

Non-Consolidated Financial Results (Unaudited)
Five-Year Summary

(Thousands of yen)

※	2004	2005	2006	2007	2,008
Results					
Net sales	55,957,361	55,636,685	51,657,883	48,013,435	48,515,970
(% increase/decrease)	[1.6%]	[-0.6%]	[-7.2%]	[-7.1%]	[1.0%]
Franchisees	40,986,858	41,263,105	43,140,825	41,591,248	41,208,899
Company-owned stores	13,434,673	12,224,964	6,346,176	4,252,315	5,215,487
Other operating income	1,535,829	2,148,613	2,170,882	2,169,871	2,091,583
Cost of sales	32,824,800	32,491,718	31,975,324	30,796,355	31,262,973
Gross profit on sales	23,132,561	23,144,967	19,682,558	17,217,079	17,252,997
Selling, general and administrative expenses	20,954,069	20,654,506	16,807,893	15,350,649	16,593,952
Operating income	2,178,491	2,490,460	2,874,665	1,866,430	659,044
Ordinary income	2,501,143	2,944,252	3,687,488	2,697,708	1,116,048
Income before income taxes	1,974,699	-9,007,022	3,563,745	1,240,317	-247,269
Net income	1,011,198	-7,446,395	1,806,309	170,704	-626,900
Per Share of Common Stock					
Net income	31.71	-238.57	58.25	5.68	-21
Cash dividends	22.00	24.00	26.00	26.00	13
Net assets	1,404.54	1,140.89	1,156.86	1137.84	1,092
Payout ratio	69.4%	-	44.6%	458%	-
Financial Position					
Current assets	17,056,247	17,872,229	15,546,015	14,760,208	13,903,687
Total liabilities and net assets	54,527,086	46,746,650	43,395,839	42,737,751	41,578,176
Current liabilities	8,839,399	9,773,731	6,665,385	6,171,569	4,997,727
Total net assets	44,248,542	35,334,712	34,717,741	33,757,523	34,283,085
Management Indices					
Ratio of operating income to net sales	3.9%	4.5%	5.6%	3.9%	0
Ratio of ordinary income to net sales	4.5%	5.3%	7.1%	5.6%	0
Return on sales (ROS)	1.8%	-13.4%	3.5%	0.4%	0
Ratio of ordinary income to total assets	4.6%	5.8%	8.2%	6.3%	0
Return on equity (ROE)	2.3%	-18.7%	5.2%	0.5%	0
Shareholders' equity ratio	81.1%	75.6%	80.0%	80.1%	1

※ Fiscal years ended March 31

Non-Consolidated Balance Sheets (Unaudited)
March 31, 2008 and 2007

	2008	2007
<Assets>		
Current Assets	13,903,687	14,760,208
Cash and deposits	4,528,541	3,022,534
Accounts receivable	4,362,648	4,045,099
Marketable securities	1,029,621	1,924,404
Merchandise, Supplies	1,876,442	2,549,825
Deferred tax assets	14,887	14,687
Short-term loans receivable	1,800,400	2,050,323
Other	670,115	1,467,925
Allowance for doubtful accounts	-378,970	-314,592

Fixed Assets	27,674,489	27,977,542
Property and Equipment	6,716,870	6,085,745
Buildings	3,809,574	3,216,760
Land	1,871,685	1,871,685
Other	1,035,608	997,297
Intangible Fixed Assets	1,465,566	1,627,300
Investments and Other Assets	19,492,052	20,264,496
Investments in securities	3,704,812	3,920,647
Investments in affiliated companies	9,545,822	9,333,884
Deferred tax assets	762,299	239,795
Other	8,432,088	8,784,001
Allowance for doubtful accounts	-173,874	-145,634
Allowance for investment losses	-2,779,100	-1,868,200
Total Assets	41,578,176	42,737,751

(Thousands of yen)

	2008	2007
<Liabilities>		
Current Liabilities	4,997,727	6,171,569
Trade accounts payable	3,101,718	3,431,739
Income taxes payable	78,979	73,221
Consumption tax payable	17,825	—
Reserve for bonus payments	272,951	294,438
Other	1,526,250	2,372,168
Fixed Liabilities	2,174,880	2,288,756
Severance and retirement benefits for employees	0	0
Severance and retirement benefits for directors and corporate auditors	—	—
Provision for loss on guarantees	267,000	286,000
Other	1,907,879	2,002,755
Total Liabilities	7,172,608	8,460,326

<Shareholders' Equity>		
Common stock	11,412,845	11,412,845
Capital surplus	11,100,524	11,100,524
Retained earnings	12,694,715	14,159,858
Revenue reserves	798,649	798,649
Voluntary reserve	12,000,000	12,000,000
Retained earning brought forward	-103,934	1,361,209
Unappropriated income for the year	—	—
Loss from revaluation of other securities	16,319	478,564
Treasury Stock	-924,999	-2,915,704
Total net assets	34,405,567	34,277,425
Total liabilities and net assets	41,578,176	42,737,751

Non-Consolidated Statements of Operations (Unaudited)**March 31, 2008 and 2007**

(Thousands of yen)

	2008	2007
Net sales	48,515,970	48,013,435
Cost of sales	31,262,973	30,796,355
Gross profit on sales	17,252,997	17,217,079
Selling, general and administrative expenses	16,593,952	15,350,649
Operating income	659,044	1,866,430
Non-operating income	2,858,927	2,935,630
Non-operating expenses	2,401,923	2,104,352
Ordinary income	1,116,048	2,697,708
Extraordinary gains	29,028	214,119
Extraordinary losses	1,392,345	1,671,510
Income before income taxes	-247,269	1,240,317
Income taxes	44,222	36,047
Adjustments for taxes	335,408	1,033,565
Net income for the year	-626,900	170,704
Balance brought forward from the previous term	—	—
Treasury stock disposal difference loss	—	—
Interim period dividends	—	—
Unappropriated income for the year	—	—

Share Information**Per Share Indicators (Unaudited)****Fiscal years to March 31**

(Yen)

	2004	2005	2006	2007	2008
Net income per share	31.71	-238.57	58.25	5.68	-20.77
Shareholders' equity per share	1,404.54	1,140.89	1,156.86	1,137.84	1,092.32
Dividends per share	22.00	24.00	26.00	26.00	13.00
(Interim)	10.00	12.00	13.00	13.00	13.00
(Year end)	12.00	12.00	13.00	13.00	0.00

Ownership and Distribution of shares

Individuals	18,069,487 (56.4%)
Other corporations	7,299,710 (22.8%)
Banks	2,539,257 (7.9%)
Life insurance	2,370,057 (7.4%)
Own shares	609,501 (1.9%)
Foreign companies/individuals	1,027,081 (3.2%)
Securities companies	89,346(0.2%)
Other financial institutions	5,471 (0.0%)

Distribution of Shares by Area

Kanto	20,112,654(62.8%)
Kinki	5,456,812 (17.0%)
Chubu	3,219,608(10.0%)
Kyushu	831,113 (2.6%)
Shikoku	808,721 (2.5%)
Chugoku	585,281 (1.8%)
Tohoku	364,029 (1.1%)
Hokkaido	209,790 (0.6%)
Overseas	421,902 (1.3%)

Number of shares authorized	101,610,000
Number of shares issued	32,009,910
Number of shareholders	25,894 (of which, unit holders: 24,461)

Major Shareholders

Name	Shares Held (thousands)	Voting Rights
KHOBAI FOOD,INC.	1,400	4.3%
Nippon Life Insurance Company	1,343	4.1%
DUSKIN CO.,LTD.	1,315	4.1%
NITTO CO.,LTD.	1,214	3.7%
Bank of Tokyo-Mitsubishi UFJ,LTD.	829	2.5%
DAIDO LIFE INSURANCE COMPANY	790	2.4%
YAMAZAKI BAKING CO.,LTD.	618	1.9%
AIU Insurance Company	591	1.8%
Nippon Meat Packers,Inc.	431	1.3%
The Master Trust Bank of Japan,Ltd.	356	1.1%

Treasury stock of 609 thousand shares was excluded from the above list due to non-voting rights. (as of March 31, 2008)

【Special Benefit Plan for Shareholders】

The Company issues coupon tickets to shareholders twice a year, which is applied to all stores of Mos Burger Group * throughout Japan according to the number of shares held. * Each store of Mos Burger Group: Mos Burger, Mother Leaf, Stephan Grill, Chirimen-tei, AEN, chef's V, etc. (some of stores are excluded from the subject of its coupon ticket)

■Issue Date: June, November (planned)

■Eligible Shareholders for coupon ticket

Coupon ticket is only for shareholders who hold more than one unit of shares(100shares). For June issue, shareholders who are registered on the Company's shareholders register as of the end of March each year will be subject to the issue.For November issue, shareholders who are registered on the Company's shareholders register as of the end of September each year will be subject to the issue.

■Details of Special Benefit Plan

100 shares or more - less than 500 shares·····¥1,000 worth of coupon ticket-a-year (¥500 worth coupon ticket×1 sheet×2 times)

500 shares or more - less than 1,000 shares·····¥6,000 worth coupon ticket-a-year (¥500 coupon ticket×6 sheets×2 times)

1,000 shares or more·····¥20,000 worth coupon ticket –a-year (¥500 coupon ticket×20 sheets×2 times)

■Expiration Date

For June issue – will be effective till the end of March of the following year.

For November issue – will be effective till the end of September of the following year.

Consolidated Five-year Summary (Unaudited)**Fiscal years to March 31**

(Thousands of yen)

	2004	2005	2006	2007	2008
Net sales	58,675,779	59,345,939	58,216,912	59,890,823	62,301,887
Operating income	2,114,967	2,046,123	2,315,523	1,380,572	752,618
Ordinary income	2,521,773	2,615,928	3,194,795	2,190,977	1,278,116
Net income	1,087,365	-7,348,474	1,092,020	202,148	-325
Total net assets	44,819,287	35,538,357	35,071,728	34,607,132	35,225,371
Total liabilities and net assets	56,776,018	48,336,544	46,139,035	46,568,412	45,479,182

Business Segment Information (Unaudited)

(Thousands of yen)

	MOS Burger Business	Restaurant Business	Other	Total	Corporate or Elimination	Consolidated
I. Net Sales and Operating Income						
Net sales						
(1) External customers	57,180,913	4,402,548	718,425	62,301,887	-	62,301,887
(2) Inter-segment	149,269	204	1,255,790	1,405,264	-1,405,264	-
Total	57,330,182	4,402,752	1,974,216	63,707,151	-1,405,264	62,301,887
Operating expenses	56,137,127	5,109,806	1,709,996	62,956,930	-1,407,661	61,549,268
Operating income	1,193,055	-707,054	264,219	750,220	2,397	752,618
II. Assets, Depreciation and Capital Expenditures						
Assets	37,512,967	1,426,244	5,948,636	44,887,848	591,333	45,479,182
Depreciation	2,043,967	129,705	298,625	2,472,299	-43,835	2,428,463
Impairment loss	279,727	104,890	-	384,617	2,806	387,423
Capital expenditures	2,586,445	222,221	91,891	2,900,558	-	2,900,558

Consolidated Subsidiaries

(Thousands of yen)

Subsidiary	Capitalization	Share	Principal Business Operations
M·H·S, INC.	10,000	100%	Food sanitation inspection
MOS CREDIT, INC.	300,000	100%	Financing
TOMOS, INC.	450,000	99.2%	Chirimentei Chinese-style restaurant
SHIKINA, INC.	220,000	100%	Japanese-style restaurant AEN
PARTNERSFOR, INC.	362,100	99.7%	MOS Burger in Hokkaido area
MOS FOOD SERVICES KYUSYU, INC.	350,000	100%	MOS Burger in Kyusyu area
MOS FOOD SERVICES TOHOKU, INC.	370,000	100%	MOS Burger in Hokkaido and Tohoku area
MOS FOOD SERVICES KANSAI, INC.	495,000	100%	MOS Burger in Kansai area
MOS FOOD SERVICES KITA-KANTO, INC.	400,000	100%	MOS Burger in Kita-kannto area
MOS FOOD SERVICES MINAMI-KANTO, INC.	475,000	100%	MOS Burger in Minami-kannto area
CREATE M'S, INC.	155,000	95.2%	MOS Burger in Tohoku area
MOS HUMAN ACADEMY, INC.	50,000	100%	Personnel Training
M·E·S, INC.	30,000	100%	Engage in restaurant maintenance works
FREXMOS, INC.	165,000	97.9%	MOS Burger in Chugoku and Shikoku area
Chef's V, INC.	150,000	100%	Chef's V Casual restaurant
MOS FOODS SINGAPORE PTE. LTD.	S \$5,200,000	100%	MOS Burger in Singapore
MOS FOOD INDUSTRY CORP.	NT173,000,000	85.0%	Food manufacturer in Taiwan

Consolidated Statements of Operations (Unaudited)
March 31, 2008 and 2007

(Thousands of yen)

	2008	2007
Net sales		
Net sales	62,301,887	59,890,823
Cost of sales	34,623,973	33,705,351
Gross profit on sales	27,677,913	26,185,472
Selling, general and administrative expenses	26,925,295	24,804,900
Operating income	752,618	1,380,572
Non-operating income	2,684,278	2,727,858
Interest earned	96,664	124,022
Dividend income	27,439	29,488
Marketable Securities income	-	-
Rent income	1,652,227	1,521,166
Campaign support funds	557,666	819,488
Investment return under the equity method	67,419	-
Miscellaneous income	282,861	233,692
Non-operating expenses	2,158,780	1,917,452
Interest expense	25,777	20,144
Rent expenses	1,935,418	1,727,246
Equity in loss of unconsolidated	-	31,498
Miscellaneous expenditures	197,584	138,563
Ordinary income	1,278,116	2,190,977
Extraordinary gains	12,174	184,223
Extraordinary losses	1,026,136	963,848
Income before income taxes	264,154	1,411,352
Income taxes	214,285	140,735
Adjustments for taxes	383,695	1,073,668
Minority interests	8,660	5,199
Net income	-325,165	202,148