

2022 New Year's Greeting from President and CEO

At the start of 2022, I would like to wish all of you a Happy New Year.

Our lives and actions faced various restrictions last year due to the ongoing spread of COVID-19 and the repeated state of emergency declarations. Currently, the number of infections has stabilized compared to other countries, but concerns about new variants and other factors make the outlook extremely uncertain. I would like to express my sincere appreciation for all of the medical professionals who continue to give their all on the frontlines as they work to prevent infections from spreading, as well as everyone in the central and local governments.

The Isetan Mitsukoshi Group continues to operate its stores with the safety and reassurance of its customers and employees as its top priority, always taking thorough measures to prevent the spread of COVID-19. I am very grateful for the understanding and cooperation of all of you.

In November 2021, the Group announced a new medium-term management plan. We decided that our long-term vision is to become a "special" department store-centered retail group that enriches the lives of its customers over the long term, and set a basic strategy of "expand and dominate in high-sensitivity, fine-quality consumption, providing the ultimate customer experience." The word "special" conveys our aspiration to become the number one department store—the only department store—that resolves each customer's problems with flair, provides innovative proposals to requests, and always conveys its vision to the world. In addition, we will revitalize department stores with our strategy based on high sensitivity and fine quality, expand the ties between the Isetan Mitsukoshi Group and individual customers, and build up the Group's revenue by promoting intra-Group coordination. We will also work on the "urban development" of Shinjuku and Nishinomiya, where the Isetan and Mitsukoshi main stores that are symbols of "admiration and empathy" are located, with a system in which various in-house infrastructure is used and substantial revenue is generated in the area overall. All Group companies will work together to achieve the highest income since the management consolidation by fiscal 2024 and build the foundations for even greater growth in the future.

In late November 2021, we published our first Isetan Mitsukoshi Group Sustainability Report. We will fulfill our roles as a company with responsibilities to society by facing society's various issues and helping to resolve them through corporate activity to achieve prosperous futures for everyone we are involved with and realize a sustainable society.

I hope that we can improve conditions as swiftly as possible in this pandemic. I would like to express my appreciation for the support of customers, shareholders, and all other stakeholders and wish everyone a wonderful year in 2022.

January 2022

Toshiyuki Hosoya

Director, President and CEO

Isetan Mitsukoshi Holdings Ltd.