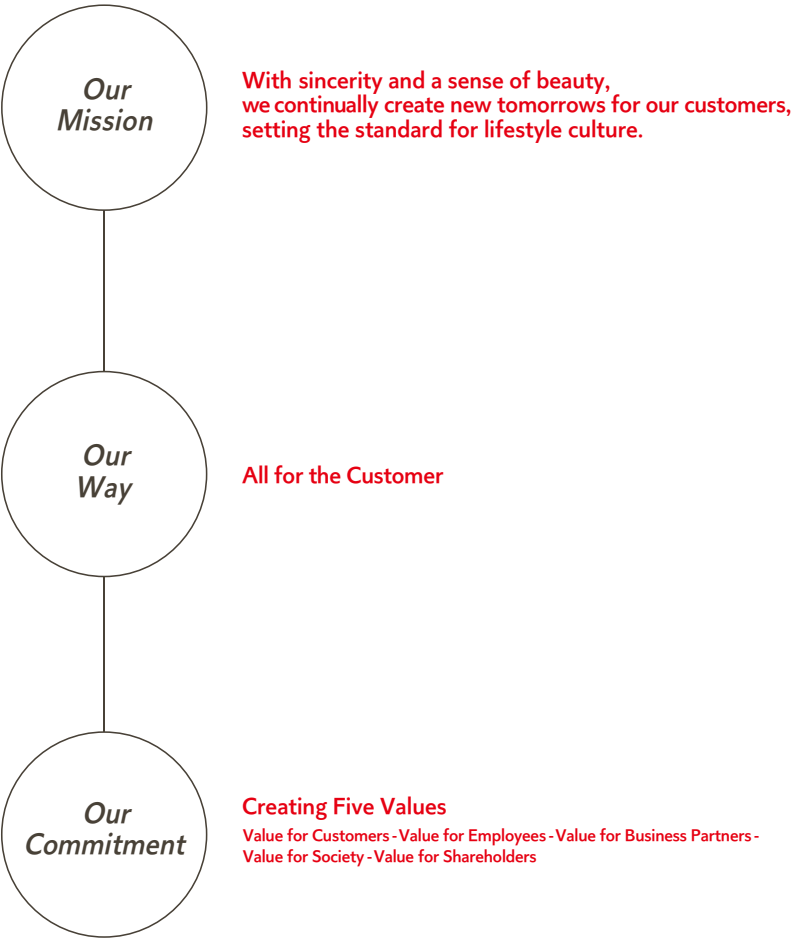


Policy Structure

UNITED ARROWS LTD.'s Company Policy provides the vision and purpose of its everyday activities. Its Policy Structure, in turn, outlines the elements required to realize this policy. As the path to which we consistently aspire, our Company Policy embodies the unwavering values that we have held since our foundation.



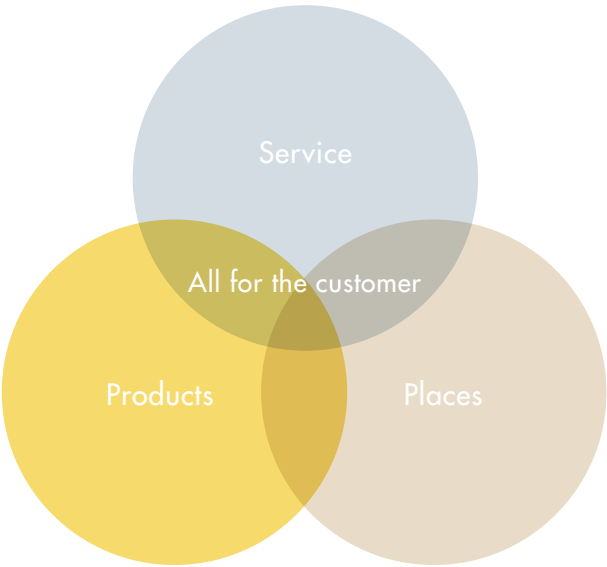
Three Key Sources of Satisfaction for Customers

We will continue to hone our service, products, and places—the three key sources of satisfaction for customers—to transform these elements of our business into our competitiveness.

Through ongoing evolution with regard to these three elements, we will fulfill our mission: “With sincerity and a sense of beauty, we continually create new tomorrows for our customers, setting the standard for lifestyle culture.”

- Service Responsive customer service grounded in refined hospitality
- Products Carefully made and selected products that incorporate a broad global perspective and satisfy the five key criteria*
- Places Facilities, spaces, and environments, including shops, e-commerce, and other customer touchpoints, that are genuinely comfortable and pleasant

* 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



Cycle of Collaboration between Product, Sales, and Promotion Departments

To utilize customer feedback across its sales activities, UNITED ARROWS LTD. is bolstering the cycle of collaboration between its product, sales, and promotion departments, with its stores as the starting point.

Following the creation of a virtuous cycle of collaboration between these three departments, the Company will seek to maximize customer satisfaction by continuing to provide products and services that are unique to UNITED ARROWS LTD.

- Product Department Lifting the ratio of regular priced sales through the development of appealing products
- Sales Department Increasing the number of purchasing customers through passionate customer service and styling proposals
- Promotion Department Increasing the number of store visitors by conveying to customers the creative force behind the Company's attractive products

