How Did We Face the Spread of the COVID-19 Infection?

When 2020 started, the unprecedented "COVID-19 pandemic" occurred as a global risk. How did we address this new risk? Our top priorities were the safety and security of customers and workers including those from suppliers and survival as a company. Below is a real document showing how we responded to ever-changing conditions.

*As of May 29, 2020

January 2020

		Our response	Social trends on infection
Jan	6		China: The number of patients with unknown pneumonia increased rapidly in Wuhan and the Ministry of Health, Labor and Welfare (MHLW) alerted.
Jan	14		World Health Organization (WHO): Confirmed COVID-19
Jan	16		MHLW: Confirmed the first infected person in Japan
Jan	22	Issued an alert to JFR and each company in the Group to prevent infection at an early stage of infection in Japan Thorough measures to prevent infection in offices and stores (gargle, hand washing, placement of alcoholic santizers, permission to wear masks) Thorough compliance with the government's policies such as "overseas travel warning" by the Ministry of Foreign Affairs of Japan (MOFA) and "guidelines on COVID-19 consultation" by MHLW	
Jan	30		WHO: Declared COVID-19 as a "public health emergency of international concern"

February 2020

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Feb	1		Government of Japan; Promulgated a Cabinet Order specifying COVID-19 as a "designated infectious disease" and a "quarantine infectious disease"			
Feb	7	Supported Shanghai New World Daimaru Department Store Sent masks to Shanghai New World Daimaru Department Store "30,000 masks on Feb 7," "20,000 on Feb 20," totaling 50,000				
Feb	13		Government of Japan: Decided the 1st phase of measures to fight COVID-19 (¥15.3 bn in total)			
Feb	17	With the spread of infection in Japan, JFR emergency headquarters was formed Formed JFR emergency headquarters as of Feb 17 (headed by President) Asked each company in the Group to form such headquarters				
Feb	18	[1st] JFR emergency headquarters meeting Discussed and confirmed basic ideas on sales activities and communication in case a worker (including one from suppliers) is infected				
Feb	2 0	[2nd]JFR emergency headquarters meeting Discussed the measures to be taken based on the infection situation (how to deal with work in case of suspected infection, preventive measures such as cancellation of business trips, Discussed and confirmed specific sales activities and communication in case a worker (including one from suppliers) is infected based on case studies				
Feb	24	[3rd] JFR emergency headquarters meeting Confirmed the Group's internal notices on response to COVID-19 and alert based on the 2nd headquarters meeting Confirmed the review of "various meetings," "business trips," "trainings," recruiting activities" and "work styles" to prevent infection	Japan: The expert meeting's views were announced, stating that the next week or two are a critical moment regarding whether the outbreak spreads rapidly or is controlled.			
Feb	25		Government of Japan: Determined and announced the basic policies for the COVID-19 disease control			
Feb	26		Government of Japan: Requested the organizers of sport and culture events to be held in the next two weeks to cancel or postpone them			
Feb	27	(4th) JFR emergency headquarters meeting Responses to be taken by Daimaru Matsuzakaya Department Stores and Parco based on the government basic policies on COVID-19 (1) Both companies will cancel events that draw many customers and other events such as regional product fairs, which carry a high risk of infecting people with COVID-19, for the time being (2) Department store: Close stores temporarily on a total of four Tuesdays including Mar 3, 10, 17, 24 from the standpoint of providing a safe and secure shopping environment to oustomers, ensuring the work styles and health of workers, and reducing the risk of infection (3) Parco. Reduce the business hours of each store from Mar 3 Asked each company in the Group to consider business (operations) continuity measures in case of closing offices	Government of Japan: Asked all elementary schools, junior high schools, senior high schools, etc to close temporarily from Mar 2 until spring break			
Feb	28	[5th] JFR emergency headquarters meeting Discussed and confirmed the draft of release on temporary closing of department stores to	Hokkaido Governor declared a "state of emergency"			

March 2020

	Our response	Social trends on infection	
Mar 1	Response to temporary school closures Eased some requirements for child care leave and shortened work hours for child care		
Mar 2		Government: Created a program to make it easier for workers who look after their children to take leave following temporary school closures	
Mar 3	Each store of Daimaru Matsuzakaya Department Stores closed temporarily (Tuesdays in Mar, four days) Strengthened cleaning and sanitizing with alcohol in stores Reduced the business hours of each Parco store (for the time being)		
Mar 4	[6th] JFR emergency headquarters meeting Discussed JFR business continuity measures in case of closing offices due to infection		
Mar 5		MOFA: Required a two-week waiting period for people entering Japan from China and the ROK Infections spread to 8 prefectures	
Ma <mark>r 6</mark>		Decided to apply public medical insurance to PCR tests	
Mar 8		Italy: Quarantined 16 mn people in the north	
Mar 9	[7th] JFR emergency headquarters meeting Reported and confirmed the current state of a temporary staff from Dimple's who was found positive and the communications of the company and the client company she worked for Implemented various measures such as the isolation of employees in charge of JFR consolidated accounting to reduce their risk of infection "Earnings forecasts for the fiscal year ending Feb 28, 2021" (1) Discussed at an officer retreat	The Government Expert Meeting on the Novel Coronavirus Disease Control announced their views on the current situation, stating that it is not moving toward an explosive spread of infections and appears to be somewhat holding steady and also stating that the number of infectious cases is expected to continue to grow for some time and that we cannot let our guard down yet.	
Ma <mark>r</mark> 10		Prime Minister: Extended his previous request for large-scale events, etc. to be canceled or postponed for another 10 days Government: Compiled the second batch of emergency response measures including "continuing elementary school and junior high school temporary closures," "ban on reselling masks" and "further expanding PCR screening capabilities"	
Mar 11	[8th] JFR emergency headquarters meeting A person working for a tenant in the building where JFR Nihonbashi office is located was found positive for COVID-19 and held a conference call to discuss how workers there would work thereafter As a result, confirmed that workers there would refrain from coming to work on Mar 12 (Wed) Issued CP of ¥20 bn	WHO: Declared COVID-19 a "pandemic"	
Ma <mark>r 1</mark> 2	JFR Nihonbashi office closed temporarily		
Ma <mark>r</mark> 13	Work in JFR Nihonbashi office returned to normal from Mar 13 (Fr) onward Working omal), and sinstructed by an industrial doctor. (1) Measure body temperature before leaving home: In case of 37.0°C or above, refrain from coming to work, stay at home and consult a doctor (2) Hand wash and sanitize more thoroughly than ever (3) Fissure that stay in communal areas is limited to the minimum necessary.	Japan: Enacted the "revised Act on Special Measures" for COVID-19	
Ma <mark>r</mark> 14		USA: Declared a "national emergency" Spain: Declared a "state of emergency," imposing a curfew and restricting movement nationwide France: Decided to "close all stores except those that sell essential goods" WHO: Sa	
Mar 15		Japan: Enforced the ban on reselling masks (subject to punishment) WHO: Global confirmed COVID-19 cases surpassed 150,000	
Ma <mark>r</mark> 19		The government expert meeting. "The situation continues to be holding steady, but if there is an increase in the number of infections for which the link is not identified, an explosive spread of infections may occur." "Holding of large-scale events should be cautiously decided by organizers."	
Mar 23	"Earnings forecasts for the fiscal year ending Feb 28, 2021" (2) Discussed at Management Meeting	Global confirmed COVID-19 cases surpassed 300,000.	
Ma <mark>r 2</mark> 5	[9th] JFR emergency headquarters meeting Held a conference call to discuss how workers in JFR office would work Confirmed that they would telework as much as possible on Mar 26 (Thu) and 27 (Fri) (Decided on Mar 26 to continue for the time being from next week)	Tokyo Governor Koike said at an emergency news conference: "The capital has entered a critical phase in preventing an explosive spread of infection and I ask the residents to refrain from unnecessary outings this weekend and work from home as much as possible on weekdays."	

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Mar 26	Our response Asked workers in JFR Nihonbashi office to telework Telework as much as possible "Earnings forecasts for the fiscal year ending Feb 28, 2021" (3) Reported at the Board of Directors meeting Parco decided to close some stores temporarily (Mar 28, 29) Close Shibuya PARCO, Ikebukuro PARCO, PARCO, ya Ueno temporarily	Social trends on infection More companies had employees work from home, many department stores closed, supermarkets remained open.	Apr	17	Daimaru Matsuzakaya Department Stores: Additional temporary closures Newly decided to close Daimaru Sapporo, Matsuzakaya Shizuoka, Kochi Daimaru temporarily Daimaru Sapporo For the time being from Apr 19 (Sun) "Open food floor on weekdays (11:00-19:00) Matsuzakaya Shizuoka For the time being from Apr 18 (Sat)	Social trends on infection
Mar 30	to reduce the business hours of some stores Daimaru Shinsaibashi, Daimaru Umeda,	Tokyo Governor emphasized, "Now is the critical time to decide if the spread of the infection can be contained or not," and asked the residents to refrain from going out at night.	—— Apr	20	*Open only food floor (10:00-18:00) Kochi Daimaru For the time being from Apr 18 (Sat) *All floors Studied 3 scenarios of COVID-19 impacts (2) (standard/risk/worst)	
Apr	il 2020			Г	(E) (standard/150/Worst)	Four retail organizations (Japan Council of Shopping Centers, Japan Department Store Association, Japan Chain
Apr 1	Parco decided to close some stores in the Kanto area temporarily (Apr 4, 5, 11, 12) Close all floors: Ikebukuro, Shibuya, Kichijoji, PARCO_ya Ueno Close except some floors: Shintokorozawa, Tsudanuma, Chofu, Hibarigaoka, Urawa, Kinshicho		Apr	27		Stores Association, Japan Specialty Store Association, submitted a request to Mr. KAIIYAMA Hiroshi, the Minister of Economy, Trade and Industry, concerning COVID-19-related emergency economic measures. Requested to reduce fixed asset tain case of reducing the rent of tenants, to increase subsidies to be provided to landlords under the subsidy program for sustaining businesses, etc.
	Daimaru Matsuzakaya Department Stores decided to close some stores temporarily (Apr 4, 5) Daimaru Tokyo, Matsuzakaya Ueno Daimaru Matsuzakaya Department Stores decided		Apr	28	The Board of Directors resolved to increase "accumulated cash on hand" and "credit line for financing" Studied 3 scenarios of COVID-19 impacts (3) (standard/	TOURING CO.
Apr 2	to reduce the business hours of one store Daimaru Kyoto (Apr 4-14) Decided to close Ginza Six temporarily (Apr 4, 5) Final confirmation of earnings forecasts for the fiscal year ending Feb 28, 2021 for disclosure	Global confirmed COVID-19 cases surpassed 1,000,000.	M	ay	risk/worst) y 2020 Daimaru Matsuzakaya Department	
Apr 4	Issued CP of ¥10 bn (Parco issued CP of ¥12 bn)	Many department stores in Tokyo closed temporarily following the request to refrain from going out.	Ma	/ 1	Stores decided to reopen food floors Daimaru Shinsaibashi, Umeda, Tokyo, Kobe, Ashiya, Matsuzakaya Ueno, Hakata	
Apr 5	Decided to close Ikebukuro PARCO temporarily (Apr 6) A worker of United Arrows on the 3rd floor of the main building was infected with COVID-19 (positive)	moning out.	_		Daimaru, Kochi Daimaru May 7 (Thu)- *Only on weekdays 11:00-18:00 Increased commitment line (¥59.2 bn in total)	
Apr 6	and decided to close all floors for sanitization	Prime Minister expressed his intention to declare a state of emergency pursuant to the Act on Special Measures for the first time.	Ma	/ 3	Daimaru Matsuzakaya Department Stores: A worker from a contractor was infected A person from a logistics contractor who worked for Daimaru Sapporo was found infected with COVID-19 and all floors were cleaned and sanitized	
	declaration of a state of emergency Discussed the closure of each company in the Group, Shareholders Meeting, HR policy, workers in JFR Nihonbashi office	on Special Measures for Pandemic Influenza and New Infectious Diseases Preparedness and Response The duration in which the emergency situation measures shall be implemented: One month from Apr 7 to May 6 Areas subject to the emergency situation measures: 7 prefectures including Satama, Chiba, Toryo, Kanagawa, Osaka, Hyogo, Fukuoka Overview Regarding the COVID-19 disease, patients develop severe diseases such as pneumonia	Ma _i		Kochi Daimaru and Matsuzakaya Shizuoka decided to reopen all floors	Government: Decided to extend the state of emergency to May 31 in 47 prefectures. The government would assess the infection situation, etc. around May 14 and lift the state of emergency before expiration in the prefectures where the situation allows.
			Ma ₁		Kochi Daimaru: May 11 (Mon)- Matsuzakaya Shizuoka: May 13 (Wed)- Parco decided to reopen some stores	
Apr 7			-	/ 11	Sendai PARCO, Matsumoto PARCO, Shizuoka PARCO May 14 (Thu)-	Government: Announced that the state of emergency was lifted in 39 prefectures except Tokyo, Kanagawa,
			Ma <u>i</u>	/ 15	Daimaru Matsuzakaya Department Stores decided to reopen all floors (except Tokyo, Ueno, Sapporo) Daimaru Shinsaibashi, Umeda, Kyoto, Kobe, Suma, Ashiya, Matsuzakaya Nagoya, Toyota, Takatsuki, Hakata Daimaru May 19 (Tue)- (only on weekdays) *The same operation conditions were applied to Matsuzakaya Shizuoka and Kochi Daimaru Parco decided to reopen some stores Decided to reopen Hiroshima, Fukuoka PARCO May 20 (Wed)-	Saltama, Chiba, Osaka, Hyogo, Kyoto, Hokkaido
Apr 8	Daimaru Matsuzakaya Department Stores: A worker from a supplier was infected It was found that a person from a supplier who worked for Daimaru Shinsaibashi store was infected with COVID-19 and the store was		Ма	/ 18	Parco decided to reopen one store Decided to reopen Nagoya PARCO May 22 (Fri)- Issued CP (¥100 bn)	
+	Sanitized under the instruction of the health center Daimaru Matsuzakaya Department Stores: Additional temporary closures	Tokyo: Announced the list of businesses and facilities	Ma	/ 21		The government lifted the state of emergency in 3 prefectures in the Kansai area including Kyoto, Osaka, Hyogo of the 8 prefectures that remained in the state of emergency.
Apr 10	Matsuzakaya Nagoya, Toyota For the time being from Apr 11 (Sat) *Open only food floors (10:00-18:00) Results presentation for the fiscal year ended Feb 29, 2020	that would be asked to close Duration: From 0.00 on Apr 11 to May 6 Pacilities that would be asked to close: Entertainment facilities, fitness/play facilities, etc. Osaka Governor: Announced the list of businesses and facilities that would be asked to cooperate by closure Pacilities: that would be asked to cooperate by closure: Entertainment facilities, recreation halls, etc.	Ma	/ 25	Daimaru Matsuzakaya Department Stores decided to reopen all floors (Tokyo, Ueno) All floors of Daimaru Tokyo, Matsuzakaya Ueno May 26 (Tue)- 11:00-18:00 (except some restaurants)	The government lifted the state of emergency in all prefectures. On May 25, the state of emergency was lifted in Hokkaido, Tokyo, Saitama, Chiba, Kanagawa. The government lifted the state of emergency in all
Apr 12	Daimaru Matsuzakaya Department	Global confirmed COVID-19 cases: 1.77 mn US deaths topped 20,000, highest globally.		Г	Daimaru Matsuzakaya Department Stores decided to reopen all floors (Sapporo)	Table the level of social and economic demails.
Apr 13	Stores: Additional temporary closure Daimaru Kyoto For the time being from Apr 15 (Wed) *Open only food floors on weekdays (10:30-18:30)	Government: Extended the areas subject to measures under the state of emergency to all prefectures. Designated 13 prefectures as the "Prefectures under Specific Cautions" including Hokkado, Ibaraki, Ishikawa, Gifu, Aichi, Kyoto in addition to 7 prefectures designated on Apr 7	Ma	<mark>/</mark> 26	Daimaru Sapporo May 27 (Wed)- 11:00-18:00 (except food floor and restaurants) Decided to reopen Ginza Six May 29 (Fin)- (except some stores and services) Parco decided to reopen some stores Sapporo, Ikebukuro, Shibuya, Urawa, PARCO_ya Ueno, Kichijoji, Chofu, Kinshicho, Tsudanuma, Shintokorazwa, Hibarjagoka Jun 1 (Mon)- Daimaru Matsuzakaya decided to reopen on other days and extend business hours Decided to reopen on saturdays and Sundays from May 30	
Apr 16		The duration in which the emergency situation measures shall be implemented: From Apr 7 to May 6 (from Apr 16, for	Ma	/ 28	(Sat), extend business hours by one hour (8 hours a day) Increased borrowing by ¥30 bn	
		From Apr 7 to May 6 (from Apr 16, for prefectures other than Saitama, Chiba, Tokyo, Kanagawa, Osaka, Hyogo, Fukuoka) Dereas subject to the emergency situation measures: All prefectures	Ma	/ 29	Increased commitment line (¥107.9 bn in total) →Increase to ¥300 bn in mid-Jun	