

# 決算説明資料

Detailed Financial Data

平成25年3月1日～平成26年2月28日  
～Fiscal year ended Feb. 28, 2014～



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決算概要  
Financial Summary

連結  
CONSOLIDATED

	Fiscal year ended 2009.3~2010.2			Fiscal year ended 2010.3~2011.2			Fiscal year ended 2011.3~2012.2			Fiscal year ended 2012.3~2013.2			Fiscal year ended 2013.3~2014.2		
	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	166,460	96.9%	100.0%	157,137	94.4%	100.0%	154,086	98.1%	100.0%	150,323	97.6%	100.0%	147,423	98.1%	100.0%
売上総利益 Gross Profit	73,788	97.2%	44.3%	71,674	97.1%	45.6%	73,066	101.9%	47.4%	73,441	100.5%	48.9%	72,041	98.1%	48.9%
販売費及び一般管理費 Selling, General and Administrative Expenses	70,376	101.7%	42.3%	66,619	94.7%	42.4%	62,334	93.6%	40.5%	61,124	98.1%	40.7%	61,510	100.6%	41.7%
営業利益 Operating Profit	3,412	50.7%	2.0%	5,054	148.1%	3.2%	10,731	212.3%	7.0%	12,316	114.8%	8.2%	10,531	85.5%	7.1%
経常利益 Recurring Profit	4,036	52.4%	2.4%	5,725	141.9%	3.6%	11,339	198.1%	7.4%	13,108	115.6%	8.7%	11,027	84.1%	7.5%
当期純利益 Net Income	△1,225	-	-	1,047	-	0.7%	4,839	462.2%	3.1%	7,151	147.8%	4.8%	5,847	81.8%	4.0%
1株当たり当期純利益 Earnings per Share	¥△30.86	-	-	¥26.36	-	-	¥121.84	-	-	¥180.16	-	-	¥148.08	-	-

決算概要  
Financial Summary

単体  
NON-CONSOLIDATED

	Fiscal year ended 2009.3~2010.2			Fiscal year ended 2010.3~2011.2			Fiscal year ended 2011.3~2012.2			Fiscal year ended 2012.3~2013.2			Fiscal year ended 2013.3~2014.2		
	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	113,829	98.9%	100.0%	111,289	97.8%	100.0%	110,314	99.1%	100.0%	108,330	98.2%	100.0%	107,220	99.0%	100.0%
売上総利益 Gross Profit	49,665	99.8%	43.6%	50,387	101.5%	45.3%	51,554	102.3%	46.7%	52,057	101.0%	48.1%	52,247	100.4%	48.7%
販売費及び一般管理費 Selling, General and Administrative Expenses	45,891	101.6%	40.3%	44,859	97.8%	40.3%	43,252	96.4%	39.2%	42,782	98.9%	39.5%	42,822	100.1%	39.9%
営業利益 Operating Profit	3,774	82.6%	3.3%	5,527	146.5%	5.0%	8,301	150.2%	7.5%	9,274	111.7%	8.6%	9,425	101.6%	8.8%
経常利益 Recurring Profit	4,654	81.8%	4.1%	6,071	130.4%	5.5%	8,845	145.7%	8.0%	10,151	114.8%	9.4%	10,395	102.4%	9.7%
当期純利益 Net Income	830	379.9%	0.7%	2,483	299.1%	2.2%	3,515	141.5%	3.2%	5,663	161.1%	5.2%	6,231	110.0%	5.8%
1株当たり当期純利益 Earnings per Share	¥20.91	-	-	¥62.53	-	-	¥88.49	-	-	¥142.67	-	-	¥157.82	-	-

売上高の推移

Sales Trend Compare with Same Month of Previous Year

			2012.3	2012.4	2012.5	2012.6	2012.7	2012.8	2012.9	2012.10	2012.11	2012.12	2013.1	2013.2	12.3~13.2
全店 CHIYODA	既存店	Existing Stores													
	前年比	Year-on-Year (±%)	15.7	2.2	-4.6	-0.6	-3.8	-3.5	-0.2	-8.9	1.5	-2.8	-1.7	-6.9	-1.3
	全店	Total Stores (Million of ¥)	9,406	10,977	9,199	9,723	9,015	7,549	8,116	9,363	8,999	11,280	9,107	5,592	108,330
	前年比	Year-on-Year (±%)	4.3	0.8	-6.1	-1.7	-4.9	-4.7	-1.2	-9.4	2.0	-2.5	-1.5	-6.6	-1.8
マックハウス MACHOUSE	既存店	Existing Stores (Million of ¥)													39,157
	前年比	Year-on-Year (±%)	-18.1	7.4	-6.7	1.9	-1.4	-1.6	7.5	-0.9	1.2	7.5	-2.1	-0.9	-0.3
	全店	Total Stores (Million of ¥)	2,500	3,529	3,547	3,229	3,606	2,523	2,374	4,178	3,958	5,537	3,639	1,825	40,449
	前年比	Year-on-Year (±%)	-21.4	1.4	-11.3	-2.5	-5.9	-5.7	3.1	-4.8	-3.1	3.6	-6.1	-5.5	-4.6
			2013.3	2013.4	2013.5	2013.6	2013.7	2013.8	2013.9	2013.10	2013.11	2013.12	2014.1	2014.2	13.3~14.2
全店 CHIYODA	既存店	Existing Stores													
	前年比	Year-on-Year (±%)	2.8	-9.5	-2.1	1.3	-8.3	0.3	-3.0	-3.7	-2.2	-3.4	-8.5	17.3	-2.4
	全店	Total Stores (Million of ¥)	9,749	10,074	9,159	10,049	8,422	7,693	7,995	9,140	8,901	11,008	8,426	6,598	17,220
	前年比	Year-on-Year (±%)	3.6	-8.3	-0.5	3.3	-6.6	1.9	-1.5	-2.4	-1.1	-2.5	-7.5	17.9	-1.0
マックハウス MACHOUSE	既存店	Existing Stores (Million of ¥)													
	前年比	Year-on-Year (±%)	5.8	-11.4	-2.8	2.9	-8.9	-4.1	-6.3	-14.3	-9.0	-8.5	1.8	10.5	-4.8
	全店	Total Stores (Million of ¥)	3,069	3,069	3,244	3,090	3,000	2,346	1,969	3,132	3,776	4,812	3,381	1,855	36,749
	前年比	Year-on-Year (±%)	4.9	-11.8	-2.5	2.9	-8.8	-3.9	-6.0	-14.2	-9.1	-8.2	0.9	9.2	-4.9

部門別売上高

Sales Breakdown 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	Fiscal year end 2011.3~2012.2	Fiscal year end 2012.3~2013.2	Fiscal year end 2013.3~2014.2
チヨダ・SPC	フル稼働 既存店	Existing Stores	-	-	-	11,499	11,043
SHOE CHIYODA・SPC	全店	Total Store	15,689	14,698	13,680	13,416	13,130
東京靴流通センター	フル稼働 既存店	Existing Stores	-	-	-	46,227	45,357
TOKYO SHOES RETAILING CENTER	全店	Total Store	49,003	48,753	49,012	48,286	47,649
シュープラザ	フル稼働 既存店	Existing Stores	-	-	-	44,962	43,718
SHOEPLAZA	全店	Total Store	48,554	47,434	47,277	46,194	45,977
靴合計	フル稼働 既存店	Existing Stores	-	-	-	102,689	100,119
ALL SHOES	全店	Total Store	113,319	111,053	110,282	108,330	107,220
フットアップ	フル稼働 既存店	Existing Stores	-	-	-	-	-
FOOTUP	全店	Total Store	509	236	32	-	-
チヨダ合計	フル稼働 既存店	Existing Stores	-	-	-	102,689	100,119
CHIYODA TOTAL	全店	Total Store	113,829	111,289	110,314	108,330	107,220
マックハウス	既存店	Existing Stores	43,140	39,812	39,157	37,485	34,334
MACHOUSE	全店	Total Store	48,942	42,411	40,449	38,658	36,749

※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 2012.3~2013.2		Fiscal year end 2013.3~2014.2	
			Sales	Operating Profit	Sales	Operating Profit
チヨダ・SPC	フル稼働 既存店	Existing Stores	11,499	475	11,043	435
SHOE CHIYODA・SPC	全店	Total Store	13,416	541	13,130	374
東京靴流通センター	フル稼働 既存店	Existing Stores	46,227	4,490	45,357	4,595
TOKYO SHOES RETAILING CENTER	全店	Total Store	48,286	4,624	47,649	4,738
シュープラザ	フル稼働 既存店	Existing Stores	44,962	3,938	43,718	4,076
SHOEPLAZA	全店	Total Store	46,194	4,113	45,977	4,283
チヨダ合計	フル稼働 既存店	Existing Stores	102,689	8,904	100,119	9,107
CHIYODA TOTAL	全店	Total Store	108,330	9,274	107,220	9,425

※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 2009.3~2010.2		Fiscal year ended 2010.3~2011.2		Fiscal year ended 2011.3~2012.2		Fiscal year ended 2012.3~2013.2		Fiscal year ended 2013.3~2014.2	
		Change(%)		Change(%)		Change(%)		Change(%)		Change(%)
チヨダ・SPC SHOE CHIYODA・SPC	44.5%	△0.8%	46.5%	2.0%	48.1%	1.6%	49.2%	1.1%	48.8%	△0.4%
東京靴流通センター TOKYO SHOES RETAILING CENTER	44.1%	0.6%	45.4%	1.3%	46.8%	1.4%	48.5%	1.7%	49.2%	0.7%
シュープラザ SHOEPLAZA	42.9%	0.3%	44.7%	1.8%	46.2%	1.5%	47.3%	1.1%	48.2%	0.9%
靴計 ALL SHOES	43.7%	0.3%	45.3%	1.6%	46.7%	1.4%	48.1%	1.5%	48.7%	0.6%
フットアップ FOOTUP	36.1%	2.3%	36.3%	0.2%	45.3%	9.0%	—	—	—	—
チヨダ計 CHIYODA TOTAL	43.6%	0.4%	45.3%	1.7%	46.7%	1.4%	48.1%	1.5%	48.7%	0.6%
マックハウス MACHOUSE	43.4%	△0.5%	43.5%	0.1%	46.2%	2.7%	48.0%	1.8%	46.5%	△1.5%



客数前年対比  
Number of Customer

(単位 : 千人)

		Fiscal year ended 2009.3~2010.2		Fiscal year ended 2010.3~2011.2		Fiscal year ended 2011.3~2012.2		Fiscal year ended 2012.3~2013.2		Fiscal year ended 2013.3~2014.2	
		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	3,829	98.6%	3,637	95.0%	3,659	100.6%	3,587	98.0%	3,289	95.5%
SHOE CHIYODA・SPC	Total Store	4,514	102.3%	4,360	96.6%	4,050	92.9%	3,922	96.8%	3,796	96.7%
東京靴流通センター	Existing Store	15,693	97.9%	15,283	96.4%	15,453	98.2%	15,371	96.4%	14,841	95.9%
TOKYO SHOES RETAILING CENTER	Total Store	17,089	98.7%	17,101	100.0%	16,839	98.4%	16,189	96.1%	15,616	96.4%
シュープラザ	Existing Store	11,431	97.5%	11,750	98.1%	12,383	100.1%	12,365	98.0%	11,838	96.3%
SHOEPLAZA	Total Store	13,176	104.1%	13,150	99.7%	13,023	99.0%	12,624	96.9%	12,433	98.4%
靴合計	Existing Store	30,963	97.8%	30,701	97.5%	31,560	99.3%	31,416	97.2%	30,070	96.0%
ALL SHOES	Total Store	34,791	101.2%	34,643	99.5%	33,975	98.0%	32,831	96.6%	31,946	97.3%
フットアップ	Existing Store	88	81.4%	17	79.0%	-	-	-	-	-	-
FOOTUP	Total Store	127	59.4%	61	48.3%	9	15.0%	-	-	-	-
チヨダ合計	Existing Store	31,052	97.8%	30,719	97.5%	31,560	99.3%	31,416	97.2%	30,070	96.0%
CHIYODA TOTAL	Total Store	34,918	100.4%	34,704	99.3%	33,984	97.9%	32,831	96.6%	31,946	97.3%
マックハウス	Existing Store	11,315	93.0%	11,015	93.1%	10,097	92.4%	9,296	95.4%	8,626	96.8%
MACHOUSE	Total Store	13,185	95.6%	11,887	90.2%	10,552	88.6%	9,682	91.8%	9,313	97.2%

客単価の推移

Average Spending per Customer

		Fiscal year ended 2009.3~2010.2		Fiscal year ended 2010.3~2011.2		Fiscal year ended 2011.3~2012.2		Fiscal year ended 2012.3~2013.2		Fiscal year ended 2013.3~2014.2	
		¥	Year- on-Year	¥	Year- on-Year	¥	Year- on-Year	¥	Year- on-Year	¥	Year- on-Year
チヨダ・SPC	Existing Store	3,462	94.1%	3,334	96.3%	3,357	100.7%	3,338	99.5%	3,367	96.8%
SHOE CHIYODA・SPC	Total store	3,475	94.6%	3,370	97.0%	3,378	100.2%	3,362	99.5%	3,386	100.7%
東京靴流通センター	Existing store	2,868	98.8%	2,850	99.1%	2,911	102.0%	2,988	102.4%	3,057	102.3%
TOKYO SHOES RETAILING CENTER	Total store	2,867	99.2%	2,850	99.4%	2,910	102.0%	2,982	102.4%	3,051	102.2%
シュープラザ	Existing store	3,773	97.8%	3,604	97.6%	3,632	100.5%	3,656	100.5%	3,692	100.8%
SHOEPLAZA	Total store	3,763	97.8%	3,606	97.8%	3,630	100.6%	3,658	100.7%	3,697	101.0%
靴合計	Existing store	3,247	97.7%	3,198	98.3%	3,250	101.2%	3,303	101.5%	3,355	101.6%
ALL SHOES	Total store	3,256	98.3%	3,205	98.4%	3,245	101.2%	3,299	101.6%	3,356	101.7%
フットアップ	Existing store	3,959	97.5%	3,535	97.7%	-	-	-	-	-	-
FOOTUP	Total store	4,013	97.3%	3,845	95.8%	3,509	91.2%	-	-	-	-
チヨダ合計	Existing store	3,249	97.7%	3,199	98.3%	3,250	101.2%	3,303	101.5%	3,355	101.6%
CHIYODA TOTAL	Total store	3,259	98.4%	3,206	98.3%	3,246	101.2%	3,299	101.6%	3,356	101.7%
マックハウス	Existing store	3,813	91.4%	3,614	96.3%	3,874	107.9%	4,024	104.0%	3,980	99.0%
MACHOUSE	Total store	3,712	90.4%	3,568	96.1%	3,833	107.7%	3,993	104.2%	3,946	98.9%

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

連結  
CONSOLIDATED

	Fiscal year ended 2009.3~2010.2			Fiscal year ended 2010.3~2011.2			Fiscal year ended 2011.3~2012.2			Fiscal year ended 2012.3~2013.2			Fiscal year ended 2013.3~2014.2		
	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	166,460	96.9%	100.0%	157,137	94.4%	100.0%	154,086	98.1%	100.0%	150,323	97.6%	100.0%	147,423	98.1%	100.0%
広告宣伝費 Advertising expense	7,853	100.4%	4.7%	7,186	91.5%	4.6%	6,191	86.2%	4.0%	6,244	100.9%	4.2%	5,972	95.6%	4.1%
役員報酬及び給与手当 Salary wages	22,730	100.9%	13.7%	21,568	94.9%	13.7%	20,176	93.5%	13.1%	19,507	96.7%	13.0%	19,736	101.2%	13.4%
賞与引当金繰入額 Accrued bonus transfers	635	91.6%	0.4%	530	83.5%	0.3%	611	115.2%	0.4%	605	99.0%	0.4%	569	94.1%	0.4%
退職給付費用 Severance pay	975	289.0%	0.6%	923	94.7%	0.6%	911	98.7%	0.6%	995	109.2%	0.7%	819	82.3%	0.6%
役員退職慰労引当金繰入額 Transfer for executives' retirement allowance	27	84.8%	0.0%	30	111.0%	0.0%	17	55.7%	0.0%	4	25.4%	0.0%	1	36.8%	0.0%
株式報酬費用 Stock based compensation expense	-	-	-	-	-	-	39	-	0.0%	57	147.3%	0.0%	42	72.7%	0.0%
地代家賃 Property taxes	19,033	102.8%	11.4%	18,181	95.5%	11.6%	17,048	93.8%	11.1%	16,417	96.3%	10.9%	16,303	99.3%	11.1%
減価償却費 Depreciation expense	1,527	108.7%	0.9%	1,433	93.9%	0.9%	1,231	85.9%	0.8%	1,159	94.1%	0.8%	1,266	109.3%	0.9%
貸倒引当金繰入額 Transfer for bad debts allowance	10	15.8%	0.0%	-	-	-	-	-	-	△20	-	△0.0%	△22	112.3%	0.0%
その他経費 Other expenses	17,582	98.8%	10.6%	16,765	95.4%	10.9%	16,107	96.1%	10.5%	16,153	100.3%	10.7%	16,820	104.1%	11.4%
合計 Total	70,376	101.7%	42.3%	66,619	94.7%	42.4%	62,334	93.6%	40.5%	61,124	98.1%	40.7%	61,510	100.6%	41.7%

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 2009.3~2010.2			Fiscal year ended 2010.3~2011.2			Fiscal year ended 2011.3~2012.2			Fiscal year ended 2012.3~2013.2			Fiscal year ended 2013.3~2014.2		
	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	113,829	98.9%	100.0%	111,289	97.8%	100.0%	110,314	99.1%	100.0%	108,330	98.2%	100.0%	107,220	99.0%	100.0%
広告宣伝費 Advertising expense	5,296	101.6%	4.7%	4,964	93.7%	4.5%	4,561	91.9%	4.1%	4,507	98.8%	4.2%	4,223	93.7%	3.9%
役員報酬及び給与手当 Salary wages	14,932	101.3%	13.1%	14,513	97.2%	13.0%	14,285	98.4%	12.9%	14,122	98.9%	13.0%	14,374	101.8%	13.4%
賞与引当金繰入額 Accrued bonus transfers	516	96.3%	0.5%	442	85.8%	0.4%	500	113.0%	0.5%	487	97.4%	0.4%	464	95.3%	0.4%
役員退職慰労引当金繰入額 Transfer for executives' retirement allowance	18	102.6%	0.0%	18	98.8%	0.0%	4	25.9%	0.0%	-	-	-	-	-	-
退職給付費用 Severance pay	829	421.3%	0.7%	719	86.7%	0.7%	718	99.9%	0.7%	852	118.7%	0.8%	679	79.7%	0.6%
株式報酬費用 Stock based compensation expense	-	-	-	-	-	-	39	-	0.0%	47	122.0%	0.0%	33	70.7%	0.0%
福利厚生費 Welfare expense	2,314	100.0%	2.0%	2,326	100.6%	2.1%	2,347	100.9%	2.1%	2,329	99.2%	2.2%	2,365	101.6%	2.2%
水道光熱費 Utility expense	2,466	96.8%	2.2%	2,463	99.9%	2.2%	2,228	90.5%	2.0%	2,351	105.5%	2.2%	2,625	111.6%	2.4%
地代家賃 Property taxes	11,975	101.1%	10.5%	11,836	98.8%	10.6%	11,279	95.3%	10.2%	11,077	98.2%	10.2%	11,082	100.0%	10.3%
減価償却費 Depreciation expense	1,109	103.9%	1.0%	1,121	101.0%	1.0%	1,022	91.2%	0.9%	922	90.2%	0.9%	993	107.8%	0.9%
貸倒引当金繰入額 Transfer for bad debts allowance	4	9.5%	0.0%	-	-	-	-	-	-	△18	-	△0.0%	△14	78.2%	0.0%
その他経費 Other expenses	6,428	96.7%	5.6%	6,452	100.4%	5.8%	6,264	97.1%	5.7%	6,102	97.4%	5.6%	5,993	98.2%	5.6%
合計 Total	45,891	101.6%	40.3%	44,859	97.8%	40.3%	43,252	96.4%	39.2%	42,782	98.9%	39.5%	42,822	100.1%	39.9%

営業外損益の内訳

Other Income and Deductions

	Fiscal year ended 2009.3~2010.2		Fiscal year ended 2010.3~2011.2		Fiscal year ended 2011.3~2012.2		Fiscal year ended 2012.3~2013.2		Fiscal year ended 2013.3~2014.2	
	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	72	103.4%	71	99.4%	63	88.9%	56	87.9%	50	89.6%
受取配当金 Dividends Earned	452	98.7%	272	60.1%	177	65.4%	276	155.2%	561	203.4%
受取家賃 Rent Income	1,085	82.8%	997	91.9%	937	94.0%	900	96.1%	781	86.7%
受取手数料 Miscellaneous Income	331	99.2%	312	94.3%	284	91.1%	277	97.6%	196	70.8%
その他 Others	130	90.6%	221	170.2%	172	78.1%	170	98.6%	182	107.2%
<b>営業外収益</b> Non-Operating Income	<b>2,071</b>	<b>86.2%</b>	<b>1,875</b>	<b>90.5%</b>	<b>1,636</b>	<b>87.3%</b>	<b>1,681</b>	<b>102.7%</b>	<b>1,772</b>	<b>105.4%</b>
支払利息・社債利息 Interest Expense & Interest on Bonds	5	-	10	192.6%	8	81.5%	6	74.6%	4	69.6%
不動産賃貸費用 Rent	1,038	83.0%	995	95.9%	826	83.0%	784	94.9%	683	87.1%
その他 Others	147	445.5%	325	219.7%	257	79.2%	13	5.4%	115	833.5%
<b>営業外費用計</b> Non-Operating Expenses	<b>1,192</b>	<b>92.8%</b>	<b>1,331</b>	<b>111.7%</b>	<b>1,093</b>	<b>82.1%</b>	<b>804</b>	<b>73.6%</b>	<b>803</b>	<b>99.8%</b>
<b>営業外損益</b> Other Income and Deductions	<b>879</b>	<b>78.6%</b>	<b>543</b>	<b>61.8%</b>	<b>543</b>	<b>100.0%</b>	<b>876</b>	<b>161.3%</b>	<b>969</b>	<b>110.6%</b>

店舗の推移  
Store Details

店舗数 (Number of Stores)

	期首 ~Statement	2008.3~2009.2			2009.3~2010.2			2010.3~2011.2		
		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 SHOE 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	0	0	0	0	0	0
その他 OTHERS	2	0	2	0	0	0	0	0	0	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

	期首 Beginning	2011.3~2012.2			2012.3~2013.2			2013.3~2014.2		
		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	176	9	15	170	11	8	173	9	16	166
東京靴流通センター TOKYO SHOE RETAILING CENTER	584	16	21	579	17	18	578	13	18	573
シュープラザ SHOEPLAZA	361	2	13	350	6	6	350	17	6	361
靴計 ALL SHOES	1,121	27	49	1,099	34	32	1,101	39	40	1,100
フットアップ FOOTUP	1	0	1	0	0	0	0	0	0	0
チヨダ計 CHIYODA TOTAL	1,122	27	50	1,099	34	32	1,101	39	40	1,100
マックハウス MACHOUSE	519	9	46	482	21	27	476	31	25	482
アイウォーク I-WALK	43	2	5	40	5	3	42	5	1	46

設備投資の状況  
Capital Expenditure

連結  
CONSOLIDATED

	Fiscal year ended 2009.3~2010.2		Fiscal year ended 2010.3~2011.2		Fiscal year ended 2011.3~2012.2		Fiscal year ended 2012.3~2013.2		Fiscal year ended 2013.3~2014.2	
	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	8,275	232.6%	1,896	22.9%	1,174	61.9%	3,035	258.4%	2,374	78.2%
減価償却 Depreciation Expenses	1,527	108.7%	1,433	93.9%	1,231	85.9%	1,159	94.1%	1,266	109.3%

単体  
NON-CONSOLIDATED

	Fiscal year ended 2009.3~2010.2		Fiscal year ended 2010.3~2011.2		Fiscal year ended 2011.3~2012.2		Fiscal year ended 2012.3~2013.2		Fiscal year ended 2013.3~2014.2	
	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	7,573	289.9%	1,581	20.9%	909	57.5%	2,406	264.6%	1,370	57.0%
減価償却 Depreciation Expenses	1,146	104.3%	1,158	101.1%	1,022	88.3%	922	90.2%	993	107.8%

主要財務指標

Major Financial Indicators

連結

CONSOLIDATED

	Fiscal year ended 2009.3~2010.2	Fiscal year ended 2010.3~2011.2	Fiscal year ended 2011.3~2012.2	Fiscal year ended 2012.3~2013.2	Fiscal year ended 2013.3~2014.2
総資産額 Total Assets (百万円) (Million of ¥)	130,583	124,287	126,756	132,868	134,628
株主資本 Shareholders' Equity (百万円) (Million of ¥)	73,109	69,675	72,719	78,658	82,802
株主資本比率 Capital Stock (%)	51.5	52.1	52.9	54.4	56.8
株主資本利益率 Return on Equity (%)	△1.8	1.6	7.3	10.3	7.9
発行済株式数 Number of Shares of Common Stock (株)	39,722,649	39,721,348	39,721,090	39,483,729	39,489,089
1株当たり株主資本 Book Value per Share (円) (¥)	1,691.68	1,629.49	1,687.72	1,831.05	1,936.82
1株当たり当期純利益 Earning per Share (円) (¥)	△30.86	26.36	121.84	180.16	148.08



主要財務指標  
Major financial indicators

単体  
NON-CONSOLIDATED

	Fiscal year ended 2009.3~2010.2	Fiscal year ended 2010.3~2011.2	Fiscal year ended 2011.3~2012.2	Fiscal year ended 2012.3~2013.2	Fiscal year ended 2013.3~2014.2
総資産額 (百万円) Total Assets (Million of ¥)	95,000	93,583	94,688	99,263	103,381
株主資本 (百万円) Shareholders' Equity (Million of ¥)	59,063	58,026	59,054	62,871	67,487
株主資本比率 (%) Capital Stock	62.2	62.0	62.3	63.3	65.2
株主資本利益率 (%) Return on Equity	1.4	4.2	6.0	9.3	9.6
発行済株式数 (株) Number of Shares of Common Stock	39,722,649	39,721,348	39,721,090	39,483,729	39,489,089
1株当たり株主資本 (円) Book Value per Share (¥)	1,486.89	1,460.83	1,485.73	1,590.14	1,706.11
1株当たり当期純利益 (円) Earning per Share (¥)	20.91	62.53	88.49	142.67	157.82

単位当たり売上高  
Sales per 1m<sup>2</sup> & Sales per Employee

単体  
NON-CONSOLIDATED

		Fiscal year ended 2009.3~2010.2		Fiscal year ended 2010.3~2011.2		Fiscal year ended 2011.3~2012.2		Fiscal year ended 2012.3~2013.2		Fiscal year ended 2013.3~2014.2	
			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 ¥)		113,829	98.9%	111,289	97.8%	110,314	99.1%	108,330	98.2%	107,220	99.0%
1m <sup>2</sup> 当たり売上高 Sales per 1m <sup>2</sup>	売場面積(平均) Sales Floor Space (Average) (m <sup>2</sup> )	436,853	101.5%	442,905	101.4%	431,530	97.4%	424,647	98.4%	430,330	101.3%
	1m <sup>2</sup> 当たり期間売上高 Average Sales a Yer per 1m <sup>2</sup> (Thousands ¥)	260	97.4%	251	96.4%	255	101.7%	255	99.8%	249	97.7%
1人当たり売上高 Sales per Employee	従業員数(平均) Number of Employees (Average) (人)	5,437	103.5%	5,325	97.9%	5,086	95.5%	5,021	98.7%	5,082	101.2%
	1人当たり売上高 Average Sales a Yer per Employ (Thousands ¥)	20,936	95.5%	20,898	99.8%	21,690	103.8%	21,575	99.5%	21,098	97.8%