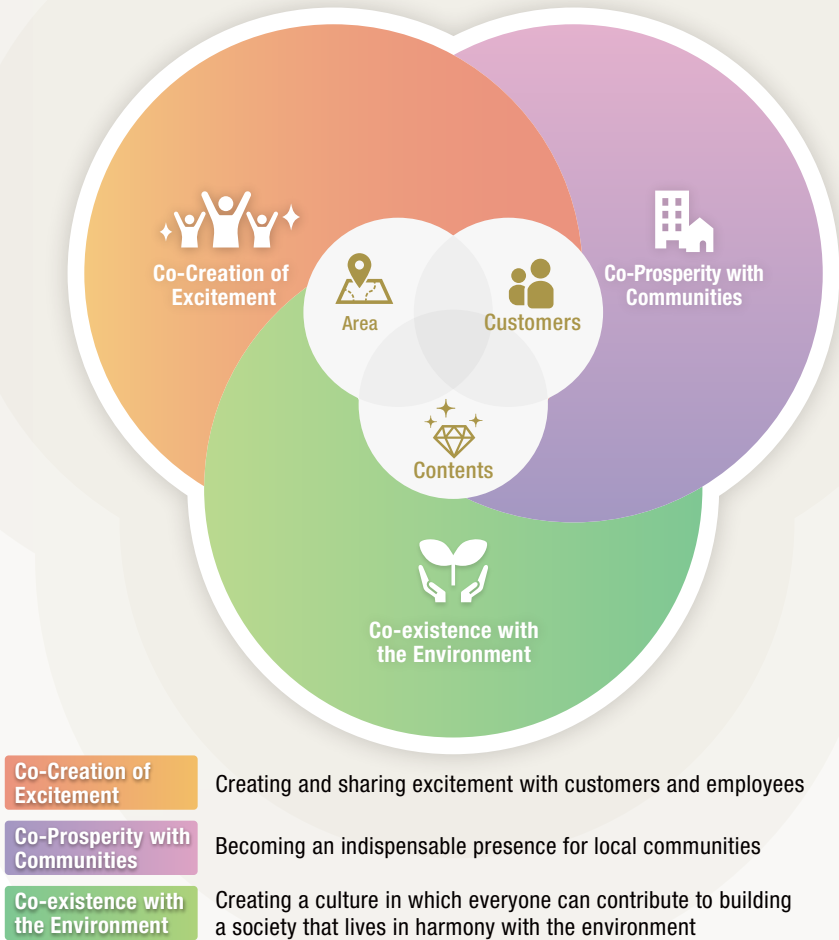


# Three Values

Our Group Vision is “Create and Bring to Life ‘New Happiness.’” In order to achieve this vision, the company is promoting corporate activities based on “sustainable management,” which aims to address environmental and social issues and find solutions for them through our business. Moreover, the Company recognizes that its strengths include our excellent customer base and store real estate, primarily in major cities across Japan, the connections and trust we have with our stakeholders, and the capabilities of creation and management of commercial spaces/experiences and overall discernment we have cultivated through our department stores, PARCO business, and other activities.

In defining our management approach going forward, the Company has drawn up “Vision 2030” based on these strengths and changes in the business environment that we consider important. We intend to evolve into a “Value Co-creation Retailer Group” that continues to provide three values: “Co-creation of Excitement,” “Co-prosperity with Communities,” and “Co-existence with the Environment.”



## 3 Values



Co-Creation of  
Excitement

Japan has entered a period of declining population. The maturation of society also means the end of mass production and mass consumption. Our lives have become richer due to an abundance of information and goods and their constant updates. On the other hand, the diversification of values, tastes and lifestyles has led to a marked increase in market segmentation. One characteristics of this is that “fans” have emerged as a driving force for consumption in various genres. The important thing is to create a system that will allow us to connect more with our customers, share processes and experiences with them, and raise the passion in their hearts, in other words, to create something that will excite them. We aim to be a company that creates and shares excitement with our customers and employees.



Co-Prosperity  
with  
Communities

Cities are an ecosystem. Businesses and functions expand in layers in the area, and people gather there. Each influences and stimulates the other, bringing life to the area. Our core business is rooted in community-based retail. We value our connections and networks with the local community, and our aim of prospering together is the foundation of our business. On the other hand, a problem that retail businesses are prone to is homogenization. In other words, locality may become a keyword for creating strengths in the future. In particular, we are focusing on the areas we have identified as our seven key cities. It is fair to say that there is nothing but potential there. We aim to be a company that is indispensable to the local community.



Co-existence  
with the  
Environment

Extreme weather events occur not only in Japan, but also around the world every year. What was once considered an “abnormality” is now becoming the “new normal”. Given that our core business is retail, the things we can do to address environmental issues may be limited. However, we also are characterized by having connections with many customers and suppliers in our supply chain. By making use of these connections, we can work on or tackle many things together. Climate change is an issue that must be made a “personal matter” for society as a whole. We aim to be a company that engages in business directly linked to environmental issues.