

## Become a Global Store Based in Shibuya.

Shibuya  
PARCO

## Differentiated, Prime Experience Value.

Matsuzakaya  
Nagoya Store

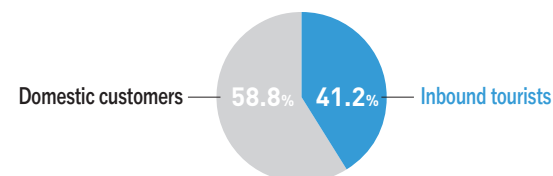
### Shibuya PARCO evolves further

Five years have passed since Shibuya PARCO reopened after reconstruction in November 2019, and it has a unique and overwhelming presence. Shibuya PARCO is about a 10-minute walk from Shibuya Station. While it is not an ideal location for attracting customers, Shibuya PARCO has become a destination for customers, providing unique value.

In particular, in recent years, Shibuya PARCO has achieved rapid growth, attracting not only Japan's discerning younger generation but also many international visitors drawn specifically to its unique offerings. Without resting on this success, we undertook a large-scale renovation spanning 1,800 tsubo (approximately 5,940 square meters) from spring to fall this year, driving further evolution.

Shibuya PARCO will evolve into a store space that embodies a global niche throughout the entire building, further enriching its offerings of luxury fashion houses, unique and innovative fashion items, as well as Japan's culture and IP content that attract attention from overseas.

#### Shibuya PARCO Ratio of transaction volume with inbound tourists



\*FY2024 results

### Renovations mainly at 4 key stores

Parco operates its shopping centers PARCO nationwide, from Sapporo in Hokkaido to Fukuoka in Kyushu, with distinct store concepts tailored to the market where each shopping center is located.

In the current medium-term business plan, we have positioned Shibuya PARCO, Nagoya PARCO, Ikebukuro PARCO, and Shinsaibashi PARCO as four key stores, and are prioritizing the allocation of resources to these four stores. Following the renovation of Nagoya PARCO last fiscal year, we will be renovating Shibuya PARCO this fiscal year, and next year we plan to carry out large-scale renovations of Shinsaibashi PARCO and Ikebukuro PARCO. We aim to further improve profitability by promoting comprehensive renovations and strengthening IP content.



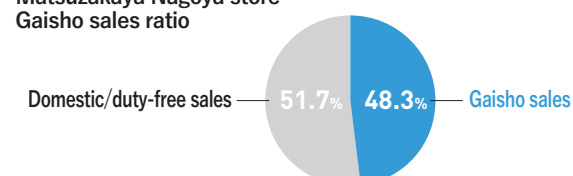
Nagoya PARCO

### Major renovation of 8 floors

The Matsuzakaya Nagoya store underwent a major renovation lasting over one year, with the first phase starting in November 2024 and the second phase starting in March 2025, revamping a total of eight floors in the main building and north wing. In the first phase, we mainly took on the challenge of rebuilding the women's fashion floor, a fundamental issue for department stores. We reduced the existing apparel space by 60% while gathering the largest number of designer luxury brands in the area, and created a lineup that targeted young, wealthy customers as a new demographic. The second phase involved rebuilding the lifestyle zone, featuring a children's clothing section themed around art and learning, along with diverse shops, including popular local stores, that offer well-being ideas. Going forward, we also plan to establish a new beauty salon featuring luxury cosmetics brands.

The Matsuzakaya Nagoya store's gaisho sales account for approximately half of the total, making it the store with the highest gaisho sales ratio among our department stores. We will further increase the satisfaction of these loyal customers, and also take on the challenge of cultivating new customer segments, thereby honing the overwhelming strengths that are unique to the Matsuzakaya Nagoya store.

#### Matsuzakaya Nagoya store Gaisho sales ratio



\*FY2024 results

### Emphasis on store environment

For the renovation of the Matsuzakaya Nagoya store, we appointed Yuko Nagayama & Associates as our spatial planning and design partner to provide a special experience value. The design was inspired by the history of Matsuzakaya, and we have created a space full of originality that blends the future and the past.

For department stores that primarily operate physical locations, the key challenge lies in how to provide truly special spaces. We aim to be the department store of choice for customers by not only creating exclusive store spaces like the Nagoya store, but also by offering unique value to customers through initiatives such as lounge services available to special customers, tailored to each store's identity.

