

## Developing Independent Professionals Who Can Adapt to Changes

With the belief that people grow by getting their jobs done and continuing these efforts to build their career, J. Front Retailing develops human resources based on the following four pillars.

### 1 Feedback to enhance self-awareness

We have in place systems to provide feedback to each employee including multifaceted observation of behavior traits from the viewpoints of colleagues and milestone interviews to exchange views between the company and individual employees at their milestone ages. In addition, we give 30-, 40- and 50-year-old employees "career development training" to help them become aware of their own careers and make a career building plan.

### 2 Establishment of learning systems

We improve the menu of Career Support College (in-house self-development school) based on the concept of career independence that we should develop our careers on our own, while clarifying the knowledge and skills required for each position and providing trainings to help employees fulfill their roles. The attendance histories of employees are registered in the personnel information system and respected as an indication of their intentions and motivations.

### 3 Development through jobs and roles

We enhance assessment tools to know the abilities and aptitudes of individual employees. Respecting their will and motivation, we assign them to the best positions to demonstrate their abilities. To this end, we improve various assessment tools after defining career concept and job requirements and develop people by putting the right person in the right place. We also improve the systems to fulfill the intentions of employees, including the online self-application system.

### 4 Human resource development through organization management

We systematically provide the management knowledge required by the Group to enhance the functions of OJT (On the Job Training) and steadily carry out RPDC (research-plan-do-check) activities in office organization to give subordinates roles and tasks and follow up their progress and evaluate and feedback their results.

### Three-year training program for new employees

We position the first three years after new employees join the company as a period to make them socially acceptable. OJT in stores, group training and feedback are combined to build a foundation of members of society. Their progress of acquiring knowledge and aptitude are shared between companies and individual employees through regular interviews to train them well.

### Major activities during fiscal 2010

We tackled "the development and enhancement of leaders having both strong leadership and change response capabilities" and "the development and enhancement of shop operation managers having both shop counseling capabilities and market response capabilities required for the new department store model."

- Division manager training, JES\*1 and JLS\*2 were conducted to develop and enhance leaders having both strong leadership and change response capabilities.

- Shop operation and independent operation training was conducted to develop and enhance shop operation managers having both shop counseling capabilities and market response capabilities required for the new department store model.

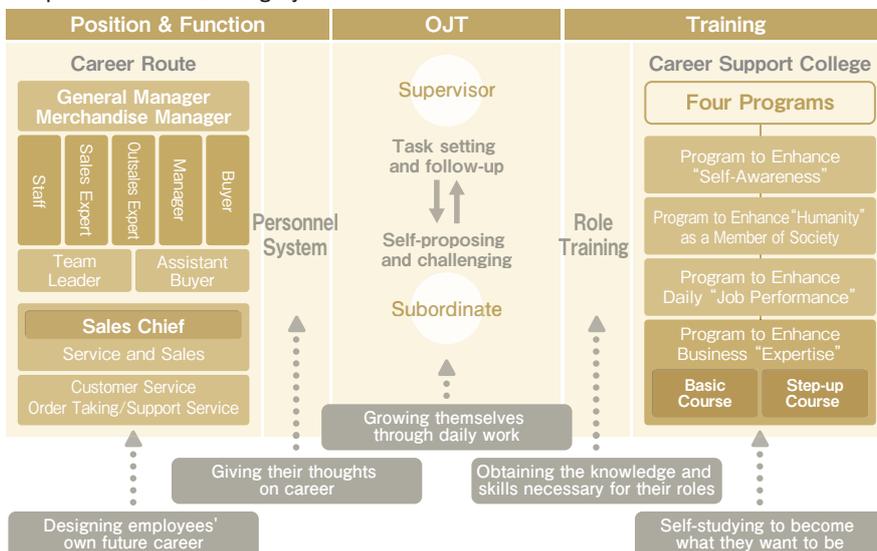
- Counseling facilitators were assigned to each store and department to establish the basic RPDC practices of counseling.

- We improved the curriculum of Career Support College based on the concept of career independence that we should develop our career on our own and about 2,000 persons in annual total from J. Front Retailing Group attended in-house and outside seminars or took correspondence courses.

\*1... JFR Executive School (executive training school)

\*2... JFR Leader School (manager and buyer training school)

### Independent Career Building System



We will develop human resources who promote "management reforms" represented by the new department store model and increase organizational power that is fundamental to promoting the reforms.

