

	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Number of stores at end of period (including FCs)	448	467	485	496	498	504	519	533	550	556

(million yen)

Consolidated profit and loss summary	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Net sales	637,194	644,181	658,150	679,132	689,125	708,222	792,542	747,219	737,320	718,369
Gross profit	161,142	169,267	179,913	191,632	193,786	199,888	231,166	211,085	207,883	198,745
(Sales ratio)	(25.3%)	(26.3%)	(27.3%)	(28.2%)	(28.1%)	(28.2%)	(29.2%)	(28.2%)	(28.2%)	(27.7%)
Selling, general and administrative expenses	142,603	147,522	154,299	160,868	161,064	166,899	179,428	169,329	177,754	180,020
(Sales ratio)	(22.4%)	(22.9%)	(23.4%)	(23.7%)	(23.4%)	(23.6%)	(22.6%)	(22.7%)	(24.1%)	(25.1%)
Personnel expenses	52,145	53,299	55,706	57,714	57,356	59,509	67,706	64,542	66,223	68,891
Advertising expenses	14,131	14,064	14,056	15,241	14,744	13,834	9,858	10,466	11,280	10,871
Rent expenses on land and buildings	23,560	24,512	25,727	26,964	27,431	27,982	29,080	29,850	31,158	31,807
Depreciation	13,071	13,983	14,748	14,662	14,067	13,707	14,039	14,141	14,776	15,031
Provision for product warranties	3,443	4,160	4,513	4,515	4,816	5,802	7,667	-	-	-
Other	36,250	37,501	39,547	41,770	42,647	46,062	51,076	50,328	54,315	53,418
Operating profit	18,539	21,744	25,613	30,764	32,722	32,989	51,737	41,755	30,129	18,724
(Sales ratio)	(2.9%)	(3.4%)	(3.9%)	(4.5%)	(4.7%)	(4.7%)	(6.5%)	(5.6%)	(4.1%)	(2.6%)
Ordinary profit	25,849	28,614	32,108	36,661	38,539	37,040	56,747	46,545	35,266	22,944
(Sales ratio)	(4.1%)	(4.4%)	(4.9%)	(5.4%)	(5.6%)	(5.2%)	(7.2%)	(6.2%)	(4.8%)	(3.2%)
Net profit	15,030	16,305	20,154	22,706	23,807	21,525	38,734	28,547	21,120	7,380
(Sales ratio)	(2.4%)	(2.5%)	(3.1%)	(3.3%)	(3.5%)	(3.0%)	(4.9%)	(3.8%)	(2.9%)	(1.0%)

(million yen)

Consolidated financial summary	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Net assets	171,176	185,951	195,414	242,360	255,782	252,421	275,380	276,627	280,252	269,158
Total assets	391,560	385,713	397,574	403,658	410,156	389,512	427,962	442,053	453,692	438,199

(million yen)

Consolidated cash flows	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Cash flows from operating activities	△ 432	43,542	26,689	37,483	25,206	60,016	56,589	24,226	△ 2,177	48,831
Cash flows from investing activities	△ 20,527	△ 17,588	△ 16,266	△ 10,901	△ 7,292	△ 11,607	△ 19,155	△ 9,566	△ 18,452	△ 16,477
Cash flows from financing activities	31,672	△ 39,418	△ 11,025	△ 24,872	△ 16,574	△ 45,330	△ 23,067	△ 12,746	1,380	△ 26,748
Cash and cash equivalents at end of period	21,495	8,150	7,503	9,212	10,551	13,629	27,995	29,938	10,689	16,295

Financial indicators	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Capital adequacy ratio (%)	43.4%	47.9%	48.9%	59.8%	62.1%	64.6%	64.2%	62.5%	61.7%	61.4%
Annual dividend per share (yen) *1	17.50	20.00	27.50	31.50	30.00	30.00	40.00	43.00	44.00	44.00
Consolidated payout ratio (%)	24.0%	24.6%	27.4%	28.5%	29.1%	31.2%	21.9%	30.3%	39.9%	105.7%
Net assets per share (BPS) (yen) *1	854.77	913.33	986.81	1,050.63	1,118.75	1,182.52	1,333.13	1,450.49	1,529.90	1,539.45
Net income per share (EPS) (yen) *1	72.85	81.16	100.28	110.63	103.13	96.22	182.66	141.70	110.17	41.64
Return on shareholders' equity (ROE) (%)	9.0%	9.2%	10.6%	10.4%	9.6%	8.5%	14.7%	10.4%	7.6%	2.7%
Total outstanding shares issued at end of period (including treasury stock) (thousand shares)	61,026	61,026	112,053	115,976	235,463	235,463	225,000	225,000	200,000	190,000
Stock price at end of period (yen) *1	971.25	932.5	1,021	1,471	982	1,023	1,521	1,263	1,163	1,336
Market capitalization at end of period (million yen)	237,088	227,629	228,813	341,203	231,224	240,878	342,225	284,175	232,600	253,840
Price-to-book value ratio (PBR) (times) *2	1.14	1.02	1.03	1.40	0.88	0.87	1.14	0.87	0.76	0.87
Price earnings ratio (PER) (times) *2	13.33	11.49	10.18	13.30	9.52	10.63	8.33	8.91	10.56	32.08
Total asset turnover (times)	1.63	1.67	1.66	1.68	1.68	1.82	1.85	1.69	1.63	1.64
Financial leverage (times)	2.30	2.09	2.05	1.67	1.61	1.55	1.56	1.60	1.62	1.63

*1 Value adjusted for stock split *2 Value based on stock price at end of period

Note: The Accounting Standard for Revenue Recognition (ASBJ No. 29 issued on March 31, 2020), etc. has been applied since the beginning of FY2022.