

DATABOOK

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1st Mar. 2011 ~ 30th Nov. 2011

株式会社

良品計画

RYOHIN KEIKAKU CO.,LTD.

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決算概要 Financial Summary
 1. 良品計画グループ RYOHIN KEIKAKU GROUP

1. 連結損益実績 Consolidated Financial Results

| | 2009/03-11 | | | 2010/03-11 | | | 2011/03-11 | | |
|--|------------|-------|-------|------------|-------|-------|------------|-------|-------|
| | 金額 | 構成比 | 前期比 | 金額 | 構成比 | 前期比 | 金額 | 構成比 | 前期比 |
| | 百万/m¥ | Share | YOY | 百万/m¥ | Share | YOY | 百万/m¥ | Share | YOY |
| 営業収益 Revenue from operation: | 124,028 | | 97.9 | 126,661 | | 102.1 | 132,253 | | 104.4 |
| 売上高 Net sales | 123,551 | 100.0 | 98.1 | 126,191 | 100.0 | 102.1 | 131,748 | 100.0 | 104.4 |
| 売上原価 Cost of Sales | 66,797 | 54.1 | 98.4 | 68,714 | 54.5 | 102.9 | 71,484 | 54.3 | 104.0 |
| 売上総利益 Gross Profit | 56,754 | 45.9 | 97.7 | 57,477 | 45.5 | 101.3 | 60,264 | 45.7 | 104.8 |
| 営業総利益 Operating profit before S.G.A | 57,231 | 46.3 | 97.5 | 57,947 | 45.9 | 101.3 | 60,768 | 46.1 | 104.9 |
| 販売費及び一般管理費 S.G.A. | 44,979 | 36.4 | 102.3 | 47,531 | 37.7 | 105.7 | 48,595 | 36.9 | 102.2 |
| 営業利益 Operating profit | 12,252 | 9.9 | 83.1 | 10,416 | 8.3 | 85.0 | 12,172 | 9.2 | 116.9 |
| 経常利益 Ordinary Profit | 12,572 | 10.2 | 83.4 | 10,671 | 8.5 | 84.9 | 12,569 | 9.5 | 117.8 |
| 当期純利益 Net income | 6,514 | 5.3 | 89.8 | 6,336 | 5.0 | 97.3 | 7,157 | 5.4 | 113.0 |

2. 四半期別連結損益実績 Quarterly Consolidated Financial Results

| | The First quarter | | | The Second quarter | | | The Third quarter | | | The Fourth quarter (Forecast) | | | The Fiscal year (Forecast) | | |
|--|-------------------|-------|-------|--------------------|-------|-------|-------------------|-------|-------|----------------------------------|-------|-------|-------------------------------|-------|-------|
| | 2011/03-05 | | | 2011/06-08 | | | 2011/09-11 | | | 2011/12-2012/02 | | | 2011/03-2012/02 | | |
| | 金額 | 構成比 | 前期比 | 金額 | 構成比 | 前期比 | 金額 | 構成比 | 前期比 | 金額 | 構成比 | 前期比 | 金額 | 構成比 | 前期比 |
| | 百万/m¥ | Share | YOY | 百万/m¥ | Share | YOY | 百万/m¥ | Share | YOY | 百万/m¥ | Share | YOY | 百万/m¥ | Share | YOY |
| 営業収益 Revenue from operation: | 45,242 | | 100.7 | 40,609 | | 109.0 | 46,401 | | 104.3 | 42,866 | | 99.5 | 175,120 | | 103.2 |
| 売上高 Net sales | 45,092 | 100.0 | 100.7 | 40,419 | 100.0 | 109.0 | 46,236 | 100.0 | 104.3 | 42,431 | 100.0 | 98.8 | 174,180 | 100.0 | 103.0 |
| 売上原価 Cost of Sales | 24,296 | 53.9 | 98.3 | 22,202 | 54.9 | 110.0 | 24,985 | 54.0 | 105.0 | 22,975 | 54.1 | 96.7 | 94,460 | 54.2 | 102.1 |
| 売上総利益 Gross Profit | 20,795 | 46.1 | 103.7 | 18,217 | 45.1 | 107.8 | 21,251 | 46.0 | 103.5 | 19,455 | 45.9 | 101.4 | 79,720 | 45.8 | 104.0 |
| 営業総利益 Operating profit before S.G.A | 20,945 | 46.4 | 103.7 | 18,407 | 45.5 | 107.9 | 21,416 | 46.3 | 103.5 | 19,891 | 46.9 | 102.9 | 80,660 | 46.3 | 104.4 |
| 販売費及び一般管理費 S.G.A. | 16,365 | 36.3 | 97.7 | 15,982 | 39.5 | 106.4 | 16,248 | 35.1 | 103.0 | 16,574 | 39.1 | 104.6 | 65,170 | 37.4 | 102.8 |
| 営業利益 Operating profit | 4,579 | 10.2 | 132.8 | 2,425 | 6.0 | 118.6 | 5,167 | 11.2 | 105.0 | 3,317 | 7.8 | 95.2 | 15,490 | 8.9 | 111.4 |
| 経常利益 Ordinary Profit | 4,847 | 10.7 | 132.3 | 2,471 | 6.1 | 124.1 | 5,250 | 11.4 | 104.7 | 3,430 | 8.1 | 96.4 | 16,000 | 9.2 | 112.4 |
| 当期純利益 Net income | 2,809 | 6.2 | 128.8 | 1,410 | 3.5 | 123.1 | 2,938 | 6.4 | 97.6 | 2,312 | 5.4 | 151.7 | 9,470 | 5.4 | 120.5 |

3. 連結貸借対照表 Balance Sheet (Consolidated)

| | | 2009/11 | | 2010/11 | | 2011/11 | |
|-----------|---------------------------------|---------|---------|---------|---------|---------|---------|
| | | 金額 | 前期差 | 金額 | 前期差 | 金額 | 前期差 |
| | | 百万 m¥ | change | 百万 m¥ | change | 百万 m¥ | change |
| 現預金 | Cash on hand and in banks | 12,193 | 272 | 12,831 | 637 | 12,095 | △ 735 |
| たな卸資産 | Inventories | 18,346 | 3,451 | 18,762 | 416 | 25,438 | 6,675 |
| その他流動資産 | Other Current Assets | 20,289 | △ 7,511 | 23,231 | 2,941 | 22,345 | △ 885 |
| 有形固定資産 | Tangible Fixed Assets | 13,666 | 611 | 12,756 | △ 910 | 12,137 | △ 618 |
| その他 | Others | 29,330 | △ 815 | 29,832 | 502 | 30,344 | 511 |
| 資産合計 | Total Assets | 93,826 | △ 3,992 | 97,413 | 3,587 | 102,360 | 4,947 |
| 流動負債 | Current Liabilities | 17,281 | △ 7,119 | 19,340 | 2,059 | 20,227 | 887 |
| 固定負債 | Long-Term Liabilities | 943 | 532 | 642 | △ 300 | 563 | △ 79 |
| 資本金 | Common stock | 6,766 | — | 6,766 | — | 6,766 | — |
| 剰余金その他 | Retained Earnings and Others | 68,441 | 2,858 | 72,161 | 3,719 | 77,387 | 5,226 |
| 自己株式 | Treasury Stock | △ 964 | △ 1 | △ 2,706 | △ 1,742 | △ 3,964 | △ 1,258 |
| 少数株主持分 | Minority Interests | 1,357 | △ 263 | 1,208 | △ 148 | 1,380 | 171 |
| 純資産 | Net Asset | 75,601 | 2,594 | 77,430 | 1,828 | 81,569 | 4,139 |
| 負債及び純資産合計 | Total Liabilities and Net Asset | 93,826 | △ 3,992 | 97,413 | 3,587 | 102,360 | 4,947 |

4. 連結主要財務指標 Financial Highlights (Consolidated)

| | | 2009/11 | 2010/11 | 2011/11 | 2011/2参考 |
|-------------|-------------------------------|-----------|-----------|-----------|-----------|
| 売上高経常利益率 | Ordinary Profit Ratio | 10.1% | 8.4% | 9.5% | 8.4% |
| 自己資本当期純利益率 | Return on Equity | 9.0% | 8.4% | 9.1% | 10.3% |
| 総資本利益率 | Return on Assets | 7.0% | 6.4% | 7.2% | 8.0% |
| 株主資本比率 | Shareholders'Equity Ratio | 78.9% | 78.0% | 78.1% | 78.9% |
| 1株当たり株主資本※ | Shareholders'Equity per Share | ¥2,666.61 | ¥2,796.83 | ¥2,983.14 | ¥2,871.02 |
| 1株当たり当期純利益※ | Earning per Share | ¥234.59 | ¥233.24 | ¥267.19 | ¥293.40 |

※期末発行済株式数(自己株式数控除後)により算出。

Calculated by the number of shares (After deduction of the number of treasury stock) on end Nov.

5. グループ会社個別損益 Results of Group Companies

| | 欧州計 Europe Total | | | アジア計 Asia Total | | | MUJI U.S.A. | | | 海外計 Overseas Total | | |
|--------------------------|---------------------|-------|-------|--------------------|--------|--------|-------------|-------|-------|-----------------------|--------|--------|
| | 2009 | 2010 | 2011 | 2009 | 2010 | 2011 | 2009 | 2010 | 2011 | 2009 | 2010 | 2011 |
| | 百万 m¥ | 百万 m¥ | 百万 m¥ | 百万 m¥ | 百万 m¥ | 百万 m¥ | 百万 m¥ | 百万 m¥ | 百万 m¥ | 百万 m¥ | 百万 m¥ | 百万 m¥ |
| 売上高 Net Sales | 5,295 | 5,275 | 5,234 | 8,704 | 10,869 | 15,173 | 614 | 596 | 710 | 14,613 | 16,740 | 21,118 |
| 営業利益 Operating Profit | △ 169 | 74 | 194 | 626 | 922 | 1,287 | △ 108 | △ 54 | 13 | 349 | 942 | 1,495 |
| 当期純利益 Net Income | △ 507 | △ 72 | 200 | 526 | 690 | 1,187 | △ 115 | △ 64 | 5 | △ 96 | 554 | 1,393 |

| | 国内計 Domestics Total | | | MGS | | | Exchange Rate(Average) | | |
|--------------------------|------------------------|-------|-------|-------|-------|-------|------------------------|--|--|
| | 2009 | 2010 | 2011 | 2009 | 2010 | 2011 | | | |
| | 百万 m¥ | 百万 m¥ | 百万 m¥ | 百万 m¥ | 百万 m¥ | 百万 m¥ | | | |
| 売上高 Net Sales | 4,472 | 4,802 | 5,356 | 4,780 | 7,079 | 9,207 | | | |
| 営業利益 Operating Profit | 404 | 497 | 514 | 109 | 294 | 316 | | | |
| 当期純利益 Net Income | 226 | 301 | 313 | 106 | 276 | 260 | | | |

(Jan.~Sep.)
 1HKD=10.36JPY / 1SGD=64.67JPY
 1TWD=2.77JPY / 1KRW=0.0738JPY
 1CNY=12.40JPY / 1USD=80.66JPY

(Feb.~ Oct.)
 1GBP=129.14JPY / 1EUR=112.79JPY

6. 海外グループ会社店舗数 Numbers of Stores of Subsidiaries and Affiliates (Overseas Group Companies)

| Number of Stores | 欧州計 | | | アジア計 | | | MUJI U.S.A. | | | 合計 | | |
|--|--------|--------|--------|--------|--------|--------|-------------|-------|-------|--------|--------|--------|
| | 2009 | 2010 | 2011 | 2009 | 2010 | 2011 | 2009 | 2010 | 2011 | 2009 | 2010 | 2011 |
| 期末店舗数計 Total | 50 | 52 | 52 | 56 | 68 | 95 | 4 | 4 | 4 | 110 | 124 | 151 |
| 期末売場面積(m ²) Sales Floor Space | 12,839 | 12,936 | 13,024 | 27,563 | 34,990 | 50,654 | 1,067 | 1,067 | 1,067 | 41,469 | 48,993 | 64,745 |

U.K. 12 Sweden 7
 Germany5 Norway 5
 France 7 Turkey 2
 Italy 6 Spain 5
 Portugal 1 Poland 1
 Ireland 1

China 34 Thailand 9
 Taiwan 22 Singapore 4
 HongKong 9 Indonesia 4
 Korea 10 Philippines 3

7. 2011年度第4四半期 海外グループ出店計画 Open Schedule Rest of 2011 Subsidiaries and Affiliates (Group Companies)

| | |
|-----------|----------------------------|
| 欧州 Europe | イギリスU.K. 1 / フランス France 1 |
|-----------|----------------------------|

| | |
|----------|---|
| アジア Asia | 香港 HongKong 1 / 台湾 Taiwan 1 / 中国 China 4 / 韓国 Korea 1 / タイ Thailand 1 インドネシア Indonesia 1 / フィリピン Philippines 1 |
|----------|---|

合計12店舗
 Total 12 Stores

II. 株式会社 良品計画 RYOHIN KEIKAKU Co., Ltd

1. 損益実績 Non-Consolidated Financial Results

| | 2009/03-11 | | | 2010/03-11 | | | 2011/03-11 | | |
|---|------------|-------|-------|------------|-------|-------|------------|-------|-------|
| | 金額 | 構成比 | 前期比 | 金額 | 構成比 | 前期比 | 金額 | 構成比 | 前期比 |
| | 百万/m¥ | Share | YOY | 百万/m¥ | Share | YOY | 百万/m¥ | Share | YOY |
| | | % | % | | % | % | | % | % |
| 営業収益 Revenue from operations | 108,797 | | 96.8 | 109,950 | | 101.1 | 113,206 | | 103.0 |
| 売上高 Net sales | 107,999 | 100.0 | 97.0 | 109,153 | 100.0 | 101.1 | 112,072 | 100.0 | 102.7 |
| 売上原価 Cost of Sales | 59,782 | 55.4 | 97.2 | 61,159 | 56.0 | 102.3 | 62,231 | 55.5 | 101.8 |
| 売上総利益 Gross Profit | 48,217 | 44.6 | 96.7 | 47,994 | 44.0 | 99.5 | 49,840 | 44.5 | 103.8 |
| 営業総利益 Operating profit before S.G.A. | 49,014 | 45.4 | 96.4 | 48,790 | 44.7 | 99.5 | 50,974 | 45.5 | 104.5 |
| 販売費及び一般管理費 S.G.A. | 37,259 | 34.5 | 101.9 | 39,616 | 36.3 | 106.3 | 40,434 | 36.1 | 102.1 |
| 営業利益 Operating profit | 11,755 | 10.9 | 82.3 | 9,174 | 8.4 | 78.0 | 10,540 | 9.4 | 114.9 |
| 経常利益 Ordinary Profit | 12,064 | 11.2 | 82.7 | 9,650 | 8.8 | 80.0 | 11,282 | 10.1 | 116.9 |
| 当期純利益 Net income | 6,552 | 6.1 | 93.7 | 5,309 | 4.9 | 81.0 | 6,379 | 5.7 | 120.2 |

2. 四半期別損益実績 Quarterly Non-Consolidated Financial Results

| | The First quarter | | | The Second quarter | | | The Third quarter | | | The Fourth quarter (Forecast) | | | The Fiscal year (Forecast) | | |
|---|-------------------|-------|-------|--------------------|-------|-------|-------------------|-------|-------|----------------------------------|-------|-------|-------------------------------|-------|-------|
| | 2011/03-05 | | | 2011/06-08 | | | 2011/09-11 | | | 2011/12-2012/02 | | | 2011/03-2012/02 | | |
| | 金額 | 構成比 | 前期比 | 金額 | 構成比 | 前期比 | 金額 | 構成比 | 前期比 | 金額 | 構成比 | 前期比 | 金額 | 構成比 | 前期比 |
| | 百万/m¥ | Share | YOY | 百万/m¥ | Share | YOY | 百万/m¥ | Share | YOY | 百万/m¥ | Share | YOY | 百万/m¥ | Share | YOY |
| | | % | % | | % | % | | % | % | | % | % | | % | % |
| 営業収益 Revenue from operations | 39,117 | | 99.0 | 34,317 | | 107.9 | 39,771 | | 102.9 | 34,783 | | 96.9 | 147,990 | | 101.5 |
| 売上高 Net sales | 38,763 | 100.0 | 98.8 | 33,921 | 100.0 | 107.5 | 39,386 | 100.0 | 102.7 | 34,517 | 100.0 | 97.1 | 146,590 | 100.0 | 101.3 |
| 売上原価 Cost of Sales | 21,467 | 55.4 | 97.1 | 19,241 | 56.7 | 107.8 | 21,523 | 54.6 | 101.6 | 19,488 | 56.5 | 95.5 | 81,720 | 55.7 | 100.2 |
| 売上総利益 Gross Profit | 17,296 | 44.6 | 101.0 | 14,680 | 43.3 | 107.1 | 17,863 | 45.4 | 104.0 | 15,029 | 43.5 | 99.3 | 64,870 | 44.3 | 102.7 |
| 営業総利益 Operating profit before S.G.A. | 17,650 | 45.5 | 101.6 | 15,076 | 44.4 | 108.0 | 18,248 | 46.3 | 104.6 | 15,295 | 44.3 | 98.9 | 66,270 | 45.2 | 103.1 |
| 販売費及び一般管理費 S.G.A. | 13,560 | 35.0 | 95.5 | 13,167 | 38.8 | 106.5 | 13,706 | 34.8 | 105.0 | 13,025 | 37.7 | 100.1 | 53,460 | 36.5 | 101.6 |
| 営業利益 Operating profit | 4,090 | 10.6 | 128.8 | 1,909 | 5.6 | 119.2 | 4,541 | 11.5 | 103.3 | 2,269 | 6.6 | 92.3 | 12,810 | 8.7 | 110.1 |
| 経常利益 Ordinary Profit | 4,415 | 11.4 | 126.1 | 1,974 | 5.8 | 120.0 | 4,892 | 12.4 | 108.6 | 1,987 | 5.8 | 81.6 | 13,270 | 9.1 | 109.8 |
| 当期純利益 Net income | 2,516 | 6.5 | 121.1 | 1,089 | 3.2 | 118.1 | 2,773 | 7.0 | 120.2 | 1,260 | 3.7 | 152.7 | 7,640 | 5.2 | 124.5 |

3. 形態別売上高 Sales Breakdown by Channels

| | | 2009/03-11 | | | 2010/03-11 | | | 2011/03-11 | | |
|--------|----------------------------|------------|-------|-------|------------|-------|-------|------------|-------|-------|
| | | 金額 | 構成比 | 前期比 | 金額 | 構成比 | 前期比 | 金額 | 構成比 | 前期比 |
| | | | Share | YOY | | Share | YOY | | Share | YOY |
| | | 百万 m¥ | % | % | 百万 m¥ | % | % | 百万 m¥ | % | % |
| 直営店 | Directly managed stores | 78,729 | 72.9 | 99.4 | 80,259 | 73.5 | 101.9 | 82,807 | 73.9 | 103.2 |
| 卸売 | Whole sale | 22,934 | 21.2 | 87.0 | 22,495 | 20.6 | 98.1 | 21,847 | 19.5 | 97.1 |
| | 一般供給先 Licensed Stores | 12,064 | 11.2 | 94.5 | 12,007 | 11.0 | 99.5 | 11,617 | 10.4 | 96.7 |
| | 西友 The Seiyu | 5,356 | 5.0 | 69.7 | 5,045 | 4.6 | 94.2 | 4,815 | 4.3 | 95.4 |
| | ファミリーマートG FamilyMart Group | 4,361 | 4.0 | 92.8 | 4,352 | 4.0 | 99.8 | 4,612 | 4.1 | 106.0 |
| | com KIOSK | 801 | 0.7 | 93.6 | 706 | 0.6 | 88.1 | 419 | 0.4 | 59.4 |
| | アスクル Askul | 351 | 0.3 | 95.0 | 383 | 0.4 | 109.1 | 381 | 0.3 | 99.7 |
| ネットストア | Internet Store | 6,336 | 5.9 | 108.6 | 6,397 | 5.9 | 101.0 | 7,417 | 6.6 | 115.9 |
| 合計 | Total | 107,999 | 100.0 | 97.0 | 109,153 | 100.0 | 101.1 | 112,072 | 100.0 | 102.7 |

4. デパートメント別売上高 Sales Breakdown by Product Line

| | | 2009/03-11 | | | 2010/03-11 | | | 2011/03-11 | | |
|--------|-----------------------------------|------------|-------|-------|------------|-------|-------|------------|-------|-------|
| | | 売上高 | 構成比 | 前期比 | 売上高 | 構成比 | 前期比 | 売上高 | 構成比 | 前期比 |
| | | NetSales | Share | YOY | NetSales | Share | YOY | NetSales | Share | YOY |
| | | 百万 m¥ | % | % | 百万 m¥ | % | % | 百万 m¥ | % | % |
| | 紳士ウェア Men's Wear | 4,722 | 4.4 | 81.6 | 4,227 | 3.9 | 92.2 | 4,505 | 4.0 | 106.6 |
| | 婦人ウェア Ladies' Wear | 14,164 | 13.1 | 98.0 | 13,098 | 12.0 | 91.6 | 12,488 | 11.1 | 95.3 |
| | 子供服 Kids' Wear | 3,970 | 3.7 | 94.9 | 3,970 | 3.6 | 100.0 | 4,468 | 4.0 | 112.5 |
| | 服飾雑貨 Accessories | 5,013 | 4.6 | 101.2 | 5,584 | 5.1 | 102.2 | 6,480 | 5.8 | 103.3 |
| | 靴・バッグ Bags & Shoes | 3,950 | 3.7 | 96.3 | 3,442 | 3.2 | 87.2 | 3,240 | 2.9 | 94.1 |
| | インナーウェア Under Garments | 7,068 | 6.5 | 98.6 | 6,478 | 5.9 | 97.9 | 6,466 | 5.8 | 99.8 |
| 衣服雑貨小計 | Apparel | 38,888 | 36.0 | 95.7 | 36,802 | 33.7 | 94.6 | 37,650 | 33.6 | 102.3 |
| | ファブリックス Linens & Interior Goods | 12,211 | 11.3 | 90.4 | 11,660 | 10.7 | 95.5 | 12,882 | 11.5 | 110.5 |
| | ファニチャー Furniture | 17,525 | 16.2 | 96.5 | 19,317 | 17.7 | 110.6 | 19,155 | 17.1 | 99.2 |
| | エレクトロニクス Electronic Appliances | 4,989 | 4.6 | 86.3 | 4,852 | 4.4 | 97.2 | 4,712 | 4.2 | 97.1 |
| | ハウスウェア Housewares | 5,571 | 5.2 | 93.5 | 5,741 | 5.3 | 100.8 | 6,132 | 5.5 | 92.4 |
| | ステーショナリー Stationery | 8,217 | 7.6 | 99.1 | 8,267 | 7.6 | 101.5 | 8,013 | 7.1 | 92.4 |
| | ヘルス&ビューティ Health & Beauty | 9,676 | 9.0 | 119.1 | 10,690 | 9.8 | 110.5 | 11,303 | 10.1 | 105.7 |
| 生活雑貨小計 | Household Goods | 58,189 | 53.9 | 97.3 | 60,529 | 55.5 | 104.0 | 62,200 | 55.5 | 102.8 |
| | 調味・加工 Processed Foods | 2,113 | 2.0 | 114.7 | 2,528 | 2.3 | 119.6 | 2,408 | 2.1 | 95.2 |
| | 菓子 Sweets | 5,639 | 5.2 | 96.9 | 5,910 | 5.4 | 104.8 | 6,270 | 5.6 | 106.1 |
| | 飲料・冷食関係 Beverages & Chilled Foods | 1,530 | 1.4 | 96.6 | 1,716 | 1.6 | 112.2 | 1,779 | 1.6 | 103.6 |
| 食品小計 | Food | 9,282 | 8.6 | 100.4 | 10,155 | 9.3 | 109.4 | 10,458 | 9.3 | 103.0 |
| その他 | Others | 1,641 | 1.5 | 99.0 | 1,665 | 1.5 | 101.5 | 1,763 | 1.6 | 105.9 |
| 合計 | Total | 107,999 | 100.0 | 97.0 | 109,153 | 100.0 | 101.1 | 112,072 | 100.0 | 102.7 |

※商品区分の移動が発生しているため、各期前期比は計算値と異なる。

Because of product Line's shift, YOY differs from calculated value.

5. 既存店売上高昨年比 Sales Growth for Existing stores

| | | 2009/11 | 2010/11 | 2011/11 |
|------|-------------------------|---------|---------|---------|
| 直営店 | Directly Managed Stores | 93.1% | 93.4% | 97.0% |
| LS | Licensed Stores | 93.0% | 96.8% | 99.1% |
| 西友 | Shops in the Seiyu | 84.3% | 89.8% | 96.6% |
| ストア計 | Total | 92.2% | 93.7% | 97.4% |

6. 商品別売上総利益 Gross Profit by Product Category

| | 2009/11 | | | | 2010/11 | | | | 2011/11 | | | |
|-------------------------|----------|--------------|-------|--------|----------|--------------|-------|--------|----------|--------------|-------|--------|
| | 売上高 | 売上総利益 | 比率 | 前期差 | 売上高 | 売上総利益 | 比率 | 前期差 | 売上高 | 売上総利益 | 比率 | 前期差 |
| | NetSales | Gross Profit | (B/A) | Change | NetSales | Gross Profit | (B/A) | Change | NetSales | Gross Profit | (B/A) | Change |
| | (A) | (B) | (B/A) | | (A) | (B) | (B/A) | | (A) | (B) | (B/A) | |
| | 百万 m¥ | 百万 m¥ | % | % | 百万 m¥ | 百万 m¥ | % | % | 百万 m¥ | 百万 m¥ | % | % |
| 衣服雑貨 Apparel | 38,888 | 19,367 | 49.8 | △ 0.7 | 36,802 | 17,688 | 48.1 | △ 1.7 | 37,650 | 18,506 | 49.2 | 1.1 |
| 生活雑貨 Household goods | 58,189 | 24,933 | 42.8 | 0.3 | 60,529 | 26,064 | 43.1 | 0.3 | 62,200 | 26,837 | 43.1 | 0.0 |
| 食品 Food | 9,282 | 3,157 | 34.0 | 0.0 | 10,155 | 3,481 | 34.3 | 0.3 | 10,458 | 3,549 | 33.9 | △ 0.4 |
| その他 Others | 1,641 | 759 | 46.3 | △ 0.9 | 1,665 | 759 | 45.6 | △ 0.7 | 1,763 | 946 | 53.7 | 8.1 |
| 合計 Total | 107,999 | 48,217 | 44.6 | △ 0.1 | 109,153 | 47,994 | 44.0 | △ 0.6 | 112,072 | 49,840 | 44.5 | 0.5 |

7. 販売費及び一般管理費の内訳 Selling, General and Administrative Expenses

| | | 2009/03-11 | | | 2010/03-11 | | | 2011/03-11 | | |
|--------|---|------------|-------|-------|------------|-------|-------|------------|-------|-------|
| | | 金額 | 構成比 | 前期比 | 金額 | 構成比 | 前期比 | 金額 | 構成比 | 前期比 |
| | | Share | Share | YOY | Share | Share | YOY | Share | Share | YOY |
| | | 百万 m¥ | % | % | 百万 m¥ | % | % | 百万 m¥ | % | % |
| 売上高 | Net Sales | 107,999 | 100.0 | 97.0 | 109,153 | 100.0 | 101.1 | 112,072 | 100.0 | 102.7 |
| 宣伝費 | Advertising and promotional expenditure | 2,377 | 2.2 | 107.7 | 3,485 | 3.2 | 146.6 | 2,812 | 2.5 | 80.7 |
| 運搬・配送費 | Logistics costs | 4,750 | 4.4 | 103.6 | 4,942 | 4.5 | 104.0 | 4,887 | 4.4 | 98.9 |
| 人件費 | Personnel expenses | 10,724 | 9.9 | 99.8 | 11,657 | 10.7 | 108.7 | 12,287 | 11.0 | 105.4 |
| 借地借家料 | Rent | 10,335 | 9.6 | 104.6 | 10,812 | 9.9 | 104.6 | 11,249 | 10.0 | 104.0 |
| 減価償却費 | Depreciation | 1,854 | 1.7 | 98.6 | 1,844 | 1.7 | 99.5 | 1,779 | 1.6 | 96.5 |
| その他 | Others | 7,216 | 6.7 | 99.3 | 6,874 | 6.3 | 95.3 | 7,417 | 6.6 | 107.9 |
| 合計 | Total | 37,259 | 34.5 | 101.9 | 39,616 | 36.3 | 106.3 | 40,434 | 36.1 | 102.1 |

8. 部門別・場所別在庫 Inventory Balance by Product Category with Locations

| | 2009/11 | | | 2010/11 | | | 2011/11 | | |
|-----------------------|---------|-------|-------|---------|-------|-------|---------|-------|-------|
| | 金額 | 構成比 | 前期比 | 金額 | 構成比 | 前期比 | 金額 | 構成比 | 前期比 |
| | | Share | YOY | | Share | YOY | | Share | YOY |
| | 百万 m¥ | % | % | 百万 m¥ | % | % | 百万 m¥ | % | % |
| (店舗 Stores) | | | | | | | | | |
| 衣服雑貨 Apparel | 3,285 | 22.8 | 97.7 | 3,427 | 24.3 | 104.3 | 5,276 | 28.2 | 153.9 |
| 生活雑貨 Household goods | 3,997 | 27.7 | 122.2 | 3,904 | 27.7 | 97.7 | 4,595 | 24.5 | 117.7 |
| 食品 Food | 317 | 2.2 | 118.3 | 425 | 3.0 | 134.1 | 524 | 2.8 | 123.3 |
| その他 Others | 26 | 0.2 | 86.7 | 28 | 0.2 | 107.7 | 25 | 0.1 | 90.7 |
| 合計 Sub-Total | 7,625 | 52.8 | 110.0 | 7,785 | 55.2 | 102.1 | 10,421 | 55.6 | 133.9 |
| (本部 Logistics Center) | | | | | | | | | |
| 衣服雑貨 Apparel | 1,996 | 13.8 | 160.3 | 877 | 6.2 | 43.9 | 1,817 | 9.7 | 207.1 |
| 生活雑貨 Household goods | 4,762 | 33.0 | 123.9 | 5,376 | 38.1 | 112.9 | 6,448 | 34.4 | 119.9 |
| 食品 Food | 49 | 0.3 | 106.5 | 65 | 0.5 | 132.7 | 50 | 0.3 | 77.1 |
| その他 Others | 2 | 0.0 | 50.0 | 2 | 0.0 | 100.0 | 2 | 0.0 | 90.2 |
| 合計 Sub-Total | 6,809 | 47.2 | 132.5 | 6,321 | 44.8 | 92.8 | 8,319 | 44.4 | 131.6 |
| (全社 Total) | | | | | | | | | |
| 衣服雑貨 Apparel | 5,281 | 36.6 | 114.6 | 4,305 | 30.5 | 81.5 | 7,094 | 37.9 | 164.8 |
| 生活雑貨 Household goods | 8,759 | 60.7 | 123.1 | 9,280 | 65.8 | 105.9 | 11,044 | 58.9 | 119.0 |
| 食品 Food | 366 | 2.5 | 116.2 | 490 | 3.5 | 133.9 | 574 | 3.1 | 117.2 |
| その他 Others | 29 | 0.2 | 85.3 | 30 | 0.2 | 103.4 | 28 | 0.1 | 90.6 |
| 合計 Total | 14,435 | 100.0 | 119.6 | 14,107 | 100.0 | 97.7 | 18,741 | 100.0 | 132.8 |

9. 貸借対照表 Balance Sheet (Non-Consolidated)

| | | 2009/11 | | 2010/11 | | 2011/11 | |
|-----------|---------------------------------|---------|---------|---------|---------|---------|---------|
| | | 金額 | 前期差 | 金額 | 前期差 | 金額 | 前期差 |
| | | 百万 m¥ | change | 百万 m¥ | change | 百万 m¥ | change |
| 現金 | Cash on hand and in banks | 6,951 | △ 351 | 7,122 | 171 | 5,524 | △ 1,598 |
| たな卸資産 | Inventories | 14,449 | 2,512 | 14,121 | △ 328 | 18,758 | 4,637 |
| その他流動資産 | Other Current Assets | 20,393 | △ 6,636 | 23,246 | 2,852 | 22,922 | △ 323 |
| 有形固定資産 | Tangible Fixed Assets | 11,157 | 593 | 10,633 | △ 524 | 10,062 | △ 571 |
| その他 | Others | 34,485 | 25 | 34,777 | 292 | 35,847 | 1,069 |
| 資産合計 | Total Assets | 87,437 | △ 3,857 | 89,900 | 2,463 | 93,115 | 3,214 |
| 流動負債 | Current Liabilities | 13,527 | △ 7,044 | 15,059 | 1,532 | 15,307 | 247 |
| 固定負債 | Long-Term Liabilities | 250 | △ 19 | 250 | 0 | 222 | △ 27 |
| 資本金 | Common stock | 6,766 | — | 6,766 | — | 6,766 | — |
| 剰余金その他 | Retained Earnings and Others | 67,858 | 3,208 | 70,531 | 2,673 | 74,783 | 4,251 |
| 自己株式 | Treasury Stock | △ 964 | △ 1 | △ 2,706 | △ 1,742 | △ 3,964 | △ 1,258 |
| 純資産 | Net Asset | 73,660 | 3,207 | 74,590 | 930 | 77,584 | 2,993 |
| 負債及び純資産合計 | Total Liabilities and Net Asset | 87,437 | △ 3,857 | 89,900 | 2,463 | 93,115 | 3,214 |

10. 主要財務指標 Financial Highlights (Non-Consolidated)

| | | 2009/11 | 2010/11 | 2011/11 | 参考 2011/02 |
|-------------|-------------------------------|-------------|-------------|-------------|-------------|
| 売上高経常利益率 | Ordinary Profit Ratio | 11.2% | 8.8% | 10.1% | 8.4% |
| 自己資本当期純利益率 | Return on Equity | 9.1% | 7.1% | 8.4% | 8.2% |
| 総資本利益率 | Return on Assets | 7.8% | 5.8% | 7.0% | 6.7% |
| 株主資本比率 | Shareholders'Equity Ratio | 84.0% | 82.7% | 83.0% | 84.2% |
| 1株当たり株主資本※ | Shareholders'Equity per Share | ¥2,645.59 | ¥2,736.81 | ¥2,885.91 | ¥2,788.95 |
| 1株当たり当期純利益※ | Earning per Share | ¥235.98 | ¥195.43 | ¥238.13 | ¥228.99 |
| 自己株式数 | Number of Treasury Stock | 309,790株 | 912,532株 | 1,288,332株 | 1,288,332株 |
| 発行済株式数 | Number of Issued Stock | 28,078,000株 | 28,078,000株 | 28,078,000株 | 28,078,000株 |

※期末発行済株式数(自己株式数控除後)により算出。

Calculated by the number of shares (After deduction of the number of treasury stock) on end Nov.

営業概要 Operation Summary

1. 期末売場面積 店舗数 Number of Stores & Sales Floor Space

| | 2009/11 | | | 2010/11 | | | 2011/11 | | |
|----------------------------------|---------|----------------|-------|---------|----------------|-------|---------|----------------|-------|
| | 店舗数 | 面積 | 構成比 | 店舗数 | 面積 | 構成比 | 店舗数 | 面積 | 構成比 |
| | Stores | m ² | % | Stores | m ² | % | Stores | m ² | % |
| 直営店 ※ Directly managed stores | 212 | 167,199 | 66.9 | 235 | 179,794 | 68.9 | 258 | 189,151 | 71.1 |
| 一般供給先 Licensed stores | 71 | 46,682 | 18.7 | 68 | 45,102 | 17.3 | 62 | 43,235 | 16.3 |
| 西友インショップ Shops in the Seiyu | 57 | 36,201 | 14.5 | 57 | 36,102 | 13.8 | 56 | 33,591 | 12.6 |
| 合計 Total | 340 | 250,082 | 100.0 | 360 | 260,998 | 100.0 | 376 | 265,977 | 100.0 |
| 前期比 YOY % | | 101.3 | | | 104.4 | | | 101.9 | |

※キャンプ場、Cafe&MealMUJI店舗を除く

Campsites and Shops of Cafe&Meal MUJI excluded

2. 2011年度出店実績、4Q出店計画 New Stores in 2011/3-11、Open Schedule Rest of 2011

| | 2011/3~11 | | | | | | | | 2011/12~2012/2 (Forecast) | | | | | | | |
|--------------------------------|-----------------|----------------|------------------------|----------------|--------------------|----------------|-------------|----------------|---------------------------|----------------|------------------------|----------------|--------------------|----------------|-------------|----------------|
| | 新店 New store | | 増床・減床 Store renewed | | 閉鎖 Store Closed | | 合計 Total | | 新店 New store | | 増床・減床 Store renewed | | 閉鎖 Store Closed | | 合計 Total | |
| | 店舗数 | 売場面積 | 店舗数 | 売場面積 | 店舗数 | 売場面積 | 店舗数 | 売場面積 | 店舗数 | 売場面積 | 店舗数 | 売場面積 | 店舗数 | 売場面積 | 店舗数 | 売場面積 |
| | Stores | m ² | Stores | m ² | Stores | m ² | Stores | m ² | Stores | m ² | Stores | m ² | Stores | m ² | Stores | m ² |
| 直営店 Directly managed stores | 22 | 9,998 | 15 | -859 | -2 | -1,445 | 20 | 7,694 | 1 | 96 | 1 | 26 | -3 | -1,626 | -2 | -1,504 |
| 一般供給先 Licensed stores | 1 | 1,042 | 2 | 13 | -3 | -1,692 | -2 | -637 | 0 | 0 | 0 | 0 | -1 | -860 | -1 | -860 |
| 西友インショップ Shops in the Seiyu | 0 | 0 | 2 | -2,181 | -1 | -330 | -1 | -2,511 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 合計 Total | 23 | 11,040 | 19 | -3,027 | -6 | -3,467 | 17 | 4,546 | 1 | 96 | 1 | 26 | -4 | -2,486 | -3 | -2,364 |

3. 1店舗当たり平均売場面積 Average Sales Floor Space per Store

| | 2009/11 | 2010/11 | 2011/11 |
|---|----------------|----------------|----------------|
| | m ² | m ² | m ² |
| 直営店 Directly managed stores | 789 | 765 | 733 |
| LS+西友 Licensed Stores+Shops in The Seiyu | 648 | 650 | 651 |

4. 投資実績 Capital Expenditure

| | | 2009/11 | 2010/11 | 2011/11 |
|----------|----------------------|---------|---------|---------|
| | | 百万 m¥ | 百万 m¥ | 百万 m¥ |
| 新店投資 | New Stores | 2,137 | 1,027 | 1,157 |
| 既存店投資 | Like for Like Stores | 268 | 399 | 1,020 |
| システム投資 | IT System | 515 | 380 | 498 |
| 物流投資 | Logistics | 772 | 30 | 50 |
| 海外投資 | Foreign investments | 183 | 363 | 551 |
| その他投資 | Others | 413 | 675 | 190 |
| 合計 | Total | 4,292 | 2,877 | 3,469 |
| キャッシュフロー | Cash Flow | 8,406 | 7,153 | 8,158 |

キャッシュフロー=当期純利益+減価償却費

Cash Flow=Net Income + Depreciation Amount

5. 「無印良品」直営店単位当たり売上高 Sales productivity analysis of Directly managed stores (MUJI)

| | | | 2009/11 | | 2010/11 | | 2011/11 | |
|--------------------------------|--------------------------------------|----------|---------|-------|---------|-------|---------|-------|
| | | | | 前期比 | | 前期比 | | 前期比 |
| | | | | YOY | | YOY | | YOY |
| | | | | % | | % | | % |
| | 売上高 ※無印良品の売上のみ | | 77,428 | 99.3 | 78,839 | 101.8 | 81,393 | 103.2 |
| | Sales Directly managed stores (MUJI) | (百万円 m¥) | | | | | | |
| 1㎡当たり売上高 | 売場面積(期中平均) | | 162,160 | 107.8 | 175,221 | 108.1 | 186,319 | 106.3 |
| Sales per 1㎡ | Sales floor space(Average) | (㎡) | | | | | | |
| | 1㎡当たり月平均売上高 | | 53.1 | 92.1 | 50.0 | 94.2 | 48.5 | 97.1 |
| | Average sales a monthly per 1㎡ | (千円 t¥) | | | | | | |
| 1人当たり売上高 | 店舗従業員数(期中平均) | | 3,811 | 100.6 | 4,175 | 109.6 | 4,259 | 102.0 |
| Sales per employee | Number of employees(Average) | (人) | | | | | | |
| | 1人当たり月平均売上高 | | 2,258 | 98.7 | 2,098 | 92.9 | 2,124 | 101.2 |
| | Average sales a monthly per employee | (千円 t¥) | | | | | | |
| 1㎡当たり在庫 | 在庫(期中平均) | | 7,268 | 118.2 | 7,031 | 96.7 | 9,064 | 128.9 |
| Inventories per 1㎡ | Inventories(Average) | (百万円 m¥) | | | | | | |
| | 1㎡当たり平均在庫 | | 44.8 | 109.6 | 40.1 | 89.5 | 48.6 | 121.2 |
| | Average Inventories per 1㎡ | (千円 t¥) | | | | | | |
| 1人当たり売場面積 | 店舗従業員数(期中平均) | | 3,811 | 100.6 | 4,175 | 109.6 | 4,259 | 102.0 |
| Sales floor space per employee | Number of employees(Average) | (人) | | | | | | |
| | 1人当たり売場面積 | | 42.6 | 107.2 | 42.0 | 98.6 | 43.8 | 104.2 |
| | Sales floor space per employee | (㎡) | | | | | | |

6. 「無印良品」直営店客数・客単価 Customers Traffic and Spending per Customer of Directly managed stores (MUJI)

| | | 2009/11 | | 2010/11 | | 2011/11 | |
|------------------------------------|-----------------|---------|-------|---------|-------|---------|-------|
| | | | 前期比 | | 前期比 | | 前期比 |
| | | | YOY | | YOY | | YOY |
| | | | % | | % | | % |
| 客数 Customer traffic | 千人 thousands | 35,738 | 100.9 | 38,095 | 106.6 | 38,593 | 101.3 |
| 客単価 Spending per customer | 円 ¥ | 2,167 | 98.5 | 2,070 | 95.5 | 2,109 | 101.9 |
| 販売数量 Total sales pieces | 千点 thousands | 106,362 | 100.7 | 115,973 | 109.0 | 117,817 | 101.6 |
| 平均単価 Average spending per piece | 円 ¥ | 724 | 98.7 | 680 | 93.9 | 691 | 101.6 |

7. 従業員の状況 Number of Employees

| | | 2009/11 | 2010/11 | 2011/11 |
|----------|----------------------------------|---------|---------|---------|
| 従業員数 | Number of full-time employees ※1 | 1,228 | 1,257 | 1,335 |
| パートタイム社員 | Number of part-time employees ※2 | 3,370 | 3,579 | 3,800 |
| 合計 | Total | 4,598 | 4,836 | 5,135 |

※1. SE社員(セールス・エキスパート:販売専門の嘱託社員)を含む。

※2. パートタイム社員は8時間換算。

※1. Including temporary sales assistants.

※2. The total number of part-time employees is converted by a regular working hours per day. (The regular working hours per day is eight hours.)

8. 2011年度月別売上・客数・客単価昨比

2011 Monthly YOY Change in Sales, Customer Traffic and Spending per Customer

| 3月 | 4月 | 5月 | 第1Q | 6月 | 7月 | 8月 | 第2Q | 上期 | 9月 | 10月 | 11月 | 第3Q | 12月 | 1月 | 2月 | 第4Q | 下期 | 年間 |
|------|------|-----|-----------------|------|------|------|-----------------|--------------|------|------|------|-----------------|------|------|------|-----------------|--------------|-------------|
| Mar. | Apr. | May | The 1st quarter | Jun. | Jul. | Aug. | The 2nd quarter | The 1st half | Sep. | Oct. | Nov. | The 3rd quarter | Dec. | Jan. | Feb. | The 4th quarter | The 2nd half | Fiscal Year |

| | | | | | | | | | | | | | | | | | | |
|--|------|-------|-------|------|-------|-------|-------|-------|-------|-------|------|-------|-------|-------|--|--|--|--|
| 衣服 Apparel | 83.0 | 103.8 | 90.7 | 92.8 | 96.7 | 104.9 | 109.7 | 102.6 | 97.4 | 101.0 | 95.3 | 102.6 | 99.4 | 117.4 | | | | |
| 生活 Household Goods | 79.5 | 96.4 | 98.9 | 90.8 | 106.2 | 105.3 | 99.5 | 103.7 | 96.3 | 104.9 | 89.6 | 97.1 | 96.4 | 98.1 | | | | |
| 食品 Food | 97.2 | 104.2 | 95.1 | 99.1 | 90.6 | 104.0 | 98.9 | 97.6 | 98.4 | 100.4 | 92.4 | 100.4 | 97.6 | 97.2 | | | | |
| 直営既存店 Like for Like Directly managed stores(MUJI) | 81.8 | 99.4 | 95.2 | 92.1 | 100.9 | 104.9 | 102.2 | 102.6 | 96.8 | 103.1 | 91.9 | 99.4 | 97.6 | 104.7 | | | | |
| 直営合計 Directly managed stores(MUJI) | 88.4 | 104.4 | 101.9 | 98.1 | 106.9 | 111.4 | 108.1 | 108.8 | 102.9 | 109.0 | 97.4 | 106.8 | 103.8 | 111.5 | | | | |
| LS西友既存店 Like for Like Licensed stores+ Shops in the Seiyu | 88.5 | 100.6 | 98.4 | 96.1 | 103.3 | 103.1 | 100.1 | 102.2 | 98.8 | 101.0 | 93.6 | 99.1 | 97.6 | 102.4 | | | | |
| LS西友合計 Licensed stores+ Shops in the Seiyu | 86.3 | 96.4 | 95.4 | 92.5 | 101.0 | 100.5 | 97.2 | 99.7 | 95.7 | 96.7 | 89.7 | 95.8 | 93.8 | 99.8 | | | | |
| ショップ既存店 Like for Like Stores | 83.4 | 99.7 | 96.0 | 93.1 | 101.5 | 104.5 | 101.7 | 102.5 | 97.3 | 102.6 | 92.3 | 99.3 | 97.6 | 104.1 | | | | |
| ショップ合計 Store Total | 87.9 | 102.5 | 100.4 | 96.9 | 105.6 | 109.0 | 105.6 | 106.8 | 101.3 | 106.2 | 95.7 | 104.3 | 101.6 | 108.9 | | | | |
| 全社 Directly managed stores(MUJI) and Whole sale | 89.3 | 103.8 | 103.8 | 98.8 | 106.5 | 109.0 | 107.2 | 107.5 | 102.7 | 105.2 | 98.5 | 105.0 | 102.7 | 107.2 | | | | |

直営既存店 Like for Like Directly managed stores(MUJI)

| | | | | | | | | | | | | | | | | | | |
|-------------------------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|--|--|--|--|
| 客数 Customers Traffic | 83.7 | 98.2 | 94.1 | 92.2 | 96.7 | 99.1 | 97.1 | 97.7 | 94.8 | 97.8 | 90.4 | 94.5 | 94.0 | 96.3 | | | | |
|-------------------------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|--|--|--|--|

| | | | | | | | | | | | | | | | | | | |
|------------------------------|------|-------|-------|------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|--|--|--|--|
| 客単価 Spending per Customer | 97.7 | 101.2 | 101.2 | 99.9 | 104.3 | 105.9 | 105.2 | 105.1 | 102.1 | 105.5 | 101.8 | 105.1 | 103.8 | 108.7 | | | | |
|------------------------------|------|-------|-------|------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|--|--|--|--|