

Progress Toward Long-Term Targets —Fiscal Year Ended March 31, 2021—

Long-Term Targets	Fiscal Year Ended March 31, 2020 (Results)	Fiscal Year Ended March 31, 2021 (Results)	Fiscal Year Ended March 31, 2021 (Rate of medium-term target completion)	Medium-Term Targets (5 years in the future)	Long-Term Targets (10 years in the future)	Ultralong-Term Targets (30 years in the future)
Green Businesses (Options for Coexistence with the Global Environment)						
Environmental efficiency* ¹	9.7	5.0	43%	11.6	15 or more	20 or more
Greenhouse gas emissions	29% reduction	50% reduction	143%	35% reduction	80% reduction	90% reduction
Ratio of electricity sourced from renewable energy	23%	52%	74%	70%	100%	—
Resource recycling rate	63%	66%	110%	75%	80%	100%
Ratio of circular revenue	20%	—	—	30% or more	40% or more	50% or more
Provision of circular lifestyle options	—	47万人	47%	1 million or more	—	—
Human Businesses (Options for Coexistence with Future Generations)						
Annual human resource investments* ²	¥1.21 billion	¥1.02 billion	102%	¥1 billion or more (continued over the long term)		
Voluntary participation by employees (aggregate)* ³	12,322	18,135	181%	10,000 employees or more each year (continued over the long term)		
Future MARUI GROUP leaders cultivated (aggregate)* ⁴	52	67	56%	—	120 or more	
Individuals capable of creating future value cultivated (aggregate)* ⁵	1,900	2,169	54%	—	4,000 or more	10,000 or more
Financial and sustainability education	Conducted in Japan (continued over the long term)					Conducted overseas
Co-Creative Businesses						
Co-creation with aggregate* ⁶	1,400 customers	1,709 customers	2%	Total of 100,000 or more customers	Total of 500,000 or more customers	Total of 1,000,000 or more customers
Open innovation with companies	20 companies	—	—	100 or more	500 or more	1,000 or more
Engagement with communities	2	—	—	50 or more	100 or more	200 or more
Initiative with Future Generations* ⁷	—	37	25%	150 or more cases		
Engagement leading to increased corporate value	9	28	56%	50 or more cases	100 or more cases	300 or more cases
Financial Inclusion						
EPOS cardholders	7.20 million	7.09 million	71%	10 million or more	—	Provided financial services to 10 million or more individuals worldwide
Services provided to individuals through tsumiki Securities	20,000	40,000	4%	—	1 million or more	
Provided financial services to younger generations	2.84 million	2.66 million	53%	5 million or more	—	
Provided financial services to non-Japanese individuals	83,000	82,000	18%	—	500,000 or more	
Financial inclusion promoted through investment	4	4	40%	10 or more	20 or more	

^{*1} Environmental efficiency = Operating income ÷ CO₂ emissions

^{*2} Investments in human resource development, recruitment, and the fostering of staff for driving new businesses as needed to cultivate a capacity for empathy and a propensity for innovation

^{*3}The aggregate number of voluntary participants in the Medium-Term Management Visionary Committee, training conducted by GLOBIS Management Bank, or the Co-Creation Management Academy future leader development program

^{*4} The number of people completing the Co-Creation Management Academy future leader development program

^{*5} The number of employees participating in human resource development programs for fostering a propensity for innovation founded on a capacity for empathy

^{*6} The number of customers that take part in MARUI GROUP's business process through planning meetings or other venues (planning meetings, in-depth interviews, and other opportunities for reciprocal co-creation)

^{*7}The number of open-innovation that contribute to improved corporate value = The number of co-creative investment, Future Accelerator Gateway participating teams and Marui Co-Creation Pitch award recipients