

People Who Co-create.

Combining homogeneous things does not produce anything more than addition. In today's highly uncertain times, when there are no right answers, what is needed is innovation.

Its essence is nothing less than the creation of new value from heterogeneous combinations. The diversity of its human resources is a source of pride for the Group and will be a major strength in the future.

We will face challenges while placing importance on our on-site smell and feel, seek solutions to multiplication together with stakeholders, and carve out a new future.

Aim to create interesting synergies in the Tokyo metropolitan area by updating our store.

OGATA Michinori

Executive Officer, Executive Store Manager of Daimaru Tokyo
Daimaru Matsuzakaya Department Stores Co. Ltd.

Until last fiscal year, as store manager of Shinsaibashi PARCO, I was able to achieve concrete results by exchanging various ideas with the store manager of Daimaru Shinsaibashi, which is directly connected by passageways, while always being conscious of maximizing synergy effects. And since this March, as store manager of Daimaru Tokyo, I have been working to expand synergies in the Tokyo metropolitan area.

In Shinsaibashi, the two stores have the advantage that their buildings themselves are directly connected to each other, but in the Tokyo metropolitan area, there is no such advantage. It is essential to update the store and create a system that will make customers of the Tokyo store, which attracts 30 million customers a year, want to visit Shibuya PARCO and GINZA SIX as well.

I feel once again that the Daimaru Tokyo store has great potential. Furthermore, redevelopment around Tokyo Station has shifted its focus to the Yaesu side, making this an area that I look forward to seeing more of in the future. The Tokyo store took its current form 12 years ago. Consumption has changed dramatically since then, and there are many updates we would like to make. We are already in discussions with PARCO to see if we can create some kind of synergy in the area of art and entertainment content, for example. Creating a community may also be an important key. We want to incorporate "Will" more and more into the building as an addictive and interesting department store while also attracting new customers.



When we understand each other better, there is more we can do.

UCHIYAMA Yuki

Promotion Department, Parco Co., Ltd.

I worked at Shinsaibashi PARCO until last fiscal year, and I had the opportunity to be involved in the "FOOD Meets CAMP," a joint project led by young people from Shinsaibashi PARCO and the Daimaru Shinsaibashi store, with the aim of demonstrating synergies. What I felt at that time was that even though the two stores were connected by passageways, we really didn't know what was beyond these passageways. However, by talking with individual employees through this project, our understanding of the Daimaru Shinsaibashi store has quickly progressed. Getting to know the other person through practical work rather than through documents and other means. The process of inexperienced staff discussing and working toward a common goal also fostered mutual

respect. I hope that this kind of thing will spread more throughout the Group.

The reality is that there are still many people who do not know that GINZA SIX and Shibuya PARCO are part of the same group. I feel that the value of the Group is not adequately communicated. As an opportunity for people to know that we are part of the same group, it might be a good idea to not only create voluntary collaboration projects for each store, but also to activate the Group as a whole. It is not enough that only upper management should exchange information, but I believe that if younger staff who actually work are included in the exchange of information and the project progresses in all areas, a more varied virtuous circle will be created.



Create new value for the local community by "weaving connections."

HONDA Daisuke

Expert Manager of Food, Merchandising Content Development Division II
Daimaru Matsuzakaya Department Stores Co. Ltd.

For 21 years, I have lived in Hokkaido and worked as a food buyer for Daimaru. Hokkaido is blessed with an abundance of nature, and is also home to many excellent chefs and pastry chefs who make the most of these ingredients. By working with local people on things made locally and "weaving connections," so to speak, I am creating new value and discovering new attractions. I believe it would be ideal if this leads to solutions to local issues.

In recent years, the effects of climate change have been strongly observed in primary commodities, not only in agricultural products but also in marine products. It often seems that large numbers of yellowtail are caught in fixed nets for catching salmon. What used to

be caught is no longer being caught, and conversely, what used to be uncaught is now being caught. In other words, the standard is changing, and this is becoming a challenge. It is possible that things will have changed even more when we draw a future projection of what they will be like in three or five years. I would like to work with local people to come up with such a future standard, a new kind of specialty, five years from now.

Having our own Will, getting others involved, and working together with them to do so. It is very important to foster the joy of doing so together with local people. I hope that such activities will progress in each community.



Connect with the Group and local communities to enhance the appeal of the “area.”

MATSUI Emi

Building Project Division of Building Unit
J. Front City Development Co., Ltd.

I had previously worked in the commercial development division of a railroad company, but due to childbirth and childcare, I had to move to a different field. At that time, I was offered a position at Daimaru Matsuzakaya Department Stores when they were launching their real estate division, and at the same time I was told about a new initiative called Mother Recruitment, which gave me the opportunity to join the company mid-career. As someone who is interested in commercial development, I was very attracted to the Urban Dominant Strategy that was proposed at the time, that is, the idea of increasing the appeal of an area rather than a single facility, or an area rather than a point, and I was eager to be involved as a member of the team.

I have collaborated with other companies on several development projects, and have realized once again that the Group's

expertise in the development and operation of commercial facilities is a definite strength. With this as a focal point, it is important for us to pursue what kind of added value we can provide to customers visiting the area. For this to happen, it is essential for the Group to work together. I am very happy to see that the Group is now making a major change in this direction.

I am currently in charge of several projects mainly in the Shinsaibashi area of Osaka, and as evidenced by the recent announcement that the company that owns the south wing of the Daimaru Shinsaibashi store will become a wholly owned subsidiary of Daimaru Matsuzakaya Department Stores, this area is full of potential for future development. I look forward to building stronger connections with the Group companies and with local communities to create facilities that will be chosen by our customers.



Stay close to our customers and customize their experience.

SEO Nozomi

Gaisho Manager, Sales Planning Division
Daimaru Matsuzakaya Department Stores Co. Ltd.

I am responsible for “gaisho,” or out-of-store sales, which has been steadily growing in department stores in recent years. Gaisho is a form of building deep relationships with customers in department stores and accounts for about a quarter of department store sales. How close can we be to our customers and how much can we draw out their latent needs? We are now promoting the use of digital technology, but human power is still essential for a truly trusting relationship with our customers. I think the balance between analog and digital is very important.

As the name suggests, gaisho activities used to mainly involve visiting homes and companies to do business. Now that we are digitally connected, we are often able to respond quickly to customer requests

through LINE communications. This has probably changed the image of gaisho for young people and gaisho has gained their support as one of the touch points. I believe that this, as well as the enhancement of content, is behind the growing share of younger people among gaisho customers.

It has long been said that department stores are becoming more homogeneous, but I believe that the difference can be made by what and how we propose to our customers and how close we can be to them at the end of the day. To that end, we will share goals and information with our stores and suppliers, and work on alliances and other initiatives, so that together we can continue to provide special shopping experiences.



Pile up facts with data to maximize LTV.

KOMIYA Naoki

Staff, Group Digital Promotion Division
J. Front Retailing Co., Ltd.

Through the Group's data platform, JCDP, I analyze the purchasing trends of customers at Daimaru Matsuzakaya Department Stores and PARCO, and by doing so, I am working digitally to maximize customer lifetime value (LTV).

The data clearly shows that customers who shop at both the Department Stores and PARCO have higher average spend per customer, visit frequency, and set rates than customers who shop at only the Department Stores or only PARCO. By breaking down these factors, we have found that in the Nagoya area, where great synergies are expected in the future, a certain number of people shop at both Matsuzakaya and PARCO, particularly with cosmetics and food as a bridge connecting

the two stores. Data are facts, and several hypotheses are derived by piling them up. I believe that digital technology will play a significant role in maximizing performance in 2026, when The Landmark Nagoya Sakae will open in the same area.

The Group Customer Strategy Project has been launched group-wide, and I am involved as a member of its promotion team. The consolidation of card issuers, which is being carried out in parallel, will not only benefit customers but also dramatically improve the quality of data that can be used in the area. First, we would like to produce clear results through the Group collaboration in Nagoya, and then hope to see synergies in other areas.



Bring a breath of fresh air as an alumnus who has seen both “inside and outside.”

SHIKURI Yasuaki

Senior General Manager, Group Human Resources Policy Division
J. Front Retailing Co., Ltd.

I left the Group five years ago, but after working for an AI software company and a foreign-affiliated company, I decided to rejoin it.

After five years, the Company has changed a lot and appears to be about to change even more. Diversity has increased dramatically, with more people coming from outside. This has likely been helped by the shift to hybrid and flexible working styles.

On the other hand, I have the impression that our diverse human resources are not yet fully mixed. Conversely, it can be said that there is still room for growth in the Company, and I feel that we need to create more communication mechanisms.

Co-creation requires deepening such communication as well as creating a more even relationship between the company and its employees and between employees.

For example, if they have a business they want to do as an individual, they can use a company. In employee-to-employee terms, they should reinforce “involving” and “having fun.” What I would like to encourage them to do is to first communicate their own Will to their superiors and demonstrate the power to involve. However, not everyone is that type of person, and I believe that it is equally important to have fun and to get involved in the process, which requires energy.

It is also necessary to provide opportunities for interaction with the outside world. Training in different industries and experiencing tough situations will definitely help people grow. I would like to create a place where employees can feel their strengths and weaknesses and think about their careers through their original experiences.

