



ISETAN MITSUKOSHI  
HOLDINGS

■ ■ ■ Group Slogan ■ ■ ■

# Interfacing with Excellence

■ ■ ■ Group Philosophy ■ ■ ■

Striving to interface with integrity, flexibility and dynamism

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|---|---|
| • 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 2011

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### Disclaimer regarding Forward-looking Statements

The Annual Report 2011 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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