



# **Financial Results for the Fiscal Year Ended February 28, 2026 (FY2025)**

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**April 14, 2026**

**Takashimaya Co., Ltd.**

# Agenda

- I. **Financial Results for FY Ended Feb 2026  
(FY2025)**
- II. **Forecasts for FY Ending Feb 2027 (FY2026)**
- III. **Progress and Revisions of the Medium-Term  
Management Plan (FY2024 - FY2026)**
- IV. **Path to Profit Growth and Evolution of Capital  
Policy:  
Toward the 200th Anniversary of Takashimaya in 2031**

□ 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) = NOPAT ÷ Invested capital

NOPAT = EBIT (Ordinary profit + Interest expense - Interest income) x (1 - Effective tax rate)

# **I . Financial Results for FY Ended Feb 2026 (FY2025)**

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

# 1. Key Points of FY2025 Results

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- ✓ Total operating revenue remained at the same level as FY2024 at ¥1.0 tn despite the pullback in inbound demand from FY2024
- ✓ Operating profit, business profit, and ordinary profit all came in at levels exceeding the forecasts
- ✓ Purchased and cancelled the Zero Coupon Convertible Bonds (CB) due 2028 to alleviate concerns about EPS dilution and enhance medium- to long-term shareholder value

**Net profit improved compared to the forecast despite a temporary extraordinary loss as a result of the CB purchase and cancellation**

\* Excluding the impact of that extraordinary loss, net profit was higher than initially forecast (¥40.0 billion as of Oct. 2025)

## 2. Consolidated Results

- ✓ Total operating revenue increased in H2 and exceeded the forecast despite a decrease due to the pullback in inbound demand in H1
- ✓ Operating profit, business profit, and ordinary profit all increased in H2 to beat the forecasts
- ✓ Net profit improved by ¥2.3 bn compared to the forecast that had factored in the impact of the extraordinary loss as a result of the CB purchase and cancellation

(billion JPY)	FY2025	YoY Change	Change from forecast	H1	YoY Change	H2	YoY Change
Total operating revenue	1,032.3	(0.0%)	+1.7%	487.2	(3.9%)	545.1	+3.6%
Gross profit	299.6	+0.2	+2.5	143.5	(3.4)	156.1	+3.6
SG&A expenses	246.1	+4.2	+1.5	119.8	+1.7	126.2	+2.5
SG&A to total operating revenue ratio	23.8%	+0.4	(0.3)	24.6%	+1.3	23.2%	(0.4)
Operating profit	53.5	(4.0)	+1.0	23.7	(5.1)	29.9	+1.1
Operating profit to total operating revenue ratio	5.2%	(0.4)	+0.0	4.9%	(0.8)	5.5%	+0.0
*Business profit	59.6	(3.7)	+2.6	25.2	(6.4)	34.5	+2.6
Ordinary profit	56.9	(3.5)	+3.9	22.0	(8.2)	34.9	+4.7
Profit attributable to owners of parent	(8.2)	(47.7)	+2.3	21.2	+2.1	(29.4)	(49.9)

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

Excluding the impact of the extraordinary loss as a result of the CB purchase and cancellation, net profit (approx. ¥42.0 bn) exceeded the forecast as of Oct. 2025 (¥40.0 bn)

## 3-1. Results by Segment (Overview)

- ✓ The main reason for both the ¥4.0 bn fall in operating profit and the ¥1.0 bn outperformance of the forecast was the Department Stores in Japan segment
- ✓ The Commercial Property Development (in Japan / Overseas) segment is in a phase until FY2026 under the current Medium-Term Management Plan
- ✓ The Finance segment, positioned as a growth driver, is steadily growing

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

(billion JPY)	FY2025	YoY Change	Change from forecast	(billion JPY)	FY2025	YoY Change	Change from forecast
Department Stores in Japan	322.0	(4.1%)	(0.9%)	Finance	25.2	+8.8%	+0.3%
	24.9	(3.7)	+ 1.8		5.6	+ 0.7	+ 0.2
Overseas Department Stores	35.2	(0.1%)	(0.6%)	Construction & Design	37.8	+12.9%	+6.8%
	8.5	+ 0.2	(0.4)		2.5	+ 0.4	+ 0.1
Commercial Property Development in Japan	52.0	+2.0%	+0.0%	Others	59.1	+4.3%	(1.9%)
	6.6	(0.3)	+ 0.4		2.0	+ 0.0	(0.5)
Overseas Commercial Property Development	16.4	+2.1%	+0.7%	Consolidated Total	492.4	(1.2%)	+0.2%
	5.8	(0.1)	+ 0.0		53.5	(4.0)	+ 1.0
				Business profit	59.6	(3.7)	+2.6
				Share of profit of equity method affiliates	4.2	+0.5	+2.0
				Dividend income from affiliates in Vietnam	1.3	(0.2)	(0.4)

## 3-2. [Department Stores in Japan] Results

- ✓ Total operating revenue beat the forecast driven by steady revenue from domestic customers who account for the majority of revenue
- ✓ The gross margin ratio fell short of the forecast due to a change in the composition ratio as a result of an expansion in the share of high-ticket items among domestic customers
- ✓ By controlling overall SG&A expenses, we kept them at the same level as in FY2024, and also saw an improvement compared to the forecast

(billion JPY)	FY2025	YoY Change	Change from forecast	H1	YoY Change	H2	YoY Change
Total operating revenue	850.2	(1.0%)	+1.7%	401.8	(4.9%)	448.4	+2.7%
Gross margin ratio [% of in-store Total sales]	21.98%	(0.13)	(0.35)	22.23%	+0.12	21.76%	(0.35)
Gross profit	192.9	(3.8)	+1.2	92.0	(4.4)	100.9	+0.6
SG&A expenses	168.0	(0.1)	(0.6)	82.4	+0.5	85.6	(0.6)
SG&A to total operating revenue ratio	19.8%	+0.2	(0.4)	20.5%	+1.1	19.1%	(0.7)
Operating profit	24.9	(3.7)	+1.8	9.6	(4.8)	15.3	+1.2
Operating profit ratio [% of Total operating revenue]	2.9%	(0.4)	+0.2	2.4%	(1.0)	3.4%	+0.2

## 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 new event development, etc., will be appropriately allocated after determining effectiveness
- ✓ Cost reductions amounted to ¥6.4 bn compared to the forecast of ¥5.8 bn to contribute to a ¥0.6 bn improvement from the overall forecast

(billion JPY)	Breakdown of YoY change							Change from forecast
	FY2025	YoY change	Human capital investments	Measures for making department stores more profitable	Inflation	Variable costs	Cost optimization program	
Personnel related expenses	54.0	(0.2)	+1.7	+0.9	Incl. impact of changes to the reward point program +0.2		(2.9)	(0.3)
Advertising expenses	11.7	(0.5)		+0.9			(1.4)	+0.1
G&A expenses	75.2	+1.0		+2.3	+1.0	(0.9)	(1.4)	+0.8
Rent and tax expenses	27.1	(0.4)			+0.3		(0.7)	(1.2)
<b>Total</b>	<b>168.0</b>	<b>(0.1)</b>	<b>+1.7</b>	<b>+4.1</b>	<b>+1.4</b>	<b>(0.9)</b>	<b>(6.4)</b>	<b>(0.6)</b>
SG&A to total operating revenue ratio	19.8%	+0.2	6.3 increase					(0.4)

### 3-3. [Overseas Department Stores] Results

- ✓ Singapore: Profit was down slightly due to stagnant consumption and rising costs amid prolonged inflation
- ✓ Shanghai: Revenue was down and in the red due to the prolonged economic slump / Siam: Revenue was down and in the red due to the impact of a strong currency, etc.
- ✓ Vietnam: Revenue and profit were up and accumulated losses were eliminated as a result of the effect from revamping cosmetics etc. and curbing cost increases

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

(billion JPY)	FY2025			YoY Change in Local Currency	Change from forecast	H1 (Jan.-Jun.)		H2 (Jul.-Dec.)	
	YoY Change	Foreign Currency Effects				YoY Change	YoY Change		
Takashimaya Singapore Ltd.	26.5	(0.9%)	-	(1.8%)	(0.8%)	12.5	(3.6%)	14.0	+1.6%
	7.7	(0.0)	+ 0.1	-	(0.1)	3.5	(0.1)	4.2	+ 0.1
Shanghai Takashimaya Co., Ltd.	2.1	(6.6%)	-	(5.4%)	+0.1%	1.1	(10.0%)	1.1	(2.6%)
	(0.0)	+ 0.1	+ 0.0	-	+ 0.0	(0.1)	(0.0)	0.0	+ 0.1
Takashimaya Vietnam Ltd.	4.2	+14.4%	-	+20.2%	+6.4%	1.9	+10.6%	2.3	+17.8%
	1.2	+ 0.2	(0.1)	-	+ 0.1	0.5	+ 0.1	0.6	+ 0.1
Siam Takashimaya (Thailand) Co., Ltd.	2.4	(6.0%)	-	(11.0%)	(8.8%)	1.0	(15.1%)	1.3	+2.4%
	(0.3)	+ 0.0	(0.0)	-	(0.3)	(0.2)	(0.0)	(0.1)	+ 0.0
Total of Overseas Department Stores	35.2	(0.1%)	-		(0.6%)	16.5	(3.4%)	18.7	+3.1%
	8.5	+ 0.2	(0.0)		(0.4)	3.8	(0.1)	4.7	+ 0.3

exchange rate		1SGD	1CNY	1VND	1THB
JPY	FY2025	114.75	20.87	0.0059	4.56
	FY2024	113.78	21.12	0.0062	4.32

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

- ✓ In the Commercial Property Development in Japan segment, revenue was up from strengthened sales strategies, but profit was down as a result of an increase in outsourcing expenses etc.
- ✓ In the Overseas Commercial Property Development segment, revenue was up slightly in Singapore due to the effect of the exchange rate despite the impact of revamping work, but profit was down as a result of an increase in facility operating costs while revenue and profit were up in Vietnam to exceed forecasts both domestically and overseas

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

(billion JPY)	FY2025		Change from forecast	H1		H2	
	YoY Change			YoY Change		YoY Change	
Total of Commercial Property Development in Japan [Toshin Development Co., Ltd.]	52.0	+2.0%	+0.0%	25.7	+1.0%	26.3	+3.0%
	6.6	(0.3)	+ 0.4	3.4	(0.5)	3.1	+ 0.2
Toshin Development Singapore Pte. Ltd. (TDS)	12.1	+0.3%	+4.1%	5.8	(5.1%)	6.3	+5.9%
	4.5	(0.1)	+ 0.2	2.0	(0.3)	2.5	+ 0.2
Subsidiaries in Vietnam	4.6	+7.8%	(6.4%)	2.2	+9.2%	2.4	+6.5%
	1.8	+ 0.2	+ 0.1	0.9	+ 0.0	0.9	+ 0.2
Total of Overseas Commercial Property Development	16.4	+2.1%	+0.7%	7.8	(3.2%)	8.6	+7.4%
	5.8	(0.1)	+ 0.0	2.7	(0.5)	3.2	+ 0.4
Total of Commercial Property Development	68.4	+2.0%	+0.2%	33.6	(0.0%)	34.9	+4.1%
	12.4	(0.3)	+ 0.5	6.1	(1.0)	6.3	+ 0.6
Operating profit + Dividend income from affiliates in Vietnam	13.7	(0.6)	+ 0.1	6.1	(1.0)	7.6	+ 0.4

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

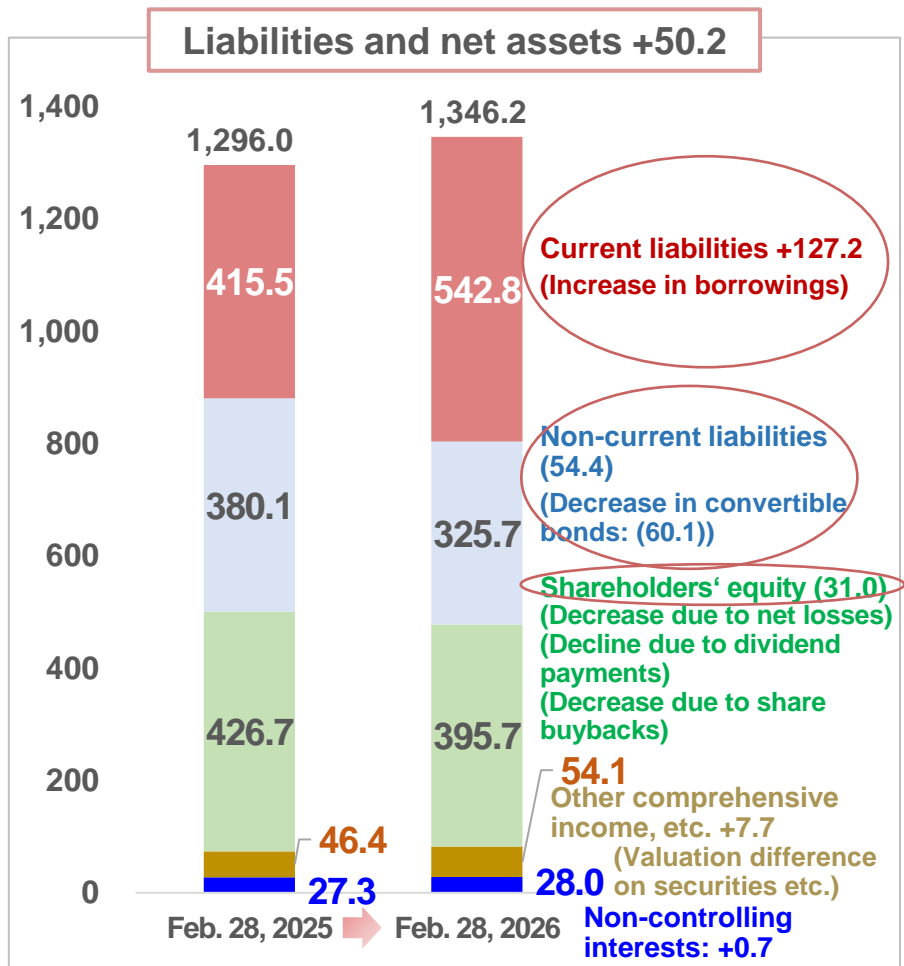
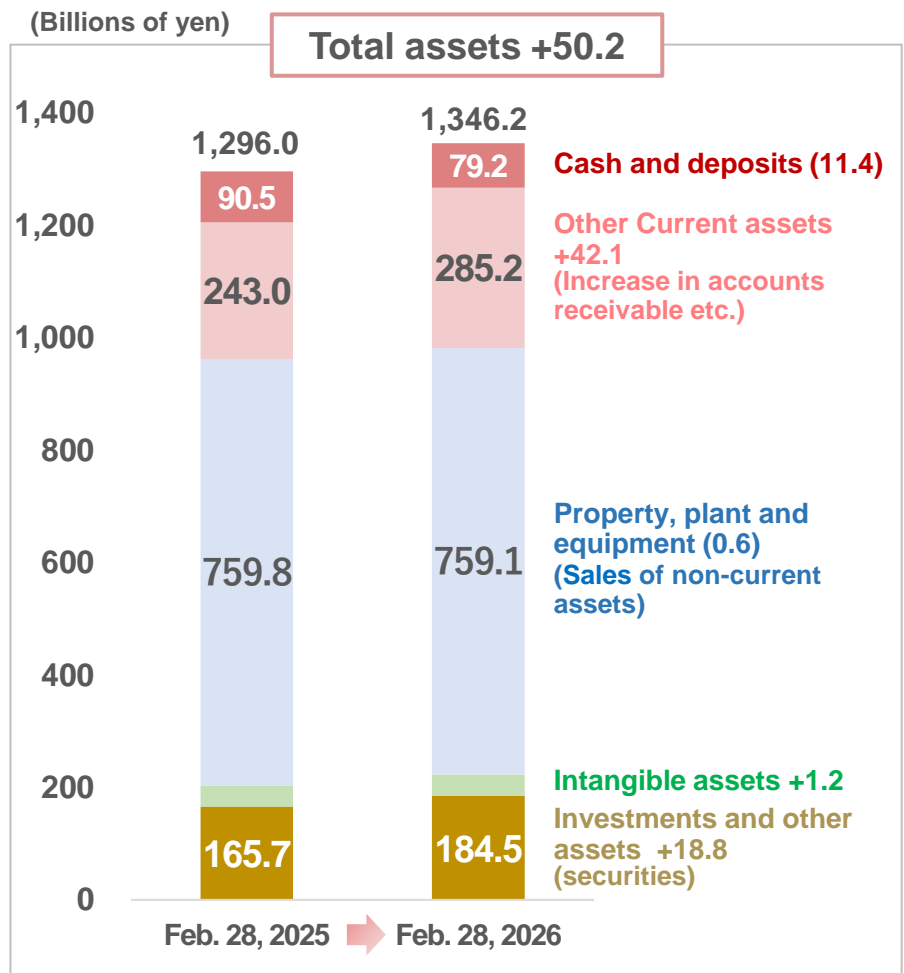
- ✓ In the Finance segment, revenue and profit were up as a result of higher card transaction volume and growing annual fee income to exceed the forecast
- ✓ In the Construction & Design segment, revenue and profit were up, as forecast, as a result of an improved profit ratio due to strengthened cost management in addition to increased orders
- ✓ In addition, the restaurant and staffing businesses also saw higher revenue and profit to be generally at the same level as the forecasts

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

(billion JPY)		FY2025	YoY Change	Change from forecast	H1	YoY Change	H2	YoY Change
Takashimaya Financial Partners Co., Ltd. (TFP)	Finance	24.0	+7.2%	+0.8%	11.7	+6.1%	12.3	+8.2%
		5.5	+0.7	+0.2	2.7	+0.4	2.8	+0.3
Takashimaya Space Create Co., Ltd. (TSC)	Construction & Design	37.8	+12.9%	+6.8%	17.9	+4.2%	19.9	+22.0%
		2.6	+0.4	+0.1	1.5	+0.4	1.0	+0.0
R.T. Corporation Co., Ltd.	Others	15.4	+9.3%	(2.0%)	7.7	+8.9%	7.7	+9.8%
		0.6	+0.1	(0.1)	0.3	+0.1	0.3	+0.0
CENTURY & Co., Ltd.	Others	9.2	+6.7%	(1.2%)	4.4	+8.5%	4.7	+5.0%
		0.6	+0.2	+0.1	0.3	+0.1	0.3	+0.1
All Takashimaya Agency Co., Ltd.	Others	7.6	+5.4%	(7.8%)	3.6	+11.8%	4.0	+0.3%
		0.9	(0.0)	(0.2)	0.4	+0.0	0.5	(0.1)
Good Live Co., Ltd.	Others	4.4	(6.3%)	(4.8%)	1.6	(24.9%)	2.8	+9.6%
		0.2	(0.1)	(0.1)	(0.1)	(0.2)	0.3	+0.1

# 4. Consolidated Balance Sheet

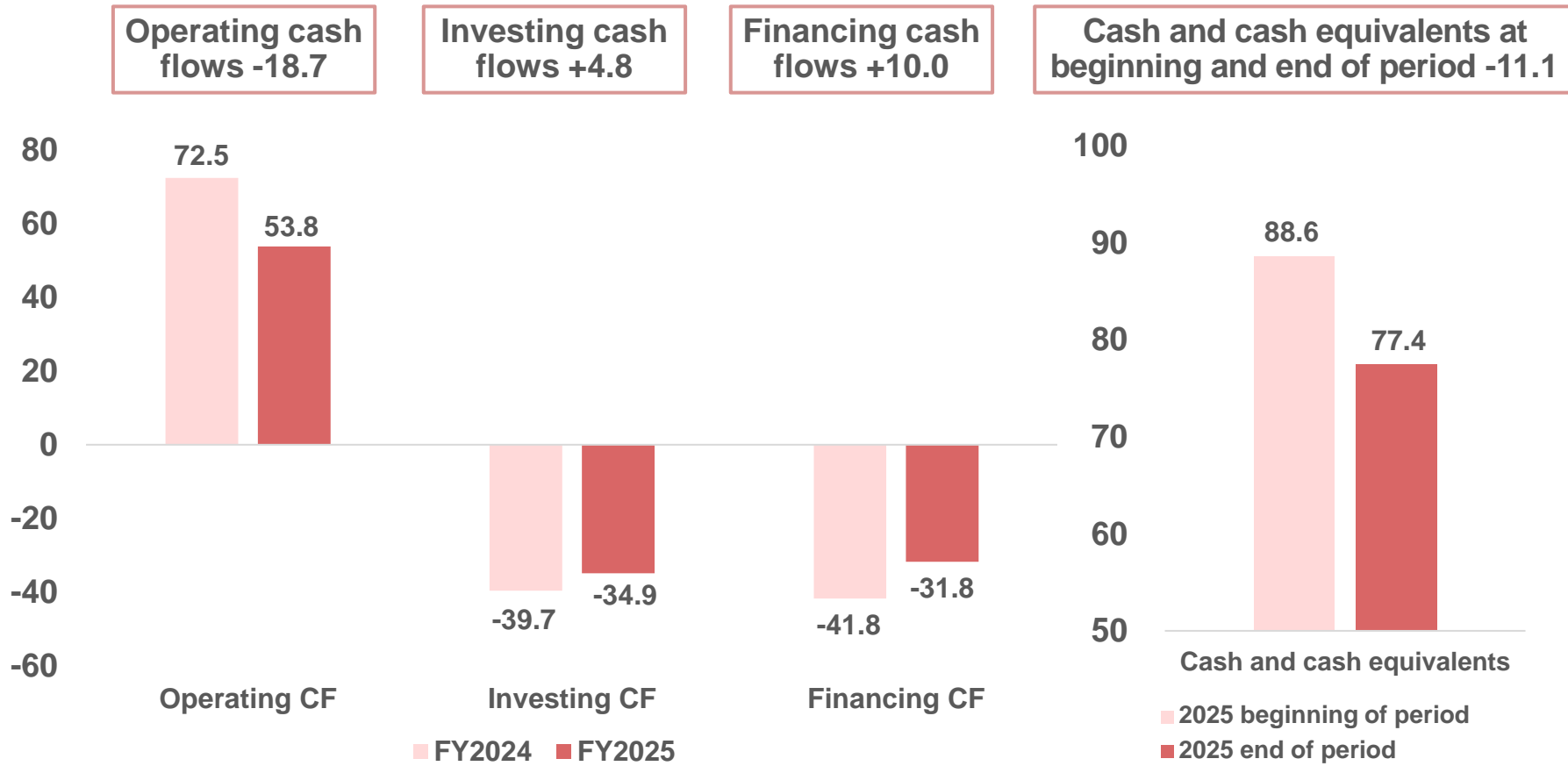
- ✓ Total assets increased by ¥50.2 bn because, despite non-current asset sales, accounts receivable increased and growth investments were executed.
- ✓ Non-current liabilities (convertible bonds) decreased due to the CB purchase and cancellation, but current liabilities (loans) used as the source of funds for those purchases increased
- ✓ Shareholders' equity decreased by ¥31.0 bn due to a temporary net loss, share buybacks, and payment of dividends



# 5. Consolidated Cash Flows

- ✓ Operating cash flows were significantly impacted by the pre-tax net loss due to the CB purchase and cancellation and thus decreased by ¥18.7 bn compared to FY2024
- ✓ Investing cash flows increased by ¥4.8 bn from FY2024 due to income from sale of non-current assets, etc., despite an increase in growth investments
- ✓ Financing cash flows increased by ¥10.0 bn from FY2024 due to the debt utilization, despite share buybacks and increased dividend payments

(Billions of yen)



## **II . Forecasts for FY Ending Feb 2027 (FY2026)**

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- 1. Key Points of Forecast**
- 2. Consolidated Performance Forecasts**
- 3. Forecasts by Segment**
- 4. Specific Measures to Achieve the Forecasts**
- 5. Consolidated Balance Sheet**
- 6. Consolidated Cash Flows**

# 1. Key Points of FY2026 Forecast

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- ✓ In the final year of the current Medium-Term Management Plan, the forecast calls for an increase in total operating revenue even under an uncertain external environment.
- ✓ Operating profit, business profit, and ordinary profit are all expected to increase with no revision to operating profit and business profit revised upward from the levels announced in October 2025
- ✓ **Net profit has been forecast based on a steady level that takes into consideration the rebound from the gain on the sale of non-current assets and the extraordinary loss resulting from the CB purchase and cancellation while incorporating extraordinary income in FY2026 (gain on sale of cross-shareholdings etc.)**
  - \* An increase in profit is expected when compared to the actual net profit in FY2025 that excludes the aforementioned special elements

## 2. Consolidated Performance Forecasts

- ✓ In addition to increased revenue, operating profit is expected to rise by controlling SG&A expenses while business profit will be boosted by increased dividends in the Vietnam business
- ✓ Ordinary profit is expected to grow at a slower pace due increased interest expenses from debt utilization; interest rate trends will continue to be monitored closely
- ✓ Net profit is forecast to be ¥38.0 bn in light of the extraordinary loss in FY2025 (CB extraordinary loss) and the extraordinary income in FY2026 (gain on the sale of shares etc.)

(billion JPY)	Full-year forecast	YoY Change	H1 forecast	YoY Change	H2 forecast	YoY Change
Total operating revenue	1,055.0	+2.2%	503.0	+3.2%	552.0	+1.3%
Gross profit	308.8	+9.2	149.7	+6.2	159.2	+3.1
SG&A expenses	251.3	+5.3	123.3	+3.4	128.1	+1.8
SG&A to total operating revenue ratio	23.8%	(0.0)	24.5%	(0.1)	23.2%	+0.0
Operating profit	57.5	+4.0	26.4	+2.7	31.1	+1.2
Operating profit to total operating revenue ratio	5.5%	+0.3	5.2%	+0.4	5.6%	+0.2
*Business profit	64.3	+4.7	28.6	+3.4	35.7	+1.2
Ordinary profit	57.0	+0.1	24.1	+2.1	32.9	(2.0)
Profit attributable to owners of parent	38.0	+46.2	15.3	(5.9)	22.7	+52.1

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

# 3-1. Forecasts by Segment (Overview)

- ✓ The main reason for the ¥4.0 bn increase in operating profit is the Department Stores (in Japan / Overseas) segment
- ✓ The Commercial Property Development (in Japan / Overseas) segment remains in the phase and is expected to contribute to revenue from FY2027 onward
- ✓ The Finance segment is expected to see sustained growth with an increase in revenue and profit

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

(billion JPY)	Full-year forecast	YoY Change		Full-year forecast	YoY Change
Department Stores in Japan	328.5	+2.0%	Finance	27.0	+7.0%
	27.7	+ 2.8		5.9	+ 0.3
Overseas Department Stores	38.0	+7.9%	Construction & Design	38.1	+0.9%
	9.7	+ 1.1		2.5	(0.0)
Commercial Property Development in Japan	53.1	+2.0%	Others	61.0	+3.3%
	6.4	(0.1)		2.2	+ 0.2
Overseas Commercial Property Development	18.0	+9.7%	Consolidated Total	503.0	+2.2%
	6.3	+ 0.5		57.5	+ 4.0
			Business profit	64.3	+4.7
			Additions to Operating profit	Share of profit of equity method affiliates	4.0 (0.2)
				Dividend income from affiliates in Vietnam	2.2 +0.9

## 3-2. [Department Stores in Japan] Forecast

- ✓ Total operating revenue is expected to be up 2% YoY with revenue from domestic customers (existing stores) up 6% and revenue from inbound customers down 11%
- ✓ The gross margin ratio factors in improvements driven by strengthening in the high-margin fashion domain
- ✓ The increase in SG&A expenses from FY2025 is expected to be kept to the minimum through cost reductions to lead to an improvement in the SG&A expenses ratio

(billion JPY)	Full-year forecast	YoY Change	H1 forecast	YoY Change	H2 forecast	YoY Change
Total operating revenue	867.5	+2.0%	414.5	+3.2%	453.0	+1.0%
Gross margin ratio [% of in-store Total sales]	22.23%	+0.25	22.29%	+0.06	22.17%	+0.41
Gross profit	197.2	+4.3	94.9	+2.9	102.3	+1.4
SG&A expenses	169.5	+1.5	82.7	+0.3	86.8	+1.2
SG&A to total operating revenue ratio	19.5%	(0.2)	19.9%	(0.6)	19.2%	+0.1
Operating profit	27.7	+2.8	12.3	+2.7	15.4	+0.2
Operating profit ratio [% of Total operating revenue]	3.2%	+0.3	3.0%	+0.6	3.4%	+0.0

### Details of the Forecasts for In-store Net Sales by Customer

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

**Inbound customers:** Down 11% for the full year (down 3% for H1 and down 18% for H2)  
(¥84.5 bn for the full year, ¥42.5 bn for H1, and ¥42.0 bn for H2)

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

- ✓ Investing to promote human capital management and strengthen sales capabilities will continue
- ✓ The impact of rising prices due to heightened geopolitical risks has been factored in to a certain extent
- ✓ Cost reduction measures, such as promoting efficiency improvements, will continue to be strengthened

(billion JPY)	Breakdown of YoY change						
	Full-year forecast	YoY change	Human capital investments	Measures for making department stores more profitable	Inflation	Variable costs	Cost optimization program
Personnel related expenses	55.8	+1.8	+1.4	+1.4			(0.9)
Advertising expenses	12.3	+0.6		+0.6			—
G&A expenses	73.7	(1.5)		+0.1	+1.0	+0.9	(3.5)
Rent and tax expenses	27.6	+0.5			+0.5		—
<b>Total</b>	<b>169.5</b>	<b>+1.5</b>	<b>+1.4</b>	<b>+2.1</b>	<b>+1.5</b>	<b>+0.9</b>	<b>(4.5)</b>
SG&A to total operating revenue ratio	19.5%	(0.2)	6.0 increase				

### 3-3. [Overseas Department Stores] Forecast

- ✓ Singapore is expected to see an increase in revenue and profit in anticipation of increased net sales from strengthening product appeal and promoting customer policies
- ✓ Shanghai and Siam are expected to see an increase in revenue and a return to profitability, while Vietnam is predicted to suffer a slight decrease in profit due to exchange rate fluctuations
- ✓ The impact from rising geopolitical risks (exchange rates, cost of living, and consumption) in the Middle East on each store is being closely monitored

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

(billion JPY)	Full-year (Jan.-Dec.) forecast	YoY Change	Foreign Currency Effects	YoY Change in Local Currency	H1 forecast	YoY Change	H2 forecast	YoY Change
	Takashimaya Singapore Ltd.	28.6	+7.8%	-	+6.6%	13.6	+8.6%	15.0
	8.4	+ 0.7	+ 0.1	-	3.7	+ 0.2	4.6	+ 0.4
Shanghai Takashimaya Co., Ltd.	2.2	+1.1%	-	+0.5%	1.1	(0.7%)	1.1	+2.9%
	0.2	+ 0.2	+ 0.0	-	0.2	+ 0.3	0.0	(0.0)
Takashimaya Vietnam Ltd.	4.4	+4.3%	-	+9.9%	2.0	+5.0%	2.4	+3.7%
	1.1	(0.1)	(0.1)	-	0.5	(0.0)	0.6	(0.0)
Siam Takashimaya (Thailand) Co., Ltd.	2.9	+21.9%	-	+18.3%	1.4	+30.9%	1.5	+14.9%
	0.0	+ 0.3	+ 0.0	-	(0.0)	+ 0.2	0.0	+ 0.2
Total of Overseas Department Stores	38.0	+7.9%	-		18.0	+9.0%	20.0	+7.0%
	9.7	+ 1.1	+ 0.0		4.4	+ 0.6	5.3	+ 0.5

exchange rate		1SGD	1CNY	1VND	1THB
JPY	Forecast	116.00	21.00	0.0056	4.70
	Previous FY	114.75	20.87	0.0059	4.56

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

- ✓ In the Commercial Property Development in Japan segment, a decrease in profit is forecast due to the impact of revamping work and increased costs despite continued strengthening of sales strategies
- ✓ In the Overseas Commercial Property Development segment, Singapore is expected to see an increase in revenue and profit driven by improvements in rent income despite increased costs
- ✓ The forecast for the Overseas Commercial Property Development segment anticipates an increase in revenue and profit with a dividend of ¥2.2 bn expected in the Vietnam business (¥1.3 bn in FY2025)

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

(billion JPY)	Full-year forecast	YoY Change	H1 forecast	YoY Change	H2 forecast	YoY Change
	Total of Commercial Property Development in Japan [Toshin Development Co., Ltd.]	53.1	+2.0%	26.3	+2.3%	26.7
	6.4	(0.1)	3.3	(0.1)	3.1	(0.0)
Toshin Development Singapore Pte. Ltd. (TDS)	12.8	+5.9%	6.4	+10.3%	6.5	+1.9%
	5.0	+ 0.5	2.3	+ 0.3	2.7	+ 0.2
Subsidiaries in Vietnam	5.5	+19.0%	2.6	+15.5%	2.9	+22.2%
	1.8	(0.0)	0.9	(0.0)	0.9	(0.0)
Total of Overseas Commercial Property Development	18.0	+9.7%	8.8	+12.0%	9.2	+7.7%
	6.3	+ 0.5	3.0	+ 0.3	3.3	+ 0.2
Total of Commercial Property Development	71.0	+3.8%	35.1	+4.6%	35.9	+3.1%
	12.8	+ 0.4	6.3	+ 0.2	6.4	+ 0.1
Operating profit + Dividend income from affiliates in Vietnam(1.7 billion JPY)	15.0	+ 1.3	6.3	+ 0.2	8.6	+ 1.0

Dividend in the Vietnam business: ¥2.2 bn (¥1.3 bn in FY2025) +¥0.9 bn

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

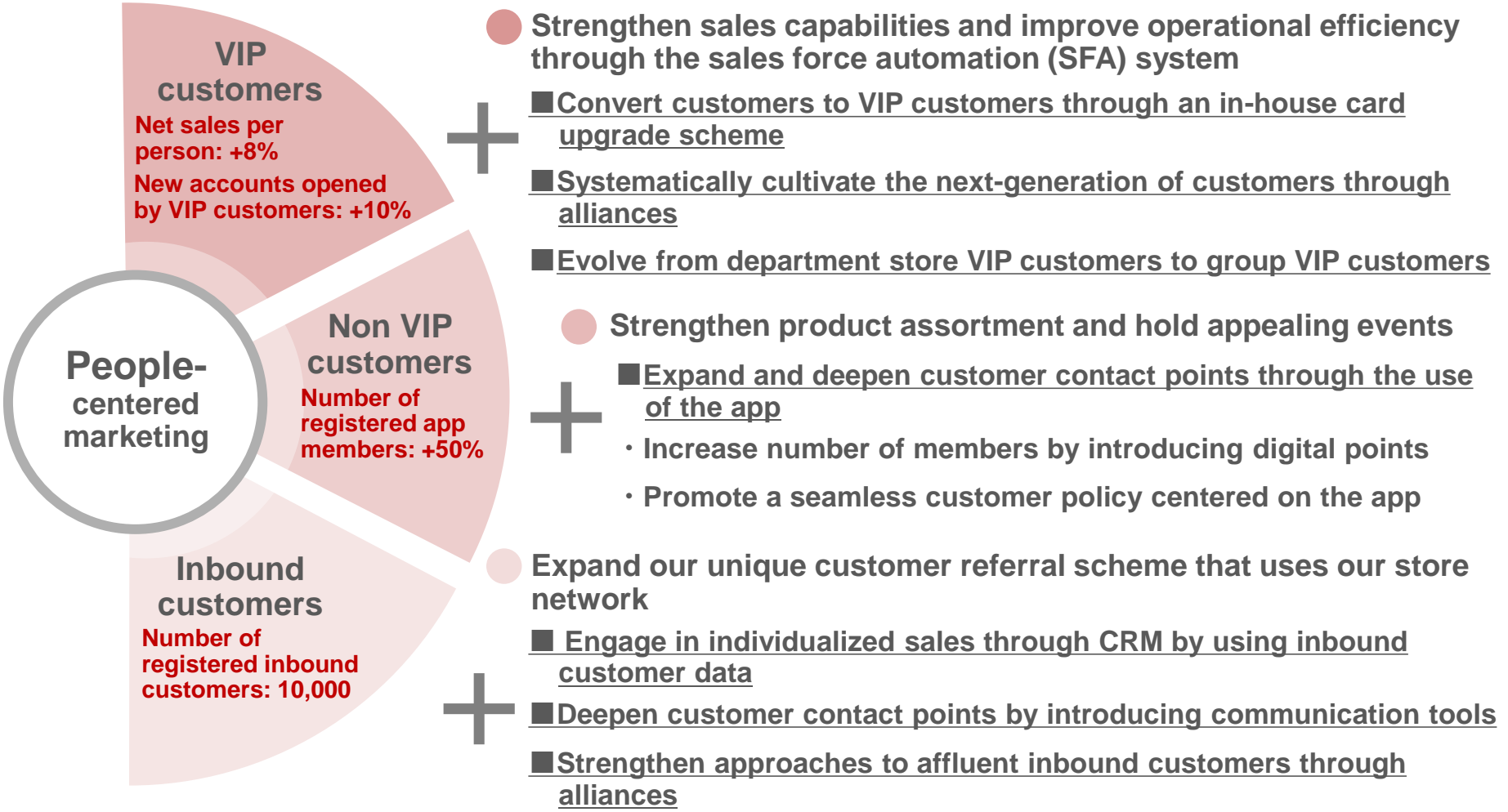
- ✓ In the Finance segment, having factored in the growth in net card transactions and the contribution to revenue from the and Lending business, growth investments aimed at expanding customers and business domains will be executed as planned even amid uncertain financial market trends
- ✓ Initiatives will proceed to build a stable revenue base in the Construction & Design segment and other segments as well

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

(billion JPY)		Full-year forecast	YoY Change	H1 forecast	YoY Change	H2 forecast	YoY Change
Takashimaya Financial Partners Co., Ltd. (TFP)	Finance	25.2	+4.8%	12.4	+6.1%	12.8	+3.5%
		5.5	+ 0.1	2.7	+ 0.1	2.8	+ 0.0
Takashimaya Space Create Co., Ltd. (TSC)	Construction & Design	38.1	+0.9%	18.6	+3.7%	19.6	(1.6%)
		2.6	+ 0.1	1.1	(0.4)	1.5	+ 0.5
R.T. Corporation Co., Ltd.	Others	16.4	+6.7%	8.1	+5.9%	8.3	+7.5%
		0.8	+ 0.2	0.4	+ 0.1	0.4	+ 0.1
CENTURY & Co., Ltd.	Others	9.2	+0.0%	4.4	+0.0%	4.7	+0.0%
		0.3	(0.3)	0.2	(0.1)	0.2	(0.2)
All Takashimaya Agency Co., Ltd.	Others	7.7	+1.5%	3.7	+2.9%	4.0	+0.3%
		0.9	(0.0)	0.4	+ 0.0	0.5	(0.0)
Good Live Co., Ltd.	Others	4.7	+7.6%	2.0	+22.0%	2.7	(0.7%)
		0.4	+ 0.1	0.1	+ 0.1	0.3	(0.0)

# 4-1. Specific Measures to Achieve the Forecasts: Department Stores in Japan

- ✓ Strengthen people-centered marketing using customer data
- ✓ Improve experience value and customer LTV by making the optimal proposals that capture the likes and preferences of customers
- ✓ Establish essential sales capabilities unaffected by the external environment through organizational development and institutionalization



# 4-1. Specific Measures to Achieve the Forecasts: ESG Management

- ✓ Continue symbolic efforts such as TSUNAGU ACTION and Depart de Loop
- ✓ Taking a broader view of business continuity, promote initiatives to preserve traditions and cultures and increase the robustness of supply chains

## Increase the Robustness of Supply Chains



\*Trademark registration pending

Launched a project to continue protecting the goodwill created by the philosophy, trust, and technology, etc. of companies

### Century Heritage 'Noren'



Investing in outstanding next-generation business leader candidates (searchers) to support business succession and revitalization of SMEs

### Search Fund

## CASA TATSUMURA

New brand from TATSUMURA TEXTILE CO., LTD. and Takashimaya  
Participated at the FUORI SALONE design festival



## maison de F

Revitalizing local producing areas through co-creation with local manufacturers  
Considering horizontal expansion of the operational scheme in the future

maison de F

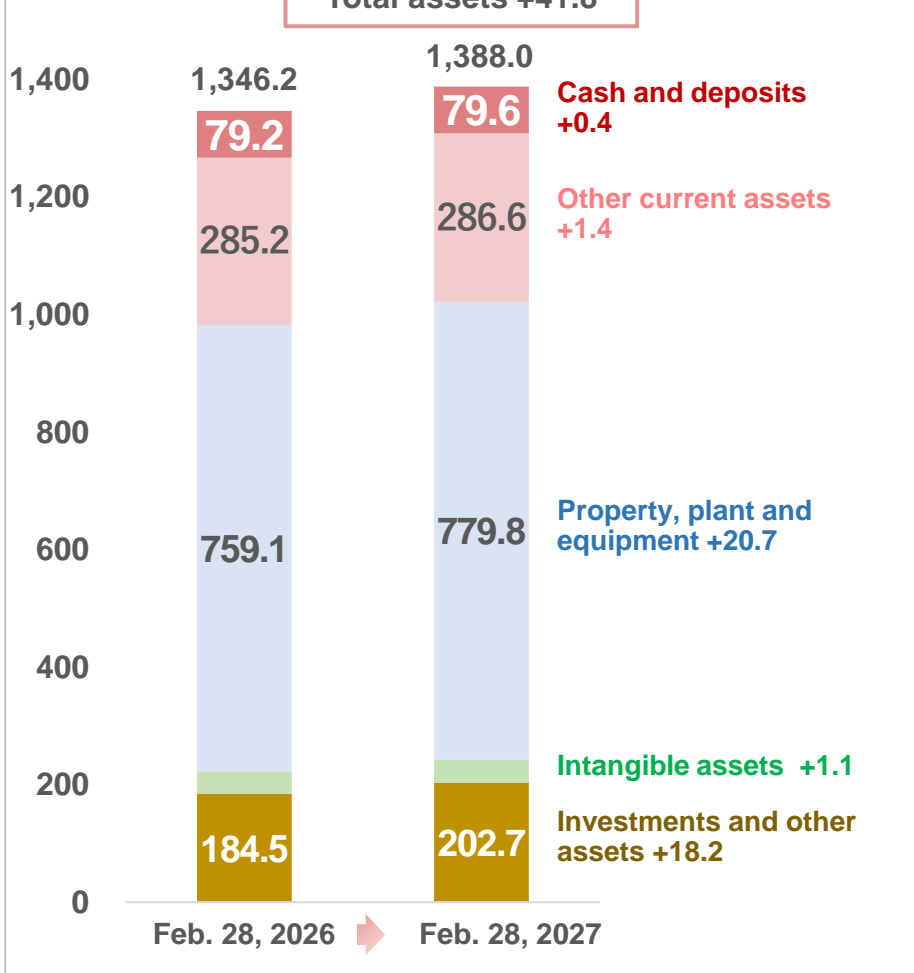
## Preserve traditions and culture

# 5. Consolidated Balance Sheet

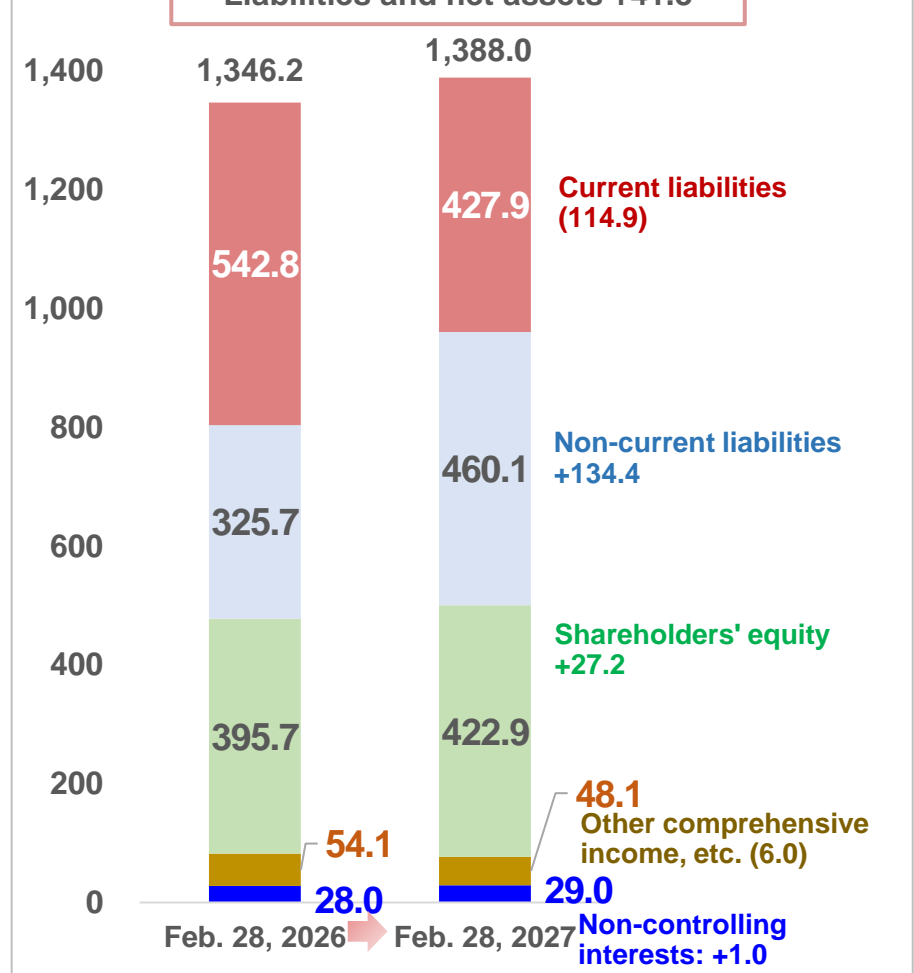
- ✓ Total assets will increase through investments aimed at sustainable profit growth etc.
- ✓ Liabilities continue to be used while promoting diverse financing methods to reduce capital costs
- ✓ Shareholders' equity will increase due to improved net profit while cash and cash equivalents will be allocated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

(Billions of yen)

**Total assets +41.8**



**Liabilities and net assets +41.8**

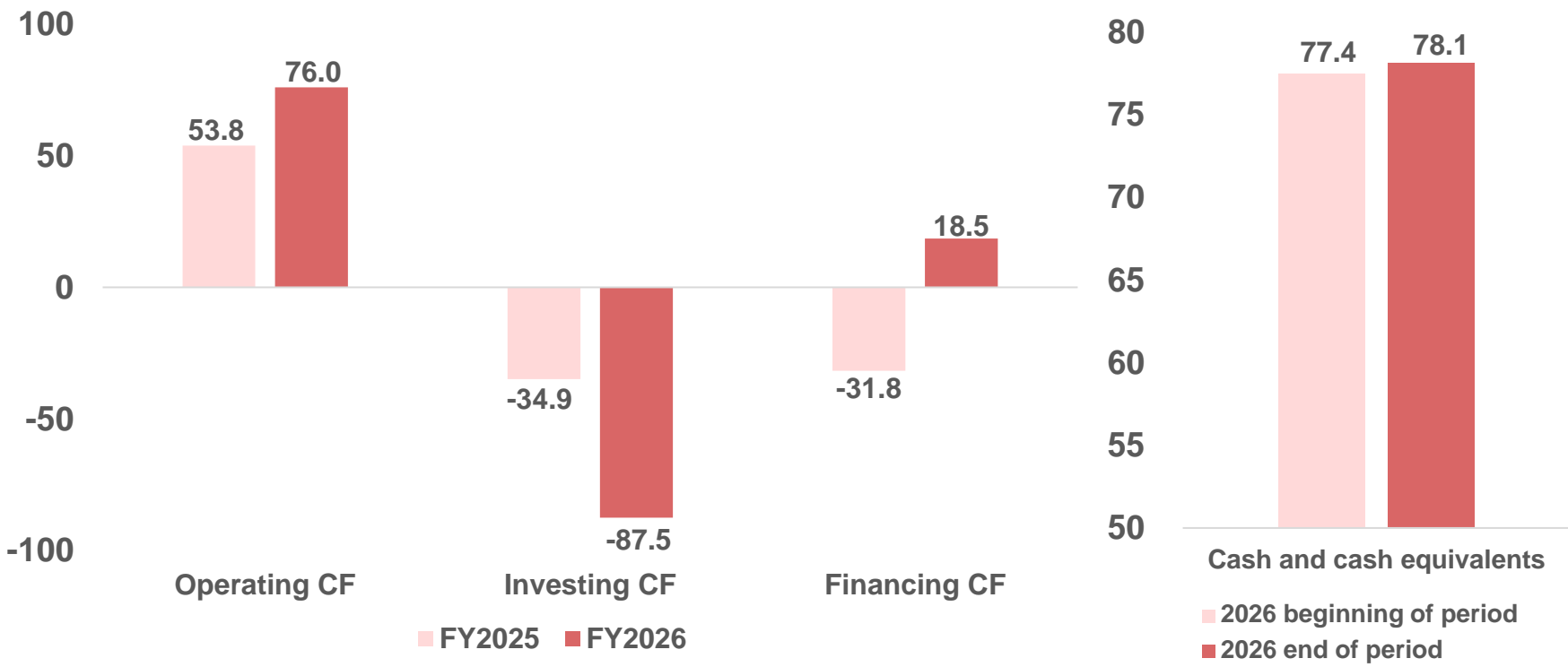


# 6. Consolidated Cash Flows

- ✓ Operating cash flows will increase by ¥22.2 bn from the previous year due to improvements in profit before income taxes etc.
- ✓ Investing cash flows will decrease by ¥52.6 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 ¥50.3 bn from the previous year due to the continued utilization of debt despite the increase in dividend payments

(Billions of yen)

Operating cash flows +22.2	Investing cash flows -52.6	Financing cash flows +50.3	Cash and cash equivalents at beginning and end of period +0.7
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## **III . Progress and Revisions of the Medium-Term Management Plan (FY2024 - FY2026)**

- 1. Key Points of the Progress and Revisions**
- 2. Operating Profit, Business Profit and ROIC**
- 3. Growth Investment**
- 4. Cash Allocation**
- 5. Financial KPIs**

# 1. Key Points of the Progress and Revisions of the Medium-Term Management Plan (FY2024 - FY2026)

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- ✓ Investments in the **Commercial Property Development (in Japan / Overseas) and Finance segments**, which are positioned as growth drivers, and profit distribution and investments to multi-stakeholders, which are the essence of management, such as **investments in human capital and ESG**, are progressing as planned
- ✓ In terms of cash allocation, while ensuring financial health, a shift is underway from debt reduction to utilization and **flexible capital policy adjustments are being made, such as share buybacks and the CB purchase and cancellation**
- ✓ **The year-end dividend for FY2025 was ¥17 to maintain the latest forecast despite a temporary net loss (annual: ¥34)**  
**The annual dividends per share for FY2026 will increase to ¥40 for a dividend payout ratio of 30%**
- ✓ In FY2026, in addition to improving net profit, the appropriate use of financial leverage focused on capital efficiency will be promoted with an **ROE of 8.3% expected**

## 2. Operating Profit, Business Profit and ROIC

- ✓ Phase until FY2026 and then a revenue generation phase from FY2027 onward
- ✓ Promote ROIC management to improve ROIC and realize an expanded spread with the WACC in the next Medium-Term Management Plan

**FY2026**

(Billions of yen)

**Operating profit**

57.5 billion yen

**Business profit**

64.3 billion yen

**ROIC**

5.5%

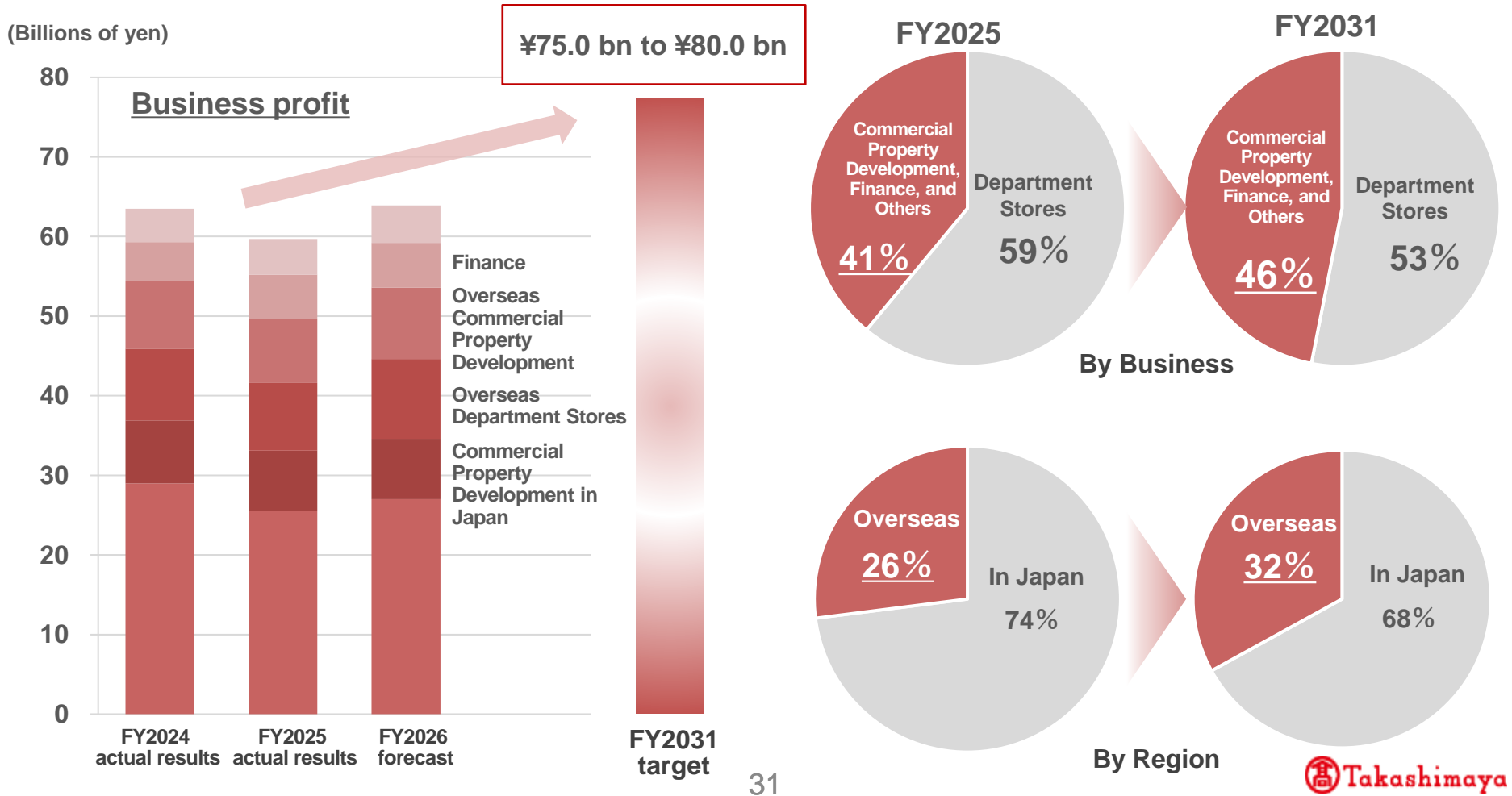
Segment	Operating profit					ROIC				
	FY2024 Results	FY2025		FY2026		FY2024 Results	FY2025		FY2026	
		Results	Oct. 2025 Forecasts	Forecasts	Oct. 2025 Forecasts		Results	Oct. 2025 Forecasts	Forecasts	Oct. 2025 Forecasts
Department Stores in Japan	28.5	24.9	23.0	27.7	24.6	5.9%	4.8%	4.1%	5.0%	4.2%
Overseas Department Stores	8.4	8.5	8.8	9.7	9.3	14.2%	14.2%	13.2%	14.5%	13.0%
Commercial Property Development in Japan	6.9	6.6	6.1	6.4	7.1	4.2%	4.0%	3.6%	4.0%	3.7%
Overseas Commercial Property Development	5.9	5.8	5.8	6.3	6.1	4.8%	3.7%	3.7%	4.5%	5.4%
Finance	4.8	5.6	5.4	5.9	6	8.3%	6.8%	7.0%	6.8%	7.3%
Construction & Design	2.2	2.5	2.4	2.5	2.5	13.2%	13.7%	13.3%	13.7%	12.6%
Others	2.0	2.0	2.5	2.2	3.6	6.6%	6.7%	8.0%	8.3%	10.6%
Consolidated Total	57.5	53.5	52.5	57.5	57.5	6.4%	5.7%	5.5%	5.5%	5.9%
				(WACC)		4.8%	4.8%	4.8%	4.9%	5.0%

\* ROIC (Return on invested capital) = NOPAT ÷ Invested capital (Note: NOPAT = EBIT (Ordinary profit + Interest expenses - Interest income) x (1 - Effective tax rate)

\* WACC (Weighted average cost of capital)

# 3-1. Progress of the Medium-Term Management Plan and Growth Investments

- ✓ The level of business profit in FY2031, when we will celebrate the 200th anniversary of Takashimaya, is projected to be between ¥75.0 bn and ¥80.0 bn
- ✓ To increase the share other than department stores to 46% and the overseas share to 32%, is being focused on the conversion to next-generation shopping centers, the Vietnam business, and the Finance segment in the current Medium-Term Management Plan



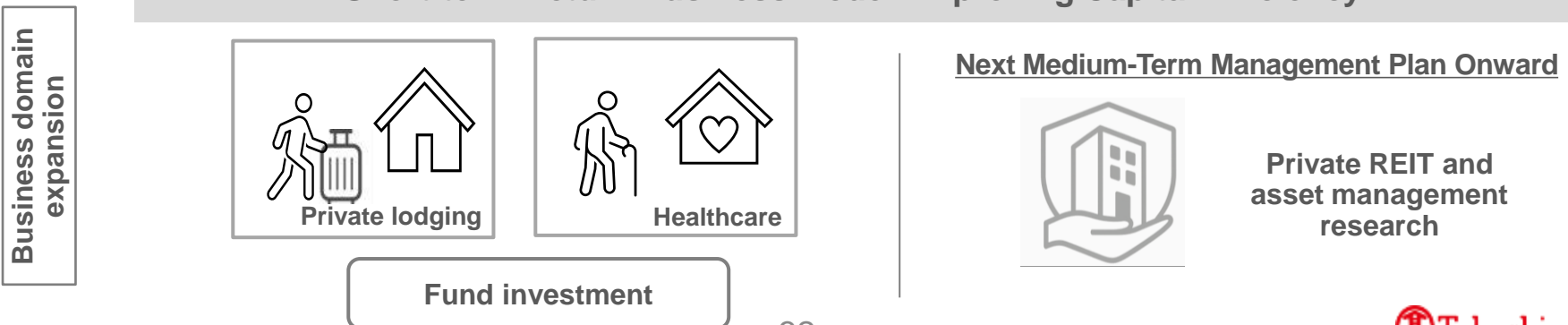
# 3-2. Growth Investment: Conversion to Next-generation Shopping Centers (Commercial Property Development in Japan)

- ✓ Promote the conversion to next-generation shopping centers to maximize the value of core commercial facilities
- ✓ Expand domains to short-term return business models and restructure portfolio to improve capital efficiency

## Conversion to Next-generation Shopping Centers: Maintaining the Revenue Base



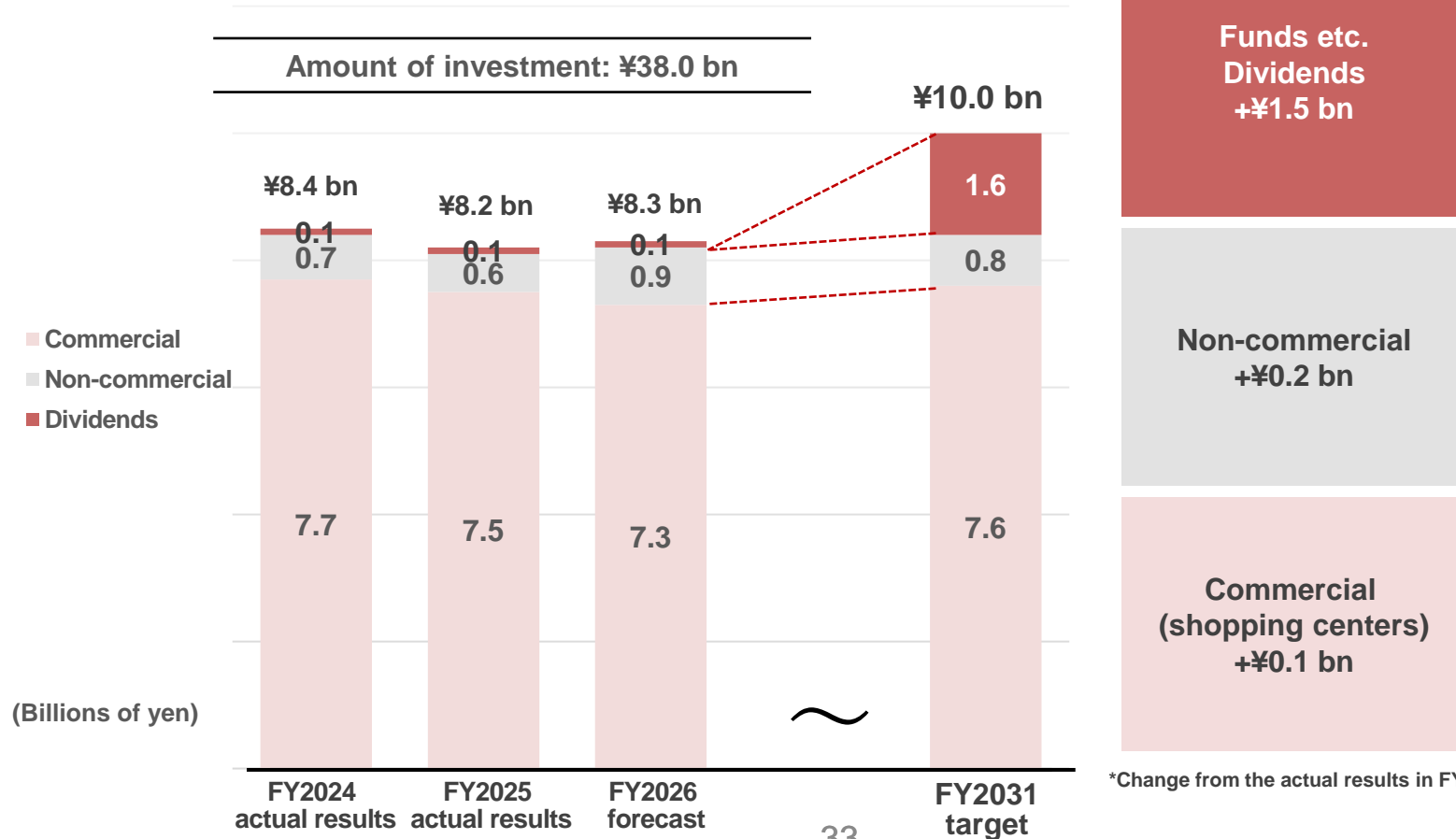
## Short-term Return Business Model: Improving Capital Efficiency



## 3-2. Growth Investment: Conversion to Next-generation Shopping Centers (Commercial Property Development in Japan)

- ✓ Enhance the appeal of commercial facilities and maintain profits with fund investments etc. a growth domain overall
- ✓ Replace assets with the aim of improving capital efficiency for non-commercial real estate
- ✓ Increase dividend income by accelerating in high-performing and growth areas, such as private lodging and healthcare

### Business Profit under the Current Medium-Term Management Plan and in FY2031



\*Change from the actual results in FY2025

# 3-3. Growth Investment: Vietnam Business

- ✓ Continue to expand revenue base by newly opening and expanding department store-focused shopping centers
- ✓ Accelerate expansion of business domains to non-commercial property development and short-term return investments that will become the next growth strategy

## Department Store-focused Shopping Centers: Expand Revenue Base

Core businesses



Scheduled to open in FY2027  
Hanoi Takashimaya S.C.



Third phase expanded facility opening from  
FY2030 onward  
Saigon Centre / Ho Chi Minh City Takashimaya



Business domain expansion

### Non-commercial: Building Foundations in Growth Domains



School Real Estate and Operation Business

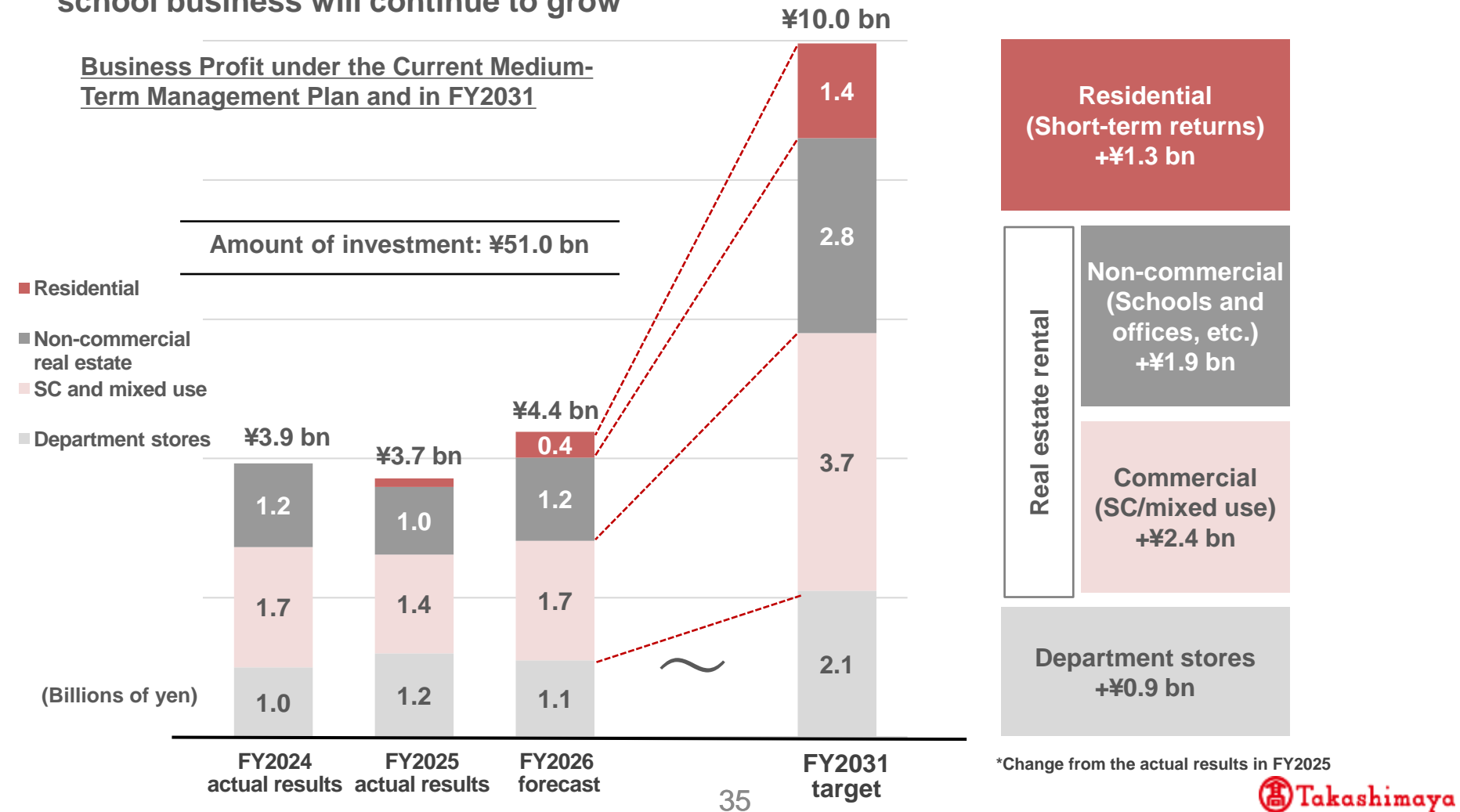
### Short-term Return Business Model: Improving Capital Efficiency



Residential Property Business  
FY2024: Haiphong  
FY2026: Ho Chi Minh City

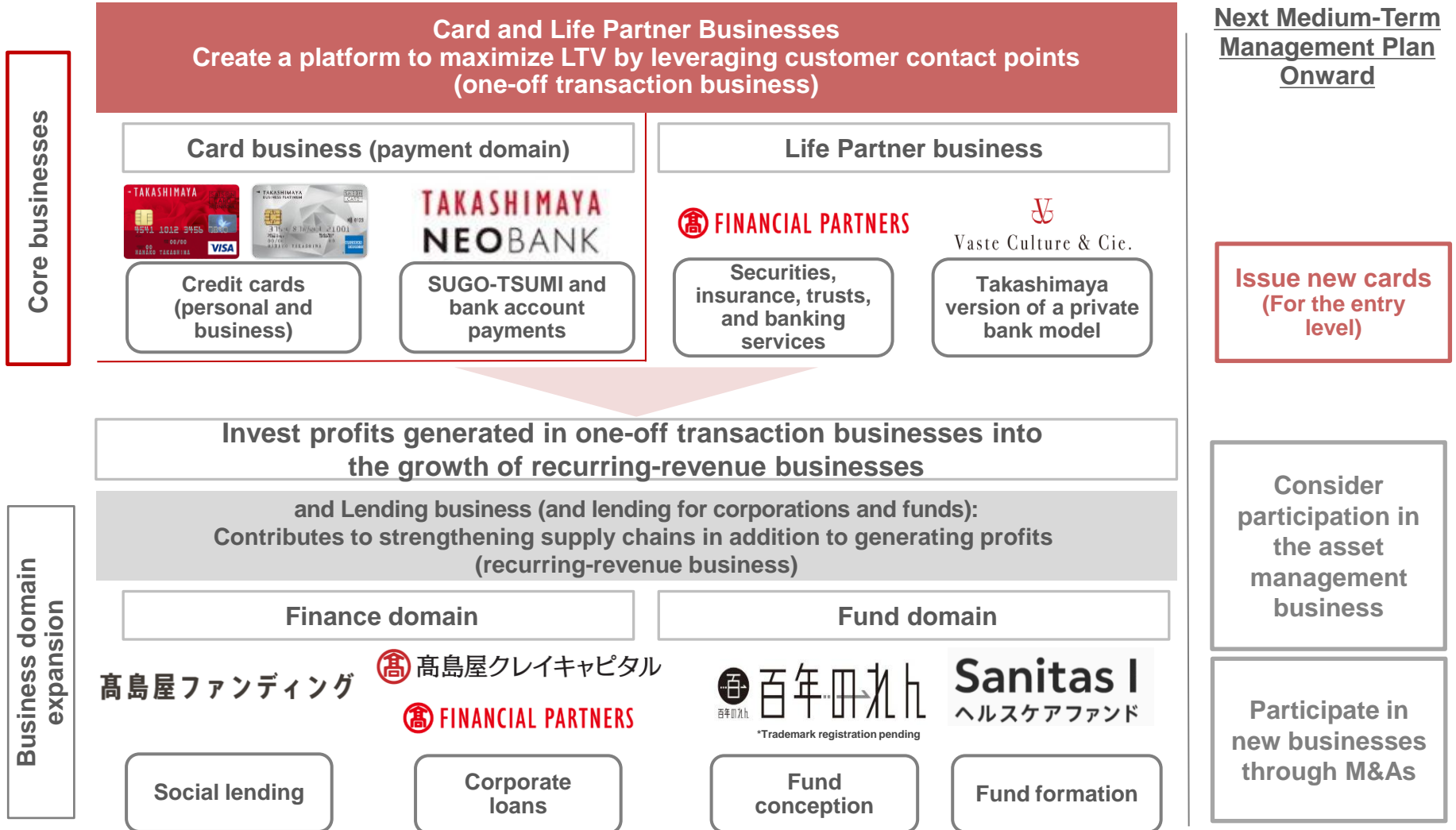
# 3-3. Growth Investment: Vietnam Business

- ✓ All domains – department stores, commercial and non-commercial real estate, and residential – will grow in a well-balanced manner
- ✓ Opening Hanoi Takashimaya S.C. and expanding Saigon Centre will strengthen the foundations of the department store and shopping center businesses
- ✓ Short-term return residential business will generate profit from FY2026 onward and the school business will continue to grow



# 3-4. Growth Investment: Finance Business

- ✓ Expand financial services centered on the Card business and grow core businesses by maximizing LTV
- ✓ Invest profits of core businesses to expand business domains and build a comprehensive financial platform



**Next Medium-Term Management Plan Onward**

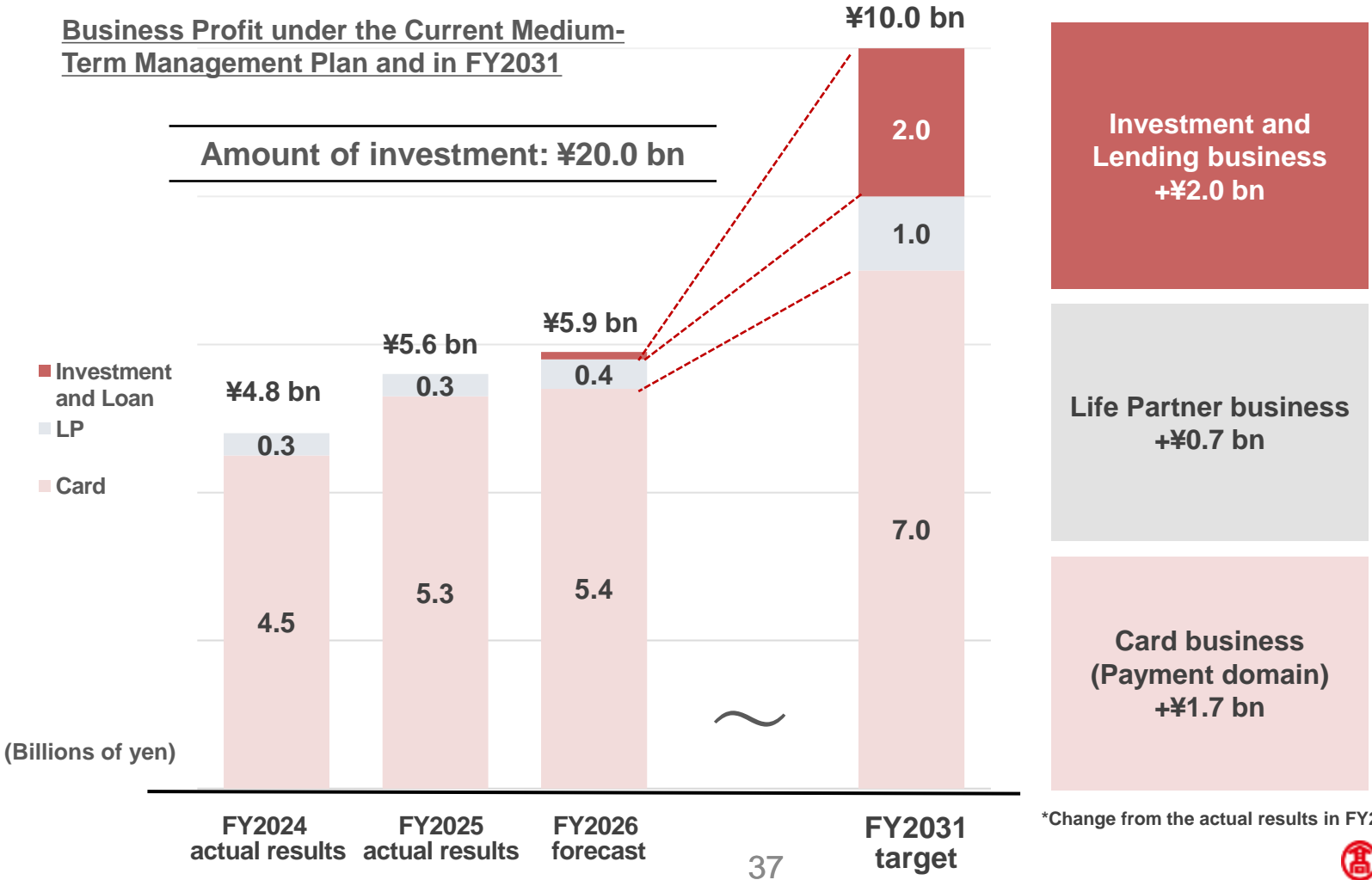
**Issue new cards (For the entry level)**

**Consider participation in the asset management business**

**Participate in new businesses through M&As**

# 3-4. Growth Investment: Finance Business

- ✓ Accelerate growth by adding and lending and other recurring-revenue businesses to card-centric one-off transaction businesses
- ✓ Acquire expertise and know-how through M&As and expand contact points with stakeholders and revenue opportunities
- ✓ Increase customer and external revenue by issuing new cards etc. in the core Card business



\*Change from the actual results in FY2025

# 4. Cash Allocation (Cumulative FY2024-FY2026)

- ✓ There are no changes to allocations to growth investments, human capital, ESG, and DX investments, etc., or other investments
- ✓ Flexible capital policy adjustments will be made through asset sales and debt utilization
- ✓ Shareholder returns will continue to be expanded as well with dividend increases, share buybacks, and the CB purchase and cancellation, etc.

As of April 2024 (Initial Year of the Current Medium-Term Management Plan)

The amounts given include expenses (Billions of yen)

As of April 2026 (Final Year of the Current Medium-Term Management Plan)

Operating cash flows	Investments	<b>Growth investment</b>	<b>147.0</b> (60%)
		Overseas Commercial Property Development	51.0
		Commercial Property Development in Japan	38.0
		Department Stores	31.0
250.0	(80 to 90%)	Finance	20.0
		Others	7.0
		<b>Other investments</b>	<b>73.0</b> (30%)
		Safety & security	30.0
Debt reduction	10.0	Systems (Maintenance)	20.0
		Digital Transformation (DX)	8.0
		Human capital	12.0
		ESG	3.0
Shareholder returns	20.0	Debt reduction	10.0 (3 to 5%)
		Shareholder returns	20.0 (7 to 10%)

## Key Revision Points

- **Asset sales**
  - FY2024: Cross-shareholdings
  - FY2025: Non-current assets
  - FY2026: Cross-shareholdings
- **Debt reduction ⇒ Utilization**
  - FY2025: Source of funds for CB purchase and cancellation
  - Debt utilization
- **Strengthened shareholder returns**
  - FY2024: Dividend increase of ¥6.0
  - Share buybacks of ¥15.0 bn
  - FY2025: Dividend increase of ¥9.5
  - Share buybacks of ¥15.0 bn
  - CB purchase and cancellation of ¥130.0 bn**
  - FY2026: Dividend increase of ¥6.0
  - \* After taking into consideration the 2-for-1 stock split (Sep. 2024)

Operating cash flows	Investments	<b>Growth investment</b>	<b>Progress as planned</b>
		Other investments	<b>Progress as planned</b>
		Asset sales	<b>-25.0 to 30.0</b>
		Debt utilization	<b>-130.0 to 170.0</b>
250.0	Shareholder returns	Shareholder returns	<b>180.0 to 190.0</b>

## 5. Financial KPIs

- ✓ Achieved the initially forecast stock price and PBR level ahead of schedule and will continue to realize a stable PBR of over 1x in the future
- ✓ To achieve the financial KPIs, will promote a flexible capital policy with an ROE in FY2026 of 8.3% expected
- ✓ EPS will increase under the next Medium-Term Management Plan by alleviating concerns about dilution despite the impact of the CB purchase and cancellation (net loss)

Theme	KPI	FY2024 Results	FY2025		FY2026				
			Results	Oct. 2025 Forecasts	Forecasts	Oct. 2025 Forecasts	When the Medium-term Management Plan Was Formulated in 2024		
Profit growth	Operating Profit (bn yen)	57.5	53.5	52.5	57.5	57.5	57.5		
	Core operating profit (bn yen) *1	63.4	59.6	57.0	64.3	63.5	—		
	Net profit (bn yen)	39.5	-8.2 42.0	40.0	38.0				
	ROIC (%)	6.4	5.7	5.5	5.5			5.9	6.2
	ROE (%)	8.5	-1.8 8.6	8.3	8.3	8.0	8.0		
Financial health	Net interest bearing debt (bn yen)	111.1	202.2	135.0	243.4	161.3	104.0		
	Equity ratio (%)	36.5	33.4	37.6	33.9	37.6	42.1		
Shareholder returns	EPS (yen) *2	126	-27 143	134	130	138	134		
	Dividend payout ratio (%)	19.2	-122.9 24.0			30.8	30.0		
	DOE <Dividends on equity> (%)	1.43	2.24			1.86	2.49		

⇒ Level excluding the impact of the net loss from the CB purchase and cancellation

\*1: Core operating profit = Operating profit + Equity in earnings of affiliates + Dividend income

\*2: The Company conducted a two for one stock split of common stock that took effect on September 1, 2024.

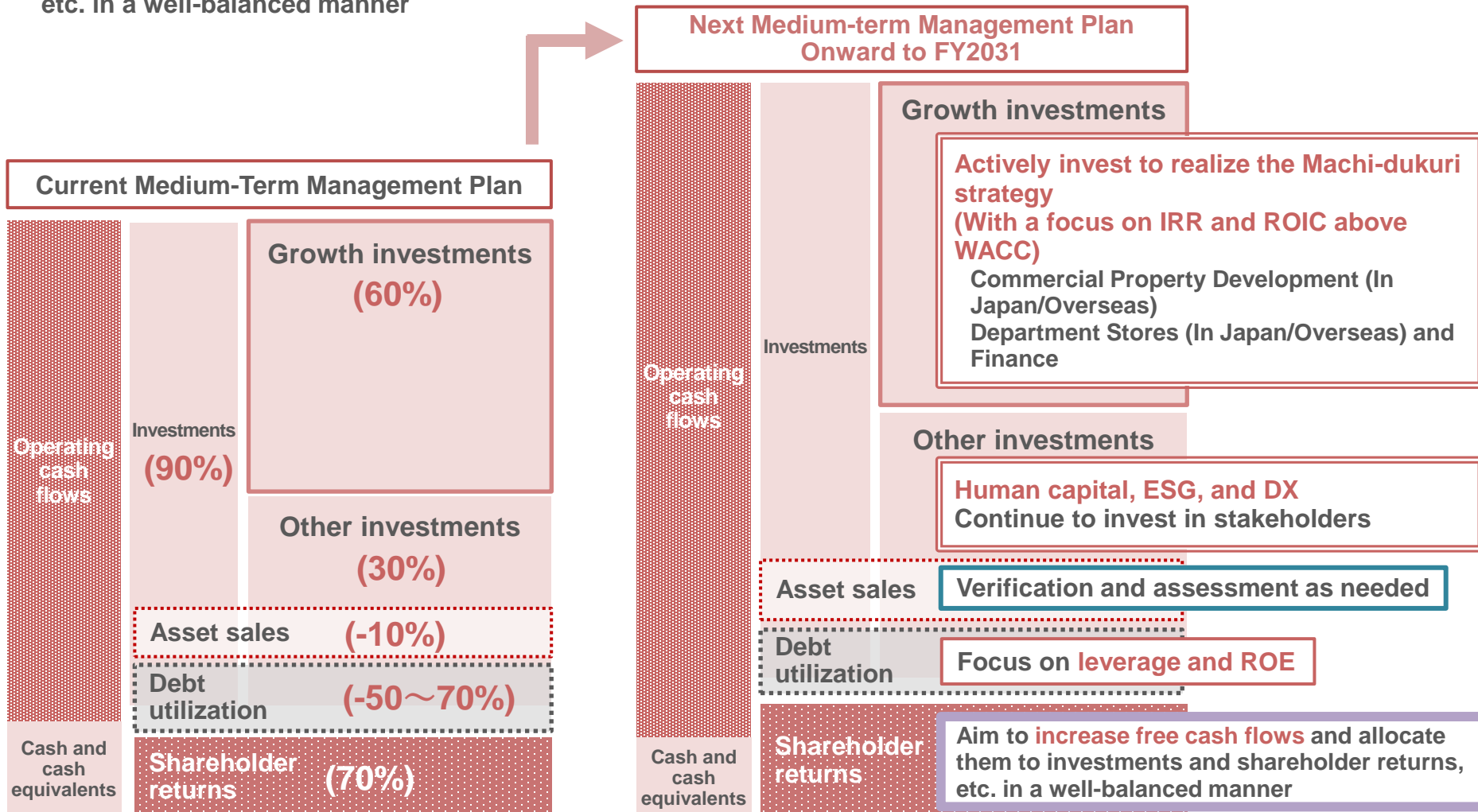
# **IV . Path to Profit Growth and Evolution of Capital Policy:**

**Toward the 200th Anniversary of Takashimaya in 2031**

- 1. Cash Allocation**
- 2. Concept of Assets**
- 3. Financial KPIs**
- 4. Governance to Support the Medium- to Long-term Strategy**

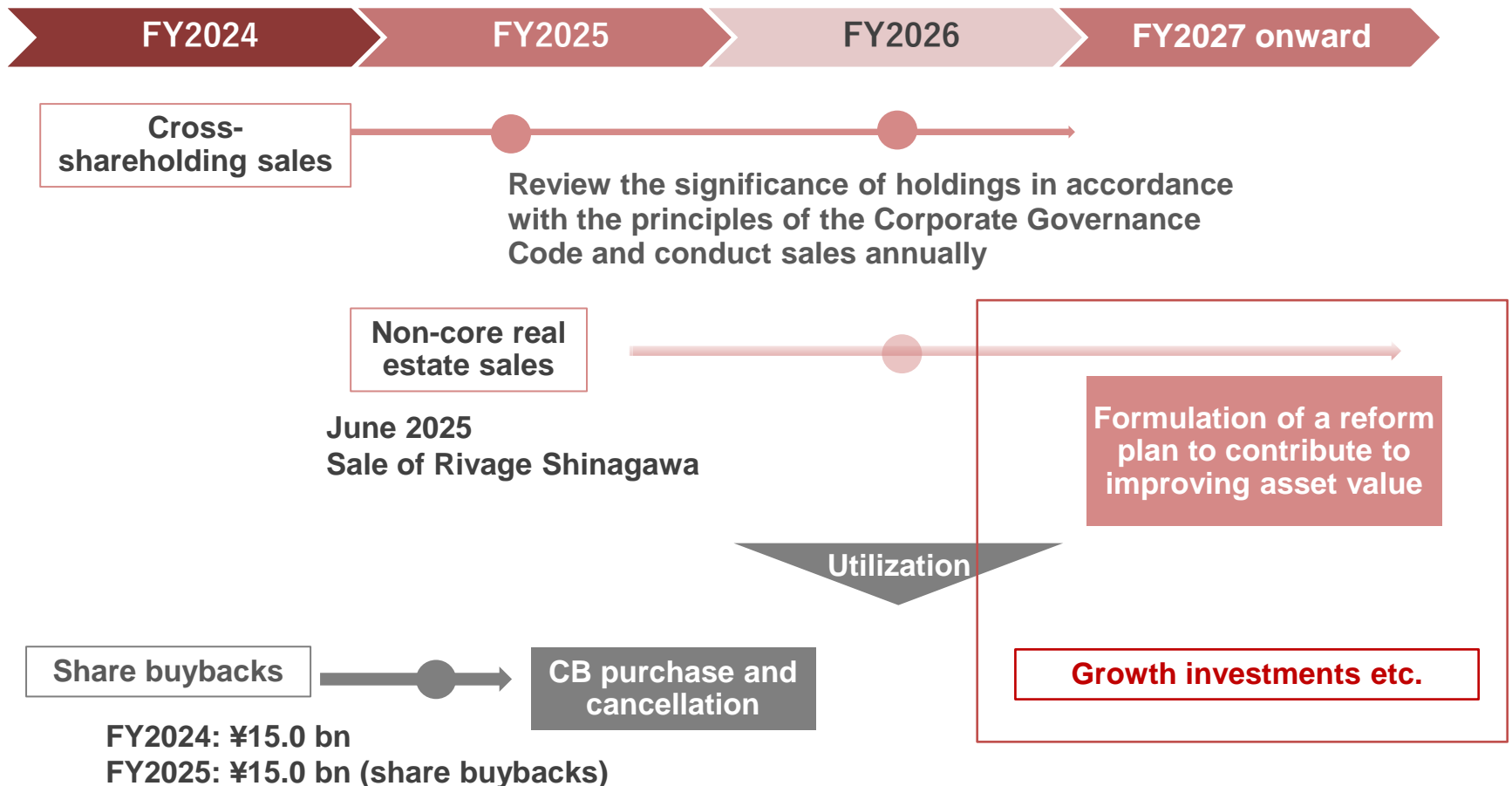
# 1. Cash Allocation

- ✓ Growth investments, and human capital, ESG, and DX investments will again be actively executed from the next Medium-Term Management Plan onward
- ✓ Debt will continue to be utilized such as by promoting diverse financing methods with a focus on leverage and ROE improvement
- ✓ Aim to increase operating cash flows and free cash flows and to allocate them to investments and shareholder returns, etc. in a well-balanced manner



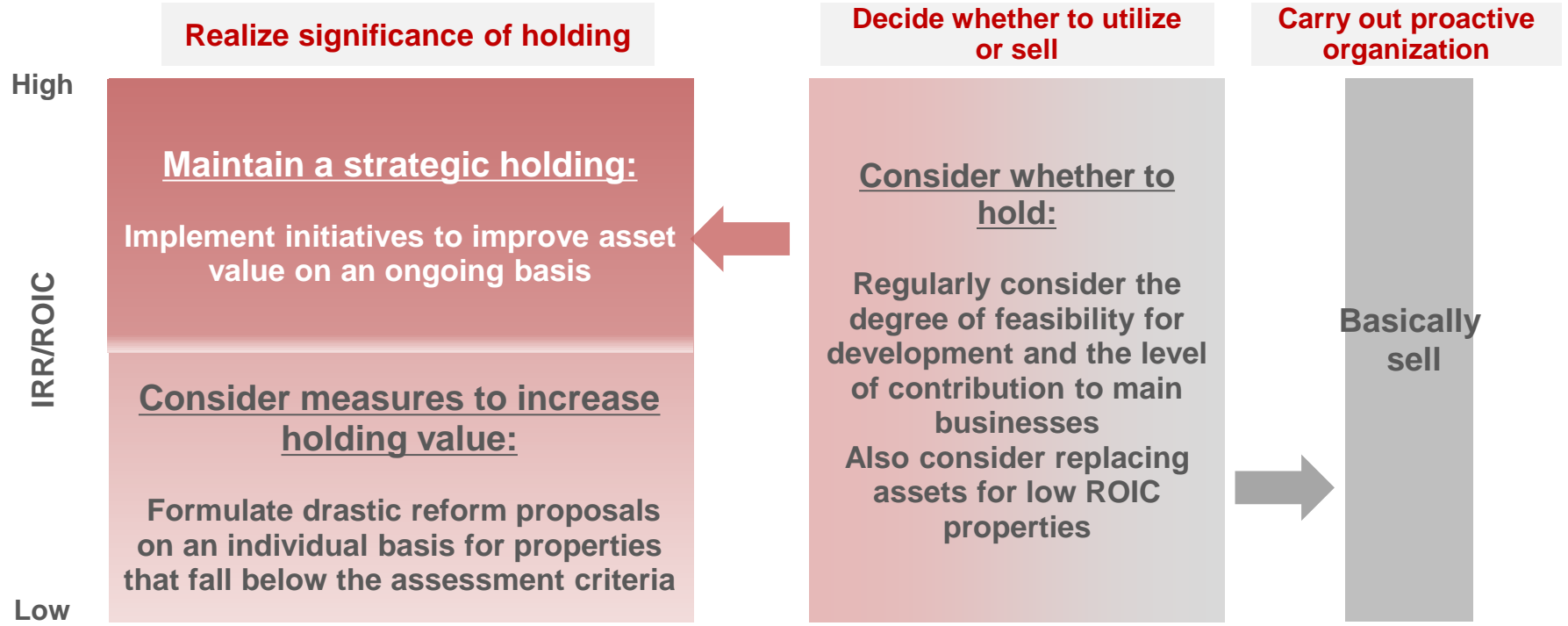
## 2-1. Concept of Assets

- ✓ Retain assets that contribute to Machi-dukuri in principle while promoting an asset-light strategy with a focus on capital efficiency
- ✓ Sold non-core assets (securities and real estate) in FY2024 and FY2025
- ✓ Continuing to consider the sale of non-core assets in the future and then using the cash generated in growth investments



# 2-2. Concept of Assets: Real Estate Holding Policy

- ✓ Classify the assets we hold as core, semi-core, or non-core based on their relevance to our core businesses
- ✓ Formulate policies for core properties in line with criteria and then roll out initiatives progressively
- ✓ Regularly verify whether each property is worth holding and then determine what action to take



Core	Semi-core	Non-core
Assets for core businesses, such as department stores and shopping centers, and businesses aimed at stabilizing revenue: Each store etc.	Assets related to core businesses and assets that contribute to the expansion of core businesses, such as redevelopment: Logistics warehouses etc.	Assets that do not affect the revenue or business expansion of core businesses: Rental properties

### 3. Financial KPIs

- ✓ Formulate the direction of financial KPIs with the aim of further enhancing corporate value by FY2031 and beyond
- ✓ Build a virtuous cycle of sustainable profit growth and appropriate profit allocation (shareholder returns etc.) through growth investments
- ✓ Enhance corporate value through a disciplined capital policy by curbing increases in cash and cash equivalents and net assets

Theme	KPI	FY2025	FY2026
		Results	Forecasts
Profit growth	Operating Profit (bn yen)	53.5	57.5
	Core operating profit (bn yen) *1	59.6	64.3
	Net profit (bn yen)	-8.2	38.0
	ROIC (%)	5.7	5.5
	ROE (%)	-1.8	8.3
Financial health	Net interest bearing debt (bn yen)	202.2	243.4
	Equity ratio (%)	33.4	33.9
Shareholder returns	EPS (yen) *2	-27	130
	Dividend payout ratio (%)	-122.0	30.8
	DOE <Dividends on equity> (%)	2.24	2.49



**Growth revenue generation phase:  
Appropriately allocate increased free cash flows to next growth investments and shareholder returns**

- Business profit ¥75.0 bn to ¥80.0 bn
- ROIC: 7.0%

**Utilize debt with a focus on leverage while ensuring financial soundness**  
(Take into consideration new lease accounting standards to be applied in FY2028)

**Allocate generated profits to investments and shareholder returns**

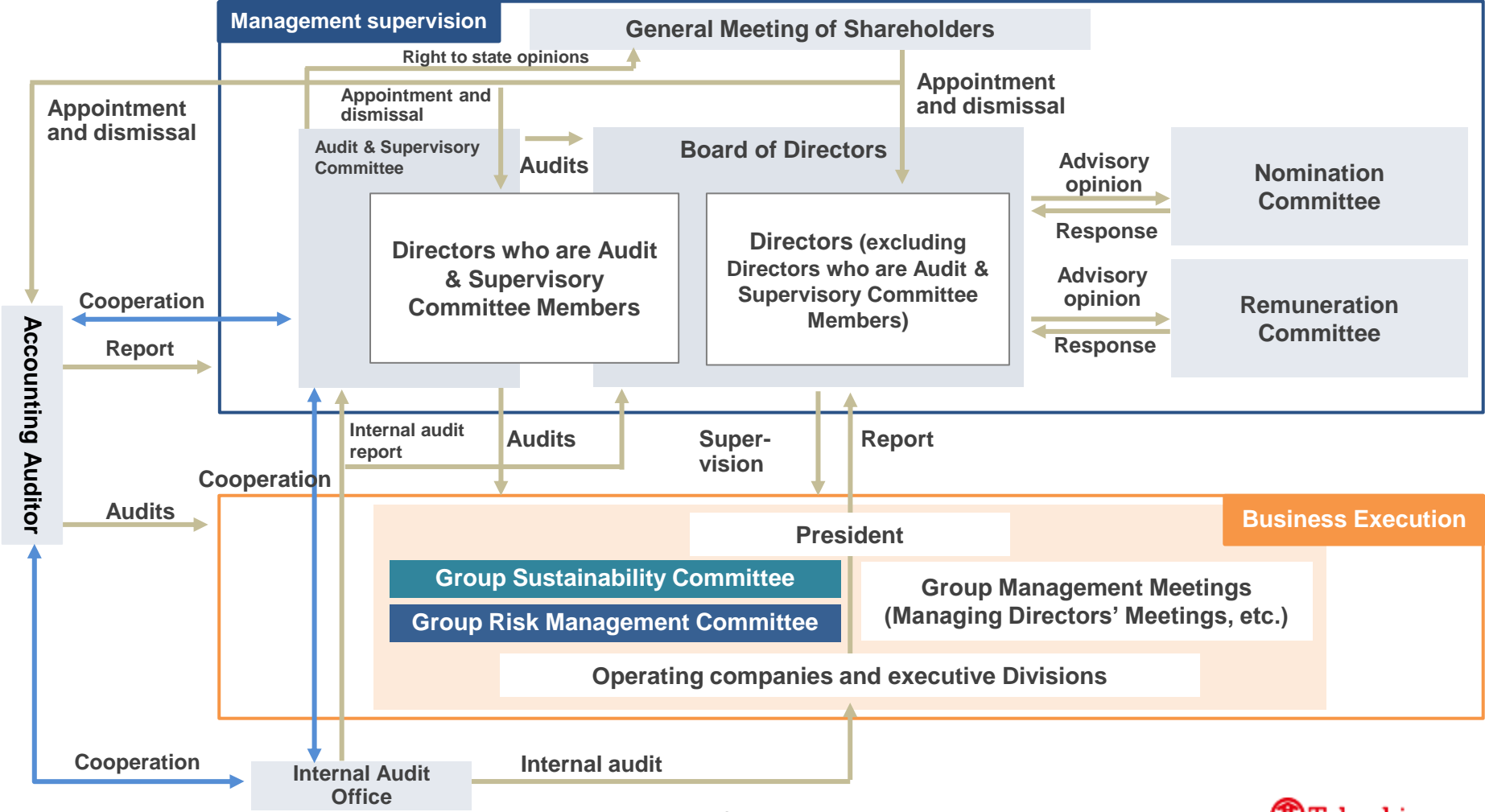
- Dividend payout ratio of 30% or more
- Progressive dividends with a DOE of 2.5% or more
- Also consider flexible share buybacks

\*1: Core operating profit = Operating profit + Equity in earnings of affiliates + Dividend income

⇒ Level excluding the impact of the net loss from the CB purchase and cancellation

# 4. Governance to Support the Medium- to Long-term Strategy

- ✓ Transition to a company with an audit and supervisory committee subject to approval at the General Meeting of Shareholders to strengthen the supervisory functions of the Board of Directors and further accelerate decision-making and business execution
- ✓ Create time to discuss management strategies and vision aimed at enhancing medium- to long-term corporate value



# Reference Materials

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## Results of the CB Purchase and Cancellation

### FY2025 Results

Results by Segment (H1 / H2)

Total Operating Revenue by Segment (H1 / H2)

Department Stores in Japan In-store Net Sale Trends (by Customer / by Product)

Department Stores in Japan Inbound Customer Net Sale Trends (by Country / by Product and No. of Transactions / Net Sales Per Customer)

Department Stores in Japan SG&A Expenses (H1 / H2)

ROIC by Store/Base

### FY2026 Forecasts

Forecasts by Segment (H1 / H2)

Total Operating Revenue by Segment (H1 / H2)

Department Stores in Japan SG&A Expenses (H1 / H2)

## Management Criteria

# Reference: Results of the Purchase and Cancellation of Zero Coupon Convertible Bonds (CB) due 2028

● Jan. 6 ➤ **Announcement of CB purchase and cancellation**

(Purchase application period)

● Jan. 29

● Jan. 30 ➤ **Finalization of purchase amount**

## Zero Coupon Convertible Bonds due 2028

Date of maturity: Dec. 6, 2028

Target of the purchase: Entire amount of the bonds outstanding (issued face value: ¥60.0bn)

Conversion price: ¥1,066.1 (announced on Oct. 14, 2025)

Total amount of purchase price: No ceiling

(i) Extraordinary loss floor

Purchase face value of ¥59.99 billion against a face value of ¥60.0 billion (remaining: ¥0.01 billion)

Based on the CB price etc. on Jan. 6, total purchase amount of ¥99.05 billion and extraordinary loss amount of ¥38.98 (floor)

Impact on net profit is -¥27.0 billion after taking into account the tax effects ([Net profit] Forecast as of Oct. 2025 of ¥40.0 billion ⇒ ¥13.0 billion)

● Feb. 2

(Calculation period of purchase amount)

● Feb. 24 ➤ **Finalization of total purchase amount**

(ii) Finalization of extraordinary loss amount

Upon completion of the calculation period, total purchase amount of ¥131.36 billion and extraordinary loss of ¥71.29 billion (finalized)

Impact on net profit is -¥50.5 billion after taking into account the tax effects ([Net profit] Forecast as of Oct. 2025 of ¥40.0 billion ⇒ -¥10.5 billion)

● Feb. 27 ➤ **Completion of purchase and cancellation**

## Completion of the Cancellation of Treasury Shares

Cancellation of treasury shares (10 million) purchased in November 2025 has been completed

\* 3.3% of the total number of outstanding shares before cancellation

Cancellation postponed with the intention of allocating the remaining treasury shares to shares to be issued upon CB conversion

⇒ The remaining CBs were promptly cancelled because their face value had reached ¥0.01 billion

\* Please see materials disclosed in Jan. and Feb. for details.

# Reference: [FY2025 Results] Results by Segment (H1 / H2)

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

(billion JPY)	FY2025		Change from forecast	H1		H2	
		YoY Change			YoY Change		YoY Change
Department Stores in Japan	322.0	(4.1%)	(0.9%)	155.8	(5.3%)	166.2	(3.0%)
	<b>24.9</b>	<b>(3.7)</b>	<b>+ 1.8</b>	<b>9.6</b>	<b>(4.8)</b>	<b>15.3</b>	<b>+ 1.2</b>
Overseas Department Stores	35.2	(0.1%)	(0.6%)	16.5	(3.4%)	18.7	+3.1%
	<b>8.5</b>	<b>+ 0.2</b>	<b>(0.4)</b>	<b>3.8</b>	<b>(0.1)</b>	<b>4.7</b>	<b>+ 0.3</b>
Commercial Property Development in Japan	52.0	+2.0%	+0.0%	25.7	+1.0%	26.3	+3.0%
	<b>6.6</b>	<b>(0.3)</b>	<b>+ 0.4</b>	<b>3.4</b>	<b>(0.5)</b>	<b>3.1</b>	<b>+ 0.2</b>
Overseas Commercial Property Development	16.4	+2.1%	+0.7%	7.8	(3.2%)	8.6	+7.4%
	<b>5.8</b>	<b>(0.1)</b>	<b>+ 0.0</b>	<b>2.7</b>	<b>(0.5)</b>	<b>3.2</b>	<b>+ 0.4</b>
Finance	25.2	+8.8%	+0.3%	12.2	+10.3%	13.0	+7.4%
	<b>5.6</b>	<b>+ 0.7</b>	<b>+ 0.2</b>	<b>2.7</b>	<b>+ 0.4</b>	<b>2.9</b>	<b>+ 0.3</b>
Construction & Design	37.8	+12.9%	+6.8%	17.9	+4.2%	19.9	+22.0%
	<b>2.5</b>	<b>+ 0.4</b>	<b>+ 0.1</b>	<b>1.5</b>	<b>+ 0.4</b>	<b>1.0</b>	<b>(0.0)</b>
Others	59.1	+4.3%	(1.9%)	26.9	+3.4%	32.2	+5.1%
	<b>2.0</b>	<b>+ 0.0</b>	<b>(0.5)</b>	<b>0.8</b>	<b>+ 0.0</b>	<b>1.2</b>	<b>+ 0.0</b>
<b>Consolidated Total</b>	492.4	(1.2%)	+0.2%	235.4	(3.3%)	257.0	+0.8%
	<b>53.5</b>	<b>(4.0)</b>	<b>+ 1.0</b>	<b>23.7</b>	<b>(5.1)</b>	<b>29.9</b>	<b>+ 1.1</b>
<b>Business profit</b>	<b>59.6</b>	<b>(3.7)</b>	<b>+2.6</b>	<b>25.2</b>	<b>(6.4)</b>	<b>34.5</b>	<b>+2.6</b>

## Reference: [FY2025 Results] Segment-specific Total Operating Revenue (H1/H2)

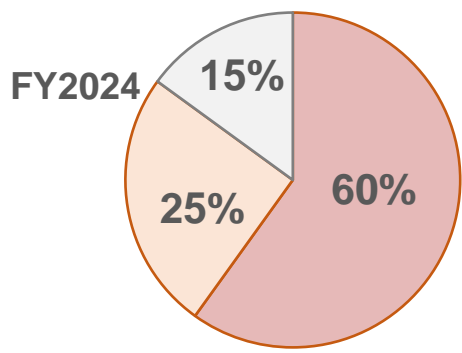
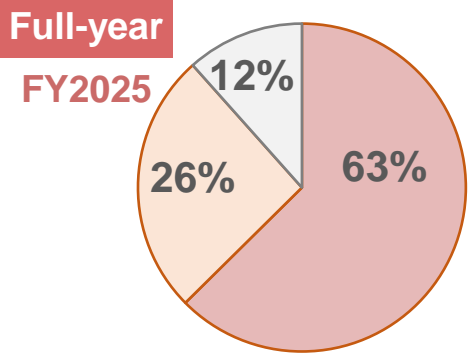
(billion JPY)	FY2025	YoY Change	Change from forecast	H1	YoY Change	H2	YoY Change
Department Stores in Japan	850.2	(1.0%)	+1.7%	401.8	(4.9%)	448.4	+2.7%
Overseas Department Stores	35.2	(0.1%)	(0.6%)	16.5	(3.4%)	18.7	+3.1%
Commercial Property Development in Japan	52.0	+2.0%	+0.1%	25.7	+1.0%	26.3	+3.0%
Overseas Commercial Property Development	16.4	+2.1%	(1.2%)	7.8	(3.2%)	8.6	+7.4%
Finance	25.2	+8.1%	+0.5%	12.3	+9.4%	12.9	+6.9%
Construction & Design	37.8	+12.9%	+6.7%	17.9	+4.2%	19.9	+22.0%
Others	61.9	+4.7%	(7.3%)	28.3	+3.8%	33.6	+5.4%
Consolidated Total	1,032.3	(0.0%)	+1.7%	487.2	(3.9%)	545.1	+3.6%

# Reference: [FY2025 Results] Department Stores in Japan In-store Net Sale Trends (by Customer)

(YoY* / Existing stores)	Full Year	H1	H2	Q1	Q2	Q3	Q4
Total net sales	+1%	(3%)	+5%	(4%)	(2%)	+5%	+4%
Domestic customers	+4%	+2%	+6%	+1%	+2%	+5%	+7%
(Non-VIP customers)	+4%	+3%	+6%	+3%	+2%	+5%	+6%
(VIP customers)	+4%	+0%	+7%	(3%)	+2%	+6%	+9%
Inbound customers	(18%)	(29%)	(5%)	(30%)	(28%)	+5%	(14%)

## Net Sales Share by Customer

- Non-VIP Customers
- VIP Customers
- Inbound customers



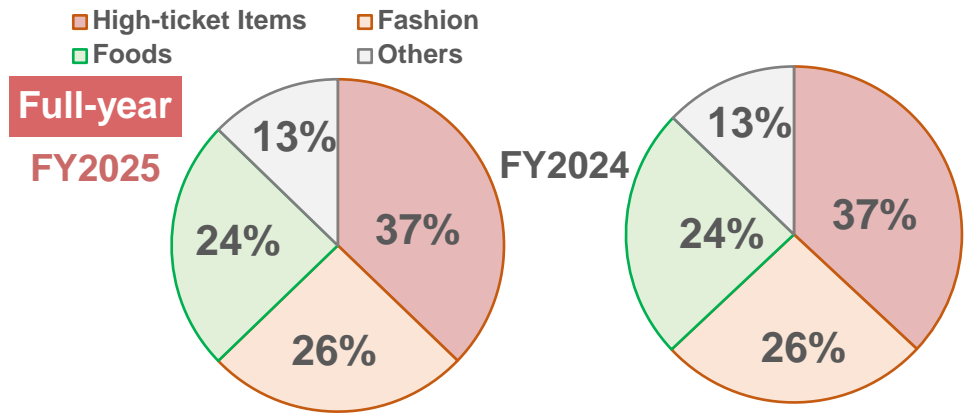
\*Trends of actual net sales before adjustments due to accounting treatment (delivery basis) related to the closing of accounts

	H1		H2	
	FY2025	FY2024	FY2025	FY2024
Non-VIP customers	63%	59%	63%	62%
VIP customers	26%	25%	26%	25%
Inbound customers	11%	16%	12%	13%

# Reference: [FY2025 Results] Department Stores in Japan In-store Net Sale Trends (by Product)

(YoY / Existing stores)	Full Year	H1	H2	Q1	Q2	Q3	Q4
Total net sales	+1%	(3%)	+5%	(4%)	(2%)	+5%	+4%
Fashion*	(1%)	(1%)	(1%)	(1%)	(1%)	+1%	(2%)
(of which, retail full-priced items)	(0%)	(1%)	+0%	(1%)	(1%)	+2%	(2%)
High-ticket items*	+2%	(9%)	+12%	(11%)	(7%)	+12%	+12%
Foods	+2%	+2%	+2%	+4%	+1%	+2%	+2%

## Net Sales Share by Customer

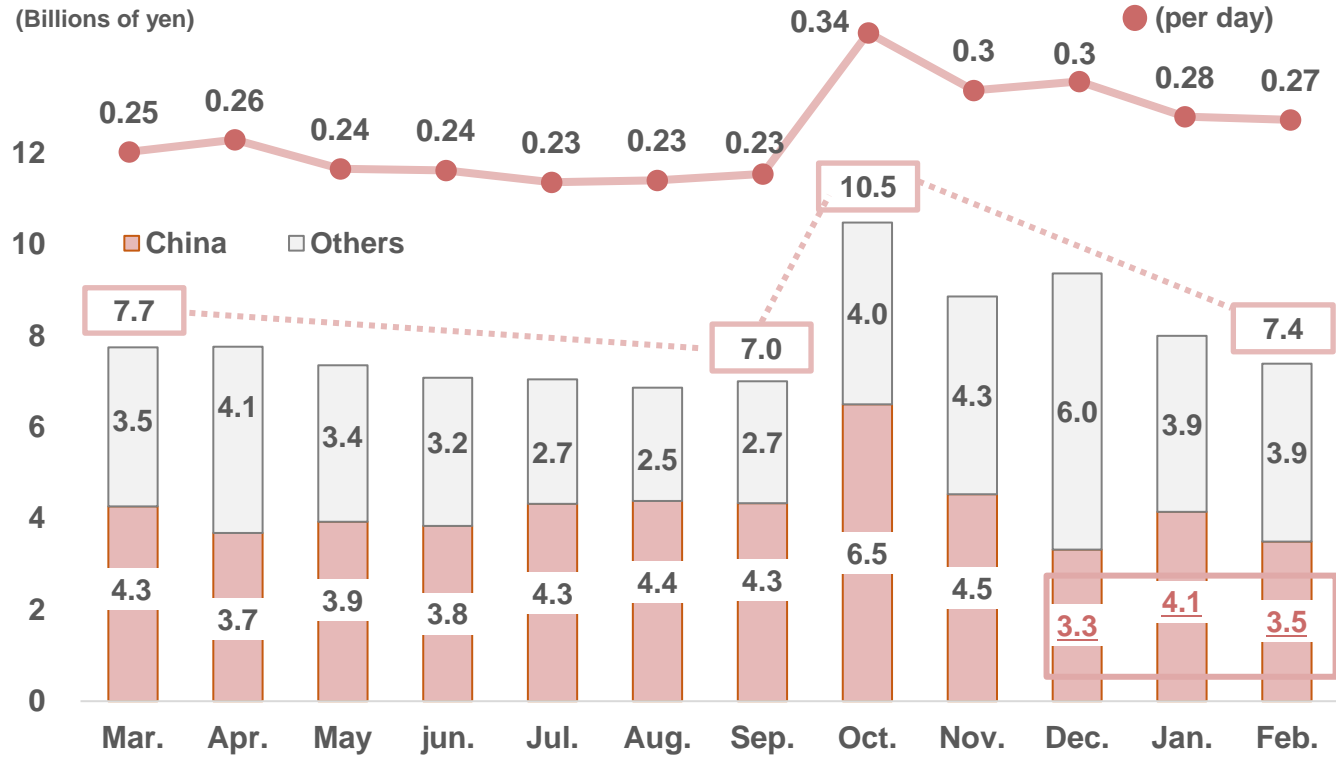


\* Fashion: Men's clothing, women's clothing, accessories (including cosmetics) / High-ticket items: Special selections and jewelry

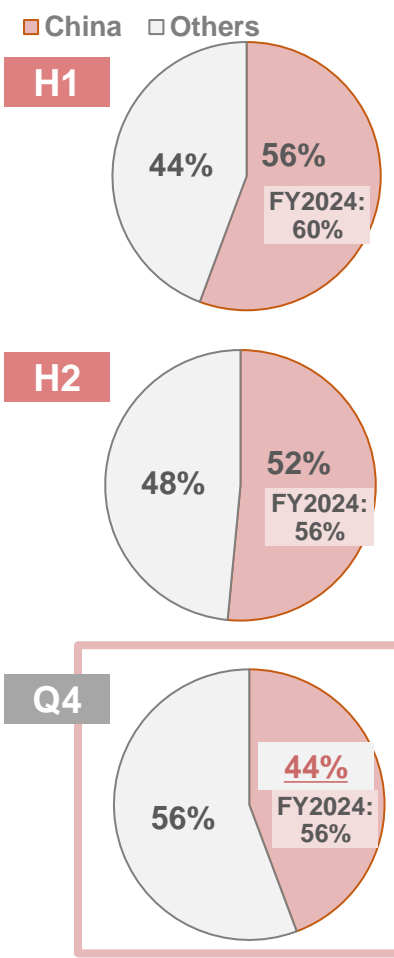
	H1		H2	
	FY2025	FY2024	FY2025	FY2024
High-ticket items	36%	38%	38%	36%
Fashion	27%	26%	25%	26%
Foods	24%	23%	25%	25%
Others	13%	13%	12%	13%

# Reference: [FY2025 Results] Department Stores in Japan Inbound Customer Net Sale Trends (by Country)

(Billions of yen)



## Net Sales Share by Country



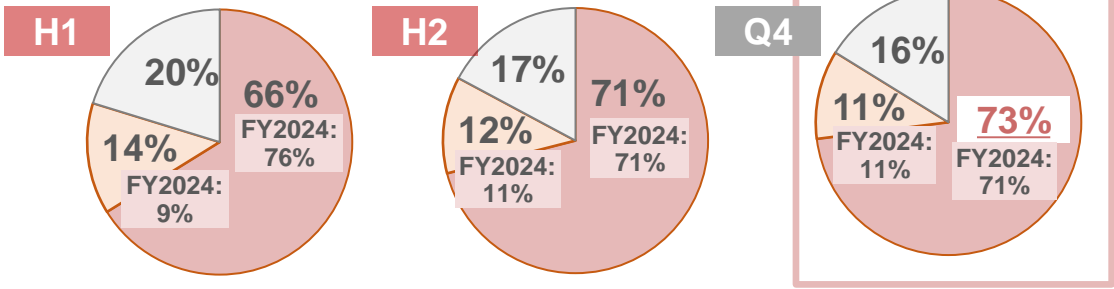
	Full Year	H1	H2	Q1	Q2	Q3	Q4
Net sales	94.9	43.8	51.1	22.9	21.0	26.3	24.7
Change from FY2024	(21.0)	(18.2)	(2.9)	(10.0)	(8.2)	+1.3	(4.1)
YoY	(18%)	(29%)	(5%)	(30%)	(28%)	+5%	(14%)
(of which, China)	(25%)	(34%)	(14%)	(40%)	(27%)	+11%	(34%)

# Reference: [FY2025 Results] Department Stores in Japan Inbound Traveler Net Sales (by Product and No. of Transactions / Net Sales Per Customer)

(YoY / Existing stores)	Full Year	H1	H2	Q1	Q2	Q3	Q4
Total net sales	(18%)	(29%)	(5%)	(30%)	(28%)	+5%	(14%)
High-ticket items*	(24%)	(39%)	(5%)	(41%)	(36%)	+3%	(13%)
Fashion*	(5%)	(3%)	(7%)	+2%	(7%)	+9%	(22%)
(of which, cosmetics)	+2%	+4%	(0%)	+5%	+2%	+20%	(17%)
Sporting goods	+4%	+20%	(9%)	+33%	+6%	+10%	(12%)
Children's information and hobbies	+6%	+10%	+2%	+19%	+2%	+16%	(12%)
Number of transactions (number of customers)	(5%)	(3%)	(7%)	+1%	(8%)	+4%	(17%)
Net sales per customer	(14%)	(27%)	+1%	(31%)	(22%)	+1%	+3%

## Net Sales Share by Product

High-ticket Items (orange) | Cosmetics (yellow) | Others (grey)



\* High-ticket items: Special selection and jewelry  
 Fashion: Men's clothing, women's clothing, accessories (including cosmetics)

Exchange rate: U.S. dollar / Japanese yen (Mar. 2025 to Feb. 2026: Month-end average)  
 FY2025: ¥150.22 / FY2024: ¥152.72  
 YoY: -2% (strong yen)

# Reference: [FY2025 Results] Department Stores in Japan SG&A Expenses (H1/H2)

(billion JPY)	Breakdown of YoY change							Change from forecast
	FY2025	YoY change	Human capital investments	Measures for making department stores more profitable	Inflation	Variable costs	Cost optimization program	
Personnel related expenses	54.0	(0.2)	+1.7	+0.9	Incl. impact of changes to the reward point program +0.2		(2.9)	(0.3)
Advertising expenses	11.7	(0.5)		+0.9			(1.4)	+0.1
G&A expenses	75.2	+1.0		+2.3	+1.0	(0.9)	(1.4)	+0.8
Rent and tax expenses	27.1	(0.4)			+0.3		(0.7)	(1.2)
<b>Total</b>	<b>168.0</b>	<b>(0.1)</b>	<b>+1.7</b>	<b>+4.1</b>	<b>+1.4</b>	<b>(0.9)</b>	<b>(6.4)</b>	<b>(0.6)</b>
SG&A to total operating revenue ratio	19.8%	+0.2						(0.4)

(billion JPY)	Breakdown of YoY change						Breakdown of YoY change							
	H1	YoY change	Human capital investments	Measures for making department stores more profitable	Inflation	Variable costs	Cost optimization program	H2	YoY change	Human capital investments	Measures for making department stores more profitable	Inflation	Variable costs	Cost optimization program
Personnel related expenses	26.1	(0.1)	+0.6	+0.4	Incl. impact of changes to the reward point program +0.2		(1.1)	27.9	(0.2)	+1.1	+0.5			(1.8)
Advertising expenses	5.7	(0.0)		+0.7			(0.7)	6.0	(0.4)		+0.3			(0.7)
G&A expenses	36.7	+0.4		+0.9	+0.9	(0.7)	(0.7)	38.5	+0.6		+1.4	+0.2	(0.2)	(0.8)
Rent and tax expenses	14.0	+0.2			+0.2		0.0	13.1	(0.6)			+0.1		(0.7)
<b>Total</b>	<b>82.4</b>	<b>+0.5</b>	<b>+0.6</b>	<b>+1.9</b>	<b>+1.1</b>	<b>(0.7)</b>	<b>(2.4)</b>	<b>85.6</b>	<b>(0.6)</b>	<b>+1.1</b>	<b>+2.2</b>	<b>+0.3</b>	<b>(0.2)</b>	<b>(4.0)</b>
SG&A to total operating revenue ratio	20.5%	+1.1						19.1%	(0.7)					

## Reference: ROIC by Store/Base

Store / Base	FY2024	
	By Department Store	By Store (Including Specialty Stores)
Takashimaya Osaka (Restaurant area [specialty stores])	6.6%	6.7%
Kyoto Takashimaya S.C.	5.6%	5.7%
Nihombashi Takashimaya S.C.	4.9%	5.2%
Yokohama store	3.5%	
Shinjuku Takashimaya Times Square	2.1%	2.2%
Tamagawa Takashimaya S.C.	2.7%	8.3%
Kashiwa Takashimaya Station Mall	0.5%	1.9%

	FY2025	
	By Department Store	By Store (Including Specialty Stores)
	6.0%	6.2%
	5.2%	5.2%
	4.6%	4.8%
	2.9%	
	1.8%	1.9%
	2.4%	7.7%
	1.0%	2.1%

	FY2026	
	By Department Store	By Store (Including Specialty Stores)
	5.8%	5.9%
	5.0%	5.0%
	5.2%	5.4%
	3.0%	
	2.1%	2.2%
	2.0%	7.3%
	1.5%	2.3%

\*Store-specific return on invested capital (ROIC) = NOPAT (Note 1) ÷ Invested capital (Note 2)

Note 1: NOPAT = EBIT (Operating profit + Interest expenses + Interest income) x (1 - Effective tax rate)

Note 2: Invested capital = Working capital (Accounts receivable + Inventories - Accounts payable) + Non-current assets + Right of use assets (Note 3)

Note 3: Considers the assumption of right of use assets based on the new lease accounting standard to be applied from FY2028

# Reference: [FY2026 Forecasts] Forecasts by Segment (H1 / H2)

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

(billion JPY)	Full-year forecast	YoY Change	H1 forecast	YoY Change	H2 forecast	YoY Change
	Department Stores in Japan	328.5	+2.0%	160.7	+3.2%	167.8
	27.7	+ 2.8	12.3	+ 2.7	15.4	+ 0.2
Overseas Department Stores	38.0	+7.9%	18.0	+9.0%	20.0	+7.0%
	9.7	+ 1.1	4.4	+ 0.6	5.3	+ 0.5
Commercial Property Development in Japan	53.1	+2.0%	26.3	+2.3%	26.7	+1.6%
	6.4	(0.1)	3.3	(0.1)	3.1	(0.0)
Overseas Commercial Property Development	18.0	+9.7%	8.8	+12.0%	9.2	+7.7%
	6.3	+ 0.5	3.0	+ 0.3	3.3	+ 0.2
Finance	27.0	+7.0%	13.3	+9.3%	13.7	+4.9%
	5.9	+ 0.3	2.9	+ 0.3	3.0	+ 0.1
Construction & Design	38.1	+0.9%	18.6	+3.7%	19.6	(1.5%)
	2.5	(0.0)	1.1	(0.5)	1.4	+ 0.4
Others	61.0	+3.3%	27.9	+3.6%	33.2	+3.0%
	2.2	+ 0.2	0.9	+ 0.1	1.3	+ 0.1
Consolidated Total	503.0	+2.2%	243.0	+3.2%	260.0	+1.2%
	57.5	+ 4.0	26.4	+ 2.7	31.1	+ 1.2
Business profit	64.3	+4.7	28.6	+3.4	35.7	+1.2

## Reference: [FY2026 Forecasts] Total Operating Revenue by Segment (H1 / H2)

(billion JPY)	Full-year		H1		H2	
	forecast	YoY Change	forecast	YoY Change	forecast	YoY Change
Department Stores in Japan	867.5	+2.0%	414.5	+3.2%	453.0	+1.0%
Overseas Department Stores	38.0	+8.0%	18.0	+8.9%	20.0	+7.1%
Commercial Property Development in Japan	53.1	+2.0%	26.3	+2.2%	26.8	+1.9%
Overseas Commercial Property Development	18.3	+11.5%	8.9	+13.7%	9.4	+9.6%
Finance	26.9	+6.6%	13.3	+8.1%	13.6	+5.2%
Construction & Design	38.1	+0.9%	18.6	+3.9%	19.5	(1.8%)
Others	63.9	+3.2%	29.7	+5.1%	34.2	+1.7%
Consolidated Total	1,055.0	+2.2%	503.0	+3.2%	552.0	+1.3%

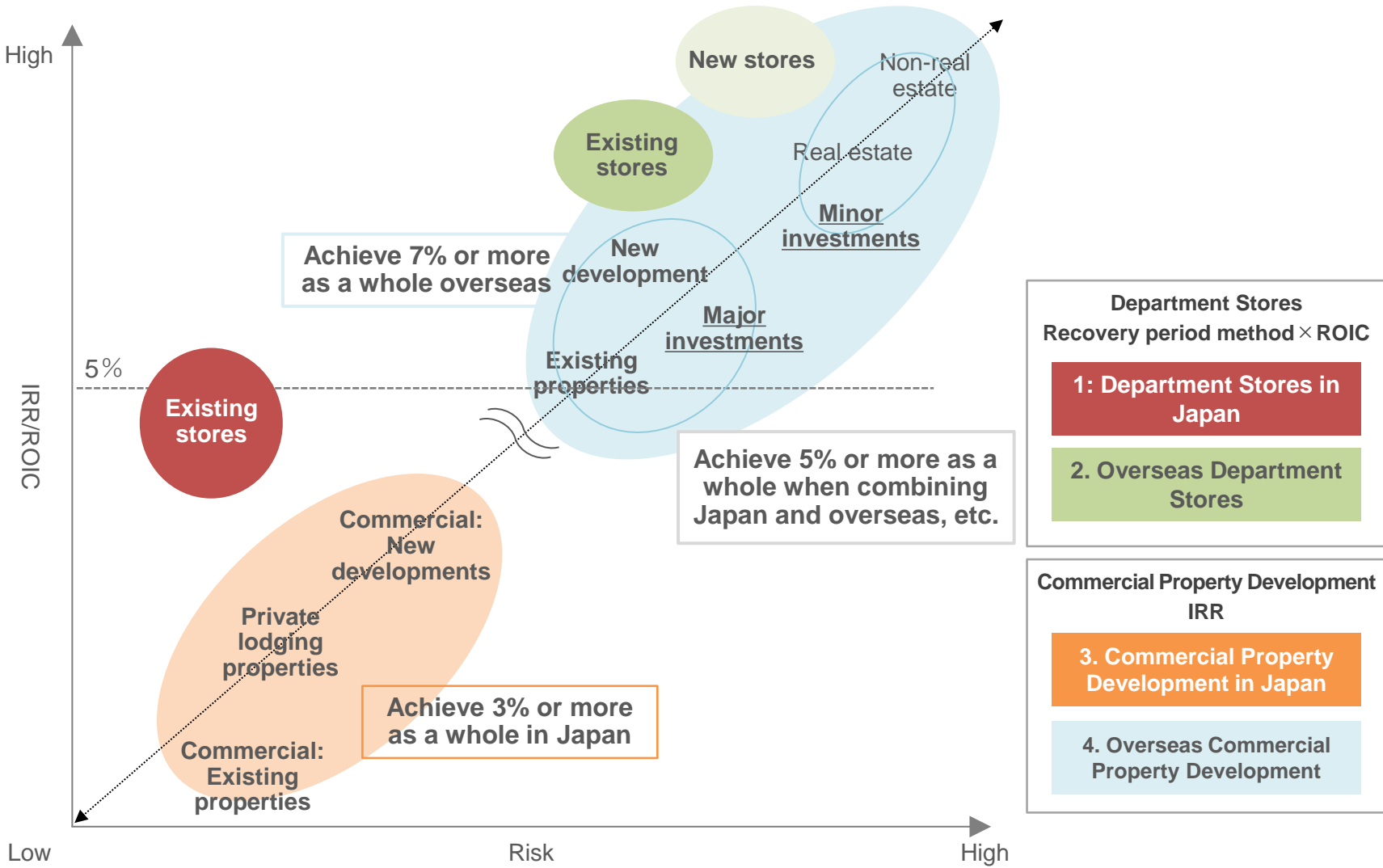
# Reference: [FY2026 Forecasts] Department Stores in Japan SG&A Expenses (H1 / H2)

(billion JPY)	Breakdown of YoY change						
	Full-year forecast	YoY change	Human capital investments	Measures for making department stores more profitable	Inflation	Variable costs	Cost optimization program
Personnel related expenses	55.8	+1.8	+1.4	+1.4			(0.9)
Advertising expenses	12.3	+0.6		+0.6			—
G&A expenses	73.7	(1.5)		+0.1	+1.0	+0.9	(3.5)
Rent and tax expenses	27.6	+0.5			+0.5		—
<b>Total</b>	<b>169.5</b>	<b>+1.5</b>	<b>+1.4</b>	<b>+2.1</b>	<b>+1.5</b>	<b>+0.9</b>	<b>(4.5)</b>
SG&A to total operating revenue ratio	19.5%	(0.2)					

(billion JPY)	Breakdown of YoY change							Breakdown of YoY change						
	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	26.8	+0.7	+0.6	+0.6			(0.5)	29.0	+1.1	+0.8	+0.8			(0.4)
Advertising expenses	5.8	+0.1		+0.1			—	6.5	+0.5		+0.5			—
G&A expenses	35.9	(0.8)		+0.1	+0.4	+0.4	(1.7)	37.9	(0.7)		+0.1	+0.5	+0.6	(1.9)
Rent and tax expenses	14.2	+0.2			+0.2		—	13.4	+0.3			+0.3		—
<b>Total</b>	<b>82.7</b>	<b>+0.3</b>	<b>+0.6</b>	<b>+0.8</b>	<b>+0.7</b>	<b>+0.4</b>	<b>(2.2)</b>	<b>86.8</b>	<b>+1.2</b>	<b>+0.8</b>	<b>+1.3</b>	<b>+0.8</b>	<b>+0.6</b>	<b>(2.3)</b>
SG&A to total operating revenue ratio	19.9%	(0.6)						19.2%	+0.1					

# Reference: Management Criteria

- ✓ Hurdle rate for group consolidation set at 5%
- ✓ The criteria used is ROIC for department stores and IRR for commercial property development



**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.**