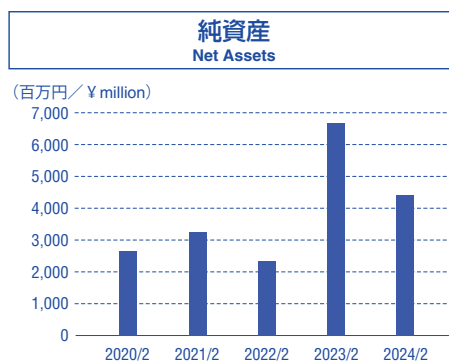
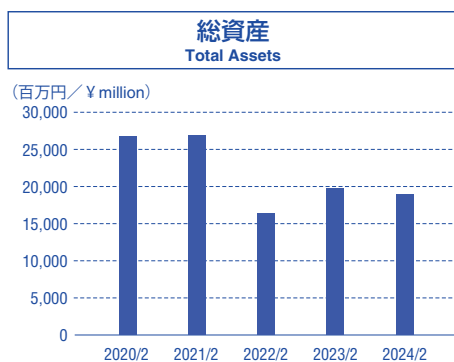
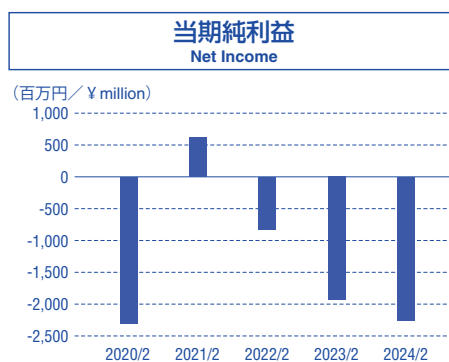
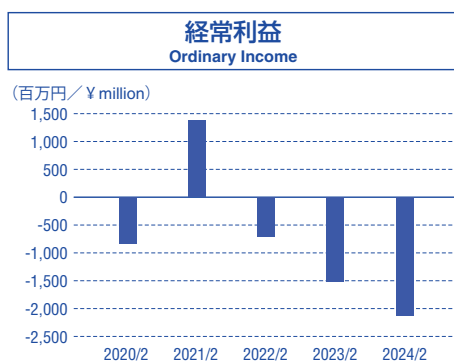
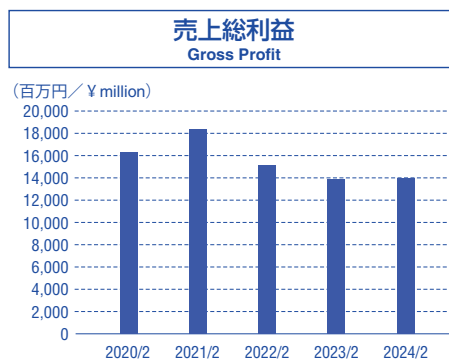
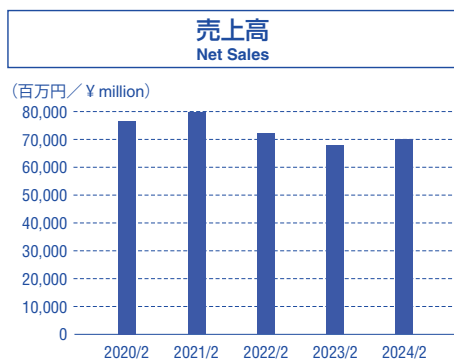




# FACT BOOK 2024

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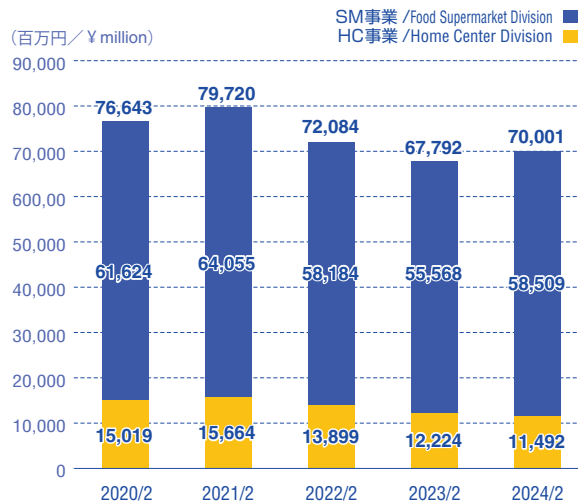


(百万円/¥ million)		2020/2	2021/2	2022/2	2023/2	2024/2
売上高	Net Sales	76,643	79,720	72,084	67,792	70,001
売上総利益	Gross Profit	16,282	18,335	15,171	13,846	13,954
営業利益又は営業損失 (△)	Operating Income or Loss (△)	△ 927	1,306	△ 803	△ 1,624	△ 2,226
経常利益又は経常損失 (△)	Ordinary Income or Loss (△)	△ 830	1,375	△ 705	△ 1,526	△ 2,132
当期純利益又は当期純損失 (△)	Net Income or Loss (△)	△ 2,304	625	△ 829	△ 1,937	△ 2,257
総資産	Total Assets	26,681	26,863	16,363	19,788	18,902
純資産	Net Assets	2,643	3,237	2,344	6,665	4,407
1株当たり当期純利益 (円)	Net Income per Share (¥)	△ 364	98	△ 130	△ 255	△ 178
1株当たり純資産 (円)	Net Assets per Share (¥)	416	509	368	525	347
期末店舗数 (店)	Number of Store	35	34	34	34	32

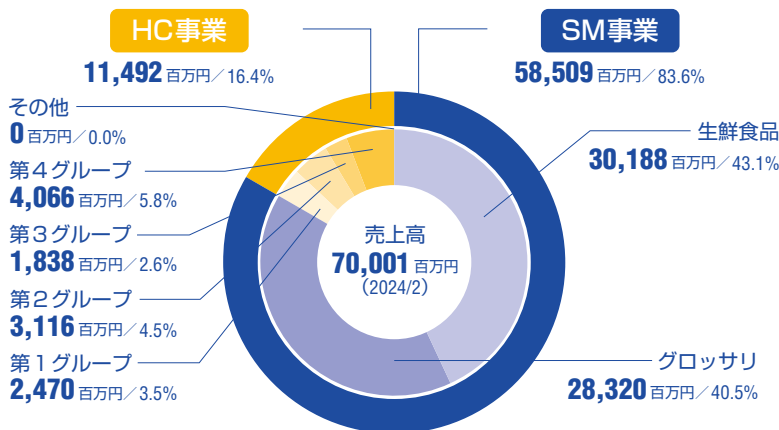
## セグメント情報 (単体) Segment Information (Non-Consolidated)

(百万円/¥ million)		2022/2	2023/2	2024/2
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)	29,865	28,274	30,188
	グロッサリー (加工食品、米、酒、日配品) Groceries (Processed foods, rice, liquor, and daily necessities)	28,319	27,293	28,320
	SM 事業計 Total	58,184	55,568	58,509
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)	3,296	2,758	2,470
	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)	3,443	3,050	3,116
	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)	2,453	2,107	1,838
	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)	4,705	4,308	4,066
	その他 (切花等) Others (Dry flowers, etc)	0	0	0
	HC 事業計 Total	13,899	12,224	11,492
売上高合計 Total Sales		72,084	67,792	70,001

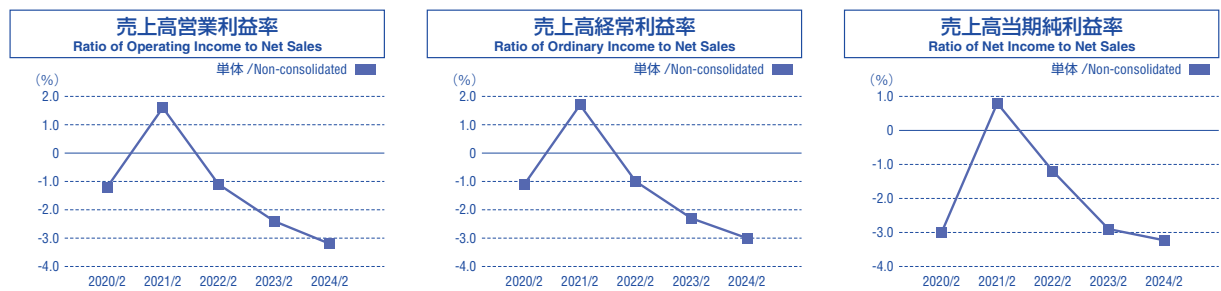
### 事業別売上高の推移 Sales by Division



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

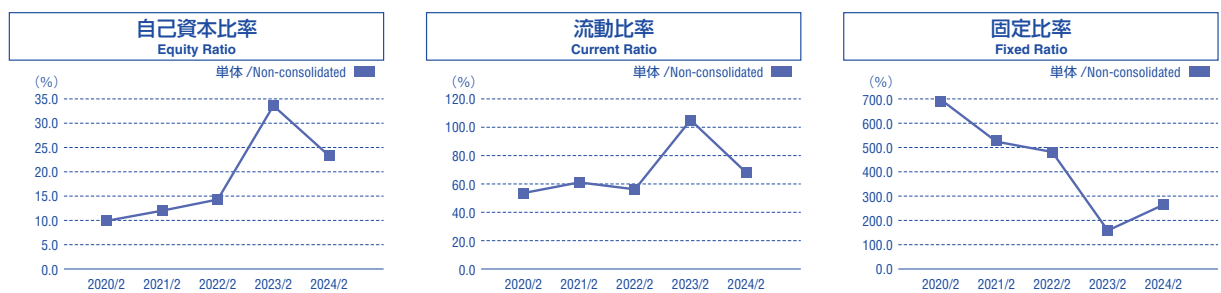


収益性 Profitability



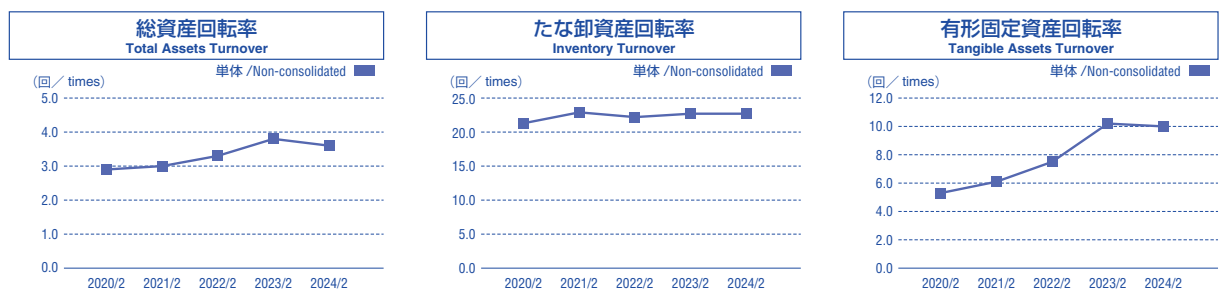
(%)	単体 Non-consolidated				
	2020/2	2021/2	2022/2	2023/2	2024/2
売上総利益率 Ratio of Gross Profit to Net Sales	21.2	23.0	21.1	20.4	19.9
売上高営業利益率 Ratio of Operating Income to Net Sales	△ 1.2	1.6	△ 1.1	△ 2.4	△ 3.2
売上高経常利益率 Ratio of Ordinary Income to Net Sales	△ 1.1	1.7	△ 1.0	△ 2.3	△ 3.0
売上高当期純利益率 Ratio of Net Income to Net Sales	△ 3.0	0.8	△ 1.2	△ 2.9	△ 3.2

安全性 Stability



(%)	単体 Non-consolidated				
	2020/2	2021/2	2022/2	2023/2	2024/2
自己資本比率 Equity Ratio	9.9	12.0	14.3	33.6	23.3
流動比率 Current Ratio	53.6	61.1	56.2	105.1	68.0
固定比率 Fixed Ratio	697.0	524.0	481.7	158.5	264.3

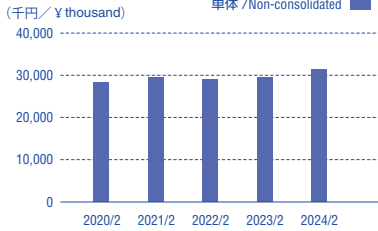
効率性 Efficiency



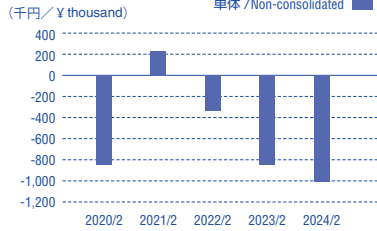
(回 / times)	単体 Non-consolidated				
	2020/2	2021/2	2022/2	2023/2	2024/2
総資産回転率 Total Assets Turnover	2.9	3.0	3.3	3.8	3.6
たな卸資産回転率 Inventory Turnover	21.3	22.9	22.2	22.7	22.7
有形固定資産回転率 Tangible Assets Turnover	5.3	6.1	7.5	10.2	10.0

## 生産性 Productivity

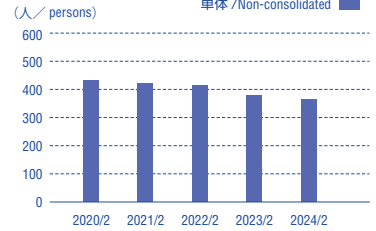
### 従業員 1 人当たり売上高 Net Sales per Employee



### 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

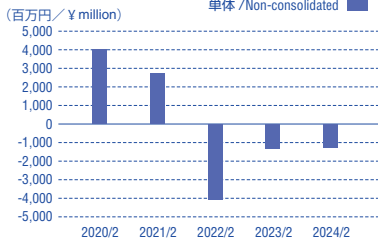


(千円/¥ thousand)	単体 Non-consolidated				
	2020/2	2021/2	2022/2	2023/2	2024/2
従業員 1 人当たり売上高 Net Sales per Employee	28,230	29,493	29,102	29,603	31,320
従業員 1 人当たり当期純利益 Net Income per Employee	△ 849	231	△ 335	△ 846	△ 1,010
期末従業員数 (人) Number of Employee at End of Period (Persons)	433	420	413	377	363
	(2,282)	(2,283)	(2,064)	(1,913)	(1,872)

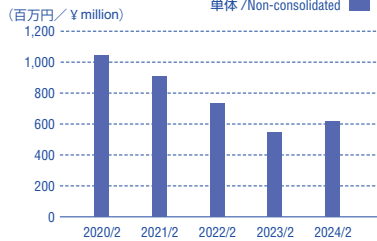
注) 期末従業員数の ( ) の数字は、臨時従業員の年間平均雇用人数です。  
Note: Figures in parentheses for total number of employees at the end of year represent the average number of temporary employees throughout the year.

## キャッシュ・フロー Cash Flow

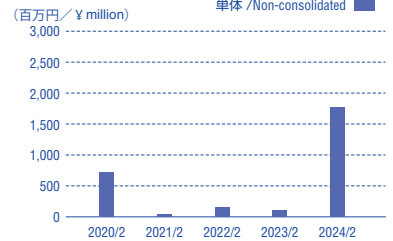
### 営業活動によるキャッシュ・フロー Net Cash Provided(Used in)Operating Activities



### 減価償却費 Depreciation and Amortization



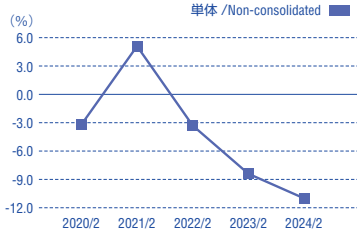
### 設備投資額 Capital Expenditure



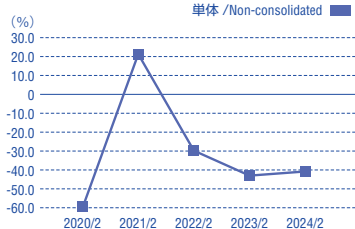
(百万円/¥ million)	単体 Non-consolidated				
	2020/2	2021/2	2022/2	2023/2	2024/2
営業活動によるキャッシュ・フロー Net Cash Provided(Used in)Operating Activities	4,037	2,746	△ 4,090	△ 1,298	△ 1,242
現金及び現金同等物の期末残高 Cash and Cash Equivalents at End of Period	3,482	5,195	877	4,828	2,681
減価償却費 Depreciation and Amortization	1,046	908	734	544	616
設備投資額 Capital Expenditure	727	38	161	106	1,764

## 投資指標 Others

### ROA Return on Total Assets



### ROE Return on Equity



(%)	単体 Non-consolidated				
	2020/2	2021/2	2022/2	2023/2	2024/2
ROA (総資産経常利益率) Return on Total Assets	△ 3.2	5.1	△ 3.3	△ 8.4	△ 11.0
ROE (自己資本当期純利益率) Return on Equity	△ 59.9	21.3	△ 29.8	△ 43.0	△ 40.8

貸借対照表 Balance Sheets (Non-Consolidated)

(百万円/¥ million)	2022/2	2023/2	2024/2
<b>【資産の部】</b> Assets			
<b>流動資産</b> Current Assets	<b>5,108</b>	<b>9,237</b>	<b>7,273</b>
現金及び預金 Cash and Deposits	877	4,828	2,681
売掛金 Accounts Receivable-trade	650	796	628
商品 Merchandise	3,011	2,942	3,237
貯蔵品 Supplies	15	13	18
前払費用 Prepaid Expenses	227	243	234
未収入金 Accounts Receivable-other	211	277	355
1年内回収予定の差入保証金 Current Portion of Guarantee Deposits	109	108	107
その他 Other	6	28	10
<b>固定資産</b> Noncurrent Assets	<b>11,254</b>	<b>10,550</b>	<b>11,628</b>
有形固定資産 Property, Plant and Equipment	6,958	6,351	7,623
建物 Buildings	4,626	4,091	4,673
構築物 Structures	363	335	343
車両運搬具 Vehicles	0	0	0
工具、器具及び備品 Tools, Furniture and Fixtures	54	71	823
土地 Land	1,720	1,720	1,720
リース資産 Lease Assets	193	132	62
建設仮勘定 Construction in Progress	—	—	—
無形固定資産 Intangible Assets	217	239	197
ソフトウェア Software	190	136	113
リース資産 Lease Assets	19	69	49
その他 Other	7	34	34
投資その他の資産 Investments and Other Assets	4,078	3,959	3,807
関係会社株式 Stocks of Subsidiaries and Affiliates	3	—	—
長期前払費用 Long-term Prepaid Expenses	222	199	178
繰延税金資産 Deferred Tax Assets	—	—	—
差入保証金 Guarantee Deposits	3,527	3,435	3,293
前払年金費用 Prepaid Pension Cost	324	336	334
その他 Other	7	7	7
貸倒引当金 Allowance for Doubtful Accounts	△ 5	△ 18	△ 5
<b>資産合計</b> Total Assets	<b>16,363</b>	<b>19,788</b>	<b>18,902</b>

(百万円/¥ million)	2022/2	2023/2	2024/2
<b>【負債の部】</b> Liabilities			
<b>流動負債</b> Current Liabilities	<b>9,085</b>	<b>8,785</b>	<b>10,691</b>
支払手形 Notes Payable-trade	188	183	145
買掛金 Accounts Payable-trade	4,939	4,708	5,271
短期借入金 Short-term Loans Payable	1,315	1,261	2,783
1年内返済予定の長期借入金 Current Portion of Long-term Loans Payable	797	838	757
リース債務 Lease Obligations	267	150	82
資産除去債務 Asset Retirement Obligations	—	—	—
未払金 Accounts Payable-other	478	441	645
未払費用 Accrued Expenses	604	560	586
未払法人税等 Income Taxes Payable	125	133	134
未払消費税等 Accrued Consumption Taxes	25	62	49
契約負債 Contract liabilities	—	273	79
前受金 Advances received	13	12	15
預り金 Deposits received	24	30	19
賞与引当金 Provision for Bonuses	140	127	122
ポイント引当金 Provision for Point Card Certificates	134	—	—
その他 Other	29	0	0
<b>固定負債</b> Noncurrent Liabilities	<b>4,932</b>	<b>4,337</b>	<b>3,802</b>
長期借入金 Long-term Loans Payable	3,190	2,600	2,160
リース債務 Lease Obligations	205	192	90
退職給付引当金 Provision for Retirement Benefits	196	195	199
資産除去債務 Asset Retirement Obligations	1,149	1,165	1,156
長期預り保証金 Long-term Guarantee Deposited	92	77	92
繰延税金負債 Deferred Tax Liabilities	98	102	101
その他 Other	—	2	1
<b>負債合計</b> Total Liabilities	<b>14,018</b>	<b>13,122</b>	<b>14,494</b>
<b>【純資産の部】</b> Net Assets			
<b>株主資本</b> Shareholders' Equity	<b>2,336</b>	<b>6,657</b>	<b>4,399</b>
資本金 Capital Stock	374	3,513	3,513
資本剰余金 Capital Surplus	282	3,422	3,422
利益剰余金 Retained Earnings	1,679	△ 277	△ 2,535
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>2,344</b>	<b>6,665</b>	<b>4,407</b>
<b>負債純資産合計</b> Total Liabilities and Net Assets	<b>16,363</b>	<b>19,788</b>	<b>18,902</b>

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

(百万円/¥ million)		2022/2	2023/2	2024/2
売上高	Net Sales	72,084	67,792	70,001
売上原価	Cost of Sales	56,913	53,946	56,047
売上総利益	Gross Profit	15,171	13,846	13,954
営業収入	Operating Revenue	335	379	431
営業総利益	Operating Gross Profit	15,506	14,225	14,386
販売費及び一般管理費	Selling, General and administrative Expenses	16,309	15,849	16,613
広告宣伝費	Advertising Expenses	361	272	311
給料及び手当	Salaries and Allowances	2,046	1,794	1,836
雑給	Other Salaries	4,532	4,295	4,327
賞与引当金繰入額	Provision for Bonuses	140	127	122
法定福利費	Legal Welfare Expenses	789	728	715
退職給付費用	Retirement Benefit Expenses	42	61	72
地代家賃	Rents	3,240	3,433	3,387
リース料	Lease Expenses	198	190	136
水道光熱費	Utilities Expenses	940	1,266	1,282
減価償却費	Depreciation	734	544	616
その他	Other	3,281	3,135	3,803
営業利益又は営業損失 (△)	Operating Income or Loss (△)	△ 803	△ 1,624	△ 2,226
営業外収益	Non-operating Income	176	143	135
受取利息	Interest Income	17	16	14
受取配当金	Dividends Income	0	0	0
仕入割引	Purchase Discounts	7	6	6
受取手数料	Commission Fee	115	93	88
その他	Other	35	26	26
営業外費用	Non-operating Expenses	77	45	41
支払利息	Interest Expenses	67	42	37
その他	Other	9	3	3
経常利益又は経常損失 (△)	Ordinary Income or Loss (△)	△ 705	△ 1,526	△ 2,132
特別利益	Extraordinary Income	1,464	—	23
固定資産売却益	Gain on sales of noncurrent assets	—	—	0
子会社清算益	Gain on liquidation of subsidiaries	—	—	10
貸倒引当金戻入額	Reversal of allowance for doubtful accounts	—	—	13
固定資産受贈益	Gain on Donation of Noncurrent Assets	1,464	—	—
特別損失	Extraordinary Loss	1,187	320	71
固定資産除却損	Loss on Retirement of Noncurrent Assets	—	—	32
減損損失	Impairment Loss	1,187	304	17
関係会社株式評価損	Loss on valuation of shares of subsidiaries and associates	—	3	—
関係会社貸倒引当金繰入額	Provision of allowance for doubtful accounts for subsidiaries and associates	—	13	—
店舗閉鎖損失	Loss on closing of stores	—	—	22
税引前当期純利益又は税引前当期純損失 (△)	Income or Loss (△) Before Income Taxes	△ 428	△ 1,846	△ 2,180
法人税、住民税及び事業税	Income Taxes-current	69	86	77
法人税等調整額	Income Taxes-deferred	331	3	△ 0
当期純利益又は当期純損失 (△)	Net Income or Loss (△)	△ 829	△ 1,937	△ 2,257

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

(百万円/¥ million)		2022/2	2023/2	2024/2
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	△ 428	△ 1,846	△ 2,180
減価償却費	Depreciation and Amortization	734	544	616
賞与引当金の増減額 (△は減少)	Increase or Decrease(△) in Provision for Bonuses	△ 13	△ 12	△ 5
ポイント引当金の増減額 (△は減少)	Increase or Decrease(△) in Provision for Point Card Certificates	△ 122	△ 134	—
退職給付引当金の増減額 (△は減少)	Increase or Decrease(△) in Provision for Retirement Benefits	4	△ 0	3
前払年金費用の増減額 (△は増加)	Increase(△) or Decrease in Prepaid Pension Costs	△ 27	△ 12	2
固定資産除却益	Gain on Retirement of Noncurrent Assets	—	—	△ 0
固定資産除却損	Loss on Retirement of Noncurrent Assets	△ 1,464	—	32
減損損失	Impairment Loss	1,187	304	17
関係会社株式評価損	Loss on valuation of shares of subsidiaries and associates	—	3	—
店舗閉鎖損失	Loss on closing of stores	—	—	22
子会社清算損益	Gain on liquidation of subsidiaries	—	—	△ 10
受取利息及び受取配当金	Interest and Dividends Income	△ 17	△ 16	△ 14
支払利息	Interest Expenses	67	42	37
売上債権の増減額 (△は増加)	Increase(△) or Decrease in Notes and Accounts Receivable-trade	△ 30	△ 145	167
棚卸資産の増減額 (△は増加)	Increase(△) or Decrease in Inventories	473	71	△ 299
仕入債務の増減額 (△は減少)	Increase or Decrease(△) in Notes and Accounts Payable-trade	△ 3,445	△ 236	524
契約負債の増減額 (△は減少)	Increase or Decrease(△) in Contract liabilities	—	273	△ 194
その他	Other	△ 744	△ 3	132
小計	Subtotal	△ 3,825	△ 1,169	△ 1,149
利息及び配当金の受取額	Interest and Dividends Income Received	0	0	0
利息の支払額	Interest Expenses Paid	△ 67	△ 42	△ 38
法人税等の支払額	Income Taxes Paid	△ 197	△ 86	△ 54
営業活動によるキャッシュ・フロー	Net Cash Provided by (Used in) Operating Activities	△ 4,090	△ 1,298	△ 1,242
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	△ 25	△ 57	△ 1,763
有形固定資産の売却による収入	Proceeds from sale of property, plant and equipment	5,153	—	41
無形固定資産の取得による支出	Expenditures for acquisition of intangible fixed assets	—	△ 49	△ 53
資産除去債務の履行による支出	Expenditures due to fulfillment of asset retirement obligations	—	—	△ 47
子会社清算による収入	Gain on liquidation of subsidiaries	—	—	10
差入保証金の回収による収入	Income from security deposit	—	—	49
差入保証金の差入による支出	Payments for Guarantee Deposits	△ 128	—	—
その他	Other	1	0	△ 0
投資活動によるキャッシュ・フロー	Net Cash Provided by (Used in) Investing Activities	5,002	△ 106	△ 1,764
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	△ 1,925	△ 54	1,515
長期借入れによる収入	Proceeds from Long-term Loans Payable	—	—	—
長期借入金の返済による支出	Repayment of Long-term Loans Payable	△ 2,875	△ 548	△ 515
社債の発行による収入	Proceeds from Issuance of Bonds	—	700	—
社債の償還による支出	Redemption of Bonds	—	△ 700	—
株式の発行による収入	Proceeds from Issuance of Shares	—	6,278	—
自己株式の取得による支出	Purchase of Treasury Stock	—	—	△ 0
リース債務の返済による支出	Repayments of Lease Obligations	△ 364	△ 287	△ 139
配当金の支払額	Cash Dividends Paid	△ 63	△ 31	△ 0
財務活動によるキャッシュ・フロー	Net Cash Provided by (Used in) Financing Activities	△ 5,230	5,356	860
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	△ 4,318	3,950	△ 2,146
V 現金及び現金同等物の期首残高	Cash and Cash Equivalents at Beginning of Period	5,195	877	4,828
VI 現金及び現金同等物の期末残高	Cash and Cash Equivalents at End of Period	877	4,828	2,681