Presentation of Results for Fiscal Year Ended February 28, 2026

April 14, 2026

J. Front Retailing Co., Ltd.

Create and Bring to Life “New Happiness.”

J. FRONT RETAILING

Today’s Agenda

I. FY2025 Results and FY2026 Forecast

II. Progress of the Medium-term Business Plan and Initiatives for FY2026

FY2025 Results and FY2026 Forecast

NAGAMINE Takamasa

Managing Executive Officer
Senior Executive General Manager, Financial Strategy Unit
J. Front Retailing Co., Ltd.

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FY2025 Consolidated P&L (IFRS)

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- Business profit declined YoY but increased compared to October forecast due to factors such as growth in SC and Developer.
- Operating profit and profit attributable to owners of parent decreased due to the absence of the one-time gain (gain on step acquisition) recorded in the previous year.
- Year-end dividend is planned to be as expected in October, with annual dividend increasing by ¥2 per share to ¥54.

(Billions of yen, unless otherwise stated)

Fiscal year ended February 28, 2026	H1		H2		Full year		
	Results	% YoY	Results	% YoY	Results	% YoY	vs. Oct forecast
Gross sales	622.5	2.0	667.9	1.5	1,290.4	1.7	(2.5)
Revenue	219.9	5.0	225.1	(3.2)	445.0	0.7	(6.9)
Gross profit	107.5	(0.8)	107.8	3.6	215.4	1.3	1.9
SGA	79.3	4.4	85.4	2.8	164.8	3.6	(0.1)
Business profit	28.1	(13.2)	22.4	6.7	50.5	(5.4)	2.0
Other operating income	2.9	(67.0)	1.1	(59.2)	4.1	(65.1)	0.6
Other operating expenses	1.1	(43.3)	4.5	(10.5)	5.7	(19.8)	(2.2)
Operating profit	29.9	(23.9)	19.0	1.1	49.0	(15.8)	5.0
Profit attributable to owners of parent	18.3	(36.9)	9.9	(19.5)	28.2	(31.7)	2.2
Dividend per share (Yen)	(Interim) 27	(Yen) 5	(Year-end) 27	(Yen) (3)	(Annual) 54	(Yen) 2	(Yen) 0
ROE (%)	—	—	—	—	6.9	(RD) (3.6)	(RD) 0.5
ROIC (%)	—	—	—	—	5.9	(RD) (0.3)	(RD) 0.3

FY2025 Segment Performance (IFRS) (1)

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(Billions of yen, unless otherwise stated)

FY2025 (Fiscal year ended February 28, 2026)		H1		H2		Full year		
		Results	% YoY	Results	% YoY	Results	% YoY	vs. Oct forecast
Department Store	Gross sales	393.8	(1.3)	434.8	2.1	828.6	0.5	(3.5)
	Revenue	129.6	1.8	138.5	1.6	268.1	1.7	(3.0)
	Business profit	16.0	(20.3)	14.8	7.1	30.9	(9.1)	(1.0)
	Operating profit	16.6	(14.0)	13.2	28.1	29.8	0.6	(0.3)
SC	Gross sales	172.9	6.2	181.8	7.0	354.7	6.6	5.5
	Revenue	33.1	4.1	34.1	4.8	67.2	4.4	0.2
	Business profit	8.3	6.2	5.6	15.7	14.0	9.9	0.7
	Operating profit	9.5	34.0	4.1	(27.9)	13.6	6.4	0.6
Developer	Gross sales	43.2	10.8	38.1	(26.2)	81.3	(10.2)	(1.8)
	Revenue	43.2	10.8	38.1	(26.2)	81.3	(10.2)	(1.8)
	Business profit	4.4	2.3	2.9	(26.7)	7.3	(11.6)	0.5
	Operating profit	4.4	3.4	2.5	(33.8)	7.0	(14.2)	0.5

FY2025 Segment Performance (IFRS) (2)

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(Billions of yen, unless otherwise stated)

FY2025 (Fiscal year ended February 28, 2026)		H1		H2		Full year		
		Results	% YoY	Results	% YoY	Results	% YoY	vs. Oct forecast
Payment and Finance	Gross sales	6.6	2.0	6.8	3.6	13.5	2.8	(0.4)
	Revenue	6.6	2.0	6.8	3.6	13.5	2.8	(0.4)
	Business profit	0.4	(57.7)	0.5	(10.8)	0.9	(41.2)	(0.2)
	Operating profit	0.4	(52.3)	0.4	(12.3)	0.9	(37.0)	(0.2)
Other	Gross sales	29.5	28.9	30.2	4.1	59.8	15.0	(1.8)
	Revenue	28.9	29.5	29.0	2.4	57.9	14.3	(1.8)
	Business profit	0.4	18.6	0.0	(82.1)	0.5	(35.2)	(0.2)
	Operating profit	0.3	(12.2)	0.1	(72.7)	0.4	(45.4)	(0.1)
Adjustments	Gross sales	(23.7)	-	(23.9)	-	(47.6)	-	(0.3)
	Revenue	(21.6)	-	(21.5)	-	(43.2)	-	(0.0)
	Business profit	(1.5)	-	(1.6)	-	(3.2)	-	2.3
	Operating profit	(1.4)	-	(1.4)	-	(2.8)	-	4.5

Segment Information (IFRS): Main Reasons for Changes

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Department Store Business

- Revenue increased due to factors such as robust spending by the affluent and the effects of the Osaka Expo, but profit decreased due to increased costs such as price hikes.
- Duty-free sales decreased by ¥20.0 billion YoY to ¥110.5 billion partly due to a decline in Chinese tourists visiting Japan since December.

SC Business

- Thanks to strategic effects such as the expansion of IP content, both domestic customer and inbound tourist transaction volumes remained strong.
- Since completing its major renovation, Shibuya PARCO has seen its tenant transaction volume increase by more than 20% YoY.

Developer Business

- J. Front Design & Construction saw a decrease in revenue and profit due to the backlash from large construction orders in the previous year, but its operating profit exceeded October forecast.
- J. Front City Development saw a decline in revenue and profit due to the rebound from the previous year's property sales, but still achieved its October forecast.

Payment and Finance Business

- Revenue increased due to factors such as higher transaction volume resulting from the expansion of the cardholder base and growth in merchant fees.
- Profit declined due to increased costs associated with acquiring cardholders for newly issued cards.

Other

- Daimaru Kogyo saw strong performance in its electronic devices department, but struggled in other areas such as automotive parts, resulting in increased revenue but decreased profit.

Daimaru Matsuzakaya Department Stores Major Store Sales

- In H2, sales at directly managed stores increased by 2.4%.
  Duty-free sales declined YoY but increased for full year.
- Renovations at the Nagoya store (main building) were largely completed in H1, while the Umeda store saw a decline in revenue in H2 due to factors such as the closure of sales floors in preparation for major renovations starting in October.

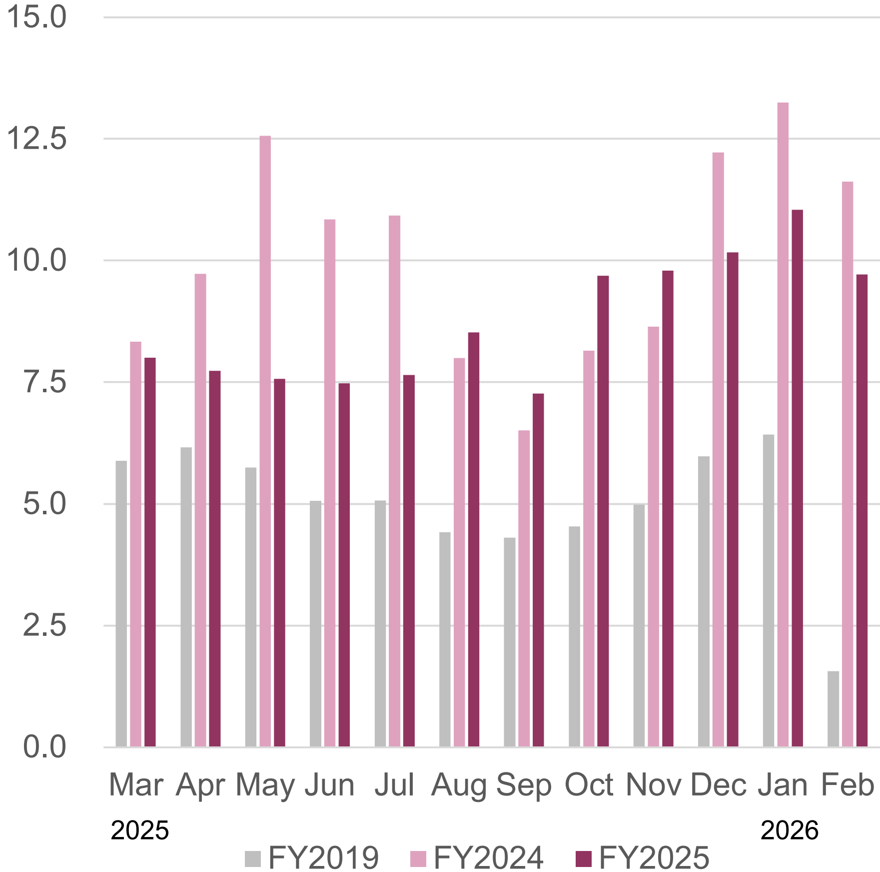
(%)

Fiscal year ended February 28, 2026	YoY		
	H1	H2	Full year
Shinsaibashi	(5.2)	2.5	(1.3)
Umeda	12.7	(3.4)	4.3
Tokyo	(2.9)	2.3	(0.2)
Kyoto	(12.4)	(0.6)	(6.5)
Kobe	0.2	6.4	3.4
Sapporo	(1.3)	(0.5)	(0.8)
Nagoya	0.8	7.3	4.1
Total directly managed stores	(1.6)	2.4	0.5

Daimaru Matsuzakaya Department Stores Duty-free Sales

- While duty-free sales began to recover in October, significant decline in customer numbers from December onward resulted in annual sales of ¥104.6 billion (down 13.4% YoY). Total sales in the Department Store Business amounted to ¥110.5 billion (down 15.3% YoY).
- In Q4, while customer numbers continued to decline, revenue decline was mitigated due to higher average customer spending.

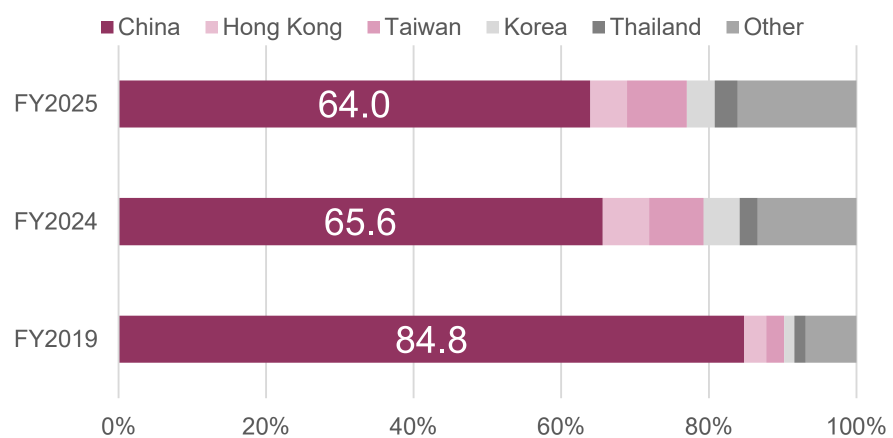
Monthly sales (billions of yen)



Quarterly YoY change (%)

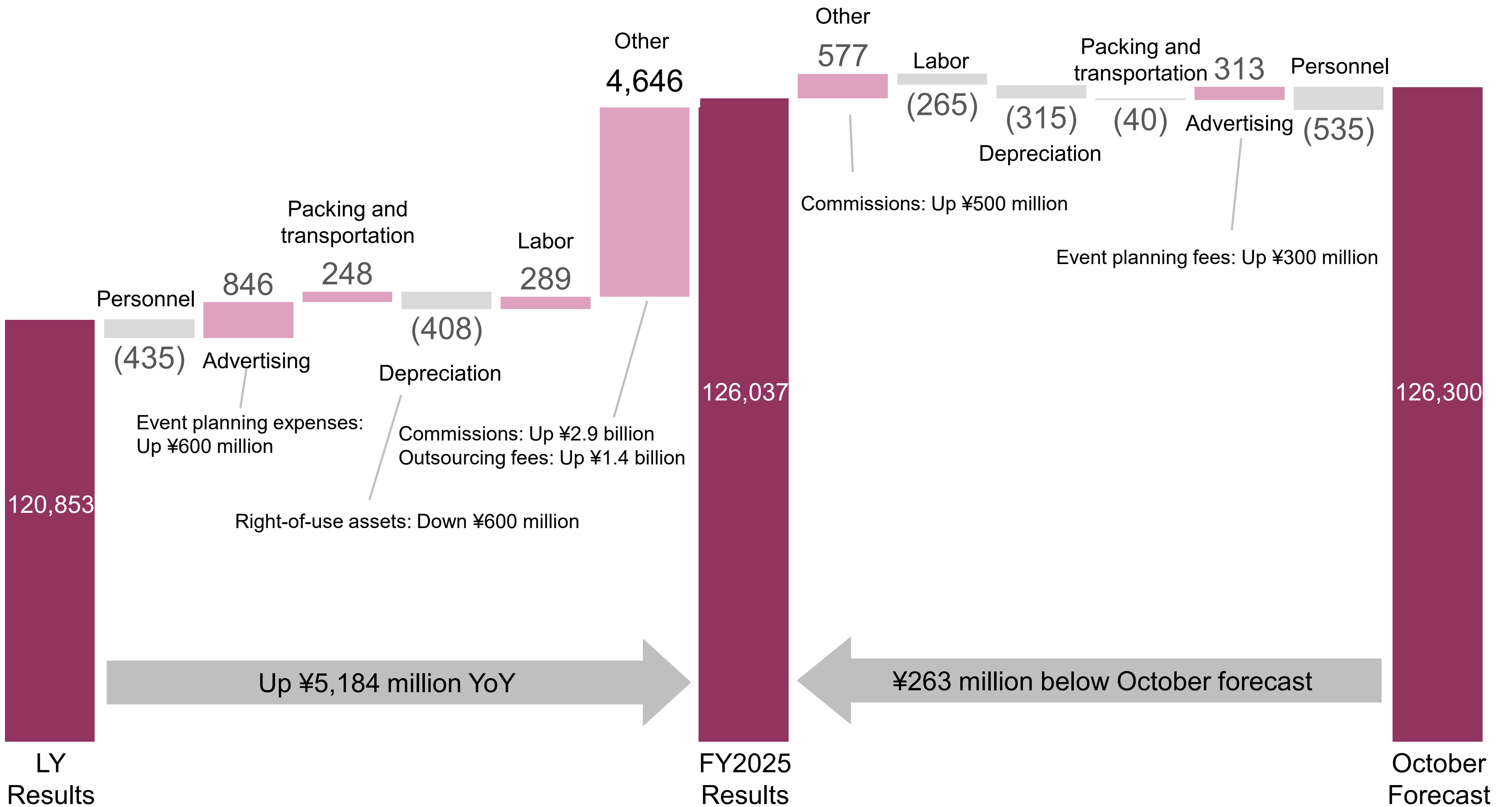
	Q1	Q2	Q3	Q4
No. of customers	Up 14.2	Up 5.8	Up 15.4	Down 22.2
Average customer spending	Down 33.4	Down 24.9	Down 0.5	Up 8.0
Sales	Down 23.9	Down 20.6	Up 14.8	Down 16.6

Sales share by country (%)



- Increased by ¥2.1 billion YoY, excluding Expo-related expenses.
  Factors include increased sales commissions and higher outsourcing fees.

(Millions of yen)



PARCO Major Store Tenant Transaction Volume Percentage Change

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- Both domestic customer and inbound tourist transaction volumes remained strong. Total comparable store transaction volume increased by 7.9%.
- In addition to Sendai and Nagoya PARCO, Shibuya PARCO has seen significant growth since its major renovation.

(%)

Fiscal year ended February 28, 2026	YoY		
	H1	H2	Full year
Sapporo PARCO	9.6	6.6	8.0
Sendai PARCO	12.3	14.0	13.2
Urawa PARCO	4.8	6.9	5.9
Ikebukuro PARCO	(0.3)	2.3	1.0
Shibuya PARCO	4.1	27.7	15.8
Chofu PARCO	2.9	4.2	3.5
Nagoya PARCO	17.9	10.0	13.7
Shinsaibashi PARCO	9.7	(1.7)	3.7
Fukuoka PARCO	6.9	3.3	5.0
Total all stores	6.2	7.2	6.7
Total comparable stores	7.2	8.4	7.9

*Matsumoto PARCO closed on February 28, 2025.

Consolidated BS Results (IFRS)

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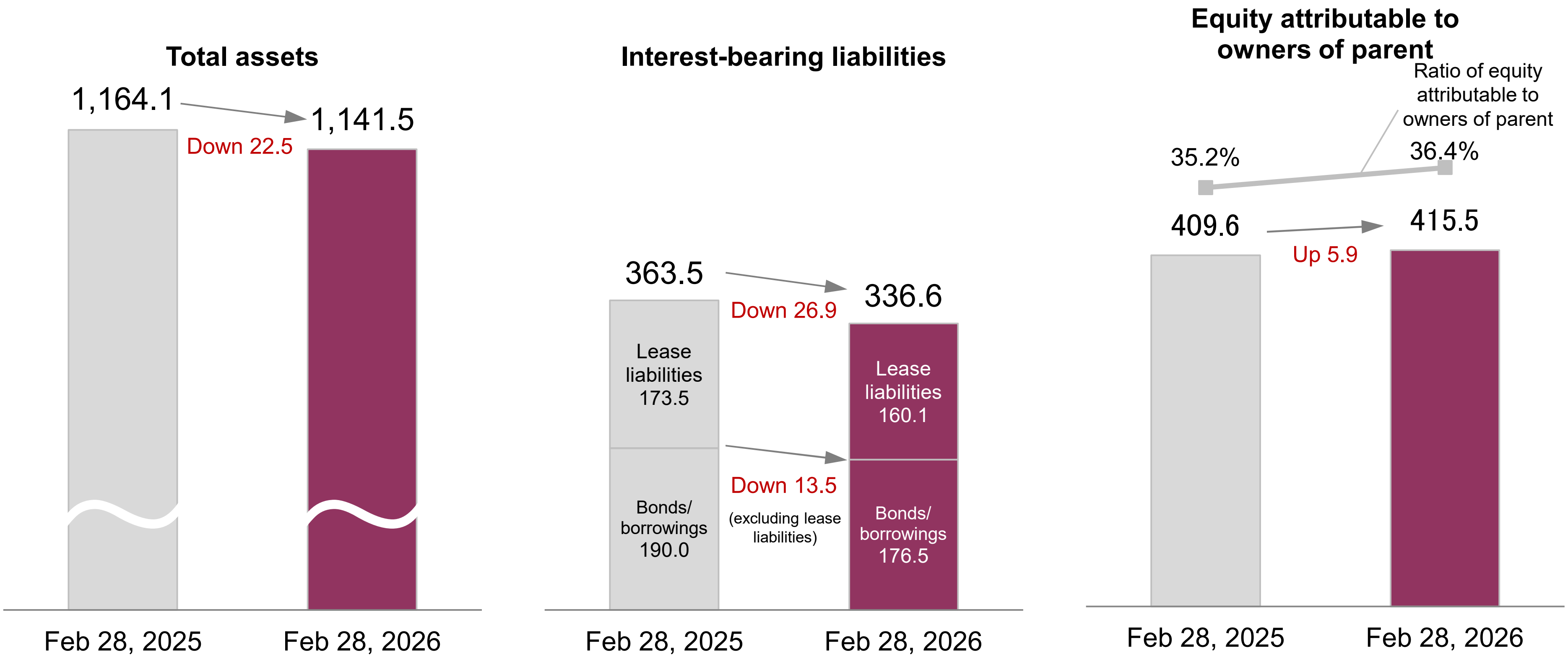
- Total assets were ¥1,141.5 billion, a decrease of ¥22.5 billion from the end of the previous fiscal year.
- Interest-bearing liabilities (excluding lease liabilities) were ¥176.5 billion, a reduction of ¥13.5 billion from the end of the previous fiscal year.
- Equity attributable to owners of parent was ¥415.5 billion, an increase of ¥5.9 billion from the end of the previous fiscal year.



(Billions of yen)

Consolidated CF Results (IFRS)

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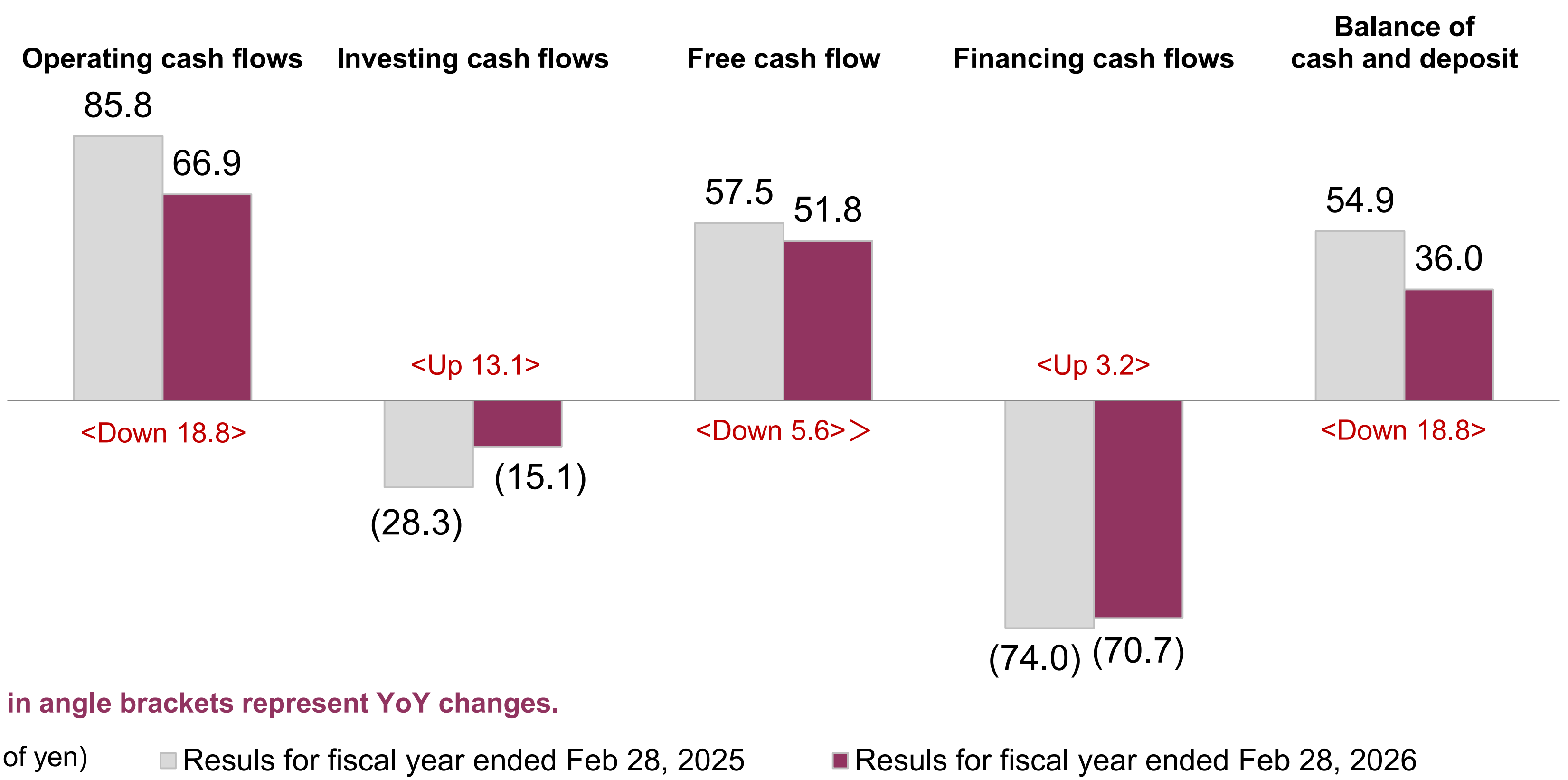
- Net cash provided by operating activities was ¥66.9 billion, down ¥18.8 billion YoY due to factors such as an increase in corporate tax payments.
- Net cash used in investing activities decreased by ¥13.1 billion YoY due to asset sales, despite investments in stores and other initiatives.
- Net cash used in financing activities decreased by ¥3.2 billion YoY due to bond issuance and other factors, despite increased shareholder returns.



Figures in angle brackets represent YoY changes.

(Billions of yen)

Business Environment Outlook for FY2026

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＋） Corporate performance will remain strong, and improved income conditions will boost personal consumption.

＋） Driven by factors such as asset effects, consumption among the affluent will continue to grow.

±） Demand from inbound tourists will remain somewhat supported by the weaker yen, despite a continued decline in the number of Chinese tourists.

－） Concerns about rising costs due to inflation and the impact of high oil prices on consumer sentiment.

－） Need to adapt to changes in the business environment caused by global economic trends and shifts in the international landscape.

FY2025 Consolidated P&L (IFRS)

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- Aiming to increase both revenue and profit through sales growth across all business segments, including Department Store and SC.
- Department Store projects profit decline due to factors such as the renovation of the Umeda store, with strong performance from SC and Developer driving growth.
- Annual dividend per share is expected to be ¥56, an increase of ¥2.

(Billions of yen, unless otherwise stated)

Fiscal year ending February 28, 2027	H1		H2		Full year	
	Forecast	% YoY	Forecast	% YoY	Forecast	% YoY
Gross sales	633.0	1.7	714.0	6.9	1,347.0	4.4
Revenue	220.0	0.0	249.0	10.6	469.0	5.4
Gross profit	105.0	(2.4)	116.0	7.5	221.0	2.6
SGA	83.0	4.6	86.0	0.6	169.0	2.5
Business profit	22.0	(21.9)	30.0	33.8	52.0	2.8
Other operating income	3.5	19.1	0.0	–	3.5	(15.3)
Other operating expenses	3.5	205.7	5.0	9.5	8.5	48.8
Operating profit	22.0	(26.6)	25.0	31.3	47.0	(4.1)
Profit attributable to owners of parent	14.0	(23.7)	15.0	51.1	29.0	2.5
Dividend per share (Yen)	(Interim) 28	(Yen) 1	(Year-end) 28	(Yen) 1	(Annual) 56	(Yen) 2
ROE (%)	–	–	–	–	6.9	(RD) 0.0
ROIC (%)	–	–	–	–	5.7	(RD) (0.2)

FY2026 Segment Performance (IFRS) (1)

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(Billions of yen, unless otherwise stated)

FY2026 (Fiscal year ending February 28, 2027)		H1		H2		Full year	
		Forecast	% YoY	Forecast	% YoY	Forecast	% YoY
Department Store	Gross sales	394.8	0.2	449.2	3.3	844.0	1.8
	Revenue	130.5	0.7	147.6	6.5	278.1	3.7
	Business profit	12.6	(21.3)	16.4	10.1	29.0	(6.2)
	Operating profit	13.7	(17.7)	15.8	19.6	29.5	(1.2)
SC	Gross sales	185.5	7.3	198.8	9.3	384.3	8.3
	Revenue	35.2	6.3	37.2	8.9	72.4	7.6
	Business profit	8.7	4.5	5.8	2.1	14.5	3.5
	Operating profit	7.8	(18.2)	1.9	(54.0)	9.7	(29.0)
Developer	Gross sales	39.5	(8.8)	51.3	34.6	90.8	11.6
	Revenue	39.5	(8.8)	51.3	34.6	90.8	11.6
	Business profit	3.0	(32.6)	7.9	168.8	10.9	47.6
	Operating profit	2.7	(39.5)	7.8	204.1	10.5	49.5

FY2026 Segment Performance (IFRS) (2)

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(Billions of yen, unless otherwise stated)

FY2026 (Fiscal year ending February 28, 2027)		H1		H2		Full year	
		Forecast	% YoY	Forecast	% YoY	Forecast	% YoY
Payment and Finance	Gross sales	7.2	10.2	7.6	11.7	14.9	11.0
	Revenue	7.2	10.2	7.6	11.7	14.9	11.0
	Business profit	0.8	92.6	1.1	120.9	2.0	107.7
	Operating profit	0.8	98.6	1.1	127.4	1.9	113.9
Other	Gross sales	30.7	3.7	34.0	12.4	64.7	8.1
	Revenue	29.3	1.1	31.4	8.2	60.7	4.7
	Business profit	0.0	-	0.4	404.2	0.4	(25.9)
	Operating profit	0.0	-	0.3	151.5	0.3	(31.1)
Adjustments	Gross sales	(24.7)	-	(26.9)	-	(51.7)	-
	Revenue	(21.7)	-	(26.1)	-	(47.9)	-
	Business profit	(3.1)	-	(1.6)	-	(4.8)	-
	Operating profit	(3.0)	-	(1.9)	-	(4.9)	-

Segment Information (IFRS): Main Reasons for Changes

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Department Store Business

- Despite the impact of the Umeda store's renovation and a decline following the Osaka-Kansai Expo, revenue will increase, driven by strengthened gaisho sales and renovation effects.
- Profit will decline due to increases in personnel and system-related expenses and other factors contributing to the profit decline (expected decline of ¥5.0 billion in business profit at the Umeda store).

SC Business

- Renovations at Shinsaibashi and Ikebukuro PARCO will have positive effects, leading to continued growth in domestic customer and inbound tourist transaction volumes.
- While business profit will increase, operating profit is expected to decline due to projected losses from closing Shizuoka PARCO.

Developer Business

- The newly merged company J. Front Prime Space began full operations and aims to increase both revenue and profit.
- J. Front City Development expects both revenue and profit to increase, factoring in the increased profit from property sales and other factors.

Payment and Finance Business

- Focus will be shifted from priority new cardholder acquisition to expanding its cardholder base with the aim of increasing both revenue and profit.

Other

- Revenue and profit are expected to increase, driven by factors such as sales growth in Daimaru Kogyo’s electronic device department.

- Total sales at directly managed stores are expected to increase by 2.6%, driven by growth in gaisho sales and other factors such as renovation effects, and sales-boosting measures. Duty-free sales are expected to be ¥104.5 billion (down 0.1%).
- The Shinsaibashi store expects double-digit sales growth due to events celebrating its 300th anniversary and other factors. The Umeda store expects a 40% decrease in sales due to factors such as floor closures resulting from major renovations.

(%)

Fiscal year ending February 28, 2027	YoY		
	H1	H2	Full year
Shinsaibashi	9.9	12.0	11.0
Umeda	(44.7)	(35.6)	(40.3)
Tokyo	8.0	5.9	6.9
Kyoto	2.6	5.5	4.2
Kobe	10.6	9.0	9.8
Sapporo	4.2	4.1	4.1
Nagoya	2.3	7.1	4.8
Total directly managed stores	1.1	4.0	2.6

Daimaru Matsuzakaya Department Stores SGA Analysis (IFRS)

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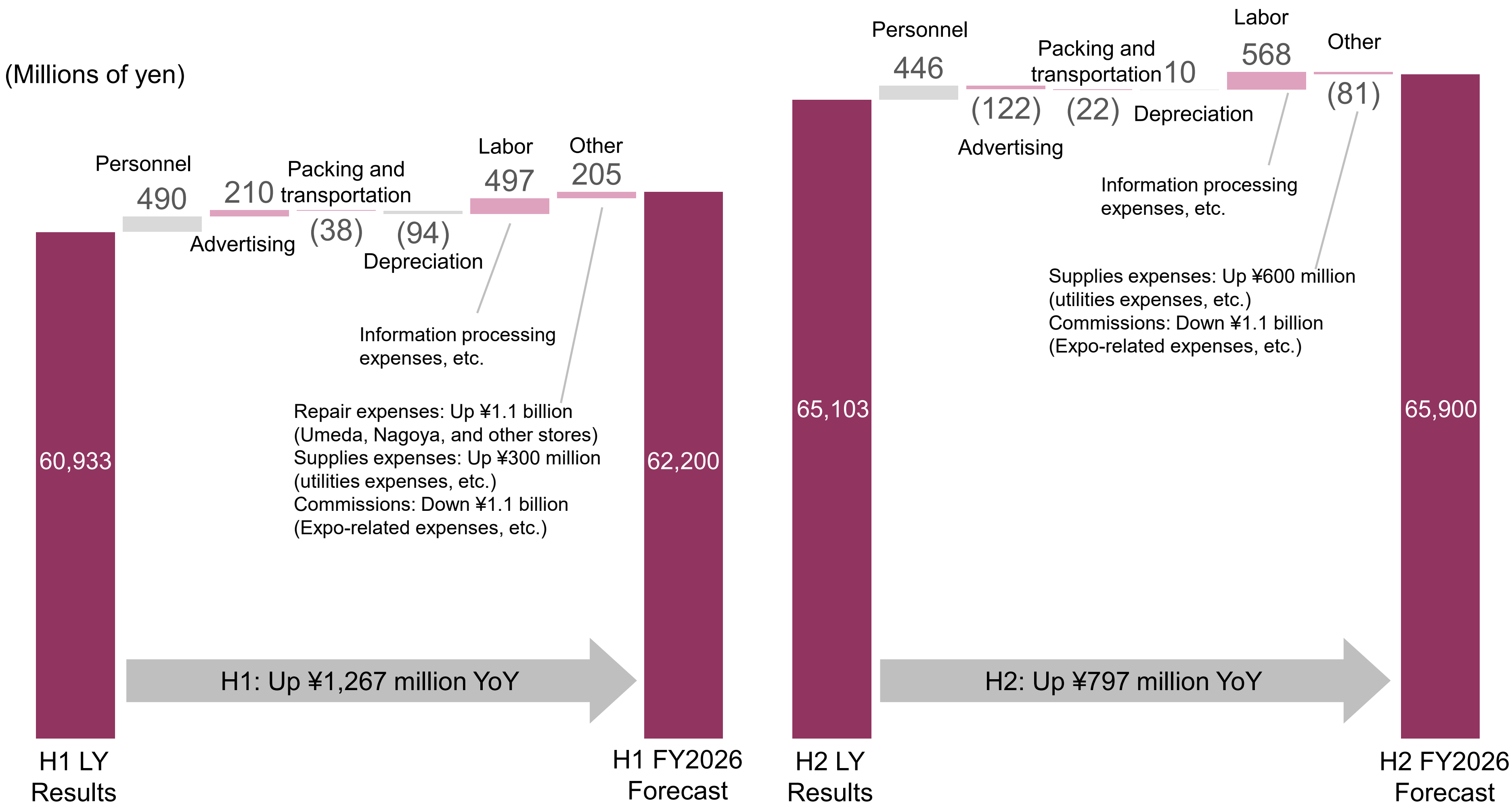
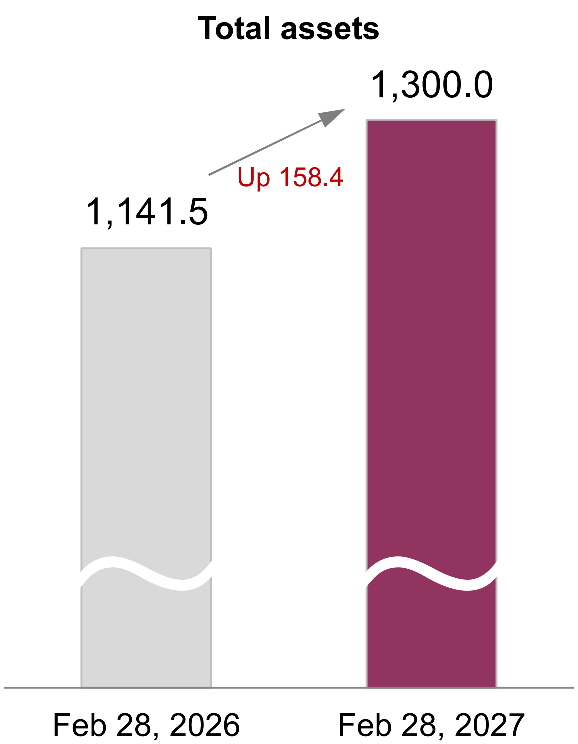
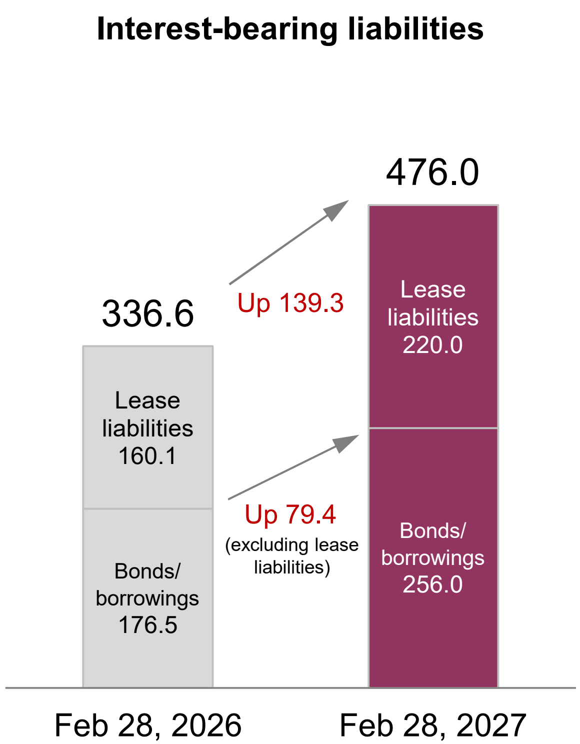
- Expected to increase by ¥2.1 billion YoY for full year (an increase of ¥5.0 billion excluding Expo-related expenses). Primary factors include increases in personnel and system expenses and rising utilities expenses.

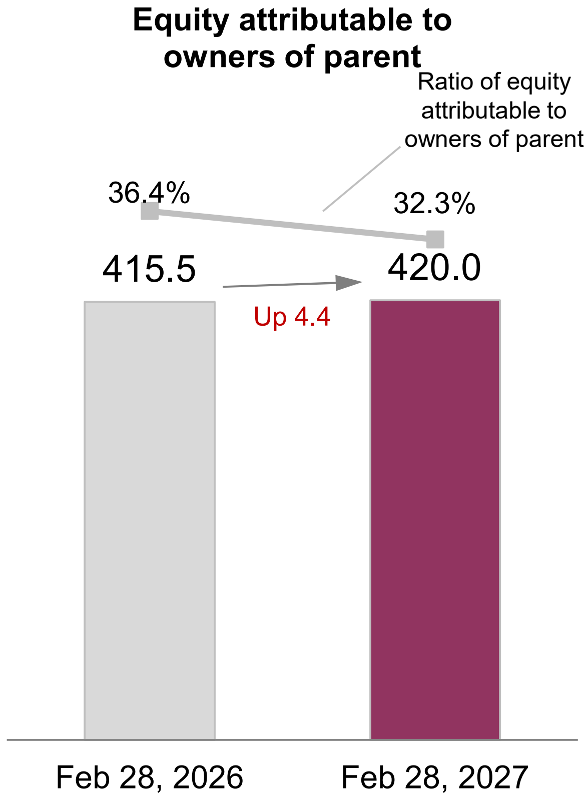


Consolidated BS Forecast (IFRS)

- Total assets are expected to be ¥1,300.0 billion, increasing by ¥158.4 billion from the end of the previous fiscal year, by making strategic investments.
- Interest-bearing liabilities (excluding lease liabilities) are expected to be ¥256.0 billion, an increase of ¥79.4 billion from the end of the previous fiscal year.
- Equity attributable to owners of parent is expected to be ¥420.0 billion, an increase of ¥4.4 billion from the end of the previous fiscal year.







(Billions of yen)

*Projected assets and interest-bearing liabilities assume that strategic investments of approximately ¥60.0 billion are made.

Consolidated CF Forecast (IFRS)

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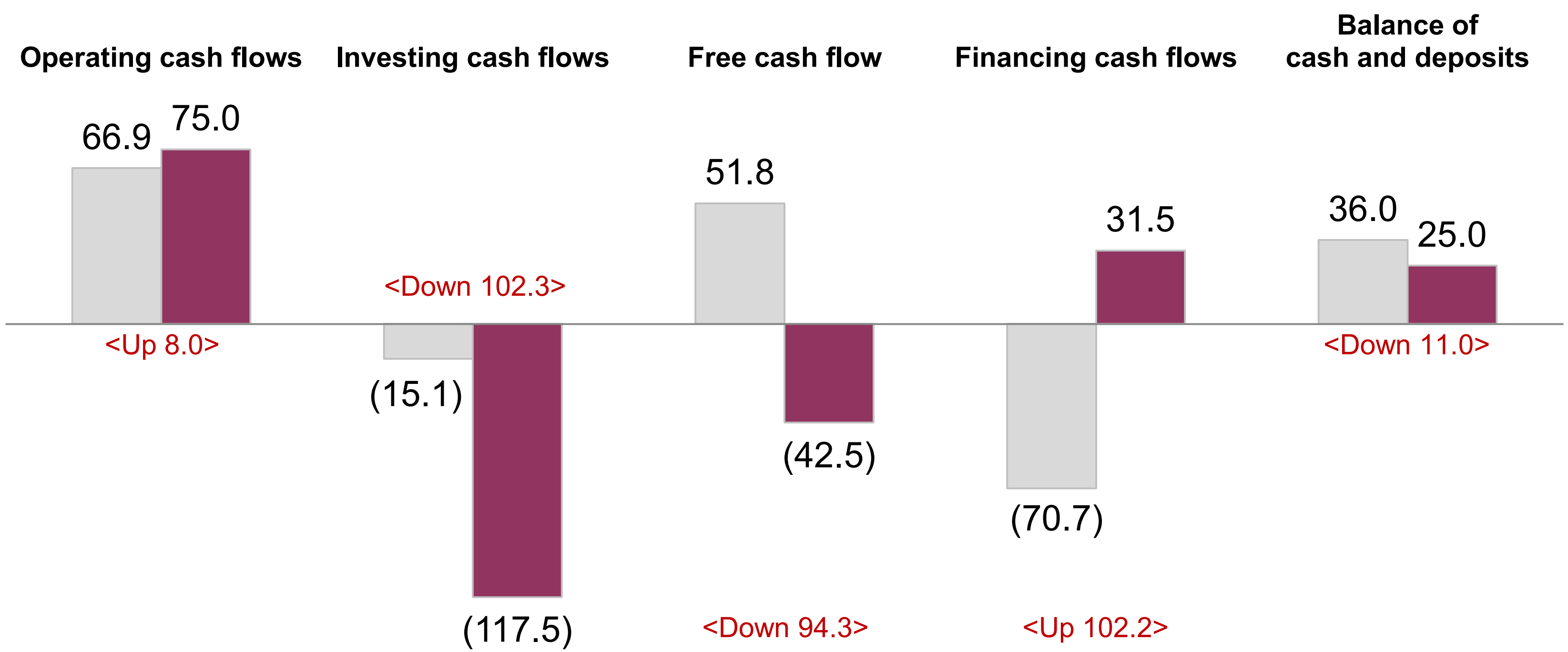
- Net cash provided by operating activities is expected to be ¥75.0 billion, an increase of ¥8.0 billion YoY due to factors such as higher profit.
- Net cash used in investing activities is expected to be ¥117.5 billion, factoring in strategic investments.
- Net cash provided by financing activities is expected to be ¥31.5 billion, factoring in liability financing portion associated with strategic investments.



Figures in angle brackets represent YoY changes.

(Billions of yen)

Results for fiscal year ended Feb 28, 2026 Forecast for fiscal year ending Feb 28, 2027

*Forecast for investing cash flows and financing cash flows assumes that strategic investments of approximately ¥60.0 billion are made.

Medium-term Business Plan ROIC Management

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► The medium-term plan targets will not be met. It is necessary to focus on increasing "earning power" of each segment, both in the short term and in the medium to long term.

Consolidated

FY2026 forecast
ROIC 5.7%
(WACC 5.0-5.5%)

Segment	FY2024	FY2025	FY2026 (forecast)	WACC*
Department Store	10.7%	9.3%	8.8%	4-5%
SC	5.1%	5.8%	6.0%	3-4%
Developer	6.5%	5.7%	8.3%	3-4%
Payment and Finance	1.8%	1.0%	1.8%	2-3%

*In principle, WACC by segment is reviewed every Medium-term Business Plan period.

	FY2024	FY2025	FY2026 (forecast)
ROE (Cost of shareholders' equity 7.5-8.0%)	10.5%	6.9%	6.9%

Medium-term Business Plan Cash Allocation

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► Prioritizing investment allocation with an eye toward change, while steadily implementing shareholder returns

FY2024-2026 (3-year total)

Cash inflows from operating activities, etc.
¥250.0 bn

Use of cash and deposits
¥45.0 bn

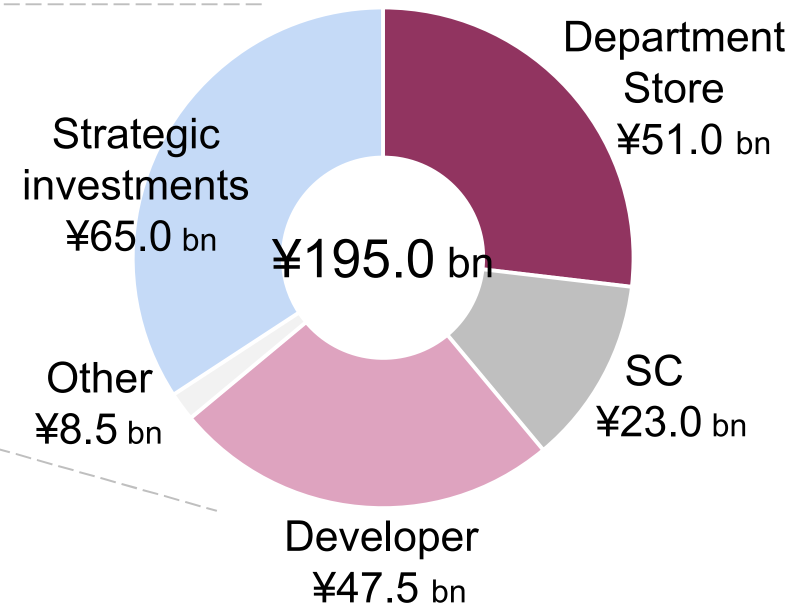
Financing interest-bearing liabilities
¥145.0 bn

Business investments Strategic investments
¥195.0 bn

Shareholder returns
¥75.0 bn

Repayment of interest-bearing liabilities
¥170.0 bn

Breakdown of investments (3-year total)



*When making strategic investments, we plan to utilize interest-bearing liabilities.

Shareholder Returns

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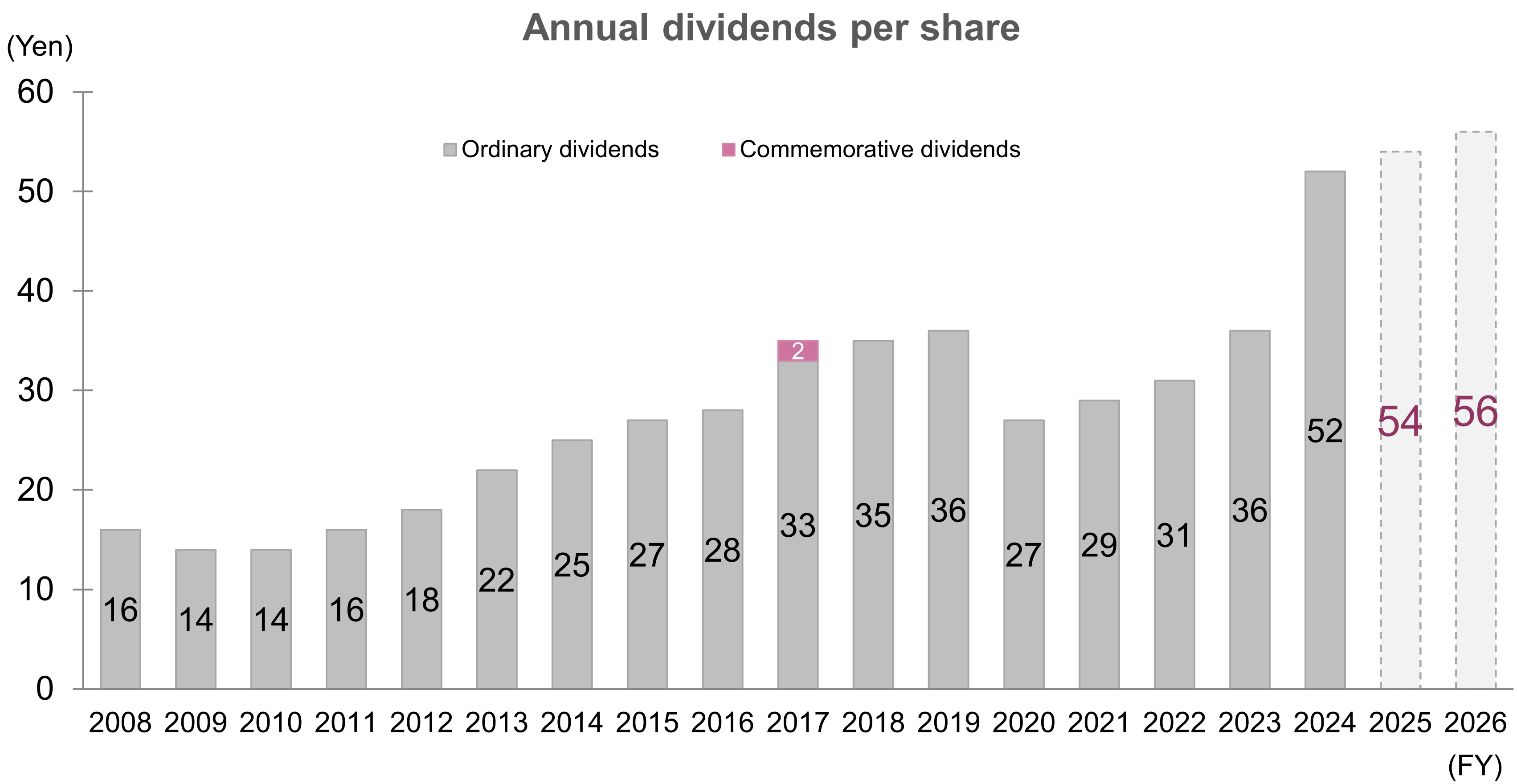
- Annual dividend for FY2025 will be ¥54, as previously forecast, while annual dividend for FY2026 is expected to increase by ¥2 to ¥56.
- Following share buybacks of ¥10.0 billion in FY2024 and ¥15.0 billion in FY2025, another ¥10.0 billion share buyback will be implemented in FY2026.
- Total payout ratio for the current Medium-term Business Plan period is expected to be around 77%.



Share Buyback

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- In order to improve capital profitability over the medium to long term, share buyback is carried out with the aim of "optimizing equity capital and strengthening shareholder returns," as well as achieving profitable growth.

Class of shares to be acquired	Common shares
Total number of shares that can be acquired	Up to 5,000,000 shares [Percentage of total number of shares issued (excluding treasury shares*): 2.00%]
Total acquisition cost of shares	Up to ¥10.0 billion
Period of acquisition	April 15, 2026 – June 26, 2026
Method of acquisition	Market purchase on the Tokyo Stock Exchange (Discretionary trading by a securities company)

Holding status of treasury shares as of February 28, 2026

Total number of shares issued (excluding treasury shares*)	250,249,421 shares
Number of treasury shares*	20,316,343 shares

*Such treasury shares do not include the Company's shares held by the BIP Trust.

Progress of the Medium-term Business Plan and Initiatives for FY2026

ONO Keiichi

Director, President and Representative Executive Officer

J. Front Retailing Co., Ltd.

Create and Bring to Life “New Happiness.”

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1. Progress of the Medium-term Business Plan

Future Vision: Change into a “Value Co-creation Retailer”

3 Values

- Co-creation of Excitement
- Co-prosperity with Communities
- Co-existence with the Environment

3 Synergies

- Customer
- Area
- Content

As 1

- One Team, True “Integration”

Promoting a two-pronged growth strategy
for sustainable growth in the future

“Value Co-creation Retailer”
Sustainable growth and improved capital profitability

Growth strategies
with different timeframes

Evolving the Group synergies

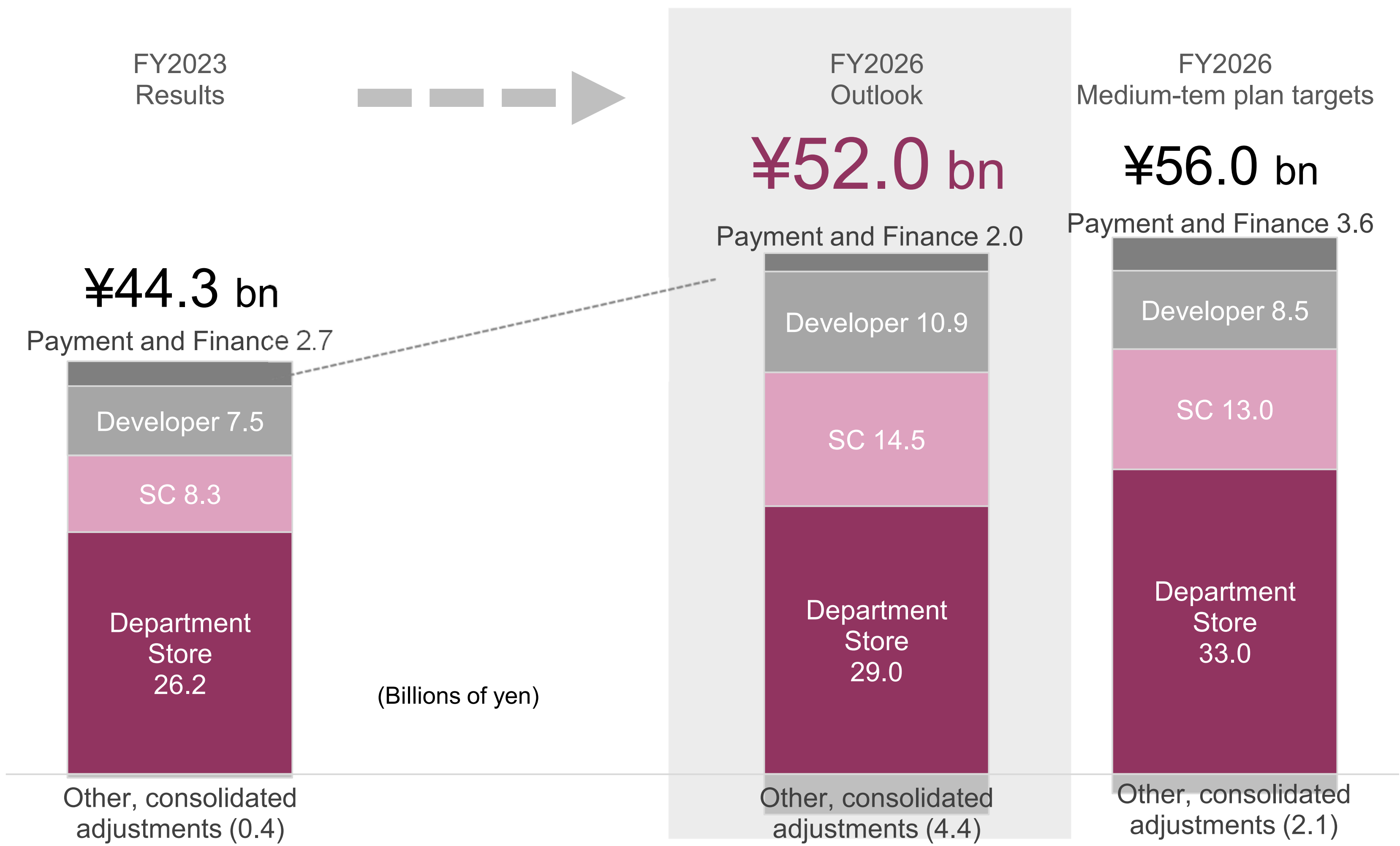
Expanding the Group customer base
Maximizing area value
Owning and developing proprietary content

Deepening retail

Expanding domestic and international customer bases
Enhancing the appeal of customer touchpoints
Expanding content for “high-quality, uplifting consumption segment”

Medium-term Business Plan Financial Outlook

Targets will not be met due to factors such as negative impacts from Department Store and Payment and Finance Businesses



Progress and Results Toward "Change"

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1. Expanding the potential of stores and areas

- **Enhancement of store appeal and profitability** — Major renovations of core stores, record business profit at Parco
- **Enhancement of our presence in key areas** — Plans are underway in Osaka, Kobe, and Fukuoka, as well as Nagoya

2. Expanding the Group customer base

- **Completion of card consolidation within the Group** — In addition to an increase in cardholder base, further rejuvenation of customer base
- **Progress in conversion into ID-based customers** — Deepened engagement with the affluent and expanded overseas CRM beyond expectations

3. Promoting highly efficient business

- **Challenge in content retail business** — Completed the implementation of merchandising, IP, and service content
- **Integration and restructuring of construction and interior design and building management businesses** — Established foundations to strengthen high-ROIC businesses
- **Launch of commercial facility value enhancement project** — Invested in an external property and was commissioned as a commercial advisor

Challenges for “Change”

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1. The Group’s full potential has yet to be fully realized

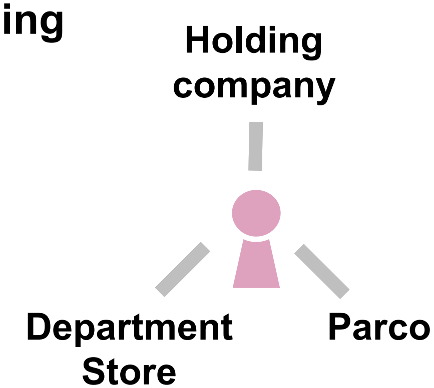
- **Breaking down deep-seated silo mentality**
- **Speeding up inter-business collaboration**

2. Delays in driving change in specialized fields

- **Expanding business portfolio through M&A and other means**
- **Catching up on IT and digitalization initiatives**

Revamped management structure this March as an initial response

- **Concurrent appointments of the heads of “human resources,” “finance,” and “IT/digital” to strengthen collaboration between the holding company, Department Store, and Parco**
- **Recruiting external talent in specialized fields such as “IT/digital” and “business development”**
- **Revitalizing Department Store management to better adapt to environmental changes**



2. Initiatives for FY2026

Positioning for FY2026

A year serving as a "bridge"
toward rapid growth in FY2027 and beyond

Finalizing the Medium-term Business Plan
as a "phase of change"

Revising the future vision and
formulating the next Medium-term Business Plan
toward "rapid growth"

2. Initiatives for FY2026

(1) Finalizing the Medium-term Business Plan

Group Customer Strategy

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Expanding domestic and international customer bases

Promoting gaisho customer acquisition

- Expanding into wider areas, including "blank areas"
- Attracting next-generation affluent individuals and overseas affluent residents in Japan

Expanding CRM for inbound tourists

- Expanding target countries and stores
- Strengthening services to encourage repeat visits
- Strengthening multilingual support systems

Expanding external merchants

- Developing merchants primarily in key areas
- Enhancing customer cross-traffic within and outside the Group

Customer referrals through external partnerships

- Joint projects and customer referrals with local companies in Southeast Asia and other regions

Promoting customer conversion through joint initiatives
by Department Store, Parco, and JFR Card
Increasing the number of the Group's ID-based customers to over 6 million (FY2026)

Group Customer Strategy

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Building CRM to connect "diverse customer touchpoints and platforms"

Promoting mutual use within an "area"

—Promoting cross-shopping between Department Store, PARCO, and other facilities of the Group in key areas

Delivering value through "nationwide store network"

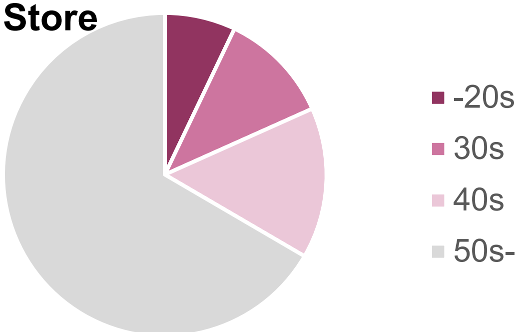
—Developing and providing services across stores and areas

Strengthening relationships with "broad customer bases"

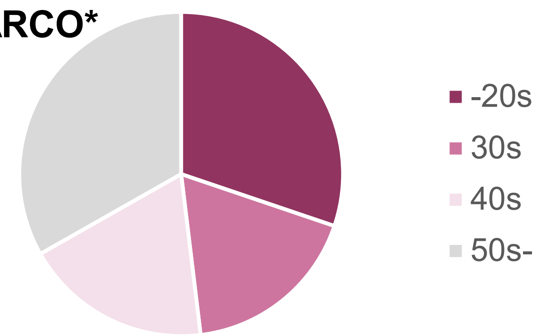
— Customer bases of Department Store and PARCO complement each other
Acquiring customers through diverse touchpoints and increasing customer lifetime value

ID-based customers
(age distribution %)

Department Store



PARCO*



*Shibuya, Shinsaibashi, Nagoya, Ikebukuro, Fukuoka, Sapporo

Starting with reciprocal point redemption between Department Store and PARCO (scheduled for FY2027)

Key Area Strategy

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Enhancing our presence in key areas

Area	Key developments	FY2026
Nagoya Sakae	・Major renovations of Matsuzakaya and PARO ・Decided to introduce PARCO to the Matsuzakaya Nagoya store (south wing) ・New commercial facility HAERA is scheduled to open this June	The Group transaction volume ¥200.0 billion (Up 13% YoY)
Osaka Shinsaibashi	・Acquired 100% of the south wing of the Daimaru Shinsaibashi store ・Participated in the development of Shinsaibashi Building ・Major renovation of Shinsaibashi PARCO	Business plan will be finalized (South wing of Daimaru Shinsaibashi)
Kobe	・Invested in a mixed-use building near the Daimaru Kobe store (Motomachi)	
Fukuoka Tenjin	・Prepared an application for business operation approval ・Decided to close Fukuoka PARCO (February 2027)	Business plan will be finalized

Nagoya's Sakae is entering the harvesting phase, while other areas will continue their efforts.

Ownership and Development of Content

Scaling up to expand retail business

Domain	Entity	Key developments
Merchan-dising	Department Store	・Established a jointly invested company for sweets sales and operations ・Developed and rolled out an original sweets brand
IP	Parco	・Entered the game publishing business ・Opened an original restaurant overseas
Service	JFR	・Participated in a pre-owned luxury goods purchasing business via joint investment ・Opened at Department Store and PARCO

Continuing to explore M&A and partnerships leveraging growth strategy investment capacity to drive "scale expansion"

2. Initiatives for FY2026

(2) Revising the Future Vision and Formulating the Next Medium-term Business Plan

J. FRONT RETAILING

Transition to a resilient business structure capable of adapting to changes in the external environment

Transition to a resilient business structure

Sustainable profit growth
Improvement of capital profitability

- Strengthening the profitability of core business
- Maximizing area value
- Expanding business portfolio

Revising the future vision and formulating the next Medium-term Business Plan with a target of “ROE of 10% or higher”

Business Challenges

J. FRONT RETAILING

Strengthening the profitability of core business

Transition to a “department store business model” adapted to inflation and other factors

Maximizing area value

Formulating CRE strategies and development pipelines based on market changes

Expanding business portfolio

Expanding the retail business and business areas with profitability

Details such as policies and key elements will be outlined this fall

3 Values

3 Synergies

As 1

https://www.j-front-retailing.com/english/

Create and
Bring to Life
“New Happiness.”

J. FRONT RETAILING