

Data Section

Financial and Non-Financial Data

Financial Indicators	(Unit)	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019
Operating revenue	Billions of yen	552.1	571.4	556.8	595.9	714.1	773.1	815.5	808.5	866.1	901.9	963.2
Operating gross profit	Billions of yen	106.5	131.7	123.3	126.8	145.3	148.8	163.8	173.0	182.5	193.4	201.7
Operating profit	Billions of yen	35.5	62.5	50.1	52.0	61.4	63.3	68.8	73.2	77.5	80.2	79.3
Ordinary profit	Billions of yen	28.2	54.9	34.9	39.9	50.6	51.7	56.4	63.6	68.7	70.7	67.5
Net profit*1	Billions of yen	11.1	11.6	34.2	22.1	23.7	25.2	28.7	31.5	35.2	37.5	38.6
Total assets*2	Billions of yen	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	2,487.4
Current assets	Billions of yen	283.5	274.9	300.7	324.0	416.0	572.6	491.9	588.0	649.8	872.7	889.0
Real estate for sale*3	Billions of yen	172.2	155.7	172.7	175.3	245.9	394.7	364.4	418.6	473.7	568.0	658.0
Non-current assets	Billions of yen	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	1,598.1
Total net assets	Billions of yen	231.0	239.8	275.3	307.0	369.2	398.3	422.4	446.3	475.3	568.7	594.2
Equity	Billions of yen	203.1	208.6	240.8	268.7	364.5	395.3	418.8	442.3	468.1	561.4	583.3
Interest-bearing debt	Billions of yen	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	1,361.0
Cash flows from operating activities	Billions of yen	72.5	66.2	44.9	70.2	(13.5)	(38.5)	87.9	68.9	12.3	44.5	(6.7)
Cash flows from investing activities	Billions of yen	(26.7)	(146.2)	(28.8)	42.5	19.7	(100.3)	(112.4)	(71.0)	(96.4)	(60.4)	(147.2)
Cash flows from financing activities	Billions of yen	(30.9)	79.0	(16.4)	(90.5)	3.0	139.2	(30.5)	23.0	82.4	139.1	65.1
Capital investment	Billions of yen	46.9	199.5	41.6	43.8	77.5	126.7	78.8	60.3	44.6	89.8	136.1
Depreciation	Billions of yen	13.2	14.9	20.8	20.2	20.0	20.2	21.0	23.5	23.1	24.6	32.3
EPS (Net profit per share of common stock)	Yen	20.82	21.84	64.40	41.71	41.61	41.45	47.18	51.77	57.80	56.84	53.70
BPS (Net assets per share of common stock)	Yen	382.43	392.87	453.46	505.99	598.73	649.40	687.92	726.59	768.85	780.78	811.04
Dividends (per share)	Yen	7.00	7.00	7.00	7.00	8.00	10.00	12.00	13.00	14.50	15.50	16.00
ROA	%	3.4	5.7	3.5	3.0	3.5	3.4	3.5	3.6	3.7	3.5	3.3
ROE	%	5.5	5.6	15.2	8.7	7.5	6.6	7.1	7.3	7.7	7.3	6.7
Equity ratio	%	19.2	18.0	13.8	15.6	20.4	20.0	21.1	21.4	21.5	23.3	23.5
Debt-equity ratio	Times	2.4	2.7	4.4	3.6	2.7	2.8	2.6	2.6	2.6	2.3	2.3
Dividend payout ratio	%	33.6	32.1	10.9	16.8	19.2	24.1	25.4	25.1	25.1	27.3	29.8
EBITDA*4	Billions of yen	49.1	77.8	71.0	72.4	84.6	88.0	94.3	101.7	106.1	110.2	117.1
EBITDA multiple*5	Times	9.8	7.2	15.0	13.5	11.7	12.8	11.7	11.2	11.4	11.7	11.6

*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	FY2019
Number of employees	Person	17,594	18,243	19,230	20,421	21,091	21,976	22,953
Ratio of female managers	%	4.8	5.7	5.9	5.7	8.6	8.3	8.1
Female directors (non-consolidated)	Person	0	0	0	0	0	1	1
Female Audit & Supervisory Board members (non-consolidated)	Person	0	0	0	0	0	0	0
Female operating officers	Person	1	2	2	2	2	2	3
Male average years of service	Year	13.2	13.2	13.0	12.9	12.7	13.1	13.2
Female average years of service	Year	8.8	9.0	8.7	8.8	8.7	9.2	8.9
Ratio of female full-time employees	%	23.7	24.2	25.3	26.5	27.2	28.5	29.8
Ratio of new female employee hires to total hires	%	31.5	33.0	35.4	41.6	40.1	39.5	32.2

Environmental Indicators	(Unit)	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019
CO ₂ emissions	1,000 t of CO ₂	228.3	234.8	210.7	233.0	227.5	230.5	220.0
Basic unit	kg-CO ₂ /m ²	98.6	101.9	98.4	106.7	101.0	95.9	84.8
Energy consumption	1,000 GJ	4,596.8	4,660.2	4,374.3	4,542.6	4,463.5	4,555.4	4,577.7
Water use	1,000 m ³	3,042	3,141	2,811	2,650	2,548	2,612	2,815
Basic unit	m ³ /m ²	1.33	1.39	1.32	1.23	1.14	1.10	1.10
Number of target facilities*6	Facility	213	226	210	192	204	211	216
Waste emissions	t	14,189	18,796	18,908	25,127	25,569	22,932	22,422
Basic unit	kg/m ²	10.3	10.2	10.1	12.5	12.6	10.2	9.1
Number of target facilities*6	Facility	124	152	161	151	159	170	175

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