

MARUI GROUP Co., Ltd.

Financial Results Briefing for the Six Months Ended September 30, 2025

<Questions and Answers>

- Q. Retailing operations in the second quarter felt particularly strong. While I don't believe the full-year plans have been disclosed, how did progress in both retailing and FinTech compare to the full-year targets?
- A. As mentioned earlier, while we have not publicly disclosed our plans, both the Retailing segment and FinTech segment slightly exceeded our projections during the first half of the year.
- In Retailing, events supporting “Suki” transitioned more strongly than expected. Related businesses, such as interior design, also saw modest growth. Meanwhile, FinTech sales were largely in line with plans, but profit margins slightly exceeded plans due to reduced Cash reward costs and other factors. Although both segments slightly exceeded plans in the first half, uncertainties remain for the second half, so we announced the plans without revision from the beginning of the year.
- Q. I truly believe EPOS cards that support “Suki” have tremendous potential, and the explanation this time was also very clear. I was particularly convinced by the points that businesses supporting “Suki” aren't limited to fandom activities but can expand into various fields, and that pet cards have a high rate of becoming main cards. While opening it up might bring in new ideas, I think President Aoi keeps his antennae up in many areas. Considering LTV, I'd like to know what fields he sees potential in.
- A. The business of supporting “Suki” expanded starting with the anime division, so our current main areas are anime, characters, and games. From there, it has branched out into areas like pet cards, which are somewhat different in nature from typical fan activities. The difference between anime/games and pet, castle, or museum cards lies in the presence or absence of copyright. Copyrighted items require permission from the copyright holder, and when developing events or merchandise, we must commercialize and produce goods while considering various restrictions. On the other hand, with

museum cards, while museum supervision is necessary, clay figurines (dōgu) have no copyright. Animals, including pets, also have no copyright, so it seems possible to create plushies of favorite zoo animals, for example, and the same applies to castles.

We want to expand this non-copyright-based “love” not only through cards but also through merchandise and events. Especially since we come from a retailing background, we want to focus on merchandise. Furthermore, Japanese content is highly popular overseas, and Japanese culture itself is immensely popular internationally. Therefore, we aim to strengthen wholesale and overseas sales, particularly in the non-copyright field.

Q. What do you think will be necessary to expand the Trinity Business model to local areas? For example, I believe securing space and enhancing workforce mobility will be required, but I'd like to know if there are any barriers.

A. We firmly believe that securing space remains crucial. Our real estate development team, with prior experience in store development, has begun gathering information and negotiating. We expect to find a suitable location soon.

Furthermore, EPOS Card already has bases nationwide, from Hokkaido in the north to Okinawa in the south, where we recruit card members, collaborate with commercial facilities in local areas, and conduct business negotiations with real estate operators. Therefore, we have a foundation for personnel transfers and recruitment, and we do not perceive significant barriers in this regard. However, as we advance nationwide expansion, we will need personnel skilled in recruiting members from a customer-centric perspective. To focus on recruiting and developing such talent now, preparations have been underway since the first half of the year.

Q. Is it correct to understand that the progress in the first half of the year transitioned slightly above expectations even on a consolidated basis, including corporate eliminations?

A. Yes, you're absolutely right.

Q. There was an explanation that support “Suki” events exceeded expectations, but I'd like to know whether large-scale events or compact merchandise sales contributed more significantly. Additionally,

are external events still not contributing much to profits? Also, considering the upward deviation in the first half, could you tell me whether operating profit might increase somewhat more in the second half?

A. Both large and small events contributed, but large events particularly exceeded projections. Since these large events are also held externally, both external events and in-store events performed exceptionally well, contributing to profits. Regarding operating profit for the second half, we believe it can be increased if it follows the same transition as the first half. However, we are taking a somewhat cautious view, as events can vary significantly—some achieve major success while others see limited growth.

Q. We have again established a new share buyback program this time. Is this part of an ongoing policy to strengthen share buybacks? We understand that this fiscal year, we will continue to implement share buybacks as appropriate during periods of low stock prices while also paying dividends. Regarding the target balance sheet, there is an item stating “30 billion yen for capital optimization,” scheduled for implementation after FY2026. Will Shareholder Returns be further strengthened after FY2026?

A. The share buybacks announced this time will be implemented when the stock price does not sufficiently reflect future profitability. Meanwhile, the “¥30 billion for capital optimization” item is intended to reduce excess capital once profits accumulate going forward, with implementation planned for 2026 or later. Therefore, we ask that you understand that this share buybacks is not part of a pre-planned program, but will be executed based on the stock price.

Q. Going forward, as profits become easier to generate through FinTech, we will monitor the accumulation of those profits and the state of our shareholders' equity. Based on this, we will implement the “¥30 billion capital optimization” plan starting in fiscal year 2026 or later.

A. You're absolutely right.

Q. Comparing the waterfall chart for operating profit in the retailing business for the first quarter with that for the second quarter, both tenants and events show an upward revision in the increase in operating profit itself. For example, the full-year forecast for tenants at the end of the first quarter was an increase of 1.1 billion yen, but this rose to 1.4 billion yen in the second quarter. Similarly, for events, the increase

changed from ¥600 million to ¥800 million. However, the overall operating profit forecast appears unchanged. In the first quarter, the forecast for the second to fourth quarters indicated that structural reforms would contribute ¥400 million to profits. However, the current forecast revision indicates that this will instead contribute to a ¥300 million decrease in profits. What policy led to this change?

A. You are correct that the contents of the waterfall chart have changed. As I explained earlier, tenant and event revenues have each exceeded expectations. Also, as I mentioned earlier, we anticipate strategic expense execution in the second half of the year. We intend to execute expenses that will lead to revenue growth in the next fiscal year and beyond, and this has changed the balance of the waterfall chart.

Q. In the first quarter, it was explained that “while installment and revolving fees will be raised ahead of the initial forecast, the write-off of liquidated accounts receivables in the second half and beyond will mean no impact on annual operating profit.” If interest rates rise again going forward, will the forecast that “next fiscal year will see an increase in operating profit of around ¥10 billion due to changes in installment and revolving fees” remain unchanged?

A. The revenue increase resulting from the change in installment and revolving fees is projected to be ¥4 billion this year, with an additional ¥6 billion increase expected next fiscal year assuming no other impacts. While still under consideration, we may implement some hedging measures to minimize the significant impact on profits. There is no change to the forecast of “¥10 billion annually, ¥4 billion this year, and ¥6 billion next year.”

Q. Does “hedging strategy” mean adjusting the timing of amortization for next period's liquidated accounts receivables to some extent?

A. Since the timing of depreciation cannot be adjusted, we may adjust the capital gain.

Q. I believe we previously promoted the theme of maximizing household share. With the upcoming main card becoming an EPOS card that supports “Suki,” I think maximizing household share will also progress. Compared to when we first promoted maximizing household share, if there are areas where growth has exceeded expectations or conversely hasn't grown much, please let me know.

A. Making the EPOS cards that support “Suki” the primary card aligns with our longstanding goal of maximizing household share, as you mentioned. Our team will provide detailed explanations at the December IR Day, but we define primary card usage as “customers who pay over 33% of their household share—meaning the share of household income—using the EPOS Card.” Achieving over one-third of household spending requires significant payments via the EPOS Card. The introduction of rent payments through our rent guarantee service has been a key driver. While rent payments are often unavailable with other cards, enabling this major household expense through our guarantee has been the primary catalyst.

On the other hand, a category showing slower-than-expected growth is mobile phone contracts, including smartphones. For younger customers in particular, contracts with major carriers represent a significant expense. As you know, these major carriers are focusing on payments made with their own cards, leading to slowed growth or even declines in our share.

Beyond this, an area where we are focusing efforts to increase EPOS Card usage within household spending is payments for life insurance and property/casualty insurance (insurance premiums). For customers, paying with a credit card earns points back. For insurance companies, the credit card company covers the direct debit fees. This creates a win-win-win situation, making it a rapidly growing area.

We also aim to increase our share of household spending in other areas, including tax payments. By combining this with the power of “liking” our card, we want to drive its adoption as the primary card.

Q. Regarding the status of merchandise supporting “Suki” on page 63 of the financial results briefing materials. Looking at the graph on the right, while this period's sales are ¥500 million and the gross margin is quite high at 75%, I would like to know the forecast going forward: is the expectation that sales will grow gradually at a pace of around ¥300 million to ¥500 million per period, or can we expect significant growth at some point during this medium-term plan?

A. We are currently slightly below target, but we are working hard in the first half to bring the gross profit margin closer to 80%. We plan to start the second half at a similar level and, going forward, aim to further enhance added value and reach 80%. We once had private brand sales totaling around ¥30 to ¥40 billion, but we had the bitter experience of being forced to completely withdraw due to poor

inventory turnover, reduced profits from price cuts and disposal losses, and other factors. Determined never to repeat this, we recognize that maintaining a high markup rate is crucial. However, we are also resolutely committed to selling merchandise completely without relying on price cuts. By rigorously implementing this approach and selling attractive merchandise, we aim to achieve a gross profit margin of 80%.

Q. Regarding the merchandise to support future “Suki” on page 66. While it mentions wholesale and overseas expansion, the scale appears smaller compared to merchandise sales at events and through e-commerce. This suggests they may not intend to expand significantly in these areas. Specifically, what are their plans for overseas mail order? Additionally, I would like to hear what strengths they plan to leverage in this context.

A. The ambitious goal of achieving 12 billion yen in sales by the fiscal year ending March 2031 represents a significant leap from our current 500 million yen. To reach this target, we aim to expand beyond e-commerce, actively pursuing wholesale distribution and overseas expansion. While many retailing establishments handle anime and character merchandise, we aspire to develop highly original goods that will prompt such establishments to request, “We definitely want to carry your products wholesale.” Furthermore, Japanese content is attracting intense global attention. We plan to expand such content overseas through e-commerce and other channels. As mentioned earlier regarding castles and stone walls, interest in Japanese culture is also surging, and we are keen to develop merchandise reflecting this trend.

To achieve this, we will focus on developing merchandise that responds to each individual's personal preferences, even when not necessarily tied to specific cards or events. We plan to actively develop merchandise to meet the demand from overseas for Japanese culture and expand these offerings through cross-border e-commerce.

Q. Regarding page 13 of the financial results briefing materials, “Tenant Revenue Status”: At what point in time does the increase in price per square foot typically become apparent?

A. We negotiate to increase the price per square foot during tenant turnover or when renewing fixed-term leases. Tenant lease renewals occur approximately every five years, and since the price per square foot

for about 20% of the total space has increased by roughly 10%, the overall tenant price per square foot rises by about 2% annually.

Q. Is the increase in event revenue solely due to an increase in area, or is the price per square foot also a factor?

A. Event revenue is separate from rental income from tenants. While some items included in event revenue are treated as part of the rent, the majority consists primarily of merchandise sales and gross profit.

Q. As reported in the newspapers, your company is working to enhance systems that support career breaks. Are these efforts showing results in areas such as the resignation rate?

A. The IR Director took a leave of absence to attend business school for a year and returned significantly more empowered. While our Step-Up Leave program allows up to 2 years and 6 months for self-development, we also offer a slightly shorter 6-month leave specifically for pursuing personal passions. This can be taken for various reasons, such as “wanting to master a hobby further” or “wanting to dedicate time to a favorite activity like lessons.”

In practice, more employees are taking this leave to pursue their passions in diverse ways, such as: “I’m active as a YouTuber and want to fully challenge myself to see if I can go independent,” or “I’m learning massage for the elderly and want to master it thoroughly.”

While each person’s passion is highly diverse, we believe pursuing one’s own interests will inevitably be beneficial when tackling business challenges. We therefore view this leave as a form of investment in our people. Consequently, we not only established the system but also actively encourage its use.