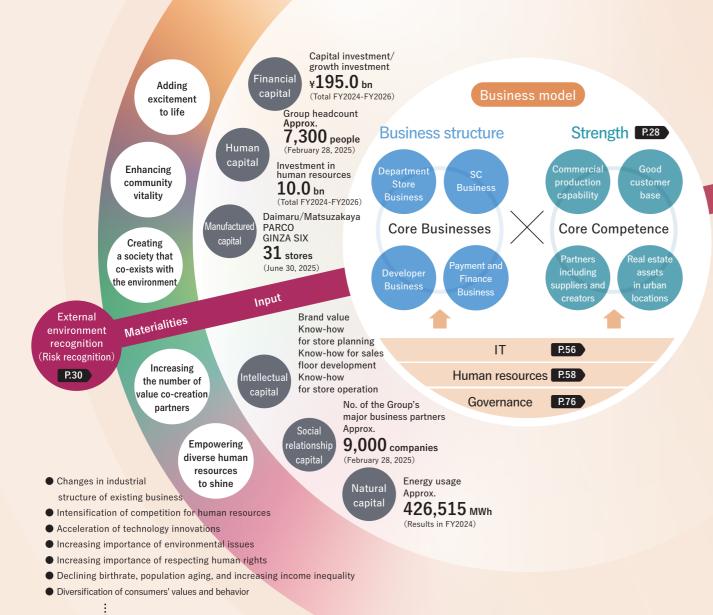
Under the Basic Mission Statement and the Group Vision, J. Front Retailing, together with stakeholders, is committed to creating high quality, fresh, hospitable, and fulfilling lifestyles adapted to the changing times.

The business activity of J. Front Retailing is to constantly seek to create rich markets that grow with local communities, which is led by the Department Store and Parco.

It is nothing less than to create, as a public entity of society, new value that resonates with various stakeholders.

Circulating the Group's business model and creating new value 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 value that resonates with society.

Through this initiative, we will aim to realize CSV management that achieves social value and economic value at the same time, contribute to society at large, and develop the Group.



Customers We will contribute to the creation of communities where people can feel connected to others and society by providing customers with spiring and enriching Shareholders lifestyles and investors We will strive to enhance corporate value over the long term through the practice of highly profitable and efficient management **Business** Quality products partners and services We aim to grow together by building partnerships based on mutual trust and -creating new value **Exciting content** Well-Being **Employees** We will realize a rewarding 10% workplace by creating an Medium- to environment in which each and long-term target very employee can demonstrate Create and his or her abilities and individuality and feel a Bustle of ense of growth **Bring to Life** Ratio of women local areas management n Communities positions New Happiness. 40% Deepening retail Output Local Strategies and long-term KPIs P.40 community We will contribute to the sustainable development of local communities by promoting business activities that Revitalization of enhance the liveliness of cities Scope 1 and 2 and the attractiveness local communities GHG emissions Co-existence Evolving Down **73**% synergies Global P.52 environment We will pass on Circular better global environment business to future generations with through environmentally conscious business activities. the Environment Reduction of GHG emissions From September 25 to 27 in 2015, which is a milestone year of the development agenda, the United Nations Sustainable Development Summit was held at the United

Nations Headquarters in New York, and with the

participation of more than 150 leaders of member states,

the "Transforming our world: the 2030 Agenda for Sustainable Development" was adopted as its outcome

document. We have implemented CSR systems using

25

ISO 26000 as their guidelines to create shared value.

24