



Financial Results for the First Quarter of the Fiscal Year Ending February 28, 2026 (FY2025)

June 30, 2025

Takashimaya Co., Ltd.

Agenda

- I. Financial Results for Q1 of FY Ending Feb 2026 (FY2025)**
- II. Full Year Forecasts for FY Ending Feb 2026 (FY2025)**

□ Introduction of profit indicator unique to Takashimaya called “business profit” (from FY2025)

1) Calculation formula

Business profit = Operating profit + Equity in earnings of affiliates + Dividend income

2) Purpose

- We are promoting ROIC management to realize a well-balanced business portfolio that can flexibly respond to changes in the operating environment (Japan/Overseas/Department stores/Non-department stores)
- We plan to increase NOPAT [EBIT], which is the numerator for ROIC calculation (*), in the future, including dividend income from the Vietnam business, positioned as a growth driver
- We will improve the effectiveness of ROIC management by introducing a proprietary profit indicator called “business profit” (KPI setting)

* ROIC (Return on invested capital) = $\text{NOPAT} \div \text{Invested capital}$

$\text{NOPAT} = \text{EBIT (Ordinary profit + Interest expense Interest income)} \times (1 - \text{Effective tax rate})$

I . Financial Results for Q1 of FY Ending Feb 2026 (FY2025)

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

1. Key Points of Q1 Results

- ✓ On a consolidated basis, Department Stores in Japan had a large negative impact, resulting in a decrease in revenue and a decrease in all profit categories
- ✓ Department Stores in Japan saw a drop in revenue due to the recoil in net sales from inbound travelers, which had increased significantly in the previous year, as well as sluggish domestic customer growth amid an uncertain consumer environment due to inflation and other factors. Despite strengthening cost-cutting measures to hold SG&A expenses in check, profits also fell, dropping to levels below expectations
- ✓ Other businesses generally performed as expected

Key Points of Department Stores in Japan Net Sales

- Domestic customers: up 1.4% YoY (+3% vs. Q1 assumption in April forecast / down 5.0 billion yen or -2% from assumption)
The slow start to fashion due to the weather and the recoil from last year's rush demand ahead of price hikes on a number of high-ticket items were greater than expected
- Inbound travelers: 22.9 billion yen (Q1 assumption in April forecast was 27.0 billion yen / down 4.0 billion yen or -15% from assumption) *32.0 billion yen in previous fiscal year
In addition to sluggish growth in the number of transactions (customers), the significant drop in net sales per customer led to lower results than expected.

2. Consolidated Results

- ✓ Operating profit declined due to lower total operating revenue and higher costs from inflation
- ✓ Business profit fell sharply due to losses from equity in earnings of affiliates
- ✓ Ordinary profit was down due to large impacts from foreign exchange losses caused by the strong yen, and net profit also declined

(billion JPY)	Q1	YoY Change
Total operating revenue	241.2	(5.7%)
Gross profit	70.8	(3.3)
SG&A expenses	58.1	+1.4
SG&A to total operating revenue ratio	24.1%	+1.9
Operating profit	12.6	(4.7)
Operating profit to total operating revenue ratio	5.2%	(1.5)
*Business profit	13.2	(5.3)
Ordinary profit	11.5	(6.3)
Profit attributable to owners of parent	7.0	(5.8)

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

3-1. Segment-specific Results (Overview)

- ✓ Of the 4.7 billion yen decrease in operating profit, 4.1 billion yen was from Department Stores in Japan
- ✓ Commercial Property Development in Japan profits declined due to the impact of the Tamagawa Takashimaya Shopping Center revamp, but trended according to expectations
- ✓ Equity in earnings of affiliates declined by 500 million yen, as there was no initial plan for dividend income from the Vietnam business

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

(billion JPY)	Q1	YoY Change	(billion JPY)	Q1	YoY Change
Department Stores in Japan	73.4	(7.9%)	Finance	6.1	+9.5%
	5.2	(4.1)		1.4	+ 0.2
Overseas Department Stores	8.6	+0.9%	Construction & Design	8.6	(9.2%)
	2.2	+ 0.1		0.6	+ 0.0
Commercial Property Development in Japan	12.7	(0.1%)	Others	13.4	+3.3%
	2.1	(0.5)		0.3	(0.0)
Overseas Commercial Property Development	3.9	(0.5%)	Consolidated	112.5	(6.4%)
	1.4	(0.2)	Total	12.6	(4.7)
			Business profit	13.2	(5.3)
			Share of profit of equity method affiliates	0.5	(0.5)
Additions to Operating profit			Dividend income from affiliates in Vietnam	0.0	—

3-2. [Department Stores in Japan] Results

- ✓ Total operating revenue fell sharply due to the recoil from inbound traveler spending seen last year, effectively down 4.6% YoY (see Note)
- ✓ Gross margin ratio improved, but the main reason was changes in the merchandise mix, i.e., lower sales of high-ticket items with low profit margins
- ✓ SG&A expenses increased because inflationary pressures outpaced continued cost reductions, resulting in a real operating profit decrease of 3.3 billion yen (see Note)

(billion JPY)			Actual (Note)	
	Q1	YoY Change	Q1	YoY Change
Total operating revenue	199.2	(6.3%)	202.7	(4.6%)
Gross margin ratio [% of in-store Total sales]	22.13%	+0.13		
Gross profit	44.9	(3.1)		
SG&A expenses	39.7	+1.0		
SG&A to total operating revenue ratio	19.9%	+1.7		
Operating profit	5.2	(4.1)	6.0	(3.3)
Operating profit ratio [% of Total operating revenue]	2.6%	(1.8)	2.9%	(1.4)

(Note) Due to changes in accounting treatment (delivery basis), net sales were revised downward approximately 3.5 billion yen (gross margin of approximately 800 million yen) (a decrease from the previous year) in Q1 (May). Note that an upward revision in the same amount will be made in Q2 (June), which will offset this downward revision, resulting in no net change for H1 and the full-year. Excluding the above impact, actual total operating revenue was down 4.6% YoY.

3-2. [Department Stores in Japan] In-store Net Sales (Customer-specific)

- ✓ In Q1, net sales from inbound travelers and VIP customers, which had grown in the previous year, were down, while net sales from Non-VIP customers sales continued to rise
- ✓ By month, the trend for inbound travelers changed in March, pushing down the overall figure amid a recoil from the previous year's increase
- ✓ VIP net sales were down following the recoil from rush demand to buy high-ticket items in the previous year ahead of price hikes, while non-VIP customers remained stable

		Q1 total	Monthly trend				
(Existing store comparison)	(1) 2024 vs. 2023	(2) 2025 vs. 2024	Jan.	Feb.	Mar.	Apr.	May
Total net sales	+19%	(4%)	+8%	+1%	(1%)	(5%)	(6%)
Domestic customers	+7%	+1%	+3%	(0%)	+1%	+1%	+2%
Non-VIP customers	+2%	+3%	+1%	+1%	+2%	+4%	+4%
VIP customers	+11%	(3%)	+9%	(4%)	(4%)	(4%)	(1%)
Inbound travelers	+202%	(30%)	+46%	+11%	(11%)	(33%)	(42%)

* Before adjustments to net sales due to accounting treatment (delivery basis)

3-2. [Department Stores in Japan] In-store Net Sales (by Merchandise)

- ✓ Net sales of high-ticket items were down due to the weak yen last year (inbound travelers) and the recoil from rush demand ahead of price hikes (VIP)
- ✓ Fashion got off to a slow start due to weather factors, but in May recovered to the same level as last year
- ✓ Food sales increased each month due to the robust performance of food fairs, contributing to an increase in customer traffic at stores (up 1% YoY)

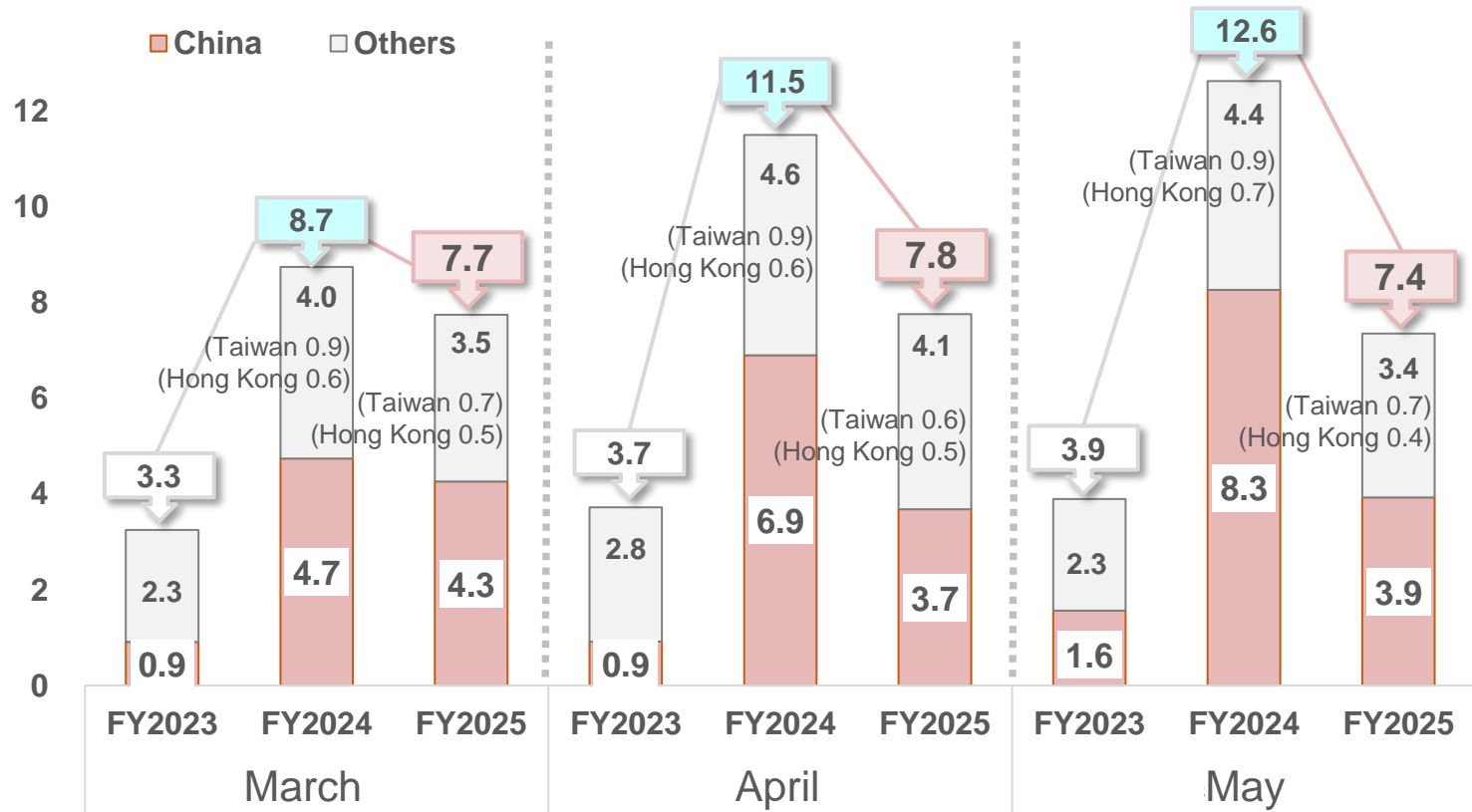
	Q1 total		Monthly trend				
(Existing store comparison)	(1) 2024 vs. 2023	(2) 2025 vs. 2024	Jan.	Feb.	Mar.	Apr.	May
Total net sales	+19%	(4%)	+8%	+1%	(1%)	(5%)	(6%)
Fashion (men’s clothing, women’s clothing and accessories)	+8%	(1%)	+3%	+3%	(1%)	(2%)	+0%
(of which, retailed priced items)	+11%	(1%)	+6%	+3%	(0%)	(2%)	(0%)
High-ticket items (Specialty/jewelry)	+46%	(11%)	+17%	+1%	(7%)	(12%)	(16%)
Foods	(2%)	+3%	+1%	+1%	+1%	+6%	+5%

3-2. [Department Stores in Japan] Net Sales from Inbound Travelers (By Nationality)

- ✓ Full-year results were 22.9 billion yen (YoY change: -10.0 billion yen [-30%], 2023 YoY change: +12.0 billion yen [+110%])
- ✓ Net sales have been trending at over 7.0 billion yen each month, with April and May seeing a large decline compared to the previous year's results
- ✓ Travelers from China accounted for 11.9 billion yen (down 8.0 billion yen from the previous year), with a share of 52%, down from the previous year (61%)

Q1 ¥22.9bn (2024 ¥32.9bn, 2023 ¥10.9bn)

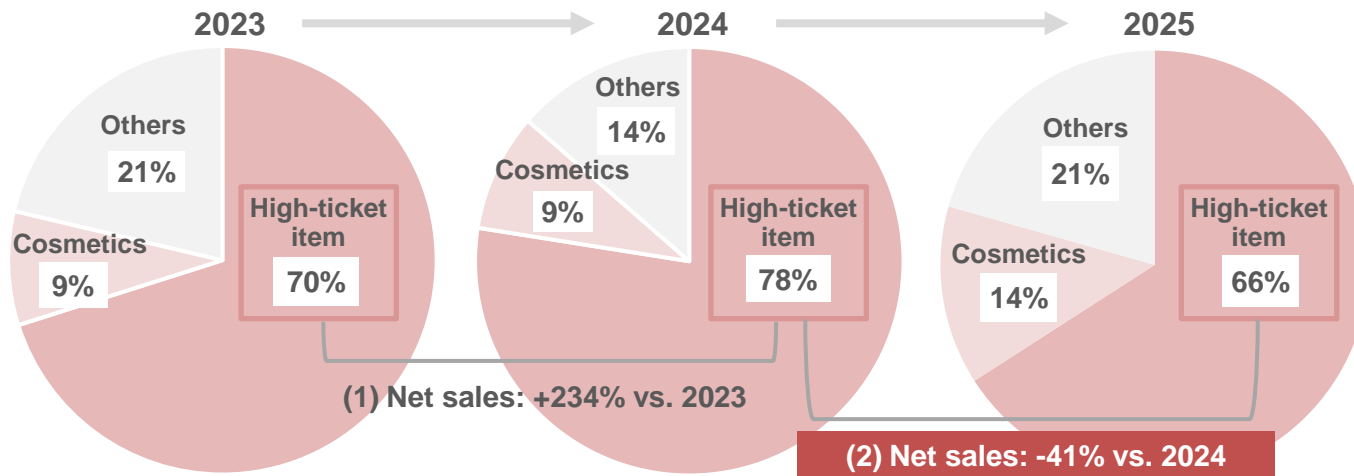
*China ¥11.9bn (Share 52%), 2024 ¥19.9bn (Share 61%), 2023 ¥3.4bn (Share 31%)



3-2. [Department Stores in Japan] Net Sales from Inbound Travelers (By Merchandise/No. of Transactions/Per Customer)

- ✓ In terms of product specific sales, high-ticket items saw a large decrease from the previous year, while cosmetics increased
- ✓ Net sales of high-ticket items fell by 40%, recoiling from the weak yen of the previous year, pushing down overall sales per customer
- ✓ The number of foreign visitors to Japan reached new record highs each month, but the number of transactions only increased slightly due to changes in consumer behavior

■ Share of product specific sales



■ Number of transactions/Net sales per customer

	(1) 2024 vs. 2023	(2) 2025 vs. 2024
Number of transactions	+130%	+1%
Net sales per customer	+32%	(31%)

■ Exchange rates

(US dollar/Japanese yen *Month end average)

	(1) 2024 vs. 2023	(2) 2025 vs. 2024
US dollar/Japanese yen	+14%	(6%)

* + Weak yen/ - Strong yen

* 2025: 145.32 yen / 2024: 155.02 yen / 2023: 135.81 yen

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

- ✓ Expenses for promoting human capital management, such as base pay increases, etc., are being allocated continuously
- ✓ Expenses for strengthening sales, such as event development, etc., will be appropriately allocated after determining effectiveness
- ✓ Implemented cost reductions to cover higher expenses due to rising prices of utilities, etc.

(billion JPY)	Breakdown of YoY change						
	Q1	YoY change	Human capital investments	Measures for making department stores more profitable	Inflation	Variable costs	Cost optimization program
Personnel related expenses	12.7	+0.1	+0.4	+0.2	Incl. impact of changes to the reward point program +0.2		(0.6)
Advertising expenses	3.3	+0.3		+0.4		△0.1	(0.1)
G&A expenses	17.0	+0.4		+0.2	+1.0	△0.2	(0.7)
Rent and tax expenses	6.6	+0.3			+0.3		0.0
Total	39.7	+1.0	+0.4	+0.9	+1.3	△0.3	(1.3)
SG&A to total operating revenue ratio	19.9%	+1.7	2.3 increase				

3-3. [Overseas Department Stores] Results

- ✓ **Singapore:** Revenue was boosted by sales space revamps, but remained at the same level as last year due to stagnant consumption amid inflation
- ✓ **Vietnam:** Revenue and profit increased thanks to the improved product lineup and efforts to minimize cost increases
- ✓ **Shanghai and Siam:** Revenue and profit both declined due to the economic downturn and the impact of revamp work

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

(billion JPY)	Q1 (Jan.-Mar)	YoY Change	Foreign Currency Effects	YoY Change in Local Currency
Takashimaya Singapore Ltd.	6.4	+0.6%	—	(0.1%)
	2.0	+ 0.1	+ 0.0	—
Shanghai Takashimaya Co., Ltd.	0.6	(8.2%)	—	(8.2%)
	(0.0)	(0.0)	(0.0)	—
Takashimaya Vietnam Ltd.	1.0	+17.9%	—	+19.9%
	0.3	+ 0.1	(0.0)	—
Siam Takashimaya (Thailand) Co., Ltd.	0.5	(12.2%)	—	(17.9%)
	(0.1)	(0.0)	(0.0)	—
Total of Overseas Department Stores	8.6	+0.9%	—	
	2.2	+ 0.1	+ 0.0	

	JPY	
	Current FY	Previous FY
1SGD	112.18	111.41
1CNY	20.75	20.74
1VND	0.0061	0.0062
1THB	4.46	4.17

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

- ✓ Commercial Property Development in Japan posted lower revenue and profit due to the impact of revamp work, outsourcing costs, and higher utility costs
- ✓ Commercial Property Development Overseas saw a decline in revenue and profit because of revamps in Singapore, while steady growth was recorded in Vietnam

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

(billion JPY)	Q1	YoY Change
Total of Commercial Property Development in Japan [Toshin Development Co., Ltd.]	12.7	(0.1%)
	2.1	(0.5)
Toshin Development Singapore Pte. Ltd. (TDS)	2.9	(3.1%)
	1.0	(0.2)
Subsidiaries in Vietnam	1.1	+16.9%
	0.5	+ 0.0
Total of Overseas Commercial Property Development	3.9	(0.5%)
	1.4	(0.2)
Total of Commercial Property Development	16.7	(0.2%)
	3.4	(0.7)
Operating profit + Dividend income from affiliates in Vietnam	3.4	(0.7)

*No initial plan for dividend income from
the Vietnam business

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

- ✓ Finance posted higher revenue and profit amid higher card transaction volume and growing annual fee income
- ✓ Construction & Design posted steady orders but lower revenue due to process changes
However, profits increased due to enhanced cost management and improved profit margins
- ✓ Others performed as expected

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

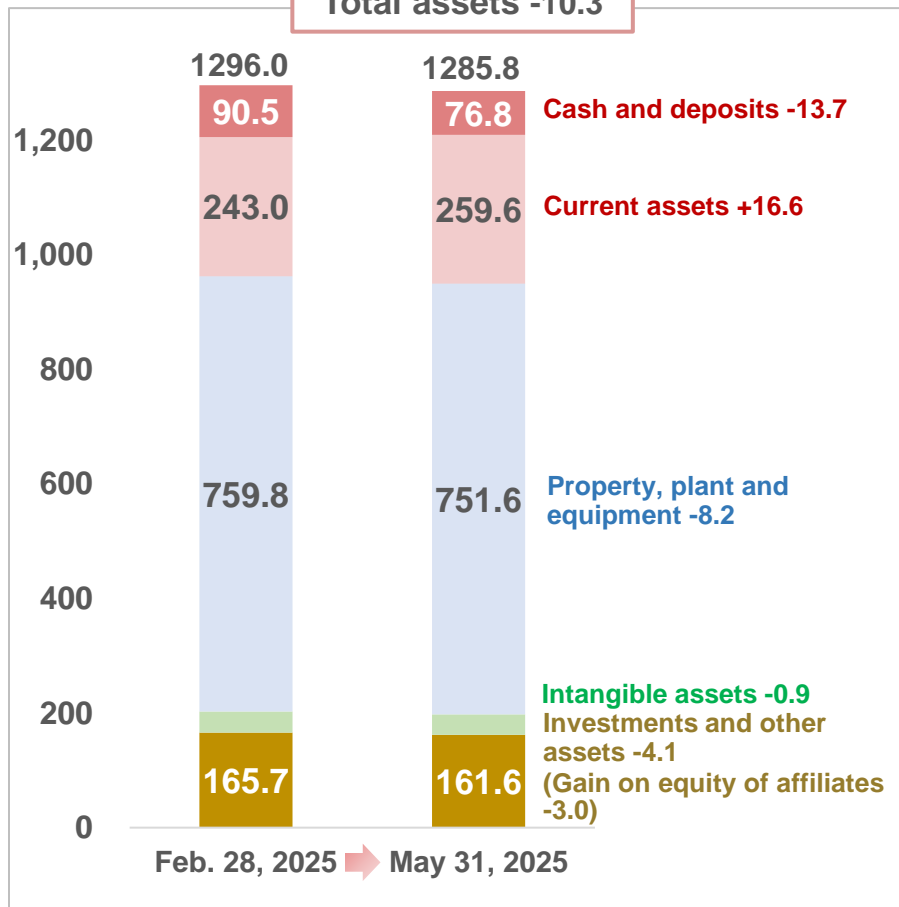
(billion JPY)		Q1	YoY Change
Takashimaya Financial Partners Co., Ltd. (TFP)	Finance	5.8	+5.4%
		1.4	+ 0.2
Takashimaya Space Create Co., Ltd. (TSC)	Construction & Design	8.6	(9.2%)
		0.6	+ 0.0
R.T. Corporation Co., Ltd.	Others	3.8	+6.9%
		0.1	(0.0)
CENTURY & Co., Ltd.	Others	2.2	+9.4%
		0.2	+ 0.0
All Takashimaya Agency Co., Ltd.	Others	1.9	+15.9%
		0.2	+ 0.0
Good Live Co., Ltd.	Others	0.9	(19.2%)
		0.0	(0.1)

4. Consolidated Balance Sheet

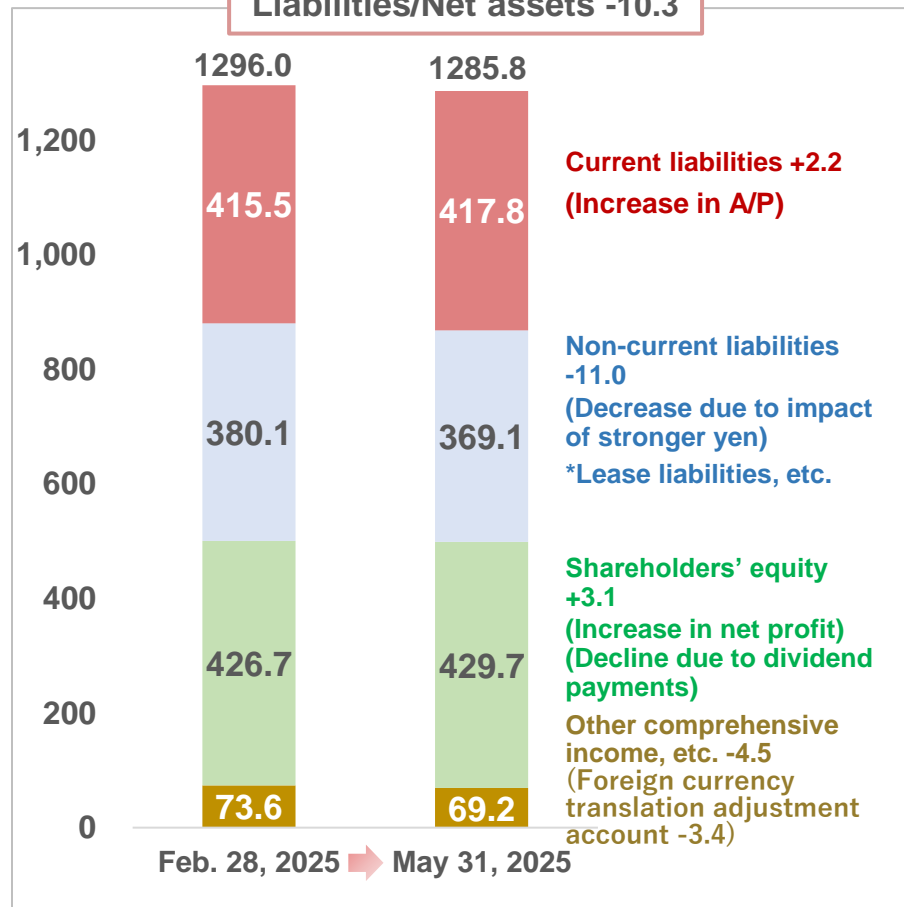
- ✓ Due in part to exchange rates (strong yen), total assets were down 10.3 billion yen from the end of the previous fiscal year
- ✓ Although Shareholders' equity increased on accumulated profits, growth was restrained by an increase in dividends (at the end of the previous fiscal year)

(Billions of yen)

Total assets -10.3



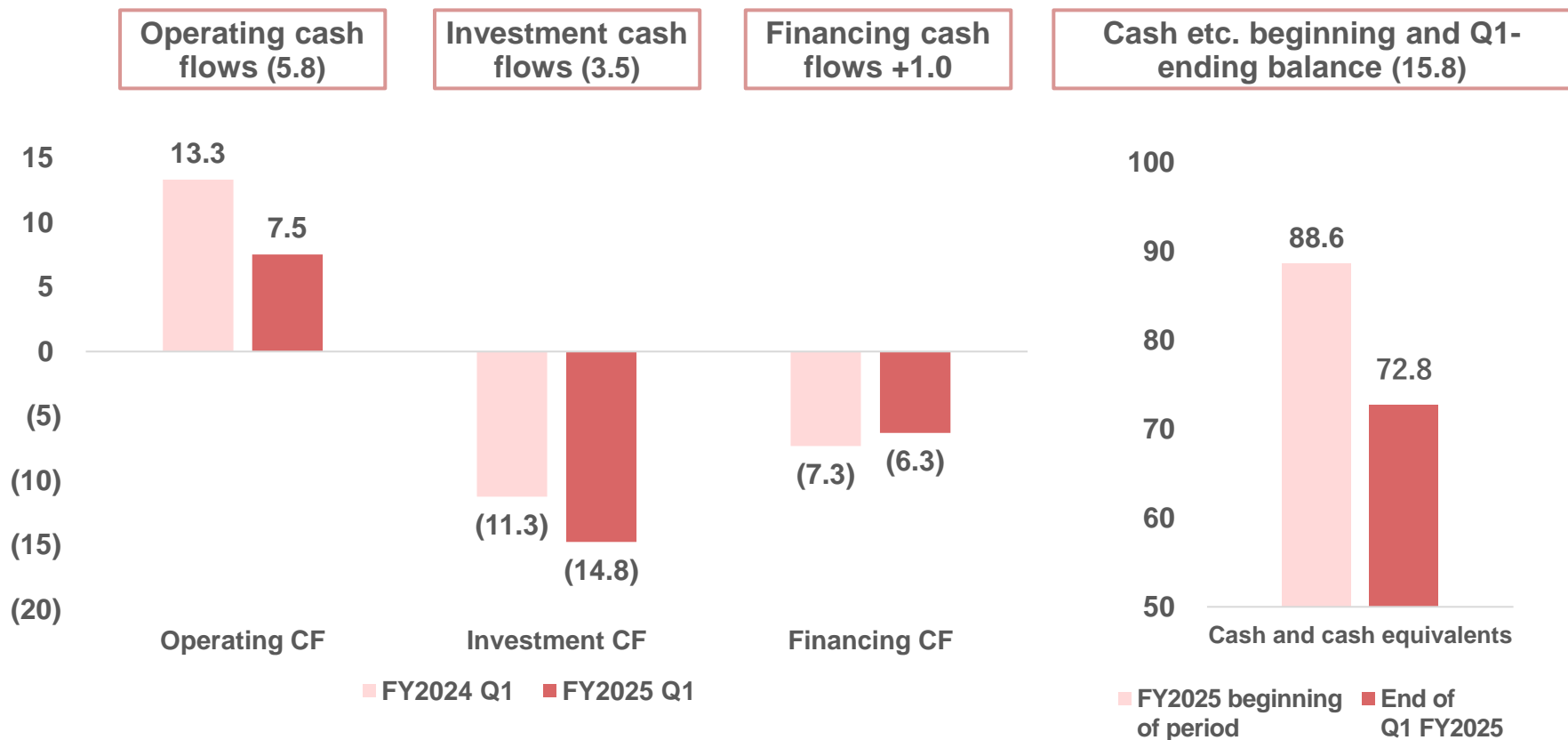
Liabilities/Net assets -10.3



5. Consolidated Cash Flows

- ✓ Operating cash flows were down 5.8 billion yen YoY due to a decline in profits, mainly from Department Stores in Japan
- ✓ Investment cash flows were down 3.5 billion yen YoY because of department store operating investments aimed at increasing profits
- ✓ Financing cash flows were up 1.0 billion yen YoY following the recoil from the repayment of long-term borrowings in the previous year

(Billions of yen)



II . Full Year Forecasts for FY Ending Feb 2026 (FY2025)

- 1. Key Points of Forecast**
- 2. Consolidated Performance Forecasts**
- 3. Segment-specific Forecasts**
- 4. Consolidated Balance Sheet**
- 5. Consolidated Cash Flows**
- 6. Cash Allocation**

1. Key Points of FY2025 Full-Year Forecast

- ✓ Operating profit, business profit and ordinary profit were revised downward from the April forecast
- ✓ The main factor behind the downward revisions was revisions to net sales in Department Stores in Japan
- ✓ The net profit forecast remains unchanged from April because of sales of non-core fixed assets

Revisions to Department Stores in Japan forecast

- Domestic customers: +2.6% YoY (April forecast: +6.6%/-27.0 billion yen and -4% vs. forecast)
Revised based on current situation; no major improvement in consumption environment expected
- Inbound travelers: 82.0 billion yen (April forecast: 110.0 billion yen/-28.0 billion yen and -25% vs. forecast)
*116.0 billion yen in previous fiscal year
Considers lower net sales per customer due to further strengthening of the yen based on net sales per day in Q1
- Cost reductions: 1.0 billion yen higher than April forecast, with reduction plan totaling 5.6 billion yen
Intend to implement additional and flexible cost reduction measures following downward revisions to net sales

- ✓ FY2025 forecast for ROE is 8.4% (8.2% in April forecast) and for ROIC is 6.1% (6.2% in April forecast)
- ✓ The profit level, etc., for FY2026, the final year of the Medium-term Management Plan, will be disclosed again during the Q2 financial results depending on the situation.

Using the cash obtained from the sale of fixed assets, we will initiate flexible share buybacks and cancel all treasury shares that are acquired in order to further promote management that is conscious of cost of capital

*Total acquisition cost: 15.0 billion yen (maximum)

*Total number of shares to acquire: 15 million shares (maximum) [4.9% of total shares outstanding (excluding treasury shares)]

2. Consolidated Performance Forecasts

- ✓ Operating profit, business profit and ordinary profit were revised downward by 8.0 billion yen compared to the April forecast
- ✓ Net profit remains unchanged from the April forecast because of gains in the sale of non-core assets

(billion JPY)	Full-year forecast	YoY Change	Change from Apr. 14 forecast
Total operating revenue	1,020.0	(1.2%)	(4.7%)
Gross profit	291.0	(8.4)	(17.0)
SG&A expenses	241.0	(0.9)	(9.0)
SG&A to total operating revenue ratio	23.6%	+0.2	+0.3
Operating profit	50.0	(7.5)	(8.0)
Operating profit to total operating revenue ratio	4.9%	(0.7)	(0.5)
*Business profit	57.0	(6.4)	(8.0)
Ordinary profit	53.0	(7.4)	(8.0)
Profit attributable to owners of parent	40.0	+0.5	+0.0

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

(Dividend income of 1.8 billion yen from affiliates in Vietnam is included in the full-year forecast.)

3-1. Segment-specific Performance Forecasts (Overview)

- ✓ Operating profits were revised downward 8.0 billion yen for Department Stores in Japan and down 300 million yen for Overseas Department Stores compared to the April forecast
- ✓ Construction & Design was revised upward by 300 million yen, while the consolidated total was revised downward by 8.0 billion yen

*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	327.7	(2.5%)	(6.4%)	Finance	24.7	+6.5%	(0.5%)
	21.1	(7.5)	(8.0)		5.0	+0.1	+0.0
Overseas Department Stores	35.8	+1.6%	(2.1%)	Construction & Design	34.6	+3.3%	+2.8%
	8.9	+0.5	(0.3)		2.1	(0.0)	+0.3
Commercial Property Development in Japan	51.9	+1.8%	(0.9%)	Others	60.3	+6.4%	(0.2%)
	5.9	(0.9)	+0.0		2.5	+0.5	(0.0)
Overseas Commercial Property Development	16.3	+1.4%	(0.7%)	Consolidated Total	493.0	(1.1%)	(5.4%)
	5.7	(0.2)	(0.3)		50.0	(7.5)	(8.0)
				Business profit	57.0	(6.4)	(8.0)
				Share of profit of equity method affiliates	4.7	+1.0	+0.0
				Dividend income from affiliates in Vietnam	1.8	+0.2	+0.0

Additions to Operating profit



3-2. [Department Stores in Japan] Forecast

- ✓ The main reason for the downward revision of total operating revenue is the slowdown in net sales to inbound travelers
- ✓ Gross margin ratio improved from the April forecast amid changes in the sales composition ratio by merchandise
- ✓ SG&A expenses improved by 500 million yen from the April forecast thanks to cost-cutting measures

(billion JPY)	Full-year forecast	YoY Change	Change from Apr. 14 forecast
Total operating revenue	836.3	(2.6%)	(6.0%)
Gross margin ratio [% of in-store Total sales]	22.23%	+0.11	+0.08
Gross profit	194.1	(2.5)	(8.5)
SG&A expenses	173.1	+4.9	(0.5)
SG&A to total operating revenue ratio	20.7%	+1.1	+1.2
Operating profit	21.1	(7.5)	(8.0)
Operating profit ratio [% of Total operating revenue]	2.5%	(0.8)	(0.7)

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

- ✓ Cost reductions have increased by 1.0 billion yen from the April forecast, with the reduction plan now totaling 5.6 billion yen
- ✓ Going forward, we will continue to review controllable expenses as needed

(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	Inflation	Variable costs	Cost optimization program	
Personnel related expenses	54.6	+0.4	+1.4	+1.3	Incl. impact of changes to the reward point program +2.1		(2.3)	(0.7)
Advertising expenses	14.7	+2.5		+2.8		△0.3	0.0	(0.6)
G&A expenses	76.1	+1.9		+1.8	+2.9	+0.5	(3.3)	+1.3
Rent and tax expenses	27.6	+0.1				+0.1	0.0	(0.5)
Total	173.1	+4.9	+1.4	+5.8	+2.9	+0.4	(5.6)	(0.5)
SG&A to total operating revenue ratio	20.7%	+1.1	10.5 increase					+1.2

3-3. [Overseas Department Stores] Forecast

- ✓ **Singapore: Prolonged stagnant consumption slowing the recovery**
Exchange rates are also having a negative impact
- ✓ **Other stores trending as expected**

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

(billion JPY)	Full-year (Jan.-Dec.) forecast	YoY Change	Foreign Currency Effects	Change from Apr. 14 forecast	YoY Change in Local Currency
Takashimaya Singapore Ltd.	27.2	+1.8%	—	(1.8%)	+1.4%
	7.9	+ 0.2	(0.3)	(0.3)	—
Shanghai Takashimaya Co., Ltd.	2.1	(7.1%)	—	+0.2%	+6.9%
	(0.0)	+ 0.1	+ 0.0	+ 0.0	—
Takashimaya Vietnam Ltd.	3.8	+4.5%	—	+1.3%	+6.5%
	1.0	+ 0.0	(0.1)	+ 0.0	—
Siam Takashimaya (Thailand) Co., Ltd.	2.6	+3.5%	—	(10.9%)	(8.3%)
	0.0	+ 0.3	(0.0)	(0.0)	—
Total of Overseas Department Stores	35.8	+1.6%	—	(2.1%)	
	8.9	+ 0.5	(0.3)	(0.3)	

	JPY		
	Forecast	Previous FY	Apr. 14 Forecast
1SGD	110.15	113.78	108.00
1CNY	19.80	21.12	19.80
1VND	0.0059	0.0062	0.0059
1THB	4.20	4.32	4.20

4. Consolidated Balance Sheet

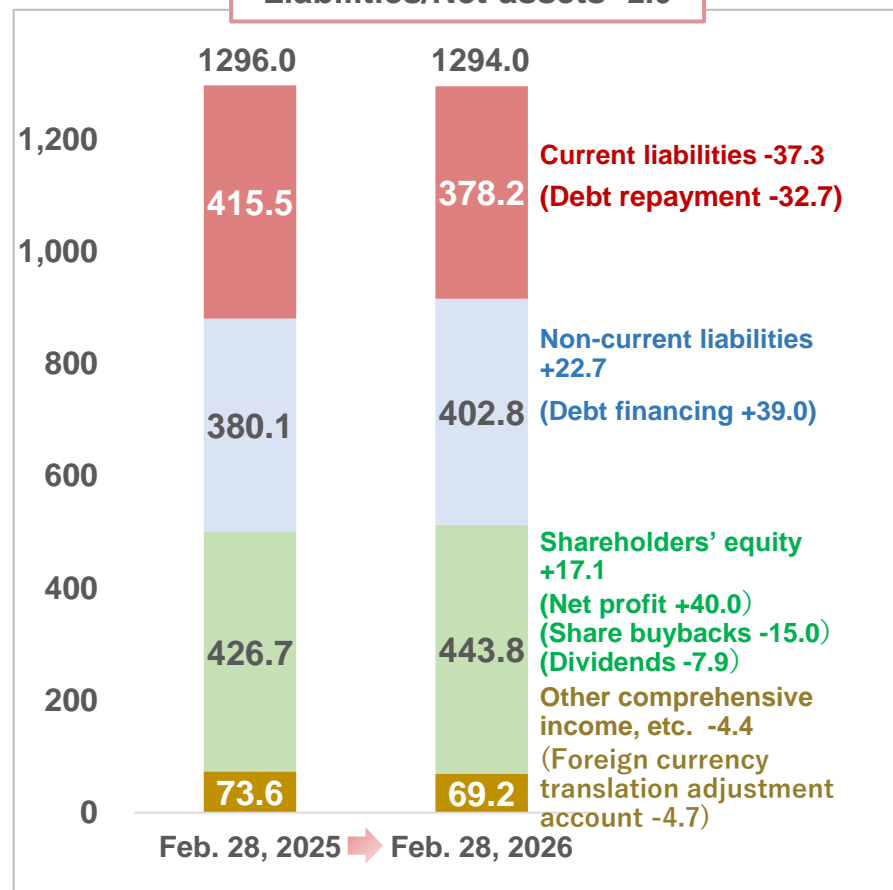
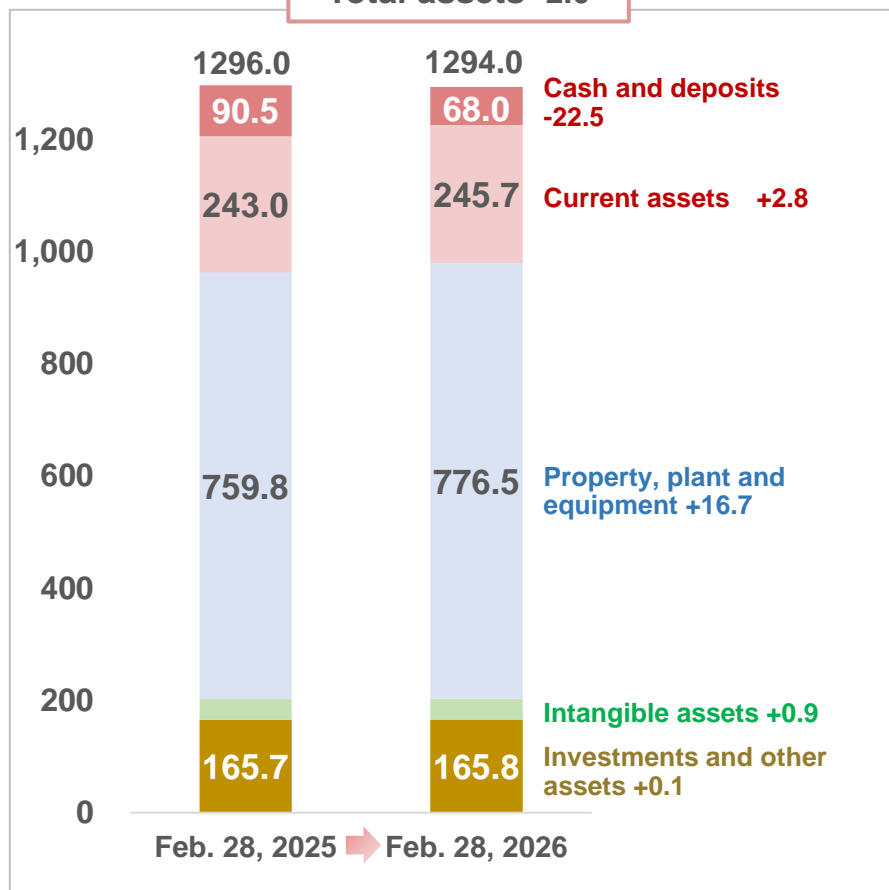
- ✓ Assets will be evaluated appropriately based on risk and return from a medium- to long-term perspective
- ✓ The amount of assets will be controlled by selling non-core fixed assets
- ✓ Flexible share buybacks will be implemented using cash obtained from asset sales (rein in cash and deposits)

(Billions of yen)

Total assets -2.0

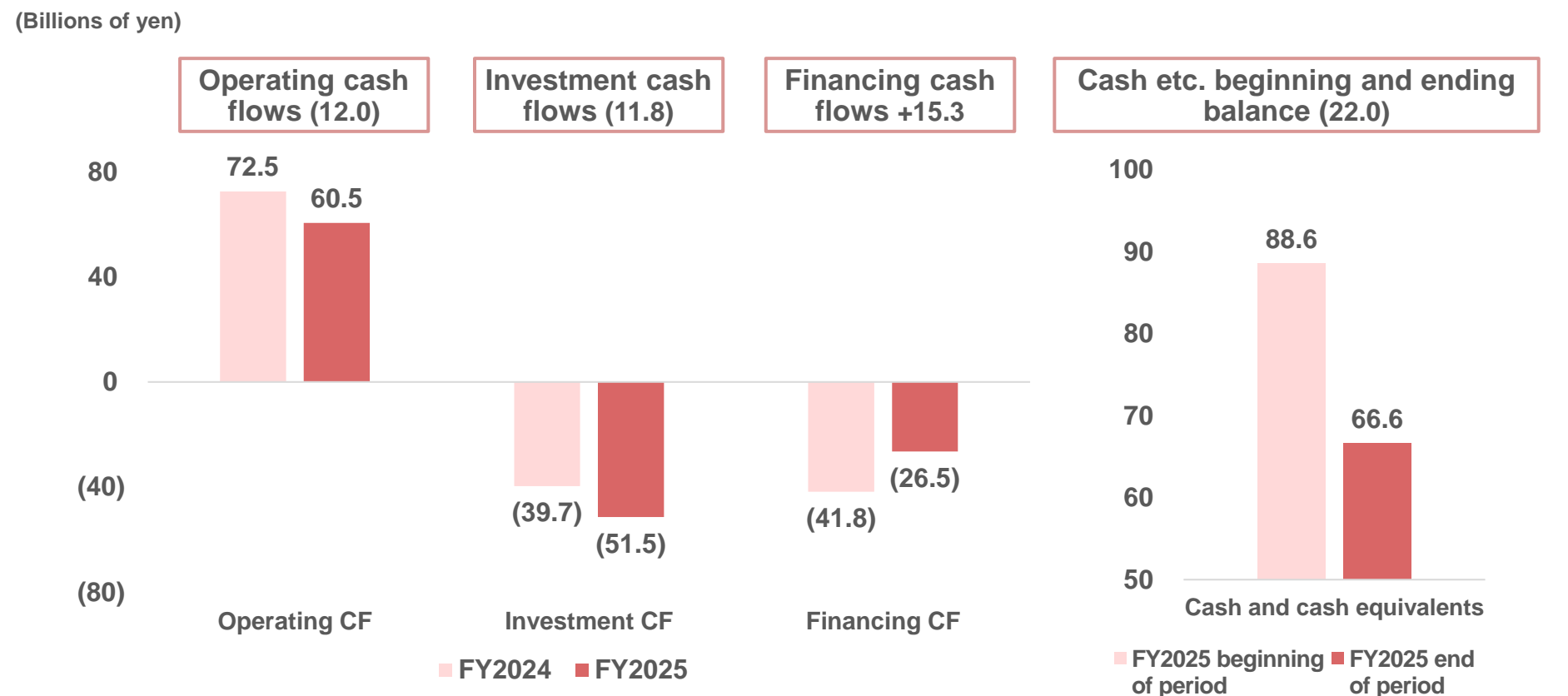
(+13.0 vs. April forecast)

Liabilities/Net assets -2.0



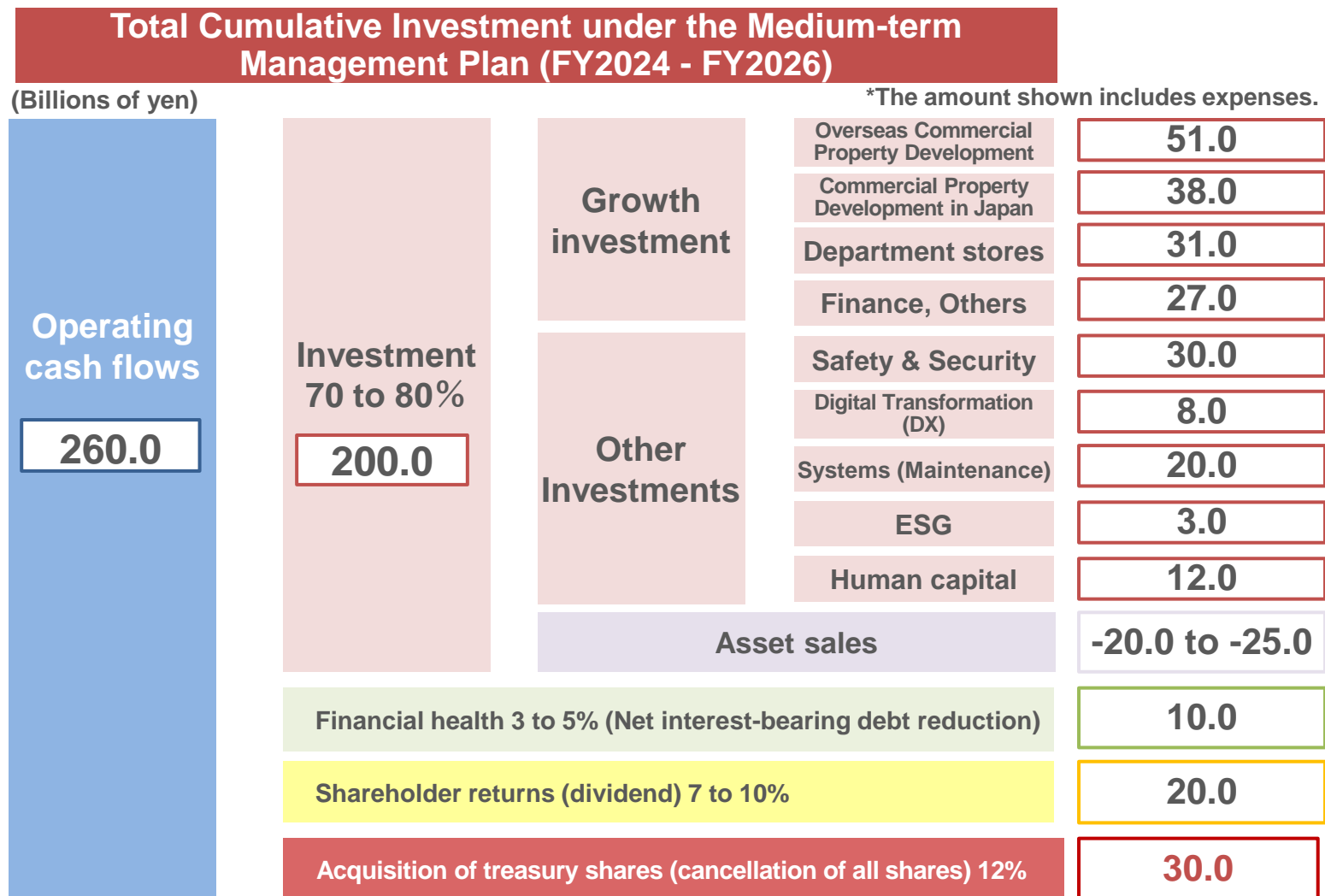
5. Consolidated Cash Flows

- ✓ Operating cash flows will decline from the April forecast (72.5 billion yen) due to downward revisions to profits
- ✓ Investment cash flows will decline from the April forecast (-69.0 billion yen) due to sales of non-core assets
- ✓ Financing cash flows will increase from the April forecast (-11.5 billion yen) due to share buybacks.



6. Cash Allocation (FY2024 - FY2026)

- ✓ Growth investments will be implemented as planned to create a portfolio that can flexibly respond to changes in the environment
- ✓ If operating cash flows exceed expectations, these funds will be reallocated after comprehensively considering investments, shareholder returns, etc.



Reference Materials

Results

1. Segment-specific Total Operating Revenue Results

Forecasts *H1 / H2

2. Full-year Forecast
3. Segment-specific Forecasts
4. [Department Stores in Japan] Forecast
5. [Overseas Department Stores] Forecast
6. Segment-specific Total Operating Revenue Forecasts

(Reference) 1. Segment-specific Total Operating Revenue Results

(billion JPY)	Q1	YoY Change
Department Stores in Japan	199.2	(6.3%)
Overseas Department Stores	8.6	+0.9%
Commercial Property Development in Japan	12.7	(0.1%)
Overseas Commercial Property Development	3.9	(0.5%)
Finance	6.3	+8.4%
Construction & Design	8.6	(9.2%)
Others	14.1	+3.8%
Consolidated Total	241.2	(5.7%)

(Reference) 2. Consolidated Forecast (H1 / H2)

(billion JPY)	Full-year forecast	YoY Change	Change from Apr. 14 forecast	H1 forecast	YoY Change	Change from Apr. 14 forecast	H2 forecast	YoY Change	Change from Apr. 14 forecast
Total operating revenue	1,020.0	(1.2%)	(4.7%)	485.0	(4.3%)	(5.5%)	535.0	+1.7%	(3.9%)
Gross profit	291.0	(8.4)	(17.0)	139.9	(7.0)	(9.4)	151.1	(1.4)	(7.6)
SG&A expenses	241.0	(0.9)	(9.0)	118.9	+0.7	(3.0)	122.1	(1.6)	(6.0)
SG&A to total operating revenue ratio	23.6%	+0.2	+0.3	24.5%	+1.2	+0.8	22.8%	(0.7)	(0.2)
Operating profit	50.0	(7.5)	(8.0)	21.0	(7.8)	(6.4)	29.0	+0.3	(1.6)
Operating profit to total operating revenue ratio	4.9%	(0.7)	(0.5)	4.3%	(1.3)	(1.0)	5.4%	(0.0)	(0.1)
*Business profit	57.0	(6.4)	(8.0)	23.6	(7.9)	(6.4)	33.4	+1.5	(1.6)
Ordinary profit	53.0	(7.4)	(8.0)	20.5	(9.7)	(8.3)	32.5	+2.3	+0.3
Profit attributable to owners of parent	40.0	+0.5	+0.0	20.5	+1.4	+2.5	19.5	(0.9)	(2.5)

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

(Dividend income of 1.8 billion yen from affiliates in Vietnam is included in the full-year forecast.)

(Reference) 3. Segment-specific Forecasts (H1 / H2)

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

(billion JPY)	Full-year forecast	YoY Change	Change from Apr.14 forecast	H1 forecast	YoY Change	Change from Apr.14 forecast	H2 forecast	YoY Change	Change from Apr.14 forecast
Department Stores in Japan	327.7	(2.5%)	(6.4%)	155.0	(5.8%)	(7.5%)	172.6	+0.8%	(5.5%)
	21.1	(7.5)	(8.0)	7.6	(6.8)	(6.3)	13.5	(0.7)	(1.7)
Overseas Department Stores	35.8	+1.6%	(2.1%)	17.2	+0.4%	(2.6%)	18.6	+2.8%	(1.7%)
	8.9	+0.5	(0.3)	3.8	(0.1)	(0.4)	5.1	+0.6	+0.1
Commercial Property Development in Japan	51.9	+1.8%	(0.9%)	25.6	+0.5%	(1.7%)	26.3	+3.0%	(0.1%)
	5.9	(0.9)	+0.0	3.3	(0.6)	(0.1)	2.6	(0.3)	+0.1
Overseas Commercial Property Development	16.3	+1.4%	(0.7%)	8.0	(1.4%)	+2.9%	8.3	+4.3%	(3.9%)
	5.7	(0.2)	(0.3)	2.8	(0.3)	+0.1	2.9	+0.1	(0.4)
Finance	24.7	+6.5%	(0.5%)	12.1	+9.3%	(0.5%)	12.6	+4.1%	(0.5%)
	5.0	+0.1	+0.0	2.4	+0.1	+0.1	2.5	+0.0	(0.0)
Construction & Design	34.6	+3.3%	+2.8%	17.5	+1.9%	+5.7%	17.1	+4.7%	+0.0%
	2.1	(0.0)	+0.3	1.2	+0.1	+0.3	0.9	(0.1)	+0.0
Others	60.3	+6.4%	(0.2%)	26.7	+2.5%	(1.1%)	33.6	+9.6%	+0.5%
	2.5	+0.5	(0.0)	0.7	(0.0)	(0.1)	1.8	+0.6	+0.1
Consolidated Total	493.0	(1.1%)	(5.4%)	233.0	(4.3%)	(6.3%)	260.0	+1.9%	(4.6%)
	50.0	(7.5)	(8.0)	21.0	(7.8)	(6.4)	29.0	+0.3	(1.6)
Business profit	57.0	(6.4)	(8.0)	23.7	(7.8)	(6.4)	33.3	+1.4	(1.6)

(Reference) 4. [Department Stores in Japan] Forecast (H1 / H2)

(billion JPY)	Full-year forecast	YoY Change	Change from Apr. 14 forecast	H1 forecast	YoY Change	Change from Apr. 14 forecast	H2 forecast	YoY Change	Change from Apr. 14 forecast
Total operating revenue	836.3	(2.6%)	(6.0%)	398.2	(5.8%)	(7.0%)	438.1	+0.4%	(5.1%)
Gross margin ratio [% of in-store Total sales]	22.23%	+0.11	+0.08	22.26%	+0.15	+0.01	22.20%	+0.08	+0.15
Gross profit	194.1	(2.5)	(8.5)	91.2	(5.2)	(6.3)	102.9	+2.6	(2.2)
SG&A expenses	173.1	+4.9	(0.5)	83.6	+1.7	+0.0	89.5	+3.3	(0.5)
SG&A to total operating revenue ratio	20.7%	+1.1	+1.2	21.0%	+1.6	+1.5	20.4%	+0.7	+0.9
Operating profit	21.1	(7.5)	(8.0)	7.6	(6.8)	(6.3)	13.5	(0.7)	(1.7)
Operating profit ratio [% of Total operating revenue]	2.5%	(0.8)	(0.7)	1.9%	(1.5)	(1.3)	3.1%	(0.2)	(0.2)

(Reference) 4. [Department Stores in Japan] SG&A Expenses (H1 / H2)

(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	Inflation	Variable costs	Cost optimization program	
Personnel related expenses	54.6	+0.4	+1.4	+1.3	Incl. impact of changes to the reward point program +2.1		(2.3)	(0.7)
Advertising expenses	14.7	+2.5		+2.8		△0.3	0.0	(0.6)
G&A expenses	76.1	+1.9		+1.8	+2.9	+0.5	(3.3)	+1.3
Rent and tax expenses	27.6	+0.1				+0.1	0.0	(0.5)
Total	173.1	+4.9	+1.4	+5.8	+2.9	+0.4	(5.6)	(0.5)
SG&A to total operating revenue ratio	20.7%	+1.1						+1.2

(billion JPY)	Breakdown of YoY change							Change from Apr. 14 forecast	Breakdown of YoY change							Change from Apr. 14 forecast
	H1 forecast	YoY change	Human capital investments	Measures for making department stores more profitable	Inflation	Variable costs	Cost optimization program		H2 forecast	YoY change	Human capital investments	Measures for making department stores more profitable	Inflation	Variable costs	Cost optimization program	
Personnel related expenses	26.1	(0.0)	+0.7		Incl. impact of changes to the reward point program +1.2		(1.2)	(0.3)	28.5	+0.4	+0.7		Incl. impact of changes to the reward point program +0.9		(1.1)	(0.3)
Advertising expenses	7.5	+1.8		+1.8			0.0	+0.2	7.2	+0.7		+1.0		△0.3	(0.0)	(0.8)
G&A expenses	36.3	+0.0		+0.8	+1.1	△0.5	(1.4)	+0.5	39.8	+1.9		+1.0	+0.7	+1.0	(0.8)	+0.7
Rent and tax expenses	13.6	(0.1)					(0.1)	(0.4)	14.0	+0.2				+0.1	0.1	(0.1)
Total	83.6	+1.7	+0.7	+3.0	+1.1	△0.5	(2.7)	+0.0	89.5	+3.3	+0.7	+2.8	+1.8	+0.9	(1.8)	(0.5)
SG&A to total operating revenue ratio	21.0%	+1.6						+1.5	20.4%	+0.7						+0.9

(Reference) 5. [Overseas Department Stores] Forecast (H1 / H2)

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

(billion JPY)	Full-year (Jan.-Dec.) forecast	YoY Change	Foreign Currency Effects	Change from Apr. 14 forecast	YoY Change in Local Currency	H1 forecast	YoY Change	Change from Apr. 14 forecast	H2 forecast	YoY Change	Change from Apr. 14 forecast
Takashimaya Singapore Ltd.	27.2	+1.8%	—	(1.8%)	+1.4%	13.2	+2.2%	(1.7%)	14.0	+3.5%	(2.0%)
	7.9	+ 0.2	(0.3)	(0.3)	—	3.5	(0.1)	(0.4)	4.3	+ 0.2	+ 0.0
Shanghai Takashimaya Co., Ltd.	2.1	(7.1%)	—	+0.2%	+6.9%	1.1	(10.1%)	+0.7%	1.0	(13.5%)	(0.3%)
	(0.0)	+ 0.1	+ 0.0	+ 0.0	—	(0.1)	+ 0.0	+ 0.0	0.0	+ 0.1	+ 0.0
Takashimaya Vietnam Ltd.	3.8	+4.5%	—	+1.3%	+6.5%	1.8	+4.4%	+2.0%	2.0	+8.9%	+0.8%
	1.0	+ 0.0	(0.1)	+ 0.0	—	0.5	+ 0.0	+ 0.0	0.5	+ 0.0	+ 0.0
Siam Takashimaya (Thailand) Co., Ltd.	2.6	+3.5%	—	(10.9%)	(8.3%)	1.0	(14.1%)	(20.6%)	1.6	+6.0%	(3.0%)
	0.0	+ 0.3	(0.0)	(0.0)	—	(0.2)	(0.0)	(0.1)	0.2	+ 0.3	+ 0.1
Total of Overseas Department Stores	35.8	+1.6%	—	(2.1%)		17.2	+0.4%	(2.6%)	18.6	+3.1%	(1.7%)
	8.9	+ 0.5	(0.3)	(0.3)		3.8	(0.1)	(0.4)	5.1	+ 0.5	+ 0.1

(Reference) 6. Segment-specific Total Operating Revenue Forecasts

(billion JPY)	Full-year forecast	YoY Change	Change from Apr.14 forecast	H1 forecast	YoY Change	Change from Apr.14 forecast	H2 forecast	YoY Change	Change from Apr.14 forecast
Department Stores in Japan	836.3	(2.6%)	(6.0%)	398.2	(5.8%)	(7.0%)	438.1	+0.4%	(5.1%)
Overseas Department Stores	35.8	+1.6%	(2.2%)	17.2	+0.5%	(2.3%)	18.6	+2.7%	(2.1%)
Commercial Property Development in Japan	51.9	+1.7%	(1.0%)	25.6	+0.4%	(1.9%)	26.3	+3.0%	+0.0%
Overseas Commercial Property Development	16.6	+3.3%	(0.6%)	8.0	(1.6%)	+2.6%	8.6	+8.3%	(3.4%)
Finance	24.7	+6.1%	(0.4%)	12.1	+7.6%	(0.8%)	12.6	+4.7%	+0.0%
Construction & Design	34.6	+3.4%	+3.0%	17.5	+1.9%	+5.4%	17.1	+5.0%	+0.6%
Others	69.0	+16.7%	+0.0%	29.6	+8.2%	(1.7%)	39.4	+23.9%	+1.3%
Consolidated Total	1,020.0	(1.2%)	(4.7%)	485.0	(4.3%)	(5.5%)	535.0	+1.7%	(3.9%)