

February 22, 2010

Notice Concerning Business Alliance with Royal Holdings Co., Ltd.

HUB Co., Ltd. at the Board of Directors meeting held on February 22, 2010 has resolved to form a business alliance with Royal Holdings Co., Ltd. (Head office: Hakata-ku, Fukuoka-shi; President and Representative Director: Akio Imai; First section of the Fukuoka Stock Exchange) (hereafter "Royal Holdings").

1. Reason for business alliance

HUB and Royal Holdings will form a business alliance to raise both companies' corporate values by respecting the uniqueness of both companies' management, while creating synergy in the entire business as business partners.

2. Description of business alliance

(1) Description

- ① Collaboration in purchasing and logistics
HUB and Royal Holdings will strengthen both companies' purchasing powers and collaborate in steps to promote the efficiency in logistics.
- ② Strengthening of quality control
HUB will use Royal Holdings' quality hygiene control system to strengthen HUB's quality control system. Also, HUB and Royal Holdings will build the best quality control system in the industry to ensure food safety and security.
- ③ Sharing of property information
HUB and Royal Holdings will share both companies' property information in addition to integrating both companies' management knowhow on locations and building an effective location management system. Royal Holdings will provide information on properties to assist HUB, which has been operating mainly in the metropolitan area, in operating nationwide.
- ④ Joint development of new business
Royal Holdings strong in "food" and HUB strong in "alcohol" will leverage both companies' strengths to jointly develop a business to meet customers' needs.
- ⑤ Deployment of executives
Royal Holdings will send two directors and an auditor as outside employees to HUB.

- (2) Number of shares to be acquired by Royal Holdings and the percentage of outstanding shares
4,110 shares of HUB common stock (33.0% of outstanding shares)

(Note) 1. Royal Holdings will acquire HUB common stock owned by Table Mark Co., Ltd. (former Katokichi Co., Ltd.) and Food Inclave Co., Ltd. As a result, HUB will be Royal Holdings' affiliated company.

3. Profile of alliance partner

(1) Name	Royal Holdings Co., Ltd.										
(2) Location	3-28-5 Naka, Hakata-ku, Fukuoka-shi										
(3) Name and title of representative	Akio Imai, President and Representative Director										
(4) Activities	Holding company; Operation of restaurants and stores in rest areas of express highway										
(5) Capital	13,676 million yen										
(6) Established	April 4, 1950										
(7) Major shareholders and ownership ratio (as of December 31, 2009)	<table border="0"> <tr> <td>Kilroy Co., Ltd.</td> <td>7.78%</td> </tr> <tr> <td>Noriko Egashira</td> <td>4.10%</td> </tr> <tr> <td>Egashira Foundation</td> <td>3.56%</td> </tr> <tr> <td>Duskin Co., Ltd</td> <td>3.43%</td> </tr> </table>			Kilroy Co., Ltd.	7.78%	Noriko Egashira	4.10%	Egashira Foundation	3.56%	Duskin Co., Ltd	3.43%
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Noriko Egashira	4.10%										
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(8) Relationship between HUB and Royal Holdings	Capital	No significant relationship involving capital. In addition, there are no significant capital relationships between individuals or companies associated with HUB and individuals or companies associated with Royal Holdings.									
	Personnel	No significant relationship involving personnel. In addition, there are no significant personnel relationships between individuals or companies associated with HUB and individuals or companies associated with Royal Holdings.									
	Business operations	No significant relationship involving business operations. In addition, there are no significant relationships involving business operations between individuals or companies associated with HUB and individuals or companies associated with Royal Holdings.									
	Related party information	Royal Holdings is not a related party of HUB. In addition, no individual or company associated with Royal Holdings is a related party of HUB.									
(9) Royal Holdings' recent three-year consolidated operating results and financial condition											
Fiscal year end	December 31, 2007	December 31, 2008	December 31, 2009								
Consolidated net assets	52,836 million yen	43,483 million yen	42,816 million yen								
Consolidated total assets	85,239 million yen	77,721 million yen	78,214 million yen								
Consolidated net assets per share	1,306.12 yen	1,123.62 yen	1,108.75 yen								
Consolidated net sales	122,995 million yen	120,095 million yen	111,896 million yen								
Consolidated operating income	4,197 million yen	1,077 million yen	1,763 million yen								
Consolidated ordinary income	4,570 million yen	1,191 million yen	1,916 million yen								
Consolidated net income (loss)	1,064 million yen	(5,597) million yen	(468) million yen								
Consolidated net income (loss) per share	27.25 yen	(147.78) yen	(12.41) yen								
Dividends per share	20.00 yen	10.00 yen	10.00 yen								

(Notes) 1. "Consolidated net sales" include other operating revenues.

2. "Dividends per share" for the year ended December 31, 2009 includes an estimated amount.

4. Timetable

Board of Directors resolution

February 22, 2010

Signing of basic contract concerning business alliance

February 22, 2010

5. Outlook

The alliance is based on business alliance agreement, and the Company is currently studying the effect of this matter on its operating results. An announcement will be made promptly if the future progress in the business alliance will have an impact on the Company's operating results.