

Company Policy Transitions



Company Policy Book, First Edition



Company Policy Book, Second Edition



Company Policy Book, Third Edition



Our corporate philosophy website for employees

The Ambition behind the Company's Establishment		The Writing of the Company Policy in Statutory Form		Taking a Systematic Approach to the Company Policy	
1989 Fly the “Japanese Standard” High The Ambition behind the Company's Establishment THE STANDARD OF JAPANESE STYLE We shall have as our objective establishing and appealing to values that, through business, will become the norms in Japanese lifestyle and culture. Note: The above is extracted from part of <i>The Ambition behind the Company's Establishment</i>	1995 Understanding and Widespread Awareness of the Company Policy Company Policy Creation of long-established stores that evolve “It's All About The Customer” Human Resources Policy UNITED ARROWS, the fashionable company that is full of spirit and ambition, loves customers, loves products and is wired to be flexible and agile in carrying out everything in a correct and courteous manner.	2001 Widespread Awareness of “It's All About The Customer” Company Policy MAKE YOUR REAL STYLE We are a group that continues to create values that will become the new “norms in Japanese lifestyle and culture.” UA Rule It's All About The Customer UA Spirit Professionalism Our Five Core Values Customer value / Employee value / Business partner value / Local society value / Shareholder value	2005 Balance of Customer Satisfaction and Business Mindset Company Policy MAKE YOUR REAL STYLE We are a group that continues to create values that will become the new “norms in Japanese lifestyle and culture.” UA Rule It's All About The Customer UA Spirit (Human Resources Policy) Creative Merchant = Customer Satisfaction (CS) Mindset / Sales Mindset UA Policy (Product development philosophies) BREAKTHROUGH of TRAD MIND Our Five Core Values Customer value / Employee value / Business partner value / Social value / Shareholder value	2012 CS Mindset / Business Mindset + Creativity Mindset Company Policy Creating a New Japanese Standard We will continue to create values that will set new, globally recognizable standards of Japanese lifestyle and culture. Mission Statement It's All About The Customer Human Resources Policy Creative Merchant = CS Mindset / Business Mindset + Creativity Mindset Product Development Philosophies Traditional Mind Our Promise Our Five Core Values Customer value / Employee value / Business partner value / Social value / Shareholder value	2019 Encouragement of Exercise of the Corporate Philosophy Our Mission With sincerity and a sense of beauty, we continually create new tomorrows for our customers, setting the standard for lifestyle culture. Our Way All for the Customer Our Commitment Creating Five Values Value for Customers - Value for Employees - Value for Business Partners - Value for Society - Value for Shareholders
1989.10 UNITED ARROWS LTD. established, Osamu Shigematsu appointed Representative Director and President Capital: ¥50 million Number of founding members: 9	1995.3 Net sales: ¥3.9 billion / Return to profit / Number of employees: 95 Embarked on writing the Company Policy in statutory form with the aim of spreading understanding and awareness of the policy among employees who had joined after establishment	2001.3 Net sales: ¥19.3 billion Number of employees: 358	2005.3 Net sales: ¥46.3 billion Number of employees: 752	2012.3 Net sales: ¥102.0 billion Number of employees: 3,033	2019.3 Net sales: ¥158.9 billion Number of employees: 4,605
	1999.7 Sharp fall in business performance directly after over-the-counter (OTC) trading of stock 2000.4 Established Business Strategies Division to undertake comprehensive review, embarked on Company Policy revision	2003 • Organizational climate structural reform • Necessity arises of gaining an understanding with regard to balancing customer satisfaction and business mindset 2004 Company Policy revision project launched 2004.6 Tetsuya Iwaki appointed Representative Director and President	2009.4 Osamu Shigematsu appointed Representative Director, President and Executive Officer 2011 Necessity arises to add for “creativity mindset” to “CS mindset” and “business mindset” in Human Resources Policy	2012 • Aiming to be a company that remains in business for more than 100 years, global development considered • Company Policy / Code of Conduct applied to subsidiaries 2012.4 Mitsuhiro Takeda appointed Representative Director, President and Executive Officer 2016 Corporate culture reform project launched to realize ideal culture amid diversification of employee values in conjunction with growth in Group scale 2018 Corporate philosophy revision project established as part of corporate culture reforms	2019.10 Celebration of 30th anniversary of founding of UNITED ARROWS LTD.

The Ambition behind the Company's Establishment

UNITED ARROWS founder Osamu Shigematsu grew up in the 1950s, when Japan was just recovering from the aftermath of World War II. Living nearby the United States Fleet Activities Yokosuka naval base, he was able to observe U.S. lifestyles on a daily basis. The vision of affluence he saw in U.S. life and culture became the backdrop for his creation of UNITED ARROWS LTD.

The conviction and passion for developing the “Japanese Standard” described in The Ambition behind the Company's Establishment was born out of this backdrop. Shigematsu was committed to enriching all areas of Japanese lifestyles, not just in fashion but also food, housing, leisure, and intellectualism. The UNITED ARROWS Group exists to fulfill this purpose.

At the time of the Company's establishment in 1989, the founding members adopted The Ambition behind the Company's Establishment, which forms the basis of the current Company Policy. Since that time, while aiming to “set new standards in Japanese lifestyle,” an idea that forms the backbone of the Company Policy, “It's All About The Customer” has been regarded as the axis around which all corporate activities and decisions revolve.

The Company Policy represents the direction in which the Company is permanently aiming, that is to say the business objective itself. Instilling an awareness of to what end the Company is in existence and to what end we are working, the Company Policy forms the unified directive shared among employees who hold diverse values so that they move forward in the same direction. This sense of unity is the origin of our name: UNITED ARROWS.

Through widespread awareness of the Company Policy, the aim of the entire management and all employees becomes clear. By

having each and every person naturally considering, advancing, and making repeated improvements, while pushing on toward the realization of that aim, the Company is able as a result to advance in the direction of its goal. This policy management is underpinning the sustainable growth of the Company.

The fundamental parts of the Company Policy have remained unchanged since the Company's establishment. While remaining essentially the same, revisions are made in response to the operating environment and issues. Whenever this policy is revised, we assemble a project team to foster awareness with regard to the revision among employees while also using the opportunity to reaffirm our commitment to the policy. We thereby endeavor to ensure that the Company Policy is always at the forefront of our minds. At the moment, we are moving ahead with a third revision of our *Company Policy Book* in a bid to establish a robust management platform—one of the strategies presented in our Medium-Term Vision.

In April 2019, we revised our corporate philosophy for the first time in seven years in light of the upcoming 30th anniversary of our founding. As part of this revision, the expressions of the Policy Structure were made simpler and easier to understand to deepen the comprehension of employees and their feeling of connection toward these policies. The goal of this revision was to enable employees to feel encouraged to exercise the corporate philosophy so that they can better implement it in their daily work. The exercise of the philosophy will be promoted through efforts to disseminate it, including corporate philosophy training sessions targeting all employees as well as corporate philosophy rollout sessions in which sales staff engage in discussions regarding the philosophy with President Mitsuhiro Takeda.

The UNITED ARROWS Group is committed to establishing a robust management platform based on the corporate philosophy for supporting future growth.