Brief announcement of non-consolidated financial statements for the accounting period ended March 2009

May 8, 2009

Name of listed company: Taya Co., Ltd.
Listed stock exchange: Tokyo Stock Exchange (First Section)
Code number: 4679
Location of head office: Tokyo
(URL http://www.taya.co.jp/)
Representative: Kazumasa Taya, President
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Scheduled date of the general shareholders' meeting: June 16, 2009
Scheduled date of starting the payment of dividend: June 17, 2009
Scheduled date of submission of financial statements: June 17, 2009

(Amounts less than 1 million yen were rounded down.)

1. Financial results for the accounting period ended March 2009 (April 1, 2008 to March 31, 2009)

(1) Operating results (The percentages represent the rates of increase or decrease over the previous accounting period)

	Sales		Operating income		Ordinary income	
	million yen	%	million yen	%	million yen	%
Period ended March 2009	13,000	(3.2)	292	(54.6)	297	(54.0)
Period ended March 2008	13,429	(1.3)	643	2.9	647	4.1

	Current net profit		Current net profit per share	Current net profit per share after adjustment of latent shares	Return on shareholder's equity	Ratio of ordinary income to total assets	Ratio of ordinary income to sales
	million yen	%	yen sen	yen sen	%	%	%
Period ended March 2009	198	(34.3)	39.30	-	4.1	3.5	2.2
Period ended March 2008	302	12.2	59.85	-	6.5	7.6	4.8

(NOTE) Profit and loss on investments based on the equity method for the year ended March 2009: - million yen; for the year ended March 2008: - million yen.

(2) Financial position

	Total assets	Net assets	Capital ratio	Net assets per share
	million yen	million yen	%	yen sen
Period ended March 2009	8,772	4,845	55.2	958.07
Period ended March 2008	8,314	4,757	57.2	940.76

(NOTE) Shareholders' equity at the end of the year ended March 2009:4,845 million yen; for the year ended March 2008: 4,757 million yen.

(3) Cash flow

	Cash flow from operations	Cash flow from investments	Cash flow from financial operations	Closing balance of cash and cash equivalents
	million yen	million yen	million yen	million yen
Period ended March 2009	615	(390)	1	1,416
Period ended March 2008	370	(174)	(423)	1,190

2. Dividend payments

	Dividend per share					Annual total amount of dividends	Divided payout ratio	Ratio of dividend to net assets
	First quarter	Second quarter	Third quarter	Final	Full year			
	yen sen	yen sen	yen sen	yen sen	yen sen	million yen	%	%
Period ended March 2008	-	0.00	-	22.00	22.00	111	36.8	2.4
Period ended March 2009	-	0.00	-	22.00	22.00	111	56.0	2.3
Period ending March 2010 (Projection)	-	0.00	-	22.00	22.00	-	65.4	-

3. Projected financial results for the period ending March 2010 (April 1, 2009 to March 31, 2010)

(The percentages shown for full year represent the rates of increase or decrease over the previous accounting period. The percentages shown for second quarter represent the rates of increase or decrease over the second quarter of the previous year.)

	Sales		Operating income		Ordinary income		Current net profit		Current net profit per share
	million yen	%	million yen	%	million yen	%	million yen	%	yen sen
Second quarter	6,570	1.7	203	53.8	200	48.7	30	(60.4)	5.93
Full year	13,460	3.5	503	72.1	500	68.0	170	(14.5)	33.61

4. Others

(1) Change of important accounting policy
1) Change associated with the revision of the accounting standards, etc.: Yes
2) Change other than the above 1): None
(NOTE) Please refer to page 18 (Material accounting policy) for the details.

(2) The number of outstanding shares (common stock)
1) The number of outstanding shares (including treasury stocks) at the end of the year ended March 2009: 5,100,000 shares; for the year ended March 2008: 5,100,000 shares.
2) The number of the treasury stock at the end of the current year ended March 2009: 42,731 shares; for the year ended March 2008: 42, 561 shares.

(NOTE) Please refer to page 32 (Per share information) for the number of shares to be the base for the calculation of current net profit per share.

* Explanation on an appropriate use of the projected business performance and other remarks

* Statements concerning revisions to the business performance forecasts contain estimates based on the Company's future outlook and plans as of the date of the announcement of this material, and actual business performance may differ from the projected figures because of various uncertainties involved in forecasting. Please refer to page 4 of the attached material for the above projected business performance.

1. Operating results

(1) Analysis of business performance

(Operating results of the current fiscal year)

The Japanese economy in the fiscal year tumbled toward a recessionary phase because of the global financial crisis caused by the collapse of U.S. financial institutions in autumn amid persistent financial unrest triggered by the U.S. subprime loan fiasco as well as rising oil and material prices, and a negative impact spread to the real economy, pushing down corporate earnings and worsening the employment situation.

The beauty industry is facing an increasingly tougher business environment amid declining personal consumption due to employment uncertainty and falling income in addition to an intensifying competition among salons.

Under these circumstances, the Company has been striving to satisfy customers by providing high-quality hospitality, services and technology under this year’s theme “fusion of spirit and skill.”

On the sales front, the Company began to offer "Free collagen treatment" and "Damageless treatment" to improve the hair quality of customers and introduced a new service "Maintenance color" to maintain beautiful hair color under this year's theme of "beautiful hair and beautiful skin." In the second half of the fiscal year, the Company marketed "Shiny gloss" as a new treatment to shine hair. In addition, the Company added a new cream foundation product to its Tours en l'air skin care cosmetics series.

Five beauty salons, “TAYA mina Kyoto Salon”, ”TAYA Sagami-Ono Salon”, “TAYA Marui Kichijoji Salon”, “TAYA Sendai Izumi Park Town Tapio Salon”, and “TAYA Kumamoto Hikarinomori Salon” were newly opened, four were refurbished, one underwent a brand conversion, and four were closed. As a result, there are 144 beauty salons and one retail shop as of the end of the current fiscal year.

In addition to these measures, the Company has been striving to improve its service to customers and strengthening human resource development. With consumers saving money more than ever and tightening their family budget, and their visit cycle becoming longer, however, the number of customers has been declining, marking a year-on-year drop of 3.1% at existing shops, while the Company's sales fell by 2.8% from the same period last year.

Consequently, although sales decreased to be 13,000 million yen (a decrease of 3.2% from the same period last year), operating income decreased to 292 million yen (a decrease of 54.6% from the same period last year), ordinary income decreased to 297 million yen (a decrease of 54.0% from the same period last year) and current net profit also decreased to be 198 million yen (a decrease of 34.3% from the previous fiscal year).

(Outlook for the next period)

We expect the beauty business environment to remain severe as we forecast that consumers will save money even more given that the global financial unrest and crisis are having a great impact on the Japanese economy and there is no sign of personal consumption picking up.

Under these circumstances, the Company will strive to improve its performance by promising that its beauticians as hair professionals will meet the needs of each customer, offer satisfaction, and gain and accumulate customers' trust under the slogan "promise."

In addition, the Company will strive to build a management foundation toward business expansion and growth by carrying out major changes to its management organization, including the introduction of salon management in small areas to ensure more finely tuned sales promotions, opening of the "TATA Academy," a new training program to cultivate young beauticians in a short period of time and strengthening of salon support both in sales and technical training, with the aim of increasing profitability at existing salons and reinforcing manpower through human resource management.

Taking the above into account, the business performance of the next fiscal year is predicted to be as follows:

(Overlook for the business performance in the fiscal year ending March 2010)

Sales	13,460 million yen	(Year-on year increase: 3.5%)
Operating income	503 million yen	(Year-on year increase: 72.1%)
Ordinary income	500 million yen	(Year-on year increase: 68.0%)
Current net profit	170 million yen	(Year-on year decrease: 14.5%)

(2) Analysis of financial status

1) Status of assets, liabilities and shareholders' equity

The total asset as of the end of the current fiscal year was 8,772 million yen, an increase of 457 million yen from that of the end of the previous fiscal year.

The remaining balance of current assets was 2,627 million yen (an increase of 12 million yen from that at the end of previous fiscal year) and the remaining balance of fixed assets was 6,144 million yen (an increase of 445 million yen from that at the end of previous fiscal year). The main increasing factors were cash and deposits which increased by 100 million yen and long-term deposit which increased by 300 million yen.

Total liabilities as of the end of the current fiscal year amounted to 3,927 million yen, an increase of 370 million yen from that at the end of previous fiscal year.

The remaining balance of current liabilities was 2,510 million yen (an increase of 141 million yen from that at the end of previous fiscal year) and the remaining balance of fixed liabilities was 1,416 million yen (an increase of 228 million yen from that at the end of previous fiscal year). The main increasing factors were increase of newly opened salons, renewal funds and borrowings of long-term operating funds of 320 million yen, and increase of account payable of 119 million yen. The main decreasing factor was decrease of corporate bonds of 180 million yen by the redemption.

The shareholders' equity as of the end of current fiscal year was 4,845 million yen, an increase of 87 million yen from that at the end of previous fiscal year. As a result of the above, the capital-to-asset ratio decreased from 57.2% at the end of previous fiscal year to 55.2%.

2) Cash flows

Cash and cash equivalents ("funds" hereinafter) at the end of the current fiscal year increased 226 million yen from that period last year, to 1,416 million yen.

Detailed cash flows in the current period are shown below.

(Cash flow from operations)

The increase in funds as the result of business activities in the current fiscal year amounted to 615 million yen (an increase of 245 million yen from the same period last year). This is mainly caused by an increased current net profit before tax of 452 million yen, an increased trade payables (21 million yen compared with decrease of 96 million yen in the same period last year) and payment amount of corporate tax, etc. (284 million yen compared with 386 million yen in the same period last year).

(Cash flow from investments)

The funds used as the result of investment activities in the current fiscal year amounted to 390 million yen (an increase of 216 million yen from the same period last year). This is mainly attributable to the outflow of the acquisition of tangible fixed assets 214 million yen used (263 million yen in the same period last year), an inflow of 5 million yen decrease (151 million yen in the same period last year) by the return of security deposits and guarantee money associated with the closure of salons, and increase of time deposits by 174 million yen (21 million yen increase in the same period last year).

(Cash flow from financial activities)

The funds gained as the result of financing activities in the current fiscal year amounted to 1 million yen (an increase of 425 million yen from the same period last year). The decrease is mainly attributable to the net decrease of outstanding long-term and short-term borrowings of 320 million yen (the net decrease in the same period last year was 132 million yen) and dividend payments of 111 million yen (111 million yen in the same period last year).

(Reference) Trend of cash flow indices

	33rd period ended March 2007	34th period ended March 2008	35th period ended March 2009
Capital ratio (%)	51.7	57.2	55.2
Mark-to-market capital ratio (%)	56.0	44.7	44.1
Interest-bearing debt/Operating cash flow ratio (year)	3.4	4.6	3.0
Interest coverage ratio (multiple)	18.4	10.3	18.6

Capital ratio: Net worth/Total assets

Mark-to-market capital ratio: Total market capitalization/Total assets

Interest-bearing debt/Operating cash flow ratio: Interest bearing debt/Operating cash flows

Interest coverage ratio: Operating cash flows/Interest payment

*1. Total market capitalization was computed by multiplying closing stock prices at year-end by total outstanding shares (excluding treasury stocks) at year-end.
2. Operating cash flow represents cash flow from operating activities in the cash flow statement. Interest-bearing debt represents all interest-bearing debts recorded on the balance sheet. In addition, interest payments represent the interest payment recorded in the cash flow statement.

(3) Basic dividend policy and dividend of current year and next year

It is the Company's basic policy to ensure the stable distribution of dividends to its shareholders, to return profits to shareholders in line with the Company's business results, and to make every effort to expand its operations. The retained earnings of the Company will be used to strengthen its financial position by maximizing corporate value. Retained earnings will also be used to expand the Company's businesses in the future to meet the expectations of shareholders.

Based on such policy, the Company is prepared to pay 22 yen per share as a regular dividend for the current fiscal year. Although we predict that current net profit for the fiscal year ending March 2010 will decline slightly, the Company is scheduled to pay a regular dividend of 22 yen per share.

(4) Business and other management risks

Regarding the operation status, financial conditions, etc., stated in this brief announcement of account settlement, the remarks made hereunder explain such matters which may significantly affect the judgment of the investors.

1) Specific management policy adopted by the Company:

It is essential for the business development of the Company to employ beauticians having national licenses. For the maintenance and improvement of its service quality, the Company has been recruiting such licensed beauticians as regular salaried employees in principle and sending them out to the job after educating them by the novice training course or the mid-career new employee training course held at the Company's training facilities and offices. When the recruiting or the educational training does not proceed on as planned, the business development, operation performance, etc., of the Company may be disturbed.

2) Situation to cause unusual fluctuation of the financial conditions and the operation performance:

The sales amount of the Company tends to increase in July, when the sense of season is felt strongly, December among other winter months and March, when the entrance and graduation ceremonies of kindergartens, schools and companies as well as the welcome parties are held, in comparison with other months of the year. On the other hand, such bad weathers as cool summer, warm winter, long rain and typhoon may adversely affect the business development, operation performance, etc., of the Company.

3) Heavy dependence on specific business partners, etc., with which the continuity of business is unstable:

For majority cases of the business development by the Company, the salons are located in the rental spaces or the shops of other businesses rather than the Company's own properties. Although the relations with the landlords and developers are favorable at this moment, when such occasion arises that the continuation of such business partner becomes questionable, there may be the possibility that the lease and guarantee money cannot be recovered or the Company's salon has to be removed or the business has to be discontinued, and the business development, operation performance, etc. of the Company may be disturbed.

4) Heavy dependence on specific products or technologies, of which future prospects are unknown:

For the development of the Company's business, as stated above, it is deemed important to have the beauticians, who have national licenses and are highly supported by the customers, do the job. If such specialists quit the Company in large number, the business development, operation performance, etc. of the Company may be disturbed.

5) Specific legal regulations, etc.

The Beauticians Law, which applies to the Company, may possibly be revised or the way in which this law is construed may alter if there is any change in the social situation, or such like. This may affect the Company's business.

6) Others (related to the management of personal information):

The Company has been doing its best to perfectly protect the security of personal information by continuously improving the customer database access conditions and the security systems. In addition, the Company has reinforced the internal security control environment by conducting thorough education of the employees to heighten their consciousness in the handling of information, constraining the number of staff authorized to access the information and constructing a supervision system.

The Company will conduct tight security control of personal information hereafter; however, should a leakage of personal information occur, the business development, operation performance, etc. of the Company may be disturbed.

2. Status of the corporate group

The statement is omitted, since there is no material change from the "Business System Diagram (Outline of Business)" shown in the latest financial report (published on June 25, 2008).

3. Management policy

(1) Basic management policy

The Company aims to enhance the techniques, creativity, sensitivity and service quality of its beauty therapists, while placing great emphasis throughout its businesses on the use of exceptional practical techniques. Our Company's principal goal is to add beauty to the lives of our customers through hair care, in line with the Company's mission statement: "Our contribution to society is to provide everybody with hopes and dreams."

The Company acknowledges that its role in society, in conducting its businesses, is to pursue the four goals of customer satisfaction, shareholder satisfaction, employee satisfaction and community satisfaction.

(2) Targeted financial indexes

The Company aims at achieving the major financial indexes below:

1) Return on shareholders' equity	15%	(Results of current period: 4.1%)
2) Ratio of ordinary income to sales	10%	(Results of current period: 2.3%)
3) Current net profit per share	150yen	(Results of current period: 39.30yen)

(3) Medium- to long-term corporate strategy

The Company, which has been promoting the midterm management plan "TAYA-Solid 2010" (announced on May 7, 2007) based on its basic management policy, recently reviewed the plan amid rapid changes in the economic situation and business environment, and will strive to achieve a new plan "TAYA-Solid 2012" (announced on May 8, 2009).

The outline of Medium-term Management Plan "TAYA-Solid 2012" is as follows:

Basic Policies

(1) To strengthen the profit-making structure and shift operations toward a profit-oriented growth strategy
(2) To promote the expansion of the salon network based on the area strategy
(3) To enhance capital efficiency and realize the improvement of corporate value

By implementing the above, the Company will firm up its position as the leading company in the industry and establish a foundation for a long-lasting growth.

Midterm business targets

(Target fiscal year: Fiscal year ending March 2012)

Sales	14,700 million yen (100.0%)
Operating profit	920 million yen (6.3%)
Ordinary income	920 million yen (6.3%)
Current net profit	410 million yen (2.8%)
EPS	81 yen

Main measures to be taken:

(1) Personal policy

1) Enhancement of the quality and quantity of designers
2) Thorough implementation of effective staff assignment

(2) Sales policy
1) Promotion of individuation and personalization

(3) Salon development policy
1) Effective expansion of salon network

(4) Corporate reform policy:
1) Improvement of profitability
2) Implementation of CSR

(5) Exercising functions of management organization
1) Swift decision-making and promotion of management activities
2) Restrengthening double system
3) Pursuing customer satisfaction

(4) Items to be considered

In accordance with its mission statement, the Company will continue to create an environment that benefits its customers, regardless of their age, gender or race. The Company, as a leading company in the hairdressing industry, responding to diversifying customer needs, will simultaneously pursue profitability and growth, with the emphasis on continuously developing new technology, training its employees, disseminating information, increasing the number of its beauty salons, and reasonably reducing costs.

The Company will also comply with laws and ordinances further enhance its internal control system and strive to improve and reinforce its corporate culture to be able to quickly and flexibly cope with changes in such management environments as the economic structure and social situation.

4. Financial statements, etc.

(1) Balance sheet

Unit: thousand yen

	Previous fiscal year (as of March 31, 2008)	Current fiscal year (as of March 31, 2009)
Assets		
Current assets		
Cash and deposits	1,612,139	1,712,841
Accounts receivable-trade	539,791	539,254
Merchandise	70,614	43,110
Materials for beauty treatments	49,493	36,992
Supplies	32,432	33,792
Prepaid expenses	122,223	119,785
Deferred tax assets	98,696	117,987
Other accounts receivable	88,214	-
Others	3,316	25,055
Bad debt reserves	(1,866)	(1,528)
Total current assets	2,615,057	2,627,292
Fixed assets		
Tangible fixed assets		
Buildings	3,543,166	3,697,960
Accumulated depreciation	(1,647,791)	(1,761,878)
Buildings (net value)	1,895,374	1,936,081
Structures	16,656	25,915
Accumulated depreciation	(10,119)	(16,578)
Structures (net value)	6,537	9,336
Equipment, tools and fixtures	59,774	50,492
Accumulated depreciation	(56,277)	(47,504)
Equipment, tools and fixtures (net value)	3,497	2,987
Land	1,377,828	1,377,828
Lease assets	-	80,349
Accumulated depreciation	-	(8,459)
Lease assets (net value)	-	71,889
Total tangible fixed assets	3,283,238	3,398,124
Intangible fixed assets		
Software	2,798	1,844
Others	30,097	30,097
Total intangible fixed assets	32,895	31,941
Investments and other assets		
Investments in subsidiaries and affiliated companies	136	136
Long-term loans to employees	2,507	1,220
Bankruptcy reorganization claims	11,650	11,650
Long-term prepaid expenses	51,272	47,510
Deferred tax assets	150,448	160,775
Long-term deposits	-	300,000
Key money and guarantee money	2,160,888	2,166,628
Membership rights	10,190	-
Others	7,845	38,680
Long-term bad debt reserves	(11,684)	(11,733)
Total of investment and other assets	2,383,253	2,714,867
Total fixed assets	5,699,387	6,144,933
Total assets	8,314,445	8,772,225

Unit: thousand yen

	Previous fiscal year (as of March 31, 2008)	Current fiscal year (as of March 31, 2009)
Liabilities		
Current liabilities		
Notes payable	337,219	351,871
Trade accounts payable	76,300	80,300
Short-term loans	152,800	139,700
Long-term loans due within one year	343,646	400,492
Corporate bonds to be redeemed within one year	180,000	130,000
Lease obligations	-	16,069
Accounts payable-other	264,912	384,576
Accrued expenses	533,681	518,785
Unpaid corporate taxes	194,133	193,202
Unpaid consumption taxes	66,335	33,492
Deposits received	41,307	38,039
Unearned revenues	1,381	1,222
Bonus reserve	177,056	222,450
Total current liabilities	2,368,774	2,510,202
Fixed liabilities		
Corporate bonds	130,000	-
Long-term loans payable	536,687	813,377
Retirement benefit reserve	284,238	299,801
Lease obligations	-	56,090
Long-term accounts payable	236,137	247,555
Others	780	-
Total fixed liabilities	1,187,842	1,416,824
Total liabilities	3,556,617	3,927,027
Net assets		
Shareholders' equity		
Capital stock	1,480,180	1,480,180
Capital surplus		
Capital reserve	1,702,245	1,702,245
Total capital surplus	1,702,245	1,702,245
Retained earnings		
Profit reserve	66,920	66,920
Other retained earnings		
Separate reserve	860,000	860,000
Earned surplus carried forward	766,906	854,396
Total retained earnings	1,693,826	1,781,316
Treasury stock	(118,423)	(118,543)
Total shareholders' equity	4,757,827	4,845,198
Total net assets	4,757,827	4,845,198
Total liabilities and net assets	8,314,445	8,772,225

(2) Income statement

Unit: thousand yen

	Previous fiscal year (April 1 to, 2007 to March 31, 2008)	Current fiscal year (April 1, 2008 to March 31, 2009)
Sales		
Sales of beauty treatments	12,045,171	11,586,816
Sales of goods	1,325,558	1,356,713
Others	59,227	56,715
Totals sales	13,429,957	13,000,245
Cost of sales		
Cost of beauty treatments	10,670,087	10,511,022
Cost of goods sold	607,063	637,360
Others	33,331	32,230
Total cost of sales	11,310,482	11,180,613
Gross profit	2,119,475	1,819,632
Sales and administrative expenses	1,476,300	1,527,352
Operating profit	643,175	292,280
Non-operating income		
Interest income	4,613	7,287
Real estate lease	15,428	14,963
Others	31,363	34,061
Total non-operating income	51,405	56,312
Non-operating expenses		
Interest expense	30,775	29,936
Interest paid for corporate bonds	3,903	2,407
Real estate rental expenses	8,182	8,460
Others	4,214	10,206
Total non-operating expenses	47,076	51,010
Ordinary income	647,504	297,582
Extraordinary income		
Leave compensation revenue	36,639	49,156
Income from closed salons and shops	40,000	172,909
Insurance received	34,868	7,805
Reversal of allowance for bad debts	651	289
Total extraordinary income	112,158	230,159
Extraordinary losses		
Loss from the prior-term adjustments	-	4,055
Loss from disposal of fixed assets	71,853	61,825
Impairment loss	14,746	7,759
Fire loss	48,154	-
Others	-	1,986
Total extraordinary losses	134,754	75,626
Current net profit or loss before tax	624,908	452,115
Corporate tax, inhabitant tax and enterprise tax	321,558	282,979
Amount of adjustment for corporate tax	683	(29,617)
Total of corporate tax and others	322,241	253,361
Current net profit or loss	302,667	198,753

(3) Statement of shareholders' equity

Unit: thousand yen

	Previous fiscal year (April 1, 2007 to March 31, 2008)	Current fiscal year (April 1, 2008 to March 31, 2009)
Shareholders' equity		
Capital stock		
Balance as of previous fiscal year	1,480,180	1,480,180
Changes during the current fiscal year		
Net changes during the current fiscal year	-	-
Balance as of current fiscal year	1,480,180	1,480,180
Capital surplus		
Capital reserve		
Balance as of previous fiscal year	1,702,245	1,702,245
Changes during the current fiscal year		
Net changes during the current fiscal year	-	-
Balance as of current fiscal year	1,702,245	1,702,245
Total capital surplus		
Balance as of previous fiscal year	1,702,245	1,702,245
Changes during the current fiscal year		
Net changes during the current fiscal year	-	-
Balance as of current fiscal year	1,702,245	1,702,245
Retained earnings		
Profit reserve		
Balance as of previous fiscal year	66,920	66,920
Changes during the current fiscal year		
Net changes during the current fiscal year	-	-
Balance as of current fiscal year	66,920	66,920
Other retained earnings		
Separate reserve		
Balance as of previous fiscal year	860,000	860,000
Changes during the current fiscal year		
Net changes during the current fiscal year	-	-
Balance as of current fiscal year	860,000	860,000
Earned surplus carried forward		
Balance as of previous fiscal year	575,504	766,906
Changes during the current fiscal year		
Dividend of surplus	(111,265)	(111,263)
Current net profit	302,667	198,753
Net changes during the current fiscal year	191,402	87,490
Balance as of current fiscal year	766,906	854,396
Total retained earnings		
Balance as of previous fiscal year	1,502,424	1,693,826
Changes during the current fiscal year		
Dividend of surplus	(111,265)	(111,263)
Current net profit	302,667	198,753
Net changes during the current fiscal year	191,402	87,490
Balance as of current fiscal year	1,693,826	1,781,316
Treasury stock		
Balance as of previous fiscal year	(118,377)	(118,423)
Changes during the current fiscal year		
Acquisition of treasury stock	(45)	(119)
Net changes during the current fiscal year	(45)	(119)

	Previous fiscal year (April 1, 2007 to March 31, 2008)	Current fiscal year (April 1, 2008 to March 31, 2009)
Balance as of current fiscal year	(118,423)	(118,543)
Total shareholders' equity		
Balance as of previous fiscal year	4,566,471	4,757,827
Changes during the current fiscal year		
Dividend of surplus	(111,265)	(111,263)
Current net profit	302,667	198,753
Acquisition of treasury stock	(45)	(119)
Net changes during the current fiscal year	191,356	87,370
Balance as of current fiscal year	4,757,827	4,845,198
Total net asset		
Balance as of previous fiscal year	4,566,471	4,757,827
Changes during the current fiscal year		
Dividend of surplus	(111,265)	(111,263)
Current net profit	302,667	198,753
Acquisition of treasury stock	(45)	(119)
Net changes during the current fiscal year	191,356	87,370
Balance as of current fiscal year	4,757,827	4,845,198

(4) Cash flow statement

(Unit: Thousand yen)

	Previous fiscal year (April 1, 2007 to March 31, 2008)	Current fiscal year (April 1, 2008 to March 31, 2009
Cash flow from operations		
Current net profit before tax	624,908	452,115
Depreciation	208,796	230,214
Impairment loss	14,746	7,759
Increase (decrease) in bonus reserve	(1,034)	45,393
Increase (decrease) in retirement benefit reserve	14,177	15,563
Increase (decrease) in bad debt reserve	(651)	(289)
Interest received	(4,613)	(7,287)
Interest paid	30,775	29,936
Loss from retirement of fixed assets	61,721	61,825
Leave compensation revenue	(36,639)	(49,156)
Income from compensation for closed salons and shops	(40,000)	(172,909)
Insurance revenue	(34,868)	(7,805)
Fire loss	48,154	-
(Decrease) increase in accounts receivable-trade	43,568	537
(Decrease) increase in inventory	13,717	38,644
Increase (decrease) in trade payables	(96,982)	21,592
Increase (decrease) in unpaid consumption tax, etc.	(15,177)	(32,842)
Others	(86,564)	8,849
Sub-total	744,036	642,143
Amount of received interest	4,437	6,435
Amount of interest payments	(35,881)	(33,096)
Leave compensation received	24,825	60,970
Insurance received	-	50,478
Income from compensation for closed salons and shops received	40,000	172,909
Fire loss expenditure	(20,442)	-
Paid corporate taxes	(386,378)	(284,002)
Cash flow from operations	370,597	615,837
Cash flow from investments		
Payment for time deposits	(715,419)	(934,834)
Income from withdrawal of time deposits	693,761	760,809
Payment for acquisition of tangible fixed assets	(263,077)	(214,780)
Expenditure for security deposit and guarantee money payment	(32,697)	(77,330)
Income due to the recovery of security deposit and guarantee money	184,079	83,290
Others	(40,836)	(8,048)
Cash flow from investments	(174,190)	(390,892)
Cash flow from financial operations		
Income from additional short-term loans	820,000	670,000
Repayment of short-term loans	(820,201)	(683,100)
Income from long-term loans	225,700	698,000
Repayment of long-term loans	(357,548)	(364,464)
Expenditure for long-term accounts payable repayment	-	(19,150)
Expenditure for lease obligation repayment	-	(8,188)
Outflow by redemption of corporate bonds	(180,000)	(180,000)
Expenditure for acquiring treasury stock	(45)	(119)

	Previous fiscal year (April 1, 2007 to March 31, 2008)	Current fiscal year (April 1, 2008 to March 31, 2009
Dividend payments	(111,899)	(111,245)
Cash flow from financial operations	(423,994)	1,732
Amount of increase (decrease) in cash and cash equivalents	(227,587)	226,676
Opening balance of cash and cash equivalents	1,417,682	1,190,195
Closing balance of cash and cash equivalents	1,190,095	1,416,771

Note concerning events or conditions that may cast significant doubt over the precondition of a going concern
N/A

Material accounting policy

Items	Previous fiscal year (April 1, 2007 to March 31, 2008)	Current fiscal year (April 1, 2008 to March 31, 2009)
1. Standard and method of evaluating inventories	Merchandise and materials for beauty treatment: at cost, based on the moving average method. Supplies: at cost, based on the final purchase cost.	Merchandise and materials for beauty treatment: The Company now mainly uses a cost accounting approach with a moving-average method (a method in which book value is written down based on a decrease in profitability and is used for balance sheet values). (Change in accounting policy) From the current fiscal year, "Accounting Standards Concerning Inventory Evaluation" (Corporate Accounting Standards No. 9 July 5, 2006) is applied. These changes did not affect operating income, ordinary income or current net profit before tax. Supplies: Same as on the left

Items	Previous fiscal year (April 1, 2007 to March 31, 2008)	Current fiscal year (April 1, 2008 to March 31, 2009)
2. Depreciation of fixed assets	(1) Tangible fixed assets Declining method. However, the straight-line method is used for buildings acquired on or after April 1, 1998 (excluding attached equipment). Major items are deemed to have the following useful lives: Buildings: 8 to 60 years Furniture and fixtures: 3 to 10 years Depreciation for buildings leased on fixed term contracts is calculated based on each fixed term instead of their useful lives. (Change in accounting policy) In line with the revision of the Corporation Tax Law, the method for depreciating tangible fixed assets that were acquired on or after April 1, 2007 has been changed to the one stipulated by the revised law, starting the current fiscal year. This change has no major impact on the previously reported financial results. (Additional information) In line with the revision of the Corporation Tax Law, the method for depreciating assets that were acquired on or before March 31, 2007 should follow the law before the revision, and starting from the fiscal year following the fiscal year when the depreciation reached 5% of the acquisition price, the difference between 5% of the acquisition price and the memorandum price is depreciated evenly for five years and declared as a depreciation cost. This change has no major impact on the previously reported financial results. (2) Intangible fixed assets Straight-line method. The straight-line method is applied to software for the Company's use based on the usable period in the Company (five years). (3) Long-term prepaid expenses Straight-line method. ———	(1) Tangible fixed assets Declining method. However, the straight-line method is used for buildings acquired on or after April 1, 1998 (excluding attached equipment). Major items are deemed to have the following useful lives: Buildings: 8 to 60 years Furniture and fixtures: 3 to 10 years Depreciation for buildings leased on fixed term contracts is calculated based on each fixed term instead of their useful lives. (2) Intangible fixed assets Same as on the left (3) Long-term prepaid expenses Same as on the left (4) Lease assets This was calculated based on the straight-line method over the lease period with a residual value of zero.

Items	Previous fiscal year (April 1, 2007 to March 31, 2008)	Current fiscal year (April 1, 2008 to March 31, 2009)
3. Accounting standards for reserves	(1) Reserves for bad debts As the reserve for losses from the default on payment of accounts receivable, the amount that it is impossible to collect is set aside based on the actual bad debt ratio for general receivables and by individually considering the possibility of collecting specified receivables, such as receivables over which there is concern about their collection. (2) Bonus reserve A reserve is set aside for the payment of bonuses to employees to provide for bonuses accrued in the current fiscal year, based on bonuses to be paid in the future. (3) Retirement benefits and allowances reserve The Company sets aside an amount based on the expected amount of retirement benefit liabilities at the end of the current fiscal year, to cover employees' retirement benefits and allowances. The entire difference from the actuarial calculation shall be treated as an expense in the accounting period when that difference occurs.	(1) Reserves for bad debts Same as on the left (2) Bonus reserve Same as on the left (3) Retirement benefits and allowances reserve Same as on the left
4. Lease transactions	Finance lease transactions other than those under which ownership of the leased equipment is transferred to the lessee are based on the accounting method applied to operating lease transactions.	――――
5. Method for hedging accounting	(1) Method for hedging accounting Because interest rate swap transactions satisfy the requirements for special treatment, this special treatment is applied to these transactions. (2) Hedging vehicles and hedged items Hedging vehicles: Interest rate swap Hedged items: Borrowings (3) Hedging policy The Company uses hedging transactions in order to avert risks associated with interest rate changes in the future.	(1) Method for hedging accounting Same as on the left (2) Hedging vehicles and hedged items Hedging vehicles: Same as on the left Hedged items: Same as on the left (3) Hedging policy Same as on the left

Items	Previous fiscal year (April 1, 2007 to March 31, 2008)	Current fiscal year (April 1, 2008 to March 31, 2009)
	(4) Valuation method for the effectiveness of hedging activities The Company's method satisfies the requirements for special treatment of interest rate swap transactions, and the effectiveness of hedging activities is determined based on the effectiveness of that method.	(4) Valuation method for the effectiveness of hedging activities Same as on the left
6. Scope of cash in the Cash Flow Statement	Cash in the Cash Flow Statement (cash and cash equivalents) consist of cash on hand, deposits that can be withdrawn at any time, and short-term investments that can be converted into cash easily, involve only a minor risk of price fluctuation, and can be reimbursed within three months of their acquisition.	Same as on the left
7. Other important matters that are the bases for the preparation of interim financial statements	(1) Accounting for consumption taxes, etc. Based on net sales exclusive of taxes.	(1) Accounting for consumption taxes, etc. Same as on the left

Change of accounting method

Previous fiscal year (April 1, 2007 to March 31, 2008	Current fiscal year (April 1, 2008 to March 31, 2009
――――――――	(Accounting standard for lease transactions) The Company was previously applying an accounting method for lease contracts to finance lease contracts in which ownership does not transfer to the lessee. However, the Company applies "Accounting Standards Concerning Lease Contracts" (Corporate Accounting Standards No. 13 (June 17, 1993 (Business Accounting Council's first panel), revised in March 30, 2007)) and "Guideline for Application of Accounting Standards Concerning Lease Contracts" (Guideline for Application of Corporate Accounting Standards No. 16 (Jan. 18, 1994 (Japanese Institute of Certified Public Accountants, Accounting System Committee), revised March 30, 2007)) based on the accounting method for ordinary sales transactions. With regard to finance lease contracts in which ownership does not transfer to the lessee before the initial year of adoption of the lease accounting standards, the Company continues to apply an accounting method for lease contracts. These changes in the accounting method did not affect operating income, ordinary income or current net profit before tax.

Change of indication method

Previous fiscal year (April 1, 2007to March 31, 2008)	Current fiscal year (April 1, 2008 to March 31, 2009)
(Balance sheet) "Other accounts receivable," which had been included in the "Others" of current assets until the previous fiscal year exceeded one percent of the total amount of assets in the current fiscal year, and therefore is indicated separately. "Other accounts receivable" as of the end of the previous fiscal year was 22,686 thousand yen.	(Balance sheet) "Other accounts receivable," which had been stated separately until the previous fiscal year (the balance at the end of the current fiscal year was 22,463 thousand yen) became less than 1 percent of the total amount of assets and therefore is included in the "Others" of current assets. "Membership rights," which had been stated separately until the previous fiscal year (the balance at the end of the current fiscal year was 10,190 thousand yen) is included in the "Others" of investment and other assets during the current fiscal year because the amount has become no longer significant.

Notes

(Notes on balance sheet)

Unit: thousand yen

Previous fiscal year (as of March 31, 2008)		Current fiscal year (as of March 31, 2009)	
*1. Assets provided as security		*1. Assets provided as security	
(1) Assets provided as security		(1) Assets provided as security	
Buildings	527,633	Buildings	497,331
Land	1,317,838	Land	1,317,838
Security deposit and guarantee money	287,525	Security deposit and guarantee money	268,025
Total	2,132,997	Total	2,083,195
(2) Liabilities in connection with the above		(2) Liabilities in connection with the above	
Short-term loans payable	152,800	Short-term loans payable	139,700
Long-term loans payable (including long-term loans repayable within one year)	880,333	Long-term loans payable (including long-term loans repayable within one year)	1,213,869
Total	1,033,133	Total	1,353,569
2. Contingent liabilities		2. Contingent liabilities	
Guarantee for borrowings from financial institutions		Guarantee for borrowings from financial institutions	
Guarantees for ex-employees based on a program to assist employees become independent	28,576	Guarantees for ex-employees based on a program to assist employees become independent	13,582

(Notes on income statement)

Unit: thousand yen

Previous fiscal year (April 1, 2007 to March 31, 2008)

*1. The percentage of sales and administrative expenses that are classified as cost of sales is approximately 7.6%, and the same percentage of general expenses is approximately 92.4%.
The major items and their amounts are as follows:

Advertising expenses	112,535
Remuneration to directors	148,548
Salary and bonuses	600,794
Reserve for bonus additionally counted	31,659
Retirement benefit expenses	4,400
Welfare expenses	88,572
Traveling & transportation expenses	55,874
Depreciation costs	23,350

*2. Fixed assets disposal loss

Buildings	45,979
Restoration expenses	10,026
Others	15,848
Total	71,853

*3. Impairment loss
The Company posted an impairment loss for the following asset groups in the current fiscal year:

Location	Purpose of usage	Type
Atsuta-ku, Nagoya city	Salon	Building, lease assets

The Company regards each salon as a group, by considering it to be a basic and minimum unit that generates cash flows. The book value of a group of assets of salons whose operating activities continuously result in losses is reduced to a collectible value, and the reduced value is posted as impairment loss in the extraordinary loss section.
The impairment loss consists of 10,476 thousand yen for buildings, 4,269 thousand yen for lease assets.
In addition, the collectible value of such group of assets is measured based on usable value, and future cash flows are discounted by 2%.

Current fiscal year (April 1, 2008 to March 31, 2009)

*1. The percentage of sales and administrative expenses that are classified as cost of sales is approximately 6.7%, and the same percentage of general expenses is approximately 93.3%.
The major items and their amounts are as follows:

Advertising expenses	102,864
Remuneration to directors	172,188
Salary and bonuses	610,437
Reserve for bonus additionally counted	59,456
Retirement benefit expenses	8,991
Welfare expenses	96,745
Traveling & transportation expenses	54,989
Depreciation costs	21,481

*2. Fixed assets disposal loss

Buildings	58,430
Restoration expenses	3,260
Others	134
Total	61,825

*3. Impairment loss
The Company posted an impairment loss for the following asset groups in the current fiscal year:

Location	Purpose of usage	Type
Omiya-ku, Saitama city	Salon	Building, lease assets

The Company regards each salon as a group, by considering it to be a basic and minimum unit that generates cash flows. The book value of a group of assets of salons whose operating activities continuously result in losses is reduced to a collectible value, and the reduced value is posted as impairment loss in the extraordinary loss section. The impairment loss consists of 7,759 thousand yen for buildings.
In addition, the collectible value of such group of assets is measured based on usable value, and future cash flows are discounted by 2%.

(Notes on statement of shareholders' equity)

Previous fiscal year (April 1, 2007 to March 31, 2008)

1. Matters concerning the types and total number of shares outstanding and the types and number of treasury stocks

Unit: shares

	Balance at the end of the previous fiscal year	Increase during the current fiscal year	Decrease during the current fiscal year	Balance at the end of the current fiscal year
Shares outstanding				
Common stock	5,100,000	-	-	5,100,000
Total	5,100,000	-	-	5,100,000
Treasury stock				
Common stock	42,500	61	-	42,561
Total	42,500	61	-	42,561

(Note) An increase of 61 shares in the total number of common stocks of treasury stock is caused by acquisition of odd-lod shares.

2. Statement on stock warrant and treasury stock warrant

N/A

3. Matters concerning dividend

(1) Dividend paid

Resolution	Types of shares	Total amount of dividend paid (thousand yen)	Dividend per share (yen)	Record date	Effective date
General shareholders' meeting held on June 19, 2007	Common stock	111,265	22	March 31, 2007	June 20, 2007

(2) Dividends for which the standard date for eligibility belongs to current fiscal year and effectiveness of dividend payment occurs in the next fiscal year

Resolution	Types of shares	Total amount of dividend paid (thousand yen)	Resource of dividend	Dividend per share (yen)	Record date	Effective date
General shareholders' meeting held on June 24, 2008	Common stock	111,263	Retained earnings	22	March 31, 2008	June 25, 2008

Current fiscal year (April 1, 2008 to March 31, 2009)

1. Matters concerning the types and total number of shares outstanding and the types and number of treasury stocks

Unit: shares

	Balance at the end of the previous fiscal year	Increase during the current fiscal year	Decrease during the current fiscal year	Balance at the end of the current fiscal year
Shares outstanding				
Common stock	5,100,000	-	-	5,100,000
Total	5,100,000	-	-	5,100,000
Treasury stock				
Common stock (Note)	42,561	170	-	42, 731
Total	42,561	170	-	42,731

(Note) An increase of 170 shares in the total number of common stocks of treasury stock is caused by acquisition of odd-lot shares.

2. Statement on stock warrant and treasury stock warrant

N/A

3. Matters concerning dividend

(1) Dividend paid

Resolution	Types of shares	Total amount of dividend paid (thousand yen)	Dividend per share (yen)	Record date	Effective date
General shareholders' meeting held on June 24, 2008	Common stock	111,263	22	March 31, 2008	June 25, 2008

(2) Dividends for which the standard date for eligibility belongs to current fiscal year and effectiveness of dividend payment occurs in the next fiscal year

Resolution	Types of shares	Total amount of dividend paid (thousand yen)	Resource of dividend	Dividend per share (yen)	Record date	Effective date
General shareholders' meeting held on June16, 2009	Common stock	111,259	Retained earnings	22	March 31, 2009	June 17, 2009

(Notes on cash flow statement)

Unit: thousand yen

Previous fiscal year (April 1, 2007 to March 31, 2008)	Current fiscal year (April 1, 2008 to March 31, 2009)
* Relationship between the closing balance of cash and cash equivalents and the amount recorded in the Balance Sheet (as of March 31, 2008) Cash and cash accounts 1,612,139 Time deposit, deposited for a period of three months or more (422,044) Cash and cash equivalents 1,190,095	* Relationship between the closing balance of cash and cash equivalents and the amount recorded in the Balance Sheet (as of March 31, 2009) Cash and cash accounts 1,712,841 Time deposit, deposited for a period of three months or more (296,069) Cash and cash equivalents 1,416,771

(Note on lease transactions)

Unit: thousand yen

Previous fiscal year (April 1, 2007 to March 31, 2008)

1. Finance lease transactions, excluding transactions that involve a transference of the ownership of the lease subject to the borrower

(1) Acquisition price of leased property, accumulated depreciation, accumulated impairment loss and closing balance

	Acquisition price of leased property	Accumulated depreciation	Accumulated impairment loss	Closing balance
Tools and fixtures	708,821	413,617	7,506	287,698
Software	21,240	20,178	-	1,062
Total	730,061	433,795	7,506	288,760

(2) Closing balance of prepaid lease fees

One year or less	117,598
Over one year	177,443
Total	295,042

Balance of impairment loss of lease assets 780

(3) Lease fees paid, reversal of impairment loss of lease assets, amount equivalent to depreciation expenses, amount equivalent to paid interest and impairment loss

Lease fees paid	179,321
Reversal of impairment loss of lease assets	5,173
Amount equivalent to depreciation expenses	165,950
Amount equivalent to paid interest	7,786
Impairment loss	4,269

(4) Method of calculating the amount equivalent to depreciation expenses

This was calculated based on the straight-line method over the lease period with a residual value of zero.

(5) Method of calculating the amount equivalent to interest paid

The difference between the total amount of lease fees and the amount equivalent to the acquisition price of the leased properties is assumed to be the amount equivalent to the interest paid, and the method of allocation to each term is based on the interest method.

Current fiscal year (April 1, 2008 to March 31, 2009)

1. Finance lease transactions (Borrower)

Finance lease transactions, excluding transactions that involve a transference of the ownership of the lease subject to the lessee.

1) Contents of lease assets

a) Tangible fixed assets

Facilities in the beauty industry (equipment, tools and fixtures)

2) Method for calculating depreciation of lease assets

As stated in Material accounting policy "2. Depreciation of fixed assets"

Among non-transfer ownership finance lease transactions, those, which started on March 31, 2008, or before, are based on the accounting method applied to operating lease transactions as shown below.

(1) Acquisition price of leased property, accumulated depreciation, accumulated impairment loss and closing balance

	Acquisition price of leased property	Accumulated depreciation	Accumulated impairment loss	Closing balance
Tools and fixtures	451,000	278,692	-	172,308
Software	-	-	-	-
Total	451,000	278,692	-	172,308

(2) Closing balance of prepaid lease fees

One year or less	80,247
Over one year	97,196
Total	177,443

Balance of impairment loss of lease assets -

(3) Lease fees paid, reversal of impairment loss of lease assets, amount equivalent to depreciation expenses, amount equivalent to paid interest and impairment loss

Lease fees paid	124,013
Reversal of impairment loss of lease assets	780
Amount equivalent to depreciation expenses	116,451
Amount equivalent to paid interest	6,414
Impairment loss	-

(4) Method of calculating the amount equivalent to depreciation expenses

Same as on the left

(5) Method of calculating the amount equivalent to interest paid

Same as on the left

(Note on securities)

Previous fiscal year (As of March 31, 2008)

N/A

Current fiscal year (As of March 31, 2009)

N/A

(Note on derivative transactions)

Previous fiscal year (April 1, 2006 to March 31, 2007)	Current fiscal year (April 1, 2007 to March 31, 2008)
1. Statement on transaction status (1) Outline of transactions The derivative transactions which the Company is utilizing are interest swap transactions. (2) Transaction policy The Company conducts derivative transactions for the purpose of avoiding the risk of interest fluctuation and will not do any speculative transaction in principle. (3) Utilization purpose of transactions The Company is avoiding the risk associated with future interest fluctuation for a part of the borrowings by fixing the interest rate in advance by means of interest swap transaction in order to stabilize its profit-making structure. 1) Method for hedging accounting Because interest rate swap transactions satisfy the requirements for special treatment, this special treatment is applied to these transactions. 2) Hedging vehicles and hedged items Hedging vehicles: Interest rate swap Hedged items: Borrowings 3) Hedging policy The Company uses hedging transactions in order to avert risks associated with interest rate changes in the future. 4) Valuation method for the effectiveness of hedging activities The Company's method satisfies the requirements for special treatment of interest rate swap transactions, and the effectiveness of hedging activities is determined based on the effectiveness of that method. (4) Transaction related risks Swap transactions involve the risk associated with the fluctuation of market interest rate. As the Company is limiting its transaction counterpart to highly-rated financial institutions, credibility risk is recognized to be almost zero. (5) Risk management system for transactions The financial department is in charge of the execution and management of derivative transactions by obtaining approval of the Board of Directors in accordance with internal rules. 2. Current value, etc., of transactions No statement is made of the current value, etc., as hedge accounting is adopted for derivative transactions.	1. Statement on transaction status (1) Outline of the transaction Same as on the left (2) Transaction policy Same as on the left (3) Utilization purpose of the transaction Same as on the left 1) Method for hedging accounting Same as on the left 2) Hedging vehicles and hedged items Hedging vehicles: Same as on the left Hedged items: Same as on the left 3) Hedging policy Same as on the left 4) Valuation method for the effectiveness of hedging activities Same as on the left (4) Risks related to the transaction Same as on the left (5) Risk management system for the transaction Same as on the left 2. Current value, etc., of transactions Same as on the left

(Note on Retirement benefits)

1. Outline of the Company's retirement benefit system

The Company has adopted a lump sum retirement allowance system based on a defined benefit system.

2. Retirement benefit payment liability and its breakdown

Unit: thousand yen

	Previous fiscal year (as of March 31, 2008)	Current fiscal year (as of March 31, 2009)
Retirement benefit payment liability (1) Retirement benefit liabilities	(284,238)	(299,801)
(2) Retirement benefit reserves	(284,238)	(299,801)

3. Breakdown of retirement benefit payment expenses

Unit: thousand yen

	Previous fiscal year (April 1, 2007 to March 31, 2008)	Current fiscal year (April 1, 2008 to March 31, 2009)
Retirement benefit cost	57,010	58,911
(1) Service costs	55,996	55,871
(2) Interest expense	5,245	5,579
(3) Disposed amount of the expense for the difference in actuarial calculation	(4,231)	(2,539)

4. Assumption for the calculation of retirement benefit liabilities

	Previous fiscal year (as of March 31, 2008)	Current fiscal year (as of March 31, 2009)
(1) Periodic allocation method of expected retirement benefit amounts	Periodic fixed amount standard	Periodic fixed amount standard
(2) Discount rate	2.0%	2.0%
(3) Number of years for amortization of the difference in actuarial calculation	Writing off of the entire amount in the period it occurred	Same as on the left

(Stock options and others)

Previous fiscal year (April 1, 2007 to March 31, 2008)

N/A

Current fiscal year (April 1, 2008 to March 31, 2009)

N/A

(Notes on deferred tax accounting)

	Previous fiscal year (as of March 31, 2008)	Current fiscal year (as of March 31, 2009)
1. Breakdown of the reasons for deferred tax assets and deferred tax liabilities	(Unit: thousand yen)	(Unit: thousand yen)
	Current fiscal year	Current fiscal year
Denial of bonus reserve	72,044	90,514
Impairment loss	7,757	10,381
Denial of unpaid corporate tax, etc.	19,375	19,338
Denial of retirement benefit reserve	115,656	121,989
Others	34,311	36,538
Total deferred tax assets	249,145	278,762
Net deferred tax assets	249,145	278,762
2. Breakdown of main items which caused significant difference, if any, between the legal effective tax rate and the corporate tax rate after the adoption of deferred tax accounting	(Unit: %)	(Unit: %)
Legal effective tax rate	40.7	40.7
(Adjustment)		
Items which are not counted permanently as the loss such as entertainment expenses	1.9	2.7
Per capita levy of local residential tax	9.6	12.7
Others	(0.6)	(0.1)
Corporate tax rate after the adoption of deferred tax accounting	51.6	56.0

(Profit and loss under the equity method, etc.)

Previous fiscal year (April 1, 2007 to March 31, 2008)

N/A

Current fiscal year (April 1, 2008 to March 31, 2009)

N/A

(Transactions with related parties)

Previous fiscal year (April 1, 2007 to March 31, 2008)

N/A

Current fiscal year (April 1, 2008 to March 31, 2009)

N/A

(Per share information)

	Previous fiscal year (April 1, 2007 to March 31, 2008)	Current fiscal year (April 1, 2008 to March 31, 2009)
Net assets per share (yen)	940.76	958.07
Current net profit per share (yen)	59.85	39.30
Current net profit per share after adjustment of latent shares	No statement is made of the amount of current net profit per share after the adjustment for residual stocks, since there is no residual stock that has any dilution effect.	No statement is made of the amount of current net profit per share after the adjustment for residual stocks, since there is no residual stock that has any dilution effect.

Note: The base data for calculating current net profit per share are as follows.

	Previous fiscal year (April 1, 2007 to March 31, 2008)	Current fiscal year (April 1, 2008 to March 31, 2009)
Current net profit (thousand yen)	302,667	198,753
Amount which dose not belong to shareholders of common stock (thousand yen)	–	–
Net income which belongs to common stock (thousand yen)	302,667	198,753
Average number of common stock during the fiscal year (thousand shares)	5,057	5,057

(Important post-balance sheet events)

N/A

5. Others

(1) Change in officials

1) Change in the representatives (as of June 16, 2009)

1. Candidates for the representatives
   N/A
2. Exiting representatives
   Tetsuya Taya (incumbent Chairman)
   (Tetsuya Taya is scheduled to assume the post of honorary chairman after resigning from the current post.)

2) Change in other officials (as of June 16, 2009)

1. Candidates for Directors
   Mitsumasa Taya （incumbent Managing Executive Officer, Administration Department chief）
2. Exiting Directors
   N/A
3. Candidate for the Corporate Auditors
N/A
4. Exiting Corporate Auditors
   N/A

(2) Others

Comparison of sales by category

(Unit: thousand yen)

Items	Previous year (April 1, 2007 to March 31, 2008)		Current year (April 1, 2008 to March 31, 2009)		Comparison with the previous year
	Amount	Breakdown	Amount	Breakdown	Increase or decrease
		%		%	
Beauty treatments	12,045,171	89.7	11,586,816	89.1	(458,355)
Merchandise	1,325,558	9.9	1,356,713	10.5	31,155
Others	59,227	0.4	56,715	0.4	(2,512)
Total	13,429,957	100.0	13,000,245	100.0	(429,712)