

CONTENTS

02	Financial Highlights
04	Top Message
06	Top Interview
14	Bigger and Newer Stores ■ Shinsaibashi store / Umeda store / Tokyo store / Ginza store
16	Shop Development around Department Stores ■ Kobe store / Shinsaibashi store / Kyoto store / Ueno store
18	Original Merchandise and Services ■ Private brands ■ Independently operated sales sections ■ Collaboration ■ Customer's View Project
22	Living with Art ■ Matsuzakaya Museum and Daimaru Museum ■ The world of Art Deco created by architect W.M.Vories ■ Kyoto Dyeing and Weaving Design Institute and Matsuzakaya Kimono Museum
26	Human Resource Development
28	Segment Overview ■ Department store business / Supermarket business / Wholesale business / Other businesses
32	Corporate Governance
34	Corporate Social Responsibility
36	History of Daimaru
37	History of Matsuzakaya
38	Corporate Data / Management / Organization Chart
41	Financial Information
68	Group Companies
70	Locations of Daimaru and Matsuzakaya Department Stores
72	Share Informaiton

Cautionary statement regarding forward-looking statements:

Forward-looking statements in this report represent our assumptions based on information currently available to us and inherently involve potential risks, uncertainties and other factors. Therefore, actual results may differ materially from the results anticipated herein due to changes in various factors.