
Results Presentation

for First Six Months of Fiscal Year Ending February 28, 2021



October 13, 2020
J. Front Retailing Co., Ltd.
YOSHIMOTO Tatsuya
President and Representative Executive Officer

Create and Bring to Life "New Happiness."



We would like to express our heartfelt sympathy for everyone affected by COVID-19 and everyone concerned and express our deepest appreciation to everyone, including healthcare workers, who are committed to preventing the spread of infection.

Today's Agenda

I. Overview of H1 FY2020 Results

II. H2/Full FY2020 Forecast

III. Toward “Full Recovery” and “Regrowth”

H1 FY2020 Results (IFRS)

Consolidated P/L (IFRS)

- ▶ Mainly Department Store and Parco significantly decreased revenue, greatly affected by COVID-19
- ▶ Posted slight business profit of ¥0.2 bn but significant operating loss of more than ¥20 bn
- ▶ Decreased interim dividend ¥9 YoY to ¥9 per share to ensure management stability

(Millions of yen, %)

First six months of fiscal year ending February 28, 2021	Results	YoY		Vs Jun forecast	
		Change	% change	Change	% change
Gross sales	319,589	(226,252)	(41.5)	7,589	2.4
Revenue	147,471	(78,193)	(34.7)	7,471	5.3
Gross profit	59,450	(45,209)	(43.2)	4,150	7.5
SGA	59,200	(21,715)	(26.8)	(4,100)	(6.5)
Business profit	250	(23,493)	(98.9)	8,250	—
Other operating income	3,692	(405)	(9.9)	392	11.9
Other operating expenses	24,579	21,913	821.9	(721)	(2.8)
Operating profit	(20,637)	(45,812)	—	9,363	—
Profit attributable to owners of parent	(16,311)	(30,678)	—	7,389	—
Dividend per share (Yen)	(Interim) 9	(9)	—	—	—

Segment Information (IFRS)

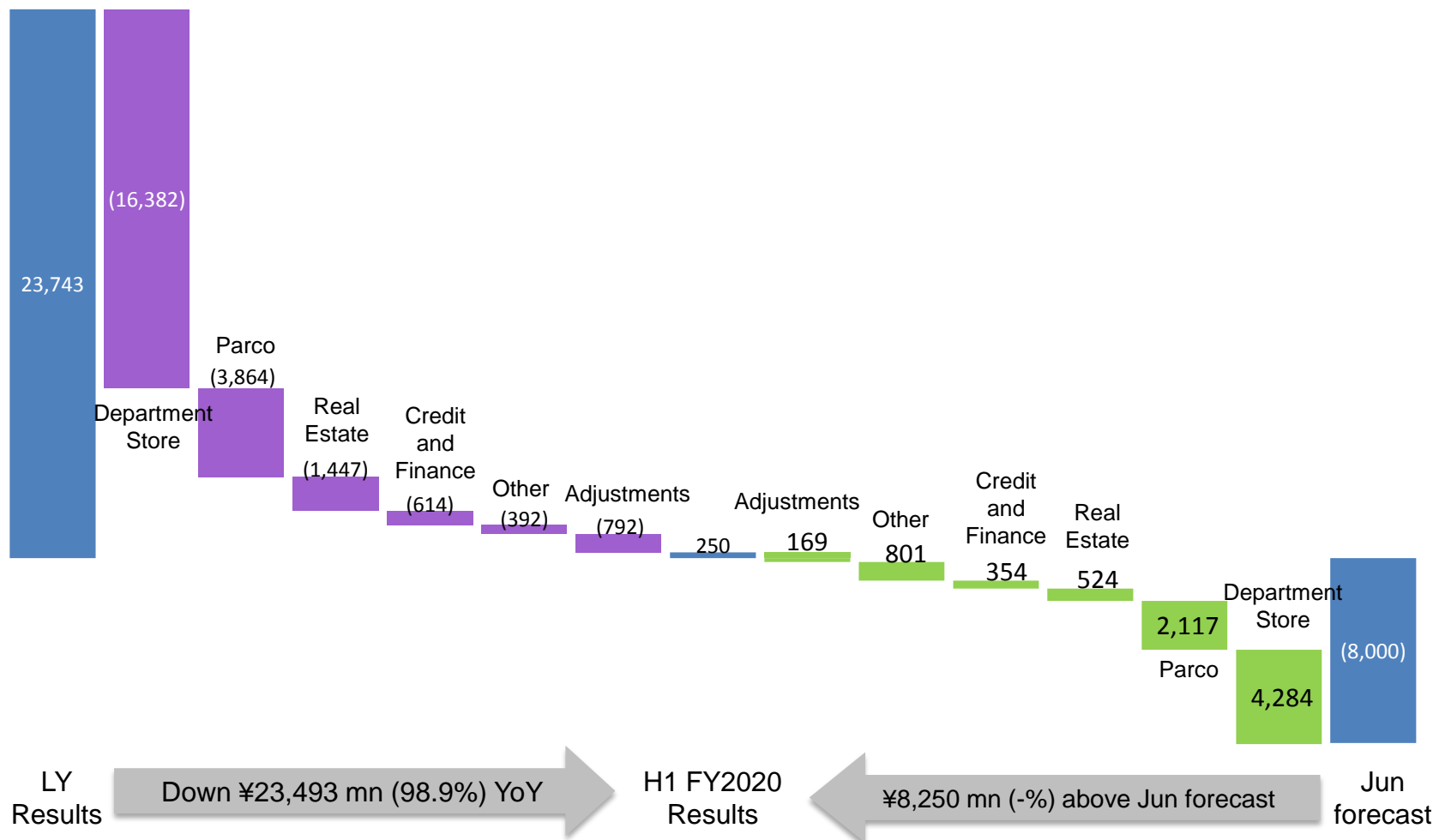
- ▶ Department Store: Closed for 1.5 months due to COVID-19, and after that, gradually recovered but remained sluggish
- ▶ Parco: Affected by closure, some of rent concessions continued after reopening, entertainment was also sluggish
- ▶ Real Estate: Ginza Six and others were affected by rent concessions according to the length of closure
- ▶ Credit and Finance: Increased ad expenses, etc. for card renewal in January next year

(Millions of yen, %)

First six months of fiscal year ending February 28, 2021	Business profit				Operating profit			
	Results	YoY		Vs Jun forecast	Results	YoY		Vs Jun forecast
		Change	% change	Change		Change	% change	Change
Department Store	(4,416)	(16,382)	—	4,284	(21,357)	(31,937)	—	4,443
Parco	1,517	(3,864)	(71.8)	2,117	(2,604)	(8,469)	—	2,696
Real Estate	1,924	(1,447)	(42.9)	524	1,634	(4,095)	(71.5)	634
Credit and Finance	446	(614)	(58.0)	354	453	(636)	(58.3)	373
Other	1,701	(392)	(18.7)	801	1,150	(858)	(42.7)	730
Total	250	(23,493)	(98.9)	8,250	(20,637)	(45,812)	—	9,363

Business profit analysis

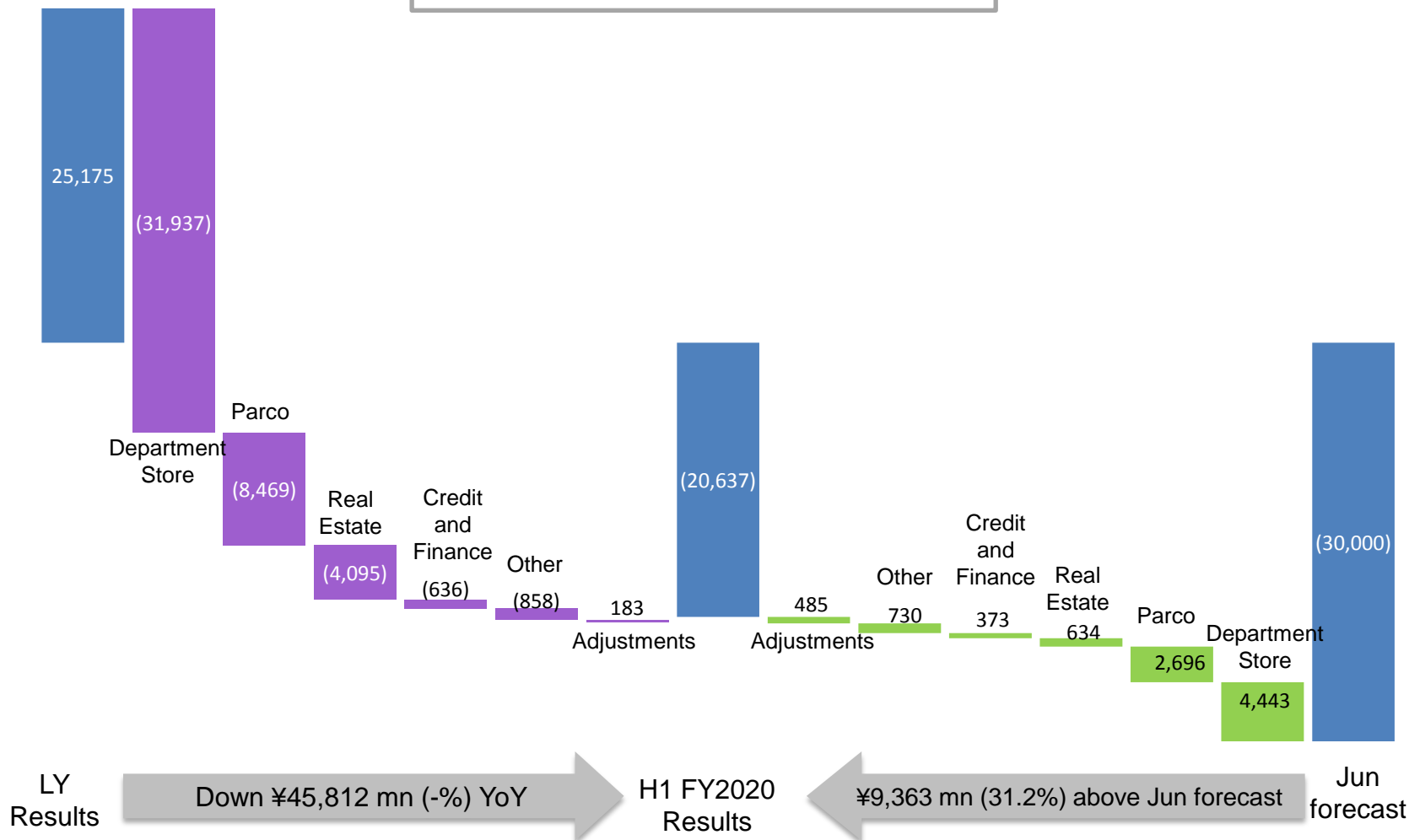
(Millions of yen)



Segment Information <Operating Profit> (IFRS)

Operating profit analysis

(Millions of yen)



Segment Performance (1) Department Store Business (IFRS) J. FRONT RETAILING

- ▶ Significantly decreased partly due to 1.5 month closure from April to May
- ▶ After reopening, recovered to around 70% in June and July but came to a standstill temporarily in August due to the spread of infection
- ▶ Inbound sales continued to decrease more than 90%, sales to affluent people in Japan showed a sign of steady recovery
- ▶ Sales increase and additional reduction of SGA such as ad expenses favorably affected comparison with June forecast
- ▶ Subsidies for employment adjustment were recorded at ¥1.1 bn under other operating income, reclassified fixed costs and impairment losses of stores arising during closure were recorded at ¥8 bn and ¥9.7 bn, respectively, under other operating expenses

(Millions of yen, %)

First six months of fiscal year ending February 28, 2021	Q1		Q2		H1		
	Results	YoY % change	Results	YoY % change	Results	YoY % change	Vs Jun forecast Change
Gross sales	62,180	(64.9)	127,609	(28.0)	189,790	(46.5)	3,790
Revenue	24,308	(63.2)	45,749	(30.6)	70,102	(46.9)	102
SGA	17,733	(45.2)	26,930	(19.1)	44,663	(32.0)	(3,237)
Business profit	(4,870)	—	454	(91.8)	(4,416)	—	4,284
Operating profit	(23,156)	—	1,796	(59.6)	(21,357)	—	4,443

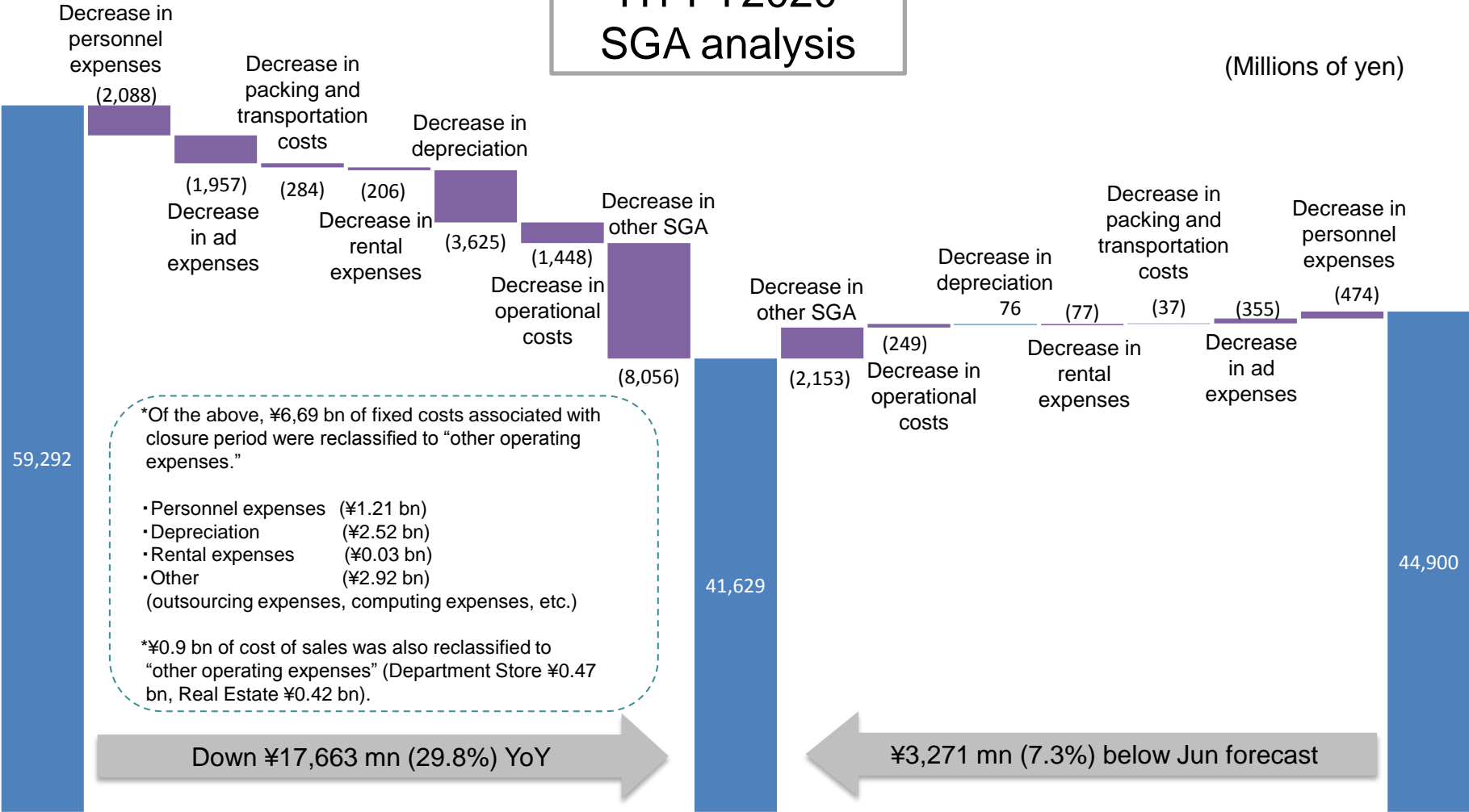
- ▶ Department Store: Urban stores such as Tokyo store struggled but Kobe store recovered fast
- ▶ Business loss and operating loss decreased below forecast were attributable to SGA reduction such as review of investments
- ▶ Subsidies for employment adjustment were recorded at ¥1.1 bn under other operating income, reclassified fixed costs and impairment losses of stores arising during closure were recorded at ¥7.5 bn and ¥9.7 bn, respectively, under other operating expenses

(Millions of yen, %)

First six months of fiscal year ending February 28, 2021	Total Daimaru Matsuzakaya Department Stores								
	Department Store			Real Estate					
	Results	YoY % change	Vs Jun forecast Change	Results	YoY % change	Vs Jun forecast Change	Results	YoY % change	Vs Jun forecast Change
Gross sales	172,573	(45.5)	3,073	6,815	(23.2)	315	179,276	(44.9)	3,376
[Of which: real estate rental income]	3,378	49.5	—	6,763	(22.8)	—	10,049	(7.8)	—
Revenue	64,110	(45.7)	210	6,815	(22.7)	315	70,833	(44.1)	533
Gross profit	36,559	(47.2)	959	3,431	(26.6)	331	39,898	(46.0)	1,298
SGA	40,232	(30.8)	(3,068)	1,506	15.5	(194)	41,629	(29.8)	(3,271)
Business profit	(3,673)	—	4,027	1,924	(42.9)	524	(1,731)	—	4,569
Operating profit	(19,477)	—	4,423	1,634	(71.5)	634	(17,843)	—	5,057
Profit	-	-	-	-	-	-	(13,092)	—	3,608

H1 FY2020 SGA analysis

(Millions of yen)



*Of the above, ¥6.69 bn of fixed costs associated with closure period were reclassified to "other operating expenses."

- Personnel expenses (¥1.21 bn)
- Depreciation (¥2.52 bn)
- Rental expenses (¥0.03 bn)
- Other (¥2.92 bn) (outsourcing expenses, computing expenses, etc.)

*¥0.9 bn of cost of sales was also reclassified to "other operating expenses" (Department Store ¥0.47 bn, Real Estate ¥0.42 bn).

Down ¥17,663 mn (29.8%) YoY

¥3,271 mn (7.3%) below Jun forecast

LY Results

H1 FY2020 Results

Jun forecast

Segment Performance (2) PARCO Business (IFRS) J. FRONT RETAILING

- ▶ Greatly affected by about 2-month store closure and reduced business hours due to COVID-19
- ▶ Some of tenant rent concessions continued not only during closure but also after reopening
- ▶ In the entertainment business, many of planned performances were cancelled to avoid “3 Cs”
- ▶ Compared to June forecast, rent concessions reduced and SGA also reduced
- ▶ Subsidies for employment adjustment were recorded at ¥0.3 bn under other operating income, reclassified fixed costs and impairment losses of stores arising during closure were recorded at ¥3.1 bn and ¥1.6 bn, respectively, under other operating expenses

(Millions of yen, %)

First six months of fiscal year ending February 28, 2021	Q1		Q2		H1		
	Results	YoY % change	Results	YoY % change	Results	YoY % change	Vs Jun forecast Change
Gross sales	29,229	(59.9)	54,243	(20.7)	83,472	(40.9)	272
Revenue	12,132	(45.1)	17,982	(16.7)	30,115	(31.1)	1,465
SGA	3,436	(29.0)	4,247	(10.5)	7,683	(19.8)	(717)
Business profit	443	(84.3)	1,074	(58.1)	1,517	(71.8)	2,117
Operating profit	(4,127)	—	1,523	(38.0)	(2,604)	—	2,696

- ▶ Real Estate: Posted profit in spite of rent concessions according to the length of closure and decrease in percentage rent
- ▶ Credit and Finance: Decrease in transaction volume of Daimaru Matsuzakaya Department Stores and upfront cost for card renewal
- ▶ Other: Dimples' and J. Front Foods were damaged by the closure of commercial facilities, etc.

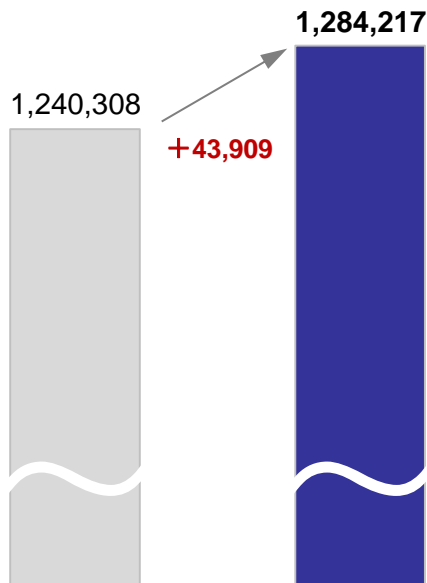
(Millions of yen, %)

First six months of fiscal year ending February 28, 2021	Real Estate			Credit and Finance			Other		
	Results	YoY	Vs Jun forecast	Results	YoY	Vs Jun forecast	Results	YoY	Vs Jun forecast
		% change	Change		% change	Change		% change	Change
Gross sales	6,815	(23.2)	315	5,212	(11.6)	312	53,236	Δ10.9	1,236
Revenue	6,815	(22.7)	315	4,593	(11.7)	233	52,305	Δ6.9	7,105
SGA	1,506	15.5	(194)	4,147	0.2	(121)	11,231	Δ14.9	(169)
Business profit	1,924	(42.9)	524	446	(58.0)	354	1,701	Δ18.7	801
Operating profit	1,634	(71.5)	634	453	(58.3)	373	1,150	Δ42.7	730

Consolidated B/S (IFRS)

- ▶ Total assets increased ¥43.9 bn YoY partly because cash and deposits were secured to cope with COVID-19
- ▶ Interest-bearing liabilities increased ¥99.6 bn YoY due to procurement of new funds to cope with COVID-19
- ▶ Ratio of equity attributable to owners of parent was 28.5%, down 2.7 points from the previous period

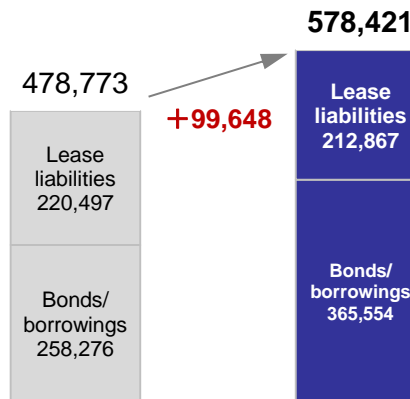
Total assets



Feb 29, 2020

Aug 31, 2020

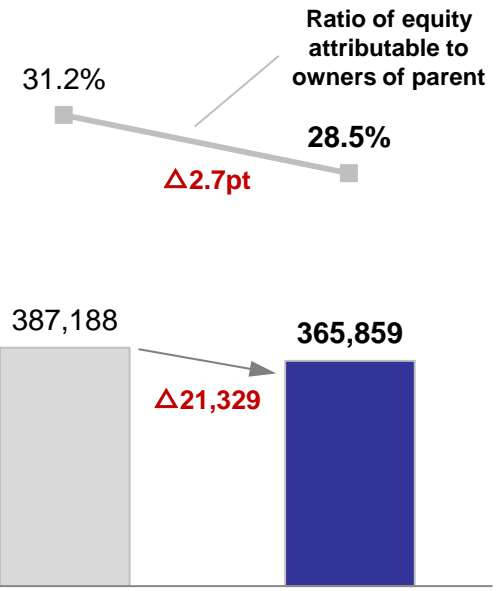
Interest-bearing liabilities



Feb 29, 2020

Aug 31, 2020

Equity attributable to owners of parent



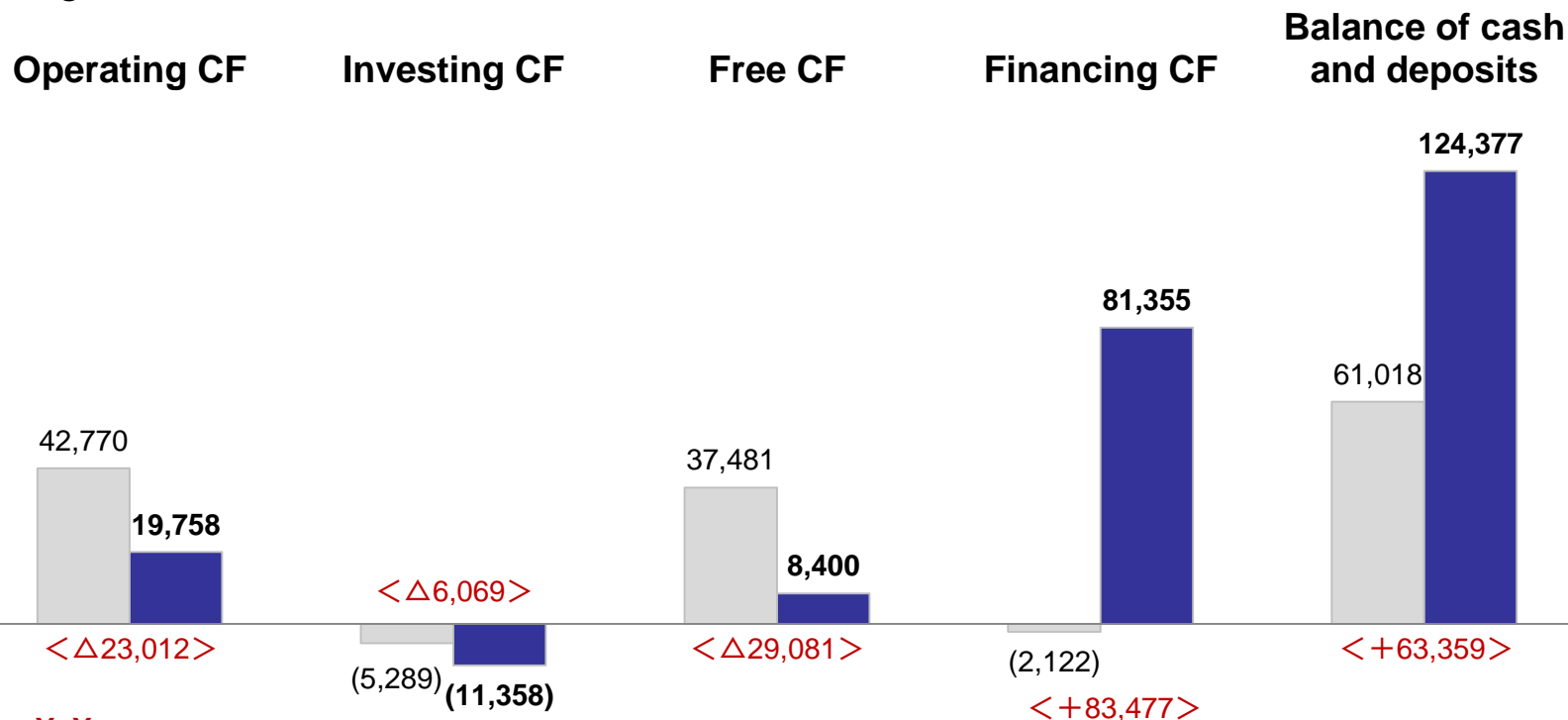
Feb 29, 2020

Aug 31, 2020

(Millions of yen)

Consolidated CF (IFRS)

- ▶ Operating CF significantly decreased. In investing CF, investments except the north wing of Shinsaibashi store were considerably reduced from the original plan
- ▶ Free cash flow was positive at ¥8.4 bn though it significantly decreased ¥2.9 bn YoY
- ▶ Secured cash reserves enough to cope with COVID-19 by issuing CP and borrowing money from banks
- ▶ Secured enough funding facilities such as commitment lines, so there is no concern about funding



< > Change YoY

■ Q2 FY ended Feb 29, 2020 Results

■ Q2 FY ending Feb 28, 2021 Results

(Millions of yen)

H2/Full FY2020 Forecast

Consolidated Forecast P/L (IFRS)

- ▶ Reflected positive difference between H1 results and June forecast in full year forecast for business profit, operating profit and profit
- ▶ For H2, carefully reviewed sales but June forecast for each profit category remains unchanged due to SGA reduction
- ▶ Year-end dividend will be ¥18 per share. Combined with interim dividend, annual dividend will be ¥27, down ¥9 YoY

(Millions of yen, %)

Fiscal year ending February 28, 2021	H2			Full year		
	Forecast	YoY	Vs Jun forecast	Forecast	YoY	Vs Jun forecast
		% change	Change		% change	Change
Gross sales	490,810	(16.5)	(2,190)	810,400	(28.5)	5,400
Revenue	190,028	(25.5)	(1,972)	337,500	(29.8)	5,500
Gross profit	79,149	(22.6)	(2,351)	138,600	(33.0)	1,800
SGA	78,199	(3.1)	(2,301)	137,400	(15.0)	(6,400)
Business profit	949	(95.6)	(51)	1,200	(97.4)	8,200
Other operating income	807	(82.3)	307	4,500	(48.1)	700
Other operating expenses	1,720	(84.5)	220	26,300	91.4	(500)
Operating profit	37	(99.8)	37	(20,600)	—	9,400
Profit attributable to owners of parent	(2,288)	—	12	(18,600)	—	7,400
Dividend per share (Yen)	(Year-end) 18	(Change) 0	0	(Annual) 27	(Change) (9)	0

Segment Performance (IFRS)

(Millions of yen, %)

Fiscal year ending February 28, 2021	Business Profit							
	H2 forecast	YoY		Vs Jun forecast	Full year forecast	YoY		Vs Jun forecast
		Change	% change	Change		Change	% change	Change
Department Store	2,416	(12,078)	(83.3)	716	(2,000)	(28,461)	—	5,000
Parco	(1,817)	(5,017)	—	(1,117)	(300)	(8,882)	—	1,000
Real Estate	925	(67)	(6.8)	1,025	2,850	(1,514)	(34.7)	1,550
Credit and Finance	(446)	(1,286)	—	(511)	0	(1,901)	—	(157)
Other	648	(2,184)	(77.1)	98	2,350	(2,576)	(52.3)	900
Total	949	(20,670)	(95.6)	(51)	1,200	(44,163)	(97.4)	8,200
Fiscal year ending February 28, 2021	Operating profit							
	H2 forecast	YoY		Vs Jun forecast	Full year forecast	YoY		Vs Jun forecast
		Change	% change	Change		Change	% change	Change
Department Store	2,157	(4,888)	(69.4)	757	(19,200)	(36,825)	—	5,200
Parco	(1,845)	(6,802)	—	(1,045)	(4,450)	(15,273)	—	1,650
Real Estate	765	(231)	(23.2)	1,065	2,400	(4,325)	(64.3)	1,700
Credit and Finance	(453)	(1,272)	—	(523)	0	(1,908)	—	(150)
Other	649	(2,042)	(75.9)	109	1,800	(2,900)	(61.7)	840
Total	37	(15,074)	(99.8)	37	(20,600)	(60,886)	—	9,400

Segment Performance (1) Department Store Business J. FRONT RETAILING

- ▶ Carefully reviewed H2 sales in light of the current situation and revised down Jun forecast by ¥5.9 bn
- ▶ Expect inbound sales in H2 to be the same level as H1 (¥0.7 bn), difficult to recover
- ▶ Domestic consumption will gradually recover toward later this FY, driven by affluent people
- ▶ Expect to expand business profit and operating profit by further reducing SGA

Fiscal year ending February 28, 2021	H2			Full year		
	Forecast	YoY	Vs Jun forecast	Forecast	YoY	Vs Jun forecast
		% change	Change		% change	Change
Gross sales	303,809	(15.7)	(5,991)	493,600	(31.0)	(2,200)
Revenue	109,397	(17.0)	(3,103)	179,500	(31.9)	(3,000)
SGA	62,136	(2.1)	(1,764)	106,800	(17.3)	(5,000)
Business profit	2,416	(83.3)	716	(2,000)	—	5,000
Operating profit	2,157	(69.4)	757	(19,200)	—	5,200

▶ Department Store: Increase profits by carefully reviewing sales and further reducing SGA

▶ Real Estate: Transferred to Parco in Sep but Ginza Six is managed by Daimaru Matsuzakaya Department Store

(Millions of yen, %)

Second six months of fiscal year ending February 28, 2021	Total Daimaru Matsuzakaya Department Stores								
	Department Store			Real Estate			Total Daimaru Matsuzakaya Department Stores		
	Forecast	YoY % change	Vs Jun forecast Change	Forecast	YoY % change	Vs Jun forecast Change	Forecast	YoY % change	Vs Jun forecast Change
Gross sales	274,326	(14.8)	(5,574)	6,184	(31.0)	(3,916)	280,323	(15.3)	(8,877)
[Of which: real estate rental income]	4,022	(10.8)	—	6,137	(31.3)	—	9,951	(25.3)	—
Revenue	98,889	(16.4)	(3,111)	6,184	(31.1)	(3,916)	104,866	(17.5)	(6,434)
SGA	55,967	0.5	(1,533)	793	(53.3)	(307)	56,670	(1.0)	(1,430)
Business profit	2,273	(83.6)	773	375	(62.2)	475	2,631	(82.3)	1,231
Operating profit	1,777	(74.5)	577	465	(53.3)	765	2,243	(71.8)	1,343
Profit	-	-	-	-	-	-	792	(82.8)	992

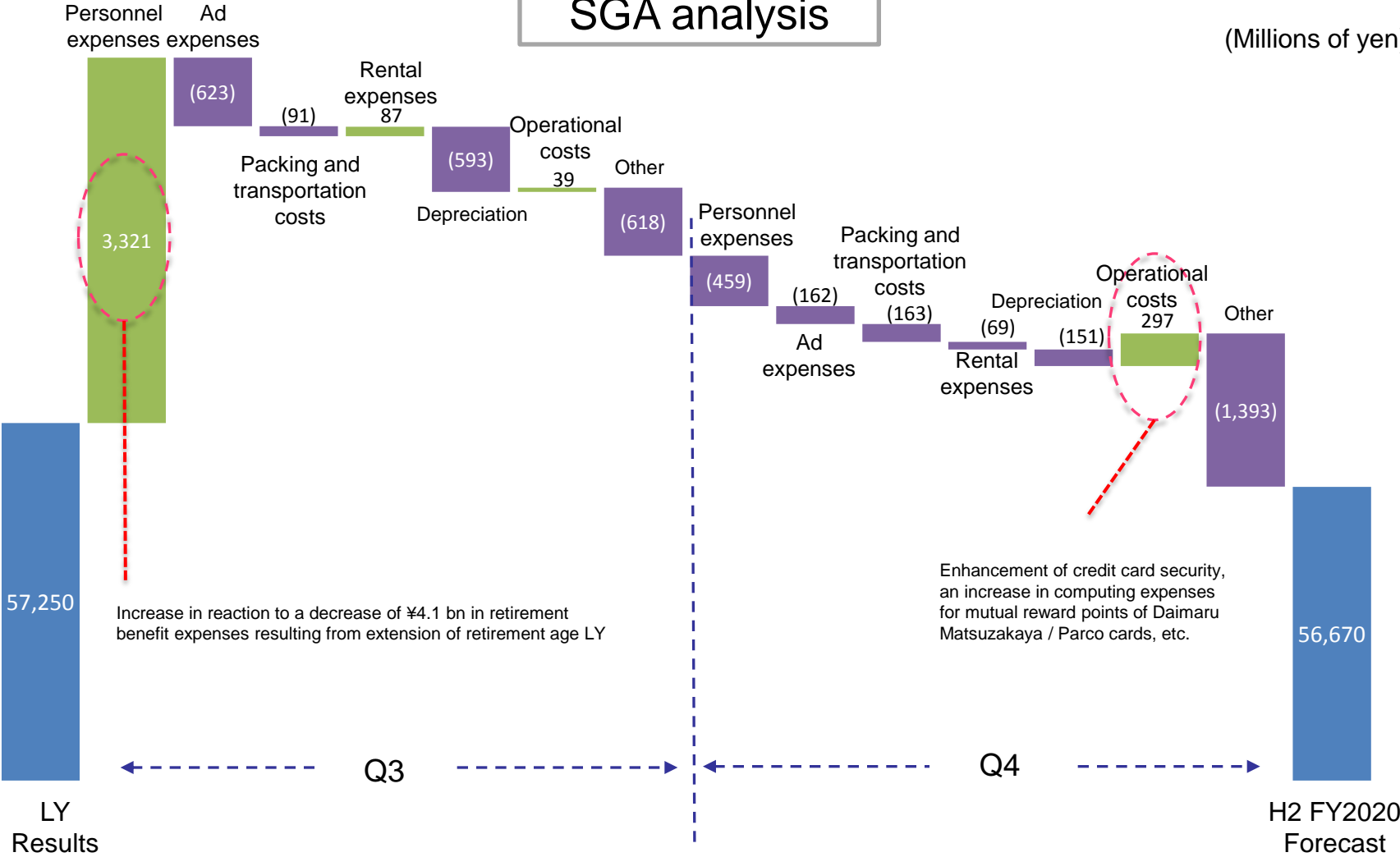
- ▶ Monthly sales changed greatly this year due to last-minute buying in September last year before consumption tax hike and sales decrease in October in reaction to it
- ▶ More severe forecast for Shinsaibashi store that has a high tax-free sales ratio and Tokyo store where recovery of day population is delayed
- ▶ Expect mainly Kyoto, Kobe and Nagoya stores, which are strong in individual *gaisho* sales, to drive sales recovery

Fiscal year ending February 28, 2021	(% change YoY)				
	Q1 Results	Q2 Results	Q3 Forecast	Q4 Forecast	H2 Forecast
Shinsaibashi	(79.9)	(52.2)	(43.3)	(23.5)	(33.8)
Umeda	(72.6)	(28.3)	(25.5)	(14.7)	(19.7)
Tokyo	(76.0)	(48.1)	(36.6)	(32.7)	(34.6)
Kyoto	(58.9)	(24.4)	(11.8)	(3.5)	(7.5)
Kobe	(63.4)	(10.5)	(5.5)	(2.8)	(4.1)
Sapporo	(66.4)	(25.8)	(13.0)	(15.1)	(14.1)
Nagoya	(58.7)	(17.9)	(13.6)	(3.7)	(8.5)
Total directly managed stores	(64.1)	(26.9)	(18.6)	(11.3)	(14.8)



H2 FY2020 SGA analysis

(Millions of yen)



Segment Performance (2) Parco Business (IFRS) J. FRONT RETAILING

- ▶ Full operation of Shibuya PARCO, which opened in November last year, opening of Shinsaibashi PARCO in November this year, but decrease in reaction to sales of reserve floor space of Shibuya PARCO (¥21.7 bn) last year
- ▶ Revenue will be above Jun forecast but expect tenant rent concessions and delay in recovery of entertainment
- ▶ Affected by real estate registration license tax incurred from transfer of the north wing asset of Shinsaibashi store to Parco and cost increase, which were not factored in at the beginning of the current period

(Millions of yen, %)

Fiscal year ending February 28, 2021	H2			Full year		
	Forecast	YoY % change	Vs Jun forecast Change	Forecast	YoY % change	Vs Jun forecast Change
Gross sales	140,327	(17.3)	1,327	223,800	(28.1)	1,600
Revenue	41,884	(38.9)	1,934	72,000	(35.8)	3,400
SGA	10,016	(2.3)	(321)	17,700	(10.8)	(1,037)
Business profit	(1,817)	—	(1,117)	(300)	—	1,000
Operating profit	(1,845)	—	(1,045)	(4,450)	—	1,650



Shinsaibashi
PARCO
will open
in November 2020

New Urban PARCO

Essence of new Shibuya PARCO

**Mode / animation / new
restaurants & cafes / art**

Theme of department store

**Luxury / high class restaurants
& cafes / golf & sport**

Large specialty stores

Cinema complex

Multipurpose hall / event space

- ▶ Real Estate: Cost reduction resulting from transfer of the north wing asset of Shinsaibashi store to Parco, which was not factored in at the beginning of the current period
- ▶ Credit and Finance: Affected by an increase in card renewal costs and a change in accounting method for annual fee income, which was not factored in at the beginning of the current period
- ▶ Other: Greatly affected by a decrease in reaction to special demand for J. Front Design & Construction to construct the main building of Shinsaibashi store last year

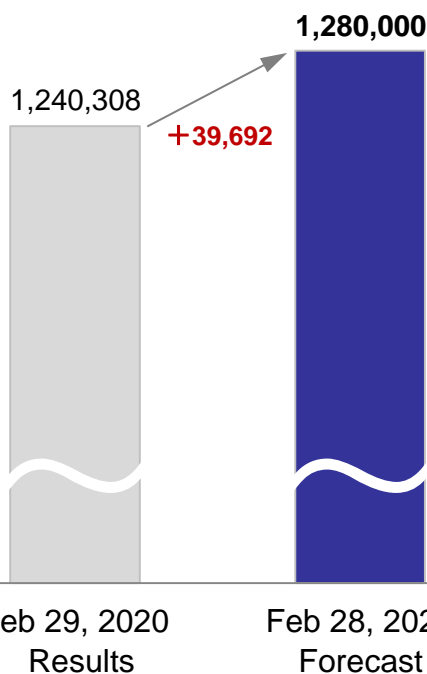
(Millions of yen, %)

Fiscal year ending February 28, 2021		H2			Full year		
		Forecast	YoY	Vs Jun forecast	Forecast	YoY	Vs Jun forecast
			% change	Change		% change	Change
Real Estate	Revenue	8,984	0.3	(1,116)	15,800	(11.2)	(800)
	Business profit	925	(6.8)	1,025	2,850	(34.7)	1,550
	Operating profit	765	(23.2)	1,065	2,400	(64.3)	1,700
Credit and Finance	Revenue	5,006	(9.3)	(384)	9,600	(10.4)	(150)
	Business profit	(446)	—	(511)	0	—	(157)
	Operating profit	(453)	—	(523)	0	—	(150)
Other	Revenue	45,294	(32.5)	(1,306)	97,600	(20.8)	5,800
	Business profit	648	(77.1)	98	2,350	(52.3)	900
	Operating profit	649	(75.9)	109	1,800	(61.7)	840

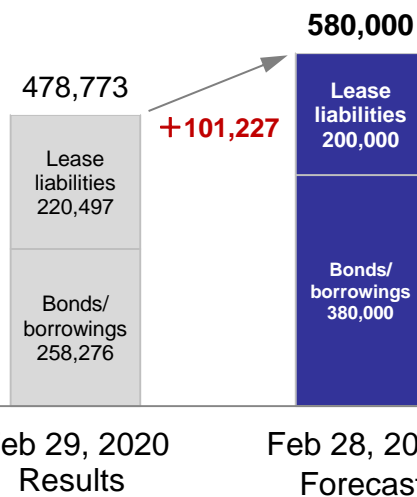
Consolidated B/S Forecast (IFRS)

- ▶ Total assets will increase ¥39.6 bn YoY partly due to continuously securing of cash and deposits
- ▶ Interest-bearing liabilities will increase ¥101.2 bn YoY due to procurement of new funds to cope with COVID-19
- ▶ Ratio of equity attributable to owners of parent will be 28.2%, down 3.0 points YoY

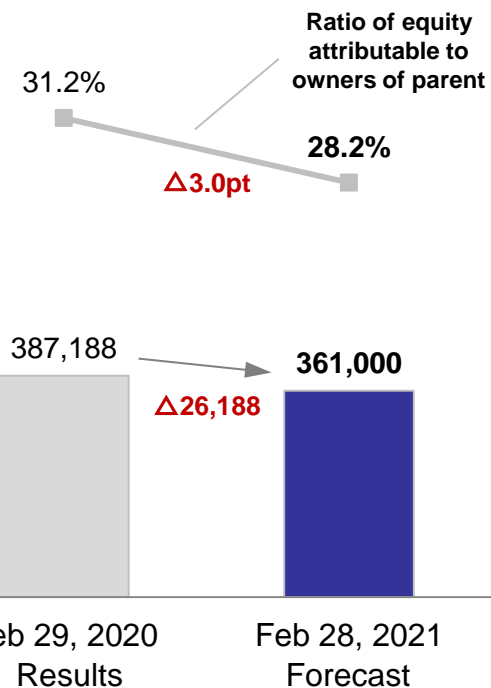
Total assets



Interest-bearing liabilities

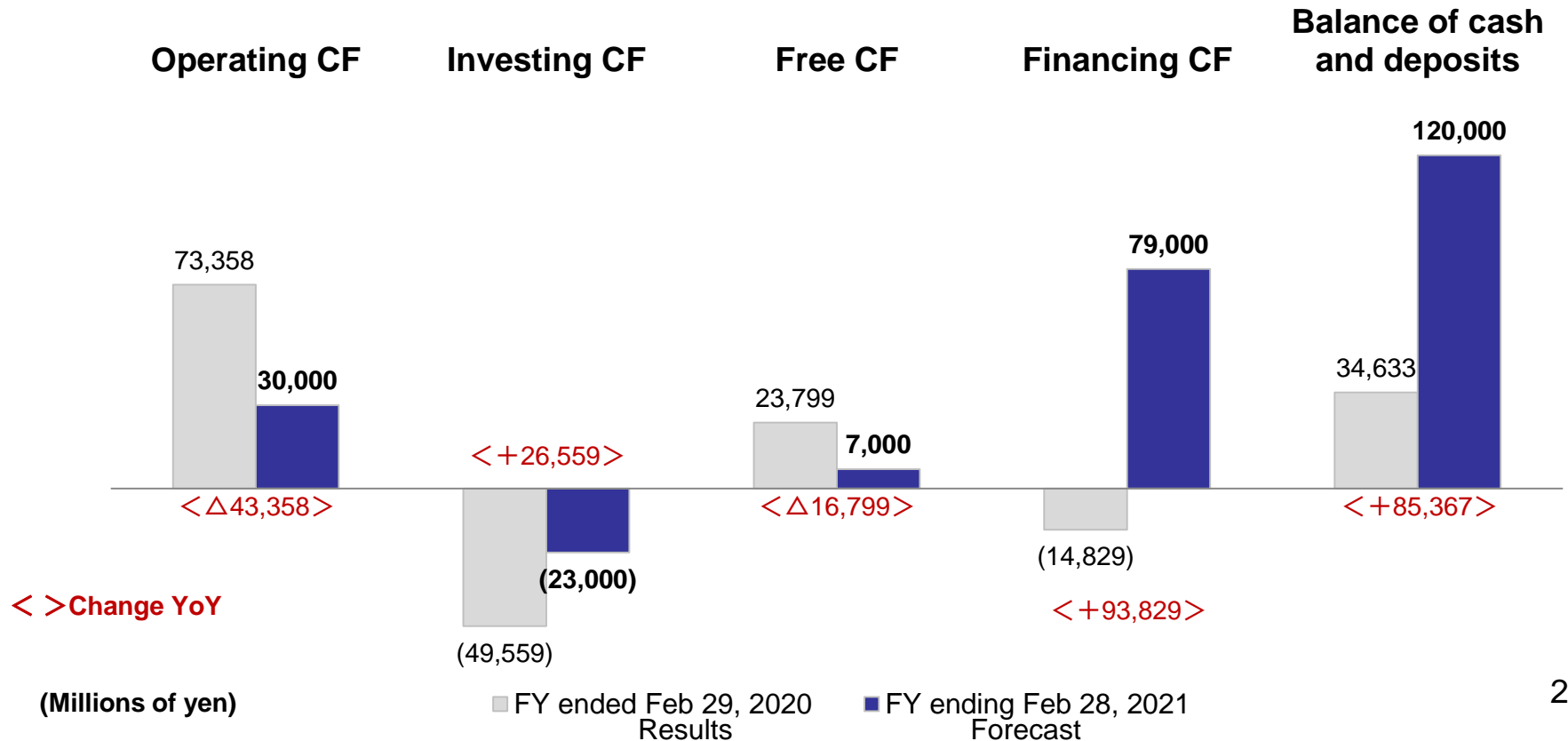


Equity attributable to owners of parent



Consolidated CF Forecast (IFRS)

- ▶ Operating CF will significantly decrease, negative investing CF will be significantly reduced by reviewing the original plan
- ▶ Free cash flow will be positive at ¥7 bn though it will significantly decrease ¥16.7 bn YoY
- ▶ Continue to secure enough cash reserves until COVID-19 comes to an end




Toward “Full Recovery” and “Regrowth”

How will we coexist with COVID-19?

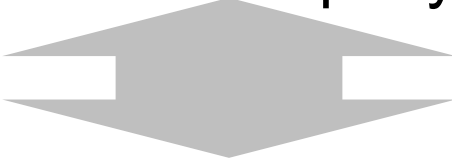
Changes in consumption behavior and values about consumption due to COVID-19

Response to digitalization that was dramatically widespread in society

Concern about maintaining and increasing stores' additional value of "prime locations"



It is obvious that failure to take appropriate measures can endanger the Company's existence



"Greatest opportunity" to change mindset and push forward sweeping management reforms

~ In order for the Group to achieve
“full recovery” and “regrowth” ~

Management structure reform

Digital transformation (DX)

Full creation of synergy with Parco



We must clarify timeline, plan and
“do to completion” to survive COVID-19

Structural reduction of “fixed costs”

How will we lower the break-even point?



Implement organization/HR structure reform
by accelerating business model transformation

Expansion of
hybrid department
store model

Drastic cost reduction
in Parco and
associated
businesses

Full-scale work style
and organization
reform by improving
and expanding digital
infrastructure

Drastic improvement of productivity by changing systems
(Improvement in revenue: ¥10 bn or more)

Strict identification of unprofitable stores/businesses

Restructuring of the Group businesses /
replacement of businesses

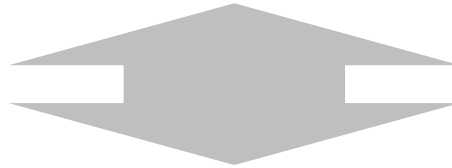
- ▶ More quickly decide to shrink or withdraw from businesses
- ▶ Improve management efficiency by integrating/consolidating the Group businesses



Implement structural reform and portfolio reform decisively
through these initiatives

Transform to a new business model through DX

Consumption is more radically polarized and digital shift has progressed at once



Difficult to meet customers' expectations only by promoting the expansion of online transactions and digitalization symptomatically



Improve a “customer base” and the “ability to develop content,” which are the Group’s strengths developed at real stores, using digital technology



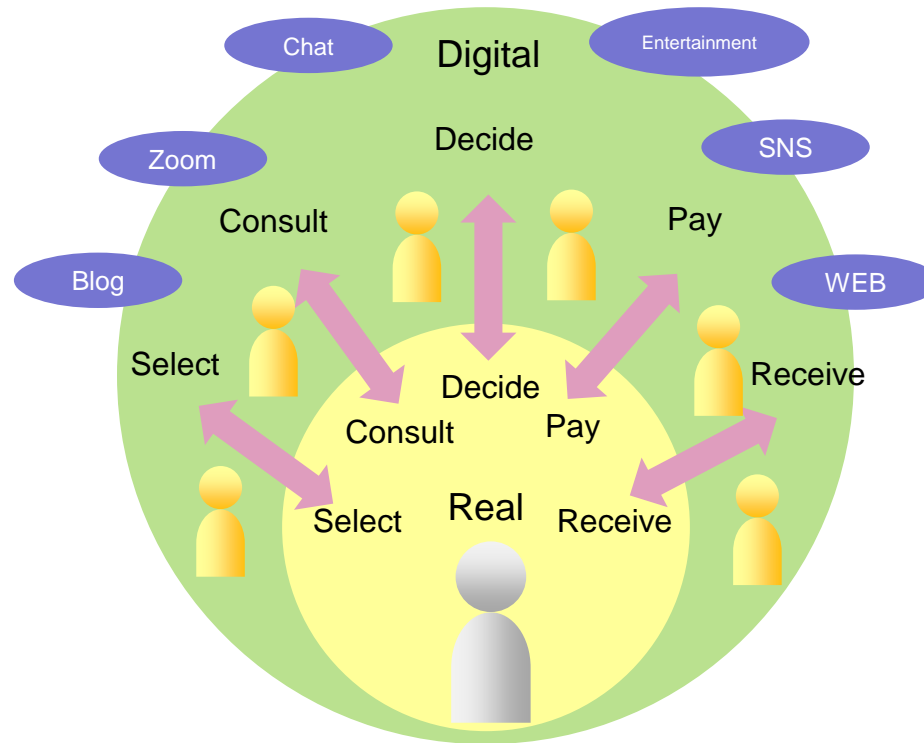
Important to create new “venues for experiences” that merges real with digital

Creation of new “venues for experiences” that merges real with digital

Digitally reproduce real experience values

Build a digital platform that connects customers to sales floors with “warmth”

Departure from restrictions of “time” and “place”



Invest in “people” including sales people from suppliers as touchpoints with customers

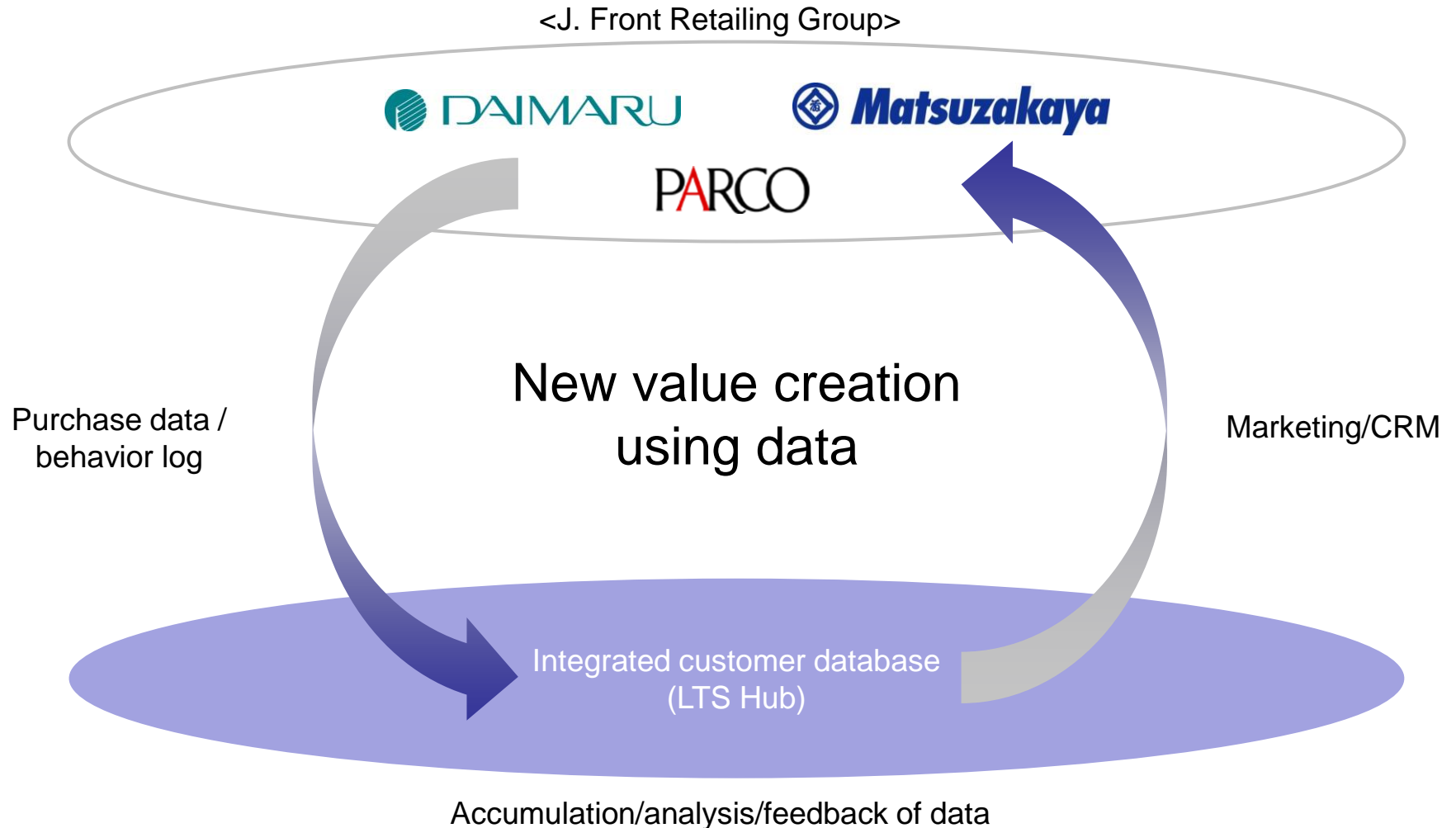
OMO by Daimaru Matsuzakaya Department Stores

- ▶ Create systems where sales people serve customers both online and offline
- ▶ Build systems that allow customers to shop using shop blogs
- ▶ Realize unique OMO customer shopping experiences for cosmetics by the end of fiscal year 2021

OMO by Parco

- ▶ Mutually send customers to/from multiple EC platforms with real stores' communication capabilities as the starting point
- ▶ Connect real channels to online channels including tenants' own EC with Parco points
- ▶ Already strong entertainment will become available online

Deepen the understanding of customers by visualizing a customer base



Rebuild business operation using digital technology

Streamlined back office processes using RPA



Next, phase of paperless operations, also in stores



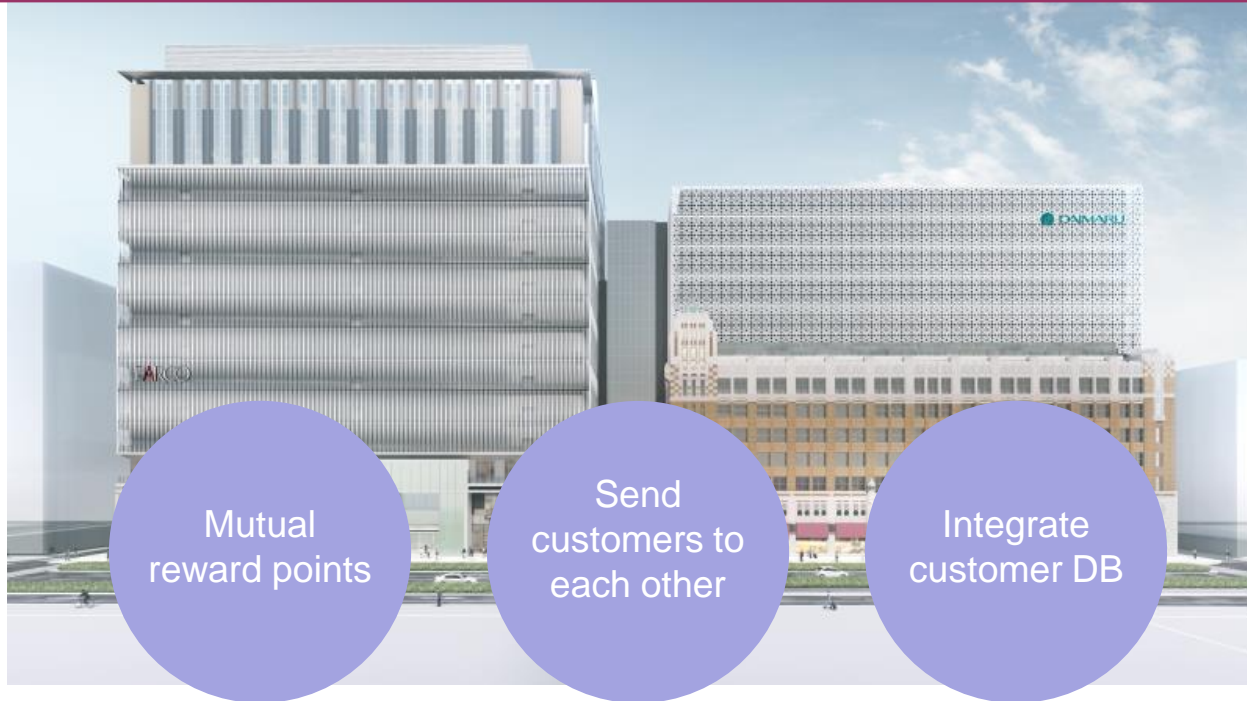
Reduction of costs for slips and their delivery and storage warehouse

Drastic HR structure reform by overhauling the operation flow



Launch a project to greatly upgrade systems and accelerate initiatives to digitalize business operation

Expand new initiatives starting from Shinsaibashi PARCO



Use of each other's suppliers' channels
Provide Parco's unique content in department stores

Increase the appeal of stores and brand strength

Consolidate know-how and resources by transfer of Real Estate Business

Innovate real estate portfolio
with various uses and initiatives

Develop semi-urban locations

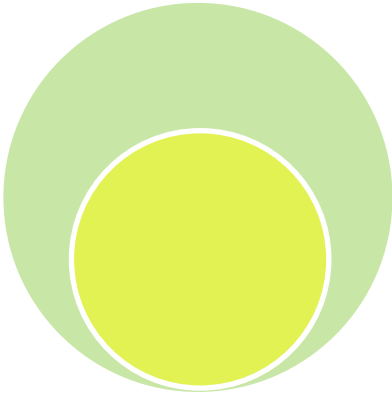
Consider the combined development project
in Tokyo/Nagoya/Osaka + Fukuoka areas

Consider using a circular investment scheme

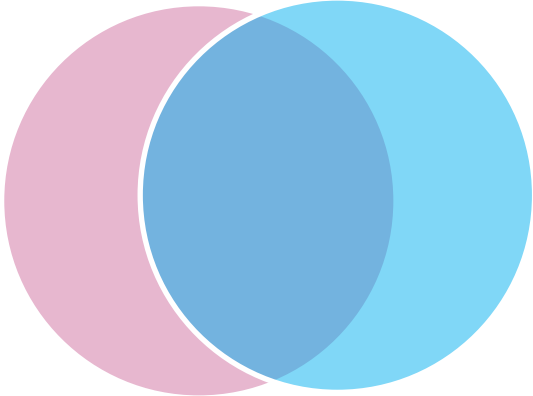


Develop and grow as a developer business

Merger
of real and digital

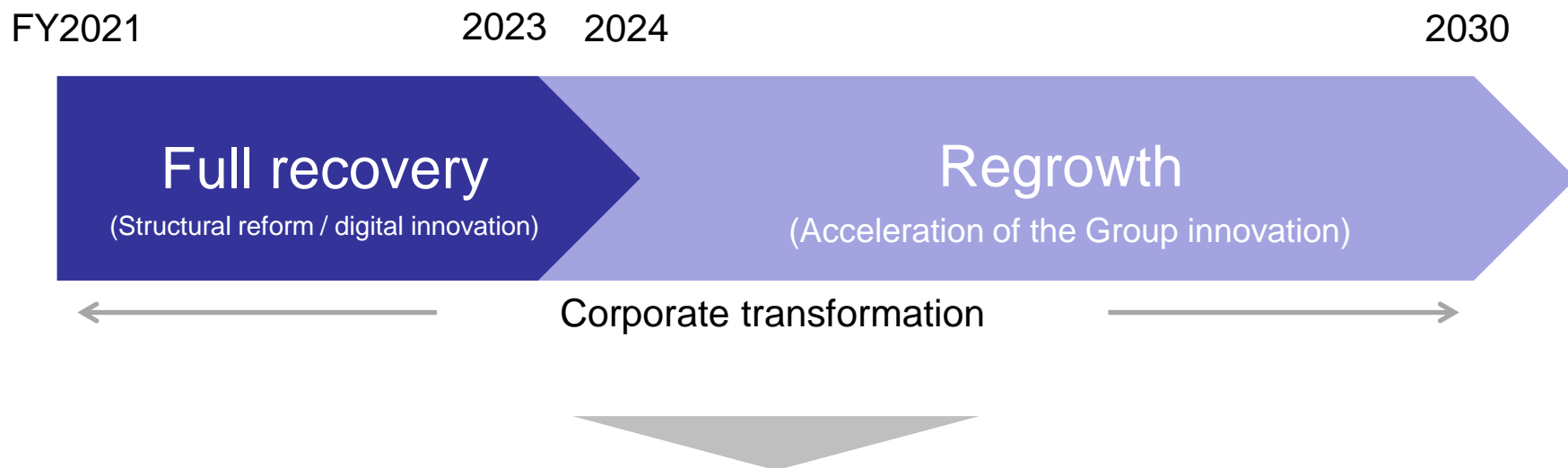


Merger
of Parco and the Group



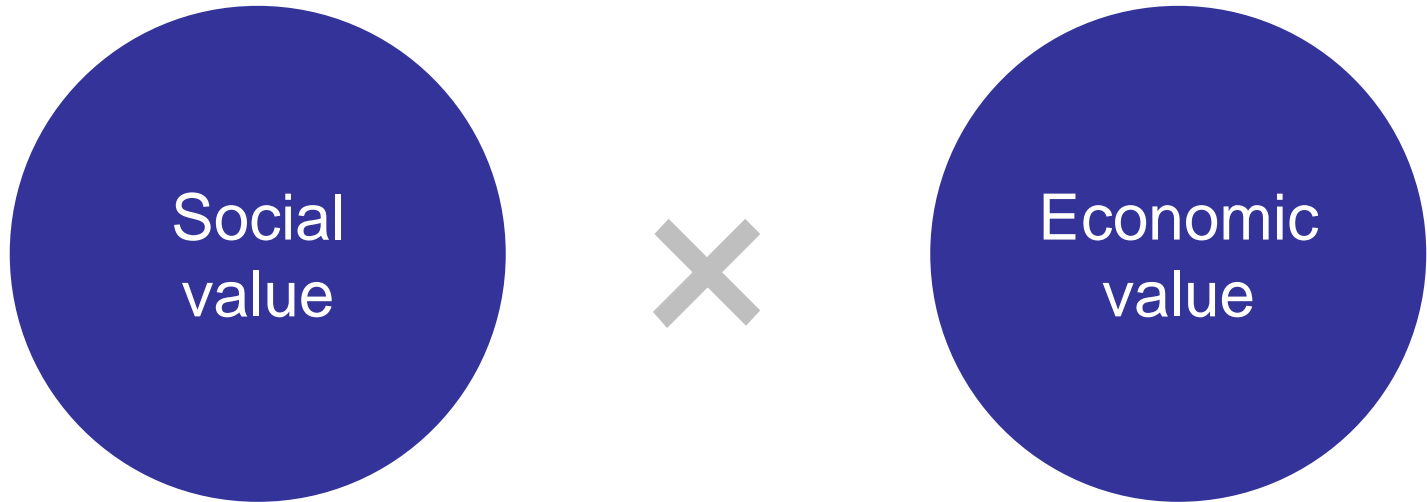
Create a strong portfolio with an enhanced
“ability to respond to changes” for unforeseeable times

Decide what we should be 10 years from now and formulate a medium-term three-year business plan toward “full recovery” and “regrowth”



Specific details will be announced
at the “results presentation” in April 2021

Practice of corporate credo “Service before Profit” = CSV



Important to face changes in customers and society,
find the best “solution” and continue to provide it



Actually “Create and Bring to Life ‘New Happiness.’”

<Reference> Links to Initiatives That Use Digital Technology J. FRONT RETAILING



- (1) **SK-II webinar only for Daimaru Matsuzakaya *gaisho* customers** Video
<https://youtu.be/Rf0IRYhdU5s>

Sep 26 (Sat) 17:00 - 18:00
 Invited customers to a special site and introduced SK-II “Skin Power” launched on Aug 21



- (5) **PARCO Live Commerce at an online mall**
 Website

<https://parco.jp/onlinemarket>

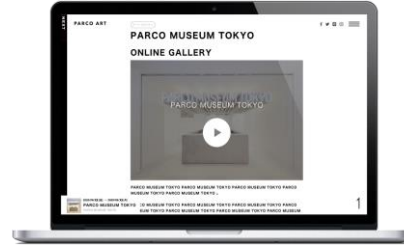
Live commerce by shop staff and famous specialists in various fields. Customers can shop while experiencing explanation of products by customer service professionals and interactive communication using chat function.



- (2) **Remote sale for Daimaru Matsuzakaya *gaisho* customers “Musée Air brand furniture fair”** Video

<https://www.connaisslign.com/topics/preview?id=eyJpZCI6NTQ0LCJtb2RlljoiZlJhZnQifQ==>

Jul 23 (Thu) – Aug 2 (Sun)
 Delivered video for introduction of machines by Musée Air interior coordinator and Techno Gym trainer



- (6) **PARCO MUSEUM ONLINE GALLERY**
 Website

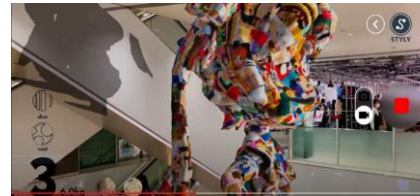
<https://art.parco.jp/museumtokyo/detail/?id=425>

Provide a 3D view of exhibition online at the same time as the actual exhibition. Viewers can enjoy viewing art works as if they were actually in the venue of exhibition.



- (3) **Daimaru Matsuzakaya Hokkai DO the LIVE!** Video
<https://youtu.be/tMj4EqvUuYw>

Jul 30 (Thu) 19:00 - 20:00
 Live shopping of reasonable food in Hokkaido (4 items) with a buyer Mr. Honda as an influencer



- (7) **Display XR art in open ceiling space of Shibuya PARCO** Video

<https://youtu.be/iGGYJtG8hTM>

Permanently display works related to NEWVIEW AWARDS, a global award that collects XR (VR/AR/MR) contents. Customers can always enjoy mysterious art experience on their smartphones

- (4) **Daimaru Matsuzakaya Think LOCAL “Local Production Market”** Website
https://dmdepart.jp/think_local/

Opened online shopping website “Local Production Market” to sell excellent local products as part of Think LOCAL activities launched on Sep 2 (Wed)



- (8) **Shibuya PARCO XR music art exhibition event** Video

<https://www.youtube.com/watch?v=7aiZhw3gC0>

Oct 3 (Sat) and 4 (Sun)
 Virtual event where visitors could experience various live art and music in 5G virtual space. They enjoyed experience-based content using their smartphones or 5G-ready devices lent in the venue.

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

Create and
Bring to Life
“New Happiness.”



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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.