

# Major Financial/Non-Financial Data

Financial Data	(Unit)	2006	2007	2008	2009
Operating revenue	Billions of yen	573.5	633.4	574.4	552.1
Operating gross profit	Billions of yen	136.4	159.9	114.3	106.5
Operating profit	Billions of yen	65.9	82.1	35.0	35.5
Ordinary profit	Billions of yen	60.4	75.4	27.7	28.2
Net profit*1	Billions of yen	31.4	28.7	10.2	11.1
<b>Total assets</b>	Billions of yen	954.1	1,013.9	1,035.7	1,055.4
<b>Current assets</b>	Billions of yen	310.0	302.1	289.0	283.5
Real estate for sale*2	Billions of yen	185.2	202.4	200.0	172.2
<b>Non-current assets</b>	Billions of yen	644.0	711.8	746.7	771.9
<b>Total net assets</b>	Billions of yen	196.3	218.2	222.5	231.0
Equity	Billions of yen	173.7	192.8	195.7	203.1
Interest-bearing debt	Billions of yen	370.5	411.5	477.0	478.9
<b>Cash flows from operating activities</b>	Billions of yen	13.8	24.9	13.4	72.5
<b>Cash flows from investing activities</b>	Billions of yen	(106.4)	(79.9)	(83.0)	(26.7)
<b>Cash flows from financing activities</b>	Billions of yen	24.2	36.9	68.0	(30.9)
<b>Capital investment</b>	Billions of yen	42.5	52.9	40.0	46.9
<b>Depreciation</b>	Billions of yen	11.3	12.3	13.3	13.2
<b>EPS (Net profit per share of common stock)</b>	Yen	59.00	54.00	19.18	20.82
<b>BPS (Net assets per share of common stock)</b>	Yen	326.74	362.88	368.39	382.43
<b>Dividends (per share)</b>	Yen	7.00	8.00	8.00	7.00
<b>ROA</b>	%	7.3	8.4	3.5	3.4
<b>ROE</b>	%	19.7	15.7	5.2	5.5
<b>Equity ratio</b>	%	18.2	19.0	18.9	19.2
<b>Debt equity ratio</b>	Times	2.1	2.1	2.4	2.4
<b>Dividend payout ratio</b>	%	11.9	14.8	41.7	33.6
<b>EBITDA*3</b>	Billions of yen	77.2	94.4	48.3	48.7
<b>Debt/EBITDA ratio*4</b>	Times	4.8	4.4	9.9	9.8

\*1 Net profit has been reclassified as profit attributable to owners of parent from fiscal 2015.

\*2 Real estate for sale: includes real estate for sale in process and costs of uncompleted construction contracts

\*3 EBITDA: Initialization of earnings before interest, taxes, depreciation, and amortization. Calculated as operating profit + depreciation + amortization of goodwill

\*4 Debt/EBITDA ratio: Interest bearing debt ÷ EBITDA

Non-Financial Data	(Unit)	2013	2014	2015	2016
Number of employees	Person	17,594	18,243	19,230	20,421
Ratio of female managers	%	4.8	5.7	5.9	5.7
Female directors	Person	0	0	0	0
Female audit & supervisory board member	Person	0	0	0	0
Female managing officer	Person	1	2	2	2
Average years of service (male employees)	Year	13.2	13.2	13.0	12.9
Average years of service (female employees)	Year	8.8	9.0	8.7	8.8
Ratio of full-time employees (female employees)	%	23.7	24.2	25.3	26.5
Ratio of new female employee hires to total hires	%	31.5	33.0	35.4	41.6

	2010	2011	2012	2013	2014	2015	2016
	571.4	556.8	595.9	714.1	773.1	815.5	808.5
	131.7	123.3	126.8	145.3	148.8	163.8	173.0
	62.5	50.1	52.0	61.4	63.3	68.8	73.2
	54.9	34.9	39.9	50.6	51.7	56.4	63.6
	11.6	34.2	22.1	23.7	25.2	28.7	31.5
	1,161.4	1,744.8	1,718.4	1,789.8	1,973.8	1,984.4	2,067.2
	274.9	300.7	324.0	416.0	572.6	491.9	588.0
	155.7	172.7	175.3	245.9	394.7	364.4	418.6
	886.5	1,444.1	1,394.4	1,373.8	1,401.2	1,492.4	1,479.1
	239.8	275.3	307.0	369.2	398.3	422.4	446.3
	208.6	240.8	268.7	364.5	395.3	418.8	442.3
	559.8	1,064.0	974.1	991.0	1,125.4	1,106.1	1,137.9
	66.2	44.9	70.2	(13.5)	(38.5)	87.9	68.9
	(146.2)	(28.8)	42.5	19.7	(100.3)	(112.4)	(71.0)
	79.0	(16.4)	(90.5)	3.0	139.2	(30.5)	23.0
	199.5	41.6	43.8	77.5	126.7	78.8	60.3
	14.9	20.8	20.2	20.0	20.2	21.0	23.5
	21.84	64.40	41.71	41.61	41.45	47.18	51.77
	392.87	453.46	505.99	598.73	649.40	687.92	726.59
	7.00	7.00	7.00	8.00	10.00	12.00	13.00
	5.7	3.5	3.0	3.5	3.4	3.5	3.6
	5.6	15.2	8.7	7.5	6.6	7.1	7.3
	18.0	13.8	15.6	20.4	20.0	21.1	21.4
	2.7	4.4	3.6	2.7	2.8	2.6	2.6
	32.1	10.9	16.8	19.2	24.1	25.4	25.1
	77.4	71.0	72.4	84.6	88.0	94.3	101.7
	7.2	15.0	13.5	11.7	12.8	11.7	11.2

## Non-Financial Data

	(Unit)	2013	2014	2015	2016
Energy consumption	GJ	4,596,778 <sup>*1</sup>	4,660,185 <sup>*2</sup>	4,374,341 <sup>*3</sup>	4,542,902 <sup>*4</sup>
CO <sub>2</sub> emissions	t-CO <sub>2</sub>	228,267 <sup>*1</sup>	234,798 <sup>*2</sup>	210,707 <sup>*3</sup>	232,770 <sup>*4</sup>
Basic unit	kg-CO <sub>2</sub> /m <sup>2</sup>	98.6	101.9	98.4	106.6
Water use	m <sup>3</sup>	3,042 <sup>*1</sup>	3,141 <sup>*2</sup>	2,811 <sup>*3</sup>	2,663 <sup>*4</sup>
Basic unit	m <sup>3</sup> /m <sup>2</sup>	1.33	1.39	1.32	1.23
Waste emissions	t	14,189 <sup>*5</sup>	18,796 <sup>*6</sup>	18,908 <sup>*7</sup>	25,128 <sup>*8</sup>
Basic unit	kg/m <sup>2</sup>	10.3	10.2	10.1	13.3

\*1 Number of target facilities: 213 (Office buildings, Commercial facilities, Resort facilities, Other, Overseas)

\*2 Number of target facilities: 226 (Office buildings, Commercial facilities, Resort facilities, Other, Overseas)

\*3 Number of target facilities: 210 (Office buildings, Commercial facilities, Resort facilities, Other, Overseas)

\*4 Number of target facilities: 190 (Office buildings, Commercial facilities, Resort facilities, Other, Overseas)

\*5 Number of target facilities: 124 (Office buildings, Commercial facilities, Resort facilities, Other, Overseas)

\*6 Number of target facilities: 152 (Office buildings, Commercial facilities, Resort facilities, Other, Overseas)

\*7 Number of target facilities: 161 (Office buildings, Commercial facilities, Resort facilities, Other, Overseas)

\*8 Number of target facilities: 140 (Office buildings, Commercial facilities, Resort facilities, Other, Overseas)

• Energy consumption and CO<sub>2</sub> emissions: Increased because of the opening of new properties and due to an improved coverage of measurements (CO<sub>2</sub> emissions for fiscal 2015 were SGS-verified values)

• Water usage: Publicly-released values revised due to changes in the calculation method

• Waste volume: Increased due to an improved coverage of measurements