
Presentation of Results for Interim Period of the Fiscal Year Ending February 28, 2027

October 13, 2026

J. Front Retailing Co., Ltd.

Create and Bring to Life “New Happiness.”



J. FRONT RETAILING

Today's Agenda

- I. H1 FY2026 Results and Full FY2026 Forecast
- II. Progress of the Medium-term Business Plan and
Direction for the New Medium-term Business Plan

H1 FY2026 Results and Full FY2026 Forecast



NAGAMINE Takamasa

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

Create and Bring to Life "New Happiness."



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H1 FY2026 Consolidated P&L Results (IFRS)



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Both Department Store and SC performed well, resulting in a 2.5% increase YoY in gross sales.

Business profit decreased by 5.6% YoY due to factors such as the renovation of the Umeda store and a decline in sales following the Expo. However, it exceeded the April forecast by ¥4.5 billion due to SGA controls and timing shift.

(Billions of yen, unless otherwise stated)

Interim period of fiscal year ending February 28, 2027	Q1		Q2		H1		
	Results	YoY (%)	Results	YoY (%)	Results	YoY (%)	Changes vs. April Forecast
Gross sales	317.5	3.3	320.6	1.7	638.2	2.5	5.2
Revenue	106.4	(3.9)	107.3	(1.6)	213.8	(2.8)	(6.1)
Gross profit	53.5	1.6	53.7	(2.0)	107.2	(0.2)	2.2
SGA	39.3	1.5	41.2	1.9	80.6	1.7	(2.3)
Business profit	14.1	1.7	12.4	(12.8)	26.5	(5.6)	4.5
Other operating income	0.8	(67.5)	3.5	-	4.4	51.7	0.9
Other operating expenses	0.8	43.5	3.3	531.6	4.2	270.2	0.7
Operating profit	14.1	(11.7)	12.6	(9.3)	26.8	(10.5)	4.8
Profit attributable to owners of parent	9.6	(7.5)	7.6	(2.4)	17.3	(5.3)	3.3

H1 FY2026 Segment Performance (IFRS) (1)



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(Billions of yen, unless otherwise stated)

Interim period of fiscal year ending February 28, 2027		Q1		Q2		H1		
		Results	YoY (%)	Results	YoY (%)	Results	YoY (%)	Changes vs. April Forecast
Department Store	Gross sales	200.1	3.9	200.8	(0.3)	400.9	1.8	6.1
	Revenue	63.3	(0.3)	64.9	(1.6)	128.3	(1.0)	(2.1)
	Business profit	8.2	0.2	7.2	(5.6)	15.5	(2.6)	2.9
	Operating profit	8.5	(6.0)	7.8	3.4	16.3	(1.7)	2.6
SC	Gross sales	92.0	8.5	96.0	9.1	188.1	8.8	2.6
	Revenue	17.3	4.3	18.1	10.3	35.5	7.3	0.3
	Business profit	4.1	(0.3)	4.2	3.0	8.4	1.3	(0.2)
	Operating profit	4.0	(26.4)	3.6	(10.9)	7.6	(19.8)	(0.1)
Developer	Gross sales	19.1	(22.1)	19.9	6.2	39.0	(9.8)	(0.4)
	Revenue	19.1	(22.1)	19.9	6.2	39.0	(9.8)	(0.4)
	Business profit	1.8	(18.6)	1.7	(18.3)	3.6	(18.4)	0.6
	Operating profit	1.7	(22.9)	1.7	(19.3)	3.5	(21.2)	0.8

H1 FY2026 Segment Performance (IFRS) (2)



J. FRONT RETAILING

(Billions of yen, unless otherwise stated)

Interim period of fiscal year ending February 28, 2027		Q1		Q2		H1		
		Results	YoY (%)	Results	YoY (%)	Results	YoY (%)	Changes vs. April Forecast
Payment and Finance	Gross sales	3.6	16.2	3.5	2.9	7.2	9.2	(0.0)
	Revenue	3.6	16.2	3.5	2.9	7.2	9.2	(0.0)
	Business profit	0.4	377.4	0.3	(1.7)	0.7	75.7	(0.0)
	Operating profit	0.4	376.4	0.3	(2.8)	0.7	76.1	(0.0)
Other	Gross sales	15.4	7.5	13.7	(9.4)	29.2	(1.2)	(1.4)
	Revenue	14.8	5.3	13.0	(12.3)	27.8	(3.7)	(1.4)
	Business profit	0.0	-	(0.0)	-	0.0	(98.2)	0.0
	Operating profit	0.0	-	0.1	(67.8)	0.1	(39.3)	0.1
Adjustments	Gross sales	(12.8)	-	(13.5)	-	(26.3)	-	(1.5)
	Revenue	(11.9)	-	(12.2)	-	(24.2)	-	(2.4)
	Business profit	(0.7)	-	(1.1)	-	(1.8)	-	1.3
	Operating profit	(0.6)	-	(1.0)	-	(1.6)	-	1.3

Department Store Business

- Despite the impact of sales floor closures at Daimaru Umeda and a reaction to Expo-related sales, revenue increased as both domestic and duty-free sales performed strongly.
- Combined with factors such as a timing shift in SGA, business profit exceeded the April forecast by ¥2.9 billion.

SC Business

- Tenant transaction volume remained strong, supported by sustained renovation effects at Shibuya PARCO and other locations.
- Despite cost increases associated with the opening of HAERA and other factors, business profit increased by 1.3% YoY.

Developer Business

- J. Front Prime Space saw a decrease in revenue and profit due to the reactionary effect of large-scale orders, but business profit exceeded the figure announced in April.
- J. Front City Development achieved an increase in revenue and profit, driven by revenue growth from new properties such as the opening of HAERA.

Payment and Finance Business

- Achieved higher revenue and profit driven by an increase in merchant commissions resulting from the expansion of transaction volume.

Other

- Daimaru Kogyo saw a decrease in revenue and profit due to sluggish performance in electronic devices, automotive parts, and other areas.

- ▶ Total store sales excluding the Umeda store, which is currently undergoing major renovations, increased by 7.0%
- ▶ The Nagoya store continued to perform well with transaction volume remaining robust including the HAERA area.

(%)

First six months of fiscal year ending February 28, 2027	YoY		
	Q1	Q2	H1
Daimaru Shinsaibashi	12.4	7.4	9.8
Daimaru Umeda	(34.7)	(42.0)	(38.6)
Daimaru Tokyo	9.5	4.3	6.9
Daimaru Kyoto	6.3	9.9	8.1
Daimaru Kobe	8.6	9.9	9.3
Daimaru Sapporo	10.6	11.3	11.0
Matsuzakaya Nagoya	9.4	(4.4)	2.3
Total for the stores	4.9	0.5	2.7
Corporation, head office, etc.	(17.1)	(29.2)	(23.0)
Total	3.6	(1.1)	1.2

Excluding the Umeda store

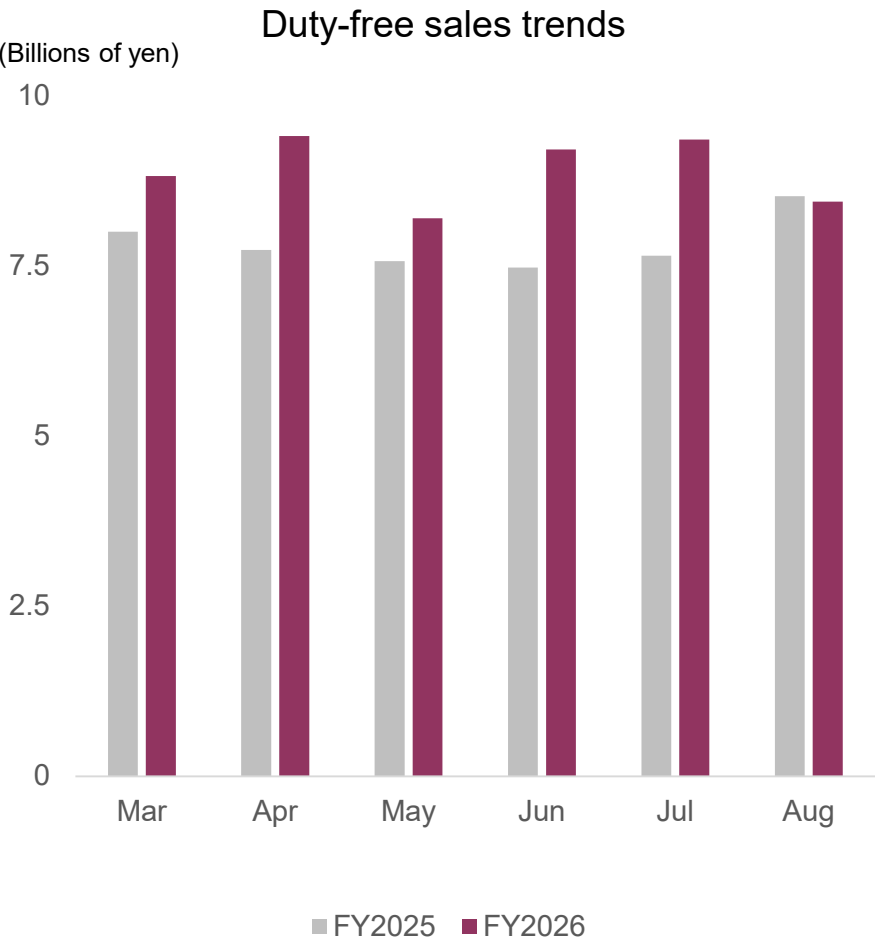
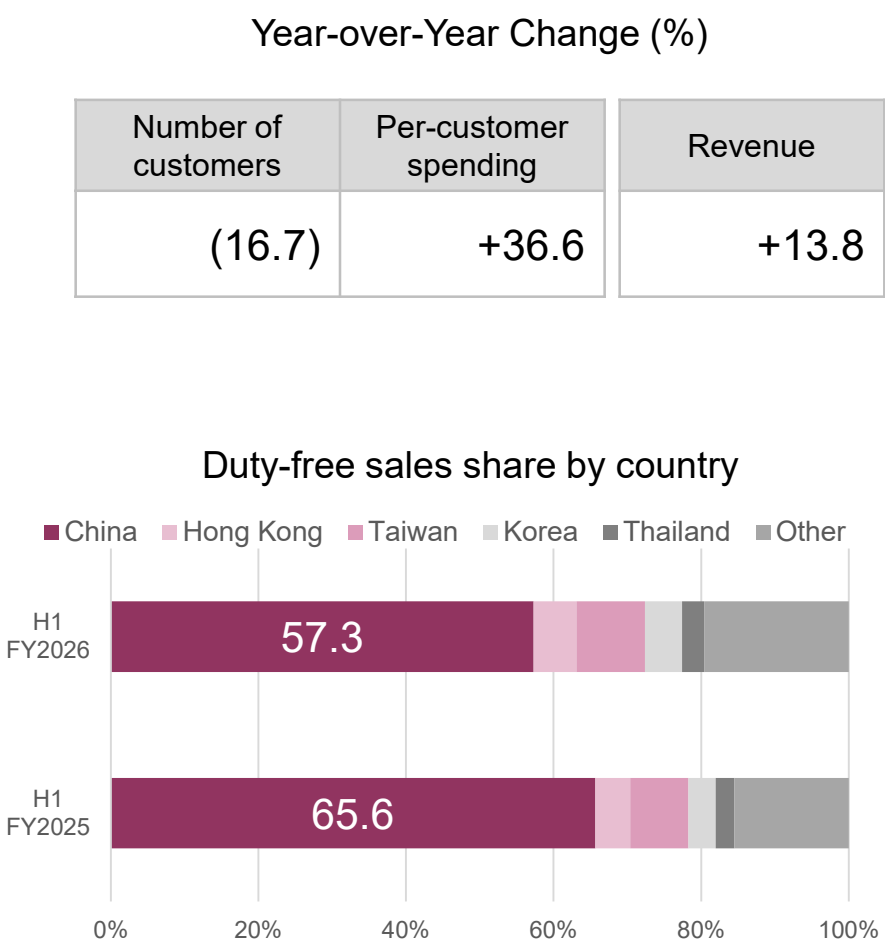
Domestic	Duty-free	Total for the stores
+4.7%	+21.5%	+7.0%

* Domestic = Total for the stores - Duty-free

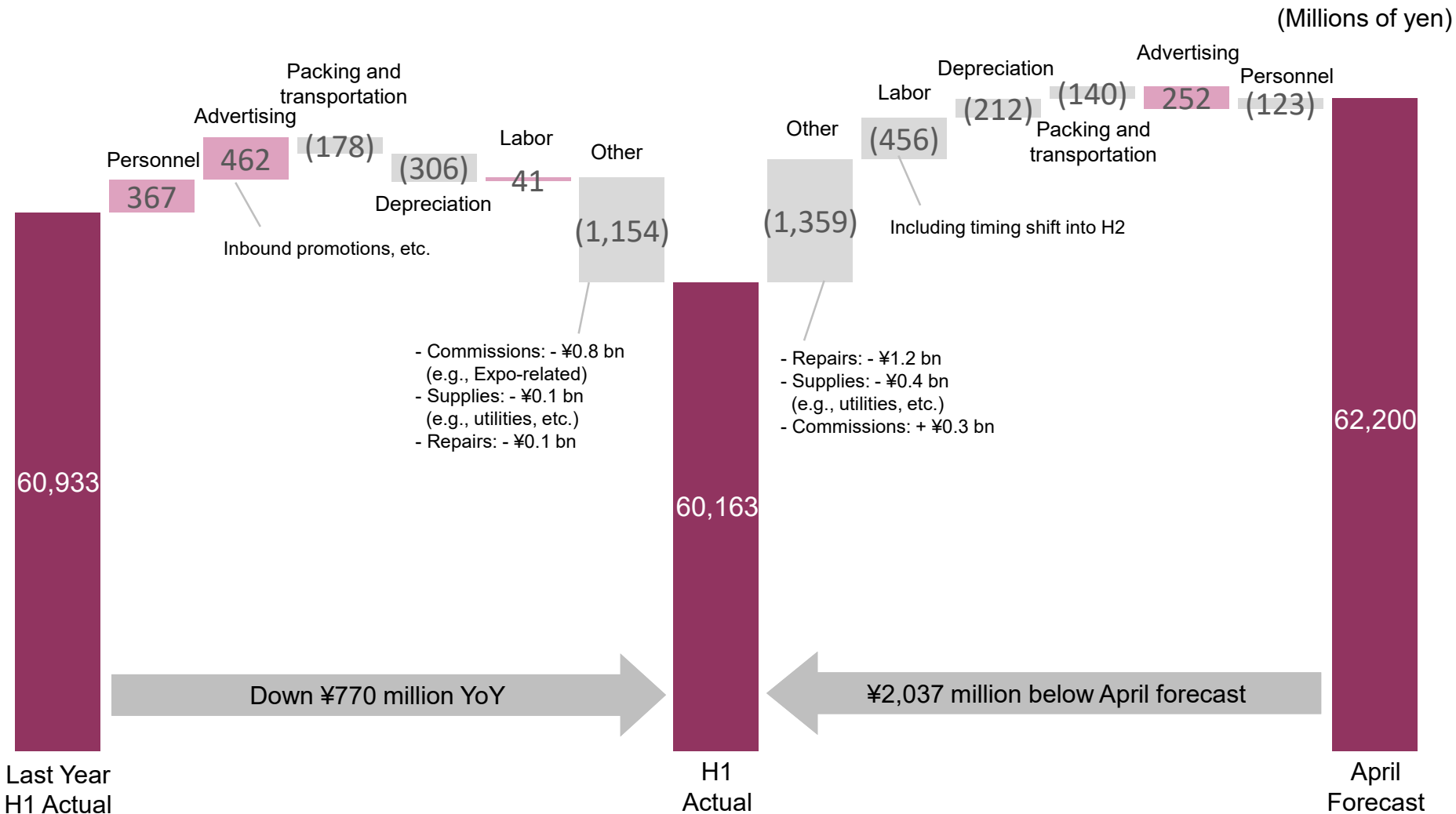
Domestic: +0.9%; Duty-free: +13.8%

* Domestic = Total for the stores - Duty-free

- ▶ Though the number of visitors from mainland China decreased significantly, per-customer spending rose against the backdrop of the weak yen. Total sales for H1 reached ¥53.4 billion (+13.8% YoY), exceeding the plan by 11.3%.
- ▶ Total duty-free sales for the Department Store Business reached ¥56.6 billion (+13.8% YoY).



Decreased by ¥0.7 billion YoY, partly due to a timing shift into H2, but increased by ¥0.7 billion, excluding Expo-related expenses.



- Both domestic customer and inbound transaction volumes were strong. Shibuya store ,which was undergoing renovations in the previous year, achieved a 28.6% increase in revenue.
- Shinsaibashi saw a 3.6% decrease in revenue due to factors such as renovation work.

(%)

Interim period of fiscal year ending February 28, 2027	YoY		
	Q1	Q2	H1
Sapporo PARCO	8.3	10.9	9.6
Sendai PARCO	3.4	1.6	2.5
Urawa PARCO	8.4	2.4	5.3
Ikebukuro PARCO	1.7	2.0	1.8
Shibuya PARCO	34.3	23.2	28.6
Chofu PARCO	5.2	2.3	3.7
Nagoya Region*	13.8	26.2	20.2
of which Nagoya PARCO	13.8	2.4	8.0
Shinsaibashi PARCO	(8.8)	1.5	(3.6)
Fukuoka PARCO	5.5	2.5	4.0
Total for all stores	9.1	8.7	8.9

*The Nagoya Region includes transaction volume for tenants at Nagoya PARCO and transaction volume for HAERA, which opened on June 11, 2026.

Consolidated BS Results (IFRS)



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- ▶ Total assets were ¥1,136.1 billion, a decrease of ¥5.4 billion from the end of the previous fiscal year.
- ▶ Interest-bearing liabilities (excluding lease liabilities) were ¥184.3 billion, an increase of ¥7.8 billion from the end of the previous fiscal year.
- ▶ Equity attributable to owners of parent was ¥416.5 billion, an increase of ¥0.9 billion from the end of the previous fiscal year.

Total assets

1,141.5 → 1,136.1

(5.4)



Interest-bearing liabilities

336.6

Lease liabilities
160.1

Bonds/
borrowings
176.5

(2.2)

+7.8

(excluding lease liabilities)

334.4

Lease liabilities
150.0

Bonds/
borrowings
184.3

Feb 28, 2026

Aug 31, 2026

Equity attributable to owners of parent

36.4%

415.5

+0.9

Ratio of equity attributable to owners of parent
36.7%

416.5

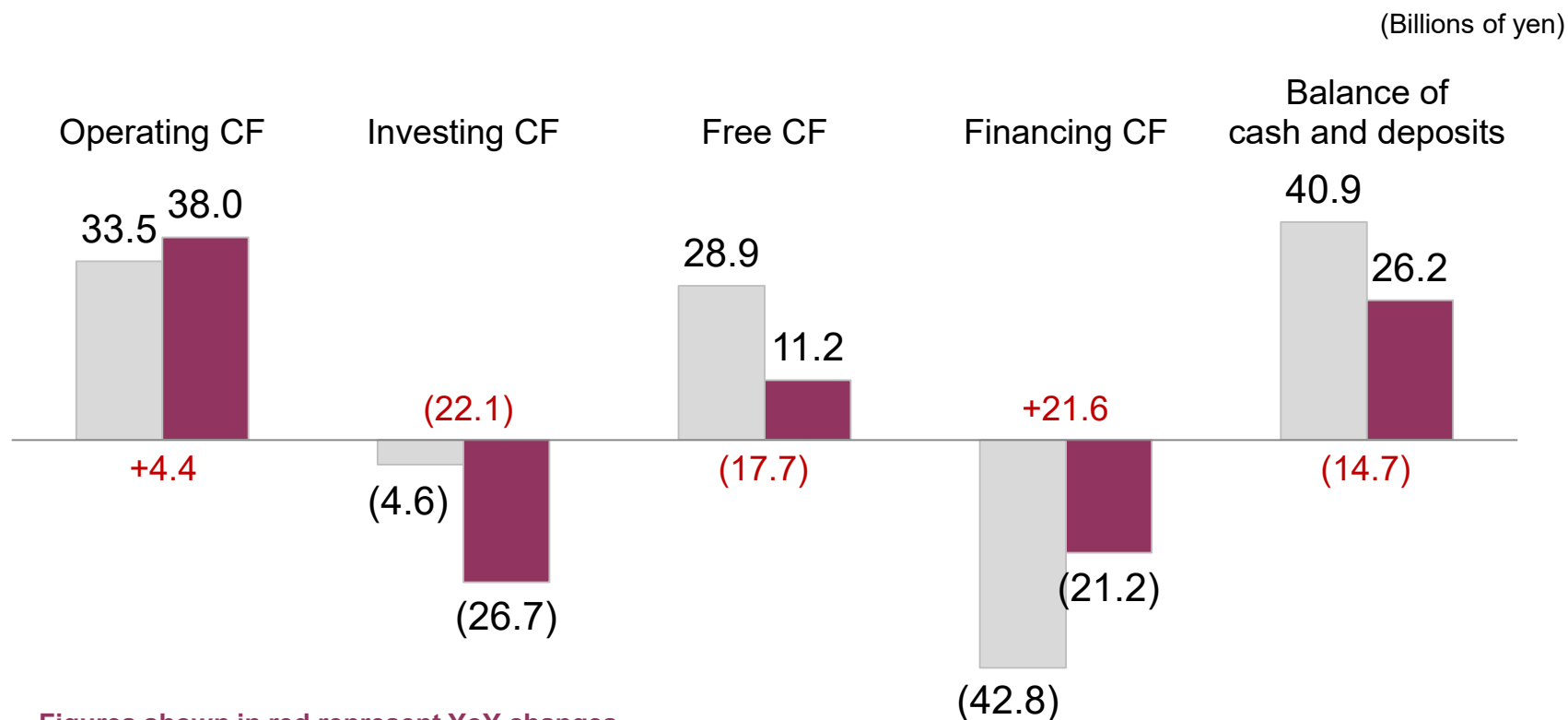
Feb 28, 2026

Aug 31, 2026

(Billions of yen)

Consolidated CF Results (IFRS)

- ▶ Operating CF was ¥38.0 billion, an increase of ¥4.4 billion YoY, driven by lower corporate tax payments.
- ▶ Investing CF saw outflows increase by ¥22.1 billion YoY, due to store investments and investments in the Developer Business.
- ▶ Financing CF recorded an outflow of ¥21.2 billion, mainly due to share buybacks.



■ Results for interim period of FY ended Feb 28, 2026

■ Results for interim period of FY ended Feb 28, 2027

► Despite economic adjustment risks, consumer spending remains resilient overall.

【Domestic】

- ✓ Consumer spending is projected to remain generally resilient overall, supported by the wealth effect, despite potential risks of stock price volatility.
- ✓ Continue to monitor the trends in prices and real wages and their impact on consumer spending.

【Overseas】

- ✓ The U.S. economy continues to expand, while remaining vigilant against economic slowdown risks stemming from persistent high interest rates.
- ✓ Mindful of the impact that financial market volatility stemming from fiscal concerns in various countries may have on the wealth effect.

【Foreign Exchange (USD/JPY)】

- ✓ While the Japan-U.S. interest rate differential is narrowing, U.S. interest rates continue to stay at high levels.
- ✓ Gradual stabilization from extreme yen weakness, though a weak-yen trend is expected to continue for a while.

- Despite the impact of floor closures at Daimaru Umeda, full-year business profit is projected to reach a record high of ¥53.5 billion driven by strong Department Store performance.
- Operating profit is expected to decrease by ¥1.0 billion compared to the April forecast, mainly due to expenses associated with the closure of Daimaru Shimonoseki; however, profit is projected to remain in line with the initial forecast.

(Billions of yen, unless otherwise stated)

Fiscal year ending February 28, 2027	H2			Full year		
	Forecast	YoY (%)	Changes vs. April Forecast	Forecast	YoY (%)	Changes vs. April Forecast
Gross sales	721.7	8.1	7.7	1,360.0	5.4	13.0
Revenue	256.1	13.8	7.1	470.0	5.6	1.0
Gross profit	118.7	10.1	2.7	226.0	4.9	5.0
SGA	91.8	7.4	5.8	172.5	4.7	3.5
Business profit	26.9	20.0	(3.0)	53.5	5.7	1.5
Other operating income	0.0	(96.6)	0.0	4.5	8.9	1.0
Other operating expenses	7.7	69.9	2.7	12.0	110.0	3.5
Operating profit	19.1	0.8	(5.8)	46.0	(6.2)	(1.0)
Profit attributable to owners of parent	11.6	17.0	(3.3)	29.0	2.5	±0.0
ROE (%)	-	-	-	6.9	(RD) 0.0	(RD) 0.0
ROIC (%)	-	-	-	5.9	(RD) 0.0	(RD) 0.2

FY2026 Segment Performance Forecast (IFRS) (1)



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(Billions of yen, unless otherwise stated)

Fiscal year ending February 28, 2027		H2			Full year		
		Forecast	YoY (%)	Changes vs. April Forecast	Forecast	YoY (%)	Changes vs. April Forecast
Department Store	Gross sales	455.8	4.8	6.6	856.8	3.4	12.8
	Revenue	149.1	7.6	1.5	277.5	3.5	(0.6)
	Business profit	14.9	0.1	(1.4)	30.5	(1.3)	1.5
	Operating profit	11.1	(15.7)	(4.6)	27.5	(7.9)	(2.0)
SC	Gross sales	198.2	9.1	(0.5)	386.4	8.9	2.1
	Revenue	36.9	8.3	(0.2)	72.5	7.8	0.1
	Business profit	6.0	6.8	0.2	14.5	3.5	±0.0
	Operating profit	2.4	(40.6)	0.5	10.1	(26.1)	0.4
Developer	Gross sales	50.3	32.2	(0.9)	89.4	9.8	(1.4)
	Revenue	50.3	32.2	(0.9)	89.4	9.8	(1.4)
	Business profit	7.2	147.4	(0.6)	10.9	47.6	±0.0
	Operating profit	6.9	172.4	(0.8)	10.5	49.5	±0.0

FY2026 Segment Performance Forecast (IFRS) (2)



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(Billions of yen, unless otherwise stated)

Fiscal year ending February 28, 2027		H2			Full year		
		Forecast	YoY (%)	Changes vs. April Forecast	Forecast	YoY (%)	Changes vs. April Forecast
Payment and Finance	Gross sales	7.9	16.1	0.3	15.2	12.7	0.2
	Revenue	7.9	16.1	0.3	15.2	12.7	0.2
	Business profit	1.2	135.7	0.0	2.0	107.7	±0.0
	Operating profit	1.1	142.8	0.0	1.9	111.7	(0.0)
Other	Gross sales	38.9	28.8	4.9	68.2	14.0	3.5
	Revenue	37.0	27.6	5.6	64.9	11.9	4.2
	Business profit	0.3	393.8	(0.0)	0.4	(25.9)	±0.0
	Operating profit	0.3	158.2	0.0	0.5	14.8	0.2
Adjustments	Gross sales	(29.6)	-	(2.6)	(56.0)	-	(4.2)
	Revenue	(25.3)	-	0.8	(49.5)	-	(1.5)
	Business profit	(2.9)	-	(1.3)	(4.8)	-	±0.0
	Operating profit	(2.8)	-	(0.9)	(4.5)	-	0.4

Department Store Business

- Although the impact of sales floor closures at Daimaru Umeda will continue, business profit for H2 is projected to remain at the same level as the previous year.
- Gaisho sales will remain solid, and duty-free sales are projected to reach ¥121 billion (+ 9.5% YoY) for the full year.

SC Business

- Major store renovations such as Shinsaibashi and Ikebukuro PARCO, which were underway in H1, have been completed, and the revenue-boosting effects will gradually materialize moving forward.
- Full-year business profit is expected to be in line with the April forecast.

Developer Business

- J. Front Prime Space forecasts a decrease in profit in H2, factoring in the possibility of delays in external construction work.
- J. Front City Development plans to sell properties as initially planned at the beginning of the fiscal year.

Payment and Finance Business

- Continue transaction volume expansion measures following H1, aiming to land in line with the April forecast.

Other

- Pieroth Japan will become a consolidated subsidiary from H2.

- Driven by growth in gaisho sales and other factors, total sales for the stores excluding the Umeda store are planned to increase by 8.3% YoY.
- Duty-free sales are expected to reach ¥60.5 billion (+4.9% YoY), with the Department Store Business overall projected to exceed ¥64.0 billion in H2.

(%)

Fiscal year ending February 28, 2027	YoY		
	Q3	Q4	H2
Daimaru Shinsaibashi	15.1	11.0	13.0
Daimaru Umeda	(36.4)	(23.7)	(30.0)
Daimaru Tokyo	9.0	8.5	8.7
Daimaru Kyoto	7.7	2.2	4.7
Daimaru Kobe	11.1	10.8	10.9
Daimaru Sapporo	11.6	5.4	8.0
Matsuzakaya Nagoya	7.9	3.9	5.8
Total for the stores	6.2	4.5	5.3
Corporation, head office, etc.	(22.8)	1.7	(11.9)
Total	4.7	4.4	4.5

Excluding the Umeda store

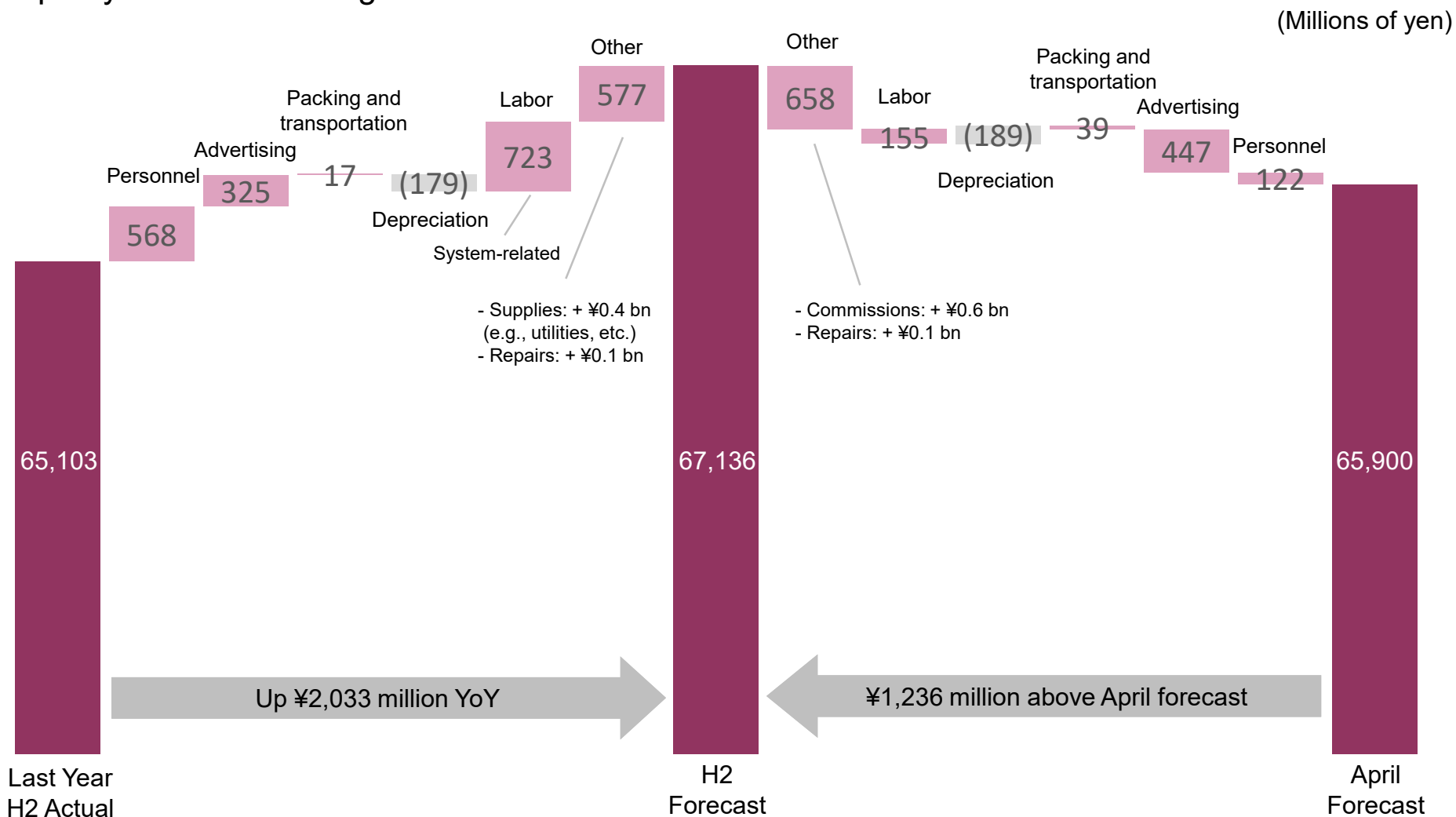
Domestic	Duty-free	Total for the stores
+8.8%	+5.4%	+8.3%

* Domestic = Total for the stores - Duty-free

Domestic: +5.4%; Duty-free: +4.9%

* Domestic = Total for the stores - Duty-free

SGA is expected to increase by ¥2.0 billion YoY due to rises in personnel costs, system-related expenses, and utility costs while also increasing by ¥1.2 billion from the April forecast partly due to the timing shift from H1.



Consolidated BS Forecast (IFRS)

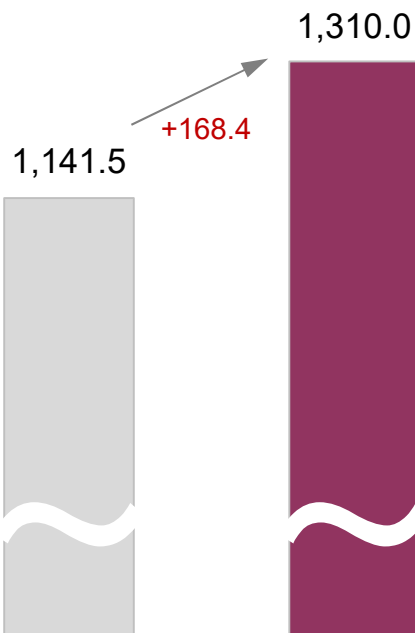


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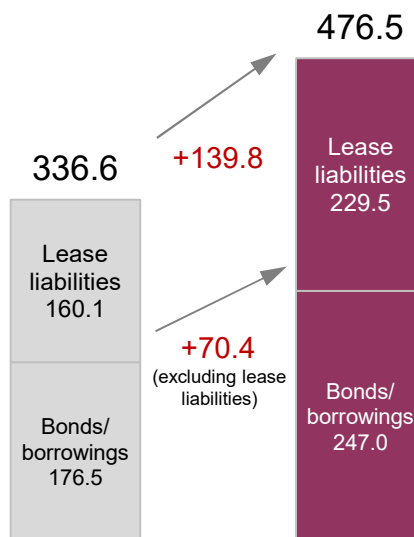
- ▶ Total assets are expected to be ¥1,310.0 billion, representing an increase of ¥168.4 billion from the end of the previous fiscal year driven by investments and other factors.
- ▶ Interest-bearing liabilities (excluding lease liabilities) are expected to be ¥247.0 billion, an increase of ¥70.4 billion from the end of the previous fiscal year.
- ▶ Ratio of equity attributable to owners of the parent is expected to be ¥421.0 billion, which will be optimized through the medium-term plan.

(Billions of yen)

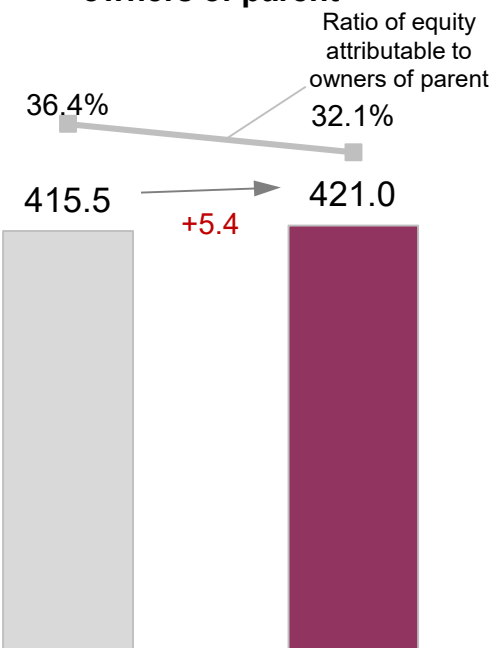
Total assets



Interest-bearing liabilities



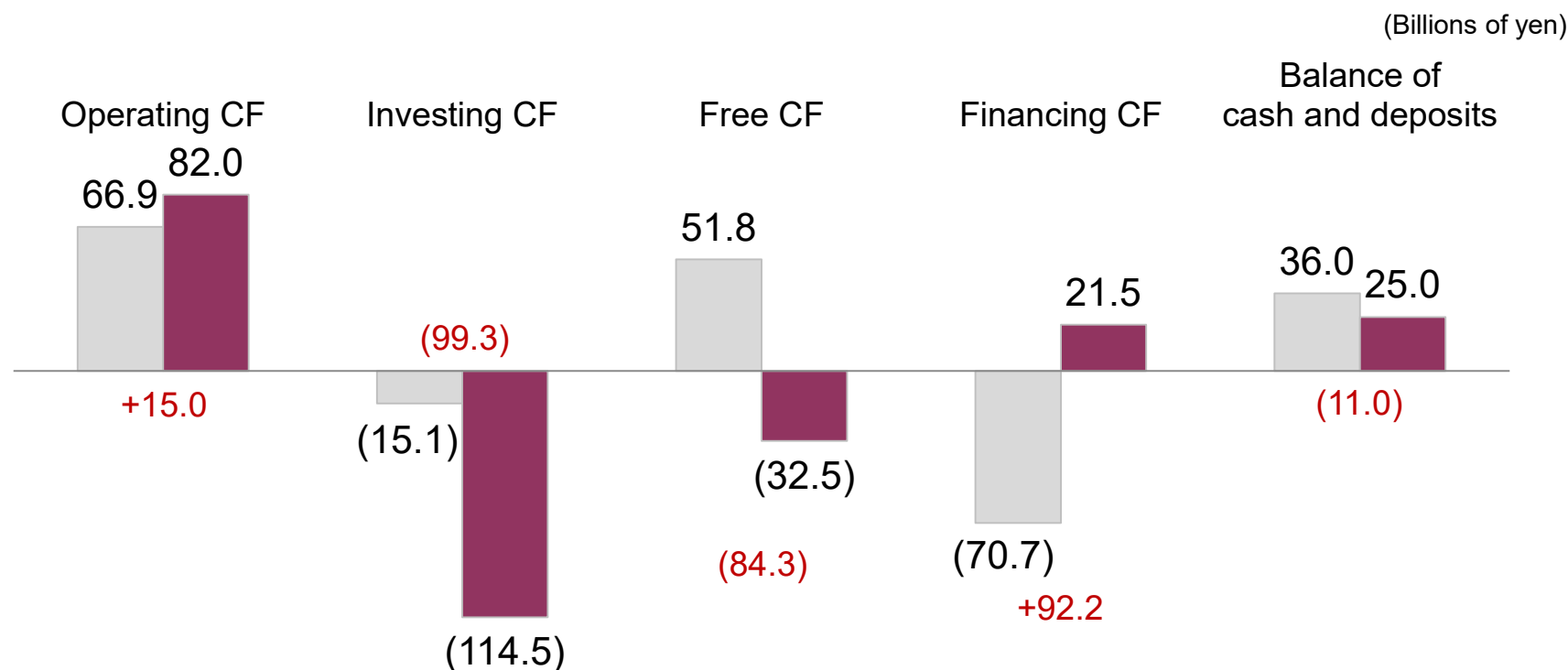
Equity attributable to owners of parent



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

Consolidated CF Forecast (IFRS)

- ▶ Operating CF is expected to be ¥82.0 billion, representing a YoY increase of ¥15.0 billion driven by higher profits and other factors.
- ▶ Investing CF is expecting an outflow of ¥114.5 billion, reflecting the execution of strategic investments and other factors.
- ▶ Financing CF is projected at an inflow of ¥21.5 billion, reflecting debt financing associated with strategic investments.



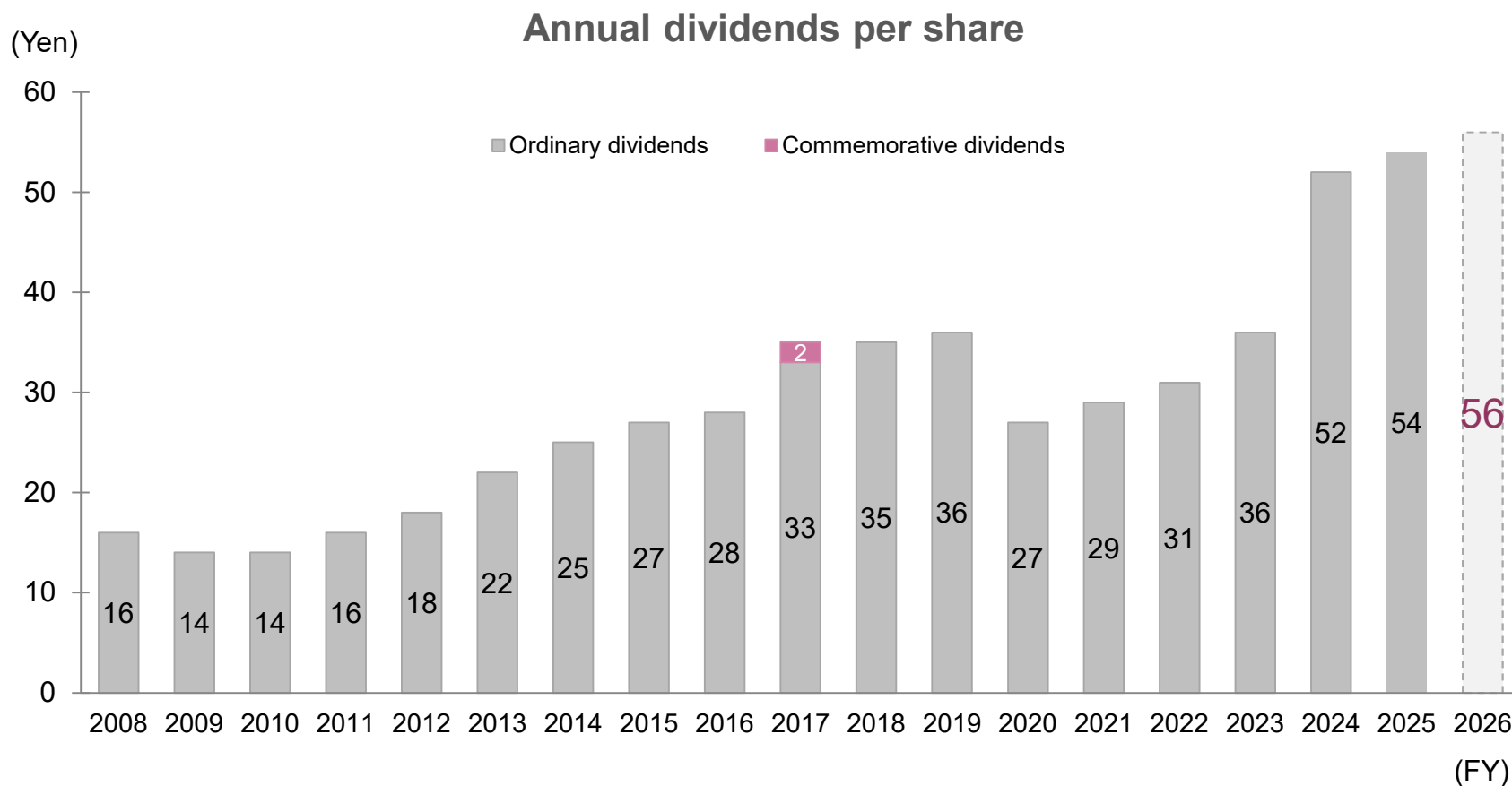
Figures shown in red represent YoY changes.

■ Results for fiscal year ended Feb 28, 2026

■ Forecast for fiscal year ending Feb 28, 2027

*Forecasts for investing CF and financing CF assume that strategic investments of approximately ¥60.0 billion are made.

- ▶ The interim dividend is ¥28 per share, an increase of ¥1 from the previous year.
- ▶ Annual dividends including the year-end dividend, are projected at ¥56 per share (an increase of ¥2 YoY), as announced in April.
- ▶ The payout ratio is projected to be around 47% and the total return ratio is expected to be approximately 82% in FY2026.



Progress of the Medium-term Business Plan and Direction for the Next Medium-term Business Plan



ONO Keiichi

Director, President and Representative Executive Officer
J. Front Retailing Co., Ltd.

Create and Bring to Life "New Happiness."



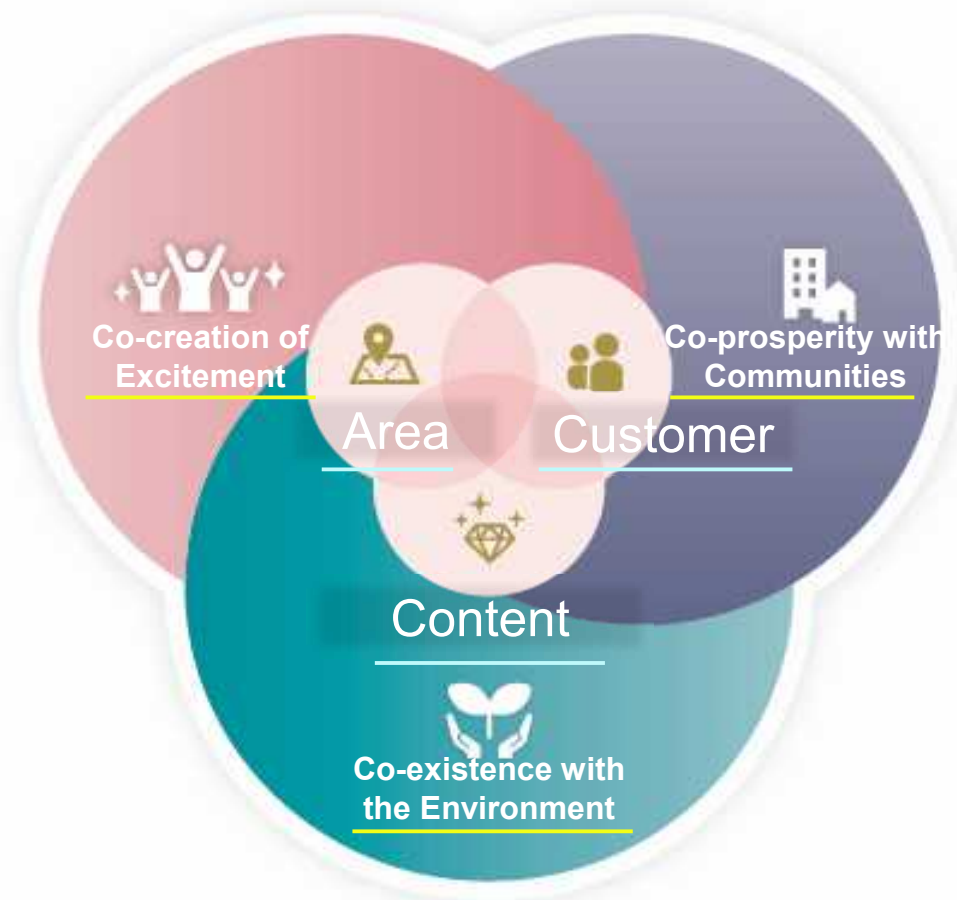
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“Presentation of Results for Fiscal Year
Ended February 28, 2026”,
(released on April 14, 2026)

3 Values

3 Synergies

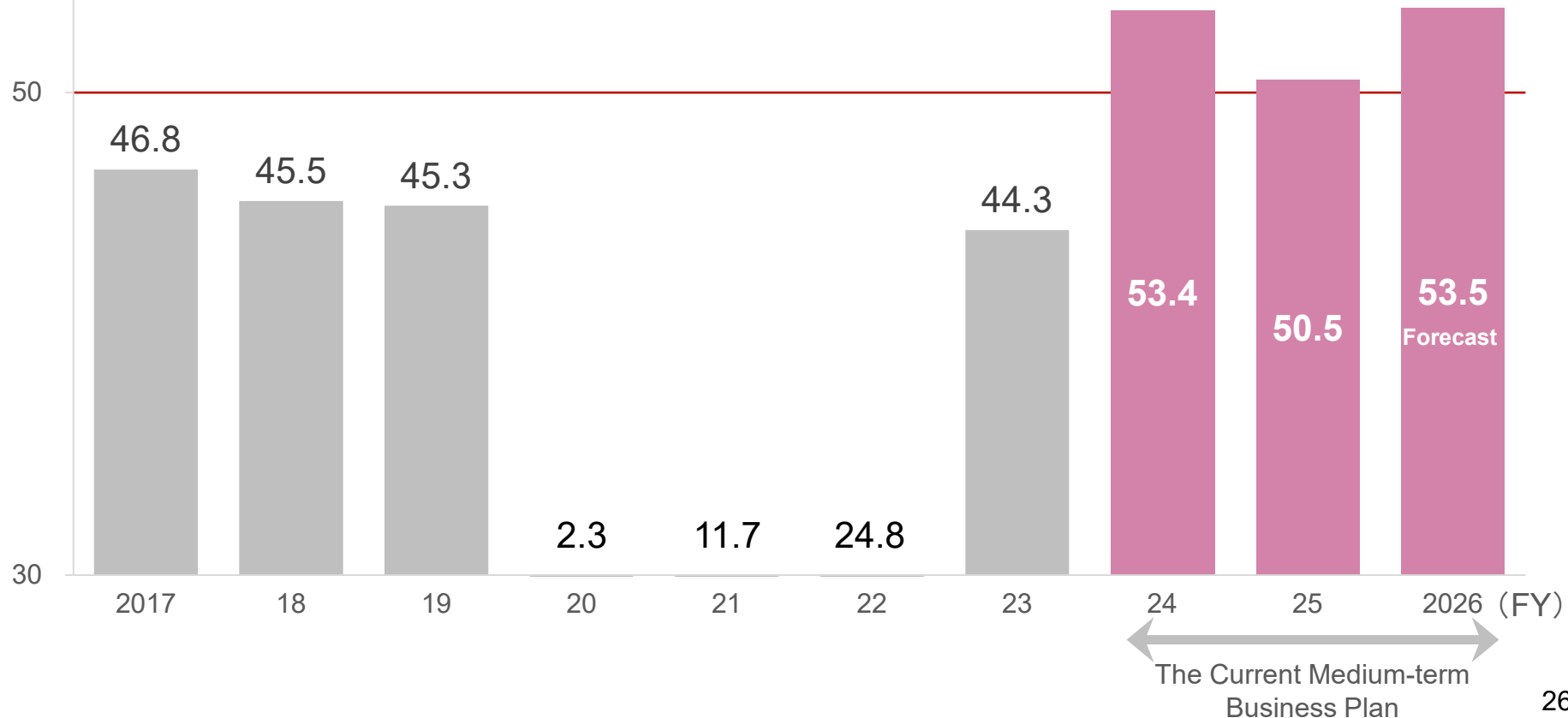
As 1



Business Profit Exceeded ¥50 billion, Reaching a Significantly Higher Level

Historical Trends in Business Profit over the Past 10 Years

(Billions of Yen)



1 Stores Areas

- ✓ Enhancement of store appeal and profitability by major renovations of key stores
- ✓ Opening of HAERA in the Nagoya-Sakae area

2 Customers

- ✓ Promoting customer acquisition through a joint initiative involving Department stores, PARCO, and JFR Card
The number of Group's identified customers increased to 5.14 million (1.4 times the figure from the previous Medium-term Business Plan)
- ✓ Expanding share of the high-net-worth market, driven by factors such as an increase in the acquisition of the customers “*gaisho*” (Japanese department store's exclusive personal shopping service for loyal customers)

3 Content

- ✓ Implementation of merchandising, IP, and service
- ✓ Execution of strategic investment in Pieroth Japan K.K.

4 Management Foundation

- ✓ Evaluating businesses, stores, and properties
- ✓ Enhancing and promoting highly efficient businesses
- ✓ Progress in fostering Group cohesion

1. Stores & Areas: (1) Opening of HAERA

- New commercial facility “HAERA” opened in June 2026 in Nagoya's Sakae area, the top priority area
- Aim to maximize the value of the area through customer circulation and consumption as a commercial platform

HAERA

Q2 Results (Jun-Aug)

Strong start that exceeded the Plan

Tenant transaction volume :

Approx. ¥12.0 billion

Foot traffic :

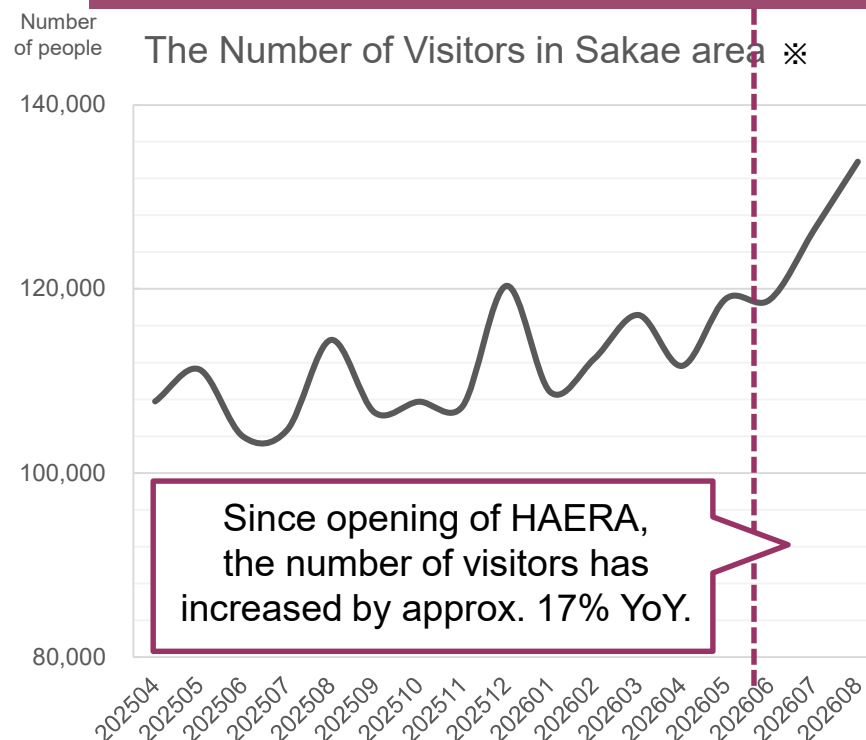
Approx. 2.25 million people

The Group
Transaction Volume
Results Jun-Aug

UP
approx. 15%
YoY



Enhancing presence in Sakae area



Aiming more customers circulation and consumption in the entire area

※ Visitor numbers for the HAERA, Matsuzakaya Nagoya, and Nagoya PARCO area
Data provided from Agoop Corp.

1. Stores & Areas: (2) Major Renovation & Rebuilding

Advancing plans for major renovations and rebuilding to enhance store competitiveness and appeal as a commercial hub.

	Completed Renovation & Rebuilding	Decision Made for Renovation & Rebuilding	
Tokyo Metropolitan Area	<ul style="list-style-type: none"> ✓ Shibuya PARCO : Renovation of approx. 6,600m² in FY25&26 ✓ Ikebukuro PARCO : Renovation of approx. 8,600m² in FY26 	GINZA SIX: Renovation planned ahead of the 10th anniversary of opening	Scheduled for renewal in Spring 2027
Nagoya Sakae	<ul style="list-style-type: none"> ✓ Nagoya PARCO : Renovation of approx. 8,300m² in FY 25&26 	Matsuzakaya Nagoya: Decision made to have PARCO operate the South Building	Scheduled for opening in Spring 2027
Osaka Umeda Shinsaibashi	<ul style="list-style-type: none"> ✓ Shinsaibashi PARCO: Renovation of approx. 6,600m² in FY26 	<ul style="list-style-type: none"> • Daimaru Shinsaibashi: Acquired 100% of the South Building and plan is scheduled to be finalized during FY26. • Daimaru Umeda: Decision made to major renovation 	Umeda Scheduled for phased opening from FY2027
Fukuoka Tenjin	-	Fukuoka PARCO: Decided to close, and application submitted for project implementation approval for the site	-

2. Customers: Expanding each company's base

- The customer base is steadily expanding through initiatives such as the card consolidation within the Group and the strengthening of app membership.
- Positive momentum in new prospect acquisition and higher customer spending through evolving touchpoints

1



Card consolidation
within the Group

2



Increasing app members
Enhancement of
department store loyalty
programs

3



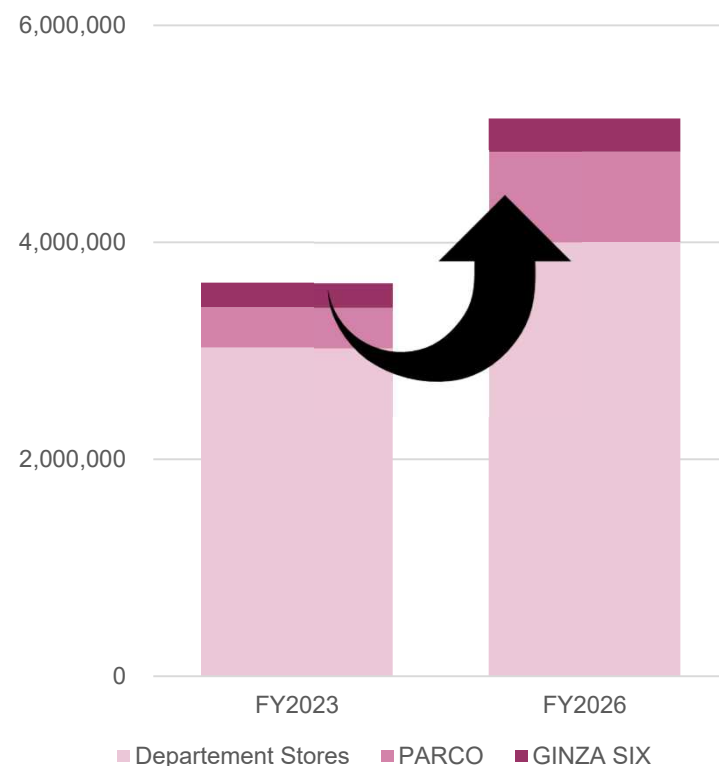
New prospect acquisition
and higher customer
spending through data
analysis

4



Launching inbound CRM
from Shinsaibashi;
Phased rollout to other
locations to follow.

Number of ID
The Number of the Group's ID-based customers



Further strengthening
customers' engagement

3. Contents: Implementation of ownership and development

- Acquired all shares of Clanet Holdings Co., Ltd., which owns Pieroth Japan K.K., a company engaged in the sale of imported wines, on September 1, 2026.
- Aim for creating new experiential value through wine

1



Strengthening wine proposals

Strengthen proposals targeting the consumers preferring high-quality, uplifting consumption and experiences by leveraging Pieroth's extensive selection of high-quality wines and its expertise in making recommendations

2



Creating new experiential value through wine

Deliver new experiential value through events, such as tasting sessions and auctions, and foster a community.

3



Expanding the customer touchpoints

In addition to stores, expanding opportunities to experience, learn about, and enjoy wine by leveraging touchpoints outside the stores such as *gaisho* and events

4



Utilizing each customer base mutually

Enhance customer value through mutual customer referrals and cross-selling by leveraging our existing customer base and Pieroth's 170,000 individual members



Pieroth Japan

【Business Overview】

- Sales of imported wines
- Planning and management of wine events and tasting sessions
- Operation of wine bars etc.

【Financial Results (FY 2025 Results)】*

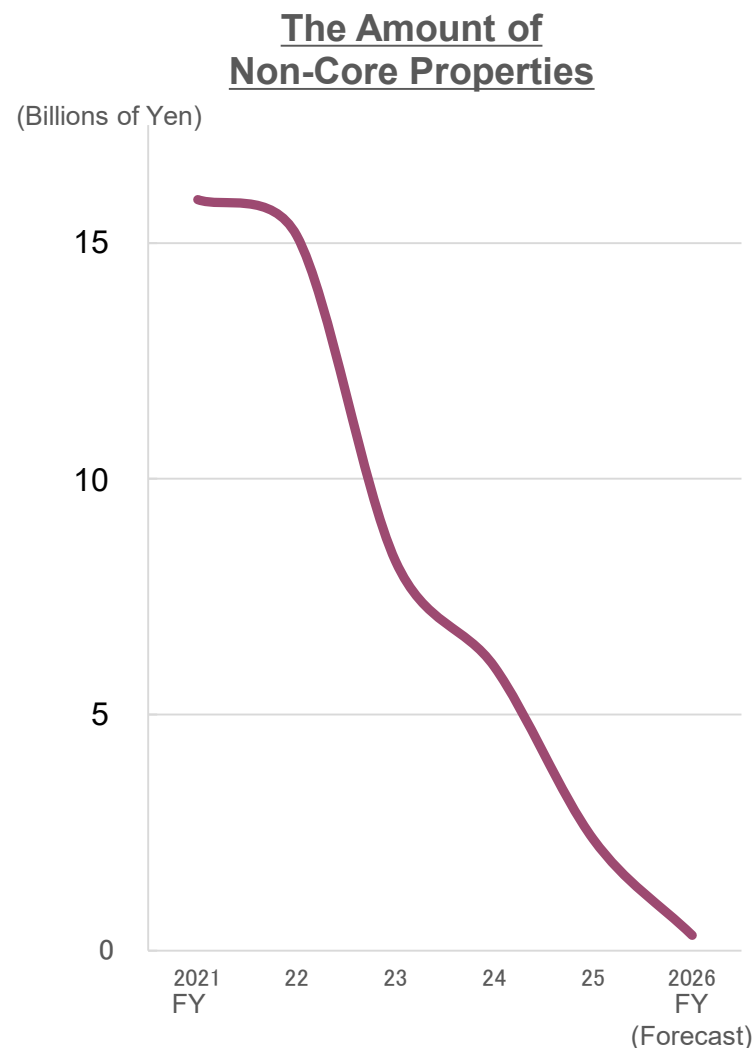
- Gross Sales: ¥10.0 billion
- Operating Profit: ¥0.5 billion
- Total Assets: ¥9.5 billion

* J-GAAP, on a consolidated basis

4. Management Foundation (1)

■ Evaluating Businesses, Stores, and Properties

Business	<ul style="list-style-type: none"> ✓ Business transfer of JFR Kodomo Mirai (in April 2025)
Stores	<ul style="list-style-type: none"> ✓ Closure of Matsumoto PARCO (as of the end of February 2025) ✓ Closure of Shizuoka PARCO (scheduled for the end of January 2027) ✓ Closure of Daimaru Shimonoseki (scheduled for the end of August 2027)
Properties	<ul style="list-style-type: none"> ✓ Evaluation and sale of non-core properties



4. Management Foundation (2)

■ Enhancing and promoting highly efficient businesses

Business

- ✓ Integration and restructuring of construction and interior design and facilities businesses (March 2026)
- ✓ Launch of commercial facility value enhancement project, including a commercial advisory service

■ Progress in fostering Group cohesion

Human Resources / Organization / Culture

- ✓ Expansion of intra-group personnel exchanges, including at the store manager level across department stores and PARCO.
- ✓ Fostering dialogue between the holding company and core operating companies, and accelerating inter-business collaboration, through concurrent appointments of officers who are the heads of “Human Resources”, “Finance”, and “IT/Digital”
- ✓ Dramatic development of “mutual understanding” through the HAERA launch process



Enabling full-scale Group collaboration

Challenges for the “Phase of Rapid Growth”

To Meet Market Expectations

Room for Sustainable Growth in Core Businesses

- ✓ The level of business profit has clearly moved up one notch
- ✓ Major renovations of key stores have proven effective
- ✓ HAERA's strong start has demonstrated the replicability of “the capability to create store value”
- ✗ The strengths of each brand and store remain limited to their individual appeal
- ✗ Challenges in resilience to the external environment changes remain, such as exchange rate fluctuations
- ✗ The transition from “management focused on cost optimization” to “management that prioritizes resource allocation toward growth opportunities” is still underway.

Business Portfolio Expansion Remains a Work in Progress

- ✓ The content business is being steadily implemented and launched as scheduled
- ✓ With the acquisition of Pieroth, JFR has also embarked on expanding its business operations in a way that supports its strategy
- ✗ Exploring M&A opportunities continues
- ✗ Challenges in scaling up by leveraging existing customers and the business foundation remain

**It is essential to enhance “earning power”
by concentrating the Group's store and customer assets.**

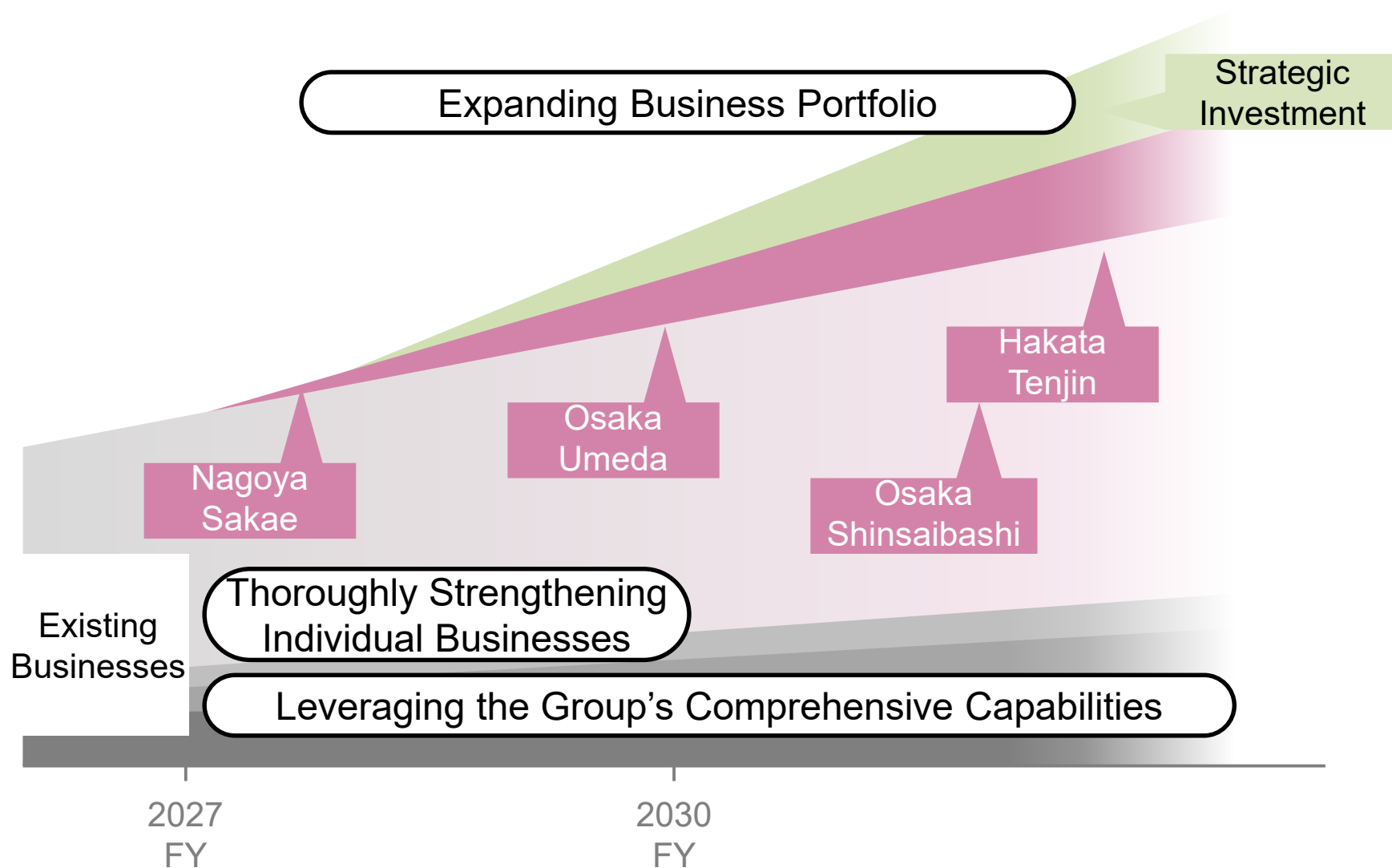
Policy for the Next Medium-term Business Plan

The transformation into a “Value Co-creation Retailer” remains unchanged.

- Transforming the Group diversity into value for customers
- Expanding customer touchpoints and deepen data accumulation and customer understanding
- Recognizing the value of business assets and enhance earning power sustainably

Aiming for sustainable and stable ROE improvement
by strengthening cash flow generation capabilities

Outline of the Next Medium-term Business Plan



The Evolution of Synergy

Ueno PARCO_ya



2017

Sinsaibashi
PARCO

2020

HAERA



2026

Parco will operate at
Matsuzakaya Nagoya
South Building

2027

Large-scale
redevelopment in the
Fukuoka-Tenjin area

Around 2030



Adjacency



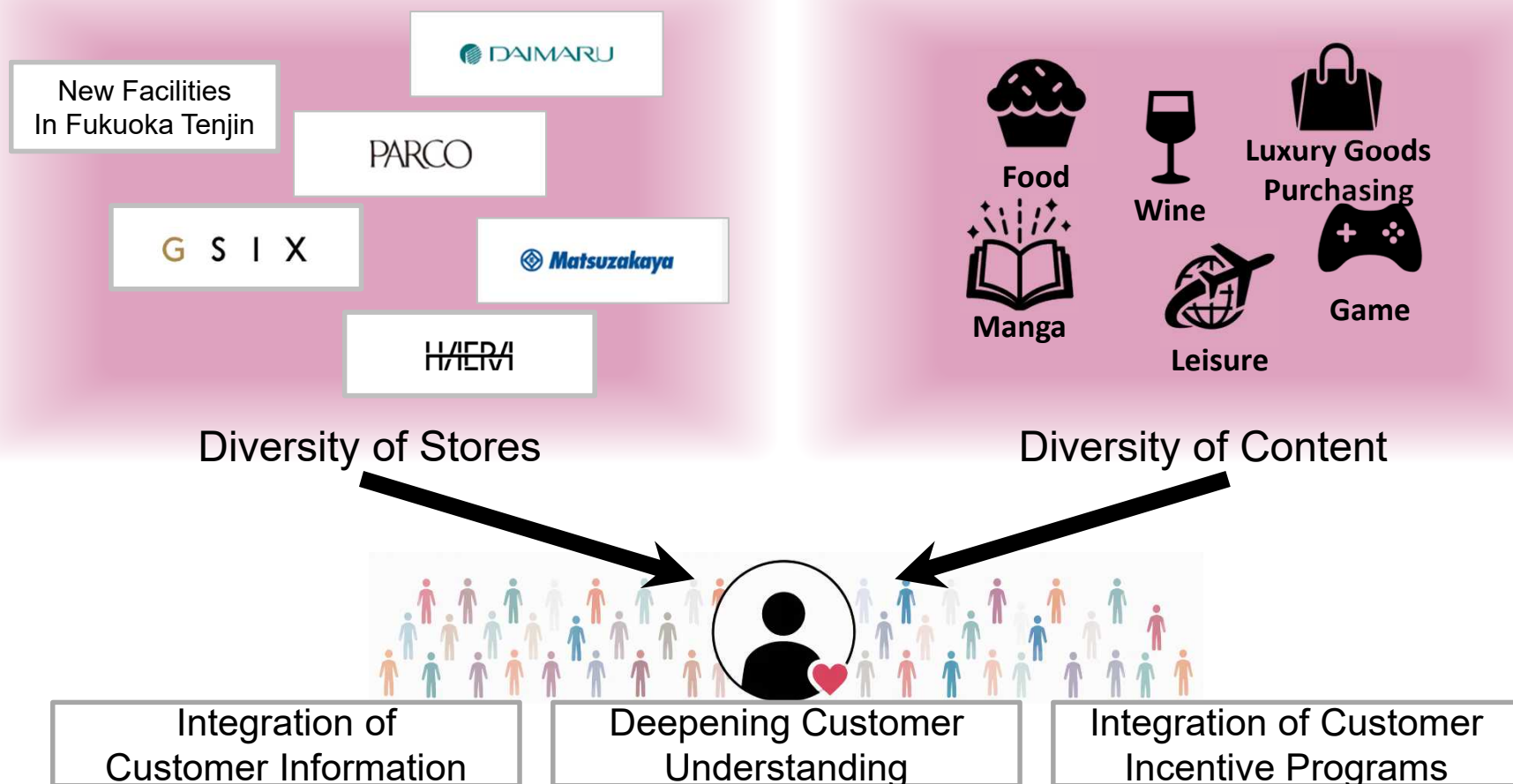
Fusion

Towards
the Ultimate
Synergy
Model

Combining distinct strengths to create new appeal.

Strengthening Cross-Group Customer Engagement

Aim to deepen our understanding of customers through cross-group marketing (integrating customer IDs and programs) and to deliver experiences tailored to each individual by leveraging the diverse range of stores and content unique to JFR.



Transforming diversity into value,
starting with an understanding of the customer.

The Group Collaboration in 2 Key Markets

Launch the Group “Gaisho” Service

- ✓ The sales of customers “gaisho” is expected to achieve new record sales, driven by a double-digit increase in top-tier customers
- ✓ A strong consumer appetite is growing, particularly among the younger generation
- ✓ The sales amount of customers “gaisho” at HAERA from its opening in June through August progressed approx. 40% above plan

Group-wide Deployment of Inbound Initiatives

- ✓ The Group's total inbound transaction volume (forecast for FY2026) is expected to exceed ¥220 billion
- ✓ The number of Daimaru Matsuzakaya Inbound App members exceed 200,000
- ✓ Inbound sales at Parco and GINZA SIX increased by approx. 20% year-on-year.



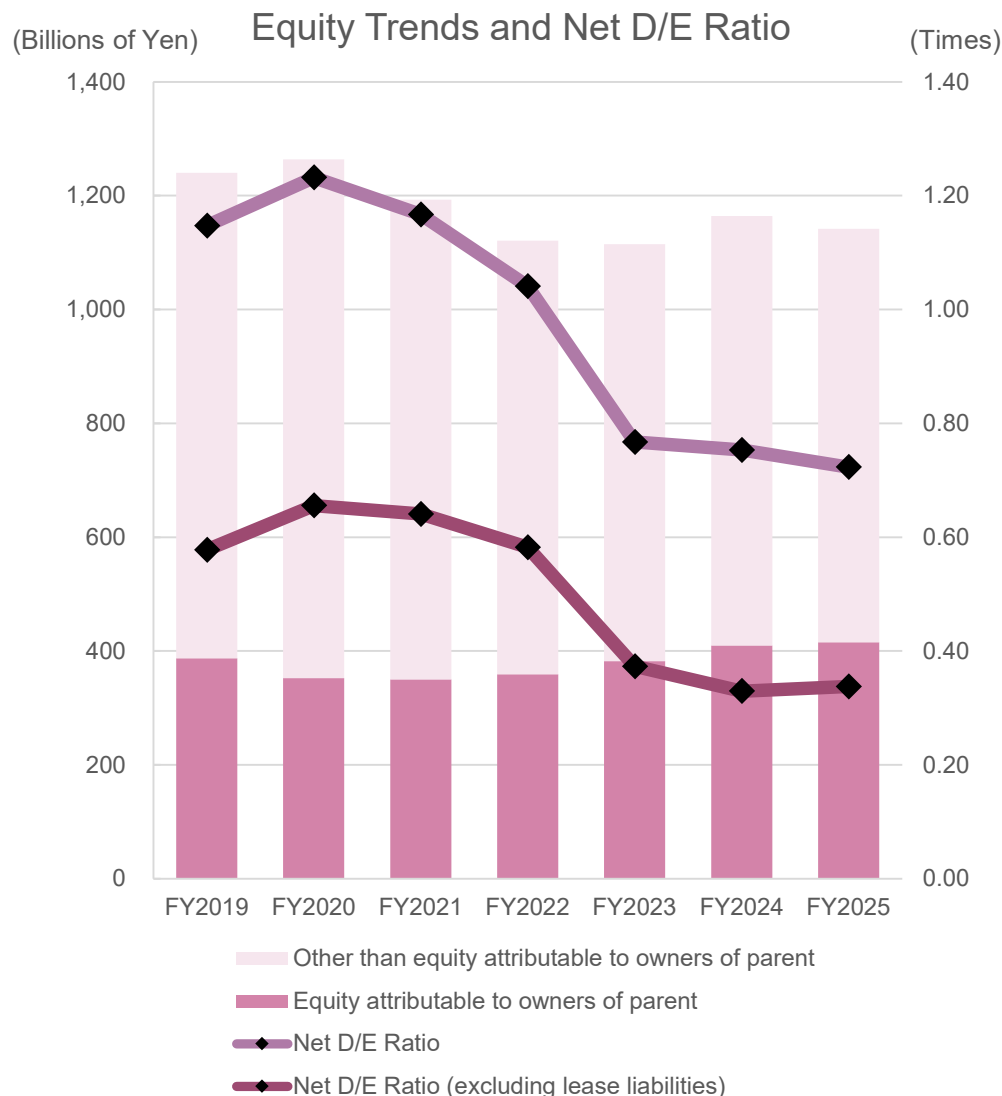
Explore initiatives to enhance “gaisho” services, leveraging GINZA SIX as a key driver



Roll out Group-wide inbound initiatives across the pre-trip, during-trip, and post-trip phases

Cash Allocation

Aiming for ROE of 10%, our top priority is to first achieve ROE of 8% at an early stage.



Through the current Medium-term Business Plan,

- ✓ Equity capital has been within an appropriate range; and
- ✓ Sufficient debt capacity has been secured through the maintenance of credit ratings.

By expanding cash flow generation capabilities, we aim for both **"growth investment for the future"** and **"shareholder returns"**

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

Create and
Bring to Life
“New Happiness.”



J. FRONT RETAILING

Forward-looking statements in this document 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.