



# Fact Book

**Year ended August 31, 2021**

(FY2021 : Sep 1, 2020 - Aug 31, 2021)

**BicCamera INC.**

# [Consolidated] Financial results

## 【Full Year】

(million yen)

Amount	FY2017	FY2018	FY2019	FY2020	<b>FY2021</b>
Net sales	790,639	844,029	894,021	847,905	<b>834,060</b>
Cost of sales	571,773	607,947	650,576	616,899	<b>595,501</b>
Gross profit	218,865	236,081	243,444	231,005	<b>238,558</b>
SG&A expenses	197,011	209,025	220,500	218,939	<b>220,340</b>
Operating income	21,854	27,055	22,943	12,066	<b>18,217</b>
Ordinary income	24,364	29,241	25,871	14,690	<b>21,629</b>
Profit attributable to owners of parent	13,505	17,122	14,047	5,450	<b>8,761</b>

(% )

Sales ratio	FY2017	FY2018	FY2019	FY2020	<b>FY2021</b>
Cost of sales	72.3	72.0	72.8	72.8	<b>71.4</b>
Gross profit	27.7	28.0	27.2	27.2	<b>28.6</b>
SG&A expenses	24.9	24.8	24.7	25.8	<b>26.4</b>
Operating income	2.8	3.2	2.6	1.4	<b>2.2</b>
Ordinary income	3.1	3.5	2.9	1.7	<b>2.6</b>
Profit attributable to owners of parent	1.7	2.0	1.6	0.6	<b>1.1</b>

## 【First Half】

(million yen)

Amount	FY2017 1H	FY2018 1H	FY2019 1H	FY2020 1H	<b>FY2021 1H</b>
Net sales	385,538	415,063	441,897	436,588	<b>421,211</b>
Cost of sales	280,421	299,645	321,918	318,050	<b>302,547</b>
Gross profit	105,116	115,417	119,979	118,537	<b>118,664</b>
SG&A expenses	95,765	102,070	107,319	110,871	<b>108,411</b>
Operating income	9,350	13,347	12,659	7,665	<b>10,252</b>
Ordinary income	10,729	14,404	13,938	9,096	<b>12,117</b>
Profit attributable to owners of parent	6,414	8,701	8,311	4,854	<b>5,682</b>

(% )

Sales ratio	FY2017 1H	FY2018 1H	FY2019 1H	FY2020 1H	<b>FY2021 1H</b>
Cost of sales	72.7	72.2	72.8	72.8	<b>71.8</b>
Gross profit	27.3	27.8	27.2	27.2	<b>28.2</b>
SG&A expenses	24.8	24.6	24.3	25.4	<b>25.7</b>
Operating income	2.4	3.2	2.9	1.8	<b>2.4</b>
Ordinary income	2.8	3.5	3.2	2.1	<b>2.9</b>
Profit attributable to owners of parent	1.7	2.1	1.9	1.1	<b>1.3</b>

## 【Second Half】

(million yen)

Amount	FY2017 2H	FY2018 2H	FY2019 2H	FY2020 2H	<b>FY2021 2H</b>
Net sales	405,101	428,965	452,123	411,317	<b>412,848</b>
Cost of sales	291,352	308,301	328,658	298,848	<b>292,954</b>
Gross profit	113,749	120,663	123,465	112,468	<b>119,894</b>
SG&A expenses	101,246	106,955	113,181	108,067	<b>111,929</b>
Operating income	12,503	13,708	10,283	4,401	<b>7,964</b>
Ordinary income	13,635	14,836	11,932	5,594	<b>9,512</b>
Profit attributable to owners of parent	7,090	8,421	5,736	595	<b>3,079</b>

(% )

Sales ratio	FY2017 2H	FY2018 2H	FY2019 2H	FY2020 2H	<b>FY2021 2H</b>
Cost of sales	71.9	71.9	72.7	72.7	<b>71.0</b>
Gross profit	28.1	28.1	27.3	27.3	<b>29.0</b>
SG&A expenses	25.0	24.9	25.0	26.3	<b>27.1</b>
Operating income	3.1	3.2	2.3	1.1	<b>1.9</b>
Ordinary income	3.4	3.5	2.6	1.4	<b>2.3</b>
Profit attributable to owners of parent	1.8	2.0	1.3	0.1	<b>0.7</b>

## [Consolidated] Total asset, Liabilities and Net assets

### 【Full Year】

(million yen)

	FY2017 As of Aug.2017	FY2018 As of Aug.2018	FY2019 As of Aug.2019	FY2020 As of Aug.2020	FY2021 As of Aug.2021
Total net assets	145,593	155,765	163,342	169,791	<b>179,523</b>
Total assets	350,211	365,598	400,451	472,074	<b>454,466</b>
Equity capital	122,215	129,939	133,902	137,078	<b>143,730</b>
Total interest-bearing debt	81,130	80,597	91,236	150,703	<b>150,689</b>
Short-term interest bearing debt	57,850	58,338	60,073	54,514	<b>82,612</b>
Long-term interest bearing debt	23,280	22,258	31,163	96,188	<b>68,076</b>

	FY2017	FY2018	FY2019	FY2020	FY2021
BPS (JPY)	672.18	728.24	761.10	779.15	<b>816.94</b>
EPS (JPY)	74.28	93.65	79.09	30.98	<b>49.80</b>
Equity ratio (%)	34.9	35.5	33.4	29.0	<b>31.6</b>
ROE (%)	11.7	13.6	10.6	4.0	<b>6.2</b>
ROA (%)	7.1	8.2	6.8	3.4	<b>4.7</b>
Debt equity ratio (times)	0.7	0.6	0.7	1.1	<b>1.0</b>

### 【First Half】

(million yen)

	FY2017 As of Feb.2017	FY2018 As of Feb.2018	FY2019 As of Feb.2019	FY2020 As of Feb.2020	FY2021 As of Feb.2021
Total net assets	137,102	159,861	162,192	167,017	<b>176,912</b>
Total assets	349,791	374,621	394,470	400,579	<b>465,496</b>
Equity capital	115,500	135,616	134,944	137,221	<b>142,628</b>
Total interest-bearing debt	98,180	92,845	103,796	104,684	<b>161,369</b>
Short-term interest bearing debt	56,632	73,866	68,298	76,297	<b>83,635</b>
Long-term interest bearing debt	41,548	18,978	35,498	28,386	<b>77,734</b>

	FY2017	FY2018	FY2019	FY2020	FY2021
BPS (JPY)	635.25	726.36	756.28	779.96	<b>810.67</b>
EPS (JPY)	35.28	47.57	46.58	27.59	<b>32.30</b>
Equity ratio (%)	33.0	36.2	34.2	34.3	<b>30.6</b>
ROE (%)	5.7	6.7	6.3	3.6	<b>4.1</b>
ROA (%)	3.1	4.0	3.7	2.3	<b>2.6</b>
Debt equity ratio (times)	0.9	0.7	0.8	0.8	<b>1.1</b>

# [Consolidated] Sales by Product

(million yen, %)

	FY2017 Sep.2016 - Aug.2017		FY2018 Sep.2017 - Aug.2018		FY2019 Sep.2018 - Aug.2019		FY2020 Sep.2019 - Aug.2020		FY2021 Sep.2020 - Aug.2021	
	Amount	Composition ratio	Amount	Composition ratio	Amount	Composition ratio	Amount	Composition ratio	Amount	Composition ratio
Audio visual products	126,904	16.1	138,601	16.4	141,101	15.7	132,985	15.7	<b>127,739</b>	<b>15.3</b>
Cameras	37,926	4.8	40,979	4.9	36,956	4.1	25,173	3.0	<b>22,571</b>	<b>2.7</b>
TVs	35,084	4.4	37,894	4.5	40,946	4.6	47,485	5.6	<b>50,197</b>	<b>6.0</b>
BD/DVD recorders, Video cameras	14,820	1.9	15,188	1.8	15,850	1.8	14,984	1.8	<b>13,695</b>	<b>1.6</b>
Audios	15,489	2.0	16,076	1.9	14,738	1.6	13,806	1.6	<b>11,995</b>	<b>1.4</b>
Others	23,584	3.0	28,463	3.3	32,608	3.6	31,535	3.7	<b>29,279</b>	<b>3.6</b>
Home appliances	248,896	31.5	261,110	30.9	277,638	31.1	275,280	32.5	<b>279,264</b>	<b>33.5</b>
Refrigerators	37,284	4.7	38,735	4.6	40,705	4.6	42,913	5.1	<b>43,085</b>	<b>5.2</b>
Washing machines	32,244	4.1	35,021	4.1	38,845	4.3	40,415	4.8	<b>41,986</b>	<b>5.0</b>
Kitchen appliances	34,610	4.4	36,552	4.3	37,874	4.2	36,296	4.3	<b>34,170</b>	<b>4.1</b>
Seasonal home electronics	51,490	6.5	55,668	6.6	59,741	6.7	58,464	6.9	<b>71,606</b>	<b>8.6</b>
Personal care electronics	43,841	5.5	45,523	5.4	47,789	5.4	43,357	5.1	<b>37,838</b>	<b>4.5</b>
Others	49,426	6.3	49,608	5.9	52,682	5.9	53,831	6.3	<b>50,576</b>	<b>6.1</b>
Information communications equipment products	245,246	31.0	263,817	31.3	285,112	31.9	269,014	31.7	<b>270,466</b>	<b>32.4</b>
PCs	58,879	7.5	63,769	7.6	75,030	8.4	84,726	10.0	<b>77,396</b>	<b>9.3</b>
PC peripherals	23,174	2.9	25,315	3.0	27,239	3.0	28,664	3.4	<b>30,845</b>	<b>3.7</b>
Cellular phones	108,457	13.7	117,330	13.9	123,190	13.8	100,150	11.8	<b>108,447</b>	<b>13.0</b>
Others	54,734	6.9	57,402	6.8	59,652	6.7	55,472	6.5	<b>53,777</b>	<b>6.4</b>
Other products	156,048	19.7	166,399	19.7	176,293	19.7	158,312	18.7	<b>143,693</b>	<b>17.3</b>
Video Games	27,352	3.5	32,630	3.9	35,010	3.9	40,434	4.8	<b>43,783</b>	<b>5.3</b>
Watches	22,952	2.9	24,071	2.9	24,313	2.7	15,889	1.9	<b>11,246</b>	<b>1.4</b>
Used PCs	12,006	1.5	8,365	1.0	9,251	1.0	10,046	1.2	<b>10,106</b>	<b>1.2</b>
Sporting goods	8,212	1.0	10,156	1.2	11,672	1.3	10,083	1.2	<b>10,061</b>	<b>1.2</b>
Toys	12,276	1.6	13,043	1.5	14,225	1.6	12,664	1.5	<b>11,455</b>	<b>1.4</b>
Glasses and Contact lenses	5,660	0.7	6,302	0.7	6,856	0.8	5,246	0.6	<b>4,360</b>	<b>0.5</b>
Liquors and Soft drinks	5,857	0.7	7,048	0.8	8,112	0.9	6,829	0.8	<b>5,909</b>	<b>0.7</b>
Medicines and Daily goods	14,991	1.9	19,174	2.3	21,215	2.4	14,243	1.7	<b>8,691</b>	<b>1.0</b>
Others	46,738	5.9	45,607	5.4	45,633	5.1	42,874	5.0	<b>38,078</b>	<b>4.6</b>
Retail goods sales	777,096	98.3	829,928	98.3	880,145	98.4	835,593	98.6	<b>821,164</b>	<b>98.5</b>
BS digital broadcasting business	11,388	1.4	11,936	1.4	11,713	1.3	10,568	1.2	<b>11,188</b>	<b>1.3</b>
Other business	2,154	0.3	2,163	0.3	2,162	0.3	1,743	0.2	<b>1,707</b>	<b>0.2</b>
<b>Total</b>	<b>790,639</b>	<b>100.0</b>	<b>844,029</b>	<b>100.0</b>	<b>894,021</b>	<b>100.0</b>	<b>847,905</b>	<b>100.0</b>	<b>834,060</b>	<b>100.0</b>

\* Above amount does not include consumption taxes.

## [Consolidated] Balance Sheets

(million yen)

	FY2017 As of Aug.2017	FY2018 As of Aug.2018	FY2019 As of Aug.2019	FY2020 As of Aug.2020	FY2021 As of Aug.2021
<b>Assets</b>					
Total current assets	172,153	175,498	208,936	273,809	<b>258,077</b>
Cash and deposits	19,997	21,967	25,791	117,211	<b>108,973</b>
Accounts receivable - trade	31,497	32,968	39,008	40,986	<b>37,501</b>
Merchandise and finished goods	101,812	106,100	127,954	100,925	<b>98,584</b>
Deferred tax assets	6,883	-	-	-	-
Total non-current assets	178,057	190,099	191,514	198,265	<b>196,388</b>
Total property, plant and equipment	81,972	84,515	87,509	90,374	<b>85,774</b>
Buildings and structures, net	27,974	30,381	30,385	29,314	<b>27,041</b>
Machinery, equipment and vehicles, net	458	920	1,358	1,305	<b>1,643</b>
Land	46,227	47,041	46,998	46,983	<b>46,984</b>
Leased assets, net	3,020	2,809	2,730	2,242	<b>1,720</b>
Construction in progress	1,814	103	555	877	<b>837</b>
Total intangible assets	22,129	22,672	23,105	25,379	<b>31,040</b>
Goodwill	4,351	3,990	3,630	3,240	<b>4,742</b>
Total investments and other assets	73,955	82,911	80,898	82,510	<b>79,574</b>
Investment securities	14,371	17,058	13,626	14,553	<b>12,229</b>
Long-term loans receivable	1,100	1,056	182	835	<b>1,078</b>
Deferred tax assets	10,041	17,184	20,785	21,541	<b>20,812</b>
Retirement benefit asset	2,996	2,976	2,913	2,885	<b>3,041</b>
Guarantee deposits	44,419	43,662	42,529	41,731	<b>41,809</b>
<b>Total assets</b>	<b>350,211</b>	<b>365,598</b>	<b>400,451</b>	<b>472,074</b>	<b>454,466</b>

\* Excerpt major Accounts.

(million yen)

	FY2017 As of Aug.2017	FY2018 As of Aug.2018	FY2019 As of Aug.2019	FY2020 As of Aug.2020	FY2021 As of Aug.2021
<b>Liabilities</b>					
Total current liabilities	150,272	156,561	173,927	173,957	<b>173,589</b>
Accounts payable - trade	47,177	47,222	58,387	58,301	<b>38,098</b>
Short-term borrowings	33,200	49,644	50,224	32,176	<b>56,496</b>
Current portion of long-term borrowings	23,546	7,731	8,954	21,477	<b>25,387</b>
Current portion of bonds payable	-	-	-	200	<b>200</b>
Lease obligations	1,104	963	894	660	<b>528</b>
Provision for bonuses	3,148	3,524	3,378	3,241	<b>3,527</b>
Provision for point card certificates	11,567	12,124	12,922	13,159	<b>13,029</b>
Provision for loss on store closing	336	281	260	278	<b>203</b>
Total non-current liabilities	54,345	53,270	63,181	128,326	<b>101,353</b>
Bonds payable	5,384	-	-	800	<b>600</b>
Long-term borrowings	15,216	20,385	29,375	93,959	<b>66,491</b>
Lease obligations	2,679	1,872	1,788	1,428	<b>985</b>
Provision for goods warranties	1,625	1,194	824	592	<b>402</b>
Provision for loss on store closing	1,256	1,077	741	467	<b>438</b>
Retirement benefit liability	13,693	14,619	16,320	17,201	<b>18,323</b>
Asset retirement obligations	8,975	8,972	9,239	9,285	<b>9,230</b>
Total liabilities	204,617	209,832	237,108	302,283	<b>274,942</b>
<b>Net assets</b>					
Total shareholders' equity	119,578	126,351	133,030	134,965	<b>142,287</b>
Share capital	23,237	25,929	25,929	25,929	<b>25,929</b>
Capital surplus	24,386	27,131	27,139	27,140	<b>27,103</b>
Retained earnings	72,195	87,112	96,699	98,630	<b>105,983</b>
Treasury shares	(241)	(13,821)	(16,737)	(16,734)	<b>(16,729)</b>
Total accumulated other comprehensive income	2,636	3,587	871	2,112	<b>1,443</b>
Valuation difference on available-for-sale securities	3,561	4,263	1,913	2,616	<b>1,593</b>
Remeasurements of defined benefit plans	(924)	(675)	(1,041)	(503)	<b>(149)</b>
Non-controlling interests	23,378	25,821	29,386	32,624	<b>35,640</b>
Total net assets	145,593	155,765	163,342	169,791	<b>179,523</b>
Total liabilities and net assets	350,211	365,598	400,451	472,074	<b>454,466</b>

\* Excerpt major Accounts.

## [Consolidated] Statements of Income

(million yen)

	FY2017	FY2018	FY2019	FY2020	FY2021
	Sep.2016 - Aug.2017	Sep.2017 - Aug.2018	Sep.2018 - Aug.2019	Sep.2019 - Aug.2020	Sep.2020 - Aug.2021
Net sales	790,639	844,029	894,021	847,905	<b>834,060</b>
Cost of sales	571,773	607,947	650,576	616,899	<b>595,501</b>
Gross profit	218,865	236,081	243,444	231,005	<b>238,558</b>
SG&A expenses	197,011	209,025	220,500	218,939	<b>220,340</b>
Points expenses	26,549	27,575	29,367	26,645	<b>25,571</b>
Salaries and allowances	29,105	29,528	30,666	30,382	<b>32,410</b>
Provision for bonuses	3,153	3,503	3,355	3,176	<b>3,457</b>
Retirement benefit expenses	2,233	2,319	2,200	2,544	<b>2,576</b>
Rent expenses	33,021	34,651	34,927	34,706	<b>35,291</b>
Depreciation expenses	5,508	6,397	7,361	8,463	<b>9,408</b>
Amortization of goodwill	360	360	360	389	<b>548</b>
Operating income	21,854	27,055	22,943	12,066	<b>18,217</b>
Total non-operating income	3,119	2,860	3,448	3,133	<b>4,071</b>
Interest income and Dividend income	295	334	328	322	<b>295</b>
Commission income	1,296	1,395	1,494	1,390	<b>1,403</b>
Sponsorship money income	340	346	365	503	<b>744</b>
Subsidy income	724	331	530	-	-
Total non-operating expenses	608	674	521	509	<b>659</b>
Interest expenses	418	339	283	293	<b>320</b>
Commission expenses	70	178	97	56	<b>107</b>
Ordinary income	24,364	29,241	25,871	14,690	<b>21,629</b>
Total extraordinary income	745	474	55	1,056	<b>566</b>
Gain on sales of investment securities	436	-	18	-	-
Subsidy income	-	-	-	1,048	<b>262</b>
Total extraordinary losses	2,364	1,630	3,253	3,117	<b>2,655</b>
Loss on valuation of investment securities	873	-	-	118	<b>111</b>
Impairment loss	930	796	2,946	1,434	<b>1,760</b>
Loss due to temporary closure	-	-	-	1,332	<b>211</b>
Profit before income taxes	22,745	28,085	22,673	12,629	<b>19,540</b>
Total income taxes	7,216	8,382	4,676	3,386	<b>6,785</b>
Income taxes - current	7,922	9,124	7,159	4,525	<b>5,865</b>
Income taxes - deferred	(706)	(741)	(2,483)	(1,139)	<b>920</b>
Profit	15,529	19,702	17,996	9,243	<b>12,755</b>
Profit attributable to non-controlling interests	2,024	2,579	3,948	3,793	<b>3,994</b>
Profit attributable to owners of parent	13,505	17,122	14,047	5,450	<b>8,761</b>

\* Excerpt major Accounts.

## [Consolidated] Statements of Cash Flows

(million yen)

	FY2017	FY2018	FY2019	FY2020	FY2021
	Sep.2016 - Aug.2017	Sep.2017 - Aug.2018	Sep.2018 - Aug.2019	Sep.2019 - Aug.2020	Sep.2020 - Aug.2021
Cash flows from operating activities	19,629	26,102	13,192	52,004	<b>7,763</b>
Profit before income taxes	22,745	28,085	22,673	12,629	<b>19,540</b>
Depreciation	6,003	6,858	7,796	8,916	<b>10,295</b>
Impairment loss	930	796	2,946	1,434	<b>1,760</b>
Decrease (increase) in trade receivables	(3,331)	(1,470)	(6,040)	(1,977)	<b>4,572</b>
Decrease (increase) in inventories	(8,183)	(4,415)	(21,910)	27,017	<b>2,904</b>
Increase (decrease) in trade payables	7,336	45	11,165	(86)	<b>(20,867)</b>
Income taxes paid	(8,849)	(7,854)	(9,782)	(5,994)	<b>(3,349)</b>
Cash flows from investing activities	(11,522)	(12,612)	(11,437)	(15,691)	<b>(12,356)</b>
Purchase of property, plant and equipment	(9,578)	(8,795)	(8,707)	(11,315)	<b>(4,107)</b>
Proceeds from sales of property, plant and equipment	449	153	100	9	<b>147</b>
Purchase of intangible assets	(3,134)	(3,345)	(3,621)	(4,595)	<b>(5,264)</b>
Cash flows from financing activities	(13,247)	(11,520)	2,069	55,106	<b>(4,387)</b>
Net increase (decrease) in short-term borrowings	(862)	16,444	580	(18,048)	<b>24,320</b>
Proceeds from long-term borrowings	6,500	18,800	26,600	89,600	<b>7,000</b>
Repayments of long-term borrowings	(15,448)	(29,445)	(16,387)	(12,492)	<b>(32,411)</b>
Repayments of lease obligations	(1,375)	(1,066)	(1,061)	(914)	<b>(662)</b>
Effect of exchange rate change on cash and cash equivalents	0	0	(0)	(0)	<b>0</b>
Net increase (decrease) in cash and cash equivalents	(5,140)	1,970	3,824	91,419	<b>(8,979)</b>
Cash and cash equivalents at beginning of period	25,137	19,997	21,967	25,791	<b>117,211</b>
Cash and cash equivalents at end of period	19,997	21,967	25,791	117,211	<b>108,857</b>

\* Excerpt major Accounts.



## [Non-Consolidated] Statements of Income and Others

(million yen)

	FY2017	FY2018	FY2019	FY2020	FY2021
	Sep.2016 - Aug.2017	Sep.2017 - Aug.2018	Sep.2018 - Aug.2019	Sep.2019 - Aug.2020	Sep.2020 - Aug.2021
Net sales	442,607	487,523	516,078	460,501	<b>440,298</b>
Cost of sales	319,971	352,292	381,181	342,749	<b>324,055</b>
Gross profit	122,636	135,230	134,896	117,751	<b>116,242</b>
SG&A expenses	108,846	119,119	124,955	120,739	<b>115,739</b>
Points expenses	19,939	20,791	22,042	20,016	<b>18,519</b>
Salaries and allowances	15,110	15,421	15,867	14,882	<b>15,491</b>
Logistics expenses	-	11,719	12,947	14,670	<b>13,258</b>
Rent expenses	20,147	21,825	22,023	21,698	<b>21,713</b>
Operating income	13,789	16,110	9,941	(2,987)	<b>503</b>
Non-operating income	2,913	2,409	2,464	3,845	<b>3,652</b>
Non-operating expenses	278	284	220	230	<b>255</b>
Ordinary income	16,425	18,236	12,185	627	<b>3,900</b>
Extraordinary income	615	473	0	858	<b>213</b>
Extraordinary loss	2,253	677	1,426	2,189	<b>1,779</b>
Profit before income taxes	14,787	18,032	10,760	(703)	<b>2,334</b>
Profit income	9,859	12,055	7,300	(424)	<b>1,358</b>
					(%)
Sales ratio	FY2017	FY2018	FY2019	FY2020	FY2021
Cost of sales	72.3	72.3	73.9	74.4	<b>73.6</b>
Gross profit	27.7	27.7	26.1	25.6	<b>26.4</b>
SG&A expenses	24.6	24.4	24.2	26.2	<b>26.3</b>
Points expenses	4.5	4.3	4.3	4.3	<b>4.2</b>
Salaries and allowances	3.4	3.2	3.1	3.2	<b>3.5</b>
Logistics expenses	-	2.4	2.5	3.2	<b>3.0</b>
Rent expenses	4.6	4.5	4.3	4.7	<b>4.9</b>
Operating income	3.1	3.3	1.9	(0.6)	<b>0.1</b>
Ordinary income	3.7	3.7	2.4	0.1	<b>0.9</b>
Profit income	2.2	2.5	1.4	(0.1)	<b>0.3</b>

## Sales floor space, Number of stores, Number of employees

	FY2017	FY2018	FY2019	FY2020	FY2021
	As of Aug.2017	As of Aug.2018	As of Aug.2019	As of Aug.2020	As of Aug.2021
Sales floor space (m2)					
Consolidated	653,939	661,576	672,547	680,644	<b>680,795</b>
Non-consolidated	221,864	229,166	239,897	242,192	<b>244,952</b>
Number of stores					
Consolidated *1	204	207	214	219	<b>213</b>
Non-consolidated	38	40	43	45	<b>45</b>
Kojima	139	141	142	143	<b>140</b>
Sofmap / Outlet	27	26	29	31	<b>28</b>
Ranet / Arrow Japan	52	52	56	54	<b>89</b>
Number of employees					
Consolidated	8,353	8,554	8,742	9,024	<b>9,466</b>
(The average number of part-time employees) *2	6,935	7,707	7,952	7,755	<b>7,008</b>
Non-consolidated	4,393	4,491	4,508	4,556	<b>4,511</b>
(The average number of part-time employees) *2	1,957	2,141	2,325	2,032	<b>1,746</b>

\*1 It is not include Ranet and Arrow Japan.

\*2 The number of employees is not include part-time employees.