

10-Year Data (Financial/Non-financial)

Millions of yen (except where otherwise indicated)

	JGAAP						IFRS					
	FY2012	FY2013	FY2014		FY2015	FY2016	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
Financial data												
Net sales/Gross sales	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	875,281
-/Revenue	—	—	—		—	—	452,505	469,915	459,840	480,621	319,079	331,484
Gross profit	245,615	244,130	243,739		245,532	234,785	212,567	212,935	212,396	206,953	134,368	147,842
SGA	214,757	202,313	201,572		197,494	190,205	167,668	166,688	166,882	161,590	132,001	136,123
Business profit	—	—	—		—	—	44,898	46,842	45,514	45,363	2,366	11,718
Operating profit (loss)	30,857	41,816	42,167		48,038	44,580	41,727	49,546	40,891	40,286	(24,265)	9,380
Ordinary profit (loss)/Profit (loss) before tax	32,202	40,502	40,480		47,910	44,425	42,608	48,271	42,126	37,161	(28,672)	6,190
Profit (loss)/Profit (loss) attributable to owners of parent	12,183	31,568	19,967		26,313	26,950	27,052	28,486	27,358	21,251	(26,193)	4,321
Total assets	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	1,192,907
Equity/Equity attributable to owners of parent	341,318	370,173	375,886		383,699	406,336	368,571	395,519	412,700	387,188	352,171	350,368
Interest-bearing liabilities	213,085	187,950	168,458		180,922	187,799	205,952	184,202	174,378	478,773	562,815	502,109
Cash flows from operating activities	26,025	37,532	44,650		36,799	36,239	33,764	57,079	34,870	73,358	56,471	49,866
Cash flows from investing activities	(73,977)	(8,858)	(16,272)		(39,741)	(30,353)	(27,952)	(19,030)	(26,836)	(49,559)	(20,870)	(5,289)
Cash flows from financing activities	58,275	(32,027)	(27,587)		(1,041)	(2,189)	(2,097)	(31,048)	(21,274)	(14,829)	58,727	44,577
Capital expenditures	19,038	52,758	24,277		37,110	44,999	44,999	27,021	39,873	48,636	29,996	21,083
Depreciation	16,482	17,698	17,963		18,345	17,189	17,284	18,683	19,907	50,953	50,361	49,628
Per share information [Yen]*1												
Earnings (loss) per share (EPS)/Basic earnings (loss) per share	46.11	119.55	75.66		100.42	103.04	103.43	108.92	104.55	81.19	(100.03)	16.50
Book value per share (BPS)/Equity attributable to owners of parent per share	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	1,337.29
Dividend per share	18.00	22.00	25.00		27.00	28.00	28.00	35.00	35.00	36.00	27.00	29.00
Financial indicators [%]												
Ratio of gross profit to net sales/Ratio of gross profit to revenue	22.48	21.30	21.20		21.10	21.18	46.98	45.31	46.19	43.06	42.11	44.60
Ratio of gross profit to net sales/Ratio of gross profit to revenue	19.7	17.6	17.5		17.0	17.2	37.1	35.5	36.3	33.6	41.4	41.1
Ratio of operating profit to net sales/Ratio of operating profit to revenue	2.8	3.6	3.7		4.1	4.0	9.2	10.5	8.9	8.4	(7.6)	2.8
Return on equity (ROE)/Return on equity attributable to owners of parent (ROE)	3.6	8.9	5.4		6.9	6.8	7.6	7.5	6.8	5.4	(7.1)	1.2
Return on assets (ROA)/Return on assets (ROA)	3.5	4.2	4.2		4.7	4.3	4.2	4.9	4.0	3.2	(1.9)	0.8
Return on investment (ROI)/Return on investment (ROI)	6.5	7.3	7.3		8.6	7.7	7.6	8.4	7.2	4.5	(3.2)	1.2
Equity ratio/Ratio of equity attributable to owners of parent	33.8	37.1	36.9		37.6	38.7	36.7	38.7	40.1	31.2	27.9	29.4
Dividend payout ratio	39.0	18.4	33.1		26.9	27.2	27.1	32.1	33.5	44.3	—	175.7
Non-financial indicators												
Number of employees (consolidated) [People]	14,838	11,561	11,149		11,023	10,732	—	10,429	10,276	9,844	9,635	8,148
Share of female employees (consolidated) [%]	—	—	—		—	—	—	57.2	56.8	57.0	56.3	55.6
Share of women in management positions (consolidated) [%]*3	—	—	11.1		10.4	12.2	—	14.3	14.7	16.6	19.9	21.3
Employee turnover rate (consolidated) [%]*4	—	—	—		—	—	—	3.6	3.3	3.9	1.9	10.5
Paternity leave usage rate (consolidated) [%]*3, 5	—	—	—		—	—	—	—	—	—	18.8	43.6
Employment rate of disabled people (consolidated) [%]*3	—	—	—		—	—	—	—	—	2.21	2.21	2.66
Department store sales floor area (directly managed stores) [m²]	569,137	543,785	529,460		498,460	498,460	—	495,331	495,331	489,023	512,935	494,715
Parco sales floor area [m²]	442,600	442,600	451,000		456,000	409,000	—	389,000	401,000	435,800	461,000	462,000
Customer traffic (Daimaru Matsuzakaya) [1,000 people]	246,764	237,647	220,411		207,512	197,250	—	200,966	202,066	194,879	101,336	119,883
Average spend per customer (Daimaru Matsuzakaya) [Yen]	3,838	4,107	4,215		4,414	4,420	—	4,676	4,841	4,979	4,737	5,003
Number of private label cards issued (Daimaru Matsuzakaya) [1,000 cards]	4,580	4,659	4,595		4,217	4,062	—	4,029	3,939	4,017	3,629	3,753
Number of users of private label cards (Parco) [1,000 people]	1,614	1,643	1,754		1,885	1,990	—	2,031	2,018	1,939	1,771	1,612
GHG emissions (consolidated) [t-CO₂] [Scope 1, 2]*6	—	—	—		—	—	—	194,154	182,566	162,508	132,106	122,812
GHG emissions (consolidated) [t-CO₂] [Scope 3]*6, 7	—	—	—		—	—	—	2,927,320	3,123,238	3,782,555	2,470,411*8	2,420,492
Energy usage (consolidated) [MWh] [Scope 1, 2]*3	—	—	—		—	—	—	475,513	468,366	466,214	403,973	428,049
Renewable energy usage (consolidated) [MWh]*3	—	—	—		—	—	—	—	—	13,046	29,647	62,156
Water usage (consolidated) [m³]*6	—	—	—		—	—	—	—	—	—	2,065,467	2,449,396
Waste generation (consolidated) [t]*6	—	—	—		—	—	—	—	—	—	21,694	26,637
Packaging material usage (Daimaru Matsuzakaya) [t]*8	2,669	2,978	2,682		2,553	2,412	—	2,370	2,236	2,030	1,075	1,315

*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 Figures for FY2021 received third-party assurance from LRQA Limited.
*4 Number of retired employees during the fiscal year/Number of employees at the beginning of the fiscal year ×100 (%)
The number of retired employees above excludes the employees who retired because of retirement age, expiration of contract, transfer and becoming officers.

*5 Number of male employees who took childcare leave during the fiscal year/Number of male employees whose children were born during the fiscal year × 100 (%)
*6 Received third-party assurance from LRQA Limited.
*7 Recalculated Category 9 emissions for the SBT base year (FY2017) in accordance with the GHG Protocol in 2021 and received approval from SBTi again.
*8 Revised the method for calculating Category 1 emissions and received third-party assurance again.

*IFRS 16 has been applied since FY2019.