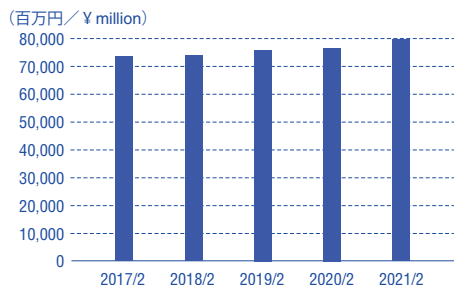




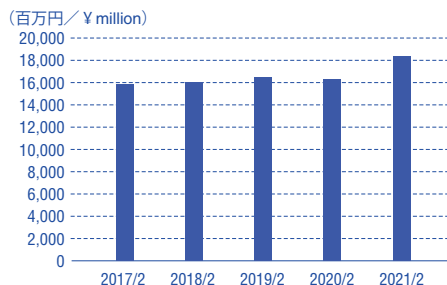
# FACT BOOK 2021

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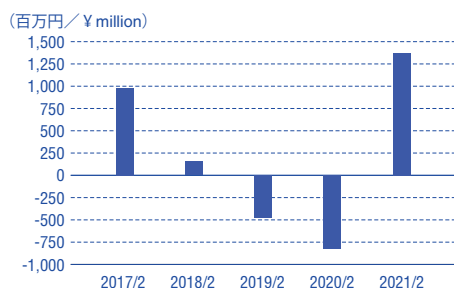
売上高  
Net Sales



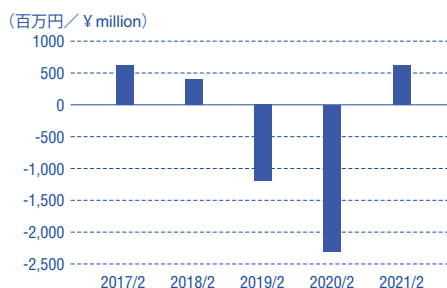
売上総利益  
Gross Profit



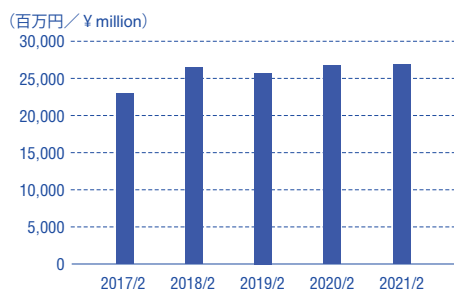
経常利益  
Ordinary Income



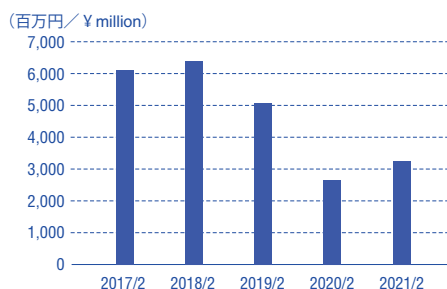
当期純利益  
Net Income



総資産  
Total Assets



純資産  
Net Assets

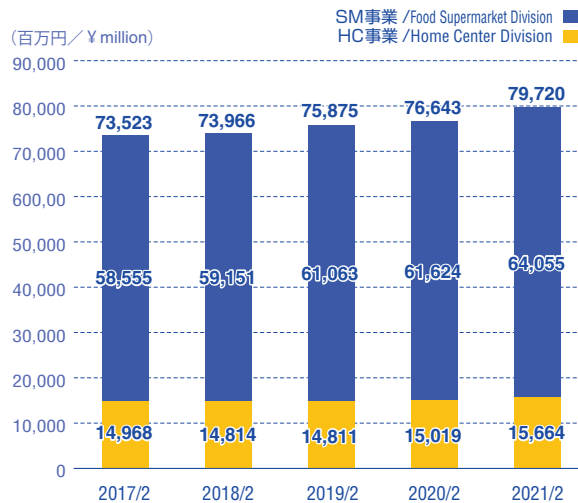


(百万円/¥ million)		2017/2	2018/2	2019/2	2020/2	2021/2
売上高	Net Sales	73,523	73,966	75,875	76,643	79,720
売上総利益	Gross Profit	15,874	16,017	16,465	16,282	18,335
営業利益又は営業損失 (△)	Operating Income or Loss (△)	888	55	△ 592	△ 927	1,306
経常利益又は経常損失 (△)	Ordinary Income or Loss (△)	977	156	△ 480	△ 830	1,375
当期純利益又は当期純損失 (△)	Net Income or Loss (△)	627	406	△ 1,197	△ 2,304	625
総資産	Total Assets	22,918	26,423	25,727	26,681	26,863
純資産	Net Assets	6,096	6,386	5,068	2,643	3,237
1株当たり当期純利益 (円)	Net Income per Share (¥)	99.09	64.16	△ 189	△ 364	98
1株当たり純資産 (円)	Net Assets per Share (¥)	961.32	1,007.15	799	416	509
期末店舗数 (店)	Number of Store	28	32	33	35	34

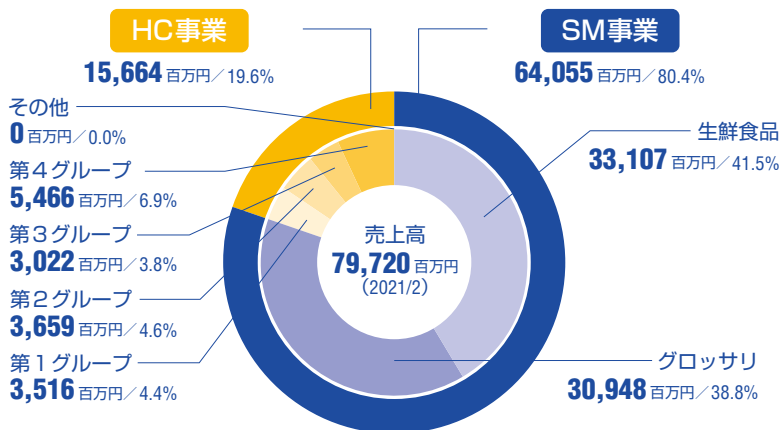
## セグメント情報 (単体) Segment Information (Non-Consolidated)

(百万円/¥ million)		2019/2	2020/2	2021/2
SM (食品スーパー) 事業 Food Supermarket Division	生鮮食品 (青果、精肉、鮮魚、惣菜) Fresh Food (Fresh fruit and vegetables, meat, fish, and prepared foods)	31,463	31,677	33,107
	グロッサリー (加工食品、米、酒、日配品) Groceries (Processed foods, rice, liquor, and daily necessities)	29,600	29,946	30,948
	SM 事業計 Total	61,063	61,624	64,055
HC (ホームセンター) 事業 Home Center Division	第1グループ (日曜大工用品、園芸用品、エクステリア用品、リフォーム) Sales Group 1 (DIY, horticultural, exterior products, and reform)	3,315	3,371	3,516
	第2グループ (カー用品、レジャー用品、ペット用品) Sales Group 2 (Car, leisure, and pet products)	3,455	3,544	3,659
	第3グループ (家電製品、対面〔時計・カメラ等〕、インテリア用品) Sales Group 3 (Consumer electronics, face-to-face sales (watches, cameras, etc.), and interior goods)	2,998	2,972	3,022
	第4グループ (家庭・日用雑貨、文具・玩具、ドラッグ) Sales Group 4 (Miscellaneous and sundry products, stationary, toys, and drugs)	5,035	5,126	5,466
	その他 (切花等) Others (Dry flowers, etc)	6	4	0
	HC 事業計 Total	14,811	15,019	15,664
売上高合計 Total Sales		75,875	76,643	79,720

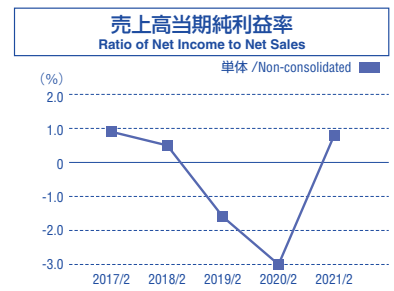
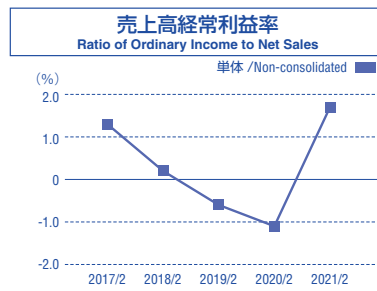
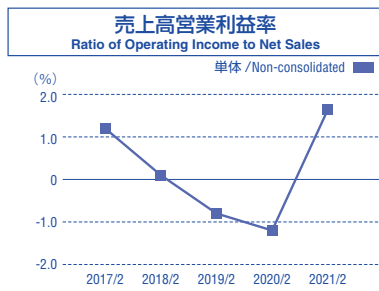
### 事業別売上高の推移 Sales by Division



### 品目別売上高構成比 Sales Breakdown by Merchandise

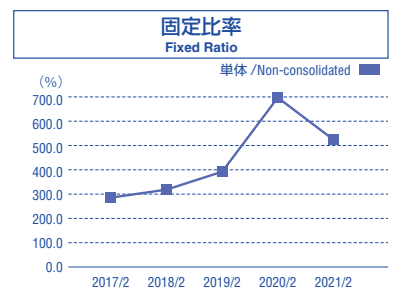
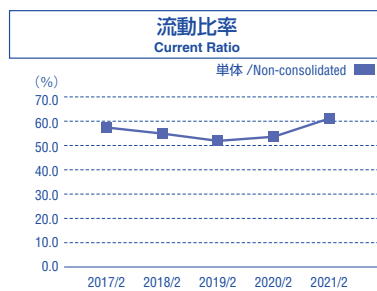
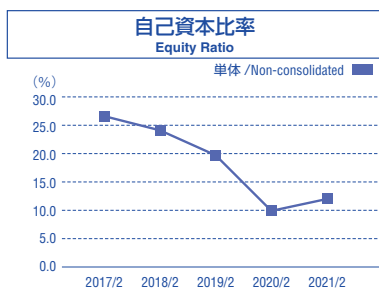


収益性 Profitability



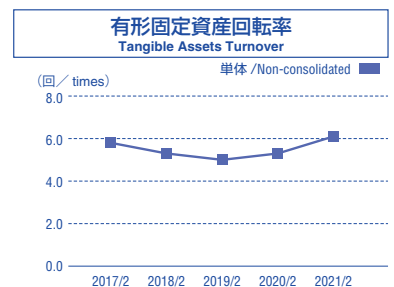
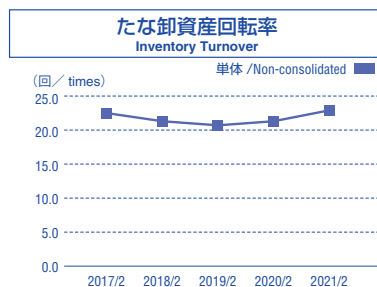
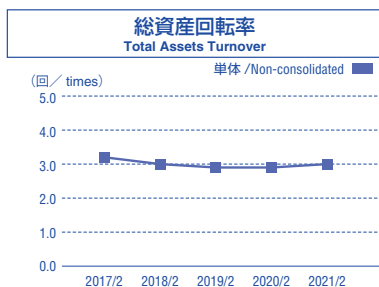
(%)	単体 Non-consolidated				
	2017/2	2018/2	2019/2	2020/2	2021/2
売上総利益率 Ratio of Gross Profit to Net Sales	21.6	21.7	21.7	21.2	23.0
売上高営業利益率 Ratio of Operating Income to Net Sales	1.2	0.1	△ 0.8	△ 1.2	1.6
売上高経常利益率 Ratio of Ordinary Income to Net Sales	1.3	0.2	△ 0.6	△ 1.1	1.7
売上高当期純利益率 Ratio of Net Income to Net Sales	0.9	0.5	△ 1.6	△ 3.0	0.8

安全性 Stability



(%)	単体 Non-consolidated				
	2017/2	2018/2	2019/2	2020/2	2021/2
自己資本比率 Equity Ratio	26.6	24.1	19.7	9.9	12.0
流動比率 Current Ratio	57.4	54.9	51.9	53.6	61.1
固定比率 Fixed Ratio	285.4	318.4	392.1	697.0	524.0

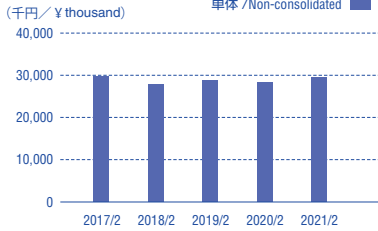
効率性 Efficiency



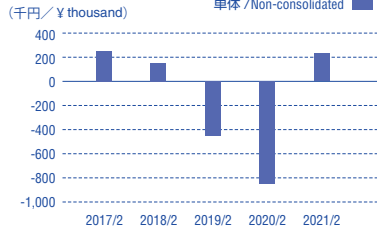
(回 / times)	単体 Non-consolidated				
	2017/2	2018/2	2019/2	2020/2	2021/2
総資産回転率 Total Assets Turnover	3.2	3.0	2.9	2.9	3.0
たな卸資産回転率 Inventory Turnover	22.5	21.3	20.7	21.3	22.9
有形固定資産回転率 Tangible Assets Turnover	5.8	5.3	5.0	5.3	6.1

## 生産性 Productivity

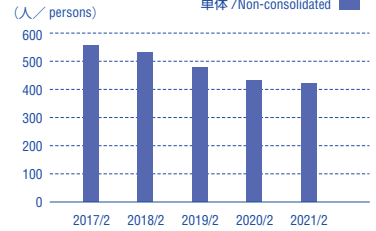
### 従業員 1 人当たり売上高 Net Sales per Employee



### 従業員 1 人当たり当期純利益 Net Income per Employee



### 期末従業員数 Number of Employee at End of Period

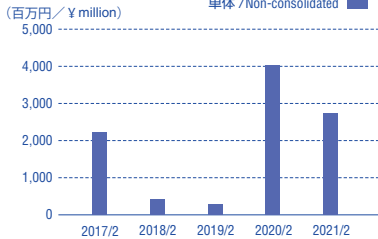


(千円/¥ thousand)	単体 Non-consolidated				
	2017/2	2018/2	2019/2	2020/2	2021/2
従業員 1 人当たり売上高 Net Sales per Employee	29,790	27,943	28,697	28,230	29,493
従業員 1 人当たり当期純利益 Net Income per Employee	254	153	△ 452	△ 849	231
期末従業員数 (人) Number of Employee at End of Period (Persons)	555	532	478	433	420
	(1,913)	(2,115)	(2,166)	(2,282)	(2,283)

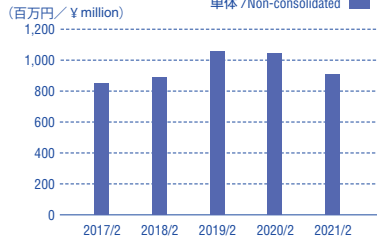
注) 期末従業員数の ( ) の数字は、臨時従業員の年間平均雇用人数です。  
Note: Figures in parentheses for total number of employees at the end of year represent the average number of temporary employees throughout the year.

## キャッシュ・フロー Cash Flow

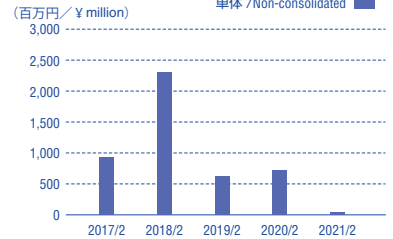
### 営業活動によるキャッシュ・フロー Net Cash Provided(Used in)Operating Activities



### 減価償却費 Depreciation and Amortization



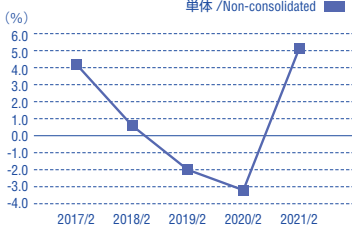
### 設備投資額 Capital Expenditure



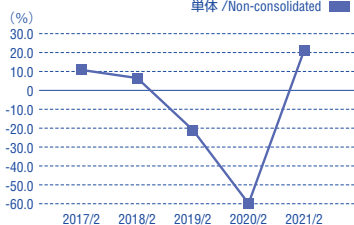
(百万円/¥ million)	単体 Non-consolidated				
	2017/2	2018/2	2019/2	2020/2	2021/2
営業活動によるキャッシュ・フロー Net Cash Provided(Used in)Operating Activities	2,231	419	294	4,037	2,746
現金及び現金同等物の期末残高 Cash and Cash Equivalents at End of Period	1,146	1,175	1,148	3,482	5,195
減価償却費 Depreciation and Amortization	849	890	1,060	1,046	908
設備投資額 Capital Expenditure	934	2,301	630	727	38

## 投資指標 Others

### ROA Return on Total Assets



### ROE Return on Equity



(%)	単体 Non-consolidated				
	2017/2	2018/2	2019/2	2020/2	2021/2
ROA (総資産経常利益率) Return on Total Assets	4.2	0.6	△ 2	△ 3.2	5.1
ROE (自己資本当期純利益率) Return on Equity	10.8	6.5	△ 21	△ 59.9	21.3

貸借対照表 Balance Sheets (Non-Consolidated)

(百万円/¥ million)	2019/2	2020/2	2021/2
<b>【資産の部】</b> Assets			
<b>流動資産</b> Current Assets	<b>5,886</b>	<b>8,316</b>	<b>9,943</b>
現金及び預金 Cash and Deposits	1,148	3,482	5,195
売掛金 Accounts Receivable-trade	445	695	619
商品 Merchandise	3,705	3,490	3,486
貯蔵品 Supplies	16	16	13
前払費用 Prepaid Expenses	212	229	202
繰延税金資産 Deferred Tax Assets	—	—	—
未収入金 Accounts Receivable-other	204	269	292
1年内回収予定の差入保証金 Current Portion of Guarantee Deposits	131	109	119
その他 Other	21	23	13
<b>固定資産</b> Noncurrent Assets	<b>19,841</b>	<b>18,365</b>	<b>16,919</b>
有形固定資産 Property, Plant and Equipment	15,204	13,805	12,327
建物 Buildings	7,966	6,969	5,888
構築物 Structures	567	501	427
車両運搬具 Vehicles	0	0	0
工具、器具及び備品 Tools, Furniture and Fixtures	116	99	81
土地 Land	5,407	5,407	5,407
リース資産 Lease Assets	984	827	522
建設仮勘定 Construction in Progress	161	—	—
無形固定資産 Intangible Assets	452	382	315
ソフトウェア Software	54	298	260
リース資産 Lease Assets	86	60	44
その他 Other	311	23	10
投資その他の資産 Investments and Other Assets	4,184	4,176	4,276
関係会社株式 Stocks of Subsidiaries and Affiliates	3	3	3
関係会社長期貸付金 Long-term Loans Receivable from Subsidiaries and Affiliates	—	—	—
長期前払費用 Long-term Prepaid Expenses	327	280	250
繰延税金資産 Deferred Tax Assets	—	—	232
差入保証金 Guarantee Deposits	3,588	3,613	3,491
前払年金費用 Prepaid Pension Cost	249	277	297
その他 Other	21	7	7
貸倒引当金 Allowance for Doubtful Accounts	△ 5	△ 5	△ 5
<b>資産合計</b> Total Assets	<b>25,727</b>	<b>26,681</b>	<b>26,863</b>

(百万円/¥ million)	2019/2	2020/2	2021/2
<b>【負債の部】</b> Liabilities			
<b>流動負債</b> Current Liabilities	<b>11,341</b>	<b>15,510</b>	<b>16,276</b>
支払手形 Notes Payable-trade	255	255	262
買掛金 Accounts Payable-trade	4,928	8,246	8,311
短期借入金 Short-term Loans Payable	2,600	2,850	3,241
1年内返済予定の長期借入金 Current Portion of Long-term Loans Payable	1,348	1,436	1,316
リース債務 Lease Obligations	410	420	363
資産除去債務 Asset Retirement Obligations	22	—	7
未払金 Accounts Payable-other	441	874	830
未払費用 Accrued Expenses	670	803	798
未払法人税等 Income Taxes Payable	65	69	267
未払消費税等 Accrued Consumption Taxes	175	160	417
役員賞与引当金 Provision for Directors' Bonuses	—	—	—
賞与引当金 Provision for Bonuses	172	81	154
ポイント引当金 Provision for Point Card Certificates	196	261	256
その他 Other	53	9	49
<b>固定負債</b> Noncurrent Liabilities	<b>9,317</b>	<b>8,527</b>	<b>7,349</b>
長期借入金 Long-term Loans Payable	7,085	6,350	5,547
リース債務 Lease Obligations	811	744	455
退職給付引当金 Provision for Retirement Benefits	198	191	191
資産除去債務 Asset Retirement Obligations	999	1,013	1,056
長期預り保証金 Long-term Guarantee Deposited	143	143	98
繰延税金負債 Deferred Tax Liabilities	80	84	—
<b>負債合計</b> Total Liabilities	<b>20,658</b>	<b>24,038</b>	<b>23,626</b>
<b>【純資産の部】</b> Net Assets			
<b>株主資本</b> Shareholders' Equity	<b>5,059</b>	<b>2,635</b>	<b>3,229</b>
資本金 Capital Stock	374	374	374
資本剰余金 Capital Surplus	282	282	282
利益剰余金 Retained Earnings	4,403	1,978	2,572
自己株式 Treasury Stock	△ 0	△ 0	△ 0
新株予約権 Subscription Rights to Shares	8	8	8
<b>純資産合計</b> Total Net Assets	<b>5,068</b>	<b>2,643</b>	<b>3,237</b>
<b>負債純資産合計</b> Total Liabilities and Net Assets	<b>25,727</b>	<b>26,681</b>	<b>26,863</b>

**損益計算書** Statements of Income (Non-Consolidated)

(百万円/¥ million)		2019/2	2020/2	2021/2
売上高	Net Sales	75,875	76,643	79,720
売上原価	Cost of Sales	59,409	60,360	61,384
売上総利益	Gross Profit	16,465	16,282	18,335
営業収入	Operating Revenue	345	356	359
営業総利益	Operating Gross Profit	16,811	16,639	18,694
販売費及び一般管理費	Selling, General and administrative Expenses	17,403	17,567	17,388
広告宣伝費	Advertising Expenses	604	560	271
給料及び手当	Salaries and Allowances	2,440	2,295	2,079
雑給	Other Salaries	4,729	4,902	5,053
役員賞与引当金繰入額	Provision for Directors' Bonuses	—	—	—
賞与引当金繰入額	Provision for Bonuses	172	81	218
法定福利費	Legal Welfare Expenses	892	863	888
退職給付費用	Retirement Benefit Expenses	67	61	49
地代家賃	Rents	2,975	3,113	3,225
リース料	Lease Expenses	230	215	208
水道光熱費	Utilities Expenses	1,064	1,037	944
減価償却費	Depreciation	1,060	1,046	908
その他	Other	3,167	3,388	3,538
営業利益又は営業損失 (△)	Operating Income or Loss (△)	△ 592	△ 927	1,306
営業外収益	Non-operating Income	194	183	164
受取利息	Interest Income	22	20	19
受取配当金	Dividends Income	0	10	0
仕入割引	Purchase Discounts	7	7	7
受取手数料	Commission Fee	129	97	102
その他	Other	35	47	34
営業外費用	Non-operating Expenses	82	85	94
支払利息	Interest Expenses	76	83	78
その他	Other	6	2	16
経常利益又は経常損失 (△)	Ordinary Income or Loss (△)	△ 480	△ 830	1,375
特別利益	Extraordinary Income	—	—	—
固定資産受贈益	Gain on Donation of Noncurrent Assets	—	—	—
特別損失	Extraordinary Loss	123	1,460	862
固定資産除却損	Loss on Retirement of Noncurrent Assets	—	—	—
減損損失	Impairment Loss	123	1,460	861
税引前当期純利益又は税引前当期純損失 (△)	Income or Loss (△) Before Income Taxes	△ 603	△ 2,290	513
法人税、住民税及び事業税	Income Taxes-current	49	10	204
法人税等調整額	Income Taxes-deferred	544	3	△ 317
当期純利益又は当期純損失 (△)	Net Income or Loss (△)	△ 1,197	△ 2,304	625

キャッシュ・フロー計算書 Statements of Cash Flows (Non-Consolidated)

(百万円/¥ million)		2019/2	2020/2	2021/2
I 営業活動によるキャッシュ・フロー	Cash Flows from Operating Activities			
税引前当期純利益	Income Before Income Taxes	△ 603	△ 2,290	513
減価償却費	Depreciation and Amortization	1,060	1,046	908
賞与引当金の増減額 (△は減少)	Increase or Decrease(△) in Provision for Bonuses	△ 8	△ 90	72
役員賞与引当金の増減額 (△は減少)	Increase or Decrease(△) in Provision for Directors' Bonuses	—	—	—
ポイント引当金の増減額 (△は減少)	Increase or Decrease(△) in Provision for Point Card Certificates	△ 200	64	△ 4
退職給付引当金の増減額 (△は減少)	Increase or Decrease(△) in Provision for Retirement Benefits	0	△ 6	△ 0
前払年金費用の増減額 (△は増加)	Increase(△) or Decrease in Prepaid Pension Costs	△ 25	△ 27	△ 19
固定資産受贈益	Gain on Donation of Noncurrent Assets	—	—	—
固定資産除却損	Loss on Retirement of Noncurrent Assets	—	—	—
減損損失	Impairment Loss	123	1,460	861
受取利息及び受取配当金	Interest and Dividends Income	△ 22	△ 30	△ 19
支払利息	Interest Expenses	76	83	78
売上債権の増減額 (△は増加)	Increase(△) or Decrease in Notes and Accounts Receivable-trade	△ 25	△ 250	75
たな卸資産の増減額 (△は増加)	Increase(△) or Decrease in Inventories	△ 67	215	6
仕入債務の増減額 (△は減少)	Increase or Decrease(△) in Notes and Accounts Payable-trade	△ 124	3,318	71
その他	Other	336	623	309
小計	Subtotal	519	4,116	2,855
利息及び配当金の受取額	Interest and Dividends Income Received	0	10	0
利息の支払額	Interest Expenses Paid	△ 76	△ 82	△ 77
法人税等の支払額	Income Taxes Paid	△ 148	△ 7	△ 30
営業活動によるキャッシュ・フロー	Net Cash Provided by (Used in) Operating Activities	294	4,037	2,746
II 投資活動によるキャッシュ・フロー	Cash Flows from Investing Activities			
有形固定資産の取得による支出	Purchase of Property, Plant and Equipment	△ 584	△ 622	△ 33
差入保証金の差入による支出	Payments for Guarantee Deposits	—	△ 114	—
その他	Other	△ 46	9	△ 5
投資活動によるキャッシュ・フロー	Net Cash Provided by (Used in) Investing Activities	△ 630	△ 727	△ 38
III 財務活動によるキャッシュ・フロー	Cash Flow from Financing Activities			
短期借入金の純増減額 (△は減少)	Net Increase or Decrease(△) in Short-term Loans Payable	500	250	391
長期借入れによる収入	Proceeds from Long-term Loans Payable	1,880	800	—
長期借入金の返済による支出	Repayment of Long-term Loans Payable	△ 1,477	△ 1,446	△ 923
リース債務の返済による支出	Repayments of Lease Obligations	△ 472	△ 460	△ 431
ストックオプションの行使による収入	Proceeds from Exercise of Stock Option	—	—	—
自己株式の取得による支出	Purchase of Treasury Stock	—	—	—
配当金の支払額	Cash Dividends Paid	△ 120	△ 119	△ 31
財務活動によるキャッシュ・フロー	Net Cash Provided by (Used in) Financing Activities	309	△ 977	△ 994
IV 現金及び現金同等物の増減額 (△は減少)	Net Increase or Decrease(△) in Cash and Cash Equivalents	△ 26	2,333	1,713
V 現金及び現金同等物の期首残高	Cash and Cash Equivalents at Beginning of Period	1,175	1,148	3,482
VI 現金及び現金同等物の期末残高	Cash and Cash Equivalents at End of Period	1,148	3,482	5,195