

MARUI GROUP CO., LTD

MARUI IR DAY

Business Strategy Briefing



June 9, 2026



1 Progress and Initiatives in FinTech Segment

Q&A

2 Progress and Initiatives in Retailing Segment

Q&A

Progress and Initiatives in FinTech Segment

EPOS Card Co., Ltd. President and Representative Director
Akikazu Aida






MARUI GROUP CO., LTD.
Managing Executive Officer and CDO
EPOS Card Co., Ltd.
President and Representative Director

Akikazu Aida

- 1996 Joined the Company
- 2017 General Manager of Corporate Planning Department, MARUI GROUP CO., LTD.
- 2020 Executive Officer and General Manager of Corporate Planning Department and Customer Success Division, MARUI GROUP CO., LTD.
- 2023 Managing Executive Officer and CDO, MARUI GROUP CO., LTD. (Incumbent)
- 2025 President and Representative Director, EPOS Card Co., Ltd. (Incumbent)

Schedule for Today's Presentation

- 1 FY2026 Overview and FY2027 Outlook**
 - 2 New FinTech Strategy Driven by “Suki”**
 - 3 New Profit Pillar Supporting New Strategy**
- 
- A decorative graphic in the bottom right corner consisting of various geometric shapes like circles, squares, and triangles in shades of pink, red, and orange, arranged in a pattern that suggests movement or growth.

- 1 FY2026 Overview and FY2027 Outlook**
- 2 New FinTech Strategy Driven by “Suki”
- 3 New Profit Pillar Supporting New Strategy



Operating profit amounted to ¥47.0 billion (107% YoY), or an increase of ¥3.0 billion YoY

	FY2025	YoY	FY2026	YoY	YoY (diff.)
	Billion yen	%	Billion yen	%	Billion yen
Total transaction volume	4,680.6	110	5,118.3	109	+437.7
Revenue	178.8	108	195.8	109	+17.0
SG&A	134.7	110	148.8	110	+14.0
Operating profit	44.1	104	47.0	107	+3.0

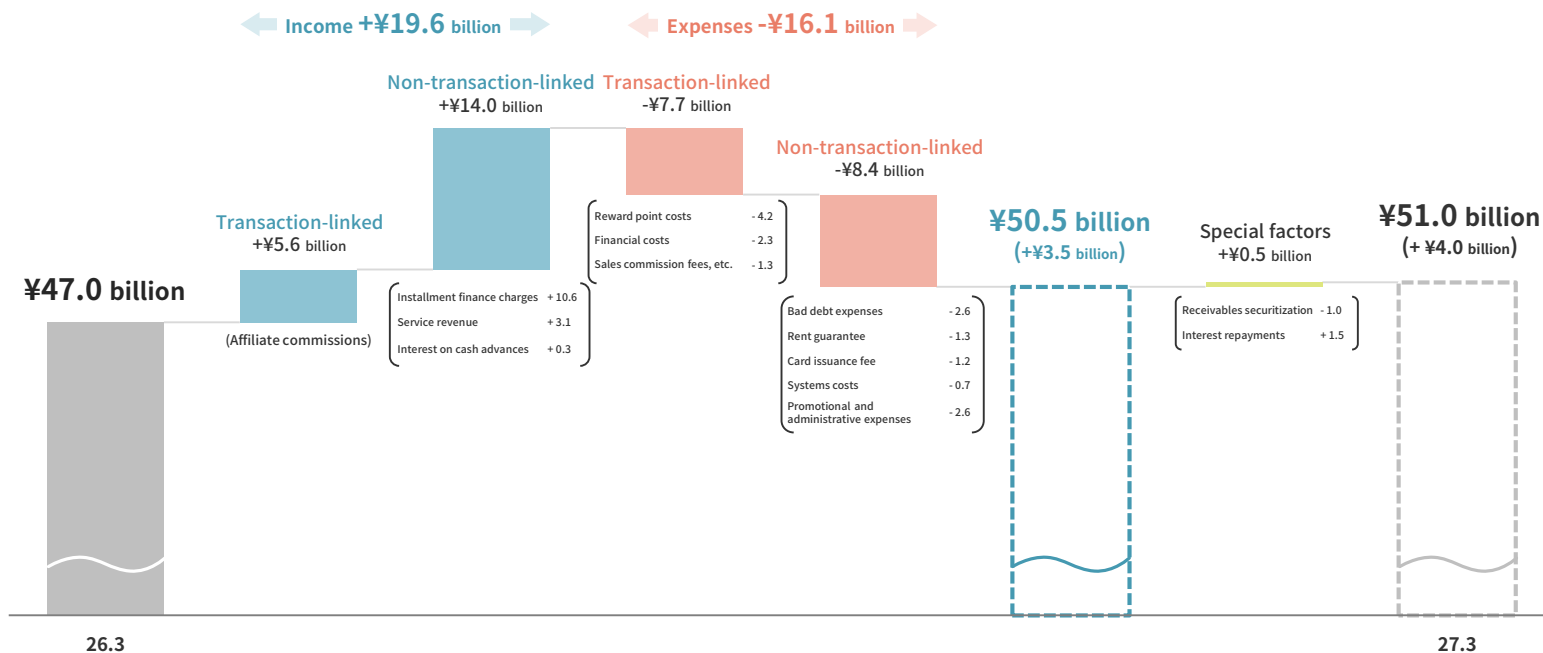
* SG&A expenses include cost of sales

Made steady progress toward the realization of economy driven by individuals' "Suki"

Key items	FY2031 KPIs			Progress
Consumption that extends its benefits to others and society as a whole through the concept of "Suki"	Financial services that connect with society through "Suki"	Number of users	1 million or more	0.14 million
		Number of services	100 or more	66
		Transactions	¥300.0 billion or more	¥22.0 billion
Financial empowerment to support "Suki"	Financial services for young people and foreign nationals, etc.	Number of users	10 million	5.19 million
		Number of services	10 or more	3
	Financial services supporting diverse workstyles	Transactions	¥5.7 trillion or more	¥3.3 trillion

FY2027: Outlook for Operating Profit

Operating profit for the fiscal year ending March 31, 2027, is projected to reach ¥51.0 billion, up ¥4.0 billion

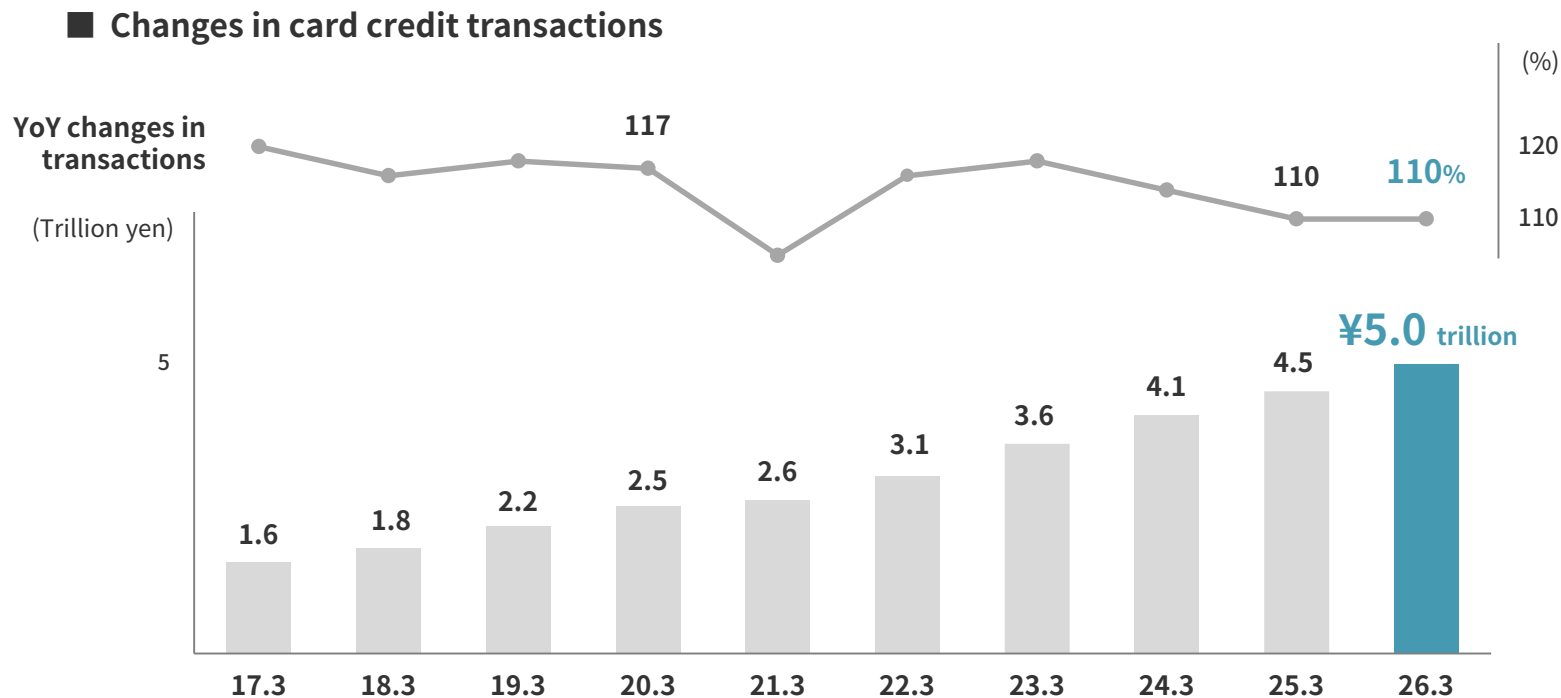


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Status of Card Credit Transactions

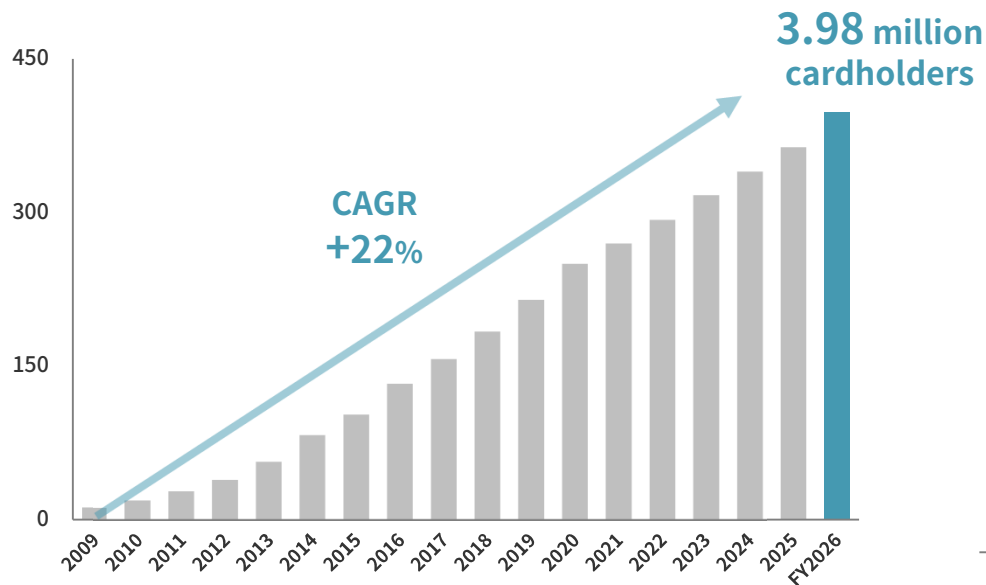
Transactions increased to ¥5 trillion, however the pace of growth has moderated, requiring re-acceleration



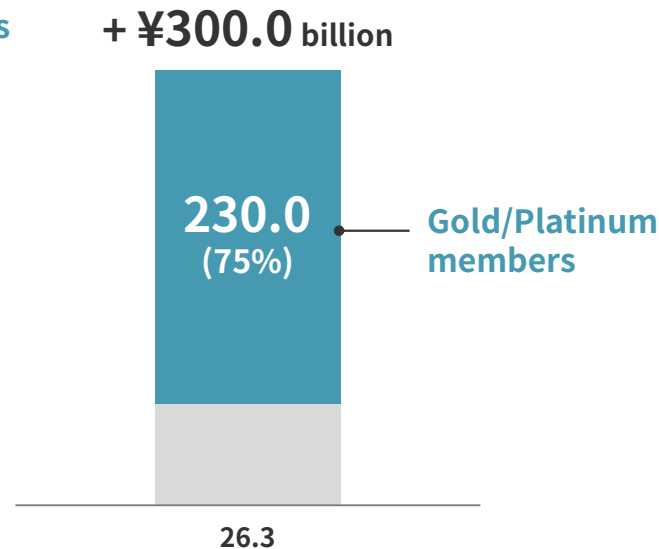
Growth due to Gold/Platinum Cards

Growth of Gold/Platinum card members has driven the increase in transactions

■ Changes in the number of Gold/Platinum card members



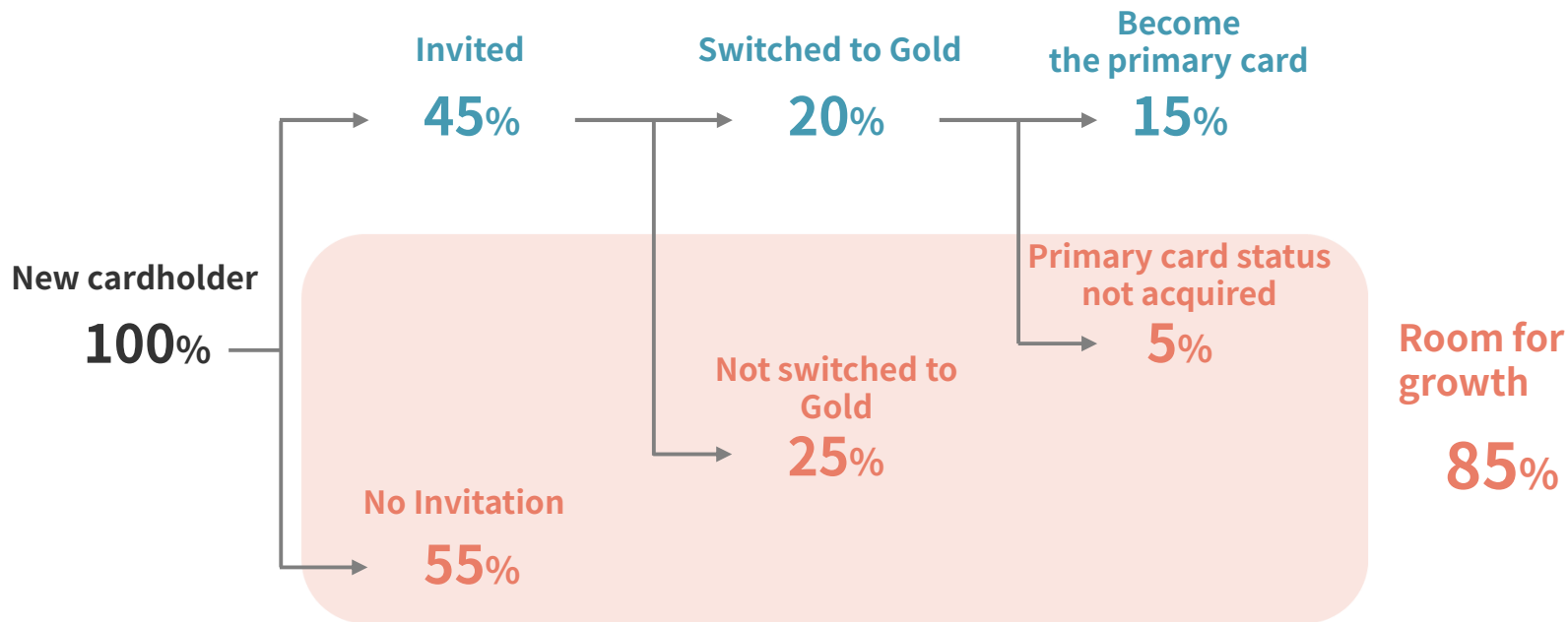
■ Increase in FY2026 shopping transactions



Potential of the Loyal Customer Strategy

For the expansion of loyal customers, 85% have the potential to become loyal customers

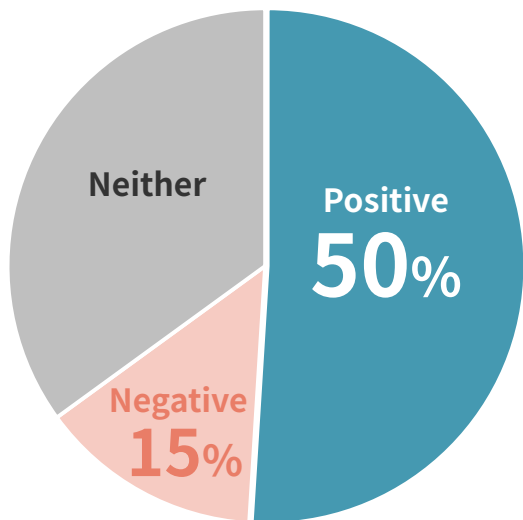
■ Situation after 3 years of membership



Customer Survey: How Customers Who Have Switched to Gold Cards Feel

Positive responses from customers who have switched to Gold cards, such as “glad” and “feeling recognized”

Q. What was your impression of an invitation for Gold cards?



I was glad to receive an invitation for the first time since I obtained a credit card

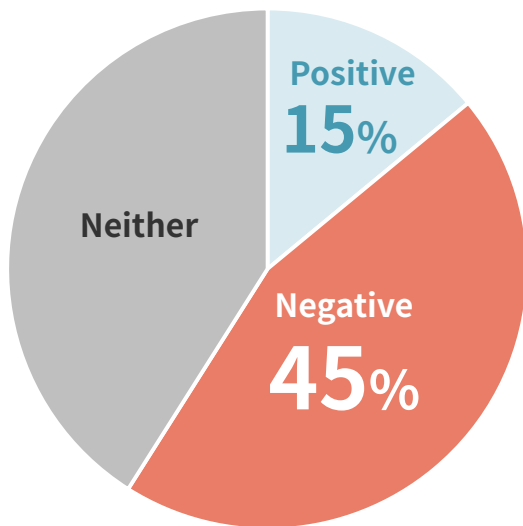
I realized that I am eligible to apply for a Gold card and felt recognized

* n=1,100 (Survey by our company in April 2026)

Customer Survey: How Customers Who Have Not Switched to Gold Cards Feel

On the other hand, there are customers who do not switch for such reasons as “it is not suitable for me” or “I regret having spent too much”

Q. What was your impression of an invitation for Gold cards?



Gold cards are at “one rank above” and
for the wealthy

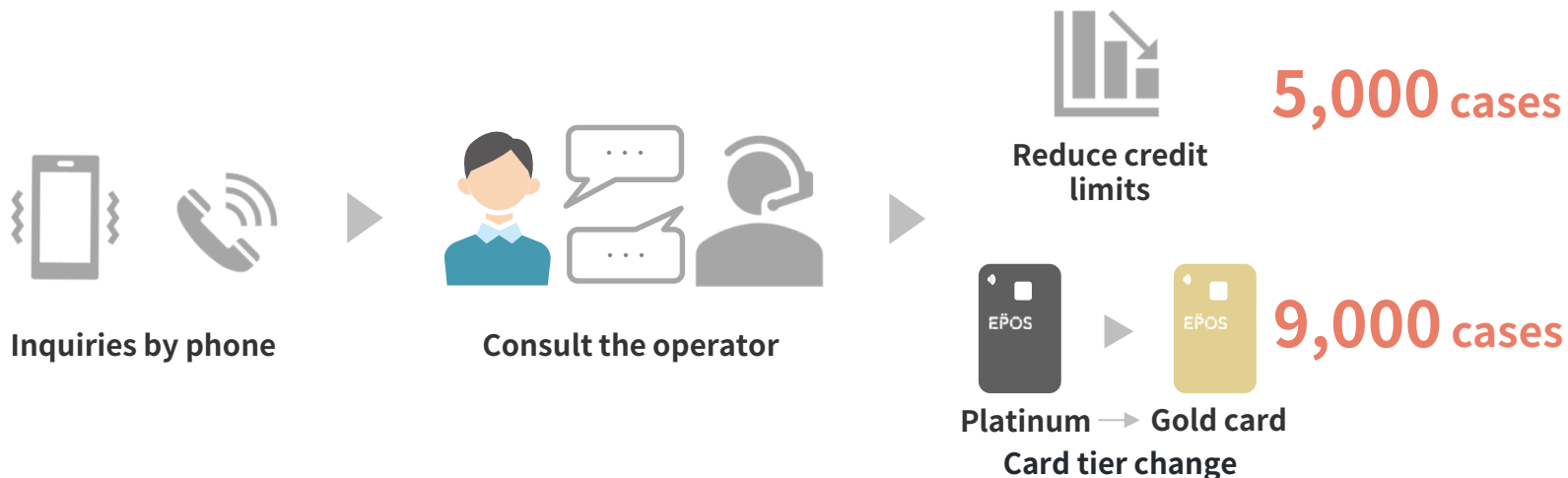
I regretted that I had spent so much that I
received an invitation

* n=400 (Survey by our company in April 2026)

Number of Customers Who Are Worried about Spending Too Much

There are 5,000 cases of reducing credit limits and 9,000 cases of switching from Platinum to Gold through customer inquiries annually

■ Flow and number of inquiries (FY2026)



If customers who did not make an inquiry are included, the number may well be quite large

Re-accelerate growth with the twin engine of cards that support “Suki” in addition to Gold cards

Until now



Primarily Gold cards

From now on



Gold Card

+

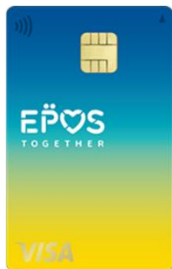
Cards that support “Suki”

Expansion of Cards That Support “Suki”

156 projects 1,380,000 cardholders

* As of March 2026

Social contribution



EPOS TOGETHER Card

Only-one



EPOS Pet Card

Sports



TOKYO GREAT BEARS

Music



ZUTOMAYO

Animation



PUELLA MAGI
MADOKA☆MAGICA

Character



Miffy

Game



Otomate

Realize re-acceleration of growth through a journey beyond the framework of Gold cards

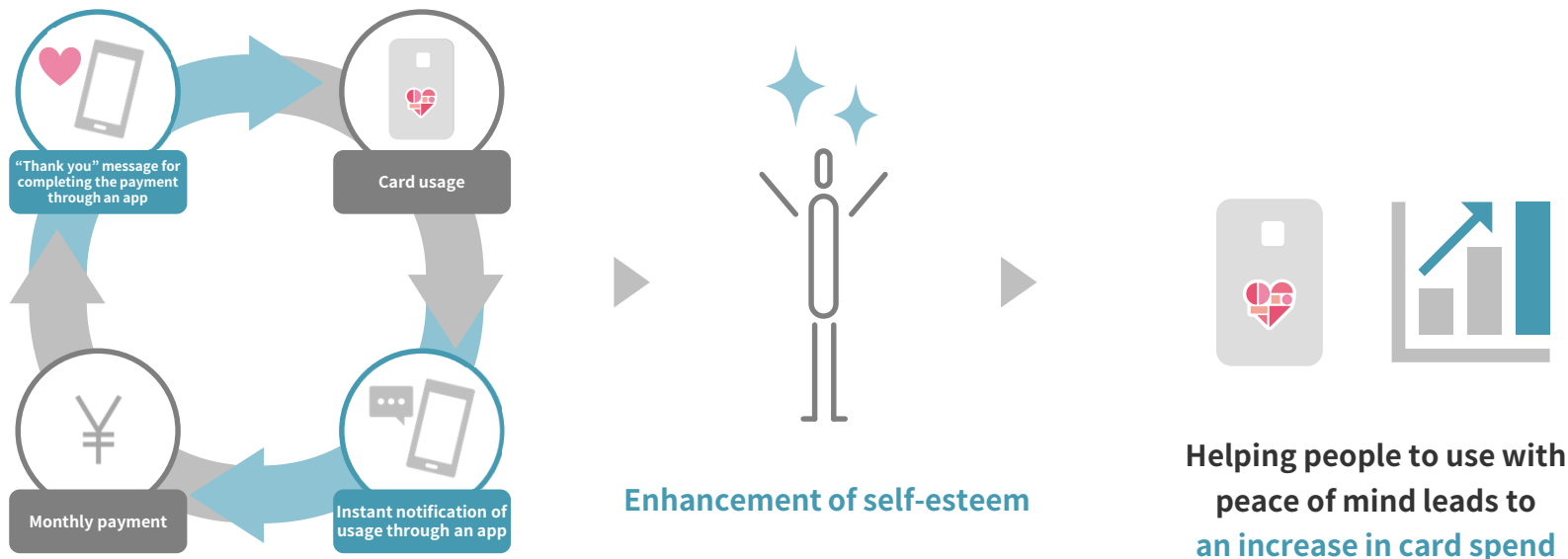
(1) Co-creation of creditability

(2) Special experience relating to “Suki”

(3) Support and donation

Differentiation (1) Co-creation of Creditability

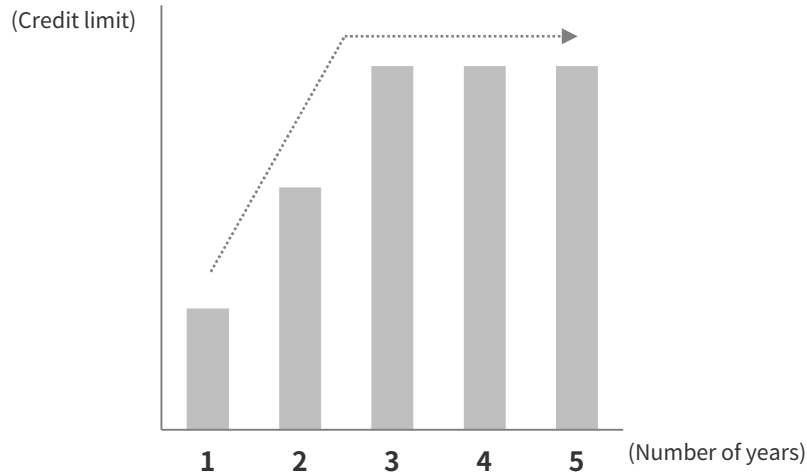
Using an app to provide an experience that enhances customers' self-esteem about payments



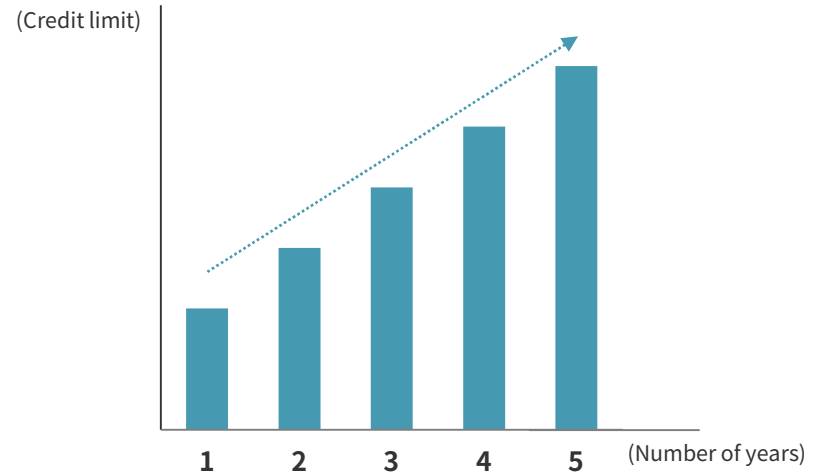
Credit Limit Increase in Line with Customer's Actual User Experience

Customers with cards that support “Suki” increase their credit limits and usage per transaction over time through co-creation of creditability

Gold Card



Cards that support “Suki”



Current Initiatives: Resolving Anxiety

UX design that helps you to use with peace of mind through real-time notifications and notices to prevent over-spending

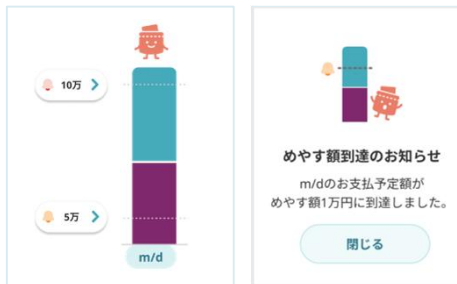
Real-time notifications



Receive notification immediately after use

Reflected in the statement instantly

Estimated alert



Set a target amount

Notification of overspending

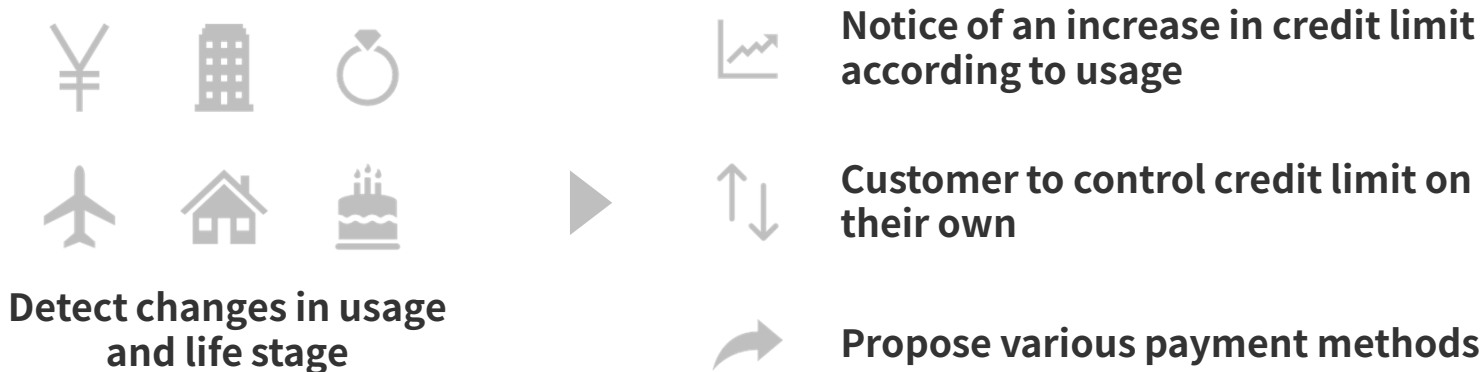
Avoidance of pinch



Propose installment/ revolving plan options with simulation

Future Initiatives: Enhancing Personalization through DX

Aiming to provide a personalized experience, such as credit limits and payment methods tailored to each customer

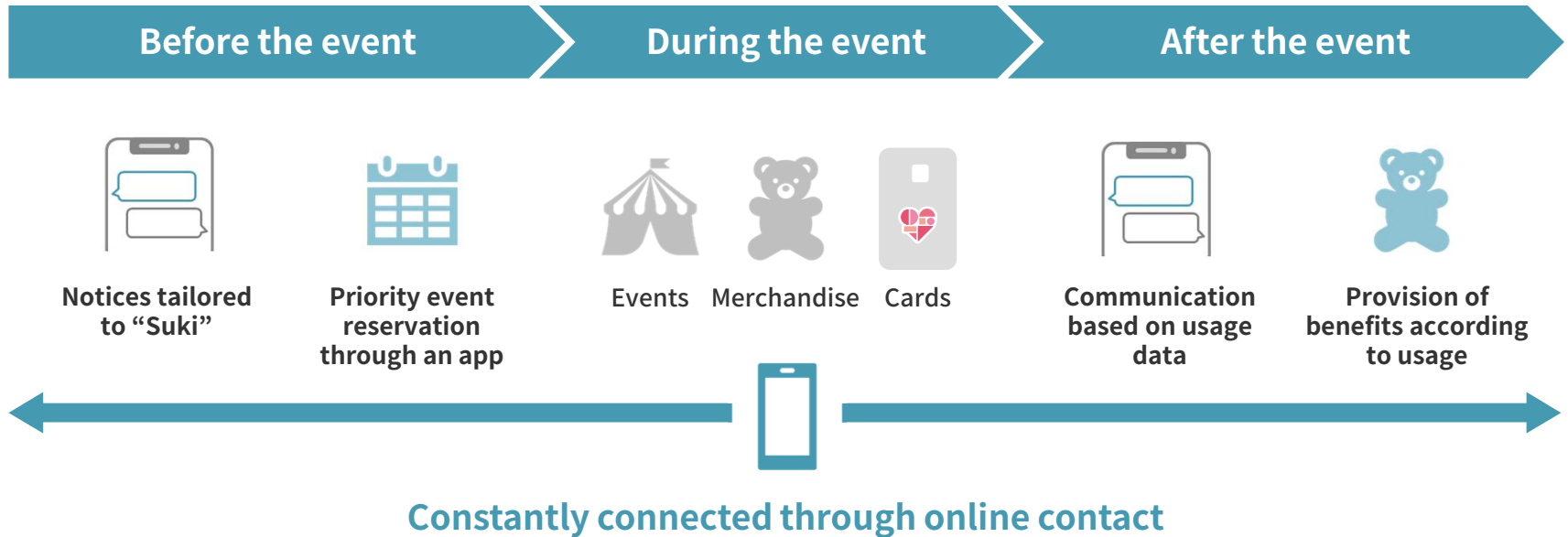


**Plan to implement AI and UX development
with experts**

Execute strategic system investments

Differentiation (2) Special Experience Relating to “Suki”

Demonstrate group-wide strengths to the maximum as a unit supporting “Suki” for differentiation



Example of Experience Using Event/Merchandise with Cards Supporting “Suki”

Held an event exclusively for HERALBONY CARD holders, attended by 100 people

■ HERALBONY CARD THANKS DAY 2026 (held in February 2026)



Number of participants:

100

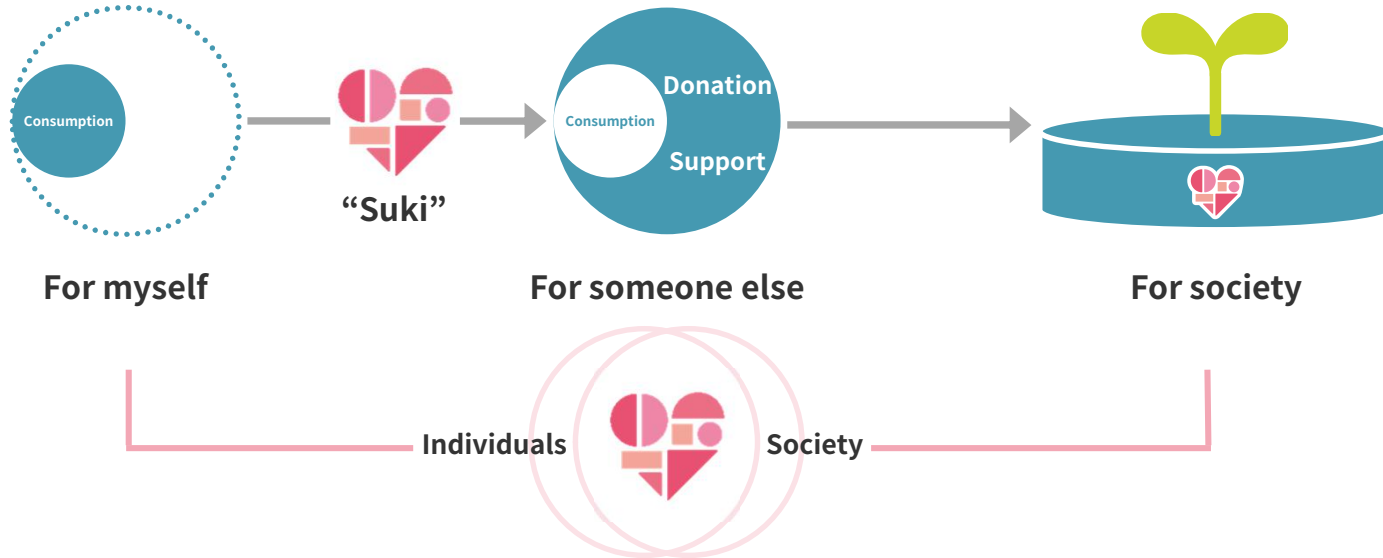


Participants

It was truly a wonderful event!
It was a time that I appreciated having a HERALBONY CARD.
Thank you! I'm looking forward to the next one!

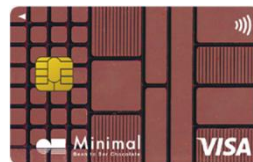
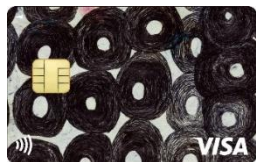
Differentiation (3) Support and Donation

Our target state is new membership for a card that supports “Suki” and naturally leads to social contribution



Achieve both impact and profit through
business that supports “Suki”

Status of Support and Donation Cards



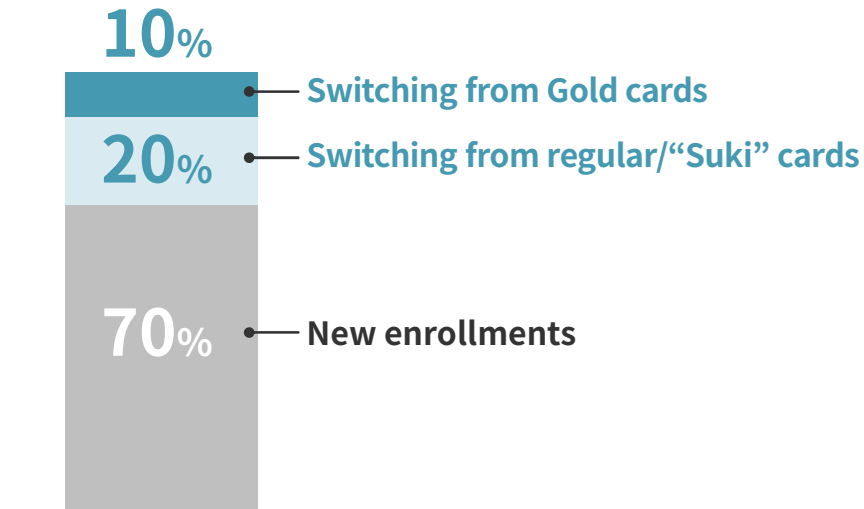
Support and donation cards
37 projects **130,000** cardholders

* As of March 2026

Switching to Support and Donation Cards

Changing customer values from status to “Suki”

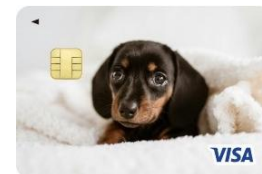
■ Composition of EPOS Pet Card membership by admission route



Status



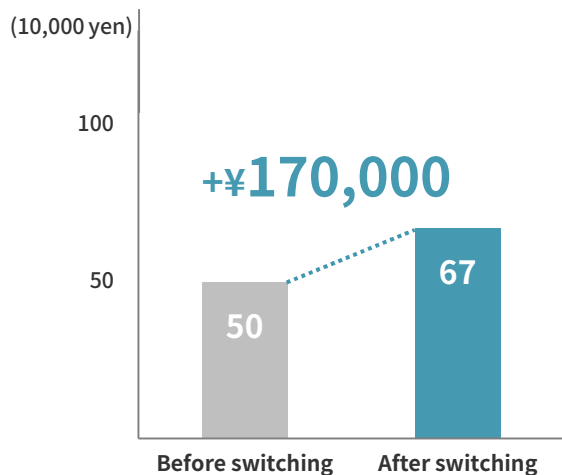
The irreplaceable
“Suki”



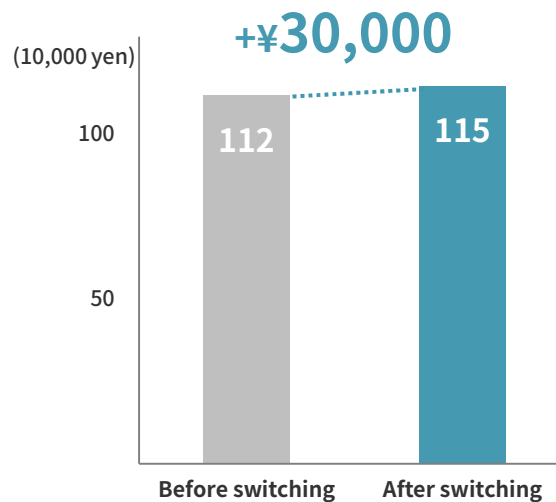
Card Spend of Customers Who Switched to Pet Cards

Card spend increased ¥170,000 as a result of switching from regular/“Suki” cards, and high usage was maintained even in the case of switching from Gold cards

■ Switching from regular/other “Suki” cards



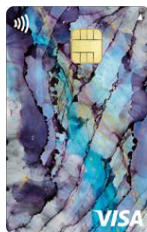
■ Switching from Gold cards



Examples of Support Using Support and Donation Cards

A cumulative total of ¥100 million for 5 years since the launch of the HERALBONY CARD, and a cumulative total of ¥10 million over one year for Museum Epos Card

HERALBONY CARD



Launched in November 2021

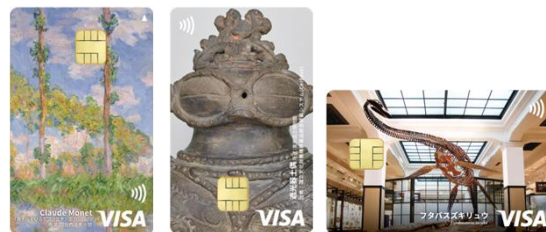
Number of
cardholders

More than 57,000

Amount of money
raised to support

¥100 million or more in
cumulative total

Museum Epos Card



National Museum of Art,
Independent
Administrative
Institution

National Institutes for
Cultural Heritage,
Independent Administrative
Institution

National Museum of Nature and
Science, Independent Administrative
Institution

Launched in March 2025

Number of
cardholders

More than 10,000

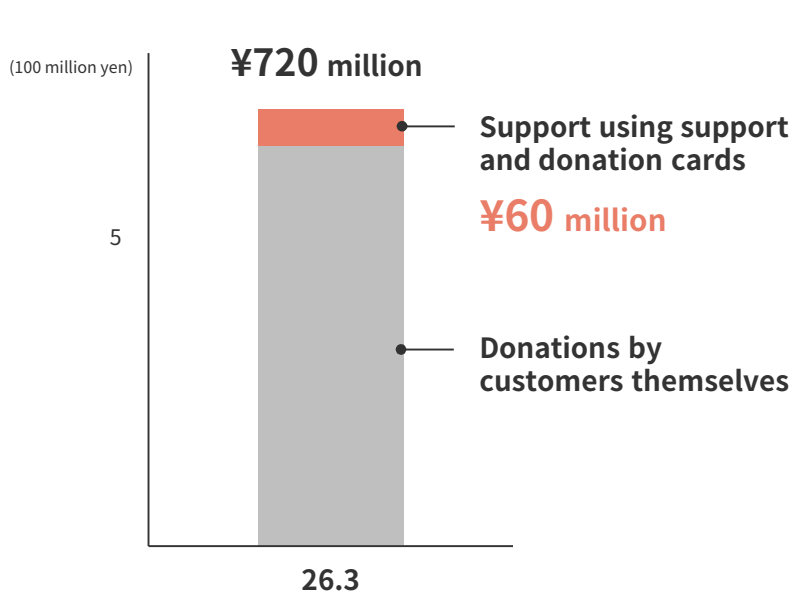
Amount of money
raised to support

¥10 million or more in
cumulative total

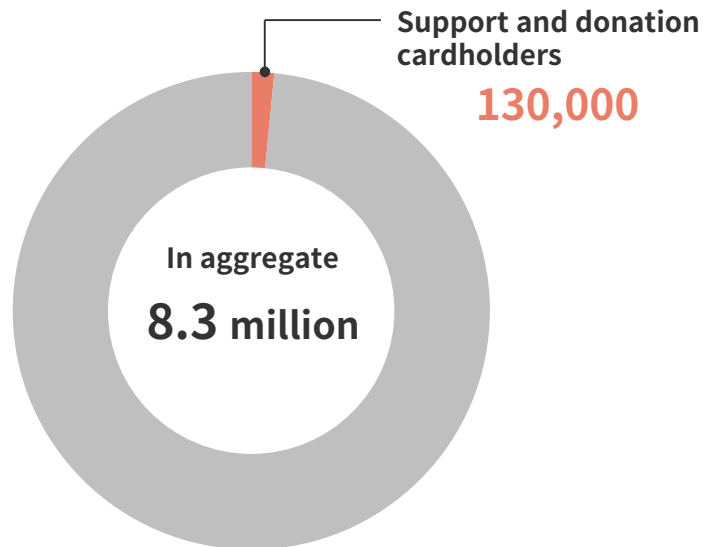
Challenges with Support and Donation Cards

The amount of support through support and donation cards during FY2026 is limited to ¥60 million

■ Status of support and donation by credit cards



■ Status of support and donation cardholders



* As of March 2026

For Expansion of Consumption for Someone Else and for Society

Expand support methods using “Suki”-supporting cards to realize impact

Until now



22 projects

Support and donation in the amount set for each card at the time of card issuance



33 projects

Support and donate points equivalent to 0.1% of card spend

+



Support and donation through events/merchandise



Crowdfunding that supports “Suki”

Expanding Support and Donation Cards

Added support function to all new cards to realize a wide range of support, and expanded the initiative to cover existing cards

New cards

■ ORIX Buffaloes EPOS Card



Support Orix Buffaloes' junior team

Launched: March 2026

■ National Theater EPOS Card

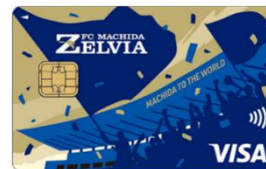


Support projects that connect traditional performing arts to the future

Launched: May 2026

Existing cards

■ FC MACHIDA ZELVIA EPOS Card

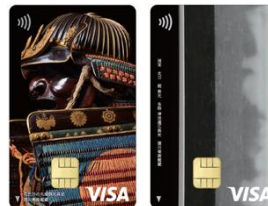


Support the management of a sports team

Launched: February 2025

Support added: January 2026

■ Tokugawa Art Museum EPOS Card



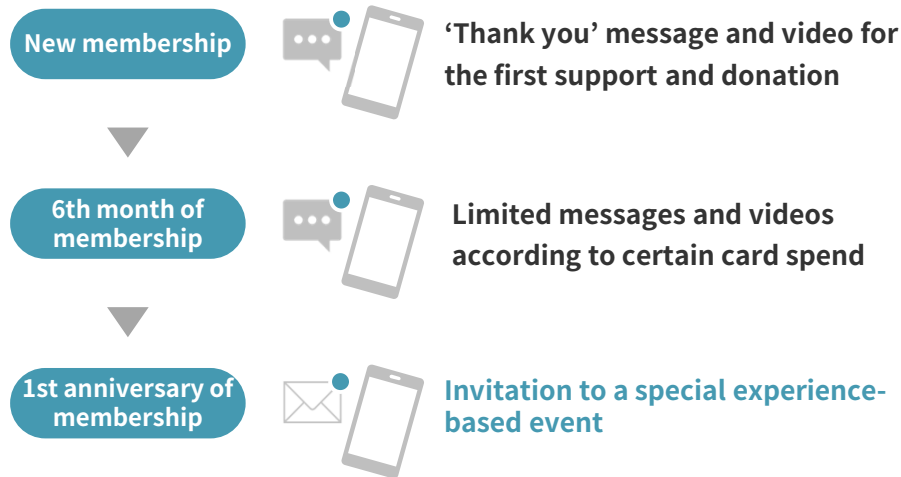
Support preservation of cultural properties and museum operation

Launched: November 2022

Support added: April 2026

Strengthening the experience of support and donation in addition to expanding the number of projects

■ Rewards for support



■ Enhancement of reports on activities of those supported

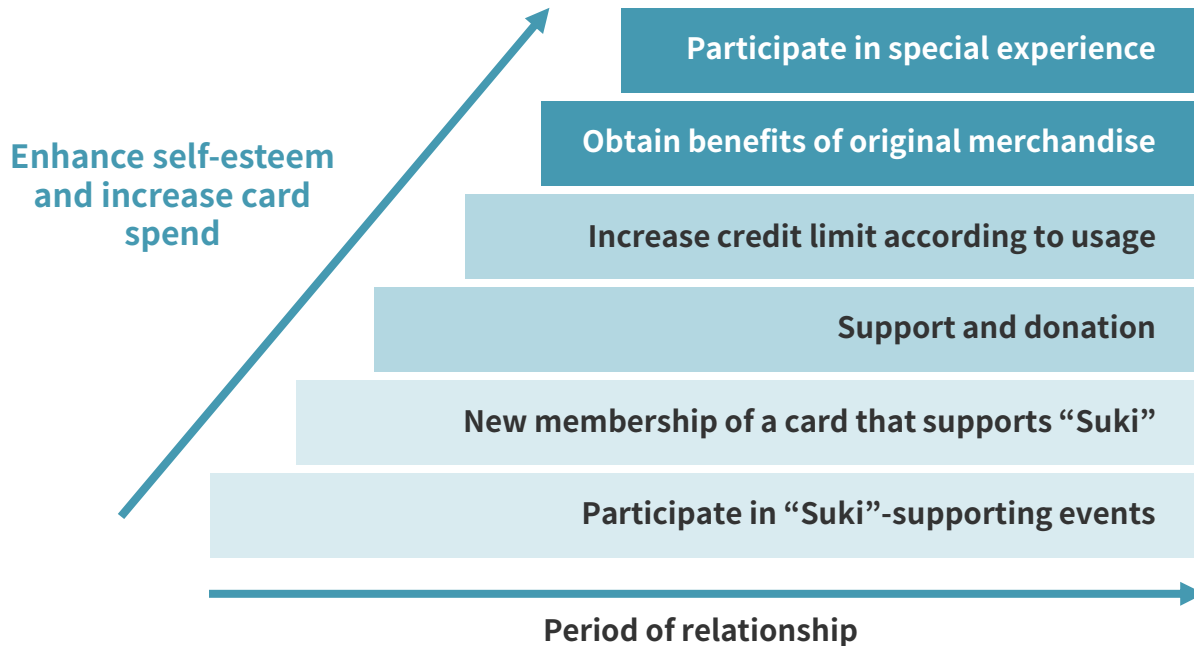


Activity details

Support obtained and the number of people who supported this project

Cards That Support “Suki” to Build Long-Term Relationships

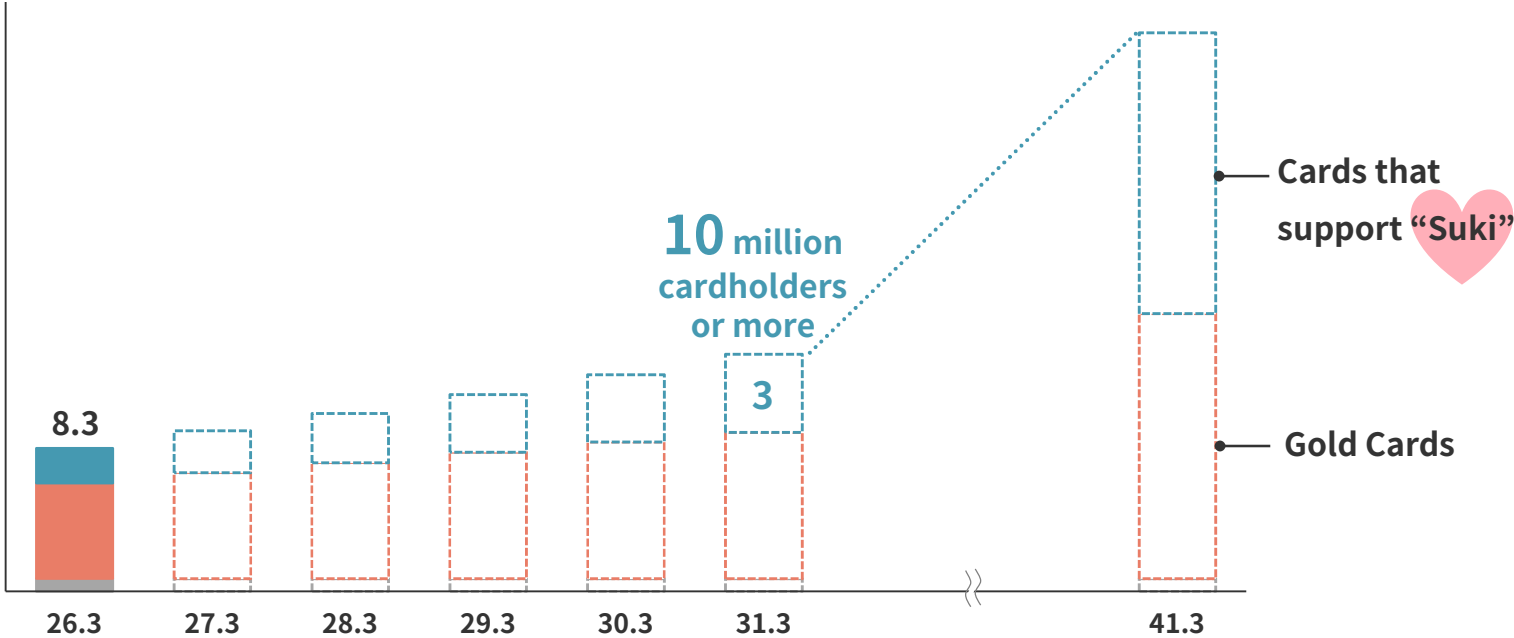
Build a large number of contact points and long-term relationships, while responding to customers’ “Suki” to enhance their self-esteem and increase card spend



Membership Plan for FY2031

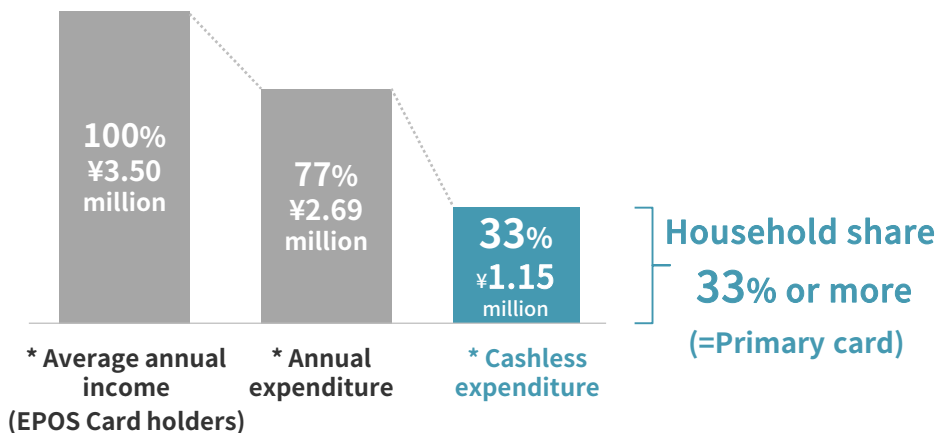
Expand memberships with the twin engine of Gold cards and cards that support “Suki”

■ Membership plan by card type



We define the concept of loyal customers and use it as a strategic indicator with the aim of creating regular customers going forward

■ Definition of primary cards

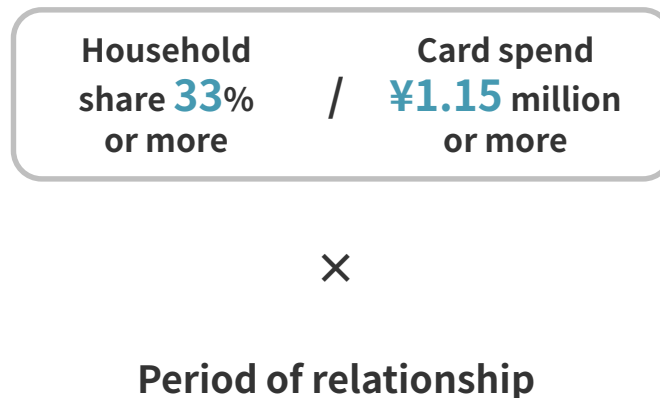


* Average annual income of EPOS Card holders in FY2024

* Annual expenditure in the income range (the Ministry of Internal Affairs and Communications' Family Income and Expenditure Survey of FY2024)

* Estimated from the Ministry of Economy, Trade and Industry's 2024 Ratio of Cashless Payment of 43%

■ The concept of loyal customers

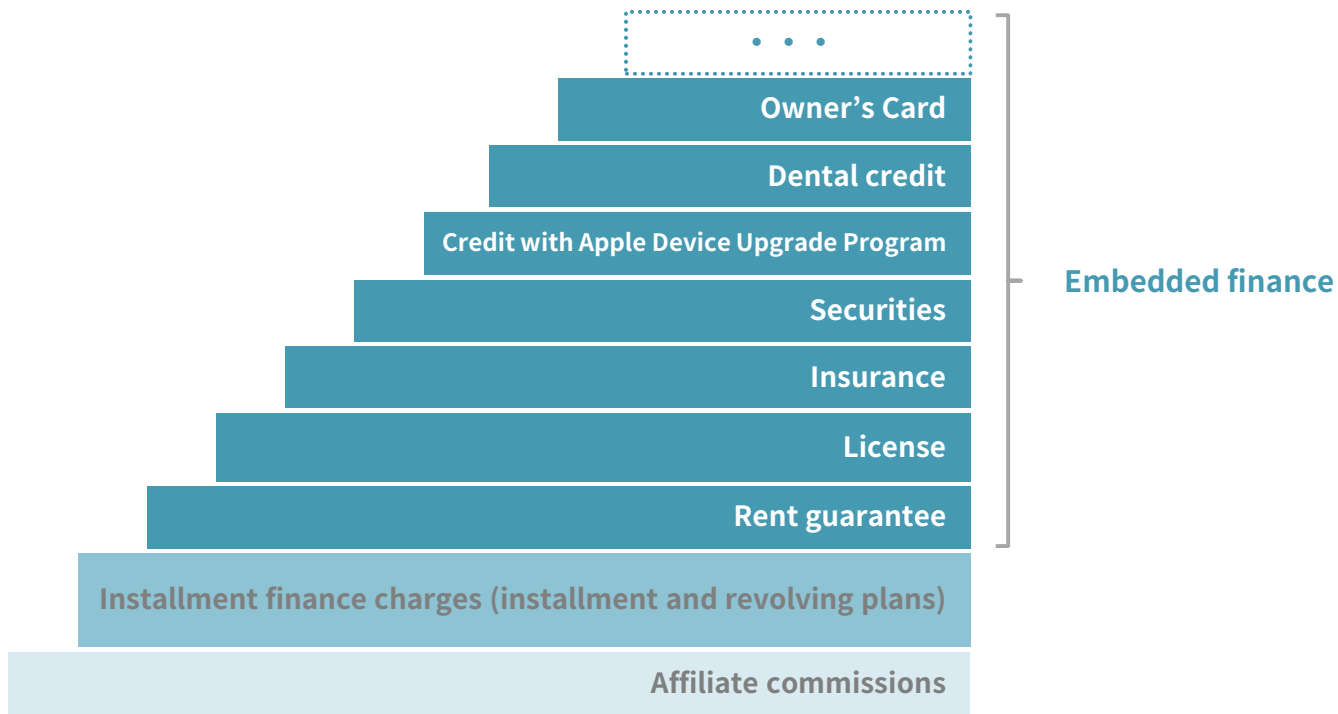


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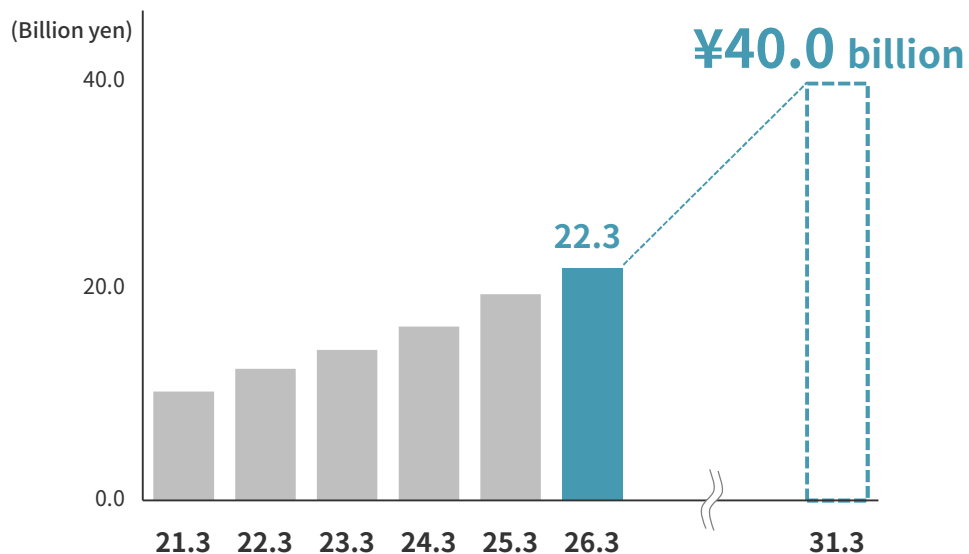
Growth of Businesses of Existing Business Expansion Type

Making revenues multi-layered further through embedded finance



Revenue from rent guarantee increased to as much as ¥22.3 billion in FY2026, and we will continue to strengthen rent guarantee for business partners and corporate customers

■ Revenue



Transactions **¥0.4 trillion**

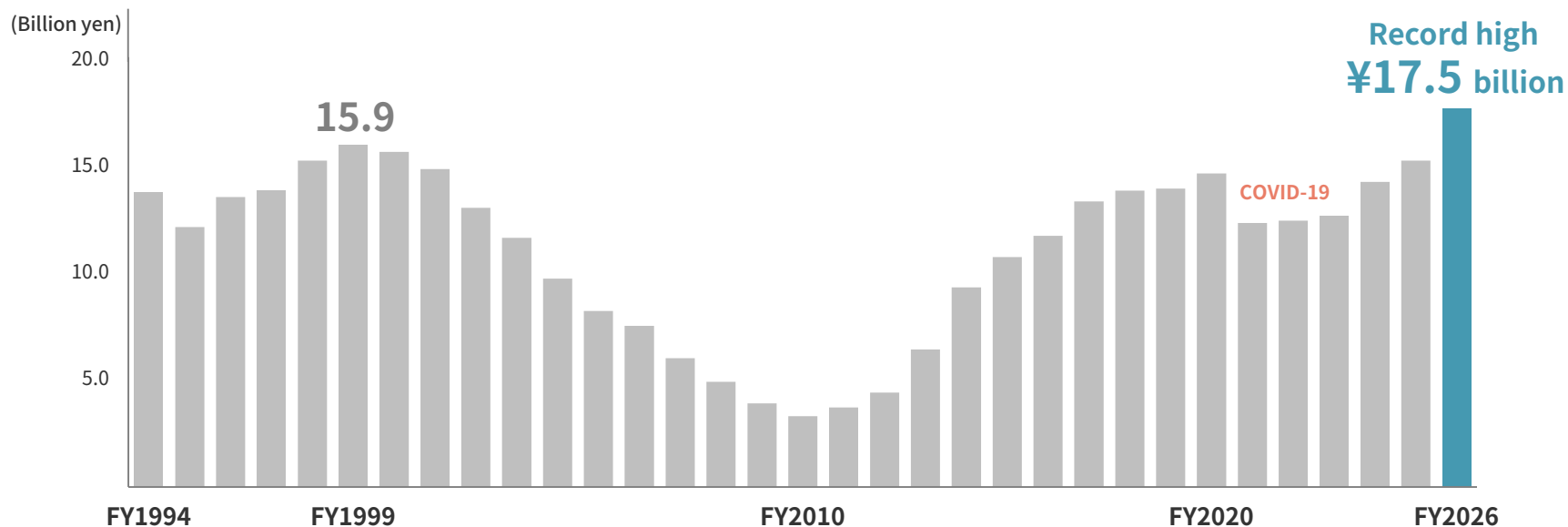
¥1 trillion

Medium-term initiatives

- (1) Alliance with a major real estate management company
- (2) Enhancement of corporate rent guarantee
(Commercial facilities, offices, logistics facilities)

License credit transactions reached a record high of ¥17.5 billion in FY2026

■ License credit transactions



* Number of driving schools nationwide: 1,291 (Source: White Paper on Traffic Safety 2024)

* The number of driving schools partnered with EPOS Card: 1,090

Renewed Growth of License Credit: Providing Plans for Foreign Residents

Expanding financial empowerment for foreign residents working in Japan through co-creation with GTN

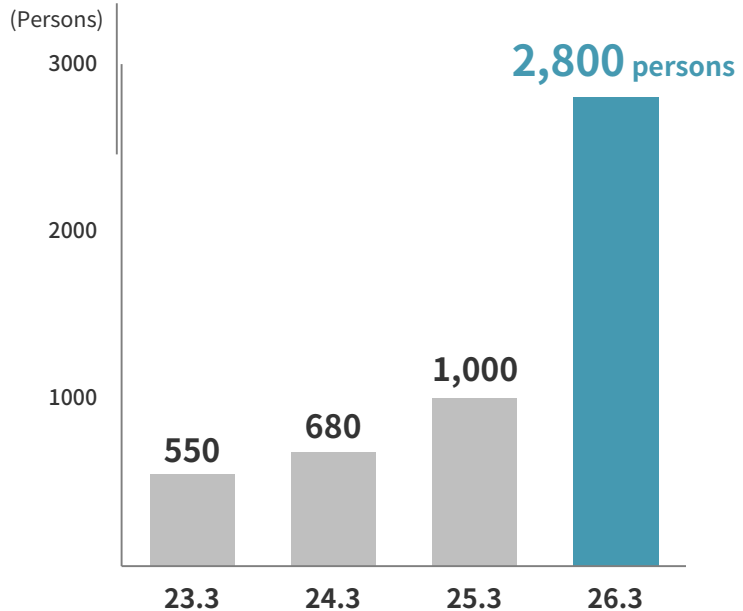
■ Co-creation with GTN

Driver's license loan plan
exclusively for foreigners



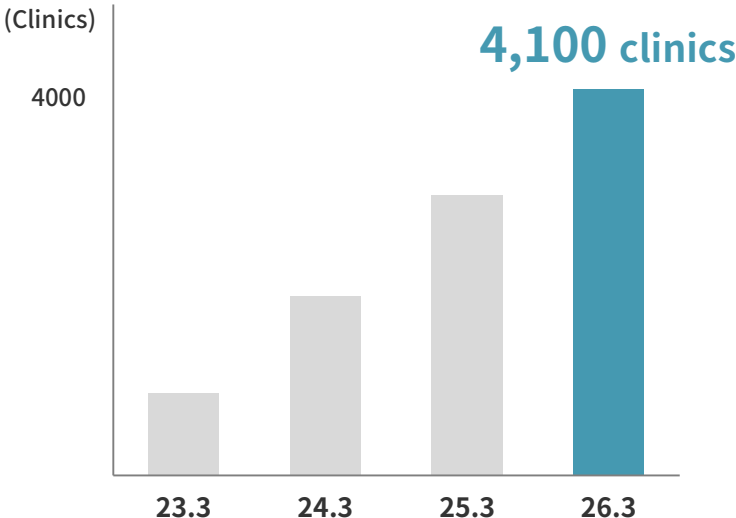
Multilingual support
Foreign students acceptable

■ Number of services provided to foreign residents

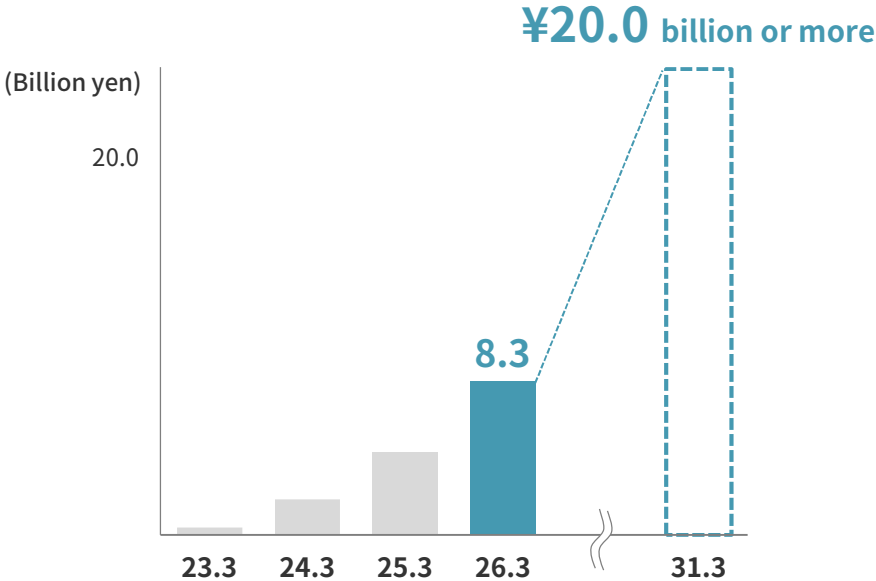


The number of partnered clinics has steadily increased to over 4,000 due to sales utilizing our network and referrals from existing partners

■ Number of partnered clinics



■ Transactions



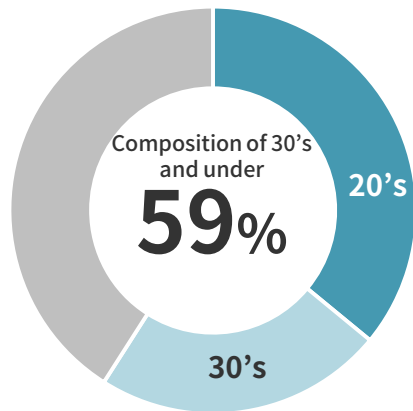
* Number of dental offices nationwide: 65,000

(Source: A rough estimate as of the end of August 2025 in the Ministry of Health, Labour and Welfare's Survey of Medical Institutions and Hospital Report)

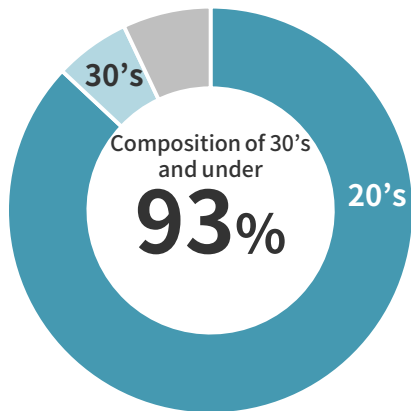
Age Groups of Embedded Finance Users

Important contact points with young people, and mainly customers with high potential to become loyal customers

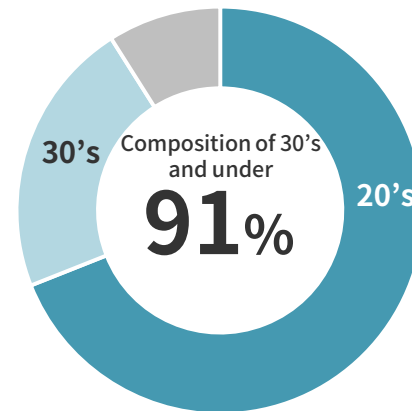
■ Rent guarantee



■ License credit



■ Dental credit



* As of March 2026

Provide new services for mainly younger generations who aim to pursue work that leverages “Suki,” in addition to diverse workstyles

Diverse workstyles



Corporate managers



Sole proprietors



Freelancers

Realize work that leverages “Suki”



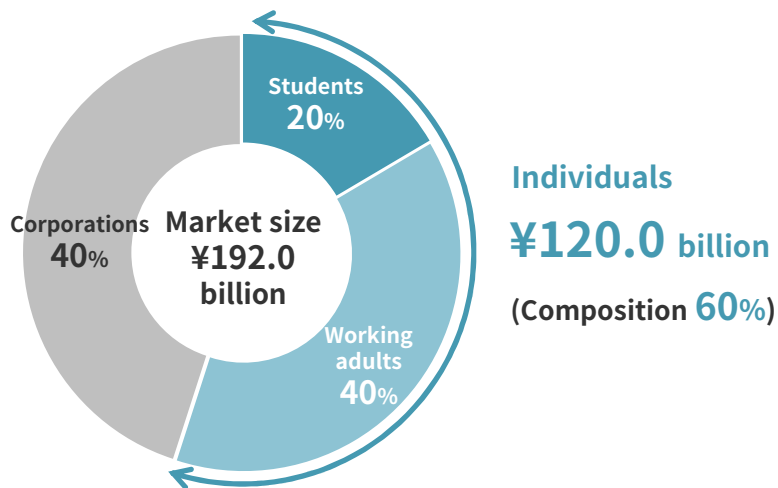
Younger generations



Vocational/certification school
cost installment service

The majority of individual applications are estimated to be from young people, and there is a need for financing for expensive program costs

■ Market size of vocational/certification schools



* Source: Yano Research Institute, "Research on the Education Industry Market"

■ Program examples

Certification	Program costs
First-class architect	¥1.0 million
Certified public accountant	¥0.7 million
Judicial scrivener	¥0.6 million
Nurse	¥0.5 million

There is a **need for financing** for expensive costs

Competitive Advantages of EPOS Card

Differentiation from competitions through service design that leverages systems and knowhow of license and dental credit

		Other companies	EPOS
Application / review	Web-based application	○	○
	Late-hour review (until 22:00)	×	○
	No guarantor required for students	×	○
Instalment / payment	Number of installments (up to 96)	×	○
	Skip payment option for students (Up to 6 months without charges)	△	○



Cumbersome guarantor procedures, such as mailing a certificate of withholding tax...



I want to keep the monthly payment down because I live on my own

* Information from other companies and voices from users are based on interviews with vocational/certification schools

Future Prospects for the Business Supporting Younger Generations

We will partner with two companies, starting in the second half of FY2026, to further expand financial empowerment


installment service

×

 **LEC** 東京リーガルマインド

Year established 1979

Number of schools 27 schools

 **CPA** 会計学院

Year established 2001

Number of schools 5 schools

Provide new experience which allows use of crypto assets for daily settlement and asset formation, rather than merely holding them

■ EPOS CRYPTO Card for bitbank



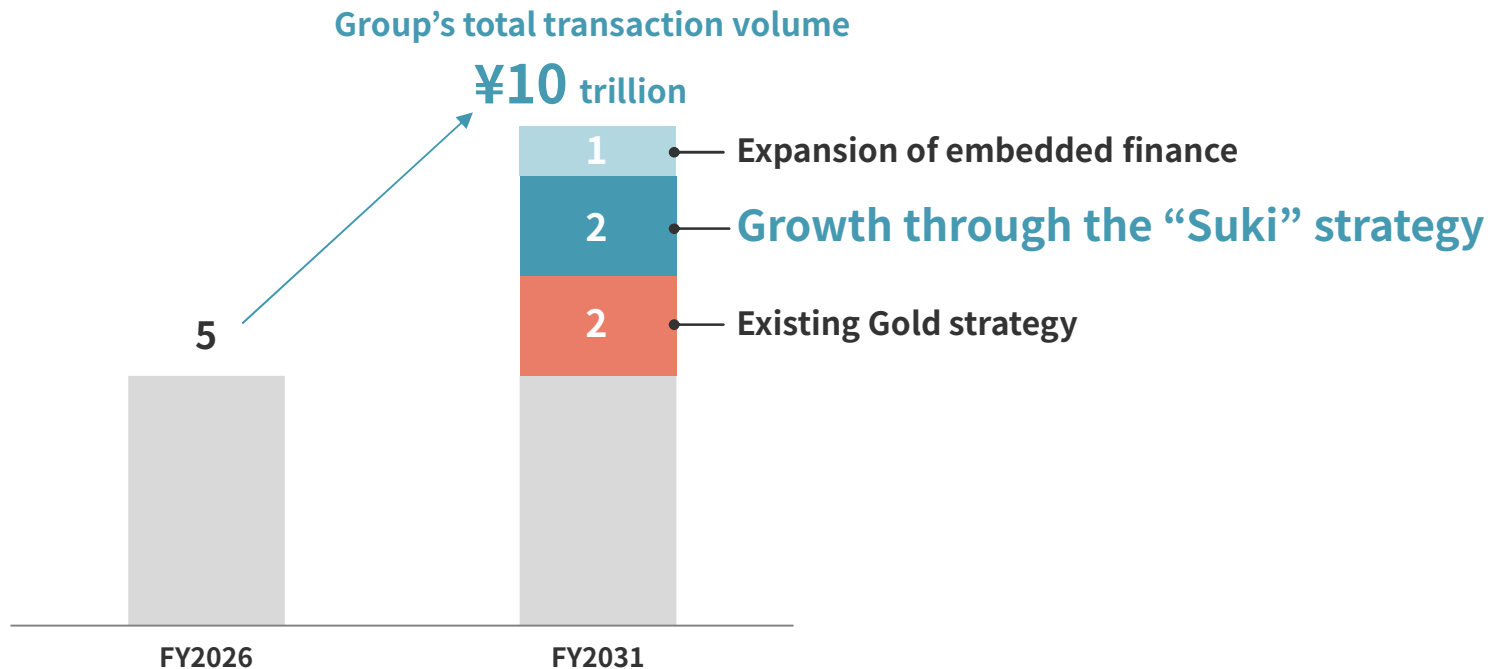
- Allows selection every month of a debit account, either from “Financial Institution” or “Crypto Exchange”*
- Users will be credited 0.5% of their card spend in crypto assets** (Available in 3 types of Bitcoin, Ethereum and Astar)

* First in Japan (as of April 27, 2026)

** Japan’s first service that allows users to choose which crypto assets to be granted (As of April 27, 2026)

Toward a Group Total Transaction Volume of ¥10 Trillion

Add the enhancement of customer experience value through the use of DX to the existing Gold strategy, aiming for a Group total transaction volume of ¥10 trillion



Group's total transaction volume

FY2026

¥5 trillion

FY2031

▶ **¥10** trillion

Percentage of primary card status acquired

FY2026

23%

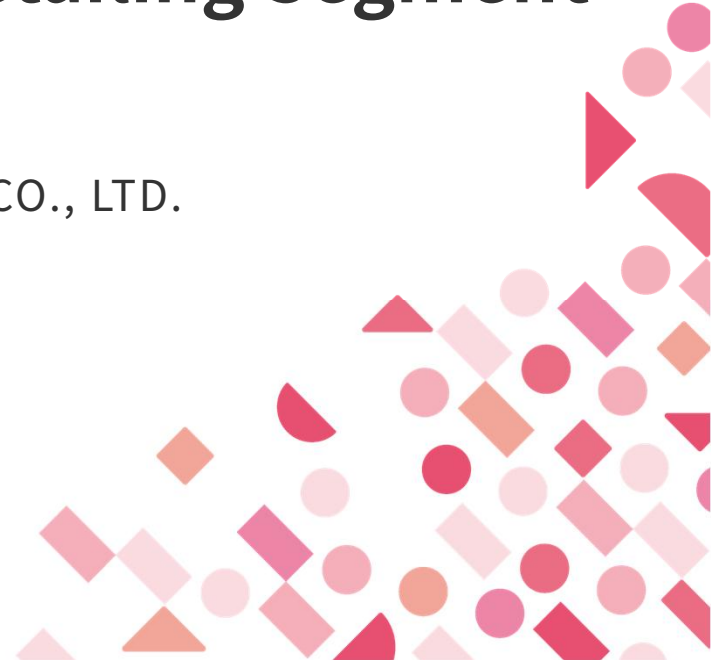
FY2031

▶ **35%**

Q&A

Progress and Initiatives in Retailing Segment

Masahiro Aono,
President and Representative Director, MARUI CO., LTD.





MARUI GROUP CO., LTD.
Managing Executive Officer

President and Representative Director
MARUI CO., LTD.

Masahiro Aono

- 1984 Joined the Company, in charge of cards
- 1987 In charge of retailing
- 2020 President and Representative Director, MARUI CO., LTD. (Incumbent)
- 2023 Managing Executive Officer, MARUI GROUP CO., LTD. (Incumbent)

Schedule for Today's Presentation

- 1 FY2026 Results and FY2027 Outlook**
- 2 Expansion of Unit That Supports “Suki”**
- 3 Direction of Stores**



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- 2 Expansion of Unit That Supports “Suki”
- 3 Direction of Stores

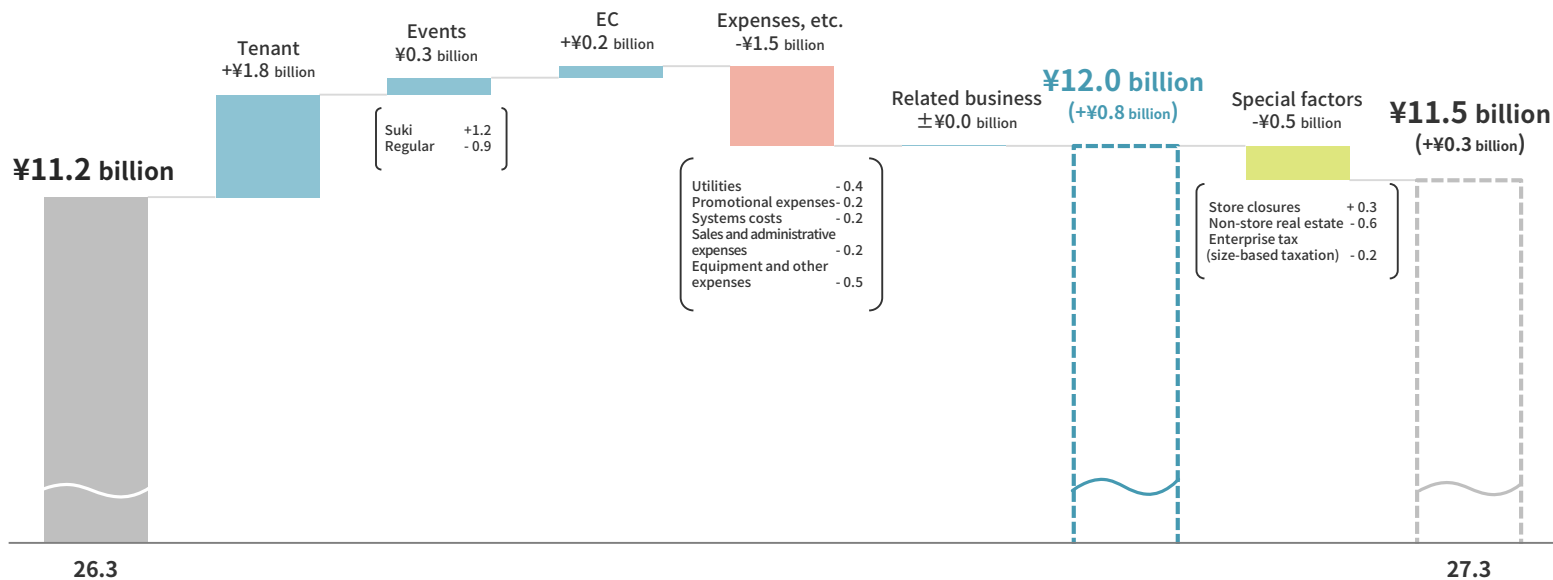


Operating profit for FY2026 increased ¥2.6 billion to ¥11.2 billion

	FY2025	YoY	FY2026	YoY	YoY (diff.)
	Billion yen	%	Billion yen	%	Billion yen
Total transaction volume	324.4	109	354.2	109	+ 29.8
Revenue	82.3	106	88.4	107	+ 6.1
Operating profit	8.6	124	11.2	130	+ 2.6
ROIC (%)	3.1	—	4.2	—	+ 1.1

FY2027: Outlook for Operating Profit

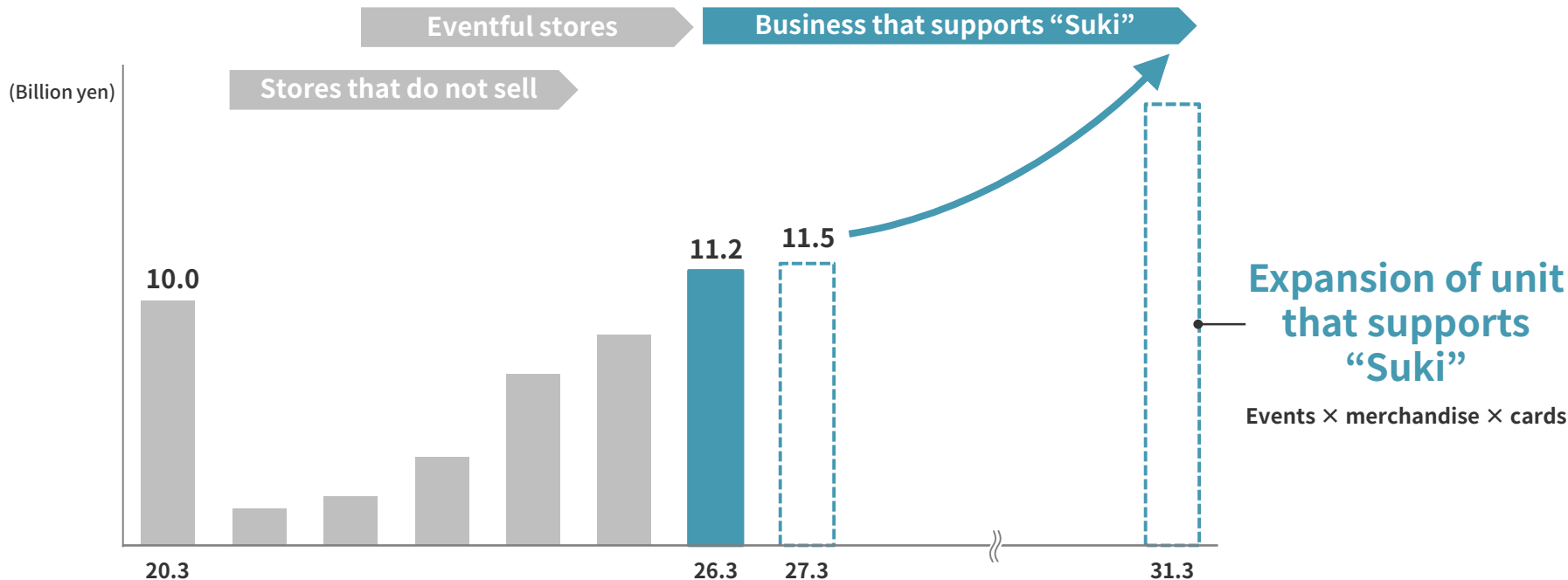
For FY2027, operating profit is expected to increase ¥0.8 billion in real terms, to ¥11.5 billion due to special factors of negative ¥0.5 billion



Profit Growth of Retailing

Shift to a business that supports “Suki” for a new growth stage

■ Changes in operating profit of Retailing segment



- 1 FY2026 Results and FY2027 Outlook
- 2 Expansion of Unit That Supports “Suki”**
- 3 Direction of Stores



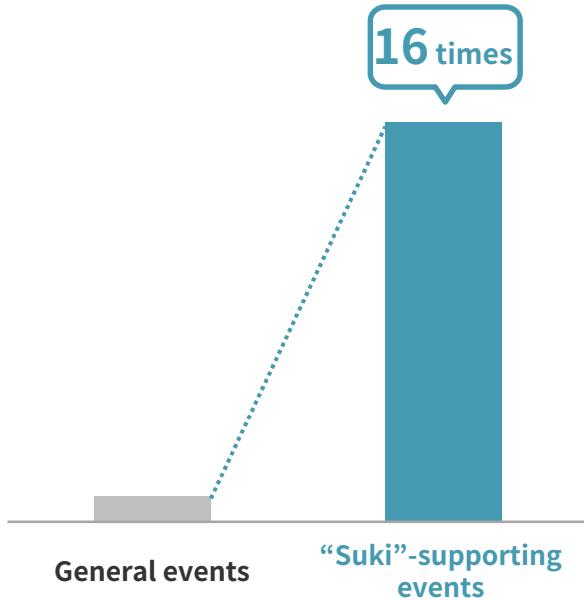
- 1. Expand memberships through “Suki”-supporting events**
- 2. Expand business through group-wide development of merchandise**
- 3. Build customer loyalty through integration of retailing and FinTech**

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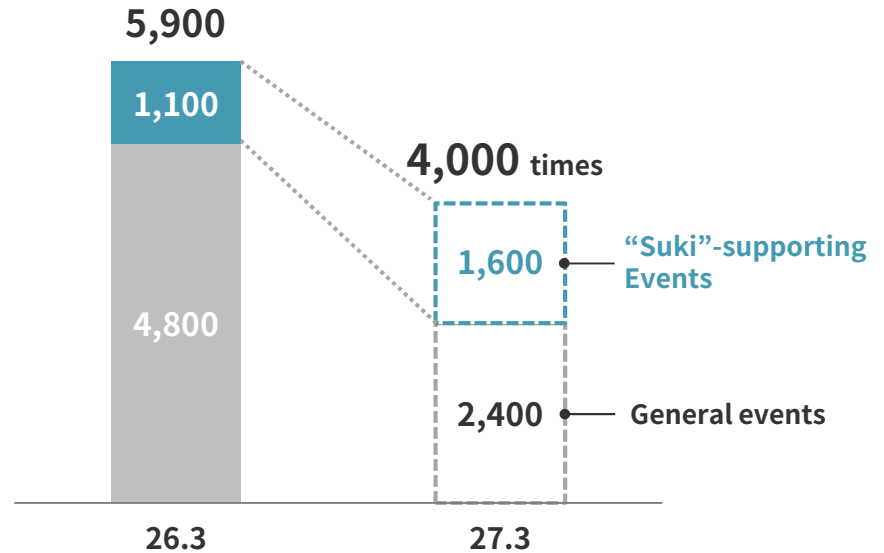
Shift to “Suki”-Supporting Events

Reducing the number of general events and expanding that of “Suki”-supporting events which have a higher new membership rate

■ New membership per day in FY2026



■ Number of events to be held in FY2027



Expanding Experience-Based Events

Compared to goods sales only, experience-based events together with exhibitions, etc., have higher new card memberships per day

■ Composition of experience-based events



■ New memberships per day in FY2026

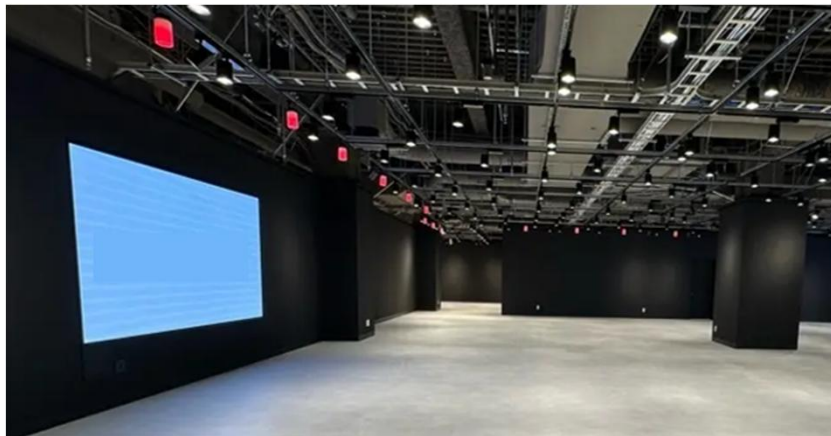


Expansion of Experience-Based Event Space

Event space converted into one that boosts fans' excitement and allows them to enter into the worldview of the work

To **triple** experience-based event space

FY2026: **13** blocks ▶ FY2031: **38** blocks



* Yurakucho Marui, 8th Floor: 195 tsubo (Approximately 644.6 m²)



Exhibition space



Card issuance counter



Large monitor/acoustics



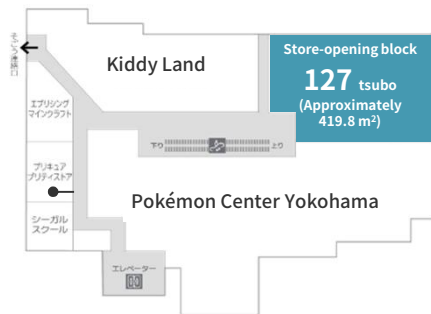
Lighting

Development of External Facilities

We will open stores in major cities with lower EPOS market share to increase new cardholders nationwide

Yokohama Sky Building, 8th Floor

Reopened in March 2026



Umeda area

New store to be opened in the fall of 2026



	City	Population	EPOS' share
	Tokyo and 2 neighboring prefectures	30,600 thousand persons	16%
1	Yokohama	3,750	14
2	Osaka	2,780	9
3	Nagoya	2,300	5
4	Sapporo	1,960	4
5	Kyoto	1,370	7
6	Hiroshima	1,170	3
7	Sendai	1,060	4

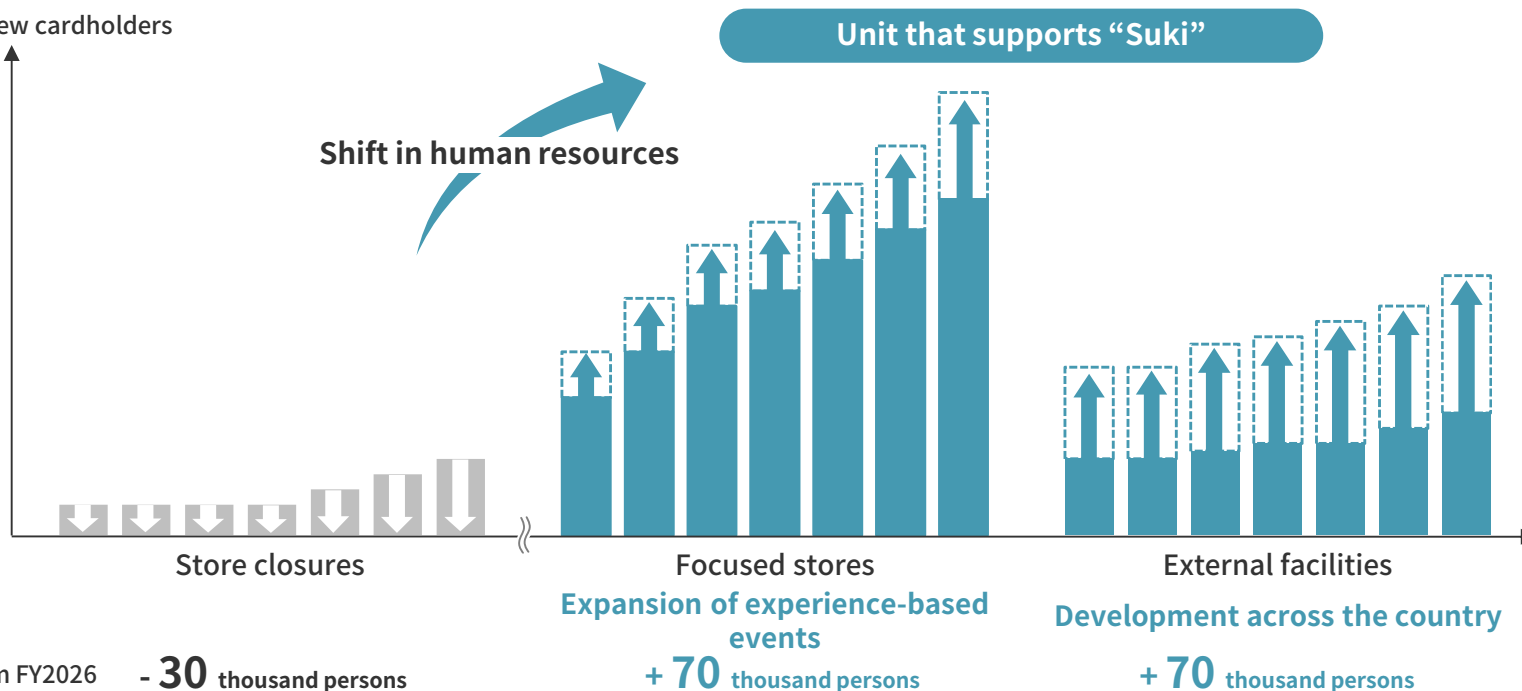
* EPOS' share is among 20 years old or older, as of March 2025

Expand Memberships through “Suki”-Supporting Events

Concentrate investment and human resources on unit that supports “Suki” to expand memberships to more than offset the impact of store closures

Expansion of memberships through events in FY2031

Number of new cardholders

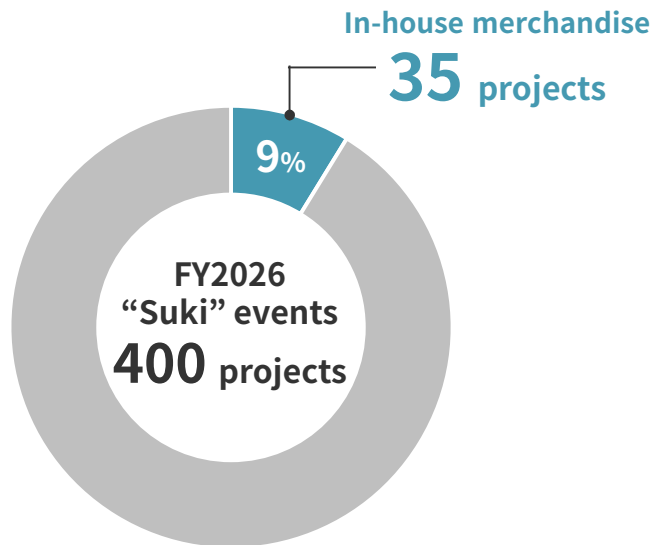


1. Expand memberships through “Suki”-supporting events
- 2. Expand business through group-wide development of merchandise**
3. Build customer loyalty through integration of retailing and FinTech

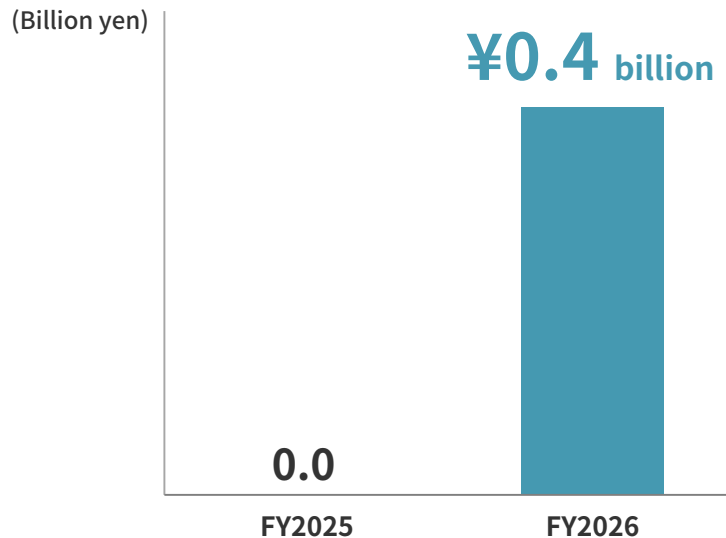
Status of In-house Merchandise

Sales of in-house merchandise, which started this fiscal year, amounted to ¥0.4 billion in 35 projects

■ Number of in-house merchandise projects



■ Sales of in-house merchandise



Developing distinctive merchandise that captures fans' sentiment and boosts their energy

Mobile Suit Gundam: Extreme Vs.



A team battle action game with 15 years of history and huge popularity in amusement arcades

© Sunrise © Sunrise / MBS

■ Game cabinet-type smartphone stand



Realistic sensation as if you were in an amusement arcade

Price	Number of items sold	Consumption rate
¥8,800	1,000	100%

Set your smartphone and play video

© Bandai Namco Experience Inc.

Development of Merchandise That Leverages Employees' "Suki"

Promoting development based on a variety of "Suki" inside and outside the company through "Suki"-supporting contests

TV program for infants "synapusyu"



A card that retains your baby's hair as a keepsake

Price	Number of items sold	Consumption rate
¥330	1,000	100%

■ The 2nd "Suki" Supporting Contest



Mom employees

I like "synapusyu"! I like kids! I want to make it easier for younger generations to live!

Trial Overseas Rollout through Co-creation

Wholesale in-house merchandise to Anique, a co-creation investee with a track record of overseas events, to roll out in four countries overseas


The Guy She Was Interested in Wasn't a Guy at All


Manga highly popular overseas, with social media followers of 1.93 million



Taiwan



 ...
Thank you for the event in South Korea!
I'm so happy that I can go to the event!

 ...
My favorite Japanese content!
I want it to come to Spain next!

Strengthening the Merchandise Development System

Accelerating the merchandise business through the participation of specialists with diverse knowhow

Product planning



MARUI GROUP CO., LTD.
Unit Promotion Office that supports “Suki”

Erika Wakamatsu

In charge of IP product planning at a merchandise production company **over 10 years**

Overseas development



MARUI GROUP CO., LTD.
Unit Promotion Office that supports “Suki”

Yoh Shu

Wholesale of merchandise and IP development in Asian region

Data management



MARUI GROUP CO., LTD.
Unit Promotion Office that supports “Suki”

Masanori Saito

Data management of supply chains at a major IT company
Data management as PM

IP management



MARUI CO., LTD.
General Affairs, HR and Compliance Section

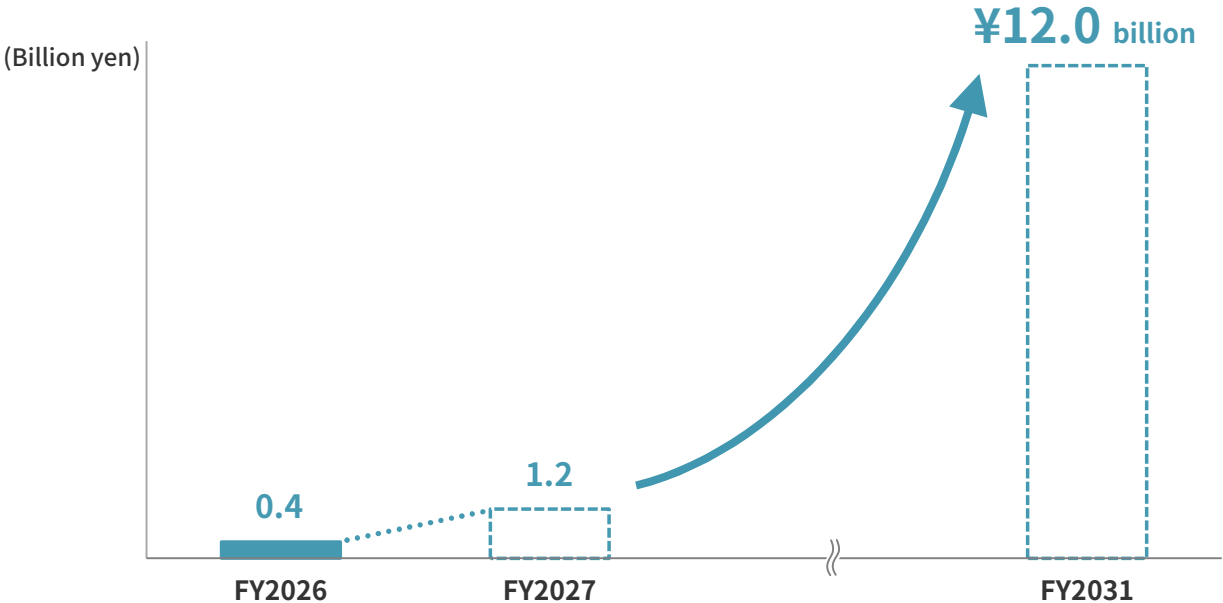
Naoya Sonoda

In-house legal counsel at business companies, including IP domain

Planning of In-house Merchandise

Promote merchandise development across our group to achieve net sales of ¥12.0 billion in FY2031

■ Sales of in-house merchandise



1. Expand memberships through “Suki”-supporting events
2. Expand business through group-wide development of merchandise
- 3. Build customer loyalty through integration of retailing and FinTech**

Integrated Management of Retailing and FinTech

Realize smooth customer experiences by changing to an integrated system from store operation to card issuance

Sales Floor Operations



Membership guidance



Card issuance



Until now

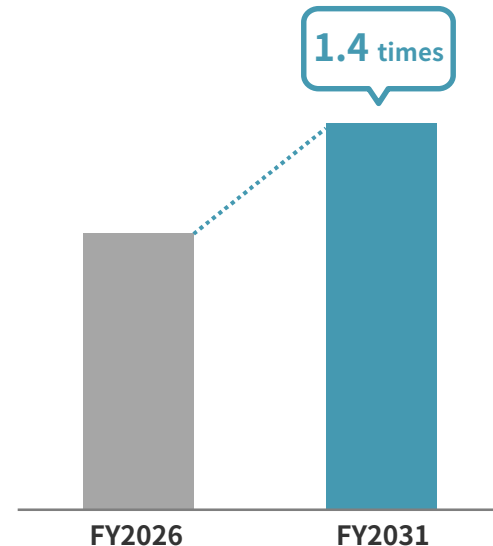
300 staff members in charge of retail operations

EPOS Card Center

From now on

Transfer 300 staff members in retail to EPOS Card

■ Card issuance per employee



Building Customer Loyalty through Events

Holding events regularly for the romance game Otomate has led to an increase in EPOS Card spend

■ Benefits and experience for Otomate members

Holding events regularly

Continued for 15 years



“OTOMATE MARKET”

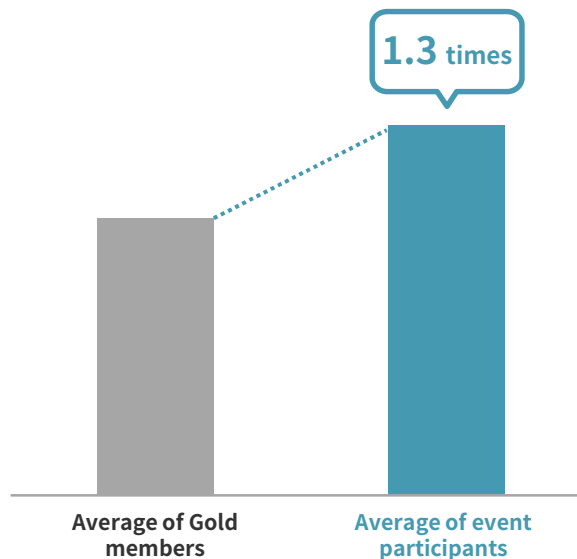
New membership and usage benefits

Merchandise not for sale



Limited postcards

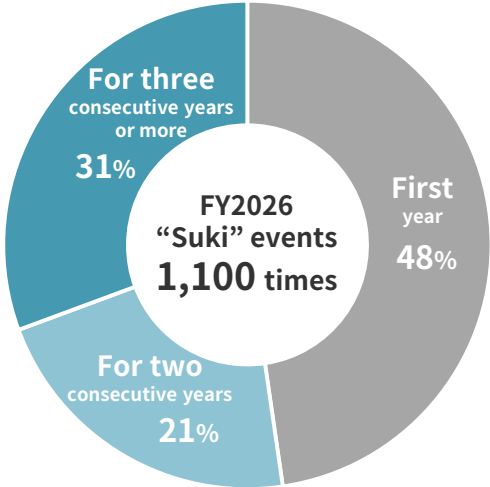
■ Annual card spend of EPOS Card



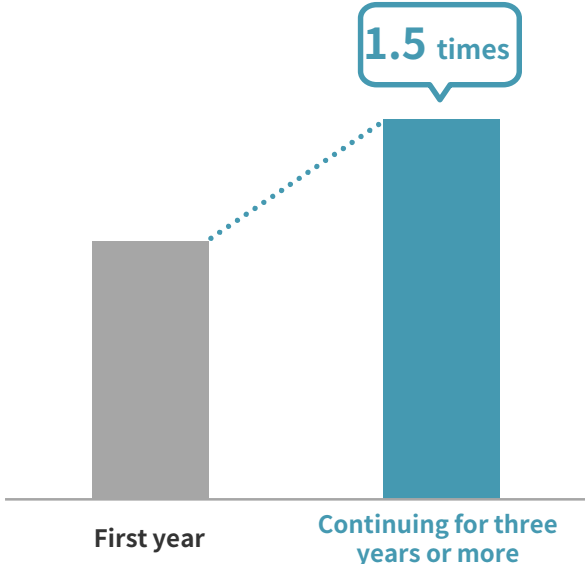
Building Customer Loyalty through Events

“Suki”-supporting events contribute to not only new membership but also increased spend when hosted regularly

■ Breakdown of events hosted regularly



■ Card spend per event day



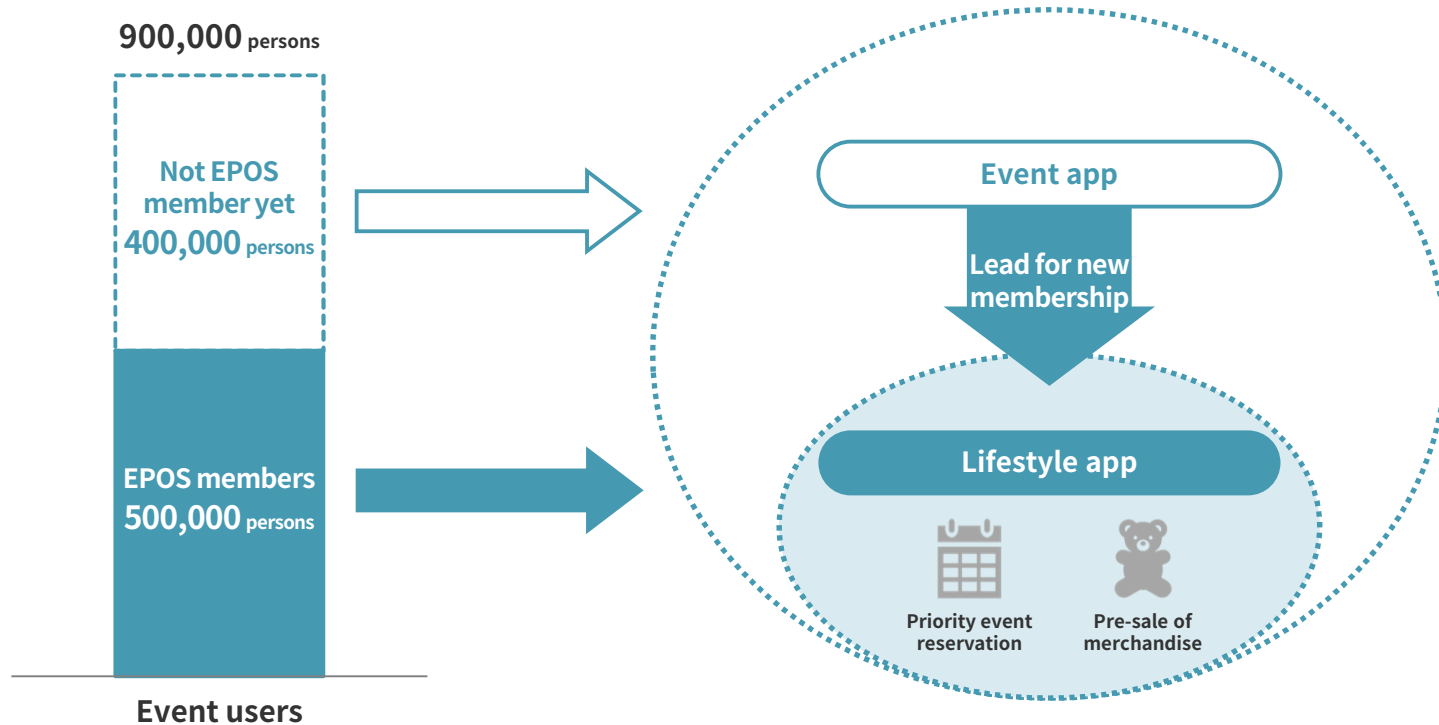
Evolving the Provision of Experience through Events

Going forward, we will constantly connect through online contact to accelerate building customer loyalty through events



Creating Further Opportunities through Online Contact

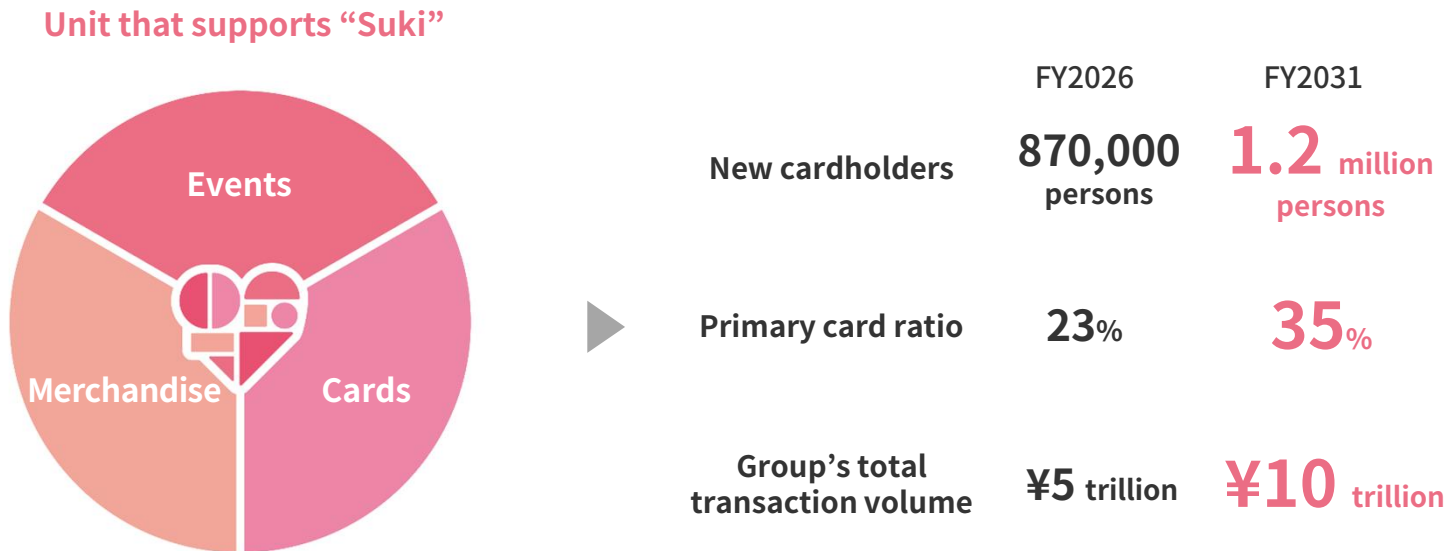
Provide ongoing experience through new membership triggered by events and coordination with a lifestyle app



* Estimated from FY2026 user data

KPIs for the Fiscal Year Ending March 2031

Expand our unit that supports “Suki” to achieve the Group targets



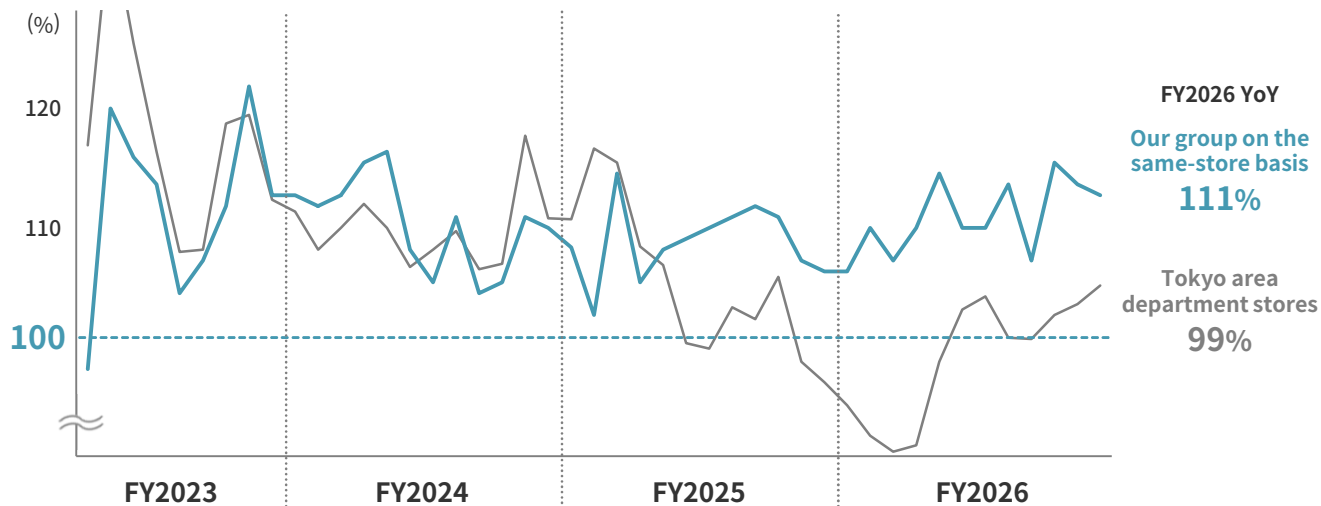
- 1 FY2026 Results and FY2027 Outlook
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Introduced tenants supported by customers to increase the number of customers and transactions to increase store value

■ YoY changes in monthly same-store transactions

← Exceeded 100% YoY for 44 consecutive months →



Development of stores that do not sell

Replacement of tenants

Expansion of the number of customers and transactions

Expansion of fixed-term rental revenue

* Tokyo area department stores: Tokyo Area Sales Overview (Year-on-Year), Japan Department Stores Association

Introduced experience-based tenants for popular content in Japan and overseas



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Pocket Monsters and Pokémon are registered trademarks of Nintendo, Creatures, and GAME FREAK.

“Pokémon Center Fukuoka”
Hakata Marui, 2nd Floor

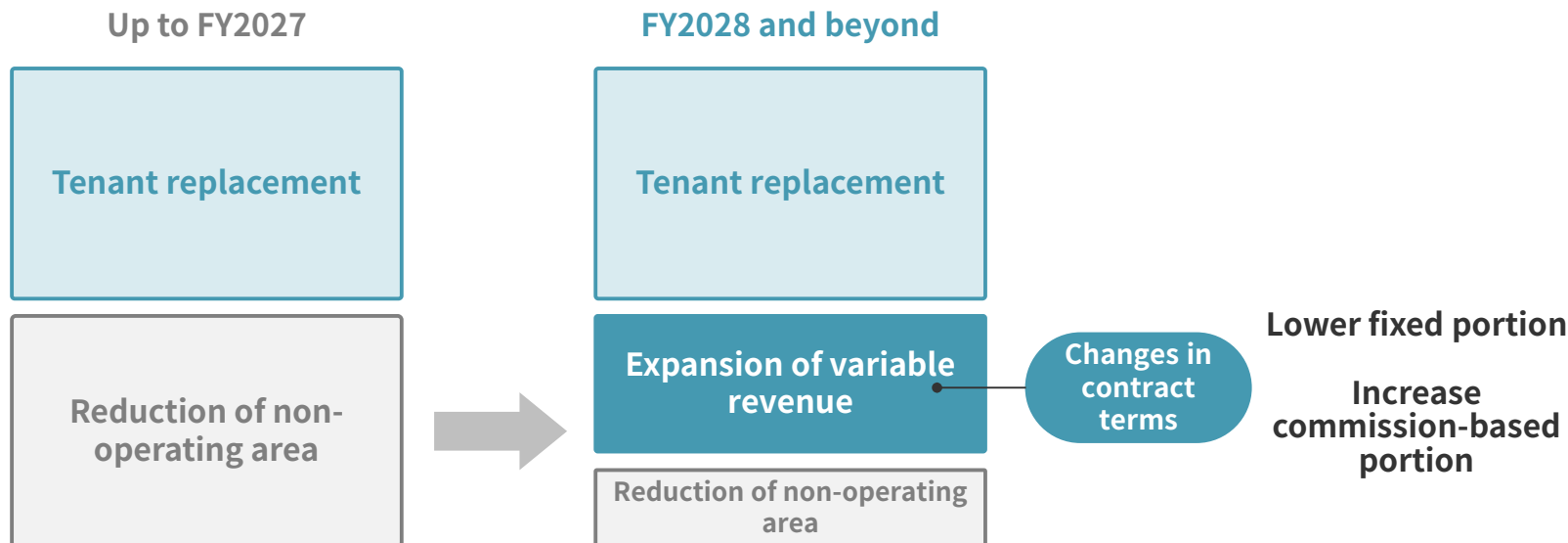


“ONE PIECE BASE SHOP”
Shinjuku Marui Main Building, 4th Floor

Expansion of Fixed-Term Rental Revenue

We will expand fixed-term rental revenue due to tenant replacement and changes in contract terms, while the effect of reducing non-operating area will be smaller

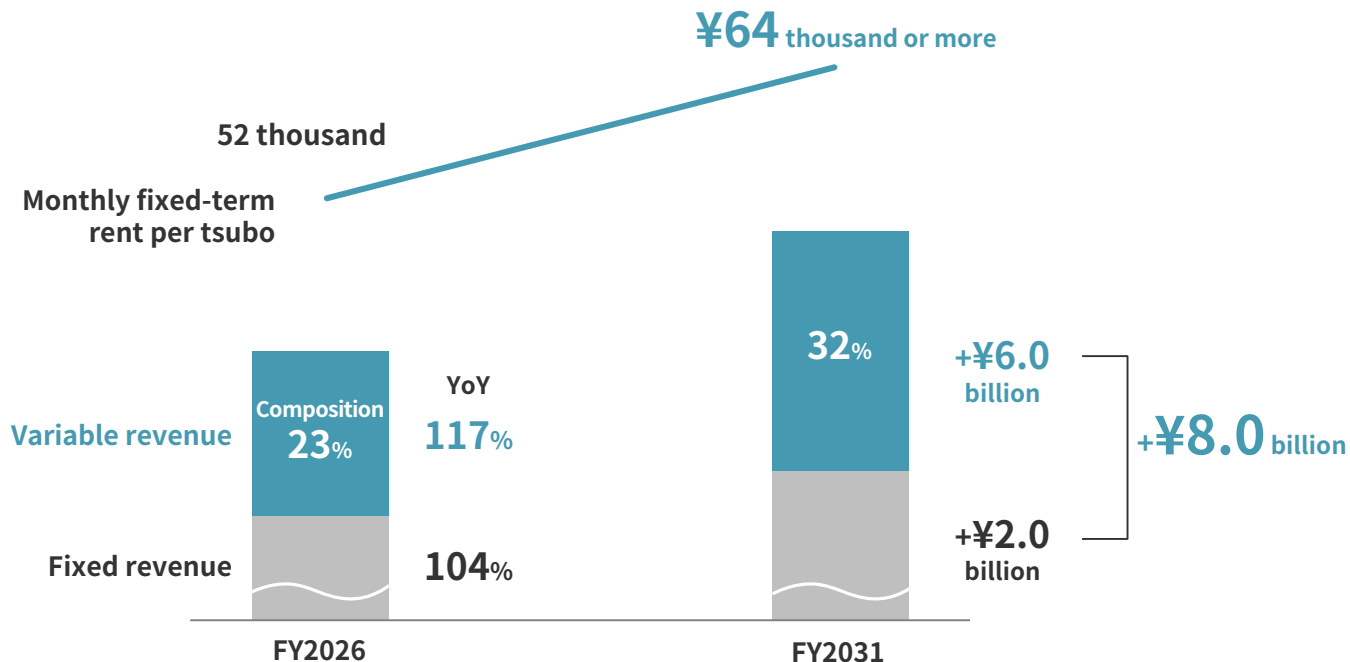
■ Changes in the structure of fixed-term rent revenue



Expansion of Variable Revenue

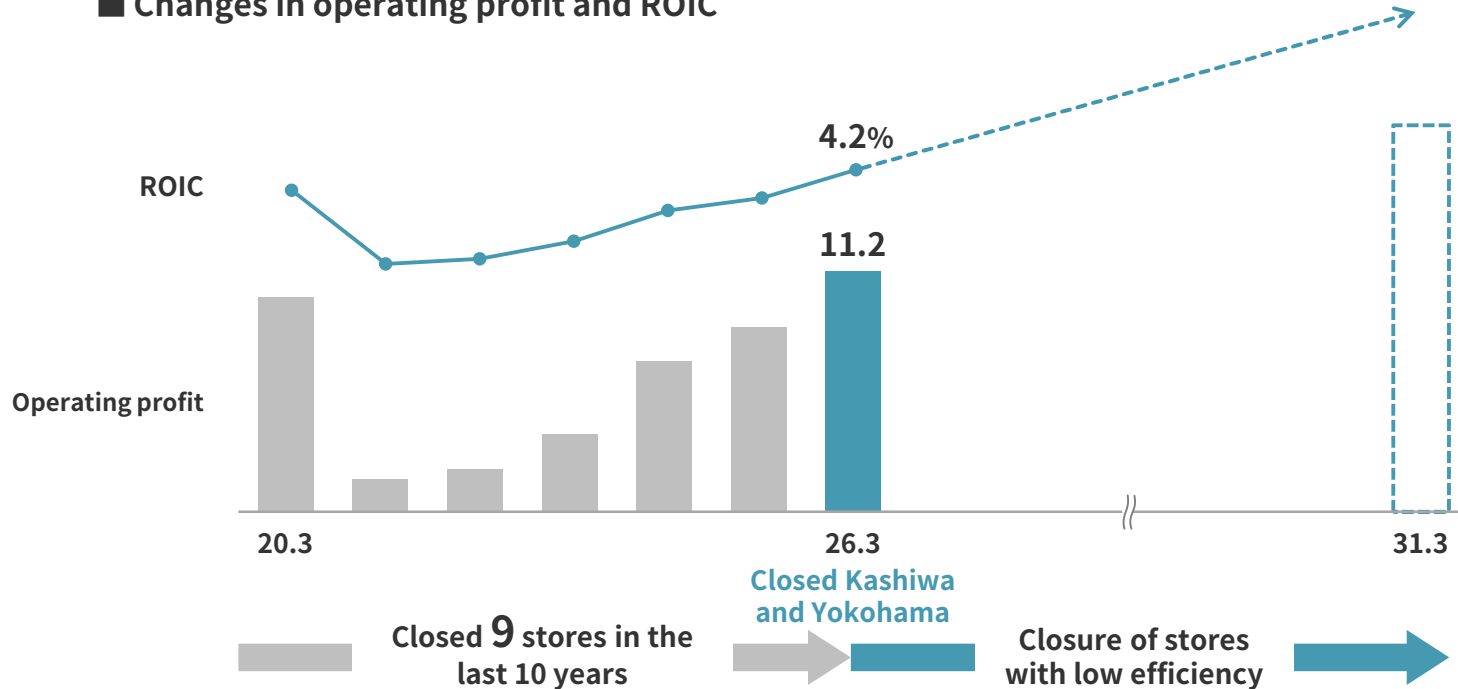
We will work on tenant replacement and the expansion of variable revenue to realize an ¥8.0 billion increase in fixed-term rental revenue

■ Forecast for same-store tenant revenue



Closed 9 stores in the last 10 years. We will continue to work on closure of stores with low efficiency to improve capital efficiency

■ Changes in operating profit and ROIC



Shibuya Marui will be opened in the summer of 2027 as a store that embodies the balancing of impact and profits

■ Post-opening image of Shibuya Marui

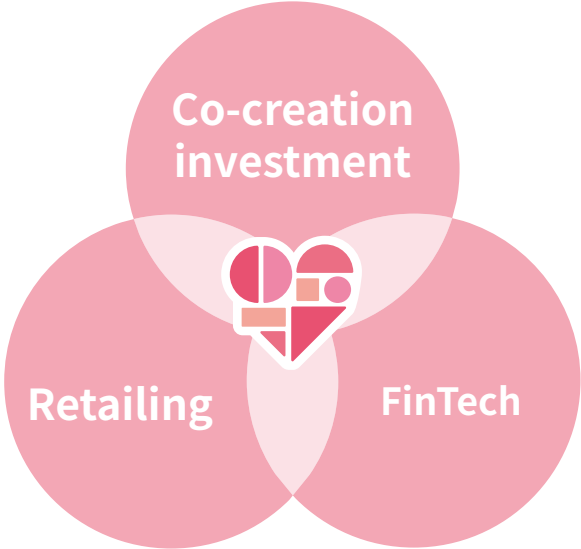


World's first high-rise commercial facility of timber construction for 60% or more

Co-creation with tenants addressing **sustainability**

Communicate our group's initiatives on **impact**

Develop floor-wide unit that supports “Suki”



Realize high growth with business that supports “Suki”

Q&A

Toward a “Suki” Economy

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