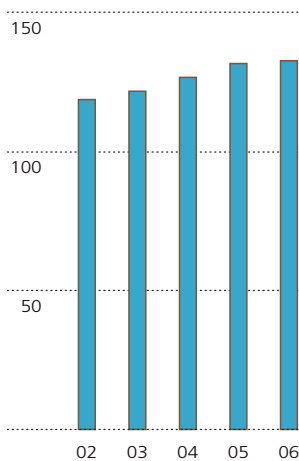
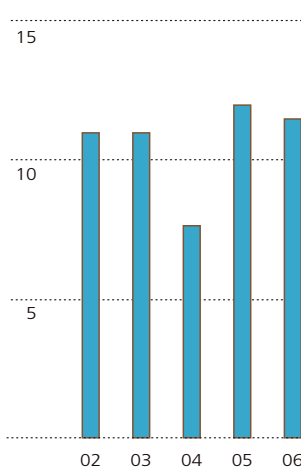


財務指標 FINANCIAL INDICATORS

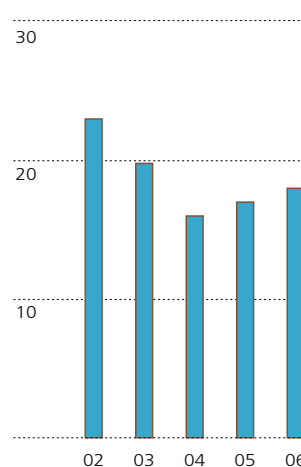
営業総利益
GROSS PROFIT
(10億円/¥ billion)



当期純利益
NET INCOME
(10億円/¥ billion)



設備投資
CAPITAL EXPENDITURE
(10億円/¥ billion)



連結 サークルKサンクス/シーアンドエス Circle K Sunkus/C&S (Consolidated)

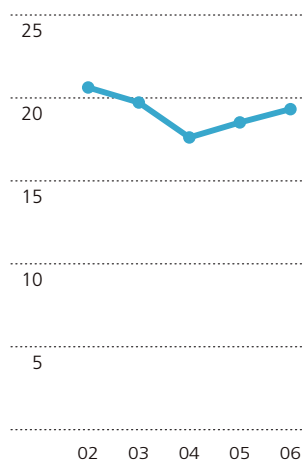
(単位:百万円/¥ million)

| 決算期 | Fiscal years ended | 2002/2 | 2003/2 | 2004/2 | 2005/2 | 2006/2 |
|------------|-------------------------------|---------|---------|---------|---------|----------------|
| 成長性 | Growth Trends | | | | | |
| チェーン全店売上高 | Total store sales | 860,441 | 891,889 | 902,247 | 933,521 | 919,824 |
| 前期比伸び率(%) | Year-on-year change (%) | — | 3.7 | 1.2 | 3.5 | -1.5 |
| 営業総収入 | Total operating revenues | 153,889 | 158,313 | 169,501 | 176,843 | 184,190 |
| 前期比伸び率(%) | Year-on-year change (%) | — | 2.9 | 7.1 | 4.3 | 4.2 |
| 営業総利益 | Gross profit | 119,219 | 122,731 | 127,747 | 132,099 | 133,259 |
| 前期比伸び率(%) | Year-on-year change (%) | — | 2.9 | 4.1 | 3.4 | 0.9 |
| 営業利益 | Operating income | 24,545 | 24,168 | 22,435 | 24,384 | 25,785 |
| 前期比伸び率(%) | Year-on-year change (%) | — | -1.5 | -7.2 | 8.7 | 5.7 |
| 経常利益 | Recurring profit | 23,378 | 23,574 | 19,701 | 23,625 | 25,031 |
| 前期比伸び率(%) | Year-on-year change (%) | — | 0.8 | -16.4 | 19.9 | 6.0 |
| 当期純利益 | Net income | 11,304 | 11,490 | 7,651 | 12,654 | 11,498 |
| 前期比伸び率(%) | Year-on-year change (%) | — | 1.6 | -33.4 | 65.4 | -9.1 |
| 償却額 | Depreciation and amortization | 10,573 | 10,070 | 9,932 | 8,075 | 8,387 |
| キャッシュ・フロー | Cash flows | 21,877 | 21,560 | 17,583 | 20,729 | 19,885 |
| 設備投資 | Capital expenditure | 23,203 | 19,793 | 15,839 | 17,056 | 17,567 |

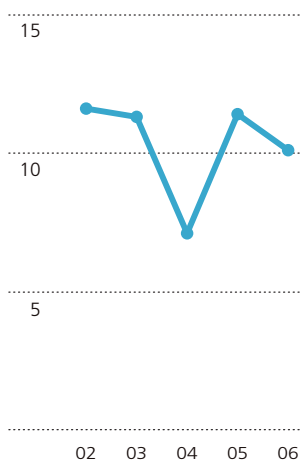
注: 1. チェーン全店売上高とは、本体における加盟店および自営店の売上高合計額であり、エリアフランチャイザーの数値は含まれておりません。
2. 償却額 = 減価償却費 + 長期前払費用償却額
3. キャッシュ・フロー = 当期純利益 + 償却額

Notes: 1. Total store sales is the sum of net sales of franchised and Company-owned stores and does not include sales by area franchised stores.
2. Depreciation and amortization = Depreciation and amortization + Depreciation and amortization of long-term prepaid expenses
3. Cash flows = Net income + Depreciation and amortization

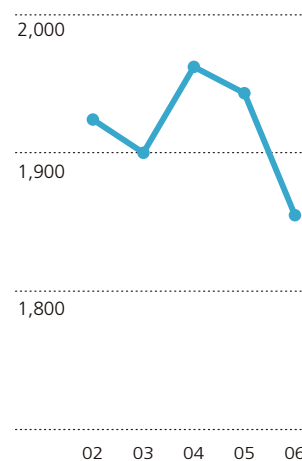
営業総利益営業利益率
RATIO OF OPERATING INCOME
TO GROSS PROFIT
(%)



株主資本当期純利益率
RETURN ON EQUITY (ROE)
(%)



期末従業員数
EMPLOYEES AT YEAR-END
(人)



連結 サークルKサンクス/シーアンドエス Circle K Sunkus/C&S (Consolidated)

(単位:百万円/¥ million)

| 決算期 | Fiscal years ended | 2002/2 | 2003/2 | 2004/2 | 2005/2 | 2006/2 |
|-------------------|---|---------|---------|---------|---------|----------------|
| 収益性 | Profitability | | | | | |
| 営業総利益営業利益率 (%) | Ratio of operating income to gross profit (%) | 20.6 | 19.7 | 17.6 | 18.5 | 19.3 |
| 営業総利益経常利益率 (%) | Ratio of recurring profit to gross profit (%) | 19.6 | 19.2 | 15.4 | 17.9 | 18.8 |
| 総資本事業利益率 (%) | Return on assets (ROA) (%) | 13.7 | 12.8 | 11.4 | 12.3 | 12.7 |
| 株主資本当期純利益率 (%) | Return on equity (ROE) (%) | 11.6 | 11.3 | 7.1 | 11.4 | 10.1 |
| 総資本回転率 (回) | Total asset turnover (times) | 0.66 | 0.64 | 0.64 | 0.65 | 0.65 |
| 営業総利益販管費率 (%) | Ratio of selling, general and administrative expenses to gross profit (%) | 79.4 | 80.3 | 82.4 | 81.5 | 80.7 |
| 生産性 | Productivity | | | | | |
| 従業員1人当たり営業総利益(千円) | Gross profit per employee (¥ thousand) | 62,797 | 64,190 | 66,156 | 67,656 | 70,173 |
| 従業員1人当たり営業利益(千円) | Operating income per employee (¥ thousand) | 12,929 | 12,640 | 11,619 | 12,489 | 13,578 |
| 期末従業員数(人) | Employees at year-end | 1,924 | 1,900 | 1,962 | 1,943 | 1,855 |
| 財政状態 | Financial Position | | | | | |
| 総資産 | Total assets | 188,564 | 194,487 | 204,873 | 201,055 | 211,767 |
| 流動資産 | Current assets | 61,089 | 61,237 | 75,230 | 80,962 | 92,044 |
| 固定資産 | Fixed assets | 127,474 | 133,250 | 129,642 | 120,093 | 119,722 |
| 株主資本 | Shareholders' equity | 97,398 | 106,083 | 110,945 | 110,043 | 118,392 |
| 株主資本比率 (%) | Shareholders' equity ratio (%) | 51.7 | 54.5 | 54.2 | 54.7 | 55.9 |

- 注: 1. 総資本事業利益率 = (営業利益 + 受取利息および配当金) / 総資本(期中平均) × 100
 2. 株主資本当期純利益率 = 当期純利益 / 株主資本(期中平均) × 100
 3. 総資本回転率 = 営業総利益 / 総資本(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おります。
 5. 株主資本比率 = 株主資本(期末) / 総資本(期末) × 100

- Notes: 1. ROA = (Operating income + Interest and dividend income) / Total assets (Yearly average) × 100
 2. ROE = Net income / Shareholders' equity (Yearly average) × 100
 3. Total asset turnover = Gross profit / 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) × 100