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Create and Bring to Life “New Happiness.”

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On the Publication of the Integrated Report 2026



INAGAMI Hajime

Executive Officer
Senior General Manager
Corporate Communications Division
J. Front Retailing Co., Ltd.

We would like to express our sincere gratitude for your continued understanding and support of the Group's business activities.

This integrated report is published with the aim of explaining, from both financial and non-financial perspectives, how we intend to transform into a “Value Co-creation Retailer Group” based on our sustainability management, which seeks to balance the realization of a sustainable society with the enhancement of corporate value.

Amid a highly uncertain business environment, in order to fully leverage our diverse customer base built up over the years, our distinctive network of stores tailored to regional characteristics, and our connections with local communities and business partners, we are uniting as a group more than ever before and steadily advancing initiatives to create three co-creation values (Co-creation of Excitement, Co-prosperity with Communities, and Co-existence with the Environment), while investing in our businesses and people, enhancing governance, and implementing responsible environmental and social initiatives.

In this report, we have made every effort to disclose information, including our medium- to long-term value creation stories, our approach to risks and key challenges, progress on the Medium-term Business Plan, and our future outlook, in as clear and understandable a manner as possible. We will incorporate the insights gained through constructive dialogue with our stakeholders into our management practices to become a corporate group that meets the trust and expectations of our many stakeholders, including shareholders and investors.

We would appreciate your candid feedback.

Survey on the integrated report
<https://forms.office.com/r/ZsbqzUpyrF>



About the cover

To ensure that the Group remains a valued part of society, we must prioritize three co-creation values (Co-creation of Excitement, Co-prosperity with Communities, and Co-existence with the Environment), three synergies (areas, customers, and content), and the Group's unity as one. The design of this issue's cover expresses the Group's aspiration to evolve into a Value Co-creation Retailer Group through this “3-3-1” framework.

Editorial policy

This integrated report is published to provide a deeper understanding of the initiatives the J. Front Retailing Group is undertaking to change its business portfolio for sustainable growth of corporate value. The report explains the values, vision, value creation process, and business model of J. Front Retailing (“the Company” or “JFR”), and it contains non-financial information including the Group's involvement in society and the environment through business activities and governance system that helps enhance corporate value in addition to financial information based on specific management strategy. In preparing this report, we have referred to the IFRS Foundation's “Integrated Reporting Framework” and the “Guidance for Collaborative Value Creation” advocated by the Ministry of Economy, Trade and Industry.



Reporting period

This report primarily covers fiscal year 2025 (March 1, 2025–February 28, 2026), but also includes the latest available information as of the date of publication, to the extent possible.

Scope of organizations

J. Front Retailing Co., Ltd. and its consolidated subsidiaries

Cautionary statement regarding forward-looking statements

The performance forecasts and forward-looking statements contained in this integrated report are based on the Company's judgment using information currently available and involve inherent risks, uncertainties, and other factors. Therefore, please be aware that actual results may differ significantly from these forecasts due to changes in various factors.