

Store Details

Urban Store Group	Kanto Store Group	Regional Store Group
 <p>Sapporo PARCO 3-3 Minami-ichijo Nishi, Chuo-ku, Sapporo City, Hokkaido • Main Building: B1F-5F Opened: August 24, 1975 • New Building: B1F-5F Opened: March 31, 2005 www.parco-sapporo.com</p>	 <p>Utsunomiya PARCO 3-1-1, Baba-dori, Utsunomiya City, Tochigi • B1F-10F Opened: March 20, 1997 www.parco-utsunomiya.com</p>	 <p>Matsumoto PARCO 1-10-30 Chuo, Matsumoto City, Nagano • B1F-6F Opened: August 23, 1984 www.parco-matsumoto.com</p>
 <p>Sendai PARCO 1-2-3 Chuo, Aoba-ku, Sendai City, Miyagi • B1F-9F Opened: August 23, 2008 www.parco-sendai.com</p>	 <p>Urawa PARCO 11-1 Higashi-Takasago-cho, Urawa-ku, Saitama City, Saitama • B1F-7F Opened: October 10, 2007 www.parco-urawa.com</p>	 <p>Otsu PARCO 14-30 Uchidehama, Otsu City, Shiga • B1F-8F Opened: November 2, 1996 www.parco-otsu.com</p>
 <p>Shibuya PARCO 15-1 Udagawa-cho, Shibuya-ku, Tokyo • PART 1: B1F-9F Opened: June 14, 1973 • PART 2: B1F-6F Opened: December 5, 1975 • PART 3: B1F-8F Opened: September 10, 1981</p>	 <p>Shintokorozawa PARCO 1-2-1 Midori-cho, Tokorozawa City, Saitama • P Building: B1F-5F • L Building: B1F-4F Opened: June 23, 1983 www.parco-shintokorozawa.com</p>	 <p>Shinsaibashi PARCO 1-9-1 Shinsaibashi-suji, Chuo-ku, Osaka City, Osaka • Main Building: B1F-9F Opened: May 31, 1991 • DJE Building: B1F-4F Opened September 3, 1992 www.parco-shinsaibashi.com</p>
 <p>Ikebukuro PARCO 1-28-2 Minami-Ikebukuro, Toshima-ku, Tokyo • Main Building: B2F-8F Opened: November 23, 1969 • P PARCO: B2F-8F Opened: March 10, 1994 www.parco-ikebukuro.com</p>	 <p>Chiba PARCO 2-2-2 Chuo, Chuo-ku, Chiba City, Chiba • B1F-8F Opened: December 1, 1976 www.parco-chiba.com</p>	 <p>Oita PARCO 1-1-1 Funai-machi, Oita City, Oita • B2F-7F Opened: April 29, 1977 www.parco-oita.com</p>
 <p>Shizuoka PARCO 6-7 Koyamachi, Aoi-ku, Shizuoka City, Shizuoka • B1F-8F Opened: March 15, 2007 www.parco-shizuoka.com</p>	 <p>Hibarigaoka PARCO 1-1-1 Hibarigaoka, Nishi-Tokyo City, Tokyo • B1F-5F Opened: October 8, 1993 www.parco-hibarigaoka.com</p>	 <p>Kumamoto PARCO 5-1 Tedori-Honcho, Kumamoto City, Kumamoto • B1F-9F Opened: May 2, 1986 www.parco-kumamoto.com</p>
 <p>Nagoya PARCO 3-29-1 Sakae, Naka-ku, Nagoya City, Aichi • West Building: B1F-11F East Building: B1F-8F Opened: June 29, 1989 • South Building: B1F-10F Opened: November 6, 1998 www.parco-nagoya.com</p>	 <p>Tsudanuma PARCO 2-18-1 Maebara-Nishi, Funabashi City, Chiba • A Building: B1F-6F B Building: B1F-6F Opened: July 1, 1977 www.parco-tsudanuma.com</p>	 <p>Fukuoka PARCO (provisional name) PARCO@Millenia (provisional name) <Singapore></p>
 <p>Hiroshima PARCO 10-1 Hondori, Naka-ku, Hiroshima City, Hiroshima • Main Building: B1F-10F Opened: April 9, 1994</p>	 <p>Pedi Shiodome Tokyo Shiodome Building 1-9-1 Higashi Shinbashi Minato-ku, Tokyo • B2F/B1F/2F Opened February 16, 2005 http://www.pedi-s.com/</p>	<p>Scheduled to open in spring 2010</p>

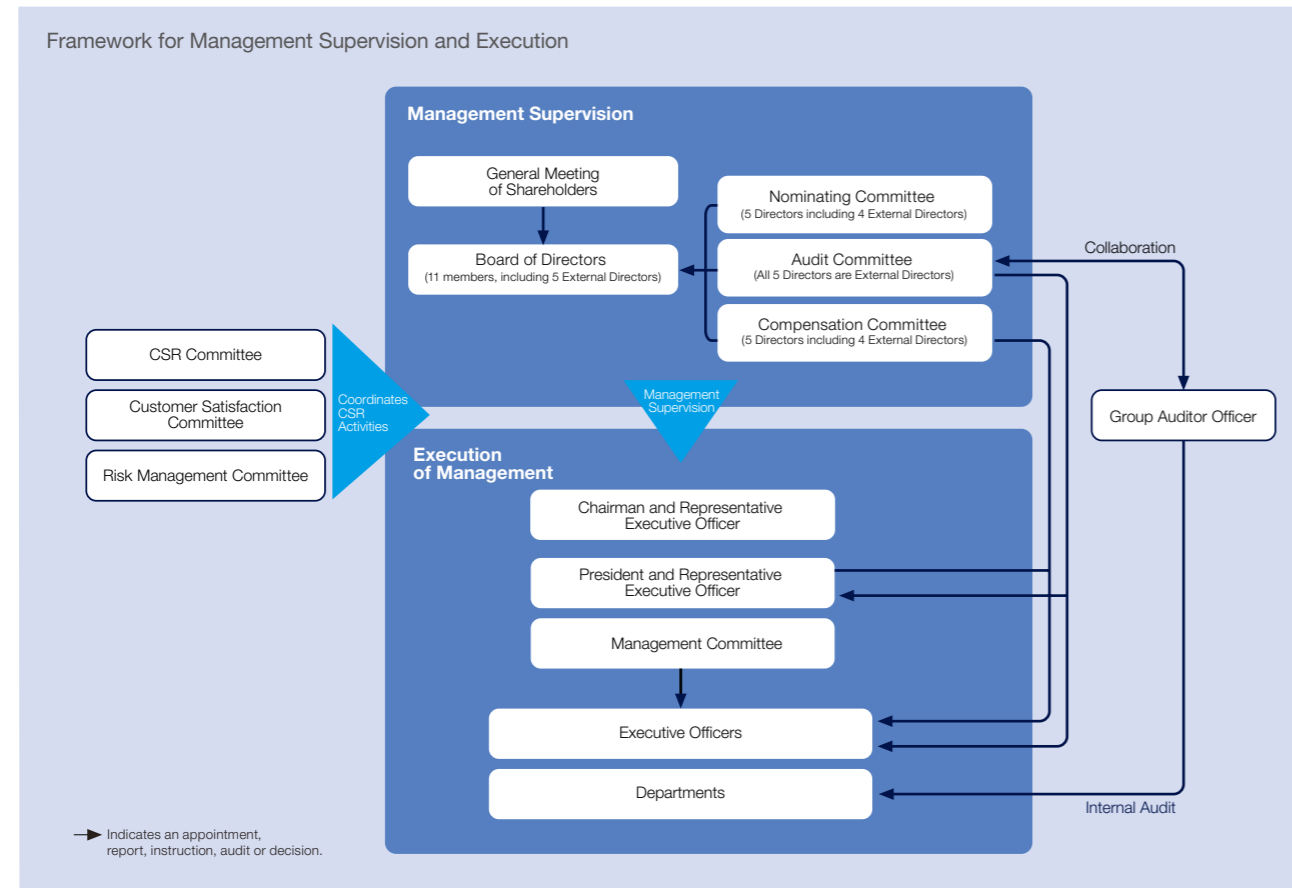
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Fundamental Policy

PARCO constantly works to strengthen its corporate governance, recognizing that to enhance its corporate value it is essential for it to protect the rights and earning of shareholders, build smooth relationships with stakeholders other than shareholders, preserve transparency in management and establish an effective management oversight structure. PARCO has adopted the "Company with Committees" system in order to

make a clear distinction between supervision and execution in management, build a highly transparent corporate governance structure, and establish the means for quick decision-making and business execution.



Roles and Performance of Board of Directors and Each Committee

Board of Directors—14 meetings held in fiscal 2008

The Board of Directors is responsible for deciding fundamental policies regarding management, and for the supervision of directors and executive officers. It comprises 11 directors, 5 of whom are external directors, and it convenes once a month, with additional irregular meetings held flexibly as necessary.

Committees

Each committee acts in its capacity to conduct management supervision and reports to the Board of Directors. The Committees' Secretariat has been established to support the activities of each committee by providing dedicated staff.

• Nominating Committee—9 meetings held in fiscal 2008

The Nominating Committee determines the content of proposals to be submitted at the General Meeting of Shareholders regarding the appointment or dismissal of directors as well as nominates candidates for representative director for the Board of Directors and executive officers, and recommends their removal. The Nominating Committee comprises 5 directors, four of whom are external directors.

• Audit Committee—13 meetings held in fiscal 2008

The Audit Committee monitors the execution of business by directors and executive officers and determines the content of proposals to be submitted at the General Meeting of Shareholders regarding the selection or dismissal of the financial auditor. This committee is composed of 5 external directors.

• Compensation Committee—8 meetings held in fiscal 2008

The Compensation Committee determines the compensation of individual directors and executive officers. There are 5 directors on the Compensation Committee, 4 of whom are external directors.

Executive Officers and the Management Committee

Executive officers execute specific operations based on the fundamental policies decided by the Board of Directors.

The Management Committee is a deliberative organ designed to facilitate decision making by the president and representative director in the execution of concrete business operations. The Management Committee is entirely made up of executive officers and directors. It is chaired by the head of the Audit Committee and meets weekly.

Group Auditor Office

The Group auditor serves under a full-time executive officer as the Company's internal auditing department. It audits the status of legal compliance, operation streamlining, and risk management of all business aspects of PARCO and the PARCO Group, based on the auditing plan. It also exchanges information with the Audit Committee and auditors of Group companies as necessary and conducts effective audits.

Committees' Secretariat

The Committees' Secretariat has been established as a unified structure independent of the business execution departments to support the operations and ensure the effectiveness of the Nominating, Audit, and Compensation committees. It handles operations related to the overall conduct of each committee, including operations related to the formulation and conduct of the annual plans for each committee, operations related to the convening of meetings, including determination and establishment of proposals, invitations and recording of minutes, as well as any work requested by committee members. The Committees' Secretariat also provides committee members (mainly external directors) with advance overviews and distribution of meeting materials in order to deepen understanding of proposals and improve the effectiveness and ensure the efficient operations of each committee.

Executive and Auditor Compensation (Fiscal 2008)

Executive Compensation (Millions of yen)	
Compensation paid to internal directors	38
Compensation paid to external directors	50
Compensation paid to executive officers	446
Total	534
Auditor Compensation (Millions of yen)	
Compensation paid based on the provisions of Article 2-1 of the Certified Public Accountants Law	47
Other compensation	7
Total	54

Internal Controls

Fundamental Policy

PARCO retains a structure to maintain the appropriateness of the operations of PARCO and the PARCO Group in terms of the effectiveness and efficiency of operations, the credibility of financial statements, compliance with laws and regulations related to business activities and the protection of assets and other areas. At the same time, PARCO works to further improve corporate value.

Compliance Structure

As part of its measures for the compliance structure, PARCO has implemented an internal awareness program that includes the formulation of the Basic Principles of Compliance and a Code of Conduct, which all employees are expected to adhere to and follow, and distribution of the PARCO Employee Handbook incorporating management principles, 10 action guidelines designed to ensure application of these principles, as well as compliance guidelines. Also, in consideration of compliancy and risk management, we have set up an internal reporting system to protect the persons providing information from any negative consequences that might arise from disclosure.

Risk Management Structure

PARCO has established a Risk Management Committee chaired by the senior executive officer of the Finance Department to provide cross-organizational monitoring of various risks, companywide response, and general control. We have also established a CSR Committee, chaired by the president and representative director, which coordinates activity with the Risk Management Committee as necessary, to control and efficiently implement risk management and other CSR activities, increasing the speed and effectiveness of conduct.

Other Initiatives

Policy Regarding Large-scale Share Purchase Officers

• Basic View

PARCO believes that the decision whether or not to accept or decline a large-scale offer to purchase shares from a particular party should be left to the judgment of shareholders. However, we also feel that appropriate and sufficient disclosure from both the party making the offer and PARCO's Board of Directors is essential to make a proper decision, and accordingly, have established rules for advance disclosure of information and other requirements. This policy was adopted upon approval by the General Meeting of Shareholders held on May 24, 2008. In principle, this policy will remain in effect until the conclusion of the General Meeting of Shareholders scheduled for May 2011.

• Establishment of Special Committee

PARCO will establish a Special Committee separate and independent from the Board of Directors in order to protect the objectivity and rationality of procedures taken in line with its rules governing large-scale share purchase offers, with committee members comprising PARCO's external directors.

If the Special Committee recommends the activation of defensive measure to the Board of Directors in order to protect the interests of all shareholders, PARCO's directors will ultimately determine whether or not defensive measures are required, giving maximum respect to the Special Committee's recommendations.

Board of Directors and Officers

(as of May 30, 2009)



Kouzou Makiyama
Member of the Board, Senior Executive Officer
General Manager of Store Operations Department

Isamu Ito
Member of the Board,
Representative Executive Officer

Hidekazu Hirano
Member of the Board,
President, Representative Executive Officer

Mototeru Fujishima
Member of the Board,
President of PARCO SPACE SYSTEMS CO., LTD.

Takeshi Yoshioka
Member of the Board, Senior Executive Officer
General Manager of Facility Administration Department/
Development Business Department

Kazumi Kojima
Member of the Board, Senior Executive Officer,
Finance Department



Atushi Toki
Member of the Board (External Director)
(Attorney, Daiichi Tokyo
Attorneys Association)



Yukako Uchinaga
Member of the Board (External Director)
(Director, Corporate Executive Vice
President, Benesse Corporation
CEO, Berlitz International, Inc.)



Tomohiro Niizato
Member of the Board (External Director)
(Formerly of Ernst & Young
ShinNihon)



Keiji Aritomi
Member of the Board (External Director)
(Director, Chairman, Yamato
Holdings Co., Ltd.)



Yasuhito Hanado
Member of the Board (External Director)
(Professor, Waseda Business
School, Waseda University)

Executive Officers



Shuji Kainaga
Executive Officer,
Group Auditor Office



Kourou Hiraide
Executive Officer,
Administration and Personnel
Department



Koichi Yamazaki
Executive Officer,
Entertainment Department



Masaaki Abe
Executive Officer,
Business Strategy Office



Makoto Murata
Executive Officer,
Development Business Department



Tatsumi Imaeda
Executive Officer,
Facility Administration Department



Yuji Hirai
Executive Officer,
Corporate Planning Office



Takashi Sensui
Executive Officer,
General Manager of Kanto Store
Group and Urawa PARCO



Hirotsugu Shibata
Executive Officer,
Store Operations Department,
General Manager of Regional Store
Group



Takashi Kashimoto
Executive Officer,
General Manager of Urban Store
Group and Nagoya PARCO
Group

Comments From External Directors

Chairman of Nominating Committee
Atushi Toki

Recently, corporate governance revisions have become a topic of enthusiastic debate. By introducing the Company with Committees system, PARCO has taken initiatives to enhance its corporate governance. However, merely setting formal requirements for a governance mechanism does not ensure its efficacy. Rather, effectiveness depends on the level of awareness of the individuals who are responsible for governance. PARCO's Board of Directors engages in vigorous debates on this topic, as do various committees, based on numerous proposals from external directors. Going forward, the Nominating Committee believes that the nomination of candidates for internal and external director is important to maintain an ongoing awareness of corporate governance at PARCO.

Chairman of Audit Committee
Tomohiro Niizato

For PARCO, which creates a world of fashion and culture, the occurrence of a scandal represents its greatest risk. As society's viewpoint becomes stricter, just one illegal act or mistake made by just one employee can damage brand value significantly. This is the importance of corporate governance, and the Audit Committee playing its role.

The Audit Committee consists of five members, all of whom are external directors. The committee meets regularly and receives reports from the Group Auditor Office, financial auditors and Group company auditors. Through reports from relevant executive officers and attendance at important meetings, the Audit Committee monitors and analyzes the status of an internal control system and monitors the execution of business by executive officers from the perspectives of management efficiency and legality.

Chairwoman of Compensation Committee
Yukako Uchinaga

As the operating environment becomes increasingly challenging, corporate governance plays an extremely important role in realizing highly transparent management and the quick execution of business. The election of external directors is an important aspect of strengthening PARCO's organization through the Company with Committees system.

One aspect of this system is the Compensation Committee, which comprises five members, four of whom are external directors. This composition removes arbitrary elements from the process that determines executive compensation. The establishment of objectives and the degree of their achievement is confirmed by all directors and decided by the Compensation Committee, resulting in a truly transparent and highly impartial system. Similarly, the Nominating and Audit Committee regularly engage in objectively based discussions adequate for a management supervision structure that we believe contributes to improved corporate value.

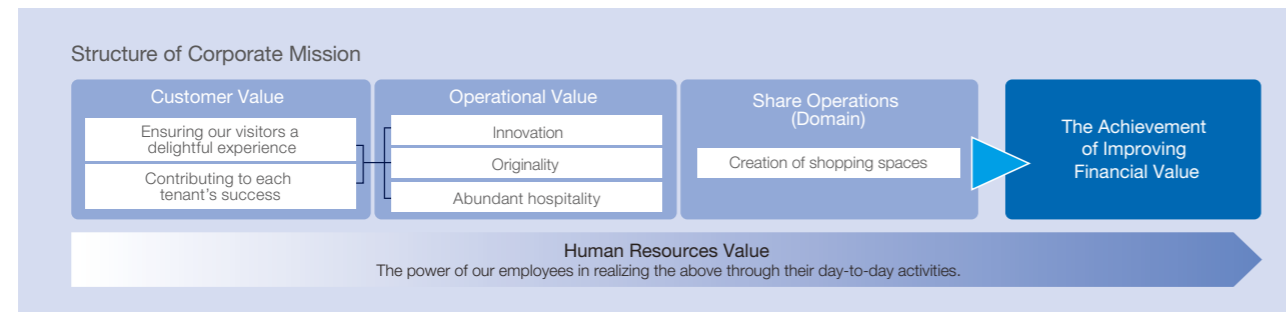
Corporate Social Responsibility

Fundamental Policy

PARCO formulated its Corporate Mission, "Creating futuristic, innovative spaces that brim with hospitality, providing an enjoyable experience for customers visiting our stores, and helping our tenants prosper," in 1999. This idea was then organized into a mission structure and circulated throughout the Company. PARCO's CSR program, based on this philosophy, is the embodiment of its Corporate Mission.

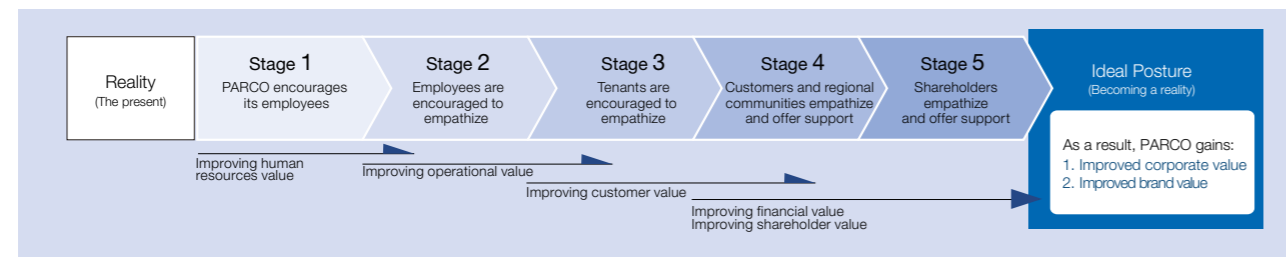
PARCO considers its CSR initiatives to be "measures taken in the course of business to gain the trust and satisfaction of stakeholders,

and enhance corporate value." We believe that such measures, taken by all employees in all departments in the course of their duties, will lead to the sustained growth of PARCO. The Company defines a stakeholder in an original way. Stakeholders are not only the "customers" and "tenants" described in our Corporate Mission, but also anyone in any of the following seven categories: employees (shareholders) and investors; members of the local community and society (trading partners) landowners and leaseholders; contract business partners; and affiliated companies.



Process for Enhancing PARCO's Corporate Value

PARCO defines CSR measures as activities conducted in the course of our business activities. We employ the unique process outlined below to enhance corporate value by gaining empathy and support from stakeholders.



CSR Management Structure

CSR Committee

The CSR Committee, chaired by the president and representative director, plans and implements the CSR activities of the PARCO Group and, in cooperation with Customer Satisfaction Committee and Risk Management Committee, coordinates CSR activities across PARCO's business departments.

Customer Satisfaction Committee

The Head Office Customer Satisfaction Committee and store customer satisfaction committees, chaired the General Manager of the Store Operations Department cooperate to ensure that PARCO customers are able to shop with ease and convenience, to create an environment in which tenant staff are able to work comfortably and to improve service by incorporating feedback from customers and tenants.

Risk Management Committee

In accordance with risk management policies, the committee, chaired by the Head of the Finance Department, works to eliminate risks incurred in the course of corporate activities, assesses risks and develops countermeasures, and conducts internal awareness programs. It is also working to put in place an internal, cross-sectional control structure able to quickly respond to actual risks as they occur, including establishing a response headquarters for times of emergency and conducting information management.

Future Measures

PARCO will instill the idea of raising corporate value throughout the Group. We will use groupwide CSR measures to enlist all employees to work toward achieving CSR goals. In this way, we will develop a mechanism to raise the level of CSR activity, through the conduct of business and the achievement of our goals. We will also utilize Mission Cascade* introduced in 2002, to build a structure to encourage the PDCA (plan-do-check-action) cycle in the course of the conduct of business.

* Mission Cascade: A system in which the president establishes a groupwide mission, and executive officers and managers make mission commitments for their respective areas of responsibility. The Board of Directors reviews the progress of each mission on a quarterly basis.

CSR Activities in Fiscal 2008

Employee Work/Life Balance Support System

PARCO offers support centered on child care and nursing in an attempt to provide its employees with a fulfilling work/life balance. Child-care leave is granted to full-time employees until the 10th of the April following their child's first birthday. Shortened working hours are available for employees caring for children up to kindergarten age, and maternity/paternity and infant nursing leave are available after the first year of full-time employment. PARCO has also introduced systems for the reinstatement of paid holidays lost as a result of child care or nursing, for the choice of work area and for the re-hiring of former employees. As a result, during the year, nine women and two men took advantage of child-care leave, compared to four employees in the two preceding years. PARCO is also working to introduce half-day paid holidays and payment of return-trip expenses for employees on assignment to provide more fulfilling home and work lives for its employees. Furthermore, PARCO created an action plan for the establishment of employment conditions that was certified as conforming to standards for general employers in accordance with the Aug. 2007 Law for Promoting Measures to Support the Development of the Next Generation.



Kurumin Certification Mark

A certification from the Ministry of Health, Labor and Welfare that certifies a company has formulated and implemented an action plan to support childrearing, and the achievements meet certain standards.

Creating a Comfortable Work Environment

PARCO has established the Head Office Customer Satisfaction (CS) Committee and each store's CS committee to create comfortable commercial spaces. As well as improving the environment and services for customers, we are creating a comfortable environment for tenants and our employees. Improvements were made to employee relaxation areas, based on the thinking that making these areas comfortable is not only important but will also improve interaction with customers.



Parco Women's Network

The Parco Women's Network (PWN) project was established in November 2005 to enhance the motivation of female employees and help them work on the front lines. The project incorporates a range of viewpoints, considering measures to raise the consciousness of all employees, regardless of gender or title, as well as recommendations relating to key issues for career advancement of female employees. Utilizing and developing women means to utilize and develop diverse human resources (the concept of diversity), and the fact that the very promotion of diversity is the key for companies to overcome an ever-changing environment and grow is commonly understood in society today. The PWN is working to play a role in creating a workplace environment and raising consciousness toward promotion of diversity. In addition to holding regular monthly meetings, in fiscal year 2008, we established four subcommittees, the Working Mother's Group, the Women's Management Group, the Young Female Employees Group and the Next Generation Women's Employee Group,



and a meeting of all female employees was held in November 2008. We are involved in resolving issues identified in activity reports through the exchange of ideas with executive officers and Group representatives.

Environmental Measures

The PARCO Group makes an effort to reduce CO² in accordance with environmental regulations beginning with cooperation with its tenant companies. In particular, PARCO is involved in upgrading its facilities with energy-conserving equipment, promoting recycling and curtailing waste creation. Going forward, PARCO will promote measures to prevent global warming. While observing enhanced environmental laws and regulations, we will ensure safety and peace of mind in our shopping complexes by continuing to invest in barrier-free, amenity and earthquake reinforcement-related facilities.

1. Environmental Investment

We have aggressively introduced energy-saving equipment, including air-conditioning and lighting equipment, which use the majority of electrical power consumed in our shopping complexes. Going forward we will expand usage of LED lighting to more shopping complexes and introduce the Building Energy Management System (BEMS) for controlling air conditioning and lighting with sensors as we continue to examine energy alternatives, primarily for new shopping complexes.

2. Waste Reduction and Recycling

We promote the separation of mixed paper and the recycling of garbage at all locations. Our response is further enhanced through the use of specialized garbage separating personnel.

3. The Observation of Environmental Laws and Regulations

By remaining aware of monthly energy use at all operating facilities (stores and offices), we promote the efficient management of our energy-saving efforts as we endeavor to achieve the targets established in the related regulations. All legal and regulatory notifications are promptly and strictly followed.

Tour of the Premises

Each PARCO store accepts study tours of middle and high school students that give a behind-the-scenes look at our commercial complexes, including stores, backyards, and disaster prevention centers. We explain the overall processes and other aspects of shopping center operations while the students observe the different areas of a store.



Group Company (NEUVE A CO., LTD.) Activities

TiC TAC "Waste of a Good Watch Exchange" MOTTAINAI Campaign

Customers can exchange old wristwatches for a ¥2,000 coupon, and used wristwatches are sold at the MOTTAINAI Flea Market in conjunction with the MOTTAINAI Campaign. Proceeds go toward afforestation activities. Wristwatches that cannot be re-used have their batteries removed, and watch parts are separated into burnable and non-burnable elements for processing. Silver-oxide batteries containing recyclable silver and harmful mercury are processed by the Battery Association of Japan before the silver is recycled.



Company Profile

(As of February 28, 2009)

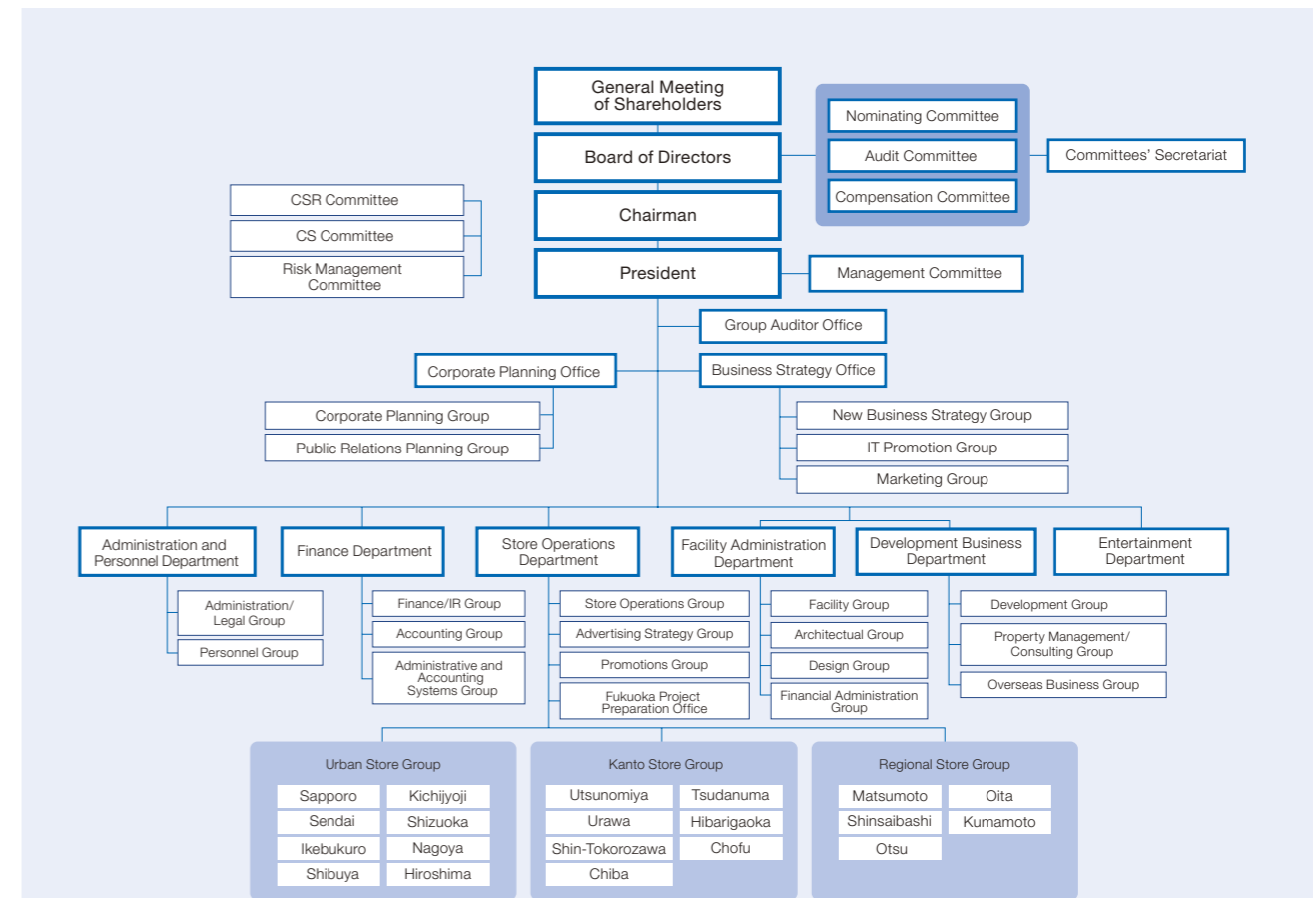
Company Name PARCO CO., LTD.
 Headquarters 1-28-2 Minami-Ikebukuro, Toshima-ku, Tokyo
 Head Office Shibuya First Place Bldg. 8-16 Shinsen-cho, Shibuya-ku, Tokyo 150-0045, Japan
 Founded February 13, 1953
 Paid-in Capital ¥26,867 million

Employees 536 (male 311; female 225)
 Consolidated employees: 2,029
 Sales ¥282.5 billion (fiscal 2008)
 Sales Floor Area 447,500m²
 Tenants 3,087

Corporate History

- 1953 Feb. Established Ikebukuro Station Building Co., Ltd.
- 1954 Oct. With the capital participation of Marubutsu Co., Ltd., the Company shifted operations from the management of the Ikebukuro Station Building to the operation of department stores
- 1957 May. Changed company name to Tokyo Marubutsu Co., Ltd.
 Dec. Started operation of department store under the name Tokyo Marubutsu
- 1963 Jul. Tokyo Marubutsu Co., Ltd. became registered stock with the Osaka Securities Dealers Association
- 1969 Jun. Tokyo Marubutsu closed; commenced preparations for the establishment of the PARCO store
 Nov. Opened Ikebukuro PARCO
- 1970 Apr. Changed company name to PARCO CO., LTD.
- 1973 Jun. Opened Shibuya PARCO
 Opened Seibu Theater (later renamed PARCO Theater)
- 1975 Aug. Opened Sapporo PARCO
 Dec. Opened Shibuya PARCO PART 2
- 1976 Dec. Opened Chiba PARCO
- 1977 Apr. Opened Oita PARCO
 Jul. Opened Tsudanuma PARCO
- 1980 Sept. Opened Kichijoji PARCO
- 1981 Sept. Opened Shibuya PARCO PART 3
- 1983 Jun. Opened Shin-Tokorozawa PARCO
- 1984 Aug. Opened Matsumoto PARCO
- 1986 May. Opened Kumamoto PARCO
- 1987 Jan. Stock listed on the Second Section of the Tokyo Stock Exchange
- 1988 Jun. Opened Shibuya QUATTRO by PARCO (later renamed PARCO QUATTRO)
 Aug. Stock listed on the First Section of the Tokyo Stock Exchange
 Sept. Established PARCO PROMOTION CO., LTD.
- 1989 Apr. Launched PEC Card
 May. Opened Chofu PARCO
 Jun. Opened Nagoya PARCO
- 1991 May. Opened Shinsaibashi PARCO
 Sept. Acquired stake in SEIDENKO CO., LTD.
 Nov. Established PARCO (Singapore) Pte Ltd
- 1992 Sept. Opened Shinsaibashi PARCO 2 (DUE)
- 1993 Oct. Opened Hibarigaoka PARCO
- 1994 Mar. Opened Ikebukuro P'PARCO
 Apr. Opened Hiroshima PARCO
- 1996 Apr. Expanded floor space of Matsumoto PARCO
 Nov. Opened Otsu PARCO
- 1997 Mar. Opened Utsunomiya PARCO
- 1998 Nov. Opened Nagoya PARCO South Building
- 2000 Mar. Established PARCO-CITY CO., LTD.
 Sept. Merged SEIDENKO CO., LTD. and PARCO PROMOTION CO., LTD.; adopted new corporate name of PARCO SPACE SYSTEMS CO., LTD.
- 2001 Jun. NEUVE A CO., LTD. started operations
 Sept. Opened Hiroshima PARCO Annex
- 2002 Apr. Opened Shibuya ZERO GATE
- 2003 May. Adopted "Company with Committees System" under the revised Japanese Commercial Code
- 2005 Feb. Opened Peda Shiodome
 Mar. Opened Sapporo PARCO Annex
- 2006 Mar. Credit card PEC Card renamed as PARCO Card
- 2007 Mar. "Le Theatre GINZA by PARCO" theater started operations
 Mar. Opened Shizuoka PARCO
 Oct. Opened Urawa PARCO
- 2008 Aug. Opened Sendai PARCO

Organization Chart



Compact Headquarters Organizational Structure

Our business execution structure is based on a clear order and instruction system that positions all headquarters divisions and offices as reporting directly to the president.

Business Strategy Office Established

The Business Strategy Office promotes new growth through the design and construction of business strategy, the strategic use of IT, and strengthening of the marketing function—the embodiment of PARCO's policy of corporate value.

Store Operations Department

Along with the unification of existing store management, the strengthening of our marketing capabilities and the improvement of management efficiency, we adjusted our management structure and carried out other business activities focused on the spring 2010 grand opening of Fukuoka PARCO.

Development Business Department

Reorganizing the Store Planning and Development Department's functions and unifying the management of information related to facilities development, PARCO is aggressively engaged in external properties where its expertise can be put to practical use.

Facility Administration Department

PARCO has integrated its custodial and construction design functions, centralizing all building management operations. In addition, PARCO has unified the management of all orders related to building equipment, construction work, and contractor policies, to realize investment efficiency and to construct a safe and efficient structure to address environmental problems.

Personnel Department

To improve administrative efficiency in management departments, the Administration and Personnel functions were integrated. The Legal and Education/Knowledge functions contribute to this effort.

Finance Department

This department is responsible for the procurement and use of funds, collection, and analysis of information including the execution of IR activities, the creation of a financial report of an accurate accounting system and budget regulation. The Finance Department is also responsible for unification and leadership in store management operations and disbursement activities. Furthermore, as J-SOX activities moved into the operations phase during the year, the department began responding in its supervisory role.

Share Information

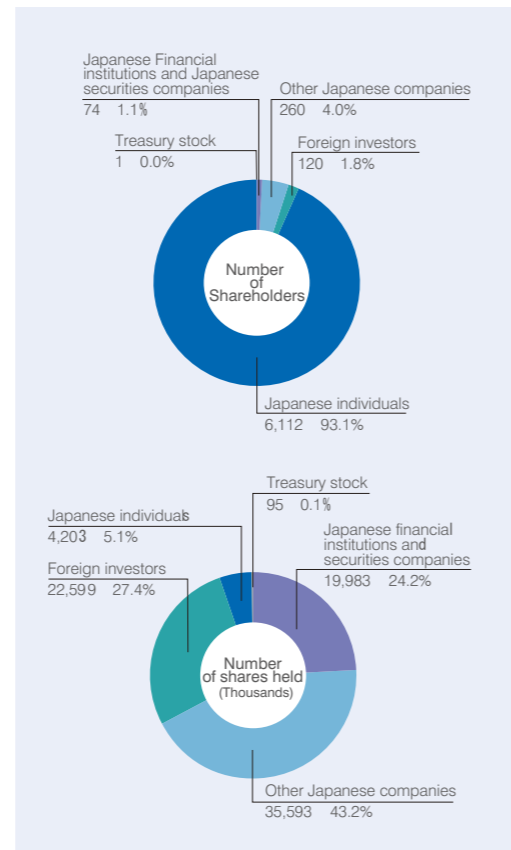
(As of February 28, 2009)

Number of Shares Authorized 320,000,000
 Number of Shares Issued and Outstanding 82,475,677
 Number of Shareholders 6,567

Principal Shareholders

Name	Number of shares held (Thousands)	Shareholding (%)
Mori Trust Co., Ltd.	27,400	33.26
Credit Saison Co., Ltd.	6,836	8.30
CBNY-THIRD AVENUE SMALL-CAP VALUE FUND	5,390	6.54
The Master Trust Bank of Japan, Ltd. (Trust account)	4,439	5.39
Japan Trustee Services Bank, Ltd. (Trust account)	3,917	4.76
STATE STREET BANK AND TRUST COMPANY	3,707	4.50
CBNY-THIRD AVE TR-THIRD AVE REAL ESTATE VALUE FUND SERIES	2,656	3.22
Japan Trustee Services Bank, Ltd. (Trust account 4G)	2,458	2.98
JUNIPER	1,904	2.31
BNP PARIBAS SEC SVC LONDON/JAS/ABERDEEN INVESTMENT FUNDS ICVC/AGENCY LENDING	1,833	2.23

1. The above table lists the 10 principal shareholders, including one shareholder that owns more than 10% of the number of shares issued and outstanding.
2. The voting share ratio was calculated after subtraction of treasury stock (95,687 shares).



Stock Performance

