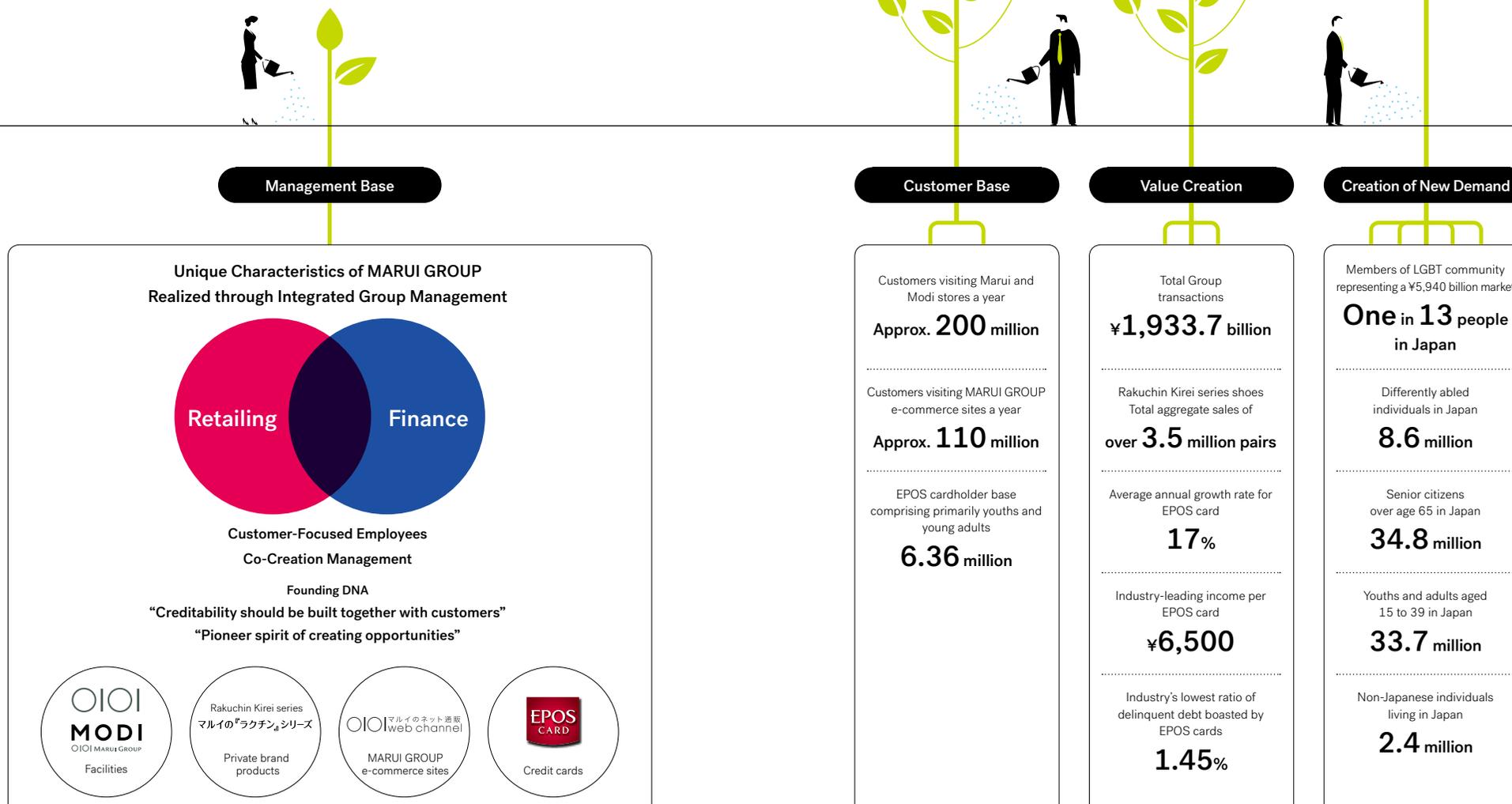


Forward-Looking Co-Creation Sustainability Management

MARUI GROUP strives to develop a business that turns issues into value through co-creation with its various stakeholders. Japan is known for the various challenges it faces as a developed nation, in its aging population and declining birthrate, and this country has a population of approximately 126.8 million diverse individuals. It is the goal of MARUI GROUP to contribute to the realization of a flourishing and inclusive society in which no one is excluded and happiness is available to all. The path to accomplishing this goal is MARUI GROUP's vision for co-creation sustainability management.



- ① Transition to e-commerce
- ② Shift from goods to experiences
- ③ Emergence of a sharing economy
- ④ Declining birthrate and aging population
- ⑤ Increase in demand from inbound travelers
- ⑥ Rise of cashless payment methods
- ⑦ Change of focus from saving to investment
- ⑧ End of era of low interest rates



Co-Creation with All Stakeholders



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**A Flourishing and Inclusive Society
Offering Happiness to All**