J. Front Retailing

Social issues we consider important

Concerns about the future accompanying changes in social structure

Diversified lifestyles Diversified means of seeking enjoyment

Generation of footfall in the area

Work style reform Diversity

Safety and security



Basic Mission Statement

We aim at providing high quality products and services that meet the changing times and satisfying customers beyond their expectations.

We aim at developing the Group by contributing to society at large as a fair and reliable corporation.

Group Vision

"Create and Bring to Life 'New Happiness.'"

Business model

Financial capital

Creation of cash flow
Sustainable growth of ROE
Building of sound financial base

Intellectual capital

·Enhancement of store branding ability
·Sophistication of sales floor configuration / curation expertise
·Improvement of space designing ability

Manufactured capital

·Production of commercial space ·Expansion of store / real estate management area ·Expansion of e-commerce

Output / Outcome (6 capitals)

Social and relationship capital

·Expansion of customer base
·Advancement of urban development, co-creation with communities
·Promotion of dialogue with stakeholders

Human capital

Sophistication of HR development and securing of HRs
 Optimization of HR allocation by introducing ICT
 Diversity, promotion of recruitment of external HRs

Natural capital

·Promotion of energy saving ·Reduction of packaging materials ·Reduction of waste

Circuit of capital

Social value

Economic value



Circuit of capital

Customers

Provide genuine satisfaction captivating customers by offering new values.

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Shareholders

Increase corporate value over the long term through highly profitable and highly efficient management.

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Business partners

Build the relations of trust by working hard together and aim to grow together.



Employees

Realize workplaces in which employees' performance and contribution are fairly evaluated and they can realize their exhibition of ability and growth and have job satisfaction.

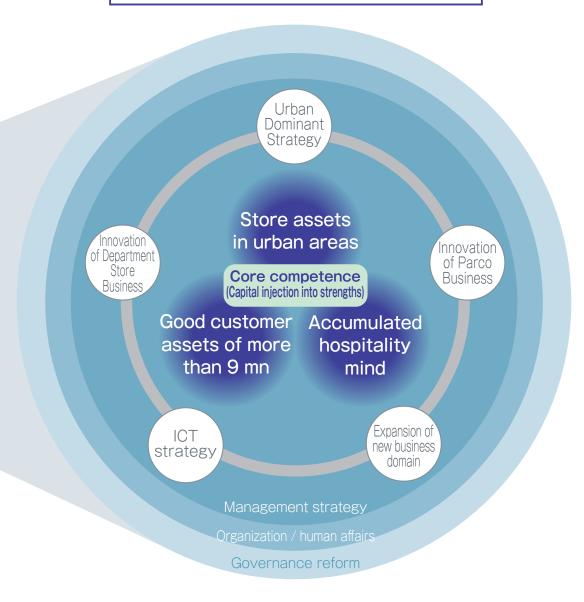


Communities

Contribute to community development and promote environment-friendly business activities as a good corporate citizen.

Value Creation Process

"Multi Service Retailer" beyond the framework of retailing



Under the Basic Mission Statement and the Group Vision, J. Front Retailing is committed to creating affluent lifestyles with its stakeholders by providing high quality products and services that meet the changing times.

The business activity of J. Front Retailing is to continually create affluent markets, which grow with local communities, which is led by department stores and Parco. It is nothing less than to create, as a public entity of society, new values

with which its various stakeholders empathize.

Circulating the Group's business model and creating new values using the six capitals of J. Front Retailing effectively and efficiently are the process to create the brand value of J. Front Retailing, which will result in the creation of new values with which society empathizes.

Through this initiative, we will contribute to society at large as well as aiming at developing the Group.