August 4, 2026

Consolidated Financial Results for the Three Months Ended June 30, 2026 (Under Japanese GAAP)

Company name: MARUI GROUP CO., LTD.
Listing: Tokyo Stock Exchange
Securities code: 8252
URL: https://www.0101maruigroup.co.jp/en/
Representative: Hiroshi Aoi President and Representative Director
Inquiries: Masakazu Iizuka General Manager, Financial Department
Telephone: +81-3-3384-0101
Scheduled date to commence dividend payments: -
Preparation of supplementary material on financial results: Yes
Holding of financial results briefing: Yes (For institutional investors and analysts)

(Yen amounts are rounded down to millions, unless otherwise noted.)

1. Consolidated financial results for the three months ended June 30, 2026 (from April 1, 2026 to June 30, 2026)

(1) Consolidated operating results (cumulative) (Percentages indicate year-on-year changes.)

	Revenue		Operating profit		Ordinary profit		Profit attributable to owners of parent	
Three months ended	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
June 30, 2026	72,359	7.4	15,408	10.5	12,814	3.3	9,030	14.0
June 30, 2025	67,401	12.9	13,949	37.1	12,400	33.7	7,920	27.6

Note: Comprehensive income For the three months ended June 30, 2026: ¥ 6,269 million [(38.8)%]
For the three months ended June 30, 2025: ¥ 10,250 million [79.3%]

	Basic earnings per share	Diluted earnings per share
Three months ended	Yen	Yen
June 30, 2026	50.46	-
June 30, 2025	44.12	-

(2) Consolidated financial position

	Total assets	Net assets	Equity-to-asset ratio	Net assets per share
As of	Millions of yen	Millions of yen	%	Yen
June 30, 2026	1,208,822	236,631	19.5	1,319.72
March 31, 2026	1,141,276	244,821	21.4	1,359.01

Reference: Equity
As of June 30, 2026: ¥ 236,087 million
As of March 31, 2026: ¥ 244,186 million

2. Cash dividends

	Annual dividends per share				
	First quarter-end	Second quarter-end	Third quarter-end	Fiscal year-end	Total
	Yen	Yen	Yen	Yen	Yen
Fiscal year ended March 31, 2026	-	65.00	-	66.00	131.00
Fiscal year ending March 31, 2027	-				
Fiscal year ending March 31, 2027 (Forecast)		67.00	-	67.00	134.00

Dividend on equity ratio (DOE) Fiscal year ended March 31, 2026: 10.1%
Fiscal year ending March 31, 2027 (forecast): 10.2%

Note: Revisions to the forecast of cash dividends most recently announced: None

3. Consolidated financial result forecasts for the fiscal year ending March 31, 2027 (from April 1, 2026 to March 31, 2027)

(Percentages indicate year-on-year changes.)

	Revenue		Operating profit		Ordinary profit		Profit attributable to owners of parent		Basic earnings per share
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Yen
Full year	296,500	7.1	55,500	10.5	44,000	3.2	29,500	3.6	164.00

Forecast return on equity (ROE) Fiscal year ending March 31, 2027 (full year): 11.8%

Note: Revisions to the financial results forecast most recently announced: Yes

*** Notes**

(1) Significant changes in the scope of consolidation during the period: None

Newly included: - companies( )

Excluded: - companies( )

(2) Adoption of accounting treatment specific to the preparation of quarterly consolidated financial statements: Yes

(3) Changes in accounting policies, changes in accounting estimates, and restatement

(i) Changes in accounting policies due to revisions to accounting standards and other regulations: None

(ii) Changes in accounting policies due to other reasons: None

(iii) Changes in accounting estimates: None

(iv) Restatement: None

(4) Number of issued shares (common shares)

(i) Total number of issued shares at the end of the period (including treasury shares)

As of June 30, 2026	183,660,417 shares
As of March 31, 2026	183,660,417 shares

(ii) Number of treasury shares at the end of the period

As of June 30, 2026	4,767,896 shares
As of March 31, 2026	3,980,976 shares

(iii) Average number of shares outstanding during the period (cumulative from the beginning of the fiscal year)

Three months ended June 30, 2026	178,954,560 shares
Three months ended June 30, 2025	179,491,565 shares

Note: The number of treasury shares at the end of the period includes shares of the Company held in the BIP Trust and the ESOP Trust.

As of June 30, 2026: 294,780 shares

As of March 31, 2026: 482,135 shares

The shares of the Company held in the BIP Trust and the ESOP Trust are included in the number of treasury shares to be deducted from the total number of issued shares for the calculation of the average number of shares outstanding during the period.

Three months ended June 30, 2026: 419,683 shares

Three months ended June 30, 2025: 482,135 shares

* Review of the Japanese-language originals of the attached consolidated quarterly financial statements by certified public accountants or an audit firm: Yes (voluntary)

* Proper use of earnings forecasts and other special matters

The earnings forecasts and other forward-looking statements contained in this document are based on information currently available to the Company and certain assumptions that the Company deems to be reasonable. Actual results may significantly differ due to various factors. Please see "(4) Explanation of consolidated financial results forecast and other forward-looking information" on page 7 of the attached document for the assumptions underlying the earnings forecasts and notes on the use of them.

Table of contents - attachments

1. Overview of operating results, etc. for the period under review

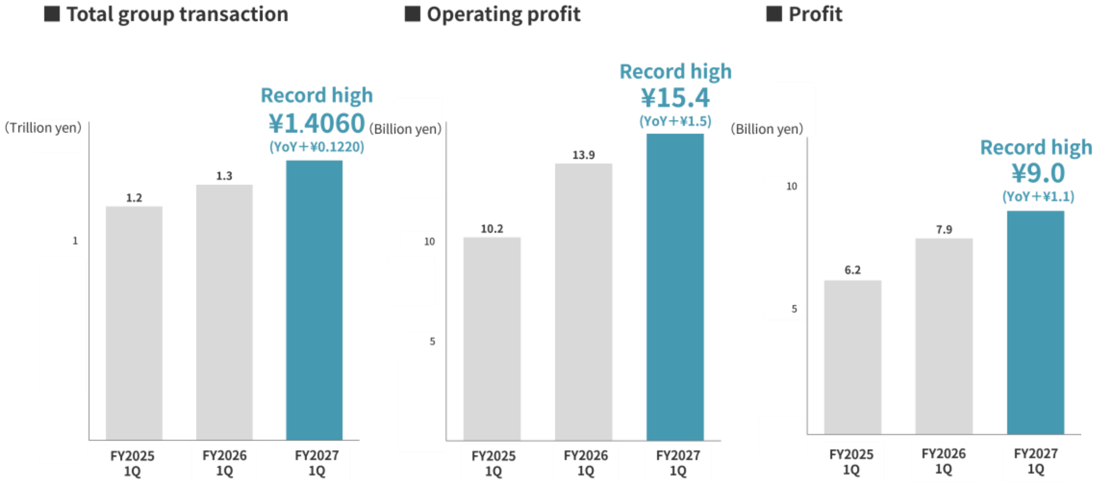
(1) Overview of operating results

Total group transaction volume increased 10% year on year to 1,406.0 billion yen, and profit increased 14% year on year to 9.0 billion yen, both reaching record highs for the first quarter. Both the Retailing and FinTech segments performed well, driven by growth in the tenant and event categories for Retailing segment, and an increase in revenue for FinTech resulting from an increase in the number of cardholders of EPOS cards that support "Suki" and changes to installment and revolving fees.

(Consolidated business results)

- Total group transaction volume was 1,406.0 billion yen (+10% year on year, +122.0 billion yen year on year), a record high for the first quarter, driven by FinTech's card credit transaction volume.
- Revenue was 72.4 billion yen (+7% year on year), marking the sixth consecutive period of revenue growth, operating profit was 15.4 billion yen (+10% year on year) and ordinary profit was 12.8 billion yen (+3% year on year), both marking the fifth consecutive period of profit growth, and profit was 9.0 billion yen (+14% year on year), marking the sixth consecutive period of profit growth.
- EPS was 50.5 yen (+14% year on year, +6.4 yen year on year), exceeding the previous fiscal year due to an increase in profit.

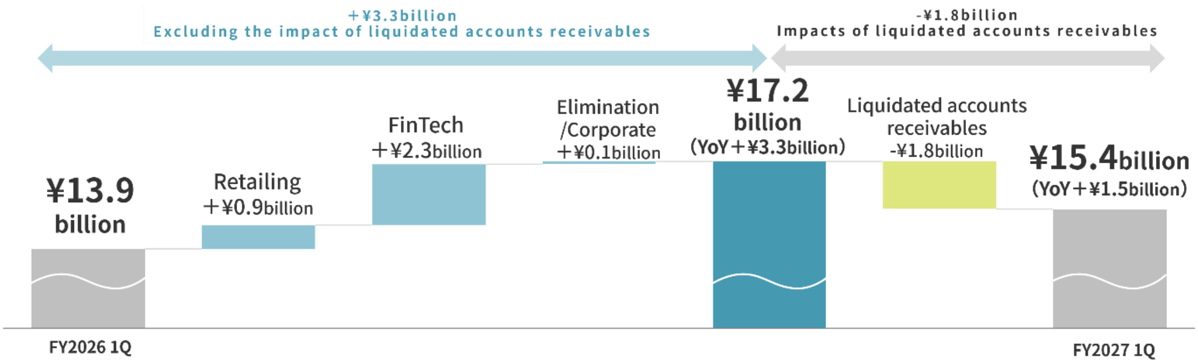
*In "1. Overview of operating results, etc. for the period under review," amounts stated in billions of yen have been rounded to the nearest hundred million yen.



Breakdown of changes in operating profit

- Operating profit decreased by 1.8 billion yen due to a decline in the amount of recognition of gain on transfer of receivables resulting from liquidated accounts receivables of 3.4 billion yen (-1.5 billion yen year on year), and an increase in the total depreciation and amortization of 2.7 billion yen (+0.3 billion yen year on year).
- Excluding the impact of liquidated accounts receivables mentioned above, operating profit increased 3.3 billion yen (Retailing: +0.9 billion yen, FinTech: +2.3 billion yen).

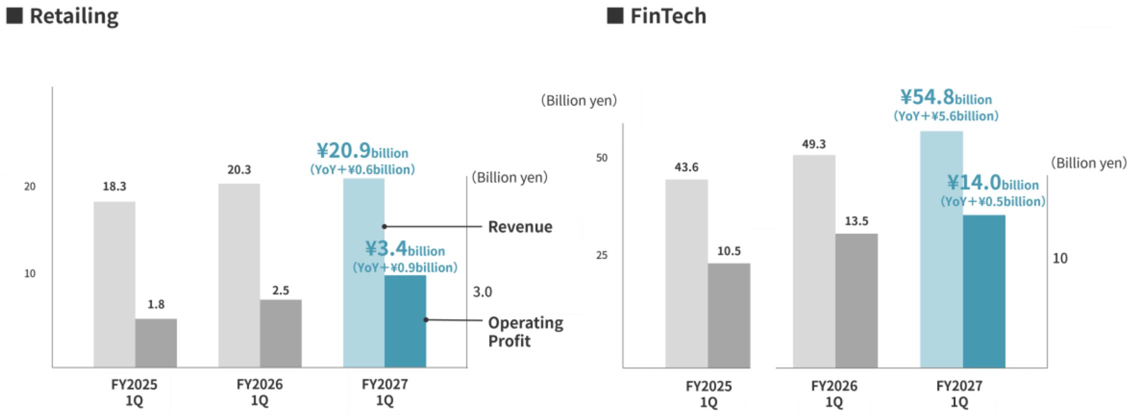
□Breakdown of changes in operating profit



(Business results by segment)

- Operating profit in the Retailing segment was 3.4 billion yen (+38% year on year), up 0.9 billion yen from the previous fiscal year.
- Operating profit in the FinTech segment was 14.0 billion yen (+3% year on year), up 0.5 billion yen from the previous fiscal year.

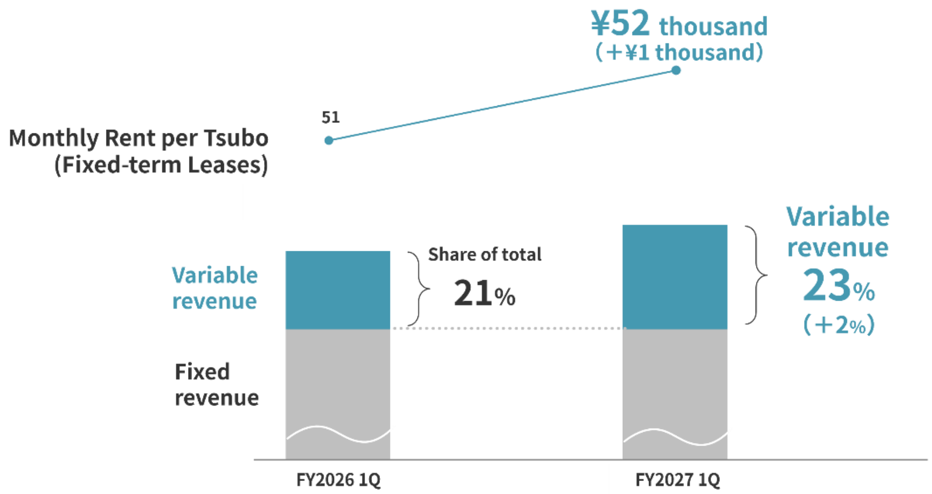
□ Revenue and operating profit by segment



<Retailing segment>

- At Marui and Modi stores, we are promoting the creation of "stores that don't sell" with the aim of creating value unique to physical stores and enhancing store value by introducing tenants that are well received by customers and attracting many customers to our stores.
- In tenant income, initiatives such as replacing existing tenants with more attractive tenants and expanding variable income linked to sales have led to a reduction in non-operational floor space and improved profitability. As a result, tenant income for the first quarter was 11.9 billion yen (+2% year on year), and the ratio of variable revenue increased by 2 percentage points from the previous fiscal year to 23%.

□ Change in fixed-term rental tenant revenue

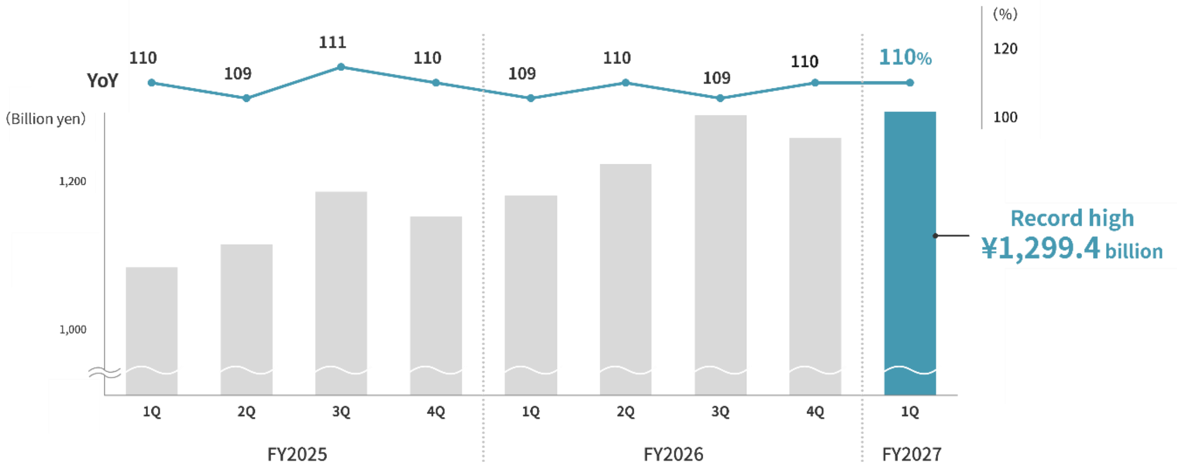


- For events that support "Suki," for which we are advancing initiatives aimed at expansion, the number of events held annually has exceeded 1,000 as a result of promoting events not only at Marui stores but also at external facilities. As these events are operated by employees with strong cardholder acquisition capabilities, the number of new cardholders acquired per day is 16 times the number acquired at general events. Event floor space has been steadily expanding to a level exceeding that of the previous fiscal year, and transaction volume amounted to 4.2 billion yen (+109% year on year).

<FinTech segment>

- The strategic "Maximization of household share" led to growth in rent payments, and regular payments for utility bills, etc. As a result, credit card transaction volume for the first quarter was 1,299.4 billion yen (+10% year on year), marking a record high for a quarter.

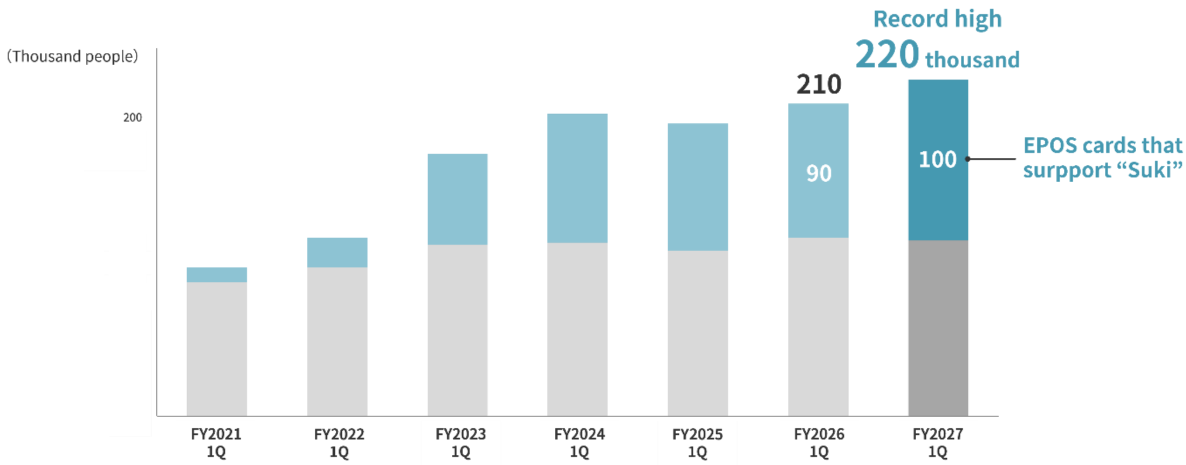
□ Changes in card credit transaction volume



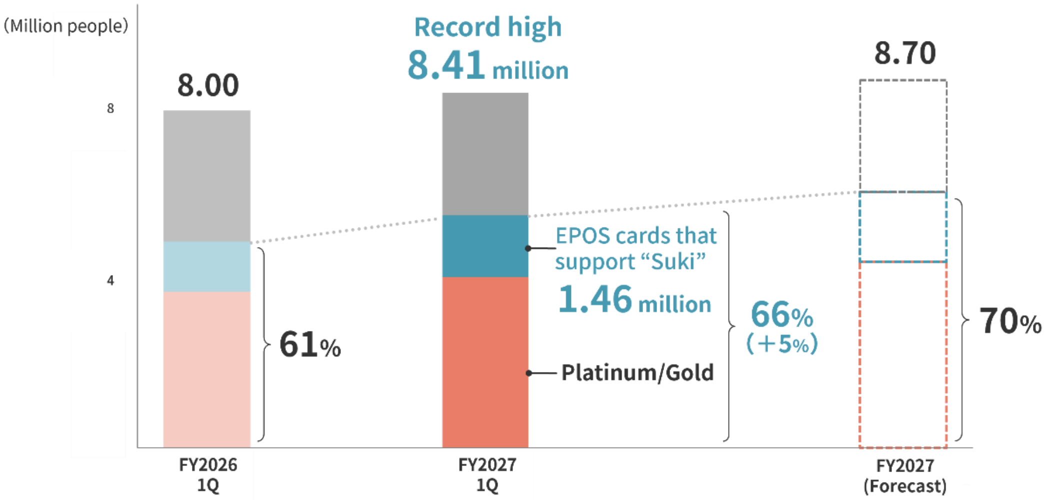
- Transaction volume of installment and revolving payments expanded to 123.2 billion yen (+9% year on year), and the balance of installment and revolving payments, including liquidated accounts receivable, reached a record high of 506.4 billion yen (+6% year on year).
- The number of new EPOS Card holders reached a record high of 220,000 (+10,000 year on year), and the total number of cardholders at the end of the period also hit a record high of 8.41 million (+410,000 year on year).
- In addition to our Gold cards, which have been a driver of our business growth to date, we are also enhancing our measures with respect to EPOS cards that support "Suki." EPOS cards that support "Suki" are more likely to be held by young people than regular cards, and have a two to seven times higher LTV (lifetime value). Cards created in collaboration with anime, games, and entertainment content have many passionate fans, and they tend to quickly become recognized through social media and are therefore highly compatible with online membership applications. For these EPOS cards that support "Suki," proposals have been submitted not only by employees in the FinTech segment but also by employees involved in retailing and co-creative investment. The number of projects has expanded to 161. Through these actions, the number of new holders of EPOS cards that support "Suki" reached 100,000 (+10,000 year on year), and the number of members as of June 30, 2026, was 1.46 million (+270,000 year on year). Going forward, in order to expand support and donation cards that automatically donate a portion of the points awarded when the cards are used to predetermined organizations, we plan to incorporate this support and donation function as a standard feature into newly developed EPOS cards that support "Suki." Through these initiatives, we will build long-lasting and deep relationships with customers who become cardholders through their "Suki," and by increasing engagement with each customer, we will encourage continued use and increased spending.

*The word "Suki" can mean love, like, favor, passionate about, crazy about, adore, etc.

□ Changes in new memberships



□ Number of cardholders



(Indicators of LTV stability)

As a result of the change in our business model, "recurring revenue," which includes rent revenues from our stores and card commissions, has increased to account for a larger proportion of total sales and profits, altering the Group's revenue structure. Recurring revenue, which is recurring revenue from contracts with customers and business partners, can be viewed as "contracted future recurring gross profit" for the following fiscal year and beyond, and can be used as an indicator to measure the stability of earnings. These are important elements of the Group's long-term management that emphasizes lifetime value (LTV).

- Recurring revenue (on a gross profit basis) for the period was 43.8 billion yen (+12% year on year), and the ratio of recurring revenue to gross profit was 66.6% (+2.0% year on year).
- At the beginning of the current fiscal year, contracted future recurring gross profit was 475.7 billion yen (+19% year on year), and it is expected to generate future earnings approximately 1.9 times the gross profit of the fiscal year ended March 31, 2026. The calculation of contracted future recurring gross profit is based on the contract term for rent revenues, the repayment period for installment and revolving fees and cash advance, the card expiration dates for (recurring) affiliate commissions, and the guarantee period for rent guarantees.

□ LTV management indicators

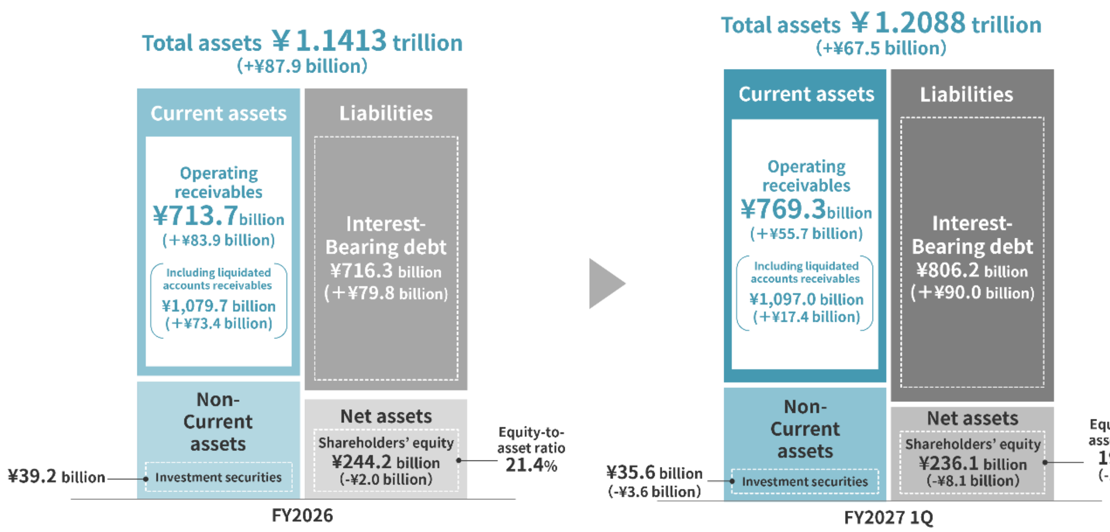
	Recurring Gross Profit			Contracted future recurring gross profit at the start of the period	
	FY2026 1Q	FY2027 1Q	YoY change	From FY2027	FY2026 Gross profit ratio
	Billion yen	Billion yen	%	Billion yen	%
Recurring Gross Profit	39.2	43.8	112	475.7	193
Ratio of Total Gross Profit	64.6%	66.6%	-		

* Gross profit used in calculating the gross profit-based recurring revenue and its composition includes selling, general and administrative expenses paid by business partners on a recurring basis.

(2) Overview of financial position

- Operating receivables (Accounts receivable - installment and Operating loans) amounted to 769.3 billion yen (+55.7 billion yen from the end of the previous fiscal year) as a result of an increase in credit card transaction volume, etc. Total assets were 1,208.8 billion yen (+67.5 billion yen from the end of the previous fiscal year).
- Interest-bearing debt (excluding lease obligation) amounted to 806.2 billion yen (+90.0 billion yen from the end of the previous fiscal year).
- As a result of the purchase of treasury shares and dividend payments, among other factors, equity attributable to owners of the parent amounted to 236.1 billion yen (-8.1 billion yen from the end of the previous fiscal year), and the equity-to-asset ratio was 19.5% (-1.9% from the end of the previous fiscal year).

□ Balance sheet



(3) Overview of cash flows

- Cash flows from operating activities totalled a net cash outflow of 75.9 billion yen (compared with an outflow of 71.6 billion yen in the previous fiscal year). Core operating cash flow, which excludes changes in operating receivables and other items from cash flows from operating activities, increased by 3.2 billion yen from the previous fiscal year to an inflow of 11.1 billion yen, due in part to a decrease in income taxes paid.
- Cash flows from investing activities amounted to an outflow of 3.0 billion yen (compared with an outflow of 6.7 billion yen in the previous fiscal year), due to factors including payments of 3.4 billion yen for the purchase of property and equipment as well as intangible assets.
- Cash flows from financing activities net to an inflow of 77.1 billion yen (compared with an inflow of 79.7 billion yen in the previous fiscal year), due to factors including proceeds of 90.0 billion yen from an increase in interest-bearing debt, payments of 2.9 billion yen for the purchase of treasury shares, and dividend payments of 11.9 billion yen.

□ Cash flows

	FY2026 1Q	FY2027 1Q	YoY difference
	Billion yen	Billion yen	Billion yen
Core operating cash flow	7.9	11.1	+3.2
Cash flows from operating activities	-71.6	-75.9	-4.3
Changes in operating receivables and other items	-79.5	-86.9	-7.4
Cash flows from investing activities	-6.7	-3.0	+3.7
Cash flows from financing activities	79.7	77.1	-2.6
Net increase (decrease) in cash and cash equivalents	1.4	-1.8	-3.2
Cash and cash equivalents at end of period	50.7	51.7	+1.1

*The Group uses core operating cash flow, which is cash flows from operating activities adjusted to exclude changes in operating receivables (accounts receivable-installment and operating loans receivable) and other items, as an indicator of profitability and soundness.

(4) Explanation of consolidated financial results forecast and other forward-looking information

Based on the results for the first quarter and recent performance trends, the financial results forecast for the fiscal year ending March 31, 2027, has been revised as follows from the forecast announced on May 15, 2026.

- For the fiscal year ending March 31, 2027, we forecast EPS of 164.0 yen (as previously announced), ROE of 11.8% (as previously announced).
- Total Group transaction volume is forecast to be 5,905.0 billion yen (change: +5.0 billion yen; percentage change: +0.1%).
  Note: The amount and percentage changes are comparisons with the previously announced forecast. The same applies hereinafter.
- Revenue is forecast to increase to 296.5 billion yen (change: +0.5 billion yen; percentage change: +0.2%), while operating profit, ordinary profit and profit are forecast to increase to 55.5 billion yen (change: +0.5 billion yen; percentage change: +0.9%), 44.0 billion yen (as previously announced) and 29.5 billion yen (as previously announced), respectively.
- Operating profit in the Retailing segment is forecast at 12.0 billion yen (change: +0.5 billion yen; percentage change: +4.3%).
- Operating profit for the FinTech segment is forecast at 51.0 billion yen (as previously announced).
- Annual dividends per share are forecast to reach a record high of 134 yen, as previously announced, marking the 15th consecutive fiscal year of dividend increases.

□ Consolidated financial results forecast for the fiscal year ending March 31, 2027

	FY2026	FY2027	Difference from the publicly announced plan	YoY change	YoY difference
EPS (Yen)	158.4	164.0	−	104	+5.6
ROE (%)	11.6	11.8	−	−	+0.2

< Reference >

	Billion yen	Billion yen	Billion yen	%	Billion yen
Total group transaction volume	5,392.1	5,905.0	+5	110	+512.9
Revenue	276.9	296.5	+0.5	107	+19.6
Gross profit	242.3	260.5	+0.5	108	+18.2
SG&A	192.1	205.0	−	107	+12.9
Operating profit	50.2	55.5	+0.5	111	+5.3
Ordinary profit	42.7	44.0	−	103	+1.3
Profit	28.5	29.5	−	104	+1.0

	FY2026	FY2027	Difference from the publicly announced plan	YoY change	YoY difference
	Billion yen	Billion yen	Billion yen	%	Billion yen
Retailing	11.2	12.0	+0.5	107	+0.8
FinTech	47.0	51.0	−	108	+4.0
Eliminations /Corporate	-8.0	-7.5	−	−	+0.5
Consolidated operating profit	50.2	55.5	+0.5	111	+5.3

(5) Management policy and strategy

■ Overview of the company

Since its founding in 1931, the Group has evolved its unique business model merging retailing and financial services, and established its strength and position not found in other companies. In recent years, we have added Forward-Looking Investments consisting of Co-Creative investment and investing in new businesses, aiming to create a business model integrating Retailing, FinTech, and Forward-Looking Investments. Currently, we are shifting our business to one that supports "Suki*" through events, goods, services, Co-Creative investment, business development, and people, organizations, and workstyles, with a focus on FinTech, aiming to further expand our corporate value.

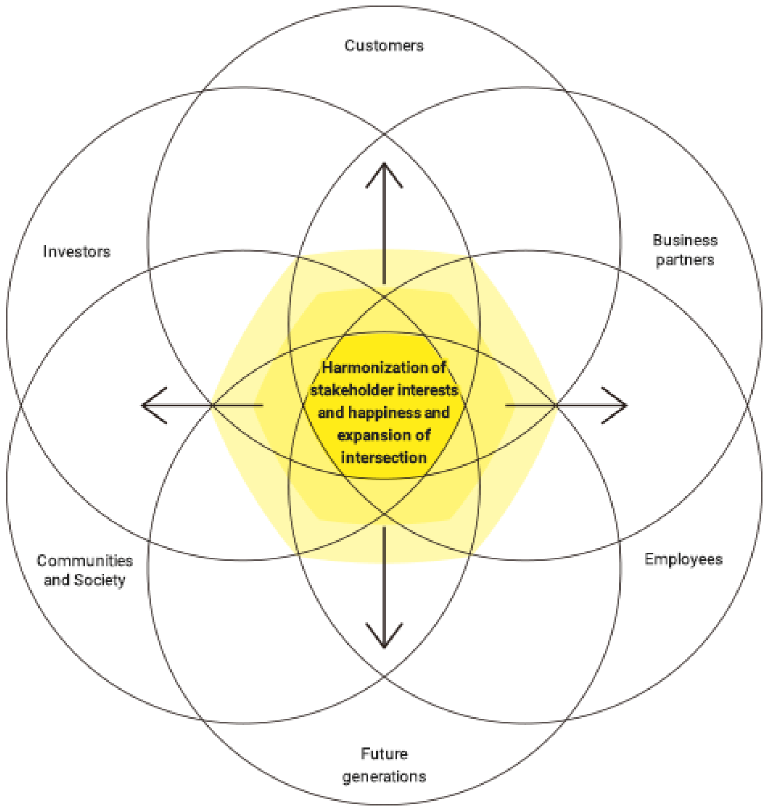
*The word "Suki" can mean love, like, favor, passionate about, crazy about, adore, etc.

■ Basic management policies

Under our vision of "transcending dichotomies between impact and profit," the Group's mission is to work together to help build an inclusive society that offers happiness to all, based on our corporate philosophy of "Continue evolving to better aid our customers" and "Equate the development of our people with the development of our company."

Co-creation not only within the Group, but also with our stakeholders, is key to achieving this. The Group considers our corporate value to be the harmony of the interests and happiness of all stakeholders, including customers, shareholders, investors, communities and society, and business partners, employees and future generations. We aim to increase our corporate value and realize our vision by promoting Co-Creation management that involves co-creation with our stakeholders. For details of the Group's Co-Creation management, please refer to the Co-Creation Management Report 2023 and the VISION BOOK 2050.

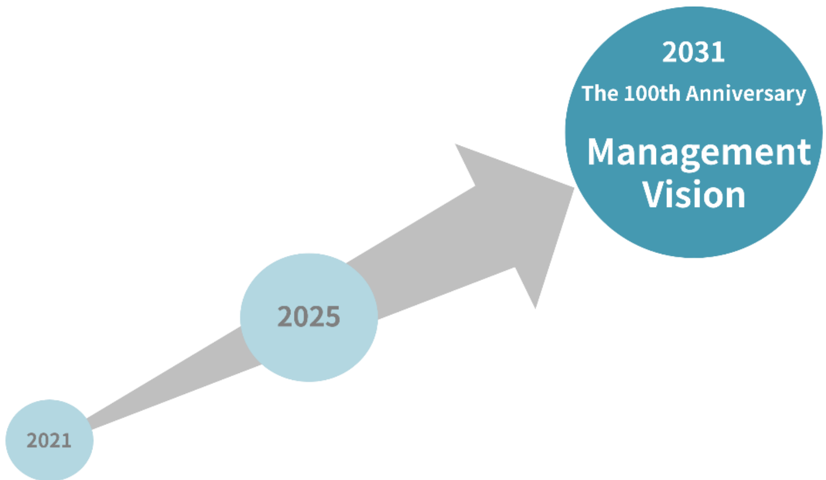
Co-Creation Management Report (https://www.0101maruigroup.co.jp/en/ir/lib/i-report.html)
VISION BOOK 2050 (https://www.0101maruigroup.co.jp/en/ir/lib/s-report.html)



Corporate value = Intersection of the interests and happiness of all stakeholders
Harmonization and expansion of the intersection = Increase in the corporate value

■Management Vision & Strategy Narrative 2031

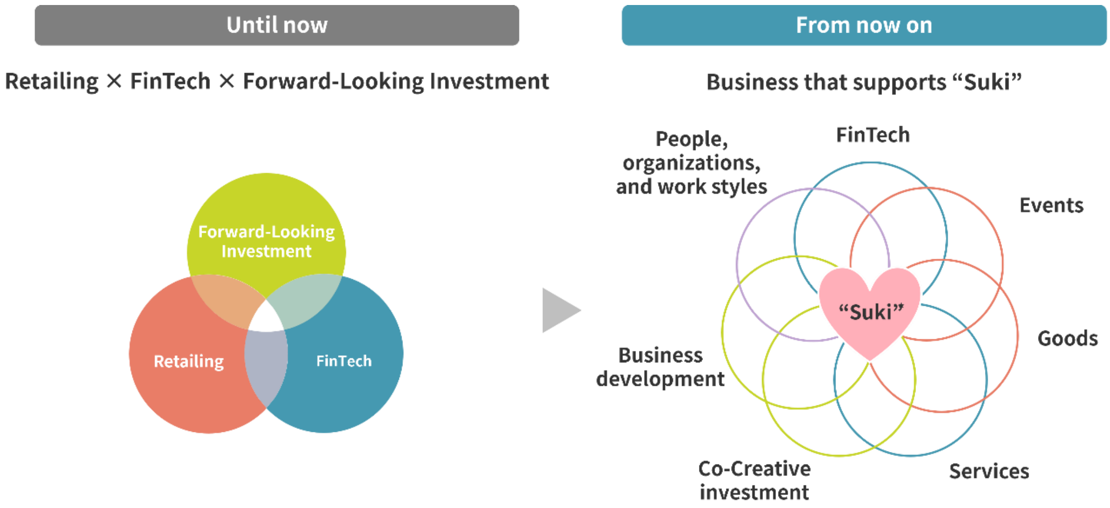
The Group formulated its "Management Vision & Strategy Narrative 2031" for the 100th anniversary of its founding in 2031. We will set high goals as our management vision and build a strategy narrative by backcasting from there. We will achieve the creation of social value by linking our vision, impact, and business strategy.



(i) Management Vision

Our group has established "an economy driven by 'Suki'" as its management vision for 2031.
The economy driven by "Suki" stands in stark contrast to the "value-for-money economy," which is defined by the dual axes of "function and price." It represents another economic paradigm where the driving force is each individual's emotions and values—in other words, their "Suki."

To realize this management vision, we will transition from our existing business model integrating Retailing, FinTech, and Forward-Looking Investments to business that supports "Suki," supporting it through Retailing, FinTech, Co-Creative investment know-how, and leveraging assets like stores and credit cards. We will build the business that supports "Suki," aiming to accomplish both social impact and profitability while pursuing high growth and high returns.

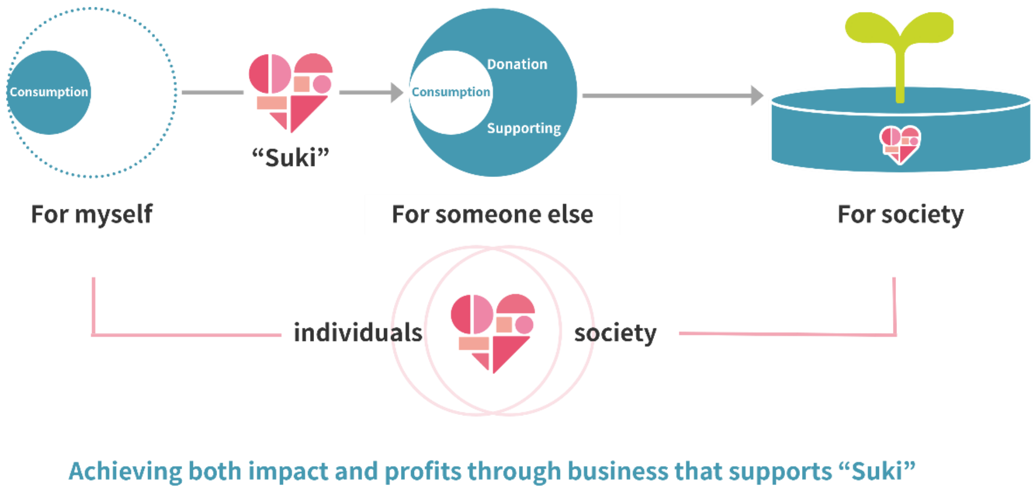


(ii) Strategy Narrative 2031

The impact we aim to achieve through our "business that supports 'Suki'" and the strategies for its realization are as follows:

(Consumption that expands for the benefit of others and society through "Suki")

- The purpose of our "business that supports 'Suki'" is to achieve both impact and profit by encouraging "Suki," transforming consumption from being "for oneself," to "for someone else," and ultimately "for society."
- With EPOS cards that support "Suki," the number of members using our cards that allow users to make donations to those they wish to support through their spending is steadily increasing. We anticipate that more and more consumers will continue to find happiness in donating and supporting others.
- We will advance our differentiation strategy by responding to new types of consumers. Our goal is to reach 3 million cardholders of EPOS cards that support "Suki" by the fiscal year ending March 31, 2031, furthermore, to surpass the number of Gold Card cardholders by the fiscal year ending March 31, 2041.



(Financial empowerment that supports "Suki")

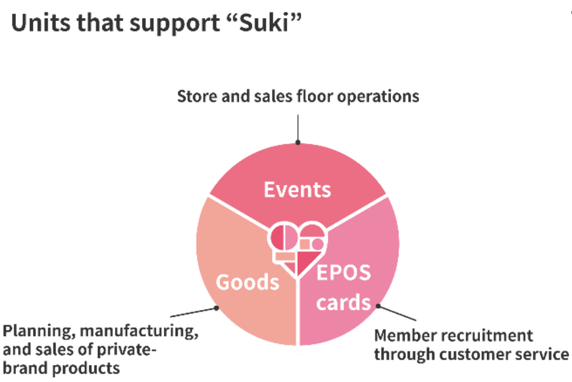
- Until now, the Group has supported the self-realization of young people. Going forward, we will support the self-actualization of all individuals through financial empowerment that supports "Suki."
- In its FinTech business to date, Marui has issued credit cards through the co-creation of creditability, mainly in metropolitan areas where it has stores. But going forward, we will broaden our target areas and recruit members

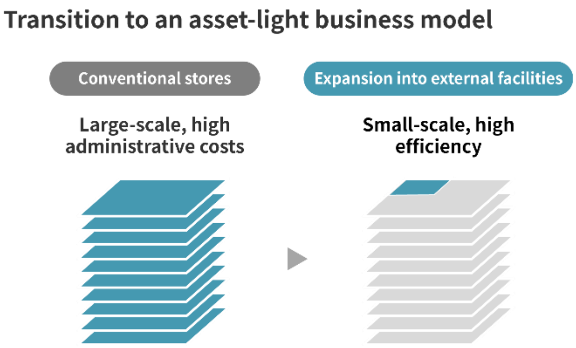
nationwide by expanding our rollout based on "units that support 'Suki,'" which combine EPOS cards, events, and goods that support "Suki," regardless of location.

- In addition, to address the expanding diversity of work styles, including self-employed individuals, startups, and freelancers, we will expand membership through initiatives such as the "Owner Card" and "Lancers Card." For foreign nationals working in Japan, we will also expand member acquisition through collaborations like the "GTN Card."

(Support strategies)

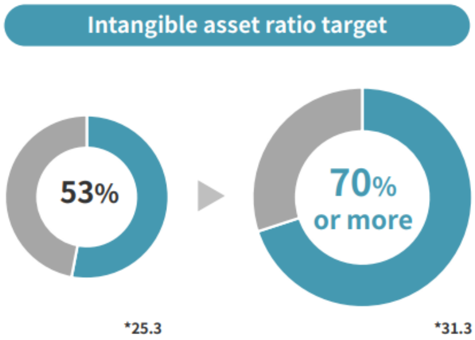
- As a new point of contact with customers to replace the independent sales areas and private brands, we will accomplish both impact and profits by making units that support "Suki" a key pillar of our strategy. These units, which can be operated in a compact space, are expected to attract customers, recruit members, and increase average customer spend and profit margins.
- By focusing on these units, we will reduce the space and personnel required under the conventional model and improve operational efficiency. We will also expand into external facilities nationwide to make more efficient use of our store assets and enhance profitability.
- Furthermore, in our efforts to enhance customer experience through DX, we have newly established a joint venture with Goodpatch Inc., a leading UX design company, as well as marui unite Co., Ltd. We have also been actively recruiting specialized talent and building an agile development framework.
- Going forward, we will promote the development of loyal customers by leveraging the expertise of professional personnel to provide unique experiential value that combines digital UX with real-world experiences through units that support "Suki."





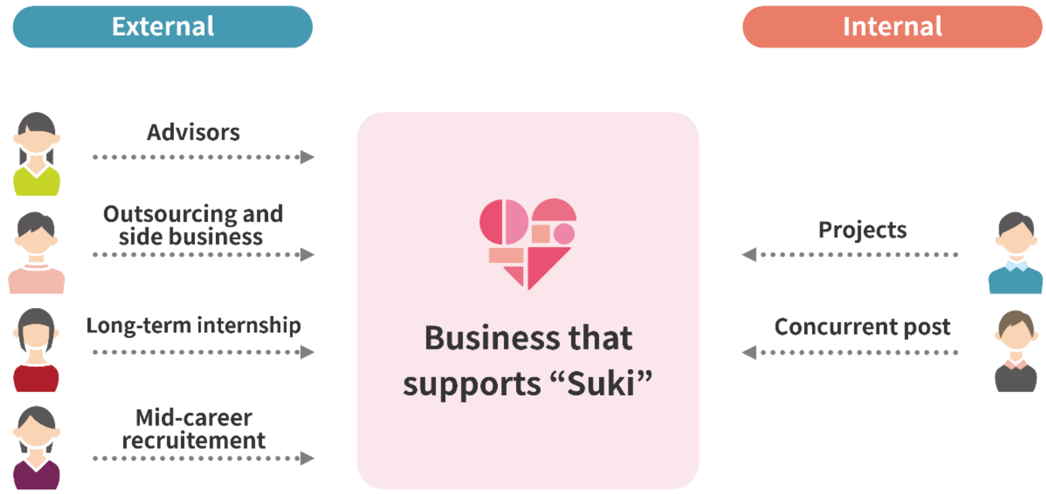
(Expression of creativity through "flow")

- At the Group, we focus on the concept of "flow," which comprehensively captures the elements that are important for business, such as ability and challenge, creativity and happiness, and have been working to enhance the job satisfaction and organizational vitality of every employee.
- Going forward, we will increase opportunities for employees to apply their "Suki" to their work by organizing contests and other initiatives that support "Suki" and encourage creativity. By expanding businesses that leverage intangible assets–such as ideas, knowledge, and know-how, we aim to raise the ratio of intangible assets to over 70% by the fiscal year ending March 31, 2031, thereby enhancing our corporate value.



(Business development by social intrapreneurs)

- In addition to creating innovation with external entrepreneurs, we will encourage the activities of "social intrapreneurs (internal entrepreneurs) who can change society while working at the company." Through co-creation opportunities such as *SUKI* Business Pitch, we will combine the strengths of the Group with individuals' "Suki" and commercialize a diverse range of "Suki."
- We have established the "Social Intrapreneur Development Foundation" to nurture human resources over the medium to long term and will offer courses for university and junior/senior high school students. In the future, we will leverage their knowledge and skills through employment at the Group and participation in projects to contribute to the business development of the Group.



(Exploratory domains)

- We are working to globalize our business that supports "Suki." As a first step, we will launch business development initiatives by recruiting talent from around the world under the theme of "Japan as an Object of 'Suki' in the Eyes of the World."

(iii) Risks

(Response to increased financial expenses due to rising interest rates)

- We changed installment and revolving fees in October 2025, and an increase in revenue is expected.
- With regard to borrowing rates, we will strive to reduce borrowing rates by shortening the average borrowing period, while also strengthening dialogue with rating agencies with the aim of improving our credit ratings and curbing increases in financial expenses.

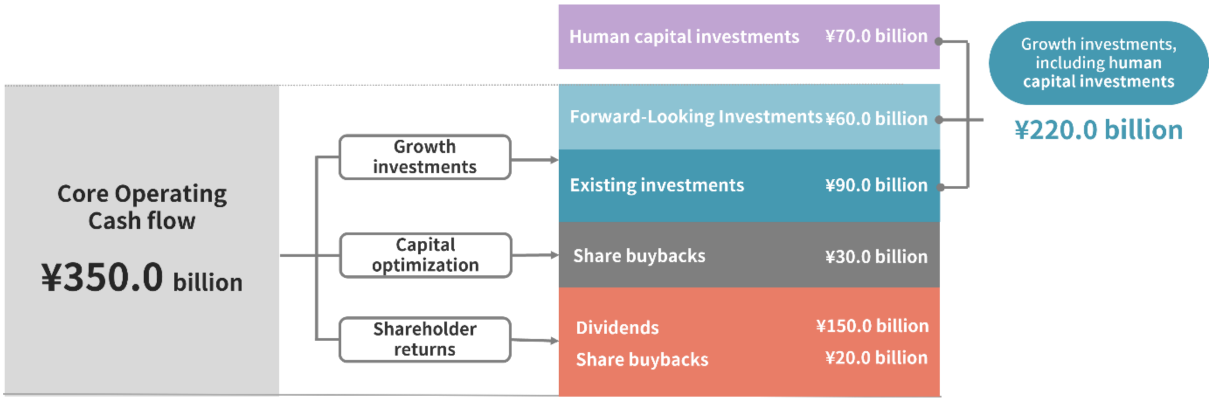
(iv) Capital policy and shareholder returns

(Capital policy)

- In the fiscal year ending March 31, 2031, our balance sheet is projected to expand to approximately 1.5 trillion yen. In terms of segments, given that the equity-to-asset ratio in our Retailing segment is expected to diverge from our optimal level of 35% to around 50%, we plan to implement capital optimization measures totaling 30.0 billion yen. Through this initiative, we aim to recalibrate our balance sheet and achieve a consolidated capital adequacy ratio of 16%.
- Regarding our shareholder returns policy, considering our target ROE of over 15% for the fiscal year ending March 31, 2031, we have set our dividend on equity ratio (DOE) to 10%.

- The plan of capital allocation is to allocate the core operating cash flow of 350.0 billion yen over the next six years as follows: 90.0 billion yen for growth investments in existing businesses, 60.0 billion yen for Forward-Looking Investments such as DX investments and business development, 30.0 billion yen for the acquisition of treasury shares for capital optimization, and 170.0 billion yen for shareholder returns.
- We plan to invest 70.0 billion yen in human capital, bringing the total investment aimed at high growth to 220.0 billion yen.

□Capital allocation (Fiscal year ended March 31, 2026 to fiscal year ending March 31, 2031)



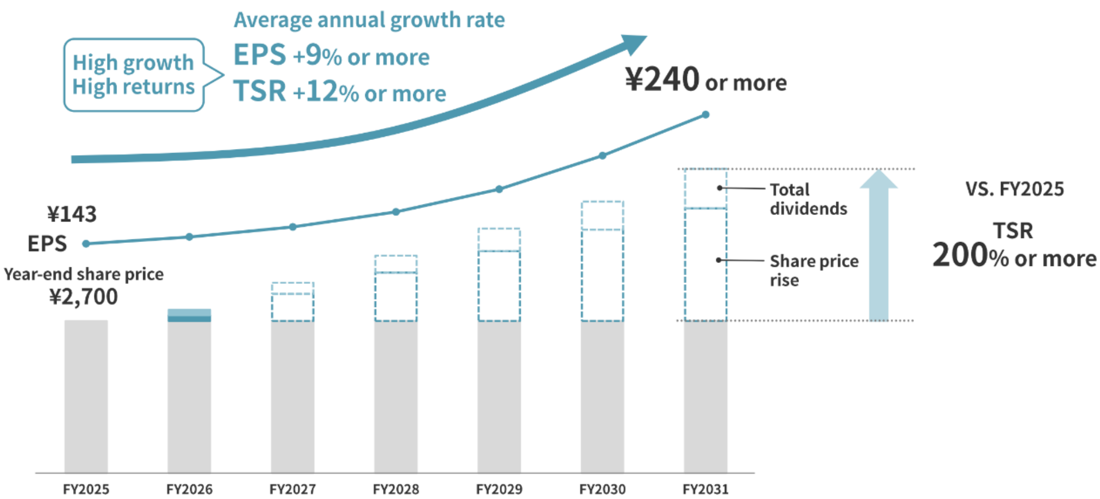
(Shareholder returns)

With respect to shareholder returns, the Group's basic policy will be one of ongoing, appropriate profit sharing.

- The Company will endeavor to continuously increase the level of dividends based on the long-term growth in EPS to realize high growth coupled with high returns.
- It will aim to realize ongoing, long-term dividend increases, targeting a dividend on equity ratio (DOE) of approximately 10%.
- Share buybacks are flexibly conducted as appropriate after comprehensively considering a range of factors including the optimal capital structure, financial conditions, and share price, for improving capital efficiency and enhancing shareholder interest. Treasury shares acquired through share buybacks will, in principle, be cancelled.
- Dividend standards and treasury shares acquisition policies are regularly verified and revised as appropriate.

(v) KPI

For the fiscal year ending March 31, 2031, we aim to achieve high growth and high returns with a PBR of 3 to 4 times, EPS growth of 9% or more, and TSR growth of 12% or more on an annual basis.



(6) Sustainability approach and initiatives

■ The Group's idea of sustainability

<Overall sustainability>

In 2016, the Group took its first steps toward practicing future-oriented sustainability management, an approach that integrates its business with consideration for the environment, the resolution of social issues, and corporate governance initiatives. We have redefined our business approach targeted for "every individual" to that featuring "inclusion" and reorganized our core themes. We believe that these will also contribute to the realization of the United Nations Sustainable Development Goals ("SDGs").

Furthermore, in 2019 we formulated the MARUI GROUP's 2050 Vision, our long-term vision for 2050, to achieve full-fledged sustainability management, and declared the slogan "transcending dichotomies between impact and profit."

In 2021, under the Group's 2050 Vision, targets related to sustainability and well-being have been defined as "Impact." Updating the initiatives that we have set in the 2050 Vision, "Impact" consists of three co-creation themes described as "work together with future generations to create the future," "work together to bring happiness to individuals," and "create a co-creative ecosystem."

In 2025, we formulated a new "Management Vision & Strategy Narrative 2031" and redefined our impact in three themes aimed at accomplishing an economy driven by "Suki." "Work together with future generations to create the future," "Create an economy driven by each individual's 'Suki,'" and "Create a society that generates 'flow' for workers."

Based on the above, the Group aims to both address social issues and generate profits through its business, and some of the key approaches of impacts and profit are defined as main KPIs. Please refer to "(iv) Indicators and targets" for specific indicators.

Our Group is enhancing its sustainability disclosures through initiatives such as advancing the sophistication of Scope 3 emissions calculations and conducting climate-related scenario analyses in preparation for compliance with the Sustainability Standards Board of Japan (SSBJ) Standards. Although we do not currently comply with all requirements of the SSBJ Standards, we are working toward achieving compliance by the fiscal year ending March 31, 2029.

This disclosure has been prepared on a consolidated basis based on materiality. To enhance the reliability of sustainability-related financial disclosures, we have implemented internal controls through the following framework. Specifically, we conduct third-party verification of environmental and social data, including greenhouse gas emissions; have established systems for data collection from each site and review by headquarters; and carry out periodic monitoring by the ESG Committee and the Financial Risk Committee.

(i) Governance

We will develop a management structure that is inclusive of stakeholders to promote harmony and the expansion of the interests and happiness of all stakeholders.

Stakeholder management	Aiming at Co-Creation management which realizes the interests and happiness sought by stakeholders together, we will invite stakeholders as board members to evolve the governance structure.
Sustainability management structure	Under the supervision of the Board of Directors, we established Sustainability Advisors and the Sustainability Committee, an advisory body to the Board of Directors, in 2019 with the aim of strengthening our sustainability management structure. The Committee is composed of members including external experts and representatives of future generations, and deepens future-oriented dialogue on the Group-wide sustainability strategy and initiatives while actively reporting and providing recommendations to the Board of Directors. In addition, the ESG Committee is responsible for identifying environmental and social issues and managing related KPIs, while the Financial Risk Committee is responsible for addressing credit risk and climate-related financial risks in the Fin Tech business and formulating strategies to promote an effective risk culture throughout the organization. These committees work closely together to comprehensively manage sustainability-related risks and opportunities. Furthermore, in 2026, the Sustainability Committee was renamed the Impact Promotion Committee with the

	aim of promoting impact in alignment with our business strategy.
Oversight of sustainability-related matters	The Board of Directors receives reports and conducts oversight at least four times a year on greenhouse gas emissions and progress toward emissions reduction targets, the status of renewable energy adoption, the identification of emerging risks and the status of related responses, and progress toward impact-related KPIs aimed at achieving both impact and profit, in order to verify activities for promoting Co-Creation sustainability management in a timely manner.
Incorporation of sustainability-related metrics into Director Compensation	To enhance the effectiveness of Co-Creation sustainability management, approximately 30% of compensation for Directors and Executive Officers is provided in the form of performance-linked stock compensation, which incorporates both financial and sustainability-related metrics. Specifically, in addition to ROE, the average annual EPS growth rate, and TSR, the amount of CO2 emissions reductions and ESG ratings assigned by external evaluation organizations are used in calculating the performance-linked coefficient. Through this approach, initiatives aimed at achieving both impact and profit are linked to management incentives.

(ii) Strategy

The Group's mission is to "contribute to co-creating an inclusive society that offers 'happiness' to everyone" guided by the management philosophy of "Continue evolving to better aid our customers" and "Equate the development of our people with the development of our company." The Group shall offer "happiness" as not only economic affluence but spiritual affluence through merging finance and retailing and aim to realize a society where all people, not just some people, can become "happy."

In line with the formulation of Vision 2050, our long-term vision for 2050, we have defined the social issues that our group should prioritize as areas of impact.

From 2025, we formulated a new "Management Vision & Strategy Narrative 2031" and established "an economy driven by 'Suki'" as our vision. To realize this vision, we promote business that supports "Suki" and aim to achieve both impact and profit by encouraging consumption driven by "Suki" to expand from being "for oneself" to "for someone else," and ultimately "for society."

We have set three themes and six impact targets for our group to work on, and by promoting initiatives to realize our vision of "overcoming the dichotomy between impact and profit," we aim to create an inclusive society where everyone can feel happy.

These impacts are identified through risk analysis that reflects changes in the external environment. They are reviewed by the Impact Promotion Committee and approved by the Board of Directors. Once formulated, the Impact Promotion Committee is responsible for verification, analysis, and progress management. The Board of Directors conducts a review and evaluation at least annually. Through these processes, we implement impact management by (i) identifying social issues, (ii) defining impact themes, (iii) establishing KPIs (outputs and outcomes), (iv) linking them to financial value, and (v) conducting monitoring and disclosure.

a. Work together with future generations to create the future

We will take steps toward creating an eco-friendly and sustainable future by helping realize a carbon-neutral society and supporting future generations in creating businesses.

<table>
<tr>
<td>Help realize a carbon-neutral society</td>
<td><Reduction of the Group-wide emissions>
The medium- to long-term targets for reducing greenhouse gas emissions formulated in September 2019 were certified as “targeting 1.5°C” by the international initiative known as Science Based Targets (SBT). Furthermore, we obtained a certification for our SBT Net Zero targets in August 2023. Groupwide targets to reduce greenhouse gas emissions are as follows:
By 2030, compared to fiscal year ended March 31, 2017
• An 80% reduction in combined volume of Scope 1[*1] and Scope 2[*2] emissions
• A 35% reduction of Scope 3[*3] emissions
By 2050, from the level in the fiscal year ended March 31, 2017, achieve net-zero by reducing the total Group-wide Scope 1 and 2 emissions and Scope 3 emissions by 90%, and removing carbon from any residual emissions
Achievement for the fiscal year ended March 31, 2026
• Reduction of 27,950 tons in combined emissions of Scope 1 (8,363 tons) and Scope 2 (19,587 tons)
A 76.4% reduction compared to the fiscal year ended March 31, 2017
• A reduction in Scope 3 (207,931 tons)
A 57.5% reduction compared to the fiscal year ended March 31, 2017
Resulting in greenhouse gas emissions intensity[*4] of 4.7, 85.6% of the level in the previous fiscal year.
We became a member of RE100 in July 2018 and will source 100% of the electricity used in our business activities from renewable energy by 2030. The ratio of renewable energy for the fiscal year ended March 31, 2026 was 81.2%.
*1) Greenhouse gas emissions from its use of fuel
*2) Greenhouse gas emissions from its use of electricity, etc.
*3) Greenhouse gas emissions from its value chain
*4) Calculated based on the ratio of greenhouse gas emissions (tons) to consolidated operating profit (1 million yen)
<Reduce societal CO2 emissions through co-creation with customers>
MARUI GROUP launched the Project for Promoting Shift to Renewable Energy with UPDATER, Inc. (previously Minna-denryoku, Inc). The Group will take action to reduce CO2 emissions together with its customers by offering a service that enables cardholders to easily apply for electricity generated from renewable energy by Minna Denryoku.</td>
</tr>
<tr>
<td>Support future generations in creating businesses</td>
<td>The Group has been aiming to create innovation through co-creative investment with external entrepreneurs. In addition to this, we will work on business creation by internal entrepreneurs. To that end, we will promote and widely disseminate the concept of “social intrapreneurs who can change society while working at a company.” We will establish a Social Intrapreneur Development Foundation to promote medium- to long-term human resource development and offer courses for university, junior high school, and high school students. In the future, we will leverage the</td>
</tr>
</table>

	knowledge and skills of our graduates by hiring them and having them participate in projects to contribute to the Group's business development.

b. Creating an economy driven by each individual's "Suki"

We will accelerate the realization of a society where individuals can empower themselves through supporting each person's "Suki."

Consumption that expands for the benefit of others and society through "Suki"	We will continue to expand our lineup of cards that allow users to support "Suki," including Epos Pet Card that allows donations to animal protection organizations, Heralbony Card that allows donations to artist's creative activities, YAMAP Epos Card that allows donations to mountain protection organizations, and Minna-Denryoku Epos Card that allows donations to renewable energy producers. By turning consumption "for oneself" into consumption "for someone else," and eventually expanding this to consumption "for society," we aim to contribute to the cultivation of a culture of contribution in Japan and achieve both impact and profit.
Financial empowerment that supports "Suki"	The Group has supported young people in achieving self-fulfillment through installment sales of consumer goods such as furniture and fashion. Going forward, we will support everyone in achieving self-fulfillment through financial services that support "Suki." The target audience includes people with diverse work styles, such as the self-employed, startup founders, and freelancers, as well as the many foreign nationals working in Japan. Many of these people do not have a regular, stable income, such as a monthly salary, but rather an irregular and variable income, and as a result, many are unable to obtain credit cards. Focusing on these people, we will promote support to help them realize the potential of living and working in a way that allows them to pursue their "Suki."

c. Creating a society that generates "flow" for workers

We will take the lead in promoting initiatives to enhance the motivation of each employee and organizational vitality.

A place for co-creation within and outside the company	We will establish a Business Production Promotion Office to attract talented people from around the world and promote their activities. We will recruit social intrapreneurs from both inside and outside the company through various employment forms and promote business development toward an economy driven by "Suki."
People and workstyles that enable creativity	The Group focuses on the concept of "flow," which comprehensively captures the four elements essential to business: ability and challenge, creativity, and happiness. We are promoting initiatives to enhance the job satisfaction of each employee and organizational vitality. Specifically, we aim to increase the opportunities for employees to apply what they love to their work through *SUKI* Business Pitch and other initiatives, and to create an organization where employees can demonstrate their creativity. By expanding businesses that utilize intangible assets such as ideas,

	knowledge, and know-how, and increasing the ratio of intangible assets to 70% or more, we aim to enhance our corporate value.

(iii) Risk management

The Group identifies risks and opportunities in order to track and assess sustainability-related issues. The identified risks and opportunities are managed in terms of strategy formulation and individual business operations through a promotion system led by the Sustainability Committee. The content of deliberations by the ESG Committee consisting of officers of Group companies is regularly reported and discussed at the Compliance Promotion Committee chaired by the Representative Director, or at the Impact Promotion Committee, an advisory body to the Board of Directors. Reports and advice are provided to the Board of Directors for specific items once a year or more. Going forward, strategies and measures will be examined based on a myriad of factors. External factors on which information will be shared include trends in society that may impact corporate strategies as well as legal and regulatory revisions. Internal factors examined will include progress in the measures of Group companies and future risks and opportunities.

Promotion of risk management	We established the MARUI GROUP Code of Conduct as the foundation for sustainability management. Under that Code of Conduct, we formulated the MARUI GROUP Human Rights Policy, the MARUI GROUP Occupational Health and Safety Policy, the MARUI GROUP Environmental Policy, etc. In addition, in order to respond to the volatile operating environment while accelerating business structure reforms through digitization and technological innovation, we appointed a CDO (Chief Digital Officer). Moreover, to strengthen measures in response to information security risks, we established the Information Security Committee and appointed a CSeO (Chief Security Officer) to serve as the highest-level authority on security responsible for managing and protecting Groupwide information assets. Furthermore, to strengthen risk management in our future financial business, we have established a Financial Risk Committee to promote an effective risk culture throughout the organization. This includes compliance with laws, regulations, and guidelines, such as measures against money laundering, and responses to fraudulent use. To improve management of high-risk areas in sustainability management, we have established a Compliance Promotion Committee, chaired by the Representative Director, to serve as an overarching function for all committees, and to comprehensively manage risks across the Group. The effectiveness of these policies is verified once a year and all Group employees are familiarized with them through training and other activities. We will review them each year as needed and promote risk management suitable for the times in the future.

(iv) Indicators and targets

The Group has introduced impact measurement and evaluation management with the aim of creating sustainable value through the creation of social and environmental impacts. The Group has set three targets as impact-related KPIs for the fiscal year ending March 31, 2031, based on co-creation: “Work together with future generations to create the future,” “Create an economy driven by each individual’s ‘Suki,’” and “Create a society that generates ‘flow’ for workers.” We are carrying out specific initiatives for achieving these KPIs.

To assist in rapidly achieving these impact-related KPIs, Group companies and divisions have formulated medium-term plans, and progress on these plans is monitored annually at progress report meetings for the management. In addition, through dialogue with stakeholders conducted every term and social experiments through our business, we identify impacts and work to improve them.

Theme / Point of focus		Fiscal year ending March 31, 2031 KPIs		Financial values
Work together with future generations to create the future	Help realize a carbon-neutral society	Reduction of CO_2 emissions by the Company, society, and individuals	1 million tons or more	Not less than 10.0 billion of transaction volume (accumulated)
	Support future generations in creating businesses	Number of businesses created by future generations supported (Number of social intrapreneurs supported, etc.)	5,000 cases or more	
Create an economy driven by each individual's "Suki"	Consumption that expands for the benefit of others and society through "Suki"	Number of users of financial services that connect society through "Suki"	1 million people or more	Not less than 300.0 billion yen of transaction volume
		Number of financial services that connect society through "Suki"	100 cases or more	Not less than 70.0 billion yen of LTV
	Financial empowerment that supports "Suki"	Number of financial service users, including overseas and young users	10 million people	Not less than 5.7 trillion of transaction volume
		Number of financial services that support diverse work styles	10 cases or more	Not less than 250.0 billion of LTV
Create a society that generates "flow" for workers	A place for co-creation within and outside the company	Number of co-creation platforms with talented people from around the world	500 cases or more	7.0 billion of profit contribution from co-creative investment
		Number of new businesses created through co-creation platforms	20 cases	
	People and workstyles that enable creativity	Ratio of employees who easily enter a flow state	60%	Not less than 70% of the ratio of intangible assets
		Ratio of employees who are able to leverage their "Suki" in their work	75%	

<Initiatives related to climate change and endorsing the Task Force on Climate-related Financial Disclosures (TCFD)>

Climate change should be considered as a climate crisis today. Recognizing climate change as one of its most important management priorities, MARUI GROUP aims to "limit the rise in the global temperature to below 1.5°C above pre-industrial levels," as presented in the Paris Agreement. The Group has strengthened its governance system to actively engage in creating a carbon-neutral society based on the long-term targets of the Paris Agreement in accordance with the MARUI GROUP Environmental Policy as revised in March 2022. At the same time, the Group has analyzed the potential impact of climate change on business, and is promoting initiatives in capturing opportunities for growth and responding appropriately to relevant risks resulting from climate change. The Group endorsed the recommendations of the TCFD, which was established by the Financial Stability Board, and disclosed information in its annual securities report for the fiscal year ended March 31, 2019, based on these recommendations. We conducted repeated analyses and expanded the disclosure of information concerning opportunities and physical risks due to climate change in our annual report for the fiscal year ended March 31, 2020. As we continue to focus on enhancing our information disclosure in the future, we will benchmark the appropriateness of the Group's responses to climate change using the TCFD recommendations to promote sustainability management.

(i) Governance

The Impact Promotion Committee is an advisory body to the Board of Directors, established for the purpose of examining and discussing the Group's basic policies and major items related to climate change. In addition, the ESG Committee has been established to improve the level of management of relevant risks, and through the Compliance Promotion Committee, chaired by the Representative Director, we manage risks for the entire Group. In formulating business strategies and implementing investment and financing, we will strengthen our governance related to climate change based on this system by comprehensively discussing and making decisions with considerations for the MARUI GROUP Environmental Policy and other major items related to climate change.

(ii) Strategies

(Business risks and opportunities)

Recognizing that a 4°C rise in the average global temperature resulting from climate change would have an enormous impact on society, we believe it is important to work to help limit global warming to below 1.5°C above pre-industrial levels. In order to strengthen our ability to respond to scenarios below 2°C (with a target of 1.5°C), we will identify the impact of climate-related risks and opportunities on our business, and proceed to formulate relevant strategies.

Our group will promote business that supports “Suki” through events, goods, services, Co-Creative investment, business development, and people, organizations, and work styles, with a focus on FinTech. Climate change would pose such risks as damages to stores, facilities, etc., from floods caused by typhoons and torrential rains, and an increase in costs due to the introduction of carbon taxes along with tightened regulations. On the other hand, we view the provision of goods and services responding to increased consumer environmental awareness and investing in eco-friendly companies as the Group’s business opportunities.

(Analysis and calculation of financial impacts)

Financial impacts on businesses are analyzed based on our climate change scenario, etc., and calculated by item as the amount of impact on income anticipated within the period through 2050. As physical risks, even if a rise in temperature is held below 1.5°C, we anticipate that flood damage will abruptly occur due to typhoons, torrential rains, etc. These risks are expected to affect rent revenues, etc., due to suspension of store operations (approx. 1.9 billion yen), cause building damages (approx. 3.0 billion yen) and cost impact (approx. 0.05 billion yen) due to higher credit card default rates in the affected areas. We assessed the transition risks by estimating increases in future energy-related costs, which are expected to be renewable power procurement costs (approx. 0.8 billion yen) and the introduction of carbon taxes (approx. 2.2 billion yen). The relevant opportunities are expected to have an impact on store revenue as a result of proposing lifestyles to highly environmentally conscious consumers (approx. 1.9 billion yen), long-term revenue due to an increase in cardholders (approx. 2.6 billion yen), and returns from investment in environmentally friendly companies (approx. 0.9 billion yen). We project long-term revenue owing to an increase in recurring payments due to cardholders using electrical power from renewable energy, leading to the conversion of regular cardholders to Gold cardholders (approx. 2.0 billion yen), curbing bad debt write-offs in the event of disasters through a unique credit system that maintains low bad debt ratio below the industry average (approx. 0.02 billion yen), a reduction of procurement costs resulting from entering the power retailing business (approx. 0.3 billion yen), and exemption from carbon taxes (approx. 2.2 billion yen). We will conduct analysis regularly based on various future trends and continue to review our evaluations and disclose relevant information.

(Assumptions)

Target period	2020 to 2050
Scope	All businesses of MARUI GROUP
Calculation requirements	Analyses based on climate change scenarios (IPCC, IEA, etc.)
	Calculation of financial impacts assumed during the period by item
	Calculation of risks in the amount of impact if an event occurs
	Calculation of opportunities for lifetime value (LTV), in principle
	Not considering infrastructure enhancements such as public works and technology advancements, etc.

(Risks and opportunities associated with climate change)

	Changes in society	Risks faced by MARUI GROUP	Description of risks	Financial impacts
Physical risks	Flood damage due to typhoons, torrential rains, etc.*1	Suspension of store operations	Impact on rent revenues, etc., due to business suspension	Approx. ¥1.9 billion
			Building damages due to flooding (recovery of power supply facilities, etc.)	Approx. ¥3.0 billion
		Stop of system centers	Groupwide suspension of business activities due to system outage	Response completed*2
		Impacts on bad debt costs	Rise in bad debt ratio of credit card in disaster areas	Approx. ¥0.05 billion
Transition risks	Increase in demand for renewable energy	Rise in renewable energy prices	Increase in energy costs due to renewable energy procurement	Approx. ¥0.8 billion (Annual)
	Tightening of government's environmental regulations	Introduction of carbon taxes	Tax increase due to carbon taxes	Approx. ¥2.2 billion (Annual)

	Changes in society	MARUI GROUP's opportunities	Description of opportunities	Financial impacts
Opportunities	Enhanced environmental consciousness and change in lifestyles	Propose sustainable lifestyles	Revenue from bringing in eco-friendly tenants, or other efforts	Approx. ¥1.9 billion*3
			Increase in sustainability-minded credit cardholders	Approx. ¥2.6 billion*4
			Returns from investments in eco-friendly companies	Approx. ¥0.9 billion
		Response to demand from general households for renewable energy	Revenue from cardholders using electrical power from renewable energy	Approx. ¥2.0 billion*5
	Flood damage due to typhoons, torrential rains, etc.	Amount of bad debt avoided due to low bad debt ratio	Due to our company's unique credit system, the bad debt ratio is lower than the industry average, and even in the event of a disaster, the final bad debt write-off amount is kept to a minimum	Approx. ¥0.02 billion
	Diversification of electricity procurement	Entry into the power retailing business	Reduction in intermediary costs due to direct procurement of electricity	Approx. ¥0.3 billion (Annual)
	Tightening of government's environmental regulations	Introduction of carbon taxes	Exemption from carbon taxes from achieving zero greenhouse gas emissions	Approx. ¥2.2 billion (Annual)

*1. Assuming flooding of a river that will have the most significant effects based on hazard maps (Arakawa River) (three-month effect on two stores in the watershed areas)
*2. Assuming no financial impacts as a backup center has been established
*3. Increased rent revenues and credit card usage
*4. Calculated revenue from credit card admission and usage
*5. Estimated revenue from an increase in the number of Gold card holders after making recurring payments, etc.

(iii) Risk management

MARUI GROUP performs scenario analyses to track and assess the impacts of climate change on its business and identify climate change-related risks and opportunities. The identified risks and opportunities are managed in terms of strategy formulation and individual business operations through a promotion system led by the Sustainability Committee. The content of deliberations by the ESG Committee consisting of officers of Group companies is regularly reported and discussed at the Compliance Promotion Committee chaired by the Representative Director, or at the Impact Promotion Committee, an advisory body to the Board of Directors. Reports and advice are provided to the Board of Directors for specific items once a year or more. Going forward, strategies and measures will be examined based on a myriad of factors. External factors on which information will be shared include climate change and other trends that may impact corporate strategies as well as legal and regulatory revisions. Internal factors examined will include progress in the measures of Group companies and future risks and opportunities.

(iv) Indicators and targets

- Our Groupwide greenhouse gas emission reduction targets are as follows: an 80% reduction in emissions attributable to Scope 1 and Scope 2 and a 35% reduction attributable to Scope 3 from the level in the fiscal year ended March 31, 2017 by 2030 (a 90% reduction in the total emissions attributable to Scope 1 and Scope 2 as well as Scope 3 from the level in the fiscal year ended March 31, 2017 by 2050); and they were certified as "targeting 1.5°C" by the SBT initiative in September 2019.
- The Group has set a target of procuring 100% of the electricity used in its business activities from renewable power sources by 2030 (medium-term target: 70% by 2025) and became a member of RE100 in July 2018.

■ The Group's idea of human capital management

Based on the philosophy that we should "equate the development of our people with the development of our company," the Group has been working to reform the corporate culture since 2005, with the aim of continuously improving corporate value. In order to reform our corporate culture, we have simultaneously promoted measures related to "Corporate philosophy," "Culture of dialogue," "Workstyle reforms," "Promotion of diversity," "Culture of voluntary participation," "Intra-group career changes and transfers," "Dual-axis evaluation of performance and values," and "Well-being," etc.

For performance data on the Group's human capital management, please refer to the "Social" category in the ESG Data Book.

ESG Data Book(https://www.0101maruigroup.co.jp/en/ir/lib/databook.html)

<Initiatives aimed at reforming the corporate culture>

a. Corporate philosophy

The Group's human capital management is based on the management philosophy that we should "equate the development of our people with the development of our company." With regard to this philosophy, by setting up a dialogue forum for employees to discuss their reasons for working and what they wish to accomplish at the Company, we reconciled the Company's purpose with the purposes of individuals. Over a period of more than ten years, more than 4,500 employees participated in this dialogue forum. As a result, the retirement rate temporarily increased due to the retirement of people who could not share the same philosophy, but since then, the rate has remained stable at a low level, and the retirement rate (excluding those retiring at the mandatory retirement age) for the fiscal year ended March 31, 2026 was 3.6%. In addition, the turnover rate within three years of joining the Company is about 17%, which is far below the national average, showing that the foundation for the "mutually chosen relationship" between the Company and individual employees has been established.

b. Culture of dialogue

Although communication used to be a one-way street, the Group has fostered a "culture of dialogue" through two-way communication. Discussions and meetings are always conducted interactively in accordance with the following seven guidelines: "1. Start with a declaration that opinions can be safely expressed," "2. Do not set a particular purpose," "3. Do not seek conclusions," "4. Listen attentively," "5. Speak in response to other people's remarks," "6. Do not reject other's opinions," and "7. Include intervals to allow discussions to develop."

c. Workstyle reforms

We are aiming not only to create a comfortable work environment, but also to transform our corporate culture from one in which the essence of work is "providing time" to one in which value is placed on "creating value." As a result of project activities conducted by employees, overtime per person decreased significantly from 11 hours per month in the fiscal year ended March 31, 2008 to approximately 6.0 hours in the fiscal year ended March 31, 2026.

d. Promotion of diversity

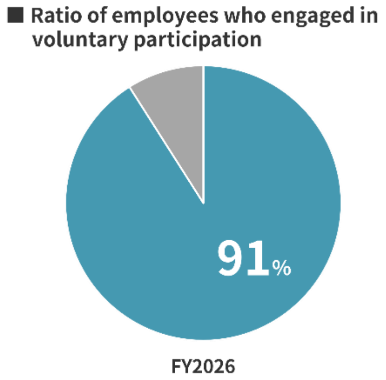
Since 2014, we have been promoting organizational reform by advocating for diversity in three aspects: "gender," "age group," and "individuals." With regard to gender diversity, we started a project to promote women's participation and advancement in the workplace in the fiscal year ended March 31, 2014. In addition, as a result of promoting initiatives based on our own KPI called the "vitality index of female employees," the rate of male employees taking childcare leave reached 100% for the eighth consecutive year in the fiscal year ended March 31, 2026, and the percentage of female employees who wish to work in high-level positions also improved to 57%. From the fiscal year ended March 31, 2022, we have also begun initiatives to encourage the taking of paternity leave and to review gender role divisions between men and women.

■ **Vitality index of female employees (extract)**

		FY2014	FY2026
	Ratio of female leaders	20%	41%
	Female employees who wish to work in high-level positions	42%	57%
	Maintain ratio of childcare leave taken by male employees at 100%	14%	100%
Newly established	Ratio of paternity leave taken by male employees (within 8 weeks of childbirth)	—	100%
Newly established	Ratio of employees who believe that fixed gender roles, where "men should work while women should do housework and raise children," should be reviewed	—	54%

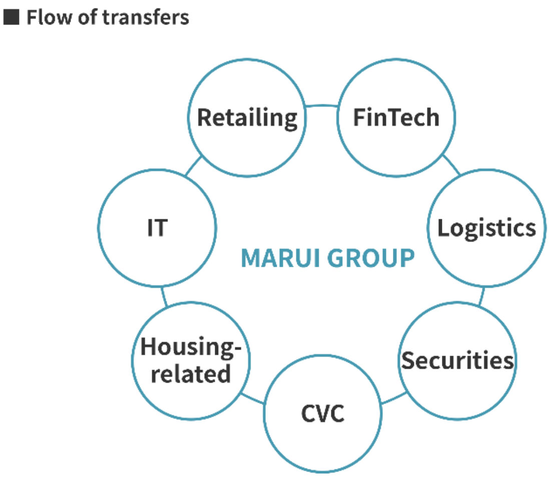
e. Culture of voluntary participation

For over a decade, we have promoted a culture of voluntary participation by employees so as to encourage the individual initiatives of our employees and form an autonomous organization where innovation is generated. We provided our employees with a wide range of self-driven opportunities, such as official projects and initiatives, and the Medium-Term Management Visionary Committee. During the fiscal year ended March 31, 2026, the percentage of employees who voluntarily participated exceeded 90%.



f. Intra-group career changes and transfers

Based on the culture of voluntary participation by employees, we have been promoting full-fledged "Intra-group career changes and transfers" that span various businesses across the Group since 2013. By the fiscal year ended March 31, 2026, approximately 87% of all Group employees have experienced profession changes. In a survey conducted in 2016, approximately 86% of the respondents said that changes in professions contributed to their growth. We believe that this system develops a capacity for diversity and resilience of each employee. Going forward, we will further promote the secondment of our employees to other companies, particularly the investees of co-creative investment, to develop human resources that are resilient to change.



■ Ratio of profession changes

87%

＊ As of March 2026

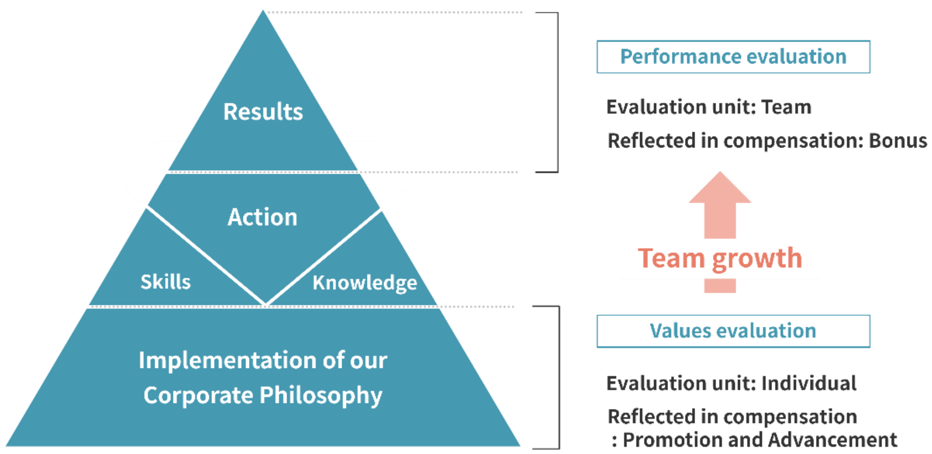
■ Ratio of respondents who said transfers contributed to their growth

86%

＊ According to Nov. 2016 survey

g. Dual-axis evaluation of performance and values

In the personnel evaluation system, we aim to realize the corporate philosophy of "developing our people" by conducting evaluations not only based on performance, but also by receiving 360-degree evaluations of their demonstration of the Group's values from superiors, colleagues, and subordinates.

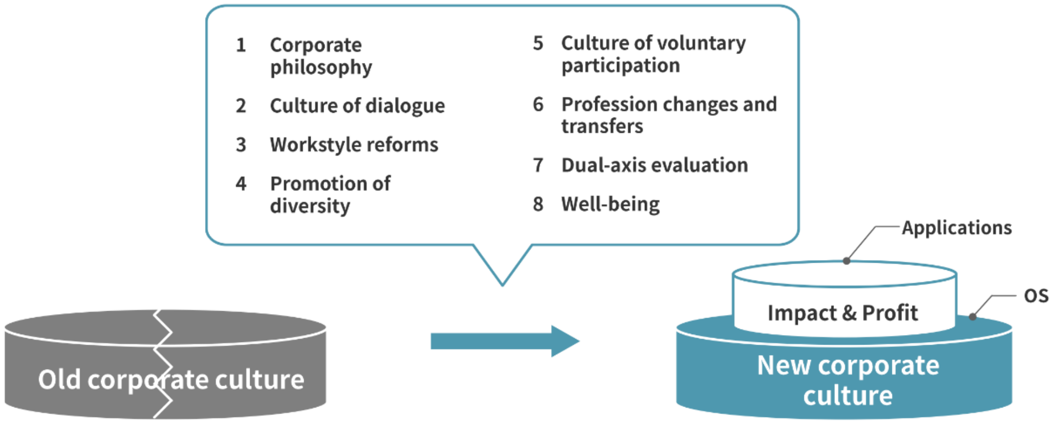


h. Well-being

Since 2016, the Group has been working on the well-being of employees with the aim of creating an organization with vitality that enables every employee to engage in work enthusiastically and energetically. Led by Managing Executive Officer and CWO (Chief Well-being Officer) Ms. Reiko Kojima, we aim to realize the happiness of every person in the organization through the “Resilience Program for Executives” and the “Well-being Promotion Project” in which employees voluntarily participate.

<Improving employee engagement by reforming the corporate culture>

Through eight measures, which include unique Company initiatives, we have updated our corporate culture, which serves as our management OS, creating a new OS. As a result of these measures, employee engagement has improved. Comparing the engagement indicators we measure in-house between 2012 and 2025, work “expectation” scores have risen from 46% to 80%, workplace “respect” scores have risen from 28% to 69%, and scores relating to “leveraging their own strengths” have risen from 38% to 61%, all major improvements.



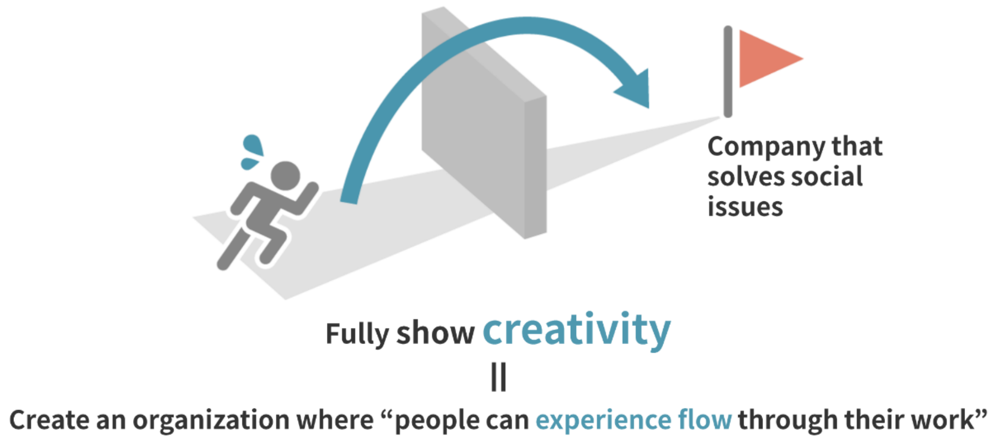
■ Employee engagement

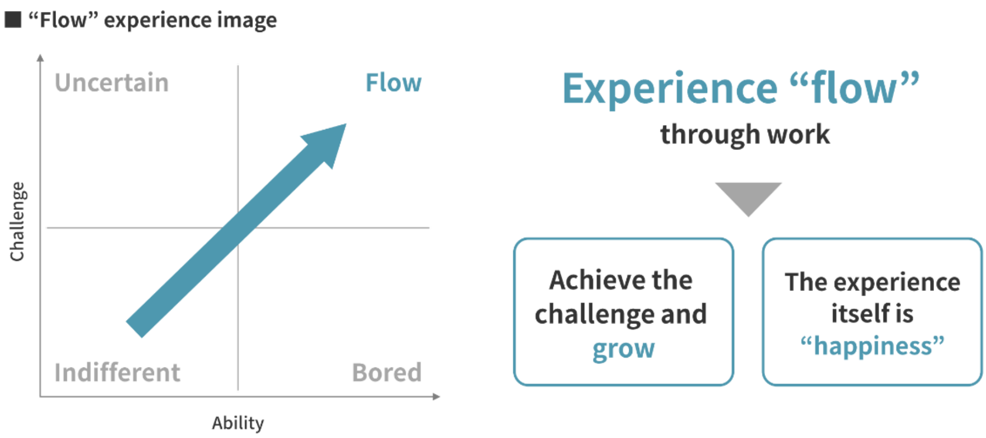
	2012	2025
I know what is expected of me on the job	46%	80%
I feel respected at work	28%	69%
I leverage my own strengths to meet challenges	38%	61%

(i) Strategy

MARUI GROUP’s 2050 Vision, which was formulated in 2019, sets forth a vision of transcending dichotomies between impact and profit. By reforming our corporate culture, we have become able to create innovation in order to achieve this vision. However, these innovations are still but tiny “seedlings.” We must increase the number of these “seedlings” that bear the twin leaves of impact and profit and grow them into mighty trees bearing many fruit to evolve into a company that solves social issues.

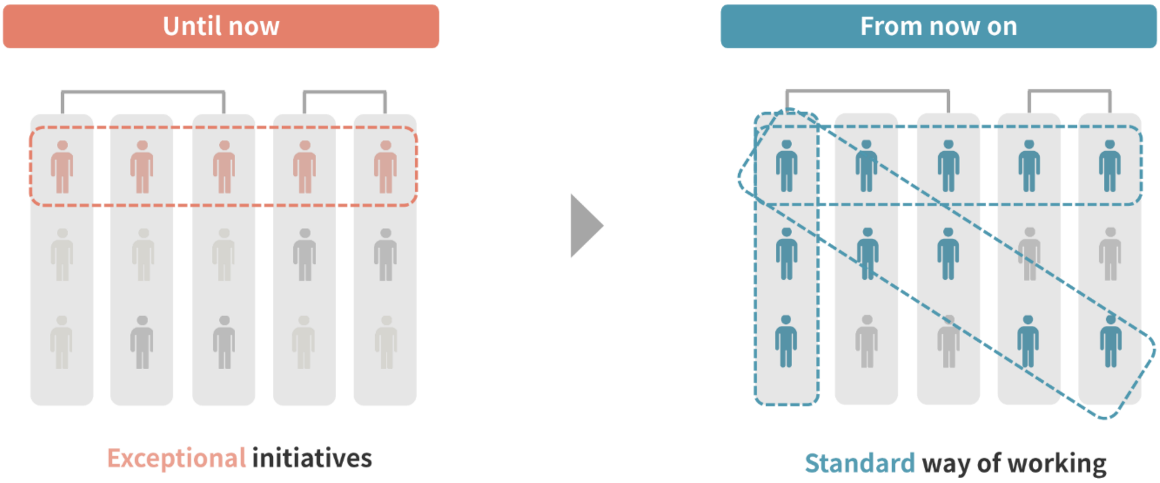
To overcome the difficult hurdle of balancing the pursuit of profit with the solving of social issues, it is essential that each person brings their full creativity to bear. This is why we are working to create an organization in which people can experience "flow" through their work.
"Flow" is a concept advanced by psychologist Mihaly Csikszentmihalyi, in which people's abilities and the level of challenges they are tackling are well-matched, so they become completely absorbed in their challenges and lose track of time. By experiencing flow, people can leverage their full creative potential, surmounting difficult obstacles and achieving personal growth. The experience of flow produces a feeling of happiness. Our goal is to create organizations where people can experience flow through their work, thereby achieving our ideals while contributing to the happiness of every worker. We will achieve this through two initiatives: "workstyle and organization innovation" and "DX promotion."





(Innovate the workstyles and organizations)

In our workstyle and organization innovation, we are promoting the creation of project-based workstyles and organizations. Employees who wanted to realize an impact have reached out of their own accord and gathered together across Group company lines, promoting innovation by working using a project approach. Until now, this workstyle has been an exceptional one. In the future, we will expand the use of this project approach so that it is no longer a rarity, but instead the standard way of doing work.



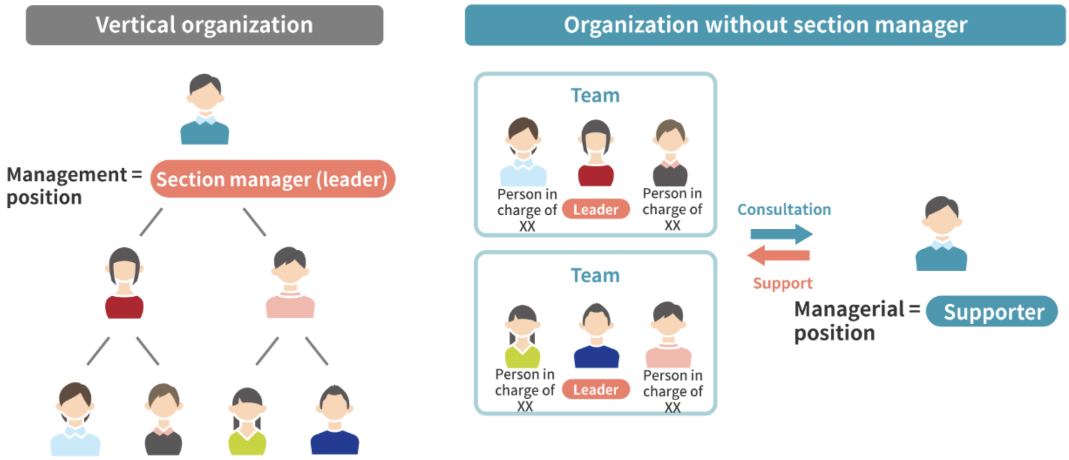
a. Expansion of official initiatives

Of the 14 themes of our official initiatives, 6 themes have completed their activities, 4 themes have been transferred to operating companies, and 4 themes will continue their activities. The official initiatives seek to achieve both impact and profit and cover a range of themes. In the next fiscal year, 10 additional themes will be launched, bringing the total number of active themes to 14. Team members who voluntarily came together to tackle these themes are creating innovation through project-based activities that span organization lines, both inside and outside each company.

Theme name	Theme name
Develop an app enabling efficient vehicle arrival and loading/unloading in commercial facility logistics	Develop an app aimed at improving customer experience by structuring our know-how on providing information about EPOS Cards
Expanding the use of "Museum EPOS Cards," that supports museums	Create a service that allows users to notice "changes" by visualizing the activities of family members living separately
Study of co-creation with businesses that have an affinity with FinTech and event businesses	Study of strategies and vision for the merchandise business
Study of establishing a sustainable food cycle model based on "Suki"	Study of a business model that indirectly contributes to solving social issues based on "Suki"
Initiatives for the commercialization of proposals from the "*SUKI* Business Pitch" [five themes]	Create new contact points between customers and the MARUI GROUP in the AI era

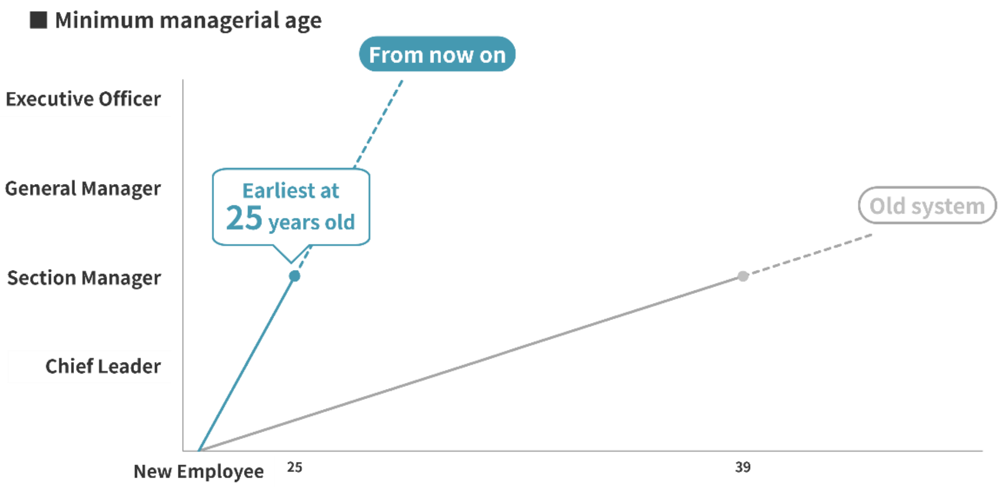
b. Organizations without section managers

Section managers are responsible for supporting people and teams rather than acting as heads of their teams. By working alongside team members instead of directing them from above, they help create flat organizations in which each member can act autonomously and exercise creativity.



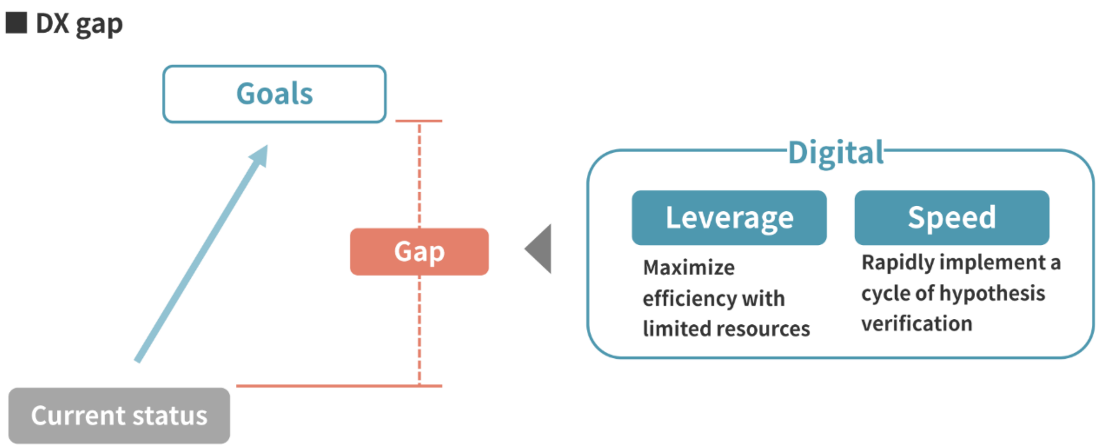
c. Early appointment to managerial positions

By revising the personnel system, we will encourage early promotion - as part of our investment in human capital for those expected to contribute to higher corporate value. Under the old system, the minimum age for promotion to a managerial position was 39, but now it is possible to be promoted to a managerial position as early as age 25. Preparing a stage where young talents can play an active role will allow for more innovations.



(Promotion of DX)

In order to bridge the gap between the status quo and the vision, the power of digital is indispensable. We must utilize the leverage and speed of digital technology to rapidly implement a cycle of hypothesis verification.



a. Hiring professionals with Muture

In April 2022, we partnered with a leading UX design company, Goodpatch Inc., and established Muture, and began hiring highly specialized professionals whom the Group had previously been unable to recruit under its own brand. Some of the best talents in the industry have joined us and are contributing to the development of lifestyle apps and OMEMIE.

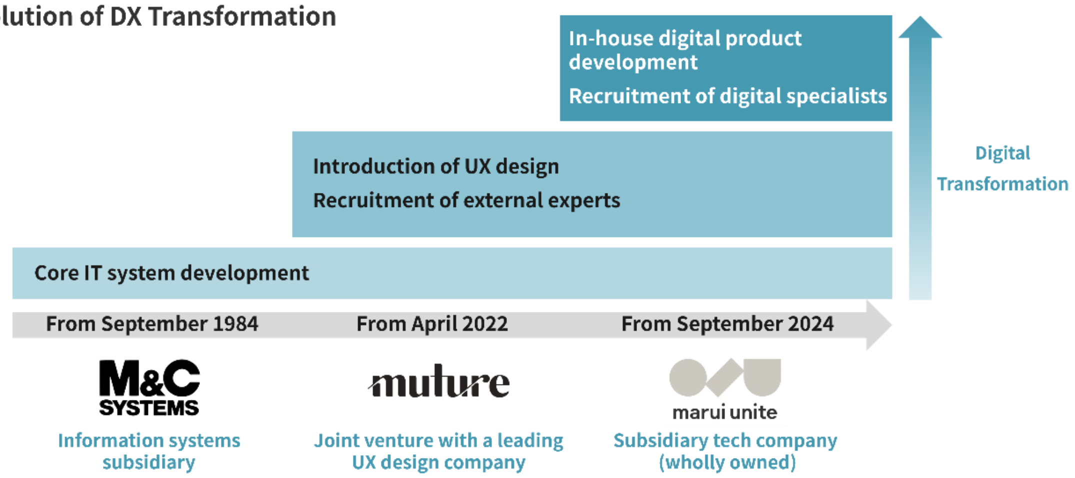
b. Inviting a CDXO

Product development progressed significantly through the efforts of specialized personnel at Muture, but in order to expand this across the entire company and continue to evolve it, it became necessary to change the vertical decision-making process and organizational structure, which made it difficult to collaborate across departments. To promote our agile organizational development, in June 2023 we invited Mr. Naofumi Tsuchiya from Goodpatch Inc., who possesses extensive expertise in organizational development and the perspectives of both a digital specialist and a business leader, to serve as our Executive Officer and CDXO (Chief Digital Transformation Officer). In order to strengthen our management structure in the digital domain, he was appointed Director in June 2026.

c. Establishment of a tech organization

In order to promote and spread agile product development, we established a new company called marui unite in September 2024. As a tech-specialized organization for product development, we work together with group operating companies to create new experiential value with a sense of urgency, and we will continue to support the transformation of the Group through DX.

■Evolution of DX Transformation



d. Establishment of the position of CTO

To further advance our DX, we have newly established the position of CTO (Chief Technology Officer) in April 2026. Mr. Yusuke Sugomori, an engineer with expertise in AI and deep learning and prior experience as a CTO at a startup, has been appointed Executive Officer and CTO. Led by the CTO, we will formulate the product direction for the entire group and evolve our product development processes to promote the business that supports "Suki," thereby enhancing corporate value.

e. Establishment of the DX Vision & Strategy Committee

To enhance sustainable corporate value, we established the DX Vision & Strategy Committee as an advisory body to the Board of Directors in October 2025. Its purpose is to review and propose the vision and strategic issues for DX across the whole Group and each business.

Mr. Naofumi Tsuchiya, CDXO and Director, Executive Officer, has been appointed as chairman, and Mr. Yusuke Sugomori, CTO and Executive Officer, has been appointed as a member. With the participation of Director and outside experts as committee members, discussions will be conducted from diverse perspectives, and reports and recommendations will be made to the Board of Directors.

■ Human capital investment

In our group's human capital management, we believe that “human capital investment” fosters an organizational culture conducive to innovation, thereby creating “our group’s unique new businesses” and “new services” that contribute to enhancing corporate value over the medium to long term. This human capital investment includes not only education and training expenses, which have been classified as human capital investment, but also expenses that will lead to an increase in corporate value over the medium to long term, such as personnel expenses related to new businesses, personnel expenses for co-creative teams, and personnel expenses for employees who have changed jobs within the Group during their first year. By the three months ended June 30, 2026, human capital investment had grown to 2.9 billion yen.

(ii) Governance

In order to link our management strategy and human resource strategy, we have established the Human Resource Strategy Committee in April 2022 as an advisory body to the Board of Directors. Mr. Atsushi Nagasao, CHRO (Chief Human Resources Officer) and Executive Officer, serves as chairman of the Committee. The Human Resource Strategy Committee, in cooperation with the Strategy Committee, serves its role of recommending human resource strategies to the Board of Directors.

(iii) Risk management

We believe that growth of the Group can be attained by the development and contribution of each employee. If competition intensifies for the securing of human resources, an outflow of human resources occurs, and a consequent shortage in future management personnel becomes apparent, these may affect the evolution and continuity of our business. The Group emphasizes the importance of human capital investment to accumulate the intangible assets that are a wellspring of future corporate value, based on the culture where all of our employees can tackle new challenges. We are currently creating an environment where employees can fully realize personal growth and are highly motivated owing to our conducting of systematic human capital investment from a variety of angles. These investments include education and training programs based on open application, the official Group project teams that engage in discussions on important topics for Group management, and the official Group initiatives aimed at encouraging each and every employee to demonstrate their creativity and create value. These efforts also include the implementation of the Co-Creation Management Academy (CMA) Future Leader Development Program, which cultivates human resources capable of promoting management reforms, as well as the secondment of employees to start-up companies.

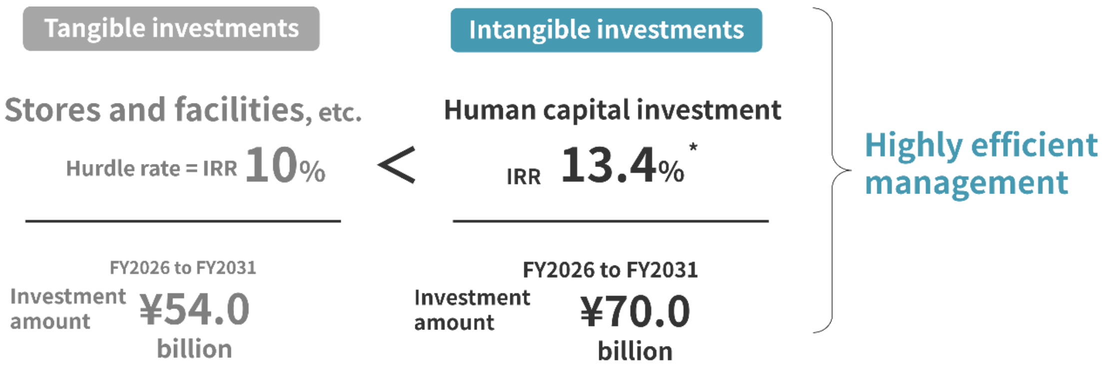
In order to acquire human resources, we proactively use new methods for recruiting new graduates, such as long-term internships, which allows us to establish early contacts with talented students and increase their engagement with the Company. With regard to mid-career recruitment, in order to further expand the FinTech and e-commerce businesses, in addition to the core system human resources that have been trained in-house thus far, we are promoting the recruitment of web-related system human resources to respond quickly to the user interface and user experience (UI/UX). To secure recruitment, the MARUI GROUP is clearly communicating its unique business model and growth strategy to the recruitment market, and is recruiting human resources with UI/UX design expertise through Muture, a joint venture with Goodpatch Inc., a leading UI/UX design company established in 2022. In addition, the new company marui unite Co., Ltd, which was launched in September 2024 with the aim of promoting and spreading agile product development in digital customer contact points, will aggressively recruit digital talent active in engineering and other fields to accelerate DX-driven transformation.

(iv) Indicators and targets

To further reform our corporate culture, by declaring ourselves to be a social experiment company, we will foster a culture that accepts failure and encourages challenge. To this end, behavioral KPIs, such as the number of at bats and the number of attempts to take on challenges, have been defined. By experimenting a lot and failing fast, we will encourage fail fast and fail forward so as to accumulate the know-how for success, aiming to become a company that continues to drive innovation.

In the five years from the fiscal year ended March 31, 2017 to the fiscal year ended March 31, 2021, we invested 32.0 billion yen in human capital. If we look at the contribution margin of new businesses created during that period, such as our anime business, rent guarantees, and co-creative investment, as returns, then over the ten-year period from the fiscal year ended March 31, 2017 to the fiscal year ended March 31, 2026, we produced 56.6 billion yen in returns. With regard to investment profitability and capital efficiency, using an IRR measurement model to calculate return, for an investment recovery period ending with the fiscal year ended March 31, 2026, the anticipated IRR would be 13.4%, which would exceed the cost of shareholders' equity. We will use this measurement model to perform further benefit verification and carry out human capital investment that contributes to greater corporate value.

The human capital investment IRR of 13.4% also exceeds the hurdle rate for tangible investments (primarily for stores, etc.) of 10%. We will therefore achieve highly efficient enterprise operation by expanding our human capital investment to 70.0 billion yen or more over a five-year period while increasing our investment effectiveness.



* Calculate return on investment by considering marginal profits from our Company's unique new businesses and services created through human capital investment as returns
(Investment period: FY2017 to FY2021 – Recovery period: FY2017 to FY2026)

2. Quarterly consolidated financial statements and notes

(1) Quarterly consolidated balance sheets

(Millions of yen)

	As of March 31, 2026	As of June 30, 2026
Assets		
Current assets		
Cash and deposits	53,548	51,745
Notes and accounts receivable - trade	6,922	5,743
Accounts receivable - installment	635,676	687,520
Operating loans	78,008	81,818
Merchandise	659	643
Other	83,439	102,040
Allowance for doubtful accounts	(24,167)	(24,641)
Total current assets	834,087	904,871
Non-current assets		
Property, plant and equipment		
Buildings and structures, net	52,034	51,221
Land	97,056	97,134
Other, net	19,798	20,621
Total property, plant and equipment	168,888	168,977
Intangible assets	12,227	12,018
Investments and other assets		
Investment securities	39,226	35,616
Guarantee deposits	18,670	18,548
Other	68,175	68,789
Total investments and other assets	126,072	122,954
Total non-current assets	307,188	303,951
Total assets	1,141,276	1,208,822

(Millions of yen)

	As of March 31, 2026	As of June 30, 2026
Liabilities		
Current liabilities		
Accounts payable - trade	7,564	6,804
Short-term borrowings	129,805	164,795
Current portion of bonds payable	20,146	20,146
Commercial paper	31,000	86,000
Income taxes payable	7,927	4,394
Provision for bonuses	2,985	1,600
Provision for point card certificates	45,525	47,133
Provision for share-based remuneration	929	854
Provision for loss on redemption of gift certificates	142	143
Other	100,029	90,399
Total current liabilities	346,056	422,272
Non-current liabilities		
Bonds payable	80,000	80,000
Long-term borrowings	455,300	455,300
Provision for loss on interest repayment	4,506	4,060
Provision for loss on guarantees	40	39
Provision for share-based remuneration	-	154
Other	10,551	10,363
Total non-current liabilities	550,398	549,918
Total liabilities	896,454	972,190
Net assets		
Shareholders' equity		
Share capital	35,920	35,920
Capital surplus	88,023	87,736
Retained earnings	119,552	116,977
Treasury shares	(10,095)	(12,576)
Total shareholders' equity	233,400	228,058
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	10,786	8,029
Total accumulated other comprehensive income	10,786	8,029
Non-controlling interests	635	544
Total net assets	244,821	236,631
Total liabilities and net assets	1,141,276	1,208,822

(2) Quarterly consolidated statements of income and comprehensive income

Quarterly consolidated statements of income

For the three months ended June 30, 2026

(Millions of yen)

	For the three months ended June 30, 2025	For the three months ended June 30, 2026
Revenue	67,401	72,359
Cost of sales	7,714	7,620
Gross profit	59,686	64,739
Selling, general and administrative expenses	45,737	49,330
Operating profit	13,949	15,408
Non-operating income		
Dividend income	209	202
Gain on liquidation of deposits received	32	202
Other	124	59
Total non-operating income	366	464
Non-operating expenses		
Interest expenses	1,335	2,071
Other	579	987
Total non-operating expenses	1,914	3,058
Ordinary profit	12,400	12,814
Extraordinary income		
Gain on sale of non-current assets	136	-
Gain on sale of investment securities	67	21
Total extraordinary income	204	21
Extraordinary losses		
Loss on retirement of non-current assets	431	183
Loss on valuation of investment securities	237	36
Total extraordinary losses	668	220
Profit before income taxes	11,936	12,615
Income taxes	3,973	3,588
Profit	7,962	9,026
Profit (loss) attributable to non-controlling interests	42	(3)
Profit attributable to owners of parent	7,920	9,030

Quarterly consolidated statements of comprehensive income

For the three months ended June 30, 2026

(Millions of yen)

	For the three months ended June 30, 2025	For the three months ended June 30, 2026
Profit	7,962	9,026
Other comprehensive income		
Valuation difference on available-for-sale securities	2,287	(2,757)
Total other comprehensive income	2,287	(2,757)
Comprehensive income	10,250	6,269
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	10,207	6,273
Comprehensive income attributable to non-controlling interests	42	(3)

(3) Quarterly consolidated statements of cash flows

(Millions of yen)

	For the three months ended June 30, 2025	For the three months ended June 30, 2026
Cash flows from operating activities		
Profit before income taxes	11,936	12,615
Depreciation	3,810	3,944
Increase (decrease) in provision for point card certificates	1,206	1,608
Increase (decrease) in allowance for doubtful accounts	430	474
Increase (decrease) in provision for loss on interest repayment	(585)	(446)
Increase (decrease) in provision for bonuses	(1,370)	(1,384)
Interest and dividend income	(226)	(223)
Interest expenses	1,335	2,071
Loss on retirement of non-current assets	230	68
Loss (gain) on sale of investment securities	(67)	(21)
Loss (gain) on valuation of investment securities	237	36
Decrease (increase) in trade receivables	2,709	1,179
Decrease (increase) in accounts receivable - installment	(52,863)	(51,844)
Decrease (increase) in operating loans receivable	(880)	(3,809)
Decrease (increase) in inventories	(551)	(334)
Increase (decrease) in trade payables	(1,269)	(760)
Other, net	(25,962)	(29,808)
Subtotal	(61,880)	(66,634)
Interest and dividends received	225	222
Interest paid	(1,116)	(2,207)
Income taxes paid	(8,818)	(7,266)
Net cash provided by (used in) operating activities	(71,590)	(75,885)
Cash flows from investing activities		
Purchase of non-current assets	(5,902)	(3,437)
Proceeds from sale of non-current assets	257	-
Purchase of investment securities	(268)	(666)
Proceeds from refund of guarantee deposits	58	2,561
Other, net	(851)	(1,462)
Net cash provided by (used in) investing activities	(6,705)	(3,004)
Cash flows from financing activities		
Net increase (decrease) in short-term borrowings	40,932	34,990
Repayments of long-term borrowings	(10,000)	-
Redemption of bonds	(159)	-
Net increase (decrease) in commercial papers	62,000	55,000
Purchase of treasury shares	(3,247)	(2,896)
Decrease (increase) in deposit paid for repurchase of treasury shares	-	1,547
Dividends paid	(9,602)	(11,890)
Other, net	(222)	336
Net cash provided by (used in) financing activities	79,700	77,086
Net increase (decrease) in cash and cash equivalents	1,403	(1,802)
Cash and cash equivalents at beginning of period	49,250	53,548
Cash and cash equivalents at end of period	50,653	51,745

(4) Notes to consolidated financial statements

(Accounting treatments adopted specially for the preparation of consolidated financial statements)

(Calculation of income tax expense)

Income tax expense is calculated by multiplying profit before income taxes by a reasonably estimated effective tax rate after applying tax effect accounting to profit before income taxes for the fiscal year including the three months ended June 30, 2026. However, if the result of calculation using the estimated effective tax rate is significantly unreasonable, the effective statutory tax rate is used.

(Segment information)

For the three months ended June 30, 2025 (from April 1, 2025 to June 30, 2025)

Information on operating revenue and income (loss) by reportable segment

(Millions of yen)

	Reportable segment			Adjustment *1	Consolidated *2
	Retailing	FinTech	Total		
Operating revenue:					
Outside customers	18,525	48,876	67,401	-	67,401
Intersegment operating revenue and transfers	1,765	381	2,147	(2,147)	-
Total	20,291	49,257	69,548	(2,147)	67,401
Segment income	2,466	13,526	15,992	(2,043)	13,949

Notes:

(1) Adjustment to segment income consists of intersegment elimination of 516 million yen and corporate expenses of (2,559) million yen that are not allocated to each reportable segment. Corporate expenses are mainly expenses of the Company that are not attributable to reportable segments.

(2) Segment income is reconciled to operating profit in the consolidated statements of income.

For the three months ended June 30, 2026 (from April 1, 2026 to June 30, 2026)

Information on operating revenue and income (loss) by reportable segment

(Millions of yen)

	Reportable segment			Adjustment *1	Consolidated *2
	Retailing	FinTech	Total		
Operating revenue:					
Outside customers	19,140	53,218	72,359	-	72,359
Intersegment operating revenue and transfers	1,792	1,618	3,410	(3,410)	-
Total	20,932	54,837	75,770	(3,410)	72,359
Segment income	3,413	13,987	17,400	(1,992)	15,408

Notes:

(1) Adjustment to segment income consists of intersegment elimination of 762 million yen and corporate expenses of (2,754) million yen that are not allocated to each reportable segment. Corporate expenses are mainly expenses of the Company that are not attributable to reportable segments.

(2) Segment income is reconciled to operating profit in the consolidated statements of income.

(Notes in case of significant changes in shareholders' equity)
Not applicable.

(Notes on going concern assumption)
Not applicable.

(Significant subsequent events)
Notice regarding the establishment of a limit for the acquisition of treasury shares

Marui Group Co., Ltd. (the "Company") hereby announces that it has resolved at its Board of Directors meeting held on August 4, 2026, to establish a limit for the acquisition of treasury shares in accordance with the provision of Article 156 of the Companies Act as applied pursuant to Article 165, Paragraph 3 of the same act, as follows.

1. Reason for purchase of treasury shares
   The Company has a policy of flexibly acquiring treasury shares to enhance capital efficiency and shareholder value while comprehensively taking into account factors such as the optimal capital structure, financial position and stock price level. Through May 15, 2027, the Company has set a 20 billion yen buyback limit to address situations such as those in which future profitability is not fully reflected in the share price.

2. Details of matters relating to the acquisition of treasury shares

(1) Class of shares to be acquired	Common stock
(2) Total number of shares that may be acquired	Up to 10 million (5.58% of the total number of shares issued, excluding treasury shares as of July 31, 2026)
(3) Total value of acquired shares	Up to 20 billion yen
(4) Acquisition period	From August 10, 2026, to May 15, 2027