

Mission Statement

# Enriching homes around the world

## Vision 2032

**3,000** stores Net Sales **¥3**trillion

## Vision 2022

**1,000** stores Net Sales **¥1**trillion



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## Editing Policy

We have issued the 2021 Integrated Report to aid investors, shareholders, and other stakeholders' understanding of our processes and potential for achieving a long-term, sustainable enhancement of our corporate value. NITORI Group has a business model integrating manufacturing, distribution, IT, and retail that is unique even on an international basis, with its vertically integrated supply chain as the source of its competitiveness. Henceforth, the Group's policy will be to strengthen the foundations that support sustainable growth and corporate value enhancement by further upgrading the business model it has built thus far. We have planned and structured this Integrated Report with a focus on strengthening "cohesiveness" and "narrative quality" in order to communicate the "sustainability and future vision of our strategy and business model," with reference to the disclosure framework provided by the International Integrated Reporting Council (IIRC).

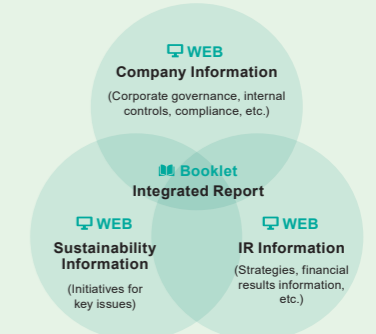
### Target Scope

We set as many domestic and foreign NITORI Group companies subject to consolidated financial statements as possible as the target of our reporting. However, depending on the item, the reporting target may differ.

### Target Period

February 21, 2020 to February 20, 2021  
In this report, the fiscal year ended February 20, 2021, is referred to as fiscal 2020 or FY2020. The Activity Report also includes some recent content.

### The significance of this report



## Disclaimer Regarding Forward-Looking Statements

This report contains plans, strategies and forecasts, and forward-looking statements regarding the business performance of NITORI Holdings and affiliated companies. These statements are not historical facts. These forward-looking statements are based on the current assumptions and beliefs of NITORI Holdings in light of currently available information. In addition, these statements contain risks and uncertainties related to economic trends, personal consumption, market demand and supply, taxation systems, and other systems. Therefore, please note that the actual business performance of NITORI Holdings and its group companies may differ from the forecasts.