

Chapter 1: Our Impact

- 1-1 Relationship between Management Philosophy and Impact
- 1-2 MARUI GROUP's Idea of Impact
- 1-3 Social Issues that MARUI GROUP is Striving to Resolve
- 1-4 Business Model to Achieve Balance between Impact and Profit
- 1-5 Setting the Impact for Achieving 2050 VISION
- 1-6 Impact 2.0 / 2030 Impact KPIs and Financial KPIs

Chapter 2: Path toward Achieving Impact

- 2-1 Structure to Create Impact
- 2-2 Overall View of MARUI GROUP's Logic Model
- 2-3 Three Themes of Logic Model

Chapter 3: Outcomes of Impact Initiatives

- 3-1 FY2023 Results of Major Initiatives and Value Creation Narrative
- 3-2 Impact Initiatives ① Kesou
- 3-3 Impact Initiatives ② HERALBONY
- 3-4 Impact Initiatives ③ Supportive Investment
- 3-5 Impact Initiatives ④ Human Capital Investment

Chapter 4: Progress on Impact KPIs

- 4-1 Highlights for the Fiscal Year Ended March 31, 2023
- 4-2 Impact ① Creating a Future for Future Generations Together
- 4-3 Impact ② Creating Happiness for Individuals
- 4-4 Impact ③ Creating an Ecosystem for Co-Creation