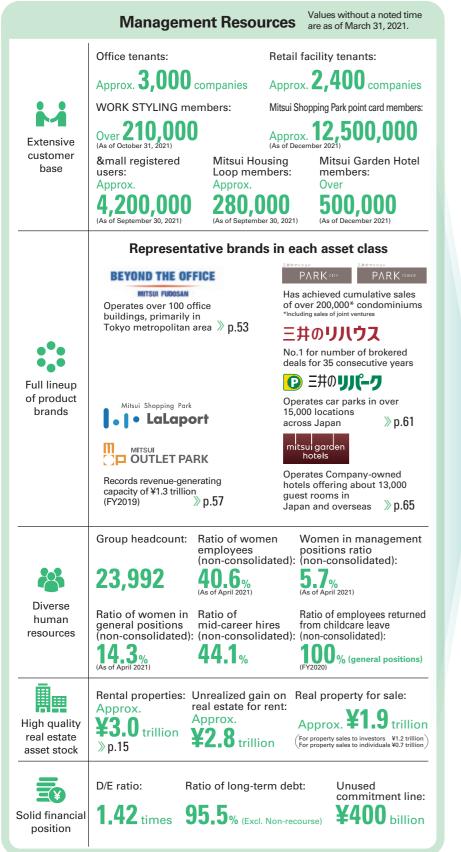
Value Creation Achievements

Drive Sustainable Profit Growth

Value Creation Sources and Achievements

Value Creation Sources





Earnings per Share (EPS) and Profit

Attributable to Owners of Parent

155.8

157

2017

131.8

133 4

2016

(Yen 250

200

150

100

50

Ω

168.6

171.3

2018

of parent (right axis)

183.9

188.3

2019

¥129.5

¥134.4

2020



4.6

4.4

2018 2019

4.2

2.8%

2020

erage total asset

4.6

2016 2017

ROA = (Operating in

ROA

40

3.0

(Rillion

of yen) 200

160

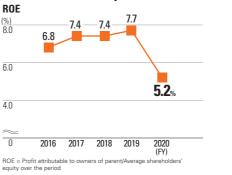
120

80

40

Maintaining and Improving

Business Efficiency





Expanding Overseas Business Ratio of overseas income*



Part of Total Group Income" on p. 68 for detail

Establish a Sustainable Society

Solar Power Generation Facility (Mega-Solar) Business

& EARTH Clothing Support Project

Collection of unused clothing items from our retail facilities for donation through NPOs to refugees and other people affected by disasters overseas (conducted 23 times in cumulative total)



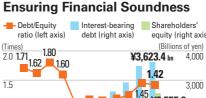
Achievement of a sustainable society through international relief and reuse of clothing



Ownership and operation of five solar power generation facilities (As of April 2021) Annual power generation: Equivalent to the annual power needs of approximately 23,000 typical households Approx. 80 million kWh Reduction of greenhouse gases through generation of green electricity



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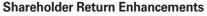


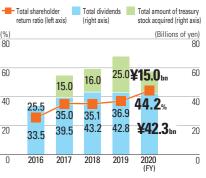






2020 / (Operating income + pro forma operating income of





Ownership of About 5,000 Hectares of Forest in Hokkaido

(Usage in building materials, etc.)

Annual CO₂ absorption and fixation by forests



