

# Value Creation Business Model

The social situation surrounding retail businesses is at a major turning point. Drastic changes in the social structure and demographics and rapid advances in technology have diversified the environment of consumers. Against this backdrop, the Group continues its business activities centering on brick-and-mortar stores toward the sustainable growth of society and itself while supporting local communities and consumers as a community-based

company. While leveraging our strengths, we make ongoing efforts to resolve social issues and meet consumer needs in collaboration with various stakeholders. In the future, we are determined to further enhance our social and economic value as a retail group and contribute to the realization of a sustainable society.

