

MARUI GROUP's Four Core Themes for Inclusion

In November 2016, MARUI GROUP identified four core themes for inclusion to guide its efforts to help create a flourishing and inclusive society offering happiness to all. The concept of inclusion entails integrating and including individuals that had previously been excluded and is congruent with the principles embodied by the United Nations Sustainable Development Goals. In addition, MARUI GROUP's 2050 Vision, a long-term vision looking to 2050, was announced in 2019, marking a step forward in the Company's practice of fullfledged co-creation sustainability management. MARUI GROUP is proactively pursuing its targets with regard to these four core themes and this vision through co-creation with all stakeholders.

CORE THEME 1

Customer Diversity and Inclusion

We will seek to develop products, services, and stores that bring joy to all customers, regardless of their age, gender, or physical characteristics.

Inclusive Store Development ·P36 Inclusive Product Development Financial Inclusion P40











CORE THEME 3

Ecological Inclusion

We will develop businesses with low environmental impact, and contribute to the realization of a low-carbon society and a circular economy, and propose ecologically sound lifestyles that are in harmony with nature and the environment.

Environmental Footprint Reduction P49
Responsible Procurement P83
Innovative Services for Reducing Environmental Impacts









CORE THEME 2 **Workplace Inclusion**

Based on MARUI GROUP's corporate philosophy of striving to "continue evolving to better aid our customers" and "equate the development of our people with the development of our company," we will provide all employees with venues through which they can excel.

Development of an Organization That Utilizes Diversity P60
Wellness Management P66
Human Resource Investments P88









CORE THEME 4

Co-Creation Corporate Governance

We will develop management frameworks that include stakeholders in order to achieve harmony between the interests and the happiness of all stakeholders.

Co-Creation with Stakeholders P24
Sustainability Management P78
Cultivation of Future Leaders P80
Risk Management







Process for Establishing Core Themes

STEP 1 Stakeholder Engagement

In identifying the expectations for MARUI GROUP as well as the themes it should prioritize, we held meetings with long-term investors, ESG-minded investors, sustainability experts, nonprofit organizations, and other stakeholders in the greater society as well as with customers, business partners, and Group officers and employees.

Identification and Organization of Social Issues

With a focus on co-creation management; the impact of this co-creation management on the economy, society, and the environment; and its relationship with our medium-term management plans and human resource strategies, we identified and organized the issues facing society while referencing internal and external guidelines, such as those of ESG-rating institutions, the Global Reporting Initiative, ISO 26000, the Sustainability Accounting Standards Board, and the International Integrated Reporting Council, along with the SDGs.

Management-Level Discussions and Decisions

At meetings of a committee headed by the president, a series of discussions were held among the relevant officers and divisions to decide four core themes pertaining to inclusion. Responsibility for these themes was assigned to the Sustainability Department and the ESG Promotion Department, and the themes themselves were disclosed in Co-Creation Sustainability Report 2016 and in the sustainability section of MARUI GROUP's website.

Verification of Activities and Quantification of Results

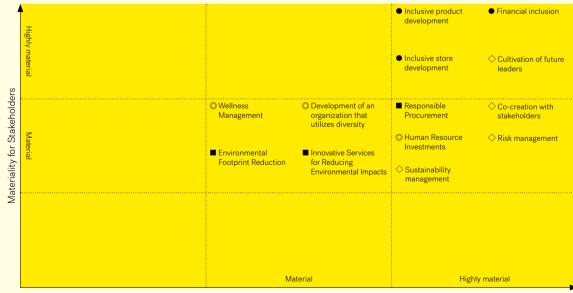
Activities are verified at least once a year as we continuously practice engagement with stakeholders. In 2019, we unveiled MARUI GROUP's 2050 Vision and long-term targets and also established the Sustainability Committee, which is chaired by the president and representative director, as an advisory body to the Board of Directors to guide efforts toward the accomplishment of this vision and target. Based on issues that have been identified, we are examining possible financial and pre-financial key performance indicators that can be disclosed with regard to our long-term targets.

Major Initiative Matrix

STEP 2

STEP 3

STEP 4



Materiality for MARUI GROUP

● Customer Diversity and Inclusion

© Workplace Inclusion

Ecological Inclusion

Co-Creation Corporate Governance