Contents

02  Financial Highlights
04  Segment Overview
    ▪ Department Store Business/Parco Business/
      Wholesale Business/Credit Business/Other Businesses
06  Top Message
08  Top Interview
14  Medium-term Business Plan
16  Realization of New Department Store Model
18  Specialty Zone
20  Redevelopment of Ginza
22  Rebuilding of the South Wing of Ueno Store
24  Shop Development around Department Stores
26  Customer Strategy
28  Original Merchandising and Original Products
30  Parco Business
32  Wholesale Business
34  Projects in Overseas Markets
36  Human Resource Development
38  Museum
40  Corporate Social Responsibility
48  History
    ▪ History of Daimaru  ▪ History of Matsuzakaya
    ▪ History of J. Front Retailing
51  Corporate Data
    ▪ J. Front Retailing Co., Ltd.
    ▪ Daimaru Matsuzakaya Department Stores Co., Ltd.
53  Financial Information
64  Group Companies
66  Locations of Daimaru and Matsuzakaya Department Stores
68  Locations of Parco Stores
70  Share Information

Cautionary statement regarding forward-looking statements:
Forward-looking statements in this report represent our assumptions based on information
currently available to us and inherently involve potential risks, uncertainties and other
factors. Therefore, actual results may differ materially from the results anticipated herein
due to changes in various factors.