

Review of the Fiscal Year Ended March 31, 2023**Environment****Climate Change**Greenhouse Gas Emissions

- Total greenhouse gas emissions amounted to 290,000 t-CO₂ in the fiscal year ended March 31, 2023, down 3%, or 8,000 t-CO₂, year on year.
- Scope 1 and 2 totaled 40,000 t-CO₂ (88% of YoY), a decrease of 5,000 t-CO₂ from YoY due to the switch to renewable energy, etc. Scope 3 totaled 260,000 t-CO₂ (99% of YoY), a decrease of 3,000 t-CO₂ from YoY due to optimization of production volume for our private brand and progress in the use of low-carbon transportation by customers, etc.

Greenhouse Gas Emission Reduction(Base year: Fiscal year ended March 31, 2017)

- The total amount of Greenhouse Gas emission reductions in Scope 1 and 2 during this period was 80,000 tons, a decrease of 70% since FY2016. Scope 3 was reduced by 230,000 tons, a decrease of 48% since FY2016.
- MARUI GROUP seeks to achieve an 80% reduction in Scope 1 and Scope 2 emissions, and a 35% reduction for Scope 3 from FY2016, by 2030. This target was certified by Science Based Targets in 2019, indicating that this target is effective for keeping global warming below 1.5°C above pre-industrial levels.
We have also applied for SBT Net Zero certification, declaring that we will become "carbon neutral" and achieve net zero emissions, by reducing the total of Scope 1 and 2 by 90%, and Scope 3 by 90% of the entire group by 2050 compared to the fiscal year ended March 31, 2017. This Net-Zero Plan was approved by the SBT initiative in August 2023. The base year is set for the fiscal year ending March 31, 2017, and we will promote reductions for all Scope 1, Scope 2, and Scope 3 (100% coverage).
- We have also developed a transition plan for climate change to achieve net-zero emissions by 2050.

Renewable Energy and Energy Used

- Total energy used in the fiscal year ended March 31, 2023, was 1,760,000 GJ, down 6%, a decrease of 100,000 GJ from the previous fiscal year.
- Electricity consumption decreased by 89,000 GJ from the previous year due to permanent store closures and promotion of energy conservation.
- The ratio of renewable energy used increased 7 percentage points year on year, to 68%.
This outcome was a result of the introduction of renewable energy at 18 stores and six other business sites.
- The Company joined the RE100 initiative in July 2018, announcing its goal of sourcing 70% of the electricity used in its business from renewable energy by the fiscal year ending March 31, 2026, and 100% by the fiscal year ending March 31, 2031.

Resources and WasteTotal Waste

- Total waste in the fiscal year ended March 31, 2023, amounted to 9,178 tons, a decrease of 9%, or 924 tons, year on year. However, the ratio of recycled materials used rose 2 percentage points, to 72% year on year, following equipment renovations and changes in operating practices at in-store waste processing facilities, which led to more effective waste sorting and decreases in overall waste at applicable stores. As a result, total waste disposed was down 412 tons, or 14%, to 2,609 tons year on year.

Green Bond Fund Allocation ReportTotal Amount of Green Bond Funds Appropriated

- The amount of funds appropriated in the fiscal year ended March 31, 2023, from the green bonds issued in October 2018 was ¥10 billion. A total of ¥1.6 billion in appropriated funds was allocated to energy-saving air conditioners upgrades, which resulted in ¥0 in funds outstanding.

Third-Party Verification

- MARUI GROUP receives third-party verification for 17 environment-related items, including greenhouse gas emissions, total waste, and total water used, from the Japan Quality Assurance Organization.

Data scope: Consolidated

(Items for which the scope is "Non-consolidated" are indicated in "Scope.")

Review of the Fiscal Year Ended March 31, 2023**Society****Employees**Women's Empowerment Indexes

- Since the fiscal year ended March 31, 2014, MARUI GROUP has been implementing initiatives to reform employee awareness and its corporate culture to accomplish the targets defined for its women's empowerment indexes, which gauge the outcomes of its efforts to empower female employees. In April 2021, these indexes were redefined and targets for the fiscal year ending March 31, 2026, were set to facilitate efforts to eliminate gender preconceptions. The progress of the main items is as follows.

Data item	FY2022	FY2025
• Ratio of women in junior management positions	34% (Up 2 pp YoY)	40%
• Ratio of women in management positions	18% (Up 1 pp YoY)	20%
• Ratio of women in executive officer positions	21% (Down 3 pp YoY)	30%
• Ratio of female employees pursuing upper-level positions	58% (Down 6 pp YoY)	75%
• Maintain 100% Ratio of applicable male employees taking childcare leave	100% (-)	100%
• Ratio of applicable male employees taking childcare leave within eight weeks of childbirth by partner	78% (Up 27 pp YoY)	80%
• Ratio of applicable male employees taking childcare leave for one month or more	22% (Up 20 pp YoY)	20%

Corporate Culture of Voluntary Participation and Intra-Group Profession Changes and Transfers

	FY2022	Ratio of employees taking part in voluntary participation initiatives
• Employees taking part in voluntary participation initiatives	4,044 (Down 1 pp YoY)	85% (Up 3 pp YoY)
	FY2022	Ratio of employees undergoing intra-Group profession change
• Employees undergoing intra-Group profession change (aggregate)	3,130 (Up 5 pp YoY)	85% (Up 8 pp YoY)

Employee Engagement

- We have established our own indicators to measure employee engagement. As a measure of "expectations" at work, 80% of employees answered "I know what is expected of me at work" (up 34% from FY2012), and as a measure of "respect" in the workplace, 66% of employees answered "I feel respected at my workplace" (up 38% from FY2012). As a measure of "working by leveraging personal strengths", 52% of employees answered "I am challenging myself by leveraging my strengths/skills"(up 14% from FY2012), a significant improvement from the fiscal year ended March 31, 2013.

Human Capital Investments

- From the fiscal year ended March 31, 2022, "Investment in human resources" that will lead to future corporate growth were newly defined as "human capital investment". In addition to conventional investment in human resources and R&D investments, items that lead to medium to long-term improvement in corporate value among profit-and-loss items for a single fiscal year were added, such as investment in new business areas and personnel expenses related to human resources growth, for example personnel costs in the first year of an employee profession change between group companies. The amount of human capital investment for the fiscal year ended March 31, 2023 is ¥9.1 billion, and the ratio of human capital investment to personnel expenses is 26%.

Supply Chain (CSR Procurement)

- Audited suppliers (aggregate) 80 (80 suppliers in the fiscal year ended March 31, 2022)
- On-site audits of suppliers were not performed in the fiscal year ended March 31, 2023, as no new business partners were identified. In addition, for existing business partners, no requests for corrective actions regarding infringements of laws, human rights, or fair trade standards were made based on surveys of and meetings with suppliers.

Third-Party Verification

- MARUI GROUP receives third-party verification for 25 society-related items, including the employee turnover rate, the lost-time injury frequency rate (LTIFR), and the occupational illness frequency rate (OIFR), from the Japan Quality Assurance Organization.

Data scope: Consolidated

(Items for which the scope is “Non-consolidated” are indicated in “Scope.”)

Review of the Fiscal Year Ended March 31, 2023

Governance

Compliance	
<u>Reports Filed through Whistle-Blowing System</u>	34 (48 reports in the fiscal year ended March 31, 2022)
<ul style="list-style-type: none">• It was confirmed that the Company’s whistle-blowing system, which allows for direct reports to external lawyers, is being operated in an appropriate manner with the protection of whistle-blowers as the top priority.	
<u>Code of Conduct and Ethics Breaches</u>	1 (2 in the fiscal year ended March 31, 2022)
<ul style="list-style-type: none">• Investigations of reports filed through the Company’s whistle-blowing system or through management channels found one code of conduct and ethics breaches. Appropriate disciplinary measures were taken based on deliberations by Group disciplinary committees.• No fines and/or penalties for corruption, non-compliance incidents, or customer privacy violations and complaints took place in the fiscal year ended March 31, 2023.• The Company will disclose information on numbers of recalls. These numbers will represent the number of publicly announced recalls instituted based on reports to the Compliance Promotion Board. The number of recalls in the fiscal year ended March 31, 2023, was zero.	

環境 Environmental

REVIEW

データレビューあり Item subject to data review

NEW

新規開示項目 New item

環境方針	有	「丸井グループ環境方針」 http://www.0101maruigroup.co.jp/sustainability/theme03/environment_01.html#environment1
Has environmental policy	Yes	MARUI GROUP Environmental Policy http://www.0101maruigroup.co.jp/en/sustainability/theme03/environment_01.html#environment1

気候変動 Climate Change

		範囲 Scope	単位 Unit	2019年3月期 Fiscal Year Ended March 31, 2019	2020年3月期 Fiscal Year Ended March 31, 2020	2021年3月期 Fiscal Year Ended March 31, 2021	2022年3月期 Fiscal Year Ended March 31, 2022	2023年3月期 Fiscal Year Ended March 31, 2023
GHG排出量★ Greenhouse gas emissions★ <div>REVIEW</div>	GHG Scope 1	グループ Consolidated	t-CO ₂	15,109	13,956	11,090	10,540	10,043
	GHG Scope 2			96,232	67,916	37,858	29,983	25,582
	ロケーション基準 ^{*1} Location-Based ^{*1}			100,343	73,096	39,272	32,083	25,260
	GHG Scope 3			399,926	352,640	256,682	258,224	255,620
	計 Total			511,266	434,512	305,630	298,747	291,245
CO ₂ 排出量 CO ₂ emissions	CO ₂ 直接排出量 Direct CO ₂ emissions	グループ Consolidated	t-CO ₂	12,123	11,710	9,992	9,525	8,576
	CO ₂ 間接排出量 Indirect CO ₂ emissions			96,232	67,916	37,858	29,983	25,582
	計 Total			108,355	79,626	47,850	39,509	34,158
GHG排出量原単位（連結営業利益当たり） Greenhouse gas per unit (per unit of operating income)		グループ Consolidated	-	12.4	10.4	20.1	8.1	7.5
環境効率（連結営業利益/CO2排出量） Environment efficiency（Operating income/ CO2 emmissions）		グループ Consolidated	-	8.1	9.7	5.0	12.3	13.3
H F C ・ H C F C 排出量★ Hydrofluorocarbon and hydrochlorofluorocarbon emissions★	H F C 直接排出量 Direct hydrofluorocarbon emissions	グループ Consolidated	t-CO ₂	2,247	607	910	956	1,367
	H C F C 直接排出量 Direct hydrochlorofluorocarbon emissions			739	1,639	189	58	99
	計 Total			2,986	2,246	1,098	1,014	1,467
製品カーボンフットプリント Product carbon footprint		グループ Consolidated	型数 Items	81	61	59	59	10
エネルギー使用量★ Energy consumption★ <div>REVIEW</div>	電力使用量 Electricity used	グループ Consolidated	G J	1,933,139	1,820,271	1,568,694	1,582,084	1,493,115
			(千kWh Thousands of kWh)	(193,896)	(182,575)	(157,341)	(158,685)	(149,761)
			G J	21,837	418,042	817,688	963,333	1,015,860
			(千kWh Thousands of kWh)	(2,190)	(41,930)	(82,013)	(96,623)	(101,892)
	再生可能エネルギー使用量 Renewable energy used		%	(1.1)	(23.0)	(52.1)	(60.9)	(68.0)
	ガス使用量 Natural gas used		G J	221,441	215,152	184,608	175,941	159,156
	軽油・A重油・ガソリン使用量 Diesel, heavy oil A, and gasoline used			15,768	14,319	11,472	10,971	9,337
	温水・冷水使用量 Water used by air-conditioning equipment			107,134	105,791	92,269	94,715	88,772
	蒸気使用量 Steam used			-	-	-	-	10,238
	計 Total			2,277,481	2,155,533	1,857,043	1,863,711	1,760,618
エネルギー使用量原単位（連結営業利益当たり） Energy consumption per unit (per unit of operating income)		グループ Consolidated	-	55.3	51.4	122.0	50.7	45.4

★ 第三者検証項目（2017年3月期から、外部の第三者である一般財団法人日本品質保証機構(JQA)さまより該当年度について検証を受けています）
Item for which third-party verification has been received (MARUI GROUP has received third-party verification for figures of the given year from the Japan Quality Assurance Organization since the fiscal year ended March 31, 2018.)

* 1 環境省・経済産業省の公表する『電気事業者別排出係数』の「代替値」を用いて算出
Figures are calculated based on the alternative figure provided in the list of coefficients by electricity provider disclosed by the Ministry of the Environment and the Ministry of Economy, Trade and Industry.

気候変動 Climate Change

	範囲 Scope	単位 Unit	2019年3月期 Fiscal Year Ended March 31, 2019	2020年3月期 Fiscal Year Ended March 31, 2020	2021年3月期 Fiscal Year Ended March 31, 2021	2022年3月期 Fiscal Year Ended March 31, 2022	2023年3月期 Fiscal Year Ended March 31, 2023
購入、または生成した総再生可能エネルギー Total amount of renewable energy purchased or generated	グループ Consolidated	千kWh Thousands of kWh	2,574	42,289	82,367	96,992	102,248
エネルギーコスト Energy costs	グループ Consolidated	百万円 Millions of yen	4,112	4,005	3,533	3,576	4,901
CDP 気候変動スコア CDP climate change score	グループ Consolidated	-	A	A	A	A-	A
ISO 14001 取得数 ISO 14001 certified sites	グループ Consolidated	件 Sites	0	0	0	0	0

資源と廃棄物 Resources and Waste

			範囲 Scope	単位 Unit	2019年3月期 Fiscal Year Ended March 31, 2019	2020年3月期 Fiscal Year Ended March 31, 2020	2021年3月期 Fiscal Year Ended March 31, 2021	2022年3月期 Fiscal Year Ended March 31, 2022	2023年3月期 Fiscal Year Ended March 31, 2023
原材料使用量 (容器包装使用量) Raw materials used (Resources used for packaging)	紙 Paper	単体：丸井 Non-consolidated: MARUI CO., LTD.	t	276	182	167	84	53	
	ダンボール Cardboard boxes	単体：丸井 Non-consolidated: MARUI CO., LTD.	t	821	775	725	708	729	
	プラスチック容器 Plastic packaging	単体：丸井 Non-consolidated: MARUI CO., LTD.	t	293	149	53	32	27	
	不織布 Non-woven fabric	単体：丸井 Non-consolidated: MARUI CO., LTD.	t	17	10	6	9	6	
	計 Total	単体：丸井 Non-consolidated: MARUI CO., LTD.	t	1,407	1,116	951	833	815	
廃棄物排出量★ Total waste★ <div>REVIEW</div>		グループ Consolidated	t	14,419	13,588	9,792	10,102	9,178	
うち食品廃棄物 Food waste				2,431	2,168	1,492	1,789	1,639	
廃棄物回収量★ Waste recycled★		グループ Consolidated	t	8,524	8,508	6,438	7,081	6,570	
うち食品廃棄物 Food waste				1,275	1,499	1,107	1,479	1,363	
リサイクル率★ Ratio of recycled material used★		グループ Consolidated	%	59.1	62.6	65.8	70.1	71.6	
最終処分量★ Total waste disposed★	焼却処分 Incineration	グループ Consolidated	t	5,657	4,854	3,254	3,013	2,600	
	埋め立て Landfill			238	226	100	7	9	
	計 Total			5,895	5,080	3,354	3,021	2,609	
	うち食品廃棄物 Food waste			1,156	669	385	310	276	
有害廃棄物排出量 Hazardous waste		グループ Consolidated	t	0.21	0	0	0	0	
NOx 排出量 NOx emissions		グループ Consolidated	t	12	6	5	5	4	
SOx 排出量 SOx emissions		グループ Consolidated	t	0	0	0	0	0	
VOC 排出量 VOC emissions		グループ Consolidated	t	0	0	0	0	0	

★ 第三者検証項目 Item for which third-party verification has been received

水 Water

水方針 Has water policy	有 Yes	「丸井グループ環境方針」に含む http://www.0101maruigroup.co.jp/sustainability/theme03/environment_01.html#environment1 Included in the MARUI GROUP Environmental Policy http://www.0101maruigroup.co.jp/en/sustainability/theme03/environment_01.html#environment1					
	範囲 Scope	単位 Unit	2019年3月期 Fiscal Year Ended March 31, 2019	2020年3月期 Fiscal Year Ended March 31, 2020	2021年3月期 Fiscal Year Ended March 31, 2021	2022年3月期 Fiscal Year Ended March 31, 2022	2023年3月期 Fiscal Year Ended March 31, 2023
水資源使用量★ Total water used★	グループ Consolidated	千㎡ Thousands of m ²	1,463	1,490	1,128	1,059	1,082
排水量★ Total wastewater emitted★	グループ Consolidated	千㎡ Thousands of m ²	1,454	1,437	1,086	1,019	1,048

コンプライアンス Compliance

	範囲 Scope	単位 Unit	2019年3月期 Fiscal Year Ended March 31, 2019	2020年3月期 Fiscal Year Ended March 31, 2020	2021年3月期 Fiscal Year Ended March 31, 2021	2022年3月期 Fiscal Year Ended March 31, 2022	2023年3月期 Fiscal Year Ended March 31, 2023
環境違反罰金回数 Environmental fines and penalties	グループ Consolidated	回 Violations	0	0	0	0	0
環境違反罰金額 Total cost of environmental fines and penalties	グループ Consolidated	円 Yen	0	0	0	0	0

グリーンボンド期中報告 Green Bond Fund Allocation Report

	単位 Unit	充当金額 ^{*1} Funds allocated ^{*1}	再充当額 ^{*2} Refinance amount ^{*2}	残高 Appropriations to Be Used
グリーンボンド 充当合計金額（累計）★2 REVIEW 担当役員の言明 ^{*3} Total amount of funds allocated★2 Assertions by officers ^{*3}	百万円 Millions of yen	8,395	1,605	0
再生可能エネルギーから電力100%調達 Sourcing of 100% of electricity from renewable power sources	百万円 Millions of yen	3,970	0	-
温室効果ガス排出量削減 Reduction of greenhouse emissions		4,424	1,604	-
再生可能エネルギー発電 Generation of renewable power		2	1	-

★ 第三者検証項目 Item for which third-party verification has been received

★2 丸井グループ・グリーンボンドフレームワークとグリーンボンド原則 2018との適合性、及びその環境面での貢献について、独立したESGの調査・分析機関であるサステナリティクスより、セカンドパーティ・オピニオンを取得しております。また、グリーンボンドの調達資金が丸井グループ・グリーンボンドフレームワークで定めた適格クライテリアを満たしたプロジェクトに充当されたことを確認致しました。

※サステナリティクスのアニュアルレビュー参照

Items for which MARUI GROUP has received a second-party opinion on its Green Bond Framework's environmental credentials and its alignment with Green Bond Principles 2018 from Sustainalytics, an independent ESG research and analytics firm (Sustainalytics has confirmed that the projects funded through the green bond met the Use of Proceeds criteria outlined in the Marui Group Green Bond Framework; please refer to Annual Review from Sustainalytics.)

* 1 2023年3月実績 Figures are for March 2023.

* 2 該当期間：2016年10月～2018年9月（2021年3月期に温室効果ガス排出量削減の再充当額を修正し、サステナリティクスの再評価を受けています）

Applicable period: October 2016–September 2018 (refinance amount of reduction of greenhouse gas emissions was revised and reevaluated by Sustainalytics in the fiscal year ended March 31, 2021.)

* 3 グリーンボンドの調達資金が丸井グループ・グリーンボンドフレームワークで定めた適格クライテリアを満たしたプロジェクトに充当されたことを確認致しました。

当社取締役 常務執行役員 CFO・IR・財務・サステナビリティ・ESG推進担当 加藤 浩嗣

Confirmation that the net proceeds were allocated to projects meeting the Eligibility Criteria outlined in the Marui Group Green Bond Framework was performed by Hirotsugu Kato (director, managing executive officer, and CFO, in charge of IR, Finance, Investment Research, Sustainability, and ESG Promotion).

社会 Social

REVIEW

データレビューあり Item subject to data review

NEW

新規開示項目 New item

方針 Policies

人権方針 Has human rights policy	有 Yes	「丸井グループ人権方針」 http://www.0101maruigroup.co.jp/sustainability/overview/index.html#overview2 MARUI GROUP Human Rights Policy http://www.0101maruigroup.co.jp/en/sustainability/overview/index.html#overview2
児童労働防止方針 Has policy against child labor	有 Yes	「丸井グループ人権方針」に含む http://www.0101maruigroup.co.jp/sustainability/overview/index.html#overview2 Included in the MARUI GROUP Human Rights Policy http://www.0101maruigroup.co.jp/en/sustainability/overview/index.html#overview2
強制労働防止方針 Has policy against forced labor	有 Yes	同上 Same as above
非差別方針 Has equal opportunity policy	有 Yes	同上 Same as above
結社の自由の方針 Has policy supporting the right to freedom of association	有 Yes	同上 Same as above
団体交渉権の方針 Has policy supporting the right to collective bargaining	有 Yes	同上 Same as above

お客さま Customers

お客さま方針 Has customer policy	有 Yes	「丸井グループお客さまエンゲージメント方針」 https://www.0101maruigroup.co.jp/pdf/policy/customer_eng.pdf MARUI GROUP Customer Engagement Policy https://www.0101maruigroup.co.jp/en/pdf/policy/customer_eng_en.pdf
責任あるマーケティング方針 Has responsible marketing and advertising policy	有 Yes	「お客さまエンゲージメント方針」に含む https://www.0101maruigroup.co.jp/pdf/policy/customer_eng.pdf Included in the MARUI GROUP Customer Engagement Policy https://www.0101maruigroup.co.jp/en/pdf/policy/customer_eng_en.pdf

	範囲 Scope	単位 Unit	2019年3月期 Fiscal Year Ended March 31, 2019	2020年3月期 Fiscal Year Ended March 31, 2020	2021年3月期 Fiscal Year Ended March 31, 2021	2022年3月期 Fiscal Year Ended March 31, 2022	2023年3月期 Fiscal Year Ended March 31, 2023
総店舗数 ^{*1} Total stores ^{*1}	グループ Consolidated	店 Stores	25	24	23	22	22
総売場面積 Total sales floor area	グループ Consolidated	千㎡ Thousands of ㎡	426	418	401	388	384
自社E Cサイト訪問回数 ^{*2} Visits to directly operated e-commerce site visits ^{*2}	グループ Consolidated	万回 Ten thousands of times	-	9,207	9,598	9,589	11,948
エポスカード会員数 ^{*3} EPOS cardholders ^{*3}	グループ Consolidated	万人 Ten thousands of people	688	720	709	714	731
エポスカード会員 年齢構成比 ^{*3} EPOS cardholders by age group ^{*3}	グループ Consolidated	%	24.6	24.2	23.5	22.8	22.9
			25.3	25.1	25.4	25.7	25.7
			19.2	18.9	18.8	18.7	18.6
			15.8	16.1	16.4	16.6	16.7
			15.1	15.6	15.9	16.1	16.2
エポスカード稼働率 Ratio of active EPOS cardholders	グループ Consolidated	%	65.9	65.5	63.0	64.6	66.9
エポスカード1枚当たり利益 ^{*4} Income per EPOS cards ^{*4}	グループ Consolidated	円 Yen	7,700	8,100	4,500	8,900	8,700
貸倒比率 Ratio of bad debt write-offs	グループ Consolidated	%	1.80	1.88	2.09	1.81	1.62

* 1 2018年3月期より基準を変更しています Standards were changed in the fiscal year ended March 31, 2018.

* 2 2022年3月期より基準を変更しています。過年度分も修正しています。

Standards were changed in the fiscal year ended March 31, 2022. Figures from previous years have been restated to reflect this change.

* 3 以前のカードを含む Figures include previous cards.

* 4 フィンテック事業営業利益÷稼働客数 FinTech business operating income ÷ Active cardholders

社員 Employees

		範囲 Scope	単位 Unit	2019年3月期 Fiscal Year Ended March 31, 2019	2020年3月期 Fiscal Year Ended March 31, 2020	2021年3月期 Fiscal Year Ended March 31, 2021	2022年3月期 Fiscal Year Ended March 31, 2022	2023年3月期 Fiscal Year Ended March 31, 2023
社員数 ^{*1} Employees ^{*1}	計 Total	グループ Consolidated	人 People	5,326	5,130	4,855	4,654	4,435
	女 Women			2,340	2,297	2,140	2,082	2,009
	男 Men			2,986	2,833	2,715	2,572	2,426
	20代以下 Age 29 and below			560	522	461	425	368
	30代 Age 30-39			1,183	1,097	938	834	764
	40代 Age 40-49			1,801	1,697	1,552	1,461	1,320
	50代 Age 50-59			1,710	1,754	1,830	1,880	1,926
	60代以上 Age 60 and above			72	60	74	54	57
平均臨時雇用者数 ^{*1} (パートタイム雇用者数) Temporary employees ^{*1} (Part-time employees)	女 Women	グループ Consolidated	人 People	1,207	1,095	1,088	1,091	992
	男 Men			313	358	399	439	455
	計 Total			1,520	1,453	1,487	1,530	1,447
請負業者数 Contractors	女 Women	グループ Consolidated	人 People	0	0	0	0	0
	男 Men			0	0	0	0	0
	計 Total			0	0	0	0	0
平均勤続年数 ^{*1,*2} Average number of consecutive years of service ^{*1,*2}	女 Women	グループ Consolidated	年 Years	16.5	17.4	18.4	19.2	20.2
	男 Men			23.7	24.0	24.4	25.0	24.7
	計 Total			20.3	20.8	21.6	22.3	22.6
平均年齢 ^{*1,*3} Average age of employees ^{*1,*3}	女 Women	グループ Consolidated	歳 Age	41.3	41.9	42.9	43.7	44.3
	男 Men			47.3	47.7	48.2	48.8	49.5
	計 Total			43.9	44.4	45.3	46.0	46.7

* 1 各年3月31日現在 Figures are as of March 31 of each year.

* 2 2020年公開分より社員の対象範囲を拡大（契約社員のうち、無期雇用契約への変更者を含む）。過年度分も修正しています。

The scope of applicable employees was expanded in 2020 (includes contract employees who have changed their employment contracts to non-fixed-term contracts).

Figures from previous years have been restated to reflect this change.

* 3 2020年公開分より社員の対象範囲を拡大（契約社員・時給労働者を含む）。過年度分も修正しています。

The scope of applicable employees was expanded in 2020 (includes contract employees and hourly workers). Figures from previous years have been restated to reflect this change.

社員 Employees

		範囲 Scope	単位 Unit	2019年3月期 Fiscal Year Ended March 31, 2019	2020年3月期 Fiscal Year Ended March 31, 2020	2021年3月期 Fiscal Year Ended March 31, 2021	2022年3月期 Fiscal Year Ended March 31, 2022	2023年3月期 Fiscal Year Ended March 31, 2023
新卒採用者数 New graduate hires	女 Women	グループ Consolidated	人 People	38	35	35	37	30
	男 Men			27	23	18	12	15
	計 Total			65	58	53	49	45
中途採用者数 Mid-career hires	女 Women	グループ Consolidated	人 People	-	-	-	-	8
	男 Men			-	-	-	-	12
	計 Total			-	-	-	-	20
今期採用者数の年齢内訳 Age group of new employee hires	20代以下 Age 29 and below	グループ Consolidated	人 People	-	-	-	-	49
	30代 Age 30-39			-	-	-	-	7
	40代 Age 40-49			-	-	-	-	9
	50代 Age 50-59			-	-	-	-	0
	60代以上 Age 60 and above			-	-	-	-	0
新卒採用者数に占める女性比率 Ratio of women among new hires		グループ Consolidated	%	58.5	60.3	66.0	75.5	66.7
採用コスト Recruitment cost		グループ Consolidated	百万円 Millions of yen	62	96	94	103	111

		範囲 Scope	単位 Unit	男女計 Total	男 Men	女 Women
新卒入社者の定着人数*1 New graduate hire retention*1	2020年4月新卒入社者 New graduate hires in April 2019	グループ Consolidated	人 People	58	23	35
	うち2023年4月在籍者 Of which, those remaining in April 2022			53	21	32

		範囲 Scope	単位 Unit	2019年3月期 Fiscal Year Ended March 31, 2019	2020年3月期 Fiscal Year Ended March 31, 2020	2021年3月期 Fiscal Year Ended March 31, 2021	2022年3月期 Fiscal Year Ended March 31, 2022	2023年3月期 Fiscal Year Ended March 31, 2023
IT資格所有STEM人材*2 STEM field human resources with IT qualifications*2	女 Women	グループ Consolidated	人 People	87	114	131	143	160
	男 Men			235	272	283	289	275
	計 Total			322	386	414	432	435
障がい者雇用率*3★ Ratio of employees with disabilities*3★		グループ Consolidated	%	2.53	2.55	2.63	2.87	2.82
社員離職率*4 Employee turnover rate*4	自己都合*5★ Full-time staff voluntary turnover rate*5★	グループ Consolidated	%	3.0	2.6	2.3	2.8	3.0
	計★ Total★			5.5	7.7	4.9	4.8	5.3
	(定年退職者除く) (Excluding retirements)			(3.6)	(5.7)	(2.6)	(2.9)	(3.0)

★ 第三者検証項目 Item for which third-party verification has been received

* 1 新卒入社者58人に対し、退職者5名、退職率9% Figures include 5 retired individuals, making for 9% turnover rate among 58 new graduates.

* 2 IT資格所有とはITパスポート・初級シスアド・基本情報技術者・応用情報技術者・システムアーキテクト・G検定のいずれかの資格を持つ人。

IT qualifications refer to national IT Passport certification and recognized introductory systems administration, basic information engineering, applied information engineering, system architecture qualifications, and JDLA Deep Learning for GENERAL.

* 3 当該年度6月1日現在 Figures are as of June 1 of each year.

* 4 2020年公開分より社員の対象範囲を拡大（休職者を含む）。過年度分も修正しています。

The scope of applicable employees was expanded in 2020 (includes employees on leave). Figures from previous years have been restated to reflect this change.

* 5 自己都合での離職とは、全離職者から定年退職者、死亡退職者、懲戒解雇者、論旨解雇者、その他会社都合退職者以外の理由での離職者と定義する

The full-time staff voluntary turnover rate is calculated using the total number of employees leaving their positions excluding those leaving due to mandatory retirement, those that passed away, those that were removed from positions for disciplinary reasons, those that resigned at the suggestion of the Company, and those that left for other reasons at the convenience of the Company.

社員 Employees

		範囲 Scope	単位 Unit	2019年3月期 Fiscal Year Ended March 31, 2019	2020年3月期 Fiscal Year Ended March 31, 2020	2021年3月期 Fiscal Year Ended March 31, 2021	2022年3月期 Fiscal Year Ended March 31, 2022	2023年3月期 Fiscal Year Ended March 31, 2023
女性社員比率 ^{*1} ★		グループ Consolidated	%	44	45	44	45	45
Ratio of female employees ^{*1} ★								
女性リーダー数 ^{*2}		グループ Consolidated	人 People	654	657	668	694	711
Number of female leaders ^{*2}								
女性リーダー比率 ^{*2} ◆ Ratio of women in junior management positions ^{*2} ◆	グレード別 ^{*3} By Position Grade ^{*3}	グループ Consolidated	%	27	30	31	32	34
	(役職別) ^{*4} ★ (By Position) ^{*4} ★			29	31	32	33	35
意思決定層に占める女性の数 ^{*2}		グループ Consolidated	人 People	47	50	52	58	64
Women in management positions ^{*2}								
意思決定層に占める女性の割合 ^{*2,*5,*6} ◆★		グループ Consolidated	%	13	14	15	17	18
	管理部門を除く Ratio of women in management positions in revenue-generating functions			12	11	12	14	16
執行役員に占める女性の割合 ^{*6} ◆		グループ Consolidated	%	-	-	22	24	21
Ratio of women in executive officer positions ^{*6} ◆								
女性の上位職志向 ^{*7} ◆		グループ Consolidated	%	69	67	70	64	58
Ratio of female employees pursuing upper-level positions ^{*7} ◆								
育児休暇取得者数 Employees taking parental leave	女 ^{*8} Women ^{*8}	グループ Consolidated	人 People	248	263	229	283	239
	①			-	-	37	45	32
	男 Men			63	54	45	43	32
育児休暇取得率 Ratio of employees taking full parental leave	女 Women	グループ Consolidated	%	100	100	100	100	100
	①			-	-	86	136	110
	男 Men			100	100	100	100	100
男性の産休取得率（産後8週以内）◆		グループ Consolidated	%	-	-	36	51	78
Ratio of applicable male employees taking childcare leave within eight weeks of childbirth by partner ◆								
男性の育児1か月以上取得率◆		グループ Consolidated	%	-	-	9	2	22
Ratio of applicable male employees taking childcare leave for one month or more ◆								
育児休暇復帰率 ^{*9} Ratio of employees returning to work after taking childcare leave ^{*9}	女 Women	グループ Consolidated	%	69	79	87	81	85
	男 Men			100	100	98	98	98
妊娠・育児のための 短時間勤務者数 ^{*10} Employees working shortened hours for childbirth or childcare purposes ^{*10}	女 Women	グループ Consolidated	人 People	496	481	483	484	480
	男 Men			2	3	5	0	0
	計 Total			498	484	488	484	480
「男性は仕事、女性は家事育児」という性別役割分担意識を 見直すことに、共感する人の割合 ^{*11} ◆ Rate of elimination of gender preconceptions (ratio of employees rejecting preconceptions about gender roles) ^{*11} ◆		グループ Consolidated	%	-	-	37	48	53
家庭における男性の家事・育児の分担割合 ^{*12} ◆ Rate of household chore and child-rearing participation by male employees ^{*12} ◆		グループ Consolidated	%	-	-	30	35	27

- ◆ 女性イキイキ指数 Women's empowerment index ★ 第三者検証項目 Item for which third-party verification has been received
- ① 改正育児・介護休業法における育児休業取得状況の公表基準。前年度パートナーが出産した男性社員に対し、前年度に育児休業等をした男性社員の数及び割合（育児目的休暇含む）
 Figures are calculated based on the disclosure standards for childcare leave acquisition described in the revised Act on Childcare Leave, Caregiver Leave, and Other Measures for the Welfare of Workers Caring for Children or Other Family Members using the number and ratio of male employees whose partner gave birth in the previous fiscal year and who took childcare leave (including other leave taken for childcare purposes) in the previous fiscal year.
- ② 雇用均等基本調査算出基準。前々年度にパートナーが出産した男性社員に対し前々年度＋前年度（2年間）に育児休業等を取得した男性社員の数及び割合（育児目的休暇を含む）
 Figures are calculated based on standards for basic employment equity surveys using the number and ratio of male employees whose partner gave birth two fiscal years ago and who took childcare leave (including other leave taken for childcare purposes) in the past two fiscal years.
- * 1 各年3月31日現在 Figures are as of March 31 of each year. * 2 各年4月1日現在 Figures are as of April 1 of each year.
- * 3 次期マネジメント層（G3＋G4）における女性の割合 Figures represent the ratio of female employees in pre-management positions (G3 and G4).
- * 4 次期マネジメント層（G3・G4）＋G5の「ショップ長」「代行1」「所長」における女性の割合
 Figures represent the ratio of female employees in pre-management positions (G3 and G4) as well as in shop manager, level 1 proxy, and chief positions (G5).
- * 5 取締役・執行役員を含む管理職以上の女性の割合 Figures represent the ratio of female employees in director, executive officer, and other management positions.
- * 6 集計のベースを、就業人員から在籍人員に変更。過年度分も修正しています。
 The base of the total has been changed from the number of employees to the number of enrolled employees. Figures from previous years have been restated to reflect this change.
- * 7 社内アンケートで「今のグレードよりも上のグレードを目指したい」と回答した割合
 Figures represent the ratio of employees stating a desire to reach higher position grades in internal surveys.
- * 8 2020年3月期まで：月別の育児休業取得者数の平均値 2021年3月期から：期中の育児休業取得者数にて算出しています。
 Figures are calculated using the average number of employees taking childcare leave by month for fiscal years ended on or before March 31, 2020, and the number of employees taking childcare leave during the given fiscal year for fiscal years ended after April 1, 2020.
- * 9 2022年度中に子が3歳に達する育児休業者のうち復職した社員の割合
 Figures represent the ratio of employees who have returned to work among employees on childcare leave whose children reached the age of three during the fiscal year ended March 31, 2023.
- * 10 各期中の取得者数 The total number of employees using this system in each fiscal year
- * 11 社内アンケートで「男性は仕事、女性は家事育児」という性別役割分担意識を見直すことに、「共感する」と回答した割合
 Figures represent the ratio of employees rejecting preconceptions about gender roles in internal surveys.
- * 12 社内アンケートより算出：男性の家事・育児等の時間÷（男性の家事・育児等の時間＋女性の家事・育児等の時間）
 Time spent by men on household chores and child-rearing ÷ (Time spent by men on household chores and child-rearing + Time spent by women on household chores and child-rearing) (based on internal survey results)

社員 Employees		範囲 Scope	単位 Unit	2019年3月期 Fiscal Year Ended March 31, 2019	2020年3月期 Fiscal Year Ended March 31, 2020	2021年3月期 Fiscal Year Ended March 31, 2021	2022年3月期 Fiscal Year Ended March 31, 2022	2023年3月期 Fiscal Year Ended March 31, 2023
自ら手を挙げ参画する社員数 ^{*2}	REVIEW	グループ Consolidated	人 People	3,573	3,814	4,058	4,072	4,044
Employees taking part in voluntary participation initiatives ^{*2}								
自ら手を挙げ参画する社員率 ^{*2}	REVIEW	グループ Consolidated	%	62	69	79	82	85
Ratio of employees taking part in voluntary participation initiatives ^{*2}								
グループ会社間初異動者数 ^{*1}		グループ Consolidated	人 People	460	352	296	268	265
Employees undergoing first intra-Group profession change ^{*1}								
グループ会社間異動者数累計 ^{*1}	REVIEW			2,541	2,626	2,799	2,973	3,130
Employees undergoing intra-Group profession change (aggregate) ^{*1}								
グループ会社間異動率 ^{*1}	REVIEW		%	52	61	69	77	85
Ratio of employees undergoing intra-Group profession change ^{*1}								
社員エンゲージメント Employee Engagement		グループ Consolidated	%	-	-	-	-	80
自分が仕事のうえで何を期待されているか分かっている I know what is expected of me at work								
自分が職場で尊重されていると感じる I feel respected at my workplace				-	-	-	-	66
自分の強みを活かしてチャレンジしている I am challenging myself by leveraging my strengths/skills				-	-	-	-	52
人的資本投資 Human capital investments		グループ Consolidated	百万円 Millions of yen	-	-	-	7,712	9,128
うち人材投資 Investment in human resources				-	-	-	827	1,030
社員一人当たり営業利益 Operating income per employee		グループ Consolidated	万円 Ten thousands of yen	757	802	307	790	874
社員の給与および手当の総額 Total employee-related expenses (salaries + compensation)		グループ Consolidated	百万円 Millions of yen	30,869	29,484	26,497	27,568	26,836
社員の平均報酬（中央値） ^{*3} Median compensation of employees ^{*3}		グループ Consolidated	万円 Ten thousands of yen	472	465	484	483	484
非管理職の平均給与（基本給のみ） ^{*4} Average salary of non-management level employees (base salary only) ^{*4}		グループ Consolidated	万円 Ten thousands of yen	361	352	359	352	353
女 Women								
男 Men				456	444	443	438	435
管理職の平均給与（基本給のみ） ^{*4} Average salary of management level employees (base salary only) ^{*4}		グループ Consolidated	万円 Ten thousands of yen	781	757	749	752	769
女 Women								
男 Men				809	790	791	791	795
管理職の平均報酬 （基本給+インセンティブ ^{*5} ） Average compensation of management level employees (base salary + incentive ^{*5})	NEW	グループ Consolidated	万円 Ten thousands of yen	-	-	-	-	998
女 Women								
男 Men				-	-	-	-	1,033
執行役員の平均報酬 （基本給のみ） ^{*4} Average compensation of executive officers (base salary only) ^{*4}	NEW	グループ Consolidated	百万円 Millions of yen	-	-	-	-	22
役付執行役員 Executive officers bearing special titles				-	-	-	-	-
女 Women								
男 Men				-	-	-	-	31
執行役員 Executive officers				-	-	-	-	16
女 Women				-	-	-	-	16
男 Men								
執行役員の平均報酬 （基本給+インセンティブ ^{*5} ） Average compensation of executive officers (base salary + incentive ^{*5})		グループ Consolidated	百万円 Millions of yen	-	-	-	35	36
役付執行役員 Executive officers bearing special titles				-	-	-	-	-
女 Women								
男 Men				-	-	-	47	51
執行役員 Executive officers				-	-	-	28	27
女 Women				-	-	-	28	26
男 Men								

★ 第三者検証項目 Item for which third-party verification has been received

*1 各年4月と10月の合計 Figures are totals for April and October of each year.

*2 自ら手を挙げ参画する社員とは、参加意思を持ち、自ら学びの場などの機会に応募・申請し参画した社員

Calculated using the number of employees who voluntarily applied to participate in learning programs and other opportunities

*3 管理職を除く。月例賃金+賞与。 Figures exclude management level employees and are the total for monthly wages and bonuses.

*4 月額の基本給×12か月分（賞与・手当等を除く） Standard monthly wage × 12 months (excluding bonuses and allowances)

*5 業績連動賞与・業績連動型株式報酬等 Performance-Linked Bonuses and Performance-Linked Stock-Based Compensation

社員 Employees

		範囲 Scope	単位 Unit	2019年3月期 Fiscal Year Ended March 31, 2019	2020年3月期 Fiscal Year Ended March 31, 2020	2021年3月期 Fiscal Year Ended March 31, 2021	2022年3月期 Fiscal Year Ended March 31, 2022	2023年3月期 Fiscal Year Ended March 31, 2023
組合加入社員比率 ^{*1} ★ Ratio of employees enrolled in labor unions ^{*1} ★		グループ Consolidated	%	94	95	93	93	94
L G B T Q+研修 累計受講者数 ^{*2} Employees and tenants that have undergone LGBTQ+ sensitivity training ^{*2}	社員 Employees	グループ Consolidated	人 People	3,674	4,442	4,802	4,872	4,730
	テナントさま Tenants			647	911	1,276	1,276	281
ユニバーサルマナー検定3級 累計受講者数 Employees and tenants that have taken the Rank 3 Universal Manner Placement Examination	社員 Employees	グループ Consolidated	人 People	3,952	4,596	5,028	5,081	5,129
	テナントさま Tenants			299	489	519	519	519

★ 第三者検証項目 Item for which third-party verification has been received

*1 各年3月1日現在 Figures are as of March 1 of each year.

*2 2022年度より研修内容をリニューアルしました Training content has been renewed for fiscal year 2022.

社員 Employees

	範囲 Scope	単位 Unit	2019年3月期 Fiscal Year Ended March 31, 2019	2020年3月期 Fiscal Year Ended March 31, 2020	2021年3月期 Fiscal Year Ended March 31, 2021	2022年3月期 Fiscal Year Ended March 31, 2022	2023年3月期 Fiscal Year Ended March 31, 2023
ISO45001(OHSAS18001)認証取得数 ISO45001(OHSAS18001) Certification Sites	グループ Consolidated	件 Sites	0	0	0	0	0
労働災害による負傷者数 Injuries from occupational accidents	社員 Employees 請負業者 Contractors 計 Total	グループ Consolidated 人 People	78 0 78	72 0 72	55 0 55	55 0 55	51 0 51
労働災害による死亡者数★ Work-related fatalities★	社員 Employees 請負業者 Contractors 計 Total	グループ Consolidated 人 People	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0
休業災害発生率（LTIFR）★ Lost-time injury frequency rate （LTIFR）★	社員 Employees 請負業者 Contractors	グループ Consolidated -	0.94 0	0.91 0	0.55 0	0.64 0	1.00 0
職業性疾病発生率（OIFR）★ Occupational illness frequency rate（OIFR）★	社員 Employees 請負業者 Contractors	グループ Consolidated -	0 0	0 0	0 0	0 0	0 0

お取引先さま Business Partners

	範囲 Scope	単位 Unit	2019年3月期 Fiscal Year Ended March 31, 2019	2020年3月期 Fiscal Year Ended March 31, 2020	2021年3月期 Fiscal Year Ended March 31, 2021	2022年3月期 Fiscal Year Ended March 31, 2022	2023年3月期 Fiscal Year Ended March 31, 2023
お取引先さま説明会開催回数 Explanatory forums for business partners	単体：丸井 Non-consolidated: MARUI CO., LTD.	回 Times	1	1	0	0	0
現地ミーティング実施済工場数（累計） Audited suppliers (aggregate)	REVIEW グループ Consolidated	工場 Suppliers	69	80	80	80	80

地域・社会 Communities and Society

	範囲 Scope	単位 Unit	2019年3月期 Fiscal Year Ended March 31, 2019	2020年3月期 Fiscal Year Ended March 31, 2020	2021年3月期 Fiscal Year Ended March 31, 2021	2022年3月期 Fiscal Year Ended March 31, 2022	2023年3月期 Fiscal Year Ended March 31, 2023
寄付金額（寄付金＋賦課金） Total amount of corporate or Group donations	グループ Consolidated	百万円 Millions of yen	187	194	189	170	217

情報セキュリティ Information Security

情報セキュリティ保護方針 Has policy on data security protection	有 Yes	「丸井グループ情報セキュリティ方針」 https://www.0101maruigroup.co.jp/security/index.html MARUI GROUP Information Security Policy https://www.0101maruigroup.co.jp/en/security/index.html					
個人情報保護方針 Has policy on privacy security protection	有 Yes	「丸井グループ プライバシーポリシー」 https://www.0101maruigroup.co.jp/privacy/index.html MARUI GROUP Privacy Policy https://www.0101maruigroup.co.jp/en/privacy/index.html					
ソーシャルメディア方針 Has policy on social media privacy security protection	有 Yes	「丸井グループ ソーシャルメディアポリシー」 https://www.0101maruigroup.co.jp/social_media/ MARUI GROUP Social Media Policy https://www.0101maruigroup.co.jp/en/social_media/index.html					
	範囲 Scope	単位 Unit	2019年3月期 Fiscal Year Ended March 31, 2019	2020年3月期 Fiscal Year Ended March 31, 2020	2021年3月期 Fiscal Year Ended March 31, 2021	2022年3月期 Fiscal Year Ended March 31, 2022	2023年3月期 Fiscal Year Ended March 31, 2023
ISO 27001 取得数 ISO 27001 certified sites	グループ Consolidated	件 Sites	1	1	1	1	1
ISO 20000 取得数 ISO 20000 certified sites	グループ Consolidated	件 Sites	1	1	1	1	1
プライバシーマーク取得社数 PrivacyMark-certified Group companies	グループ Consolidated	社 Companies	6	6	6	6	6
情報セキュリティ違反件数 Information security violations	グループ Consolidated	件 Violations	0	0	0	0	0
情報セキュリティ違反罰金額 Total cost of fines for information security violations	グループ Consolidated	円 Yen	0	0	0	0	0

★ 第三者検証項目 Item for which third-party verification has been received

・労働安全衛生マネジメントシステム（日本語） Occupational safety and health (Japanese)

<https://www.0101maruigroup.co.jp/sustainability/pdf/ohsmanagementsystem.pdf>

ガバナンス Governance

REVIEW

データレビューあり Item subject to data review

NEW

新規開示項目 New item

コーポレートガバナンス Corporate Governance

			範囲 Scope	単位 Unit	2019年3月期 Fiscal Year Ended March 31, 2019	2020年3月期 Fiscal Year Ended March 31, 2020	2021年3月期 Fiscal Year Ended March 31, 2021	2022年3月期 Fiscal Year Ended March 31, 2022	2023年3月期 Fiscal Year Ended March 31, 2023
取締役数 Directors	社内 Number of internal directors	女 Women	単体： 丸井グループ Non-consolidated: MARUI GROUP CO., LTD.	人 People	0	1	1	1	1
		男 Men			4	4	4	2	2
		計 Total			4	5	5	3	3
	独立社外 Number of external directors (independent directors)	女 Women			1	1	1	1	1
		男 Men			2	2	2	2	2
		計 Total			3	3	3	3	3
	総計 Total	7			8	8	6	6	
取締役兼務執行役員数 Corporate executive officers on the Board of Directors			単体： 丸井グループ Non-consolidated: MARUI GROUP CO., LTD.	人 People	4	5	5	3	3
取締役兼務執行役員比率 Ratio of corporate executive officers on the Board of Directors				%	57	63	63	50	50
独立社外取締役比率 Ratio of external directros (independent directors) on the Board of Directors					43	38	38	50	50
女性取締役比率 Ratio of women on the Board of Directors					14	25	25	33	33
監査役数 Audit & Supervisory Board members	社内 Internal Audit & Supervisory Board members	女 Women	単体： 丸井グループ Non-consolidated: MARUI GROUP CO., LTD.	人 People	0	0	0	0	0
		男 Men			2	2	2	2	2
		計 Total			2	2	2	2	2
	独立社外 External Audit & Supervisory Board members	女 Women			0	0	1	1	1
		男 Men			2	2	1	1	1
		計 Total			2	2	2	2	2
	総計 Total	4			4	4	4	4	
独立社外監査役比率 Ratio of external Audit & Supervisory Board members			%	50	50	50	50	50	
女性監査役比率 Ratio of female Audit & Supervisory Board members				0	0	25	25	25	
取締役の平均年齢 Average age of directors			単体： 丸井グループ Non-consolidated: MARUI GROUP CO., LTD.	歳 Age	57	61	58	55	56
取締役上限年齢 Age limit for directors			グループ Consolidated	歳 Age	なし None				
取締役任期 Term limits for directors			グループ Consolidated	年 Years	1	1	1	1	1
執行役員任期 Term limits for executive officers			グループ Consolidated	年 Years	1	1	1	1	1

コーポレートガバナンス Corporate Governance

			範囲 Scope	単位 Unit	2019年3月期 Fiscal Year Ended March 31, 2019	2020年3月期 Fiscal Year Ended March 31, 2020	2021年3月期 Fiscal Year Ended March 31, 2021	2022年3月期 Fiscal Year Ended March 31, 2022	2023年3月期 Fiscal Year Ended March 31, 2023
取締役会開催回数 Board of Directors' meetings			単体： 丸井グループ Non-consolidated: MARUI GROUP CO., LTD.	回 Meetings	10	9	9	10	10
取締役会出席率 Board of Directors' meeting attendance				%	99	99	99	99	98
独立取締役出席率 Attendance of external directors at Board of Directors' meetings				%	97	96	100	97	100
取締役会出席率75%以下取締役数 Directors attending less than 75% of Board of Directors' meetings				人 People	0	0	0	0	0
監査役会開催回数 Audit & Supervisory Board meetings			単体： 丸井グループ Non-consolidated: MARUI GROUP CO., LTD.	回 Meetings	17	15	16	15	16
監査役会出席率 Audit & Supervisory Board meeting attendance				%	99	100	98	98	95
独立監査役出席率 Attendance of external Audit & Supervisory Board members at Audit & Supervisory Board meetings				%	97	100	97	97	97
監査役会出席率75%以下監査役数 Audit & Supervisory Board members attending less than 75% of Audit & Supervisory Board meetings				人 People	0	0	0	0	0
執行役員数 Executive officers	女 Women	グループ Consolidated	人 People	3	4	4	4	4	
	男 Men			13	14	15	13	12	
	計 Total			16	18	19	17	16	
女性執行役員比率 Ratio of female executive officers			%	19	22	21	24	25	
指名・報酬委員会委員数 Nominating and Compensation Committee members	社内 Internal Nominating and Compensation Committee mem bers	女 Women	単体： 丸井グループ Non-consolidated: MARUI GROUP CO., LTD.	人 People	0	0	0	0	0
		男 Men			1	1	1	1	1
		計 Total			1	1	1	1	1
	独立社外 External Nominating and Compensation Committee mem bers	女 Women			1	1	1	1	1
		男 Men			1	1	1	1	1
		計 Total			2	2	2	2	2
	総計 Total				3	3	3	3	3
	指名・報酬委員会開催回数 Nominating and Compensation Committee meetings				単体： 丸井グループ Non-consolidated: MARUI GROUP CO., LTD.	回 Meetings	5	4	5
指名・報酬委員会出席率 Nominating and Compensation Committee meeting attendance			%	100	100	100	100	100	
サステナビリティ委員会委員数 Sustainability Committee members			グループ Consolidated	人 People		11	11	6	7
サステナビリティ委員会開催回数 Sustainability Committee meetings				回 Meetings		2	2	2	7

コーポレートガバナンス Corporate Governance							
	範囲 Scope	単位 Unit	2019年3月期 Fiscal Year Ended March 31, 2019	2020年3月期 Fiscal Year Ended March 31, 2020	2021年3月期 Fiscal Year Ended March 31, 2021	2022年3月期 Fiscal Year Ended March 31, 2022	2023年3月期 Fiscal Year Ended March 31, 2023
環境・社会貢献推分科会委員数 Environment and CSR Committee members	グループ Consolidated	人 People	11	11	11		
環境・社会貢献推進分科会開催回数 Environment and CSR Committee meetings		回 Meetings	2	2	2		
ESG・情報開示分科会委員数* ¹ ESG and Disclosure Committee members* ¹	グループ Consolidated	人 People				11	
ESG・情報開示分科会開催回数* ¹ ESG and Disclosure Committee meetings* ¹		回 Meetings				1	
ESG委員会委員数* ² ESG Committee members* ²	グループ Consolidated	人 People				11	11
ESG委員会開催回数* ² ESG Committee meetings* ²		回 Meetings				1	2
コンプライアンス推進会議委員数 Compliance Promotion Board members	グループ Consolidated	人 People	16	18	18	17	17
コンプライアンス推進会議開催回数 Compliance Promotion Board meetings		回 Meetings	2	2	2	2	2
広報IR委員会委員数 Public Relations IR Committee members	グループ Consolidated	人 People	10	12	13	12	12
広報IR委員会開催回数 Number of Public Relations IR Committee meetings		回 Meetings	6	8	8	7	5
内部統制委員会委員数 Number of Internal Control Committee members	グループ Consolidated	人 People	16	17	17	19	19
内部統制委員会開催回数 Internal Control Committee meetings		回 Meetings	2	2	2	2	2
個人情報保護推進委員会委員数* ³ Personal Information Protection Promotion Committee members* ³	グループ Consolidated	人 People	10				
個人情報保護推進委員会開催回数* ³ Personal Information Protection Promotion Committee meetings* ³		回 Meetings	1				
情報セキュリティ委員会委員数 Information Security Committee members	グループ Consolidated	人 People	13	14	14	15	16
情報セキュリティ委員会開催回数 Information Security Committee meetings		回 Meetings	1	2	2	3	2
安全管理委員会委員数 Safety Control Committee members	グループ Consolidated	人 People	14	14	14	14	14
安全管理委員会開催回数 Safety Control Committee meetings		回 Meetings	2	2	2	2	2
インサイダー取引防止委員会委員数 Insider Trading Prevention Committee members	グループ Consolidated	人 People	7	7	7	7	9
インサイダー取引防止委員会開催回数 Insider Trading Prevention Committee meetings		回 Meetings	2	2	2	2	2

*1 2021年3月、環境・社会貢献推進分科会から改称

The name of the Environment and CSR Committee was changed to the ESG and Disclosure Committee in March 2021.

*2 2021年11月、ESG・情報開示分科会から改称

The name of the ESG and Disclosure Committee was changed to the ESG Committee in November 2021.

*3 2019年3月期中に情報セキュリティ委員会に統合

The Personal Information Protection Promotion Committee was integrated into the Information Security Committee in October 2018.

報酬 Compensation								
		範囲 Scope	単位 Unit	2019年3月期 Fiscal Year Ended March 31, 2019	2020年3月期 Fiscal Year Ended March 31, 2020	2021年3月期 Fiscal Year Ended March 31, 2021	2022年3月期 Fiscal Year Ended March 31, 2022	2023年3月期 Fiscal Year Ended March 31, 2023
CEO報酬 Compensation of the CEO	基本報酬 Basic compensation	単体： 丸井グループ Non-consolidated: MARUI GROUP CO., LTD.	百万円 Millions of yen	84	-	-	75	75
	ストックオプション Stock options			0	-	-	0	0
	業績連動賞与 Performance-linked bonuses			9	-	-	12	13
	業績連動型株式報酬 Performance-linked stock-based compensation			9	-	-	45	41
	計 Total			103	-	-	134	130
取締役報酬 (社外取締役を除く) Compensation of directors (Excluding external directors)	基本報酬* Basic compensation*	単体： 丸井グループ Non-consolidated: MARUI GROUP CO., LTD.	百万円 Millions of yen	156	150	141	110	101
	ストックオプション Stock options			0	0	0	0	0
	業績連動賞与 Performance-linked bonuses			17	21	0	18	20
	業績連動型株式報酬 Performance-linked stock-based compensation			17	0	7	66	63
	計 Total			191	171	149	195	184
監査役報酬 (社外監査役を除く) Compensation of Audit & Supervisory Board members (Excluding external Audit & Supervisory Board members)	基本報酬 Basic compensation	単体： 丸井グループ Non-consolidated: MARUI GROUP CO., LTD.	百万円 Millions of yen	35	34	35	34	36
	ストックオプション Stock options			0	0	0	0	0
	業績連動賞与 Performance-linked bonuses			0	0	0	0	0
	業績連動型株式報酬 Performance-linked stock-based compensation			0	0	0	0	0
	計 Total			35	34	35	34	36
社外取締役報酬 Compensation of external directors	基本報酬 Basic compensation	単体： 丸井グループ Non-consolidated: MARUI GROUP CO., LTD.	百万円 Millions of yen	33	29	37	49	55
	ストックオプション Stock options			0	0	0	0	0
	業績連動賞与 Performance-linked bonuses			0	0	0	0	0
	業績連動型株式報酬 Performance-linked stock-based compensation			0	0	0	0	0
	計 Total			33	29	37	49	53
社外監査役報酬 Compensation of external Audit & Supervisory Board members	基本報酬 Basic compensation	単体： 丸井グループ Non-consolidated: MARUI GROUP CO., LTD.	百万円 Millions of yen	15	15	16	15	16
	ストックオプション Stock options			0	0	0	0	0
	業績連動賞与 Performance-linked bonuses			0	0	0	0	0
	業績連動型株式報酬 Performance-linked stock-based compensation			0	0	0	0	0
	計 Total			15	15	16	15	16
会計監査 Accounting Audits								
		範囲 Scope	単位 Unit	2019年3月期 Fiscal Year Ended March 31, 2019	2020年3月期 Fiscal Year Ended March 31, 2020	2021年3月期 Fiscal Year Ended March 31, 2021	2022年3月期 Fiscal Year Ended March 31, 2022	2023年3月期 Fiscal Year Ended March 31, 2023
会計監査人への報酬 Compensation of accounting auditors	監査費 Audit fees	単体： 丸井グループ Non-consolidated: MARUI GROUP CO., LTD.	百万円 Millions of yen	98	74	88	88	113
	非監査費 Non-audit fees			1	2	2	2	2
	計 Total			100	76	90	90	115

* 子会社を除く Figures exclude subsidiaries.

クローバック方針 Has clawback provision	有 Yes	「丸井グループ 取締役報酬決定方針」に含む https://www.0101maruigroup.co.jp/pdf/cgg_20220419.pdf Included in the MARUI GROUP Director Compensation Determination Policy https://www.0101maruigroup.co.jp/pdf/cgg_20210805_en.pdf
倫理規範 Has business ethics policy	有 Yes	「グループ行動規範」に含む http://www.0101maruigroup.co.jp/ci/action.html#action1 Included in the MARUI GROUP Code of Conduct http://www.0101maruigroup.co.jp/en/ci/action.html#action1
腐敗防止方針 Has anti-corruption policy	有 Yes	「丸井グループ腐敗行為防止方針」 https://www.0101maruigroup.co.jp/ci/governance/#anticorruption MARUI GROUP Anti-Corruption Policy https://www.0101maruigroup.co.jp/en/ci/governance/index.html#anticorruption 「グループ行動規範」に含む http://www.0101maruigroup.co.jp/ci/action.html#action1 Included in the MARUI GROUP Code of Conduct http://www.0101maruigroup.co.jp/en/ci/action.html#action1
贈収賄防止方針 Has anti-bribery policy	有 Yes	「丸井グループ腐敗行為防止方針」に含む https://www.0101maruigroup.co.jp/ci/governance/#anticorruption Included in MARUI GROUP Anti-Corruption Policy https://www.0101maruigroup.co.jp/en/ci/governance/index.html#anticorruption 「グループ行動規範」に含む http://www.0101maruigroup.co.jp/ci/action.html#action1 Included in the MARUI GROUP Code of Conduct http://www.0101maruigroup.co.jp/en/ci/action.html#action1
税の透明性の方針 Has policy on tax transparency	有 Yes	「グループ税務方針」 https://www.0101maruigroup.co.jp/pdf/policy/tax_210331.pdf MARUI GROUP Tax Policy https://www.0101maruigroup.co.jp/en/pdf/policy/tax_210331_en.pdf
ロビー活動と政府への献金の方針 Has corporate public policy and lobbying	有 Yes	「丸井グループ腐敗行為防止方針」に含む https://www.0101maruigroup.co.jp/ci/governance/#anticorruption Included in MARUI GROUP Anti-Corruption Policy https://www.0101maruigroup.co.jp/en/ci/governance/index.html#anticorruption 「グループ行動規範」に含む http://www.0101maruigroup.co.jp/ci/action.html#action1 Included in the MARUI GROUP Code of Conduct http://www.0101maruigroup.co.jp/en/ci/action.html#action1
公益通報者保護方針 Has employee protection / whistle-blower policy	有 Yes	「丸井グループ コーポレートガバナンス・ガイドライン」に含む https://www.0101maruigroup.co.jp/pdf/cgg_20200730.pdf Included in the MARUI GROUP Corporate Governance Guidelines https://www.0101maruigroup.co.jp/pdf/cgg_20200730_en.pdf 「丸井グループ腐敗行為防止方針」に含む https://www.0101maruigroup.co.jp/ci/governance/#anticorruption Included in MARUI GROUP Anti-Corruption Policy https://www.0101maruigroup.co.jp/en/ci/governance/index.html#anticorruption
取締役の利益相反方針 Has conflicts of interest policy	有 Yes	同上 Same as above
取締役の関連当事者取引方針 Has policy on related party transactions	有 Yes	同上 Same as above
内部通報制度 Has whistle-blowing system	有 Yes	同上 Same as above

	範囲 Scope	単位 Unit	2019年3月期 Fiscal Year Ended March 31, 2019	2020年3月期 Fiscal Year Ended March 31, 2020	2021年3月期 Fiscal Year Ended March 31, 2021	2022年3月期 Fiscal Year Ended March 31, 2022	2023年3月期 Fiscal Year Ended March 31, 2023
内部通報窓口への通報件数 ^{*1*2} Reports filed through whistle-blowing system ^{*1*2}	REVIEW グループ Consolidated	件 Reports	44	47	31	48	34
腐敗防止違反件数 Fines and penalties for corruption	REVIEW グループ Consolidated	件 Incidents	0	0	0	0	0
腐敗防止違反罰金額 Total cost of fines and penalties for corruption		円 Yen	0	0	0	0	0
法令違反件数 Non-compliance incidents	REVIEW グループ Consolidated	件 Incidents	0	0	0	0	0
法令違反罰金額 Total cost of non-compliance incidents		円 Yen	0	0	0	0	0
行動規範・倫理基準に対する違反件数 ^{*3} Code of conduct and ethics breaches ^{*3}	REVIEW グループ Consolidated	件 Incidents	1	0	2	2	1
お客さまのプライバシー侵害・苦情に対する違反件数 Customer privacy violations and complaints	REVIEW グループ Consolidated	件 Incidents	0	0	0	0	0
政治献金額 Political contributions	グループ Consolidated	円 Yen	0	0	0	0	0
リコール件数 ^{*4} Recalls ^{*4}	REVIEW グループ Consolidated	件 Incidents	0	0	0	0	0

*1 内部通報の分析と人権リスクアセスメントを行った結果、今年度特定された人権侵害はありませんでした。そのため、人権リスクに対する救済措置も今年度は行っておりません。

As a result of the whistleblower analysis and human rights risk assessment, there were no human rights risks identified this fiscal year.

Therefore, no corrective actions for human rights risks were taken during this fiscal year.

*2 内部通報の流れについては、添付資料「丸井グループ ホットライン制度（内部通報窓口）」に記載しております。

The flow of internal reporting is described in the attached document "Marui Group Hotline System (Internal Reporting Desk)".

*3 2022年開示より定義変更（賞罰委員会にて審議された案件数）。過年度も修正。

The definition was changed in 2022 to reflect the number of incidents brought before disciplinary committees.

Figures from previous years have been restated to reflect this change.

*4 丸井グループのリコール案件として、コンプライアンス推進会議に報告があり、情報公開された件数

The number of recalls represents incidents reported to the Compliance Promotion Board and then disclosed.

環境 Environment

SCOPE 3 算定結果詳細

https://www.0101maruigroup.co.jp/sustainability/theme03/environment_01.html#environment2

Detail of Scope 3 Emissions Data

https://www.0101maruigroup.co.jp/en/sustainability/theme03/environment_01.html#environment2

社会 Social

女性の活躍推進

https://www.0101maruigroup.co.jp/sustainability/theme02/org_02.html#org2

Promotion of Women's Contribution

https://www.0101maruigroup.co.jp/en/sustainability/theme02/org_02.html#org2

自ら手を挙げる社員

https://www.0101maruigroup.co.jp/sustainability/theme02/development_01.html#development3

Employees Taking Part in Voluntary Participation Initiatives

https://www.0101maruigroup.co.jp/en/sustainability/theme02/development_01.html#development3

人権への取り組み

https://www.0101maruigroup.co.jp/sustainability/pdf/matl_issue/matl_issue_prq.pdf

Human Right's Initiatives

https://www.0101maruigroup.co.jp/en/sustainability/pdf/matl_issue/matl_issue_prq_en.pdf

ガバナンス Governance

マネジメント体制

<https://www.0101maruigroup.co.jp/ci/governance/>

Management System

<https://www.0101maruigroup.co.jp/en/ci/governance/>

各委員会メンバー

https://www.0101maruigroup.co.jp/pdf/committee_members.pdf

Committee Membership

https://www.0101maruigroup.co.jp/pdf/committee_members_en.pdf

丸井グループ方針一覧

<https://www.0101maruigroup.co.jp/ci/governance/>

MARUI GROUP Policies

<https://www.0101maruigroup.co.jp/en/ci/governance/>

丸井グループのビジョン MARUI GROUP VISION

ビジョン2050

<https://www.0101maruigroup.co.jp/sustainability/vision2050/>

VISION 2050

<https://www.0101maruigroup.co.jp/en/sustainability/vision2050/>

ビジョン2050の進捗

https://www.0101maruigroup.co.jp/sustainability/pdf/vision2050/progress_list.pdf

Progress toward VISION 2050

https://www.0101maruigroup.co.jp/en/sustainability/pdf/vision2050/progress_list_en.pdf

丸井グループのレポート MARUI GROUP Reports

共創経営レポート2021

https://www.0101maruigroup.co.jp/ir/pdf/i_report/2021/i_report2021_a3.pdf

Co-Creation Management Report 2021

https://www.0101maruigroup.co.jp/en/ir/pdf/i_report/2021/i_report2021_ena3.pdf

VISION BOOK 2050 (日本語)

https://www.0101maruigroup.co.jp/sustainability/pdf/s_report/2018/s_report2018_a3.pdf

VISION BOOK 2050 (English)

https://www.0101maruigroup.co.jp/en/sustainability/pdf/s_report/2018/s_report2018_a3.pdfインパクトブック IMPACT BOOK NEW

IMPACT BOOK 2023 (日本語)

https://www.0101maruigroup.co.jp/ir/pdf/impactbook/2023/impactbook_all.pdf

IMPACT BOOK 2023 (English)

https://www.0101maruigroup.co.jp/en/ir/pdf/impactbook/2023/impactbook_all.pdf

Transition Plan for Climate Change 1-1

In March 2018, we became the first Japanese retail company to receive SBT(Science Based Targets) initiative's certification for our greenhouse gas reduction target. In addition, in July 2018, we became an RE100 member and set a goal of 100% switchover to renewable energy by 2030.

In November 2018, we also became the first Japanese retail company to endorse the TCFD recommendation, and in 2019, we disclosed our financial impact on climate change in our annual securities report.

Furthermore, in August 2023, our Net-Zero targets were approved by SBTi.

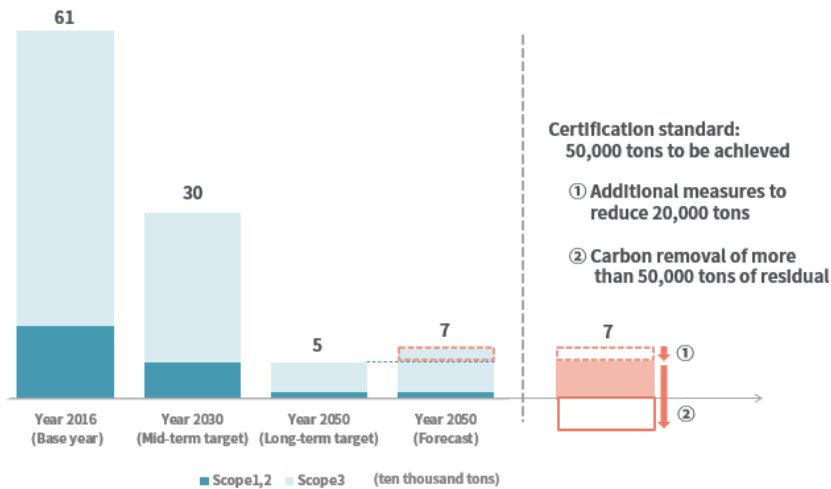
In order to achieve SBT Net-Zero emissions, it will be essential for us to set a "Transition Plan" for climate change. This is our first version of the plan and we will continue to review the plan.

Target

Mid-Term Target Year 2030	<ul style="list-style-type: none">• Reduce total group-wide Scope 1 and 2 by 80% and Scope 3 by 35% compared to the fiscal year ended March 31, 2017.• Procure 100% of electricity consumed by the Group's business activities from renewable energy sources by 2030.
Long-Term Target Year 2050	<ul style="list-style-type: none">• Achieve total group-wide net-zero emissions by reducing the total of Scope 1, 2 by 90% and Scope 3 by 90% compared to the fiscal year ended March 31, 2017, and by removing carbon from the residual amount.

Plans and Achievements

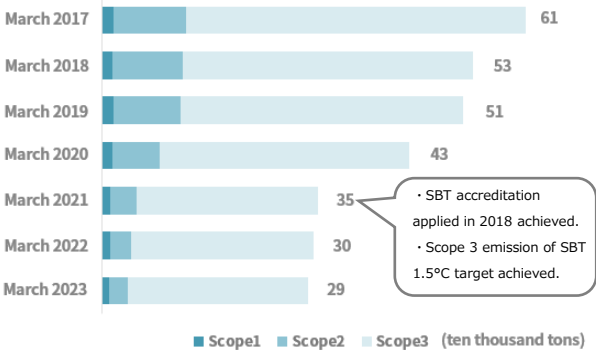
GHG emissions from our Group are expected to be 70,000 tons by 2050. We aim to achieve SBT Net-Zero through additional measures and removals.



※ Estimated by Mizuho Research & Technologies, Ltd. based on external environment, trends of other companies, renewable energy introduction scenario, etc.

【Achievements: GHG Emissions Decreased for 9 Consecutive Terms】
In addition to Scope 1 and 2, Marui Group has started to calculate its CO2 and other greenhouse gas emissions based on Scope 3 from the fiscal year ended March 31, 2014.

Through these efforts, we aim to visualize the environmental impact of the entire value chain, including not only Marui Group's own emissions (Scope 1 and 2) but also those of raw material procurement, transportation, and after-customer purchases (Scope 3), and are working with customers, suppliers, local communities, and society to reduce environmental impact.



※Verified by Japan Quality Assurance Organization (JQA), an external third party.

Initiatives:

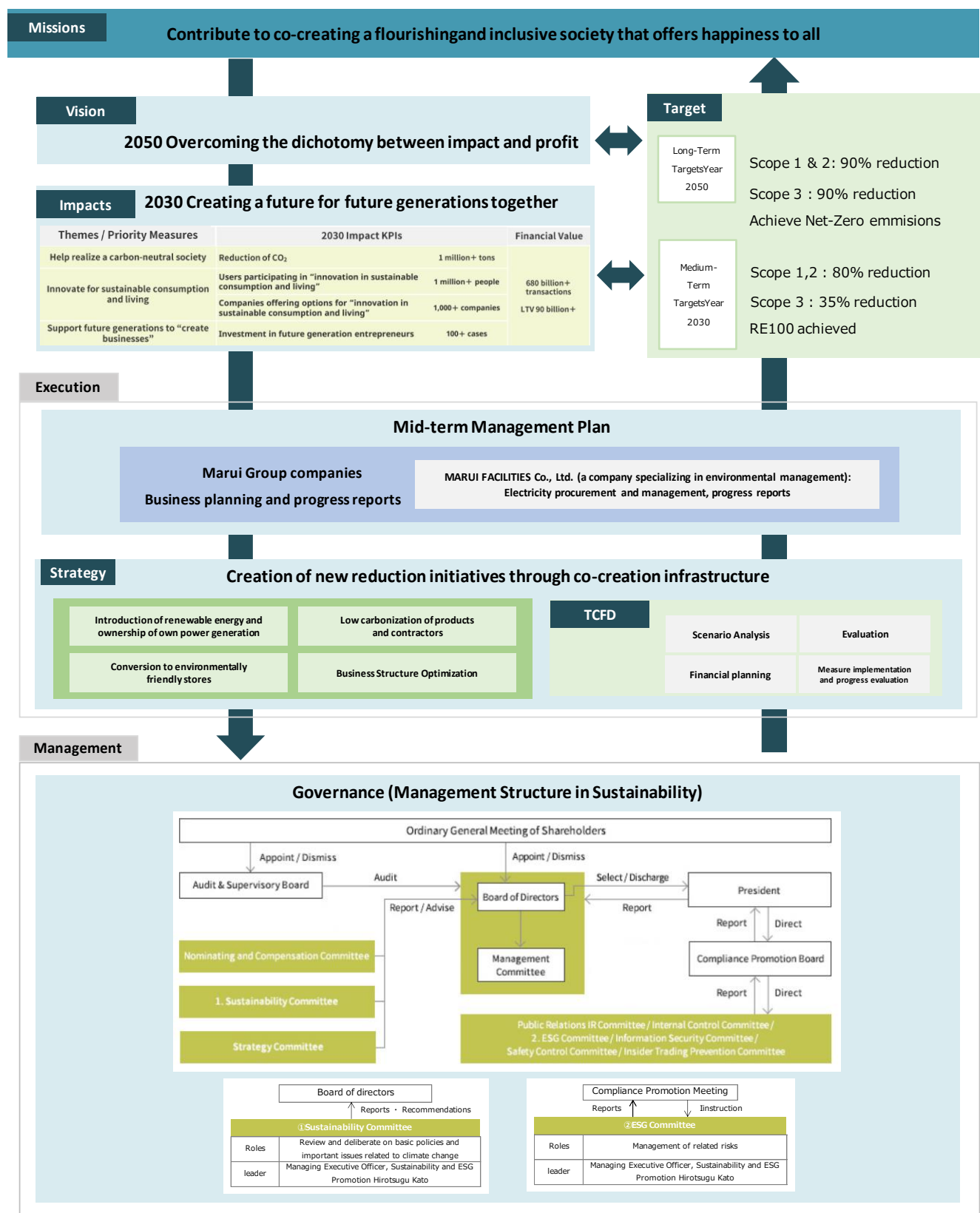
March-2018	• SBT accreditation
July-2018	• RE100 membership
October-2018	• Green Bond Issued
November-2018	• TCFD endorsement
September-2019	• SBT 1.5°C target certified
March-2021	• Achieved SBT accreditation applied in 2018 • Achieved Scope 3 emission of SBT 1.5°C target (reviewed in 2019)
August-2023	• Net-Zero targets approved by SBTi

Transition Plan for Climate Change 1-2

■ Strategy and Governance

Based on the "Marui Group Vision 2050" formulated in 2019, Marui Group has defined the goals related to sustainability and wellbeing as "Impact Targets" and has set major items to be addressed as Key Performance Indicators in the mid-term management plan. By promoting these impact targets, we will achieve our goals of EPS of 200 yen or more, ROE of 13% or more, and ROIC of 4% or more for the fiscal year ending March 31, 2026.

Among these impact targets, in aiming to "create the future together with future generations," we have set the following strategies: "introduction of renewable energy and ownership of in-house power generation," "optimization of business structure," "low carbonization of product consignment partners," and "shift to environmentally friendly stores". As for governance, MARUI GROUP reports and confirms the progress of its initiatives through the Sustainability Committee, which examines and deliberates on basic policies and important matters related to climate change, the ESG Committee, which manages related risks, and the Compliance Promotion Committee.



Transition Plan for Climate Change 1- 3

■ Topics

【Towards 100% renewable energy】

MARUI GROUP joined RE100 in 2018, and set renewable energy procurement targets of 70% in 2025 and 100% in 2030. In addition, we will continue our efforts to achieve 100% renewable energy procurement through our own ownership and long-term contracts of new power plants. In the fiscal year ended March 31, 2023, the number of stores and offices using renewable energy was 18 stores and 6 facilities.



※Owned solar power plant

【To be Japan's first full-scale wooden commercial facility】

By 2026, Shibuya Marui will be Japan's first sustainable, full-scale commercial facility to use wood for about 60% of its structure, including fire-resistant wood, which is the subject of remarkable technological innovation.

We expect to reduce CO2 emissions by approximately 2,000 tons compared to when the building is reconstructed with a conventional steel structure. We aim to create a sustainable facility that promotes the reduction of environmental impact.



※Image after reconstruction

【Inviting tenants who are committed to environmental considerations】

We expect that climate change will affect consumers' environmental awareness and lifestyle changes, and will provide opportunities for a variety of sustainable initiatives. MARUI GROUP has a store strategy to actively invite tenants that offer environmentally friendly products and services. We see the increase in the number of such tenants as an opportunity to increase revenues.

Tenants Providing Resource-Conserving and Other Eco-Friendly Products and Services

FABRIC TOKYO



Made-to-order suits that fit various lifestyles

O'right

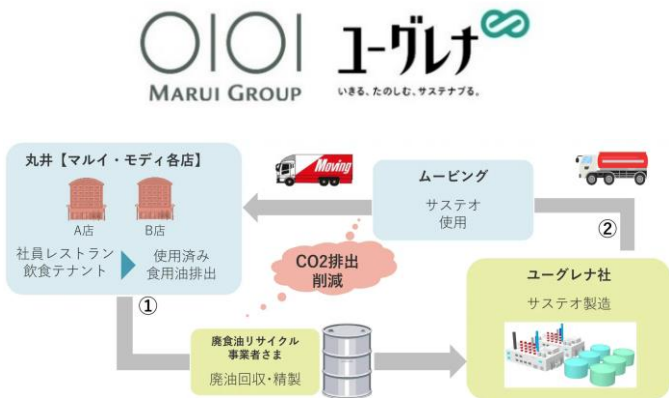


Taiwanese organic hair care brand contributing to a more beautiful future

【Reduction of CO2 emissions from logistics and recycling of used oil】

Euglena Co., Ltd. and MARUI GROUP have entered into a capital and business alliance agreement for the purpose of co-creation toward the realization of a sustainable society.

We will recycle used cooking oil discharged by food/beverage tenants as part of the raw materials for biofuel. Furthermore, by using a biofuel named "SUSTEO" in delivery trucks of our logistics business, the company will be able to promote the realization of a circular economy model.



Transition Plan for Climate Change 1-4

Climate Transition Plan Element Relevance

Climate change is now considered a climate crisis. MARUI GROUP recognizes climate change as an important management issue and aims to achieve the goal "to limit the temperature increase to 1.5°C above pre-industrial levels" as indicated in the Paris Agreement adopted in December 2015. Based on MARUI GROUP's Environmental Policy (revised in April 2020), we are strengthening our governance system, analyzing the impact of climate change on our business, taking advantage of growth opportunities arising from climate change, and responding appropriately to risks.

In November 2018, we became the first retail company in Japan to endorse the TCFD recommendations in order to properly assess and verify the financial impact. Furthermore, we began disclosing TCFD information in our annual securities report from the fiscal year ending March 31, 2019. We will continue to enhance our information disclosure and utilize frameworks of international organizations such as TCFD and SBT as benchmarks to verify the appropriateness of our climate change response and to realize our impact.

Elements of Transition Plan	Summary	Related Information Disclosure	TCFD Item
Governance	<ul style="list-style-type: none">ESG Committee and Sustainability Committee established to ensure plan goals are achieved.Appointment of highly knowledgeable individuals with expertise in sustainability management as our external directorsLinkage of executive compensation to transition plans (e.g., climate-related goals)	<ul style="list-style-type: none">TCFD GovernanceAnnual Securities Report for the Fiscal Year Ended March 31, 2023(JA) II. Climate Change Initiatives and Responses to the TCFD (Japanese only)Corporate GovernanceSustainability ManagementPerformance-Linked Stock-Based CompensationNotice of Convocation of the 87th Ordinary General Meeting of Shareholders P38	Governance
Scenario Analysis	<ul style="list-style-type: none">Strengthening our ability to respond to the 1.5°C target based on scenarios drawn up by IPCC, IEA, and other world expert organizationsAnalysis for the period 2020-2050, with short, medium, and long term time horizons.	<ul style="list-style-type: none">Initiatives Related to the TCFD—Disclosure of Financial Information Pertaining to Climate ChangeTCFD Business StrategiesAnnual Securities Report for the Fiscal Year Ended March 31, 2023(JA) II. Climate Change Initiatives and Responses to the TCFD (Japanese only)	Strategy
Financial Planning	<ul style="list-style-type: none">Short, medium, and long term financial plans, budgets and related financial targets, and disclosure of key performance indicators for achieving Net-Zero emissions.	<ul style="list-style-type: none">IMPACT BOOK 2023 「2030 Impact KPIs and Financial KPIs」 「Logic Model」 「Creating a Future for Generations Together」 「Impact Initiatives」 「Kesou」	
Value chain engagement and low carbon initiatives	<ul style="list-style-type: none">In order to achieve the SBTi 1.5°C target, progress of the key performance indicators linked to our medium-term management plan are managed and reported by the ESG Committee/Sustainability Committee, and related initiatives are executed at each group company.	<ul style="list-style-type: none">Medium-Term Management Plan(FY3/2022-FY3/2026)Details of the Marui Group Medium-Term Management Plan(FY3/2022-FY3/2026)Progress toward Long-Term Targets Green BusinessesIntegrated Group Efforts to Reduce Environmental Footprint	
Policy Engagement	<ul style="list-style-type: none">We commit to engage with our 6 stakeholders: Customers, Business Partners, Shareholders, Investors, Community and Society, Employees, and Future Generations.	<ul style="list-style-type: none">MARUI GROUP's View on Corporate ValueProject for Promoting Shift to Renewable Energy to Preserve the Global Environment for Future Generations	
Risks and Opportunities	<ul style="list-style-type: none">Scenarios are analyzed over the period 2020-2050, identifying risks and opportunities over short, medium, and long time horizons.Developing a business plan which minimizes the identified climate-related risks and maximizes related opportunities.	<ul style="list-style-type: none">Initiatives Related to the TCFD—Disclosure of Financial Information Pertaining to Climate ChangeTCFD Analysis of Risks and OpportunitiesAnnual Securities Report for the Fiscal Year Ended March 31, 2023(JA) II. Climate Change Initiatives and Responses to the TCFD (Japanese only)	Risks Management
Targets	<ul style="list-style-type: none">We aim to reduce Scope 1 and 2 by 80% and Scope 3 by 35% by 2030. In addition, we aim to achieve RE100 by procuring 100% of our electricity consumption from renewable energy sources.Achieve Net-Zero emissions by reducing 90% of the total Scope 1,2 and Scope 3 by 2050, and by carbon removal of residue.	<ul style="list-style-type: none">ESG DATA BOOK(Year ending March 31, 2023)Targets Leading up to 2050Financial Statements (Japanese only)	Metrics & Targets
Progress Evaluation (Scope 1, 2 & 3 accounting with verification)	<ul style="list-style-type: none">Measurement of Scope 1, 2, and 3 emissions through the business activities of the entire MARUI GROUP, and acquisition of third-party verification by the Japan Quality Assurance Organization (JQA), an external third party.	<ul style="list-style-type: none">ESG DATA BOOK(Year ending March 31, 2023) EnvironmentalESG DATA BOOK(Year ending March 31, 2023) Independent Verification ReportInitiatives for Combating Climate Change Together with Business Partners and Customers Third-Party Verification for CO2 and Other Greenhouse Gas Emissions	

※ Sorce from CDP materials for elements of the Climate Transition Plan

List of Major External Ratings and Awards



SCIENCE
BASED
TARGETS
DRIVING AMBITIOUS CORPORATE CLIMATE ACTION



RE100



TCFD
TASK FORCE ON
CLIMATE-RELATED
FINANCIAL
DISCLOSURES

Member of

Dow Jones
Sustainability Indices

Powered by the S&P Global CSA



CDP
REVEALING
IMAGINE ACTION
A LIST
2022
CLIMATE

March 2018: SBT accreditation
September 2019: SBT 1.5°C target certification
August 2023: Acquired Net Zero certification

July 2018: RE100 membership

November 2018: TCFD endorsement

December 2022: Included in the Dow Jones Sustainability World Index for five consecutive years

FY2022: CDP A-list rating

MARUI GROUP Hot Line System (Internal Reporting System)

Process of Internal Reporting System

01

Whistleblowing

Who can use the system :
• Marui Group employees (currently working or within 1 year of retirement)
• Company board members and executive officers
• Temporary workers and outsourcing company employees
(currently working for MARUI GROUP or within 1 year of retirement)
• Supplier Employees
(Currently working within a Marui Group office)
※ Anonymous reporting is also accepted.

02

Reception

○The company can be reported either by e-mail, telephone, or in writing (in a sealed envelope).

03

Investigation and Analysis

○Based on the content of the report, a detailed investigation will be conducted into the facts of the matter.
○The investigation will be conducted in accordance with the Marui Group Whistleblower Regulations, while giving due consideration to the protection of the privacy of all parties involved in the matter.
○The information concerning the report and consultation will be used only to the extent necessary for the investigation, to protect the privacy of the informant, and will not be used for any other purpose. The contents of the report, information obtained in the course of the investigation, and personal information will also be kept strictly confidential and will not be disclosed to outside parties,
○We will never treat the person who made the report or our business partners in a disadvantageous manner because of the report. However, this does not apply to false reports, reports intended to slander or defame others, or reports made for other improper purposes.

04

Corrective Action (measurement) and Remediation

○If the fact of the report is confirmed, we will take action to solve the reported problem.
○In the event that a violation of laws or rules is found, the company will promptly take steps to improve the situation and prevent its recurrence.

05

Feedback and Reporting

○In the case of a report under a real name, we will report the results of the investigation and prevention of recurrence etc., to the reporting party.

MARUI GROUP Hot Line (Internal Reporting System)

The MARUI GROUP Hot Line (internal reporting system) has been established as a means for preventing the occurrence of legal violations or misconduct by organizations or individuals and for correcting any issues that may be discovered. This reporting system is made available to both employees and business partners. The MARUI GROUP Hot Line is operated in accordance with internal regulations and provides a venue for reporting to the Audit Department of MARUI GROUP or to an outside lawyer. Regulations are in place to prevent whistle-blowers from suffering any detrimental treatment as a result of filing reports.

Training on Harassment

Harassment prevention training is conducted twice a year provided to all employees. These training sessions include discussions on abuse of power, sexual harassment, and other forms of harassment to encourage all employees to address harassment issues, deepen understanding, and help foster a workplace environment that is comfortable for everyone.

In addition, we continuously conduct training and raising awareness of the internal reporting system to all employees.

Independent Verification Report

To: Marui Group Co., Ltd.

1. Objective and Scope

Japan Quality Assurance Organization (hereafter “JQA”) was engaged by Marui Group Co., Ltd. (hereafter “the Company”) to provide an independent verification on “Marui Group’s FY2022 GHG emissions calculation report (Scope 1, 2 and 3)”, “Marui Group’s FY2022 water consumption calculation report”, “Marui Group’s FY2022 waste disposed calculation report”, “Marui Group’s FY2022 Fuels and HFCs Usage calculation report” and “Marui Group’s FY2022 Usage of electricity and the thermal usage calculation report” (hereafter “the Reports”). The content of our verification was to express our conclusion, based on our verification procedures, on whether the statement of information in the Reports was correctly measured and calculated, in accordance with the “GHG emissions calculation rule, ver.6”, the “Water consumption calculation rule, ver.3” and the “Waste disposed calculation rule, ver.2” (hereafter “the Rules”). The purpose of the verification is to evaluate the Reports objectively and to enhance the credibility of information regarding GHG emissions and other environmental data in the Reports.

*The FY (fiscal year) 2022 of the Company ended on March 31, 2023.

2. Procedures Performed

JQA conducted verification in accordance with “ISO 14064-3” for GHG emissions and usage of electricity, thermal, fuels and HFCs, as well as with ISAE3000 for the data of Water and Waste. The scope of this verification assignment includes Scope 1 (direct GHG emissions derived from the usage of fuels and hydrofluorocarbons), Scope 2 (indirect emissions derived from the usage of electricity and the thermal usage) and Scope 3 (Category 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14 and 15). Scope 1 and 2 covered energy-derived CO₂ emissions and hydrofluorocarbons such as R-22, R-32, R-404A, R-407C, R-410A, R-134a and R-123 (hereafter “HFCs”). The data of Water and Waste covers Total water used, Total wastewater, Total municipal water supplies, Fresh surface water, Fresh ground water, Water returned to the source of extraction at similar or higher quality as raw water extracted and Total net fresh water consumption for the water consumption; and Total waste, Waste Recycled (including food waste), % of Recycled material, Total waste disposed (including food waste). Usage of electricity, thermal, fuels and HFCs covered same as Scope 1 and 2. The verification was conducted to a limited level of assurance and quantitative materiality was set at 5 percent of each environmental total data in the Reports. The organizational boundaries for Scope 1 and 2 included 71 domestic sites, for Water included 41 domestic sites, and for Waste included 39 domestic sites.

Our verification procedures included:

- Performing validation to check the Rules prior to the Site Visit
- Visiting three sampling sites, which were selected by the Company, for Scope 1 and 2, Water and Waste
- Holding on-site assessment to check GHG source and monitoring points for CO₂ emissions (Scope 1 and 2) and HFCs usage (Scope 1); monitoring points for Water and Waste; calculation scenario and allocation method; monitoring and calculation system; and its controls for overall
- Vouching: Cross-checking the GHG emissions, Water and Waste data against evidence for all sampling sites
- For Scope 3, performing validation of integrated functions to check the Rules, and checking calculation scenario and allocation method; monitoring and calculation system; and emission data against evidence

3. Conclusion

Based on the procedures described above, nothing has come to our attention that caused us to believe that the statement of the information regarding the Company’s FY2022 GHG emissions, Water data, Waste data and usage of electricity, thermal, fuels and HFCs in the Reports, summarized in the table to ANNEX, is not materially correct, or has not been prepared in accordance with the Rules.

*Please refer to the next page and the annex.

4. Consideration

The Company was responsible for preparing the Reports, and JQA's responsibility was to conduct verification of GHG emissions and other environmental data in the Reports only. There is no conflict of interest between the Company and JQA.



Sumio Asada, Board Director

For and on behalf of Japan Quality Assurance Organization

1-25, Kandasudacho, Chioda-ku, Tokyo, Japan

June 14, 2023

*Please refer to the previous page and the annex in the next page.

Independent Verification Report

ANNEX

To: Marui Group Co., Ltd.

Table: Environmental data reported by Marui Group Co., Ltd for the FY2022

GHG emissions	Water (m ³)	Waste	Fuels and HFCs Usage	Electricity and the thermal usage
Scope1 (t-CO ₂)	Total water used	Total waste (t)	City Gas (m3)	Electricity (kWh)
10,043	1,082,449	9,178	3,536,802	149,760,777
Scope2 (t-CO ₂)	Total wastewater	Waste Recycled (t) including food waste (t)	Fuel oil A (kl)	% of Renewable energy in the electricity usage (%)
25,582	1,047,734	6,570 1,363	7	68
Scope3 (t-CO ₂ eq)	Total municipal water supplies	Total waste disposed (t) including food waste (t)	Deasel oil (kl)	Hot water (GJ)
255,620	1,073,334	2,609 276	230	34,562
Breakdown by category	Fresh surface water	% of Recycled materials (%)	Gasoline (kl)	Cold water (GJ)
category1 104,773				
category2 32,581	0	72	12	30,711
category3 7,238				
category4 6,964	Fresh ground water		HFCs (t-CO ₂)	Steam (GJ)
category5 965				
category6 1,824	9,115		1,467	7,528
category7 1,581				
category8 4,201	Water returned to the source of extraction at similar or higher quality as raw water			
category9 80,433				
category10 N/A	0			
category11 6,270				
category12 2,292	Total net fresh water consumption for the water consumption			
category13 6,382				
category14 N/A	1,082,449			
category15 116				
Total (t-CO ₂ eq)				
291,245				

*Please refer to the previous page.

Information on a Social Dimension Verification Report

To: Marui Group Co., Ltd.

1. Objective and Scope

Japan Quality Assurance Organization (hereafter “JQA”) was engaged by Marui Group Co., Ltd. (hereafter “the Company”) to provide an independent verification on “Marui Group’s indicators of a social dimension calculation report (Fiscal Year ended March 31, 2023)” (hereafter “the Report”). The content of our verification was to express our conclusion, based on our verification procedures, on whether the statement of information regarding the indicators of a social dimension in the Report, as shown in the Table 1 of ANNEX, was correctly calculated, in accordance with the “indicators of a social dimension calculation rule (Revised in June 2023)” (hereafter “the Rule”). The purpose of the verification is to evaluate the Report objectively and to enhance the credibility of information regarding indicators of a social dimension in the Report.

2. Procedures Performed

JQA conducted verification in accordance with “ISAE 3000”. The scope of this verification assignment includes indicators shown in the Table 1 of ANNEX. The verification was conducted to a limited level of assurance and quantitative materiality was set at 5 percent of the each indicator in the Report. The organizational boundaries of indicator 1 in Table 1 of ANNEX included affiliate company’s 231 domestic sites, and others included 236 domestic sites.

Our verification procedures included:

- Performing validation to check the Rule including the boundaries and the calculation formulas, and performing verification to check the indicators in the Reports including Monitoring and Calculation system and its controls for overall.
- Vouching: Cross-checking the indicators against evidence.

3. Conclusion

Based on the procedures described above, nothing has come to our attention that caused us to believe that the statement of the information regarding the Company’s Fiscal Year ended March 31, 2023 indicators of a social dimension in the Report, is not materially correct, or has not been prepared in accordance with the Rule.

4. Consideration

The Company was responsible for preparing the Report, and JQA’s responsibility was to conduct verification of indicators of a social dimension in the Report only. There is no conflict of interest between the Company and JQA.



Sumio Asada, Board Director

For and on behalf of Japan Quality Assurance Organization

1-25, Kandasudacho, Chiyoda-ku, Tokyo, Japan

July 28, 2023

*Please refer to the next page.

Information on a Social Dimension Verification Report [ANNEX]

To: Marui Group Co., Ltd.

Table 1. Social dimension calculation data reported by Marui Group Co., Ltd for the FY2022

Indicators of a social dimension			
1	Ratio of female employees (of total workforce) *1		45.3%
2	Ratio of women in management positions *2		18.1%
3	Share of women in junior management positions *2		34.7%
4	Ratio of women in management positions in revenue-generating functions *2		16.3%
5	Ratio of employees with disabilities*3		2.82%
6	Ratio of employees enrolled in labor union *4		94%
7	Total employee turnover rate		5.3%
8	Voluntary employee turnover rate		3.0%
9	The number of work-related fatalities	Employees	0 people
10		Contractors	0 people
11	Lost-Time Injury Frequency Rate (LTIFR)	Employees	1.00
12		Contractors	0.00
13	Occupational Illness Frequency Rate (OIFR)	Employees	0.00
14		Contractors	0.00
15	Average salary of executive officers (base salary only)	Female	16 millions of yen
16		Men	16 millions of yen
17	Average compensation of executive officers (base salary and incentives)	Female	27 millions of yen
18		Men	26 millions of yen
19	Average salary of management level employees (base salary only)	Female	769 ten thousands of yen
20		Men	795 ten thousands of yen
21	Average compensation of management level employees (base salary and incentives)	Female	998 ten thousands of yen
22		Men	1,033 ten thousands of yen
23	Average salary of non-management level employees (base salary only)	Female	353 ten thousands of yen
24		Men	435 ten thousands of yen
25	Absentee rate of total employees *5	FY2020	0.29%
		FY2021	0.42%
		FY2022	0.51%

*1: As of March 31st, 2023 *2: As of April 1st, 2023 *3: As of June 1st, 2022 *4: As of March 1st, 2023

*5: The target years are FY2020, FY2021 and FY2022. Each fiscal year is from April 1st to March 31st.

*Please refer to the previous page.

Marui Group Co., Ltd. (2018 Green Bond)

Type of Engagement: Annual Review

Date: June 22, 2023

Engagement Team:

Kosuke Kanematsu, kosuke.kanematsu@sustainalytics.com, (+81) 3 4571 2277

Yukie Osari, yukie.osari@sustainalytics.com, (+81) 3 4520 2192

Introduction

In October 2018, Marui Group Co., Ltd. ("Marui Group") issued a green bond aimed at financing projects related to i) Source 100% of electricity from renewable power sources, ii) Reduction of GHG emissions and iii) Renewable power generation (JPY 10 bn 5-Year Green Bond, hereinafter the "2018 Green Bond"). As of 31 March 2023, the proceeds were allocated to the projects related to all the three categories mentioned above. In June 2023, Marui Group engaged Sustainalytics to review the projects funded through the 2018 Green Bond and assess whether the projects met the Use of Proceeds criteria and the Reporting commitments outlined in the Marui Group Green Bond Framework (the "Framework"). This is Sustainalytics' fifth annual review of Marui Group's 2018 Green Bond following the previous review in June 2022.¹

Evaluation Criteria

Sustainalytics evaluated the projects funded with proceeds from October 2018 to March 2023 based on whether the projects:

1. Met the Use of Proceeds and Eligibility Criteria outlined in the Framework; and
2. Reported on the impact indicators for each Use of Proceeds criteria outlined in the Framework.

Table 1 lists the Eligibility Criteria and associated impact indicators for the Use of Proceeds category to which the proceeds were allocated.

Table 1: Use of Proceeds, Eligibility Criteria, and associated impact indicators

Use of Proceeds	Eligibility Criteria	Impact indicators
i) Source 100% of electricity from renewable power sources	Costs related to MARUI GROUP's efforts to achieve 100% renewable energy utilization, mainly via solar and wind power, consumed by its business segments	Ratio of renewable power to the Group's total power consumption (%)
ii) Reduction of GHG emissions	Costs related to energy-saving efforts at stores and offices	Rate of reduction of the group wide total GHG emissions in comparison to the level in the fiscal year ending March 31, 2017 (%)
iii) Renewable power generation	Costs related to implementation of renewable energy power generation projects	Amount of renewable power generation (kWh)

¹ Sustainalytics' previous annual review of Marui Group's 2018 Green Bond is available at:

Annual Review (June 2022): [https://mstar-sustops-cdn-mainwebsite-s3.s3.amazonaws.com/docs/default-source/spos/marui-group-green-bond-2018-annual-review-\(2022\).pdf?sfvrsn=faa4f118_1](https://mstar-sustops-cdn-mainwebsite-s3.s3.amazonaws.com/docs/default-source/spos/marui-group-green-bond-2018-annual-review-(2022).pdf?sfvrsn=faa4f118_1)

Annual Review (June 2021): https://mstar-sustops-cdn-mainwebsite-s3.s3.amazonaws.com/docs/default-source/spos/marui-group-green-bond-annual-review41b57cec-2a05-4a16-b91a-7ed7af3f12db.pdf?sfvrsn=13f7c084_1

Annual Review (June 2020): https://mstar-sustops-cdn-mainwebsite-s3.s3.amazonaws.com/docs/default-source/spos/marui-group-green-bond-annual-review.pdf?sfvrsn=4ce7e309_3

Annual Review (December 2019): https://mstar-sustops-cdn-mainwebsite-s3.s3.amazonaws.com/docs/default-source/spos/marui-group-green-bond-annual-review-english.pdf?sfvrsn=d66a4365_3

Issuing Entity's Responsibility

Marui Group is responsible for providing accurate information and documentation relating to the details of the projects that have been funded, including description of projects, amounts allocated, and project impact.

Independence and Quality Control

Sustainalytics, a leading provider of ESG and corporate governance research and ratings to investors, conducted the verification of Marui Group's 2018 Green Bond Use of Proceeds. The work undertaken as part of this engagement included collection of documentation from Marui Group employees and review of documentation to confirm the conformance with the Framework.

Sustainalytics has relied on the information and the facts presented by Marui Group with respect to the projects in the eligible categories. Sustainalytics is not responsible nor shall it be held liable if any of the opinions, findings, or conclusions it has set forth herein are not correct due to incorrect or incomplete data provided by Marui Group.

Sustainalytics made all efforts to ensure the highest quality and rigor during its assessment process and enlisted its Sustainability Bonds Review Committee to provide oversight over the assessment of the review.

Conclusion

Based on the limited assurance procedures conducted,² nothing has come to Sustainalytics' attention that causes us to believe that, in all material respects, the reviewed bond projects, funded through proceeds of Marui Group Co., Ltd.'s 2018 Green Bond, are not in conformance with the Use of Proceeds and Reporting Criteria outlined in the Marui Group Green Bond Framework. Marui Group has disclosed to Sustainalytics that the proceeds of the 2018 Green Bond were fully allocated as at 31 March 2023.

Detailed Findings

Table 2: Detailed Findings

Evaluation Criteria	Procedure Performed	Factual Findings	Error or Exceptions Identified
Use of Proceeds Criteria	Verification of the projects funded by the 2018 Green Bond from October 2018 to March 2023 to determine if the projects were aligned with the Use of Proceeds Criteria outlined in the Marui Group Green Bond Framework and above in Table 1.	All projects reviewed complied with the Use of Proceeds criteria.	None
Reporting Criteria	Verification of the projects funded by the 2018 Green Bond from October 2018 to March 2023 to determine if the impact of the projects was reported in line with the impact indicators outlined in the Marui Group Green Bond Framework and above in Table 1.	All projects reviewed reported on impact indicators per Use of Proceeds criteria.	None

² Sustainalytics limited assurance process includes reviewing the documentation relating to the details of the projects that have been funded, including description of projects, and project impact, which were provided by the Issuer. The Issuer is responsible for providing accurate information. Sustainalytics has not conducted on-site visits to projects.

Appendix

Appendix 1: Allocation of Green Bond Proceeds

Use of Proceeds Category	Overview of Project	Net Bond Proceeds Allocation (million JPY)	
		Fiscal year 2022 ³	Cumulative total ⁴
i) Source 100% of electricity from renewable power sources	<ul style="list-style-type: none"> Costs related to purchase of power from renewable energy sources 	779.9	3,969.6
ii) Reduction of GHG emissions	<ul style="list-style-type: none"> Costs related to LED lights (at least 40% of the reduction in power consumption) Costs related to air-conditioners (at least 30% reduction on power consumption) Costs related to hot and cold water dispensers and cooling water pumps (at least a 30% reduction on power consumption) Costs related to efforts to achieve efficient operation of escalators and elevators Costs related to guidance lights (at least 40% of the reduction in power consumption) 	640.9	6,028.2
iii) Renewable power generation	<ul style="list-style-type: none"> Costs of operating solar power generation facilities 	0.2	2.2
Total Net Bond Proceeds Allocated:		1,421.0	10,000
Total Net Bond Proceeds from Green Bond issuance:			10,000
Total Net Bond Proceeds Unallocated:			0

Appendix 2: List of impact indicators⁵

Use of Proceeds Category	Impact Indicators
i) Source 100% of electricity from renewable power sources	Ratio of renewable power to the Group's total power consumption: 68.0%
ii) Reduction of GHG emissions	Rate of reduction of the group wide total GHG emissions in comparison to the level in the fiscal year ending March 31, 2017: 69.9%
iii) Renewable power generation	Amount of renewable power generation: 356,287kWh

³ The fiscal year 2022 begins on 1 April 2022 and ends on 31 March 2023.

⁴ Total amount allocated from the Green Bond issuance (October 19, 2018) to March 31, 2023.

⁵ Impact Reporting by Marui Group is available at: <https://www.0101maruigroup.co.jp/en/sustainability/lib/databook.html>

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