



Net domestic sales Up 19.36 billion yen

Net overseas sales Up 19.62 billion yen (up 13.64 billion yen excluding foreign exchange effects)

Net Australia sales Down 0.01 billion yen

Net Sales — Increase/Decrease in Net Sales

Year-on-Year Ratio: 127.0% Up 38.97 billion yen

Consolidated net sales were 183.2 billion yen.

Domestic net sales were 120.4 billion yen, overseas net sales were 62.7 billion yen, and overseas sales ratio was 34.2%.

T12.1: Primary factors contributing to net sales growth

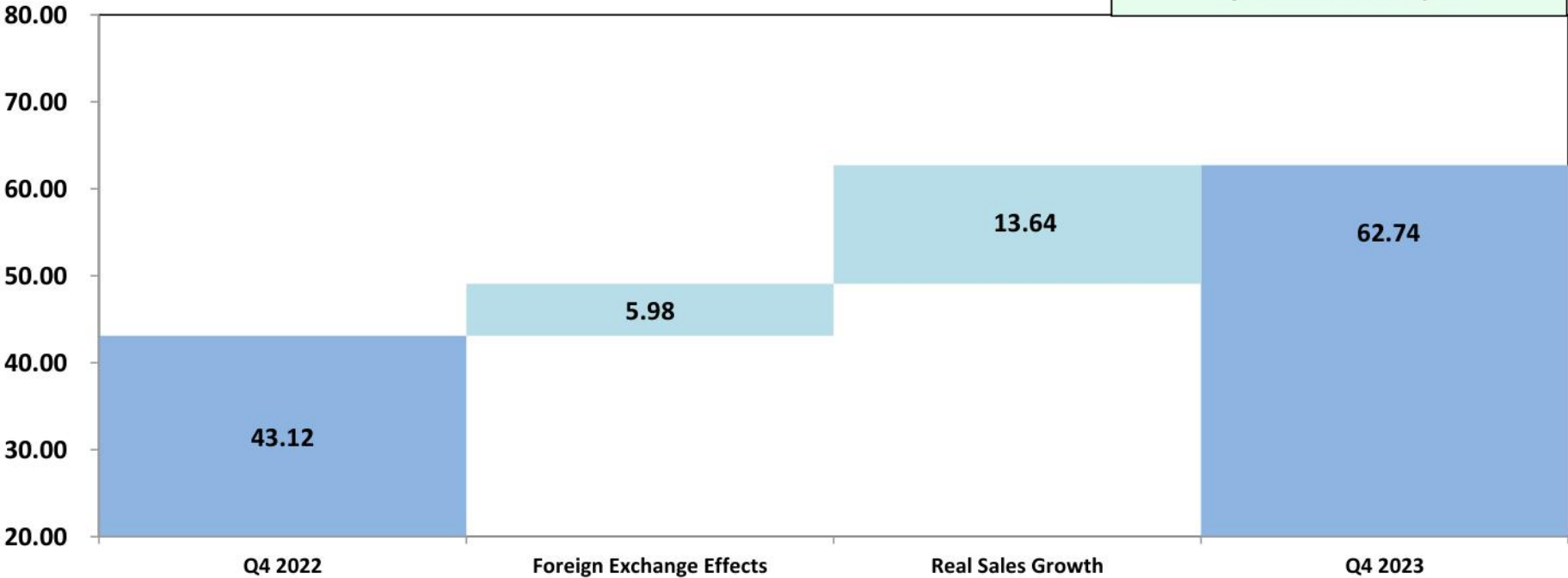
Primary factors contributing to net sales growth		
Consolidated Total	38.97billion yen	(127.0%)
Domestic Total	19.36billion yen	(119.1%)
Openings	3.47billion yen	
Existing		
Restaurants	19.02billion yen	
Closures	-3.13billion yen	
Overseas Total	19.62billion yen	(145.5%)
Openings	6.09billion yen	
Existing		
Restaurants	7.74billion yen	
Closures	-0.19billion yen	
Foreign Exchange		
Difference	5.98billion yen	
Australia	-0.01billion yen	(68.5%)

Figures in parentheses indicate year-on-year ratio

Net Sales — Increase/Decrease in Overseas Net Sales

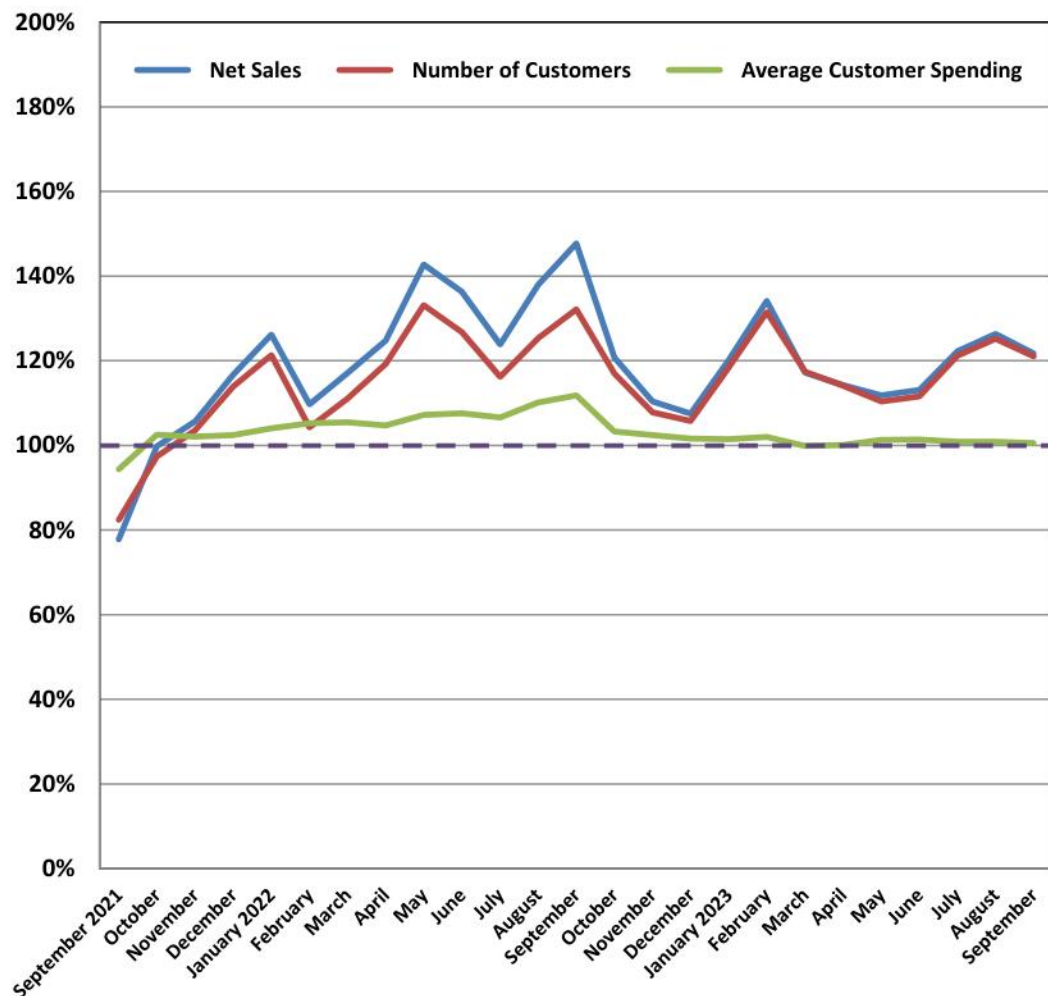
Year-on-Year Ratio: 145.5% Up 19.62 billion yen

Unit: Billions of Yen



Foreign Exchange Effects Up 5.98 billion yen
Real Sales Growth Up 13.64 billion yen

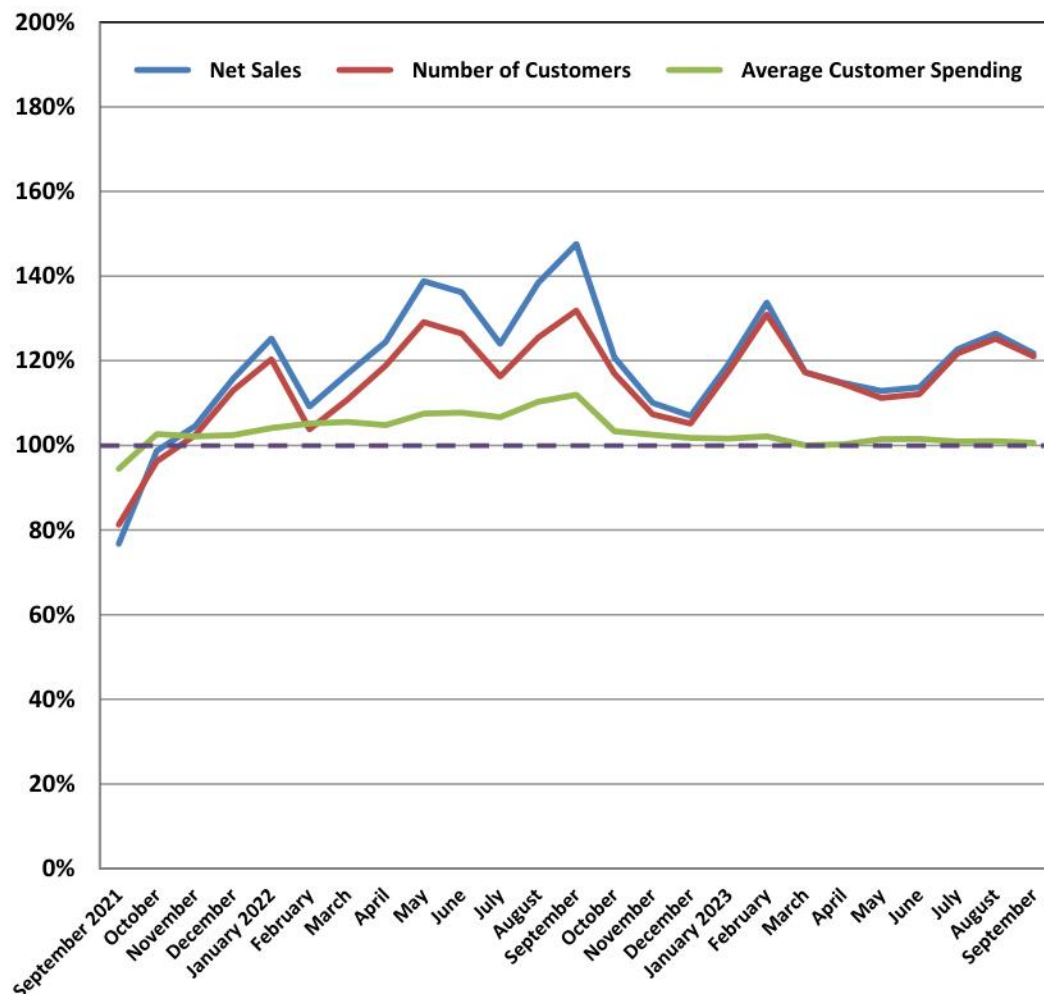
Year-on-Year Net Sales— All Restaurants in Japan



	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%
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%
September	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%
March	117.2%	117.4%	99.8%
April	114.2%	114.1%	100.1%
May	111.8%	110.4%	101.3%
June	113.1%	111.6%	101.4%
July	122.2%	121.2%	100.8%
August	126.3%	125.2%	100.8%
September	121.1%	120.6%	100.5%

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

Year-on-Year Net Sales— Existing Restaurants in Japan

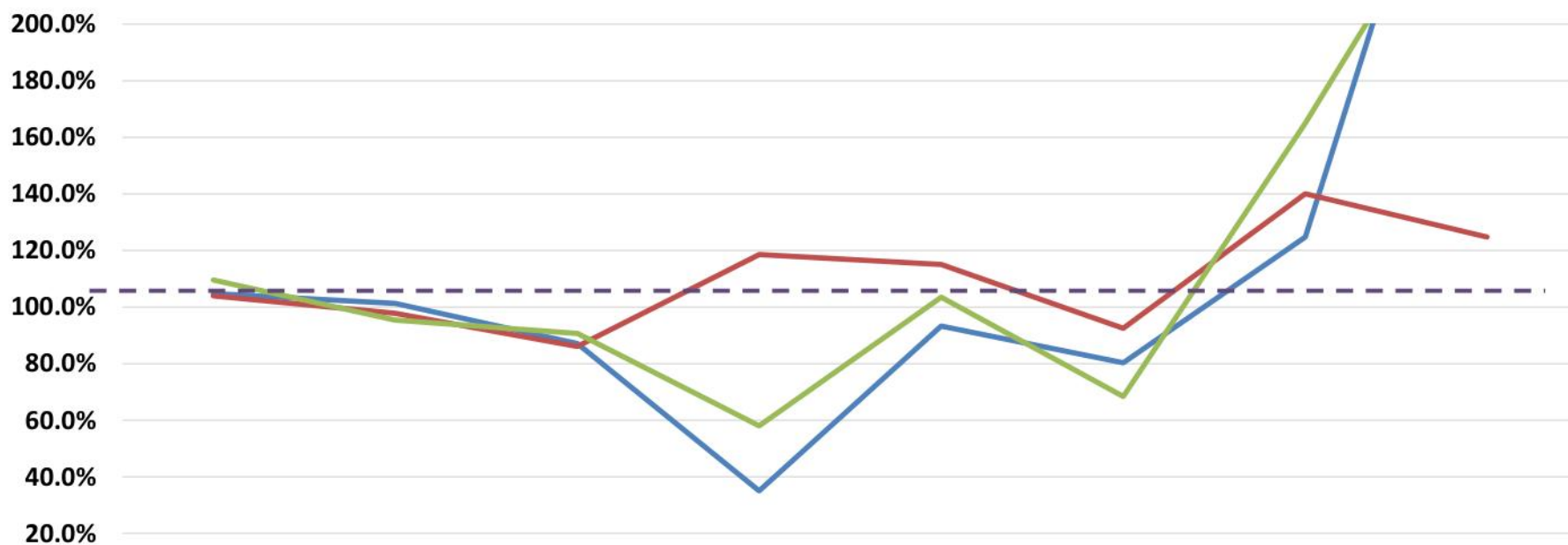


	Net Sales	Number of Customers	Average Customer Spending
September 2021	76.7%	81.3%	94.4%
October	98.7%	96.2%	102.6%
November	104.6%	102.4%	102.1%
December	115.8%	113.0%	102.5%
January 2022	125.3%	120.4%	104.1%
February	109.1%	103.8%	105.2%
March	117.0%	110.8%	105.5%
April	124.4%	118.8%	104.7%
May	138.8%	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%
September	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%
March	117.2%	117.2%	100.0%
April	114.7%	114.5%	100.2%
May	112.8%	111.2%	101.5%
June	113.7%	112.1%	101.5%
July	122.7%	121.7%	100.9%
August	126.4%	125.2%	101.0%
September	121.7%	121.0%	100.6%

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

Year-on-Year Net Sales— Existing Restaurants Overseas

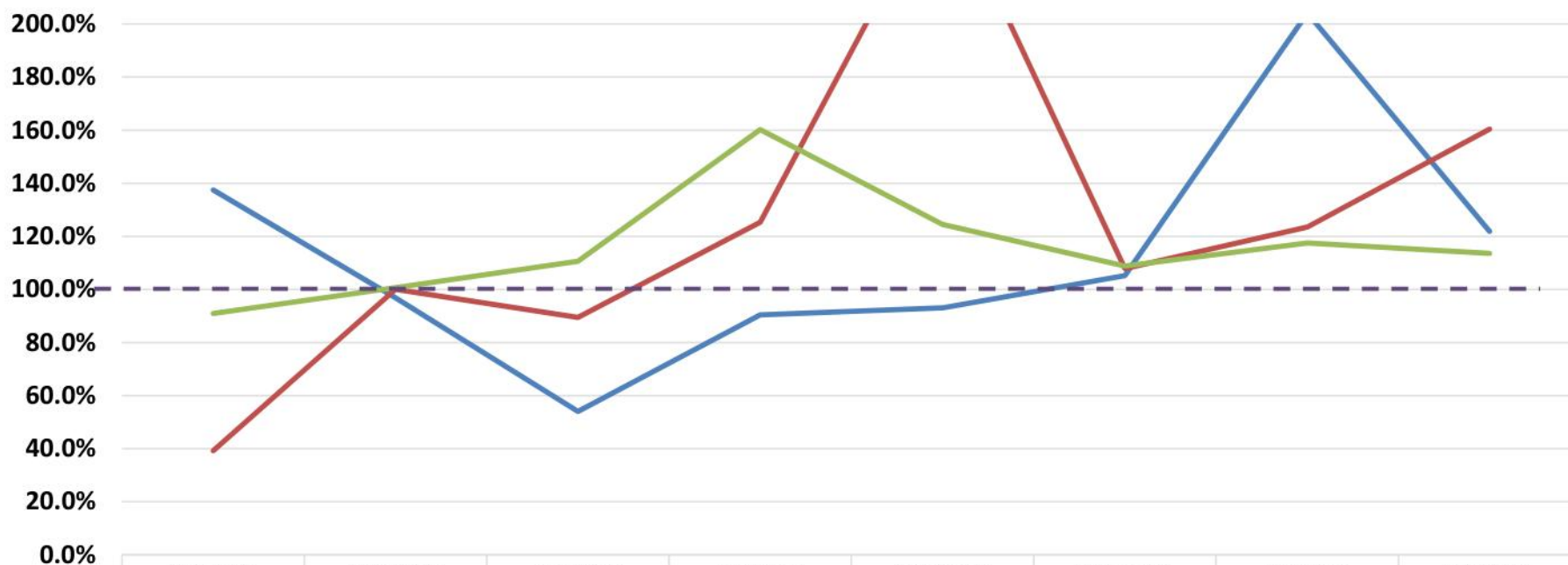
Shanghai 327.8%, Guangzhou 124.8%, Beijing 269.8%



	Q1 2022	Q2 2022	Q3 2022	Q4 2022	Q1 2023	Q2 2023	Q3 2023	Q4 2023
Shanghai	104.8%	101.3%	87.1%	35.1%	93.3%	80.4%	124.8%	327.8%
Guangzhou	104.0%	97.8%	86.1%	118.6%	115.1%	92.5%	140.0%	124.8%
Beijing	109.6%	95.4%	90.7%	58.1%	103.5%	68.4%	165.1%	269.8%

Year-on-Year Net Sales— Existing Restaurants Overseas

Hong Kong 121.8%, Taiwan 160.4%, Singapore 113.5%



	Q1 2022	Q2 2022	Q3 2022	Q4 2022	Q1 2023	Q2 2023	Q3 2023	Q4 2023
Hong Kong	137.5%	96.8%	54.0%	90.4%	93.0%	105.2%	204.1%	121.8%
Taiwan	39.1%	100.0%	89.5%	125.3%	254.1%	107.8%	123.5%	160.4%
Singapore	91.0%	100.7%	110.6%	160.2%	124.4%	108.8%	117.5%	113.5%

Number of Customers – Consolidated Increase/Decrease

Year-on-Year Ratio 120.9% Up 39.0 million people

Unit: Millions of People

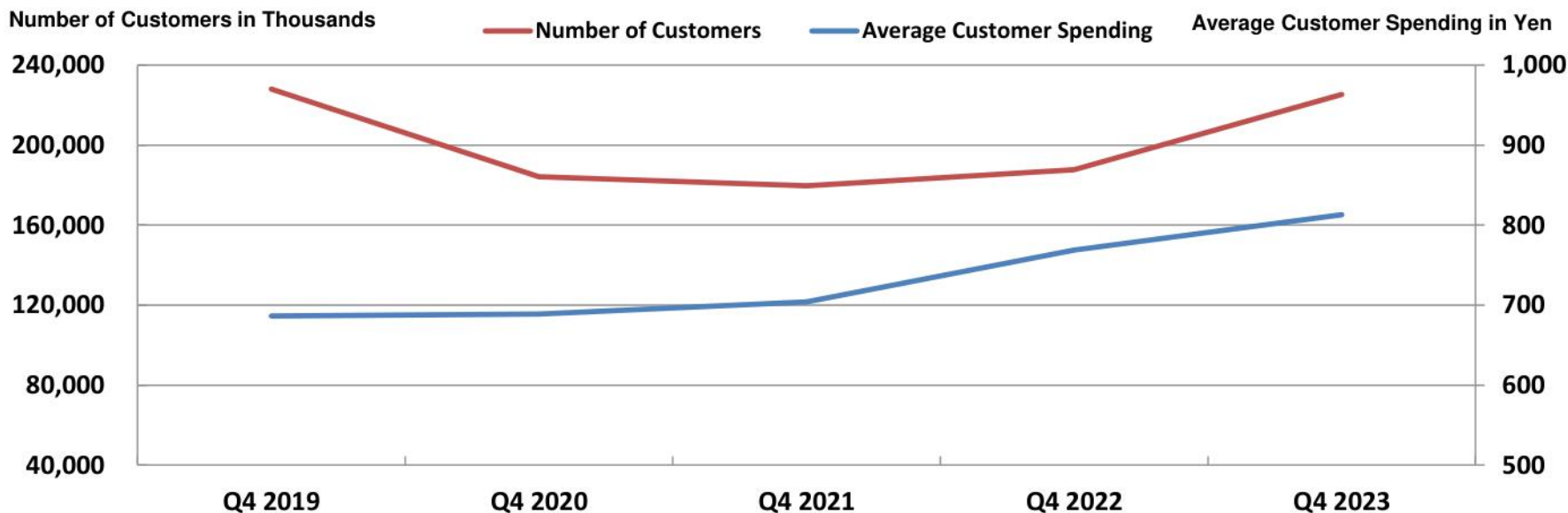


Total number of customers: 225.4 million
 Domestic customers: 151.6 million. Domestic ratio: 67.3%
 Overseas customers: 73.8 million. Overseas ratio: 32.7%

Number of Customers and Average Customer Spending – Consolidated

		Q4 2019	Q4 2020	Q4 2021	Q4 2022	Q4 2023
Net Sales	(Millions of Yen)	156,527	126,842	126,513	144,275	183,244
Number of Customers	(Thousands of People)	228,023	184,134	179,685	187,653	225,394
Average Customer Spending	(Yen)	686	689	704	769	813

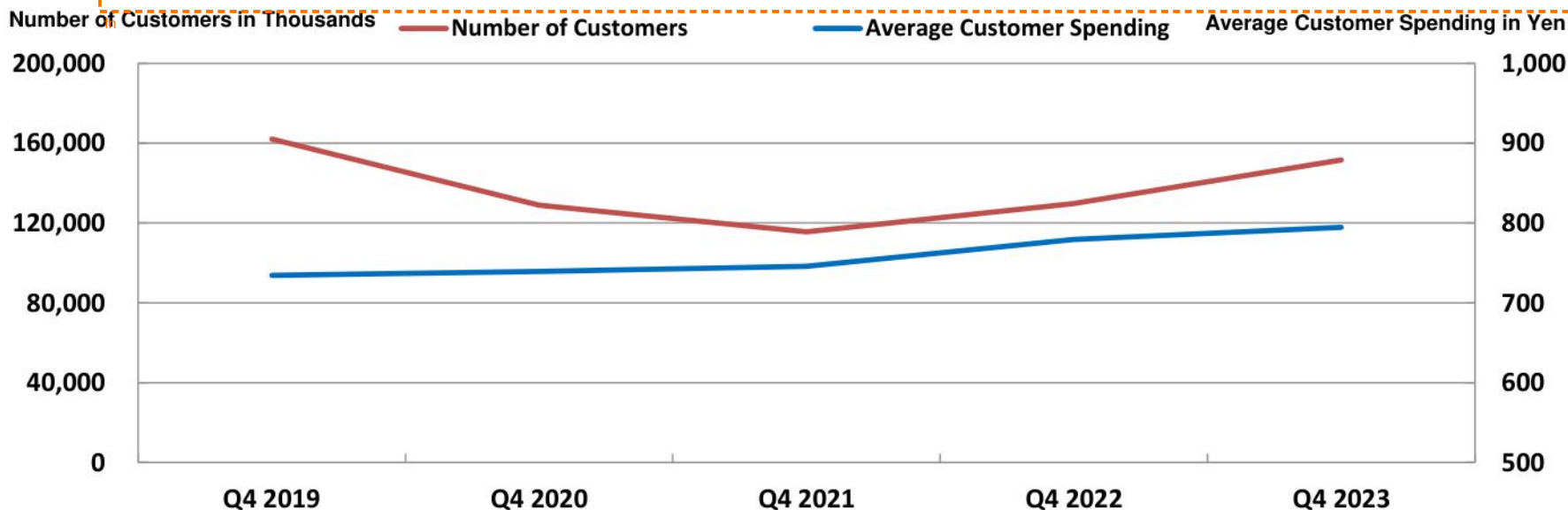
Note: The above figures are consolidated numbers.



Number of Customers and Average Customer Spending – Domestic

		Q4 2019	Q4 2020	Q4 2021	Q4 2022	Q4 2023
Net Sales	(Millions of Yen)	118,988	95,284	86,181	101,126	120,482
Number of Customers	(Thousands of People)	161,999	128,861	115,572	129,758	151,589
Average Customer Spending	(Yen)	735	739	746	779	795

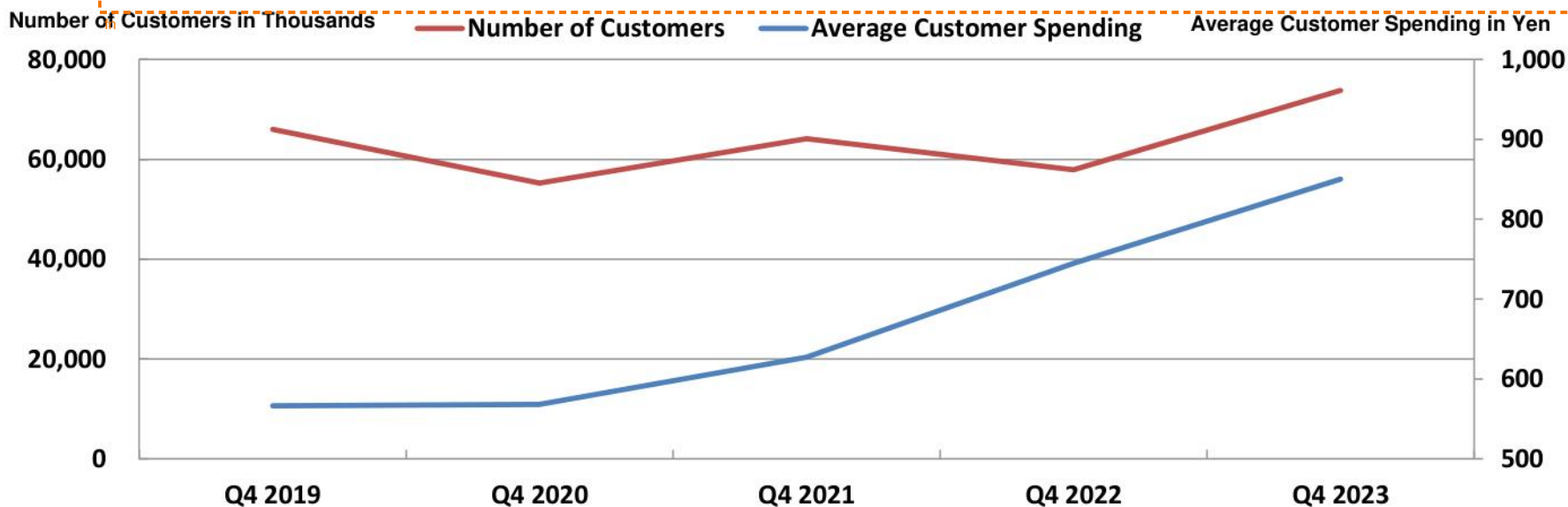
Note: The above figures are domestic numbers.



Number of Customers and Average Customer Spending – Overseas

		Q4 2019	Q4 2020	Q4 2021	Q4 2022	Q4 2023
Net Sales	(Millions of Yen)	37,394	31,408	40,210	43,117	62,740
Number of Customers	(Thousands of People)	66,024	55,273	64,113	57,895	73,804
Average Customer Spending	(Yen)	566	568	627	745	850

Note: The above figures are overseas numbers.



Operating Income — Increase/Decrease in Operating Income

Year-on-Year Ratio: 1,707.6% Up 6.8 billion yen



Q4 2022 Operating Income: 0.42 billion yen, Operating Profit Ratio: 0.3%

Q4 2023 Operating Income: 7.22 billion yen, Operating Profit Ratio: 3.9%

Operating Income – Increase/Decrease in Operating Income

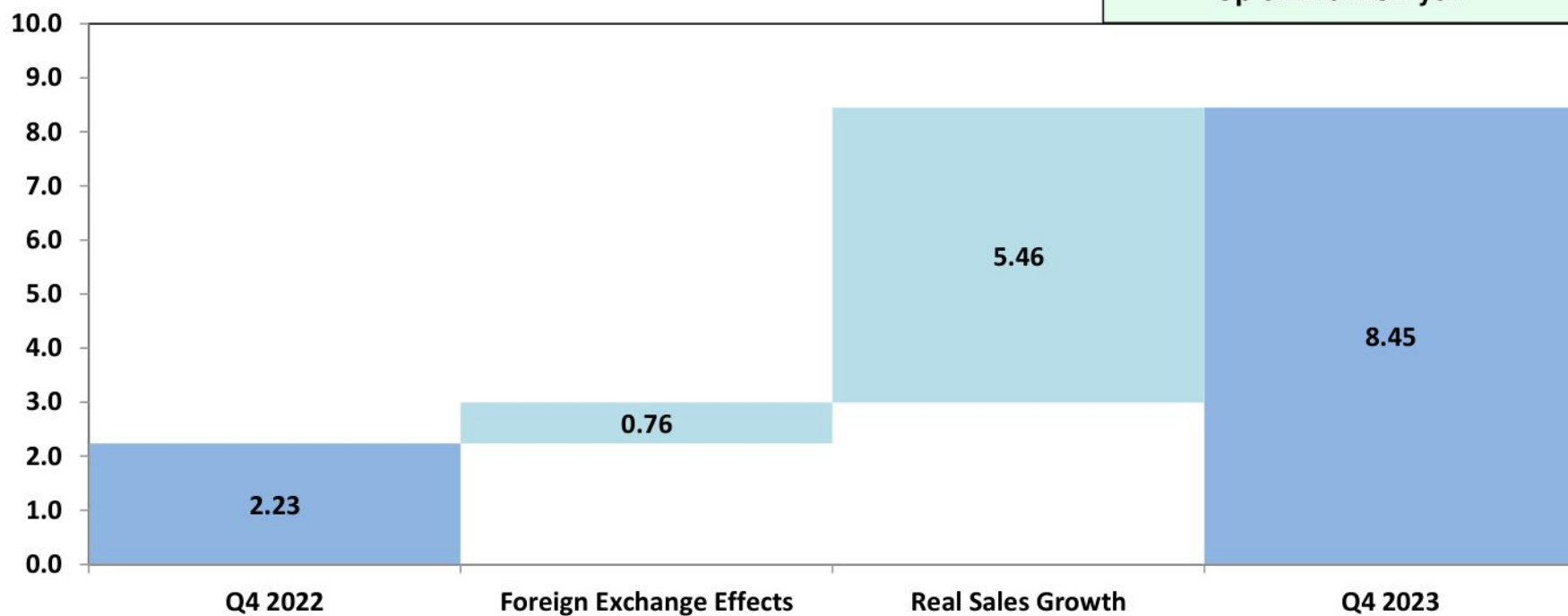
(Factors causing income decrease indicated in red)

Impact of Domestic Factors	0.61 billion yen
Cost of Sales	-5.64 billion yen
Foreign Exchange Effects	-0.97
Unit Costs (Cost Increases for Pizza cheese, White sauce, Spicy chicken, etc.)	-4.76
Transport Costs	0.29
Change in Menu Mix	0.01
Other Losses	-0.20
Selling, General and Administrative Expenses (SG&A)	6.25 billion yen
Labor Costs (Wage +1.36)	1.70
Facilities Costs (Rent +2.6, Depreciation+0.71, Fixtures +0.63)	3.96
Utilities Costs (Increase in Unit Price)	-0.25
Impact of Overseas Factors	6.22 billion yen
Cost of Sales	0.58 billion yen
Selling, General and Administrative Expenses (SG&A)	5.64 billion yen
Labor Costs	1.47
Facilities Costs	3.70
Utilities Costs	0.22
Other Expenses	0.25
Impact of Australian Factors	0.12 billion yen
Consolidation Adjustment	-0.15 billion yen
Increase/Decrease in Operating Income	6.80 billion yen

Operating Income — Increase/Decrease in Overseas Operating Income

Year-on-Year Ratio: 378.2% Up 6.22 billion yen

Unit: Billions of Yen

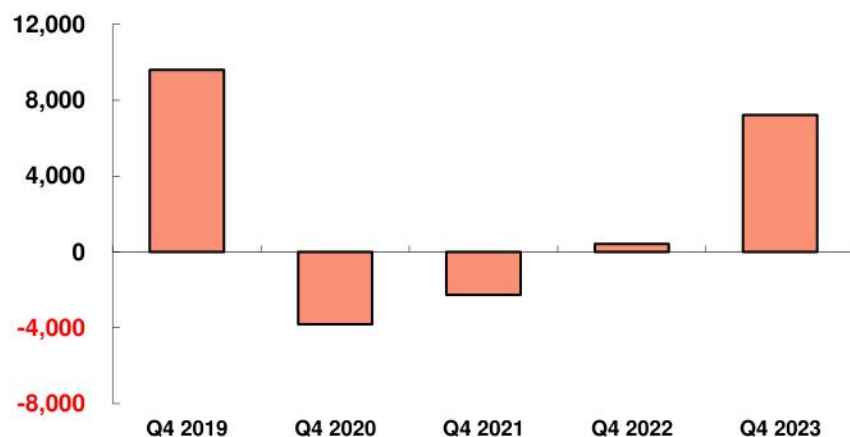
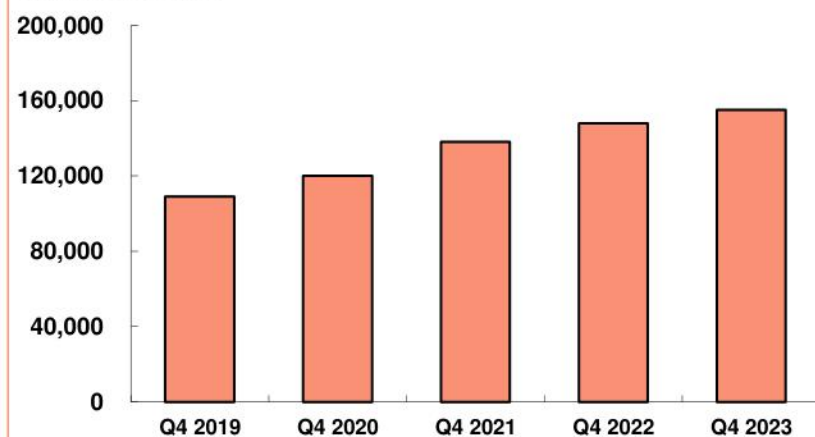


Foreign Exchange Effects Up 0.76 billion yen
Real Sales Growth Up 5.46 billion yen

Trends in Financial Results

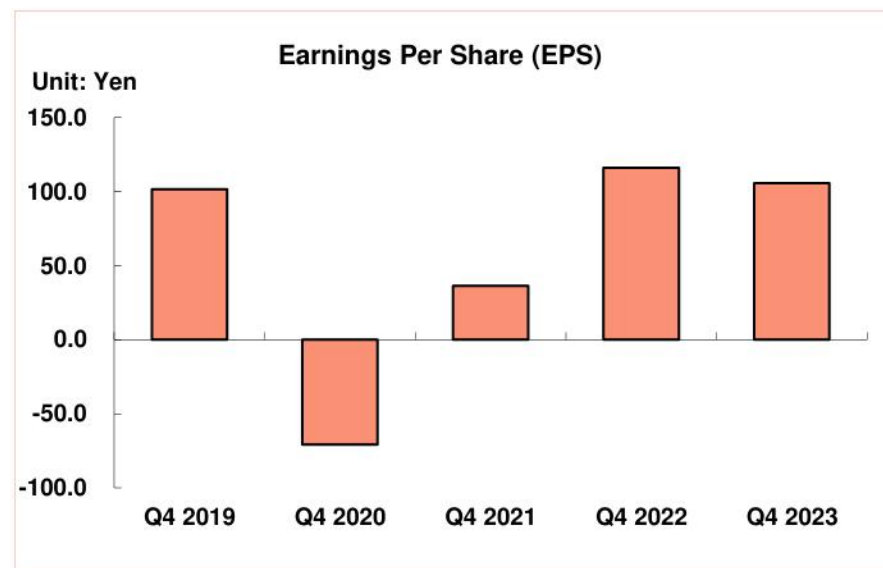
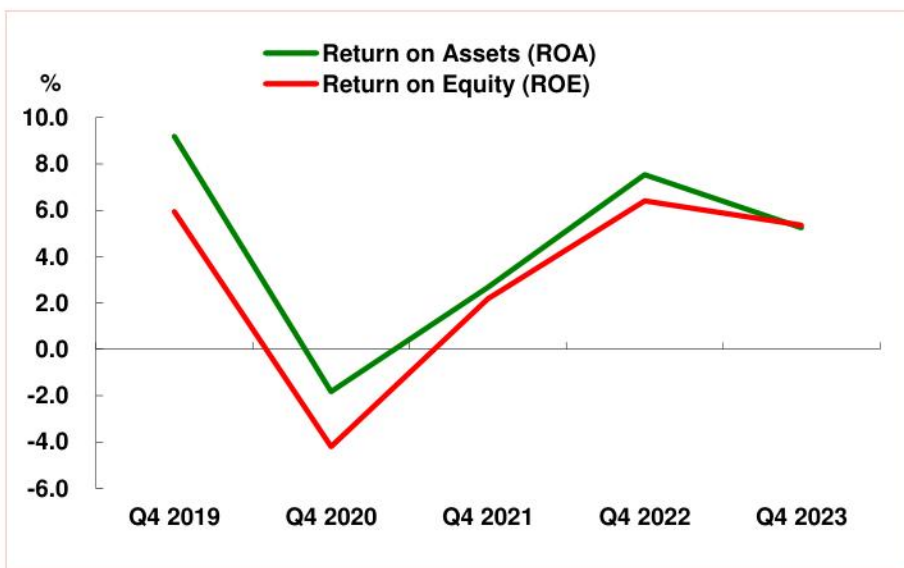
Unit: Millions of Yen

Item	Q4 2019		Q4 2020		Q4 2021		Q4 2022		Q4 2023		Q4 2024 (Projected)	
	Actual	Year-on-Year	Actual	Year-on-Year	Actual	Year-on-Year	Actual	Year-on-Year	Actual	Year-on-Year	Budget	Year-on-Year
Net Sales	156,527	101.6%	126,842	81.0%	126,513	99.7%	144,275	114.0%	183,244	127.0%	211,000	115.1%
Selling, General and Administrative Expenses (SG&A)	90,651	101.7%	83,260	91.8%	82,417	99.0%	90,628	110.0%	103,274	114.0%	115,000	111.4%
Operating Income	9,599	111.1%	-3,815	-	-2,264	-	422	-	7,222	1,707.6%	13,100	181.4%
Ordinary Income	9,731	109.4%	-2,091	-	3,455	-	10,774	311.8%	7,949	73.8%	12,800	161.0%
Profit for the Year	4,980	98.1%	-3,450	-	1,765	-	5,660	320.6%	5,154	91.1%	8,200	159.1%
Total Assets	108,970	103.9%	120,068	110.2%	138,045	115.0%	147,930	107.2%	155,121	104.9%	162,400	104.7%
Net Assets	85,177	102.1%	80,355	94.3%	83,569	104.0%	94,523	113.1%	99,031	104.8%	106,300	107.3%

Unit: Millions of Yen **Operating Income**Unit: Millions of Yen **Total Assets**

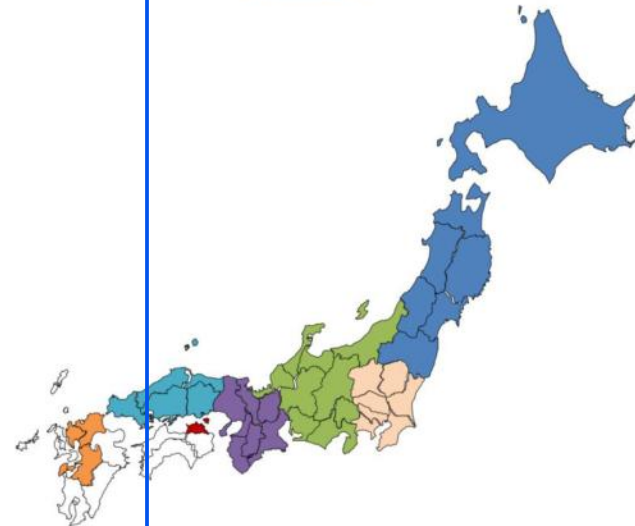
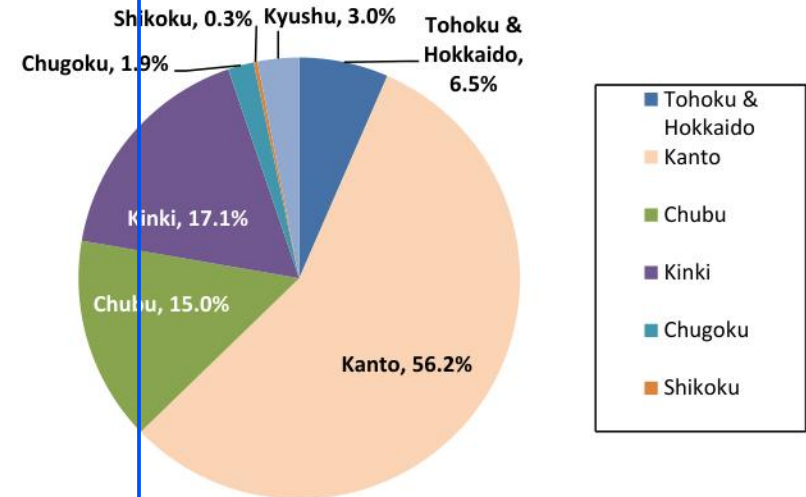
Management Indicators

Indicators		Q4 2019	Q4 2020	Q4 2021	Q4 2022	Q4 2023
Return on Assets (ROA)	%	9.2	-1.8	2.7	7.5	5.2
Total Asset Turnover	No. of times	1.5	1.1	1.0	1.0	1.2
Earnings Per Share (EPS)	Yen	101.48	-70.84	36.31	115.91	105.62
Book Value Per Share (BPS)	Yen	1,728.67	1,640.56	1,700.52	1,920.73	2,014.23
Equity Ratio	%	77.6	66.4	60.1	63.5	63.5
Return on Equity (ROE)	%	5.9	-4.2	2.2	6.4	5.4



Number of Restaurants in Japan by Region

Regions	Subtotal	Ratio of Total	Prefecture	No. of Restaurants	Openings	Closures
Tohoku & Hokkaido	69	6.5%	Hokkaido	19	1	
			Aomori	2	2	
			Iwate	3	2	
			Miyagi	20		1
			Akita	3	1	
			Yamagata	6		
			Fukushima	16		
Kanto	593	56.2%	Ibaraki	26		
			Tochigi	16	1	
			Gunma	9		
			Saitama	93		3
			Chiba	124	1	3
			Tokyo	201	1	9
			Kanagawa	124	1	3
Chubu	158	15.0%	Niigata	11		
			Toyama	6	1	
			Ishikawa	9		
			Fukui	4		
			Yamanashi	6		
			Nagano	11		
			Gifu	13	1	1
			Shizuoka	24		1
			Aichi	74		
Kinki	180	17.1%	Mie	19		
			Shiga	7		
			Kyoto	20		3
			Osaka	75	2	2
			Hyogo	48	1	3
			Nara	6		1
			Wakayama	5		
Chugoku	20	1.9%	Tottori	1		
			Shimane	1	1	
			Okayama	5		
			Hiroshima	10		2
			Yamaguchi	3		
Shikoku	3	0.3%	Kagawa	3	3	
Kyushu	32	3.0%	Fukuoka	25		1
			Saga	2		
			Kumamoto	5		
Total	1,055	100.0%		1,055	19	33



Number of prefectures with restaurants: 39

Number of prefectures without restaurants: 8

Kochi, Tokushima, Ehime, Oita

Miyazaki, Nagasaki, Kagoshima, Okinawa

Trend in Openings & Closures – Consolidated

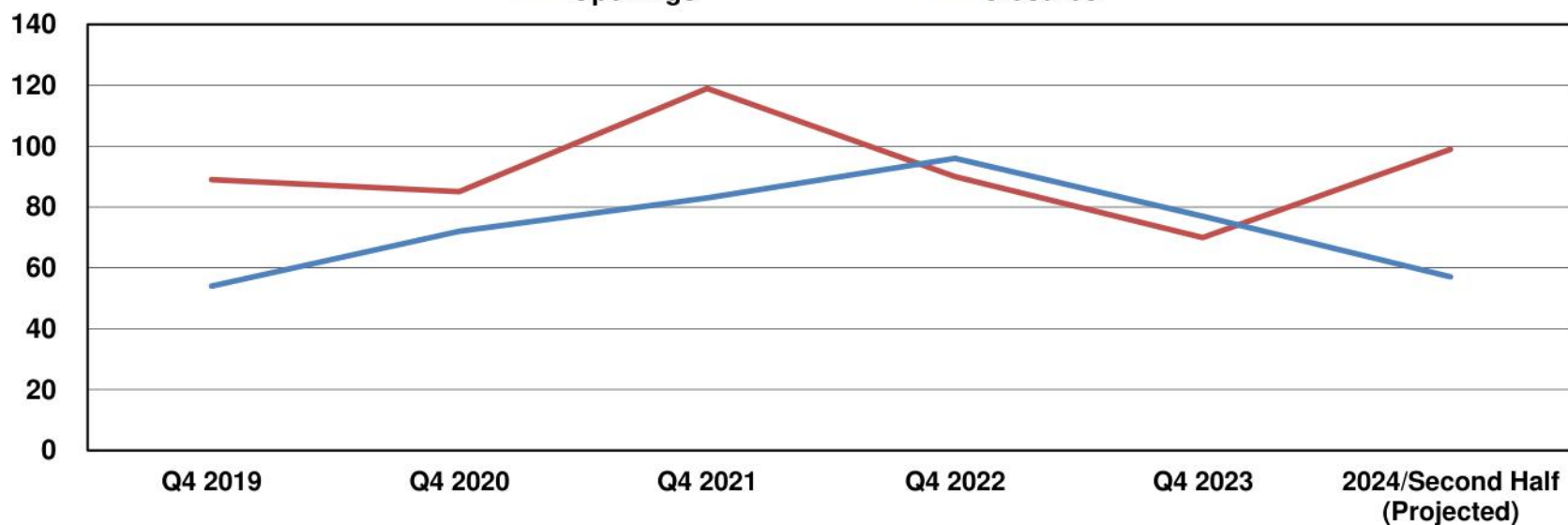
	Q4 2019	Q4 2020	Q4 2021	Q4 2022	Q4 2023	Q4 2024 Projected
Openings	89	85	119	90	70	99
Closures	54	72	83	96	77	57
Total Restaurants at End of Period	1,504	1,517	1,553	1,547	1,540	1,582

Note: A net increase of 42 restaurants is projected in Q4 2024.

Unit: Number of Restaurants

— Openings

— Closures



Trend in Openings & Closures – In Japan

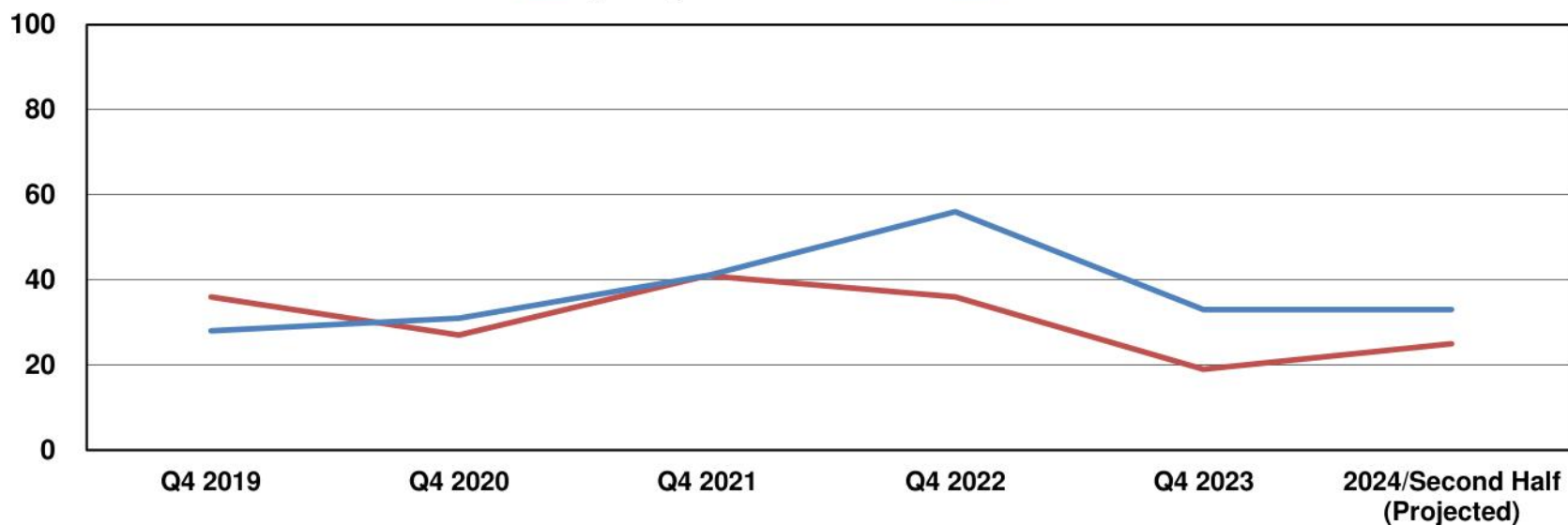
	Q4 2019	Q4 2020	Q4 2021	Q4 2022	Q4 2023	Q4 2024 Projected
Openings	36	27	41	36	19	25
Closures	28	31	41	56	33	33
Total Restaurants at End of Period	1,093	1,089	1,089	1,069	1,055	1,047

Note: A net decrease of 8 restaurants is projected in Q4 2024.

Unit: Number of Restaurants

— Openings

— Closures



Trend in Openings & Closures – Overseas

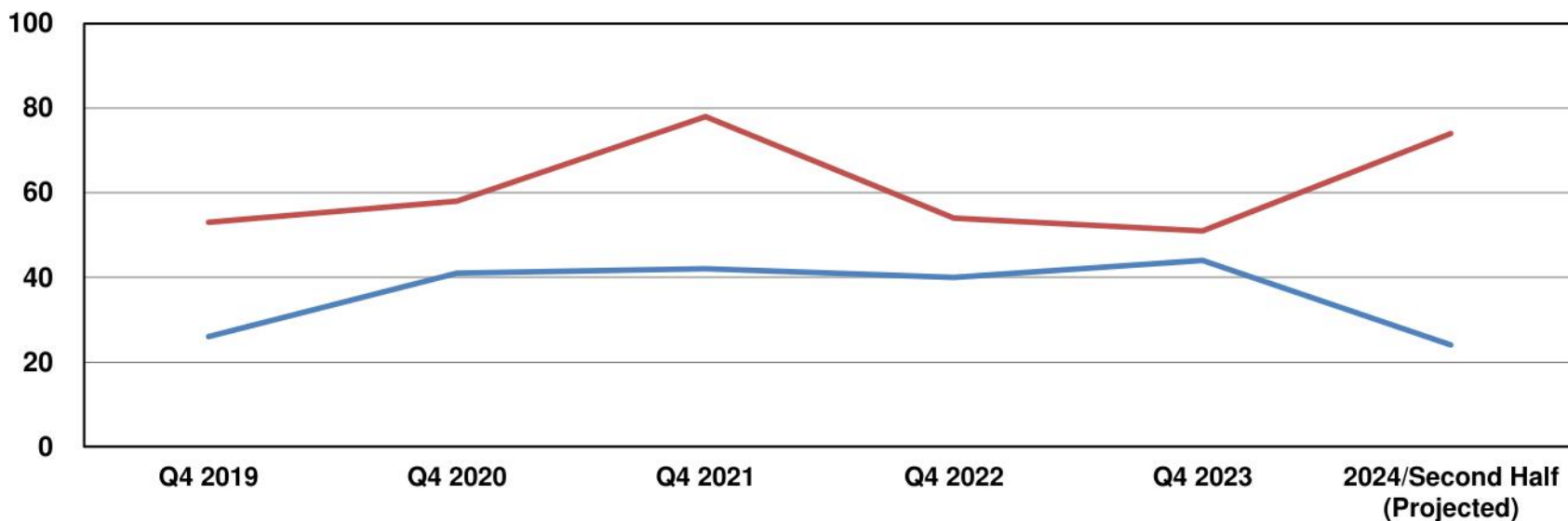
	Q4 2019	Q4 2020	Q4 2021	Q4 2022	Q4 2023	Q4 2024 Projected
Openings	53	58	78	54	51	74
Closures	26	41	42	40	44	24
Total Restaurants at End of Period	411	428	464	478	485	535

Note: A net increase of 50 restaurants is projected in Q4 2024.

Unit: Number of Restaurants

— Openings

— Closures



Capital Expenditure

Unit: Millions of Yen

	Q4 2019	Q4 2020	Q4 2021	Q4 2022	Q4 2023	Q4 2024 (Projected)
Restaurant Openings	1,979	1,460	2,081	1,900	1,146	2,564
Renovation of Existing Restaurants	1,113	2,071	1,413	223	961	2,931
Yoshikawa Plant	9	7	0	3	652	211
Kanagawa Plant	42	23	114	776	4	671
Fukushima Plant	42	118	2	0	33	429
Hyogo Plant	15	15	1	21	0	544
Chiba Plant	252	73	488	2	5	18
Head Office and Other	178	402	142	174	368	1,397
Subsidiaries	2,453	2,518	3,419	2,819	3,179	5,831
Capital Expenditure (=A)	6,083	6,687	7,660	5,918	6,348	14,595
Cash Flow (=B)	10,309	1,347	6,831	11,014	10,605	16,208
of which Depreciation Costs	6,229	5,690	5,951	6,242	6,342	8,900
Difference between A and B	4,226	-5,340	-829	5,096	4,257	1,613

Note: The cash flow uses simple calculation.

Projected Business Performance

	Full Year	Year-on-Year
Net Sales	211.0	115.1%
Operating Income	13.1	181.4%
Profit for the Year	8.2	159.1%

Unit: Billions of Yen

■ Net Sales

Japan: 135 billion yen, Overseas: 76 billion yen

Net decrease of 8 restaurants in Japan, net increase of 50 restaurants overseas.

Ratio compared to the previous year for existing restaurants in Japan: 113.6%.

Ratio compared to the previous year for existing restaurants overseas: 110.3%

■ Operating Income

Japan: 2.0 billion yen, Asia: 10.9 billion yen, Australia: 0.2 billion yen

Gross margin ratio in Japan: 58%

Exchange rates: AUD 94.78, EUR 159.84, USD 146.20

■ Profit for the Year

Japan: 1.1 billion yen, Asia: 6.9 billion yen, Australia: 0.15 billion yen

■ Exchange Rate Assumptions for Budgeting

CNY 19.94, TWD 4.66, HKD 18.50, SGD 108.38

Indicators		Q4 2024 (Projected)
Return on Assets (ROA)	%	8.1
Total Asset Turnover	No. of times	1.3
Earnings Per Share (EPS)	Yen	168.02
Book Value Per Share (BPS)	Yen	2,172.19
Equity Ratio	%	65.2
Return on Equity (ROE)	%	8.0

Future Initiatives

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

Improvement of Restaurant Operations (Reduction of Labor through Digitization)

Overall Reconstruction of Menu and Improvement of Core Menu Products

Reconstruction of Food Supply System (Logistics, Production, Purchasing)

Reduction of Store Work with Commissary Function

Reduction of Plant Waste (Ingredient Waste, Energy Loss)

Creation of Small Investment and Low-cost Operation Stores

Store Manager Training to Improve Store Management Level

Building Store Organization and Improving Store Operation Quality

Continued Efforts to Develop a New Format

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

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

Saizeriya Co., Ltd. Financial Results Explanatory Materials for the Fiscal Year ended August 31, 2023

(51st term: from September 1, 2022 to August 31, 2023)

