

決算期	At year-end	2006/2	2007/2	2008/2	2009/2	2010/2
資産の部	Assets					
流動資産:	Current assets:					
現金及び預金	Cash and cash equivalents	54,800	50,945	52,736	51,993	61,475
加盟店貸勘定	Due from franchised stores	3,337	3,404	3,208	3,542	3,496
有価証券	Marketable securities	14,704	14,011	17,026	17,023	5,024
たな卸資産	Inventories	2,122	2,490	2,542	2,494	-
商品	Merchandise	-	-	-	-	1,954
貯蔵品	Supplies	-	-	-	-	35
前払費用	Prepaid expenses	3,381	3,612	3,905	4,036	3,879
繰延税金資産	Deferred tax assets	1,137	867	1,050	1,288	646
未収入金	Other accounts receivable	9,138	9,300	9,697	7,575	8,079
その他	Other current assets	3,883	4,276	4,425	4,724	5,556
貸倒引当金	Allowance for doubtful accounts	(460)	(396)	(348)	(351)	(227)
流動資産合計	Total current assets	92,044	88,511	94,243	92,328	89,919
固定資産:	Fixed assets:					
有形固定資産	Property and equipment	42,451	46,319	47,355	49,572	60,068
建物及び構築物(純額)	Buildings and structures	29,375	32,437	33,648	35,263	35,588
機械装置及び運搬具(純額)	Equipment and vehicles	18	20	16	10	7
工具、器具及び備品(純額)	Tools, furniture and fixtures	3,726	4,072	3,864	4,989	4,397
土地	Land	8,864	8,944	8,816	8,504	8,399
リース資産(純額)	Leased assets	-	-	-	-	11,549
建設仮勘定	Construction in progress	466	844	1,009	805	127
無形固定資産	Intangible fixed assets	5,836	6,351	8,402	12,088	11,776
ソフトウェア	Software	3,202	3,047	3,844	7,593	8,236
ソフトウェア仮勘定	Software development in progress	8	569	1,511	1,222	48
連結調整勘定	Excess of cost of investments over equity in net assets acquired	218	-	-	-	-
のれん	Goodwill	-	144	58	-	-
その他	Other intangible fixed assets	2,406	2,590	2,988	3,272	3,491
投資その他の資産	Investments and other assets	71,435	71,193	68,819	68,315	63,078
投資有価証券	Investment securities	7,318	5,832	4,798	4,949	4,008
繰延税金資産	Deferred tax assets	3,371	3,644	4,159	3,275	3,397
差入保証金	Leasehold deposits	54,104	54,053	52,781	52,935	49,323
その他	Other investments	8,110	9,117	8,567	8,636	7,599
貸倒引当金	Allowance for doubtful accounts	(1,469)	(1,454)	(1,488)	(1,481)	(1,251)
固定資産合計	Total fixed assets	119,722	123,865	124,577	129,976	134,923
資産合計	Total assets	211,767	212,377	218,821	222,305	224,843



(単位: 百万円 / ¥ million)

決算期	At year-end	2006/2	2007/2	2008/2	2009/2	2010/2
負債の部	Liabilities					
流動負債:	Current liabilities:					
買掛金	Trade payables	36,551	36,470	36,088	34,281	32,779
加盟店借勘定	Due to franchised stores	3,054	2,672	2,496	2,038	1,901
リース債務	Lease obligations	-	-	-	-	1,287
短期借入金	Short-term borrowings	114	-	-	-	-
未払金	Other accounts payable	5,488	5,738	5,862	8,129	6,295
未払法人税等	Income taxes payable	6,075	3,617	3,304	4,474	841
預り金	Money held as agent	21,335	23,641	26,630	24,930	25,876
賞与引当金	Accrued employees' bonuses	768	765	771	826	805
役員賞与引当金	Accrued directors' and corporate auditors' bonuses	-	46	47	37	26
ポイント引当金	Allowance for incentive points	-	-	80	57	46
その他	Other current liabilities	3,316	3,133	3,169	2,317	2,097
流動負債合計	Total current liabilities	76,704	76,086	78,451	77,091	71,956
固定負債:	Long-term liabilities:					
リース債務	Lease obligations	-	-	-	-	6,061
長期借入金	Long-term debt	28	-	-	-	-
退職給付引当金	Employee retirement benefit liability	2,399	2,380	708	374	308
長期預り保証金	Long-term guarantee deposits received	12,386	11,753	11,096	10,978	10,822
債務保証損失引当金	Allowance for debt guarantees	-	-	136	-	-
リース資産減損勘定	Allowance for impairment loss on leased assets	615	1,150	914	818	775
その他	Other long-term liabilities	1,240	1,124	2,882	2,386	2,087
固定負債合計	Total long-term liabilities	16,669	16,407	15,738	14,556	20,055
負債合計	Total liabilities	93,374	92,493	94,189	91,648	92,011
少数株主持分	Minority interests in consolidated subsidiaries					
少数株主持分	Minority interests in consolidated subsidiaries	0	-	-	-	-
資本の部	Shareholders' equity					
資本金	Common stock	8,380	-	-	-	-
資本剰余金	Capital surplus	36,093	-	-	-	-
利益剰余金	Retained earnings	72,907	-	-	-	-
その他有価証券評価差額金	Net unrealized gains on available-for-sale securities	1,026	-	-	-	-
自己株式	Less, treasury stock, at cost	(14)	-	-	-	-
資本合計	Total shareholders' equity	118,392	-	-	-	-
負債、少数株主持分及び資本合計	Total liabilities, minority interests and shareholders' equity	211,767	-	-	-	-
純資産の部	Equity					
株主資本:	Shareholders' equity					
資本金	Common stock	-	8,380	8,380	8,380	8,380
資本剰余金	Capital surplus	-	36,093	36,093	36,093	36,092
利益剰余金	Retained earnings	-	79,617	84,636	90,721	92,923
自己株式	Less, treasury stock, at cost	-	(5,021)	(5,025)	(5,028)	(5,030)
株主資本合計	Total shareholders' equity	-	119,070	124,084	130,166	132,366
評価・換算差額等:	Unrealized gains or losses and translation differences, etc.					
その他有価証券評価差額金	Net unrealized gains on available-for-sale securities	-	812	523	489	465
評価・換算差額等合計	Total unrealized gains or losses and translation differences, etc.	-	812	523	489	465
少数株主持分:	Minority interests					
少数株主持分	Minority interests	-	0	24	-	-
純資産合計	Total equity	-	119,883	124,631	130,656	132,831
負債純資産合計	Total liabilities and equity	-	212,377	218,821	222,305	224,843