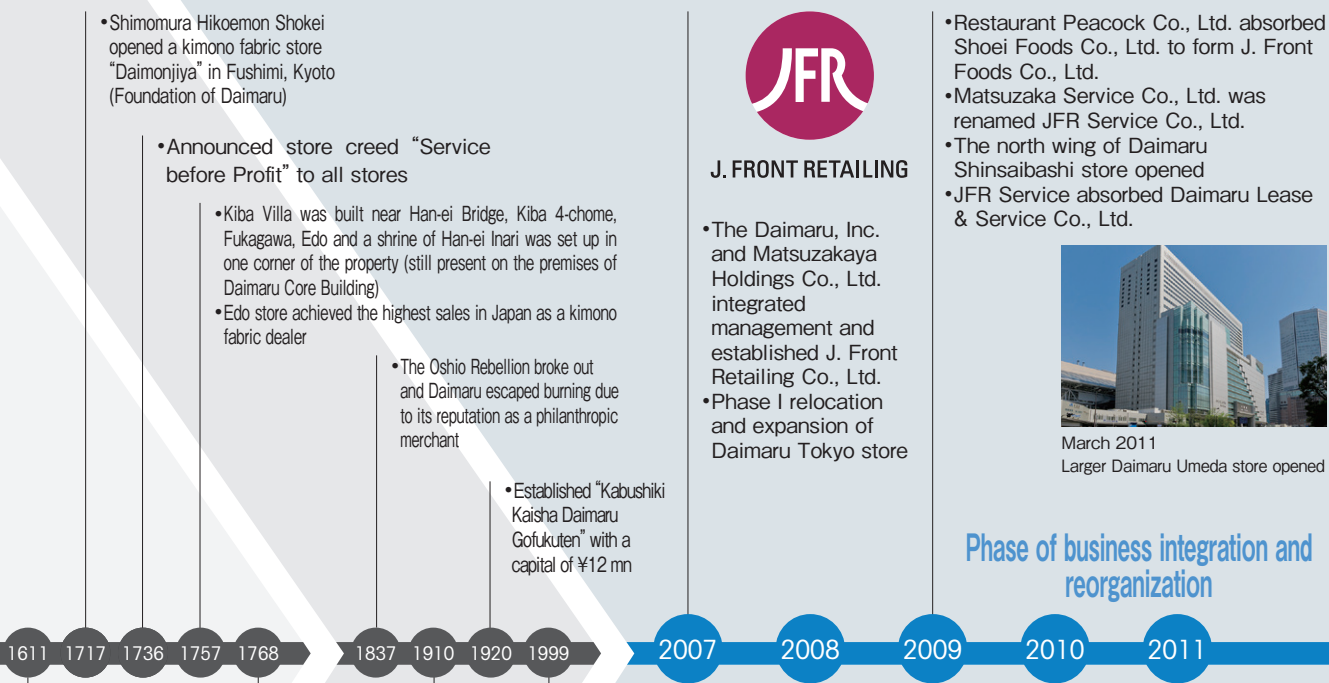


Blend of Tradition and Innovation – And Creation



Phase of founding

- Ito Genzaemon Sukemichi, a son of Ito Ranmaru Sukehiro who served Oda Nobunaga, opened a kimono fabric and fancy goods wholesale store in Honmachi, Nagoya (Foundation of Matsuzakaya)

Phase of development/maturity

- Acquired Matsuzakaya in Ueno and renamed it "Ito Matsuzakaya" to enter into Edo



September 2007
Established J. Front Retailing

- Established "Kabushiki Kaisha Daimaru Gofukuten" with a capital of ¥12 mn

- Established "Kabushiki Kaisha Ito Gofukuten" with a capital of ¥0.5 mn and opened a department store in Sakaemachi, Nagoya

- Fully launched management reform [store-based sales reform / *gaisho* (out-of-store sales) reform] (In 2000, HR reform and back-office reform were launched)



J. FRONT RETAILING

- The Daimaru, Inc. and Matsuzakaya Holdings Co., Ltd. integrated management and established J. Front Retailing Co., Ltd.
- Phase I relocation and expansion of Daimaru Tokyo store

- Restaurant Peacock Co., Ltd. absorbed Shoei Foods Co., Ltd. to form J. Front Foods Co., Ltd.
- Matsuzaka Service Co., Ltd. was renamed JFR Service Co., Ltd.
- The north wing of Daimaru Shinsaibashi store opened
- JFR Service absorbed Daimaru Lease & Service Co., Ltd.



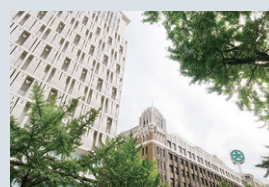
March 2011
Larger Daimaru Umeda store opened

Phase of business integration and reorganization

- Daimaru Credit Service, Inc. was renamed JFR Card Co., Ltd.
- Daimaru Design & Engineering Co., Ltd., Daimaru Mokko Co., Ltd., Matsuzakaya Seiko Co., Ltd. and Refix Japan, Inc. merged into J. Front Design & Construction Co., Ltd.
- Dimples' Co., Ltd. absorbed Daimaru Sales Associates Co., Ltd.
- Integrated the information systems of The Daimaru, Inc. and Matsuzakaya Co., Ltd.



- The Daimaru, Inc. and Matsuzakaya Co., Ltd. merged into Daimaru Matsuzakaya Department Stores Co. Ltd. ("Daimaru Matsuzakaya")
- J. Front Design & Construction Co., Ltd. absorbed DHJ Co., Ltd.
- The Daimaru Tomonokai, Inc. absorbed Matsuzakaya Tomonokai Co., Ltd. to form Daimaru Matsuzakaya Tomonokai Co., Ltd.



November 2009
North wing of Daimaru Shinsaibashi store opened

- Sold all shares of Peacock Stores Ltd., which operated a supermarket business, to Aeon Co., Ltd.
- Acquired a 70.52% stake in Forest Co., Ltd. and converted it into a consolidated subsidiary

- Fukuoka Parco increased floor space of main building
- Acquired a 22.6% stake in Senshukai Co., Ltd. and converted it into an equity method associate
- Shanghai New World Daimaru Department Store opened
- Decided to rebuild the main building of Daimaru Shinsaibashi store
- Decided to rebuild Shibuya Parco
- Invested in Scrum Ventures



April 2017
Ginza Six opened



November 2017
Ueno Frontier Tower opened

- Voluntarily applied the International Financial Reporting Standards (IFRS)
- Transferred the business of JFR Online Co. Ltd.
- "Ginza Six" opened
- Transitioned to a "Company with Three Committees (Nomination, Audit and Remuneration Committees)"
- Transferred shares of Forest Co., Ltd.
- Kyoto Zero Gate opened
- Parco_ya opened
- Ueno Frontier Tower opened
- JFR Plaza Inc. was dissolved and liquidated

- Kinshicho Parco opened (Mar)
- San-A Urasoe West Coast Parco City opened (Jun)
- New main building of Daimaru Shinsaibashi store will open (Sep)
- New Shibuya Parco will open (Nov)

- Commercial complex "Nihon Seimei Sakaemachi Building" (tentative) will open (Nov)

- The new main building of Daimaru Shinsaibashi store will be connected with the north wing (spring)
- Parco will open in the north wing of Daimaru Shinsaibashi store

FY 2014 to 2016
Medium-term
Business Plan
started



Phase of building foundations

- Became affiliated with Rakuten R-Point Card service
- Nagoya Zero Gate opened
- The new building of Fukuoka Parco opened
- Invested in Cool Japan Fund

FY 2017 to 2021
new Medium-term
Business Plan
started

Phase of dramatic growth /
changing the Group structure

- Harajuku Zero Gate and Sannomiya Zero Gate opened
- Accepted purchase of own shares by Senshukai Co., Ltd.

- Sapporo Zero Gate opened
- Phase III renovation and grand opening of Matsuzakaya Nagoya store
- Sendai Parco 2 opened
- Hiroshima Zero Gate 2 opened

Create and
Bring to Life
"New Happiness."

PARCO

- Acquired a 33.2% stake in Parco Co., Ltd. ("Parco") and converted it into an equity method associate
- Reached a basic agreement with Shanghai Xin Nan Dong Project Management Co., Ltd. and Shanghai New World Co., Ltd. to provide technical support and cooperation in opening and operating a new department store in Huangpu District, Shanghai, China
- Jointly established JFR Plaza Inc. with StylingLife Holdings Inc.
- Increased a stake in Parco to 65% through TOB and converted it into a consolidated subsidiary
- Dimples' Co., Ltd. spun off Daimaru Matsuzakaya Sales Associates Co. Ltd.
- Phase II expansion of Daimaru Tokyo store



October 2012
Phase II expansion and opening of Daimaru Tokyo store



Rendering of new main building of Daimaru Shinsaibashi store



November 2019 Rendering of Shibuya Parco
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