

**MARUI GROUP CO., LTD**  
**MARUI IR DAY**  
**Business Strategy Briefing**



**June 9, 2026**



### **1 Progress and Initiatives in FinTech Segment**

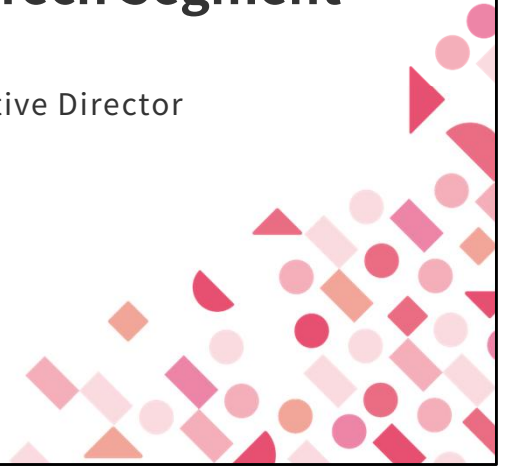
Q&A

### **2 Progress and Initiatives in Retailing Segment**

Q&A

# Progress and Initiatives in FinTech Segment

EPOS Card Co., Ltd. President and Representative Director  
Akikazu Aida



## Introducing the Presenter



MARUI GROUP CO., LTD.  
Managing Executive Officer and CDO  
EPOS Card Co., Ltd.  
President and Representative Director

**Akikazu Aida**

- 1996 Joined the Company
- 2017 General Manager of Corporate Planning Department, MARUI GROUP CO., LTD.
- 2020 Executive Officer and General Manager of Corporate Planning Department and Customer Success Division, MARUI GROUP CO., LTD.
- 2023 Managing Executive Officer and CDO, MARUI GROUP CO., LTD. (Incumbent)
- 2025 President and Representative Director, EPOS Card Co., Ltd. (Incumbent)

I am Aida from Epos Card.

**Schedule for Today's Presentation**



- 1 FY2026 Overview and FY2027 Outlook**
- 2 New FinTech Strategy Driven by “Suki”**
- 3 New Profit Pillar Supporting New Strategy**

Today, I will explain the progress and initiatives of the FinTech segment, based on the three points listed here.

**1 FY2026 Overview and FY2027 Outlook**

2 New FinTech Strategy Driven by “Suki”

3 New Profit Pillar Supporting New Strategy

First, I will explain an overview of the performance in the fiscal year ended March 2026, and the outlook for the fiscal year ending March 2027.

## FY2026 Results



Operating profit amounted to ¥47.0 billion (107% YoY), or an increase of ¥3.0 billion YoY

	FY2025		FY2026		
	Billion yen	YoY %	Billion yen	YoY %	YoY (diff.) Billion yen
Total transaction volume	4,680.6	110	5,118.3	109	+437.7
Revenue	178.8	108	195.8	109	+17.0
SG&A	134.7	110	148.8	110	+14.0
Operating profit	44.1	104	47.0	107	+3.0

\* SG&A expenses include cost of sales

Total group transaction was JPY5,118.3 billion, and operating profit was JPY47 billion, an increase of JPY3 billion.

## FY2026: Progress in Impact KPIs



Made steady progress toward the realization of economy driven by individuals' "Suki"

Key items	FY2031 KPIs		Progress	
Consumption that extends its benefits to others and society as a whole through the concept of "Suki"	Financial services that connect with society through "Suki"	Number of users	1 million or more	0.14 million
		Number of services	100 or more	66
		Transactions	¥300.0 billion or more	¥22.0 billion
Financial empowerment to support "Suki"	Financial services for young people and foreign nationals, etc.	Number of users	10 million	5.19 million
		Number of services	10 or more	3
	Financial services supporting diverse workstyles	Transactions	¥5.7 trillion or more	¥3.3 trillion

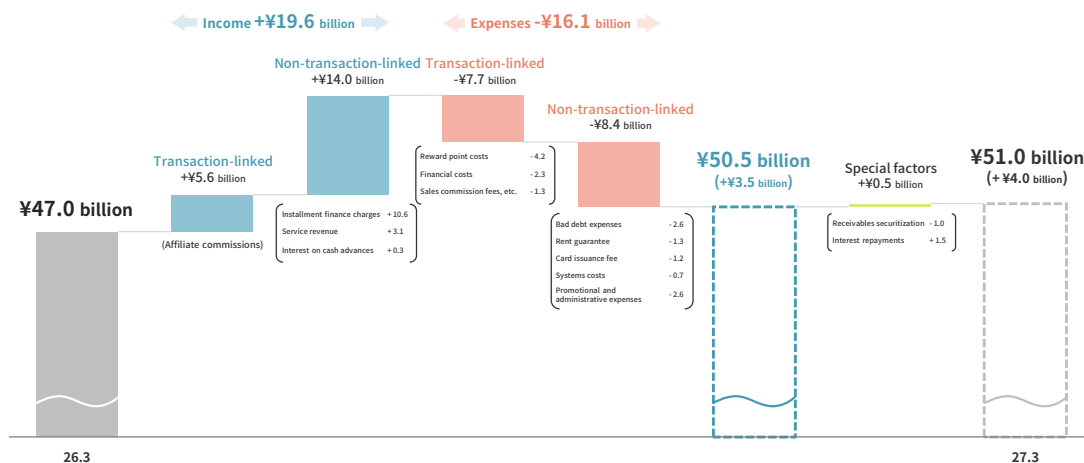
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This shows impact KPI status. Aiming for both impact and profit, we are making steady progress toward realizing an economy driven by "Suki" of each and every individual.

# FY2027: Outlook for Operating Profit



Operating profit for the fiscal year ending March 31, 2027, is projected to reach **¥51.0 billion**, up **¥4.0 billion**



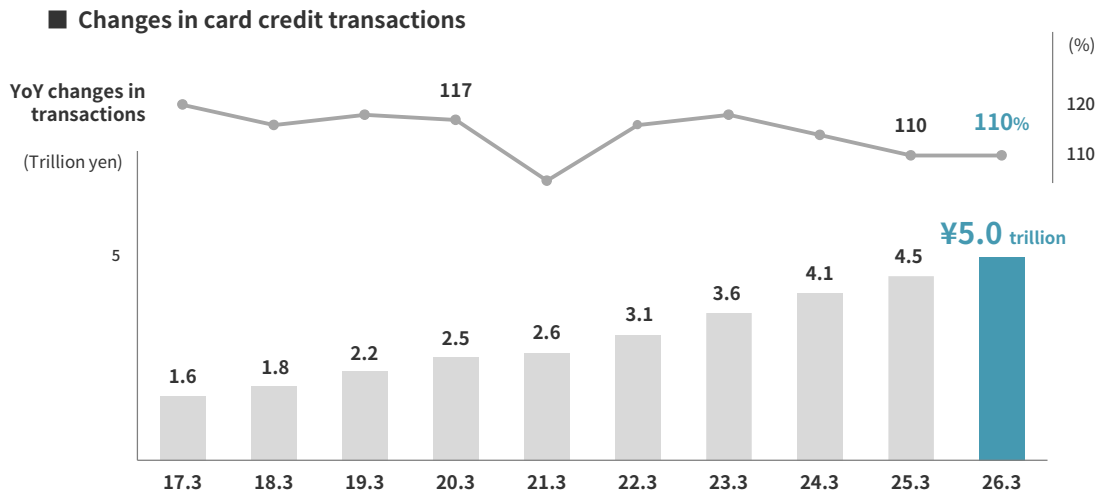
With regard to the forecast for the fiscal year ending March 2027, operating profit in real terms is projected to increase by JPY3.5 billion, driven by higher affiliate commissions from expanding transaction volumes and increased revenue from changes to installment and revolving payment fee rates. Excluding special factors, operating profit is expected to increase by JPY4 billion.

- 1 FY2026 Overview and FY2027 Outlook
- 2 New FinTech Strategy Driven by “Suki”**
- 3 New Profit Pillar Supporting New Strategy

Let me now explain the new FinTech strategy driven by "Suki".

## Status of Card Credit Transactions

Transactions increased to ¥5 trillion, however the pace of growth has moderated, requiring re-acceleration



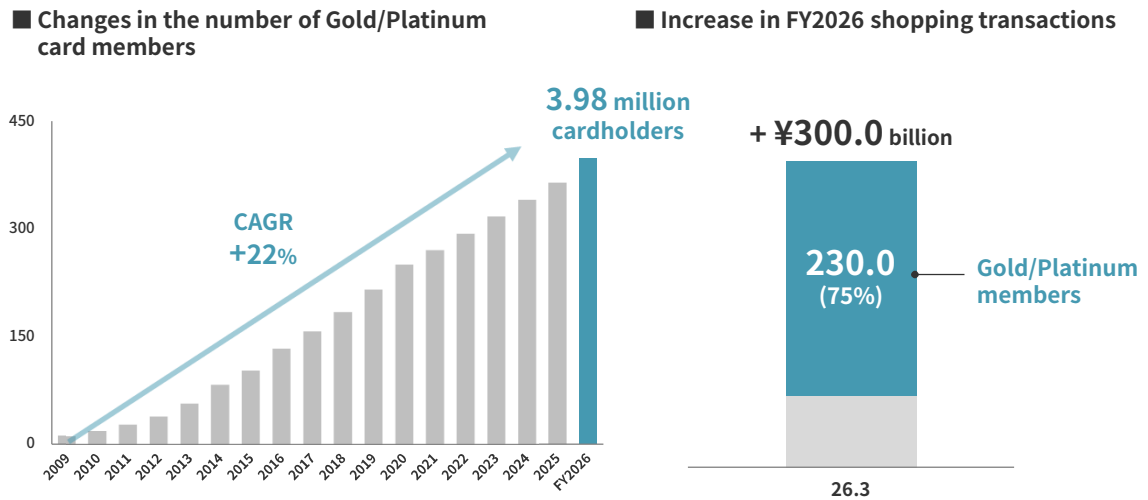
To date, the EPOS Card has expanded its transaction volume while maintaining a high growth rate.

On the other hand, the current pace of growth is shifting to a moderate pace as the scale of the business expands.

Growth must be re-accelerated to achieve the target for the fiscal year ending March 2031.

## Growth due to Gold/Platinum Cards

Growth of Gold/Platinum card members has driven the increase in transactions

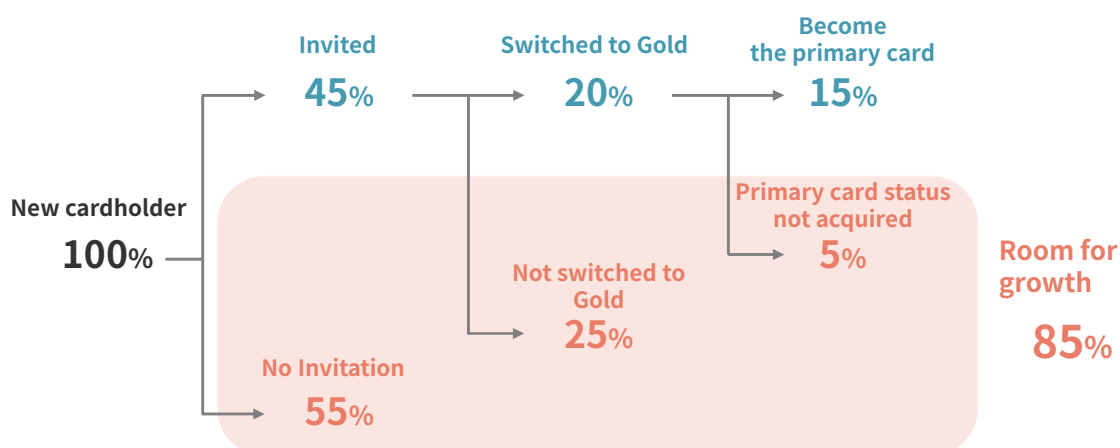


Unraveling the growth to date, the growth of the Gold and Platinum cardholders has been at the heart of this growth. We were the first in the industry to offer gold cards with no annual fee. Our cards have been expanding mainly among younger customers, and in the fiscal year ended March 2026, the number of Epos Gold Card and Platinum Card members reached 3.98 million. Gold and Platinum cardholders accounts for more than 70% of the growth in transaction volume.

## Potential of the Loyal Customer Strategy

For the expansion of loyal customers, 85% have the potential to become loyal customers

■ Situation after 3 years of membership



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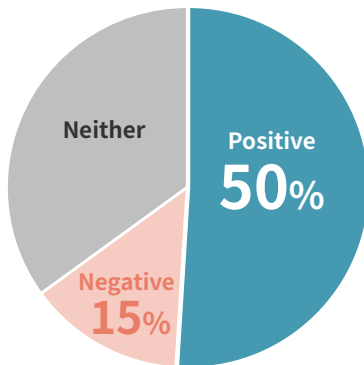
On the other hand, the growth from the Gold Card is very much contributed by the 15% of the enrolled customers who have made the card a main card, leaving a large room for growth, as more than 80% of the members are customers who do not choose to switch to a Gold Card or are not eligible for invitations.

In order to achieve our goals for the fiscal year ending March 2031, it is essential that we deepen our relationship with each and every customer, including this 80% or more, and expand the number of loyal customers.

## Customer Survey: How Customers Who Have Switched to Gold Cards Feel

Positive responses from customers who have switched to Gold cards, such as “glad” and “feeling recognized”

Q. What was your impression of an invitation for Gold cards?



I was glad to receive an invitation for the first time since I obtained a credit card

I realized that I am eligible to apply for a Gold card and felt recognized

\* n=1,100 (Survey by our company in April 2026)

Therefore, as a first step to better understand our customers, we surveyed their evaluation of the Gold Card invitations.

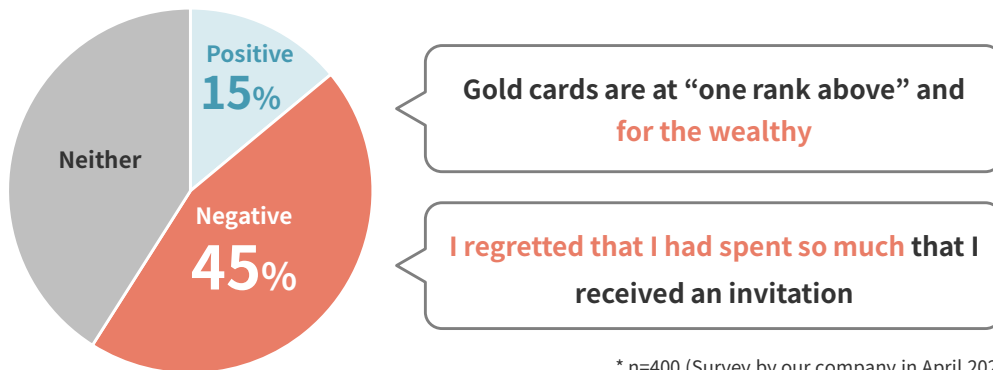
For both customers who have switched and those who have not yet switched, we analyzed whether the invitations were perceived as positive or, conversely, negative.

The results showed that about half of the customers who switched to the Gold Card had positive impressions, such as being happy and feeling recognized.

## Customer Survey: How Customers Who Have Not Switched to Gold Cards Feel

On the other hand, there are customers who do not switch for such reasons as “it is not suitable for me” or “I regret having spent too much”

Q. What was your impression of an invitation for Gold cards?



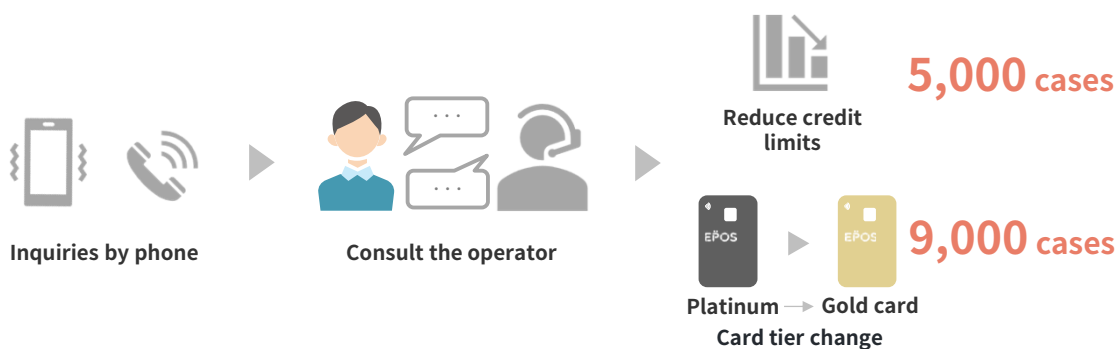
\* n=400 (Survey by our company in April 2026)

On the other hand, some customers who did not switch to the Gold Card felt that the Gold Card was for rich people and that they were not worthy of it, or that they had spent so much that they received invitations, or that they regretted not being able to control their spending and were hesitant to switch.

## Number of Customers Who Are Worried about Spending Too Much

There are 5,000 cases of reducing credit limits and 9,000 cases of switching from Platinum to Gold through customer inquiries annually

### ■ Flow and number of inquiries (FY2026)



**If customers who did not make an inquiry are included, the number may well be quite large**

We also know from actual daily inquiries that a certain number of customers are concerned about overuse.

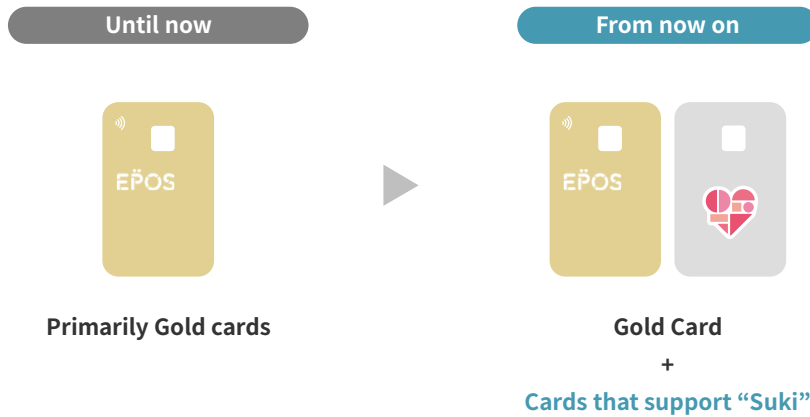
Our call center receives a variety of inquiries on a daily basis, including 5,000 requests for limit reductions and 9,000 requests to switch from a Platinum Card to a Gold Card annually.

Perhaps if we include customers who have not requested, the number will be substantial.

In the future, we will build a system to make these customers loyal customers in addition to Gold Card customers, and achieve inclusive growth where no one is left behind.

## New Strategy

Re-accelerate growth with the twin engine of cards that support “Suki” in addition to Gold cards



Therefore, we have positioned cards that support "Suki" as our second growth engine, in addition to the Gold Card that has driven our growth to date. These twin engines will enable us to re-accelerate our growth.

## Expansion of Cards That Support "Suki"

**156 projects**      **1,380,000 cardholders**

\* As of March 2026

### Social contribution



EPOS TOGETHER Card

### Only-one



EPOS Pet Card

### Sports



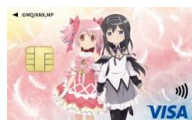
TOKYO GREAT BEARS

### Music



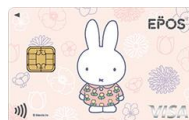
ZUTOMAYO

### Animation



PUELLA MAGI  
MADOKA☆MAGICA

### Character



Miffy

### Game



Otomate

The cards that support "Suki," an important foundation of this strategy, have now 156 projects and the number of cardholders has reached 1.38 million. In addition to expanding the number of projects, we will draw up a strategy that places cards that support "Suki" at the core of our business growth.

## **New Strategy to Differentiate from Other Companies**



**Realize re-acceleration of growth through a journey beyond the framework of Gold cards**

- (1) Co-creation of creditability**
- (2) Special experience relating to “Suki”**
- (3) Support and donation**

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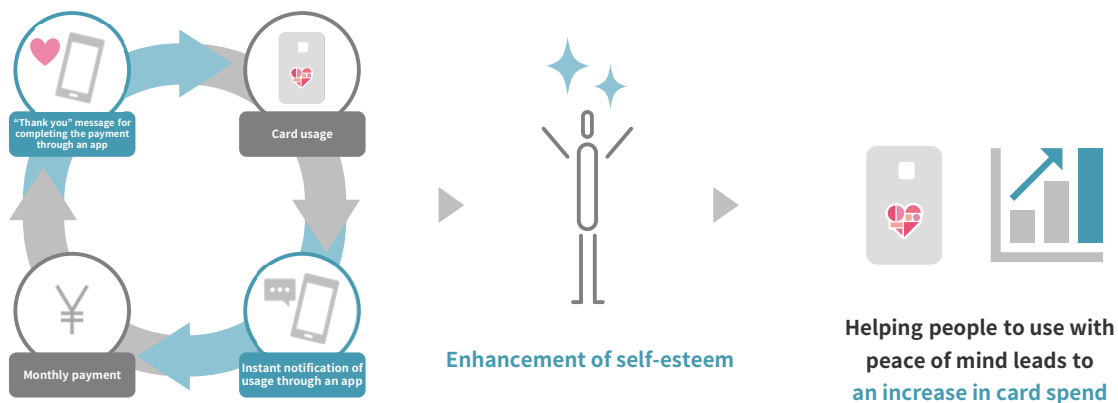
The key differentiators of this strategy involve three points: first, co-creation of creditability, second, special experiences related to "Suki," and third, support and donations.

We will build a new customer journey starting from "Suki," not as an extension of the Gold Card.

Now, I will explain each of these points in order.

## Differentiation (1) Co-creation of Creditability

Using an app to provide an experience that enhances customers' self-esteem about payments



The first point is co-creation of creditability.

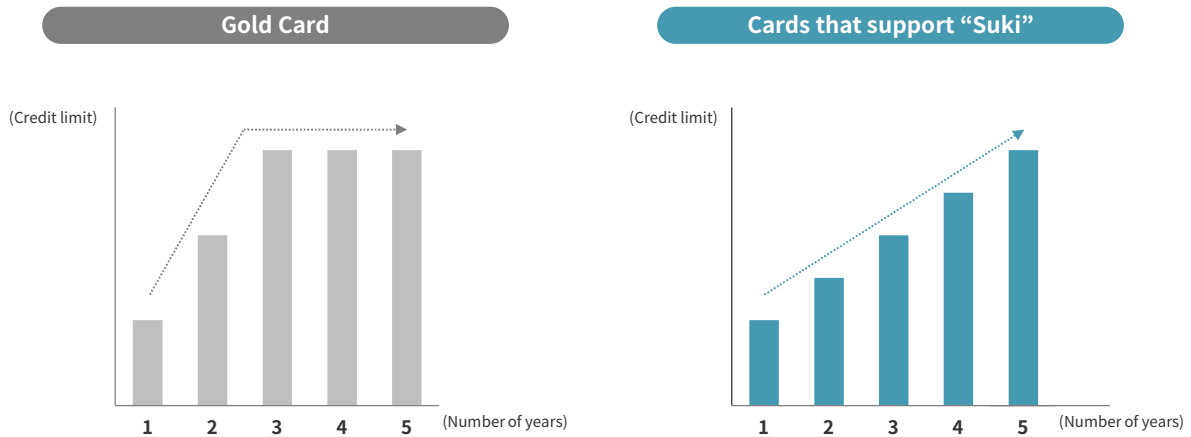
Utilizing the app, we will provide detailed communication, including thank you messages for use and payment.

By eliminating customer anxiety and making them feel in control of their payments, we will improve their sense of self-affirmation about their money management and enable them to use their credit cards with peace of mind.

## Credit Limit Increase in Line with Customer's Actual User Experience



Customers with cards that support “Suki” increase their credit limits and usage per transaction over time through co-creation of creditability



In addition, we will evolve the system for cards that support "Suki" into a system in which the credit limit will be improved in stages in accordance with the actual use of the card.

In the past, many Gold Cards have seen their limits increased in a relatively short period of time, triggered by a switch.

We will aim for a system in which customers can feel that they are nurturing their own creditability, while gradually increasing their creditability.

## Current Initiatives: Resolving Anxiety

UX design that helps you to use with peace of mind through real-time notifications and notices to prevent over-spending

### Real-time notifications

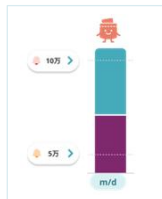


Receive notification immediately after use



Reflected in the statement instantly

### Estimated alert

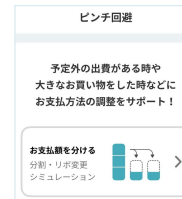


Set a target amount



Notification of overspending

### Avoidance of pinch

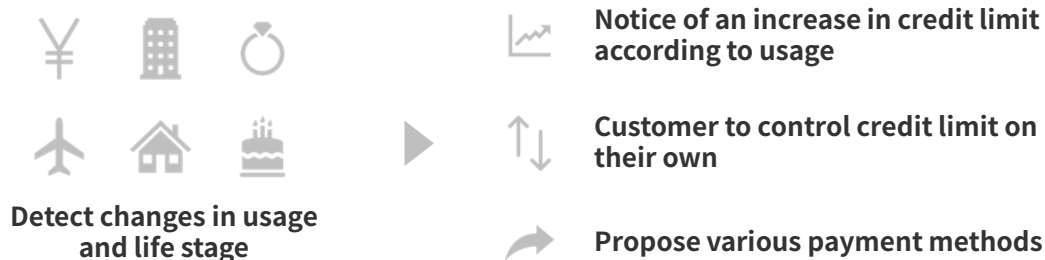


Propose installment/ revolving plan options with simulation

To date, we have worked to reduce concerns about card use. As explained at the IR Day in December, we have designed a safe and secure UX while preventing overuse, and through various features on the app, we have created an environment where customers can use their cards with confidence.

## Future Initiatives: Enhancing Personalization through DX

Aiming to provide a personalized experience, such as credit limits and payment methods tailored to each customer



**Plan to implement AI and UX development  
with experts**

**Execute strategic system investments**

In addition to those features, we will provide customers with the ability to flexibly select their credit limit and payment method in accordance with their usage and life stage changes.

By providing the optimal options for each customer, we will enhance their feeling of being in control of their own money and create an experience that fosters creditability with peace of mind.

To realize this, we will continue to make strategic investments, particularly in apps, to create personalized experiences through the use of AI, and to build a new UX.

## Differentiation (2) Special Experience Relating to “Suki”

Demonstrate group-wide strengths to the maximum as a unit supporting “Suki” for differentiation



The second differentiator is the special experience through units that support "Suki."

Not only through enrollment and use of cards that support "Suki" in goods sales and hands-on events at stores, but also through continuous contact with customers via the app that incorporate pre-event announcements, priority reservations, communication based on usage data, and original goods, we will expand the benefits.

By making full use of the strength of the Group as a whole, we will provide a unique customer experience that starts with "Suki."

## Example of Experience Using Event/Merchandise with Cards Supporting “Suki”

Held an event exclusively for HERALBONY CARD holders, attended by 100 people

■ HERALBONY CARD THANKS DAY 2026 (held in February 2026)



Number of participants:

100



Participants

It was truly a wonderful event!  
It was a time that I appreciated having a HERALBONY CARD.  
Thank you! I'm looking forward to the next one!

These benefits are currently on trial.

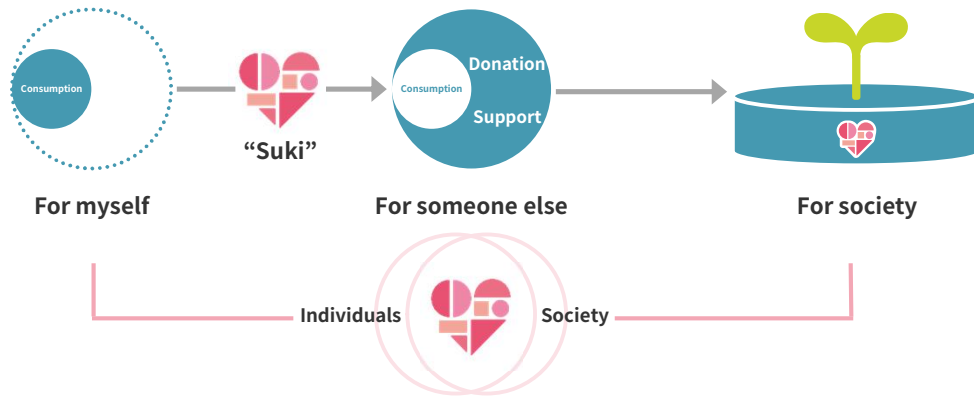
In February of this year, we held a talk session and live painting event exclusively for the HERALBONY Card members.

We offer exclusive goods, creating an integrated experience that combines event cards and goods.

The event was attended by 100 guests and received a high response. We will expand these efforts to other projects in the future.

### Differentiation (3) Support and Donation

Our target state is new membership for a card that supports “Suki” and naturally leads to social contribution



Achieve both impact and profit through business that supports “Suki”

The third differentiating factor is support and donations. Our goal is to create a system in which customers' consumption naturally leads to social impact through cards that support "Suki."

## Status of Support and Donation Cards

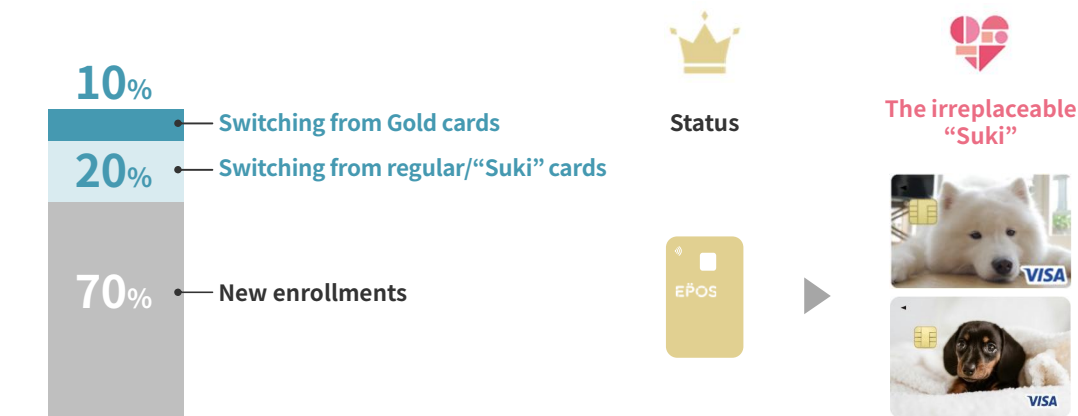


The support and donation cards have now 37 projects and reached 130,000 members in the fiscal year ended March 2026.

## Switching to Support and Donation Cards

### Changing customer values from status to “Suki”

#### ■ Composition of EPOS Pet Card membership by admission route



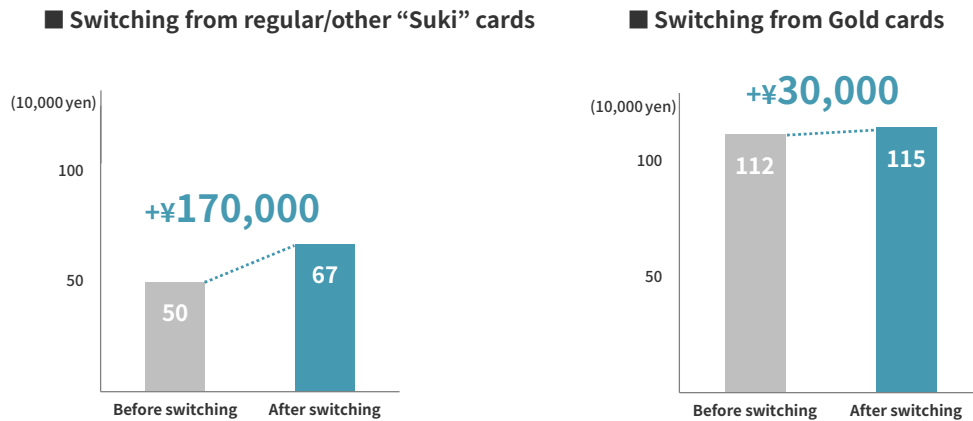
We believe there is a strong incentive to join and use the support and donation cards.

For example, about 30% of new members of the Pet Card, one of the Only One cards, are switching from other EPOS Cards.

Some of those customers switch from the Gold Cards, not because of financial benefits such as status or bonus points, but because of their feelings and empathy for their loved ones.

## Card Spend of Customers Who Switched to Pet Cards

Card spend increased ¥170,000 as a result of switching from regular/"Suki" cards, and high usage was maintained even in the case of switching from Gold cards



In addition, looking at the usage patterns of customers who switched to the Pet Cards, their spending amount increased significantly after the switch. This may indicate that strong empathy with customers' own "Suki" is leading to increased use.

Furthermore, customers who switched from the Gold Cards also spent the same amount or more, indicating that the emotional value of "Suki" is an important motivator for card use, in addition to economic value.

## Examples of Support Using Support and Donation Cards

A cumulative total of ¥100 million for 5 years since the launch of the HERALBONY CARD, and a cumulative total of ¥10 million over one year for Museum Epos Card

### HERALBONY CARD

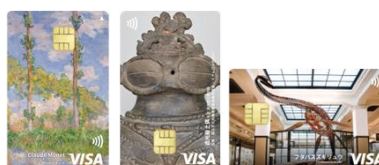


Launched in November 2021

**Number of cardholders** More than 57,000

**Amount of money raised to support** ¥100 million or more in cumulative total

### Museum Epos Card



National Museum of Art, Independent Administrative Institution

National Institutes for Cultural Heritage, Independent Administrative Institution

National Museum of Nature and Science, Independent Administrative Institution

Launched in March 2025

**Number of cardholders** More than 10,000

**Amount of money raised to support** ¥10 million or more in cumulative total

This circle of support is steadily growing.

The HERALBONY Card, which we began issuing in November 2021, is currently supported by approximately 60,000 members, and the total amount raised to support HERALBONY has exceeded JPY100 million.

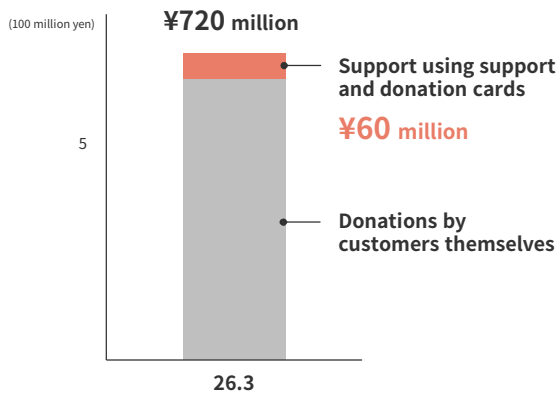
In addition, the number of members of the Museum EPOS Card, issued in March 2025, has exceeded 10,000, and a cumulative total of JPY10 million has been linked to support for activities of museums and art galleries.

Actions born from customers' "Suki" and empathy are steadily spreading as a mechanism that continuously leads to social impact.

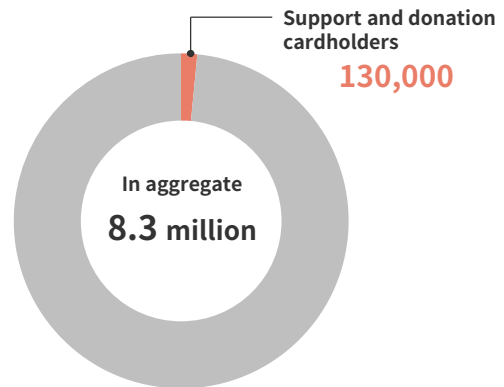
## Challenges with Support and Donation Cards

The amount of support through support and donation cards during FY2026 is limited to ¥60 million

■ Status of support and donation by credit cards



■ Status of support and donation cardholders

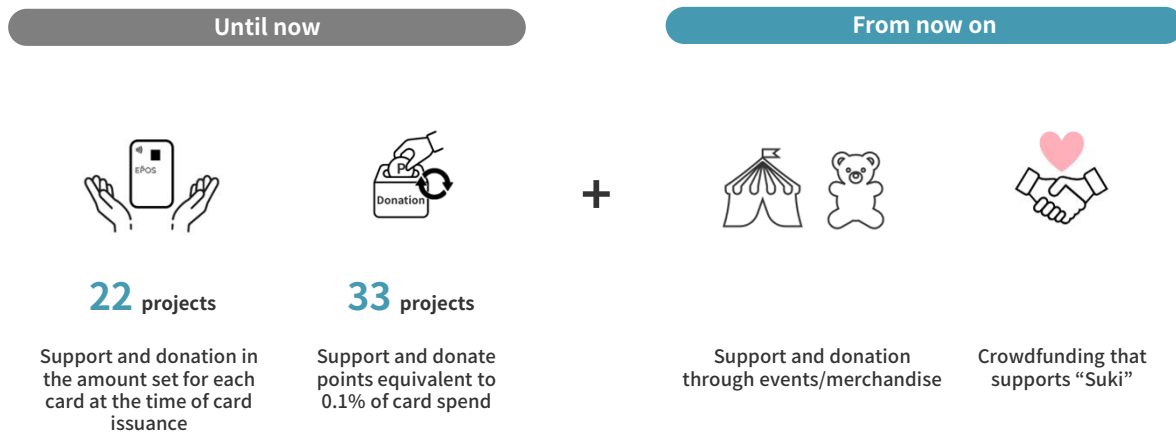


\* As of March 2026

But on the other hand, this impact is still developing.  
The amount of support through the support and donation cards is JPY60 million, which is limited compared to the total amount of JPY720 million. This is due to the fact that the number of members is still limited.

## For Expansion of Consumption for Someone Else and for Society

Expand support methods using “Suki”-supporting cards to realize impact



In order to expand consumption for the benefit of someone else and society, we will first expand our support and donation methods.

The current cards supporting "Suki" offer support and donations at the time of card issuance or based on the amount of card usage, but the set-up of such support and donations is still limited.

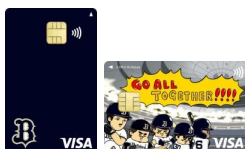
In addition to supporting and donating through the purchase of event goods, we will develop a crowdfunding mechanism to expand opportunities for customers to participate at the moment when they wish to support.

## Expanding Support and Donation Cards

Added support function to all new cards to realize a wide range of support, and expanded the initiative to cover existing cards

### New cards

#### ■ ORIX Buffaloes EPOS Card



Support Orix Buffaloes' junior team

Launched: March 2026

#### ■ National Theater EPOS Card



Support projects that connect traditional performing arts to the future

Launched: May 2026

### Existing cards

#### ■ FC MACHIDA ZELVIA EPOS Card



Support the management of a sports team

Launched: February 2025  
Support added: January 2026

#### ■ Tokugawa Art Museum EPOS Card



Support preservation of cultural properties and museum operation

Launched: November 2022  
Support added: April 2026

Next is the expansion of the support and donation cards.

Support and donation functions will be incorporated as a standard feature in cards that support "Suki" to be developed in the future.

With the ORIX Buffaloes EPOS Card issued in March 2026, the amount of support will be used to support future players on junior teams.

In addition, the National Theatre EPOS Card, issued most recently in May, will provide support for initiatives to pass traditional performing arts on to future generations.

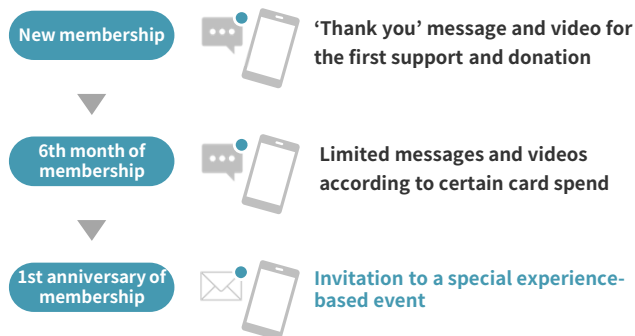
In addition, we are adding support and donation functions to existing cards, and are expanding our efforts with partners such as MACHIDA ZELVIA and the Tokugawa Art Museum, who share our vision.

We will steadily expand the number of the support and donation cards and build a system that allows more customers to participate on a daily basis.

# Strengthening Support and Donation Experience

## Strengthening the experience of support and donation in addition to expanding the number of projects

### ■ Rewards for support



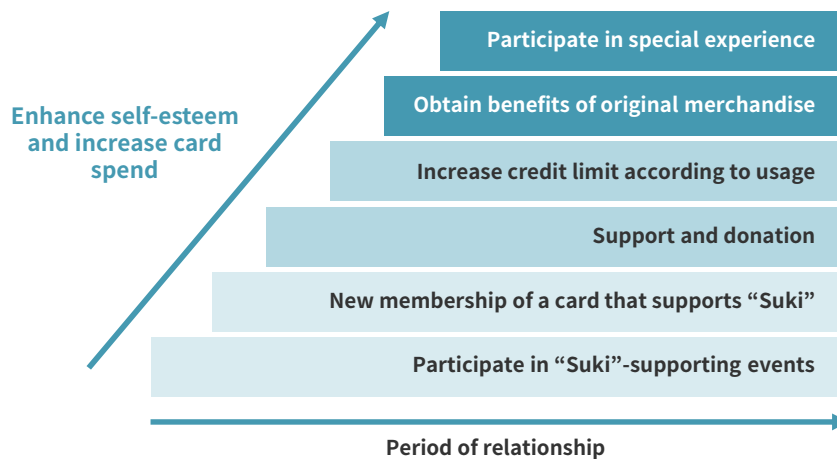
### ■ Enhancement of reports on activities of those supported



To achieve impact, in addition to expanding the number of projects, we will work to strengthen the support experience itself. For example, we will enhance the reward program for customers' support with a thank-you message upon joining, delivery of exclusive content, and invitations to special experiential events to thank them for their continued support. In addition, by enhancing the activity reports of the recipients of such support, we will build a mechanism for our customers to feel that their support is connected to the benefit of someone else and society.

## Cards That Support “Suki” to Build Long-Term Relationships

Build a large number of contact points and long-term relationships, while responding to customers’ “Suki” to enhance their self-esteem and increase card spend

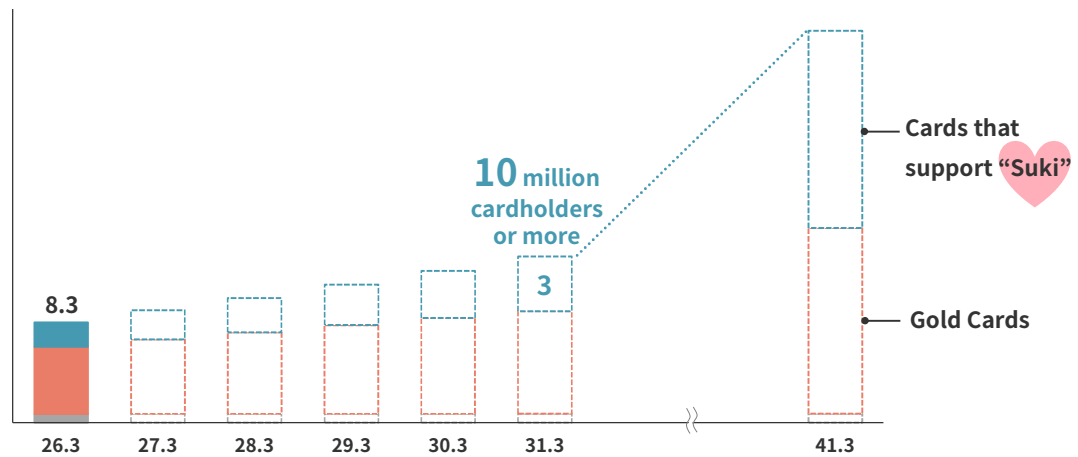


Through these strategies, we will build long-lasting and deep relationships with customers who signed up for our cards through "Suki." By increasing engagement with each customer, we will increase continued use and the amount spent.

## Membership Plan for FY2031

Expand memberships with the twin engine of Gold cards and cards that support “Suki”

■ Membership plan by card type

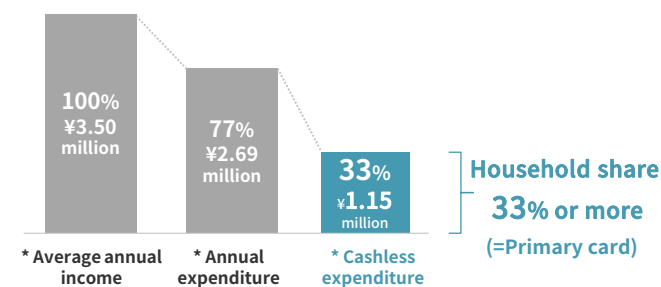


For the fiscal year ending March 2031, we will strongly promote the strategies explained today to expand the number of members with both the Gold Cards and cards that support "Suki."

## Concept of Loyal Customers

We define the concept of loyal customers and use it as a strategic indicator with the aim of creating regular customers going forward

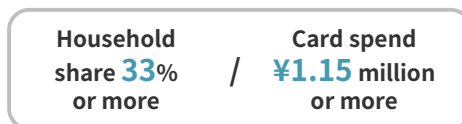
### ■ Definition of primary cards



(EPOS Card holders)

- \* Average annual income of EPOS Card holders in FY2024
- \* Annual expenditure in the income range (the Ministry of Internal Affairs and Communications' Family Income and Expenditure Survey of FY2024)
- \* Estimated from the Ministry of Economy, Trade and Industry's 2024 Ratio of Cashless Payment of 43%

### ■ The concept of loyal customers



×

Period of relationship

To this end, we will also focus on creating loyal customers who are our best customers.

The main card was defined based on a household share of 33% or more. However, under this definition, customers with large disposable incomes could not make the EPOS Card their main card, even if they spent a large amount of money on it.

Therefore, we will update the concept of loyal customers, while reviewing the definition of the main card.

Specifically, in addition to main card customers who have a household share of 33% or more, we will expand the scope of loyal customers to include customers who spend JPY1.15 million or more per year as the basis for calculation.

Furthermore, we will multiply this by the element of the length of the relationship and use it as a new indicator in our future strategies.

The concept of loyal customers will be further updated in the future.

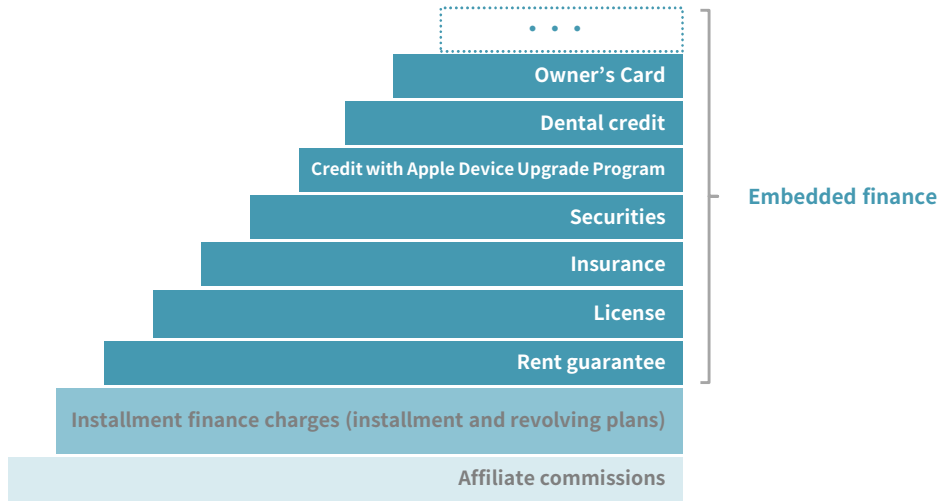
The realization of this strategy will take a certain amount of time.

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We will explain later in this presentation the new profit pillars that will enable us to achieve sustainable growth, while concurrently promoting the multilayered structure of our earnings structure.

## Growth of Businesses of Existing Business Expansion Type

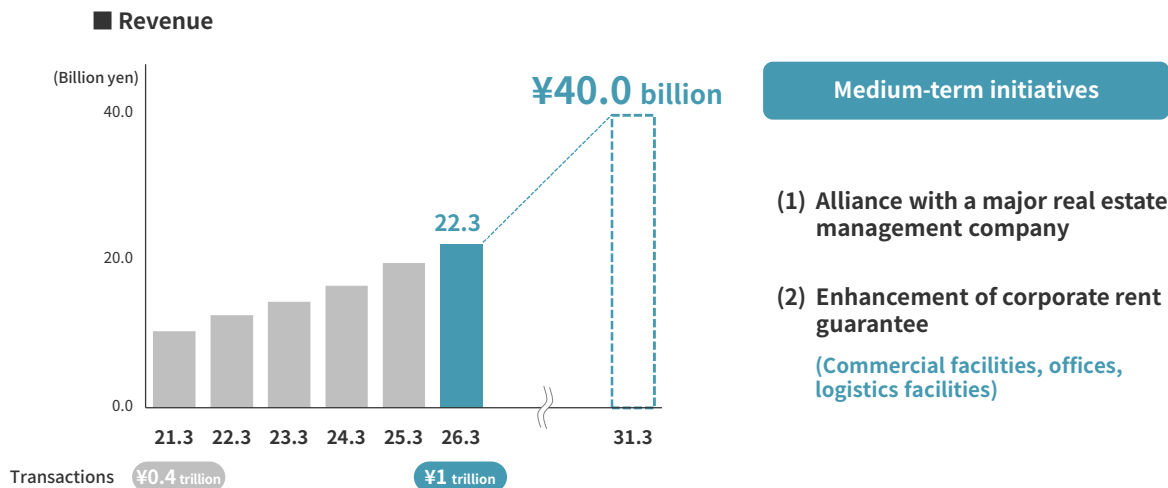
Making revenues multi-layered further through embedded finance



To date, our embedded finance has steadily expanded on the strength of our unique credit expertise.

## Rent Guarantee

Revenue from rent guarantee increased to as much as ¥22.3 billion in FY2026, and we will continue to strengthen rent guarantee for business partners and corporate customers



Revenue from the rent guarantee business expanded to JPY22.3 billion in the fiscal year ended March 2026.

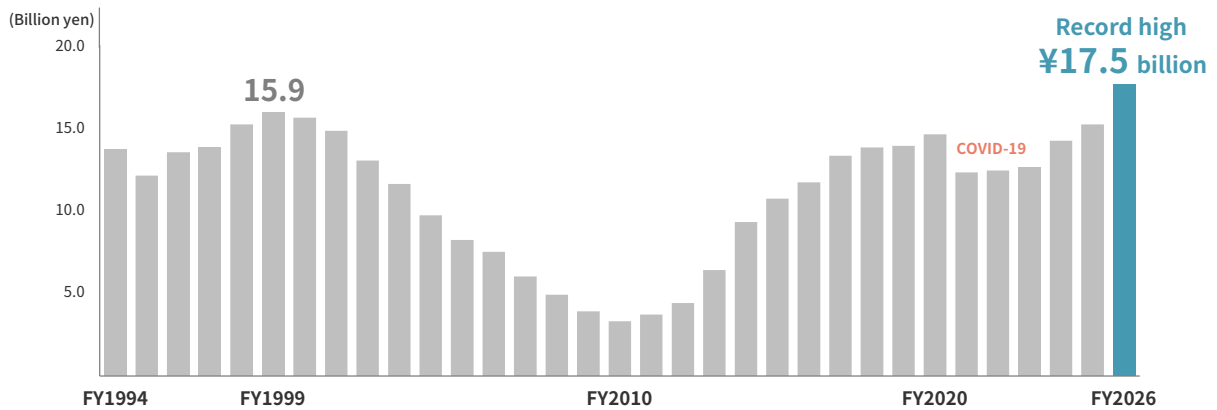
We will continue to expand our partnerships with major property management companies and strengthen our development of rent guarantees for corporate clients, aiming to become the industry leader.

# License Credit



License credit transactions reached a record high of ¥17.5 billion in FY2026

## ■ License credit transactions



\* Number of driving schools nationwide: 1,291 (Source: White Paper on Traffic Safety 2024)  
\* The number of driving schools partnered with EPOS Card: 1,090

Financing for driving school fees totaled JPY17.5 billion in transaction volume, a record high for the first time since 1999.

## Renewed Growth of License Credit: Providing Plans for Foreign Residents

Expanding financial empowerment for foreign residents working in Japan through co-creation with GTN

■ Co-creation with GTN

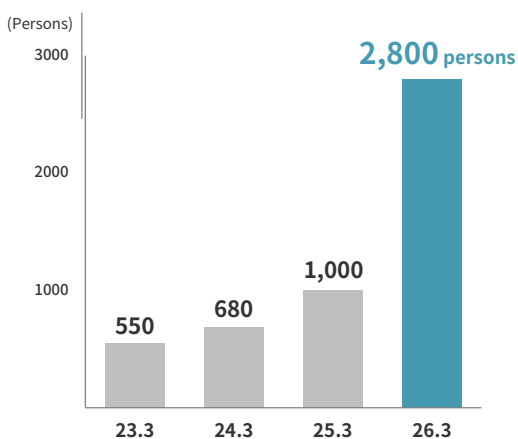
Driver's license loan plan exclusively for foreigners



Multilingual support

Foreign students acceptable

■ Number of services provided to foreign residents

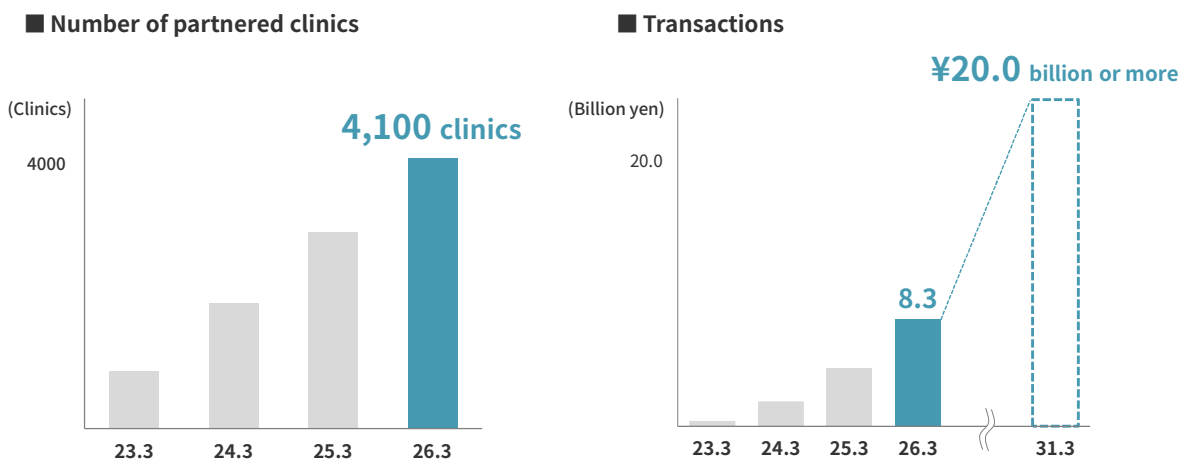


One of the factors behind the renewed growth is the expansion of financial empowerment for foreign residents.

The Company launched a plan exclusively for foreign residents in Japan in the fiscal year ended March 2023, and the number of users in the fiscal year ended March 2026 increased 2.8 times compared to the previous fiscal year. With the increase in the number of foreign residents in Japan, high demand is expected to continue, and we will aim for further expansion.

## Dental Credit

The number of partnered clinics has steadily increased to over 4,000 due to sales utilizing our network and referrals from existing partners



\* Number of dental offices nationwide: 65,000

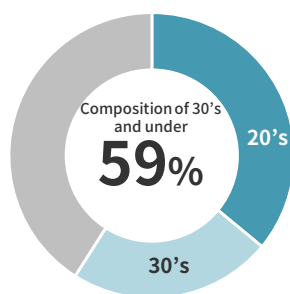
(Source: A rough estimate as of the end of August 2025 in the Ministry of Health, Labour and Welfare's Survey of Medical Institutions and Hospital Report)

Dental financing is also growing steadily, with the number of affiliated clinics reaching over 4,000 and transaction volume expanding to JPY8.3 billion. Incidentally, there are 65,000 dental clinics nationwide, and since the current rate of partnerships is still limited, we anticipate significant room for growth in the future. The Company aims to further expand its transaction volume by cultivating affiliated clinics nationwide.

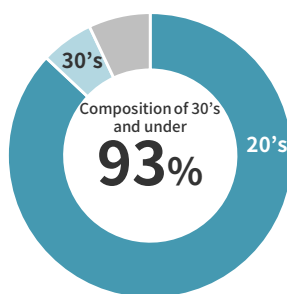
## Age Groups of Embedded Finance Users

Important contact points with young people, and mainly customers with high potential to become loyal customers

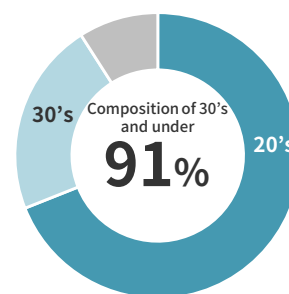
■ Rent guarantee



■ License credit



■ Dental credit



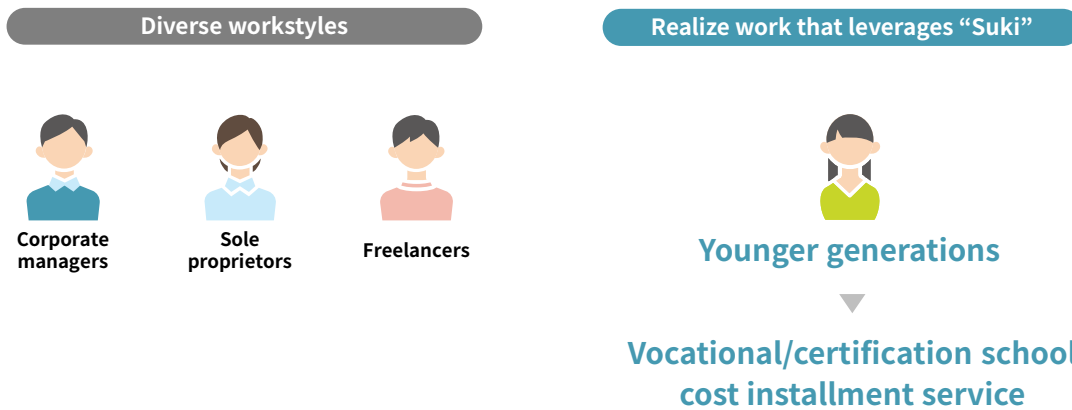
\* As of March 2026

These embedded financings are also characterized by the fact that they have a lot of contacts with younger customers.

In particular, 90% of our customers for financing for driving school fees and dental financing are under 30 years old. The Company will develop new points of contact with customers who have high potential to become loyal customers in the future, thereby contributing to the expansion of the customer base.

## New Embedded Finance

Provide new services for mainly younger generations who aim to pursue work that leverages “Suki,” in addition to diverse workstyles

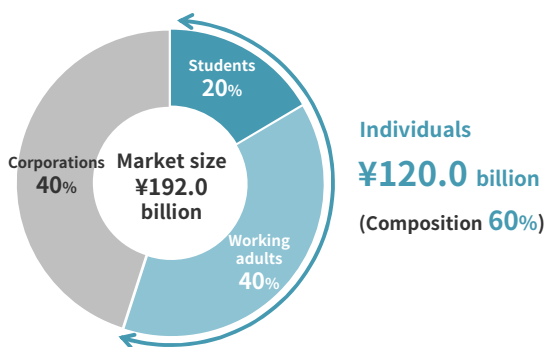


As a new embedded finance for future generations, we will offer tuition financing for professional certification schools, which will expand job possibilities through their skills. By providing financial support for learning, we will contribute to the future generations.

## About Vocational/Certification Schools

The majority of individual applications are estimated to be from young people, and there is a need for financing for expensive program costs

### Market size of vocational/certification schools



\* Source: Yano Research Institute, "Research on the Education Industry Market"

### Program examples

Certification	Program costs
First-class architect	¥1.0 million
Certified public accountant	¥0.7 million
Judicial scrivener	¥0.6 million
Nurse	¥0.5 million

There is a **need for financing** for expensive costs

More than half of the individuals enrolling in certification schools apply on their own, and the majority of them are young adults. Many of the courses are very costly to attend. We believe that there is a need for financial support for these customers to take on the challenge of learning.

## Competitive Advantages of EPOS Card

Differentiation from competitions through service design that leverages systems and knowhow of license and dental credit

		Other companies	EPOS
Application / review	Web-based application	○	○
	Late-hour review (until 22:00)	×	○
	No guarantor required for students	×	○
Instalment / payment	Number of installments (up to 96)	×	○
	Skip payment option for students (Up to 6 months without charges)	△	○



Cumbersome guarantor procedures, such as mailing a certificate of withholding tax...



I want to keep the monthly payment down because I live on my own

\* Information from other companies and voices from users are based on interviews with vocational/certification schools

While many certification schools have already introduced installment payments, there is room for improvement in terms of customer convenience. We are committed to providing better and more convenient services to our customers by leveraging our expertise in driving schools and dental clinics.

## Future Prospects for the Business Supporting Younger Generations



We will partner with two companies, starting in the second half of FY2026, to further expand financial empowerment



Year established 1979

Number of schools 27 schools



Year established 2001

Number of schools 5 schools

In H2 of 2026, we will begin collaborations with TOKYO LEGAL MIND and CPA Accounting Academy.

By continuing to expand our partnerships, we will accelerate our financial empowerment efforts to support the learning and challenges of future generations.

## New Initiatives of Businesses of Existing Business Expansion Type



Provide new experience which allows use of crypto assets for daily settlement and asset formation, rather than merely holding them

### ■ EPOS CRYPTO Card for bitbank



- Allows selection every month of a debit account, either from “Financial Institution” or “Crypto Exchange”\*
- Users will be credited 0.5% of their card spend in crypto assets\*\* (Available in 3 types of Bitcoin, Ethereum and Astar)

\* First in Japan (as of April 27, 2026)

\*\* Japan's first service that allows users to choose which crypto assets to be granted (As of April 27, 2026)

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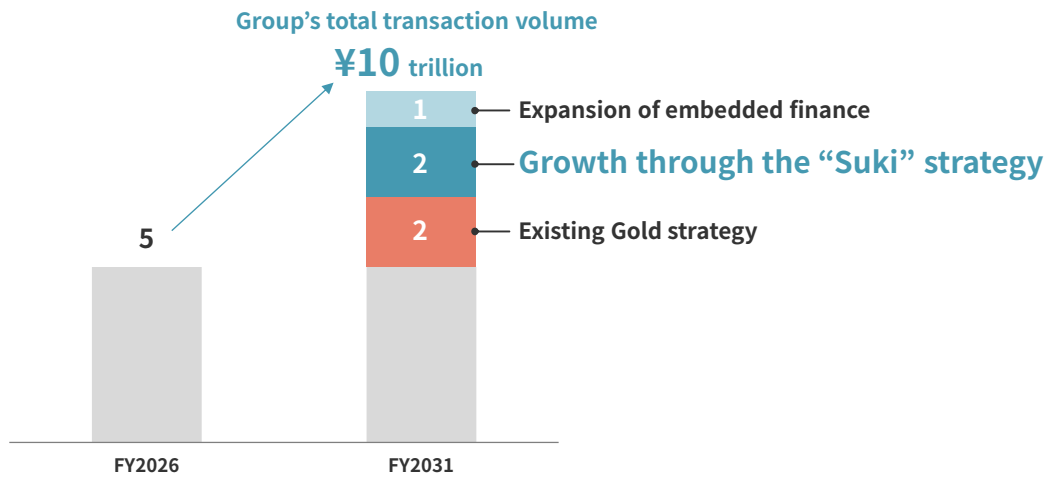
In addition, as a new initiative for existing business expansion, we issued the EPOS CRYPTO card in April 2026 through a business alliance with bitbank. In addition to the traditional bank account debit, the balance of the cryptocurrency exchanges can be used as a debit account, with a monthly selection.

This is the first initiative in Japan that customers can select their own crypto assets to be returned to them.

By seamlessly connecting crypto assets and daily payments, we will provide customers with a new payment and asset building experience.

## Toward a Group Total Transaction Volume of ¥10 Trillion

Add the enhancement of customer experience value through the use of DX to the existing Gold strategy, aiming for a Group total transaction volume of ¥10 trillion



With the Gold Cards, cards that support "Suki," and embedded finance as growth engines, we aim to achieve a total group transaction of JPY10 trillion.

Group's total transaction volume



Percentage of primary card status acquired



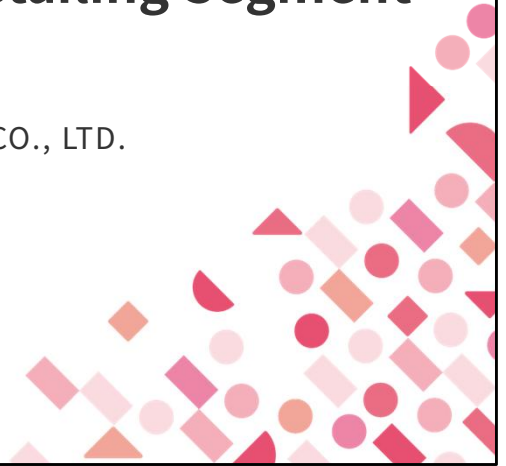
In an economy driven by "Suki," we will accelerate growth while creating both customer value and social value, and aim to achieve our KPIs.

## Q&A

That is all from me. Thank you very much.

# Progress and Initiatives in Retailing Segment

Masahiro Aono,  
President and Representative Director, MARUI CO., LTD.



Then, Mr. Aono from MARUI will explain the progress and initiatives of the retailing segment.

## Introducing the Presenter



MARUI GROUP CO., LTD.  
Managing Executive Officer

President and Representative Director  
MARUI CO., LTD.

**Masahiro Aono**

- 1984 Joined the Company, in charge of cards
- 1987 In charge of retailing
- 2020 President and Representative Director, MARUI CO., LTD. (Incumbent)
- 2023 Managing Executive Officer, MARUI GROUP CO., LTD. (Incumbent)

I will now explain the retailing segment.

**Schedule for Today's Presentation**



- 1 FY2026 Results and FY2027 Outlook**
- 2 Expansion of Unit That Supports “Suki”**
- 3 Direction of Stores**

Today's agenda involves three points as shown here.

# **1 FY2026 Results and FY2027 Outlook**

## 2 Expansion of Unit That Supports “Suki”

## 3 Direction of Stores

First, I will explain an overview of the performance in the fiscal year ended March 2026, and the outlook for the fiscal year ending March 2027.

## FY2026 Results

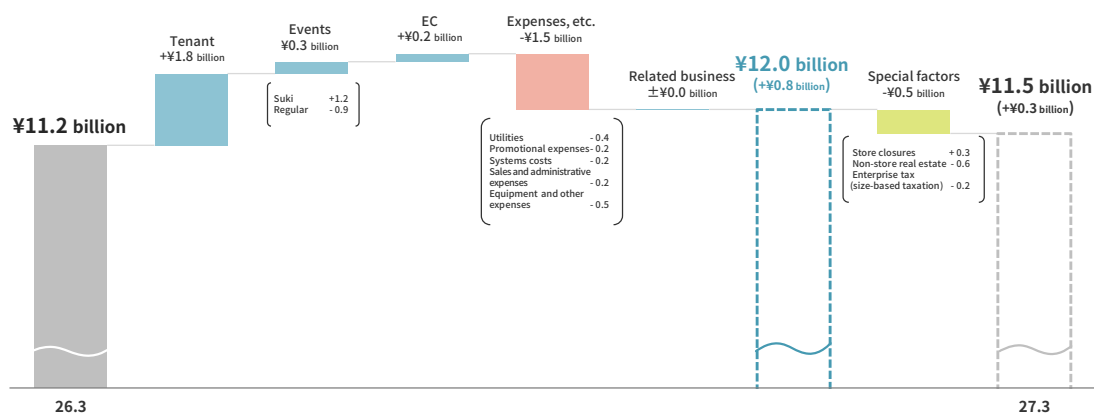
### Operating profit for FY2026 increased ¥2.6 billion to ¥11.2 billion

	FY2025	YoY	FY2026	YoY	YoY (diff.)
	Billion yen	%	Billion yen	%	Billion yen
Total transaction volume	<b>324.4</b>	<b>109</b>	<b>354.2</b>	<b>109</b>	<b>+ 29.8</b>
Revenue	<b>82.3</b>	<b>106</b>	<b>88.4</b>	<b>107</b>	<b>+ 6.1</b>
Operating profit	<b>8.6</b>	<b>124</b>	<b>11.2</b>	<b>130</b>	<b>+ 2.6</b>
ROIC (%)	<b>3.1</b>	—	<b>4.2</b>	—	<b>+ 1.1</b>

As reported in the financial results for the fiscal year ended March 2026, retailing operating profit was JPY11.2 billion.

## FY2027: Outlook for Operating Profit

For FY2027, operating profit is expected to increase ¥0.8 billion in real terms, to ¥11.5 billion due to special factors of negative ¥0.5 billion



With regard to the forecast for the fiscal year ending March 2027, the actual increase in profit is JPY0.8 billion, but due to special factors, operating profit is projected to be JPY11.5 billion.

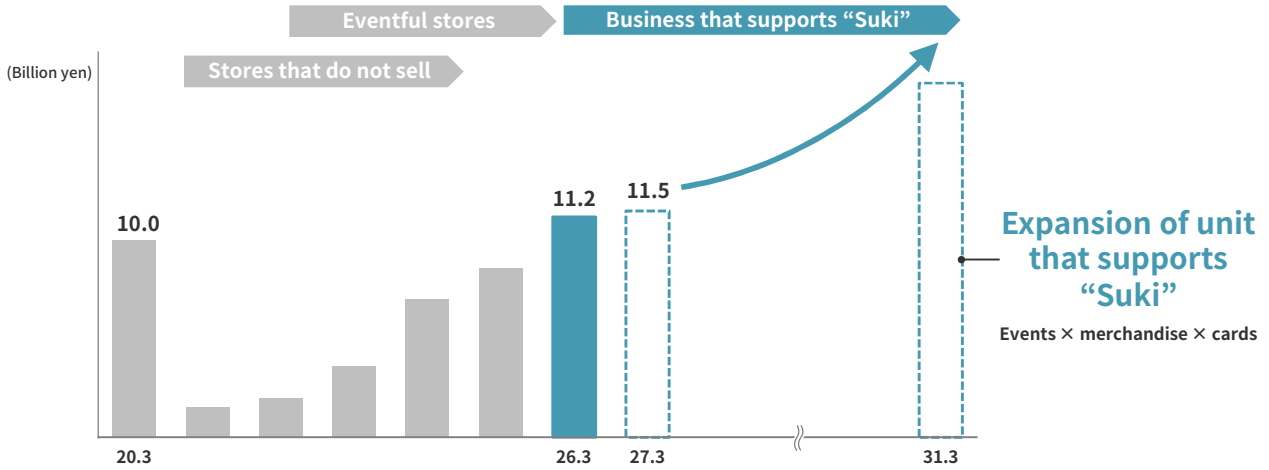
The negative JPY0.5 billion from special factors is unavoidable, but there is still ample upside opportunity for the JPY1.8 billion in tenant and JPY0.3 billion in event.

We will work to achieve results that exceed our plans for the current fiscal year

# Profit Growth of Retailing

## Shift to a business that supports “Suki” for a new growth stage

### Changes in operating profit of Retailing segment



The retailing segment has been working to create a store that does not sell but is eventful. In the future, the Group will unite to realize a business that supports "Suki." We see the expansion of units that support "Suki" as a great opportunity for the retailing segment to increase profits

- 1 FY2026 Results and FY2027 Outlook
- 2 Expansion of Unit That Supports “Suki”**
- 3 Direction of Stores

Now, let me explain in detail how we will expand units that support "Suki."

- 1. Expand memberships through “Suki”-supporting events**
- 2. Expand business through group-wide development of merchandise**
- 3. Build customer loyalty through integration of retailing and FinTech**

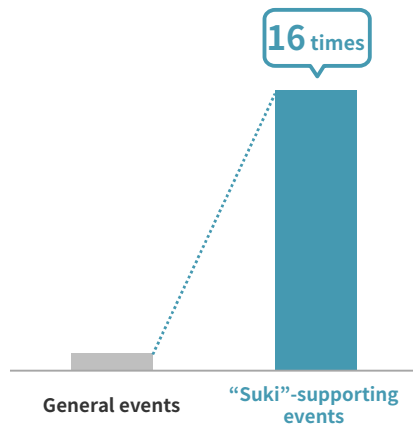
I will explain three points including events, goods, and the integration with the FinTech.

- 1. Expand memberships through “Suki”-supporting events**
2. Expand business through group-wide development of merchandise
3. Build customer loyalty through integration of retailing and FinTech

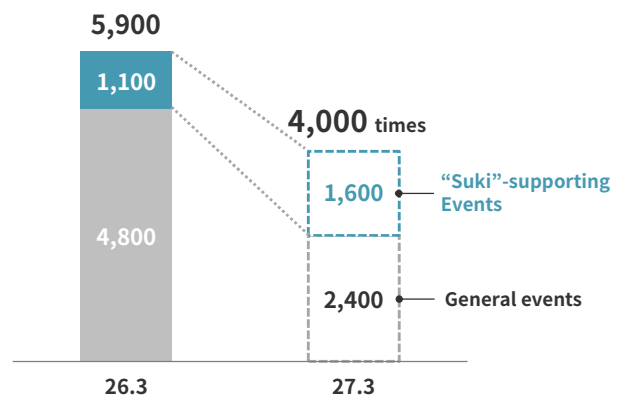
## Shift to “Suki”-Supporting Events

Reducing the number of general events and expanding that of “Suki”-supporting events which have a higher new membership rate

■ New membership per day in FY2026



■ Number of events to be held in FY2027



As for events, what makes events that support "Suki" different from general events is that they are run by employees with card-recruiting skills. Therefore, the number of card enrollments per day is 16 times that of a general event. We will expand the number of cardholders by focusing on events that support "Suki."

## Expanding Experience-Based Events

Compared to goods sales only, experience-based events together with exhibitions, etc., have higher new card memberships per day

■ Composition of experience-based events



■ New memberships per day in FY2026



The events that support "Suki" are very much appreciated by our customers. A particularly strong response is from the experience of being able to enter the world of the work.

In addition to purchasing goods, visitors can watch a mini live video, take pictures in front of an exhibit that recreates famous scenes from the work, and discuss their impressions with other fans.

For myself, when I see customers at events taking pictures of exhibits and smiling and conversing with each other, I realize that the age of product sales has changed to the age of experiences.

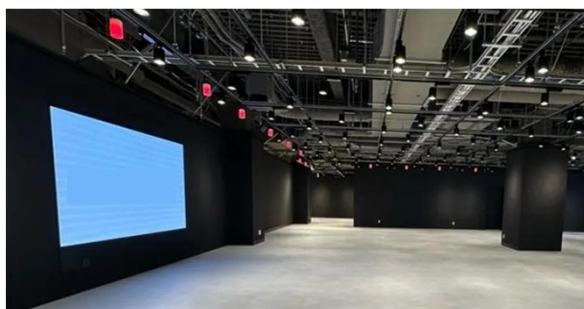
The reason why experiential events are so effective for acquiring new cardholders is not only because people buy things, but also because people who like the work can share the same time and space.

## Expansion of Experience-Based Event Space

Event space converted into one that boosts fans' excitement and allows them to enter into the worldview of the work

To **triple** experience-based event space

FY2026: **13** blocks ▶ FY2031: **38** blocks



\* Yurakucho Marui, 8th Floor: 195 tsubo (Approximately 644.6 m<sup>2</sup>)



Exhibition space



Card issuance counter



Large monitor/acoustics



Lighting

We will further expand the number of experiential events in the future.

If you just want to sell goods, 20 tsubo is sufficient. But that is not enough to provide an experience that allows customers to enter the world of the work, take pictures, and enjoy the experience with other fans.

Therefore, in addition to a large space of 50 tsubo or more, the Company will invest in equipment such as monitors, sound, and lighting. The presence of such spaces will attract events

## Development of External Facilities

We will open stores in major cities with lower EPOS market share to increase new cardholders nationwide

### Yokohama Sky Building, 8th Floor

Reopened in March 2026



### Umeda area

New store to be opened in the fall of 2026



City	Population	EPOS' share
Tokyo and 2 neighboring prefectures	30,600 thousand persons	16%
1 Yokohama	3,750	14
2 Osaka	2,780	9
3 Nagoya	2,300	5
4 Sapporo	1,960	4
5 Kyoto	1,370	7
6 Hiroshima	1,170	3
7 Sendai	1,060	4

\* EPOS' share is among 20 years old or older, as of March 2025

These events will be held not only in our stores. We will expand event store openings in outside facilities.

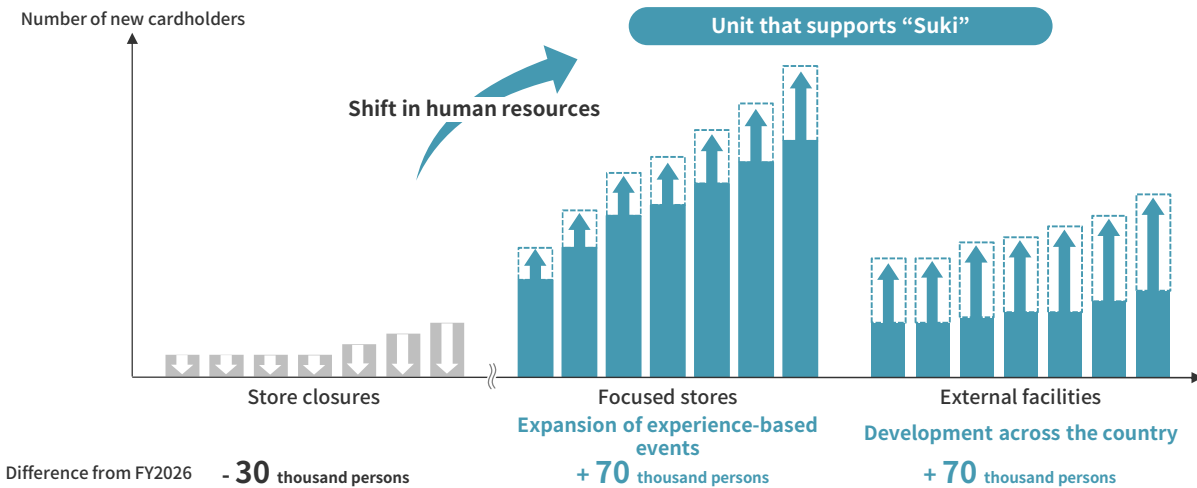
Compared to events at our stores, event store openings are characterized by the flexibility to expand while reducing personnel and investment. Permanent stores will be opened in Yokohama and Umeda this fiscal year, and will be expanded nationwide in the next fiscal year and beyond. There are many fans of "Suki" all over the country. Whenever we hold an event in a local city, we always receive comments from people saying, "Thank you, Marui, for holding this event in this town." We do more than just hold events. We deliver our customers' "Suki" to various locations.

In addition, outside of the Tokyo metropolitan area, the market share of EPOS Cards is still low, and event store openings will help expand membership.

## Expand Memberships through “Suki”-Supporting Events

Concentrate investment and human resources on unit that supports “Suki” to expand memberships to more than offset the impact of store closures

### Expansion of memberships through events in FY2031



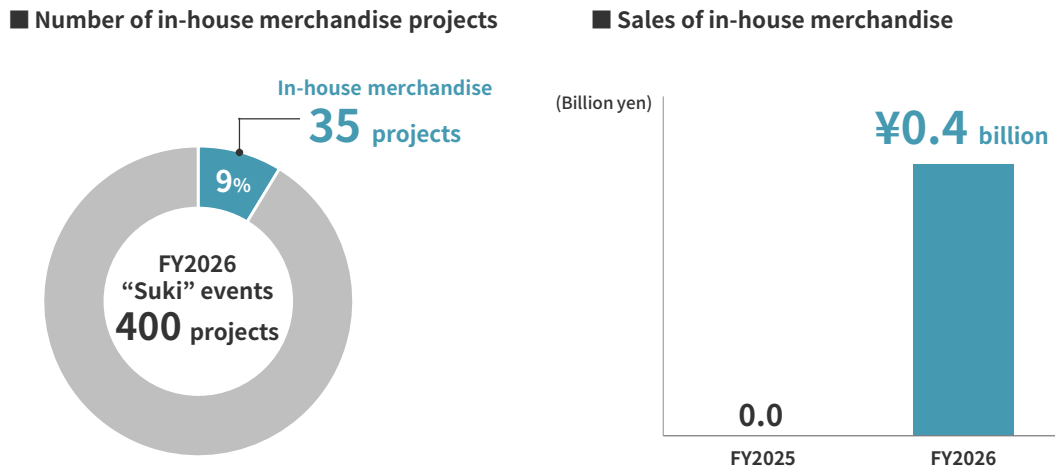
By expanding events at these priority stores and opening new stores in outside facilities, the expansion of cardholders will more than offset the negative impact of closing less efficient stores.

1. Expand memberships through “Suki”-supporting events
- 2. Expand business through group-wide development of merchandise**
3. Build customer loyalty through integration of retailing and FinTech

Next, goods have even greater potential than events.

## Status of In-house Merchandise

Sales of in-house merchandise, which started this fiscal year, amounted to ¥0.4 billion in 35 projects



Up until now, the goods sold at our events have been those of other companies. Last year, we started to produce our own goods. Last year, the Company sold its own goods at 35 events, with sales totaling JPY400 million.

## Development of Distinctive Merchandise

Developing distinctive merchandise that captures fans' sentiment and boosts their energy

### Mobile Suit Gundam: Extreme Vs.



A team battle action game with 15 years of history and huge popularity in amusement arcades

© Sunrise © Sunrise / MBS

### ■ Game cabinet-type smartphone stand



Set your smartphone and play video

Realistic sensation as if you were in an amusement arcade

Price	Number of items sold	Consumption rate
¥8,800	1,000	100%

© Bandai Namco Experience Inc.

Creating our own goods are not about creating a large number of standard products.

We aim to create highly unique goods that will please our customers based on our understanding of how the world works.

For this Mobile Suit Gundam: Extreme Vs., we created a game console shaped smartphone stand.

When you insert your smartphone, it looks like you are playing in an arcade cabinet. When I first heard the proposal, I thought it was interesting.

The results were very well received and 1,000 items were sold out. In the world of "Suki," value comes not only from functionality but also from empathy.

## Development of Merchandise That Leverages Employees' "Suki"



Promoting development based on a variety of "Suki" inside and outside the company through "Suki"-supporting contests

### TV program for infants "synapusyu"



A card that retains your baby's hair as a keepsake

Price	Number of items sold	Consumption rate
¥330	1,000	100%

### ■ The 2nd "Suki" Supporting Contest



Mom employees

I like "synapusyu"! I like kids! I want to make it easier for younger generations to live!

*Synapusyu's* goods also have originality. This is a memorial card that allows you to keep your baby's hair when it is cut for the first time.

The idea for this project came from an employee who works while raising a two-year-old child. When I heard the suggestion, I couldn't help but ask if it wasn't weird to keep cut hair. People around me laughed at me saying, "Mr. Aono, you don't understand mothers' feelings at all."

As a result, I was wrong. That was very well received and 1,000 items were sold out.

In the "Suki" market, the sense of the fans involved is important.

This *Synapusyu* project was born out of last year's contest to support "Suki". As we reported in our financial result announcement, this year we opened the contest to the outside world and received proposals in a variety of genres. We will continue to gradually develop our own goods while capturing the possibilities of "Suki" that our employees alone cannot realize.

## Trial Overseas Rollout through Co-creation

Wholesale in-house merchandise to Anique, a co-creation investee with a track record of overseas events, to roll out in four countries overseas


### The Guy She Was Interested in Wasn't a Guy at All

Manga highly popular overseas, with social media followers of 1.93 million



Taiwan



 ...  
Thank you for the event in South Korea!  
I'm so happy that I can go to the event!

 ...  
My favorite Japanese content!  
I want it to come to Spain next!

The market for goods is expanding not only domestically but also internationally.

This time, as a trial, the Company's own goods from The Guy She Was Interested in Wasn't a Guy at All were sold in four foreign countries through Anique, a co-creation investment partner. In the US, on the first day of the sale, people had to wait in line for three hours, and in France, many products were sold out on the first day. We will consider how to proceed with overseas expansion in the future.

## Strengthening the Merchandise Development System



Accelerating the merchandise business through the participation of specialists with diverse knowhow

### Product planning



MARUI GROUP CO., LTD.  
Unit Promotion Office that supports "Suki"

**Erika Wakamatsu**

In charge of IP product planning at a merchandise production company **over 10 years**

### Overseas development



MARUI GROUP CO., LTD.  
Unit Promotion Office that supports "Suki"

**Yoh Shu**

**Wholesale of merchandise and IP development in Asian region**

### Data management



MARUI GROUP CO., LTD.  
Unit Promotion Office that supports "Suki"

**Masanori Saito**

**Data management** of supply chains at a major IT company  
**Data management** as PM

### IP management



MARUI CO., LTD.  
General Affairs, HR and Compliance Section

**Naoya Sonoda**

**In-house legal counsel** at business companies, including IP domain

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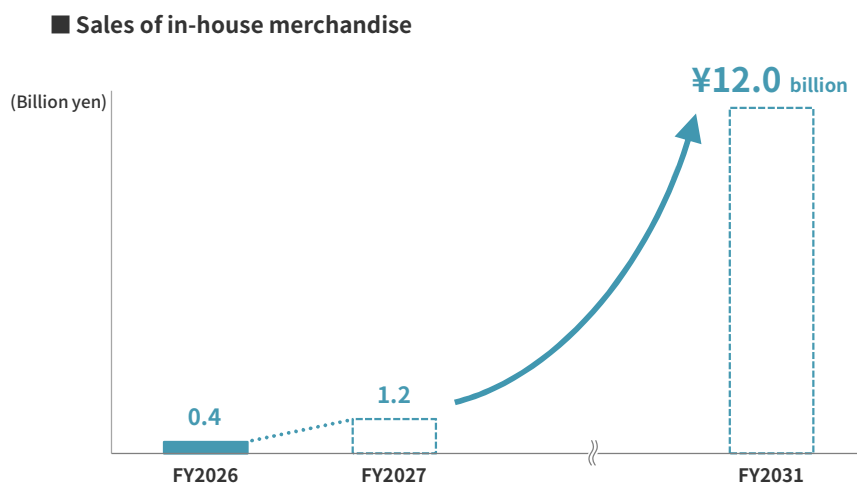
There are significant growth opportunities for our own goods, but we still have a ways to go in creating a structure to support this growth.

Currently, in addition to existing employees, our organization's expertise is steadily growing as mid-career hires join our team with a wealth of experience in areas such as product planning, overseas expansion, data management, and IP management.

We will continue to strengthen our system and further promote the development of our own goods.

## Planning of In-house Merchandise

Promote merchandise development across our group to achieve net sales of ¥12.0 billion in FY2031



This is a sales plan for goods planned by the Company.

31.3 Last year's result was JPY0.4 billion, and the plan for this year is JPY1.2 billion. We will work to realize JPY12 billion in the fiscal year ending March 2031.

This is a lofty goal, but we believe it is achievable based on the expansion of the market and the response we have received so far.

1. Expand memberships through “Suki”-supporting events
2. Expand business through group-wide development of merchandise
- 3. Build customer loyalty through integration of retailing and FinTech**

The third point is the integration of the retailing and FinTech to turn cardholders into loyal customers.

## Integrated Management of Retailing and FinTech

Realize smooth customer experiences by changing to an integrated system from store operation to card issuance

Sales Floor Operations



Membership guidance



Card issuance



■ Card issuance per employee

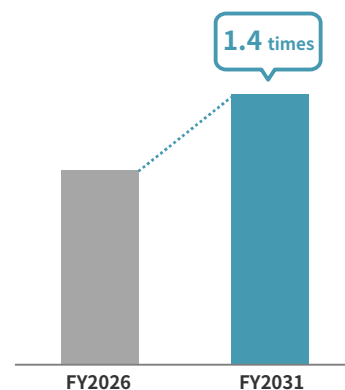
Until now

300 staff members in charge of retail operations

EPOS Card Center

From now on

Transfer 300 staff members in retail to EPOS Card



We transferred about 300 employees in the retailing to Epos Card this past April.

This allows customers to participate in our events, purchase goods, and make cards as a smooth experience.

In the past, roles were divided by organization, but from the customer's perspective, there is no Marui or Epos.

Particularly at outside facilities, the small number of employees allows for more agile operations, which also serves as a foundation to support store openings.

## Building Customer Loyalty through Events

Holding events regularly for the romance game Otomate has led to an increase in EPOS Card spend

### ■ Benefits and experience for Otomate members

Holding events regularly

Continued for 15 years



"OTOMATE MARKET"

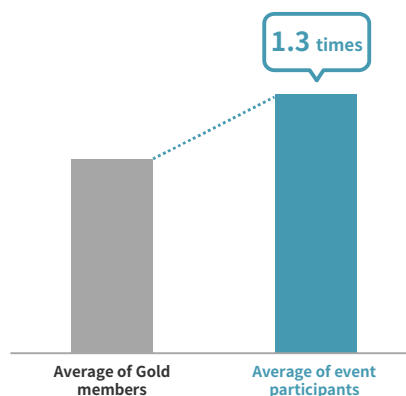
New membership and usage benefits

Merchandise not for sale



Limited postcards

### ■ Annual card spend of EPOS Card



Events that support "Suki" are effective in recruiting cardholders, but they also lead to increased card usage.

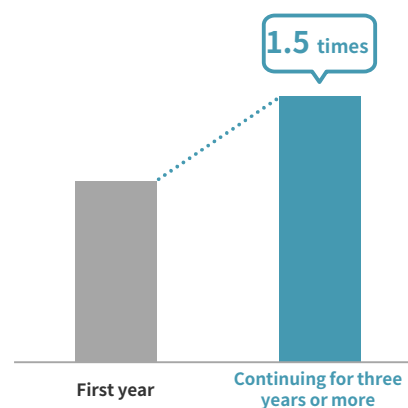
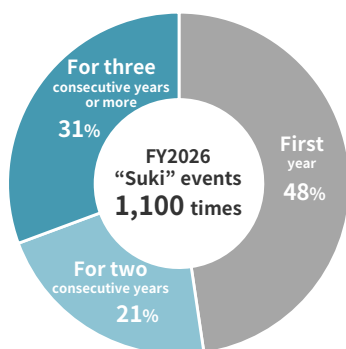
We have held events for the romance game Otomate for 15 consecutive years, and members' annual EPOS Card spending exceeds the average for the Gold members.

## Building Customer Loyalty through Events

“Suki”-supporting events contribute to not only new membership but also increased spend when hosted regularly

■ Breakdown of events hosted regularly

■ Card spend per event day

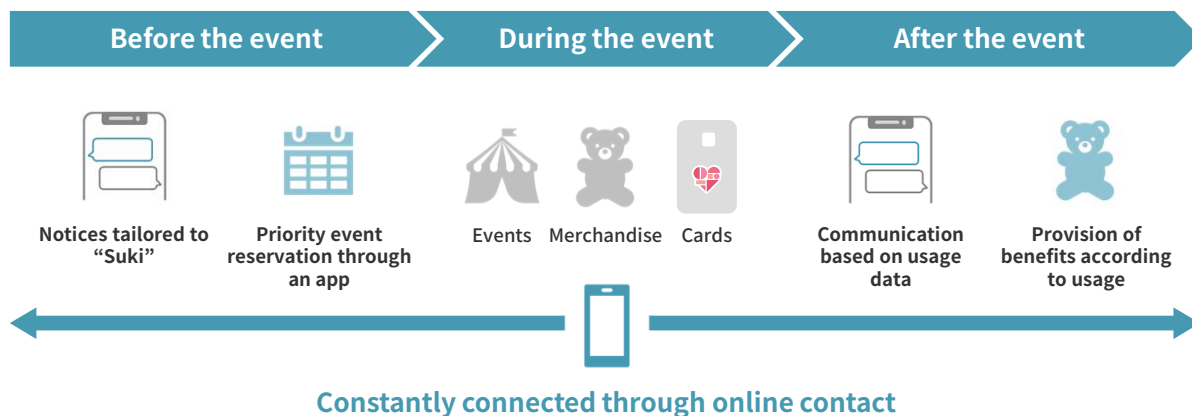


You may have the impression that events are just one-off projects. However, 20% of our events that support "Suki" have been held for two consecutive years, and 30% have continued for three or more years. Fans look forward to the events and participate repeatedly each year.

We will use the events as an opportunity for customers to become attached to the cards that support "Suki" and to stay with us for a long time.

## Evolving the Provision of Experience through Events

Going forward, we will constantly connect through online contact to accelerate building customer loyalty through events



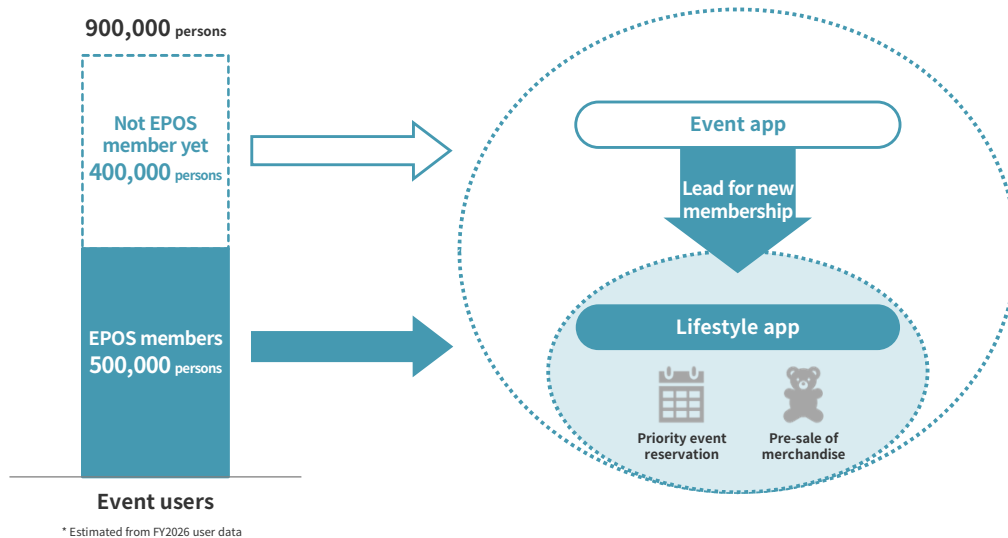
In the past, contact with customers was concentrated during the event period.

In the future, we will expand our connections with customers through the distribution of information prior to events and priority reservations for cardholders.

We aim for a relationship that continues to support "Suki" not only on the day of the events, but also before and after the events.

## Creating Further Opportunities through Online Contact

Provide ongoing experience through new membership triggered by events and coordination with a lifestyle app



We are also preparing a new event app for this purpose.

About half of the customers attending the events are not yet EPOS cardholders. First, we invite customers to casually enjoy our events through the app.

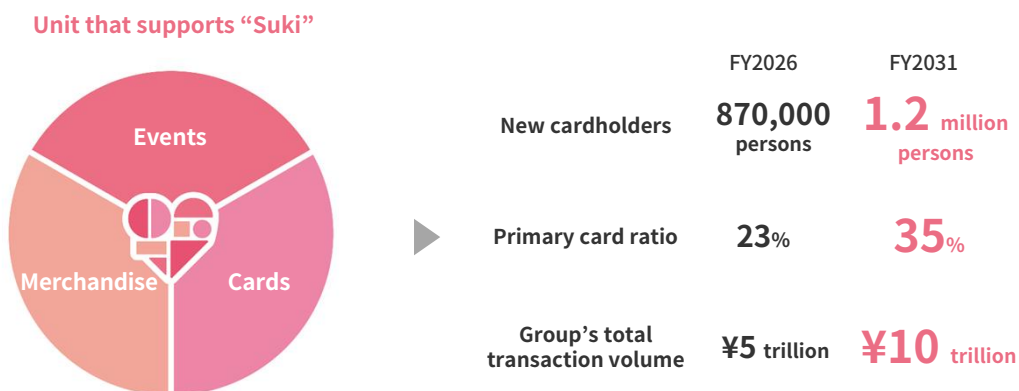
We will then create a flow of people who become aware of the appeal of the EPOS Card and become members in a natural way.

Members will be provided with special privileges to enjoy "Suki" more, such as priority reservations and pre-sales.

We hope to build long-lasting relationships with our customers through our events.

## KPIs for the Fiscal Year Ending March 2031

Expand our unit that supports “Suki” to achieve the Group targets



We will create units that supports "Suki", which is only possible because of our company.

By supporting "Suki" of our customers, we will achieve 1.2 million new members and a main card ratio of 35%, and achieve a total group transaction of JPY10 trillion in the fiscal year ending March 2031.

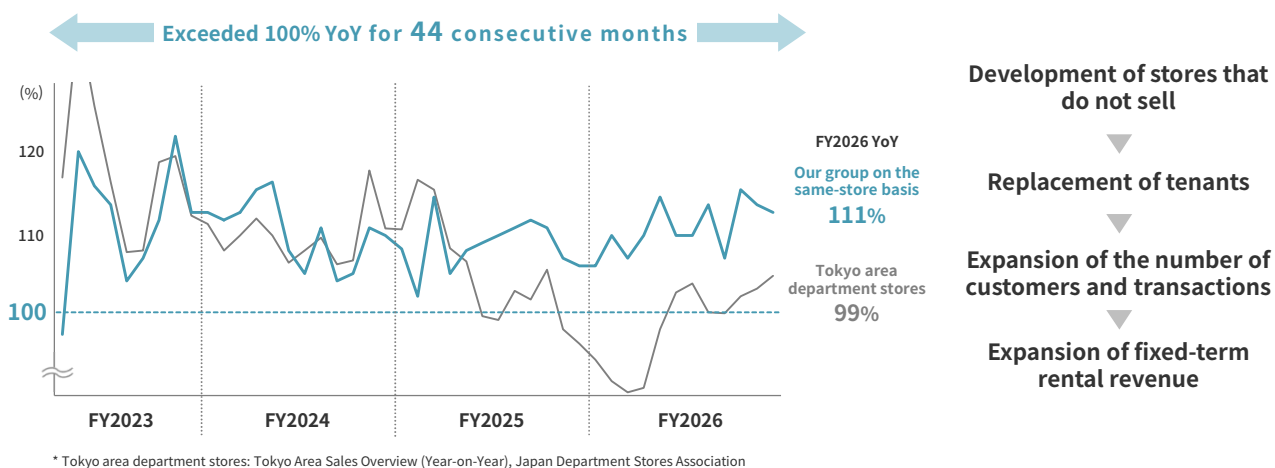
- 1 FY2026 Results and FY2027 Outlook
- 2 Expansion of Unit That Supports “Suki”
- 3 Direction of Stores**

Next is the direction of our stores.  
The value of our store can still be increased

## Initiatives to Date

### Introduced tenants supported by customers to increase the number of customers and transactions to increase store value

#### ■ YoY changes in monthly same-store transactions



We have been promoting the creation of stores that do not sell. We have increased the value of our stores by introducing tenants that are supported by our customers and attracting many customers to our stores. As a result, the number of customers and transaction volume have grown, leading to an increase in fixed-term lease income.

## Tenant Examples

Introduced experience-based tenants for popular content in Japan and overseas



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**“Pokémon Center Fukuoka”**  
Hakata Marui, 2nd Floor



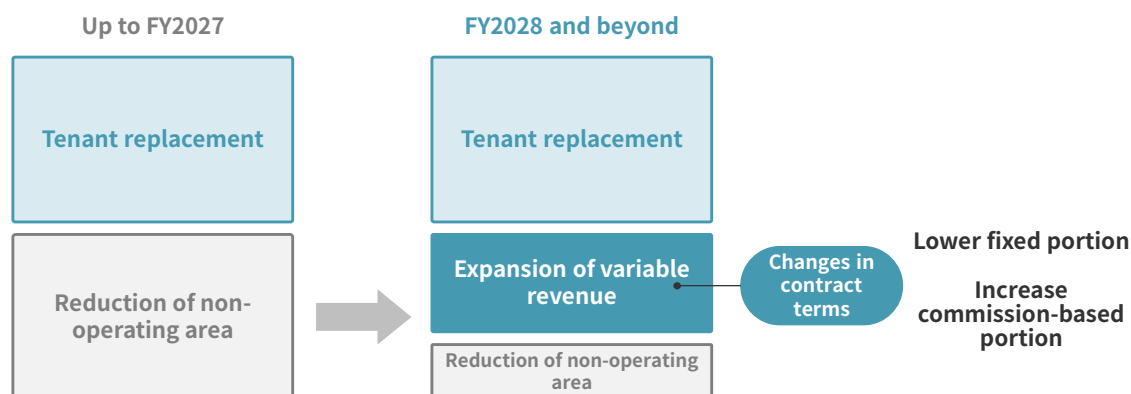
**“ONE PIECE BASE SHOP”**  
Shinjuku Marui Main Building, 4th Floor

Last June, the Pokémon Center Fukuoka opened at Hakata Marui, and in December of the same year, the ONE PIECE BASE SHOP opened at Shinjuku Marui, as part of our efforts to introduce experiential retail spaces featuring popular content from both Japan and abroad.

## Expansion of Fixed-Term Rental Revenue

We will expand fixed-term rental revenue due to tenant replacement and changes in contract terms, while the effect of reducing non-operating area will be smaller

### ■ Changes in the structure of fixed-term rent revenue



Until the fiscal year ending March 2027, we will increase revenues by expanding floor space through tenant replacement and reduction of unutilized floor space. After the fiscal year ending March 2028, the reduction of unutilized area will be almost complete, and beyond that, we will change the quality of income.

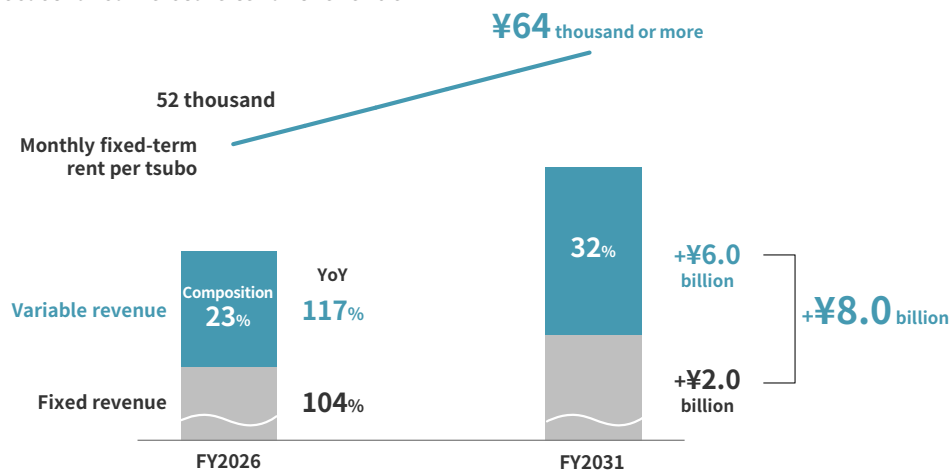
When we first switched to a fixed-term lease, our priority was to increase the fixed ratio and create a stable income base first.

Going forward, the fixed ratio will be lowered and variable income will be expanded. Therefore, we are gradually switching to a contract in which our income grows as sales increase

## Expansion of Variable Revenue

We will work on tenant replacement and the expansion of variable revenue to realize an ¥8.0 billion increase in fixed-term rental revenue

■ Forecast for same-store tenant revenue



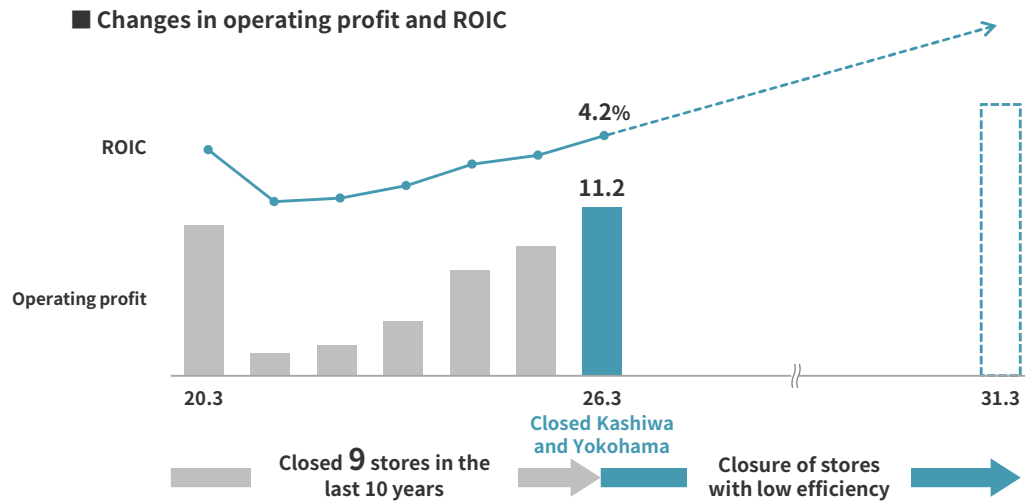
As a result, last year's variable income growth was 117%.

Previously, the emphasis was on how to secure a steady income. Now we are gradually shifting our income structure so that the more support we gain from customers, the more we can grow together with our tenants.

By the fiscal year ending March 2031, we will realize an increase in fixed income of JPY2 billion and variable income of JPY6 billion, for a total of JPY8 billion.

## Allocation of Stores

Closed 9 stores in the last 10 years. We will continue to work on closure of stores with low efficiency to improve capital efficiency



Meanwhile, store allocations will continue to move forward.

We have closed nine stores in the past 10 years, and closed Kashiwa Marui and Marui City Yokohama in the last fiscal year.

We will continue to review low-efficiency stores and old stores to reduce invested capital and improve capital efficiency.

## Shibuya Marui

Shibuya Marui will be opened in the summer of 2027 as a store that embodies the balancing of impact and profits

■ Post-opening image of Shibuya Marui



**World's first** high-rise commercial facility of timber construction for 60% or more

Co-creation with tenants addressing **sustainability**

Communicate our group's initiatives on **impact**

**Develop floor-wide** unit that supports "Suki"

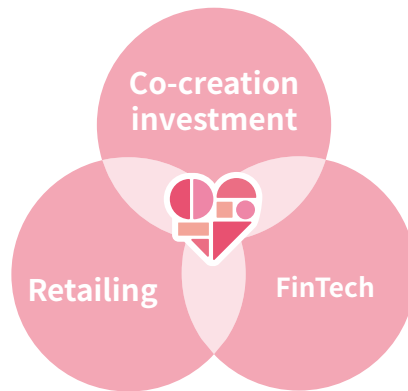
Preparations for the new Shibuya Marui store, which is being reconstructed, are also steadily underway.

We strive for both impact and profit.

At Shibuya Marui, we are planning the world's first sustainable high-rise commercial facility with 60% wood construction.

This new commercial facility utilizes wood not only for the interior but also for the exterior.

We will not only build the building, but also work with tenants to reduce CO2 emissions and recycle resources even after the opening.



**Realize high growth with business that supports “Suki”**

There is great potential for businesses that support "Suki."

The initiatives I have described today have only just begun. However, every time we see our customers enjoying themselves at our event, we have felt a potential in this market.

We will continue to work as a unified group to support our customers' "Suki" and achieve growth.

# Q&A

# Toward a “Suki” Economy

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OIOI  
MARUI GROUP

That is all from me.