

FACT BOOK

2019年2月21日～2020年2月20日



株式会社ニトリホールディングス

Nitori Holdings Co., Ltd.

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【注意事項 DISCLAIMER】

・ 本資料には、監査を受けていない参考数値が含まれます This material contains both audited and non-audited information.

・ 本資料の金額は、百万円未満切捨て、その他単位未満四捨五入で表示しております Amounts less than one million yen are rounded down and other figures are rounded off less than a unit.

01. 連結累計損益実績

Consolidated Statements of Income

| | | 2017年度 | | | 2018年度 | | | 2019年度 | | | 前期増減 | 2019年度 業績予想 | |
|-----------------|---------------------------------------------------|---------------------|-------|----------|---------------------|-------|--------|---------------------|-------|--------|----------|-------------|--------|
| | | 2017.2.21-2018.2.20 | | | 2018.2.21-2019.2.20 | | | 2019.2.21-2020.2.20 | | | Change | FY2019 Plan | |
| | | 百万円 | 構成比 | 前期比 | 百万円 | 構成比 | 前期比 | 百万円 | 構成比 | 前期比 | 百万円 | 百万円 | 前期比 |
| | | M of Yen | Share | YOY | M of Yen | Share | YOY | M of Yen | Share | YOY | M of Yen | M of Yen | YOY |
| 売上高 | Net sales | 572,060 | - | 111.5% | 608,131 | - | 106.3% | 642,273 | - | 105.6% | 34,142 | 643,000 | 105.7% |
| 売上原価 | Cost of sales | 257,281 | 45.0% | 109.6% | 276,709 | 45.5% | 107.6% | 287,909 | 44.8% | 104.0% | 11,199 | 289,000 | 104.4% |
| 売上総利益 | Gross profit | 314,778 | 55.0% | 113.1% | 331,421 | 54.5% | 105.3% | 354,364 | 55.2% | 106.9% | 22,943 | 354,000 | 106.8% |
| 販売費及び一般管理費 | Selling, general and administrative expenses | 221,400 | 38.7% | 115.0% | 230,642 | 37.9% | 104.2% | 246,886 | 38.4% | 107.0% | 16,244 | 250,000 | 108.4% |
| 営業利益 | Operating income | 93,378 | 16.3% | 108.9% | 100,779 | 16.6% | 107.9% | 107,478 | 16.7% | 106.6% | 6,699 | 104,000 | 103.2% |
| 営業外収益 | Non-operating income | 1,833 | 0.3% | 98.3% | 2,561 | 0.4% | 139.7% | 2,476 | 0.4% | 96.7% | △ 84 | - | - |
| 営業外費用 | Non-operating expenses | 351 | 0.1% | 447.8% | 286 | 0.0% | 81.5% | 432 | 0.1% | 151.0% | 146 | - | - |
| 経常利益 | Ordinary income | 94,860 | 16.6% | 108.3% | 103,053 | 16.9% | 108.6% | 109,522 | 17.1% | 106.3% | 6,468 | 106,000 | 102.9% |
| 特別利益 | Special Income | 4,129 | 0.7% | 514.9% | 102 | 0.0% | 2.5% | 626 | 0.1% | 611.9% | 523 | - | - |
| 特別損失 | Special losses | 6,206 | 1.1% | 1,141.6% | 2,665 | 0.4% | 43.0% | 5,078 | 0.8% | 190.5% | 2,412 | - | - |
| 税金等調整前当期純利益 | Income before income taxes and minority interests | 92,783 | 16.2% | 105.6% | 100,490 | 16.5% | 108.3% | 105,069 | 16.4% | 104.6% | 4,579 | 106,000 | 105.5% |
| 法人税等 | Income taxes | 28,564 | 5.0% | 102.8% | 32,309 | 5.3% | 113.1% | 33,674 | 5.2% | 104.2% | 1,364 | - | - |
| 親会社株主に帰属する当期純利益 | Net income attributable to owners of parent | 64,219 | 11.2% | 107.0% | 68,180 | 11.2% | 106.2% | 71,395 | 11.1% | 104.7% | 3,215 | 71,500 | 104.9% |
| 包括利益 | Comprehensive income | 54,037 | - | 81.0% | 66,742 | - | 123.5% | 70,443 | - | 105.5% | 3,700 | - | - |

02. 連結四半期損益実績

Consolidated Statements of Quarterly Income

| | | 2019年度1Q | | | 2019年度2Q | | | 2019年度3Q | | | 2019年度4Q | | |
|------------------|---------------------------------------------------|---------------------|-------|--------|---------------------|-------|-----------|----------------------|-------|--------|----------------------|-------|--------|
| | | 2019.2.21-2019.5.20 | | | 2019.5.21-2019.8.20 | | | 2019.8.21-2019.11.20 | | | 2019.11.21-2020.2.20 | | |
| | | 百万円 | 構成比 | 前期比 | 百万円 | 構成比 | 前期比 | 百万円 | 構成比 | 前期比 | 百万円 | 構成比 | 前期比 |
| | | M of Yen | Share | YOY | M of Yen | Share | YOY | M of Yen | Share | YOY | M of Yen | Share | YOY |
| 売上高 | Net sales | 167,332 | - | 106.1% | 154,266 | - | 107.1% | 159,900 | - | 108.9% | 160,775 | - | 100.7% |
| 売上原価 | Cost of sales | 77,136 | 46.1% | 109.2% | 70,459 | 45.7% | 107.8% | 70,200 | 43.9% | 103.6% | 70,113 | 43.6% | 96.1% |
| 売上総利益 | Gross profit | 90,195 | 53.9% | 103.7% | 83,807 | 54.3% | 106.5% | 89,699 | 56.1% | 113.4% | 90,662 | 56.4% | 104.6% |
| 販売費及び一般管理費 | Selling, general and administrative expenses | 59,764 | 35.7% | 105.6% | 58,661 | 38.0% | 110.3% | 60,804 | 38.0% | 106.7% | 67,656 | 42.1% | 105.9% |
| 営業利益 | Operating income | 30,431 | 18.2% | 100.0% | 25,146 | 16.3% | 98.8% | 28,894 | 18.1% | 130.5% | 23,005 | 14.3% | 101.1% |
| 営業外収益 | Non-operating income | 436 | 0.3% | 96.3% | 747 | 0.5% | 116.4% | 740 | 0.5% | 95.0% | 552 | 0.3% | 80.5% |
| 営業外費用 | Non-operating expenses | 145 | 0.1% | 72.4% | 76 | 0.0% | 307.6% | 132 | 0.1% | 496.8% | 79 | 0.0% | 229.5% |
| 経常利益 | Ordinary income | 30,722 | 18.4% | 100.1% | 25,817 | 16.7% | 99.0% | 29,503 | 18.5% | 128.9% | 23,478 | 14.6% | 100.3% |
| 特別利益 | Special income | 314 | 0.2% | 634.5% | 3 | 0.0% | 78.6% | △ 1 | 0.0% | - | 308 | 0.2% | 689.8% |
| 特別損失 | Special losses | 272 | 0.2% | 138.3% | 1,720 | 1.1% | 45,282.4% | 121 | 0.1% | 6.0% | 2,964 | 1.8% | 673.3% |
| 税金等調整前当期純利益 | Income before income taxes and minority interests | 30,764 | 18.4% | 100.8% | 24,100 | 15.6% | 92.4% | 29,381 | 18.4% | 140.8% | 20,823 | 13.0% | 90.5% |
| 法人税等 | Income taxes | 10,416 | 6.2% | 96.4% | 7,600 | 4.9% | 96.9% | 8,721 | 5.5% | 128.1% | 6,935 | 4.3% | 101.3% |
| 親会社株主に帰属する四半期純利益 | Net income attributable to owners of parent | 20,348 | 12.2% | 103.2% | 16,499 | 10.7% | 90.5% | 20,659 | 12.9% | 146.9% | 13,887 | 8.6% | 86.0% |

03. 連結貸借対照表 Consolidated Balance Sheets

| | | 2017年度 | | 2018年度 | | 2019年度 | |
|-------------------|-----------------------------------------------------------------|-----------------|-----------------|-----------------|----------------|-----------------|----------------|
| | | 2018.2.20 | | 2019.2.20 | | 2020.2.20 | |
| | | 百万円 M of Yen | 前期増減 Change | 百万円 M of Yen | 前期増減 Change | 百万円 M of Yen | 前期増減 Change |
| 現金及び預金 | Cash and deposits | 63,339 | △ 7,221 | 102,345 | 39,006 | 159,190 | 56,844 |
| 受取手形及び売掛金 | Notes and accounts receivable-trade | 22,458 | 3,972 | 24,818 | 2,360 | 27,880 | 3,061 |
| 商品及び製品 | Merchandise and finished goods | 49,690 | 3,170 | 59,184 | 9,493 | 61,203 | 2,019 |
| その他 | Other | 23,233 | △ 10,380 | 24,694 | 1,460 | 15,316 | △ 9,378 |
| 流動資産合計 | Total current assets | 158,721 | △ 10,459 | 211,042 | 52,320 | 263,589 | 52,546 |
| 建物及び構築物 | Buildings and structures, net | 107,258 | 3,495 | 115,868 | 8,609 | 111,548 | △ 4,319 |
| 土地 | Land | 167,153 | 40,230 | 171,342 | 4,189 | 173,010 | 1,667 |
| 使用権資産 | Right of use assets | - | - | - | - | 4,529 | 4,529 |
| その他 | Other | 16,903 | △ 505 | 14,830 | △ 2,072 | 18,298 | 3,467 |
| 有形固定資産合計 | Total property, plant and equipment | 291,315 | 43,221 | 302,041 | 10,726 | 307,387 | 5,345 |
| 無形固定資産合計 | Intangible assets | 13,887 | 155 | 18,857 | 4,969 | 24,599 | 5,742 |
| 差入保証金 | Guarantee deposits | 14,813 | △ 907 | 14,268 | △ 544 | 13,987 | △ 281 |
| 敷金 | Lease deposits | 21,880 | 1,365 | 22,908 | 1,028 | 23,756 | 848 |
| 繰延税金資産 | Deferred tax assets | 10,757 | 6,803 | 11,905 | 1,148 | 13,246 | 1,341 |
| その他 | Other | 39,131 | 22,514 | 38,261 | △ 869 | 36,679 | △ 1,582 |
| 投資その他の資産合計 | Total investments and other assets | 86,581 | 29,775 | 87,344 | 762 | 87,670 | 325 |
| 固定資産合計 | Total non-current assets | 391,785 | 73,151 | 408,244 | 16,458 | 419,657 | 11,413 |
| 資産合計 | Total assets | 550,507 | 62,693 | 619,286 | 68,779 | 683,247 | 63,960 |
| 支払手形及び買掛金 | Notes and accounts payable-trade | 19,607 | 3,606 | 20,956 | 1,348 | 19,774 | △ 1,182 |
| 短期借入金 | Short-term loans payable | 2,000 | 1,375 | 2,639 | 639 | 2,787 | 147 |
| 未払法人税等 | Income taxes payable | 17,399 | 1,769 | 19,472 | 2,072 | 20,224 | 751 |
| 未払金 | Accounts payable-other | 18,323 | △ 968 | 23,752 | 5,429 | 22,923 | △ 828 |
| 賞与引当金 | Provision for bonuses | 3,395 | △ 356 | 4,206 | 811 | 4,020 | △ 185 |
| ポイント引当金 | Provision for point card certificates | 1,625 | 324 | 2,014 | 388 | 2,076 | 62 |
| その他 | Other | 21,073 | 1,951 | 21,974 | 900 | 25,256 | 3,282 |
| 流動負債合計 | Total current liabilities | 83,425 | 7,701 | 95,016 | 11,591 | 97,063 | 2,047 |
| 長期借入金 | Long-term loans payable | 8,000 | 8,000 | 6,028 | △ 1,971 | 4,000 | △ 2,028 |
| 長期リース債務 | Lease obligations | 2,143 | △ 187 | 1,956 | △ 187 | 6,714 | 4,758 |
| 退職給付引当金/退職給付に係る負債 | Provision for retirement benefits/Net defined benefit liability | 2,713 | 79 | 3,202 | 488 | 1,343 | △ 1,858 |
| 資産除去債務 | Asset retirement obligations | 4,950 | 385 | 5,365 | 414 | 5,673 | 308 |
| その他 | Other | 7,606 | △ 174 | 7,525 | △ 80 | 7,590 | 64 |
| 固定負債合計 | Total non-current liabilities | 25,413 | 8,103 | 24,078 | △ 1,335 | 25,322 | 1,243 |
| 負債合計 | Total liabilities | 108,839 | 15,804 | 119,094 | 10,255 | 122,385 | 3,291 |
| 資本金 | Common stock | 13,370 | - | 13,370 | - | 13,370 | - |
| 資本剰余金 | Capital surplus | 18,232 | 1,926 | 19,841 | 1,608 | 25,074 | 5,232 |
| 利益剰余金 | Retained earnings | 415,108 | 54,005 | 472,755 | 57,646 | 532,471 | 59,716 |
| 自己株式 | Treasury stock | △ 8,640 | 1,548 | △ 7,727 | 912 | △ 10,875 | △ 3,147 |
| その他の包括利益累計額 | Accumulated other comprehensive income | 2,918 | △ 10,182 | 1,481 | △ 1,437 | 529 | △ 951 |
| 新株予約権 | Subscription rights to shares | 677 | △ 263 | 470 | △ 206 | 289 | △ 180 |
| 少数株主持分 | Minority interests | - | △ 144 | - | - | - | - |
| 純資産合計 | Total net assets | 441,668 | 46,890 | 500,192 | 58,524 | 560,861 | 60,669 |
| 負債純資産合計 | Total liabilities and net assets | 550,507 | 62,693 | 619,286 | 68,779 | 683,247 | 63,960 |

04. 販売費及び一般管理費の主な明細 Selling, General and Administrative Expenses

| | | 2017年度 | | | 2018年度 | | | 2019年度 | | | 前期増減 | |
|-------|-------------------------------|---------------------|--------------|------------|---------------------|--------------|------------|---------------------|--------------|------------|-----------------|--------------|
| | | 2017.2.21-2018.2.20 | | | 2018.2.21-2019.2.20 | | | 2019.2.21-2020.2.20 | | | Change | |
| | | 百万円 M of Yen | 構成比 Share | 前期比 YOY | 百万円 M of Yen | 構成比 Share | 前期比 YOY | 百万円 M of Yen | 構成比 Share | 前期比 YOY | 百万円 M of Yen | 構成比 Share |
| 発送配達費 | Customer delivery expenses | 26,448 | 4.6% | 111.7% | 26,257 | 4.3% | 99.3% | 27,991 | 4.4% | 106.6% | 1,733 | 0.0pt |
| 広告宣伝費 | Advertising | 16,726 | 2.9% | 113.0% | 16,658 | 2.7% | 99.6% | 16,888 | 2.6% | 101.4% | 229 | △0.1pt |
| 人件費 | Personnel expenses | 64,337 | 11.2% | 109.3% | 68,961 | 11.3% | 107.2% | 72,022 | 11.2% | 104.4% | 3,060 | △0.1pt |
| 賃借料 | Rents | 33,561 | 5.9% | 119.7% | 36,563 | 6.0% | 108.9% | 37,261 | 5.8% | 101.9% | 698 | △0.2pt |
| 減価償却費 | Depreciation and amortization | 11,357 | 2.0% | 108.9% | 12,311 | 2.0% | 108.4% | 14,547 | 2.3% | 118.2% | 2,235 | 0.2pt |
| 業務委託費 | Outsourcing | 14,021 | 2.5% | 128.3% | 16,532 | 2.7% | 117.9% | 18,351 | 2.9% | 111.0% | 1,819 | 0.1pt |
| その他 | Other | 54,947 | 9.6% | 120.1% | 53,357 | 8.8% | 97.1% | 59,823 | 9.3% | 112.1% | 6,466 | 0.5pt |
| 合計 | Total | 221,400 | 38.7% | 115.0% | 230,642 | 37.9% | 104.2% | 246,886 | 38.4% | 107.0% | 16,244 | 0.5pt |

05. 営業外収益・営業外費用の主な明細 Non-Operating Income and Non-Operating Expenses

| | | 2017年度 | | | 2018年度 | | | 2019年度 | | | 前期増減 | |
|-------------|--------------------------------------|---------------------|--------------|------------|---------------------|--------------|------------|---------------------|--------------|------------|-----------------|--------------|
| | | 2017.2.21-2018.2.20 | | | 2018.2.21-2019.2.20 | | | 2019.2.21-2020.2.20 | | | Change | |
| | | 百万円 M of Yen | 構成比 Share | 前期比 YOY | 百万円 M of Yen | 構成比 Share | 前期比 YOY | 百万円 M of Yen | 構成比 Share | 前期比 YOY | 百万円 M of Yen | 構成比 Share |
| 受取利息及び受取配当金 | Interest income and dividends income | 487 | 0.1% | 104.2% | 519 | 0.1% | 106.4% | 559 | 0.1% | 107.8% | 40 | 0.0pt |
| 為替差益 | Foreign exchange gains | - | - | - | 95 | 0.0% | - | - | - | - | △95 | △0.0pt |
| 自動販売機収入 | Vending machine income | 249 | 0.0% | 101.3% | 246 | 0.0% | 98.8% | 247 | 0.0% | 100.1% | 0 | △0.0pt |
| 有価物売却益 | Gain on sales of goods | 356 | 0.1% | 118.6% | 390 | 0.1% | 109.7% | 374 | 0.1% | 95.9% | △16 | △0.0pt |
| その他 | Other | 739 | 0.1% | 99.0% | 1,309 | 0.2% | 177.0% | 1,295 | 0.2% | 98.9% | △13 | △0.0pt |
| 営業外収益計 | Non-operating income | 1,833 | 0.3% | 98.3% | 2,561 | 0.4% | 139.7% | 2,476 | 0.4% | 96.7% | △84 | △0.0pt |
| 支払利息 | Interest expenses | 69 | 0.0% | 117.5% | 101 | 0.0% | 145.9% | 283 | 0.0% | 279.1% | 181 | 0.0pt |
| 為替差損 | Foreign exchange losses | 235 | 0.0% | - | - | - | - | 24 | 0.0% | - | 24 | 0.0pt |
| その他 | Other | 47 | 0.0% | 243.6% | 185 | 0.0% | 391.3% | 124 | 0.0% | 67.3% | △60 | △0.0pt |
| 営業外費用計 | Non-operating expenses | 351 | 0.1% | 447.8% | 286 | 0.0% | 81.5% | 432 | 0.1% | 151.0% | 146 | 0.0pt |

06. 特別利益・特別損失の主な明細

Special Income and Special Losses

| | | 2017年度 2017.2.21-2018.2.20 | | | 2018年度 2018.2.21-2019.2.20 | | | 2019年度 2019.2.21-2020.2.20 | | | 前期増減 Change | |
|--------------|--------------------------------------------------------|-------------------------------|--------------|---------------|-------------------------------|--------------|--------------|-------------------------------|--------------|---------------|-----------------|--------------|
| | | 百万円 M of Yen | 構成比 Share | 前期比 YOY | 百万円 M of Yen | 構成比 Share | 前期比 YOY | 百万円 M of Yen | 構成比 Share | 前期比 YOY | 百万円 M of Yen | 構成比 Share |
| 固定資産売却益 | Gain on sales of non-current assets | 201 | 0.0% | 31.1% | 10 | 0.0% | 5.1% | 315 | 0.0% | 3,094.8% | 304 | 0.0pt |
| 新株予約権戻入益 | Gain on reversal of subscription rights to shares | 49 | 0.0% | 632.6% | 11 | 0.0% | 22.6% | 3 | 0.0% | 27.6% | △ 8 | △0.0pt |
| 違約金収入 | Penalty income | 36 | 0.0% | 68.9% | 49 | 0.0% | 135.2% | 307 | 0.0% | 627.6% | 258 | 0.0pt |
| 受取和解金 | Settlement received | - | - | - | 31 | 0.0% | - | - | - | - | △ 31 | △0.0pt |
| 関係会社株式売却益 | Gain on sales of shares of subsidiaries and associates | 3,842 | 0.7% | - | - | - | - | - | - | - | - | - |
| 特別利益計 | Special income | 4,129 | 0.7% | 514.9% | 102 | 0.0% | 2.5% | 626 | 0.1% | 611.9% | 523 | 0.0pt |
| 災害による損失 | Loss on disaster | - | - | - | 1,268 | 0.2% | - | - | - | - | △ 1,268 | △0.2pt |
| 固定資産除売却損 | Loss on sales and disposal of non-current assets | 130 | 0.0% | 177.4% | 94 | 0.0% | 72.8% | 99 | 0.0% | 104.3% | 4 | △0.0pt |
| 退店違約金等 | Penalty for the scrap and build of outlets | 46 | 0.0% | 31.6% | 255 | 0.0% | 545.8% | - | - | - | △ 255 | △0.0pt |
| 減損損失 | Impairment loss | 5,417 | 0.9% | 49,261% | 653 | 0.1% | 12.1% | 4,090 | 0.6% | 625.5% | 3,436 | 0.5pt |
| 解約損失引当金繰入額 | Provision for loss on cancellation | - | - | - | - | - | - | 630 | 0.1% | - | 630 | 0.1pt |
| 特別退職金 | Special retirement expenses | 354 | 0.1% | 647.7% | - | - | - | - | - | - | - | - |
| 持分変動損失 | Loss on change in equity | 256 | 0.0% | - | 368 | 0.1% | 143.6% | 172 | 0.0% | 46.9% | △ 195 | △0.0pt |
| 損害賠償金 | Compensation for damage | - | - | - | - | - | - | 85 | 0.0% | - | 85 | 0.0pt |
| その他 | Other | - | - | - | 24 | 0.0% | - | - | - | - | △ 24 | △0.0pt |
| 特別損失計 | Special losses | 6,206 | 1.1% | 1,142% | 2,665 | 0.4% | 43.0% | 5,078 | 0.8% | 190.5% | 2,412 | 0.4pt |

07. 設備投資（連結）

Consolidated Capital Expenditure

| | | 2017年度 2017.2.21-2018.2.20 | | 2018年度 2018.2.21-2019.2.20 | | 2019年度 2019.2.21-2020.2.20 | |
|-------|---------------------|-------------------------------|----------------|-------------------------------|----------------|-------------------------------|----------------|
| | | 百万円 M of Yen | 前期増減 Change | 百万円 M of Yen | 前期増減 Change | 百万円 M of Yen | 前期増減 Change |
| 設備投資額 | Capital Expenditure | 64,172 | 21,344 | 32,237 | △ 31,935 | 23,170 | △ 9,067 |

08. 平均決済レート

Average Exchange Rate

| | | 2017年度 2017.2.21-2018.2.20 | | 2018年度 2018.2.21-2019.2.20 | | 2019年度 2019.2.21-2020.2.20 | |
|---------|-----------------------|-------------------------------|---------------|-------------------------------|---------------|-------------------------------|---------------|
| | | 円/\$ Yen per dollar | 前期差 Change | 円/\$ Yen per dollar | 前期差 Change | 円/\$ Yen per dollar | 前期差 Change |
| 平均決済レート | Average Exchange Rate | 103.92 | △ 4.20 | 110.20 | 6.28 | 107.46 | △ 2.74 |

09. 連結キャッシュ・フロー計算書

Consolidated Statements of Cash Flows

| | | 2017年度 2017.2.21-2018.2.20 | | 2018年度 2018.2.21-2019.2.20 | | 2019年度 2019.2.21-2020.2.20 | |
|-------------------|--------------------------------------------------------------|-------------------------------|----------------|-------------------------------|----------------|-------------------------------|----------------|
| | | 百万円 M of Yen | 前期増減 Change | 百万円 M of Yen | 前期増減 Change | 百万円 M of Yen | 前期増減 Change |
| 税金等調整前当期純利益 | Income before income taxes and minority interests | 92,783 | 4,961 | 100,490 | 7,706 | 105,069 | 4,579 |
| 減価償却費 | Depreciation and amortization | 13,030 | 718 | 14,218 | 1,188 | 16,561 | 2,343 |
| 減損損失 | Impairment loss | 5,417 | 5,407 | 653 | △ 4,764 | 4,090 | 3,437 |
| 売上債権の増減額 (△は増加) | Decrease (increase) in notes and accounts receivable-trade | △ 866 | 950 | △ 2,365 | △ 1,498 | △ 3,664 | △ 1,298 |
| たな卸資産の増減額 (△は増加) | Decrease (increase) in inventories | △ 3,743 | △ 1 | △ 10,014 | △ 6,271 | △ 2,687 | 7,327 |
| 仕入債務の増減額 (△は減少) | Increase (decrease) in notes and accounts payable-trade | 2,544 | 1,135 | 1,061 | △ 1,482 | 219 | △ 842 |
| 法人税等の支払額 | Income taxes paid | △ 30,085 | △ 774 | △ 41,125 | △ 11,040 | △ 34,112 | 7,013 |
| その他の受取額・支払額 | Other, net | △ 2,239 | △ 13,483 | 18,745 | 20,984 | 10,839 | △ 7,906 |
| 営業活動によるキャッシュ・フロー | Net cash provided by operating activities | 76,840 | △ 1,090 | 81,664 | 4,823 | 96,316 | 14,652 |
| 定期預金の預入による支出 | Payments into time deposits | △ 6,320 | 261 | △ 1,694 | 4,626 | △ 18,374 | △ 16,680 |
| 定期預金の払戻による収入 | Proceeds from withdrawal of time deposits | 8,372 | 1,011 | 1,679 | △ 6,692 | 2,285 | 606 |
| 有形固定資産の取得による支出 | Purchase of property, plant and equipment | △ 60,888 | △ 25,922 | △ 22,363 | 38,525 | △ 17,482 | 4,881 |
| 無形固定資産の取得による支出 | Purchase of intangible assets | △ 3,084 | 1,071 | △ 5,788 | △ 2,704 | △ 6,528 | △ 740 |
| 敷金・差入保証金の差入による支出 | Payments for guarantee and lease deposits | △ 2,351 | 2,183 | △ 2,724 | △ 372 | △ 2,189 | 534 |
| 敷金・差入保証金の回収による収入 | Proceeds from collection of guarantee and lease deposits | 482 | 297 | 300 | △ 182 | 623 | 323 |
| その他 | Other, net | △ 18,962 | △ 19,605 | 165 | 19,127 | 201 | 36 |
| 投資活動によるキャッシュ・フロー | Net cash used in investing activities | △ 82,751 | △ 40,704 | △ 30,424 | 52,327 | △ 41,464 | △ 11,039 |
| 短期借入金の純増減額 (△は減少) | Net increase (decrease) in short-term loans payable | - | - | 287 | 287 | 85 | △ 202 |
| 長期借入れによる収入 | Proceeds from long-term loans payable | 10,000 | 10,000 | - | △ 10,000 | - | - |
| 長期借入金の返済による支出 | Repayment of long-term loans payable | △ 625 | 879 | △ 2,003 | △ 1,378 | △ 2,009 | △ 6 |
| 自己株式の取得による支出 | Purchase of treasury stock | △ 3 | 1 | △ 4 | △ 0 | △ 4,907 | △ 4,903 |
| 配当金の支払額 | Cash dividends paid | △ 10,272 | △ 2,519 | △ 10,527 | △ 254 | △ 11,663 | △ 1,136 |
| その他 | Other, net | 1,556 | △ 1,292 | 907 | △ 649 | 4,633 | 3,726 |
| 財務活動によるキャッシュ・フロー | Net cash used in financing activities | 655 | 7,069 | △ 11,340 | △ 11,995 | △ 13,862 | △ 2,522 |
| 現金及び現金同等物に係る換算差額 | Effect of exchange rate changes on cash and cash equivalents | 143 | 370 | △ 768 | △ 912 | △ 250 | 517 |
| 現金及び現金同等物の増減額 | Net increase in cash and cash equivalents | △ 5,111 | △ 34,351 | 39,130 | 44,242 | 40,737 | 1,607 |
| 現金及び現金同等物の期末残高 | Cash and cash equivalents at end of the year | 60,923 | △ 5,111 | 100,053 | 39,130 | 140,791 | 40,737 |

10. 店舗数・売場面積

Number of Stores & Sales Floor Space

| 店舗数 Number of stores | | 2017年度 2017.2.21-2018.2.20 | | | 2018年度 2018.2.21-2019.2.20 | | | 2019年度 2019.2.21-2020.2.20 | | |
|-------------------------|------------------------------|-------------------------------|----------------|------------------------------------|-------------------------------|-------------|------------------------------------|-------------------------------|-------------|------------------------------------|
| | | 出店 Open | 退店 Close | 期末 End of year 店舗数 Number | 出店 Open | 退店 Close | 期末 End of year 店舗数 Number | 出店 Open | 退店 Close | 期末 End of year 店舗数 Number |
| | | 国内 - ニトリ | Japan - Nitori | 34 | 6 | 405 | 25 | 3 | 427 | 21 |
| 国内 - デコホーム | Japan - Deco Home | 14 | 3 | 62 | 17 | 1 | 78 | 19 | 3 | 94 |
| 海外 | Overseas | 15 | 2 | 56 | 18 | 3 | 71 | 4 | 9 | 66 |
| 合計 | Total | 63 | 11 | 523 | 60 | 7 | 576 | 44 | 13 | 607 |
| (地域・国別) | Region / Country | | | | | | | | | |
| 北海道 | Hokkaido Region | 2 | 1 | 21 | 1 | - | 22 | 1 | - | 23 |
| 東北 | Tohoku Region | 4 | 2 | 31 | 2 | - | 33 | 5 | - | 38 |
| 関東 | Kanto Region | 23 | 4 | 152 | 9 | - | 161 | 14 | 3 | 172 |
| 北陸・甲信越 | Hokuriku-Koushin'etsu Region | - | - | 31 | 3 | - | 34 | - | - | 34 |
| 中部・東海 | Chubu-Tokai Region | 7 | - | 56 | 3 | 2 | 57 | 4 | - | 61 |
| 近畿 | Kinki Region | 7 | 2 | 83 | 11 | - | 94 | 9 | - | 103 |
| 中国・四国 | Chugoku-Shikoku Region | 1 | - | 43 | 5 | 1 | 47 | 2 | 1 | 48 |
| 九州・沖縄 | Kyushu-Okinawa Region | 4 | - | 50 | 8 | 1 | 57 | 5 | - | 62 |
| 国内計 | Japan Total | 48 | 9 | 467 | 42 | 4 | 505 | 40 | 4 | 541 |
| 台湾 | Taiwan | 2 | 2 | 27 | 4 | - | 31 | 3 | 4 | 30 |
| 米国 | USA - Aki-Home | - | - | 5 | 1 | 3 | 3 | - | 1 | 2 |
| 中国 | China | 13 | - | 24 | 13 | - | 37 | 1 | 4 | 34 |
| 海外計 | Overseas Total | 15 | 2 | 56 | 18 | 3 | 71 | 4 | 9 | 66 |
| 合計 | Total | 63 | 11 | 523 | 60 | 7 | 576 | 44 | 13 | 607 |
| (売場面積別) | Sales floor space | | | | | | | | | |
| 6,001㎡～ | | | | 88 | | | 89 | | | 90 |
| 4,501㎡～6,000㎡ | | | | 134 | | | 137 | | | 140 |
| 3,001㎡～4,500㎡ | | | | 105 | | | 112 | | | 116 |
| 1,501㎡～3,000㎡ | | | | 99 | | | 120 | | | 126 |
| ～1,500㎡ | | | | 97 | | | 118 | | | 135 |
| 合計 | Total | | | 523 | | | 576 | | | 607 |
| 売場面積 | Sales floor space | | | | | | | | | |
| 国内 - ニトリ | Japan - Nitori | 405 | | 1,781,155 | 427 | | 1,850,945 | 447 | | 1,914,373 |
| 国内 - デコホーム | Japan - Deco Home | 62 | | 43,568 | 78 | | 56,103 | 94 | | 66,592 |
| 海外 | Overseas | 56 | | 103,738 | 71 | | 130,165 | 66 | | 118,408 |
| 合計 | Total | 523 | | 1,928,461 | 576 | | 2,037,213 | 607 | | 2,099,373 |

11. 月次国内売上高前年比推移（ニトリ）

Monthly YOY Change in Store Sales Trends (Non-consolidated)

| | | 2017年度 / 2017.2.21-2018.2.20 | | | | | | | | | | | | |
|--------------------------------------------|----------------------------|------------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| | | 3月 | 4月 | 5月 | 6月 | 7月 | 8月 | 9月 | 10月 | 11月 | 12月 | 1月 | 2月 | 年度累計 |
| | | Mar. | Apr. | May | Jun. | Jul. | Aug. | Sep. | Oct. | Nov. | Dec. | Jan. | Feb. | FY2017 |
| 売上高 前年比 Sales ,YOY | (既存店) comparable stores | 96.2% | 97.4% | 104.0% | 96.0% | 109.2% | 114.0% | 105.4% | 105.7% | 98.1% | 108.0% | 106.7% | 98.4% | 102.9% |
| | (全店) all stores | 103.9% | 106.0% | 113.9% | 105.0% | 118.9% | 123.3% | 113.7% | 113.1% | 104.9% | 114.1% | 112.7% | 103.6% | 110.8% |
| 客数 前年比 Number of Customers ,YOY | (既存店) comparable stores | 95.1% | 99.5% | 104.5% | 99.6% | 109.1% | 119.1% | 109.4% | 106.1% | 101.2% | 108.3% | 107.3% | 100.1% | 104.8% |
| | (全店) all stores | 106.2% | 112.3% | 119.1% | 113.0% | 122.7% | 133.3% | 122.0% | 116.9% | 111.7% | 117.9% | 117.1% | 109.1% | 116.6% |
| 客単価 前年比 Average Spend per Customer ,YOY | (既存店) comparable stores | 101.1% | 97.9% | 99.6% | 96.4% | 100.1% | 95.7% | 96.3% | 99.6% | 96.9% | 99.7% | 99.4% | 98.4% | 98.2% |
| | (全店) all stores | 97.8% | 94.4% | 95.6% | 93.0% | 96.9% | 92.5% | 93.1% | 96.8% | 93.9% | 96.8% | 96.2% | 94.9% | 95.0% |
| | | 2018年度 / 2018.2.21-2019.2.20 | | | | | | | | | | | | |
| | | 3月 | 4月 | 5月 | 6月 | 7月 | 8月 | 9月 | 10月 | 11月 | 12月 | 1月 | 2月 | 年度累計 |
| | | Mar. | Apr. | May | Jun. | Jul. | Aug. | Sep. | Oct. | Nov. | Dec. | Jan. | Feb. | FY2018 |
| 売上高 前年比 Sales ,YOY | (既存店) comparable stores | 96.3% | 105.7% | 105.9% | 95.5% | 106.4% | 100.8% | 101.3% | 105.1% | 101.4% | 104.2% | 107.9% | 98.9% | 102.7% |
| | (全店) all stores | 101.4% | 110.5% | 109.8% | 99.5% | 110.3% | 104.0% | 105.1% | 109.2% | 104.4% | 106.8% | 110.6% | 101.7% | 106.3% |
| 客数 前年比 Number of Customers ,YOY | (既存店) comparable stores | 97.5% | 105.6% | 105.1% | 95.5% | 102.5% | 96.8% | 98.2% | 101.9% | 99.2% | 101.4% | 105.7% | 97.6% | 100.8% |
| | (全店) all stores | 106.6% | 114.0% | 110.8% | 102.0% | 108.6% | 102.3% | 104.6% | 108.3% | 104.0% | 106.2% | 110.2% | 102.3% | 106.8% |
| 客単価 前年比 Average Spend per Customer ,YOY | (既存店) comparable stores | 98.8% | 100.0% | 100.8% | 100.0% | 103.9% | 104.1% | 103.2% | 103.2% | 102.2% | 102.7% | 102.1% | 101.4% | 101.8% |
| | (全店) all stores | 95.1% | 96.9% | 99.0% | 97.6% | 101.6% | 101.7% | 100.4% | 100.8% | 100.4% | 100.6% | 100.4% | 99.3% | 99.5% |
| | | 2019年度 / 2019.2.21-2020.2.20 | | | | | | | | | | | | |
| | | 3月 | 4月 | 5月 | 6月 | 7月 | 8月 | 9月 | 10月 | 11月 | 12月 | 1月 | 2月 | 年度累計 |
| | | Mar. | Apr. | May | Jun. | Jul. | Aug. | Sep. | Oct. | Nov. | Dec. | Jan. | Feb. | FY2019 |
| 売上高 前年比 Sales ,YOY | (既存店) comparable stores | 105.4% | 103.9% | 105.7% | 105.9% | 94.4% | 108.9% | 119.5% | 113.1% | 93.1% | 92.7% | 97.1% | 101.6% | 102.8% |
| | (全店) all stores | 108.2% | 106.4% | 108.7% | 108.7% | 97.0% | 112.0% | 122.2% | 115.5% | 95.5% | 95.4% | 99.4% | 104.0% | 105.4% |
| 客数 前年比 Number of Customers ,YOY | (既存店) comparable stores | 102.9% | 100.0% | 102.8% | 104.7% | 93.4% | 112.9% | 107.0% | 104.5% | 98.0% | 95.2% | 97.1% | 102.0% | 101.3% |
| | (全店) all stores | 107.5% | 103.3% | 107.5% | 109.1% | 97.7% | 118.0% | 111.6% | 108.4% | 101.7% | 99.4% | 101.0% | 106.1% | 105.5% |
| 客単価 前年比 Average Spend per Customer ,YOY | (既存店) comparable stores | 102.4% | 103.9% | 102.8% | 101.1% | 101.1% | 96.4% | 111.7% | 108.2% | 95.0% | 97.4% | 100.0% | 99.6% | 101.4% |
| | (全店) all stores | 100.7% | 102.9% | 101.2% | 99.7% | 99.4% | 94.9% | 109.5% | 106.6% | 93.9% | 96.0% | 98.4% | 98.0% | 99.9% |

※対象：ニトリ・デコホーム・通販事業

※This data refers to stores(Nitori and Deco Home) and E-commerce within Japan.

12. 主要経営効率の推移

Major Indexes of Management Efficiency

| 計算範囲 : 全社連結 Scope : Group | 単位 Unit | 目標 Target | 2015年度 2015.2.21- 2016.2.20 | | 2016年度 2016.2.21- 2017.2.20 | | 2017年度 2017.2.21- 2018.2.20 | | 2018年度 2018.2.21- 2019.2.20 | | 2019年度 2019.2.21- 2020.2.20 | |
|-------------------------------------------------------------------|----------------------------|-------------------------|-----------------------------------|--------|-----------------------------------|--------|-----------------------------------|--------|-----------------------------------|--------|-----------------------------------|--------|
| | | | 数値 | Result | 数値 | Result | 数値 | Result | 数値 | Result | 数値 | Result |
| 総資本経常利益率 Return on assets | % | 15%以上 Over 15% | ○ | 18.3 | ○ | 19.4 | ○ | 18.3 | ○ | 17.6 | ○ | 16.8 |
| 総資本回転率 Total asset turnover | 回 Times | 2回以上 Over 2 | × | 1.12 | × | 1.14 | × | 1.10 | × | 1.04 | × | 0.99 |
| 営業収入経常利益率 Ordinary income margin | % | 10%以上 Over 10% | ○ | 16.4 | ○ | 17.1 | ○ | 16.6 | ○ | 16.9 | ○ | 17.1 |
| 1株当たり純利益高 Earnings per share | 円 Yen | 100円以上 Over 100 | ○ | 425.10 | ○ | 540.93 | ○ | 574.49 | ○ | 608.05 | ○ | 635.42 |
| 自己資本当期純利益率 Return on equity | % | 15%以上 Over 15% | × | 14.7 | ○ | 16.6 | ○ | 15.4 | × | 14.5 | × | 13.5 |
| 自己資本構成比率 Equity ratio | % | 60%以上 Over 60% | ○ | 79.5 | ○ | 80.7 | ○ | 80.1 | ○ | 80.7 | ○ | 82.0 |
| インタレスト・カバレッジ Interest coverage | 倍 Times | 20倍以上 Over 20 | ○ | 967 | ○ | 1,457 | ○ | 1,350 | ○ | 998 | ○ | 1,031 |
| 総売上高増加率 Sales growth rate | % | 10%以上 Over 10% | × | 9.8 | ○ | 12.0 | ○ | 11.5 | × | 6.3 | × | 5.6 |
| 経常利益高増加率 Ordinary income growth rate | % | 10%以上 Over 10% | ○ | 10.4 | ○ | 16.7 | × | 8.3 | × | 8.6 | × | 6.3 |
| 総売上高総利益率 Ratio of gross profit to sales | % | 48%以上 Over 48% | ○ | 53.2 | ○ | 54.2 | ○ | 55.0 | ○ | 54.5 | ○ | 55.2 |
| 損益分岐売上高比率 Ratio of break-even point to sales | % | 80%未満 Under 80% | ○ | 65.6 | ○ | 65.0 | ○ | 66.5 | ○ | 65.6 | ○ | 65.8 |
| 計算範囲 : 家具・インテリア販売事業 Scope : Sale of furniture and home furnishing | | | | | | | | | | | | |
| 売場販売効率 Sales per tsubo | 万円 Ten Thousands of Yen | 95万円以上 Over 95 | × | 93.8 | ○ | 98.1 | ○ | 101.7 | ○ | 103.4 | ○ | 105.5 |
| 商品回転率 Stock turnover | 回 Times | 9回以上 Over 9 | × | 5.4 | × | 5.5 | × | 5.6 | × | 5.3 | × | 5.0 |
| 販売資産回転率 Operating assets turnover | 回 Times | 2.9回以上 Over 2.9 | ○ | 4.0 | ○ | 4.0 | ○ | 3.9 | ○ | 3.6 | ○ | 3.4 |
| 利潤分配率 Ratio of profit distribution | % | 20%以上 Over 20% | ○ | 30.2 | ○ | 31.3 | ○ | 30.5 | ○ | 31.0 | ○ | 30.3 |
| 不動産費分配率 Ratio of real estate cost to gross profit | % | 25%未満 Under 25% | ○ | 21.7 | ○ | 21.1 | ○ | 21.7 | ○ | 21.6 | ○ | 21.2 |
| 販促分配率 Ratio of sales promotion cost to gross profit | % | 6%以下 Under 6% | × | 6.1 | × | 6.2 | × | 6.3 | × | 6.2 | ○ | 5.7 |
| 労働生産性 Labor productivity | 万円 Ten Thousands of Yen | 1,000万円以上 Over 1,000 | ○ | 1,843 | ○ | 1,899 | ○ | 1,875 | ○ | 1,922 | ○ | 1,980 |
| 従業者1人当たり売場面積 Sales floor per labor | 坪 Tsubo | 60坪以上 Over 60 | × | 38.2 | × | 36.6 | × | 34.3 | × | 34.7 | × | 34.8 |
| 坪当たり営業利益高 Operating income per tsubo | 万円 Ten Thousands of Yen | 15万円以上 Over 15 | × | 13.4 | ○ | 15.1 | ○ | 15.5 | ○ | 16.0 | ○ | 16.0 |
| 坪当たり在庫高 Stock per tsubo | 万円 Ten Thousands of Yen | 9万円以下 Under 9 | ○ | 8.1 | ○ | 8.1 | ○ | 8.2 | ○ | 8.9 | × | 9.5 |
| 平均従業員年齢 Average age of labor | 歳 Age | 30歳~35歳 30 ~ 35 | ○ | 33.3 | ○ | 33.4 | ○ | 33.4 | ○ | 33.6 | ○ | 33.7 |
| 評価成績 (○勝/×負) Results (○ win / × lose) | | | ○14 ×8 | | ○18 ×4 | | ○17 ×5 | | ○15 ×7 | | ○15 ×7 | |

13. 連結主要財務指標

Consolidated Financial Highlights

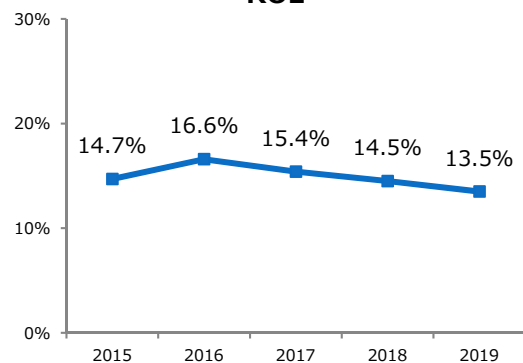
| | | 2015年度 2015.2.21- 2016.2.20 | 2016年度 2016.2.21- 2017.2.20 | 2017年度 2017.2.21- 2018.2.20 | 2018年度 2018.2.21- 2019.2.20 | 2019年度 2019.2.21- 2020.2.20 |
|--------------------------|------------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|
| 自己資本当期純利益率 | ROE | 14.7 % | 16.6 % | 15.4 % | 14.5 % | 13.5 % |
| 総資産経常利益率 | ROA | 18.3 % | 19.4 % | 18.3 % | 17.6 % | 16.8 % |
| 自己資本比率 | Shareholder's equity ratio | 79.5 % | 80.7 % | 80.1 % | 80.7 % | 82.0 % |
| 1株当たり純資産 ^{*1} | Net assets per share ^{*1} | 2,981 円/Yen | 3,531 円/Yen | 3,939 円/Yen | 4,453 円/Yen | 4,984 円/Yen |
| 1株当たり当期純利益 ^{*2} | Net income per share ^{*2} | 425 円/Yen | 541 円/Yen | 574 円/Yen | 608 円/Yen | 635 円/Yen |
| 1株当たり配当金 | Cash dividends per share | 65 円/Yen | 82 円/Yen | 92 円/Yen | 97 円/Yen | 108 円/Yen |

*1 自己株式を除く発行済株式数により算出 Calculated based on the number of issued shares (After deduction of the number of treasury stock)

*2 自己株式を除く期中平均株式数により算出 Calculated based on the number of average shares (After deduction of the number of treasury stock)

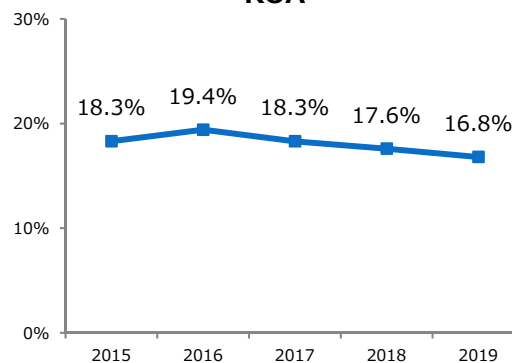
自己資本当期純利益率

ROE



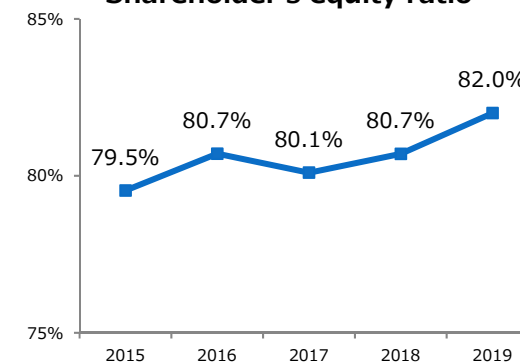
総資産経常利益率

ROA



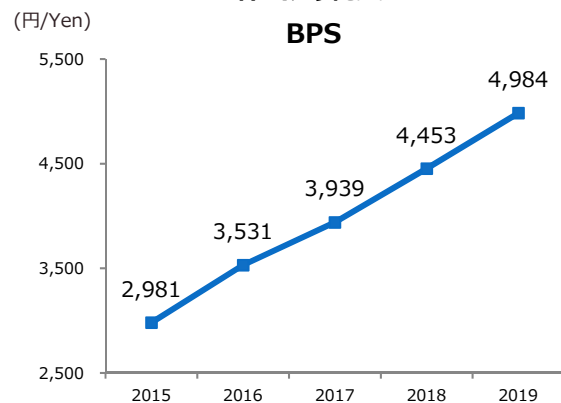
自己資本比率

Shareholder's equity ratio



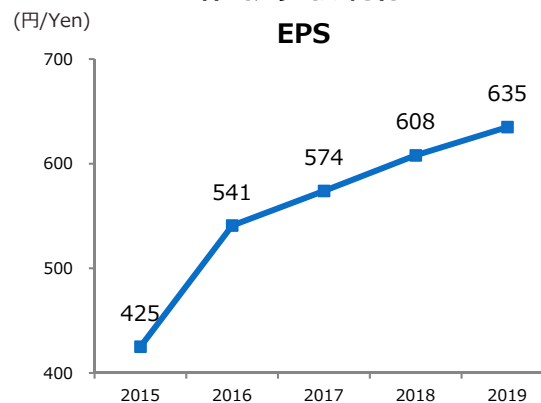
1株当たり純資産

BPS



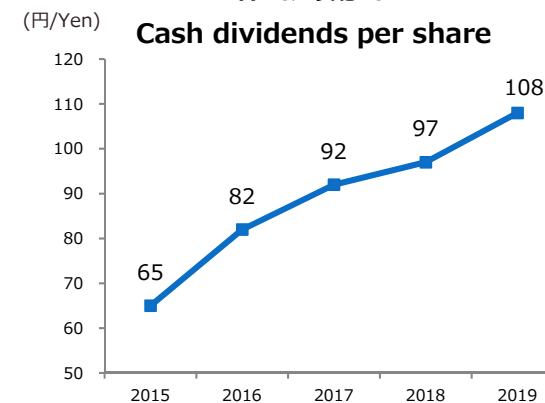
1株当たり当期純利益

EPS



1株当たり配当金

Cash dividends per share



14. 株式指標

Stock Information

| | | 2015年度 2015.2.21- 2016.2.20 | 2016年度 2016.2.21- 2017.2.20 | 2017年度 2017.2.21- 2018.2.20 | 2018年度 2018.2.21- 2019.2.20 | 2019年度 2019.2.21- 2020.2.20 |
|---------------|--------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|
| 期末日株価 (終値) | Stock price | 8,260 円/Yen | 12,250 円/Yen | 17,625 円/Yen | 14,050 円/Yen | 16,560 円/Yen |
| 期末時価総額 | Total market value | 945,303 百万円/M of Yen | 1,401,933 百万円/M of Yen | 2,017,067 百万円/M of Yen | 1,607,931 百万円/M of Yen | 1,895,184 百万円/M of Yen |
| 株価収益率 (PER) | PER | 19.4 倍/Times | 22.7 倍/Times | 30.7 倍/Times | 23.1 倍/Times | 26.1 倍/Times |
| 株価純資産倍率 (PBR) | PBR | 2.8 倍/Times | 3.5 倍/Times | 4.5 倍/Times | 3.2 倍/Times | 3.3 倍/Times |
| 配当性向 | Payout ratio | 15.3 % | 15.2 % | 16.0 % | 16.0 % | 17.0 % |

