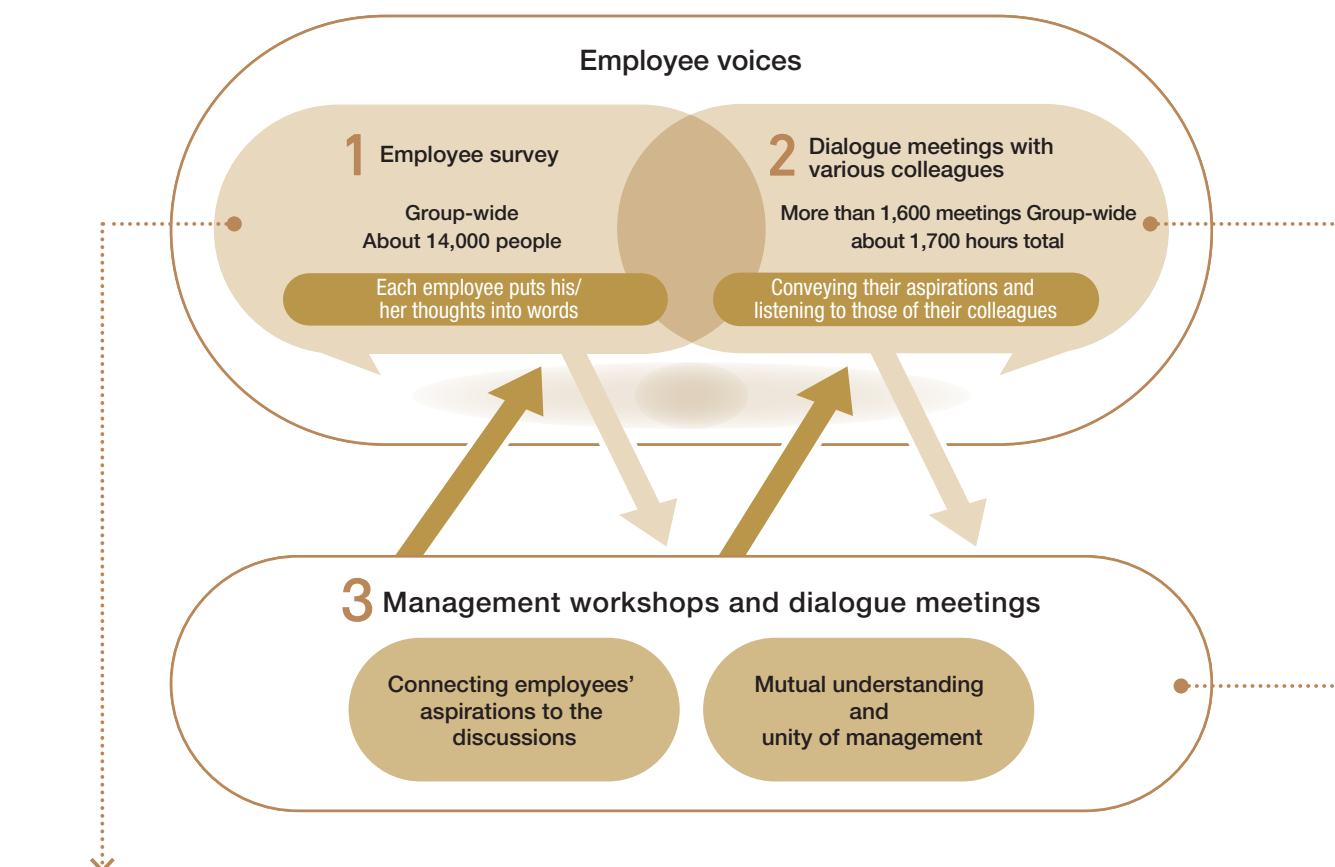


Process of Reorganizing the Isetan Mitsukoshi Group Corporate Philosophy

As part of the process of reorganizing the Isetan Mitsukoshi Group Corporate Philosophy, 14,000 or so employees of Isetan Mitsukoshi Ltd., including those at regional branches and affiliates, completed a survey about their own sense of fulfillment, the things they value, and the significance of the Isetan Mitsukoshi Group in their workplace. In addition, they shared their thoughts at more than 1,600 dialogue meetings held Group-wide.

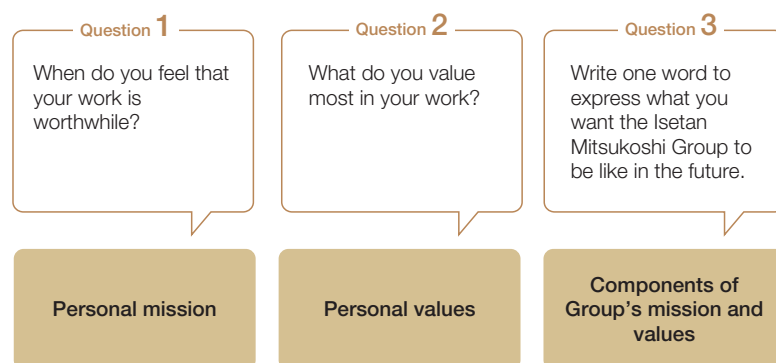
Our management team has been listening to the aspirations of assembled employees, and we have been discussing and connecting them in workshops and dialogue meetings. By repeating this process over and over again, we have found what “our aspirations” are.



1 Employee survey

We conducted an all-employee survey as an opportunity for everyone to reflect anew on themselves and the Isetan Mitsukoshi Group. They were asked questions such as why they work at the Isetan Mitsukoshi Group (personal mission), what they value in their job (personal values), and what they wanted the Isetan Mitsukoshi Group to be (Group's mission and values), so that they could create a story of their past, present and future aspirations.

We received passionate responses from about 14,000 employees at a total of 34 Group companies, including regional operating companies and affiliated companies, and including employees seconded overseas or seconded outside the Group. Analyzing the responses, it became apparent that we all hold dear similar aspirations, regardless of which company we belong to or what age group we are in.



Age group	1st	2nd	3rd	4th	5th
10 to 20s	Evolution and transformation	Customer first	Inspiring	Familiar	Culture and tradition
30s	Customer first	Evolution and transformation	Sense	Elation and excitement	Inspiring
40s	Customer first	Evolution and transformation	Inspiring	Sense	Elation and excitement
50s	Customer first	Evolution and transformation	Elation and excitement	Inspiring	Sense
60s	Customer first	Evolution and transformation	Elation and excitement	Inspiring	Hospitality and sincerity

2 Dialogue meetings with various colleagues

Dialogue meetings were held with coworkers within the Group who do not normally interact with each other in the course of their daily work. These included dialogue meetings across companies, divisions, and workplaces; dialogue meetings with employees seconded to outside companies; and dialogue meetings between senior managers and employees. In addition, dialogue meetings were also held between senior managers, building on the discussions of both sides and connecting them to the management workshops.



Dialogue meetings across companies, divisions, and workplaces



Dialogue meetings with seconded employees outside the Group



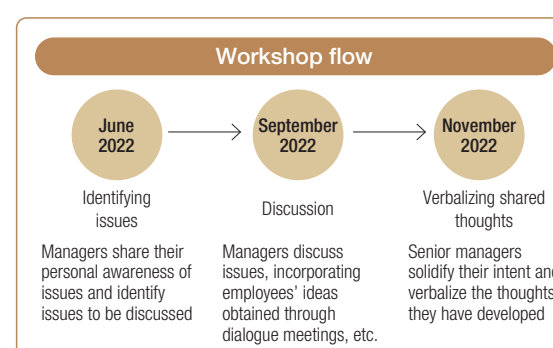
Dialogue between senior managers and employees



Dialogue between senior managers

3 Management workshops

As the core of the reorganization process, several all-day workshops were held with 28 members of our management team, including presidents of regional operating companies and affiliated companies. The mission set out for the management team at the workshop was to “not come up with answers right from the start, but to seek common aspirations through thorough self-insight and dialogue with employees.” In repeating this process, the participating managers understood each other and bonded. Based on the survey responses from employees and the feedback from the dialogue meetings with the employees, they were able to uncover shared aspirations for everyone in the Group to share.



Calling each other by nicknames, greeting with fist bumps



Senior managers understood each other and bonded



Repeating group work and pair work, switching members each time



After the last workshop, everyone's thoughts were unified