

Financial Summary

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

	2002	2003	2004	2005	2006
■ For the year:					
Net sales	¥ 344,170	¥ 309,789	¥ 339,999	¥ 383,973	¥ 448,819
Operating income	50,418	41,308	63,954	56,692	70,355
EBITDA ¹	52,792	37,447	58,458	60,794	80,166
Net income	27,850	20,933	31,365	33,884	40,437

■ At year-end:					
Total assets	¥ 210,921	¥ 219,855	¥ 240,897	¥ 272,846	¥ 379,655
Total net assets ²	123,631	140,504	161,434	182,349	240,479
Interest-bearing debt	5,809	0	52	6,185	22,774
Free cash flow ³	-29,288	25,651	23,390	-1,425	15,570
Cash and cash equivalents ⁴	107,262	123,733	136,461	121,061	141,404
Depreciation and amortization	1,941	2,364	2,737	3,681	5,364
Capital expenditures	11,020	11,633	11,220	11,649	16,261

■ Reference indices:					
Operating income margin (%)	14.7%	13.3%	18.8%	14.7%	15.7%
ROE (%)	22.5	15.9	20.8	19.7	19.7
Equity ratio (%)	58.6	63.9	67.0	66.8	60.1
Debt-equity ratio (%)	4.7	0.0	0.0	3.4	9.5
Dividend payout ratio (%)	17.7	27.1	37.7	39.2	32.7

■ Per share data:⁵					
Net income (EPS) (yen)	¥ 134.77	¥ 203.05	¥ 304.92	¥ 331.99	¥ 397.38
Net assets (yen) ²	1,215.43	1,378.58	1,583.67	1,791.61	2,240.77
Cash dividends (yen)	45.00	55.00	115.00	130.00	130.00

■ Other data (at fiscal year-end):					
Market value ⁶	¥ 3,638	¥ 5,145	¥ 8,380	¥ 8,942	¥ 11,615
Total number of stores ⁷	585	622	655	1,232	1,632
Directly-operated stores in Japan	[558]	[582]	[635]	[775]	[1,093]
Directly-operated stores overseas	[15]	[26]	[9]	[157]	[196]
Total sales floor space (m ²) ⁸	305,504m ²	335,849m ²	363,901m ²	437,196m ²	536,473m ²
Number of full-time employees ⁹	1,853	1,776	1,782	2,668	3,990

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

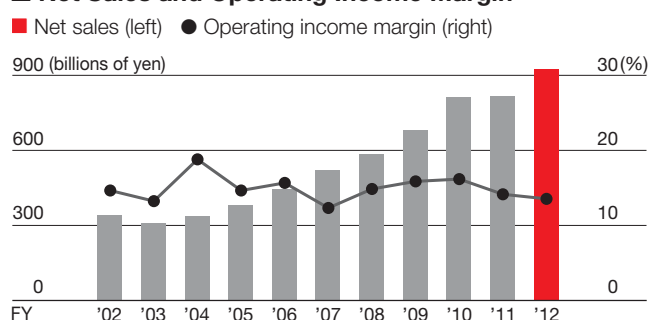
2. Beginning with the fiscal year ended August 31, 2006, minority interest has been included in net assets.

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

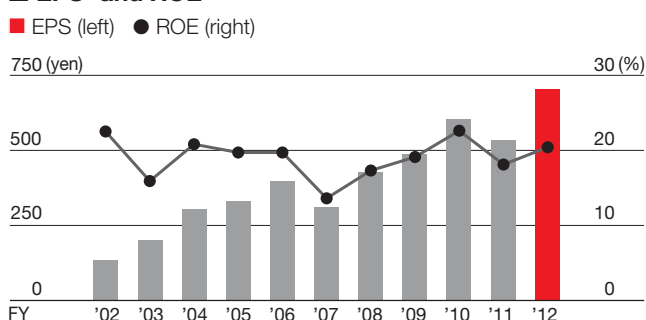
4. Cash and equivalents include cash, time deposits with maturities of generally three months or less and marketable securities.

5. Per share data is adjusted for stock splits.

■ Net Sales and Operating Income Margin



■ EPS⁵ and ROE



Millions of yen (except per share data and other data) ¹⁰						Thousands of U.S. dollars ⁶	
2007	2008	2009	2010	2011	2012	YoY	2012
¥ 525,203	¥ 586,451	¥ 685,043	¥ 814,811	¥ 820,349	¥ 928,669	+13.2%	\$11,815,131
64,963	87,493	108,639	132,378	116,365	126,450	+8.7	1,608,786
75,310	97,467	112,621	137,132	115,714	148,196	+28.1	1,885,455
31,775	43,529	49,797	61,681	54,354	71,654	+31.8	911,636
¥ 359,770	¥ 404,720	¥ 463,285	¥ 507,287	¥ 533,777	¥ 595,102	+11.5%	\$ 7,571,281
243,283	264,014	261,413	287,987	319,911	394,892	+23.4	5,024,078
24,429	20,016	35,400	28,834	28,263	23,194	-17.9	295,100
-9,936	71,915	24,941	65,234	30,514	92,329	+202.6	1,174,680
119,216	169,888	169,574	200,462	202,104	266,020	+31.6	3,384,486
6,567	8,523	9,765	12,229	18,755	18,573	-1.0	236,303
26,441	21,017	22,601	28,018	33,993	40,184	+18.2	511,248
12.4%	14.9%	15.9%	16.2%	14.2%	13.6%	-0.6 pts.	13.6%
13.6	17.3	19.1	22.6	18.1	20.4	+2.3	20.4
66.7	64.7	56.0	56.3	59.0	65.0	+6.0	65.0
10.1	7.6	13.6	10.1	9.0	6.0	-3.0	6.0
41.7	30.4	32.7	38.0	33.7	37.0	+3.3	37.0
¥ 311.98	¥ 427.38	¥ 488.96	¥ 605.99	¥ 533.93	¥ 703.62	+31.8%	\$ 8.95
2,357.79	2,572.09	2,550.86	2,804.34	3,091.17	3,797.04	+22.8	48.31
130.00	130.00	160.00	230.00	180.00	260.00	+44.4	3.30
¥ 7,202	¥ 11,806	¥ 11,827	¥ 12,283	¥ 14,742	¥ 18,602	+26.2%	232,442
1,828	1,958	2,258	2,203	2,088	2,222	+134	2,222
[1,233]	[1,310]	[1,454]	[1,370]	[1,213]	[1,250]	+ [37]	[1,250]
[247]	[294]	[397]	[474]	[491]	[589]	+ [98]	[589]
626,998m ²	685,942m ²	740,489m ²	847,523m ²	938,896m ²	1,170,353m²	+231,457m ²	1,170,353m²
6,514	8,054	11,037	11,596	14,612	18,854	+4,242	18,854

6. Calculations are based on the closing share price of ¥18,270 on August 31, 2012 and an exchange rate of ¥78.60 to U.S.\$1.

7. Including franchise stores.

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

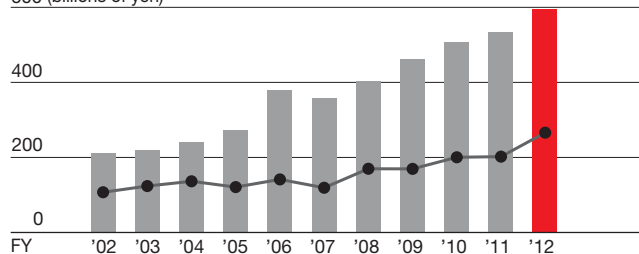
9. Beginning with the fiscal year ended August 31, 2007, the number of entrusted operating officers has not been included in the number of full-time employees.

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)

300 (yen)

45 (%)

