

IMPACT TARGET 03

Creating Platforms for Co-Creation

Realizing our desired impact will require us to create platforms for co-creation. The society that MARUI GROUP envisions is not something that we can achieve by ourselves; we must build an ecosystem that moves us toward this goal through co-creation with individuals who share our ideals. By sharing its current corporate assets, namely its physical stores, EPOS cards, IT, and employees, with partners outside of the immediate organization, MARUI GROUP looks to produce innovation through co-creation.



CO-CREATIVE TEAMS INSPIRING INDUSTRY

DIALOGUE 06 — ETSUKO OKAJIMA — AYAMI TORIHATA
— NOZOMU ABE — MIZUKI TAKENOBU

Potential for Co-Creative Teams to Inspire Industry Transformation

MARUI GROUP conducts forward-looking investments comprising co-creative investments aimed at incorporating external innovation and new business investments for fostering innovation within the Company. We have assembled 24 co-creative teams, consisting of a total of 212 members, to help guide the course of such forward-looking investments. These teams are focused predominantly on co-creation with start-ups. Led by executive officer-level employees, these teams are membered by individuals from across MARUI GROUP who function as the vanguard for achieving our impact target of creating platforms for co-creation. These co-creative teams will march forward, claiming small victories with the goal of eventually inspiring industry transformation. With high expectations, External Director Etsuko Okajima explores this potential from multiple angles together with members of co-creative teams.

Vanguard for Creating Platforms for Co-Creation

Okajima: There are two facets of MARUI GROUP's impact target of creating platforms for co-creation. One is building forums for co-creation using the assets of existing businesses. The other is developing work styles that are open to those both inside and outside of the Company through means such as open innovation. Co-creative teams embody both of these facets. Today, I would like to hear about the experiences each of you has had as a member of co-creative teams. Let us begin with introducing ourselves.

Torihata: I am a member of the TSUKURUBA Business Department at okos, where I am involved in creating new businesses together with investee TSUKURUBA Inc. The TSUKURUBA Business Department used to be a co-creative team, but it was reorganized into a full-fledged business department in April 2021. TSUKURUBA is a company that offers a secondhand real estate renovation platform known as cowcamo. Real estate can be sold, purchased, or rented. In its co-creation with TSUKURUBA, MARUI GROUP is mainly focused on rental, a field in which we are also involved. My role in this undertaking is developing user experiences that better accommodate the perspective of users and promoting digital transformation as it relates to real estate.

Abe: I work at M & C SYSTEMS. I am also a member of the co-creative team that works with a start-up called WED, Inc. Led by Representative Director Soto Yamauchi, WED is an innovative company that is breaking down previous norms. This company is developing an app that uses optical character recognition technologies, which convert text contained in image data into text data, to photograph receipts and change them into money. My co-creative team has aided in this endeavor by helping develop billing and sales reporting systems for tenants.

Takenobu: I am not a MARUI GROUP employee. Rather, I was seconded to

MARUI GROUP from COUNTERWORKS Inc., a start-up that is looking to digitize commercial real estate. I have been working at the Tenant Success Office of MARUI CO., LTD., which is involved in the operation of Marui and Modi stores, three days a week since April 2021. MARUI is in the process of creating stores that do not sell while pursuing impact targets for offering support for individual preferences. Together with this company, I am formulating and implementing governance plans that fundamentally transform the services offered to tenants. These efforts include the development of online stores and the revision of contract conditions to make it easier for tenants to open stores.

Okajima: Thank you. Some call me the "Godmother of Venture Companies," and I view it as my personal mission to increase the number of management professionals across Japan. I have been an external director at MARUI GROUP since 2014. In this capacity, I have helped out with the Co-Creation Management Academy future leader development program as well as with other measures for stimulating the personal growth of employees and the growth of the organization. MARUI GROUP's strength comes from its co-creation platform, and, as members of co-creative teams, you are all the vanguard of the creation of this platform.

Small Start-Ups Within MARUI GROUP

Torihata: My participation in co-creative teams has made me aware of the wide

range of things one can accomplish even with the limited discretion available to one in my position. Previously, at meetings it has been rare for me to be able to assert my own judgment. Now, however, I enjoy a much wider range of authority. The majority of members of the TSUKURUBA Business Department are without knowledge of real estate. Nevertheless, we are able to come up with ideas from a perspective that differs from real estate based on our experience with EPOS cards and new business development. In fact, I would say that this is a strength.

Okajima: MARUI GROUP has continued to encourage employees to acquire a diverse range of experience through initiatives such as intra-Group profession changes. It has thereby installed frameworks conducive to the acquisition of new experiences and the melding of strengths. These frameworks are what helped the TSUKURUBA Business Department be such an effective bridge between TSUKURUBA and MARUI GROUP.

Abe: Speaking from my experience with WED, apparently they primarily dealt with systems companies before starting co-creation with MARUI GROUP. Now, they are able to incorporate our varied perspectives, related to considerations such as well-being, sustainability, and fintech, into their approach, which they say has greatly widened the scope of their thinking. Moreover, WED has that sense of momentum we tend to associate with start-ups as well as an elite team of individuals boasting a level of

I am motivated by a strong sense of
commitment to fulfill my mission as
a single, unique individual.

Ayami Torihata
TSUKURUBA Business Department,
okos Co., Ltd.
(Joined MARUI GROUP CO., LTD., in 2016)



CO-CREATIVE TEAMS
INSPIRING INDUSTRY

strength similar to that of a certain pirate squad from a popular manga. As a member of a co-creative team, I thus feel like I can apply the might of a large company to various small actions, effectively capitalizing on all the benefits of start-ups. I would even go as far as to say that co-creative teams feel like small start-ups that exist within MARUI GROUP.

Okajima: Sota Yamauchi, who founded WED in his teens, has a unique perspective that is not confined by existing frameworks. If MARUI GROUP is going to provide a platform for co-creation, it will be important for it to respect such otherworldly talents. Mr. Takenobu, from your perspective as an outsider at MARUI GROUP, what do you see as the value of co-creation with the Company.

Takenobu: A major advantage of working with MARUI GROUP is the ability to utilize its assets to create greater value for society. As a start-up, COUNTERWORKS is able to exercise its ingenuity targeting a limited scope of customers and market segments. MARUI GROUP, meanwhile, has a well-entrenched practice of looking at matters such as how shopping centers will be affected or how EPOS cards will be used to generate profits. My involvement with MARUI GROUP has made me aware of the importance of adopting a multi-faceted perspective to pursue an overall

A major advantage of working with
MARUI GROUP is the ability to utilize
its assets to create greater value for society.

Mizuki Takenobu
Seconded to Tenant Success Office
of MARUI CO., LTD.,
from COUNTERWORKS Inc.



balanced approach. MARUI GROUP is incredibly proficient at achieving such a balance when it comes to expanding potential demand.

Small Starts for the Peripheries
Leading to Small Victories

Takenobu: Together with MARUI GROUP, I am looking into ways of transforming shopping center operation, leasing, and other existing business frameworks. How are all of you approaching the process of transforming existing businesses within your respective co-creative teams?

Torihata: When it comes to providing services for lease properties in the real estate industry, it is common to focus on the owners of the properties, and to forget about the users. This type of approach seems outdated, and I think it is time for a change. TSUKURUBA is working to guide the market in the right direction by starting new businesses

small and gradually building a greater impact. It is currently in the process of laying the groundwork for this approach.

Abe: With its optical character recognition technologies for reading receipts via a smartphone, WED looks to reduce the amount of time used for all tenant processes by 110,000 hours while cutting annual delivery center processes by 20,000 hours. In the past, we have seen only limited scope applicability for such systems. However, co-creation with WED has opened the door to the possibility of transforming existing businesses with these systems. Proposals that go beyond the boundaries of companies, such as initiatives for improving productivity or reforming work styles, can create an opportunity. This recognition has enabled me to think about tenant success from a broader perspective.

Okajima: I think that co-creative teams have the potential to inspire the transformation of the industries in which they

are involved. The union of start-ups and MARUI GROUP, both of which are unable to sufficiently promote change by themselves, will allow for the creation of small success models for use in pursuing small victories. These efforts will eventually snowball to transform industry structures themselves. We have already seen this happen with the retailing industry. Co-creative teams are one venue for inspiring such transformation. It is like we are all working together in a process of trial and error aimed at creating a recipe for success.

Takenobu: The amount of access MARUI GROUP grants to its existing businesses is amazing to someone like me, who is viewing this as an outsider. COUNTERWORKS is currently developing a store opening support service called OMEMIE. This service is offered as a short-term event, and we thus have to be really frank in our efforts to commercialize this service. To facilitate frank discussion, MARUI GROUP lets us view its internal data, and we do the same. We have sufficient access to MARUI GROUP's existing businesses through this open relationship, and we are able to change our existing frameworks to match. This has had an impressive influence within COUNTERWORKS.

Okajima: When a large company collaborates with a start-up, the collaborative initiatives tend to be isolated from the rest of the company's operations. This causes a disconnect with the rest of the company, meaning that, for better or

for worse, the impact on the company as a whole is limited. What is unique about MARUI GROUP's co-creative teams is that they function more as peripheries to the central entity that is the Company. The center can be seen from the peripheries and vice versa. The peripheries advance a variety of initiatives to achieve small victories, and the victories of the co-creative teams then drive the transformation of the Company itself.

Takenobu: The co-creative team I am on is focused on speed, looking to generate a positive impact as quickly as possible. We started developing the OMEMIE store opening support service in April 2021, and it was launched only a month later. A large company like MARUI GROUP has a lot of organizations, which means it can take longer to kick off a new initiative. With co-creative teams, however, when the decision to do something is made, everyone springs into action. This approach of beginning with small starts in the peripheries is part of the genius of MARUI GROUP.

Exercise of the Corporate Philosophy
Through Co-Creative Teams

Takenobu: Does everyone here enjoy participating in co-creative teams? Is it helping with our well-being?

Torihata: I really enjoy it. It makes it feel like I have my own special job that is only for me. I am motivated by a strong sense of commitment to fulfill my mission as a single, unique individual. My

first goal is to create a positive impact within my co-creative team. I want to get off to a strong start to generate results and show everyone the excitement of the wide range options made possible by partnering with MARUI GROUP.

Abe: The systems development work I have been involved in previously has been focused purely on resolving the issues faced by the Company. Getting involved in new business development, meanwhile, has greatly expanded the scope and degree of my contributions. I can make a contribution to the overall industry, to all of Japan, or even to the entire world. These contributions can be measured on timetables of 30 or even 50 years. This greater capacity to contribute is a massive source of motivation. When you belong to a small organization like a co-creative team, you get the sense that nothing will happen if you don't do it yourself. This feeling is very empowering.

Takenobu: Co-creation with MARUI GROUP allows me to escape the confines of my own thinking to engage in wider ranging discussions on topics like new approaches that could be taken. This is especially beneficial given the COVID-19 pandemic. For a start-up, the ability to receive support from colleagues committed to the same goals is something that is greatly appreciated.

Okajima: I am really fond of MARUI GROUP's corporate philosophy of "equate the development of our people with the development of our company." However, I am also looking at how industry structures can be transformed in the future to place more emphasis on well-being. Hearing from you all today has made me realize that the approach of co-creative teams is an initiative for transforming industries while at the same time being a measure for developing human resources. Whether we are talking about the development of people or the development of the Company, it is a truly innovative undertaking.

Co-creative teams are effectively capitalizing on
all the benefits of start-ups. Co-creation
has opened the door to the possibility
of transforming existing businesses.

Nozomu Abe
WED Co-Creative Team
R&D Center, Digital Transformation Department
M & C SYSTEMS CO., LTD.
(Joined MARUI GROUP CO., LTD., in 2017)



What is unique about MARUI GROUP's
co-creative teams is that they function
more as peripheries to the
central entity that is the Company.

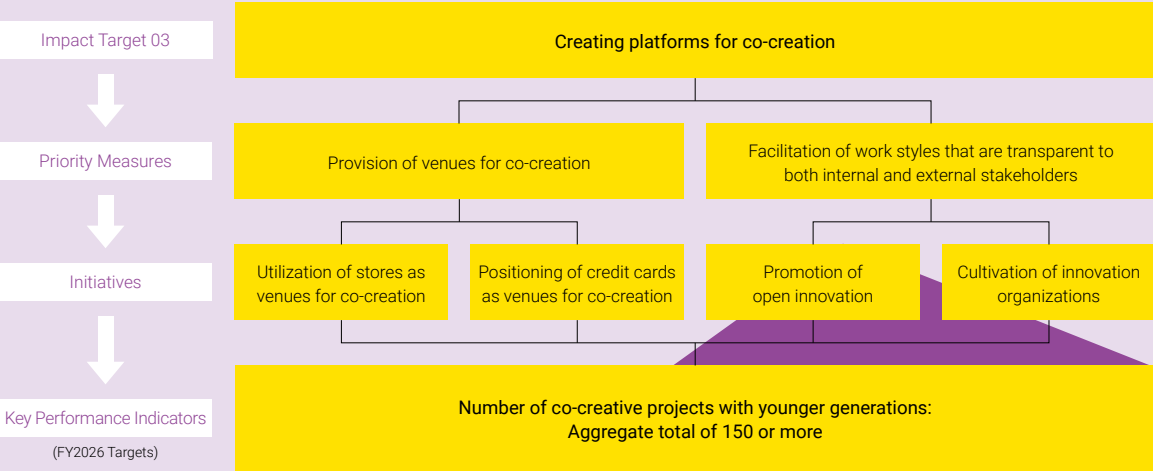
Etoko Okajima
External Director, MARUI GROUP CO., LTD.
President & CEO, ProNova Inc.



CREATING PLATFORMS FOR CO-CREATION

MARUI GROUP cannot build the world it envisions by itself; it looks to shape this world through co-creation with stakeholders that share its ideals. Our assets include the physical stores that serve as points of contact with 200 million customers, our base of more than 7 million EPOS cardholders, our some 5,000 employees equipped with customer- and IT-oriented mindsets, and our deeply entrenched corporate culture of co-creation. By sharing these assets with stakeholders, we aim to create platforms for co-creation.

Overall Vision and Key Performance Indicators



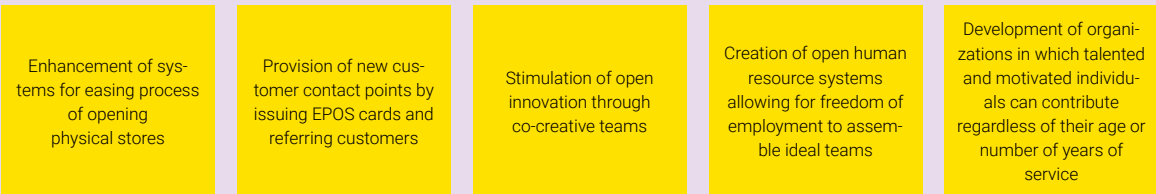
WHO?



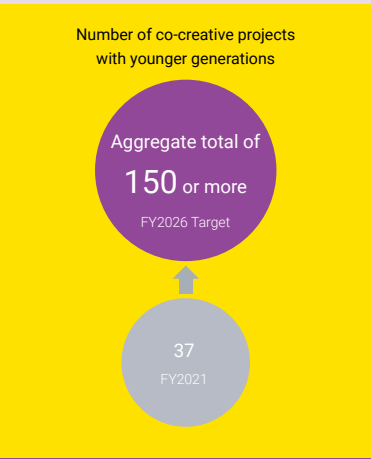
WHAT?



HOW?



OUR IMPACT



CO-CREATION PLATFORMS

Acceleration of Co-Creation Platforms

MARUI GROUP has continued to promote innovation through investment in start-up companies and co-creation with external partners alongside its internal efforts to develop new businesses like its anime and securities businesses. To accelerate these innovation efforts, we established D2C & Co. Inc. in 2020 to support direct-to-consumer (D2C) ecosystems. Also in this year, we assembled co-creative teams tasked with promoting co-creation with investees. These moves were followed up with the founding of the business incubation company okos Co., Ltd., in 2021. By reinforcing our systems for developing co-creation venues, we aim to accelerate the creation of platforms for co-creation.

Number of co-creative projects
with younger generations:
Aggregate total of

150 or more

FY2026 Target



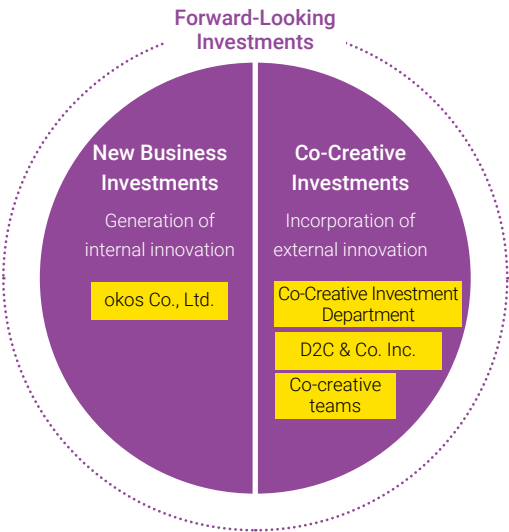
Frameworks for Creating Platforms for Co-Creation Encompassing Both Internal and External Partners

MARUI GROUP's forward-looking investments are comprising co-creative investments aimed at co-creation with external partners and new business investments for the purpose of generating innovation within the Company. The Co-Creative Investment Department plays a central role in selecting target areas for co-creative investment that account for medium-to-long-term social changes and trends. In accordance with the defined fields, we seek out start-up companies that can join MARUI GROUP in shaping its envisioned future in which to invest. Particular attention is being paid to investments in the D2C field, which employs new business models entailing brands forming connections with consumers through directly operated e-commerce sites and social media. D2C & Co. was established to facilitate efforts in this field, where we are investing in D2C start-up companies, offering services that allow such companies to open physical stores and contract MARUI GROUP to operate them, and otherwise working to develop a D2C ecosystem. We have also assembled co-creative teams comprising employees active in various divisions to accelerate co-creation with investees.

In addition to co-creative investments, we are also investing in new businesses via the platform provided by okos. Through these investments, we aim to quickly cultivate and develop new businesses to generate innovation within the Company. The possibility of spinning off new business to form independent subsidiaries after they have achieved a state of profitability is being examined as a means of growing medium-to-long-term earnings contributions.

These are the frameworks MARUI GROUP is utilizing to create platforms for co-creation.

Forward-Looking Investment Business Structure



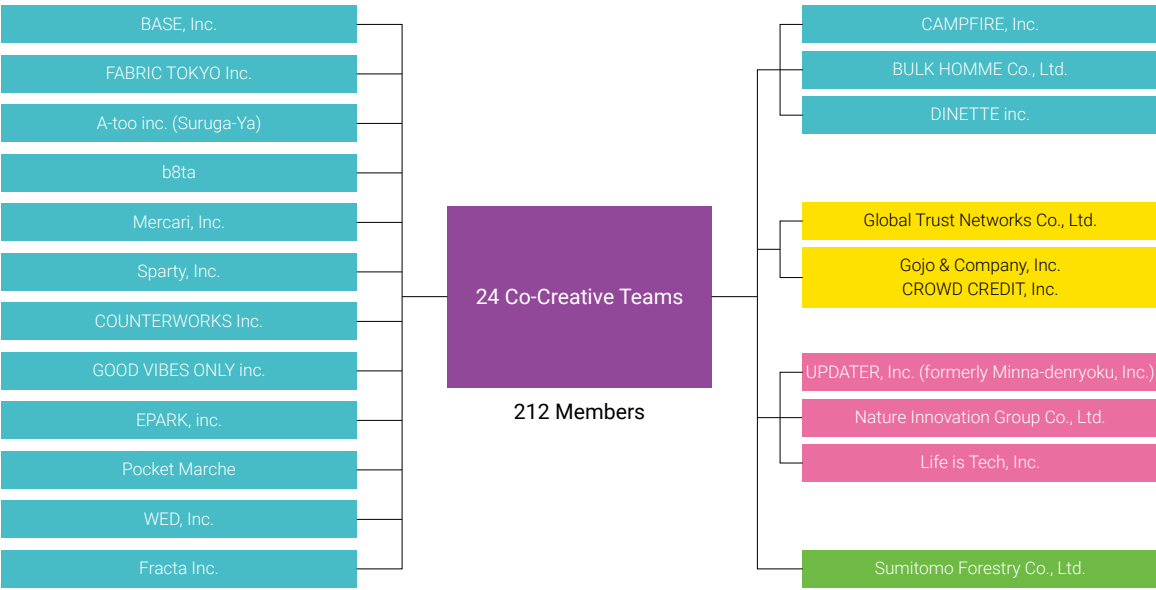
Achievement of earnings growth together
with desired impact

(Sustainability, well-being, and digital transformation)

Co-Creative Teams Comprising Members from Across MARUI GROUP

MARUI GROUP has assembled co-creative teams for the purpose of streamlining the process of starting co-creation with investees and to exercise responsibility for producing results. We currently have 24 co-creative teams with a total of 212 members who are working diligently on a Groupwide basis to accelerate co-creation with investees and partners. Executive officers have been appointed as the leaders of each team, and

team members are selected from the division most suited to co-creation with the respective start-up companies, whether that division be related to investment, retailing, EPOS cards, distribution, or space production. Each group is responsible for producing results, and this dedicated approach contributes to exceptionally quick decision-making.



Note: Some non-investee partners are included.
Figures are as of October 1, 2021.

VOICE



Masahisa Aoki
Executive Officer,
MARUI GROUP CO., LTD.
CEO, tsumiki Co., Ltd.

Co-creative teams have allowed for speedy co-creation because all members see themselves as connected to the project.

I am responsible for co-creation with A-too, the operator of Suruga-Ya, the No. 1 seller of secondhand hobby items in terms of online sales. Our relationship dates back to 2018, when A-too opened a Suruga-Ya store in Shinjuku Marui Annex, and then evolved further when we formed a capital and business alliance in 2019 and when we launched the SURUGAYA EPOS CARD in 2020. In this way, we are engaged in expansion—in forward-looking co-creation with A-too.

The Suruga-Ya Co-Creative Team was assembled in June 2020, comprising eight members including myself, who serves as executive officer oversight. Members have been chosen from a variety of divisions, including people from retailing and fintech and even those seconded to A-too, and these members are engaged in comprehensive, Groupwide initiatives. In the past, co-creation was advanced with a single division serving as our venue for communication with A-too, but this approach resulted in fragmented initiatives and roundabout communication. The change to co-creative teams, however, has allowed for speedy co-creation because all members see themselves as connected to the project, like they themselves are members of A-too. As a result, we have been able to open Suruga-Ya locations in various Marui stores, and these locations have garnered immense popularity. The number of SURUGAYA EPOS CARDS issued too has come to rival the average numbers of cards issued by large-scale Marui stores.

Looking ahead, I hope to expand the scope of our co-creation with A-too beyond one-on-one collaboration to include more extensive co-creation practiced with other partners. This, I hope, will lead to the creation of new business models.

Innovation through Co-Creation with External Partners

For MARUI GROUP, external start-up companies are more than just business partners; they are partners with which we seek mutual growth in our quest to maximize the interests and happiness of our stakeholders.

Tenant Success Defined by Mutual Growth

The interests of stakeholders sometimes appear to be in conflict when viewed from a short-term perspective. However, MARUI GROUP is confident that it is possible to achieve harmony and expand the intersection between the interests and happiness of all stakeholders through dialogue and co-creation advanced over the medium-to-long term. Our ability to commit ourselves to co-creation management up until today has been supported by the presence of our tenants. Recognizing the importance of our tenants, we work to co-create happiness together with them while pursuing tenant success, which we define as mutual growth for both tenants and MARUI GROUP.

WED

Joint Development of Process Streamlining System

WED, Inc., operates the ONE receipt purchasing system. Our co-creation with this partner has included the joint development of a system for streamlining the complicated processes related to generating receipts and preparing reports that tenants must conduct every day after closing. This system is projected to contribute to savings of between 60 and 180 work hours for each tenant* while eliminating the need for 20,000 hours of delivery processing and confirmation procedures at delivery centers.

* Figures may vary based on the number of cash registers.



COUNTERWORKS

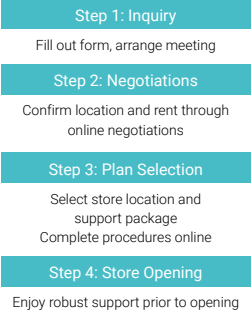
Services Allowing for Individuals, Small Companies, and Anyone Else to Open a Store

COUNTERWORKS Inc. provides SHOPCOUNTER, an online service that matches lenders of store and other spaces with those seeking to rent such spaces. This company's vision of a world where anyone can make forays into retail matched that of MARUI GROUP, inspiring us to embark on co-creative ventures with the goal of democratizing retail.

These venues have included the launch of a store opening support service called OMEMIE. This service, which was developed swiftly by taking advantage of COUNTERWORKS' ideas and implementation capabilities, allows anyone to set up shop at a Marui store with ease—in as little as a week. Moreover, the service provides information on location pricing, facilities, and support so that prospective store openers can choose the location best for them ahead of time, granting an extra element of peace of mind when making inquiries.

Please refer to the following website for more information on OMEMIE (in Japanese only).
omemie.0101.co.jp/

Process of Opening Stores



VOICE



Kana Yamamoto
Tenant Success Office,
MARUI CO., LTD.

We are working to grow together as partners seeking to democratize retail. COUNTERWORKS is guided by its vision of free creation with ambitious individuals and its mission of digitizing all commercial real estate to create new forms of commercial infrastructure. These ambitions line up with the goals of MARUI GROUP, a move that led to our decision to engage in co-creation. MARUI GROUP seeks to create stores that do not sell and eventful stores based on sustainable business models that bring joy to customers. By pooling our resources with those of COUNTERWORKS, we hope to make both our visions for the world a reality. We have learned a lot through co-creation with COUNTERWORKS that encompasses a number of MARUI GROUP divisions. COUNTERWORKS is not just a business partner, they are a partner in our quest to democratize retail, and I hope that we will be able to grow together in the future.

Sharing of MARUI GROUP Assets through Secondment and Operation Contracting

MARUI GROUP is actively sharing its assets with external partners as part of its efforts to create platforms for co-creation. One way in which we share assets is through the secondment of employees to start-up companies. Such secondment allows employees to gain the forward-looking perspective needed to create new businesses while also granting them with the opportunities to make decisions at their own discretion. Moreover,

this process helps us incorporate the unique expertise and other intangible assets of partner companies into MARUI GROUP. Another approach toward sharing assets is through operation contracting, which allows us to share with partners assets like our stores and human resources who are well-versed in store operation and customer service as we pursue mutual growth.

Global Trust Networks

MARUI GROUP has seconded employees to Global Trust Networks Co., Ltd. (GTN), as one of our various joint initiatives with this company, which have included issuing the first EPOS card exclusively for non-Japanese residents of Japan. GTN is currently investing in the development of new apps and other digital transformation measures while working to expand its network of bases in Asia. Meanwhile, the range of services offered for non-Japanese individuals is being broadened through co-creation with MARUI GROUP.



GTN EPOS CARD issued by using GTN's database of non-Japanese individuals

Mercari

Co-creation with Mercari, Inc., has involved its opening Mercari Station, a physical venue that offers customers an easy way to experience its Mercari service, and contracting the operation of this store to MARUI GROUP employees. Mercari Station sees visitation by current Mercari users as well as by people who have never taken advantage of the service, thereby helping expand Mercari's ability to connect with users offline.



Mercari Station, Mercari's first physical location, operated by MARUI GROUP employees



Suruga-Ya counter where customers can sell their hobby items, operated by MARUI GROUP employees at Marui Family Mizonokuchi

Suruga-Ya

The Suruga-Ya stores operated by A-too inc. had previously enjoyed strong support from certain niche customers. However, A-too was able to connect with the new customer demographic of women by opening locations in Marui stores. Moreover, the SURUGAYA EPOS CARD was launched as physical stores struggled amid the COVID-19 pandemic, and we have seen a brisk increase in the numbers of holders of this card since its launch. This accomplishment is an example of synergies being generated with the rise in transactions seen on the suruga-ya.jp e-commerce website.

VOICE



Hiroki Yoshida
Seconded to A-too inc.
MARUI GROUP CO., LTD.

The fundamental essence of co-creation should be leveraging our respective strengths to create new value. With a laser-sight focus on profit, President Tsunashige Sugiyama of A-too has sometimes been referred to as a man made for business. When I was seconded to this company, President Sugiyama drilled this focus on profits into my head with his mantra of "customer satisfaction is the source of profit." At the same time, I was facing an issue that, because of a lack of understanding with regard to co-creation, it was not uncommon for our co-creative efforts to boil down to MARUI GROUP dragging its partners down the path it wants to take. Contrary to this reality, the fundamental essence of co-creation should be partnering with others who share our ideals and utilizing our respective strengths to create new value and thereby maximize our earnings. Responding to the diversifying expectations of customers requires companies and their businesses to always be changing and evolving. There is a limit to what a single company can do by itself. It is therefore important to broaden our scope of co-creation and evaluate our partnerships to ensure that we are forming a mutually beneficial, win-win relationship on our quest to maximize the interests and happiness of stakeholders.

Generation of Internal Innovation

MARUI GROUP has continued to move forward with efforts to produce innovation through co-creation with external start-up companies. Going forward, we will also seek to foster a corporate culture that is conducive to the generation of internal innovation by making the organization a fertile breeding ground for co-creation between various internal divisions.

Cultivation of New Businesses and Internal Entrepreneurs through okos

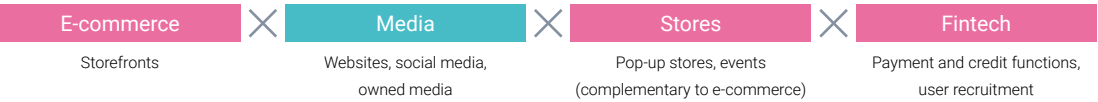
We established okos with the purpose of fostering a corporate culture that is conducive to the generation of internal innovation within MARUI GROUP. Prefaced on the ideas of creating new things and starting new ventures, okos is committed to the development of new businesses. However, this company does not limit its scope to new businesses; it also looks to swiftly incubate businesses through co-creative investment while providing a platform for cultivating internal entrepreneurs.



It is common for start-up companies to act spontaneously and produce new innovative ideas, even with limited resources. Through okos, we offer the support necessary for starting new businesses or embarking on other entrepreneurial exploits to provide opportunities to continue chasing one's ambitions, without fear of failure, and to build an ever-growing track record of small victories. This framework allows us to cultivate human resources with an entrepreneurial spirit while fostering a corporate culture that is conducive to the generation of internal innovation.

Business Model of okos

Centered on e-commerce, services offered by okos include helping create fans of a given company through websites, social media, and owned media, and directing these fans to e-commerce venues. Stores are used to complement online media and e-commerce websites through pop-up stores and events. Meanwhile, fintech services are supplied to provide payment and credit functions for both physical and e-commerce venues, and okos also supports the recruitment of registered users. In this manner, okos utilizes MARUI GROUP's stores and fintech services while maintaining a focus on e-commerce, to support the development of unique business models with a high barrier to entry.



VOICE



Yuichi Kori
External Director, okos Co., Ltd.
Partner, NEXTBLUE, LLP

MARUI GROUP's frameworks for creating new businesses are incredibly unique.

Today, we are seeing members of younger generations around the world propose new ways of thinking, expression, and living. The current era is also more accepting toward individuality and differences. In fact, I would say that it turns these elements into strengths. This trend seems to gain more steam with each coming year. However, members of these younger generations tend to lack experience, connections, and funds. This is why it is truly remarkable that a company like MARUI GROUP, which is rich in assets and resources, is acting as a door opener for younger generations. The Company's efforts to create platforms for co-creations are truly something that meets the needs of the times.

MARUI GROUP's frameworks for creating new businesses are incredibly unique. I am particularly impressed with three elements of these frameworks that form the foundation for developing new businesses: the utilization of existing assets to create new businesses in a more organic manner; the smooth internal coordination made possible by an open atmosphere and strong connections between employees from different divisions; and the foresight exercised to identify social trends before rivals. This foundation gives me a sense of excitement for MARUI GROUP's unique approach toward business development. I want okos to be a central proponent for generating a cycle of creating new businesses, resolving social issues through these businesses, and returning the profits of these efforts to MARUI GROUP. At the same time, I hope that MARUI GROUP employees will create, grow, and strengthen new businesses. This is the future I envision for us.

New Work Styles Conducive to Innovation

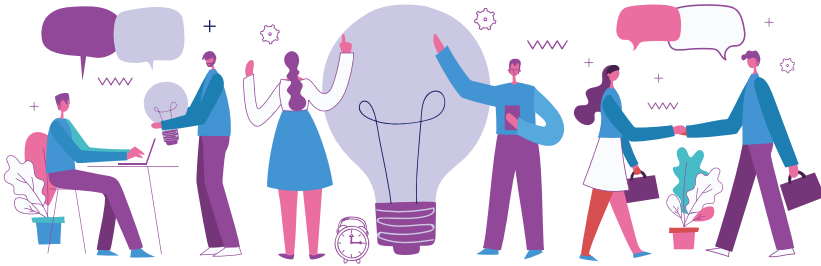
In creating innovation, the autonomous bottom-up actions of employees are more important than the top-down commitments of senior management. Developing a corporate culture in which employees are moved to such autonomous action is a process that requires time to foster the necessary foundations. In this regard, MARUI GROUP has been developing a culture of voluntary participation, in which employees step up to new tasks of their own volition, for more than a decade. The self-driven, ambitious action of employees serves as a catalyst for stimulating innovation and is crucial to the accomplishment of MARUI GROUP's three impact targets.

Also essential to the accomplishment of our impact targets will be the moving away from our prior MARUI GROUP-centric work styles to facilitate work styles that are transparent to both internal and external stakeholders. We will, for example, look to utilize individuals using us for secondary employment, non-traditional temporary employment schemes, long-term internships, and other work styles that allow talented and motivated individuals to contribute regardless of their age or numbers of years of service. The Company will also promote work styles

that frame collaboration as our business through strategic secondment of employees to start-up companies and the establishment of co-creative teams. By exploring such new work styles, we aim to make the organization more conducive to innovation.



Medium-Term Management Visionary Committee open to voluntary participation by autonomous employees regardless of age or rank (Groupwide project teams are also open to voluntary participation)



VOICE



Makoto Ito
Human Resource Development
Section, Personnel Division
MARUI GROUP CO., LTD.

I want MARUI GROUP to be a company that promotes co-creation between people.

I think that our frameworks and culture of providing opportunities to anyone who is driven by their own ambitions is something that is truly unique to MARUI GROUP.

At the same time, I recognize that developing a culture conducive to innovation requires interaction with people from outside of the Company, along with opportunities for them to engage with insights and values with which they are not familiar.

I expect that the advent of co-creative teams will give rise to work styles that transcend the boundaries of sections, departments, and even companies, and ultimately lead to our framing collaboration as our business. However, this will require that every employee be able to grow.

MARUI GROUP is supporting the interests of individuals, and I want to extend this approach toward our work styles. What I mean is that I think employees should view their work, or MARUI GROUP itself, as a tool to be used to accomplish their own personal life goals. This would create an overlap between one's interests and their work and allow them to branch out from there. If we can support the growth of employees by allowing them to work in this manner, we will no doubt see people from outside of the Company contacting us because they will want to take part in the project of a specific employee. By cultivating free and unrestrained employees in this way, I hope to foster a culture of co-creation between people, rather than just between companies, in a manner that transcends the boundaries of companies.