

Consolidated Management Indicators

Isetan Mitsukoshi Holdings Ltd., Consolidated Subsidiaries and Affiliated Companies

	(Millions of yen)
	FY2008
Net sales	1,426,684
Gross profit	397,446
Selling, general and administrative expenses	377,863
Operating income	19,582
Recurring income	35,052
Net income	4,683
Total assets	1,351,633
Net assets	489,740
Interest-bearing debt	232,842
Capital investment	30,120
Depreciation and amortization	24,253
Cash flows from operating activities	18,162
Cash flows from investing activities	(27,429)
Cash flows from financing activities	7,116
	(%)
Gross profit margin	27.86
Selling, general and administrative margin	26.5
Operating profit margin	1.4
Return on assets (ROA)	1.4
Return on equity (ROE)	1.0
Shareholders' equity ratio	35.2
Interest-bearing debt/Total assets (%)	17.2
	(Yen)
Net income per share	12.08
Cash dividend per share	14.00
	(%)
Payout ratio	115.9

Consolidated Balance Sheet

Isetan Mitsukoshi Holdings Ltd., Consolidated Subsidiaries and Affiliated Companies

	(Millions of yen)
	As of March 31, 2009
ASSETS	
Total current assets	260,856
Cash and bank deposits	41,102
Notes and accounts receivable—trade	104,001
Marketable securities	566
Merchandise	63,838
Finished goods	1,102
Work in process	101
Raw materials	547
Supplies	814
Deferred tax assets	23,654
Other current assets	27,734
Less: Allowance for doubtful accounts	(2,606)
Total property and equipment	1,090,776
Total tangible fixed assets	784,811
Buildings and structures	466,064
Less: Accumulated depreciation	(273,686)
Buildings and structures, net	192,378
Land	567,144
Construction in progress	7,027
Other tangible fixed assets	62,270
Less: Accumulated depreciation	(44,008)
Other tangible fixed assets, net	18,261
Total intangible fixed assets	74,642
Software	12,425
Other intangible fixed assets	62,217
Total investments and other assets	231,322
Investment securities	95,189
Long-term loans receivable	12,727
Guarantee deposits	89,290
Deferred tax assets	7,915
Other assets	28,237
Less: Allowance for doubtful accounts	(2,038)
Total assets	1,351,633

(Millions of yen)

As of March 31, 2009

LIABILITIES	
Total current liabilities	500,990
Notes and accounts payable	99,004
Short-term borrowings	165,742
Commercial paper	30,000
Income taxes payable	3,441
Gift vouchers	88,145
Deferred tax liabilities	12
Reserve for bonuses	4,976
Allowance for point cards	1,858
Reserve for loss from redemption of gift vouchers	19,228
Other current liabilities	88,580
Total long-term liabilities	360,902
Long-term debt	37,100
Deferred tax liabilities	194,393
Reserve for accrued employees' retirement benefits	63,561
Negative goodwill	52,937
Other long-term liabilities	12,909
Total liabilities	861,892
NET ASSETS	
Total shareholders' equity	487,484
Common stock	50,006
Capital surplus	319,118
Retained earnings	118,424
Less: Treasury stock	(64)
Total valuation and translation adjustments	(12,115)
Net unrealized gains (losses) on other securities	(3,016)
Deferred gains (losses) on hedges	(15)
Foreign currency translation adjustments	(9,083)
Stock acquisition rights	733
Minority interests	13,637
Total net assets	489,740
Total liabilities and net assets	1,351,633

Consolidated Statement of Income

Isetan Mitsukoshi Holdings Ltd., Consolidated Subsidiaries and Affiliated Companies

(Millions of yen)

From April 1, 2008 to March 31, 2009

Net sales	1,426,684
Cost of sales	1,029,238
Gross profit	397,446
Selling, general and administrative expenses	377,863
Advertising	36,047
Allowance for point cards	1,573
Salaries, payroll costs and bonuses	116,107
Pension expenses	7,539
Provision of allowance for doubtful accounts	801
Depreciation and amortization	24,253
Leases	48,507
Business consignment expenses	38,566
Other expenses	104,467
Operating income	19,582
Non-operating income	35,219
Interest income	868
Dividend income	1,088
Equity in earnings of affiliates	4,368
Income from unredeemed gift vouchers	10,803
Amortization of negative goodwill	13,235
Other non-operating income	4,854
Non-operating expenses	19,749
Interest expenses	3,016
Loss on disposal of property and equipment	1,846
Provision of reserve for loss from redemption of gift vouchers	9,487
Other non-operating expenses	5,398
Recurring income	35,052
Extraordinary gain	1,330
Gain on sales of investment securities	273
Gain on sales of property and equipment	1,056
Extraordinary loss	24,897
Loss on valuation of inventories	1,494
Loss on disposal of property and equipment	570
Impairment losses	4,982
Loss on valuation of investment securities	8,078
Loss on liquidation of affiliates	1,278
Loss on structural reform	8,492
Income before income taxes and minority interests	11,484
Income taxes—current	7,232
Income taxes—deferred	(1,297)
Total income taxes	5,934
Minority interests in earnings of consolidated subsidiaries	867
Net income	4,683

Consolidated Statements of Changes in Net Assets

Isetan Mitsukoshi Holdings Ltd., Consolidated Subsidiaries and Affiliated Companies

(Millions of yen)

From April 1, 2008 to March 31, 2009

Shareholders' equity	
Common stock	
Balance at March 31, 2008	36,763
Issuance of new shares	6
Increase by share transfers	13,236
Total changes during the year	13,242
Balance at March 31, 2009	50,006
Capital surplus	
Balance at March 31, 2008	43,343
Issuance of new shares	6
Increase by share transfers	275,766
Disposal of treasury stock	2
Total changes during the year	275,774
Balance at March 31, 2009	319,118
Retained earnings	
Balance at March 31, 2008	115,776
Dividends from surplus	(1,983)
Net income	4,683
Change in scope of consolidation	(52)
Total changes during the year	2,647
Balance at March 31, 2009	118,424
Treasury stock	
Balance at March 31, 2008	(1)
Increase by share transfers	(29)
Acquisition of the Company's own shares	(65)
Disposal of treasury stock	31
Total changes during the year	(62)
Balance at March 31, 2009	(64)
Total shareholders' equity	
Balance at March 31, 2008	195,881
Issuance of new shares	12
Increase by share transfers	288,974
Dividends from surplus	(1,983)
Net income	4,683
Acquisition of the Company's own shares	(65)
Disposal of treasury stock	34
Change in scope of consolidation	(52)
Total changes during the year	291,602
Balance at March 31, 2009	487,484

Consolidated Statements of Changes in Net Assets

(Millions of yen)

From April 1, 2008 to March 31, 2009

Valuation and translation adjustments	
Net unrealized gains (losses) on other securities	
Balance at March 31, 2008	6,788
Changes in items other than shareholders' equity during the year (net)	(9,804)
Total changes during the year	(9,804)
Balance at March 31, 2009	(3,016)
Deferred gains (losses) on hedges	
Balance at March 31, 2008	(2)
Changes in items other than shareholders' equity during the year (net)	(12)
Total changes during the year	(12)
Balance at March 31, 2009	(15)
Foreign currency translation adjustments	
Balance at March 31, 2008	975
Changes in items other than shareholders' equity during the year (net)	(10,059)
Total changes during the year	(10,059)
Balance at March 31, 2009	(9,083)
Total valuation and translation adjustments	
Balance at March 31, 2008	7,761
Changes in items other than shareholders' equity during the year (net)	(19,876)
Total changes during the year	(19,876)
Balance at March 31, 2009	(12,115)
Stock acquisition rights	
Balance at March 31, 2008	648
Changes in items other than shareholders' equity during the year (net)	85
Total changes during the year	85
Balance at March 31, 2009	733
Minority interests	
Balance at March 31, 2008	14,424
Changes in items other than shareholders' equity during the year (net)	(786)
Total changes during the year	(786)
Balance at March 31, 2009	13,637
Total net assets	
Balance at March 31, 2008	218,716
Issuance of new shares	12
Increase by share transfers	288,974
Dividends from surplus	(1,983)
Net income	4,683
Acquisition of the Company's own shares	(65)
Disposal of treasury stock	34
Change of scope of consolidation	(52)
Changes in items other than shareholders' equity during the year (net)	(20,577)
Total changes during the year	271,024
Balance at March 31, 2009	489,740

Consolidated Statement of Cash Flows

Isetan Mitsukoshi Holdings Ltd., Consolidated Subsidiaries and Affiliated Companies

(Millions of yen)

From April 1, 2008 to March 31, 2009

Cash flows from operating activities	
Income before income taxes and minority interests	11,484
Depreciation and amortization	25,017
Impairment losses	4,982
Amortization of negative goodwill	(13,235)
Increase (decrease) in allowance for doubtful accounts	(439)
Increase (decrease) in reserve for accrued employees' retirement benefits	(972)
Interest and dividend income	(1,957)
Interest expenses	3,016
Equity in loss (earnings) of affiliated companies	(4,368)
Loss (gain) on sales of property and equipment	(1,055)
Loss (gain) on disposal of property and equipment	570
Loss (gain) on sales of investment securities	(270)
Loss (gain) on valuation of investment securities	8,078
Loss on liquidation of affiliates	1,278
Loss on structural reform	8,492
Decrease (increase) in receivables	8,936
Decrease (increase) in inventories	4,984
Increase (decrease) in payables	(17,349)
Increase (decrease) in accrued expenses	(2,971)
Other, net	(7,476)
Sub-total	26,746
Interest and dividend income received	4,713
Interest expense paid	(3,197)
Income taxes paid	(10,099)
Net cash provided by operating activities	18,162
Cash flows from investing activities	
Increase in fixed deposits	(6,725)
Decrease in fixed deposits	1,062
Payments for purchase of tangible fixed assets	(26,762)
Proceeds from sales of tangible fixed assets	5,828
Payments for purchase of intangible fixed assets	(5,129)
Payments for purchase of marketable securities and investment securities	(10,945)
Proceeds from sales of marketable securities and investment securities	4,508
Proceeds from sales of shares of consolidated subsidiaries accompanying changes in scope of consolidation	(532)
Proceeds from collection of lease and guarantee deposits	11,035
Expenditure for lease and guarantee deposits	(938)
Other, net	1,169
Net cash used in investing activities	(27,429)
Cash flows from financing activities	
Increase (decrease) in short-term borrowings	39,311
Proceeds from borrowings of long-term debt	30,000
Repayment of long-term debt	(70,973)
Redemption of bonds	(10,000)
Increase (decrease) in commercial paper	21,000
Dividends paid	(2,005)
Payment for purchase of own shares	(65)
Proceeds from sales of treasury stock	34
Dividends paid to minority shareholders	(119)
Other, net	(66)
Net cash provided by financing activities	7,116
Effect of exchange rate changes on cash and cash equivalents	(2,963)
Net increase (decrease) in cash and cash equivalents	(5,113)
Cash and cash equivalents at beginning of year	27,208
Increase in cash and cash equivalents by share transfers	13,244
Increase (decrease) in cash and cash equivalents resulting from change in scope of consolidation	(589)
Cash and cash equivalents at end of year	34,749

Overview of Business Results for Mitsukoshi, Ltd.

Mitsukoshi, Ltd. posted net sales for fiscal 2009 of ¥657.1 billion compared with ¥729.3 billion in fiscal 2008*, operating income of ¥818 million versus ¥9.4 billion in fiscal 2008, recurring income of ¥3.4 billion compared with ¥6.9 billion in fiscal 2008 and net income of ¥8.2 billion versus a net loss of ¥3.0 billion in fiscal 2008.

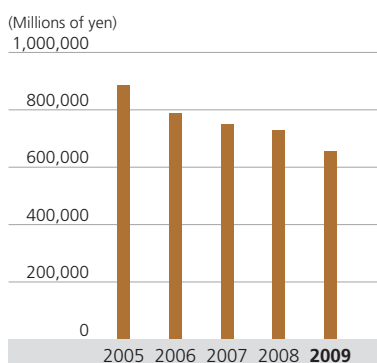
*Rental income, previously recorded in net sales until the previous fiscal year, is now included in "other operating revenue." The effect of this change was a reduction of ¥18.0 billion in net sales.

*Because Mitsukoshi changed its year-end settlement date from February to March for fiscal 2009, results for fiscal 2008 (March 1, 2007 to February 29, 2008) are provided for reference only.

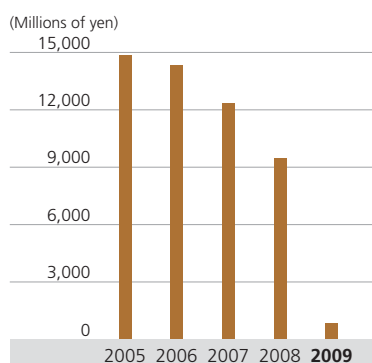
As embodied in our corporate message, "Mitsukoshi always remains dedicated to its customers," we have built strong relationships of trust with customers over the years by providing high-quality products and services suitable for both special occasions and ordinary days. The Mitsukoshi Nihonbashi main store has worked to create a business operations model for workflow ahead of other branches that covers goods selection, sales services and other areas based on the Isetan model in order to achieve consistency in measures and policies across-the-board.

The grand opening of the Mitsukoshi Sendai store was held on March 6, 2009 upon completion of the project to increase floor area. This store is now the largest in the Tohoku region.

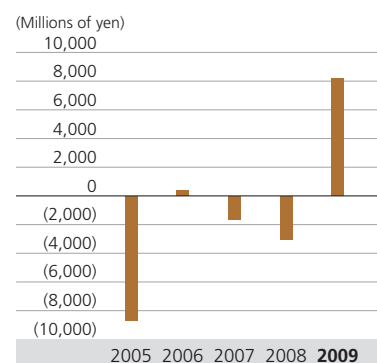
Net sales



Operating income

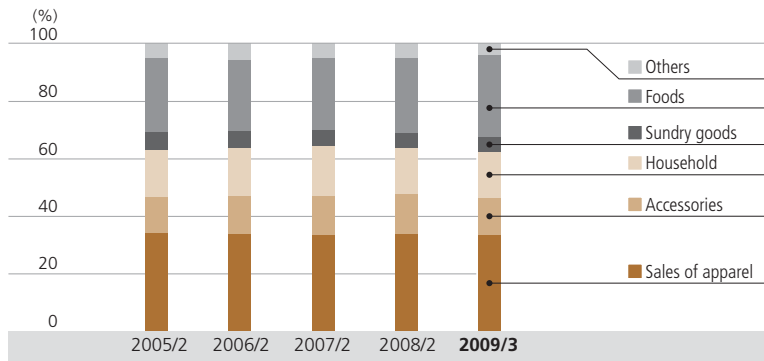


Net income (loss)

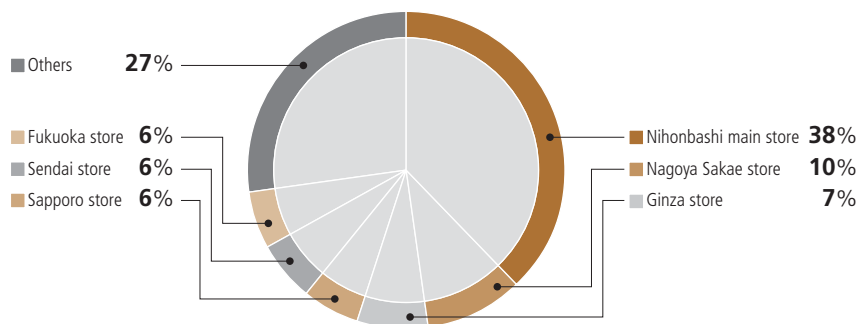


Fiscal year ended	2005/2	2006/2	2007/2	2008/2	2009/3
Net sales	833,870	787,774	747,982	729,396	657,106
Gross profit	219,295	207,968	197,653	191,543	166,859
Selling and administrative expenses	204,467	193,664	185,264	182,088	177,984
Operating income	14,828	14,303	12,338	9,455	818
Recurring income	9,624	10,820	9,002	6,965	3,490
Net income (loss)	(8,698)	409	(1,671)	(3,027)	8,207

■ Sales ratio by goods



■ Net sales by store (2009/3)



Net sales by goods

	2005/2	2006/2	2007/2	2008/2	(Millions of yen) 2009/3
Sales of apparel	283,980	265,571	251,699	247,066	218,897
Accessories	104,750	105,691	100,943	100,443	86,188
Household	134,573	129,598	127,556	115,983	104,420
Sundry goods	53,175	46,445	41,726	38,866	34,176
Foods	212,984	194,427	186,435	187,519	185,447
Others	44,405	46,039	39,620	39,517	27,975
Total	833,870	787,774	747,982	729,396	657,106

Net sales by store

	2005/2	2006/2	2007/2	2008/2	(Millions of yen) 2009/3
Nihonbashi main store	290,851	290,667	278,437	272,887	253,109
Nagoya Sakae store	82,251	98,896	93,439	89,562	64,578
Ginza store	59,574	60,178	59,928	53,722	48,919
Sapporo store	47,667	43,901	41,472	38,987	36,397
Sendai store	39,831	37,173	36,213	38,788	36,879
Fukuoka store	46,324	46,053	44,936	44,660	41,495
Others	267,365	210,898	193,551	190,781	175,727
Total	833,870	787,774	747,982	729,396	657,106

Overview of Business Results for Isetan Co., Ltd.

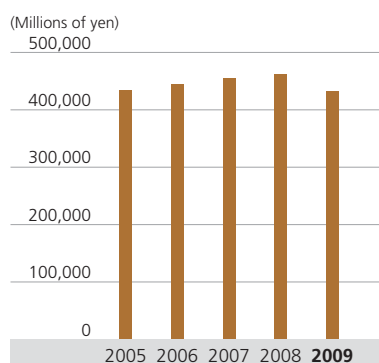
Isetan Co., Ltd. posted net sales for fiscal 2009 of ¥432.4 billion, down 6.4% compared with ¥462.0 billion in fiscal 2008; operating income of ¥14.6 billion, a 36.8% decrease versus ¥23.2 billion in fiscal 2008; recurring income of ¥27.6 billion, up 6.7% compared with ¥25.9 billion in fiscal 2008; and net income of ¥10.2 billion, down 10.9% versus ¥11.5 billion in fiscal 2008.

To realize our corporate slogan, "Isetan gives new meaning to fashion," we developed distinctive merchandise in all areas related to clothing, food and household goods during the year, including merchandise available for a limited period under our "Only I" brand, and "BPQC", which is characterized by high quality and an elegant style.

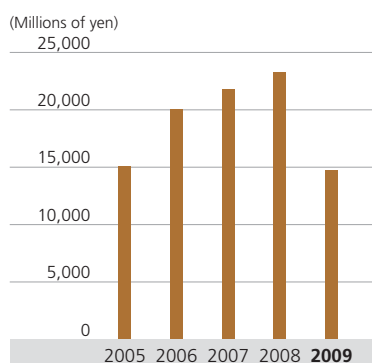
At the Isetan Shinjuku main store, we opened "Isetan Girl" on the basement level two and "Ma Lingerie" and "Beauty Apothecary" on the second floor of the main building in September 2008 in further seeking to provide new products and services that meet customer needs.

Unit Shops with standardized merchandise and business operations for every branch continued to contribute to higher earnings.

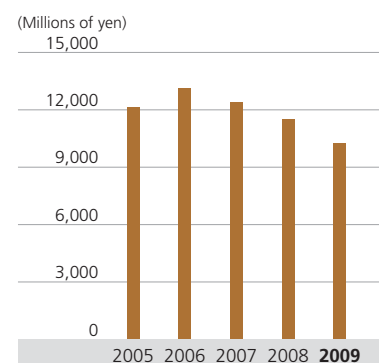
■ Net sales



■ Operating income

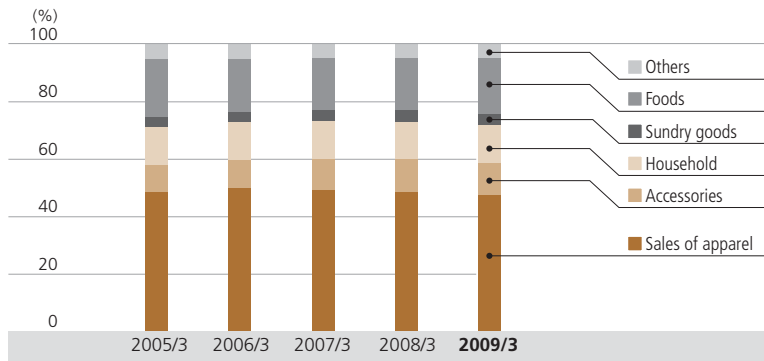


■ Net income

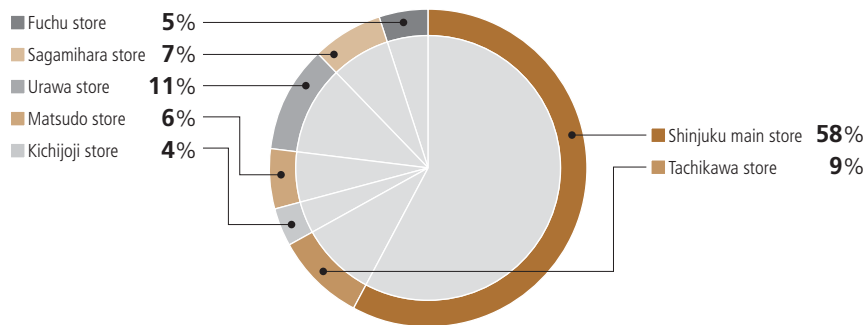


Fiscal year ended	2005/3	2006/3	2007/3	2008/3	2009/3
Net sales	434,405	444,263	454,951	462,059	432,477
Gross profit	118,804	123,865	126,612	128,032	118,431
Selling and administrative expenses	103,734	105,504	109,861	110,667	105,688
Operating income	15,070	20,019	21,823	23,261	14,697
Recurring income	21,336	21,629	22,832	25,912	27,652
Net income	12,127	13,147	12,383	11,522	10,272

Sales ratio by goods



Net sales by store (2009/3)



Net sales by goods

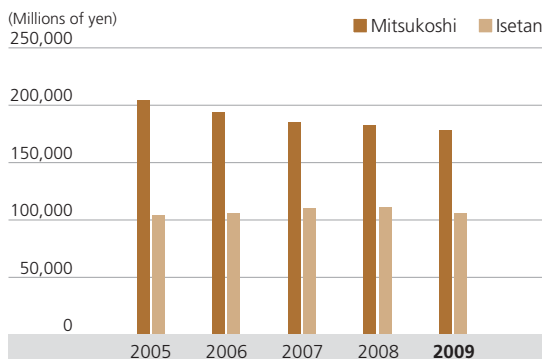
	2005/3	2006/3	2007/3	2008/3	(Millions of yen) 2009/3
Sales of apparel	210,754	220,770	224,345	224,436	204,436
Accessories	40,654	43,652	48,172	51,950	48,668
Household	56,420	58,645	59,921	60,032	56,695
Sundry goods	15,534	15,360	17,270	18,405	17,156
Foods	87,521	82,001	82,267	84,510	83,895
Others	23,519	23,832	22,973	22,724	21,623
Total	434,405	444,263	454,951	462,059	432,477

Net sales by store

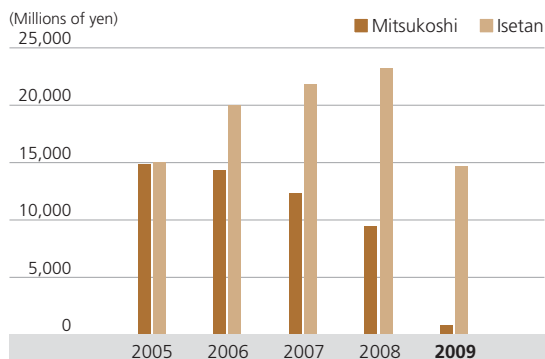
	2005/3	2006/3	2007/3	2008/3	(Millions of yen) 2009/3
Shinjuku main store	246,001	252,235	256,980	263,367	246,003
Tachikawa store	38,932	40,240	40,535	41,122	38,851
Kichijoji store	17,489	17,890	18,274	18,641	17,432
Matsudo store	28,829	29,121	29,010	28,348	26,394
Urawa store	47,458	47,959	52,775	52,783	49,329
Sagamihara store	31,948	32,310	32,490	32,671	30,879
Fuchu store	23,746	24,505	24,884	25,124	23,586
Total	434,405	444,263	454,951	462,059	432,477

Profit Performance / Growth Potential

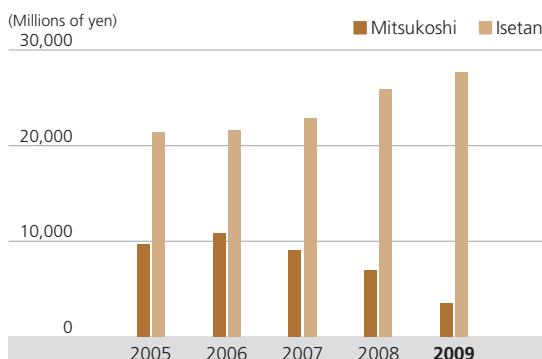
■ Selling, general and administrative expenses



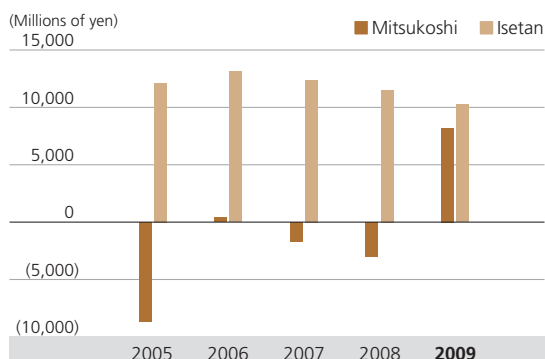
■ Operating income



■ Recurring income



■ Net income (loss)



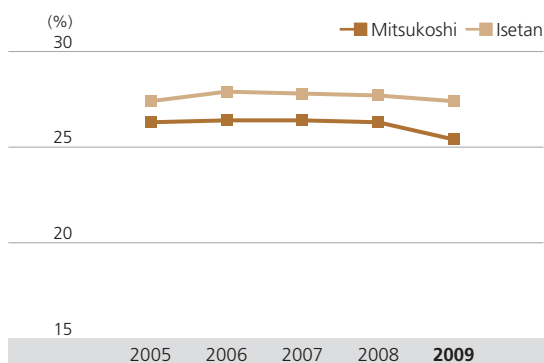
■ Mitsukoshi

	2005/2	2006/2	2007/2	2008/2	2009/3
Net sales	833,870	787,774	747,982	729,396	657,106
Gross profit	219,295	207,968	197,653	191,543	166,859
Other operating revenue	—	—	—	—	11,943
Gross operating profit	—	—	—	—	178,802
Selling, general and administrative expenses	204,467	193,664	185,264	182,088	177,984
Operating income	14,828	14,303	12,338	9,455	818
Recurring income	9,624	10,820	9,002	6,965	3,490
Net income (loss)	(8,698)	409	(1,671)	(3,027)	8,207

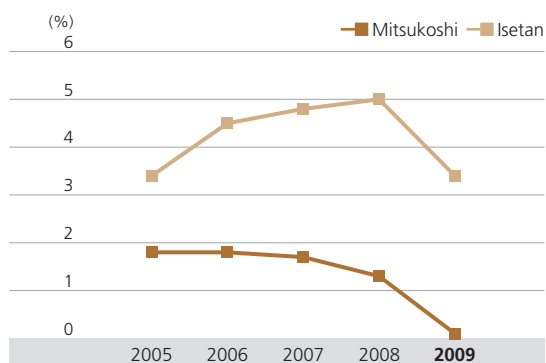
■ Isetan

	2005/3	2006/3	2007/3	2008/3	2009/3
Net sales	434,405	444,263	454,951	462,059	432,477
Gross profit	118,804	123,865	126,612	128,032	118,431
Other operating revenue	—	1,657	5,073	5,896	1,954
Gross operating profit	118,804	125,523	131,685	133,929	120,386
Selling, general and administrative expenses	103,734	105,504	109,861	110,667	105,688
Operating income	15,070	20,019	21,823	23,261	14,697
Recurring income	21,336	21,629	22,832	25,912	27,652
Net income	12,127	13,147	12,383	11,522	10,272

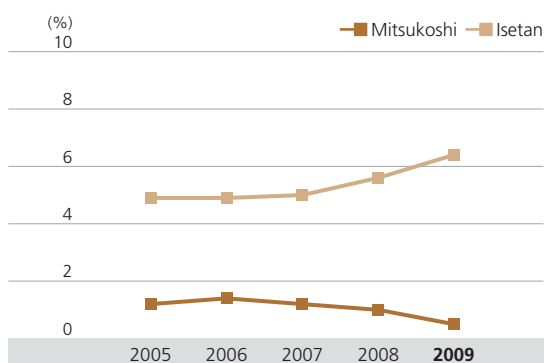
■ Gross profit margin



■ Operating profit margin



■ Recurring profit margin

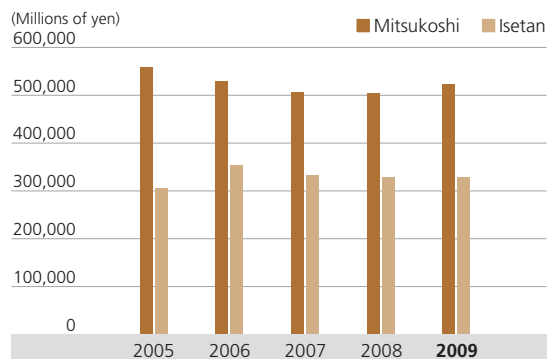


Mitsukoshi	(%)				
	2005/2	2006/2	2007/2	2008/2	2009/3
Gross profit margin	26.3	26.4	26.4	26.3	25.4
SGA expenses margin	24.5	24.6	24.8	25.0	27.1
Operating profit margin	1.8	1.8	1.7	1.3	0.1
Recurring profit margin	1.2	1.4	1.2	1.0	0.5

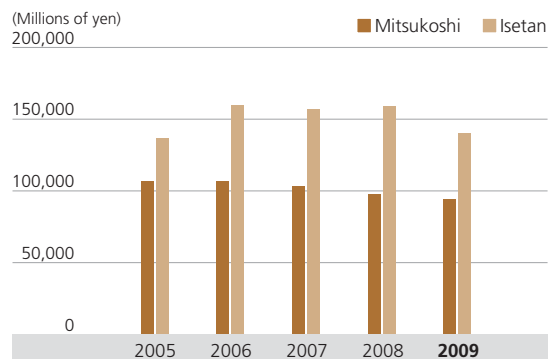
Isetan	(%)				
	2005/3	2006/3	2007/3	2008/3	2009/3
Gross profit margin	27.4	27.9	27.8	27.7	27.4
SGA expenses margin	23.9	23.8	24.1	24.0	24.4
Operating profit margin	3.4	4.5	4.8	5.0	3.4
Recurring profit margin	4.9	4.9	5.0	5.6	6.4

Efficiency / Stability

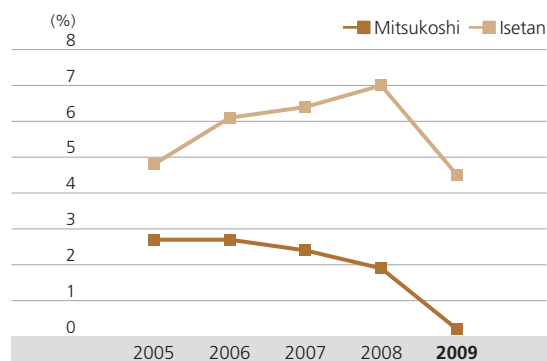
■ Total assets



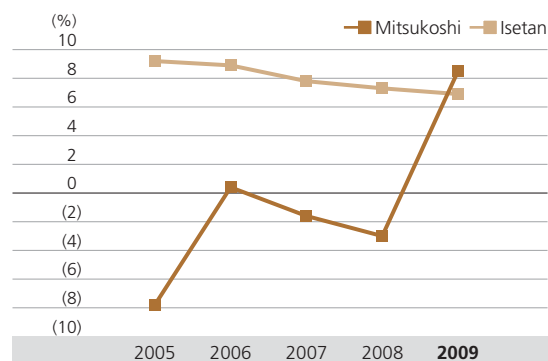
■ Net assets



■ Return on assets (ROA)



■ Return on equity (ROE)



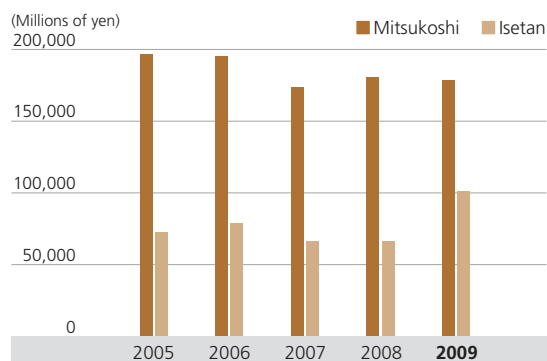
■ Mitsukoshi

	2005/2	2006/2	2007/2	2008/2	2009/3
Total assets (Millions of yen)	558,582	529,539	507,173	504,212	523,213
Net assets (Millions of yen)	106,885	106,889	103,019	97,837	94,586
Return on assets (ROA) (%)	2.7	2.7	2.4	1.9	0.2
Return on equity (ROE) (%)	(7.8)	0.4	(1.6)	(3.0)	8.5

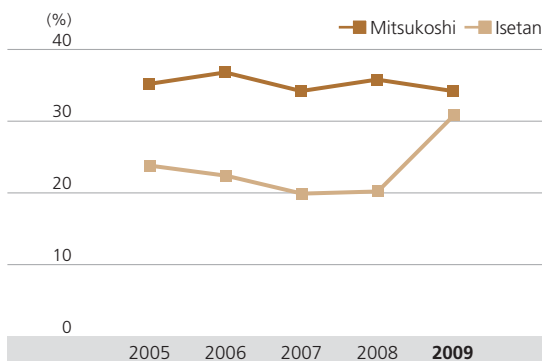
■ Isetan

	2005/3	2006/3	2007/3	2008/3	2009/3
Total assets (Millions of yen)	305,875	353,057	333,255	328,353	328,837
Net assets (Millions of yen)	136,570	159,858	156,760	159,291	140,179
Return on assets (ROA) (%)	4.8	6.1	6.4	7.0	4.5
Return on equity (ROE) (%)	9.2	8.9	7.8	7.3	6.9

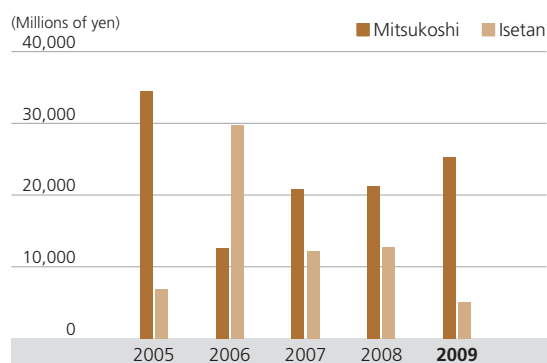
Interest-bearing debt



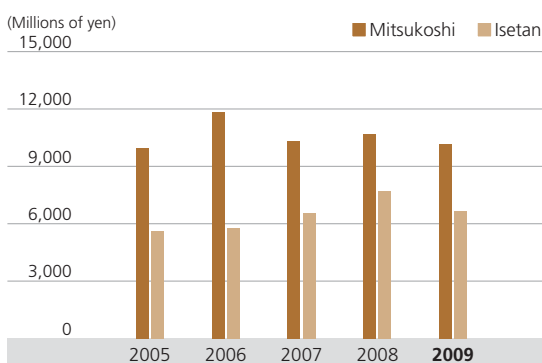
Interest-bearing debt/Total assets



Capital investment



Depreciation and amortization



Mitsukoshi

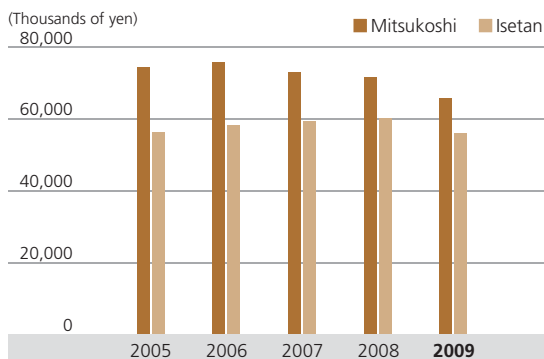
	2005/2	2006/2	2007/2	2008/2	2009/3
Interest-bearing debt (Millions of yen)	196,563	194,994	173,354	180,448	178,809
Interest-bearing debt/Total assets (%)	35.2	36.8	34.2	35.8	34.2
Capital investment (Millions of yen)	34,518	12,569	20,778	21,241	25,253
Depreciation and amortization (Millions of yen)	9,977	11,865	10,323	10,713	10,184

Isetan

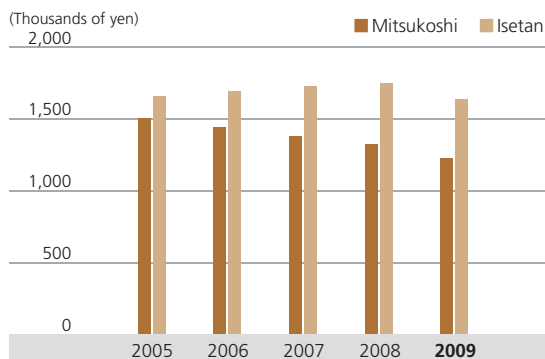
	2005/3	2006/3	2007/3	2008/3	2009/3
Interest-bearing debt (Millions of yen)	72,854	79,022	66,344	66,190	101,267
Interest-bearing debt/Total assets (%)	23.8	22.4	19.9	20.2	30.8
Capital investment (Millions of yen)	6,898	29,802	12,227	12,740	5,112
Depreciation and amortization (Millions of yen)	5,640	5,793	6,565	7,705	6,658

Employees

Net sales per employee



Net sales per square meter



Mitsukoshi

	2005/2	2006/2	2007/2	2008/2	2009/3
Number of employees	7,904	6,924	6,714	6,541	6,291
Males	4,256	3,844	3,717	3,588	3,372
Females	3,648	3,080	2,997	2,953	2,919
(including temporary workers)	11,115	10,275	10,032	9,963	9,976
Personnel expenses (Millions of yen)	70,256	63,759	61,787	61,819	59,341
Personnel expenses / Gross profit (%)	31.4	30.6	31.2	32.2	35.6
Net sales per employee (Thousands of yen)	74,445	75,874	72,959	71,694	65,868
Store floor space (m ²)	554,687	588,853	542,591	516,416	522,354
Net sales per square meter (Thousands of yen)	1,508	1,441	1,382	1,324	1,230

Isetan

	2005/3	2006/3	2007/3	2008/3	2009/3
Number of employees	4,023	3,797	3,632	3,481	3,374
Males	1,659	1,626	1,572	1,521	1,479
Females	2,364	2,171	2,060	1,960	1,895
(including temporary workers)	7,592	7,482	7,504	7,547	7,706
Personnel expenses (Millions of yen)	44,789	42,700	41,971	41,770	39,471
Personnel expenses / Gross profit (%)	37.7	34.5	33.1	32.6	33.3
Net sales per employee (Thousands of yen)	56,482	58,233	59,486	60,156	56,122
Store floor space (m ²)	261,886	261,944	262,586	263,369	263,369
Net sales per square meter (Thousands of yen)	1,658	1,696	1,732	1,754	1,642