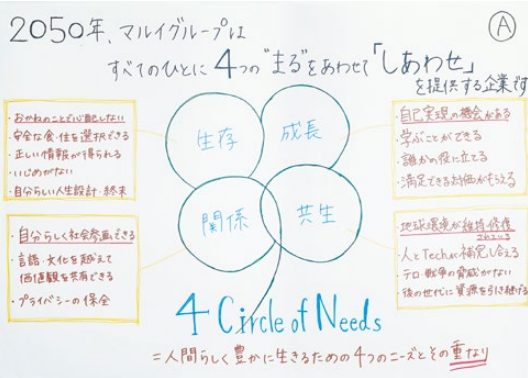


Future Co-Creation Workshops Centered on Employees

Team A's presentation involved producing model examples of the cities in which we can live as we ideally desire. We wanted to take responsibility in shaping the future with our own hands, and this desire informed our vision. Through this presentation, I was reminded of the importance of assembling people with different perspectives and backgrounds to engage in free discussion on a single theme. This process led to substantial output that I would not have imagined prior to participating. Moving forward, it will be important for everyone at MARUI GROUP to think about how we will go about realizing our vision. I hope that I can help foster a corporate value in which employees are always aware of their vision, adjusting their actions based on the actions of others.

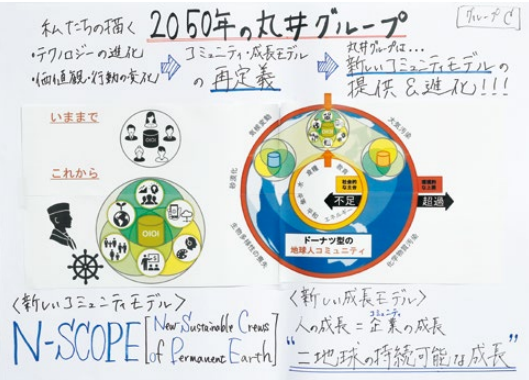


We wanted to take responsibility in shaping the future with our own hands.



Takashi Kitao
Second Sustainability Project Team Member
Digital Transformation Promotion Department,
M & C SYSTEMS CO., LTD.

Employees that took part in the Sustainability Project Team first analyzed the operating environment trends projected 30 years in the future and then discussed the future trends that seem certain and the world they wish to build based on those trends. After this, the members were divided into six groups to formulate visions for MARUI GROUP in 2050, which were presented directly to executive officers. On these pages, representatives from each of the six groups explain the sentiments incorporated into their visions and what they see as their duties following the announcement of MARUI GROUP's 2050 Vision.



I want to create a future of coexistence and co-prosperity in which all people can embrace their individuality.



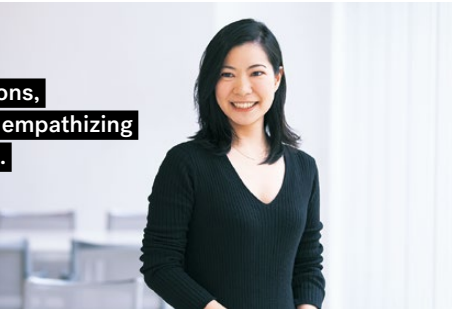
Natsuki Yano
Second Sustainability Project Team Member
Investment Research Department,
MARUI GROUP CO., LTD.

A key point of our presentation was our ability to communicate the appeal of the hope that we held for the future. I was inspired by MARUI GROUP's 2050 Vision, a declaration of our intent to play a leading role in shaping the world to realize the future we desire. Personally, I want to create a future of coexistence and co-prosperity in which all people can embrace their individuality through co-creative businesses that provide roles and places for everyone. I understand that MARUI GROUP cannot realize its vision alone. It will be crucial for us to accelerate our progress toward our vision by working together with allies that envision similar futures. For this reason, we must step outside the Group to become "human hubs" that create new allies and foster collaboration with them.



Our vision for 2050 was of a world in which everyone thinks and acts from a position of altruism that is blind to borders as they work to resolve global issues. Up until now, MARUI GROUP's business has sought to provide opportunities equally to everyone. Our vision for an ideal world is impossible in a society filled with inequality. We therefore aim to utilize the strengths and technologies of MARUI GROUP to help dispel global inequalities. I am interested in inter-generational human businesses. I hope we millennials can bridge the gap between Generation Z and all future generations, shaping the future while empathizing from a relatable position. This prospect fills me with excitement.

I hope to bridge the gap between future generations, shaping the future while empathizing from a relatable position.



Erika Watanabe
Second Sustainability Project Team Member
Sales & Planning Department,
MARUI CO., LTD.

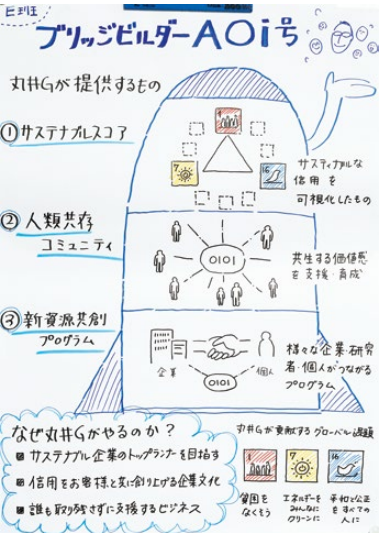


Yuka Seta
Second Sustainability Project Team Member
Yurakucho Marui
In charge of Financial Inclusion
Epos Card Co., Ltd.

We envisioned a society that values individual enrichment over national prosperity.



In my group, we envisioned a society that values individual enrichment over national prosperity, a future in which everyone is able to choose from options that do not cause harm and that contribute to the enrichment of individuals. I was surprised and overjoyed that the final 2050 Vision incorporated our input in various areas. I am in charge of financial inclusion in my current position, but I understand that the definition of happiness can vary from person to person and that people may place different values on money and prosperity. I therefore aspire to create various options for each individual to propose the best possible course of action, remaining careful not to lose sight of the true goal of financial inclusion. It is important that we continue to move forward so that our ideals can get beyond armchair theorizing to influence the world of today and tomorrow.



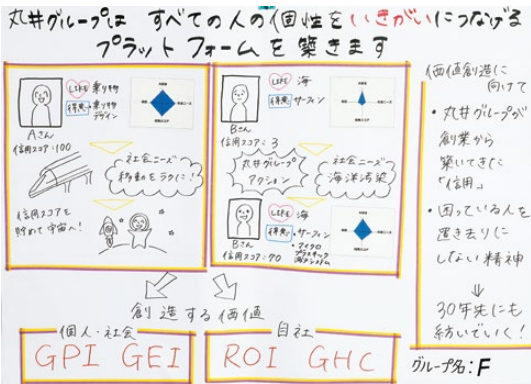
My team formulated our vision with a focus on the global environment from the perspective of humanity's continued survival in the world of 2050. I was struck by the finished 2050 Vision and its emphasis on the concept of dichotomies to envision scenarios for a broader perspective. However, the sheer scale of this vision places its ability to drive actual action into doubt. Nonetheless, I am confident that we can realize the 2050 Vision if we have a commitment to benefiting customers and a pioneer spirit. I personally want to take part in co-creative businesses. I am currently helping to build a flourishing and inclusive society that offers happiness to all through my product creation, e-commerce, and customer service activities in the Omni-Channel Retailing Department.

We can realize the 2050 Vision if we have a commitment to benefiting customers and a pioneer spirit.



Ryo Hayasaka
Second Sustainability Project Team Member
Omni-Channel Retailing Department,
MARUI CO., LTD.

Our vision was for a world in which everyone can find their raison d'être and in which MARUI GROUP can transform this purpose into value through its business. We therefore saw a need for indicators for the subjective value of purpose and a platform for linking individuality to purpose. MARUI GROUP's long-term vision accounts for the people that will be made happy through its accomplishment. I therefore believe that this vision is something that MARUI GROUP can accomplish with its core value emphasizing a love of people and the act of building trust. Key to accomplishing this vision will be combining this core value with technologies to accelerate our efforts.



We saw a need for a platform for linking individuality to purpose.



Yuri Matsuyama
Second Sustainability Project Team Member
Gender-Free Fashion Project Team
MARUI CO., LTD.

Employees Volunteering to Join the Sustainability Project Team



Participating in the Sustainability Project Team increased my environmental awareness while making me aware of my lack of knowledge pertaining to coexistence with the global environment. Also, I was filled with a desire to help preserve the environment through inter-generational businesses after being given the opportunity to think about the environment as it pertains to future generations. I anticipate that technological progress will make it possible to protect the environment in ways that we had all but given up on in the future.

Masao Mori
Second Sustainability Project Team Member
Sales Department, MARUI HOME SERVICE Co., Ltd.

Through the project team, I became aware of the fact that all businesses shape the future and of the importance of framing the accomplishment of goals in terms of commitment rather than ability. Furthermore, I have since come to voice opinions in my daily work while always remaining aware of the need for clear principles and visions of what we want to provide to stakeholders if MARUI GROUP is to be a company that is always chosen by customers.

Yuki Tsukita
First Sustainability Project Team Member
New Business Development Department, MARUI GROUP CO., LTD.



The project team helped me experience the need for increased speed to address the ever-more rapid pace of social change expected to be seen in the future, enabling me to think based on a more long-term perspective. In the field of financial inclusion, I hope to support the happiness of everyone by providing ways of interacting with money (services) that are characteristically MARUI GROUP to customers harboring monetary concerns.

Takuto Yoshihara
First Sustainability Project Team Member
System Planning Department, M & C SYSTEMS CO., LTD.

My involvement with the project team changed my perspective from focusing on what should be done to respond to social changes to working backward from a vision for the future to determine what needs to be done today. MARUI GROUP's 2050 Vision is of a great scale, and I am convinced that new businesses can be developed by uniting both sides of dichotomies. We will have to tackle new challenges to accomplish our vision, and I am committed to growing so that I can create value for the future.

Asami Ishii
First Sustainability Project Team Member
Ueno Marui, MARUI CO., LTD.



At first, I was unable to escape from the confines of standard conventions when thinking about the future from a long-term perspective. However, the more the project team met, the more I was able to break away from this thinking. I believe that the 2050 Vision exudes MARUI GROUP's aura, but I also suspect that it will be incredibly difficult to accomplish. If we are to realize this vision, we will need to take the focus off of profit, instead seeking to give form to our ideals and continue creating frameworks for generating profit through these ideals.

Tetsuya Hoshino
First Sustainability Project Team Member
Human Resources Development and Group Distribution Department, MOVING CO., LTD.

The project team made me realize that sustainability was my responsibility while heightening my commitment to benefit customers and reaffirming the importance of the creation of social value and beneficial trade of profits. Various dichotomies and inequalities are likely to appear in the future. However, this does not change the fact that all people have an equal right to happiness. I therefore feel that it is the mission of those of us working at MARUI GROUP to help build a society in which everyone can live with peace of mind.

Hidehiko Nonaka
First Sustainability Project Team Member
Personnel Division, MARUI GROUP CO., LTD.

