

Eleven-Year Summary

						millions of yen					millions of U.S. dollars	
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2019
Net sales / YOY (%)	79,665 / 110.3	83,504 / 104.8	90,571 / 108.5	102,052 / 112.7	115,041 / 112.7	128,489 / 111.7	131,029 / 102.0	140,919 / 107.5	145,535 / 103.3	154,409 / 106.1	158,918 / 102.9	1,431
Gross profit / Composition ratio (%)	40,647 / 51.0	42,865 / 51.3	48,001 / 53.0	55,661 / 54.5	62,619 / 54.4	68,492 / 53.3	68,046 / 51.9	71,573 / 50.8	74,155 / 51.0	79,507 / 51.5	81,760 / 51.4	736
Selling, general and administrative expenses / Composition ratio (%)	36,327 / 45.6	37,922 / 45.4	40,617 / 44.8	45,468 / 44.6	50,056 / 43.5	54,842 / 42.7	56,695 / 43.3	60,501 / 42.9	64,990 / 44.7	68,989 / 44.7	70,696 / 44.5	636
Operating income / Composition ratio (%)	4,319 / 5.4	4,942 / 5.9	7,384 / 8.2	10,193 / 10.0	12,562 / 10.9	13,649 / 10.6	11,351 / 8.7	11,071 / 7.9	9,165 / 6.3	10,518 / 6.8	11,063 / 7.0	99
Ordinary income / Composition ratio (%)	4,283 / 5.4	5,037 / 6.0	7,240 / 8.0	10,272 / 10.1	12,582 / 10.9	13,739 / 10.7	11,542 / 8.8	11,175 / 7.9	9,420 / 6.5	10,775 / 7.0	11,312 / 7.1	101
Net income attributable to owners of parent / Composition ratio (%)	1,274 / 1.6	1,403 / 1.7	3,596 / 4.0	5,016 / 4.9	7,316 / 6.4	7,920 / 6.2	6,332 / 4.8	6,494 / 4.6	5,191 / 3.6	5,247 / 3.4	6,417 / 4.0	57
Total assets / Turnover (times)	46,821 / 1.7	46,163 / 1.8	45,716 / 2.0	51,278 / 2.0	54,395 / 2.1	59,296 / 2.2	62,020 / 2.1	63,877 / 2.2	67,799 / 2.1	67,107 / 2.3	70,738 / 2.2	637
Total net assets	23,004	23,327	15,103	19,291	25,403	31,532	31,186	33,760	30,980	34,690	39,578	356
Inventory / Turnover (times) ¹	18,681 / 4.5	16,903 / 4.7	15,867 / 5.5	15,753 / 6.5	17,480 / 6.9	20,372 / 6.8	23,474 / 6.0	23,966 / 5.9	26,210 / 5.8	24,799 / 6.1	24,988 / 6.4	225
Interest-bearing debt	11,899	7,748	16,132	10,114	7,773	5,081	10,500	6,146	13,792	5,000	3,600	32
Cash flows from operating activities	1,286	7,933	6,923	12,081	5,238	6,828	4,730	11,689	4,868	13,938	9,140	82
Cash flows from investing activities	-4,373	-1,992	-2,069	-2,711	-3,528	-3,072	-3,249	-3,351	-4,511	-2,442	-5,926	-53
Cash flows from financing activities	3,434	-5,202	-3,443	-6,875	-3,533	-4,472	-1,328	-8,139	-508	-10,812	-3,711	-33
Cash and cash equivalents	3,322	4,061	5,471	7,966	6,142	5,429	5,585	5,799	5,630	6,300	5,839	52
Capital expenditures ²	3,604	1,415	4,254	2,576	2,809	3,419	2,453	3,479	4,445	3,053	5,833	52
Depreciation	1,258	1,209	1,363	1,416	1,518	1,711	1,801	1,795	1,863	1,801	1,859	16
Return on investment (ROI) (%) ³	12.6	16.8	20.9	38.1	42.1	41.1	27.7	29.0	20.5	28.6	27.8	-
Equity ratio (%)	49.1	50.5	33.0	37.6	46.7	53.2	50.3	52.8	45.2	50.1	53.5	-
Debt equity ratio (%) ⁴	103.5	97.9	202.7	165.8	114.1	88.0	98.9	89.2	118.8	93.4	78.7	-
Return on equity (ROE) (%)	5.6	6.1	18.7	29.2	32.7	27.8	20.2	20.0	16.1	16.3	18.0	-
Return on assets (ROA) (%)	9.5	10.8	15.8	21.2	23.8	24.2	19.0	17.8	14.3	16.0	16.4	-
Dividend payout ratio (%)	82.8	84.2	29.9	22.7	23.0	26.9	39.1	36.3	44.7	42.1	35.4	-
Dividends per share (DPS) (yen / U.S. dollars)	25.00	28.00	29.00	36.00	53.00	67.00	78.00	78.00	78.00	78.00	80.00	0.72
Earnings per share (EPS) (yen / U.S. dollars)	30.19	33.26	97.02	158.74	230.80	248.80	199.53	214.87	174.57	185.08	226.20	2.04
Book value per share (BPS) (yen / U.S. dollars)	545.02	552.68	478.39	609.66	799.65	990.22	1,019.68	1,117.23	1,081.49	1,186.01	1,333.16	12.01
Number of stores	183	196	207	237	271	315	334	357	360	347	358	-
Number of employees	2,781	2,783	2,792	3,033	3,309	3,652	3,863	4,237	4,427	4,518	4,605	-

¹ Figures are shown in terms of millions of yen with amounts less than this unit omitted. For convenience only, U.S. dollar figures have been calculated at the rate of exchange on March 31, 2019, of ¥110.99= U.S.\$1.

² Inventory turnover = Net sales ÷ Inventory (yearly average)

³ In the fiscal year ended March 31, 2011, capital expenditures includes change in asset retirement obligations fee of ¥1,619 million due to application of a new accounting standard regarding asset retirement obligations.

⁴ Return on investment = (Ordinary income + Interest expenses) ÷ (Interest-bearing debt + Shareholders' equity (yearly average)) × 100

⁵ Debt equity ratio = (Current liabilities + Noncurrent liabilities) ÷ Shareholders' equity × 100

