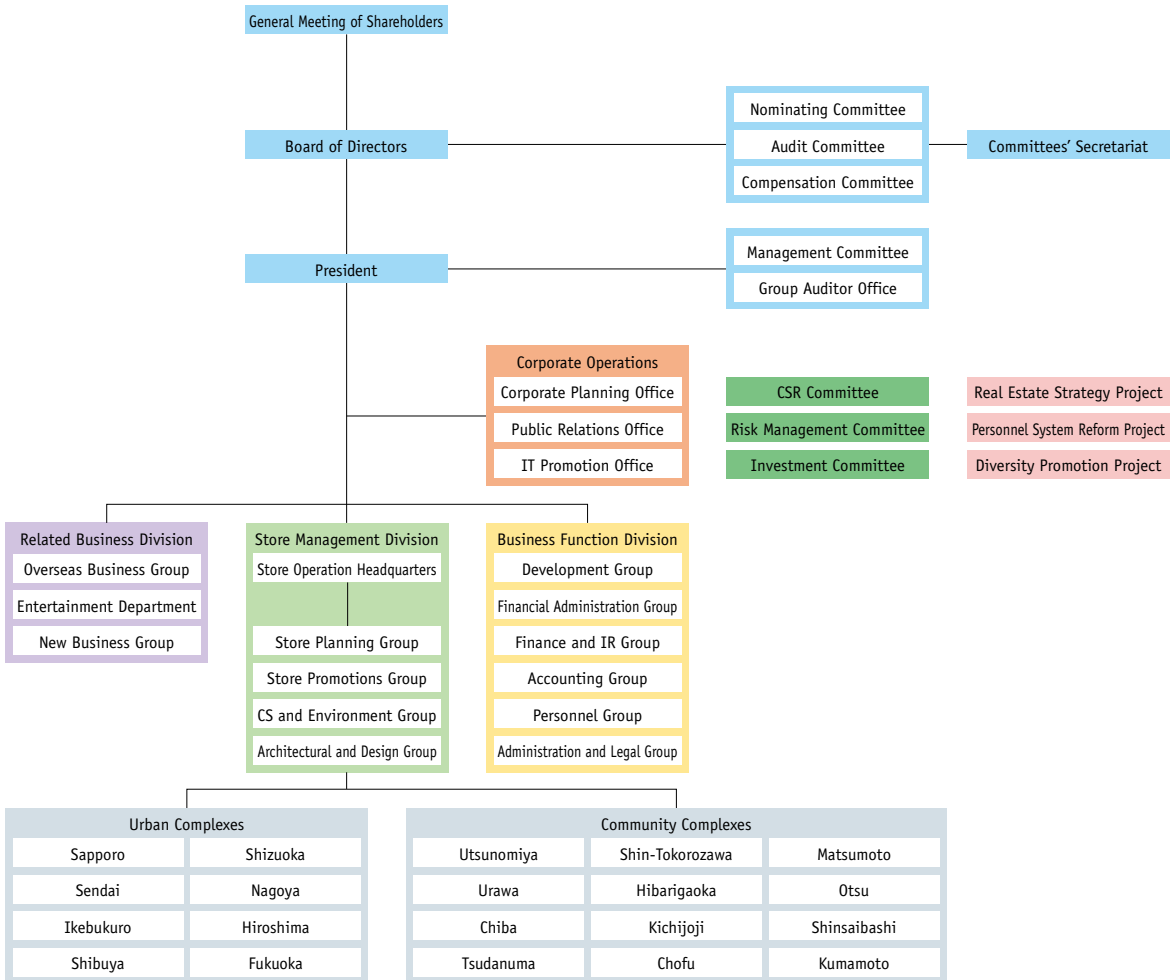


# Organization Chart



With a view to attaining targets set in the medium-term business plan, PARCO has assigned control functions to its Store Management Division and Corporate Operations to expedite the execution and successful completion of planned initiatives. The establishment of three new projects, on real estate strategy, personnel system reform, and diversity promotion, will allow PARCO flexibility when devising strategies regarding the allocation of managerial resources for specific issues in the medium to long term.

## Corporate Operations

Corporate Operations comprises three offices: the Corporate Planning Office, the Public Relations Office and the IT Promotion Office. These offices work to promote measures to maximize corporate value, including by proposing marketing and business strategies and strengthening Company-wide IT strategy functions. Additionally, these offices are responsible for controlling the promotion of medium-term business plans across the entire PARCO Group.

## Related Business Division

The Related Business Division comprises three groups centered on the strengthening of our business base: the Overseas Business Group, the Entertainment Department, and the New Business Group. These groups are responsible for expansion of businesses in Asian markets, including China, promotion of our entertainment business, and the development of low-rise commercial real estate operations in urban areas, respectively.

## Store Management Division

The Store Management Division includes four groups: the Store Planning Group, Store Promotions Group, CS and Environment Group, and Architectural and Design Group, all operating under the Store Operation Headquarters. The division as a whole controls all business processes related to operation, promotion, and sales of each PARCO shopping complex. In addition, this division also seeks to fortify the Group's revenue base through improvements in operational capabilities, management efficiency, customer satisfaction, and the levels of safety and environment-friendliness of facilities.

## Business Function Division

The Business Function Division comprises six groups: the Development Group, the Financial Administration Group, the Finance and IR Group, the Accounting Group, the Personnel Group, and the Administration and Legal Group. These groups work together to provide support for the entire company, serving a wide range of functions such as improving management efficiency, and providing efficient capital procurement and operational functions, in order to achieve goals set out in medium-term management plans.