10-year Data (Financial/Non-financial)

JGAAP

llions of yen (except where otherwise indicated)			Section (Section (Section Community)		
	FY2010	FY2011	FY2012	FY2013	
Financial data					
Net sales / Gross sales	950,102	941,415	1,092,756	1,146,319	
- / Revenue	-	_	_	_	
Gross profit	229,588	226,646	245,615	244,130	
SGA	209,265	205,052	214,757	202,313	
Business profit	i—		-	-	
Operating profit	20,323	21,594	30,857	41,816	
Ordinary profit / Profit before tax	21,092	22,941	32,202	40,502	
Profit / Profit attributable to owners of parent	8,862	18,804	12,183	31,568	
Total assets	775,029	767,543	1,009,165	998,730	
Equity / Equity attributable to owners of parent	318,033	332,917	341,318	370,173	
Interest-bearing liabilities	108,658	106,025	213,085	187,950	
Cash flows from operating activities	21,270	24,365	26,025	37,532	
Cash flows from investing activities	(8,432)	(26,781)	(73,977)	(8,858)	
Cash flows from financing activities	(23,128)	(6,872)	58,275	(32,027)	
Casil flows from financing activities	(23,120)	(0,672)	36,273	(32,027)	
Capital expenditures	20,020	19,246	19,038	52,758	
Depreciation (including cost)	13,610	13,347	16,482	17,698	
Depreciation (including cost)	13,010	13,347	10,462	17,098	
Per share information [Yen]*1					
Earnings per share (EPS) / Basic earnings per share	33.53	71.15	46.11	119.55	
Book value per share (BPS) / Equity attributable to owners of parent per share	1,203.24	1,259.60	1,292.36	1,402.53	
Dividends per share	14.00	16.00	18.00	22.00	
Financial indicators [%]					
Ratio of gross profit to net sales / Ratio of gross profit to revenue	24.16	24.08	22.48	21.30	
Ratio of SGA to net sales / Ratio of SGA to revenue	22.0	21.8	19.7	17.6	
Ratio of operating profit to net sales / Ratio of operating profit to revenue	2.1	2.3	2.8	3.6	
Return on equity (ROE) / Return on equity attributable to owners of parent (ROE)	2.8	5.8	3.6	8.9	
Return on assets (ROA) / Return on assets (ROA)	2.6	2.8	3.5	4.2	
Return on investment (ROI) / Return on investment (ROI)	4.9	5.3	6.5	7.3	
Equity ratio / Ratio of equity attributable to owners of parent	41.0	43.4	33.8	37.1	
Dividend payout ratio	41.8	22.5	39.0	18.4	
Non-financial indicators					
Number of employees (consolidated) [People]	14,307	13,413	14,838	11,561	
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]	549,739	573,323	569,137	543,785	
Parco sales floor area [m]	454,000	443,000	442,600	442,600	
Customer traffic (Daimaru Matsuzakaya) [1,000 people]	224,242	236,876	246,764	237,647	
Average spend per customer (Daimaru Matsuzakaya) [Yen]	3,842	3,797	3,838	4,107	
Number of cards issued by Daimaru Matsuzakaya [1,000 cards]	4,056	4,365	4,580	4,659	
Number of holders of cards issued by Parco [1,000 people]	1,618	1,612	1,614	1,643	
GHG (CO ₂) emissions (consolidated) [t-CO ₂] [Scope 1, 2]*4	_	_		_	
GHG (CO ₂) emissions (consolidated) [t-CO ₂] [Scope 3] *5	_	_	_	_	
Energy consumption (consolidated) crude oil equivalent [kl] [Scope 1, 2]*4	-	_	-	- 1	
Packaging material consumption (Daimaru Matsuzakaya) [t]*6	2,574	2,627	2,669	2,978	
Waste disposal (Daimaru Matsuzakaya) [t]*7	10,803	11,004	10,797	10,456	
Food waste disposal (Daimaru Matsuzakaya) [t]*8	2,517	2,327	2,109	1,955	

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.

Manager and above positions

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.

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

IFRS

FY2014	FY2015	FY2016	FY2016	FY2017	FY2018	FY2019
1,149,529	1,163,564	1,108,512	1,134,342	1,138,981	1,125,153	1,133,654
_	_	_	452,505	469,915	459,840	480,621
243,739	245,532	234,785	212,567	212,935	212,396	206,953
201,572	197,494	190,205	167,668	166,688	166,882	161,590
_		11	44,898	46,842	45,514	45,363
42,167	48,038	44,580	41,727	49,546	40,891	40,286
40,480	47,910	44,425	42,608	48,271	42,126	37,161
19,967	26,313	26,950	27,052	28,486	27,358	21,251
4 040 405	4 040 446	4.050.400	1 005 050	4 000 040	4 020 572	4 2 40 200
1,018,495	1,019,146	1,050,109	1,005,069	1,022,348	1,029,573	1,240,308
375,886	383,699	406,336	368,571	395,519	412,700	387,188
168,458	180,922	187,799	205,952	184,202	174,378	478,773
44.650	26 700	26.220	22.764	F7 070	24.970	72.250
44,650	36,799	36,239	33,764	57,079	34,870	73,358
(16,272)	(39,741)	(30,353)	(27,952)	(19,030)	(26,836)	(49,559)
(27,587)	(1,041)	(2,189)	(2,097)	(31,048)	(21,274)	(14,829)
24 277	27 110	44.000	44,000	27.021	20.072	49.636
24,277	37,110	44,999	44,999	27,021	39,873 19,907	48,636
17,963	18,345	17,189	17,284	18,683	19,907	50,953
75.66	100.42	102.04	102.42	100.03	104 FF	01.10
75.66	100.42	103.04	103.43	108.92	104.55	81.19
1,424.28	1,467.05	1,553.60	1,409.20	1,511.91	1,576.68	1,479.07
25.00	27.00	28.00	28.00	35.00	35.00	36.00
21.20	21 10	21.10	46.98	45.21	46.10	12.06
21.20 17.5	21.10	21.18		45.31 35.5	46.19	43.06
	17.0	17.2 4.0	37.1	100 00 00 00 00 00 00 00 00 00 00 00 00	36.3	33.6 8.4
3.7	4.1	6.8	9.2	10.5	8.9	
5.4	6.9	4.3	7.6	7.5	6.8	5.4 3.2
4.2 7.3	4.7 8.6	7.7	4.2 7.6	4.9 8.4	4.0	4.5
36.9	37.6	38.7	36.7	38.7	40.1	
33.1	26.9	27.2	27.1	32.1	33.5	31.2 44.3
33.1	20.9	27.2	27.1	32.1	33.3	44.3
11,149	11,023	10,732	_	10,429	10,276	9,844
-	11,023	10,732	_	57.2	56.8	57.0
11.1	10.4	12.2	_	14.3	14.7	16.6
_	- 10.4	-	-	3.6	3.3	3.9
_	_	·	_	55.3	73.1	91.6
529,460	498,460	498,460	_	495,331	495,331	489,023
451,000	456,000	409,000	_	389,000	401,000	435,800
220,411	207,512	197,250	_	200,966	202,066	194,879
4,215	4,414	4,420	=	4,676	4,841	4,979
4,595	4,217	4,062	_	4,029	3,939	4,017
1,754	1,885	1,990	_	2,031	2,018	1,939
-	-	_	-	194,154	182,566	162,508
_	_	y — ;	_	3,075,130	3,123,238	3,782,555
_	-	_	_	101,143	99,761	99,478
2,682	2,553	2,412	_	2,370	2,236	2,030
9,205	8,198	8,256	-	7,669	7,264	7,112
1,718	1,527	1,826	_	2,081	1,835	1,752
1,710	1,521	1,020		2,001	1,055	1,132

*IFRS 16 has been applied since FY2019.

^{*5} FY2019 data received third-party assurance from Lloyd's Register Quality Assurance Limited (LRQA).

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

*6-8 Packaging material consumption is the weights of wrapping paper, shopping bags, paper bags, plastic bags for food products, etc. (ton).

*7-8 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).

*8-8 Food waste disposal is included in waste disposal.

*9 Daimaru Matsuzakaya: Daimaru Matsuzakaya Department Stores