

決算期	Fiscal years ended	2006/2	2007/2	2008/2	2009/2	2010/2
<b>営業活動によるキャッシュ・フロー:</b>	<b>Operating Activities:</b>					
税金等調整前当期純利益	Income before income taxes	19,857	18,386	15,239	17,956	<b>10,780</b>
減価償却費及びその他の償却費	Depreciation and amortization	8,387	7,766	7,260	8,614	<b>11,051</b>
減損損失	Impairment loss on fixed assets	4,985	3,169	2,715	3,225	<b>3,528</b>
連結調整勘定償却額	Amortization of excess of cost of investments over equity in net assets acquired	90	-	-	-	-
のれん償却額	Amortization of goodwill	-	122	75	-	-
投資有価証券評価損益	Loss on write-down of investment securities	127	228	18	91	<b>3</b>
投資有価証券売却損益	Gain on sales of investment securities	(43)	-	(85)	(100)	-
固定資産処分損益	Loss on sales or disposal of property and equipment	844	902	1,842	999	<b>222</b>
貸倒引当金の増減額	(Decrease) increase in allowance for doubtful accounts	(39)	(147)	(13)	(4)	<b>(353)</b>
賞与引当金の増減額	(Decrease) increase in accrued employees' bonuses	46	(17)	(1)	55	<b>(20)</b>
役員賞与引当金の増減額	(Decrease) increase in accrued directors' and corporate auditors' bonuses	-	46	(1)	(10)	<b>(11)</b>
退職給付引当金の増減額	(Decrease) increase in employee retirement benefit liability	(2,154)	(132)	(1,557)	(333)	<b>(66)</b>
役員退職慰労引当金の増減額	(Decrease) increase in severance benefits for directors and corporate auditors	(21)	-	-	-	-
債務保証損失引当金の増減額	(Decrease) increase in allowance for debt guarantees	-	-	136	(136)	-
受取利息及び受取配当金	Interest and dividend income	(442)	(556)	(674)	(764)	<b>(640)</b>
支払利息	Interest expenses	28	41	43	43	<b>185</b>
持分法による投資損益	Gain on investment in affiliates	-	-	-	(81)	<b>(66)</b>
営業債権の増減額	Decrease (increase) in trade receivables	(394)	(347)	178	1,997	<b>(331)</b>
たな卸資産の増減額	Decrease (increase) in inventories	91	(305)	18	47	<b>505</b>
買掛金・加盟店借勘定の増減額	(Decrease) increase in trade and due to franchised stores payable	(2,612)	(1,357)	(714)	(2,265)	<b>(1,639)</b>
未払金及び未払費用の増減額	Decrease (increase) in other accounts payable and accrued expenses	(322)	(427)	45	1,421	<b>(845)</b>
預り金の増減額	Increase (decrease) in money held as agent	3,862	2,165	3,131	(1,603)	<b>1,129</b>
役員賞与	Officers' bonus payments	(60)	(59)	-	-	-
解約損害金	Loss on cancellation of lease contracts	897	986	1,511	848	<b>729</b>
その他	Other	22	(903)	(736)	(1,211)	<b>(71)</b>
小計	Subtotal	33,150	29,562	28,432	28,789	<b>24,090</b>
利息及び配当金の受取額	Interest and dividends received	268	344	417	472	<b>359</b>
利息の支払額	Interest paid	(2)	(3)	(2)	(1)	<b>(147)</b>
法人税等の支払額	Income taxes paid	(6,206)	(10,201)	(7,584)	(6,735)	<b>(8,380)</b>
営業活動によるキャッシュ・フロー	Net cash provided by operating activities	27,210	19,701	21,262	22,525	<b>15,921</b>



(単位：百万円 / ¥ million)

決算期	Fiscal years ended	2006/2	2007/2	2008/2	2009/2	2010/2
<b>投資活動によるキャッシュ・フロー:</b>	<b>Investing Activities:</b>					
定期預金の預入による支出	Payments for time deposits	-	(800)	(1,600)	(1,600)	-
定期預金の払戻による収入	Proceeds from repayment of time deposits	-	800	1,600	1,600	<b>100</b>
有価証券の取得による支出	Increase in marketable securities	-	-	(3,000)	(15,000)	<b>(15,000)</b>
有価証券の売却による収入	Decrease in marketable securities	700	700	-	12,000	<b>18,000</b>
有形固定資産の取得による支出	Increase in property and equipment	(8,067)	(10,468)	(9,614)	(11,761)	<b>(13,635)</b>
有形固定資産の売却による収入	Decrease in property and equipment	321	419	346	668	<b>362</b>
無形固定資産の取得・長期前払費用の支出	Increase in intangible fixed assets and long-term prepaid expenses	(2,991)	(3,401)	(5,125)	(7,407)	<b>(3,408)</b>
投資有価証券の取得による支出	Increase in investment securities	(1,869)	(1,146)	(300)	(257)	<b>(230)</b>
投資有価証券の売却による収入	Decrease in investment securities	25	154	115	139	<b>1,000</b>
連結の範囲の変更を伴う子会社株式の取得による収入	Increase in cash through acquisition of a consolidated subsidiary	-	115	-	-	-
長期前受収益の増減額	Increase in long-term advances received	412	148	2,505	63	<b>244</b>
貸付による支出	Increase in loans receivable	(2,649)	(2,572)	(646)	(1,040)	<b>(1,957)</b>
貸付金の回収による収入	Collection of loans receivable	2,755	2,902	708	1,011	<b>1,376</b>
差入保証金の差入による支出	Increase in long-term leasehold deposits	(6,691)	(7,318)	(6,271)	(5,948)	<b>(2,484)</b>
差入保証金の回収による収入	Collection of fixed leasehold deposits	4,780	5,234	5,461	4,645	<b>4,732</b>
その他	Other	43	22	29	156	<b>5</b>
投資活動によるキャッシュ・フロー	Net cash used in investing activities	(13,229)	(15,209)	(15,791)	(22,731)	<b>(10,895)</b>
<b>財務活動によるキャッシュ・フロー:</b>	<b>Financing Activities:</b>					
短期借入金の純増減額	Net increase (decrease) in short-term borrowings	(55)	(218)	-	-	-
長期借入金の返済による支出	Repayment of long-term debt	(14)	(226)	-	-	-
リース債務の返済による支出	Repayment of lease obligations	-	-	-	-	<b>(893)</b>
自己株式の取得による支出	Increase in treasury stock	-	(5,007)	(5)	(4)	<b>(3)</b>
配当金の支払額	Dividends paid	(3,359)	(3,273)	(3,263)	(3,351)	<b>(3,349)</b>
預り保証金の受入による収入	Increase in guarantee deposits received	1,188	815	713	967	<b>735</b>
預り保証金の返還による支出	Decrease in guarantee deposits received	(1,750)	(1,942)	(1,613)	(1,253)	<b>(1,120)</b>
その他	Other	(7)	(4)	1	1	<b>0</b>
財務活動によるキャッシュ・フロー	Net cash used in financing activities	(3,998)	(9,856)	(4,168)	(3,640)	<b>(4,631)</b>
<b>現金及び現金同等物の増減額</b>	<b>Net (decrease) increase in cash and cash equivalents</b>	9,983	(5,364)	1,303	(3,846)	<b>394</b>
<b>現金及び現金同等物の期首残高</b>	<b>Cash and cash equivalents at beginning of year</b>	58,820	68,803	64,957	66,763	<b>62,916</b>
<b>新規連結に伴う現金及び現金同等物の増加額</b>	<b>Increase in cash and cash equivalents due to new consolidations</b>	-	1,518	502	-	<b>188</b>
<b>現金及び現金同等物の期末残高</b>	<b>Cash and cash equivalents at end of year</b>	68,803	64,957	66,763	62,916	<b>63,499</b>