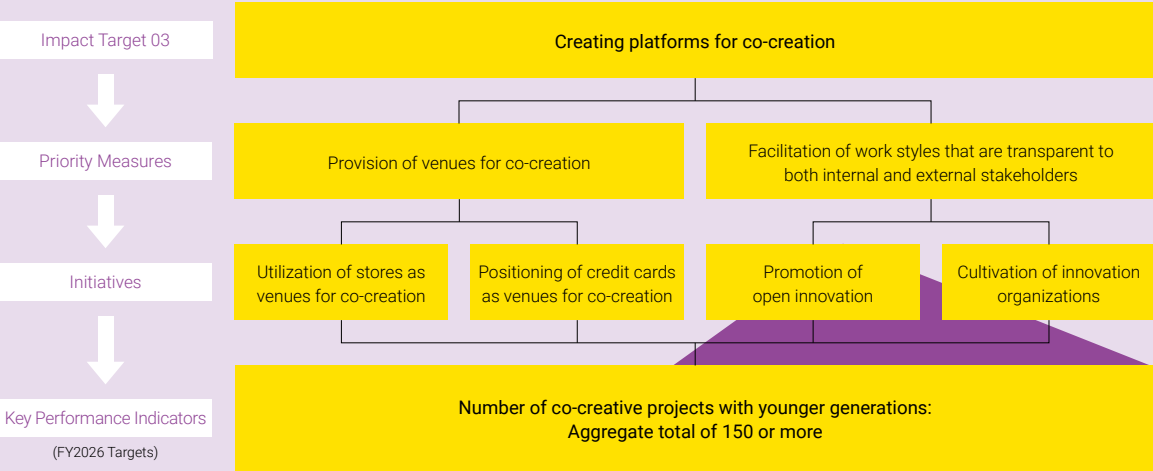


CREATING PLATFORMS FOR CO-CREATION

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

