10-Year Data (Financial/Non-financial)

| Remain | Gross sales Revenue Gross profit Selling, general and administrative expenses (SGA) Business profit Operating profit (loss) Profit (loss) / Profit (loss) attributable to owners of parent (Business profit by segment) Department Store Business SC Business Parco Business Developer Business Real Estate Business Payment and Finance Business Other Business Adjustments (Operating profit by segment) *Operating profit for years prior to 2016 is based on JGAA Department Store Business SC Business Parco Business Parco Business Parco Business Parco Business Payment and Finance Business Other Business Adjustments (SGA) Personnel expenses | 1,163,564 ———————————————————————————————————— | 1,108,512 — 234,785 | 1,134,342 452,505 212,567 167,668 44,898 41,727 27,052 24,592 — 12,520 — 2,844 4,410 211 | 1,138,981 469,915 212,935 166,688 46,842 49,546 28,486 26,453 — 10,284 — 3,251 2,803 4,490 (440) 26,659 — 11,752 — 4,131 | 1,125,153 459,840 212,396 166,882 45,514 40,891 27,358 25,154 — 8,723 — 5,062 2,338 3,605 629 24,194 — 5,445 | 1,133,654 480,621 206,953 161,590 45,363 40,286 21,251 26,461 — 8,582 — 4,364 1,901 4,926 (873) 17,625 — 10,823 | 766,297 319,079 134,368 132,001 2,366 (24,265) (26,193) (4,899) — 2,062 — 2,637 396 3,204 (1,035) | 865,919 331,484 147,842 136,123 11,718 9,380 4,321 1,798 3,844 — 3,134 — 1,906 1,252 (217) (4,594) 2,055 — | 998,755 359,679 169,536 144,682 24,854 19,059 14,237 12,834 5,382 — 2,947 — 3,486 924 (722) | 1,151,972 407,006 195,516 151,185 44,330 43,048 29,913 26,265 8,379 — 7,546 — 2,777 965 (1,602) 23,587 9,414 — | 1,268,322 441,877 212,596 159,106 53,490 58,199 41,424 33,982 12,745 — 8,360 — 1,637 832 (4,069) 29,677 12,850 — 8,189 |
|--|--|---|---|---|---|---|--|---|--|---|---|--|
| Genes ports 1.109.344 1.109.3512 1.109. | Gross sales Revenue Gross profit Selling, general and administrative expenses (SGA) Business profit Operating profit (loss) Profit (loss) / Profit (loss) attributable to owners of parent (Business profit by segment) Department Store Business SC Business Parco Business Developer Business Real Estate Business Payment and Finance Business Other Business Adjustments (Operating profit by segment) *Operating profit for years prior to 2016 is based on JGAA Department Store Business SC Business Parco Business Parco Business Parco Business Parco Business Payment and Finance Business Other Business Adjustments (SGA) Personnel expenses | 245,532 197,494 48,038 26,313 26,313 | 234,785 190,205 —— 44,580 26,950 —— —— —— —— —— —— —— —— —— —— —— —— —— | 452,505 212,567 167,668 44,898 41,727 27,052 24,592 ———————————————————————————————————— | 469,915 212,935 166,688 46,842 49,546 28,486 26,453 — 10,284 — 3,251 2,803 4,490 (440) 26,659 — 11,752 — 4,131 | 459,840 212,396 166,882 45,514 40,891 27,358 25,154 8,723 | 480,621 206,953 161,590 45,363 40,286 21,251 26,461 — 8,582 — 4,364 1,901 4,926 (873) 17,625 — 10,823 | 319,079 134,368 132,001 2,366 (24,265) (26,193) (4,899) — 2,062 — 2,637 396 3,204 (1,035) (22,199) — | 331,484 147,842 136,123 11,718 9,380 4,321 1,798 3,844 — 3,134 — 1,906 1,252 (217) (4,594) 2,055 — | 359,679 169,536 144,682 24,854 19,059 14,237 12,834 5,382 — 2,947 — 3,486 924 (722) | 407,006 195,516 151,185 44,330 43,048 29,913 26,265 8,379 — 7,546 — 2,777 965 (1,602) 23,587 9,414 — | 441,877 212,596 159,106 53,490 58,199 41,424 33,982 12,745 — 8,360 — 1,637 832 (4,069) 29,677 12,850 |
| Personner 195 | Revenue Gross profit Selling, general and administrative expenses (SGA) Business profit Operating profit (loss) Profit (loss) / Profit (loss) attributable to owners of parent (Business profit by segment) Department Store Business SC Business Parco Business Developer Business Real Estate Business Payment and Finance Business Other Business Adjustments (Operating profit by segment) *Operating profit for years prior to 2016 is based on JGAA Department Store Business SC Business Parco Business Parco Business Parco Business Pareal Estate Business Real Estate Business Payment and Finance Business Other Business Adjustments (SGA) Personnel expenses | 245,532 197,494 48,038 26,313 26,313 | 234,785 190,205 —— 44,580 26,950 —— —— —— —— —— —— —— —— —— —— —— —— —— | 452,505 212,567 167,668 44,898 41,727 27,052 24,592 ———————————————————————————————————— | 469,915 212,935 166,688 46,842 49,546 28,486 26,453 — 10,284 — 3,251 2,803 4,490 (440) 26,659 — 11,752 — 4,131 | 459,840 212,396 166,882 45,514 40,891 27,358 25,154 8,723 | 480,621 206,953 161,590 45,363 40,286 21,251 26,461 — 8,582 — 4,364 1,901 4,926 (873) 17,625 — 10,823 | 319,079 134,368 132,001 2,366 (24,265) (26,193) (4,899) — 2,062 — 2,637 396 3,204 (1,035) (22,199) — | 331,484 147,842 136,123 11,718 9,380 4,321 1,798 3,844 — 3,134 — 1,906 1,252 (217) (4,594) 2,055 — | 359,679 169,536 144,682 24,854 19,059 14,237 12,834 5,382 — 2,947 — 3,486 924 (722) | 407,006 195,516 151,185 44,330 43,048 29,913 26,265 8,379 — 7,546 — 2,777 965 (1,602) 23,587 9,414 — | 441,877 212,596 159,106 53,490 58,199 41,424 33,982 12,745 — 8,360 — 1,637 832 (4,069) 29,677 12,850 |
| Book and The Control of Page 27 294,776 772-07 | Gross profit Selling, general and administrative expenses (SGA) Business profit Operating profit (loss) Profit (loss) / Profit (loss) attributable to owners of parent (Business profit by segment) Department Store Business SC Business Parco Business Developer Business Real Estate Business Payment and Finance Business Other Business Adjustments (Operating profit by segment) *Operating profit for years prior to 2016 is based on JGAA Department Store Business SC Business Parco Business Parco Business Pareal Estate Business Payment and Finance Business Other Business Adjustments (SGA) Personnel expenses | 197,494 — 48,038 26,313 — — — — — — — — — — — — — — — — — — | 234,785 190,205 — 44,580 26,950 — — — — — — — — — — — — — — — — — — — | 212,567 167,668 44,898 41,727 27,052 24,592 ———————————————————————————————————— | 212,935 166,688 46,842 49,546 28,486 26,453 — 10,284 — 3,251 2,803 4,490 (440) 26,659 — 11,752 — 4,131 | 212,396 166,882 45,514 40,891 27,358 25,154 ———————————————————————————————————— | 206,953 161,590 45,363 40,286 21,251 26,461 — 8,582 — 4,364 1,901 4,926 (873) 17,625 — 10,823 | 134,368 132,001 2,366 (24,265) (26,193) (4,899) — 2,062 — 2,637 396 3,204 (1,035) | 147,842 136,123 11,718 9,380 4,321 1,798 3,844 — 3,134 — 1,906 1,252 (217) (4,594) 2,055 — | 169,536 144,682 24,854 19,059 14,237 12,834 5,382 2,947 3,486 924 (722) 7,529 3,733 | 195,516 151,185 44,330 43,048 29,913 26,265 8,379 — 7,546 — 2,777 965 (1,602) 23,587 9,414 — | 212,596 159,106 53,490 58,199 41,424 33,982 12,745 — 8,360 1,637 832 (4,069) 29,677 12,850 |
| Saling general and convolutations expensed (SGA) 1917-090 1917-0 | Selling, general and administrative expenses (SGA) Business profit Operating profit (loss) Profit (loss) / Profit (loss) attributable to owners of parent (Business profit by segment) Department Store Business SC Business Parco Business Parco Business Payment and Finance Business Other Business Adjustments (Operating profit by segment) *Operating profit for years prior to 2016 is based on JGAA Department Store Business SC Business Parco Business Parco Business Parco Business Payment and Finance Business Real Estate Business Payment and Finance Business Other Business Adjustments (SGA) Personnel expenses | 197,494 — 48,038 26,313 — — — — — — — — — — — — — — — — — — | 190,205 44,580 | 167,668 44,898 41,727 27,052 24,592 12,520 2,844 4,410 | 166,688 46,842 49,546 28,486 26,453 ———————————————————————————————————— | 166,882 45,514 40,891 27,358 25,154 8,723 5,062 2,338 3,605 629 24,194 5,445 | 161,590 45,363 40,286 21,251 26,461 — 8,582 — 4,364 1,901 4,926 (873) 17,625 — 10,823 | 132,001 2,366 (24,265) (26,193) (4,899) — 2,062 — 2,637 396 3,204 (1,035) | 136,123 11,718 9,380 4,321 1,798 3,844 — 3,134 — 1,906 1,252 (217) (4,594) 2,055 — | 144,682 24,854 19,059 14,237 12,834 5,382 — 2,947 — 3,486 924 (722) 7,529 3,733 — | 151,185 44,330 43,048 29,913 26,265 8,379 — 7,546 — 2,777 965 (1,602) 23,587 9,414 — | 159,106 53,490 58,199 41,424 33,982 12,745 — 8,360 — 1,637 832 (4,069) 29,677 12,850 |
| Surfess part | Business profit Operating profit (loss) Profit (loss) / Profit (loss) attributable to owners of parent (Business profit by segment) Department Store Business SC Business Parco Business Developer Business Real Estate Business Payment and Finance Business Other Business Adjustments (Operating profit by segment) *Operating profit for years prior to 2016 is based on JGAA Department Store Business SC Business Parco Business Parco Business Developer Business Real Estate Business Payment and Finance Business Other Business Adjustments (SGA) Personnel expenses | AP. 28,786 12,582 2,703 4,122 (156) | 24,592 ———————————————————————————————————— | 44,898 41,727 27,052 24,592 ———————————————————————————————————— | 46,842 49,546 28,486 26,453 — 10,284 — 3,251 2,803 4,490 (440) 26,659 — 11,752 — 4,131 | 45,514 40,891 27,358 25,154 — 8,723 — 5,062 2,338 3,605 629 24,194 — 5,445 | 45,363 40,286 21,251 26,461 — 8,582 — 4,364 1,901 4,926 (873) 17,625 — 10,823 | 2,366 (24,265) (26,193) (4,899) — 2,062 — 2,637 396 3,204 (1,035) | 11,718 9,380 4,321 1,798 3,844 — 3,134 — 1,906 1,252 (217) (4,594) 2,055 — | 24,854 19,059 14,237 12,834 5,382 — 2,947 — 3,486 924 (722) 7,529 3,733 — | 44,330 43,048 29,913 26,265 8,379 — 7,546 — 2,777 965 (1,602) 23,587 9,414 — | 53,490 58,199 41,424 33,982 12,745 8,360 1,637 832 (4,069) 29,677 12,850 |
| Speaking | Operating profit (loss) Profit (loss) / Profit (loss) attributable to owners of parent (Business profit by segment) Department Store Business SC Business Parco Business Developer Business Real Estate Business Payment and Finance Business Other Business Adjustments (Operating profit by segment) *Operating profit for years prior to 2016 is based on JGAA Department Store Business SC Business Parco Business Developer Business Real Estate Business Real Estate Business Payment and Finance Business Other Business Adjustments (SGA) Personnel expenses | 26,313 | 24,592 ———————————————————————————————————— | 41,727 27,052 24,592 — 12,520 — 2,844 4,410 211 | 49,546 28,486 26,453 — 10,284 — 3,251 2,803 4,490 (440) 26,659 — 11,752 — 4,131 | 40,891 27,358 25,154 — 8,723 — 5,062 2,338 3,605 629 24,194 — 5,445 | 40,286 21,251 26,461 — 8,582 — 4,364 1,901 4,926 (873) 17,625 — 10,823 | (24,265) (26,193) (4,899) — 2,062 — 2,637 396 3,204 (1,035) (22,199) — | 9,380 4,321 1,798 3,844 — 3,134 — 1,906 1,252 (217) (4,594) 2,055 — | 19,059 14,237 12,834 5,382 — 2,947 — 3,486 924 (722) 7,529 3,733 — | 43,048 29,913 26,265 8,379 — 7,546 — 2,777 965 (1,602) 23,587 9,414 — | 58,199 41,424 33,982 12,745 |
| Fortif Ren's (Porti Baro) Profit Broal stationable to general (Educines ground) against (Educine | Profit (loss) / Profit (loss) attributable to owners of parent (Business profit by segment) Department Store Business SC Business Parco Business Developer Business Real Estate Business Payment and Finance Business Other Business Adjustments (Operating profit by segment) *Operating profit for years prior to 2016 is based on JGAA Department Store Business SC Business Parco Business Parco Business Parco Business Real Estate Business Real Estate Business Payment and Finance Business Other Business Adjustments (SGA) Personnel expenses | 26,313 | 26,950 | 27,052 24,592 — 12,520 — 2,844 4,410 211 — — — — — — | 28,486 26,453 — 10,284 — 3,251 2,803 4,490 (440) 26,659 — 11,752 — 4,131 | 27,358 25,154 8,723 5,062 2,338 3,605 629 24,194 5,445 | 21,251 26,461 — 8,582 — 4,364 1,901 4,926 (873) 17,625 — 10,823 | (26,193) (4,899) — 2,062 — 2,637 396 3,204 (1,035) (22,199) — | 4,321 1,798 3,844 — 3,134 — 1,906 1,252 (217) (4,594) 2,055 — | 14,237 12,834 5,382 — 2,947 — 3,486 924 (722) 7,529 3,733 — | 29,913 26,265 8,379 — 7,546 — 2,777 965 (1,602) 23,587 9,414 — | 41,424 33,982 12,745 — 8,360 — 1,637 832 (4,069) 29,677 12,850 |
| Conting partity is exerused | (Business profit by segment) Department Store Business SC Business Parco Business Developer Business Real Estate Business Payment and Finance Business Other Business Adjustments (Operating profit by segment) *Operating profit for years prior to 2016 is based on JGAA Department Store Business SC Business Parco Business Parco Business Developer Business Real Estate Business Payment and Finance Business Other Business Adjustments (SGA) Personnel expenses | AP. 28,786 | 24,592 ———————————————————————————————————— | 24,592 ———————————————————————————————————— | 26,453 ———————————————————————————————————— | 25,154 | 26,461 — 8,582 — 4,364 1,901 4,926 (873) 17,625 — 10,823 | (4,899) — 2,062 — 2,637 396 3,204 (1,035) (22,199) — | 1,798 3,844 — 3,134 — 1,906 1,252 (217) (4,594) 2,055 — | 12,834 5,382 | 26,265 8,379 — 7,546 — 2,777 965 (1,602) 23,587 9,414 — | 33,982 12,745 — 8,360 — 1,637 832 (4,069) 29,677 12,850 |
| Department Store Reserved | Department Store Business SC Business Parco Business Developer Business Real Estate Business Payment and Finance Business Other Business Adjustments (Operating profit by segment) *Operating profit for years prior to 2016 is based on JGAAD Department Store Business SC Business Parco Business Parco Business Developer Business Real Estate Business Payment and Finance Business Other Business Adjustments (SGA) Personnel expenses | AP. 28,786 — 12,582 — 2,703 4,122 (156) | 24,592 — — 12,520 — 2,844 4,410 | 12,520 — 2,844 4,410 211 — — — — | 10,284 | 8,723 5,062 2,338 3,605 629 24,194 5,445 | 8,582 — 4,364 1,901 4,926 (873) 17,625 — 10,823 | 2,062 2,637 396 3,204 (1,035) | 3,844 — 3,134 — 1,906 1,252 (217) (4,594) 2,055 — | 5,382 | 8,379 7,546 2,777 965 (1,602) 23,587 9,414 | 12,745 — 8,360 — 1,637 832 (4,069) 29,677 12,850 |
| December Statements | Department Store Business SC Business Parco Business Developer Business Real Estate Business Payment and Finance Business Other Business Adjustments (Operating profit by segment) *Operating profit for years prior to 2016 is based on JGAAD Department Store Business SC Business Parco Business Parco Business Developer Business Real Estate Business Payment and Finance Business Other Business Adjustments (SGA) Personnel expenses | AP. 28,786 — 12,582 — 2,703 4,122 (156) | 24,592 — — 12,520 — 2,844 4,410 | 12,520 — 2,844 4,410 211 — — — — | 10,284 | 8,723 5,062 2,338 3,605 629 24,194 5,445 | 8,582 — 4,364 1,901 4,926 (873) 17,625 — 10,823 | 2,062 2,637 396 3,204 (1,035) | 3,844 — 3,134 — 1,906 1,252 (217) (4,594) 2,055 — | 5,382 | 8,379 7,546 2,777 965 (1,602) 23,587 9,414 | 12,745 8,360 1,637 832 (4,069) 29,677 12,850 |
| Sc De salvaises — — — — — — — — — — — — — — — — — — | SC Business Parco Business Developer Business Real Estate Business Payment and Finance Business Other Business Adjustments (Operating profit by segment) *Operating profit for years prior to 2016 is based on JGAA Department Store Business SC Business Parco Business Parco Business Developer Business Real Estate Business Real Estate Business Payment and Finance Business Other Business Adjustments (SGA) Personnel expenses | AP. 28,786 — 12,582 — 2,703 4,122 (156) | 24,592 — — 12,520 — 2,844 4,410 | 12,520 — 2,844 4,410 211 — — — — | 10,284 | 8,723 5,062 2,338 3,605 629 24,194 5,445 | 8,582 — 4,364 1,901 4,926 (873) 17,625 — 10,823 | 2,062 2,637 396 3,204 (1,035) | 3,844 — 3,134 — 1,906 1,252 (217) (4,594) 2,055 — | 5,382 | 8,379 7,546 2,777 965 (1,602) 23,587 9,414 | 12,745 — 8,360 — 1,637 832 (4,069) 29,677 12,850 |
| Perco Sultimes | Parco Business Developer Business Real Estate Business Payment and Finance Business Other Business Adjustments (Operating profit by segment) *Operating profit for years prior to 2016 is based on JGAA Department Store Business SC Business Parco Business Developer Business Developer Business Real Estate Business Payment and Finance Business Other Business Adjustments (SGA) Personnel expenses | AP. 28,786 — 12,582 — 2,703 4,122 (156) | 24,592 — 12,520 — 2,844 4,410 | | 3,251 2,803 4,490 (440) 26,659 — 11,752 — 4,131 | 5,062 2,338 3,605 629 24,194 5,445 | 4,364 1,901 4,926 (873) 17,625 — 10,823 | 2,637 396 3,204 (1,035) | 3,134 ———————————————————————————————————— | 2,947 ———————————————————————————————————— | 7,546 ———————————————————————————————————— | 8,360 — 1,637 832 (4,069) 29,677 12,850 |
| Develope Business | Developer Business Real Estate Business Payment and Finance Business Other Business Adjustments (Operating profit by segment) *Operating profit for years prior to 2016 is based on JGAA Department Store Business SC Business Parco Business Parco Business Developer Business Real Estate Business Payment and Finance Business Other Business Adjustments (SGA) Personnel expenses | AP. 28,786 — 12,582 — 2,703 4,122 (156) | 24,592 — 12,520 — 2,844 4,410 | | 3,251 2,803 4,490 (440) 26,659 — 11,752 — 4,131 | 5,062 2,338 3,605 629 24,194 5,445 | 4,364 1,901 4,926 (873) 17,625 — 10,823 | 2,637 396 3,204 (1,035) | 1,906 1,252 (217) (4,594) 2,055 | 7,529 3,733 | 2,777 965 (1,602) 23,587 9,414 | 1,637 832 (4,069) 29,677 12,850 |
| Real Estate Rusiness — — — — — — — — — — — — — — — — — — | Real Estate Business Payment and Finance Business Other Business Adjustments (Operating profit by segment) *Operating profit for years prior to 2016 is based on JGAA Department Store Business SC Business Parco Business Developer Business Real Estate Business Payment and Finance Business Other Business Adjustments (SGA) Personnel expenses | AP. 28,786 — 12,582 — 2,703 4,122 (156) | 24,592 | 2,844 4,410 211 — — — — — — | 2,803 4,490 (440) 26,659 — 11,752 — 4,131 | 2,338 3,605 629 24,194 — 5,445 | 1,901 4,926 (873) 17,625 — 10,823 | 396 3,204 (1,035) (22,199) | 1,906 1,252 (217) (4,594) 2,055 | 7,529 3,733 | 2,777 965 (1,602) 23,587 9,414 | 1,637 832 (4,069) 29,677 12,850 |
| Poyment and Finance Business | Payment and Finance Business Other Business Adjustments (Operating profit by segment) *Operating profit for years prior to 2016 is based on JGAA Department Store Business SC Business Parco Business Developer Business Real Estate Business Payment and Finance Business Other Business Adjustments (SGA) Personnel expenses | AP. 28,786 — 12,582 — 2,703 4,122 (156) | 24,592 — 12,520 — 2,844 4,410 | 4,410 211 — — — — — — | 2,803 4,490 (440) 26,659 — 11,752 — 4,131 | 2,338 3,605 629 24,194 — 5,445 | 1,901 4,926 (873) 17,625 — 10,823 | 396 3,204 (1,035) (22,199) | 1,252 (217) (4,594) 2,055 | 7,529 3,733 | 965 (1,602) 23,587 9,414 | 832 (4,069) 29,677 12,850 |
| Orber Beinness — — 4,410 | Other Business Adjustments (Operating profit by segment) *Operating profit for years prior to 2016 is based on JGAA Department Store Business SC Business Parco Business Developer Business Real Estate Business Payment and Finance Business Other Business Adjustments (SGA) Personnel expenses | AP. 28,786 — 12,582 — 2,703 4,122 (156) | 24,592 — 12,520 — — 2,844 4,410 | 211 — — — — — — | 4,490 (440) 26,659 — 11,752 — 4,131 | 24,194 | 17,625 10,823 | 3,204 (1,035) (22,199) | 1,252 (217) (4,594) 2,055 | 7,529 3,733 | 965 (1,602) 23,587 9,414 | 29,677 12,850 |
| Adjustments — — — — — — — — — — — — — — — — — — — | Adjustments (Operating profit by segment) *Operating profit for years prior to 2016 is based on JGAA Department Store Business SC Business Parco Business Developer Business Real Estate Business Payment and Finance Business Other Business Adjustments (SGA) Personnel expenses | 28,786 ———————————————————————————————————— | 24,592 — 12,520 — 2,844 4,410 | 211 — — — — — — | (440) 26,659 — 11,752 — 4,131 | 24,194 | 17,625 — 10,823 | (1,035) (22,199) — | (4,594) 2,055 | 7,529 3,733 | 23,587 9,414 — | 29,677 12,850 |
| Department Softe Seatness 28,786 24,992 - 26,699 24,194 17,625 12,290 (5,594) 17,529 22,338 23,338 23,338 24,349 17,625 12,200 17,2 | Department Store Business SC Business Parco Business Parco Business Developer Business Real Estate Business Payment and Finance Business Other Business Adjustments (SGA) Personnel expenses | 28,786 ———————————————————————————————————— | 12,520 — — 2,844 4,410 | - - - - | 11,752 — 4,131 | 5,445 | 10,823 | | 2,055 | 3,733 | 9,414 | 12,850 — |
| Department Store Galaness 28,786 24,949 - 26,659 24,149 17,675 12,199 (6,594) 7,529 23,387 23,587 25,285 25,28 | Department Store Business SC Business Parco Business Developer Business Real Estate Business Payment and Finance Business Other Business Adjustments (SGA) Personnel expenses | 28,786 ———————————————————————————————————— | 12,520 — — 2,844 4,410 | - - - - | 11,752 — 4,131 | 5,445 | 10,823 | | 2,055 | 3,733 | 9,414 | 12,850 — |
| SC Equinose | SC Business Parco Business Developer Business Real Estate Business Payment and Finance Business Other Business Adjustments (SGA) Personnel expenses | 12,582 ———————————————————————————————————— | 12,520 — — 2,844 4,410 | - - - - | 11,752 — 4,131 | 5,445 | 10,823 | | 2,055 | 3,733 | 9,414 | 12,850 — |
| Parco Bisathesis 12,582 12,520 - 11,752 5,445 10,823 6,989 - - - - | Parco Business Developer Business Real Estate Business Payment and Finance Business Other Business Adjustments (SGA) Personnel expenses | 2,703 4,122 (156) | 12,520 — — 2,844 4,410 | _ _ _ _ | 4,131 | 5,445 | | (6,895) | _ | _ | _ | _ |
| Developer Funitions Capability Capabil | Developer Business Real Estate Business Payment and Finance Business Other Business Adjustments (SGA) Personnel expenses | 2,703 4,122 (156) | 2,844 4,410 | _ _ _ | 4,131 | _ | | (6,895) | | | 7 /137 | |
| Real Estate Business | Real Estate Business Payment and Finance Business Other Business Adjustments (SGA) Personnel expenses | 2,703 4,122 (156) | 2,844 4,410 | _ | | | ! | | /I 711 | 2 000 | 7 /127 | ደ 1 ደ 0 |
| Pyment and Finance Dissiness | Payment and Finance Business Other Business Adjustments (SGA) Personnel expenses | 2,703 4,122 (156) | 2,844 4,410 | _ | | | | | 4,711 | 3,095 | 1,431 | |
| Office Plusiness | Other Business Adjustments (SGA) Personnel expenses | 4,122 (156) | 4,410 | | | | | | | _ | _ | |
| Adjustments | Adjustments (SGA) Personnel expenses | (156) | | | | | | | | | | 1,460 |
| SGA Personnel expenses 69,470 67,879 | (SGA) Personnel expenses | | 211 | | | | | | | | | 797 |
| Personnel expenses 68,470 67,879 - 62,989 62,692 56,880 48,627 49,944 47,284 50,055 70,53 54,565 - 10,534 10,364 11,729 7,996 9,189 10,489 10,635 70,633 70,633 70,635 70,6 | Personnel expenses | 60.476 | | _ | (483) | 717 | (1,496) | (430) | 4,039 | (283) | (1,343) | 5,224 |
| Personnel expenses 68,470 67,879 - 62,989 62,692 56,880 48,627 49,944 47,284 50,055 70,53 54,565 - 10,534 10,364 11,729 7,996 9,189 10,489 10,635 70,633 70,633 70,635 70,6 | Personnel expenses | CO 470 | | | | | | | | | | |
| Advertising expenses | | | 67.070 | | C2 000 | 62.602 | EC 000 | 40.607 | 40.044 | 47.204 | E0.067 | 54,840 |
| Packing and transportation costs 7,053 6,456 - 4,992 3,837 3,664 2,985 2,849 2,872 2,525 | Advartising synapses | | 07,879 | | 10.534 | | | | | | | 10,802 |
| Rent expenses 28,682 28,637 - 24,372 23,418 2,389 2,105 997 542 - | | 21,133 | 20,344 | | | | | 7,990 | 9,189 | 10,489 | | |
| Depreciation | | | 0,400 | | | | | | | 2,812 | , | 2,662 |
| Capital expenditures depreciation depreci | | 28,082 | 28,037 | | | | | 2,105 | | 26.015 | | 24,961 |
| Capital expenditures / depreciation Capital expenditures / depreciation Capital expenditures / depreciation Capital expenditures 37,110 | | | | | | | | | | | | |
| Capital expenditures / depreciation Capital expenditures / depreciation Capital expenditures 37,110 | | | 15,021 | | | | 9,290 | | | | | 11,050 54,789 |
| Capital expenditures | Other | 32,020 | 30,222 | _ | 44,705 | 40,092 | 41,029 | 39,033 | 40,494 | 40,990 | 31,323 | 34,169 |
| Capital expenditures | (Capital expenditures / depreciation) | | | | | | | | | | | |
| Right-of-use assets — — — — — — — — — — — — — — — — — — — | | 37.110 | 44.999 | _ | 27.021 | 39.873 | 37.912 | 22,922 | 12.616 | 15.014 | 14,734 | 19,698 |
| Total investment Depreciation (including the amount included in cost) 18,345 17,189 - 18,683 19,907 50,953 50,361 49,629 49,107 46,492 Consolidated BS Total assets Total assets Total assets Shareholders' equity / Equity attributable to owners of parent 18,883 1,029,573 1,240,308 1,263,722 1,192,907 1,120,953 1,114,725 Shareholders' equity / Equity attributable to owners of parent 18,883,699 406,336 388,571 395,519 184,202 174,378 478,773 50,219 50,210 48,866 50,490 60,690 Consolidated CF Cash flows from investing activities 38,3694 36,397 38,764 57,079 34,870 73,358 56,471 49,866 56,480 90,692 Cash flows from investing activities (10,41) (2,189) (2,097) (31,048) (21,274) (14,829) (21,74) (14,829) (14,829) (10,03) (26,836) (49,559) (20,870) (5,289) (13,371) (13,422) (27,446 Fer share information Basic earnings (loss) per share (Yen) 1,050,694 1,050,109 1,050 | | · - | | _ | | , | | 7,073 | 8,467 | 8,400 | 1,460 | 4,157 |
| Depreciation (including the amount included in cost) 18,345 17,189 | | _ | _ | _ | _ | _ | | | | | 16,194 | 23,855 |
| Total assets | Depreciation (including the amount included in cost) | 18,345 | 17,189 | _ | 18,683 | 19,907 | 50,953 | 50,361 | 49,629 | | 46,492 | 45,593 |
| Total assets | 0 111 170 | | | | | | | | | | | |
| Shareholders' equity / Equity attributable to owners of parent 1383,699 406,336 180,922 187,799 205,952 181,700 387,188 352,171 350,368 359,385 381,898 180,922 187,799 205,952 184,200 174,378 478,773 562,815 502,109 413,949 364,398 205,952 184,200 174,378 478,773 562,815 502,109 413,949 364,398 205,952 184,200 174,378 478,773 562,815 502,109 413,949 364,398 205,952 187,099 34,870 73,358 56,471 49,866 65,480 90,692 263,616 | | 1 010 146 | 1.050.100 | 1.005.000 | 1 022 240 | 1 020 572 | 1 240 200 | 1 000 700 | 1 102 007 | 1 120 052 | 1 114 706 | 1 164 147 |
| Interest-bearing liabilities 180,922 187,799 205,952 184,022 174,378 478,773 562,815 502,109 413,949 364,398 Consolidated CF | | | | | 1,022,348 | | | | | | | 1,164,147 |
| Consolidated CF Cash flows from operating activities 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 (39,741) (30,353) (27,952) (19,030) (26,836) (49,559) (20,870) (5,289) (13,371) 13,425 Cash flows from investing activities (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) Equity attributable to owners of parent per share (Yen) 1,67.05 1,553.60 1,409.20 1,511.91 1,576.68 1,479.07 1,344.91 1,337.29 1,370.43 1,463.71 Dividend payout ratio (%) 27.00 28.00 28.00 28.00 35.00 35.00 35.00 36.00 27.00 29.00 31.00 36.00 Financial indicators (%) Ratio of profit to equity attributable to owners of parent (ROE) 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) 4.7 4.3 4.2 4.9 4.0 3.2 (1.9) 0.8 1.6 6.9 8.8 1.6 3.5 | | | | 368,571 | | | | | | | | 409,646 |
| Cash flows from operating activities 36,799 36,239 33,764 57,079 34,870 73,358 56,471 49,866 65,480 90,692 (20,870) (20, | interest-pearing habilities | 180,922 | 187,799 | 205,952 | 184,202 | 1/4,3/8 | 4/8,//3 | 502,815 | 502,109 | 413,949 | 304,398 | 363,578 |
| Cash flows from operating activities 36,799 36,239 33,764 57,079 34,870 73,358 56,471 49,866 65,480 90,692 (20,870) (20, | Consolidated CF | | | | | | | | | | | |
| Cash flows from investing activities (39,741) (30,353) (27,952) (19,030) (26,836) (49,559) (20,870) (5,289) (13,371) 13,425 (10,041) (2,189) (2,097) (31,048) (21,274) (14,829) 58,727 (80,392) (105,694) (72,746) (10,042) | | 36.799 | 36.239 | 33.764 | 57.079 | 34.870 | 73.358 | 56.471 | 49.866 | 65.480 | 90,692 | 85,812 |
| Cash flows from financing activities (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) 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) 1,467.05 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 1,453.71 | Cash flows from investing activities | (39.741) | | (27.952) | (19.030) | (26.836) | (49.559) | (20.870) | (5.289) | (13.371) | 13,429 | (28,308) |
| Per share information Basic earnings (loss) per share (Yen) Equity attributable to owners of parent per share (Yen) 10.42 103.04 103.43 108.92 104.55 81.19 (100.03) 16.50 54.32 114.06 Equity attributable to owners of parent per share (Yen) 1,511.91 1,576.68 1,479.07 1,344.91 1,337.29 1,370.43 1,453.71 Dividend per share (Yen) 27.00 28.00 28.00 28.00 28.00 35.00 35.00 36.00 27.00 29.00 31.00 36.00 Dividend payout ratio (%) Financial indicators (%) Ratio of profit to equity attributable to owners of parent (ROE) 6.9 6.8 7.6 7.5 6.8 7.5 6.8 5.4 (7.1) 1.2 4.0 8.1 Return on total assets (ROA) 4.7 4.3 4.2 4.9 4.0 3.2 (1.9) 0.8 114.00 1.400.03 1.400 | | | | | | | | | | | (72,746) | (74,001) |
| Basic earnings (loss) per share (Yen) Equity attributable to owners of parent per share (Yen) Dividend per share (Yen) Dividend payout ratio (%) Financial indicators (%) Ratio of profit to equity attributable to owners of parent (ROE) Return on total assets (ROA) 103.04 103.04 103.04 103.04 103.04 103.03 104.05 1,409.20 1,511.91 1,576.68 1,479.07 1,344.91 1,337.29 1,370.43 1,453.71 1,453.71 1,576.68 1,479.07 1,344.91 1,337.29 1,370.43 1,453.71 1,453.71 1,576.68 1,479.07 1,344.91 1,337.29 1,370.43 1,453.71 35.00 35.00 35.00 35.00 35.00 35.00 35.00 35.00 35.00 35.00 35.00 35.00 35.00 36.00 27.00 29.00 31.00 36.00 3 | | | | , | | | | · | | | | |
| Equity attributable to owners of parent per share (Yen) Dividend per share (Yen) Dividend payout ratio (%) Financial indicators (%) Ratio of profit to equity attributable to owners of parent (ROE) Return on total assets (ROA) 1,467.05 1,553.60 1,409.20 28.00 29.00 31.00 36.00 | | | | | | | | , | | | | |
| Dividend per share (Yen) 27.00 28.00 28.00 35.00 35.00 36.00 27.00 29.00 31.00 29.00 31.00 29.00 31.00 29.00 31.00 29.00 2 | | | | | | | | | | | 114.06 | 160,35 |
| Dividend payout ratio (%) 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) 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) 4.7 4.3 4.2 4.9 4.0 3.2 (1.9) 0.8 1.6 3.9 | 1 7 1 1 1 1 | | | | | | | | | | 1,453.71 | 1,597,24 |
| Financial indicators (%) Ratio of profit to equity attributable to owners of parent (ROE) Return on total assets (ROA) 6.8 7.6 7.5 6.8 7.6 7.5 6.8 7.6 7.5 7.5 6.8 7.6 7.7 4.0 8.1 8.1 8.1 8.1 8.1 8.1 8.1 8.1 8.1 8.1 | | | | | | | | 27.00 | | | 36.00 | 52.00 |
| Ratio of profit to equity attributable to owners of parent (ROE) 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) 4.7 4.3 4.2 4.0 3.2 (1.9) 0.8 1.6 3.9 | Dividend payout ratio (%) | 26.9 | 27.2 | 27.1 | 32.1 | 33.5 | 44.3 | _ | 175.7 | 57.1 | 31.6 | 32.4 |
| Ratio of profit to equity attributable to owners of parent (ROE) 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) 4.7 4.3 4.2 4.0 3.2 (1.9) 0.8 1.6 3.9 | Financial indicators (%) | | | | | | | | | | | |
| Return on total assets (ROA) 4.7 4.3 4.2 4.9 4.0 3.2 (1.9) 0.8 1.6 3.9 | Patie of profit to equity attributable to expert of parent (POE) | 6.0 | 6.0 | 7.6 | 7.5 | 6.0 | ΕΛ | (7 1) | 1 2 | 4.0 | 0 1 | 10 F |
| | | | | | | | | (1.1) | | | | 10.5 |
| Detuma an invested excited (DOIC) | Return on total assets (ROA) Return on invested capital (ROIC) | 4.7 | | 4.2 | 4.9 | | 3.2 | (1.9) | 0.8 | 1.6 | | 5.1 |
| | | | | | _ | | | (2.0) | | _ | 5.1 | 6.2 |
| | | | | | | | | | | | _ | |
| Interest-bearing liabilities to equity attributable to owners of parent ratio (Times) 0.47 0.46 0.56 0.56 0.47 0.42 1.24 1.60 1.43 1.15 0.95 | interest-bearing liabilities to equity attributable to owners of parent ratio (Times) | 0.47 | 0.46 | 0.56 | 0.47 | 0.42 | 1.24 | 1.60 | 1.43 | 1.15 | 0.95 | 0.89 |
| Non-financial information related to operating companies | Non-financial information related to operating companies | | | | | | | | | | | |
| | | 198 160 | 498 460 | | /OF 221 | //05 331 | 480 U53 | 512 035 | 494 715 | 49/1715 | 494,715 | 494,715 |
| | | | | | | | | | | | 439,000 | 422,000 |
| | | | | | | | | | | | 176,297 | 183,009 |
| | | | 131,230 | | | | | | | | 6,343 | 7,141 |
| Dailliana iniacoazanaria debantinente delle archase obenità del castellia del castelli | Number of cards issued by JFR Card (1,000 cards) | 1,866 | 1,897 | _ | 1,923 | 1,929 | 1,893 | 1,703 | 1,530 | 1,419 | 1,328 | 1,272 |

^{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.