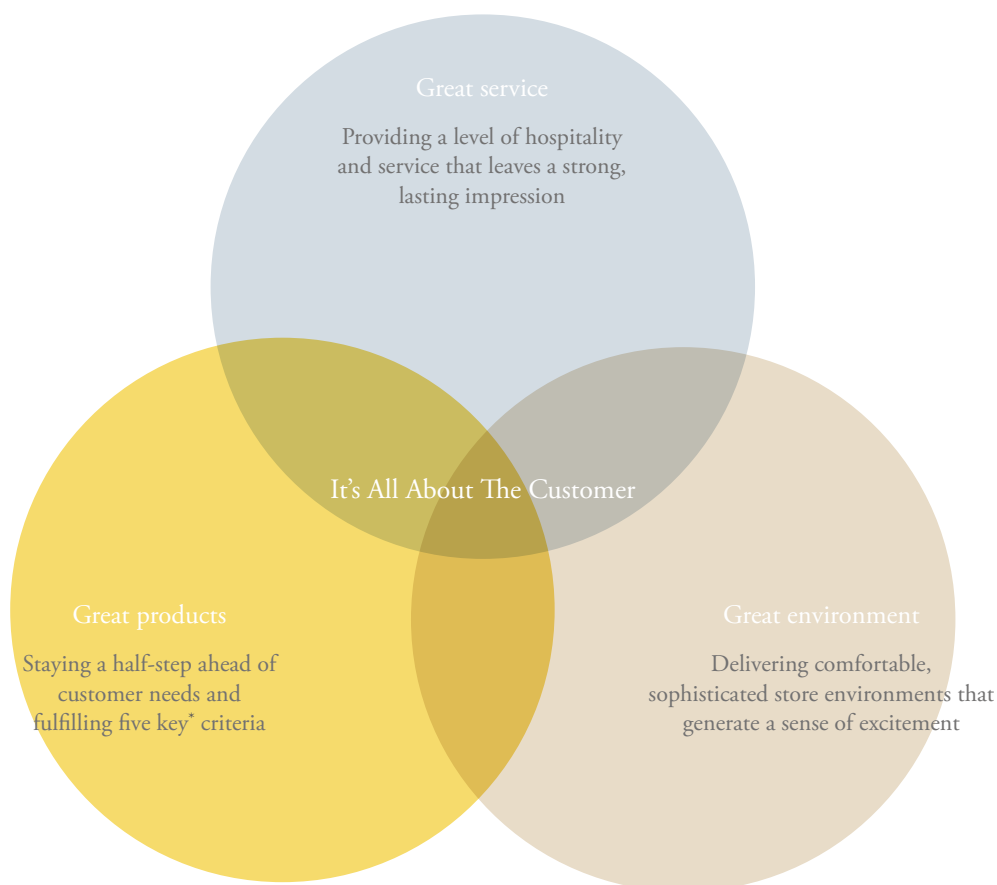


Three Key Sources of Satisfaction for Customers

Creating a New Japanese Standard



UNITED ARROWS LTD. set a definite rule: “It’s All About The Customer.”

On the basis of that rule, we continue to hone the three key sources of satisfaction for customers—our service, products, and store environments—that are also the source of our competitive strength. The basic stance that all UNITED ARROWS LTD. employees have continued to unwaveringly adopt, from the time of our foundation to the present day, this way of thinking forms a fundamental part of the Company. By continuing to allow those three key sources of customer satisfaction to naturally evolve, we move closer to realizing our Company Policy of “creating globally recognizable and accepted values that set new standards of Japanese lifestyle.”

* Five key criteria: Customers can purchase (1) the products they want, (2) when they want, (3) where they want, (4) in the quantities they want, and (5) at the prices they want.