

SKILL MATRIX

Officer Skill Matrix



See page 91 for a discussion by the members of the new Board of Directors regarding the revision of the officer skill matrix.

For information on officer backgrounds, please refer to the following website.
<https://www.0101maruigroup.co.jp/en/ci/officer/>

For information on CliftonStrengths®, please refer to the following website.
<https://www.gallup.com/cliftonstrengths/en/253715/34-cliftonstrengths-themes.aspx>

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	CliftonStrengths® Top 5 CliftonStrengths® Domain of Overall Strengths:	Shared Skills							Unique Skills						Basis for Skills
		Corporate management	Management strategy formulation	Human resource management	Finances	Corporate governance	Risk management	Innovation	Sustainability	Well-being	Digital transformation	Retailing	Fintech	New business development	
Hiroshi Aoi President and Representative Director, Representative Executive Officer	1. Futuristic 2. Ideation 3. Learner 4. Belief 5. Individualization														<ul style="list-style-type: none"> Corporate management: Experience as president and representative director (April 2005 to present) Management strategy formulation: Involvement in corporate planning since prior to becoming president and representative director and in formulation of medium-term management plans collectively encompassing period spanning from 2014 to 2026 as president and representative director Finances: Oversight of capital policies as president and representative director Risk management: Chairman of the Compliance Promotion Board responsible for Groupwide risk management (October 2005 to present) Innovation: Leadership of business model innovation and evolution through measures including transition to fixed-term rental contracts, development of stores that do not sell, and redefinition of credit card business as fintech business Sustainability/Well-being: Promotion of Groupwide ESG initiatives, including 2019 establishment and disclosure of MARUI GROUP's 2050 Vision; participation in World Economic Forum's Global Future Council on Japan and other sustainability- and well-being-related committees Digital transformation: Definition of vision for stores for post-digital era and promotion of stores that do not sell, housing tenants like D2C brands and content and subscription service providers Retailing/Fintech: Oversight of retailing and fintech businesses as president and representative director New business development: Leadership of launch of several new business projects through direct oversight Investments in start-up companies: Involvement in decisions to conduct investments totaling ¥13.4 billion in 31 start-up companies (as of September 30, 2021)
Etsuko Okajima External Director	1. Activator 2. Communication 3. Maximizer 4. Individualization 5. Achiever														<ul style="list-style-type: none"> Corporate management: Experience as representative and CEO of GLOBIS Management Bank (July 2005 to May 2007) and president & CEO of ProNova Inc. (June 2007 to present) Management strategy formulation/Human resource management: Extensive track record as a management consulting expert specializing in management team enhancement and leader cultivation; involvement in cultivation of future leaders at MARUI GROUP Finances/Corporate governance: Extensive knowledge regarding finances and corporate governance gained from serving as an outside director at various companies Innovation: Discussions with managers and support for corporate innovation as part of main business Sustainability: Support for promoting diversity at various companies as part of main business; leadership in promoting empowerment of female employees at MARUI GROUP Well-being: Leadership exercised in discussions regarding improving corporate value through well-being as first chairperson of a Japanese well-being initiative committee established in 2021 New business development: Establishment of ProNova Inc. in June 2007 Investments in start-up companies: Insight regarding start-up companies gained as advisory board member of committee seeing participation by leaders in start-up company management
Yasunori Nakagami External Director Chairman, Strategy Committee	1. Strategic 2. Activator 3. Ideation 4. Futuristic 5. Command														<ul style="list-style-type: none"> Corporate management: Experience as representative director and CEO of Asuka Corporate Advisory Co., Ltd. (March 2005 to July 2013) and representative director and CEO of Misaki Capital Inc. (October 2013 to present) Management strategy formulation: Two decades of experience providing management consulting services to a wide range of industries Finances/Risk management: Insight regarding finances and investment-related risk management gained through years of involvement in investing Corporate governance: Insight related to corporate governance gained as chairman of the Independent Directors Committee of the Japan Association of Corporate Directors (February 2018 to present) Innovation: Establishment of unique investment style by advocating new concept of being an engaged shareholder that works together with companies and their management New business development: Establishment of Misaki Capital Inc. in October 2013
Peter David Pedersen External Director Chairman, Sustainability Committee	1. Strategic 2. Input 3. Futuristic 4. Responsibility 5. Connectedness														<ul style="list-style-type: none"> Corporate management: Experience as CEO of E-Square Inc. (September 2000 to October 2011), representative director of Next Leaders' Initiative for Sustainability (January 2015 to present) Management strategy formulation: Guidance of strategy formulation for collaboration with new companies and managers focused on environmental initiatives and Lifestyles of Health and Sustainability (LOHAS) and for related projects in self-established companies and NPOs Human resource management: Cultivation of future leaders as representative director of Next Leaders' Initiative for Sustainability Innovation: Advancement of numerous innovative sustainability initiatives, including introducing Japan to the concept of LOHAS, together with companies, universities, and government agencies Sustainability/Well-being: Co-founding of CSR and environmental consulting firm E-Square Inc. as start of more than 20-year career as sustainability specialist New business development: Founding of E-Square Inc., Next Leaders' Initiative for Sustainability, and various other companies
Hirotsugu Kato Director, Managing Executive Officer, and CFO	1. Harmony 2. Analytical 3. Responsibility 4. Consistency 5. Individualization														<ul style="list-style-type: none"> Corporate management: Experience as president and representative director of D2C & Co. Inc. (January 2020 to present) Management strategy formulation/Corporate governance: Leadership of formulation of medium-term management plans and establishment and evolution of corporate governance systems as general manager of the Corporate Planning Division (April 2013 to March 2017) Finances: Background centered on finance and accounting divisions dating back to joining MARUI GROUP and experience as CFO (April 2019 to present) Risk management: Member of the Compliance Promotion Board responsible for Groupwide risk management (October 2015 to present) Innovation: Spearheading of capital measures including promotion of targeted balance sheet from perspective of investors since 2016 Sustainability: Promotion of sustainability initiatives and proactive disclosure as officer in charge of sustainability and ESG promotion (October 2016 to present) Digital transformation: Leadership of Groupwide digital strategies as CDO (October 2017 to March 2019) and senior managing director of M & C SYSTEMS CO., LTD. (April 2018 to March 2019) New business development: Leadership in establishing tsumiki Co., Ltd., a company providing cumulative investment services through EPOS cards Investments in start-up companies: Involvement in decisions to conduct investments totaling ¥13.4 billion in 31 start-up companies (as of September 30, 2021)
Reiko Kojima Director, Executive Officer, and CWO (Chief Well-being Officer)	1. Maximizer 2. Learner 3. Arranger 4. Achiever 5. Self-Assurance														<ul style="list-style-type: none"> Human resource management: Leadership in promoting wellness management contributing to improved corporate value as company physician (April 2011 to present) Risk management: Promotion of workplace risk management measures including those for prevention of overworking and mental health issues with occupational health and safety consultant qualifications Innovation: Promotion of development of highly creative organizations by going beyond scope of duties as company physician to plan Companywide project team and programs targeting senior management Sustainability/Well-being: Promotion of wellness management and well-being management through Companywide project team as general manager of Wellbeing Promotion Department (formerly Health Management Division, April 2014 to present) and CWO (May 2021 to present)

	CliftonStrengths® Top 5 CliftonStrengths® Domain of Overall Strengths:	Shared Skills							Unique Skills							Basis for Skills
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Hitoshi Kawai Audit & Supervisory Board Member (Full time)	1. Ideation 2. Responsibility 3. Deliberative 4. Strategic 5. Arranger														<ul style="list-style-type: none"> Management strategy formulation: Insight into management strategies gained from experience as general manager of the Corporate Planning Division of Mitsubishi UFJ Morgan Stanley Securities Co., Ltd. (January 2013 to September 2014) Finances: Robust practical experience and insight regarding finances and accounting gained from working at a bank Corporate governance: Practical corporate governance insight related to business partners gained from working at a bank Risk management: Insight regarding financial and accounting risks gained from working at a bank 	
Nariaki Fuse Audit & Supervisory Board Member (Full time)	1. Arranger 2. Responsibility 3. Analytical 4. Harmony 5. Achiever														<ul style="list-style-type: none"> Corporate management: Experience as president and representative director of M & C SYSTEMS CO., LTD. (April 2013 to March 2018) Corporate governance: Leadership of Groupwide IT governance and investment plans as president and representative director of M & C SYSTEMS CO., LTD. Risk management: Insight regarding information security risks gained through more than 30 years of experience in core systems engineering, development, and operation Digital transformation: Involvement in formulating systems development frameworks supporting expansion of fintech business as president and representative director of M & C SYSTEMS CO., LTD. 	
Takehiko Takagi External Audit & Supervisory Board Member	1. Harmony 2. Responsibility 3. Analytical 4. Arranger 5. Deliberative														<ul style="list-style-type: none"> Finances: Specialized insight and robust experience regarding taxation and accounting gained in positions as chief of Kanazawa Regional Taxation Bureau and president of National Tax College Corporate governance/Risk management: Qualifications as certified public tax accountant; auditing of taxation and other management risks based on robust experience as corporate auditor at other companies 	
Yoko Suzuki External Audit & Supervisory Board Member	1. Positivity 2. Includer 3. Achiever 4. Communication 5. Strategic														<ul style="list-style-type: none"> Corporate governance/Risk management: Highly specialized insight as attorney; extensive knowledge on corporate legal affairs and legal compliance audits founded on robust experience and insight gained as outside director, corporate auditor, etc., at other companies Retailing: Insight on retailing from perspective of corporate auditor gained in positions as an outside corporate auditor at retailing companies 	
Masao Nakamura Senior Managing Executive Officer and CSO (Chief Security Officer)	1. Individualization 2. Arranger 3. Maximizer 4. Woo 5. Communication														<ul style="list-style-type: none"> Corporate management: Experience as president and representative director of MOVING CO., LTD. (April 2010 to March 2011); president and representative director of MARUI CO., LTD. (April 2011 to March 2016); president and representative director of AIM CREATE CO., LTD. (April 2016 to March 2019); and president and representative director of MARUI HOME SERVICE Co., Ltd. (April 2021 to present) Management strategy formulation/Finances/Corporate governance: Experience as general manager of the Corporate Planning Division (March 2008 to March 2011) and officer in charge of corporate planning (April 2019 to present) Risk management: Oversight of Groupwide risk management as CSO (April 2021 to present) Innovation: Promotion of retailing business structural reforms through transition to fixed-term rental contracts Retailing: Experience as officer in charge of retailing business (April 2015 to September 2017 and April 2020 to March 2021) and president and representative director of MARUI CO., LTD. Fintech: Experience as officer in charge of fintech business (October 2017 to March 2020) 	
Tomoo Ishii Senior Managing Executive Officer and CHRO (Chief Human Resources Officer)	1. Analytical 2. Significance 3. Responsibility 4. Restorative 5. Relator														<ul style="list-style-type: none"> Corporate management: Experience as president and representative director of MARUI FACILITIES Co., Ltd. (formerly CSC Service Co., Ltd., October 2008 to March 2013) and president and representative director of MOVING CO., LTD. (April 2017 to March 2019) Human resource management: Experience as general manager of the Personnel Division (April 2013 to March 2016), officer in charge of personnel (April 2016 to present), and CHRO (May 2021 to present) Corporate governance/Risk management: Experience as general manager of the Group Compliance Division (October 2005 to September 2007), general manager of the General Affairs Division (October 2007 to March 2013), and officer in charge of general affairs (April 2013 to present) Sustainability: Experience as officer in charge of CSR promotion (September 2007 to March 2013) Well-being: Experience as CHO (formerly Chief Operating Officer of Healthcare Promotion, April 2015 to May 2021) and officer in charge of wellness promotion (formerly officer in charge of healthcare promotion, April 2015 to present) Retailing: Experience as deputy store manager in charge of general affairs at Tachikawa Marui (January to December 1999) 	
Yoshinori Saito Managing Executive Officer	1. Consistency 2. Harmony 3. Analytical 4. Significance 5. Relator														<ul style="list-style-type: none"> Corporate management: Experience as president and representative director of Epos Card Co., Ltd. (April 2016 to present) Management strategy formulation: Establishment of medium-term management plans for the fintech business, collectively encompassing period spanning from 2016 to 2026 as president and representative director of Epos Card Co., Ltd. Finances: Experience as general manager of the Financial Department (July 2008 to March 2011) Risk management: Insight regarding fintech-specific risks like delinquent debt and information security gained as president and representative director of Epos Card Co., Ltd. Innovation: Promotion of unique strategy of maximizing share of household finances through expansion of rent guarantee services, etc. Retailing: Experience as general manager of the Direct Marketing Department (April 2011 to March 2012) and the Demand Survey Department of MARUI CO., LTD. (April 2012 to March 2013) Fintech: Experience as president and representative director of Epos Card Co., Ltd., and officer in charge of fintech business (April 2020 to present) 	
Masahiro Aono Senior Executive Officer	1. Positivity 2. Maximizer 3. Ideation 4. Intellection 5. Woo														<ul style="list-style-type: none"> Corporate management: Experience as president and representative director of MARUI CO., LTD. (July 2020 to present) Management strategy formulation: Establishment of medium-term management plan for the retailing business encompassing period spanning from 2021 to 2026 as president and representative director of MARUI CO., LTD. Risk management: Member of the Compliance Promotion Board responsible for Groupwide risk management (April 2016 to March 2017 and October 2019 to present) Innovation: Promotion of retailing business structure reforms through transition to fixed-term rental contracts Retailing: Experience as president and representative director of MARUI CO., LTD., and officer in charge of retailing business (April 2021 to present) 	
Hajime Sasaki Senior Executive Officer	1. Maximizer 2. Strategic 3. Ideation 4. Adaptability 5. Relator														<ul style="list-style-type: none"> Corporate management: Experience as president and representative director of MARUI CO., LTD. (April 2016 to March 2019), and president and representative director of Epos Card Co., Ltd. (April 2019 to present) Management strategy formulation: Establishment of medium-term management plan for the retailing business encompassing period spanning from 2016 to 2020 as president and representative director of MARUI CO., LTD. Risk management: Member of the Compliance Promotion Board responsible for Groupwide risk management (October 2014 to present) Innovation/Retailing: Robust retailing experience as president and representative director of MARUI CO., LTD.; promotion of retailing business structure reforms through transition to fixed-term rental contracts Sustainability: Promotion of sustainability in the construction field through collaboration with Sumitomo Forestry Co., Ltd., conducted as president and representative director of AIM CREATE CO., LTD. Retailing: Experience as officer in charge of retailing and store operation business (April 2015 to March 2016) and president and representative director of MARUI CO., LTD. Fintech: Experience as director and general manager of the Card Planning Division (October 2007 to September 2009) and director of Epos Card Co., Ltd. (April 2015 to March 2016) 	

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Akikazu Aida Senior Executive Officer and CDO (Chief Digital Officer)	1. Woo 2. Achiever 3. Communication 4. Positivity 5. Analytical														<ul style="list-style-type: none"> Corporate management/Finances/Corporate governance: Experience as general manager of the Corporate Planning Division (April 2017 to present) Risk management: Member of the Compliance Promotion Board responsible for Groupwide risk management (April 2019 to present) Innovation: Promotion of increased investments in non-tangible assets for creating new businesses and transition to intellectual creation company as general manager of the Corporate Planning Division and officer in charge of co-creative investment (October 2021 to present) Digital transformation: Oversight of digital transformation strategies as general manager of the Customer Success Division (October 2018 to present) and CDO (April 2021 to present) Retailing: Experience as deputy store manager of Yurakucho Marui (April 2013 to March 2014) and of Hakata Marui (April 2016 to March 2017) New business development/Investments in start-up companies: Experience as director of D2C & Co. Inc. (January 2020 to present); director of okos Co., Ltd. (May 2021 to present); and officer in charge of co-creative investment
Masahisa Aoki Executive Officer	1. Positivity 2. Maximizer 3. Harmony 4. Individualization 5. Includer														<ul style="list-style-type: none"> Corporate management: Experience as president and representative director of MARUI CO., LTD. (April 2019 to June 2020) Risk management: Member of the Compliance Promotion Board responsible for Groupwide risk management (April 2019 to present) Innovation/New business development: Proposal of anime business; pioneering of MARUI GROUP's development of new businesses; and growth of anime business and contribution to transformation of retailing business as general manager of Anime Business Department (April 2016 to March 2019) and officer in charge of the anime business (April 2018 to March 2020) Sustainability: Promotion of reuse and recycling initiatives as chief manager in charge of apparel recycling project (April 2010 to March 2011) Retailing: Experience as store manager of Shinjuku Marui Annex (April to September 2015) and president and representative director of MARUI CO., LTD. New business development: Experience as general manager of Co-Creative Investment Department (July 2020 to September 2021) and director of D2C & Co. Inc. (July 2020 to September 2021)
Yoshiaki Kogure Executive Officer	1. Achiever 2. Responsibility 3. Harmony 4. Arranger 5. Consistency														<ul style="list-style-type: none"> Corporate management: Experience as president and representative director of MARUI FACILITIES Co., Ltd. (April 2013 to March 2021) Management strategy formulation: Experience as general manager of the Corporate Planning Division (April 2011 to March 2013) Human resource management: Experience as general manager of the Personnel Division (July 2008 to September 2009) Finances: Experience as general manager of the Group Financial Department (March 2006 to July 2008) Risk management: Audits of risks as officer in charge of audit (April 2021 to present) and a corporate auditor at Group companies (April 2021 to present) Sustainability: Leadership of initiatives for sourcing 100% of electricity from renewable energy as president and representative director of MARUI FACILITIES Co., Ltd. Retailing: Experience as general manager of the Voi Business Department of MARUI CO., LTD. (October 2009 to March 2011)
Yuko Ito Executive Officer	1. Discipline 2. Analytical 3. Deliberative 4. Focus 5. Responsibility														<ul style="list-style-type: none"> Innovation: Leadership of Groupwide design management through open innovation with nendo inc. as general manager of the Group Design Center (April 2018 to present) Sustainability: Promotion of sustainability in the construction field through collaboration with Sumitomo Forestry Co., Ltd., conducted as director of AIM CREATE CO., LTD. (April 2012 to present) Retailing: Experience as director of MARUI CO., LTD. (April 2019 to present)
Mayuki Igayama Executive Officer	1. Analytical 2. Ideation 3. Achiever 4. Arranger 5. Responsibility														<ul style="list-style-type: none"> Corporate management: Experience as president and representative director of MOVING CO., LTD. (April 2019 to present) Risk management: Member of the Compliance Promotion Board responsible for Groupwide risk management (April 2016 to March 2017 and April 2019 to present) Retailing: Experience as director and general manager of the Direct Marketing Department (April 2014 to March 2016) and director and general manager of the Omni-Channel Retailing Division of MARUI CO., LTD. (April 2016 to March 2019)
Junko Tsuda Executive Officer	1. Maximizer 2. Positivity 3. Arranger 4. Ideation 5. Woo														<ul style="list-style-type: none"> Retailing: Experience as director and store manager of Marui Family Shiki (April 2015 to March 2017) and director and store manager of Marui Family Mizonokuchi of MARUI CO., LTD. (April 2018 to March 2019) Fintech: Experience as director and general manager of the Cardholder Service Department (April 2019 to September 2020) and director and general manager of the Sales Promotion Department of Epos Card Co., Ltd. (October 2020 to present)
Miyuki Kawara Executive Officer	1. Positivity 2. Maximizer 3. Individualization 4. Achiever 5. Responsibility														<ul style="list-style-type: none"> Sustainability: Experience as general manager of the CSR Promotion Department (April 2012 to March 2015) Retailing: Experience as director and store manager of Marui Family Mizonokuchi (April 2019 to March 2021) and director and store manager of Kitasenju Marui of MARUI CO., LTD. (April 2021 to present) Fintech: Experience as director and general manager of the Collaboration Card Business Department (April 2015 to March 2016) and director and general manager of the Sales Promotion Department of Epos Card Co., Ltd. (April 2016 to March 2018)
Tatsuo Niitsu Executive Officer	1. Individualization 2. Ideation 3. Arranger 4. Maximizer 5. Futuristic														<ul style="list-style-type: none"> Digital transformation: Promotion of collaboration with artificial intelligence technology companies as director of okos Co., Ltd. (April 2021 to present) Retailing: Experience as director and general manager of Sales Planning Division (April 2019 to March 2021), and director and general manager of the E-Commerce Business Department of MARUI CO., LTD. (April 2021 to present) Fintech: Experience as director of Epos Card Co., Ltd. (April 2016 to March 2019) New business development: Robust experience in new business development gained as leader of multiple new business projects
Takeshi Ebihara Executive Officer and CIO (Chief Information Officer)	1. Harmony 2. Responsibility 3. Positivity 4. Includer 5. Restorative														<ul style="list-style-type: none"> Corporate management: Experience as president and representative director of M & C SYSTEMS CO., LTD. (April 2021 to present) Risk management: Oversight of information security risk management as CIO (April 2021 to present) and president and representative director of M & C SYSTEMS CO., LTD. Digital transformation: Experience as director and general manager of the Digital Transformation Promotion Department of M & C SYSTEMS CO., LTD. (April 2019 to March 2021) and CDO (April 2019 to March 2021) Fintech: Experience as general manager of the Systems Department (April 2014 to March 2018) and director of Epos Card Co., Ltd. (April 2018 to March 2021)