

I am co-founder of BORDERLESS JAPAN CORPORATION, a company that only engages in social businesses. BORDERLESS JAPAN offers a platform that socially minded entrepreneurs can use to work toward resolutions to social issues, such as poverty, discrimination and prejudice, and environmental destruction, through their businesses.

I was appointed as sustainability advisor of MARUI GROUP in 2019. I believe my role at the Company is to identify issues and help illuminate the path MARUI GROUP should take from the perspectives of social change and social businesses. To date, President Aoi and I have discussed a variety of subjects based on my background.

One topic we have discussed is the formulation of impact targets. BORDERLESS Group companies define social impact, or the degree to which they are contributing to the resolution of social issues, as their most important indicator. This indicator is symbolic of our overall business goal of contributing to the realization of our envisioned society through the resolution of social issues. All of our colleagues are committed to social impact and work to guarantee a better impact through their daily activities. I therefore recommended that MARUI GROUP set its own impact targets based on the type of society it hopes to realize.

MARUI GROUP agreed, setting three impact targets in its new medium-term management plan. MARUI GROUP embraces a philosophy focused on inclusion. This meant that it was important to define indicators that account for its overall business goals, including those related to social issues. I have high praise for how the three impact targets were decided based on an earnest examination of the future that MARUI GROUP envisions. After all, it is crucial for impact targets to be directly linked to the ideals that one hopes to pursue.

THREE IMPACTS, ONE COMMITMENT

Determining one's goals, charting a path toward accomplishing three impact targets

BORDERLESS

An intuitive understanding of the people you work with is imperative to achieving impact targets. In other words, you have to be able to share their goals and feel a connection with them as such. When the efforts of frontline employees contribute to a company's desired impact, they will feel a sense of accomplishment knowing that they are helping to realize their envisioned future that cannot be measured in numbers like sales and profit. As a platform holder, MARUI GROUP is working to create opportunities that allow diverse individuals to tackle new challenges in order to have a positive impact on society in a variety of ways. It will therefore be important for employees who are passionate and committed to realizing their envisioned future to maintain an intuitive understanding of those around them and assert themselves so that they can pursue their ambitions. Over the next couple of years, management will need to be patient. Employees should be allowed to experience and overcome failure through an ongoing process of trial and error and to work together with their colleagues to produce one success at a time. I am confident that this process will make MARUI GROUP into an even more independent and autonomous organization and eventually evolve the Company into an ecosystem capable of achieving its envisioned future.

Masayoshi Suzuki

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Sustainability Advisor, MARUI GROUP CO., LTD.

Masayoshi Suzuki was born in Yamaguchi Prefecture in 1979. After graduating from a graduate program, Suzuki joined Misumi CO., LTD., at the same time as Kazunari Taguchi, with whom he would later go on to found BORDERLESS JAPAN CORPORATION in 2007. As a company that only engages in social businesses, BORDERLESS JAPAN seeks to contribute to the resolution of social issues, such as poverty, discrimination and prejudice, and environmental destruction. As of October 2021, BORDERLESS JAPAN had 43 subsidiaries in 15 countries. Through a unique "one good turn deserves another" system, 43 socially minded entrepreneurs pool their funds and know-how to drive the continuous development of social businesses via a social entrepreneurship platform. Suzuki became a sustainability advisor to MARUI GROUP in 2019.

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