



Directors, Audit & Supervisory Board Members, and Executive Officers

As of June 20, 2019



Hiroshi Aoi

President and Representative Director,
Representative Executive Officer

Shares held: 1,538,300
Born: January 1961

Self-Introduction

Born into the family of MARUI GROUP's founder, I joined the Company in 1986. I was 30 when I became a director and 44 when I became the Company's third president, a position I have held for the past 14 years. When we were faced with a management crisis, I remember the sense of commitment I felt to ensuring that I did not let the Company go under whenever I visited the grave of the founder. At that time, meetings on how to recover our performance ran late into the night on a daily basis. Eventually, I realized that these late-running meetings were the source of our troubles. Sick of overtime and old men, I pledged to promote work style reforms and diversity.

Career History

Jul. 1986 Joined the Company
Apr. 1991 Director and General Manager,
Sales Planning Headquarters
Apr. 1995 Managing Director and Deputy General
Manager, Sales Promotion Headquarters and
General Manager, Sales Planning Division
Jan. 2001 Managing Director and General Manager,
Sales Promotion Headquarters
Jun. 2004 Executive Vice President and
Representative Director
Apr. 2005 President and Representative Director
Oct. 2006 President and Representative Director,
Representative Executive Officer
Apr. 2019 President and Representative Director,
Representative Executive Officer, CEO
(Incumbent)

Participation in committees:

Management Committee (Chairman)
Nominating and Compensation Committee
Sustainability Committee (Chairman)
Compliance Promotion Board (Chairman)



Etsuko Okajima

External Director

Shares held: 0
Born: May 1966

Self-Introduction

I joined Mitsubishi Corporation as a career-track employee in 1989. In comparison to the 150 men hired on the career track, women in this program were rare, with only two hired that year. After joining, I was placed in an M&A section, where I was inspired by the MBA holders around me to attend Harvard University to acquire my own MBA. This experience changed me, making me realize that I preferred innovative, transformative businesses as opposed to reliable, large-scale ones. In the years that followed, I built a career in fields merging management, people, and organizations through my positions at McKinsey & Company and GLOBIS Management Bank, finally founding ProNova Inc. in 2007. Today, I am an external director at numerous companies, including five listed companies, where I am working together with managers to foster future presidents.

Career History

Apr. 1989 Joined Mitsubishi Corporation
Jan. 2001 Joined McKinsey & Company
Jul. 2005 Representative and CEO,
GLOBIS Management Bank
Jun. 2007 President & CEO, ProNova Inc. (Incumbent)
Jun. 2014 External Director (Incumbent)
Mar. 2016 Outside Director, Link and Motivation Inc.
(Incumbent)
Dec. 2018 Outside Director, euglena Co., Ltd. (Incumbent)

Participation in committees:

Nominating and Compensation Committee



Yoshitaka Taguchi

External Director

Shares held: 400
Born: April 1961

Self-Introduction

Born in Nagano Prefecture, my grandfather founded his business in the waterfilled city of Ogaki City, Gifu Prefecture, often referred to as an important center of transportation on the Nobi Plain in the middle of Japan. I was thus raised in this city among its plentiful water. After graduating college in 1985, I was sent to a U.S. subsidiary of the Seino Group, where I served as president before returning to Japan to become a director of Seino Transportation Co., Ltd., in 1989 and later president in 2003. My motto is "wisdom and action," inspiring me to attempt to link customers and other relevant parties through my management. MARUI GROUP's concept of co-creation management thus resonates with me. As a manager from a different industry and a representative of the interests of shareholders, I hope to play my part in contributing to improved social value for MARUI GROUP.

Career History

Mar. 1985 Joined Seino Transportation Co., Ltd.
(currently Seino Holdings Co., Ltd.)
Jul. 1989 Director, Seino Transportation Co., Ltd.
Jul. 1991 Managing Director,
Seino Transportation Co., Ltd.
Jun. 1996 Senior Managing Director,
Seino Transportation Co., Ltd.
Oct. 1998 Representative Director and Vice President,
Seino Transportation Co., Ltd.
Jun. 2003 President and Chief Operating Officer,
Seino Transportation Co., Ltd. (Incumbent)
Jun. 2018 External Director (Incumbent)

Participation in committees:

Nominating and Compensation Committee



Masahiro Muroi

External Director

Shares held: 0
Born: July 1955

Self-Introduction

I have worked at Nomura Research Institute, Ltd., for 40 years. Joining this company as an IT engineer, I have been responsible for large-scale development projects and the creation of new businesses with cutting-edge digital technologies. I was 45 when I became a director, and have thus spent a long time at the head office, where I have engaged in corporate governance reforms and in investor relations activities. Having visited Silicon Valley in the United States several times since my youth, there are several areas with regard to which I cannot help but sense risks in terms of the differences in the cultures of fostering innovation between the United States and Japan. This is one of the reasons why I serve as the head of a government digital transformation human resource research committee even today. My motto is "always earnest and dedicated."

Career History

Apr. 1978 Joined Nomura Computer System Co., Ltd.
(currently Nomura Research Institute, Ltd.)
Jun. 2000 Member of the Board,
Nomura Research Institute, Ltd.
Apr. 2009 Representative and Senior Executive Managing
Director, Member of the Board,
Nomura Research Institute, Ltd.
Apr. 2013 Representative and Vice President,
Member of the Board,
Nomura Research Institute, Ltd.
Apr. 2015 Vice Chairman, Member of the Board,
Nomura Research Institute, Ltd.
Jun. 2016 External Director, Ryoden Corporation
(Incumbent)
Jun. 2017 External Director (Incumbent)
Jun. 2018 Audit & Supervisory Board Member,
The Norinchukin Bank (Incumbent)



Masao Nakamura

Director, Senior Managing Executive
Officer

Shares held: 22,000
Born: June 1960

Self-Introduction

I joined MARUI GROUP in 1983. During the 12 years in which I could have been considered a mid-rank employee, I was in store planning departments, where I played a central role in developing the department stores that we have since moved away from. I was later placed in charge of the retailing business, a position that saw me promoting the transition to shopping centers and fixed-term rental contracts to transform the business models of the department stores I had a hand in developing. This was a massive change that felt similar to transferring to a new company in a different industry. However, it was also exhilarating as I could feel the propensity for innovation born when the entirety of MARUI GROUP was united toward a single goal. This exhilaration remains with me today, this time stimulated by MARUI GROUP's efforts to co-create value.

Career History

Apr. 1983 Joined the Company
Apr. 2007 Executive Officer
Jun. 2008 Director and Executive Officer,
General Manager, Corporate Planning Division
and General Manager, Business Development
Division
Apr. 2011 Managing Director and Managing Executive
Officer
President and Representative Director,
MARUI CO., LTD.
Apr. 2015 Director and Managing Executive Officer
Responsible for Retailing and Store Operation
Business
President and Representative Director,
MARUI CO., LTD.
Apr. 2016 President and Representative Director,
AIM CREATE CO., LTD.
Oct. 2017 Director and Managing Executive Officer
Responsible for FinTech Business
Apr. 2019 Director and Senior Managing Executive Officer
Responsible for FinTech Business
In charge of Corporate Planning, Real Estate
Business, and Customer Success (Incumbent)

Participation in committees:

Management Committee
Sustainability Committee
Compliance Promotion Board
Public Relations IR Committee
Internal Control Committee (Chairman)

Note: Numbers of shares held are as of March 31, 2019.

Reasons for appointment of directors and Audit & Supervisory Board members
www.0101maruigroup.co.jp/en/ci/officer/





Hirotsugu Kato
Director, Managing Executive Officer

Shares held: 5,800
Born: July 1963

Self-Introduction

My passion was baseball until high school. At college, this passion became fashion, and I joined MARUI GROUP in 1987 with the goal of working in fashion. Ironically, after joining I have had almost no experience working directly in fashion, rather devoting one half of my career to finance and accounting and the other half to corporate planning. I have been working in investor relations for the past couple of years, and I was also placed in an investor relations position when I was young. Since that time, I have been acutely aware of topics of interest to investors, cost of capital, for example. This awareness shaped my work in finance and accounting and in corporate planning thereafter. As for my personality, while I don't necessarily agree with it, I am often said to be "stubborn."

Career History

Mar. 1987 Joined the Company
Apr. 2015 Executive Officer and General Manager, Corporate Planning Division
Jun. 2016 Director and Senior Executive Officer General Manager, Corporate Planning Division and IR Department
Oct. 2017 Director, Senior Executive Officer, and CDO (Chief Digital Officer), General Manager, IR Department In charge of Corporate Planning and ESG Promotion
Feb. 2018 Director, tsumiki Co., Ltd. (Incumbent)
Apr. 2018 Senior Managing Director, M & C SYSTEMS CO., LTD.
Apr. 2019 Director, Senior Managing Executive Officer, and CFO In charge of IR, Finance, Investment Research, Sustainability, and ESG Promotion (Incumbent)

Participation in committees:
Management Committee
Sustainability Committee
Environment and CSR Committee (Leader)
Compliance Promotion Board
Public Relations IR Committee
Insider Trading Prevention Committee (Chairman)



Hideaki Fujizuka
Audit & Supervisory Board Member (Full time)

Shares held: 1,200
Born: September 1955

Self-Introduction

In 1980, I joined a bank with the dream of becoming a branch manager. However, I spent the next several years in market-related divisions and later found myself in general affairs, public relations, and other positions removed from the market. For this reason, I was unfortunate in that my time as a branch manager was limited to one year at the Yoyogi-Uehara Branch of MUFG Bank, Ltd. I have experienced various industries and types of work over my career at real estate companies, precision equipment manufacturers, and, of course, MARUI GROUP. In these positions, I have aspired to identify the fundamental aspects of the issues at hand to respond to the present market conditions. We are currently faced with a highly volatile era. In my central role in corporate governance as an Audit & Supervisory Board member, I hope to be proactive and optimistic and to enjoy contributing to improved corporate value for MARUI GROUP.

Career History

Apr. 1980 Joined Mitsubishi Bank Ltd. (currently MUFG Bank, Ltd.)
Jun. 2007 Executive Officer and General Manager, General Affairs Dept., The Bank of Tokyo-Mitsubishi UFJ, Ltd.
Jun. 2010 President and Director, Chitose Kosan, Co., Ltd.
Apr. 2012 Director, Senior Executive Managing Officer and Group President of Corporate Center, Olympus Corporation
Apr. 2015 Director, Olympus Corporation
Jun. 2015 Audit & Supervisory Board Member (Full time) (Incumbent)

Participation in committees:
Management Committee
Compliance Promotion Board
Public Relations IR Committee



Masahisa Aoki
Director, Senior Executive Officer

Shares held: 4,300
Born: July 1969

Self-Introduction

My love for cars drove me to joining MOVING CO., LTD. in 1992, where I was a truck driver for five years. I was promoted to management in 2009 and then transferred to MARUI CO., LTD. At first, I didn't know any other way into our stores aside from the truck loading gate. As the years passed, I took part in many new undertakings, including the apparel recycling program and the anime business. Today, I remain optimistic and forward-looking, enjoying my work as I tackle new challenges every day. However, I sometimes find myself longing for those short yet fun days as a deputy store manager or store manager.

Career History

Apr. 1992 Joined MOVING CO., LTD.
Apr. 2015 Store Manager, Shinjuku Marui Annex, MARUI CO., LTD.
Oct. 2015 General Manager, Pre-Opening Development Office, Anime Business Department
Apr. 2016 General Manager, Anime Business Department
Apr. 2017 Executive Officer
Apr. 2018 General Manager, New Business Development Department, in charge of Anime Business
Apr. 2019 Senior Executive Officer In charge of Anime Business (Incumbent) President and Representative Director, MARUI CO., LTD. (Incumbent)
Jun. 2019 Director and Senior Executive Officer (Incumbent)

Participation in committees:
Management Committee
Sustainability Committee
Compliance Promotion Board
Internal Control Committee



Nariaki Fuse
Audit & Supervisory Board Member (Full time)

Shares held: 10,000
Born: June 1959

Self-Introduction

After joining MARUI GROUP in 1982, I was placed in a credit card division and then a division selling computers, which were just then becoming commonplace. It may have been this position that led to my transfer to an IT systems division, later becoming president of M & C SYSTEMS CO., LTD., our IT arm. All in all, I have spent around 30 years in MARUI GROUP's IT divisions. My education was in liberal arts, far removed from IT. Regardless, I have been involved in the majority of the Company's businesses through the lens of IT utilization, which has been a truly motivating experience. I fulfill my duties with a commitment to seeing matters through to the end. In the future, I look forward to contributing to MARUI GROUP's development by helping strengthen corporate governance as an Audit & Supervisory Board member.

Career History

Mar. 1982 Joined the Company
Apr. 2007 Director, M & C SYSTEMS CO., LTD.
Apr. 2011 Executive Officer Managing Executive Officer, M & C SYSTEMS CO., LTD.
Apr. 2013 President and Representative Director, M & C SYSTEMS CO., LTD.
Jun. 2013 Director and Executive Officer
Apr. 2015 Senior Executive Officer In charge of Audit and Information Systems
Apr. 2016 Senior Executive Officer and CIO (Chief Information Officer) In charge of Audit
Jun. 2018 Audit & Supervisory Board Member (Full time) (Incumbent)

Participation in committees:
Compliance Promotion Board
Internal Control Committee



Yuko Ito
Director, Executive Officer

Shares held: 7,700
Born: June 1962

Self-Introduction

I studied architecture in college and joined MARUI GROUP in 1986, being placed in an agriculture department at this time. As I built my career thereafter, I spent years in positions pertaining to spaces, including sales floor and interior renovation planning and sales to external customers in the space production business. These positions saw me primarily interacting with men during my work, whether inside or outside of the Company. As I overcame the obstacles placed before me as a woman, I grew while experiencing the sense of accomplishment that came with my achievements as a woman. In 2007, I became MARUI GROUP's first female general manager. My goals since then have been improving the diversity of management and spurring MARUI GROUP toward new growth with my specialized expertise.

Career History

Mar. 1986 Joined the Company
Oct. 2007 General Manager, Construction Department (Incumbent)
Apr. 2012 Director and General Manager, Creative Management Department Deputy General Manager, Space Production Business Division, AIM CREATE CO., LTD.
Apr. 2014 Executive Officer (Incumbent)
Apr. 2016 Director and General Manager, Design Management Department Deputy General Manager, Space Production Business Division, AIM CREATE CO., LTD.
Oct. 2016 Director and General Manager, Creative Management Department Deputy General Manager, Space Production Business Division, AIM CREATE CO., LTD.
Apr. 2018 General Manager, Group Design Center (Incumbent)
Apr. 2019 Director, MARUI CO., LTD. (Incumbent) Managing Director, AIM CREATE CO., LTD. (Incumbent)
Jun. 2019 Director and Executive Officer (Incumbent)

Participation in committees:
Management Committee
Environment and CSR Committee



Tadashi Ooe
External Audit & Supervisory Board Member

Shares held: 76,800
Born: May 1944

Self-Introduction

I became a lawyer in 1969, and celebrated my 50th anniversary in this position in 2019. I still step into the courtroom even today, primarily working in the fields of trade and corporate law. My first position as an external Audit & Supervisory Board member came in 1994, after which I have been involved in this capacity at MARUI GROUP and various other companies. Because of my background, MARUI GROUP probably expects me to offer advice on legal and compliance matters. Not limiting myself to these areas, I try to offer positive advice for the benefit of MARUI GROUP. If I had to summarize my personality, I would say that I am careful and business-minded. Not a particularly interesting statement, I know.

Career History

Apr. 1969 Registered as Attorney
Apr. 1989 Practicing-Attorney, Professor for Civil Advocacy, Legal Training and Research Institute of the Supreme Court of Japan
Mar. 1994 Outside Audit & Supervisory Board Member, Canon Inc.
Jun. 2004 External Audit & Supervisory Board Member (Incumbent)
Jun. 2011 Director, Jeco Co., Ltd. (Incumbent)
Jun. 2015 Outside Director, Nissan Chemical Corporation (Incumbent)



Takehiko Takagi
External Audit & Supervisory Board Member

Shares held: 6,800
Born: January 1945

Self-Introduction

I have 40 years of experience in tax bureaus and in the National Tax Agencies. When I was young, I was placed in an audit department. In this position, I exposed many major and malicious tax evaders, driven by my commitment to ensure that our society is one that is fair to people who responsibly pay their taxes. During the latter half of my career, I found myself working to facilitate the smooth introduction of the then-new computer systems in all tax bureaus, cultivating human resources, and developing organizations in which personnel can be placed in the ideal position. Today, I am contributing to the sound development of companies as a corporate auditor.

Career History

Jul. 2001 Chief, Kanazawa Regional Taxation Bureau
Jul. 2002 President, National Tax College
Jul. 2003 Retired from National Tax Administration Agency
Aug. 2003 Registered as Certified Public Tax Accountant
May 2006 External Audit & Supervisory Board Member, TOH-TEN-KOH Corporation
Jun. 2008 External Audit & Supervisory Board Member (Incumbent)
Jun. 2010 External Audit & Supervisory Board Member, KAWADA TECHNOLOGIES, Inc. (Incumbent)



Motohiko Sato
Executive Vice President

Shares held: 48,900
Born: December 1953

Self-Introduction

Having joined the Company in 1977, I am the oldest active employee at MARUI GROUP. I was positioned in the IT system division of MARUI CO., LTD., in 1980, where I took part in systems development in this division for 13 years, gaining experience as a programmer and system engineer. M & C SYSTEMS CO., LTD., was established in 1984, and this company's code of conduct states that "the customer's perspective is the foundation for system services." I went about my work while keeping this statement close at heart, and this experience continues to benefit me today. I became a director at MARU GROUP CO., LTD., in 2005 at the same time that Hiroshi Aoi assumed his position as president. I was later assigned to the positions of CIO, CFO, and now CSO. I see myself as an optimist, believing that a desirable result can always be achieved no matter what adversity is faced.

Career History

Mar. 1977 Joined the Company
Jun. 2005 Director and General Manager, Group Corporate Planning Division
Jun. 2008 Managing Director and Managing Executive Officer
Apr. 2012 Senior Managing Director and Senior Managing Executive Officer
Apr. 2015 Director and Senior Managing Executive Officer, and CFO
In charge of Corporate Planning and Finance Responsible for Credit Card Services Business and Information Systems
Jun. 2016 Senior Managing Executive Officer and CFO
In charge of Corporate Planning, IR and Finance
Apr. 2017 Senior Managing Executive Officer and CFO
In charge of IR and Finance
Apr. 2019 Executive Vice President and CSO (Chief Security Officer) (Incumbent)

Participation in committees:
Management Committee
Compliance Promotion Board
Public Relations IR Committee
Internal Control Committee
Information Security Committee (Chairman)
Safety Control Committee
Insider Trading Prevention Committee



Tomoo Ishii
Senior Managing Executive Officer

Shares held: 19,000
Born: July 1960

Self-Introduction

I worked in credit card divisions for six years after joining the Company in 1983 before being transferred to general affairs in 1990, where I would stay for 29 years. It was six years ago when I was placed in charge of personnel. My career history makes many think I have committed to defending our current state, but I see things differently. After becoming a general manager, I was given the opportunity to gain experience in the leadership of organizations of various sizes, including being president of two Group companies and three management companies as well as director of the health insurance union. Throughout this experience, I have remained keenly aware of the fact that change is essential. If we do not change, productivity and safety will decline. Symbolic of this belief, I changed myself, losing 20 kg over a period of three years some eight years ago.

Career History

Apr. 1983 Joined the Company
Apr. 2007 Executive Officer and General Manager, Group Compliance Division
Jun. 2009 Director and Executive Officer, General Manager, General Affairs Division
Apr. 2013 Director and Executive Officer, General Manager, Personnel Division
Apr. 2015 Director and Managing Executive Officer, and Chief Operating Officer
Healthcare Promotion and General Manager, Personnel Division
In charge of General Affairs and Healthcare Promotion
Apr. 2017 President and Representative Director, MOVING CO., LTD.
Jun. 2018 Senior Managing Executive Officer, CSO (Chief Security Officer), and CHO (Chief Health Officer)
In charge of Audit, General Affairs, Personnel, and Health Promotion
Apr. 2019 Senior Managing Executive Officer and CHO
In charge of Audit, General Affairs, Personnel, and Health Promotion (Incumbent)

Participation in committees:
Management Committee
Sustainability Committee
Environment and CSR Committee
Compliance Promotion Board
Public Relations IR Committee (Chairman)



Toshikazu Takimoto
Managing Executive Officer

Shares held: 1,900
Born: November 1959

Self-Introduction

I had actually intended to enter a different industry, but I found myself joining MARUI GROUP in 1982 instead. At the time, we were still collecting payments for monthly installment transactions, and my first position was visiting customer homes by motorcycle to make such collections. This experience proved incredibly beneficial when it came time to reconstruct our credit card services business. Over the years, I have been placed in various positions, including those related to stores, sales floors, new businesses, planning, and IT systems. Notably, I was responsible for reconstructing our credit card services businesses, introducing the EPOS card to the world, and developing this business thereafter, an accomplishment of which I am most proud. My chance entry into MARUI GROUP enabled me to experience something so amazing. I hope to repay the Company for this incredible opportunity by working to make it better and to deliver greater joy to customers.

Career History

Mar. 1982 Joined the Company
Mar. 2009 Executive Officer and General Manager, Group Profit Improvement Division
Apr. 2011 Managing Director, Epos Card Co., Ltd.
Apr. 2012 President and Representative Director, Epos Card Co., Ltd.
Jun. 2012 Director and Executive Officer
Apr. 2015 Managing Executive Officer (Incumbent)
Apr. 2016 Managing Executive Officer
Responsible for FinTech Business
Oct. 2017 Managing Executive Officer
Responsible for Retailing Business (Incumbent)
Apr. 2018 Managing Executive Officer and CIO (Chief Information Officer) (Incumbent)
President and Representative Director, M & C SYSTEMS CO., LTD. (Incumbent)

Participation in committees:
Management Committee
Sustainability Committee
Compliance Promotion Board
Public Relations IR Committee
Internal Control Committee
Information Security Committee



Yoshinori Saito
Managing Executive Officer

Shares held: 3,100
Born: July 1962

Self-Introduction

I started my career at MARUI GROUP in 1986 as a member of the sales staff at Machida Marui. I experienced various positions in the years that followed, including procurement, accounting, and corporate planning, culminating in my becoming store manager at Machida Marui in 2007, marking my triumphant return to where my career began. I was general manager of the Financial Department at the outbreak of the 2008 financial crisis, watching as we recorded the first loss since the time of our founding. My time overseeing the Financial Department was thus the most challenging leg of my career. Fortunately, this crisis was surmounted thanks to the support of my colleagues, including those more experienced than I, and our business partners. I am currently managing Epos Card Co., Ltd., with a focus on the cultivation of the human resources that will drive its ongoing growth.

Career History

Mar. 1986 Joined the Company
Jul. 2008 Executive Officer
General Manager, Financial Department
Apr. 2011 Director and General Manager, Direct Marketing Department, MARUI CO., LTD.
Apr. 2013 Director and General Manager, Collaboration Card Business Department, Epos Card Co., Ltd.
Oct. 2013 Director and General Manager, Sales Promotion Department, Epos Card Co., Ltd.
Apr. 2015 Managing Director, Epos Card Co., Ltd. Director, M & C SYSTEMS CO., LTD.
Apr. 2016 Senior Executive Officer
President and Representative Director, Epos Card Co., Ltd. (Incumbent)
Apr. 2019 Managing Executive Officer (Incumbent)

Participation in committees:
Management Committee
Sustainability Committee
Compliance Promotion Board
Internal Control Committee
Information Security Committee



Hajime Sasaki
Senior Executive Officer

Shares held: 6,700
Born: November 1963

Self-Introduction

After joining the Company in 1986, I started my career on the sales floor. I learned the warmth of a team when managing a shop, and I then gained a sense of motivation and perseverance when faced with the harsh working conditions of the planning product division. A major change in my career occurred in 2006, when I transferred to Epos Card Co., Ltd. There, I was involved in the launch of the EPOS card, and I suppose you could say that I grew by overcoming adversity with the help of those around me. I experienced the importance of co-creation at MARUI CO., LTD., after that, later becoming president of this company in 2016. However, the dip in earnings in my first year as president showed me that things do not always go as planned. In 2019, I became president of AIM CREATE CO., LTD. I consider myself an optimistic dreamer, and I am now filled with anticipation regarding the future potential of our alliance with Sumitomo Forestry Co., Ltd.

Career History

Mar. 1986 Joined the Company
Oct. 2007 Director and General Manager, Card Planning Division, Epos Card Co., Ltd.
Apr. 2012 Director and General Manager, Private Brand Department, MARUI CO., LTD.
Apr. 2013 Executive Officer
Apr. 2014 Managing Director and General Manager, Specialty Store Department, MARUI CO., LTD.
Jun. 2014 Director
Apr. 2015 Director and Senior Executive Officer
Responsible for Retailing and Store Operation Business
Senior Managing Director, MARUI CO., LTD. Director, Epos Card Co., Ltd.
Apr. 2016 Senior Executive Officer
President and Representative Director, MARUI CO., LTD.
Apr. 2019 Senior Executive Officer
In charge of Architecture (Incumbent)
President and Representative Director, AIM CREATE CO., LTD. (Incumbent)

Participation in committees:
Management Committee
Compliance Promotion Board
Internal Control Committee



Masahiro Aono

Senior Executive Officer

Shares held: 2,100
Born: March 1962

Self-Introduction

I joined MARUI GROUP in 1984 and then went on to experience sales on the sales floors of 10 different stores. I was later involved in product creation as a private brand buyer. For the past 15 years, my role has been store development. The number of business negotiations I have taken part in with external business partners is No. 1 in MARUI GROUP. Some negotiations are difficult, and some do not end well. However, through these negotiations I have been able to experience, several times, that amazing moment when we pool our knowledge to overcome obstacles and reach an agreement. My growth, as well as MARUI GROUP's growth, has been spurred by its customers as well as by its numerous business partners. I therefore hope to develop a business that enables us to repay this debt to our customers and to our business partners.

Career History

Mar. 1984 Joined the Company
Mar. 2008 General Manager, Women's Clothing and Accessories Department, MARUI CO., LTD.
Apr. 2010 General Manager, Women's Fashion Department, MARUI CO., LTD.
Apr. 2011 Director and General Manager, Business Promotion Department, MARUI CO., LTD.
Apr. 2013 Executive Officer
Apr. 2014 Director and General Manager, Store Business Promotion Department, MARUI CO., LTD.
Apr. 2015 Managing Director, MARUI CO., LTD.
Director, AIM CREATE CO., LTD. (Incumbent)
Apr. 2019 Senior Executive Officer (Incumbent)
Senior Managing Director, MARUI CO., LTD. (Incumbent)

Participation in committees:
Management Committee
Safety Control Committee (Chairman)



Junko Tsuda

Executive Officer

Shares held: 3,600
Born: May 1972

Self-Introduction

I have changed positions more than 10 times in the roughly 20 years since I joined MARUI GROUP in 1995, working in sales and customer service, sales promotion, purchasing, private brand, demand marketing, and new business divisions as well as a store manager. I felt highly motivated in all of these positions, focusing my efforts on co-creation activities with our customers and various other stakeholders. By responding to changes in the needs of the times with empathy, I aim to increase the range of situations in which I can contribute. I would say that I am a positive individual. I thus intend to go about my work proactively and with optimism going forward while turning my attention to future possibilities.

Career History

Mar. 1995 Joined the Company
Apr. 2014 Store Manager, Nakano Marui, MARUI CO., LTD.
Apr. 2015 Executive Officer (Incumbent)
Director and Store Manager, Marui Family Shiki, MARUI CO., LTD.
Apr. 2017 Executive Officer and General Manager
New Business Development Department
Apr. 2018 Director and Store Manager,
Marui Family Mizonokuchi, MARUI CO., LTD.
Apr. 2019 Director and General Manager,
Cardholder Service Department,
Epos Card Co., Ltd. (Incumbent)

Participation in committees:
Management Committee
Public Relations IR Committee



Yoshiaki Kogure

Executive Officer

Shares held: 2,600
Born: September 1960

Self-Introduction

I entered MARUI GROUP in 1983, being positioned at New Ikebukuro Nishi-Guchi Marui. My decision to join the Company was motivated by a desire to work in fashion and apparel, but I realized that I suffered from a lack of fashion sense working in men's designer and character brands at the head office. I later held positions in public relations, sales promotions, and events. I relied on my stamina to overcome the harsh conditions, which entailed early morning and late-night overtime, and sometimes all-nighters. When I returned to stores from the head office after 15 years, my inexperience as a deputy store manager showed as I didn't understand anything, not card issuance, register inspection, mark-downs, or stocking. For some reason, I felt joy everyday as the female employees treated me like a newcomer as they taught me. After that, I was primarily placed in head office management divisions. My longest position has been at MARUI FACILITIES Co., Ltd., where I am currently in my seventh year.

Career History

Apr. 1983 Joined the Company
Mar. 2006 General Manager, Group Financial Department
Apr. 2007 Executive Officer (Incumbent)
Jul. 2008 General Manager, Personnel Division
Oct. 2009 General Manager, Voi Business Department, MARUI CO., LTD.
Apr. 2011 General Manager, Corporate Planning Division
Apr. 2013 President and Representative Director, MARUI FACILITIES Co., Ltd. (Incumbent)
Apr. 2015 Director, MARUI HOME SERVICE Co., Ltd. (Incumbent)

Participation in committees:
Management Committee
Compliance Promotion Board
Internal Control Committee
Safety Control Committee



Miyuki Kawara

Executive Officer

Shares held: 1,300
Born: August 1963

Self-Introduction

I was born in Kagoshima Prefecture, and I came to Tokyo for work. I joined MARUI GROUP out of my love for designer and character brands. In my first year, I worked in the women's clothing department of Shibuya Marui. My coworkers called me "Dynamite Kawara" because of my head-on approach toward everything. For about a decade beginning in my 30s, I was engaged in product planning, analyzing social trends to propose the product themes we should focus on. This was a job I could lose myself in as I enjoyed the feeling of launching new movements. Later, I experienced the importance of individuals and of teams as a store manager before bearing witness to the various possibilities accessible through connections with external stakeholders in the CSR Promotion Department and at Epos Card Co., Ltd. I hope to use the lessons I have learned in my current position and in developing new stores that will shape the future. My source of energy is sweets and shopping.

Career History

Mar. 1986 Joined the Company
Apr. 2007 Store Manager, Kobe Marui, MARUI CO., LTD.
Oct. 2008 General Manager, Brand Development Department, MARUI CO., LTD.
Apr. 2012 General Manager, CSR Promotion Department
Apr. 2015 Director and General Manager,
Collaboration Card Business Department,
Sales Promotion Department,
Epos Card Co., Ltd.
Apr. 2016 Executive Officer (Incumbent)
Director and General Manager,
Sales Promotion Department,
Epos Card Co., Ltd.
Apr. 2018 Director and Store Manager, Ueno Marui,
MARUI CO., LTD.
Apr. 2019 Director and Store Manager, Marui Family
Mizonokuchi, MARUI CO., LTD. (Incumbent)

Participation in committees:
Management Committee
Internal Control Committee



Mayuki Igayama

Executive Officer

Shares held: 5,500
Born: June 1964

Self-Introduction

My career at MARUI GROUP started at the men's accessory sales floor at Kichijoji Marui in 1987. I then went on to work in sales promotion, advertising, and direct marketing at the head office. I tend to like to do everything myself, and I spent a lot of my 20s and 30s on overtime. Two experiences inspired me to change how I worked and to grow. The first was an illness that struck me when I was 42. The second was when I became a product development project leader in the field of shoes, where I had no experience, at 44. If I had to sum up my personality, the word I would use is "serious." Going forward, I hope to contribute to the improvement of corporate value at MARUI GROUP through the type of serious action for which I was named.

Career History

Mar. 1987 Joined the Company
Apr. 2009 General Manager, New Business Department
Oct. 2009 Deputy General Manager,
Voi Business Department, MARUI CO., LTD.
Apr. 2012 General Manager,
Direct Marketing Department,
MARUI CO., LTD.
Apr. 2014 Director and General Manager,
Direct Marketing Department,
MARUI CO., LTD.
Apr. 2015 Executive Officer (Incumbent)
Director, MOVING CO., LTD.
Apr. 2016 Director and General Manager, Omni-Channel
Retailing Division, MARUI CO., LTD.
Apr. 2019 President and Representative Director,
MOVING CO., LTD. (Incumbent)

Participation in committees:
Management Committee
Compliance Promotion Board
Internal Control Committee



Tatsuo Niitsu

Executive Officer

Shares held: 20,100
Born: November 1967

Self-Introduction

My first position after entering the Company in 1991 was in credit card services. I later gained experience in the Sales Planning Division of MARUI CO., LTD., before taking up my first chief manager position in the Demand Marketing Section. After that, I managed the Corporate Planning Section and Sales Planning Division before assuming my current position as general manager of the Business Planning Division. I emphasize the importance of creating new businesses by giving form to unmet customer needs, and I like to hypothesize about how to accomplish this goal whenever something inspires me, whether at or away from work. As I am addicted to addressing customer needs, I greatly enjoy people watching. I also enjoy social occasions as they are a source of good ideas. I find joy in doing things different from other people, and I hope to utilize this peculiarity in my work.

Career History

Apr. 1991 Joined the Company
Apr. 2014 General Manager, Sales Planning Division,
MARUI CO., LTD.
Apr. 2016 Director and General Manager,
Sales Planning Division, MARUI CO., LTD.
Apr. 2019 Executive Officer (Incumbent)
Director and General Manager,
Sales Planning Division, MARUI CO., LTD.
(Incumbent)

Participation in committees:
Management Committee
Information Security Committee



Takeshi Ebihara

Executive Officer

Shares held: 1,000
Born: March 1969

Self-Introduction

Joining the Company in 1991, I was placed in the women's apparel department of Ikebukuro Marui before being transferred to an IT systems division in my second year. At age 35, I took part in the development of the systems that would be used to launch the EPOS card. This undertaking entailed revising our prior frameworks while developing new frameworks to accommodate the needs of Visa and of card shopping revolving payment transactions. It was a challenging project, but we overcame these challenges as a team, and the sense of accomplishment was great. Many people say that I am very meticulous, despite the image of people with B-type blood in Japan. I take this as a compliment. Looking forward, I aim to accelerate our digitization efforts and deliver frameworks that contribute to customer satisfaction.

Career History

Apr. 1991 Joined the Company
Apr. 2012 General Manager, Customer System Development Department, M & C SYSTEMS CO., LTD.
Apr. 2014 General Manager, Systems Department, Corporate Planning Headquarters, Epos Card Co., Ltd.
Apr. 2018 Director and General Manager, Customer System Development Department, M & C SYSTEMS CO., LTD.
Apr. 2019 Executive Officer and CDO (Chief Digital Officer) (Incumbent)
Director and General Manager, Digital Transformation Promotion Department, M & C SYSTEMS CO., LTD. (Incumbent)
Director, Epos Card Co., Ltd. (Incumbent)

Participation in committees:
Management Committee
Information Security Committee



Reiko Kojima

Executive Officer

Shares held: 0
Born: September 1975

Self-Introduction

After graduating from a medical program, I became an internal medicine physician at a general hospital. Contrary to my reason for becoming a doctor, which was to support working individuals, most of my patients were senior citizens. I therefore chose to become a company physician at a major manufacturer in 2002. For six years, I worked in this position while simultaneously performing outpatient examinations in the psychosomatic medicine department of a hospital on a weekly basis. In my examinations, I witnessed people that were energized despite being busy as well as those that became ill under similar circumstances. This made me want to research how people can be happy in their work, prompting me to enter a graduate program. I joined MARUI GROUP after acquiring my Doctor of Medicine. I look forward to continuing to help invigorate the Company's employees and organizations with my foundation in medicine in the future.

Career History

Mar. 2000 Acquisition of physician's license
May 2002 Regular Outpatient Physician, Department of Psychosomatic Medicine, Yokohama Rosai Hospital
Company Physician, Furukawa Electric Co., Ltd.
Mar. 2010 Acquisition of Doctor of Medicine
Apr. 2011 Company Physician (Incumbent)
Apr. 2014 General Manager, Health Management Division (Incumbent)
Apr. 2019 Executive Officer (Incumbent)

Participation in committees:
Management Committee
Sustainability Committee
Environment and CSR Committee

Hearing that President Hiroshi Aoi would wear a t-shirt to the photoshoot, CFO Hirotugu Kato showed up in a t-shirt, white pants, and sneakers. This surprising outfit drew laughter from the other officers, relaxing the atmosphere and making the overall photoshoot calmer and more enjoyable than in previous years.



Personality Types of MARUI GROUP Officers

MARUI GROUP had all directors and Audit & Supervisory Board members, both internal and external, take part in the Myers-Briggs Type Indicator® (MBTI®) personality test*1 based on international standards. These tests were meant to help them better understand themselves and to contribute to their ongoing growth. We thereby ascertained that the naturally ingrained personalities of these officers were incredibly diverse. It was thus decided to disclose the MBTI® personality types of these officers in order to communicate the fundamental aspects of their characteristics and diversity that cannot be portrayed simply by looking at business skills.

Diversity of MARUI GROUP Officers Seen in Their Personalities

MARUI GROUP believes that diversity is crucial to the effectiveness of the Board of Directors and the Audit & Supervisory Board. When people think of diversity, they often associate it with diversity of gender, race, or business skills. Going beyond these surface-level traits, we emphasize the importance of diversity in the ingrained personalities of individuals.

All 25 of internal and external MARUI GROUP directors, Audit & Supervisory Board members, and executive officers took part in a workshop during which they underwent MBTI® personality tests and then discussed the results in groups. The purpose of this workshop was to promote self-understanding and facilitate future growth. Through this workshop, officers were able to gain a better understanding of others and of themselves and to find their Best Fit type.*2 The workshop also cast light on the high level of diversity among MARUI GROUP officers.

By disclosing the results of the MBTI® personality evaluations, we hope to communicate the diversity of MARUI GROUP officers on a more fundamental level. These results complement the glimpse into officer personalities provided by the unique self-introductions featured in the “Directors, Audit & Supervisory Board Members, and Executive Officers” section on pages 132–140.

*1 The MBTI® personality test was developed in accordance with international standards and based on the personality type theory proposed by Swiss psychiatrist Carl G. Jung. This test has been translated in the languages of more than 45 countries and is administered to around 2 million people every year in the United States. The personality types assigned through the MBTI® method refer to the naturally ingrained personality with which one is born, as opposed to the socially constructed personality that is a result of one's life experience, profession, or position. The MBTI® test is not meant to categorize people or be used for diagnosis purposes, but is rather a tool for promoting understanding of the diversity of naturally ingrained personality types. It is therefore widely used for facilitating self-understanding and career development, mutual understanding in interpersonal relationships, and team building.

*2 Best Fit type constitutes personal information and has been disclosed with the consent of all relevant individuals. One's Best Fit type (how individuals recognize themselves) can change as a result of deeper self-understanding.

Comments from Officers after MBTI® Workshop

.... I could not find common ground with T team, and no progress was made in discussions. Later, they told me that the conversation took off the moment I left.—Aoi

.... I was once again made aware of the fact that there are a lot of different types of people and ways of reacting to the same occurrence.—Takimoto

.... I was astounded to learn of the naturally ingrained personality types of everyone at the workshop. I was misreading their work faces even after all these years.—Sato

.... The test categorized me as ENTJ, but I feel like INTJ.—Igayama

.... I am currently helping a lot of companies achieve rapid growth, and this workshop reminded me of the importance of empathy and intuition.—Okajima

.... I now understand why my naturally ingrained personality was what it was. My outward personality is a product of my years in this society.—Sasaki

.... All officers were distributed pretty evenly among the 16 personality types, indicating a good balance among MARUI GROUP's officers.—Nakamura





























Diversity of MARUI GROUP Officers Extrapolated from MBTI® Types

According to the MBTI® framework, everyone has a natural preference toward how they want to act, and that preference can be divided into the four categories on the axes of the matrix below. There are no good or bad preferences. Rather, they indicate each individual's behavioral preference, how they feel most natural expressing themselves, much like one feels most natural using their dominate hand. By understanding which “hand” is dominant, we are able to better understand our purpose and how to interact with others. This understanding can help MARUI GROUP develop more effective frameworks for co-creation. It is important to recognize that everyone is born with all of the preferences to a certain degree, and that this is what enables us to grow.

Extroversion (E) or Introversion (I): Where your interests lie and what energizes you
Sensing (S) or Intuition (N): How you prefer to gain information

Thinking (T) or Feeling (F): What type of logic you prefer to follow
Judging (J) or Perceiving (P): How you prefer to interact with the world around you

Sensing (S)		Intuition (N)	
Introversion (I)	ISTJ Quiet, serious, earn success by thoroughness and dependability. Take pleasure in making everything orderly and organized—their work, their home, their life. Value traditions and loyalty.    	ISFJ Quiet, friendly, responsible, and conscientious. Loyal, strive to create an orderly and harmonious environment at work and at home. 	INFJ Conscientious and committed to their firm values. Develop a clear vision about how best to serve the common good. Organized and decisive in implementing their vision. 
	ISTP Tolerant and flexible, quiet observers until a problem appears, then act quickly to find workable solutions. Analyze what makes things work and readily get through large amounts of data to isolate the core of practical problems. 	ISFP Quiet, friendly, sensitive, and kind. Loyal and committed to their values and to people who are important to them. Dislike disagreements and conflicts, do not force their opinions or values on others.    	INTP Have unusual ability to focus in depth to solve problems in their area of interest. Skeptical, sometimes critical, always analytical. 
Extroversion (E)	ESTP Theories and conceptual explanations bore them—they want to act energetically to solve the problem. Focus on the here-and-now, learn best through doing. 	ESFP Outgoing, friendly, and accepting. Enjoy working with others to make things happen. Flexible and spontaneous, adapt readily to new people and environments.  	ENFP Warmly enthusiastic and imaginative. Want a lot of affirmation from others, and readily give appreciation and support. Spontaneous and flexible, often rely on their ability to improvise and on their verbal fluency.  
	ESTJ Practical, realistic, matter-of-fact. Have a clear set of logical standards, systematically follow them and want others to also.  	ESFJ Warmhearted, conscientious, and cooperative. Like to work with others to complete tasks accurately and on time. Want to be appreciated for who they are and for what they contribute.  	ENTJ Frank, decisive, assume leadership readily. Usually well-informed, well-read, enjoy expanding their knowledge and passing it on to others. Forceful in presenting their ideas.     

Source: The Myers & Briggs Foundation
www.myersbriggs.org/



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