

# 10-year Data (Financial/Non-financial)

Millions of yen (except where otherwise indicated)

	JGAAP						IFRS				
	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2016	FY2017	FY2018	FY2019	FY2020
<b>Financial data</b>											
Net sales / Gross sales	941,415	1,092,756	1,146,319	1,149,529	1,163,564	1,108,512	1,134,342	1,138,981	1,125,153	1,133,654	766,297
— / Revenue	—	—	—	—	—	—	452,505	469,915	459,840	480,621	319,079
Gross profit	226,646	245,615	244,130	243,739	245,532	234,785	212,567	212,935	212,396	206,953	134,368
SGA	205,052	214,757	202,313	201,572	197,494	190,205	167,668	166,688	166,882	161,590	132,001
Business profit	—	—	—	—	—	—	44,898	46,842	45,514	45,363	2,366
Operating profit (loss)	21,594	30,857	41,816	42,167	48,038	44,580	41,727	49,546	40,891	40,286	(24,265)
Ordinary profit (loss) / Profit (loss) before tax	22,941	32,202	40,502	40,480	47,910	44,425	42,608	48,271	42,126	37,161	(28,672)
Profit (loss) / Profit (loss) attributable to owners of parent	18,804	12,183	31,568	19,967	26,313	26,950	27,052	28,486	27,358	21,251	(26,193)
<b>Total assets</b>											
Equity / Equity attributable to owners of parent	767,543	1,009,165	998,730	1,018,495	1,019,146	1,050,109	1,005,069	1,022,348	1,029,573	1,240,308	1,263,722
Interest-bearing liabilities	332,917	341,318	370,173	375,886	383,699	406,336	368,571	395,519	412,700	387,188	352,171
	106,025	213,085	187,950	168,458	180,922	187,799	205,952	184,202	174,378	478,773	562,815
Cash flows from operating activities	24,365	26,025	37,532	44,650	36,799	36,239	33,764	57,079	34,870	73,358	56,471
Cash flows from investing activities	(26,781)	(73,977)	(8,858)	(16,272)	(39,741)	(30,353)	(27,952)	(19,030)	(26,836)	(49,559)	(20,870)
Cash flows from financing activities	(6,872)	58,275	(32,027)	(27,587)	(1,041)	(2,189)	(2,097)	(31,048)	(21,274)	(14,829)	58,727
Capital expenditures	19,246	19,038	52,758	24,277	37,110	44,999	44,999	27,021	39,873	48,636	29,996
Depreciation	13,347	16,482	17,698	17,963	18,345	17,189	17,284	18,683	19,907	50,953	50,361
<b>Per share information [Yen]*1</b>											
Earnings (loss) per share (EPS) / Basic earnings (loss) per share	71.15	46.11	119.55	75.66	100.42	103.04	103.43	108.92	104.55	81.19	(100.03)
Book value per share (BPS) / Equity attributable to owners of parent per share	1,259.60	1,292.36	1,402.53	1,424.28	1,467.05	1,553.60	1,409.20	1,511.91	1,576.68	1,479.07	1,344.90
Dividends per share	16.00	18.00	22.00	25.00	27.00	28.00	28.00	35.00	35.00	36.00	27.00
<b>Financial indicators [%]</b>											
Ratio of gross profit to net sales / Ratio of gross profit to revenue	24.08	22.48	21.30	21.20	21.10	21.18	46.98	45.31	46.19	43.06	42.11
Ratio of SGA to net sales / Ratio of SGA to revenue	21.8	19.7	17.6	17.5	17.0	17.2	37.1	35.5	36.3	33.6	41.4
Ratio of operating profit to net sales / Ratio of operating profit to revenue	2.3	2.8	3.6	3.7	4.1	4.0	9.2	10.5	8.9	8.4	(7.6)
Return on equity (ROE) / Return on equity attributable to owners of parent (ROE)	5.8	3.6	8.9	5.4	6.9	6.8	7.6	7.5	6.8	5.4	(7.1)
Return on assets (ROA) / Return on assets (ROA)	2.8	3.5	4.2	4.2	4.7	4.3	4.2	4.9	4.0	3.2	(1.9)
Return on investment (ROI) / Return on investment (ROI)	5.3	6.5	7.3	7.3	8.6	7.7	7.6	8.4	7.2	4.5	(3.2)
Equity ratio / Ratio of equity attributable to owners of parent	43.4	33.8	37.1	36.9	37.6	38.7	36.7	38.7	40.1	31.2	27.9
Dividend payout ratio	22.5	39.0	18.4	33.1	26.9	27.2	27.1	32.1	33.5	44.3	-
<b>Non-financial indicators</b>											
Number of employees (consolidated) [People]	13,413	14,838	11,561	11,149	11,023	10,732	—	10,429	10,276	9,844	9,635
Ratio of female employees (consolidated) [%]	—	—	—	—	—	—	—	57.2	56.8	57.0	56.3
Ratio of female employees in management positions (consolidated) [%]*2	—	—	—	11.1	10.4	12.2	—	14.3	14.7	16.6	19.9
Employee turnover rate (consolidated) [%]*3	—	—	—	—	—	—	—	3.6	3.3	3.9	1.9
Ratio of male employees who took childcare leave (consolidated) [%]*4	—	—	—	—	—	—	—	—	—	—	18.8
Department store sales floor area (directly managed stores) [㎡]	573,323	569,137	543,785	529,460	498,460	498,460	—	495,331	495,331	489,023	512,935
Parco sales floor area [㎡]	443,000	442,600	442,600	451,000	456,000	409,000	—	389,000	401,000	435,800	461,000
Customer traffic (Daimaru Matsuzakaya) [1,000 people]	236,876	246,764	237,647	220,411	207,512	197,250	—	200,966	202,066	194,879	101,336
Average spend per customer (Daimaru Matsuzakaya) [Yen]	3,797	3,838	4,107	4,215	4,414	4,420	—	4,676	4,841	4,979	4,737
Number of cards issued by Daimaru Matsuzakaya [1,000 cards]	4,365	4,580	4,659	4,595	4,217	4,062	—	4,029	3,939	4,017	3,629
Number of holders of cards issued by Parco [1,000 people]	1,612	1,614	1,643	1,754	1,885	1,990	—	2,031	2,018	1,939	1,771
GHG (CO <sub>2</sub> ) emissions (consolidated) [t-CO <sub>2</sub> ][Scope 1, 2]*5	—	—	—	—	—	—	—	194,154	182,566	162,508	132,106
GHG (CO <sub>2</sub> ) emissions (consolidated) [t-CO <sub>2</sub> ][Scope 3]*6	—	—	—	—	—	—	—	3,075,130	3,123,238	3,782,555	2,922,739
Energy usage (consolidated) [MWh][Scope 1, 2]*5	—	—	—	—	—	—	—	475,513	468,366	466,214	403,973
Water usage (consolidated) [m <sup>3</sup> ]*5	—	—	—	—	—	—	—	—	—	—	2,065,467
Waste generation (consolidated) [t]*5	—	—	—	—	—	—	—	—	—	—	21,694
Packaging material usage (Daimaru Matsuzakaya) [t]*7	2,627	2,669	2,978	2,682	2,553	2,412	—	2,370	2,236	2,030	1,075

\*1 The Company's common shares were consolidated at the ratio of one share for every two shares as of September 1, 2014. Per share information has been calculated as if this consolidation of shares was conducted at the beginning of FY2011.

\*2 Manager and above positions

\*3 Number of retired employees during the year / Number of employees at the beginning of the year ×100 (%)

The number of retired employees above excludes employees who retired because of retirement age, transfer and becoming officers.

\*4 Number of male employees who took childcare leave during the year / Number of male employees whose children were born during the year × 100 (%)

\*5 Received third-party assurance from Lloyd's Register Quality Assurance Limited (LRQA).

\*6 Data for FY2019 and beyond received third-party assurance from Lloyd's Register Quality Assurance Limited (LRQA).

\*7 Packaging material usage is the weights of wrapping paper, shopping bags, paper bags, plastic bags for food products, etc.

\*IFRS 16 has been applied since FY2019.