

Takashimaya Group Integrated Report 2025



Philosophy — The Takashimaya Group's values and founding spirit —

The Takashimaya Group Management Philosophy

“Putting People First”

The Takashimaya Group contributes to society by valuing an attitude of trusting, caring for, and serving people.

Five Guidelines

- ◇ Leaving a positive impression through our hospitality
- ◇ Creating a new lifestyle and culture to open up future possibilities
 - ◇ Helping to build lively local communities
- ◇ Working tirelessly to conserve the global environment
 - ◇ Working to build people's trust

The Group's Founding Spirit

“The Store Creed”

- We shall sell quality goods at reasonable prices, for the benefit of ourselves and others.
 - We sell goods at fair prices.
- We shall clearly inform customers of the quality of the goods and shall not mislead them in any way.
 - We shall treat customers equally, without discrimination based on wealth or status.

Corporate Message

“Timeless, yet innovative”

Because we have a tradition, we can be innovative.

We remain committed to delivering dependable value based on current trends.

While retaining what should be preserved, we will adapt to new tastes.

Defining what should be maintained, such as considerate service, and what should be changed to bring greater customer satisfaction, Takashimaya will evolve in harmony with its staff members.

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— The Takashimaya Group's values and founding spirit —

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Editorial Policy

This Integrated Report was created with the objective of enhancing our stakeholders' comprehension of the values and history of the Group from its foundation to the present day and of how the Group will leverage the strengths it has cultivated to achieve sustainable future growth. Furthermore, based on the Group's founding The Store Creed, this report has been compiled with the intention of providing a deeper understanding of the Group's unique characteristics, from its customer-first policy to its human capital management, which is firmly rooted in its Management Philosophy of "Putting People First," and its three advantages, which are the driving force behind the Group's comprehensive "Machi-dukuri" strategy. To further deepen the understanding of our Group, we will continue advancing our initiatives and make use of this Integrated Report as a tool for dialogue with all of our stakeholders.

Reporting Scope

Takashimaya Co., Ltd. and Group Companies

Reporting Period

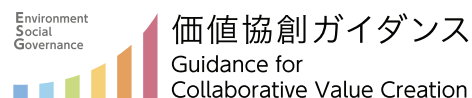
FY2024 (March 1, 2024 to February 28, 2025)

*Unless otherwise indicated, the figures shown are for the period to February 2025 or as of the end of February 2025.

*To the extent possible, the most-current information at the time of publication is also included.

Reference Guidelines

- "International Integrated Reporting Framework," International Integrated Reporting Council (IIRC)
- "Guidance for Collaborative Value Creation," Ministry of Economy, Trade and Industry



Published by

Takashimaya Co., Ltd.

Information Disclosure Media

Further detailed information can be found below, which does not form part of this Integrated Report.

 [Takashimaya Group Corporate Website](#)

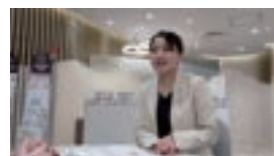
The Takashimaya Group's initiatives, driven by our progressive spirit, are introduced via videos on the TAKASHIMAYA GROUP "THE SPIRIT" website.

 [TAKASHIMAYA GROUP "THE SPIRIT"](#)



CS case study that carry forward our spirit of challenge and passion

 [Watch video](#)



Takashimaya's finance business, supporting customers' life planning with department store-style hospitality

 [Watch video](#)



The trials and triumphs of expanding into Asia

 [Watch video](#)

Important Notice Regarding Forward-Looking Statements

The performance plans and forward-looking statements contained in this report are based on information available at the time of publication and are subject to potential risks and uncertainties.

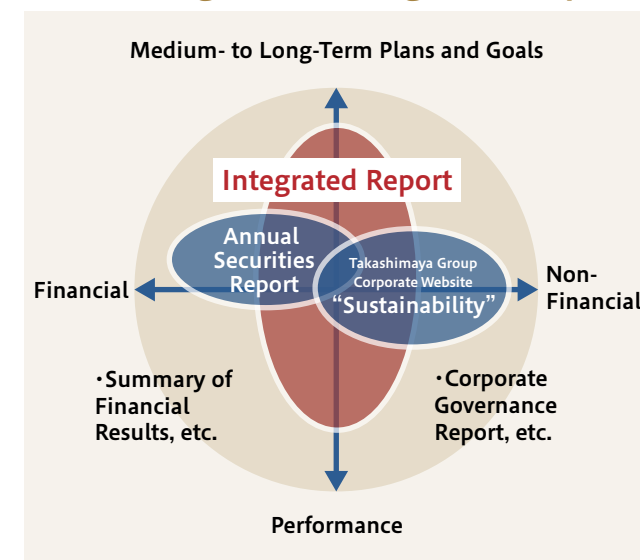
Accordingly, actual performance may differ significantly from the forward-looking statements due to various factors.

Inquiries Regarding this Integrated Report

Public and Investor Relations Office, Takashimaya Co., Ltd.

 [For media inquiries and IR-related inquiries](#)

Positioning of the Integrated Report



At a Glance – Takashimaya in Numbers

Now, 194 years since our founding, our “Machi-dukuri” continues.

The Group, centered on its core department store business and its 37 consolidated subsidiaries in commercial property development, finance, construction and design, and other segments, is actively pursuing its Group-wide “Machi-dukuri” strategy to achieve stable growth. In addition, we are committed to contributing to the creation of an enriched society through human capital management and ESG management, based on our fundamental value of “Putting People First,” as expressed in our Group Management Philosophy.

Establishment

1831

Takashimaya was founded on January 10, Shinshichi Iida (first generation) set up a used clothing business in Karasuma Matsubara, Kyoto.



Shinshichi Iida (first generation)

Business Results for FY2024

Consolidated total operating revenue

1,032.7 billion yen
(+8.5% YoY)

Consolidated operating profit

57.5 billion yen
(+11.6 billion yen YoY)

Business profit*

63.4 billion yen
(+13.0 billion yen YoY)

*Consolidated operating profit + equity in earnings of affiliates + dividends received

Consolidated net profit

39.5 billion yen
(+7.9 billion yen YoY)

ROE

8.5%

Department stores in Japan tax-free sales

116.0 billion yen
(+68.7% YoY)

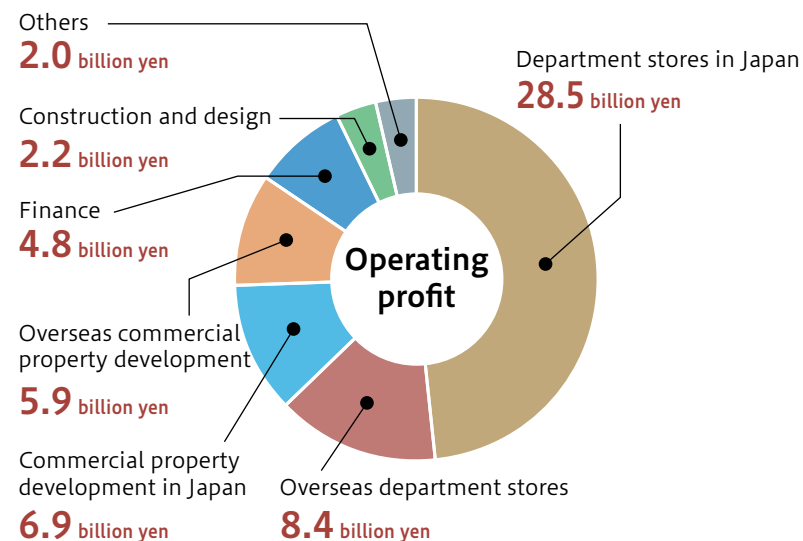
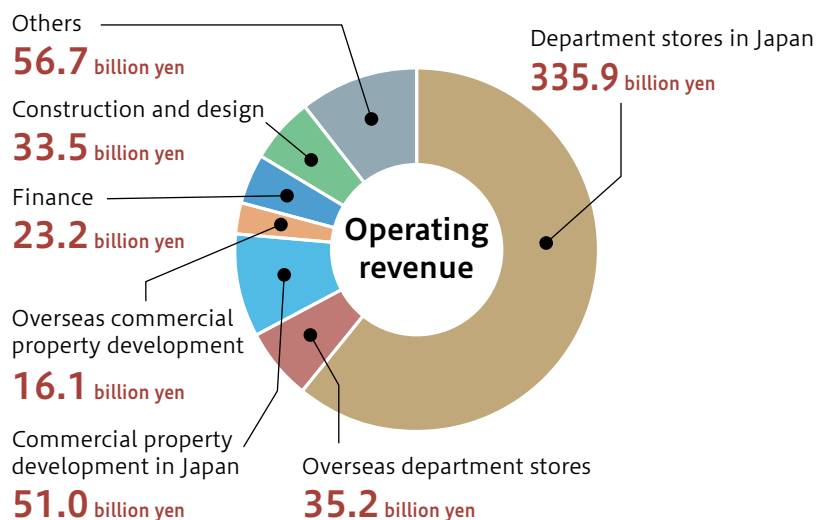
Excellent Group Companies with Unique Competitive Strengths Operated Across Industries in Both ASEAN and Japan

Number of group companies

37

*as of the end of September 2025

Performance by business segment



At a Glance – Takashimaya in Numbers

Store Network (As of End of August 2025)

Total of 22 commercial facilities

*Excluding equity method affiliates and trademark licensees

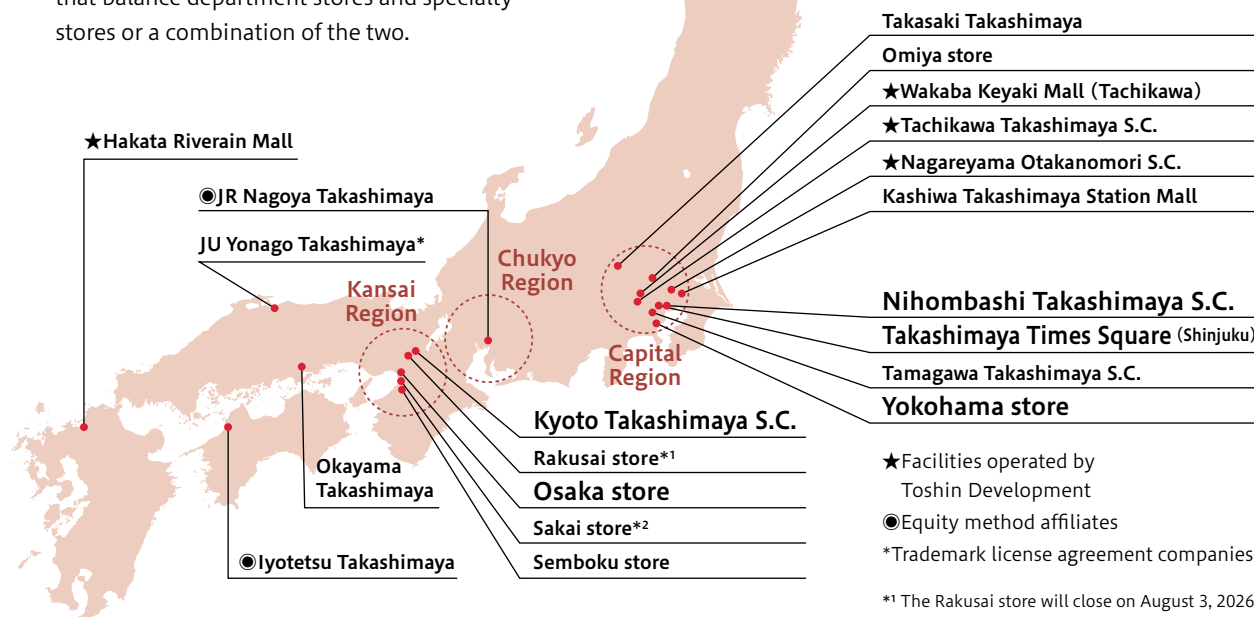
Japan: 17 stores

*5 integrated department store–specialty store complexes, 8 department stores, and 4 specialty stores

Overseas: 5 stores

*2 integrated department store–specialty store complexes, 2 department stores, and 1 specialty store

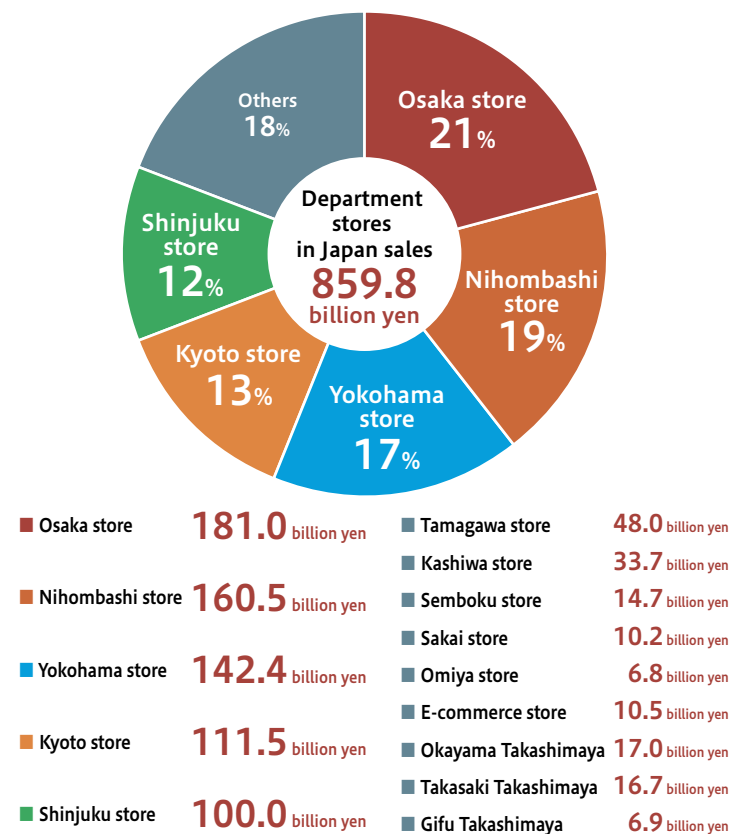
Under the Group-wide “Machi-dukuri” strategy, we are developing commercial facilities in ASEAN markets and across eastern and western Japan that balance department stores and specialty stores or a combination of the two.



A well-balanced portfolio of profit-generating bases in Japan and across Asia.

Department Store Sales by Store

The five large stores, each having cultivated its own strengths based on distinct characteristics, each generate over 100 billion yen in sales and together account for 80% of total sales.



*The Kyoto store figures include the Rakusai store.

*Online store sales, as part of the total including domestic subsidiaries, are included not only in the sales of the e-commerce store but also in the sales of each store.

*Sales figures of the Corporate Business Department and the Cross-Media Business Department are included in the sales figures of the stores in the respective regions in which they are located.

*Figures are presented based on sales prior to the application of the Accounting Standard for Revenue Recognition, etc.

*Gifu Takashimaya closed on July 31, 2024.

At a Glance – Takashimaya in Numbers

Number of Takashimaya Card Members

In order to increase the practical effectiveness of our customer policy, which is the foundation of our sales strategy, we are working to build closer ties with Takashimaya fans by offering points programs and preferential treatment to our cardholders.

Approx.
2.4 million



Expanding contact points with our customers.

Expanding Contact Points with a Wider Range of Customers

The “Takashimaya Tomonokai” (Rose Circle) is a membership program that allows customers to save a fixed amount each month for 12 months and to use that amount to enjoy great shopping deals at Takashimaya. The app version of this program, called “Sugo Tsumi” (Takashimaya’s smart savings program), is also proving popular, attracting a wide range of customers.



Maximizing Customer Contact Points Through Business Partnerships

By collaborating with businesses that are highly synergistic with our Company, we are expanding our avenues of contact points with customers. We are working to create a broader base of Takashimaya fans.



Expanding Customer Contact Points Beyond Time and Place and Enhancing Convenience Through Diverse Channels

By combining our well-balanced network of brick-and-mortar stores across eastern and western Japan with a wide range of channels such as e-commerce, we are working to further expand customer contact points by creating an environment where customers can enjoy shopping “anytime, anywhere.”

Total number of customers per year

■ Domestic commercial facilities

Over **200** million customers

*Total of domestic department stores and shopping centers operated by Toshin Development

■ Number of EC site visits

Over **80** million

*Total of Takashimaya Online Store and Takashimaya Fashion Square

At a Glance – Takashimaya in Numbers

Creating an environment where diverse talent can thrive.

Human Capital and Work Style Data

At our Group, we are committed to creating an environment where everyone, regardless of gender, and with diverse values and life backgrounds, can work comfortably and thrive.

*Figures for indices without notes are for the domestic group (including Takashimaya Co., Ltd., domestic consolidated companies, and the non-consolidated subsidiary Takashimaya Transcosmos International Commerce Japan Co., Ltd.)

Average age of employees

47.7
years old

Average length of service

21.7 years

Male: 20.7 years

Female: 22.6 years

Rate of paid-leave use

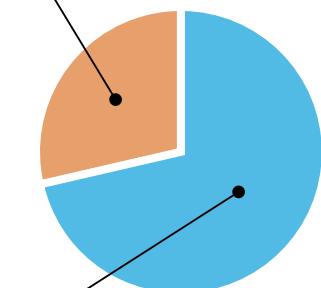
75.4 %

Employee turnover rate

3.1 %

Ratio of male to female managers

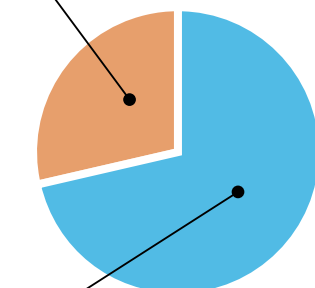
Female: **31.1** %



Male: **68.9** %

Ratio of male to female directors

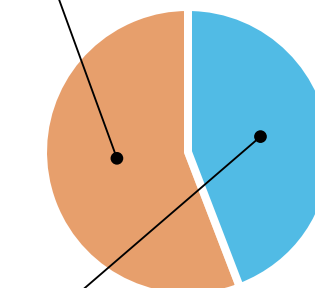
Female: **31.3** %



Male: **68.7** %

Ratio of male to female employees *Consolidated

Female: **55.9** %



Male: **44.1** %

Number of employees working reduced hours for childcare or family care

489
employees

Rate of male employees taking childcare leave

133.3 %

*Individuals who began childcare leave during the fiscal year / individuals whose spouse gave birth during the fiscal year

Awards and certifications



2025 Health and Productivity Management Outstanding Organization (Large Enterprise Category) certification (March 2025)

女性が輝く
先進企業2017

Prime Minister's Award for Leading Companies Where Women Shine (December 2017)



Eruboshi Certification by the Ministry of Health, Labour and Welfare (June 2016)



Platinum Kurumin Certification (November 2015)



Diversity Management Selection 100 (2014)



PRIDE Index 2024 Gold (November 2024)

At a Glance – Our Diverse Businesses Supporting the Group

*Representative names are as of October 1, 2025.

Department Stores in Japan

■ Takashimaya Co., Ltd.

Yoshio Murata, President and Representative Director

■ Okayama Takashimaya Co., Ltd.

Kenji Oka, President and Representative Director

■ Takasaki Takashimaya Co., Ltd.

Eiichi Kurahashi, President and Representative Director

■ JR Tokai Takashimaya Co., Ltd.

*An equity method affiliate

■ Iyotetsu Takashimaya Co., Ltd.

*An equity method affiliate

Since its founding in 1831, the Group has achieved sustainable growth by readily adapting to changes in the social environment. The domestic department store business is an essential point of contact with our customers and is at the core of the Group's brand value of delivering "new products and services that enrich lifestyles" and bringing "extraordinary experiences" to life. Going forward, as part of our Group-wide "Machi-dukuri" strategy, we will strive to further refine the appeal of our one-stop services, omotenashi (hospitality) and cultural elements as the core of the shopping centers (SC) and communities in which we operate and to continue to be a familiar presence that is close to our customers' lives and lifestyles while meeting their expectations.

[See p.6 for sales by store.](#)

A familiar presence close to customers' daily lives.

We also operate the following businesses within our domestic department store operations

Corporate

Building on the trust and quality cultivated through our department store operations, we provide products and services for corporate and institutional clients.

Across fields such as gifts, sales promotion, and employee benefits, we deliver comprehensive solutions—covering everything from planning and proposals to delivery and after-sales follow-up.

In FY2025, we also produced uniforms for pavilions at Expo 2025 Osaka, Kansai, Japan and a newly opened theme park, both of which have been well received.

EC

We are promoting diversification of sales channels across the Group through the operation of the Takashimaya Online Store, our comprehensive shopping site, and Takashimaya Fashion Square, operated by Select Square Co., Ltd.

In August 2024, we launched TBEAUT, a cosmetics-focused online store, to attract new customer segments and further enhance convenience.

Catalog Mail Orders

As a non-store retail business that enriches customers' everyday lives, we operate a catalog business that combines trust with the convenience of mail-order shopping.

Leveraging the unique appeal of printed media, we thoughtfully present a wide range of products, including fashion, food, and household goods.

In autumn 2024, we renewed the catalog into a magazine-style format themed around specific concepts, further enhancing its appeal as a more engaging publication.



Nihombashi Takashimaya S.C.



Takashimaya Times Square (Shinjuku)



Yokohama store



Osaka store



Kyoto Takashimaya S.C.

At a Glance – Our Diverse Businesses Supporting the Group

Overseas Department Stores

■ Takashimaya Singapore Ltd.

Hideyuki Yamamoto, Managing Director

■ Shanghai Takashimaya Co., Ltd.

Yoshiyuki Takegahara, Managing Director

■ Takashimaya Vietnam Ltd.

Yuki Hojo, General Director

■ Siam Takashimaya (Thailand) Co., Ltd.

Atsushi Okumori, Managing Director

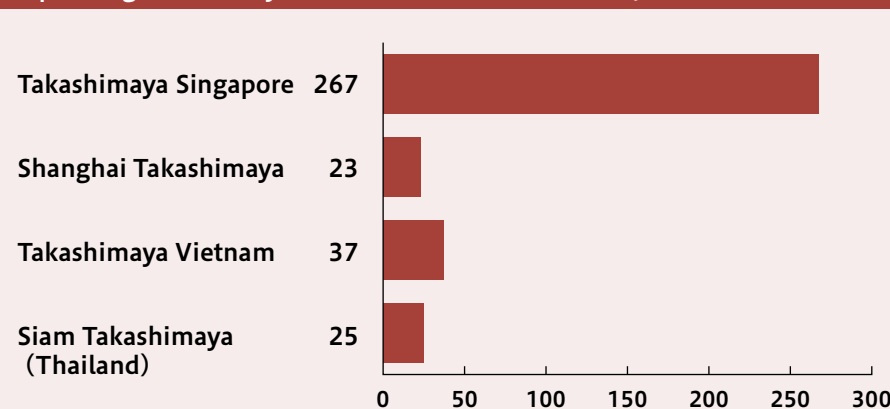
Since the opening of Singapore Takashimaya S.C. in 1993, the Group has been expanding its department store business not only in Japan but also in the fast-growing Asian market. At present, we operate stores in Shanghai (China), Ho Chi Minh City (Vietnam), and Bangkok (Thailand). The stores are designed to reflect the unique culture and needs of each country while incorporating the Japanese concept of omotenashi (hospitality) and other hallmarks of our department stores.

In Vietnam, preparations are underway to open a second store in Hanoi.

While promoting the development of local staff who are key to streamlined store operations, we are also actively engaged in promoting our “Machi-dukuri” strategy through community-based sales activities.

Creating stores rooted in the cultures of Asian countries.

Operating Revenue by Overseas Store (Unit: 100 million yen)



*Is compliant with the International Financial Reporting Standards (IFRS)



Singapore Takashimaya S.C.



Shanghai Takashimaya



Saigon Centre / Ho Chi Minh City Takashimaya (Vietnam)



Siam Takashimaya (Bangkok, Thailand)

At a Glance – Our Diverse Businesses Supporting the Group

Shopping centers that serve as “Mind Symbols” for communities.

Commercial Property Development in Japan

■ Toshin Development Co., Ltd.

Shinsuke Kuramoto, President and Representative Director

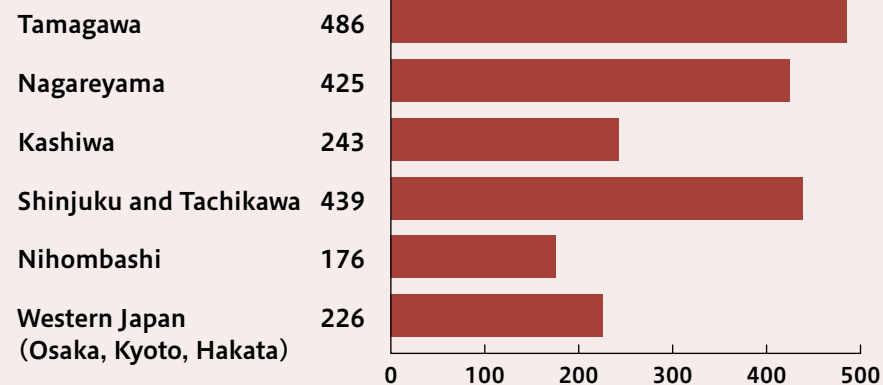
Since the opening of Tamagawa Takashimaya S.C. back in 1969—a full-scale suburban shopping center in the rural area of Futakotamagawa—the Group, spearheaded by Toshin Development, has been promoting “Machi-dukuri” projects in areas such as Futakotamagawa and Nagareyama and developing shopping centers with department stores as their core.

Rather than merely constructing shopping centers as physical “boxes” (buildings), we create places that serve as spiritual anchors for their communities, cultivated over many years in partnership with our stakeholders based on a genuine affection for the local community and deep appreciation for the local culture, nature, and history.

In addition, we are pursuing the function of shopping centers as social infrastructure and promoting the “transition to next-generation shopping centers” that can realize sustainable growth, such as enhancing the community and sustainability of each facility by tapping into location-specific characteristics.

Beyond simply developing facilities, we aim to create “Towards a future where everyone will have a place they want to live in, and visit.” by offering a “place that stays in the heart” of customers who visit our shopping centers.

Sales of Specialty Stores by Domestic Area (Unit: 100 million yen)



Tamagawa Takashimaya S.C.



Nagareyama Otakanomori S.C.

At a Glance – Our Diverse Businesses Supporting the Group Developing department store-based shopping centers and integrated projects.

Overseas Commercial Property Development

Singapore

Toshin Development Singapore Pte. Ltd.

Yuma Suzuki, Managing Director

The opening of Singapore Takashimaya S.C. marked the first overseas development of a department store-based shopping center model, as well as Toshin Development's first overseas project.

Over nearly 30 years, operations in Singapore have grown to account for roughly one-quarter of Toshin Development's total business profit, and Singapore Takashimaya S.C. is internationally recognized as one of Asia's leading shopping centers in terms of both sales scale and quality. The management resources accumulated through the success of this department store-based shopping center model have since formed the foundation for our subsequent business expansion in the ASEAN region.

Vietnam

Toshin Development Vietnam Ltd. and other local operating companies

Toshiteru Sato, General Director

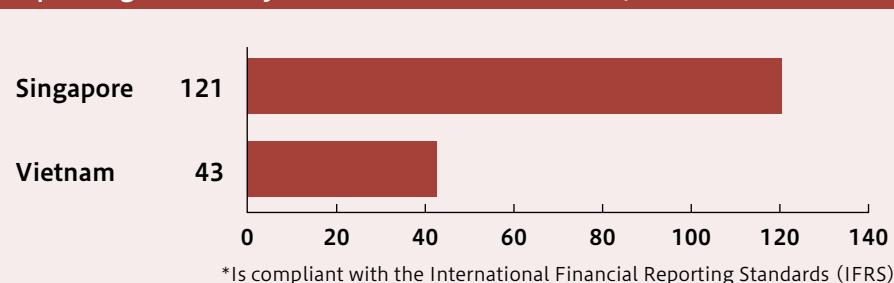
Vietnam's growing population and expanding middle- and upper-income segments continue to increase expectations for the country as a major consumer market.

Supported by political stability and strong Japan–Vietnam relations, further growth is anticipated.

Saigon Centre, which opened in 2016 as our second overseas department store-based shopping center, has earned widespread support from local residents. Today it is recognized as a landmark in central Ho Chi Minh City and is considered one of the country's most valuable commercial properties.

Building on our success in Ho Chi Minh City, we are now advancing development of Westlake Square Hanoi, a large-scale integrated complex in the capital city of Hanoi.

Operating Revenue by Overseas Area (Unit: 100 million yen)



Westlake Square Hanoi (Hanoi, from 2027 onwards)

At a Glance – Our Diverse Businesses Supporting the Group

Finance

■ Takashimaya Financial Partners Co., Ltd.

Takehito Sueyoshi, President and Representative Director

■ Vaste Culture & Cie.

Kotaro Yamamoto / Hironori Ando, President and Co-CEO

■ Claylish Co., Ltd.

Hideo Takagi, President and Representative Director

The Group has positioned its financial business as its “third pillar” after the department store and commercial development businesses and is currently seeking to expand financial services as part of the department store product lineup.

Takashimaya Financial Partners is developing a credit card business that takes advantage of the local appeal of the community in which our Group operates, a life partner business that provides financial planning and lifestyle advice solutions, and a B2B business that provides services to business owners and managers, centered on the Takashimaya Card <Business Platinum>.

In June 2024, Vaste Culture joined our Group, enabling us to establish a unique business model in Japan that integrates a private bank × department store approach.

In addition, to strengthen our investment and lending business, we acquired a majority stake in Claylish, a non-bank financial company specializing in business lending, in September 2025.

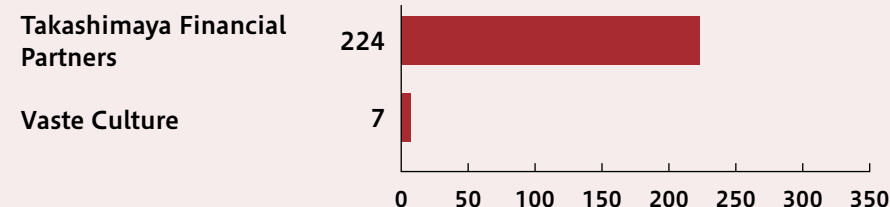
Claylish provides a range of corporate lending services based on in-person credit assessments and possesses strong capabilities and expertise in areas such as business financing, note discounting, and the purchase of accounts receivable.

By offering financial support to business partners across our Group, including those in the department store business, we seek to stabilize and enhance the supply chain and generate business synergies that contribute to sustainable growth.

We are also continuing to consider the development of a fund business.



Finance Operating Revenue (Unit: 100 million yen)



*As the acquisition of Claylish Co., Ltd. shares was in September 2025, the company is not included in the chart.



Takashimaya Financial Counter Nihombashi store
(Nihombashi Takashimaya S.C. Main Bldg. 8F)

At a Glance – Our Diverse Businesses Supporting the Group

Construction & Design

■ Takashimaya Space Create Co., Ltd.

Yasufumi Yamashita, President and Representative Director

The origins of the Group's construction and design business date back to 1878, when we first ventured into interior design.

Today, drawing on the expertise in spatial design and monozukuri craftsmanship that we have developed over the years, we are involved in a wide range of interior design and construction management projects, including our own department stores and commercial facilities, including luxury brands, upscale hotels, and private residences.

Through our spatial design, we give shape to our customers' dreams and desires, creating new value in terms of premium spatial quality.

Our goal is also to bring a sense of contentment and happiness to the people who spend time in these spaces.

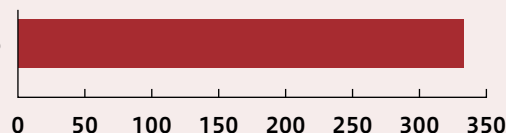
Under Takashimaya Space Create's aspiration of "Creating comfortable spaces and quality time to bring more happiness to people," we aim to fulfill our social mission by providing the industry's best comprehensive solutions through a combination of diverse soft skills and hard skills.



109Cinemas Premium Shinjuku (December 2022) The Ritz-Carlton, Nikko (July 2021)

Construction & Design Operating Revenue (Unit: 100 million yen)

Takashimaya Space Create 335



Food & Restaurants

■ R.T. Corporation Co., Ltd.

Ryo Omino, President and Representative Director

In addition to operating signature restaurants such as "Din Tai Fung," "LINA STORES," and "Touchou (The Sweet Dynasty)," the company also operates cafes (FAUCHON Le Café) and delicatessens (FAUCHON Gastronomy) under the Fauchon brand.

Din Tai Fung expanded to 30 locations nationwide with the opening of its Marunouchi Oazo S store in August 2025.

The company also operates staff cafeterias at our Group facilities and cafeterias at external facilities.

In September 2024, our new central kitchen facility in Ota-ku, Tokyo, began full-scale operations.

By utilizing this facility together with our existing sites, we aim to improve efficiency in production, processing, procurement, and logistics, while also advancing the development of distinctive products that can generate synergies with our department store business and other operations.



Din Tai Fung

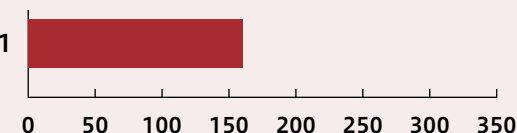
LINA STORES

Food & Restaurants Operating Revenue (Unit: 100 million yen)

R.T. Corporation

161

* Includes the figures for RTD Co., Ltd., a subsidiary of R.T. Corporation



At a Glance – Our Diverse Businesses Supporting the Group

Others

Temporary Personnel Services

Century & Co., Ltd.

Yoshiyuki Hayashi, President and Representative Director

The company leverages the strengths of the Group to provide quality human resources services.

Advertising

All Takashimaya Agency (ATA) Co., Ltd.

Norihiko Itoh, President and Representative Director

The company is a full-service advertising agency that specializes in planning and producing digital and graphic advertising, spatial design, and merchandising.

Tomonokai Membership

Takashimaya Tomonokai Co., Ltd.

Yoshiko Inoue, President and Representative Director

The company operates one of the largest membership organizations in the industry, offering shopping savings services such as the "Tomonokai Shopping Card (Rose Circle)" and "Sugo Tsumi."

Liquor Wholesale Business

Good Live Co., Ltd.

Tsunekata Kameoka, President and Representative Director

The company imports high-quality wines such as "Leroy" and "Thiénot," as well as wholesale of domestic and overseas alcoholic beverages and the management of stores.

E-Commerce

Select Square Co., Ltd.

Koichiro Honda, President and Representative Director

The company operates "Takashimaya Fashion Square," an online shopping site offering sophisticated apparel for adult consumers.

Trading

Takashimaya France S.A.

Tomohiko Taya, President

This is a trading company that exports French foods and wine to our Group.

Wholesale & Retail

Takashimaya Transcosmos International Commerce Pte. Ltd.

Takahiro Kawaguchi, Managing Director

The Singapore-based company is engaged in wholesale and retail sales, introducing and distributing high-quality Japanese products overseas.

Wholesale & Retail

Takashimaya Transcosmos IC Japan Co., Ltd.

Takahiro Kawaguchi, President and Representative Director

The company operates the showroooming store "Meetz STORE" and is also developing cross-border wholesale e-commerce businesses for the Asian region.

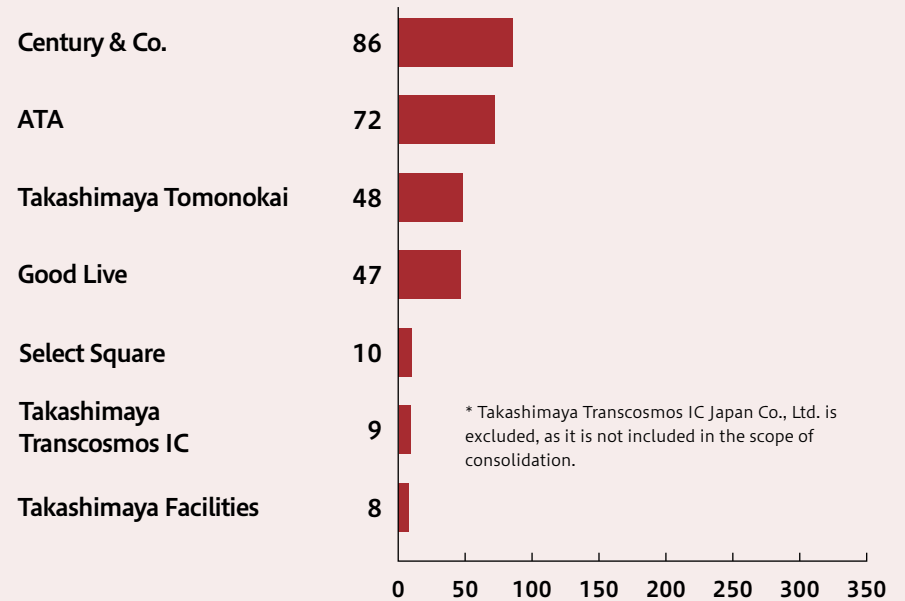
Facility Management

Takashimaya Facilities Co., Ltd.

Takeshi Iizuka, President and Representative Director

The company handles the facility management and maintenance of our Group's commercial facilities and real estate assets.

Others Operating Revenue (Unit: 100 million yen)



*As Takashimaya France S.A. is not included in the scope of consolidation, the company is not included in the chart.

TOPICS

ATA Co., Ltd. acquires shares of SOARZROCK Inc.

In September 2025, all shares of SOARZROCK Inc. (Nagoya, Aichi), a company with strong capabilities in video production, were acquired, making it a Group company.

By incorporating SOARZROCK's high-quality CG and video production technologies, ATA will further expand its service lineup as a full-service advertising agency.



History of Takashimaya – Our DNA of Innovation

From a used clothing dealer to a department store.

Driven by a progressive spirit and a sense of “okagenite” (meaning “thanks to”), our founder seized the momentum of Japan’s modernization to establish department stores in three major cities.

1831

Founded as a used clothing dealer

In 1855, the store discontinued dealing in used clothing and transitioned to a used clothing dealer, later expanding into Osaka and Tokyo.
Also commenced foreign transactions.



1912

Newly built Kyoto Karasuma store opened

The first commercial facility to be built with reinforced concrete
All stores converted to department store-style display sales areas
Opening of sales areas for foreign nationals and customer dining rooms

1930

Trade name changed to Takashimaya Co., Ltd.

1932

Osaka Nankai store opened (currently the Osaka store)



1933

Tokyo store opened (currently the Nihombashi store)



1946

Kyoto store opened

1831-

1900-

1930-

1940-

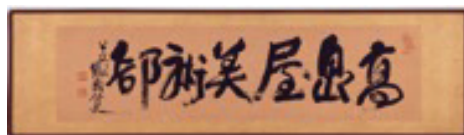
Exhibiting at domestic and international expositions

1877-

Japan’s exceptional dyed textiles and artistic textiles were showcased with an early focus on overseas markets



Takashimaya as a cultural hub



Calligraphy by Tomioka Tessai for “Takashimaya Art Department”

1911 Establishment of the Art Department

Not only did we showcase the works of established artists, but we also played a significant role as a gateway for emerging painters.



1936

The first ‘Joubonkai’ was held

The pillar of Takashimaya’s kimono business that continues to this day.
Showcased traditional designs and Japan’s prized craftsmanship.

Black furisode kimono
<Hoko Nishiki Ayamon>
Daihiko 1953



“Putting People First”

The spirit of “trusting, caring for, and serving people” has been with us since our founding days.

1879

Abolished the distinctions between apprentice, junior apprentice, and full apprentice, and established a five-tier system for shop assistants.

1931

Opening of “10 Sen Stores” across Japan

The stores were entrusted to young employees in their twenties.



History of Takashimaya – Our DNA of Innovation

Takashimaya has always been ahead of its time, inspiring dreams and ambitions in people.

1951

The first “Hokkaido Products Fair” at a department store

During the postwar recovery period, department stores provided people with exciting experiences



1955

Establishment of mail-order departments in the east and west

Its origins date back to 1899 with the “Regional Relations Section”

1959

Yokohama store opened



1996

Takashimaya Times Square / Shinjuku store opened



2018

Nihombashi Takashimaya S.C. opened

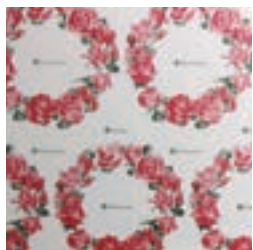
1950-

1990-

2000-



**Takashimaya’s “Rose-chan”
Takashimaya’s
rose-patterned wrapping**



1952

The rose-patterned wrapping paper made its debut. Since this time, roses have been the Takashimaya symbol.

1959

Since the birth of Rose-chan’s predecessor, “Happy-chan,” various regional Rose-chans and event-themed Rose-chans have welcomed guests.



**Reaching out to the world,
and welcoming the world**

**Sparking customer curiosity through
active engagement with the world**

1956

Japan’s first overseas product fair, “Italian Fair”

1958

Takashimaya New York opened
First overseas store for a Japanese department store



1959

Japan’s first licensing agreement with a world-renowned designer, “Pierre Cardin”



**The beginning of
customer initiatives**

**From the launch of the Rose Circle,
driving initiatives to build
organizational customer relationships
that continue to this day**

1965

Establishment of Tomonokai “the Rose Circle”

1968

Launch of Takashimaya Credit Card for VIP customers

1975

Launch of Takashimaya ABC Card (later renamed the “Takashimaya Card”) with automatic bank withdrawal



History of Takashimaya – Our DNA of Innovation

From Takashimaya department store to the Takashimaya Group.

Leveraging the brand power cultivated by the department store “Takashimaya,” our business operations expanded into additional areas.



1963 Establishment of Toshin Development Co., Ltd.

In 1969, Tamagawa Takashimaya S.C. opened—a full-scale suburban shopping center

1973 Establishment of Takashimaya Tomonokai Co., Ltd.

1988 Century & Company became a group company (incorporated in 1989)

1993 Singapore Takashimaya S.C. opened

1995 Establishment of All Takashimaya Agency (ATA) Co., Ltd.

2001 Establishment of Takashimaya Space Create Co., Ltd.

The Group's interior business traces its origins back to 1878, to the “Minami Store,” a specialty rug store located south of the founding site.

2001 Establishment of R.T. Corporation Co., Ltd.

2012 Shanghai Takashimaya opened

2012 Select Square Co., Ltd. became a group company

2016 Ho Chi Minh Takashimaya opened

2018 Siam Takashimaya opened

2020 Establishment of Takashimaya Financial Partners Co., Ltd.

From the merging of Takashimaya Card and Takashimaya Insurance, the key player in the Group's financial services

1960-

1980-

2000-

2010-

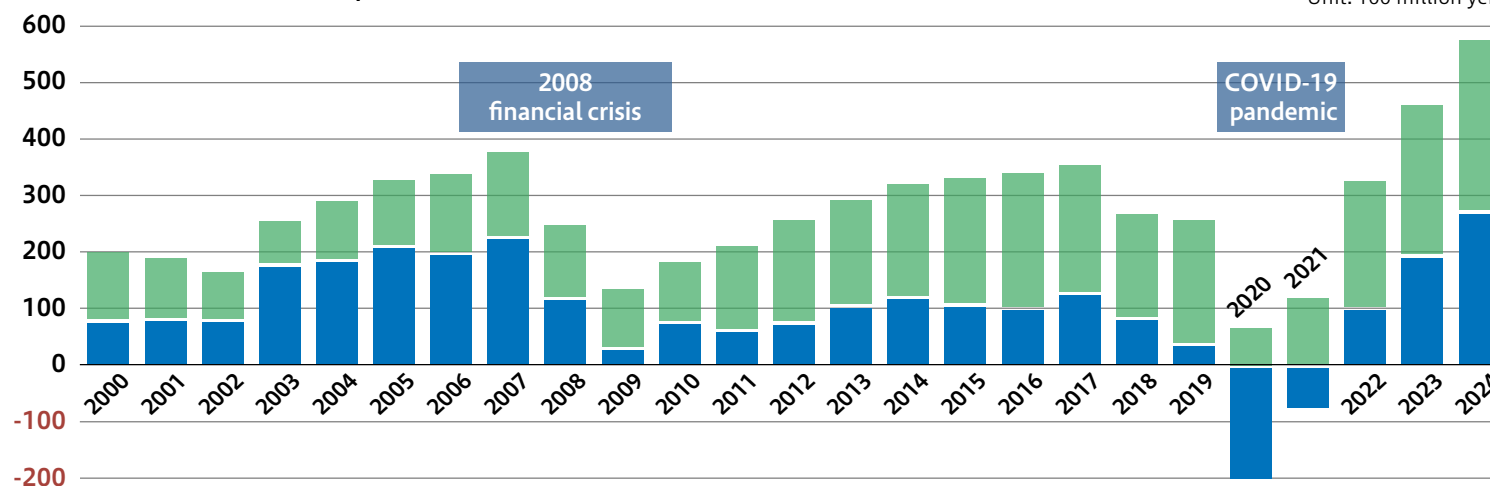
2020-

Leveraging Group Synergy

Our Group's business infrastructure has strengthened not only through profits generated within the domestic department store business, but also through the growth of each Group company driven by synergies.

Trend in Consolidated Group Profit ■ Domestic department stores ■ Group companies

Unit: 100 million yen



Why?

Our Initiatives for Value Creation

Reaffirming Our Management Philosophy and Vision

The Origin of Our Management Philosophy and Its Framework

The Takashimaya Group Management Philosophy “Putting People First”

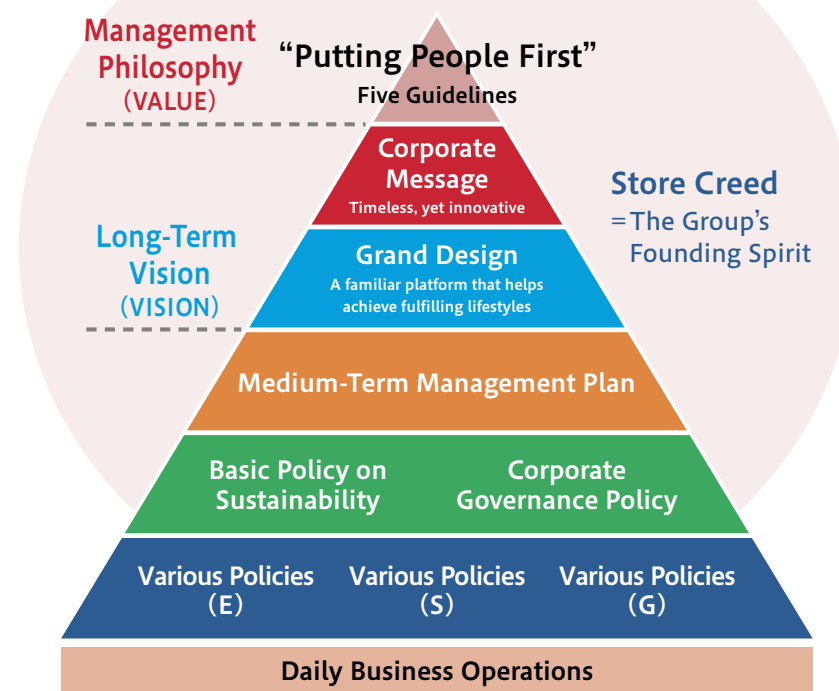
The Takashimaya Group contributes to society by valuing an attitude of trusting, caring for, and serving people.”

Our Group Management Philosophy, “Putting People First,” was formulated in 1991 as the fundamental values to be shared by all employees of the Group. Subsequently, in accordance with changing times, we developed guidelines to complement our management philosophy. Since 2008, this has taken the form of our “Management Philosophy + Five Guidelines” which remains to this day. Our Group will continue to contribute to creating vibrant lives for people and a thriving society by valuing an attitude of trusting, caring for, and serving all stakeholders through sincere corporate activities. Furthermore, we have reorganized our Group’s philosophy framework, including the founding spirit embodied in the “Store Creed” and our ideal vision for 2031, “Grand Design,” as shown in the diagram on the right.

<Five Guidelines>

- ◆ Leaving a positive impression through our hospitality
- ◆ Creating a new lifestyle and culture to open up future possibilities
- ◆ Helping to build lively local communities
- ◆ Working tirelessly to conserve the global environment
- ◆ Working to build people’s trust

[Takashimaya Group Philosophy Framework Chart]



<The Store Creed>

- We shall sell quality goods at reasonable prices, for the benefit of ourselves and others.
- We sell goods at fair prices.
- We shall clearly inform customers of the quality of the goods and shall not mislead them in any way.
- We shall treat customers equally, without discrimination based on wealth or status.

Reaffirming Our Management Philosophy and Vision

“A familiar platform that helps achieve fulfilling lifestyles”

The Ideal Position for 2031 – The Takashimaya Group Grand Design

“A familiar platform that helps achieve fulfilling lifestyles” for all stakeholders including customers, employees, shareholders, and local communities.

To ensure our Group continues to demonstrate its significance beyond 2031, the 200th anniversary of our founding, we have defined the “Group’s Ideal Position.” This reflects the values that everyone holds dear, which emerged universally during discussions across various forums and levels within the Group during the formulation of the Grand Design.

The Thoughts Embodied in “Fulfilling Lifestyles”

As we reflected on the significance of the Group’s presence, we came to recognize that our core vocation has been to provide “fulfillment” to all of our stakeholders, including our customers. We believe the essence of this “fulfillment” lies not only in material wealth, but in providing emotional fulfillment over a medium-to-long-term timeframe.

The Thoughts Embodied in “Familiar”

We believe that what our Group continues to propose above all is a “lifestyle culture” rooted in daily living. We have expressed our desire to be a close presence for our stakeholders—one that provides the necessities of life and living, and one that is accessible not only for special occasions but also for everyday, casual use—in the term “familiar.”

The Thoughts Embodied in “Platform”

The term “platform” expresses our aspiration to be a place that embraces all stakeholders: a place where customers can experience profound moments, where employees feel fulfilled in their work, and where actions are taken with awareness of the global environment—a vital stakeholder from an ESG management perspective. We aim to be both a foundation that provides and contributes to the elements necessary for a “fulfilling lifestyle,” and a nexus where people meet and connect.

[Image of “A familiar platform that helps achieve fulfilling lifestyles”]

“A familiar platform that helps achieve fulfilling lifestyles”

A foundation that provides and contributes to the elements necessary for a “fulfilling lifestyle,” and a hub (connection point) where people meet and connect

“Machi-dukuri”

Products and services
essential for daily life
and living



Compensation and
evaluation

Customers

Job satisfaction
and wages



Labor
provision

Employees

Dividends and
long-term assets



Funding and
supervision

Shareholders

Compensation,
market, and credit



Products, services,
and people

Business partners

Essential goods, market,
employment, and
disaster response



Consumption and
local residents

Local communities

Environmental
conservation and fostering
stakeholder awareness



Natural
environment

Global Environment

Stakeholders

Reaffirming Our Management Philosophy and Vision

7-Point Vision for the Future

1 Group Position

All Group members work to increase the Takashimaya Group brand value through our “Machi-dukuri” strategy and apply that towards external competition to achieve Group growth

Each of the Group businesses will independently expand external revenue within their respective business domains as “core players in value creation.” The expertise cultivated and the refined products and services developed during this process will flow back to the Group in the form of profits and brand value.

FY2031 KPI→Profit share from non-department store businesses (47%)

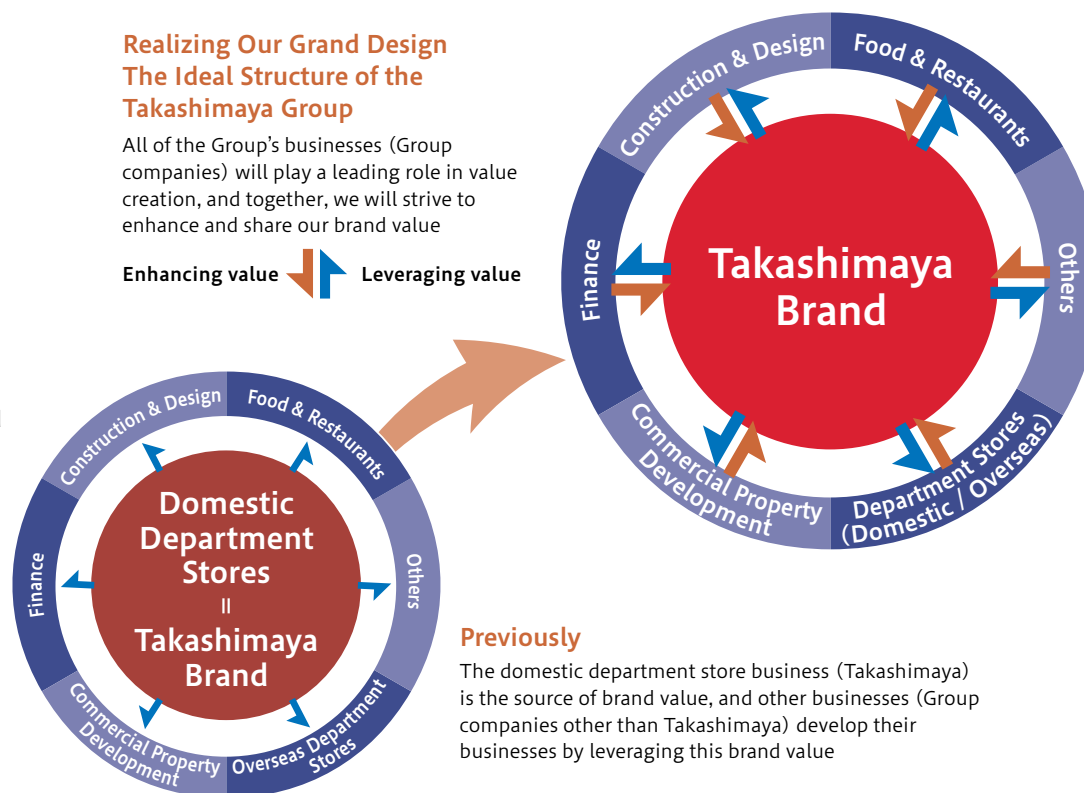
⇒ See P-23



Realizing Our Grand Design The Ideal Structure of the Takashimaya Group

All of the Group's businesses (Group companies) will play a leading role in value creation, and together, we will strive to enhance and share our brand value

Enhancing value ⇄ Leveraging value



Previously

The domestic department store business (Takashimaya) is the source of brand value, and other businesses (Group companies other than Takashimaya) develop their businesses by leveraging this brand value

2 Overseas Expansion

Expanding overseas business, exerting Group synergy
Growing Vietnam into the second pillar after Singapore

We will prioritize expanding our business scope in Vietnam, positioning Toshin Development as the driving force for overseas development.

FY2031 KPI→Overseas business profit share (32%) ⇒ See P-23

Reaffirming Our Management Philosophy and Vision

7-Point Vision for the Future

3

Direction of Strategy

Fulfilling our role as a community anchor and creating a new one-stop solution unique to the Takashimaya Group

Evolving beyond one-stop shopping at department stores and shopping centers, we propose the essential elements for “fulfilling lifestyles” through “Machi-dukuri” where every member of the Group plays a leading role, driving value co-creation with customers and local communities.

4

Value Provision

Maximizing the appeal of properties through experiential value rooted in originality (rare and innovative), culture, and fun

We will provide a platform to “experience trends and culture,” a place for “discovery and encounters,” and a source for “new information communication,” all with safety and security as our foremost priority. By maximizing the appeal of our properties, we will become a corporate group chosen by both our customers and business partners.

5

Method of Providing Value

Respond to diverse needs by fusing and incorporating the warmth of the brick-and-mortar experience with the convenience of the online experience

We will continue to treasure the customer service and omotenashi (hospitality) cultivated through our department store business as vital assets and strengths of our Group. Furthermore, we will promote the use of digital technology to support these efforts, becoming an even more approachable presence.

6

Increased Appeal as a Place to Work

The company and individuals resonating to achieve growth together to create a corporate culture that generates appeal as a workplace and promotes retention

We will focus on enhancing diversity, equity, and inclusion (DE&I), HR systems, growth support, and workplace environment improvements to boost individual motivation and capabilities while improving working conditions. The resulting benefits will be appropriately reinvested into our workforce and a more supportive work environment, creating a virtuous cycle.

7

ESG Management

Position the global environment as a new stakeholder and serve as a social infrastructure working towards both sustainable communities and corporate growth

Based on the Group’s Founding Spirit, the “Store Creed,” which embodies the ESG concept of the “Sanpo Yoshi” or “Three-Way Satisfaction” —good for the seller, the buyer, and society—we will leverage our extensive contact points with business partners, customers, and local communities to contribute to society.

Reaffirming Our Management Philosophy and Vision

Ideal Business Portfolio in 2031

For the Group's business profit level in 2031, we will aim for approximately 75 to 80 billion yen and pursue Group management to achieve a balanced portfolio that can respond flexibly to changes in the business environment.

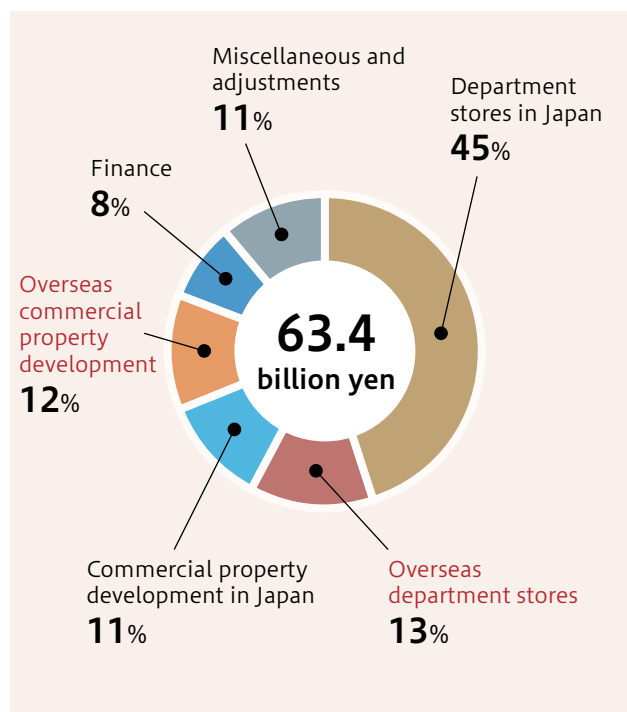
By business segment, we plan to increase the profit share of non-department store businesses such as commercial property development and finance to 47%—approximately half—by FY2031, and, by region, we aim to increase the profit share of overseas businesses to 32%.

To achieve this, we will accelerate the trend toward independence and co-creation within each Group business as the core drivers of value creation.

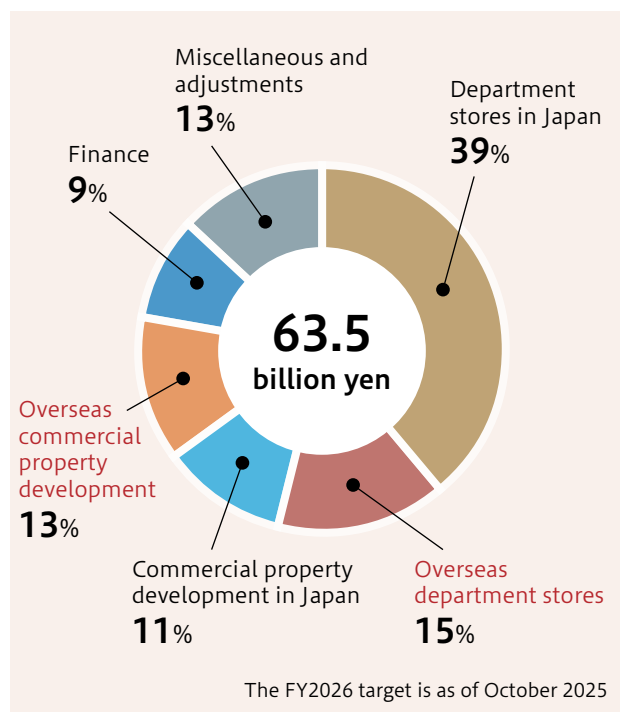
[Group Business Profit]

(Consolidated operating profit + equity in earnings of affiliates + dividends received)

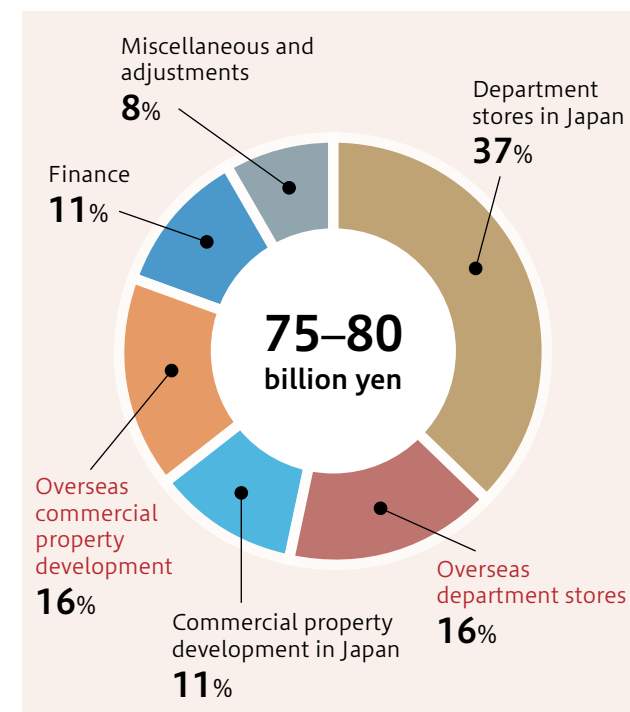
FY2024 Results



FY2026 Target



FY2031 Target



President's Message



Evolving “Machi-dukuri”: Launch of “Seamless Integration” Across the Group.

Yoshio Murata

President, Takashimaya Co., Ltd.

In today's increasingly uncertain and complex society, the needs of our customers and other stakeholders are diversifying while the lifecycle of each product and service is becoming significantly shorter.

Merely reacting to “immediate challenges” or “current trends” will not facilitate sustainable corporate growth. Looking ahead, it will be crucial not only to affirm and build upon the status quo but also to define our “ideal future position” based on anticipated growth opportunities and risks. Then, we must pursue that goal through backcasting.

Our Group has formulated its “Grand Design,” outlining our ideal position for 2031, the 200th anniversary of our founding. Concurrently, we have launched a Medium-Term Management Plan as the first phase toward realizing this position.

Our Group has positioned the period up to FY2026 as a phase for laying the groundwork for the future in our Medium-Term Management Plan, as we strive to become “a familiar platform that helps achieve fulfilling lifestyles” for all of our stakeholders, for which we are implementing various initiatives.

The three major pillars of the Medium-Term Management Plan are the “Group-wide ‘Machi-dukuri’ Strategy,” “Human Capital Management,” and “ESG Management.”

President’s Message

Results and Challenges in the First Year of the Medium-Term Management Plan

①Group-wide “Machi-dukuri” Strategy

Our Group-wide “Machi-dukuri” strategy aims to create new commercial facilities that only the Group can produce by pooling the expertise of each of our businesses and pursuing the concept of customer lifetime value, thereby generating urban vitality. In this context, we have made particular progress in initiatives through our financial services business. Vaste Culture, an independent financial advisor (IFA) that joined our Group in June 2024, has begun mutual customer referrals with domestic department stores such as our Nihombashi and Osaka stores, marking the first step in our Group’s unique “Private Banking Service.”

Furthermore, through the acquisition of a banking agency license, we are now able to offer banking products such as mortgages and foreign currency deposits at the financial counters within department stores operated by Takashimaya Financial Partners, in addition to the securities, trusts, and insurance products we have traditionally introduced. As a life partner supporting our customers throughout their lives, the Group aims to provide comprehensive financial services, not only safeguarding the important assets entrusted to us, but also offering solutions that exceed customer expectations through in-depth communication and a wide range of options. I strongly believe this is achievable precisely because we possess the “ability to understand customer needs” and a “customer-first culture” cultivated through our long history in the department store business.

We are also making steady progress in “Machi-dukuri” at various locations. Domestically, we opened a new community hub, “BeARIKA,” at the Kashiwa Takashimaya Station Mall New Building in September 2024. Equipped with rental spaces and shared lounges, its concept is to provide customers with a new place to belong—neither workplace nor home. We are also undertaking the renovation of Tamagawa Takashimaya S.C. In March 2025, we installed multiple large LED cubes on the South Hall’s facade as “art that resonates with the community.”

Furthermore, we are advancing a full-scale renovation plan to integrate the basement food floor—currently offering different services for the department store and specialty stores—marking the Group’s first initiative of its kind. Meanwhile, in overseas markets, preparations are underway for the opening of a shopping center in Hanoi, Vietnam.

In both Tamagawa and Hanoi, we aim to create attractive “next-generation shopping centers” by FY2027, leveraging the presence of our core department stores while developing diverse content that generates incentives for visiting the community and stores, and equipping them with regional community functions as social infrastructure.

②Human Capital Management

With regard to “Human Capital Management,” we have advanced activities to instill our “Grand Design” at the operational level to enhance employee engagement. Additionally, we have improved the working environment by enhancing the quality of employee cafeterias in both hardware and software aspects, expanding store holidays, and implementing temporary in-house childcare during Golden Week and year-end/New Year holidays. Similarly, the Takashimaya Group’s “Basic Policy on Customer Harassment,” which was established in June 2024 with the goal of creating an environment in which all Group employees and business partners can find fulfillment and work with peace of mind, has received significant positive feedback and recognition, both within and outside the Group. Concurrently, we advanced initiatives throughout the year to foster an environment where people “want to work and continue working,” emphasizing “people” as the source of value creation, in line with our Group Management Philosophy, “Putting People First.” This included the expansion of career training and support interviews by the HR department, raising the upper limit for re-employment after retirement to age 70, and extending welfare benefits to same-sex partners.

On the other hand, one of the challenges is that the formulation of a human capital strategy linked to the Grand Design and Medium-Term Management Plan remains incomplete. Personally, I feel a sense of crisis that, given the significant decline in Japan’s working



President’s Message

population, an era is approaching where it will no longer be viable to simply continue operating companies and departments based on current employee numbers and labor-intensive systems.

At the same time, I believe that high-quality services like the flexible “Omotenashi” (hospitality) in the department store business, or the exceptional “connoisseurship” in identifying and sourcing excellent products, can only be ensured through highly skilled, specialized personnel.

Therefore, I firmly recognize the need to further advance the process of identifying the core competencies of each business within our Group, clarifying the areas where people should truly be responsible for value creation—while incorporating some AI and automation—and thoroughly identifying the necessary skills for each task and visualizing the skills possessed by each employee.

I believe that by doing so, the ideal future talent portfolio for our Group will become clear.

③ESG Management

In the area of ESG management, we have established “TSUNAGU ACTION”—sustainable activities co-created with our business partners and customers—as a year-round, iconic initiative for our Group.

We held a series of planning meetings involving management, resulting in 60 projects being realized in the second half of FY2024, generating over 400 million yen in sales.

While customer awareness, the number of projects, and sales revenue in this first year of the year-round initiative were generally satisfactory, there is still room for improvement.

Going forward, we will further diversify our project approaches and collaborate with high-profile brands to enhance customer awareness and increase sales and profits.

Additionally, in November 2024, we installed “Depart de Loop Port” at Tamagawa Takashimaya S.C.

This is a “customer-participation” clothing collection point where customers can choose from four recycling destinations for their collected items: “(1) Recycling into new textile raw materials,” “(2) Recycling into soil (fiber culture medium),” “(3) Recycling into fertilizer/soil conditioners,” and “(4) Reuse as clothing/miscellaneous goods.”

Given our direct contact points with customers, we will continue our efforts to facilitate widespread participation in a circular society as part of our responsibility.

Meanwhile, with regard to the overall framework of our Group’s ESG management, I believe there are still challenges to address.

Specifically, concerning the ten ESG priority issues for our Group—including “Promotion of zero carbon RE100” and “Promote diversity”—some may not clearly demonstrate alignment with our Grand Design or Medium-Term Management Plan due to the timing of their formulation.

For this reason, starting in FY2025, we have initiated a review of these priority items from a Group-wide perspective.

While reflecting the voices of our stakeholders, we intend to refine them into new items that are closely aligned with our Group strategy.

Recap of Last Fiscal Year’s Performance and Current Business Environment Assessment

In terms of FY2024, our consolidated total operating revenue surpassed 1 trillion yen for the first time in 17 years. Furthermore, consolidated operating profit reached 57.5 billion yen and consolidated net profit reached 39.5 billion yen, setting new record highs for the second consecutive year.

For the first time, all of our five major department stores (Osaka, Kyoto, Nihombashi, Yokohama, and Shinjuku) exceeded annual sales of 100 billion yen.

In addition to this, by carefully assessing the return on investment and making appropriate investments, the Group’s overall ROIC improved from 5.5% in FY2023 to 6.4% in FY2024.

I am confident that we made an excellent start in the first year of our Medium-Term Management Plan.

Nevertheless, it is undeniable that these strong results were significantly influenced by temporary tailwinds from the external environment, particularly within the domestic department store business.

Specifically, these included the increase in inbound demand for luxury brands driven by the yen’s depreciation, which temporarily hit the 160-yen-per-dollar mark, and the relatively strong consumption among domestic affluent consumers as the Nikkei Stock Average stayed around 40,000 yen, along with last-minute demand before price revisions by various brands.

Looking at the overall Group business, it is evident that we benefited from a favorable environment, such as Takashimaya Space Create achieving significant revenue and profit growth due to orders for hotel and luxury brand renovations driven by rising inbound demand.

In this sense, I believe it is necessary to view the FY2024 performance with a level head.

If we turn our attention to the recent market environment, exchange rate movements remain uncertain, and with price revisions largely completed, the perceived affordability of luxury brands in Japan for overseas customers has diminished.

It is projected that tax-free sales at domestic department stores will amount to 84 billion yen in FY2025, compared to 116 billion yen in FY2024.

Accordingly, consolidated operating profit for FY2025 is forecasted at 52.5 billion yen, with a ROIC of 5.5%.

As for the exchange rate and the Nikkei Stock Average, we must continue to closely monitor their movements, including the impact of political factors such as the change in government and the heightened geopolitical risks.

I believe that FY2025 will see a cooling off of the previous overheated conditions, presenting a business environment where the Group’s true capabilities will be tested once again.

Precisely in the midst of such an environment, I am convinced that the key to realizing

President's Message

further growth for our Group lies in capturing a broad range of domestic and overseas demand without over-reliance on specific customer segments.
A major means to achieve this is the evolution of “Machi-dukuri,” as described below, and the seamless integration of the Group.

Seamless Integration of the Group for the Evolution of “Machi-dukuri”

Our Group's strengths lie in three areas: “Multiple profit-generating bases in Japan and Asia,” “Broad customer base,” and “Excellent group companies.”
In terms of our Group-wide “Machi-dukuri” strategy, I believe it is essential that we organically combine these three unique strengths to elevate them into overwhelming competitive advantages in order to achieve our Group’s sustainable growth and enhance corporate value.
Nonetheless, it cannot be denied that at present, these three strengths are fragmented in certain areas.
For example, customers sometimes express confusion about differences in payment methods, points, delivery, and other services available at our department stores and specialty stores located adjacent to each other within our commercial facilities.
Furthermore, because customer information is not integrated across the Group, when a customer from a domestic store visits an overseas store or uses an online store, we cannot identify them as the same customer, causing them inconvenience as we cannot reference their past purchase history or customer attributes.
Since becoming President in 2019, I have regularly visited each of our department stores for direct dialogue with employees through “President’s Meetings.” During these sessions, I have learned that employees are receiving these very complaints from customers.
By seamlessly providing services and products across all customer contact points within our Group—including domestic and international stores, department stores and specialty stores, online and offline channels—we aim to eliminate shopping stress and create a truly moving shopping experience for our customers by offering consistent service anytime, anywhere, a value unique to the Takashimaya Group.
Also, with respect to seamless integration across the Group, we will progressively implement achievable measures targeting the year 2031 as specified in the Grand Design. We will implement data integration, standardization, and centralized management primarily across three key areas of “customer information,” “sales and services,” and “products.”
In terms of the effective utilization of integrated data, we will continue to explore approaches through 2031 and implement system innovations and enhancements as necessary.
I am resolved to take the lead on this, spearheading a cross-departmental project team to drive these efforts forward with determination.

A Message to Our Stakeholders

In the past, our Group operated under a framework centered on domestic department stores, with each Group company contributing functionally to the department stores like satellites surrounding them.

However, beyond the declining domestic population, the diversification of players and intensified competition in the retail industry, particularly driven by e-commerce, have accelerated even further since the COVID-19 pandemic. Consequently, within the department store industry, the survival of the fittest has become increasingly pronounced within a limited market size.

In light of this market environment, a fundamental shift away from placing domestic department stores at the sole center of our Group framework is essential.

To achieve sustainable growth for our Group and to enhance corporate value, we will now strive to refine the “Takashimaya brand” across both domestic and overseas markets—symbolized by the word “seamless”—through the collaborative efforts of our department stores and all Group companies, maximizing this brand value and leveraging our collective strength.

To this end, I intend to focus on fostering an organizational culture characterized by adaptability that embraces diverse values, imagination unbound by preconceptions, and a will to drive innovation.

Our entire Group is committed to meeting the expectations of all stakeholders and will endeavor to become “a familiar platform that helps achieve fulfilling lifestyles.”



Value Creation Process

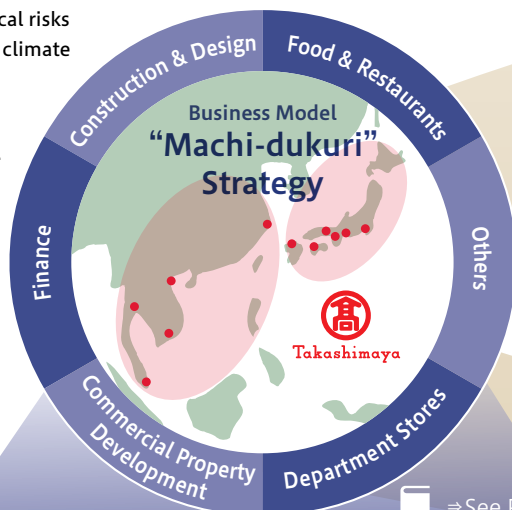
The Takashimaya Group's Value Creation Process

External Environmental Risks

- Domestic labor shortages, aging population, declining consumer base
- Rising direct and indirect costs
- Hollowing out of local domestic cities
- Increasing geopolitical risks
- Increasingly serious climate change

External Environmental Opportunities

- Economic growth and population increases in ASEAN countries
- Acceleration of digitalization and technological development
- Acceptance of diverse values, lifestyles, and work styles
- Trend from saving to investing



The Takashimaya Group's Advantages

Multiple Profit-Generating Bases in Japan and Asia

Broad Customer Base

Excellent Group Companies

Achieving Seamless Group Integration

⇒ See P-47

FY2024–2026 Medium-Term Management Plan

⇒ See P-37

200th Anniversary

The Takashimaya Group Grand Design
Ideal Position for 2031

Customers

Employees

A familiar platform that helps achieve fulfilling lifestyles

Global Environment

Local Communities

Business Partners

Shareholders & Investors

⇒ See P-20
⇒ See P-49



Our Cultivated Brand Appeal

⇒ See P-32

One-Stop Services

Cultural Elements

Omotenashi (Hospitality)

Leveraging and Reinforcing Capital

⇒ See P-29

Financial Capital

Fixed Capital

Intellectual Capital

Human Capital

Social Capital

Natural Capital

Management Philosophy

“Putting People First”

⇒ See P-1

Promoting ESG Management

⇒ See P-77

What?
Provision of Unique Value

Leveraging and Reinforcing Capital

To realize our Grand Design for 2031 (the 200th anniversary of our founding), the “six capitals” centered on human capital will serve as the foundation.

In order to respond to a rapidly changing business environment, we will create a virtuous cycle of achieving further capital strengthening while enhancing our value creation capabilities as a Group through the effective and efficient combination of these capitals.



Human Capital

(Consolidated)

■ Number of Employees 10,494

(Domestic Department Stores)

■ Average length of service 25.5 years

*Excluding two subsidiaries

(Domestic Department Stores)

■ Ratio of female managers 34.4 %

*As of March 2025

*Excluding two subsidiaries

(Group)

■ Unionization rate 80.1 %

*Total by company within domestic Group companies

(Group)

■ Per capita productivity 8.7 million yen per person

As a Group, we recognize that securing and developing highly specialized human capital and building a diverse human capital portfolio that enables us to respond flexibly to change are the most important factors in making the department stores more profitable, improving the industry competitiveness of the Group's businesses, and expanding our business domains.

In addition to sharing our management philosophy and vision, we will steadily pursue initiatives such as visualizing and improving employee engagement, improving various career support measures, and promoting diversity, as well as further improving our per capita productivity.

[P-56 Human Capital Management / Human Capital Strategy](#)



Financial Capital

■ Total consolidated assets 1,296 billion yen

■ Cash and deposits 90.5 billion yen

■ Operating capital Merchandise, etc. 36.6 billion yen

Accounts receivable 158.8 billion yen

■ Non-current assets (property, plant and equipment and intangible assets)
..... 796.8 billion yen

■ Investment securities, etc. 120 billion yen

Domestic affiliates (excluding consolidated subsidiaries)
..... 24.9 billion yen

Overseas affiliates (excluding consolidated subsidiaries)
..... 69.1 billion yen

Other (cross-shareholdings, etc.) 25.9 billion yen

As of the end of February 2025, the Group's total assets amounted to 1,296 billion yen. The main assets are non-current assets used in domestic and overseas department stores and assets with rights of use, such as leases for overseas stores.

In promoting our Group-wide “Machi-dukuri” strategy, we believe it is important to ensure that we can make flexible decisions without being influenced by the external environment by adopting a management approach that involves owning commercial real estate that contributes to the stability of our businesses from a medium- to long-term perspective.

By pursuing this approach, we will achieve sustainable growth and profit generation, thereby enabling us to return profits to our shareholders and other stakeholders.

At the same time, we will clearly and appropriately identify our core assets and non-core assets, and we will strive to improve our capital efficiency.

[P-54 Financial Strategy](#)



Fixed Capital

■ Number of domestic commercial facilities 17 facilities

*Includes facilities operated solely by Toshin Development / Excludes equity method affiliates and trademark license agreement companies

*Excludes Gifu Takashimaya, which ceased operations on July 31, 2024

■ Number of overseas commercial facilities 5 facilities

*Includes facilities operated solely by Toshin Development / Excludes trademark license agreement companies

*Excludes Gifu Takashimaya, which ceased operations on July 31, 2024

■ Non-current assets (property, plant and equipment and intangible assets) by group
Domestic department store assets (large stores)

..... 357.5 billion yen

Domestic department store assets (small to medium-sized stores)

..... 12.8 billion yen

Overseas department store assets 54.1 billion yen

Domestic Group Company assets 270.4 billion yen

Overseas Group Company assets 101.9 billion yen

In major cities across Japan, including Tokyo, Osaka, and Kyoto, the Group operates 13 domestic department stores, and in overseas markets, we operate four department stores in neighboring countries, centered around Singapore, a hub for Southeast Asia. In addition, Toshin Development independently operates five shopping centers in Japan and overseas, bringing the total number of commercial facilities operated by the Group to 22.

In terms of the assets of the Group Companies, these are mainly properties such as the shopping centers mentioned above, in addition to commercial facilities, offices, schools, and housing in Vietnam, which is a strategic base for our Group.

We will continue to work to further enhance the value of these facilities from a medium- to long-term perspective.

[P-54 Financial Strategy](#)

[The Group's Businesses](#)

Leveraging and Reinforcing Capital



Intellectual Capital

- The brand value of traditional “Takashimaya” and global “Takashimaya”
- Domestic and overseas “Machi-dukuri” know how
- Store operations know how
- Sales and service know how
- Quality control (products and services)
- Group creativity

“Takashimaya” brand value is our “ability to fulfill the trust and expectations of our customers,” and this is a factor that is the premise of the Group’s unique “Machi-dukuri” strategy.

In addition to this brand value—which has been firmly established not only in Japan but also in Singapore and other parts of Asia—we will expand our business opportunities by rolling out our “Machi-dukuri” and know how in store operations to new business domains.

In addition to department stores and commercial property development, we will also seek new business opportunities by sharing and reinvesting the business expertise of each Group Company within the Group.

- [P-32 Our Cultivated Brand Appeal](#)
- [P-35 The Takashimaya Group’s Advantages](#)



Social Capital

- Total number of customers per year
Domestic commercial facilities … Over **200** million customers
*Total of domestic department stores and shopping centers operated by Toshin Development
- EC site visits … Over **80** million
*Total of Takashimaya Online Store and Takashimaya Fashion Square
- Number of Takashimaya card members
… Approx. **2.4** million
- Main business partners
Department store suppliers … Approx. **10,000** companies
*Domestic and overseas combined
- Specialty store tenants … Approx. **1,000** companies
*Total for 14 domestic facilities
- (Department stores) Number of business partners’ employees
… Approx. **35,000**
*Total of 13 stores in Japan, as of April 1, 2024
- Number of local partnership agreements … **30**
*Comprehensive cooperation agreements, disaster prevention cooperation agreements, etc.
*As of the end of September 2025

While we will continue to expand and build on the customer contact points that we have established through our long history of business activities, which is one of the key advantages of our Group, we will also work to expand the contact points with our business partners, who are our partners in value creation.

In addition, we believe that coexistence with the local communities in which we operate is essential to the sustainable development of our Group’s business, and we will strive to strengthen our relationships with these communities by contributing to the development of the social infrastructure in the regions where we operate through the establishment of partnership agreements and other means.

- [P-64 Contributing to Community-Oriented “Machi-dukuri”](#)
- [P-101 Society Social Contribution Activities Promoted Together with Customers and Employees](#)



Natural Capital

- Group energy consumption
… Approx. **3,913,000** GJ
- Renewable energy installation
… **26** facilities
*As of March 2025
*Includes non-commercial facilities
- Waste recycling rate
… **73.2** %
- Participation in RE100 and EV100
- Recycling project <Depart de Loop> initiative

We are acutely aware that the business activities of the Group—including the department store business, which sells a wide variety of products; the commercial property development business, which operates large-scale shopping centers; and the construction and restaurant businesses—are highly dependent on natural capital. The conventional business model, based on the practice of “mass consumption and mass disposal” while consuming large amounts of energy in store operations, is not sustainable.

Our Group considers the “global environment” to be one of our most important stakeholders, and in order to preserve and increase our limited natural capital, we are working with our business partners and customers to promote initiatives aimed at achieving a zero-carbon and recycling-oriented society throughout the supply chain.

- [P-85 Efforts to Address Environmental Issues](#)

Features of Our Department Store Business Model

Our department stores offer high-quality merchandise and cultural events to diverse customer segments, creating a rich shopping experience.

Simultaneously, we are working to enhance brand value and customer satisfaction through various channels, including operating e-commerce sites, providing personalized service through our out-of-store sales (gaisho) personal shopping concierge services, and developing corporate services, all delivered with refined hospitality and in premium store environments.

The hallmark of our business model lies in deepening customer relationships while flexibly adapting to changing market conditions.

Our Group is particularly unique in that we have core stores spanning the Kanto and Kansai regions, store expansions in major Asian cities, a broad customer base cultivated since our founding, and collaborative relationships with our outstanding Group companies. We leverage these strengths to enhance the appeal of our department stores, which are our core business, and to elevate the overall appeal of our shopping centers.

Our Group's Cultivated Brand Appeal

Through our longstanding operations in the department store business and commercial property development, our Group has cultivated three core strengths: "One-Stop Services," "Cultural Elements," and "Omotenashi (Hospitality)." These elements underpin and reinforce our unique competitive advantages.

One-Stop Services

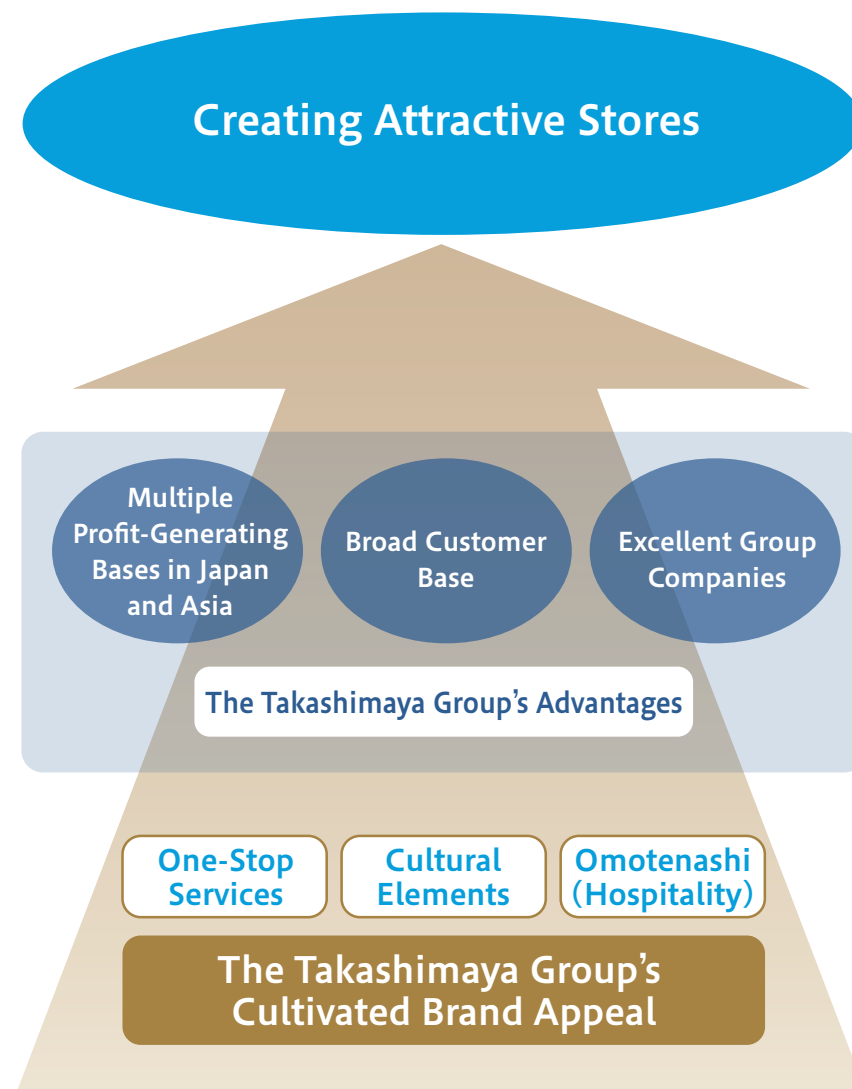
By operating our one-stop services primarily around shopping centers with department stores as the core, we are able to offer a wide range of products in one location while also providing "experiential value" such as memorable experiences and precious moments. Furthermore, by combining financial services and other Group businesses, we deliver comprehensive services unique to our Group.

Cultural Elements

Since its founding, Takashimaya has been deeply involved in the arts and culture, promoting cultural exchange through works and exhibitions of artistic merit. More recently, we have actively pursued new initiatives, such as hosting events focused on lifestyle culture that are of interest to our customers, in collaboration with television programs.

Omotenashi (Hospitality)

Our Group, through its long-standing department store business, has cultivated a spirit of "Omotenashi (hospitality)" where our employees provide customers with specialized knowledge and thoughtful attention. It is our belief that having all employees possess this universal "caring for others" constitutes a significant added value for our Group.



Our Cultivated Brand Appeal

One-Stop Services

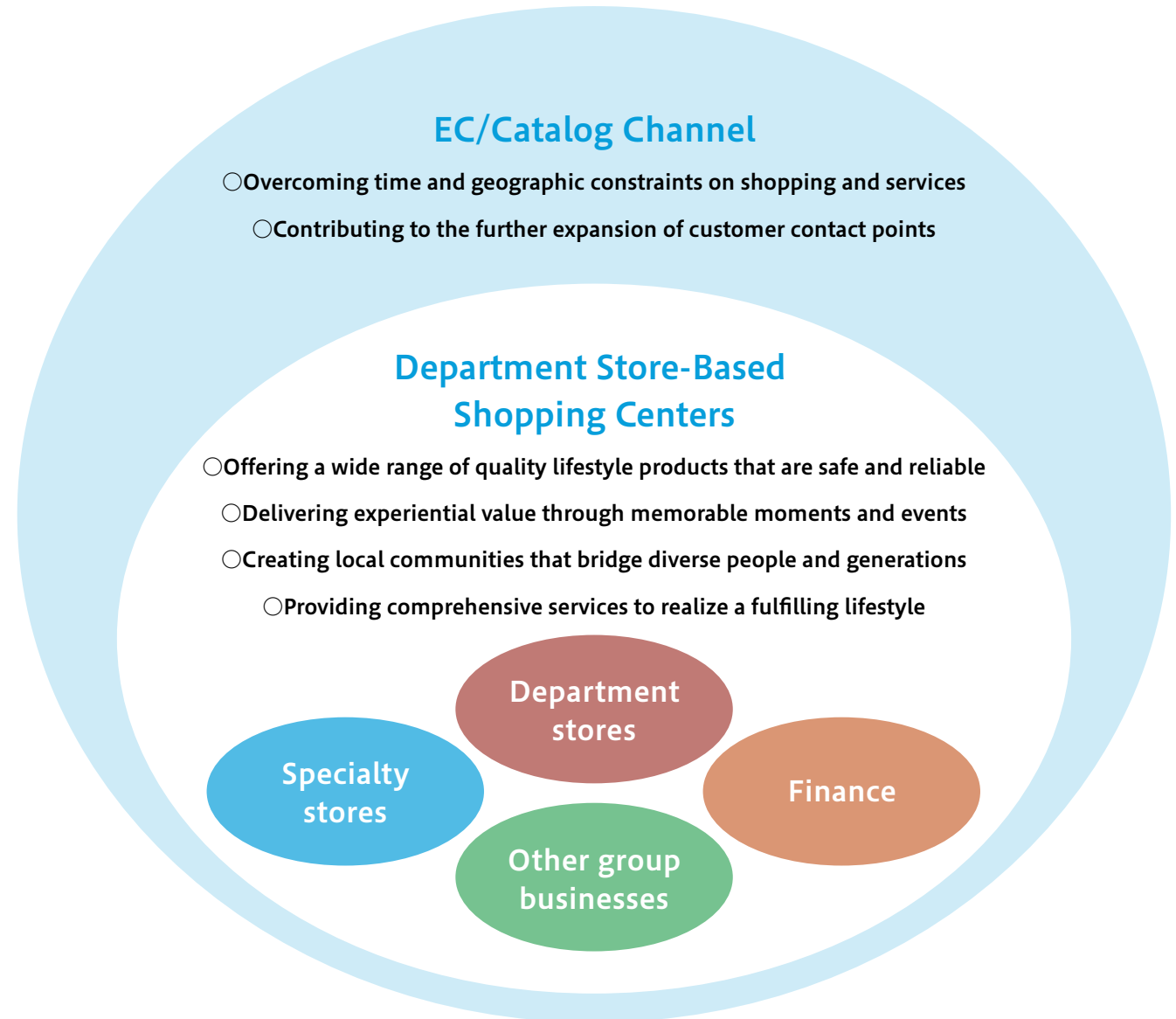
The “one-stop” model advocated by the Group involves developing shopping centers with department stores at the core as our primary business, which not only means offering a wide range of products that are safe and reliable and enhance people’s lifestyles in a single location but also encompasses the provision of “experiential value” such as memorable experiences and precious moments spent with loved ones.

In addition, the Group’s shopping centers also function as local community hubs that bridge diverse people and generations.

Furthermore, by integrating our financial and other Group businesses, we are able to provide comprehensive services that help our valued customers lead more-fulfilling lives. We believe this is one of the key features of our one-stop services.

To complement the one-stop value proposition centered on these brick-and-mortar stores and local communities, we also operate alternative channels such as e-commerce and mail order catalogs.

By creating an environment where customers can enjoy shopping “anytime, anywhere,” we are working to further broaden our reach and contact points with our customers. We are committed to further enhancing our brand value by leveraging the collective strength of the Group to continue to provide lifestyle and life-oriented products and services that meet the needs of our customers.



Our Cultivated Brand Appeal

Cultural Elements

As a Group that has been supporting and contributing to the enrichment of people's lives for nearly 200 years, we are keenly aware that "cultural heritage and development" is one of our key missions to focus on from a CSR perspective. At the Takashimaya Archives in Osaka, we hold various exhibitions on lifestyle culture and history, in addition to displaying items from our archive collection. Meanwhile, Takashimaya Archives TOKYO, which opened in 2019, has established itself as a cultural hub in Nihombashi and as a unique scene-setting presence in the city, covering a variety of contemporary themes beyond the history of our department stores.

In addition to providing one-stop shopping for goods and services, each of our department stores hosts highly attractive cultural events based on three perspectives: preserving traditional culture, introducing new cultural concepts that capture contemporary trends and lifestyles, and projects that contribute to our corporate branding. Furthermore, we strive to promote culture through merchandise rooted in our Group's heritage, including fine art and traditional kimonos.



The "Joubonkai": Pursuing the pinnacle of Japanese dyeing and weaving alongside master artisans



July 30 - August 18, 2025
<Nihombashi Takashimaya S.C.> "Junsaku Koizumi 100th Anniversary Exhibition"



September 12 - October 6, 2025
<Kyoto Takashimaya S.C.> Tatsuya Tanaka Exhibition "Miniature Life / Mitate Mind"

TOPICS



Establishment of the "Takashimaya Toshin Development Urban Culture Award"

In June 2025, we established the Takashimaya Toshin Development Urban Culture Award as a continuously evolving experimental platform to revisit the concept of "urban culture."

This award analyzes contemporary urban culture from unique perspectives in terms of commerce, consumption, and other related aspects, honoring outstanding works that exemplify expressive activities, while fundamentally positioning itself as a "continuing inquiry" into urban culture.

As such, we will build an open forum throughout the year to explore the question "What is urban culture?" through events such as talk shows featuring the judges.

About the Logo

During the Group's early years, we actively participated in domestic and international expositions, and the awards won there later contributed to enhancing corporate recognition and building brand value.

The laurel motif featured in this award's logo draws inspiration from the designs of that era.

In the same spirit that our founding era gained international recognition and established its value, we have imbued this motif with the aspiration that this newly established award will, over time, become an entity that observes and nurtures the urban culture of its era.

Our Cultivated Brand Appeal

Omotenashi (Hospitality)

The spirit of “omotenashi” is deeply rooted in the Group, with our employees offering quality products with expert knowledge and skills, coupled with warm and attentive customer service.

This is a spirit that we have cultivated over many years through our department store business and other activities, and by steadfastly continuing to do so to this day, we have continued to enhance the brand value of the traditional Takashimaya and the global Takashimaya brand.

While the form of “omotenashi” expected by customers changes with the times, living environments, and shifts in values, the fundamental concept of “caring for others” is timeless, and we believe that our “omotenashi” is one of the key added values generated by our employees.

In an effort to further enhance the value of our “omotenashi,” the Group subsidizes the costs for employees to acquire specialized skills, such as sales, shoe-fitting, gift-advising, and sommelier services, and stations concierges in our larger department stores to provide attentive assistance to customers who are experiencing difficulties or seeking advice on purchases.

At the same time, we are working to streamline and improve the efficiency of our back-office operations and to enhance the customer experience in our stores and points of sale by combining digital technology to enable these specialists to focus on sales and customer service and deliver even-higher performance.

In an era where countless products can be purchased online, the Group will continue to value the spirit of “omotenashi” based on human interaction and will live up to the trust placed in us by our customers.

Contributing to Enhancing Customer Loyalty Through Omotenashi



Left: **Tsutomu Matsuo**, Sales Representative, Out-of-Store Sales Division, Kyoto Store, Takashimaya Co.,Ltd.

Right: **Masahiro Yokota**, (Sales Expert), Sales Representative, Out-of-Store Sales Division, Kyoto Store, Takashimaya Co.,Ltd.

– We interviewed two members of the Kyoto Store's Out-of-store Sales Division who embody the unique “omotenashi” of our department stores, which is based on the trust built with customers over the many years.

Yokota: Since joining the Company, I've been solely focused on out-of-store sales at the Kyoto store. Over the past 26 years, I've had the privilege of serving customers across generations.

Matsuo: While I have extensive experience in the living necessities sales floor, I'm only in my sixth year as an out-of-store sales representative.

The customers I serve include not only those who have been patrons of our department store for many years, but also many who have recently started shopping with us.

– What do you feel is important in embodying “omotenashi”?

Yokota: I believe that the foremost priority is building trust with our customers.

Above all else, to achieve this, it is essential to really “get to know our customers” and have a thorough understanding of the products and services we offer.

Based on this prerequisite, I believe it is crucial to offer proposals that exceed our customers' expectations and truly benefit them at special milestones in their lives, such as life events.

– Mr. Matsuo, how do you view Mr. Yokota, who could be described as “a master of omotenashi,” and how do you intend to inherit his skills?

Matsuo: As he mentioned earlier, Yokota-san has a profound understanding of both our customers and our products and services.

He also communicates meticulously with sales floor staff, building a solid rapport with them.

I feel that the culmination of these efforts ultimately leads to customers saying, “I'll leave it to Yokota-san.”

I'm learning by observing how he operates day to day.

Yokota: Matsuo-san is someone who can push himself hard in a good, gritty way.

He also has good instincts, so if he continues to further cultivate his knowledge and skills, I'm confident that he can build deep trust with customers.

Matsuo: I intend to keep working hard so that when customers have a problem, I'm the first person they think of.

The Takashimaya Group's Advantages

Since our founding in 1831, the Group has faced many difficulties throughout its long history, but each time we have demonstrated our progressive spirit and persevered through the challenges, and by continuing to evolve in response to the needs of the times, we have achieved business growth and increased our corporate value to this day.

The three advantages currently underpinning this growth are “Multiple profit-generating bases in Japan and Asia,” “Broad customer base,” and “Excellent group companies.”

Stores in Japan



Takashimaya Times Square (Shinjuku)

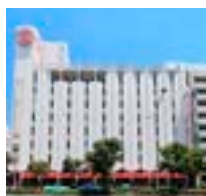
Kyoto Takashimaya S.C.

Nihombashi Takashimaya S.C.

Tamagawa Takashimaya S.C.

Kashiwa Takashimaya Station Mall

Yokohama store



Omiya store

Semboku store

Okayama Takashimaya

Takasaki Takashimaya

Tachikawa Takashimaya S.C.



Sakai store

Rakusai store

Osaka store



Nagareyama Otakanomori S.C.



Hakata Riverain Mall



Wakaba Keyaki Mall (Tachikawa)

EC / Mail Order Shopping



Takashimaya Online Store (home page)



Takashimaya Fashion Square (home page)



Takashimaya Mail Order Catalog

The Takashimaya Group's Advantages

Overseas Stores



Singapore Takashimaya S.C.



Siam Takashimaya (Bangkok, Thailand)



Shanghai Takashimaya



Saigon Centre /
Ho Chi Minh City Takashimaya (Vietnam)



Indochina Plaza Hanoi (Hanoi, Vietnam)

The Three Advantages

1 Multiple Profit-Generating Bases in Japan and Asia

One of the Group's advantages is its well-balanced ownership of multiple department stores in the Kanto and Kansai regions, with annual total operating revenues of over 100 billion yen. We also operate unique commercial facilities in Japan and overseas that feature a fusion of specialty stores, rooted in the culture and needs of the local community.

In Asia, Singapore Takashimaya S.C. has firmly established itself as the leading retail complex in the region, making a significant contribution to the Group's profit generation. In order to respond to rapid changes in the social and market environment, we aim to build a stable business portfolio that is not dependent on the profits of specific regions or stores.

2 Broad Customer Base

As stated in our "Store Creed," since the founding of the Group, we have continued to provide services to a wide range of customers. In our brick-and-mortar stores, we offer products and services in an environment that can be integrated into different lifestyles and life stages, and we also have customer contact

points in the digital realm, including e-commerce. In addition to retaining our loyal customers who have supported the Group for many years, we will continue to expand our customer contact points with the next generation of customers by leveraging external alliances and other channels.

3 Excellent Group Companies

By drawing on the strengths of multiple Group Companies with a competitive edge in their respective industries, including Toshin Development, which manages our commercial property development in Japan and overseas, and Takashimaya Financial Partners, which drives our finance business, the effective implementation of the Group-wide "Machi-dukuri" strategy is further enhanced. ATA, which specializes in advertising and sales promotion for the Group, also contributes to the creation of vibrant communities by leveraging its media editing capabilities, digital sales promotion, and facility decoration expertise to grow business outside the Group. In addition, at Century & Co., Ltd., our temporary staffing

business, the first-class hospitality that we have cultivated within the Group is highly regarded not only in customer service and sales operations at our commercial facilities but also in a wide range of other areas, including information services, customer service and sales operations, and training operations at external facilities.

Visual for the 1st
Anniversary of Kyoto
Takashimaya S.C.
(Produced by ATA Co., Ltd.)



Medium-Term Management Plan (FY2024 to FY2026)

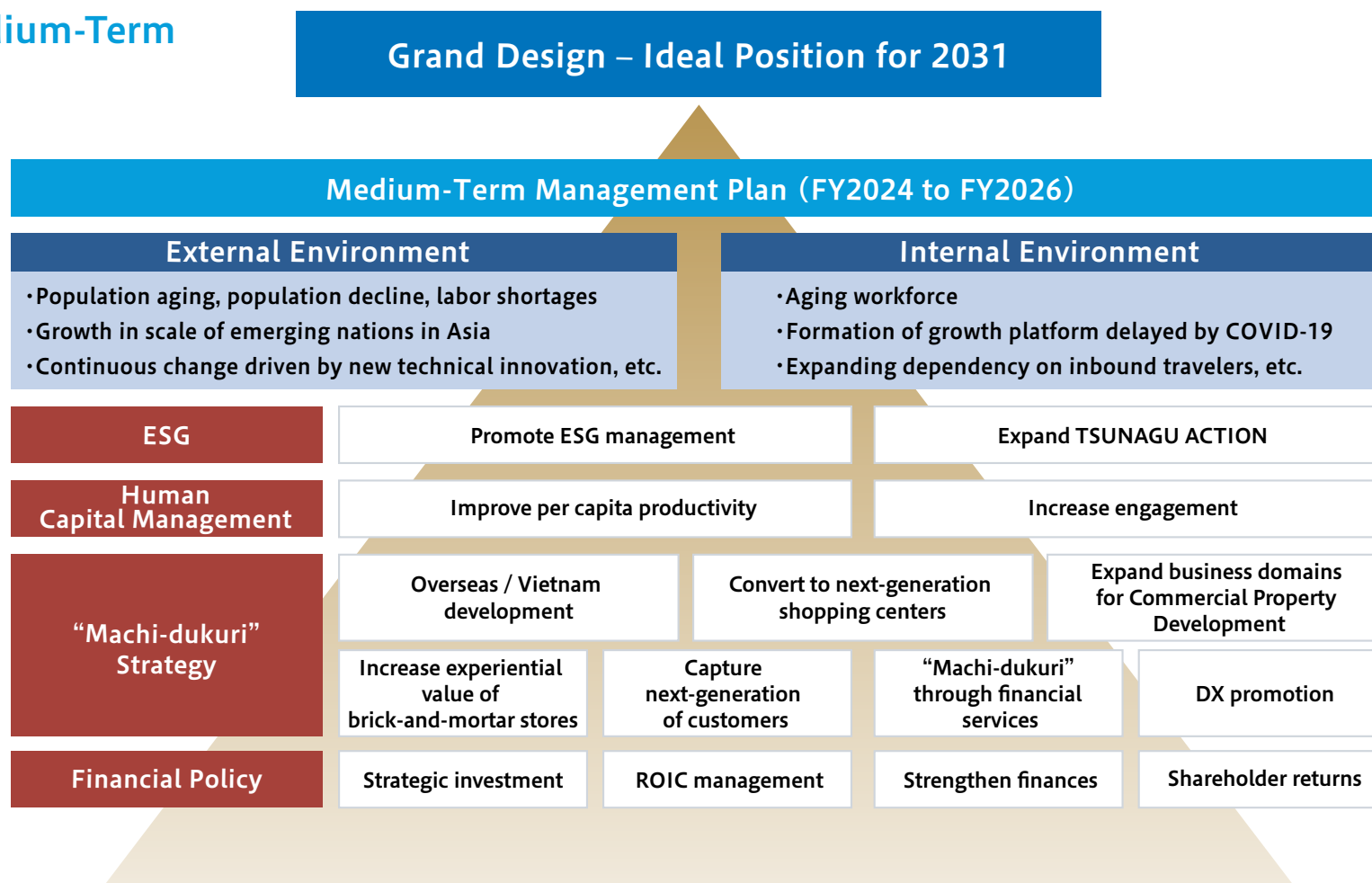
Laying the foundations to achieve the Group's ideal position.

We formulated our Medium-Term Management Plan (FY2024–2026) in 2024, which we view as a period of laying the foundations for achieving the Group's ideal position in 2031, the 200th anniversary of our founding.

Based on this plan, we will steadily execute business expansion, new market development, and new customer acquisition to achieve sustainable growth.

Framework of the Medium-Term Management Plan

We will aggressively pursue “ESG” as the foundation of our management and “Human Capital Management” to support the growth of our Group. In terms of growth strategy, we will advance development and operations that are closely aligned with our customers and local communities through our Group-wide “Machi-dukuri” strategy. On the financial policy front, we will allocate generated profits in a balanced manner toward growth investments, human capital investments, and shareholder returns, thereby building a cycle of growth.



“Machi-dukuri” Strategy in the Medium-Term Management Plan Business development driving “Machi-dukuri” growth.

[Overseas] Vietnam Development

In Vietnam, starting with the opening of Saigon Centre/Ho Chi Minh City Takashimaya in 2016, we have been promoting multiple projects in Ho Chi Minh City and Hanoi, steadily contributing to profits.

Building on these achievements, our Group’s reputation and credibility in Vietnam have continued to grow, leading to the establishment of new partnerships with prominent companies in ASEAN and Japan.

In addition, given Vietnam’s anticipated population growth and economic expansion, we expect demand for Japanese quality to increase further as living standards improve.

In light of these factors, we position our Vietnam operations as our greatest growth driver, leveraging our accumulated expertise and partnerships to strategically allocate management resources.

In June 2025, Takashimaya Space Create established a new local subsidiary, planning to launch a residential interior design business targeting affluent households.

Furthermore, in autumn 2027, we are scheduled to open “Hanoi Takashimaya S.C.,” our first department store-based shopping center in Hanoi, within the large-scale Westlake Square Hanoi complex, leveraging group synergies to advance its development.

Under the current Medium-Term Management Plan, while investments are made upfront to prepare for future growth, we are pursuing both long-term real estate development and the development of short-term recovery businesses, aiming to achieve profit growth and improved asset efficiency, with a view to recovery starting in the next Medium-Term Management Plan and beyond.



Westlake Square Hanoi (Phase 1)
Image Concept

[Domestic] Creating the “Next-Generation Shopping Center” Through the Group’s Collective Efforts

On the domestic front, in light of ongoing challenges such as population decline and soaring construction costs, we will focus on maximizing the appeal of existing facilities and enhancing their profitability.

We will drive the transition to “next-generation shopping centers” featuring three key characteristics: “creating diverse incentives for visits,” “serving as community infrastructure,” and “leveraging the presence of department stores,” providing unique experiential value that only our Group can deliver, and further enhancing the appeal of our properties.

As the first business model, Kyoto Takashimaya S.C., which opened in October 2023, features the specialty store zone “T8” developed by Toshin Development. Its innovative content, including subculture and entertainment, has become an incentive for diverse customers who previously did not visit traditional department stores.

The second model, Kashiwa Takashimaya Station Mall, attracts customers with diverse purposes through the introduction of a multi-purpose community space and gathering areas.

At Tamagawa Takashimaya S.C., where renovations are underway for further evolution, we are creating a new nexus for the community with the opening of “P.,” a park-like food court, and are also planning a full-scale renewal of the food floor in 2027, integrating the department store and specialty stores.

We are advancing the creation of a welcoming environment that customers in the local community will want to visit daily, offering a new shopping experience that combines convenience and appeal.

Going forward, we will continue to leverage the strengths of each commercial facility in response to local characteristics and further advance the conversion to “next-generation shopping centers.”



Tamagawa
Takashimaya S.C.
Food Court “P.”

Photo: Kenta Hasegawa

“Machi-dukuri” Strategy in the Medium-Term Management Plan Expanding customer base and business domains from a “Machi-dukuri” perspective.

Promoting “Machi-dukuri” Through Financial Services

We will accelerate the expansion of our customer base and business domain from the perspective of the “Machi-dukuri” strategy, with the aim of providing the financial services sought by local communities and stores.

In doing so, we will leverage the synergies between our newly acquired expertise and customer base and the Group’s various businesses, including department stores, to drive further growth for the Group.

■ Expanding the customer base

We will continue to expand our customer base in the financial business segment through measures such as raising awareness through the use of media and promoting membership through Group collaboration in areas such as the Takashimaya Business Platinum Card for business owners launched under the previous Medium-Term Management Plan, the Life Partner business that provides advice on asset accumulation and succession, and the app version of the Tomonokai “Sugo Tsumi” using BaaS.

■ Expansion of business domains

In addition to the life partner business operated by Takashimaya Financial Partners, we are expanding our domain into private banking services through Group-wide collaboration, centered on Vaste Culture & Cie.

Furthermore, in the B2B domain, we are strengthening our investment and financing businesses, including the addition of asset management.

Moving forward, we will diversify our business offerings to stakeholders, including the provision of unique services to customers, such as department stores, through the acquisition of capabilities via new M&A, and the strengthening of supply chains for our business partners through business-oriented financing.

DX promotion

The main goals of our DX promotion strategy have been set as “improving operational productivity” and “enhancing the customer experience,” and from FY2024, we launched a company-wide DX promotion project.

In terms of “improving operational productivity,” rather than simply digitalizing existing operations, we will review our entire operational structure with the goal of reforming it. We will allocate the management resources freed up by streamlining back-office operations to improve the attractiveness of our stores and sales.

Regarding “enhancing the customer experience,” we will work to establish a foundation for reinforcing customer contact points and strengthening data management to realize the concept



of a seamless Takashimaya Group. Additionally, we will promote the use of digital technologies that enhance in-store omotenashi (hospitality) and convenience. With regard to AI, which is becoming increasingly important in the IT sector, we will continue to expand the scope of its use while conducting repeated verification through internal use. Furthermore, to enhance digital skills as the foundation to promote DX, we have systematized the digital skills required for business operations and introduced a standard (Digital Utilization Standard) to visualize the skill levels of all employees. Looking ahead, we will focus on developing highly specialized professionals who can lead the organization and drive DX forward.

Roundtable Discussion with Managers of Our Five Major Domestic Department Stores

Five managers of Takashimaya’s Major stores discuss the Group’s advantages: “Store location characteristics,” “Broad customer base,” and “Excellent group companies.”

Osaka Store General Manager: Hitoshi Namba	Kyoto Store General Manager: Satoko Kamijo	Nihombashi Store General Manager: Koichi Makino	Yokohama Store General Manager: Makoto Takeshita	Shinjuku Store General Manager: Yuko Shibuya
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—In FY2024, all five of our Group's major stores achieved sales of 100 billion yen. How would you characterize the unique characteristics of each location, and how are you leveraging them?

Makino: The Nihombashi area is currently undergoing redevelopment, and around 2031—when our Group celebrates its 200th anniversary—new buildings and landmarks will emerge one after another. Amidst this environment, we need to consider how the Nihombashi store can continue to assert its presence. One key strategy we consider promising is contributing to the development of this area not only as a traditional financial and commercial district, but also as a vibrant neighborhood showcasing its diverse appeal. Specifically, we need mechanisms to generate foot traffic from Nihombashi to our stores. To achieve this, we are enhancing our full-line strategy across the Main Building and Annex, alongside brand and product strategies that leverage the unique streetscape of the Galleria.

Kamijo: Not only is Kyoto a city representing Japan’s traditional culture, but in recent years it has also grown into an internationally vibrant city due to the increase in foreign visitors to Japan. In addition, the people of Kyoto have adapted to various changes throughout their long history. Kyoto is also the place where our Group was founded. I believe the reason our Kyoto store is supported by customers is that we build our stores based on the three elements of “traditional culture,” “cosmopolitan city,” and “embracing and adapting to change,” while maintaining the spirit of omotenashi (hospitality) that has remained unchanged since our founding.

Takeshita: Our Yokohama store also has a very strong local character. Our customers have a deep affection for Yokohama, and many take great pride in their hometown.

Roundtable Discussion with Managers of Our Five Major Domestic Department Stores

Since opening our doors in Yokohama 66 years ago, we've operated amidst the warmth and expectations of the local community, who view us with positive feelings, as both the store and the city have grown together. Our daily efforts are focused on conducting business that brings even greater satisfaction, never resting on the laurels of the support and affection we receive from our valued customers.

Kamijo: Above all, I think it's most important for a store to be loved by its customers. I understand that during the Hamaguri Gate Rebellion of 1864, our store was destroyed by fire, yet even then, we hung our noren curtain over the surviving storehouse and provided goods at low prices to the townspeople who had been displaced by the fire. Perhaps the sentiment of those townspeople who supported Takashimaya back then continues to this day.

Namba: In Osaka, the terms "Kita" and "Minami" are commonly used. Namba in "Minami," where our Osaka store is located, is a wonderful district with an appeal that distinguishes it from Umeda in "Kita." As the heart of Osaka, Namba offers the perfect trifecta of "sightseeing," "shopping," and "feast 'til you fall," making it a down-to-earth and welcoming neighborhood. Our Osaka store also attracts many foreign visitors, who account for about 30% of our sales. They, too, appreciate the area as a place where they can enjoy sightseeing, shopping, and dining.



dramatically, particularly along the Fukutoshin Line, which serves major stations like Ikebukuro, Shinjuku, and Shibuya,

Shibuya: For the first time, the Shinjuku store achieved department store sales of 100 billion yen in FY2024. Over the past few years, the competitive landscape in our business area has changed

leading to increased customer traffic. The Shinjuku store has an organizational customer rate of approximately 35%, significantly lower than other stores. However, I view this figure as a strength, believing there is considerable room for growth if we can attract more fluid customers. In addition, it is a distinctive store characterized by a diverse customer base spanning all ages and genders, along with substantial inbound sales. Accordingly, our target audience is broad, but we are actively pursuing new challenges. For instance, we engaged prominent influencers and YouTubers with little prior experience in food fairs, introducing new products and promotional methods. This attracted many new customers, particularly younger demographics, leading to increased sales. The results exceeded our expectations.



demographics and bases across regions also offer significant benefits in terms of product procurement. What resonates with customers differs between Kanto and Kansai, and even varies by store, allowing us to procure diverse products within a single category and facilitate coordination and mutual support between stores. The ability to procure products is intrinsically linked to the ability to sell them. In this context, balancing localization with the realization of economies of scale is both an eternal challenge and a rewarding endeavor. Collaboration with our small to medium-sized stores is also crucial. For example, it takes about 50 minutes by bullet train from

Makino: The balanced presence of multiple large community-based stores with distinct characteristics in both the Kanto and Kansai regions is a major advantage for our Group. The varying customer

Takasaki to central Tokyo. Many customers from the Takasaki store's trade area also visit our Nihombashi store. Having customers use the Nihombashi store for gifts and special purchases, and the Takasaki store for everyday shopping, helps us enhance our sales and procurement capabilities while remaining closely attuned to their lifestyles.

Namba: Speaking of merchandise procurement, our department stores have historically avoided drastic changes to their sales floor layouts. I believe this approach has helped our business partners recognize that Takashimaya is a reliable partner for building medium- to long-term relationships. Moreover, to ensure our business partners continue to view our department stores as an invaluable partner capable of nationwide marketing and validation, I believe we must consistently demonstrate our sales capabilities.

—What steps are necessary to further solidify our advantage of a "Broad customer base" at each store?

Makino: Compared to other stores, the Nihombashi store has a higher proportion of sales from out-of-store customers, reaching 38% in FY2024. However, the results of the customer visit survey indicated a different picture for the Nihombashi store. Specifically, in terms of "method of visit," 65% came by train from their homes. The average travel time was 40 minutes. Furthermore, 70% of customers cited groceries as their "reason for visiting." Thus, the findings revealed that "many customers travel 40 minutes by train from home specifically to purchase groceries." Recognizing this multifaceted nature of the store, we understand it is necessary to simultaneously and broadly pursue approaches targeting both "affluent customers in the wider trade area" and "everyday customers in the immediate trade area."

Roundtable Discussion with Managers of Our Five Major Domestic Department Stores

Namba: By customer segment, the sales composition at the Osaka store over recent years has been balanced at approximately 40-50% in-store customers, 20-30% out-of-store customers, and 30% foreign tourists. However, since inbound sales contain more transient elements than domestic sales, we must further strengthen our fundamental sales capabilities as a department store. Currently, we have not yet established product categories outside of luxury brands and jewelry, where we hold an overwhelming advantage over our competitors. Hence, looking ahead, we will focus on creating sales floors that meet the needs of a broad customer base while retaining capital efficiency.



Kamijo: After the COVID-19 pandemic subsided, the positioning of Kyoto as a city changed, attracting many overseas VIPs. This shift also led to an increase in the number of

events hosted by luxury brands.

Meanwhile, the city's inherent brand power also draws many domestic tourists.

Therefore, going forward, we recognize the need to establish a store position unique to a tourist city, one that can increasingly attract customers from both domestic and international markets.

Furthermore, the opening of T8 (the specialty store zone) in 2023 has attracted a different customer base than before.

By securing attractive, large-scale tenants for T8, we've seen an increase in male customers, who were previously less prevalent in the main department store building, and we're now starting to see cases of businessmen visiting alone.

We are planning the next moves to further introduce the appeal of the department store to these customers and enhance the flow of movement within the facility.

Please expect more to come.

Shibuya: The Shinjuku store is seeing an increase in relatively young affluent customers in their late 20s to 30s.

Just the other day, I had the opportunity to speak with one such customer, who remarked, "Department stores felt distant to me before, but I never realized private shopping was this convenient," and "I never knew department stores could be such enjoyable places."

By taking on new challenges in store layout and promotions, I hope to continue meeting customers from this generation.

Takeshita: Unlike our other major stores, the Yokohama store's inbound sales share is only a few percent.

It's a store built almost entirely on domestic customers.

The key point going forward is how much support we can continue to receive from our local customers.

In addition to this, we are focusing on attracting the next generation of customers and developing new sales areas centered around the keyword "Yokohama."

In our cosmetics and luxury brand sections, we have seen a significant increase in customers from younger generations.

In order to retain our core customer base of women in their 40s, we are currently revamping our women's apparel section.

—How are your stores leveraging the presence of “Excellent group companies”?

Makino: As a Group, our unique advantage lies in possessing diverse businesses beyond department stores and maintaining excellent Group companies.

For the Nihombashi store, collaboration with Toshin Development is particularly valuable when considering how to enhance the appeal of both the Main Building and Annex as a one-stop destination while executing our full-line strategy, and further, how to elevate the value of this key location.

In terms of financial services, we have established financial counters within our stores in collaboration with Takashimaya Financial Partners, and we have recently seen an increase in customer consultations.

I believe this stems from the sense of security we have fostered by offering financial product proposals and guidance tailored to customers' lifestyles from a neutral and impartial standpoint. Also, starting with Singapore, we are advancing VIP customer

referral collaborations with the Group's overseas department stores, resulting in cases where customers have made purchases exceeding 10 million yen.

Kamijo: For our Kyoto store, we recognize Toshin Development as an indispensable partner from the perspective of maximizing the value we offer customers in conjunction with T8.

While sharing a vision to appeal to customers across our entire base, we collaborate by leveraging each other's expertise and strengths.

By realizing unconventional ideas together with T8—ideas that couldn't have been achieved by the department store alone—we've diversified our proposal lineup to enrich customers' lifestyles.

I truly feel we've reached a point where customers say, "Takashimaya is so interesting; they really go for it!"

Namba: We hope to further advance mutual client referrals with Vaste Culture, an independent financial advisor (IFA) that joined our Group in 2024.

The portfolios they propose focus on safeguarding clients' valuable assets, centered on financial assets with predictable price movements, primarily corporate bonds and government bonds designed for long-term holding.

I believe they can be a partner that generates stable returns through investment while supporting our customers and their families in realizing their hopes and dreams.

To build lifelong relationships with our customers and across generations, it is essential to maximize LTV by offering services that protect their most vital financial assets—not merely providing shopping experiences—through mutual customer referrals.

I am becoming keenly aware of the significance of department stores handling financial services.



Takeshita: Since the financial industry doesn't necessarily sell tangible goods, it's crucial to proactively grasp needs that customers may not even realize themselves through conversation, in

Roundtable Discussion with Managers of Our Five Major Domestic Department Stores

order to make precise proposals that help them achieve a fulfilling lifestyle.
In this regard, I believe there is much to learn from the conversational and proposal skills possessed by Vaste Culture's sales representatives.

Shibuya: From our Shinjuku store, I'd like to share a case of collaboration with R.T. Corporation, which is engaged in the food and restaurant business within our Group.
From the perspective of increasing engagement among our employees, including our business partners, we renovated the employee cafeteria between 2023 and 2024.
In terms of hardware, we focused on creating a space that is "bright, easy to navigate, and user-friendly," carefully considering the layout down to the location of luggage storage and power outlets. For the software aspect, we paid particular attention to the taste of the menu items, holding numerous meetings with the company.
As a result, the cafeteria has become a more comfortable place for employees to take breaks, and engagement scores have improved.
I believe it was precisely because our Group owns a restaurant business that we were able to undertake such a thorough renovation.

—What is your vision for department stores in 2031?
And what specific goals does each store aim to achieve?

Makino: Amidst fierce competition among department store companies, I anticipate their differing strategic directions will become increasingly clear going forward.
Within this landscape, I want Takashimaya to be the quintessential department store.
This means seamlessly combining the strengths of our department stores and Group businesses in each location to provide one-stop services that satisfy our customers' diverse needs.
The Nihombashi store, in particular, possesses a significant

advantage as a hub for introducing history and culture, featuring the Main Building designated as an Important Cultural Property and the Takashimaya Archives TOKYO, which explores diverse themes beyond department store history.
I hope to further leverage these advantages, including offering tours of the Main Building and hosting new cultural events.
In terms of service, as a flagship store, we plan to enhance in-store service and hospitality with a focus on catering to all types of customers, while also expanding functions like our out-of-store sales and concierge services.

Kamijo: The Kyoto store will also move forward into the future, with department stores and specialty stores working in unison while each leveraging its respective strengths.
Next year, 2026, and the target year of our Grand Design, 2031, will respectively mark the milestones of the 80th and 85th anniversaries of our relocation to Kawaramachi, so I hope we can continue to value tradition alongside the city while simultaneously updating our products and services.
To achieve this, we must realize DX and minimize the burden on back-office operations.
By doing so, I believe we should redirect our human resources toward expanding channels of contact and deepening relationships with our customers and business partners.

Shibuya: I also believe that DX is a major objective for transforming department stores away from labor-intensive industries.
With that as a premise, the future mission for our Shinjuku store is to "broaden the avenues for people to enjoy department stores."
For example, this could involve creating venues where people can gather around themes like enjoying food.
I want us to exist as a vibrant, bustling place where customers truly enjoy spending time at Shinjuku Takashimaya.
And from a cultural perspective, I want us to provide diverse cultural offerings that resonate with our younger customers, while still cherishing traditional culture.

Takeshita: With the advancement of digital technology, I believe the trend toward prioritizing "time efficiency" and "cost

performance" will accelerate further.
At the same time, I think there will also be a growing desire for emotional leeway and the "warmth" of real-world experiences.
It is essential that we further refine the appeal of our omotenashi (hospitality) in order to meet these needs.
I intend to place great importance on providing "real" value.
In addition, for the Yokohama store to remain a location that receives overwhelming support from the local community and Kanagawa Prefecture as a whole, I believe we need to further deepen our collaboration with the government and local businesses by 2031.



Namba: I believe the core strength of department stores lies in their curatorial capabilities.
Maintaining open sales floors and self-curated sales floors that a wide range of customers can

use casually and with peace of mind should be pursued from the perspective of differentiating our product lineup.
In addition, I would like to further advance collaboration within the local area.
For example, there's an event called "Osaka Art & Design," in which seven companies participate, including our Osaka store, other department stores, and railway companies.
This initiative involves local businesses, creators, galleries, interior shops, etc., collaborating to promote the city of Osaka globally through art and design.
Within this relationship, where participating companies mutually inspire and challenge each other, we also want to actively engage in "Machi-dukuri" that can't be achieved alone.



Pillars of Group Growth

Medium- to Long-Term Plan for Commercial Property Development

Under the basic strategies established for each of our three business domains, we will seek sustainable growth as a Group by contributing to local communities through stable profit generation and by pursuing functionality as social infrastructure.



Pillars of Group Growth

Expansion Strategy for Financial Business

To achieve further growth in the Group's financial services business, we will enhance our expertise and know-how through M&A in strategic areas, aiming to expand touchpoints with stakeholders and revenue opportunities.

Osamu Honda,

General Manager-Financial Business
Strategy Office, Corporate Planning
Division, Takashimaya Co., LTD.



To grow our Group's financial services business, I believe a three-pillar approach is essential.

The first pillar is our "Credit Card Business," leveraging the appeal of the surrounding area.

The second pillar is our "Life Partner (LP) Business," providing comprehensive financial consultations at financial counters, alongside our "Private Banking (PB) Business," which integrates non-financial and financial services.

And the third pillar is our "Investment and Financing Business" in the B2B domain.

With respect to the Investment and Financing Business, the addition of Claylish Co., Ltd. to our Group in September 2025, a company with strong expertise in business-oriented finance, has enabled us to lay the foundation for business expansion.

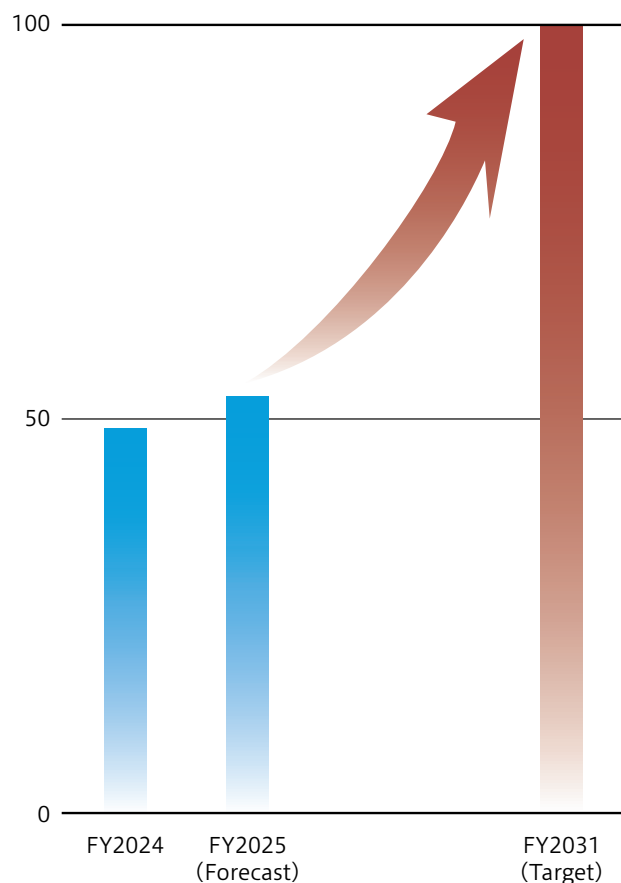
The strength of our Group's financial services lies in our ability to provide reliable services to both "individuals" and "corporations."

Moving forward, while refining these "three pillars," we will take on new challenges aimed at further growth.

Financial Business Growth Investment Approach

- ✓ Target operating profit of 10 billion yen by FY2031 across three domains: credit cards, life partner, and investment/financing
- ✓ Achieve further growth by expanding customer bases (domains) and business domains
- ✓ Advance initiatives to realize tangible value propositions leveraging our Group's platform

Financial Services Operating Profit (Unit: 100 million yen)



The "3 Domains" for Financial Services Business Growth



Pillars of Group Growth

Group Seamless Integration

■ Approach to Takashimaya Group Seamless Integration

The ideal form of seamless integration within our Group is a state in which “from the customer’s perspective, all Group businesses are equidistant,” achieved through cooperative efforts that transcend internal boundaries and the centralized use of information.

This is essential for both further strengthening our Group-wide “Machi-dukuri” strategy to realize our Grand Design and establishing “all Group businesses as core players in value creation.”

To achieve seamless integration, we position the “Takashimaya App” as our primary customer contact point and a crucial CRM tool, aiming to consolidate and utilize information through “customer ID integration using the app as a hook.”

Customer ID Integration Steps

STEP ①

Launch app member registration and ID management

STEP ②

Expand customer ID base through Takashimaya Point Card digitalization

STEP ③

Integrate Group customer IDs
~Aiming for completion by FY2031~

■ Specific Measures for Seamless Integration

In addition to utilizing the Takashimaya app, we are currently exploring various measures to achieve seamless integration.

Proposed Measures

- Develop loyalty programs to expand customer LTV
- Integrate points systems and introduce Group-wide points
- Digital promotions incorporating specialty store information
- Seamless integration of e-commerce and physical stores
- Improve accuracy and utilization of product information acquisition

2031 Milestone

Organically connect and leverage all **information, services, and products** provided by domestic and overseas Group businesses

Utilize collected data to deliver personalized proposals and approaches

Provide high-quality, consistent customer service and support at every Group contact point

Enable cross-channel cross-selling and supply of products and services

Customer Strategy Centered on the Takashimaya App

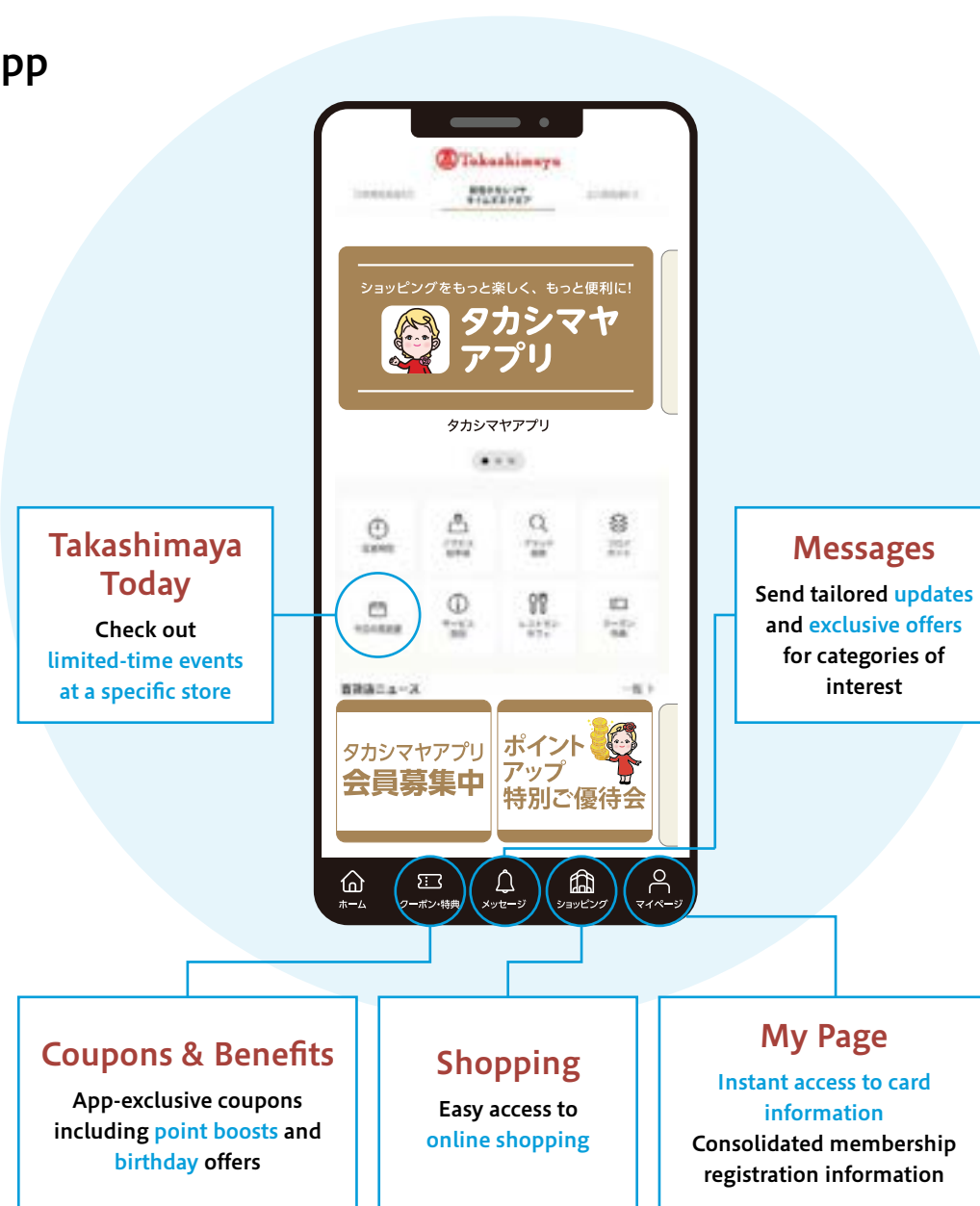
Integrate Customer Information to Build a Stable Customer Base

The Takashimaya app was renewed in June 2025.

By making app membership registration mandatory, we aim to deepen our understanding of our customers and expand our offerings of attractive services. As the first phase of this initiative, we introduced various new features, including app-exclusive coupons for occasions such as birthdays, the “Takashimaya Today” function for instant access to limited-time events, and the ability to send messages segmented by customer interest categories. Moving forward, we will continue phased app enhancements to create a user-friendly platform for young customers who will drive the next generation and inbound customers, building a stable customer base for the future. Simultaneously, by linking IDs with our credit card customers, we will further enrich benefits for long-term loyal customers, driving initiatives centered on the app to enhance sustainable lifetime value (LTV) and create a seamless shopping experience.

Phase 1 Renewal <June 12, 2025>

- ✓ **Mandatory app membership registration enables analysis and targeted approaches using attribute data such as date of birth and gender**
- ✓ **Link app and online store IDs**
- ✓ **Expand attractive services for customers, such as birthday coupons**



Value Provision to Stakeholders

Our Group strives to enhance corporate value by creating and providing value based on ESG management to all stakeholders, while reflecting opinions obtained through various dialogue activities appropriately and in a timely manner into our business and social activities.

Stakeholders	Value Proposition / Ideal Position	Relationship	Dialogue Activities
① Customers	○ Building lifelong relationships across generations ○ Providing quality, safety, and reliability ○ Co-creating memorable experiential value	Creating enriching experiences by providing high-quality, safe, and secure products and services through a one-stop approach based on our “customer-first policy.” Remaining as a “close and irreplaceable presence” across generations.	○ Collect customer feedback through daily customer service and sales (consultative sales) ○ Incorporate customer feedback through “Want Slip” ○ Organize customer-participation store events and promotions
② Employees	○ Creating a fair work environment ○ Both the company and the individual being able to grow together ○ Working with peace of mind and being able to keep working	Embrace diverse values and serve as a source of sustenance for employees through self-realization. Promote employee engagement and enhance human capital to enable the Group to achieve sustainable growth.	○ Implementation of employee engagement surveys ○ Implementation of regular meetings with supervisors ○ Implementation of 360° feedback ○ Implementation of workplace meetings and SAY activities* ○ Support for autonomous career development through “voluntary” systems such as FA and open entry
③ Business Partners	○ Ensuring security and comfort for our business partners ○ Strengthening our value co-creation partnership ○ Sharing our brand value with our partners	In addition to fulfilling our mutual social responsibilities, grow together while enhancing brand value as an irreplaceable partner in co-creating value for customers, local communities, etc.	○ Implementation of business partner conventions ○ Implementation of Group business partner briefings (scheduled for November 2025)
④ Shareholders and Investors	○ Sustained improvement in profitability ○ Increasing corporate value to ensure continued shareholding	Achieve sustained growth over the medium- to long-term and provide stable returns in various forms, including dividends and special benefits.	○ Strengthen information disclosure ○ Conduct IR meetings and similar events ○ Hold Financial Results Briefings and Business Briefings ○ General Meeting of Shareholders
⑤ Local Communities	○ Co-creating a sense of community and employment ○ Continuing to create “Mind Symbols” ○ Demonstrating social infrastructure functions	As a community “spiritual anchor,” create and provide diverse opportunities for utilization as a social infrastructure, including job creation, industrial promotion, disaster prevention, childcare support, and community building.	○ Conclude comprehensive cooperation agreements and disaster prevention agreements with local governments ○ Implement events through collaboration with local community development councils and similar bodies
⑥ Global Environment	○ Contributing as a Group to the realization of a cyclical society ○ Leading the way in reducing environmental impact throughout the supply chain	Contribute to preserving the rich natural environment that underpins our business activities by mobilizing the entire Group’s resources to advance decarbonization and resource circulation.	○ Set environmental priority items, perform fixed-point monitoring, and disclose information to stakeholders ○ Participate in global initiatives addressing climate change

*Labor-management joint productivity improvement activities

Value Provision to Stakeholders

Case Study: Stakeholder Dialogue and Value Co-creation

■ Incorporating “Customer Voices” through “Want Slip”

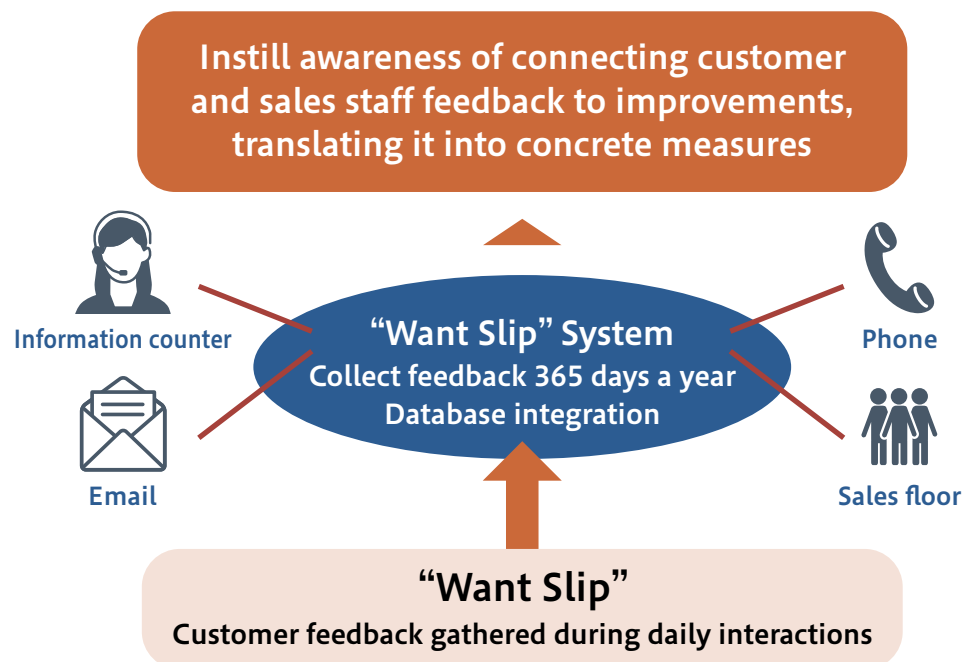
The “Want Slip” is a system that collects customer feedback gathered by sales staff through customer interactions, converts it into data, and shares and utilizes it Group-wide.

By understanding customer needs and values, and providing product assortments, services, and environments based on customer insights, it enhances customer satisfaction and contributes to building fans of the Group.

It promotes a shift in thinking from product-out to market-in, with collected feedback incorporated into improvement measures and sales strategies.

This is a crucial initiative that maximizes the strength of brick-and-mortar stores—customer contact points—and drives sales activities with a marketing mindset.

(FY2024 collection count: Approximately 24,000)



■ Contributing to Reforestation Through Online Voting

At the 159th Regular General Meeting of Shareholders of Takashimaya Co., Ltd. held in May 2025, we donated 3,962,530 yen—the equivalent amount saved in mailing costs by shareholders exercising their voting rights online—to the OISCA Foundation.

The donation will support sustainable development and reforestation efforts for disaster mitigation and prevention in various countries.

This donation through online voting is the first such initiative for our Group.



■ Participation in Local Self-Defense Firefighting Training

Ensuring the safety and security of our facilities and protecting the lives of our customers and employees is fundamental to maintaining social infrastructure functions. Based on the Fire Service Act, our self-defense firefighting teams are responsible for initial response and emergency measures during incidents such as fires and earthquakes at our various facilities.

In order to enhance our self-defense firefighting capabilities during emergencies, we actively participate in various training programs and self-defense firefighting drills in collaboration with local fire departments.



Self-Defense Firefighting Drill
Evaluation Session hosted by
Shibuya Fire Station

Innovation in Value Offerings

Balancing the resolution of social issues with business growth.

Toward Balancing Social Impact and Enhancing Corporate Value

■ New Initiatives Aiming to Balance Resolution of Social Issues with Business Growth

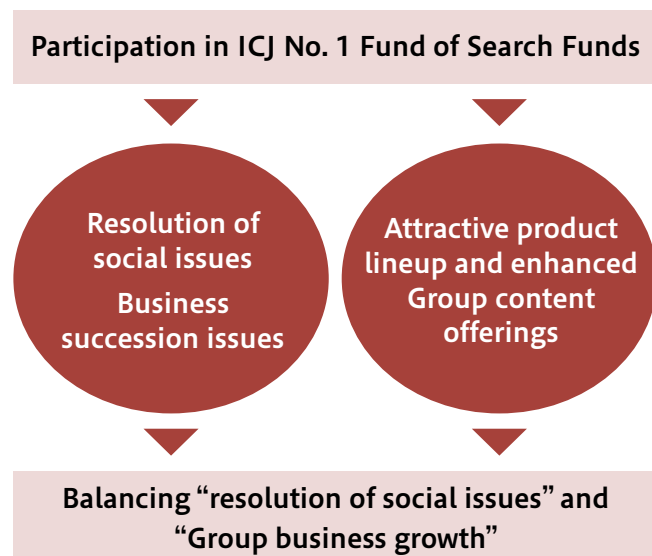
Achieving business growth through the resolution of social issues is now a universal theme for all companies, and our Group recognizes itself as an entity that should contribute to addressing these challenges.

Among these, many Japanese companies face the serious issue of a lack of successors, which is a significant social challenge that also impacts the very foundation of our Group's business.

To address this, we launched a new initiative in February 2025 through investment in the "Fund of Search Funds."

■ Investment Objective

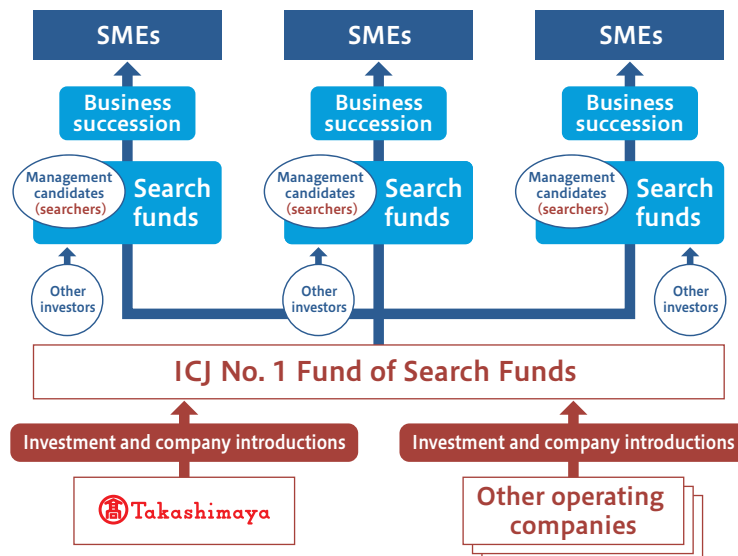
Many of our Group's business partners are small and medium-sized enterprises (SMEs), and the issue of business succession is a crucial and pressing matter for ensuring stable product supply and continued collaboration in the future. By investing in this fund, we will address the societal challenge of successor shortages while further enhancing our Group's unique and attractive product lineup and content offerings.



■ Our Group's Involvement

Based on information gathered through our business activities, we introduce companies facing succession challenges to searchers, thereby facilitating solutions. Specifically, we envision this approach being applied in sectors where many small-scale yet outstanding companies exist—those possessing exceptional traditional techniques and culture, such as Japanese confectionery, sake, traditional crafts, and kimono textiles.

Furthermore, we will actively explore new collaborative opportunities not only with existing business partners but also between searchers and successor companies.



What is "Fund of Search Funds"?

The Fund of Search Funds is a mechanism that supports business succession and renewed growth for SMEs by investing in multiple search funds launched by next-generation management candidates (searchers).

Through our investment in the "ICJ No. 1 Fund of Search Funds" established by Inclusion Japan, we support the growth of searchers aiming for business succession and the companies they succeed.

Other Initiatives

While the companies to be succeeded by searchers are fundamentally well-established companies in stable phases, our Group also invests in multiple venture capital funds. These funds target startups in their founding and growth phases, and we also promote innovation in our own business through collaboration with the companies we invest in.

Message from the General Manager of Planning Headquarters



Atsuhiro Sonoda,

Senior Managing Director, General Manager-Corporate Planning
Headquarters, and in charge of Takashimaya Archives, Takashimaya Co., Ltd.
Responsibilities: Corporate planning, finance, and information systems

Under our “Grand Design,” our Group is committed to creating attractive next-generation shopping centers with department stores at their core, leveraging our collective strength to meet expectations and remain worthy of the trust of our diverse stakeholders, thereby building a familiar platform that helps achieve fulfilling lifestyles.

Since its founding, our Group has cultivated a “Progressive Spirit,” and about 60 years ago, at the height of Japan’s high-growth era, we anticipated the coming motorization and opened Tamagawa Takashimaya S.C. on a lush riverside plot along Tokyo’s Tama River. In the years that followed, we continued to create commercial facilities that met the evolving needs of our customers and local communities.

In autumn 2023, we opened Kyoto Takashimaya S.C. in the bustling heart of Kyoto’s Shijo Kawaramachi district, incorporating innovative ideas such as next-generation IP content, and it has become a next-generation SC model that truly embodies “A familiar platform that helps achieve fulfilling lifestyles,” attracting large numbers of customers of all ages and genders.

The critical factor in creating such next-generation shopping centers is “managerial autonomy”—the ability to plan and execute necessary investments while constantly incorporating customer feedback, including renovations like refurbishments aligned with current trends at each shopping center and store, essential repairs to ensure customer safety, and equipment upgrades to enable stress-free visits and experiences.

To secure this “managerial autonomy,” our fundamental approach for the Group’s major commercial facilities is “asset-based management,” where we retain ownership of the assets whenever possible.

“Asset-based management” is essential for building a stable revenue base less susceptible to external influences, as well as for: (1) Co-creation with local communities; (2) Building long-term relationships with customers; (3) Solving local environmental challenges through product sales and service provision, while also functioning as a social infrastructure that serves as a disaster response hub in emergencies; and (4) Mutual prosperity with business partners and tenants operating within our department stores and shopping centers. Through “asset-based management,” we will strive to establish a familiar platform that helps achieve fulfilling lifestyles for all stakeholders, rather than pursuing short-term revenue, and

Message from the General Manager of Planning Headquarters

operate our business within a sustainable management environment.

I believe that the key challenge with “asset-based management” is becoming complacent about the absence of rental costs and avoiding risk-taking, without knowing whether the held assets are generating profits as intended. This situation risks significantly undermining the trust placed in our Group, as shareholders and investors—the providers of capital—may not sustainably receive the profits their invested capital should inherently generate. Therefore, as a measure to evolve the ROIC management introduced as a KGI in the first year of the current Medium-Term Management Plan, we implemented location-based ROIC and store-based BS for FY2025. By doing so, we aim to visualize the relationship between invested capital and earnings at each location and clarify the required profit levels, thereby improving the accuracy of management decisions and promoting the effective utilization of capital. Furthermore, as another approach to ROIC management, we clearly distinguish between core assets—comprising next-generation shopping centers that play a central role in our business strategy—and non-core assets that require review from a capital efficiency perspective. Particularly for non-core assets, we are optimizing our asset portfolio by selling or liquidating those with limited value based on metrics such as ROIC at the appropriate time. However, to evolve our ROIC management, it is crucial that we break down the ROIC tree for each store and company within our business portfolio—including department stores and shopping centers—and that each unit independently creates KPIs aligned with its role within the Group and executes them at the organizational level. Not only are we advancing efforts to ensure all Group members understand ROIC, but we are also moving forward with initiatives and mechanisms to encourage them to proactively break down the ROIC tree within their respective areas of responsibility and roles, and to set KPIs, all while fully recognizing its necessity.

Our Group plans to shift the focus of its business portfolio by 2031 toward areas with higher operational efficiency and sustainable growth potential, and we have begun sowing the seeds for this in our current Medium-Term Management Plan. Specifically, we are reviewing our business portfolio, which relies heavily on the mature domestic market and the department store business, and are actively making growth investments overseas—particularly in Vietnam, where future development is anticipated—centered on building next-generation shopping centers with a department store at their core. For this reason, during the current Medium-Term Management Plan period, investment in these overseas businesses will take precedence (“Investment Phase”). However, once the Grand Design has been realized and the Vietnam business is successfully on track, we anticipate reaping the benefits from these investments (“Harvest Phase”). Our Group has the dominant leading store in the ASEAN region, Singapore Takashimaya S.C.,

whose name is known throughout the region. Leveraging this overwhelmingly dominant regional flagship store, which took over ten years to grow to its current scale since opening in 1993, we will capitalize on this success to build next-generation shopping centers in Vietnam and other Asian markets.

Within the current Medium-Term Management Plan, which is the “investment phase,” we have clearly defined our capital policy as prioritizing growth investments and financial health and have quantitatively expressed the fundamental approach described above in the form of cash allocation. However, the demands of capital markets change daily, while the social expectations of our various stakeholders are also becoming increasingly sophisticated. While prioritizing the balance among growth investments, shareholder returns, and financial health, I believe it is necessary for our Group to maintain flexibility in its capital policy through dialogue with investors, including responding to demands for “management that is conscious of capital costs and stock prices.” Meanwhile, as the importance of sustainability in corporate activities continues to grow daily, I believe balanced and sustainable measures are necessary. Our Group announced the following five resolutions in October 2025, the midpoint of the current three-year Medium-Term Management Plan: (1) Clarify a progressive dividend policy with DOE as the primary metric, (2) Bring forward the target year for achieving a 30% dividend payout ratio to fiscal year 2026, (3) Focus on the total payout ratio in the next Medium-Term Management Plan, (4) Continue implementing flexible share buybacks, and (5) Promote diverse funding methods to reduce capital costs and improve ROE. This represents a flexible reassessment of our capital policy, based on consideration of capital costs and stock price, without waiting for the “harvest phase.” With respect to share buybacks, we will adopt ESG share buybacks, aiming to integrate financial strategy with sustainability by utilizing a portion of the proceeds as funding for ESG activities, thereby achieving both enhanced shareholder value and the creation of social value.

To realize these initiatives, it is crucial to inherit the values and culture—including the “Progressive Spirit” cultivated over our Group’s 190-year history—and to leverage the “power of people” that communicates them both internally and externally. We intend to build workplaces where the people who will lead our Group into the future can maintain their motivation while working safely and securely, and to invest in human capital to foster the “Progressive Spirit” necessary for creating next-generation shopping centers, while also focusing on archival activities essential for ensuring all employees within our Group share common values and cultural identity. Looking ahead, we will continue to uphold our “Progressive Spirit” and will serve as a familiar platform in each community at our 17 domestic and 5 overseas facilities and contribute to our stakeholders through next-generation shopping centers.

Financial Strategy

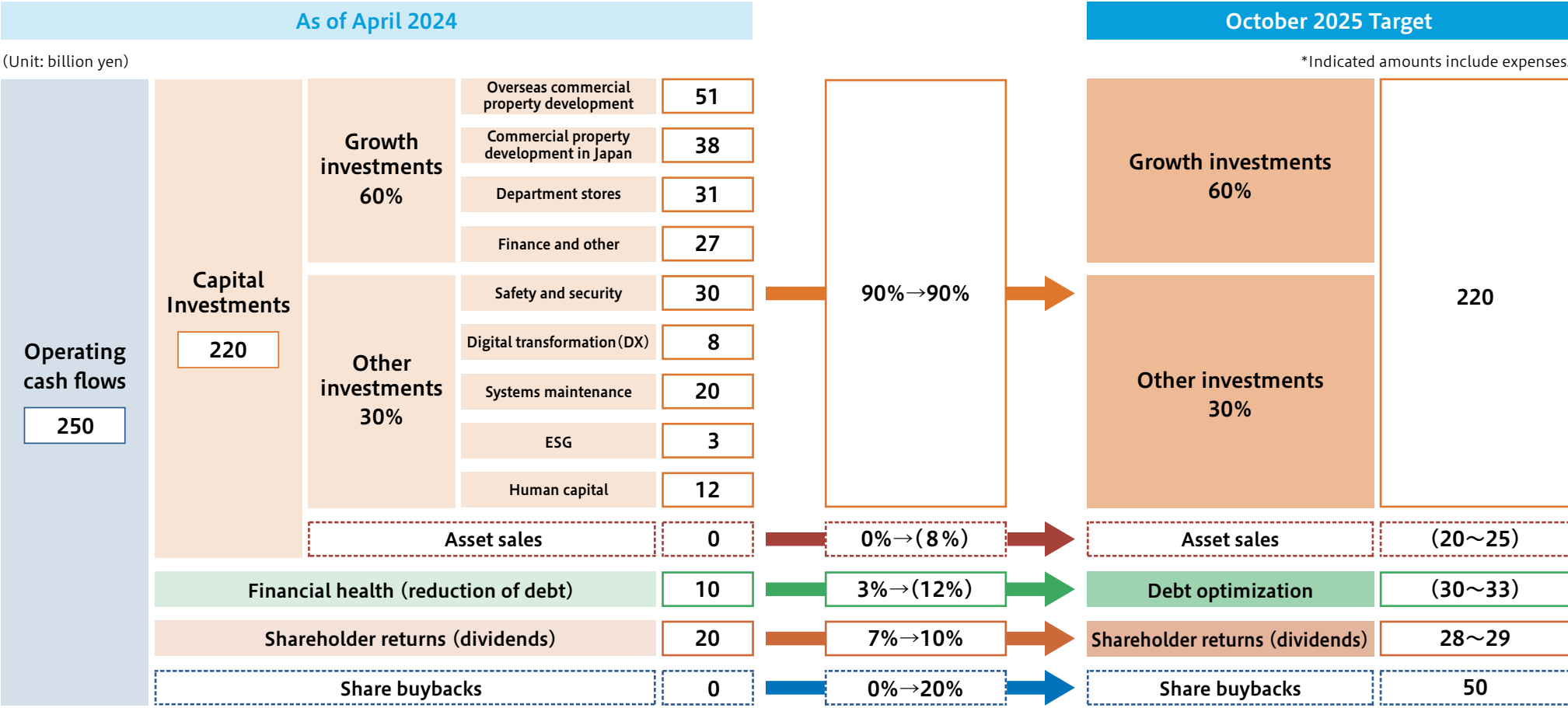
Strategic Investments – Cash Allocation (Cumulative FY2024–2026)

We expect to generate 250 billion yen in operating cash flow over the three years of our Medium-Term Management Plan, and will steadily execute strategic investments in overseas commercial development—a key growth driver for the Group, particularly in Vietnam—as well as ESG and human capital investments.

In terms of share buybacks, which were not initially planned, we executed approximately 30 billion yen in total across FY2024 and FY2025, utilizing accumulated cash and deposits,

along with proceeds from the sale of strategically held shares and non-core real estate assets.

We also plan to repurchase approximately 20 billion yen worth of treasury stock in FY2026. Furthermore, in light of the anticipated impact of the new lease accounting standards applicable from FY2028, we will proceed with leveraging debt while maintaining financial health and being mindful of the cost of capital.



Financial Strategy

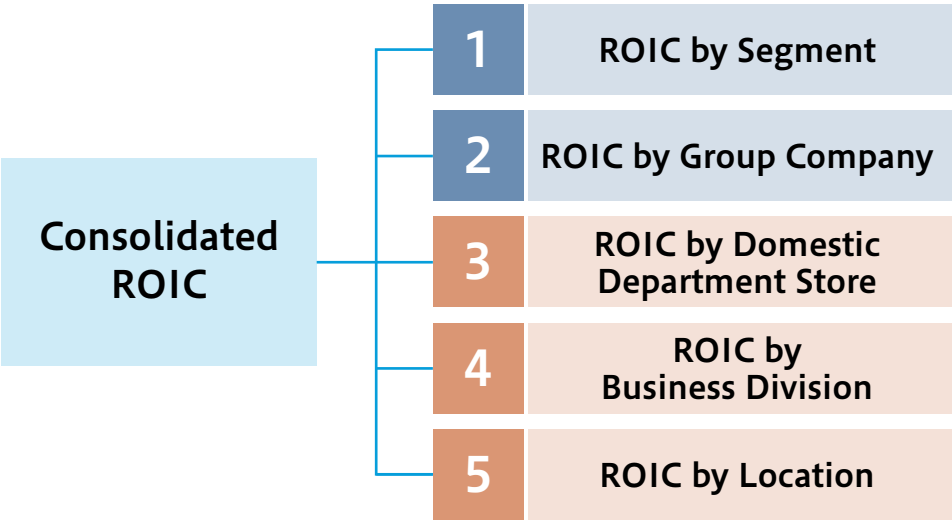
Promoting ROIC Management

To promote management focused on capital costs, we have adopted ROIC as a management indicator and aim to continuously widen the spread between ROIC and WACC.

While the Group as a whole aims to improve “Consolidated ROIC” benchmarked against the consolidated WACC (4.8% in 2024), we have developed breakdown metrics to help each department store, business division, and Group company recognize ROIC as a more accessible indicator.

Specifically, in addition to the existing segment-based and Group company-based ROIC, we introduced a “store-based BS” for domestic department stores starting in FY2025, establishing ROIC targets for each store and business division.

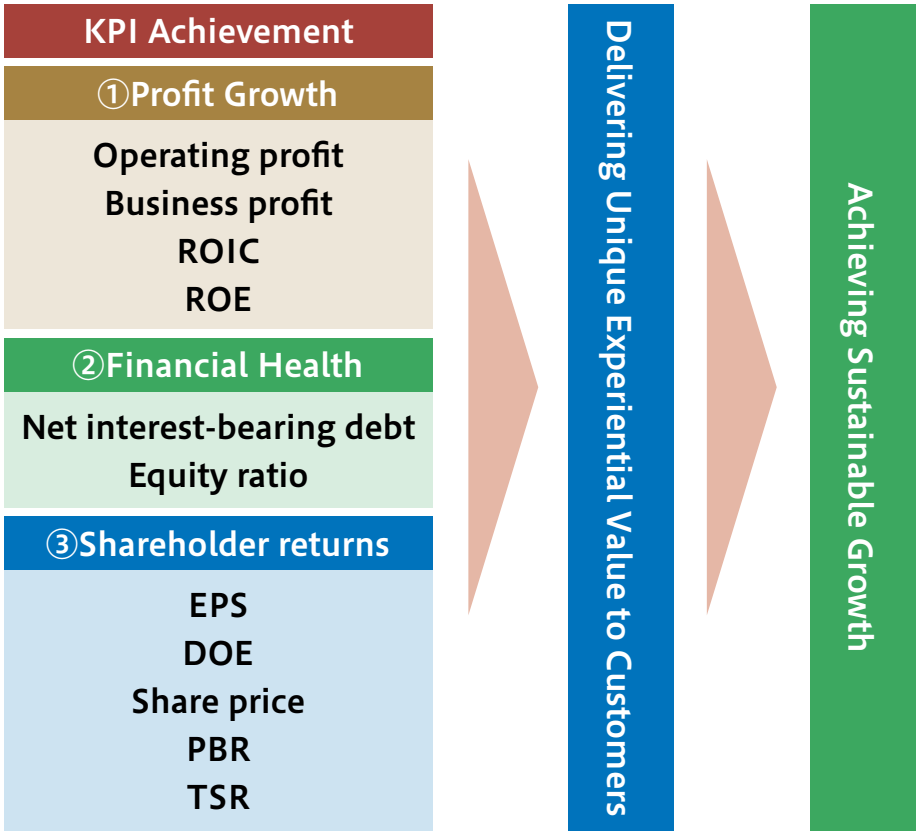
Furthermore, we have established a “location-based ROIC” that embodies the concept of seamless operations in quantitative targets, aiming to improve the capital profitability of each location (the entire shopping center) by integrating the department store business and commercial property development business.



Financial KPIs

Our Group promotes three pillars as its financial strategy: “Profit growth,” “Financial health,” and “Shareholder returns.”

To achieve our ideal position for 2031, we will maximize the effectiveness of these three pillars and drive sustainable growth by delivering unique experiential value to our customers.



Human Capital Management / Human Capital Strategy

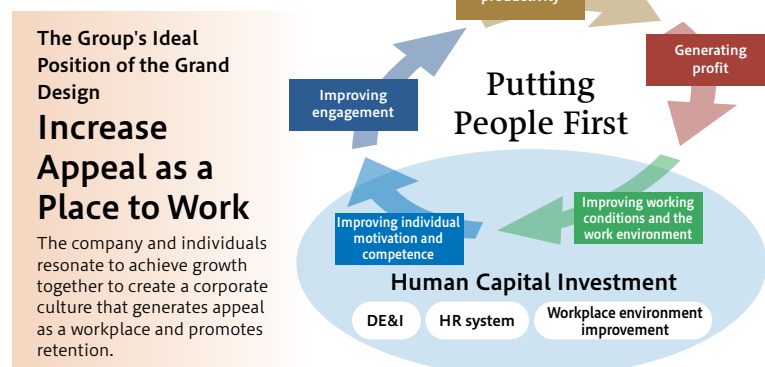
The “ideal organization” and the “ideal human capital profile.”

Promoting Human Capital Management

Investment in “human capital,” which is directly linked to a company’s sustainable growth and value creation, is a strategic investment that is vital to achieving a balance between social sustainability and business profitability.

To maximize the value of our people—individuals with high levels of expertise and diverse values—we focus on DE&I, HR systems, growth support, and workplace environment improvements.

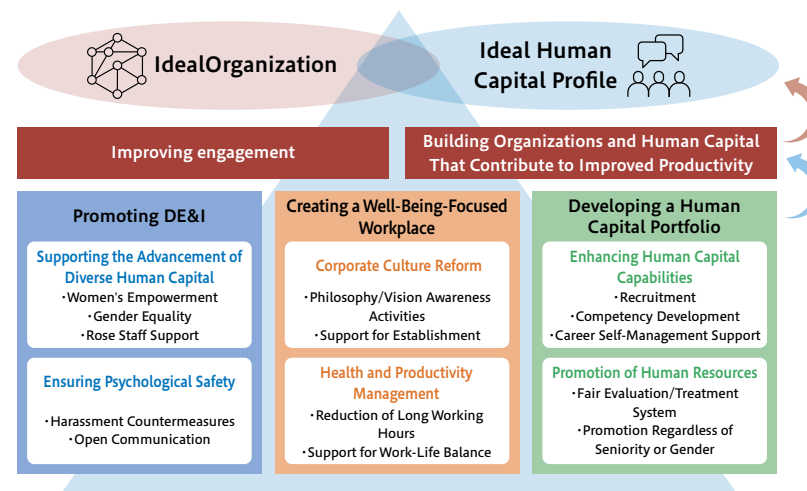
We will pursue human capital management to become a corporate Group that delivers results across all domains, enabling all employees—including temporary employees seconded by our business partners—to thrive autonomously and dynamically.



Basic Approach to Human Capital

To realize the “ideal organization” and “ideal human capital profile” envisioned by our Group, it is essential to build organizations and cultivate human capital that contribute to enhancing employee engagement and productivity.

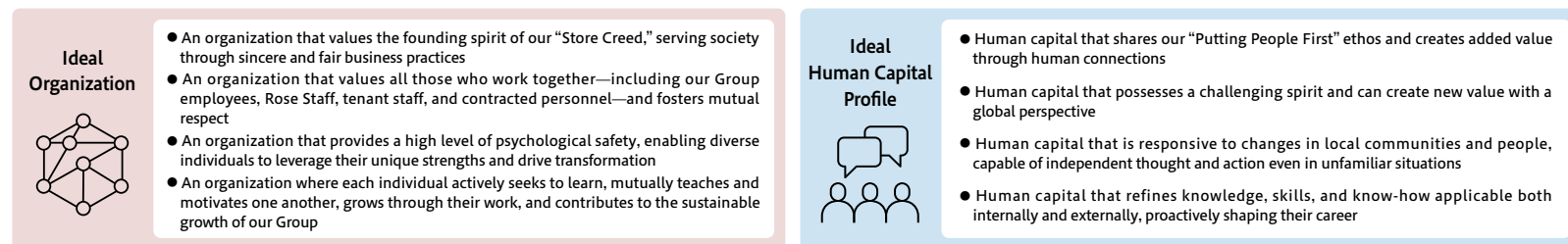
In formulating our human capital strategy, we prioritize promoting DE&I, creating a well-being-focused workplace, and developing a human capital portfolio, driving concrete initiatives across six key areas.



Our Group's “Ideal Organization” and “Ideal Human Capital Profile”

To achieve seamless value creation encompassing not only our department stores and shopping centers but also our expanding and growing business domains, we have redefined our Group’s “Ideal Organization” and “Ideal Human Capital Profile.”

We will share common values among all employees to drive further corporate growth.



Human Capital Management / Human Capital Strategy

Human Capital Development Policy

Our Company has established a basic policy for human capital development geared towards “making us more profitable,” “improvement of organizational capabilities,” and “improvement of job satisfaction,” and we are committed to human capital development that takes into account both the social environment and the changes of the times.

Against the backdrop of dramatic changes in the social environment, the transformation of business with a view to the future is essential for the sustainable growth of companies.

To this end, we believe it is important for a diverse range of human capital to proactively develop skills and shape careers autonomously.

The cornerstone of our human capital development is on-the-job training (OJT).

Through OJT, employees acquire the knowledge and skills required to carry out their work, as well as the work practices that can only be gained on the job, thereby enhancing their practical skills and problem-solving abilities.

In addition, through a diverse range of off-the-job training, we organically combine training that is tailored to the rapidly changing environment to foster creative and innovative thinking, as well as planning skills.

Improving Employee Engagement

As a key element of Human Capital Management, we are promoting initiatives to visualize and improve employee engagement, including across Group companies.

By simultaneously assessing mental health (stress) and engagement, we conduct detailed analyses of the organization's current state, leading to revisions in various HR system operations and workplace-level improvements.

Furthermore, regarding our domestic department stores, it is essential that we increase appeal as a place to work for our partner employees (Rose Staff at department stores) who serve on the front lines of sales.

Through comprehensive satisfaction surveys conducted with Rose Staff, we gain a solid understanding of their “desire to work for our Company,” and by continuously implementing improvement measures, we enhance satisfaction and strengthen sales capabilities.

Taking various survey results into consideration, we are promoting a range of initiatives, including setting store holidays, improving welfare facilities (such as employee cafeterias and break rooms), and raising awareness through video training on communication methods.

Work Engagement Survey Results

2024	2023	Year-on-Year Comparison
51.5	51.1	+0.4

*Our Group's deviation score (calculated by an independent survey company)

Rose Staff Satisfaction Survey

2024	2023	Year-on-Year Comparison
6.46	6.25	+0.21

*10-point scale evaluation (our internal survey)

Competency Development System

While OJT is the foundation of our training, we also offer a range of training courses to help employees systematically develop their careers, including programs to acquire the basic business skills required of working professionals and programs to develop specialized skills by job type or genre.

We have also established an environment where all employees, regardless of employment type, can equally participate in training, with some exceptions for certain programs.

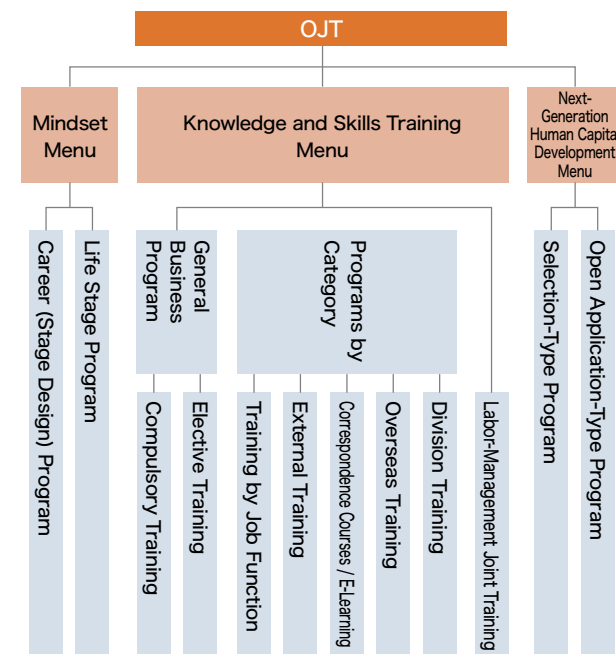
Among our training offerings is the “Overseas Training Program,” designed to develop expertise in overseas business strategy and overseas store operations, and in FY2024, we dispatched long-term trainees to Siam and Ho Chi Minh City, fostering human capital capable of playing a role globally while embracing diverse values and cultures.

Furthermore, in addition to our existing support for correspondence courses and qualification acquisition costs, we introduced a “Qualification Acquisition Celebration Bonus System” in April 2025 to promote individual career autonomy and enhanced expertise.

In terms of enhancing individual digital skills for DX promotion, we have made the nationally certified “IT Passport” exam

mandatory for all directors and management as a foundational IT knowledge requirement, while also encouraging employees to acquire it. Currently, 233 employees (across all domestic department stores) have obtained certification. We have also established internal digital skill standards for the department store business and set actionable goals for skill improvement and practical application every six months, advancing initiatives for operational improvements and work-style reforms through the development of digital human capital.

Competency Development System Chart



*The above competence development system chart currently only applies to domestic department stores.

Human Capital Management / Human Capital Strategy

Assessment

Once a year, we conduct a “Competency Assessment” to clarify the discrepancies between the “skills and abilities” required for each job and the employee’s current skills, and to reflect this in future competency development plans, along with a “Self-Assessment” to express the employee’s own intentions regarding career path and plans.

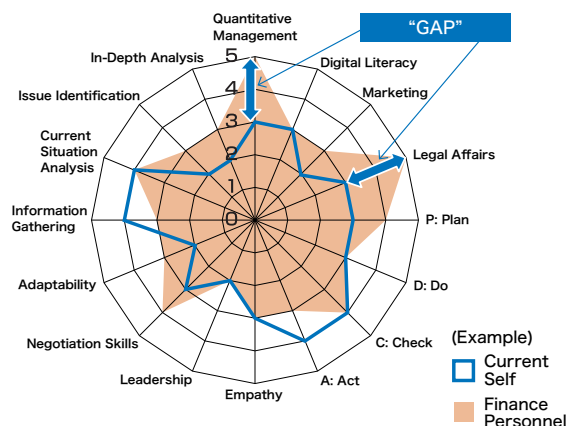
By connecting this to optimized staffing and effective human capital development, we drive both individual competency improvement and enhanced overall organizational performance.

With regard to the Competency Assessment, we utilize the Job Description as a benchmark for achieving desired future roles (career development).

Both the employee and their supervisor mutually evaluate the employee’s competencies against each item defined in the Job Description.

After identifying competency gaps required for the role, the employee and their supervisor discuss and establish the annual competency development goals and a development plan—including OJT—at the beginning of the following year.

This process is integrated with the biannual performance appraisal goals and feedback discussions, creating a system that links organizational goal achievement with individual growth.



Career Self-Management Support System

We believe that when each individual takes ownership in shaping their career vision, it leads to growth for both the person and the Company; hence, we have established a comprehensive system to support career self-management, including setting up a career consultation desk both inside and outside the Company, implementing Self-Career Dock programs, and introducing diverse internal roles through videos.

At the consultation desk, qualified personnel provide support to help individuals reflect on their careers, ensuring everyone—regardless of age or employment status—can grow through their work and find greater job satisfaction.

Furthermore, we introduced the Self-Career Dock program, which provides career training and support interviews at key promotion and age milestones, to promote career development, enhance expertise, and foster growth for both individuals and the Company.

From 2024 to 2025, we conducted Self-Career Dock sessions for employees promoted to section chief and department manager levels, as well as those reaching age 40, with a total of 171 participants.



The consultation desk is introduced on the website for employees.

Group Company Human Capital Development

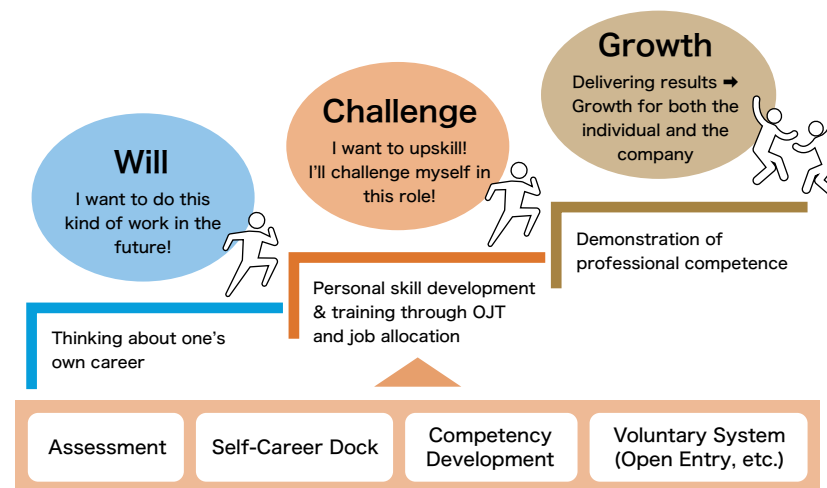
Growth Support to Sustain the Industry Competitiveness of our Group Companies

Takashimaya Financial Partners Co., Ltd.

As a comprehensive financial services provider spanning six domains—credit card operations, money lending, financial product brokerage, trust agreement agency services, insurance agency services, and banking agency services—we offer various support programs (*conditions apply) to cultivate specialized human resources for these operations, including full reimbursement of examination fees for 20 types of qualifications such as Chief of Money Lending Operations, Securities Sales Representative, and CFP® certification, as well as monthly “qualification allowances” for certified individuals.

As of August 2025, our specialized human resources are active across various fields, with 340 certified Non-Life Insurance Agents, 236 certified Life Insurance Agents, and 171 Chief of Money Lending Operations having acquired their qualifications.

Furthermore, aiming to enhance expertise, we are also working towards obtaining qualifications such as CFP®, 1st Grade Certified Skilled Professional of Financial Planning, Licensed Real Estate Transaction Agent, ARES Certified Master, and AML/CFT Officer (Anti-Money Laundering Officer).



Human Capital Management / Human Capital Strategy

Open Entry / FA System

A system that utilizes job rotation to fulfill individuals' desired roles and career challenges. By allowing employees to take the initiative and by giving them the opportunity to realize their ambitions, this system fosters advanced expertise and autonomous career development for each person.

Employee Interview

Utilizing the “voluntary” system, I’m able to demonstrate my abilities in my desired role. I’m experiencing daily growth and a sense of fulfillment.



Tatsuya Hotta, Manager, Content Group, Sales Department, EC Division, Takashimaya Co., Ltd.

Since joining the Company, I gained experience in men’s apparel, followed by many years in planning and publicity for department stores.

The COVID-19 pandemic made me reflect on my career.

While our stores remained closed for extended periods, the shift toward EC accelerated rapidly, making it essential for the Company to compete on both physical store and EC fronts.

To differentiate ourselves from major EC specialists, the curatorial and proposal capabilities honed in department stores became crucial, and I believed my experience in planning and publicity could be leveraged in this area.

It was then that I learned about an open entry position in the EC Division.

I had not paid much attention to our Company’s various HR systems before, but I discovered they offered diverse mechanisms to help shape one’s career path, so I decided to raise my hand.

Previously, I was just a staff member, but after transferring to the EC Division, I became a manager for the first time, and I now realize daily how pooling the strengths of my team members leads to better results.

EC is a “convenient platform” accessible 24/7 from anywhere in the world.

To transform our department stores into an attractive, contemporary platform, I am constantly exploring what we can achieve from an EC perspective.

Global Buyer Development Program (Paris/Milan)

In addition to our Overseas Training Program, which enables employees to acquire overseas business strategies and store management expertise, we offer a Global Buyer Development Program where employees receive training at our European representative offices.

By gaining diverse experience in buying, we are developing human capital well-versed in overseas craftsmanship, particularly in fashion.

Employee Interview

What I learned during my training in Milan has given me confidence in my job responsibilities.



Tomohiko Hashiyama, Buyer, Men's Clothing, Accessories and Sports Clothing Division, Merchandising Headquarters, Takashimaya Co., Ltd.

I originally had an interest in fashion, particularly men’s apparel, and also had an inclination towards overseas opportunities, which led me to join this Company with its well-established training system.

I applied for the Global Buyer Development Program and worked at the Milan (Italy) office for two years.

I was responsible for researching the latest European trends and sharing the insights gained from visiting manufacturing sites with the MD Headquarters.

What I focused on most was coordinating efforts for the remodeling and renovation of our in-house curated sales floors.

While challenging, it was an incredibly positive and enriching experience.

Currently, I primarily handle key business partners for men’s apparel and am working to expand sales and profits.

Additionally, I manage the item-curated open sales floor, handling purchasing for domestic and international factory brands, as well as sales promotion planning.

I feel my overseas experience has been invaluable in various aspects of my work, including purchasing operations and negotiations with business partners.

Looking ahead, I would like to deepen my knowledge in the field of marketing and thoroughly consider our market position and current demand, so that we can meet our customers’ expectations with our product lineup.

Human Capital Management / Human Capital Strategy

Permanent Employee Conversion Program

Through our Permanent Employee Conversion Program, 56 contract employees (on open-ended contracts) have been converted to permanent employees over the past three years.
We support individual career advancement by helping employees define their career vision and enhance their capabilities through assessments and diverse skill-development programs.

Employee Interview

Encouraged by those around me, I challenged myself with the Permanent Employee Conversion Program. It also served as an opportunity to reevaluate my career path.



Yuki Yoshida, Manager, Ladies' Wear and Ladies' Underwear, Sales Department 2, Nihombashi Store, Takashimaya Co., Ltd.

I've experienced working at various companies over the years. I applied for employment at Takashimaya because I felt it was an industry where I could leverage both my administrative and sales experience, but the deciding factor was that the Company offers opportunities for women to thrive and a clear path to permanent employment.
Although I started as a contract employee, I actively voiced my ideas and observations whenever possible.
The supportive environment that embraced these contributions further motivated me, and my wish came true when I was hired as a permanent employee, now serving as a manager overseeing the sales floor.
Seeing people in various roles on the sales floor makes me appreciate our Company's extensive personnel system all over again.
Personally, I find work that leverages people's strengths incredibly enjoyable and rewarding. I hope my example can serve as a model for other team members, and I want to convey that every possibility is open to them, encouraging each to envision their own career path.

Mid-Career Hires / External Recruitment of Specialized Human Capital

We are strengthening our mid-career recruitment efforts to build a diverse human capital portfolio. In FY2024, nine individuals possessing expertise in information systems, out-of-store sales, fine arts, and other specialized fields joined our Company.
By leveraging the advanced skills and expertise accumulated outside the Company by individuals who share our Group's philosophy and values, we are driving further growth for the entire Group.

Employee Interview

Joined Takashimaya after working at a major food manufacturer. Contributing to strengthening sales capabilities in a workplace where I can utilize my cultivated skills.



Yukako Morishita, Store Merchandiser, Japanese and Western Confectionery, Sales Department 5, Nihombashi Store, Takashimaya Co., Ltd.

Upon graduating, I joined a food manufacturer where I worked in proposal-based sales and marketing.
While I found the work very rewarding, there were no female role models continuing their careers at that workplace, so as I approached the age of 30, I began job hunting with the premise of leveraging my experience.
What I have come to appreciate since joining this Company is that a department store offers such a wide and in-depth range of work that it allows people to utilize various expertise. I joined the Company as a Food Buyer in the MD Division.
Even while taking maternity and childcare leave, I handled various duties, and my previous professional network and experience in planning proposals helped me initiate and realize new projects with chocolatiers and importers for Valentine's Day events, while my experience in cold calling untapped suppliers proved valuable in developing new patisseries. Currently, as a Japanese and Western confectionery buyer assigned to the Nihombashi store, I'm striving to create a sales floor that makes us the "go-to" destination for sweets among customers in the local area.

Evolution and Deepening of “Machi-dukuri”

The Group-wide “Machi-dukuri” Strategy

Our Group's “Machi-dukuri” strategy is based on two concepts.

The first is to “fulfill our role as a community anchor,” which specifically means creating a thriving community and increasing foot traffic around our Group's facilities and working in partnership with local communities and governments.

The second is to “maximize the appeal of each property.”

This involves creating new commercial facilities that only the Group can produce by pooling the expertise of each of our businesses and pursuing the concept of customer lifetime value.

To date, we have been promoting “Machi-dukuri” projects based on the above concepts both in Japan and overseas.

Where ? Creation of Value

Fulfilling role as a community anchor

Aim to coexist with communities by
using the appeal of our properties
(commercial facilities) to generate
vitality for each town.

Maximizing the appeal of each property

Apply our collective know how toward
creating next-generation commercial
facilities that uniquely pursue customer
satisfaction.



Domestic Area Development

History of Development at Tamagawa Takashimaya S.C.

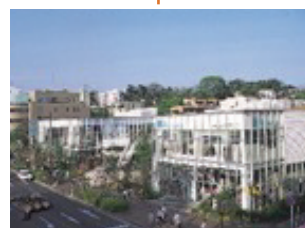
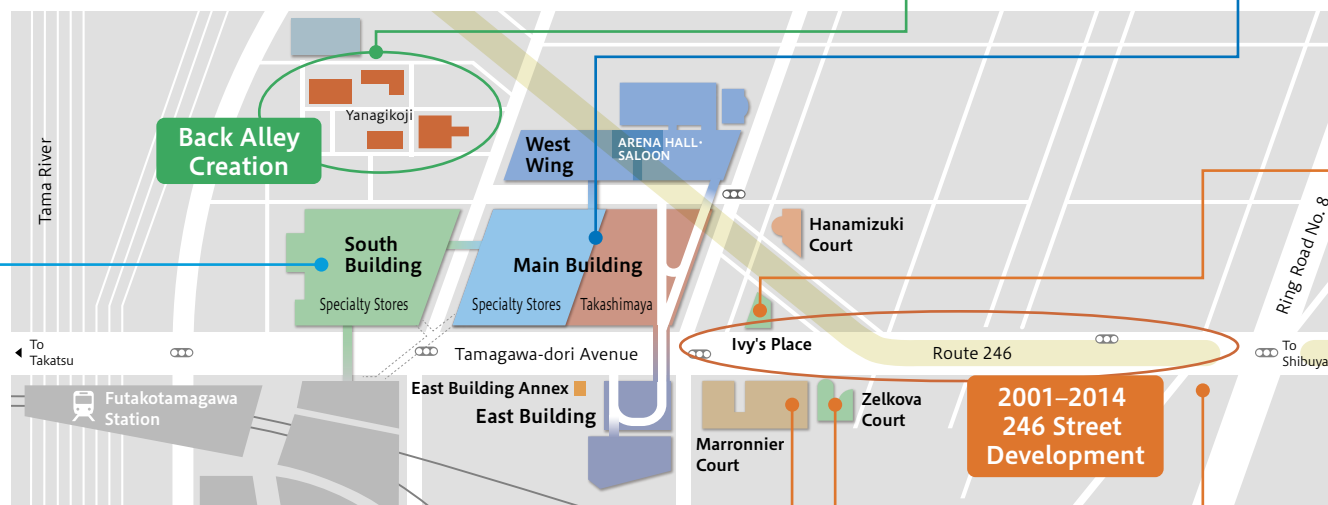
Tamagawa Takashimaya S.C. adopted the fundamental approach of “creating a shopping center open to and integrated with the town” from its origins in pioneering suburban location development. Beyond improving the surrounding environment, it has realized a Machi-dukuri (community development) concept where people can enjoy strolling and exploring through comprehensive area development. From 2001 to 2014, the “246 Street Development” project transformed former factory sites and street-level parking lots along the old Route 246 into commercial facilities adorned with greenery. Over nearly two decades, it expanded the neighborhood with additions like Marronnier Court and Ivy's Place. Furthermore, to create charming “back alleys” – an atmosphere difficult to express within the shopping center itself – we developed the “Yanagikoji” area, featuring cobblestone paths reminiscent of traditional Kyoto townhouses, adding depth to the neighborhood.



1977
Opening of
South Building



2003
South Building
Expansion



2001
Opening of
Marronnier
Court



2000
Opening of
Zelkova
Court



1998
Opening of
Garden Island
※Closed in 2024



2004–2010
Opening of Yanagikoji



1969
Opening of
Main Building and
East Building



2014
Opening of Ivy's Place

Domestic Area Development

Recent Renovation Projects at Tamagawa Takashimaya S.C.

Marking its 55th anniversary in 2024, the shopping center is undergoing a mid- to long-term renovation plan. In autumn 2023, we established the foundational concept “Back to Basics: The TAMAGAWA Hometown Concept,” outlining three core strategies to provide a “just right” place for local residents and strengthen community engagement. The plan will be continued into the future.



Comments from the Project Lead

Toshihiko Mukasa, Group Manager, Facility Planning Group, Business Creation Division, Toshin Development Co., Ltd.

The project “P.” undertaken by my team was a group effort completed by overcoming numerous challenges. Unlike typical food courts, it achieves a unique lively atmosphere and fosters natural communication between counter-seat customers by having staff from multiple eateries share a single open-counter kitchen.

This design stems from our unique facility development approach.

By planning and designing all spatial elements—including the interior, furniture, and lighting—in-house to create an environment with a unified concept, I believe we achieved a surprisingly “comfortable space” despite the coexistence of four distinct eateries.

This project required constant trial and error from conception to construction, as we couldn't rely on past development experiences, but I feel it has laid a valuable foundation for our future direction: moving beyond “real estate” to creating “places for people.”

March 2025

Renewal of South Building Atrium Garden



Under the concept of “Digital Art Resonating with the Town and ‘Breathing’ Architecture & Displays,” three large LED cubes—including an impactful, design-focused six-meter cube—were newly installed on the South Building's facade.

This created a form of “variable information dissemination.”

By removing the louvers that once covered the building, the previously enclosed atrium space has been opened to the streets.

It now serves as the hub for the entire Tamagawa Takashimaya S.C., connecting the East and West sides of the town, straddling Futakotamagawa Station.

April 2025

West Building Street Food Court “P.”



Part of the sidewalk along West Building Street has been expanded, and the planting strips have been completely renewed.

The street has been redesigned into a new, park-like setting where people can relax comfortably.

Midway along the street, the food court “P.” was opened.

Comprising four restaurants rooted in the community and representing diverse cultures and styles, this space aims to create new connections through food.

Moving forward, we will continue to create destinations where the visit itself becomes the purpose, respecting the area's unique character and the passage of time in its buildings, and creating a shopping center that evolves alongside the community.

2027

Food Floor Integration and Full-Scale Renovation



Currently, the “integration and full-scale renovation plan” for the B1F food floor is underway. We are aiming for seamless integration of the entire floor and services, leveraging the strengths of our Group, including the department store's product selection, curatorial capabilities, services, and customer base, alongside the operational framework and product offerings of specialty stores.

With respect to the floor layout, we are reorganizing zones where department store and specialty store offerings coexist.

Regarding services, we are standardizing elements, including payment methods, to enhance customer convenience.

Furthermore, we aim to increase the appeal of the sales areas by introducing new content such as unique event features and eat-in options.

2022

Project Launch

2023 Formulation of Basic Strategic Concept

Back to Basics: The TAMAGAWA Hometown Concept

1 Compacting Circulation Routes

Clarifying the role of each building and reorganizing commercial areas

2 Cultivating Entertainment Value

Offering vibrancy, enjoyment, and entertainment beyond shopping

3 Creating Associations

Fostering connections among local residents and coexistence with the community

2024–2025 Partial completion of plans

–2027

Plans in progress

Contributing to Community-Oriented “Machi-dukuri”

Talk Session: Mayor Izaki of Nagareyama City × President Kuramoto of Toshin Development

The Development of Nagareyama City: Where Nature and People Coexist in Harmony and the Role of Nagareyama Otakanomori S.C.



Yoshiharu Izaki,
Mayor of Nagareyama City,
Chiba Prefecture

Shinsuke Kuramoto,
President and Representative
Director,
Toshin Development Co., Ltd.

Nagareyama City has achieved remarkable growth among cities nationwide, becoming a much-loved neighborhood that meets the diverse needs of its residents.

Its permanent population has increased by over 20% in the past decade, primarily driven by generations raising children.

Among the key contributors to creating a vibrant city center is Nagareyama Otakanomori S.C., developed and operated by our Group company, Toshin Development.

Mr. Izaki, Mayor of Nagareyama City, and Mr. Kuramoto, President of Toshin Development, talk about Nagareyama City's growth process, the development and community contributions of Nagareyama Otakanomori S.C. since its opening, and future prospects.



Nagareyama Otakanomori Area Map
(As of September 2025, operating with 10 facilities)

Contributing to Community-Oriented “Machi-dukuri”

In 2003, the Izaki administration began. The vision set forth for the future of Nagareyama City.

— Foreseeing the development of Nagareyama City
Realizing “A green, high-quality living environment and a comfortable urban environment” —



Mayor Izaki: I've been a resident of Nagareyama City since 1989, and even back then, I was drawn to its charm as an area that is lush with beautiful greenery and a tranquil atmosphere. On the other hand, it was also true that the town's name recognition was relatively low even within Chiba Prefecture, which I found frustrating. It was during this time that plans emerged for the Tsukuba Express (hereafter “TX”) to commence operations in 2005, leading to progress in land readjustment along the railway line. Sensing Nagareyama's potential for growth, I decided to take the lead, establish a vision, and strategically shape the city, becoming mayor in 2003. The vision I set forth was “to develop a green, high-quality living environment and a comfortable urban environment, making it an area of choice.” We launched a community development initiative targeting DEWKs (dually employed with kids) as our strategic focus. In this context, it was essential to collaborate with a powerful developer who shared my vision for creating a “comfortable urban environment.”

When I was told that Toshin Development had been selected as our partner through the public bidding process*, I was extremely pleased.

Because I was already familiar with their development achievements in Tamagawa.

*Conducted by the Urban Renaissance Agency

A challenge undertaken with high hopes for Nagareyama City's potential.

—Mayor Izaki's passion and the town's potential inspired both expectation and conviction—

Kuramoto: I found myself in strong agreement with many aspects of Mayor Izaki's vision for community development.

At the same time, I thought the Nagareyama Otakanomori area held significant potential in three key areas.

First, its transportation convenience.

Nagareyama-otakanomori Station serves as a transfer point between TX and the Tobu Noda Line (Tobu Urban Park Line), and given the high number of passengers using the station, a correspondingly large number of visitors to the station area can be expected, which is a crucial point for a commercial location.

Second, the surrounding commercial catchment area is relatively affluent.

In addition, I thought the area's overall growth would continue to be promising due to the community development initiatives promoted by Mayor Izaki.

And third, the area possesses a story-worthy natural environment. The fact that there is a forest inhabited by goshawks, combined with the station name “Nagareyama Otakanomori” (literally “Nagareyama Goshawk Forest”), lends a certain narrative quality to the place, which led me to conceive the idea of a “Woodland Town Center.”

Mayor Izaki: In terms of Nagareyama Otakanomori S.C., the City of Nagareyama also submitted requests during the development planning stage to ensure it would meet the diverse lifestyle needs of residents.

Kuramoto: Indeed.

We received numerous requests regarding the tenant mix—specific industries, business formats, and content exclusive to Chiba Prefecture—and we worked to realize as many of these as possible. Conversely, we also made requests to Nagareyama City, such as connecting Nagareyama-otakanomori Station to the shopping center via a pedestrian deck.

— It was precisely because we had our own original Group content, “Takashimaya Food Maison,” that we were able to gain the upper hand in the battle for major tenants against nearby competing shopping centers —

Kuramoto: The biggest challenge in executing the plan was “attracting a steady flow of customers.”

At the time, residential areas were sparse in the vicinity of the station, making it essential to attract large tenants with strong drawing power.

However, a competing shopping center of similar scale was also under development in the Kashiwanoha Campus area near the neighboring station, inevitably leading to overlapping catchment areas and triggering fierce competition for tenants.

One major factor that gave our company an advantage in tenant recruitment was the “Takashimaya brand.”

The development and decision to open “Takashimaya Food Maison,”



The “Takashimaya Food Maison,” featuring a collection of attractive “department store basement” shops

Contributing to Community-Oriented “Machi-dukuri”

a department store basement concept uniquely within our Group’s capabilities, attracted significant interest from many tenants and accelerated subsequent lease negotiations.

Furthermore, by attracting a large-scale supermarket in addition to “Takashimaya Food Maison,” we formed a “double anchor” for food, creating a convenient shopping center format that attracts daily visits from residents along the railway line and in the surrounding neighborhoods.



— Commitment to the “Green Chain Strategy” for a city rich in nature and greenery —

Kuramoto: Next, we carried out a plan to realize the “Nagareyama Green Chain Strategy,” a policy championed by Mayor Izaki. I was very much in agreement with Mayor Izaki’s unique idea of treating nature and greenery as valuable assets of the city and creating rich environmental value for the entire city by linking the environmental value of individual development projects.

Mayor Izaki: The “Nagareyama Green Chain Strategy” has been a long-cherished ambition of mine since I first became mayor, and I believed that by collaborating with Toshin Development, which has extensive expertise in urban greening, we could achieve a symbolic initiative for this strategy.

In addition to the request regarding attracting tenants mentioned earlier, I also requested that trees be planted around the perimeter of the shopping center to realize a “green and high-quality living environment.”

The actual result is truly remarkable, and I am deeply grateful for

Toshin Development’s responsiveness.

The Nagareyama Otakanomori S.C. development, advanced over 20 years with Nagareyama City.

— “Woodland Town Center” Nagareyama Otakanomori S.C. opens in 2007 —

Kuramoto: Based on the concept of “Woodland Town Center,” we opened the Main Building of the shopping center in 2007. While the local population was still sparse at the time of opening, the advantages—“30 minutes to central Tokyo via TX, abundant nature, and a shopping center and department store basement food floor right in front of the station”—gradually gained recognition, accelerating the influx of DEWKs into the Nagareyama Otakanomori area.

Despite a temporary slowdown due to the 2011 earthquake, customers subsequently stabilized, and I believe that the management of the shopping center also became more stable.

Mayor Izaki: Since 2009, we’ve promoted the catchphrases “If you’re going to be a mother, choose Nagareyama City” and “If you’re going to be a father, choose Nagareyama City” as symbolic slogans for Nagareyama City.

They not only express how Nagareyama is a great place to raise children but also convey that it’s an area where both mothers and fathers can enjoy their own lives to the fullest.

I believe these slogans have significantly contributed to the city’s branding.

— Convinced of the city’s further development, a move toward comprehensive development —

Kuramoto: Once the main building’s operations stabilized, we transitioned to a phase of comprehensive development of the surrounding area.

This shift was driven by our conviction that Mayor Izaki’s various policies would sustain population growth and further enhance the potential of the Nagareyama Otakanomori area.

For instance, when we opened “Kokage Terrace” in 2018, we enlisted the cooperation of TX and secured the creation of a new ticket gate called the “Kokage Terrace Exit” at Nagareyama-otakanomori Station.

This episode demonstrated how our initiatives are steadily expanding, gaining support not only from Nagareyama City but also from other businesses.

Most recently, to coincide with the 2022 opening of ANNEX2, we developed a promenade called “GREEN PATH” under the TX elevated tracks.

This space is designed to serve as a hub connecting surrounding facilities while also providing a relaxing space for people.

About present-day Nagareyama Otakanomori S.C. and Nagareyama City.

—Focusing on community building—

Mayor Izaki: Through the comprehensive development by Toshin Development, the Nagareyama Otakanomori area has realized a green and comfortable “third place.”

At present, we are focusing on utilizing this to build a community that is unique to Nagareyama City.

Community building that leverages a sense of place is an important element of “Machi-dukuri”.

Nagareyama City recruits and certifies local artists as “Vibrancy Artists” and actively supports events where local residents play a leading role.

Kuramoto: The location is “Woodland Town Square,” owned by Nagareyama City, which spreads out in front of the Main Building of the shopping center.

Our company handles its operations and management.

We host over 150 events annually, including music performances and flea markets, in an effort to build a community through public-private collaboration.

Allowing local residents and private companies to hold events freely in a public space is no small feat.

My initial expectation that “this city has incredible potential!” was

Contributing to Community-Oriented “Machi-dukuri”

indeed correct.

Mayor Izaki: Currently, new housing in the city, including apartment buildings, is nearly sold out, and the existing home market is also thriving. We anticipate continued population growth centered around DEWKs, which should be accompanied by an increase in children. I hope Nagareyama Otakanomori S.C. will continue to serve as an icon of the area, helping residents truly appreciate the value of continuing to live in Nagareyama.

The future vision of Nagareyama Otakanomori S.C.

— Transition to a next-generation shopping center and conclusion of a Comprehensive Partnership Agreement —

Kuramoto: Looking ahead, I believe Nagareyama Otakanomori S.C. must also advance its transformation into a next-generation shopping center.

A key element of this is “developing its functions as a social infrastructure.”

Nagareyama Otakanomori S.C. already possesses the qualities to function as a social infrastructure, a “large facility that everyone knows about and is conveniently located.”

Beyond serving as an evacuation shelter during the increasingly

frequent and severe disasters, we plan to contribute even more to regional preservation and revitalization than ever before, functioning as a place for interaction that recreates the increasingly tenuous connections between people, and as a hub for disseminating culture and the arts.

In 2023, Nagareyama City and our company also concluded a Comprehensive Partnership Agreement.

While solving social issues has traditionally been primarily the role of government, private companies will also be urged to adopt a “social good” approach, tackling social challenges through their business activities.

— From SC (Shopping Center) to SCC (Sustainable Community Center) —

Kuramoto: I believe the essential elements for future shopping centers are “community” and “sustainability.”

In a society facing population decline, a certain degree of consolidation within Japan’s shopping center industry is inevitable. Within this context, I believe shopping centers that are deeply rooted in the local community, address regional social challenges, and contribute to local development are the ones that can achieve sustainable growth.

As such, I would like Nagareyama Otakanomori S.C. to play a pioneering role, evolving further from an SC (Shopping Center) to an SCC (Sustainable Community Center).



The “Woodland Town Square,” serving as a community gathering place through various events

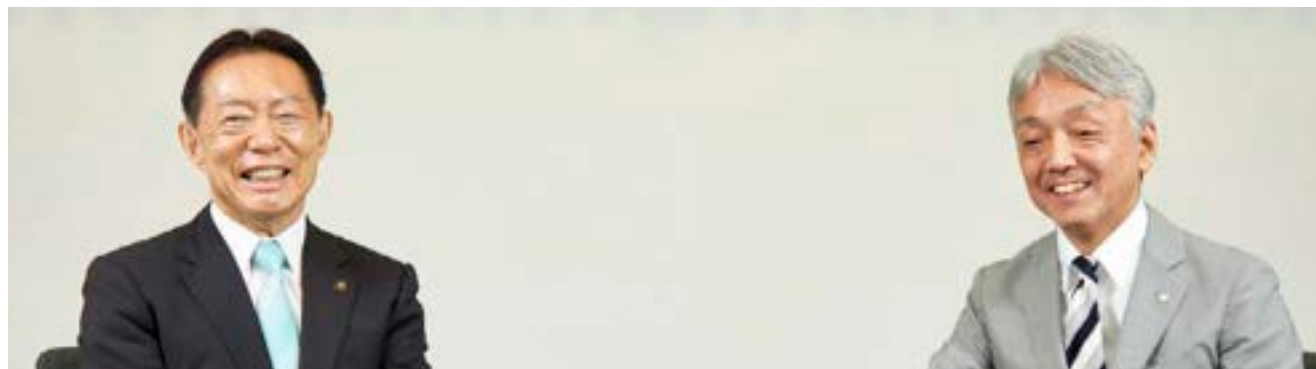
TOPICS

Nagareyama Otakanomori S.C. Receives the “Kurahashi Yoshio Prize” at the 8th Local Community Contribution Awards and the “Ministry of Land, Infrastructure, Transport and Tourism (MLIT) Director-General of City Bureau Award”

At the “10th Japan SC Awards / 8th Local Community Contribution Awards” hosted by the Japan Council of Shopping Centers, Nagareyama Otakanomori S.C. received the “Kurahashi Yoshio Prize” and the “Ministry of Land, Infrastructure, Transport and Tourism (MLIT) Director-General of City Bureau Award.”

The awards were in recognition of the shopping center’s long-term urban planning perspective, which included providing essential functions while anticipating new railway openings and residential development progress through collaboration with Nagareyama City, as well as its reputation among local residents as “our shopping center” for its family-friendly approach, catering to dual-income households with children.

In addition, its high level of employee satisfaction (ES) awareness, exemplified by plans to establish a cafeteria for tenant staff, was also highly regarded.



“Takashimaya” Expanding Across Asia

Expansion of the Department Store Model in the ASEAN Region

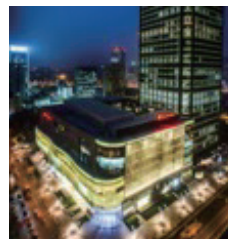
Leveraging the development expertise cultivated at Singapore Takashimaya S.C. and the Group's presence in the ASEAN region, we are expanding a department store-based shopping center business model across Asian countries.

Tailored to the regional characteristics and cultures of Singapore, China, Thailand, and Vietnam, these centers are a favorite among local customers and tourists alike.



Singapore Takashimaya S.C.

Located on Orchard Road, Singapore's largest commercial district. Centered around the Singapore Takashimaya department store, it comprises approximately 140 specialty stores. Highly regarded for its meticulous operation based on experience in Japan, it is affectionately known as a local landmark. It has now grown into a leading department store representing the ASEAN region, enhancing the “Takashimaya” brand's presence and serving as the cornerstone of our Group's overseas business expansion.



Shanghai Takashimaya

A lifestyle-oriented department store located in the Gubei area, one of Shanghai's premier upscale residential districts. For over a decade since its opening, it has been supported by local customers.



Hanoi Takashimaya S.C.

Currently under construction as Phase 1 of “Westlake Square Hanoi,” which will become the second core business hub in Vietnam.

Takashimaya will open as the anchor tenant, making this the third department store-based shopping center overseas.

1993

2012

2016

2018

2027 (Scheduled)



Ho Chi Minh City Takashimaya (Saigon Centre)

Located in the heart of Ho Chi Minh City, Vietnam—a market attracting significant attention as a rapidly growing and attractive economy—this department store

serves as the anchor tenant of Saigon Centre. Its operations incorporate expertise cultivated at Singapore Takashimaya S.C.



Siam Takashimaya

ICONSIAM, a large-scale complex located on the west bank of the Chao Phraya River in Bangkok, Thailand, opened with our department store as its anchor tenant.

By fusing Thai commercial facilities with Japanese department store concepts and offering merchandise tailored to local lifestyles, we have gained popularity among local customers.

Enhancing Brand Power and Local Collaboration at Overseas Locations

Likewise, in our overseas locations, we are working to enhance our brand power through various initiatives undertaken together with local communities, customers, and employees. Furthermore, under the Group-wide “Machi-dukuri” strategy, we are advancing business development that leverages the power of the Takashimaya brand.

TOPICS

Takashimaya Space Create Establishes a New Company in Vietnam for Luxury Residential Interior Design

Takashimaya Space Create has established a new company, “Takashimaya Interior Ltd.,” to provide luxury residential interior design services tailored to local housing conditions.

In Vietnam, where the economy is developing rapidly, large-scale residential development is underway, and demand for Japanese-quality residential interior design is expected to grow further as living standards rise.

By leveraging our Group's recognition within Vietnam and the advanced technology and proven track record that Takashimaya Space Create has built through interior design projects for hotels and luxury brands, we will tap into the demand in the residential interior design industry.



[Singapore Takashimaya S.C.] Over 30 years of continuous service at Singapore Takashimaya since its opening

Dorothy Seah, Deputy General Manager, Division 1 & 2

The contributions of local staff are essential for a Japanese department store to balance its competitive edge with localization. In Singapore, where job mobility is high, she explains why she has continued working at Takashimaya since its opening, stating, “There were always opportunities for growth. What's appealing is the Company's deeply rooted culture of teamwork and mutual support, built on a shared commitment to ‘customer first’ policy.”

“Takashimaya” Expanding Across Asia

Achieving Stable Growth and Improved Capital Efficiency by Combining Commercial and Non-Commercial Operations

The success of the Saigon Centre (Ho Chi Minh City) project has enhanced the presence of our Group and Toshin Development in Vietnam, expanding business opportunities.

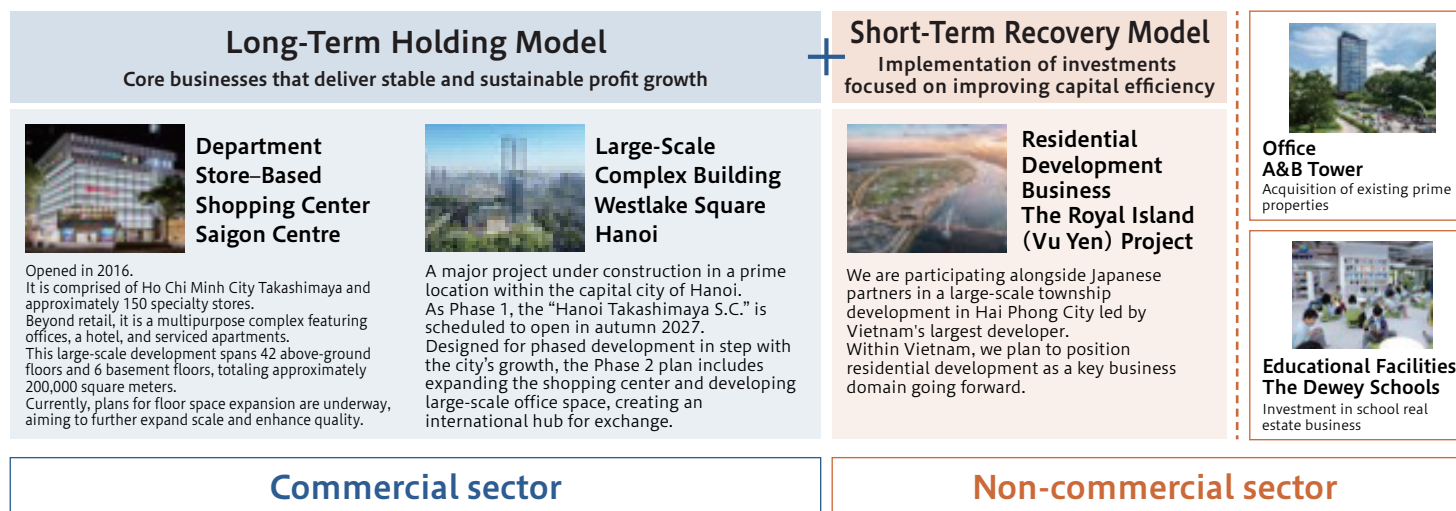
Combining Long-Term Holding and Short-Term Recovery Models

Our Group has long pursued an “asset-based management” approach, focusing on owning assets that drive stable, sustainable profit growth. In recent years, as improving capital efficiency has become more critical than ever, we also intend to engage in businesses such as residential land sales that enable short-term capital recovery.

Expanding Investment in Non-Commercial Sectors

In Vietnam, we are actively investing not only in “commercial”—our Group’s core business—but also in non-commercial sectors such as offices, housing, and educational facilities to broaden our revenue base.

Building a business portfolio that balances “strengthening the revenue base” and “improving capital efficiency.”



Expanding Business Domains Through Alliances with Promising and Growing Local Enterprises

As part of our business development strategy, we are currently investing in promising, growing industries that could create synergies with our core businesses, such as restaurant operations and school management. Moving forward, we will continue to expand our business domains by forming alliances with leading companies in growth sectors such as wellness and healthcare, which are in high demand among Vietnam’s growing middle and affluent classes.

● Achieving Long-Term Stable Leasing Through Mutual Investment



In 2022, we entered the school real estate business through a joint investment with “Edufit International Education Corporation,” which operates school management businesses. To stabilize leases in the long term, we have also invested in the school management business of the same company. In the school business, after opening The Dewey Schools’ Tay Ho Tay Campus in February 2021, we opened the second school, Ocean Park Campus, in August 2024. We are considering opening multiple additional schools by 2030.

● Securing Prominent Content in the Expanding Real Estate Business

● Achieving Dividend Income from High-Profit Businesses Accompanying Future Growth



In 2019, we invested in “Takahiro,” a company operating multiple restaurant chains within Vietnam. In line with the country’s economic growth, the restaurant industry is also expanding. By investing in the restaurant business—considered a high-profit venture in Vietnam—we aim to secure dividend income. We also anticipate introducing it as a key component in our future shopping center and office businesses.

Enhancing Online Content

Website Renewal

We aim to reach a broad customer base beyond geographical limitations by enhancing information and content delivery through our website, Takashimaya store websites, apps, social media, and videos.

By creating continuous contact points with customers both in brick-and-mortar stores and virtually, we will increase engagement.

In 2025, we redesigned each store's website with a more user-friendly design that makes it easier for customers to find the information they need.

Before



After



NEW Automatic Translation Feature

We have expanded text display options and enabled automatic translation support for four languages: English, Traditional Chinese, Simplified Chinese, and Korean.

NEW Takashimaya Today

Information on today's events, limited-time events, and pop-ups is now instantly accessible.

Main Content

The banner design has been improved for better visibility. Additionally, we aim to increase new traffic through search engine optimization (SEO).

NEW PICK UP

Featured content from each store is published as readable articles. This increases exposure for the latest information and popular content, attracting new fans.

NEW Fixed Menu Display

We have added a new fixed menu feature to allow customers to access frequently searched menus at any time.(Smartphone)

Enhanced Online Store Features and Expanded Product Selection

Takashimaya Online Store



With an overwhelming selection of gift items, we offer diverse gifting options unique to Takashimaya. Our comprehensive shopping site features a wide array of brands and popular items. Beyond personal gifts for occasions such as Mother's Day and birthdays, we also offer an extensive range of hobby and lifestyle goods perfect for gifting or treating oneself.



Takashimaya Fashion Square



Our Group's fashion e-commerce site offers items from popular department store brands and multi-brand stores. We are enhancing our online-merges-with-offline (OMO) initiatives through services such as alterations available for in-store pickup and the visualization of in-store inventory.



TBEAUT

A cosmetics site featuring a unique selection of luxury brands and natural/organic cosmetics found only in department stores. Under the concept "Instantly selectable, my cosmetics," TBEAUT makes cosmetic shopping convenient and enjoyable.

TBEAUT



Rose Kitchen

A grocery delivery site bringing popular department store basement gourmet items—from daily staples to classic flavors and sweets—to customers' homes across Tokyo and 13 prefectures.

Delivery Areas: Miyagi, Fukushima, Ibaraki, Tochigi, Gunma, Saitama, Chiba, Tokyo, Kanagawa, Yamanashi, Nagano, Gifu, Shizuoka, Aichi *Some areas excluded.



FY2024 Performance Highlights (Consolidated)

Record-high profits across all categories.

Surpassed
1 trillion yen
for the first time
in 17 years since FY2007
Total Operating Revenue
1,032.7
billion yen

Record-high profit
(2nd consecutive year)
Operating Profit
57.5
billion yen

Record-high profit
(2nd consecutive year)
Ordinary Profit
60.4
billion yen

Record-high profit
(3rd consecutive year)
Net Profit
39.5
billion yen

Up 5.5% from
the previous year
ROIC
6.4%

Increased by
13 billion yen
from the previous year
Business Profit
63.4
billion yen

Business profit = consolidated operating profit + equity in earnings of affiliates + dividends received

Department Stores in Japan

Five major stores* collectively generated
over 100 billion yen in total sales

*Osaka, Kyoto, Nihombashi, Yokohama, Shinjuku



Kyoto store
111.5
billion yen



Osaka store
181
billion yen

Nihombashi store
160.5
billion yen



Shinjuku store
100
billion yen



Yokohama store
142.4
billion yen



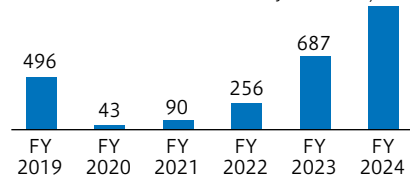
Inbound sales reached

116 billion yen

Exceeding the previous year's
68.7 billion yen,

setting a new record high
for the 2nd consecutive year

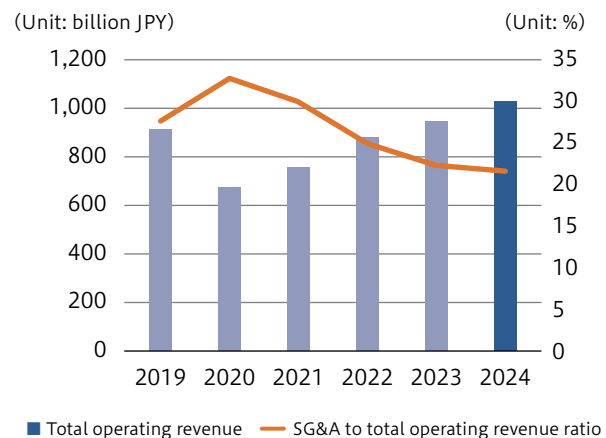
Tax-Free Sales (Unit: 100 million yen)



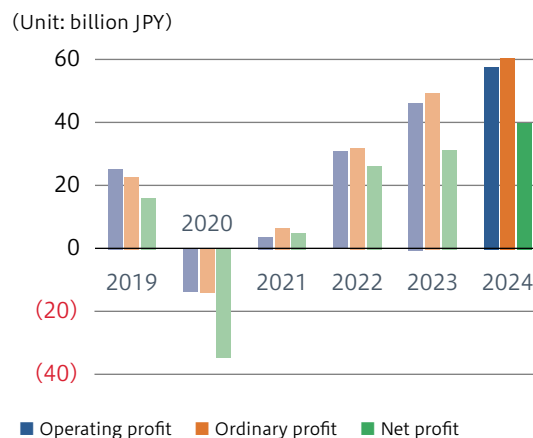
When?
Demonstration
of Value

FY2024 Performance Highlights

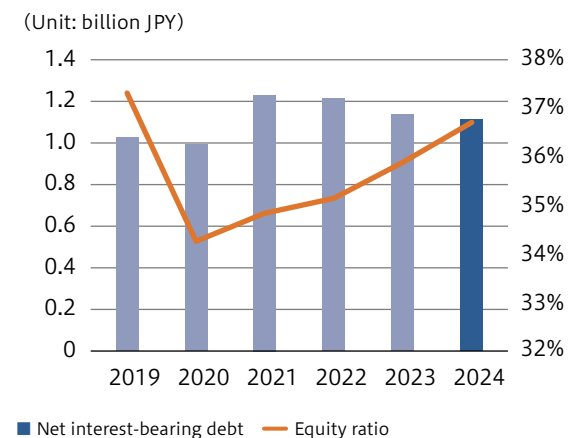
Selling, General and Administrative Expenses / Total Operating Revenue



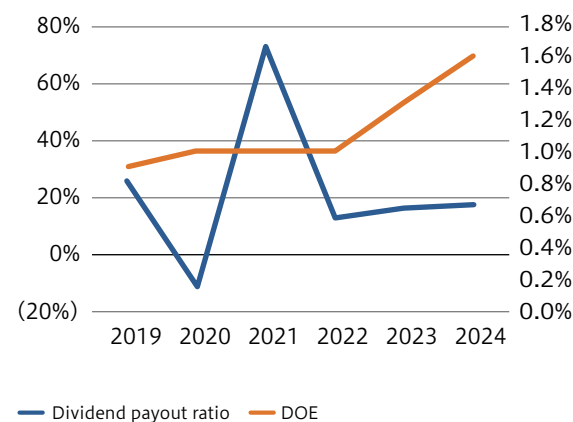
Consolidated Profit



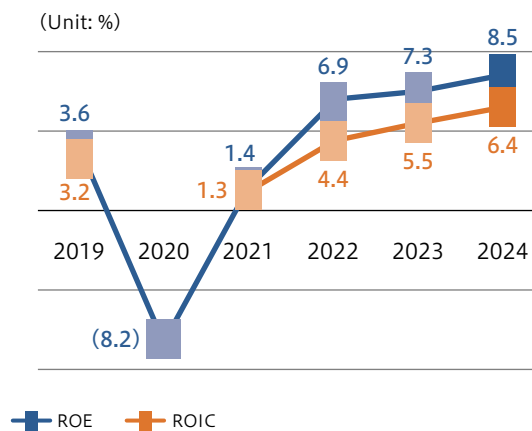
Net Interest-Bearing Debt and Equity Ratio



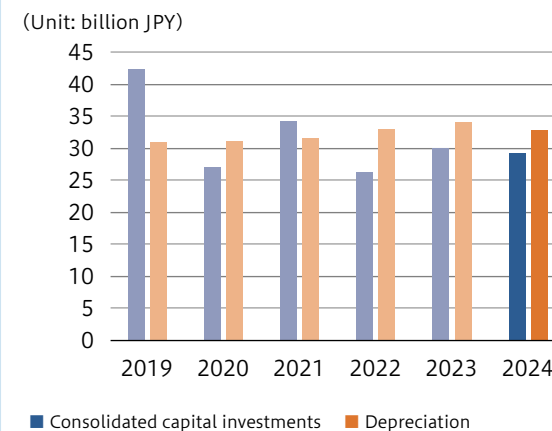
Dividend Payout Ratio and DOE



ROE and ROIC



Capital Investments and Depreciation



Progress Status of Medium-Term Management Plan

Progress of Financial KPIs

For our FY2024 results, growth indicators such as ROIC exceeded those of FY2023.

As the current Medium-Term Management Plan is in an investment-driven phase, these metrics are expected to decline through FY2026; however, starting in FY2027, we will steadily improve them through investment returns.

Meanwhile, while ensuring financial health, such as the equity ratio, we will enhance shareholder return metrics and appropriately control the balance of our management.

Theme	KPI	FY2023 Results	FY2024 Results	FY2025 Target	FY2026 Target
Profit Growth	Operating profit (billion JPY)	45.9	57.5	52.5	57.5
	Business profit (billion JPY) *1	—	63.4	57.0	63.5
	ROIC (%)	5.5	6.4	5.5	5.9
	ROE (%)	7.3	8.5	8.3	8.0
Financial Health	Net interest-bearing debt (billion JPY)	114.2	111.1	135.0	161.3
	Equity ratio (%)	35.7	36.5	37.6	37.6
Shareholder Returns	EPS (JPY)	200	126 *2	134	138
	DOE (dividend-on-equity ratio) (%)	1.35	1.43	1.86	2.00
	Share price (JPY)	2,254	1,232 *2	1,700	1,800
	PBR (Multiple)	0.78	0.79	1.05	1.03
	TSR (total shareholder return) *3	100	111	162	167

*1 Business profit... Operating profit + equity in earnings of affiliates + dividend income

*2 The Company carried out a 2-for-1 stock split for its common shares, effective September 1, 2024.

*3 (Stock price for year in question + cumulative dividend amount) / Stock price for the base year (FY2023)

Progress Status of Medium-Term Management Plan

ROIC by Segment and Location

To enhance investment effectiveness and further advance management consciousness of capital costs, we have established “ROIC by location [department stores + specialty stores]” as a new metric, in addition to “segment-based” metrics.

We will further improve capital profitability by transitioning to “next-generation shopping centers” that integrate department stores and specialty stores.

(Unit: billion JPY)

Segment	Operating profit						ROIC					
	FY2023	FY2024		Target Variance	FY2025	FY2026	FY2023	FY2024		Target Variance	FY2025	FY2026
	Results	Results	Target		Target	Target	Results	Results	Target		Target	Target
Department Stores in Japan	21.1	28.5	26.5	+ 2.1	23.0	24.6	4.9%	5.9%	4.0%	+ 1.9	4.1%	4.2%
Overseas Department Stores	8.0	8.4	8.6	(0.2)	8.8	9.3	10.3%	14.2%	11.1%	+ 3.1	13.2%	13.0%
Commercial Property Development in Japan	7.9	6.9	7.0	(0.1)	6.1	7.1	6.6%	4.2%	3.9%	+ 0.3	3.6%	3.7%
Overseas Commercial Property Development	4.4	6.5	6.1	+ 0.4	5.8	6.1	5.1%	4.8%	3.7%	+ 1.1	3.7%	5.4%
Finance	4.6	4.9	4.7	+ 0.2	5.4	6.0	8.3%	8.3%	8.0%	+ 0.3	7.0%	7.3%
Construction and Design	(0.7)	2.2	1.7	+ 0.5	2.4	2.5	—	13.2%	10.6%	+ 2.6	13.3%	12.6%
Other	2.1	2.0	2.5	(0.5)	2.5	3.6	6.8%	6.6%	8.2%	(1.6)	8.0%	10.6%
Consolidated Total	45.9	57.5	55.0	+ 2.5	52.5	57.5	5.5%	6.4%	6.2%	+ 0.2	5.5%	5.9%
(WACC)							4.6%	4.8%	4.8%	+ 0.0	4.8%	5.0%

Stores & Locations	FY2024 Results		FY2025 Target		FY2026 Target	
	By Department Store	By Location (Including Specialty Stores)	By Department Store	By Location (Including Specialty Stores)	By Department Store	By Location (Including Specialty Stores)
Osaka Store (Restaurant area [Specialty Stores])	6.6%	6.7%	5.2%	5.3%	5.2%	5.4%
Kyoto Takashimaya S.C.	5.6%	5.7%	4.9%	4.9%	4.9%	4.9%
Nihombashi Takashimaya S.C.	4.9%	5.2%	4.4%	4.7%	4.4%	4.7%
Yokohama Store	3.5%	—	2.9%	—	2.9%	—
Takashimaya Times Square (Shinjuku)	2.1%	2.2%	1.8%	1.9%	1.9%	1.9%
Tamagawa Takashimaya S.C.	2.7%	8.3%	2.3%	7.6%	2.2%	7.5%
Kashiwa Takashimaya Station Mall	0.5%	1.9%	1.1%	2.1%	1.1%	2.1%

Progress Status of Medium-Term Management Plan

Results and Challenges of Key Initiatives in the Medium-Term Management Plan

Key Challenges and Points of the Initiatives		Targets and KPIs	Progress in 2024	Challenges for 2025 and Beyond
ESG	Expand TSUNAGU ACTION We will integrate ESG activities into the core business of our department stores, striking a balance between resolving social issues and increasing profits. We will then widen the scope of this initiative from department stores to the entire Group.	[Unwanted Item Collection] 13 tons [Awareness Rate] 50%	Regarding unwanted item collection, we expanded the initiative from a limited-time campaign to a year-round operation and broadened the range of accepted items, increasing collection volume to approximately 22 tons. On April 9th, we launched our first corporate advertisement in 14 years, raising the awareness rate to 40%.	To evolve this into a more profit-conscious, sustainable activity, we will pursue revenue growth by collaborating with high-profile brands to develop unique sustainable products and events that leverage our distinctive capabilities.
	Improve Per Capita Productivity We will strive to improve per capita productivity through measures such as improving wages and benefits, competency development, and improving the working environment, and we will enhance our ability to create additional value.	[Human Capital Investment] 12 billion yen / 3 years	To promote the active participation of veteran employees, we raised the remuneration levels for re-employed retirees and extended re-employment eligibility to age 70. To support autonomous career development, we implemented career training and counseling sessions while establishing systems to support qualification acquisition and external learning. Aiming to create “Japan’s best employee cafeteria,” we continuously enhanced cafeteria menus and improved facility environments. Human capital investment totaled 2.5 billion yen.	We will further intensify mid-career hiring to acquire human capital possessing advanced skills and expertise accumulated outside the Company, thereby enhancing our additional value creation capabilities. To enable veteran employees to further take on active roles, we will accelerate consideration of extending the mandatory retirement age. Additionally, we will work to create an environment where employees can continue to work with peace of mind, such as by introducing defined contribution pension plans for contract and part-time employees. Across the entire Group, we will focus on fostering the next generation of core human capital by promoting personnel exchanges and standardizing training programs.

Progress Status of Medium-Term Management Plan

Results and Challenges of Key Initiatives in the Medium-Term Management Plan

Key Challenges and Points of the Initiatives		Targets and KPIs	Progress in 2024	Challenges for 2025 and Beyond
“Machi-dukuri” Strategy	Overseas / Vietnam Development Since the opening of Saigon Centre/Ho Chi Minh City Takashimaya in 2016, we have expanded our business scope to include business developments in other cities such as Hanoi and Hai Phong and investments in educational facilities and residential properties and are currently pursuing multiple projects.	[Vietnam Operating Profit + Dividend Income] 4.4 billion yen	Opened a second high-quality school in Hanoi. Our Group participated in a large-scale urban development project in Hai Phong, Vietnam's third-largest city, focusing on residential development. Dividend income increased, resulting in an operating profit plus dividend income of 3.1 billion yen.	Construction of Westlake Square Hanoi commenced in August 2025. We will begin the full-scale process of leasing and other preparations for the 2027 opening of Hanoi Takashimaya S.C. The entire Group will also work together on the Phase 3 expansion plan for Saigon Centre in Ho Chi Minh City.
	Convert to Next-Generation Shopping Centers Within Japan, we will maximize the Group's advantages to enhance the appeal of existing commercial facilities and improve profitability.	• Kyoto Takashimaya S.C. • Kashiwa Takashimaya Station Mall • Tamagawa Takashimaya S.C.	Following the opening of Kyoto Takashimaya S.C. in 2023, Kashiwa Takashimaya Station Mall completed its renovation into a next-generation shopping center with the opening of a community hub and other facilities.	Tamagawa Takashimaya S.C. is undergoing a renovation to become the driving force behind next-generation shopping centers, scheduled for completion in 2027. We are integrating the specialty stores and the department store and are beginning the seamless integration of floor areas and services.
Financial Policy	ROIC Management In order to increase investment effectiveness and further promote management that is mindful of capital costs, we will promote ROIC management throughout the Group.	[ROIC] 5.9%	The introduction of ROIC trees across our businesses has fostered greater awareness, leading to an improvement to 6.4%. To further advance ROIC management, we have established ROIC by location as a new metric.	As the current Medium-Term Management Plan is in an investment-driven phase, ROIC is expected to decline. We will execute our investment plan to steadily reap profits from 2027 onwards.

How?

Foundation of Value Creation

ESG Management and Social Responsibility

The Takashimaya Group's ESG Management

Our Group Management Philosophy, "Putting People First," is strongly linked to the SDGs' aim of achieving a society that "leaves no one behind."

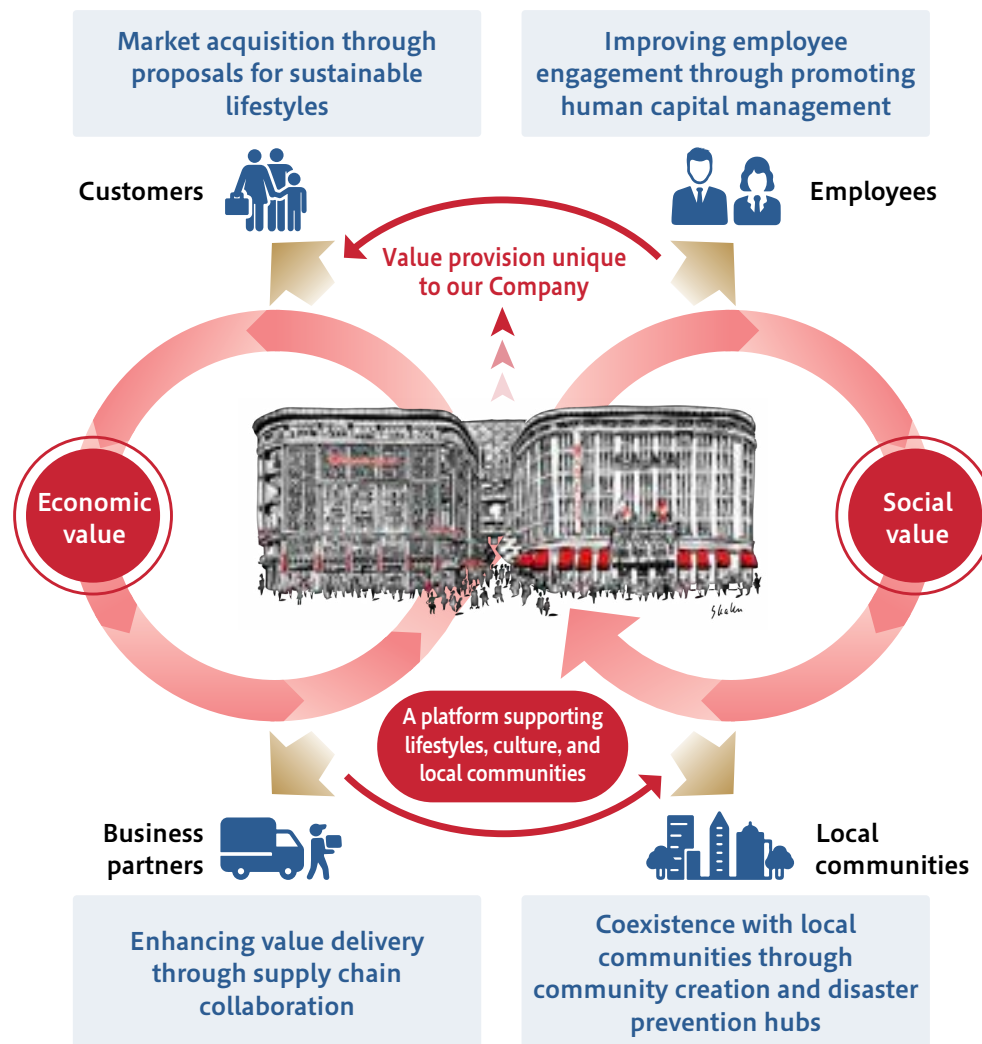
Originating from this concept, our "Group ESG Management" aims to earn the empathy of our stakeholders by delivering value unique to our Group, and to contribute through our business activities to "realize the 21st-century world in which everyone prospers."

We have defined 10 key issues for ESG management, including "Promoting Zero Carbon RE100" and "Promoting Diversity," aimed at both social issues and business growth. Furthermore, in recent years, our Group has sought to further enhance its role as a platform supporting lifestyles, culture, and local communities, and to help realize sustainable and fulfilling lifestyles by promoting ESG management across all channels in collaboration with our stakeholders, including customers, business partners, employees, and local communities.

As part of this effort, we are stepping up our "TSUNAGU ACTION" sustainable activities, an initiative co-created with stakeholders, including customers, business partners, and employees, promoting sustainable lifestyles unique to our Group through product and service proposals.

Additionally, under "Human Capital Management," we are promoting initiatives to maximize the value of individuals with diverse perspectives.

Through these efforts, we aim to improve engagement by creating an environment in which all individuals working within our Group—including temporary employees seconded by our business partners—can proactively and energetically achieve results.

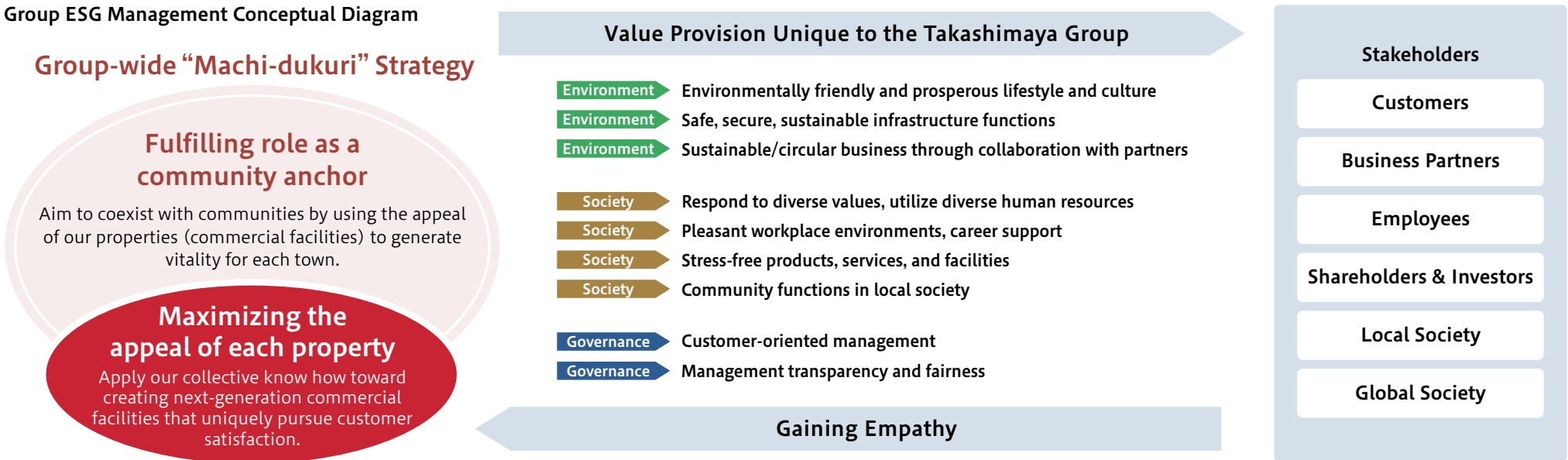


Building the foundation for a "Familiar Platform that Helps Achieve Fulfilling Lifestyles."

ESG Management and Social Responsibility

The Takashimaya Group’s ESG Management

Group ESG Management Conceptual Diagram



ESG Management Priorities

- 1

Environment

Promotion of zero carbon RE100
- 2

Environment

Promotion of zero carbon EV100
- 3

Environment

Sustainable/Circular business
- 4

Environment

Reduce plastic waste
- 5

Environment

Reduce food loss
- 6

Society

Promote diversity
- 7

Society

Promote work style reform
- 8

Society

Universal facilities and services
- 9

Society

Co-existence with communities (“Machi-dukuri” strategy)
- 10

Society

Promote social contribution activities

Achieving both business growth and providing solutions to societal issues through business model reform

Realize the 21st-century world in which everyone prospers

ESG Management and Social Responsibility

Formulation of the Basic Policy on Sustainability

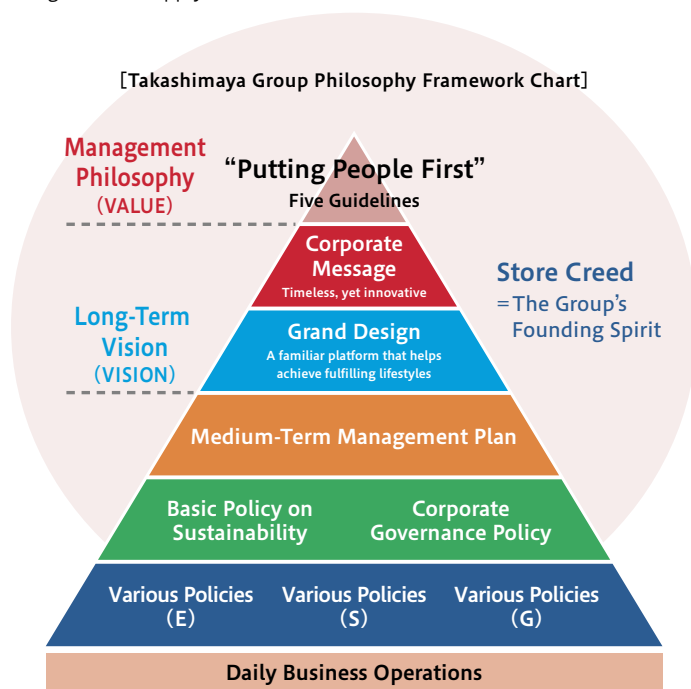
Our Group has promoted Group ESG Management based on our founding spirit embodied in our “Store Creed” and “Management Philosophy.”

To fulfill our role as “a familiar platform that helps achieve fulfilling lifestyles” as outlined in our Grand Design for 2031, the 200th anniversary of our founding, and to address social issues and achieve sustainable corporate growth together with our diverse stakeholders, we have newly formulated and adopted the “Basic Policy on Sustainability” at this year’s Board of Directors meeting.

The “Basic Policy on Sustainability” is positioned as the fundamental policy underpinning our “Grand Design” – the ideal position we aim to achieve over the medium to long term – and our Medium-Term Management Plan for realizing it.

Based on this policy, we are establishing various guidelines and rules to support Group ESG Management and working to embed them in our daily business activities.

Moving forward, we will continue to build upon the advantages and fundamental values cultivated since our founding, and based on strong partnerships with our stakeholders—including customers, employees, business partners, investors, and local communities—we will strive to realize a sustainable society and enhance corporate value throughout the supply chain.



Basic Policy on Sustainability

The Takashimaya Group has conducted its business activities based on the founding spirit embodied in the “Store Creed” and the Group’s Management Philosophy, “Putting People First,” as shared values for both Group management and employees.

Founded in 1831 as a used clothing dealer, we have grown in various business sectors—department stores, commercial property development, finance, construction and design, and restaurants—through domestic and international commerce, guided by the “Progressive Spirit” inherited from our founding days.

Looking ahead, we will continue to unearth valuable products and services worldwide, serving as a “platform” that connects the sentiments of the “producers” who create them to the “consumers” through the unique perspective of the Takashimaya Group.

We aim to be “a familiar platform that helps achieve fulfilling lifestyles” for everyone with a stake in the Takashimaya Group, by providing one-stop experiential value—such as originality (rarity and novelty), cultural richness, and enjoyment—that brings color and vibrancy to customers’ lives.

Fulfilling this role is the very value creation process our Group strives for, and to that end, we will promote sustainability management that balances both the social and economic values necessary to achieve it.

1. The Takashimaya Group engages with many people throughout its diverse domestic and overseas businesses and their respective supply chains.
In order for all these individuals to live fulfilling lifestyles, building sustainable and positive partnerships is essential.
We are committed to taking responsibility for our business activities and working collaboratively with our stakeholders to strive for environmental conservation, the protection of biodiversity, the efficient use of resources, respect for human rights, and the realization of occupational safety and health.
2. The Takashimaya Group aims to simultaneously address environmental and social issues while enhancing corporate value through its business activities.
To this end, we will identify not only risks but also opportunities that lead to business growth from a medium- to long-term perspective, thereby defining the sustainability issues (materiality) we must address.
We will make this a core pillar of our management strategy and continuously implement education and awareness activities for every employee, who is the driving force behind sustainability, to foster understanding throughout the entire Group.
3. The Takashimaya Group has conducted its business to date with the understanding and support of our many stakeholders, including customers, employees, investors, business partners, and local communities.
Listening to each individual’s voice and engaging in co-creation are fundamental to our Management Philosophy, “Putting People First,” which requires continuous, open communication.
We will strive to disclose appropriate and easy-to-understand information and enhance its scope, while also increasing opportunities for dialogue with our stakeholders, aiming to build strong relationships of trust.

Formulated: October 2025

ESG Management and Social Responsibility

Our Approach to Priority Areas and the Selection Process

E - Environment

As a Group with the department store business at its core, we view the current business model based on the premise of environmental impact as a risk, and we are working to resolve environmental issues.

Based on the relationships of trust that we have built with our stakeholders to date, we will work on businesses that regenerate and restore limited global resources.

S - Society

Amidst the rapid progression of declining birthrates and aging populations, the advancement of digitalization, and the emergence of unexpected disasters, today's business environment is experiencing drastic changes. We will strive to fulfill our responsibilities as a public institution in society, not only by fulfilling our role as a lifeline for local communities, but also by working to create a society in which all people can play an active role.

G - Governance

To earn the trust of our stakeholders and enhance the transparency of our management, we will strictly comply with all relevant laws and regulations. At the same time, we will continue to contribute to the resolution of social issues by responding promptly and appropriately to matters affecting our management and stakeholders, and we will work to enhance our corporate value by gaining the support of our stakeholders.

Priority Issue Selection Process

Identifying issues to address based on the 17 SDG goals, with our management philosophy framework as the axis

By comparing our management philosophy framework to the 17 SDG goals, we identified the themes that the Group should address through its business activities.

Discussions on the gap between the status quo and the goals set out in the SDGs

We discussed the gap between the status quo and a society that achieves the SDGs, taking into account the expectations of our stakeholders, including customers, shareholders, and employees, and identified priority themes.

Establishment of the five priority themes for the Company

As a Group whose core business is the operation of department stores, we have identified five priority themes that we believe will contribute significantly to the achievement of the SDGs.

- <Five Themes of the Takashimaya Group SDGs>
1. Consideration for the global environment
 2. "Machi-dukuri" strategy
 3. Accessible and stress-free products and facilities
 4. Provision of sustainable products and services
 5. Creation of a fulfilling workplace

Restructuring of the five themes as priority issues from an ESG perspective

With a view to the future society that our Company aims to achieve, the five themes were restructured into ten priority issues in the environmental and social domains from an ESG perspective and were reviewed at the Board of Directors meeting.

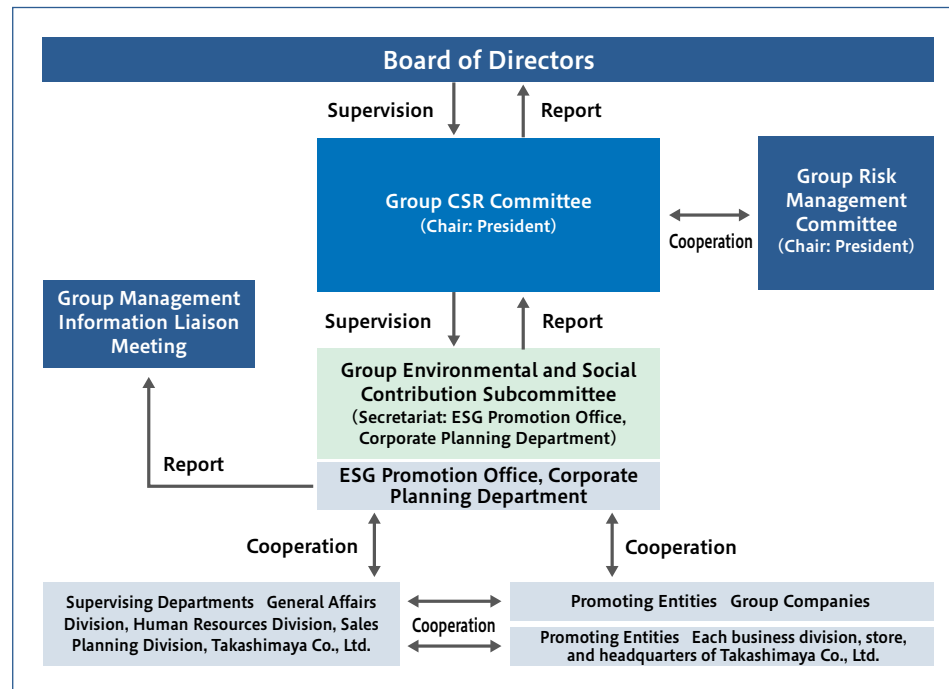
Promotion Structure for Sustainability

The Takashimaya Group CSR Committee, chaired by the President, convenes semiannually to validate and strengthen our system on a Group-wide level, including reinforcing compliance management and confirming the status of internal controls, progress on core ESG issues, and initiatives being implemented to address emerging social issues.

The Group is strengthening governance of initiatives under a structure through which these committees submit reports on the details of deliberated issues to the Board of Directors, which then monitors progress.

In addition, to ensure that ESG management is fully integrated throughout the organization and that initiatives are implemented to address the priority issues identified, the Group is working to quantify annual targets and the status of initiatives and is managing progress through the PDCA cycle. The Group is also working to improve policy management and progress management from a Group perspective and is holding quarterly meetings of the Takashimaya Group Environmental and Social Contribution Subcommittee to build a more unified and effective system.

Diagram of the Sustainability Promotion Structure



ESG Management and Social Responsibility

Priority Issues and KPIs

With a view toward the future society our Group envisions, in 2020, we formulated and are advancing KPIs and numerical targets to address environmental and social issues.

To visualize the relationship with the three pillars of our 2024-2026 Medium-Term Management Plan—"Machi-dukuri Strategy," "Human Capital Management," and "ESG (TSUNAGU ACTION)"—we have outlined them in the table below.

We are currently discussing reformulating priority issues and KPIs to address changes in the social environment since the targets were established and to incorporate stakeholder feedback.

	[Priority Issues]	[Relevance to the Medium-Term Management Plan]			[KPIs]	[Numerical Targets]		
		TSUNAGU ACTION	"Machi-dukuri"	Human Capital Management		2025 >>	2030 >>	2050
E Environment	1 Promotion of zero carbon RE100		●		RE (renewable energy) conversion rate	8.6%	30% or more	100%
					Reduction rate in greenhouse gas emissions from electricity use (compared to 2019)	(10.5%)	(35%)	(100%)
	2 Promotion of zero carbon EV100		●		EV conversion rate	3.1%	100%	
					Reduction in the number of vehicles owned (compared to 2019)	(52units)	(115units)	
	3 Sustainable/Circular business	●	●		Volume of unwanted items collected	12t	15t	
	4 Reduce plastic waste	●	●		Waste plastic recycling rate	99%	100%	
					Reduction in total waste (compared to 2019)	(26.3%)	(30%)	
	5 Reduce food loss	●	●		Compostable waste recycling rate	80%	100%	
					Reduction in compostable waste discharge (compared to 2019)	(16.7%)	(20%)	
	6 Promote diversity	●		●	Ratio of female managers	35.4%	40% or more	
S Society					Ratio of persons with disabilities employed, number of foreign employees	*No numerical targets have been set. See p.123		
					Paid leave acquisition rate	80%	100%	
	7 Promote work style reform			●	Improvement in per capita productivity (operating profit per employee)	4.7million yen	6.6million yen	
					Employee turnover rate	*No numerical targets have been set. See p.123		
					Acquisition status of support systems for work-life balance	*No numerical targets have been set. See p.123		
	8 Universal facilities and services	●	●	●	Ratio of employees with qualifications	14.5%	20%	
					Conversion of facilities to barrier-free access	*No numerical targets have been set. See p.100		
	9 Co-existence with communities ("Machi-dukuri" strategy)	●	●		Collaboration with local communities (individual stores/shopping centers)	*No numerical targets have been set. See p.100		
G Governance	10 Promote social contribution activities	●	●	●	Number of days of volunteer leave acquired	*No numerical targets have been set. See p.123		

ESG Management and Social Responsibility

Promotion of Sustainable Activities: “TSUNAGU ACTION”



PLANET
 Preserving a beautiful Earth and vast resources for the future

SOCIAL
 Passing on and promoting regional traditions and culture

PEOPLE
 Supporting the freedom, equality, and happiness of all people

TSUNAGU ACTION is a sales initiative that promotes sustainable lifestyles through environmentally friendly and ethical products and services. Based on the three themes of “PLANET,” “SOCIAL,” and “PEOPLE,” it proposes and implements concrete actions that each and every individual can take. In the department store business, we strive to lead sustainable initiatives as the “community anchor” at each store location, promoting enriched lifestyles through product and experience offerings rooted in environmental and social issues. Furthermore, we are expanding these efforts to include initiatives tailored to each company’s characteristics within the Group—such as commercial property development, finance, construction and design, advertising, and food and restaurant businesses—as well as activities through Group collaboration. Building on our Group’s extensive network of business partners, we are also forming partnerships with new collaborators who share our vision, expanding the circle of co-creation to build a sustainable future.

■ Corporate Message “Bloom Tomorrow.”

In April 2025, we launched our corporate message to convey our Group-wide determination and commitment to advancing TSUNAGU ACTION as an iconic initiative. The symbolic visual depicts roses blooming anew, created from clothing collected from customers and production-process fabric scraps from our business partners. As a result of a newspaper ad survey*, we received numerous responses from readers stating, “This ad was my first introduction to the TSUNAGU ACTION initiative,” and expressing “sympathy and support for sustainable activities.” Our Company, which has cherished traditions and culture by connecting people with people, people with goods, and people with communities, will continue taking various actions toward the future together with our stakeholders.

*Newspaper Ad Survey: From the newspaper ad survey platform “J-MONITOR” (Video Research Ltd.)



■ Initiatives to Promote Employee Understanding

To advance our TSUNAGU ACTION initiatives together with customers and business partners, it is essential to foster understanding and awareness among our employees. In an effort to cultivate a Group-wide culture, we conduct an internal campaign semi-annually for all Group employees. The campaign aims to promote understanding and participation in our sustainable activities, including TSUNAGU ACTION, clothing and cosmetics recycling and food drive activities. Most notably, the internal campaign has gained significant momentum, with a total of approximately 8,500 people participating, including not only our Group employees but also employees of our business partners (Rose Staff at department stores). In FY2025, we also launched online educational videos that introduce the background of TSUNAGU ACTION and provide examples of our initiatives. These videos also included educational content on greenwashing and were viewed by a total of 7,500 people.



Educational videos for Group employees

ESG Management and Social Responsibility

Promotion of Sustainable Activities: “TSUNAGU ACTION”

■ Creating New Proposals Through All Employee Participation



*Scene from the “Project Review Meeting”

Starting in FY2024, domestic department stores have been holding “Project Review Meetings” every six months. These meetings involve not only buyers but also employees working in our stores, e-commerce, mail-order, and corporate divisions, who develop product and service proposals based on the three themes of TSUNAGU ACTION and present them to executives and management.

For ideas of particular merit, a system

will be established to realize them with support from our Head Office.

In FY2024, a total of 131 proposals were presented.

The project “Fashion for ALL your SENSES,” proposed at the 1st Project Review Meeting, aims to create a society where everyone can enjoy fashion, with visually impaired individuals as lead users. The project was commercialized in spring 2025 and led to an in-store rollout.

PLANET



*The rooftop is usually closed to the public.

In September 2025, we established the “Shintaka Sora Farm by grow,” a collaborative cultivation farm developed in partnership with Plantio, Inc., on the rooftop of Takashimaya Times Square (Shinjuku). This initiative was proposed during the 2nd Project Review Meeting mentioned above and implemented over approximately 1 year. With the aim of environmental and biodiversity conservation, we will also visualize the reduction of environmental impact achieved through this system going forward. Furthermore, we aim to foster a casual community among employees and enhance their well-being through “farming.” Starting next fiscal year, we also intend to proceed with plans for “urban farming” that will be open to participation by customers and members of the local community.



SOCIAL

[Employees' Voice]

Michiko Watanabe, Buyer, Home Furniture and Service Division, MD Headquarters, Takashimaya Co., Ltd.



Wajima, an area that suffered devastating damage in the 2024 Noto Peninsula Earthquake, is the birthplace of the lacquerware craft “Wajima-nuri.” Characterized by its multitude of processes, division of labor, and specialized lacquer workshops, Wajima-nuri is renowned for its durable, beautiful lacquerware, yet its future faces a crisis due to the declining number and aging of its artisans.

The earthquake destroyed many workshops and tools, forcing numerous artisans to close their businesses or relocate.

Given the lengthy time and significant costs required for recovery, “keeping the artisans’ work alive” became a critical priority.

Amidst this situation, our department store launched a sales event starting in March 2024.

In addition to selling items salvaged from the disaster area, we also showcased the challenges artisans faced as they restarted their work.

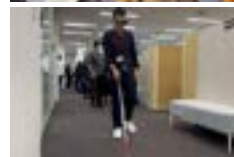
In July, we introduced experiments such as gold relief maki-e applied to Kutani ware shards and works combining old middle coat lacquerware with new techniques.

Overcoming interruptions caused by September’s heavy rains, the Nihombashi store’s January 2025 pop-up attracted many customers, providing a forum to convey the appeal and current state of Wajima-nuri through interaction with the artisans.

A portion of the proceeds was donated to the Ishikawa Prefectural Wajima Institute of Urushi Arts to support the training of successors.

Although production systems remain unstable more than a year and a half after the disaster, I hope to continue collaborating with artisans and lacquer shops to promote the appeal of Wajima-nuri and ensure the preservation of its techniques.

PEOPLE



In 2025, we launched a new project, “Fashion for ALL your SENSES,” aiming to realize a society where everyone can enjoy fashion.

This project engaged people with visual impairments as “lead users” (individuals who guide value creation from new perspectives) and, over approximately eight months, through workshops and other activities, developed items that anyone can enjoy, regardless of visibility.

We have completed a knit top collection that can be enjoyed through all senses, including touch, without relying on visual information.

Fashion often places significant emphasis on visual elements.

Takashimaya will continue to explore new possibilities in fashion, aiming for department stores to respond to society’s diversity through fashion and “provide everyone with the opportunity to enjoy ‘fashion’.”



Fashion for ALL your SENSES



ESG Management and Social Responsibility

Promotion of Sustainable Activities: “TSUNAGU ACTION”

■ Expanding “Depart de Loop” to Realize a Recycling-Oriented Society

Depart de Loop is a circular project that aims to build a recycling-oriented society, working with partner companies to collect unwanted clothing, cosmetics, and other items from customers and convert them into new products for sale. By leveraging not only our department stores but also our Group’s assets, this initiative that was launched in department stores in 2021 has expanded beyond recycled goods to encompass new circular initiatives, broadening the scope of



regeneration and circulation across the entire Group.

For example, at the signature “Style & Edit”

shop in the Yokohama store, which reopened in September 2024, Takashimaya Space Create produced recycled fixtures using clothing collected in-store as part of the raw materials. Additionally, the department stores’ collection, recycling, and productization initiatives are also expanding.

This initiative, which began with recycled polyester apparel, has expanded to include denim, cashmere, cosmetics, and down comforters, and in April 2025, we launched the “Suit Recycling Project.”

Under the theme “Giving Suits a New Story,” we are challenging ourselves to re-commercialize collected suits as raw materials.

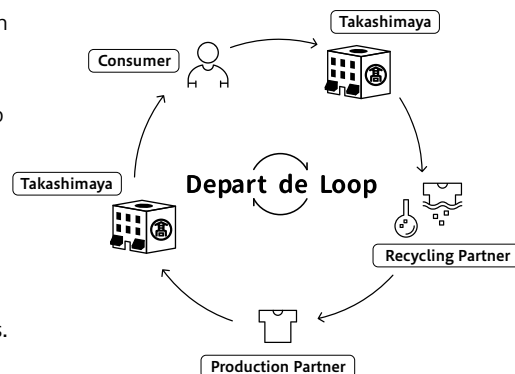
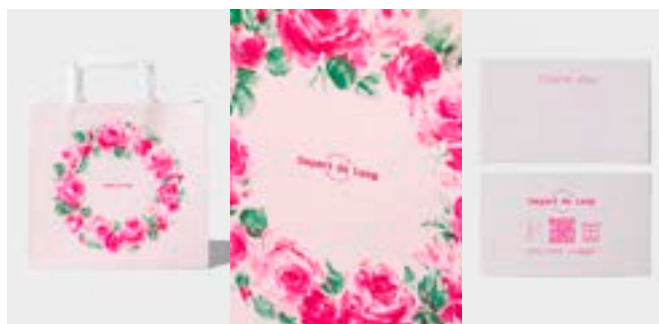
Furthermore, in cosmetics recycling, in addition to our existing recycling into crayons and candles, for the first time in autumn 2025, we upcycled makeup products like eyeshadow into paper items using their colorants, creating Takashimaya shopping bags and message cards.



Moreover, wishing to spread awareness of this initiative to more people, we also produced employee business cards using this newly created upcycled paper.

These will be used primarily by Takashimaya’s cosmetics buyers in business settings.

In addition, we have now taken on the challenge of recycling and repurposing empty cosmetics containers, creating upcycled combs.



■ Promoting Greater Customer Participation

Recognizing that the understanding and support of our customers is an absolute necessity to achieving a sustainable society through TSUNAGU ACTION, we have been conducting regular “Customer Surveys” since 2023.



In 2024, approximately 25,000 customers responded, providing us with many comments and suggestions regarding TSUNAGU ACTION and Depart de Loop.

Particularly regarding Depart de Loop, we received feedback stating, “Issuing coupons upon collection would further encourage purchases.”

Consequently, during the April 2025 collection campaign period, coupons were distributed at all stores, leading to a significant increase in customer participation, with total collection across all stores in April and May reaching approximately 13,000 kg (an increase of about 16% compared to the previous year).

Furthermore, at Tamagawa Takashimaya S.C., we installed the participatory collection station “Depart de Loop Port” in November 2024, allowing customers themselves to choose the recycling destination for their unwanted items from four options: “Clothing to Clothing,” “Clothing to Soil,” “Clothing to



Fertilizer,” or “Reuse of Clothing and Miscellaneous Goods.”

Going forward, we will continue to promote initiatives that encourage even more customers to participate.

Environment

Shifting to a model that regenerates and restores global resources.

Efforts to Address Environmental Issues

Our Group's businesses, such as department stores and shopping centers, inherently involve direct contact with customers, business partners, and local communities. In recognition of this fact, we established the "Takashimaya Group Environmental Policy" in April 2000.

Since then, we have spent a quarter of a century tackling environmental issues.

Meanwhile, we recognize that the frequent occurrence of intense heat waves and abnormal weather patterns in Japan and around the world will increasingly impact the business activities of our Group, which involves diverse supply chains.

By accurately identifying these risks and opportunities, we will transition to a business model with a smaller environmental footprint. This model will encompass not only decarbonization management, but also the conservation of biodiversity and the promotion of a circular economy. In this way, we will achieve coexistence and mutual prosperity with our vital stakeholder, the global environment.

In FY2024, we made steady progress on initiatives such as expanding the procurement of renewable energy, renovating the Tamagawa Takashimaya S.C. Recycle Station, and converting waste oil from restaurants and food services into sustainable aviation fuel (SAF).

We will continue to focus on our five environmental priority issues and challenge ourselves to transition to a model that regenerates and restores global resources.

Takashimaya Group Environmental Policy

Basic Policy

The Takashimaya Group is focused on efforts to prevent global warming in order to protect the global environment. We will propose a fulfilling lifestyle for the 21st century that will help to solve environmental issues by carrying out various activities centered around reducing CO₂ emissions.

1. Promote energy conservation in all stores and offices by quickly introducing the latest technology. Also, promote the elimination of waste, recycling, and conservation of resources.
2. Propose a fulfilling lifestyle and actively introduce, develop, and sell products that can contribute to reducing environmental load such as by reducing CO₂ emissions.
3. Have an awareness as a member of the local community, constantly strive to protect the environment, and convey the importance of doing so through every opportunity.
4. Work together with our business partners to reduce CO₂ emissions, reduce waste, recycle, and conserve resources throughout the entire distribution process.
5. Support all our employees to proactively work to promote a new lifestyle that helps reduce environmental load, both within the company and in their everyday lives.
6. Comply with environmental laws, regulations, agreements, etc., and where necessary, establish our own standards and thoroughly manage environmental risks including preventing pollution.

Established April 2000 Revised January 2008

Environmental issue KPIs: FY2024 status

Environmental issue KPI		FY2030 Target	FY2025 Target	FY2024 Actual Result
Promotion of zero carbon RE100	Ratio of electricity used in business activities that is renewable energy	30%+	8.6%	6.6%
	Rate of reduction in CO ₂ emissions from electricity use (compared to 2019)	(35%)	(10.5%)	(1.6%)
Promotion of zero carbon EV100	EV conversion rate	100%	3.1%	0.3%
	Reduction in the number of vehicles owned (compared to 2019)	(115vehicles)	(52vehicles)	(130vehicles)
Sustainable / Circular business	Volume of unwanted items collected	15.0t	12.0t	22.0t
	Waste plastic recycling rate	100%	99.0%	97.8%
Reduce plastic waste	Reduction in total waste discharge (compared to 2019)	(30%)	(26.3%)	(20.8%)
	Compostable waste recycling rate	100%	80.0%	71.8%
Reduce food loss	Reduction in compostable waste discharge (compared to 2019)	(20%)	(16.7%)	2.3%

Environment

Promotion of Zero Carbon RE100

■ Expansion of Electricity from Renewable Energy Sources

Since 2019, our Group has been a member of the international initiative "RE100," which aims to procure 100% of the electricity used in business activities from renewable energy sources.

To achieve our goal of converting 100% of our electricity usage to renewable energy by 2050, we are advancing the decarbonization of our electricity by sourcing renewable energy from retail electricity suppliers and off-site power purchase agreements (PPAs).

In FY2023, we launched Japan's first short-term off-site PPA at our Yokohama store, and expanded it to Takasaki Takashimaya, Osaka store, and Kyoto store in FY2024.

Furthermore, in March 2025, we transitioned to using effectively 100% renewable electricity at three facilities: Nagareyama Otakanomori S.C., the Takashimaya Group Headquarters Building, and the Yokohama Logistics Center.

This change is expected to reduce annual CO₂ emissions by approximately 10,000 tons.

Notably, Nagareyama Otakanomori S.C., in addition to ANNEX2 and Komorebi Terrace, where renewable electricity had been introduced ahead of the main rollout, achieved 100% renewable energy across all ten buildings, including the Main Building, making it the first commercial facility within our Group to achieve this milestone.



Nagareyama Otakanomori S.C.



■ Energy Conservation Initiatives

In our domestic department stores, we are converting existing lighting to LED to reduce electricity consumption and CO₂ emissions.

In FY2024, an investment of approximately 530 million yen in LED lighting reduced CO₂ emissions by an estimated 1,300 t-CO₂.

Furthermore, four Group companies—Takashimaya, Okayama Takashimaya, Takasaki Takashimaya, and Toshin Development—were certified as "Class S" (excellent companies for energy efficiency) in the 2024 periodic report under the "Business Classification and Evaluation System (SABC)" and "Top Runner Program" in accordance with the Energy Saving Act.

Going forward, we will continue to promote the adoption of energy-efficient equipment during facility upgrades, including LED replacements, to further these initiatives.



Promotion of Zero Carbon EV100

■ Expanding the Adoption of Electric Vehicles for Traveling Sales

Alongside RE100, our Group has also joined the global initiative "EV100," which promotes the use of electric vehicles (EVs) and the development of supporting infrastructure as part of our efforts to achieve a zero-carbon society.

To advance decarbonization in our transportation division, we are working to optimize our fleet size, starting with vehicles used for traveling sales, while also aiming to "make 100% of our directly managed vehicles electric by 2030."

As part of this initiative, we have converted ten sales vehicles at our Nihombashi store to EVs, beginning in March 2025.



■ Charging Infrastructure to Promote EV Adoption in Local Communities

As part of our community infrastructure, we are installing EV charging facilities for customers in conjunction with converting our owned vehicles to EVs.

A total of 46 EV charging stations have been installed across four facilities, including Tamagawa Takashimaya S.C. and Nagareyama Otakanomori S.C.

Furthermore, at our Tamagawa and Nagareyama facilities, fees collected from EV charging stations are used to support the greening of our commercial facilities, advancing our journey toward a zero-carbon society together with our customers.



Environment

Promoting a Sustainable/Circular Business Model

■ Tamagawa Takashimaya S.C. Next-Generation “Recycle Station”

As part of our SDG initiatives, Tamagawa Takashimaya S.C. renovated its waste-sorting facility on Basement Level 2 in November 2024 for the first time in 50 years, with the goal of realizing a recycling-oriented society.

The newly created next-generation Recycle Station operates under the slogan, “From the final destination of waste to the starting point of resources,” and was designed with the next 50 years in mind, redefining the waste generated by over 300 tenants as “resources.”

Specifically, the station introduces the next-generation weighing management system, “Pool.”

Previously, only facility managers could access tenants’ waste data; now, by making this data visible to all tenants, it encourages individual employee awareness, leading to reduced waste volume and improved recycling rates.



Reduction of Waste Plastic

■ Recycling of Disposable Items

In response to the April 2020 introduction of fees for plastic shopping bags, our department store changed the construction material of its shopping bags to 90% plant-derived biomass plastic, aiming to reduce environmental impact.

At the same time, however, the approximately 4.8 tons of remaining inventory of previously used polyethylene shopping bags became an issue.

To address this issue, starting in May 2025, we initiated a program through partner companies to recycle these old plastic bags, repurposing them into packaging film for warehouses and logistics, as well as garbage bags.

Going forward, we will continue to promote internal material circulation while advancing our efforts to reduce plastic waste and utilize resources effectively.



Warehouse and logistics packaging film

Reduction of Food Loss

■ Group Initiative to Convert Waste Cooking Oil into SAF

As a corporate organization operating department stores, commercial facilities, and food and restaurant businesses, our Group considers the reduction of food waste a critical priority. As part of this effort, we are participating in the “FRY to FLY Project,” which repurposes waste cooking oil from our department stores and shopping centers into sustainable aviation fuel (SAF). Since launching the project in September 2024 at Takashimaya Times Square (Shinjuku) and Nagareyama Otakanomori S.C., we have supplied approximately 90 tons of waste cooking oil as raw material for SAF from 12 stores and facilities, representing about 90% of our main facilities. Additionally, Kyoto Takashimaya S.C. and Nagareyama Otakanomori S.C. host customer-participation events to collect used cooking oil and work to raise awareness of these initiatives through in-store posters and other channels.



■ Reducing Food Loss with Our Local Customers

Since 2022, we have engaged in activities aimed at “increasing the recycling rate of waste” by donating food for sale in our department stores that is nearing its consumption or best-by date to those in need.

Furthermore, recognizing that our stores and shopping centers are part of local communities’ infrastructure, we have been conducting “food drives” since 2021 to address local poverty issues related to household food waste, thereby reducing food loss.

As of 2025, these drives are held at 13 locations, representing 90% of our domestic stores and commercial facilities.

To raise broader awareness of this initiative among customers in the local community, we jointly operated a food drive event booth with H2O Retailing Corporation at the “SDGs YOUTH Action EXPO” in November 2024.

To generate interest in food drives, we showcased videos and quizzes, which attracted over 200 participants.



Environment

Group Companies' Initiatives

Toshin Development

Tamagawa Takashimaya S.C. Rooftop Garden Certified and Registered as a "Nationally Certified Sustainably Managed Natural Site"

The rooftop garden at Tamagawa Takashimaya S.C., comprised of the "Forest Garden" and "Rose Garden," was certified and registered as a "Nationally Certified Sustainably Managed Natural Site" by the Ministry of the Environment in the latter half of FY2024 (March 2025).

Since its opening in 1969, the rooftop garden has aimed to serve as a green hub connecting the surrounding Tama River and Kokubunji Escarpment, providing an environment where diverse living creatures gather and thrive. Today, the 4,300-m² rooftop garden is home to approximately 160 plant species and 90 wildlife species, making it a place of respite for people and creatures alike.

This recognition highlights the garden's environmental contributions and educational initiatives. Looking ahead, we will continue to prioritize harmony with the surrounding environment by carefully selecting plant species and building ecological networks to foster habitats for an even greater diversity of life.

[Reference] [Nationally Certified Sustainably Managed Natural Sites | 30by30 | Ministry of the Environment](#)



Takashimaya Space Create

"Takashimaya Space Create Forest Afforestation Project"

"Takashimaya Space Create Forest" began as a seedling drive in 1992 proposed by employees as a social contribution project.

Approx. 9,000 Japanese cypress and broad-leaved trees were planted on 3.18 ha (about 10,000 tsubo) of natural recreation forest in Hamamatsu City, Shizuoka Prefecture.

The local forest owner's cooperative has been entrusted to maintain and manage the beautifully restored forest, including pruning and thinning.

Not only does this forest make a significant contribution to reducing CO₂ in the atmosphere (206 t-CO₂/2024 *Estimate), it also raises the environmental awareness of employees.

We, who benefit from trees and forests, will continue to carry out afforestation activities with a sense of gratitude.



The forest before tree planting in March 1993 and the forest as of November 2023

Singapore Takashimaya

Hosted Hands-On Workshops to Make Sustainability More Accessible

To celebrate Earth Day on April 22, 2025, Singapore Takashimaya hosted a hands-on workshop aimed at creating opportunities for local customers to experience sustainability firsthand and deepen their understanding.

A total of 37 participants took part in two types of workshops: one that recycled used coffee grounds into body scrubs and another that upcycled unwanted T-shirts into bags.

Participants processed their own materials, gaining hands-on experience with resource circulation and enhancing their environmental awareness through interaction with instructors and fellow participants.



Siam Takashimaya

Supporting Sales of Recycled Bags Made by Thailand's Marginalized Communities

FEEMUE is a project based in Klong Toey, Thailand's largest marginalized community, and operated by the Sikkha Asia Foundation.

Specifically, it provides vocational training to women from marginalized communities and ethnic minorities, supporting their economic independence. Through product design, the brand aims to dispel the notion that marginalized communities are defined solely by poverty and negativity, and to promote the area's culture and creativity.

In addition, the bags are made from durable materials such as canvas and tarpaulin (polyethylene) and are designed to be usable for a long time. As part of its TSUNAGU ACTION initiative, Siam Takashimaya supports FEEMUE sales by helping with promotional activities and sales on the Siam Takashimaya website and social media.



Environment

Information Disclosure in Accordance with the TCFD Recommendations



■ Support for the TCFD Recommendations

Our “Takashimaya Group Environmental Policy” sets forth our aim of preventing global warming, reducing CO₂ emissions, and proposing a fulfilling lifestyle for the 21st century that will help to solve environmental issues.

This Group Environmental Policy is our fundamental stance for linking business activities to the resolution of environmental issues undertaken through ESG management.

We engage in various activities in line with our environmental policy while applying unique traits of our business, including our direct connections with many customers, business partners, and local communities.

At the same time, however, environmental issues such as climate change, resource depletion, and a decline in biodiversity have been worsening globally in recent years, increasing the importance and urgency for initiatives to address environmental issues.

Particularly with department store operations, our mainstay business, our current business model is based on the assumption of an environmental load, including the large-scale consumption of electricity generated from fossil fuels and other underground resources, large volumes of plastic and food waste, and the overstocking of clothing. This is something we recognize as fundamental risk.

Recognizing these challenges, our Group has committed to transforming our conventional business model to a business model that regenerates and repairs the Earth's resources, striving to achieve both environmental solutions and business growth, and has declared support for the TCFD recommendations. We will further enhance our information disclosure for the four disclosure items recommended by the TCFD: “Governance,” “Strategy,” “Risk Management,” and “Metrics and Targets.”

[1] Environmental governance

(1) Process for the Board of Directors to receive reports on climate-related issues, frequency of inclusion as a discussion item, matters subject to monitoring >>

Our Group aims to meet the expectations of our stakeholders—including customers, shareholders, and investors—by addressing social issues, enhancing corporate value, and promoting sustainable growth. To support these efforts, we are strengthening our corporate governance and establishing an internal control system.

We established the “Takashimaya Group CSR Committee” and the “Takashimaya Group Risk Management Committee,” both of which are chaired by the President, as the main committees related to internal controls. These committees deliberate on and confirm important matters related to sustainability.

The “Takashimaya Group CSR Committee” convenes semiannually to validate and strengthen our system on a group-wide level, including reinforcing compliance management and confirming the status of internal controls, progress on core ESG issues, and initiatives being implemented to address new social issues.

The Group is strengthening governance of initiatives under a structure through which these committees submit reports on the details of deliberated issues to the Board of Directors, which then manages

progress.

The “Takashimaya Group Risk Management Committee” works to strengthen internal controls by convening as necessary and coordinating with relevant companies and departments to establish response networks for each issue.

The committee functions to prevent and minimize risks related to compliance, natural disasters, and other issues, through Group-wide coordination. The committee also controls risks associated with business strategies, such as new business challenges, by considering the risk-return balance.

Deliberations of this committee are reported to the Board of Directors. Furthermore, to ensure the Group-wide organizational penetration of ESG management and the steady advancement of key priority initiatives, the “Takashimaya Group Environmental and Social Contribution Subcommittee” convenes quarterly.

This subcommittee enhances policy and progress management, establishing a unified and effective Group-wide framework.

(2) Management's responsibility for climate-related issues, process for receiving reports, (committees, etc.), monitoring methods >>

To ensure appropriate and sound business execution throughout the Group, the Board of Directors appropriately supervises the performance of duties by directors and regularly confirms the status of operations and issues related to the Basic Policy on the Establishment of an “Internal Control System.”

The “Takashimaya Group CSR Committee,” which is chaired by the President, reports on the status of progress for ESG priorities. For issues requiring improvement, the Committee reinforces the implementation of PDCA cycle and conducts monitoring each fiscal year to ensure that improvements are reflected in activities for the following fiscal year.

The Group is strengthening governance of initiatives addressing sustainability issues under a structure through which these committees submit reports on the details of the issues to the Board of Directors, which then monitors progress.

The “Takashimaya Group Risk Management Committee,” which is also chaired by the President, identifies various risks associated with our business activities. The Committee reports to the Board of Directors on matters discussed, including measures to minimize losses in the event of a risk occurrence.

What is the TCFD?

TCFD* was established by the Financial Stability Board (FSB) at the request of the G20 to consider climate-related disclosure and the response of financial institutions. In June 2017, the TCFD published a framework for disclosure to help investors properly assess the climate-related risks and opportunities of companies. Currently, the initiative has been handed over to the International Sustainability Standards Board (ISSB) of the IFRS Foundation.

* “Task Force on Climate-related Financial Disclosures”

Environment

Information Disclosure in Accordance with the TCFD Recommendations



■ Support for the TCFD Recommendations

[2] Strategy (climate-related scenario analysis)

(1) Details on short, medium, and long-term risks and opportunities >>

To understand the risks, opportunities, and financial impacts that future climate change may have on our business activities, we conducted a scenario analysis using methodologies in accordance with the framework advocated by the TCFD, projecting changes in the external environment as of 2050.

Issues such as changes in our natural environment caused by climate change and resource depletion will have a significant, long-term impact on our business activities. As such, we recognize the need to transform from our existing business to a business that helps regenerate the earth's resources. This transformation must go beyond our department stores to encompass the business of our entire Group.

Based on our vision for a future society, we set achievement goals for 2030 (medium to long-term) and annual numerical targets (roadmap) for the 10 ESG priorities related to the environmental and social domains, and are implementing a PDCA cycle to manage progress.

(2) Details and extent of impact from risks and opportunities related to Group business, strategy, and financial plans >>

The Takashimaya Group separates climate-related risks recommended by the TCFD into two categories, transition risks and physical risks, and then identifies major risk items with the potential to have a significant impact on our business activities.

To conduct "evaluations based on various climate-related scenarios, including the 2°C or lower scenario," we reference existing scenarios such as IPCC and IEA to analyze the impact on our business activities and financial health. We then evaluate and implement response measures.

For our scenario analysis, we used the below 2°C scenario outlined as a goal in the Paris Agreement and the 4°C scenario, which assumes insufficient CO₂ emission reductions. During our analysis, we also referenced the typical climate-related risks and opportunities recommended by the TCFD.

Assumed Scenario

Below 2°C scenario	• Increase in business operating costs due to the enforcement of strict laws and rules related to climate change response • Increased product procurement risks due to soaring energy costs and product prices • Capturing new markets created by increase in consumer environmental awareness
4°C scenario	• Loss of business opportunities caused by increasing frequency/intensity of natural disasters, including damage to stores and supply chain disruption • Soaring energy prices and increasing product procurement risks due to lack of resources • Market elimination of companies that are unable to break away from business models that assume causing an environmental load

Summary of Takashimaya Group Risks and Opportunities, Impact on Business and Financial Position

◎: Incredibly significant ○: Significant ↑: Will increase greatly ↗: Will increase ➡: Minor

Risk/opportunity category		Summary of climate-related risks and opportunities for the Takashimaya Group	Impact on business and finances	
			Below +2°C	+4°C *
Risks	Transition risks	Market and technology	○	↗
		Reputation	◎	↑
		Policies and laws	○	➡
		Physical risks	◎	↑
Opportunities		Energy sources	○	↗
		Markets	○	↗

*The arrows in the +4°C column indicate the magnitude of the financial impact on our company as compared to the below +2°C scenario.

Environment

Information Disclosure in Accordance with the TCFD Recommendations



■ Support for the TCFD Recommendations

[2] Strategy (climate-related scenario analysis)

(3) Scenario-based risks & opportunities, financial impact, and relevant response strategy and resilience >>

When evaluating the impact of the two scenarios for 2030 on our business and finances, we estimated the financial impact of the below 2°C scenario assuming the adoption of a carbon tax as part of regulatory enhancements and the costs of procuring electricity derived from renewable energy could have an impact on our financial position. In response to the impact that climate-related risks could have on our business activities and financial position, and to contribute towards the realization of a sustainable society, our Group promotes “Group ESG management” aimed at resolving social issues and achieving business growth.

As part of this effort, we joined the global initiative “RE100” in 2019, aiming to procure 100% of the electricity used for our business activities from renewable energy sources, and we are advancing initiatives toward realizing a zero-carbon society.

Regarding decarbonization, we are also introducing renewable energy-derived electricity via off-site PPAs at Takashimaya Yokohama store, Takashimaya Osaka store, Kyoto Takashimaya S.C., and Takasaki Takashimaya, while anticipating the risk of increased costs from renewable energy procurement in the medium to long term. Furthermore, we are working to reduce electricity consumption and CO₂ emissions by progressively upgrading store equipment to highly energy-efficient models and replacing existing lighting with LED lighting. During FY2024, we invested approximately 530 million yen in LED conversion within our domestic department stores, achieving an estimated reduction in CO₂ emissions of approximately 1,300 t-CO₂ (calculated using Japan’s

average emission factor).

Furthermore, through our Group-wide “Machi-dukuri” strategy, we are endeavoring to “fulfill our role as a community anchor” and “maximize the appeal of each property,” while also pursuing new market opportunities by creating next-generation commercial facilities that propose new value through environmentally conscious products, services, and store offerings.

Similarly, in Group management, we are strengthening the profitability of existing businesses, expanding our scale for future growth, advancing new business development, and actively responding to market changes while pursuing new business opportunities and mitigating climate change risks.

Financial Impact on Our Group

Estimated Financial Impact in 2030

Carbon tax adoption	→ approx. +2.5 billion yen	Renewable energy procurement	→ approx. +1.6 billion yen
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Calculated based on our CO₂ emissions from 2019 (approx. 230,516 t-CO₂) using the carbon tax price (approx. 11,000 yen/t-CO₂) for developed countries in 2030 based on the IEA below 2°C scenario
*Cited from the “World Energy Outlook 2019,” published by the International Energy Agency (IEA)

[3] Risk management and initiatives

(1) Details of process for identifying and evaluating climate change-related risks, method of determining importance >>

To address risks associated with climate-related issues and other business operations, the “Takashimaya Group CSR Committee” and the “Takashimaya Group Risk Management Committee” identify and evaluate various risks related to the Group’s business execution.

Based on these evaluations, discussions are held to develop measures to prevent risks and minimize losses should they occur.

Furthermore, details on deliberations related to risk identification and evaluation are submitted to the Board of Directors.

(2) Details of process for managing important climate change-related risks, method of prioritization >>

Sustainability-related risks and opportunities, including those related to climate change, have a significant impact on our business activities. For environmental issues identified as Group ESG management priorities, the “Takashimaya Group CSR Committee” and the “Takashimaya Group Environmental and Social Contribution Subcommittee” confirm the status and progress of initiatives implemented based on annual plans, and issue reports to the Board of Directors.

For sustainability-related risks identified by the “Takashimaya Group Risk Management Committee,” we used the frequency and possibility of occurrence and the business impact level as assessment criteria to create risk maps and evaluate importance.

In addition to creating internal controls, which includes our risk management structure, as part of a group-wide system for preventing and minimizing risks, we are establishing a structure for overall group risk management that will also enable us to accurately control the balance of risks and returns associated with challenging ourselves in new business domains and other risks related to business strategy.

(3) Status of integration of framework into group-wide risk management >>

Sustainability-related risks, including those related to climate change, can have a significant impact on our business activities. Through the “Takashimaya Group CSR Committee” and the “Takashimaya Group Risk Management Committee,” we are working to strengthen our response when risks occur and our risk management structure.

As part of our risk initiatives, we are promoting “RE100” and “EV100,” which work towards the realization of a zero-carbon society, working to reduce waste plastic and food loss, and striving to build a sustainable/circular business structure. At the same time, to minimize loss of business opportunities associated with the intensifying and increasing frequency of natural disasters, we are conducting capital investments to increase the resilience of our stores and facilities.

Environment

Information Disclosure in Accordance with the TCFD Recommendations



■ Support for the TCFD Recommendations

[4] Metrics and targets

(1) Metrics used to manage climate-related risks and opportunities >>

Our Group defined Scope 1, 2, and 3 greenhouse gas (GHG) emissions volume and the ratio of electricity used in business activities that is renewable energy as metrics to manage climate-related risks and opportunities.

(2) GHG emissions (Scope 1, 2, and 3) >>

Our Group, with a high share of profits from department store operations and commercial property development, positions our current business model, which assumes an environmental load, as a risk. As such, we are working towards resolving environmental issues.

In 2019, we joined RE100, an international initiative that aims to supply 100% renewable energy for the electricity consumed in business activities to promote the realization of a zero-carbon society.

Our FY2024 Scope 1 and 2 GHG emissions totaled approximately 208,000 t-CO₂, representing a reduction of approximately 10% compared to 2019.

Additionally, beginning in FY2024, we calculated Scope 3 emissions on a consolidated basis, expanding beyond the previous scope of domestic department stores.

We will continue to advance decarbonization initiatives across the entire supply chain.

(3) Benchmarks and metrics used to manage climate-related risks and opportunities >>

We joined the “RE100” in 2019.

As a target, we set the goal of reducing Scope 1 and Scope 2 GHG emissions by 30% or more by FY2030 and achieving zero Scope 1 and Scope 2 GHG emissions by FY2050. We are working towards the realization of a zero-carbon society based on a roadmap outlining numerical targets for each fiscal year.

We used Scope 1 and Scope 2 GHG emissions from FY2019 as the basis for setting medium and long-term GHG emission reduction targets and RE achievement targets and are promoting zero carbon initiatives based on these targets.

To achieve our goals, we have been transitioning to renewable energy sources in our facilities since FY2020.

In recent years, we have expanded our decarbonization initiatives, including procuring renewable power through an off-site PPA launched in 2023 and achieving full RE100 compliance for Nagareyama Otakanomori S.C. in March 2025.

Metrics and Targets

	Unit	FY2019	FY2025	FY2030	FY2050
GHG emissions (Scope 1 & 2)	t-CO ₂	230,516	208,961	161,361	0
Reduction (vs. FY2019)	t-CO ₂	—	(21,555)	(69,155)	(230,516)
GHG reduction target (vs. FY2019)	%	—	(9.4%)	(30% or more)	(100%)
RE achievement rate	%	0%	8.6%	30% or more	100%

GHG Emissions (Actual)

	Scope		2019	2022	2023	2024
CO ₂	Consolidated	Scope 1 emissions (t)	24,953	19,910	18,905	18,204 *
		Scope 2 emissions (t) <calculated based on market standards>	205,563	179,377	187,350	189,267 *
		Scope 1+2 emissions (t)	230,516	199,286	206,255	207,471 *
		Scope 3 emissions (t)	–	–	–	4,609,273
	Domestic department stores	Scope 3 emissions (t)	3,382,417	4,264,039	3,442,335	–
Fluorocarbon emissions* ²	Domestic department stores and shopping centers	t-CO ₂	1,552	967	1,119	1,094

^{*1} Preliminary figures (third-party verification is being obtained)

^{*2} Fluorocarbon leakage from freezers and refrigerators used in stores is converted into CO₂ in accordance with the Fluorocarbon Emissions Control Act.

Environment

Analysis of Dependence and Impact on Natural Capital

Our Group is closely connected to natural capital through business activities, including department stores, shopping centers, and restaurants, and is advancing environmental efforts such as decarbonization, sustainable/circular business models, and waste reduction. We have also started assessing the impact of our activities on the natural environment and biodiversity and will expand our focus to include initiatives for “biodiversity,” recognizing its growing importance.

As a first step, we analyzed the “degree of dependence and impact on nature” within our own operations, following the LEAP approach*² recommended in the TNFD*¹ guidance. The evaluation analysis was conducted using ENCORE*³, which is officially designated as a TNFD-recommended tool. The results are as follows.

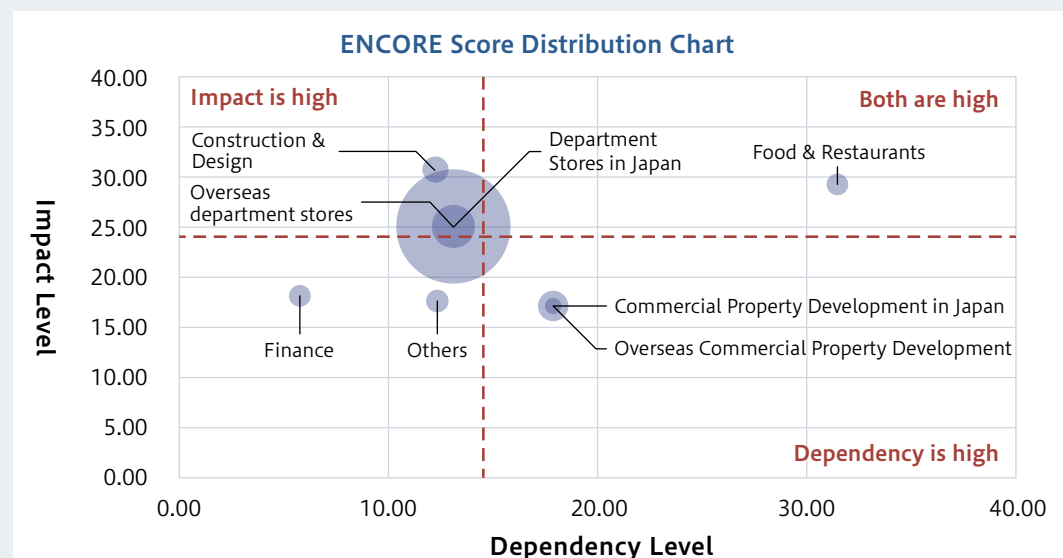
*1 TNFD: Taskforce on Nature-related Financial Disclosures

*2 LEAP Approach: A four-step methodology within TNFD for systematically understanding and reporting relationships with nature: Locate (Interface with nature), Evaluate (Dependencies and impacts), Assess (Risks and opportunities), Prepare (To respond and report).

*3 ENCORE: Exploring Natural Capital Opportunities, Risks and Exposure.
An online tool for organizations to investigate their exposure (sensitivity) to nature-related risks and assess their dependence and impact on nature

Implementation Details, Analysis Results, and Objectives

- We mapped our business operations to ENCORE tool analysis units (ISIC industry codes), scored each business segment's dependency and impact levels, and created a dependency-impact matrix.
- The results indicated that within our own operations, the “Food and Restaurant Business” segment scored highest in both dependency and impact. For the department store business, which has a large sales volume, the score was around the overall average and was not exceptionally high.



Looking Ahead

In order to better visualize the risks and opportunities to natural capital across our entire business, we recognize the need to expand the scope of our analysis. This expansion must encompass both the “upstream value chain,” where impacts such as the sourcing of raw materials for sold products and water usage in production processes are likely to occur, and the “downstream value chain,” where impacts related to product use and disposal are likely to occur.

We will explore expanding the scope of our evaluations and analyses while deepening our consideration of initiatives to conserve biodiversity using our assets.

Society

Toward a society in which everyone can sustainably thrive.

Initiatives for Social Issues

In order to realize “the 21st-century world in which everyone prospers,” it is essential to build a society that respects diversity and where everyone can play an active role.

However, in today’s society, social inequality issues caused by various factors such as gender, disability, age, employment, regional disparity, and educational disparity are becoming increasingly severe every year.

Additionally, the impact of corporate activities on such human rights issues and social challenges is exceptionally significant, and businesses are being called upon to take action with a more conscious approach to the entire supply chain than ever before.

Our Group is closely involved with customers, business partners, and local communities, serving as a part of social infrastructure.

As such, we recognize our significant role in addressing diverse social issues, and we have publicly announced our “Human Rights Commitment” both internally and externally, pledging to respect the human rights of all people and to achieve diversity, equity, and inclusion by collaborating with all stakeholders to advance our initiatives.

In FY2024, we pursued various initiatives to promote diversity within the company, as well as foundational measures to create a work environment that enables well-being, universal design to ensure comfort for diverse customers, and human rights due diligence initiatives within our core department store business.

We will continue to strive to build a society where everyone can sustainably thrive.

Human Rights Commitment

Since its founding in 1831, the Group has upheld the founding spirit of respect for human rights, as expressed in the “Store Creed,” which states that “We shall treat customers equally, without discrimination based on wealth or status.”

Building on the spirit of the “Store Creed,” in 1991, we formulated the Takashimaya Group Management Philosophy, “Putting People First,” which clearly defines our commitment to contributing to society through our core business.

We share our Management Philosophy, which expresses our respect for humanity as a fundamental value that never changes, with all our employees, and we apply it to our modern ESG management.

In addition, to ensure that our work-life balance initiatives are effective, we must continue to build on our efforts to date while deepening our efforts in line with the current business environment and societal demands.

In 2000, the Group established an external consultation service for harassment, the Sexual Harassment Hotline (currently the Harassment Hotline), and in 2004, we published the Compliance Guidebook, which includes respect for human rights as one of the obligations that employees must uphold, and we are working to ensure that this is understood and adhered to by each and every employee.

In 2008, we became the first company in Japan to sign a “Global Framework Agreement” with our labor union, as a set of guidelines for fulfilling our corporate social responsibility.

Following this, we have been working with our labor union to review our activities each year in the areas of “environment,” “human rights,” and “labor,” with the goal of creating a company that meets society’s expectations.

In 2020, the Group also formulated its “Policy on Promoting Diversity” that respects diverse values and abilities, which in turn leads to corporate growth.

In 2021, we formulated and promoted the “Takashimaya Group Basic Policy on the Acceptance of Foreign Nationals” as part of our ongoing efforts to practice management that respects human rights.

Respect for human rights is a fundamental value shared by all humanity, and it is the responsibility of businesses to respect the human rights of all people and to contribute to the creation of a sustainable society.

Guided by this recognition, our Group is committed to practicing management that respects the human rights, individuality, and values of all people, as well as ensuring full compliance with laws and regulations related to human rights.

The Group will conduct its business activities in accordance with the various policies and guidelines that it has formulated to ensure that it respects human rights and that all officers, management, and employees of each Group company comply with its human rights policies.

The Group will also actively encourage its business partners and suppliers to understand and support its human rights policies and to work together to address social issues through mutual business activities.

To put into practice management that respects human rights, we will establish a human rights due diligence system based on the “Guiding Principles on Business and Human Rights” endorsed by the United Nations Human Rights Council and work with our supply chain partners to prevent and remedy not only human rights abuses that directly cause negative impacts but also those that indirectly contribute to or are complicit in such impacts.

Management that respects human rights will be pursued throughout the Group, and the status of initiatives throughout the Group will be reviewed by the Takashimaya Group CSR Committee, which is chaired by the President and overseen by the Board of Directors.

Formulated: January 2024

Social Issues KPI FY2024 Status

Social Issues KPI		FY2030 Target	FY2025 Target	FY2024 Actual Result
Promotion of diversity	Ratio of female managers	40% or more	35.4%	31.1%
	Paid leave acquisition rate	100.0%	80.0%	75.4%
Promotion of work style reform	Per capita productivity (operating profit/number of employees)	6.6 million yen	4.7 million yen	8.7 million yen
Promotion of universalization of facilities and services	Ratio of employees with universal-related qualifications	20.0%	14.5%	22.2%
Coexistence with Local Communities		・Sustainable infrastructure ・Creation of community hubs	・In collaboration with local governments, nearby schools, and businesses, we will broaden our infrastructure functions, which address local needs and issues. ・We will promote and expand community-building that connects people in the local area with the goal of local revitalization. *No numerical targets have been set.	
Promotion of social contribution activities		・Social contribution activities that leave no one behind	・We will enhance our social contribution schemes to encourage the participation of stakeholders such as business partners, employees, and customers. ・We will promote cultural activities, including information publicity at Takashimaya Archives (Osaka) and Archives TOKYO (Tokyo). *No numerical targets have been set.	

Society

Promotion of Diversity

In 2020, the Group formulated its Policy on Promoting Diversity and is taking steps to create an environment that allows our diverse workforce with different values and backgrounds to maximize their potential and achieve mutual growth for both people and the Company.

■ Women's Empowerment and Increasing the Ratio of Female Managers

We support the placement and advancement of employees based on their motivation, skills, and future career aspirations, with the goal of creating an environment where everyone, regardless of gender, can play an active role in the right place.

In addition, in order to create an environment in which all individuals, with their different values and backgrounds, can work comfortably and reach their full potential, it is necessary to provide support tailored to each individual's situation based on the concept of equity.

We are embarking on a reform of employee awareness with the aim of creating a workplace culture that is open and conducive to fluid communication through initiatives such as unconscious bias training and management practices that accommodate various limitations and circumstances, such as childcare and caregiving.

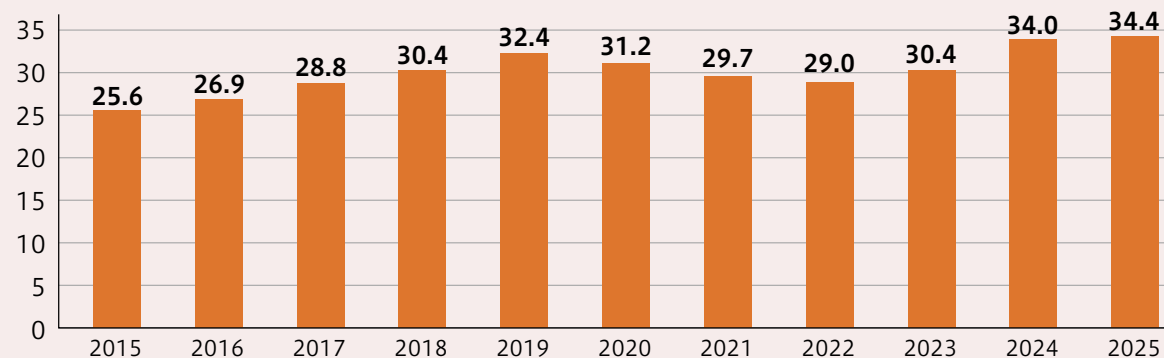
To promote women's empowerment, we have set specific numerical targets for the proportion of female managers, identified issues, and formulated the "Action Plan for Promoting Women's Empowerment." We have also endorsed the "100% Male Paternity Leave Declaration" and are working to encourage male participation in childcare by developing paternity leave, as well as childcare leave policies that go beyond the legal requirements, with the aim of creating a workplace that is friendly to all employees regardless of gender and for eliminating the perception of fixed gender roles.

The Takashimaya Group Diversity Promotion Policy

1. Under the Takashimaya Group management philosophy of "Putting People First", we position and promote diversity as a driver of growth.
2. We strive to create an environment that promotes health advancement for all people, that is free of discrimination and harassment, and that overcomes the various differences between people working together, including race/nationality, age, gender, sexual preference, sexual identity, physical disability, employment type, or workstyle, to respect the human rights of all people and accept diverse uniqueness and perspectives.
3. We will aim to be a corporate Group in which all people feel motivated and proud to work in the Takashimaya Group. We will create an environment in which people learn from each other and that supports people being able to maximize their individual capabilities, skills, and ideas towards the continuous creation of new value.

Formulated: July 2020

Ratio of Female Managers (Takashimaya Co., Ltd. only; as of March 1 each year)



In 2016, the Company received the "Eruboshi (Three Stars) Certification" from the Ministry of Health, Labour and Welfare.

女性が輝く
先進企業 2017

In 2017, the Company received the "Prime Minister's Award" for Leading Companies Where Women Shine.



We are committed to promoting the uptake of paternity leave.

2025 CONSTITUENT MSCI日本株
女性活躍指数 (WIN)

The Company was selected as a constituent of the MSCI Japan Empowering Women Index (WIN).

 [External Recognition](#)

Society

Promotion of Diversity

■ Initiatives for the LGBTQ+ Community

Our Diversity Promotion Policy clearly states that we will strive to create an environment where everyone can play an active role without discrimination or harassment, regardless of differences in sexual orientation, gender identity, etc., and we are promoting building systems and improving the environment to achieve this.

System
• Application of welfare and benefit programs to same-sex partners • Clear reference to the prohibition of discrimination and harassment on the basis of sexual orientation and gender identity in the Company's employment regulations • Paid leave system for gender reassignment surgery and hormone therapy • Establishment of internal and external consultation hotlines
Environmental improvements and fostering a corporate culture
• Training for management and supervisors, with open access to e-learning • No requirement to state gender when applying as a new graduate • Abolition of female uniforms • Sponsorship of LGBTQ+ support groups / participation in Rainbow Events • PRIDE Month implementation



In addition to promoting understanding within our Group and throughout society, we have supported the "Business for Marriage Equality" campaign since 2024. This initiative was launched by three Japanese nonprofit organizations to showcase companies that support marriage equality, or the legalization of same-sex marriage.

In November 2024, we held a panel exhibition and speaking event at our Shinjuku store for "Good Couples Day" (Organized by: Marriage For All Japan; Supported by: Japan Department Stores Association).

In recognition of such efforts, we received a "Gold" rating in the "PRIDE Index 2024," a set of evaluation indicators for LGBTQ+ and other sexual minority workplace initiatives developed by the non-profit organization, "work with Pride."



■ Employment of Persons with Disabilities

We have established a system to promote the retention of employees with disabilities in each business division and store of our domestic department stores and have appointed a person in charge of promoting the employment of persons with disabilities and a counselor to support the professional lives of persons with disabilities to create workplaces where employees with disabilities can fully demonstrate their abilities.

While working with support centers in each region to support the employment and retention of persons with disabilities, we have established work teams at our Yokohama, Kyoto, and Nihombashi stores and are in the process of placing job coaches in each store. Creating an environment that is comfortable for employees with disabilities leads to creating a workplace that is comfortable for everyone.

By entrusting persons with disabilities with various tasks that support sales and improve productivity, we support store operations together.



Kyoto Store Working Team

TOPICS

Supporting the Growth of Foreign Talent and Enhancing Industry Competitiveness within Group Companies

R.T. Corporation Co., Ltd.

Based on the "Takashimaya Group Basic Policy on the Acceptance of Foreign Nationals," our Group actively engages in employing and supporting foreign workers.

At R.T. Corporation, which operates in the food and restaurant industry, foreign employees play a vital role as key contributors, helping us maintain and enhance our competitiveness in the industry.

The company began accepting technical intern trainees in FY2020.

In collaboration with supervising organizations, the company prioritizes communication from the recruitment stage, such as conducting interviews locally in Vietnam, to minimize post-employment gaps.

To ensure a smooth transition to work and life in Japan after joining the company, the company has established a comprehensive support system covering both hardware and software aspects. This includes the provision of dormitories near train stations, the use of translation devices in the workplace, and opportunities for Japanese language learning.

As of September 2025, there are 28 foreign employees serving as Technical Intern Trainees or Specified Skilled Workers, engaged in cooking duties at the central kitchen and customer service and hospitality duties at stores. These initiatives not only support the retention and growth of foreign talent but also contribute to enhancing service quality at our stores, making them crucial measures that support the sustainable growth of the entire Group.



Society

Promotion of Work Style Reform

■ Support for Balancing Childcare and Family Care

To help employees with diverse personal backgrounds and lifestyles achieve work-life balance, we are working to improve our HR systems and create a better work environment.

In addition to maternity, childcare, nursing, and family care, we have a wide range of leave systems in place, including injury, illness, and infertility leaves, to provide an environment where employees can continue to work through transitions in life stages or unexpected circumstances.

In particular, we have established a number of systems that can be used flexibly according to the stage of childcare, including a childcare leave system that goes beyond the legal requirements, a system of 10 different work arrangements for childcare, and a system of School Event Leave that can be used for school events (applicable not only for children but also grandchildren).

To make it easier for employees with children to work, we also provide temporary in-house childcare on Sundays and holidays during the busy season for employees who have no place to leave their children. This temporary in-house childcare is available not only to our Group employees but also to employees of our business partners, and in FY2024, it was extended to seven stores: Osaka, Kyoto, Nihombashi, Yokohama, Shinjuku, Tamagawa, and Takasaki Takashimaya, providing care for a total of 207 children.

We have also established a system of family care leave that goes beyond the legal requirements, and our system of reduced working hours for family care allows employees to take up to a total of nine years of leave per family member.

Through these systems, we continue to support all employees so that they can work with a sense of security and without sacrificing their careers.



In 2015, Takashimaya Co., Ltd. and Okayama Takashimaya Co., Ltd. were certified as "Platinum Kurumin" companies by the Minister of Health, Labour and Welfare for their high-level initiatives to support employees with children.



We have created a guidebook that summarizes various work-life balance support systems for childcare and family care and are sharing it with our employees.

Employee Interview

Balancing Childcare and Sales Floor Manager Responsibilities. Seeking to be a Role Model for Future Generations.



Sayaka Kobayashi, Manager, Children's wear, Toys & Dolls, Sales Department 4, Shinjuku Store, Takashimaya Co., Ltd.

In 2019, when I was appointed as a sales floor manager while working reduced hours for childcare, I felt a mix of joy and pressure.

Initially, I was anxious about potentially burdening others during the hours I wasn't working, but the presence of senior colleagues who had experienced parenting themselves, along with our Company's extensive childcare work system, gave me the push I needed. Thanks to that, I'm still able to devote myself to the job on the front lines today.

Personally, spending time with my child has changed how I approach work—learning to shift my focus when things don't go as planned and figuring out how to make up for it. Beyond just managing time, I've also developed routines and focused on executing tasks efficiently.

My sales floor includes other members working reduced hours due to family care or childcare. I make it a point to understand each person's background, recognize their strengths, and delegate roles accordingly.

Our Company offers many systems that support people with different circumstances as valued colleagues.

I also intend to support those around me so each person can fully utilize their abilities and thrive.

Introducing Our Group's Initiatives
in Video:
TAKASHIMAYA GROUP "THE SPIRIT"

Takashimaya's Workplace Environment
Supporting Each Individual's Success

[Watch video](#)

Society

Promotion of Work Style Reform

Flexible Work Arrangements & Self-Development Support

We support flexible work arrangements and self-development to create an environment where individuals with diverse values can reach their full potential.

We have introduced a secondary job system as a mechanism to contribute to the growth and the creation of innovation through external experiences. This system allows employees to apply to the Company and utilize various resources while engaging in their secondary jobs.

Currently, 78 employees (combined from Takashimaya, Okayama Takashimaya, and Takasaki Takashimaya as of April 2025) are working while pursuing secondary jobs. Applicants can utilize reduced working hours and leave for their secondary jobs, as well as take a leave of absence for a certain period. Furthermore, we have established leave and paid time off specifically for volunteering to support employees' contributions to their local communities. Volunteer Leave allows two paid days annually and is used regularly, with a total of 127 days utilized in FY2024 (combined for Takashimaya, Okayama Takashimaya, and Takasaki Takashimaya).

In June 2025, we introduced the “Learn-Work” program to support proactive learning and accelerate individual growth. This program enables employees to reduce their work hours and days to create time for learning, thereby supporting work-life balance for activities such as evening or full-day school attendance and academic study.

As another measure to support self-development, we established a joint labor-management education program. Within set criteria, labor and management jointly subsidize costs for various learning programs aimed at promoting diverse learning opportunities to achieve a fulfilling life.

Summary of Various Work-Life Balance Support Systems (Domestic Department Store Example)

Childcare		Family Care	
Leave of absence	Up to 3 years old, can be divided into two periods *Up to 14 consecutive days are paid. *Maternity leave is up to 8 weeks after childbirth, and up to 14 days are paid.	Up to a total of 1 year per eligible family member	
Work style	Until the end of the third year of elementary school (Some patterns are until the end of the sixth year of elementary school.) A total of 10 patterns, including reduced hours and full-time with fixed start and finish times	Up to a total of 9 years per eligible family member A total of 9 patterns, including reduced hours and full-time with fixed start and finish times	
Leave (paid)	Reserve leave*, up to 40 days per year School event leave, up to 2 days per year (half days allowed)	Reserve leave*, up to 40 days per year	
Leave (unpaid)	Nursing leave, up to 15 days per year	Family care leave, up to 15 days per year	
Secondary Jobs		Volunteer Work	Fertility Treatment
Leave of absence	Up to 2 times in total (2 years) from 1 month to within 1 year	From 1 month to within 3 years	—
Work style	Up to 2 years per time, up to 3 times in total Reduced working hours: 3 patterns in total		—
Leave (paid)	—	Reserve leave*, up to 30 days per year Volunteer leave, up to 2 days per year	Reserve leave*, up to 40 days per year
Leave (unpaid)	Secondary job leave, up to 10 days per year		“Heartful” leave, up to 40 days per year

*Accumulated expired annual paid leave that can be used for limited purposes.
Can be taken in one-day units within the number of days accumulated.

Creating a Comfortable Workplace Environment

Improving and enhancing the workplace environment is essential for each and every one of us, including employees of business partners and tenants, to work with enthusiasm.

In 2025, domestic department stores designated January 2nd as a store holiday and introduced measures such as reduced operating hours, which contributed to greater satisfaction with work practices.

Employee cafeterias, used by approximately 10,000 people daily across all 16 locations, are particularly important welfare facilities that are directly related to satisfaction with the workplace environment.

Since 2016, Takashimaya and R.T. Corporation have been working on a project to create “Japan’s Best Employee Cafeteria,” using regular user surveys to enhance the facilities.

These surveys measure overall satisfaction on a 10-point scale and enable a cycle of evaluation and improvement of the menu, service, and facilities based on the results. This has led to an overall satisfaction score of 6.36 in 2025, which is a 0.22-point improvement from the previous year.

We address diverse needs by offering healthy menu options focused on employee wellness, restaurant-quality dishes, and freshly baked bread.

In March 2025, the employee cafeteria at Ho Chi Minh City Takashimaya in Vietnam underwent a full renovation.

New menu items, including local home-style dishes, were introduced, doubling the number of users compared to before the renovation.

We will continue striving to create an environment where employees can work with a high level of satisfaction.



Restaurant-quality menu
Beef braised in red wine



Ho Chi Minh City Takashimaya’s
cafeteria area

Society

Creating a Well-Being-Focused Workplace

Health and Productivity Management

Health Management Declaration

We believe that employees who are physically and mentally healthy and leading fulfilling lives are best able to provide high-quality service to our customers and local communities. Under our management philosophy of "Putting People First," Takashimaya is committed to actively promoting the health and enhancing the quality of life of all employees within our Group while maintaining sound management practices and contributing to a rich society.

It is the social obligation of companies to protect the physical and mental health of their employees, and the vitality of each and every employee is essential for the growth of the Group.

In 2017, our Group formulated the "Health Management Declaration," which promotes health and productivity management with the aim of providing quality services based on a sound organization and employees and improving productivity to respond to changes in the social environment.

As such, in collaboration with occupational physicians, the HR department, and the health insurance association, we are promoting initiatives to maintain and improve the health of our employees, including the introduction of a wider range of health check-up offerings that focus on the early detection of diseases and the prevention of serious illnesses, the promotion of healthy behaviors to prevent lifestyle-related diseases, and work-style reforms and health & safety measures to achieve a better work-life balance.

Our Group has a high proportion of female employees across many companies, with Takashimaya employing women at a rate of 70%, and we place significant emphasis on health support to enable women to continue working healthily and energetically.

Furthermore, to foster health awareness and improve health literacy, we promote various initiatives that provide employees with health knowledge tailored to their life stages.



Takashimaya Health Insurance Association's Original Characters

Baara-chan and Dr. Takashima

They help provide information about healthy habits and disease prevention in an approachable way.

Women's Health Support

- Female members of the Takashimaya Health Insurance Association are eligible for one free gynecological examination per year (including breast cancer screening, cervical cancer screening, and bone density screening*).
- *Bone density screening is conducted every other year
- Leave available for menstrual reasons or fertility treatment is designated as "Heartful Leave (unpaid)" and "Heartful Reserve Leave (paid)", fostering an environment that makes it easier to take this leave.
- In October 2025, we established a consultation desk dedicated to women's health. Qualified professionals, including doctors, nurses, and public health nurses, are available 24 hours a day, 365 days a year.

Improving Health Literacy

- Health awareness promotion and information provision via the Takashimaya Health Insurance Association official LINE account (approx. 3,500 subscribers as of the end of September 2025)
- Implementation of various seminars: Takashimaya Group Induction Training / Managerial Supervisor Education (Theme for FY2024: "Women's Health Issues") / Health knowledge tailored to life stages at key ages (40, 50, 55)

Occupational Safety and Health Initiatives

Creating a Safe and Secure Work Environment for Employees

To ensure that all employees can work with a sense of security, we provide management and supervisors with training on compliance and workforce management. We also offer employee awareness programs. We promote safety and health management to improve employee health and create a comfortable workplace environment.

Regarding Safety and Health

- We will comply with all laws and regulations concerning safety and health.
- We will strive to manage safety and health by reducing various risks and implementing necessary measures to provide a safe and hygienic working environment for both physical and mental well-being.
- We will strive to foster safety awareness through training for management and supervisors and awareness programs for employees and to practice autonomous safety and health activities with the participation of all employees.

As a result of these initiatives, we have been certified as a Health and Productivity Management Outstanding Organization (Large Enterprise Category) by Japan's Ministry of Economy, Trade and Industry for six consecutive years since 2020.



Society

Universalization of Facilities and Services

■ Creating Stores Where Everyone Can Feel Comfortable

We are committed to providing a universal environment and services in our facilities so that all customers, regardless of nationality, gender, age, or disability status, can enjoy a comfortable shopping experience. In addition to facility improvements, such as eliminating steps within the building and expanding multifunctional restrooms, we are promoting initiatives to enhance online accessibility on our department store and shopping center websites. We also provide barrier-free access routes from the nearest stations to create an environment where customers using wheelchairs or strollers can shop with peace of mind.

On the service side, we encourage employees to take the “Universal Manners Certification” course, as well as conduct wheelchair operation training for sales staff and disaster drills that simulate evacuating people with disabilities in emergencies. Moving forward, we will continue to advance universal accessibility through our facilities and services, aiming to create stores that everyone can visit with peace of mind.



Coexistence with Local Communities

■ Initiatives to Provide Community Hubs as “Local Infrastructure”

Toshin Development, our Group's primary property developer, operates community hubs tailored to the characteristics of the local area at four shopping center locations: Nihombashi, Tamagawa, Nagareyama, and Kashiwa. For instance, Tamagawa Takashimaya S.C.'s “Tamagawa LOOP” hosted an art project in August 2025 with the theme of “Passing on the Art Environment to the Next Generation.”

In collaboration with Tama Art University, alumni art instructors worked with local children to create artwork. The artwork features a tree motif design.

The “flower buds” that form part of the piece were cast in aluminum at Tama Art University's Hachioji Campus. The children then polished the final pieces at Tamagawa LOOP, and the artwork is scheduled to be displayed at Tamagawa Takashimaya S.C.



Group Companies' Initiatives

Century & Co., Ltd.

Employment Support for Persons with Disabilities Through Agriculture: “100-Year Farm”

We participate in a corporate rental farm operated by S-Pool Plus, Inc. This farm provides a joyful and fulfilling work environment for people with disabilities. Named the “100-Year Farm,” this initiative began in 2013 as part of employment support for persons with disabilities.

In FY2025, two new employees participated in growing vegetables alongside farm members.

Through this experience, participants shared reflections such as: “Seeing each individual leverage their unique abilities and attributes to play an active role provided a valuable opportunity to reconsider the social significance of employing persons with disabilities,” and “At the farm, members showed complementary strengths and weaknesses while demonstrating their capabilities, enabling us to enjoy the experience in a very bright and lively environment.” Thus, the experience proved to be a meaningful time for deepening understanding of the social importance of employment support for persons with disabilities and workplace diversity.



Select Square Co., Ltd.

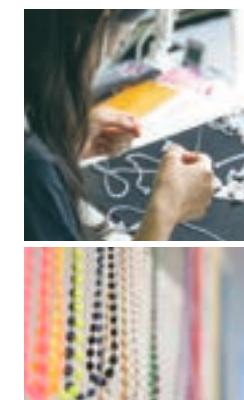
Expanding Regional Strength Through Digital Platforms ~ Initiatives Leveraging the Outreach Power of Online Stores ~

Takashimaya Fashion Square, the fashion e-commerce site operated by our Group company Select Square, runs our sustainability initiative “TSUNAGU ACTION” on a monthly basis. In summer 2025, under the theme “Cool and Comfortable: Summer Goods Packed with Japanese Wisdom and Ingenuity,” the site introduced products rooted in Japanese summer living that combine beauty and practicality.

Among these, the focus was on the accessory brand “Triple O,” created by the embroidery factory “Kasamori” in Kiryu City, Gunma Prefecture.

This factory brand, backed by the 1,300-year history of Kiryu textiles, utilizes its proprietary technique of spherical embroidery and is highly regarded both in Japan and overseas.

Leveraging the outreach power of our online store, we will widely share the stories behind the craftsmanship and the appeal of regional traditions and techniques.



Society

Social Contribution Activities Promoted Together with Customers and Employees

■ Support Activities for Myanmar Earthquake Disaster Areas (Donation Collection and Donations)

To support victims of the Myanmar earthquake that occurred on March 28, 2025, we conducted in-store and online fundraising campaigns at each of our Group's commercial facilities. The total amount raised of 1.4 million yen (including corporate donations) has been fully utilized for relief and reconstruction support through the Japanese Red Cross Society.

■ Social Contribution Activities Undertaken by Labor and Management

Our Group engages in various social contribution activities, including environmental conservation, community contributions, welfare, and nursing care, through the "Takashimaya Single Grape Fund," operated jointly by labor and management.

The fund provides awareness-raising activities for employees and opportunities for volunteer participation and is a joint labor-management initiative that has been ongoing for approximately 20 years.

In 2024, volunteers participated in children's cafeterias in Tokyo (NPO Lion Heart) and Osaka (NPO Children's Network Waltz) during November and December, deepening interactions with children through activities such as meal preparation.



■ Certified as a "Gold Partner" by TABLE FOR TWO

For approximately 16 years, since 2009, we have participated in the "TABLE FOR TWO" initiative at our domestic department store employee cafeterias, where a portion of the proceeds from limited-time menu items is donated to provide food relief efforts in developing countries.

In FY2024, we made a donation of 866,040 yen, and the TABLE FOR TWO Secretariat awarded us the Gold Partner badge for the fourth consecutive year.



■ Social Contribution Activities Leveraging the Characteristics of the Department Store Business: ~ 20 Years of Support for "Ban Rom Sai" ~

Ban Rom Sai was established in Chiang Mai, Thailand, in 1999 as a residential facility for orphans infected with HIV through mother-to-child transmission. Since its establishment, many children have lived, learned, and grown up together there.

Deeply moved by its activities, our Group has been providing continuous support for approximately 20 years, since 2005.

Leveraging our business advantages, we sell goods such as miscellaneous items and clothing produced at Ban Rom Sai at our stores, including Nihombashi Takashimaya S.C.

Beyond contributing a portion of sales revenue to the facility, we are also contributing to enhancing the organization's activities and name recognition.

Furthermore, since 2009, we have expanded our support framework by including a "Charitable Gift" option in our comprehensive catalog gift service for our customers, allowing them to donate to charitable organizations according to their preferences.

In FY2024, we hosted an internal lecture featuring Ms. Natori, Representative of Ban Rom Sai Japan, on the theme "Ban Rom Sai's 25-Year Journey and the Takashimaya Group's Support," which was also featured in our internal newsletter.

Also, in December, we collaborated on a pop-up shop and photo panel



exhibition at Nihombashi Takashimaya S.C. to commemorate Ban Rom Sai's 25th anniversary. In April 2025, when Ban Rom Sai held its first-ever alumni reunion for graduates, employees from Siam Takashimaya also provided volunteer support for the event's operation.

Support for Cultural Activities

■ Discovering and Supporting Next-Generation Creators ~ Takashimaya Cultural Foundation ~

Since establishing our Art Department in 1911, our Group has focused on "cultural heritage and development," including introducing artistic works to the world.

One such initiative is the Takashimaya Cultural Foundation, a public trust established in 1990 with the aim of discovering and supporting next-generation creators.

The foundation provides grants to emerging artists and organizations that contribute to the

preservation, discovery, and promotion of art and culture, and in FY2024, it marked the 35th presentation of its awards.

To date, the foundation has awarded grants to 97 individual artists and 78 organizations.

For a list of past recipients, please see the link below.

[Promotion of Social Contribution Activities](#)



■ A Hub for Theatrical Culture ~ Kinokuniya Southern Theatre Takashimaya ~

Opened in 1996 alongside Takashimaya Times Square in Shinjuku, the Kinokuniya Southern Theatre Takashimaya is a mid-sized theater with 468 seats that has been operated jointly by Takashimaya and Books Kinokuniya since 2016. The theater aims to be a community-oriented venue where people gathering in the city can enjoy theater productions, musical performances, literary lectures, and other events. Starting in 2023, the theater began offering backstage exploration experiences for families, and from FY2024, it launched parent-child theater experiences in collaboration with the Shibuya City Social Welfare Council to help bridge the experience gap.

Society

Practicing Management that Respects Human Rights

■ Formulation of Human Rights Commitment

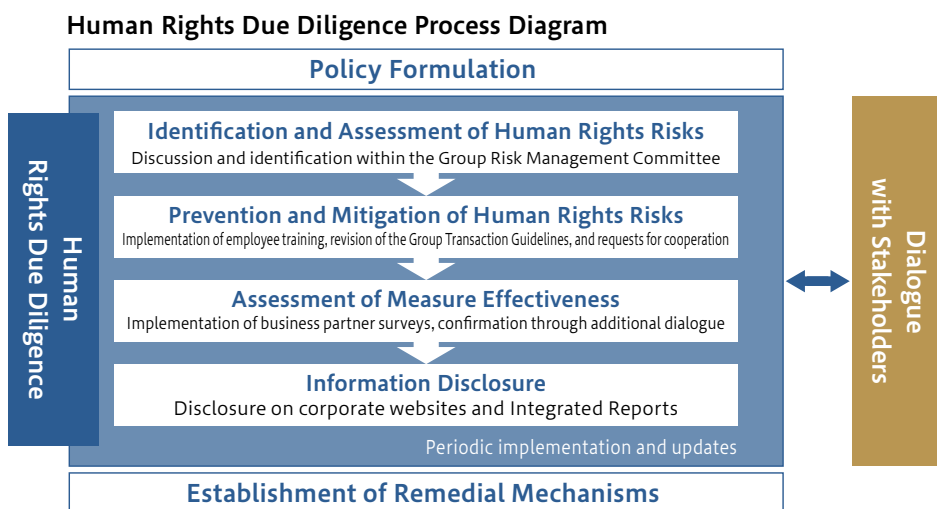
Our Group has upheld the founding spirit of respect for human rights, as expressed in the “Store Creed,” which states that “We shall treat customers equally, without discrimination based on wealth or status.” Building on the spirit of the “Store Creed,” in 1991, we formulated the Takashimaya Group Management Philosophy, “Putting People First.” We share our Management Philosophy, which expresses our respect for humanity as a fundamental value that never changes, with all our employees, and we apply it to this day. In January 2024, we formulated our “Human Rights Commitment,” pledging to respect the human rights of all individuals involved in our business activities, including customers, business partners, and employees.

To practice the commitment’s principles—“ensuring full compliance with laws and regulations related to human rights, and management that respects the human rights, individuality, and values of all people”—we will enhance communication with our stakeholders and expand our initiatives.

[P-94 Human Rights Commitment Full Text](#)

■ Human Rights Due Diligence

To practice business operations that respect human rights, we have established a human rights due diligence framework and are working to prevent and address all potential human rights risks that may arise through our business activities.



■ Identification of Human Rights Risk Issues

In January 2024, we identified human rights risks across each Group business area, classifying them based on likelihood of occurrence and potential impact.

We further categorized these risks into three groups: risks related to customers and local communities, risks related to business partners, and risks related to our own employees.

① Society (Customers and Local Communities)	② Our Company (Employees)	③ Supply Chain (Business Partners)
- Discriminatory language - Discriminatory treatment - Consumer safety - Privacy - Environmental impact - Inadequate education - Occupational safety and health	- Inadequate education - Harassment - Working hours - Decent work - Customer harassment response - Discriminatory treatment - Wages	- Occupational safety and health - Privacy - Improper sales practices - Corruption and bribery
		- Harassment - Working hours - Forced labor and child labor - Intellectual property - Discriminatory language - Discriminatory treatment - Inadequate education - Wages - Anti-social forces

■ Employee Awareness Education

To prevent and mitigate human rights risks, we conduct awareness training for employees.

For managers and supervisors and procurement personnel, we provide e-learning training on key considerations and actions required, covering topics such as “Business and Human Rights” and “The Importance of Supply Chain Management.”

Additionally, we implement Company-wide awareness initiatives to eliminate harassment, including activities such as “Harassment Elimination Awareness Month,” targeting all employees, including those of our business partners.

Employee Training Content (Excerpt of Main Items)

Fiscal Year	Content (Primarily e-Learning Format)	Scope of Participants
FY2023	Fundamentals of “Business and Human Rights”	Managers and supervisors, including those at Group companies
FY2024	Fundamentals of “Business and Human Rights” and Our Group’s Initiatives	Managers and supervisors, including those at Group companies (1,195 participants)
	Overview of human rights due diligence and human rights risk issues in the supply chain	Procurement staff at domestic department stores
FY2025	The Importance of Supply Chain Management Based on “Business and Human Rights”	Managers and supervisors, including those at Group companies Buyer and sales staff positions

Society

Practicing Management that Respects Human Rights

■ Formulation of the Takashimaya Group Transaction Guidelines and Notification to Business Partners

In January 2024, we formulated the “Takashimaya Group Transaction Guidelines” to build a sustainable supply chain that considers environmental conservation and human rights, in addition to legal compliance, based on fair and positive partnerships with our business partners.

We requested cooperation from business partners of our domestic department stores, Group companies, and overseas commercial facilities in agreeing to and complying with these guidelines.

In order to reduce negative impacts on the environment and human rights throughout the entire supply chain, the cooperation of our suppliers is essential.

To this end, we will once again explain the guidelines to our business partners at the [Takashimaya Group Business Partner Briefing] scheduled for November 2025, promoting initiatives based on understanding and shared commitment.

 [Takashimaya Group Transaction Guidelines](#)

■ Implementation and Results of the Business Partner Survey

In September 2024, we conducted a survey of approximately 1,000 domestic department store suppliers to confirm their compliance status with the “Takashimaya Group Transaction Guidelines.”

We received responses from approximately 400 business partners, largely achieving our goal of understanding their implementation status.

We engaged in individual dialogues with business partners who reported not having implemented initiatives, primarily to confirm their status and share information about our Company’s initiatives.

Moving forward, based on the results of this survey, we will strive to expand opportunities for dialogue with our business partners, enhance communication with them, and work to mitigate various supply chain risks not only for our domestic department stores but across all Group businesses.

Objective	To verify and promote compliance with and the status of initiatives regarding each provision of the Takashimaya Group Transaction Guidelines (human rights, environment, compliance)
Scope of Survey	1,000 companies selected from among suppliers with ongoing business relationships with our domestic department stores
Survey Period	September 2024
Method of Survey	Online response
Question Items	•Status of initiatives for local communities •Status of initiatives for fair trade (compliance with laws and regulations) •Status of initiatives for respect for human rights •Status of initiatives for reducing environmental impact •Status of initiatives for quality and safety •Status of initiatives for appropriate information management
Response method	Multiple-choice single-answer format Response 1: No initiatives implemented / No guidelines or policies Response 2: Initiatives implemented but no mechanism to verify results / Either guidelines or policies exist Response 3: Initiatives implemented with a mechanism to verify results / Either guidelines or policies exist and are updated as needed

■ Initiatives Following the Formulation of the “Takashimaya Group Basic Policy on Customer Harassment”

“Harassment” is a grave risk in terms of the probability and severity of its occurrence in our Group’s business activities.

In June 2024, we formulated the “Basic Policy on Customer Harassment” and announced it in July. This policy was created to build an environment where all individuals working within the Takashimaya Group—including our own employees and those of our business partners—can work with a sense of fulfillment and security.

Following the announcement, we conducted interviews with customers and business partners, implemented training programs, etc.

Furthermore, in January 2025, we conducted a survey and analysis of the actual state of customer harassment. Based on the findings, we determined that organizational support is required for the mental health care of affected employees, leading us to establish and publicize consultation channels, including an in-house consultation desk and an external expert consultation desk.

These channels are available to all employees, including those of our business partners.

In addition, we have implemented practical initial response training, incorporating role-playing exercises.

 [Takashimaya Group “Basic Policy on Customer Harassment”](#)

■ Joint Labor-Management Initiative, the “Global Framework Agreement”

The “Global Framework Agreement” (GFA) is an agreement between a multinational company and a global union federation. It is a labor-management agreement on a company’s code of conduct in the areas of human rights, labor, and the environment.

It is a joint pledge that not only declares the Company’s commitment to society but also affirms that the Company has signed an agreement with the union representing its employees and will work together to promote it.

Takashimaya Co., Ltd. was the first Japanese company to sign this agreement in 2008.

Every year, labor and management mutually verify and take corrective action on activities, promoting highly effective initiatives together.

Domain	Principles of Conduct
Human Rights	•Support and respect for human rights protection •Non-complicity in human rights violations
Labor	•Recognition of freedom of association and the right to collective bargaining •Effective abolition of child labor; elimination of discrimination in employment and occupation
Environment	•Preventive approach to environmental issues •Initiatives for environmental responsibility •Development and promotion of environmentally friendly technologies

Roundtable Discussion with Outside Directors



Outside Director:
Akira Goto

Outside Director:
Miyuki Ebisawa

Outside Director:
Atsumi Arima

Outside Director:
Keisuke Yokoo

The Takashimaya Group’s formulation of the Grand Design marks the first step toward its 200th anniversary. We look forward to the Group’s innovations and are committed to effective governance, which is essential to achieving this goal.

Please tell us about the formulation of the Grand Design and the challenges involved in its realization.

Goto: What I felt was positive in the formulation process was that the employees voiced their opinions and participated in its creation. I believe it was a crucial opportunity for them to consider how they want to shape the Company and the Group into the future. This experience was extremely valuable, and I hope each employee will continue to review the formulated the Grand Design, reaffirming what they have created.

Yokoo: My sentiments exactly. Furthermore, it’s essential to constantly refer to the Grand Design to confirm the direction the entire Group is heading and then determine what mechanisms should be created to advance business operations. Our Group has a large number of employees, and its business operations are diversifying. It is becoming increasingly important for management to create these mechanisms and systems. This Grand Design, centered on the “Takashimaya” brand, has made it very clear. Furthermore, by focusing on “Machi-dukuri,” the Group’s ideal future position has become more visible to those outside as well. I believe the significant turning point was the fact that we did not simply place the department store business at the core.

Arima: While the Grand Design established an abstract purpose, I believe it’s crucial that each employee internalizes it as their own personal mission. We need mechanisms to ensure the Grand Design isn’t merely a slogan, but becomes internalized, and this should to be linked to the employee evaluation system. I also feel it’s a challenge to articulate more concretely how our Group will grow sustainably going forward.

Roundtable Discussion with Outside Directors

Ebisawa: I genuinely believe that formulating the Grand Design, which provides shared values and a common perspective for employees, was an excellent step.

As everyone has mentioned, it's crucial to translate this into concrete ways in which each individual can apply it within their own roles. To achieve this, I feel that there is a need for departments or divisions that can look across the entire Group and create value.

Goto: When we consider the Grand Design as a Group, seamless integration will become increasingly essential.

How we communicate and collaborate—ensuring all Group companies operate on equal footing, fairly, and naturally—will be one of the key management challenges.



Assessment of initiatives for human capital toward realizing the Grand Design.

Goto: In just another decade, many employees in their 50s will reach retirement age.

The era when today's 30- and 40-year-olds must take on management roles is fast approaching.

Arima: I believe that employees, particularly younger ones these days, are seriously considering how they can grow within an organization.

While this seems to be leading to an increase in resignations and job changes, if they can empathize with the direction the Company is heading and truly understand the meaning of their work within that context, it could help prevent resignations.

If we aim to recruit outstanding human capital, we must present them with a clear career path.

I intend to continue raising this as a challenge among the executive leadership.

Ebisawa: I believe our Group's Management Philosophy of "Putting People First," is a crucial guiding principle.

To uphold this, we need to provide more concrete career paths for each individual in our human capital development.

The reason is that this will motivate employees toward their own growth and foster engagement aimed at enhancing the Group's value.

By presenting "what capabilities are required and what roles are expected" for each position and function, it becomes increasingly clear why a particular person is placed in that role.

On the other hand, I hear that some younger employees look at managers and feel, "I couldn't work like that."

I feel the challenge going forward is whether managers and senior employees can take the lead in reexamining their own work styles and become role models for younger employees.

Arima: As an employee advances in position, their discretion and authority expand, and if younger employees are able to see the thrill of setting their own challenges and driving the organization forward, I expect more of them will aspire to become managers.

Yokoo: To enhance the value of human capital, I believe we need to promote talent mobility that incorporates diversity in terms of expertise and values.

The formulated the Grand Design incorporates diversity as a model case, as it positions the entire Group as a brand rather than necessarily focusing solely on department stores.

Arima: When it comes to developing employees who can pursue specialization while also conceiving and realizing



cross-organizational collaboration, it becomes necessary for them to cultivate perspectives beyond their existing expertise upon promotion to management.

We've reached an era where it is necessary to educate managers who can accurately grasp what is happening both inside and outside the organization while conceiving and executing their own business plans.

Yokoo: I believe training is also necessary for managers to understand the values of today's younger generation—those in their 20s and 30s, Generation Z.

Ebisawa: While our Group has employees with strong skills and expertise across various roles, I've heard they tend to have low self-esteem, which feels rather unfortunate.

By actively fostering exchanges between Group companies and with external partners, wouldn't they gain greater awareness of their own value and improve their self-esteem?

Yokoo: Personally, I feel that low self-esteem tends to be more common among permanent employees.

Going forward, I believe it's also necessary to initiate efforts where people with diverse attributes—like new graduates and mid-career hires—can interact and collaborate to create value.

Roundtable Discussion with Outside Directors

What is the nature of innovation in our Group's business?

Goto: To drive innovation, it's crucial for diverse talents to mix and engage in dialogue.

While the management of our Group companies is currently dominated by those with department store backgrounds, our Group possesses a wide range of talents, so I think we need to leverage this diversity to make Group management more organic and systematic.

For example, in the integration of the food floors between the department store and the shopping center we're pursuing in Futakotamagawa, we faced some challenges, like difficulties in coordination.

I believe management needs to consider how to develop collaboration across the entire Group organically and seamlessly, while mutually leveraging the expertise and potential each company possesses.

Arima: To drive innovation, it's vital to move beyond a model where a few exceptional individuals make most decisions. Instead, we should focus more on how diverse talents with varied expertise and experience can collectively lead the Company as a team. We need a back-casting approach from vision and strategy: defining the direction and operations required, identifying the necessary capabilities, determining who possesses those competencies, and leveraging past experience. Strategy and human capital must function in tandem.

Yokoo: I think we need to revisit our succession plan—discussing what we are seeking in future Group management and what kind of talent is needed to succeed the current president. If we do not find that talent within the Group, we should consider recruiting externally.

Arima: We need to thoroughly consider what products and services we should offer, not only to the customers who currently support our Group, but also to a more diverse customer base. We have to give serious thought to the specific lives of various

customers and how to enrich those lives and must thoroughly consider “what kind of stores we should create” and “what parts of our current systems we need to change and to what extent.”

Yokoo: Customers are becoming increasingly diverse, and values differ significantly even within each generation. Naturally, the methods and locations to appeal to them must also differ.

The elderly and semi-elderly, middle-aged, and young people – they are all completely different.

We cannot afford to focus solely on our existing customers; we must consider how to diversify our offerings and value propositions.

This is a significant obstacle our Group must overcome.

Ebisawa: Having observed our Group so far, I feel that the Company excels at bringing new ideas to life that others haven't thought of.

It also has a history as a platform for creating culture.

I hope that when considering innovation in value provision, the Company will leverage this background to pursue new initiatives.

What is the role of outside directors? Please also provide us with advice from an external perspective.

Ebisawa: In terms of my area of expertise, I intend to continue closely monitoring the promotion of sustainability, a key focus area for the Group.

In particular, I intend to pay even closer attention to and make recommendations regarding whether sufficient human capital is being secured and developed across various operational domains and whether accumulated know-how is being properly passed on to the next generation.

Yokoo: I believe that driving Digital Transformation (DX) is a major challenge for our Group. Since I was appointed as an outside director five years ago, I have raised my concerns about the low level of IT literacy within the

Company.

If we consider how to implement AI utilization as a Group-wide project, IT literacy should also improve.

An essential aspect of DX is how to identify the points of contact between business operations and technology.

While the technical details will naturally be entrusted to specialists, it is necessary to have discussions within the Group to identify the intersection between “what we want to achieve” and “what technologies could be used to make it happen.”

Goto: While diversifying our business model as a Group and expanding into new business areas, we should also focus more on innovation within our department store business, which generates a significant portion of the Group's revenue.

Goto: While diversifying our business model as a Group and entering into attractive new areas, we should also focus more on innovation within our department store business, which generates a significant portion of the Group's revenue.

Not only should we focus on improvement activities to enhance the quality of what we are currently doing, but we should also consider tackling something entirely different.

There is still much potential for innovation in retail and distribution.

I hope to propose bold ideas, such as creating separate organizations, without being constrained by discussions within the current structure.

Arima: As an outside director, I aim to contribute to enhancing corporate value by leveraging the experience and insights I've cultivated in various fields, presenting an external perspective to our Group, identifying gaps in current management, and proposing improvement measures.



Corporate Governance

“Trusting, caring for, and serving people”

The Group's Basic Approach to Corporate Governance

Based on the Management Philosophy of “Putting People First,” our Group aims to be a corporate group that continuously contributes to society by valuing the spirit of “Trusting, caring for, and serving people.”

Our Group has formulated a “Grand Design” as our vision for the ideal position for 2031, the 200th anniversary of our founding, defining this ideal as “a familiar platform that helps achieve fulfilling lifestyles for all our stakeholders.”

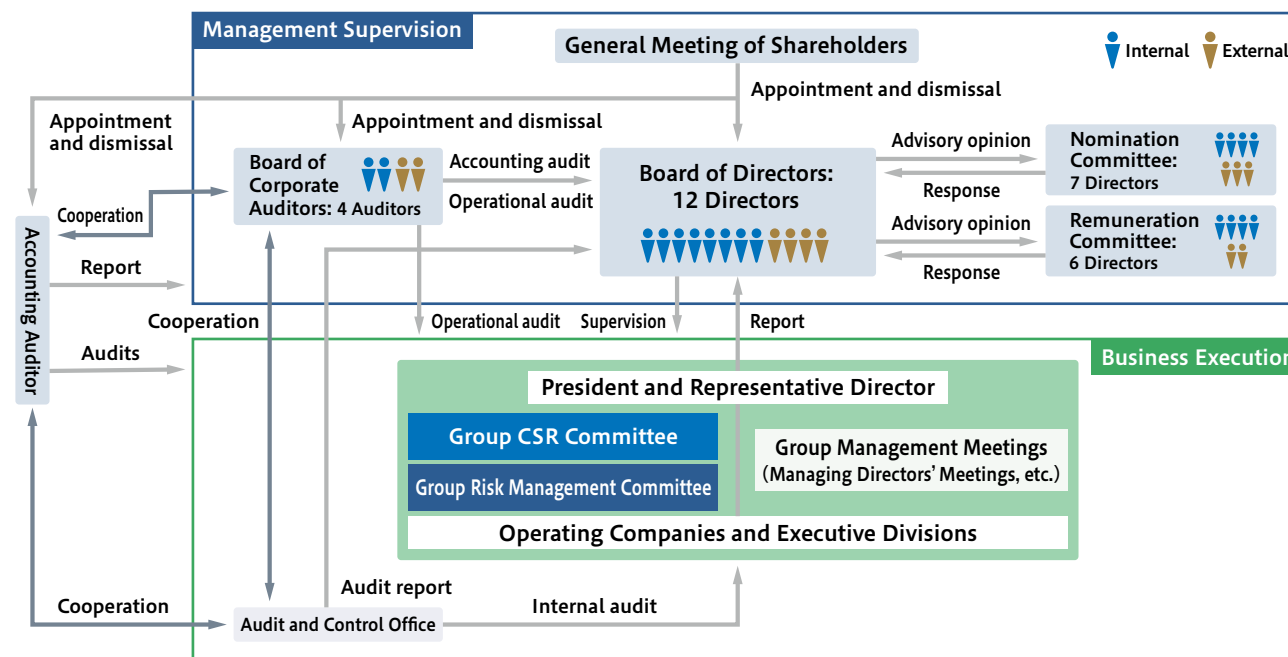
By pooling the expertise of each of our businesses and mutually leveraging our respective management resources through “Machi-dukuri,” we will strive to remain a place where we co-create the dreams and aspirations of our diverse stakeholders, including customers, employees, business partners, and shareholders.

Corporate governance within our Group is defined as a governance system grounded in high ethical standards, placing compliance at its foundation while ensuring appropriate risk-taking for sustainable growth.

Based on this understanding, we will continue in our unceasing efforts to deepen both proactive and defensive corporate governance, striving toward a prosperous future together with all our stakeholders.

 [Corporate Governance Policy](#)

Management Structure



Corporate Governance Structure

Our Group has grown with the department store business at its core.

Moving forward, we will continue to pursue further growth as a Group by leveraging the traditions and trust earned by the Takashimaya brand, while fostering the growth of each Group company and maximizing synergies between them.

Our Group believes it is essential to quickly capture customer insights and daily business data and to incorporate them into management decision-making to ensure a customer-centric approach.

To this end, we have introduced an Executive Officer System to delegate authority from the Board of Directors to the business execution line to expedite decision-making and policy implementation. In terms of institutional design, we have adopted a structure with an Audit and Supervisory Board, thereby ensuring the effectiveness of corporate governance, guaranteeing the legality and appropriateness of important resolutions by the Board of Directors, and ensuring the proper execution of business by Directors and other officers from a neutral and impartial perspective.

Corporate Governance

Corporate Governance Structure

■ Board of Directors

The Board of Directors makes important decisions for the Company and the Group and monitors the execution of duties by Directors to ensure that they are conducted appropriately.

To enhance its functions, we aim to ensure active discussion and appropriate decision-making from the perspective of overall Group optimization, and to gain constructive advice from a broader perspective, by appointing four Outside Directors and setting the Directors' term of office at one year to clarify responsibilities for each fiscal year.

■ Board of Corporate Auditors

Auditors, as independent officers entrusted by shareholders, audit the legality and validity of the Directors' execution of duties to build a sound and solid governance system.

The Board of Corporate Auditors, composed of all Auditors, serves as a deliberative and decision-making body to form opinions on audits, determine matters such as audit policies and investigation methods, and perform other duties stipulated by law and the Articles of Incorporation.

To ensure the effectiveness of the audits conducted by the Auditors, the Board shares the results of each audit and implements measures such as meetings with the Representative Director and Outside Directors, as well as collaboration with the Accounting Auditor, the Auditors of the Group companies, and the Audit and Control Office, which is the internal audit department.

■ Nomination Committee and Remuneration Committee

We have established a Nomination Committee and a Remuneration Committee as advisory bodies to the Board of Directors to ensure fairness and transparency in management. The Nomination Committee, with the participation of Outside Directors, deliberates on candidacy proposals for Directors and Executive Officers and personnel-related proposals. The Committee held three meetings in FY2024. The Remuneration Committee, chaired by an Outside Director, deliberates on the appraisal of Directors and Executive Officers and the amount of individual remuneration. The Committee held five meetings in FY2024.

			Committee Affiliation		Skills Required by Our Board of Directors								
Name	Position	Gender	Nomination Committee	Remuneration Committee	Marketing	Department stores, commerce, real estate development	Overseas business, development	Corporate management	Finance, accounting	Human resources, labor relations, organization	Corporate strategy, ESG	Legal affairs, risk management	Information technology, digital transformation
Yoshio Murata	President (Representative Director)	♂	★	●		●	●	●		●	●	●	
Kazuhisa Yokoyama	Senior Managing Director (Representative Director)	♂	●	●	●				●		●		●
Atsuhiko Sonoda	Senior Managing Director (Representative Director)	♂	●	●			●		●		●	●	●
Tomoko Sugiyama	Managing Director (Representative Director)	♀	●	●						●		●	
Koichi Makino	Managing Director	♂			●	●		●			●		
Hitoshi Namba	Managing Director	♂			●	●					●		
Kazuhiro Aoki	Managing Director	♂			●			●					
Masayuki Kiyose	Director	♂				●	●	●		●	●		
Akira Goto	Outside Director	♂	●	★								●	●
Keisuke Yokoo	Outside Director	♂		●				●	●				●
Atsumi Arima	Outside Director	♀	●					●	●		●		
Miyuki Ebisawa	Outside Director	♀	●		●							●	

★Chair

Corporate Governance

Corporate Governance Structure

■ Composition of the Board of Directors

Our Board of Directors nominates Director candidates to ensure diversity and stimulate deliberations, aiming for a balanced composition of experience, qualities, and skills and requires candidates to possess qualities such as character and leadership, as well as abilities including creativity, conceptual thinking, transformative power, and decisiveness.

In selecting Outside Directors, candidates are deemed to possess independence and are nominated if they are judged not to fall under any of the Company's established Independence Criteria (Note).

(Note) The Company's "Independence Criteria for Outside Directors" is based on the Tokyo Stock Exchange's "Guidelines for Listing Management III 5. (3) 2" and is as follows.

(1) A person who is an executive (*1) of the Company or its subsidiaries (hereinafter referred to as the "Group"), or who has been an executive of the Group within the past 10 years (2) An executive of a major business partner (*2) of the Group (3) An executive of a major lender (*3) of the Group (4) A major shareholder (*4) of the Company or an executive thereof (5) An executive of a company in which the Group is a major shareholder (*4) (6) A person affiliated with the audit firm serving as the Group's Accounting Auditor (7) A lawyer, certified public accountant, tax accountant, consultant, or similar professional receiving substantial amounts of money or other financial benefits (*5) from the Group, apart from Director remuneration (8) Individuals or entities, including corporations, associations, or other organizations, that have received substantial donations or grants (*5) from the Group, or directors or other executives of such entities (9) An executive of a company that has appointed our Group's executive as a director (10) Any person who fell under any of the above items (2) to (9) within the past three years (11) Spouse or relative within the second degree of kinship of any person listed under any of the following (limited to significant persons (*6)) A) An executive of the Group (in the case where an Outside Auditor is designated as an independent officer, this shall include Directors who are not executives) B) A person who fell under the preceding A) at any time during the one-year period prior to their appointment C) A person who falls under any of the above items (2) to (9) (12) Other persons who have circumstances that would reasonably lead to a determination that they cannot perform their duties as independent Outside Directors, as there is a risk of a material conflict of interest arising with general shareholders.

*1 An executive refers to a managing director, executive officer, executive manager, manager, or other employee of a corporation or other organization.

*2 A major business partner of the Group refers to a business partner that has made payments to the Company amounting to 2% or more of the Company's annual consolidated net sales in any one of the past three years, or a business partner that has received payments from the Company amounting to 2% or more of its annual consolidated net sales.

*3 A major lender to the Group refers to a lender that has extended loans to the Company amounting to 2% or more of the Company's consolidated total assets as of the end of the most recent fiscal year.

*4 A major shareholder refers to an individual or their executive who directly or indirectly holds 10% or more of the total voting rights.

*5 Substantial amounts refer to an average over the past three fiscal years of 10 million yen or more annually for individuals, or exceeding 2% of the total income for corporations, associations, or other organizations.

*6 Significant persons refer to Directors (excluding Outside Directors), Auditors (excluding Outside Auditors), Executive Officers, and employees holding senior management positions at the level of department manager or above.

Definition of Skills Required for Our Board of Directors

Marketing	The knowledge and experience to identify challenges and solutions, determining what value must be provided to meet the needs of customers and the local community
Department stores, commerce, real estate development	The knowledge and experience to realize high-value department stores, shopping centers, and real estate developments that serve as platforms that help achieve fulfilling lifestyles.
Overseas business, development	The knowledge and experience to build growth strategies based on a global perspective for overseas operations, which we position as a driver of growth
Corporate management	The knowledge and management experience in overall company and business management to lead our Group's operations, which are asset-based and have diverse revenue pillars, including department store operations, commercial property development, and financial services
Finance, accounting	The knowledge and experience to execute investment strategies, enhancing our corporate value, and to manage the Group with an awareness of capital costs
Human resources, labor relations, organization	The knowledge and experience to manage human capital by driving the management of talent and the organization in alignment with business strategy, leveraging diverse talents for growth
Corporate strategy, ESG	The knowledge and experience to balance addressing social issues with business growth, providing sustainable value to stakeholders
Legal affairs, risk management	The knowledge and experience to make sound management decisions with risk awareness, based on our Company's position that compliance underpins all activities
Information technology, digital transformation	The knowledge and experience to leverage digital capabilities not only for improving existing businesses but also as an integral part of growth strategies, leading to the creation of new value

■ Key Discussions at the Board of Directors Meetings and Initiatives to Address Issues

At the Board of Directors meetings, resolutions are made regarding the Company's fundamental management policies, matters concerning important business execution, matters authorized by resolutions of the General Meeting of Shareholders, and matters stipulated by laws and regulations and the Articles of Incorporation. Reports are also received on matters stipulated by laws and regulations, as well as on the status of the execution of important business.

During FY2024, the Board of Directors addressed and deliberated on the following matters as key issues.

Key Matters Submitted for Deliberation and Reported at Board of Directors Meetings (FY2024)

- Medium-Term Management Plan
- Business Plan
- Revision of the Corporate Governance Report
- Board Effectiveness Assessment
- Sustainability Management Promotion Activities
- Human Capital Management
- Workforce Planning and Recruitment Planning
- Investment Planning
- Validation of the Significance of Holding Cross-shareholdings
- Report on the Annual Securities Report
- Report on the Integrated Report
- Report on Financial Results
- Shareholder Returns
- Cash Flow Planning/Fund Procurement
- Acquisition and Cancellation of Treasury Stock
- Internal Control Evaluation/Operational Status
- Internal Audit Report
- Group Risk Management Policy
- Report on Crisis Management Incidents
- Anti-Bribery and Corruption Policy
- Appointment of Directors
- Director Remuneration
- Policy for New Initiatives
- Progress of Existing Initiatives

Corporate Governance

Corporate Governance Structure

■ Effectiveness of the Board of Directors

Since FY2015, the Company has been conducting assessments of the Board of Directors with the aim of improving the effectiveness of the Board and thereby increasing corporate value. The assessment for FY2024 was conducted in February 2025.

Assessment Method	The assessment was conducted by means of a non-anonymous questionnaire for all 12 Directors and 4 Corporate Auditors, with individual interviews based on the results of the questionnaire for the 4 Outside Directors and 2 Outside Corporate Auditors. In light of the results of the questionnaire and interviews, the Board members conducted a self-assessment at the Board of Directors meeting in February 2025.	
Responsibilities and Roles of the Board of Directors (Decision-Making Function)	(1) Is the strategic direction aimed at the Company's sustainable growth and enhancement of corporate value being deliberated by the Board of Directors? (2) Are specific management strategies and plans based on the direction in (1) being deliberated and resolved? (3) Is appropriate and sufficient deliberation being conducted when resolving each agenda item of the Board of Directors based on the approval rules? Are the resolution outcomes clear?	
Responsibilities and Roles of the Board of Directors (Management Oversight Function)	(4) Is the execution of business operations across the entire Group (Takashimaya and Group companies) being appropriately supervised? (5) Is the establishment and operation of the Group-wide management control system being appropriately supervised? (6) Is the establishment and operation of risk management being appropriately supervised? (7) Is appropriate coordination being maintained with the Nomination Committee and Remuneration Committee?	
Regarding Board of Directors Discussions	(8) Is there an open and frank exchange of opinions? (9) Is information being provided to support open and frank exchange of opinions?	
Regarding the Utilization of Outside Directors	(10) Is the composition of Outside Directors (number/proportion) appropriate? (11) Are the opinions of Outside Directors effectively utilized regarding resolutions on board agenda items, report contents, and other management issues?	
Regarding Board of Directors Meeting Proceedings	(12) Is sufficient time allocated for Board of Directors deliberations? (13) Is the chairperson's conduct of proceedings appropriate?	
Regarding Board of Directors Meetings Operations	(14) Is the frequency of Board of Directors meetings appropriate? (15) Are the resolutions and reports presented to the Board of Directors appropriate? (16) Are the materials provided to the Board of Directors (quantity and quality) appropriate?	
Regarding the Composition of the Board of Directors	(17) Is the number of Directors on the Board of Directors appropriate? (18) Is diversity ensured on the Board of Directors?	

■ Director Remuneration

Our Company has introduced a “performance-linked remuneration system” to strengthen incentives for Directors and Executive Officers in their efforts to enhance performance and corporate value. The decision policy regarding the content of individual remuneration, etc., was established at the Board of Directors meeting in February 2021. Director remuneration comprises monthly remuneration and bonuses, with the monthly remuneration consisting of a fixed portion (base remuneration and remuneration for acquiring Company shares) and a variable portion (performance-linked remuneration). Performance-linked remuneration is determined by the achievement of performance indicators set for each position and role, as well as individually set key task objectives. This is deliberated by the Remuneration Committee and submitted to the Board of Directors for final approval.

Issues and Solutions The results of the questionnaire and interviews were generally positive, confirming that there were no substantial issues with the effectiveness of the Board of Directors. Proactive suggestions for improvement were also raised by both internal and external Directors and Corporate Auditors towards further enhancing the effectiveness of the Board, and it was confirmed that efforts to implement these will continue.

Initiatives for Previous Fiscal Year Improvement Proposals
● Utilized issue confirmation sheets to enhance the understanding of Outside Directors regarding challenges at Group companies
● Shared summaries of agenda items and key points from discussions among executive officers in advance to enrich Board of Directors deliberations
● Shared information regarding KPIs for developing female managers to increase the proportion of female directors

Improvement Proposals for the Current Fiscal Year
● Enhance deliberations on management strategy at Board of Directors meetings and ensure sufficient time is allocated
● Share management and oversight policies of Group companies
● Review the skill set required for Board members to enhance the effectiveness and transparency of the Nomination Committee

Evaluation Weight of Performance-Linked Remuneration

		Chairman, President	Senior Managing Director (General Manager, Sales Headquarters)		Senior Managing Director (General Manager, Planning Headquarters)		Managing Director (excluding Store Manager)		Store Manager	
Performance evaluation	Consolidated	Consolidated 70%	50%	Consolidated 20%	50%	Consolidated 30%	40%	Consolidated 10%	—	
	Department stores (parent company + subsidiaries)	—		Department stores 30%		Department stores 20%		Department stores 30%	60%	Department stores 10%
	Responsible store	—		—		—		—		Responsible store 50%
Evaluation of priority issues		30%	50%		50%		60%		40%	

Corporate Governance

List of Directors & Corporate Auditors (as of September 30, 2025)



Yoshio Murata

President
(Representative Director)

Joined the Company in April 1985.
Appointed President (Representative Director), in charge of the Operational Audit Office in March 2019.

Reason for Appointment: Following positions including Managing Director (Representative Director) and General Manager – General Affairs Headquarters and Managing Director (Representative Director) and General Manager – Planning Headquarters, Mr. Yoshio Murata has been serving as President (Representative Director) since 2019. In view of his leadership, creativity, conceptual skills, and ability to execute management strategies, the Company has reappointed Mr. Murata as ongoing Director.



Kazuhisa Yokoyama

Senior Managing Director
(Representative Director)

Joined the Company in April 1988.
Appointed Senior Managing Director (Representative Director), General Manager – Sales Headquarters, in charge of the Life Design Office in May 2023.

Reason for Appointment: Following positions including Executive Officer and General Manager – Corporate Strategy Division, Senior Executive Officer and Deputy General Manager – Planning Headquarters, and General Manager – Finance Division, Mr. Kazuhisa Yokoyama has contributed to the reinforcement of governance and structural reform of the Group and has been serving as Senior Managing Director (Representative Director) and General Manager – Sales Headquarters since 2023. In view of his extensive experience and knowledge, the Company has reappointed Mr. Yokoyama as ongoing Director.



Atsuhiko Sonoda

Senior Managing Director
(Representative Director)

Joined the Company in April 1988.
Appointed Senior Managing Director (Representative Director), General Manager – Planning Headquarters, responsible for the Takashimaya Archives, in May 2024.

Reason for Appointment: Having a thorough knowledge of accounting and finance, Mr. Atsuhiko Sonoda has served as the Executive Officer and General Manager – Finance Division and has worked to reinforce the governance of the Group while promoting IR activities based on a financial perspective. He has been serving as the Senior Managing Director (Representative Director) and General Manager – Planning Headquarters since 2024. He is qualified as a certified tax accountant, and in view of his extensive experience and knowledge, the Company has reappointed Mr. Sonoda as ongoing Director.



Tomoko Sugiyama

Managing Director
(Representative Director)

Joined the Company in April 1990.
Appointed Managing Director (Representative Director), General Manager – General Affairs Headquarters, in charge of the Secretarial Office from May 2025.

Reason for Appointment: As General Manager of General Affairs, Ms. Tomoko Sugiyama has demonstrated extensive expertise across diverse domains including facility management, crisis management, and shareholder/stock-related matters. In view of her thorough on-site approach, which has proven effective in strengthening compliance and governance, the Company has appointed Ms. Sugiyama as a new Director.



Koichi Makino

Managing Director

Joined the Company in April 1985.
Appointed Managing Director, General Manager – Nihombashi Store, Sales Headquarters in March 2025.

Reason for Appointment:



Hitoshi Namba

Managing Director

Joined the Company in April 1988.
Appointed Managing Director, General Manager – Osaka Store, Sales Headquarters in May 2025.

Reason for Appointment: To achieve appealing product lineups, Mr. Hitoshi Namba has demonstrated his expertise as General Manager of the Osaka Store in strengthening buying power and promoting seamless operations, leveraging his extensive experience as Managing Director and General Manager – Sales Headquarters of JR Tokai Takashimaya Co., Ltd. and Executive Officer and General Manager – Shinjuku Store. In view of Mr. Namba's rich management experience and insights, the Company has appointed him as a new Director.



Kazuhiro Aoki

Managing Director

Joined the Company in April 1987.
Appointed Managing Director, Deputy General Manager – Sales Headquarters, General Manager – Sales Planning Division, and General Manager – Life Design Office in May 2025.

Reason for Appointment: In view of Mr. Kazuhiro Aoki's proven track record of leading the Sales Planning Division and Yokohama Store through his proactive approach to constantly seek out new ideas and his ability to drive initiatives, coupled with his extensive management experience and expertise in advancing human capital management and seamless integration from a Group-wide perspective, the Company determined that Mr. Aoki is capable of appropriately executing the duties of a Director and appointed him accordingly.



Masayuki Kiyose

Director

Joined Toshin Development Co., Ltd. in March 1992.
Appointed Director of the Company in March 2024.

Reason for Appointment: Following positions including Director, as well as Vice President and Representative Director of Toshin Development Co., Ltd., Mr. Masayuki Kiyose has served as Managing Director (Representative Director) and General Manager – Planning Headquarters of the Company since 2021, Senior Managing Director (Representative Director) and General Manager – Planning Headquarters since 2023, and Chairman of Toshin Development Co., Ltd. since 2024. In view of his extensive management experience and knowledge, the Company has reappointed Mr. Kiyose as ongoing Director.

Corporate Governance

List of Directors & Corporate Auditors (as of September 30, 2025)



Akira Goto

Outside Director

Appointed Professor Emeritus at the University of Tokyo in 2007.
Appointed as Outside Director of Takashimaya Co., Ltd. in May 2014.
Concurrent Positions Held: President, Fair Trade Institute

Reason for Appointment: In view of Mr. Akira Goto's academic background, expertise, and wealth of experience, as well as his experience as a Commissioner of the Japan Fair Trade Commission, the Company has reappointed Mr. Goto as an ongoing Outside Director.

As in the past, the Company expects Mr. Goto to continue to provide sound guidance and supervision on the Company's management, drawing on his wealth of knowledge as an expert.



Keisuke Yokoo

Outside Director

Joined the Industrial Bank of Japan, Limited (currently Mizuho Bank, Ltd.) in April 1974.
Appointed as Outside Director of Takashimaya Co., Ltd. in May 2020.
Positions Held: Chairman, Sonar President & CEO, Japan Investment Director, Ricoh Co., Ltd.

Concurrent
Advisers Inc.;
Corporation; Outside

Reason for Appointment: In view of Mr. Keisuke Yokoo's extensive experience and high level of knowledge as a corporate manager, the Company has reappointed Mr. Yokoo as an ongoing Outside Director.

As in the past, the Company expects Mr. Yokoo to continue to provide sound guidance and supervision on the Company's management, primarily from a managerial perspective.



Atsumi Arima

Outside Director

Joined the Dai-ichi Kangyo Bank, Ltd. (currently Mizuho Bank, Ltd.) in April 1986.
Appointed as Outside Director of Takashimaya Co., Ltd. in May 2020.
Concurrent Positions Held: Outside Director, Seibu Holdings Inc.; Outside Director, Culture Entertainment Group Inc.; Outside Director, The Shoko Chukin Bank, Ltd.

Reason for Appointment: In view of Ms. Atsumi Arima's extensive experience in the field of finance and her in-depth knowledge of social issues that companies should recognize as gained through her studies and initiatives, the Company has reappointed Ms. Arima as an ongoing Outside Director.

As in the past, the Company expects Ms. Arima to continue to provide sound guidance and supervision on the Company's management, primarily from a managerial perspective.



Miyuki Ebisawa

Outside Director

Entered the Ministry of Home Affairs (currently the Ministry of Internal Affairs and Communications) in April 1998.
Registered as an attorney-at-law in January 2017, appointed as Outside Director of Takashimaya Co., Ltd. in May 2022.
Concurrent Positions Held: Outside

Director, Takihyo Co., Ltd.; Outside Director, Culture Entertainment Group Inc.

Reason for Appointment: At Mimura Komatsu Law Firm, Ms. Miyuki Ebisawa specializes in the practice of Fashion Law, a legal field that focuses on legal issues in the fashion industry, and given her diverse career, the Company has concluded that she will appropriately execute the duties of Outside Director of the Company and has reappointed Ms. Ebisawa as ongoing Outside Director.

The Company expects Ms. Ebisawa to draw on her extensive knowledge as a lawyer to provide guidance and supervision on the Company's management.



Fujie Kataoka

Corporate Auditor (Full-Time)

Joined the Company in April 1982.
Appointed as Corporate Auditor in May 2020.

Reason for Appointment: Following positions including General Manager – Operational Audit Office, Deputy General Manager – General Affairs Headquarters, and General Manager – General Affairs Division, Ms. Fujie Kataoka has been serving as Full-Time Corporate Auditor since 2020. In view of her relevant knowledge of corporate management, including finance, accounting, and legal affairs, the Company has concluded that she will appropriately execute the duties of Corporate Auditor of the Company.



Tsuneaki Okabe

Corporate Auditor (Full-Time)

Joined the Company in April 1984.
Appointed as Corporate Auditor in May 2023.

Reason for Appointment: Following positions including Managing Director and General Manager – Sales Promotion Division, Sales Headquarters, Managing Director (Representative Director) and General Manager – Planning Headquarters, and Managing Director (Representative Director) and General Manager – General Affairs Headquarters, in view that Mr. Tsuneaki Okabe possesses diverse experience and knowledge of the three headquarters of sales, planning, and general administration, the Company has concluded that he will appropriately execute the duties of Corporate Auditor of the Company.



Kunihiko Sugahara

Outside Corporate Auditor

Registered as a Certified Public Accountant in March 1979, appointed as Outside Corporate Auditor of Takashimaya Co., Ltd. in May 2023.
Concurrent Positions Held: Representative of Kunihiko Sugahara, CPA Accounting Office; Outside Director, Sakata Seed Corporation; Auditor for Japan for UNHCR

Reason for Appointment: In view of his qualifications as a Certified Public Accountant and his sound knowledge of finance and accounting, the Company has concluded that he will appropriately execute the duties of Outside Corporate Auditor of the Company.



Makiko Terahara

Outside Corporate Auditor

Registered as an attorney-at-law in April 2000, appointed as an Outside Corporate Auditor of Takashimaya Co., Ltd. in May 2023.
Concurrent Positions Held: Outside Director, Advantage Risk Management Co., Ltd.; Outside Director, Japan Fawick Co., Ltd.; Supervisory Director,

AEON REIT Investment Corporation; Outside Corporate Auditor, Nissui Corporation; co-managing partner, Tokyo Omotesando Law & Accounting LPC

Reason for Appointment: Ms. Makiko Terahara is registered as an attorney in Japan and New York and has served as an outside director for multiple companies. In view of her sound knowledge of legal affairs and corporate accounting, the Company has concluded that she will appropriately execute the duties of Outside Corporate Auditor of the Company.

Corporate Governance

Promotion of Compliance-Based Management

Compliance is the foundation of management and a fundamental CSR requirement that should be prioritized above all else to ensure the sustainable continuity of business operations. All employees of the Group are engaged in business activities that involve close daily interaction with a wide range of laws and regulations, including the Act on Prohibition of Private Monopolization and Maintenance of Fair Trade, the Act against Delay in Payment of Subcontract Proceeds, etc. to Subcontractors, the Act against Unjustifiable Premiums and Misleading Representations, the Labor Standards Act, the Food Sanitation Act, and the Act on the Protection of Personal Information. Based on a proper understanding of the laws and regulations that apply to our business, each of us is expected to continually take the initiative to think and act on our own behalf. Our management and executives will also take the initiative to promote understanding of and compliance with the law. In addition, we have established our own corporate policies and standards. These serve as guidelines to ensure compliance with laws and regulations, and adherence to these rules is also an important part of compliance. The Group is committed to the continuous improvement of its compliance awareness and the updating of its compliance knowledge.

While laws and regulations are formulated based on the wisdom of many people to ensure a fair and proper social order, they are also subject to revision to reflect changes in the times, and legal rulings may also change.

We will continue to promote compliance-based management by establishing the four principles of not engaging in, not instructing others to engage in, not following instructions to engage in, and not overlooking acts that violate compliance.

Compliance Promotion Structure

1

The Takashimaya Group's Management Philosophy is "Putting People First." This Management Philosophy embodies the Takashimaya Group's commitment to "contribute to the creation of a society in which people can continue to thrive by valuing the spirit of trusting, caring for, and serving people, and serving people through sincere corporate activities for all people, including customers, employees, business partners, shareholders and investors, local communities, and global society." To this end, we will ensure that all of our Senior Management, Directors, and Executive Officers take the lead in promoting compliance-based management, and we will do our utmost to ensure that our Management Philosophy is fully understood and instilled throughout the Group so that we can share and put into practice these ethical and value-based principles.

2

The Board of Directors will appropriately monitor and supervise the execution of the duties of the Directors to ensure that the business operations of the Company and each Group company as a whole are conducted in an appropriate and sound manner. In order to enhance corporate value over the medium to long term, it is essential that we strengthen corporate governance throughout the Group, and we will strive to establish an effective internal control system. In addition, we will periodically review the status of operations and issues based on the Basic Policy for the Internal Control System.

3

The Group's Corporate Auditors are responsible for reviewing the efficacy and integrity of the internal control system and for verifying the legality of the decision-making process regarding the execution of duties by the Directors, with a view to correcting and preventing illegal acts by the Directors and improving the effectiveness of the monitoring function.

4

Under the guidance of the Takashimaya Group CSR Committee, chaired by the President, we will thoroughly enforce compliance-based management and strengthen our efforts to review and improve the status of internal controls and our CSR initiatives in response to emerging social issues throughout the Group.

5

Under the guidance of the Takashimaya Group Risk Management Committee, chaired by the President, supervisory departments at the Head Office will coordinate with relevant divisions and Group companies to ensure thorough enforcement of compliance-based management with regard to specific issues such as "Fair Trade," "Personal Information," and "Environment."

Compliance Education

We will ensure thorough awareness of compliance based on the Management Philosophy through various channels, including education and training. (FY2024 Results)

- Takashimaya Group Induction Training
"Compliance Training" Held in April 2024
- First-Year Follow-Up Training: "Sales-Related Legal Affairs"
"Fundamentals of Sales-Related Legal Affairs" conducted January 2025
- Group Company Directors' Legal Training
"Duties and Responsibilities of Directors and Other Officers" conducted July 2024
- Compliance Training
FY2024: "Disguised Contract Work," "Fair Trade," "Human Rights Education and Harassment," "Handling Complaints and Customer Harassment"

- Training for Newly Appointed Managers and Buyers
"Compliance Training" Held in April 2024
- Mid-Career Hire Induction Training
"Compliance Training" and "Personal Information Management Training"
Held in April and September 2024
- Customer Harassment Training
"Initial Response Training" and "Management Training" held in January 2025
- Social Media Personnel Workshop
FY2024: "Copyright Act," "Act against Unjustifiable Premiums and Misleading Representations," "Pharmaceutical and Medical Device Act"

Corporate Governance

Promotion of Compliance-Based Management

■ Internal Reporting (Whistleblowing) and Consultation

The Group has established and operates a system for receiving internal reports of misconduct, etc., on a group-wide basis. This system is comprised of the Takashimaya Group Compliance Hotline, Harassment Hotline, Labor Consultation Desk, and Legal Consultation Desk.

The Group guarantees anonymity and ensures that informants will not be subject to any disadvantage. Furthermore, it provides training to all those involved in the reporting system at the Company and each Group company, with the objective of ensuring a swift response to incidents.

Awareness-raising activities are also being conducted with the aim of increasing awareness of the reporting system among all employees of the Company and Group companies. This is intended to encourage increased internal reporting and thus improve the Group's self-remediation capabilities.

List of Takashimaya Group Consultation Services

Harassment Consultation Desk (Internal/External)

LGBTQ Workplace Support Consultation Desk (Internal/External)

Compliance Hotline (Internal/External)

Labor Consultation Desk (Internal)

Legal Consultation Desk (Internal)

■ The Takashimaya Group's Anti-Bribery and Corruption Policy

To uphold our Management Philosophy of "Putting People First," one of our guiding principles is "Activities trusted by the community." To ensure the integrity of our business practices and promote fair and transparent transactions, we have established the "Takashimaya Group Transaction Guidelines," which prohibit any form of corruption, bribery, or the provision or acceptance of improper benefits.

The Group will persist in its efforts to promote management practices that align with our Management Philosophy and Guidelines. In order to meet the expectations of our stakeholders, we will rigorously enforce anti-corruption measures throughout the Group as part of our corporate social responsibility. We will also endeavor to prevent bribery and the provision or acceptance of improper benefits in strict compliance with domestic and international laws and regulations, in alignment with the standards set forth in this Policy.

This Policy sets out and clarifies the Group's basic approach to anti-corruption and applies to all officers and employees of the Group, irrespective of their employment status.

Moreover, the collaboration and understanding of our business partners, who provide support to the Group, are vital to ensuring comprehensive anti-corruption measures. The Group will therefore endeavor to guarantee that all of its business partners also work to prevent corruption in accordance with relevant laws and regulations, as well as this Policy.

1. Prohibition of Bribery and Corruption

The Takashimaya Group adheres to a strict policy of zero tolerance for bribery and corruption in all of its operations, whether direct or indirect, across all countries and regions in which it conducts business.

In this context, corrupt practices are defined as any act of bribery*, extortion of benefits, embezzlement, breach of trust, or other forms of abuse of authority for the purpose of gaining personal benefits.

Furthermore, the Takashimaya Group shall refrain from offering or accepting any form of entertainment, gift, benefit, or other favor from its business partners that is inconsistent with standard business practices or that violates the norms of social conduct.

*Bribery is defined as the act of offering, giving, or promising money or other benefits to a public official or civilian for the purpose of obtaining an improper business advantage. It also encompasses the act of accepting, offering, or soliciting such benefits, offers, or promises.

Furthermore, the definition of bribery encompasses facilitation payments, defined as modest financial transactions made to public officials for the purpose of expediting routine administrative procedures.

2. Compliance with Laws and Regulations

The Takashimaya Group is aware of and adheres to the legal and regulatory frameworks of the countries and regions in which it operates. This encompasses compliance with the Unfair Competition Prevention Act and other relevant domestic legislation and regulations.

3. Establishment of Systems to Prevent Bribery and Corruption

In order to enhance the effectiveness of this Policy, the Takashimaya Group shall duly establish and implement internal regulations, organizational systems, and internal reporting systems. The Group shall also ensure that all its officers and employees are fully aware of this Policy through education and other measures.

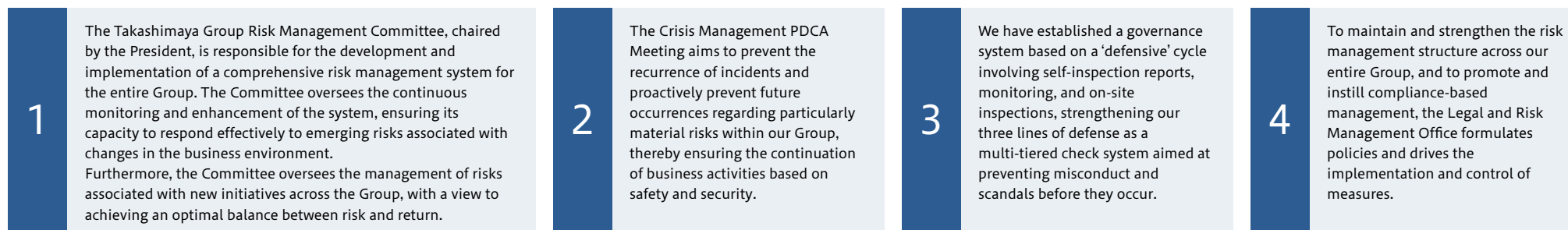
Furthermore, any reports of actions or behaviors deemed to violate this Policy or any suspicions of such violations shall be duly accepted and addressed via the Compliance Hotline in accordance with the Internal Reporting System.

Additionally, the status of compliance with this Policy shall be periodically monitored through internal audits and other means, and the Group shall continue to work to improve this Policy and its organizational structure.

Formulated: November 2024

Risk Management

The Takashimaya Group Risk Management Structure



Positioning of the Takashimaya Group Risk Management Committee and Crisis Management PDCA Meeting

Group Risk Management Committee = Control of Business Risks

We will establish a cross-functional risk management structure for our Group, continuously reviewing and strengthening our management systems to appropriately address new business risks arising from changes in the operating environment. Furthermore, we will conduct Group-wide risk assessments for risks associated with new initiatives, considering the balance with returns, and assume the role of controlling these risks across the Group.

Crisis Management PDCA Meeting = Preventing Recurrence of Material Risks and Proactive Prevention

For particularly material risks within our Group, we will achieve "prevention of recurrence" for past incidents and "proactive prevention" for future risks, thereby ensuring the continuation of business activities based on the premise of "safety and security."



Risk Management

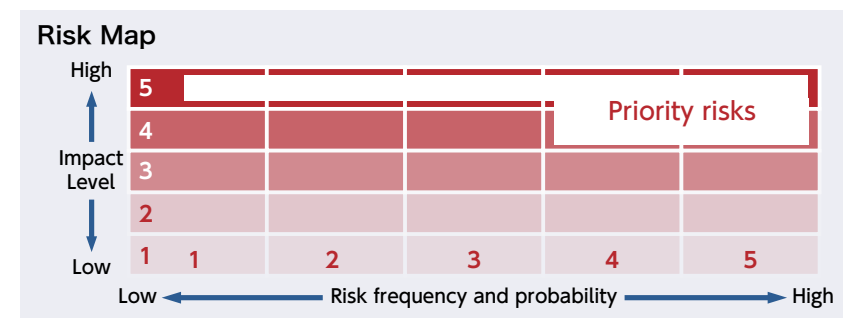
Response to Material Risks

The Takashimaya Group Risk Management Committee identifies risks that could significantly impact our business, considering both internal and external environments.

For identified risk items, we assess their potential impact on business and likelihood of occurrence.

Based on this assessment, we create a risk map to identify priority risks and work to strengthen countermeasures.

■ IMaterial Risks Impact level: ◎=Very high, ○=High



Risk Category and Impact Level	Risks	Opportunities
Delay in ESG management initiatives ◎	• Loss of trust from stakeholders • Damage to brand value, central to Group earnings • Reputational damage and operating losses due to legal violations	• Sustainable growth of our Group • Acquiring new markets • Enhancing our Group's social reputation
Overseas business expansion ○	• Fluctuations in asset value and delayed investment recovery due to sudden changes in political/economic conditions and exchange rate fluctuations • Failure to respond to changes in local laws and regulations, and governance breakdown stemming from cultural/religious differences among locally hired employees	• Establishing a solid business foundation and overseas business expansion based on country risk considerations
Domestic population decline due to changes in social structure ○	• Market contraction due to changes in consumer behavior, including declining birthrates, aging populations, and younger generations moving away from department stores • Difficulty in securing essential human resources needed to execute business strategies due to the decline of the working population	• Promoting effective use of human capital through reskilling
Natural disasters (earthquakes, typhoons, floods) ○	• Loss of business opportunities due to damage to stores and other business assets • Loss of business opportunities due to the disruption of transportation and communication networks	• Contributing to local communities as social infrastructure through initiatives aimed at ensuring safety and security
War, geopolitics, global economic downturn ○	• Impact on product procurement and sales opportunities due to restrictions on logistics and movement • Possible policy changes at overseas locations and businesses operations • Negative impact on financing due to turmoil in the financial markets • Weakening consumer sentiment due to global stock market declines	• Developing new markets, business partners, and procurement routes • Enhancing resilience in corporate activities during emergencies • Expansion of demand for domestic products
Outbreak of a new pandemic ◎	• Loss of business opportunities due to store closures and/or reduced opening hours • Changes in consumer behavior and reduced store visit frequency	• Developing businesses that respond to new social environments and consumer behavior • Expanding the Group's businesses through diversification of assets and the effective use of management resources
Disruption of the supply chain ○	• Impediments to product procurement and reduced product appeal due to the bankruptcy or closure of business partners' operations, etc. • Decreased rental income due to tenants' reduced ability to pay rent • Operational impacts of labor shortages across production, logistics, and sales	• Improving the appeal of product lineups and securing stable profits by building solid relationships with business partners
System failures and information leaks due to cyberattacks ◎	• Loss of business opportunities caused by system failures resulting from unauthorized external access, including tampering or destruction • Loss of social credibility due to leaks of sensitive information, such as personal data	• Enhancing cyber resilience • Improving customer trust and social credibility
Human rights issues in business activities ◎	• Reputational damage due to discriminatory treatment (based on nationality, gender, etc.) during customer service or in media representations • Decreased employee engagement due to workplace customer harassment or insufficient measures against harassment • Reputational damage due to human rights issues (harassment, unfair labor, discrimination, etc.) in the supply chain, and losses due to boycotts, etc.	• Earning the trust of stakeholders and increasing the number of Takashimaya fans by practicing management that respects human rights

Risk Management

Formulation of the Takashimaya Group Basic Policy on Information Security

In recent years, the advancement of digitalization and the sophistication of cyberattacks have further heightened the importance of information security. Our Group considers the appropriate management and protection of information assets, including information entrusted to us by our customers, to be our corporate social responsibility and the foundation of trust.

Against this backdrop, our Group has formulated the “Takashimaya Group Basic Policy on Information Security.” Based on this policy, our officers and employees will collaborate to enhance our information security structure and provide safety and peace of mind.

The Takashimaya Group Basic Policy on Information Security

The Takashimaya Group is committed to enhancing customer satisfaction by responding to changes in the consumer environment and the diversification of consumer values and needs through its Group-wide “Machi-dukuri” strategy. We recognize that the proper management and handling of information assets, including customer information entrusted to us in the course of our business activities, is of utmost importance.

The Takashimaya Group positions the protection of its information assets from various threats, such as external attacks and leaks, and the strengthening of its information security structure as a key priority and part of its corporate social responsibility, aiming to be a corporate group trusted by all stakeholders.

Based on this view, we have formulated the “Takashimaya Group Basic Policy on Information Security,” and all Takashimaya Group officers and employees will comply with this policy and continuously strive to strengthen our information security management structure. Through these efforts, we aim to provide safety and security to our customers and other stakeholders and maintain stable business activities.

1. Establishment of Information Security Management Structure

Our Group has established a Group-wide administrative office for managing information assets within the General Affairs Headquarters and shall ensure thorough awareness of the Basic Policy on Information Security among officers, all employees, business partners, and external contractors.

2. Compliance with Laws and Regulations and Establishment of Related Rules and Procedures

Our Group shall comply with laws and regulations concerning information security, establish related internal rules and procedures, ensure thorough awareness among officers and all employees, and implement appropriate information management.

3. Protection of Information Assets

Our Group shall implement and maintain systems equipped with information security measures to ensure the confidentiality, integrity, and availability of information assets, and to prevent incidents such as external attacks or leaks targeting information assets.

4. Implementation of Security Risk Assessments

Our Group shall regularly identify, analyze, and evaluate risks to its information assets in order to protect them and shall implement countermeasures commensurate with those risks.

5. Enhancing Information Security Literacy

Our Group shall invest the necessary management resources to strengthen our information security management structure, systematically develop and secure human capital, and continuously provide education and training on information security to all officers and employees to raise awareness.

6. Continuous Improvement Initiatives

To assess the level of our Group-wide information security management structure, we shall regularly conduct information security assessments by specialized third-party organizations, incorporate the latest security technology trends and countermeasures, and strive for continuous improvement.

7. Response to Information Security Incidents

Our Group shall establish reporting procedures and initial response protocols for information security incidents, respond promptly and appropriately to minimize damage, and properly fulfill necessary notifications to government agencies and relevant parties.

Formulated: July 2025

Information Disclosure

The Takashimaya Group Multi-Stakeholder Policy

 [Multi-Stakeholder Policy](#)

Accurate Information Disclosure

- Information disclosure based on the Corporate Governance Code
- General Meetings of shareholders
- Financial results briefings and investor briefings
- Integrated Report publication



First Integrated Report published in 2024

Shareholders
and Investors

Customers
and Local
Communities

Initiatives to Enhance Customer Satisfaction and Revitalize Local Communities

- “TSUNAGU ACTION” – Sustainable activities undertaken with our customers
- “Depart de Loop” and food drives
- Fry to Fly Project

“TSUNAGU ACTION” –
Activities undertaken
together with our
customers



高島屋のサステナブル・アクション
TSUNAGU ACTION

Communication to Improve Employee Engagement

- Policy on Promoting Diversity
- Basic Policy on Customer Harassment
- Internal Newsletter and ESG Newsletter
- Formulation of the Grand Design
- Stress Check Survey and Engagement Survey



Internal Newsletter “T-Times”

Employees

Business Partners

Establish Fair and Sound Partnerships and Promote Dialogue for Coexistence and Mutual Prosperity

- Human Rights Commitment
- Partnership Building Declaration
- Takashimaya Group Transaction Guidelines

Participation in the
Partnership Building
Declaration



Information Disclosure

Dialogue with Investors in FY2024

In FY2024, following the announcement of our Medium-Term Management Plan (2024-2026) and the Grand Design for our 200th anniversary in 2031, we actively communicated our Group's growth strategy, focusing on initiatives in the domestic department store business and domestic and overseas commercial property development business.

Furthermore, with the number of foreign visitors to Japan and their spending reaching record highs against the backdrop of yen depreciation, the situation regarding inbound tourism at domestic department stores drew significant attention, leading to an increase in dialogue opportunities. The opinions of investors received through these dialogues will be reported at the Board of Directors Meetings and, in addition to expanding the scope of information disclosed, will be reflected in the Group's sales and capital policies as deemed appropriate.

	Number of Meetings	Type of Counterparty	Respondent			
			President	Director	Executive Officer	IR Finance
Previous FY 4Q/2Q Financial Results Briefings	2	Analysts Fund Managers	○	○	○	—
1Q/3Q Financial Results Briefings	2			○	○	—
Small Meetings	8		○	○	○	—
Domestic and Overseas Conferences	44	Domestic and overseas institutional investors	○	○	○	—
Overseas Local IR Meetings	15	Overseas institutional investors	○	—	○	—
Business Briefings (Kyoto Takashimaya S.C./ Integrated Report)	2	Analysts Fund Managers	—	—	○	—
Individual Interviews	201	Analysts Domestic and overseas institutional investors	—	—	—	○
Total	274	*The number of meetings is counted regardless of the number of participants (companies) in attendance.				

Endorsement of International Standards and Participation in International Organizations

Participation in “RE100” (2019)

Participation in “EV100” (2019)

Support for TCFD Recommendations

External Recognition and Awards

CDP Climate Change 2024 “B” Rating

SEGES Urban Oasis Category

2025 CONSTITUENT MSCI日本株女性活躍指数 (WIN)

[Index Inclusion]
MSCI Japan Empowering Women Index (WIN)

[External Recognition](#)

“2025 Health and Productivity Management Outstanding Organization” (Large Enterprise Category) (March 2025)

Awarded the “Danjo Ikiiki Award of Excellence” at the Osaka Prefecture Danjo Ikiiki Business Commendation (September 2020)

Prime Minister's Award for Leading Companies Where Women Shine (December 2017)

“Eruboshi” Certification by the Ministry of Health, Labour and Welfare (June 2016)

Platinum Kurumin Certification (November 2015)

Inclusion in the “Diversity Management Selection 100” (2014)

PRIDE Index 2024 Gold (November 2024)

Key Financial Data

Financial Statements

Consolidated Balance Sheets (Unit: Millions of yen)

	FY2023	FY2024
Assets		
■ Current assets		
Cash and deposits	94,752	90,538
Notes and accounts receivable - trade, and contract assets	156,981	164,398
Merchandise and finished goods	35,904	35,366
Raw materials and supplies	987	958
Other	39,953	42,912
Allowance for doubtful accounts	(733)	(671)
Total current assets	327,845	333,501
■ Non-current assets		
■ Property, plant and equipment		
Buildings and structures, net	191,580	193,090
Land	419,852	419,861
Leased assets, net	829	586
Construction in progress	9,075	9,982
Right-of-use assets, net	123,628	123,739
Other assets, net	12,273	12,513
Total property, plant and equipment	757,240	759,774
■ Intangible assets		
Goodwill	2,467	2,736
Leasehold interests in land	11,269	11,696
Right-of-use assets	6,566	6,899
Other assets	15,269	15,693
Total intangible assets	35,574	37,025
■ Investments and other assets		
Investment securities	101,495	119,967
Guarantee deposits	25,948	23,919
Deferred tax assets	17,062	11,446
Retirement benefit assets	—	2,463
Other	7,470	10,110
Allowance for doubtful accounts	(2,162)	(2,197)
Total investments and other assets	149,815	165,710
Total non-current assets	942,629	962,510
Total assets	1,270,475	1,296,012

(Unit: Millions of yen)

	FY2023	FY2024
Liabilities		
■ Current liabilities		
Notes and accounts payable - trade	124,137	123,849
Short-term borrowings	43,580	37,672
Lease liabilities	8,346	9,313
Contract liabilities	98,646	100,744
Gift certificates	41,868	40,328
Deposits received	66,408	63,491
Other liabilities	34,327	40,147
Total current liabilities	417,315	415,546
■ Non-current liabilities		
Bonds payable	80,143	80,113
Long-term borrowings	85,228	83,818
Lease liabilities	128,515	130,558
Retirement benefit liability	39,103	37,974
Deferred tax liabilities	11,318	11,755
Other liabilities	30,049	35,897
Total non-current liabilities	374,357	380,117
Total liabilities	791,673	795,663
Net Assets		
■ Shareholders' equity		
Share capital	66,025	66,025
Capital surplus	54,790	37,522
Retained earnings	320,867	335,679
Treasury shares	(32,692)	(12,530)
Total shareholders' equity	408,991	426,695
■ Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	11,944	8,713
Deferred gains or losses on hedges	3	5
Revaluation reserve for land	3,972	3,972
Foreign-currency translation adjustment	25,050	30,285
Remeasurements of defined benefit plans	4,116	3,376
Total accumulated other comprehensive income	45,087	46,352
Non-controlling interests	24,722	27,299
Total net assets	478,802	500,348
Total liabilities and net assets	1,270,475	1,296,012

Consolidated Statement of Income (Unit: Millions of yen)

	FY2023	FY2024
Operating revenue	466,134	498,491
Net sales	385,830	412,769
Gross profit	198,252	213,669
Other operating revenue	80,303	85,722
Operating gross profit	278,555	299,392
Total selling, general, and administrative expenses	232,618	241,888
Operating profit	45,937	57,503
Total non-operating income	9,310	11,538
Total non-operating expenses	6,049	8,645
Ordinary profit	49,199	60,396
Total extraordinary income	194	4,190
Total extraordinary losses	8,840	7,332
Quarterly profit before income taxes	40,553	57,253
Total income taxes	7,539	16,583
Net profit	33,013	40,670
Profit attributable to non-controlling interests	1,392	1,145
Profit attributable to owners of parent	31,620	39,525

Consolidated Statements of Comprehensive Income (Unit: Millions of yen)

	FY2023	FY2024
Net profit	33,013	40,670
■ Other comprehensive income		
Valuation difference on available-for-sale securities	3,844	(3,277)
Deferred gains or losses on hedges	4	2
Foreign-currency translation adjustment	3,421	3,961
Remeasurements of defined benefit plans	5,189	(726)
Share of other comprehensive income of entities accounted for using the equity method	2,165	2,669
Total other comprehensive income	14,625	2,628
Comprehensive income	47,638	43,298
(Breakdown)		
Comprehensive income attributable to owners of parent	45,637	40,790
Comprehensive income attributable to non-controlling interests	2,001	2,507

Consolidated Statement of Cash Flows (Unit: Millions of yen)

	FY2023	FY2024
Cash flows from operating activities	59,536	72,493
Cash flows from investing activities	(38,501)	(39,694)
Cash flows from financing activities	(20,600)	(41,772)
Effect of exchange rate change on cash and cash equivalents	3,832	3,992
Net increase (decrease) in cash and cash equivalents	4,267	(4,980)
Cash and cash equivalents at the beginning of the period	88,631	92,898
Increase (decrease) in cash and cash equivalents resulting from change in scope of consolidation	—	641
Cash and cash equivalents at the end of the period	92,898	88,559

Key Financial Data

Financial Summary (10-Year Data)

	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022 *1	FY2023	FY2024
(Unit: Millions of yen)										
■ Consolidated Profit and Loss Statement										
Total operating revenue *2	929,588	923,601	949,572	912,848	919,094	680,899	761,124	881,763	952,168	1,032,701
Operating revenue	—	—	—	—	—	—	—	443,443	466,134	498,491
Total sales *2	865,889	860,761	886,700	846,894	848,494	620,885	695,693	808,534	873,057	947,947
Net sales	—	—	—	—	—	—	—	368,863	385,830	412,769
Total gross profit *2	214,878	211,996	218,405	217,403	215,125	149,265	167,713	199,694	213,361	229,157
Operating profit	32,972	34,000	35,318	26,661	25,582	(13,496)	4,110	32,519	45,937	57,503
Business profit *3	37,127	37,403	38,979	30,750	28,845	(11,335)	6,754	36,350	50,355	63,353
Ordinary profit	37,785	37,215	38,606	31,234	23,200	(13,637)	6,903	34,520	49,199	60,396
Profit attributable to owners of parent	23,829	20,870	23,658	16,443	16,028	(33,970)	5,360	27,838	31,620	39,525
■ Consolidated Balance Sheet										
Total assets	974,421	986,464	1,035,807	1,078,130	1,168,503	1,150,506	1,144,335	1,178,201	1,270,475	1,296,012
Total net assets	407,386	421,890	449,526	461,585	455,871	415,111	420,489	436,482	478,802	500,348
Interest-bearing debt	154,600	155,262	174,262	194,783	193,043	207,154	214,763	213,583	208,951	201,604
■ Consolidated Cash Flow Statement										
Cash flows from operating activities	25,638	42,266	36,870	67,913	40,608	43,720	21,044	36,497	59,536	72,493
Cash flows from investing activities	(16,081)	(9,124)	(62,286)	(85,815)	(23,434)	(27,034)	(37,120)	(10,707)	(38,501)	(39,694)
Cash flows from financing activities	(19,239)	(4,228)	14,185	17,226	(23,483)	2,303	(4,758)	(32,428)	(20,600)	(41,772)
Depreciation (included in depreciation, SG&A expenses and extraordinary losses)	19,767	19,421	19,058	19,946	31,093	31,142	32,005	33,420	34,216	32,888
Capital investments	26,093	21,929	69,486	98,904	42,487	27,204	34,515	26,607	30,405	29,438
■ Per Share Information										
Earnings per share (yen)	67.88	59.71	67.69	94.10 *4	93.29	(203.74)	32.14	169.78	200.47	126.33 *5
Net assets per share (yen)	1,141.45	1,179.52	1,256.66	2,540.54 *4	2,607.17	2,364.96	2,390.47	2,620.43	2,878.82	1,559.30 *5
Dividend per share (yen)	12.00	12.00	12.00	24.00 *4	24.00	24.00	24.00	26.00	37.00	24.50 *5
Dividend payout ratio	17.7%	20.1%	17.7%	25.5%	25.7%	—	74.7%	15.3%	18.5%	19.2%
■ Financial Indicators										
Consolidated gross profit ratio	24.82%	24.63%	24.63%	25.67%	25.35%	24.04%	24.11%	24.70%	24.44%	24.17%
Selling, general and administrative expenses / Total operating revenue	28.4%	28.0%	27.7%	30.3%	30.7%	35.9%	32.9%	25.9%	24.4%	23.4%
Interest-bearing debt / Total assets	15.9%	15.7%	16.8%	18.1%	16.5%	18.0%	18.8%	18.1%	16.4%	15.6%
Debt-to-equity ratio (excluding non-controlling interests)	0.39	0.38	0.40	0.44	0.44	0.53	0.54	0.52	0.46	0.43
Equity ratio (excluding non-controlling interests)	40.9%	41.8%	42.4%	41.2%	37.2%	34.3%	34.8%	35.1%	35.7%	36.5%
Return on equity ratio (ROE)	6.0%	5.1%	5.6%	3.7%	3.6%	(8.2%)	1.4%	6.9%	7.3%	8.5%
Dividend on equity (DOE)	1.1%	1.0%	1.0%	0.9%	0.9%	1.0%	1.0%	1.0%	1.3%	1.6%
EBITDA-to-total-assets ratio	5.4%	5.4%	5.4%	4.4%	4.1%	0.8%	2.3%	4.8%	5.6%	6.2%
Return on invested capital (ROIC)	5.4%	5.4%	5.4%	4.0%	3.2%	—	1.3%	4.4%	5.5%	6.4%

*1 We apply the Accounting Standard for Revenue Recognition, etc. from FY2022. *2 Total operating revenue, total sales, and total gross profit on sales revenue are calculated using the previous standards that were in place prior to the application of the Accounting Standard for Revenue Recognition, etc.

*3 Consolidated business profit is a proprietary metric calculated by adding equity in earnings of affiliates and dividends received to operating profit.

*4 The Company implemented a 1-for-2 reverse split of its common stock as of September 1, 2018. The per-share information for FY2018 is listed in the amounts after the reverse stock split.

*5 The Company implemented a 2-for-1 stock split of its common stock as of September 1, 2024. The per-share information for FY2024 is listed in the amounts after the stock split.

Key Non-Financial Data

Environment-Related Data

Environmental Policy	Yes	https://www.takashimaya.co.jp/corp/csr/environment/policy.html
Climate Change Policy	Yes	Included in the "Takashimaya Group Environmental Policy" and the "Takashimaya Group Transaction Guidelines" https://www.takashimaya.co.jp/corp/csr/environment/policy.html https://www.takashimaya.co.jp/base/corp/csr/pdf/shishin.pdf
Waste Policy	Yes	Included in the "Takashimaya Group Environmental Policy" and the "Takashimaya Group Transaction Guidelines" https://www.takashimaya.co.jp/corp/csr/environment/policy.html https://www.takashimaya.co.jp/base/corp/csr/pdf/shishin.pdf

*The starting date of computation differs depending on the data item.

Energy Consumption

	Scope		2020	2021	2022	2023	2024
City gas	Consolidated	Amount used(G J)	413,103	405,014	397,514	411,457	397,450
Fuel oil A/kerosene	Consolidated	Amount used(G J)					8
Hot water/cold water	Consolidated	Amount used(G J)	307,929	362,247	402,344	304,705	378,490
Steam	Consolidated	Amount used(G J)	61,580	43,536	49,588	31,481	44,177
Electrical power	Consolidated	Amount used(MWh)	351,972	357,454	359,793	357,026	358,044
Electrical power	Consolidated	Amount used(G J)	3,417,780	3,563,821	3,587,133	3,559,547	3,093,501 ^{*1}
Total	Consolidated	Amount used(G J)	4,254,392	4,374,618	4,436,580	4,307,190	3,913,626
Renewable energy-derived electricity in terms of electricity usage	Consolidated	Amount used(MWh)	1,373	12,802	16,854	16,496	23,517

*1 Due to the change in the primary energy conversion factor for electricity under the revised Energy Saving Act (Act on the Rational Use of Energy) to the all-source average factor (8.64)

Greenhouse Gas Emissions

	Scope		2020	2021	2022	2023	2024
CO ₂	Consolidated	Scope 1 emissions (t)	21,055	20,197	19,910	18,905	18,214 ^{*2}
		Scope 2 emissions (t) <calculated based on market standards>	178,090	183,301	179,377	187,350	189,028 ^{*2}
		Scope 1+2 emissions (t)	199,145	203,497	199,286	206,255	207,242 ^{*2}
		Scope 3 emissions (t) ^{*3}	2,495,547	2,772,244	4,264,039	3,442,335	4,438,641
Fluorocarbon emissions ^{*4}	Domestic department stores and shopping centers	t-CO ₂	1,609	1,580	967	1,119	1,094

*2 Preliminary figures (third-party verification is being obtained)

*3 Calculated based on domestic department stores only through FY2023; calculated on a consolidated basis including overseas operations from FY2024 onwards

*4 Fluorocarbon leakage from freezers and refrigerators used in stores is converted into CO2 in accordance with the Fluorocarbon Emissions Control Act.

Scope 3 Emissions by Category, FY2024

Category	Emissions (t)		
1. Purchased goods and services	3,548,395 ^{*2}	8. Upstream leased assets	440
2. Capital goods	106,393	9. Downstream transportation and distribution	325,931
3. Fuel- and energy-related activities not included in Scope 1 or Scope 2	41,311	10. Processing of sold products	–
4. Upstream transportation and distribution	69,830	11. Use of sold products	218,971
5. Waste generated in operations	8,442	12. End-of-life treatment of sold products	9,192
6. Business travel	1,773	13. Downstream leased assets	–
7. Employee commuting	4,457	14. Franchises	–
		15. Investments	103,506

Water

	Scope		2020	2021	2022	2023	2024
Water consumption	Consolidated	(1,000 m³)	2,362	2,227	2,319	2,681	2,461
Drainage volume	Consolidated	(1,000 m³)	2,109	2,002	2,193	2,427	2,229

Resources and Waste

	Scope		2020	2021	2022	2023	2024
Container and packaging usage ^{*5}	Consolidated (excluding overseas)	Volume used (t)	2,020	2,125	2,088	2,073	1,890
Waste	Domestic department stores and shopping centers	Volume generated (t)	17,645	18,646	18,936	20,680	19,859
		Volume recycled (t)	11,404	12,749	12,647	14,287	14,537
		Final disposal volume (t)	6,240	5,897	6,290	6,393	5,322
		Recycling rate (%)	64.6	68.4	66.8	69.1	73.2
Raw garbage (food waste) ^{*6}	Domestic department stores and shopping centers	Volume generated (t)	3,128	4,068	4,185	4,618	4,821
		Volume recycled (t)	2,141	2,863	2,806	3,090	3,460
		Final disposal volume (t)	987	1,205	1,378	1,528	1,362
		Recycling rate (%)	68.5	70.4	67.1	66.9	71.8
Plastic waste ^{*7}	Domestic department stores and shopping centers	Volume generated (t)	1,857	1,756	1,845	1,933	1,955
		Volume recycled (t)	1,785	1,713	1,801	1,884	1,913
		Final disposal volume (t)	73	43	44	49	42
		Recycling rate (%)	96.1	97.6	97.6	97.4	97.8

*5 The volume of containers and packaging used is based on the figures reported by specified business operators under the Containers and Packaging Recycling Act.

*6, *7 The figures for raw garbage and plastic waste are a breakdown of the total waste figure and include raw garbage, kitchen waste, fish scraps, used cooking oil, etc., and refer mainly to the figures for plastic waste that is disposed of as industrial waste.

Key Non-Financial Data

Society-Related Data

Human Rights Policy	Yes	Takashimaya Human Rights Commitment https://www.takashimaya.co.jp/corp/csr/search/policy/jinken.html
Child Labor Prevention Policy	Yes	Included in the "Takashimaya Group Transaction Guidelines" https://www.takashimaya.co.jp/base/corp/csr/pdf/shishin.pdf
Forced Labor Prevention Policy	Yes	Included in the "Takashimaya Group Transaction Guidelines" https://www.takashimaya.co.jp/base/corp/csr/pdf/shishin.pdf
Non-Discrimination Policy	Yes	Takashimaya Human Rights Commitment https://www.takashimaya.co.jp/corp/csr/search/policy/jinken.html Policy on Promoting Diversity https://www.takashimaya.co.jp/corp/csr/contribution/diversity.html
Collective Bargaining Rights Policy	Yes	Included in the company policies, "Collective Labor Agreement"

*Domestic Group figures include Takashimaya Co., Ltd., domestic consolidated subsidiaries, and non-consolidated subsidiary Takashimaya Transcosmos IC Japan Co., Ltd.

	Scope		2020	2021	2022	2023	2024
Number of employees (permanent and regionally limited permanent employees) ^{*1}	Consolidated	Female (persons)	4,000	3,810	3,862	3,758	3,677
		Male (persons)	3,550	3,413	3,035	2,975	2,897
		Total (persons)	7,550	7,223	6,897	6,733	6,574
	Takashimaya	Female (persons)	2,550	2,412	2,247	2,151	2,032
		Male (persons)	1,928	1,886	1,765	1,675	1,589
		Total (persons)	4,478	4,298	4,012	3,826	3,621
Average number of temporary employees ^{*2}	Consolidated	(persons)	5,236	4,694	4,352	4,035	3,920
	Takashimaya	(persons)	3,655	3,404	3,198	3,019	3,022
Average length of service (permanent employees)	Domestic Group	Female (years)	—	—	—	23.2	22.6
		Male (years)	—	—	—	21.2	20.7
		Total (years)	—	—	—	22.3	21.7
	Takashimaya	Female (years)	25.2	25.9	26.3	26.7	26.8
		Male (years)	22.7	22.9	23.5	23.9	23.9
		Total (years)	24.1	24.6	25.1	25.4	25.5

*1 As of the end of each fiscal year (end of February)

*2 Average annual number of temporary employees (excluding part-time workers)

	Scope		2020	2021	2022	2023	2024
Average age (permanent employees)	Domestic Group	Female (years old)	—	—	—	47.6	47.5
		Male (years old)	—	—	—	48.0	48.0
		Total (years old)	—	—	—	47.8	47.7
	Takashimaya	Female (years old)	47.4	48.1	48.6	49.1	49.4
		Male (years old)	47.4	48.0	48.7	49.1	49.3
		Total (years old)	47.4	48.1	48.6	49.1	49.4
Number of new graduates hired	Domestic Group	Female (persons)	52	30	19	38	67
		Male (persons)	43	33	17	30	30
		Total (persons)	95	63	36	68	97
	Takashimaya	Female (persons)	37	13	8	16	20
		Male (persons)	29	14	8	12	15
		Total (persons)	66	27	16	28	35
Ratio of female new graduates hired	Domestic Group	(%)	53.8	47.6	52.8	55.9	69.1
	Takashimaya	(%)	56.1	48.1	50.0	57.1	57.1
Number of mid-career hires ^{*3}	Domestic Group	Female (persons)	39	45	41	67	112
		Male (persons)	21	44	48	80	88
		Total (persons)	60	89	89	147	200
	Takashimaya	Female (persons)	7	5	9	17	12
		Male (persons)	0	0	0	8	8
		Total (persons)	7	5	9	25	20
Ratio of mid-career hires	Domestic Group	(%)	38.7	58.6	71.2	68.4	67.3
	Takashimaya	(%)	9.6	15.6	36.0	47.2	36.4

*3 Number of permanent employees hired other than new graduates, etc., pursuant to the Act on Comprehensive Promotion of Labor Policies.

Includes hires who were converted from non-permanent to permanent employment (priority)

	Scope		2020	2021	2022	2023	2024
Number of non-Japanese employees ^{*4}	Domestic Group	(persons)	376	338	346	370	389
	Takashimaya	(persons)	47	43	37	30	32
Ratio of female managers	Domestic Group	(%)	29.3	28.4	27.8	28.6	31.1
	Takashimaya	(%)	31.2	29.7	29.0	30.4	34.0
Rate of employment of persons with disabilities ^{*5}	Domestic Group	(%)	2.11	2.20	2.14	2.23	2.31
	Takashimaya	(%)	2.15	2.25	2.31	2.33	2.55
Employee turnover rate ^{*6}	Domestic Group	(%)	2.5	3.4	2.9	3.0	3.1
	Takashimaya	(%)	1.6	2.1	2.0	1.9	2.0
Number of employees taking childcare leave	Domestic Group	(persons)	—	—	—	112	93
	Takashimaya ^{*7}	(persons)	126	136	114	73	62
Rate of return after childcare leave	Domestic Group	(%)	—	—	—	96.4	86.6
	Takashimaya ^{*7}	(%)	—	89.7	86.1	96.3	86.4
Rate of male employees taking childcare leave ^{*7}	Domestic Group	(%)	—	—	—	125.0	133.3
	Takashimaya	(%)	100.0	100.0	100.0	135.5	148.0
Number of employees working reduced hours for childcare or family care	Domestic Group	Female (persons)	—	—	—	495	477
		Male (persons)	—	—	—	8	12
		Total (persons)	—	—	—	503	489
	Takashimaya ^{*8}	Female (persons)	453	488	465	412	391
		Male (persons)	4	9	5	8	12
		Total (persons)	457	497	470	420	403

*4 Number of employees as of the end of February each fiscal year + average number of temporary employees (including exchange students and part-time workers)

*5 As of June 1 each year.

Applies to companies with 43.5 or more employees.

*6 Number of employees who resigned during the fiscal year / Number of employees as of the

end of the previous fiscal year x 100 (excluding resignations due to mandatory retirement age, transfer, or appointment as an executive)

*7 The calculation method was changed from FY2023: "Individuals who began childcare leave during the fiscal year / individuals whose spouse gave birth during the fiscal year"

*8 Until 2022, Takashimaya Co., Ltd. included its three subsidiaries in Okayama, Takasaki, and Gifu.

	Scope		2020	2021	2022	2023	2024
Gender wage gap ^{*9}	Domestic Group	All employees (%)	—	—	—	57.6	58.8
		Of which, permanent employees (%)	—	—	—	59.6	61.5
		Of which, non-permanent employees (%)	—	—	—	82.2	80.6
	Takashimaya	All employees (%)	—	—	55.7	56.7	58.4
		Of which, permanent employees (%)	—	—	58.7	59.2	60.4
		Of which, non-permanent employees (%)	—	—	54.5	55.0	59.4
Training hours	Takashimaya	(hours)	—	—	26,225	27,818	29,595
Total number of participants ^{*10}		(number of persons)	4,526	5,339	4,107	3,987	4,016
Universal-related qualification acquisition rate ^{*11}	Takashimaya	(%)	—	—	13.6	14.3	22.2

*9 The domestic group consists of companies with 101 or more employees, as disclosed in the Financial Statements. Regular employment includes employees with open-ended contracts.

*10 Takashimaya Co., Ltd. includes its three subsidiaries in Okayama, Gifu, and Takasaki.

Total training hours and number of participants in in-house training, external training, e-learning, correspondence courses, etc.

*11 Percentage of employees at Takashimaya Co., Ltd. and its two subsidiaries in Okayama and Takasaki who have universal qualifications related to services for the disabled and elderly, such as Care Fitter, Certified Care Worker, and Universal Manners Certification, as well as foreign language qualifications for communicating with foreigners, such as the EIKEN Test.

	Scope		2020	2021	2022	2023	2024
Number of occupational accidents	Domestic Group	(cases)	—	—	—	226	233
	Takashimaya	(cases)	103	122	130	134	129
Total annual working hours	Takashimaya	(hours)	1,633	1,695	1,790	1,774	1,773
Paid leave acquisition rate	Domestic Group	(%)	50.8 ^{*12}	61.1	71.6	75.9	75.4
	Takashimaya	(%)	53.7 ^{*12}	62.5	69.1	78.9	78.6
Stress Check survey response rate	Consolidated	(%)	98.4	98.5	99.0	98.4	98.5
Engagement Survey score ^{*13}	Consolidated	(deviation score)	—	—	—	51.1	51.5
Number of days of volunteer leave acquired	Takashimaya	(days)	101	111	67	116	113
	Domestic Group	(%)	—	—	—	84.0	80.1
Union membership ratio (percentage of employees covered by the Collective Labor Agreement) ^{*14}	Takashimaya	(%)	85.2	89.5	83.1	83.8	81.8

*12 In FY2020, the acquisition rate declined due to temporary store closures caused by the COVID-19 outbreak.

*13 The deviation score of the "work engagement score" in the Group's Employee Engagement Survey (calculated by a research firm).

*14 Total by company within domestic Group companies

Key Non-Financial Data

Governance-Related Data

Corporate Governance Policy	Yes	https://www.takashimaya.co.jp/base/corp/ir/management/pdf/251017.pdf
Basic Policy on the Establishment of an "Internal Control System"	Yes	https://www.takashimaya.co.jp/corp/ir/management/compliance.html
Whistleblower Protection Policy	Yes	Included in the Company's internal policies, "Internal Rules Related to Whistleblowing"
Fair Trade Guidelines	Yes	Included in the "Takashimaya Group Transaction Guidelines" https://www.takashimaya.co.jp/base/corp/csr/pdf/shishin.pdf

	Scope		Fiscal Year Ending February 2021	Fiscal Year Ending February 2022	Fiscal Year Ending February 2023	Fiscal Year Ending February 2024	Fiscal Year Ending February 2025
Number of directors	Takashimaya	Female (persons)	3	3	3	3	3
		Male (persons)	9	9	9	9	9
		Total (persons)	12	12	12	12	12
Number of independent outside directors among directors	Takashimaya	Female (persons)	2	2	2	2	2
		Male (persons)	2	2	2	2	2
		Total (persons)	4	4	4	4	4
Ratio of independent outside directors	Takashimaya	(%)	33.3	33.3	33.3	33.3	33.3
Ratio of female directors	Takashimaya	(%)	25.0	25.0	25.0	25.0	25.0
Number of Board of Directors meetings held	Takashimaya	(times)	15	14	15	15	14
Attendance rate of directors at meetings	Takashimaya	(%)	98.9	100.0	100.0	99.4	100.0
Number of members of the Nomination Committee	Takashimaya	In-house (persons)	5	5	5	5	4
		Independent external (persons)	3	3	3	3	3
		Total (persons)	8	8	8	8	7
Number of members of the Remuneration Committee	Takashimaya	In-house (persons)	5	5	5	5	4
		Independent external (persons)	2	2	2	2	2
		Total (persons)	7	7	7	7	6
Number of Nomination Committee meetings held	Takashimaya	(times)	1	1	2	2	3
Number of Remuneration Committee meetings held	Takashimaya	(times)	3	3	3	4	5

	Scope		Fiscal Year Ending February 2021	Fiscal Year Ending February 2022	Fiscal Year Ending February 2023	Fiscal Year Ending February 2024	Fiscal Year Ending February 2025
Number of auditors	Takashimaya	Female (persons)	1	1	2	2	2
		Male (persons)	3	3	2	2	2
		Total (persons)	4	4	4	4	4
Number of independent outside auditors among auditors	Takashimaya	Female (persons)	0	0	1	1	1
		Male (persons)	2	2	1	1	1
		Total (persons)	2	2	2	2	2
Ratio of independent outside auditors	Takashimaya	(%)	50.0	50.0	50.0	50.0	50.0
Ratio of female auditors	Takashimaya	(%)	25.0	25.0	50.0	50.0	50.0
Number of Board of Auditors meetings held	Takashimaya	(times)	11	12	12	14	12
Attendance rate of auditors at meetings	Takashimaya	(%)	100.0	100.0	100.0	100.0	100.0

	Scope		Fiscal Year Ending February 2021	Fiscal Year Ending February 2022	Fiscal Year Ending February 2023	Fiscal Year Ending February 2024	Fiscal Year Ending February 2025
Director remuneration (excluding outside directors)	Takashimaya	Basic remuneration (millions of yen)	240	210	209	210	200
		Performance-linked remuneration (millions of yen)	66	44	53	79	78
		Bonus (millions of yen)	0	0	48	96	96
		Retirement benefits (millions of yen)	—	—	—	—	127
		Total (millions of yen)	306	255	310	386	501
Auditor remuneration (excluding outside auditors)	Takashimaya	Basic remuneration (millions of yen)	45	44	45	47	53
		Performance-linked remuneration (millions of yen)	0	0	0	0	0
		Total (millions of yen)	45	44	45	47	53
Outside director remuneration	Takashimaya	Basic remuneration (millions of yen)	56	56	57	58	67
		Performance-linked remuneration (millions of yen)	0	0	0	0	0
		Total (millions of yen)	56	56	57	58	67
Accounting auditor remuneration	Takashimaya	(millions of yen)	193	171	172	197	209
Number of legal violations	Consolidated	(cases)	0	0	0	0	0
Penalties for legal violations	Consolidated	(ten thousand yen)	0	0	0	0	0
Number of reports to internal reporting hotline*	Consolidated	(cases)	104	98	126	133	202

*Consolidated number of reports made to the Compliance Hotline, Harassment Consultation Desk, Employment Consultation Desk, and Labour Union Desk
Until the end of the fiscal year ending February 2021, the standalone number of reports made to the Compliance Hotline is recorded.

Company Profile

Trade Name : Takashimaya Company, Limited

Representative :
Yoshio Murata, President and Representative Director

Head Office :
5-1-5, Namba, Chuo-ku, Osaka 542-8510, Japan

Date of Establishment : January 10, 1831

Date of Incorporation : August 20, 1919

Date of Settlement of Accounts : End of February

Capital : 66,025 million yen (as of February 28, 2025)

Business Description :
Department stores, corporate businesses, mail-order
services, group operations

Commercial Facilities : 22 Group commercial facilities (consolidated), including 17 department stores (as of August 31, 2025)

【Domestic】

17 Group commercial facilities, including 13 department
stores

■ Department stores and specialty stores integrated

- Nihombashi Takashimaya S.C.
- Takashimaya Times Square (Shinjuku)
- Kyoto Takashimaya S.C.
- Tamagawa Takashimaya S.C.
- Kashiwa Takashimaya Station Mall

■ Department stores

- Osaka store
- Yokohama store
- Omiya store
- Semboku store
- Sakai store *Sakai store will cease operations on January 7, 2026.
- Rakusai store *Rakusai store will cease operations on August 3, 2026.
- Okayama Takashimaya Co., Ltd.
- Takasaki Takashimaya Co., Ltd.

■ Specialty stores

- Tachikawa Takashimaya S.C.
- Nagareyama Otakanomori S.C.
- Hakata Riverain Mall
- Wakaba Keyaki Mall (Tachikawa)

【Overseas】

5 Group commercial facilities, including 4 department
stores

■ Department stores and specialty stores integrated

- Singapore Takashimaya S.C.
- Saigon Centre / Ho Chi Minh City Takashimaya (Vietnam)

■ Department stores

- Shanghai Takashimaya
- Siam Takashimaya (Bangkok, Thailand)

■ Specialty stores

- Indochina Plaza Hanoi (Hanoi, Vietnam)

Equity method affiliates :

- JR Tokai Takashimaya Co., Ltd.
- Iyotetsu Takashimaya Co., Ltd.

Trademark license agreement companies :

- Dayeh Takashimaya Department Store Co., Ltd.
- JU Yonago Takashimaya Co., Ltd.

Company Profile

Number of Shares and Shareholders (as of August 31, 2025)

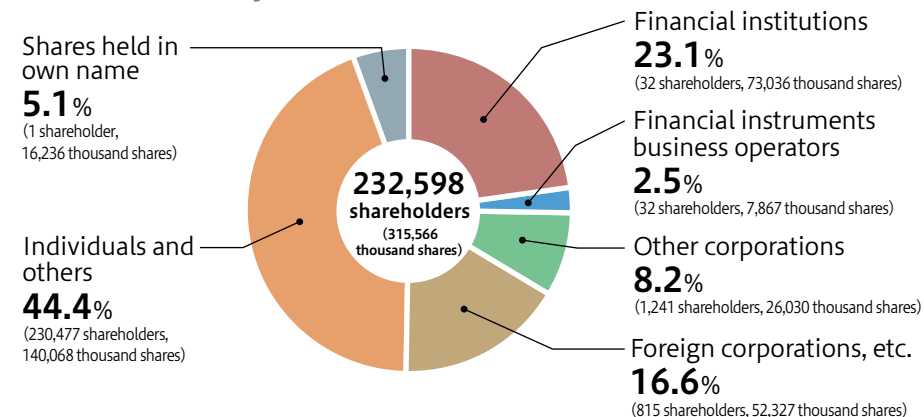
Total number of authorized shares	600,000,000 shares
Total number of shares issued	315,566,316 shares
Number of shareholders	232,598 shareholders

Major Shareholders (as of August 31, 2025)

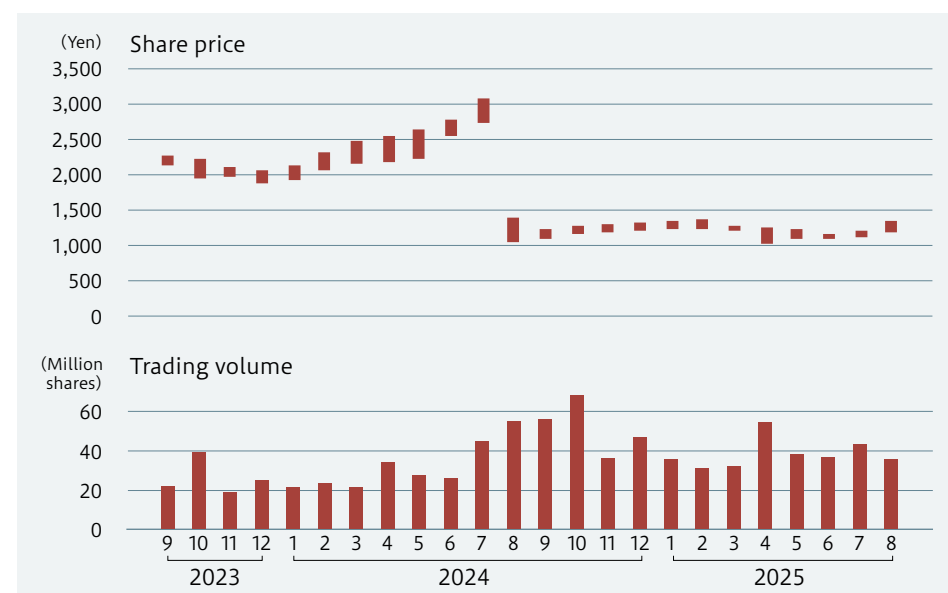
Shareholder name	Number of shares held (thousands)	Shareholding ratio (%)
The Master Trust Bank of Japan, Ltd. (Trust Account)	40,621	13.6
Aya Nomura	12,356	4.1
Custody Bank of Japan, Ltd. (Trust Account)	12,066	4.0
Nippon Life Insurance Company	9,923	3.3
Takashimaya Kyoeikai Association	6,356	2.1
Sotetsu Holdings Inc.	4,805	1.6
STATE STREET BANK AND TRUST COMPANY 505223	4,417	1.5
JP MORGAN CHASE BANK 385781	4,079	1.4
STATE STREET BANK WEST CLIENT TREATY 505234	3,773	1.3
THE NOMURA TRUST AND BANKING CO., LTD. AS THE TRUSTEE OF REPURCHASE AGREEMENT MOTHER FUND	3,721	1.2

*The shareholding ratio is calculated after deducting treasury stock (16,236,000 shares).

Share Distribution by Owner (As of August 31, 2025)



Share Prices (High and Low) and Trading Volume



*Share prices and number of shares after September 2024 reflect the stock split (1 share becomes 2 shares). The August 2024 share price is the adjusted price following the stock split.

