

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

	1999	2000	2001	2002	2003
Results					
Net sales	61,023,390	59,936,230	57,494,765	54,708,730	55,056,122
(% increase/decrease)	[3.9%]	[1.8%]	[4.1%]	[4.8%]	[0.6%]
Franchises	51,480,151	49,735,683	46,906,934	43,265,205	41,491,527
Company-owned stores	7,461,826	8,092,131	8,702,852	9,747,983	12,037,366
Other operating income	2,081,412	2,108,415	1,884,979	1,695,542	1,527,227
Cost of sales	39,863,457	38,712,220	36,986,862	34,582,298	33,229,375
Gross sales	21,159,933	21,224,010	20,507,902	20,126,432	21,826,746
Selling, general and administrative expenses	16,867,069	17,514,162	18,266,497	19,059,002	20,057,929
Operating income	4,292,864	3,709,847	2,241,404	1,067,430	1,768,817
Ordinary income	4,593,296	4,077,281	2,761,922	1,712,873	2,089,688
Income before income taxes	3,961,737	2,510,326	1,521,346	791,305	2,270,102
Net income	1,844,737	1,339,686	784,212	336,371	1,133,740
Per Share of Common Stock					
Net income	54.50	41.12	24.50	10.65	35.60
Cash dividends	28.00	28.00	10.00	16.00	20.00
Net assets	1,335.44	1,359.74	1,353.60	1,355.58	1,382.75
Payout ratio	51.0%	67.6%	40.2%	150.3%	55.6%
Financial Position					
Current assets	24,314,411	21,898,321	20,375,287	19,165,214	21,028,026
Total assets	55,737,700	54,538,328	53,944,149	53,079,236	54,229,818
Current liabilities	9,491,326	8,937,818	8,331,250	8,211,115	8,812,837
Shareholders' equity	44,506,025	43,525,222	43,328,592	42,824,139	43,587,471
Capital expenditures	1,592,098	1,046,862	1,141,945	1,336,052	2,633,318
Management Indices					
Ratio of operating income to net sales	7.0%	6.2%	3.9%	2.0%	3.2%
Return on sales (ROS)	3.0%	2.2%	1.4%	0.6%	2.1%
Ratio of ordinary income to total assets	8.0%	7.4%	5.1%	3.2%	3.9%
Return on equity (ROE)	4.1%	3.0%	1.8%	0.8%	2.6%
Shareholders' equity ratio	79.9%	79.8%	80.3%	80.7%	80.4%

Fiscal years ended March 31

Non-Consolidated Balance Sheets (Unaudited)

March 31, 2003 and 2002

	2003	2002
< Assets >		
Current Assets	21,028,026	19,165,214
Cash and deposits	3,995,644	2,466,384
Accounts receivable	4,929,736	5,426,581
Marketable securities	11,189,401	10,435,312
Merchandise	645,607	707,181
Supplies	30,752	29,670
Prepaid expenses	177,385	148,652
Deferred tax assets	596,396	478,294
Short-term loans receivable	814	41,111
Other	197,558	193,420
Allowance for doubtful accounts	735,270	761,395

Fixed Assets	33,201,791	33,914,022
Property and Equipment	20,879,588	19,646,261
Buildings	6,019,135	5,206,976
Structures	331,552	271,381
Machinery and equipment	27,313	105,509
Vehicles and transport equipment	202	1,054
Instruments, appliances and fixtures	1,183,031	827,235
Land	13,213,361	13,213,361
Construction in progress	104,991	20,741
Intangible Fixed Assets	778,745	1,119,828
Land lease rights	2,851	2,851
Software	745,108	1,086,282
Telephone subscription rights	30,785	30,695
Investments and Other Assets	11,543,458	13,147,932
Investments in securities	2,805,572	4,197,988
Investments in affiliated companies	2,568,103	2,855,642
Long-term loans receivable	593,713	549,866
Long-term loans to affiliated companies	118,000	100,000
Long-term prepaid expenses	251,459	251,461
Deferred tax assets	1,165,995	1,280,850
Guarantees	4,011,619	3,848,625
Insurance reserve fund	373,966	349,421
Other	254,987	194,557
Allowance for doubtful accounts	299,959	180,482
Allowance for investment losses	300,000	300,000
Total Assets	54,229,818	53,079,236

	2003	2002
< Liabilities >		
Current Liabilities	8,812,837	8,211,115
Trade accounts payable	5,056,060	5,592,157
Other accounts payable	1,057,193	955,005
Accrued expenses	402,808	357,372
Income taxes payable	1,001,333	469,594
Consumption tax payable	90,598	74,314
Advanced by customers	992	891
Deposits received from customers	653,362	332,205
Deferred revenue	57,054	16,376
Reserve for bonus payments	480,000	413,197
Other	13,431	-
Fixed Liabilities	1,829,510	2,043,981
Severance and retirement benefits for employees	20,406	77,368
Severance and retirement benefits for directors and corporate auditors	358,528	332,764
Provision for loss on guarantees	260,000	388,000
Deposits received for guarantee	1,183,418	1,240,743
Other	7,156	5,104
Total Liabilities	10,642,347	10,255,096

< Shareholders' Equity >		
Common stock	-	11,412,845
Additional paid-in capital	-	11,100,524
Revenue reserves	-	798,649
Other surplus	-	20,317,309
Voluntary reserve	-	17,000,000
Contingent reserve	-	17,000,000
Unappropriated retained earnings for the period	-	3,317,309
Loss from revaluation of other securities	-	312,458
Treasury Stock	-	492,729
Total Shareholders' Equity	-	42,824,139
Total of Liabilities and Shareholders' Equity	-	53,079,236
Common stock	11,412,845	-
Capital surplus	11,100,524	-
Retained earnings	21,744,391	-
Revenue reserves	798,649	-
Voluntary reserve	17,000,000	-
Contingent reserve	17,000,000	-
Unappropriated retained earnings for the period	3,945,741	-
Loss from revaluation of other securities	119,310	-
Treasury Stock	550,979	-
Total Shareholders' Equity	43,587,471	-
Total of Liabilities and Shareholders' Equity	54,229,818	-

Non-Consolidated Statements of Operations (Unaudited)

March 31, 2003 and 2002

	2003	2002
Net sales	55,056,122	54,708,730
Net sales	53,528,894	53,013,188
Other operating income	1,527,227	1,695,542
Cost of sales	33,229,375	34,582,298
Gross profit on sales	21,826,746	20,126,432
Selling, general and administrative expense	20,057,929	19,059,002
Operating income	1,768,817	1,067,430
Non-operating income	1,874,238	1,597,181
Interest expense	29,646	22,448
Interest on securities	44,014	44,561
Dividend income	63,787	53,883
Rent from real estate	1,013,104	714,465
Campaign support funds	551,980	578,150
Other	171,704	183,672
Non-operating expense:	1,553,367	951,738
Interest expense	608	934
Loss on sale of investments in securities	-	4,437
Rent for real estate	1,303,012	765,064
Loss on disposal of product:	135,507	101,827
Additional provision for loss on debt guarantee	-	35,000
Other	114,237	44,474
Ordinary income	2,089,688	1,712,873
Extraordinary gains:	1,122,427	80,567
Gain on sale of fixed assets:	2,067	35,567
Gain on sale of investment in subsidiaries	1,016,263	-
Gain on return to provision for loss on debt guarantee	93,179	-
Gain from recovery of bad debt:	10,918	-
Gain on return to provision for investment losses	-	45,000
Extraordinary losses:	942,014	1,002,136
Loss on sale of fixed assets:	683	12,242
Loss on retirement of fixed asset	364,742	192,115
Loss on valuation of securities for investor	521,694	496,467
Loss on valuation of investments in affiliated companies	46,166	271,485
Loss on valuation of membership:	8,726	29,825
Income before income taxes:	2,270,102	791,305
Income taxes:	1,286,000	514,000
Adjustments for taxes:	149,637	59,066
Net income for the year	1,133,740	336,371
Balance brought forward from the previous term	3,064,580	3,233,769
Interim period dividend:	252,579	252,832
Unappropriated income for the year	3,945,741	3,317,309

Appropriation of Earnings (Unaudited)

March 31, 2003 and 2002

	2003	2002
Unappropriated income for the year	3,945,741	3,317,309
will be appropriated as follows:		
Dividends	378,266	252,728
Bonuses to directors:	10,000	-
(of which, bonuses to auditors	1,500	-
(per share)	12.00	8.00
Total	388,266	252,728
Balance carried forward to the following term	3,557,475	3,064,580

Notes 1. Dividends

Interim dividends:

2003: 252,579 thousand yen

2002: 252,832 thousand yen

Dividends per share:

2003: 8.00 yen

2002: 8.00 yen

Effective date for dividend right:

2003: December 9, 2002

2002: December 10, 2001

2. Dividend amount is calculated excluding treasury stock

Five-year Summary (Unaudited)

Fiscal years to March 31

(Millions of yen)

	1999	2000	2001	2002	2003
Net sales	71,071,735	71,554,497	70,819,787	72,122,436	65,668,290
Operating income	4,376,754	4,080,463	2,527,043	1,461,303	2,328,852
Ordinary income	4,744,078	4,416,195	2,973,154	2,050,318	2,604,808
Net income	1,832,260	1,987,538	1,017,821	694,216	1,058,733
Total assets	63,714,058	64,075,055	64,847,686	65,289,634	57,523,715
Shareholders' equity	45,029,292	44,543,095	43,515,272	43,959,561	44,549,234

Business Segment Information (Unaudited)

Thousands of yen

	MOS Burger Business	Restaurant Business	Other	Total	Corporate or	Consolidated
I. Net Sales and Operating Income						
Net sales						
(1) External customers	55,184,434	9,920,341	563,514	65,668,290	-	65,668,290
(2) Inter-segment	3,226	1,671	955,967	960,864	960,864	-
Total	55,187,660	9,922,012	1,519,481	66,629,155	960,864	65,668,290
Operating expenses	53,391,010	9,650,947	1,346,616	64,388,574	1,049,136	63,339,438
Operating income	1,796,649	271,065	172,865	2,240,580	88,271	2,328,852
II. Assets, Depreciation and Capital Expenditures						
Assets	52,555,765	841,533	4,394,695	57,791,993	268,278	57,523,715
Depreciation	1,853,896	268,828	31,665	2,154,390	-	2,154,390
Capital expenditures	3,171,292	283,039	99,030	3,553,362	-	3,553,362

Consolidated Subsidiaries

(Thousands of yen)

Subsidiary	Capitalization	Share	Principal Business Operations
MHS, Inc.	10,000	100%	Food sanitation inspection
MOS Credit, Inc.	300,000	100%	Financing
TOMOS, Inc.	515,000	93.0%	Chirimentei Chinese-style restaurants
MOS Food Holding, Inc.	*22,000	100%	Overseas (U.S.) restaurants
Shikina, Inc.	200,000	97.60%	Japanese-style restaurant AEN

* Thousands of U.S. dollars

Share Information

Per Share Indicators (Unaudited)

Fiscal years to March 31

(Yen)

	1999	2000	2001	2002	2003
Net income per share	54.50	41.12	24.50	10.65	35.60
Shareholders' equity per share	1,335.44	1,359.74	1,353.60	1,355.58	1,382.75
Dividends per share	28.00	28.00	10.00	16.00	20.00
(Interim)	14.00	14.00	5.00	8.00	8.00
(Year end)	14.00	14.00	5.00	8.00	12.00

Notes

1. In calculating per share information, for the fiscal years up to and including the March 31, 2001, net income per share was based on the average number of shares during the period, and Shareholders' equity per share used the total number of shares at the end of the period. Regarding the March 31, 2002 and 2003 fiscal years, the method remained the same, but the number of shares of treasury stock was excluded from each calculation. The calculation of net income per share information for the March 31, 2003 fiscal year has been prepared based on the "Accounting Standards for Net Income Per Share (Corporate Accounting Standards No. 2)" and "Guidelines for the Application of Accounting Standards for Net Income Per Share (Guidelines for the Application of Corporate Accounting Standards No. 4)."
2. From the March 31, 2002 fiscal year, treasury stock has been deducted from the number of shares of common stock.
3. Figures have been rounded.

Major Shareholders

Name	Shares Held (thousands)	Voting Rights
Northern Trust Company (AVFC) sub-account American clients	3,209	10.4%
Nippon Life Insurance Company	1,262	4.1%
UFJ Trust Bank Limited (Trust Account)	991	3.2%
Nitto Co., Ltd.	985	3.2%
Kobai Shokuhin Kogyo Co., Ltd.	954	3.1%
Daido Life Insurance Company	790	2.6%
The Bank of Tokyo-Mitsubishi, Ltd.	595	1.9%
AIU Insurance Company ORD-4	590	1.9%
The Master Trust Bank of Japan Ltd. (Trust Account)	521	1.7%
Michiko Yoshino	467	1.5%

Notes (as of March 31, 2002)

1. Northern Trust Company AVFC sub-account American clients is based in the U.K. It is an investment management company that mainly keeps custody of securities held by institutional investors in the United States, serving as the nominal holder of those
2. All of the shares held by UFJ Trust Bank Limited are in a securities investment trust. Also, MOS Food Services holds 82 shares (voting rights 0.00%) of UFJ Holdings, Inc., the holding company for UFJ Trust Bank.
3. MOS Food Services holds 252 shares (voting rights 0.00%) of Mitsubishi Tokyo Financial Group, Inc., the holding company for The Bank of Tokyo-Mitsubishi trust.
5. The Company held 487,677 shares of its own stock at the time of settlement, but is excluded from the list of major shareholders because it has no voting rights.

Shareholder Status

Number of shares authorized	101,610,000	Number of shareholders: 11,805 (of which, lot holders: 11,205)
Number of shares issued	32,009,910	(increase of 763 shareholders from end of previous term)

Share Information**Shareholder by Type**

Security holding organizations	0.0%
Government/local public organizations	0.0%
Banks	14.1%
Life insurance	7.5%
Nonlife insurance	0.3%
Other financial institutions	0.2%
Securities companies	0.9%
Other corporations	14.1%
Nonjuridicial organizations	1.1%
Foreign companies/individuals	13.6%
Individuals	46.7%

Shareholders by Region

Hokkaido	0.5%
Tohoku	0.9%
Kanto	58.1%
Chubu	9.2%
Kinki	13.9%
Chugoku	1.5%
Shikoku	1.0%
Kyushu	2.0%
Overseas	11.4%
Not specified	1.5%

Consolidated Balance Sheets (Unaudited)

March 31, 2003 and 2002

	2003	2002
< Assets >		
Current Assets	22,643,009	23,780,048
Cash and deposits	4,843,070	5,070,043
Accounts receivable	5,066,901	6,149,468
Marketable securities	11,209,546	10,455,454
Inventories	732,083	989,387
Deferred tax assets	607,802	518,968
Other	983,121	1,457,398
Allowance for doubtful accounts	799,516	860,673
Fixed Assets	34,880,705	41,509,586
Property and Equipment	21,200,256	22,334,571
Buildings and structures	6,575,790	7,909,474
Machinery and transport equipment	36,660	111,893
Instruments, appliances and fixtures	1,267,825	974,520
Land	13,213,361	13,225,592
Construction in progress	106,618	113,091
Intangible Assets	922,979	1,780,950
Investments and Other Assets	12,757,470	17,394,064
Investments in securities	4,936,740	5,890,094
Long-term loans receivable	2,140,855	3,842,792
Guarantees	4,305,570	6,027,381
Deferred tax assets	1,123,908	1,296,646
Other	1,001,754	1,198,320
Allowance for doubtful accounts	451,359	561,170
Allowance for investment losses	300,000	300,000
Total Assets	57,523,715	65,289,634

	2003	2002
< Liabilities >		
Current Liabilities	11,249,350	15,482,800
Accounts payable	5,202,945	6,332,093
Short-term bank loans	1,914,040	5,652,825
Income taxes payable	1,044,458	589,130
Reserve for bonus payments	534,012	564,750
Other	2,553,894	2,344,001
Fixed Liabilities	1,724,747	4,902,715
Long-term bank loans	52,450	2,483,917
Severance and retirement benefits for employees	20,406	129,629
Severance and retirement benefits for directors and corporate auditors	370,644	340,498
Other	1,281,246	1,948,671
Total Liabilities	12,974,098	20,385,516

< Minority Interests >

Minority Interests	382	944,555
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< Shareholders' Equity >

Common stock	-	11,412,845
Additional paid-in capital	-	11,100,524
Retained earnings	-	22,727,206
Net unrealized gain (loss) on securities	-	313,252
Foreign statement translation adjustment	-	475,031
Treasury stock	-	492,729
Total Shareholders' Equity	-	43,959,561
Total Liabilities, Minority Interests and Shareholders' Equity	-	65,289,634

< Shareholders' Equity >

Common stock	11,412,845	-
Capital surplus	11,100,524	-
Retained earnings	23,257,231	-
Net unrealized gain (loss) on securities	143,501	-
Foreign statement translation adjustment	526,885	-
Treasury stock	550,979	-
Total Shareholders' Equity	44,549,234	-
Total Liabilities, Minority Interests and Shareholders' Equity	57,523,715	-

Consolidated Statements of Operations (Unaudited)

March 31, 2003 and 2002

	2003	2002
Net sales		
Net sales	65,668,290	72,122,436
Cost of sales	37,990,359	42,436,693
Gross profit on sales	27,677,931	29,685,743
Selling, general and administrative expenses	25,349,078	28,224,439
Operating income	2,328,852	1,461,303
Non-operating income	1,899,364	1,678,409
Interest earned	94,966	103,733
Dividend income	21,127	12,867
Gain on bond retirement	450	1,815
Rent income	1,002,158	728,093
Campaign support funds	563,366	592,127
Investment return under the equity method	42,885	37,639
Miscellaneous income	174,408	202,131
Non-operating expenses	1,623,408	1,089,394
Interest expense	40,371	73,915
Loss on sale of investments in securities	-	4,437
Rent expenses	1,327,431	813,851
Miscellaneous expenditures	255,605	197,189
Ordinary income	2,604,808	2,050,318
Extraordinary gains	855,494	48,018
Extraordinary losses	1,061,288	1,057,347
Income before income taxes	2,399,014	1,040,989
Income taxes	1,494,634	724,063
Adjustments for taxes	174,431	380,502
Minority interests	20,077	3,211
Net income	1,058,733	694,216