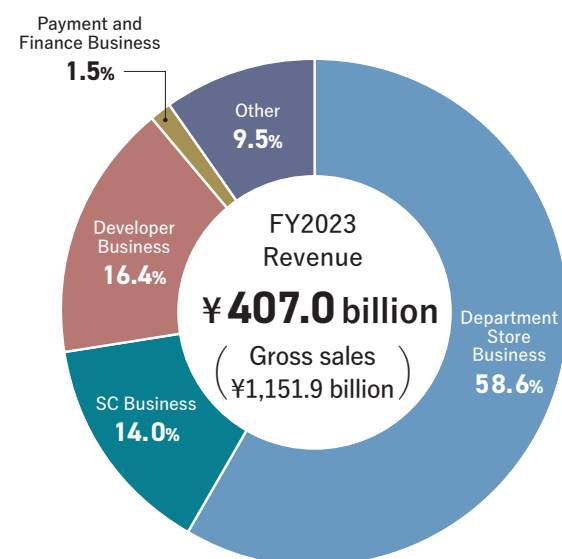


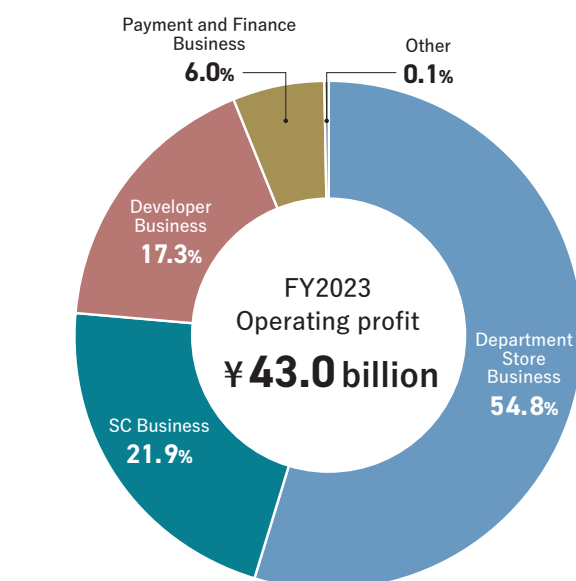
Financial Information

At a Glance

Revenue

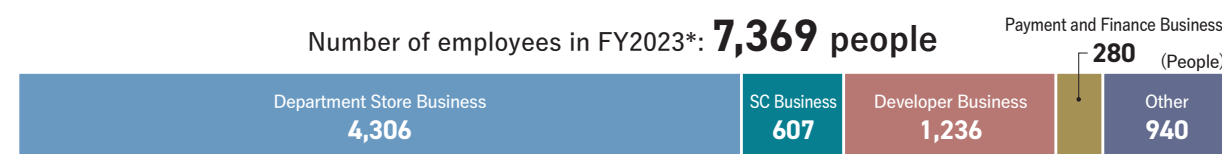


Operating Profit



*Operating profit in Other includes adjustments.

Number of Employees



*Total number of regular employees, dedicated employees, and fixed-term employees as of February 29, 2024

■ Department Store Business

Operates 15 department stores under the names of Daimaru and Matsuzakaya in major cities throughout Japan.
 Operates a luxury mall GINZA SIX.

■ SC Business

Operates 16 PARCO shopping centers in major cities throughout Japan.
 Also operates the entertainment business that produces movies, theaters, etc.

■ Developer Business

Includes the development of leasehold properties and the building and interior work business.
 Large-scale development projects are in progress in the Sakae area in Nagoya and the Shinsaibashi area in Osaka.

■ Payment and Finance Business

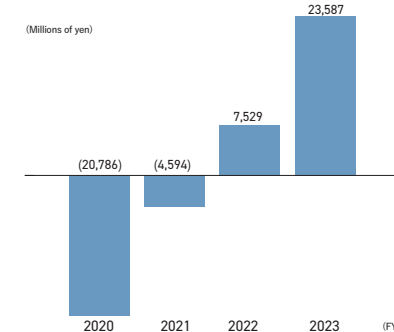
Issues Daimaru Matsuzakaya Card, Daimaru Matsuzakaya Otokuisama Gold Card, etc. Recently, also handles financial products such as insurance.

■ Other

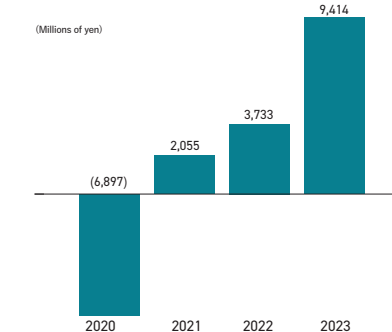
Composed of a wholesaler Daimaru Kogyo and the Group's shared service companies.

Operating Profit Trends and Forecasts by Segment

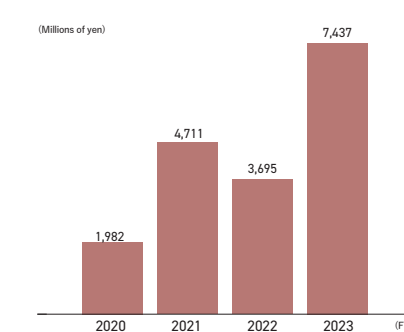
Department Store Business



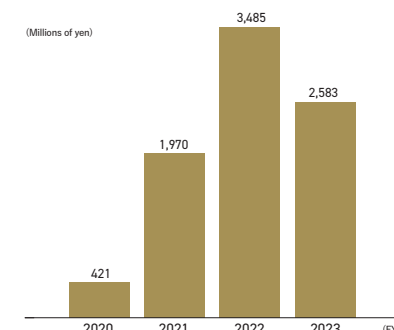
SC Business



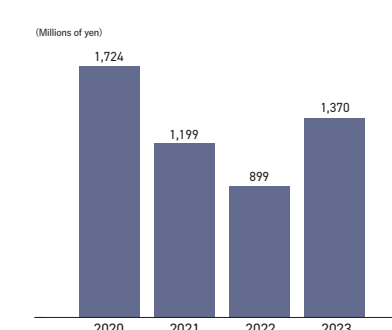
Developer Business



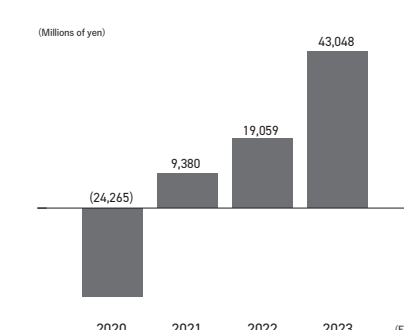
Payment and Finance Business



Other

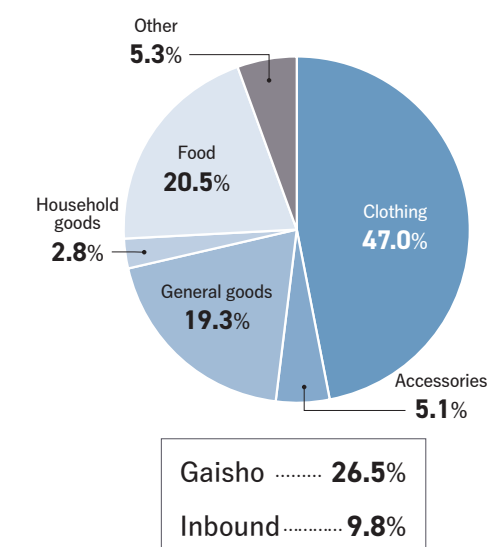


Consolidated total

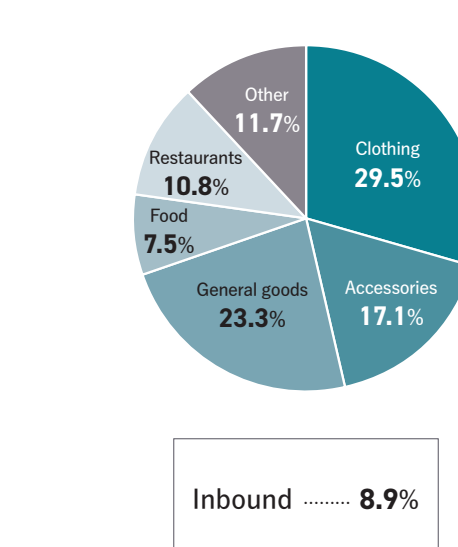


Sales/Transaction Volume Composition (by product/gaisho/inbound)

FY2023 Daimaru Matsuzakaya Department Stores sales composition by product

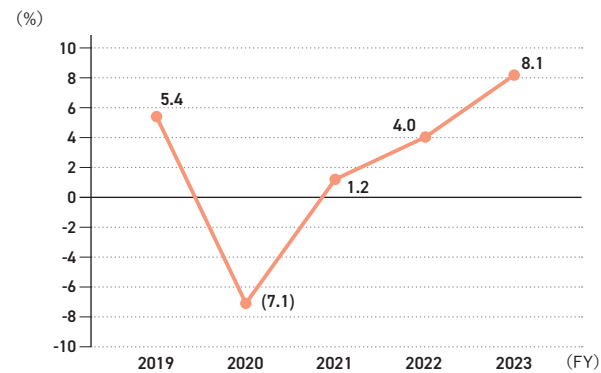


FY2023 Parco tenant transaction volume composition by product

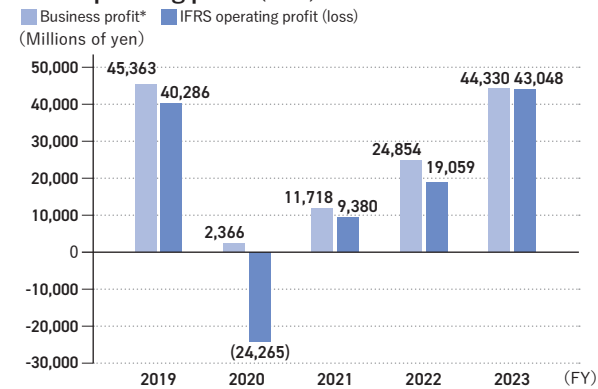


Financial/Non-financial Highlights

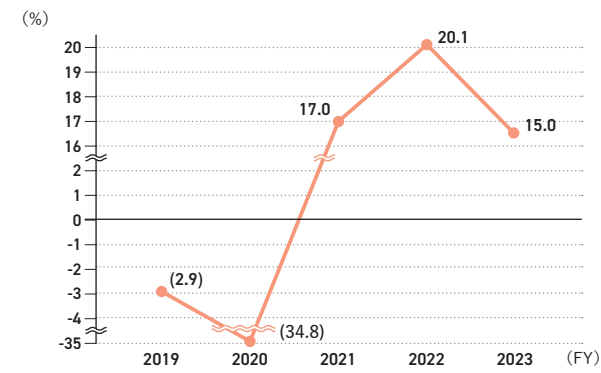
ROE



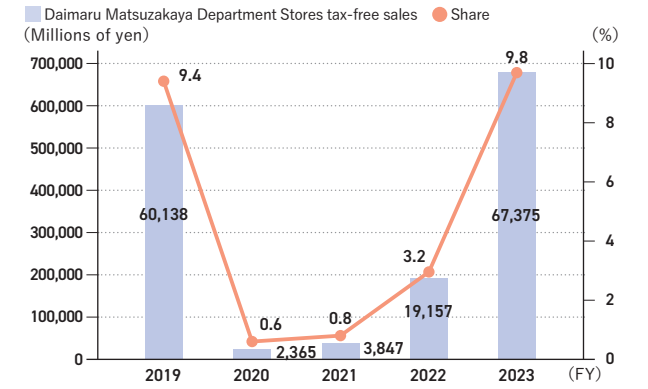
Consolidated business profit/IFRS operating profit (loss)



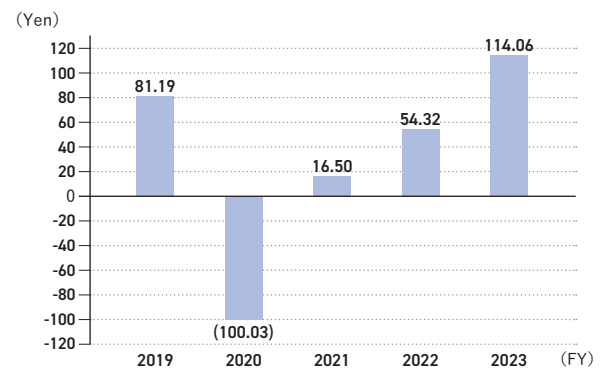
Daimaru Matsuzakaya Department Stores comparable store sales (YoY %)



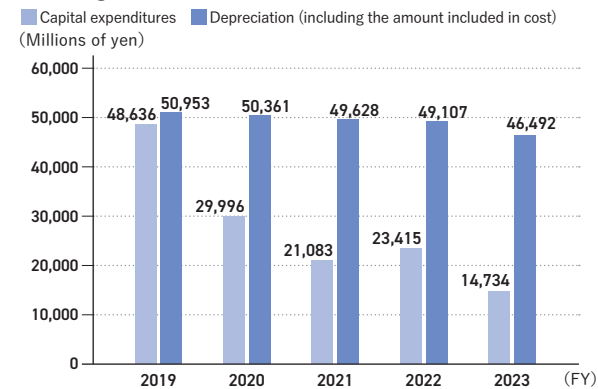
Daimaru Matsuzakaya Department Stores tax-free sales and share



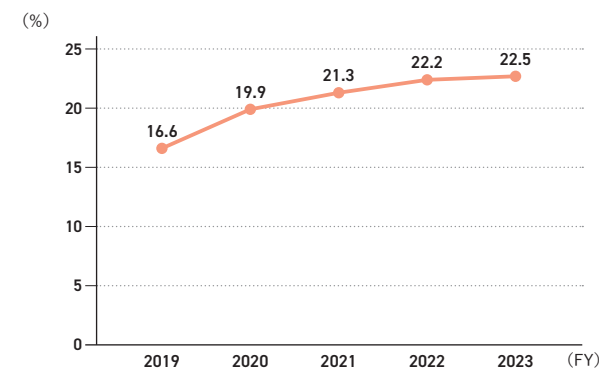
EPS



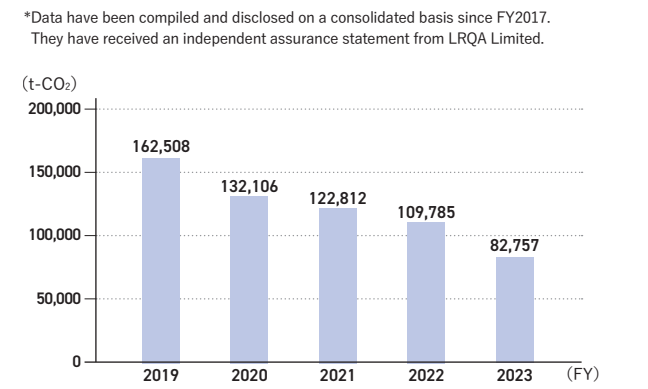
Capital expenditures/Depreciation (including the amount included in cost)



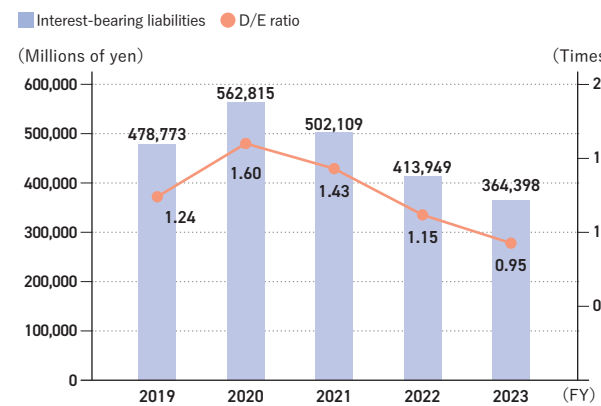
Ratio of women in management positions (consolidated)



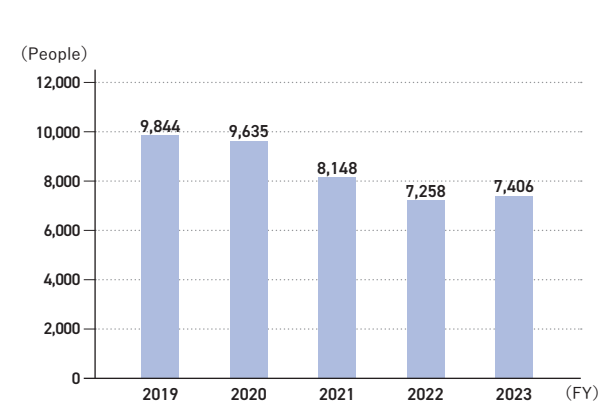
[Scope 1 and 2] GHG emissions (consolidated)



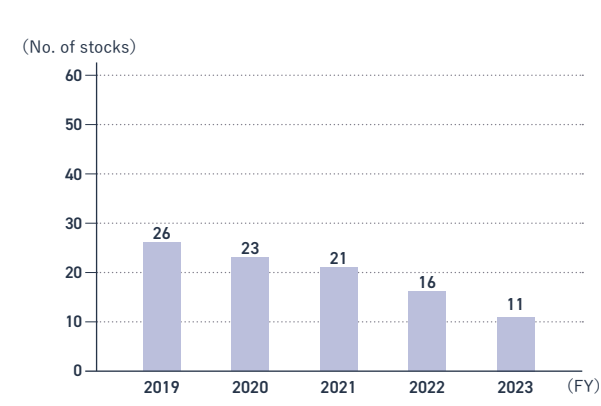
Interest-bearing liabilities and D/E ratio



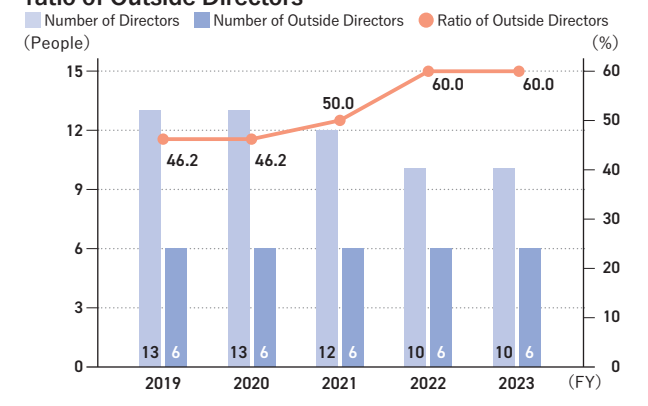
Consolidated number of employees



Year-end number of stocks of cross-shareholdings



Number of Directors and Outside Directors and ratio of Outside Directors



*The Company has adopted the International Financial Reporting Standards (IFRS) since FY2017.

*The Company has adopted IFRS 16 since FY2019. Accordingly, operating leases are recognized as right-of-use assets and lease liabilities, which caused significant changes in capital expenditures, depreciation, interest-bearing liabilities, etc.

*The Yamashina store closed on March 31, 2019.

*The Shimonoseki store was placed under the direct management of Daimaru Matsuzakaya Department Stores Co. Ltd. in March 2020. (The Shimonoseki Daimaru, Inc. was merged into Daimaru Matsuzakaya Department Stores Co. Ltd.)

*The Toyota store closed on September 30, 2021.