

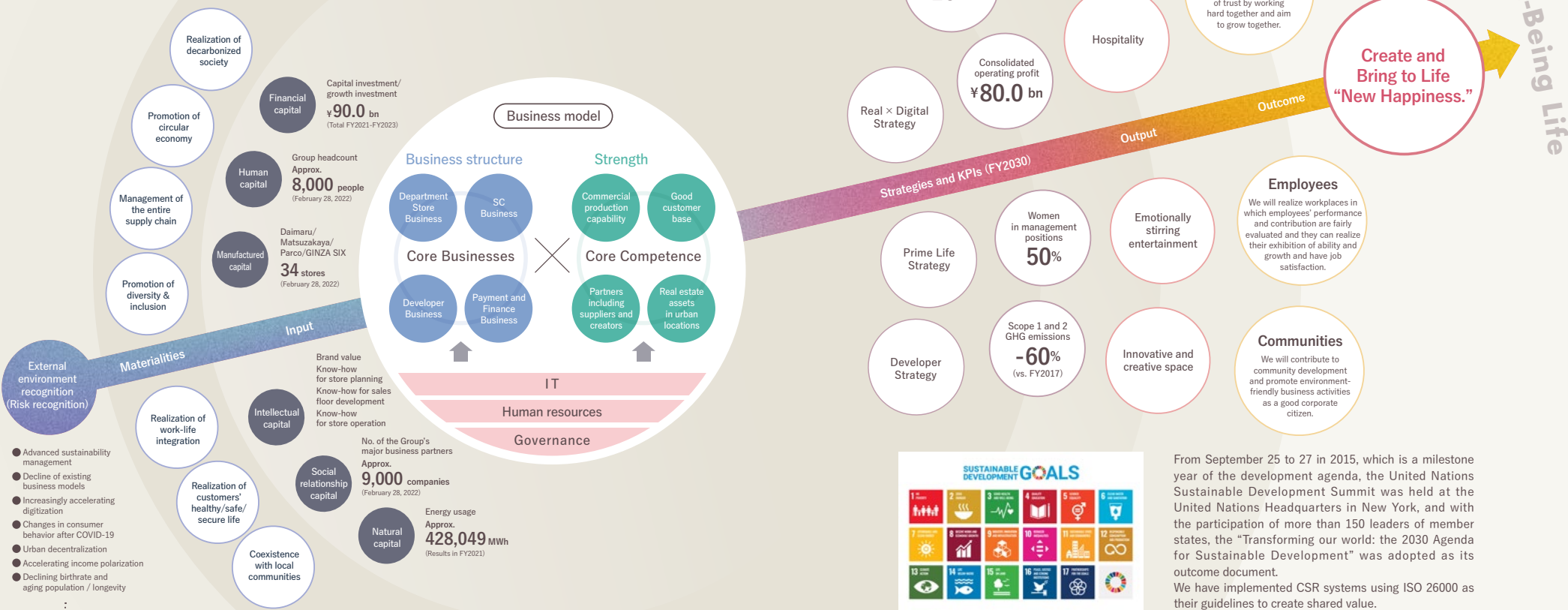
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# J. Front Retailing Value Creation Process

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 life 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 Daimaru Matsuzakaya Department Stores and Parco. It is nothing less than to create, as a public entity of society, new value with which its various stakeholders emphasize.

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 with which society emphasizes. 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.



- Advanced sustainability management
- Decline of existing business models
- Increasingly accelerating digitization
- Changes in consumer behavior after COVID-19
- Urban decentralization
- Accelerating income polarization
- Declining birthrate and aging population / longevity