

T M D A R T

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T M P A R T

IMPACT

I M P A L I

I V I P A L I

I V I P A L I

## 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)

