

Data Section

Financial and Non-Financial Data

| Financial Indicators | (Unit) | FY2008 | FY2009 | FY2010 | FY2011 | FY2012 | FY2013 | FY2014 | FY2015 | FY2016 | FY2017 | FY2018 |
|--|-----------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| Operating revenue | Billions of yen | 574.4 | 552.1 | 571.4 | 556.8 | 595.9 | 714.1 | 773.1 | 815.5 | 808.5 | 866.1 | 901.9 |
| Operating gross profit | Billions of yen | 114.3 | 106.5 | 131.7 | 123.3 | 126.8 | 145.3 | 148.8 | 163.8 | 173.0 | 182.5 | 193.4 |
| Operating profit | Billions of yen | 35.0 | 35.5 | 62.5 | 50.1 | 52.0 | 61.4 | 63.3 | 68.8 | 73.2 | 77.5 | 80.2 |
| Ordinary profit | Billions of yen | 27.7 | 28.2 | 54.9 | 34.9 | 39.9 | 50.6 | 51.7 | 56.4 | 63.6 | 68.7 | 70.7 |
| Net profit*1 | Billions of yen | 10.2 | 11.1 | 11.6 | 34.2 | 22.1 | 23.7 | 25.2 | 28.7 | 31.5 | 35.2 | 37.5 |
| Total assets*2 | Billions of yen | 1,035.7 | 1,055.4 | 1,161.4 | 1,744.8 | 1,718.4 | 1,789.8 | 1,973.8 | 1,984.4 | 2,067.2 | 2,173.2 | 2,405.2 |
| Current assets | Billions of yen | 289.0 | 283.5 | 274.9 | 300.7 | 324.0 | 416.0 | 572.6 | 491.9 | 588.0 | 649.8 | 872.7 |
| Real estate for sale*3 | Billions of yen | 200.0 | 172.2 | 155.7 | 172.7 | 175.3 | 245.9 | 394.7 | 364.4 | 418.6 | 473.7 | 568.0 |
| Non-current assets | Billions of yen | 746.7 | 771.9 | 886.5 | 1,444.1 | 1,394.4 | 1,373.8 | 1,401.2 | 1,492.4 | 1,479.1 | 1,523.4 | 1,532.2 |
| Total net assets | Billions of yen | 222.5 | 231.0 | 239.8 | 275.3 | 307.0 | 369.2 | 398.3 | 422.4 | 446.3 | 475.3 | 568.7 |
| Equity | Billions of yen | 195.7 | 203.1 | 208.6 | 240.8 | 268.7 | 364.5 | 395.3 | 418.8 | 442.3 | 468.1 | 561.4 |
| Interest-bearing debt | Billions of yen | 477.0 | 478.9 | 559.8 | 1,064.0 | 974.1 | 991.0 | 1,125.4 | 1,106.1 | 1,137.9 | 1,210.4 | 1,289.8 |
| Cash flows from operating activities | Billions of yen | 13.4 | 72.5 | 66.2 | 44.9 | 70.2 | (13.5) | (38.5) | 87.9 | 68.9 | 12.3 | 44.5 |
| Cash flows from investing activities | Billions of yen | (83.0) | (26.7) | (146.2) | (28.8) | 42.5 | 19.7 | (100.3) | (112.4) | (71.0) | (96.4) | (60.4) |
| Cash flows from financing activities | Billions of yen | 68.0 | (30.9) | 79.0 | (16.4) | (90.5) | 3.0 | 139.2 | (30.5) | 23.0 | 82.4 | 139.1 |
| Capital investment | Billions of yen | 40.0 | 46.9 | 199.5 | 41.6 | 43.8 | 77.5 | 126.7 | 78.8 | 60.3 | 44.6 | 89.8 |
| Depreciation | Billions of yen | 13.3 | 13.2 | 14.9 | 20.8 | 20.2 | 20.0 | 20.2 | 21.0 | 23.5 | 23.1 | 24.6 |
| EPS (Net profit per share of common stock) | Yen | 19.18 | 20.82 | 21.84 | 64.40 | 41.71 | 41.61 | 41.45 | 47.18 | 51.77 | 57.80 | 56.84 |
| BPS (Net assets per share of common stock) | Yen | 368.39 | 382.43 | 392.87 | 453.46 | 505.99 | 598.73 | 649.40 | 687.92 | 726.59 | 768.85 | 780.78 |
| Dividends (per share) | Yen | 8.00 | 7.00 | 7.00 | 7.00 | 7.00 | 8.00 | 10.00 | 12.00 | 13.00 | 14.50 | 15.50 |
| ROA | % | 3.5 | 3.4 | 5.7 | 3.5 | 3.0 | 3.5 | 3.4 | 3.5 | 3.6 | 3.7 | 3.5 |
| ROE | % | 5.2 | 5.5 | 5.6 | 15.2 | 8.7 | 7.5 | 6.6 | 7.1 | 7.3 | 7.7 | 7.3 |
| Equity ratio | % | 18.9 | 19.2 | 18.0 | 13.8 | 15.6 | 20.4 | 20.0 | 21.1 | 21.4 | 21.5 | 23.3 |
| Debt-equity ratio | Times | 2.4 | 2.4 | 2.7 | 4.4 | 3.6 | 2.7 | 2.8 | 2.6 | 2.6 | 2.6 | 2.3 |
| Dividend payout ratio | % | 41.7 | 33.6 | 32.1 | 10.9 | 16.8 | 19.2 | 24.1 | 25.4 | 25.1 | 25.1 | 27.3 |
| EBITDA*4 | Billions of yen | 49.7 | 49.1 | 77.8 | 71.0 | 72.4 | 84.6 | 88.0 | 94.3 | 101.7 | 106.1 | 110.2 |
| EBITDA multiple*5 | Times | 9.9 | 9.8 | 7.2 | 15.0 | 13.5 | 11.7 | 12.8 | 11.7 | 11.2 | 11.4 | 11.7 |

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

*2. The Partial Amendments to Accounting Standard for Tax Effect Accounting (ASBJ Statement No. 28, February 16, 2018) took effect at the beginning of the first quarter of fiscal 2018, and this Accounting Standard was applied retroactively to the main management indexes from fiscal 2017.

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

*4. EBITDA: Operating profit before depreciation = Operating profit + Depreciation + Amortization of goodwill

*5. EBITDA multiple: Interest-bearing debt/EBITDA (Operating profit before depreciation)

| Human Capital Indicators | (Unit) | FY2013 | FY2014 | FY2015 | FY2016 | FY2017 | FY2018 |
|---|--------|--------|--------|--------|--------|--------|--------|
| Number of employees | Person | 17,594 | 18,243 | 19,230 | 20,421 | 21,091 | 21,976 |
| Ratio of female managers | % | 4.8 | 5.7 | 5.9 | 5.7 | 8.6 | 8.3 |
| Female directors (non-consolidated) | Person | 0 | 0 | 0 | 0 | 0 | 1 |
| Female Audit & Supervisory Board members (non-consolidated) | Person | 0 | 0 | 0 | 0 | 0 | 0 |
| Female operating officers | Person | 1 | 2 | 2 | 2 | 2 | 2 |
| Male average years of service | Year | 13.2 | 13.2 | 13.0 | 12.9 | 12.7 | 14.9 |
| Female average years of service | Year | 8.8 | 9.0 | 8.7 | 8.8 | 8.7 | 9.2 |
| Ratio of female full-time employees | % | 23.7 | 24.2 | 25.3 | 26.5 | 27.2 | 28.5 |
| Ratio of new female employee hires to total hires | % | 31.5 | 33.0 | 35.4 | 41.6 | 40.1 | 39.5 |

| Environmental Indicators | (Unit) | FY2013 | FY2014 | FY2015 | FY2016 | FY2017 | FY2018 |
|-------------------------------|------------------------------------|---------|---------|---------|---------|---------|---------|
| CO ₂ emissions | 1,000 t of CO ₂ | 228.3 | 234.8 | 210.7 | 233.0 | 227.5 | 227.8 |
| Basic unit | kg-CO ₂ /m ² | 98.6 | 101.9 | 98.4 | 106.7 | 101.0 | 95.9 |
| Energy consumption | 1,000 GJ | 4,596.8 | 4,660.2 | 4,374.3 | 4,542.6 | 4,463.5 | 4,492.1 |
| Water use | 1,000 m ³ | 3,042 | 3,141 | 2,811 | 2,650 | 2,548 | 2,612 |
| Basic unit | m ³ /m ² | 1.33 | 1.39 | 1.32 | 1.23 | 1.14 | 1.11 |
| Number of target facilities*6 | Facility | 213 | 226 | 210 | 192 | 204 | 211 |
| Waste emissions | t | 14,189 | 18,796 | 18,908 | 25,127 | 25,569 | 22,932 |
| Basic unit | kg/m ² | 10.3 | 10.2 | 10.1 | 12.5 | 12.6 | 10.1 |
| Number of target facilities*6 | Facility | 124 | 152 | 161 | 151 | 159 | 170 |

*6. Includes office buildings, commercial facilities, resort facilities, other facilities, and overseas facilities