

We Will Go beyond the Scope of a Credit Card Company to Enhance the Value of Customer Experience.



OHKI Atsushi
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JFR Card's strengths and growth potential

After joining Parco and spending a long time involved in store operations, I assumed the position of President of JFR Card in March 2026. I used to believe that the company's strength lay in providing payment functions across the Group, but after actually joining the company, I feel that our true strength lies in “having diverse touchpoints with a wide variety of customers.”

The Group comprises multiple retail business companies, each with its own customer base. Furthermore, as a credit card company in the retail sector, we have diverse customer touchpoints, including in-store and online transactions at commercial facilities within the Group, and various events, which allows us to identify business opportunities by taking a variety of approaches. On the other hand, I believe one challenge is that, because each operating company is managed independently, it is difficult for customers to experience individual transactions across Group companies as part of a cohesive value journey.

Challenges in the final year of the current medium-term business plan

In 2025, we newly issued PARCO Card and Hakata Daimaru Kujaku Card, thereby completing the consolidation of card issuance operations within the Group in accordance with the medium-term business plan. In fiscal year 2025, although business profit fell below 1.0 billion yen due to increased costs associated with the issuance of these new cards, we were able to steadily strengthen our revenue base. Our top priority for the final year of the current medium-term business plan is, first and foremost, to achieve our business profit target of 2.0 billion yen. Given the external competitive environment and rising costs, this is by no means an easy hurdle to clear, but we are determined to achieve it no matter what. The key is to increase

our transaction volume while responding to customer feedback. The Group's retail business is seeing steady sales growth, and we expect card usage to increase. We also aim to further expand usage outside the Group, which accounts for over 50% of our transaction volume and offers high profitability. Since the outstanding balance of finance receivables continues to trend upward, there is also room for growth in finance fee income.

Formulating strategies to achieve sustainable growth in preparation for the next medium-term business plan is also a key priority for fiscal year 2026. The key phrase is “enhancing the value of the customer experience.” Until now, we have been a company that provides payment infrastructure, but going forward, we aim to become a company that provides customer touchpoints. I believe that by treating the customer touchpoints scattered across the Group's physical and digital channels not as isolated interactions, but by linking them together, for example, through loyalty point integration, and designing them as a seamless, cohesive experience, we can further enhance the value of the customer experience. Furthermore, there must be even more value we can provide to our customers, not only to shoppers who visit our stores, but also to business partners, such as tenants that operate in our stores and credit card merchants.

Creating new ideas and value

I was the first person from Parco to join JFR Card. While the company employs many professionals with backgrounds at banks and other credit card companies, I believe that by promoting talent exchanges across the Group and enabling a more diverse workforce to engage in discussions as one team toward our goals, we can generate innovative ideas unlike any seen before.

“JFR Card does not merely provide ‘funds’ as the term ‘finance’ literally suggests, but also provides ‘value.’” By leveraging the Group's extensive resources, we aim to create new value that goes beyond the scope of a credit card company.



Reuse Business

Toward a Future where “Excitement” Continues to Flow and Circulate Luxury Goods Purchasing Store “MEGRÜS”

J. Front Retailing recognizes that contributing to the circular economy is a key priority in its efforts to promote sustainable management. As one of these specific initiatives, we entered the reuse business (purchasing) in fiscal year 2024 and established a joint venture (JV) named JFR & KOMEHYO PARTNERS Co., Ltd. with Komehyo Co., Ltd. in March 2025. Believing that passing on valuable items from person to person and establishing this practice as “culture” contribute to creating a fulfilling lifestyle and realizing a sustainable society, both companies are working toward this goal through this joint venture.

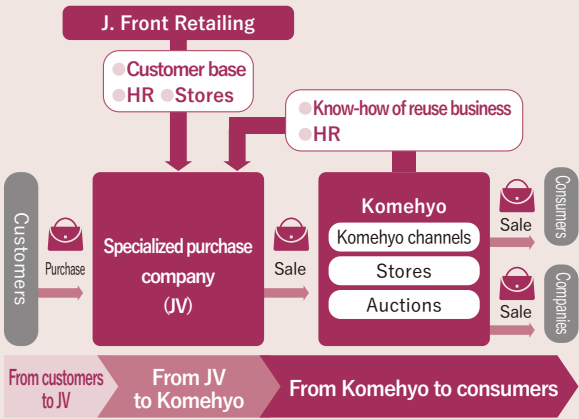
The name of the store, which serves as a new point of contact with customers, is MEGRÜS. We purchase luxury goods from customers and wholesale all of them to Komehyo. In fiscal year 2025, we opened eight stores within Daimaru, Matsuzakaya, and PARCO stores, starting with the Matsuzakaya Nagoya store in August. With the number of purchases made with department store gaisho staff and the average purchase amount per customer exceeding targets, the total purchase amount for the first year is progressing as originally planned, and we are seeing positive results. In fiscal year 2026, we are focusing on strengthening collaboration with gaisho staff and opening pop-up stores at locations within the Group where MEGRÜS does not currently have a presence.

What we circulate at the company is not only resources but also “excitement.” We don't just buy items; we provide services that allow our customers to feel excitement and enjoy themselves while naturally participating in the circular economy.



MEGRÜS Daimaru Tokyo

MEGRÜS Daimaru Fukuoka Tenjin
Photo by glarephoto Takatoshi Yokoyama



Group Companies (as of May 31, 2026)

Department Store Business

Daimaru Matsuzakaya Department Stores Co. Ltd. (department store business)
The Hakata Daimaru, Inc. (department store business)
Kochi Daimaru Co., Ltd. (department store business)
Shinsaibashi Kyodo Center Building K.K. (department store property management)
ANNIVEL Co., Ltd. (department store original confectionery retailer)

SC Business

PARCO CO., LTD. (shopping center business)
PARCO DIGITAL MARKETING CO., LTD. (internet-related business)
PARCO (Singapore) Pte Ltd (shopping center business)

Developer Business

J. FRONT CITY DEVELOPMENT Co., Ltd. (real estate business)
J. FRONT PRIME SPACE Co., Ltd. (interior design and facilities business)

Payment and Finance Business

JFR CARD Co., Ltd. (payment and finance business)

Other

Daimaru Kogyo, Ltd. (wholesale business)
Daimaru Kogyo International Trading (Shanghai) Co., Ltd. (wholesale business)
Daimaru Kogyo (Thailand) Co., Ltd. (wholesale business)
CONSUMER PRODUCT END-USE RESEARCH INSTITUTE CO., LTD. (product testing and quality control)
ANGEL PARK CO. LTD. (parking management)
J. FRONT ONE PARTNER Co., Ltd. (outsourced administrative processing services and leasing)
JFR Information Center Co., Ltd. (information service)
Daimaru Matsuzakaya Tomonokai Co., Ltd. (prepaid specific transaction business)
XENOS Co., Ltd. (esports business)
JFR & KOMEHYO PARTNERS Co., Ltd. (luxury goods purchasing business)