



From the Chief Editor

MARUI GROUP began publishing co-creation management reports in 2015 to function as tools for facilitating communication with stakeholders and for deepening understanding of the Group's management and business.

In compiling this second report, *Co-Creation Management Report 2016*, we once again engaged in an ongoing process of discussion among members of a project team consisting of President Hiroshi Aoi and key members from the Corporate Planning Division, the IR Department, the Financial Department, the General Affairs Department, and the CSR Promotion Department. In addition, we incorporated the various opinions and requests received based on the previous report over the past year in order to make this year's report even more valuable to readers.

One major theme of this year's report was co-creation with stakeholders. Based on this theme, we took a different approach from the previous year, choosing to include discussions with stakeholders in various sections throughout the report. In addition, we focused on our initiatives in Kyushu, which proved to be representative examples of MARUI GROUP's co-creation management. Accordingly, we had many of the customers who participated in the development of Hakata Marui and who went shopping at the store after its opening appear in the report. I thank each and every one of these individuals for their willingness to be photographed for this report.

Our co-creation management reports are meant to provide a platform for expanding the scope of co-creation activities through communication with all of the Group's stakeholders. We recognize that there is still much room for improvement with regard to these reports. We therefore hope to gather input on how to make these reports better through our future interactions with stakeholders so that MARUI GROUP's co-creation management reports can continue to evolve.

I look forward to your ongoing support of MARUI GROUP.

Shin Sakamoto

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