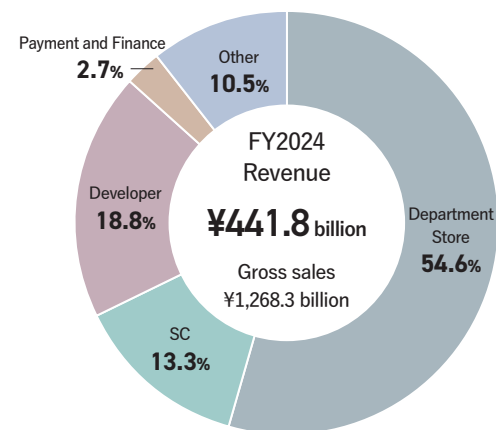
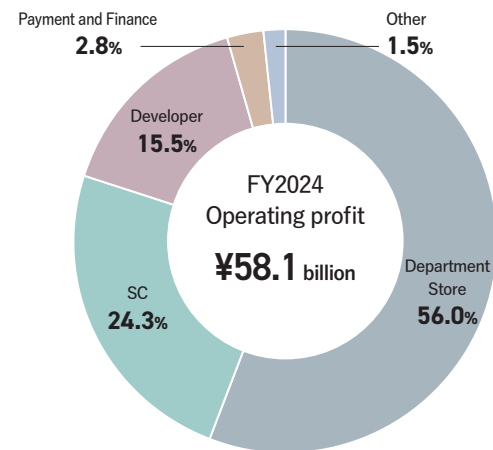


At a Glance

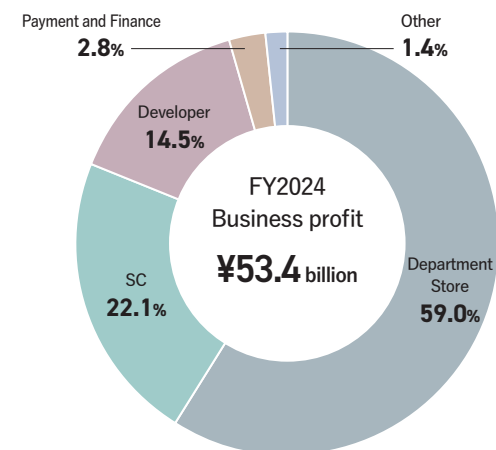
Revenue



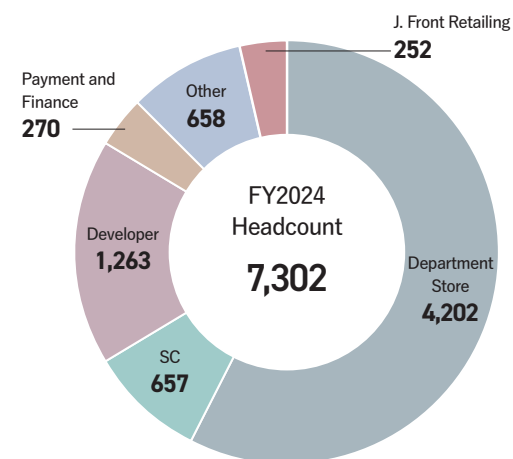
Operating Profit



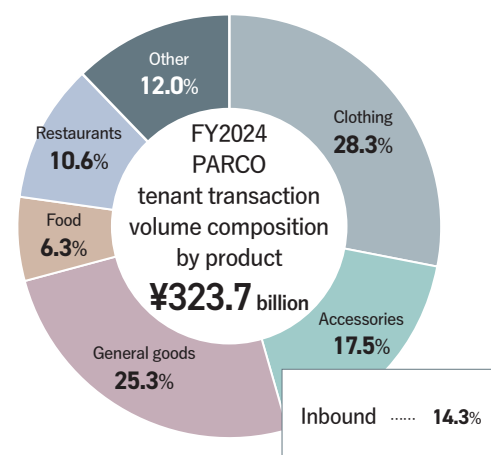
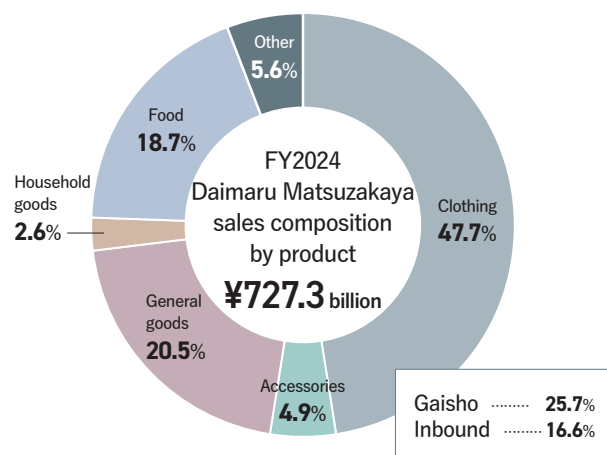
Business Profit



Headcount

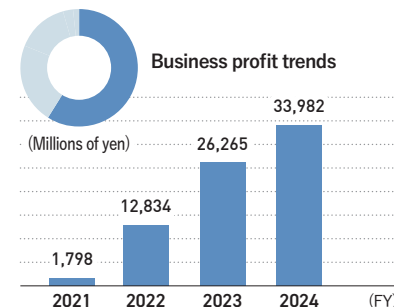


Sales/Transaction Volume Composition (by product/gaisho/inbound)



Results by segment

Department Store Business



From Sapporo in Hokkaido to Tokyo, Nagoya, Kyoto, Osaka, Kobe, and Hakata in Kyushu, we operate 15 department stores under the Daimaru and Matsuzakaya brands in major cities nationwide, along with the luxury mall GINZA SIX.

In fiscal 2024, net sales increased significantly due mainly to the impact of renovations aimed at enhancing content for the consumers preferring high-quality, uplifting consumption and experiences, and growth in sales to overseas visitors to Japan.

By store, strong performance of major stores drove the overall performance, including, in addition to the Daimaru Shinsaibashi and Kyoto stores where sales to inbound tourists were brisk, the Daimaru Kobe and Sapporo stores, which carried out strategic renovations, and the Daimaru Tokyo store, which is located at a terminal site.

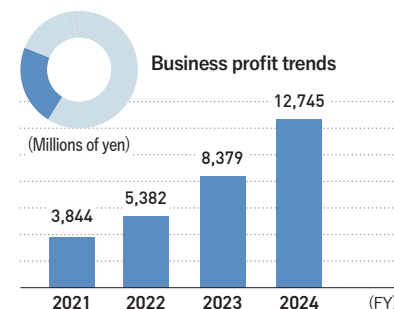
We have been promoting a major renovation at the

Matsuzakaya Nagoya store, and reopened it gradually starting in November last year. This renovation aims to “enhance experience value” unique to a physical store, and to “win next-generation customers.” In addition to expanding luxury brand offerings, we enhanced content that captures next-generation market needs, such as fashion, art, alcoholic beverages, beauty, and wellness. We made a joint announcement with other companies regarding major renovation plans for the South Gate Building, where the Daimaru Umeda store is located.

Moreover, we revamped the Daimaru Matsuzakaya app to enhance its media function in order to build strong relationships with customers.

As a result of various measures including those mentioned above, revenue was 263,643 million yen, up 10.3% year on year. Business profit was 33,982 million yen, up 30.2% year on year, demonstrating a large increase in profit.

SC Business



We operate 15 PARCO shopping centers in major cities across Japan, from Sapporo in Hokkaido to Sendai, Tokyo, Nagoya, Osaka, and Hakata in Kyushu. We also operate an entertainment business that produces films and theaters.

In fiscal 2024, in order to deepen the retail business, we strived to increase the distinctive brand value of Parco and the value of visiting our stores through strategic renovations, setting our sights on extending support from the MZ generation and overseas customers.

We renovated Nagoya PARCO based on the theme of providing the Tokai area's most sophisticated fashion and diverse entertainment, while at Sendai PARCO we strengthened fashion and entertainment, and at Hiroshima PARCO we conducted strategic renovation with the aim of attracting one-of-a-kind shops in the area.

We also worked to enhance the dissemination of information to foreign tourists visiting Japan and to

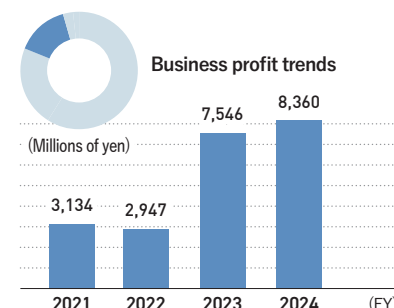
strengthen relationships, such as by partnering with overseas companies, mainly in Asia. At Shibuya PARCO and Shinsaibashi PARCO, a significant increase in transaction volume with inbound tourists became a driver for performance.

In the culture business, theaters recovered and in music, Shibuya Club Quattro turned in a strong performance. At our collaboration cafes, we had success in business development through the licensing of popular manga.

Moreover, in April, we signed a basic agreement on a strategic alliance with Hyundai, a major department store chain in South Korea, and we also staged popup events at Shibuya PARCO in order to win new customers, primarily in the MZ generation.

As a result of various measures including those mentioned above, revenue was 64,418 million yen, up 9.7% year on year. Business profit was 12,745 million yen, up 51.3% year on year, demonstrating a large increase in profit.

Developer Business



We engage in the development and construction of real estate rental properties, as well as interior design services. Large-scale development projects are underway in areas such as the Sakae area of Nagoya, the Shinsaibashi area of Osaka, and the Hakata area of Fukuoka.

In fiscal 2024, factors such as recording a gain on the sale of properties held by J. Front City Development Co., Ltd., and an increase in orders for the hotel interior finishing and construction at J. front Design & Construction Co., Ltd. led to higher revenue and profit.

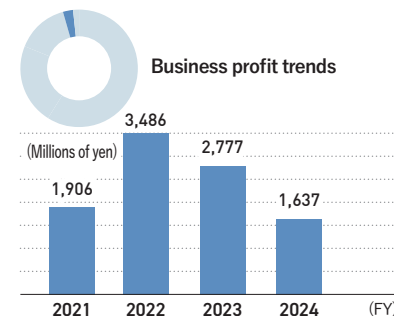
In terms of key strategies, in the development in seven key cities, we have steadily promoted The Landmark Nagoya Sakae and the Shinsaibashi Project (tentative name), both of which are scheduled for completion and opening in fiscal 2026. We also took

the decision to invest in a special purpose company to acquire the Shinsaibashi Building. In the Tenjin 2-chome South Block Station-Front East-West Area Project (tentative name), we are moving forward with plans across the Group, based on the finalization of city planning by the district planning and urban redevelopment project.

In addition, to reorganize and strengthen the building management business of the Group, in September, the building management business of J. Front One Partner Co., Ltd. (formerly JFR Service Co. Ltd.) was transferred to Parco Space Systems Co., Ltd.

As a result of various measures including those mentioned above, revenue was 90,658 million yen, up 11.5% year on year, and business profit was 8,360 million yen, up 7.4% year on year.

Payment and Finance Business



We have begun issuing new cards including the GINZA SIX Card, PARCO Card, and Hakata Daimaru Card, in addition to the Daimaru Matsuzakaya Card and Daimaru Matsuzakaya Otokuisama Gold Card. In recent years, we have also been expanding into financial products such as insurance.

In fiscal 2024, as part of efforts to implement key strategies, we worked to expand the number of card members and promote usage through collaboration with the Department Store Business. To pave the way for the expansion of our base of new customers, we also started issuing the new GINZA SIX Card and the new PARCO Card as an initiative to consolidate the Group's cards. In the merchant business, we developed external merchants centered on the key areas, and worked on the expansion

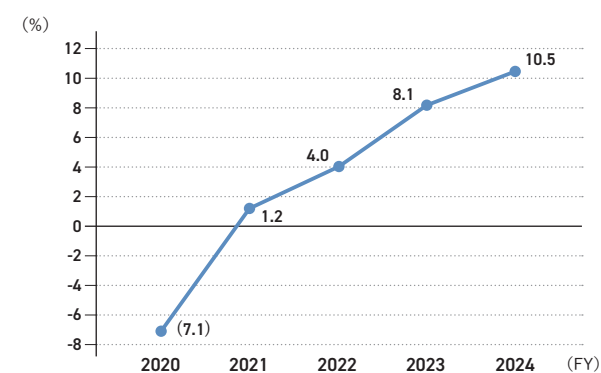
of acquiring operations at the Group's commercial facilities.

Also, to reinforce the effort to combat the unauthorized use of credit cards plaguing the industry, we introduced such measures as multi-factor authentication and one-time passwords for online services.

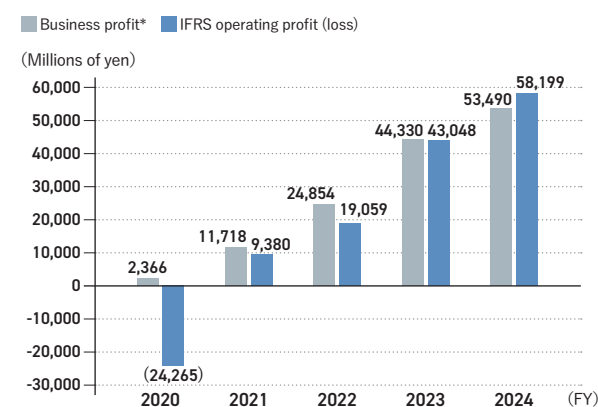
As a result of various measures including those mentioned above, revenue was 13,135 million yen, up 0.1% year on year, due mostly to higher merchant commission driven by increased transaction volume, while also reflecting higher point costs. Business profit was 1,637 million yen, down 41.0% year on year, as selling, general, and administrative expenses rose as a result of an increase in investments for the consolidation of the Group's cards and in personnel expenses.

Financial/Non-financial Highlights

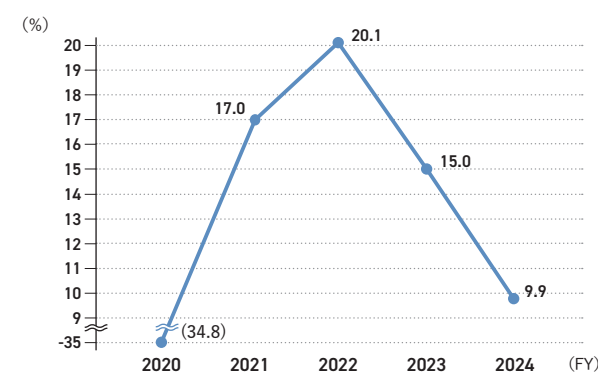
▶ ROE



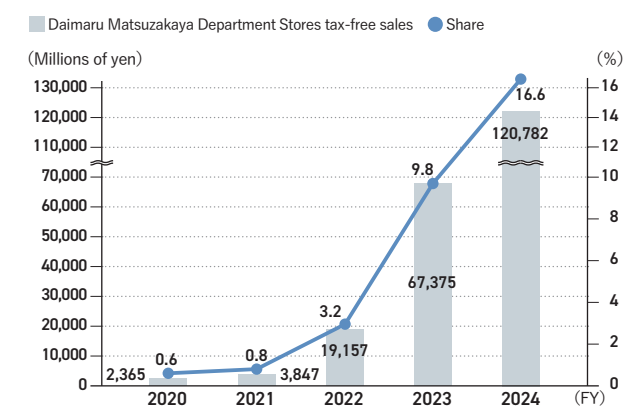
▶ Consolidated business profit/ IFRS operating profit (loss)



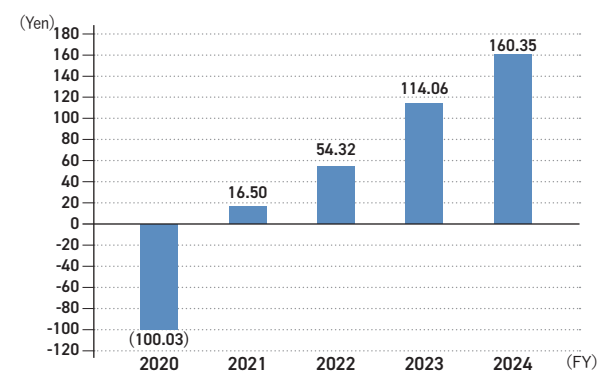
▶ Daimaru Matsuzakaya Department Stores comparable store sales (YoY %)



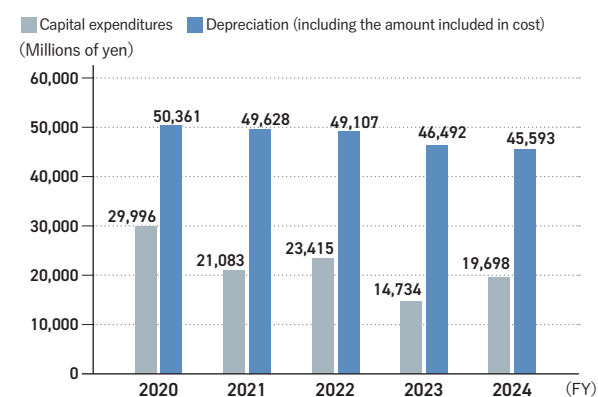
▶ Daimaru Matsuzakaya Department Stores tax-free sales and share



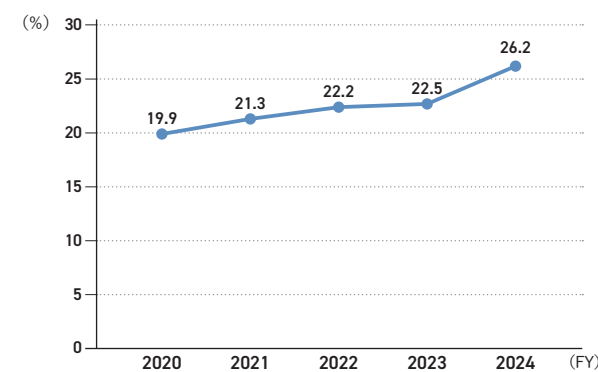
▶ EPS



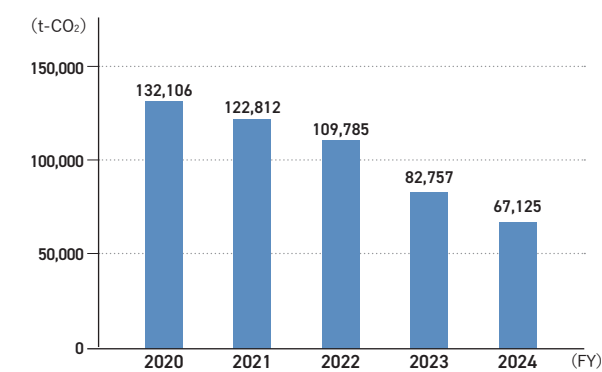
▶ Capital expenditures/Depreciation (including the amount included in cost)



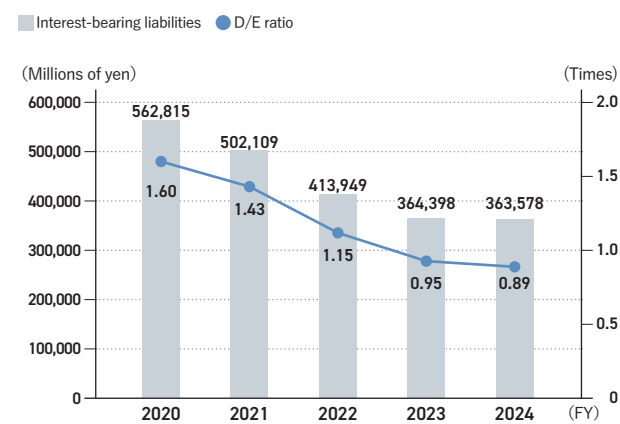
▶ Ratio of women in management positions (consolidated)



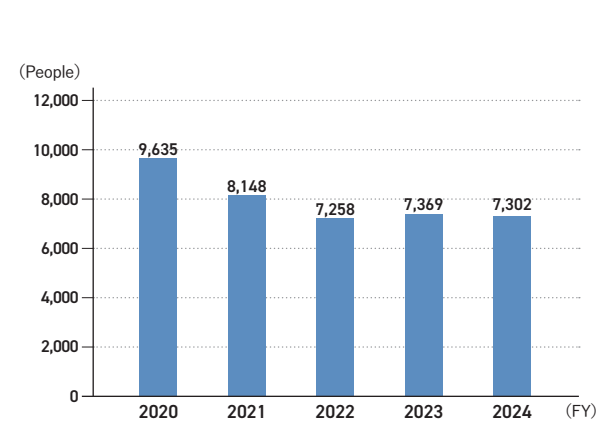
▶ Scope 1 and 2 GHG emissions (consolidated)



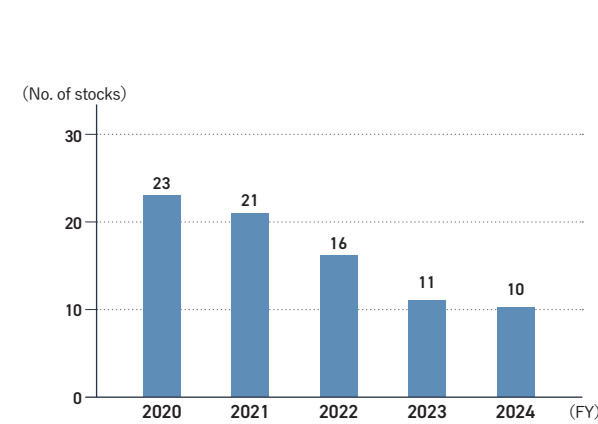
▶ Interest-bearing liabilities and D/E ratio



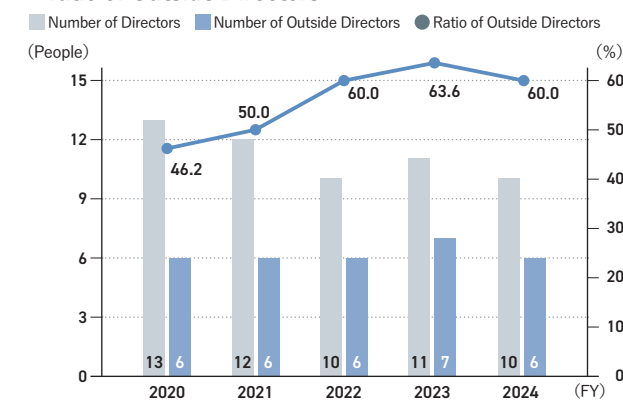
▶ Consolidated headcount



▶ 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.