

10-Year Data (Financial/Non-financial)

Millions of yen (except where otherwise indicated)

	JGAAP			IFRS								
	FY2016	FY2016	FY2017		FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Consolidated P&L												
Gross sales	1,108,512	1,134,342	1,138,981		1,125,153	1,133,654	766,297	865,919	998,755	1,151,972	1,268,322	1,290,489
Revenue	—	452,505	469,915		459,840	480,621	319,079	331,484	359,679	407,006	441,877	445,094
Gross profit	234,785	212,567	212,935		212,396	206,953	134,368	147,842	169,536	195,516	212,596	215,412
Selling, general and administrative expenses (SGA)	190,205	167,668	166,688		166,882	161,590	132,001	136,123	144,682	151,185	159,106	164,814
Business profit	—	44,898	46,842		45,514	45,363	2,366	11,718	24,854	44,330	53,490	50,597
Operating profit (loss)	44,580	41,727	49,546		40,891	40,286	(24,265)	9,380	19,059	43,048	58,199	49,015
Profit (loss) / Profit (loss) attributable to owners of parent	26,950	27,052	28,486		27,358	21,251	(26,193)	4,321	14,237	29,913	41,424	28,282
(Business profit by segment)												
Department Store Business	—	24,592	26,453		25,154	26,461	(4,899)	1,798	12,834	26,265	33,982	30,900
SC Business	—	—	—		—	—	—	3,844	5,382	8,379	12,745	14,007
Parco Business	—	12,520	10,284		8,723	8,582	2,062	—	—	—	—	—
Developer Business	—	—	—		—	—	—	3,134	2,947	7,546	8,360	7,386
Real Estate Business	—	—	3,251		5,062	4,364	2,637	—	—	—	—	—
Payment and Finance Business	—	2,844	2,803		2,338	1,901	396	1,906	3,486	2,777	1,637	962
Other Business	—	4,410	4,490		3,605	4,926	3,204	1,252	924	965	832	539
Adjustments	—	211	(440)		629	(873)	(1,035)	(217)	(722)	(1,602)	(4,069)	(3,200)
(Operating profit by segment) *Operating profit for years prior to 2016 is based on JGAAP.												
Department Store Business	24,592	—	26,659		24,194	17,625	(22,199)	(4,594)	7,529	23,587	29,677	29,856
SC Business	—	—	—		—	—	—	2,055	3,733	9,414	12,850	13,669
Parco Business	12,520	—	11,752		5,445	10,823	(6,895)	—	—	—	—	—
Developer Business	—	—	—		—	—	—	4,711	3,695	7,437	8,189	7,023
Real Estate Business	—	—	4,131		4,664	6,725	1,986	—	—	—	—	—
Payment and Finance Business	2,844	—	2,742		2,360	1,908	421	1,970	3,485	2,583	1,460	920
Other Business	4,410	—	4,744		3,507	4,700	2,852	1,199	899	1,370	797	435
Adjustments	211	—	(483)		717	(1,496)	(430)	4,039	(283)	(1,343)	5,224	(2,890)
(SGA)												
Personnel expenses	67,879	—	62,989		62,692	56,880	48,627	49,944	47,284	50,067	54,840	55,903
Advertising expenses	26,544	—	10,534		10,364	11,729	7,996	9,189	10,489	10,639	10,802	12,182
Packing and transportation costs	6,456	—	4,992		3,837	3,664	2,985	2,849	2,872	2,626	2,662	2,898
Rent expenses	28,637	—	24,372		23,418	2,389	2,105	997	542	—	—	—
Depreciation	14,843	—	10,944		11,580	30,601	25,135	25,971	26,915	25,053	24,961	24,320
Labor costs	15,621	—	8,148		8,296	9,296	6,117	6,677	9,581	11,274	11,050	12,227
Other	30,222	—	44,705		46,692	47,029	39,033	40,494	46,996	51,523	54,789	57,282
(Capital expenditures / depreciation)												
Capital expenditures	44,999	—	27,021		39,873	37,912	22,922	12,616	15,014	14,734	19,698	23,076
Right-of-use assets	—	—	—		—	10,723	7,073	8,467	8,400	1,460	4,157	3,395
Total investment	—	—	—		—	48,636	29,996	21,083	23,415	16,194	23,855	26,471
Depreciation (including the amount included in cost)	17,189	—	18,683		19,907	50,953	50,361	49,629	49,107	46,492	45,593	44,290
Consolidated BS												
Total assets	1,050,109	1,005,069	1,022,348		1,029,573	1,240,308	1,263,722	1,192,907	1,120,953	1,114,726	1,164,147	1,141,567
Shareholders' equity / Equity attributable to owners of parent	406,336	368,571	395,519		412,700	387,188	352,171	350,368	359,385	381,898	409,646	415,586
Interest-bearing liabilities	187,799	205,952	184,202		174,378	478,773	562,815	502,109	413,949	364,398	363,578	336,675
Consolidated CF												
Cash flows from operating activities	36,239	33,764	57,079		34,870	73,358	56,471	49,866	65,480	90,692	85,812	66,992
Cash flows from investing activities	(30,353)	(27,952)	(19,030)		(26,836)	(49,559)	(20,870)	(5,289)	(13,371)	13,429	(28,308)	(15,154)
Cash flows from financing activities	(2,189)	(2,097)	(31,048)		(21,274)	(14,829)	58,727	(80,392)	(105,694)	(72,746)	(74,001)	(70,782)
Per share information												
Basic earnings (loss) per share (yen)	103.04	103.43	108.92		104.55	81.19	(100.03)	16.50	54.32	114.06	160.35	112.93
Equity attributable to owners of parent per share (yen)	1,553.60	1,409.20	1,511.91		1,576.68	1,479.07	1,344.91	1,337.29	1,370.43	1,453.71	1,597.24	1,671.35
Dividend per share (yen)	28.00	28.00	35.00		35.00	36.00	27.00	29.00	31.00	36.00	52.00	54.00
Dividend payout ratio (%)	27.2	27.1	32.1		33.5	44.3	—	175.7	57.1	31.6	32.4	47.8
Financial indicators (%)												
Return on equity (ROE)	6.8	7.6	7.5		6.8	5.4	(7.1)	1.2	4.0	8.1	10.5	6.9
Return on total assets (ROA)	4.3	4.2	4.9		4.0	3.2	(1.9)	0.8	1.6	3.9	5.1	4.3
Return on invested capital (ROIC)	—	—	—		—	—	—	—	—	5.1	6.2	5.9
Return on investment (ROI)	7.7	7.6	8.4		7.2	4.5	(3.2)	1.2	2.7	—	—	—
Interest-bearing liabilities to equity attributable to owners of parent ratio (times)	0.46	0.56	0.47		0.42	1.24	1.60	1.43	1.15	0.95	0.89	0.81
Non-financial information related to operating companies												
Daimaru Matsuzakaya Department Stores sales floor area (㎡)	498,460	—	495,331		495,331	489,023	512,935	494,715	494,715	494,715	494,715	494,715
Parco business area (㎡)	409,000	—	389,000		401,000	435,800	461,000	462,000	462,000	439,000	422,000	400,000
Daimaru Matsuzakaya Department Stores foot traffic (1,000 people)	197,250	—	200,966		202,066	194,879	101,336	119,883	149,974	176,297	183,009	188,203
Daimaru Matsuzakaya Department Stores average spend per customer (yen)	4,420	—	4,676		4,841	4,979	4,737	5,003	5,560	6,343	7,141	7,067
Number of cards issued by JFR Card (1,000 cards)	1,897	—	1,923		1,929	1,893	1,703	1,530	1,419	1,328	1,272	1,332

1. The Company has adopted the International Financial Reporting Standards (IFRS) since FY2017. Figures for fiscal years prior to FY2016 are based on Japanese Generally Accepted Accounting Principles (JGAAP).

2. Gross sales are calculated by converting sales from purchase recorded at the time of sale (*shoka shiire*) of the Department Store Business and Other (Daimaru Kogyo), which are recognized as revenue under IFRS, into gross amount and converting the net amount of sales of the SC Business (Parco SC) into tenant transaction volume (gross amount basis). As for Other (Daimaru Kogyo), sales from *shoka shiire* have not been converted into gross amount since FY2022.

3. Business profit is calculated by subtracting cost of sales and SGA from revenue, and roughly corresponds to “operating profit” under JGAAP.