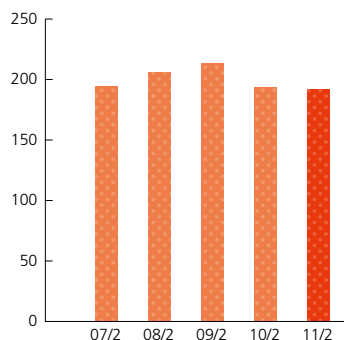


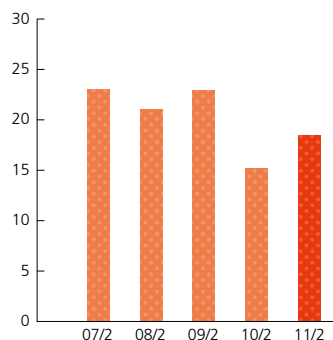
営業総収入
Total Operating Revenue

(10億円/¥ billion)



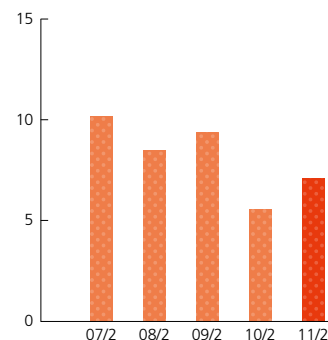
営業利益
Operating Income

(10億円/¥ billion)



当期純利益
Net Income

(10億円/¥ billion)



(単位:百万円/¥ million)

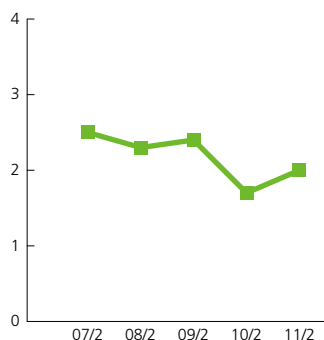


決算期	Fiscal years ended	2007/2	2008/2	2009/2	2010/2	2011/2
成長性	Growth Trends					
チェーン全店売上高	Total store sales	911,281	902,423	940,232	902,318	923,185
前期比伸び率 (%)	Y-o-Y change (%)	-0.9	-1.0	+4.2	-4.0	+2.3
営業総収入	Total operating revenue	194,392	206,373	213,398	194,142	192,304
前期比伸び率 (%)	Y-o-Y change (%)	+5.5	+6.2	+3.4	-9.0	-0.9
営業総利益	Operating gross profit	134,033	135,758	138,285	129,782	133,120
前期比伸び率 (%)	Y-o-Y change (%)	+0.6	+1.3	+1.9	-6.1	+2.6
営業利益	Operating income	23,113	21,095	23,009	15,199	18,571
前期比伸び率 (%)	Y-o-Y change (%)	-10.4	-8.7	+9.1	-33.9	+22.2
経常利益	Recurring profit	22,110	19,470	22,566	14,607	17,477
前期比伸び率 (%)	Y-o-Y change (%)	-11.7	-11.9	+15.9	-35.3	+19.6
当期純利益	Net income	10,237	8,579	9,435	5,554	7,165
前期比伸び率 (%)	Y-o-Y change (%)	-11.0	-16.2	+10.0	-41.1	+29.0
減価償却費及び償却費	Depreciation and amortization	6,694	6,729	7,887	10,372	11,678
キャッシュ・フロー	Cash flows	16,931	15,383	17,322	15,926	18,843
設備投資	Capital expenditure	21,219	20,705	26,358	18,322	16,867

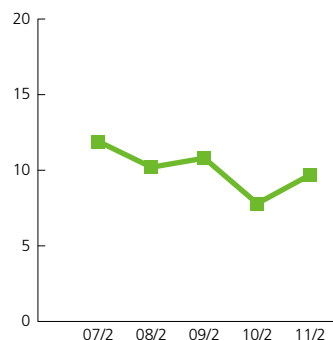
注: 1. チェーン全店売上高とは、本体における加盟店および自営店の売上高合計額です。
2. キャッシュ・フロー = 当期純利益 + 減価償却費及び償却費

Notes: 1. Total store sales is the sum of net sales of franchised and Company-owned stores.
2. Cash flows = Net income + Depreciation and amortization

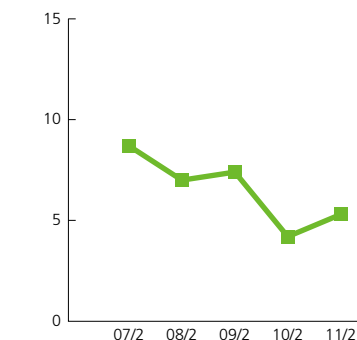
チェーン全店売上高営業利益率
Ratio of Operating Income to
Total Store Sales
(%)



営業総収入営業利益率
Ratio of Operating Income
to Total Operating Revenue
(%)



自己資本当期純利益率(ROE)
Return on Equity (ROE)
(%)



決算期	Fiscal years ended	2007/2	2008/2	2009/2	2010/2	2011/2
収益性 Profitability						
チェーン全店売上高営業利益率(%)	Ratio of operating income to total store sales (%)	2.5	2.3	2.4	1.7	2.0
営業総収入営業利益率(%)	Ratio of operating income to total operating revenue (%)	11.9	10.2	10.8	7.8	9.7
営業総収入経常利益率(%)	Ratio of recurring profit to total operating revenue (%)	11.4	9.4	10.6	7.5	9.1
総資本営業利益率(ROA)(%)	Return on assets (ROA) (%)	11.2	10.1	10.8	7.1	8.2
自己資本当期純利益率(ROE)(%)	Return on equity (ROE) (%)	8.7	7.0	7.4	4.2	5.3
総資本回転率(回)	Total asset turnover (times)	0.92	0.96	0.97	0.87	0.83
営業総収入販管費率(%)	Ratio of selling, general and administrative expenses to total operating revenue (%)	57.1	55.6	54.0	59.0	59.6
生産性 Productivity						
従業員1人当たり営業総収入(千円)	Total operating revenue per employee (¥ thousand)	103,815	108,703	110,712	98,775	96,104
従業員1人当たり営業利益(千円)	Operating income per employee (¥ thousand)	12,344	11,111	11,937	7,733	9,281
期末従業員数(人)	Employees at year-end	1,890	1,907	1,948	1,983	2,019
財政状態 Financial Position						
総資産	Total assets	212,377	218,821	222,305	224,843	240,027
流動資産	Current assets	88,511	94,243	92,328	89,919	105,571
固定資産	Fixed assets	123,865	124,577	129,976	134,923	134,455
純資産	Total equity	119,883	124,631	130,656	132,831	136,672
自己資本比率(%)	Shareholders' equity ratio (%)	56.4	57.0	58.8	59.1	56.9

(単位:百万円/¥ million)

注: 1. 総資本営業利益率(ROA) = (営業利益 + 受取利息及び受取配当金) / 総資産(期中平均) × 100
 2. 自己資本当期純利益率(ROE) = 当期純利益 / 自己資本(期中平均) × 100
 3. 総資本回転率 = 営業総収入 / 総資産(期中平均)
 4. 従業員1人当たり指標は、期中平均従業員数に基づき算出しています。
 5. 自己資本比率 = 純資産(期末) / 総資産(期末) × 100

Notes: 1. ROA = (Operating income + Interest and dividend income) / Total assets (Yearly average) x 100
 2. ROE = Net income / Shareholders' equity (Yearly average) x 100
 3. Total asset turnover = Total operating revenue / Total assets (Yearly average)
 4. Per employee statistics are based on the average number of employees for each fiscal year.
 5. Shareholders' equity ratio = Shareholders' equity (Fiscal year-end) / Total assets (Fiscal year-end) x 100