Financial Results for First Half of the Fiscal Year Ending February 28, 2023

October 11, 2022

Takashimaya Co., Ltd.

Agenda

I. Results for First Half of FY Ending Feb 2023 (FY2022)

II. Forecasts for FY Ending Feb 2023 (FY2022)

III. Progress in Each Business

IV. Financial Strategy

Ⅰ Results for First Half of FY Ending Feb 2023 (FY2022)

1. Consolidated Performance
2. Performance of Domestic Department Store Segment
3. Performance of Key Subsidiaries (Japan, overseas)

Takashimaya

1. Consolidated Performance

- ✓ Total operating revenue increased and exceeded target thanks to a return to regular operation in stores and the special factor.
- ✓ SG&A expenses were similar to the level of the same period last year and in line with forecast because of the cost-optimization program and the change in accounting method.
- ✓ Operating income, ordinary income, and profit attributable to owners of parent all increased and exceeded the forecasts.

(billion JPY)	H1 result	YOY change	Change from FY2019	Change from target	Extraordinary loss (COVID-19) Rebound from H1 FY2021	Change in accounting method
Total operating revenue	413.5	+19.1%	(8.7%)	+2.7%		
Operating revenue	209.0	(39.8%)	(53.9%)	+0.5%		(204.5)
SG&A expenses	110.2	(0.1)	(18.3)	(4.2)	+2.0	(6.3)
Operating income	12.8	+14.8	(0.6)	+5.8		+0.5
Ordinary income	14.6	+15.2	+1.9	+7.1		+1.0
Profit attributable to owners of parent	13.5	+17.9	+1.1	+8.0		+0.7

Change from forecast: Change from forecast announced on April 11, 2022

* In the current fiscal year, we have applied the standard for revenue recognition (ASBJ 30). "Total operating revenue" indicates the amount of operating revenue that would be recognized under the old standard.

Takashimaya

2. Performance of Domestic Department Store Segment

- ✓ Total operating revenue increased and exceeded forecast thanks to a return to regular operation in stores and the special factor.
- ✓ Gross margin ratio decreased from last year's level and was below forecast. More needs to be done to strengthen merchandising.
- ✓ Operating income increased, but store earning power is yet to fully recover.

(billion JPY)	H1 result	YOY change	Change from FY2019	Change from forecast	Extraordinary loss (COVID-19) Rebound from H1 FY2021	Change in accounting method
Total operating revenue	353.8	+19.3%	(7.4%)	+3.1%		
Operating revenue	156.3	(47.3%)	(59.1%)	+2.0%		(197.5)
Total sales	346.5	+19.6%	(7.5%)	+3.1%		
Sales	143.7	(50.4%)	(61.7%)	+1.4%		(202.8)
Gross margin ratio (old standard)	22.34%	(0.005)	(0.141)	(0.064)		
Gross margin ratio	50.69%	+2.830	+2.694	+0.024		
SG&A expenses	82.0	+3.4	(11.6)	(0.8)	+2.0	+0.4
Operating income	3.5	+10.3	+0.7	+3.3		+0.3

Change from forecast: Change from forecast announced on April 11, 2022

* Starting from the period under review, we have applied the standard for revenue recognition (ASBJ 30). "Total operating revenue" indicates the amount of operating revenue that would be recognized under the old standard. "Total sales" indicates the amount of sales recognized under ASBJ 30.

Takashimaya

2. Performance of Domestic Department Store Segment: SG&A Expenses

- ✓ SG&A expenses rose year-on-year because of less write-off as extraordinary loss and higher variable costs.
- ✓ ¥2.6 billion saved through cost-optimization program
- ✓ Cost-optimization program on track – expenditure down ¥11.6 billion compared to FY2019

(billon JPY)	H1 result	YOY change	Breakdown of YOY change: Extraordinary loss (Covid) Rebound from H1 FY2021	Breakdown of YOY change: Impact of last year's closures	Breakdown of YOY change: Variable costs	Breakdown of YOY change: Change in accounting method	Breakdown of YOY change: Cost optimization program	Change from H1 FY2019	Reference (old standard): H1 result	Reference (old standard): YOY change	Reference (old standard): Change from H1 FY2019
Personnel related expenses	25.2	(0.6)	0.7	0.2		0.0	(1.4)	(4.5)	25.2	(0.6)	(4.5)
Advertising expenses	4.1	(4.9)	0.0	0.5	1.1	(6.5)	(0.1)	(8.6)	10.5	+1.5	(2.2)
G&A expenses	38.1	+7.5	0.5	0.6	0.9	6.5	(0.9)	+2.1	31.7	+1.1	(4.4)
Rent and Tax expenses	14.6	+1.4	0.7	0.4		0.4	(0.1)	(0.5)	14.2	+1.0	(0.9)
Total	82.0	+3.4	2.0	1.7	2.0	0.4	(2.6)	(11.6)	81.6	+3.0	(12.0)

5.6

3. Performance of Key Subsidiaries (Domestic Group Businesses)

- ✓ Toshin Development: Revenue and income increased, exceeding forecasts, with rebound from pandemic slump.
- ✓ TFP: Amid diminishing Covid impact, revenue and income increased, the latter exceeding the forecast.
- ✓ TSC: Revenue increased, but due to high prices of raw materials, income fell and was below forecast.

(billion JPY)	Operating revenue	Change from H1 FY2021 Change from H1 FY2019	Change from forecast	Operating income	Change from H1 FY2021 Change from H1 FY2019	Change from forecast
Toshin Development Co., Ltd.	22.3	+12.3% +0.5%	+1.3%	2.9	+0.7 (0.4)	+0.4
Takashimaya Financial Partners Co., Ltd. (TFP)	10.4	+5.6% (1.8%)	(3.0%)	2.3	+0.1 (0.3)	+0.2
Takashimaya Space Create Co., Ltd. (TSC)	9.7	+3.8% (47.1%)	(12.0%)	(0.3)	(0.2) (1.1)	(0.3)

* FY2021 vs. FY2019 comparisons for Toshin Development Co., Ltd. include T & T Co., Ltd.; those for Takashimaya Space Create Co., Ltd. include Takashimaya Space Create Tohoku; those for Takashimaya Financial Partners Co., Ltd. include Takashimaya Credit and Takashimaya Hoken.

Change from forecast: Change from forecast announced on April 11, 2022

3. Performance of Key Subsidiaries: Overseas Businesses (Jan–Jun)

- ✓ Takashimaya Singapore, Takashimaya Vietnam, and Siam Takashimaya saw revenue and income growth with rebound from pandemic slump.
- ✓ Shanghai Takashimaya's revenue and income decreased because the Covid impact prompted business suspension and reduced opening hours.
- ✓ The weak yen has clouded the outlook for efforts to improve performance.

(billion JPY)	Operating revenue	Change from H1 FY2021 Change from H1 FY2019	Change from forecast	Operating income	Change from H1 FY2021 Change from H1 FY2019	Change from forecast
Takashimaya Singapore Ltd.	9.2	+56.5% +12.1%	+35.3%	2.4	+2.0 +0.2	+1.6
Toshin Development Singapore Pte, Ltd.	4.3	+14.6% (2.6%)	+17.4%	1.1	+0.2 (0.5)	+0.3
Shanghai Takashimaya Co., Ltd.	1.2	(20.8%) (26.6%)	(27.0%)	0.1	(0.1) +0.1	(0.1)
Takashimaya Vietnam Co., Ltd.	1.3	+60.9% +40.8%	+35.5%	0.3	+0.2 +0.2	+0.2
Siam Takashimaya (Thailand) Co., Ltd.	0.9	+36.5% +15.3%	(20.7%)	(0.4)	+0.1 +0.1	(0.2)

Exchange rate:1SGD=90.97JPY 1CNY=19.13JPY 1VND=0.0053JPY 1THB=3.66JPY

Change from forecast: Change from forecast announced on April 11, 2022

Takashimaya

Ⅱ Forecasts for FY Ending Feb 2023 (FY2022)

1. Consolidated Cost and Revenue Forecasts (Revised)
2. Forecasts for Domestic Department Stores
3. Forecasts for Key Subsidiaries

Takashimaya

1. Consolidated Cost and Revenue Forecasts

- ✓ Forecast for total operating revenue has been upgraded in view of regular store opening hours and the special factor.
- ✓ In view of revenue growth, the forecasts for operating and ordinary income have been upgraded.
- ✓ The cost-optimization program is on track, but SG&A expenses will rise.

(billion JPY)	Full-year forecast	YOY change	Change from Q1 FY2019	Change from initial forecast	H1 result	YOY change	Change from Q1 FY2019	YOY change	Reference (old standard) Full-year forecast	Reference (old standard) Change
Total operating revenue	860.5	+13.1%	(6.4%)	+3.5%	413.5	+19.1%	447.0	+8.0%	860.5	+0.0
Operating revenue	439.0	(42.3%)	(52.2%)	+1.7%	209.0	(39.8%)	230.0	(44.4%)	860.5	(421.5)
SG&A expenses	231.9	+2.8	(28.3)	+0.1	110.2	(0.1)	121.6	+3.0	244.8	(12.9)
Operating income	25.5	+21.4	(0.1)	+8.0	12.8	+14.8	12.7	+6.6	24.0	+1.5
Ordinary income	25.5	+18.6	+2.3	+9.5	14.6	+15.2	10.9	+3.4	23.5	+2.0
Profit attributable to owners of parent	20.0	+14.6	+4.0	+10.0	13.5	+17.9	6.5	(3.3)	18.8	+1.2

Change from initial forecast: Change from forecast announced on April 11, 2022

Takashimaya

2. Forecasts for Domestic Department Stores

- ✓ Forecasts have been upgraded in view of regular opening hours and the full-year effect of the special factor.
- ✓ Forecast for operating income has been upgraded, but store earning power is yet to fully recover.
- ✓ Improving store earning power and implementing cost-optimization program remain the most critical tasks.

(billion JPY)	Full-year forecast	YOY change	Change from Q1 FY2019	Change from initial forecast	H1 result	YOY change	Change from Q1 FY2019	YOY change
Total operating revenue	735.7	+12.1%	(5.1%)	+3.4%	353.8	+19.3%	381.9	+6.1%
Operating revenue	328.2	(50.0%)	(57.7%)	+2.3%	156.3	(47.3%)	171.8	(52.2%)
SG&A expenses	721.4	+12.3%	(5.1%)	+3.5%	346.5	+19.6%	375.0	+6.3%
Sales	304.1	(52.7%)	(60.0%)	+2.2%	143.7	(50.4%)	160.4	(54.5%)
Gross margin ratio (old standard)	22.11%	(0.027)	(0.152)	(0.064)	22.34%	(0.005)	21.89%	(0.048)
Gross margin ratio	49.57%	+2.719	+2.594	(0.013)	50.69%	+2.830	48.58%	+2.620
SG&A expenses	167.8	+2.8	(22.5)	(0.9)	82.0	+3.4	85.8	(0.6)
Operating income	7.0	+14.3	+2.8	+4.5	3.5	+10.3	3.5	+3.9

Change from initial forecast: Change from forecast announced on April 11, 2022

2. SG&A Expenses Forecasts for Domestic Department Stores

- ✓ Year-on-year increase of ¥2.8 bn expected in view of higher utilities bills and variable costs
- ✓ Cost-optimization program to add ¥300 mn in savings on top of ¥4 bn of savings initially forecasted
- ✓ Further savings to be generated by insourcing and better management of assignments

			Breakdown of YOY change							Costoptimization program			Old standard		
(billon JPY)	Full-year forecast	YOY change	Extraordinary loss (Covid) Rebound from Q1 FY2021	Impact of last year's closures	Variable costs	Cost increases	Change to loyalty point scheme	Change in accounting method	Costoptimization program	H1 result	H2 result	Change from H1 FY2019	Full-year forecast	YOY change	Change from H1 FY2019
Personnel related expenses	52.1	(0.7)	0.7	0.2	0.0	0.0	0.0	0.0	(1.6)	(1.4)	(0.2)	(8.2)	52.1	(0.7)	(8.2)
Advertising expenses	8.9	(12.5)	0.0	0.5	1.4	0.9	(1.9)	(13.4)	(0.1)	(0.1)	0.0	(16.5)	22.3	+0.9	(3.2)
G&A expenses	77.5	+ 13.8	0.5	0.6	1.4	1.1	0.0	12.6	(2.4)	(0.9)	(1.5)	+3.4	65.0	+1.2	(9.2)
Rent and Tax expenses	29.2	+ 2.3	0.7	0.4	0.0	0.5	0.0	0.8	(0.1)	(0.1)	(0.0)	(1.1)	28.4	+1.4	(1.9)
Total	167.8	+ 2.8	2.0	1.7	2.8	2.5	(1.9)	0.0	(4.3)	(2.6)	(1.7)	(22.5)	167.8	+2.8	(22.5)

8.9

3. Forecasts for of Key Subsidiaries (Domestic Group Businesses)

- ✓ All three subsidiaries to post revenue and income growth in view of the diminishing Covid impact
- ✓ TFP: Forecast for operating income has been upgraded in view of savings in SG&A expenses.
- ✓ TSC: Forecasts have been downgraded in view of slow recovery in Covid impact.

(billion JPY)	Operating revenue	Change from H1 FY2021 Change from H1 FY2019	Change from initial forecast	Operating income	Change from H1 FY2021 Change from H1 FY2019	Change from initial forecast	Operating income H1 result	 H2 forecast
Toshin Development Co., Ltd.	45.9	+10.9% +2.3%	+1.7%	5.8	+0.8 (0.9)	+0.5	2.9	2.9
Takashimaya Financial Partners Co., Ltd. (TFP)	21.5	+6.7% (0.9%)	(2.5%)	4.5	+0.1 (0.4)	+0.1	2.3	2.3
Takashimaya Space Create Co., Ltd. (TSC)	23.3	+29.7% (37.1%)	(3.5%)	0.2	+0.7 (1.6)	(0.2)	(0.3)	0.5

Change from initial forecast: Change from forecast announced on April 11, 2022

3. Forecasts for Key Subsidiaries: Overseas Subsidiaries (Jan–Dec)

- ✓ Covid impact will diminish, and the special factor will persist in H2 because of the weak yen.
- ✓ Takashimaya Singapore, Toshin Development Singapore, Takashimaya Vietnam: Forecasts upgraded in view of strong performance
- ✓ Shanghai Takashimaya, Siam Takashimaya: Forecasts downgraded in view of slow recovery from Covid impact

(billion JPY)	Operating revenue	Change from H1 FY2021 Change from H1 FY2019	Change from initial forecast	Operating income	Change from H1 FY2021 Change from H1 FY2019	Change from initial forecast	Operating income: H1 result	Operating income: H2 forecast
Takashimaya Singapore Ltd.	18.8	+39.2% +10.5%	+30.4%	4.5	+2.7 (0.2)	+2.3	2.4	2.1
Toshin Development Singapore Pte, Ltd.	8.7	+18.0% (0.4%)	+16.2%	2.2	+0.6 (0.9)	+0.6	1.1	1.1
Shanghai Takashimaya Co., Ltd.	2.7	(9.6%) (14.8%)	(20.8%)	(0.1)	(0.5) (0.2)	(0.7)	0.1	(0.2)
Takashimaya Vietnam Co., Ltd.	2.7	+109.4% +35.9%	+24.3%	0.5	+0.6 +0.4	+0.3	0.3	0.2
Siam Takashimaya (Thailand) Co., Ltd.	2.7	+99.9% +64.3%	+6.7%	(0.5)	+0.4 +0.5	(0.2)	(0.4)	(0.1)

Exchange rate: 1SGD=90.97JPY 1CNY=19.13JPY 1VND=0.0053JPY 1THB=3.66JPY

Change from initial forecast: Change from forecast announced on April 11, 2022

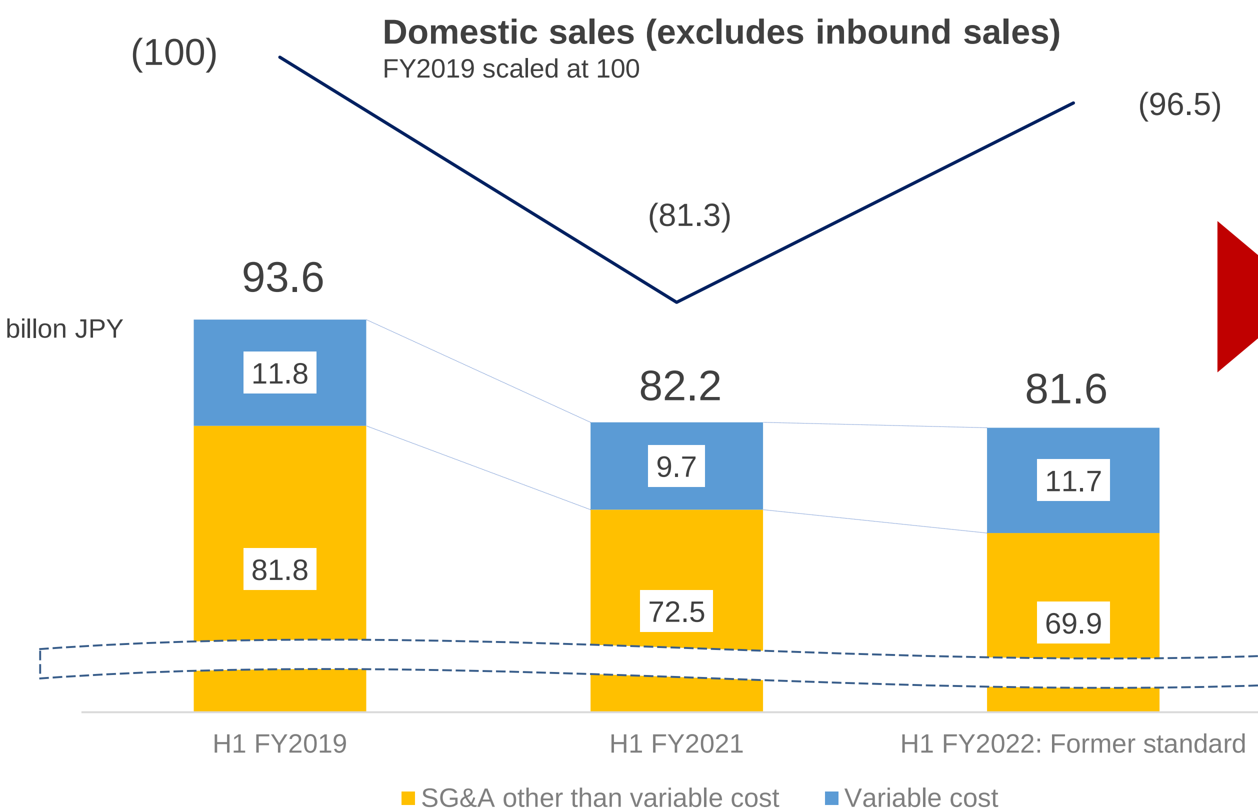
Takashimaya

Ⅲ Progress in Each Business

1. Domestic Department Stores
2. Commercial Property Development
3. Finance

1. Domestic Department Stores (structural reform for large stores)

- ✓ Without sacrificing sales power, stores slimmed down by shifting to leaner workforce.
- ✓ Structural reform began in Osaka Store in March and was rolled out to four other large stores in September.
- ✓ The critical tasks now are to entrench the new approach to business management and to strengthen merchandizing.



We're making headway in reducing SG&A expenses without sacrificing sales power. Domestic sales have recovered to FY2019 level.

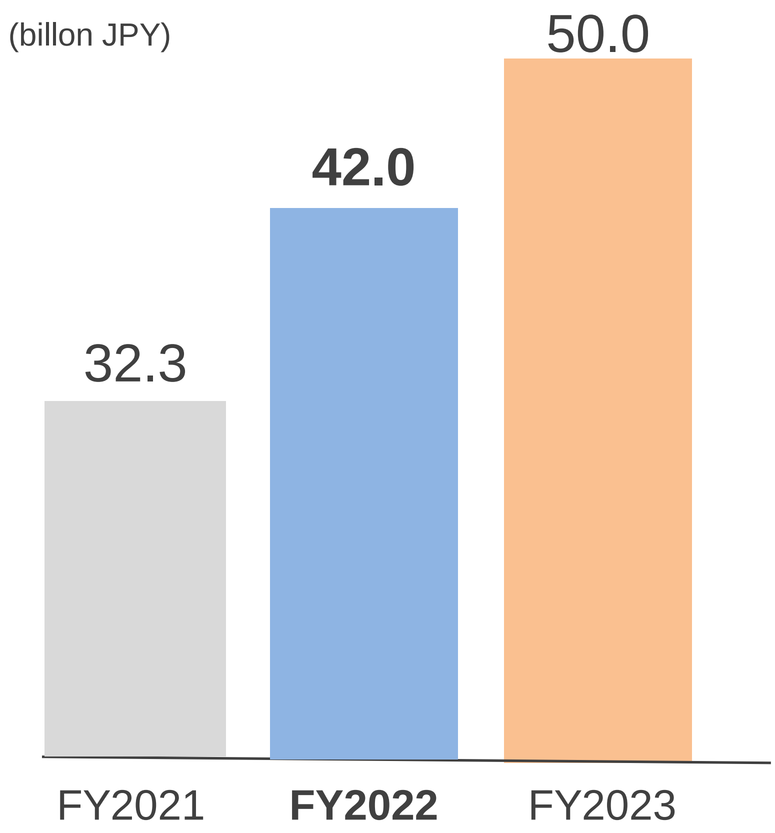
SG&A expenses
(other than variable costs):
FY2019: Down ¥12.0 bn
FY2021: Down ¥2.6 bn

The figure for H1 FY2021 is a real-terms figure that accounts for the reduction caused by Covid-related extraordinary loss and store closures.

Takashimaya

1. Domestic Department Stores (Online Business)

- ✓ In-store sales, at ¥13.3 bn, marked a 2.1% year-on-year decrease and were less than expected.
- ✓ To meet the annual target of ¥42.0 bn, we urgently need to reform merchandising and store operation.
- ✓ We continue efforts to build the online store's differentiated value.



Efforts to maximize the online store's differentiated value

- ○ Expand range of curated cosmetics, exclusive brands, and gift items
- ○ Differentiate the online store by linking it with promotional campaigns in offline stores
  - Link with promotional campaigns for in-store midsummer gifts and year-end gifts
  - Develop local and distinctive merchandise
- ○ Organize large-scale sales promotions to boost sales
  - Black Friday promotion planned
- ○ Grow customer base
  - Link with finance business (Sugotsumi)
  - Strengthen business alliances

Takashimaya

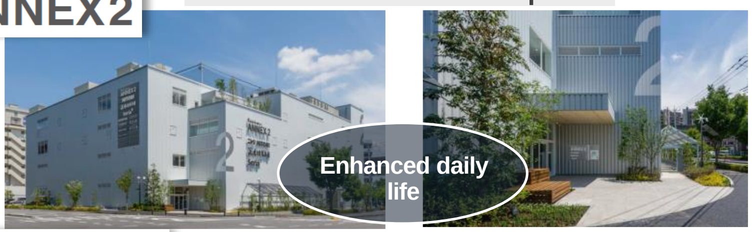
2. Commercial Property Development (Machi-dukuri Strategy update: Nagareyama)

- ✓ We have strategically developed the vicinity since the shopping center opened in 2007. The vicinity now has 10 buildings.
- ✓ We are working on a branding strategy in partnership with the local government and other community stakeholders
- ✓ We will continue to build the hub profit by unlocking synergies and pursuing sustainability

Developing the vicinity further | **Community-rooted machi-dukuri: 10 buildings** | **Sustainability action**

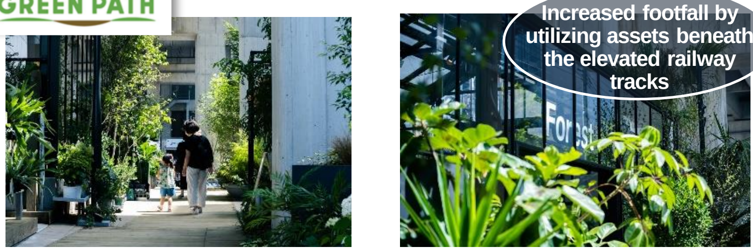
おおたかの森 S·C ANNEX2

June 2022: Two facilities opened



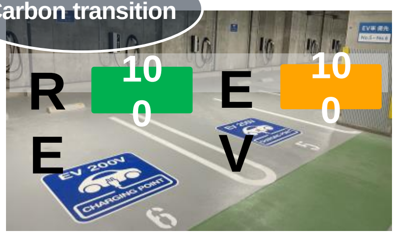
Enhanced daily life

GREEN PATH



Increased footfall by utilizing assets beneath the elevated railway tracks

Carbon transition



Hub for local disaster management

Use of station plaza (public land)

Community-rooted art program

Higher footfall creates synergistic effects

Build loyal fanbase

Medium-term target: Hub profit of ¥2 billion

Takashimaya

2. Commercial Property Development (Asset Diversification)

- ✓ We are diversifying our business portfolio by acquiring non-commercial properties (offices, residential properties).
- ✓ To stabilize our earnings base, we will expand in the housing market by developing new properties and acquiring existing ones.
- ✓ We will build knowhow in development and management to expand our stable assets.

Develop office buildings

『Nihombashi San-chome Square (office buildings): Building completed in 2021

(1) Green credentials

- ZEB Oriented
- BELS 5 star (top-rating)
- RE100 commitment

(2) Excellent BCP

- Emergency lighting, ventilation etc. for up to 72 hours business continuity when infrastructure breaks down

Develop/acquire residential properties

Tentative title: Osaka Nipponbashi 3 Chome Apartments (rentals)
Building to be completed in 2024

(1) Utilize Group's idle land

- Exploit location, convert parking facilities into rental apartments

(2) Build knowhow

- Build knowhow in development and management to expand the business in future
- At the same time, keep acquiring existing properties

Acquire existing properties

<u>Percentage of income from domestic non-commercial properties:</u>
<u>FY2022 9.3% ➡ FY2030 25%</u>

Takashimaya

- ✓ In June, we launched a financial services app called Takashimaya Neobank. The app includes banking and Tomonokai services.
- ✓ At the same time, we launched a money saving service called Sugotsumi (Tomonokai). From July next year, users will be able to use the app to save money as they shop.
- ✓ We must do more to grow the user base to get the business on track and increase its earnings; this is a priority task.

Aims of Takashimaya Neobank

Banking services
Deposit, finance, payment

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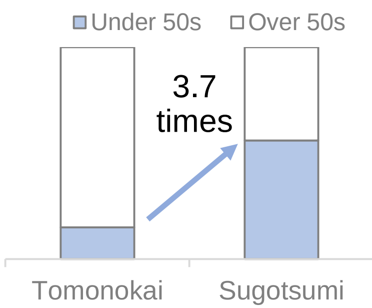
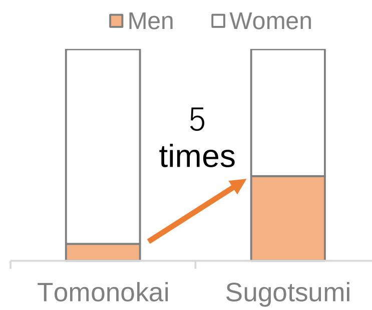
- Improve customer experience
- Grow user base
- Capture new opportunities to profit from financial instruments

Sugotsumi's effect on user base

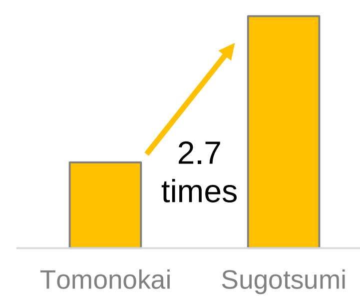
Attracting younger users



More male users



Higher average deposits



Takashimaya

Ⅳ Financial Strategy

1. Capital Strategy
2. ESG Finance

1-(1). Capital Strategy Financial indicators for FY2020–2023 period

✓ Establish financial footing necessary for investing toward growth, emphasizing stability and profitability.

✓ We have adopted EBITDA as indicator that measures both stability and profitability.

<Stability indicators>

- Interest-bearing debt: Under ¥210 bn, provided that funding remains within scope of OCF
  Net interest-bearing debt: Under ¥130 bn
- Equity ratio: Raise to 36.8%
- <u>Net interest-bearing debt to EBITDA ratio: Under 2.5 (it was 4.6 in FY2021)</u>

<Profitability indicators>

- ROE: 4.8% (higher than pre-Covid level) ⇒Raise target further
- <u>EBITDA–assets ratio: 4.8% (it was 2.4% in FY2021)</u>

EBITDA = <u>Operating income + Depreciation*</u>

(*Excluding overseas Group assets, after application of IFRS16)

1-(2). Capital Strategy
Continue medium- to long-term investments to generate more cash flow

- ✓ Long-term investments for stable corporate development to be kept within scope of OCF
- ✓ Establish positive cycle: Generate OCF, maintain investing strategy, improve earning power
- ✓ Extra FCF to be returned to shareholders and reinvested to improve fiscal health

Establish positive cycle: Generate OCF, maintain investing strategy, improve earning power

Improve earning power

- ○ Boost operating income
- ○ Improve ROE (FY2023: 4.8%)

Generate OCF

- ○ Boost pure cash-generating capacity of main business
  → EBITDA–assets ratio (FY23: 4.8%) > WACC
- ○ Reduce rent expenses by holding own property
- ○ Prepare tax strategy to comply with Act on Strengthening Industrial Competitiveness
  →Contribute to OCF

Maintain investment to raise freshness level

- ○ Maintain investment in projects for higher future growth
  (overseas businesses, non-commercial, next-gen shopping centers)
- ○ Vet prospective investments carefully
  →Ratio of EBITDA to interest-bearing debt (FY23: ≤2.5)

OCF > ICF

Fair shareholder returns and reinvested to improve fiscal health

- ○ Maintain stable dividends, make shareholder returns policy commensurate with business growth
- ○ Cut net interest-bearing debt

2. Efforts Related to ESG Finance

- ✓ In December 2021, we issued Takashimaya Green Bond.
- ✓ In August 2022, we signed a contract for a sustainability-linked loans.
- ✓ We will continue exploring opportunities for sustainable finance.

Takashimaya Green Bond (restricted to certain purposes)

Takashimaya Green Bond Framework
- Aligns with ICMA Green Bond Principles*
- Passed Ministry of the Environment's Green Bond Assessment*

* Second-party opinions

Sustainability-linked loans (KPI-linked)

If we achieve the KPIs, we get a discounted interest rate. Otherwise, we have to donate the money to an NGO.

A ratings provider has certified the following KPIs as ambitious and appropriate.

Material issue	KPI	2025 target
Promote diversity	■ Percentage of women in management roles	35.4%
Promote workstyle reform	■ Take-up rate of paid leave	80.0%
Reduce plastic waste	■ Percentage of waste plastic recycled	99.0%
	■ Total reduction in waste output from 2019 level	Reduction of 26.3%

ESG strategy

(1) Monitor allocations of procured funds

(2) Step up efforts to achieve KPIs

Sustainable society

Business activities (financing)

Keep engaging with ESG investors

(1) Growing number of investors
Better market appeal

(2) Lower financing costs
(because growing number of investors)

Reference

Reference (1) : Operational Status of Facilities (FY2021)

■Operational Status of Stores (reduced-hours days not included)

	Start of closure	Full reopening	Days closed		Start of closure	Full reopening	Days closed
Osaka Store	2021/4/25	2021/6/21	43	Tachikawa Takashimaya Shopping Center	2021/4/25	2021/6/21	43
Sakai Store	2021/4/25	2021/6/21	43	Omiya Store	—	—	—
Senboku Store	2021/4/25	2021/6/21	43	Kashiwa Takashimaya Station Mall	—	—	—
Kyoto Store	2021/4/25	2021/6/21	43	Okayama Store	2021/5/16	2021/6/1	5
Rakusai Store	2021/4/25	2021/6/21	43	Gifu Store	—	—	—
Nihombashi Takashimaya Shopping Center	2021/4/25	2021/6/21	43	Takasaki Store	—	—	—
Yokohama Store	—	—	—	Nagareyama Shopping Center	—	—	—
Times Square (Shinjuku)	2021/4/25	2021/6/21	43	Hakata Riverain	—	—	—
Tamagawa Takashimaya Shopping Center	2021/4/25	2021/6/21	43				

* Between April 25 and May 31, some areas of the store remained open (the areas selling daily necessities).
* Between June 1 and June 20, the store was fully open on weekdays, and at weekends, some areas of the store remained open (the areas selling daily necessities).
* Okayama Store: Between May 16 and May 31, the store was fully open on weekdays, and at weekends, some areas of the store remained open (the areas selling daily necessities).

	Start of closure	Full reopening	Days closed		
			2Q	3Q	4Q
Takashimaya Singapore	—	—	—	—	—
Takashimaya Shopping Centre (Singapore)	—	—	—	—	—
Shanghai Takashimaya	—	—	—	—	—
Takashimaya Vietnam Co., Ltd.	2021/5/31	2021/10/8	31	92	7
Saigon Centre	2021/5/31	2021/10/8	31	92	7
Siam Takashimaya (Thailand) Co., Ltd.	2021/7/12	2021/8/31	—	51	—

* Takashimaya Vietnam: From May 31 to July 4, some areas of the store remained open (the areas selling daily necessities). From July 5 to October 5, the store was fully closed. On October 6, some areas of the store were reopened.
* Saigon Center: From May 31 to October 3, some areas of the store remained open (the areas selling daily necessities). On October 4, some areas of the store were reopened.
* Siam Takashimaya: From July 12 to August 31, some areas of the store remained open (the areas selling daily necessities).

Reference (2): Monthly Sales in Domestic Department Stores

			1st Half							2nd half							Annual total
			Mar.	Apr.	May	Jun.	Jul.	Aug.	H1 total	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	H2 total	
FY2022	Mar. 2022-Feb. 2023	YOY change	+7.8%	+22.0%	+55.2%	+10.8%	+11.1%	+25.7%	+19.6%								
		Change from FY2019	(9.9%)	(9.8%)	(5.2%)	(5.2%)	(6.2%)	(9.2%)	(7.5%)								
FY2021	Mar. 2021-Feb. 2022	YOY change	+26.6%	+140.3%	+45.6%	+1.7%	+3.8%	(10.0%)	+19.8%	(0.8%)	+4.9%	+8.7%	+9.4%	+20.8%	+3.8%	+7.9%	+13.0%
		Change from FY2019	(16.5%)	(26.1%)	(38.9%)	(14.5%)	(15.6%)	(27.8%)	(22.7%)	(35.0%)	+7.6%	(3.9%)	(2.2%)	(11.5%)	(1.1%)	(8.5%)	(15.5%)
FY2020	Mar. 2020-Feb. 2021	YOY change	(34.0%)	(69.2%)	(58.1%)	(16.0%)	(18.6%)	(19.8%)	(35.4%)	(34.4%)	+2.6%	(11.6%)	(10.6%)	(26.7%)	(4.7%)	(15.2%)	(25.2%)
FY2019	Mar. 2019-Feb. 2020	YOY change	(0.0%)	+0.5%	+0.2%	+1.4%	(0.0%)	+4.7%	+1.1%	+31.6%	(18.9%)	(4.8%)	(5.2%)	(3.6%)	(12.3%)	(2.9%)	(0.9%)

Takashimaya

Reference (3): Effects of New Revenue Standard

- In cases of consignment sales (in which the tenant pays us when the goods are sold), "amount equivalent to gross margin" is now recognized as "net sales." This change has led to a significant decrease in operating revenue.

- Delivery charges collected from the customer are now recognized as "net sales," where previously they were included in "reversal of SG&A expenses."

- Items of income from tenants, including tenant's percentage of outgoings and utilities costs, are now recognized as "operating revenue – other," where previously they were included in "reversal of SG&A expenses."

- In our loyalty point system, we previously recorded operating expenses for every 2,000 points redeemed. Under the new standard, once points are allocated following a purchase, we estimate the percentage of those points that will be redeemed and then deduct the value from net sales.

- For unredeemed shopping coupons, we previously estimated the percentage that will expire and recorded the value as miscellaneous revenue. Under the new standard, we wait for some time to pass and then record the entire balance in miscellaneous revenue. This change benefits miscellaneous revenue because we previously would estimate the expiration rate conservatively.