Isetan Mitsukoshi Group Financial Results Fiscal Year Ended March 31,2022 Explanation Meeting

May 13, 2022

Isetan Mitsukoshi Holdings Ltd.

I: Results of FY2021
(For Year Ended March 31,2022)

II: Full-year Targets for FY 2022

III: Medium-term Management Plan Progress

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Cumulative Consolidated Financial Results (Adoption of Revenue Recognition Standards)

- The impact of the spread of COVID-19 was longer than expected, and total sales did not reach the plan, despite a steady recovery trend compared to the previous year.
  - In contrast, we are further controlling expenses, and operating income roughly doubled to ¥5.9 billion compared to the February plan.
- Recurring income of ¥9.5 billion and net income of ¥12.3 billion (up ¥53.4 billion from the previous year) also exceeded the February plan

(Billions of yen)	FY2021	YoY Change	YoY difference	Difference from forecast in February
Total sales	912.1	111.8%	+96.1	▲10.8
Net sales	418.3	51.3%	▲397.6	▲6.6
Gross profit	243.6	107.1%	+16.1	▲2.3
SG&A	237.7	95.7%	▲10.7	▲5.2
Operating income	5.9	-	+26.9	+2.9
Recurring income	9.5	-	+26.6	+5.5
Net profit	12.3	-	+53.4	+5.3

Consolidated Financial Results (Application of Revenue Recognition Standards) 4Q (January to March)

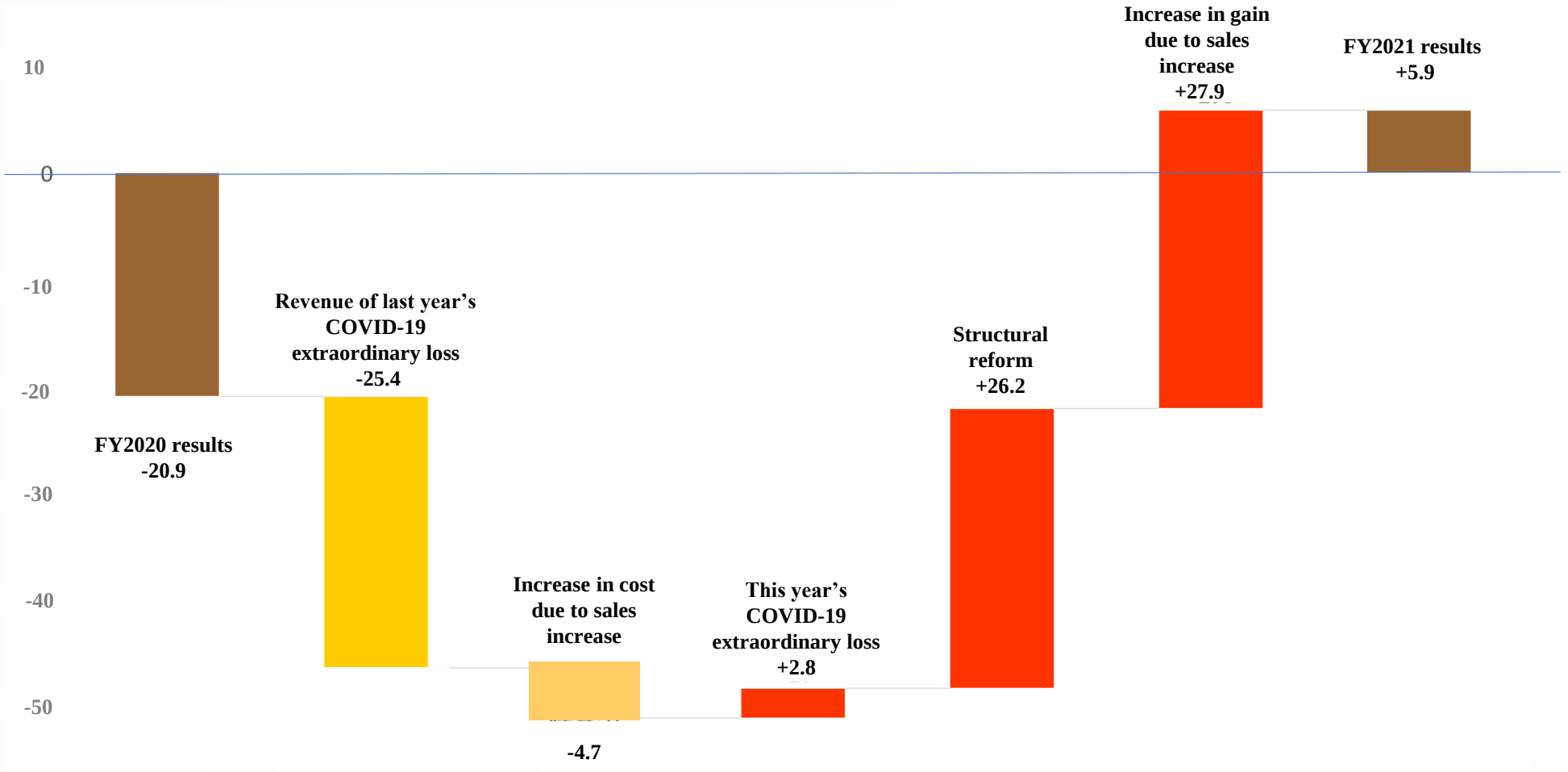
- Total sales increased from the previous year, despite the impact of the re-spread of COVID-19 pandemic from January.
- Operating income improved from ¥6.1 billion in the previous fiscal △ to ¥2.9 billion
- Recurring income was ¥5.6 billion and quarterly net income was ¥11.4 billion, exceeding the level of FY2018(Prior to COVID-19)

(Billions of yen)	4Q (January-March)	Previous year	YoY Change	FY2018 4Q (Prior to Covid-19)	Difference from FY2018
Total sales	230.6	213.5	+17.0	295.1	▲64.4
Net sales	103.6	213.5	▲109.8	295.1	▲191.4
Gross profit	61.3	58.0	+3.2	83.8	▲22.5
SG&A	58.4	64.1	▲5.7	80.1	▲21.6
Operating income	2.9	△6.1	+9.0	3.7	▲0.8
Recurring income	5.6	△3.7	+9.3	5.1	+0.5
Net profit	11.4	△6.3	+17.7	2.0	+9.3

Consolidated Financial Results
(Factors behind Changes in Operating Income from the Previous Year)

- As a result of the increase in profits due to the increase in sales and the reform of the income and expenditure structure (see the next page)
- Operating income was ¥5.9 billion compared to the target of ¥3 billion (an improvement of ¥26.9 billion compared to the previous year).

Unit: Billions of yen



Consolidated SG&A

- Reduction due to income and expenditure structure reform was reduced by ¥26.2 billion compared to the February plan of ¥22 billion.
- Reform of the income and expenditure structure exceeded the plan in the light of the prolonged impact of the COVID-19.

(Billions of yen)	FY2021	YoY Change	Breakdown of YoY Change				
			Reversal of last year	Change in FY2021			
			Closures COVID-19 extraordinary Loss	Expenses Structural Reforms	Changes in Accounting treatment	Sales-linked	Extraordinary loss (COVID-19)
Personnel expenses	86.5	+2.0	+9.3	▲6.8	+0.5		▲1.0
Advertising expenses	8.3	▲1.9	+1.6	▲3.5			
Lease Payments	30.1	+4.2	+3.2	▲2.1	+3.0	+0.8	▲0.7
Consignment Expenses	28.4	▲1.5	+21	▲3.7	+0.4		▲0.3
Depreciation and amortization	23.0	▲0.6	+23	▲2.4			▲0.6
Others	61.2	▲12.9	+69	▲7.7	▲15.8	+3.9	▲0.3
Total	237.7	▲10.7	+254	※1 ▲26.2	※2 ▲11.9	+4.7	▲2.8

※1 Including emergency measures of approx. ¥5.1 billion

※2 No impact on operating income due to transfer to cost

Results by Segment (Full year Results)

I:Full-year results | II:Full-year plan

- Department Store Business: Sales fell short of forecast due to the impact of Covid-19, but operating income improved by ¥23.9 billion.
- Credit and Finance: Profit increased by ¥1.6 billion due to cost control in response to the business environment.
- Real Estate Business: Although sales declined due to the sale of shares in a real estate subsidiary in the previous fiscal year, Operating income remained at the same level as the previous year.

(Billions of yen)	Gross sales	YoY Change	Net sales	Operating income	YoY difference
Department Store Business	861.7	114.6%	373.9	△6.3	+23.9
Credit & Finance Business/Customer Organization Management Business	32.9	101.2%	30.4	6.0	+1.6
Real estate	18.0	63.7%	18.0	5.5	+0.1
Others*	△0.6	-	△4.1	0.6	+1.1
Total	912.1	111.8%	418.3	5.9	+26.9

※Others include adjustments.

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Knowledge of business environment

- **Strong sales, mainly to Out-of-store customers, aiming for further expansion**
- **Inbound tourists are expected to continue their most recent trend for the foreseeable future.**
- **Considering to a certain extent the increase in expenses due to price increases and the impact of the yen's depreciation**
- **Flexible Response to Performance-Linked Expense Control**

Operating income return to the fiscal 2019 level,

Highest profit after integration in fiscal 2024

Consolidated plan (for the full year of fiscal 2022)

- Total sales: Aim to expand from the previous year, mainly in the mainstay department store business
- SG&A expenses: Continue to promote income and expenditure structure reforms in the light of the uncertain outlook for net sales
- Net income: Plan to increase due to extraordinary gains from the acquisition of shares in MI Food Style.

(Billions of yen)	Full year	YoY Difference	YoY Change
Total sales	**1050.0**	+137.8	**115.1%**
Net sales	**494.0**	+75.6	**118.1%**
Gross profit	**278.0**	+34.3	**114.1%**
SG&A	**264.0**	+26.2	**111.0%**
Operating income	**14.0**	+8.0	**235.7%**
Recurring income	**14.0**	+4.4	**147.0%**
Net income	**17.0**	+4.6	**137.8%**

Domestic department store comparable store sales plan

I:Full-year results | II:Full-year plan

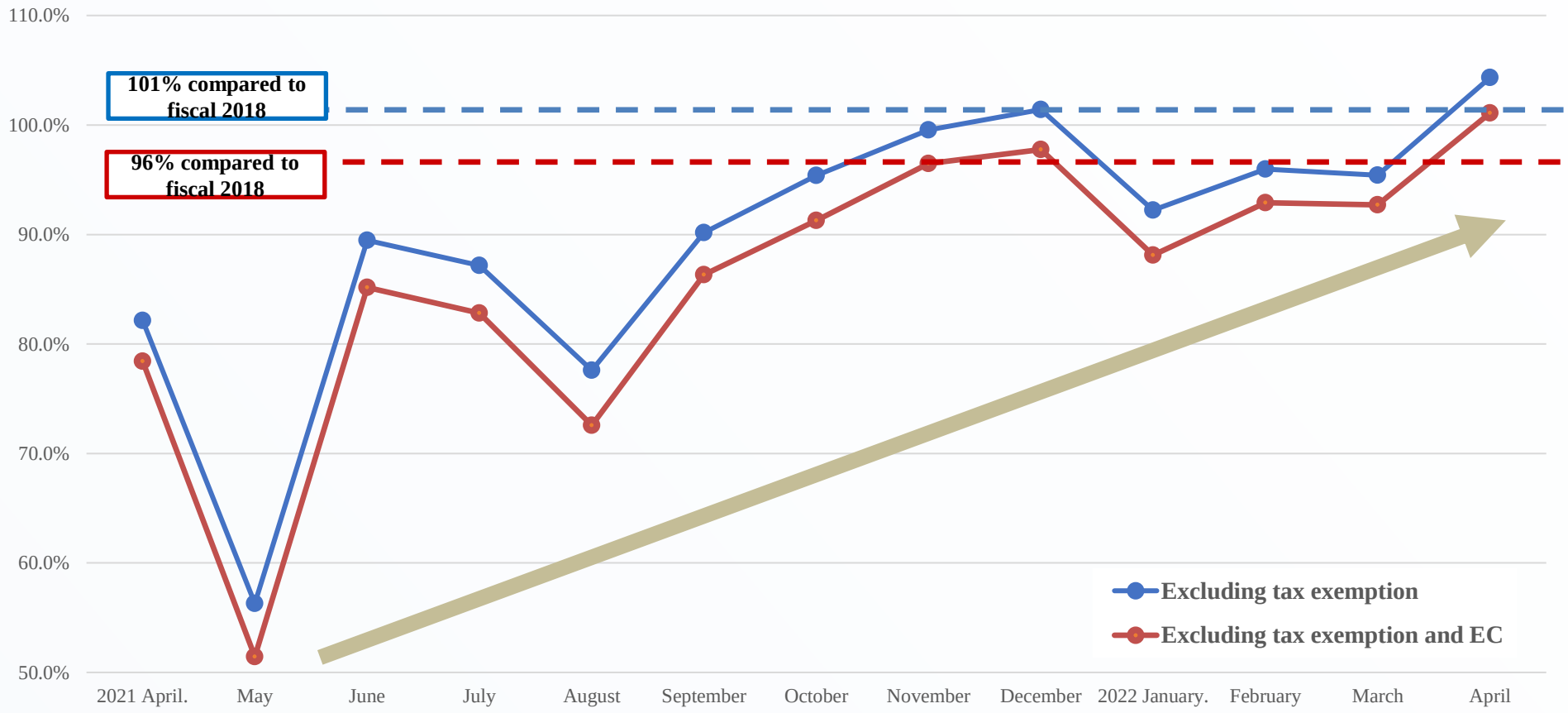
・Aiming for 113% of total domestic department stores in FY2022 compared to FY2021
・Excluding duty-free sales at Isetan Mitsukoshi, 101% compared to FY2018
; excluding duty-free and EC sales 96% of FY2018 level expected

	First half		Second half		Full year	
	Compared to FY 2021	Compared to FY2018	Compared to FY 2021	Compared to FY2018	Compared to FY 2021	Compared to FY2018
Isetan Mitsukoshi Total	125%	92%	106%	94%	114%	93%
(incl.) Excluding tax exemption Net sales	125%	101%	104%	101%	113%	101%
(incl.) Excluding tax exemption and e-commerce Net sales	126%	97%	103%	96%	112%	96%
Regional operating companies total	114%	91%	109%	96%	111%	93%
Domestic department stores total	121%	92%	107%	95%	113%	93%

※ Isetan Mitsukoshi: Isetan Sagamihara Store, Isetan Fuchu Store and Ebisu Mitsukoshi are excluded. Region: Iwataya Kurume Store, Matsuyama Mitsukoshi and Niigata Mitsukoshi are excluded.

Isetan Mitsukoshi Same-Store Sales Trends

- Isetan Mitsukoshi sales are gradually recovering
- In fiscal 2022, Isetan Mitsukoshi aims at 93% of fiscal 2018 (101% excluding duties and 96% excluding duties and EC).
  *The following table shows the monthly changes from April 2021 to the FY2018 results.



※ Excluding Isetan Sagamihara, Isetan Fuchu, and Ebisu Mitsukoshi

Changes in consolidated SG&A (fiscal 2022)

- In sales-linked and sales-enhancement measures, we will appropriately plan necessary expenses, while reforming the Income and expenditure structure
- Continue to reduce fixed costs through further promotion (▲: ¥4.7 billion)
- Continue to flexibly control expenses in response to uncertain domestic and overseas risk status

			Breakdown of YoY Change					
			Reversal of last year	Current year change				
(Billions of yen)	FY 2022 Planning	YoY change	Closures COVID-19 Extraordinary Loss	Expenses Structural Reforms	Sales-linked	Strengthen sales Measures	New consolidation	Others
Personnel expenses	93.8	+7.2	+6.1	▲2.7			+3.9	
Advertising expenses	10.6	+2.2		▲0.1		+2.2	+0.2	
Lease Payments	33.2	+3.0	+0.7	▲0.2	+0.8		+1.7	
Consignment Expenses	29.8	+1.3	+0.3	▲0.5		+1.0	+0.6	
Depreciation and amortization	25.8	+2.7	+0.6			+1.0	+1.2	
Others	70.8	+9.5	+0.3	▲1.2	+4.5	+1.1	+2.6	+2.2
Total	264.0	+26.2	+7.9	▲4.7	+5.3	+5.3	+10.2	+2.2

Plan by Segment (Full Year of fiscal 2022)

I:Full-year results | II:Full-year plan

- Department Store Business: Higher sales and profits due to sales growth and cost control
- Credit and Finance: Strong performance due to an increase in transaction volume, planned upfront investment for the future
- Real Estate: Sales are expected to expand due to the strengthening of the interior decoration business, and profits are expected to decrease due to the sale of real estate, etc.

(Billions of yen)	Total sales	YoY Change	Net sales	Operating income	YoY difference
Department Store Business	**960.0**	111.4%	**414.0**	**4.0**	+10.3
Credit & Finance Business/Customer Organization Management Business	**34.0**	103.2%	**31.0**	**5.0**	▲1.0
Real estate	**24.0**	132.8%	**24.0**	**4.6**	▲0.9
Others*	**32.0**	(△6)	**25.0**	**0.4**	▲0.2
Total	**1050.0**	115.1%	**494.0**	**14.0**	+8.0

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Overview of strategy

- Medium-to long-term strategic step (from revitalize to fruiting phase) and positioning in FY 2022
- Medium-to Long-Term Income Steps and Portfolio Image

FY 2022 Management Targets

- FY 2022 KPI
- FY2022 Cash Allocation

Individual strategies

- Strategic Framework
- Major Initiatives

Mid-to Long-term Strategic Steps (Positioning)

Positioning of FY 2022

A year to improve the accuracy of "revitalize" and start preparing "development" in anticipation of "fruiting"

"Special" existence that has Japan's pride and ability to communicate to the world and is most supported in high-quality consumption in a highly sensitive manner

10-year span

Next 3 years

3-year period

Fruiting Phase

Deployment Phase

Revitalize Phase



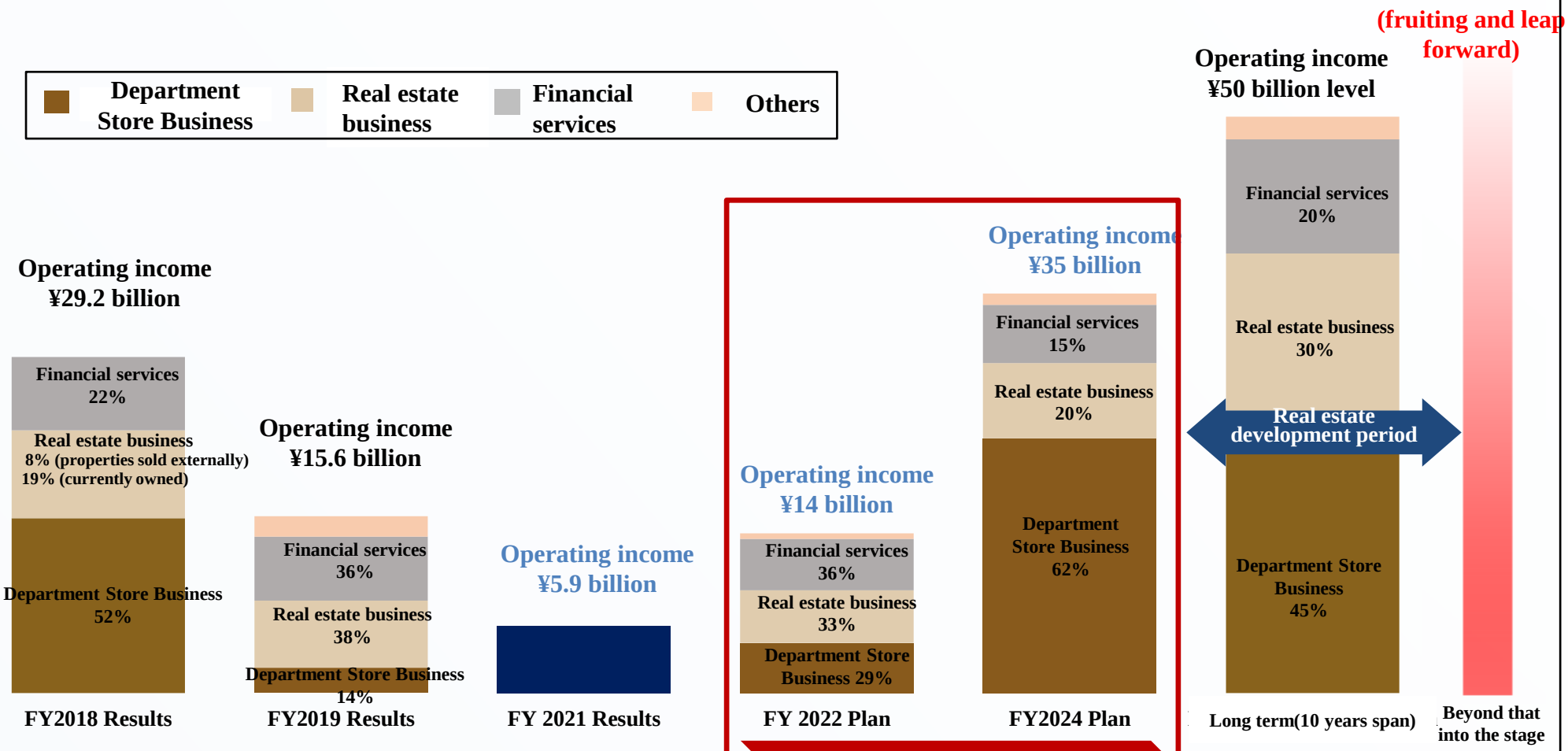
[Urban development]

[Intra-Group coordination]

[Revitalization]

Medium-to Long-Term Income Steps and Portfolio Image

- The profit plan in the current medium-term management plan is on-schedule in line with the initial steps
- FY 2024 operating profit target of ¥35 billion remains unchanged from the initial plan due to the high probability of achieving the target even though the FY 2021 results will exceed the target.



1. Financial KPI

[Fiscal 2021 results]

- Total sales decreased by ¥10.8 billion from the forecast at the time of 3Q due to the impact of COVID-19,but operating income exceeded the forecast by ¥5.9 billion by controlling SG&A expenses.
- Steady start as the launch base of the medium-term management plan.

[FY 2022 Plan]

- Operating income is forecast to be 4 billion ,reflecting the top-line recovery in department store business and the continued control of SG&A expenses.

※Arrows indicate changes from FY2021

	FY 2021 Results	FY 2022		FY2024 Plan
		Planning	Difference from FY2021	
Total sales	¥912.1 billion	↗ ¥1.05 trillion	+¥137.9 billion	¥1.11 trillion
SG&A	¥237.7 billion	↗ ¥264 billion	+¥26.3 billion	¥275 billion
Operating income	¥5.9 billion	↗ ¥14 billion	+¥8.1 billion	¥35 billion
Net income	¥12.3 billion	↗ ¥17 billion	+¥4.7 billion	¥28 billion
ROE	2.5%	↗ 3.3%	+0.8%	5.3%

2. Customer KPI

[Fiscal 2021 results]

・Significant growth in Identified Customer Sales and MI Card Member Sale

[FY 2022 Plan]

・"Identified Customer Sales" and "MI Card Member Sale" exceed 2021 fiscal year results and are on-schedule for 2024 fiscal year plans

※ Identified Customer: MI Card Member + App Member (Non-MI Card Member) + Digital ID Member (EC only)-Duplicate Member (Friend members not included)

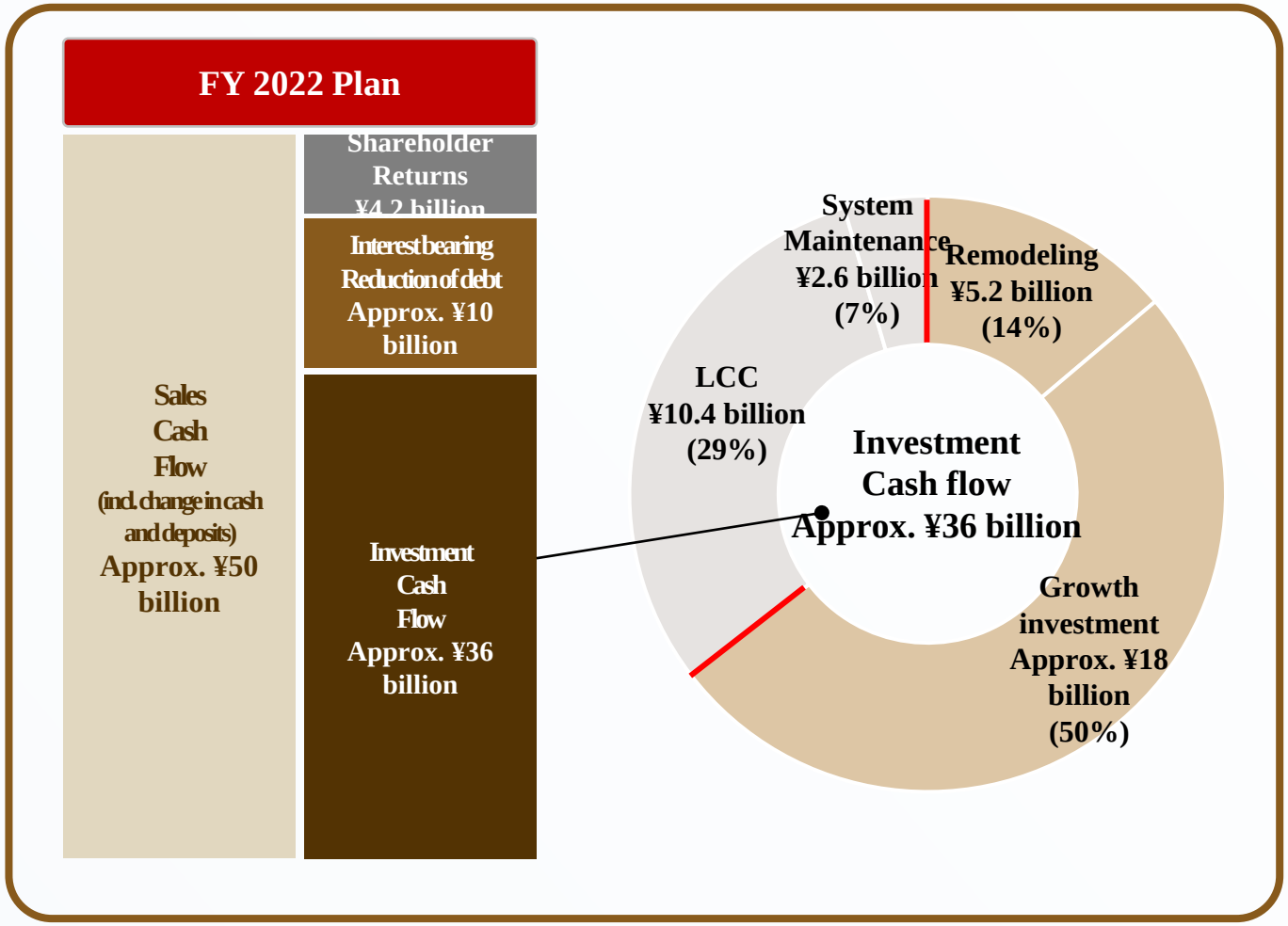
	FY 2021		FY 2022		FY 2024
	Actual	Difference from FY2020	Planning		Planning
Identified Customer Sales*	¥417.8 billion	+¥72.1 billion	Approx. ¥500 billion	In the FY 2024 Plan Steady progress	¥580 billion
MI Card Member Sales	¥394.2 billion	+¥48.5 billion	Approx. ¥460 billion		¥500 billion

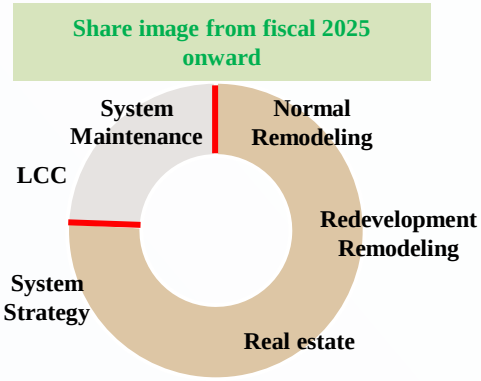
FY2022 Cash Allocation

・Shareholder Return: Increased to 12 per share in fiscal 2022, ahead of the initial schedule

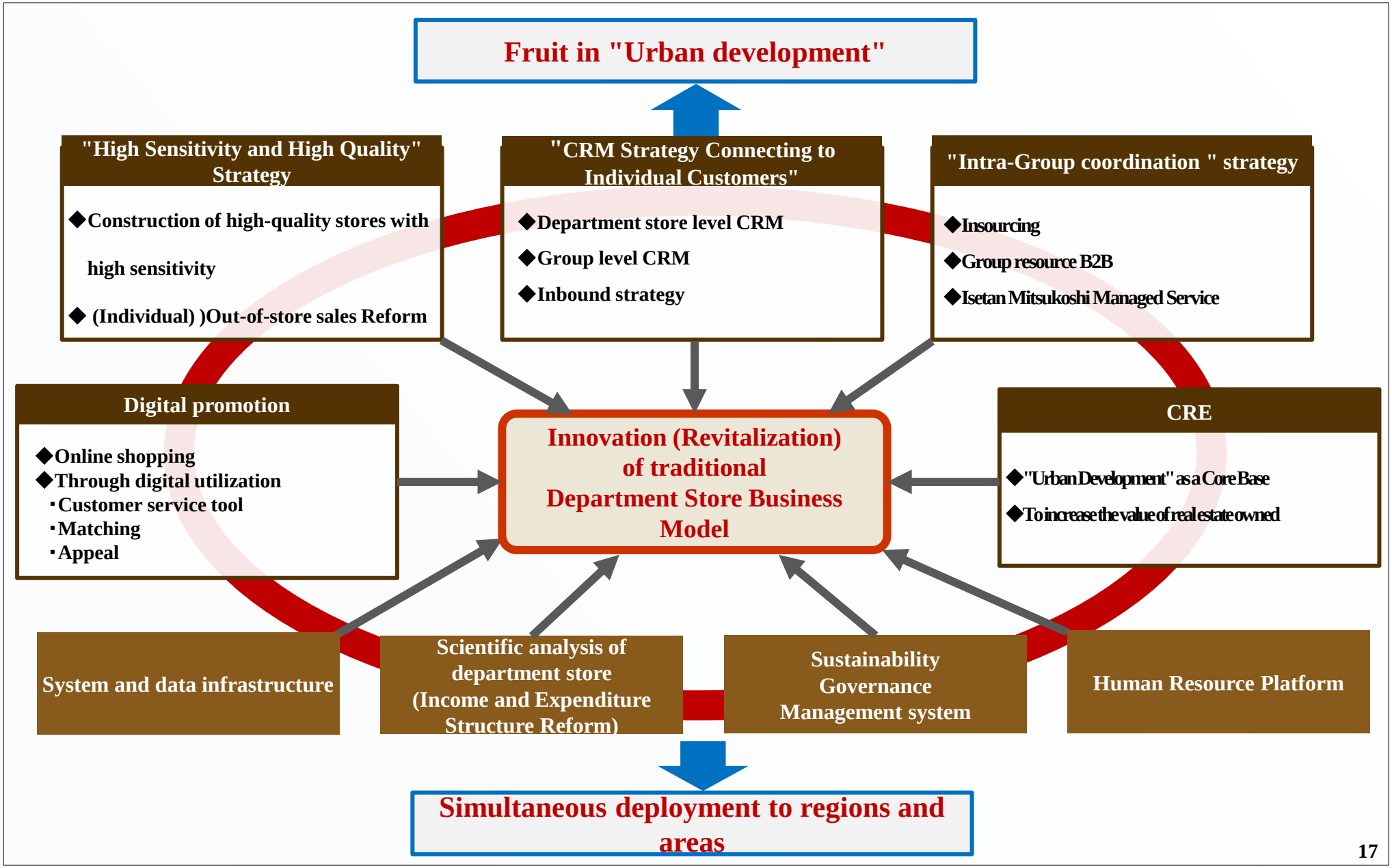
・Interest-Bearing Debt: Reduction of Interest-Bearing Debt has progressed beyond the plan and is scheduled to turn on ahead of the ¥150 billion at the end of fiscal 2024.

・Growth investment: In fiscal year 2022, in preparation for future large-scale real estate development investment, organize maintenance and remodeling investment in a quick manner and expand growth investment





Strategic Framework (birds-eye view)



"High Sensitivity and High Quality" Strategy

Construction of high-quality stores with high sensitivity

Direction

・[Revitalize phase] Key Points: Evolution of both stores into symbols of "dreaming and empathy"

Priority Initiatives for Realizing the Medium-Term Management Plan

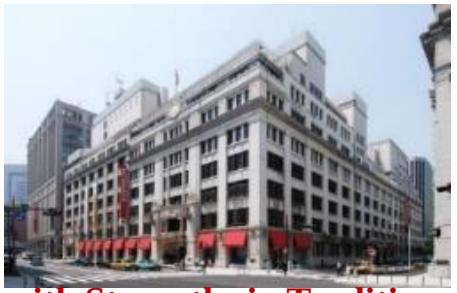
Isetan Shinjuku Main Store



～Revitalize "Isetan Fashion"

Merchandise Deployment	・Expansion of "Real/Essence/Deal/Cutting Edge" × "Prior/Limited" ・New Medium-Term Classification Targeting the Next Generation
Dissemination	・Implement community marketing
Service	・Implementing marketing that meets the needs of individual customers ・Providing the best hospitality in a special environment

Mitsukoshi Nihombashi Main Store



～Building Stores with Strengths in Traditional, Cultural, and Lifestyle-

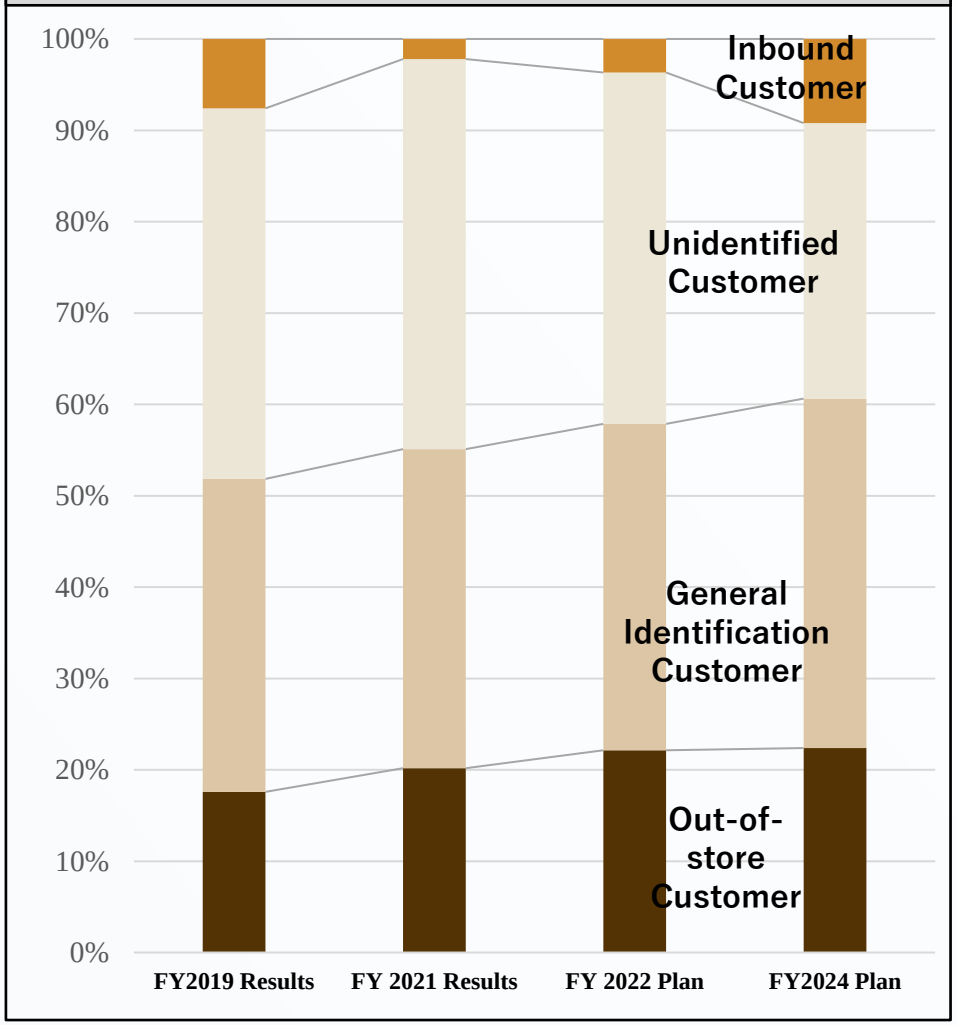
Merchandise Deployment	・No.1 in the region in the luxury field
	・Art: Establishing a Digital Art Museum
	・“Good-quality life” products, such as age records, are all available.
Dissemination	・Central Hall →Special promotion as an important cultural property
Service	・Implementation of data marketing to respond to individual customers

Optimize Balance (Customer Structure/MD)

※Isetan Shinjuku Main Store/Mitsukoshi Nihombashi Main Store

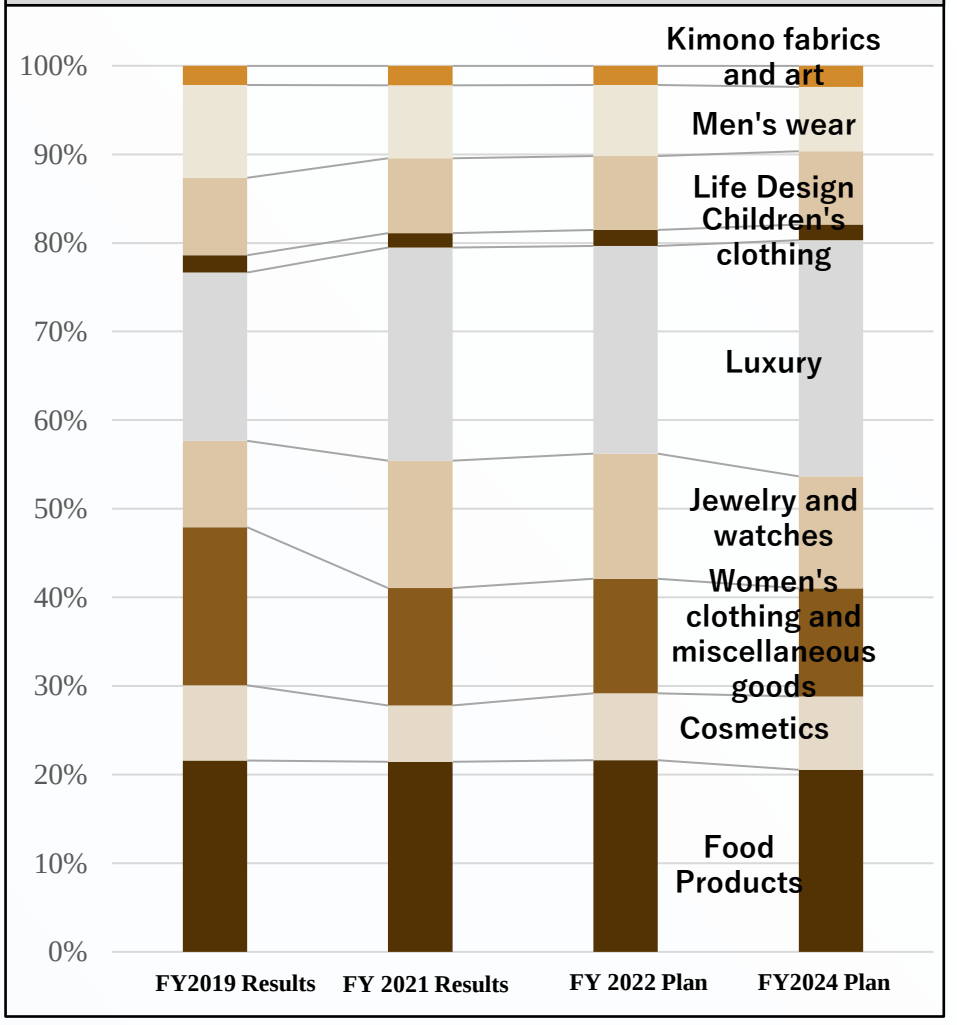
▪Implemented the FY2022 Remodeling Plan in Scientific analysis of Department Store for "Customer Structure" and "MD Balance" in FY2024

Trends in Customer Structure



Trends in MD Balance

※Share of sales

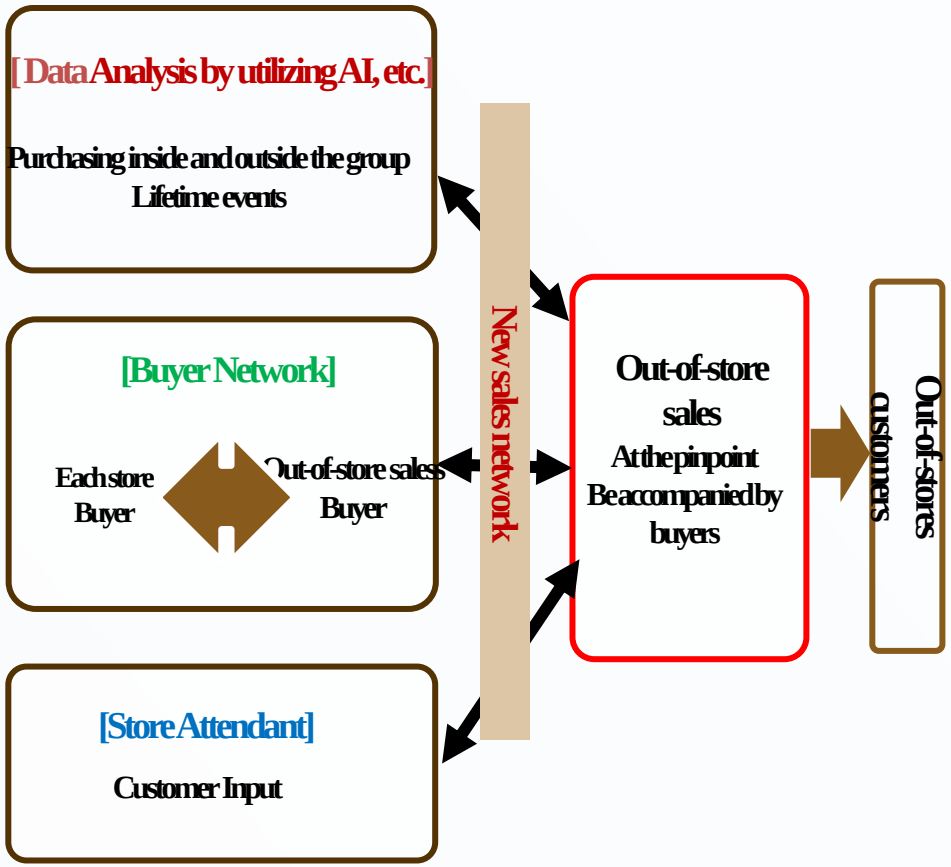


(Individual) Out-of-store sales Reform

Direction

・Priority points for fiscal 2022: Building a new sales network
[Out-of-store sales + buyers + in-store attendants] Increase and expand MD proposal capabilities through × [Digital]

Organizational proposal-based sales that meets all customer needs



To start upfront in building a new sales network

・Established a Out-of-store sales buyer and strengthened direct marketing activities
・Expanding MD outside department stores to meet all customer needs

(Both Main store)

	FY 2021 Results		FY 2022 Plan	
Out-of-store sales Group Total sales	¥79 billion	Difference from FY2019 +¥7.4 billion	¥86 billion	Difference from FY2019 +¥14.4 billion
		Difference from FY2020 +¥1.8 billion		Difference from FY2021 +¥7 billion

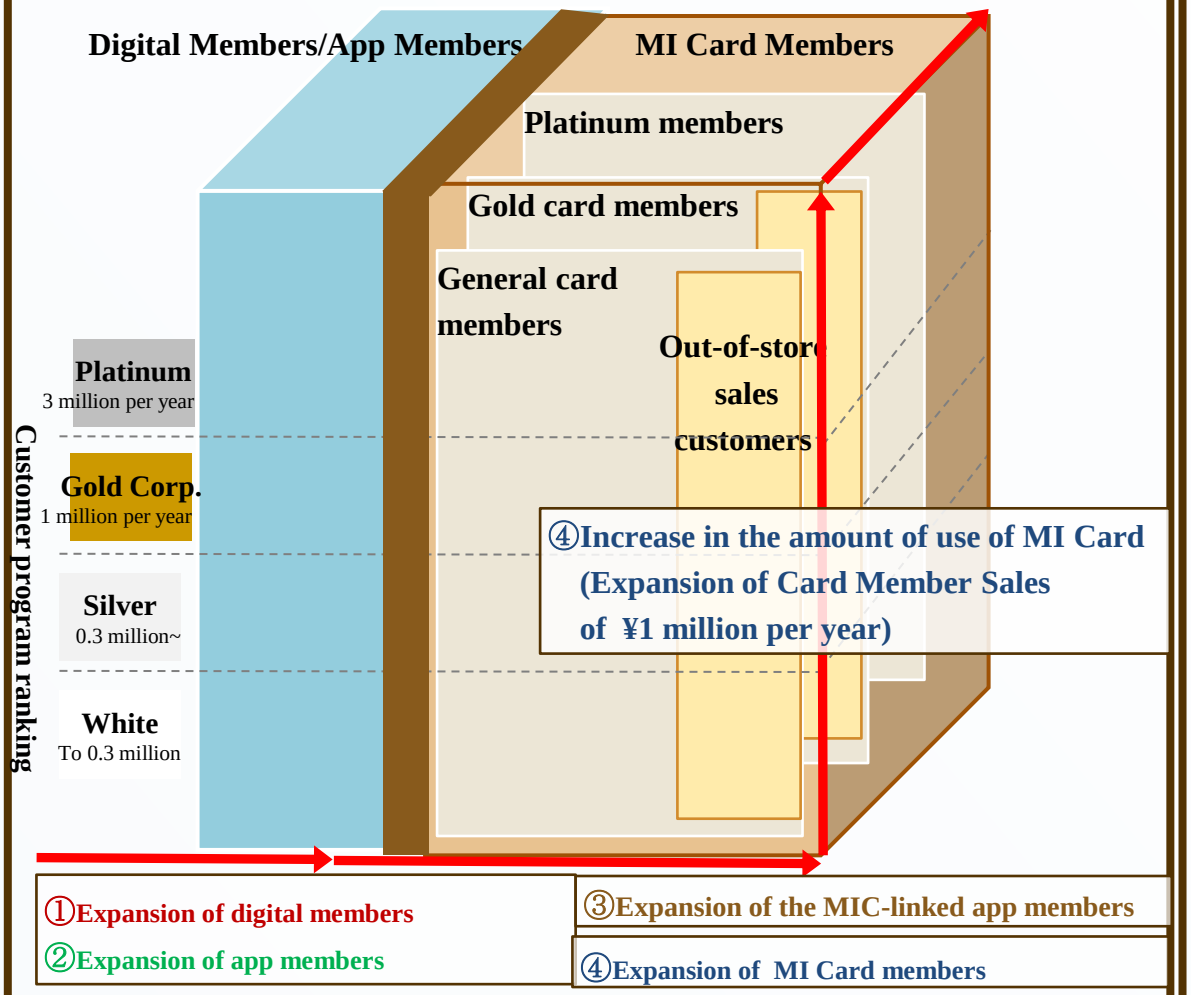
※Total sales: All sales in Out-of-store sales activities

・Advance initiatives of both Main store to be rolled out to branches and regional branches

"CRM Strategy Connecting with Individual Customers"

Direction	・Expansion the number of "connected customers" and increase the amount of usage

Step in strategy



Major Initiatives

①To increase the number of digital ID members

FY 2021 Results	FY 2022 Plan
YoY: 168%	YoY: 130%

②Expansion of app membership

・To app members using cash/other companies' credit

Introduced all stores with MI Points (started in February 2022)

③Increasing the number of members of the MIC-linked app

・Develop point incentive measures at all stores

④Annual sales growth of more than 1 million MI Card members

FY 2021 Results	FY 2022 Plan
YoY: 133%	YoY: 120%

" Intra-Group coordination " strategy

Direction	・Acquisition of revenue outside department stores by Intra-Group coordination type based on department store business system (In FY 2022, success examples were accumulated quickly.) ・Full-scale operation of "Alliance Promotion" with external companies started in fiscal 2022 (new Alliance Promotion Office)

TOPICS ・Started Intra-Group coordination sales for external companies

Catalog content menu of group resources "B2B external sales"

Planning and production of original products P03	Shareholder benefit program and support for shop management P06	Proposals for memorabilia and gifts P10
Planning and production of corporate uniforms P14	Support for advertising and event opening P17	System-related service P22
Logistics and fulfillment P27	Environmental Creation and construction P30	Temporary staffing, education and training P33
Credit card-related services P38	Travel planning P40	Store development P42

≪ Isetan Mitsukoshi Property Design Ltd. ≫

・Becoming a company that plays a role in the Intra-Group coordination strategy based on its pillars with Construction Business, Living Environment Business, PM/CM/Design Business

・Be responsible for remodeling functions of Department stores within the Group with accumulated skills and know-how.





≪Studio Alta Co., Ltd≫

・As an in-house agency, to the Group's advertising agency companies

・Accelerate accumulation of skills and know-how to contribute to the the Intra-Group coordination strategy





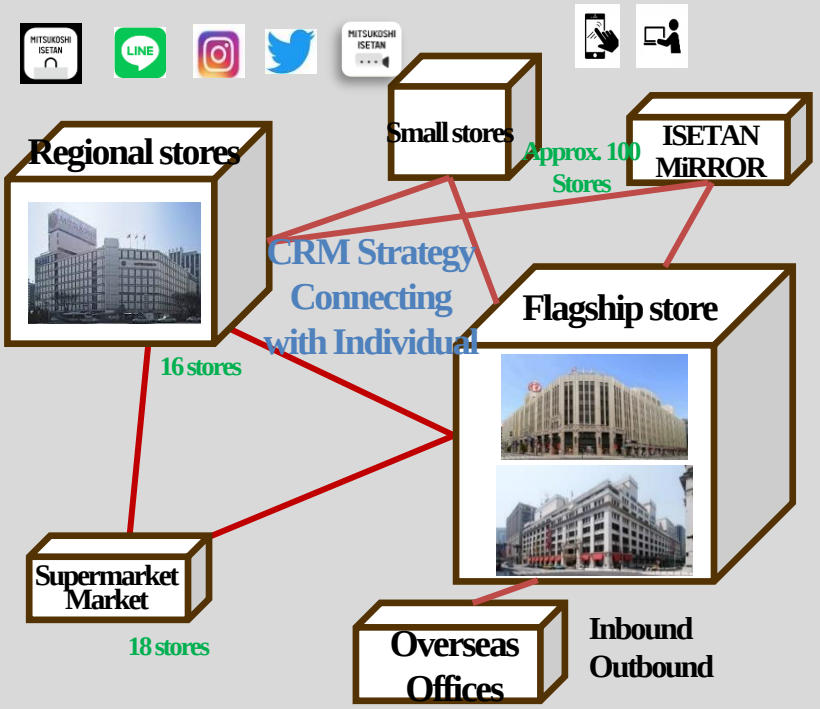
Base Network = Area Strategy

High Sensitivity High Quality Strategy

Scientific analysis of Department store

More than 170 points of contact with customers

Digital promotion (online shopping, sizing, matching, appeal)



CRE

Intra-Group coordination Strategy

Sales Profit + Card Revenue + Transaction + Number of customers + In-house production Profitopportunity → Maximize

TOPICS

◆OPEN

Matsuyama Mitsukoshi: October, 2021

Mitsukoshi Toyoda: April 2022

Mitsukoshi Tokushima: April 2022







・Lifestyle Market ・Out-of-store sales salons ・Digital salons

◆Stock repurchases

June. 222 Acquired shares of M.I. Foods Style Co., Ltd.



・Operate 18 stores in the Tokyo metropolitan area
High-quality supermarkets
・Considering alliances with optimal business partners

◆Expansion of points of contact with customers

◆Deepen Group CRM

Digital promotion

Direction

・Implement merchandising that integrates brick-and-mortar stores and people by accumulating and utilizing customer data

❶ Online shopping

Customers

・MI Online
・Digital business

❷ Digital customer service tool

Customers

・Stylist(Sales clerk)
・Content

Customers

❸ Digital matching

Customers

Salesperson Sales

・Customer charts
・AI analysis

❹ Digital appeal

Customers

・Stylist(Sales clerk)
・Content
・Stores
・Online

Full use in nationwide office network

TOPICS❶ Online shopping

・Expand best-selling products
・Expansion of over-the-counter receipts service
・Integration of regional store websites and MI Online

	FY2021		FY2022	
	Actual	Difference from FY2020	Planning	Difference from FY2021
MI Online (General only)	¥12 billion	+¥1.8 billion	¥14.4 billion	+¥2.4 billion

TOPICS❷ Digital matching

・Data marketing based on RFM analysis and AI data extraction

・Scored analysis results and matched by AI automated extraction

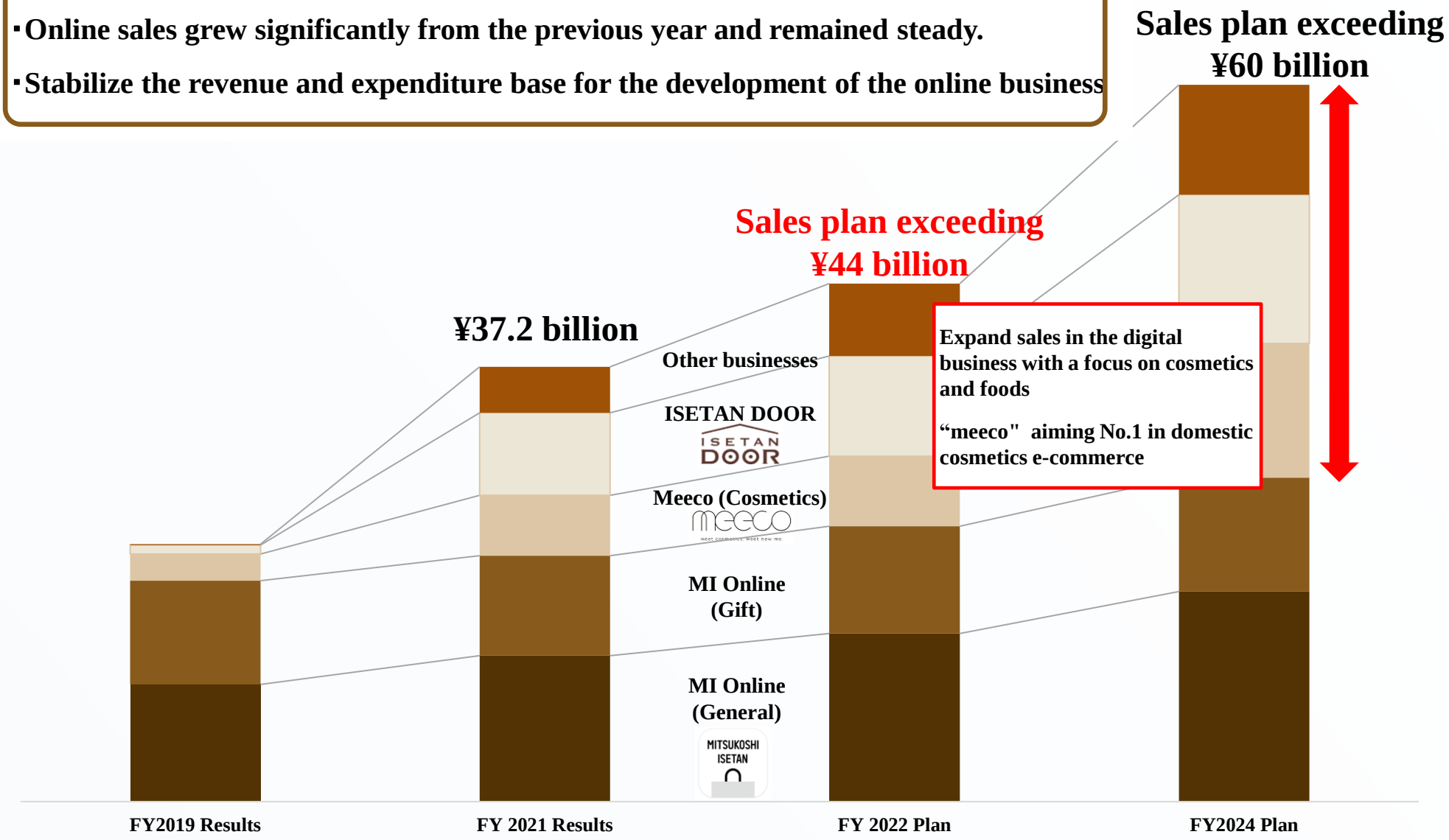
AI data RFM analysis → Optimal extraction → Out-of-store sales / Salesperson → Optimize sales activities → Customers

TOPICS❸ Next Efforts

・Increase the number of brands and items lines opened at REVWORLDS (Virtual reality). Considering the direction of the next initiatives.

TOPICS on-line sales trends

- Online sales grew significantly from the previous year and remained steady.
- Stabilize the revenue and expenditure base for the development of the online business



Direction	・Promoting “Urban Developmemt" as a symbol of "admiration and empathy" in High sensitive, fineQuality "Base Network" ・Started full-fledged consideration of the ideal style of both main store in the future

Challenge to create attractiveness and value in towns on the "unique" goals of the region

- Ability to attract customers
- Business profitability
- Unique appeal
- In towns Necessary functions

Major Initiatives in Fiscal Year 2022

◆Formulated master planning for area chain development

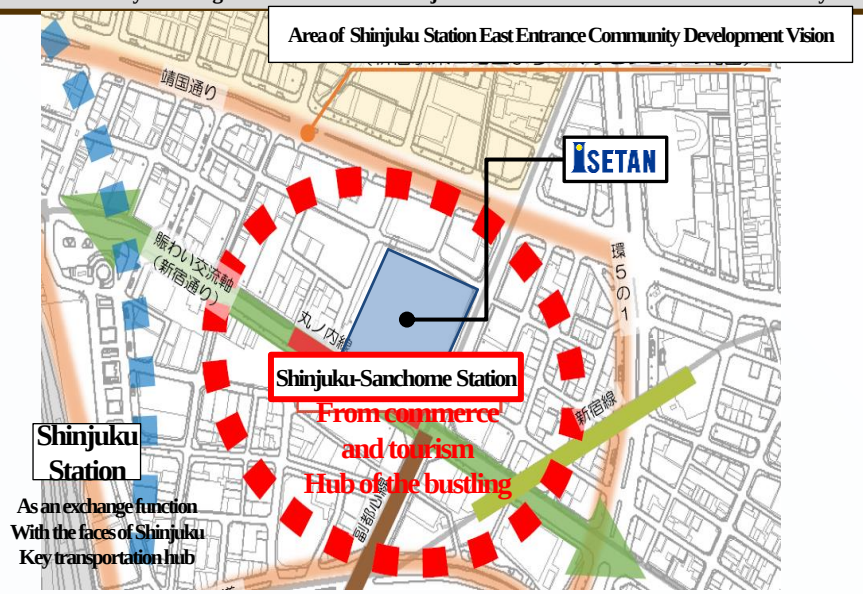
◆Our Urban Development Concept Framework Concept
・Considering landscaping and design concepts at in-house PMO

◆Shinjuku Station East Entrance Community Development Vision

[Future of the town]

A bustling town representing Japan that makes you want to walk

～Formation of a lively exchange axis centered on Shinjuku Street and 2 bases centered on railway station～



※Partially processed into "Materials of the 5th Shinjuku 3-chome Area Urban Development Review Committee"

◆Full-scale examination of the Nihonbashi area has also begun.

◆Similarly, promote specific projects in each area

Scientific analysis of Department store

Direction	・Evolving "Scientific analysis of Department store" for the Revitalization of Department Stores

Strategic fit ✖ **Scientific analysis of Department store** = **To maximize profitability and productivity**

◆High Sensitivity High Quality Strategy	・MD balance standard ・Store-specific investment criteria joined to the ROE criteria	◆Maximize profitability
◆CRM Strategy Connecting with Individual Customers	・Optimize cost of acquiring MI Card ・Redefinition of cost investment objectives by customer PI	
◆Intra-Group coordination strategy	・Regulation of in-house production	
◆CRE	・CRE strategy (Direction by domain and hurdle rate setting)	
◆Income and expenditure structure reform	・Sales staffing standards ・Direct-to-indirect ratio standard (9:1) ・Regulation of SG&A ratio ・Advertising ratio regulation	◆Maximize productivity

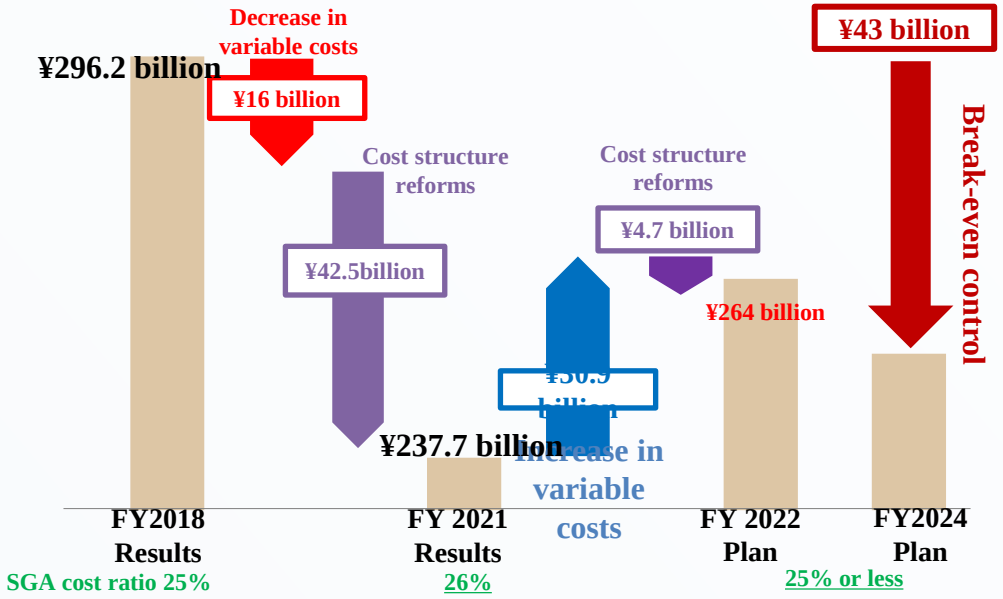
Income and expenditure structure control

Direction

・Reducing SG&A expenses from a scientific perspective and redesigning the business structure by optimizing the number of personnel

Cost control

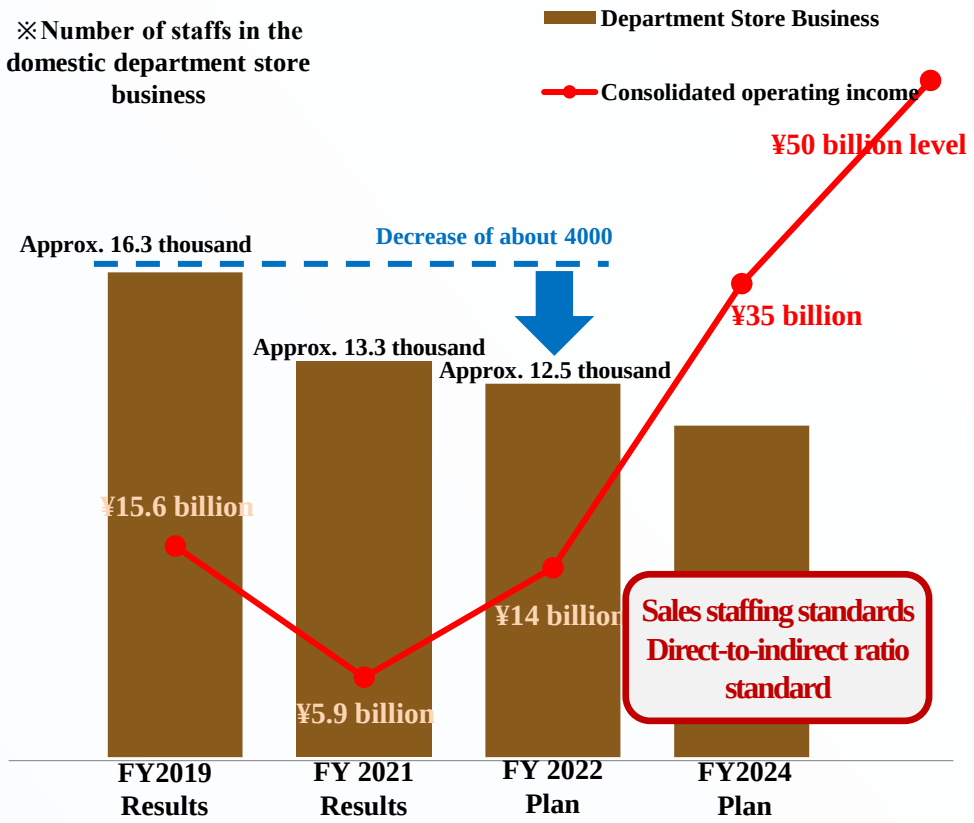
	FY2018-2021	FY 2022	Major Initiatives
Total	¥42.5 billion	¥4.7 billion	
Personnel expenses	¥22.8 billion	¥2.7 billion	・Appropriateness of personnel (working styles)
Lease Payments	¥6 billion	¥200 million	・Return rental properties (work style) ・Negotiate rent reduction
Consignment Expenses	¥5.8 billion	¥400 million	・Operational efficiency
Others	¥7.9 billion	¥1.4 billion	・Reduction of utilities, repair costs, etc.



Personnel control

◆Steady progress in line with the medium-term management plan

◆The number of staffs in the department store business declined over the long term.



Human Resource Platform

Direction	・Improve organizational strength to maximize the power of human resources and realize strategies ・Developing a corporate culture in which all employees can work together without being aware of the need for tactics and are proud of contributing to them.

	Progress in Fiscal Year 2021	Major Initiatives in Fiscal Year 2022
Maximizing Human Resources Capabilities to the Intra-Group coordination strategy	◆By expanding and accumulating human resource data Optimal allocation using data ◆With the aim of creating innovation, Expansion of intra-Group secondments ◆Developing Human Resources through External Transfers for Growth Businesses	◆Promote lifelong CDP to meet individual parasites ・Creating opportunities for success in growth businesses (Out-of-store sales business, card finance business, real estate business, etc.) ◆Development of management human resources and highly specialized human resources ・Management succession control ・Medium-to Long-Term Human Resource Portfolio (Specialized Skills Area × Age)
Infrastructure and Infrastructure Maintenance	◆Dialogue between management and employees ◆Building a Grand Design for Human Resource Development ◆Educational environment in which employees can learn and grow autonomously ・Establishment of the Company-wide Online Education System	◆Development of dialogue activities (in conjunction with reorganization of the corporate philosophy system) ◆Use the Grand Design for Human Resource Development to Develop Individual Careers ◆Enhance engagement by continuing to conduct employee satisfaction surveys

[❶ of Priority Initiatives] Connecting People and Local Communities



- Number of projects undertaken in fiscal 2021:571
- Spread to all group department stores in fiscal 2022

What is "think good"

- Think good is Slogan that has been put in place “Make the imagination work, and start from thinking sincerely”

- Started sustainability activities through the core business of department stores for a prosperous and colorful future in April 2021,based on this password together with our customer and various other stakeholders.

"Denim de Mirai"

- Efforts to Revitalize Levi's® 501® used stock
- Up-cycle to over 200 types of items in fields from fashion to lifestyle



[❷ of Priority Initiatives] Connecting Sustainable Societies and Times

[Isetan Mitsukoshi Group Greenhouse Gas Reduction Targets]
2024 ▲37%　2030 ▲50% (compared to fiscal 2013)

[Isetan Shinjuku Main Store]

Energy Saving through AI Smart Air Conditioning

- Trial to reduce volume of annual use in energy(electricity and gas) used for floor air conditioning by 50%



- Promoting full-scale introduction to Isetan Shinjuku Main Store during FY 2022

[Isetan Urawa Store]

100% switch to electricity from real renewable energy

- Reduction of greenhouse gases (approx. 4200 tons)for approximately 2% of all domestic department stores



[❸ of Priority Initiatives] Diversity & Inclusion (Improving Employee Satisfaction)

- Dialogue between Management and Employees,Promotion of Women's Participation in the Workplace, and Promotion of the Utilization of People with Disabilities

Corporate transformation toward fruiting

Corporate Reforms from the Revitalization Phase to the Deployment Phase

Fruiting

Deployment

Diversity & Inclusion

◆ Change in organizational culture

- Reorganization of the corporate philosophy system (Project + Company-wide Activities)
- Initiatives for Sustainability

◆ Evolve PDCA management

Introduction of divisional performance feedback system

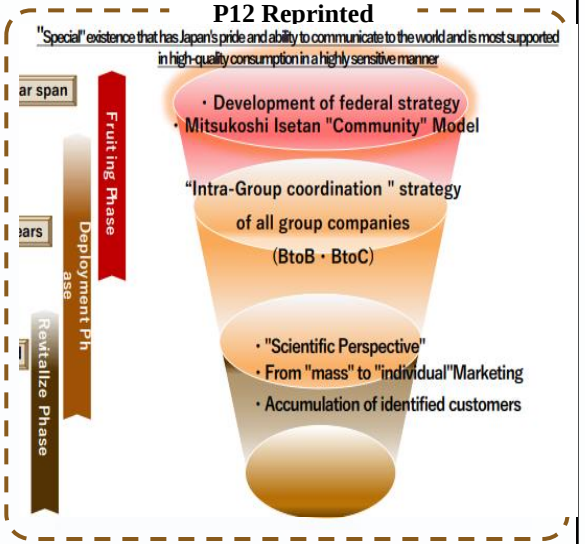
Scientific analysis of department stores and Management

◆ Organizational reforms in line with strategies

High Sensitivity High Quality Strategy	Out-of-sales Management Dept.
CRM Strategy Connecting with Individual Customers	Customer Strategy Office
Intra-Group coordination strategy	Alliance Promotion Office

Revitalization

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