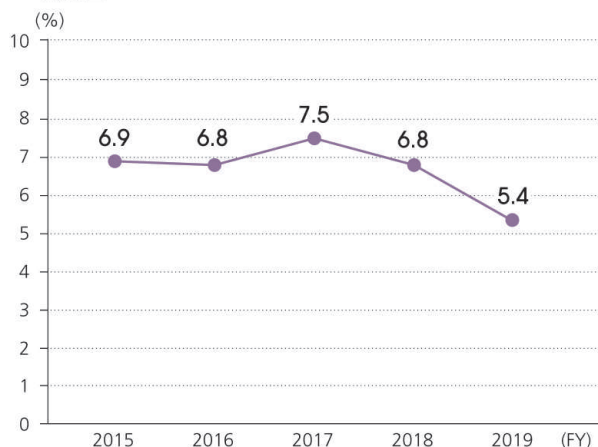
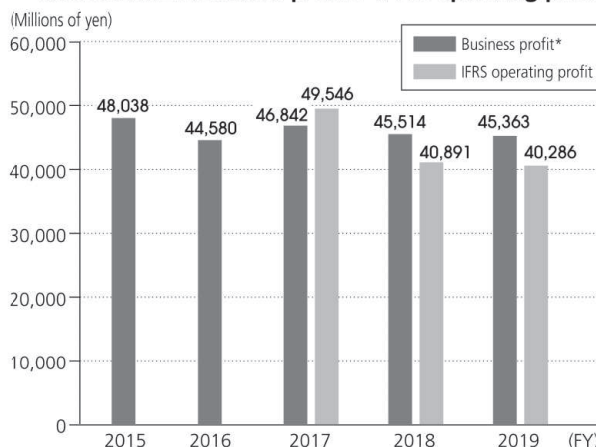


Financial/Non-financial Highlights

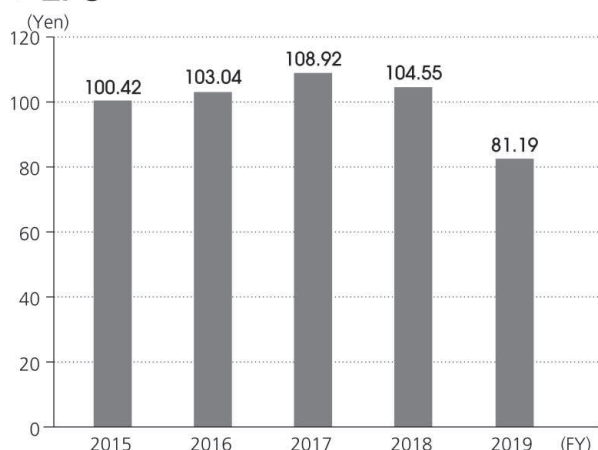
▶ ROE



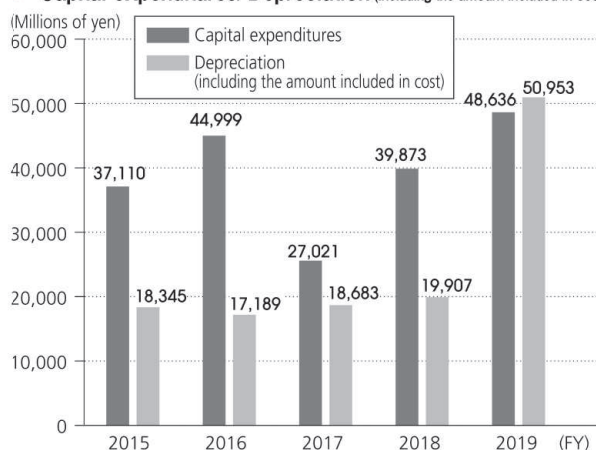
▶ Consolidated business profit / IFRS operating profit



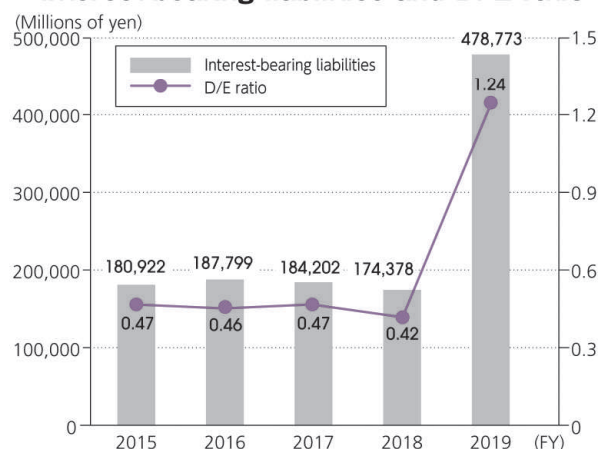
▶ EPS



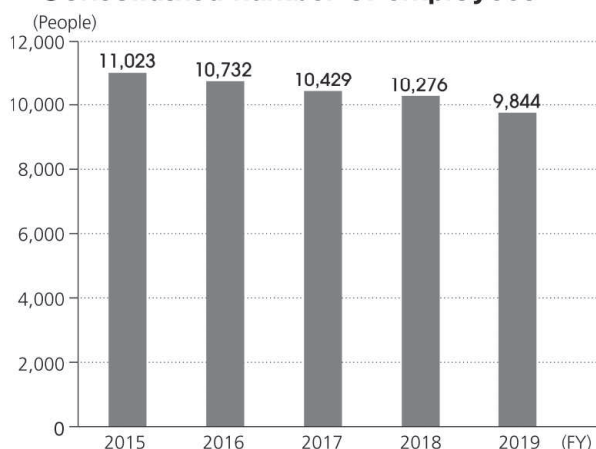
▶ Capital expenditures/Depreciation (including the amount included in cost)



▶ Interest-bearing liabilities and D/E ratio



▶ Consolidated number of employees



*The inventory valuation method has been changed to the specific identification method since fiscal year 2015.

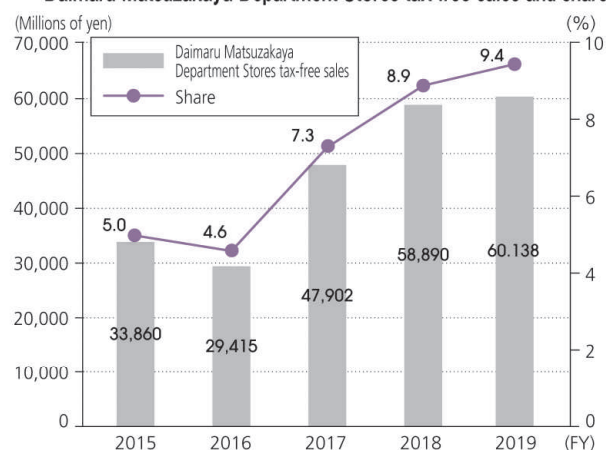
*The Company has applied the International Financial Reporting Standards (IFRS) since fiscal year 2017. The amounts for fiscal year 2016 and before are under JGAAP.

*The Company has applied IFRS 16 since FY2019. Accordingly, operating leases are recognized as right-of-use assets and lease liabilities, which caused significant changes in capital expenditures, depreciation and interest-bearing liabilities.

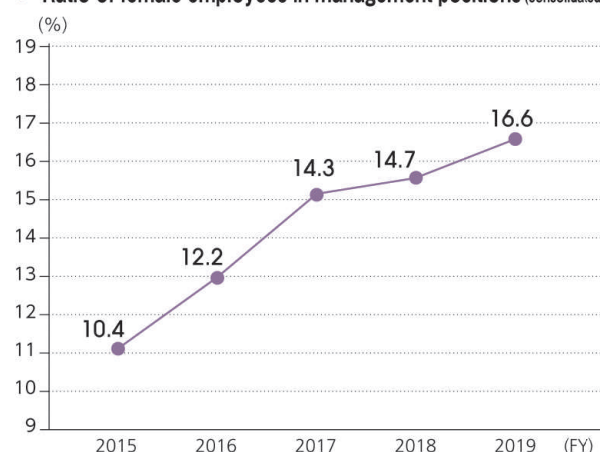
► Daimaru Matsuzakaya Department Stores existing store sales (YoY % change)



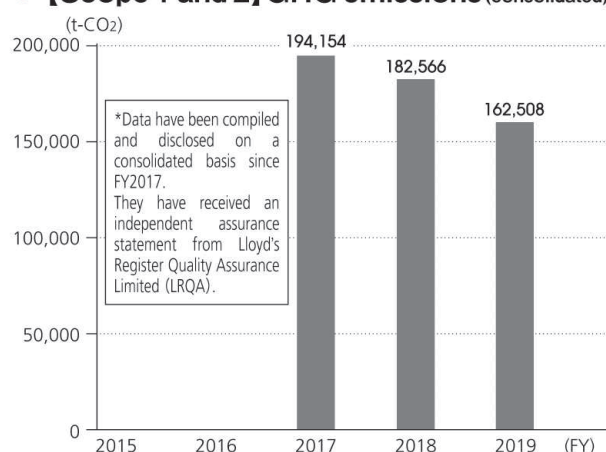
► Daimaru Matsuzakaya Department Stores tax-free sales and share



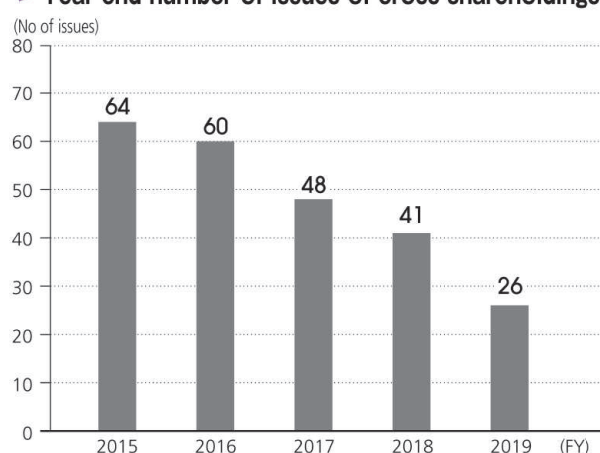
► Ratio of female employees in management positions (consolidated)



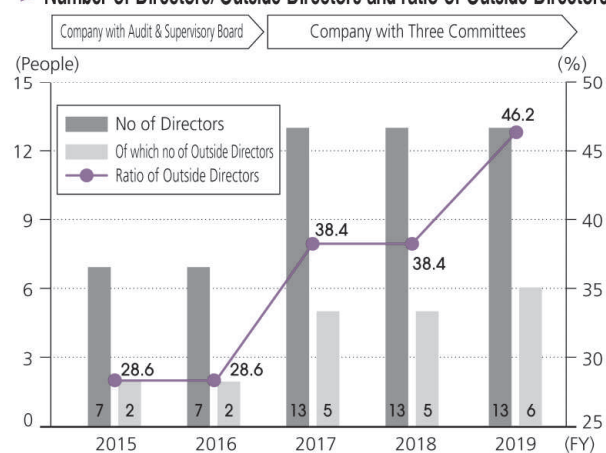
► [Scope 1 and 2] GHG emissions (consolidated)



► Year-end number of issues of cross-shareholdings



► Number of Directors/Outside Directors and ratio of Outside Directors



*The main building of the Shinsaibashi store temporarily closed for rebuilding on December 30, 2015 and reopened on September 20, 2019 (rental area increased).

*The Urawa store closed on July 31, 2017.

*The portions transferred to the Real Estate Business of real estate lease revenue, which had been included in store sales, for both current and previous years have been deducted since fiscal year 2017.

*The Yamashina store closed on March 31, 2019.