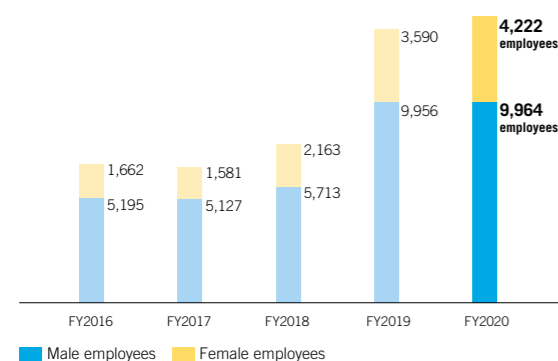


Financial and Non-Financial Highlights

	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019**	FY2020
Net sales	507,661	540,255	568,377	612,424	683,981	759,592	828,798	941,508	1,328,874	1,681,947
Cost of sales	378,587	400,712	418,570	451,406	502,240	557,699	610,218	697,517	958,347	1,200,258
Selling, general and administrative expenses	103,738	110,223	117,438	126,726	142,638	158,708	172,395	192,423	307,417	405,692
Operating income	25,336	29,320	32,369	34,292	39,103	43,185	46,185	51,568	63,110	75,997
Ordinary income	25,138	29,283	33,201	35,487	40,160	43,797	45,523	57,218	68,240	75,173
Profit before income taxes	21,147	30,395	33,382	34,225	39,157	42,113	55,325	56,373	66,284	73,161
Profit attributable to owners of parent	12,663	19,845	21,141	21,471	23,148	24,938	33,082	36,405	47,066	50,303
Total assets	341,300	362,651	386,622	432,135	505,666	560,568	642,868	806,778	1,282,100	1,298,948
Total net assets	125,242	145,735	170,178	193,164	221,367	244,547	279,930	312,495	352,300	390,716
Basic earnings per share (yen)*1	20.97	32.18	34.18	34.33	36.77	39.44	52.29	57.53	74.36	79.39
Diluted earnings per share (yen)*1	20.54	32.11	34.04	34.14	36.65	39.41	52.26	57.41	74.13	79.18
Cash dividends per share (yen)*1	3.50	3.87	4.12	4.50	5.00	5.50	6.50	8.00	10.00	15.00
Consolidated dividend payout ratio (%)	16.7	12.0	12.1	13.1	13.6	13.9	12.4	13.9	13.1	18.9
Return on assets (ROA) (%)	3.9	5.6	5.6	5.2	4.9	4.7	5.5	5.0	4.5	3.9
Return on equity (ROE) (%)	11.1	14.9	13.7	12.1	11.6	11.2	13.5	13.3	15.2	14.3
Number of purchasing customers	-	232,969,021	244,658,461	260,191,080	283,039,023	304,899,600	333,215,267	370,829,179	528,888,368	660,601,089
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	5,315,271,867
Number of Group employees	4,164	4,517	4,511	5,282	6,029	6,857	6,708	7,876	13,546	14,186
Percentage of women in managerial positions (%)	-	-	-	-	6.0	7.8	7.2	7.0	7.4	7.3
Percentage of employees with disabilities (%)	-	-	-	2.28	2.21	2.38	2.60	3.14	3.10	3.30
CO ₂ emissions (t-CO ₂)*2	-	-	224,605	258,365	235,595	270,469	269,062	279,413	364,800	559,467
Energy consumption (GJ)*3	-	-	4,378,119	4,818,336	4,466,378	5,141,716	5,083,574	5,312,474	7,477,392	11,399,603

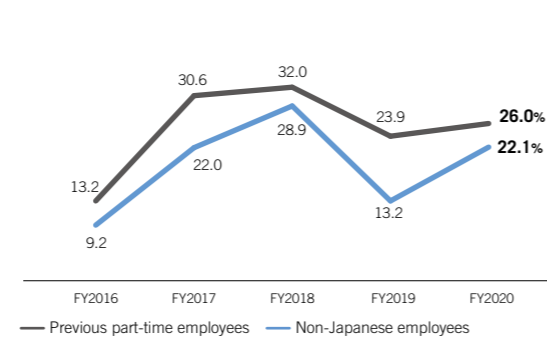
*1 Calculated information per share assuming that the share split (2-for-1) conducted on July 1, 2015 and share split (4-for-1) conducted on September 1, 2019 took place at the start of FY2011
 *2 Scope: Major domestic Group companies
 Listed values combine Scope 1 and Scope 2. Reflected UNY results from January 2019 due to consolidation of UNY
 *3 Scope: Major domestic Group companies (reported values under the Energy Savings Act)
 *4 Regarding the corporate integration with UNY, values related to FY2019 utilize confirmed content following confirmation in FY2020 statements of provisional accounting measures used in FY2019

Number of Full-Time Group Employees by Gender



In the fiscal year ended June 30, 2020, the number of female employees increased 632 year on year, to 4,222, and the number of male employees rose 8, to 9,964. In addition, the ratio of management positions held by female employees was 7.3%.

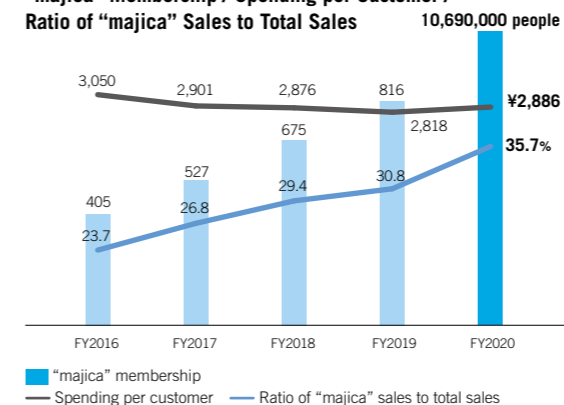
Ratio of Previous Part-Time Employees and Non-Japanese Employees*5 to Total Newly Graduated Recruits



In the fiscal year ended June 30, 2020, 26.0% of full-time employees from among newly graduated recruits were previously part-time employees. In addition, non-Japanese employees represented 22.1% of newly graduated recruits as we stepped up recruitment and development of non-Japanese employees in preparation for overseas expansion.

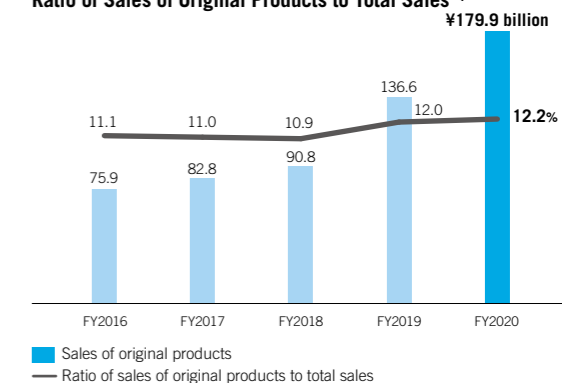
*5 Scope: Major domestic Group companies (includes UNY and UNY-related companies from FY2019)

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



On June 30, 2020, the number of members for our "majica" e-money service stood at 10,690,000. Sales through this service accounted for 35.7% of total sales, and spending per customer via "majica" was ¥2,886, higher than the average for all customers. In this way, "majica" is contributing to increases in repeat customers and earnings.

Sales of Original Products*6 / Ratio of Sales of Original Products to Total Sales*7



Sales of original products amounted to ¥179.9 billion in the fiscal year ended June 30, 2020, an increase of 31.7% year on year, and accounted for 12.2% of total sales. Sales of these products were driven by contributions from the food categories, which garnered customer support by offering a sense of a bargain.

*6 Original products: Jonetsu Kakaku private brand products and OEM products
 Scope: Don Quijote Co., Ltd. and Nagasakiya Co., Ltd.
 *7 Reflects UNY results from 3Q FY2019 due to consolidation of UNY