

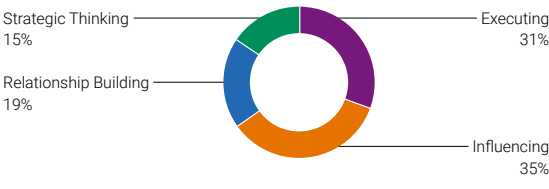


Top 10 Characteristic Qualities of MARUI GROUP Officers

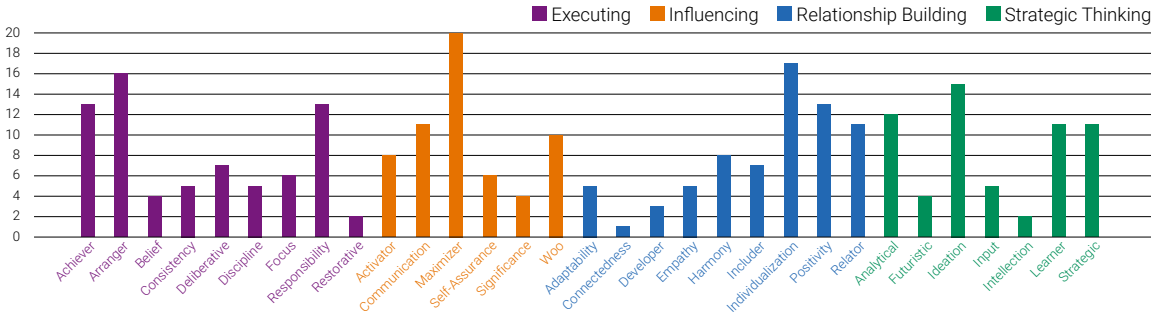
MARUI GROUP's *VISION BOOK 2050*, which was published in 2019, contained a skill map of executive officers meant to paint a multifaceted picture of the differing management skills and personalities of the officers responsible for specific areas of operation. This was the first time we had undertaken such an initiative, but a resoundingly positive response was received from both inside and outside of the Company. Based on this response, we had officers take the Myers–Briggs Type Indicator® personality test for *Co-Creation Management Report 2019*, this time expanding the scope to include all internal and external officers and Audit & Supervisory Board members. For *Co-Creation Management Report 2020*, we turned our focus toward the strengths of officers by using the CliftonStrengths® assessment*1 developed by Gallup, Inc., of the United States to investigate the qualities of all 26 officers. Discussing the results gave the officers an opportunity to better understand their own qualities as well as their differences and how they can complement one another as a management team. In this section, we will introduce the top 10 characteristic qualities of MARUI GROUP officers from among the 34 CliftonStrengths® themes.*2

Strengths as Defined by the CliftonStrengths® Assessment
The CliftonStrengths® assessment defines 34 CliftonStrengths® themes divided in four domains. The assessment of all 26 officers indicated strong representation of strengths in the Influencing and Executing domains. Tallying the top 10 strengths of all officers showed that a large number of officers had the Maximizer®, Individualization®, Arranger®, and Ideation® strengths. Based on these findings, it could be said that the management team at MARUI GROUP respects individuality and diversity and uses unprecedented ideas to simplify complex situations, combines resources to improve productivity, responds flexibly to change, and constantly pursues new heights without ever becoming complacent. Particularly well represented was the strength of Maximizer®, which was in the top 10 of 20 officers. This indicates a propensity for identifying the strengths and talents of others and synergizing these capacities to realize the highest possible results. In this manner, MARUI GROUP's management team is ideally suited to maximizing the value of diversity.

Domain of Overall Strengths



Representation of CliftonStrengths® in Top 10 Strengths of Officers



Comments from Officers After Taking the CliftonStrengths® Assessment

I was happy to hear that our team had a lot of people that value unique forms of creativity and those who seek to forge their own unique identity.—Aoi
My love of microphones when I was little seems to be a common characteristic of people with the Woo® strength.—Sato
My motto is “wisdom and action,” and this showed up in my strengths of Communication® and Activator®.—Taguchi
I spent 40 years in the National Tax Agency trying to make taxation fair and impartial. This experience translated to strength in the “Executing” domain.—Takagi
In my work as an attorney, I always focused on achieving the best possible results through positivity and strategic thinking, and this focus showed up in my strengths.—Suzuki

My strengths included Responsibility® and Restorative®. These seem to correlate to my efforts to address the unique concerns of IT systems departments related to delivery timing and avoiding issues.—Ebihara
It looks like my role on the management team is to set the mood in a comedic manner.—Aono
Japanese people seem to view overcoming one's shortcomings as a virtue. It is truly important to try and create positive advances.—Kojima
This assessment reinforced my confidence in my positivity. However, I understand that Positivity® is not always the right approach and that strengths can sometimes be weaknesses.—Aoki
This is my fourth time being assessed. I often suggest that newer Employees take this assessment to heighten their self-esteem.—Tsuda



*1 The CliftonStrengths® assessment is a test developed by Gallup, Inc., of the United States by analyzing the thought and behavioral patterns of 2 million successful individuals from around the world to produce 5,000 different patterns that have been consolidated into 34 CliftonStrengths® themes. This assessment is used in the human resource development programs of more than 90% of Fortune 500 companies. The assessment is based on positive psychology principles stating that focusing on one's strengths, as opposed to their weaknesses, makes them happier and better able to deliver their maximum performance. Moreover, understanding one's qualities and comparing them to others fosters increased understanding of individual diversity. Use of this assessment is growing rapidly in the United States as well as in Japan, with 23.4 million test takers around the world, 14.0 million of whom are in the United States and 8.9 million are in Japan.
*2 Please refer to the following website for more information on the 34 CliftonStrengths® themes.
www.gallup.com/cliftonstrengths/en/253715/34-cliftonstrengths-themes.aspx



Top 10 CliftonStrengths® Themes of MARUI GROUP Officers

		Executing								Influencing						Relationship Building						Strategic Thinking														
		Ability to make things happen						Ability to influence others						Ability to build and nurture strong relationships						Ability to think about and analyze information and situations																
Name	Domain of overall strengths	Achiever	Arranger	Belief	Consistency	Deliberative	Discipline	Focus	Responsibility	Restorative	Activator	Command	Communication	Competitive	Maximizer	Self-Assurance	Significance	Woo	Adaptability	Connectedness	Developer	Empathy	Harmony	Includer	Individualization	Positivity	Reliator	Analytical	Context	Futuristic	Ideation	Input	Intellection	Learner	Strategic	
Hiroshi Aoi	Strategic Thinking			4					9		7					6							10			5				1	2			3	8	
Etsuko Okajima	Influencing	5									1		2		3				7	10						4	6					9		8		
Yoshitaka Taguchi	Influencing		5						9		1		3						4						10	2	7				6				8	
Masahiro Muroi	Strategic Thinking	1		7				6					5												8			10			4	3		2	9	
Masao Nakamura	Influencing	9	2								8		5		3				4					10		1	7		6							
Hirotsugu Kato	Relationship Building			6	4	7			3						10									1	5		8	2				9				
Masahisa Aoki	Relationship Building		8								6				2	9		7	10					3	5	4	1									
Yuko Ito	Executing	8				3	1	4	5							6									7		10	2							9	
Hitoshi Kawai	Executing	10	5	8		3			2							6	7									9					1					4
Nariaki Fuse	Executing	5	1			7		9	2							6					10			4		8			3							
Takehiko Takagi	Executing		4		6	5	8	9	2													10	1				7	3								
Yoko Suzuki	Relationship Building	3	8										4		9			6				7			2		1	10								5
Motohiko Sato	Influencing	2	8		9								3			7		1		10						4		5			6					
Tomoo Ishii	Executing					7		8	3	4						10	2											5	1			6			9	
Toshikazu Takimoto	Influencing										9		3		1		7	2							10	5					8	4				6
Yoshinori Saito	Executing		9		1	8	10						7		6		4							2				5	3							
Hajime Sasaki	Strategic Thinking										10				1				4						6	8	5				3	7		9	2	
Masahiro Aono	Influencing										6					2	8		5	9					10	1		7			3		4			
Yoshiaki Kogure	Executing	1	4		5		8	10	2							9								3			6									7
Mayuki Igayama	Executing	3	4					9	5				7		10										6			1			2				8	
Junko Tsuda	Influencing		3						10							1			5						7	6	2					4	8			9
Miyuki Kawara	Relationship Building	4	10						5							2					6	9			3	1					8				7	
Tatsuo Niitsu	Strategic Thinking		3													4									1		7				5	2	10	8	9	6
Takeshi Ebihara	Relationship Building		9						2	5			8								7	6	1	4		3	10									
Reiko Kojima	Influencing	4	3												1	5	7		8									10			6				2	9
Akikazu Aida	Influencing	2											3		8			1							6	9	4		5		7					10
Representation in top 10 strengths of officers		13	16	4	5	7	5	6	13	2	8	0	11	0	20	6	4	10	5	1	3	5	8	7	17	13	11	12	0	4	15	5	2	11	11	
		71						59						70						60																

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