



Twelve Group employees in front of the Nakano head office

From the Chief Editor

Thank you for reading *Co-Creation Management Report 2018* to its end.

MARUI GROUP creates its reports based on a three-year cycle, and *Co-Creation Management Report 2018* represents the start of a new cycle. In preparing this report, we assembled a project team comprising members from the Corporate Planning Division, the IR Department, the Financial Department, the Sustainability Department, the ESG Promotion Department, and the General Affairs Division. Led by President Aoi, we engaged in multiple discussions in which we considered what best to communicate to stakeholders. The answer we arrived at was our core value, the value without which the Company would cease to be MARUI GROUP. Explaining this core value was sure to be the closest path to help stakeholders understand MARUI GROUP's essence. The core value that has guided us since our founding is the co-creation of creditability. We hope this report has helped you understand how this value has sculpted the business we have today and how it will shape our business in the future.

Our co-creation management reports are meant to provide a platform for expanding the scope of our co-creation activities through communication with all of the Group's stakeholders. With the goal of better incorporating your feedback and requests, we have created an

online questionnaire. We hope you will feel free to offer your frank opinions. I look forward to your ongoing support of MARUI GROUP.

Takahiro Matsumoto

Chief Editor of *Co-Creation Management Report 2018*
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Online Co-Creation Management Report 2018
Questionnaire (Japanese only)
www.0101.co.jp/form2/pub/maruigrp/2018report



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