

Financial Highlights

Fiscal 2013 Financial Announcement



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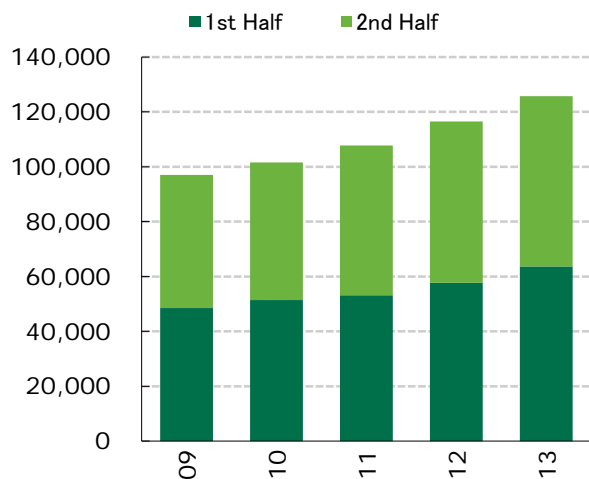


1. Historical Profit & Loss Statement Summary

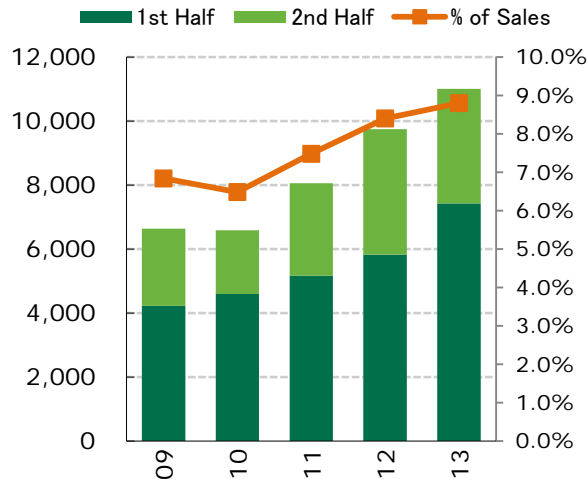
In million yen, %

	FY2009		FY2010		FY2011				FY2012				FY2013			
	Full-year		Full-year		Interim		Full-year		Interim		Full-year		Interim		Full-year	
	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%
Sales	97,078		101,576		53,175		107,754		57,714		116,525		63,673		125,666	
COGS	26,647	27.4%	27,649	27.2%	13,507	25.4%	28,474	26.4%	14,737	25.5%	30,663	26.3%	16,043	25.2%	32,972	26.2%
Gross Margin	70,431	72.6%	73,927	72.8%	39,667	74.6%	79,280	73.6%	42,976	74.5%	85,861	73.7%	47,630	74.8%	92,693	73.8%
SG&A	63,990	65.9%	67,596	66.5%	34,622	65.1%	71,484	66.3%	37,242	64.5%	76,145	65.3%	40,254	63.2%	81,742	65.0%
Operating Income	6,441	6.6%	6,330	6.2%	5,044	9.5%	7,796	7.2%	5,734	9.9%	9,715	8.3%	7,375	11.6%	10,951	8.7%
Non-operating Income	269	0.3%	343	0.3%	144	0.3%	294	0.3%	101	0.2%	106	0.1%	72	0.1%	118	0.1%
Non-operating Expense	74	0.1%	88	0.1%	27	0.1%	32	0.0%	7	0.0%	79	0.1%	22	0.0%	72	0.1%
Ordinary Income	6,637	6.8%	6,585	6.5%	5,161	9.7%	8,057	7.5%	5,829	10.1%	9,742	8.4%	7,426	11.7%	10,996	8.8%
Extraordinary Income	217	0.2%	165	0.2%	64	0.1%	91	0.1%	6	0.0%	5	0.0%	94	0.1%	94	0.1%
Extraordinary Loss	682	0.7%	4,208	4.1%	196	0.4%	335	0.3%	338	0.6%	477	0.4%	137	0.2%	252	0.2%
Net Earnings before Taxes	6,172	6.4%	2,542	2.5%	5,029	9.5%	7,813	7.3%	5,497	9.5%	9,270	8.0%	7,382	11.6%	10,839	8.6%
Net Earnings	3,347	3.4%	1,147	1.1%	2,827	5.3%	3,844	3.6%	3,218	5.6%	5,317	4.6%	4,333	6.8%	5,998	4.8%

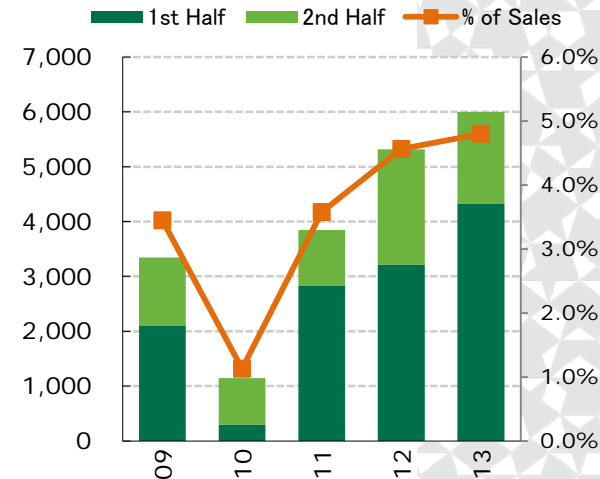
Sales



Ordinary Income



Net Earnings



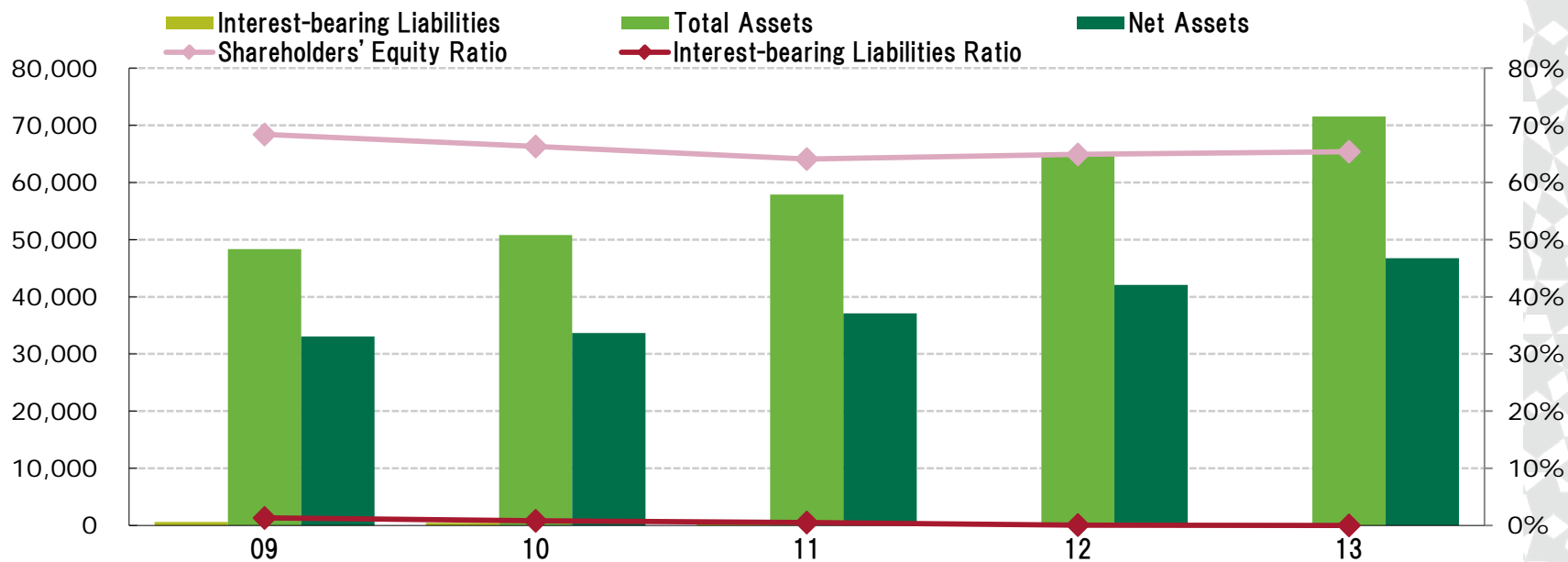
2. Historical Balance Sheet Summary

In million yen, %

	FY2009	FY2010	FY2011	FY2012	FY2013
Interest-bearing Liabilities	625	430	301	40	-
Short-term Debts	395	329	261	40	-
Long-term Debts	230	101	40	-	-
Total Assets	48,335	50,791	57,894	64,845	71,537
Net Assets	33,061	33,667	37,111	42,088	46,777
Shareholders' Equity Ratio	68.4%	66.3%	64.1%	64.9%	65.4%
Interest-bearing Liabilities Ratio	1.3%	0.8%	0.5%	0.1%	-
Capital Investments*	2,704	4,449	4,969	7,533	7,952
Depreciation**	3,676	3,893	4,099	4,446	4,793

*Including Key Money

**Including Amortization Cost



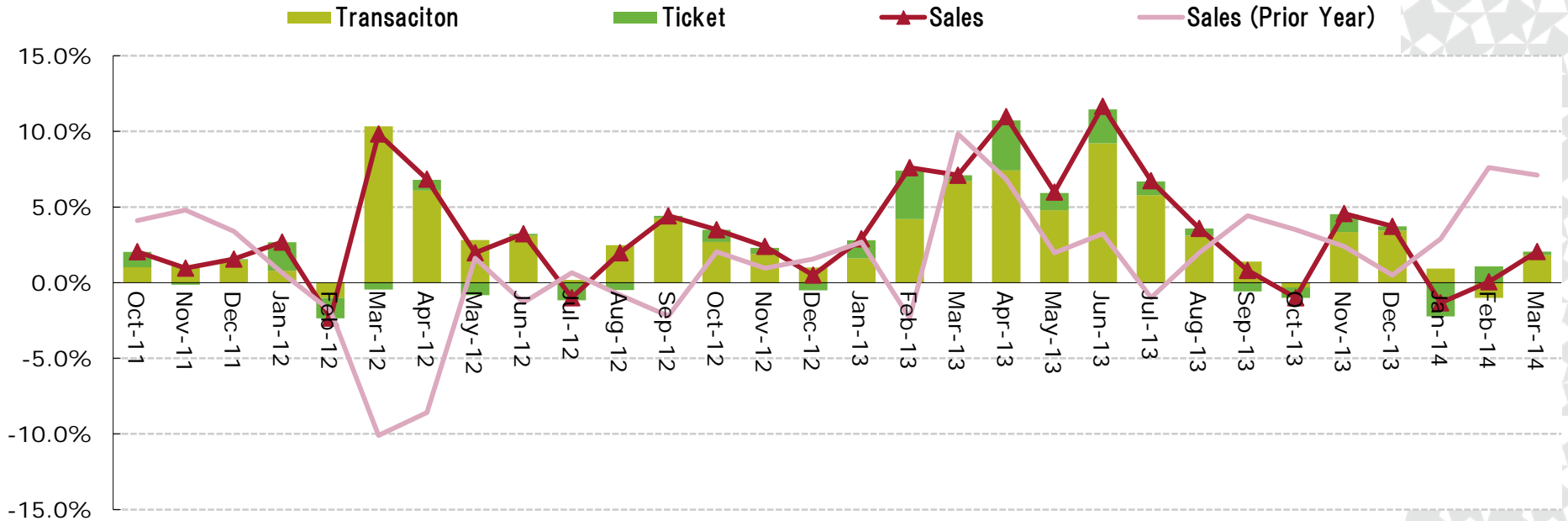
3. Comparable Store Sales Trends

FY2013

	Apr-13	May-13	Jun-13	Jul-13	Aug-13	Sep-13	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14	Full-year
Sales	111.0%	106.0%	111.7%	106.7%	103.6%	100.8%	99.0%	104.6%	103.7%	98.7%	100.1%	102.1%	103.9%
Transaction	107.4%	104.8%	109.2%	105.8%	103.1%	101.4%	99.7%	103.3%	103.4%	100.9%	99.0%	101.8%	103.3%
Ticket	103.3%	101.1%	102.2%	100.9%	100.5%	99.4%	99.3%	101.2%	100.3%	97.8%	101.1%	100.2%	100.6%

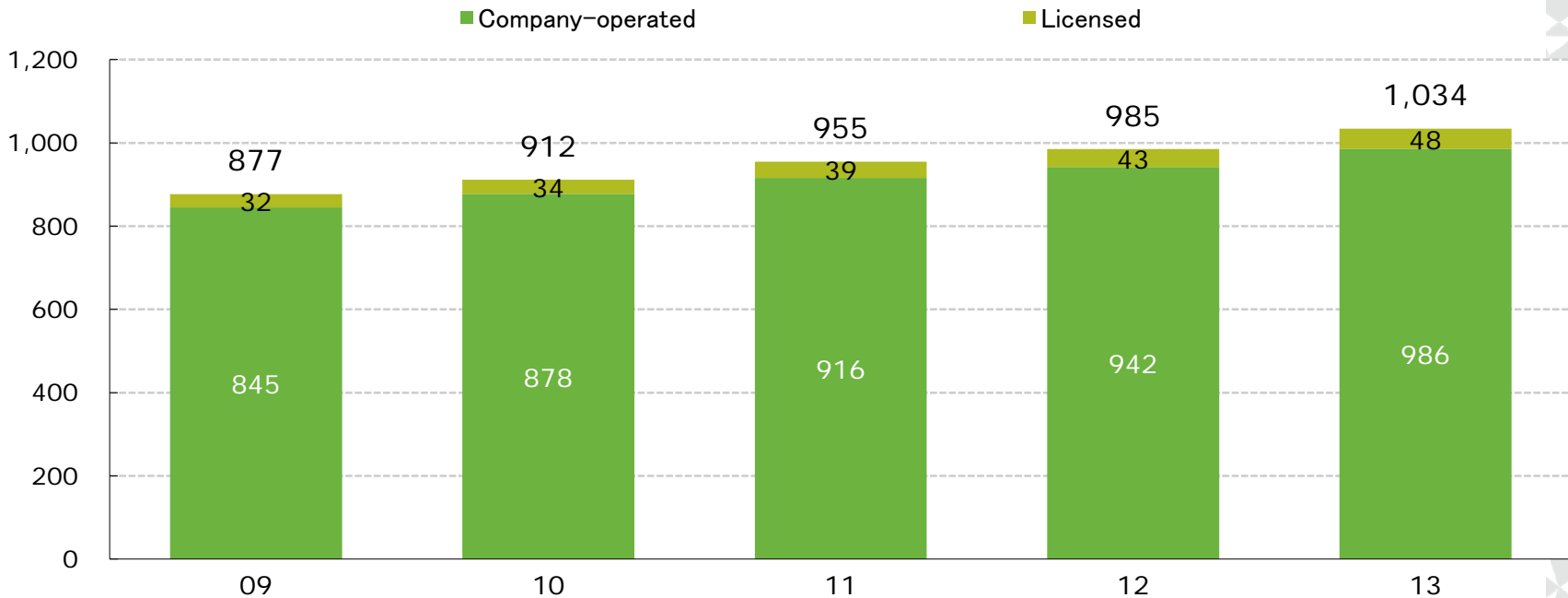
FY2012

	Apr-12	May-12	Jun-12	Jul-12	Aug-12	Sep-12	Oct-12	Nov-12	Dec-12	Jan-13	Feb-13	Mar-13	Full-year
Sales	106.8%	102.0%	103.2%	99.0%	102.0%	104.4%	103.5%	102.4%	100.5%	102.9%	107.6%	107.1%	103.4%
Transaction	106.1%	102.8%	103.1%	100.2%	102.5%	104.3%	102.7%	101.9%	101.0%	101.6%	104.2%	106.7%	103.1%
Ticket	100.7%	99.2%	100.1%	98.8%	99.5%	100.2%	100.8%	100.4%	99.5%	101.2%	103.2%	100.4%	100.3%



4. Store Counts

	FY2009	FY2010	FY2011	FY2012	FY2013
Hokkaido & Tohoku	43	46	51	55	60
Kanto & Koshin'etsu	489	505	522	533	553
Tokai	88	96	100	103	110
Hokuriku	13	14	15	15	17
Kansai	130	133	142	145	152
Chugoku & Shikoku	36	38	40	43	47
Kyusyu & Okinawa	78	80	85	91	95
Total	877	912	955	985	1,034



5. Key Management Indices

Indices	Unit	FY2009	FY2010	FY2011		FY2012		FY2013	
		Full-year	Full-year	Interim	Full-year	Interim	Full-year	Interim	Full-year
Sales	M yen	97,078	101,576	53,175	107,754	57,714	116,525	63,673	125,666
Operating Income	M yen	6,441	6,330	5,044	7,796	5,734	9,715	7,375	10,951
Ordinary Income	M yen	6,637	6,585	5,161	8,057	5,829	9,742	7,426	10,996
Net Earnings	M yen	3,347	1,147	2,827	3,844	3,218	5,317	4,333	5,998
Total Assets	M yen	48,335	50,791	53,724	57,894	59,097	64,845	67,580	71,537
Net Assets	M yen	33,061	33,667	35,736	37,111	39,456	42,088	45,152	46,777
Capital Stock	M yen	8,380	8,442	8,446	8,471	8,506	8,521	8,537	8,548
Operating Cash Flow	M yen	10,294	4,619	5,798	10,922	3,680	9,565	7,976	12,804
Investment Cash Flow	M yen	-2,448	-3,911	-2,477	-4,763	-3,337	-6,233	-4,204	-8,149
Financial Cash Flow	M yen	-2,442	-639	-787	-784	-819	-1,021	-1,134	-1,135
*Book Value per Share (BPS)	Yen	231.64	234.86	249.25	258.48	274.32	292.39	313.38	324.50
*Earnings per Share (EPS)	Yen	23.46	8.03	19.72	26.81	22.39	36.97	30.09	41.64
Price Earnings Ratio (PER)	Times	17.5	55.5	-	18.3	-	21.5	-	27.4
*Closing Stock Price	Yen	410	446	451	492	545	794	1,179	1,141
Gross Margin % of Sales	%	72.6%	72.8%	74.6%	73.6%	74.5%	73.7%	74.8%	73.8%
SG&A % of Sales	%	65.9%	66.5%	65.1%	66.3%	64.5%	65.3%	63.2%	65.0%
Ordinary Income % of Sales	%	6.8%	6.5%	9.7%	7.5%	10.1%	8.4%	11.7%	8.8%
Net Earnings % of Sales	%	3.4%	1.1%	5.3%	3.6%	5.6%	4.6%	6.8%	4.8%
Return on Equity (ROE)	%	10.6%	3.4%	-	10.9%	-	13.4%	-	13.5%
Shareholders' Equity Ratio	%	68.4%	66.3%	-	64.1%	-	64.9%	-	65.4%
Total Assets Turnover	Times	2.1	2.0	-	1.9	-	1.8	-	1.8
Return on Assets (ROA)	%	14.4%	13.3%	-	14.8%	-	15.9%	-	16.1%
Number of Full-time Employees	Job	1,879	1,868	1,877	1,840	1,854	1,821	1,954	2,003

* is calculated assuming that this stock split was implemented at the beginning of FY2009.