

# 決算説明資料

Detailed Financial Data

平成22年3月1日～平成23年2月28日  
～Fiscal year ended Feb. 28, 2011～



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決算概要  
Financial Summary

連結  
CONSOLIDATED

	Fiscal year ended 2006.3~2007.2			Fiscal year ended 2007.3~2008.2			Fiscal year ended 2008.3~2009.2			Fiscal year ended 2009.3~2010.2			Fiscal year ended 2010.3~2011.2		
	Millions of ¥	Year- on-Year	%of net sales	Millions of ¥	Year- on-Year	%of net sales	Millions of ¥	Year- on-Year	%of net sales	Millions of ¥	Year- on-Year	%of net sales	Millions of ¥	Year- on-Year	%of net sales
売上高 Net Sales	184,718	102.1%	100.0%	179,101	97.0%	100.0%	171,793	95.9%	100.0%	166,460	96.9%	100.0%	157,137	94.4%	100.0%
売上総利益 Gross Profit	76,572	104.7%	41.4%	75,714	98.9%	42.3%	75,950	100.3%	44.2%	73,788	97.2%	44.3%	71,674	97.1%	45.6%
販売費及び一般管理費 Selling, General and Administrative Expenses	67,663	105.0%	36.6%	69,186	102.3%	38.6%	69,217	100.0%	40.3%	70,376	101.7%	42.3%	66,619	94.7%	42.4%
営業利益 Operating Profit	8,909	103.2%	4.8%	6,528	73.3%	3.6%	6,732	103.1%	3.9%	3,412	50.7%	2.0%	5,054	148.1%	3.2%
経常利益 Recurring Profit	9,761	103.7%	5.3%	7,415	76.0%	4.1%	7,695	103.8%	4.5%	4,036	52.4%	2.4%	5,725	141.9%	3.6%
当期純利益 Net Income	623	114.1%	0.3%	2,745	440.1%	1.5%	400	14.6%	0.2%	△1,225	-	-	1,047	-	0.7%
1株当たり当期純利益 Earnings per Share	¥15.13	-	-	¥67.12	-	-	¥10.08	-	-	¥△30.86	-	-	¥26.36	-	-

決算概要  
Financial Summary

単体  
NON-CONSOLIDATED

	Fiscal year ended 2006.3~2007.2			Fiscal year ended 2007.3~2008.2			Fiscal year ended 2008.3~2009.2			Fiscal year ended 2009.3~2010.2			Fiscal year ended 2010.3~2011.2		
	Millions of ¥	Year- on-Year	%of net sales	Millions of ¥	Year- on-Year	%of net sales	Millions of ¥	Year- on-Year	%of net sales	Millions of ¥	Year- on-Year	%of net sales	Millions of ¥	Year- on-Year	%of net sales
売上高 Net Sales	127,200	97.3%	100.0%	121,674	95.7%	100.0%	115,123	94.6%	100.0%	113,829	98.9%	100.0%	111,289	97.8%	100.0%
売上総利益 Gross Profit	49,796	99.5%	39.1%	49,385	99.2%	40.6%	49,741	100.7%	43.2%	49,665	99.8%	43.6%	50,387	101.5%	45.3%
販売費及び一般管理費 Selling, General and Administrative Expenses	45,324	100.0%	35.6%	45,891	101.3%	37.7%	45,169	98.4%	39.2%	45,891	101.6%	40.3%	44,859	97.8%	40.3%
営業利益 Operating Profit	4,472	94.4%	3.5%	3,493	78.1%	2.9%	4,572	130.9%	4.0%	3,774	82.6%	3.3%	5,527	146.5%	5.0%
経常利益 Recurring Profit	5,512	97.8%	4.3%	4,539	82.4%	3.7%	5,691	125.4%	4.9%	4,654	81.8%	4.1%	6,071	130.4%	5.5%
当期純利益 Net Income	△277	-	△0.2%	2,250	-	1.8%	218	9.7%	0.2%	830	379.9%	0.7%	2,483	299.1%	2.2%
1株当たり当期純利益 Earnings per Share	¥△6.74	-	-	¥55.01	-	-	¥5.50	-	-	¥20.91	-	-	¥62.53	-	-

売上高の推移

Sales Trend Compare with Same Month of Previous Year

			2009.3	2009.4	2009.5	2009.6	2009.7	2009.8	2009.9	2009.10	2009.11	2009.12	2010.1	2010.2	09.3~10.2
靴 SHOES	既存店	Existing Stores													
	前年比	Year-on-Year (±%)	-8.5	-2.8	-1.3	-6.7	-5.7	-7.9	-2.8	-1.2	-13.2	2.9	-3.7	0.8	-4.3
	全店	Total Stores (Million of ¥)	10,299	10,926	10,084	9,934	9,257	8,402	8,648	10,123	8,825	11,703	9,365	5,749	113,319
	前年比	Year-on-Year (±%)	-4.7	1.5	3.2	-3.3	-3.0	-4.6	1.4	3.0	-9.8	6.0	0.1	5.0	-0.6
全店 CHIYODA	既存店	Existing Stores													
	前年比	Year-on-Year (±%)	-8.6	-3.0	-1.4	-6.8	-5.7	-7.9	-2.8	-1.3	-13.2	2.8	-3.7	0.7	-4.4
	全店	Total Stores (Million of ¥)	10,353	10,981	10,135	9,978	9,312	9,449	8,691	10,162	8,853	11,743	9,398	5,769	113,829
	前年比	Year-on-Year (±%)	-6.4	-0.1	2.3	-3.7	-3.4	-4.8	1.2	2.8	-10.0	5.6	-0.2	4.6	-1.2
マックハウス MACHOUSE	既存店	Existing Stores (Million of ¥)													43,140
	前年比	Year-on-Year (±%)	-18.2	-11.0	-9.6	-18.6	-11.4	-13.2	-17.6	-16.8	-26.2	-11.8	-11.7	-10.9	-15.0
	全店	Total Stores (Million of ¥)													48,942
	前年比	Year-on-Year (±%)	-15.4	-7.6	-5.0	-16.4	-9.7	-11.6	-16.2	-15.2	-25.9	-12.6	-11.9	-11.9	-13.6
			2010.3	2010.4	2010.5	2010.6	2010.7	2010.8	2010.9	2010.10	2010.11	2010.12	2011.1	2011.2	10.3~11.2
靴 SHOES	既存店	Existing Stores													
	前年比	Year-on-Year (±%)	-6.5	-6.1	-7.5	-4.4	-4.6	-8.5	-7.4	2.2	-5.4	-3.2	-0.1	3.1	-4.1
	全店	Total Stores (Million of ¥)	10,075	10,652	9,666	9,824	9,111	7,922	8,158	10,461	8,405	11,389	9,405	5,981	111,053
	前年比	Year-on-Year (±%)	-2.2	-2.6	-4.2	-1.2	-1.6	-5.8	-5.7	3.3	-4.8	-2.7	0.4	4.0	-2.0
全店 CHIYODA	既存店	Existing Stores													
	前年比	Year-on-Year (±%)	-6.6	-6.1	-7.5	-4.4	-4.6	-8.5	-7.4	2.2	-5.4	-3.2	-0.1	3.0	-4.1
	全店	Total Stores (Million of ¥)	10,101	10,680	9,695	9,848	9,133	7,941	8,181	10,486	8,413	11,402	9,416	5,987	111,289
	前年比	Year-on-Year (±%)	-2.5	-2.8	-4.4	-1.3	-2.0	-6.1	-5.9	3.1	-5.0	-3.0	0.1	3.7	-2.2
マックハウス MACHOUSE	既存店	Existing Stores (Million of ¥)													39,812
	前年比	Year-on-Year (±%)	-17.5	-15.3	-11.9	-8.3	-10.1	-12.1	-17.3	-0.9	-8.0	-13.7	-6.3	1.5	-10.4
	全店	Total Stores (Million of ¥)	3,182	3,481	3,999	3,311	3,831	2,574	2,302	4,389	4,083	5,345	3,876	1,932	42,411
	前年比	Year-on-Year (±%)	-18.8	-17.3	-14.6	-10.7	-12.2	-14.2	-19.2	-5.1	-12.0	-17.5	-10.9	-3.1	-13.3

部門別売上高  
Sales Breakdown by Retail Category

(単位:百万円)Million of Yen

			Fiscal year end 2006.3~2007.2	Fiscal year end 2007.3~2008.2	Fiscal year end 2008.3~2009.2	Fiscal year end 2009.3~2010.2	Fiscal year end 2010.3~2011.2
チヨダ・SPC	フル稼働 既存店	Existing Stores	-	-	-	12,647	12,213
SHOE CHIYODA・SPC	全店	Total Store	16,841	16,578	16,109	15,689	14,698
東京靴流通センター	フル稼働 既存店	Existing Stores	-	-	-	45,561	43,567
TOKYO SHOES RETAILING CENTER	全店	Total Store	51,706	50,952	50,006	49,003	48,753
シュープラザ	フル稼働 既存店	Existing Stores	-	-	-	44,220	42,366
SHOEPLAZA	全店	Total Store	44,087	46,181	47,631	48,554	47,434
靴合計	フル稼働 既存店	Existing Stores	-	-	-	102,501	98,313
ALL SHOES	全店	Total Store	112,726	113,861	113,883	113,319	111,053
フットアップ	フル稼働 既存店	Existing Stores	-	-	-	80	61
FOOTUP	全店	Total Store	1,795	1,523	881	509	236
チヨダ合計	フル稼働 既存店	Existing Stores	-	-	-	102,582	98,375
CHIYODA TOTAL	全店	Total Store	127,200	121,674	115,123	113,829	111,289
マックハウス	既存店	Existing Stores	48,196	48,491	48,412	43,140	39,812
MACHOUSE	全店	Total Store	57,334	57,380	56,650	48,942	42,411

※フル稼働既存店……………前年の期首に存在しており、当期末に存在する店舗のことです。

\* Existing stores …………… Stores that exist from the beginning to the end of the current term.

部門別営業利益  
Operating Profit by Retail Category

(単位:百万円) Million of Yen

			Fiscal year end 2009.3~2010.2		Fiscal year end 2010.3~2011.2	
			Sales	Operating Profit	Sales	Operating Profit
チヨダ・SPC	フル稼働 既存店	Existing Stores	12,647	△ 2	12,213	277
SHOE CHIYODA・SPC	全店	Total Store	15,689	△ 415	14,698	19
東京靴流通センター	フル稼働 既存店	Existing Stores	45,561	2,986	43,567	3,117
TOKYO SHOES RETAILING CENTER	全店	Total Store	49,003	2,728	48,753	3,133
シュープラザ	フル稼働 既存店	Existing Stores	44,220	1,933	42,366	2,596
SHOEPLAZA	全店	Total Store	48,554	1,531	47,434	2,380
靴合計	フル稼働 既存店	Existing Stores	102,501	4,928	98,313	6,001
ALL SHOES	全店	Total Store	113,319	3,857	111,053	5,544
フットアップ	フル稼働 既存店	Existing Stores	80	△ 3	61	△ 4
FOOTUP	全店	Total Store	509	△ 69	236	△ 26

※フル稼働既存店..... 前年の期首に存在しており、当期末に存在する店舗のことです。

\* Existing stores ..... Stores that exist from the beginning to the end of the current term.

部門別粗利益  
Gross Margin by Retail Category

	Fiscal year ended 2006.3～2007.2		Fiscal year ended 2007.3～2008.2		Fiscal year ended 2008.3～2009.2		Fiscal year ended 2009.3～2010.2		Fiscal year ended 2010.3～2011.2	
		Change(%)		Change(%)		Change(%)		Change(%)		Change(%)
チヨダ・SPC SHOE CHIYODA・SPC	43.0%	1.6%	44.3%	1.3%	45.3%	1.0%	44.5%	△0.8%	46.5%	2.0%
東京靴流通センター TOKYO SHOES RETAILING CENTER	41.1%	0.7%	42.4%	1.3%	43.5%	1.1%	44.1%	0.6%	45.4%	1.3%
シュープラザ SHOEPLAZA	40.4%	1.5%	41.6%	1.2%	42.6%	1.0%	42.9%	0.3%	44.7%	1.8%
靴計 ALL SHOES	41.1%	1.1%	42.4%	1.3%	43.4%	1.0%	43.7%	0.3%	45.3%	1.6%
フットアップ FOOTUP	33.8%	1.5%	32.4%	△1.4%	33.8%	1.4%	36.1%	2.3%	36.3%	0.2%
チヨダ計 CHIYDA TOTAL	39.1%	0.8%	40.6%	1.5%	43.2%	2.6%	43.6%	0.4%	45.3%	1.7%
マックハウス MACHOUSE	44.2%	0.7%	43.4%	△0.8%	43.9%	0.5%	43.4%	△0.5%	43.5%	0.1%



客数前年対比  
Number of Customer

(単位 : 千人)

		Fiscal year ended 2006.3~2007.2		Fiscal year ended 2007.3~2008.2		Fiscal year ended 2008.3~2009.2		Fiscal year ended 2009.3~2010.2		Fiscal year ended 2010.3~2011.2	
		1,000	Year- on-Year	1,000	Year- on-Year	1,000	Year- on-Year	1,000	Year- on-Year	1,000	Year- on-Year
チヨダ・SPC	Existing Store	3,636	97.3%	3,720	94.7%	3,768	96.4%	3,829	98.6%	3,637	95.0%
SHOE CHIYODA・SPC	Total Store	4,456	100.3%	4,470	100.3%	4,395	98.3%	4,514	102.3%	4,360	96.6%
東京靴流通センター	Existing Store	17,052	96.9%	16,524	96.5%	15,713	96.2%	15,693	97.9%	15,283	96.4%
TOKYO SHOES RETAILING CENTER	Total Store	18,003	96.4%	17,893	99.3%	17,209	96.6%	17,089	98.7%	17,101	100.0%
シュープラザ	Existing Store	9,409	97.5%	10,145	98.3%	11,079	97.4%	11,431	97.5%	11,750	98.1%
SHOEPLAZA	Total Store	11,407	104.9%	12,183	106.7%	12,653	103.8%	13,176	104.1%	13,150	99.7%
靴合計	Existing Store	30,097	97.1%	30,395	96.9%	30,578	96.5%	30,963	97.8%	30,701	97.5%
ALL SHOES	Total Store	33,879	99.6%	34,564	102.0%	34,374	99.4%	34,791	101.2%	34,643	99.5%
フットアップ	Existing Store	400	94.6%	268	94.8%	190	92.4%	88	81.4%	17	79.0%
FOOTUP	Total Store	413	73.1%	357	86.2%	213	59.8%	127	59.4%	61	48.3%
チヨダ合計	Existing Store	33,733	95.6%	31,655	96.4%	30,769	96.5%	31,052	97.8%	30,719	97.5%
CHIYODA TOTAL	Total Store	38,126	95.2%	36,926	96.8%	34,758	94.1%	34,918	100.4%	34,704	99.3%
マックハウス	Existing Store	11,314	93.9%	11,516	94.3%	11,541	92.1%	11,315	93.0%	11,015	93.1%
MACHOUSE	Total Store	13,737	100.6%	13,883	101.1%	13,798	99.4%	13,185	95.6%	11,887	90.2%

※2005.3~2006.2のマックハウスについては、合併後の客数を比較しております。

客単価の推移

Average Spending per Customer

		Fiscal year ended 2006.3～2007.2		Fiscal year ended 2007.3～2008.2		Fiscal year ended 2008.3～2009.2		Fiscal year ended 2009.3～2010.2		Fiscal year ended 2010.3～2011.2	
		¥	Year- on-Year	¥	Year- on-Year	¥	Year- on-Year	¥	Year- on-Year	¥	Year- on-Year
チヨダ・SPC	Existing Store	3,743	99.5%	3,701	98.9%	3,640	99.1%	3,462	94.1%	3,334	96.3%
SHOE CHIYODA・SPC	Total store	3,772	99.7%	3,699	98.1%	3,656	98.3%	3,475	94.6%	3,370	97.0%
東京靴流通センター	Existing store	2,866	99.4%	2,850	99.1%	2,894	101.3%	2,868	98.8%	2,850	99.1%
TOKYO SHOES RETAILING CENTER	Total store	2,871	99.7%	2,847	99.1%	2,890	101.5%	2,867	99.2%	2,850	99.4%
シュープラザ	Existing store	3,906	99.0%	3,820	98.4%	3,779	99.5%	3,773	97.8%	3,604	97.6%
SHOEPLAZA	Total store	3,864	98.9%	3,790	98.0%	3,763	99.3%	3,763	97.8%	3,606	97.8%
靴合計	Existing store	3,297	99.3%	3,278	98.9%	3,310	100.3%	3,247	97.7%	3,198	98.3%
ALL SHOES	Total store	3,326	100.0%	3,292	98.9%	3,312	100.6%	3,256	98.3%	3,205	98.4%
フットアップ	Existing store	4,358	94.9%	4,209	100.1%	4,092	100.5%	3,959	97.5%	3,535	97.7%
FOOTUP	Total store	4,337	93.2%	4,267	98.3%	4,124	96.6%	4,013	97.3%	3,845	95.8%
チヨダ合計	Existing store	3,321	101.1%	3,285	98.7%	3,315	100.3%	3,249	97.7%	3,199	98.3%
CHIYODA TOTAL	Total store	3,335	102.0%	3,294	98.7%	3,311	100.5%	3,259	98.4%	3,206	98.3%
マックハウス	Existing store	4,260	104.9%	4,211	99.8%	4,195	100.6%	3,813	91.4%	3,614	96.3%
MACHOUSE	Total store	4,173	103.4%	4,133	99.0%	4,106	99.3%	3,712	90.4%	3,568	96.1%

※2005.3～2006.2のマックハウスについては、合併後の客単価を比較しております。

販売費及び一般管理費の内訳  
Selling, General and Administrative Expenses

連結  
CONSOLIDATED

	Fiscal year ended 2006.3~2007.2			Fiscal year ended 2007.3~2008.2			Fiscal year ended 2008.3~2009.2			Fiscal year ended 2009.3~2010.2			Fiscal year ended 2010.3~2011.2		
	Millions of ¥	Year- on-Year	%of net sales	Millions of ¥	Year- on-Year	%of net sales	Millions of ¥	Year- on-Year	%of net sales	Millions of ¥	Year- on-Year	%of net sales	Millions of ¥	Year- on-Year	%of net sales
売上高 Net sales	184,718	102.1%	100.0%	179,101	97.0%	100.0%	171,793	95.9%	100.0%	166,460	96.9%	100.0%	157,137	94.4%	100.0%
広告宣伝費 Advertising expense	7,469	106.4%	4.0%	7,765	104.0%	4.3%	7,823	100.7%	4.5%	7,853	100.4%	4.7%	7,186	91.5%	4.6%
役員報酬及び給与手当 Salary wages	21,514	106.3%	11.6%	22,299	103.6%	12.5%	22,534	101.1%	13.1%	22,730	100.9%	13.7%	21,568	94.9%	13.7%
賞与引当金繰入額 Accrued bonus transfers	743	98.5%	0.4%	711	95.7%	0.4%	693	97.4%	0.4%	635	91.6%	0.4%	530	83.5%	0.3%
役員賞与引当金繰入額 Provision for directors' bonuses	65	-	0.0%	-	-	-	-	-	-	-	-	-	-	-	-
役員退職慰労引当金繰入額 Transfer for executives' retirement allowance	39	102.6%	0.0%	51	130.2%	0.0%	32	64.2%	0.0%	27	84.8%	0.0%	30	111.0%	0.0%
退職給付費用 Severance pay	596	90.3%	0.3%	324	54.5%	0.2%	337	103.8%	0.2%	975	289.0%	0.6%	923	94.7%	0.6%
地代家賃 Property taxes	18,466	104.0%	10.0%	18,700	101.3%	10.4%	18,519	99.0%	10.8%	19,033	102.8%	11.4%	18,181	95.5%	11.6%
減価償却費 Depreciation expense	1,312	102.2%	0.7%	1,353	103.1%	0.8%	1,405	103.9%	0.8%	1,527	108.7%	0.9%	1,433	93.9%	0.9%
貸倒引当金繰入額 Transfer for bad debts allowance	0	0.0%	0.0%	67	-	0.0%	69	103.0%	0.1%	10	15.8%	0.0%	-	-	-
その他経費 Other expenses	17,455	104.8%	9.4%	17,912	102.6%	10.0%	17,802	99.4%	10.4%	17,582	98.8%	10.6%	16,765	95.4%	10.9%
合計 Total	67,663	105.0%	36.6%	69,186	102.3%	38.6%	69,217	100.0%	40.3%	70,376	101.7%	42.3%	66,619	94.7%	42.4%

販売費及び一般管理費の内訳  
Selling, General and Administrative Expenses

単体  
NON-CONSOLIDATED

	Fiscal year ended 2006.3~2007.2			Fiscal year ended 2007.3~2008.2			Fiscal year ended 2008.3~2009.2			Fiscal year ended 2009.3~2010.2			Fiscal year ended 2010.3~2011.2		
	Millions of ¥	Year- on-Year	%of net sales	Millions of ¥	Year- on-Year	%of net sales	Millions of ¥	Year- on-Year	%of net sales	Millions of ¥	Year- on-Year	%of net sales	Millions of ¥	Year- on-Year	%of net sales
売上高 Net sales	127,200	97.3%	100.0%	121,674	95.7%	100.0%	115,123	94.6%	100.0%	113,829	98.9%	100.0%	111,289	97.8%	100.0%
広告宣伝費 Advertising expense	5,060	103.0%	4.0%	5,183	102.4%	4.3%	5,210	100.5%	4.5%	5,296	101.6%	4.7%	4,964	93.7%	4.5%
役員報酬及び給与手当 Salary wages	14,269	100.5%	11.2%	14,742	103.3%	12.1%	14,741	100.2%	12.8%	14,932	101.3%	13.1%	14,513	97.2%	13.0%
賞与引当金繰入額 Accrued bonus transfers	537	99.1%	0.4%	530	98.7%	0.4%	535	101.0%	0.5%	516	96.3%	0.5%	442	85.8%	0.4%
役員賞与引当金繰入額 Provision for directors' bonuses	23	-	0.0%	-	-	-	-	-	-	-	-	-	-	-	-
役員退職慰労引当金繰入額 Transfer for executives' retirement allowance	17	89.5%	0.0%	30	175.8%	0.0%	18	59.7%	0.0%	18	102.6%	0.0%	18	98.8%	0.0%
退職給付費用 Severance pay	428	82.5%	0.3%	192	45.0%	0.2%	196	102.2%	0.2%	829	421.3%	0.7%	719	86.7%	0.7%
福利厚生費 Welfare expense	2,308	100.3%	1.8%	2,290	99.2%	1.9%	2,314	101.1%	2.0%	2,314	100.0%	2.0%	2,326	100.6%	2.1%
水道光熱費 Utility expense	2,461	97.0%	1.9%	2,523	102.5%	2.1%	2,549	101.0%	2.2%	2,466	96.8%	2.2%	2,463	99.9%	2.2%
地代家賃 Property taxes	12,379	98.7%	9.7%	12,296	99.3%	10.1%	11,840	96.3%	10.3%	11,975	101.1%	10.5%	11,836	98.8%	10.6%
減価償却費 Depreciation expense	914	102.6%	0.7%	1,003	109.8%	0.8%	1,068	106.4%	0.9%	1,109	103.9%	1.0%	1,121	101.0%	1.0%
貸倒引当金繰入額 Transfer for bad debts allowance	-	-	-	83	-	0.1%	48	57.5%	0.0%	4	9.5%	0.0%	-	-	-
その他経費 Other expenses	6,923	101.1%	5.4%	7,014	101.3%	5.8%	6,644	94.7%	5.8%	6,428	96.7%	5.6%	6,452	100.4%	5.8%
合計 Total	45,324	100.0%	35.6%	45,891	101.3%	37.7%	45,169	98.4%	39.2%	45,891	101.6%	40.3%	44,859	97.8%	40.3%

営業外損益の内訳

Other Income and Deductions

	Fiscal year ended 2006.3~2007.2		Fiscal year ended 2007.3~2008.2		Fiscal year ended 2008.3~2009.2		Fiscal year ended 2009.3~2010.2		Fiscal year ended 2010.3~2011.2	
	Million of ¥	Year-on- Year	Million of ¥	Year-on- Year	Million of ¥	Year-on- Year	Million of ¥	Year-on- Year	Million of ¥	Year-on- Year
受取利息 Interest Income	59	163.0%	70	118.2%	69	99.9%	72	103.4%	71	99.4%
受取配当金 Dividends Earned	370	137.8%	456	123.3%	458	100.5%	452	98.7%	272	60.1%
受取家賃 Rent Income	1,954	103.0%	1,753	89.7%	1,310	74.7%	1,085	82.8%	997	91.9%
受取手数料 Miscellaneous Income	414	90.1%	371	89.7%	334	90.0%	331	99.2%	312	94.3%
その他 Others	318	132.0%	239	75.3%	230	96.3%	130	90.6%	221	170.2%
<b>営業外収益 Non-Operating Income</b>	<b>3,116</b>	<b>107.3%</b>	<b>2,891</b>	<b>92.8%</b>	<b>2,403</b>	<b>83.1%</b>	<b>2,071</b>	<b>86.2%</b>	<b>1,875</b>	<b>90.5%</b>
支払利息・社債利息 Interest Expense & Interest on Bonds	-	-	-	-	-	-	5	-	10	192.6%
不動産賃貸費用 Rent	1,957	100.3%	1,677	85.7%	1,251	94.6%	1,038	83.0%	995	95.9%
その他 Others	119	207.8%	167	140.3%	33	19.8%	147	445.5%	325	219.7%
<b>営業外費用計 Non-Operating Expenses</b>	<b>2,076</b>	<b>103.3%</b>	<b>1,845</b>	<b>88.9%</b>	<b>1,284</b>	<b>69.6%</b>	<b>1,192</b>	<b>92.8%</b>	<b>1,331</b>	<b>111.7%</b>
<b>営業外損益 Other Income and Deductions</b>	<b>1,040</b>	<b>116.3%</b>	<b>1,045</b>	<b>100.6%</b>	<b>1,119</b>	<b>107.0%</b>	<b>879</b>	<b>78.6%</b>	<b>543</b>	<b>61.8%</b>

店舗の推移  
Store Details

	2005.3~2006.2				2006.3~2007.2			2007.3~2008.2			
	期首 ~Statement	開店 Open	閉店 Close	期末 Term-End	開店 Open	閉店 Close	期末 Term-End	開店 Open	閉店 Close	期末 Term-End	
チヨダ・SPC SHOE CHIYODA・SPC	175	16	19	172	26	9	189	14	9	194	
東京靴流通センター TOKYO SHOES RETAILING CENTER	591	17	22	586	15	19	582	29	23	588	
シュープラザ SHOEPLAZA	237	30	8	259	38	8	289	35	3	321	
靴計 ALL SHOES	1,003	63	49	1,017	79	36	1,060	78	35	1,103	
フットアップ FOOTUP	48	0	20	28	0	2	26	0	11	15	
玩具計 TOYS	168	0	30	138	0	32	106	0	70	36	
その他 OTHERS	14	0	9	5	0	0	5	0	3	2	
チヨダ計 CHIYODA TOTAL	1,233	63	108	1,188	79	70	1,197	78	119	1,156	
マックハウス MACHOUSE	393	111	20	484	52	28	508	50	27	531	

	2008.3~2009.2				2009.3~2010.2			2010.3~2011.2			
	期首 Beginning	開店 Open	閉店 Close	期末 Term-End	開店 Open	閉店 Close	期末 Term-End	開店 Open	閉店 Close	期末 Term-End	
チヨダ・SPC SHOE CHIYODA・SPC	194	19	13	200	15	12	203	6	33	176	
東京靴流通センター TOKYO SHOES RETAILING CENTER	588	19	38	569	31	22	578	27	21	584	
シュープラザ SHOEPLAZA	321	30	3	348	28	15	361	13	13	361	
靴計 ALL SHOES	1,103	68	54	1,117	74	49	1,142	46	67	1,121	
フットアップ FOOTUP	15	0	5	10	0	5	5	0	4	1	
玩具計 TOYS	36	0	36	0	-	-	-	-	-	-	
その他 OTHERS	2	0	2	0	-	-	-	-	-	-	
チヨダ計 CHIYODA TOTAL	1,156	68	97	1,127	74	54	1,147	46	71	1,122	
マックハウス MACHOUSE	531	59	23	567	23	48	542	14	37	519	
アイウォーク I-WALK				50	7	12	45	5	7	43	

※マックハウス(2005.3~2006.3)の開店には、合併による増加68店舗が含まれております。

設備投資の状況  
Capital Expenditure

連結  
CONSOLIDATED

	Fiscal year ended 2006.3~2007.2		Fiscal year ended 2007.3~2008.2		Fiscal year ended 2008.3~2009.2		Fiscal year ended 2009.3~2010.2		Fiscal year ended 2010.3~2011.2	
	Million of ¥	Year-on- Year	Million of ¥	Year-on- Year	Million of ¥	Year-on- Year	Million of ¥	Year-on- Year	Million of ¥	Year-on- Year
設備投資額 Capital Expenditure	4,717	151.8%	4,220	89.5%	3,557	84.3%	8,275	232.6%	1,896	22.9%
減価償却 Depreciation Expenses	1,312	102.2%	1,353	103.1%	1,405	103.9%	1,527	108.7%	1,433	93.9%

単体  
NON-CONSOLIDATED

	Fiscal year ended 2006.3~2007.2		Fiscal year ended 2007.3~2008.2		Fiscal year ended 2008.3~2009.2		Fiscal year ended 2009.3~2010.2		Fiscal year ended 2010.3~2011.2	
	Million of ¥	Year-on- Year	Million of ¥	Year-on- Year	Million of ¥	Year-on- Year	Million of ¥	Year-on- Year	Million of ¥	Year-on- Year
設備投資額 Capital Expenditure	3,272	155.6%	2,937	89.8%	2,612	89.0%	7,573	289.9%	1,581	20.9%
減価償却 Depreciation Expenses	948	101.5%	1,036	109.3%	1,099	106.1%	1,146	104.3%	1,158	101.1%

主要財務指標

Major Financial Indicators

連結

CONSOLIDATED

	Fiscal year ended 2006.3～2007.2	Fiscal year ended 2007.3～2008.2	Fiscal year ended 2008.3～2009.2	Fiscal year ended 2009.3～2010.2	Fiscal year ended 2010.3～2011.2
総資産額 (百万円) Total Assets (Million of ¥)	141,067	132,887	131,749	130,583	124,287
株主資本 (百万円) Shareholders' Equity (Million of ¥)	81,740	78,520	77,131	73,109	69,675
株主資本比率 (%) Capital Stock	52.9	53.5	52.9	51.5	52.1
株主資本利益率 (%) Return on Equity	0.8	3.8	0.6	△1.8	1.6
発行済株式数 (株) Number of Shares of Common Stock	41,228,617	39,726,805	39,724,361	39,722,649	39,721,348
1株当たり株主資本 (円) Book Value per Share (¥)	1,809.51	1,789.67	1,753.13	1,691.68	1,629.49
1株当たり当期純利益 (円) Earning per Share (¥)	15.13	67.12	10.08	△30.86	26.36



主要財務指標

Major financial indicators

単体

NON-CONSOLIDATED

	Fiscal year ended 2006.3~2007.2	Fiscal year ended 2007.3~2008.2	Fiscal year ended 2008.3~2009.2	Fiscal year ended 2009.3~2010.2	Fiscal year ended 2010.3~2011.2
総資産額 (百万円) Total Assets (Million of ¥)	102,546	94,921	92,902	95,000	93,583
株主資本 (百万円) Shareholders' Equity (Million of ¥)	65,090	61,089	59,451	59,063	58,026
株主資本比率 (%) Capital Stock	63.5	64.4	64.0	62.2	62.0
株主資本利益率 (%) Return on Equity	△0.4	3.7	0.4	1.4	4.2
発行済株式数 (株) Number of Shares of Common Stock	41,228,617	39,726,805	39,724,361	39,722,649	39,721,348
1株当たり株主資本 (円) Book Value per Share (¥)	1,578.77	1,537.73	1,496.60	1,486.89	1,460.83
1株当たり当期純利益 (円) Earning per Share (¥)	△6.74	55.01	5.50	20.91	62.53

単位当たり売上高  
Sales per 1㎡ & Sales per Employee

単体  
NON-CONSOLIDATED

		Fiscal year ended 2006.3~2007.2		Fiscal year ended 2007.3~2008.2		Fiscal year ended 2008.3~2009.2		Fiscal year ended 2009.3~2010.2		Fiscal year ended 2010.3~2011.2	
			Year-on- Year		Year-on- Year		Year-on- Year		Year-on- Year		Year-on- Year
売上高 (百万円) Net Sales (million of ¥)		127,200	97.3%	121,674	95.7%	115,123	94.6%	113,829	98.9%	111,289	97.8%
1㎡当たり売上高 Sales per 1㎡	売場面積(平均) (㎡) Sales Floor Space (Average)	442,581	102.1%	452,318	102.2%	430,515	95.2%	436,853	101.5%	442,905	101.4%
	1㎡当たり期間売上高 (千円) Average Sales a Yer per 1㎡ (Thousands ¥)	287	95.3%	269	93.6%	267	99.4%	260	97.4%	251	96.4%
1人当たり売上高 Sales per Employee	従業員数(平均) (人) Number of Employees (Average)	5,153	100.2%	5,327	103.4%	5,252	98.6%	5,437	103.5%	5,325	97.9%
	1人当たり売上高 (千円) Average Sales a Yer per Employ (Thousands ¥)	24,684	97.1%	22,842	92.5%	21,918	96.0%	20,936	95.5%	20,898	99.8%