

---

# DATA BOOK

---

2020年4月1日～2021年3月31日  
April 1, 2020 ~ March 31, 2021

株式会社ユナイテッドアローズ  
**UNITED ARROWS LTD.**

<http://www.united-arrows.co.jp/>



UNITED ARROWS LTD.

## 目次 CONTENTS

|                                                                                               |    |
|-----------------------------------------------------------------------------------------------|----|
| I. 連結 財務・業績の推移 Consolidated Financial Performance                                             |    |
| 1. 損益計算書 Income Statement                                                                     | 1  |
| 2. 貸借対照表 Balance Sheet                                                                        |    |
| 3. 1株当たり情報 Per share data                                                                     | 2  |
| 4. キャッシュ・フロー Cash flows                                                                       |    |
| 5. 販売費及び一般管理費 SGA expenses                                                                    |    |
| 6. 設備投資額と減価償却費 Capital expenditures and Depreciation                                          | 3  |
| 7. 主な経営指標等の推移 Financial Indicators                                                            |    |
| II. 単体 営業の概況 Non-Consolidated Operation Review                                                |    |
| 1. 事業本部別 売上推移 Sales Trend by Business Unit                                                    | 4  |
| 2. 売上高・客数・客単価前期比推移(%) Net Sales, Number of Customers, and Average Spending per Customer (YoY) | 5  |
| 3. チャンネル別・小売エリア別売上高 Sales by Sales Channel and Retail Area                                    | 8  |
| 4. 品目別売上高 Sales by Category                                                                   | 12 |
| 5. 単位当たり売上高(直営店) Efficiency of Sales (Directly Operated Stores)                               | 14 |
| 6. 売場面積、従業員数 Sales Area and Number of Employees                                               | 15 |
| 7. 設備投資の状況 Capital Expenditures                                                               | 16 |

注:

- ・連結売上高には、株式会社フィーゴ(2006/3期～2021/3期)、株式会社コーエン(2009/3期～)、台湾聯合艾諾股份有限公司(2014/3期～)、(株)Designes(2017/3期～2020/3期)、CHROME HEARTS JP合同会社(2017/3期～2020/12期)の売上高が含まれております。
- ・2016年10月にクロムハーツ事業の会社分割を行なったため、2017/3期の下期より単体売上高には同事業の売上高が含まれておりません。
- ・「ビジネスユニット計」には、小売、ネット通販、卸売等の売上が含まれております。また、「その他」の売上高には、アウトレット、催事販売等の売上が含まれております。
- ・2019/3期より、開示セグメントをユナイテッドアローズ、グリーンレーベル リラクシング、スモールビジネスユニットから第一事業本部、第二事業本部に変更しました。
- ・第一事業本部には「ユナイテッドアローズ」、「ビューティ&ユース ユナイテッドアローズ」、「ドゥロワー」、「オデット エ オディール」、「ブラミンク」が含まれます。
- ・第二事業本部には「ユナイテッドアローズ グリーンレーベル リラクシング」、「エメル リファインズ」、「ザ ステーション ストア ユナイテッドアローズ」が含まれます。

Note:

- ・ Consolidated sales include the sales of FIGO CO.,LTD. (from FY2006 to FY2021), COEN CO.,LTD. (from FY2009), UNITED ARROWS TAIWAN LTD. (from FY2014), Designs & Co. (from FY2017 to FY 2020), and CHROME HEARTS JP, GK (from FY2017 to FY2020).
- ・ UNITED ARROWS LTD. took steps to spin off the CHROME HEARTS business in October 2016. As a result, CHROME HEARTS business sales are not included in the Company's non-consolidated net sales effective from 2H of FY2017
- ・ "Total business units sales" includes the sales of retail, online sales, wholesale, etc. "Other sales" includes the sales of outlet stores and special events.
- ・ We have changed our disclosure segment from UNITED ARROWS, green label relaxing, and SBU to Business Unit I and Business Unit II since FY2019
- ・ Business Unit I: UNITED ARROWS, BEAUTY&YOUTH UNITED ARROWS, DRAWER, Odette e Odile, BLAMINK
- ・ Business Unit II: green label relaxing, EMMEL REFINES, THE STATION STORE UNITED ARROWS LTD.

## I. 連結 財務・業績の推移 Consolidated Financial Performance

## 1. 損益計算書 Income Statement

(単位: 百万円 / millions of yen)

|                                             |                        | FY2012  | FY2013  | FY2014  | FY2015  | FY2016  | FY2017  | FY2018  | FY2019  | FY2020  | FY2021  |
|---------------------------------------------|------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| 売上高                                         |                        | 102,052 | 115,041 | 128,489 | 131,029 | 140,919 | 145,535 | 154,409 | 158,918 | 157,412 | 121,712 |
| Net sales                                   | 前期比 YoY (%)            | 112.7   | 112.7   | 111.7   | 102.0   | 107.5   | 103.3   | 106.1   | 102.9   | 99.1    | 77.3    |
| 売上総利益                                       |                        | 55,661  | 62,619  | 68,492  | 68,046  | 71,573  | 74,155  | 79,507  | 81,760  | 79,983  | 55,020  |
| Gross profit                                | 売上比 Ratio to Sales (%) | 54.5    | 54.4    | 53.3    | 51.9    | 50.8    | 51.0    | 51.5    | 51.4    | 50.8    | 45.2    |
|                                             | 前期比 YoY (%)            | 116.0   | 112.5   | 109.4   | 99.3    | 105.2   | 103.6   | 107.2   | 102.8   | 97.8    | 68.8    |
| 販売費及び一般管理費                                  |                        | 45,468  | 50,056  | 54,842  | 56,695  | 60,501  | 64,990  | 68,989  | 70,696  | 71,224  | 61,634  |
| SGA expenses                                | 売上比 Ratio to Sales (%) | 44.6    | 43.5    | 42.7    | 43.3    | 42.9    | 44.7    | 44.7    | 44.5    | 45.2    | 50.6    |
|                                             | 前期比 YoY (%)            | 111.9   | 110.1   | 109.6   | 103.4   | 106.7   | 107.4   | 106.2   | 102.5   | 100.7   | 86.5    |
| 営業利益                                        |                        | 10,193  | 12,562  | 13,649  | 11,351  | 11,071  | 9,165   | 10,518  | 11,063  | 8,758   | △ 6,613 |
| Operating income                            | 売上比 Ratio to Sales (%) | 10.0    | 10.9    | 10.6    | 8.7     | 7.9     | 6.3     | 6.8     | 7.0     | 5.6     | -       |
|                                             | 前期比 YoY (%)            | 138.0   | 123.2   | 108.7   | 83.2    | 97.5    | 82.8    | 114.8   | 105.2   | 79.2    | -       |
| 経常利益                                        |                        | 10,272  | 12,582  | 13,739  | 11,542  | 11,175  | 9,420   | 10,775  | 11,312  | 8,803   | △ 4,878 |
| Ordinary income                             | 売上比 Ratio to Sales (%) | 10.1    | 10.9    | 10.7    | 8.8     | 7.9     | 6.5     | 7.0     | 7.1     | 5.6     | -       |
|                                             | 前期比 YoY (%)            | 141.9   | 122.5   | 109.2   | 84.0    | 96.8    | 84.3    | 114.4   | 105.0   | 77.8    | -       |
| 親会社株主に帰属する当期純利益                             |                        | 5,016   | 7,316   | 7,920   | 6,332   | 6,494   | 5,191   | 5,247   | 6,417   | 3,522   | △ 7,197 |
| Net income attributable to owners of parent | 売上比 Ratio to Sales (%) | 4.9     | 6.4     | 6.2     | 4.8     | 4.6     | 3.6     | 3.4     | 4.0     | 2.2     | -       |
|                                             | 前期比 YoY (%)            | 139.5   | 145.9   | 108.3   | 79.9    | 102.6   | 79.9    | 101.1   | 122.3   | 54.9    | -       |

## 2. 貸借対照表 Balance Sheet

(単位: 百万円 / millions of yen)

|                         |             | FY2012 | FY2013 | FY2014 | FY2015 | FY2016 | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 |
|-------------------------|-------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| 総資産                     |             | 51,278 | 54,395 | 59,296 | 62,020 | 63,877 | 67,799 | 67,107 | 70,738 | 70,007 | 63,619 |
| Total assets            | 前期比 YoY (%) | 112.2  | 106.1  | 109.0  | 104.6  | 103.0  | 106.1  | 99.0   | 105.4  | 99.0   | 90.9   |
| 流動資産                    |             | 33,207 | 34,989 | 38,791 | 41,438 | 42,367 | 45,152 | 45,878 | 44,533 | 45,997 | 39,745 |
| Current assets          | 前期比 YoY (%) | 117.2  | 105.4  | 110.9  | 106.8  | 102.2  | 106.6  | 101.6  | 97.1   | 103.3  | 86.4   |
| 固定資産                    |             | 18,071 | 19,405 | 20,504 | 20,582 | 21,510 | 22,646 | 21,228 | 26,205 | 24,009 | 23,874 |
| Non-current assets      | 前期比 YoY (%) | 104.0  | 107.4  | 105.7  | 100.4  | 104.5  | 105.3  | 93.7   | 123.4  | 91.6   | 99.4   |
| 流動負債                    |             | 25,696 | 25,724 | 25,120 | 24,101 | 24,964 | 29,805 | 27,213 | 27,082 | 23,658 | 29,564 |
| Current liabilities     | 前期比 YoY (%) | 93.5   | 100.1  | 97.7   | 95.9   | 103.6  | 119.4  | 91.3   | 99.5   | 87.4   | 125.0  |
| 固定負債                    |             | 6,290  | 3,267  | 2,642  | 6,731  | 5,152  | 7,012  | 5,203  | 4,078  | 4,275  | 4,210  |
| Non-current liabilities | 前期比 YoY (%) | 201.1  | 51.9   | 80.9   | 254.7  | 76.5   | 136.1  | 74.2   | 78.4   | 104.8  | 98.5   |
| 株主資本合計                  |             | 19,262 | 25,384 | 31,523 | 31,107 | 33,838 | 30,673 | 33,714 | 37,810 | 38,634 | 29,868 |
| Shareholders' equity    | 前期比 YoY (%) | 127.5  | 131.8  | 124.2  | 98.7   | 108.8  | 90.6   | 109.9  | 112.1  | 102.2  | 77.3   |
| 純資産合計                   |             | 19,291 | 25,403 | 31,532 | 31,186 | 33,760 | 30,980 | 34,690 | 39,578 | 42,072 | 29,844 |
| Total net assets        | 前期比 YoY (%) | 127.7  | 131.7  | 124.1  | 98.9   | 108.3  | 91.8   | 112.0  | 114.1  | 106.3  | 70.9   |
| たな卸資産                   |             | 15,753 | 17,480 | 20,372 | 23,474 | 23,966 | 26,210 | 24,799 | 24,988 | 27,949 | 19,914 |
| Inventory               | 前期比 YoY (%) | 99.3   | 111.0  | 116.5  | 115.2  | 102.1  | 109.4  | 94.6   | 100.8  | 111.8  | 71.3   |
| 有利子負債                   |             | 10,114 | 7,773  | 5,081  | 10,500 | 6,146  | 13,792 | 5,000  | 3,600  | 4,600  | 15,600 |
| Interest-bearing debt   | 前期比 YoY (%) | 62.7   | 76.8   | 65.4   | 206.6  | 58.5   | 224.4  | 36.3   | 72.0   | 127.8  | 339.1  |

注: 「『税効果会計に係る会計基準』の一部改正」(企業会計基準第28号 2018年2月16日)をFY2019より適用しておりますが、前年度実績の訴求修正はしておりません。

Note: ASBJ Statement No. 28, Partial Amendments to Accounting Standard for Tax Effect Accounting have been adopted from FY2019. FY2018 results are not restated retroactively.

## 3. 1株当たり情報 Per share data

|                                   |             | FY2012 | FY2013 | FY2014 | FY2015   | FY2016   | FY2017   | FY2018   | FY2019   | FY2020   | FY2021   |
|-----------------------------------|-------------|--------|--------|--------|----------|----------|----------|----------|----------|----------|----------|
| 1株当たり当期純利益(円)                     |             | 158.74 | 230.80 | 248.80 | 199.53   | 214.87   | 174.57   | 185.08   | 226.20   | 124.15   | △ 252.74 |
| Earnings per share (EPS) (yen)    | 前期比 YoY (%) | 163.6  | 145.4  | 107.8  | 80.2     | 107.7    | 81.2     | 106.0    | 122.2    | 54.9     | -        |
| 1株当たり純資産額(円)                      |             | 609.66 | 799.65 | 990.22 | 1,019.68 | 1,117.23 | 1,081.49 | 1,186.01 | 1,333.16 | 1,362.01 | 1,045.93 |
| Book value per share (BPS) (yen)  | 前期比 YoY (%) | 127.4  | 131.2  | 123.8  | 103.0    | 109.6    | 96.8     | 109.7    | 112.4    | 102.2    | 76.8     |
| 1株当たり配当金(円)                       |             | 36.00  | 53.00  | 67.00  | 78.00    | 78.00    | 78.00    | 78.00    | 80.00    | 83.00    | 0.00     |
| Dividends per share (DPS) (yen)   | 前期比 YoY (%) | 124.1  | 147.2  | 126.4  | 116.4    | 100.0    | 100.0    | 100.0    | 102.6    | 103.8    | 0.0      |
| 配当性向(%) Dividend payout ratio (%) |             | 22.7   | 23.0   | 26.9   | 39.1     | 36.3     | 44.7     | 42.1     | 35.4     | 66.9     | -        |

## 4. キャッシュ・フロー Cash flows

(単位: 百万円 / millions of yen)

|                                                       |             | FY2012  | FY2013  | FY2014  | FY2015  | FY2016  | FY2017  | FY2018   | FY2019  | FY2020  | FY2021  |
|-------------------------------------------------------|-------------|---------|---------|---------|---------|---------|---------|----------|---------|---------|---------|
| 営業活動によるキャッシュ・フロー Cash flows from operating activities |             | 12,081  | 5,238   | 6,828   | 4,730   | 11,689  | 4,868   | 13,938   | 9,140   | 5,510   | △ 4,277 |
| 投資活動によるキャッシュ・フロー Cash flows from investing activities |             | △ 2,711 | △ 3,528 | △ 3,072 | △ 3,249 | △ 3,351 | △ 4,511 | △ 2,442  | △ 5,926 | △ 3,667 | △ 4,079 |
| 財務活動によるキャッシュ・フロー Cash flows from financing activities |             | △ 6,875 | △ 3,533 | △ 4,472 | △ 1,328 | △ 8,139 | △ 508   | △ 10,812 | △ 3,711 | △ 1,938 | 9,268   |
| 現金及び現金同等物期末残高                                         |             | 7,966   | 6,142   | 5,429   | 5,585   | 5,799   | 5,630   | 6,300    | 5,839   | 5,726   | 6,604   |
| Cash and cash equivalents at the term-end             | 前期比 YoY (%) | 145.6   | 77.1    | 88.4    | 90.9    | 103.8   | 97.1    | 111.9    | 92.7    | 98.1    | 115.3   |

## 5. 販売費及び一般管理費 SGA expenses

(単位: 百万円 / millions of yen)

|               |                        | FY2012 | FY2013 | FY2014 | FY2015 | FY2016 | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 |
|---------------|------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| 販売費及び一般管理費合計  |                        | 45,468 | 50,056 | 54,842 | 56,695 | 60,501 | 64,990 | 68,989 | 70,696 | 71,224 | 61,634 |
| SGA expenses  | 売上比 Ratio to Sales (%) | 44.6   | 43.5   | 42.7   | 43.3   | 42.9   | 44.7   | 44.7   | 44.5   | 45.2   | 50.6   |
|               | 前期比 YoY (%)            | 111.9  | 110.1  | 109.6  | 103.4  | 106.7  | 107.4  | 106.2  | 102.5  | 100.7  | 86.5   |
| 宣伝販促費         |                        | 3,012  | 2,969  | 2,803  | 2,454  | 2,621  | 3,193  | 3,469  | 3,543  | 4,263  | 3,378  |
| Advertisement | 売上比 Ratio to Sales (%) | 3.0    | 2.6    | 2.2    | 1.9    | 1.8    | 2.2    | 2.2    | 2.2    | 2.7    | 2.8    |
|               | 前期比 YoY (%)            | 153.1  | 98.6   | 94.4   | 87.5   | 106.8  | 121.8  | 108.6  | 102.1  | 120.3  | 79.3   |
| 人件費           |                        | 16,165 | 17,783 | 19,719 | 20,306 | 21,390 | 22,731 | 24,386 | 24,770 | 25,055 | 22,253 |
| Personnel     | 売上比 Ratio to Sales (%) | 15.8   | 15.5   | 15.4   | 15.5   | 15.2   | 15.6   | 15.8   | 15.6   | 15.9   | 18.3   |
|               | 前期比 YoY (%)            | 114.4  | 110.0  | 110.9  | 103.0  | 105.3  | 106.3  | 107.3  | 101.6  | 101.2  | 88.8   |
| 賃借料           |                        | 12,543 | 14,274 | 16,059 | 17,502 | 18,917 | 20,379 | 21,765 | 22,607 | 22,545 | 19,824 |
| Rent          | 売上比 Ratio to Sales (%) | 12.3   | 12.4   | 12.5   | 13.3   | 13.4   | 14.0   | 14.1   | 14.2   | 14.3   | 16.3   |
|               | 前期比 YoY (%)            | 109.8  | 113.8  | 112.5  | 109.0  | 108.1  | 107.7  | 106.8  | 103.9  | 99.7   | 87.9   |
| 減価償却費         |                        | 1,416  | 1,518  | 1,711  | 1,801  | 1,795  | 1,863  | 1,801  | 1,859  | 1,946  | 1,679  |
| Depreciation  | 売上比 Ratio to Sales (%) | 1.4    | 1.3    | 1.3    | 1.4    | 1.3    | 1.3    | 1.2    | 1.2    | 1.2    | 1.4    |
|               | 前期比 YoY (%)            | 103.9  | 107.2  | 112.7  | 105.2  | 99.7   | 103.8  | 96.7   | 103.2  | 104.7  | 86.3   |
| その他           |                        | 12,330 | 13,511 | 14,548 | 14,630 | 15,776 | 16,821 | 17,566 | 17,915 | 17,413 | 14,498 |
| Other         | 売上比 Ratio to Sales (%) | 12.1   | 11.7   | 11.3   | 11.2   | 11.2   | 11.6   | 11.4   | 11.3   | 11.1   | 11.9   |
|               | 前期比 YoY (%)            | 105.1  | 109.6  | 107.7  | 100.6  | 107.8  | 106.6  | 104.4  | 102.0  | 97.2   | 83.3   |

## 6. 設備投資額と減価償却費 Capital expenditures and Depreciation

(単位: 百万円 / millions of yen)

|                      |                        | FY2012 | FY2013 | FY2014 | FY2015 | FY2016 | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 |
|----------------------|------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| 設備投資額                |                        | 2,576  | 2,809  | 3,419  | 2,453  | 3,479  | 4,445  | 3,053  | 5,833  | 2,292  | 1,986  |
| Capital expenditures | 売上比 Ratio to Sales (%) | 2.5    | 2.4    | 2.7    | 1.9    | 2.5    | 3.1    | 2.0    | 3.7    | 1.5    | 1.6    |
|                      | 前期比 YoY (%)            | 60.6   | 109.1  | 121.7  | 71.7   | 141.8  | 127.8  | 68.7   | 191.0  | 39.3   | 86.6   |
| 減価償却費                |                        | 1,416  | 1,518  | 1,711  | 1,801  | 1,795  | 1,863  | 1,801  | 1,859  | 1,946  | 1,679  |
| Depreciation         | 売上比 Ratio to Sales (%) | 1.4    | 1.3    | 1.3    | 1.4    | 1.3    | 1.3    | 1.2    | 1.2    | 1.2    | 1.4    |
|                      | 前期比 YoY (%)            | 103.9  | 107.2  | 112.7  | 105.2  | 99.7   | 103.8  | 96.7   | 103.2  | 104.7  | 86.3   |

注: 2011/3期の「設備投資額」には、資産除去債務に関する会計基準適用開始による資産除去債務の変動額1,619百万円が含まれております。

Note: In the period of FY2011, Capital expenditures includes change in asset retirement obligations fee of 1,619 million yen due to application of accounting standard regarding asset retirement obligations.

## 7. 主な経営指標等の推移 Financial Indicators

|             |                                       |          | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 |
|-------------|---------------------------------------|----------|--------|--------|--------|--------|--------|
| 総資産回転率      | Total assets turnover                 | 回(times) | 2.1    | 2.3    | 2.2    | 2.2    | 1.9    |
| たな卸資産回転率 *1 | Inventory turnover *1                 | 回(times) | 5.8    | 6.1    | 6.4    | 5.9    | 5.1    |
| 自己資本当期純利益率  | Return on equity (ROE)                | %        | 16.1   | 16.3   | 18.0   | 9.2    | △ 21.0 |
| 総資産経常利益率    | Ordinary income to total assets (ROA) | %        | 14.3   | 16.0   | 16.4   | 12.5   | △ 7.3  |
| 投資収益率 *2    | Return on investment (ROI) *2         | %        | 20.5   | 28.6   | 27.8   | 19.4   | △ 9.4  |
| 自己資本比率      | Equity ratio                          | %        | 45.2   | 50.1   | 53.5   | 55.2   | 46.9   |
| 負債資本比率 *3   | Debt equity ratio *3                  | %        | 118.8  | 93.4   | 78.7   | 66.4   | 113.2  |
| 流動比率        | Current ratio                         | %        | 151.5  | 168.6  | 164.4  | 194.4  | 134.4  |
| 固定比率        | Fixed assets ratio                    | %        | 73.1   | 61.2   | 66.2   | 57.1   | 80.0   |
| 純資産配当率      | Dividend on equity ratio (DOE)        | %        | 7.3    | 6.6    | 6.0    | 6.1    | —      |
| 総店舗数        | Number of stores                      |          | 360    | 347    | 358    | 359    | 330    |
| 従業員数        | Number of employees                   |          | 4,427  | 4,518  | 4,605  | 4,848  | 4,641  |

\*1 たな卸資産回転率＝売上高÷たな卸資産期中平均

\*2 投資収益率＝(経常利益＋支払利息)÷(有利子負債＋自己資本期中平均)×100

\*3 負債資本比率＝(流動負債＋固定負債)÷自己資本×100

\*1 Inventory turnover = Net sales ÷ Inventory (yearly average)

\*2 Return on investment = (Ordinary income + Interest expenses) ÷ (Interest-bearing debt + Shareholders'equity (yearly average)) × 100

\*3 Debt equity ratio = (Current liabilities + Noncurrent liabilities) ÷ Shareholders'equity × 100

## Ⅱ. 単体 営業の概況 Non-Consolidated Operation Review

## 1. 事業本部別 売上推移 Sales Trend by Business Unit

(単位: 百万円 / millions of yen)

|                            |                        | FY2012 | FY2013  | FY2014  | FY2015  | FY2016  | FY2017  | FY2018  | FY2019  | FY2020  | FY2021  |
|----------------------------|------------------------|--------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| 売上高(単体)                    |                        | 95,406 | 106,605 | 118,212 | 118,657 | 127,879 | 126,072 | 128,356 | 131,476 | 129,402 | 101,929 |
| Non-consolidated net sales | 前期比 YoY (%)            | 112.1  | 111.7   | 110.9   | 100.4   | 107.8   | 98.6    | 101.8   | 102.4   | 98.4    | 78.8    |
| ビジネスユニット計                  |                        | 83,335 | 92,783  | 103,511 | 103,914 | 111,152 | 108,979 | 109,554 | 112,779 | 111,162 | 85,878  |
| Total business units       | 売上比 Ratio to Sales (%) | 87.3   | 87.0    | 87.6    | 87.6    | 86.9    | 86.4    | 85.4    | 85.8    | 85.9    | 84.3    |
|                            | 前期比 YoY (%)            | 113.3  | 111.3   | 111.6   | 100.4   | 107.0   | 98.0    | 100.5   | 102.9   | 98.6    | 77.3    |
| 第一事業本部                     |                        | —      | —       | —       | —       | —       | —       | —       | 73,169  | 72,449  | 58,542  |
| Business Unit I            | 売上比 Ratio to Sales (%) | —      | —       | —       | —       | —       | —       | —       | 55.7    | 56.0    | 57.5    |
|                            | 前期比 YoY (%)            | —      | —       | —       | —       | —       | —       | —       | 106.4   | 99.0    | 80.8    |
| 第二事業本部                     |                        | —      | —       | —       | —       | —       | —       | —       | 39,610  | 38,712  | 27,335  |
| Business Unit II           | 売上比 Ratio to Sales (%) | —      | —       | —       | —       | —       | —       | —       | 30.1    | 29.9    | 26.8    |
|                            | 前期比 YoY (%)            | —      | —       | —       | —       | —       | —       | —       | 107.2   | 97.7    | 70.6    |
| その他                        |                        | 12,071 | 13,822  | 14,700  | 14,742  | 16,727  | 17,093  | 18,802  | 18,697  | 18,240  | 16,050  |
| Other                      | 売上比 Ratio to Sales (%) | 12.7   | 13.0    | 12.4    | 12.4    | 13.1    | 13.6    | 14.6    | 14.2    | 14.1    | 15.7    |
|                            | 前期比 YoY (%)            | 104.6  | 114.5   | 106.4   | 100.3   | 113.5   | 102.2   | 110.0   | 99.4    | 97.6    | 88.0    |

## 2. 売上高・客数・客単価前期比推移(%) Net Sales, Number of Customers, and Average Spending per Customer (YoY)

### (1) 全事業 All Business Units

#### ① ビジネスユニット計 Total Business Units

|                                      |           | 4月 Apr. | 5月 May | 6月 June | 7月 July | 8月 Aug. | 9月 Sep. | 10月 Oct. | 11月 Nov. | 12月 Dec. | 1月 Jan. | 2月 Feb. | 3月 Mar. | 1Q    | 2Q    | 3Q    | 4Q    | 1H    | 2H    | Total |
|--------------------------------------|-----------|---------|--------|---------|---------|---------|---------|----------|----------|----------|---------|---------|---------|-------|-------|-------|-------|-------|-------|-------|
| 売上高<br>Sales                         | 18/4～19/3 | 104.0   | 99.9   | 106.7   | 99.8    | 105.5   | 101.5   | 102.2    | 99.4     | 104.1    | 105.7   | 103.6   | 104.0   | 103.5 | 101.8 | 101.9 | 104.6 | 102.7 | 103.2 | 102.9 |
|                                      | 19/4～20/3 | 100.1   | 105.6  | 105.0   | 99.3    | 114.3   | 106.6   | 87.0     | 97.7     | 98.9     | 98.4    | 104.0   | 76.7    | 103.6 | 105.8 | 95.2  | 92.0  | 104.7 | 93.7  | 98.6  |
|                                      | 20/4～21/3 | 36.7    | 51.2   | 95.9    | 85.0    | 85.0    | 72.0    | 92.9     | 79.4     | 78.7     | 73.8    | 81.1    | 98.7    | 62.1  | 80.5  | 82.6  | 83.0  | 71.1  | 82.8  | 77.3  |
| 買上客数<br>Number of customers          | 18/4～19/3 | 104.5   | 97.6   | 103.4   | 94.7    | 103.1   | 96.5    | 99.1     | 95.6     | 98.6     | 101.3   | 99.7    | 101.2   | 101.7 | 97.4  | 97.8  | 100.9 | 99.4  | 99.3  | 99.4  |
|                                      | 19/4～20/3 | 96.2    | 103.2  | 103.9   | 94.7    | 114.8   | 98.9    | 85.3     | 95.6     | 94.7     | 95.4    | 109.1   | 86.2    | 101.3 | 101.6 | 92.2  | 95.6  | 101.4 | 93.9  | 97.8  |
|                                      | 20/4～21/3 | 46.8    | 63.8   | 113.8   | 89.4    | 95.2    | 85.5    | 98.9     | 85.9     | 82.7     | 76.8    | 89.0    | 98.2    | 77.5  | 90.3  | 88.1  | 86.0  | 84.2  | 87.0  | 85.5  |
| 客単価<br>Average spending per customer | 18/4～19/3 | 99.7    | 101.7  | 102.5   | 104.4   | 102.2   | 105.3   | 102.4    | 102.1    | 103.2    | 103.2   | 103.4   | 102.0   | 101.4 | 104.1 | 102.6 | 102.9 | 102.9 | 102.5 | 102.7 |
|                                      | 19/4～20/3 | 102.9   | 101.4  | 100.8   | 103.6   | 99.0    | 106.1   | 99.9     | 100.4    | 104.2    | 102.1   | 93.9    | 86.5    | 101.5 | 103.0 | 101.9 | 94.7  | 102.2 | 98.3  | 99.6  |
|                                      | 20/4～21/3 | 68.9    | 70.9   | 81.7    | 94.1    | 88.5    | 84.4    | 94.9     | 93.8     | 95.1     | 94.8    | 90.0    | 101.4   | 74.4  | 88.6  | 94.4  | 95.9  | 81.5  | 95.2  | 89.0  |

・ビジネスユニット計 客数、客単価は小売＋ネット通販（ユナイテッドアローズ オンラインストア＋ZOZOTOWN）から算出しています。

・Purchasing customers and average spending per customer for total business units are calculated from retail and online (UNITED ARROWS ONLINE STORE and ZOZOTOWN).

#### ② 既存店 Existing Stores

|                                   |           | 4月 Apr. | 5月 May | 6月 June | 7月 July | 8月 Aug. | 9月 Sep. | 10月 Oct. | 11月 Nov. | 12月 Dec. | 1月 Jan. | 2月 Feb. | 3月 Mar. | 1Q    | 2Q    | 3Q    | 4Q    | 1H    | 2H    | Total |
|-----------------------------------|-----------|---------|--------|---------|---------|---------|---------|----------|----------|----------|---------|---------|---------|-------|-------|-------|-------|-------|-------|-------|
| 売上高 Sales                         |           |         |        |         |         |         |         |          |          |          |         |         |         |       |       |       |       |       |       |       |
| 小売＋ネット通販<br>Retail and online     | 18/4～19/3 | 105.8   | 103.5  | 112.1   | 104.5   | 111.7   | 107.4   | 104.1    | 102.0    | 106.8    | 110.3   | 106.2   | 103.3   | 106.9 | 107.3 | 104.4 | 106.8 | 107.1 | 105.5 | 106.2 |
|                                   | 19/4～20/3 | 98.9    | 104.3  | 103.7   | 97.1    | 112.3   | 109.2   | 92.0     | 101.7    | 98.0     | 97.2    | 101.9   | 75.9    | 102.2 | 104.9 | 97.6  | 90.7  | 103.5 | 94.4  | 98.3  |
|                                   | 20/4～21/3 | 37.6    | 52.6   | 96.0    | 84.7    | 85.4    | 66.0    | 83.5     | 72.7     | 78.3     | 74.6    | 82.0    | 99.0    | 62.9  | 78.7  | 77.7  | 83.7  | 70.3  | 80.4  | 75.7  |
| 小売<br>Retail                      | 18/4～19/3 | 103.3   | 99.2   | 107.1   | 100.1   | 108.2   | 104.5   | 101.1    | 97.9     | 101.9    | 100.5   | 101.4   | 100.0   | 102.9 | 103.6 | 100.4 | 100.5 | 103.2 | 100.4 | 101.6 |
|                                   | 19/4～20/3 | 94.0    | 100.4  | 101.2   | 92.9    | 104.2   | 97.9    | 85.3     | 94.8     | 96.1     | 96.7    | 94.5    | 59.8    | 98.3  | 97.5  | 92.6  | 82.5  | 97.9  | 88.2  | 92.4  |
|                                   | 20/4～21/3 | 8.6     | 18.5   | 79.1    | 72.7    | 70.9    | 65.8    | 84.6     | 72.4     | 70.3     | 54.9    | 68.0    | 110.0   | 36.2  | 69.8  | 74.8  | 73.5  | 51.6  | 74.2  | 63.5  |
| ネット通販<br>Online                   | 18/4～19/3 | 117.3   | 120.2  | 127.7   | 118.7   | 122.7   | 115.3   | 115.9    | 117.9    | 125.9    | 137.9   | 118.6   | 114.3   | 122.0 | 118.6 | 120.4 | 125.2 | 120.3 | 122.8 | 121.7 |
|                                   | 19/4～20/3 | 117.4   | 116.8  | 110.1   | 109.5   | 134.9   | 152.0   | 124.7    | 132.1    | 104.4    | 98.3    | 118.7   | 123.9   | 114.5 | 127.8 | 117.3 | 111.0 | 120.7 | 113.8 | 116.8 |
|                                   | 20/4～21/3 | 125.1   | 148.4  | 143.5   | 115.4   | 115.6   | 66.5    | 79.7     | 73.7     | 101.7    | 119.1   | 105.5   | 81.8    | 139.6 | 100.9 | 87.0  | 102.9 | 120.5 | 95.6  | 106.8 |
| 買上客数 Number of customers          |           |         |        |         |         |         |         |          |          |          |         |         |         |       |       |       |       |       |       |       |
| 小売＋ネット通販<br>Retail and online     | 18/4～19/3 | 106.9   | 102.3  | 109.1   | 99.7    | 109.9   | 102.6   | 102.0    | 99.6     | 102.0    | 106.9   | 103.3   | 100.2   | 106.0 | 103.2 | 101.2 | 103.9 | 104.6 | 102.6 | 103.6 |
|                                   | 19/4～20/3 | 95.2    | 102.3  | 102.5   | 93.0    | 113.2   | 103.6   | 91.8     | 100.5    | 94.1     | 94.3    | 108.2   | 87.2    | 100.2 | 101.2 | 95.4  | 95.2  | 100.7 | 95.3  | 98.0  |
|                                   | 20/4～21/3 | 48.3    | 66.0   | 114.7   | 89.7    | 96.2    | 78.1    | 86.8     | 77.8     | 83.6     | 78.6    | 91.8    | 98.7    | 79.0  | 89.0  | 82.6  | 87.7  | 84.1  | 85.2  | 84.6  |
| 小売<br>Retail                      | 18/4～19/3 | 104.7   | 98.5   | 106.5   | 98.4    | 109.6   | 103.5   | 101.3    | 98.1     | 101.6    | 98.3    | 100.6   | 97.5    | 103.0 | 102.6 | 100.4 | 98.5  | 102.8 | 99.5  | 101.1 |
|                                   | 19/4～20/3 | 91.5    | 99.3   | 100.4   | 88.0    | 104.0   | 89.6    | 83.1     | 92.9     | 91.4     | 91.8    | 94.0    | 63.2    | 97.1  | 92.8  | 89.5  | 82.9  | 94.9  | 86.3  | 90.6  |
|                                   | 20/4～21/3 | 8.5     | 20.1   | 91.9    | 73.0    | 77.1    | 72.1    | 87.4     | 74.3     | 70.3     | 55.1    | 70.2    | 109.6   | 43.3  | 74.0  | 76.2  | 72.5  | 58.3  | 74.5  | 65.8  |
| ネット通販<br>Online                   | 18/4～19/3 | 114.8   | 114.1  | 115.5   | 103.3   | 110.4   | 100.6   | 103.9    | 104.1    | 103.2    | 130.2   | 108.0   | 107.2   | 114.8 | 104.6 | 103.7 | 116.9 | 109.2 | 110.9 | 110.1 |
|                                   | 19/4～20/3 | 106.4   | 110.7  | 107.5   | 106.9   | 134.0   | 147.5   | 130.4    | 133.9    | 103.0    | 99.9    | 133.1   | 148.0   | 108.2 | 124.1 | 118.5 | 122.1 | 116.2 | 120.7 | 118.4 |
|                                   | 20/4～21/3 | 153.5   | 181.3  | 171.9   | 131.5   | 129.4   | 91.0    | 85.0     | 88.7     | 122.2    | 128.7   | 116.6   | 86.2    | 170.0 | 121.3 | 101.3 | 110.7 | 144.0 | 107.2 | 125.8 |
| 客単価 Average spending per customer |           |         |        |         |         |         |         |          |          |          |         |         |         |       |       |       |       |       |       |       |
| 小売＋ネット通販<br>Retail and online     | 18/4～19/3 | 98.6    | 100.1  | 101.3   | 103.2   | 100.9   | 103.9   | 100.6    | 100.2    | 101.9    | 101.6   | 102.2   | 102.2   | 99.9  | 102.8 | 100.9 | 101.7 | 101.4 | 101.1 | 101.1 |
|                                   | 19/4～20/3 | 102.5   | 100.9  | 100.5   | 103.2   | 98.5    | 103.3   | 98.7     | 99.3     | 104.2    | 101.9   | 92.9    | 85.4    | 101.1 | 102.3 | 101.2 | 94.0  | 101.6 | 97.9  | 99.2  |
|                                   | 20/4～21/3 | 68.9    | 71.1   | 81.2    | 93.6    | 87.8    | 84.2    | 96.6     | 94.6     | 94.0     | 93.4    | 88.4    | 101.5   | 74.2  | 87.7  | 94.8  | 95.0  | 80.6  | 94.5  | 88.0  |
| 小売<br>Retail                      | 18/4～19/3 | 98.7    | 100.7  | 100.5   | 101.8   | 98.7    | 101.0   | 99.8     | 99.8     | 100.3    | 102.2   | 100.8   | 102.5   | 99.9  | 101.0 | 99.9  | 102.0 | 100.4 | 100.9 | 100.5 |
|                                   | 19/4～20/3 | 102.7   | 101.1  | 100.8   | 105.5   | 100.2   | 109.3   | 102.6    | 102.0    | 105.1    | 105.3   | 100.5   | 94.7    | 101.3 | 105.0 | 103.5 | 99.5  | 103.2 | 102.2 | 102.0 |
|                                   | 20/4～21/3 | 100.9   | 92.0   | 86.1    | 99.6    | 91.9    | 91.4    | 96.8     | 97.5     | 100.0    | 99.5    | 96.9    | 100.4   | 83.7  | 94.4  | 98.1  | 101.3 | 88.6  | 99.6  | 96.5  |
| ネット通販<br>Online                   | 18/4～19/3 | 101.8   | 103.0  | 106.7   | 109.5   | 108.6   | 112.3   | 105.1    | 104.0    | 109.8    | 104.5   | 109.0   | 104.8   | 104.0 | 109.8 | 106.6 | 105.8 | 107.2 | 105.7 | 106.4 |
|                                   | 19/4～20/3 | 107.5   | 104.0  | 101.6   | 99.7    | 101.6   | 106.4   | 98.8     | 102.1    | 103.6    | 94.6    | 88.3    | 89.7    | 104.1 | 102.6 | 101.1 | 91.1  | 102.9 | 95.0  | 98.7  |
|                                   | 20/4～21/3 | 83.9    | 83.4   | 83.3    | 91.8    | 91.3    | 71.9    | 94.0     | 90.0     | 91.3     | 99.4    | 93.0    | 94.1    | 83.3  | 86.3  | 92.9  | 96.4  | 85.6  | 94.5  | 88.6  |

・ネット通販の買上客数、客単価については、ユナイテッドアローズ オンラインストアとZOZOTOWNから算出しています。

・Purchasing customers and average spending per customer for online have been calculated from UNITED ARROWS LTD. ONLINE STORE and ZOZOTOWN.

## (2)第一事業本部 Business Unit I

## ①ビジネスユニット計 Total Business Units

|                               |           | 4月 Apr. | 5月 May | 6月 June | 7月 July | 8月 Aug. | 9月 Sep. | 10月 Oct. | 11月 Nov. | 12月 Dec. | 1月 Jan. | 2月 Feb. | 3月 Mar. | 1Q    | 2Q    | 3Q    | 4Q    | 1H    | 2H    | Total |
|-------------------------------|-----------|---------|--------|---------|---------|---------|---------|----------|----------|----------|---------|---------|---------|-------|-------|-------|-------|-------|-------|-------|
| 売上高                           | 18/4～19/3 | 107.4   | 104.8  | 112.6   | 105.6   | 114.1   | 106.0   | 107.0    | 101.2    | 105.9    | 109.5   | 103.1   | 102.1   | 108.3 | 108.0 | 104.7 | 105.4 | 108.2 | 105.0 | 106.4 |
| Sales                         | 19/4～20/3 | 101.9   | 104.7  | 103.0   | 100.0   | 108.6   | 109.4   | 87.0     | 98.7     | 98.8     | 97.3    | 104.1   | 81.6    | 103.2 | 105.6 | 95.5  | 93.6  | 104.4 | 94.6  | 99.0  |
|                               | 20/4～21/3 | 37.0    | 55.9   | 99.7    | 86.5    | 88.6    | 75.2    | 98.4     | 85.5     | 81.8     | 78.9    | 85.8    | 98.4    | 65.1  | 83.2  | 87.3  | 86.4  | 74.1  | 86.9  | 80.8  |
| 買上客数                          | 18/4～19/3 | 109.4   | 100.9  | 109.5   | 99.6    | 114.1   | 102.9   | 104.5    | 98.4     | 101.6    | 103.7   | 96.9    | 97.0    | 106.4 | 104.7 | 101.4 | 100.0 | 105.5 | 100.7 | 103.1 |
| Number of customers           | 19/4～20/3 | 93.8    | 100.7  | 100.3   | 94.0    | 96.9    | 93.2    | 80.9     | 91.5     | 91.4     | 93.5    | 95.6    | 66.1    | 98.4  | 94.8  | 88.5  | 85.5  | 96.5  | 87.0  | 92.0  |
|                               | 20/4～21/3 | 8.2     | 22.3   | 94.9    | 73.9    | 84.0    | 78.5    | 94.8     | 80.7     | 73.3     | 58.1    | 73.8    | 108.4   | 44.6  | 78.3  | 81.1  | 74.1  | 61.9  | 77.7  | 69.1  |
| 客単価                           | 18/4～19/3 | 95.5    | 99.1   | 98.2    | 101.4   | 96.5    | 100.1   | 100.5    | 100.5    | 99.8     | 98.8    | 103.4   | 103.5   | 97.7  | 99.5  | 100.2 | 101.2 | 98.6  | 100.7 | 99.5  |
| Average spending per customer | 19/4～20/3 | 104.3   | 100.6  | 101.4   | 103.4   | 105.1   | 113.8   | 105.4    | 105.6    | 106.0    | 104.5   | 101.2   | 97.3    | 101.9 | 107.2 | 105.8 | 100.3 | 104.6 | 103.6 | 103.3 |
|                               | 20/4～21/3 | 108.3   | 94.1   | 86.1    | 101.6   | 92.6    | 91.5    | 95.6     | 98.0     | 102.3    | 103.3   | 100.6   | 102.0   | 85.7  | 95.4  | 99.0  | 104.0 | 90.7  | 101.6 | 98.4  |

## ②既存店 Existing Stores

|                                   |           | 4月 Apr. | 5月 May | 6月 June | 7月 July | 8月 Aug. | 9月 Sep. | 10月 Oct. | 11月 Nov. | 12月 Dec. | 1月 Jan. | 2月 Feb. | 3月 Mar. | 1Q    | 2Q    | 3Q    | 4Q    | 1H    | 2H    | Total |
|-----------------------------------|-----------|---------|--------|---------|---------|---------|---------|----------|----------|----------|---------|---------|---------|-------|-------|-------|-------|-------|-------|-------|
| 売上高 Sales                         |           |         |        |         |         |         |         |          |          |          |         |         |         |       |       |       |       |       |       |       |
| 小売＋ネット通販                          | 18/4～19/3 | 106.9   | 105.7  | 115.8   | 107.0   | 116.5   | 108.5   | 105.9    | 101.6    | 106.6    | 111.0   | 104.8   | 102.7   | 109.2 | 110.1 | 104.8 | 106.6 | 109.6 | 105.6 | 107.3 |
| Retail and online                 | 19/4～20/3 | 101.2   | 104.2  | 102.2   | 98.5    | 107.7   | 112.3   | 92.8     | 102.9    | 98.4     | 96.6    | 102.7   | 79.8    | 102.5 | 105.2 | 98.3  | 92.3  | 103.8 | 95.6  | 99.2  |
|                                   | 20/4～21/3 | 38.0    | 58.0   | 99.6    | 86.1    | 88.6    | 67.2    | 87.5     | 77.6     | 80.7     | 78.3    | 86.0    | 96.9    | 66.1  | 80.3  | 81.4  | 85.8  | 72.9  | 83.4  | 78.5  |
| 小売                                | 18/4～19/3 | 104.4   | 100.9  | 110.4   | 102.2   | 112.4   | 104.0   | 103.0    | 99.0     | 102.1    | 103.1   | 102.0   | 101.1   | 104.9 | 105.6 | 101.4 | 102.1 | 105.3 | 101.7 | 103.2 |
| Retail                            | 19/4～20/3 | 96.5    | 100.5  | 99.8    | 95.0    | 99.8    | 101.5   | 86.3     | 96.0     | 96.5     | 96.8    | 94.4    | 61.9    | 98.9  | 98.3  | 93.6  | 83.9  | 98.6  | 89.4  | 93.4  |
|                                   | 20/4～21/3 | 8.5     | 21.4   | 80.4    | 73.4    | 73.9    | 69.5    | 88.2     | 77.7     | 73.6     | 58.1    | 71.8    | 109.9   | 37.7  | 72.1  | 78.8  | 75.8  | 54.0  | 77.6  | 66.4  |
| ネット通販                             | 18/4～19/3 | 118.5   | 122.8  | 131.9   | 121.8   | 129.1   | 120.2   | 117.5    | 110.8    | 125.7    | 132.4   | 111.7   | 107.8   | 124.8 | 123.3 | 118.3 | 119.0 | 124.0 | 118.7 | 121.0 |
| Online                            | 19/4～20/3 | 118.6   | 115.2  | 108.4   | 108.3   | 129.0   | 149.3   | 124.0    | 134.2    | 104.8    | 96.2    | 121.4   | 131.8   | 113.7 | 125.2 | 117.8 | 112.8 | 119.3 | 115.0 | 116.9 |
|                                   | 20/4～21/3 | 124.2   | 151.5  | 152.2   | 116.9   | 117.1   | 60.7    | 85.1     | 77.2     | 101.6    | 124.1   | 109.1   | 77.8    | 143.5 | 99.8  | 89.5  | 104.1 | 121.4 | 97.6  | 108.5 |
| 買上客数 Number of customers          |           |         |        |         |         |         |         |          |          |          |         |         |         |       |       |       |       |       |       |       |
| 小売                                | 18/4～19/3 | 109.0   | 101.4  | 111.9   | 100.4   | 116.5   | 103.1   | 101.9    | 98.1     | 102.3    | 103.7   | 98.2    | 97.4    | 107.1 | 105.8 | 100.9 | 100.4 | 106.4 | 100.7 | 103.5 |
| Retail                            | 19/4～20/3 | 93.1    | 100.3  | 98.3    | 92.2    | 95.3    | 90.7    | 82.0     | 90.7     | 90.9     | 92.9    | 94.0    | 64.5    | 97.3  | 92.9  | 88.4  | 84.2  | 95.0  | 86.4  | 90.8  |
|                                   | 20/4～21/3 | 8.0     | 23.0   | 94.2    | 72.7    | 80.5    | 76.6    | 93.3     | 80.4     | 73.1     | 57.0    | 72.5    | 107.1   | 44.4  | 75.9  | 80.7  | 73.2  | 59.9  | 77.1  | 67.8  |
| 客単価 Average spending per customer |           |         |        |         |         |         |         |          |          |          |         |         |         |       |       |       |       |       |       |       |
| 小売                                | 18/4～19/3 | 95.8    | 99.6   | 98.7    | 101.8   | 96.5    | 100.9   | 101.1    | 101.0    | 99.8     | 99.4    | 103.9   | 103.9   | 98.0  | 99.9  | 100.4 | 101.7 | 98.9  | 101.0 | 99.7  |
| Retail                            | 19/4～20/3 | 103.7   | 100.2  | 101.5   | 102.9   | 104.8   | 111.9   | 105.3    | 105.8    | 106.2    | 104.2   | 100.4   | 96.0    | 101.6 | 105.9 | 105.8 | 99.6  | 103.8 | 103.5 | 102.9 |
|                                   | 20/4～21/3 | 105.5   | 93.3   | 85.4    | 101.0   | 91.8    | 90.8    | 94.5     | 96.7     | 100.7    | 101.8   | 99.0    | 102.6   | 85.0  | 95.0  | 97.6  | 103.4 | 90.1  | 100.6 | 97.9  |

注：客数、客単価は、小売から算出しております。

Note: "Number of customers" and "Average spending per customer" are calculated from retail sales.



## (3)第二事業本部 Business Unit II

## ①ビジネスユニット計 Total Business Units

|                               |           | 4月 Apr. | 5月 May | 6月 June | 7月 July | 8月 Aug. | 9月 Sep. | 10月 Oct. | 11月 Nov. | 12月 Dec. | 1月 Jan. | 2月 Feb. | 3月 Mar. | 1Q    | 2Q    | 3Q    | 4Q    | 1H    | 2H    | Total |
|-------------------------------|-----------|---------|--------|---------|---------|---------|---------|----------|----------|----------|---------|---------|---------|-------|-------|-------|-------|-------|-------|-------|
| 売上高                           | 18/4～19/3 | 108.7   | 103.1  | 109.4   | 103.2   | 104.0   | 107.9   | 105.1    | 106.2    | 110.3    | 109.4   | 109.9   | 107.6   | 107.0 | 105.1 | 107.3 | 108.8 | 106.1 | 108.0 | 107.2 |
| Sales                         | 19/4～20/3 | 97.0    | 107.3  | 108.8   | 97.8    | 129.5   | 101.4   | 87.0     | 96.2     | 98.9     | 100.3   | 103.8   | 68.9    | 104.3 | 106.3 | 94.6  | 89.1  | 105.2 | 92.1  | 97.7  |
|                               | 20/4～21/3 | 36.1    | 42.7   | 89.0    | 82.1    | 77.0    | 65.6    | 83.2     | 69.5     | 72.6     | 64.6    | 71.7    | 99.1    | 56.6  | 75.0  | 74.3  | 76.5  | 65.2  | 75.2  | 70.6  |
| 買上客数                          | 18/4～19/3 | 105.6   | 99.5   | 105.9   | 100.6   | 103.8   | 105.9   | 105.5    | 102.2    | 104.4    | 95.1    | 105.9   | 102.1   | 103.6 | 102.8 | 104.0 | 99.5  | 103.2 | 101.8 | 102.5 |
| Number of customers           | 19/4～20/3 | 91.9    | 100.5  | 105.4   | 87.4    | 124.9   | 91.5    | 85.8     | 96.9     | 93.4     | 93.5    | 98.3    | 61.8    | 99.6  | 97.4  | 92.2  | 83.5  | 98.5  | 88.0  | 93.3  |
|                               | 20/4～21/3 | 9.1     | 16.7   | 88.7    | 73.5    | 73.8    | 67.6    | 81.7     | 69.2     | 68.1     | 52.5    | 67.3    | 111.2   | 41.8  | 72.1  | 72.4  | 70.9  | 57.3  | 71.7  | 64.0  |
| 客単価                           | 18/4～19/3 | 101.5   | 101.0  | 100.4   | 100.2   | 99.2    | 102.3   | 97.5     | 98.3     | 101.3    | 103.1   | 96.5    | 100.8   | 100.9 | 101.2 | 99.0  | 101.4 | 101.1 | 100.3 | 100.5 |
| Average spending per customer | 19/4～20/3 | 100.6   | 103.3  | 101.7   | 107.1   | 98.8    | 104.3   | 99.8     | 98.0     | 104.0    | 106.5   | 101.0   | 91.5    | 101.4 | 103.6 | 100.9 | 98.4  | 102.5 | 100.3 | 100.6 |
|                               | 20/4～21/3 | 97.3    | 82.0   | 86.0    | 97.1    | 87.8    | 85.9    | 94.5     | 91.7     | 94.1     | 91.9    | 90.0    | 96.9    | 80.1  | 90.0  | 93.1  | 95.7  | 83.9  | 94.3  | 91.1  |

## ②既存店 Existing Stores

|                                   |           | 4月 Apr. | 5月 May | 6月 June | 7月 July | 8月 Aug. | 9月 Sep. | 10月 Oct. | 11月 Nov. | 12月 Dec. | 1月 Jan. | 2月 Feb. | 3月 Mar. | 1Q    | 2Q    | 3Q    | 4Q    | 1H    | 2H    | Total |
|-----------------------------------|-----------|---------|--------|---------|---------|---------|---------|----------|----------|----------|---------|---------|---------|-------|-------|-------|-------|-------|-------|-------|
| 売上高 Sales                         |           |         |        |         |         |         |         |          |          |          |         |         |         |       |       |       |       |       |       |       |
| 小売＋ネット通販                          | 18/4～19/3 | 104.0   | 99.8   | 106.0   | 100.1   | 101.3   | 105.2   | 101.0    | 102.7    | 107.1    | 108.9   | 109.3   | 104.2   | 103.1 | 101.9 | 103.8 | 107.1 | 102.6 | 105.3 | 104.1 |
| Retail and online                 | 19/4～20/3 | 94.7    | 104.4  | 106.4   | 94.6    | 124.2   | 103.3   | 90.6     | 99.8     | 97.4     | 98.3    | 100.4   | 69.6    | 101.7 | 104.2 | 96.4  | 87.9  | 102.8 | 92.5  | 96.8  |
|                                   | 20/4～21/3 | 36.8    | 43.4   | 89.7    | 82.2    | 78.6    | 63.4    | 76.3     | 64.8     | 74.1     | 67.6    | 73.8    | 103.0   | 57.3  | 75.4  | 71.3  | 79.7  | 65.3  | 74.9  | 70.4  |
| 小売                                | 18/4～19/3 | 101.4   | 96.4   | 101.7   | 96.6    | 99.4    | 105.3   | 98.1     | 96.1     | 101.5    | 95.5    | 100.0   | 98.0    | 99.7  | 99.9  | 98.6  | 97.4  | 99.8  | 98.1  | 98.8  |
| Retail                            | 19/4～20/3 | 89.4    | 100.1  | 103.9   | 89.1    | 115.2   | 91.5    | 83.5     | 92.9     | 95.2     | 96.5    | 94.6    | 56.6    | 97.4  | 95.7  | 91.0  | 80.1  | 96.7  | 86.3  | 90.6  |
|                                   | 20/4～21/3 | 8.8     | 13.8   | 76.9    | 71.3    | 64.9    | 58.0    | 78.2     | 63.8     | 64.0     | 48.7    | 60.6    | 110.2   | 33.6  | 65.3  | 67.6  | 69.1  | 47.4  | 68.2  | 58.3  |
| ネット通販                             | 18/4～19/3 | 115.4   | 115.0  | 120.3   | 112.5   | 107.6   | 104.9   | 113.1    | 130.4    | 126.1    | 149.2   | 134.2   | 127.2   | 117.0 | 108.9 | 124.0 | 138.0 | 113.2 | 130.5 | 123.2 |
| Online                            | 19/4～20/3 | 115.1   | 120.1  | 113.4   | 112.0   | 151.4   | 158.5   | 125.9    | 128.9    | 103.9    | 102.3   | 113.5   | 110.7   | 116.0 | 133.9 | 116.4 | 107.6 | 123.8 | 111.7 | 116.5 |
|                                   | 20/4～21/3 | 126.6   | 142.0  | 127.5   | 112.5   | 111.9   | 80.9    | 70.0     | 68.0     | 102.0    | 109.7   | 97.6    | 90.5    | 132.0 | 103.4 | 82.8  | 100.4 | 118.7 | 91.8  | 103.5 |
| 買上客数 Number of customers          |           |         |        |         |         |         |         |          |          |          |         |         |         |       |       |       |       |       |       |       |
| 小売                                | 18/4～19/3 | 100.0   | 95.5   | 101.2   | 96.4    | 100.6   | 103.9   | 100.8    | 98.1     | 100.7    | 92.3    | 104.1   | 97.7    | 98.8  | 99.1  | 99.9  | 96.3  | 98.9  | 98.2  | 98.6  |
| Retail                            | 19/4～20/3 | 89.6    | 98.0   | 102.7   | 83.5    | 118.2   | 88.3    | 84.2     | 95.2     | 92.0     | 90.6    | 94.0    | 61.9    | 96.9  | 92.7  | 90.7  | 81.4  | 94.8  | 86.3  | 90.4  |
|                                   | 20/4～21/3 | 9.0     | 16.9   | 89.4    | 73.2    | 73.1    | 66.8    | 81.6     | 68.6     | 67.2     | 52.9    | 67.2    | 112.4   | 42.1  | 71.7  | 71.7  | 71.7  | 56.5  | 71.7  | 63.6  |
| 客単価 Average spending per customer |           |         |        |         |         |         |         |          |          |          |         |         |         |       |       |       |       |       |       |       |
| 小売                                | 18/4～19/3 | 101.4   | 101.0  | 100.4   | 100.2   | 98.9    | 101.3   | 97.3     | 98.0     | 100.8    | 103.4   | 96.0    | 100.3   | 100.9 | 100.8 | 98.7  | 101.2 | 100.9 | 99.9  | 100.3 |
| Retail                            | 19/4～20/3 | 99.7    | 102.2  | 101.1   | 106.7   | 97.4    | 103.6   | 99.2     | 97.6     | 103.4    | 106.4   | 100.6   | 91.5    | 100.5 | 103.3 | 100.4 | 98.4  | 102.0 | 100.0 | 100.3 |
|                                   | 20/4～21/3 | 97.0    | 81.8   | 86.0    | 97.4    | 88.8    | 86.8    | 95.7     | 93.0     | 95.3     | 92.1    | 90.2    | 98.0    | 80.0  | 91.1  | 94.3  | 96.4  | 83.9  | 95.2  | 91.7  |

注：客数、客単価は、小売から算出しております。

Note: "Number of customers" and "Average spending per customer" are calculated from retail sales.

## 3. チャネル別・小売エリア別売上高 Sales by Sales Channel and Retail Area

## (1) 全社 Total

(単位: 百万円 / millions of yen)

|                                     |               | FY2017  | FY2018  | FY2019  | FY2020  | FY2021  |
|-------------------------------------|---------------|---------|---------|---------|---------|---------|
| 小売合計                                |               | 87,897  | 85,244  | 85,658  | 81,026  | 52,323  |
| Retail                              | 構成比 Share (%) | 69.7    | 66.4    | 65.2    | 62.6    | 51.4    |
|                                     | 前期比 YoY (%)   | 93.6    | 97.0    | 100.5   | 94.6    | 64.6    |
| 北海道・東北地区                            |               | 3,742   | 3,954   | 3,903   | 3,605   | 2,535   |
| Hokkaido / Tohoku area              | 構成比 Share (%) | 3.0     | 3.1     | 3.0     | 2.8     | 2.5     |
|                                     | 前期比 YoY (%)   | 102.2   | 105.7   | 98.7    | 92.4    | 70.3    |
| 関東(東京以外)地区                          |               | 15,367  | 15,153  | 15,999  | 14,755  | 10,021  |
| Kanto area (excluding Tokyo)        | 構成比 Share (%) | 12.2    | 11.8    | 12.2    | 11.4    | 9.8     |
|                                     | 前期比 YoY (%)   | 99.1    | 98.6    | 105.6   | 92.2    | 67.9    |
| 東京地区                                |               | 38,046  | 36,180  | 35,673  | 33,934  | 20,344  |
| Tokyo area                          | 構成比 Share (%) | 30.1    | 28.2    | 27.1    | 26.2    | 20.0    |
|                                     | 前期比 YoY (%)   | 91.7    | 95.1    | 98.6    | 95.1    | 60.0    |
| 甲信越・北陸・東海地区                         |               | 7,757   | 8,416   | 8,309   | 8,000   | 5,496   |
| Koushinetsu / Hokuriku / Tokai area | 構成比 Share (%) | 6.1     | 6.5     | 6.3     | 6.2     | 5.4     |
|                                     | 前期比 YoY (%)   | 95.0    | 108.5   | 98.7    | 96.3    | 68.7    |
| 関西地区                                |               | 14,208  | 13,115  | 13,408  | 12,628  | 8,144   |
| Kansai area                         | 構成比 Share (%) | 11.3    | 10.2    | 10.2    | 9.7     | 8.0     |
|                                     | 前期比 YoY (%)   | 90.4    | 92.3    | 102.2   | 94.2    | 64.5    |
| 中国・四国・九州地区                          |               | 8,775   | 8,424   | 8,364   | 8,101   | 5,782   |
| Chugoku / Shikoku / Kyushu area     | 構成比 Share (%) | 7.0     | 6.6     | 6.4     | 6.3     | 5.7     |
|                                     | 前期比 YoY (%)   | 94.1    | 96.0    | 99.3    | 96.9    | 71.4    |
| ネット通販                               |               | 20,212  | 23,525  | 26,336  | 29,217  | 32,630  |
| Online                              | 構成比 Share (%) | 16.0    | 18.3    | 20.0    | 22.6    | 32.0    |
|                                     | 前期比 YoY (%)   | 124.2   | 116.4   | 112.0   | 110.9   | 111.7   |
| 卸等                                  |               | 869     | 784     | 784     | 918     | 924     |
| Wholesale etc.                      | 構成比 Share (%) | 0.7     | 0.7     | 0.6     | 0.7     | 0.9     |
|                                     | 前期比 YoY (%)   | 85.5    | 90.2    | 99.9    | 117.1   | 100.7   |
| その他                                 |               | 17,093  | 18,802  | 18,697  | 18,240  | 16,050  |
| Other                               | 構成比 Share (%) | 13.6    | 14.6    | 14.2    | 14.1    | 15.7    |
|                                     | 前期比 YoY (%)   | 102.2   | 110.0   | 99.4    | 97.6    | 88.0    |
| 全社計                                 |               | 126,072 | 128,356 | 131,476 | 129,402 | 101,929 |
| Total                               | 前期比 YoY (%)   | 98.6    | 101.8   | 102.4   | 98.4    | 78.8    |

## (2)事業別 By Business (2020/4～2021/3)

(単位: 百万円 / millions of yen)

|                                     |               | TOTAL  | 第一事業本部<br>Business Unit I | 第二事業本部<br>Business Unit II |
|-------------------------------------|---------------|--------|---------------------------|----------------------------|
| 小売合計                                |               | 52,323 | 35,670                    | 16,652                     |
| Retail                              | 構成比 Share (%) | 60.9   | 60.9                      | 60.9                       |
|                                     | 前期比 YoY (%)   | 64.6   | 68.0                      | 58.3                       |
| 北海道・東北地区                            |               | 2,535  | 1,726                     | 808                        |
| Hokkaido / Tohoku area              | 構成比 Share (%) | 2.9    | 3.0                       | 3.0                        |
|                                     | 前期比 YoY (%)   | 70.3   | 75.9                      | 60.8                       |
| 関東(東京以外)地区                          |               | 10,021 | 4,934                     | 5,087                      |
| Kanto area (excluding Tokyo)        | 構成比 Share (%) | 11.7   | 8.4                       | 18.6                       |
|                                     | 前期比 YoY (%)   | 67.9   | 71.1                      | 65.1                       |
| 東京地区                                |               | 20,344 | 15,659                    | 4,684                      |
| Tokyo area                          | 構成比 Share (%) | 23.7   | 26.7                      | 17.1                       |
|                                     | 前期比 YoY (%)   | 60.0   | 64.0                      | 49.5                       |
| 甲信越・北陸・東海地区                         |               | 5,496  | 3,612                     | 1,883                      |
| Koushinetsu / Hokuriku / Tokai area | 構成比 Share (%) | 6.4    | 6.2                       | 6.9                        |
|                                     | 前期比 YoY (%)   | 68.7   | 73.7                      | 60.8                       |
| 関西地区                                |               | 8,144  | 5,876                     | 2,267                      |
| Kansai area                         | 構成比 Share (%) | 9.5    | 10.0                      | 8.3                        |
|                                     | 前期比 YoY (%)   | 64.5   | 66.7                      | 59.5                       |
| 中国・四国・九州地区                          |               | 5,782  | 3,860                     | 1,921                      |
| Chugoku / Shikoku / Kyushu area     | 構成比 Share (%) | 6.7    | 6.6                       | 7.0                        |
|                                     | 前期比 YoY (%)   | 71.4   | 76.2                      | 63.4                       |
| ネット通販                               |               | 32,630 | 22,047                    | 10,582                     |
| Online                              | 構成比 Share (%) | 38.0   | 37.7                      | 38.7                       |
|                                     | 前期比 YoY (%)   | 111.7  | 115.3                     | 104.9                      |
| 卸等                                  |               | 924    | 824                       | 99                         |
| Wholesale etc.                      | 構成比 Share (%) | 1.1    | 1.4                       | 0.4                        |
|                                     | 前期比 YoY (%)   | 100.7  | 96.0                      | 168.7                      |
| ビジネスユニット計                           |               | 85,878 | 58,542                    | 27,335                     |
| Total business units                |               | 77.3   | 80.8                      | 70.6                       |

## (3) 第一事業本部 Business Unit I

(単位: 百万円 / millions of yen)

|                                     |               | FY2019 | FY2020 | FY2021 |
|-------------------------------------|---------------|--------|--------|--------|
| 小売合計                                |               | 55,227 | 52,464 | 35,670 |
| Retail                              | 構成比 Share (%) | 75.5   | 72.4   | 60.9   |
|                                     | 前期比 YoY (%)   | 102.6  | 95.0   | 68.0   |
| 北海道・東北地区                            |               | 2,530  | 2,275  | 1,726  |
| Hokkaido / Tohoku area              | 構成比 Share (%) | 3.5    | 3.1    | 3.0    |
|                                     | 前期比 YoY (%)   | 100.0  | 89.9   | 75.9   |
| 関東(東京以外)地区                          |               | 7,663  | 6,939  | 4,934  |
| Kanto area (excluding Tokyo)        | 構成比 Share (%) | 10.5   | 9.6    | 8.4    |
|                                     | 前期比 YoY (%)   | 107.6  | 90.6   | 71.1   |
| 東京地区                                |               | 25,140 | 24,465 | 15,659 |
| Tokyo area                          | 構成比 Share (%) | 34.4   | 33.8   | 26.7   |
|                                     | 前期比 YoY (%)   | 101.5  | 97.3   | 64.0   |
| 甲信越・北陸・東海地区                         |               | 5,045  | 4,900  | 3,612  |
| Koushinetsu / Hokuriku / Tokai area | 構成比 Share (%) | 6.9    | 6.7    | 6.2    |
|                                     | 前期比 YoY (%)   | 99.2   | 97.1   | 73.7   |
| 関西地区                                |               | 9,548  | 8,815  | 5,876  |
| Kansai area                         | 構成比 Share (%) | 13.0   | 12.2   | 10.0   |
|                                     | 前期比 YoY (%)   | 104.7  | 92.3   | 66.7   |
| 中国・四国・九州地区                          |               | 5,299  | 5,068  | 3,860  |
| Chugoku / Shikoku / Kyushu area     | 構成比 Share (%) | 7.2    | 7.0    | 6.6    |
|                                     | 前期比 YoY (%)   | 101.5  | 95.7   | 76.2   |
| ネット通販                               |               | 17,182 | 19,126 | 22,047 |
| Online                              | 構成比 Share (%) | 23.5   | 26.4   | 37.7   |
|                                     | 前期比 YoY (%)   | 121.1  | 111.3  | 115.3  |
| 卸等                                  |               | 759    | 858    | 824    |
| Wholesale, etc.                     | 構成比 Share (%) | 1.0    | 1.2    | 1.4    |
|                                     | 前期比 YoY (%)   | 101.8  | 113.1  | 96.0   |
| ビジネスユニット計                           |               | 73,169 | 72,449 | 58,542 |
| Total business units                | 前期比 YoY (%)   | 106.4  | 99.0   | 80.8   |

## (4) 第二事業本部 Business Unit II

(単位: 百万円 / millions of yen)

|                                     |               | FY2019  | FY2020 | FY2021 |
|-------------------------------------|---------------|---------|--------|--------|
| 小売合計                                |               | 30,431  | 28,561 | 16,652 |
| Retail                              | 構成比 Share (%) | 76.8    | 73.8   | 60.9   |
|                                     | 前期比 YoY (%)   | 103.0   | 93.9   | 58.3   |
| 北海道・東北地区                            |               | 1,373   | 1,330  | 808    |
| Hokkaido / Tohoku area              | 構成比 Share (%) | 3.5     | 3.4    | 3.0    |
|                                     | 前期比 YoY (%)   | 103.4   | 96.9   | 60.8   |
| 関東(東京以外)地区                          |               | 8,336   | 7,816  | 5,087  |
| Kanto area (excluding Tokyo)        | 構成比 Share (%) | 21.1    | 20.2   | 18.6   |
|                                     | 前期比 YoY (%)   | 108.2   | 93.8   | 65.1   |
| 東京地区                                |               | 10,533  | 9,469  | 4,684  |
| Tokyo area                          | 構成比 Share (%) | 26.6    | 24.5   | 17.1   |
|                                     | 前期比 YoY (%)   | 102.4   | 89.9   | 49.5   |
| 甲信越・北陸・東海地区                         |               | 3,263   | 3,099  | 1,883  |
| Koushinetsu / Hokuriku / Tokai area | 構成比 Share (%) | 8.2     | 8.0    | 6.9    |
|                                     | 前期比 YoY (%)   | 101.1   | 95.0   | 60.8   |
| 関西地区                                |               | 3,860   | 3,813  | 2,267  |
| Kansai area                         | 構成比 Share (%) | 9.7     | 9.9    | 8.3    |
|                                     | 前期比 YoY (%)   | 99.8    | 98.8   | 59.5   |
| 中国・四国・九州地区                          |               | 3,064   | 3,032  | 1,921  |
| Chugoku / Shikoku / Kyushu area     | 構成比 Share (%) | 7.7     | 7.8    | 7.0    |
|                                     | 前期比 YoY (%)   | 98.1    | 99.0   | 63.4   |
| ネット通販                               |               | 9,154   | 10,091 | 10,582 |
| Online                              | 構成比 Share (%) | 23.1    | 26.0   | 38.7   |
|                                     | 前期比 YoY (%)   | 123.4   | 110.2  | 104.9  |
| 卸等                                  |               | 24      | 59     | 99     |
| Wholesale, etc.                     | 構成比 Share (%) | 0.1     | 0.2    | 0.4    |
|                                     | 前期比 YoY (%)   | 1,135.7 | 241.0  | 168.7  |
| ビジネスユニット計                           |               | 39,610  | 38,712 | 27,335 |
| Total business units                | 前期比 YoY (%)   | 107.2   | 97.7   | 70.6   |

## 4. 品目別売上高 Sales by Category

## (1) 全社 Total

(単位: 百万円 / millions of yen)

|                           |               | FY2017  | FY2018  | FY2019  | FY2020  | FY2021  |
|---------------------------|---------------|---------|---------|---------|---------|---------|
| メンズ                       |               | 39,484  | 40,540  | 41,585  | 40,801  | 31,104  |
| Men's                     | 構成比 Share (%) | 31.3    | 31.6    | 31.6    | 31.5    | 30.5    |
|                           | 前期比 YoY (%)   | 103.4   | 102.7   | 102.6   | 98.1    | 76.2    |
| ウイメンズ                     |               | 58,638  | 63,478  | 66,914  | 66,391  | 51,273  |
| Women's                   | 構成比 Share (%) | 46.5    | 49.5    | 50.9    | 51.3    | 50.3    |
|                           | 前期比 YoY (%)   | 104.8   | 108.3   | 105.4   | 99.2    | 77.2    |
| シルバー&レザー                  |               | 7,363   | 1,753   | 1,509   | 1,441   | 1,374   |
| Silver & leather          | 構成比 Share (%) | 5.8     | 1.4     | 1.2     | 1.1     | 1.4     |
|                           | 前期比 YoY (%)   | 53.6    | 23.8    | 86.1    | 95.5    | 95.4    |
| 生活雑貨等                     |               | 3,492   | 3,781   | 2,770   | 2,528   | 2,124   |
| Household and other goods | 構成比 Share (%) | 2.8     | 2.9     | 2.1     | 2.0     | 2.1     |
|                           | 前期比 YoY (%)   | 106.3   | 108.3   | 73.2    | 91.3    | 84.0    |
| その他                       |               | 17,093  | 18,802  | 18,697  | 18,240  | 16,050  |
| Other                     | 構成比 Share (%) | 13.6    | 14.6    | 14.2    | 14.1    | 15.7    |
|                           | 前期比 YoY (%)   | 102.2   | 110.0   | 99.4    | 97.6    | 88.0    |
| 総合計                       |               | 126,072 | 128,356 | 131,476 | 129,402 | 101,929 |
| Total                     | 前期比 YoY (%)   | 98.6    | 101.8   | 102.4   | 98.4    | 78.8    |

## (2) 事業別 By Business (2020/4~2021/3)

(単位: 百万円 / millions of yen)

|                           |               | TOTAL  | 第一事業本部<br>Business Unit I | 第二事業本部<br>Business Unit II |
|---------------------------|---------------|--------|---------------------------|----------------------------|
| メンズ                       |               | 31,104 | 21,403                    | 9,701                      |
| Men's                     | 構成比 Share (%) | 36.2   | 36.6                      | 35.5                       |
|                           | 前期比 YoY (%)   | 76.2   | 79.5                      | 69.8                       |
| ウイメンズ                     |               | 51,273 | 35,306                    | 15,967                     |
| Women's                   | 構成比 Share (%) | 59.7   | 60.3                      | 58.4                       |
|                           | 前期比 YoY (%)   | 77.2   | 81.5                      | 69.2                       |
| シルバー&レザー                  |               | 1,374  | 1,374                     | —                          |
| Silver & leather          | 構成比 Share (%) | 1.6    | 2.3                       | —                          |
|                           | 前期比 YoY (%)   | 95.4   | 95.4                      | —                          |
| 生活雑貨等                     |               | 2,124  | 457                       | 1,667                      |
| Household and other goods | 構成比 Share (%) | 2.5    | 0.8                       | 6.1                        |
|                           | 前期比 YoY (%)   | 84.0   | 58.8                      | 95.2                       |
| ビジネスユニット計                 |               | 85,878 | 58,542                    | 27,335                     |
| Total business units      | 前期比 YoY (%)   | 77.3   | 80.8                      | 70.6                       |

**(3) 第一事業本部 Business Unit I**

(単位: 百万円 / millions of yen)

|                           |               | FY2019 | FY2020 | FY2021 |
|---------------------------|---------------|--------|--------|--------|
| メンズ                       |               | 27,642 | 26,906 | 21,403 |
| Men's                     | 構成比 Share (%) | 37.8   | 37.1   | 36.6   |
|                           | 前期比 YoY (%)   | 103.3  | 97.3   | 79.5   |
| ウイメンズ                     |               | 43,139 | 43,324 | 35,306 |
| Women's                   | 構成比 Share (%) | 58.9   | 59.8   | 60.3   |
|                           | 前期比 YoY (%)   | 109.6  | 100.4  | 81.5   |
| シルバー&レザー                  |               | 1,509  | 1,441  | 1,374  |
| Silver & leather          | 構成比 Share (%) | 2.1    | 2.0    | 2.3    |
|                           | 前期比 YoY (%)   | 86.1   | 95.5   | 95.4   |
| 生活雑貨等                     |               | 877    | 777    | 457    |
| Household and other goods | 構成比 Share (%) | 1.2    | 1.1    | 0.8    |
|                           | 前期比 YoY (%)   | 97.8   | 88.6   | 58.8   |
| ビジネスユニット計                 |               | 73,169 | 72,449 | 58,542 |
| Total business units      | 前期比 YoY (%)   | 106.4  | 99.0   | 80.8   |

**(4) 第二事業本部 Business Unit II**

(単位: 百万円 / millions of yen)

|                                       |               | FY2019 | FY2020 | FY2021 |
|---------------------------------------|---------------|--------|--------|--------|
| メンズ                                   |               | 13,942 | 13,894 | 9,701  |
| Men's                                 | 構成比 Share (%) | 35.2   | 35.9   | 35.5   |
|                                       | 前期比 YoY (%)   | 103.2  | 99.7   | 69.8   |
| ウイメンズ                                 |               | 23,775 | 23,066 | 15,967 |
| Women's                               | 構成比 Share (%) | 60.0   | 59.6   | 58.4   |
|                                       | 前期比 YoY (%)   | 115.6  | 97.0   | 69.2   |
| シルバー&レザー                              |               | —      | —      | —      |
| Silver & leather                      | 構成比 Share (%) | —      | —      | —      |
|                                       | 前期比 YoY (%)   | —      | —      | —      |
| キッズ・生活雑貨等                             |               | 1,892  | 1,750  | 1,667  |
| Children's, household and other goods | 構成比 Share (%) | 4.8    | 4.5    | 6.1    |
|                                       | 前期比 YoY (%)   | 65.6   | 92.5   | 95.2   |
| ビジネスユニット計                             |               | 39,610 | 38,712 | 27,335 |
| Total business units                  | 前期比 YoY (%)   | 107.2  | 97.7   | 70.6   |

## 5. 単位当たり売上高(直営店) Efficiency of Sales (Directly Operated Stores)

### (1) 小売全店 Retail Stores

|                                          |          |                                |                       | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 |
|------------------------------------------|----------|--------------------------------|-----------------------|--------|--------|--------|--------|--------|
| 直営店売上高 Sales by directly operated stores |          | 百万円 (millions of yen)          |                       | 87,206 | 84,550 | 84,950 | 80,395 | 51,802 |
| 1㎡当たり売上高                                 | 平均売場面積   | Av. sales area                 | ㎡                     | 54,693 | 54,523 | 53,464 | 54,297 | 54,658 |
| Sales per 1㎡                             | 1㎡当たり売上高 | Sales per 1㎡                   | 千円 (thousands of yen) | 1,594  | 1,550  | 1,588  | 1,480  | 947    |
|                                          | 月平均      | Av. monthly sales per 1㎡       | 千円 (thousands of yen) | 132    | 129    | 132    | 123    | 78     |
| 1人当たり売上高                                 | 平均従業員数   | Av. number of employees        | 人 (person)            | 2,472  | 2,477  | 2,517  | 2,614  | 2,629  |
| Sales per employee                       | 1人当たり売上  | Sales per employee             | 千円 (thousands of yen) | 35,277 | 34,134 | 33,754 | 30,754 | 19,705 |
|                                          | 月平均      | Av. monthly sales per employee | 千円 (thousands of yen) | 2,939  | 2,844  | 2,812  | 2,562  | 1,642  |

注: ・売場面積、従業員数の計算基準は期中平均によっております。

・平均従業員数について、正社員、アルバイトとも、就業人員数より算出しております。(2021年3月期累計平均従業員数の内訳 正社員 2,567人、アルバイト62人)、2019年3月期より短時間勤務従業員を1人あたり0.5としてカウントし加算しています。

・2016年10月のクロムハーツ事業の会社分割に伴い、同事業の売上、売場面積、従業員数は2016年下半年以降は含まれておりません。

Note: - Sales area and number of employees are calculated in an average of the term.

- The number of employees are calculated from all headcount (both regular employees and part-time employees). Short-time employees are counted as 0.5/person and included into number of regular employees from the FY2019. (Average number of employees during the FY2021; 2,567 regular employees, 62 part-time employees)

- Due to the spinoff of the CHROME HEARTS business in October 2016, CHROME HEARTS business sales, sales area, and employees are excluded from 2H of FY2017 onward.

### (2) 事業別 By Business (2020/4~2021/3)

|                                          |          |                                |                       | TOTAL  | 第一事業本部<br>Business Unit I | 第二事業本部<br>Business Unit II |
|------------------------------------------|----------|--------------------------------|-----------------------|--------|---------------------------|----------------------------|
| 直営店売上高 Sales by directly operated stores |          | 百万円 (millions of yen)          |                       | 51,802 | 35,149                    | 16,652                     |
| 1㎡当たり売上高                                 | 平均売場面積   | Av. sales area                 | ㎡                     | 54,658 | 30,045                    | 24,613                     |
| Sales per 1㎡                             | 1㎡当たり売上高 | Sales per 1㎡                   | 千円 (thousands of yen) | 947    | 1,169                     | 676                        |
|                                          | 月平均      | Av. monthly sales per 1㎡       | 千円 (thousands of yen) | 78     | 97                        | 56                         |
| 1人当たり売上高                                 | 平均従業員数   | Av. number of employees        | 人 (person)            | 2,629  | 1,587                     | 1,042                      |
| Sales per employee                       | 1人当たり売上  | Sales per employee             | 千円 (thousands of yen) | 19,705 | 22,152                    | 15,979                     |
|                                          | 月平均      | Av. monthly sales per employee | 千円 (thousands of yen) | 1,642  | 1,846                     | 1,331                      |

注: ・従業員数にはアルバイトを含みます。(第一事業本部 正社員1,558名、アルバイト 29名、第二事業本部 正社員 1,009名、アルバイト 33名)

・2016年10月のクロムハーツ事業の会社分割に伴い、同事業の売上、売場面積、従業員数は2016年下半年以降は含まれておりません。

Note: - Breakdown of number of employees: Business Unit I; 1,558 regular employees and 29 part-time employees, Business Unit II; 1,009 regular employees and 33 part-time employees.

- Due to the spinoff of the CHROME HEARTS business in October 2016, CHROME HEARTS business sales, sales area, and employees are excluded from 2H of FY2017 onward.

### (3) 第一事業本部 Business Unit I

|                                          |          |                                |                       | FY2019 | FY2020 | FY2021 |
|------------------------------------------|----------|--------------------------------|-----------------------|--------|--------|--------|
| 直営店売上高 Sales by directly operated stores |          | 百万円 (millions of yen)          |                       | 54,518 | 51,834 | 35,149 |
| 1㎡当たり売上高                                 | 平均売場面積   | Av. sales area                 | ㎡                     | 29,498 | 29,530 | 30,045 |
| Sales per 1㎡                             | 1㎡当たり売上高 | Sales per 1㎡                   | 千円 (thousands of yen) | 1,848  | 1,755  | 1,169  |
|                                          | 月平均      | Av. monthly sales per 1㎡       | 千円 (thousands of yen) | 154    | 146    | 97     |
| 1人当たり売上高                                 | 平均従業員数   | Av. number of employees        | 人 (person)            | 1,540  | 1,575  | 1,587  |
| Sales per employee                       | 1人当たり売上  | Sales per employee             | 千円 (thousands of yen) | 35,390 | 32,916 | 22,152 |
|                                          | 月平均      | Av. monthly sales per employee | 千円 (thousands of yen) | 2,949  | 2,743  | 1,846  |

### (4) 第二事業本部 Business Unit II

|                                          |          |                                |                       | FY2019 | FY2020 | FY2021 |
|------------------------------------------|----------|--------------------------------|-----------------------|--------|--------|--------|
| 直営店売上高 Sales by directly operated stores |          | 百万円 (millions of yen)          |                       | 30,431 | 28,561 | 16,652 |
| 1㎡当たり売上高                                 | 平均売場面積   | Av. sales area                 | ㎡                     | 23,966 | 24,767 | 24,613 |
| Sales per 1㎡                             | 1㎡当たり売上高 | Sales per 1㎡                   | 千円 (thousands of yen) | 1,269  | 1,153  | 676    |
|                                          | 月平均      | Av. monthly sales per 1㎡       | 千円 (thousands of yen) | 105    | 96     | 56     |
| 1人当たり売上高                                 | 平均従業員数   | Av. number of employees        | 人 (person)            | 976    | 1,039  | 1,042  |
| Sales per employee                       | 1人当たり売上  | Sales per employee             | 千円 (thousands of yen) | 31,172 | 27,480 | 15,979 |
|                                          | 月平均      | Av. monthly sales per employee | 千円 (thousands of yen) | 2,597  | 2,290  | 1,331  |



## 6. 売場面積、従業員数 Sales Area and Number of Employees

|                                                                                                   |                     | FY2017   | FY2018   | FY2019   | FY2020   | FY2021   |
|---------------------------------------------------------------------------------------------------|---------------------|----------|----------|----------|----------|----------|
| 総売場面積                                                                                             | 期末面積 m <sup>2</sup> | 54,652.9 | 53,623.0 | 55,136.0 | 54,493.8 | 55,105.2 |
| Total sales area                                                                                  | 前期比 YoY (%)         | 98.6     | 98.1     | 102.7    | 98.8     | 101.1    |
|                                                                                                   | 店舗数 Stores          | 218      | 203      | 211      | 214      | 209      |
| 第一事業本部                                                                                            | 期末面積 m <sup>2</sup> | —        | —        | 31,266.9 | 29,774.3 | 30,689.1 |
| Business Unit I                                                                                   | 前期比 YoY (%)         | —        | —        | 103.1    | 95.2     | 103.1    |
|                                                                                                   | 店舗数 Stores          | —        | —        | 113      | 113      | 117      |
| 直営店                                                                                               | 期末面積 m <sup>2</sup> | —        | —        | 30,553.0 | 29,060.4 | 29,975.2 |
| Directly operated stores                                                                          | 前期比 YoY (%)         | —        | —        | 103.2    | 95.1     | 103.1    |
|                                                                                                   | 店舗数 Stores          | —        | —        | 110      | 110      | 114      |
| FC店                                                                                               | 期末面積 m <sup>2</sup> | —        | —        | 713.9    | 713.9    | 713.9    |
| Franchise stores                                                                                  | 前期比 YoY (%)         | —        | —        | 102.5    | 100.0    | 100.0    |
|                                                                                                   | 店舗数 Stores          | —        | —        | 3        | 3        | 3        |
| 第二事業本部                                                                                            | 期末面積 m <sup>2</sup> | —        | —        | 24,583.0 | 24,719.5 | 24,416.2 |
| Business Unit II                                                                                  | 前期比 YoY (%)         | —        | —        | 105.1    | 100.6    | 98.8     |
|                                                                                                   | 店舗数 Stores          | —        | —        | 98       | 101      | 92       |
| 期末従業者数([ ]内はアルバイト(外数))                                                                            |                     | 3,859    | 3,970    | 3,924    | 4,182    | 4,214    |
| Number of employees                                                                               |                     | [428]    | [436]    | [411]    | [470]    | [76]     |
| (The number in parentheses indicates part-time employees not included in the number of employees) | 前期比 YoY (%)         | 104.1    | 102.9    | 98.8     | 106.6    | 100.8    |

注: ・FC店舗は、UA旭川店、UA大分店、BY小倉店の3店舗です。

・期末従業員数は、店舗、オフィス勤務者を含む就業人員数で、子会社への出向社員も含まれます。前期比は期末従業員数の比較です。

・2016年10月のクロムハーツ事業の会社分割に伴い、2017年3月期末時点で同事業の売場面積、店舗数は総合計から外れております。

2016年9月末時点での同事業の総面積は1471.8㎡、店舗数は10店舗です。

Note: - "UNITED ARROWS" has 3 franchise stores. (UA Asahikawa, UA Oita and BY Kokura)

- Number of employees at the term end includes regular employees working at the head office and stores and employees being on loan to our subsidiary companies.

YoY indicates year to year comparison of the number of employees.

- Due to the spinoff of the CHROME HEARTS business in October 2016, CHROME HEARTS business' sales area, and number of stores are as are not included in total sales area and store numbers.

Total sales area and store numbers of CHROME HEARTS business at the end of September 2016 are 1471.8㎡ and 10 stores.

## 7. 設備投資の状況 Capital Expenditures

(単位:百万円／millions of yen)

|                                |               | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 |
|--------------------------------|---------------|--------|--------|--------|--------|--------|
| 営業設備投資                         |               | 2,666  | 1,847  | 2,117  | 1,359  | 972    |
| Operating capital expenditures | 構成比 Share (%) | 73.1   | 68.0   | 39.8   | 77.9   | 57.7   |
|                                | 前期比 YoY (%)   | 116.2  | 69.3   | 114.6  | 64.2   | 71.5   |
| 第一事業本部                         |               | —      | —      | 430    | 923    | 613    |
| Business Unit I                | 構成比 Share (%) | —      | —      | 8.1    | 52.9   | 36.4   |
|                                | 前期比 YoY (%)   | —      | —      | 61.7   | 214.3  | 66.5   |
| 第二事業本部                         |               | —      | —      | 517    | 157    | 262    |
| Business Unit II               | 構成比 Share (%) | —      | —      | 9.7    | 9.0    | 15.6   |
|                                | 前期比 YoY (%)   | —      | —      | 225.8  | 30.4   | 166.9  |
| 既存店設備投資等                       |               | 993    | 920    | 1,168  | 278    | 95     |
| Existing stores, etc.          | 構成比 Share (%) | 27.2   | 33.9   | 22.0   | 16.0   | 5.7    |
|                                | 前期比 YoY (%)   | 121.6  | 92.6   | 127.0  | 23.9   | 34.3   |
| その他                            |               | 982    | 868    | 3,204  | 384    | 712    |
| Other capital expenditures     | 構成比 Share (%) | 26.9   | 32.0   | 60.2   | 22.1   | 42.3   |
|                                | 前期比 YoY (%)   | 183.4  | 88.3   | 369.2  | 12.0   | 185.0  |
| 計                              |               | 3,648  | 2,715  | 5,322  | 1,744  | 1,684  |
| Total capital expenditures     | 前期比 YoY (%)   | 128.9  | 74.4   | 196.0  | 32.8   | 96.6   |
| 保証金                            |               | 399    | 223    | 407    | 317    | 319    |
| Guarantee money deposited      | 前期比 YoY (%)   | 62.1   | 56.0   | 182.3  | 77.9   | 100.5  |

注: 営業設備投資は、当該期間中に新規出店、改装・移転等を行った店舗を対象として算出しております。

Note: Operating capital expenditures are calculated from new store openings, refurbishment and transfer of stores executed during each FY.