

Eleven-Year Summary of Consolidated Financial Statements

FAST RETAILING CO., LTD. and Consolidated Subsidiaries

Years Ended August 31

	2009	2008	2007	2006
For the year:				
Net sales	¥ 685,043	¥ 586,451	¥ 525,203	¥ 448,819
Operating income	108,639	87,493	64,963	70,355
Net income	49,797	43,529	31,775	40,437
At year-end:				
Total assets	¥ 463,285	¥ 404,720	¥ 359,770	¥ 379,655
Total net assets* ¹	261,413	264,014	243,283	240,480
Interest-bearing debt	35,400	20,016	24,429	22,774
Free cash flow* ²	24,941	71,915	(9,936)	15,570
Cash and equivalents* ³	169,574	169,888	119,216	141,404
Depreciation and amortization	9,765	8,523	6,567	5,364
Capital expenditures	22,601	21,017	26,441	16,261
Reference indices:				
Operating profit margin (%)	15.9%	14.9%	12.4%	15.7%
ROE (%)	19.1	17.3	13.6	19.7
Equity ratio (%)	56.0	64.7	66.7	60.1
Debt-equity ratio (%)	13.5	7.6	10.0	9.4
Dividend payout ratio (%)	32.7	30.4	41.7	32.7
Per share data (yen):				
Net income (EPS)	¥ 488.96	¥ 427.38	¥ 311.98	¥ 397.38
Net assets* ¹	2,550.86	2,572.09	2,357.79	2,240.77
Cash dividends	160.00	130.00	130.00	130.00
Other data:				
Market value (billions of yen, millions of U.S. dollars)	¥ 1,182	¥ 1,180	¥ 720	¥ 1,161
Total number of stores* ⁴	2,258	1,958	1,828	1,632
Directly-operated stores in Japan	[1,454]	[1,310]	[1,233]	[1,093]
Directly-operated stores overseas	[397]	[294]	[247]	[196]
Total sales floor space (m ²)* ⁵	740,489m ²	685,942m ²	626,998m ²	536,473m ²
Number of full-time employees* ⁶	11,037	8,054	6,514	3,990

*1. Beginning with the fiscal year ended August 31, 2006, minority interest has been included in net assets.

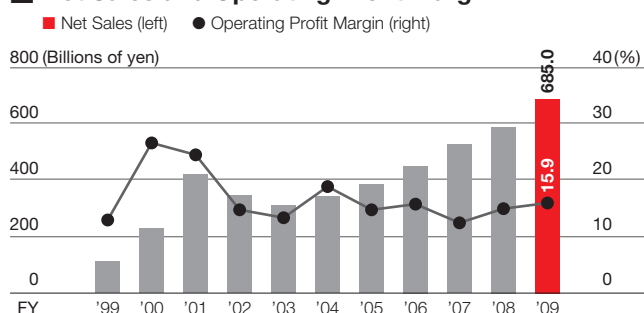
*2. Free cash flow = Net cash provided by (used in) operating activities + Net cash used in investing activities.

*3. Cash and equivalents include cash, time deposits with maturities of generally three months or less and marketable securities.

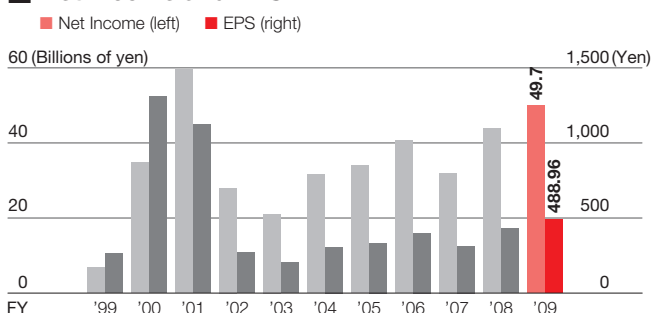
*4. Total number of stores includes franchise stores.

*5. Total sales floor space includes only directly-operated stores.

Net Sales and Operating Profit Margin



Net Income and EPS



Millions of Yen (except per share data and other data)*9

Thousands of U.S. Dollars*7

2005	2004	2003	2002*9	2001	2000	1999	2009
¥ 383,973	¥ 339,999	¥ 309,789	¥ 344,170	¥ 418,561	¥ 228,985	¥ 111,081	\$7,390,692
56,692	63,954	41,308	50,418	102,081	60,627	14,343	1,172,078
33,884	31,365	20,933	27,850	59,192	34,514	6,816	537,247
¥ 272,846	¥ 240,897	¥ 219,855	¥ 210,921	¥ 253,413	¥ 153,260	¥ 73,551	\$4,998,225
182,349	161,434	140,504	123,631	120,123	66,408	33,618	2,820,302
6,185	52	0	5,809	7,000	10,000	10,300	381,918
(1,425)	23,390	25,651	(29,288)	67,382	63,705	—*8	269,080
121,061	136,461	123,733	107,262	157,378	99,670	—*8	1,829,474
3,681	2,737	2,364	1,941	1,571	805	741	105,360
11,649	11,220	11,633	11,020	13,474	6,218	3,363	243,834
14.7%	18.8%	13.3%	14.7%	24.4%	26.5%	12.9%	15.9%
19.7	20.8	15.9	22.5	63.5	69.0	22.9	19.1
66.8	67.0	63.9	58.6	47.4	43.3	45.7	56.0
3.4	0.0	0.0	4.7	5.8	15.1	30.6	13.5
39.0	37.7	27.1	17.7	10.7	11.5	10.5	32.7
¥ 331.99	¥ 304.92	¥ 203.05	¥ 269.54	¥1,116.06	¥1,301.98	¥ 259.51	\$ 5.28
1,791.61	1,583.67	1,378.58	1,215.43	2,264.91	2,504.25	1,270.47	27.50
130.00	115.00	55.00	90.00	120.00	150.00	27.00	1.73
¥ 894	¥ 838	¥ 514	¥ 363	¥ 795	¥ 454	¥ 468	\$ 12,760
1,232	655	622	585	519	433	368	2,258
[775]	[635]	[582]	[558]	[507]	[421]	[357]	[1,454]
[157]	[9]	[26]	[15]	[0]	[0]	[0]	[397]
437,196m ²	363,901m ²	335,849m ²	305,504m ²	263,713m ²	186,801m ²	186,086m ²	740,489m²
2,668	1,782	1,776	1,853	1,598	1,265	1,055	11,037

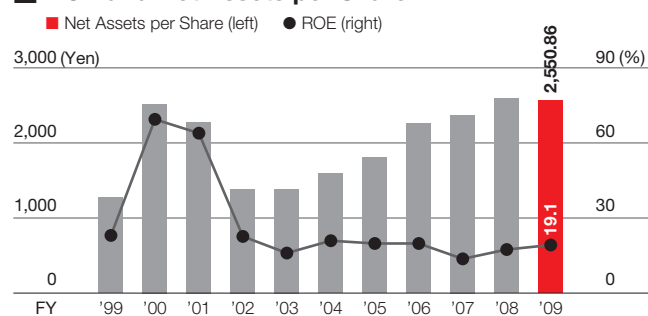
*6. Beginning with the fiscal year ended August 31, 2007, the number of entrusted operating officers has not been included in the number of full-time employees.

*7. Figures are calculated based on foreign exchange rates as of August 31, 2009.

*8. Cash flow data has not been included here because the Company did not prepare statements of cash flows for fiscal 1999 and prior years.

*9. Preparation of consolidated financial statements began in fiscal 2002.

ROE and Net Assets per Share



Annual Dividend per Share and Payout Ratio

