

Desire Expressed in Message of “Let’s Join Hands”

MARUI GROUP has been publishing co-creation management reports since 2015. The message of *Co-Creation Management Report 2019*, our fifth such report, is “Let’s Join Hands.” MARUI GROUP aspires to expand the intersection between the interests (happiness) of all stakeholders. At the same time, we recognize that we are surrounded by various issues of all sizes. We hope to make MARUI GROUP into a platform from which we can put our heads together with our stakeholders in order to resolve these issues through the framework of business—a platform that supports the growth of people and of the Company. The message of “Let’s Join Hands” is an expression of our strong desire to build such a platform through co-creation.

KEY TOPICS

MARUI GROUP’s Vision of a Platform for Happiness

MARUI GROUP believes that realizing stakeholder happiness will require a venue for the creation of new value, or, in other words, a platform for happiness. We will build this platform from three elements: our mission, our business, and our culture.

⇒ P24 MARUI GROUP’s Corporate Value

Concept of Contracted Future Recurring Revenue Indicating Future Earnings

MARUI GROUP views recurring revenue as an important element of management from a long-term perspective emphasizing lifetime value (LTV). This report puts forth the concept of contracted future recurring revenue, which is a representation of recurring revenue as future earnings.

⇒ P34 Lifetime Value Management Dramatically Transforming Earnings Structures

Creation of a Happier Future through Green Businesses

MARUI GROUP has launched green businesses with the goal of preventing catastrophic damage to our planet due to global warming and preserving the planet for future generations. Supporting the recommendations of the Task Force on Climate-related Financial Disclosures, we have performed analyses based on three scenarios leading up to 2050 while adopting a financial approach of looking at the opportunities and risks associated with climate change.

⇒ P50 Green Businesses

New Initiatives Examining the Personalities, Thoughts, and Diversity of Officers

We conducted a personality test of all 25 of MARUI GROUP’s corporate officers, including external officers, in order to highlight their diversity. Together with the self-introductions included alongside the overview of the Company’s directors, Audit & Supervisory Board members, and executive officers on pages 132 to 140, we also provide a look at the personalities and thoughts of these individuals.

⇒ P142 Personality Types of MARUI GROUP Officers