

Yofuku-no-Aoyama
$3-5, \mathrm{Ohj}$-ch


## Aoyama Posts Record High Sales and Higher

 Operating Income for the Sixth Consecutive YearI would like to thank you, our shareholders, for your steadfast support of Aoyama Trading Group. I am pleased to report that the Group continued to improve its business performance in the year under review, achieving record high sales and higher operating income for the sixth consecutive year. We are determined to ensure that the Company fulfills your expectations in the coming years by continuing to increase revenues, particularly from the menswear retail business, by boldly tackling new challenges.


Osamu Aoyama President and CEO

Business conditions in menswear retailing remained subdued as a result of sluggish sales of bout the greater burden on household finances as a result of reform of the pension and tax systems, and a more discriminating approach to purchasing. In this business environment, Aoyama Trading Group achieved business results that exceeded the initial plan as a result of the pursuit of market share growth through enhancement of product lines and an active and refurbishment of existing stores in the mainstay suit business. suit business.

Aiming for Further Revenue Growth
Demographic change, notably the combination of an aging society and a declining birthrate coupled with the retirement in 2007 of the first of the baby boomer generation, is expected to result in contraction of the menswear market. In response to this demographic trend, in the year under review we devoted efforts to the cultivation of new customer segments by enhancing our lines of women's business suits for job seekers and women's formal wear, merchandise we began offering on a full-scale basis at the end of the previous term, and creating appealing store environments.
In addition, we strove to increase transactions with young customers by taking advantage of the T Card loyalty points program of Culture T Card loyalty points program of Culture Convenience Club Co., Ltd., to which we gained access through an alliance formed in February of ast year
With regard to The Suit Company's Weekend store format, which was launched in April of last year, nine stores were in operation as of March 31 2007. We intend to aggressively open stores in large suburban shopping centers and strive to attract the core customer segment, married couples who are the children of baby boomers.
We aim to further expand revenue through these initiatives.

Five New Objectives Designed to
Strengthen Market Presence
In the current term we have established five new business objectives and begun working to achieve

The first objective is human resources
development. We aim to upgrade human resources by conducting employee education programs adapted to various employee circumstances by means of elearning and training for people in specific positions. The second objective is to reinforce sales strategies beyond the capabilities of competitors through a potent combination of a powerful Internet presence and our nationwide store network. Last winter our Internet store added women's merchandise to its World Wide Size trial fitting service for king, tall, and small sizes not extensively stocked at stores. In February of this year we established the Web Strategy Promotion Department in line with a policy of further strengthening our Internet strategy.
The third objective is to improve the accuracy of customer analysis. We will reinforce our customer data analysis capabilities to realize more efficient customer approaches
The fourth objective is to strengthen our women's merchandise lines by enhancing the merchandise mix in the women's lines we began offering on a full cale basis at the end of last year.
The fifth and final objective is the development of ew store formats. In April of this year we launched he new Plus A The Suit Aoyama format targeting married couples who are the children of baby oomers, opes who are the children of baby hopping centers. These stores specialize in men' nd women's suits and other business wear under the oncept "The shop that supports the business scene."
By achieving these objectives, we intend to further increase our profile in an industry where competition is intensifying. I request your further understanding and support for our endeavors.

## Opening New Markets through New Store Format Development

Ahead of the retirement en masse of baby boomers beginning in 2007, competition in the menswear retailing industry is increasing in intensity. In this business environment, the Company is focusing effort on opening up new markets to achieve further growth.

■ Cultivating New Demand at Suburban Shopping Centers
For Aoyama Trading Group, new store format development is the key to the cultivation of new markets. This April we launched Plus A The Suit Aoyama, a new format for stores located primarily at suburban shopping centers aimed mainly at married couples who are the children of baby boomers.
These stores specialize in business wear, a These stores specialize in business wear, a
in shopping centers carry, stocking men's and women's suits and related items. Two stores were in operation as of April 30
The Suit Company Niigata LoveLaBandai Store, which opened in March of this year, has separate entrances for its menswear and womenswear sections so that customers can enjoy shopping in an environment designed to appeal to the preferences of their sex.


The Plus A The Suit Aoyama LOC CITY Mito-Minami Store (opened April 2007)

■ Store Formats Adapted to the Needs of Target Customers
In a development concerning The Suit Company format, by the end of March 2007 the number of The Suit Company's Weekend stores had increased to suine. These stores are located in large suburban
shopping centers and target mainly married couples who are the children of baby boomers.
Six Universal Language stores were in operation


The Universal Language Sapporo Stellar Place Store
(opened March 2007)
as of March 31, 2007. The Company is now endeavoring to ensure the profitability of this store format, which is focused on offering a select line of merchandise for people with discerning taste in fashion.

The Company will continue to boldly implement new ideas unconstrained by past experience in order to respond to customers' increasingly sophisticated requirements for products and services.


## Menswear Retail Operation Store Network

## Number of Stores

|  | $\begin{array}{\|c\|} \hline \text { Year ended } \\ \text { March 31, } 2006 \end{array}$ | Year ended March 31, 2007 | Year ended March 31, 2007 |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
|  |  |  | Stoepepering | Sverealadios | Stoercloing |
| Yofuku-no-Aoyama | 675 | 694 | 15 | 21 | 7 |
| Aoyama Suit Kobo | 11 | - | - | 1 | - |
| The Suit Company | 33 | 43 | 13 | - | 3 |
| CALAJA | 79 | 53 | 2 | 1 | 28 |
| Total | 798 | 790 | 30 | 23 | 38 |



Number of Stores by Geographical Area (as of March 31, 2007)


## Provision of E-Learning Instruction for All Sales Personnel

In November 2006 the Company began training for about 5,000 sales personnel (including part-time employees) working at its stores by means of e-learning. We have prepared an e-learning program that enables employees to access from their home computers a dedicated website containing a total of 6,000 questions arranged in question sets prepared for each job classification. The questions cover basic knowledge of clothing and customer service methods as well as product knowledge specific to Yofuku-no-Aoyama, The Suit Company, and the other store formats. Employees can use a glossary and a dictionary function to look up things they don't understand and make inquiries to the departments in charge by e-mail or telephone. To promote active and continuous participation, we conduct skills improvement tests and preparation tests for sales specialist qualification examination. By combining e-learning with periodically conducted conventional training, we intend to improve the customer service skills and product knowledge of all sales personnel.

Women's Merchandise Added to the World Wide Size Website

The Company has added women's merchandise to the World Wide Size website-based trial fitting service for king, tall, and small sizes not extensively stocked at stores (http://wws.aoyama-syouji.co.jp/). Using this service, customers can select combinations of three types of jackets and slacks, or skirts available in black or gray in sizes 1 to 3 and 19 to 29. Blouses and pumps are also offered.
Customers who make reservations at the above website five days or more in advance can try on clothes at their preferred stores free of charge with no obligation to purchase.

## TWenWiasen



The World Wide Size Womenswear Page

## New Products Open Up New Markets

The number of suits sold during the year under review increased by $5.4 \%$ from the previous term to $2,656,000$, setting a new record for the sixth consecutive year. Sales of women's merchandise, which we began offering on a full scale basis at the end of the previous term, developed favorably, and we are now augmenting our women's lines to open new markets.

- Bolstering Women's Merchandise Lines

The Company enhanced its women's merchandise lines, offering a wide selection of blouses and accessorie in addition to business suits for career women and firstme job seekers. In May of this year we began offering women's formal wear at all stores in addition to suits. Sales of suits to university students seeking jobs were especially strong during the term owing to active recruitment of new graduates by companies.
In April of this year we launched the Plus A The Suit Aoyama store format, which includes a high $30 \%$ proportion of women's merchandise in its merchandise mix. We are also implementing merchandising policies designed to attract women customers at The Suit Company, Universal Language, and The Suit Company's Weekend stores. We will continue to create store environments and bolster our product lines to increase sales of women's merchandise.

- Number of suits sold and average retail price

- Premium-Grade Savile Row Moxon Suits Are a Hit

In men's merchandise, sales of the Company's Savile Row brand premium-grade suits exceeded expectations. Notably, suits made of rare Moxon English fabric enjoyed tremendous popularity owing to their scarcity value and meticulously detailed workmanship.
Moxon is a long-established textile manufacturer and purveyor to the royal family of the United Kingdom. Moxon fabrics, which equire nearly three times as long to weave as ordinary fabrics, require nearly three times as long to weave as ordinary fabrics, have high scarcity value, and suits made of these fabrics have been highly favored by discerning mature customers for thei ombination.
For the 2007 surinces.
For the 2007 summer selling season, we have developed avile Row cool suits made using material from Dormeuil, France's premium textile manufacturer. We will continue to create distinctive products that meet the diversifying needs of our customers.


The Launch of Su-su Suits, the Industry's First High-Ventilation Suits
The Company has launched at all Yofuku-no-Aoyama stores Su-Su Suits, a new line of cool suits for summer wear The industry's first high-ventilation suits lower sensory temperature by about four degrees Celsius compared to conventional summer suits (in results of heat shielding tests conducted using the reflector lamp method on material manufactured by The Japan Nool Textile Co., Ltd.).
This fabric, made by processing wool and a fiber with ceramic content using a special manufacturing method, has a great deal of empty space between threads. This results in the passage of 180 cubic centimeters of air per square centimeter of fabric per second, a substantial improvement over the 100 cubic centimeter that is ordinarily considered indicative of a cool fabric Furthermore, in addition to the enhanced air permeability, the inclusion of the fiber containing ceramic increases the heat shielding properties of the fabric and the perceived coolness of the suits.



## Menswear Retail Business

Sales from the menswear retail business in the year under eview rose $6.2 \%$ year on year to $¥ 177,437$ milinon, the sixth $7.5 \%$ to $¥ 19,257$ million

Suit Business
Sales in this segment rose $7.0 \%$ year on year to $¥ 167,573$
million. The Company sought to expand market share for the million. The Company sought to expand market share for the
Yofuku-no-Aoyama format through such means as opening 15 new stores and relocating 22 stores and enhanced the women' suits line with the aim of attracting new customer segments.
We expanded the store networks of the The Suit Company and Universal Language store formats and opened

## CALAJA Business

Sales in this segment decreased $6.9 \%$ year on year to $¥ 9,864$ million. The Company implemented a store concept focused on family casual fashion for customers in their 30 s, offering high-
quality merchandise at affordable prices. We opened 2 new quality merchandise at affordable prices. We opened 2 new the year under review

## Credit Card Business

Revenues from the credit card business in the year under review increased $10.9 \%$ year on year to $¥ 9,246$ million, while operating income decreased $2.2 \%$ to $¥ 2,100$ million. The number of Aoyama Card members reached 3.29 million at the end of February 2007, and the balance of loans receivable grew to
$\neq 62,333$ million. The Company obtained Privacy Mark certification by means of rigorous legal compliance and the strengthening of internal control systems.



## Sundry Sales Business

Sales from the sundry sales business in the year under review ecreased $1.6 \%$ year on year to $¥ 20,211$ million, while operating ncome increased $4.3 \%$ to $¥ 596$ million. This business involves
he operation of Daiso \& Aoyama 100 Yen Plaza shops on premises previously occupied by Yofuku-no-Aoyama or CALA tores or on premises shared with Yofuku-no-Aoyama or CALores. stores or on premises shared with Yofuku-no-Aoyama stores. closed, bringing the total number of stores to 142 at the end of February 2007.

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## Commercial Printing Business

Sales from the commercial printing business in the year under eview increased $0.5 \%$ year on year to $¥ 10,485$ million, and operating income increased $7.1 \%$ to $¥ 529$ million. Although the
business environment remained adverse owing to such factors a decline in unit prices brought about by intensifying competition, Ascon sought to expand its business base and increase profits by implementing priority measures, including the assurance
nformation security, cultivation of relationships with existing information securty, cultivation of relationships with existing
customers, reinforcement of activities to win new customers, and profit-oriented order taking.


- Sales and Operating Income

Mililions of yen)
12,000
$\square$ Sales $\begin{gathered}\text { Operating income } \\ \text { (Mililions of yen) } \\ 600\end{gathered}$


- Composition of Sales (2007/3)

- Sales and Operating Income

- Composition of Sales (2007/3)

Business Results



- Gross profit and gross profit margin


Consolidated Statements of Cash Flows (Summary)


## Cash Flows

-Cash Flows from Operating Activities Net cash provided by operating activities was $¥ 20,016$
million (compared to $¥ 13,205$ million in net cash provided the million (compared to $¥ 13,205$ million in net cash provided the
previous term). The increase in net cash was attributable to previous term). The increase in net cash was attributable to
factors including income before income taxes of $¥ 20,586$ million and depreciation expense of $¥ 6,697$ million, whic
more than offset an increase of $¥ 6,642$ million in loans more than offset an increase of $¥ 6,642$ million in loans receivable in the creat
income taxes paid.
-Cash Flows from Investing Activities
Net cash used in investing activities was $¥ 5,634$ million
(compared to $¥ 23,811$ milion in net cash used the previous
$\begin{aligned} & \text { lerm). Payments, ind ing } \\ & \text { of property, plant, and equipment associated with new store }\end{aligned}$
$\begin{aligned} & \text { of property, plant, and equiupment associated with new store } \\ & \text { openings and store efefurbishment in the menswear retail and }\end{aligned}$
sundry sales operations, were partially offset by factors s
securities and investment securities.

- Operating income and operating margin


- Net income and return on sales



## Consolidated Statement of Change in Net Assets

| Year ended March 31, 2007 |  |  |  |  |  |  |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Shareholders' equity |  |  |  |  | Valuation and translation adiustments |  |  |  | Stock acquisition rights | Minority <br> interests | Total net <br> assets |
|  | $\begin{gathered} \text { Common } \\ \text { stock } \end{gathered}$ | $\begin{aligned} & \text { Capital } \\ & \text { surplus } \end{aligned}$ | Earned surplus | $\begin{gathered} \text { Treasury } \\ \text { stock } \end{gathered}$ | $\begin{array}{\|c} \substack{\text { Thataidal } \\ \text { sefides }} \\ \text { equity } \end{array}$ |  | Deferred gains on hedges | Land revaluation difference | Total valuation and ranslion adiustments |  |  |  |
| Balance at March 31,2006 | 62,504 | 62.449 | 112,57 | $\triangle 3,374$ | 234,138 | 1,179 | - | $\triangle 19,314$ | $\triangle 18,135$ | - | 1.472 | 217,476 |
| Changes during the year |  |  |  |  |  |  |  |  |  |  |  |  |
| Increase (decrease) by share-for-share exchange |  | 202 |  | 374 | 576 |  |  |  |  |  |  | 576 |
| Dividends fom supplus (Noei 1) |  |  | $\triangle 2,962$ |  | $\triangle 2,962$ |  |  |  |  |  |  | $\triangle 2,962$ |
| Dividends from surplus |  |  | $\triangle 1,321$ |  | $\triangle 1,321$ |  |  |  |  |  |  | $\triangle 1,321$ |
| Bonuses to directors and corporate auditors (Note 1 |  |  | $\triangle 187$ |  | $\triangle 187$ |  |  |  |  |  |  | $\triangle 187$ |
| Net income |  |  | 11,524 |  | 11,524 |  |  |  |  |  |  | 11,524 |
| Reversal of land revaluation difference |  |  | $\triangle 1,241$ |  | $\triangle 1,241$ |  |  |  |  |  |  | $\triangle 1,241$ |
| Acauisition of treasur stock |  |  |  | $\triangle 3,368$ | $\triangle 3,368$ |  |  |  |  |  |  | $\triangle 3,368$ |
| Disposal of treasur stock |  | 257 |  | 1,016 | 1,273 |  |  |  |  |  |  | 1,273 |
| Changes in the items other than shareholders equity (net) |  |  |  |  |  | $\triangle 135$ | 1,194 | 1,241 | 2,299 | 28 | 114 | 2,442 |
| Total changes during the year | - | 459 | 5.811 | $\triangle 1,977$ | 4,293 | $\triangle 135$ | 1,194 | 1.241 | 2,299 | 28 | 114 | 6,735 |
| Balance at March 31,2007 | 62,504 | 62,908 | 118,369 | $\triangle 5,351$ | 238,431 | 1,043 | 1,194 | $\triangle 18,072$ | $\triangle 15,835$ | 28 | 1,587 | 224,211 |




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Consolidated Balance Sheets (Summary)


OProperty, Plant and Equipment
Buildings \& structures and land were $¥ 2,365$ million higher and $¥ 1,033$ million higher than at the previous fiscal year-end respectively, due to new store openings and relocations.


| Balance Sheets (Summary) |  |  |
| :---: | :---: | :---: |
|  |  | MMillons of yen) |
|  | $\begin{aligned} & \text { March 31, } \\ & 2006 \end{aligned}$ | $\begin{aligned} & \text { March 31, } \\ & 20007 \end{aligned}$ |
| Assets |  |  |
| Curent Assets | 124,292 | 127,97 |
| Fixeed Assets | 151,886 | 156,349 |
| Property, Pant and Equipment | 81,546 | 84,989 |
| Intangible fixed Assets | 1,065 | 1,150 |
| Investments and Other Assets | 69,274 | 70,209 |
| Total Assets | 276,178 | 284,346 |
| Liabilities |  |  |
| Curent Liabilities | 45,28 | 46,514 |
| Long-term Liabilities | 18,794 | 19.617 |
| Total Llabilities | 64,022 | 66,131 |
| Shareholders' Equity |  |  |
| Common Stock | 62,504 | - |
| Capital Surplus | 62,449 | - |
| Retained Eanings | 108,520 | - |
| Land Revaluation Difference | $\triangle 19,122$ | - |
| Net Unealied Gain On Avaiblde forsale Seurities | 1,178 | - |
| Treasur Stock | $\triangle 3,374$ | - |
| Total Shareholders' Equity | 212,156 | - |
| Total Liaibilities and Shareholders' Equity | 276,178 | - |
| Net Assets |  |  |
| Shareholders' Equity | - | 23,830 |
| Common stock | - | 62.504 |
| Capital surplus | - | 62,908 |
| Earned surplus | - | 113,768 |
| Treasury Stock | - | $\triangle 5,351$ |
|  | - | $\triangle 15,643$ |
| Neturealiededgain onailiblefeforside seurities | - | 1,043 |
| Deferred gains on hedges | - | 1,194 |
| Land revaluation difference | - | $\triangle 17.881$ |
| Stock Acuusisition Rights | - | 28 |
| Total Net Assets | - | 218,214 |
| Total Liabilities and Net Assets | - | 284,346 |


| Statements of Income (Summary) |  |  |
| :---: | :---: | :---: |
|  |  | Milliono ofyen |
|  | March 31, | March 31, |
| Net Sales | 161,385 | 167,539 |
| Cost of Sales | 68,718 | 69,599 |
| Gross profit | 92,667 | 97,940 |
| Selling, General and Administative Expenses | 74,834 | 78,246 |
| Operating income | 17,832 | 19,694 |
| Nor-operating Income | 8,288 | 2,438 |
| Non-operating Expenses | 131 | 234 |
| Ordinay income | 25,990 | 21,898 |
| Extraordinay Gains | 24 | 93 |
| Extraorinay Losses | 5.596 | 3,362 |
| Income beforie Income Taxes | 20.418 | 18,629 |
| Income Taxes-Gurent | 7,731 | 8,251 |
| Income Taxes-Deferered | 712 | $\triangle 524$ |
| Net thome | ${ }^{11,973}$ | 10,902 |
| Unappropiaided etainedeamings brought towad | 535 | - |
| Transef fiom land evevauation difference | $\triangle 172$ | - |
| Unaproprideder fedinede earings atend fy year | 12,336 | - |

## Corporate Profile

Company Name:
Establishment:
Paid-in-Capital:
Number of Employees:
Offices
ffices:


## Directors and Officers

## as of June 28, 2007)

Board of Directors]
Chairman of the Board
Ghairman of the Board: Goro Aoyama Vice Chairman of the Board: Hiroaki Miyamae Vice Chairman of the Board: Shozo Miyamae President and CEO: Director and Advisor: Mutsuo Aoyama $\begin{array}{ll}\text { Director and Senior Managing } & \text { Makeoto Miyatake }\end{array}$ Director and Senior Managing
Executive Officer: $\underset{\text { (General Manager of Planning and Administration Div.) }}{\text { Maker }}$

## Board of Auditors]

Standing Corporate Auditor (full time): Koshin Endo
Corporate Auditor (full time): Hideaki Shinhama
Corporate Auditor: Seishi Uchibayashi
Corporate Auditor:
$\underset{\text { (Note: Marked with }}{\substack{\text { Hirosh Ohgi }}}$
[Executive Officers]

Senior Managing Executive Officer: | Michinobu Miyagawa |
| :---: |
| (General Manager of Store Development Div.) |

Managing Executive Officer: Yoshio Kaneki
(General Manager or Tokyo Head oftice and General
Manaer of PR Oftice) Yukio Tagawa Yukio Tagawa
(Genera Manaer ot Accounting Dept. and General
Manager of Afiliated Businesses Dept.) Executive Officer

Executive Officer: Executive Officer: Executive Officer: Executive Officer:

Executive Officer: Executive Officer: Executive Officer: Executive Officer

Executive Officer:
$\underset{\text { (General Manager of IT and Systems Dept.) }}{\text { Kide }}$
Shozo Hirakawa
(General Manager of Gen
Yasuhiro Fuili eneral Affairs Dept.)

 (General Man
Contololer)
Fusanori Hatayama
visor of Kanto Area and
ger of Saitama Blo Hich Managerof Marketing and Sales Div. Michinori Fujii
(General Manager of the Marketing and Sales Dept. of TSC) Shinji Okano
(General Manager of Purchasing Div. and General Manager of Purchasing Dept. No. 2)
Osamu Mizutani

| Shares |  |  |
| :--- | :--- | ---: | ---: |
| Total number of shares authorized to be issued |  | $174,641,100$ |
| Number of shares outstanding |  | $67,394,016$ |
| Number of shareholders |  | 6,604 |
|  |  |  |





Guidance on the Preferential Discount Coupon for Shareholders
The Company issues and offers the "Preferential Discount Coupon for
Shareholders" (15\% discount) to all the shareholders as of March 31
harehoders" $115 \%$ discount)
and September 30 every year
IIssuance Standards of the Preferential Discount Coupon for Shareholders

as of March 31 and Ssptember 30 every year,
according to their respective shares held.
Number of shares held

Expiration

| Record date of eligible shareholders | Timing of sending by post | Expiration date |
| :---: | :---: | :---: |
| Shareholders as of March 31 | Early July of the same year | June 30 of the dllowing yea |
| $\begin{aligned} & \text { Sharenolders a a of } \\ & \text { Seppiember } 30 \text { f } \end{aligned}$ | Early December of the same year | December 31 of the |

Stores where the coupons can be used
OUtitet of oftuku-n-otoya, Pus A The Suit Aovama, The Suit Company,
Universal Language, The Suit Compan's Weekend, and CALAJA.
Financial information is available on the Company's website http://www.aoyama-syoui.co.jp

MFinancial information available on our website

1) IR News
2) Monthy Information
(3) Bnins
B) Business Report


