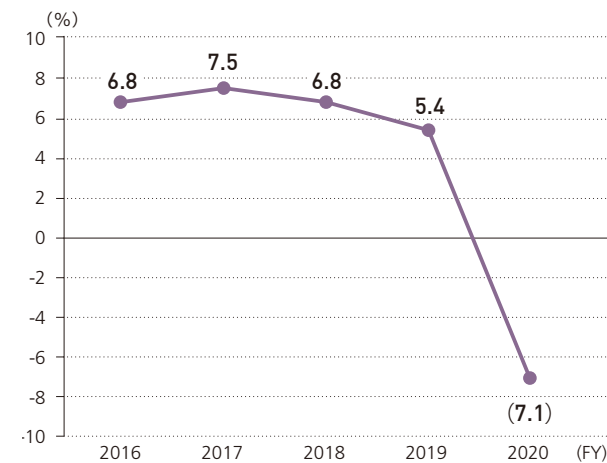
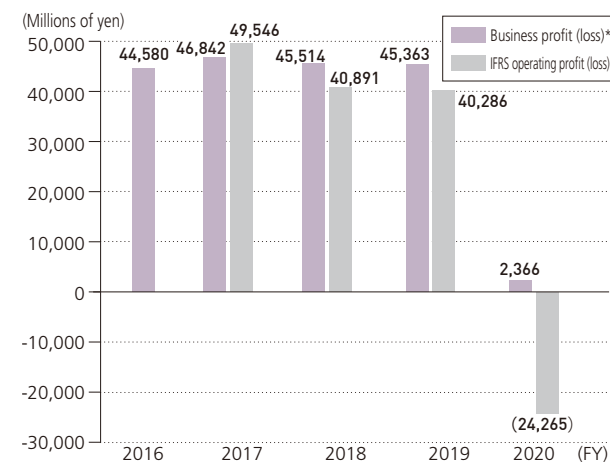


# Financial/Non-financial Highlights

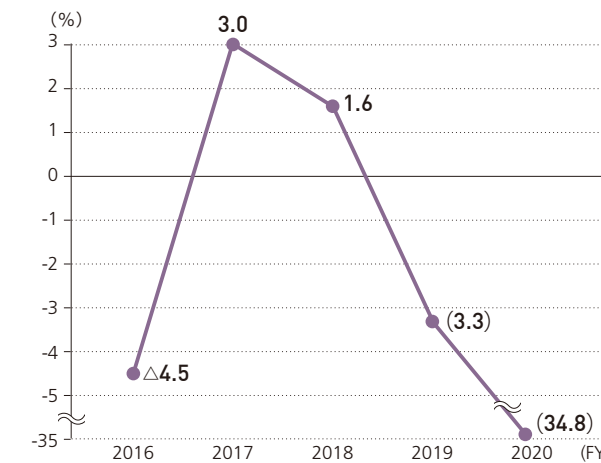
## ROE



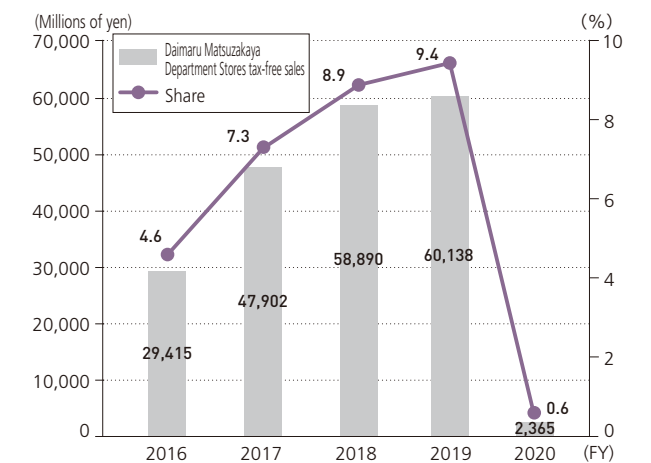
## Consolidated business profit (loss) / IFRS operating profit (loss)



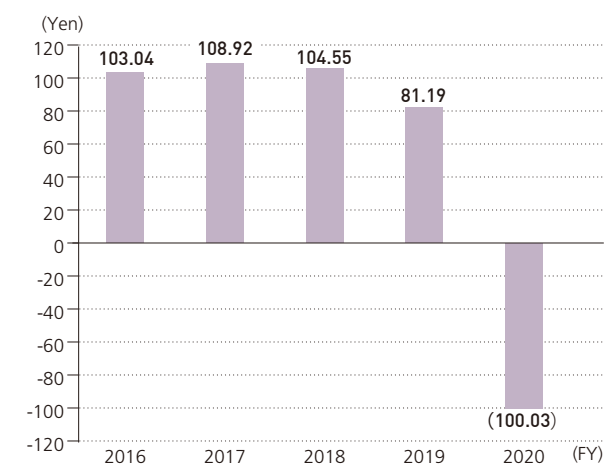
## Daimaru Matsuzakaya Department Stores comparable store sales (YoY %)



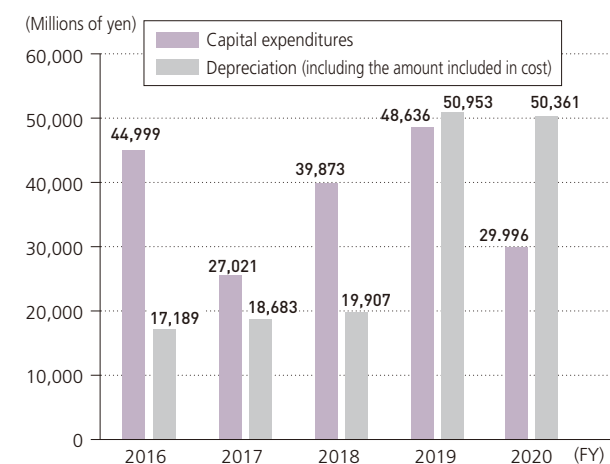
## Daimaru Matsuzakaya Department Stores tax-free sales and share



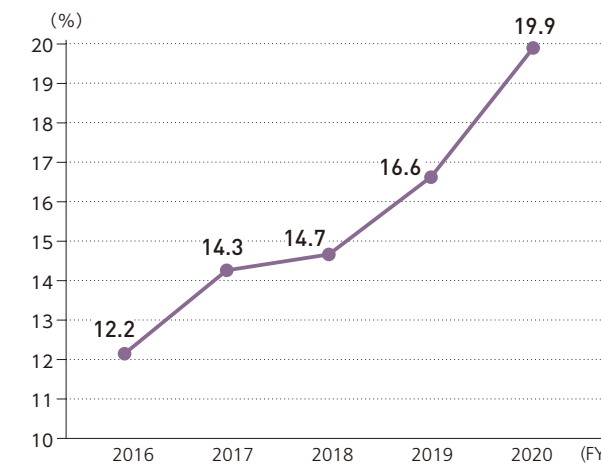
## EPS



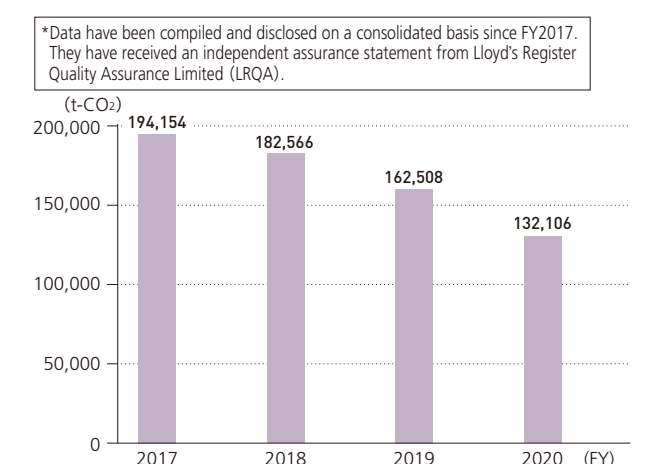
## Capital expenditures/Depreciation (including the amount included in cost)



## Ratio of female employees in management positions (consolidated)

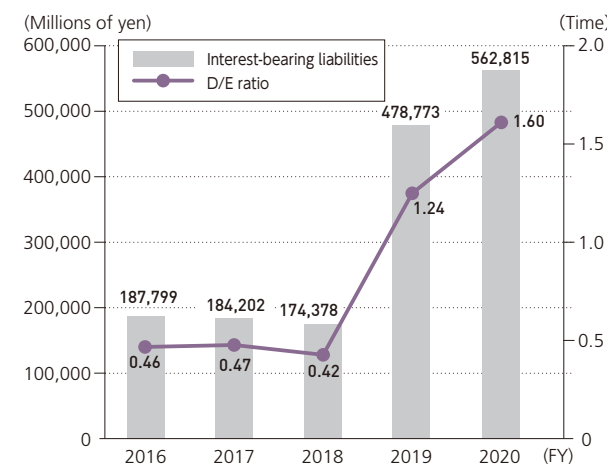


## [Scope 1 and 2] GHG emissions (consolidated)

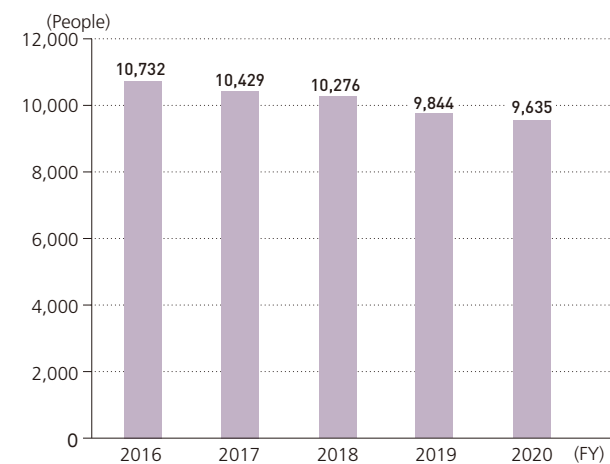


\*Data have been compiled and disclosed on a consolidated basis since FY2017. They have received an independent assurance statement from Lloyd's Register Quality Assurance Limited (LRQA).

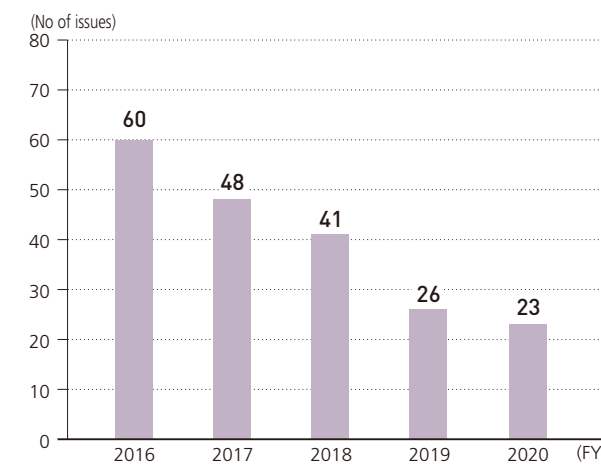
## Interest-bearing liabilities and D/E ratio



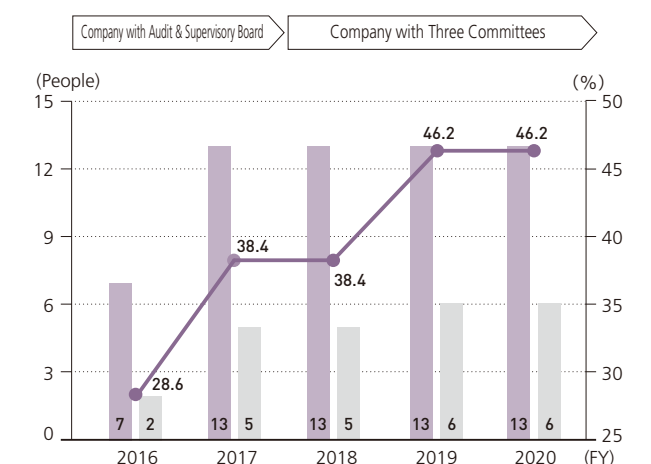
## Consolidated number of employees



## Year-end number of issues of cross-shareholdings



## Number of Directors/Outside Directors and ratio of Outside Directors



\*The inventory valuation method has been changed to the specific identification method since fiscal year 2015.

\*The Company has applied the International Financial Reporting Standards (IFRS) since fiscal year 2017. The amounts for fiscal year 2016 and before are under JGAAP.

\*The Company has applied IFRS 16 since FY2019. Accordingly, operating leases are recognized as right-of-use assets and lease liabilities, which caused significant changes in capital expenditures, depreciation and interest-bearing liabilities.

\*The main building of the Shinsaibashi store temporarily closed for rebuilding on December 30, 2015 and reopened on September 20, 2019 (Rental area increased).

\*The Urawa store closed on July 31, 2017.

\*The portions transferred to the Real Estate Business of real estate lease revenue, which had been included in store sales, for both current and previous years have been deducted since fiscal year 2017.

\*The Yamashina store closed on March 31, 2019.

\*The Shimonoseki store was placed under the direct management of Daimaru Matsuzakaya Department Stores Co. Ltd. in March 2020. (The Shimonoseki Daimaru, Inc. was merged into Daimaru Matsuzakaya Department Stores Co. Ltd.)