- 02 Financial Highlights
- 04 Segment Overview
  - Department Store Business/Parco Business/
    Wholesale Business/Credit Business/Other Businesses
- 06 Top Message
- 08 Top Interview
- 14 Medium-term Business Plan
- 16 Realization of New Department Store Model
- 18 Specialty Zone
- 20 Redevelopment of Ginza
- 22 Rebuilding of the South Wing of Ueno Store
- 24 Shop Development around Department Stores
- 26 Customer Strategy
- 28 Original Merchandising and Original Products
- 30 Parco Business
- 32 Wholesale Business
- 34 Projects in Overseas Markets
- 36 Human Resource Development
- 38 Museum
- 40 Corporate Social Responsibility
- 48 History
  - History of Daimaru
     History of Matsuzakaya
  - History of J. Front Retailing
- 51 Corporate Data
  - J. Front Retailing Co., Ltd.
  - Daimaru Matsuzakaya Department Stores Co. Ltd.
- 53 Financial Information
- 64 Group Companies
- 66 Locations of Daimaru and Matsuzakaya Department Stores
- 68 Locations of Parco Stores
- 70 Share Information

Cautionary statement regarding forward-looking statements:

Forward-looking statements in this report 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.

## Contents