

MARUI GROUP CO., LTD

**Overview of Performance in Nine Months
Ended December 31, 2025**



February 10, 2026



Summary of financial results for nine months ended December 31, 2025 and overview of businesses

- Consolidated
- Retailing
- FinTech
- Business that supports “Suki”
- Balance sheet / Capital allocation
- ESG
- Full-year forecast

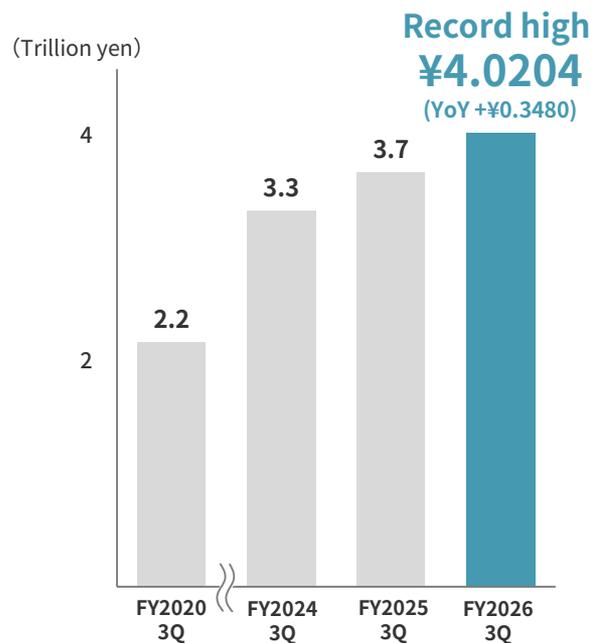
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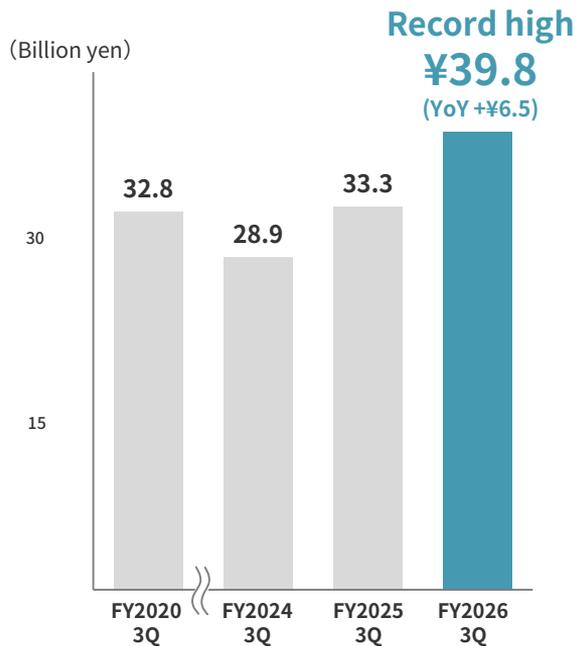
1. Total group transactions **increased 9% to ¥4,020.4 billion** (+ ¥348.0 billion year on year), continuing to set record highs
2. Operating profit **increased 20% to ¥39.8 billion** (+ ¥6.5 billion year on year), marking a record high profit for the nine-month period
 - Retail operating profit increased ¥2.6 billion to ¥8.4 billion, exceeding pre-COVID level
 - FinTech operating profit increased ¥4.0 billion to ¥37.5 billion
3. Ordinary profit **increased 14% to ¥34.6 billion** (+ ¥4.2 billion year on year), and profit grew steadily despite an increase in financial expenses

Main financial indicators

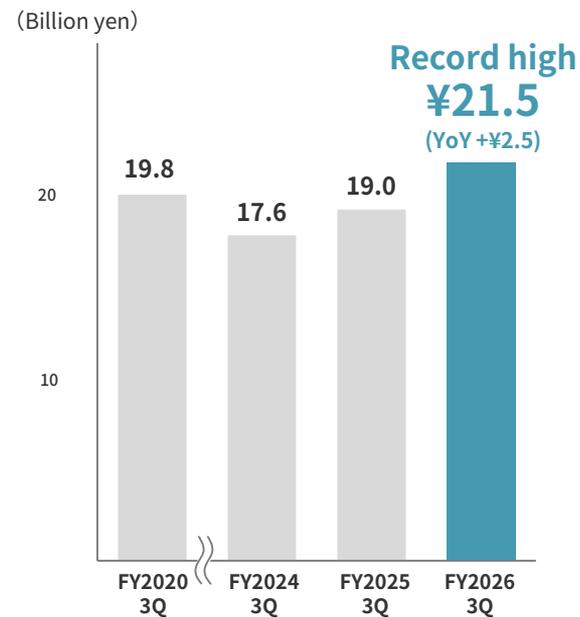
■ Total group transactions



■ Operating profit



■ Profit



*ASBJ Statement No. 29 (Accounting Standard for Revenue Recognition), etc., have been applied to the figures shown above

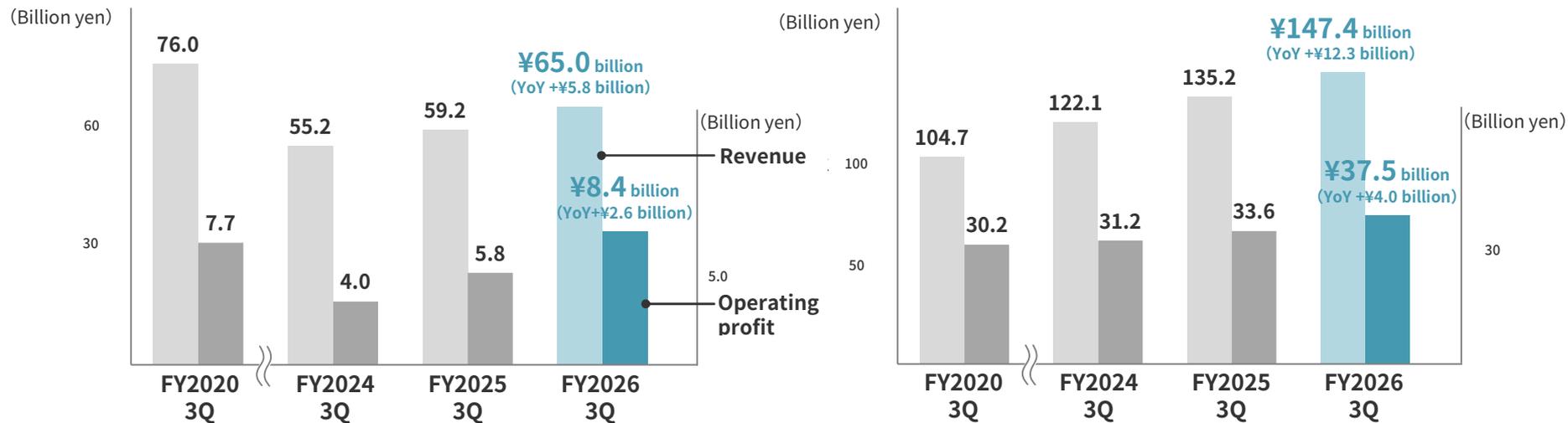
Non-operating expenses and income / Extraordinary losses and income

	FY2025 1-3Q	FY2026 1-3Q	YoY change	YoY difference	Factors behind YoY difference
	Billion yen	Billion yen	%	Billion yen	
Operating profit	33.3	39.8	120	+6.5	Rerailing +2.6 FinTech +4.0
Non-operating income	0.8	0.7	86	-0.1	
Non-operating expenses	3.7	5.9	159	+2.2	Financial expenses +2.2 <Interest rate +1.9 Balance +0.3>
Ordinary profit	30.4	34.6	114	+4.2	
Extraordinary income	1.7	2.4	142	+0.7	Sale of stockholdings +1.2 Sale of real estate -0.6
Extraordinary losses	3.7	3.9	107	+0.3	Disposal loss +1.0 Store closures and other -0.7
Profit before income taxes	28.4	33.1	116	+4.7	
Profit	19.0	21.5	113	+2.5	

Segment income (revenue and operating profit)

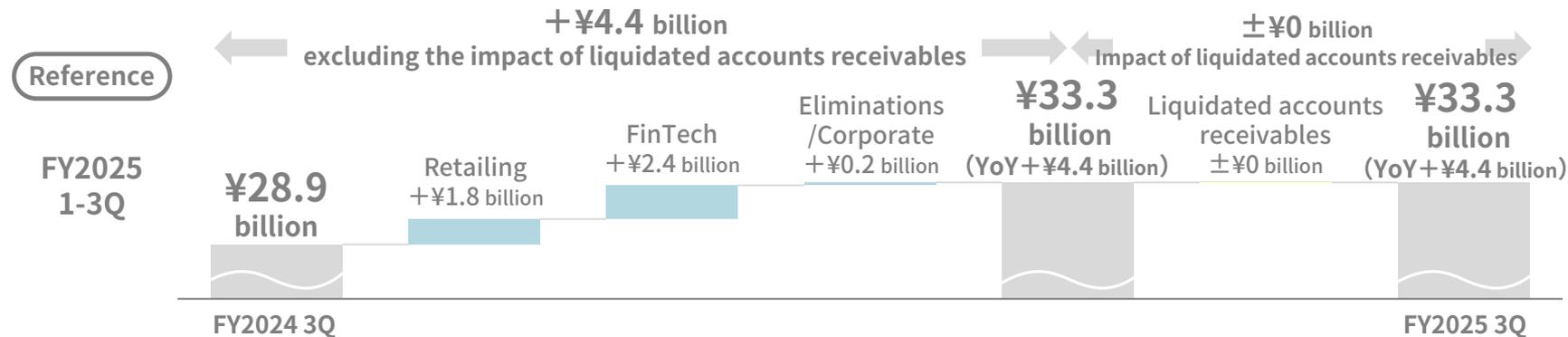
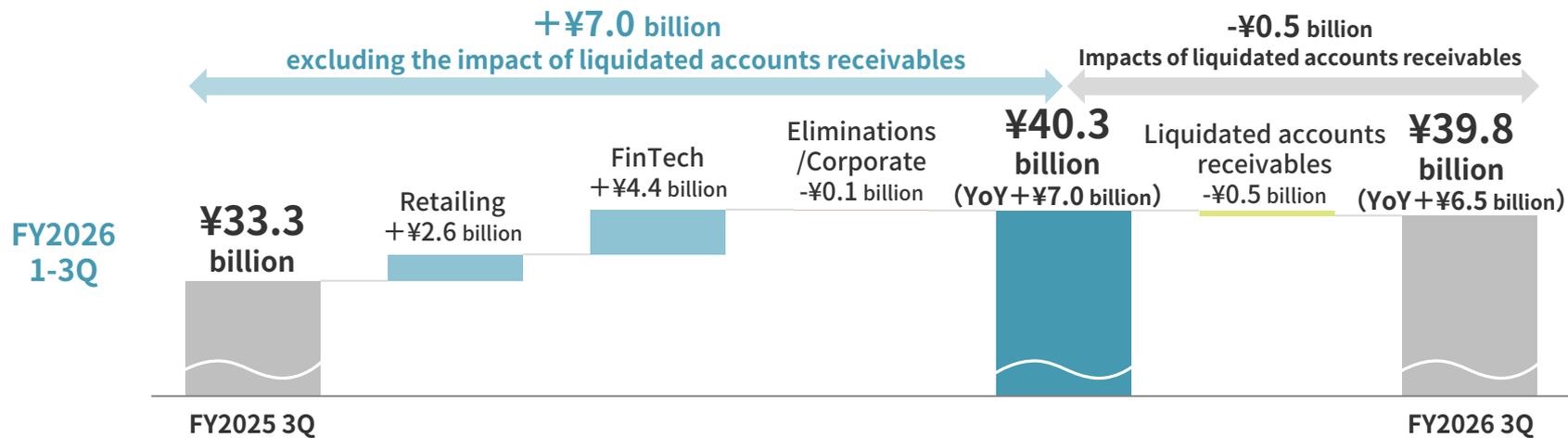
■ Retailing

■ FinTech



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Factors affecting operating income

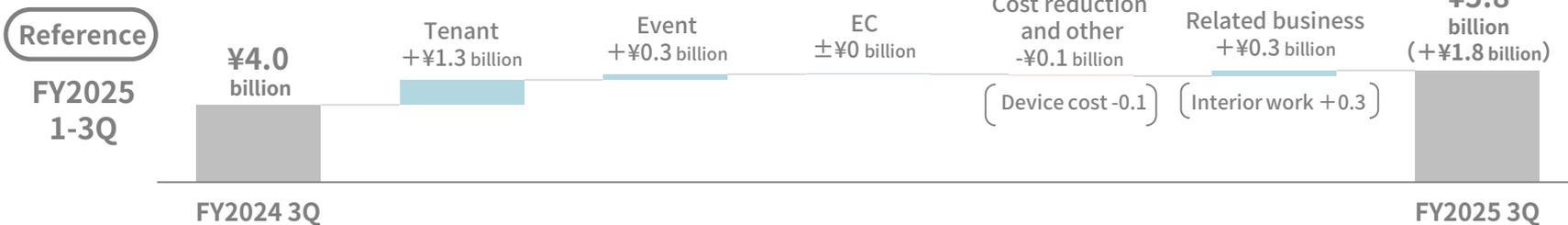
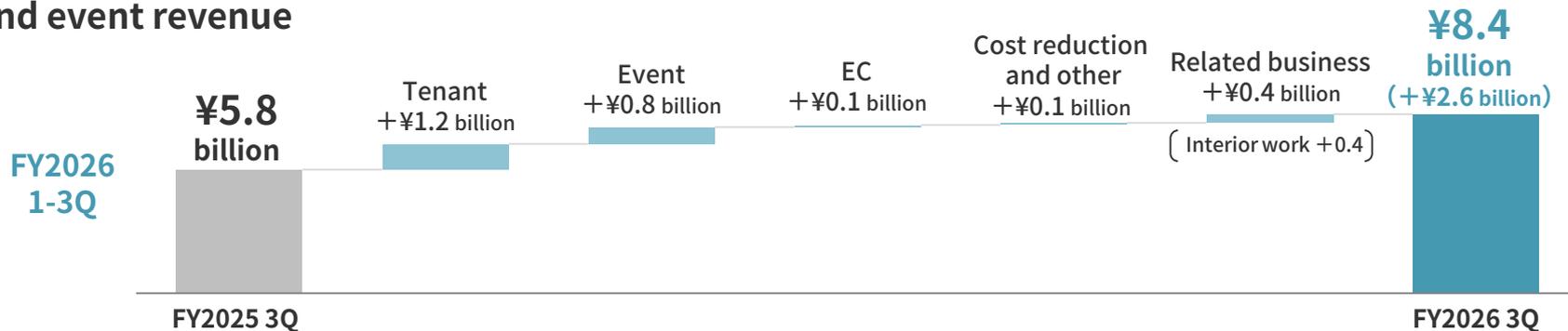


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Retailing: Breakdown of changes in operating profit

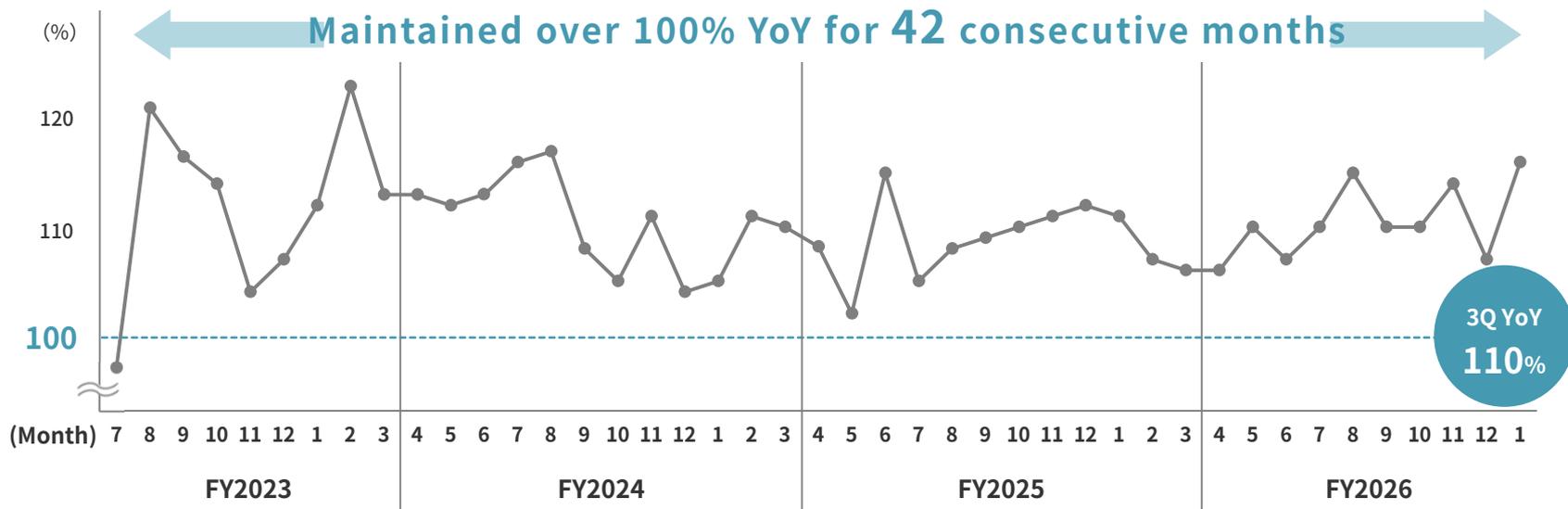
Operating profit increased by ¥2.6 billion year on year mainly due to an increase in tenant rent and event revenue



Retailing: Existing Stores Transaction Volumes

Existing stores transaction volumes have exceeded the previous year's results for 42 consecutive months

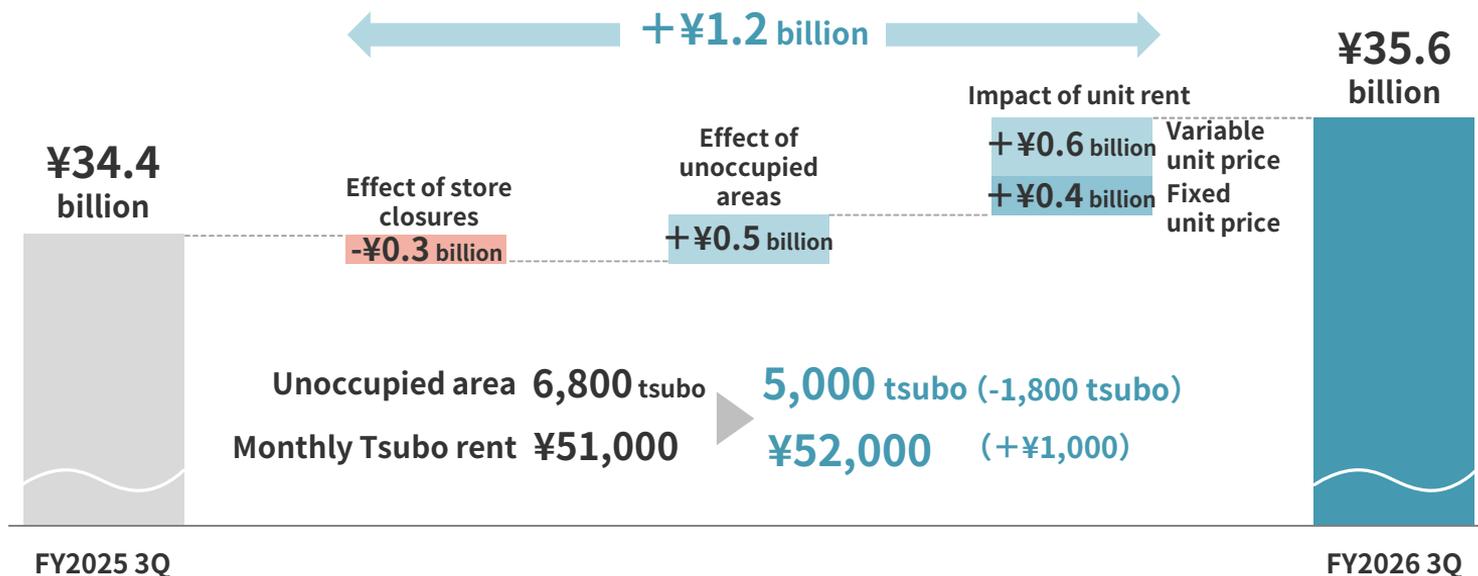
■ Monthly YoY change in existing stores transaction volumes



Tenant rent revenue

Tenant rent revenue increased by ¥1.2 billion year on year mainly due to an increase in fixed-term rental floor space and unit price of monthly tsubo rent

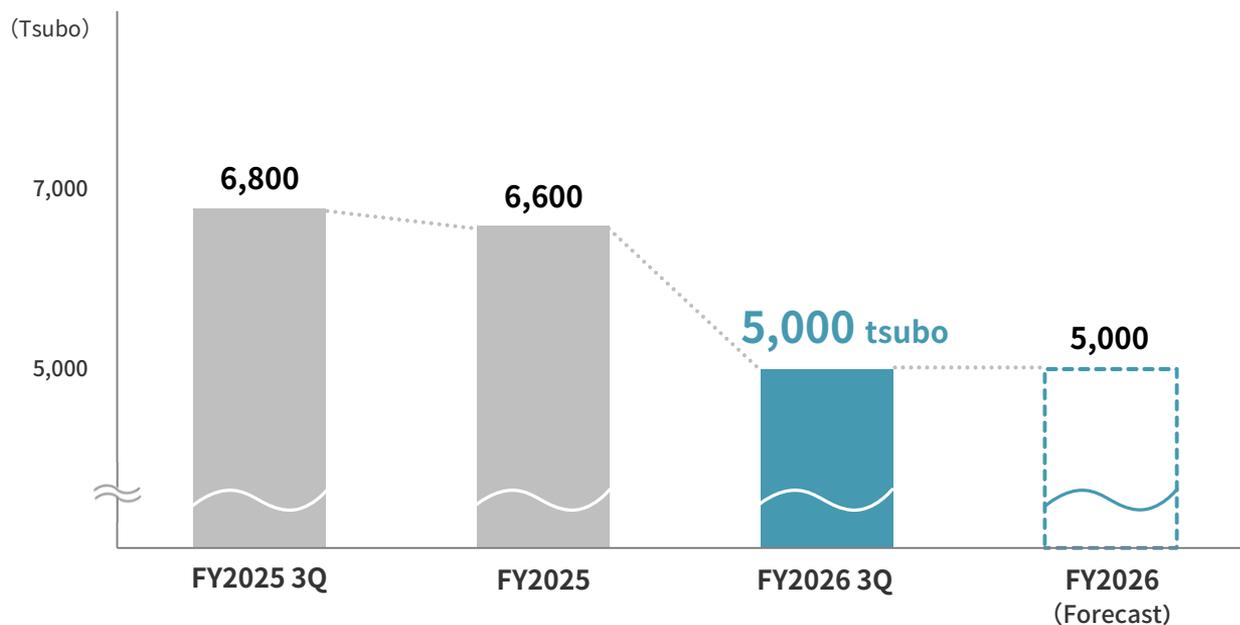
■ Effect of the increase in tenant rent revenue



Unoccupied section

The unoccupied area decreased to 5,000 tsubo as of December 2025

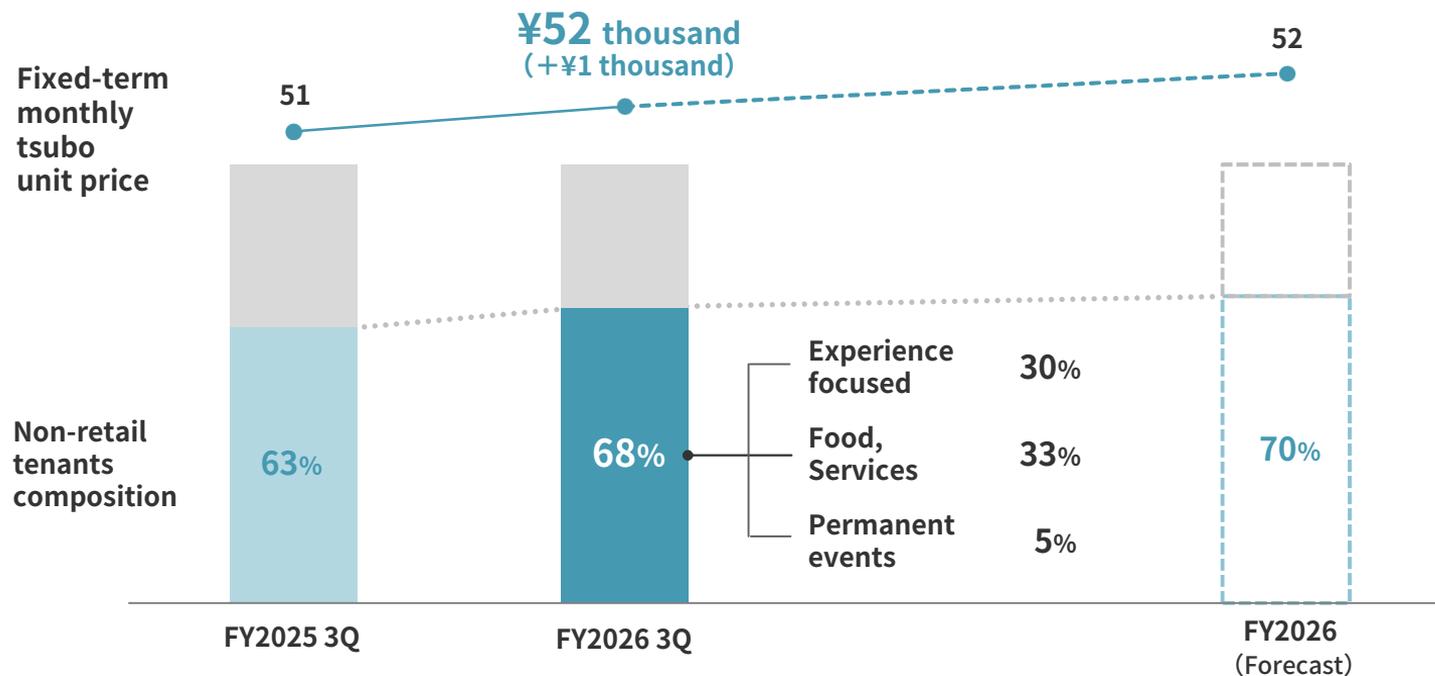
■ Changes in unoccupied area (operation average)



Progress of stores that don't sell

As of December 2025, non-retail tenant space had expanded to 68% of the total (YoY +5%)

■ Changes in category conversion



Expansion of non-retail tenants

Promote the introduction of experiential, food, and service tenants that delight customers



ONE PIECE BASE SHOP
(Shinjuku Marui Main Building)

- Official ONE PIECE flagship store
- Experiential shop featuring a T-shirt customization lab



TSUTAYA Trading Card Totsuka
(Totsuka Modi)

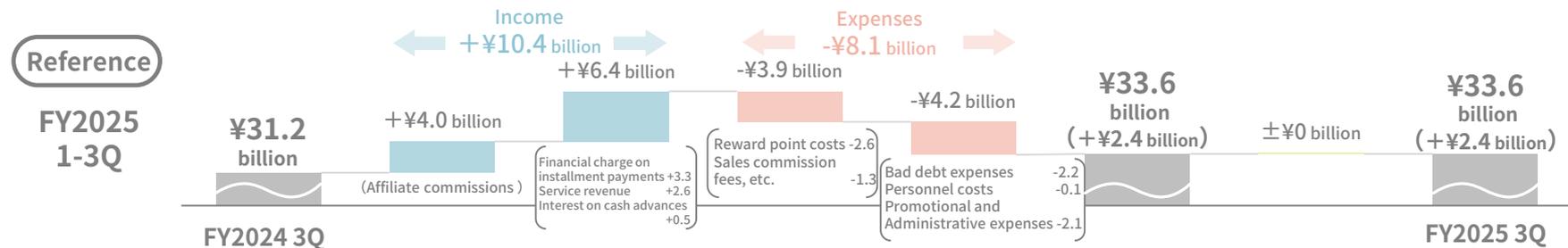
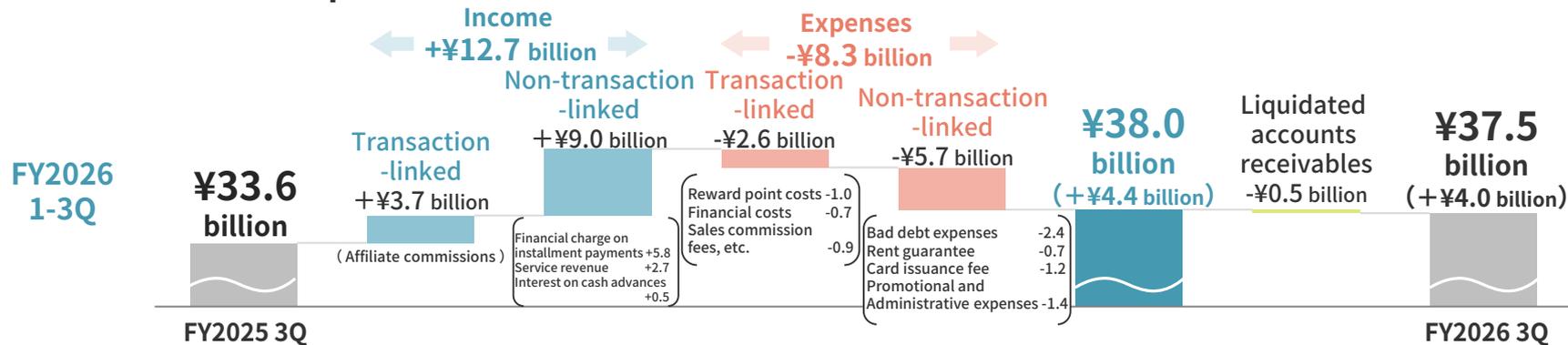
- 68 complimentary seats for card battle players
- Hosts a number of official tournaments and store-organized events

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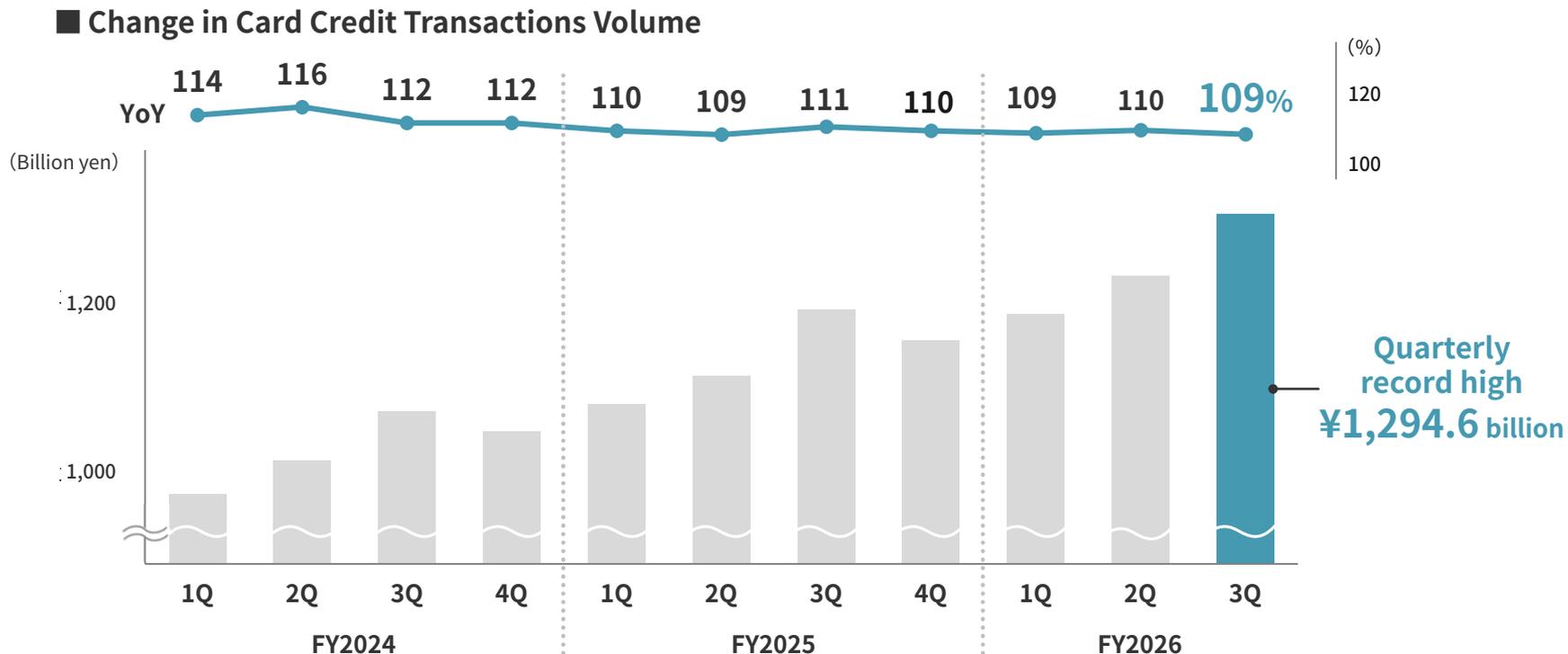
FinTech: Breakdown of changes in operating profit

In addition to increased revenue, real operating profit increased by ¥1.1 billion mainly due to the reduction of reward point costs



Card credit transactions volume

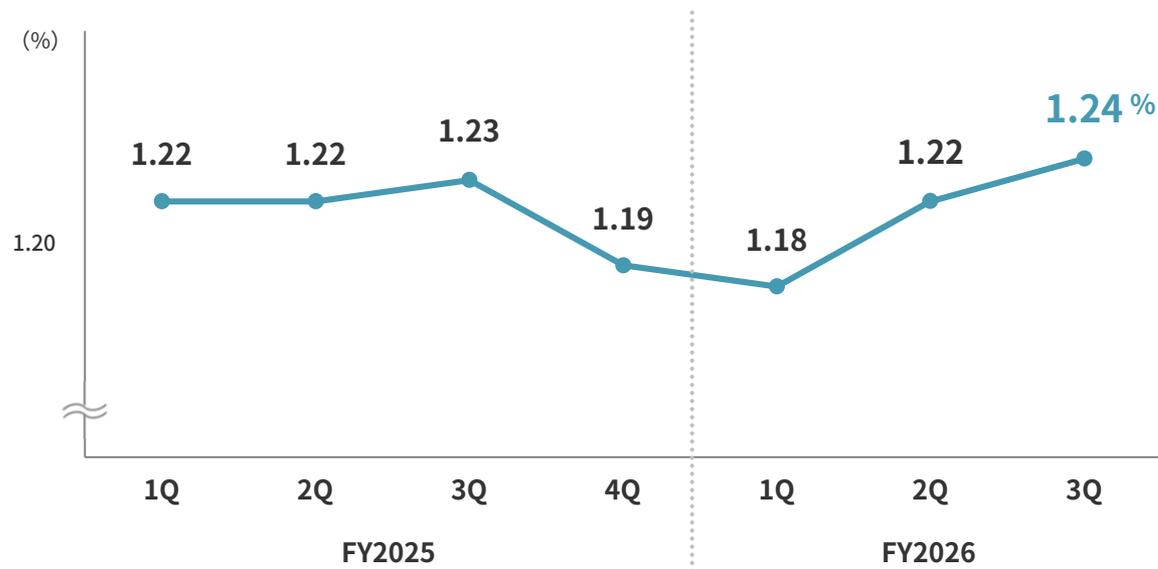
Credit card transaction volume for the third quarter reached a record high ¥1,294.6 billion (+109% year on year)



Affiliate commission rates

Affiliate commission rate is at 1.24% in 3Q primarily due to the revision of foreign currency settlement fees

■ Changes in the ratio of affiliate commissions

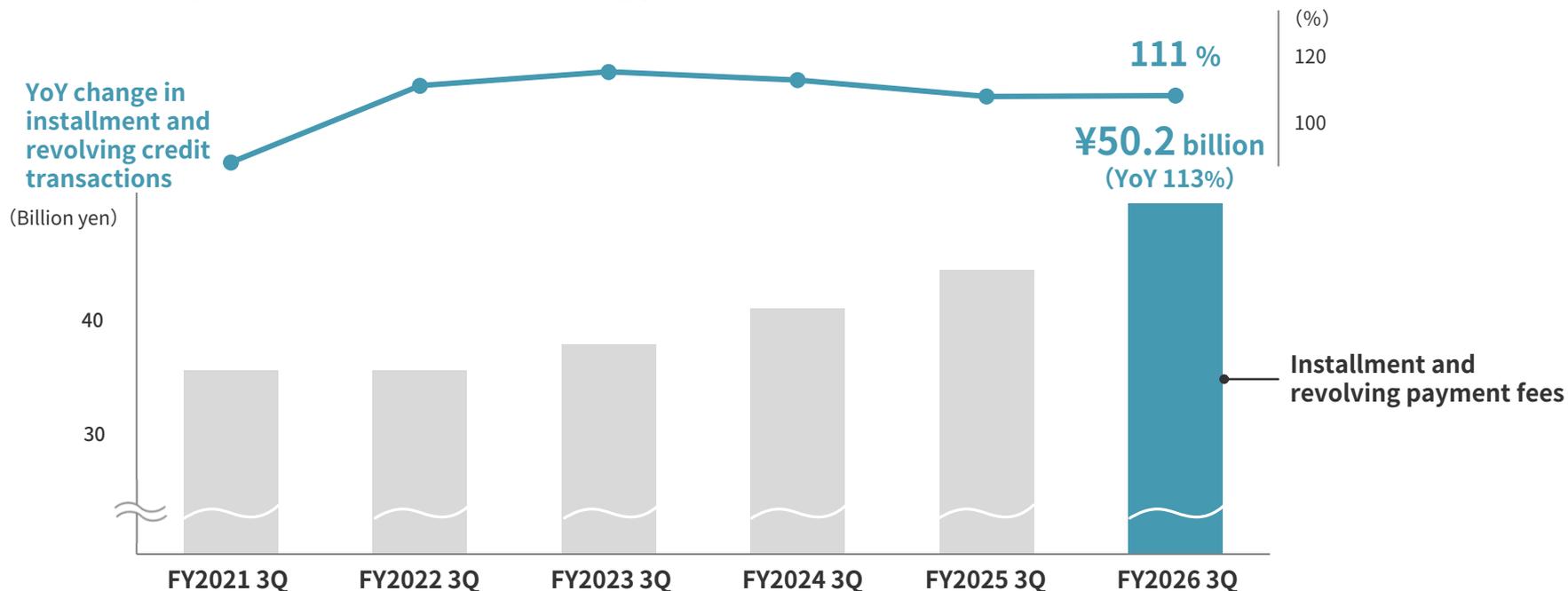


* Ratio of affiliate commissions: Ratio of revenue from affiliate commissions to total FinTech transactions

Installment and revolving payment Fees

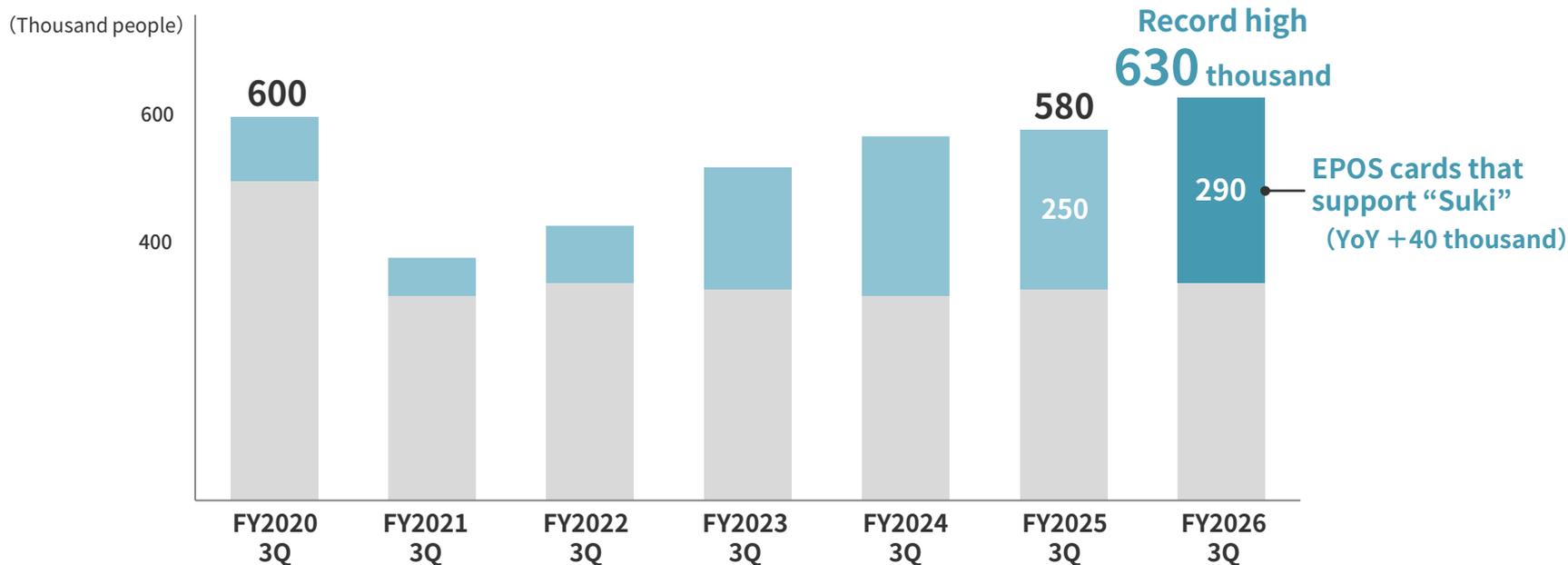
Installment and revolving credit transactions remained stable at 111% YoY, and commission revenue increased steadily by 13% to ¥50.2 billion

■ Changes in installment and revolving payment fees



The number of new cardholders reached a record high of 630,000, due to expansion of EPOS cards that support “Suki”

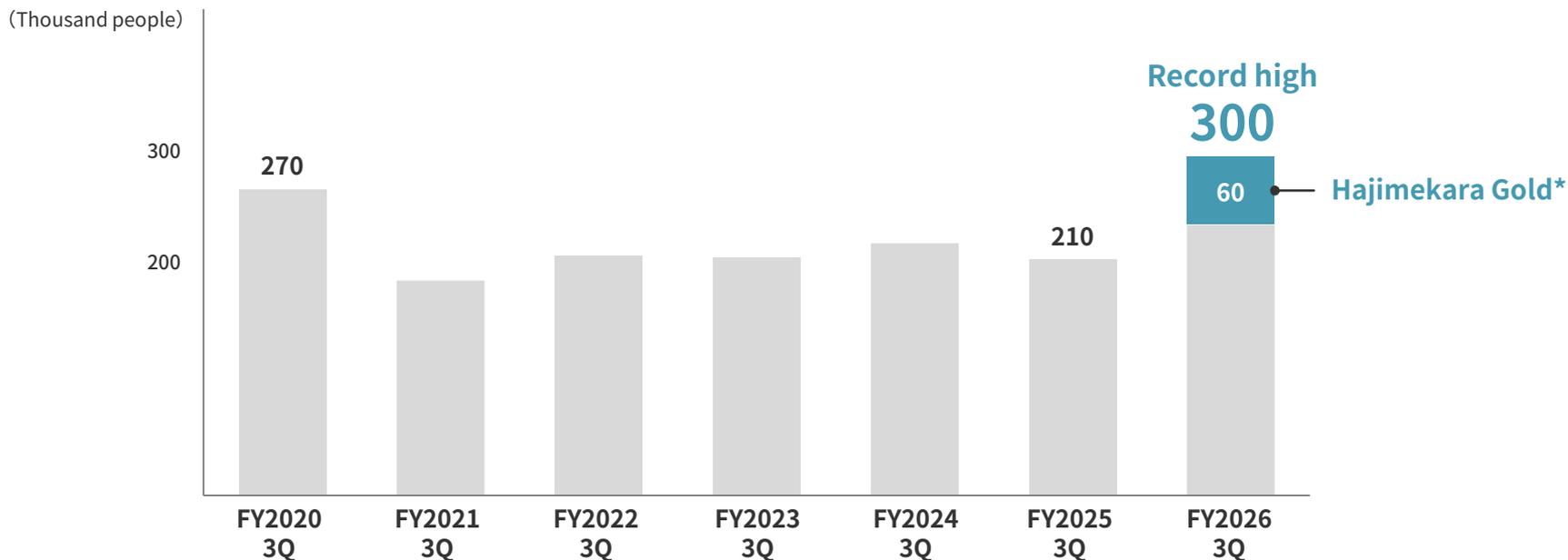
■ Changes in new cardholders



New gold card members

The number of new gold card members reached a record high of 300,000 mainly due to initiatives such as Hajimekara Gold*

■ Changes in number of new gold card members

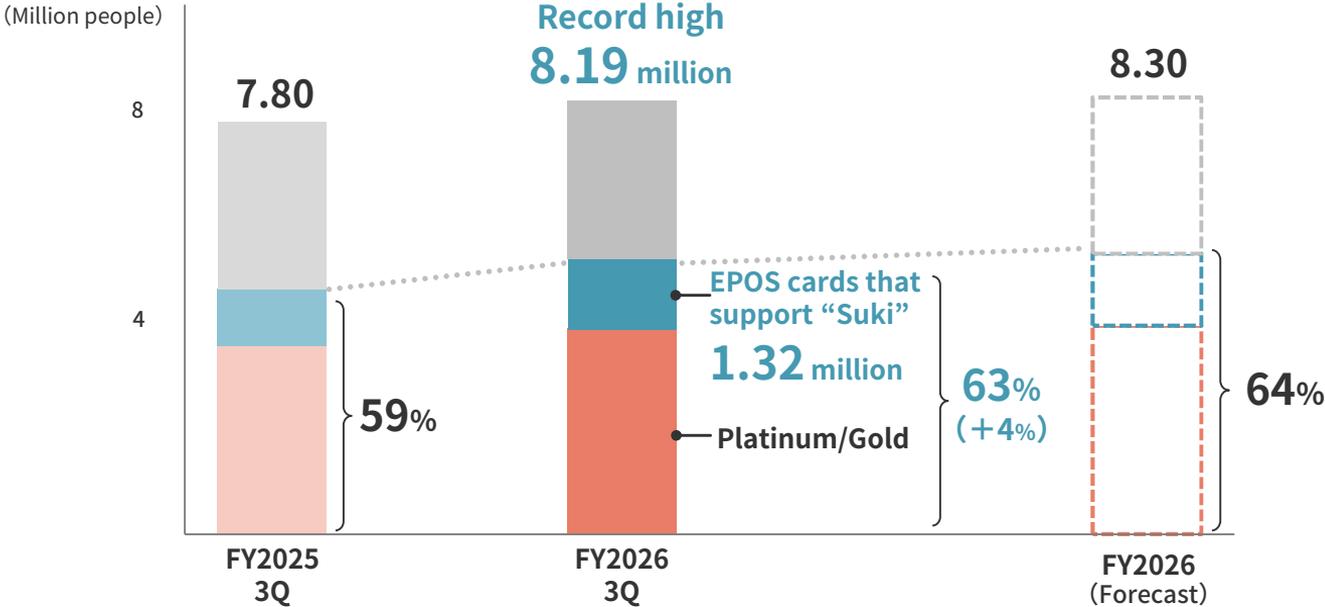


* The initiative provides customers with the Gold Card membership at the time of their application for services such as rent guarantees and dental loans

Cardholder numbers

The number of cardholders increased by 390,000 year on year, reaching a record high of 8.19 million

Change in cardholder numbers



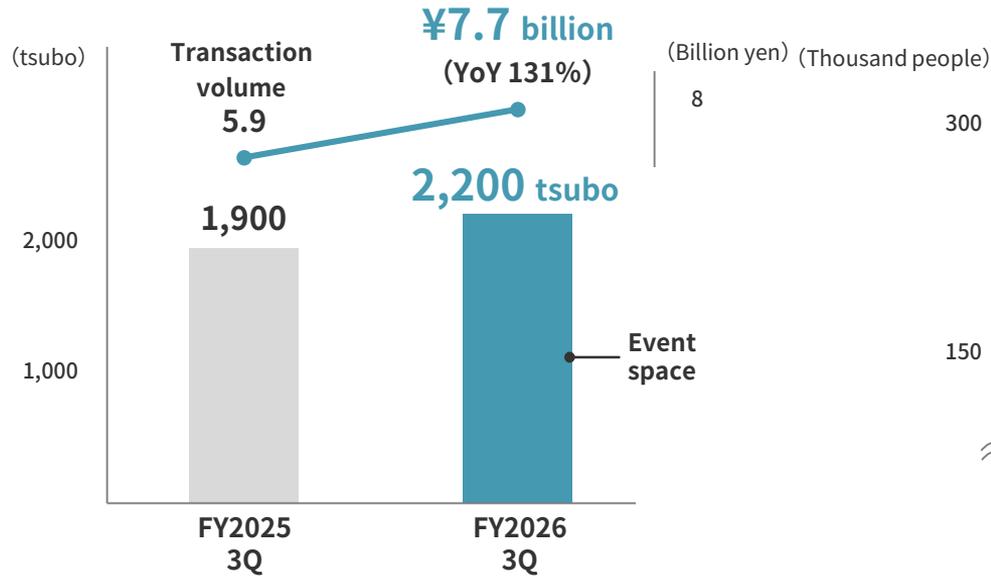
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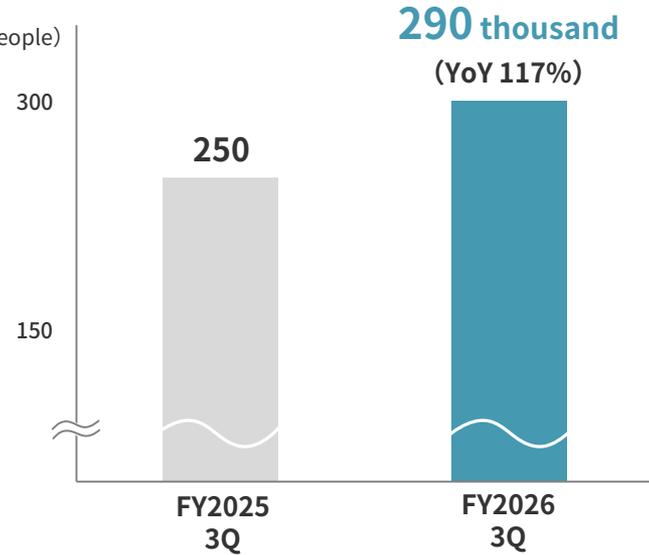
Business that supports “Suki”

The transaction volumes of events that support “Suki” and the number of new cardholders for EPOS cards that support “Suki” continue to grow steadily

■ Venue area and transaction volumes for events that support "Suki"



■ New membership of EPOS cards that support “Suki”



Examples of events that support “Suki”

Pop-up stores of popular content are held at multiple locations across the country

Anime “Jujutsu Kaisen”
(from October 2025 to January 2026)



**POP UP SHOP for the 5th Anniversary of the Anime
“Jujutsu Kaisen”**
(Shibuya Modi, Kobe Marui, Hakata Marui)

“SUPER BEAVER”
(November 2025)



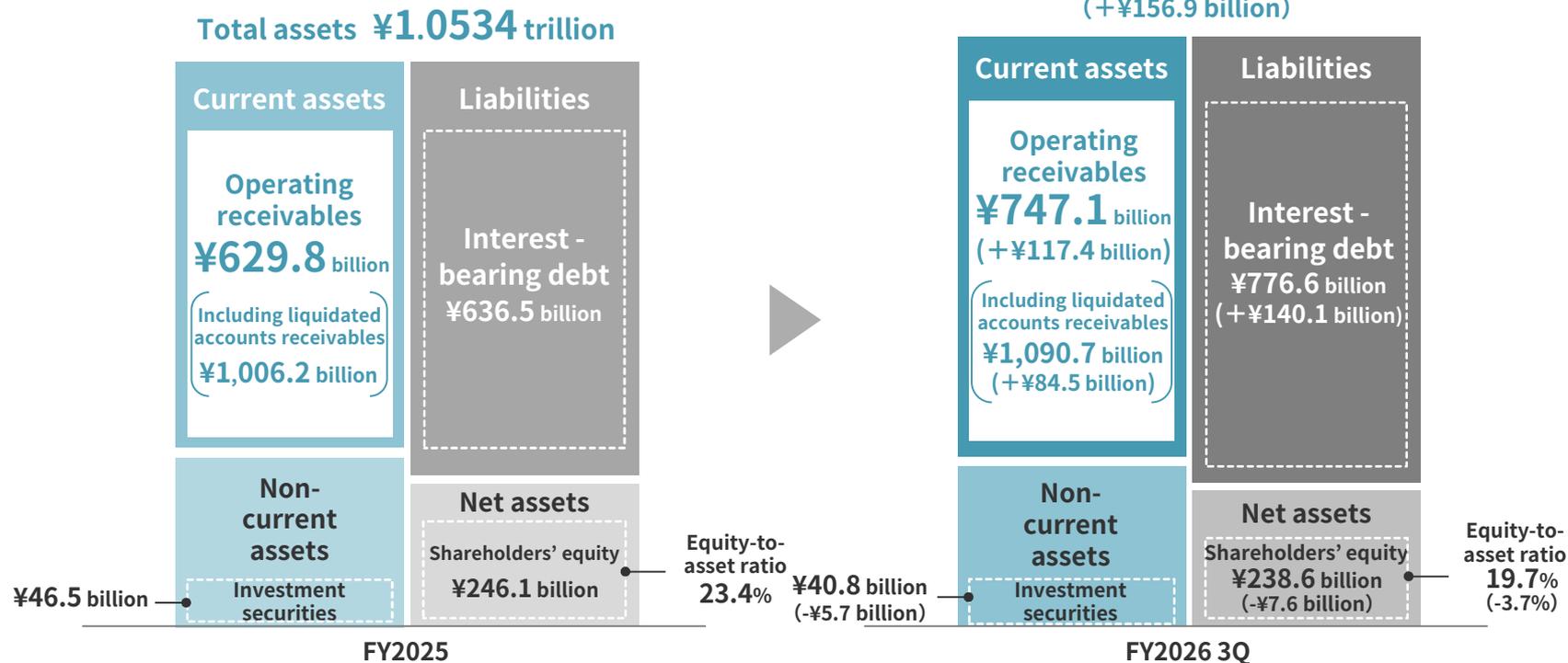
**POP UP STORE for the 20th Anniversary of the Band
(Shibuya Modi)**

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Balance sheet

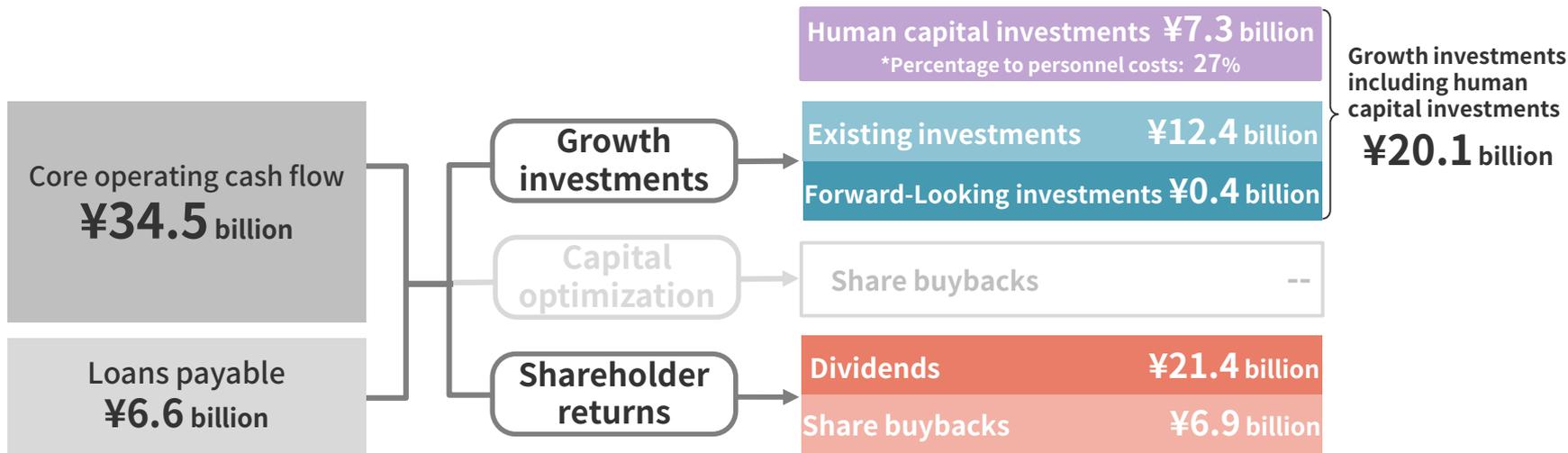
Total assets increased by ¥156.9 billion compared to the end of the previous fiscal year due to an increase in operating receivables and other factors



Capital allocation

Allocated ¥12.8 billion for growth investments and ¥28.3 billion to shareholder returns.
Human capital investment totaled ¥7.3 billion, representing 27% of personnel costs

■ Capital allocation (FY2026 3Q)



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In December 2025, Marui Group was recognized for the seventh time as a “Climate Change A List” company by CDP, an international nonprofit organization

■ Key external assessments



NEW
7th
certification
(December 2025)



NEW
5th
consecutive
year
(December 2025)



NEW
9th
consecutive
year
(November 2025)



9th
consecutive
year
(July 2025)



FTSE JPX Blossom
Japan Index



FTSE JPX Blossom
Japan Sector
Relative Index

2025 CONSTITUENT MSCI JAPAN
ESG Select Leaders Index

2025 CONSTITUENT MSCI JAPAN
EMPOWERING WOMEN INDEX (WIN)



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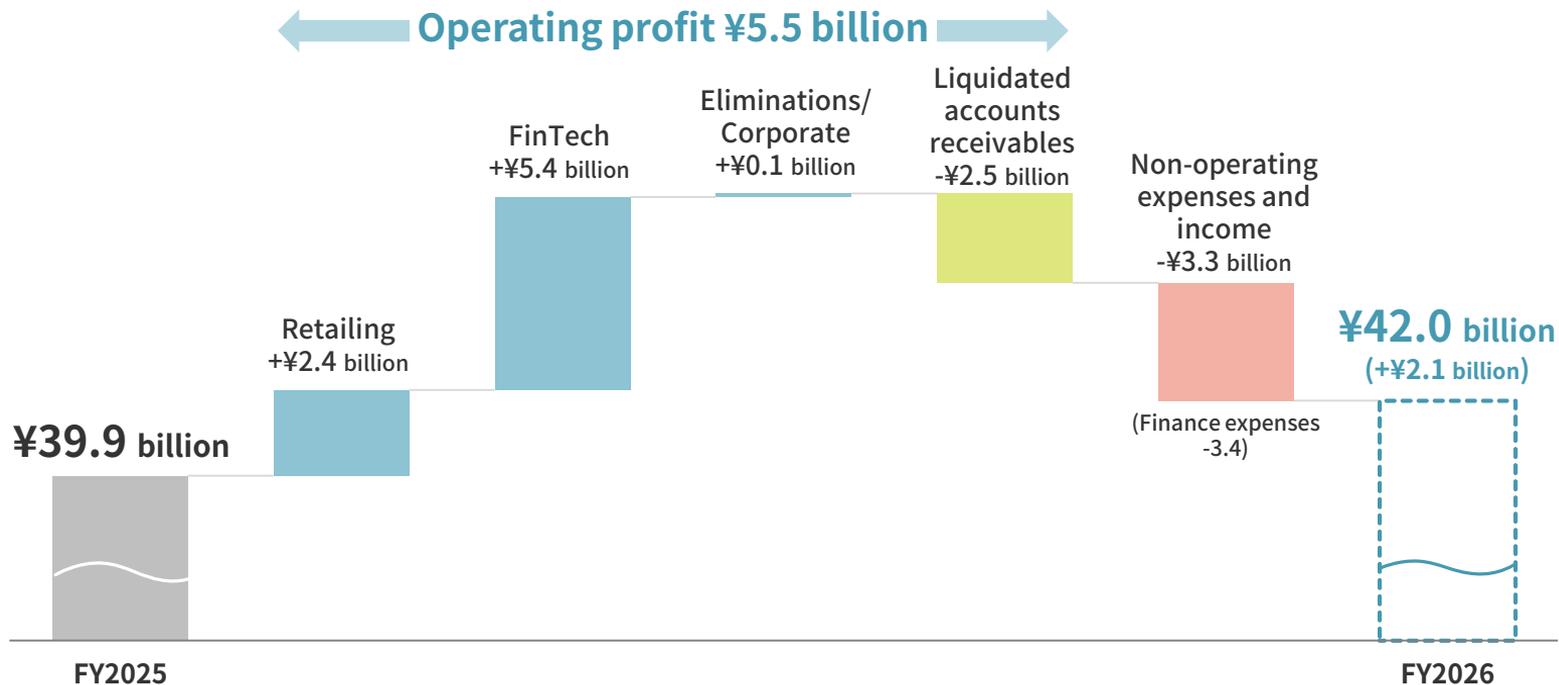
Full-Year forecast for the fiscal year ending March 31, 2026

The three KPIs of EPS, ROE, and ROIC are expected to be in line with the plan at the beginning of the year

	FY2025	FY2026	YoY change	YoY difference
EPS (Yen)	143.2	155.0	108	+11.8
ROE (%)	10.6	11.2	-	+0.6
ROIC (%)	3.8	3.9	-	+0.1
Reduction of CO ₂ (Thousand tons)	390	500	128	+110
< Reference >				
	Billion yen	Billion yen	%	Billion yen
Total group transactions	4,926.9	5,390.0	109	+463.1
Revenue	254.4	272.5	107	+18.1
Gross profit	222.8	240.0	108	+17.2
SG&A	178.2	190.0	107	+11.8
Operating profit	44.5	50.0	112	+5.5
Ordinary profit	39.9	42.0	105	+2.1
Profit	26.6	28.0	105	+1.4

Ordinary profit forecast for the fiscal year ending March 31, 2026

Ordinary profit for the fiscal year ending March 31, 2026 is expected to increase 5% to ¥42 billion



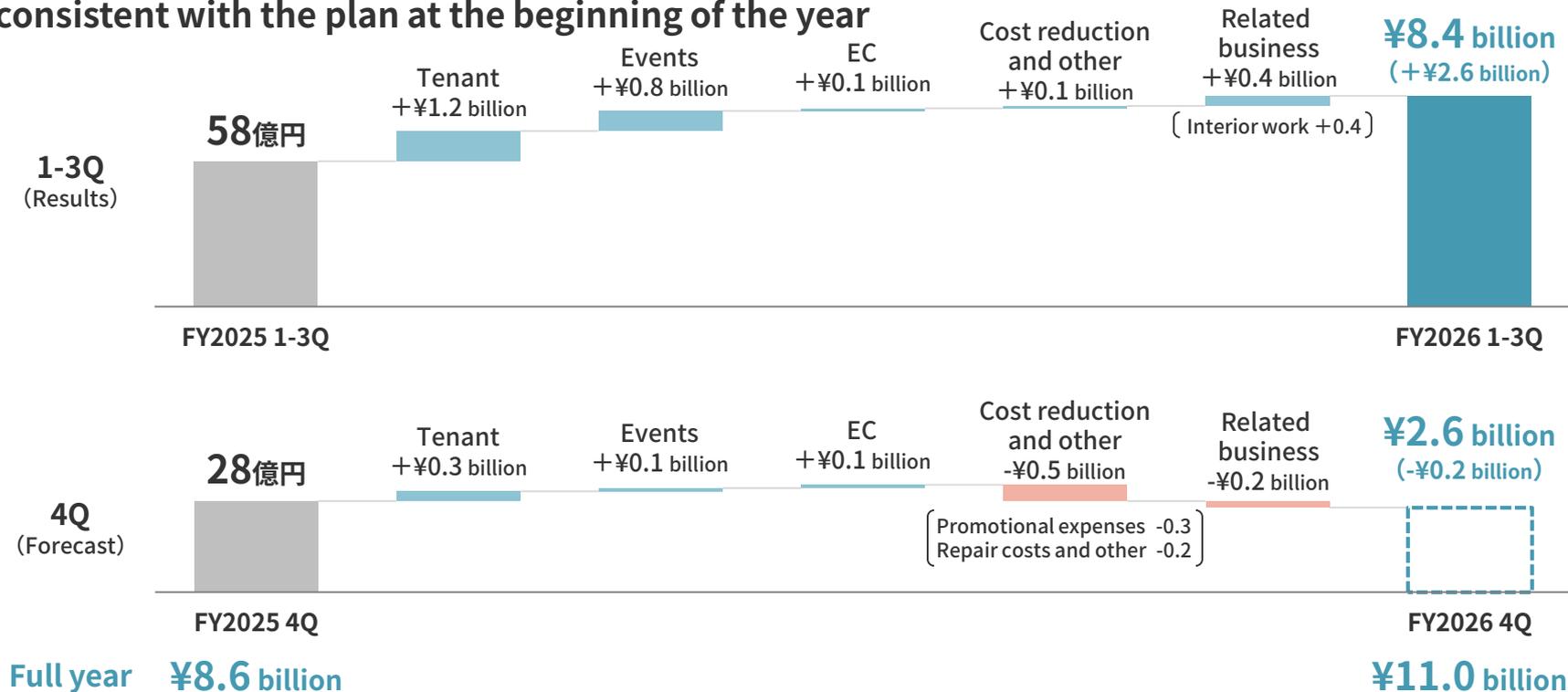
Profit forecast by segment for fiscal year ending March 31, 2026

Profit from retailing is expected to increase by 28% to ¥11.0 billion, and from FinTech by 7% to ¥47.0 billion

	FY2025	FY2026	
		YoY change	YoY difference
	Billion yen	Billion yen	Billion yen
		%	
Retailing	8.6	11.0	128 +2.4
FinTech	44.1	47.0	107 +2.9
Eliminations/ Corporate	-8.1	-8.0	- +0.1
Consolidated Operating Profit	44.5	50.0	112 +5.5

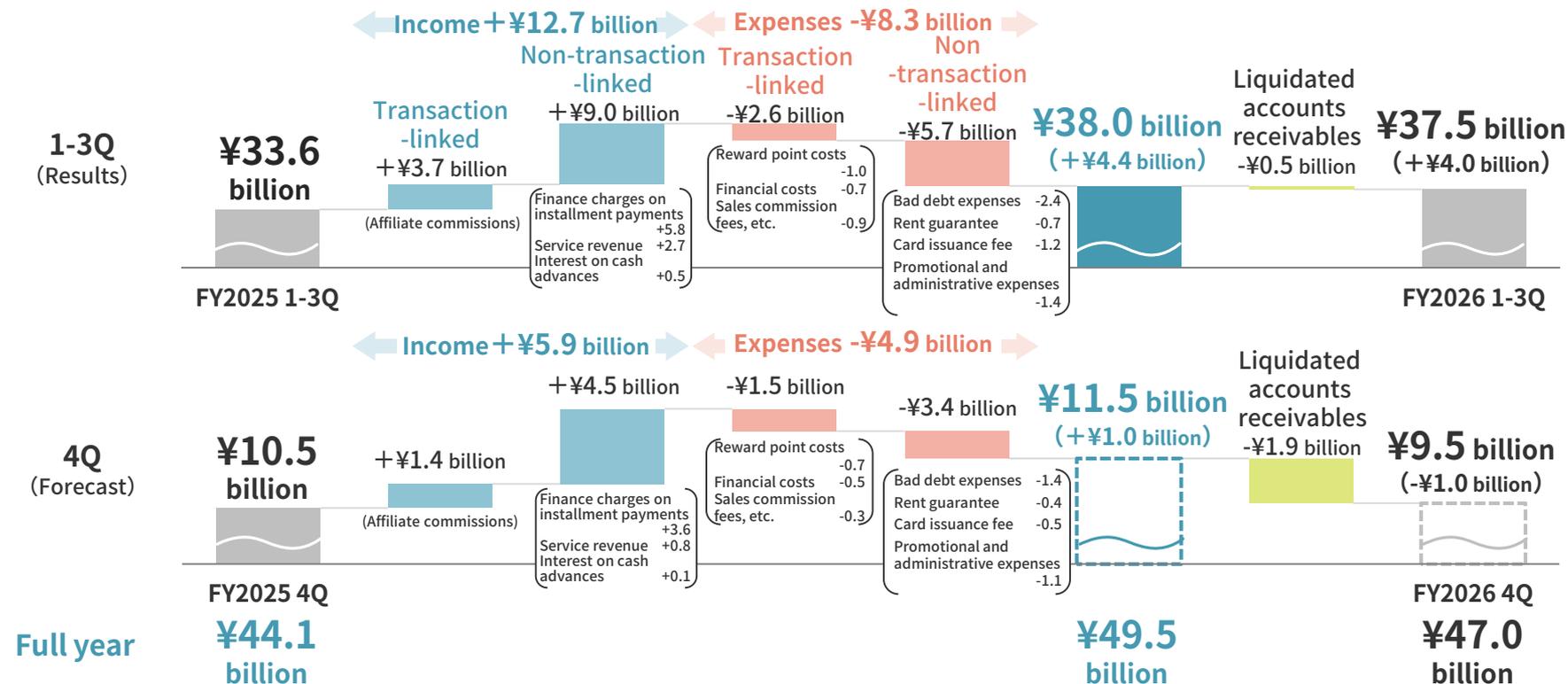
Retailing: Forecast for operating profit (Breakdown of changes)

Although operating profit decreased by ¥0.2 billion in the fourth quarter due to planned strategic expense execution, full-year operating profit is projected to reach ¥11.0 billion, consistent with the plan at the beginning of the year



FinTech: Forecast for operating profit (Breakdown of changes)

Considering the impacts of changes in installment and revolving payment fee rates, which are offset by the adverse effect of the liquidated accounts receivables, operating profit for the fourth quarter is expected to decrease by ¥1.0 billion



A sunset over the ocean with a large title overlay. The sun is low on the horizon, casting a golden glow across the sky and reflecting on the water. The sky is filled with large, fluffy clouds, some of which are illuminated by the setting sun, creating a dramatic and colorful scene. The water in the foreground is dark blue with gentle ripples, and the overall atmosphere is serene and hopeful.

Toward a “Suki” Economy

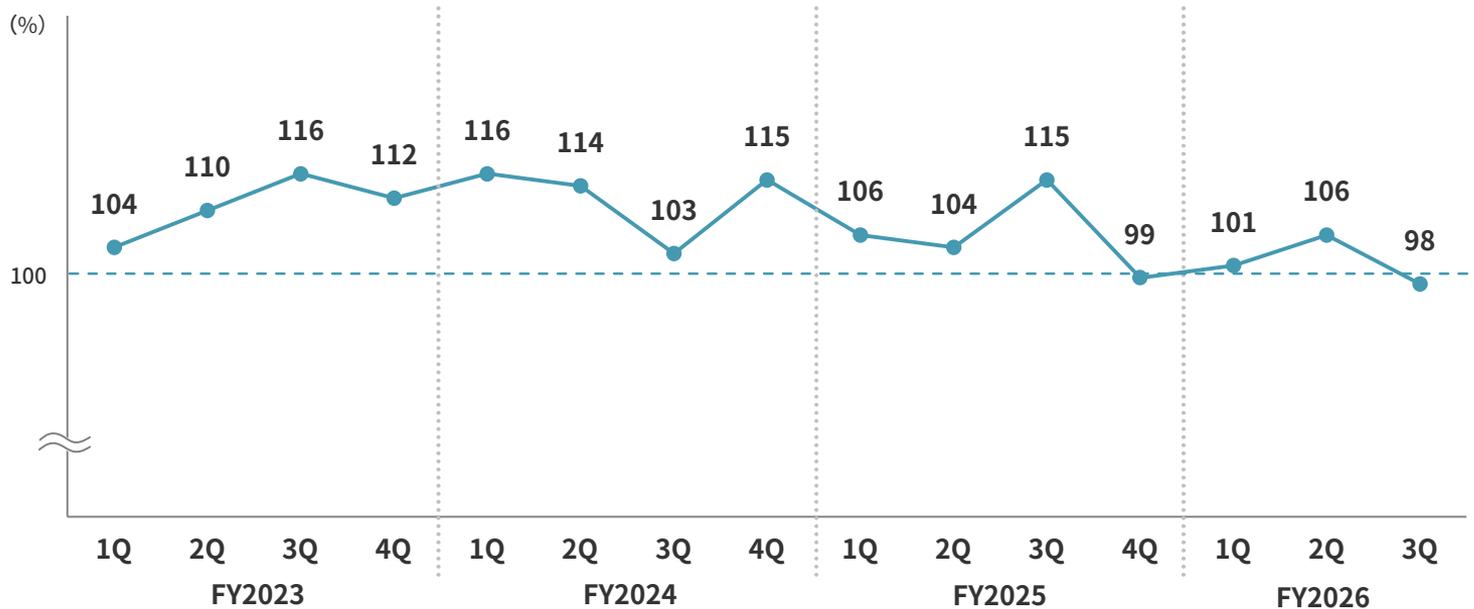
The forward-looking statements contained in this presentation are based on information available at the time of preparation of this presentation and certain assumptions that MARUI GROUP deems to be reasonable. The forward-looking statements may differ materially from actual results due to a variety of different factors. Please direct any inquiries to the IR Department(E-Mail:marui-ir@0101.co.jp).

Appendix

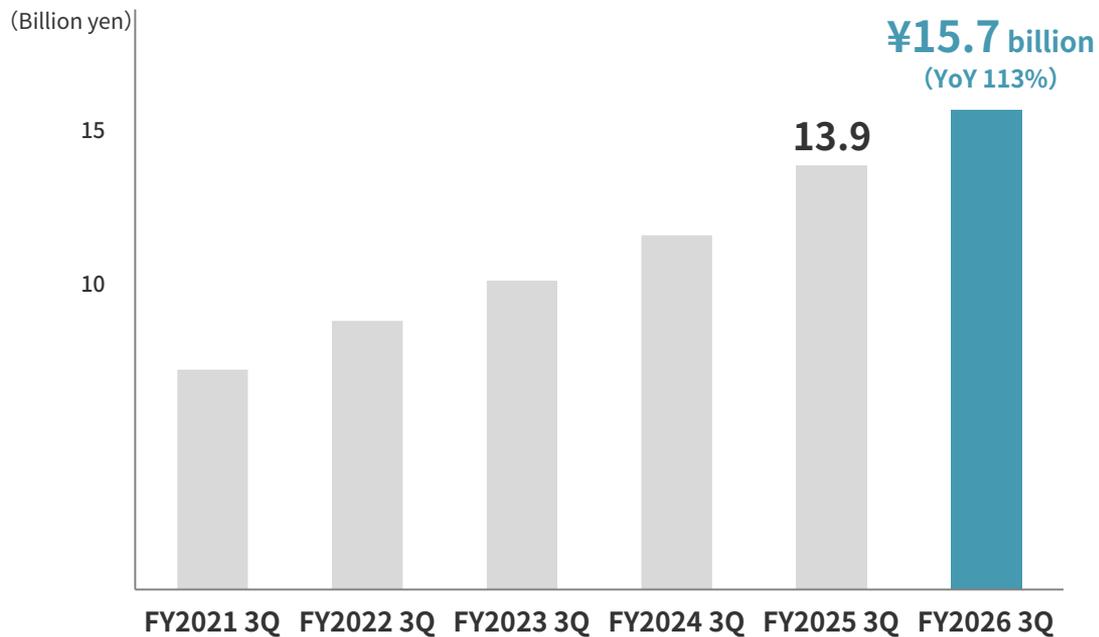


Change in EC transactions

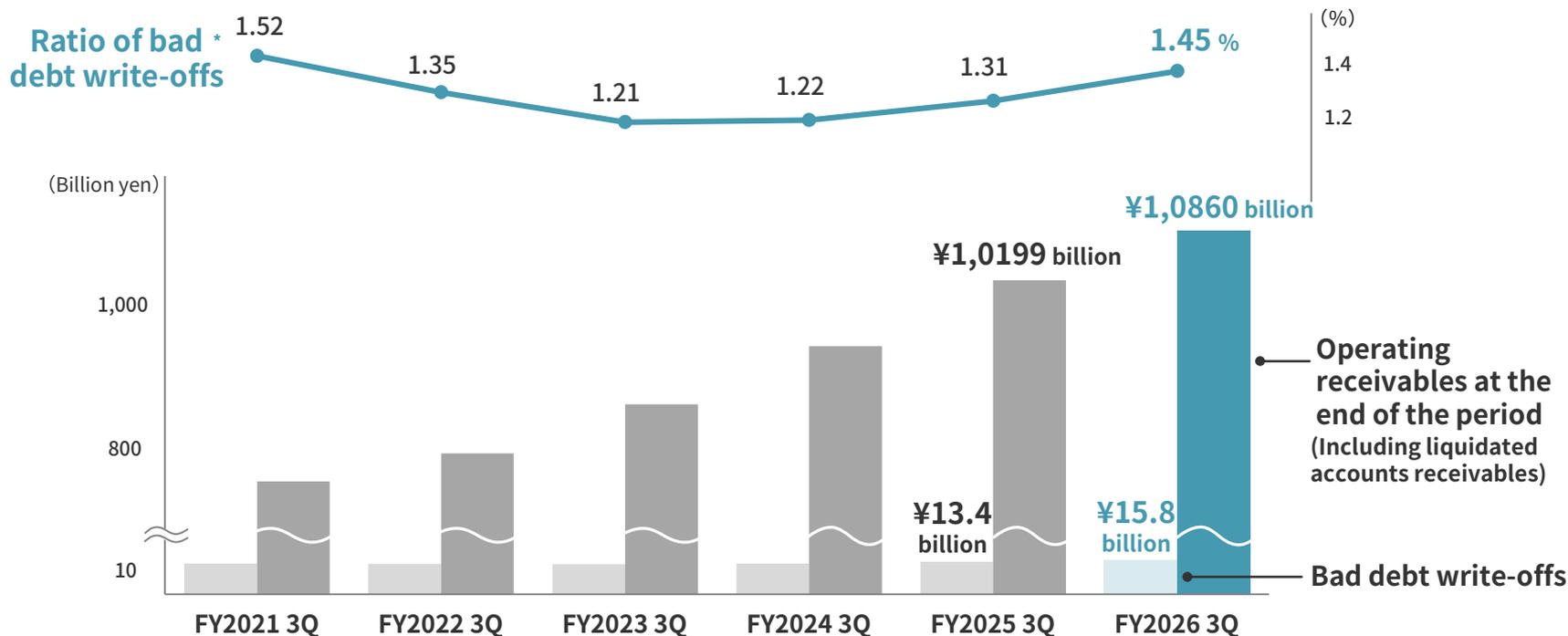
■ YoY change in EC transactions



■ Changes in revenue



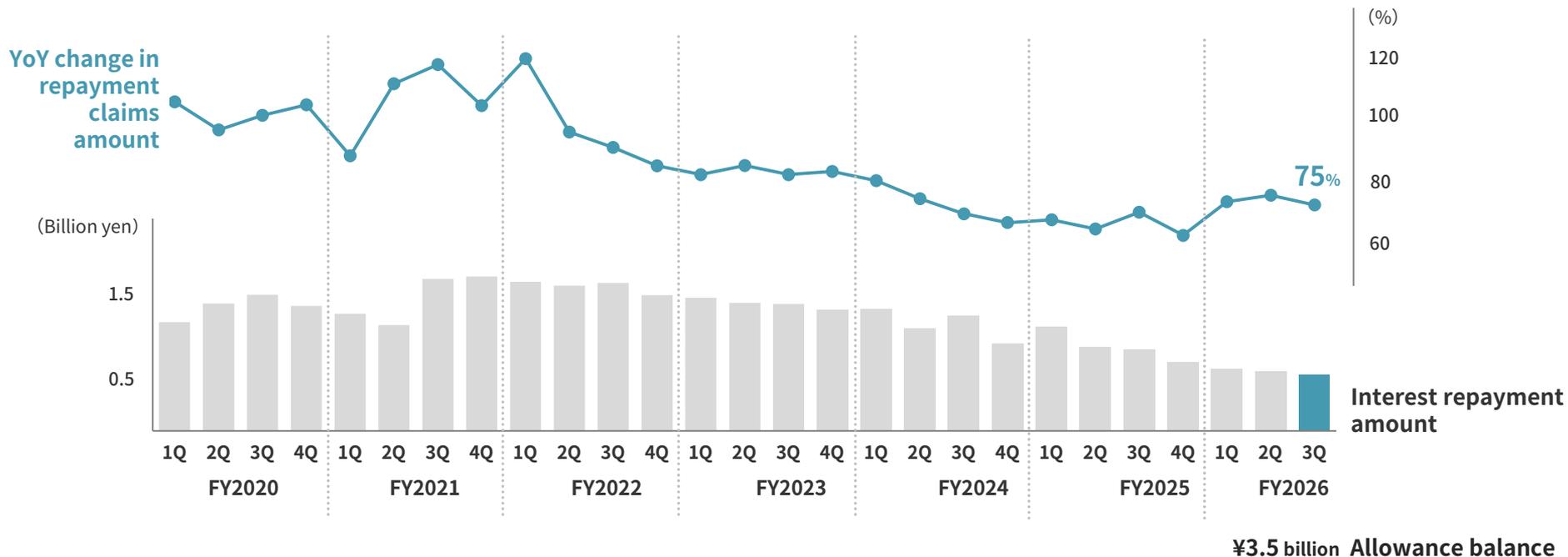
Changes in the ratio of bad debt write-offs



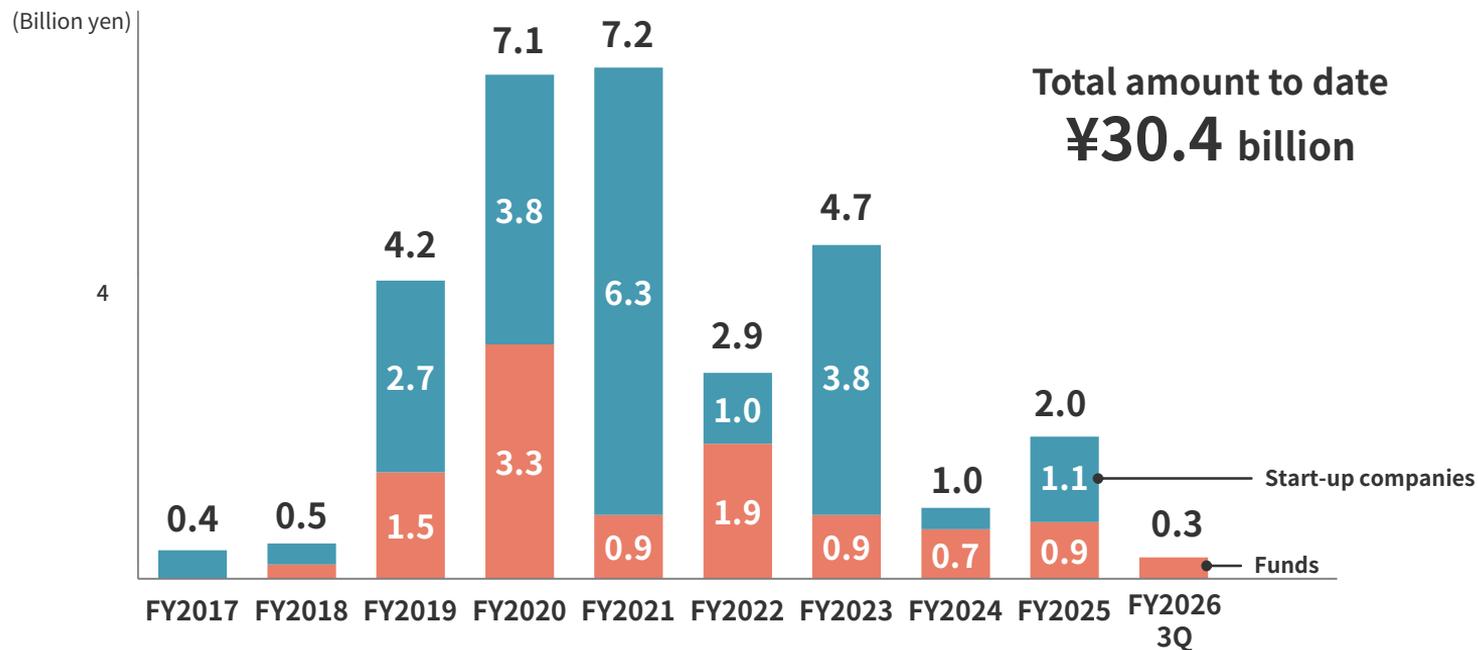
* Ratio of bad debt write-offs = Bad debt write-offs for the period under review / Operating receivables at the end of the period

Status of interest repayment

■ YoY change in repayment claims amount and interest repayment amount

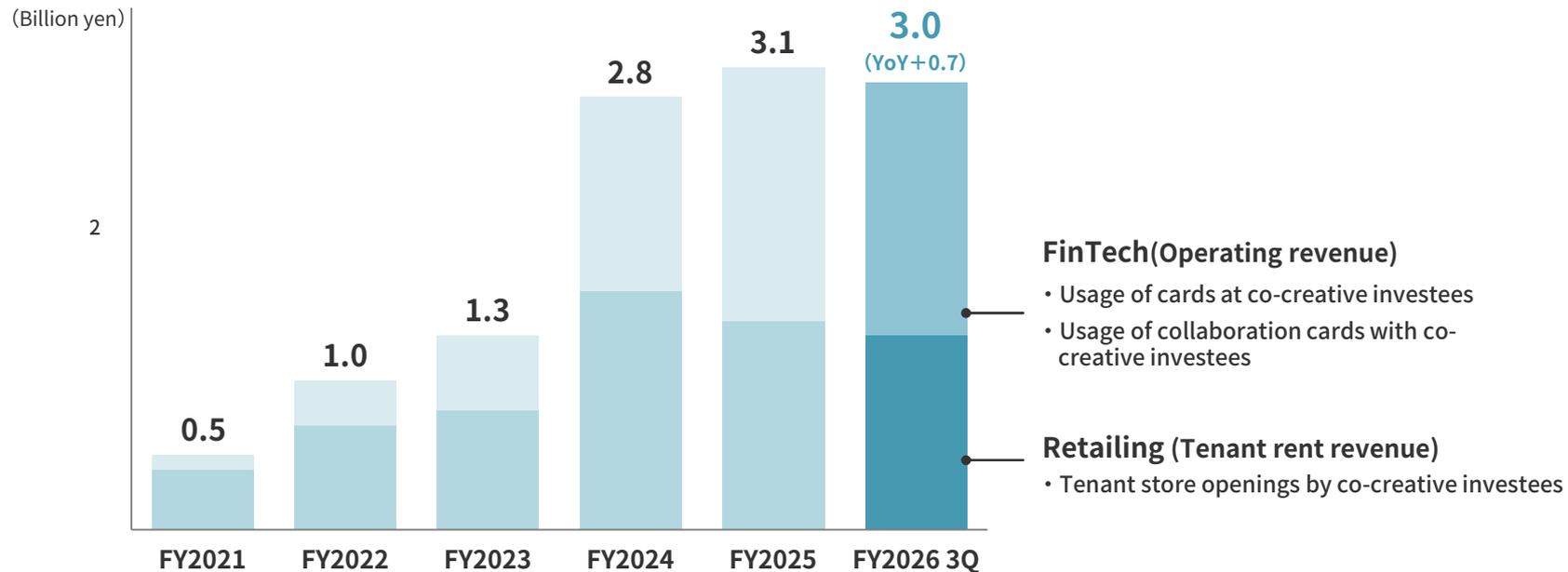


Change in co-creative Investments



Profit contributions from Co-Creative investments

■ Contribution to profit



* Profit contributions are included in the operating profit of Retailing and FinTech businesses

Forecast of the impact of liquidated accounts receivables and changes in installment and revolving fee rates

■ Results as of the second quarter of fiscal year ending March 31, 2026 (Billion yen)

	1Q (Results)	2Q (Results)	3Q (Forecast)	4Q (Forecast)	FY2026 (Forecast)
Gains (losses) on receivables liquidation	2.5	0.5	- 2.8	- 2.7	- 2.5
Gains on transfer	4.9	3.3	0	0	8.2
Amortization, etc.	- 2.4	- 2.8	- 2.8	- 2.7	- 10.7
Changes in fee rates	-	-	2.0	2.0	4.0
Total impact on profit	2.5	0.5	- 0.8	- 0.7	1.5
YoY difference	+2.6	- 0.6	- 0.5	0	+1.5

■ Forecast

	1Q (Results)	2Q (Results)	3Q (Results)	4Q (Forecast)	FY2026 (Forecast)	Difference from 2Q Results
Gains (losses) on receivables liquidation	2.5	0.5	- 2.8	- 2.7	- 2.5	±0
Gains on transfer	4.9	3.3	0	0	8.2	±0
Amortization, etc.	- 2.4	- 2.8	- 2.8	- 2.7	- 10.7	±0
Changes in fee rates	-	-	2.4	2.4	4.8	+0.8
Total impact on profit	2.5	0.5	- 0.4	- 0.3	2.3	+0.8
YoY difference	+2.6	- 0.6	- 0.1	+0.4	+2.3	+0.8

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

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

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