

To Become a Company That Allows All Employees to Show Their Abilities

The Group aims to create an environment that can realize the Well-Being Life of all employees. In order to realize that, we promote diversity & inclusion, which allow individual employees to show diverse abilities using their attributes (age, gender, etc.) and skills (career, education, etc.).

Evolution of Materiality Issues

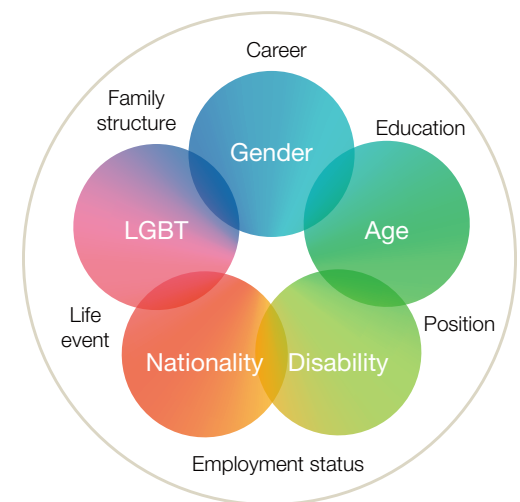
The Group aims to become a company in which diverse human resources show their abilities and perform well by respecting each other's diversity and accepting each other's individuality. Based on such recognition, we evolved the "promotion of diversity," which had been one of our materiality issues, into the "promotion of diversity & inclusion" in 2021.

Going forward, the Group will aim that diverse human resources will cooperate while discussing to connect their abilities and individualities and make them work (inclusion). To this end, we will promote diversity & inclusion by creating a corporate culture that allows all employees to work in ways they like and strengthening systems and education so that individual employees can show their abilities and individualities.

Diversity & Inclusion That Lead to Innovation

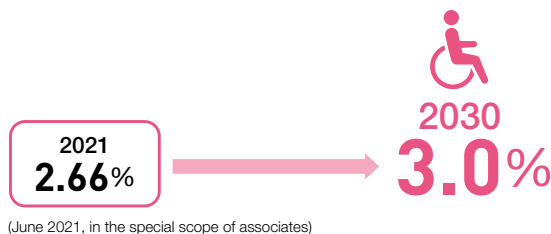
The Group will strive to promote diversity & inclusion for the creation of innovation and business growth.

The Group's employees have diverse attributes (age, gender, etc.) and skills (career, education, etc.). These diverse human resources who have different abilities and individualities get together like mosaic to cooperate and bounce ideas off each other. Thereby ideas will evolve, which will lead to the creation of innovation. And by connecting diverse human resources who have diverse abilities so that they can enhance each other, we will be able to meet the needs of diverse customers, which will lead to business growth.



Create a Work Environment in Which We Work with Disabled People

Employment rate of the disabled



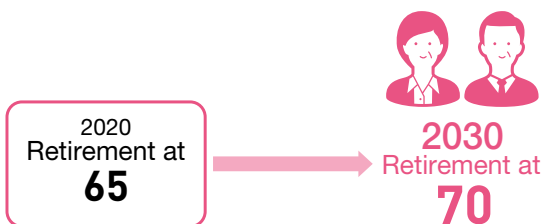
The Group recognizes that the employment of disabled people is a corporate social responsibility and its operating companies promote hiring and the creation of a work environment.

In 2017, we established JFR Create Co., Ltd. in 2017 and it was certified as a special subsidiary company by the Health, Labor and Welfare Ministry. The company

was recognized for enabling the work styles that consider individual situations and certified as a Company Empowering People with Disabilities in 2019.

In 2020, operating companies in the Group jointly conducted job interviews with disabled people and hired some of them.

Promotion of the Elderly Empowerment



J. Front Retailing, Daimaru Matsuzakaya Department Stores, JFR Card, Daimaru Kogyo and JFR Information Center extended the retirement age to 65 in March 2020. Other operating companies also consider extending the retirement age to 65. We aim to extend the retirement age to 70 by 2030 to use the skills and expertise of

experienced older employees to increase productivity and added value.