



# PARCO CO., LTD. FACTBOOK 2016



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## 業績の推移 Performance trends

(百万円 Millions of yen)

|                                     | FY2011  | FY2012  | FY2013  | FY2014  | FY2015  | FY2016  |
|-------------------------------------|---------|---------|---------|---------|---------|---------|
| Net sales<br>売上高                    | 259,789 | 264,779 | 264,384 | 269,889 | 276,358 | 280,150 |
| Operating income<br>営業利益            | 9,168   | 10,824  | 12,196  | 12,508  | 12,772  | 13,500  |
| Ordinary income<br>経常利益             | 8,966   | 10,329  | 12,013  | 12,499  | 12,673  | 13,800  |
| Net income<br>当期純利益                 | 4,319   | 5,083   | 6,778   | 6,294   | 6,061   | 7,850   |
| EBITDA ※1*1                         | 15,508  | 16,926  | 18,052  | 18,402  | 19,010  | 19,086  |
| Total assets<br>総資産                 | 208,697 | 206,243 | 220,757 | 226,830 | 236,315 |         |
| Shareholders' equity<br>自己資本        | 84,555  | 103,573 | 108,823 | 113,211 | 116,474 |         |
| Dividend per share(yen)<br>一株当たり配当額 | 17.00   | 18.00   | 18.00   | 18.00   | 20.00   | 22.00   |

※1 EBITDA = 営業利益 + 減価償却費

\*1 EBITDA : Earnings before interest, taxes, depreciation and amortization = Operating income + depreciation and amortization

## セグメント情報 Segment information

(百万円 Millions of yen)

|                                                        |                                   | FY2011  | FY2012  | FY2013  | FY2014  | FY2015  |
|--------------------------------------------------------|-----------------------------------|---------|---------|---------|---------|---------|
| Shopping Complex Business<br>ショッピングセンター事業              | Net sales<br>売上高                  | 235,841 | 239,806 | 241,680 | 243,783 | 248,078 |
|                                                        | Segment income *2<br>セグメント利益 ※2   | 8,158   | 9,788   | 11,437  | 11,317  | 11,549  |
| Retail Business<br>専門店事業                               | Net sales<br>売上高                  | 16,404  | 17,174  | 18,344  | 19,802  | 21,473  |
|                                                        | Segment income<br>セグメント利益         | 415     | 530     | 565     | 647     | 694     |
|                                                        | Stores *3<br>店舗数 ※3               | 153店舗   | 159店舗   | 172店舗   | 182店舗   | 200店舗   |
| Space Engineering and<br>Management Business<br>総合空間事業 | Net sales<br>売上高                  | 18,221  | 18,581  | 17,643  | 18,983  | 19,969  |
|                                                        | Segment income<br>セグメント利益         | 406     | 410     | 255     | 328     | 433     |
| ※4 *4 Other Business<br>その他の事業                         | Net sales<br>売上高                  | 6,630   | 6,287   | 5,624   | 6,891   | 6,850   |
|                                                        | Segment income/loss<br>セグメント利益/損失 | 167     | 90      | △ 20    | 256     | 132     |
| Group companies (excluding PARCO)<br>グループ会社数 (パルコを除く)  |                                   | 7社      | 7社      | 7社      | 6社      | 6社      |

※2 セグメント別の業績における売上高には、営業収入が含まれております

セグメント利益または損失は、連結損益計算書の営業利益と調整を行っております

※3 専門店事業店舗数は株式会社ヌーヴ・エイの店舗数を記載しています。

※4 (株)パルコのエンタテインメント事業の業績は、「その他の事業」に含まれております。

\*2 Figures for net sales by segment include operating revenue

Segment income and loss is adjusted to operating income in the consolidated statements of income.

\*3 Number of stores of NEUVE A CO., LTD

\*4 PARCO's Entertainment Business earnings are included in Other Business.

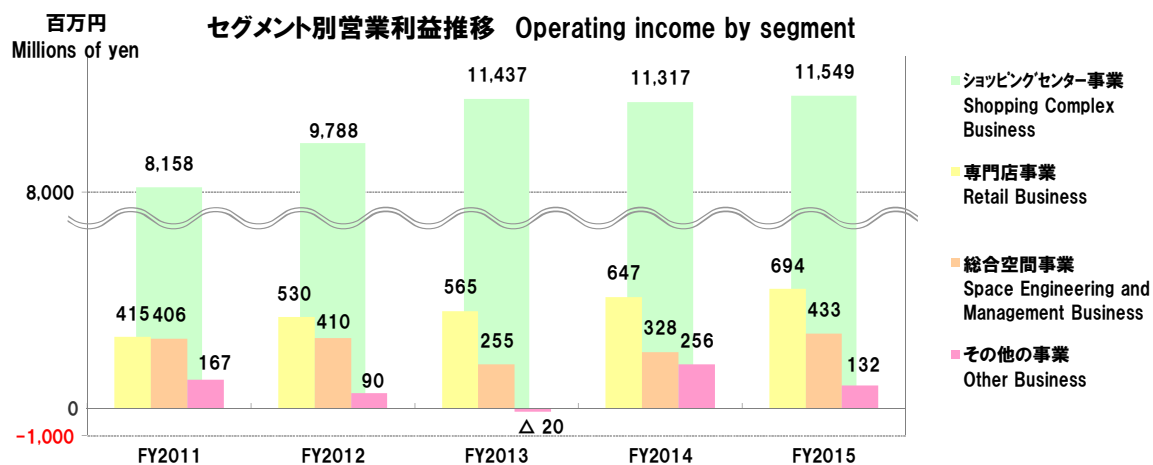
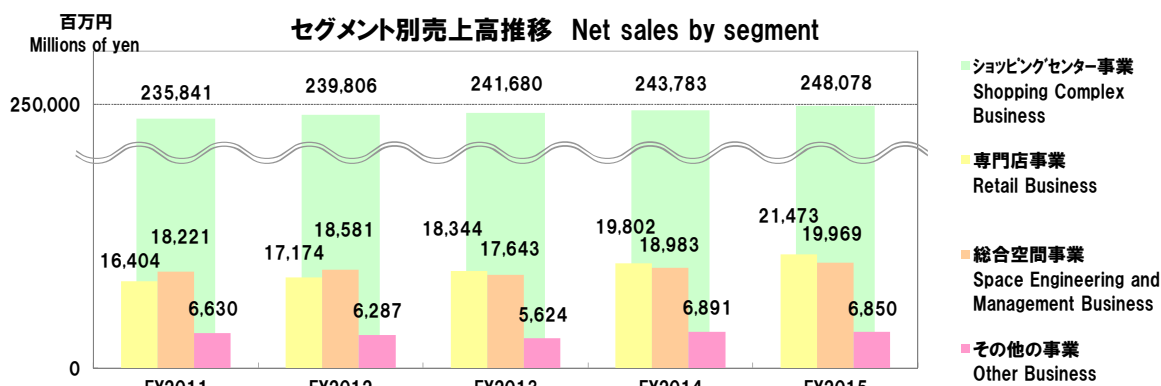
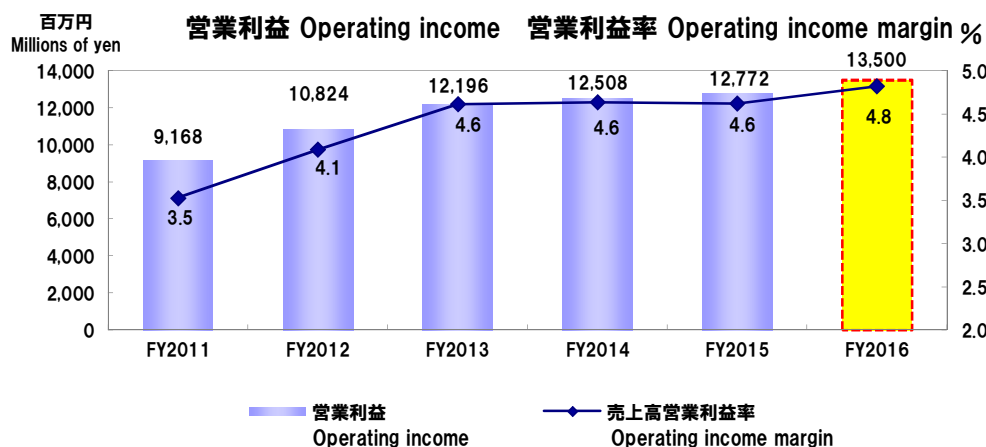
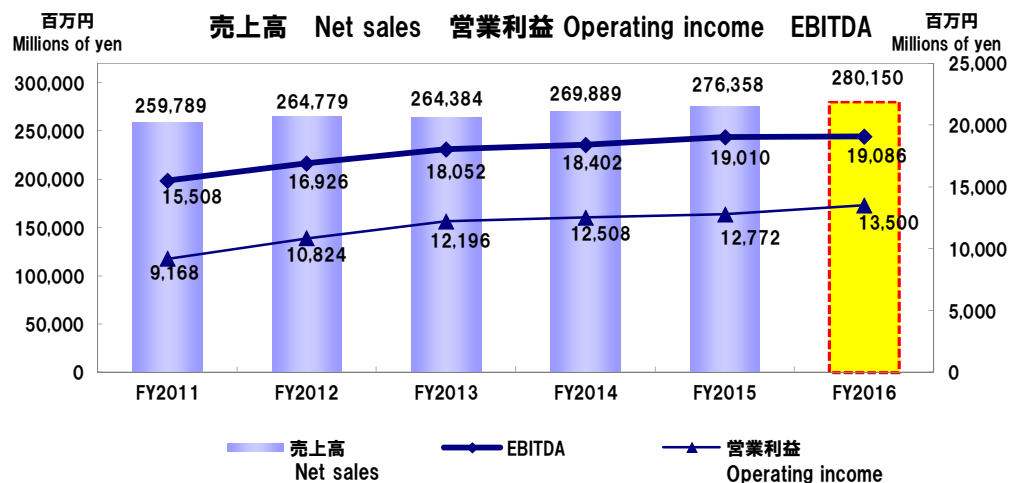
## 収益性指標 Profitability indicators

(%)

|                                                | FY2011 | FY2012 | FY2013 | FY2014 | FY2015 | FY2016 |
|------------------------------------------------|--------|--------|--------|--------|--------|--------|
| Gross profit margin<br>売上高売上総利益率               | 15.0   | 15.0   | 15.1   | 15.2   | 15.2   |        |
| Operating income margin<br>売上高営業利益率            | 3.5    | 4.1    | 4.6    | 4.6    | 4.6    | 4.8    |
| Ordinary income margin<br>売上高経常利益率             | 3.5    | 3.9    | 4.5    | 4.6    | 4.6    | 4.9    |
| Ratio of net income to sales<br>売上高当期純利益率      | 1.7    | 1.9    | 2.6    | 2.3    | 2.2    | 2.8    |
| Ratio of SG&A expenses to net sales<br>売上高販管費率 | 12.5   | 12.0   | 11.9   | 12.1   | 12.3   | 12.4   |

FYは3月から始まる会計年度を表しています。

For the fiscal years ended February 28 or 29, 2011, 2012, 2013, 2014, 2015, 2016



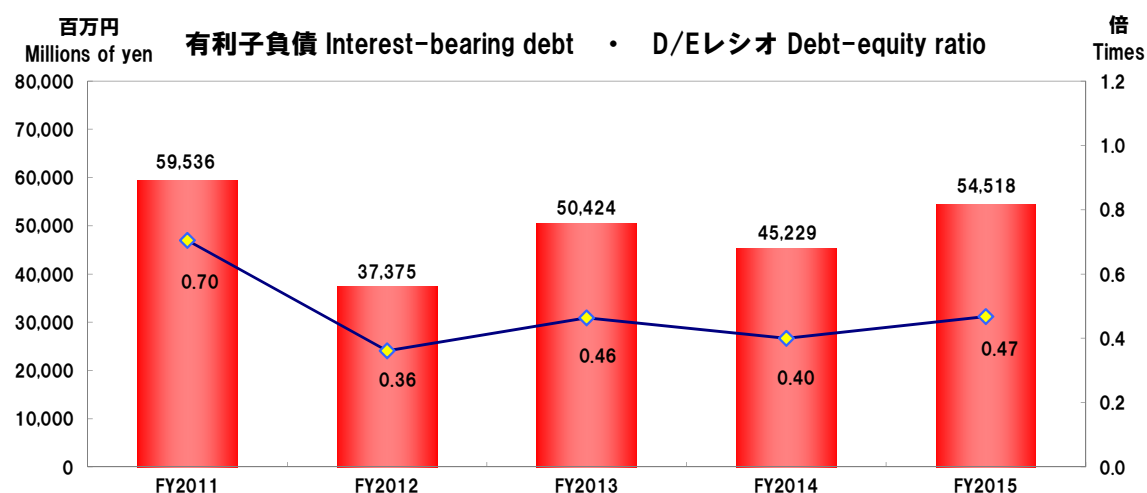
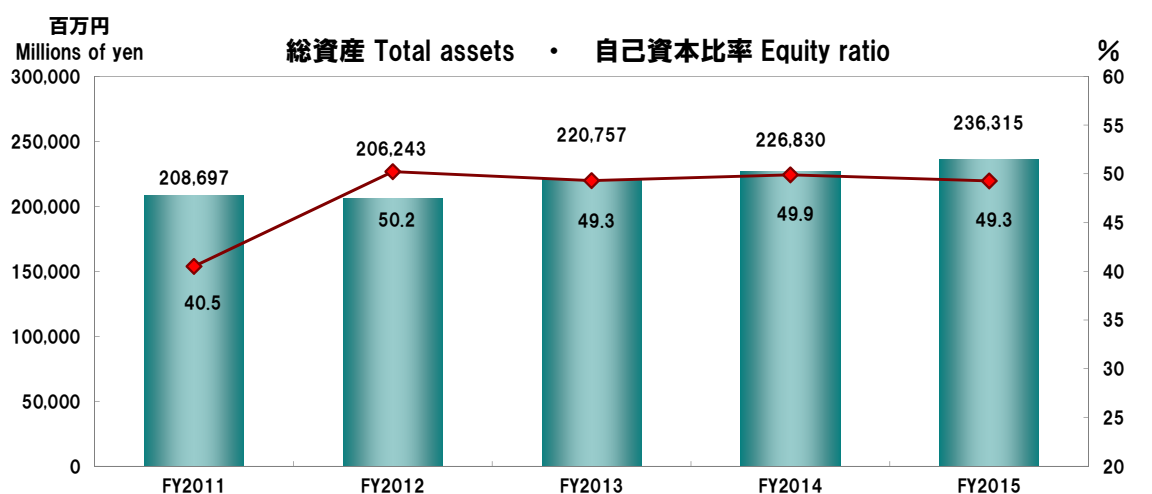
## 安全性・効率性指標 Soundness and efficiency indicators

(百万円 Millions of yen)

|                                                        | FY2011  | FY2012  | FY2013  | FY2014  | FY2015  |
|--------------------------------------------------------|---------|---------|---------|---------|---------|
| Total assets<br>総資産                                    | 208,697 | 206,243 | 220,757 | 226,830 | 236,315 |
| Shareholders' equity *1<br>自己資本※1                      | 84,555  | 103,573 | 108,823 | 113,211 | 116,474 |
| Interest-bearing debt<br>有利子負債                         | 59,536  | 37,375  | 50,424  | 45,229  | 54,518  |
| Cash and cash equivalents, at end of year<br>現金及び現金同等物 | 7,437   | 10,463  | 3,529   | 4,333   | 6,840   |

|                                                          |      |      |      |      |      |
|----------------------------------------------------------|------|------|------|------|------|
| Equity ratio<br>自己資本比率 (%)                               | 40.5 | 50.2 | 49.3 | 49.9 | 49.3 |
| Total asset turnover *2<br>総資産回転率(回)※2                   | 1.21 | 1.28 | 1.24 | 1.21 | 1.19 |
| Return on assets *3<br>総資産経常利益率 ROA (%)※3                | 4.2  | 5.0  | 5.6  | 5.6  | 5.5  |
| Return on equity<br>自己資本当期純利益率 ROE (%)                   | 5.2  | 5.4  | 6.4  | 5.7  | 5.3  |
| Debt-equity ratio<br>D/Eレシオ (倍)                          | 0.70 | 0.36 | 0.46 | 0.40 | 0.47 |
| Interest coverage ratio (times) *4<br>インタレストカバレッジレシオ (倍) | 12.6 | 20.3 | 19.8 | 33.5 | 36.0 |

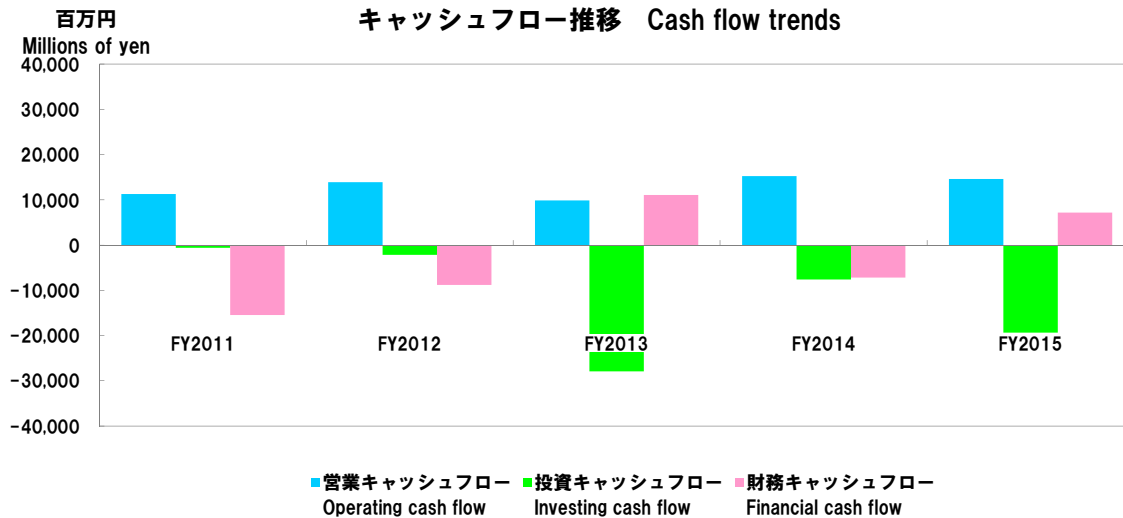
|                                       |                                                           |    |
|---------------------------------------|-----------------------------------------------------------|----|
| FY2015 Credit Ratings<br>2015年度取得格付情報 | Japan Credit Rating Agency, Ltd.<br>株式会社日本格付研究所           | A  |
|                                       | Rating and Investment information, Inc.<br>株式会社格付投資情報センター | A- |



## キャッシュフロー推移 Consolidated cash flow

(百万円 Millions of yen)

|                                                    | FY2011   | FY2012  | FY2013   | FY2014  | FY2015   |
|----------------------------------------------------|----------|---------|----------|---------|----------|
| Cash flows from operating activities<br>営業キャッシュフロー | 11,274   | 13,938  | 9,864    | 15,281  | 14,652   |
| Cash flows from investing activities<br>投資キャッシュフロー | △ 584    | △ 2,139 | △ 27,886 | △ 7,612 | △ 19,325 |
| Free cash flow<br>フリーキャッシュフロー                      | 10,689   | 11,798  | △ 18,022 | 7,668   | △ 4,673  |
| Cash flows from financing activities<br>財務キャッシュフロー | △ 15,483 | △ 8,826 | 11,049   | △ 7,206 | 7,203    |



※1 自己資本は「純資産－少数株主持分」を掲載しております。

※2 総資産回転率は売上高÷総資産(期首期末の平均値)×100を掲載しております。

※3 総資産経常利益率(ROA)は経常利益÷総資産(期首期末の平均値)×100を掲載しております。

\*1 Shareholders' equity=net assets – minority interests

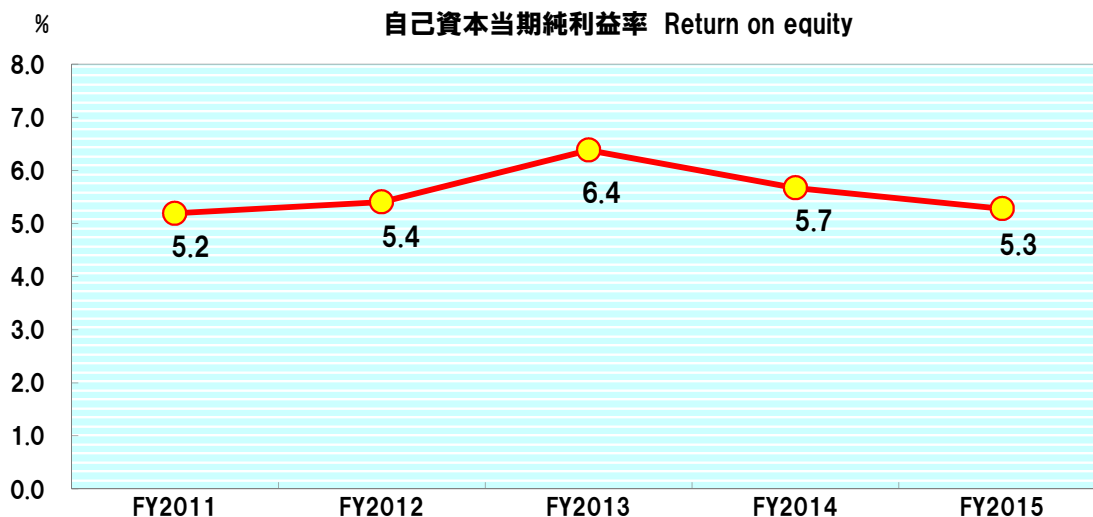
\*2 Total Asset turnover= Net sales / Assets (average of start and end of year values) × 100

\*3 Return on Assets = Ordinary income / Assets (average of start and end of year values) × 100



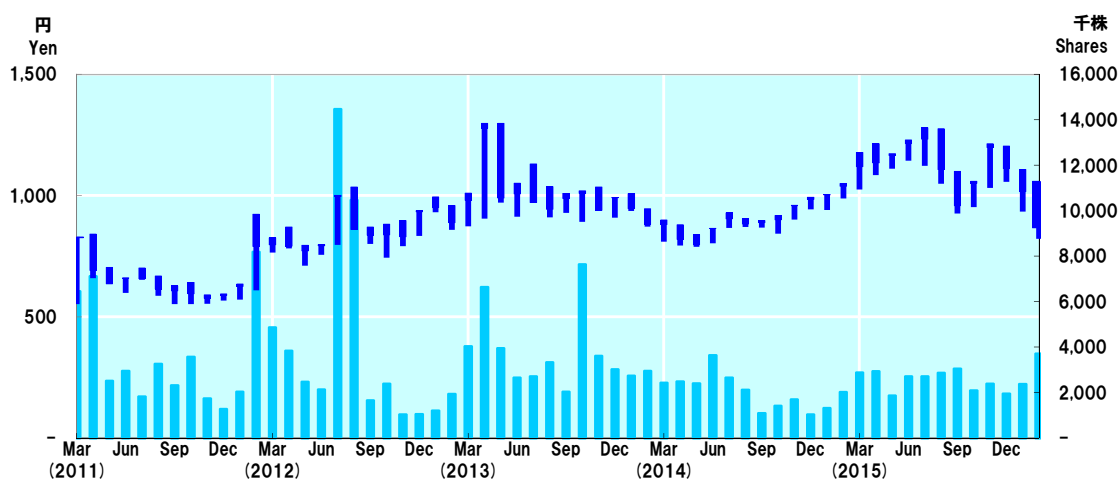
## 投資指標 Return indicators

|                                           | FY2011   | FY2012   | FY2013   | FY2014   | FY2015   |
|-------------------------------------------|----------|----------|----------|----------|----------|
| Return on equity(%)<br>自己資本当期純利益率(%)      | 5.2      | 5.4      | 6.4      | 5.7      | 5.3      |
| Earnings per share (yen)<br>一株当たり当期純利益(円) | 52.49    | 54.44    | 66.81    | 62.04    | 59.75    |
| Book value per share (yen)<br>一株当たり純資産(円) | 1,028.21 | 1,020.92 | 1,072.57 | 1,115.79 | 1,147.95 |



|                                              | FY2011 | FY2012 | FY2013 | FY2014 | FY2015 | FY2016 |
|----------------------------------------------|--------|--------|--------|--------|--------|--------|
| Dividend per share (yen)<br>一株当たり配当額(円)      | 17.00  | 18.00  | 18.00  | 18.00  | 20.00  | 22.00  |
| Dividend payout ratio (%)<br>配当性向(%)         | 32.4   | 33.1   | 26.9   | 29.0   | 33.5   | 28.4   |
| Price-earnings ratio (times)<br>株価収益率(倍)     | 15.05  | 16.29  | 13.19  | 16.73  | 14.49  |        |
| price book-value ratio (times)<br>株価純資産倍率(倍) | 0.77   | 0.87   | 0.82   | 0.93   | 0.75   |        |
| Share price high (yen)<br>株価推移(最高)(円)        | 923    | 1,035  | 1,298  | 1,050  | 1,279  |        |
| Share price low (yen)<br>株価推移(最低)(円)         | 552    | 711    | 872    | 788    | 822    |        |
| Fiscal year-end share price (yen)<br>期末株価(円) | 790    | 887    | 881    | 1,038  | 866    |        |

## 株価推移（過去5年間月足） Share price trends





## 設備投資推移 Capex trends

(百万円 Millions of yen)

|                                        | FY2011 | FY2012 | FY2013 | FY2014 | FY2015 | FY2016 |
|----------------------------------------|--------|--------|--------|--------|--------|--------|
| Capital expenditure*1<br>設備投資額 ※1      | 3,395  | 5,632  | 36,330 | 10,532 | 23,487 | 10,434 |
| Depreciation and amortization<br>減価償却費 | 6,339  | 6,101  | 5,856  | 5,894  | 6,238  | 5,586  |

※1 設備投資は、2016年度計画は計上ベースであり、2015年度の実施は資金ベースです。

\*1 Capex forecasts for FY2016 are on a recorded basis. Capex results for FY2015 are on a capital basis.

## 販売費及び一般管理費 Selling, general and administrative expenses

(百万円 Millions of yen)

|                                        | FY2011 | FY2012 | FY2013 | FY2014 | FY2015 | FY2016 |
|----------------------------------------|--------|--------|--------|--------|--------|--------|
| SG&A expenses<br>販売費及び一般管理費            | 32,456 | 31,742 | 31,580 | 32,760 | 33,883 | 34,657 |
| Personnel expenses<br>人件費              | 9,472  | 9,538  | 9,769  | 10,045 | 10,252 |        |
| Lease and rental expenses<br>借地借家料     | 8,820  | 8,667  | 8,261  | 8,509  | 8,943  |        |
| Advertising expenses<br>宣伝費            | 3,060  | 3,034  | 3,248  | 3,265  | 3,341  |        |
| Agency service expenses<br>業務委託費       | 5,812  | 5,625  | 5,345  | 5,407  | 5,393  |        |
| Depreciation and amortization<br>減価償却費 | 6,339  | 6,101  | 5,856  | 5,894  | 6,238  |        |

## 従業員情報 Employee information

|                        | FY2011 | FY2012 | FY2013 | FY2014 | FY2015 |
|------------------------|--------|--------|--------|--------|--------|
| Employees<br>連結従業員数(人) | 1,942  | 1,944  | 1,994  | 2,060  | 2,118  |

## 業績の推移 Performance trends

(百万円 Millions of yen)

|                              | FY2011  | FY2012  | FY2013  | FY2014  | FY2015  | FY2016  |
|------------------------------|---------|---------|---------|---------|---------|---------|
| Net sales<br>売上高             | 239,078 | 242,706 | 242,653 | 245,646 | 249,366 | 251,700 |
| Operating income<br>営業利益     | 8,526   | 10,166  | 11,823  | 11,747  | 11,731  | 12,150  |
| Ordinary income<br>経常利益      | 9,170   | 10,276  | 11,725  | 11,718  | 11,727  | 12,500  |
| Net income<br>当期純利益          | 4,547   | 5,444   | 6,772   | 5,994   | 5,932   | 7,050   |
| EBITDA ※1*1                  | 14,481  | 15,898  | 17,258  | 17,216  | 17,520  | 17,202  |
| Total assets<br>総資産          | 205,014 | 203,181 | 218,915 | 222,876 | 233,450 |         |
| Shareholders' equity<br>自己資本 | 85,169  | 104,413 | 109,554 | 113,696 | 116,827 |         |

※1 EBITDA = 営業利益 + 減価償却費

\*1 EBITDA : Earnings before interest, taxes, depreciation and amortization = Operating income + depreciation and amortization

## 設備投資推移 Capex trends

(百万円 Millions of yen)

|                                        | FY2011 | FY2012 | FY2013 | FY2014 | FY2015 | FY2016 |
|----------------------------------------|--------|--------|--------|--------|--------|--------|
| Capital expenditure*2<br>設備投資額 ※2      | 2,918  | 5,086  | 35,661 | 10,046 | 22,347 | 9,152  |
| Depreciation and amortization<br>減価償却費 | 5,955  | 5,732  | 5,435  | 5,468  | 5,789  | 5,056  |

※2 設備投資は、2016年度計画は計上ベースであり、2015年度の実施は資金ベースです。

\*2 Capex forecasts for FY2016 are on a recorded basis. Capex results for FY2015 are on a capital basis.

## 販売費及び一般管理費 Selling, general and administrative expenses

(百万円 Millions of yen)

|                                        | FY2011 | FY2012 | FY2013 | FY2014 | FY2015 | FY2016 |
|----------------------------------------|--------|--------|--------|--------|--------|--------|
| SG&A expenses<br>販売費及び一般管理費            | 24,810 | 23,653 | 22,818 | 23,852 | 24,409 | 24,212 |
| Personnel expenses<br>人件費              | 5,470  | 5,572  | 5,585  | 5,671  | 5,703  |        |
| Lease and rental expenses<br>借地借家料     | 7,152  | 6,777  | 6,117  | 6,569  | 6,957  |        |
| Advertising expenses<br>宣伝費            | 2,872  | 2,821  | 3,024  | 3,036  | 3,120  |        |
| Agency service expenses<br>業務委託費       | 6,597  | 6,315  | 6,014  | 6,084  | 5,973  |        |
| Depreciation and amortization<br>減価償却費 | 5,955  | 5,732  | 5,435  | 5,468  | 5,789  |        |

## ショッピングセンター パルコ PARCO Shopping Complex

|                                                               | FY2011  | FY2012  | FY2013  | FY2014  | FY2015  |
|---------------------------------------------------------------|---------|---------|---------|---------|---------|
| 店舗データ Store data                                              |         |         |         |         |         |
| Stores<br>店舗数                                                 | 19      | 19      | 19      | 19      | 19      |
| Sales floor area (m <sup>2</sup> )<br>営業面積 (m <sup>2</sup> )  | 443,000 | 442,600 | 442,600 | 451,000 | 456,000 |
| Tenant companies<br>契約法人数                                     | 824     | 812     | 814     | 827     | 836     |
| New tenant companies<br>新規取り組み法人数                             | 91      | 70      | 54      | 70      | 57      |
| Tenant stores *1<br>テナント総数 ※1                                 | 2,311   | 2,275   | 2,346   | 2,303   | 2,306   |
| 改装実績 Renovation                                               |         |         |         |         |         |
| Zones renovated<br>改装規模 (区画)                                  | 639     | 522     | 450     | 425     | 380     |
| Area renovated (m <sup>2</sup> )<br>改装規模 (面積・m <sup>2</sup> ) | 64,000  | 53,000  | 44,000  | 46,000  | 40,000  |
| YoY sales comparison by zone (%)<br>改装効果 (前年ゾーン対比・%)          | 132.2%  | 117.4%  | 111.0%  | 118.6%  | 116.6%  |
| New store openings in renovated zones<br>改装内新規出店数             | 255     | 232     | 249     | 233     | 219     |

※1 テナント数は短期契約のものを除いております

## 店舗情報 Store information

テナント売上高及び売上高前年比 Net sales and YoY comparison ※1 \*1

(百万円 Millions of yen)

|                                        | FY2011           | FY2012            | FY2013            | FY2014            | FY2015            |
|----------------------------------------|------------------|-------------------|-------------------|-------------------|-------------------|
| Sapporo<br>札幌                          | 10,876<br>96.8%  | 10,847<br>99.7%   | 11,417<br>105.3%  | 11,891<br>104.1%  | 12,415<br>104.4%  |
| Sendai<br>仙台                           | 12,153<br>119.8% | 13,362<br>109.9%  | 13,312<br>99.6%   | 13,135<br>98.7%   | 13,309<br>101.3%  |
| Ikebukuro<br>池袋                        | 28,721<br>94.7%  | 29,275<br>101.9%  | 28,409<br>97.0%   | 28,256<br>99.5%   | 27,296<br>96.6%   |
| Shibuya<br>渋谷                          | 12,278<br>90.7%  | 12,790<br>104.2%  | 13,468<br>105.3%  | 14,666<br>108.9%  | 15,336<br>104.6%  |
| Shizuoka<br>静岡                         | 10,591<br>96.3%  | 10,317<br>97.4%   | 10,300<br>99.8%   | 10,096<br>98.0%   | 10,339<br>102.4%  |
| Nagoya<br>名古屋                          | 34,569<br>100.4% | 34,899<br>101.0%  | 35,616<br>102.1%  | 35,215<br>98.9%   | 36,772<br>104.4%  |
| Hiroshima<br>広島                        | 16,987<br>99.9%  | 17,164<br>101.0%  | 17,270<br>100.6%  | 16,989<br>98.4%   | 16,645<br>98.0%   |
| Fukuoka<br>福岡                          | 11,382<br>86.7%  | 11,934<br>104.8%  | 12,059<br>101.1%  | 14,827<br>122.9%  | 19,573<br>132.0%  |
| Urban Store Group<br>都心型店舗グループ計        | 137,561<br>97.7% | 140,593<br>102.3% | 141,856<br>100.9% | 145,078<br>102.3% | 151,689<br>104.6% |
| Utsunomiya<br>宇都宮                      | 5,296<br>95.1%   | 5,103<br>96.4%    | 4,767<br>93.4%    | 4,478<br>93.9%    | 4,311<br>96.3%    |
| Urawa<br>浦和                            | 14,738<br>111.2% | 16,175<br>109.8%  | 16,934<br>104.7%  | 17,441<br>103.0%  | 16,869<br>96.7%   |
| Shin-Tokorozawa<br>新所沢                 | 8,077<br>99.3%   | 8,409<br>104.1%   | 8,881<br>105.6%   | 9,051<br>101.9%   | 9,303<br>102.8%   |
| Chiba<br>千葉                            | 7,140<br>103.4%  | 7,101<br>99.5%    | 6,383<br>89.9%    | 5,718<br>89.6%    | 5,157<br>90.2%    |
| Tsudanuma<br>津田沼                       | 9,260<br>99.5%   | 9,169<br>99.0%    | 9,121<br>99.5%    | 8,811<br>96.6%    | 8,526<br>96.8%    |
| Hibarigaoka<br>ひばりが丘                   | 7,826<br>98.7%   | 7,817<br>99.9%    | 7,575<br>96.9%    | 7,460<br>98.5%    | 7,255<br>97.3%    |
| Kichijoji<br>吉祥寺                       | 8,155<br>93.3%   | 7,940<br>97.4%    | 7,575<br>95.4%    | 7,274<br>96.0%    | 6,934<br>95.3%    |
| Chofu<br>調布                            | 16,599<br>98.1%  | 16,904<br>101.8%  | 17,082<br>101.0%  | 16,915<br>99.0%   | 17,064<br>100.9%  |
| Matsumoto<br>松本                        | 7,733<br>101.1%  | 7,639<br>98.8%    | 7,531<br>98.6%    | 7,477<br>99.3%    | 7,219<br>96.5%    |
| Otsu<br>大津                             | 4,465<br>88.9%   | 4,596<br>102.9%   | 4,495<br>97.8%    | 4,276<br>95.1%    | 3,613<br>84.5%    |
| Kumamoto<br>熊本                         | 5,093<br>102.8%  | 5,258<br>103.2%   | 5,184<br>98.6%    | 5,173<br>99.8%    | 5,135<br>99.3%    |
| Community Store Group<br>コミュニティ型店舗グループ | 94,386<br>100.0% | 96,118<br>101.8%  | 95,532<br>99.4%   | 94,078<br>98.5%   | 91,389<br>97.1%   |
| Shinsaibashi<br>心斎橋                    | 762<br>-         | -                 | -                 | -                 | -                 |
| Existing Stores *2,3,4<br>既存店 ※2,3,4   | 220,493<br>99.7% | 236,711<br>102.1% | -                 | 237,532<br>100.1% | 235,979<br>99.3%  |
| Total<br>全店計                           | 232,710<br>96.8% | 236,711<br>101.7% | 237,389<br>100.3% | 239,157<br>100.7% | 243,079<br>101.6% |

※1 固定家賃テナント売上を除いたテナント売上実績です。

※2 2011年度の既存店計には、札幌パルコ新館(2011年3月閉店)、福岡パルコ(2010年3月開店)、心斎橋パルコ(2011年9月閉店)の値は含まれません。

※3 2014年度以降の既存店計には、福岡パルコ新館(2014年11月開店)および本館増床部(2015年3月開業)、名古屋パルコmidi(2015年3月開店)の値は含まれません。

※4 既存店は新規出店店舗、退店店舗などを除く前年比を記載しております。

\*1 Sales exclude fixed rent tenants.

\*2 FY2011 Existing Stores total sales figures do not include sales at Sapporo PARCO New Building (closed March 2011), Fukuoka PARCO (opened March 2010), and Shinsaibashi PARCO (closed September 2011).

\*3 FY2014 and FY2015 Existing Stores total sales figures do not include sales at Fukuoka PARCO New Building (opened November 2014), Fukuoka PARCO Main Building extension (opened March 2015), and Nagoya PARCO midi (opened March 2015).

\*4 YoY comparison exclude new stores and closed stores.

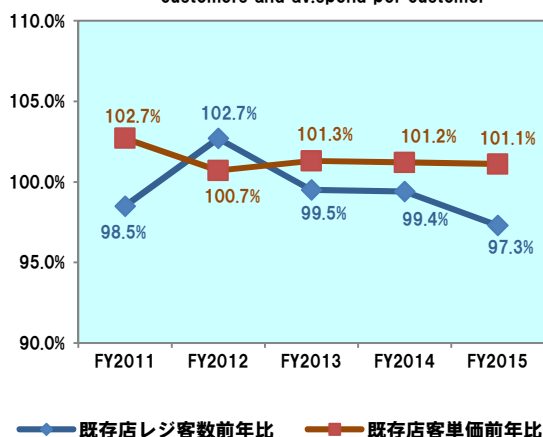
## 客数・客単価情報 Paying customers, average spend per customer

既存店レジ客数前年比及び客単価前年比推移 ※1 \*1

|                                                                      | FY2011 | FY2012 | FY2013 | FY2014 | FY2015 |
|----------------------------------------------------------------------|--------|--------|--------|--------|--------|
| YonY comparison of existing store paying customers<br>既存店レジ客数前年比     | 98.5%  | 102.7% | 99.5%  | 99.4%  | 97.3%  |
| YonY comparison of existing store av.spend per customer<br>既存店客単価前年比 | 102.7% | 100.7% | 101.3% | 101.2% | 101.1% |

## レジ客数・客単価前年比推移（既存店）

YonY comparison of existing store paying customers and av.spend per customer



※1 前年比は『店舗総合売上高』によるものです。

『店舗総合売上高』とは、店舗の総合的な販売力を表示する為、テナント売上高に、パルコ劇場などの売上高、固定賃料テナントの売上高を加えたものです。新店舗、退店店舗などを除く既存店の前年比を記載しております。

\*1 Comparisons with the previous fiscal year are based on integrated store sales. Integrated store sales indicates the overall sales strength of stores, as it includes tenant sales as well as the sales of PARCO Theater and fixed rate tenants. YoY comparison excluding new stores and closed stores.

## アイテム別売上高 Sales by category

アイテム別売上高前年比 YoY Sales comparison by category ※2 \*2

|                           |                     | FY2011 | FY2012 | FY2013 | FY2014 | FY2015 |
|---------------------------|---------------------|--------|--------|--------|--------|--------|
| Clothing<br>衣料品計          | 全店 Total            | 97.4%  | 101.4% | 98.5%  | 97.7%  | 97.5%  |
|                           | 既存店 Existing Stores | 100.3% | 101.7% | 98.5%  | 97.1%  | 96.0%  |
| Personal effects<br>身回品計  | 全店 Total            | 100.8% | 103.4% | 100.7% | 103.6% | 104.5% |
|                           | 既存店 Existing Stores | 103.4% | 103.6% | 101.7% | 103.4% | 104.1% |
| Sundries<br>雑貨            | 全店 Total            | 91.3%  | 93.5%  | 101.3% | 101.4% | 104.2% |
|                           | 既存店 Existing Stores | 97.8%  | 97.0%  | 101.3% | 100.8% | 99.9%  |
| Foods<br>食品               | 全店 Total            | 97.9%  | 102.9% | 100.5% | 98.4%  | 99.1%  |
|                           | 既存店 Existing Stores | 98.8%  | 102.9% | 100.5% | 98.2%  | 98.8%  |
| Restaurants<br>飲食         | 全店 Total            | 92.5%  | 109.3% | 103.5% | 112.3% | 108.7% |
|                           | 既存店 Existing Stores | 95.5%  | 111.6% | 103.5% | 109.1% | 99.1%  |
| Others<br>その他<br>(サービスほか) | 全店 Total            | 110.0% | 114.2% | 106.0% | 105.8% | 96.6%  |
|                           | 既存店 Existing Stores | 112.1% | 114.2% | 106.0% | 105.8% | 96.5%  |

## アイテム別売上高構成比推移 Sales mix trends

|        |                        |                                   |                         |                     |                                |                        |
|--------|------------------------|-----------------------------------|-------------------------|---------------------|--------------------------------|------------------------|
| FY2015 | 衣料品計 Clothing<br>40.8% | 身回品計<br>Personal effects<br>16.8% | 雑貨<br>Sundries<br>15.4% | 食品<br>Foods<br>6.1% | 飲食<br>Restau-<br>rants<br>7.3% | その他<br>Others<br>13.6% |
| FY2011 | 衣料品計 Clothing<br>44.9% | 身回品計<br>Personal effects<br>15.6% | 雑貨<br>Sundries<br>16.1% | 食品<br>Foods<br>6.3% | 飲食<br>Restau-<br>rants<br>5.6% | その他<br>Others<br>11.5% |

※2 前年比は『店舗総合売上高』によるものです。『店舗総合売上高』とは、店舗の総合的な販売力を表示する為、テナント売上高に、パルコ劇場などの売上高、固定賃料テナントの売上高を加えたものです。

は新店舗、退店店舗などを除く既存店の前年比を記載しております。

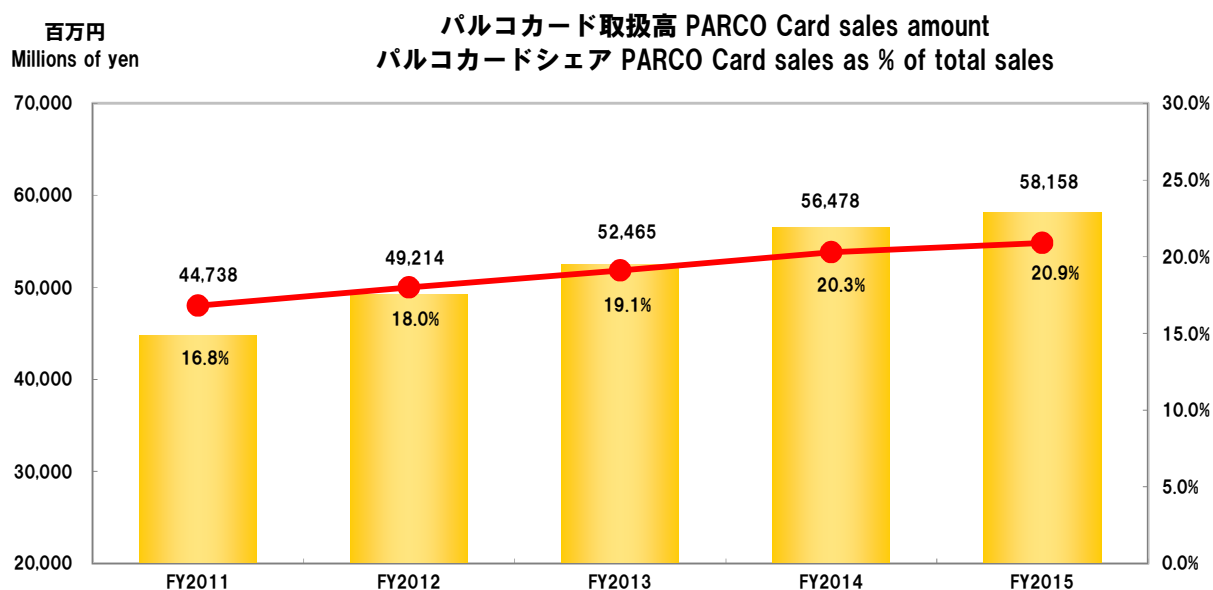
\*2 Comparisons with the previous fiscal year are based on integrated store sales. Integrated store sales indicates the overall sales strength of stores, as it includes tenant sales as well as the sales of PARCO Theater and fixed rate tenants.

=YoY comparison excluding new stores and closed stores.

## 顧客情報 Customer information

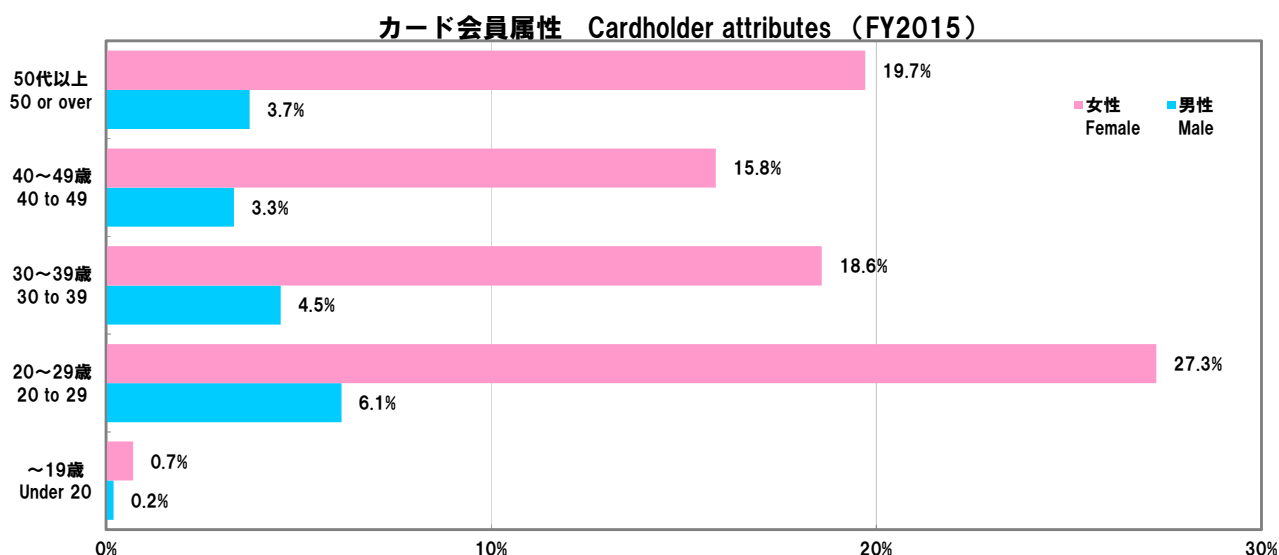
## クレジットカード・パルコカード取扱高 Credit Card and PARCO Card

|                                                                | FY2011 | FY2012  | FY2013  | FY2014  | FY2015  |
|----------------------------------------------------------------|--------|---------|---------|---------|---------|
| Credit card sales amount (Millions of yen)<br>クレジットカード取扱高(百万円) | 98,012 | 103,420 | 107,747 | 114,555 | 118,162 |
| Credit card sales as % of total sales<br>クレジットカードシェア           | 36.8%  | 37.9%   | 39.2%   | 41.2%   | 42.4%   |
| PARCO Card sales amount (Millions of yen)<br>パルコカード取扱高(百万円)    | 44,738 | 49,214  | 52,465  | 56,478  | 58,158  |
| PARCO Card sales as % of total sales<br>パルコカードシェア              | 16.8%  | 18.0%   | 19.1%   | 20.3%   | 20.9%   |



## パルコカード会員 PARCO Card holders

|                                         | FY2011    | FY2012    | FY2013    | FY2014    | FY2015    |
|-----------------------------------------|-----------|-----------|-----------|-----------|-----------|
| PARCO Card holders<br>会員数(人)            | 1,612,634 | 1,614,637 | 1,643,027 | 1,754,321 | 1,885,972 |
| New cardholders<br>新規開拓会員数(人)           | 248,451   | 358,556   | 340,042   | 369,362   | 409,933   |
| Purchase frequency (times)<br>買い上げ頻度(回) | 11.7      | 11.5      | 12.2      | 12.2      | 12.4      |

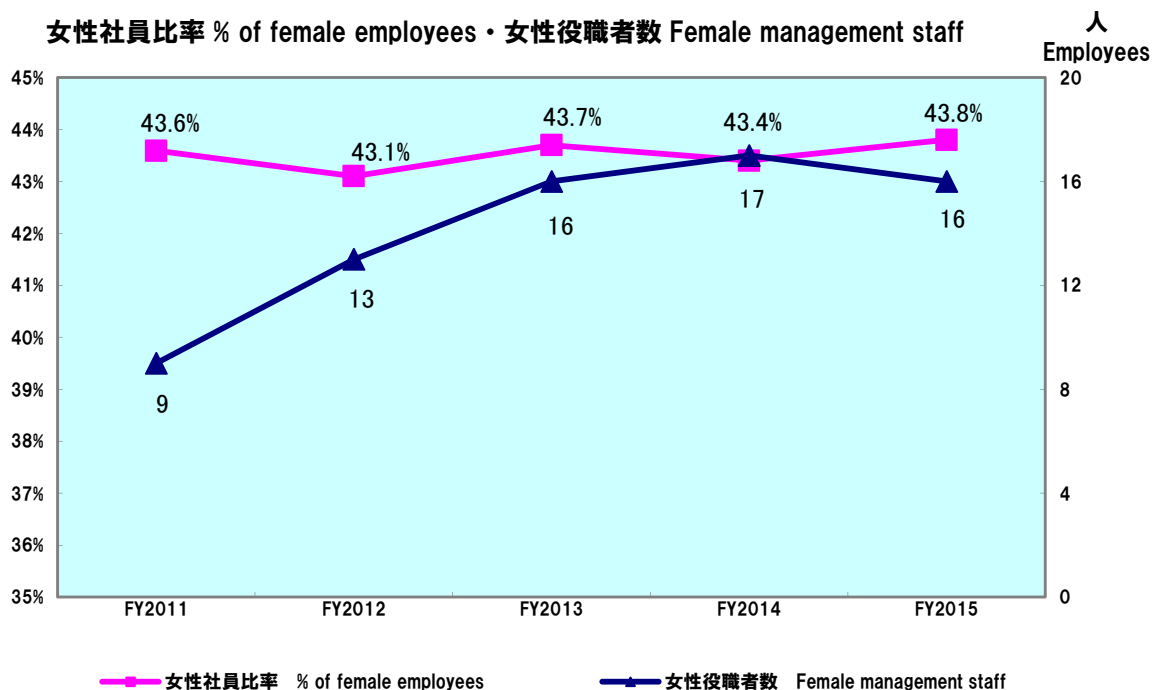


## 従業員情報 Employee information

|                                      | FY2011 | FY2012  | FY2013 | FY2014  | FY2015 |
|--------------------------------------|--------|---------|--------|---------|--------|
| Employees<br>従業員数(人)                 | 624    | 626     | 627    | 629     | 630    |
| Average age<br>平均年齢(歳) ※1 *1         | 40歳5ヶ月 | 40歳10ヶ月 | 41歳5ヶ月 | 41歳10か月 | 42歳2か月 |
| % of female employees<br>女性社員比率      | 43.6%  | 43.1%   | 43.7%  | 43.4%   | 43.8%  |
| Female management staff<br>女性役職者数(人) | 9      | 13      | 16     | 17      | 16     |

※1 平均年齢については契約社員を含みます

\*1 Average age includes contract employees.







PARCO