

# Vision for the Future Beyond 2050

The declarations contained in *VISION BOOK 2050* are not just announcements; they are symbolic of the start of a journey, a journey to shape the future together with all stakeholders by formulating action plans for accomplishing our vision, examining long-term targets, and engaging in ongoing dialogue.

Our journey will not end with the accomplishment of MARUI GROUP's 2050 Vision.

No, MARUI GROUP will continue to look toward the future from an ultralong-term perspective, and we are marching forward as we identify the tasks we can undertake today.

## MISSION

Contribute to Co-Creating a Flourishing and Inclusive Society That Offers Happiness to All

## 2050 VISION

**Harnessing the Power of Business to Build a World That Transcends Dichotomies**

MARUI GROUP's 2050 Vision is our first step toward accomplishing our vision for the future. The 2050 Vision serves as a code of conduct, delineating the tasks that can be undertaken today as we march toward this future.

## 2021

**Targets of Medium-Term Management Plan  
Leading up to the Fiscal Year Ending March 31, 2021**

Earnings per share (EPS)	Return on equity (ROE)	Return on invested capital (ROIC)
More than <b>¥130</b>	More than <b>10%</b>	More than <b>4%</b>

2021

## 1931

**MARUI GROUP's Core Value:  
Co-Creation of Creditability**

The co-creation of creditability is a concept based on the belief of MARUI GROUP's founder that creditability should be built together with customers, rather than assigned to them, and is one of our founding principles. Since its founding, MARUI GROUP has continued to practice the co-creation of creditability by connecting with customers through dialogue and building mutual trust.

## 2019

**Changes in an Afflicted World**

Our world is faced with various issues, including economic inequality, poverty, hunger, and environmental destruction, which are causing divides in the form of dichotomies, and these divides can no longer be ignored. The businesses of the future will therefore need to frame these global issues as opportunities and work to resolve them.

2019

# MARUI GROUP's Co-Creation Philosophy

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## 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.

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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

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## 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.

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