

## Editorial Policy

MARUI GROUP has been publishing co-creation management reports and co-creation sustainability reports as tools for stakeholder engagement since 2015. These management strategy reports are forged over a process of more than 40 planning meetings a year led by President Hiroshi Aoi. Our co-creation management reports are integrated reports that focus on the financial and pre-financial information that will support the exercise of MARUI GROUP's corporate philosophy and the ongoing growth of the Company. In compiling these reports, we reference the concepts of connections between organizations and value creation for others and capital contained in the International Integrated Reporting Framework released by the International Integrated Reporting Council in December 2013. We also referenced the idea of a dichotomy between short-term gains and investments in intangible assets contained in *Ito Report 2.0* as well as the view on value creation narratives linking values, business models, strategies, success, important indicators, and corporate governance contained in the *Guidance for Integrated Corporate Disclosure and Company-Investor Dialogue for Collaborative Value Creation: ESG Integration, Non-Financial Information Disclosure, and Intangible Assets into Investment* released by the Ministry of Economy, Trade and Industry in May 2017. In addition, Director and Managing Executive Officer Hirotsugu Kato regularly participates in the exchanges of opinion as a member of the Forum for Integrated Corporate Disclosure and ESG Dialogue arranged by the Ministry of Economy, Trade and Industry for the purpose of facilitating discussions between companies and investors based on the *Guidance for Integrated Corporate Disclosure and Company-Investor Dialogue for Collaborative Value Creation*. Moreover, in preparing to publish *Co-Creation Management Report 2019*, we held a total of 20 planning meetings based on the opinions and requests received through meetings with and surveys of investors and from other stakeholders.



## Overview of 20 Planning Meetings

### Attendees

President Hiroshi Aoi, CFO Hirotsugu Kato, CDO Takeshi Ebihara, Executive Officer Reiko Kojima, and representatives from the Corporate Planning Division, the IR Department, the Sustainability Department, the ESG Promotion Department, the General Affairs Department, the Investment Research Department, the Health Management Division, M & C SYSTEMS CO., LTD., and EDGE INTERNATIONAL, INC.

### Major Discussion Themes

- Results of meetings with investors and experts
- Concepts of appropriate stock price and valuations
- Long-term relationships with customers and LTV management
- Transition from healthcare management to wellness management
- Initiatives related to TCFD recommendations
- Big data and credit expertise
- Synergies generated through in-house IT system production by M & C SYSTEMS CO., LTD.
- Scope of applicability of executive officer skill map
- Vision for sustainability governance

## Afterword

Thank you for reading *Co-Creation Management Report 2019* to its end.

The main message of this report was "Let's Join Hands," our invitation to readers to engage in co-creation with MARUI GROUP. As President Aoi and the other project members discussed the production of this report, we became aware of our strong desire to invite stakeholders sharing our ideals to join us in co-creating value, leading to this message. Also, hoping to facilitate better understanding of MARUI GROUP, we endeavored to provide information on our view of LTV along with disclosure based on the recommendations of the TCFD in response to opinions and requests from stakeholders. This report also features self-introductions by MARUI GROUP officers as well as a look at their MBTI®-type to provide a glimpse at the personalities and diversity of management. In addition, we prepared several dialogues, an ever-popular feature, to explain the Company's policies and initiatives from a multitude of angles. However, we realize that this report alone is insufficient to encourage customers to choose MARUI GROUP as their co-creation partner. Accordingly, this report will be positioned as a tool for engagement with stakeholders in the hope that it will lead to initiatives for co-creating value with as many stakeholders as possible.

I look forward to your ongoing support of MARUI GROUP.

### Takahiro Matsumoto

General Manager, Public Relations Office,  
General Affairs Department, MARUI GROUP CO., LTD.  
koho-ml@0101.co.jp

QR codes used in this report are registered trademarks of DENSO WAVE INCORPORATED.

# Let's Join Hands

## CO-CREATION

with you

MARUI GROUP's vision for the world of 2050

is one in which all dichotomies have been transcended to allow future generations and all other individuals to live happily and as themselves.

Realizing this vision will require that we engage in co-creation with MARUI GROUP employees as well as with customers, business partners, communities and society, investors,

and the future and younger generations that will shape the future.

We invite everyone who shares our vision for the future to join hands with us in co-creating the happiness of all people.



### Co-Creation Management Reports

[www.0101maruigroup.co.jp/en/ir/lib/i-report.html](http://www.0101maruigroup.co.jp/en/ir/lib/i-report.html)

Annual integrated reports focused on management strategies



### VISION BOOK 2050

[www.0101maruigroup.co.jp/en/sustainability/lib/s-report.html](http://www.0101maruigroup.co.jp/en/sustainability/lib/s-report.html)

Report published in March 2019 declaring MARUI GROUP's vision for the world of 2050



### Co-Creation Wellness Report (Japanese only)

[www.0101maruigroup.co.jp/sustainability/lib/w-report.html](http://www.0101maruigroup.co.jp/sustainability/lib/w-report.html)

Report detailing wellness management initiatives going beyond the basic approach of preventing illness in order to foster more energized and happy employees



### Contact

Public Relations Office, General Affairs Department  
MARUI GROUP CO., LTD.  
Tel: 03-3384-0101 (Receptionist)  
E-mail: koho-ml@0101.co.jp

### Other contacts

[www.0101maruigroup.co.jp/en/question.html](http://www.0101maruigroup.co.jp/en/question.html)

Corporate information, investor relations information, sustainability information, recruitment information  
[www.0101maruigroup.co.jp/en/](http://www.0101maruigroup.co.jp/en/)

### Mailing list registration (Japanese only)

[www.0101maruigroup.co.jp/ir/infomail/reg.html](http://www.0101maruigroup.co.jp/ir/infomail/reg.html)

