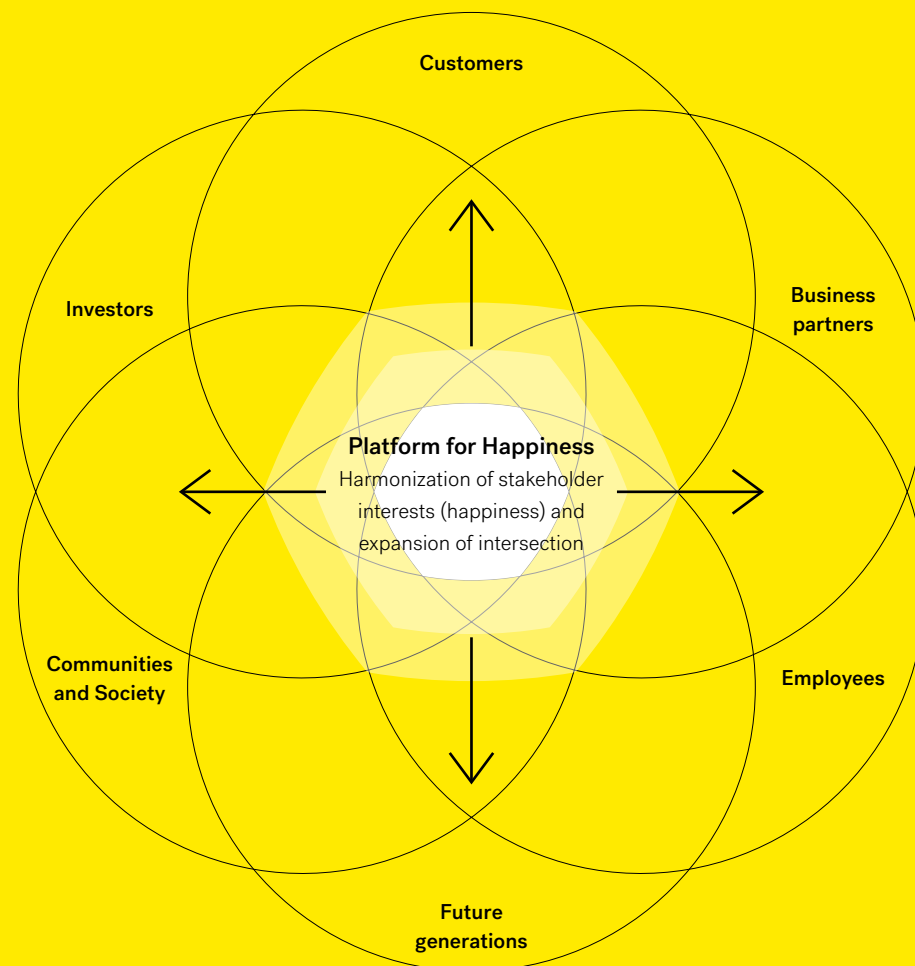


MARUI GROUP's Corporate Value



Platform for Happiness

The concept of a “platform” is crucial to creating new value. MARUI GROUP is a company that provides a platform for promoting harmony and the expansion of the intersection between the interests (happiness) of six groups of stakeholders as well as for supporting the growth of the people who use this platform. As such a platform holder, we seek to contribute to the happiness of all stakeholders.

1. MISSION

MARUI GROUP's corporate mission is clearly described within its co-creation philosophy. Even the most refined business model and corporate culture will be lost without a clear vision to serve as the compass for its daily business activities.

⇒ P26 MARUI GROUP's Co-Creation Philosophy

Three Elements of Platform for Happiness

2. BUSINESS

It is MARUI GROUP's business that gives form to its mission. Leveraging its core value—the co-creation of credibility—together with the strengths it has cultivated since its founding, MARUI GROUP will innovate and evolve its platform for supporting the happiness of all stakeholders.

⇒ P32 Business Model Built on Co-Creation of Credibility

3. CULTURE

A company's employees are responsible for fulfilling its clear mission and operating its business model.

MARUI GROUP has fostered a corporate culture of voluntary participation and provides a platform through which employees are able to grow and acquire knowledge. The understanding and interactions born out of this platform drive the growth of the Company.

⇒ P60 Translation of Individual Strengths into Organizational Capabilities via Understanding and Interaction