

# MARUI GROUP's CO-CREATION PHILOSOPHY

## Our Aspirations

### MISSION

**Contribute to co-creating a flourishing and  
inclusive society that offers happiness to all**

MARUI GROUP's mission is its reason for existence. The corporate and business activities of MARUI GROUP are the practice of fulfilling this mission. This mission is meant to provide all members of MARUI GROUP with a guide, inspiring them to reflect on whether their actions and decisions are contributing to the fulfillment of the mission, even in times of uncertainty.

### 2050 VISION

**Harnessing the power of business to build a world  
that transcends dichotomies**

MARUI GROUP's 2050 Vision is a roadmap for the accomplishment of the Company's mission. It puts forth directives for the concerted efforts to be advanced by all Group members as they ascertain changes in the operating environment. We believe that a vision and long-term targets are essential for a company to remain true to its mission and values as, no matter how righteous a mission or values may be, they will still need a guide to clarify priorities for advancing business strategies.

In conjunction with the establishment of a long-term vision for 2050, we at MARUI GROUP reshaped our co-creation philosophy based on our aspirations and our principles, clarifying the intent of these ideals so that they may guide us in our daily business activities.

Revised in February 2019

## Our Principles

### PHILOSOPHY

**Continue evolving to better aid our customers  
Equate the development of our people  
with the development of our company**

MARUI GROUP's philosophy is an essential compass for fulfilling its mission. The desire to "continue evolving to better aid our customers" compels everyone at MARUI GROUP to work for the benefit of stakeholders by exercising their capacity for empathy to adopt the viewpoints of various stakeholders in order to understand their thinking and their pain. The ongoing evolution of this capacity for empathy gives rise to the propensity for innovation that drives the resolution of the issues faced by customers, society, and the environment. The commitment to "equate the development of our people with the development of our company" is founded on the belief that MARUI GROUP's growth is achieved when our people realize self-actualization through empathy and innovation.

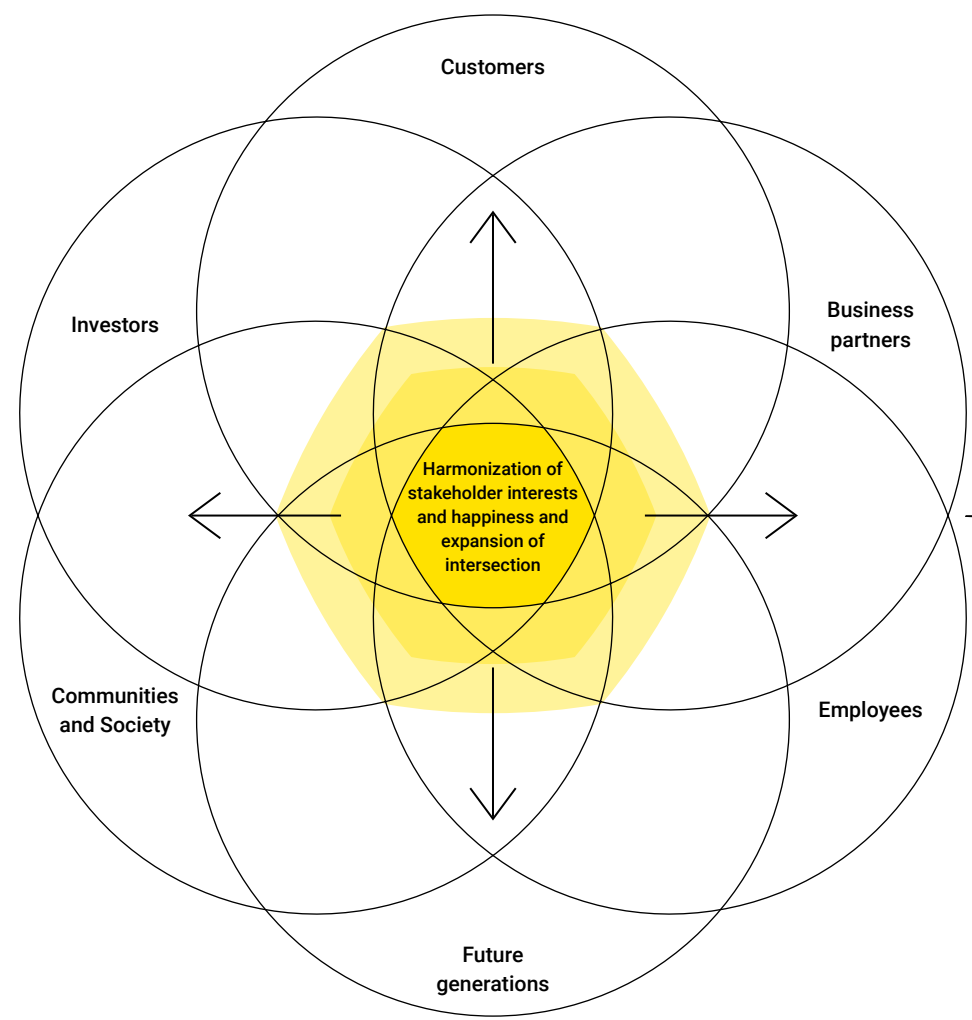
### VALUES

**Creditability should be built together with customers  
Pioneer spirit of creating opportunities**

MARUI GROUP's values are the unique principles of the Company that differentiate it from all others, the precious founding spirit that will perpetually permeate our organization. The concept of co-creation of creditability—based on the belief of MARUI GROUP's founder that "creditability should be built together with customers," rather than assigned to them—is the belief that credit should be forged through trust over long-term relationships by working together with and being empathetic toward customers. The founder also advocated a "pioneer spirit of creating opportunities." This value represents MARUI GROUP's spirit of innovation and evolution, which propels us forward as we transform our business and create new demand and markets in response to changes in customer happiness or in society.

# Definition of Corporate Value

MARUI GROUP practices co-creation management with the goal of co-creating happiness together with our stakeholders. MARUI GROUP's various stakeholders include customers, business partners, investors, communities and society, and employees. When formulating its long-term vision for 2050 in 2019, MARUI GROUP included "future generations" alongside the prior five rings of stakeholders it emphasized. The introduction of this sixth ring of stakeholders is a declaration of MARUI GROUP's belief that true corporate value entails looking beyond the short-term happiness of current generations to promote harmony and the expansion of the intersection between the interests and happiness of all stakeholders, including future generations.



Corporate value	=	Intersection of interests and happiness of all stakeholders
Harmonization and expansion of intersection	=	Improvement of corporate value

# CO-CREATION

## Vision of Co-Creation Management

MARUI GROUP's mission incorporates cherished values such as happiness and inclusion. Moreover, this mission is differentiated from that of our peers through the co-creation that is characteristic of MARUI GROUP. Our concept of co-creation originates from the co-creation of credibility that was advocated by our founder. We refer to the practice of shaping our business based on this spirit of co-creation as "co-creation management." MARUI GROUP is, of course, focused on the co-creation of happiness. At the same time, we seek to go further to share the burden of the COVID-19 pandemic with our stakeholders and strengthen our bonds as partners growing together. This is co-creation management in its truest form and is also the path we will take toward overcoming this crisis.

# Interests and Happiness

The value sought by stakeholders includes interests that can be measured monetarily. Such interests include employee wages, shareholder dividends, product prices, and costs for business partners. These interests can sometimes appear to be in conflict when viewed from a short-term perspective. At the same time, stakeholders seek a value that cannot be measured monetarily—happiness. The types of value sought by stakeholders sometimes fall into conflict with one another. However, we are confident that it is possible to achieve harmony and expand the intersection between the interests and happiness of all stakeholders through dialogue and co-creation advanced over the medium-to-long term. As we move forward, we will formulate theories on types of interests and happiness desired by all groups of stakeholders to be incorporated into indicators for evaluating the effectiveness of management.

⇒ P18 Growth of Corporate Value through Harmony between the Interests and Happiness of All Stakeholders

# PARTNERSHIP

## View of Partnership

MARUI GROUP views its stakeholders as partners in its quest to co-create happiness for the future. In the face of the COVID-19 pandemic, we could not help but feel the strong interdependent relationship between people and society that was not previously apparent. Following the institution of a state of emergency declaration in Japan, we were forced to suddenly halt the operation of our stores. This placed the business partners that have set up shop in our stores in a difficult position, pressing us with the need to decide whether to prioritize contractual obligations, specifically rent payments, or partnerships. We quickly realized that it was our partnership with these business operators that supported MARUI GROUP. This intangible partnership founded on trust is what underpins co-creation at MARUI GROUP.