

Waiting will not recover anything. We will never miss this opportunity to change.

# Integrated Report 2021 | CONTENTS

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### Editorial policy:

J. Front Retailing Group (the “Group”) issued this integrated report in order to provide a deeper understanding of what actions it takes to change its business portfolio for sustainable growth of corporate value. The report explains at the beginning the values, vision, value creation process and business model of J. Front Retailing (the “Company”) and it contains non-financial information including the Group’s involvement in society and the environment through business activities and governance system that helps enhance corporate value in addition to financial information based on specific management strategy. We have referred to the “International Integrated Reporting Framework” established by the International Integrated Reporting Council (IIRC) and the “Guidance for Collaborative Value Creation” established by the Ministry of Economy, Trade and Industry to create this report.

### Timeframe:

This report mainly reviews the fiscal year 2020 (March 1, 2020 through February 28, 2021) but it also contains the latest information available at the time of issue to the extent possible.

### Scope:

J. Front Retailing Co., Ltd. and its consolidated subsidiaries

### Cautionary statement regarding forward-looking statements:

Forward-looking statements in this integrated report represent our assumptions based on information currently available to us and inherently involve potential risks, uncertainties and other factors. Therefore, actual results may differ materially from the results anticipated herein due to changes in various factors.

