

## IMPACT TARGET 01

# Creating a Future for Future Generations Together

The first theme examined when considering our desired impact was the future for future generations. Climate change moves closer to robbing us of our future and destroying the global environment every minute, and addressing this crisis must take priority above any of our other desires. In light of this crisis, MARUI GROUP seeks to provide options for contributing to a decarbonized society and fostering circular economies, both elements of a green recovery. We thereby aim to help preserve a global environment that will allow future generations to live without fear for the future (see page 26).

## IMPACT TARGET 02

# Creating Happiness for Individuals

The second theme addressed with regard to our impact was the happiness of individuals. Our everyday lives have somehow become a burden. We are restricted by what is considered social etiquette, we face feelings of internal conflict as a result of our interpersonal relationships, and we suffer from social disparities that do not reflect differences in abilities. Trapped by the confines of our current society, we all desire to break these chains and create a society in which every individual is empowered to be themselves. To help move us toward such a society, MARUI GROUP offers support for individual preferences and self-actualization from the perspective of finance, investment, and consumption (see page 40).

# OUR IMPACT

## IMPACT TARGET 03

# Creating Platforms for Co-Creation

Realizing our desired impact will require us to create platforms for co-creation. The society that MARUI GROUP envisions is not something that we can achieve by ourselves; we must build an ecosystem that moves us toward this goal through co-creation with individuals who share our ideals. By sharing its current corporate assets, namely its physical stores, EPOS cards, IT, and employees, with partners outside of the immediate organization, MARUI GROUP looks to produce innovation through co-creation (see page 68).

**This is MARUI GROUP's declaration of its quest to co-create positive impacts with younger and future generations.**

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IMPACT

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Co-Creation of Positive Impact with Younger and Future Generations

## WHAT IS OUR IMPACT?

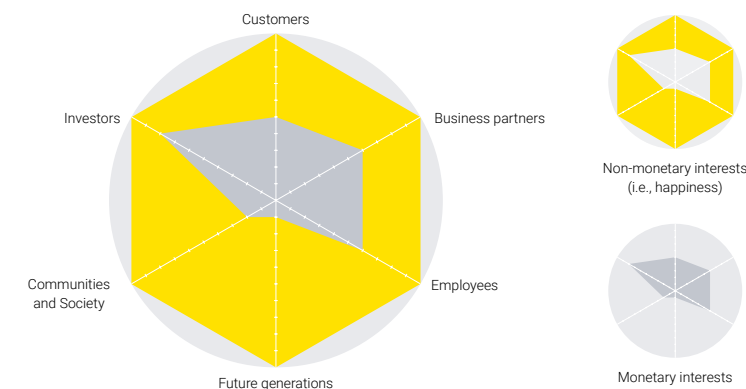
In May 2021, MARUI GROUP announced impact targets based on three themes. This announcement constituted a new declaration by MARUI GROUP that describes the clear direction it will take as a company to realize the future it envisions for 2050.

Our impact refers to how we change and influence society. Some may wonder why MARUI GROUP decided to emphasize its impact in this manner. We believe that corporate value entails creating harmony between the interests and happiness of all of our stakeholders and growing the intersection of these interests and happiness. MARUI GROUP has defined six groups of stakeholders, each of which seeks different interests and happiness. Monetary interests can include the salaries paid to employees, the dividends issued to shareholders, the prices at which products are sold, and costs for business partners. Each of these monetary interests could be seen as being in opposition with the others. Happiness, meanwhile, is not something that can be measured monetarily. Rather, happiness is a value shared among all of humanity, and there is thus a great deal of overlap between the happiness of individuals in differing stakeholder groups.

Impact has been framed as a new perspective for gauging interests and, the more difficult, quantifying happiness. Based on this perspective, we have defined three impact targets: creating a future for future generations together, creating happiness for individuals, and creating platforms for co-creation. These targets were defined based on consideration of how we can bring about meaningful changes for stakeholders and for society as well as the desires of stakeholders that we are able and eager to fulfill.

By accomplishing these impact targets, MARUI GROUP will harness the power of business to build a world that transcends dichotomies and thereby contribute to the creation of a flourishing and inclusive society that offers happiness to all.

Interests and Happiness Sought by Stakeholders (Hypothesis)



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Co-Creation of Positive Impact with Younger and Future Generations

## WHY FOCUS ON FUTURE GENERATIONS?

MARUI GROUP is unique in its placing future generations among the stakeholder groups it emphasizes. This new stakeholder group was introduced in 2019 when we unveiled MARUI GROUP's 2050 Vision, our long-term vision for 2050. The introduction of this stakeholder group was symbolic of our commitment to help contribute to the realization of a sustainable society that emphasizes well-being by promoting co-creation with future generations.

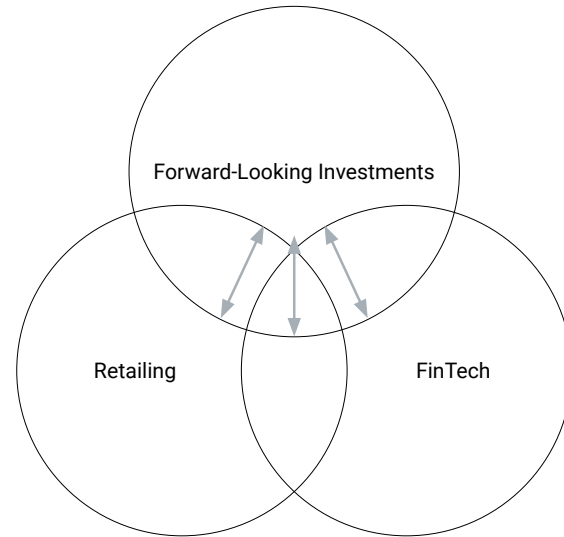
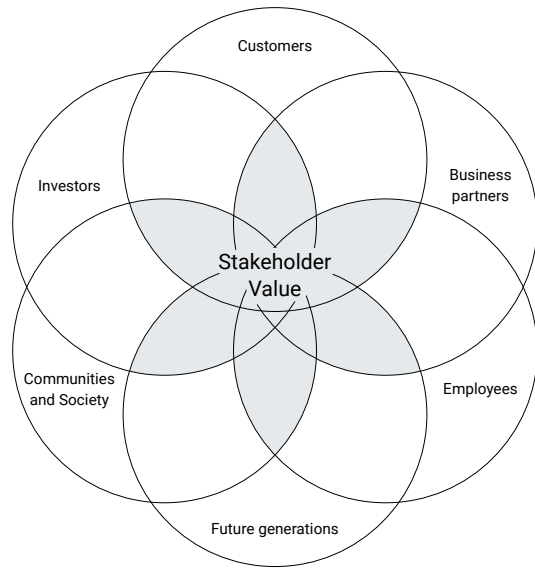
In his book, *The Good Ancestor: How to Think Long Term in a Short-Term World*, Australian-born, U.K.-based philosopher Roman Krznaric describes a need to move away from short-sightedness to adopt a longer-term perspective by posing the question of whether we can become "good ancestors."

This question is more pertinent today than it has ever been in the past. Humanity has grown to a point whereby the impacts of our culture, economy, and lifestyles have surpassed the ability of the global environment to repair itself, triggering a crisis that threatens our very survival. The first horseman of this crisis is climate change. It has even been said that climate change is symbolic of how we are extracting resources from the future.

Recognizing this threat, members of the current generations have launched nation-level campaigns to pursue sustainability. A number of companies have joined this cause, listing the environment or the earth among their stakeholders. However, this raises the question, if the earth or the environment is a stakeholder, to whom exactly does that refer?

What we are fighting to protect is not the earth itself, it is the people of the future who will live on this planet. It could thus be said that the stakeholders whose interests we should actually be looking to serve are future generations. This is the reason why MARUI GROUP has chosen to place future generations as the sixth member among the stakeholder groups on which it focuses.

Rather than preoccupying itself with the question of *if* it can become a good ancestor, MARUI GROUP is acting based on the commitment that it *will* be a good ancestor.



# MARUI GROUP'S DIRECTION

## Goals for MARUI GROUP

The future direction for MARUI GROUP can be seen in its mission and its vision. These clearly defined objectives have attracted various partners desiring to engage in co-creation with us. At the same time, however, we have seen cases in which we have faced difficulty when actually attempting to develop businesses with such individuals, despite their sharing our mission and vision. We realized that this difficulty was a result of a lack of clarity with regard to our goals.

The decision to define the three impact targets on which we will focus going forward was meant to clearly present the goals toward which MARUI GROUP will work to both internal and external stakeholders. On the following pages, you will find a detailed look at our efforts with regard to each of our three impact goals—creating a future for future generations together, creating happiness for individuals, and creating platforms for co-creation.