

Editorial Policy

MARUI GROUP has been publishing co-creation management reports and co-creation sustainability reports as tools for stakeholder engagement since 2015. Another such tool is *VISION BOOK 2050*. These management strategy reports are forged over a process of more than 40 planning meetings a year led by President Hiroshi Aoi. For our past co-creation management reports, we have referenced the *International Integrated Reporting Framework* released by the International Integrated Reporting Council, *Ito Report 2.0*, and 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*. The concepts have been utilized to prepare integrated reports that present the financial and pre-financial information that supports the exercise of MARUI GROUP's management philosophy as well as the ongoing growth of the Company.

This most recent co-creation management report was reinvented in conjunction with the announcement of three impact targets in MARUI GROUP's new medium-term management plan, which is slated to conclude with the fiscal year ending March 31, 2026. This new report serves as a unique form of owned media designed to give stakeholders a vivid opportunity to engage with MARUI GROUP's vision.

Overview of Planning Process (Period: March–December 2021, 17 meetings)

Attendees

President Hiroshi Aoi; CFO Hirotugu Kato; representatives from the Corporate Planning Division, the IR Department, the Financial Department, the Sustainability Department, the ESG Promotion Department, the Wellbeing Promotion Department, the General Affairs Department, the Investment Research Department, and EDGE INTERNATIONAL, INC.

Guest Attendees

- Takaaki Umada, Director, FoundX, Division of University Corporate Relations, The University of Tokyo (Impact Expert)
- Yoshiki Ishikawa, Representative Director of Well-being for Planet Earth Foundation (Well-being Expert)

Major Discussion Themes

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| <ul style="list-style-type: none">• Results of surveys of investors, experts, and employees• Directives for second phase of co-creation management reports• Media venues viable for engagement with six groups of stakeholders• MARUI GROUP's targeted values and desired impacts• Presence and definition of future generations within MARUI GROUP• Potential for kono yubi to-mare community site as a media venue | <ul style="list-style-type: none">• Goals of forward-looking investments and differences from conventional investments• Individual empowerment and small businesses• Goals of governance focused on six stakeholder groups• Sustainability and well-being, interests and motivation• Shareholder return policies, relationship between the AOI SCHOLARSHIP FOUNDATION and shareholder returns• Indicators and scope of officer skill matrix |
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Afterword

Thank you for reading *Co-Creation Management Report 2021* to its end.

MARUI GROUP began publishing co-creation management reports in 2015 to function as a communication tool for facilitating engagement with stakeholders and promoting understanding with regard to the Company's management and businesses. Six years have passed since we issued our first co-creation management report, and each of these reports has been met with strong praise from stakeholders. The fiscal year ending March 31, 2022, represents a turning point as this is the year in which we kicked off our new medium-term management plan. We therefore took this as an opportunity to evolve our reports to be more than just a tool for sharing single-year information on financial results and business activities. We wanted to develop these reports into a form of media that will give stakeholders a vivid opportunity to engage with MARUI GROUP. With this goal in mind, the Groupwide project team that is a characteristic of our report-making processes began our longest production period to date with the question of how to differentiate our reports from standard integrated reports.

The ensuing process of ongoing discussion culminated in the creation of a report focused on younger and future generations and on MARUI GROUP's desired impact. We thus devoted the pages of this report to discussing the future visions of MARUI GROUP and of its co-creation partners, the processes that led us to hold these visions, and other previously untold stories replete with the individuality of all of the parties involved. I suspect that many of our readers will notice how different this report feels in comparison to our previous reports. However, we also recognize that there is still a lot of room for us to continue to evolve. We therefore hope to further evolve our co-creation management reports based on the insight gained through our conversations with stakeholders. Our co-creation reports are tools, or platforms, for engaging with stakeholders and thereby broadening the scope of our co-creation activities.

MARUI GROUP is committed to engaging in future-oriented co-creation activities with as many stakeholders as possible. I look forward to your ongoing support of MARUI GROUP.

Yukiko Udaka
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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 generations that
will shape the future.
We invite everyone who shares our vision for the future and for
happiness to join us in creating a positive impact on society.

LET'S JOIN HANDS
CO-CREATION
with you



Co-Creation Management Reports
www.0101maruigroup.co.jp/en/ir/lib/i-report.html
Annually published communication tool offering a condensed look at MARUI GROUP's present and future



VISION BOOK 2050
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



MARUI GROUP Corporate Video—The Future (in Japanese only)
www.youtube.com/watch?v=-WQZCdHfxno&t=2s
Corporate video explaining the positive impact that MARUI GROUP hopes to produce through co-creation with stakeholders



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