Term 2015.3 (Apr. 2014~Dec.2014) Outline of Accounts Settlement



Analysis of present states and future prospects



Stratford shop (Chicago, Illinois)
October 17, 2014 open!

ROUND ONE Corporation

C.E.O. and President Masahiko Sugino

Tokyo Stock Exchange First Section

Code Number: 4680

February 10, 2015

Term 2015.3 (Apr. 2014~Dec. 2014) Analysis of consolidated operating results

(previous term actual and current term actual)

			Term 2014.3	Term 2015.3	
		Unit	(2013.4~2013.12)	(2014.4~2014.12)	Differ
			Previous term actual	Current term actual	
	Total shops	Shop	114	118	+4
Shops	No. of months total shops operation	Month	1,021	1,032	+11

			T 2014 2	T 2015 C	
			Term 2014.3	Term 2015.3	
			(2013.4~2013.12)	(2014.4~2014.12)	Differ
			Previous term actual	Current term actual	
		Bowling	19.5	17.4	(2.1)
		Amusement	25.3	27.3	+2.0
		Karaoke	6.0	6.3	+0.2
		Spo-cha	7.5	8.0	+0.4
Others Total sales Cost of sales		Others	2.0	1.9	(0.0)
	Tota	l sales	60.5	61.1	+0.5
	of sales	54.2	56.4	+2.1	
	Gros	ss margin	6.3	4.7	(1.5)
P/L	S.G.	A. expenses	1.2	1.2	+0.0
	Ope	rating income	5.0	3.4	(1.6)
	Non-	-operating income & expenses	(1.7)	(0.2)	+1.4
	Ordi	nary income ※①	3.3	3.1	(0.1)
	Ordi	nary income margin	5.5%	5.2%	(0.3)%
	Extr	aordinary income & loss ※②	(26.3)	(0.4)	+25.9
	Net	income before tax	(23.0)	2.7	+25.7
	Rese	erve for corporate tax	(8.6)	※③ 0.8	+9.5
	Net i	income	(14.4)	1.8	+16.2



I	Note	
	* ① [Major Factors]	
	(Previous term actual) Ordinary income	¥3.33bn
	(Note)Increase in rent exp. (Note)Decrease in depreciation exp. Decrease in lease exp. (Note)Decrease in interest exp. Increase in amusement merchandise exp. (Note)Decrease in tax exp. Increase in sales Increase in personnel exp. Increase in utility exp. Others	¥(3.53)bn ¥1.59bn ¥1.23bn ¥1.04bn ¥(0.83)bn ¥0.58bn ¥0.58bn ¥(0.53)bn ¥(0.37)bn ¥0.09bn
	(Current term actual) Ordinary income	¥3.18bn
	(Note) Decrease in ordinary income is n	nostly affected

by sale & lease back occurred in previous term.

****(2)** [Extraordinary income & loss] Previous term actual *****(26.37)bn

→ Loss on sale & lease back ¥(26.33)bn

→ Loss on disposal of fixed assets ¥(0.04)bn

Current term actual ¥(0.47)bn

→ Loss on sale & lease back ¥(0.16)bn

→ Loss on disposal of fixed assets ¥ (0.31)bn

*(3) ¥(0.27)bn of reserve for corporate tax is caused by revaluation of real estate and deferred tax assets due to sale & lease back occurred in previous term. Hereafter no reversal of a large amount will occur.

Term 2015.3 (Apr. 2014~Dec. 2014) Analysis of consolidated operating results (current term plan and current term actual) Plan announced on November 7, 2014



		unced on Novembe	,	Term 2015.3	Term 2015.3	
			Unit	(2014.4~2014.12)	(2014.4~2014.12)	Differ
			Oilit	Current term plan	Current term actual	Dillei
			_	-		
Shops		otal shops	Shop	118	118	_
Snops		o. of months total hops operation	Month	1,032	1,032	_
				Term 2015.3	Term 2015.3	
				(2014.4~2014.12)	(2014.4~2014.12)	Differ
				Current term plan	Current term actual	
		Bowling		17.4	17.4	(0.0)
		Amusement		27.4	27.3	(0.1)
		Karaoke		6.3	6.3	+0.0
		Spo-cha		7.9	8.0	+0.0
		Others		1.9	1.9	+0.0
	То	tal sales		61.2	61.1	(0.0)
	Со	ost of sales		55.8	56.4	+0.5
	Gr	ross margin		5.3	4.7	(0.5)
P/L	S.C	G.A. expenses		1.2	1.2	+0.0
	Op	erating income		4.0	3.4	(0.6)
		n-operating income penses	&	(0.5)	(0.2)	+0.2
	Or	dinary income ※①	ı	3.5	3.1	(0.3)
	Ordinary income margin		in	5.8%	5.2%	(0.6)%
	Ex	traordinary income	& loss※②	(0.3)	(0.4)	(0.1)
	Ne	t income before tax		3.2	2.7	(0.5)
	Re	serve for corporate	tax	1.0	0.8	(0.1)
	Ne	et income		2.2	1.8	(0.4)

Note	
※① [Major Factors]	
(Plan) Ordinary income	¥3.55bn
Increase in supplies (including LED) exp. Increase in amusement merchandise expense Increase in sales promotion premium Increase in advertising (flyers) exp. Gain on currency exchange Others	¥(0.27)bn ¥(0.15)bn ¥0.11bn ¥(0.08)bn ¥0.08bn ¥(0.06)bn
(Actual) Ordinary income	¥3.18bn
Value of difference of differe	Increase in other exp. ¥(0.06)bn
Plan	Actual

Term 2015.3 Quarterly consolidated actual and plan



Plan announced on November 7, 2014

(Unit ¥bn / round down)

		Act	:ual		Plan			
								1
	1st Q	2nd Q	1st Q∼2nd Q	3rd Q	4th Q	3rd Q~4th Q	Term	_
Total sales	19.6	22.1	41.8	19.3	24.2	43.6	85.5	
Cost of sales	18.1	19.1	37.2	19.1	19.1	37.7	75.0	1
Gross margin	1.5	2.9	4.5	0.2	5.1	5.9	10.5	1
S.G.A. expenses	0.4	0.4	0.8	0.4	0.4	0.8	1.7	1
Operating income	1.1	2.5	3.7	(0.2)	4.7	5.0	8.8	L
Non-operating income & expenses	(0.3)	(0.0)	(0.3)	0.0	(0.2)	(0.4)	(0.8)	2
Ordinary income	0.8	2.5	3.4	(0.2)	4.4	4.5	8.0	1
Ordinary income margin	4.2%	11.6%	8.1%	(1.2)%	18.3%	10.5%	9.4%	1
Extraordinary income & loss	0.0	(0.0)	(0.0)	(0.4)	(0.8)	(1.1)	(1.2)	3
Net income before tax	0.8	2.4	3.3	(0.6)	3.5	3.4	6.8	1
Reserve for corporate tax	0.0	0.9	1.0	(0.1)	1.2	1.2	2.3	1
Net income	0.7	1.5	2.3	(0.4)	2.2	2.1	4.5	1
Year-on-year existing shop sales (Japan only)	(2.9)%	+1.9%	(0.4)%	+0.3%	(0.5)%	+0.4%	±0.0%	

(Note) ① Expenses related to head office ② Interest expense (mostly) ③ Breakdown: ¥0.8bn (impairment loss) ¥0.4bn (disposal of amusement substrates, etc.)

[※] Figures for 4th Q and thereafter are plan, hence summarizing actual and plan figures for 3rd Q∼4th Q and term is inappropriate.

Term 2015.3 Company-wide sales and Year-on-year existing shop sales actual and plan



◆Company-wide sales actual and plan (consolidated)

Plan announced on November 7, 2014

(Figures below indicated measurement unit are ignored)

			Actual				Plan			
	Unit			_						
		1st Q	2nd Q	1st Q∼2nd Q	3rd Q	4th Q	3rd Q~4th Q	Term		
Bowling	¥billion	5.8	6.1	12.0	5.4	7.4	12.8	24.9		
Amusement	¥billion	8.6	9.9	18.5	8.7	10.3	19.3	37.9		
Karaoke	¥billion	2.0	2.2	4.3	2.0	2.3	4.3	8.7		
Spo-cha	¥billion	2.5	3.0	5.6	2.4	3.4	5.7	11.4		
Others	¥billion	0.6	0.6	1.3	0.6	0.6	1.3	2.6		
Total sales	¥billion	19.6	22.1	41.8	19.3	24.2	43.6	85.5		

Actual

Plan

♦Year-on-year existing shop sales actual and plan (U.S.A. shops are excluded)

			Act	ual		Plan			
	Unit						_		
		1st Q	2nd Q	1st Q∼2nd Q	3rd Q	4th Q	3rd Q∼4th Q	Term	
Bowling	%	(16.0)	(9.7)	(12.9)	(8.8)	(5.1)	(6.3)	(9.6)	
Amusement	%	+6.0	+8.6	+7.4	+5.2	+3.7	+5.9	+6.6	
Karaoke	%	+2.7	+5.4	+4.1	+1.0	(0.6)	+0.2	+2.1	
Spo-cha	%	+2.4	+7.4	+5.0	+4.7	(2.0)	(0.6)	+2.1	
Others	%	(11.5)	(5.9)	(8.7)	+5.4	+2.0	+2.7	(3.3)	
Total sales	%	(2.9)	+1.9	(0.4)	+0.3	(0.5)	+0.4	±0.0	
		_		-					
VS Previous Year (Sat/Sun/Hol)	日	±0	±0	±0	+1	(1)	±0	±0	

Actual

Plan

[※] Figures for 4th Q and thereafter are plan, hence summarizing actual and plan figures for 3rd Q→4th Q and term is inappropriate.

Term 2015.3 Consolidated plan ① Shops and P / L



No change since announcement of plan revision on November 7, 2014 has been made.

(Figures below indicated measurement unit are ignored)

			Unit	Term 2014.3 Actual	Term 2015.3 Plan	Differ
	Ne	ew shops opened	Shop	1	*1 4	+3
	No	o. of total shops	Shop	114	118	+4
Shops	[B	reakdown] Own shops	Shop	21	18	(3)
		Leased shops	Shop	93	100	+7
	No	o. of months total shops operating	Month	1,363	1,386	+23
		Bowling	¥billion	27.2	24.9	(2.3)
		Amusement	¥billion	34.9	37.9	+2.9
		Karaoke	¥billion	8.4	8.7	+0.2
		Spo-cha	¥billion	10.9	11.4	+0.4
P/L		Others	¥billion	2.7	2.6	(0.1)
P/L	То	tal sales	¥billion	84.2	85.5	+1.2
	Ор	perating income	¥billion	10.0	8.8	(1.2)
	Ordinary income		¥billion	7.8	8.0	+0.1
	Or	dinary income margin	%	9.3%	9.4%	+0.1%
	Ne	et income ※②	¥billion	(19.6)	4.5	+24.1

※① Shop openings in term 2015.3 · · · 2 shops in Japan, 2 shops in U.S.A. (Total 4 shops. Please refer to page 10 for details).

***2** Net income calculation formula:

[Term 2014.3 Actual] Ordinary income of ¥7.81 billion – Loss on sale & lease back of ¥29.29 billion – Impairment loss of ¥2.08 billion – Loss on disposal of amusement substrates, etc. of ¥0.16 billion + Effects of corporate income taxes of ¥4.04 billion = Net income of ¥(19.68) billion.

[Term 2015.3 Plan] Ordinary income of ¥8.00 – Impairment loss of ¥0.80 billion – Loss on disposal of amusement substrates ¥0.40 billion – Effects of corporate income tax of ¥2.30 billion = Net income of ¥4.50 billion.

Term 2015.3 Consolidated plan ② Cash flow



No change since announcement of plan revision on November 7, 2014 has been made.

(Figures below indicated measurement unit are ignored)

		Unit	Term 2014.3	Term 2015.3
		Offic	Actual	Plan
	Net income	¥billion	(19.6)	4.5
	Income tax adjustment (provision / payment / refund / refund receivable in total)	¥billion	(6.5)	4.2
	Non- cash loss on sale & lease back transactions, etc.	¥billion	30.8	1.2
	Dividend	¥billion	(1.9)	(1.9)
	Depreciation (excluded lease depreciation)	¥billion	5.8	3.8
	Simplified cash flow	¥billion	8.4	11.9
Cash	Investment on alleys (excluded finance lease)	¥billion	(3.7)	※① (3.8)
	Asset expenditure for security deposit	¥billion	(1.6)	(0.0)
	Increase in cash due to sale of existing shops	¥billion	※② 50.2	※③ 3.6
	Simplified free cash flow	¥billion	53.2	11.7
	Cash reserve	¥billion	25.1	27.2
	Interest-bearing liabilities	¥billion	36.8	27.0
	Net interest-bearing liabilities	¥billion	11.6	(0.1)

- ***1** Estimated breakdown of capital expenditure for term 2015.3:
 - About ¥1.82 billion · · · 4 new shops (Japan: 2 shops / about ¥0.9 billion, U.S.A.: 2 shops / ¥0.92 billion)
 - About ¥0.20 billion • existing shops (partial remodeling, purchase of amusement substrates, etc.)
- ***2** Sale & lease back settled assets for 37 shops.
- **※③** Scheduled sale & lease back of 3 shops was implemented in Term 2015.3 1st Q.∼2nd Q. (Impairment loss was booked in term 2014.3, hence books of term 2015.3 will not be affected.)

Trend in number of shops, P / L status (consolidated) and trend in year-on-year existing shop sales (Japan)



No change since announcement of plan revision on November 7, 2014 has been made.

◆Trend in number of shops, P / L (consolidated)

	1Term 2006.3	Term 2007.3	Term 2008.3	Term 2009.3	Term 2010.3	Term 2011.3	Term 2012.3	Term 2013.3	Term 2014.3	Term 2015.3 Plan
Shops opened	11	15	11	13	11	4	1	4	1	4
Shops closed	0	0	1	2	0	0	0	1	0	0
Shops total	58	73	83	94	105	109	110	113	114	118
[Breakdown] own shops	29	42	49	61	69	69	63	58	21	218
leased shops	29	31	34	33	36	40	47	55	93	100

(Note) 1 The number of own shops as of the end of term 2006.3 includes shops owned by the companies consolidated after term 2006.3.

2 Scheduled sale & lease back of 3 shops was implemented in term 2015.3.

Round down

Total sales	¥50.2bn	¥65.8bn	¥77.9bn	¥77.9bn	¥82.1bn	¥84.3bn	¥89.5bn	¥85.9bn	¥84.2bn	¥85.5bn
Operating income	¥12.7bn	¥17.9bn	¥18.2bn	¥13.6bn	¥12.0bn	¥11.4bn	¥16.0bn	¥11.5bn	¥10.0bn	¥8.8bn
Ordinary income	¥13.4bn	¥16.3bn	¥15.9bn	¥9.7bn	¥7.8bn	¥6.9bn	¥11.4bn	¥8.2bn	¥7.8bn	¥8.0bn
Ordinary income margin	26.7%	24.9%	20.5%	12.6%	9.6%	8.2%	12.8%	9.6%	9.3%	9.4%
Net income	¥11.9bn	¥9.7bn	¥9.1bn	¥3.9bn	¥3.3bn	¥(12.6)bn	¥2.7bn	¥0.6bn	¥(19.7)bn	¥4.5bn

(Note) ① Figures for term 2006.3 are not consolidated because consolidated financial statements were not prepared at that time. (From term 2007.3 and thereafter all figures are consolidated.)

◆Trend in year-on-year existing shop sales (Japan)

	Term 2006.3	Term 2007.3	Term 2008.3	Term 2009.3	Term 2010.3	Term 2011.3	Term 2012.3	Term 2013.3	Term 2014.3	Term 2015.3 Plan
Bowling	+19.4 %	+7.1 %	+1.4 %	(6.5) %	(4.0) %	(3.7) %	+0.4 %	(11.3) %	(10.5) %	(9.6)%
Amusement	+11.5 %	+0.1 %	(6.8) %	(10.8) %	(9.8) %	+0.0 %	(1.1) %	(10.7) %	(1.7) %	+6.6%
Karaoke	(4.5) %	+4.0 %	(1.2) %	(7.3) %	(13.1) %	+3.4 %	+15.8 %	(3.7) %	(1.8) %	+2.1%
Spo-cha	-	-	(16.1) %	(9.8) %	(9.2) %	(4.5) %	+7.5 %	+0.2 %	+5.1 %	+2.1%
Others	(11.3) %	(9.2) %	+13.2 %	+11.4 %	(3.9) %	(14.5)%	+1.3 %	(6.6) %	(9.9) %	(3.3)%
Total sales	+11.6 %	+2.0 %	(4.0) %	(8.5) %	(7.7) %	(2.2) %	+1.7 %	(9.0) %	(4.2) %	±0.0%

(Note) Comparison of existing shop sales does not include shops operating in U.S.A.

Trend in assets, etc. (consolidated)



Trend in asset, net worth, net interest-bearing liabilities

No change since announcement of plan revision on November 7, 2014 has been made.

(Figures below indicated measurement unit are ignored)

	Term 2007.3 Actual	Term 2008.3 Actual	Term 2009.3 Actual	Term 2010.3 Actual	Term 2011.3 Actual	Term 2012.3 Actual	Term 2013.3 Actual	Term 2014.3 Actual	Term 2015.3 Plan
Total assets	¥166.3bn	¥176.3bn	¥216.0bn	¥251.2bn	¥252.1bn	¥228.2bn	¥206.2bn	¥127.1bn	4 ¥117.5bn
Net assets	¥61.8bn	¥69.6bn	¥72.3bn	¥85.6bn	¥79.0bn	¥79.8bn	¥78.7bn	¥57.5bn	¥60.1bn
Net assets ratio	37.2%	39.5%	33.5%	34.1%	31.3%	35.0%	38.2%	45.3%	51.1%
Cash reserve	¥28.8bn	¥22.9bn	¥21.5bn	¥30.8bn	¥22.7bn	¥29.4bn	¥25.3bn	¥25.1bn	¥27.2bn
Interest-bearing liabilities	¥93.9bn	¥98.5bn	¥117.9bn	¥138.8bn	¥136.1bn	¥110.9bn	¥90.2bn	¥36.8bn	¥27.0bn
Guarantee debts ①	¥3.1bn	¥40.9bn	¥41.9bn	¥31.8bn	¥8.2bn	_	_	_	_
Net interest-bearing liabilities	¥68.2bn	¥116.5bn	¥138.3bn	¥139.8bn	¥121.6bn	¥81.4bn	¥64.9bn	¥11.6bn	¥(0.1)bn
New lease contract amount 2	¥15.6bn	¥15.9bn	¥14.5bn	¥12.2bn	¥13.7bn	¥10.6bn	¥9.1bn	¥8.1bn	¥7.0bn
Lease liabilities	¥25.8bn	¥26.8bn	¥27.1bn	¥25.9bn	¥28.4bn	¥27.3bn	¥24.6bn	¥19.6bn	¥17.0bn
Net interest-bearing liabilities including balance lease liabilities ③	¥94.1bn	¥143.3bn	¥165.4bn	¥165.8bn	¥150.1bn	¥108.8bn	¥89.5bn	¥31.2bn	¥16.9bn

Guarantee debts ··· loans made by subsidiaries during development periods for which ROUND ONE Corporation is jointly and severally liable. These loans will be repaid after shop openings, etc. and guarantee debts will eliminate. However, these loans are classified as interest-bearing liabilities because they are switched to long-term loans.

- New lease contract amount · · · mainly the lease contract amount for purchasing new amusement machines and karaoke machines.
- 3 Net interest-bearing liabilities including balance lease liabilities · · · sum of net interest-bearing liabilities and balance of lease liabilities at the end of year.
- Cause of total asset decrease · · · repayment of interest-bearing liabilities of ¥(9.7) billion, current term net income increase of ¥4.5 billion, decrease in lease liabilities of ¥(2.5) billion, payment of dividend of ¥(1.9) billion.

The lease above indicates finance lease for amusement machines and karaoke machines.

Measures taken for existing shops

- RAUND
- Extension of shop hours from the beginning of March (Excluding some shops)
 - **Extension** of weekdays shop hours: opening time 10AM \Rightarrow 8AM
- **♦** Free shuttle bus operating in 88 shops (excluding downtown shops)

♦Bowling

"Bowling for health" lessons to encourage senior bowlers sponsored by bowling community (trial implementation)



Shuttle bus

◆Amusement

- ●Increase number of high operation rate machines
- Occasional installment of new bowling machines
 Arcade game machine "ShadowPrinces (KONAMI)"
 Video game "Wonderland Wars (SEGA)"
 - "Disney Tsum Tsum (KONAMI)"
 - "Monster Strike MULTI BURST (KONAMI)"







Monster Strike MULTI BURST(KONAMI)

♦Spo-cha

• Purchase additional bubble balls for popular "Bubble Soccer"

♦Sales promotion / Advertising

- Continuous enforcement of improved LINE notice mail system
- Occasional advertisement at stations near shuttle bus department / arrival area
- Switch from TV advertising to social network advertising in next term is under discussion



Bubble Soccer



LINE Original Stump

Shop openings scheduled



New shops opened in term 2015.3

	Opening date	Nation	Shop name / region	Shop type
1	October 3, 2014	Japan	Hamaotsu A-Qus / Shiga	Stadium, Roadside (Within mega shopping building)
2	October 17, 2014	U.S.A.	Stratford / Chicago, Illinois	Standard, Roadside (Within mega shopping center)
3	October 30, 2014	Japan	LaLaPort Izumi / Osaka	Standard, Roadside (Within mega shopping center)
4	December 20, 2014	U.S.A.	Arlington Parks / Arlington, Texas	Standard, Roadside (Within mega shopping center)

New shop openings planned in term 2016.3

(U.S.A.:7~8 shop openings per year is planned)

	Opening date	Nation	Shop name / region	Shop type
1	June, 2015	U.S.A.	Santa Ana Mainplace / Santa Ana, California	Standard, Roadside (Within mega shopping center)
2	July, 2015	U.S.A.	Seattle Southcenter / Seattle, Washington	Standard, Roadside (Within mega shopping center)
3	September, 2015	U.S.A.	San Jose Eastridge / San Jose, California	Standard, Roadside (Within mega shopping center)
4	Winter in 2015	Japan	(Tentative name) Sapporo Susukino / Sapporo, Hokkaido	Standard, Downtown
5	Winter in 2015	U.S.A.	(Tentative name) Taunton Silver City / Taunton, Massachusetts	Standard, Roadside (Within mega shopping center)
6	Spring in 2016	U.S.A.	(Tentative name) Bensalem Neshaminy / Bensalem, Pennsylvania	Standard, Roadside (Within mega shopping center)
7	Spring in 2016	U.S.A.	(Tentative name) Sunvalley / Concord, California	Standard, Roadside (Within mega shopping center)
8	Spring in 2016	U.S.A.	(Tentative name) Yorktown / Lombard, Illionois	Standard, Roadside (Within mega shopping center)

[Note] · Changing / cancellation of opening dates, changing of shop names may occur without a notice.

All future shops are planned to be in mall.

Existing shops and principles of conditions for future shops openings in U.S.A.



[Existing shops]

	Opening date	Shop name / region	Shop type
1	Opened in August 2010	Puente Hills (Los Angeles, California)	Standard, Roadside (In Puente Hills Mall) http://www.puentehills-mall.com/
2	Opened in September 2012	Moreno Valley (Riverside, California)	Standard, Roadside (In Moreno Valley Mall) http://www.morenovalleymall.com/
3	Opened in August 2013	Lakewood (Lakewood, California)	Standard, Roadside (In Lakewood Center Mall) http://www.shoplakewoodcenter.com/
4	Opened in October 2014	Stratford (Chicago, Illinois)	Standard, Roadside (In Stratford Square Mall) http://www.stratfordmall.com/
5	Opened in December 2014	Arlington Parks (Arlington, Texas)	Standard, Roadside (In The Parks at Arlington) http://www.theparksatarlington.com/

[Principles of conditions for future shops openings]

Expansion candidates	Opening in large shopping malls throughout U.S.A. (There are approximately 900 malls that apply to our conditions)
Sizes of shop	42,000sq. ft.~64,000sq. ft.
Demographics	Over 150,000 within 5 miles, over 400,000 within 10 miles
Target customers	Shopping mall customers (young adults at night, mainly college students) / Projected male - female rate is 50-50
Avg. spending / customer	About \$14
Sales share	Amusement 56%, Bowling 25%, FB 16%, Other 3%
Standard investment amount	\$6 million (Breakdown: Facility related \$2.4 million, Amusement machines \$2.1 million, Other facilities (Bowling) \$1.1 million, Other \$0.4 million
Lease fee conditions	Amusement machines depreciation in 3 years, Other facilities (Bowling) depreciation in 7 years ⇒ after 4th year lease fees become less which helps the profitability

[Facility, Investment and P/L Standards by different operation floor scales]

	Sizes of shop	42,000sq. ft.	53,000sq. ft.	64,000sq. ft.
Investment amount	Initial investment amount	\$5,400,000	\$6,000,000	\$6,600,000
	Total sales	\$4,900,000	\$5,300,000	\$5,700,000
	Operating income (1st year)	\$500,000	\$600,000	\$700,000
Year budget	Operating income (2nd~3rd year)	\$800,000	\$900,000	\$1,000,000
	Operating income (after 3rd year)	\$1,300,000	\$1,500,000	\$1,700,000
	Operating income rate (after 3rd year)	26.5%	28.3%	29.8%

Statistical snapshot of shops



◆Trend in number of shops

		f shop nings	No. of sh	op closings	Total No. of shops at the end of the	
	Japan	U.S.A.	Japan	U.S.A.	term	
~Term 2005.3	51		※① 4		47	
Term 2006.3	11				58	
Term 2007.3	15				73	
Term 2008.3	11		※② 1		83	
Term 2009.3	※② 13		%① 2		94	
Term 2010.3	11				105	
Term 2011.3	3	1			109	
Term 2012.3	1				110	
Term 2013.3	3	1	%① 1		113	
Term 2014.3		1			114	
Term 2015.3 (Plan)	2	2			118	

Break	Breakdown of total number of shops at the end of the term								
	Japan								
Star	ndard	Stac	lium	Standard					
Downtown	Roadside	Downtown	Roadside	Roadside					
8	34	-	5	-					
8	34	-	16	-					
8	34	-	31	-					
8	34	-	41	-					
7	45	-	42	-					
7	55	-	43	-					
8	57	-	43	1					
8	58	-	43	1					
9	57	1	44	2					
9	57	1	44	3					
9	58	1	45	5					

^{**} Reason for closure of 7 shops (expiration of contract periods: 5 shops, construction of new large shops in the neighborhood: 1 shop, closure of trial shop (trial period: about 2 years): 1 shop).

♦Number of shops by geographical area (as of the end of January, 2015)

	Japan									
Area	Hokkaido / Tohoku	Hokuriku / Koshinetsu	Kanto	Chubu / Tokai	Kansai	Chugoku / Shikoku	Kyushu / Okinawa	Total	U.S.A.	Total
No. of shops	10	4	33	14	33	8	11	113	5	118
Share	8.4%	3.4%	28.0%	11.9%	28.0%	6.8%	9.3%	95.8%	4.2%	100.0%

^{*2} Fuji shop closed in term 2008.3 and reopened at the same location in the next term after undergoing complete reconstruction.

Notices and contact for inquiries regarding IR



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