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Press materials

ISETAN MITSUKOSHI HOLDINGS

November 28, 2025
Isetan Mitsukoshi Holdings Ltd.

Isetan Mitsukoshi Holdings Obtains the Highest "S Rank" Under MUFG Bank's Human Capital Management Loan

Isetan Mitsukoshi Holdings Ltd. (Director, President and CEO: Toshiyuki Hosoya) announces that it has entered into an agreement with MUFG Bank, Ltd. (President & CEO: Junichi Hanzawa) on November 26, 2025, for a Human Capital Management Loan (hereinafter referred to as the Product). The company has obtained the highest S Rank (Industry-Leading Human Capital Management), in the Human Capital Management Evaluation for the Product.

Human Capital Management Evaluation

1. Human Capital Management Loans

The Product is a loan agreement that can only be undertaken by companies that score above a certain level in the Human Capital Management Evaluation. The Human Capital Management Evaluation for the Product is conducted by Mitsubishi UFJ Research and Consulting Co., Ltd., a member of Mitsubishi UFJ Financial Group, Inc., with support from Japan Credit Rating Agency, Ltd. to objectively evaluate companies' human capital management initiatives, assign scores, and provide feedback on any relevant issues.

2. Sustainability Management of the Isetan Mitsukoshi Group

The Isetan Mitsukoshi Group is committed to strengthening its sustainability management, aiming to continuously enhance corporate value while contributing to solving social issues through its business activities. In our sustainability management, we have established The Isetan Mitsukoshi Group's Priority Initiatives (Materialities) to realize our vision and are promoting these initiatives in tandem with each of our business strategies.
In addition, the Group's mission in Isetan Mitsukoshi Group Corporate Philosophy is "Touching people's hearts with human-driven experiences", and the Group considers human capital to be a key management capital. Furthermore, we have defined "Maximizing the power of people" as one of our materialities and are focusing our initiatives on building a human resource platform that enables individuals to grow in a self-directed manner throughout their careers while drawing out their full capabilities.

Priority Initiative: Connecting People and Local Communities	Priority Initiative: Contributing to a Sustainable Environment and Society	Priority Initiative: Maximizing the Power of People	Priority Initiative: Group Governance and Communication
In order to enrich our customers' lifestyles, we are promoting initiatives that connect people with local communities. This includes creating venues for people to encounter the thoughts and sensibilities of others, as well as introducing the local cultures, traditions, and specialties of each of Japan's regions.	We will build a corporate foundation that ensures we can pass on a sustainable society to the next generation. We will achieve this through initiatives to address social issues related to the supply chain, including climate change and respect for human rights.	Guided by our corporate mission of "Touching people's hearts with human-driven experiences," we believe that maximizing the power of people for each employee will lead to greater corporate value for the Isetan Mitsukoshi Group. We will continue to invest in human resources on an ongoing basis.	We aim to maximize our corporate value by establishing and strengthening a sound and highly transparent Group governance system and are pursuing ongoing corporate governance reform, enhancing our internal control systems, and undertaking stakeholder engagement activities.

3. Strengthening Human Capital Management

To further strengthen our human capital management, we have decided to utilize the Product with the aim of gaining an accurate understanding of the Group's current human capital initiatives based on objective external evaluations, applying the resulting feedback, and helping stakeholders gain a deeper understanding of our initiatives.

The initiatives of the Group that received high scores in this Human Capital Management Evaluation are as follows.

■ **Management Strategy — Vision and Policies —**
Our human resources strategy is to "establish vertical human resources" as specialized talent and business enablers unique to the Isetan Mitsukoshi Group, and to "create horizontal human resources," or editorial talent capable of merging different business values to foster innovation. This is in alignment with the management policy of transforming into an individual customer business.

■ **Management Strategy — Succession Planning —**
To appoint talent capable of demonstrating the leadership needed to realize our strategy and enhance corporate value, we are working to establish selection criteria for candidates, manage our talent pool, and implement initiatives related to transfer assignments and development. Succession plans are discussed at the initiative of Outside Directors who comprise the majority of the Nominating Committee and are supervised and monitored through periodic reviews.

■ **Training — Leadership Development —**
In addition to training programs designed for executives, we conduct training and development programs tailored to cultivate the leadership skills required at each management layer, such as for both incumbent and newly appointed general managers as well as for executive candidates.

■ **Diversity — Initiatives to Promote Diversity —**
We have established KPI targets to further increase the ratio of female managers and are enhancing the effectiveness of such initiatives by regularly monitoring progress at Board of Directors meetings.

■ **Employee Engagement — Implementing and Publishing the Results of Engagement Surveys —**
We conduct an annual employee engagement survey and publish numerical results aligned with our priority initiatives (materialities).

■ **Employee Engagement — Measures to Enhance Engagement—**
To support employees in pursuing self-directed career development, an issue identified through the engagement survey, we have established enhancing leadership skills as one of our key initiatives. This includes publishing the *Mitsukoshi Isetan Human Resources Management Guidebook* and implementing training programs for people managers, among other concrete measures.

By leveraging the evaluations and feedback from this series of assessments, we will focus on further strengthening human capital management aimed at "Maximizing the power of people".

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