



Interim Financial Results for FY2026
(First Six Months of the Fiscal Year Ending February 28, 2027)

October 15, 2026

Takashimaya Co., Ltd.

Agenda

- I. Financial Results for Q2 of the FY Ending Feb 2027 (FY2026)**
- II. Full-year Forecasts for FY Ending Feb 2027 (FY2026)**
- III. Path to Profit Growth and Evolution of Capital Policy**
Next Medium-Term Management Plan (From FY2027):
Toward the 200th Anniversary of Takashimaya in 2031

I . Financial Results for Q2 of the FY Ending Feb 2027 (FY2026)

- 1. Key Points of Results**
- 2. Consolidated Results**
- 3. Results by Segment**
- 4. Consolidated Balance Sheet**
- 5. Consolidated Cash Flows**

1. Key Points of Interim Financial Results for FY2026

- ✓ **Profits at every level finished above the forecasts set in April**
- ✓ **In the Department Stores in Japan segment, operating profit increased and surpassed the forecasts, a result driven by higher net sales from domestic and inbound customers, as well as cost-control initiatives**
- ✓ **Other segments also performed solidly, led by the Overseas business (Department Stores and Commercial Property Development) and Finance segment**
- ✓ **Steady progress was made on laying the groundwork for sustainable growth from the next Medium-Term Management Plan onward (from FY2027)**

2. Consolidated Results

- ✓ Total operating revenue was up 6.2% YoY, while the growth in SG&A expenses was kept to a minimum, resulting in an increase in operating profit by ¥3.9 bn
- ✓ Business profit rose thanks to a higher share of profit of entities accounted for using the equity method, ordinary profit grew by a wider margin as a result of foreign exchange gains (weak yen), despite an increase in interest expenses, and, although net profit decreased due to a pullback in gain on sale of non-current assets in the previous year, it still exceeded the forecasts

(billion JPY)	H1	YoY Change	Change from Apr.14 forecast	Q1	YoY Change	Q2	YoY Change
Total operating revenue	517.5	+6.2%	+2.9%	261.4	+8.4%	256.1	+4.1%
Gross profit	152.0	+8.5	+2.3	76.0	+5.2	76.0	+3.2
SG&A expenses	124.4	+4.6	+1.1	60.0	+1.9	64.4	+2.7
SG&A to total operating revenue ratio	24.0%	(0.6)	(0.5)	23.0%	(1.1)	25.2%	+0.1
Operating profit	27.5	+3.9	+1.1	16.0	+3.3	11.6	+0.5
Operating profit to total operating revenue ratio	5.3%	+0.5	+0.1	6.1%	+0.9	4.5%	+0.0
*Business profit	30.5	+5.3	+1.9	17.3	+4.1	13.2	+1.2
Ordinary profit	28.1	+6.1	+4.0	16.5	+5.0	11.6	+1.1
Profit attributable to owners of parent	16.0	(5.2)	+0.7	11.1	+4.1	4.9	(9.3)

*Business profit : Operating profit + Share of profit of equity method affiliates + Dividend income

3-1. Results by Segment (Overview)

- ✓ Of the ¥3.9 bn increase in operating profit, the Department Stores in Japan segment accounted for ¥2.9 bn of the growth, surpassing the forecasts
- ✓ Overseas business (Department Stores and Commercial Property Development) and the Finance segment, pillars of growth, recorded an increase in profit of ¥1.8 bn in total, surpassing the forecasts
- ✓ Share of profit of entities accounted for using the equity method increased by ¥1.1 bn and contributed greatly to growth in business profit

*Top row : Operating revenue, Bottom row : Operating profit

(billion JPY)	H1	YoY Change	Change from Apr.14 forecast	(billion JPY)	H1	YoY Change	Change from Apr.14 forecast
Department Stores in Japan	158.2	+1.6%	(1.5%)	Finance	13.1	+7.3%	(1.8%)
	12.5	+ 2.9	+ 0.2		3.1	+ 0.5	+ 0.2
Overseas Department Stores	19.1	+15.4%	+5.9%	Construction & Design	17.5	(2.4%)	(5.9%)
	4.6	+ 0.8	+ 0.2		1.1	(0.5)	+ 0.0
Commercial Property Development in Japan	26.5	+2.8%	+0.4%	Others	27.3	+1.4%	(2.1%)
	3.5	+ 0.0	+ 0.1		0.6	(0.2)	(0.3)
Overseas Commercial Property Development	9.0	+14.5%	+2.2%	Consolidated Total	244.1	+3.7%	+0.5%
	3.2	+ 0.5	+ 0.2		27.5	+ 3.9	+ 1.1
				Business profit	30.5	+5.3	+1.9
				Share of profit of equity method affiliates	2.1	+1.1	+0.3
Additions to Operating profit				Dividend income from affiliates in Vietnam	0.8	+0.4	+0.4

3-2. [Department Stores in Japan] Results

- ✓ Total operating revenue increased and exceeded the forecasts, driven by an increase in inbound customers in addition to steady domestic customer performance
- ✓ Although the gross margin ratio declined due to an expansion in the share of high-ticket items with a low gross margin, operating gross profit increased and surpassed the forecasts
- ✓ Operating profit increased, but was in line with the forecasts due in part to the impact of rising procurement costs

(billion JPY)	H1	YoY Change	Change from Apr.14 forecast	Q1	YoY Change	Q2	YoY Change
Total operating revenue	425.4	+5.9%	+2.6%	214.2	+7.5%	211.3	+4.3%
Gross margin ratio [% of in-store Total sales]	22.01%	(0.22)	(0.28)	21.86%	(0.28)	22.17%	(0.15)
Gross profit	95.7	+3.7	+0.8	47.2	+2.4	48.5	+1.3
SG&A expenses	83.2	+0.8	+0.6	39.8	+0.1	43.5	+0.7
SG&A to total operating revenue ratio	19.6%	(0.9)	(0.4)	18.6%	(1.3)	20.6%	(0.5)
Operating profit	12.5	+2.9	+0.2	7.5	+2.3	5.0	+0.6
Operating profit ratio [% of Total operating revenue]	2.9%	+0.5	(0.0)	3.5%	+0.9	2.4%	+0.2

3-2. [Department Stores in Japan] SG&A Expenses

- ✓ Expenses for promoting human capital management, such as base pay increases, are being allocated continuously
- ✓ Continued investments in strengthening sales capabilities, including customer and product initiatives, with an eye toward the next Medium-Term Management Plan
- ✓ Despite unavoidable impacts such as rising procurement costs, promoting efforts to cut costs meant that the SG&A expenses ratio improved compared to the previous year

(billion JPY)	Breakdown of YoY change							Change from Apr.14 forecast
	H1	YoY change	Human capital investments	Measures for making department stores more profitable	Procurement costs	Variable costs	Cost optimization program	
Personnel related expenses	26.1	(0.1)	+0.6	+0.5			(1.2)	(0.8)
Advertising expenses	5.3	(0.4)					(0.4)	(0.5)
G&A expenses	37.8	+1.1		+0.4	+1.1	+0.4	(0.7)	+1.9
Rent and tax expenses	14.1	+0.1			+0.1		0.0	(0.1)
Total	83.2	+0.8	+0.6	+0.8	+1.2	+0.4	(2.2)	+0.6
SG&A to total operating revenue ratio	19.6%	(0.9)	3.1 increase					(0.4)

3-3. [Overseas Department Stores] Results

- ✓ At Singapore Takashimaya, revenue and profit declined in local currency terms, but increased when converted into yen due to the depreciation of the yen
- ✓ Shanghai returned to profit thanks to the effect of initiatives aimed at strengthening the revenue base, such as by attracting tenants
- ✓ Vietnam also recorded higher revenue and profit, while Siam reduced its losses, supported by the benefits of its revamp and other measures

*Top row : Operating revenue, Bottom row : Operating profit

(billion JPY)	H1 (Jan.-Jun.)	YoY Change	Change from Apr.14 forecast	YoY Change in Local Currency	Q1 (Jan.-Mar.)	YoY Change	Q2 (Apr.-Jun.)	YoY Change
Takashimaya Singapore Ltd.	13.8	+10.8%	+2.0%	(0.1%)	7.1	+9.8%	6.8	+11.9%
	3.7	+ 0.2	(0.0)	—	2.1	+ 0.1	1.6	+ 0.1
Shanghai Takashimaya Co., Ltd.	1.3	+16.0%	+16.7%	+2.0%	0.6	+11.4%	0.6	+20.8%
	0.2	+ 0.3	+ 0.0	—	0.1	+ 0.1	0.1	+ 0.2
Takashimaya Vietnam Ltd.	2.5	+32.1%	+25.8%	+25.7%	1.3	+26.5%	1.2	+38.8%
	0.7	+ 0.2	+ 0.2	—	0.4	+ 0.1	0.3	+ 0.1
Siam Takashimaya (Thailand) Co., Ltd.	1.4	+39.8%	+6.8%	+25.6%	0.7	+31.0%	0.7	+49.6%
	(0.0)	+ 0.2	+ 0.0	—	(0.0)	+ 0.1	(0.0)	+ 0.1
Total of Overseas Department Stores	19.1	+15.4%	+5.9%		9.7	+13.2%	9.4	+17.7%
	4.6	+ 0.8	+ 0.2		2.6	+ 0.4	2.0	+ 0.4

exchange rate		1SGD	1CNY	1VND	1THB
JPY	Current FY	123.98	23.12	0.0062	4.91
	Previous FY	111.79	20.34	0.0059	4.41

Foreign Currency Effects on Operating profit					(billion JPY)
	Takashimaya Singapore	Shanghai Takashimaya	Takashimaya Vietnam	Siam Takashimaya	Total
YoY Change	+ 0.4	+ 0.0	+ 0.0	(0.0)	+ 0.4

3-4. [Commercial Property Development (in Japan / Overseas)] Results

- ✓ In the Commercial Property Development in Japan segment, despite the impact of the work to revamp Tamagawa Takashimaya Shopping Center, profit remained at a level in line with the previous year and the forecasts, driven by strengthened sales measures, including those for other facilities, and the promotion of greater cost efficiencies
- ✓ The Overseas Commercial Property Development segment posted increases in both revenue and profit, exceeding the forecasts in both Singapore and Vietnam

*Top row : Operating revenue, Bottom row : Operating profit

(billion JPY)	H1	YoY Change	Change from Apr.14 forecast	Q1	YoY Change	Q2	YoY Change
Total of Commercial Property Development in Japan [Toshin Development Co., Ltd.]	26.5	+2.8%	+0.4%	13.1	+3.1%	13.3	+2.5%
	3.5	+ 0.0	+ 0.1	2.2	+ 0.1	1.3	(0.1)
Toshin Development Singapore Pte. Ltd. (TDS)	6.7	+16.6%	+5.8%	3.4	+16.5%	3.3	+16.8%
	2.5	+ 0.5	+ 0.2	1.3	+ 0.3	1.2	+ 0.2
Subsidiaries in Vietnam	2.5	+13.1%	(2.1%)	1.3	+12.9%	1.2	+13.4%
	1.0	+ 0.1	+ 0.1	0.6	+ 0.1	0.4	+ 0.0
Total of Overseas Commercial Property Development	9.0	+14.5%	+2.2%	4.5	+15.5%	4.4	+13.4%
	3.2	+ 0.5	+ 0.2	1.7	+ 0.3	1.5	+ 0.2
Total of Commercial Property Development	35.4	+5.5%	+0.9%	17.7	+6.0%	17.8	+5.0%
	6.7	+ 0.5	+ 0.3	3.8	+ 0.4	2.8	+ 0.1
Operating profit + Dividend income from affiliates in Vietnam	7.0	+ 0.9	+ 0.7	3.8	+ 0.4	3.2	+ 0.5

3-5. [Finance / Construction & Design / Others] Results

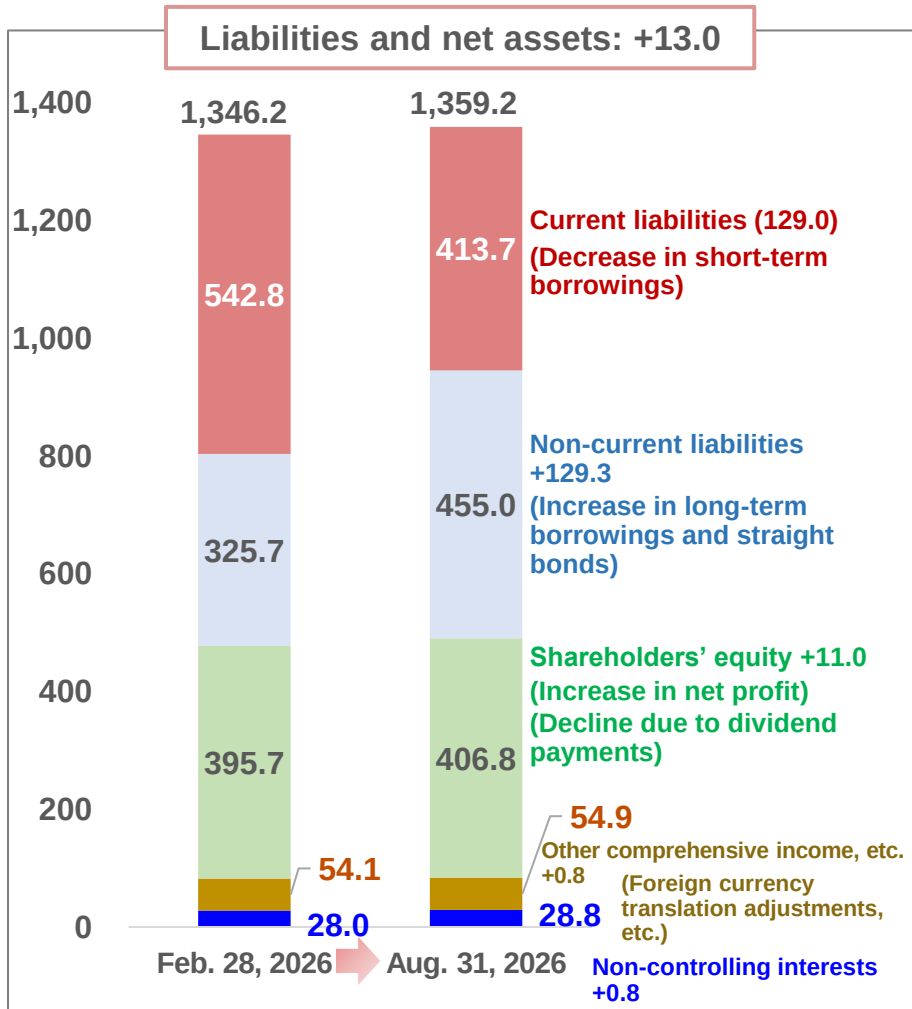
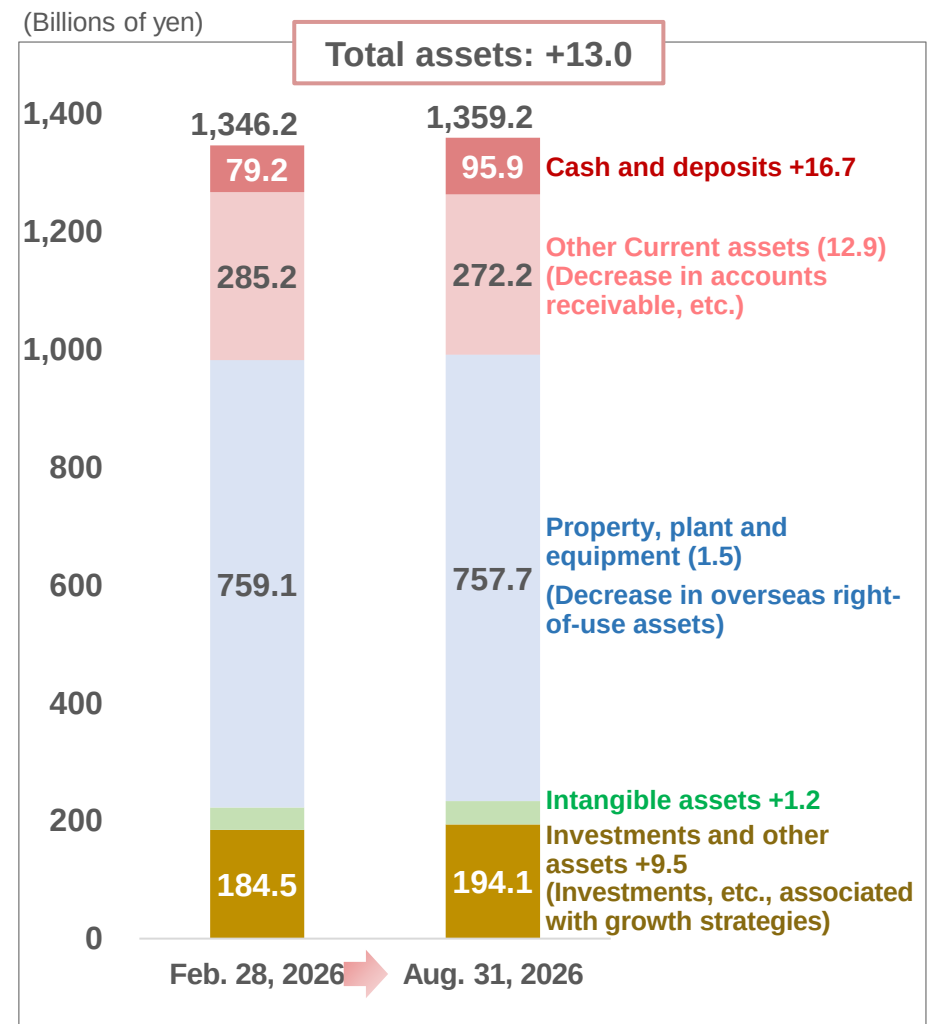
- ✓ The Finance segment saw an increase in profit across all businesses: Card & Payment, Life Partner, and Investment and Lending
- ✓ The Construction & Design segment recorded a decrease in revenue and profit as a result of the impact of the revision of plans for some projects scheduled to be ordered as a result of soaring construction costs, as well as rising costs, including personnel related expenses. Operating profit in the other segments was broadly in line with the forecasts

*Top row : Operating revenue, Bottom row : Operating profit

(billion JPY)		H1	YoY Change	Change from Apr.14 forecast	Q1	YoY Change	Q2	YoY Change
Takashimaya Financial Partners Co., Ltd. (TFP)	Finance	12.3	+5.4%	(0.6%)	6.2	+5.4%	6.2	+5.3%
		2.9	+ 0.2	+ 0.1	1.5	+ 0.2	1.3	+ 0.0
Takashimaya Space Create Co., Ltd. (TSC)	Construction & Design	17.5	(2.4%)	(5.9%)	9.7	+12.6%	7.8	(16.3%)
		1.1	(0.4)	(0.1)	0.6	(0.0)	0.5	(0.4)
R.T. Corporation Co., Ltd.	Others	8.1	+5.9%	(0.0%)	4.1	+8.0%	4.1	+3.9%
		0.4	+ 0.1	(0.0)	0.2	+ 0.1	0.2	(0.0)
CENTURY & Co., Ltd.	Others	4.3	(3.2%)	(3.2%)	2.1	(3.3%)	2.2	(3.0%)
		0.2	(0.1)	+ 0.0	0.1	(0.1)	0.1	(0.1)
All Takashimaya Agency Co., Ltd.	Others	3.4	(4.5%)	(7.2%)	1.7	(8.1%)	1.7	(0.4%)
		0.4	+ 0.0	(0.0)	0.2	(0.0)	0.2	+ 0.0
Good Live Co., Ltd.	Others	2.1	+31.1%	+7.5%	1.0	+10.7%	1.1	+56.1%
		0.1	+ 0.1	+ 0.0	0.0	+ 0.0	0.0	+ 0.1

4. Consolidated Balance Sheet

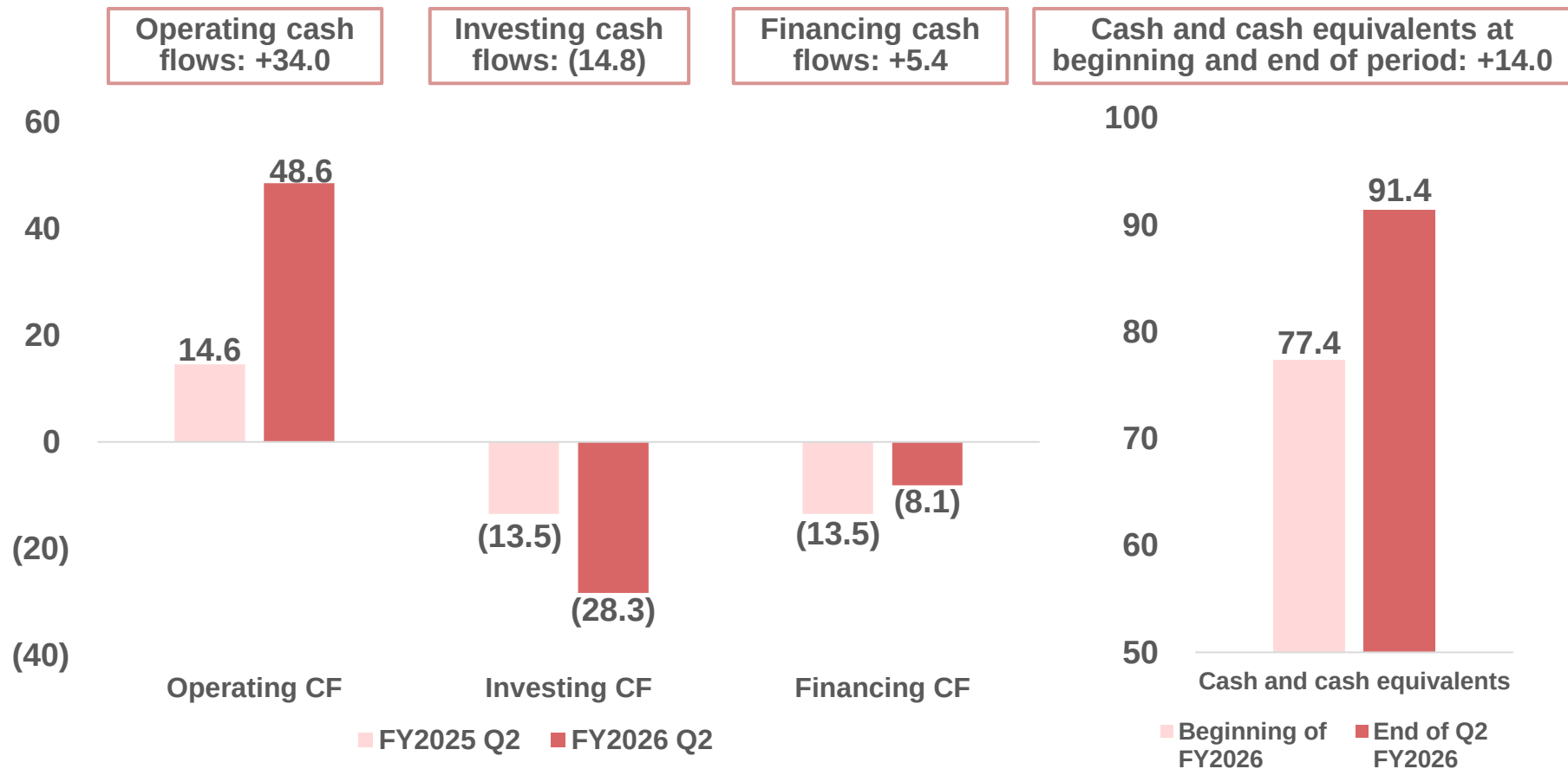
- ✓ Total assets increased by ¥13.0 bn due to an increase in cash and deposits and investments accompanying growth strategies, etc.
- ✓ Continued to utilize debt with a focus on improving leverage and ROE (short-term borrowings ⇒ long-term borrowings and straight bonds)
- ✓ Shareholders' equity increased as a result of accumulated profits, but was appropriately distributed through the payment of dividends, etc.



5. Consolidated Cash Flows

- ✓ Operating cash flows were up ¥34.0 bn from the previous year thanks to a decrease in accounts receivable, etc.
- ✓ Investing cash flows were down ¥14.8 bn from the previous year due to the pullback in the sale of non-current assets in the preceding year despite continued growth investments
- ✓ Financing cash flows were up ¥5.4 bn from the previous year as the utilization of debt offset the increase in dividend payments

(Billions of yen)



II . Full-year Forecasts for FY Ending Feb 2027 (FY2026)

- 1. Key Points of the Forecasts**
- 2. Consolidated Performance Forecasts**
- 3. Forecasts by Segment**
- 4. Consolidated Balance Sheet**
- 5. Consolidated Cash Flows**

1. Key Points of the FY2026 Full-year Forecasts

- ✓ **Operating profit, business profit, and ordinary profit have been revised upward in light of H1 results, etc.
Net profit has been left unchanged as asset sales will offset the impact of a one-time extraordinary loss**
- ✓ **In the Department Stores in Japan segment, while an increase in net sales from domestic and inbound customers is anticipated, the gross margin ratio and the risk of unavoidable cost increases have been factored into the forecasts**
- ✓ **Overseas business (Department Stores and Commercial Property Development) and the Finance segment, pillars of growth, have been revised upward as a result of steady growth in profit**

2. Consolidated Performance Forecasts

- ✓ Operating profit has been revised upward by ¥1.5 bn in light of H1 results and the current situation
- ✓ Ordinary profit has been revised upward by ¥3.0 bn even though interest expenses are expected to increase taking into consideration recent interest rate movements
- ✓ Net profit remains unchanged from the forecasts as one-off extraordinary losses are expected to be absorbed by the gains on asset sales (cross-shareholdings and real estate)

(billion JPY)	Full-year forecast	YoY Change	Change from Apr.14 forecast	H1	YoY Change	H2 forecast	YoY Change	Change from Apr.14 forecast
Total operating revenue	1,080.0	+4.6%	+2.4%	517.5	+6.2%	562.5	+3.2%	+1.9%
Gross profit	315.4	+15.8	+6.6	152.0	+8.5	163.4	+7.3	+4.3
SG&A expenses	256.4	+10.3	+5.1	124.4	+4.6	132.0	+5.7	+3.9
SG&A to total operating revenue ratio	23.7%	(0.1)	(0.1)	24.0%	(0.6)	23.5%	+0.3	+0.3
Operating profit	59.0	+5.5	+1.5	27.5	+3.9	31.5	+1.6	+0.4
Operating profit to total operating revenue ratio	5.5%	+0.3	+0.0	5.3%	+0.5	5.6%	+0.1	(0.0)
*Business profit	66.0	+6.4	+1.7	30.5	+5.3	35.5	+1.1	(0.2)
Ordinary profit	60.0	+3.1	+3.0	28.1	+6.1	31.9	(2.9)	(1.0)
Profit attributable to owners of parent	38.0	+46.2	+0.0	16.0	(5.2)	22.0	+51.4	(0.7)

*Business profit : Operating profit + Share of profit of equity method affiliates + Dividend income

Pullback in the one-time extraordinary losses associated with the CB purchase and cancellation in the previous year

3-1. Forecasts by Segment (Overview)

- ✓ The April forecasts are being updated on a rolling basis for each segment
- ✓ The Overseas business (Department Stores and Commercial Property Development) and Finance segment are expected to achieve a combined profit increase of ¥3.4 bn, resulting in an upward revision of ¥1.5 bn to the forecasts

*Top row : Operating revenue, Bottom row : Operating profit

(billion JPY)	Full-year forecast	YoY Change	Change from Apr.14 forecast		Full-year forecast	YoY Change	Change from Apr.14 forecast
Department Stores in Japan	326.7	+1.5%	(0.6%)	Finance	27.0	+7.2%	+0.2%
	27.7	+ 2.8	+ 0.0		6.3	+ 0.7	+0.4
Overseas	40.6	+15.4%	+6.9%	Construction & Design	32.6	(13.6%)	(14.4%)
Department Stores	10.4	+ 1.9	+ 0.8		1.9	(0.6)	(0.6)
Commercial Property Development in Japan	53.4	+2.7%	+0.7%	Others	60.6	+2.5%	(0.8%)
	6.4	(0.1)	+ 0.0		1.9	(0.1)	(0.3)
Overseas Commercial Property Development	18.5	+12.7%	+2.7%	Consolidated Total	509.1	+3.4%	+1.2%
	6.6	+ 0.8	+ 0.3		59.0	+ 5.5	+1.5
				Business profit	66.0	+6.4	+1.7
				Share of profit of equity method affiliates	4.0	(0.2)	+0.0
				Dividend income from affiliates in Vietnam	3.0	+1.1	+0.2

Additions to Operating profit

3-2. [Department Stores in Japan] Forecast

- ✓ Total operating revenue has been revised upward because in addition to strong domestic customer numbers, inbound customers are expected to increase
- ✓ Even though the gross margin ratio reflects the expected expansion in the share of net sales from high-ticket items with a low gross margin, the operating gross profit has been revised upward
- ✓ The profit forecasts remain unchanged after factoring in increased procurement costs, etc., while the operating profit to total operating revenue ratio is expected to improve from the previous year

(billion JPY)	Full-year forecast	YoY Change	Change from Apr.14 forecast	H1	YoY Change	H2 forecast	YoY Change	Change from Apr.14 forecast
Total operating revenue	885.4	+4.1%	+2.1%	425.4	+5.9%	460.0	+2.6%	+1.5%
Gross margin ratio [% of in-store Total sales]	21.95%	(0.03)	(0.28)	22.01%	(0.22)	21.89%	+0.12	(0.29)
Gross profit	197.9	+5.0	+0.7	95.7	+3.7	102.2	+1.3	(0.0)
SG&A expenses	170.2	+2.2	+0.7	83.2	+0.8	87.0	+1.4	+0.2
SG&A to total operating revenue ratio	19.2%	(0.5)	(0.3)	19.6%	(0.9)	18.9%	(0.2)	(0.3)
Operating profit	27.7	+2.8	+0.0	12.5	+2.9	15.2	(0.0)	(0.2)
Operating profit ratio [% of Total operating revenue]	3.1%	+0.2	(0.1)	2.9%	+0.5	3.3%	(0.1)	(0.1)

<Details of the Forecasts for In-store Net Sales by Customer> (The figures in parentheses represent the forecasts as of April) *YoY

Domestic customers: Up 6% (+6%) for the full year [up 7% (+7%) for H1 and up 6% (+6%) for H2]

Inbound customers: Up 7% (-11%) for the full year [up 18% (-3%) for H1 and down 3% (-18%) for H2]

¥102.0 bn (¥84.5 bn) for the full year ¥51.9 bn (¥42.5 bn) for H1 and ¥50.0 bn (¥42.0 bn) for H2]

3-2. [Department Stores in Japan] SG&A Expenses

- ✓ Investments to lead to a boost in productivity and profitability continue to be executed, such as by promoting human capital management and strengthening sales capabilities
- ✓ The impact of increased procurement costs, etc., driven by geopolitical risks and other factors, is the main cause of the difference with the April forecasts
- ✓ Strengthened cost cutting measures to offset unavoidable cost increases, so the SG&A expenses ratio is expected to improve compared to the previous year and the April forecasts

(billion JPY)	Breakdown of YoY change							Change from Apr.14 forecast
	Full-year forecast	YoY change	Human capital investments	Measures for making department stores more profitable	Procurement costs	Variable costs	Cost optimization program	
Personnel related expenses	54.5	+0.5	+1.5	+1.1			(2.1)	(1.4)
Advertising expenses	11.6	(0.2)		+0.2			(0.4)	(0.8)
G&A expenses	76.8	+1.6		+0.7	+1.8	+1.1	(1.9)	+3.1
Rent and tax expenses	27.4	+0.3			+0.3		0.0	(0.2)
Total	170.2	+2.2	+1.5	+2.0	+2.1	+1.1	(4.3)	+0.7
SG&A to total operating revenue ratio	19.2%	(0.5)	6.6 increase					(0.3)

3-3. [Overseas Department Stores] Forecast

- ✓ Singapore is expected to see an increase in revenue and profit with the forecasts being revised upward as a result of factoring in the increase in net sales from strengthening product appeal, etc.
- ✓ Shanghai and Siam are expected to post an increase in revenue and a return to profitability
- ✓ Having celebrated its 10th anniversary since opening, Vietnam is expected to see steady growth and an increase in sales and profitability, and is therefore being revised upward

*Top row : Operating revenue, Bottom row : Operating profit

(billion JPY)	Full-year (Jan.-Dec.) forecast	YoY Change	Change from Apr.14 forecast	YoY Change in Local Currency	H1	YoY Change	H2 forecast	YoY Change	Change from Apr.14 forecast
Takashimaya Singapore Ltd.	29.7	+12.3%	+4.1%	+5.8%	13.8	+10.8%	15.9	+13.6%	+6.1%
	8.8	+ 1.1	+ 0.5	—	3.7	+ 0.2	5.1	+ 0.9	+ 0.5
Shanghai Takashimaya Co., Ltd.	2.3	+7.0%	+5.9%	(0.9%)	1.3	+16.0%	1.0	(2.2%)	(4.9%)
	0.2	+ 0.3	+ 0.0	—	0.2	+ 0.3	0.0	(0.0)	+ 0.0
Takashimaya Vietnam Ltd.	5.2	+24.5%	+19.4%	+20.4%	2.5	+32.1%	2.7	+18.2%	+14.0%
	1.4	+ 0.2	+ 0.3	—	0.7	+ 0.2	0.7	+ 0.0	+ 0.1
Siam Takashimaya (Thailand) Co., Ltd.	3.4	+41.3%	+15.9%	+32.8%	1.4	+39.8%	1.9	+42.4%	+23.9%
	0.0	+ 0.3	+ 0.0	—	(0.0)	+ 0.2	0.0	+ 0.2	+ 0.0
Total of Overseas Department Stores	40.6	+15.4%	+6.9%		19.1	+15.4%	21.5	+15.3%	+7.8%
	10.4	+ 1.9	+ 0.8		4.6	+ 0.8	5.8	+ 1.1	+ 0.6

exchange rate		1SGD	1CNY	1VND	1THB
JPY	Forecast	121.78	22.54	0.0061	4.85
	Apr.14 forecast	116.00	21.00	0.0056	4.70
	Previous FY	114.75	20.87	0.0059	4.56

	Foreign Currency Effects on Operating profit (billion JPY)				
	Takashimaya Singapore	Shanghai Takashimaya	Takashimaya Vietnam	Siam Takashimaya	Total
Change from Apr.14 forecast	+ 0.4	+ 0.0	+ 0.1	+ 0.0	+ 0.5
YoY Change	+ 0.5	+ 0.0	+ 0.0	+ 0.0	+ 0.6

3-4. [Commercial Property Development (in Japan / Overseas)] Forecast

- ✓ In the Commercial Property Development in Japan segment, despite the impact of revamps, it is anticipated that operating profit will be secured in line with the April forecasts by strengthening sales measures
- ✓ The Overseas Commercial Property Development segment is expected to post increases in both revenue and profit, exceeding the forecasts in both Singapore and Vietnam

*Top row : Operating revenue, Bottom row : Operating profit

(billion JPY)	Full-year forecast	YoY Change	Change from Apr.14 forecast	H1	YoY Change	H2 forecast	YoY Change	Change from Apr.14 forecast
Total of Commercial Property Development in Japan [Toshin Development Co., Ltd.]	53.4	+2.7%	+0.7%	26.5	+2.8%	27.0	+2.6%	+1.0%
	6.4	(0.1)	+ 0.0	3.5	+ 0.0	3.0	(0.2)	(0.1)
Toshin Development Singapore Pte. Ltd. (TDS)	13.4	+10.7%	+4.5%	6.7	+16.6%	6.7	+5.3%	+3.3%
	5.3	+ 0.8	+ 0.3	2.5	+ 0.5	2.8	+ 0.3	+ 0.1
Subsidiaries in Vietnam	5.7	+22.6%	+3.0%	2.5	+13.1%	3.2	+31.4%	+7.5%
	1.9	+ 0.1	+ 0.2	1.0	+ 0.1	0.9	+ 0.0	+ 0.0
Total of Overseas Commercial Property Development	18.5	+12.7%	+2.7%	9.0	+14.5%	9.5	+11.1%	+3.2%
	6.6	+ 0.8	+ 0.3	3.2	+ 0.5	3.4	+ 0.3	+ 0.1
Total of Commercial Property Development	71.9	+5.1%	+1.2%	35.4	+5.5%	36.5	+4.7%	+1.6%
	13.1	+ 0.7	+ 0.3	6.7	+ 0.5	6.4	+ 0.1	(0.0)
Operating profit + Dividend income from affiliates in Vietnam(1.7 billion JPY)	15.4	+ 1.7	+ 0.5	7.0	+ 0.9	8.4	+ 0.8	(0.2)

Dividend in the Vietnam business: ¥2.4 bn (¥1.3 bn in FY2025) +¥1.1 bn

3-5. [Finance / Construction & Design / Others] Forecast

- ✓ The Finance segment is expected to see an increase in sales and profit with the forecasts being revised upward after factoring in the expansion in net card transactions and the contribution to revenue from the Life Partner and Investment and Lending businesses
- ✓ The Construction & Design segment has been revised downward in light of H1 results and future risks (order environment accompanying the sharp rise in construction costs)
- ✓ The operating profit in the other segments is expected to be generally in line with the April forecasts

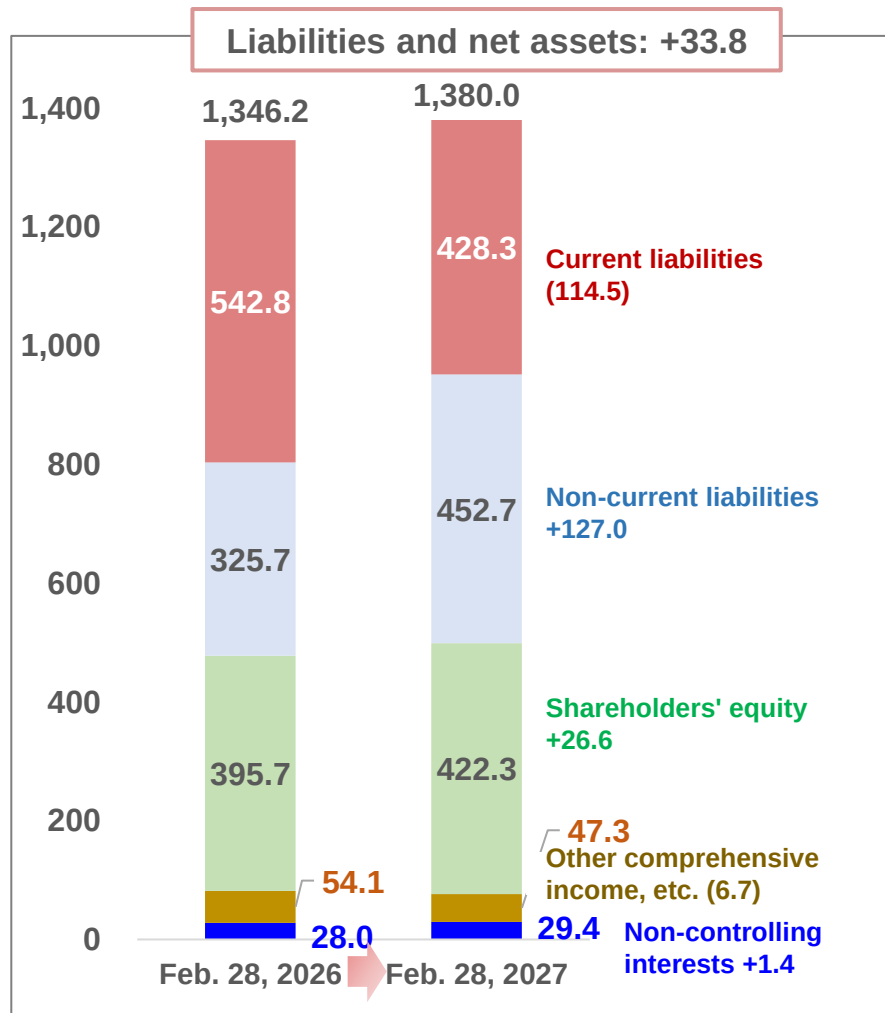
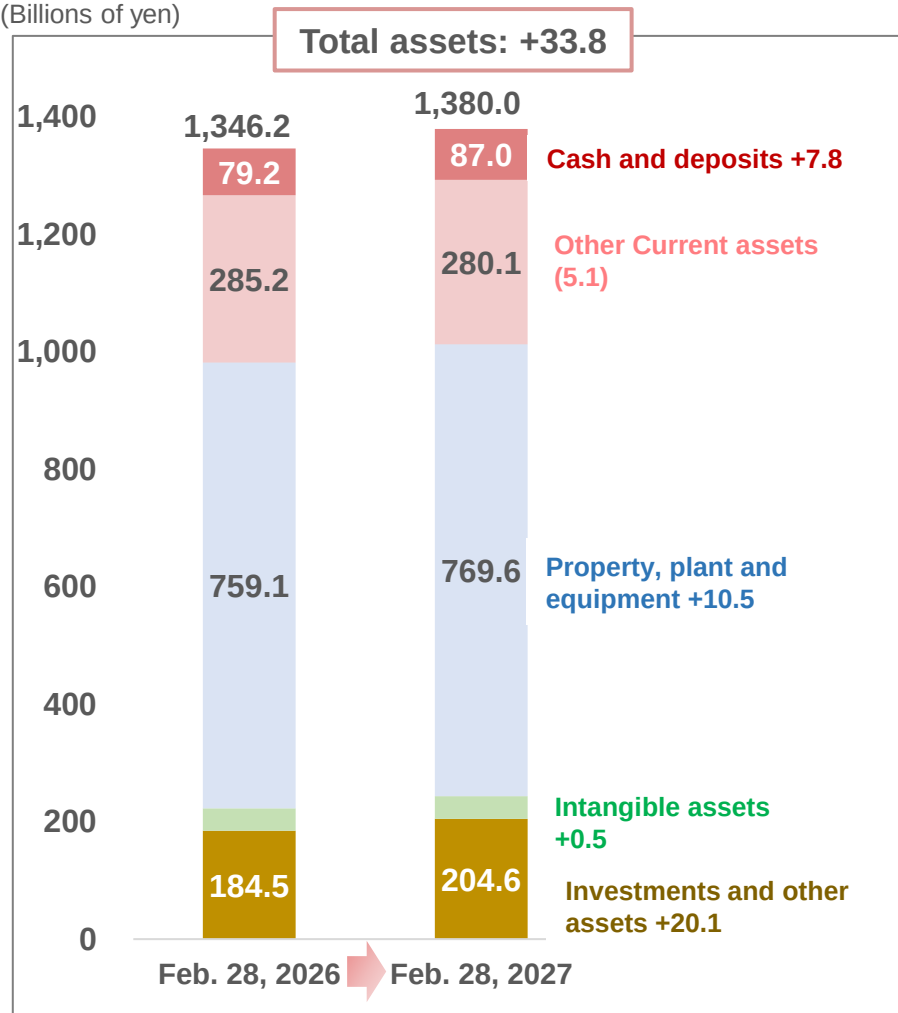
*Top row : Operating revenue, Bottom row : Operating profit

(billion JPY)		Full-year forecast	YoY Change	Change from Apr.14 forecast	H1	YoY Change	H2 forecast	YoY Change	Change from Apr.14 forecast
Takashimaya Financial Partners Co., Ltd. (TFP)	Finance	25.1	+4.6%	(0.1%)	12.3	+5.4%	12.8	+3.9%	+0.3%
		5.6	+ 0.2	+ 0.1	2.9	+ 0.2	2.8	+ 0.0	+ 0.0
Takashimaya Space Create Co., Ltd. (TSC)	Construction & Design	32.5	(13.9%)	(14.7%)	17.5	(2.4%)	15.1	(24.2%)	(23.0%)
		2.0	(0.6)	(0.6)	1.1	(0.4)	0.9	(0.1)	(0.6)
R.T. Corporation Co., Ltd.	Others	16.6	+7.7%	+0.9%	8.1	+5.9%	8.4	+9.6%	+1.9%
		0.8	+ 0.2	(0.0)	0.4	+ 0.1	0.4	+ 0.1	+ 0.0
CENTURY & Co., Ltd.	Others	9.0	(1.5%)	(1.5%)	4.3	(3.2%)	4.7	+0.0%	+0.0%
		0.4	(0.3)	+ 0.0	0.2	(0.1)	0.2	(0.2)	+ 0.0
All Takashimaya Agency Co., Ltd.	Others	7.4	(1.7%)	(3.2%)	3.4	(4.5%)	4.0	+0.7%	+0.5%
		0.9	(0.0)	+ 0.0	0.4	+ 0.0	0.5	(0.0)	+ 0.0
Good Live Co., Ltd.	Others	4.8	+11.0%	+3.1%	2.1	+31.1%	2.7	(0.7%)	+0.0%
		0.4	+ 0.1	+ 0.0	0.1	+ 0.1	0.3	(0.0)	+ 0.0

4. Consolidated Balance Sheet

- ✓ Total assets will increase through investments aimed at sustainable profit growth, etc.
- ✓ Liabilities continue to be used while promoting diverse financing methods to reduce capital costs
- ✓ Shareholders' equity will increase due to improved net profit while cash and cash equivalents will be allocated to growth investments, etc. after ascertaining the appropriate level

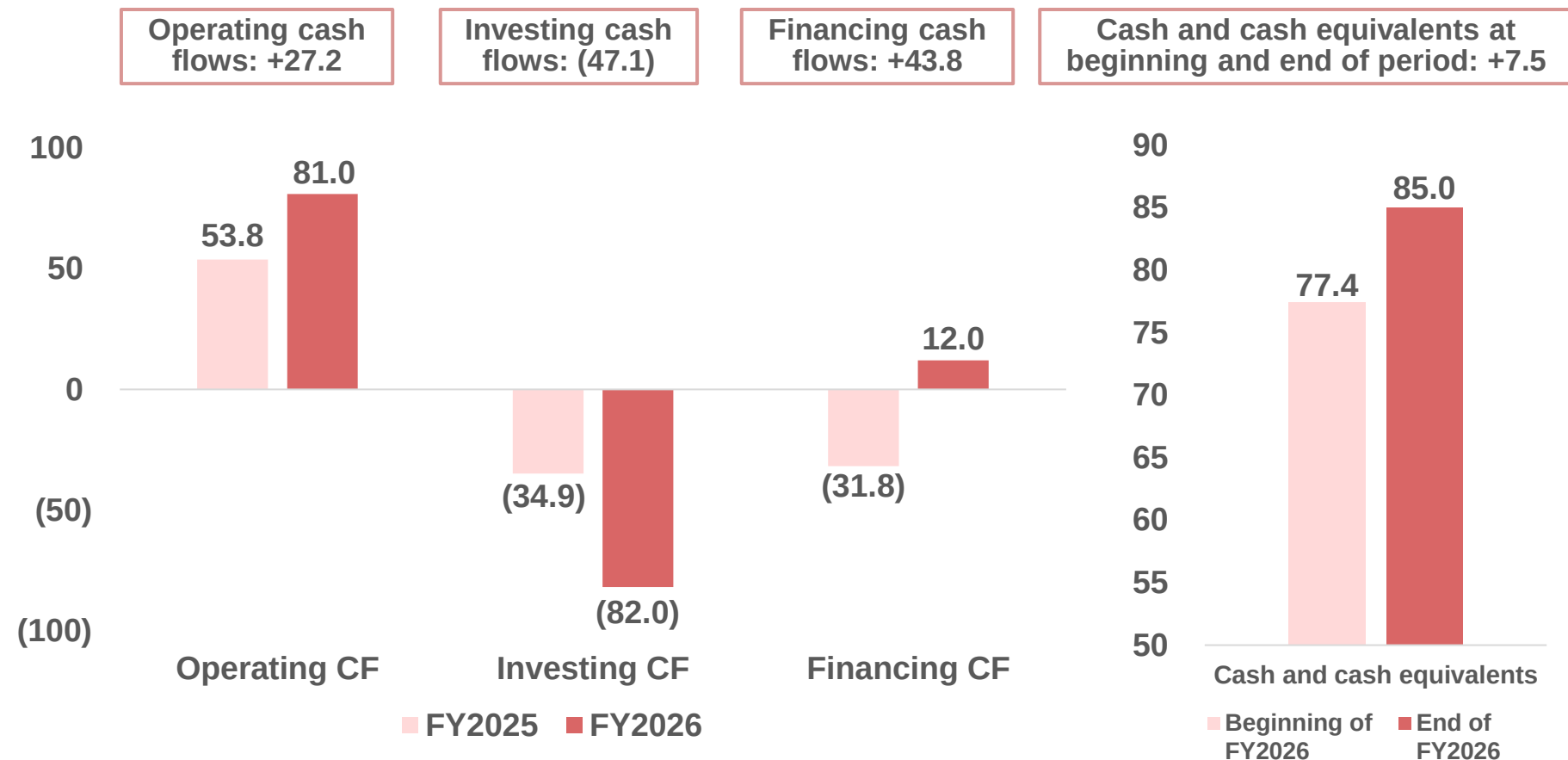
(Billions of yen)



5. Consolidated Cash Flows

- ✓ Operating cash flows will increase by ¥27.2 bn from the previous year due to an increase in profit before income taxes, etc.
- ✓ Investing cash flows will decrease by ¥47.1 bn from the previous year due to the execution of growth investments in the final year of the Medium-Term Management Plan
- ✓ Financing cash flows will increase by ¥43.8 bn from the previous year due to the continued utilization of debt despite the increase in dividend payments

(Billions of yen)



Path to Profit Growth and Evolution of Capital Policy

III .

Next Medium-Term Management Plan (From FY2027):
Toward the 200th Anniversary of Takashimaya in 2031

1. Growth Strategy of the Takashimaya Group
2. Progress and Effects of Seamless Integration
3. Cash Allocation
4. Unlocking the Value of Assets Held
5. Shareholder Returns
6. Financial KPIs

1-1. Growth Strategy of the Takashimaya Group

- ✓ Looking beyond the 200th anniversary, leveraging unique strengths to rebuild the portfolio
- ✓ Seamlessly connect growth domains to evolve the Machi-dukuri strategy and maximize the value proposition

Three Growth Domains

Next-generation Shopping Centers

Expertise cultivated by Toshin Development Co., Ltd. together with department stores in Futako-Tamagawa.

Overseas Business

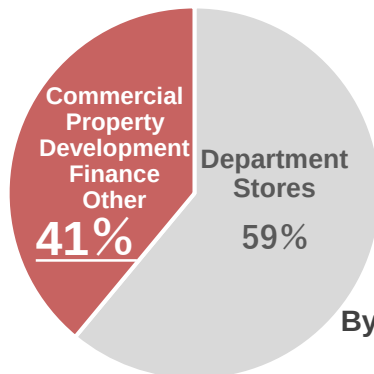
Trust earned in the ASEAN region through successes in Singapore and Ho Chi Minh

Finance Business

A platform for building ongoing relationships with all stakeholders

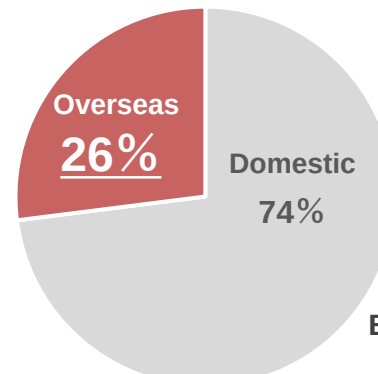
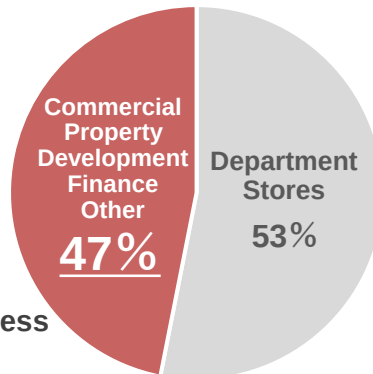
TAKASHIMAYA brand honed through the Department Stores in Japan segment

FY2025

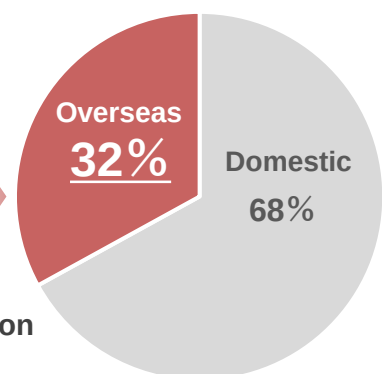


By business

FY2031

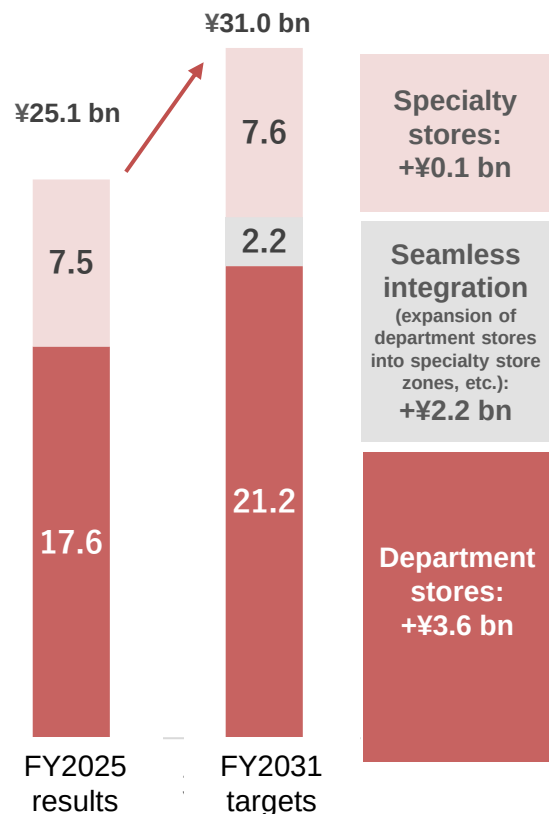


By region

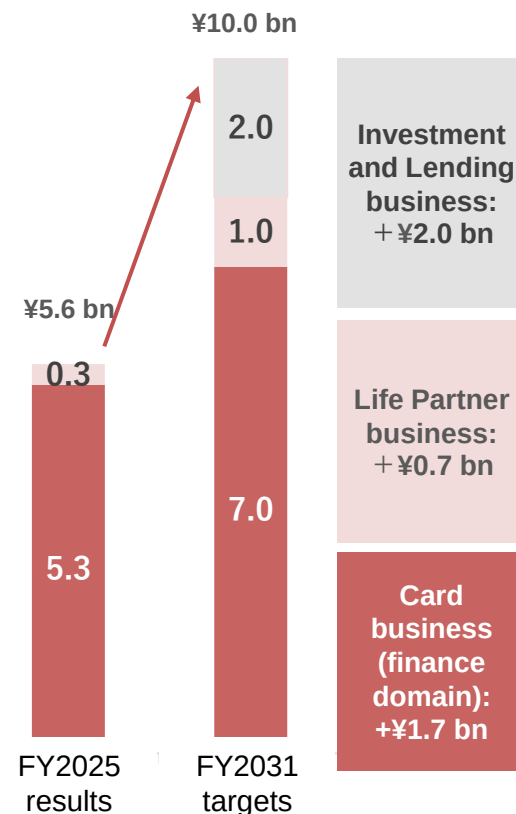
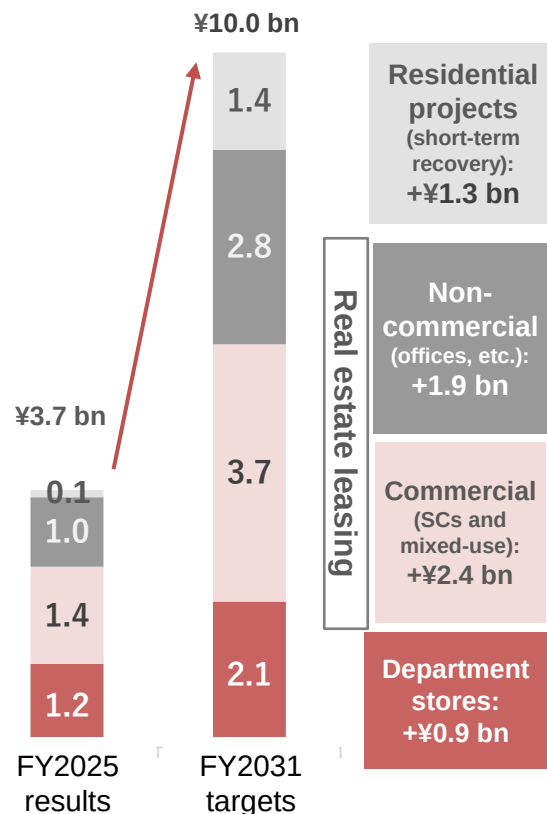


1-2. Profit Growth In Growth Domains

- ✓ Generate business profit at the scale of ¥31.0 bn in next-generation shopping center operations and ¥10.0 bn each from Overseas business and the Finance segment in 2031
- ✓ Profit growth in next-generation shopping centers will be driven by renovation effects and seamless integration between department stores and specialty stores.
- ✓ Make steady progress in each domain, such as through opening a store in Hanoi and the establishment of an intermediate holding company in the Finance sector, in FY2027



Commercial facilities with department stores at their core (Nihombashi, Shinjuku, Tamagawa, Kashiwa and Kyoto) + Toshin Development specialty stores



1-3. Progress in Growth Domains: Conversion to Next-generation Shopping Centers

- ✓ Tamagawa Takashimaya Shopping Center (S.C.), symbol of next-generation shopping centers, scheduled to reopen following renovations in 2027
- ✓ Introducing innovative content to raise visit frequency, extend time spent in the facility, and increase net sales per customer
- ✓ Strengthening the revenue base of the entire facility by capturing new customers and encouraging foot traffic throughout the facility

[Next-generation Shopping Centers] Three Features

Provide diverse motivations for visiting stores:
Innovative content

Offer local community infrastructure:
Community formation

With department stores at the heart of the facilities, achieve seamless integration with specialty stores

Initial Opening in March 2027

Full Opening in June 2027



10F of the South Building:
"Play space for adults"

Number of customers:
+273.0
Operating profit: +177.5
*% compared to FY2023



11F of the South Building:
Men's sauna

- Floors designed for extended stays will be formed
- New customer segments will be captured
- Value of using the entire SC will be enhanced



B1 of the Main Building: Foods floor

Sales: **+7.0**
Operating profit: +43.6
*% compared to FY2023

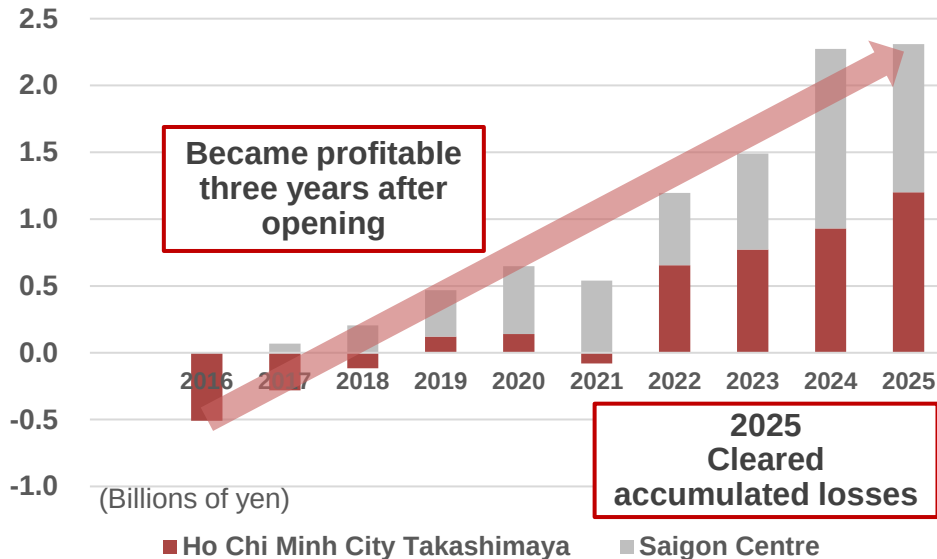
- Payment methods and services across the foods floor will be standardized
- Visit frequency will be raised by focusing on everyday foods

**Increase visit frequency × Extend time spent in the facility × Capture new customers
= Machi-dukuri unique to Takashimaya**

1-3. Progress in Growth Domains: Vietnam Development

- ✓ Saigon Centre/Ho Chi Minh City Takashimaya has achieved double-digit growth on average and cleared its accumulated losses in 2025
- ✓ Hanoi Takashimaya S.C., the second location in Vietnam, is scheduled to open in WSH* in the fall of 2027 (*WSH: Westlake Square Hanoi)
- ✓ With a department store at its core, the facility will bring together a diverse range of specialty stores, dining options, services, and wellness functions

Profit Trends at Saigon Centre/Ho Chi Minh City Takashimaya



Hanoi Takashimaya S.C. Store Concept

A commercial area spanning 35,000 m² from the first basement level to the sixth floor of WSH as a mixed-use complex developed by Toshin Development



Operating revenue target for 2028:
¥2.47 bn



From 2030: Saigon Centre
Phase III: Open the expansion
⇒ To become **a shopping center spanning 90,000 m²**, surpassing the facility in Singapore

Fall 2027: Open (Hanoi Takashimaya S.C. and offices) in WSH Phase I
From 2030: Open the Phase II office tower (including commercial facilities; approx. 60,000 m²)

Build solid foundation in two major cities of Vietnam: Ho Chi Minh and Hanoi

1-3. Progress in Growth Domains: Establishment of an Intermediate Holding Company in the Finance Segment

- ✓ The Finance segment, which serves as a point of contact with all stakeholders, is the key to the Group's growth
- ✓ Finance-related subsidiaries will be consolidated into a single legal entity and an intermediate holding company will be established in March 2027
- ✓ The value proposition in the Finance segment will be maximized through collaboration across Group companies with the establishment of the Synergy Promotion Committee

Finance Segment: Three Pillars

Card & Payment Business

Personal cards, corporate cards, and Takashimaya NEOBANK

Life Partner Business

Asset formation, insurance, inheritance, IFA, and business succession

Investment and Lending Business

Investment in funds and financing needs of business partners, etc.

Expanding contact points with all stakeholders (individuals and corporations) through M&As, etc.

Bundle three pillars into one to form a stronger base for Group growth

 TAKASHIMAYA GROUP

Synergy Promotion Committee

Takashimaya Financial Holdings
(Scheduled to be established in March 2027)

 FINANCIAL PARTNERS  Vaste Culture & Cie.

 ほがらか信託
HOGARAKA TRUST

 高島屋クレイキャピタル

Offensive strategy: Supporting growth

Growth investments

Expansion of customer contact points

Human resource development

New business

Defensive strategy: Safeguarding soundness

Internal controls

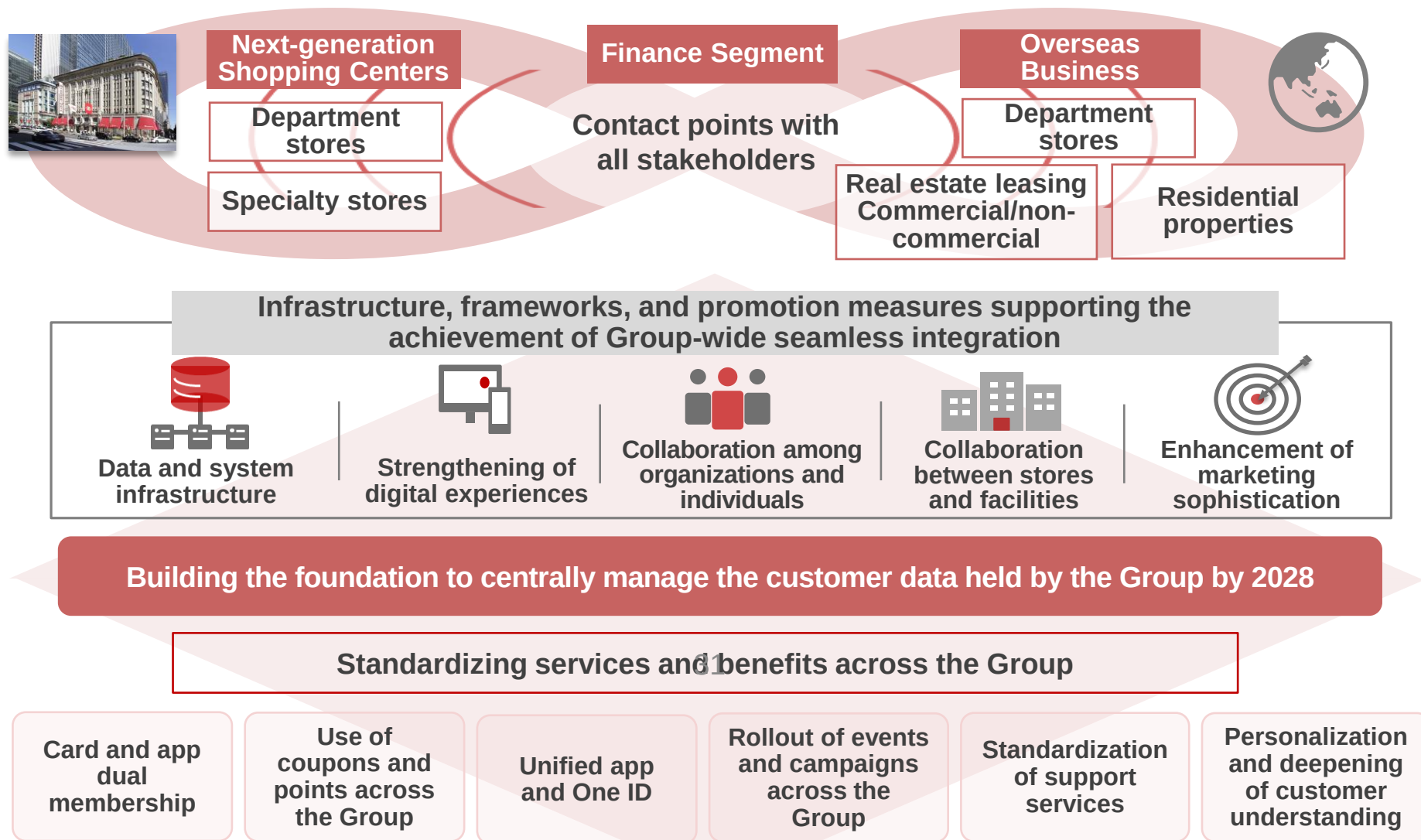
Conflict of interest

Personal information

Cybersecurity

2-1. Overview of the Seamless Integration of the Group

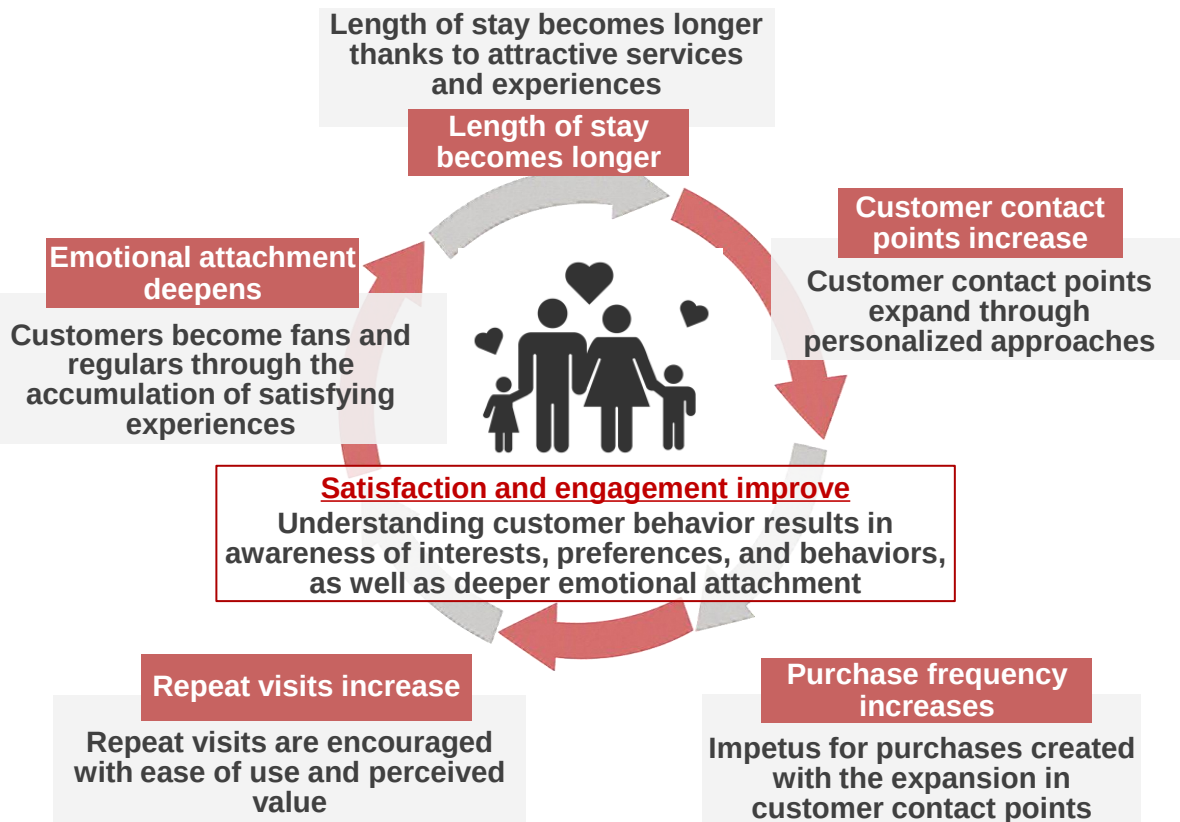
- ✓ Enhancing strengths by seamlessly connecting three growth domains and expanding customer contact points
- ✓ Deepening customer understanding and improving experiential value by expanding activities across the Group



2-2. Economic Benefits through Seamless Integration

- ✓ Creating upside potential for profit growth by enhancing customer value through seamless integration

Contribution to profit in FY2031: **More than ¥3.0 bn**



Changes in customer behavior and enhanced customer experience

Expand number of users across the Group
(Department stores, specialty stores, e-commerce, finance, and overseas stores)

Expansion in scale of contribution to business profit

Encourage purchases and shopping around stores through an increase in customer contact points and upgrade program

Increase in customers with three times the average spend

Acquire the next-generation of customers and convert into loyal customers

- Expansion of own card customers
- Expansion in number of app members

→ Increase in number of dual app and card members

Economic benefits

2-3. Seamless Customer Engagement: Integration of Customer Data

- ✓ Using the app as the starting point to drive the conversion of potential customers into members and accelerate the capture of new customers
- ✓ Implementing a loyalty program and encouraging app use by awarding digital points
- ✓ Establishing a platform to centrally manage all customer data and realizing an improvement in customer LTV

Centrally manage customer data held by the Group

Number of app members: 1.3 million ⇒ **5 million** (2031)

Customer retention and development initiatives

Loyalty program
(From 2029)

Exclusive offers and priority services

Conversion of customers to dual membership with the app

Takashimaya Card (own credit card)

Platinum debit cards

Tomonokai /
SUGO-TSUMI
NEOBANK

E-commerce business

Customer acquisition initiatives

Takashimaya digital points
(From September 2026)

Benefit of earning 2%

rewards on regular items

Conversion of customers to app members

Campaigns awarding docomo and Ponta points

Major payment service users

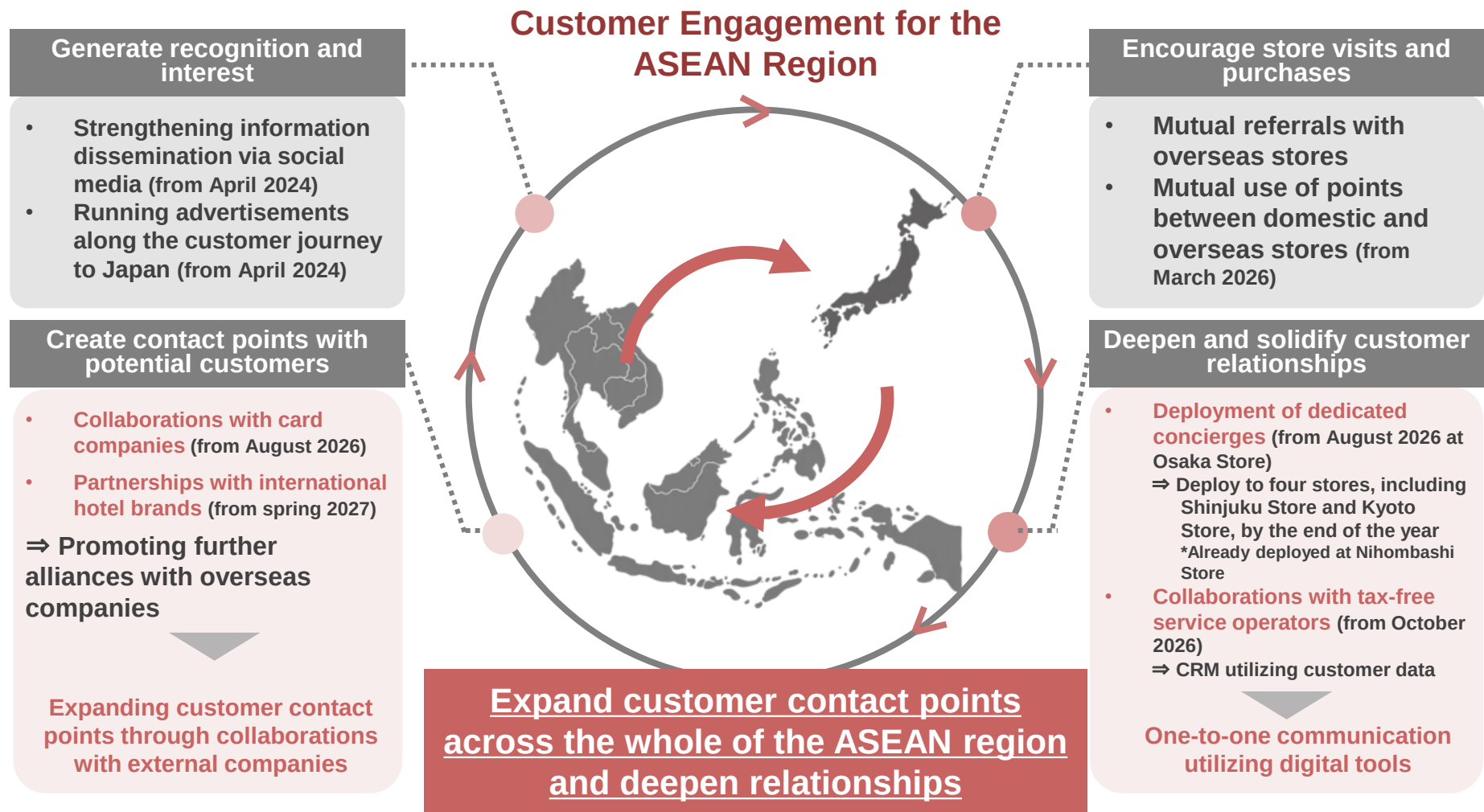
Social media followers

Individual tenant app members



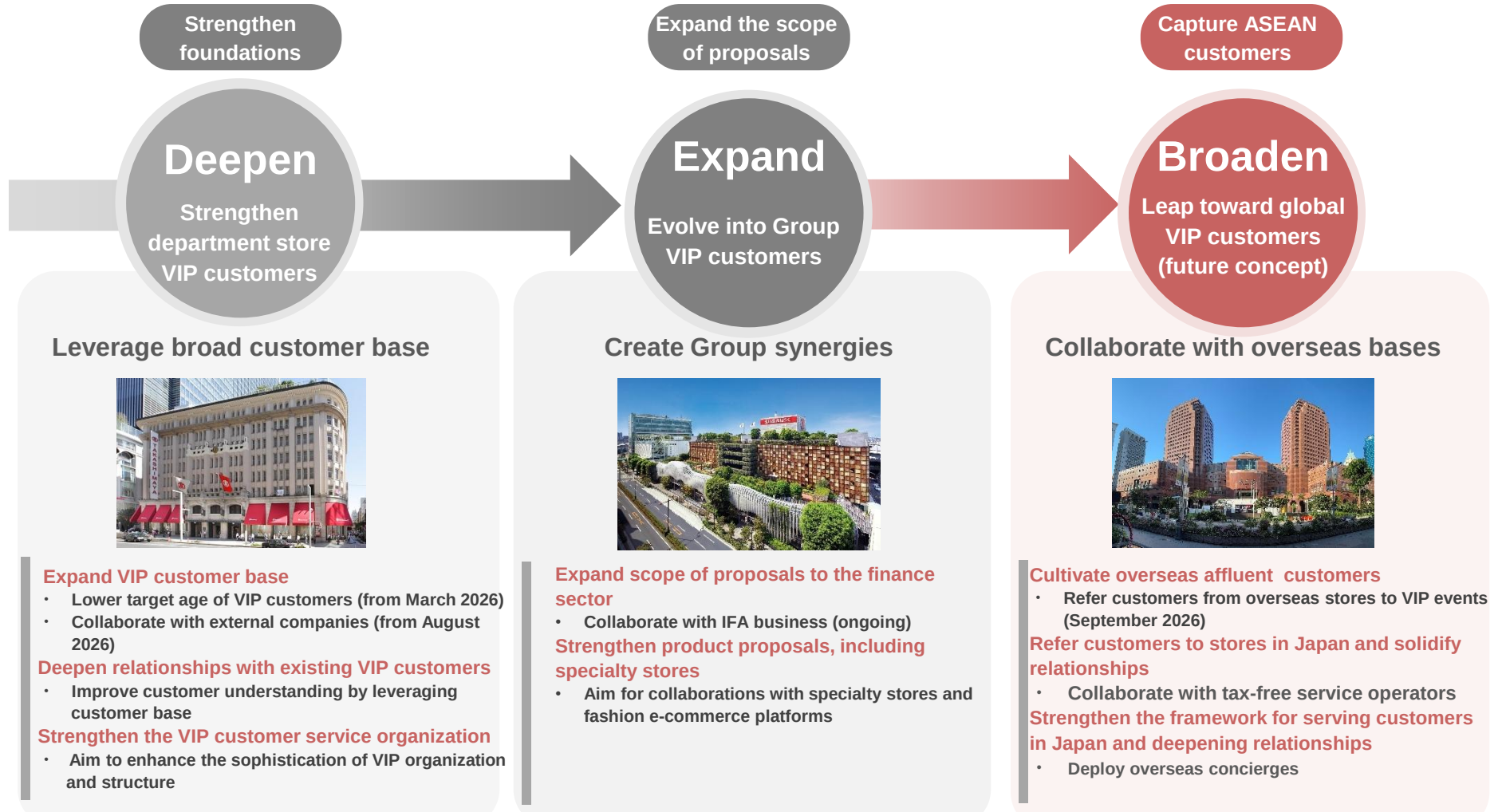
2-3. Seamless Customer Engagement: Inbound Customers

- ✓ Expanding contact points with affluent customers from overseas through collaborations with overseas stores and external partners
- ✓ Deepen relationships with customers by utilizing customer data and digital tools
- ✓ Expand customer base across the entire ASEAN region by building long-term relationships



2-3. Seamless Customer Engagement: VIP Customers

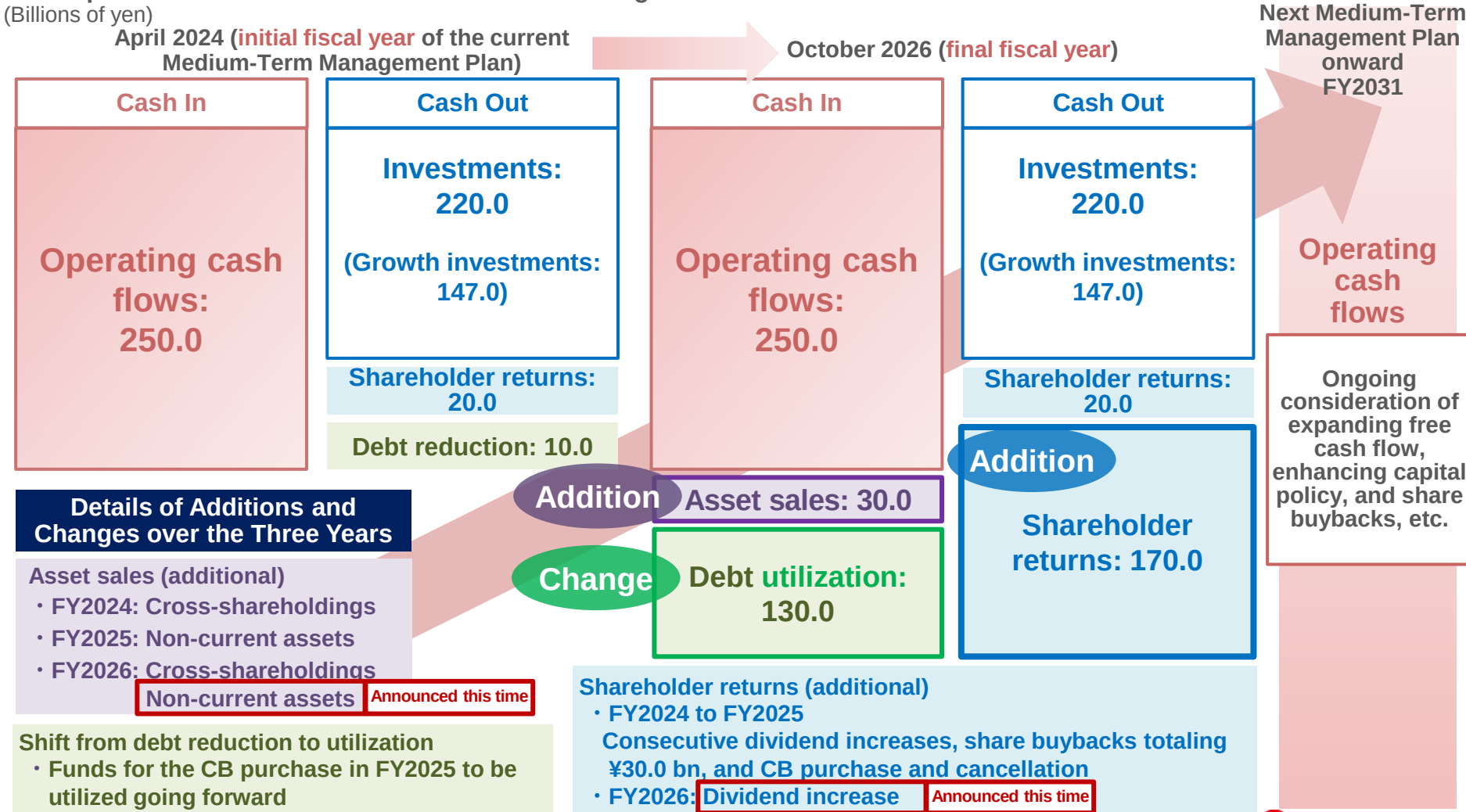
- ✓ Strengthen VIP customer base by expanding the customer base and deepening relationships with existing customers
- ✓ Collaborate with Group and overseas bases to expand the scope of proposals and build relationships with overseas affluent customers



Deepen and expand relationships with domestic and overseas affluent customers by taking advantage of the collective strengths of the Group

3. Cash Allocation

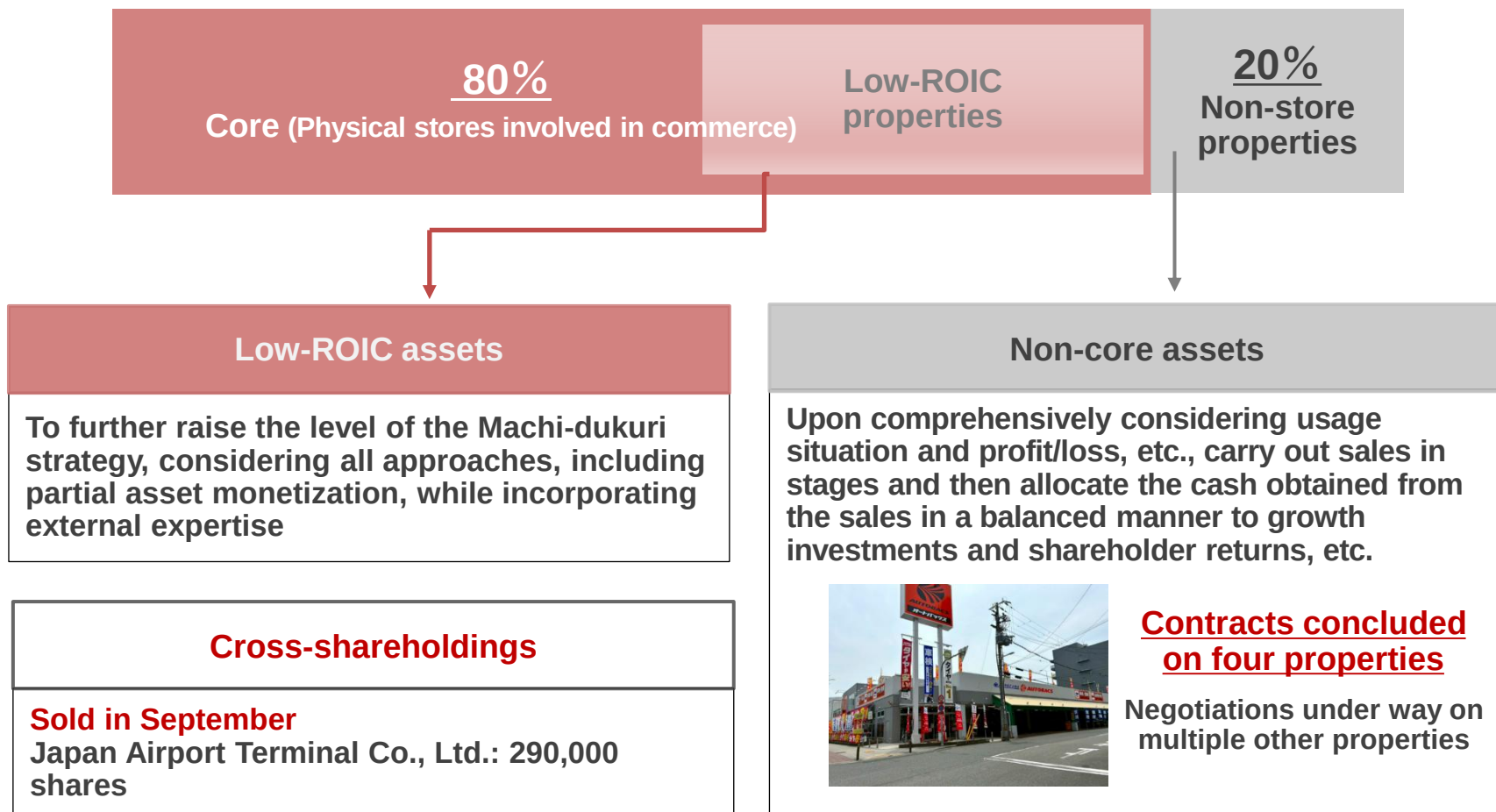
- ✓ There are no changes to allocations to growth investments, including human capital, ESG, and DX initiatives, or other investments
- ✓ Generate funds through asset sales and debt utilization during the three years of the current Medium-Term Management Plan and shift toward expanded shareholder returns
- ✓ Execute sales of non-current assets and increase dividends in this fiscal year and then accelerate capital efficiency improvements from the next Medium-Term Management Plan onward



4. Unlocking the Value of Assets Held

- ✓ Individually considering measures to unlock value in core properties provided for commercial operations and other properties
- ✓ Advancing the sale of non-core real estate with resolutions planned for the sale of multiple properties during this fiscal year
- ✓ Sale of cross-shareholdings is proceeding as planned

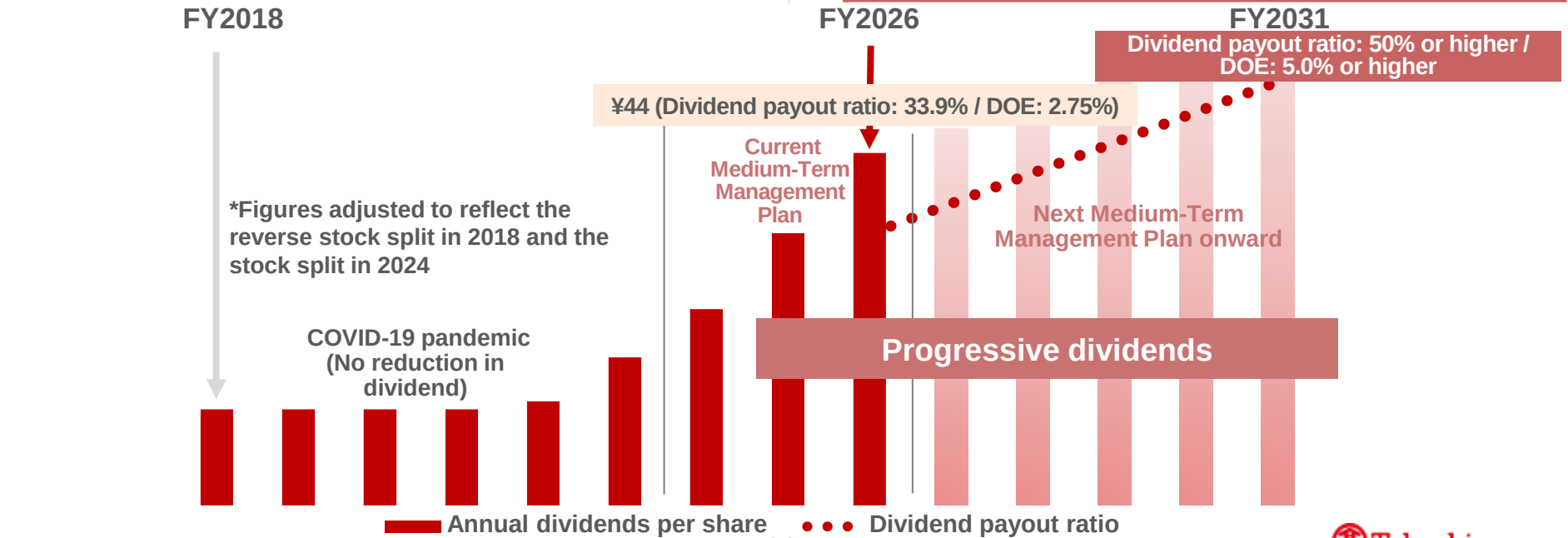
Real estate holdings at the end of FY2025 (Japan / book value): Approx. ¥600.0 bn



5. Shareholder Returns (Dividend Policy)

- ✓ Aim for profit allocation that prioritizes the balance between the needs of multiple stakeholders, such as growth investments, including human capital and ESG investments, and shareholder returns
- ✓ Achieve medium- to long-term enhancement in shareholder value through progressive dividends driven by the growth of net assets
- ✓ Under these policies, we have raised targets set in April and will increase dividends in this fiscal year, aiming for a dividend payout ratio of 50% or higher and a DOE of 5.0% or higher in FY2031

As of April		As of October (Updated)	
FY2026	Annual dividend: ¥40 (FY2025: ¥34) Dividend payout ratio: 30.8% / DOE: 2.49%	Annual dividend: ¥44 (¥2-increase in both the interim and year-end dividends) Dividend payout ratio: 33.9% / DOE: 2.75%	
FY2031	Dividend payout ratio: 30% or higher / DOE: 2.5% or higher	Dividend payout ratio: 50% or higher / DOE: 5.0% or higher	



6. Financial KPIs

- ✓ In addition to increasing dividends, business profit and ROIC for FY2031 have been revised upward from the initial targets (April 2024)
- ✓ A new target has been set for an ROE of 10% or more in FY2031 with capital efficiency improvements and strengthening of earnings power to be promoted
- ✓ Enhance corporate value through a disciplined capital policy while maintaining financial health

Theme	KPI	FY2024	FY2025	FY2026	
		Results	Results	Forecast	April 2026 forecast
Profit growth	Operating profit (billions of yen)	57.5	53.5	59.0	57.5
	Business profit (billions of yen) (Operating profit + share of profit of entities accounted for using equity method + dividend income)	63.4	59.6	66.0	64.3
	Net profit (billions of yen)	39.5	(8.2) 42.0	38.0	38.0
	ROIC (%)	6.4	5.7	6.0	5.5
	[WACC %]	[4.8]	[4.8]	[5.0]	[4.9]
	ROE (%)	8.5	(1.8) 8.6	8.3	8.3
Financial health	Interest-bearing debt (billions of yen)	111.1	202.2	231.0	243.4
	Shareholders' equity ratio (%)	36.5	33.4	34.0	33.9
Shareholder returns	EPS (yen)	126	(27) 143	130	130
	Dividend payout ratio (%)	19.2	(122.9) 24.0	33.9	30.8
	DOE (%)	1.43	2.24	2.75	2.49

Next Medium-Term Management Plan onward FY2031

Business profit
¥80.0 to 85.0 bn
(Initial forecast: ¥75.0 to 80.0)

ROIC
7.5% or higher
(Initial forecast: 7.0%)

ROE
10% or higher
Announced this time

Level excluding the impact of the net loss associated with the CB purchase and cancellation →

Reference Materials

[FY2026 Interim Results] *Q1 and Q2

Overview by Segment

Total Operating Revenue by Segment

**Net Sales in the Department Stores in
Japan Segment (By Customer / By Product)**

**SG&A Expenses in the Department Stores
in Japan Segment**

[FY2026 Full-year Forecasts] *H1 and H2

Overview by Segment

Total Operating Revenue by Segment

**SG&A Expenses in the Department Stores
in Japan Segment**

[Overview of the Sale of Assets Held]

(Reference) [FY2026 Interim Results] Overview by Segment

*Top row : Operating revenue, Bottom row : Operating profit

(billion JPY)	H1	YoY Change	Change from Apr.14 forecast	Q1	YoY Change	Q2	YoY Change
Department Stores in Japan	158.2	+1.6%	(1.5%)	75.6	+2.9%	82.6	+0.4%
	12.5	+ 2.9	+ 0.2	7.5	+ 2.3	5.0	+ 0.6
Overseas Department Stores	19.1	+15.4%	+5.9%	9.7	+13.2%	9.4	+17.7%
	4.6	+ 0.8	+ 0.2	2.6	+ 0.4	2.0	+ 0.4
Commercial Property Development in Japan	26.5	+2.8%	+0.4%	13.1	+3.1%	13.3	+2.5%
	3.5	+ 0.0	+ 0.1	2.2	+ 0.1	1.3	(0.1)
Overseas Commercial Property Development	9.0	+14.5%	+2.2%	4.5	+15.5%	4.4	+13.4%
	3.2	+ 0.5	+ 0.2	1.7	+ 0.3	1.5	+ 0.2
Finance	13.1	+7.3%	(1.8%)	6.5	+7.3%	6.6	+7.3%
	3.1	+ 0.5	+ 0.2	1.6	+ 0.2	1.5	+ 0.2
Construction & Design	17.5	(2.4%)	(5.9%)	9.7	+12.5%	7.8	(16.3%)
	1.1	(0.5)	+ 0.0	0.6	(0.0)	0.5	(0.4)
Others	27.3	+1.4%	(2.1%)	13.6	+1.3%	13.7	+1.6%
	0.6	(0.2)	(0.3)	0.3	+ 0.0	0.3	(0.2)
Consolidated Total	244.1	+3.7%	+0.5%	119.7	+6.4%	124.4	+1.3%
	27.5	+ 3.9	+ 1.1	16.0	+ 3.3	11.6	+ 0.5
Business profit	30.5	+5.3	+1.9	17.3	+4.1	13.2	+1.2

(Reference) [FY2026 Interim Results] Total Operating Revenue by Segment

(billion JPY)	H1	YoY Change	Change from Apr.14 forecast	Q1	YoY Change	Q2	YoY Change
Department Stores in Japan	425.4	+5.9%	+2.6%	214.2	+7.5%	211.3	+4.3%
Overseas Department Stores	19.1	+15.4%	+5.9%	9.7	+13.2%	9.4	+17.7%
Commercial Property Development in Japan	26.5	+2.8%	+0.6%	13.1	+3.1%	13.3	+2.5%
Overseas Commercial Property Development	9.0	+14.5%	+0.7%	4.5	+15.5%	4.4	+13.4%
Finance	13.2	+7.7%	(0.4%)	6.7	+6.9%	6.6	+8.5%
Construction & Design	17.5	(2.4%)	(6.1%)	9.7	+12.5%	7.8	(16.3%)
Others	28.7	+1.6%	(3.3%)	14.3	+1.6%	14.4	+1.6%
Consolidated Total	517.5	+6.2%	+2.9%	261.4	+8.4%	256.1	+4.1%

(Reference) [FY2026 Interim Results] In-store Net Sales in the Department Stores in Japan Segment (By Customer)

- ✓ Total net sales were up 9% YoY, and there was significant growth in both domestic and inbound customers
- ✓ Net sales from domestic customers were up 7% YoY, while net sales from both VIP and non-VIP customers continued to perform strongly and in line with forecasts
- ✓ Net sales from inbound customers were significantly higher (up 18% YoY) than the forecasts that took into account risks (down 3% YoY)

	FY2025							FY2026		
YoY (Existing stores)	Q1	Q2	H1	Q3	Q4	H2	Full-year	Q1	Q2	H1
Total net sales	(6%)	(1%)	(3%)	+5%	+4%	+4%	+1%	+10%	+7%	+9%
Domestic customers	(1%)	+4%	+2%	+4%	+7%	+6%	+4%	+9%	+5%	+7%
(non-VIP customers)	(0%)	+4%	+2%	+3%	+6%	+5%	+3%	+9%	+5%	+7%
(VIP customers)	(2%)	+3%	+1%	+7%	+10%	+8%	+5%	+11%	+6%	+8%
Inbound customers	(30%)	(28%)	(29%)	+5%	(14%)	(5%)	(18%)	+15%	+22%	+18%

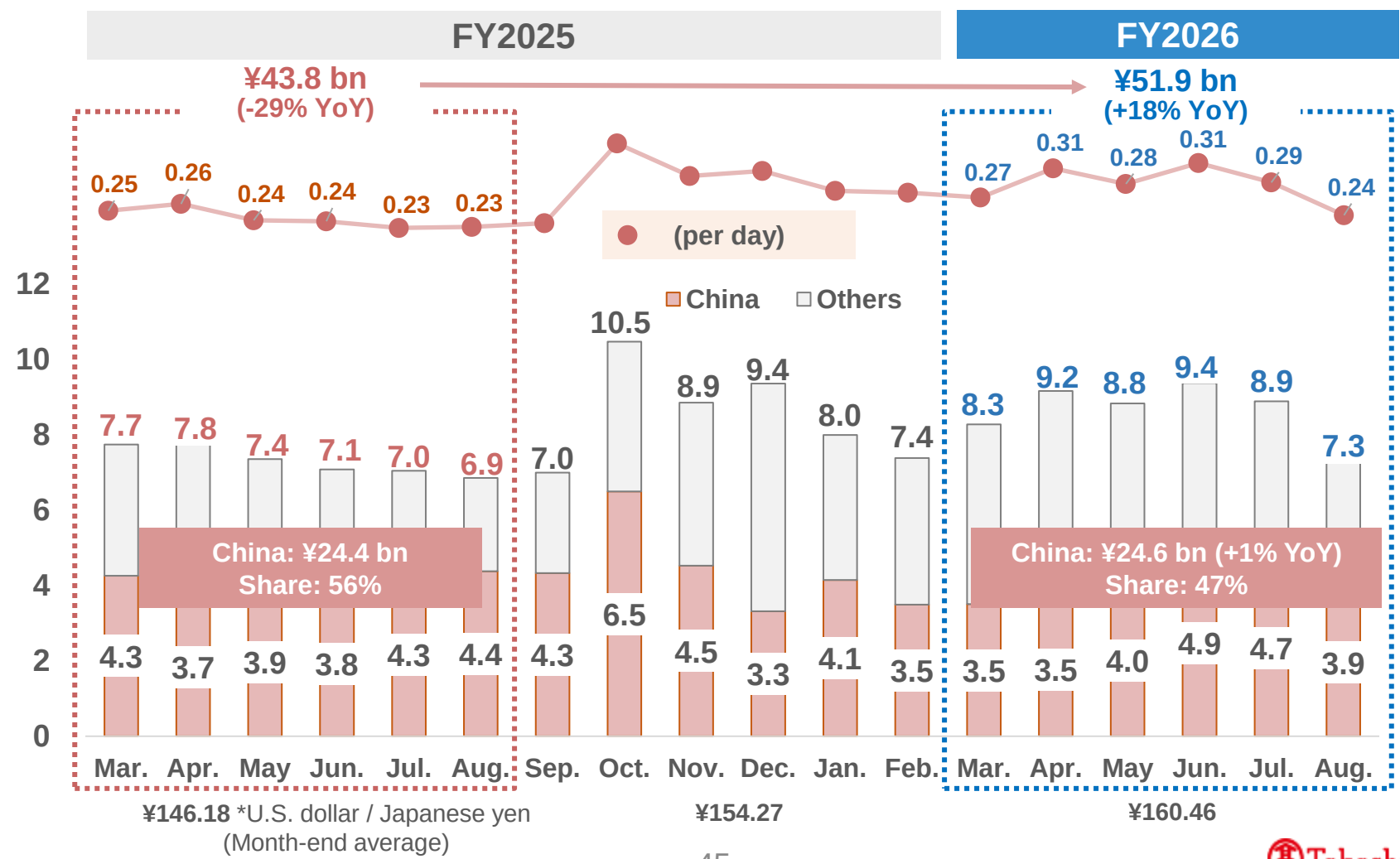
(Reference) [FY2026 Interim Results] In-store Net Sales in the Department Stores in Japan Segment (By Product)

- ✓ Net sales of clothing and accessories, high-ticket items, and foods, which account for a large proportion of sales, all grew from the previous year
- ✓ In particular, net sales of clothing and accessories continued to be positive, supported by product strengthening measures (retail full-priced items) with key business partners
- ✓ Net sales of high-ticket items were up 19% and net sales of foods continued the positive trend from the previous year

	FY2025							FY2026		
YoY (Existing stores)	Q1	Q2	H1	Q3	Q4	H2	Full-year	Q1	Q2	H1
Total net sales	(6%)	(1%)	(3%)	+5%	+4%	+4%	+1%	+10%	+7%	+9%
Clothing and accessories (Women's clothing and cosmetics, etc.)	(1%)	(1%)	(1%)	+1%	(2%)	(1%)	(1%)	+3%	+2%	+2%
(of which, retail full-priced items)	(1%)	(1%)	(1%)	+2%	(2%)	+0%	(0%)	+3%	+3%	+3%
high-ticket items (Special selection and jewelry)	(11%)	(7%)	(9%)	+12%	+12%	+12%	+2%	+20%	+17%	+19%
Foods	+4%	+1%	+2%	+2%	+2%	+2%	+2%	+3%	+2%	+3%

(Reference) [FY2026 Interim Results] Inbound Customers in the Department Stores in Japan Segment (By Country)

- ✓ Net sales were ¥51.9 bn (YoY increase: ¥8.0 bn [+18%]), exceeding the forecast (¥42.5 bn)
- ✓ Net sales grew each month, supported by the external environment (weak yen) as well as various measures (customer referrals from overseas stores, etc.)
- ✓ Net sales in China remained at the level of the previous year, while growth in other countries led to the share of net sales accounted for by China dropping to 47% (56% in the previous year)



(Reference) [FY2026 Interim Results] Inbound Customers in the Department Stores in Japan Segment (By Product / By Net Sales Per Customer)

- ✓ Net sales from high-ticket items were up 26% YoY, growing significantly thanks in part to the pullback from the slowdown due to the impact of the strong yen in the previous year
- ✓ The number of transactions (number of customers) fell 2% YoY, while net sales per customer were up 20% with net sales per customer increasing as a result of growth in high-ticket items
- ✓ The overall gross margin ratio was dragged down by the expansion in the share of net sales accounted for by high-ticket items with a low gross margin to 71% (66% in the previous year)

	FY2025					FY2026		
YoY (Existing stores)	Q1	Q2	H1	H2	Full-year	Q1	Q2	H1
Total net sales	(30%)	(28%)	(29%)	(5%)	(18%)	+15%	+22%	+18%
Clothing and accessories	+2%	(7%)	(2%)	(7%)	(5%)	(3%)	+4%	+1%
(of which, cosmetics)	+5%	+2%	+3%	(0%)	+2%	(1%)	+6%	+3%
High-ticket items	(41%)	(36%)	(39%)	(5%)	(24%)	+24%	+29%	+26%
Sporting goods	+33%	+6%	+20%	(9%)	+4%	(5%)	+16%	+4%
Children's information and hobbies	+19%	+2%	+10%	+2%	+6%	+1%	+5%	+2%
Number of transactions (number of customers)	+1%	(8%)	(3%)	(7%)	(5%)	(4%)	+1%	(2%)
Net sales per customer	(31%)	(22%)	(27%)	+1%	(14%)	+19%	+21%	+20%

Share of H1 net sales by product (previous year ⇒ this year)

High-ticket items: 66%⇒71% / Cosmetics: 14%⇒12% / Others: 20%⇒17%

(Reference) [FY2026 Interim Results] SG&A Expenses in the Department Stores in Japan Segment

(billion JPY)	Breakdown of YoY change							Change from Apr.14 forecast
	H1	YoY change	Human capital investments	Measures for making department stores more profitable	Procurement costs	Variable costs	Cost optimization program	
Personnel related expenses	26.1	(0.1)	+0.6	+0.5			(1.2)	(0.8)
Advertising expenses	5.3	(0.4)					(0.4)	(0.5)
G&A expenses	37.8	+1.1		+0.4	+1.1	+0.4	(0.7)	+1.9
Rent and tax expenses	14.1	+0.1			+0.1		0.0	(0.1)
Total	83.2	+0.8	+0.6	+0.8	+1.2	+0.4	(2.2)	+0.6
SG&A to total operating revenue ratio	19.6%	(0.9)						(0.4)

(billion JPY)	Breakdown of YoY change						Breakdown of YoY change							
	Q1	YoY change	Human capital investments	Measures for making department stores more profitable	Procurement costs	Variable costs	Cost optimization program	Q2	YoY change	Human capital investments	Measures for making department stores more profitable	Procurement costs	Variable costs	Cost optimization program
Personnel related expenses	12.6	(0.1)	+0.2	+0.2			(0.4)	13.4	+0.0	+0.5	+0.3			(0.7)
Advertising expenses	3.1	(0.2)					(0.2)	2.2	(0.1)					(0.1)
G&A expenses	17.5	+0.5		+0.1	+0.4	+0.2	(0.2)	20.2	+0.6		+0.3	+0.6	+0.2	(0.5)
Rent and tax expenses	6.5	(0.1)			+0.1		(0.2)	7.6	+0.2			+0.1		0.2
Total	39.8	+0.1	+0.2	+0.3	+0.5	+0.2	(1.1)	43.5	+0.7	+0.5	+0.5	+0.7	+0.2	(1.2)
SG&A to total operating revenue ratio	18.6%	(1.3)						20.6%	(0.5)					

(Reference) [FY2026 Full-year Forecasts] Overview by Segment

*Top row : Operating revenue, Bottom row : Operating profit

(billion JPY)	Full-year forecast	YoY Change	Change from Apr.14 forecast	H1	YoY Change	Change from forecast	H2 forecast	YoY Change	Change from Apr.14 forecast
Department Stores in Japan	326.7	+1.5%	(0.6%)	158.2	+1.6%	(1.5%)	168.5	+1.4%	+0.4%
	27.7	+ 2.8	+ 0.0	12.5	+ 2.9	+ 0.2	15.2	(0.0)	(0.2)
Overseas Department Stores	40.6	+15.4%	+6.9%	19.1	+15.4%	+5.9%	21.5	+15.3%	+7.8%
	10.4	+ 1.9	+ 0.8	4.6	+ 0.8	+ 0.2	5.8	+ 1.1	+ 0.6
Commercial Property Development in Japan	53.4	+2.7%	+0.7%	26.5	+2.8%	+0.4%	27.0	+2.6%	+1.0%
	6.4	(0.1)	+ 0.0	3.5	+ 0.0	+ 0.1	3.0	(0.2)	(0.1)
Overseas Commercial Property Development	18.5	+12.7%	+2.7%	9.0	+14.5%	+2.2%	9.5	+11.1%	+3.2%
	6.6	+ 0.8	+ 0.3	3.2	+ 0.5	+ 0.2	3.4	+ 0.3	+ 0.1
Finance	27.0	+7.2%	+0.2%	13.1	+7.3%	(1.8%)	13.9	+7.1%	+2.1%
	6.3	+ 0.7	+ 0.4	3.1	+ 0.5	+ 0.2	3.2	+ 0.3	+ 0.2
Construction & Design	32.6	(13.6%)	(14.4%)	17.5	(2.4%)	(5.9%)	15.1	(23.7%)	(22.5%)
	1.9	(0.6)	(0.6)	1.1	(0.5)	+ 0.0	0.8	(0.1)	(0.6)
Others	60.6	+2.5%	(0.8%)	27.3	+1.4%	(2.1%)	33.3	+3.3%	+0.4%
	1.9	(0.1)	(0.3)	0.6	(0.2)	(0.3)	1.3	+ 0.0	(0.0)
Consolidated Total	509.1	+3.4%	+1.2%	244.1	+3.7%	+0.5%	265.0	+3.1%	+1.9%
	59.0	+ 5.5	+ 1.5	27.5	+ 3.9	+ 1.1	31.5	+ 1.6	+ 0.4
Business profit	66.0	+6.4	+1.7	30.5	+5.3	+1.9	35.5	+1.1	(0.2)

(Reference) [FY2026 Full-year Forecasts] Total Operating Revenue by Segment

(billion JPY)	Full-year forecast	YoY Change	Change from Apr.14 forecast	H1	YoY Change	Change from Apr.14 forecast	H2 forecast	YoY Change	Change from Apr.14 forecast
Department Stores in Japan	885.4	+4.1%	+2.1%	425.4	+5.9%	+2.6%	460.0	+2.6%	+1.5%
Overseas Department Stores	40.6	+15.3%	+6.8%	19.1	+15.4%	+5.9%	21.5	+15.3%	+7.7%
Commercial Property Development in Japan	53.4	+2.6%	+0.6%	26.5	+2.8%	+0.6%	26.9	+2.4%	+0.5%
Overseas Commercial Property Development	19.1	+16.4%	+4.4%	9.0	+14.5%	+0.7%	10.1	+18.2%	+7.8%
Finance	27.2	+7.8%	+1.1%	13.2	+7.7%	(0.4%)	14.0	+7.9%	+2.6%
Construction & Design	32.6	(13.7%)	(14.4%)	17.5	(2.4%)	(6.1%)	15.1	(23.8%)	(22.4%)
Others	64.1	+3.6%	+0.3%	28.7	+1.6%	(3.3%)	35.4	+5.2%	+3.5%
Consolidated Total	1,080.0	+4.6%	+2.4%	517.5	+6.2%	+2.9%	562.5	+3.2%	+1.9%

(Reference) [FY2026 Full-year Forecasts] SG&A Expenses in the Department Stores in Japan Segment

(billion JPY)	Breakdown of YoY change							Change from Apr.14 forecast
	Full-year forecast	YoY change	Human capital investments	Measures for making department stores more profitable	Procurement costs	Variable costs	Cost optimization program	
Personnel related expenses	54.5	+0.5	+1.5	+1.1			(2.1)	(1.4)
Advertising expenses	11.6	(0.2)		+0.2			(0.4)	(0.8)
G&A expenses	76.8	+1.6		+0.7	+1.8	+1.1	(1.9)	+3.1
Rent and tax expenses	27.4	+0.3			+0.3		0.0	(0.2)
Total	170.2	+2.2	+1.5	+2.0	+2.1	+1.1	(4.3)	+0.7

SG&A to total operating revenue ratio

19.2%	(0.5)	(0.3)
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(billion JPY)	Breakdown of YoY change							Change from Apr.14 forecast	Breakdown of YoY change							Change from Apr.14 forecast
	H1	YoY change	Human capital investments	Measures for making department stores more profitable	Procurement costs	Variable costs	Cost optimization program		H2 forecast	YoY change	Human capital investments	Measures for making department stores more profitable	Procurement costs	Variable costs	Cost optimization program	
Personnel related expenses	26.1	(0.1)	+0.6	+0.5			(1.2)	(0.8)	28.4	+0.5	+0.8	+0.7			(1.0)	(0.6)
Advertising expenses	5.3	(0.4)					(0.4)	(0.5)	6.2	+0.2		+0.2			0.0	(0.3)
G&A expenses	37.8	+1.1		+0.4	+1.1	+0.4	(0.7)	+1.9	39.0	+0.5		+0.3	+0.7	+0.7	(1.2)	+1.2
Rent and tax expenses	14.1	+0.1			+0.1		0.0	(0.1)	13.3	+0.2			+0.1		0.0	(0.1)
Total	83.2	+0.8	+0.6	+0.8	+1.2	+0.4	(2.2)	+0.6	87.0	+1.4	+0.8	+1.2	+0.8	+0.7	(2.1)	+0.2

SG&A to total operating revenue ratio

19.6%	(0.9)	(0.4)	18.9%	(0.2)	(0.3)
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(Reference) Overview of the Sale of Assets Held

FY2026

■ Sale of Securities

Stock	Number of Shares Sold	Sale Value (¥ m)	Book Value (¥ m)	Gain on Sale (¥ m)	Timing of Sale
Japan Airport Terminal Co., Ltd.	290,000	1,550	10	1,540	Q3

■ Sale of Real Estate

Property	Current Status	Sale Value (¥ m)	Book Value (¥ m)	Gain on Sale (¥ m)	Timing of Sale
Ebina parking lot (Kanagawa)	Non-store	670	310	360	Q1
Shiomibashi land (Osaka)	Non-store	3,800	1,490	2,170	Q3
Hirano land (Osaka)	Non-store	160	100	50	Q3
Omiya-Higashi land and building (Saitama)	Non-store	390	210	190	Q3

The forward-looking statements contained in this document are based on information currently available to the Company and on certain assumptions that the Company believes to be reasonable. These statements do not guarantee that the same results will be achieved.

Actual performance may differ significantly due to various factors.