



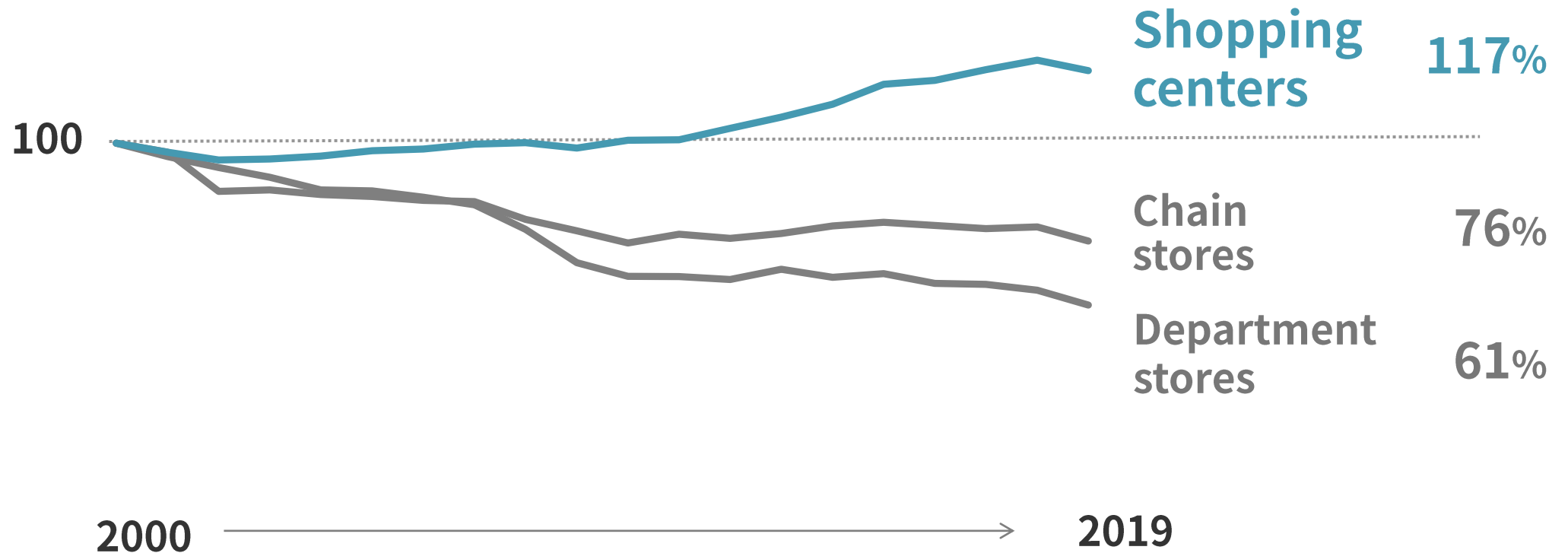
# 3

## Business strategy of Retailing Segment

# Retailing industry Status

- Difficult environment for department stores and chain stores focused on goods, but strong growth of shopping centers capable of providing both goods and experiences

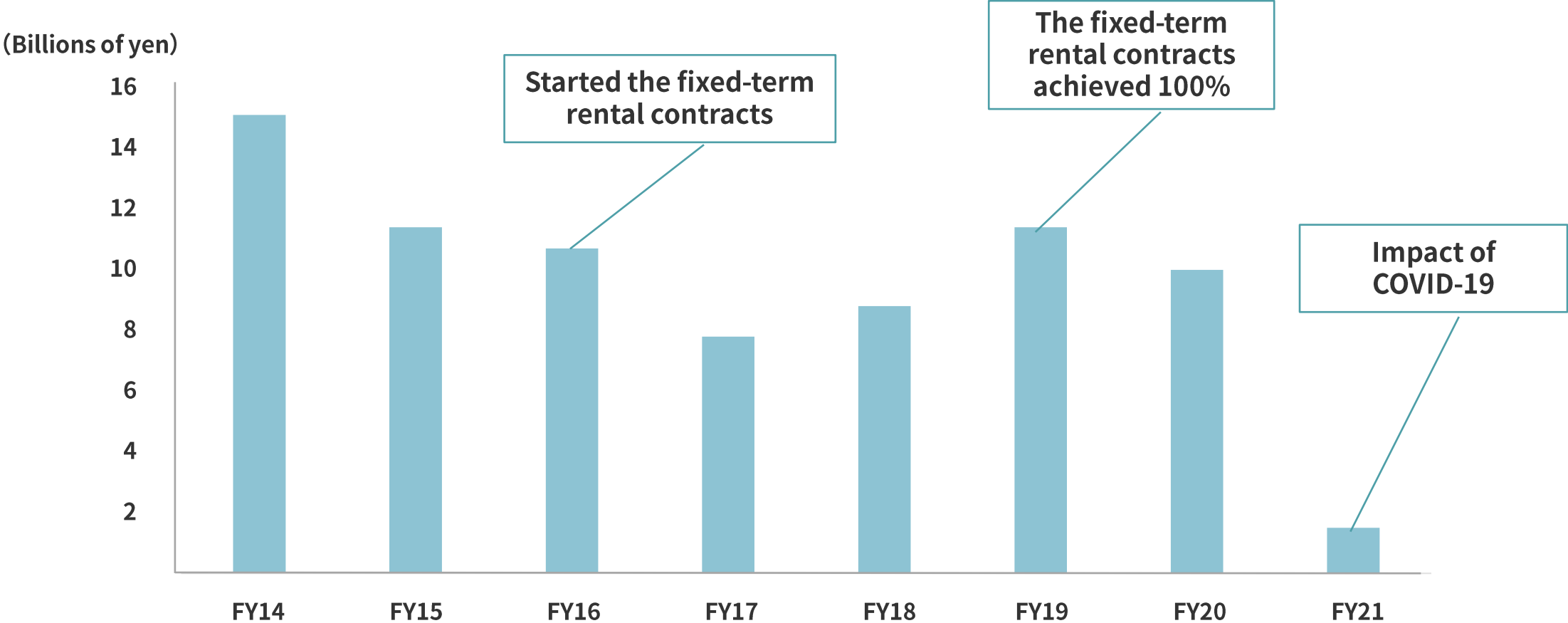
■ Sales by Store Type (2000 indexed to 100)



\* Source: Japan Council of Shopping Centers, Japan Chain Stores Association, and Ministry of Economy, Trade and Industry

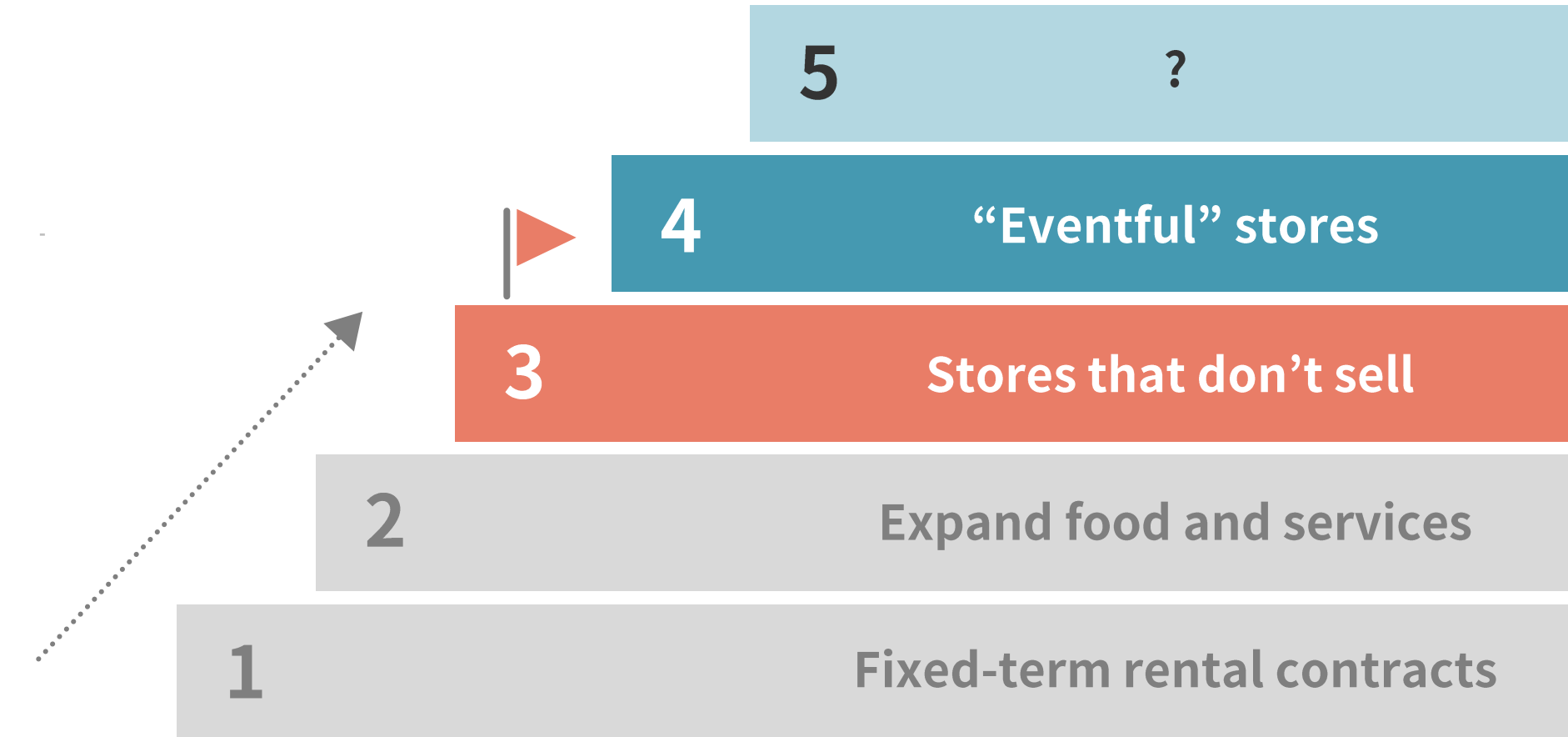
# Trends in operating income of the retail business

- Stabilized store profit structure by the fixed-term rental contracts



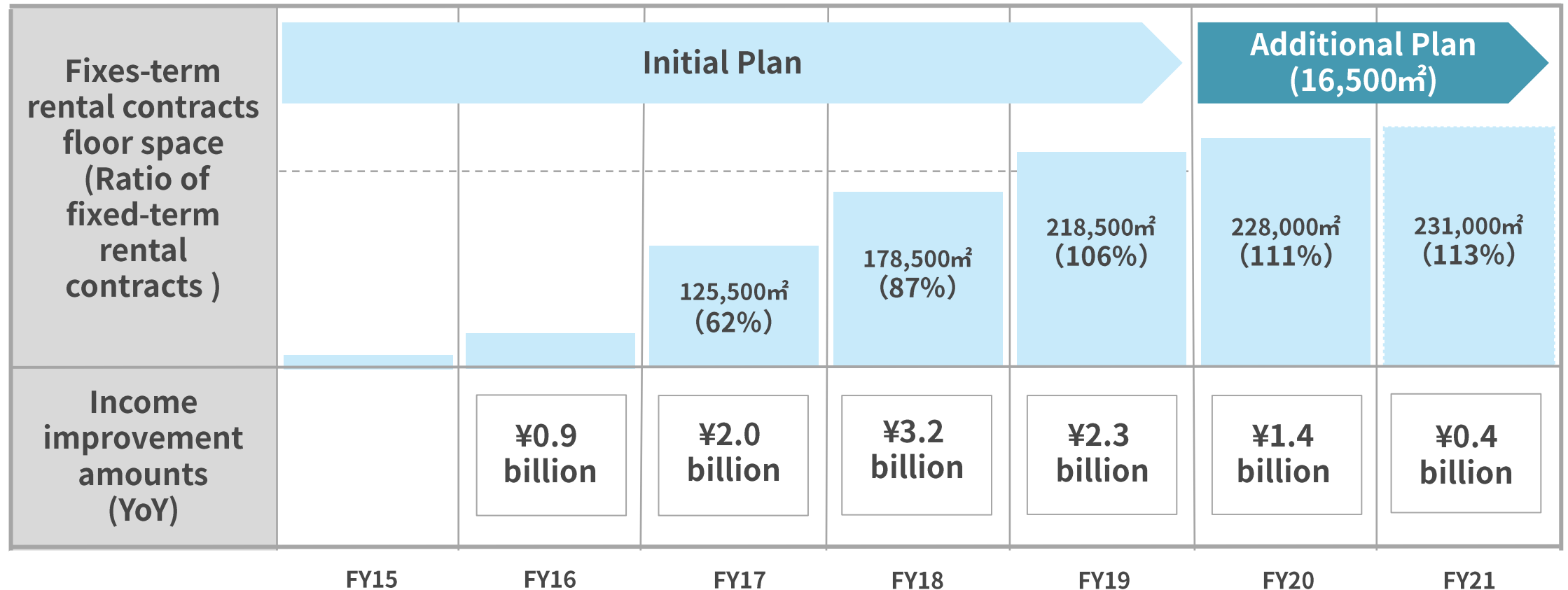
# Complete department store format transformation

- Accelerate efforts to stores that don't sell as the third stage, creating eventful stores as the fourth stage



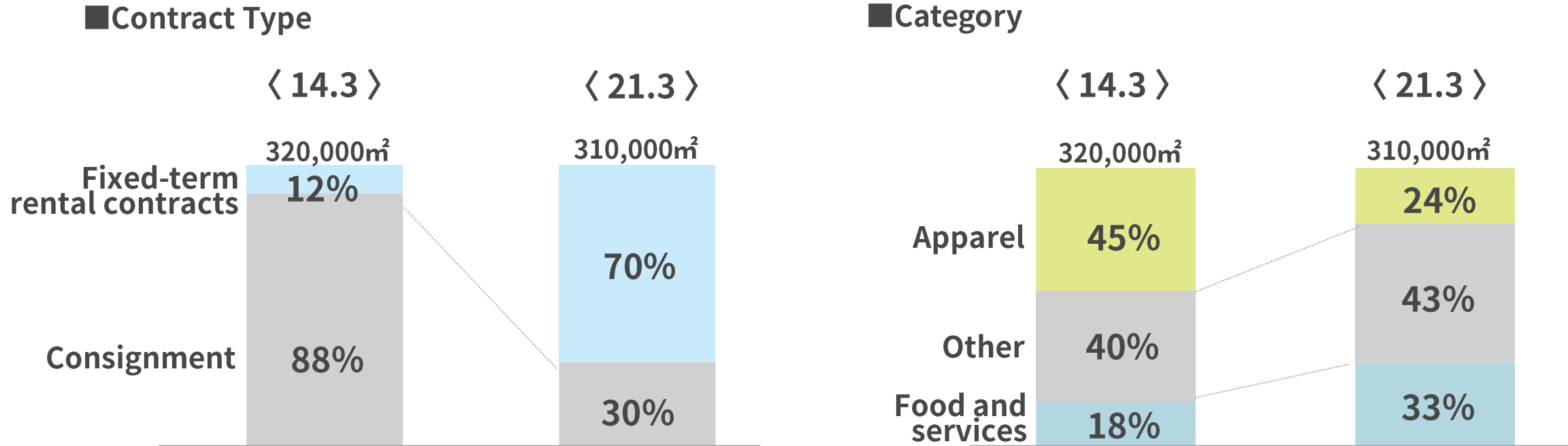
# STEP1: Transition to Shopping Centers

- Completed conversion of all department stores to real estate-model shopping centers over five years beginning from FY2015 (excluding some exceptions)



# STEP2: Store status

- Progress in transformation of stores in conjunction with transition to fixed-term rental contracts, expansion of food and service categories



### Example

**HARA**  
はらっぱ  
(Food Hall)



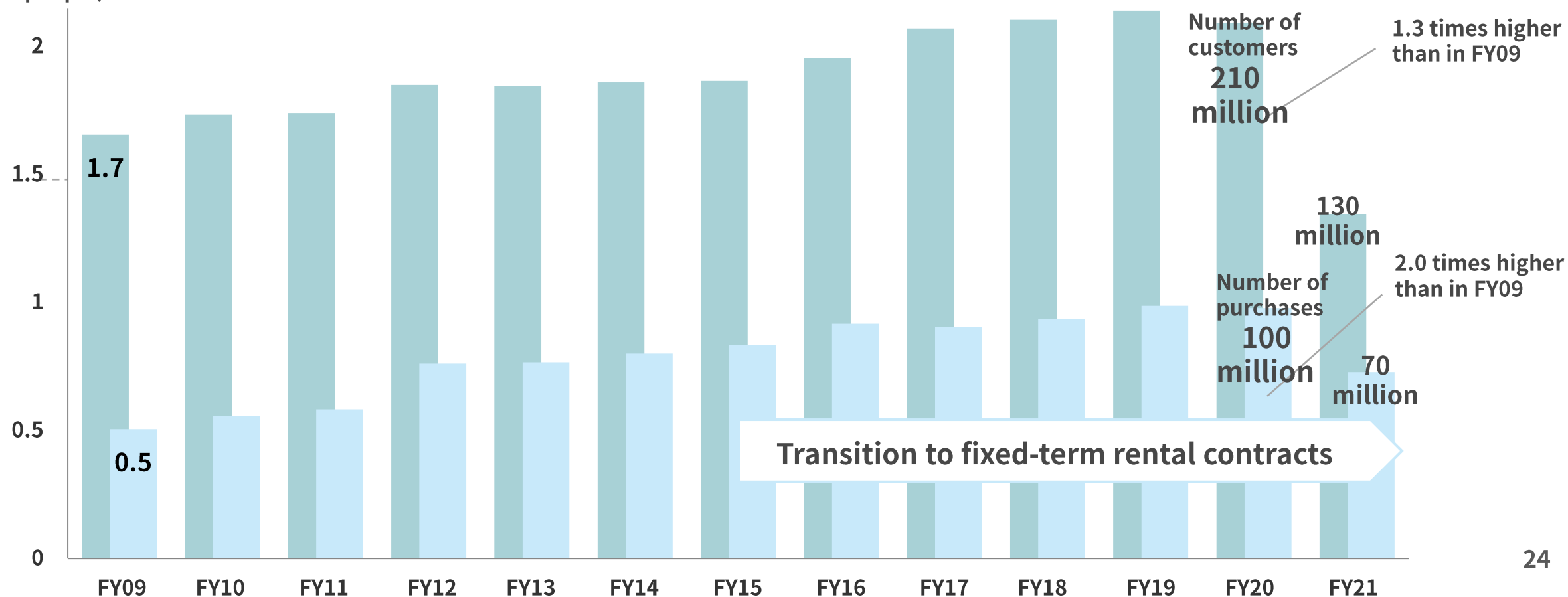
- Opened the first full-scale food hall on the introduction floor of Family Mizonokuchi (Nov.2019)
- "Order by smartphone" system that allows you to order at the table

# Store Performance

- Customer numbers following increase in store value attributable to transition to fixed-term rental contracts
- number of customers were 210 million in FY20, number of purchases 2.0 times higher than in FY2009

■ Number of Customers and Number of Purchases

(Millions of people)



## Stores=Platforms for online/offline integration

- Attract unique tenants such as online services, storefront e-commerce, D2C brands, etc.
- Promote initiatives with 23 companies that we invest in through co-creative investments and 172-strong co-creation team



mercari station



SHIBUYA BASE



FABRIC TOKYO



**Create variety of events that integrate online and offline approaches**  
**Design fun stores with events motivate consumers to visit**

- Hold events for anime business and new businesses (anime/games, food, cosmetics, and social events)
- Collaborate with FinTech to commercialize events so that they can be held around the country in commercial facilities other than Marui facilities

[Examples from FY2021]

## Entertainment

### KOREAJU

Korean cosmetics



### Bread festival

Bread from regional bakeries



## Sustainability

### Minna-Denryoku

Renewable energy



### Pocket Marche

Produce direct from growers and grower support

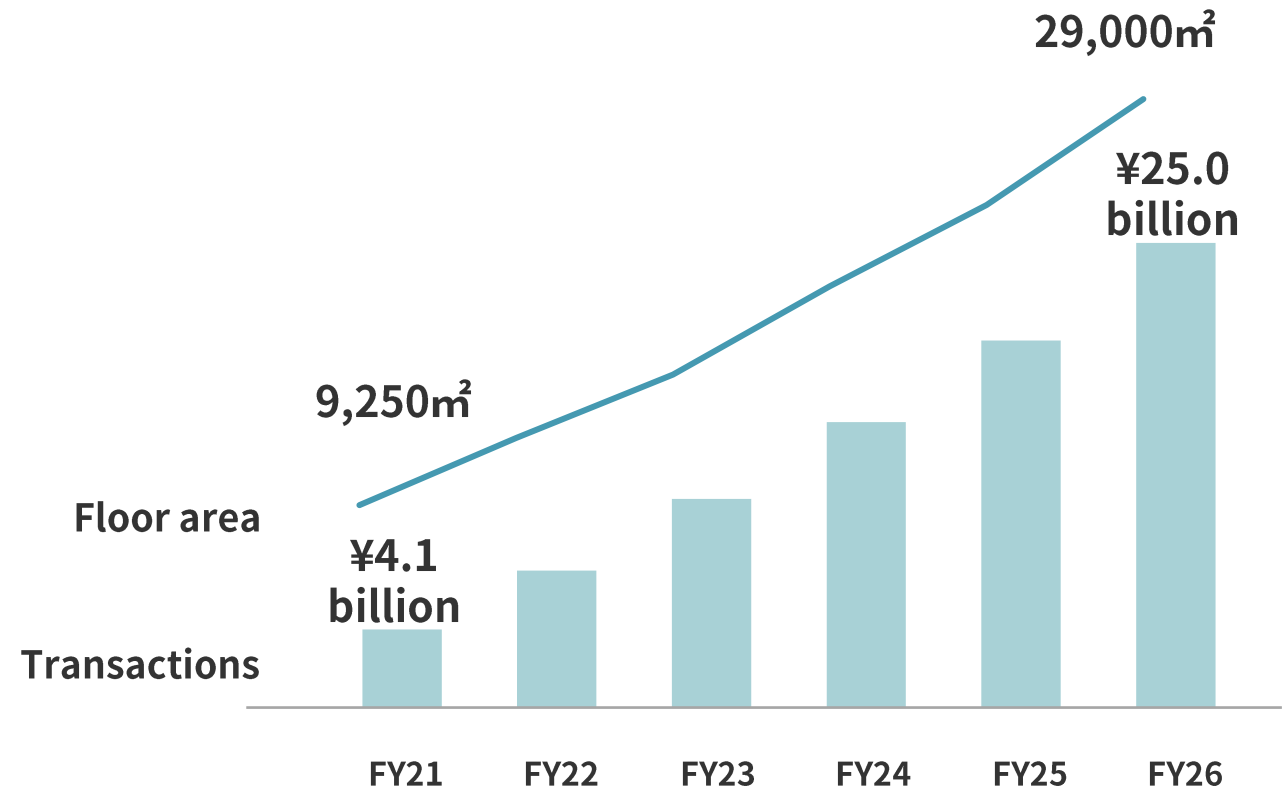
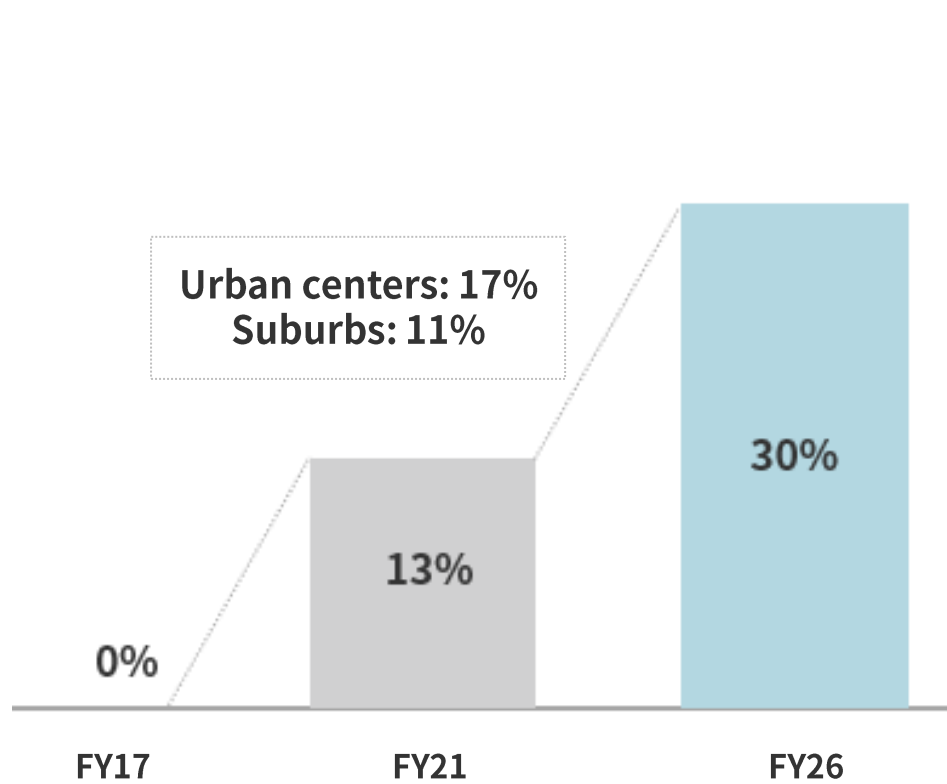


# Expansion of “Stores that Don’t Sell” “Eventful” Stores”

- Steadily expand collaboration with offline stores through co-creative investment and outsourced operation, to grow instore event transactions to ¥25.0 billion in FY2026

■ Stores that Don’t Sell

■ “Eventful” Stores



- Transform MARUI GROUP into a digital business by harnessing digital personnel, targeting total e-commerce transactions of ¥30.0 billion by FY2026

## ■ Initiatives

### Event-type e-commerce

- Expand event-type e-commerce in coordination with retail stores

### Pre-order/advanced payment, pick up instore

- Online pre-order and payment, pick up/use services instore

## ■ Transaction targets

