

Fiscal 2017 Results

Data Book

(Time-series Data)

Yamazaki Baking Co., Ltd.

Consolidated Balance Sheets

(Millions of yen)

	Fiscal 2008	Fiscal 2009	Fiscal 2010	Fiscal 2011	Fiscal 2012	Fiscal 2013	Fiscal 2014	Fiscal 2015	Fiscal 2016	Fiscal 2017
Current assets	187,684	172,663	204,325	203,930	226,379	218,900	259,634	257,669	251,045	284,009
Cash and deposits	69,199	54,807	77,200	74,682	92,784	82,538	115,879	113,173	107,327	132,850
Notes and accounts receivable	85,402	84,702	91,880	94,923	95,986	98,596	105,471	107,054	106,693	111,765
Inventories	18,518	17,794	18,623	18,858	19,870	21,162	22,096	21,217	20,796	22,426
Deferred tax assets	3,347	3,657	3,609	3,408	3,580	3,541	3,523	3,845	4,027	3,984
Other current assets	13,760	12,670	13,774	12,812	14,750	13,540	13,116	12,965	12,566	13,342
Allowance for doubtful accounts	(2,543)	(969)	(762)	(755)	(593)	(480)	(452)	(587)	(365)	(360)
Fixed assets	426,715	437,118	434,022	429,927	429,232	437,728	442,415	443,328	452,840	463,313
Tangible fixed assets	282,525	296,025	296,710	295,934	293,714	295,934	295,754	296,269	303,702	307,502
Buildings and structures	305,491	311,609	318,509	324,969	330,707	341,586	344,178	347,944	362,128	365,906
Accumulated depreciation	[214,450]	[221,230]	[229,161]	[236,671]	[243,102]	[252,865]	[257,802]	[263,508]	[267,778]	[271,742]
Machinery, equipment and vehicles	391,813	400,657	409,635	416,803	426,855	439,944	447,290	457,401	466,200	477,236
Accumulated depreciation	[313,841]	[322,875]	[335,162]	[345,235]	[356,063]	[368,745]	[375,312]	[384,352]	[392,450]	[399,595]
Tools, furniture and fixtures	28,596	28,051	26,572	25,847	26,051	26,837	27,192	27,638	29,528	31,992
Accumulated depreciation	[23,752]	[24,027]	[22,742]	[22,440]	[22,925]	[23,465]	[23,541]	[23,880]	[24,638]	[25,392]
Land	108,000	108,839	111,682	111,913	112,587	114,656	116,068	115,671	116,430	109,569
Lease assets	–	15,190	21,380	27,106	30,780	32,097	29,819	23,298	19,999	15,519
Accumulated depreciation	–	[1,324]	[4,798]	[9,871]	[14,927]	[17,673]	[17,921]	[14,264]	[12,571]	[10,220]
Construction in progress	668	1,134	795	3,513	3,750	3,563	5,816	9,982	6,097	13,473
Intangible fixed assets	33,204	32,850	32,989	31,632	31,283	31,165	26,988	24,243	21,664	19,553
Investment securities	41,203	43,722	40,872	39,359	44,219	50,952	54,479	70,658	73,757	86,358
Long-term loans receivable	1,723	1,679	1,543	1,571	580	599	551	445	442	800
Net defined benefit asset	–	–	–	–	–	–	271	485	530	681
Deferred tax assets	26,207	22,479	24,938	26,510	25,112	25,767	32,059	21,113	24,428	19,379
Other investments	44,977	43,957	40,683	38,482	37,232	35,854	34,932	32,831	31,114	31,858
Allowance for doubtful accounts	(3,125)	(3,596)	(3,715)	(3,564)	(2,814)	(2,543)	(2,623)	(2,719)	(2,799)	(2,820)
Total assets	614,399	609,781	638,348	633,858	655,708	656,629	702,049	700,997	703,886	747,322
Current liabilities	212,408	213,932	219,468	219,731	220,999	217,781	240,350	240,005	239,636	235,254
Notes and accounts payable	73,121	68,710	73,564	74,103	75,051	73,725	79,378	78,903	78,799	79,699
Short-term loans payable	60,982	69,149	62,246	59,833	59,759	60,276	61,340	61,424	59,384	54,578
Accrued income tax	6,002	3,961	7,918	8,008	5,848	2,067	7,655	7,874	8,188	9,308
Accrued expenses	34,017	33,801	32,402	33,458	34,145	35,400	37,489	38,291	38,493	39,647
Allowance for employees' bonuses	3,973	3,802	3,241	3,907	3,388	3,421	4,108	4,902	5,093	4,359
Other current liabilities	34,312	34,507	40,094	40,419	42,806	42,889	50,378	48,609	49,678	47,659
Long-term liabilities	170,659	160,533	171,744	161,737	171,591	163,251	193,380	165,376	161,327	166,325
Bonds	6,290	7,506	6,167	4,933	3,699	2,465	2,271	900	510	370
Long-term loans payable	67,768	51,092	58,676	42,355	53,327	44,129	53,695	39,172	26,121	40,823
Allowance for employees' retirement benefits	74,015	75,969	79,156	82,365	85,999	89,485	–	–	0	–
Net defined benefit liability	–	–	–	–	–	–	111,589	102,102	112,409	105,180
Reserve for retirement benefits for directors and corporate auditors	2,644	2,833	3,047	3,233	3,359	3,423	3,513	3,617	3,877	4,092
Reserve for loss on guarantees	9,063	1,364	1,406	1,377	–	–	–	–	0	–
Other long-term liabilities	10,876	21,767	23,290	27,472	25,206	23,747	22,311	19,583	18,409	15,859
Total liabilities	383,067	374,466	391,212	381,469	392,591	381,032	433,730	405,382	400,963	401,580
(Non-controlling interests)	19,387	18,038	19,466	20,462	21,379	22,287	22,511	23,331	24,145	29,580
Total net assets	231,332	235,314	247,135	252,388	263,116	275,596	268,318	295,614	302,922	345,742
Total liabilities and net assets	614,399	609,781	638,348	633,858	655,708	656,629	702,049	700,997	703,886	747,322
Number of consolidated subsidiaries	23	23	26	27	28	29	28	28	28	28

Consolidated Statements of Income

(Millions of yen)

	Fiscal 2008	Fiscal 2009	Fiscal 2010	Fiscal 2011	Fiscal 2012	Fiscal 2013	Fiscal 2014	Fiscal 2015	Fiscal 2016	Fiscal 2017
Net sales	811,738	885,683	928,242	932,794	951,502	968,280	995,011	1,027,199	1,041,943	1,053,164
Food business	750,953	824,101	856,190	856,456	875,640	896,313	921,850	953,610	969,941	982,116
Retail business	59,369	59,457	64,731	68,731	67,436	63,265	63,598	63,918	61,944	60,401
Other businesses	1,415	2,124	7,319	7,605	8,425	8,701	9,562	9,671	10,057	10,646
Cost of sales	520,910	559,765	584,530	591,633	605,635	621,625	638,871	658,638	661,768	672,657
Gross profit	290,828	325,917	343,711	341,160	345,866	346,655	356,139	368,561	380,174	380,507
Selling, general and administrative expenses	265,006	303,179	316,720	312,483	321,112	330,077	335,263	341,559	345,004	350,419
Advertising expenses	27,338	41,765	50,416	45,318	47,765	48,410	47,802	48,407	48,454	49,027
Haulage expenses	45,536	48,621	46,620	47,785	50,385	55,435	58,018	60,481	62,300	64,667
Provision for allowance for doubtful accounts	87	210	221	146	13	253	95	131	0	50
Personnel expenses	111,250	122,219	126,838	126,164	128,278	130,051	131,582	135,104	137,120	138,786
Depreciation and amortization	9,037	12,069	14,986	15,776	16,453	16,803	15,803	14,265	13,692	13,720
Rental fees	25,113	27,568	27,236	26,583	26,202	25,461	24,655	24,686	24,385	24,168
Others	46,641	50,725	50,399	50,709	52,012	53,662	57,305	58,482	59,050	59,999
Operating income	25,821	22,738	26,991	28,677	24,754	16,577	20,876	27,001	35,169	30,087
Food business	24,120	22,691	24,017	26,544	23,455	16,002	21,297	26,847	34,202	29,209
Retail business	1,096	78	909	125	(691)	(1,117)	(2,303)	(1,395)	(852)	(849)
Other businesses	572	698	1,354	1,316	1,332	1,155	1,326	1,165	1,430	1,255
Elimination and corporate	32	(730)	710	690	658	537	556	384	390	472
Nonoperating income	2,586	3,290	3,851	3,552	3,639	4,206	3,717	2,973	3,216	3,466
Interest and dividend income	834	756	846	886	798	900	1,021	1,066	1,036	1,119
Foreign exchange gains	–	49	–	–	217	509	417	–	0	–
Other nonoperating income	1,751	2,484	3,005	2,665	2,622	2,795	2,278	1,907	2,179	2,347
Nonoperating expenses	6,852	3,176	3,284	2,603	2,284	2,070	1,822	1,671	1,480	1,410
Interest expense	2,065	2,537	2,324	2,074	1,787	1,691	1,406	1,288	1,021	831
Foreign exchange losses	1,071	–	476	185	–	–	–	22	141	103
Other nonoperating expenses	3,716	638	483	344	497	378	415	360	317	476
Ordinary income	21,555	22,852	27,559	29,625	26,109	18,713	22,770	28,303	36,905	32,143
Extraordinary gains	29	77	329	110	1,105	191	10,874	822	792	12,724
Gain on transfer of benefit obligation relating to employees' pension fund	–	–	–	–	–	–	9,614	425	0	–
Extraordinary losses	7,895	4,595	3,890	8,886	3,097	2,456	7,966	3,536	5,062	3,493
Income before income taxes	13,689	18,334	23,998	20,849	24,116	16,447	25,678	25,588	32,634	41,374
Income and other taxes	7,707	10,904	9,957	11,998	11,867	4,207	12,887	13,382	13,066	10,710
Profit	–	–	–	8,850	12,248	12,240	12,791	12,205	19,568	30,664
Profit (loss) attributable to non-controlling interests	(5)	(1,211)	1,316	826	1,458	905	743	1,110	1,393	5,557
Profit attributable to owners of parent	5,987	8,640	12,724	8,023	10,790	11,335	12,048	11,095	18,175	25,106
Comprehensive income	–	–	–	8,289	14,880	16,974	15,599	27,025	11,187	46,585
Number of consolidated subsidiaries	23	23	26	27	28	29	28	28	28	28

Nonconsolidated Balance Sheets

(Millions of yen)

	Fiscal 2008	Fiscal 2009	Fiscal 2010	Fiscal 2011	Fiscal 2012	Fiscal 2013	Fiscal 2014	Fiscal 2015	Fiscal 2016	Fiscal 2017
Current assets	112,167	101,266	116,070	113,900	123,363	125,237	157,108	154,537	148,153	167,111
Cash and deposits	33,470	23,040	36,322	32,639	41,566	36,741	63,381	61,111	53,296	67,554
Notes and accounts receivable	65,295	64,288	65,761	67,190	68,023	66,183	71,193	71,607	73,073	77,167
Inventories	7,922	7,328	7,301	7,330	7,641	9,394	9,890	9,320	9,295	9,508
Deferred tax assets	1,982	1,991	1,961	2,165	1,665	1,822	2,323	2,570	2,635	2,230
Other current assets	5,157	4,669	4,791	4,635	4,514	11,261	10,480	10,076	9,945	10,727
Allowance for doubtful accounts	(1,660)	(52)	(67)	(61)	(48)	(165)	(161)	(148)	(91)	(78)
Fixed assets	338,735	344,973	339,095	330,920	335,935	369,091	367,997	369,489	377,481	393,625
Tangible fixed assets	197,587	200,326	193,669	190,703	187,562	198,595	196,717	193,961	199,560	206,616
Buildings and structures	216,152	218,418	220,472	222,736	225,545	241,868	244,018	245,420	258,091	260,726
Accumulated depreciation	[157,811]	[161,956]	[166,259]	[170,232]	[173,700]	[184,784]	[188,719]	[191,929]	[195,120]	[198,398]
Machinery, equipment and vehicles	291,027	297,177	299,616	303,260	309,133	313,108	318,044	322,872	328,334	333,126
Accumulated depreciation	[232,024]	[238,269]	[244,930]	[251,753]	[258,775]	[264,404]	[270,826]	[276,954]	[282,331]	[287,249]
Tools, furniture and fixtures	19,812	19,701	17,869	17,052	17,063	17,799	18,172	18,664	20,524	22,847
Accumulated depreciation	[16,474]	[16,778]	[15,353]	[14,804]	[14,934]	[15,541]	[15,699]	[15,821]	[16,164]	[16,929]
Land	76,553	76,643	76,779	76,941	76,941	77,556	78,467	78,021	78,531	78,379
Lease assets	–	5,293	6,756	8,061	8,787	24,541	21,165	13,901	10,950	7,021
Accumulated depreciation	–	[470]	[1,840]	[3,499]	[5,225]	[14,371]	[13,491]	[8,965]	[7,436]	[5,026]
Construction in progress	351	566	559	2,938	2,726	2,822	5,587	8,752	4,182	12,118
Intangible fixed assets	5,009	7,382	8,719	8,993	10,309	12,820	11,093	8,799	6,612	4,597
Investment securities	29,797	32,160	29,536	27,327	29,905	36,465	40,397	55,926	51,394	63,450
Investments in subsidiaries	67,253	71,856	72,281	72,432	77,898	74,727	75,116	75,863	83,846	84,046
Long-term loans receivable	4,678	4,712	4,286	4,217	2,365	2,576	2,714	2,424	3,158	3,788
Deferred tax assets	24,531	19,746	20,691	18,913	17,232	17,425	16,551	8,771	10,461	8,257
Other investments	12,550	11,671	12,702	11,253	11,133	28,739	27,821	26,260	25,196	25,692
Allowance for doubtful accounts	(2,671)	(2,882)	(2,791)	(2,920)	(471)	(2,257)	(2,414)	(2,519)	(2,749)	(2,825)
Total assets	450,903	446,240	455,165	444,821	459,299	494,329	525,106	524,026	525,635	560,736
Current liabilities	125,238	132,897	131,967	131,729	130,095	145,225	159,216	156,563	159,897	153,410
Notes and accounts payable	47,237	45,446	46,982	46,771	47,412	55,187	57,865	57,104	57,671	58,455
Short-term loans payable	30,844	40,953	33,819	31,682	30,882	32,248	31,674	31,082	30,482	26,302
Accrued income tax	4,135	1,924	5,978	5,099	3,088	228	5,561	5,043	5,691	4,430
Accrued expenses	22,856	23,055	23,653	24,200	26,591	25,977	27,406	27,648	27,760	28,688
Other current liabilities	20,163	21,517	21,533	23,976	22,120	31,583	36,708	35,685	38,291	35,534
Long-term liabilities	114,756	96,027	101,704	90,269	99,103	111,109	121,221	101,528	90,867	109,622
Long-term loans payable	46,004	30,101	34,332	20,700	29,868	28,620	38,596	25,164	12,332	29,680
Allowance for employees' retirement benefits	55,139	56,290	57,447	59,512	61,730	66,237	67,908	63,868	66,458	68,669
Reserve for retirement benefits for directors and corporate auditors	2,051	2,172	2,275	2,315	2,371	2,524	2,534	2,607	2,819	3,005
Reserve for loss on guarantees	9,935	2,200	2,265	2,273	–	–	–	–	0	–
Other long-term liabilities	1,624	5,262	5,384	5,468	5,133	13,727	12,182	9,888	9,257	8,266
Total liabilities	239,994	228,925	233,672	221,999	229,199	256,335	280,437	258,092	250,764	263,033
Total net assets	210,908	217,315	221,493	222,822	230,099	237,993	244,668	265,933	274,870	297,703
Total liabilities and net assets	450,903	446,240	455,165	444,821	459,299	494,329	525,106	524,026	525,635	560,736

Nonconsolidated Statements of Income

(Millions of yen)

	Fiscal 2008	Fiscal 2009	Fiscal 2010	Fiscal 2011	Fiscal 2012	Fiscal 2013	Fiscal 2014	Fiscal 2015	Fiscal 2016	Fiscal 2017
Net sales	614,582	615,313	615,151	620,945	630,890	659,526	695,538	720,205	735,103	744,922
Bread	92,161	94,384	94,037	94,076	93,772	92,283	92,737	92,972	94,998	98,934
Sweet buns	286,460	285,601	286,830	294,917	303,747	306,907	313,112	325,144	330,076	331,676
Japanese-style confectionery	68,027	67,009	66,261	65,966	66,213	65,078	68,071	69,063	70,496	70,327
Western-style confectionery	77,482	80,813	82,400	83,606	84,029	86,244	86,051	92,429	93,646	95,192
Processed bread and prepared rice and side dishes	44,648	42,773	40,731	39,453	40,145	37,354	34,350	38,163	45,308	49,525
Biscuits, crackers, <i>sembei</i> and other merchandise	45,802	44,730	44,889	42,925	42,982	38,322	36,734	40,028	44,353	45,626
Daily Yamazaki business	—	—	—	—	—	37,169	70,472	70,738	68,515	66,904
Internal elimination	—	—	—	—	—	(3,835)	(5,992)	(8,335)	(12,292)	(13,262)
Cost of sales	424,262	423,686	422,459	425,600	434,766	449,460	466,687	483,958	489,690	496,529
Gross profit	190,320	191,626	192,692	195,345	196,123	210,066	228,851	236,247	245,413	248,392
Selling, general and administrative expenses	171,729	172,941	176,216	176,496	180,727	198,458	216,048	218,574	221,984	225,467
Advertising expenses	14,977	14,732	15,499	13,938	14,583	15,463	15,695	15,893	16,141	16,514
Haulage expenses	33,637	32,943	34,284	35,344	37,056	38,500	39,740	40,771	42,782	44,776
Provision for allowance for doubtful accounts	61	63	112	30	(14)	68	151	13	215	86
Personnel expenses	79,254	81,193	82,012	82,823	84,039	89,239	95,112	97,414	99,008	99,691
Depreciation and amortization	6,871	7,636	8,791	8,753	8,990	11,610	13,159	11,493	10,954	10,915
Rental fees	6,941	6,906	6,022	5,581	5,470	10,532	15,257	14,852	14,562	14,421
Others	29,986	29,466	29,493	30,025	30,601	33,042	36,931	38,134	38,319	39,061
Operating income	18,591	18,685	16,476	18,848	15,396	11,608	12,802	17,672	23,428	22,925
Nonoperating income	3,179	3,203	3,765	3,797	3,943	4,653	4,685	4,069	3,977	4,585
Interest and dividend income	1,075	963	1,290	1,264	1,152	1,474	1,633	1,516	1,354	1,791
Foreign exchange gains	—	49	—	—	217	509	417	—	0	—
Other nonoperating income	2,103	2,190	2,475	2,533	2,573	2,668	2,635	2,553	2,622	2,793
Nonoperating expenses	3,148	1,668	1,913	1,411	1,092	1,207	1,222	1,193	1,064	1,083
Interest expense	1,187	1,338	1,087	875	650	837	799	742	548	408
Foreign exchange losses	1,071	—	476	185	—	—	—	22	77	92
Other nonoperating expenses	889	330	349	350	442	370	422	428	438	582
Ordinary income	18,622	20,219	18,328	21,234	18,247	15,053	16,265	20,548	26,341	26,427
Extraordinary gains	27	20	181	2	2,003	13	697	257	666	439
Extraordinary losses	5,997	1,777	1,439	4,340	3,991	6,578	3,132	2,567	3,320	1,977
Income before income taxes	12,653	18,462	17,070	16,896	16,259	8,488	13,830	18,238	23,687	24,889
Income and other taxes	6,642	9,441	8,017	11,688	8,120	927	6,157	8,998	8,963	7,077
Profit	6,010	9,021	9,052	5,208	8,139	7,560	7,673	9,239	14,724	17,811

Financial Results and Key Indicators (Consolidated)

	Fiscal 2008	Fiscal 2009	Fiscal 2010	Fiscal 2011	Fiscal 2012	Fiscal 2013	Fiscal 2014	Fiscal 2015	Fiscal 2016	Fiscal 2017
Number of consolidated subsidiaries	23	23	26	27	28	29	28	28	28	28
Number of equity-method subsidiaries	3	3	3	3	3	3	3	3	3	3
Net sales (Millions of yen)	811,738	885,683	928,242	932,794	951,502	968,280	995,011	1,027,199	1,041,943	1,053,164
Gross profit (Millions of yen)	290,828	325,917	343,711	341,160	345,866	346,655	356,139	368,561	380,174	380,507
Operating income (Millions of yen)	25,821	22,738	26,991	28,677	24,754	16,577	20,876	27,001	35,169	30,087
Ordinary income (Millions of yen)	21,555	22,852	27,559	29,625	26,109	18,713	22,770	28,303	36,905	32,143
Profit attributable to owners of parent (Millions of yen)	5,987	8,640	12,724	8,023	10,790	11,335	12,048	11,095	18,175	25,106
Comprehensive income (Millions of yen)	–	–	–	8,289	14,880	16,974	15,599	27,025	11,187	46,585
Depreciation and amortization (Millions of yen)	31,132	36,010	40,181	40,341	40,980	40,136	38,482	36,968	36,698	36,682
Capital investment (Millions of yen)	36,726	53,748	38,551	39,030	39,936	38,663	38,062	38,055	45,253	48,845
Total stockholders' equity (Millions of yen)	211,944	217,276	227,668	231,926	241,737	253,308	245,807	272,283	278,776	316,162
Total liabilities (Millions of yen)	383,067	374,466	391,212	381,469	392,591	381,032	433,730	405,382	400,963	401,580
Interest-bearing debt (Millions of yen)	141,364	148,705	151,222	131,982	140,902	129,395	137,274	118,556	100,260	107,868
Gross profit margin (%)	35.83	36.80	37.03	36.57	36.35	35.80	35.79	35.88	36.49	36.13
Operating margin (%)	3.18	2.57	2.91	3.07	2.60	1.71	2.10	2.63	3.38	2.86
Ordinary income margin (%)	2.66	2.58	2.97	3.18	2.74	1.93	2.29	2.76	3.54	3.05
Profit margin (%)	0.74	0.98	1.37	0.86	1.13	1.17	1.21	1.08	1.74	2.38
Return on equity (ROE) (%)	2.84	4.03	5.72	3.49	4.56	4.58	4.83	4.25	6.60	8.43
Return on assets (ROA) (%)	1.03	1.41	2.04	1.26	1.67	1.73	1.77	1.58	2.59	3.46
Return on investments (ROI) (%)	16.66	16.34	18.04	18.58	17.61	14.82	15.50	16.53	18.67	16.62
Current ratio (%)	88.36	80.71	93.10	92.81	102.43	100.51	108.02	107.36	104.76	120.72
Ratio of total fixed assets to total stockholders' equity (%)	201.33	201.18	190.64	185.37	177.60	172.80	179.98	162.82	162.44	146.54
Equity ratio (%)	34.50	35.63	35.67	36.59	36.87	38.58	35.01	38.84	39.61	42.31
Debt-to-equity ratio (%)	69.61	71.22	68.56	58.56	60.56	53.94	55.26	45.55	36.47	36.35
Total capital employed turnover	1.40	1.45	1.49	1.47	1.48	1.48	1.46	1.46	1.48	1.45
Consolidated to Nonconsolidated sales ratio (Times)	1.32	1.44	1.51	1.50	1.51	1.47	1.43	1.43	1.42	1.41
Consolidated to Nonconsolidated profit ratio (Times)	1.39	1.22	1.64	1.52	1.61	1.43	1.63	1.53	1.50	1.31
Net cash provided by operating activities (Millions of yen)	51,092	40,988	59,394	56,961	54,995	47,967	64,757	55,416	62,763	56,663
Net cash used in investing activities (Millions of yen)	(31,232)	(44,681)	(30,526)	(33,528)	(36,955)	(33,032)	(31,954)	(34,669)	(42,793)	(33,980)
Net cash provided by (used in) financing activities (Millions of yen)	8,189	(11,983)	(8,640)	(27,828)	(90)	(26,461)	61	(24,265)	(24,224)	2,142
Cash and cash equivalents at end of period (Millions of yen)	68,539	52,917	75,296	70,943	89,205	79,205	112,181	108,716	104,344	129,253
Interest coverage ratio	25.51	16.14	25.07	26.53	30.25	28.05	46.33	42.17	60.61	67.88
Price-earnings ratio (PER) (Times)	50.62	28.00	16.90	27.67	19.57	20.90	27.11	54.10	27.26	19.20
Price-book value ratio (PBR) (Times)	1.43	1.11	0.94	0.96	0.87	0.93	1.33	2.20	1.78	1.52
Profit per share (EPS) (Yen)	27.24	39.32	57.93	36.54	49.15	51.64	54.90	50.56	82.82	114.41
Net assets per share (Yen)	964.24	988.82	1,036.70	1,056.32	1,101.19	1,154.11	1,120.01	1,240.76	1,270.40	1,440.77
Dividend payout ratio (%)	44.05	35.61	25.89	41.05	32.55	30.98	29.15	31.65	21.73	20.10
Number of employees at end of period (person)	22,506	22,879	23,634	24,304	24,827	25,356	25,693	26,222	27,180	27,836
[Outside, average number of temporary employees]	[21,216]	[22,943]	[23,530]	[24,281]	[24,118]	[24,937]	[24,945]	[24,185]	[23,206]	[22,234]

Financial Results and Key Indicators (Nonconsolidated)

	Fiscal 2008	Fiscal 2009	Fiscal 2010	Fiscal 2011	Fiscal 2012	Fiscal 2013	Fiscal 2014	Fiscal 2015	Fiscal 2016	Fiscal 2017
Net sales (Millions of yen)	614,582	615,313	615,151	620,945	630,890	659,526	695,538	720,205	735,103	744,922
Gross profit (Millions of yen)	190,320	191,626	192,692	195,345	196,123	210,066	228,851	236,247	245,413	248,392
Operating income (Millions of yen)	18,591	18,685	16,476	18,848	15,396	11,608	12,802	17,672	23,428	22,925
Ordinary income (Millions of yen)	18,622	20,219	18,328	21,234	18,247	15,053	16,265	20,548	26,341	26,427
Profit (Millions of yen)	6,010	9,021	9,052	5,208	8,139	7,560	7,673	9,239	14,724	17,811
Depreciation and amortization (Millions of yen)	24,462	24,792	25,955	25,651	25,763	24,835	27,378	25,153	24,469	23,880
Capital investment (Millions of yen)	24,659	31,265	21,742	23,708	25,261	22,827	25,341	21,987	29,722	30,596
Total stockholders' equity (Millions of yen)	210,908	217,315	221,493	222,822	230,099	237,993	244,668	265,933	274,870	297,703
Total liabilities (Millions of yen)	239,994	228,925	233,672	221,999	229,199	256,335	280,437	258,092	250,764	263,033
Interest-bearing debt (Millions of yen)	82,191	81,112	78,534	62,771	70,844	77,597	84,369	67,505	52,503	64,111
Gross profit margin (%)	30.97	31.14	31.32	31.46	31.09	31.85	32.90	32.80	33.38	33.34
Operating margin (%)	3.03	3.04	2.68	3.04	2.44	1.76	1.84	2.45	3.19	3.08
Ordinary income margin (%)	3.03	3.29	2.98	3.42	2.89	2.28	2.34	2.85	3.58	3.55
Profit margin (%)	0.98	1.47	1.47	0.84	1.29	1.15	1.10	1.28	2.00	2.39
Return on equity (ROE) (%)	2.86	4.21	4.13	2.34	3.59	3.23	3.18	3.59	5.45	6.21
Return on assets (ROA) (%)	1.36	2.01	2.01	1.16	1.80	1.59	1.51	1.76	2.81	3.28
Return on investments (ROI) (%)	14.99	14.70	14.18	15.20	14.04	11.82	12.47	12.93	14.50	13.58
Current ratio (%)	89.56	76.20	87.95	86.46	94.82	86.24	98.68	98.71	92.66	108.93
Ratio of total fixed assets to total stockholders' equity (%)	160.61	158.74	153.09	148.51	146.00	155.08	150.41	138.94	137.33	132.22
Equity ratio (%)	46.77	48.70	48.66	50.09	50.10	48.14	46.59	50.75	52.29	53.09
Debt-to-equity ratio (%)	40.73	38.98	36.71	29.09	32.11	34.55	36.88	28.29	21.02	24.26
Total capital employed turnover	1.39	1.37	1.36	1.38	1.40	1.38	1.36	1.37	1.40	1.37
Total number of outstanding shares (shares)	220,282,860	220,282,860	220,282,860	220,282,860	220,282,860	220,282,860	220,282,860	220,282,860	220,282,860	220,282,860
Stock market at end of period (Yen)	1,379	1,101	979	1,011	962	1,079	1,488	2,735	2,258	2,197
Total market value at end of period (Millions of yen)	303,770	242,531	215,656	222,705	211,912	237,685	327,780	602,473	497,398	483,961
Price-earnings ratio (PER) (Times)	50.44	26.82	23.76	42.63	25.95	31.33	42.56	64.96	33.65	27.07
Price-book value ratio (PBR) (Times)	1.44	1.11	0.97	1.00	0.92	1.00	1.33	2.26	1.80	1.62
Profit per share (EPS) (Yen)	27.34	41.05	41.21	23.72	37.07	34.44	34.96	42.10	67.10	81.17
Net assets per share (Yen)	959.52	989.00	1,008.59	1,014.85	1,048.18	1,084.33	1,114.82	1,211.82	1,252.60	1,356.66
Cash dividends per share (Yen)	12.00	14.00	15.00	15.00	16.00	16.00	16.00	16.00	18.00	23.00
Dividend payout ratio (%)	43.89	34.10	36.40	63.24	43.16	46.45	45.76	38.00	26.83	28.34
Number of employees at end of period (person)	15,879	16,060	16,174	16,450	16,638	17,521	17,654	17,869	18,628	19,109
[Outside, average number of temporary employees]	[9,230]	[9,751]	[10,066]	[10,174]	[10,036]	[9,975]	[9,599]	[9,243]	[8,746]	[8,055]

Other Financial Data

Number of Stores

(Number of stores)

	Fiscal 2008	Fiscal 2009	Fiscal 2010	Fiscal 2011	Fiscal 2012	Fiscal 2013	Fiscal 2014	Fiscal 2015	Fiscal 2016	Fiscal 2017
Daily Yamazaki	1,647	1,633	1,634	1,648	1,648	1,586	1,586	1,561	1,571	1,553
Fujiya [Western-style confectionery]	594	615	646	683	692	725	982	986	941	911
Vie de France	199	211	220	231	237	240	246	255	263	266

Number of Stores per Sales Channel (Nonconsolidated)

(Number of stores)

	Fiscal 2008	Fiscal 2009	Fiscal 2010	Fiscal 2011	Fiscal 2012	Fiscal 2013	Fiscal 2014	Fiscal 2015	Fiscal 2016	Fiscal 2017
Daily Yamazaki	1,568	1,566	1,564	1,585	1,587	1,531	1,533	1,518	1,533	1,518
Yamazaki Shop	3,775	3,746	3,719	3,727	3,639	3,528	3,309	3,139	3,018	2,905
Saint Etoile	607	605	608	608	621	586	579	582	597	574
Other licensed stores	355	340	341	342	337	289	282	283	285	288
Supermarkets	15,057	15,306	15,793	16,194	16,824	17,467	17,886	18,219	18,283	19,226
Convenience stores	38,809	40,236	40,939	41,964	44,350	46,785	49,364	50,444	51,716	52,458
General stores and other	36,338	35,665	36,027	36,574	36,023	35,645	34,997	34,434	33,861	33,116
Total	96,509	97,464	98,991	100,994	103,381	105,831	107,950	108,619	109,293	110,085

(Note) The total number of Daily Yamazaki stores, including area franchise, is 1,553.

Sales by Sales Channel (Nonconsolidated)

(%)

	Fiscal 2008	Fiscal 2009	Fiscal 2010	Fiscal 2011	Fiscal 2012	Fiscal 2013	Fiscal 2014	Fiscal 2015	Fiscal 2016	Fiscal 2017
Daily Yamazaki	3.1	2.9	2.5	2.5	2.6	2.7	2.3	2.2	2.3	2.3
Yamazaki Shop	5.2	4.9	4.9	4.8	4.8	4.8	4.6	4.2	4.0	3.8
Saint Etoile	2.3	2.2	2.1	2.0	2.1	2.0	1.7	2.0	2.0	1.9
Other licensed stores	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3
Supermarkets	39.2	40.0	40.6	40.9	41.2	41.8	42.1	41.6	42.5	43.7
Convenience stores	22.1	22.8	23.2	24.1	24.1	24.5	25.2	25.5	25.8	25.9
General stores and other	26.8	25.9	25.4	24.4	23.9	22.9	22.8	23.2	22.1	21.1
Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0