

Financial/Non-financial Highlights



Millions of yen (except where otherwise indicated)

| | FY2009 | FY2010 | FY2011 | FY2012 |
|--|----------|----------|----------|-----------|
| Net sales / Gross sales | 982,533 | 950,102 | 941,415 | 1,092,756 |
| – / Revenue | – | – | – | – |
| Gross profit | 240,211 | 229,588 | 226,646 | 245,615 |
| SGA | 221,627 | 209,265 | 205,052 | 214,757 |
| Business profit | – | – | – | – |
| Operating profit | 18,584 | 20,323 | 21,594 | 30,857 |
| Ordinary profit / Profit before tax | 19,966 | 21,092 | 22,941 | 32,202 |
| Profit / Profit attributable to owners of parent | 8,167 | 8,862 | 18,804 | 12,183 |
| Total assets | 804,534 | 775,029 | 767,543 | 1,009,165 |
| Equity | 314,494 | 318,033 | 332,917 | 341,318 |
| Net assets | 323,506 | 327,242 | 342,561 | 390,667 |
| Interest-bearing debt | 125,937 | 108,658 | 106,025 | 213,085 |
| Cash flows from operating activities | 22,996 | 21,270 | 24,365 | 26,025 |
| Cash flows from investing activities | (40,879) | (8,432) | (26,781) | (73,977) |
| Cash flows from financing activities | 29,212 | (23,128) | (6,872) | 58,275 |
| Capital expenditures | 59,566 | 20,020 | 19,246 | 19,038 |
| Depreciation (including cost) | 13,295 | 13,610 | 13,347 | 16,482 |
| Per share information (Yen) | | | | |
| Earnings per share (EPS) / Basic earnings per share ^{*1} | 30.90 | 33.53 | 71.15 | 46.11 |
| Book value per share (BPS) / Equity attributable to owners of parent per share ^{*1} | 1,189.79 | 1,203.24 | 1,259.60 | 1,292.36 |
| Dividends per share ^{*1} | 14.00 | 14.00 | 16.00 | 18.00 |
| Financial indicators (%) | | | | |
| Ratio of gross profit to net sales / Ratio of gross profit to revenue | 24.45 | 24.16 | 24.08 | 22.48 |
| Ratio of SGA to net sales / Ratio of SGA to revenue | 22.6 | 22.0 | 21.8 | 19.7 |
| Ratio of operating profit to net sales / Ratio of operating profit to revenue | 1.9 | 2.1 | 2.3 | 2.8 |
| Return on equity (ROE) / Return on equity attributable to owners of parent (ROE) | 2.6 | 2.8 | 5.8 | 3.6 |
| Return on assets (ROA) / Return on assets (ROA) | 2.4 | 2.6 | 2.8 | 3.5 |
| Return on investment (ROI) / Return on investment (ROI) | 4.7 | 4.9 | 5.3 | 6.5 |
| Equity ratio / Equity ratio attributable to owners of parent | 39.1 | 41.0 | 43.4 | 33.8 |
| Dividend payout ratio | 45.3 | 41.8 | 22.5 | 39.0 |
| Non-financial indicators | | | | |
| Number of employees (consolidated) (People) | 15,431 | 14,307 | 13,413 | 14,838 |
| Ratio of female employees (consolidated) (%) | – | – | – | – |
| Ratio of female employees in management positions (consolidated) (%) ^{*2} | – | – | – | – |
| Employee turnover rate (consolidated) (%) ^{*3} | – | – | – | – |
| Post-retirement re-employment rate (consolidated) (%) | – | – | – | – |
| Department store sales floor area (directly managed stores) (m ²) | 570,117 | 549,739 | 573,323 | 569,137 |
| Parco sales floor area (m ²) | 444,500 | 454,000 | 443,000 | 442,600 |
| Customer traffic (Daimaru Matsuzakaya) (1,000 people) | – | 224,242 | 236,876 | 246,764 |
| Average spend per customer (Daimaru Matsuzakaya) (Yen) | – | 3,842 | 3,797 | 3,838 |
| Number of cards issued by Daimaru Matsuzakaya (1,000 cards) | 3,872 | 4,056 | 4,365 | 4,580 |
| Number of holders of cards issued by Parco (1,000 people) | 1,574 | 1,618 | 1,612 | 1,614 |
| GHG (CO ₂) emissions (consolidated) (t-CO ₂) ^{*4} | – | – | – | – |
| Energy consumption (consolidated) crude oil equivalent (kl) ^{*5} | – | – | – | – |
| Packaging material consumption (Daimaru Matsuzakaya) (t) ^{*6} | – | 2,574 | 2,627 | 2,669 |
| Waste disposal (Daimaru Matsuzakaya) (t) ^{*7} | – | 10,803 | 11,004 | 10,797 |
| Food waste disposal (Daimaru Matsuzakaya) (t) ^{*8} | – | 2,517 | 2,327 | 2,109 |

*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 FY2007.

*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 and 5 Certified by Lloyd's Register Quality Assurance Limited (LRQA)

IFRS

| FY2013 | FY2014 | FY2015 | FY2016 | FY2016 | FY2017 | FY2018 |
|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| 1,146,319 | 1,149,529 | 1,163,564 | 1,108,512 | 1,134,342 | 1,138,981 | 1,125,153 |
| — | — | — | — | 452,505 | 469,915 | 459,840 |
| 244,130 | 243,739 | 245,532 | 234,785 | 212,567 | 212,935 | 212,396 |
| 202,313 | 201,572 | 197,494 | 190,205 | 167,668 | 166,688 | 166,882 |
| — | — | — | — | 44,898 | 46,842 | 45,514 |
| 41,816 | 42,167 | 48,038 | 44,580 | 41,727 | 49,546 | 40,891 |
| 40,502 | 40,480 | 47,910 | 44,425 | 42,608 | 48,271 | 42,126 |
| 31,568 | 19,967 | 26,313 | 26,950 | 27,052 | 28,486 | 27,358 |
| 998,730 | 1,018,495 | 1,019,146 | 1,050,109 | 1,005,069 | 1,022,348 | 1,029,573 |
| 370,173 | 375,886 | 383,699 | 406,336 | 368,571 | 395,519 | 412,700 |
| 422,215 | 430,260 | 440,594 | 465,839 | | | — |
| 187,950 | 168,458 | 180,922 | 187,799 | 205,952 | 184,202 | 174,378 |
| 37,532 | 44,650 | 36,799 | 36,239 | 33,764 | 57,079 | 34,870 |
| (8,858) | (16,272) | (39,741) | (30,353) | (27,952) | (19,030) | (26,836) |
| (32,027) | (27,587) | (1,041) | (2,189) | (2,097) | (31,048) | 8,033 |
| 52,758 | 24,277 | 37,110 | 44,999 | 44,999 | 27,021 | 39,873 |
| 17,698 | 17,963 | 18,345 | 17,189 | 17,284 | 18,683 | 19,907 |
| 119.55 | 75.66 | 100.42 | 103.04 | 103.43 | 108.92 | 104.55 |
| 1,402.53 | 1,424.28 | 1,467.05 | 1,553.60 | 1,409.20 | 1,511.91 | 1,576.68 |
| 22.00 | 25.00 | 27.00 | 28.00 | 28.00 | 35.00 | 35.00 |
| 21.30 | 21.20 | 21.10 | 21.18 | 46.98 | 45.31 | 46.19 |
| 17.6 | 17.5 | 17.0 | 17.2 | 37.1 | 35.5 | 36.3 |
| 3.6 | 3.7 | 4.1 | 4.0 | 9.2 | 10.5 | 8.9 |
| 8.9 | 5.4 | 6.9 | 6.8 | 7.6 | 7.5 | 6.8 |
| 4.2 | 4.2 | 4.7 | 4.3 | 4.2 | 4.9 | 4.0 |
| 7.3 | 7.3 | 8.6 | 7.7 | 7.6 | 8.4 | 7.2 |
| 37.1 | 36.9 | 37.6 | 38.7 | 36.7 | 38.7 | 40.1 |
| 18.4 | 33.1 | 26.9 | 27.2 | 27.1 | 32.1 | 33.5 |
| 11,561 | 11,149 | 11,023 | 10,732 | — | 10,429 | 10,276 |
| — | — | — | — | — | 57.2 | 56.8 |
| — | 11.1 | 10.4 | 12.2 | — | 14.3 | 14.7 |
| — | — | — | — | — | 3.6 | 3.3 |
| — | — | — | — | — | 55.3 | 73.1 |
| 543,785 | 529,460 | 498,460 | 498,460 | — | 495,331 | 495,331 |
| 442,600 | 451,000 | 456,000 | 409,000 | — | 389,000 | 401,000 |
| 237,647 | 220,411 | 207,512 | 197,250 | — | 200,966 | 202,066 |
| 4,107 | 4,215 | 4,414 | 4,420 | — | 4,676 | 4,841 |
| 4,659 | 4,595 | 4,217 | 4,062 | — | 4,029 | 3,939 |
| 1,643 | 1,754 | 1,885 | 1,990 | — | 2,031 | 2,018 |
| — | — | — | — | — | 194,154 | 182,566 |
| — | — | — | — | — | 101,143 | 99,761 |
| 2,978 | 2,682 | 2,553 | 2,412 | — | 2,370 | 2,236 |
| 10,456 | 9,205 | 8,198 | 8,256 | — | 7,669 | 7,298 |
| 1,955 | 1,718 | 1,527 | 1,826 | — | 2,081 | 1,867 |

*5 Energy consumption is the crude oil equivalent of the total consumption of electricity, gas, gasoline, light/heavy oil, etc. (kiloliter).

*6-8 Total of Daimaru Matsuzakaya, Hakata Daimaru, Shimonoseki Daimaru, Kochi Daimaru and Tottori Daimaru

*6 Packaging material consumption is the weights of wrapping paper, shopping bags, paper bags, plastic bags for food products, etc. (ton).

*7 Waste disposal is the weights after subtracting the weights of waste recycled from the total weights of waste generated including general waste, raw garbage and industrial waste (ton).

*8 Food waste disposal is included in waste disposal.

*9 Daimaru Matsuzakaya: Daimaru Matsuzakaya Department Stores