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## MARUI GROUP's Co-Creation

MARUI GROUP views co-creation as the process of incorporating customer perspectives into all business processes to work together with partners to create happiness for customers.

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### Editorial Policy

*Co-Creation Management Report 2015* was created with the aim of helping our shareholders, other investors, and various other stakeholders develop a better understanding of MARUI GROUP. This report contains performance, business, and financial information centered on the Group's corporate philosophy and business strategies. As an integrated report, it also includes information on the environmental, social, and governance (ESG) activities that support the Group's sustainable growth. The International Integrated Reporting Framework released by the International Integrated Reporting Council in December 2013 was referenced in the development of this report.

### Cautionary Notice regarding Forward-Looking Statements

Performance forecasts and other forward-looking statements contained in this report represent the Group's best judgments based on information available at the time of this report's publication and therefore contain a degree of uncertainty. It is possible that actual performance could differ materially from these forecasts due to a variety of factors. Economic conditions, foreign exchange rates, and stock price movements are among the factors that could have a major impact on performance.

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