

Financial Summary

FAST RETAILING CO., LTD. and consolidated subsidiaries
Fiscal years ended August 31

	2001	2002	2003	2004	2005
■ For the year:					
Net sales	¥ 418,561	¥ 344,170	¥ 309,789	¥ 339,999	¥ 383,973
Operating income	102,081	50,418	41,308	63,954	56,692
EBITDA ¹	104,240	52,792	37,447	58,458	60,794
Net income	59,192	27,850	20,933	31,365	33,884

■ At year-end:					
Total assets	¥ 253,413	¥ 210,921	¥ 219,855	¥ 240,897	¥ 272,846
Total net assets ²	120,123	123,631	140,504	161,434	182,349
Interest-bearing debt	7,000	5,809	0	52	6,185
Free cash flow ³	67,382	-29,288	25,651	23,390	-1,425
Cash and equivalents ⁴	157,378	107,262	123,733	136,461	121,061
Depreciation and amortization	1,571	1,941	2,364	2,737	3,681
Capital expenditures	13,474	11,020	11,633	11,220	11,649

■ Reference indices:					
Operating profit margin (%)	24.4%	14.7%	13.3%	18.8%	14.7%
ROE (%)	63.5	22.5	15.9	20.8	19.7
Equity ratio (%)	47.4	58.6	63.9	67.0	66.8
Debt-equity ratio (%)	5.8	4.7	0.0	0.0	3.4
Dividend payout ratio (%)	10.7	17.7	27.1	37.7	39.2

■ Per share data:⁵					
Net income (EPS) (yen)	¥ 279.02	¥ 134.77	¥ 203.05	¥ 304.92	¥ 331.99
Net assets (yen) ²	1,132.46	1,215.43	1,378.58	1,583.67	1,791.61
Cash dividends (yen)	30.00	45.00	55.00	115.00	130.00

■ Other data (at fiscal year-end):					
Market value ⁶	¥ 7,956	¥ 3,638	¥ 5,145	¥ 8,380	¥ 8,942
Total number of stores ⁷	519	585	622	655	1,232
Directly-operated stores in Japan	[507]	[558]	[582]	[635]	[775]
Directly-operated stores overseas	[0]	[15]	[26]	[9]	[157]
Total sales floor space (m ²) ⁸	263,713m ²	305,504m ²	335,849m ²	363,901m ²	437,196m ²
Number of full-time employees ⁹	1,598	1,853	1,776	1,782	2,668

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

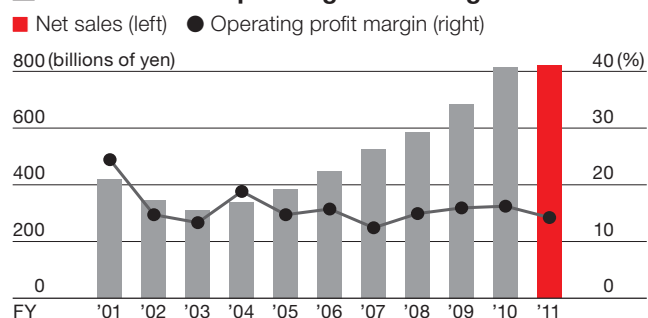
2. Beginning with the fiscal year ended August 31, 2006, minority interest has been included in net assets.

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

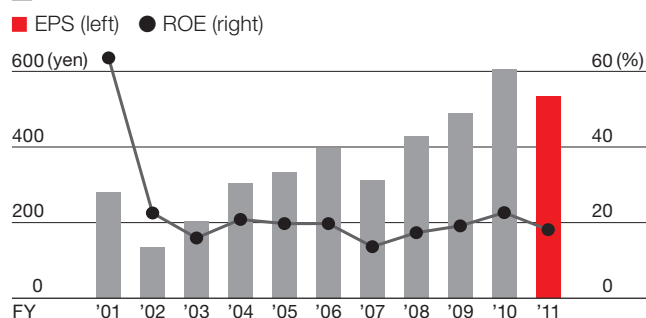
4. Cash and equivalents include cash, time deposits with maturities of generally three months or less and marketable securities.

5. Per share data is adjusted for stock splits.

■ Net Sales and Operating Profit Margin



■ EPS⁵ and ROE



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

Thousands of U.S. dollars⁶

2006	2007	2008	2009	2010	2011	YoY	2011
¥ 448,819	¥ 525,203	¥ 586,451	¥ 685,043	¥ 814,811	¥ 820,349	0.7%	\$10,691,374
70,355	64,963	87,493	108,639	132,378	116,365	-12.1	1,516,563
80,166	75,310	97,467	112,621	137,132	115,714	-15.6	1,508,074
40,437	31,775	43,529	49,797	61,681	54,354	-11.9	708,384
¥ 379,655	¥ 359,770	¥ 404,720	¥ 463,285	¥ 507,287	¥ 533,777	5.2%	\$ 6,956,574
240,479	243,283	264,014	261,413	287,987	319,911	11.1	4,169,315
22,774	24,429	20,016	35,400	28,834	28,263	-2.0	368,353
15,570	-9,936	71,915	24,941	65,234	30,514	-53.2	397,689
141,404	119,216	169,888	169,574	200,462	202,104	0.8	2,633,968
5,364	6,567	8,523	9,765	12,229	18,755	53.4	244,433
16,261	26,441	21,017	22,601	28,018	33,993	21.3	443,026
15.7%	12.4%	14.9%	15.9%	16.2%	14.2%	-2.0 pts.	14.2%
19.7	13.6	17.3	19.1	22.6	18.1	-4.5	18.1
60.1	66.7	64.7	56.0	56.3	59.0	2.7	59.0
9.5	10.0	7.6	13.5	10.0	8.8	-1.2	8.8
32.7	41.7	30.4	32.7	38.0	33.7	-4.3	33.7
¥ 397.38	¥ 311.98	¥ 427.38	¥ 488.96	¥ 605.99	¥ 533.93	-11.9%	\$ 6.95
2,240.77	2,357.79	2,572.09	2,550.86	2,804.34	3,091.17	10.2	40.28
130.00	130.00	130.00	160.00	230.00	180.00	-21.7	2.34
¥ 11,615	¥ 7,202	¥ 11,806	¥ 11,827	¥ 12,283	¥ 14,742	20.0%	\$ 192,128
1,632	1,828	1,958	2,258	2,203	2,088	-115	2,088
[1,093]	[1,233]	[1,310]	[1,454]	[1,370]	[1,213]	[-157]	[1,213]
[196]	[247]	[294]	[397]	[474]	[491]	[17]	[491]
536,473m ²	626,998m ²	685,942m ²	740,489m ²	847,523m ²	938,896m ²	91,373m ²	938,896m ²
3,990	6,514	8,054	11,037	11,596	14,612	3,016	14,612

6. Calculations are based on the closing share price of ¥14,480 on August 31, 2011 and an exchange rate of ¥76.73 to U.S.\$1.

7. Including franchise stores.

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

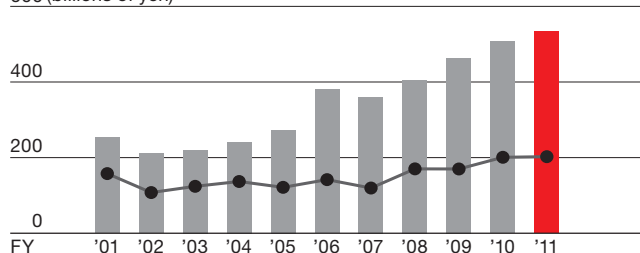
9. Beginning with the fiscal year ended August 31, 2007, the number of entrusted operating officers has not been included in the number of full-time employees.

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 Share⁵ and Dividend Payout Ratio

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

240 (yen)

60 (%)

