

# Workplace Inclusion Generating a Capacity for Innovation

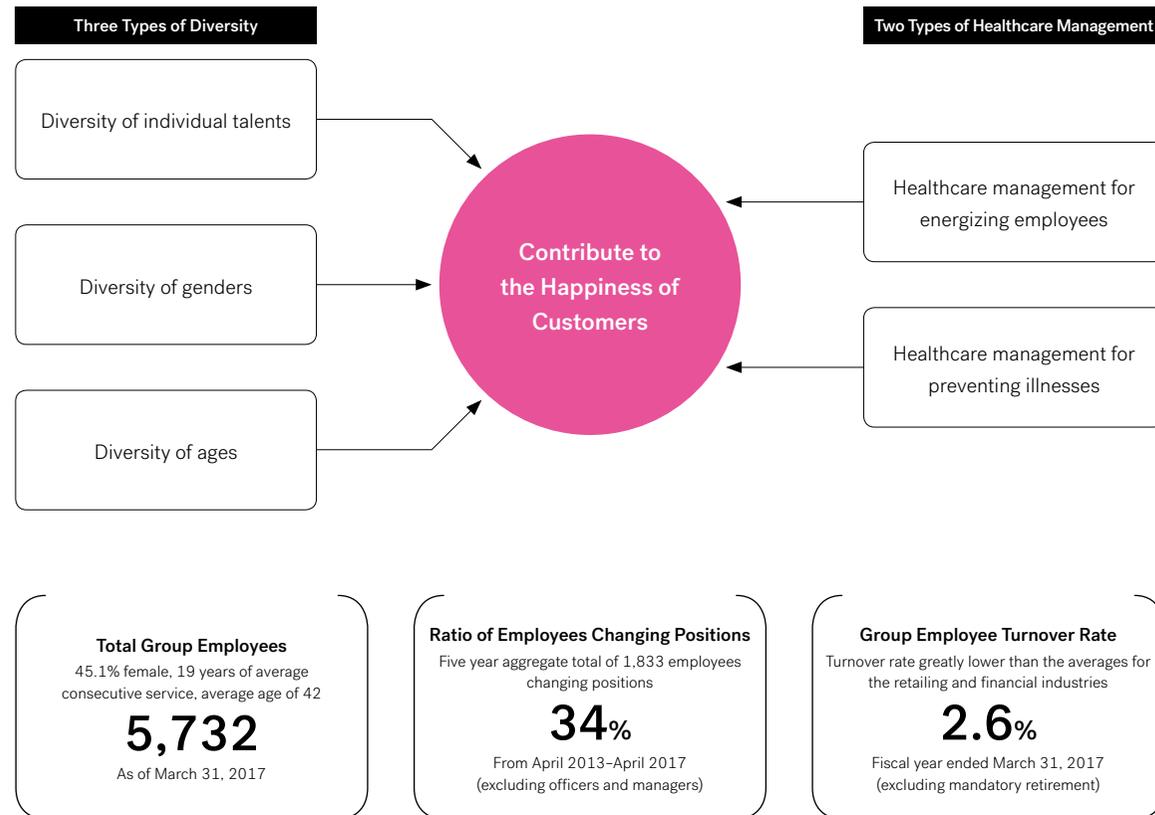
As part of its efforts to help build a flourishing and inclusive society that offers happiness to all, MARUI GROUP is promoting customer diversity and inclusion. At the same time, we have expanded the concept of “inclusion” to encompass employees. We therefore also encourage workplace inclusion with the aim of generating a capacity for innovation through receptiveness toward diverse workstyles and values.



## Venues Through Which All Employees Can Excel

Each of the approximately 6,000 employees working for MARUI GROUP is a precious human resource that has been borrowed from society. Based on MARUI GROUP’s corporate philosophy of striving to “continue evolving to better aid our customers” and “equate the development of our people with the development of our company,” we aim to provide all employees with venues through which

they can excel. We thus strive to cultivate a workplace environment that is conducive to generating innovation and is characterized by mutual understanding among all employees, regardless of their age, gender, lifestyle, or sexual orientation. Through these efforts, we will foster a corporate culture that furthers employee growth and creates venues that provide opportunities to everyone.



# Development of an Organization that Utilizes Diversity

Each of MARUI GROUP’s approximately 6,000 employees is different. We believe that innovation is assured when these employees are accepting of the differences in others and are able to unite with an eye toward social change and demand. We clearly defined our intent to encourage diversity in the medium-term management plan launched in the fiscal year ended March 31, 2015, and have thus been promoting diversity with regard to individual talents, gender, and age.



**Social Backdrop for Promoting Diversity**  
The significant changes in the social climate are stimulating transformation in the values of individuals and driving the diversification of customer needs.

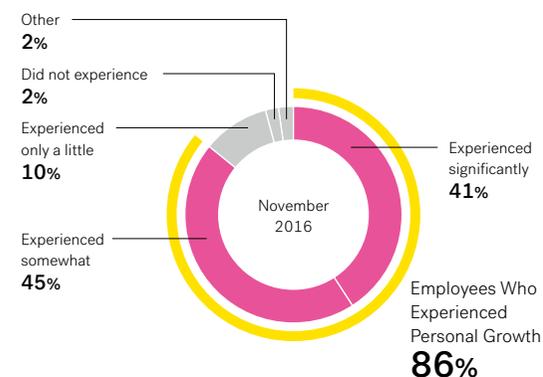


**Diversity in MARUI GROUP**  
MARUI GROUP is promoting diversity with regard to individual talents, gender, and age in order to develop workplaces that are fertile grounds for innovation.

## Profession Change System for Breaking Away from Preconceived Notions

MARUI GROUP offers a shared, Groupwide human resources system through which employees can undergo profession changes between Group companies to foster diversity of individual talents. As of April 2017, 1,833 employees, or roughly 34% of our entire employee base, had experienced profession changes through this system. Being placed in a new profession can kindle a fresh sense of curiosity and allow employees to escape preconceptions. Such transitions are not only beneficial for the employees undergoing profession changes, but also for the new workplaces in which they are placed. Through this system, we aim to cultivate employees that embody a customer-first mentality and are adept at responding to change in order to make the Group a more fertile ground for innovation.

## Employees Experiencing Personal Growth After Profession Change



## Corporate Culture Encouraging Autonomous Thought and Action

MARUI GROUP has established three official Groupwide project teams: the Marui Future Project Team, the Healthcare Management Project Team, and the Diversity Project Team. Members for these project teams are chosen through an open application system. The members change on an annual basis, producing a new set of autonomous employees with increased knowledge and awareness each year.



## Revision of Human Resource and Evaluation Systems and Labor Agreements

A Groupwide committee was assembled in December 2015 to examine the Group’s human resource and evaluation systems. To date, this committee has held discussions on the implementation of these systems and their quantitative and qualitative targets with a total of 2,600 representatives from the employee base and from the Personnel Division. Based on these discussions, we launched new systems centered on value evaluations, which assess employees based on the sensibilities necessary for exercising our management philosophy and how well they are suited to each position, and performance evaluations, which look at the results of teams over a given period.

In addition, labor agreements were updated to include a clear declaration that individuals are not to suffer discrimination on the basis of sexual identity or sexual orientation. Moreover, an internal helpline was established to allow employees to receive consultation with regard to LGBT issues. This helpline adds to the existing external helpline.

## Healthcare Management Underpinning Personal Growth

MARUI GROUP practices healthcare management through coordination between the activities of the Health Management Division and the health insurance union. We focus on preventive healthcare management aimed at avoiding illness and also proactive healthcare management for energizing and motivating employees. We thus encourage employees to change their attitudes and behaviors to further improve corporate value and contribute to society through higher productivity.



### Standard Corporate Health Measures

Activities are primarily focused on preventive measures for protecting employees from lifestyle diseases, mental health issues, and other illnesses.



### MARUI GROUP's Healthcare Management

MARUI GROUP aims to prevent health issues in employees while also energizing employees and motivating them in their work.

### Enhancement of Proactive and Preventive Healthcare Management Activities

MARUI GROUP has launched a project for linking employee health to increased corporate value and fostering a corporate culture characterized by unified efforts across the Company. This project is spearheaded by members of the Health Management Division, Personnel Division, divisions related to MARUI GROUP's health insurance union, and the Advisory Board to enhance the Group's healthcare management activities.

### Resilience Program for Improving Awareness Beginning with Senior Management

The understanding of senior management is necessary to enable employees to become more energized and motivated in their work. MARUI GROUP has implemented the Resilience Program to encourage members of senior management to develop lifestyle patterns that increase

their energy with regard to their body (with a focus on diet, exercise, and sleep habits), mood, mental state, and thinking. In addition, evaluations are conducted through feedback from the participants, their subordinates, and their family to analyze data on the participants' own energy levels and their influence on others.

### Healthcare Management Project Team Comprising Employee Volunteers

One of MARUI GROUP's three official Groupwide project teams, the Healthcare Management Project Team was launched in November 2016 to encourage employees to think through the lens of health and act accordingly in order to become more energized and deliver their best possible performance. Members are recruited through open application from among all Group employees. The selected members learn about an approach to healthcare management that is unique to MARUI GROUP over the course of a year.

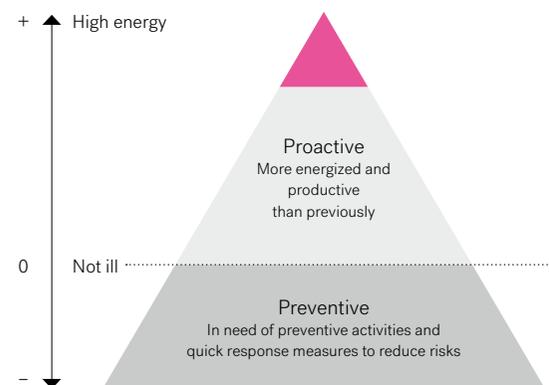
#### Message from an Employee

I am currently a member of the Healthcare Management Project Team. As participation is voluntary, all members are very passionate about the project team's activities. I could feel our growth as we became more autonomous in thought and action. I hope to help employees throughout the Group feel more energized in their work by transmitting what I learned to my workplace and by supporting future project team members to further entrench healthcare management practices.



**Mari Shiraiwa**  
Healthcare Management Project Team  
Sales Promotion Division  
Commercial Facility and  
Advertisement Department  
AIM CREATE CO., LTD.

### Two Types of Healthcare Management



## Investments in Human Resources to Stimulate New Growth

MARUI GROUP recognizes the growth of employees that are committed to helping others as the source of all the value it creates. Accordingly, we strive to foster a corporate culture that is respectful of diverse values and in which all employees can feel energized and continue growing. At the same time, we are committed to cultivating the human resources that will shape the future through proactive investments in recruiting and developing human resources.



### Perspective of Investors

A company's approach toward evaluating and tracking human resource investments is an important indicator of that company's ability to execute strategies.



### MARUI GROUP's Response

We conduct proactive investments in recruiting and developing human resources as we recognize them as the greatest driver behind the creation of corporate value.

### Monitoring of Investments for Recruiting and Developing Human Resources

Recognizing that human resources are the greatest driver behind the creation of corporate value, MARUI GROUP conducts investments in the recruitment and development of human resources. These investments are forecast to total ¥670 million in the fiscal year ending March 31, 2018, an increase of 40% year on year.

#### Human Resource Investments (Forecasts for FY2018)



### Future Leader Development Program

The Co-Creation Management Academy is one facet of the Company's succession plan. Participants in this program are submitted to a one-year training curriculum developed under the guidance of Mikiharu Noma, Associate Professor at the Graduate School of International Corporate Strategy of Hitotsubashi University and external directors to instill in them a management perspective. Each year, around 20 candidates are selected from among volunteer applications. The goal of the Co-Creation Management Academy is to continuously cultivate the future leaders that will support MARUI GROUP's management going forward.



### Medium-Term Management Visionary Committee

The Medium-Term Management Visionary Committee is a forum for discussing various topics that will be important to the future of Group management. Meetings of this committee are convened almost every month and are focused on themes based on a medium-term perspective that looks three-to-five years down the line. At meetings, active discussion is conducted among the some 320 members that are selected from the approximately 1,000 applications received for each meeting. Furthermore, we regularly invite outside lecturers to conduct special lectures.



### Internships for Recruiting Promising Future Employees

MARUI GROUP is ramping up its internship programs, which are aimed at recruiting promising future employees that are receptive toward the Company's corporate philosophy. Valuing opportunities to interact with diverse students interested in retailing as well as in finance, IT, technology, and other areas, we have organized internship programs that enable interns to experience the breadth of MARUI GROUP's wide-ranging operations. In the fiscal year ending March 31, 2018, we will hold internship programs spanning a total of 70 days. The number of participants is expected to reach 480.



[www.0101maruigroup.co.jp/recruit/internship/](http://www.0101maruigroup.co.jp/recruit/internship/) (Japanese only)

[www.0101maruigroup.co.jp/recruit/2018newgraduate/guideline/seminar.html](http://www.0101maruigroup.co.jp/recruit/2018newgraduate/guideline/seminar.html) (Japanese only)



Dialogue 03



## Diversity Cultivating Innovation

Many of MARUI GROUP's employees have experienced various professions. As these employees undergo successive relocations among Group companies, MARUI GROUP moves closer to becoming a "multi-career" organization in which diverse work experiences are made available within a single conglomerate.

This is one of MARUI GROUP's approaches toward promoting diversity, the aim of which is to bring greater joy to customers. Innovation expert Akie Iriyama was invited to discuss MARUI GROUP's view of diversity with External Director Etsuko Okajima and President Hiroshi Aoi.

**Etsuko Okajima**

External Director  
MARUI GROUP CO., LTD.



**Akie Iriyama**

Associate Professor  
Graduate School of Business and Finance  
Waseda University



**Hiroshi Aoi**

President and Representative Director  
Representative Executive Officer  
MARUI GROUP CO., LTD.



### Diversity and Profession Changes for Breaking Away from Identity Formed by Past Successes

**Aoi:** I would like to explain the background that led to our decision to promote diversity and workplace inclusion. Over the period from the late 1980s to the collapse of Japan's bubble economy, MARUI GROUP found its business to be a perfect match for the operating environment, and we were thus able to accrue massive success over a short period of time. After the bubble collapsed, however, we suffered a period of extreme stagnancy. Our past successes had solidified the concepts of younger generations, fashion, and credit cards as aspects of MARUI GROUP's identity, and we thus found ourselves unable to break away from this identity to create new innovation. We had around 30 stores at that time. By undertaking a drastic transformation in our business model, we had been successful in changing the lineups and customer service approach of sundry item sales floors in areas relatively close to entrances. For some reason, however, we were unable to make similar changes to the menswear, children's clothing, and sporting goods sales floors on upper levels of stores. Upon examining this inability, we realized that the sales floors in which we failed to implement changes were also dealing in items that we saw as areas of strength for MARUI GROUP, areas to which sales representatives had devoted themselves for decades. Sundry item sales floors, meanwhile, were where new employees were positioned, meaning the staff of these sales floors changed frequently. We thus had to realize that working in the same place for a long time can cause one's past successes to become a part of their identity. If we were to introduce a system that allowed employees to move

between all sales floors with the same conditions, the organization should become a more fertile ground for innovation. This thought was what led us to introduce the profession change system, which we see as contributing to workplace diversity.

**Okajima:** Five years have passed since the introduction of the profession change system, and, to date, 34% of the Group's employees have taken advantage of this system. When the system was first introduced, there were those who expressed concern that relocation to a new division, where they lacked experience or insight, would result in lower results on their performance evaluations.

**Aoi:** Employees were worried at first, some feeling as though the system was a rejection of their career up to that point. However, when people got used to the system, they began to see that their past experience would indeed be beneficial at new workplaces. When this realization spread, employees started to feel that they might be more likely to miss out on opportunities by not undergoing profession changes.

**Iriyama:** I assume that new workplaces are not chosen at random. Do you ever assign employees to posts that are drastically different from their previous position? Can you think of any examples of employees undergoing such drastic position changes?

**Aoi:** Recently, we reallocated the responsibilities of two managing executive officers. One was responsible for retailing operations while the other handled finance operations. These roles were reversed.

**Iriyama:** That was a very bold decision. A swap in positions between individuals respectively responsible for retailing and credit cards is an intriguing development. I have no doubt that it will prove beneficial.

New innovations and ideas  
are created through  
combinations of knowledge.

Akie Iriyama





**The interesting thing about MARUI GROUP employees is how they view their position as less a job and more of a membership.**

**Etsuko Okajima**

### Innovation Created Through Combinations of Knowledge

**Iriyama:** A diverse range of employees is vital to innovation as doing something new is the essence of innovation. New innovations and ideas are created through combinations of knowledge. In other words, fresh combinations of knowledge that had previously been seen as unrelated give rise to new ideas. Moreover, there is a limit to a range of things that one person can perceive. If one works in the same industry, or in the same place, decade after decade, they will start to lose sight of things unrelated to their position, and no new combinations of knowledge will be born. Making new combinations requires that individuals seek out fresh knowledge in areas removed from the familiar. The fastest way to facilitate new combinations is to assemble individuals with differing insight, experience, and values within a single organization. Another consideration is the diversity of individual talents, or intrapersonal diversity. Looking at Ms. Okajima and myself, for example, we can both, essentially, be seen as contributing to diversity because putting us together will result in new combinations of knowledge. Similarly, if one person has a diverse career background consisting of multiple different positions, that person can produce new combinations of knowledge on their own. In this manner, I understand the goal of promoting diversity as facilitating innovation.

**Okajima:** In the same vein as what you said, MARUI GROUP's profession change system is an important means of increasing intrapersonal diversity. This system has expanded the range of subjects on which the Company's employees are versed, which proves beneficial when engaging in co-creation with customers.

**Aoi:** I thought the same thing four years ago, when we joined hands with Ms. Okajima and stepped up our efforts to promote diversity by empowering female employees. Gender diversity is, of course, important. However, I felt that there was a need to look further into this subject in order to help individuals develop varied careers and viewpoints to facilitate innovation. When I explained this

to Ms. Okajima, she stated that what I spoke of was "the diversity of individual talents." Accordingly, MARUI GROUP is currently promoting diversity in terms of employee gender, age, and individual talents.

**Iriyama:** Intrapersonal diversity brings with it additional benefits. When a person with a diverse career background becomes receptive toward the diversity of others in light of their own diverse background, they will become more inclusive. At the same time, prosocial motivation makes it easier to adopt other viewpoints, which in turn contributes to increased creativity.

**Aoi:** Given the fact that our business operates in the retailing and service industries, a lot of our employees are very social. Moreover, many of them find motivation in bringing joy to others and are gifted with a strong sense of empathy and a proficiency in understanding others. For this reason, they are compelled to place the customer's feelings before their own.

**Okajima:** The idea of cooperating with and considering the feelings of customers are common sentiments held by everyone at MARUI GROUP. Bearing similar sentiments, higher ranked employees are committed to supporting younger employees who are ambitious toward forming their plans and endorsing ideas that are beneficial to customers. This receptiveness and ability to think of others that is present in MARUI GROUP employees is a result of customers being positioned as the point of origin for the Company's entire business.

**Aoi:** Utilizing the sensibilities and ideas of younger employees requires that the Company feature a diverse range of age groups. If we are to help younger employees excel at the forefront of operations, the members of management who used to stand above them and issue orders will have to sit back in a more supporting role for these employees. I was initially concerned about whether or not this role reversal would be successful. However, as Ms. Okajima said, those of us at MARUI GROUP have always been devoted to cultivating people and are therefore happy to play a supportive role. The transition was smooth as a result.



**Okajima:** Even if one's position or role is reversed, people at MARUI GROUP seem to have no problem accepting their new role as their mission. I think this stems from the principle of and desire to serve the customer, which is so entrenched within the organization.

### Active Mission Rather Than Passive Business Model

**Okajima:** The interesting thing about MARUI GROUP employees is how they view their position as less a job and more of a membership. What I mean to say is that, rather than seeing themselves as engaged in the "job" of fashion or of sales, employees at MARUI GROUP want to work at the Company and provide value to customers, making them feel affiliated with MARUI GROUP as members. At the moment, the amount of floor space at Marui stores devoted to fashion has been reduced to less than 30%. Regardless, we have not seen any employees leave their position because they were committed to working in fashion.

**Aoi:** Changing a business model is something that can be done with a little effort. However, as it is people who utilize this business model to create value, this change will be pointless if we cannot get people behind it. At the time when we were still clinging to a sense of identity formed by past successes, there were many people who joined MARUI GROUP out of a love of fashion. Still, I have heard stories of such people reflecting on why they joined finding that, while fashion was the initial reason, their source of motivation later became the memory of a "thank you" received from a certain customer they served or the bouquet they received when undergoing relocation. These sentiments are fueled by a desire to help customers or to tackle challenges in order to become more capable at serving. Discussion on these subjects brought us to the business model we have today.

**Iriyama:** In management theory, we speak of the concept of sensemaking, which is the process of giving meaning to experiences. One method of sensemaking is formulating a long-term vision to clearly define the purpose of the company, crafting a narrative around this vision that gives meaning to all employees. Without this type of sensemaking, people will not be motivated to change or act. My understanding is that, when reexamining what exactly it is that MARUI GROUP offers, the Company glimpsed a long-term vision. This vision showed that the Company need not limit itself to fashion. MARUI GROUP is not defined by retailing or fashion or credit cards, but rather by its ability to bring joy to customers—not by a

passive business model but by an active vision. While the business model, represented by retailing or fashion or credit cards, may change, the mission of bringing joy to customers will remain unchanged.

**Aoi:** I am often asked whether MARUI GROUP is a retail company or a finance company. This question is so common that we chose to answer it on the cover of *Co-Creation Management Report 2017*. The answer is "both." Today, we do not see ourselves as being bound by a business model.

**Okajima:** The graduates that will join the Company in the future will likely only be aware of a limited range of positions. By allowing these individuals to experience various jobs and positions, they may, for example, discover that they have a love of finance.

**Iriyama:** What you are saying is that MARUI GROUP is a company that seeks to make its customers smile. It doesn't matter what industry it operates in or what products it handles. This is why you were able to enter into the anime business.

**Aoi:** When viewed from the outside, our profession change system may seem like it entails relocations that are tantamount to moving to a completely different company. However, this system is more designed as a program to allow employees to experience various jobs while remaining in the safety net provided by being a Group employee. By enabling employees to experience a diverse range of positions while enjoying the changes this brings, we aim to stimulate growth, in both people and the Company, so that we can become more proficient at making customers smile.

### Akie Iriyama

Associate Professor  
Graduate School of Business and Finance  
Waseda University

Akie Iriyama graduated from the Faculty of Economics at Keio University and then went on to complete a master's course in the Graduate School of Economics at the same university. After working as a consultant to automobile manufacturers and domestic and overseas governance institutions at Mitsubishi Research Institute, Inc., he received a Ph.D. from the graduate business school of the University of Pittsburgh, in the United States, in 2008, which was also the year he began serving as an assistant professor at the business school of the State University of New York at Buffalo. In 2013, Mr. Iriyama became an associate professor at the Graduate School of Business and Finance at Waseda University, specializing in strategic management and international business. Published in 2012 by Eiji Press Inc., his work *Sekai no Keieigakusha wa Ima Nani wo Kangaeteirunoka* ("What are the Manage Theorists of the World Thinking?") became a best seller. Mr. Iriyama is also active in other forms of media, including the DIAMOND Harvard Business Review, which publishes a long-running series of articles entitled *Sekai Hyojun no Keiei Riron* ("World-Standard Management Theory").



## Millennials Slated to Drive the Future of MARUI GROUP

### Winning Customer Favor as Key to Future Growth

Markets are shrinking in Japan as the birthrate declines and the population ages. For this reason, inclusion initiatives targeting all customers are in line with the direction Japan itself will need to head in the future. These initiatives will therefore be key to the future growth of MARUI GROUP. Winning the favor of a wide range of customers will no doubt create results in the form of earnings. I hope to help MARUI GROUP in winning this favor by thinking about what we can do to aid customers and society, without being bound by existing frameworks, so that the Company can earn greater praise from society.

#### Nozomu Inose

Educational background:  
Sports and wellness

### Establishment of Inclusion as the New Standard

When I was in university, I had many opportunities to interact with differently abled individuals. These interactions made me doubt the validity of the established social dichotomy that divides people into the supported and the supporters. The concept of inclusion, I believe, can help us establish a new standard of including those who had previously been left behind as they are. MARUI GROUP's idea of co-creation management, which seeks to expand the intersection between the interests of stakeholders, is revolutionary. This approach gives MARUI GROUP, a single company, the potential to change all of society.

#### Kana Hase

Educational background:  
Communications and media studies

### Entry into the Business of Inclusion

MARUI GROUP's inclusion initiatives really resonate with me. In university, I studied base of the economic pyramid businesses. During my studies, I learned about Unilever, a company that makes a business of providing soap to people around the world. I thus realized that inclusion is not just social contribution; it is a viable business concept, a concept that will be crucial to the future growth of Japan. I hope that MARUI GROUP's inclusion initiatives will spread to other companies and throughout society, or even that the Company will come to lead all of Japan on this front.

#### Akiya Hamatsu

Educational background:  
Humanities and social sciences

### Job-Hunting Students Included Among Stakeholders

I was moved by the idea of co-creation management, which entails creating together with all stakeholders from the perspective of inclusion. When job hunting, most companies only supplied me with simple booklets containing information selected specifically for job hunters. MARUI GROUP, however, provided me with its co-creation management reports and co-creation sustainability reports. It was then that I realized how the Company sees us job-hunting students as included among stakeholders alongside investors and shareholders. MARUI GROUP was the first company to exhibit this sentiment.

#### Karin Sugie

Educational background:  
Earth and planetary sciences

### Bright and Fulfilling Future at Home and at Work

I felt an attachment to MARUI GROUP when I heard of how the Company was promoting customer diversity with a focus on age, gender, and physical characteristics. Such initiatives are rare among Japanese companies. I found it most appealing how business initiatives are shaped based on meetings with customers and how employees strive to bring joy to customers. At MARUI GROUP, I hope to continue working vigorously, eventually getting married, having kids, and growing into the type of person my kids can be proud of. I see such a bright and fulfilling future for me at MARUI GROUP.

#### Eri Ichikawa

Educational background:  
Cultural and creative studies

### Unique Corporate Culture Motivating Young Employees

During my internship at MARUI GROUP, I toured the head office as well as distribution centers located outside of Tokyo. There, I saw the Company's corporate philosophy of "continue evolving to better aid our customers" as a shared sentiment held by employees of all ages. I was also impressed with the Medium-Term Management Visionary Committee and other official project teams. Based on voluntary participation, these bodies were venues for growth and for dialogue with management. All of these are aspects of MARUI GROUP's unique corporate culture that contribute to the motivation of young employees.

#### Kei Sato

Educational background:  
Cross-cultural studies



**Reason for Joining MARUI GROUP**

**Sato:** During my internship, I learned that MARUI GROUP was more than just a retailer; it also utilized IT to conduct credit card and omni-channel retailing operations. I therefore thought that MARUI GROUP would be a place at which I could grow by experiencing various positions as I develop my career. This is why I decided to join.

**Hase:** I had previously shopped at Marui stores and bought their private brand products. I was surprised to learn of the Company's unique business model and corporate philosophy. My reason for joining was how the underlying principle of aiding customers is treasured in all of MARUI GROUP's varied and differing businesses. I sensed an unwavering resolve in this commitment.

**Hamatsu:** I was, of course, convinced by MARUI GROUP's corporate philosophy and job description. However, the main reason I decided to join was simply that all of the employees were people I wanted to work with. During my internship, I felt that they were earnest in their approach to us students, looking to ascertain our individual qualities. The idea of finding a position that suits me through the profession change system and continuing to grow there was also highly appealing.

**Sugie:** I too felt that MARUI GROUP looked at us students as individuals, and it seemed like they chose who to hire based on who they truly wanted to work with. I liked how they positively evaluate people who are proactive. The fact that the Company values diversity is apparent. The importance placed on engagement is also

obvious. I thus joined because I felt like I could work here while being myself.

**Ichikawa:** During my internship and at discussion forums, I was able to interact with several MARUI GROUP employees, making me want to work with them. I was also attracted to MARUI GROUP's focus on serving customers and how the Company evolves its business together with the changing times.

**Inose:** I think MARUI GROUP is unique in the breadth of its business and the amount of importance it places on evolution and growth. I plan to go all out no matter which of the Company's businesses I find myself in, whether they be operated by Epos Card, AIM CREATE, MOVING, or another company, and to pursue unrelenting personal growth. I believe that no company will be more suited to my growth over the coming decades than MARUI GROUP.

**Ambitions to Be Pursued at MARUI GROUP**

**Hamatsu:** MARUI GROUP is transitioning its stores toward a shopping center model that generates real estate revenues. I believe this makes it so that the Company's business partners are also its customers. When thinking of how to help partners succeed in their business, I came to the realization that shopping center Marui stores need to offer more than just convenience; they must be able to provide more appealing value. I hope to get involved with people outside of MARUI GROUP as I work to serve customers.

**Ichikawa:** In addition to retailing, MARUI GROUP is also engaged in credit card and various other operations. I want to make as many people as possible aware of this fact. I also think that the try-on store scheme used with Rakuchin Kirei series of shoes is an amazing system. I hope to help spread this system throughout Japan.

**Sato:** I hope to spread the word about the wide range of sizes Rakuchin Kirei series of shoes and other products are available in, not just to Japanese people, but also to non-Japanese people and people visiting Japan. Also, I know a lot of people who do not realize that EPOS cards belong to MARUI GROUP. I hope to teach such people more about the Company.

**Inose:** MARUI GROUP has a corporate philosophy based on aiding customers as well as a wide-ranging business. I hope to further develop MARUI GROUP into a unique entity that earns society's praise by advancing the type of initiatives that only MARUI GROUP can. Rather than being satisfied with simply finding a job, I will strive to continue evolving. I am well aware of the importance of linking my own evolution to the evolution of MARUI GROUP.

**Hase:** MARUI GROUP is advancing a wide variety of unique and inclusive initiatives. I hope that such initiatives will become a common fixture in society in the future. Right now, MARUI GROUP's business is centered on the Retailing business and the FinTech business, but this too will likely change going forward. It is my goal to make MARUI GROUP into a company that people are happy to have around, no matter how society changes, by helping the Company implement various initiatives for serving customers.

**Sugie:** I am confident that MARUI GROUP's inclusion initiatives will become commonplace in society in the future. The coming era will be one in which businesses actively seek to include those who have previously been excluded. I hope that my generation will grow MARUI GROUP into a company that others continue to follow in this coming era of inclusion. I may have overspecialized during my university years, but I now feel like I have limitless potential. I plan to tackle all challenges head on going forward.



**Maho Yamada**

Educational background: Frontier media science

**Enjoyment of Changes and Differences Experienced in Various Positions**

My background is in mathematics, but the part-time job I started in my sophomore year of university taught me the joy of providing customer service face-to-face, making me want to get a sales job that is closely linked to customers. Realizing that MARUI GROUP was the most devoted to its customers, I chose to join the Company. MARUI GROUP offers various positions. I therefore hope to enjoy changes and differences as I experience positions that are suited to me.



**Yuto Takeuchi**

Educational background: Political science

**Drive to Aid Customers from the Perspective of Inclusion**

When I first started job hunting, I read MARUI GROUP's *Co-Creation Sustainability Report 2016*. I felt an immediate connection with the Company when I read the discussion between President Aoi, a differently abled individual, and a transgender person. Sensing that the concept of inclusion was entrenched throughout the Company, I decided to join. I had hoped to work at a company like MARUI GROUP, and soon it became the sole target of my job hunt. I feel incredibly motivated by being able to work in an environment that lets me search for ways to better aid customers from various perspectives.



**Akari Misu**

Educational background: Social services

**Spread of Inclusive Values throughout Society**

It was the appeal of MARUI GROUP's management stance of valuing all customers that inspired me to join the Company. I was particularly struck by the inclusive approach toward management demonstrated by initiatives at Hakata Marui based on input from differently abled individuals as well as the suit try-on event held for members of the LGBT community. MARUI GROUP does not see differently abled individuals and members of the LGBT community as the targets of volunteer activities or support drives, but rather treats them as regular customers. I think this approach will contribute to an inclusive society. I want to be in the business of spreading such inclusive values throughout society.