

ISETAN MITSUKOSHI GROUP

CORPORATE PHILOSOPHY



ISETAN MITSUKOSHI HOLDINGS

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01 Introduction

The Isetan Mitsukoshi Group Corporate Philosophy expresses what kind of value the Group can contribute to society, the kind of image we aim to project, and our raison d'être.

In other words, it is the most fundamental concept at the heart of all the Isetan Mitsukoshi Group's corporate activities.

Each and every employee of the Group should share these ideas so that we go on being valued by our customers and other stakeholders and acknowledged for our raison d'être. The Isetan Mitsukoshi Group Corporate Philosophy serves as a roadmap to this end.

Whenever we feel unsure in our daily operations, we will return to the Isetan Mitsukoshi Group Corporate Philosophy, continually shaping our Group's future through action and defiance, never losing sight of our raison d'être.



ALL OUR ASPIRATIONS IN ONE

Our individual aspirations, expressed through surveys and dialogue. And our shared aspirations, the fusion of all those individual aspirations. Emotions, Smiles, Happiness...

When guided by our shared aspirations, what we value most are “**HUMANS**” and “**HEART**”.

Our Stakeholders



Purpose of Reorganization

Mitsukoshi was founded in 1673, Iwataya in 1754, Marui Imai in 1872, and Isetan in 1886. Founded upon their respective brand names, these companies have faced repeated challenges as they have grown with society, continually creating new value through a wide range of businesses, including credit and finance, construction and design, travel, systems, logistics, and temporary staffing, while keeping domestic and overseas department stores at their core. In 2021, we announced **Our Vision** as part of our Medium-to Long-Term management plan.

In these rapidly changing times, in order to unite the hearts and minds of those who work with us and realize our vision, we need to re-clarify our **raison d'etre (mission)** and the **thoughts and actions we place importance on (values)**. In the process, everyone in the Group must also think again about their **own work purpose** and the **raison d'etre of the company**. In April 2022, based on the wishes of both senior management and employees, we launched a project to reorganize our corporate philosophy system.

02 Corporate Philosophy

Isetan Mitsukoshi Group

Isetan Mitsukoshi Group Corporate Philosophy

Our Vision

We are a retail group centered on extraordinary department stores working toward improving the lives of our customers.

With our Japanese heritage and strong global branding, we create lasting impressions through sophisticated and high-quality experiences that make us the first choice for our customers.

Our Values

We are inspired by innovation, moved by beauty, and motivated to share our experience.

We welcome everyone with warm smiles and positive attitudes to delight and impress.

We co-create with exceptional talent to realize dynamic ideas and innovations.

We inform our decisions with facts, experience, and instinct to create unique solutions.

We always act with integrity and sincerity, and fulfill our responsibilities to society.

We fearlessly challenge norms and strive to reinvent the future.

Our Mission

Touching people's hearts with human-driven experiences.

Touching people's hearts with the human-driven experiences.

This means that we will touch the hearts and minds of **our stakeholders** with the human-driven experiences of **each and every one of us**.

VISION What we aim to be

VALUES The thoughts and actions we place importance on

How we evolve toward our vision
What we adhere to based on our mission

MISSION Our raison d'être

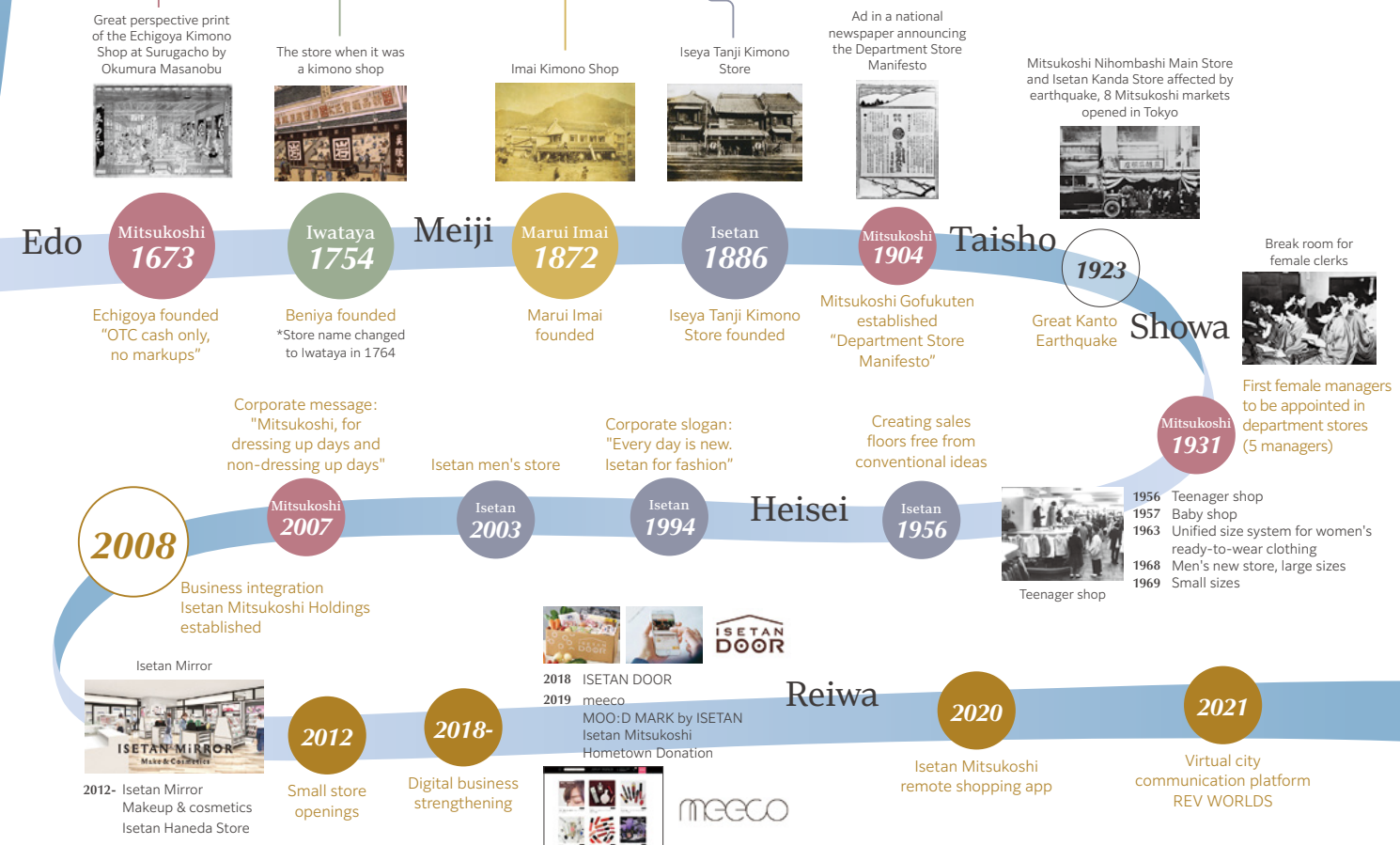
Our starting point to which we always return

03 Fundamental Spirit

The spirit of "putting customers first, anticipating changes in society and customer needs, consistently bringing affluence to customers, and striving to reform ourselves" has been cultivated throughout our long history since the founding of our four original department store brands.

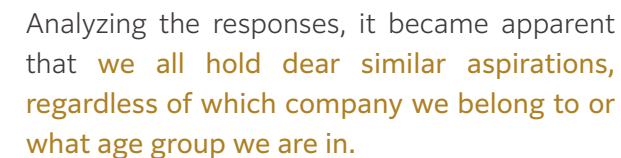
These fundamental spirit elements are also included in our reorganized corporate philosophy.

The Fundamental Spirit of the Four Department Store Brands



Our management team has been listening to the aspirations of assembled employees, and we have been discussing and connecting them in workshops and dialogue meetings.

By repeating this process over and over again, we have found what “our aspirations” are.



By operating company					
Operating company	1st	2nd	3rd	4th	5th
Isetan Mitsukoshi	Customer first	Evolution and transformation	Inspiring	Elation and excitement	Sense
Regional operating company	Customer first	Evolution and transformation	Elation and excitement	Inspiring	Familiar
Affiliate company	Evolution and transformation	Customer first	Culture and tradition	Inspiring	Familiar

2 Management workshops

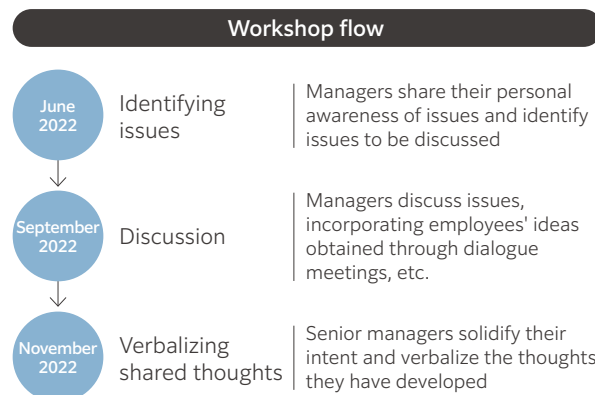
As the core of the reorganization process, several all-day workshops were held with 28 members of our management team, including presidents of regional operating companies and affiliated companies.

Before and after each workshop, the participants were interviewed to delve into their own formative experiences and to organize their own thoughts and feelings, in preparation for further in-depth discussions.

The mission set out for the management team at the workshop was to “not come up with answers right from the start, but to seek common aspirations through thorough self-insight and dialogue with employees.”

In repeating this process, the participating managers understood each other and bonded, and by imagining the wishes of each employee, they decided what they must do now as leaders, and resolved to do it.

- ☑ Deeply reflect on and verbalize your own thoughts and ideas
- ☑ Delve deeper into your own ideas and gain new insights through dialogue meetings with employees and feedback from surveys
- ☑ Share thoughts and ideas in workshops



Calling each other by nicknames, greeting with fist bumps



Senior managers understood each other and bonded



Repeating group work and pair work, switching members each time



After the last workshop, everyone's thoughts were unified

3 Dialogue meetings with various colleagues

☑ Dialogue meetings across companies, divisions, and workplaces

Participants had the opportunity to better understand the people they work with and gain new insights, by discussing their own thoughts and feelings with coworkers who they do not normally interact with in their daily work, transcending generations, roles, and organizations. Interacting with people who have different organizational cultures and values made participants aware of their shared aspirations despite working for different companies, and reminded them of how rewarding their own work can be. This all helped them to build relationships and strengthen links transcending organizational boundaries.



☑ Dialogue between senior managers and employees

Senior managers engaged in dialogue with various employees on topics based on the workshop discussions and people's own ideas. Listening to the employees' ideas gave the senior managers new insights and deepened their own thoughts and views. For the employees, the dialogue with the senior managers was a chance to communicate their thoughts directly and to understand the direction of the company from a higher perspective, as well as to understand the thinking of senior management.



☑ Dialogue meetings with seconded employees outside the Group

In order to incorporate not only internal discussions but also objective viewpoints and opinions, dialogue meetings were also held with employees seconded to outside companies. These participants engaged in lively discussions, such as: how being away from the Group lets them see the company and its character from the outside; the strengths and weaknesses that have shaped the company; and how they want the company to be.



☑ Dialogue between senior managers

Senior managers not participating in the project also got to share the ideas and discussions from the workshop through dialogue meetings with executive officers. Based on the shared content and discussions there, the participating senior managers then conducted their own dialogue with employees. The process was repeated again, with employees' views being shared at a dialogue meeting with executive officers, who in turn connected them to the workshop.





ISETAN MITSUKOSHI HOLDINGS

FIRST EDITION
ISSUED

APRIL 1, 2023
ISETAN MITSUKOSHI HOLDINGS LTD.
GENERAL AFFAIRS PLANNING DIVISION, GENERAL AFFAIRS DEPARTMENT



We have adopted a universal
design font that is easy to see
and difficult to misread.