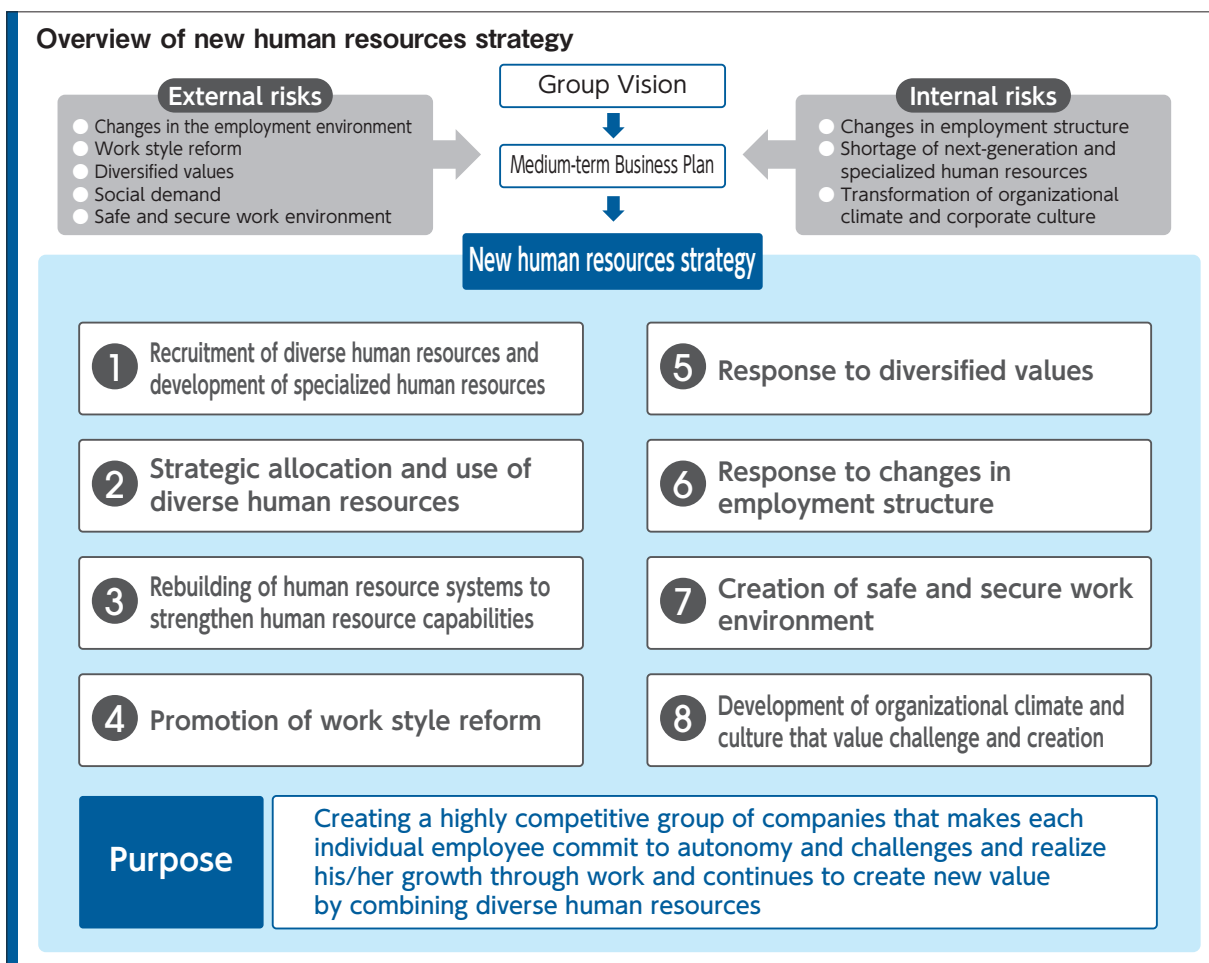




Develop Human Resources who Unlock the Future

For lasting growth in a highly uncertain environment, J. Front Retailing recognizes it is only “human resources” who can unlock the future and that companies cannot grow without growth of “human resources.”

Based on the recognition that “employees are treasure (assets),” we will thoroughly confront each individual and aim to realize a “human resource development company” that develops human resource capabilities.



Thought about human resources strategy

With a focus on clarifying a policy on dealing with internal and external risks and maximizing human resource capabilities, which are essential for growth, and with the aim of realizing the Group Vision “Create and Bring to Life ‘New Happiness,’” we will strive to contribute to creating a highly competitive group of companies that makes each individual employee commit to autonomy and challenges and realize his/her growth through work and continues to create new value by combining diverse human resources.

Intended profile of human resource and organization

- **Intended profile of human resource:**
 “Human resource who continues to grow by learning throughout life”
 - Human resource who creates and takes on a challenge without fear of failure to create new value and always has the intension and motivation to continue to learn for self-growth
 - Human resource who not only realizes the Vision through work but also continues to live a sparkling life with vigor and enthusiasm throughout life as a human being and a community member

- **Intended profile of organization:**
“Value creation group that continues to develop through friendly competition respecting diversity”

We aim to create an organization that produces innovation through open-minded communication in which people respect and accept diversity each other and develop through friendly competition to create new value.

Review of the axis of human resources operation

The human resources systems will change to “human resource capability systems” based on both merit and job to increase the focus on human resources instead of existing job-based systems and enhance human resource capabilities.

To this end, we will renew a series of human resource management systems themselves ranging from “recruitment” to “allocation and use,” “development,” “evaluation and assessment,” “treatment” and “retirement,” which include appropriate understanding of comprehensive human resource capabilities of each individual (performance, behavior, knowledge and skills, intention and motivation, learning ability, development ability, innovation and creation ability, influence, negotiation ability, personality, values, temperament, preferences and hobbies, etc.), allocation of the right people to the right jobs and allocation of the right jobs to the right people, development to enhance human resource capabilities and their appropriate evaluation and treatment.

Keys to rebuilding human resource management system

- (1) **Correct understanding of human resource capabilities of each individual**

We will conduct a multifaceted assessment including “interviews with all employees” by human resources divisions.

- (2) **Autonomous career development and enhancement of human resources value**

We will create a wide variety of education and training opportunities including outside experiences to strengthen engagement between employees and companies.

- (3) **Facilitation of promotion by selection regardless of age and experience**

We will concentrate attention on the overall human resource capabilities, particularly intention and motivation, and facilitate allocation and promotion with a focus on the potential for future performance.

- (4) **Treatment based on human resource capabilities**

We will reflect growth of the overall human resource capabilities in not only change of post but also treatment.

- (5) **Visualization of human resource database**

We will implement strategic and scientific human resources operation by centralizing the management of and analyzing human resources information through multifaceted assessment.

Resolution of human resources issues to be tackled by companies

We will rebuild a human resource management system centered on human resource development, and at the same time, tackle various challenges that are essential conditions for lasting business growth, including “diversity & inclusion,” “diversified work styles,” “work-life management,” “equal pay for equal work” and “health management.” For this reason, we will also revise various human resource systems and rebuild human resource development systems and human resource organization and structure.

