

### **OUR VALUES**

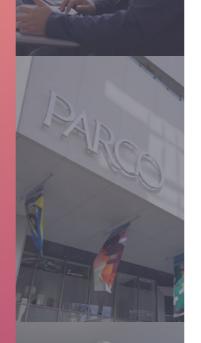
Service before Profit – This phrase is passage from "Of Honor and Disgrace" written by Xunzi, a Chinese thinker in the Zhanguo period, "Those who give priority to service over profit will prosper." The most important thing is to approach things with sincerity and good faith. "Do not sell any products that are of no benefit to customers." "Do not rank customers." "Honesty and loving-kindness come first." "An unfaithful person is useless regardless of how gifted he/she may be." Thus Daimaru has told its employees to keep a humble attitude to serve customers. At Matsuzakaya, the spirit of "Abjure All Evil and Practice All Good" has been valued. They can be modernized as "Customer-first principle" and "Contribution to society." Thinking of stakeholders thoroughly and acting accordingly will lead to business growth.

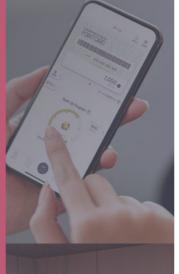
With increasingly diversified lifestyles, customer needs are seen not just on festive occasions but also widely in daily life. Many restrictions including voluntary ban on leaving home and restrictions on travel were placed due to the recent spread of COVID-19 and people were forced to live with concerns and frustrations they had never experienced before. This is one of symbolic events.

By relieving customers of "concerns" and "frustrations" in daily life so that they can live more conveniently and more comfortably, we hope many customers will be able to spare more time for festive occasions. We think that is the social role we will have to fill, that is to say, the cause.

Another recent big trend is heightened awareness of social contribution as well as a shift to consumption of intangible goods due to diversified means of seeking enjoyment. The Group has to be able to propose something more enjoyable and more exciting in response to such diversification of the means of seeking enjoyment.

We believe "Creating Shared Value (CSV)" to solve social issues through business activities is nothing less than practicing the Group's Corporate Credo simply and honestly.





Corporate Credo

### **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."

### JFR WAY

Ideas we value to realize the Vision

# Service before Profit Abjure All Evil and Practice All Good

### Create the Future!

Create amazing and pleasing new things of which society and consumers are not yet aware.

### Try without fear of failure!

Act without fear of result. And learn from what we tried together.

### Introduce new ideas!

Do not look inward but expand your ideas by contacting people, tangible goods, and intangible goods in the outside world.

### Act for yourself!

Do not wait to be told but think and act for yourself. And carry through to the end with enthusiasm.

### Be sensible and honest!

Act according to common sense as a member of society. Be always honest and sincere.