

Summary of Consolidated Financial Statements

Fast Retailing Co., Ltd. and consolidated subsidiaries
Fiscal years ended August 31

	2000	2001	2002	2003	2004
■ For the year:					
Net sales	¥ 228,985	¥ 418,561	¥ 344,170	¥ 309,789	¥ 339,999
Operating income	60,627	102,081	50,418	41,308	63,954
EBITDA*1	60,964	104,240	52,792	37,447	58,458
Net income	34,514	59,192	27,850	20,933	31,365

■ At year-end:					
Total assets	¥ 153,260	¥ 253,413	¥ 210,921	¥ 219,855	¥ 240,897
Total net assets*2	66,408	120,123	123,631	140,504	161,434
Interest-bearing debt	10,000	7,000	5,809	0	52
Free cash flow*3	63,705	67,382	(29,288)	25,651	23,390
Cash and equivalents*4	99,670	157,378	107,262	123,733	136,461
Depreciation and amortization	805	1,571	1,941	2,364	2,737
Capital expenditures	6,218	13,474	11,020	11,633	11,220

■ Reference indices:					
Operating profit margin (%)	26.5%	24.4%	14.7%	13.3%	18.8%
ROE (%)	69.0	63.5	22.5	15.9	20.8
Equity ratio (%)	43.3	47.4	58.6	63.9	67.0
Debt-equity ratio (%)	15.1	5.8	4.7	0.0	0.0
Dividend payout ratio (%)	11.5	10.7	17.7	27.1	37.7

■ Per share data: *5					
Net income (EPS) (yen)	¥ 325.50	¥ 279.02	¥ 134.77	¥ 203.05	¥ 304.92
Net assets (yen)*2	626.06	1,132.46	1,215.43	1,378.58	1,583.67
Cash dividends (yen)	37.50	30.00	45.00	55.00	115.00

■ Other data (at fiscal year-end):					
Market value*6	¥ 453,995	¥ 795,552	¥ 363,833	¥ 514,457	¥ 837,982
Total number of stores*7	433	519	585	622	655
Directly-operated stores in Japan	[421]	[507]	[558]	[582]	[635]
Directly-operated stores overseas	[0]	[0]	[15]	[26]	[9]
Total sales floor space (m ²)*8	186,801m ²	263,713m ²	305,504m ²	335,849m ²	363,901m ²
Number of full-time employees*9	1,265	1,598	1,853	1,776	1,782

*1. EBITDA = Income before income taxes + Interest expenses + Depreciation and amortization + Amortization of goodwill

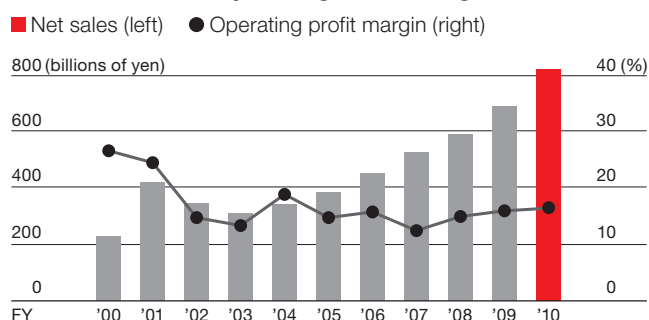
*2. Beginning with the fiscal year ended August 31, 2006, minority interest has been included in net assets.

*3. Free cash flow = Net cash provided by operating activities + Net cash used in investing activities

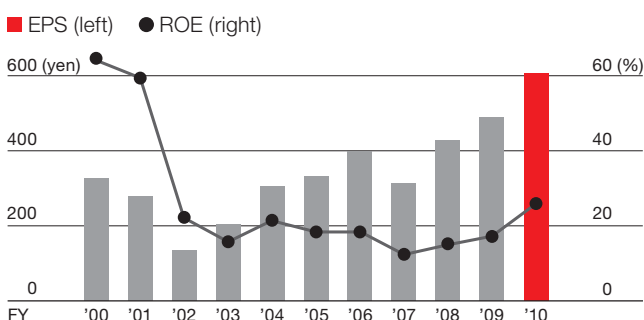
*4. Cash and equivalents include cash, time deposits with maturities of generally three months or less and marketable securities.

*5. Per share data is adjusted for stock splits.

■ Net Sales and Operating Profit Margin



■ EPS*5 and ROE



Thousands of
U.S. dollars*6

Millions of yen (except per share data and other data)*10

2005	2006	2007	2008	2009	2010	2010
¥ 383,973	¥ 448,819	¥ 525,203	¥ 586,451	¥ 685,043	¥ 814,811	\$9,638,171
56,692	70,355	64,963	87,493	108,639	132,378	1,565,862
60,794	80,166	75,310	97,467	112,621	137,132	1,622,096
33,884	40,437	31,775	43,529	49,797	61,681	729,607
¥ 272,846	¥ 379,655	¥ 359,770	¥ 404,720	¥ 463,285	¥ 507,287	\$6,000,555
182,349	240,479	243,283	264,014	261,413	287,987	3,406,517
6,185	22,774	24,429	20,016	35,400	28,834	341,069
(1,425)	15,570	(9,936)	71,915	24,941	65,234	771,634
121,061	141,404	119,216	169,888	169,574	200,462	2,371,208
3,681	5,364	6,567	8,523	9,765	12,229	144,653
11,649	16,261	26,441	21,017	22,601	28,018	331,417
14.7%	15.7%	12.4%	14.9%	15.9%	16.2%	16.2%
19.7	19.7	13.6	17.3	19.1	22.6	22.6
66.8	60.1	66.7	64.7	56.0	56.3	56.3
3.4	9.4	10.0	7.6	13.5	10.0	10.0
39.0	32.7	41.7	30.4	32.7	38.0	38.0
¥ 331.99	¥ 397.38	¥ 311.98	¥ 427.38	¥ 488.96	¥ 605.99	\$ 7.16
1,791.61	2,240.77	2,357.79	2,572.09	2,550.86	2,804.34	33.17
130.00	130.00	130.00	130.00	160.00	230.00	2.72
¥ 894,201	¥1,161,507	¥ 720,240	¥1,180,600	¥1,182,720	¥1,228,337	\$ 145,292
1,232	1,632	1,828	1,958	2,258	2,203	2,203
[775]	[1,093]	[1,233]	[1,310]	[1,454]	[1,370]	[1,370]
[157]	[196]	[247]	[294]	[397]	[474]	[474]
437,196m ²	536,473m ²	626,998m ²	685,942m ²	740,489m ²	847,523m ²	847,523m ²
2,668	3,990	6,514	8,054	11,037	11,596	11,596

*6. Calculations are based on the closing share price of 11,580 yen on August 31, 2010 and an exchange rate of 84.54 yen to one U.S. dollar.

*7. Including franchise stores.

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

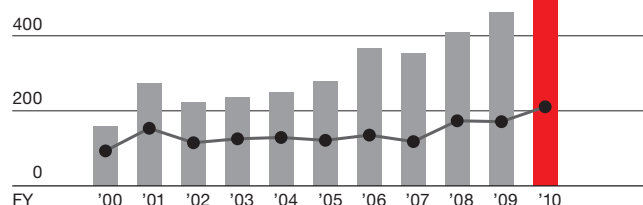
*9. Beginning with the fiscal year ended August 31, 2007, the number of entrusted operating officers has not been included in the number of full-time employees.

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

■ Total Assets and Cash and Equivalents

■ Total assets ● Cash and equivalents

600 (billions of yen)



■ Cash Dividends per Share*5 and Dividend Payout Ratio

■ Cash dividends per share (left) ● Dividend payout ratio (right)

240 (yen)

60 (%)

