February 18, 2025

To Whom It May Concern

Isetan Mitsukoshi Holdings Ltd.

Announcement of the Executive Structure and Organizational Changes as of April 1, 2025

I. Executive Structure of the Isetan Mitsukoshi Group

Isetan Mitsukoshi Holdings Ltd. announces that it has resolved at the Board of Directors meeting today to adopt the following executive structure for the Isetan Mitsukoshi Group as of April 1, 2025.

* In this document, Isetan Mitsukoshi Holdings Ltd. is referred to as "Isetan Mitsukoshi Holdings" (or "HDS") and Isetan Mitsukoshi Ltd. is referred to as “Isetan Mitsukoshi.”
* “Current position” is indicated only where there will be a change.

1. Isetan Mitsukoshi Holdings Ltd.

(As of April 1, 2025)

New position	Name	Current position
Director, President and CEO* (concurrently, Representative Director, President and CEO of Isetan Mitsukoshi)	Toshiyuki Hosoya	
Director	Yuki Ishizuka	
Director, Managing Executive Officer, Supervision of corporate strategy, CFO* (concurrently, Director of Isetan Mitsukoshi)	Yoshinori Makino	Director, Managing Executive Officer, CSDO and CFO
External Director	Fukutaka Hashimoto	
External Director	Tomoko Ando	
External Director	Hitoshi Ochi	
External Director	Toshio Iwamoto	
External Director	Kenji Sukeno	
External Director	Chieko Matsuda	

Managing Executive Officer, Supervision of business operations, CAO* and CRO* (concurrently, Managing Operating Officer, General Manager of General Affairs Department of Isetan Mitsukoshi)	Akira Kimbara	Managing Executive Officer, CAO, CRO and CHRO
Managing Executive Officer, Supervision of sales strategy, CMO* (concurrently, Managing Operating Officer, General Manager of Sales Headquarters of Isetan Mitsukoshi)	Takuya Yamashita	Managing Executive Officer, CMO (concurrently, Managing Operating Officer, General Manager of Sales Headquarters of Isetan Mitsukoshi)
Group Managing Operating Officer (concurrently, Representative Director, President of West Japan Railway Isetan Ltd.)	Hidehiko Igura	
Group Managing Operating Officer (concurrently, Representative Director, President and CEO of MICARD Co., Ltd.)	Takao Umeda	

Operating Officer, General Manager of the Board of Directors Office	Takamichi Goto	
Operating Officer, General Manager of Corporate Strategy Office	Makoto Enomoto	Operating Officer, General Manager of Corporate Strategy Department
Operating Officer, General Manager of Corporate Real Estate Strategy Office (concurrently, Director, Operating Officer, General Manager of Corporate Real Estate Strategy Office of Isetan Mitsukoshi)	Takayuki Tsujii	Operating Officer, General Manager of CRE Business Department (concurrently, Director, Operating Officer and General Manager of CRE Business Department of Isetan Mitsukoshi)
Operating Officer, Aide to CFO*	Koji Oyama	Operating Officer, General Manager of Corporate Finance and Accounting Department, and Aide to CFO
Operating Officer, CIO* (concurrently, Representative Director, President and CEO of Isetan Mitsukoshi System Solutions Ltd.)	Tomohide Sanbe	Operating Officer, General Manager of IT Department
Operating Officer, CHRO* (concurrently, Operating Officer, General Manager of Human Resources Department of Isetan Mitsukoshi)	Akiko Kano	Operating Officer (concurrently, Operating Officer and Head of Merchandising Group I, Sales Headquarters of Isetan Mitsukoshi)

*CEO: Chief Executive Officer, *CFO: Chief Financial Officer, *CAO: Chief Administrative Officer, *CRO: Chief Risk Officer

*CMO: Chief Merchandising Officer, *CIO: Chief Information Officer, *CHRO: Chief Human Resources Officer

2. Isetan Mitsukoshi Ltd.

(As of April 1, 2025)

New position	Name	Current position
Chairman	Toshihiko Sugie	
Representative Director, President and CEO (concurrently, Director, President and CEO of Isetan Mitsukoshi Holdings)	Toshiyuki Hosoya	
Director (concurrently, Director, Managing Executive Officer, Supervision of corporate strategy, CFO of Isetan Mitsukoshi Holdings)	Yoshinori Makino	(Director, Managing Executive Officer, CSDO and CFO, Isetan Mitsukoshi Holdings)
Director, Operating Officer, General Manager of Corporate Real Estate Strategy Office (concurrently, Operating Officer, General Manager of Corporate Real Estate Strategy Office of Isetan Mitsukoshi Holdings)	Takayuki Tsujii	Director, Operating Officer and General Manager of CRE Business Department (concurrently, Operating Officer and General Manager of CRE Business Department of Isetan Mitsukoshi Holdings)
Standing Corporate Auditor	Mari Kameda	
Standing Corporate Auditor	Kyoko Kawarabayashi	
Managing Operating Officer, General Manager of General Affairs Department (concurrently, Managing Executive Officer, Supervision of business operations, CAO and CRO of Isetan Mitsukoshi Holdings)	Akira Kimbara	(Managing Executive Officer, CAO, CRO and CHRO, Isetan Mitsukoshi Holdings)
Managing Operating Officer, General Manager of Sales Headquarters (concurrently, Managing Executive Officer, Supervision of sales strategy, CMO of Isetan Mitsukoshi Holdings)	Takuya Yamashita	Managing Operating Officer, General Manager of Sales Headquarters (concurrently, Managing Executive Officer, CMO of Isetan Mitsukoshi Holdings)
Operating Officer, General Manager of Human Resources Department (concurrently, Operating Officer, CHRO of Isetan Mitsukoshi Holdings)	Akiko Kano	Operating Officer, Head of Merchandising Group I, Sales Headquarters (concurrently, Operating Officer of Isetan Mitsukoshi Holdings)
Operating Officer, General Manager of Sales Strategy Department, Sales Headquarters [New appointment] (concurrently, Operating Officer of Isetan Mitsukoshi Holdings)	Ryuichi Ikeda	General Manager of Store Strategy Department, Sales Headquarters
Operating Officer, Head of Merchandising Group I, Sales Headquarters [New appointment] (concurrently, Operating Officer of Isetan Mitsukoshi Holdings)	Ayako Kobayashi	Representative Director, President, Mitsukoshi (U.S.A.) Inc.
Operating Officer, Head of Merchandising Group II, Sales Headquarters (concurrently, Operating Officer of Isetan Mitsukoshi Holdings)	Seiji Aoyama	Operating Officer and General Manager of Sales Strategy Department, Sales Headquarters (concurrently, Operating Officer of Isetan Mitsukoshi Holdings)

Operating Officer, Store Manager of Isetan Shinjuku Main Store, Sales Headquarters (concurrently, Operating Officer of Isetan Mitsukoshi Holdings)	Shota Kondo	Director, Operating Officer and Store Manager of Isetan Shinjuku Main Store, Sales Headquarters (concurrently, Operating Officer of Isetan Mitsukoshi Holdings)
Operating Officer, Store Manager of Mitsukoshi Nihombashi Main Store, Sales Headquarters (concurrently, Operating Officer of Isetan Mitsukoshi Holdings)	Ryota Marui	
Operating Officer, Store Manager of Mitsukoshi Ginza Store, Sales Headquarters (concurrently, Operating Officer of Isetan Mitsukoshi Holdings)	Kenji Yamashita	
Operating Officer, Head of Apps Business Group, Sales Headquarters and General Manager of Customer Strategy Department, Sales Headquarters [New appointment] (concurrently, Operating Officer of Isetan Mitsukoshi Holdings)	Hiroo Kamemoto	General Manager of Customer Strategy Department, Sales Headquarters

3. Presidents of Isetan Mitsukoshi Holdings Group Companies (Commissioned Officers)

(As of April 1, 2025)

New position	Name	Current position
Representative Director, President and CEO, Sapporo Marui Mitsukoshi Ltd. (concurrently, Managing Operating Officer of Isetan Mitsukoshi Holdings) [Promotion]	Noriyuki Hashizume	Head of Merchandising Group II, Sales Headquarters, Isetan Mitsukoshi (concurrently, Operating Officer of Isetan Mitsukoshi Holdings)
Representative Director, President, Sendai Mitsukoshi Ltd. (concurrently, Operating Officer of Isetan Mitsukoshi Holdings)	Ninako Komiya	
Representative Director, President and CEO, Nagoya Mitsukoshi Ltd. (concurrently, Managing Operating Officer of Isetan Mitsukoshi Holdings)	Takayuki Suzuki	
Representative Director, President, West Japan Railway Isetan Ltd. (concurrently, Group Managing Operating Officer of Isetan Mitsukoshi Holdings)	Hidehiko Igura	
Representative Director, President and CEO, Iwataya Mitsukoshi Ltd. (concurrently, Operating Officer of Isetan Mitsukoshi Holdings)	Mikitaro Sanaka	
Representative Director, President, Isetan Mitsukoshi Business Support Ltd. (concurrently, Operating Officer of Isetan Mitsukoshi Holdings)	Takeshi Fujimori	
Representative Director, President and CEO, MICARD Co., Ltd. (concurrently, Group Managing Operating Officer of Isetan Mitsukoshi Holdings)	Takao Umeda	
Representative Director, President, Isetan Mitsukoshi Human Solutions Company Limited (concurrently, Managing Operating Officer of Isetan Mitsukoshi Holdings)	Kenichi Kambayashi	Representative Director, President and CEO, Sapporo Marui Mitsukoshi Ltd. (concurrently, Managing Operating Officer of Isetan Mitsukoshi Holdings)
Representative Director, President and CEO, Isetan Mitsukoshi System Solutions Ltd. (concurrently, Operating Officer, CIO of Isetan Mitsukoshi Holdings)	Tomohide Sanbe	Operating Officer, General Manager of IT Department, Isetan Mitsukoshi Holdings
Representative Director, President, Studio Alta Co., Ltd. (concurrently, Managing Operating Officer of Isetan Mitsukoshi Holdings)	Hiroki Taguchi	
Representative Director, President, IMGS Co., Ltd. (concurrently, Operating Officer of Isetan Mitsukoshi Holdings)	Jun Shirafuji	Operating Officer, General Manager of Human Resources Management Department, Isetan Mitsukoshi Holdings (concurrently, Operating Officer, General Manager of Human Resources Management Department of Isetan Mitsukoshi)
Representative Director, President, Century Trading Co., Ltd. (concurrently, Operating Officer of Isetan Mitsukoshi Holdings)	Nobuyoshi Takahashi	
Representative Director, President and CEO, Isetan Mitsukoshi Property Design Ltd.	Tetsuji Tezuka	
Representative Director, President and CEO, IM Food Style Ltd.	Ryuichi Amamiya	

*1 Atsushi Terajima of Isetan Mitsukoshi Holdings Ltd. is scheduled to retire as Operating Officer of the Company as of March 31, 2025.

*2 Yasuhiro Minowa of Isetan Mitsukoshi System Solutions Ltd. is scheduled to retire as Representative Director, President and CEO of the company as of March 31, 2025.

II. Main Organizational Changes at the Isetan Mitsukoshi Group

The Company is currently steadily implementing its medium-term management plan (FY2022 to FY2024) and business performance has remained positive this fiscal year.
In light of this, we will launch an organizational management system aligned with our strategy in fiscal 2025, as the first year of our next medium-term management plan (FY2025 to FY2030) formulated in November last year.
As part of this, from fiscal 2025, we will establish a “quasi-company” structure* for our three major business areas:, the department store business, the real estate business, and the financing business.
Under the vertical "quasi-company," we will evolve the unique aspect of each business, while promoting company-wide strategies such as the stronger intra-Group coordination strategy, the urban community development strategy, and the digital transformation (DX) strategy at the horizontal, cross-functional level, providing new customer experience value through this combination of vertical and horizontal functions.
*Under the “quasi-company” structure, we will promote ROIC management to increase profitability and capital efficiency for each quasi-company unit.

(1) Areas of supervision of Executive Officers

・Each Executive Officer, except for the President and CEO (CEO), will supervise one of the three areas of corporate strategy, business operations, and sales strategy.
・Each Executive Officer with an area of supervision will support business execution by each chief officer (CXO) and department manager within their area of supervision.

Area of supervision	Departments supervised
Corporate strategy	Corporate Strategy Office, Corporate Real Estate Strategy Office, Corporate Finance and Accounting Department, Corporate IT System Department
Business operations	Corporate General Affairs Department. Corporate Human Resources Department, Risk Management Office
Sales strategy	Sales Headquarters

*Executive Officers may serve concurrently as CXOs in their areas of supervision.

(2) Continuation of the chief officer system

・The CXO system will be continued for this fiscal year.
・Each CXO, except for the CEO, is in charge of an area of responsibility and is responsible for directing, ordering, and executing the business operations in that area. The CXO is also responsible for Group-wide cross-departmental functions in his or her area of responsibility.

・Fiscal 2025 System

CXO		Area of responsibility	Main departments responsible for
CEO	:Chief Executive Officer	Group overall	Overall group management
CMO	:Chief Merchandising Officer	Sales	Sales Headquarters, Isetan Mitsukoshi
CFO	:Chief Financial Officer	Finance	Corporate Finance and Accounting Department
CIO	:Chief Information Officer	IT and digital	Corporate IT System Department
CAO	:Chief Administrative Officer	General affairs and management	Corporate General Affairs Department
CHRO	:Chief Human Resource Officer	Human resources	Corporate Human Resources Department
CRO	:Chief Risk Officer	Risk management	Risk Management Office

(3) Reorganization of Isetan Mitsukoshi Holdings departmental structure

・We will eliminate multiple tiers of CXOs and departmental managers at Isetan Mitsukoshi Holdings in order to accelerate decision-making speed and improve efficiency in management to transform our business model from a Store business to an Individual customer business and evolve further.

(4) Establishment of new app business group

・The App Business Group will be newly established to deliver improvements in experience value through our apps, which is important for realizing the transformation to an Individual customer business.

【Contact】
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(Reference materials)

Isetan Mitsukoshi Holdings/Isetan Mitsukoshi Organization Chart dated April 1, 2025

