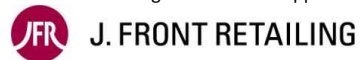


FACT BOOK

March 1, 2018 - February 28, 2019

“くらしの「あたらしい幸せ」を発明する。”
Create and Bring to Life "New Happiness."



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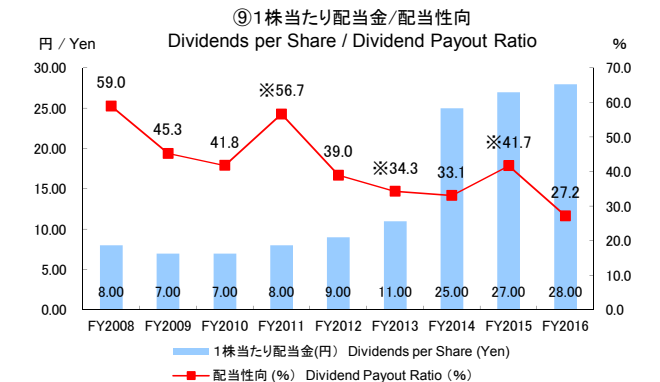
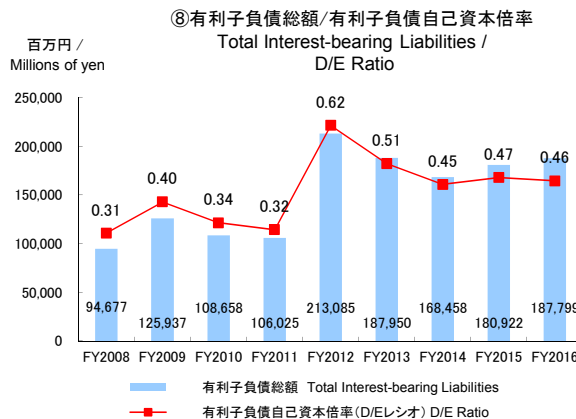
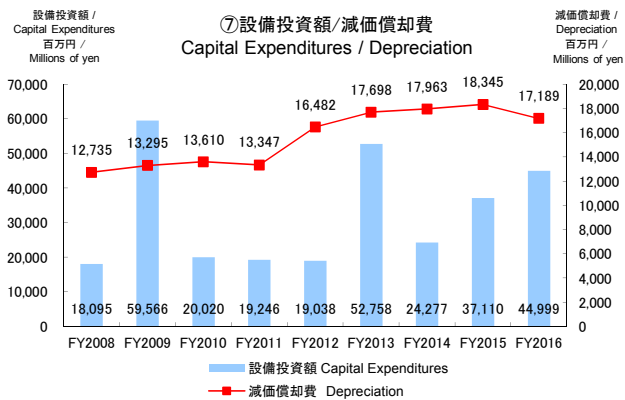
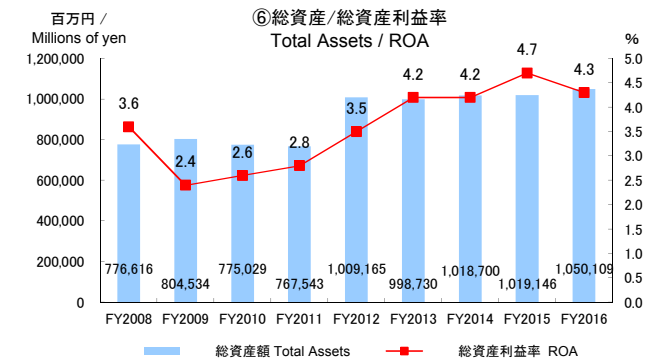
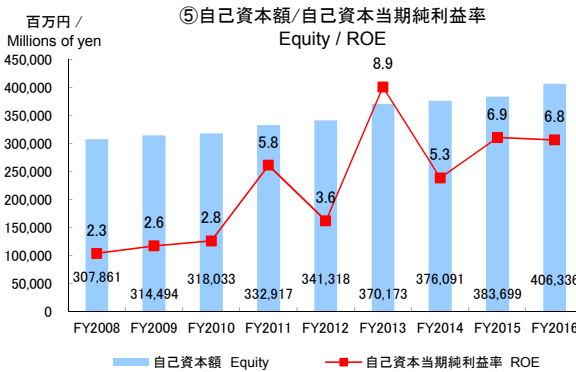
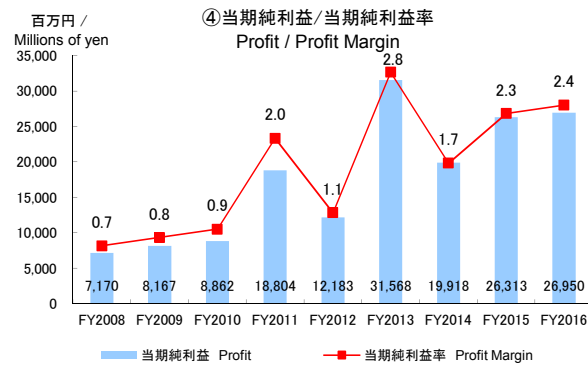
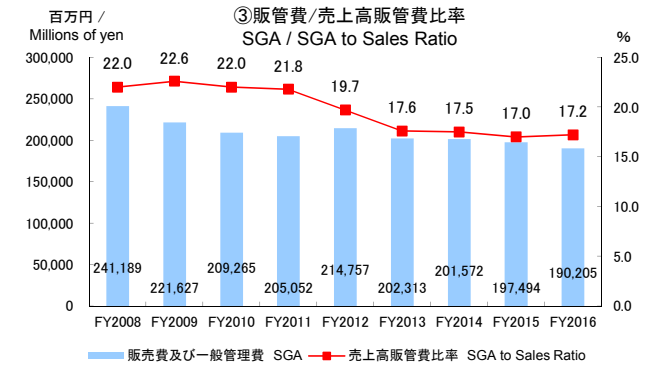
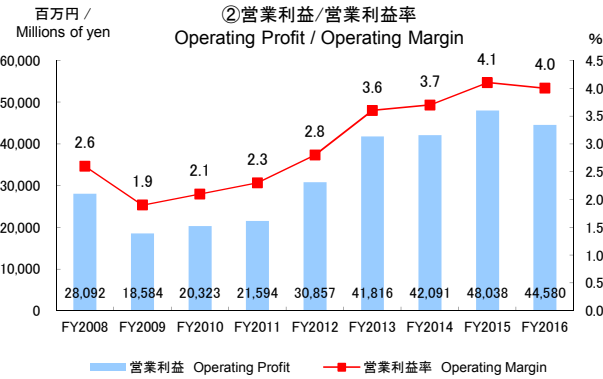
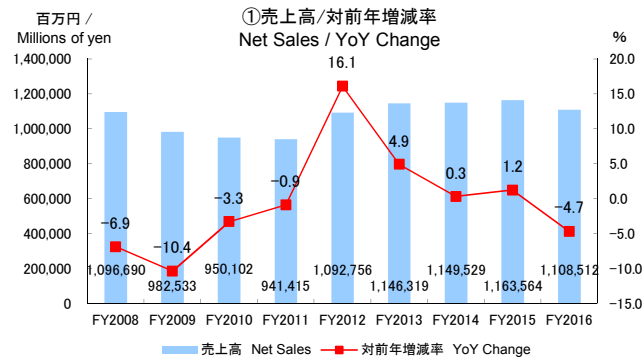
I. J. フロントリテイリング連結決算 J. Front Retailing Consolidated Results

1. 連結経営成績 Consolidated Business Performance

| 日本基準 (JGAAP) / 国際会計基準 (IFRS) | 日本基準 (JGAAP) | | | | | | | | | | 国際会計基準 (IFRS) | | |
|--|--------------|---------|---------|---------|-----------|-----------|-----------|-----------|-----------|-----------|---------------|-----------|--|
| | FY2008 | FY2009 | FY2010 | FY2011 | FY2012 | FY2013 | FY2014 | FY2015 | FY2016 | FY2016 | FY2017 | FY2018 | |
| 売上高 / 売上収益 | 1,096,690 | 982,533 | 950,102 | 941,415 | 1,092,756 | 1,146,319 | 1,149,529 | 1,163,564 | 1,108,512 | 452,505 | 469,915 | 459,840 | |
| Net sales / Revenue | | | | | | | | | | - | 3.8 | -2.1 | |
| 対前年 YoY (%) | -6.9 | -10.4 | -3.3 | -0.9 | 16.1 | 4.9 | 0.3 | 1.2 | -4.7 | | | | |
| 売上総利益 / 売上総利益 | 269,282 | 240,211 | 229,588 | 226,646 | 245,615 | 244,130 | 243,663 | 245,532 | 234,785 | 212,567 | 212,935 | 212,396 | |
| Gross profit / Gross profit | | | | | | | | | | - | 0.2 | -0.3 | |
| 対前年 YoY (%) | 7.2 | -10.8 | -4.4 | -1.3 | 8.4 | -0.6 | -0.2 | 0.7 | -4.4 | | | | |
| 売上比 Ratio to sales (%) / 売上収益比 Ratio to revenue (%) | 24.55 | 24.45 | 24.16 | 24.08 | 22.48 | 21.30 | 21.20 | 21.10 | 21.18 | 46.98 | 45.31 | 46.19 | |
| 販売費及び一般管理費 / 販売費及び一般管理費 | 241,189 | 221,627 | 209,265 | 205,052 | 214,757 | 202,313 | 201,572 | 197,494 | 190,205 | 167,668 | 166,688 | 166,882 | |
| SGA / SGA | | | | | | | | | | - | -0.6 | 0.1 | |
| 対前年 YoY (%) | -2.9 | -8.1 | -5.6 | -2.0 | 4.7 | -5.8 | -0.4 | -2.0 | -3.7 | | | | |
| 売上比 Ratio to sales (%) / 売上収益比 Ratio to revenue (%) | 22.0 | 22.6 | 22.0 | 21.8 | 19.7 | 17.6 | 17.5 | 17.0 | 17.2 | 37.1 | 35.5 | 36.3 | |
| 営業利益 / 営業利益 | 28,092 | 18,584 | 20,323 | 21,594 | 30,857 | 41,816 | 42,091 | 48,038 | 44,580 | 41,727 | 49,546 | 40,891 | |
| Operating profit / Operating profit | | | | | | | | | | - | 18.7 | -17.5 | |
| 対前年 YoY (%) | -34.1 | -33.8 | 9.4 | 6.3 | 42.9 | 35.5 | 0.7 | 13.9 | -7.2 | | | | |
| 売上比 Ratio to sales (%) / 売上収益比 Ratio to revenue (%) | 2.6 | 1.9 | 2.1 | 2.3 | 2.8 | 3.6 | 3.7 | 4.1 | 4.0 | 9.2 | 10.5 | 8.9 | |
| 経常利益 / 税引前当期利益 | 28,289 | 19,966 | 21,092 | 22,941 | 32,202 | 40,502 | 40,404 | 47,910 | 44,425 | 42,608 | 48,271 | 42,126 | |
| Ordinary profit / Profit before tax | | | | | | | | | | - | 13.3 | -12.7 | |
| 対前年 YoY (%) | -34.4 | -29.4 | 5.6 | 8.8 | 40.4 | 25.8 | -0.2 | 18.4 | -7.3 | | | | |
| 売上比 Ratio to sales (%) / 売上収益比 Ratio to revenue (%) | 2.6 | 2.0 | 2.2 | 2.4 | 2.9 | 3.5 | 3.5 | 4.1 | 4.0 | 9.4 | 10.3 | 9.2 | |
| 当期純利益 / 親会社の所有者に帰属する当期利益 | 7,170 | 8,167 | 8,862 | 18,804 | 12,183 | 31,568 | 19,918 | 26,313 | 26,950 | 27,052 | 28,486 | 27,358 | |
| Profit / Profit attributable to owners of parent | | | | | | | | | | - | 5.3 | -4.0 | |
| 対前年 YoY (%) | -69.4 | 13.9 | 8.5 | 112.2 | -35.2 | 159.1 | -36.9 | 31.8 | 2.4 | | | | |
| 売上比 Ratio to sales (%) / 売上収益比 Ratio to revenue (%) | 0.7 | 0.8 | 0.9 | 2.0 | 1.1 | 2.8 | 1.7 | 2.3 | 2.4 | 6.0 | 6.1 | 5.9 | |
| 総資産額 Total assets / 資産合計 Total assets | 776,616 | 804,534 | 775,029 | 767,543 | 1,009,165 | 998,730 | 1,018,700 | 1,019,146 | 1,050,109 | 1,005,069 | 1,022,348 | 1,029,573 | |
| 自己資本額 Equity / 親会社の所有者に帰属する持分 Equity attributable to owners of parent | 307,861 | 314,494 | 318,033 | 332,917 | 341,318 | 370,173 | 376,091 | 383,699 | 406,336 | 368,571 | 395,519 | 412,700 | |
| 自己資本比率 Equity ratio (%) / 親会社所有者帰属持分比率 Equity ratio attributable to owners of parent | 39.6 | 39.1 | 41.0 | 43.4 | 33.8 | 37.1 | 36.9 | 37.6 | 38.7 | 36.7 | 38.7 | 40.1 | |
| 有利子負債総額 Total interest-bearing liabilities / 有利子負債総額 Total interest-bearing liabilities | 94,677 | 125,937 | 108,658 | 106,025 | 213,085 | 187,950 | 168,458 | 180,922 | 187,799 | 205,952 | 184,202 | 174,378 | |
| 営業活動によるキャッシュ・フロー Cash flows from operating activities / 営業活動によるキャッシュ・フロー Cash flows from operating activities | 22,686 | 22,996 | 21,270 | 24,365 | 26,025 | 37,532 | 44,650 | 36,799 | 36,239 | 33,764 | 57,079 | 34,870 | |
| 投資活動によるキャッシュ・フロー Cash flows from investing activities / 投資活動によるキャッシュ・フロー Cash flows from investing activities | -11,676 | -40,879 | -8,432 | -26,781 | -73,977 | -8,858 | -16,272 | -39,741 | -30,353 | -27,952 | -19,030 | -26,836 | |
| フリーキャッシュ・フロー / Free Cash Flows | | | | | | | | | | | | | |
| フリーキャッシュ・フロー / Free Cash Flows | 11,009 | -17,882 | 12,837 | -2,416 | -47,952 | 28,673 | 28,378 | -2,942 | 5,885 | 5,812 | 38,048 | 8,033 | |
| 財務活動によるキャッシュ・フロー Cash flows from financing activities / 財務活動によるキャッシュ・フロー Cash flows from financing activities | -13,510 | 29,212 | -23,128 | -6,872 | 58,275 | -32,027 | -27,587 | -1,041 | -2,189 | -2,097 | -31,048 | -21,274 | |
| 設備投資額 Capital expenditures / 設備投資額 Capital expenditures | 18,095 | 59,566 | 20,020 | 19,246 | 19,038 | 52,758 | 24,277 | 37,110 | 44,999 | - | 27,021 | 39,873 | |
| 減価償却費 Depreciation / 減価償却費 Depreciation | 12,735 | 13,295 | 13,610 | 13,347 | 16,482 | 17,698 | 17,963 | 18,345 | 17,189 | 17,284 | 18,683 | 19,907 | |
| 1株当たり当期純利益 (円) EPS (Yen) / 基本的1株当たり当期利益 (円) EPS (Yen) | 13.56 | 15.45 | 16.76 | 35.57 | 23.05 | 59.77 | 75.47 | 100.42 | 103.04 | 103.43 | 108.92 | 104.55 | |
| 1株当たり純資産額 (円) BPS (Yen) / 1株当たり親会社所有者帰属持分 (円) BPS (Yen) | 582.27 | 594.89 | 601.62 | 629.80 | 646.18 | 701.26 | 1,425.05 | 1,467.05 | 1,553.60 | 1,409.20 | 1,511.91 | 1,576.68 | |
| 1株当たり配当金 (円) Dividends per share (Yen) / 1株当たり配当金 (円) Dividends per share (Yen) | 8.00 | 7.00 | 7.00 | 8.00 | 9.00 | 11.00 | 25.00 | 27.00 | 28.00 | 28.00 | 35.00 | 35.00 | |
| 配当性向 Dividend payout ratio (%) / 配当性向 (%) Dividend payout ratio (%) | 59.0 | 45.3 | 41.8 | 22.5 | 39.0 | 18.4 | 33.1 | 26.9 | 27.2 | 27.1 | 32.1 | 33.5 | |
| 現金及び現金同等物期末残高 Cash and cash equivalents at the term-end / 現金及び現金同等物期末残高 Cash and cash equivalents at the term-end | 32,307 | 43,515 | 33,204 | 24,204 | 34,576 | 31,276 | 32,132 | 28,147 | 31,846 | 31,867 | 38,883 | 25,659 | |
| EBITDA / EBITDA | 23,332 | 28,796 | 29,979 | 31,597 | 44,240 | 70,940 | 58,409 | 54,462 | 58,920 | 61,114 | 67,093 | 63,041 | |
| 自己資本当期純利益率 ROE (%) / 親会社所有者帰属持分当期利益率 ROE (%) | 2.3 | 2.6 | 2.8 | 5.8 | 3.6 | 8.9 | 5.3 | 6.9 | 6.8 | 7.6 | 7.5 | 6.8 | |
| 総資産利益率 ROA (%) / 資産合計利益率 ROA (%) | 3.6 | 2.4 | 2.6 | 2.8 | 3.5 | 4.2 | 4.2 | 4.7 | 4.3 | 4.2 | 4.9 | 4.0 | |
| 投下資本利益率 ROI (%) / 投下資本利益率 ROI (%) | 7.0 | 4.7 | 4.9 | 5.3 | 6.5 | 7.3 | 7.3 | 8.6 | 7.7 | 7.6 | 8.4 | 7.2 | |
| 有利子負債自己資本比率 (D/E) / Interest-bearing liabilities to equity ratio (D/E ratio) / 有利子負債親会社所有者持分比率 (D/E) / Interest-bearing liabilities to equity attributable to owners of parent ratio (D/E ratio) | 0.31 | 0.40 | 0.34 | 0.32 | 0.62 | 0.51 | 0.45 | 0.47 | 0.46 | 0.56 | 0.47 | 0.42 | |
| 有利子負債キャッシュ・フロー比率 Interest-bearing liabilities to cash flow ratio / 有利子負債キャッシュ・フロー比率 Interest-bearing liabilities to cash flow ratio | 4.17 | 5.48 | 5.11 | 4.35 | 8.19 | 5.01 | 3.77 | 4.92 | 5.18 | 6.10 | 3.23 | 5.00 | |

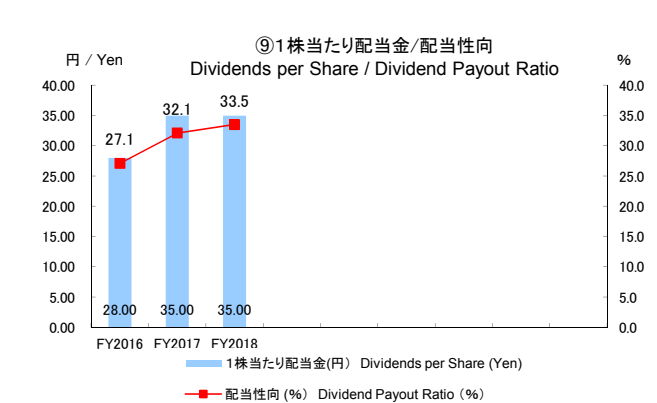
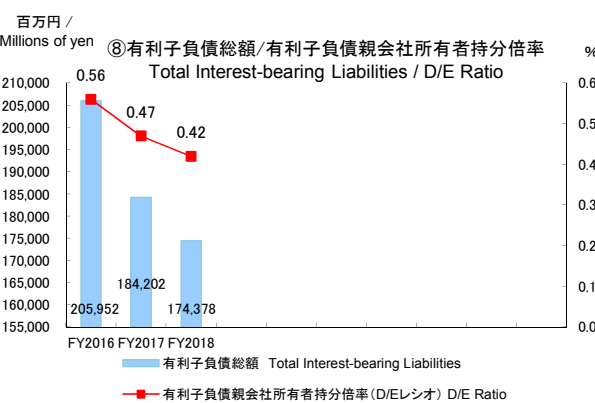
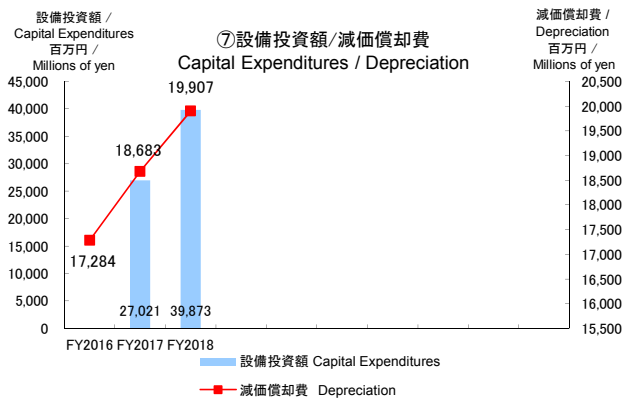
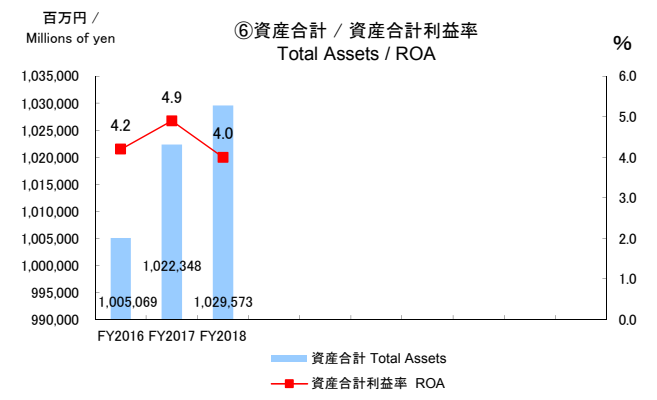
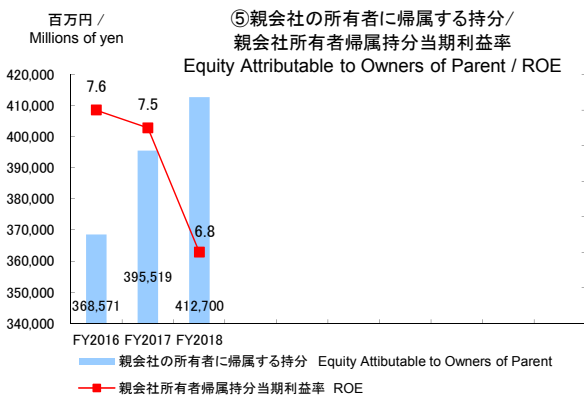
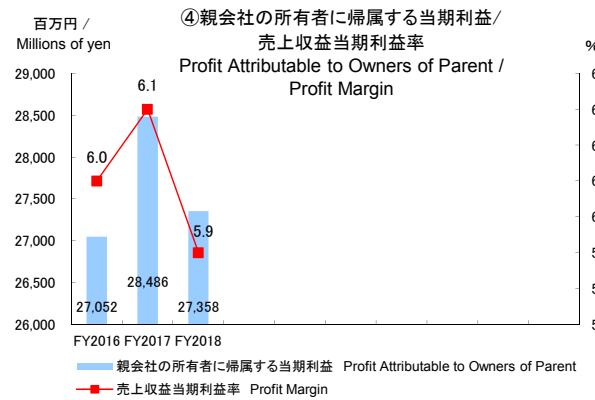
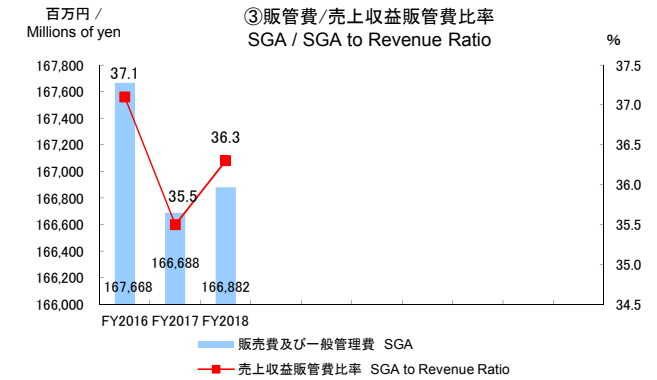
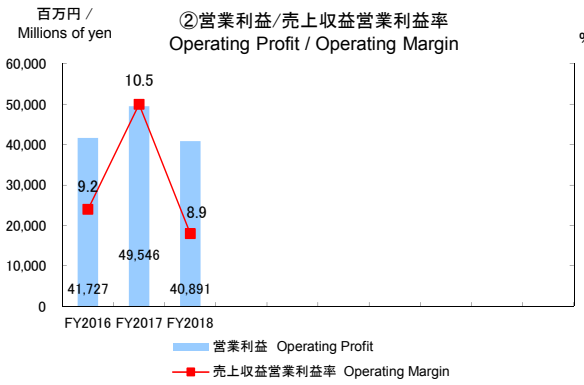
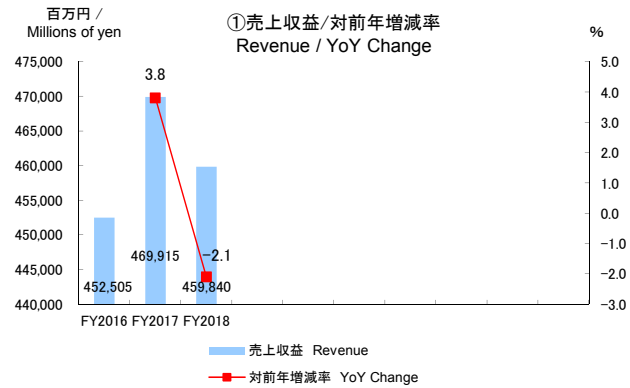
※注記は22ページをご覧ください。 See notes on page 22.

2 - (1) . 連結主要経営成績推移 (2008~2016年度 日本基準) Major Consolidated Financial Indicators (FY2008 - 2016 under Japanese GAAP)



※注記は22ページをご覧ください。 See notes on page 22.

2 - (2) . 連結主要経営成績推移 (2016~2018年度 国際会計基準) Major Consolidated Financial Indicators (FY2016 - 2018 under IFRS)



※注記は22ページをご覧ください。 See notes on page 22.

3. セグメント情報 Segment Information

(単位:百万円/Millions of yen)

| 日本基準 (JGAAP) / 国際会計基準 (IFRS) | | 日本基準 (JGAAP) | | | | | | | | | | 国際会計基準 (IFRS) | | |
|------------------------------|---------------------------------------|--------------|-----------|-----------|---------|-----------|-----------|-----------|-----------|-----------|---------|---------------|---------|--|
| | | FY2008 | FY2009 | FY2010 | FY2011 | FY2012 | FY2013 | FY2014 | FY2015 | FY2016 | FY2016 | FY2017 | FY2018 | |
| 売上高 / 売上収益 | 百貨店事業 Department Store Business | 836,189 | 760,919 | 739,311 | 736,922 | 750,335 | 768,928 | 759,866 | 763,222 | 727,994 | 268,233 | 274,308 | 275,441 | |
| Net sales / Revenue | 対前年 YoY (%) | -7.0 | -9.0 | -2.8 | -0.1 | 1.8 | 2.5 | -1.2 | 0.4 | -4.6 | - | 2.3 | 0.4 | |
| | 構成比 Share (%) | 76.2 | 77.4 | 77.8 | 78.3 | 68.7 | 67.1 | 66.1 | 65.6 | 65.7 | 59.3 | 58.4 | 59.9 | |
| | パルコ事業 Parco Business | - | - | - | - | 137,845 | 268,292 | 274,212 | 281,050 | 273,377 | 93,780 | 91,621 | 89,969 | |
| | 対前年 YoY (%) | - | - | - | - | - | - | 2.2 | 2.5 | -2.7 | - | -2.3 | -1.8 | |
| | 構成比 Share (%) | - | - | - | - | 12.6 | 23.4 | 23.9 | 24.2 | 24.6 | 20.7 | 19.5 | 19.6 | |
| | 不動産事業 Real Estate Business | - | - | - | - | - | - | - | - | - | 5,004 | 13,427 | 16,995 | |
| | 対前年 YoY (%) | - | - | - | - | - | - | - | - | - | - | 168.3 | 26.6 | |
| | 構成比 Share (%) | - | - | - | - | - | - | - | - | - | 1.1 | 2.9 | 3.7 | |
| | クレジット金融事業 Credit and Finance Business | - | - | - | - | - | - | - | - | - | 9,847 | 10,176 | 10,573 | |
| | 対前年 YoY (%) | - | - | - | - | - | - | - | - | - | - | 3.3 | 3.9 | |
| | 構成比 Share (%) | - | - | - | - | - | - | - | - | - | 2.2 | 2.2 | 2.3 | |
| | 卸売事業 Wholesale Business | 87,139 | 63,249 | 54,445 | 50,954 | 60,174 | 63,273 | 59,371 | 57,849 | 47,291 | - | - | - | |
| | 対前年 YoY (%) | -3.8 | -27.4 | -13.9 | -6.4 | 18.1 | 5.1 | -6.2 | -2.6 | -18.3 | - | - | - | |
| | 構成比 Share (%) | 7.9 | 6.4 | 5.7 | 5.4 | 5.5 | 5.5 | 5.2 | 5.0 | 4.3 | - | - | - | |
| | クレジット事業 Credit Business | - | - | - | 8,223 | 8,592 | 9,444 | 10,381 | 10,455 | 10,900 | - | - | - | |
| | 対前年 YoY (%) | - | - | - | 4.2 | 4.5 | 9.9 | 9.9 | 0.7 | 4.3 | - | - | - | |
| | 構成比 Share (%) | - | - | - | 0.9 | 0.8 | 0.8 | 0.9 | 0.9 | 1.0 | - | - | - | |
| | スーパーマーケット事業 Supermarket Business | 130,660 | 123,258 | 118,462 | 112,627 | 101,778 | - | - | - | - | - | - | - | |
| | 対前年 YoY (%) | -2.0 | -5.7 | -3.9 | -4.9 | -9.6 | - | - | - | - | - | - | - | |
| | 構成比 Share (%) | 11.9 | 12.6 | 12.5 | 12.0 | 9.3 | - | - | - | - | - | - | - | |
| | その他事業 Other Businesses | 91,688 | 81,044 | 92,737 | 81,798 | 90,133 | 88,576 | 97,298 | 104,739 | 97,575 | - | - | - | |
| | 対前年 YoY (%) | -15.2 | -11.6 | 14.4 | -3.9 | 10.2 | -1.7 | 9.8 | 7.6 | -6.8 | - | - | - | |
| | 構成比 Share (%) | 8.4 | 8.3 | 9.8 | 8.7 | 8.2 | 7.7 | 8.4 | 9.0 | 8.8 | - | - | - | |
| 計 Total | | 1,145,677 | 1,028,471 | 1,004,957 | 990,526 | 1,148,860 | 1,198,515 | 1,201,129 | 1,217,316 | 1,157,140 | 376,866 | 389,534 | 392,979 | |
| その他 Other | 対前年 YoY (%) | -6.9 | -10.2 | -2.3 | -1.3 | 16.0 | 4.3 | 0.2 | 1.3 | -4.9 | - | 3.4 | 0.9 | |
| | 構成比 Share (%) | - | - | - | - | - | - | - | - | - | 114,584 | 117,845 | 104,250 | |
| 調整額 Adjustments | 対前年 YoY (%) | -48,987 | -45,938 | -54,854 | -49,111 | -56,103 | -52,196 | -51,600 | -53,752 | -48,628 | -38,945 | -37,465 | -37,389 | |
| | 構成比 Share (%) | -4.4 | -4.7 | -5.8 | -5.3 | -5.1 | -4.5 | -4.5 | -4.6 | -4.4 | -8.6 | -8.0 | -8.2 | |
| 連結合計 Total consolidated | | 1,096,690 | 982,533 | 950,102 | 941,415 | 1,092,756 | 1,146,319 | 1,149,529 | 1,163,564 | 1,108,512 | 452,505 | 469,915 | 459,840 | |
| | 対前年 YoY (%) | -6.9 | -10.4 | -3.3 | -0.9 | 16.1 | 4.9 | 0.3 | 1.2 | -4.7 | - | 3.8 | -2.1 | |
| | 構成比 Share (%) | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | |
| セグメント利益 | 百貨店事業 Department Store Business | 21,616 | 12,995 | 14,853 | 14,577 | 18,477 | 22,980 | 23,115 | 28,786 | 24,592 | 22,224 | 26,659 | 24,194 | |
| Segment profits | 対前年 YoY (%) | -36.6 | -39.9 | 14.3 | 6.3 | 26.8 | 24.4 | 0.6 | 24.1 | -14.6 | - | 20.0 | -9.2 | |
| | 構成比 Share (%) | 77.0 | 69.9 | 73.1 | 67.5 | 59.9 | 55.0 | 54.9 | 59.9 | 55.2 | 53.3 | 53.8 | 59.2 | |
| | パルコ事業 Parco Business | - | - | - | - | 5,898 | 12,017 | 12,255 | 12,582 | 12,520 | 13,021 | 11,752 | 5,445 | |
| | 対前年 YoY (%) | - | - | - | - | - | 103.7 | 2.0 | 2.7 | -0.5 | - | -9.7 | -53.7 | |
| | 構成比 Share (%) | - | - | - | - | 19.1 | 28.7 | 29.1 | 26.2 | 28.1 | 31.2 | 23.7 | 13.3 | |
| | 不動産事業 Real Estate Business | - | - | - | - | - | - | - | - | - | 348 | 4,131 | 4,664 | |
| | 対前年 YoY (%) | - | - | - | - | - | - | - | - | - | - | 1085.4 | 12.9 | |
| | 構成比 Share (%) | - | - | - | - | - | - | - | - | - | 0.8 | 8.3 | 11.4 | |
| | クレジット金融事業 Credit and Finance Business | - | - | - | - | - | - | - | - | - | 2,856 | 2,742 | 2,360 | |
| | 対前年 YoY (%) | - | - | - | - | - | - | - | - | - | - | -4.0 | -13.9 | |
| | 構成比 Share (%) | - | - | - | - | - | - | - | - | - | 6.8 | 5.5 | 5.8 | |
| | 卸売事業 Wholesale Business | 3,572 | 2,573 | 2,235 | 1,585 | 1,592 | 1,127 | 1,067 | 1,315 | 1,529 | - | - | - | |
| | 対前年 YoY (%) | 7.4 | -28.0 | -13.1 | -29.1 | 0.5 | -29.2 | -5.3 | 23.2 | 16.3 | - | - | - | |
| | 構成比 Share (%) | 12.7 | 13.8 | 11.0 | 7.3 | 5.2 | 2.7 | 2.5 | 2.7 | 3.4 | - | - | - | |
| | クレジット事業 Credit Business | - | - | - | 2,281 | 2,951 | 3,186 | 3,424 | 2,703 | 2,844 | - | - | - | |
| | 対前年 YoY (%) | - | - | - | 21.9 | 29.4 | 8.0 | 7.5 | -21.1 | 5.2 | - | - | - | |
| | 構成比 Share (%) | - | - | - | 10.6 | 9.6 | 7.6 | 8.1 | 5.6 | 6.4 | - | - | - | |
| | スーパーマーケット事業 Supermarket Business | 1,105 | 1,429 | 282 | 444 | -1,564 | - | - | - | - | - | - | - | |
| | 対前年 YoY (%) | -39.0 | 29.3 | -80.2 | 57.3 | - | - | - | - | - | - | - | - | |
| | 構成比 Share (%) | 3.9 | 7.7 | 1.4 | 2.1 | -5.1 | - | - | - | - | - | - | - | |
| | その他事業 Other Businesses | 2,558 | 2,803 | 4,263 | 2,674 | 3,193 | 2,961 | 2,418 | 2,807 | 2,881 | - | - | - | |
| | 対前年 YoY (%) | -35.6 | 9.6 | 52.1 | 11.8 | 19.4 | -7.3 | -18.3 | 16.1 | 2.7 | - | - | - | |
| | 構成比 Share (%) | 9.1 | 15.1 | 21.0 | 12.4 | 10.3 | 7.1 | 5.7 | 5.8 | 6.4 | - | - | - | |
| 計 Total | | 28,853 | 19,800 | 21,636 | 21,562 | 30,548 | 42,272 | 42,281 | 48,194 | 44,368 | 38,450 | 45,285 | 36,665 | |
| その他 Other | 対前年 YoY (%) | -33.2 | -31.4 | 9.3 | 5.2 | 41.7 | 38.4 | 0.0 | 13.8 | -7.9 | - | 17.8 | -19.0 | |
| | 構成比 Share (%) | - | - | - | - | - | - | - | - | - | 2,981 | 4,744 | 3,507 | |
| 調整額 Adjustments | 対前年 YoY (%) | -760 | -1,216 | -1,312 | 32 | 308 | -455 | -190 | -156 | 211 | 295 | -483 | 717 | |
| | 構成比 Share (%) | -2.7 | -6.5 | -6.5 | 0.1 | 1.0 | -1.1 | -0.3 | -0.3 | 0.5 | 0.7 | -1.0 | 1.8 | |
| 連結合計 Total consolidated | | 28,092 | 18,584 | 20,323 | 21,594 | 30,857 | 41,816 | 42,091 | 48,038 | 44,580 | 41,727 | 49,546 | 40,891 | |
| | 対前年 YoY (%) | -34.1 | -33.8 | 9.4 | 6.3 | 42.9 | 35.5 | 0.7 | 13.9 | -7.2 | - | 18.7 | -17.5 | |
| | 構成比 Share (%) | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | |

※注記は22ページをご覧ください。 See notes on page 22.

4- (1) . グループ主要会社業績 Financial Results of Major Companies of the Group

| 日本基準 (JGAAP) / 国際会計基準 (IFRS) | | 日本基準 (JGAAP) | | | | | | | | | (単位: 百万円 / Millions of yen) 国際会計基準 (IFRS) | | |
|------------------------------|--|--------------|---------|---------|---------|---------|---------|---------|---------|---------|--|---------|---------|
| | | FY2008 | FY2009 | FY2010 | FY2011 | FY2012 | FY2013 | FY2014 | FY2015 | FY2016 | FY2016 | FY2017 | FY2018 |
| J. フロント リテイリング | 売上高 Net sales / (総額売上高 Gross sales) | 12,677 | 12,437 | 6,502 | 7,144 | 22,744 | 8,983 | 11,147 | 12,213 | 13,646 | 13,646 | 14,776 | 18,770 |
| J. Front Retailing | / 売上収益 Revenue | — | — | — | — | — | — | — | — | — | 13,646 | 14,776 | 18,770 |
| | 営業利益 Operating profit / (事業利益 Business profit) | 6,698 | 7,010 | 4,353 | 4,907 | 20,394 | 6,280 | 8,391 | 9,194 | 10,433 | 10,433 | 10,566 | 13,894 |
| | / 営業利益 Operating profit | — | — | — | — | — | — | — | — | — | 8,286 | 8,835 | 13,858 |
| | 経常利益 Ordinary profit / — | 6,570 | 6,994 | 4,342 | 4,871 | 19,972 | 6,398 | 8,460 | 9,201 | 9,750 | — | — | — |
| | / 税引前当期利益 Profit before tax | — | — | — | — | — | — | — | — | — | 8,595 | 8,925 | 13,890 |
| | 当期純利益 Profit / — | 6,440 | 7,048 | 4,203 | 4,745 | 19,930 | 12,405 | 8,388 | 6,872 | 8,702 | — | — | — |
| | / 当期利益 Profit | — | — | — | — | — | — | — | — | — | 8,706 | 8,524 | 13,866 |
| 大丸松坂屋百貨店 | 売上高 Net sales / (総額売上高 Gross sales) | 713,362 | 657,305 | 638,260 | 643,530 | 660,521 | 678,286 | 671,767 | 677,511 | 646,990 | 646,990 | 673,154 | 680,428 |
| Daimaru Matsuzakaya | / 売上収益 Revenue | — | — | — | — | — | — | — | — | — | 242,182 | 257,451 | 262,984 |
| Department Stores | 営業利益 Operating profit / (事業利益 Business profit) | 16,202 | 8,638 | 10,002 | 11,389 | 15,462 | 19,658 | 20,053 | 26,173 | 22,702 | 22,125 | 27,158 | 27,849 |
| | / 営業利益 Operating profit | — | — | — | — | — | — | — | — | — | 20,066 | 28,297 | 26,529 |
| | 経常利益 Ordinary profit / — | 15,811 | 7,379 | 8,613 | 10,081 | 14,190 | 18,008 | 18,321 | 24,474 | 21,266 | — | — | — |
| | / 税引前当期利益 Profit before tax | — | — | — | — | — | — | — | — | — | 19,938 | 28,253 | 26,872 |
| | 当期純利益 Profit / — | 2,427 | 1,887 | 3,706 | 4,528 | 5,674 | 7,508 | 11,759 | 10,747 | 13,555 | — | — | — |
| | / 当期利益 Profit | — | — | — | — | — | — | — | — | — | 14,929 | 19,248 | 18,579 |
| 博多大丸 | 売上高 Net sales / (総額売上高 Gross sales) | 72,003 | 67,981 | 66,660 | 60,714 | 57,674 | 58,647 | 57,435 | 56,747 | 53,902 | 53,902 | 54,848 | 54,831 |
| Hakata Daimaru | / 売上収益 Revenue | — | — | — | — | — | — | — | — | — | 19,574 | 19,950 | 19,743 |
| | 営業利益 Operating profit / (事業利益 Business profit) | 3,534 | 2,943 | 3,168 | 2,582 | 2,407 | 2,674 | 2,450 | 2,439 | 2,123 | 2,071 | 2,196 | 2,195 |
| | / 営業利益 Operating profit | — | — | — | — | — | — | — | — | — | 2,007 | 2,170 | 2,165 |
| | 経常利益 Ordinary profit / — | 3,124 | 2,644 | 2,863 | 2,234 | 2,161 | 2,442 | 2,086 | 2,191 | 1,865 | — | — | — |
| | / 税引前当期利益 Profit before tax | — | — | — | — | — | — | — | — | — | 1,901 | 1,992 | 1,995 |
| | 当期純利益 Profit / — | 1,642 | 1,537 | 336 | 1,303 | 1,229 | 1,375 | 1,086 | 1,142 | 1,155 | — | — | — |
| | / 当期利益 Profit | — | — | — | — | — | — | — | — | — | 1,190 | 1,359 | 1,372 |
| 下関大丸 | 売上高 Net sales / (総額売上高 Gross sales) | 20,303 | 18,982 | 18,155 | 17,974 | 17,597 | 17,492 | 16,777 | 15,694 | 14,611 | 14,611 | 13,845 | 13,352 |
| Shimonoseki Daimaru | / 売上収益 Revenue | — | — | — | — | — | — | — | — | — | 5,294 | 4,930 | 4,680 |
| | 営業利益 Operating profit / (事業利益 Business profit) | 630 | 429 | 447 | 490 | 471 | 476 | 432 | 390 | 272 | 270 | 155 | 59 |
| | / 営業利益 Operating profit | — | — | — | — | — | — | — | — | — | 78 | 138 | 66 |
| | 経常利益 Ordinary profit / — | 571 | 345 | 353 | 404 | 391 | 394 | 342 | 315 | 197 | — | — | — |
| | / 税引前当期利益 Profit before tax | — | — | — | — | — | — | — | — | — | 9 | 66 | -3 |
| | 当期純利益 Profit / — | 312 | 133 | 262 | 205 | 202 | 96 | 195 | -89 | -25 | — | — | — |
| | / 当期利益 Profit | — | — | — | — | — | — | — | — | — | -24 | 36 | 1 |
| 高知大丸 | 売上高 Net sales / (総額売上高 Gross sales) | 16,702 | 15,457 | 14,926 | 14,703 | 14,543 | 14,502 | 13,885 | 13,269 | 12,490 | 12,490 | 12,196 | 11,687 |
| Kochi Daimaru | / 売上収益 Revenue | — | — | — | — | — | — | — | — | — | 5,445 | 5,229 | 4,838 |
| | 営業利益 Operating profit / (事業利益 Business profit) | 305 | 127 | 264 | 289 | 358 | 388 | 261 | 242 | 195 | 191 | 196 | 113 |
| | / 営業利益 Operating profit | — | — | — | — | — | — | — | — | — | 175 | 188 | 100 |
| | 経常利益 Ordinary profit / — | 274 | 213 | 311 | 343 | 408 | 410 | 249 | 255 | 204 | — | — | — |
| | / 税引前当期利益 Profit before tax | — | — | — | — | — | — | — | — | — | 191 | 202 | 107 |
| | 当期純利益 Profit / — | 180 | 103 | 184 | 178 | 208 | 221 | 125 | 123 | 95 | — | — | — |
| | / 当期利益 Profit | — | — | — | — | — | — | — | — | — | 97 | 144 | 65 |
| パルコ | 売上高 Net sales / (総額売上高 Gross sales) | — | — | — | — | 125,022 | 242,653 | 245,646 | 249,366 | 240,221 | 271,054 | 254,988 | 252,144 |
| Parco | - / 売上収益 Revenue | — | — | — | — | — | — | — | — | — | 58,991 | 56,462 | 56,288 |
| | 営業利益 Operating profit / (事業利益 Business profit) | — | — | — | — | 5,610 | 11,823 | 11,747 | 11,731 | 11,815 | 11,868 | 9,338 | 8,068 |
| | - / 営業利益 Operating profit | — | — | — | — | — | — | — | — | — | 11,338 | 11,016 | 4,792 |
| | 経常利益 Ordinary profit / — | — | — | — | — | 5,490 | 11,725 | 11,718 | 11,727 | 12,618 | — | — | — |
| | - / 税引前当期利益 Profit before tax | — | — | — | — | — | — | — | — | — | 11,154 | 11,064 | 4,646 |
| | 当期純利益 Profit / — | — | — | — | — | 2,830 | 6,772 | 5,994 | 5,932 | 6,049 | — | — | — |
| | - / 当期利益 Profit | — | — | — | — | — | — | — | — | — | 7,380 | 7,680 | 3,237 |

※注記は23ページをご覧ください。 See notes on page 23.

4- (2) . グループ主要会社業績 Financial Results of Major Companies of the Group

| 日本基準 (JGAAP) / 国際会計基準 (IFRS) | | 日本基準 (JGAAP) | | | | | | | | | (単位: 百万円 / Millions of yen) 国際会計基準 (IFRS) | | |
|--------------------------------|--|--------------|--------|--------|--------|--------|--------|--------|--------|--------|--|--------|--------|
| | | FY2008 | FY2009 | FY2010 | FY2011 | FY2012 | FY2013 | FY2014 | FY2015 | FY2016 | FY2016 | FY2017 | FY2018 |
| JFRカード | 売上高 Net sales / (総額売上高 Gross sales) | 6,474 | 7,346 | 7,888 | 8,223 | 8,592 | 9,444 | 10,381 | 10,455 | 10,900 | 10,900 | 11,383 | 11,897 |
| JFR Card | / 売上収益 Revenue | — | — | — | — | — | — | — | — | — | 9,847 | 10,176 | 10,573 |
| | 営業利益 Operating profit / (事業利益 Business profit) | 101 | 1,270 | 1,871 | 2,281 | 2,951 | 3,186 | 3,424 | 2,703 | 2,844 | 2,844 | 2,803 | 2,338 |
| | / 営業利益 Operating profit | — | — | — | — | — | — | — | — | — | 2,856 | 2,742 | 2,360 |
| | 経常利益 Ordinary profit | — | 1,012 | 1,656 | 2,134 | 2,809 | 3,062 | 3,271 | 2,577 | 2,698 | — | — | — |
| | / 税引前当期利益 Profit before tax | — | — | — | — | — | — | — | — | — | 2,698 | 2,587 | 2,199 |
| | 当期純利益 Profit | — | 570 | 975 | 1,209 | 1,604 | 1,822 | 1,942 | 1,561 | 1,684 | — | — | — |
| | / 当期利益 Profit | — | — | — | — | — | — | — | — | — | 1,685 | 1,674 | 1,420 |
| 大丸興業 | 売上高 Net sales / (総額売上高 Gross sales) | 87,139 | 63,249 | 54,445 | 50,954 | 59,659 | 62,709 | 58,720 | 56,283 | 45,858 | 45,858 | 53,097 | 47,490 |
| Daimaru Kogyo | / 売上収益 Revenue | — | — | — | — | — | — | — | — | — | 22,914 | 36,950 | 31,732 |
| | 営業利益 Operating profit / (事業利益 Business profit) | 3,572 | 2,573 | 2,235 | 1,585 | 1,597 | 1,100 | 1,052 | 1,253 | 1,476 | 1,446 | 2,455 | 1,191 |
| | / 営業利益 Operating profit | — | — | — | — | — | — | — | — | — | 1,478 | 2,439 | 1,118 |
| | 経常利益 Ordinary profit | — | 3,548 | 2,730 | 2,250 | 1,793 | 1,200 | 1,020 | 1,252 | 1,516 | — | — | — |
| | / 税引前当期利益 Profit before tax | — | — | — | — | — | — | — | — | — | 1,485 | 2,447 | 1,132 |
| | 当期純利益 Profit | — | 2,165 | 1,648 | 1,206 | 862 | 1,065 | 738 | 85 | 832 | 1,006 | — | — |
| | / 当期利益 Profit | — | — | — | — | — | — | — | — | — | 985 | 1,690 | 790 |
| J. フロント建築 | 売上高 Net sales / (総額売上高 Gross sales) | 27,779 | 25,175 | 34,995 | 29,261 | 32,483 | 29,643 | 28,651 | 38,714 | 33,624 | 33,624 | 31,141 | 28,201 |
| J. Front Design & Construction | / 売上収益 Revenue | — | — | — | — | — | — | — | — | — | 33,624 | 31,141 | 28,201 |
| | 営業利益 Operating profit / (事業利益 Business profit) | 593 | 270 | 494 | 553 | 613 | 722 | 752 | 1,300 | 1,403 | 1,403 | 54 | 509 |
| | / 営業利益 Operating profit | — | — | — | — | — | — | — | — | — | 1,402 | 50 | 424 |
| | 経常利益 Ordinary profit | — | 641 | 280 | 501 | 558 | 630 | 742 | 1,284 | 1,412 | — | — | — |
| | / 税引前当期利益 Profit before tax | — | — | — | — | — | — | — | — | — | 1,411 | 53 | 427 |
| | 当期純利益 Profit | — | 236 | 20 | 165 | 239 | 373 | 355 | 760 | 885 | — | — | — |
| | / 当期利益 Profit | — | — | — | — | — | — | — | — | — | 891 | 30 | 273 |
| ディンプル | 売上高 Net sales / (総額売上高 Gross sales) | 7,335 | 7,468 | 9,530 | 11,594 | 12,896 | 10,657 | 11,089 | 11,707 | 12,051 | 12,051 | 13,173 | 13,805 |
| Dimples' | / 売上収益 Revenue | — | — | — | — | — | — | — | — | — | 12,051 | 13,173 | 13,805 |
| | 営業利益 Operating profit / (事業利益 Business profit) | 231 | 303 | 558 | 719 | 752 | 590 | 615 | 617 | 627 | 611 | 587 | 658 |
| | / 営業利益 Operating profit | — | — | — | — | — | — | — | — | — | 604 | 583 | 657 |
| | 経常利益 Ordinary profit | — | 224 | 303 | 556 | 712 | 743 | 602 | 617 | 629 | — | — | — |
| | / 税引前当期利益 Profit before tax | — | — | — | — | — | — | — | — | — | 607 | 584 | 658 |
| | 当期純利益 Profit | — | 123 | 166 | 324 | 390 | 337 | 354 | 381 | 388 | — | — | — |
| | / 当期利益 Profit | — | — | — | — | — | — | — | — | — | 370 | 377 | 443 |
| 大丸松坂屋とSPAツアウェイ | 売上高 Net sales / (総額売上高 Gross sales) | — | — | — | — | 4,358 | 9,551 | 9,853 | 9,774 | 9,696 | 9,696 | 10,009 | 9,776 |
| Daimaru Matsuzakaya | / 売上収益 Revenue | — | — | — | — | — | — | — | — | — | 9,696 | 10,009 | 9,776 |
| Sales Associates | 営業利益 Operating profit / (事業利益 Business profit) | — | — | — | — | 217 | 337 | 237 | 160 | 175 | 124 | 169 | 126 |
| | / 営業利益 Operating profit | — | — | — | — | — | — | — | — | — | 124 | 169 | 129 |
| | 経常利益 Ordinary profit | — | — | — | — | 218 | 329 | 236 | 159 | 177 | — | — | — |
| | / 税引前当期利益 Profit before tax | — | — | — | — | — | — | — | — | — | 125 | 169 | 129 |
| | 当期純利益 Profit | — | — | — | — | 124 | 188 | 124 | 89 | 97 | — | — | — |
| | / 当期利益 Profit | — | — | — | — | — | — | — | — | — | 51 | 105 | 87 |
| 大丸コム開発 | 売上高 Net sales | 896 | 930 | 883 | 987 | 1,384 | 1,938 | 2,026 | 2,179 | 1,058 | — | — | — |
| Daimaru COM Development | 営業利益 Operating profit | 154 | 161 | 139 | 159 | 240 | 292 | 311 | 372 | 190 | — | — | — |
| | 経常利益 Ordinary profit | 157 | 162 | 137 | 123 | 221 | 277 | 299 | 387 | 208 | — | — | — |
| | 当期純利益 Profit | 109 | 79 | 82 | 25 | 64 | 149 | 168 | 221 | 130 | — | — | — |

※注記は23ページをご覧ください。 See notes on page 23.

5. 連結販売費及び一般管理費 Consolidated SGA

| 日本基準 (JGAAP) / 国際会計基準 (IFRS) | 日本基準 (JGAAP) | | | | | | | | | | 国際会計基準 (IFRS) | | |
|---|--------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------------|---------|--|
| | FY2008 | FY2009 | FY2010 | FY2011 | FY2012 | FY2013 | FY2014 | FY2015 | FY2016 | FY2016 | FY2017 | FY2018 | |
| 人件費 Personnel expenses | 95,572 | 86,636 | 79,603 | 76,496 | 79,286 | 72,114 | 71,059 | 69,470 | 67,879 | 63,513 | 62,989 | 62,692 | |
| 対前年 YoY (%) | -4.9 | -9.4 | -8.1 | -3.9 | 3.6 | -9.0 | -1.5 | -2.2 | -2.3 | - | -0.8 | -0.5 | |
| 売上比 Ratio to sales (%) / 売上収益比 Ratio to revenue (%) | 8.7 | 8.8 | 8.4 | 8.1 | 7.3 | 6.3 | 6.2 | 6.0 | 6.1 | 14.0 | 13.4 | 13.6 | |
| 広告宣伝費 Advertising expenses | 32,941 | 30,148 | 29,293 | 29,352 | 31,379 | 31,744 | 30,319 | 27,733 | 26,544 | 11,763 | 10,534 | 10,364 | |
| 対前年 YoY (%) | -5.8 | -8.5 | -2.8 | 0.2 | 6.9 | 1.2 | -4.5 | -8.5 | -4.3 | - | -10.4 | -1.6 | |
| 売上比 Ratio to sales (%) / 売上収益比 Ratio to revenue (%) | 3.0 | 3.1 | 3.1 | 3.1 | 2.9 | 2.8 | 2.6 | 2.4 | 2.4 | 2.6 | 2.3 | 2.3 | |
| 包装配達費 Packaging and delivery expenses | 9,376 | 8,603 | 8,137 | 7,644 | 7,463 | 6,782 | 7,631 | 7,053 | 6,456 | 6,454 | 4,992 | 3,837 | |
| 対前年 YoY (%) | -4.0 | -8.2 | -5.4 | -6.1 | -2.4 | -9.1 | 12.5 | -7.6 | -8.5 | - | -22.6 | -23.1 | |
| 売上比 Ratio to sales (%) / 売上収益比 Ratio to revenue (%) | 0.9 | 0.9 | 0.9 | 0.8 | 0.7 | 0.6 | 0.7 | 0.6 | 0.6 | 1.4 | 1.1 | 0.8 | |
| 賃借料 Rent expenses | 26,833 | 26,142 | 24,207 | 26,346 | 29,897 | 27,713 | 28,366 | 28,682 | 28,637 | 24,821 | 24,372 | 23,418 | |
| 対前年 YoY (%) | 0.2 | -2.6 | -7.4 | 8.8 | 13.5 | -7.3 | 2.4 | 1.1 | -0.2 | - | -1.8 | -3.9 | |
| 売上比 Ratio to sales (%) / 売上収益比 Ratio to revenue (%) | 2.4 | 2.7 | 2.5 | 2.8 | 2.7 | 2.4 | 2.5 | 2.5 | 2.6 | 5.5 | 5.2 | 5.1 | |
| 減価償却費 Depreciation | 12,735 | 12,757 | 12,981 | 12,532 | 15,059 | 15,994 | 16,023 | 16,194 | 14,843 | 11,310 | 10,944 | 11,580 | |
| 対前年 YoY (%) | -6.0 | 0.2 | 1.8 | -3.5 | 20.2 | 6.2 | 0.2 | 1.1 | -8.3 | - | -3.2 | 5.8 | |
| 売上比 Ratio to sales (%) / 売上収益比 Ratio to revenue (%) | 1.2 | 1.3 | 1.4 | 1.3 | 1.4 | 1.4 | 1.4 | 1.4 | 1.3 | 2.5 | 2.3 | 2.5 | |
| 作業費 Operational costs | 17,257 | 15,328 | 14,278 | 13,841 | 16,837 | 17,317 | 16,567 | 16,338 | 15,621 | 8,259 | 8,148 | 8,296 | |
| 対前年 YoY (%) | 16.1 | -11.2 | -6.9 | -3.1 | 21.6 | 2.8 | -4.3 | -1.4 | -4.4 | - | -1.3 | 1.8 | |
| 売上比 Ratio to sales (%) / 売上収益比 Ratio to revenue (%) | 1.6 | 1.6 | 1.5 | 1.5 | 1.5 | 1.5 | 1.4 | 1.4 | 1.4 | 1.8 | 1.7 | 1.8 | |
| その他 Other | 46,475 | 42,010 | 40,763 | 38,839 | 34,833 | 30,647 | 31,604 | 32,020 | 30,222 | 41,545 | 44,705 | 46,692 | |
| 対前年 YoY (%) | -3.3 | -9.6 | -3.0 | -4.7 | -10.3 | -12.0 | 3.1 | 1.3 | -5.6 | - | 7.6 | 4.4 | |
| 売上比 Ratio to sales (%) / 売上収益比 Ratio to revenue (%) | 4.2 | 4.2 | 4.2 | 4.2 | 3.2 | 2.6 | 2.7 | 2.7 | 2.8 | 9.2 | 9.5 | 10.2 | |
| 合計 Total | 241,189 | 221,627 | 209,265 | 205,052 | 214,757 | 202,313 | 201,572 | 197,494 | 190,205 | 167,668 | 166,688 | 166,882 | |
| 対前年 YoY (%) | -2.9 | -8.1 | -5.6 | -2.0 | 4.7 | -5.8 | -0.4 | -2.0 | -3.7 | - | -0.6 | 0.1 | |
| 売上比 Ratio to sales (%) / 売上収益比 Ratio to revenue (%) | 22.0 | 22.6 | 22.0 | 21.8 | 19.7 | 17.6 | 17.5 | 17.0 | 17.2 | 37.1 | 35.5 | 36.3 | |

※注記は23ページをご覧ください。 See notes on page 23.

6. 連結設備投資額 Consolidated Capital Expenditures

| 日本基準 (JGAAP) | 日本基準 (JGAAP) | | | | | | | | | | 国際会計基準 (IFRS) | |
|---|---|---|--------|--------|--------|---------|--------|--------|--------|--------|---------------|--|
| | FY2008 | FY2009 | FY2010 | FY2011 | FY2012 | FY2013 | FY2014 | FY2015 | FY2016 | FY2017 | FY2018 | |
| 大丸松坂屋百貨店 Daimaru Matsuzakaya Department Stores | 大丸 Daimaru 8,583 松坂屋 Matsuzakaya 4,497 | 大丸 Daimaru 47,795 松坂屋 Matsuzakaya 10,008 | 17,110 | 15,847 | 12,017 | 12,055 | 8,455 | 13,440 | 22,520 | 12,852 | 18,718 | |
| 対前年増減率 YoY (%) | - | - | - | -7.4 | -24.2 | 0.3 | -29.9 | 59.1 | 67.6 | - | 45.6 | |
| 博多大丸 Hakata Daimaru | 1,373 | 148 | 360 | 990 | 406 | 1,870 | 1,634 | 570 | 101 | 210 | 447 | |
| 対前年増減率 YoY (%) | -28.6 | -89.2 | 143.2 | 175.0 | -59.0 | 360.6 | -12.6 | -65.1 | -82.3 | - | 112.9 | |
| 下関大丸 Shimonoseki Daimaru | 127 | 113 | 80 | 52 | 105 | 222 | 251 | 179 | 190 | 318 | 259 | |
| 対前年増減率 YoY (%) | 27.0 | -11.0 | -29.2 | -35.0 | 101.9 | 111.4 | 13.1 | -28.7 | 6.1 | - | -18.6 | |
| 高知大丸 Kochi Daimaru | 310 | 70 | 132 | 144 | 172 | 137 | 219 | 106 | 97 | 254 | 132 | |
| 対前年増減率 YoY (%) | 260.5 | -77.4 | 88.6 | 9.1 | 19.4 | -20.3 | 59.9 | -51.6 | -8.5 | - | -48.0 | |
| パルコ Parco | - | - | - | - | 2,743 | 36,267 | 11,790 | 21,082 | 20,329 | 15,468 | 18,520 | |
| 対前年増減率 YoY (%) | - | - | - | - | - | 1,222.2 | -67.5 | 78.8 | -3.6 | - | 19.7 | |
| ピーコックストア Peacock Stores | 1,629 | 569 | 626 | 160 | 988 | - | - | - | - | - | - | |
| 対前年増減率 YoY (%) | 37.9 | -65.1 | 10.0 | -74.4 | 517.5 | - | - | - | - | - | - | |
| その他 Other | 1,788 | 1,024 | 2,323 | 2,592 | 2,895 | 2,488 | 2,180 | 2,164 | 1,930 | 1,373 | 1,851 | |
| 対前年増減率 YoY (%) | 27.7 | -42.7 | 126.9 | 11.6 | 11.7 | -14.1 | -12.4 | -0.7 | -10.8 | - | 34.8 | |
| 連結消去 Elimination | -214 | -165 | -613 | -542 | -291 | -282 | -255 | -434 | -170 | -3,456 | -55 | |
| 対前年増減率 YoY (%) | - | - | - | - | - | - | - | - | - | - | - | |
| 合計 Total | 18,095 | 59,566 | 20,020 | 19,246 | 19,038 | 52,758 | 24,277 | 37,110 | 44,999 | 27,021 | 39,873 | |
| 対前年増減率 YoY (%) | -28.2 | 229.2 | -66.4 | -3.9 | -1.1 | 177.1 | -54.0 | 52.9 | 21.3 | - | 47.6 | |

※注記は23ページをご覧ください。 See notes on page 23.

7. グループ従業員数 Number of Employees of the Group

(単位:人/Persons)

| | | FY2008 | FY2009 | FY2010 | FY2011 | FY2012 | FY2013 | FY2014 | FY2015 | FY2016 | FY2017 | FY2018 |
|-------------------------------|---------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| J. フロント リテリング | 合計 Total | 500 | 907 | 84 | 85 | 85 | 85 | 95 | 125 | 110 | 114 | 151 |
| J. Front Retailing | 社員 Regular employees | 461 | 857 | 78 | 75 | 74 | 72 | 84 | 112 | 97 | 99 | 132 |
| | 専任社員 Dedicated employees | — | — | — | — | — | — | — | — | — | 1 | 1 |
| | 有期社員 Fixed-term employees | 39 | 50 | 6 | 10 | 11 | 13 | 11 | 13 | 13 | 14 | 18 |
| 百貨店事業 | 合計 Total | 9,791 | 8,304 | 7,298 | 6,321 | 4,437 | 3,769 | 3,656 | 3,396 | 3,191 | 3,110 | 3,031 |
| Department Store Business | 社員 Regular employees | 6,054 | 4,964 | 4,763 | 4,239 | 3,270 | 2,907 | 2,857 | 2,615 | 2,491 | 2,469 | 2,421 |
| | 専任社員 Dedicated employees | — | — | — | — | — | — | — | — | — | 128 | 212 |
| | 有期社員 Fixed-term employees | 3,737 | 3,340 | 2,535 | 2,082 | 1,167 | 862 | 799 | 781 | 700 | 513 | 398 |
| (うち大丸松坂屋百貨店) | 合計 Total | 8,555 | 7,088 | 6,169 | 5,296 | 3,485 | 2,829 | 2,695 | 2,462 | 2,368 | 2,331 | 2,285 |
| (of which: Daimaru Matsuzakya | 社員 Regular employees | 5,171 | 4,117 | 3,971 | 3,509 | 2,599 | 2,262 | 2,237 | 2,029 | 1,967 | 1,955 | 1,930 |
| Department Stores) | 専任社員 Dedicated employees | — | — | — | — | — | — | — | — | — | 128 | 130 |
| | 有期社員 Fixed-term employees | 3,384 | 2,971 | 2,198 | 1,787 | 886 | 567 | 458 | 433 | 401 | 248 | 225 |
| パルコ事業 | 合計 Total | — | — | — | — | 1,919 | 1,921 | 1,990 | 2,056 | 2,069 | 2,078 | 2,162 |
| Parco Business | 社員 Regular employees | — | — | — | — | 1,372 | 1,391 | 1,453 | 1,496 | 1,507 | 1,508 | 1,541 |
| | 有期社員 Fixed-term employees | — | — | — | — | 547 | 530 | 537 | 560 | 562 | 570 | 621 |
| 不動産事業 | 合計 Total | — | — | — | — | — | — | — | — | — | 54 | 59 |
| Real Estate Business | 社員 Regular employees | — | — | — | — | — | — | — | — | — | 45 | 51 |
| | 専任社員 Dedicated employees | — | — | — | — | — | — | — | — | — | 2 | 2 |
| | 有期社員 Fixed-term employees | — | — | — | — | — | — | — | — | — | 7 | 6 |
| クレジット金融事業 | 合計 Total | — | — | — | — | — | — | — | — | — | 189 | 201 |
| Credit and Finance Business | 社員 Regular employees | — | — | — | — | — | — | — | — | — | 119 | 133 |
| | 専任社員 Dedicated employees | — | — | — | — | — | — | — | — | — | 12 | 39 |
| | 有期社員 Fixed-term employees | — | — | — | — | — | — | — | — | — | 58 | 29 |
| その他 | 合計 Total | — | — | — | — | — | — | — | — | — | 4,884 | 4,672 |
| Other | 社員 Regular employees | — | — | — | — | — | — | — | — | — | 2,483 | 2,417 |
| | 専任社員 Dedicated employees | — | — | — | — | — | — | — | — | — | 1,430 | 1,443 |
| | 有期社員 Fixed-term employees | — | — | — | — | — | — | — | — | — | 971 | 812 |
| 卸売事業 | 合計 Total | 313 | 302 | 288 | 306 | 313 | 314 | 293 | 262 | 246 | — | — |
| Wholesale Business | 社員 Regular employees | 226 | 220 | 208 | 227 | 223 | 223 | 213 | 198 | 185 | — | — |
| | 有期社員 Fixed-term employees | 87 | 82 | 80 | 79 | 90 | 91 | 80 | 64 | 61 | — | — |
| クレジット事業 | 合計 Total | — | — | — | 156 | 149 | 165 | 185 | 197 | 193 | — | — |
| Credit Business | 社員 Regular employees | — | — | — | 119 | 110 | 112 | 114 | 114 | 113 | — | — |
| | 有期社員 Fixed-term employees | — | — | — | 37 | 39 | 53 | 71 | 83 | 80 | — | — |
| スーパーマーケット事業 | 合計 Total | 3,773 | 3,547 | 3,362 | 3,202 | 3,074 | — | — | — | — | — | — |
| Supermarket Business | 社員 Regular employees | 1,065 | 1,067 | 1,029 | 912 | 821 | — | — | — | — | — | — |
| | 有期社員 Fixed-term employees | 2,708 | 2,480 | 2,333 | 2,290 | 2,253 | — | — | — | — | — | — |
| その他の事業 | 合計 Total | 2,496 | 2,371 | 3,275 | 3,343 | 4,861 | 5,307 | 4,930 | 4,987 | 4,923 | — | — |
| Other Businesses | 社員 Regular employees | 1,288 | 1,285 | 1,690 | 1,699 | 2,453 | 2,597 | 2,469 | 2,503 | 2,478 | — | — |
| | 有期社員 Fixed-term employees | 1,208 | 1,086 | 1,585 | 1,644 | 2,408 | 2,710 | 2,461 | 2,484 | 2,445 | — | — |
| 合計 | 合計 Total | 16,873 | 15,431 | 14,307 | 13,413 | 14,838 | 11,561 | 11,149 | 11,023 | 10,732 | 10,429 | 10,276 |
| Total | 社員 Regular employees | 9,094 | 8,393 | 7,768 | 7,271 | 8,323 | 7,302 | 7,190 | 7,038 | 6,871 | 6,723 | 6,695 |
| | 専任社員 Dedicated employees | — | — | — | — | — | — | — | — | — | 1,573 | 1,697 |
| | 有期社員 Fixed-term employees | 7,779 | 7,038 | 6,539 | 6,142 | 6,515 | 4,259 | 3,959 | 3,985 | 3,861 | 2,133 | 1,884 |

※注記は23ページをご覧ください。 See notes on page 23.

II. 大丸松坂屋百貨店 個別決算 Daimaru Matsuzakaya Department Stores Non-consolidated Results

1. 大丸松坂屋百貨店 経営成績 Daimaru Matsuzakaya Department Stores Business Performance

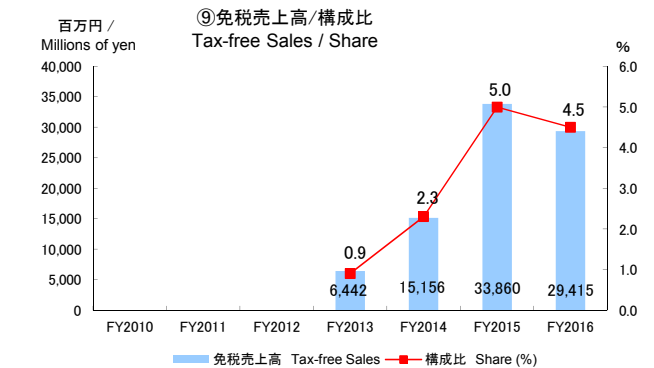
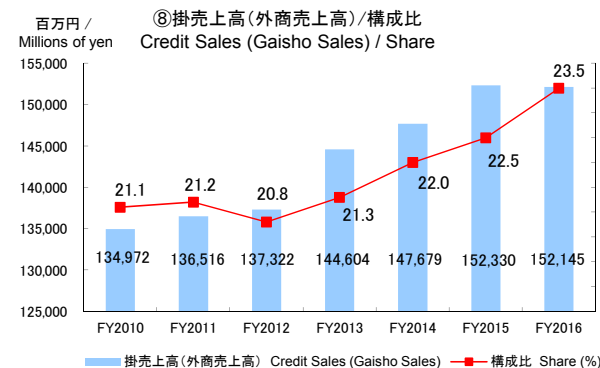
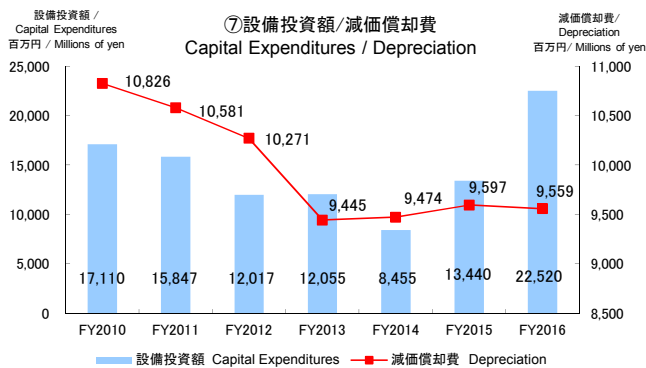
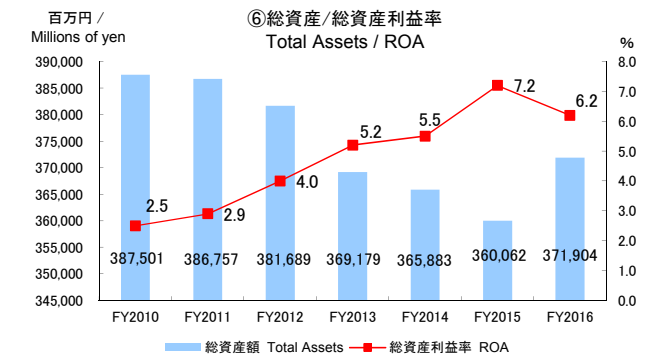
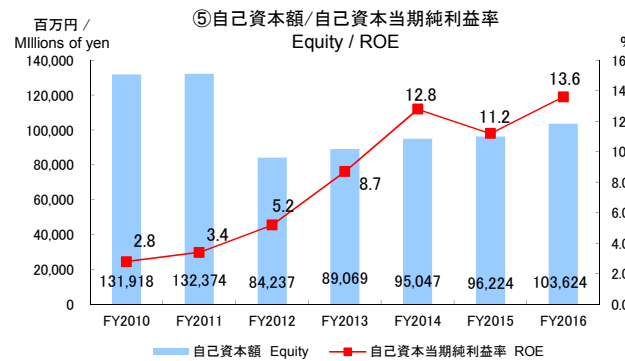
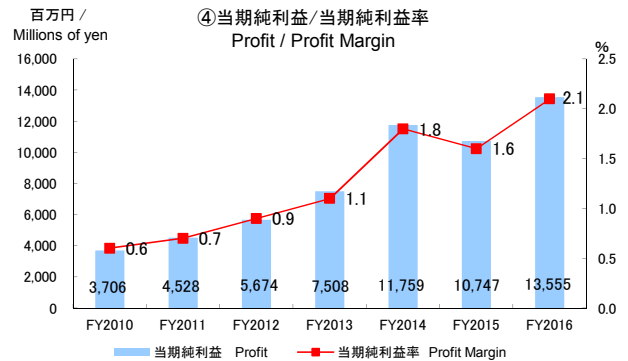
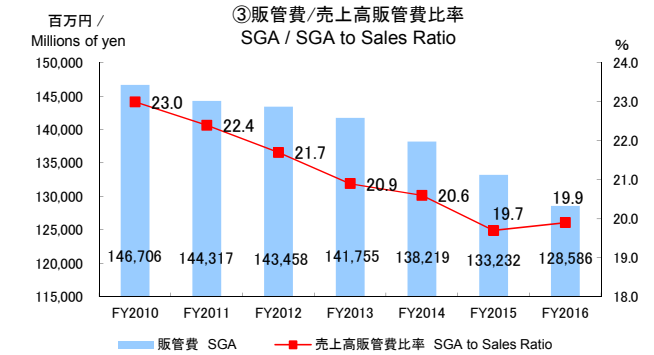
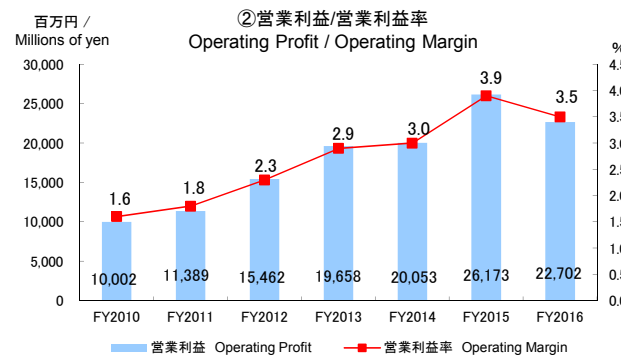
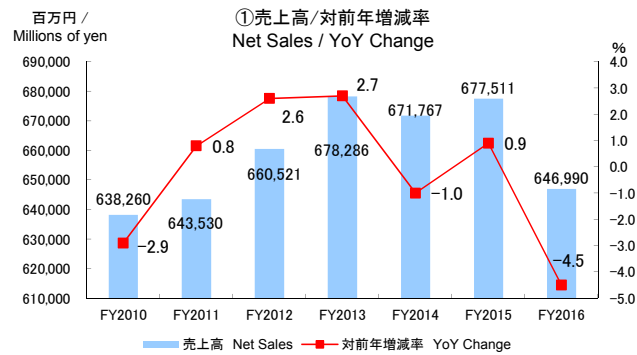
(単位：百万円/Millions of yen)

| 日本基準 (JGAAP) / 国際会計基準 (IFRS) | 日本基準 (JGAAP) | | | | | | | 国際会計基準 (IFRS) | | |
|--|--------------|---------|---------|---------|---------|---------|---------|---------------|---------|---------|
| | FY2010 | FY2011 | FY2012 | FY2013 | FY2014 | FY2015 | FY2016 | FY2016 | FY2017 | FY2018 |
| 売上高 / 売上収益 | 638,260 | 643,530 | 660,521 | 678,286 | 671,767 | 677,511 | 646,990 | 242,182 | 257,451 | 262,984 |
| Net sales / Revenue | | | | | | | | | | |
| 対前年 YoY (%) | -2.9 | 0.8 | 2.6 | 2.7 | -1.0 | 0.9 | -4.5 | - | 6.3 | 2.1 |
| 不動産賃貸収入 / 不動産賃貸収入 Real estate lease revenue / Real estate lease revenue | 5,894 | 6,970 | 7,727 | 6,352 | 6,213 | 6,813 | 8,601 | 8,601 | 17,365 | 20,894 |
| 売上比 Ratio to sales (%) / 売上収益比 Ratio to revenue (%) | 0.9 | 1.1 | 1.2 | 0.9 | 0.9 | 1.0 | 1.3 | 3.6 | 6.7 | 7.9 |
| 売上総利益 / 売上総利益 | 156,709 | 155,706 | 158,921 | 161,413 | 158,273 | 159,406 | 151,288 | 142,369 | 148,481 | 151,624 |
| Gross profit / Gross profit | | | | | | | | | | |
| 対前年 YoY (%) | -4.7 | -0.6 | 2.1 | 1.6 | -1.9 | 0.7 | -5.1 | - | 4.3 | 2.1 |
| 売上比 Ratio to sales (%) / 売上収益比 Ratio to revenue (%) | 24.55 | 24.20 | 24.06 | 23.80 | 23.56 | 23.53 | 23.38 | 58.79 | 57.67 | 57.66 |
| 販売費及び一般管理費 / 販売費及び一般管理費 | 146,706 | 144,317 | 143,458 | 141,755 | 138,219 | 133,232 | 128,586 | 120,243 | 121,917 | 123,774 |
| SGA / SGA | | | | | | | | | | |
| 対前年 YoY (%) | -5.9 | -1.6 | -0.6 | -1.2 | -2.5 | -3.6 | -3.5 | - | 1.4 | 1.5 |
| 売上比 Ratio to sales (%) / 売上収益比 Ratio to revenue (%) | 23.0 | 22.4 | 21.7 | 20.9 | 20.6 | 19.7 | 19.9 | 49.7 | 47.4 | 47.1 |
| 営業利益 / 営業利益 | 10,002 | 11,389 | 15,462 | 19,658 | 20,053 | 26,173 | 22,702 | 20,066 | 28,297 | 26,529 |
| Operating profit / Operating profit | | | | | | | | | | |
| 対前年 YoY (%) | 15.8 | 13.9 | 35.8 | 27.1 | 2.0 | 30.0 | -13.3 | - | 41.0 | -6.2 |
| 売上比 Ratio to sales (%) / 売上収益比 Ratio to revenue (%) | 1.6 | 1.8 | 2.3 | 2.9 | 3.0 | 3.9 | 3.5 | 8.3 | 11.0 | 10.1 |
| 経常利益 / 税引前当期利益 | 8,613 | 10,081 | 14,190 | 18,008 | 18,321 | 24,474 | 21,266 | 19,938 | 28,253 | 26,872 |
| Ordinary profit / Profit before tax | | | | | | | | | | |
| 対前年 YoY (%) | 16.7 | 17.0 | 40.8 | 26.9 | 1.7 | 33.0 | -13.1 | - | 41.7 | -4.9 |
| 売上比 Ratio to sales (%) / 売上収益比 Ratio to revenue (%) | 1.3 | 1.6 | 2.1 | 2.7 | 2.7 | 3.6 | 3.3 | 8.2 | 11.0 | 10.2 |
| 当期純利益 / 当期利益 | 3,706 | 4,528 | 5,674 | 7,508 | 11,759 | 10,747 | 13,555 | 14,929 | 19,248 | 18,579 |
| Profit / Profit | | | | | | | | | | |
| 対前年 YoY (%) | 96.3 | 22.2 | 25.3 | 32.3 | 56.6 | -9.0 | 26.1 | - | 28.9 | -3.5 |
| 売上比 Ratio to sales (%) / 売上収益比 Ratio to revenue (%) | 0.6 | 0.7 | 0.9 | 1.1 | 1.8 | 1.6 | 2.1 | 6.2 | 7.5 | 7.1 |
| 総資産額 Total assets / 資産合計 Total assets | 387,501 | 386,757 | 381,689 | 369,179 | 365,883 | 360,062 | 371,904 | 490,097 | 499,359 | 500,122 |
| 自己資本額 Equity / 自己資本額 Equity | 131,918 | 132,374 | 84,237 | 89,069 | 95,047 | 96,224 | 103,624 | 173,042 | 189,872 | 197,551 |
| 有利子負債総額 Total interest-bearing liabilities / 有利子負債総額 Total interest-bearing liabilities | 75,431 | 75,792 | 114,044 | 100,575 | 81,889 | 80,082 | 80,993 | 81,143 | 66,158 | 64,404 |
| 設備投資額 Capital expenditures / 設備投資額 Capital expenditures | 17,110 | 15,847 | 12,017 | 12,055 | 8,455 | 13,440 | 22,520 | - | 12,852 | 18,718 |
| 減価償却費 Depreciation / 減価償却費 Depreciation | 10,826 | 10,581 | 10,271 | 9,445 | 9,474 | 9,597 | 9,559 | 9,784 | 11,241 | 12,440 |
| 営業活動によるキャッシュ・フロー Cash flows from operating activities / 営業活動によるキャッシュ・フロー Cash flows from operating activities | 17,843 | 19,049 | 17,559 | 21,057 | 29,442 | 14,559 | 21,626 | 21,626 | 31,182 | 32,692 |
| 投資活動によるキャッシュ・フロー Cash flows from investing activities / 投資活動によるキャッシュ・フロー Cash flows from investing activities | -10,490 | -16,056 | -5,897 | -4,736 | -5,374 | -9,824 | -20,366 | -20,366 | -7,852 | -18,175 |
| 財務活動によるキャッシュ・フロー Cash flows from financing activities / 財務活動によるキャッシュ・フロー Cash flows from financing activities | -9,188 | -3,433 | -11,034 | -17,872 | -24,642 | -5,988 | -1,592 | -1,592 | -23,410 | -14,483 |
| 自己資本当期純利益率 ROE / 自己資本当期利益率 ROE | 2.8 | 3.4 | 5.2 | 8.7 | 12.8 | 11.2 | 13.6 | 9.0 | 10.6 | 9.6 |
| 総資産利益率 ROA / 資産合計利益率 ROA | 2.5 | 2.9 | 4.0 | 5.2 | 5.5 | 7.2 | 6.2 | 4.2 | 5.7 | 5.3 |
| 投下資本利益率 ROI / 投下資本利益率 ROI | 4.1 | 4.9 | 7.0 | 9.3 | 10.0 | 13.9 | 11.8 | 8.1 | 11.1 | 10.4 |

※注記は24ページをご覧ください。 See notes on page 24.

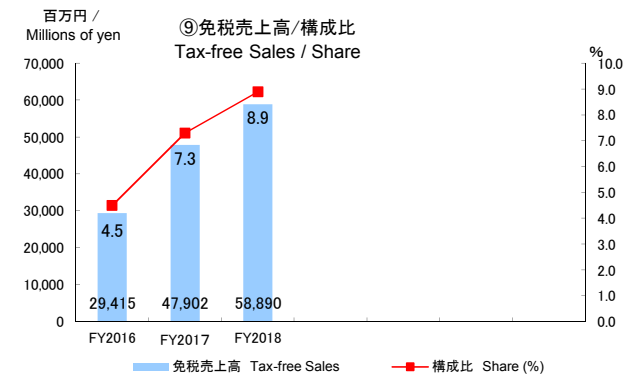
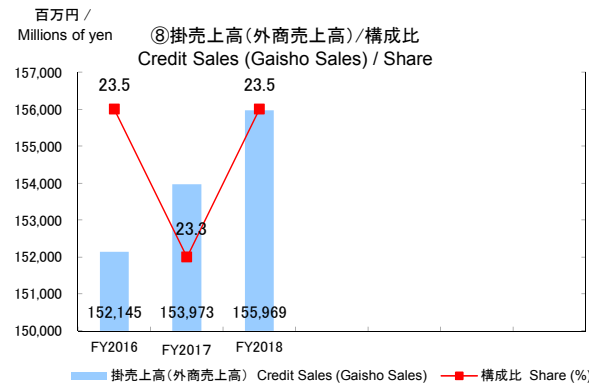
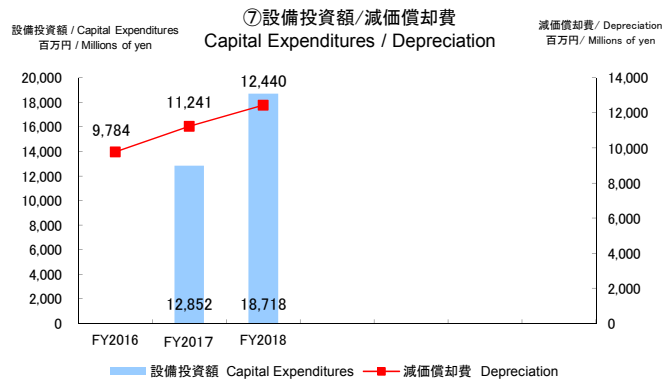
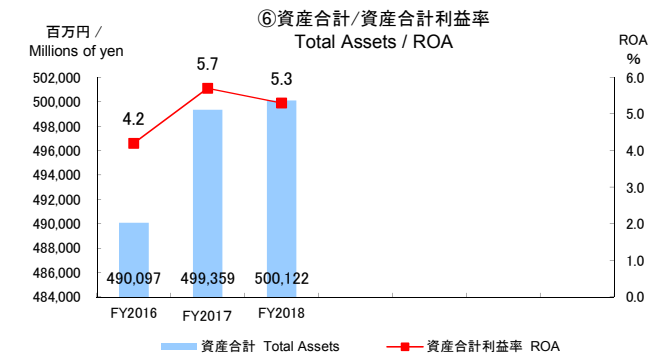
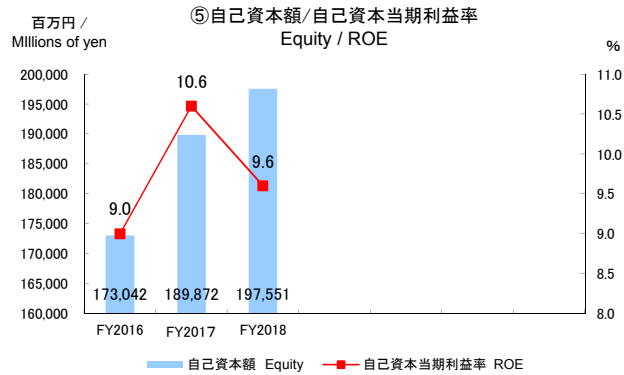
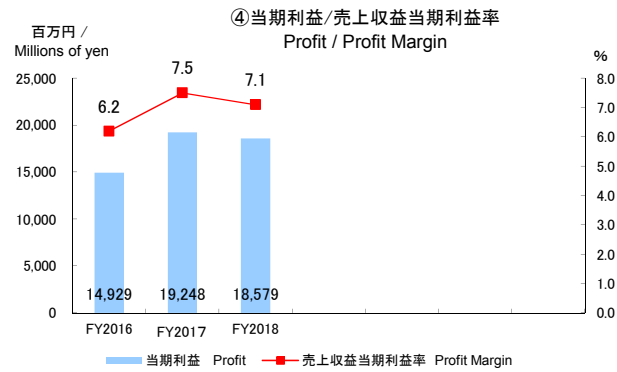
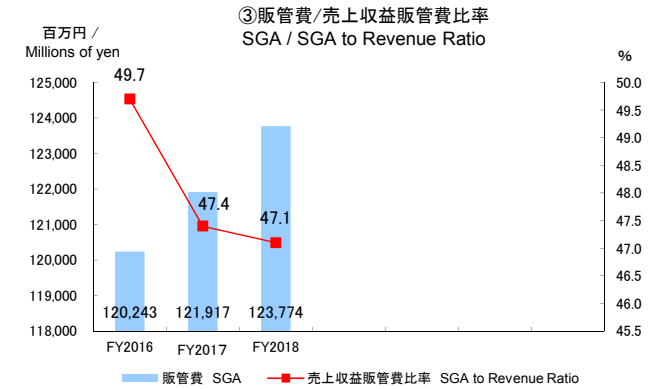
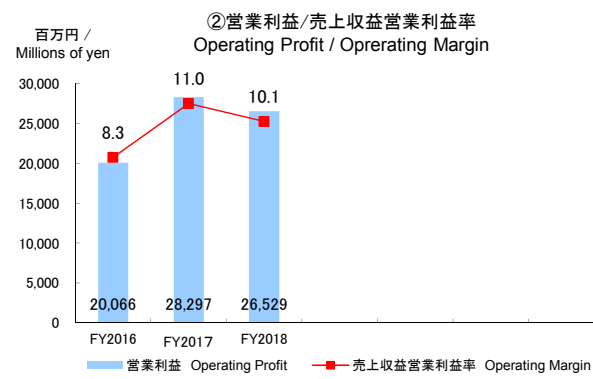
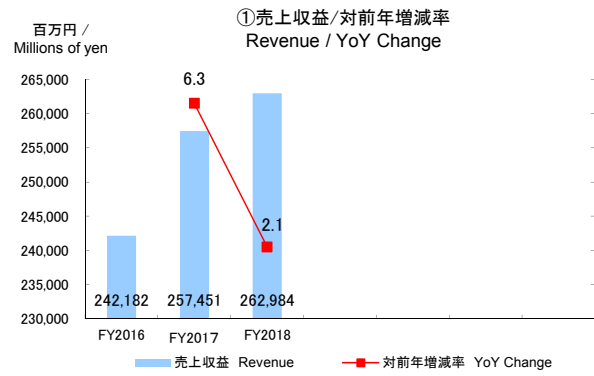
2 - (1) . 大丸松坂屋百貨店 主要經營成績推移 (2010~2016年度 日本基準)

Daimaru Matsuzakaya Department Stores Major Financial Indicators (FY2010 - 2016 under Japanese GAAP)



2 - (2) . 大丸松坂屋百貨店 主要經營成績推移 (2016~2018年度 國際會計基準)

Daimaru Matsuzakaya Department Stores Major Financial Indicators (FY2016 - 2018 under IFRS)



3. 大丸松坂屋百貨店 全社売上高 (現金・掛売別内訳、法人・個人売上構成比、入店客数・客単価・購買率)

Daimaru Matsuzakaya Department Stores Sales: Cash / Credit, Corporate / Individual, Number of Customers / Average Spend per Customer / Purchase Ratio

(単位：百万円/Millions of yen)

| | FY2010 | FY2011 | FY2012 | FY2013 | FY2014 | FY2015 | FY2016 | FY2017 | FY2018 |
|---|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| 現金売上高 | 503,288 | 507,014 | 523,198 | 533,681 | 524,088 | 525,180 | 494,844 | 505,635 | 507,554 |
| Cash sales | | | | | | | | | |
| 対前年 YoY (%) | -2.7 | 0.7 | 3.2 | 2.0 | -1.8 | 0.2 | -5.8 | 3.1 | 0.4 |
| 構成比 Share (%) | 78.9 | 78.8 | 79.2 | 78.7 | 78.0 | 77.5 | 76.5 | 76.7 | 76.5 |
| 掛売上高 | 134,972 | 136,516 | 137,322 | 144,604 | 147,679 | 152,330 | 152,145 | 153,973 | 155,969 |
| Credit sales | | | | | | | | | |
| 対前年 YoY (%) | -3.7 | 1.1 | 0.6 | 5.3 | 2.1 | 3.0 | -0.1 | 1.2 | 1.3 |
| 構成比 Share (%) | 21.1 | 21.2 | 20.8 | 21.3 | 22.0 | 22.5 | 23.5 | 23.3 | 23.5 |
| 法人構成比 Corporations % | 23.0 | 20.9 | 19.7 | 17.1 | 15.5 | 14.0 | 13.7 | 12.3 | 11.4 |
| 売上高対前年 YoY (%) | -11.0 | -7.8 | -5.2 | -8.8 | -7.4 | -7.7 | -1.8 | -9.4 | -5.5 |
| 個人構成比 Individuals % | 77.0 | 79.1 | 80.3 | 82.9 | 84.5 | 86.0 | 86.3 | 87.7 | 88.6 |
| 売上高対前年 YoY (%) | -1.3 | 3.8 | 2.1 | 8.8 | 4.1 | 5.0 | 0.2 | 2.9 | 2.2 |
| 売上高合計 / 総額売上高合計 | 638,260 | 643,530 | 660,521 | 678,286 | 671,767 | 677,511 | 646,990 | 659,608 | 663,523 |
| Total sales / Total gross sales | | | | | | | | | |
| 対前年 YoY (%) | -2.9 | 0.8 | 2.6 | 2.7 | -1.0 | 0.9 | -4.5 | 2.7 | 0.6 |
| 構成比 Share (%) | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |
| 入店客数 千人 (1,000 persons) | 224,242 | 236,876 | 246,764 | 237,647 | 220,411 | 207,512 | 197,250 | 200,966 | 202,066 |
| Number of customers | | | | | | | | | |
| 対前年 YoY (%) | 3.0 | 8.8 | 4.2 | -0.7 | -6.1 | -5.9 | -4.9 | 1.9 | 0.5 |
| 客単価 円 (yen) | 3,842 | 3,797 | 3,838 | 4,107 | 4,215 | 4,414 | 4,420 | 4,676 | 4,841 |
| Average spend per customer | | | | | | | | | |
| 対前年 YoY (%) | -1.6 | -1.2 | 1.1 | 7.0 | 2.6 | 4.7 | 0.1 | 5.8 | 3.5 |
| 購買率 (%) | 57.5 | 55.4 | 54.3 | 53.9 | 55.6 | 56.5 | 55.6 | 53.3 | 51.5 |
| Purchase ratio | | | | | | | | | |
| 対前年 YoY (pt) | -2.3 | -2.1 | -1.1 | -0.4 | 1.7 | 0.9 | -0.9 | -2.3 | -1.8 |
| 店舗数 Number of stores | 19 | 18 | 18 | 16 | 15 | 15 | 15 | 14 | 14 |
| 売場面積 Sales floor area (m ²) | 549,739 | 573,323 | 569,137 | 543,785 | 529,460 | 498,460 | 498,460 | 495,331 | 495,331 |
| うち賃貸面積 of which: lease area (m ²) | - | 22,344 | 22,344 | 18,594 | 18,594 | 32,412 | 33,716 | 33,421 | 33,421 |

※注記は24ページをご覧ください。 See notes on page 24.

4. 大丸松坂屋百貨店 月別売上高・入店客数 対前年増減率推移 (%)

Daimaru Matsuzakaya Department Stores YoY Changes in Monthly Sales and Number of Customers (%)

①既存店 Existing Stores

| | | 上期 1st half | | | | | | 上期計 1H | 下期 2nd half | | | | | | 下期計 2H | 通期 Full Total |
|------------------------------------|-------------|-------------|--------|--------|--------|--------|--------|-----------|-------------|---------|---------|---------|--------|--------|-----------|------------------|
| | | 3月 Mar | 4月 Apr | 5月 May | 6月 Jun | 7月 Jul | 8月 Aug | | 9月 Sep | 10月 Oct | 11月 Nov | 12月 Dec | 1月 Jan | 2月 Feb | | |
| 売上高 / 総額売上高 Sales / Gross sales | 18/3 - 19/2 | 5.0 | 6.2 | 1.2 | 5.3 | -4.1 | 3.4 | 2.5 | -2.1 | 4.4 | 1.7 | 0.2 | -2.1 | 2.3 | 0.7 | 1.6 |
| | 17/3 - 18/2 | 0.2 | 1.2 | 0.8 | 5.2 | 0.7 | 4.3 | 1.9 | 7.1 | 1.3 | 7.2 | 3.2 | 2.0 | 4.0 | 4.0 | 3.0 |
| | 16/3 - 17/2 | -7.1 | -6.2 | -7.2 | -7.1 | -3.1 | -7.3 | -6.2 | -7.3 | -4.7 | -4.4 | -2.1 | 0.9 | -0.5 | -2.9 | -4.5 |
| | 15/3 - 16/2 | -23.0 | 23.0 | 11.6 | 2.7 | 6.9 | 6.6 | 2.1 | 2.6 | 4.9 | -2.3 | 0.3 | -3.3 | -3.5 | -0.3 | 0.9 |
| | 14/3 - 15/2 | 36.2 | -15.3 | -7.8 | -4.6 | -2.6 | 0.6 | 1.4 | -0.4 | -1.6 | -0.1 | -1.0 | -1.3 | 2.5 | -0.4 | 0.5 |
| | 13/3 - 14/2 | 7.5 | 4.9 | 9.7 | 16.6 | -0.6 | 6.3 | 7.0 | 2.1 | -1.5 | 5.1 | 3.6 | 5.6 | 7.4 | 3.7 | 4.3 |
| | 12/3 - 13/2 | 11.0 | 2.8 | 1.2 | -0.1 | -1.1 | 0.8 | 2.2 | 4.2 | 2.5 | 5.1 | 1.1 | 3.1 | 5.3 | 3.2 | 2.7 |
| | 11/3 - 12/2 | -9.5 | 2.9 | 2.1 | 5.1 | 4.3 | 3.2 | 1.3 | 2.8 | 4.3 | 2.6 | 4.6 | 3.2 | 2.2 | 3.4 | 2.4 |
| | 10/3 - 11/2 | -2.1 | -1.6 | 1.4 | -1.7 | -1.3 | 2.2 | -0.6 | -3.9 | 0.9 | -1.9 | -1.5 | -3.3 | -1.7 | -1.9 | -0.9 |
| 入店客数 Number of customers | 18/3 - 19/2 | 2.1 | 2.9 | 0.8 | 3.4 | -1.2 | 5.1 | 2.2 | -0.4 | 4.6 | -1.3 | -0.5 | -1.7 | 0.6 | 0.1 | 0.5 |
| | 17/3 - 18/2 | 3.2 | 3.2 | 0.4 | 2.6 | 1.0 | 2.5 | 2.2 | 2.4 | -0.4 | 8.2 | 5.7 | 2.2 | 1.9 | 3.4 | 2.8 |
| | 16/3 - 17/2 | -7.3 | -6.5 | -6.0 | -5.9 | -3.1 | -6.9 | -6.0 | -6.9 | -4.0 | -5.9 | -5.6 | -0.2 | -0.3 | -3.9 | -4.9 |
| | 15/3 - 16/2 | -12.9 | -7.8 | -8.6 | -12.0 | -6.5 | -6.7 | -9.1 | -1.0 | 1.2 | -3.2 | -0.1 | -5.0 | -5.8 | -2.2 | -5.9 |
| | 14/3 - 15/2 | 1.7 | -4.8 | -2.0 | -3.3 | -2.5 | -1.6 | -2.0 | -10.7 | -11.8 | -10.9 | -10.0 | -11.0 | -6.8 | -10.3 | -6.1 |
| | 13/3 - 14/2 | 6.3 | 2.8 | 3.1 | 8.7 | 2.0 | 4.4 | 4.5 | -2.3 | -6.9 | -0.2 | 0.9 | -0.3 | -1.2 | -1.6 | -0.7 |
| | 12/3 - 13/2 | 13.0 | 4.8 | 1.1 | 0.1 | -1.0 | 0.1 | 3.1 | 7.2 | 7.6 | 7.2 | 4.2 | 4.0 | 5.0 | 5.8 | 4.2 |
| | 11/3 - 12/2 | -4.6 | 9.6 | 10.6 | 12.0 | 12.2 | 14.5 | 8.9 | 11.9 | 11.2 | 11.2 | 12.7 | 10.2 | 11.0 | 11.7 | 8.8 |
| | 10/3 - 11/2 | 7.1 | 8.0 | 13.2 | 9.9 | 8.1 | 9.0 | 9.2 | 4.5 | 11.4 | 2.1 | 1.3 | 0.2 | 0.3 | 3.1 | 3.0 |

②全店計 Total All Stores

| | | 上期 1st half | | | | | | 上期計 1H | 下期 2nd half | | | | | | 下期計 2H | 通期 Full Total |
|------------------------------------|-------------|-------------|--------|--------|--------|--------|--------|-----------|-------------|---------|---------|---------|--------|--------|-----------|------------------|
| | | 3月 Mar | 4月 Apr | 5月 May | 6月 Jun | 7月 Jul | 8月 Aug | | 9月 Sep | 10月 Oct | 11月 Nov | 12月 Dec | 1月 Jan | 2月 Feb | | |
| 売上高 / 総額売上高 Sales / Gross sales | 18/3 - 19/2 | 4.0 | 4.9 | 0.1 | 4.0 | -5.2 | 2.6 | 1.4 | -3.1 | 3.5 | 0.9 | -0.6 | -3.1 | 1.6 | -0.2 | 0.6 |
| | 17/3 - 18/2 | 0.2 | 1.2 | 0.8 | 5.2 | 0.7 | 3.7 | 1.8 | 6.5 | 0.8 | 6.7 | 2.7 | 1.6 | 3.5 | 3.4 | 2.7 |
| | 16/3 - 17/2 | -7.1 | -6.2 | -7.2 | -7.1 | -3.1 | -7.3 | -6.2 | -7.3 | -4.7 | -4.4 | -2.1 | 0.9 | -0.5 | -2.9 | -4.5 |
| | 15/3 - 16/2 | -23.0 | 23.0 | 11.6 | 2.7 | 6.9 | 6.6 | 2.1 | 2.6 | 4.9 | -2.3 | 0.3 | -3.3 | -3.5 | -0.3 | 0.9 |
| | 14/3 - 15/2 | 33.9 | -19.0 | -11.2 | -11.6 | -2.8 | 0.6 | -1.5 | -0.4 | -1.6 | -0.1 | -1.0 | -1.3 | 2.5 | -0.4 | -1.0 |
| | 13/3 - 14/2 | 5.9 | 3.4 | 8.2 | 15.0 | -3.2 | 2.3 | 4.9 | -0.9 | -4.0 | 2.0 | 0.7 | 1.7 | 5.2 | 0.7 | 2.7 |
| | 12/3 - 13/2 | 11.0 | 2.8 | 1.2 | -0.1 | -1.1 | 0.8 | 2.2 | 4.2 | 2.5 | 5.1 | 1.1 | 3.1 | 3.6 | 3.0 | 2.6 |
| | 11/3 - 12/2 | -11.0 | 1.1 | -0.2 | 0.4 | 1.3 | -3.0 | -1.9 | 2.8 | 4.3 | 2.6 | 4.6 | 3.2 | 2.2 | 3.4 | 0.8 |
| | 10/3 - 11/2 | -2.7 | -2.2 | 0.8 | -2.3 | -2.0 | 1.5 | 1.3 | -6.0 | -1.5 | -4.7 | -3.9 | -7.0 | -3.5 | -4.4 | -2.9 |

※注記は24ページをご覧ください。 See notes on page 24.

5 - (1) . 大丸松坂屋百貨店 基幹店 店別売上高（免税売上高）・入店客数
Daimaru Matsuzakaya Department Stores Sales (Tax-Free Sales) and Number of Customers of Major Stores (1)

(単位：百万円/Millions of yen)

| | | | FY2010 | FY2011 | FY2012 | FY2013 | FY2014 | FY2015 | FY2016 | FY2017 | FY2018 |
|---|-------------|----------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| 売上高 / 総額売上高 | 大丸 | 大阪・心齋橋店 Osaka Shinsaibashi | 88,344 | 83,944 | 82,985 | 84,085 | 84,511 | 91,072 | 73,939 | 83,987 | 87,723 |
| Sales / Gross sales | Daimaru | 対前年 YoY (%) | 11.2 | -5.0 | -1.1 | 1.3 | 0.5 | 7.8 | -18.8 | 14.0 | 4.4 |
| | | 大阪・梅田店 Osaka Umeda | 37,286 | 61,781 | 62,831 | 61,575 | 63,897 | 65,212 | 63,740 | 65,055 | 66,054 |
| | | 対前年 YoY (%) | -31.1 | 65.7 | 1.7 | -2.0 | 3.8 | 2.1 | -2.3 | 2.5 | 1.5 |
| | | 東京店 Tokyo | 49,785 | 47,167 | 57,212 | 67,000 | 70,160 | 73,169 | 74,804 | 79,056 | 81,305 |
| | | 対前年 YoY (%) | -3.0 | -5.3 | 21.3 | 17.1 | 4.7 | 4.3 | 2.2 | 6.1 | 2.8 |
| | | 京都店 Kyoto | 69,259 | 68,486 | 68,503 | 69,062 | 70,321 | 70,000 | 67,326 | 68,755 | 68,732 |
| | | 対前年 YoY (%) | -1.2 | -1.1 | 0.0 | 0.8 | 1.8 | -0.5 | -3.8 | 2.3 | -0.0 |
| | | 神戸店 Kobe | 80,381 | 78,796 | 82,794 | 85,202 | 86,012 | 85,079 | 82,454 | 82,452 | 78,354 |
| | | 対前年 YoY (%) | -2.1 | -2.0 | 5.1 | 2.9 | 1.0 | -1.1 | -3.1 | 0.1 | 1.1 |
| | | 札幌店 Sapporo | 54,497 | 56,213 | 57,109 | 59,952 | 61,355 | 62,710 | 62,261 | 65,135 | 66,906 |
| | | 対前年 YoY (%) | 6.6 | 3.1 | 1.6 | 5.0 | 2.3 | 2.2 | -0.7 | 5.1 | 2.7 |
| | 松坂屋 | 名古屋店 Nagoya | 109,860 | 111,102 | 113,211 | 124,149 | 125,625 | 124,834 | 120,685 | 117,646 | 119,170 |
| | Matsuzakaya | 対前年 YoY (%) | -0.7 | 1.1 | 1.9 | 9.7 | 1.2 | -0.6 | -3.3 | -0.3 | 1.3 |
| | | 上野店 Ueno | 49,376 | 49,016 | 49,090 | 49,098 | 43,311 | 41,577 | 40,865 | 39,375 | 39,969 |
| | | 対前年 YoY (%) | -3.8 | -0.7 | 0.2 | 0.0 | -11.8 | -4.0 | -1.7 | -2.6 | 1.5 |
| | | 銀座店 Ginza | 12,199 | 10,211 | 10,248 | 9,554 | - | - | - | - | - |
| | | 対前年 YoY (%) | -5.7 | -16.3 | 0.4 | -6.8 | - | - | - | - | - |
| | | 静岡店 Shizuoka | 22,978 | 22,633 | 22,515 | 23,257 | 22,941 | 22,027 | 21,383 | 21,348 | 21,143 |
| | | 対前年 YoY (%) | -2.4 | -1.5 | -0.5 | 3.3 | -1.4 | -4.0 | -2.9 | -0.1 | -1.0 |
| 大丸松坂屋百貨店 | | 合計 Total | 638,260 | 643,530 | 660,521 | 678,286 | 671,767 | 677,511 | 646,990 | 659,608 | 663,523 |
| Daimaru Matsuzakaya Department Stores | | 対前年 YoY (%) | -2.9 | 0.8 | 2.6 | 2.7 | -1.0 | 0.9 | -4.5 | 2.7 | 0.6 |
| 大丸松坂屋百貨店 既存店 | | 合計 Total | 502,802 | 643,530 | 651,122 | 668,731 | 671,767 | 677,511 | 646,990 | 658,313 | 663,523 |
| Daimaru Matsuzakaya Department Stores Existing Stores | | 対前年 YoY (%) | -0.9 | 2.4 | 2.7 | 4.3 | 0.5 | 0.9 | -4.5 | 3.0 | 1.6 |

(単位：千人/1,000 persons)

| | | | FY2010 | FY2011 | FY2012 | FY2013 | FY2014 | FY2015 | FY2016 | FY2017 | FY2018 |
|---------------------------------------|-------------|----------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| 入店客数 | 大丸 | 大阪・心齋橋店 Osaka Shinsaibashi | 27,084 | 24,741 | 25,369 | 24,771 | 23,728 | 22,251 | 13,816 | 16,770 | 18,314 |
| Number of customers | Daimaru | 対前年 YoY (%) | 40.1 | -8.7 | 2.5 | -2.4 | -4.2 | -6.2 | -37.9 | 21.4 | 9.2 |
| | | 大阪・梅田店 Osaka Umeda | 22,553 | 46,635 | 45,689 | 43,915 | 40,262 | 36,150 | 36,041 | 36,676 | 36,281 |
| | | 対前年 YoY (%) | -8.7 | 106.8 | -2.0 | -3.9 | -8.3 | -10.2 | -0.3 | 1.8 | -1.1 |
| | | 東京店 Tokyo | 29,330 | 27,537 | 34,506 | 38,204 | 37,430 | 37,010 | 37,907 | 39,149 | 39,265 |
| | | 対前年 YoY (%) | -1.6 | -6.1 | 25.3 | 10.7 | -2.0 | -1.1 | 2.4 | 3.3 | 0.3 |
| | | 京都店 Kyoto | 16,720 | 16,515 | 16,689 | 16,742 | 16,138 | 14,953 | 14,588 | 14,736 | 14,795 |
| | | 対前年 YoY (%) | 2.8 | -1.2 | 1.1 | 0.3 | -3.6 | -7.3 | -2.4 | 1.0 | 0.4 |
| | | 神戸店 Kobe | 13,721 | 13,275 | 14,145 | 13,382 | 12,672 | 11,908 | 11,552 | 11,480 | 11,202 |
| | | 対前年 YoY (%) | 2.1 | -3.3 | 6.6 | -5.4 | -5.3 | -6.0 | -3.0 | -0.6 | -2.4 |
| | | 札幌店 Sapporo | 24,859 | 25,601 | 25,541 | 26,077 | 23,884 | 22,367 | 21,946 | 22,120 | 22,284 |
| | | 対前年 YoY (%) | 3.5 | 3.0 | -0.2 | 2.1 | -8.4 | -6.4 | -1.9 | 0.8 | 0.7 |
| | 松坂屋 | 名古屋店 Nagoya | 15,295 | 15,875 | 19,486 | 20,826 | 19,757 | 19,595 | 19,412 | 18,698 | 19,248 |
| | Matsuzakaya | 対前年 YoY (%) | 1.4 | 3.8 | 22.7 | 6.9 | -5.1 | -0.8 | -0.9 | -3.7 | 2.9 |
| | | 上野店 Ueno | 11,462 | 10,992 | 10,944 | 11,018 | 8,752 | 7,839 | 7,509 | 8,685 | 9,816 |
| | | 対前年 YoY (%) | 4.6 | -4.1 | -0.4 | 0.7 | -20.6 | -10.4 | -4.2 | 15.7 | 13.0 |
| | | 銀座店 Ginza | 9,495 | 7,969 | 7,880 | 2,890 | - | - | - | - | - |
| | | 対前年 YoY (%) | 31.9 | -16.1 | -1.1 | -63.3 | - | - | - | - | - |
| | | 静岡店 Shizuoka | 6,524 | 6,809 | 7,115 | 7,335 | 7,412 | 7,091 | 6,897 | 7,061 | 7,218 |
| | | 対前年 YoY (%) | -0.2 | 4.4 | 4.5 | 3.1 | 1.0 | -4.3 | -2.7 | 2.4 | 2.2 |
| 大丸松坂屋百貨店 | | 合計 Total | 224,242 | 236,876 | 246,764 | 237,647 | 220,411 | 207,512 | 197,250 | 200,966 | 202,066 |
| Daimaru Matsuzakaya Department Stores | | 対前年 YoY (%) | 3.0 | 8.8 | 4.2 | -0.7 | -6.1 | -5.9 | -4.9 | 1.9 | 0.5 |

※注記は25ページをご覧ください。 See notes on page 25.

5 - (2) . 大丸松坂屋百貨店 基幹店 店別売上高（免税売上高）・入店客数
Daimaru Matsuzakaya Department Stores Sales (Tax-Free Sales) and Number of Customers of Major Stores (2)

| | | | (単位：百万円/Millions of yen) | | | | | | | | |
|---------------------------------------|-------------|----------------------------|--------------------------|--------|--------|--------|--------|--------|--------|--------|--------|
| | | | FY2010 | FY2011 | FY2012 | FY2013 | FY2014 | FY2015 | FY2016 | FY2017 | FY2018 |
| 免税売上高 | 大丸 | 大阪・心齋橋店 Osaka Shinsaibashi | - | - | - | 2,642 | 6,591 | 17,068 | 14,826 | 25,276 | 30,962 |
| Tax-free sales | Daimaru | | - | - | - | 106.1 | 149.5 | 158.9 | -13.1 | 70.5 | 22.5 |
| | | 対前年 YoY (%) | - | - | - | 3.1 | 7.8 | 18.7 | 20.1 | 30.1 | 35.3 |
| | | 構成比 Share (%) | - | - | - | 598 | 1,944 | 3,922 | 2,878 | 4,267 | 5,289 |
| | | 大阪・梅田店 Osaka Umeda | - | - | - | 90.0 | 224.0 | 101.8 | -26.6 | 48.3 | 23.9 |
| | | 対前年 YoY (%) | - | - | - | 1.0 | 3.0 | 6.0 | 4.5 | 6.6 | 8.0 |
| | | 構成比 Share (%) | - | - | - | 522 | 1,236 | 2,290 | 2,247 | 3,390 | 3,597 |
| | | 東京店 Tokyo | - | - | - | 178.7 | 136.5 | 85.3 | -1.9 | 50.8 | 6.1 |
| | | 対前年 YoY (%) | - | - | - | 0.8 | 1.8 | 3.1 | 3.0 | 4.3 | 4.4 |
| | | 構成比 Share (%) | - | - | - | 266 | 760 | 2,060 | 1,871 | 3,075 | 4,266 |
| | | 京都店 Kyoto | - | - | - | 135.1 | 185.5 | 171.0 | -9.1 | 64.3 | 38.7 |
| | | 対前年 YoY (%) | - | - | - | 0.4 | 1.1 | 2.9 | 2.8 | 4.5 | 6.2 |
| | | 構成比 Share (%) | - | - | - | 447 | 869 | 1,474 | 1,233 | 1,845 | 2,107 |
| | | 神戸店 Kobe | - | - | - | 90.5 | 94.5 | 69.5 | -16.3 | 49.6 | 14.2 |
| | | 対前年 YoY (%) | - | - | - | 0.5 | 1.0 | 1.7 | 1.5 | 2.2 | 2.7 |
| | | 構成比 Share (%) | - | - | - | 1,225 | 2,958 | 5,272 | 4,723 | 6,770 | 8,030 |
| | | 札幌店 Sapporo | - | - | - | 78.5 | 141.4 | 78.2 | -10.4 | 43.3 | 18.6 |
| | | 対前年 YoY (%) | - | - | - | 2.0 | 4.8 | 8.4 | 7.6 | 10.4 | 12.0 |
| | | 構成比 Share (%) | - | - | - | 320 | 503 | 1,163 | 1,058 | 2,355 | 3,502 |
| | 松坂屋 | 名古屋店 Nagoya | - | - | - | 71.1 | 57.3 | 131.0 | -9.1 | 122.6 | 48.7 |
| | Matsuzakaya | 対前年 YoY (%) | - | - | - | 0.3 | 0.4 | 0.9 | 0.9 | 2.0 | 2.9 |
| | | 構成比 Share (%) | - | - | - | 132 | 264 | 522 | 489 | 757 | 940 |
| | | 上野店 Ueno | - | - | - | 82.1 | 100.0 | 97.3 | -6.3 | 54.7 | 24.3 |
| | | 対前年 YoY (%) | - | - | - | 0.3 | 0.6 | 1.3 | 1.2 | 1.9 | 2.4 |
| | | 構成比 Share (%) | - | - | - | 273 | - | - | - | - | - |
| | | 銀座店 Ginza | - | - | - | -20.8 | - | - | - | - | - |
| | | 対前年 YoY (%) | - | - | - | 2.9 | - | - | - | - | - |
| | | 構成比 Share (%) | - | - | - | 14 | 27 | 86 | 86 | 164 | 192 |
| | | 静岡店 Shizuoka | - | - | - | 51.2 | 90.8 | 216.8 | 1.1 | 88.6 | 17.6 |
| | | 対前年 YoY (%) | - | - | - | 0.1 | 0.1 | 0.4 | 0.4 | 0.8 | 0.9 |
| | | 構成比 Share (%) | - | - | - | 6,442 | 15,156 | 33,860 | 29,415 | 47,902 | 58,890 |
| 大丸松坂屋百貨店 | | 合計 Total | - | - | - | 87.6 | 135.2 | 123.4 | △ 13.1 | 62.8 | 22.9 |
| Daimaru Matsuzakaya Department Stores | | 対前年 YoY (%) | - | - | - | 0.9 | 2.3 | 5.0 | 4.6 | 7.3 | 8.9 |
| | | 構成比 Share (%) | - | - | - | - | - | - | - | - | - |

| | | | | (単位：百万円、千人/Millions of yen, 1,000 persons) | | | | | | | | |
|----------------|----------------|----------------------------------|-------------|--|--------|--------|--------|--------|--------|--------|--------|--------|
| | | | | FY2010 | FY2011 | FY2012 | FY2013 | FY2014 | FY2015 | FY2016 | FY2017 | FY2018 |
| 【参考】 Reference | | | | - | - | - | 58,647 | 57,435 | 56,747 | 53,902 | 54,848 | 54,831 |
| 博多大丸 | 福岡天神店 | 売上高 Sales / 総額売上高 | Gross sales | - | - | - | 1.7 | -2.1 | -1.2 | -5.0 | 1.8 | △0.0 |
| Hakata Daimaru | Fukuoka Tenjin | 対前年 YoY (%) | | - | - | - | 505 | 910 | 1,848 | 1,349 | 2,347 | 3,632 |
| | | うち免税売上高 of which: tax-free sales | | - | - | - | 94.4 | 80.3 | 105.0 | -27.0 | 74.0 | 54.7 |
| | | 対前年 YoY (%) | | - | - | - | 0.9 | 1.6 | 3.3 | 2.5 | 4.3 | 6.6 |
| | | 構成比 Share (%) | | - | - | - | 15,944 | 15,474 | 15,027 | 14,395 | 14,245 | 14,434 |
| | | 入店客数 Number of customers | | - | - | - | -1.4 | -2.9 | -2.9 | -4.2 | -1.0 | 1.3 |
| | | 対前年 YoY (%) | | - | - | - | - | - | - | - | - | - |

| | | | (単位：百万円/Millions of yen) | | | | | | | | |
|------------------------|-------------------|-------------------------|--------------------------|--------|--------|--------|--------|--------|--------|--------|--------|
| | | | FY2010 | FY2011 | FY2012 | FY2013 | FY2014 | FY2015 | FY2016 | FY2017 | FY2018 |
| 周辺店舗 | 店舗数 | 心齋橋店 Osaka Shinsaibashi | - | - | - | - | 22 | 12 | 13 | 11 | 11 |
| Shops around Daimaru | Number of shops | 京都店 Kyoto | - | - | - | - | 12 | 8 | 5 | 5 | 6 |
| and Matsuzakaya stores | | 神戸店 Kobe | - | - | - | - | 66 | 66 | 60 | 61 | 19 |
| | | 合計 Total | - | - | - | - | 100 | 86 | 78 | 77 | 36 |
| | 面積 m ² | 心齋橋店 Osaka Shinsaibashi | - | - | - | - | 4,139 | 2,893 | 3,688 | 3,040 | 2,613 |
| | Sales floor area | 京都店 Kyoto | - | - | - | - | 5,568 | 4,924 | 5,097 | 5,097 | 5,309 |
| | | 神戸店 Kobe | - | - | - | - | 14,655 | 14,655 | 14,655 | 14,425 | 4,065 |
| | | 合計 Total | - | - | - | - | 24,362 | 22,472 | 23,440 | 22,563 | 11,988 |
| | 売上高 | 心齋橋店 Osaka Shinsaibashi | - | - | - | - | 3,697 | 7,287 | 9,956 | 9,828 | 9,897 |
| | Sales | 京都店 Kyoto | - | - | - | - | 4,742 | 5,011 | 4,875 | 5,228 | 6,694 |
| | | 神戸店 Kobe | - | - | - | - | 17,246 | 17,944 | 17,490 | 16,707 | 12,963 |
| | | 合計 Total | - | - | - | - | 25,685 | 30,242 | 32,321 | 31,763 | 29,554 |

※注記は25ページをご覧ください。 See notes on page 25.

6. 大丸松坂屋百貨店 自社カード売上高・稼働顧客数

Daimaru Matsuzakaya Department Stores Sales on the Company's Credit Cards and Number of Active Cardholders

(単位：千人、百万円/1,000 persons, Millions of yen)

| | FY2010 | FY2011 | FY2012 | FY2013 | FY2014 | FY2015 | FY2016 | FY2017 | FY2018 |
|---|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| お客様ゴールドカード 稼働顧客数 Number of active cardholders | 187 | 189 | 190 | 292 | 216 | 212 | 218 | 227 | 238 |
| Otokuisama Gold Card 売上高 Sales | 101,497 | 105,683 | 107,721 | 117,128 | 122,116 | 128,059 | 128,393 | 131,997 | 135,573 |
| 対前年 YoY (%) | -1.0 | 4.1 | 1.9 | 8.7 | 4.3 | 4.9 | 0.3 | 2.8 | 2.7 |
| 全社個人売上に占める構成比 Share (%) | 17.0 | 17.5 | 17.3 | 18.4 | 19.2 | 19.9 | 20.9 | 20.9 | 21.0 |
| DAIMARU CARD ゴールド稼働顧客数 Number of active cardholders | 63 | 64 | 64 | 63 | 65 | 89 | 87 | 90 | 91 |
| Daimaru Card Gold 売上高 Sales | 12,029 | 13,229 | 14,592 | 15,019 | 15,307 | 21,134 | 22,585 | 23,850 | 23,952 |
| 対前年 YoY (%) | -3.9 | 10.0 | 10.3 | 2.9 | 1.9 | 14.4 | 6.9 | 5.6 | 0.4 |
| 全社個人売上に占める構成比 Share (%) | 2.0 | 2.2 | 2.3 | 2.3 | 2.4 | 3.3 | 3.7 | 3.8 | 3.7 |
| マツザカヤカード コールト 稼働顧客数 Number of active cardholders | 17 | 15 | 16 | 15 | 15 | - | - | - | - |
| Matsuzakaya Card Gold 売上高 Sales | 2,119 | 2,475 | 2,814 | 3,244 | 3,165 | - | - | - | - |
| 対前年 YoY (%) | 6.5 | 16.8 | 13.7 | 15.3 | -2.4 | - | - | - | - |
| 全社個人売上に占める構成比 Share (%) | 0.4 | 0.4 | 0.5 | 0.5 | 0.5 | - | - | - | - |
| Daimaru Card 稼働顧客数 Number of active cardholders | 772 | 802 | 837 | 850 | 875 | 1,356 | 1,224 | 1,202 | 1,177 |
| 売上高 Sales | 136,022 | 140,278 | 143,920 | 144,497 | 140,915 | 181,963 | 170,325 | 162,249 | 153,620 |
| 対前年 YoY (%) | -1.3 | 3.1 | 2.6 | 0.4 | -2.5 | -6.9 | -6.4 | -4.7 | -5.3 |
| 全社個人売上に占める構成比 Share (%) | 22.8 | 23.3 | 23.2 | 22.6 | 22.1 | 28.2 | 27.7 | 25.7 | 23.8 |
| マツザカヤカード 稼働顧客数 Number of active cardholders | 344 | 352 | 363 | 367 | 366 | - | - | - | - |
| Matsuzakaya Card 売上高 Sales | 54,501 | 54,956 | 55,804 | 57,571 | 54,593 | - | - | - | - |
| 対前年 YoY (%) | 18.3 | 0.8 | 1.5 | 3.2 | -5.2 | - | - | - | - |
| 全社個人売上に占める構成比 Share (%) | 9.1 | 9.1 | 9.0 | 9.0 | 8.6 | - | - | - | - |
| 計 Total 稼働顧客数 Number of active cardholders | 1,383 | 1,423 | 1,471 | 1,591 | 1,539 | 1,658 | 1,529 | 1,519 | 1,508 |
| 売上高 Sales | 306,169 | 316,622 | 324,853 | 337,462 | 336,098 | 331,157 | 321,304 | 318,097 | 313,146 |
| 対前年 YoY (%) | 1.8 | 3.4 | 2.6 | 3.9 | -0.4 | -1.5 | -3.0 | -1.0 | -1.6 |
| 全社個人売上に占める構成比 Share (%) | 51.3 | 52.5 | 52.3 | 52.8 | 52.8 | 51.4 | 52.3 | 50.4 | 48.5 |
| 大丸Dカード 稼働顧客数 Number of active cardholders | 1,666 | 1,810 | 1,871 | 1,826 | 1,766 | 1,816 | 1,650 | 1,599 | 1,494 |
| Daimaru D Card 売上高 Sales | 84,800 | 89,844 | 91,455 | 89,040 | 83,827 | 87,236 | 77,332 | 71,039 | 68,489 |
| 対前年 YoY (%) | -2.7 | 5.9 | 1.8 | -2.6 | -5.9 | -14.1 | -11.4 | -8.1 | -3.6 |
| 全社個人売上に占める構成比 Share (%) | 14.2 | 14.9 | 14.7 | 13.9 | 13.2 | 13.5 | 12.6 | 11.2 | 10.6 |
| マツザカヤMカード 稼働顧客数 Number of active cardholders | 193 | 272 | 328 | 365 | 365 | - | - | - | - |
| Matsuzakaya M Card 売上高 Sales | 11,788 | 14,766 | 17,036 | 19,385 | 17,686 | - | - | - | - |
| 対前年 YoY (%) | 55.8 | 25.3 | 15.4 | 13.8 | -8.8 | - | - | - | - |
| 全社個人売上に占める構成比 Share (%) | 2.0 | 2.5 | 2.7 | 3.0 | 2.8 | - | - | - | - |
| その他 稼働顧客数 Number of active cardholders | 327 | 346 | 358 | 357 | 350 | 322 | 309 | 309 | 297 |
| Other 売上高 Sales | 28,523 | 29,613 | 30,603 | 31,189 | 31,277 | 30,029 | 30,760 | 32,517 | 32,596 |
| 対前年 YoY (%) | -25.9 | 3.8 | 3.3 | 1.9 | 0.3 | -4.0 | 2.4 | 5.7 | 0.2 |
| 全社個人売上に占める構成比 Share (%) | 4.8 | 4.9 | 4.9 | 4.9 | 4.9 | 4.7 | 5.0 | 5.1 | 5.0 |
| 合計 Total 稼働顧客数 Number of active cardholders | 3,273 | 3,536 | 3,696 | 3,711 | 3,659 | 3,354 | 3,179 | 3,114 | 2,997 |
| 売上高 Sales | 412,112 | 429,921 | 442,165 | 454,736 | 446,345 | 425,852 | 405,402 | 396,287 | 388,483 |
| 対前年 YoY (%) | -1.1 | 4.3 | 2.8 | 2.8 | -1.8 | -4.6 | -4.8 | -2.2 | -2.0 |
| 全社個人売上に占める構成比 Share (%) | 69.1 | 71.3 | 71.2 | 71.2 | 70.1 | 66.1 | 66.0 | 62.7 | 60.2 |

※注記は25ページをご覧ください。 See notes on page 25.

7. 大丸松坂屋百貨店 商品別売上高・粗利益率 Daimaru Matsuzakaya Department Stores Sales and Gross Margin by Merchandise Category

(単位：百万円/Millions of yen)

| | | FY2010 | FY2011 | FY2012 | FY2013 | FY2014 | FY2015 | FY2016 | FY2017 | FY2018 |
|---|-------------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| 衣料品 Clothing | 売上高 Sales / 総額売上高 Gross sales | 258,737 | 258,207 | 270,927 | 280,225 | 278,270 | 275,248 | 263,129 | 269,157 | 266,372 |
| | 対前年 YoY (%) | -2.7 | -0.2 | 4.9 | 3.4 | -0.7 | -1.1 | -4.4 | 2.3 | -1.0 |
| | 構成比 Share (%) | 40.6 | 40.1 | 41.0 | 41.3 | 41.4 | 40.6 | 40.7 | 40.9 | 40.2 |
| | 対前年 YoY (pt) | 0.1 | -0.5 | 0.9 | 0.3 | 0.1 | -0.8 | 0.1 | -0.1 | -0.7 |
| | 粗利益率 Gross margin | 28.16 | 27.71 | 27.20 | 26.80 | 26.61 | 26.28 | 25.59 | 25.40 | 25.05 |
| | 対前年 YoY (pt) | -1.01 | -0.45 | -0.51 | -0.40 | -0.19 | -0.33 | -0.69 | -0.46 | -0.35 |
| 身回品 Personal goods | 売上高 Sales / 総額売上高 Gross sales | 62,623 | 64,147 | 63,550 | 67,451 | 63,419 | 62,798 | 56,068 | 54,053 | 52,611 |
| | 対前年 YoY (%) | -4.9 | 2.4 | -0.9 | 6.1 | -6.0 | -1.0 | -10.7 | -3.6 | -2.7 |
| | 構成比 Share (%) | 9.8 | 10.0 | 9.6 | 10.0 | 9.4 | 9.3 | 8.7 | 8.2 | 7.9 |
| | 対前年 YoY (pt) | -0.2 | 0.2 | -0.4 | 0.4 | -0.6 | -0.1 | -0.6 | -0.5 | -0.3 |
| | 粗利益率 Gross margin | 28.90 | 28.97 | 29.79 | 29.62 | 29.49 | 29.39 | 29.72 | 29.27 | 28.72 |
| | 対前年 YoY (pt) | -0.56 | 0.07 | 0.82 | -0.17 | -0.13 | -0.10 | 0.33 | -0.57 | -0.55 |
| 雑貨 General goods | 売上高 Sales / 総額売上高 Gross sales | 68,174 | 69,116 | 71,241 | 82,300 | 87,059 | 100,150 | 97,287 | 112,890 | 126,286 |
| | 対前年 YoY (%) | -2.4 | 1.4 | 3.1 | 15.5 | 5.8 | 15.0 | -2.9 | 16.0 | 11.9 |
| | 構成比 Share (%) | 10.7 | 10.7 | 10.8 | 12.1 | 13.0 | 14.8 | 15.0 | 17.1 | 19.0 |
| | 対前年 YoY (pt) | 0.1 | 0.0 | 0.1 | 1.3 | 0.9 | 1.8 | 0.2 | 1.9 | 1.9 |
| | 粗利益率 Gross margin | 25.44 | 25.26 | 25.10 | 24.43 | 24.40 | 24.72 | 25.06 | 25.42 | 25.62 |
| | 対前年 YoY (pt) | -0.46 | -0.18 | -0.16 | -0.67 | -0.03 | 0.32 | 0.34 | 0.36 | 0.20 |
| 家庭用品 Household goods | 売上高 Sales / 総額売上高 Gross sales | 33,096 | 33,629 | 33,767 | 35,041 | 33,222 | 30,525 | 27,317 | 27,249 | 26,001 |
| | 対前年 YoY (%) | -2.0 | 1.6 | 0.4 | 3.8 | -5.2 | -8.1 | -10.5 | -0.2 | -4.6 |
| | 構成比 Share (%) | 5.1 | 5.2 | 5.1 | 5.2 | 5.0 | 4.5 | 4.2 | 4.1 | 3.9 |
| | 対前年 YoY (pt) | 0.0 | 0.1 | -0.1 | 0.1 | -0.2 | -0.5 | -0.3 | -0.1 | -0.2 |
| | 粗利益率 Gross margin | 26.94 | 26.60 | 26.24 | 25.76 | 25.58 | 25.66 | 26.00 | 25.49 | 25.15 |
| | 対前年 YoY (pt) | -0.99 | -0.34 | -0.36 | -0.48 | -0.18 | 0.08 | 0.34 | -0.51 | -0.34 |
| 食料品 Foods | 売上高 Sales / 総額売上高 Gross sales | 164,017 | 164,532 | 166,619 | 162,216 | 160,712 | 159,708 | 153,399 | 151,696 | 149,802 |
| | 対前年 YoY (%) | -3.6 | 0.3 | 1.3 | -2.6 | -0.9 | -0.6 | -4.0 | -1.1 | -1.2 |
| | 構成比 Share (%) | 25.7 | 25.6 | 25.3 | 23.9 | 23.9 | 23.6 | 23.7 | 23.0 | 22.6 |
| | 対前年 YoY (pt) | -0.2 | -0.1 | -0.3 | -1.4 | 0.0 | -0.3 | 0.1 | -0.9 | -0.4 |
| | 粗利益率 Gross margin | 17.72 | 17.45 | 17.27 | 17.08 | 16.80 | 16.74 | 16.54 | 16.37 | 16.04 |
| | 対前年 YoY (pt) | -0.11 | -0.27 | -0.18 | -0.19 | -0.28 | -0.06 | -0.20 | -0.17 | -0.33 |
| その他 Other | 売上高 Sales / 総額売上高 Gross sales | 51,611 | 53,897 | 54,414 | 51,049 | 49,082 | 49,079 | 49,788 | 44,560 | 42,449 |
| | 対前年 YoY (%) | -0.2 | 4.4 | 1.0 | -6.2 | -3.9 | -0.0 | 1.4 | -1.7 | -4.7 |
| | 構成比 Share (%) | 8.1 | 8.4 | 8.2 | 7.5 | 7.3 | 7.2 | 7.7 | 6.7 | 6.4 |
| | 対前年 YoY (pt) | 0.2 | 0.3 | -0.2 | -0.7 | -0.2 | -0.1 | 0.5 | -0.3 | -0.3 |
| | 粗利益率 Gross margin | 20.85 | 20.28 | 20.58 | 19.42 | 19.32 | 19.70 | 21.08 | 15.38 | 17.45 |
| | 対前年 YoY (pt) | 0.94 | -0.57 | 0.30 | -1.16 | -0.10 | 0.38 | 1.38 | -0.43 | 2.07 |
| 売上高 合計 Total sales 総額売上高 合計 Total gross sales | 売上高 Sales / 総額売上高 Gross sales | 638,260 | 643,530 | 660,521 | 678,286 | 671,767 | 677,511 | 646,990 | 659,608 | 663,523 |
| | 対前年 YoY (%) | -2.9 | 0.8 | 2.6 | 2.7 | -1.0 | 0.9 | -4.5 | 2.7 | 0.6 |
| | 構成比 Share (%) | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |
| | 対前年 YoY (pt) | - | - | - | - | - | - | - | - | - |
| | 粗利益率 Gross margin | 24.55 | 24.20 | 24.06 | 23.80 | 23.56 | 23.53 | 23.38 | 22.97 | 22.93 |
| | 対前年 YoY (pt) | -0.47 | -0.35 | -0.14 | -0.26 | -0.24 | -0.04 | -0.15 | -0.19 | -0.04 |

※注記は25ページをご覧ください。 See notes on page 25.

8. 大丸松坂屋百貨店 販売費及び一般管理費 Daimaru Matsuzakaya Department Stores SGA

| | (単位：百万円/Millions of yen) | | | | | | | (単位：百万円/Millions of yen) | | |
|---|--------------------------|---------|---------|---------|---------|---------|---------|--------------------------|---------|---------|
| | 日本基準 (JGAAP) | | | | | | | 国際会計基準 (IFRS) | | |
| | FY2010 | FY2011 | FY2012 | FY2013 | FY2014 | FY2015 | FY2016 | FY2016 | FY2017 | FY2018 |
| 人件費 Personnel expenses | 45,929 | 40,970 | 35,405 | 32,065 | 29,623 | 27,627 | 26,902 | 25,831 | 26,020 | 25,793 |
| 対前年 YoY (%) | -9.5 | -10.8 | -13.6 | -9.4 | -7.6 | -6.7 | -2.6 | - | 0.7 | -0.9 |
| 売上比 Ratio to sales (%) / 売上収益比 Ratio to revenue (%) | 7.2 | 6.4 | 5.4 | 4.7 | 4.4 | 4.1 | 4.2 | 10.7 | 10.1 | 9.8 |
| 広告宣伝費 Advertising expenses | 18,060 | 18,434 | 18,844 | 19,000 | 17,995 | 15,717 | 15,128 | 7,452 | 8,082 | 8,190 |
| 対前年 YoY (%) | -6.6 | 2.1 | 2.2 | 0.8 | -5.3 | -12.7 | -3.7 | - | 8.5 | 1.3 |
| 売上比 Ratio to sales (%) / 売上収益比 Ratio to revenue (%) | 2.8 | 2.9 | 2.9 | 2.8 | 2.7 | 2.3 | 2.3 | 3.1 | 3.1 | 3.1 |
| (うちポイント費) (of which: point costs) | 10,536 | 11,004 | 11,369 | 11,447 | 10,692 | 8,291 | 7,676 | - | - | - |
| 対前年 YoY (%) | 0.5 | 4.4 | 3.3 | 0.7 | -6.6 | -22.5 | -7.4 | - | - | - |
| 売上比 Ratio to sales (%) / 売上収益比 Ratio to revenue (%) | 1.7 | 1.7 | 1.7 | 1.7 | 1.6 | 1.2 | 1.2 | - | - | - |
| 包装配達費 Packaging and delivery expenses | 5,201 | 4,787 | 4,628 | 4,466 | 4,321 | 4,051 | 3,679 | 3,679 | 3,553 | 3,043 |
| 対前年 YoY (%) | -6.1 | -8.0 | -3.3 | -3.5 | -3.2 | -6.3 | -9.2 | - | -3.4 | -14.3 |
| 売上比 Ratio to sales (%) / 売上収益比 Ratio to revenue (%) | 0.8 | 0.7 | 0.7 | 0.7 | 0.6 | 0.6 | 0.6 | 1.5 | 1.4 | 1.2 |
| 賃借料 Rent expenses | 15,835 | 17,652 | 17,836 | 17,796 | 17,865 | 17,855 | 17,768 | 18,071 | 17,942 | 17,279 |
| 対前年 YoY (%) | -9.5 | 11.5 | 1.0 | -0.2 | 0.4 | -0.1 | -0.5 | - | -0.7 | -3.7 |
| 売上比 Ratio to sales (%) / 売上収益比 Ratio to revenue (%) | 2.5 | 2.7 | 2.7 | 2.6 | 2.7 | 2.6 | 2.7 | 7.5 | 7.0 | 6.6 |
| 減価償却費 Depreciation | 10,154 | 9,732 | 9,268 | 8,524 | 8,484 | 8,533 | 8,316 | 8,541 | 8,378 | 9,155 |
| 対前年 YoY (%) | 2.2 | -4.2 | -4.8 | -8.0 | -0.5 | 0.6 | -2.5 | - | -1.9 | 9.3 |
| 売上比 Ratio to sales (%) / 売上収益比 Ratio to revenue (%) | 1.6 | 1.5 | 1.4 | 1.3 | 1.3 | 1.3 | 1.3 | 3.5 | 3.3 | 3.5 |
| 作業費 Operational costs | 10,109 | 10,047 | 9,969 | 9,675 | 9,305 | 9,321 | 8,902 | 8,902 | 9,351 | 10,165 |
| 対前年 YoY (%) | -1.8 | -0.6 | -0.8 | -3.0 | -3.8 | 0.2 | -4.5 | - | 5.0 | 8.7 |
| 売上比 Ratio to sales (%) / 売上収益比 Ratio to revenue (%) | 1.6 | 1.6 | 1.5 | 1.4 | 1.4 | 1.4 | 1.4 | 3.7 | 3.6 | 3.9 |
| その他 Other | 41,416 | 42,692 | 47,504 | 50,226 | 50,623 | 50,126 | 47,886 | 47,764 | 48,589 | 50,147 |
| 対前年 YoY (%) | -2.5 | 3.1 | 11.3 | 5.7 | 0.8 | -1.0 | -4.5 | - | 1.7 | 3.2 |
| 売上比 Ratio to sales (%) / 売上収益比 Ratio to revenue (%) | 6.5 | 6.6 | 7.1 | 7.4 | 7.5 | 7.4 | 7.4 | 19.7 | 18.9 | 19.0 |
| 合計 Total | 146,706 | 144,317 | 143,458 | 141,755 | 138,219 | 133,232 | 128,586 | 120,243 | 121,917 | 123,774 |
| 対前年 YoY (%) | -5.9 | -1.6 | -0.6 | -1.2 | -2.5 | -3.6 | -3.5 | - | 1.4 | 1.5 |
| 売上比 Ratio to sales (%) / 売上収益比 Ratio to revenue (%) | 23.0 | 22.4 | 21.7 | 20.9 | 20.6 | 19.7 | 19.9 | 49.7 | 47.4 | 47.1 |

※注記は26ページをご覧ください。 See notes on page 26.

9. 大丸松坂屋百貨店 従業員数 Daimaru Matsuzakaya Department Stores Number of Employees

| | (単位：人/Persons) | | | | | | | (単位：人/Persons) | |
|---|----------------|--------|--------|--------|--------|--------|--------|----------------|--------|
| | FY2010 | FY2011 | FY2012 | FY2013 | FY2014 | FY2015 | FY2016 | FY2017 | FY2018 |
| 大丸松坂屋百貨店 合計 Total Daimaru Matsuzakaya Department Stores | 6,169 | 5,296 | 3,485 | 2,829 | 2,695 | 2,462 | 2,368 | 2,385 | 2,344 |
| 社員 Regular employees | 3,971 | 3,509 | 2,599 | 2,262 | 2,237 | 2,029 | 1,967 | 2,000 | 1,981 |
| 専任社員 Dedicated employees | - | - | - | - | - | - | - | 130 | 132 |
| 有期雇用者 Fixed-term employees | 2,198 | 1,787 | 886 | 567 | 458 | 433 | 401 | 255 | 231 |
| 女性社員数 合計 Total number of female employees | 3,465 | 2,856 | 1,428 | 958 | 886 | 818 | 772 | 817 | 839 |
| 社員 Regular employees | 1,614 | 1,409 | 804 | 640 | 645 | 595 | 566 | 621 | 649 |
| 専任社員 Dedicated employees | - | - | - | - | - | - | - | 122 | 118 |
| 有期雇用者 Fixed-term employees | 1,851 | 1,447 | 624 | 318 | 241 | 223 | 206 | 74 | 72 |
| 女性執行役員数 Number of female executive officers | 2 | 2 | 3 | 3 | 3 | 3 | 3 | 3 | 4 |

※注記は26ページをご覧ください。 See notes on page 26.

Ⅲ. パルコ 個別決算 Parco Non-consolidated Results

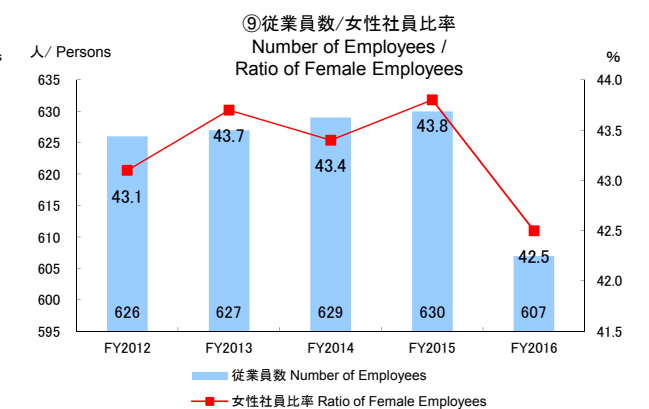
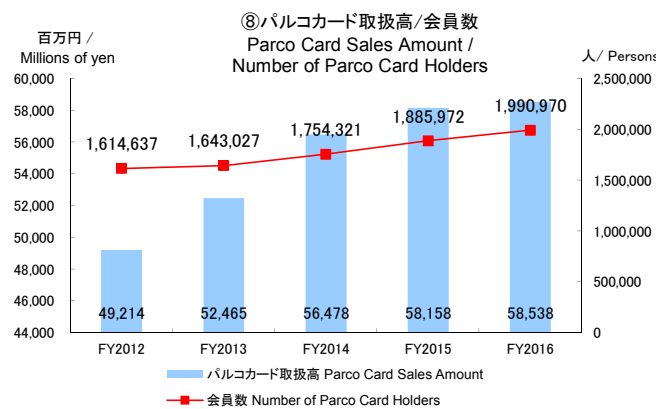
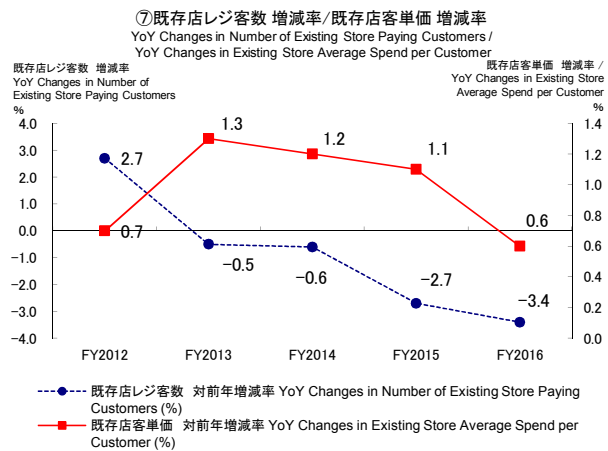
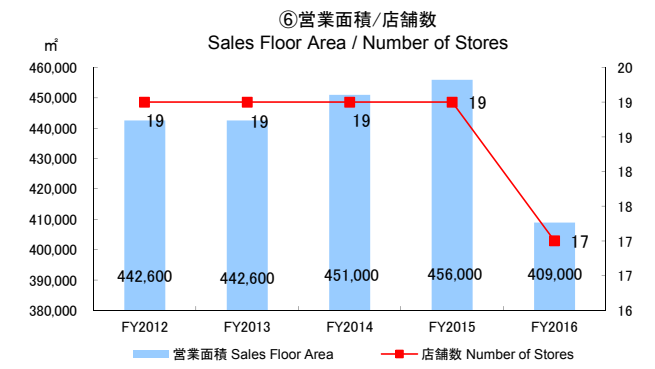
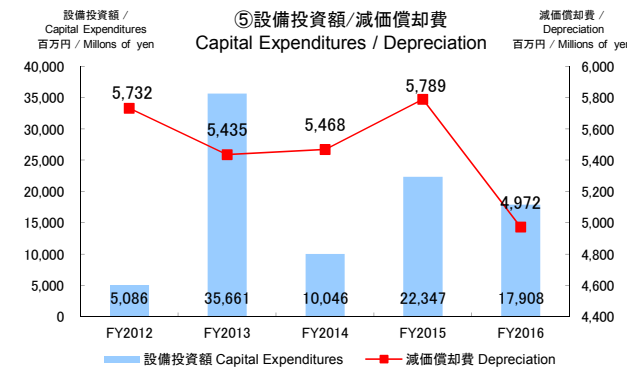
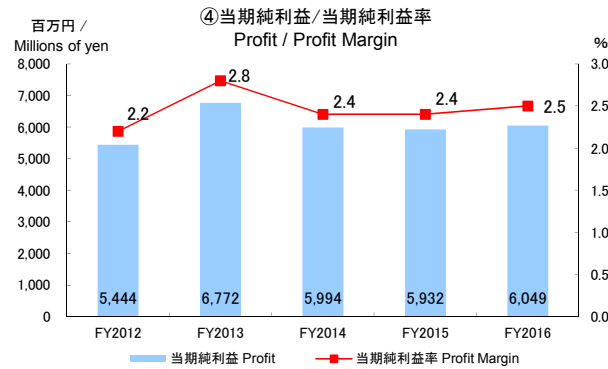
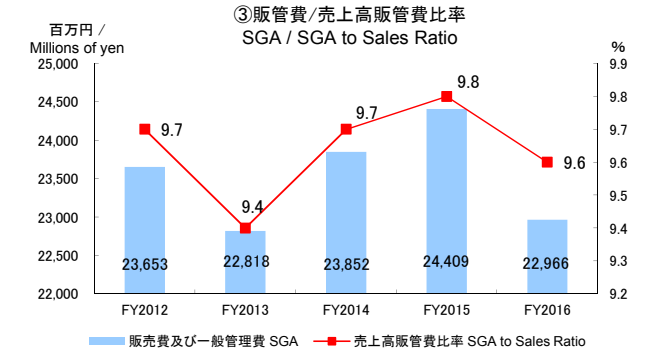
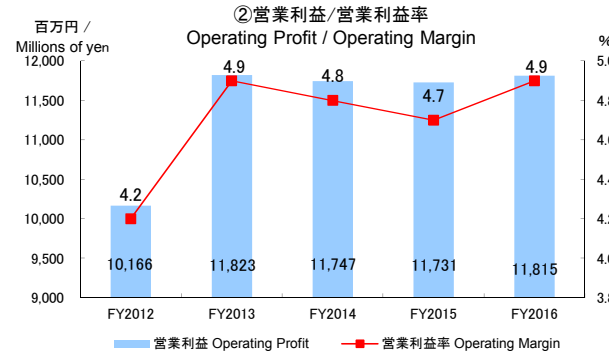
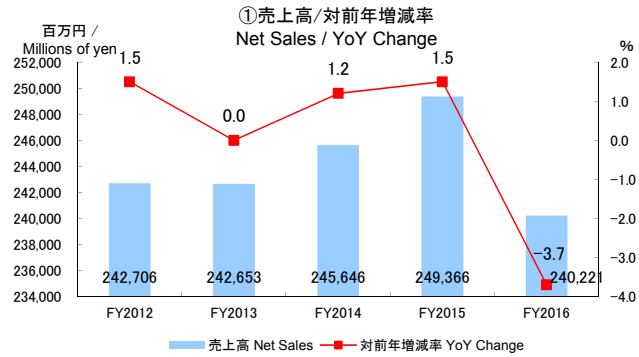
1. パルコ 経営成績 Parco Business Performance

| 日本基準(JGAAP) / 国際会計基準(IFRS) | 日本基準(JGAAP) | | | | | 国際会計基準 (IFRS) | | |
|---|-------------|-----------|-----------|-----------|-----------|---------------|-----------|-----------|
| | FY2012 | FY2013 | FY2014 | FY2015 | FY2016 | FY2016 | FY2017 | FY2018 |
| 売上高 / 営業収益 | 242,706 | 242,653 | 245,646 | 249,366 | 240,221 | 58,991 | 56,462 | 56,288 |
| Net sales / Operating income | | | | | | - | -4.3 | -0.3 |
| 対前年増減率 YoY (%) | 1.5 | 0.0 | 1.2 | 1.5 | -3.7 | | | |
| 営業総利益 / 営業総利益 | 33,819 | 34,641 | 35,600 | 36,140 | 34,782 | 19,803 | 17,766 | 17,105 |
| Operating gross profit / Operating gross profit | | | | | | - | -10.3 | -3.7 |
| 対前年増減率 YoY (%) | 1.4 | 2.4 | 2.8 | 1.5 | -3.8 | | | |
| 売上比 Ratio to sales (%) / 営業収益比 Ratio to operating income (%) | 13.9 | 14.3 | 14.5 | 14.5 | 14.5 | 33.6 | 31.5 | 30.4 |
| 販売費及び一般管理費 / 販売費及び一般管理費 | 23,653 | 22,818 | 23,852 | 24,409 | 22,966 | 7,935 | 8,428 | 9,036 |
| SGA / SGA | | | | | | - | 6.2 | 7.2 |
| 対前年増減率 YoY (%) | -4.7 | -3.5 | 4.5 | 2.3 | -5.9 | | | |
| 売上比 Ratio to sales (%) / 営業収益比 Ratio to operating income (%) | 9.7 | 9.4 | 9.7 | 9.8 | 9.6 | 13.5 | 14.9 | 16.1 |
| 営業利益 / 営業利益 | 10,166 | 11,823 | 11,747 | 11,731 | 11,815 | 11,338 | 11,016 | 4,792 |
| Operating profit / Operating profit | | | | | | - | -2.8 | -56.5 |
| 対前年増減率 YoY (%) | 19.2 | 16.3 | -0.6 | -0.1 | 0.7 | | | |
| 売上比 Ratio to sales (%) / 営業収益比 Ratio to operating income (%) | 4.2 | 4.9 | 4.8 | 4.7 | 4.9 | 19.2 | 19.5 | 8.5 |
| 経常利益 / 税引前当期利益 | 10,276 | 11,725 | 11,718 | 11,727 | 12,618 | 11,154 | 11,064 | 4,646 |
| Ordinary profit / Profit before tax | | | | | | - | -0.8 | -58.0 |
| 対前年増減率 YoY (%) | 12.1 | 14.1 | -0.1 | 0.1 | 7.6 | | | |
| 売上比 Ratio to sales (%) / 営業収益比 Ratio to operating income (%) | 4.2 | 4.8 | 4.8 | 4.7 | 5.3 | 18.9 | 19.6 | 8.3 |
| 当期純利益 / 当期利益 | 5,444 | 6,772 | 5,994 | 5,932 | 6,049 | 7,380 | 7,680 | 3,237 |
| Profit / Profit | | | | | | - | 4.1 | -57.8 |
| 対前年増減率 YoY (%) | 19.7 | 24.4 | -11.5 | -1.0 | 2.0 | | | |
| 売上比 Ratio to sales (%) / 営業収益比 Ratio to operating income (%) | 2.2 | 2.8 | 2.4 | 2.4 | 2.5 | 12.5 | 13.6 | 5.8 |
| 総資産額 Total assets / 資産合計 Total assets | 203,181 | 218,915 | 222,876 | 233,450 | 247,027 | 245,802 | 258,562 | 271,909 |
| 自己資本額 Equity / 自己資本額 Equity | 104,413 | 109,554 | 113,696 | 116,827 | 120,758 | 119,621 | 125,089 | 125,596 |
| 有利子負債総額 Total interest-bearing liabilities / 有利子負債総額 Total interest-bearing liabilities | 39,928 | 53,275 | 48,795 | 58,281 | 63,448 | 63,510 | 58,417 | 66,466 |
| 設備投資額 Capital expenditures / 設備投資額 Capital expenditures | 5,086 | 35,661 | 10,046 | 22,347 | 17,908 | - | 12,671 | 13,500 |
| 減価償却費 Depreciation / 減価償却費 Depreciation | 5,732 | 5,435 | 5,468 | 5,789 | 4,972 | 4,848 | 5,221 | 5,580 |
| 店舗データ Store Data | | | | | | | | |
| 店舗数 Number of stores | 19 | 19 | 19 | 19 | 17 | 17 | 17 | 17 |
| 営業面積 Sales floor area (㎡) | 442,600 | 442,600 | 451,000 | 456,000 | 409,000 | 409,000 | 398,000 | 401,000 |
| 既存店レジ客数 対前年増減率 YoY changes in number of existing store paying customers (%) | 2.7 | -0.5 | -0.6 | -2.7 | -3.4 | -3.4 | -0.3 | 3.2 |
| 既存店客単価 対前年増減率 YoY changes in existing store average spend per customer (%) | 0.7 | 1.3 | 1.2 | 1.1 | 0.6 | 0.6 | -1.4 | -4.8 |
| パルコカード Parco Card | | | | | | | | |
| 取扱高 Parco Card sales amount | 49,214 | 52,465 | 56,478 | 58,158 | 58,538 | 58,538 | 56,091 | 51,078 |
| 会員数 Number of Parco Card holders (人/ Persons) | 1,614,637 | 1,643,027 | 1,754,321 | 1,885,972 | 1,990,970 | 1,990,970 | 2,031,988 | 2,018,475 |
| 従業員情報 Employee information | | | | | | | | |
| 従業員数 Number of employees (人/ Persons) | 626 | 627 | 629 | 630 | 607 | 607 | 632 | 651 |
| 女性社員比率 Ratio of female employees (%) | 43.1 | 43.7 | 43.4 | 43.8 | 42.5 | 42.5 | 43.7 | 45.2 |
| 女性役職者数 Number of female managerial employees (人/ Persons) | 13 | 16 | 17 | 16 | 19 | 19 | 21 | 26 |

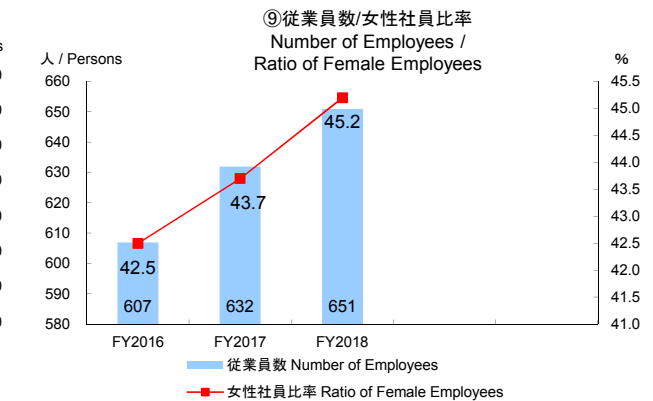
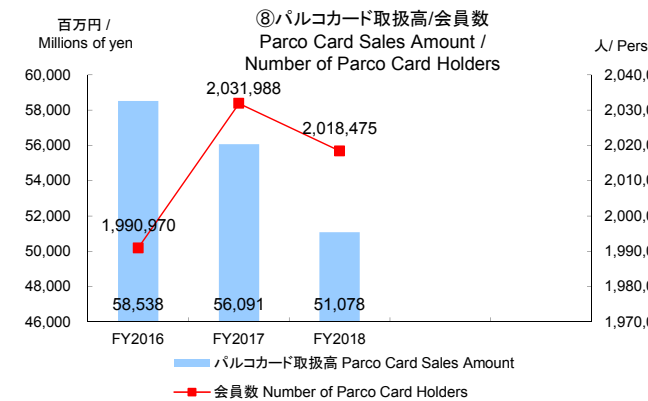
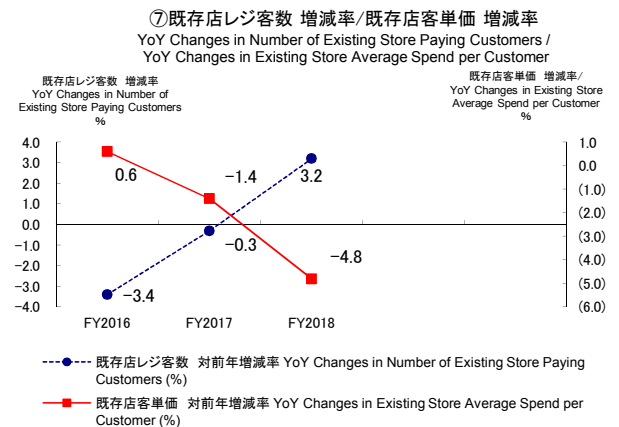
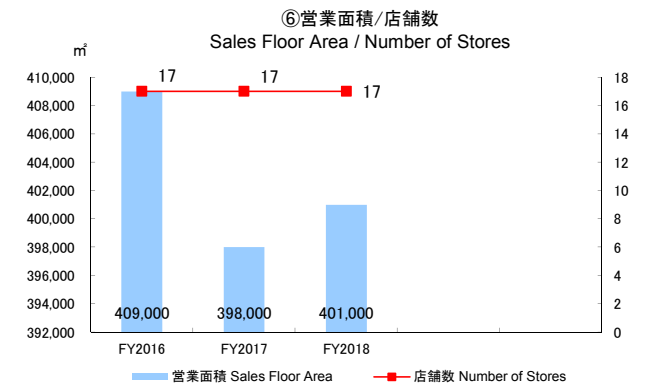
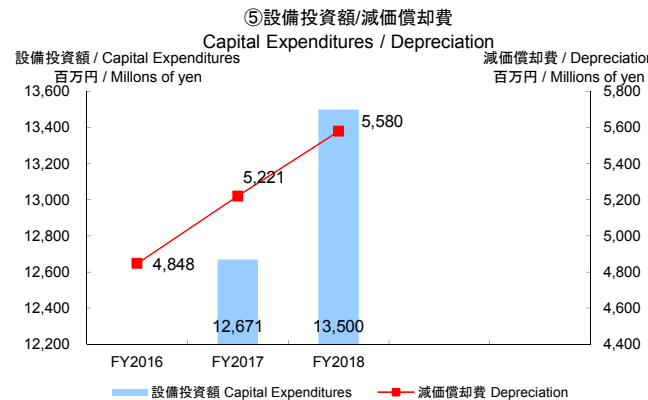
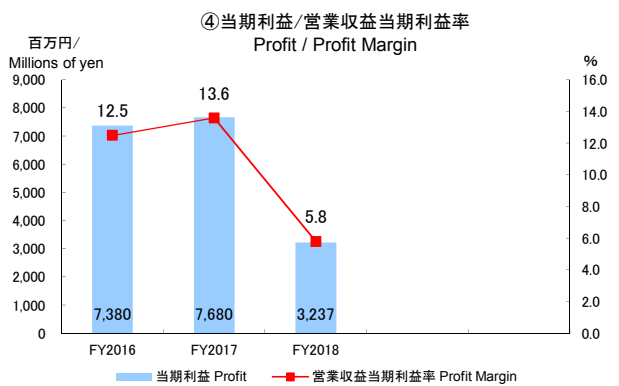
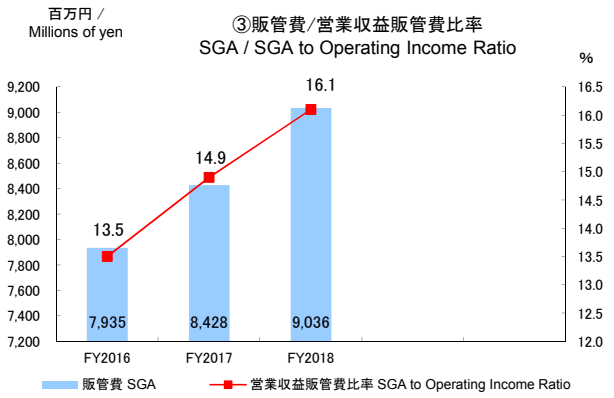
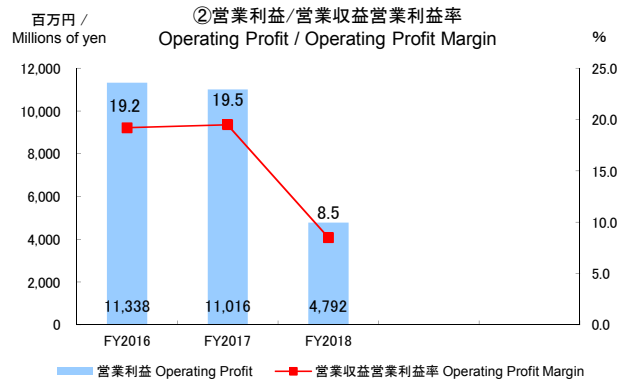
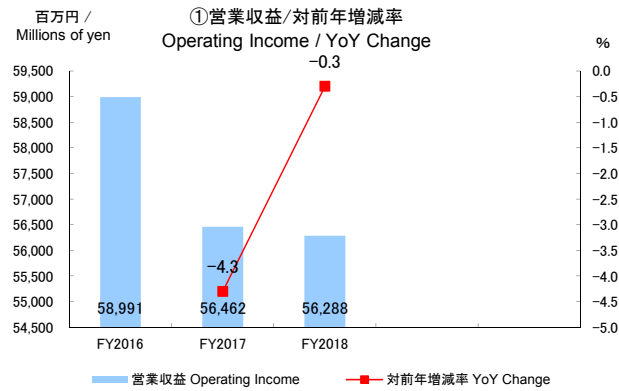
※注記は26ページをご覧ください。 See notes on page 26.

2-(1). パルコ 主要経営成績推移 (2012~2016年度 日本基準)

Parco Major Financial Indicators (FY2012 - 2016 under Japanese GAAP)



2 - (2) . パルコ 主要経営成績推移 (2016~2018年度 国際会計基準) Parco Major Financial Indicators (FY2016 - 2018 under IFRS)



－ 注記 1 － Notes 1

I. J. フロント リテイリング 連結決算 J. Front Retailing Consolidated Results

1. 連結経営成績 Consolidated Business Performance

- 注：・ ROE算出の利益は連結当期純利益 (IFRSでは親会社の所有者に帰属する当期利益)、ROA算出の利益は連結営業利益、ROI算出の利益は連結経常利益 (IFRSでは税引前当期利益) を使用しています。
- ・ 売上高 (連結) には、(株)ピーコックストア (2008年2月期～2013年2月期)、(株)パルコ (2013年2月期～)、(株)大丸松坂屋セールスアソシエイツ (2013年2月期～)、フォーレスト(株) (2014年2月期～) の売上高 (売上収益) が含まれています。なお、2017年8月末日をもって、フォーレスト(株)の全株式を(株)エディオンに譲渡いたしました。
 - ・ 減価償却費は、販管費処理の減価償却費と売上原価処理の減価償却費を合算した数値です。
 - ・ 有利子負債は、短期借入金、コマーシャル・ペーパー、社債、転換社債、長期借入金の合計を記載しています。
 - ・ 国際会計基準 (IFRS) の設備投資額には、不動産取得税等取得原価を含めております。
 - ・ 2014年9月1日付で普通株式2株につき1株の割合で株式併合を実施しています。
 - ・ 2018年2月期は、1株当たり2円の記念配当を実施しています。
 - ・ 2018年4月27日付で(株)千趣会が実施する自己株式の買付け取引に応募し、同社との資本業務提携を解消いたしました。

- Notes: ・ Consolidated profit (profit attributable to owners of parent under IFRS), consolidated operating profit and consolidated ordinary profit (profit before tax under IFRS) are used to calculate ROE, ROA and ROI, respectively.
- ・ Consolidated sales include the sales of Peacock Stores Ltd. (FY ended February 29, 2008 - FY ended February 28, 2013), Parco Co., Ltd. (FY ended February 28, 2013 -), Daimaru Matsuzakaya Sales Associates Co. Ltd. (FY ended February 28, 2013 -) and Forest Co., Ltd. (FY ended February 28, 2014 -). The Company transferred all shares of Forest Co., Ltd. to Edion Corporation as of the last day of August 2017.
 - ・ Depreciation is the sum of the amount charged to SGA and the amount charged to cost of sales.
 - ・ Interest-bearing liabilities = Short-term borrowings + Commercial papers + Bonds + Convertible bonds + Long-term borrowings
 - ・ Under IFRS, the acquisition cost of capital expenditures includes real estate acquisition taxes, etc.
 - ・ The Company has conducted a consolidation of common shares at a rate of one share for every two shares as of September 1, 2014.
 - ・ The Company has paid a commemorative dividend of ¥2 per share in the fiscal year ended February 28, 2018.
 - ・ The Company has subscribed to the purchase of own shares by Senshukai Co., Ltd. and has canceled the capital and business alliance with Senshukai.

2. 連結主要経営成績推移 Major Consolidated Financial Indicators

※ ⑨1株当たり配当金/配当性向 Dividends per Share / Dividend Payout Ratio

- 注：・ 2014年9月1日付で普通株式2株につき1株の割合で株式併合を実施しています。2011年度及び2015年度の配当性向は、法人税率の引き下げに伴う繰延税金資産・負債の取り崩しによる当期純利益の増加額 (2011年度113億円、2015年度93億円) を控除して算出した数値を表記しています。
- ・ 2013年度の配当性向は、ピーコック株式の譲渡益184億円を控除した当期純利益を元に算出した数値を表記しています。
 - ・ 2018年2月期は、1株当たり2円の記念配当を実施しています。

- Notes: ・ The Company has conducted a consolidation of common shares at a rate of one share for every two shares as of September 1, 2014. Dividend payout ratios for FY2011 and FY2015 have been calculated by deducting the increase in profit (¥11.3 bn in FY2011 / ¥9.3 bn in FY2015) as a result of the reversal of deferred tax assets/liabilities due to the reduction of corporate tax rates.
- ・ Dividend payout ratio for FY2013 has been calculated based on profit after deducting the gain of ¥18.4 bn on transfer of shares of Peacock Stores Ltd.
 - ・ The Company has paid a commemorative dividend of ¥2 per share in the fiscal year ended February 28, 2018.

3. セグメント情報 Segment Information

- 注：・ (株)パルコ及び同社の子会社5社の連結子会社化に伴い、2012年度から(株)パルコの連結業績を「パルコ事業」として追加表示しています。
- ・ スーパーマーケット事業は、2013年4月1日付で(株)ピーコックストアの全株式を譲渡したため、2013年度より報告セグメントから除外いたしました。
 - ・ クレジット事業は、2010年度まで「その他事業」に含めていましたが、重要性が増したため2011年度より区分表示しています。また2017年度以降はクレジット金融事業としています。
 - ・ 2017年3月より国際会計基準 (IFRS) を任意適用したため、2017年度以降の売上高欄には売上収益の数値を記しています。
 - ・ 2017年度より報告セグメントを「百貨店事業」、「パルコ事業」、「不動産事業」、「クレジット金融事業」といたしました。
 - ・ その他の区分は報告セグメントに含まれない事業セグメントであり、卸売業、建築工事請負業及び家具製造販売業、駐車場業及びリース業等を含んでいます。
 - ・ 「不動産事業」において、GINZA SIXが2017年4月20日に、上野フロンティアタワーが2017年11月4日にオープンいたしました。

- Notes: ・ As the Company converted Parco Co., Ltd. and its 5 subsidiaries into consolidated subsidiaries, their consolidated results have been added as the "Parco Business" since FY2012.
- ・ The Supermarket Business has been excluded from reportable segments since FY2013 because all shares in Peacock Stores Ltd. were transferred as of April 1, 2013.
 - ・ The Credit Business, which was included in the "Other Businesses" until FY2010, has been presented as a separate segment since FY2011 because its importance has increased. And it was renamed the Credit and Finance Business in FY2017.
 - ・ As the Company has voluntarily applied IFRS since March 2017, the amounts of revenue are presented in the columns of net sales for FY2017 and subsequent years.
 - ・ In FY2017, the Company reclassified its operations into four reportable segments: the "Department Store Business," the "Parco Business," the "Real Estate Business" and the "Credit and Finance Business."
 - ・ The "Other" category incorporates business segments not included in reportable segments, including wholesale, design and construction contracting and manufacture and sale of furniture, and parking and leasing.
 - ・ Ginza Six and Ueno Frontier Tower opened on April 20, 2017 and November 4, 2017, respectively, as the "Real Estate Business."

－ 注記 2－ Notes 2

4－（１）・（２）．グループ主要会社業績 Financial Results of Major Companies of the Group

- 注：・ ㈱松坂屋は2010年3月1日付で㈱大丸を吸収合併し、同日をもって社名を㈱大丸松坂屋百貨店に変更しています。なお2009年度までの大丸松坂屋百貨店の数値は、㈱大丸及び㈱松坂屋の数値を単純合算しています。
- ・ 当社は、㈱パルコ及びニュー・エイを含む同社の子会社5社を、2012年8月27日付で連結子会社といたしました。
 - ・ ㈱J. フロント建装は、㈱大丸装工が2008年9月1日付で㈱大丸木工、松坂屋誠工㈱、日本リフェクス㈱を吸収合併し、同日をもって㈱J. フロント建装に社名変更いたしました。
 - ・ ㈱ディンプルは、㈱大丸セールスアソシエーツを2008年9月1日付で吸収合併いたしました。
 - ・ ㈱大丸松坂屋セールスアソシエーツは、㈱ディンプルを会社分割し、2012年9月3日に設立いたしました。

- ・ ㈱大丸コム開発は、㈱大丸松坂屋百貨店が2016年9月1日付で吸収合併いたしました。
 - ・ 「総売上高」「事業利益」は、日本基準（JGAAP）の「売上高」「営業利益」との比較容易性を高めることを目的に併記しています。
- Notes：・ Matsuzakaya Co., Ltd. merged The Daimaru, Inc. as of March 1, 2010 and was renamed Daimaru Matsuzakaya Department Stores Co. Ltd. as of the same day. The figures of Daimaru Matsuzakaya Department Stores for the years up to FY2009 are the simple sum of Daimaru and Matsuzakaya.
- ・ The Company converted Parco Co., Ltd. and its 5 subsidiaries including Neuve A Co., Ltd. into consolidated subsidiaries as of August 27, 2012.
 - ・ Daimaru Design & Engineering Co., Ltd. merged Daimaru Mokko Co., Ltd., Matsuzakaya Seiko Co., Ltd. and Refex Japan, Inc. as of September 1, 2008 and was renamed J. Front Design & Construction Co., Ltd. as of the same day.
 - ・ Dimples' Co., Ltd. merged Daimaru Sales Associates Co., Ltd. as of September 1, 2008.
 - ・ Daimaru Matsuzakaya Sales Associates Co. Ltd. was spun off from Dimples' Co., Ltd. on September 3, 2012.
 - ・ Daimaru COM Development Inc. was merged into Daimaru Matsuzakaya Department Stores Co. Ltd. as of September 1, 2016.
 - ・ "Gross sales" and "business profit" are presented to increase comparability with "net sales" and "operating profit" under Japanese GAAP.

5．連結販売費及び一般管理費 Consolidated SGA

- 注：・ 減価償却費には売上原価処理の減価償却費を含みません。
- ・ 国際会計基準（IFRS）の適用により、従来、広告宣伝費に含めていたポイント費については、売上収益に含めております（売上収益から控除）。

- Notes：・ "Depreciation" does not include the amount charged to cost of sales.
- ・ With the application of IFRS, point expenses, which had been included in advertising expenses, have been included in revenue (deducted from revenue).

6．連結設備投資額 Consolidated Capital Expenditures

- 注：・ ㈱松坂屋は2010年3月1日付で㈱大丸を吸収合併し、同日をもって社名を㈱大丸松坂屋百貨店に変更しています。2009年度までの大丸松坂屋百貨店の数値は、㈱大丸及び㈱松坂屋の数値をそれぞれ記載しています。
- ・ 当社は、㈱パルコ及び同社の子会社5社を、2012年8月27日付で連結子会社といたしました。
 - ・ 当社は、㈱ピーコックストアの全株式を、2013年4月1日付で譲渡いたしました。

- Notes：・ Matsuzakaya Co., Ltd. merged The Daimaru, Inc. as of March 1, 2010 and was renamed Daimaru Matsuzakaya Department Stores Co. Ltd. as of the same day. The figures of Daimaru Matsuzakaya Department Stores for the years up to FY2009 are shown separately for Daimaru and Matsuzakaya.
- ・ The Company converted Parco Co., Ltd. and its 5 subsidiaries into consolidated subsidiaries as of August 27, 2012.
 - ・ The Company transferred all shares in Peacock Stores Ltd. as of April 1, 2013.

7．グループ従業員数 Number of Employees of the Group

- 注：・ ㈱松坂屋は2010年3月1日付で㈱大丸を吸収合併し、同日をもって社名を㈱大丸松坂屋百貨店に変更しています。
- ・ クレジット事業は、2010年度まで「その他事業」に含めていましたが、重要性が増したため2011年度より区分表示しています。また2017年度以降はクレジット金融事業としています。
 - ・ スーパーマーケット事業は、2013年4月1日付で㈱ピーコックストアの全株式を譲渡したため、2013年度より連結から除外いたしました。
 - ・ 2017年度より報告セグメントを「百貨店事業」、「パルコ事業」、「不動産事業」、「クレジット金融事業」といたしました。
 - ・ 2017年6月より、入社後1年を経過した有期雇用の契約社員を対象に原則的に無期雇用とする専任社員制度を導入いたしました。
 - ・ 人員数は、年度末（2月末日）の数値です。

- Notes：・ Matsuzakaya Co., Ltd. merged The Daimaru, Inc. as of March 1, 2010 and was renamed Daimaru Matsuzakaya Department Stores Co. Ltd. as of the same day.
- ・ The Credit Business, which was included in the "Other Businesses" until FY2010, has been presented as a separate segment since FY2011 because its importance has increased. And it was renamed the Credit and Finance Business in FY2017.
 - ・ The Supermarket Business has been excluded from consolidation since FY2013 because all shares in Peacock Stores Ltd. were transferred as of April 1, 2013.
 - ・ In FY2017, the Company reclassified its operations into four reportable segments: the "Department Store Business," the "Parco Business," the "Real Estate Business" and the "Credit and Finance Business."
 - ・ In June 2017, the Company introduced a dedicated employee system to, in principle, convert fixed-term contract employees with one year's service to permanency.
 - ・ The numbers of employees are as of the end of the fiscal year (last day of February).

－ 注記 3 － Notes 3

II. 大丸松坂屋百貨店 個別決算 Daimaru Matsuzakaya Department Stores Non-consolidated Results

1. 大丸松坂屋百貨店 経営成績 Daimaru Matsuzakaya Department Stores Business Performance

- 注：・ 2010年度の対前年増減率は、前年度の大丸及び松坂屋の業績を合算した数値と比較しています。
- ・ 減価償却費は、販管費処理の減価償却費と売上原価処理の減価償却費を合算した数値です。
 - ・ ROE算出の利益は当期純利益、ROA算出の利益は営業利益、ROI算出の利益は経常利益を使用しています。
 - ・ 国際会計基準(IFRS)の設備投資額には、不動産取得税等を取得原価に含めております。

- Notes：・ YoY changes in FY2010 are comparisons to the sum of the results of Daimaru and Matsuzakaya in the previous fiscal year.
- ・ Depreciation is the sum of the amount charged to SGA and the amount charged to cost of sales.
 - ・ Profit, operating profit and ordinary profit are used to calculate ROE, ROA and ROI, respectively.
 - ・ Under IFRS, the acquisition cost of capital expenditures includes real estate acquisition taxes, etc.

3. 大丸松坂屋百貨店 全社売上高 (現金・掛売別内訳、法人・個人売上構成比、入店客数・客単価・購買率) Daimaru Matsuzakaya Department Stores Sales: Cash / Credit, Corporate / Individual, Number of Customers / Average Spend per Customer / Purchase Ratio

- 注：・ 入店客数の対前年は、前年度に営業終了した店舗を除いた増減率です。
- ・ 客単価＝現金売上高/レシート発行枚数、購買率＝レシート発行枚数/入店客数
 - ・ 店舗数、売場面積、賃貸面積は、2月末日現在。
 - ・ 2017年度以降の総額売上高は、IFRS売上収益のうち消化仕入取引を総額に置き換えて算出しております。
 - ・ 2017年度以降の総額売上高は、不動産事業を除いて算出しております。
 - ・ 2017年度より不動産事業を独立して管理することとしたため、2017年度以降の「現金売上高」「掛売売上高」「総額売上高合計」の数値は、従来売上高に含めていた不動産賃貸売上のうち、不動産事業に移管した金額を控除して表記しています。なお、2017年度の対前年増減率については、2016年度実績値を遡及変更し算出しております。

- Notes：・ YoY changes in the number of customers exclude the stores that closed in the previous fiscal year.
- ・ Average spend per customer = Cash sales / Number of receipts issued; Purchase ratio = Number of receipts issued / Number of customers
 - ・ The numbers of stores, sales floor area and lease area are as of the last day of February.
 - ・ Gross sales for FY2017 and subsequent years have been calculated by converting sales from purchase recorded at the time of sale (*shoka shiire*) of revenue under IFRS into gross amount.
 - ・ Gross sales for FY2017 and subsequent years have been calculated excluding the Real Estate Business.
 - ・ As the Real Estate Business has been changed to be independently managed from FY2017, figures for "cash sales," "credit sales" and "total gross sales" for FY2017 and subsequent years are presented after deducting the portion transferred to the Real Estate Business of real estate lease revenue, which had been included in net sales. YoY changes for FY2017 have been calculated by retrospectively changing actual figures for FY2016.

4. 大丸松坂屋百貨店 月別売上高・入店客数 対前年増減率推移 (%) Daimaru Matsuzakaya Department Stores YoY Changes in Monthly Sales and Number of Customers (%)

- 注：・ 松坂屋名古屋駅店は2010年8月29日に営業終了いたしました。
- ・ 大丸梅田店は2011年4月19日に全館増床オープンいたしました。大丸東京店は2012年10月5日に全館増床オープンいたしました。
 - ・ 大丸ららぽーと横浜店及び大丸新長田店は2013年1月31日に営業終了いたしました。
 - ・ 松坂屋銀座店は銀座地区再開発・建替えのため2013年6月30日に営業終了いたしました。松坂屋上野店南館は建替えのため2014年3月11日に営業終了いたしました。
 - ・ 大丸心齋橋店本館は建替え工事のため2015年12月30日に営業終了いたしました。
 - ・ 大丸浦和パルコ店は2017年7月31日に営業終了いたしました。
 - ・ 2017年度以降の総額売上高は、IFRS売上収益のうち消化仕入取引を総額に置き換えて算出しております。
 - ・ 2017年度以降の総額売上高は、不動産事業を除いて算出しております。
 - ・ 2017年度より不動産事業を独立して管理することとしたため、2017年度の「総額売上高」の対前年増減率は、2016年度実績値を遡及変更し算出しております。

- Notes：・ The Matsuzakaya Nagoya Station store closed on August 29, 2010.
- ・ The Daimaru Umeda store expanded all floors and reopened on April 19, 2011. The Daimaru Tokyo store expanded all floors and reopened on October 5, 2012.
 - ・ The Daimaru LaLaport Yokohama and the Daimaru Shinnagata stores closed on January 31, 2013.
 - ・ The Matsuzakaya Ginza store closed on June 30, 2013 for the redevelopment of Ginza area and rebuilding. The south building of the Matsuzakaya Ueno store closed on March 11, 2014 for rebuilding.
 - ・ The main building of the Daimaru Shinsaibashi store closed on December 30, 2015 for reconstruction work.
 - ・ The Daimaru Urawa Parco store closed on July 31, 2017.
 - ・ Gross sales for FY2017 and subsequent years have been calculated by converting sales from *shoka shiire* of revenue under IFRS into gross amount.
 - ・ Gross sales for FY2017 and subsequent years have been calculated excluding the Real Estate Business.
 - ・ As the Real Estate Business has been changed to be independently managed from FY2017, YoY changes in "gross sales" for FY2017 have been calculated by retrospectively changing actual figures for FY2016.

－ 注記 4－ Notes 4

5－（１）・（２）．大丸松坂屋百貨店 基幹店 店別売上高（免税売上高）・入店客数

Daimaru Matsuzakaya Department Stores Sales (Tax-Free Sales) and Number of Customers of Major Stores

- 注：・大丸松坂屋百貨店合計は、分店を含む数値です。入店客数の大丸松坂屋百貨店合計の対前年は、前年度に営業終了した店舗を除いた増減率です。店舗別の動向については、下記に記載の通りです。
- ・心齋橋店は、2009年11月に北館をオープンいたしました。松坂屋岡崎店は2010年1月31日に、松坂屋名古屋店は2010年8月29日に営業終了いたしました。
 - ・2010年3月から、大阪法人外商は高槻店から大阪・心齋橋店へ移管、また、東京店の個人・法人外商及び銀座店の個人外商は上野店に移管しています。ただし2010年度の対前年の数値は、前年を本年ベースに置き換えた数値と比較した増減率を記載しています。
 - ・2010年度の梅田店は、増床工事により売場面積が概ね45%縮小していました。大丸梅田店は2011年4月19日に全館増床オープンいたしました。
 - ・大丸東京店は2012年10月5日に全館増床オープンいたしました。松坂屋銀座店は銀座地区再開発・建替えのため2013年6月30日に営業終了いたしました。
 - ・松坂屋上野店南館は建替えのため2014年3月11日に営業終了いたしました。大丸心齋橋本館は、建替え工事のため2015年12月30日に営業終了いたしました。
 - ・大丸浦和パルコ店は2017年7月31日に営業終了いたしました。2017年度の総売上高は、IFRS売上収益のうち消化仕入取引を総額に置き換えて算出しております。
 - ・2017年度以降の総売上高は、不動産事業を除いて算出しております。周辺店舗は2月末日現在の数値です。
 - ・2017年度より不動産事業を独立して管理することとしたため、2017年度以降の「店舗別売上高」及び「合計」の数値は、従来売上高に含めていた不動産賃貸売上のうち、不動産事業に移管した金額を控除して表記しています。なお、2017年度の対前年増減率については、2016年度実績値を遡及変更し算出しております。

- Notes：・ Total of Daimaru Matsuzakaya Department Stores includes the results of subbranches. YoY changes in the total number of customers of Daimaru Matsuzakaya Department Stores exclude the stores that closed in the previous fiscal year. Listed below are the movements of individual stores.
- ・ The Shinsaibashi store opened its north wing in November 2009. The Matsuzakaya Okazaki and Nagoya Station stores closed on January 31, 2010 and August 29, 2010, respectively.
 - ・ From March 2010, Osaka corporate sales have been transferred from the Takatsuki store to the Shinsaibashi store and out-of-store sales and corporate sales of the Tokyo store and out-of-store sales of the Ginza store have been transferred to the Ueno store. YoY figures in FY2010 are comparisons to the previous year's figures restated to reflect changes made in FY2010.
 - ・ The sales floor area of the Umeda store decreased approx. 45% in FY2010 due to expansion work. The Umeda store expanded all floors and reopened on April 19, 2011.
 - ・ The Tokyo store expanded all floors and reopened on October 5, 2012. The Ginza store closed on June 30, 2013 for the redevelopment of Ginza area and rebuilding.
 - ・ The south building of the Ueno store closed on March 11, 2014 for rebuilding. The main building of the Shinsaibashi store closed on December 30, 2015 for reconstruction work.
 - ・ The Daimaru Urawa Parco store closed on July 31, 2017. Gross sales for FY2017 have been calculated by converting sales from *shoka shiire* of revenue under IFRS into gross amount.
 - ・ Gross sales for FY2017 and subsequent years have been calculated excluding the Real Estate Business. Figures for shops around Daimaru and Matsuzakaya stores are as of the last day of February.
 - ・ As the Real Estate Business has been changed to be independently managed from FY2017, figures for "store sales" and "total sales" for FY2017 and subsequent years are presented after deducting the portion transferred to the Real Estate Business of real estate lease revenue, which had been included in net sales. YoY changes for FY2017 have been calculated by retrospectively changing actual figures for FY2016.

6．大丸松坂屋百貨店 自社カード売上高・稼働顧客数

Daimaru Matsuzakaya Department Stores Sales on the Company's Credit Cards and Number of Active Cardholders

- 注：・その他は、「友の会」、「ブライダル」などのサークルカードの売上です。合計は、ダブルホルダーがあるため、各カードの合計とは異なります。
- ・2013年度の「お得意様ゴールドカード」の顧客数、売上高及び対前年増減率は、同年9月から稼働した新カードの稼働客数との合計数値です。なお、旧「お得意様ゴールドカード」からの切替えを行っているため、両カードの稼働客数は重複しています。
 - ・大丸松坂屋カードの発行に伴い、2015年度以降の「DAIMARU CARD ゴールド」には「マツザカヤカードゴールド」を、「Daimaru Card」には「マツザカヤカード」を含んでいます。
 - ・大丸松坂屋現金ポイントカードの発行に伴い、2015年度以降の「大丸Dカード」には「マツザカヤMカード」を含んでいます。

- Notes：・ "Other" includes the cards of membership organizations such as Tomonokai and Bridal Circle. Total sales differ from the sum of all card sales because some hold more than one card.
- ・ The number of holders, sales and YoY changes of Otokuisama Gold Card in FY2013 are the total including the active holders of new card launched in September 2013. There is duplication in the number of active holders between old and new cards due to conversion from old card to new one.
 - ・ As Daimaru Matsuzakaya Card was issued, "Daimaru Card Gold" and "Daimaru Card" for FY2015 and subsequent years include "Matsuzakaya Card Gold" and "Matsuzakaya Card," respectively.
 - ・ As Daimaru Matsuzakaya Point Card for cash purchases was issued, "Daimaru D Card" for FY2015 and subsequent years includes "Matsuzakaya M Card."

7．大丸松坂屋百貨店 商品別売上高・粗利益率 Daimaru Matsuzakaya Department Stores Sales and Gross Margin by Merchandise Category

- 注：・2017年度以降の総売上高は、IFRS売上収益のうち消化仕入取引を総額に置き換えて算出しております。2017年度以降の総売上高は、不動産事業を除いて算出しております。
- ・2017年度より不動産事業を独立して管理することとしたため、2017年度以降の「その他」「総売上高合計」の数値は、従来売上高に含めていた不動産賃貸売上のうち、不動産事業に移管した金額を控除して表記しています。なお、2017年度の対前年増減率については、2016年度実績値を遡及変更し算出しております。

- Notes：・ Gross sales for FY2017 and subsequent years have been calculated by converting sales from *shoka shiire* of revenue under IFRS into gross amount. Gross sales for FY2017 and subsequent years have been calculated excluding the Real Estate Business.
- ・ As the Real Estate Business has been changed to be independently managed from FY2017, figures for "other" and "total gross sales" for FY2017 and subsequent years are presented after deducting the portion transferred to the Real Estate Business of real estate lease revenue, which had been included in net sales. YoY changes for FY2017 have been calculated by retrospectively changing actual figures for FY2016.

— 注記 5 — Notes 5

8. 大丸松坂屋百貨店 販売費及び一般管理費 Daimaru Matsuzakaya Department Stores SGA

注：・国際会計基準(IFRS)の適用により、従来、広告宣伝費に含めていたポイント費については、売上収益に含めております(売上収益から控除)。
Notes：・With the application of IFRS, point expenses, which had been included in advertising expenses, have been included in revenue (deducted from revenue).

9. 大丸松坂屋百貨店 従業員数 Daimaru Matsuzakaya Department Stores Number of Employees

注：・2017年6月より、入社後1年を経過した有期雇用の契約社員を対象に原則的に無期雇用とする専任社員制度を導入いたしました。
・大丸松坂屋百貨店の従業員数は、実人員を各社社員の所定労働時間に換算して算出しています(フルタイム換算)。女性社員数は実人員数です。
Notes：・In June 2017, the Company introduced a dedicated employee system to, in principle, convert fixed-term contract employees with one year's service to permanency.
・The numbers of employees of Daimaru Matsuzakaya Department Stores have been calculated by converting the actual numbers of employees into the fixed working hours (full-time working hours).
The numbers of female employees are actual numbers.

III. パルコ 個別決算 Parco Non-consolidated Results

1. パルコ 経営成績 Parco Business Performance

注：・(株)パルコ及び同社の子会社5社の連結子会社化に伴い、2012年度以降のパルコ単体業績を記載しています。
・売上高/営業収益、営業総利益、販売費及び一般管理費、営業利益、経常利益/税引前当期利益、当期純利益/親会社所有者に帰属する当期利益は、パルコ単体の数値です。なお日本基準の売上高は、テナント売上高とパルコ劇場などの売上高を合計した数値であり、国際会計基準の営業収益は、固定家賃を含むテナント家賃収入などと、出店テナントからの戻入項目を計上した数値であります。
・国際会計基準の減価償却費は、販売費及び一般管理費の減価償却費以外に、パルコ店舗の営業原価に含まれる減価償却費の合計です。
・店舗データ、既存店レジ客数対前年増減率、既存店客単価対前年増減率、パルコカード、及び従業員情報は、株式会社パルコ ショッピングセンターパルコの数値です。なお既存店レジ客数対前年増減率、既存店客単価対前年増減率は、「店舗総合売上高」/「テナント取扱高」における数値です。
・「店舗総合売上高」/「テナント取扱高」とは、テナント売上高にその他の売上高及び固定賃料テナントの売上を合算した数値です。また既存店レジ客数及び既存店客単価の対前年増減率は、新店舗、退店店舗などを除く既存店の対前年増減率を記載しています。
・店舗データは年度末の数字です。
・2017年度から国際会計基準(IFRS)を任意適用しております。
Note：・As Parco Co., Ltd. and its 5 subsidiaries were converted into consolidated subsidiaries, non-consolidated results of Parco in FY2012 and subsequent years are presented.
・Net sales / operating income, operating gross profit, SGA, operating profit, ordinary profit / profit before tax and profit / profit attributable to owners of parent are non-consolidated figures for Parco.
Net sales under Japanese GAAP are the sum of tenant sales and sales at Parco Theater and others. Lease revenue from tenants including fixed rent and reversal items from tenants are accounted for as operating income under IFRS.
・Depreciation under IFRS is the sum of depreciation included in SGA and depreciation included in operating costs of Parco stores.
・Store data, YoY changes in the number of existing store paying customers, YoY changes in existing store average spend per customer, Parco Card and employee information are the figures for Parco Shopping Complex Business. YoY changes in the number of existing store paying customers and YoY changes in existing store average spend per customer are "integrated store sales" / "tenant transaction volume."
・"Integrated store sales" / "tenant transaction volume" are the sum of tenant sales, other sales and sales of fixed rate tenants.
YoY changes in the number of existing store paying customers and YoY changes in existing store average spend per customer exclude newly opened and closed stores.
・Store date are as of the end of the fiscal year.
・Parco has voluntarily applied IFRS since FY2017.