Financial Results FY2009

09 April 2010

Takashimaya Osaka store

Takashimaya

Statements contained herein regarding cost and revenue projections reflect our judgment based on information currently available, and involve a number of risks and uncertainties. It should be noted that actual results could differ materially from the cost and revenue projections stated herein due to a variety of factors.
Significant factors that could affect actual performance include but are not limited to the economic environment surrounding the department store industry, market trends, and exchange rate fluctuations.

I. Results for FY2009 (the fiscal year ended February 28, 2010)

Consolidated performance

Yen in Million

	1 H	YoY	2 H	YoY	Full-year	YoY	Change from Projection
Operating Revenue	428,864	- 12.2% - 59,352	448,898	- 8.0% - 39,001	877,762	- 10.1% - 98,354	+ 0.2% + 1,762
SG&A expenses	127,553	- 6.2% - 8,383	126,964	- 7.1% - 9,704	254,517	- 6.6% - 18,088	- 0.1% - 183
Operating Income	5,213	- 63.0% - 8,875	8,215	- 23.4% - 2,507	13,428	- 45.9% - 11,382	- 10.5% - 1,572
Ordinary Income	7,244	- 55.2% - 8,943	9,520	- 19.4% - 2,296	16,764	- 40.1% - 11,239	- 1.4% - 236
Net Income	3,073	- 65.0% - 5,715	4,636	+ 56.5% + 1,674	7,709	- 34.4% - 4,041	+ 2.8% + 209

* Projections are those revised on December 25, 2009.

See Page 2 for Performance by Individual Companies

Operating Revenue

Compared to Projection:

Exceeded the projection by 1.8 billion yen, as the achievement of department stores in Japan, which exceeded the projection by 2.3 billion yen, offset the underperformance of subsidiaries.

Operating Income

Compared to Projection:

Down 1.6 billion yen as a result of the underperformance of subsidiaries including Takashimaya Space Create Co., Ltd. (down 800 million yen), Toshin Development Co., Ltd. (down 400 million yen), Takashimaya Credit Co., Ltd. (down 400 million yen), despite the achievement of department stores in Japan, which exceeded projections by 200 million yen.

Ordinary Income

Compared to Projection:

Improved significantly, to 200 million yen under the projected amount due to revenue from gift certificates outstanding (up 200 million yen) etc. as a result of the increased issuance of department store gift certificates. (eco points)

Net Income

Compared to Projection:

Exceeded the projection by 200 million yen thanks to a gain on the sale of fixed assets (up 600 million yen) and a loss on retirement of fixed assets (down 500 million yen), despite the increase in the extra retirement bonus. (up 900 million yen)

Performance by Individual Companies (Full-year)

Yen in Million

Companies	Operating Revenue	YoY	Change from Projection	Operating Income	YoY	Change from Projection
Takashimaya Co., Ltd. & Domestic Department store subsidiaries	765,566	- 10.2%	+ 0.3%	3,443	- 72.9%	+ 7.6%
		- 87,054	+ 2,266		- 9,252	+ 243
Takashimaya Singapore Ltd.	33,837	- 13.9%	- 1.1%	2,815	- 5.7%	- 2.0%
		- 5,481	- 364		- 171	- 58
Toshin Development Co., Ltd	34,435	- 0.8%	- 1.2%	6,372	- 6.3%	- 6.3%
		- 266	- 406		- 425	- 425
Takashimaya Credit Co., Ltd.	15,247	+ 0.8%	- 1.2%	1,615	+ 5.1%	- 20.5%
		+ 123	- 190		+ 79	- 416
Takashimaya Space Create Co., Ltd.	20,908	- 16.0%	- 3.9%	△ 523	---	---
		- 3,983	- 852		- 525	- 791
Others and eliminations	7,769	- 17.9%	---	△ 294	---	---
		- 1,693	+ 1,308		- 1,088	- 125
Consolidated	877,762	- 10.1%	+ 0.2%	13,428	- 45.9%	- 10.5%
		- 98,354	+ 1,762		- 11,382	- 1,572

* Projections are those revised on December 25, 2009.

Takashimaya Co., Ltd. & Domestic department store subsidiaries

Compared to Projection:

Achieved the projections in both operating revenue and income due to marketing measures and the more modest sales decrease in the second half of FY2009

Takashimaya Singapore Ltd.

Compared to Projection:

Cost-cutting measures could not offset the influence of the more intense competition, etc. As a result, neither operating revenue nor income achieved projections, either on a local currency or on a Japanese yen basis.

Toshin Development Co., Ltd.

Compared to Projection:

Despite the cost-cutting initiatives, neither operating revenue nor income achieved the projections, as they were severely influenced by the underperformance of operating revenue, attributable to the decline in percentage rent, etc.

Takashimaya Credit Co., Ltd.

Compared to Projection:

Both operating revenue and income fell below projections due to lower fee and commission income (down 200 million yen) and an increased allowance for doubtful accounts (up 300 million yen) in light of the weaker economy.

Takashimaya Space Create Co., Ltd.

Compared to Projection:

Largely influenced by sub-par sales attributable to tougher competition, both operating revenue and income fell below projections despite cost-cutting efforts focused on fixed costs.(down 100 million yen)

Non-consolidated performance

Yen in Million

	1 H	YoY	2 H	YoY	Full-year	YoY	Change from Projection
Operating Revenue	345,695	- 11.8% - 46,189	360,722	- 8.4% - 33,220	706,417	- 10.1% - 79,408	+ 0.3% + 2,417
Gross Margin	26.41%	- 0.54	26.07%	- 0.45	26.24%	- 0.49	+ 0.00
SG&A expenses	94,605	- 7.6% - 7,823	94,810	- 7.9% - 8,149	189,415	- 7.8% - 15,972	- 0.1% - 185
Operating Income	346	- 95.0% - 6,530	2,866	- 44.7% - 2,319	3,212	- 73.4% - 8,850	+ 10.8% + 312
Ordinary Income	1,800	- 79.2% - 6,859	2,882	- 39.7% - 1,898	4,682	- 65.2% - 8,756	+ 20.1% + 782
Net Income	620	- 87.2% - 4,229	970	--- + 2,277	1,590	- 55.1% - 1,951	+ 297.5% + 1,190

* Projections are those revised on December 25, 2009.

Operating revenue

Compared to FY2008: Down 79.4 billion yen due to economic recession and changes in consumption structure.

Compared to Projection: Exceeded projections by 2.4 billion yen as a result of the successful outcome of marketing measures, despite being in a severe consumer environment.

Operating income

Compared to FY2008: Down 8.9 billion yen as the cost-cutting efforts (down 16 billion yen) by structural reforms, etc. were not sufficient to offset the influence of the decline in operating revenue and the gross profit margin. (down 0.49%)

Compared to Projection: Exceeded the projections by 300 million yen as operating revenue and SG&A expenses reduction (down 200 million yen) exceeded their targets.

Ordinary income

Compared to FY2008: Down 8.8 billion yen given the large decline in operating income (down 8.9 billion yen), despite the increased revenue from gift certificates outstanding. (up 200 million yen)

Compared to Projection: Exceeded the projections by 800 million yen due to the increased revenue from gift certificates outstanding, and other factors.

Net income

Compared to FY2008: Down 2 billion yen with a large decline in ordinary income (down 8.8 billion yen), despite the year-on-year decrease in the write-downs of securities (down 3.2 billion yen), loss on retirement of fixed assets (1 billion yen), income taxes due to income decline (down 2.3 billion yen), and other factors.

Compared to Projection: Exceeded the projections by 1.2 billion yen given a gain on the sale of fixed assets (up 600 million yen), decrease in the loss on retirement of fixed assets (down 600 million yen), and other factors.

Non-Consolidated SG&A Expenses

Yen in Million

	FY2009	FY2008	YoY	Projection	Change from Projection
Personnel-related expenses	70,732	77,454	- 8.7% - 6,722	70,900	- 0.2% - 168
General affairs expenses	(808)	(54)	---- - 754	(700)	---- - 108
Advertising expenses	24,255	29,245	- 17.1% - 4,990	24,200	+ 0.2% + 55
Transport expenses and other	61,837	64,702	- 4.4% - 2,865	61,700	+ 0.2% + 137
Accounting-related expenses	33,399	34,039	- 1.9% - 641	33,500	- 0.3% - 101
Total	189,415	205,387	- 7.8% - 15,972	189,600	- 0.1% - 185

* Projections are those revised on December 25, 2009.

Personnel-related expenses

Compared to FY2008: Down 6.7 billion yen in total; standard salaries & bonuses (down 4.4 billion yen), welfare program expenses (down 1.1 billion yen), salary for temporary workers (down 900 million yen), etc. owing to the decrease in the number of personnel (approx. 900 personnel).

Compared to Projection: Achieved projections as a result of successful reductions, mainly in standard salaries & bonuses

Advertising expenses

Compared to FY2008: Down 5 billion yen as a result of the reduction in general promotional expenses (down 3.7 billion yen) and the decline in points expenses (down 1.3 billion yen).

Compared to Projection: Both general promotional expenses and points expenses are in line with projections.

Transport expenses and other

Compared to FY2008: Down 2.9 billion yen as a result of reductions in fees and commissions (down 1.3 billion yen), utility expenses (down 700 million yen), transport expenses (down 500 million yen), supplies expenses (down 300 million yen), etc., although operating costs increased 300 million yen given changes in the system for operating selling spaces that respond to the decrease in the number of personnel.

Compared to Projection: Almost in line with projections

Accounting-related expenses

Compared to FY2008: Down 600 million yen as a result of the reduction in land rent (down 500 million yen) and the decrease in taxes and public charges (down 100 million yen).

Compared to Projection: Land rent achieved the projected target.

II. Projections for FY2010 (fiscal year ending February 28, 2011)

1. Numerical targets

Consolidated Cost and Revenue Projections

Yen in Million

	1 H	YoY	Full-year	YoY
Operating Revenue	412,000	- 3.9% - 16,864	846,500	- 3.6% - 31,262
SG&A expenses	121,500	- 4.7% - 6,053	242,500	- 4.7% - 12,017
Operating Income	5,500	+ 5.5% + 287	15,000	+ 11.7% + 1,572
Ordinary Income	6,500	- 10.3% - 744	17,000	+ 1.4% + 236
Net Income	3,300	+ 7.4% + 227	8,000	+ 3.8% + 291

Operating revenue

Department stores in Japan expect to record a fall of 32.2 billion yen, taking proactive marketing measures (see Pages 8-10 for details) designed to reduce the percentage decrease in the severe consumer environment where the downward trend in sales is expected to continue. In contrast, subsidiaries expect to achieve a decrease of 31.3 billion yen on a consolidated basis, planning increased operating revenue of 900 million yen, at Takashimaya Singapore Ltd. (up 1.9 billion yen), Takashimaya Credit Co., Ltd. (up 800 million yen) and Toshin Development Co., Ltd. (up 600 million yen).

SG&A expenses

Cost-cutting of 12 billion yen is planned, especially in personnel-related expenses and operation costs through the development of efficient store operating system (see Page 11 for details) and fundamental cost reforms at Takashimaya Space Create Co., Ltd.

Operating income

An increase of 1.6 billion yen is expected by offsetting the decline in gross profit attributable to lower operating income with cost-cutting measures as part of group reforms, etc.

Ordinary income

An increase of 200 million yen is anticipated from the rise in operating income (up 1.6 billion yen), the decrease in the revenue from gift certificates outstanding (down 200 million yen) and the increase in interest expense (up 500 million yen).

Net income

An increase of 300 million yen is expected from the increase in ordinary income (up 200 million yen) and decrease in inventory write-downs (down 1 billion yen), as well as the decrease in the gain on sale of fixed assets (down 700 million yen) and the reversal of the allowance for the loss on disposal of buildings and structures (down 200 million yen).

Cost and Revenue Projections of Individual Companies (Full-Year)

Yen in Million

Companies	Operating Revenue	YoY	Operating Income	YoY
Takashimaya Co., Ltd. & Domestic Department store subsidiaries	733,394	- 4.2% - 32,172	6,271	+ 82.1% + 2,827
Takashimaya Singapore Ltd.	35,779	+ 5.7% + 1,942	3,150	+ 11.9% + 335
Toshin Development Co., Ltd	35,050	+ 1.8% + 615	7,000	+ 9.9% + 628
Takashimaya Credit Co., Ltd.	16,000	+ 4.9% + 753	1,750	+ 8.4% + 135
Takashimaya Space Create Co., Ltd.	20,000	- 4.3% - 908	320	---- + 843
Others and eliminations	6,277	---- - 1,492	(3,491)	---- - 3,197
Consolidated	846,500	- 3.6% - 31,262	15,000	+ 11.7% + 1,572

Takashimaya Co., Ltd. & Domestic department store subsidiaries

Operating revenue is expected to decrease 32.2 billion yen given the downward sales trend (down 6.6%, decrease by about 50 billion yen), coupled with the effect of expanding the sales area of the Osaka store (up 12 billion yen) and other marketing measures. In contrast, operating income is likely to nearly double (up 2.8 billion yen) as a result of cost-cutting measures (down 12.3 billion yen).

Takashimaya Singapore Ltd.

Both operating revenue and operating income are expected to rise by 1.9 billion yen and 300 million yen, respectively, by increasing sales through additional enhancements to the merchandise selection aimed at communicating Takashimaya's identity and through stepped-up marketing activities, such as joint initiatives with clients in sending out direct mail and advertising tie-ups.

Toshin Development Co., Ltd.

Operating income is expected to climb (up 600 million yen), given an anticipated rise in operating revenue (up 600 million yen) from opening the restaurant floor in Osaka Store and events for the 40th anniversary of the opening of Tamagawa Takashimaya Shopping Center.

Takashimaya Credit Co., Ltd.

Both operating revenue and operating income are expected to increase – by 700 million yen and 100 million yen, respectively – as the cost increase arising out of the revision of the Moneylending Control Act (up 500 million yen) is offset with the increase in revolving charge (up 400 million yen) and card handling fees (up 200 million yen).

Takashimaya Space Create Co., Ltd.

Expects to move into the black with fundamental cost reforms focused on a reduction in costs and fixed costs (down 900 million yen)

Non-Consolidated Cost and Revenue Projections

Yen in Million

	1 H	YoY	Full-year	YoY
Operating Revenue	329,000	- 4.8% - 16,695	676,500	- 4.2% - 29,917
Gross Margin	26.25%	- 0.16	26.15%	- 0.09
SG&A expenses	88,837	- 6.1% - 5,768	177,814	- 6.1% - 11,601
Operating Income	1,000	+ 189.0% + 654	6,000	+ 86.8% + 2,787
Ordinary Income	3,000	+ 66.7% + 1,200	7,500	+ 60.2% + 2,817
Net Income	1,500	+ 141.9% + 880	2,500	+ 57.1% + 909

Operating revenue

A decline of 29.9 billion yen year on year projected based on the downward sales trend (down 6.6%, a decrease of about 46 billion yen), coupled with the effect of expanding the sales area of the Osaka store (up 12 billion yen) and other marketing measures.

Gross profit margin

On a par with the previous fiscal year (down 0.09%) projected by focusing on sales of merchandise with a high gross profit margin through the marketing measures described below, although the upward trend in the share of merchandise with low gross margins is expected to continue.

SG&A expenses

A reduction of 11.6 billion yen projected mainly in personnel-related expenses (down 7.8 billion yen) and transport expenses and other (down 2 billion yen) by pushing forward with Group reforms, including the development of an efficient store operating system and the integration of functional subsidiaries.

Operating income

A near doubling of operating income (up 2.8 billion yen) projected by offsetting the decrease in gross profit attributable to lower operating revenue with cost-cutting measures as part of structural reforms, etc.

Ordinary income

An increase of 2.8 billion yen projected given an increase in operating income.

Net income

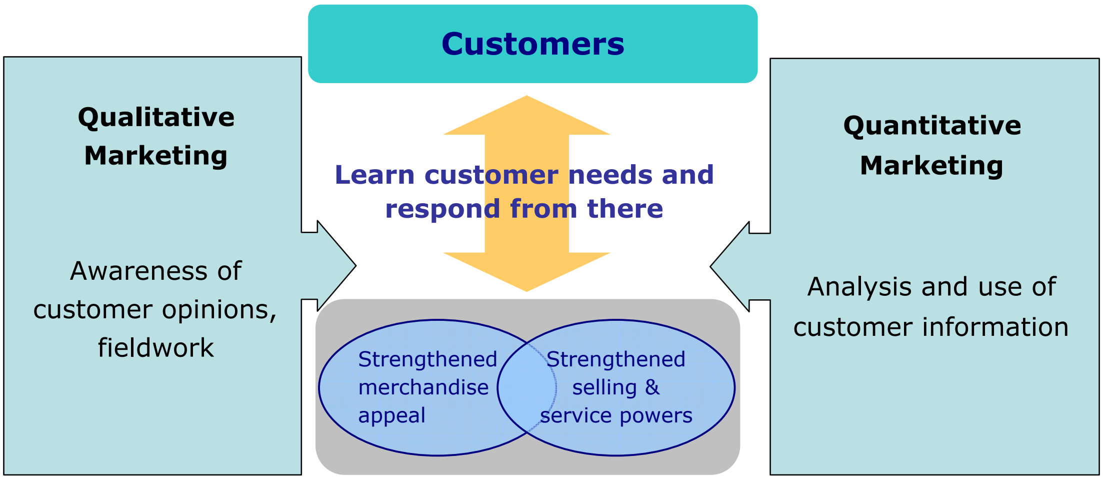
An increase of 900 million yen projected thanks to a rise in ordinary income, which should offset the decrease in the gain on sale of fixed assets (down 700 million yen) and a reversal of the allowance for a loss on disposal of buildings and structures (down 200 million yen) of the previous fiscal year.

2. Marketing Strategies in Fiscal 2010

Reformulation of marketing strategies for department stores

1. Establish a system to learn about and respond to customers
   – Closer to customers –

- With optimized sales and marketing, strengthen merchandise appeal and selling & service powers, and develop a system to support them.
- Based on the initiatives taken to date, make full use of information on customer needs and data that can be acquired through marketing to push ahead with marketing measures that are perfectly in sync with customer demand.



2. Drive forward community-based marketing strategies

- Drive forward community-based marketing strategies that enhance the presence in the areas of all 18 stores
- Drive forward common measures that exploit the Takashimaya's economies of scale and brand power to support the marketing activities of each store.

Community-based marketing strategies

○ **Offer merchandise selection that is perfectly in sync with the needs of local customers**

○ **Strengthen marketing activities to deepen ties with local customers**

○ **Enhance community-based marketing strategies through capital alliances with local companies**

Common measures

○ **Enhance the merchandise purchasing capability**

○ **Renovate the VOICE FILE of common merchandise policies**

○ **Push ahead with the measure to acquire new customers**

3. Challenge in the creation of a new main building for Osaka Store (1)

– Pursuit of merchandise selection and simplicity –

Give form to the values required of the Osaka store
based on requests from customers identified through area marketing

March 2, 2010 First-Phase Opening

Fall 2010 Second-Phase Opening
Spring 2011 Third-Phase Grand Opening
Selling space 78,000 m2 (of which, extra selling space of 22,000 m_2)

- High quality & sensitivity
- Contemporary & innovative spirit
- Sense of affinity & Nanba features

New Osaka Store

Restaurant	Fashion	Food
Available for all occasions! The biggest restaurant floor in department stores in Kansai	Zone relations sought! "Fun to select, high quality to be found" Respond to new markets	Bustle and excitement! Always find something new on the basement food floor

A fun place that you never get tired of visiting, anytime with anyone

3. Challenge in the creation of a new main building for Osaka Store (2)

– Challenge of a fashion floor & zone development –

Clearly express the customers' worldview in the zone

Narrow down the targets based on the customers' life stage and taste, consider their preferences and needs in depth, and edit & accumulate.
Develop a zone with a view of the world that is synchronized with that of customers.

Create "fun" with combined zones

While a clear view of the world was given to each zone, zone relations were pursued in step with the customers' widening interests and scenes.
Create a ladies' clothing floor with a wide variety of merchandise selection that is tempting customers to discover, have fun, and take on a challenge.

Deploy a self-selection selling space as the "face" of the

Clearly convey the message of the zone and deploy a self-selection selling space developed based on customer purchasing inclinations.
Position "Salon le Chic" and "Up Trend" as the face of the zone.

Youth market "gokai"

The Salon le Chic collection offers 57 brands for both work and leisure
Fashion-sensitive outlets for women

Going forward, develop horizontally in line with store characteristics

4. Move forward with common measures to acquire new customers.

- Take common measures using new channels of promotion to attract new customers -

Introduce mobile site & email publication

In March 2010, we started to use mobile site & email publication as new media to send out information in a timely and on-demand manner.

Aim to acquire customers from the mobile generation.

Harness the cross-media business

Inaugurated the Cross Media Division (September 2009) to organically harness each sales channel (catalog, TV, Internet). As a first step, three websites were integrated at the end of March. Plan to link them with real stores (department stores) and collaborate with other companies.

Drive collaboration between companies

Run joint promotions in collaboration with companies from different industries and between Group companies.
(NTT DoCoMo Premium Club “Happy Campaign” in April, and “Times Square Festival,” a promotional campaign where corporate tenants such as UNIQLO and Yuzawaya collaborate with Takashimaya at Shinjuku Takashimaya Shopping Center)

3. FY2010 Cost Reforms

Non-consolidated SG&A Expense Projections

Yen in Million

	1 H	YoY	Full-year	YoY
Personnel-related expenses	31,528	- 12.0% - 4,305	62,942	- 11.0% - 7,790
General affairs expenses	(355)	- 2.2% + 8	(771)	- 4.7% + 37
Advertising expenses	11,224	- 4.6% - 545	23,671	- 2.4% - 584
Transport expenses and other	30,549	+ 0.1% + 43	59,880	- 3.2% - 1,957
Accounting-related expenses	15,891	- 5.7% - 967	32,090	- 3.9% - 1,309
Total	88,837	- 6.1% - 5,768	177,814	- 6.1% - 11,601

Cost-cutting of 11.6 billion yen is planned with a focus on the following:

Personnel-related expenses

Down 7.8 billion yen; decrease in salaries & bonuses (down 6.4 billion yen) and welfare program expenses (down 600 million yen) with the decline in the number of personnel, decrease in retirement benefit expenses (down 600 million yen) with fewer retiring personnel, etc.

Advertising expenses

Down 600 million yen, mainly from the decrease in event expenses (down 400 million yen).

Transport expenses and other

Down 2 billion yen from the decrease in expenses for sales fluctuations, such as operating costs arising out of the integration of functional subsidiaries, etc. (down 1.2 billion yen), fees and commissions due to the fall in card/ gift certificate handling fees (down 900 million yen), shipping costs (down 400 million yen) and supplies expenses (down 300 million yen), despite the increase in depreciation and amortization from the effect of expanding the sales area of the Osaka Store (up 1 billion yen).

Accounting-related expenses

Down 1.3 billion yen with the reduction in land rent (down 900 million yen) as a result of negotiations to revise the rent, and in the decrease in taxes and public charges.
(down 400 million yen)

Shinjuku Store structural reforms

(1) Cost reforms (down 3.2 billion yen from FY2009)

Fundamentally review the cost structure, particularly for Personnel-related expenses and Transport and other expenses, to strengthen the profit foundations.

① Personnel-related expenses <Down 2.1 billion yen>

② Transport expenses and other <Down 400 million yen>

③ Accounting-related expenses, Advertising expenses, depreciation and amortization, etc. <Down 700 million yen>

(2) Marketing reforms

① Harness the Toshin Development's expertise of managing tenants

② Increase the number of store buyers and strengthen the cooperative structure between buyers and sales managers.

Tachikawa Store structural reforms

(1) Cost reforms (Down 700 million yen from FY2009)

Develop a new low-cost store operating model

(Going forward, horizontally develop in accordance with store characteristics.)

① Personnel-related expenses <Down 400 million yen>

② Transport expenses and other <Down 100 million yen>

③ Accounting-related expenses, Advertising expenses, depreciation and amortization, etc. <Down 200 million yen>

(2) Marketing reforms

① Cooperative operation with clients

② Use of the expertise of managing tenants

Integration of functional subsidiaries

Purpose and effect of integration

○ Reduction of fixed costs

- Consolidate back office functions to promote efficiency・・・・・down 300 million yen

○ Use of human resources

- Flexibly assign personnel based on work characteristics to increase productivity
- Use the Group's workforce to reduce outsourcing costs・・・・・down 700 million yen

Takashimaya Business Service

Takashimaya Building

Takashimaya Logistics

Takashimaya Telecom

Integration

Takashimaya Service

Going forward, we will aim to reduce Group costs,
for instance by outsourcing operations.
Target: Down about 2 billion yen by FY2014

III. Growth Strategy

Long-Term Business Plans of the Takashimaya Group

A five-year business plan for FY2014.

(Each year the Company develops a long-term business plan, detailing targets five years into the future.)

"To Be" of the Takashimaya Group

– Further improve the corporate value to become the industry's leading group –

Maintain consolidated operating revenue at the current level (850 billion yen), even despite the weakening market for department stores in Japan.
Consolidated operating income of 30 billion yen

Broadly divide the next five years into:
First half (two years): Complete cost-cutting and resource reallocation efforts.
Solidify the foundations of marketing strategies.
Second half (three years): Improve profitability with marketing strategies

Basic Strategies

1. Marketing Strategies

(1) Strategies for Asia
Unbalanced allocation of group resources to Asia through cooperation between department store operations and SC operations.

(2) Reforms of department stores in Japan
Horizontal development of structural reforms in Shinjuku (large store in urban center), Tachikawa (midsize store in suburbs) and Okayama (midsize store in local city)

(3) Non-face-to-face marketing strategies
Expansion of marketing channels using the Internet and other means

(4) Alliance strategies
Study and formation of extensive alliances with companies from different industries in Shopping Center operations, the strength of our Group

2. Investment Plan
Total investment over the next five years: 140 billion yen
(of which, investment in growth: 100 billion yen, regular investment: 40 billion yen)

3. Cost reforms
Achieve a total reduction of 20 billion yen, mainly in personnel-related expenses, transport expenses and other, and accounting-related expenses, with structural reforms at three stores (see (2) above).

Numerical targets

	FY2010	FY2014
○ Operating revenue	846.5 billion	850.0 billion
○ Operating income	15.0 billion	30.0 billion
• Operating margin	1.8%	3.5%
• ROE	2.8%	5.5%
• Capital-to-asset ratio	36.9%	42.7%
• Interest-bearing debt	136.7 billion	100.0 billion

Strategies for Shanghai & Asia

Decided to open a new store in Shanghai City in China, where there is enormous potential for growth.
Plan to open the new store in fall of 2012.

The basic concept is a department store that provides a full lineup of quality products and services.

Outline of shop opening plan
- Date of opening: Fall of 2012
- Total investment: about 4 billion yen
- Selling space: about 40,000 m^2
  (one floor underground and seven floors above ground)


Conceptualized drawing on completion

Use the managerial resources and expertise of Takashimaya Singapore and Toshin Development as in the case with Shanghai Takashimaya to open more department stores and develop shopping centers in Asian markets centering on China, with a concerted effort by the Group.

Tokyo Store redevelopment plan

Undertaking a large-scale redevelopment project that covers several streets in collaboration with landholders in the areas surrounding the historical Tokyo Store building (designated as a nationally important cultural property in June 2009), the revitalization of which is among the goals of the project.

Build a new urban-type department store as the core of an appealing commercial complex that combines the commercial, office and rooftop garden functions to be developed in an area of four city blocks (about 1.7 ha), including Tokyo Store.

Taking advantage of being the urban redevelopment project, aim to expand the sales space (50,000 m^2 to 62,000 m^2) using the real estate held by Takashimaya.
Keep the total investment, including the renewal and functions upgrade of the main building, at around 15 billion yen to increase investment efficiency.

Planned opening	FY2017
Investment	15 billion yen

IV. Environmental Management

Environmental Management

Development of an environmentally friendly departmental store

Promote ISO14001 "Environment Management System" to continue with CO_2 reductions

Specific actions to reduce CO_2 emissions for store facilities

Comply with the revised Act on the Rational Use of Energy and the Tokyo Metropolitan Ordinance on Environmental Preservation

- ○Change to LED lighting at the time of the renovation of the sales floor.
- ○Take action to lower the air conditioning temperature in summer.
- ○Renovate facilities (air conditioning, elevators, etc.) in a way that reduces CO_2 emissions.

Example of installing LEDs in Shinjuku Store (2008)

Offer an environmentally friendly lifestyle

Help to reduce the environmental load by offering environmentally friendly merchandise and lifestyles

- ○ Sale of "Clean Rose" merchandise items (88 items) and offering of lifestyles that reduce waste
  - Offer merchandise items that Takashimaya has selected with six criteria (resource-saving, energy-saving, long-term use, etc.), such as bowls using beech tree waste and towels made from natural materials, for an eco-friendly life.