

ISETAN MITSUKOSHI
HOLDINGS

Group Slogan

Interfacing with Excellence

Group Philosophy

Striving to interface with integrity, flexibility and dynamism

- | | |
|---|---|
| • We strive to interface with every customer. | We wholeheartedly respond to customer needs and expectations through our focus on superlative service. |
| • We strive to interface with coworkers. | We enhance our knowledge and skills together to create new value. |
| • We strive to interface with our shareholders. | We faithfully respond to shareholder expectations by pursuing ambitious targets and practicing fair and transparent management. |
| • We strive to interface with our partners. | We cultivate the optimum partnerships for achieving our shared goal of delivering customer satisfaction. |
| • We strive to interface with communities, society and the Earth. | We contribute to the fulfillment of aspirations. |

Cultivating irreplaceable relationships of trust far into the future

Group Vision

Becoming “my indispensable department store for each individual customer throughout his or her life by continually creating high quality, new lifestyles and being of use to our customers in the many different aspects of their lives. By doing so, we aim to become the world’s foremost solution provider group with high profitability and sustained growth.”

Annual Report 2012

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Disclaimer regarding Forward-looking Statements

The Annual Report 2012 of Isetan Mitsukoshi Holdings Ltd. provides information on Isetan Mitsukoshi's business results and strategy. It is not meant to solicit the buying or selling of shares of Isetan Mitsukoshi or any of its Group companies. Certain statements in this document are forward-looking statements based on the opinions and estimates of management at the time this report was made. These statements involve risks, uncertainties and other factors, which may cause our actual results to differ from any future results.

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Aiming to be “my indispensable department store” for each individual customer and the world’s foremost retail services group with high profitability and sustained growth



Kunio Ishizuka
Chairman and Representative Director

Hiroshi Onishi
President and C.E.O.

The fiscal year ended March 31, 2012 began under difficult conditions amid the recovery from the Great East Japan Earthquake that struck on March 11, 2011. In the department store sector, despite signs of recovery in certain areas, sales also continued to remain harsh due to intensifying competition that transcends business type and categories.

Amid this environment, the Isetan Mitsukoshi Group progressed with the creation of a structure that reliably ensures profit even in times when achieving growth in sales is difficult. Under this initiative, the Isetan Mitsukoshi Group strives to become “my indispensable department store” for each individual customer throughout his or her life by continually creating high quality, new lifestyles and being of use to our customers in their many different roles in life. By doing so, we aim to become the world’s foremost retail and services group with high profitability and sustained growth.

Since management integration in 2008, the Isetan Mitsukoshi Group has been promoting initiatives to improve business infrastructures and structural reforms in order to fully exert the Group’s capabilities. In this regard, we have completed a series of infrastructure developments in conjunction with

the merger of Mitsukoshi, Ltd. and Isetan Co., Ltd. in April 2011. Going forward, we aim to realize a sustainable and persistent enhancement of corporate value by further developing the effects of integration in a specific manner.

The environment surrounding the Japanese economy remains harsh and competition extending beyond business categories is expected to intensify further. Nonetheless, we will pursue maximizing customer satisfaction by further enhancing the value of products and services that we offer while also increasing the level of the Isetan Mitsukoshi Group by boosting profitability to secure underlying assets for successive investment. We consider that this cycle is a truly significant measure for offering returns that respond to the expectations of all stakeholders, including our customers and shareholders.

We ask for your continued support as we strive in this endeavor.

Kunio Ishizuka
Chairman and
Representative Director

Hiroshi Onishi
President and C.E.O.

To Realize Our Aspired Image as a Department Store

Overview of Fiscal 2011

Operating income, recurring income and net income post record highs since the integration

In order to be the world's foremost retail service group, the Isetan Mitsukoshi Group is actively working to create a structure that will allow us to steadily secure profits amid a situation in which achieving growth in sales is difficult.

During the fiscal year under review, sales were on a gradual recovery trend in the department store business owing to efforts to supply a range of products that meet changing customer desires, including products related to electricity conservation and disaster prevention as well as gifts that re-examine bonds with loved ones; realize the right goods at the right time by promoting further supply chain structural reforms; and provide high value-added products and services. This was despite various factors that affected business such as a downturn in consumer confidence following the Great East Japan Earthquake that struck in March 2011 and the implementation of rolling blackouts at stores within areas serviced by The Tokyo Electric Power Company, Inc. (TEPCO).

In the credit & finance business/customer organization management business, we have steadily increased the number of card members by establishing a structure capable of providing shared services at all Group stores. In overseas department stores, we have further cultivated markets in rapidly growing China and the Southeast Asia region to build a profit foundation that will contribute to overall profitability of the Group.

As a result, we recorded an increase in revenues for the first time and the highest operating profit since the integration with consolidated net sales totaling ¥1,239.9 billion (an increase of 1.6% from the previous fiscal year) and operating income amounting to ¥23.8 billion (an increase of 16.8% from the previous fiscal year).

We were able to achieve these figures amid the impact of the Great East Japan Earthquake and intensifying market competition as a result of gaining considerable support for not lowering the level of hospitality toward customers and customer satisfaction under any circumstances while also making ongoing efforts in terms of cost reduction. In this respect, we continuously aim to be "my indispensable department store" for each individual customer throughout his or her life by continually creating high quality, new life styles and being of use to our customers in their many different roles in life.

Direction of Structural Reforms and Strategies

Focus on "satisfying customers" more than ever to achieve consolidated operating income of ¥33.0 billion or higher in fiscal 2014 and realize consolidated operating income of ¥50.0 billion as the next step

With regard to the recent situation surrounding retail and department store businesses, the annual retail sales amount was roughly unchanged at ¥130 trillion. Amid such circumstances, sales increased in specialty business categories such as housing-related goods, electronics retail stores and drugstores as well as categories that leverage convenience, including convenience stores and e-commerce.

At the same time, the market size of a comprehensive business category such as department stores and general merchandise stores is shrinking every year and the situation remains stringent with the number of stores reduced to around 270-280 stores nationwide over the past five years.

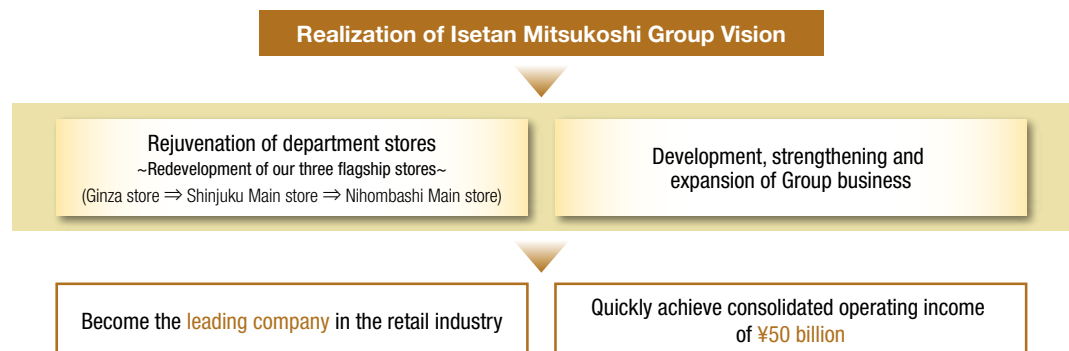
Although expansion of the overall consumer market cannot be expected, in order to address intensifying competition and changes in style of consumption, structural reforms and challenging strategies that look ahead over the mid- to long-term period will become necessary rather than short-term measures that include the expansion of business development in daily consumption areas and daily living activity areas.

Based on such backgrounds, the Group, which carried out management integration in 2008, has been promoting initiatives to develop our sales foundation and conduct structural reforms to fully demonstrate the Group's capabilities. During this period, we have implemented various kinds of integration and restructuring ahead of schedule and completed a series of initiatives with regard to infrastructure development, including the integration of business companies, integration of system and operational workflow and the integration of credit cards. We have currently shifted to the step of achieving results, thereby

aiming to quickly achieve consolidated operating income of ¥50 billion based on the themes of “rejuvenation of department stores” and “development, strengthening and expansion of Group business.”

Regarding “rejuvenation of department stores,” we will redevelop our three flagship stores (Isetan Shinjuku Main store, Mitsukoshi Nihombashi Main store and Mitsukoshi Ginza store). In doing so, we aim to firmly establish our competitive advantage as a department store that provides high added-value at a level that other competitors are unable to imitate.

Department stores are deeply connected to society and regions. Respective regions will be vitalized when department stores become vibrant. This ultimately leads to energizing Japan nationwide and we hope to contribute in this respect.



Isetan Mitsukoshi Group Three-Year Plan

Hiroshi Onishi

President and C.E.O.



<Regarding basic policies>

Under the Isetan Mitsukoshi Group Three-Year Plan covering the period from fiscal 2012 through to fiscal 2014, we will organically collaborate and mutually utilize resources possessed by the Group. In doing so, we will pursue creating a competitive advantage by developing unique customer value that cannot be imitated by other companies to expand and stabilize profits.

To this end, in addition to our core Department Store and Specialty Store Business, we will designate the Supermarket Business, Overseas Business and Direct Sales Business, which includes mail order, Web and home delivery, as well as the Card Business as our five key businesses and promote the three key strategies of “expand and enhance customer contact,” “rebuild high productivity customer contact points” and “strengthen our foundation to utilize Group resources.” With these initiatives, we aim to achieve consolidated operating income of ¥33 billion or higher in fiscal 2014.

Three key strategies

1. We will create opportunities to ensure involvement with customers in a broad and frequent manner

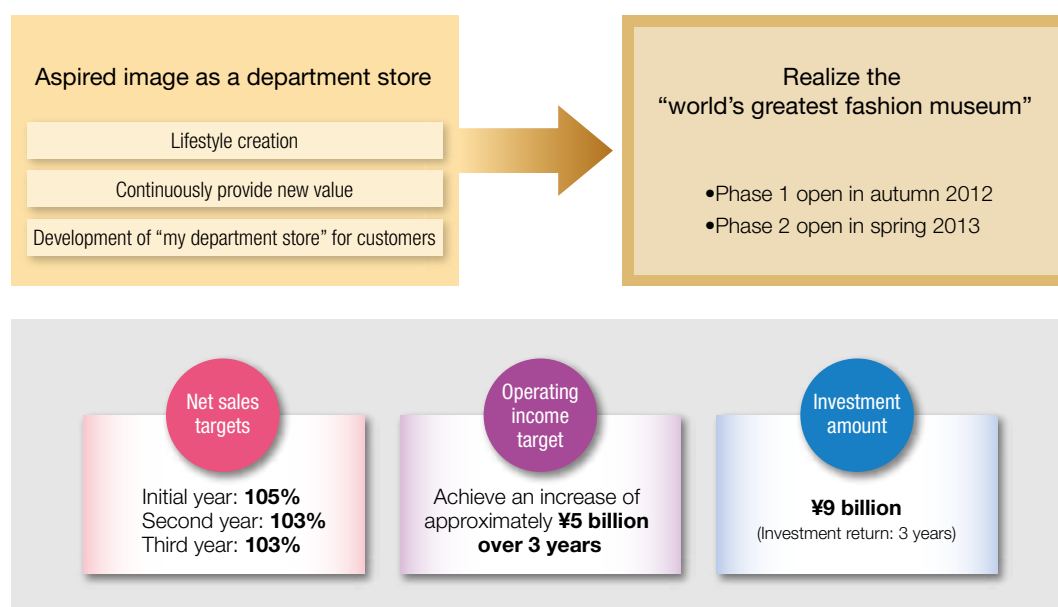
The expansion and enhancement of customer contact is aimed at expanding opportunities to be even more useful to our customers by developing customer contact tailored to the needs of market or customers. We will continually strengthen our three flagship stores while utilizing strengths that have been accumulated through conventional department stores and various resources possessed by the Group. By doing so, we will promote various initiatives, including active development of small-size stores and the Supermarket Business as well as acceleration of dominant strategies overseas.

We designated the three flagship stores to be department stores representing the industry that provide high customer value. Thus, we aim to hone these stores to realize our aspired image as a department store.

Our aspired image as a department store refers to “creating and proposing our original new lifestyles by becoming deeply involved with the daily lives of each individual customer,” “continually providing new value while responding to changes in society and customer needs” and becoming “my indispensable department store for each individual customer by being of use to our customers in their many different roles in life.”

Redevelopment of the Isetan Shinjuku Main store, in which shops are scheduled to open consecutively from autumn 2012, is aimed at building the “world’s greatest fashion museum” in order to realize our aspired image as a department store. The concept will extend beyond the framework of a conventional “department store,” in which the traditional and modern coexist, and continually disseminate information that will maintain the interest of customers through original coordination and planning. It will become a store that is synonymous with a “museum.” In addition to viewing and feeling like a person in a gallery or museum, in conjunction with various aspects such as merchandise, tactical information, service and environment, we will build a space with an environment that appeals to the five senses, including touching, listening and tasting, by designating fashion as art.

● Redevelopment of Isetan Shinjuku Main store



Three key strategies

2. We will enhance our relationship with customers to attain greater customer satisfaction by understanding their expectations.

Our Key Strategy 2, “rebuild high productivity customer contact points,” involves creating a system that enables us to consistently respond to customer requests and needs and realize our aspired image as a department store.

One of our initiatives to realize this image is to move away from being dependent on suppliers, which is one of the issues faced by the department store sector. By improving business relationships through expanding purchased products, cooperation with suppliers and other relevant initiatives, we will provide appropriate products at appropriate times to customers, and in turn, improve profitability and reduce costs.

For domestic Group department stores, we have achieved results both in sales and profits through various measures, including the product lineup of respective stores, unit shops featuring self-promoted sales with standardized work operations and self-coordinated shops that propose new lifestyles for customers. Through these measures, we will pursue enhancement of customer satisfaction and increased revenues.

Additionally, we have reviewed the timing of clearance sales and delayed the start of sales for this summer. In terms of developing products tailored to Japanese seasonality, we consider that the aspired image of a department store is to provide customers with the products they require when needed in adequate quantities at appropriate prices. We believe that this will lead to customer satisfaction.



Three key strategies

3. We will strengthen our foundation to utilize Group resources.

In our key strategy 3, “strengthen our foundation to utilize Group resources,” we aim to enhance profitability by realizing synergy effects through expanding and utilizing Group resources across the entire Group.

In this respect, the Card Business will play a core role. The number of memberships and handling of MICARD after integration have increased every year, whereby the number of memberships was up 8% year on year to 2.58 million accounts in fiscal 2011 and handling was up 23% year on year to approximately ¥800 billion. Specifically, the use of cards outside department stores jumped significantly by 46% versus the previous year and has significantly contributed to revenues. Measures are also being taken in pursuing Group customer relationship management (CRM), including sharing of customers, mutual recommendation of customers and joint sales promotion of respective businesses in the Group.

Going forward, we will expand the number of memberships and amount of handling as well as improve systems that enable consolidation and analysis of customer information Group-wide. In doing so, we will promote Group CRM, develop products and services using such information, expand stores and further develop and expand new businesses to address customer needs as a Group.

Dividend Policy

Working to create attractive stores so that our shareholders will be “glad to be the shareowners of Isetan Mitsukoshi Holdings”

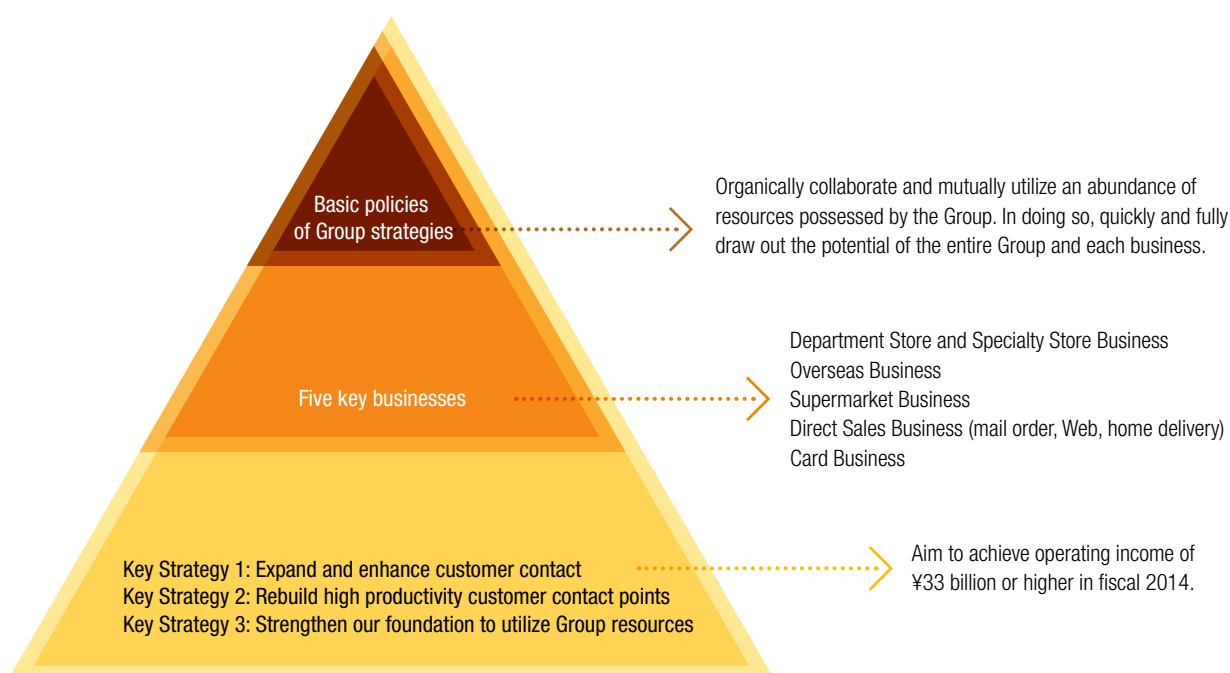
With regard to return of profits to our shareholders, the Company’s basic stance is to continually raise long-term corporate value and maintain a stable level of dividends while fully giving consideration to such factors as the management environment, business results and the soundness of our financial condition. Although dividends paid at the end of the previous fiscal period were reduced due to various factors, including the impact of the earthquake disaster, the Company paid standard annual cash dividends of ¥10 per share for the fiscal year under review. In order to meet the expectations of all shareholders, we consider the enhancement of corporate value through improving business results and realization of stable dividend payments as our primary responsibilities. On this basis, we believe that it is important to develop attractive stores so that our shareholders will be glad to be the shareowners of Isetan Mitsukoshi Holdings. Additionally, the Company’s initiatives for supporting affected areas of the earthquake disaster last year were highly recognized by many of our shareholders. In this respect, we believe that addressing such social requirements is also an essential factor to meet everyone’s expectations.

The Isetan Mitsukoshi Group will continuously strive to actively disseminate information to gain the understanding of our initiatives related to compliance, corporate social responsibility and other relevant matters. We ask for the continued support of our shareholders and other stakeholders.

Isetan Mitsukoshi Group Three-Year Plan

Under the Isetan Mitsukoshi Group Three-Year Plan (fiscal 2012 – fiscal 2014), the Group's Mid-Term Management Plan starting from the current fiscal year, the Department Store and Specialty Store Business, Supermarket Business, Direct Sales Business (mail order, Web, home delivery), Overseas Business and Card Business are positioned as our five key businesses, and the Group will promote three core strategies, namely, "expand and enhance customer contact," "rebuild high productivity customer contact points" and "strengthen our foundation to utilize Group resources." With these measures, the Group aims to achieve consolidated operating income of ¥33 billion or higher in fiscal 2014.

● Isetan Mitsukoshi Group Three-Year Plan (FY2012 - FY2014)



Key Strategy 1: Expand and Enhance Customer Contact

To increase opportunities to be even more useful to our customers, we will continually strengthen (enhance customer contacts) our three flagship stores (Mitsukoshi Nihombashi Main store, Isetan Shinjuku Main store and Mitsukoshi Ginza store), which are the Group's greatest strength, while deploying the Group's various resources. By doing so, we aim to develop customer contact points suited to the consumption styles of our customers and expand opportunities for contact with our customers.

Key Strategy 2: Rebuild High Productivity Customer Contact Points

At each customer contact point, we aim to "enhance products and product selection and sales services" to a level that exceeds customer demands and expectations and raise customer satisfaction. To realize a balance between expanding product profit margins commensurate with the characteristics of each business and format and strengthening profitability by reducing selling, general and administrative (SG&A) expenses, we aim to raise productivity by building new structures (business model reforms).

Key Strategy 3: Strengthen Our Foundation to Utilize Group Resources

Following the integration of Mitsukoshi and Isetan, the Group is expanding and utilizing its various resources, including the foundations built mainly in the department store business, across the entire Group. By doing so, we aim to further accumulate Group know-how and resources and to create additional beneficial effects in the areas of sales, business operations and costs.

In accordance with the Mid-Term Management Plan, we will organically align and mutually deploy the Group's resources and reallocate management resources. In the uncertain and harsh business environment, by vigorously and steadily implementing

various business strategies and ensuring that these produce results, we can become a department store Group that "is beneficial to customers and indispensable for each customer" while raising the Group's medium- and long-term corporate value.

● Profit and Investment Plans

Profit plan

Operating income of ¥33 billion or higher in FY2014

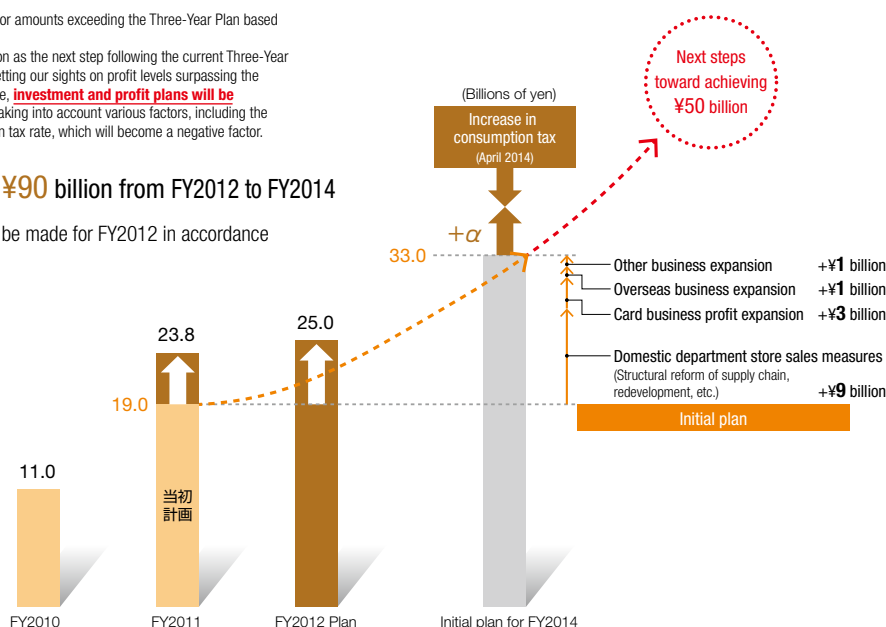
Note: The profit plan for FY2012 calls for amounts exceeding the Three-Year Plan based on FY2011 results.
Also, we aim to achieve ¥50 billion as the next step following the current Three-Year Plan from FY2013 onwards by setting our sights on profit levels surpassing the Three-Year Plan. At the same time, **investment and profit plans will be reviewed in autumn 2012** by taking into account various factors, including the impact of raising the consumption tax rate, which will become a negative factor.

Investment plan

Investment amount of ¥90 billion from FY2012 to FY2014

Investment of ¥37 billion will be made for FY2012 in accordance with the Three-Year Plan

* Based on cash flows



With regard to investment and profit plans, we plan to invest ¥90 billion during the three-year period from fiscal 2012 to fiscal 2014 with the aim of achieving operating income of ¥33 billion or higher in fiscal 2014.

In fiscal 2011, business results largely surpassed the forecast, at which time the Three-Year Plan was formulated. In fiscal 2012, we will make investment of ¥37 billion (cash flow basis) according to

our initial plan. As for our profit plan, based on the performance in fiscal 2011, we expect to exceed our initial plan and achieve operating income of ¥25 billion.

From fiscal 2013 onwards, similarly with fiscal 2011 and fiscal 2012, we will establish profit targets at a level that exceeds planned value and aim to achieve operating income of ¥50 billion as the next step.

Summary of Financial Results for Fiscal Year Ended March 2012

Isetan Mitsukoshi Holdings Ltd., Consolidated Subsidiaries and Affiliated Companies

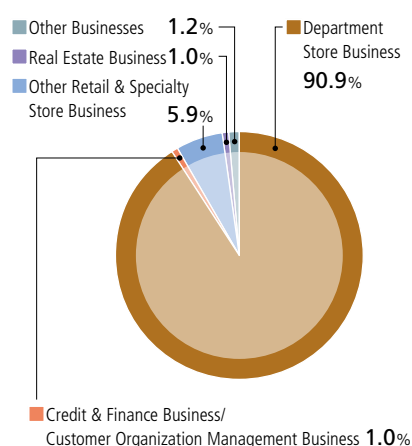
	FY2008	FY2009	FY2010	(Millions of yen) FY2011
Net sales	1,426,684	1,291,617	1,220,772	1,239,921
Gross profit	397,446	360,685	342,005	347,788
Selling, general and administrative expenses	377,863	356,508	331,012	323,954
Operating income	19,582	4,177	10,993	23,834
Recurring income	35,052	19,730	27,093	38,452
Net income (loss)	4,683	(63,521)	2,640	58,891
Total assets	1,351,633	1,238,006	1,237,775	1,227,947
Net assets	489,740	425,120	418,152	468,479
Interest-bearing debt	232,842	197,283	213,925	173,264
Capital investment	30,120	28,256	33,365	19,243
Depreciation and amortization	24,253	22,411	22,933	22,406
Cash flows from operating activities	18,162	(3,604)	33,211	57,843
Cash flows from investing activities	(27,429)	47,443	(24,419)	(15,939)
Cash flows from financing activities	7,116	(41,688)	11,241	(44,940)
				(%)
Gross profit margin	27.86	27.93	28.02	28.05
Selling, general and administrative margin	26.5	27.6	27.1	26.1
Operating profit margin	1.4	0.3	0.9	1.9
Return on assets (ROA)	1.4	0.3	0.9	1.9
Return on equity (ROE)	1.0	(14.3)	0.6	13.6
Shareholders' equity ratio	35.2	33.4	32.8	37.2
Interest-bearing debt/Total assets (%)	17.2	15.9	17.3	14.1
				(Yen)
Net income (loss) per share	12.08	(162.51)	6.69	149.28
Cash dividend per share	14.00	10.00	7.00	10.00
				(%)
Payout ratio	115.9	—	104.6	6.7

Overview of Fiscal 2011

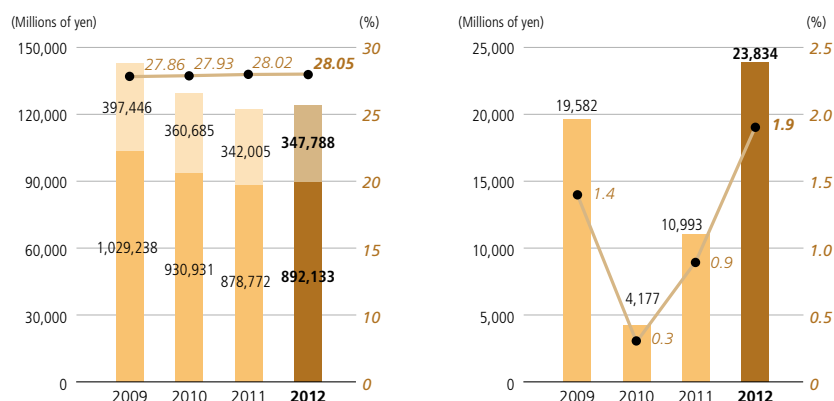
The Japanese economy during fiscal 2011 ending March 2012 faced ongoing uncertainties that included problems such as power shortages stemming from the Great East Japan Earthquake that struck on March 11, 2011. Other concerns included revisions to various tax systems and unease over public finances in Europe. Meanwhile, in the retail sector, despite signs of recovery in certain areas among the consumption environment, overall sales remained harsh due to intensifying competition that transcends business type and categories.

Amid such circumstances, the Isetan Mitsukoshi Group progressed with the creation of a structure that reliably ensures profits even in times when achieving growth in sales is difficult. Under this initiative, the Group fully utilizes strengths and management resources possessed by the department store business companies and related Group companies to realize the Group vision of becoming the world's foremost retail service group. As a result of the aforementioned initiatives, consolidated net sales for the fiscal year amounted to approximately ¥1,239.9 billion, an increase of 1.6% from the previous fiscal year; operating income amounted to approximately ¥23.8 billion, an increase of 116.8%; and recurring income was approximately ¥38.4 billion, an increase of 41.9%. Net income amounted to approximately ¥58.8 billion, an increase of approximately ¥56.2 billion from the previous fiscal year.

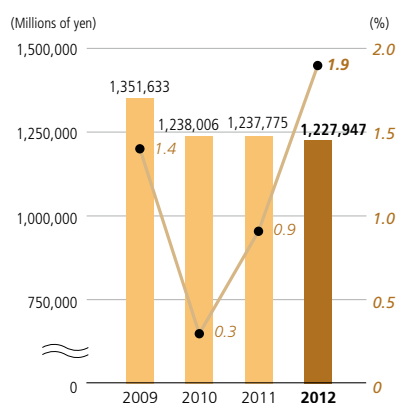
Net sales by business



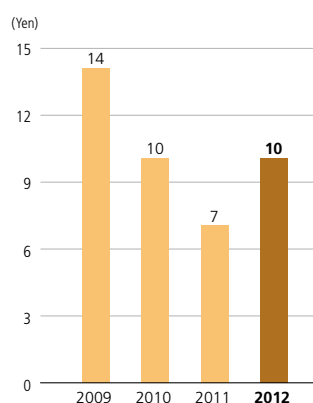
Cost of sales and gross profit on sales (net sales) / Operating income / Operating profit margin



Total assets / Return on assets (ROA)



Cash dividend per share



Outlook for the Next Fiscal Year

Despite a recovery trend in personal consumption, which declined significantly in the year following the Great East Japan Earthquake, uncertainty persists in the consumer environment, warranting little optimism in the business climate for fiscal 2012.

Under these conditions, by promoting the Isetan Mitsukoshi Group Three-Year Plan, the Isetan Mitsukoshi Group forecasts consolidated net sales of ¥1,240 billion, on par with the previous fiscal year; operating income of ¥25 billion, an increase of 4.9%; recurring income of ¥38 billion, a decrease of 1.2%; and net income of ¥29 billion, a decrease of 50.8% for fiscal 2012.

Additionally, net income is expected to dip from the previous year's results due to recording a negative ¥37.8 billion for income taxes-deferred during the previous fiscal year.

Department Store Business

In the department store business, amid intensifying competition that transcends business type and categories, the Isetan Mitsukoshi Group promoted various measures, including a product lineup that responds to changes in customer needs, realization of appropriate products at appropriate times by promoting supply chain structural reform and provision of high value-added products and services by making full use of Group strengths and management resources.

With these initiatives, net sales of the department store business decreased 0.9% compared with the previous year to approximately ¥1128.1 billion, and operating income increased 29.1% to ¥18 billion.

Isetan Mitsukoshi Ltd.

Isetan Mitsukoshi Ltd. promoted reforms related to product planning and procurement in an effort to enhance customer satisfaction. One such measure includes initiatives in the fields of Ladies wear, Ladies sundry goods and Men's wear. In these areas, we developed highly original products by gaining cooperation from various business partners, including material manufacturers and sewing plants, thereby establishing a consistent workflow for handling the processes up to sales of these products in pursuit of creating value that is desired by customers. Additionally, the JAPAN SENSES project, which introduced Japanese manufacturing, also enabled the appeal of many new values that have advanced into modern lifestyles by reviewing the aesthetic sense, skills and traditions that Japan can be proud of to the world. Moreover, a broad range of highly original products and services were proposed to Group store customers by expanding ONLY I to ONLY MI as planned products of the Isetan Mitsukoshi Group.

The Mitsukoshi Ginza store, which has been renewed and opened following 50% expansion of the sales floor area, achieved steady growth in sales through proposing new lifestyles by entitling products and services as "Ginza Style." In October 2011 and March 2012, we held "Ginza Fashion Week" events together with the Matsuya Ginza Main store, for which new plans were also actively promoted that further attracted customers throughout the Ginza district by disseminating appealing and seasonal styles.

Consequently, net sales of Isetan Mitsukoshi Ltd. for the current fiscal year amounted to approximately ¥637.8 billion, a decrease of 1.4% from the previous fiscal year; and operating income was approximately ¥16.5 billion, an increase of 49.8%. Additionally, previous year figures for Isetan Mitsukoshi Ltd. include the business results of the mail order business of Mitsukoshi.

Isetan Mitsukoshi Group Three-Year Plan

■ Advancement of Our Three Flagship Stores

Through redevelopment of our three flagship stores (Isetan Shinjuku Main store, Mitsukoshi Nihombashi Main store and Mitsukoshi Ginza store), which are the Group's greatest strength, the Isetan Mitsukoshi Group will firmly establish a competitive edge through realizing high added-value at a level that other competitors are unable to imitate. Following the floor expansion and remodeling of the Mitsukoshi Ginza store, which was implemented in September 2010, redevelopment of the Isetan Shinjuku Main store started from June 2012. Redevelopment is also planned for the Mitsukoshi Nihombashi Main store from 2013 to 2014.

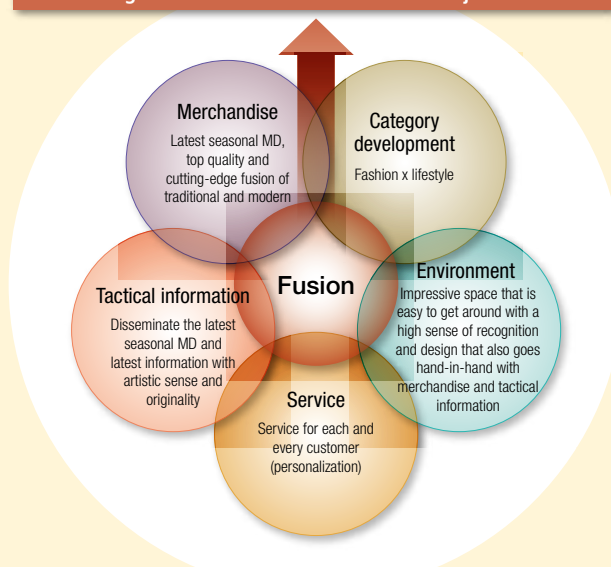
■■■ Redevelopment of Isetan Shinjuku Main store ■■■

◇ Aiming to Realize the World's Greatest Fashion Museum

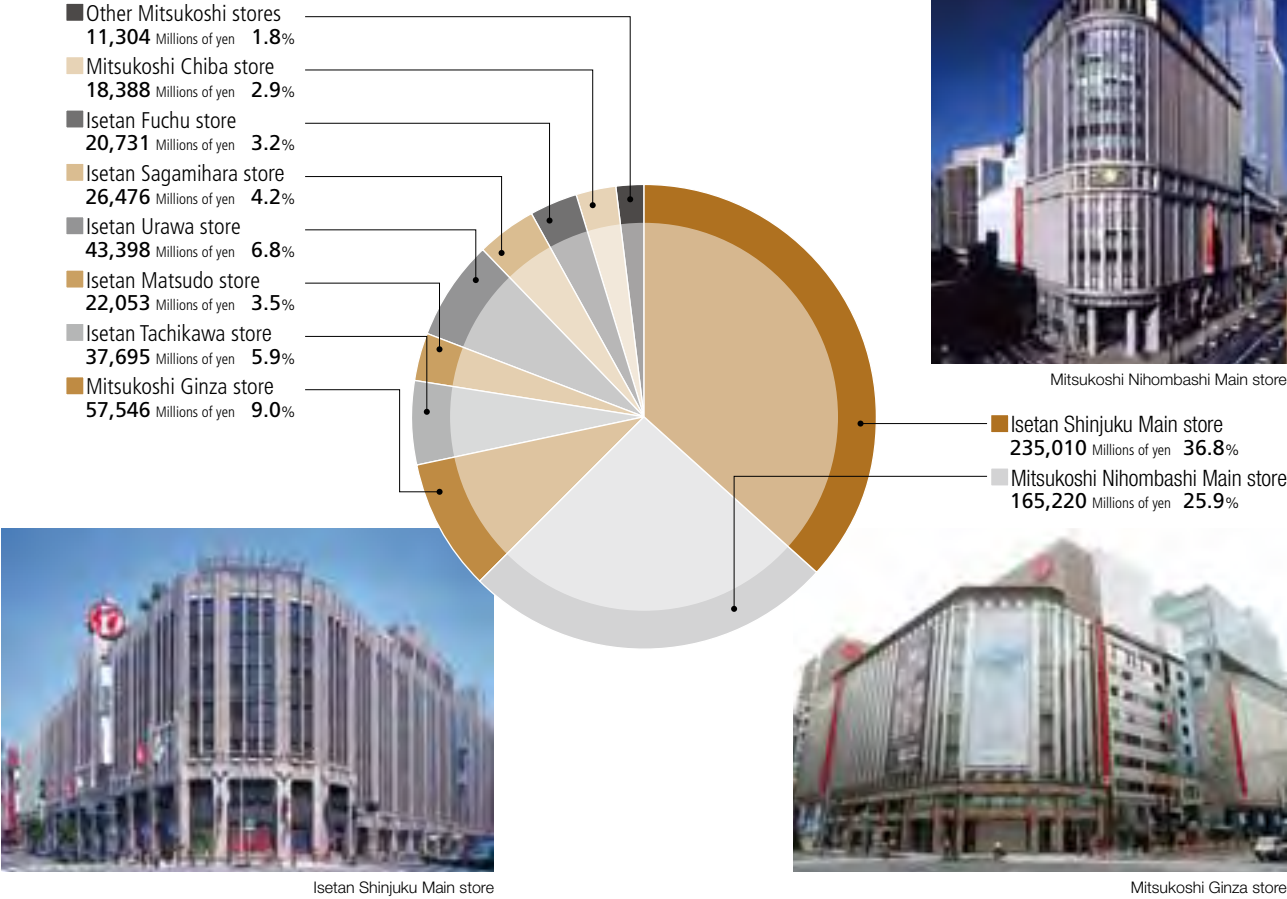
In the redevelopment of the Isetan Shinjuku Main store, in which shops are scheduled to open consecutively from autumn 2012, we aim to build the "world's greatest fashion museum" toward the realization of our aspired image as a department store. In addition to viewing and experiencing works as one does in a gallery or museum, we will build a space with an environment that appeals to the five senses, including touching, listening and tasting, by designating fashion as art. This will be achieved in conjunction with various aspects such as merchandise, tactical information service and environment.

● Advancing and fusing five proffered values

The world's greatest fashion museum <Isetan Shinjuku Main store>



● Net sales by store



◇Establishing Floor Areas That are Very Easy to Get Around Centering on the “Park”

In the redevelopment of the Isetan Shinjuku Main store, each floor will be established with an environment comprising the “park,” which will be the starting point of getting around the floor, as well as other spaces such as the “tube,” “special booth” and “art frame,” thereby creating a diversifying space to express “museum.”

The “park,” the center of getting around each floor, will serve its role in drawing out the appeal of each floor to the fullest. At the same time, this will become a special area for providing “excitement” that goes beyond “surprise” through events and disseminating information that can only be delivered by Isetan.



“Park” provides information that is symbolic of floor characteristics



“Tube” serves as an approach that will lead to next zone



“Special booth” will go hand-in-hand with environmental design and merchandise



“Art frame” disseminates latest information and culture

Regional Department Stores

For domestic regional department stores, steady growth in sales is achieved through promoting various effective measures, including the introduction of self-promoted sales floors consisting of unit shops, which are operated by the Group.

At the Isetan Mitsukoshi Group, we have spun off our regional department store business from the previous fiscal term in order to promote building a system that is capable of implementing appropriate sales measures coherent with local areas. In April 2011, Sapporo Marui Imai, Ltd. and Sapporo Mitsukoshi Ltd. merged and Sapporo Marui Mitsukoshi Ltd. was established.

Sendai Mitsukoshi Ltd., which also suffered damage in the Great East Japan Earthquake, continued its operations immediately after the earthquake disaster in certain areas with a focus on foods and fully resumed operations in April 2011. Supporting reconstruction and efforts to propose products that address changing regional needs resulted in Sendai Mitsukoshi achieving increases in both sales and profits.

Amid such circumstances, net sales in domestic regional department stores during the fiscal year under review amounted to approximately ¥413.4 billion, a decrease of 1% from the previous year; and operating income was approximately ¥0.6 billion, an increase of 301.5% from the previous fiscal year.



Sendai Mitsukoshi



Sapporo Mitsukoshi



Sapporo Marui Imai

Isetan Mitsukoshi Group Three-Year Plan

■ Structural reform of supply chain

Initiatives are being carried out to share advantages with suppliers, including the expansion of purchased products and development of highly original products through cooperation with suppliers, while also reducing the loss of sales opportunities through offering appropriate products at appropriate times and providing highly price-worthy products that will satisfy and impress customers. In doing so, we are working to create a structure that will ensure sales and profits.

■ Increase personnel productivity

Sales-related work and operations are reviewed in accordance with the attributes of sales areas and customers, and initiatives are being pursued to assign suitable personnel to respective positions and develop the necessary skills and personnel as appropriate to enhance management capabilities.

■ Reform of regional department stores

In branch stores and domestic regional department stores, as a means of securing marketable products and resolving the loss of sales opportunities, various measures are being undertaken by utilizing the scale merit of the Group, including the development of self-operated "unit shops" and central control of brands to horizontally manage units or brands.



ONLY MI at the Mitsukoshi Nihombashi Main store



Unit shop Walk & Run at the Isetan Urawa store

Overseas Department Stores

For our overseas department stores, Isetan Mitsukoshi has taken measures to cultivate and deeply penetrate markets in the rapidly growing China and Southeast Asian regions, with the aim of building an earnings foundation that can contribute to the overall Group.

Within these regions, sales in the Serangoon store in Singapore, which commemorated its first anniversary since opening in November 2011, exceeded plans and achieved steady growth. Consequently, overall net sales for overseas department stores was approximately ¥65.1 billion, an increase of 3.3% from the previous year; and operating income was approximately ¥1.6 billion, a decrease of 18.2%, due to an increase in selling, general and administrative expenses accrued by the redevelopment of stores.



Mei Long Zhen Isetan Shanghai



Isetan Tianjin



Isetan Singapore Scotts store



Isetan Bangkok

Isetan Mitsukoshi Group Three-Year Plan

■ Acceleration of dominant expansion (Singapore: A system in which five stores are established; Malaysia: A system in which four stores are established)

In overseas business, Isetan Mitsukoshi further pursued business expansion by accelerating dominant area-specific strategies with a focus on flagship stores.

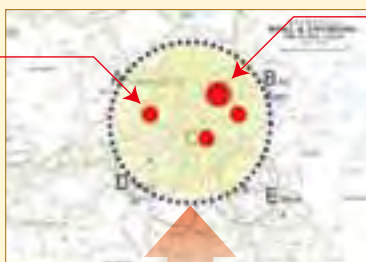
In several areas where stores have already opened, we are opening several mid- to small-size stores, for which we can expect a return on investment within a short period of time. In this regard, we are making full use of our resources, including the visibility, customer base, store know-how, human resources and funds that are possessed by the flagship stores, and in turn, expanding market share and revenue.

● Dominant expansion

Grand opening on May 5, 2012

Kuala Lumpur Isetan No. 4 store
One Utama store

Example of Kuala Lumpur, Malaysia



Dominant expansion centering on KLCC store

Renewal in September 2011

Kuala Lumpur Isetan
KLCC store Flagship store

■ New store opening plan

- Tianjin Isetan No. 2 store (scheduled to open in autumn 2012)
- Chengdu Isetan No. 2 store (scheduled to open in 2014)

Credit & Finance Business/Customer Organization Management Business

In the credit & finance business/customer organization management business, we have worked to improve the Group management system to enhance convenience for our customers and build a management foundation that ensures high profitability.

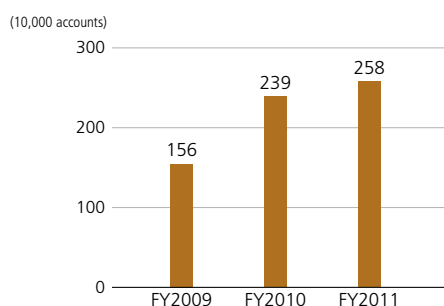
Before the end of the previous fiscal year, MICARD Co., Ltd. instituted a system that enabled shared services throughout Isetan Mitsukoshi Group stores. Although a loss was posted due to the occurrence of one-time expenses associated with the issuance of a Group Card in the previous fiscal year, sales increased and there was a return to profitability in the current fiscal year. This can be attributable to an increase in fee income from card use at department stores and externally along with the increased issuance of the card and to annual fees for the card at Mitsukoshi and Iwataya, which started the switch to MICARD in fiscal 2010 (first fiscal year was free of charge). From November 9, 2011, we began issuing an American Express credit card as an international brand card in addition to VISA, as we work to further raise customer convenience and expand card membership.

We have also integrated the customer organization management business throughout the Isetan Mitsukoshi Group into MI TOMONOKAI Co., Ltd. while also expanding the scope of use of Tomonokai shopping cards to the mail order field, thereby working to enhance convenience for our customers.

As a result, net sales in the credit & finance business/customer organization management business were approximately ¥28.5 billion, an increase of 24.2% compared with the previous year; and operating income was approximately ¥2.6 billion, whereas we recorded an operating loss of ¥5.2 billion during the previous fiscal year.

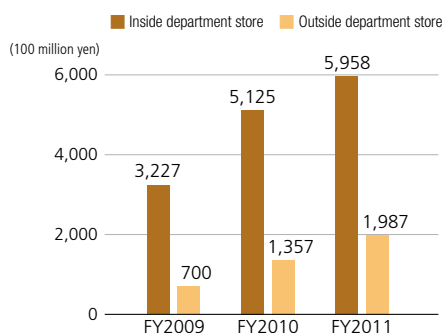
● Number of MICARD accounts / Amounts handled by MICARD

■ Number of MICARD accounts



■ Amounts handled by MICARD

(Inside and outside department stores)



Isetan Mitsukoshi Group Three-Year Plan

■ Improvement and expansion of card business

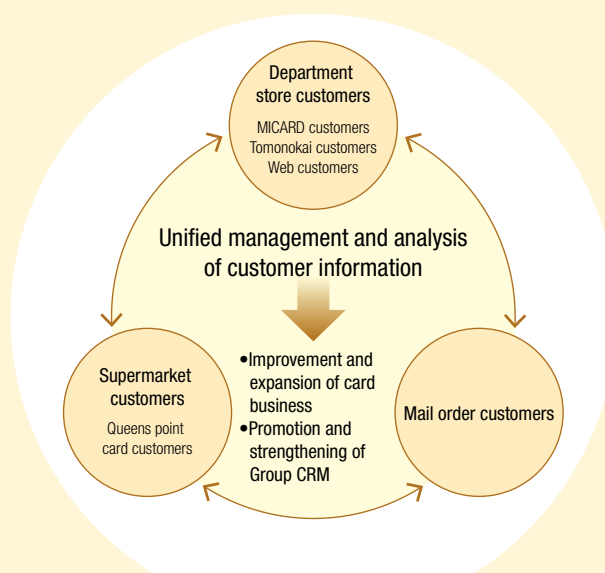
Based on the Group's customer base, we aim to achieve growth in the card business through various measures. These include the expansion of settlement functions and advantages of card use throughout the Group, expansion of contract member stores, expansion of the solutions business and issuing of American Express cards.

■ Promotion and strengthening of Group CRM

We will pursue share-of-wallet* expansion by promoting Group CRM, including sharing of customers, mutual recommendation of customers and joint sales promotion of respective businesses in the Group. At the same time, we will utilize acquired information and other relevant resources to develop products and services as well as stores tailored to customer needs.

*An indicator expressing the percentage of in-house products versus purchase amount of specific product category in which certain customers have made purchases.

● Establish Group customer relationship management (CRM)



Other Retail & Specialty Store Business

In the other retail & specialty store business, Queen's Isetan Co., Ltd., which operates a supermarket business, merged with Niko, Ltd., which is involved in the food manufacturing and wholesale business, in April 2011, and formed Isetan Mitsukoshi Food Service Ltd. The company is currently promoting initiatives to increase efficiency and enhance product capability through utilizing the know-how of the two companies in the operations of sales, manufacturing and wholesale of food products. Additionally, in June 2011, as its first new store under the name Isetan Mitsukoshi Food Service, the Queens Isetan Fujimino store was opened to serve as a core tenant in a shopping center in Fujimino, Saitama Prefecture.

Isetan Mitsukoshi Direct Shopping Ltd. started Isetan Mitsukoshi MI Deli, a membership-based food home delivery service from October 2011, and carried out other initiatives by utilizing the Group's unique product lineup and operations foundation to provide high quality service.

As a result, net sales in this business segment were approximately ¥87.6 billion, an increase of 68.0% from the previous year; and operating income surged 510.3% to approximately ¥0.3 billion.

Real Estate Business / Other Businesses

Real Estate Business

In the real estate business, Isetan Mitsukoshi Building Management Service Co., Ltd. pursued reduction of energy consumption throughout the Group by introducing LED lighting and taking other relevant measures. Initiatives were also carried out to build a disaster prevention system in respective stores.

Due to sales recorded by Mitsukoshi Kankyo Design Co., Ltd. for the remodeling work of increasing floor space at the Mitsukoshi Ginza store during the previous year, segment sales amounted to approximately ¥23.8 billion, a decrease of 18.5% from the previous year; and operating income was approximately ¥0.9 billion, a decrease of 43.0%.

Other Businesses

In the other business segment, Group companies that engage in sales and marketing support made efforts to establish a highly productive operational infrastructure. These include Isetan Mitsukoshi System Solutions Ltd., which is engaged in data processing services; Isetan Mitsukoshi Business Support Ltd., a logistics company; and Isetan Mitsukoshi Human Solutions Ltd., a personnel services company. However, consigned operations were reduced in line with cost reductions of respective Group companies. As a result, net sales for this segment amounted to approximately ¥75.3 billion, a decrease of 11.4% from the previous fiscal year; and operating income was approximately ¥1.6 billion, a decrease of 23.6%.

Isetan Mitsukoshi Group Three-Year Plan

In order to expand opportunities to come in contact with customers, we develop customer points of contact suited to their consumption styles for a variety of purposes from daily living to special occasions by utilizing the Group's varied merchandise and services.

■ Expansion of small-size stores

We will expand small-size stores to daily living activity areas, including station buildings and shopping centers, by developing categories that utilize the strengths of the Group.

■ Reinforcement of Web channel

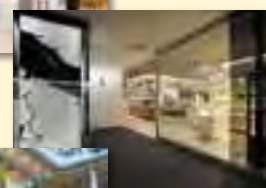
We will ascertain the integration and sharing of department store e-commerce by spring 2013 and ultimately expand the sales of Web-based business to ¥20 billion in the future. Additionally, we will pursue acquisition of new customers and expansion of revenues in the course of developing new business models utilizing a social network.

■ Strengthening of daily consumption area

Daily consumption, including food, is an area in which customer expenditures account for a large proportion. In this respect, we will strengthen the development of supermarkets and delivery services, as well as from the perspective of balancing business within the Group.



Isetan Mirror
(LUMINE Shinjuku
store)



Isetan Haneda store



Mitsukoshi Satellite Kasukabe store

CSR Policy of the Isetan Mitsukoshi Group

The Isetan Mitsukoshi Group believes in our responsibility as a corporate citizen to play a part in realizing a sustainable society and seeks to gain the understanding and trust from all stakeholders in business activities directed toward achieving this goal. Our basic stance is that "implementing the corporate principles of the Group is synonymous with CSR activities," as detailed below.

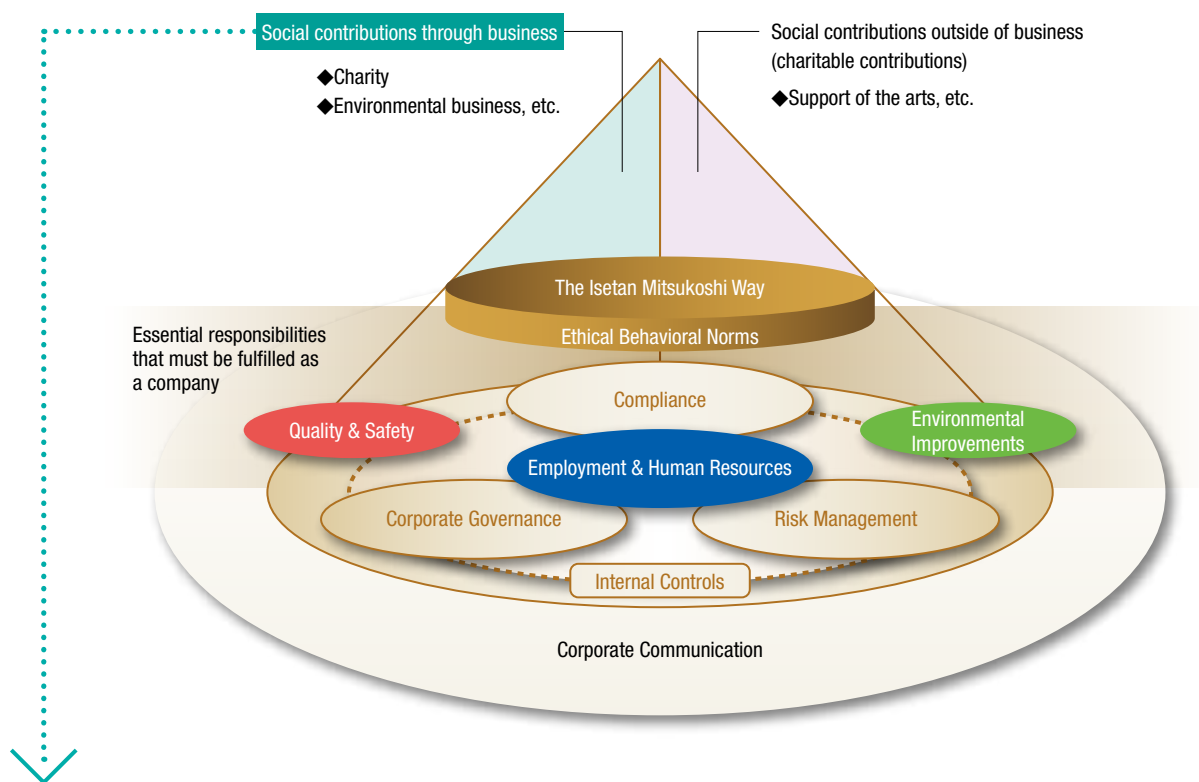
Definition

CSR activities refer to activities undertaken in line with the corporate principles of the Group that seek to ensure a prosperous future for all stakeholders by helping to find solutions to various social issues.

Desired Stance

Become the world's foremost solution provider in the CSR field through implementation of the corporate principles of the Group.

● Rationale of CSR through implementation of The Isetan Mitsukoshi Way



Social contributions through business

The Isetan Mitsukoshi Group has been carrying out its CSR activities with a primary focus on the three areas of environmental improvement, quality & safety and employment & human resources. Economic and social environments, as well as customer values and ideas, have been diversifying since the Great East Japan Earthquake in March 2011. In addition to these three areas, we will undertake greater efforts through business to promote regional and social contribution activities that are unique to the Isetan Mitsukoshi Group. In doing so, we will endeavor to resolve social issues as much as possible and develop CSR activities to touch the hearts of all stakeholders.

Revitalize Japan

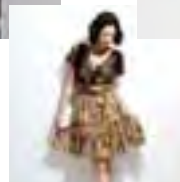
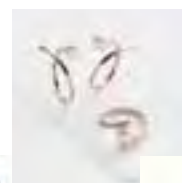
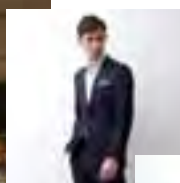
The Isetan Mitsukoshi Group's new initiatives of disseminating information through its business, which have been developed under the theme of "Revitalize Japan," are introduced herein.

JAPAN SENSES

JAPAN SENSES is a campaign aimed at rediscovering Japan's strengths together with customers by introducing goods, services and people that incorporate Japanese traditions, aesthetic sense and advanced technologies, which are unique, world-class elements of Japan. The concept of this campaign is to reaffirm the positive aspects of Japan to the world through our department stores in order to create new value and revitalize the country. JAPAN SENSES has been executed as a year-round Group initiative by seizing the opportunity of the integration of the business companies of Mitsukoshi and Isetan.



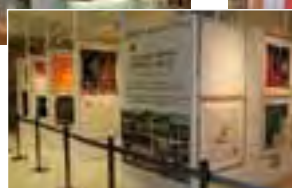
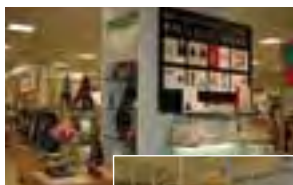
JAPAN SENSES (Mitsukoshi Ginza store)



Introduction of new-value products

■ Furoshiki Festival

In November 2011, a charity event was held through the collaboration of a long-established *furoshiki* wrapping cloth maker in Kyoto, the designer of a popular apparel brand, LOVE FOR NIPPON and Isetan in order to disseminate original designs and new ways of using Japanese traditional *furoshiki*.



Furoshiki Festival (Isetan Shinjuku Main store)



Japan's Prosperity Window Exhibition (Isetan Shinjuku Main store)



■ Japan's Prosperity (Major Exhibition and Charity Advertising Exhibition)

In April 2011, as a department store fulfilling its role of revitalizing Japan, we held an exhibition in cooperation with artists representing new Japan to introduce new perspectives of Japanese culture by presenting previously successful advertising campaigns in Japan.



Ginza Fashion Week (Mitsukoshi Ginza store)



■ Japan Denim (Ginza Fashion Week)

Based on the theme of "Let's revitalize Ginza and Japan through Fashion" originating from global Ginza, an event was held in March 2012 in order to disseminate "Japan Denim" from Ginza, which is garnering the world's attention in terms of advanced technologies.

KISS THE HEART (Initiatives to Support Children's Growth)

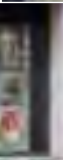
KISS THE HEART is a charity program for continuously carrying out reconstruction support through art. The works of artists who have participated in the program are sold in a charity auction and the proceeds are donated to the Children's House of Art Project.

■ The Children's House of Art Project Support

The Children's House of Art is a joint project promoted by Kyoto University of Art and Design and Tohoku University of Art & Design with the aim of nurturing a spirit of artistic creation (imagination and creativity) for children in the disaster-affected areas of the Great East Japan Earthquake and nuclear power plant accident, so that they will grow up and become adults who will take the lead in the next generation. The Isetan Mitsukoshi Group will support the joint project of the two universities over the course of the next three years at its three flagship stores through our KISS THE HEART Art Charity Program.

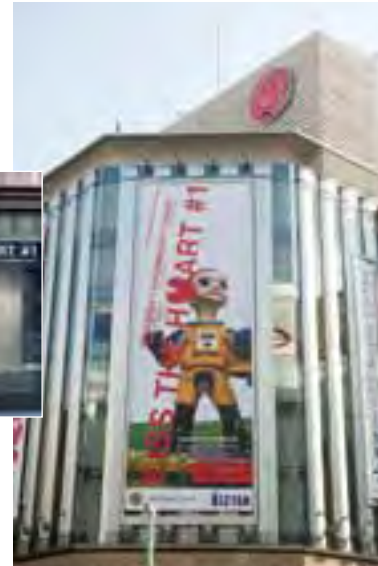


Charity event venue



Window

KISS THE HEART #1
ISHINOMAKI • ISETAN MITSUKOSHI • GINZA



Mitsukoshi Ginza store

Recovery of Disaster-Affected Areas (Contribution to Regional Development)

The Isetan Mitsukoshi Group hopes to help rebuild the disaster-affected areas and aims to resolve problems as much as possible by operating stores in the region and energizing people through encouraging them to visit stores.

■ Reopening of Mitsukoshi Ishinomaki (small-size store)

A new store of Mitsukoshi Ishinomaki was opened on March 8, 2012 in order to be of use to everyone in the disaster-affected Ishinomaki area and play a role in the recovery of the region. We welcomed five new personnel who were hired locally, whereby a total of nine staff members are welcoming customers at the store.

Mitsukoshi Ishinomaki will continue to make efforts to offer a product lineup that makes uses of customer opinions so that the future of customers will be brighter and vibrant and return to a sense of normalcy as quickly as possible.



Mitsukoshi Ishinomaki store



Sendai Mitsukoshi

■ Sendai Mitsukoshi

In addition to Sendai Mitsukoshi, small-size stores and stores of affiliated companies also incurred damage from the Great East Japan Earthquake. Amid such circumstances, we established memorial days and conducted volunteer activities by employees.



Ishinomaki: Set up planters for azaleas



Ishinomaki: Donated toys to a nursery school

Environmental Initiatives

Based on the Isetan Mitsukoshi Group Environmental Policy, which was formulated in April 2009 and based on the Isetan Mitsukoshi Way, the Isetan Mitsukoshi Group will implement measures to prevent global warming and preserve the environment to realize a sustainable society.

■ Ecology Exhibition

The Ecology Exhibition 2011 was held for the sixth time from June 3 to June 5, 2011 at the I-Garden, which is located on the rooftop of the Isetan Shinjuku Main store. Various aspects were introduced, including seasonal living organisms of the I-Garden and the connections between living organisms and people, as well as the environmental activities carried out by the Isetan Mitsukoshi Group during fiscal 2010.

■ Merry Green Christmas

On the fifth occasion of the Merry Green Christmas Charity Campaign held in December 2011, a total of ¥14,648,800 was donated to the Green Salad Foundation, thanks to the understanding and contributions of many customers nationwide. The funds that were raised are being used for donating products that are made from domestic thinned wood, including chairs and desks, for children in the disaster-affected areas of the Great East Japan Earthquake.



Ecology Exhibition 2011
(Isetan Shinjuku Main store)

Quality and Safety Initiatives

The Isetan Mitsukoshi Group uses proper knowledge in providing products to customers and promotes initiatives always from the customer's standpoint to enable them to purchase our products with a sense of assurance.



Food inspection for Osechi New Year's cuisine

■ Quality Inspection

The Isetan Mitsukoshi Group stores are implementing independent regular inspections and promoting initiatives to eliminate non-conforming items in order to provide safe and reassuring products, including food, and gain customer satisfaction. At the same time, in quality control, we are working to enhance the trust of Isetan Mitsukoshi through product inspections.

Employment and Human Resources

The Isetan Mitsukoshi Group is striving to become "my indispensable department store" for its customers by developing human resources and strengthening recruitment through expanding areas to enable each and every employee to take an active role and in turn vitalize human resources.

■ Isetan Mitsukoshi Soleil, Co., Ltd.

Isetan Mitsukoshi Soleil, Co., Ltd. is a special subsidiary that has been independently established by a department store in September 2004. The company mainly promotes the employment of persons with intellectual disabilities and is handling sales support operations, including gift box assembly and sorting of expense sheets.

Corporate Governance

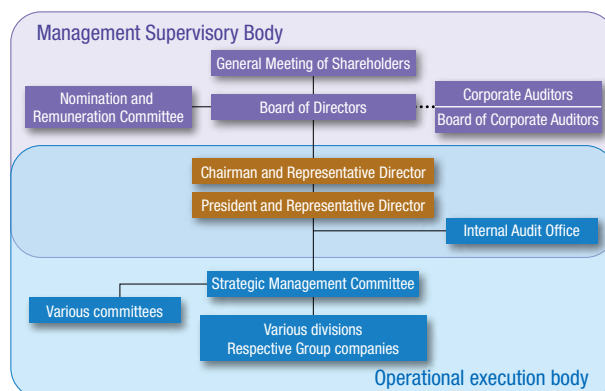
● Basic Philosophy Concerning Corporate Governance

The Isetan Mitsukoshi Group endeavors to build favorable relationships with customers, employees, shareholders, suppliers, local communities and all other stakeholders. To this end, we are promoting corporate governance reforms in tandem with business structure reforms, and developing and strengthening legal functions and systems that include a general meeting of shareholders, a board of directors, a board of

corporate auditors and an accounting auditor. In addition, we aim to be a business group trusted by stakeholders through enhanced transparency in corporate activities and compliance management in which we fulfill our social responsibilities. To achieve these goals, we continuously carry out initiatives to accelerate management decision-making, reinforce management oversight functions and enhance internal control systems.

● Corporate Organizational Structure and Internal Controls

Isetan Mitsukoshi Holdings has adopted the format of a company with an established Board of Corporate Auditors. A Nomination and Remuneration Committee has been established, which consists mainly of external directors and serves as the advisory body to the Board of Directors. This ensures transparency in governance. The Group also employs an executive officer system and has established a Strategic Management Committee, which in principle convenes once a week, to promote the efficient execution of business and to accelerate decision-making. This committee deliberates on business strategy and allocates management resources appropriately for the Group.



● Compliance

We are building a framework for ensuring that employees comply with laws and the articles of incorporation in the conduct of business. A regular board of directors' meeting is held once a month in accordance with the Rules Pertaining to the Board of Directors. This ensures the mutual understanding of opinions and allows mutual oversight over the conduct of duties and the prevention of acts in violation of the laws and articles of incorporation before they occur. The position of the persons in charge of overseeing compliance has also been established in the Administration Headquarters of Isetan Mitsukoshi Holdings. The persons in this position work to maintain and improve the system of internal

controls and legal compliance. The Internal Audit Division has been established independently to audit the lawfulness and appropriateness of the conduct of business while maintaining communication with each division.

We have also established the Isetan Mitsukoshi Group Hotline as the contact point for internal reporting and consultation. Accordingly, we devise and promote corrective actions and measures in a timely manner to prevent recurrence in response to reports and consultation from Group employees from the viewpoint of internal Group compliance.

● Risk Management

A supervisory department and persons in charge of risk management have been established in the Administration Headquarters, working closely with the risk management divisions of respective Group companies and developing a risk management system for the entire Group.

Additionally, we establish risk management basic policy and basic rules and select the risks that should be addressed first. For each of these risks, we formulate and implement preventive measures in order to eliminate them before they occur or minimize exposure. We have established a lateral internal corporate management structure and

information coordination system to enable swift response when risks materialize. We are also working to prevent or minimize expansion of the damage and secondary harm, as well as to prevent recurrence through the formulation of concrete response plans in advance for high priority risks, and by providing education and training for all employees company-wide. In terms of contingency planning, we operate the earthquake early warning system developed by the Japan Meteorological Agency at Mitsukoshi and Isetan branches, and have formulated a new flu response manual for the Group.

● Internal Controls on Financial Reporting

We are working to ensure proper financial reporting by specifying company-wide policies and procedures to ensure proper follow-through. We have also put into place a system to prevent the occurrence of serious errors in financial reporting. Additionally, we have set up an Internal Audit Office as an independent evaluation body, which executes corrective measures when problems with internal controls are identified in line with the result of reports made when monitoring operations.

Evaluations of company-wide internal controls and internal controls

related to business processes were made at fiscal year-end in conformity with generally accepted standards. The extent of the assessments is based on the level of importance in terms of impact on the reliability of financial reporting. The results showed that our internal controls for financial reporting are functioning effectively. Our evaluation results of internal controls on financial reporting were deemed appropriate as well by an independent auditor.

Directors and Officers (As of June 25, 2012)



三越伊勢丹ホールディングス

Isetan Mitsukoshi Holdings Ltd.

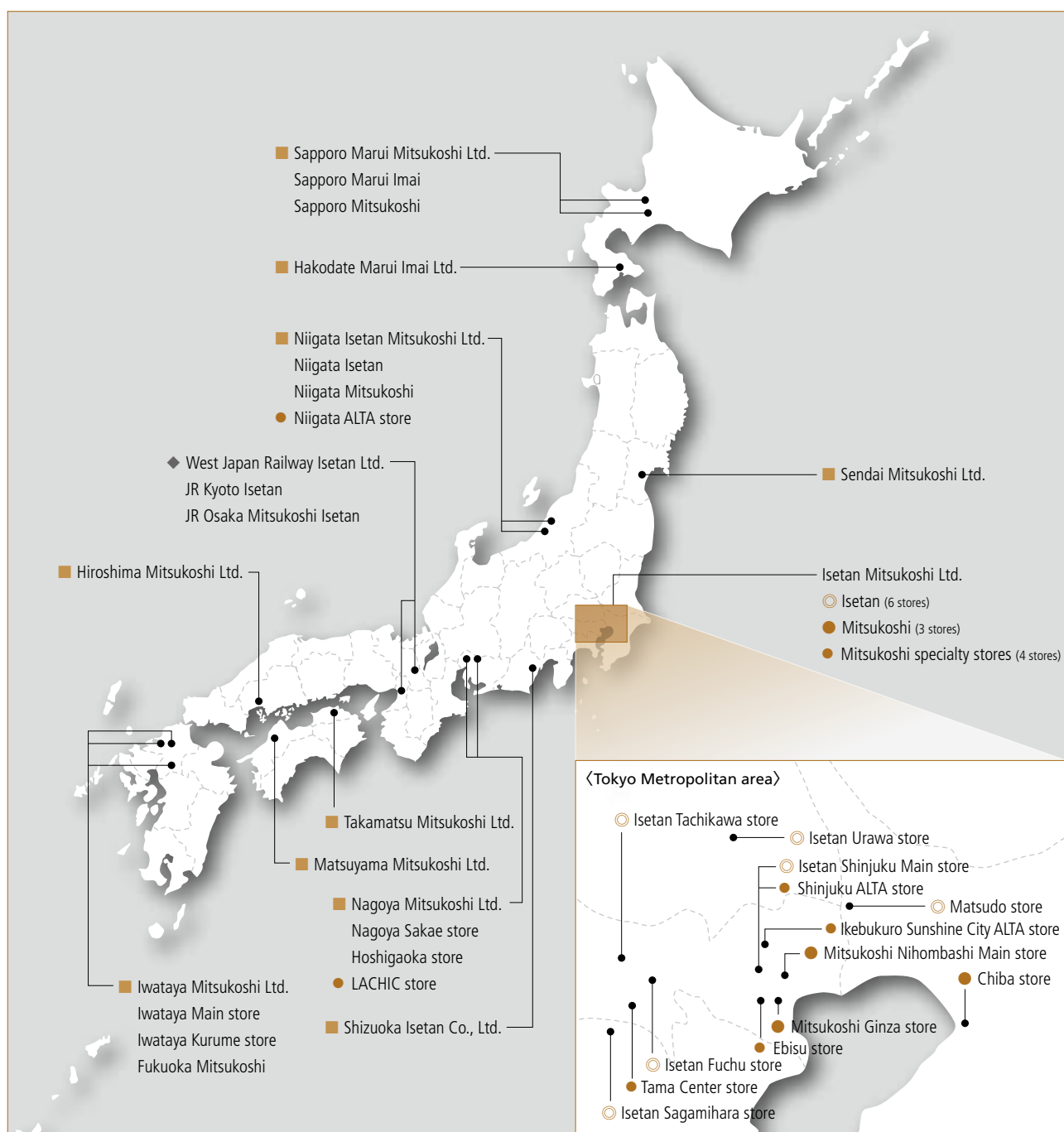
Chairman and Representative Director	Kunio Ishizuka	Executive Officer, Business Development, Strategic Planning Headquarters	Masakazu Nishida
President and C.E.O.	Hiroshi Onishi		
Director and Senior Managing Executive Officer President and Representative Director, Iwataya Mitsukoshi, Ltd.	Tatsuo Otagaki	Executive Officer, International Business, Strategic Planning Headquarters	Ryuichi Aoki
Director, Managing Executive Officer, Administration Headquarters	Ken Akamatsu	Executive Officer, Human Resource, Strategic Planning Headquarters	Moritaka Nakamura
Director, Managing Executive Officer, Strategic Planning Headquarters	Toshihiko Sugie	Executive Officer, Corporate Administration, Administration Headquarters	Takaaki Muto
Director, Executive Officer, Strategic Planning Headquarters	Toshinori Shirai	Executive Officer, Business Coordination, Administration Headquarters	Hideharu Wada
Outside Director	Nobuo Kuroyanagi	Executive Officer, Finance & Accounting, Administration Headquarters	Shigeki Yamazaki
Outside Director	Shimpei Miyamura		
Outside Director	Morio Ikeda		
Corporate Auditor	Shinya Takada		
Corporate Auditor	Kosuke Kojima		
Outside Auditor	Teisuke Kitayama		
Outside Auditor	Sumio Iijima		

Isetan Mitsukoshi Ltd.

Chairman and Representative Director	Kunio Ishizuka	Executive Officer and General Manager, Mitsukoshi Ginza store	Tatsuhiko Adachi
President and C.E.O.	Hiroshi Onishi	Executive Officer, Customer Sales, Mitsukoshi Nihombashi store	Atsushi Kurobe
Director and Executive Vice President, Department Store Business Planning & Operation	Toshihiko Nakagome	Executive Officer and General Manager, Isetan Tachikawa store	Yoshio Takino
Director and Managing Executive Officer, and General Manager, Mitsukoshi Nihombashi store	Naoki Misu	Executive Officer, Business Strategic Planning, Department Store Business Planning & Operations	Tetsuya Konnai
Director, Executive Officer, Corporate Planning	Tsutomu Urata	Executive Officer, Cosmetics & Fashion Accessories, Ladies Intimate, Merchandising Headquarters	Toshiharu Okubo
Corporate Auditor	Hideaki Urabe	Executive Officer and General Manager, Isetan Urawa store	Jun Yokoyama
Corporate Auditor	Shigeru Nishiyama	Executive Officer, Men's, Merchandising Headquarters	Masaaki Yanagi
Managing Executive Officer and General Manager, Isetan Shinjuku store	Yoji Naka	Executive Officer, Home Furnishings & Housewares, Merchandising Headquarters and General Manager, Interior Design Service Isetan Shinjuku store	Takashi Yamashita
Managing Executive Officer, Merchandising Headquarters	Toru Takeuchi		
Managing Executive Officer, Group Stores Merchandising, Merchandising Headquarters	Takuya Matsuo	Executive Officer, Ladies, Merchandising Headquarters and General Manager, Ladies Boutique, Jewelry & Watches Isetan Shinjuku store	Yoshiya Kubota
		Executive Officer, Foods, Merchandising Headquarters	Masato Takayama
		Executive Officer, Advertising & Sales Promotions, Department Store Business Planning & Operation	Toru Hayakawa
		Executive Officer, Merchandising Strategy, Merchandising Headquarters	Hiroshi Maeno

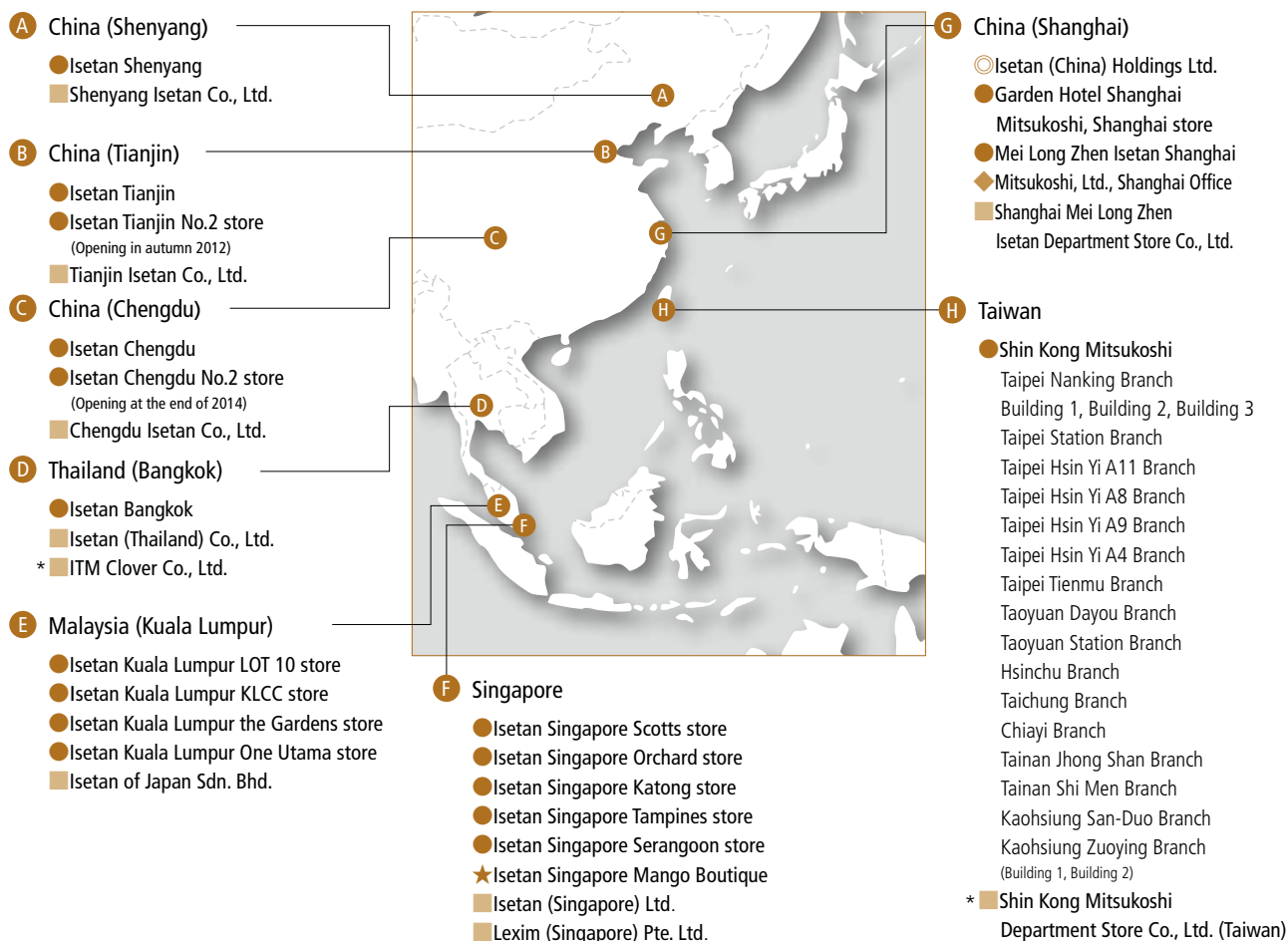
Domestic Department Stores (As of April 1, 2012)

Isetan Mitsukoshi Ltd.	1 company
○ Isetan	6 stores
● Mitsukoshi	3 stores
● Mitsukoshi specialty stores	6 stores (LACHIC store, Ebisu store, Tama Center store, Shinjuku ALTA store, Ikebukuro Sunshine City ALTA store, Niigata ALTA store)
■ Regional department store subsidiaries	10 companies 15 stores (Sapporo Marui Mitsukoshi Ltd., Hakodate Marui Imai Ltd., Sendai Mitsukoshi Ltd., Niigata Isetan Mitsukoshi Ltd., Shizuoka Isetan Co., Ltd., Nagoya Mitsukoshi Ltd., Takamatsu Mitsukoshi Ltd., Matsuyama Mitsukoshi Ltd., Hiroshima Mitsukoshi Ltd., Iwataya Mitsukoshi Ltd.)
◆ Equity-method affiliates	1 company 2 stores (West Japan Railway Isetan Ltd.)
Total 12 companies 32 stores (26 department stores, 6 specialty stores)	

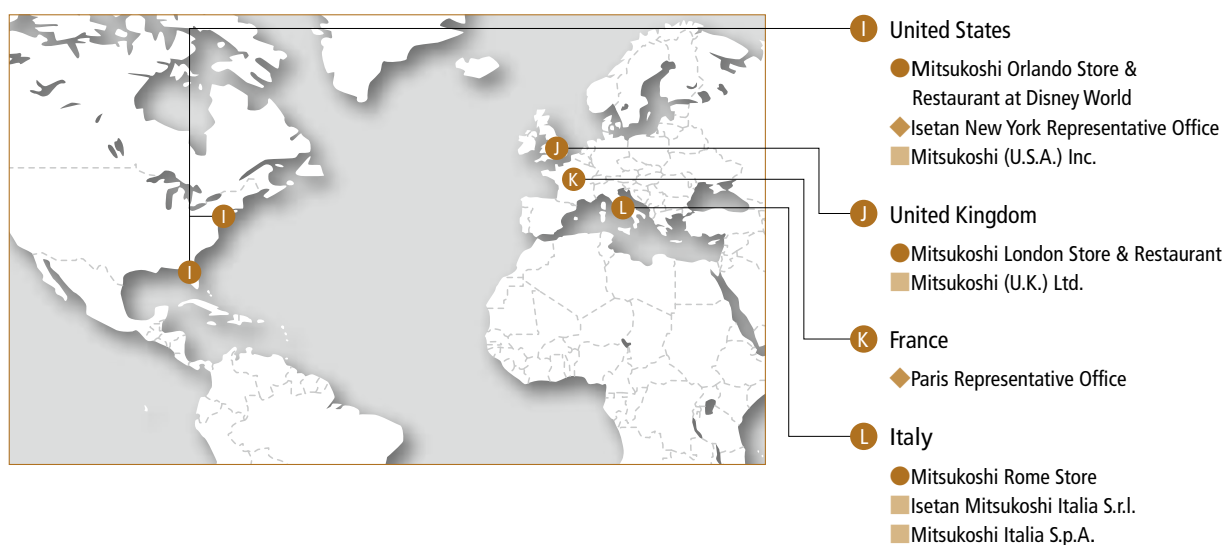


Overseas Stores and Offices (As of April 1, 2012)

Asia



Europe and the United States



○ Holding company ● Overseas department stores ★ Overseas specialty stores and affiliates ■ Overseas subsidiaries and affiliates ◆ Representative Office ○ Other * Equity-method affiliate

Consolidated Companies of the Isetan Mitsukoshi Group (As of March 31, 2012)

Consolidated subsidiary **41** companies * Equity-method affiliate **9** companies

Department Store Business

<Domestic>

Isetan Mitsukoshi Ltd.

3-14-1 Shinjuku, Shinjuku-ku,
Tokyo 160-0022, Japan
TEL: +81-3-3352-1111

Sapporo Marui Mitsukoshi Ltd.

2-11 Minamiichizounishi, Chuo-ku,
Sapporo-shi, Hokkaido 060-0061, Japan
TEL: +81-11-205-1151

Hakodate Marui Imai Ltd.

32-15 Hon-cho, Hakodate-shi,
Hokkaido 040-0011, Japan
TEL: +81-13-832-1151

Sendai Mitsukoshi Ltd.

4-8-15 Ichiban-cho, Aoba-ku, Sendai-shi,
Miyagi 980-8543, Japan
TEL: +81-22-225-7111

Niigata Isetan Mitsukoshi Ltd.

1-6-1 Yachiyo, Chuo-ku, Niigata-shi,
Niigata 950-8589, Japan
TEL: +81-25-242-1111

Shizuoka Isetan Co., Ltd.

1-7 Gohukuchō, Aoi-ku, Shizuoka-shi,
Shizuoka 420-0031, Japan
TEL: +81-54-251-2211

Nagoya Mitsukoshi Ltd.

3-5-1 Sakae, Naka-ku, Nagoya-shi,
Aichi 460-8669, Japan
TEL: +81-52-252-1111

Hiroshima Mitsukoshi Ltd.

5-1 Ebisu-cho, Naka-ku, Hiroshima-shi,
Hiroshima 730-8545, Japan
TEL: +81-82-242-3111

Takamatsu Mitsukoshi Ltd.

7-1 Uchimachi, Takamatsu-shi,
Kagawa 760-8639, Japan
TEL: +81-87-851-5151

Matsuyama Mitsukoshi Ltd.

3-1-1 Ichiban-cho, Matsuyama-shi,
Ehime 790-8532, Japan
TEL: +81-89-945-3111

Iwataya Mitsukoshi Ltd.

2-5-35 Tenjin, Chuo-ku, Fukuoka-shi,
Fukuoka 810-8680, Japan
TEL: +81-92-721-1111

* THE PRINTEMPS GINZA Co., Ltd.

3-2-1 Ginza, Chuo-ku, Tokyo 104-0061, Japan
TEL: +81-3-3567-0077

* Usui Department Store Co., Ltd.

13-1 Nakamachi, Kooriyama-shi,
Fukushima 963-8004, Japan
TEL: +81-24-932-0001

* West Japan Railway Isetan Ltd.

901 Higashishikokujimachi,
Karasumadorishiokouji-kudaru, Shimogyo-ku,
Kyoto-shi, Kyoto 600-8216, Japan
TEL: +81-75-352-1111

<Overseas>

Isetan (China) Holdings Ltd.

1038, Nan Jing Road (West), Jing'ai District,
Shanghai, China

Tianjin Isetan Co., Ltd.

Xiandaicheng, 108, Nanjing Road, Heping District,
Tianjin, China P.C. 300052
TEL: +86-22-2722-1111

Shanghai Mei Long Zhen

Isetan Department Store Co., Ltd.

1038, Nan Jing Road (West), Shanghai, China
TEL: +86-21-6272-1717

Chengdu Isetan Co., Ltd.

8, Da Ke Jia Lane, Block B, Lido Plaza, 8th Floor,
Chengdu, China P.C. 610016
TEL: +86-28-8082-1111

Shenyang Isetan Co., Ltd.

No.84, Taiyuan North Street, Heping District,
henyang, China
TEL: +86-24-6250-1111

Isetan (Singapore) Ltd.

593 Havelock Road #04-01 Isetan Office Bldg.
Singapore, 169641, Singapore
TEL: +65-6732-8866

Isetan (Thailand) Co., Ltd.

4/1-4/2 Central World, Rajadamri Road,
Pathumwan, Bangkok 10330, Thailand
TEL: +66-2-255-9898

Isetan of Japan Sdn. Bhd.

LOT 10 50 Jalan Sultan Lamail 50250 Kuala
Lumpur, Malaysia
TEL: +60-3-2141-7777

Mitsukoshi (U.S.A.) Inc.

Suite 200, 7232 Sand Lake Road, Orlando, Florida
32819, U.S.A.
TEL: +1-407-352-1986

* Shin Kong Mitsukoshi Department Store Co., Ltd. (Taiwan)

13 stores in Taiwan, including Taipei Nanking Store
No. 12, Nanking W. Road, Taipei City, Taiwan
TEL: +886-2-8789-5599

* ITM Clover Co., Ltd.

4/1-4/2 Central World, Rajadamri Road, Pathuwan,
Bangkok 10330, Thailand
TEL: +66-2-255-9898

Credit & Finance Business / Customer Organization Management Business

MICARD Co., Ltd.

5-17-18 Shinjuku, Shinjuku-ku,
Tokyo 160-0022, Japan
TEL: +81-3-5273-6500

MI TOMONOKAI Co., Ltd.

2-44-1, Kabuki-cho, Shinjuku-ku,
Tokyo 160-0021, Japan
TEL: +81-3-6810-7470

Other Retail & Specialty Stores Business

Isetan Mitsukoshi Food Service Ltd.

3-16 Toyomi-cho, Chuo-ku,
Tokyo 104-8570, Japan
TEL: +81-3-3534-6500

Mammina Co., Ltd.

3-28-12 Shinjuku, Shinjuku-ku,
Tokyo 160-0022, Japan
TEL: +81-3-5360-3260

Isetan Mitsukoshi Direct Shopping Ltd.

2-36-11, Minamisuna, Koto-ku,
Tokyo 136-0076, Japan
TEL: +81-3-5857-8550

* Centresta Co., Ltd.

1-34-6 Sakurashinmachi,
Setagaya-ku, Tokyo 154-8584,
Japan
TEL: +81-3-5707-8023

Real Estate Management Business

Mitsukoshi Real Estate Co., Ltd.

5-17-18 Shinjuku, Shinjuku-ku,
Tokyo 160-0022, Japan
TEL: +81-3-6205-5208

Mitsukoshi Kankyo Design Co., Ltd.

3-1-19, Higashiokugou, Ota-ku,
Tokyo 144-0046, Japan
TEL: +81-3-3736-3254

Isetan Kaikan Co., Ltd.

3-15-17 Shinjuku, Shinjuku-ku,
Tokyo 160-0022, Japan
TEL: +81-3-3352-8711

Isetan Mitsukoshi Building Management Service Co., Ltd.

5-17-18 Shinjuku, Shinjuku-ku,
Tokyo 160-0022, Japan
TEL: +81-3-5273-5770

*** Mitsukoshi Kankyo Building Management Co., Ltd.**

2-6-2 Otemachi, Chiyoda-ku,
Tokyo 100-0004, Japan
TEL: +81-3-3274-7030

*** Shinjuku Subnade Co., Ltd.**

1-2-2 Kabukicho, Shinjuku-ku,
Tokyo 160-0021, Japan
TEL: +81-3-3354-6111

Other Business

<Manufacture & Import / Export and Wholesale Business>**Leotex Co., Ltd.**

1-3-2 Kiyosumi, Koto-ku, Tokyo 135-8415, Japan
TEL: +81-3-3642-5121

Leo d'Or Trading Co., Ltd.

5-17-18, Shinjuku, Shinjuku-ku,
Tokyo 160-0022, Japan
TEL: +81-3-6810-7440

Leo Mart Co., Ltd.

3-16, Toyomi-cho, Chuo-ku,
Tokyo 104-0055, Japan
TEL: +81-3-3534-6813

Century Trading Co., Ltd.

5-17-11 Shinjuku, Shinjuku-ku,
Tokyo 160-0022, Japan
TEL: +81-3-3208-5881

Isetan Mitsukoshi Italia S.r.l.

Corso Venezia 5 20121 Milano, Italy
TEL: +39-02-76000070

Lexim (Singapore) Pte. Ltd.

593 Havelock Road #04-01 Isetan Office Bldg.
Singapore 169641, Singapore
TEL: +65-6732-8866

<Logistics Services>**Isetan Mitsukoshi Business Support Ltd.**

5-11-22, Shinjuku, Shinjuku-ku,
Tokyo 160-0022, Japan
TEL: +81-3-6810-7411

<Total Personnel Services>**Isetan Mitsukoshi Human Solutions Ltd.**

5-16-10 Shinjuku, Shinjuku-ku,
Tokyo 160-0022, Japan
TEL: +81-3-3225-0626

<Data Processing Services>**Isetan Mitsukoshi System Solutions Ltd.**

2-18-20 Nishiokichai, Shinjuku-ku,
Tokyo 161-0031, Japan
TEL: +81-3-5996-5112

<Management of Sports Facilities>**Isetan Swing Inc.**

1-2-2 Kabukicho, Shinjuku-ku,
Tokyo 160-0021, Japan
TEL: +81-3-3207-2851

<Tour business>*** JTB ISETAN TRAVEL SERVICE, INC.**

2-19-12 Shinjuku, Shinjuku-ku,
Tokyo 160-0022, Japan
TEL: +81-3-5368-3411

<Research>**Isetan Mitsukoshi Institute Co., Ltd.**

3-15-17 Shinjuku, Shinjuku-ku,
Tokyo 160-0022, Japan
TEL: +81-3-3225-1071

<Visual Production>**Studio Alta Co., Ltd.**

2-19-1 Shinjuku, Shinjuku-ku,
Tokyo 160-0022, Japan
TEL: +81-3-3350-1200



IWATAYA

- Founded in 1754.
Store named "Iwataya" in 1764.



- Store opened in 1872.
Store name established in 1874.

- Tanji Kosuge established the Iseya Tanji kimono fabric shop in Hatago-cho, Kanda.



- Isetan Co., Ltd. established.
- Main store opened in Shinjuku.



- Parking garage completed for the first time in the industry.
- Men's Annex opened at Shinjuku Main store.
- Isetan Singapore opened (first overseas store).



- Isetan Tianjin opened.
- ISETAN MEN'S at Shinjuku Main store remodeled and opened.

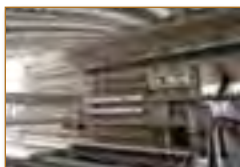
- Isetan made Iwataya Co., Ltd. into a consolidated subsidiary.

- Business alliance with Meitetsu Department Store
- Business alliance with Tokyu Department Store



ISETAN MITSUKOSHI
HOLDINGS

- Opened JR Osaka Mitsukoshi Isetan (May).



- 1673 ■ Takatoshi Mitsui established the kimono fabric shop, Echigoya, at Edohoncho 1-chome (present-day Tokyo). This innovative businessman introduced the sales at labeled prices concept to merchandising and sold fabric at whatever lengths his buyers desired.



- 1886
- 1904
- 1907 ■ Mitsukoshi Gofukuten Co., Ltd. established. Became the first department store with the "Department Store Declaration."
- 1914



- 1927
- 1928
- 1930 ■ Fine Arts Department established (a first for department stores).
- 1932 ■ Five-story new building completed in the renaissance style at Nihombashi Main store.
- 1933 ■ Lion statue and Japan's first escalator installed.
- Mitsukoshi Hall (presently Mitsukoshi Theater) opened. Japan's first fashion show held.
- 1960 ■ Corporate name is changed to Mitsukoshi, Ltd.
- 1968 ■ Ginza store opened.
- Mitsukoshi-mae subway station opened and directly connected to the basement floor of the Nihombashi Main store.
- 1972
- 1991 ■ Shinko Mitsukoshi store opened in Taipei.

1993

2003

2004

2005

2007

2008

2010

2011

- Isetan Mitsukoshi Holdings Ltd. established via the business integration of Mitsukoshi & Isetan (April 1).

- Remodeled and opened the Mitsukoshi Ginza store with increased floor space (September).

- Established Isetan Mitsukoshi Ltd. as an operating company in the Tokyo Metropolitan area (April).



Corporate Data / Stock Information (As of March 31, 2012)

<Corporate Data>

Company name: Isetan Mitsukoshi Holdings Ltd.
Head office: 5-16-10, Shinjuku, Shinjuku-ku, Tokyo
160-0022, Japan
Established: April 1, 2008
Principal business: Management planning and management of
subsidiaries and Group companies engaged in
the department store and other businesses as
well as the handling of all related operations
Capital: ¥50.1 billion
Consolidated net sales: ¥1,239.9 billion
(For the year ended March 2012)

<Stock Information>

Common stock Authorized: 1,500,000,000 shares
Issued: 394,751,494 shares
Stock exchange listings: First Section of Tokyo Stock
Exchange and Fukuoka Stock
Exchange
Transfer agent and registrar: Mitsubishi UFJ Trust and Banking
Corporation
1-4-5, Marunouchi, Chiyoda-ku,
Tokyo 100-8212, Japan

Interfacing with Excellence



ISETAN MITSUKOSHI
HOLDINGS

The Isetan Mitsukoshi Group aims to maximize satisfaction and be “my indispensable department store” for customers not only by combining the strengths of Mitsukoshi and Isetan but also by blending different ideas and values.

“Interfacing with excellence.” We will move toward the future by interacting with all people related to the Isetan Mitsukoshi Group with sincerity.