

## 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    |
| <b>Consolidated PL</b>  |           |           |           |           |           |           |           |           |           |           |           |
| 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    |
| <b>(Business profit by segment)</b>   |           |           |           |           |           |           |           |           |           |           |           |
| 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)   |
| <b>(Operating profit by segment) *Operating profit for years prior to 2016 is based on JGAAP.</b> |           |           |           |           |           |           |           |           |           |           |           |
| 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)   |
| <b>(SGA)</b>  |           |           |           |           |           |           |           |           |           |           |           |
| 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    |
| <b>(Capital expenditures / depreciation)</b>  |           |           |           |           |           |           |           |           |           |           |           |
| 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    |
| <b>Consolidated BS</b>  |           |           |           |           |           |           |           |           |           |           |           |
| 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   |
| <b>Consolidated CF</b>  |           |           |           |           |           |           |           |           |           |           |           |
| 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)  |
| <b>Per share information</b>  |           |           |           |           |           |           |           |           |           |           |           |
| 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      |
| <b>Financial indicators (%)</b>   |           |           |           |           |           |           |           |           |           |           |           |
| 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      |
| <b>Non-financial information related to operating companies</b>                                   |           |           |           |           |           |           |           |           |           |           |           |
| 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.