

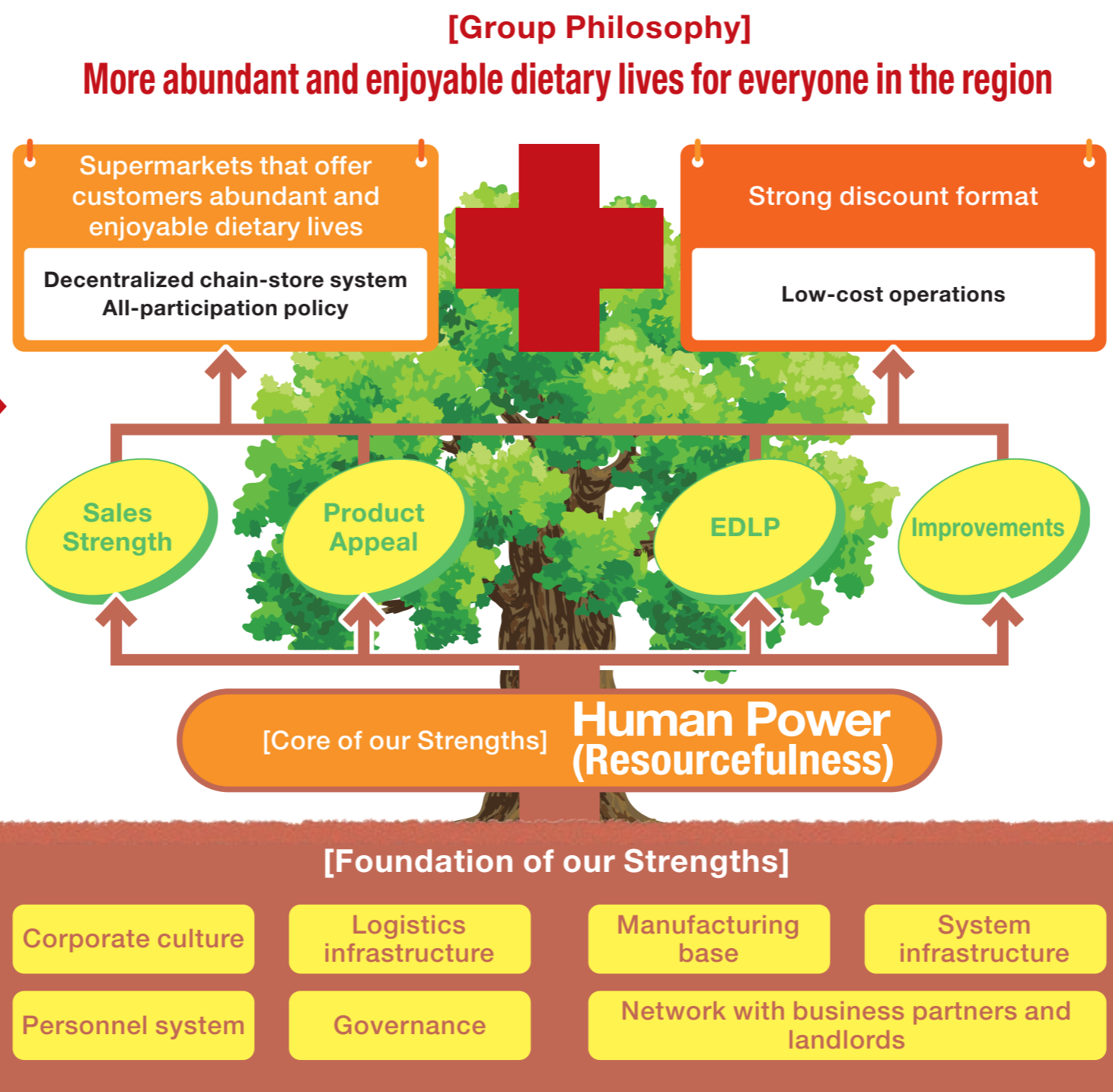
YAKO GROUP's Value Creation Process

Community and Social Issues

- Aging Society
- Labor Shortage
- Concentration of Population in Urban Areas
- Weaker Domestic Economy
- Polarization of Consumption
- Other Industries Overcoming Barriers to Entry
- Advancement of Technology
- Climate Change and Environmental Issues



Group Achievement Model



Outcomes

Non-financial

“Well-being” & “Sustainable”

- Train independent and highly aware personnel
- Achieve abundant, enjoyable, and healthy dietary lives
- Create local communities
- Contribute to a sustainable world

Financial

- **500** stores in the Kanto area, net sales **1** trillion yen
- Net sales to ordinary income ratio of **4%** or higher
- ROE of **10%** or higher

