

Financial and Non-Financial Highlights

Section 1
Purpose

Section 2
Value Creation

Section 3
Foundations of Management

	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019
Net sales	487,571	507,661	540,255	568,377	612,424	683,981	759,592	828,798	941,508	1,328,874
Cost of sales	364,065	378,587	400,712	418,570	451,406	502,240	557,699	610,218	697,517	958,347
Selling, general and administrative expenses	102,439	103,738	110,223	117,438	126,726	142,638	158,708	172,395	192,423	307,417
Operating income	21,067	25,336	29,320	32,369	34,292	39,103	43,185	46,185	51,568	63,110
Ordinary income	21,109	25,138	29,283	33,201	35,487	40,160	43,797	45,523	57,218	68,240
Profit before income taxes	16,845	21,147	30,395	33,382	34,225	39,157	42,113	55,325	56,373	67,471
Profit attributable to owners of parent	10,238	12,663	19,845	21,141	21,471	23,148	24,938	33,082	36,405	48,253
Total assets	302,029	341,300	362,651	386,622	432,135	505,666	560,568	642,868	806,778	1,278,567
Total net assets	106,760	125,242	145,735	170,178	193,164	221,367	244,547	279,930	312,495	353,487
Basic earnings per share (yen)*1	73.68	83.91	128.74	136.74	137.34	147.09	157.76	209.18	230.14	304.93
Diluted earnings per share (yen)*1	68.82	82.17	128.45	136.17	136.56	146.63	157.65	209.04	229.66	304.00
Cash dividends per share (yen)*1	12.50	14.00	15.50	16.50	18.00	20.00	22.00	26.00	32.00	40.00
Consolidated dividend payout ratio (%)	17.0	16.7	12.0	12.1	13.1	13.6	13.9	12.4	13.9	13.1
Return on assets (ROA) (%)	3.4	3.9	5.6	5.6	5.2	4.9	4.7	5.5	5.0	5.8
Return on equity (ROE) (%)	10.5	11.1	14.9	13.7	12.1	11.6	11.2	13.5	13.3	15.6
Number of purchasing customers	-	-	232,969,021	244,658,461	260,191,080	283,039,023	304,899,600	333,215,467	370,829,179	528,888,368
Number of purchased items	-	-	-	1,388,295,164	1,586,622,869	1,824,446,232	2,039,829,666	2,313,489,393	2,662,827,579	4,108,663,303
Number of Group employees	4,061	4,164	4,517	4,511	5,282	6,029	6,857	6,708	7,876	13,546
CO ₂ emissions (t-CO ₂)*2	-	-	-	224,605	258,365	235,595	270,623	249,804	251,026	361,032
Energy consumption (GJ)*3	-	-	-	4,378,119	4,818,336	4,466,378	5,141,716	5,083,574	5,312,474	7,436,193

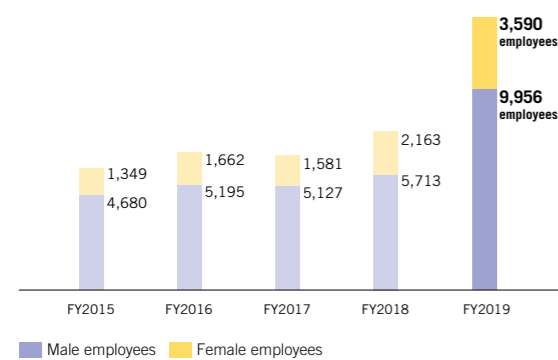
*1 Per share amounts were calculated based on the assumption that the stock split conducted on July 1, 2015 took place on July 1, 2009.

*2 Scope: Major domestic Group companies

Figures are the aggregate of emissions applicable under Scope 1 and Scope 2.

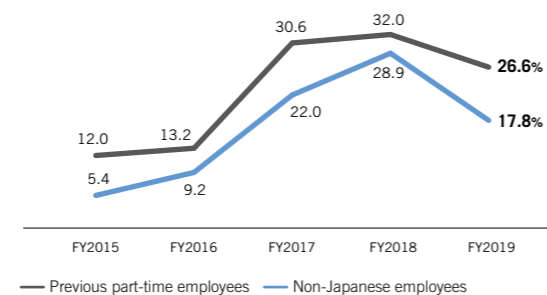
*3 Scope: Major domestic Group companies

Number of Full-Time Group Employees by Gender



In the fiscal year ended June 30, 2019, the number of female employees increased 1,427 year on year, to 3,590, and the number of male employees rose 4,243, to 9,956. In addition, the ratio of management positions held by female employees was 7.4%.

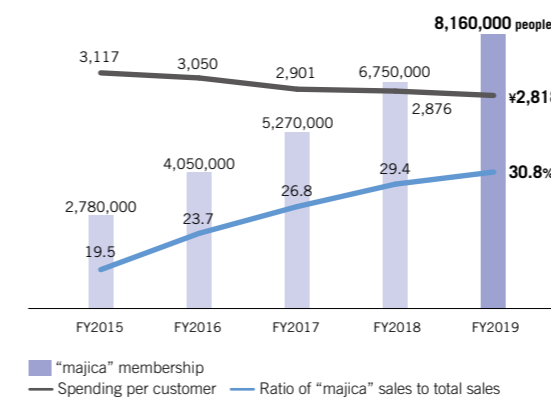
Ratio of Previous Part-Time Employees and Non-Japanese Employees*4 to Total Newly Graduated Recruits



In the fiscal year ended June 30, 2019, 26.6% of full-time employees from among newly graduated recruits were previously part-time employees. In addition, non-Japanese employees represented 17.8% of newly graduated recruits as we stepped up recruitment and development of non-Japanese employees in preparation for overseas expansion and growth in inbound demand.

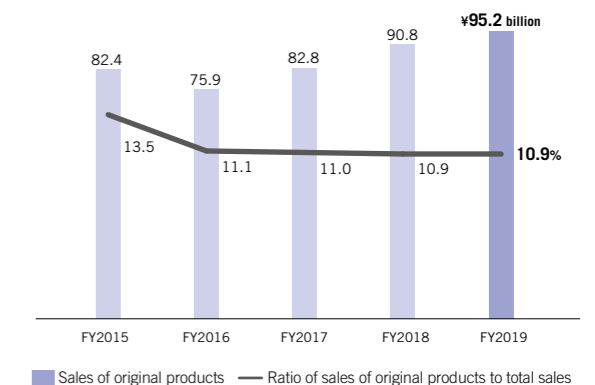
*4 Scope: Major domestic Group companies

"majica" Membership / Spending per Customer / Ratio of "majica" Sales to Total Sales



On June 30, 2019, the number of members for our "majica" e-money service stood at 8,160,000. Sales through this service accounted for 30.8% of total sales, and spending per customer via "majica" was ¥2,818, higher than the average for all customers. In this manner, "majica" is contributing to increases in repeat customers and earnings.

Sales of Original Products*5 / Ratio of Sales of Original Products to Total Sales



Sales of original products amounted to ¥95.2 billion in the fiscal year ended June 30, 2019, an increase of 4.8% year on year, and accounted for 10.9% of total sales. Sales of these products were driven by contributions from the foods categories, which garnered customer support by offering a sense of a bargain.

*5 Original products: Jonetsu Kakaku private brand products and OEM products
Scope: Don Quijote Co., Ltd. and Nagasakiya Co., Ltd.