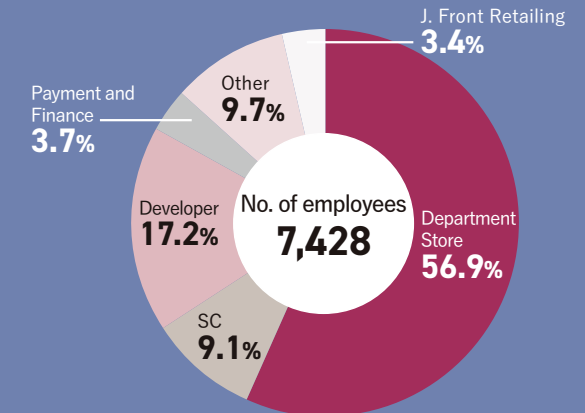
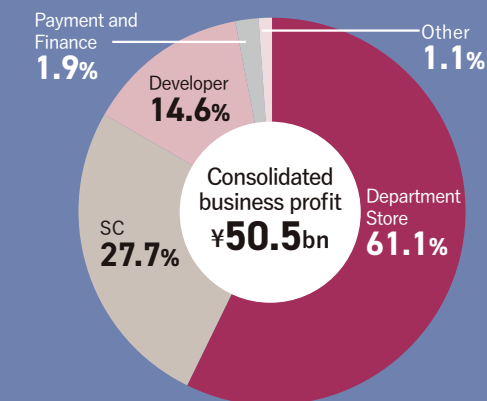
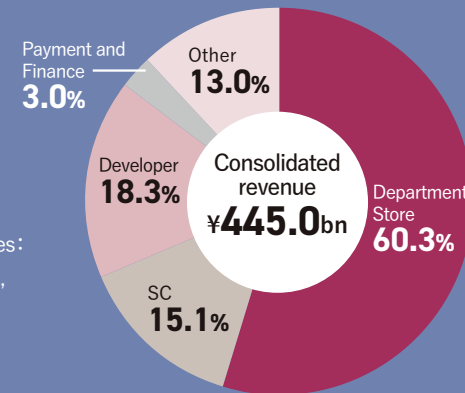


At a Glance

At a Glance (FY2025)

The J. Front Retailing Group is committed to achieving sustainable growth and enhancing corporate value, centered on its four core businesses: the Department Store Business, the SC Business, the Developer Business, and the Payment and Finance Business.



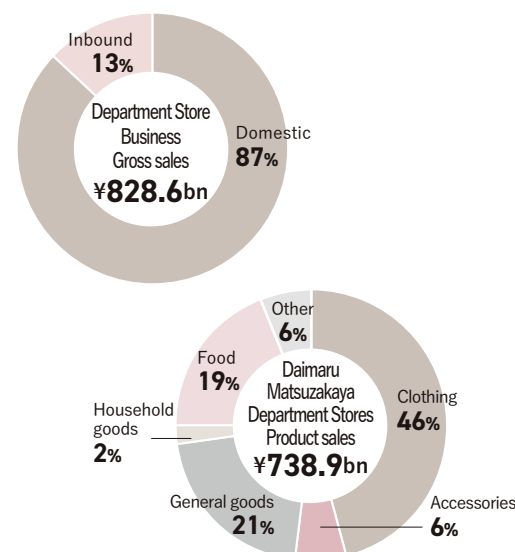
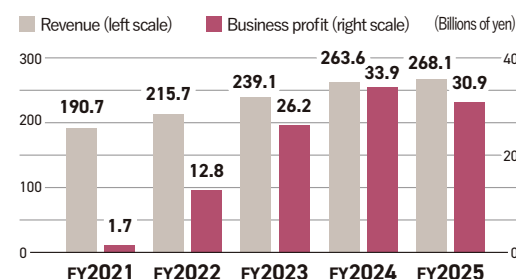
Department Store Business

Business overview

In addition to operating 15 department stores under the Daimaru and Matsuzakaya brands in major cities across Japan, this segment also operates the luxury mall GINZA SIX in Ginza, Tokyo.

Financial highlights for FY2025

Although sales to domestic customers remained steady, business profit declined despite an increase in revenue, primarily due to a decrease in sales to inbound tourists, which had grown more than initially anticipated in the previous fiscal year.



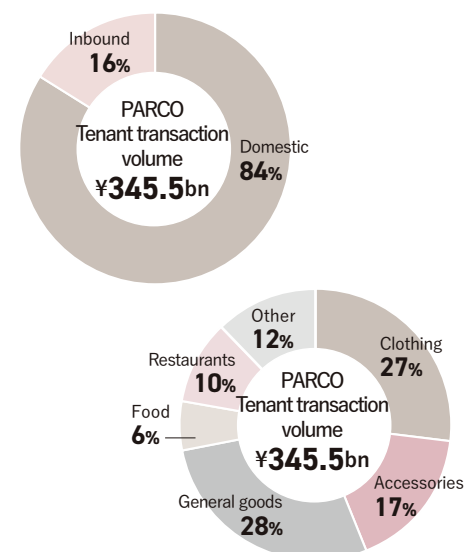
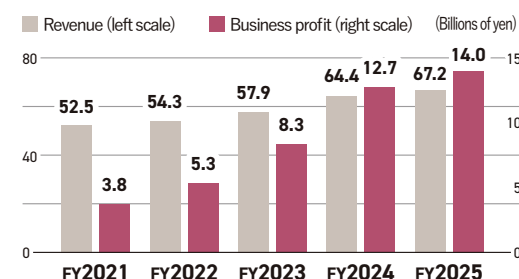
SC Business

Business overview

This segment operates 15 PARCO shopping centers in major cities across Japan. It also runs an entertainment business that produces movies, theatrical performances, and more.

Financial highlights for FY2025

Both revenue and business profit increased, driven by factors such as higher store leasing revenue and payment fee income resulting from continued strong transaction volume from both domestic customers and inbound tourists.



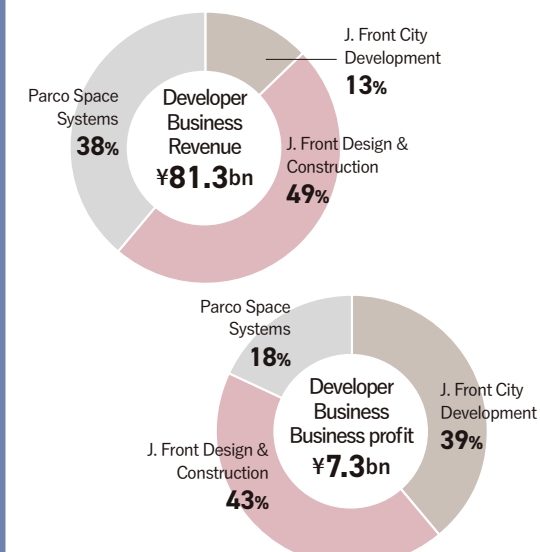
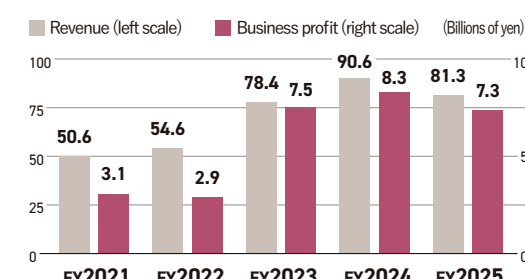
Developer Business

Business overview

This segment comprises J. Front City Development, which is engaged in real estate development, and J. Front Prime Space, which operates in the interior design, construction, and facilities business (formed through the management integration of former J. Front Design & Construction and former Parco Space Systems).

Financial highlights for FY2025

Both revenue and business profit declined, primarily due to the absence of gains from the sale of properties held and large-scale construction orders in the interior design and construction business in the previous year.



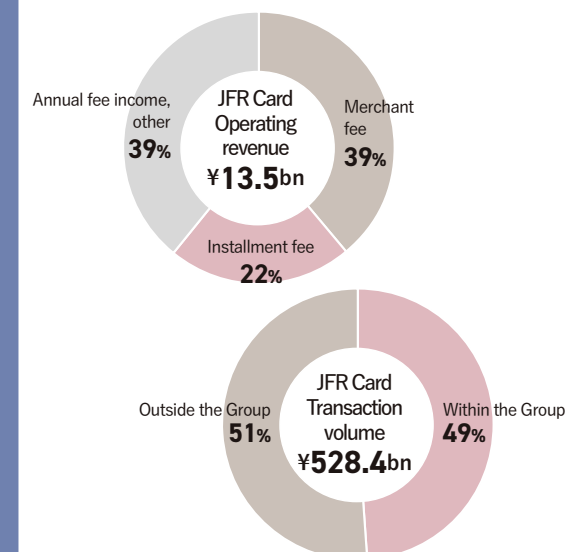
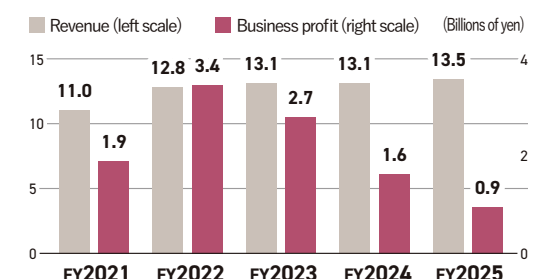
Payment and Finance Business

Business overview

JFR Card operates in three business areas: credit card issuance, merchant services, and insurance and financial services. The company issues cards such as Daimaru Matsuzakaya Card, GINZA SIX Card, PARCO Card, and Hakata Daimaru Kujaku Card.

Financial highlights for FY2025

While revenue increased due to factors such as growth in card transaction volume and merchant business transaction volume, business profit declined due to factors such as increased member acquisition costs associated with the issuance of new cards.



Note 1: Gross sales are calculated by replacing sales from purchase transactions recorded at the time of sale in the Department Store Business with gross amount and replacing the net transactions in the SC Business with tenant transaction volume (on a gross basis).
 Note 2: Business profit is calculated by subtracting cost of sales and selling, general, and administrative expenses from revenue.
 Note 3: The percentage composition of consolidated revenue and consolidated business profit in pie charts excludes consolidated adjustments.