

株式会社 丸井グループ  
2026年3月期 第3四半期決算概要



2026年2月10日

My name is Kato. It's a pleasure to meet you.

## 26年3月期 第3四半期 決算概要および各事業の状況

- ・連結
- ・小売
- ・フィンテック
- ・「好き」を応援するビジネス
- ・バランスシート/資本配分
- ・ESG
- ・通期見通し

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The contents of today's presentation are as shown.

## 26年3月期 第3四半期 決算概要および各事業の状況

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First, consolidated financial results.

- ① 総取扱高は9%増の4兆204億円（前年差+3,480億円）  
引き続き過去最高を更新
- ② 営業利益は20%増の398億円（前年差+65億円）  
第3四半期累計として過去最高益
  - 小売は26億円増益の84億円、コロナ前水準を上回る
  - フィンテックは40億円増益の375億円
- ③ 経常利益は14%増の346億円（前年差+42億円）、金融費用が増加するも順調に増益幅を拡大

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The financial results digest includes the following three.

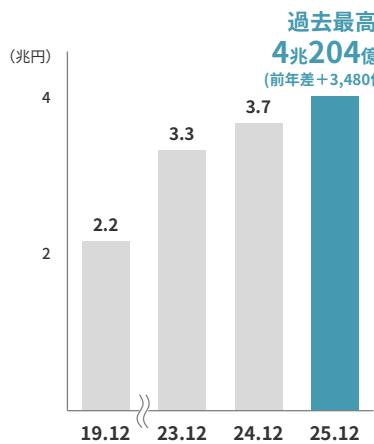
Total volume handled increased 9% to JPY4.0204 trillion, continuing a record high.

Consolidated operating profit increased 20% to JPY39.8 billion, a profit increase of JPY6.5 billion.

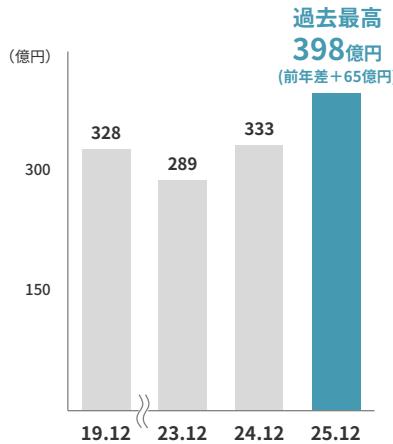
By segment, retail increased by JPY2.6 billion to JPY8.4 billion, exceeding the pre-COVID-19 level. Fintech increased by JPY4.0 billion, reaching a record high of JPY37.5 billion for the Q3 total.

Ordinary profit increased steadily by 14% to JPY34.6 billion, despite an increase in financial expenses.

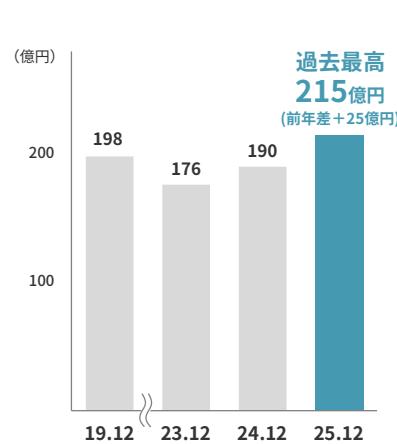
## ■ グループ総取扱高



## ■ 営業利益



## ■ 当期利益



\*企業会計基準第29号(収益認識に関する会計基準)等適用後の数値を記載

## Trends of financial indicators.

Total volume handled by the Group was JPY4.0204 trillion, a record high.

Both operating profit and current net profit exceeded pre-COVID-19 levels and reached record highs.

## 営業外損益 / 特別損益の状況



	25年3月期 1~3Q	26年3月期 1~3Q	前年比	前年差	前年差要因
	億円	億円	%	億円	
営業利益	333	398	120	+ 65	小売 + 26 フィンテック + 40
営業外収益	8	7	86	△1	
営業外費用	37	59	159	+ 22	金融費用 + 22 <金利 + 19 残高 + 3 >
経常利益	304	346	114	+ 42	
特別利益	17	24	142	+ 7	保有株売却 + 12 不動産売却 △6
特別損失	37	39	107	+ 3	株式減損 + 10 店舗閉鎖他 △7
税引前利益	284	331	116	+ 47	
当期利益	190	215	113	+ 25	

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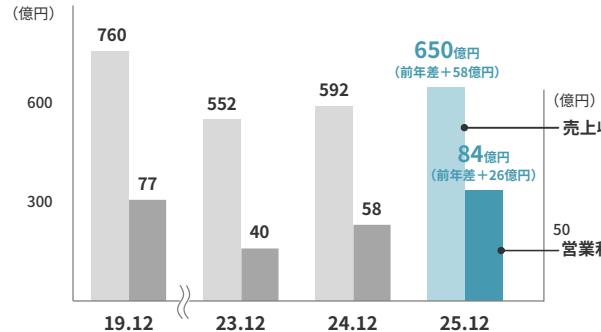
Non-operating profit and loss and extraordinary profit and loss.

Although non-operating expenses increased by JPY2.2 billion YoY due to rising interest rates, ordinary profit steadily increased by 14%.

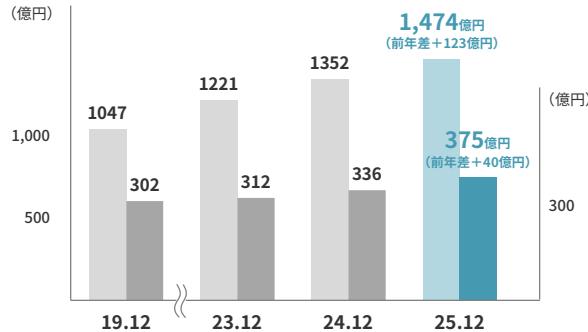
Despite extraordinary profit and loss incurring impairment losses on stocks, current net profit increased by 13% to JPY21.5 billion due to gains from the divestiture of cross-shareholdings.

## セグメント別の状況（売上収益・営業利益）

### ■ 小売



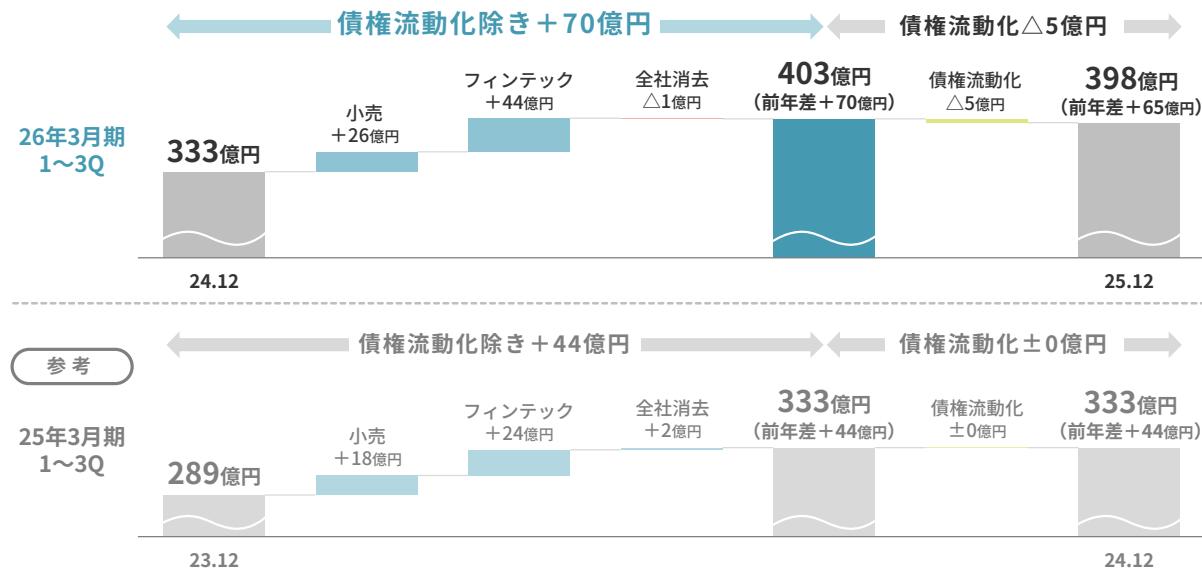
### ■ フィンテック



\*企業会計基準第29号(収益認識に関する会計基準)等適用後の数値を記載

Trends in sales revenue and operating profit by segment.  
Retail operating profit increased steadily to JPY8.4 billion, exceeding the pre-COVID-19 figure, and FinTech's operating profit also reached a record high of JPY37.5 billion, with both segments reporting increased revenue and profit.

## 営業利益増減の内訳



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Next is a breakdown of the changes in operating profit.

Retail increased by JPY2.6 billion, FinTech increased by JPY4.4 billion, and corporate elimination was minus JPY100 million, resulting in an increase of JPY7 billion in actual operating profit, excluding the liquidation of receivables. Also, since the liquidation of receivables was not carried out in Q3, the YoY difference was minus JPY500 million, resulting in a JPY6.5 billion increase in consolidated operating profit.

I will explain the details on the page for the business segment.

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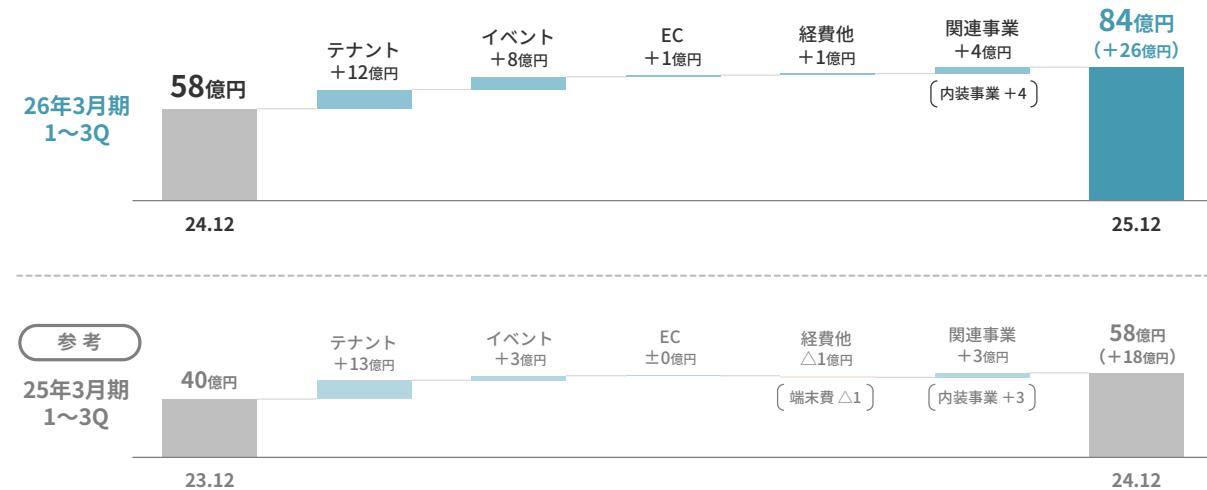
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The status of the retail segment.

## 小売 営業利益の増減内訳



テナント・イベント収入の増加等により26億円の増益



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The breakdown of the changes in operating profit.

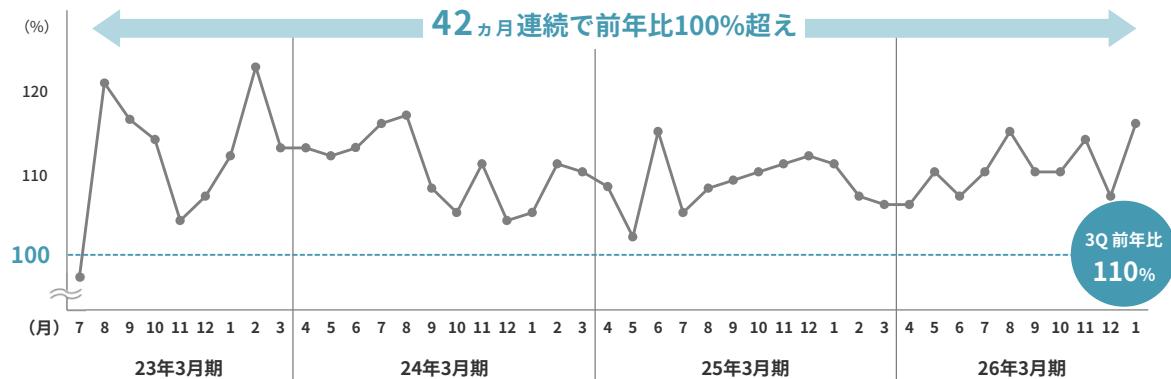
Profit increased by JPY2.6 billion due to a revenue increase in tenants and events, as well as strong performance in related businesses.

## 小売 既存店取扱高の状況



既存店取扱高は42ヵ月連続で前年実績を上回る

■既存店取扱高の月別前年比推移



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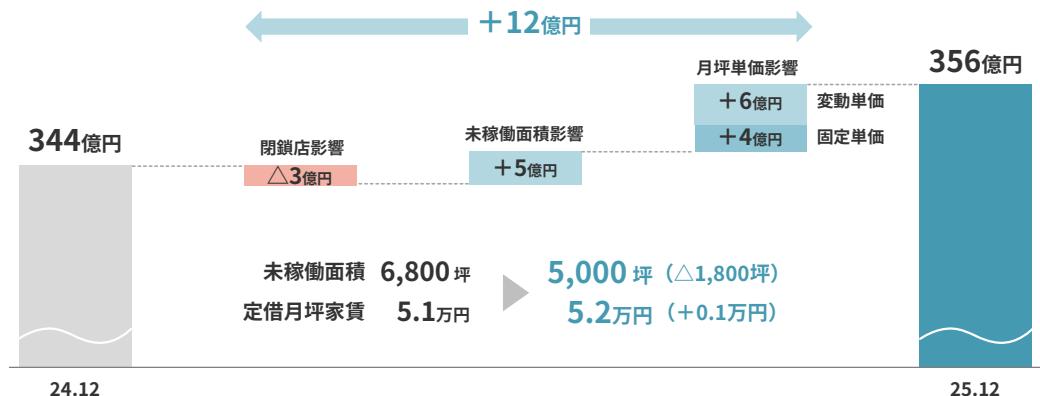
The status of transaction volume.

The Q3 total for existing store transaction volume was 110%, with the January period achieving 116% in terms of the recent monthly performance. This resulted in a YoY increase for 42 consecutive months.

## テナント収入の状況

定借面積増加と月坪家賃の単価アップ等により、前年に対し12億円増加

### ■ テナント収入の増減内訳



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The breakdown of the changes in tenant revenue.

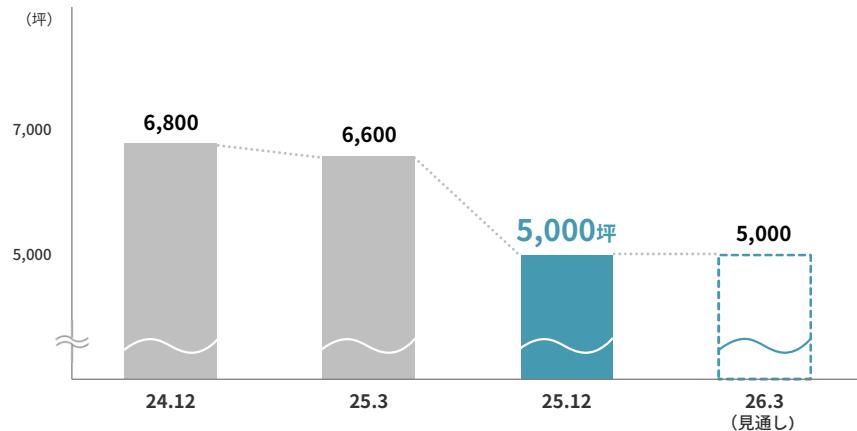
Although we incurred a minus JPY300 million due to store closing, tenant revenue increased by JPY1.2 billion due to a decrease in area of unutilized properties and rising unit prices for fixed rent and fluctuating rent associated with transaction volume growth.

## 未稼働区画の状況

OIOI  
MARUI GROUP

25年12月時点の未稼働面積は5,000坪まで減少

■ 未稼働運行面積の推移（運行平均）



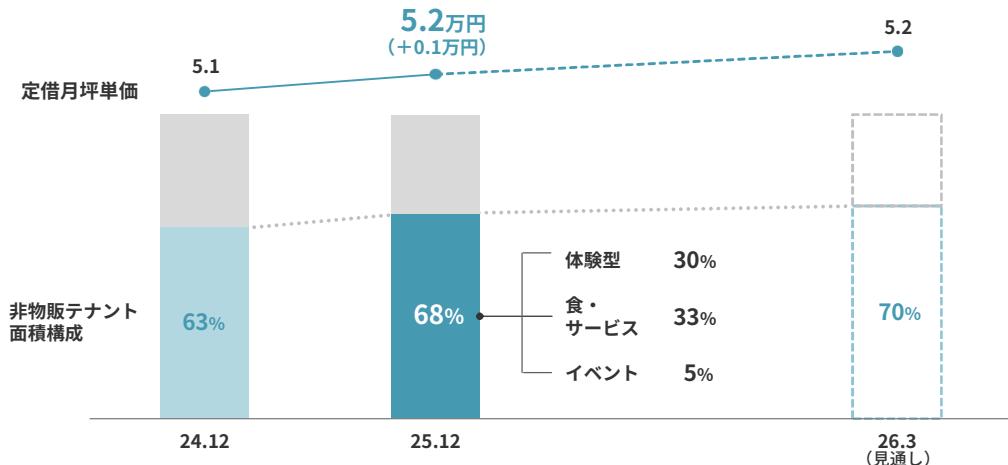
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The status of unutilized parcels.

The area of unutilized properties decreased to 5,000 tsubo from 6,800 tsubo YoY.

25年12月時点の非物販テナントの面積構成比は68%に拡大（前年差+5%）

■ カテゴリー転換の推移



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The progress of non-sales stores.

As of the end of December 2025, the area composition of non-retail tenants increased by 5% YoY to 68% due to the introduction of experience-type tenants, resulting in a shift in tenant categories.

By the end of the fiscal year ending March 2026, we plan to increase the composition of retail tenants to 70%.

## 非物販テナントの拡大



お客様に喜んでいただける、体験型・食・サービステナントの導入を進める



ONE PIECE BASE SHOP

(新宿マルイ本館)

- ・「ONE PIECE」の公式旗艦店
- ・Tシャツを作成できるラボもある体験型ショップ



TSUTAYA Trading Card 戸塚

(戸塚モディ)

- ・誰でも無料で使用できる68席の対戦席
- ・公式大会や店舗独自のイベントを多数企画

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The results for introducing non-retail tenants.

The composition of experience-type tenants is increasing, with the opening of ONE PIECE BASE SHOP at Shinjuku Marui Main Building and TSUTAYA Trading Card at Totsuka Modi.

We will continue introducing experience-type, food, and service tenants that will delight our customers.

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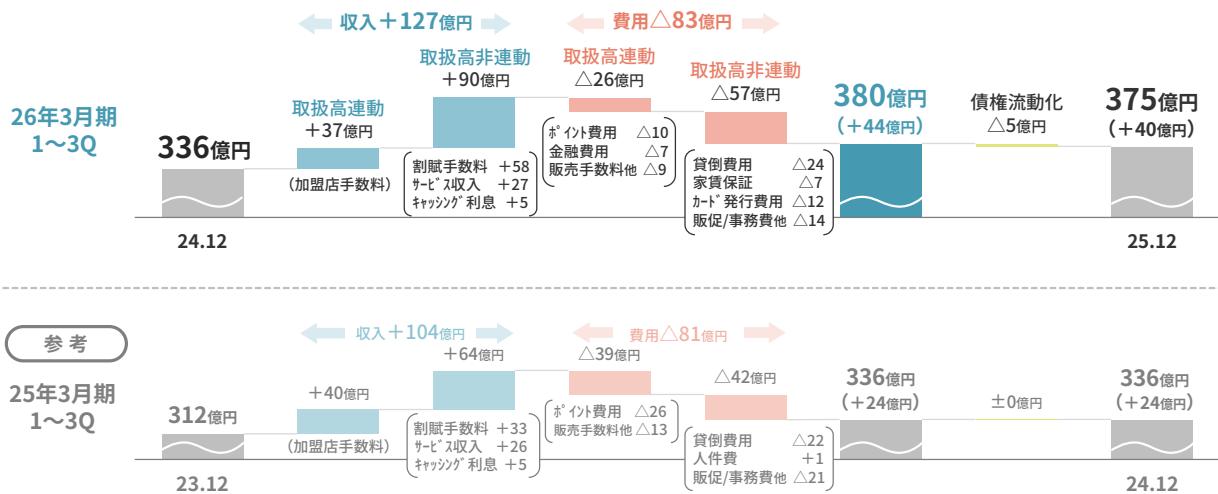
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The status of FinTech.

## フィンテック 営業利益の増減内訳

OIOI  
MARUI GROUP

収入の増加に加え、ポイント費用の抑制等により実質営業利益は44億円の増益



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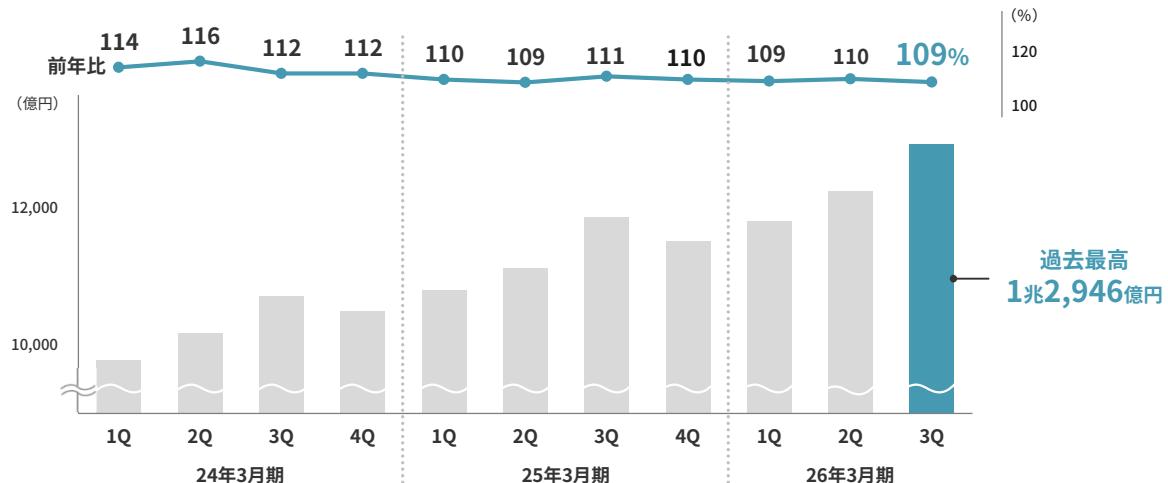
The breakdown of the changes in operating profit.  
 In addition to the increase in revenue associated with the growth in transaction volume and changes in installments and revolving commission rates, the reduction in point expenses resulted in actual operating profit increasing to JPY4.4 billion, excluding the effects of liquidation.

## カードクレジット取扱高

O O I  
MARUI GROUP

第3四半期の取扱高は過去最高の1兆2,946億円（前年比109%）

■ カードクレジット取扱高の推移



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The trend in card credit transaction volume.

The Q3 transaction volume reached a record high of JPY1.2946 trillion.

## 加盟店手数料率



第3四半期の加盟店手数料率は外貨決済手数料率の見直し等により1.24%に上昇

■ 加盟店手数料率の推移



\*加盟店手数料率：フィンテック取扱高に対する加盟店手数料収入の比率

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The trend in merchant commission rates.

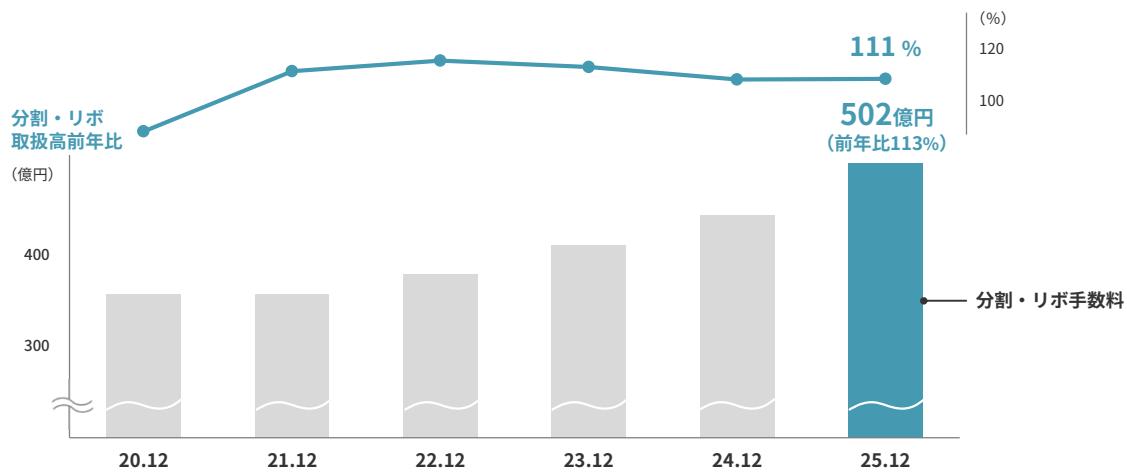
The merchant commission rates for Q3 increased to 1.24% due to the revision of commission rates for foreign currency payments from July 2025.

## 分割・リボ手数料



分割・リボ取扱高前年比は111%で推移し、手数料収入は13%増の502億円と順調に拡大

■ 分割・リボ手数料の推移



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The trend in installments and revolving commission rates.

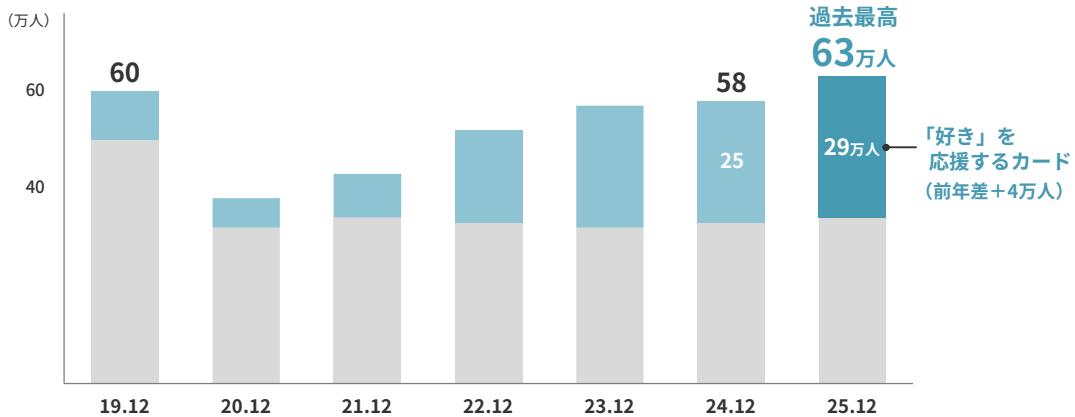
The installments and revolving transaction volume in Q3 remained steady at 111% YoY, with no particular decrease in use associated with the commission rate hike.

Commission revenue increased by 13% to JPY50.2 billion, which is also attributed to an increase in commission rates from October.

## 新規入会の状況

新規入会は「好き」を応援するカードの拡大により、過去最高の63万人

■ 新規入会の推移



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Next, the status of new memberships.

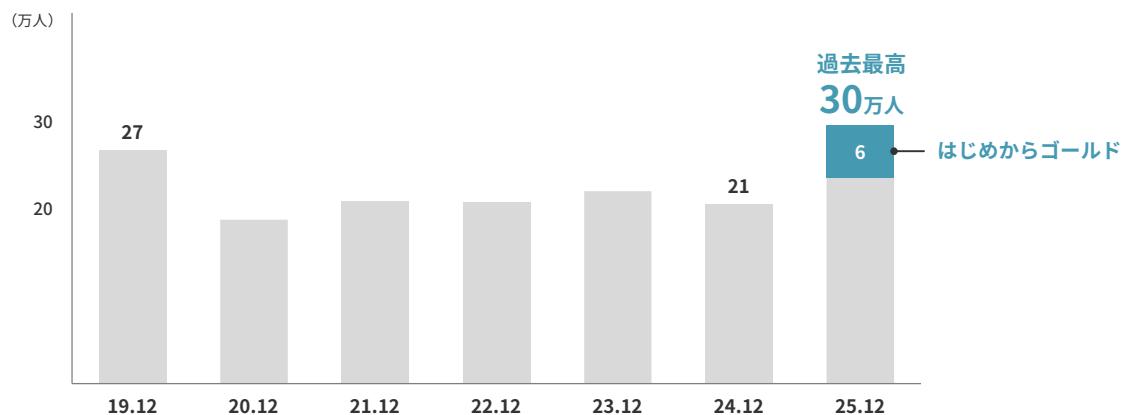
New card membership in Q3 totaled 630,000, a 50,000 increase YoY, due to the increase in EPOS cards that support "Suki".

## ゴールドカード新規会員の状況



はじめからゴールド\*等の取り組みにより、ゴールドカード新規会員は過去最高の30万人

### ■ ゴールド新規会員の推移



\* 家賃保証やデンタルローンなどをご利用のお客さまへ入会時からゴールドカードをご案内

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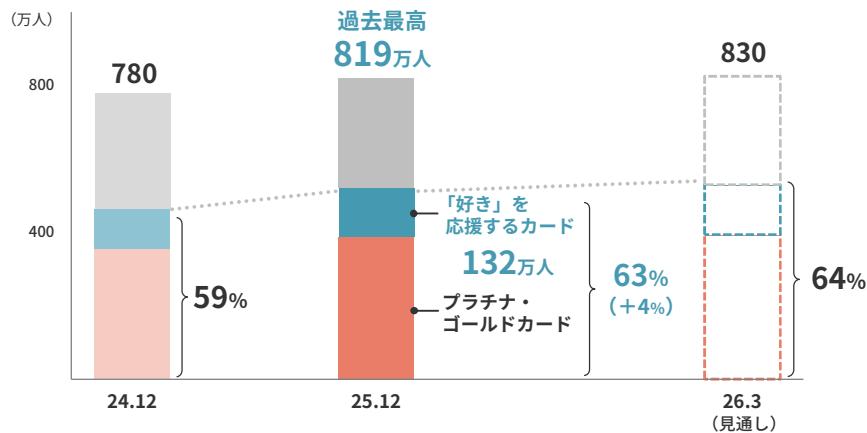
The status of new gold card memberships.

The number of customers who used services, including rent guarantees, reached a record high of 300,000, which is attributed to new initiatives, such as offering a gold card during membership registration.

## カード会員数の状況

カード会員数は前年から39万人増加し、過去最高の819万人

■ カード会員数の推移



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This concludes the status of card memberships.

The number of card memberships reached a record high of 8.19 million users.

The number of card memberships that support "Suki" reached 1.32 million users, with the composition of platinum and gold card members growing to 63%.

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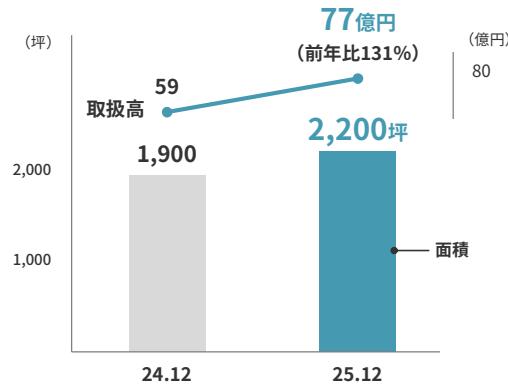
Next is the status of businesses that support “Suki”.

## 「好き」を応援するビジネスの状況

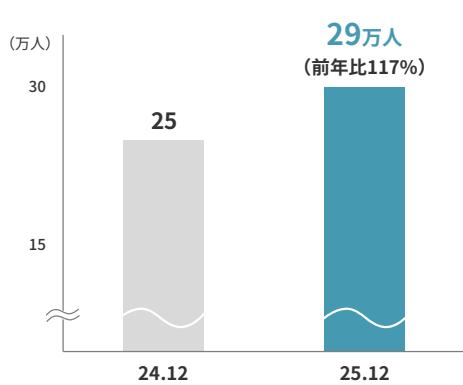


「好き」を応援するイベント取扱高や「好き」を応援するカードの新規入会者数は順調に増加

■ 「好き」を応援するイベント面積・取扱高



■ 「好き」を応援するカード新規入会



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The property area for events that support "Suki" was 2,200 tsubo, which increased YoY.

Transaction volume increased 31% to JPY7.7 billion, steadily increasing in scale. Also, the number of new card memberships that support "Suki" increased 17% to 290,000 members.

## 「好き」を応援するイベント事例



人気コンテンツのポップアップショップを、全国の複数店舗で開催

TVアニメ「呪術廻戦」  
(25年10月～26年1月)



POP UP SHOP アニメ『呪術廻戦』5周年記念  
(渋谷モディ、神戸マルイ、博多マルイ)

「SUPER BEAVER」  
(25年11月)



POP UP STORE 結成20周年記念  
(渋谷モディ)

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This is an example of an event that supports “Suki”.

This is for the Jujutsu Kaisen animated TV series that is popular overseas, and SUPER BEAVER, a rock band celebrating its 20th anniversary. They are just a few of the popular content whose events are held in multiple stores and receiving strong support from customers.

We will continue to plan events that support diverse “Suki” and promote the expansion of businesses that support “Suki”.

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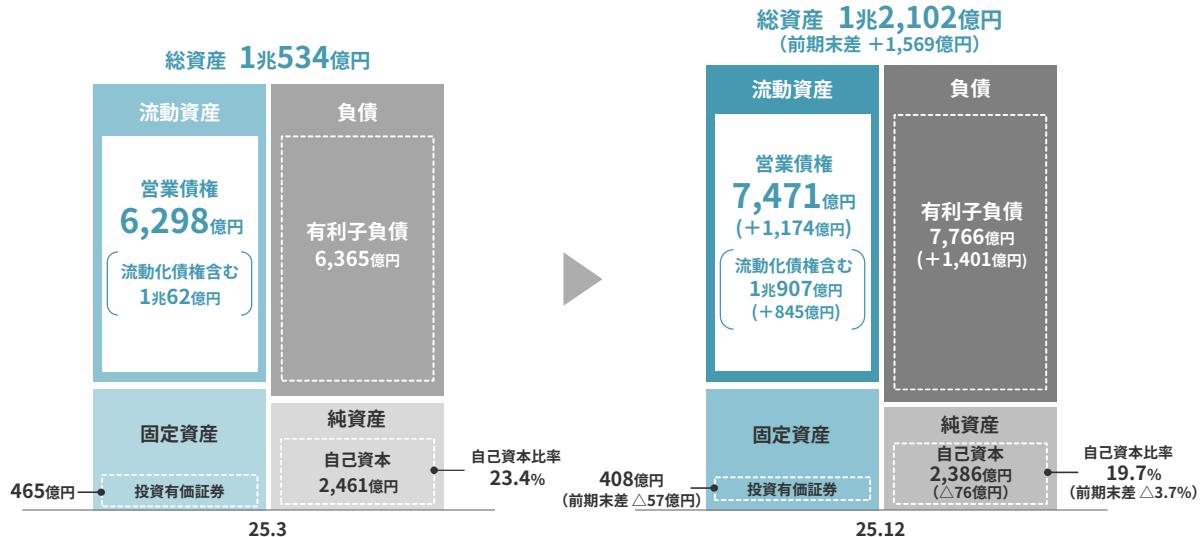
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Next is the status of the balance sheet and capital allocation.

## バランスシートの状況



総資産は営業債権の増加等により、前期末に比べて1,569億円増加



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The balance sheet.

Total assets increased by JPY156.9 billion from the end of the previous fiscal year to JPY1.2102 trillion due to an increase in trade receivables.

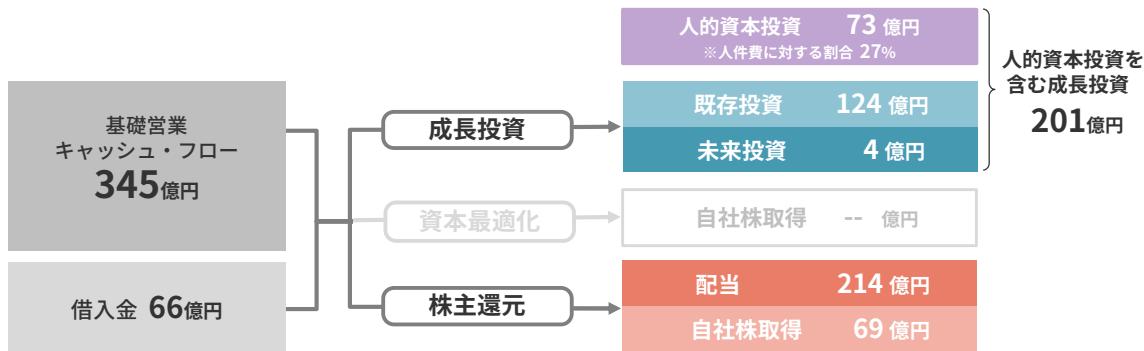
The equity ratio decreased 3.7% from the end of the previous fiscal year to 19.7%.

## 資本配分



成長投資に128億円、株主還元に283億円を配分。人的資本投資は73億円で人件費に対する割合は27%

### ■ 資本配分（26年3月期 第3四半期）



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### Capital allocation.

We allocated JPY34.5 billion to basic operating cash flow, JPY6.6 billion to borrowings, JPY12.8 billion to growth investment, JPY21.4 billion to dividends, and JPY6.9 billion to the purchase of treasury stocks that were flexibly implemented this fiscal year.

Human capital investment totaled JPY7.3 billion, which accounted for 27% of personnel expenses. Total growth investment that includes human capital investment was JPY20.1 billion.

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The status of ESG.

## ESGの状況



25年12月に国際的な非営利団体CDPより、最高評価『気候変動Aリスト』企業に7度目の認定

### ■ 主な外部評価



NEW  
7度目の認定  
(25年12月)



NEW  
5年連続  
(25年12月)



NEW  
9年連続  
(25年11月)



9年連続  
(25年7月)



2025 CONSTITUENT MSCIジャパン  
ESGセレクト・リーダーズ指数

2025 CONSTITUENT MSCI日本株  
女性活躍指数 (WIN)



MORNINGSTAR GenDi J  
Japan ex-REIT Gender Diversity  
Tilt Index  
TOP CONSTITUENT 2025

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For external evaluations, we were certified for the seventh time in December as a Climate Change A-List company, the highest rating granted by the international non-profit organization called CDP.  
We received evaluations as shown here.

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Finally, the full-year outlook.

## 26年3月期 通期見通し



EPS・ROE・ROICの3KPIは年初計画どおりの見通し

	25年3月期	26年3月期	前年比	前年差
EPS (円)	143.2	155.0	108	+11.8
ROE (%)	10.6	11.2	—	+0.6
ROIC (%)	3.8	3.9	—	+0.1
CO2削減量	39万t	50万t	128	+11万t
<参考>				
グループ総取扱高	兆 億円 4 9,269	兆 億円 5 3,900	% 109	億円 +4,631
売上収益	2,544	2,725	107	+181
売上総利益	2,228	2,400	108	+172
販管費	1,782	1,900	107	+118
営業利益	445	500	112	+55
経常利益	399	420	105	+21
当期利益	266	280	105	+14

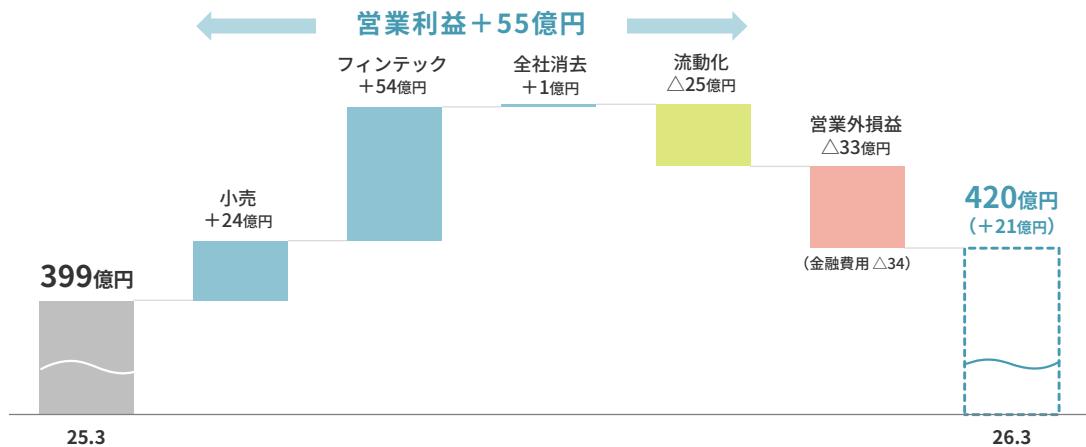
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The full-year outlook for the fiscal year ending March 2026.  
 We expect the three KPIs of EPS, ROE, and ROIC to achieve their targets as planned at the beginning of the year, with operating profit to increase 12% to JPY50 billion and current net profit to increase 5% to JPY28 billion.  
 The plan hasn't changed since the beginning of the year.

## 26年3月期 経常利益の見通し



26年3月期の経常利益は5%増の420億円を見込む



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The ordinary profit outlook.

We will continue to closely monitor interest rate trends and expect ordinary profit to increase 5% to JPY42 billion, which is in line with our plan at the beginning of the year.

## 26年3月期 セグメント別営業利益見通し



小売は28%増の110億円、フィンテックは7%増の470億円を見込む

	25年3月期 億円	26年3月期 億円	前年比	
			%	前年差 億円
小売	86	110	128	+ 24
フィンテック	441	470	107	+ 29
全社・消去	△81	△80	—	+ 1
連結営業利益	445	500	112	+ 55

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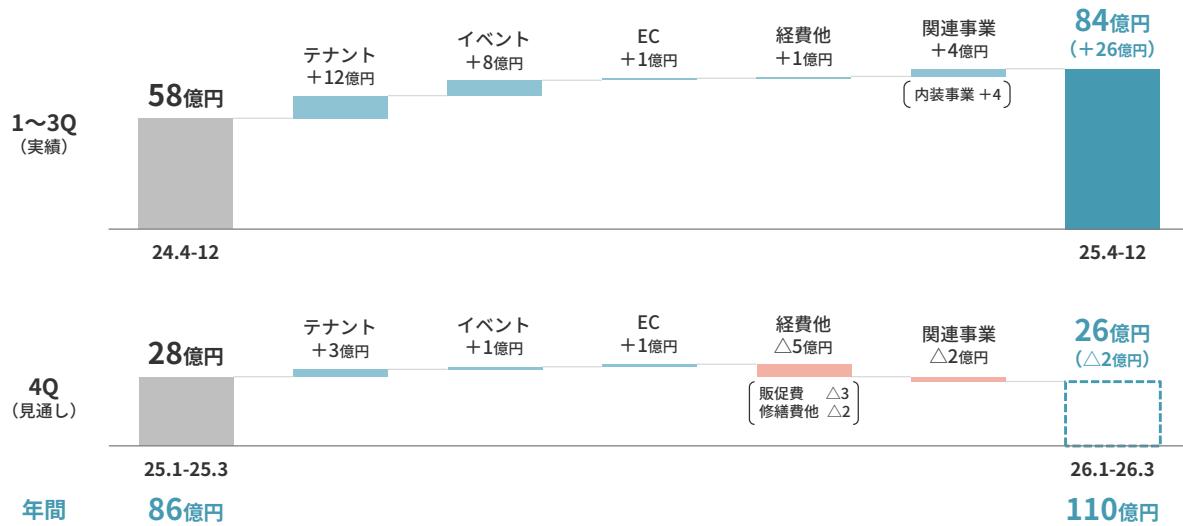
Operating profit by segment.

Retail will increase 28% to JPY11 billion, and FinTech will increase 7% to JPY47 billion, neither of which has changed since the beginning of the fiscal year.

## 小売 営業利益の見通し



第4四半期は戦略的な経費執行等で2億円減益も、年間は年初計画通りの110億円を見込む



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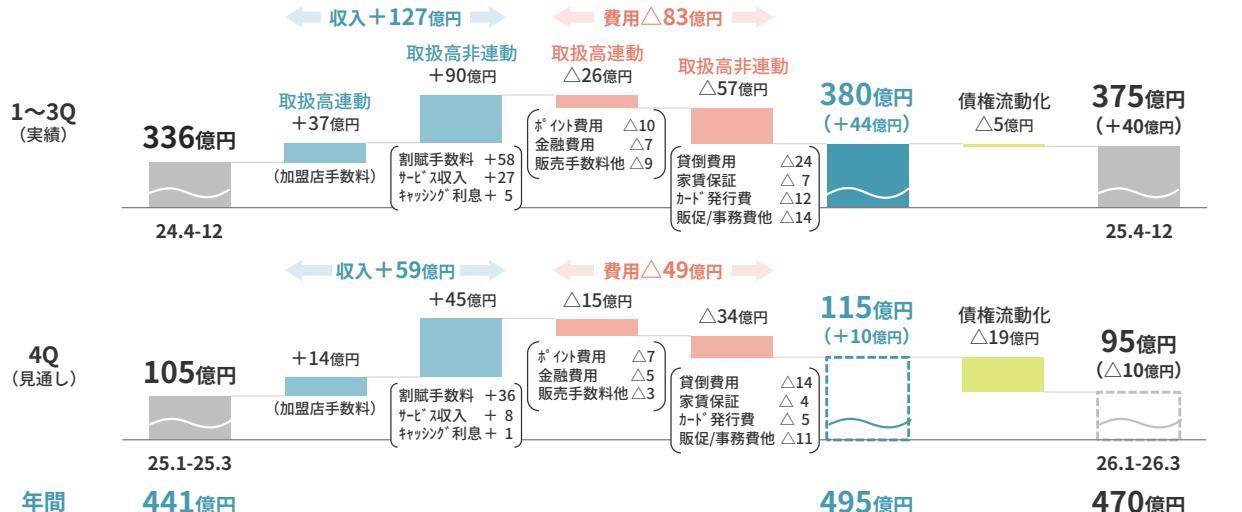
The future outlook by segment.

Although the retail segment's revenue will continue to steadily grow in Q4, operating profit is expected to decrease by JPY200 million due to the strategic execution of sales promotion expenses and other costs, as well as the effects of large-scale orders for the interior work business from the previous year. The annual outlook is JPY11 billion, as planned at the beginning of the year.

## フィンテック 営業利益の見通し

OIOI  
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分割・リボ手数料率変更影響と債権流動化のマイナス影響を踏まえ、第4四半期は10億円減益の見通し



37

The future outlook for FinTech.

Although installments and revolving commission rates will contribute to an increase in operating profit in Q4, we expect a JPY1 billion decrease in profit associated with the strategic execution of expenses to secure revenue from the next fiscal year and beyond, as well as the negative effects of not liquidating receivables.

The annual outlook is expected to be JPY47 billion, which is as planned at the beginning of the year.



# 「好き」が駆動する経済へ

本資料に掲載しております将来の予測に関する記述は、当社が現在入手している情報及び合理的であると判断する一定の前提に基づいており、実際の業績等は様々な要因により大きく異なる可能性があります。お問い合わせは、IR部 marui-ir@0101.co.jpにご連絡ください。

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That concludes my explanation. Thank you for your attendance.

# Appendix



## EC取扱高の推移

マルイグループ

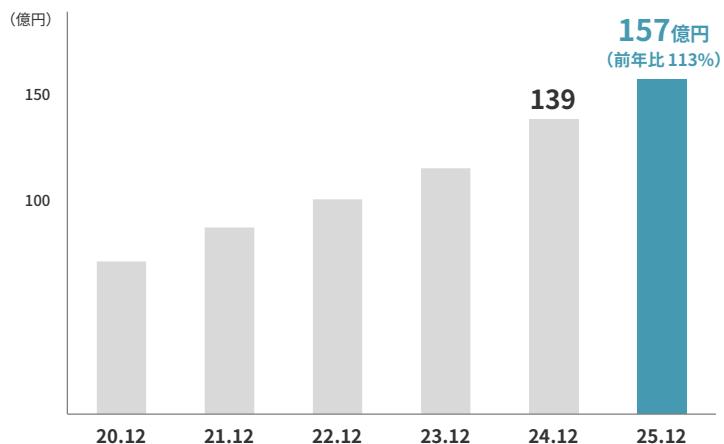
■ EC取扱高 前年比



## 家賃保証の状況

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MARUI GROUP

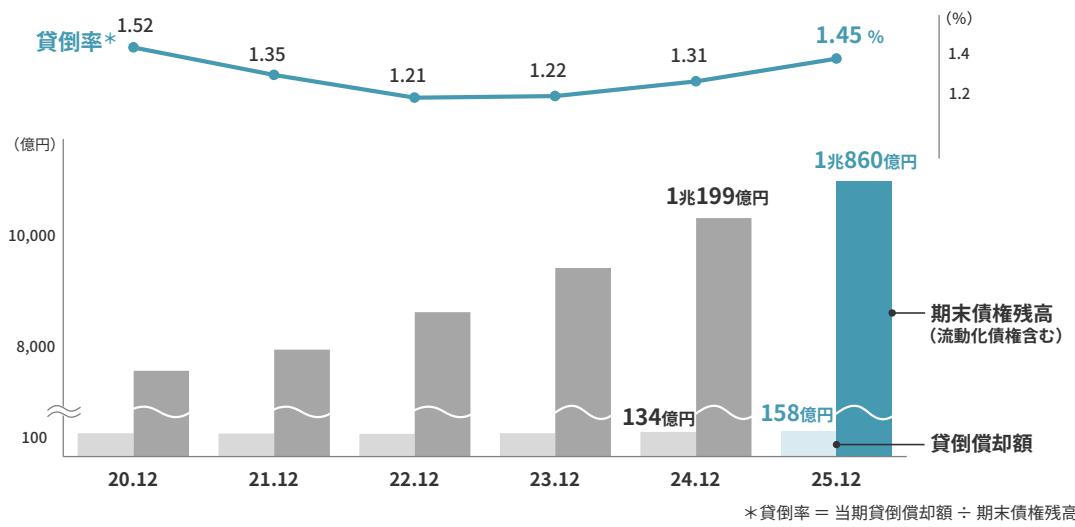
### ■ 売上収益の推移



## 貸倒の状況

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MARUI GROUP

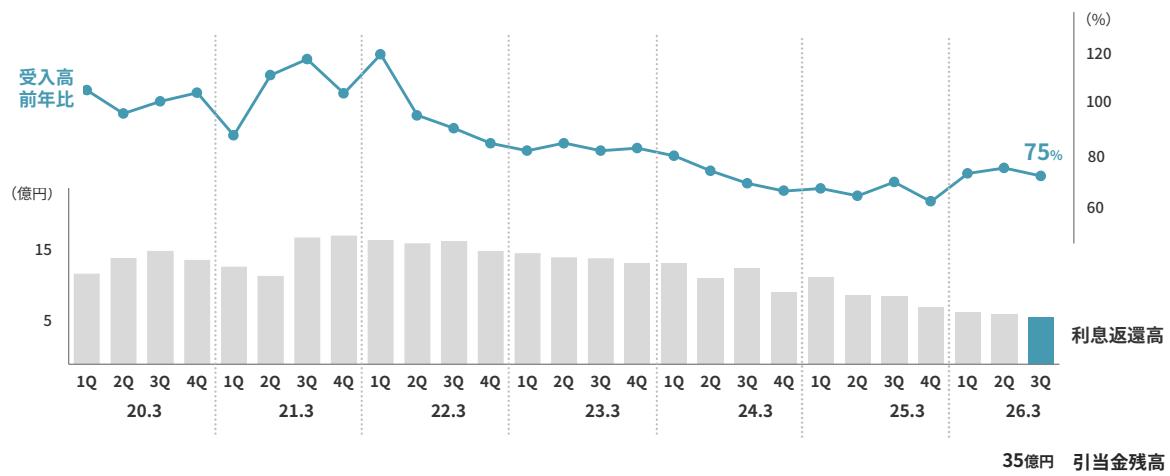
### ■ 貸倒率の推移



## 利息返還の状況

○○  
MARUI GROUP

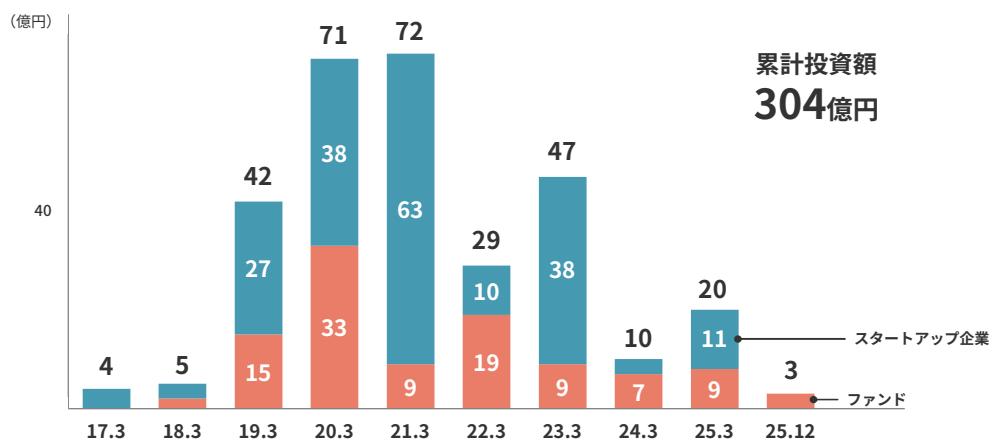
### ■ 受入高前年比と利息返還高の推移



## 共創投資の状況

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MARUI GROUP

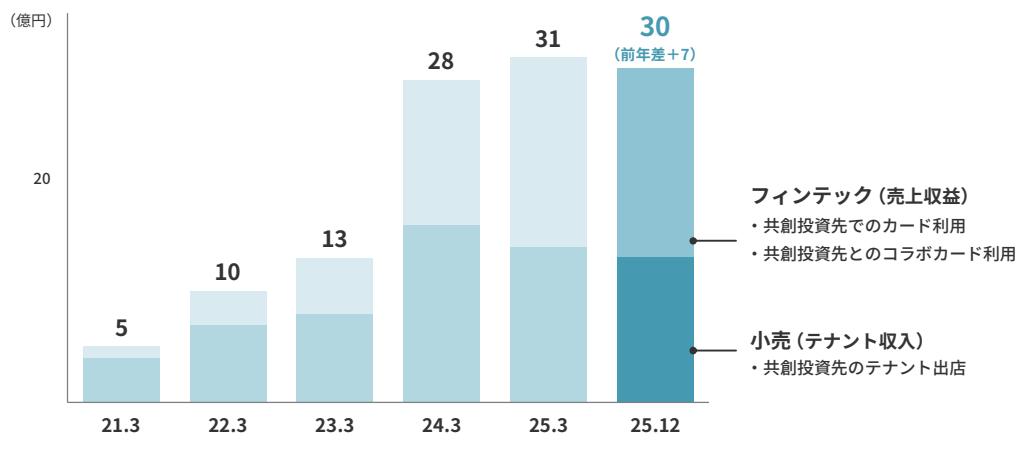
### ■ 共創投資の推移



## 共創投資による貢献利益

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### ■ 貢献利益額



## 債権流動化・分割リボ手数料率変更影響の見通し



### ■ 26年3月期 第2四半期決算時点

	1Q (実績)	2Q (実績)	3Q (見通し)	4Q (見通し)	26年3月期 (見通し)
流動化損益	25	5	△28	△27	△25
譲渡益	49	33	0	0	82
償却等	△24	△28	△28	△27	△107
手数料率変更	-	-	20	20	40
利益影響額計	25	5	△8	△7	15
前年差	+26	△6	△5	0	+15

### ■ 現状の見通し

	1Q (実績)	2Q (実績)	3Q (実績)	4Q (見通し)	26年3月期 (見通し)	2Q時点との差
流動化損益	25	5	△28	△27	△25	±0
譲渡益	49	33	0	0	82	±0
償却等	△24	△28	△28	△27	△107	±0
手数料率変更	-	-	24	24	48	+8
利益影響額計	25	5	△4	△3	23	+8
前年差	+26	△6	△1	+4	+23	+8

## - 株価指数に関する免責事項 -

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• FTSE Russell confirms that MARUI GROUP CO., LTD. has been independently assessed according to the index criteria, and has satisfied the requirements to become a constituent of the FTSE JPX Blossom Japan Index. Created by the global index and data provider FTSE Russell, the FTSE JPX Blossom Japan Index is designed to measure the performance of companies demonstrating specific Environmental, Social and Governance (ESG) practices. The FTSE JPX Blossom Japan Index is used by a wide variety of market participants to create and assess responsible investment funds and other products.

• FTSE Russell confirms that MARUI GROUP CO., LTD. has been independently assessed according to the index criteria, and has satisfied the requirements to become a constituent of the FTSE JPX Blossom Japan Sector Relative Index. The FTSE JPX Blossom Japan Sector Relative Index is used by a wide variety of market participants to create and assess responsible investment funds and other products.

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**END**

