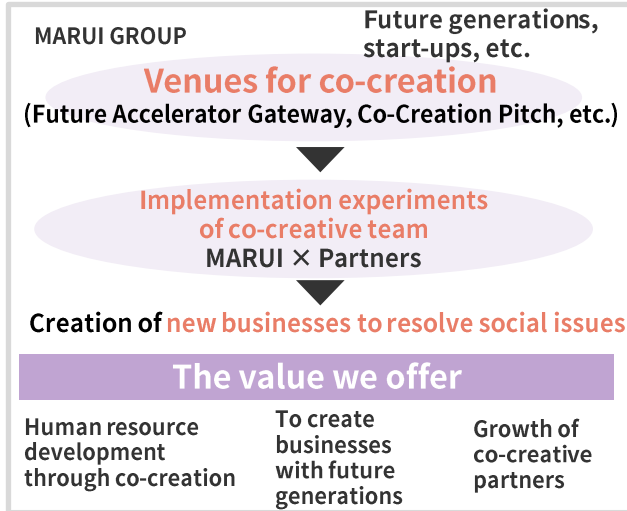


3-5 Impact Initiatives ④ Human Capital Investment

Through the venues for co-creation created by MARUI GROUP, we will create businesses with the growth of participating employees and co-creative partners.

Business Model



Value Creation Narrative

Creation of venues for co-creation with 50 companies through Future Accelerator Gateway, etc.



Created Impact (cumulative total until March 2023)

Future generations	Creation of 3 businesses by future generations	Happiness	Companies that support individuals in pursuing their “interests, personalities, health”: 1 company	Co-creation ecosystem	People engaged in ecosystem: 1,360 people Innovation creation personnel: 749 people	Financial value	Investment in human resources: 9.1 billion yen IRR 12.7% (Period: FY2017 to FY2026)
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