

10-Year Data (Financial/Non-financial)

Millions of yen (except where otherwise indicated)

	JGAAP			IFRS							
	FY2014	FY2015	FY2016	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Consolidated PL											
Gross sales	1,149,529	1,163,564	1,108,512	1,134,342	1,138,981	1,125,153	1,133,654	766,297	865,919	998,755	1,151,972
Revenue	—	—	—	452,505	469,915	459,840	480,621	319,079	331,484	359,679	407,006
Gross profit	243,663	245,532	234,785	212,567	212,935	212,396	206,953	134,368	147,842	169,536	195,516
Selling, general and administrative expenses (SGA)	201,572	197,494	190,205	167,668	166,688	166,882	161,590	132,001	136,123	144,682	151,185
Business profit	—	—	—	44,898	46,842	45,514	45,363	2,366	11,718	24,854	44,330
Operating profit (loss)	42,091	48,038	44,580	41,727	49,546	40,891	40,286	(24,265)	9,380	19,059	43,048
Profit (loss) / Profit (loss) attributable to owners of parent	19,918	26,313	26,950	27,052	28,486	27,358	21,251	(26,193)	4,321	14,237	29,913
(Business profit by segment)											
Department Store Business	—	—	—	24,592	26,453	25,154	26,461	(4,899)	1,798	12,834	26,265
SC Business	—	—	—	—	—	—	—	—	3,844	5,382	8,379
Parco Business	—	—	—	12,520	10,284	8,723	8,582	2,062	—	—	—
Developer Business	—	—	—	—	—	—	—	—	3,134	2,947	7,546
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
Other Business	—	—	—	4,410	4,490	3,605	4,926	3,204	1,252	924	965
Adjustments	—	—	—	211	(440)	629	(873)	(1,035)	(217)	(722)	(1,602)
(Operating profit by segment) *Operating profit for years prior to 2016 is based on JGAAP.											
Department Store Business	23,115	28,786	24,592	—	26,659	24,194	17,625	(22,199)	(4,594)	7,529	23,587
SC Business	—	—	—	—	—	—	—	—	2,055	3,733	9,414
Parco Business	12,255	12,582	12,520	—	11,752	5,445	10,823	(6,895)	—	—	—
Developer Business	—	—	—	—	—	—	—	—	4,711	3,695	7,437
Real Estate Business	—	—	—	—	4,131	4,664	6,725	1,986	—	—	—
Payment and Finance Business	3,424	2,703	2,844	—	2,742	2,360	1,908	421	1,970	3,485	2,583
Other Business	3,485	4,122	4,410	—	4,744	3,507	4,700	2,852	1,199	899	1,370
Adjustments	(190)	(156)	211	—	(483)	717	(1,496)	(430)	4,039	(283)	(1,343)
(SGA)											
Personnel expenses	71,059	69,470	67,879	—	62,989	62,692	56,880	48,627	49,944	47,284	50,067
Advertising expenses	30,319	27,733	26,544	—	10,534	10,364	11,729	7,996	9,189	10,489	10,639
Packing and transportation costs	7,631	7,053	6,456	—	4,992	3,837	3,664	2,985	2,849	2,872	2,626
Rent expenses	28,366	28,682	28,637	—	24,372	23,418	2,389	2,105	997	542	—
Depreciation	16,023	16,194	14,843	—	10,944	11,580	30,601	25,135	25,971	26,915	25,053
Operational costs	16,567	16,338	15,621	—	8,148	8,296	9,296	6,117	6,677	9,581	11,274
Other	31,604	32,020	30,222	—	44,705	46,692	47,029	39,033	40,494	46,996	51,523
(Capital expenditures / depreciation)											
Capital expenditures	24,277	37,110	44,999	—	27,021	39,873	37,912	22,922	12,616	15,014	14,734
Right-of-use assets	—	—	—	—	—	—	10,723	7,073	8,467	8,400	1,460
Total investment	—	—	—	—	—	—	48,636	29,996	21,083	23,415	16,194
Depreciation (including the amount included in cost)	17,963	18,345	17,189	—	18,683	19,907	50,953	50,361	49,629	49,107	46,492
Consolidated BS											
Total assets	1,018,700	1,019,146	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
Shareholders' equity / Equity attributable to owners of parent	376,091	383,699	406,336	368,571	395,519	412,700	387,188	352,171	350,368	359,385	381,898
Interest-bearing liabilities	168,458	180,922	187,799	205,952	184,202	174,378	478,773	562,815	502,109	413,949	364,398
Consolidated CF											
Cash flows from operating activities	44,650	36,799	36,239	33,764	57,079	34,870	73,358	56,471	49,866	65,480	90,692
Cash flows from investing activities	(16,272)	(39,741)	(30,353)	(27,952)	(19,030)	(26,836)	(49,559)	(20,870)	(5,289)	(13,371)	13,429
Cash flows from financing activities	(27,587)	(1,041)	(2,189)	(2,097)	(31,048)	(21,274)	(14,829)	58,727	(80,392)	(105,694)	(72,746)
Per share information											
Basic earnings (loss) per share (Yen)	75.47	100.42	103.04	103.43	108.92	104.55	81.19	(100.03)	16.50	54.32	114.06
Equity attributable to owners of parent per share (Yen)	1,425.05	1,467.05	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
Dividend per share (Yen)	25.00	27.00	28.00	28.00	35.00	35.00	36.00	27.00	29.00	31.00	36.00
Dividend payout ratio (%)	33.1	26.9	27.2	27.1	32.1	33.5	44.3	—	175.7	57.1	31.6
Financial indicators (%)											
Ratio of profit to equity attributable to owners of parent (ROE)	5.3	6.9	6.8	7.6	7.5	6.8	5.4	(7.1)	1.2	4.0	8.1
Return on total assets (ROA)	4.2	4.7	4.3	4.2	4.9	4.0	3.2	(1.9)	0.8	1.6	3.9
Return on invested capital (ROIC)	—	—	—	—	—	—	—	—	—	—	5.1
Return on investment (ROI)	7.3	8.6	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)	0.45	0.47	0.46	0.56	0.47	0.42	1.24	1.60	1.43	1.15	0.95
Non-financial information related to operating companies											
Daimaru Matsuzakaya Department Stores sales floor area (㎡)	529,460	498,460	498,460	—	495,331	495,331	489,023	512,935	494,715	494,715	494,715
Parco business area (㎡)	451,000	456,000	409,000	—	389,000	401,000	435,800	461,000	462,000	462,000	439,000
Daimaru Matsuzakaya Department Stores customer traffic (1,000 people)	220,411	207,512	197,250	—	200,966	202,066	194,879	101,336	119,883	149,974	176,297
Daimaru Matsuzakaya Department Stores average spend per customer (Yen)	4,215	4,414	4,420	—	4,676	4,841	4,979	4,737	5,003	5,560	6,343
Number of proprietary cards issued (Daimaru Matsuzakaya Department Stores) (1,000 cards)	4,595	4,217	4,062	—	4,029	3,939	4,017	3,629	3,753	4,281	4,661
Number of users of proprietary cards (Parco) (1,000 people)	1,754	1,885	1,990	—	2,031	2,018	1,939	1,771	1,612	1,474	1,270

1. The inventory valuation method was changed to the specific identification method in FY2015.

2. The Company has adopted the International Financial Reporting Standards (IFRS) since FY2017. Figures for fiscal years prior to FY2016 are based on JGAAP.

3. 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.

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