



VISION

Excite
Design
Create

PURPOSE

To Change the World with Sensibility

Fashion, theater, film, literature, music, art.
We have long expressed through culture the beauty of living and the splendor of being free. And we have constantly explored the potential of the imagination to fashion the future.

Sharing excitement in tune with the times.
Drawing and designing with belief in sensibility.
Creating, with the focus on people, place, and connection.
To change the world with excitement beyond imagining
— this is our new vision for the future.

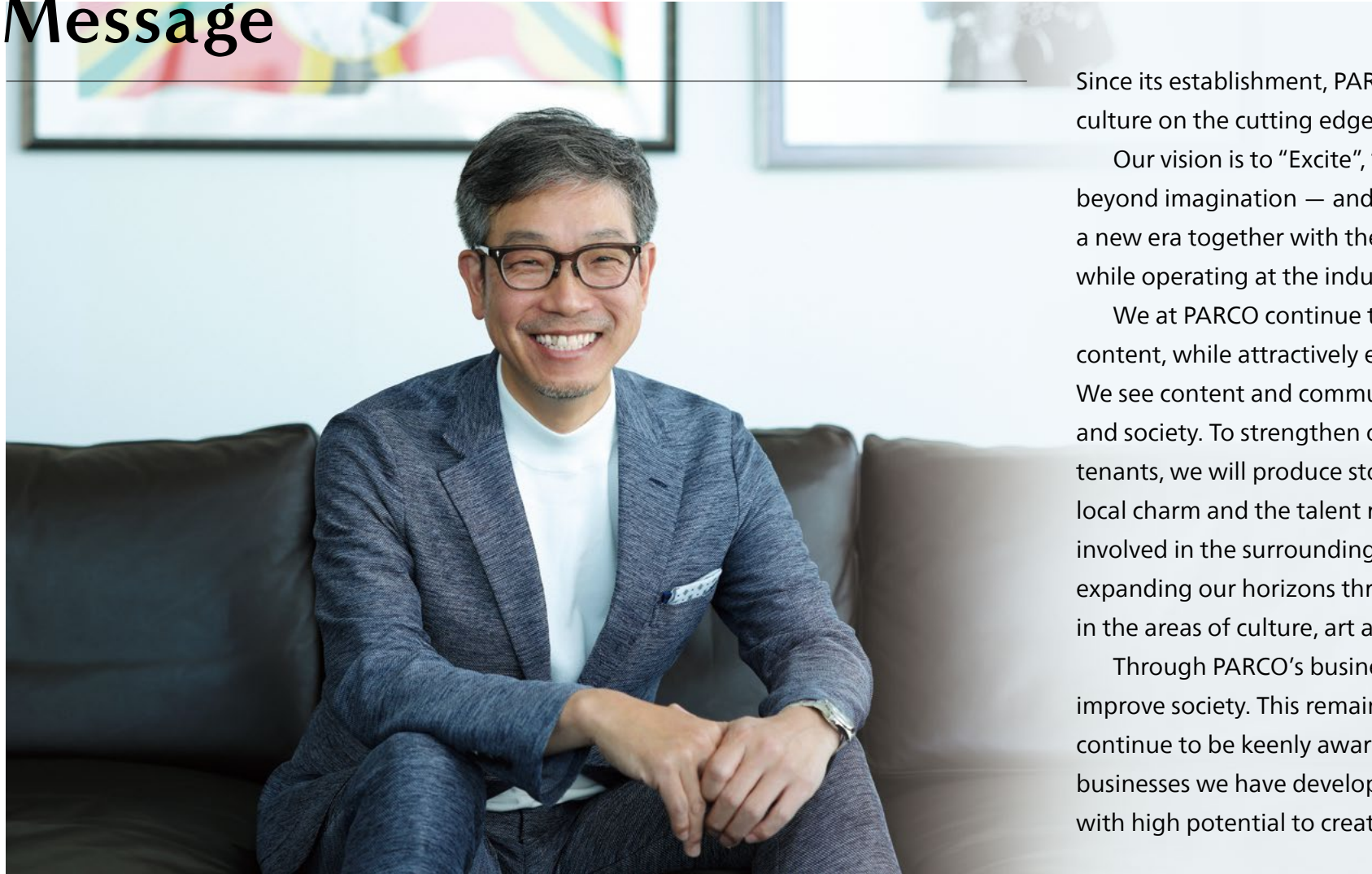
We will join with the next generation to forge a new era by connecting together diverse individualities and sensibilities driven by the imagination and passion of individuals.

With sensibility, we will change the world.

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Message



Since its establishment, PARCO has proposed new lifestyles through actively introducing culture on the cutting edge, centered on fashion, music and art.

Our vision is to “Excite”, “Design”, and “Create” — to change the world with excitement beyond imagination — and our purpose is to “Change the world with sensibility” creating a new era together with the next generation. We hope to realize PARCO’s unique character while operating at the industry forefront to build a better relationship with society.

We at PARCO continue to hone our ability to produce entertainment and other forms of content, while attractively enriching touch points with society in the form of PARCO stores. We see content and community as important facets of the future connection between PARCO and society. To strengthen our relationship with content, including our work with store tenants, we will produce stories and content to share with society, discovering and nurturing local charm and the talent residing in the surrounding locale. We will continue to be actively involved in the surrounding community, growing the circle of co-creation and empathy, while expanding our horizons through the development of non-verbal and borderless business in the areas of culture, art and entertainment.

Through PARCO’s business, we aim to enrich Japan’s urban culture and urban life and to improve society. This remains as true today as it did at the time of our founding. We will continue to be keenly aware of ever-changing trends in society, further advancing the businesses we have developed through the years and venturing into interesting new fields with high potential to create value.

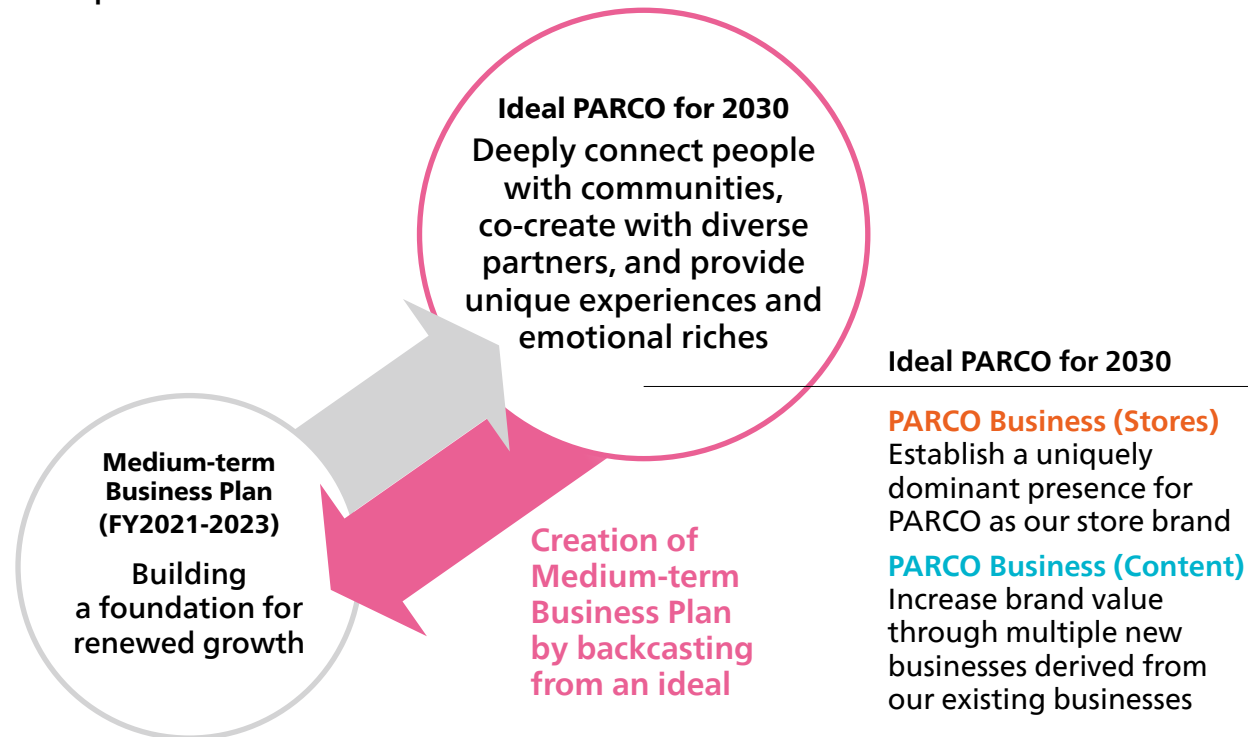
Kenji Kawase

Representative Director, President and Executive Officer

March 2023

FY2023 Priority Strategies and Policy

Backcasting from the Ideal PARCO for 2030, PARCO has created its Medium-term Business Plan (FY2021-2023) and is working to build a foundation for renewed growth. In fiscal 2023, the new PARCO has redefined its business domain as the PARCO Business, a composite of Stores and Content (Entertainment Business and new business), and has consolidated its operations into this system for creating new value. Promoting the priority strategies of the Medium-term Business Plan under three themes, we are further developing and enhancing our ability to develop content, and by expanding the scope of value we provide, we are maximizing profit and building a foundation for renewed growth in the last year of the plan.



Three Themes for Fiscal 2023

THEME 1

Put highest priority on raising revenue and maximizing profit in the final year of the Medium-term Business Plan

- ▶ We will further strengthen the Stores Business and core stores
Further increase store appeal and ability to attract customers
- ▶ Maximize the potential of new initiatives that have generated results

THEME 2

Build a business foundation for renewed growth and specifically chart a growth trajectory

- ▶ Build a foundation for business models with a digital strategy and search for new business domains
- ▶ Plan and develop new business models and formats for PARCO in the future

THEME 3

Build a management foundation for the future of the new PARCO

- ▶ Improve ability to reform business models and produce content