MARUI GROUP CO., LTD

MARUI IR DAY
Business Strategy Briefing

MARUI GROUP

June 9, 2026

Schedule for Today's Presentation

MARUI GROUP

1 Progress and Initiatives in FinTech Segment

Q&A

2 Progress and Initiatives in Retailing Segment

Q&A

Progress and Initiatives in FinTech Segment

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

Introducing the Presenter

MARUI GROUP

MARUI GROUP CO., LTD.
Managing Executive Officer and CDO

EPOS Card Co., Ltd.
President and Representative Director

Akikazu Aida

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

Schedule for Today’s Presentation

MARUI GROUP

1 FY2026 Overview and FY2027 Outlook

2 New FinTech Strategy Driven by “Suki”

3 New Profit Pillar Supporting New Strategy

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FY2026 Results

MARUI GROUP

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

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

* SG&A expenses include cost of sales

FY2026: Progress in Impact KPIs

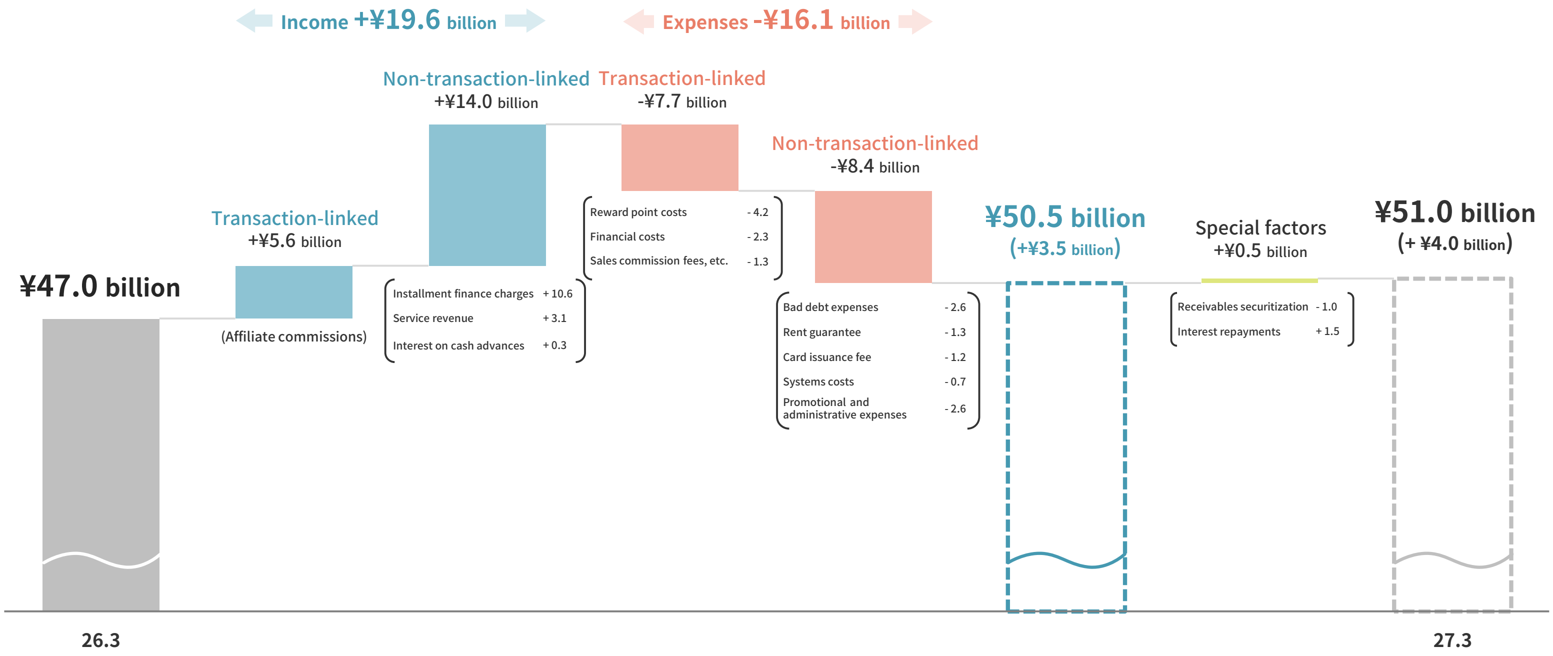
MARUI GROUP

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

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

FY2027: Outlook for Operating Profit

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



1 FY2026 Overview and FY2027 Outlook

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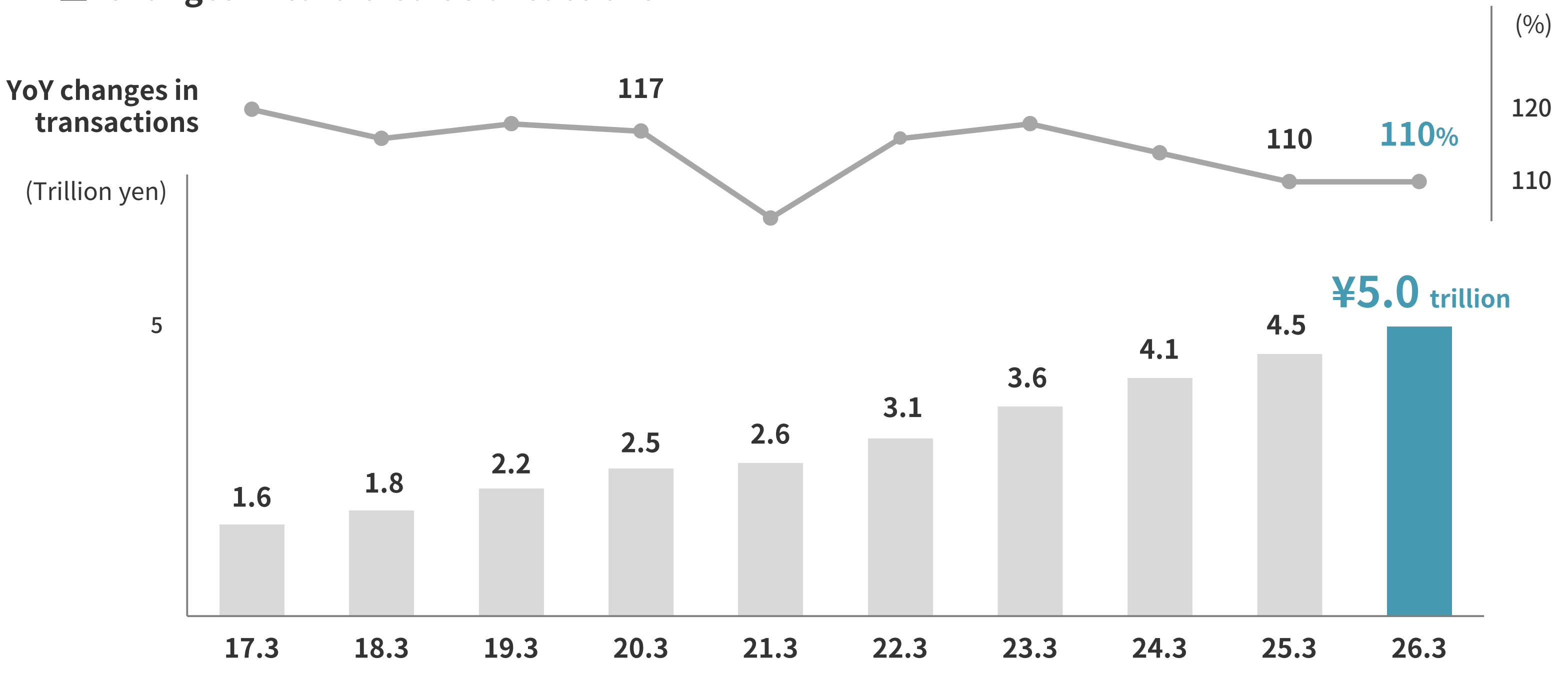
Status of Card Credit Transactions

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

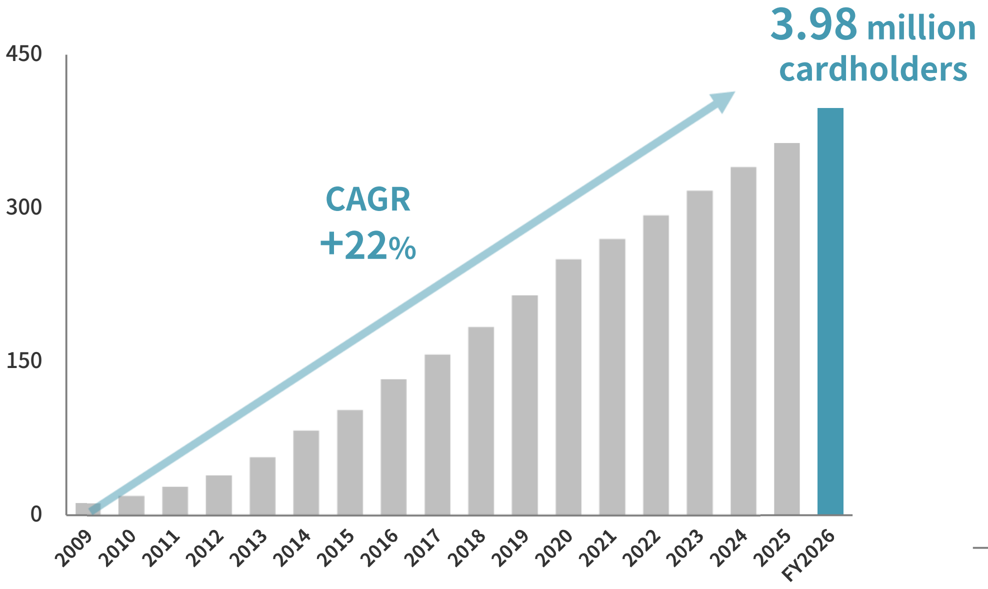
■ Changes in card credit transactions



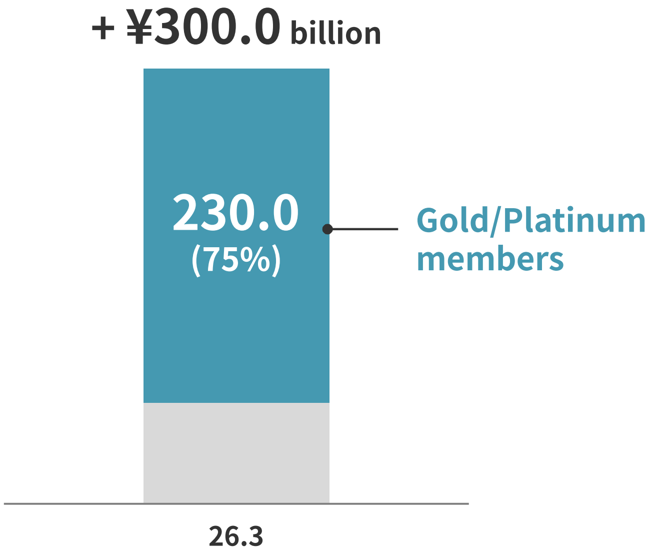
Growth due to Gold/Platinum Cards

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

■ Changes in the number of Gold/Platinum card members



■ Increase in FY2026 shopping transactions

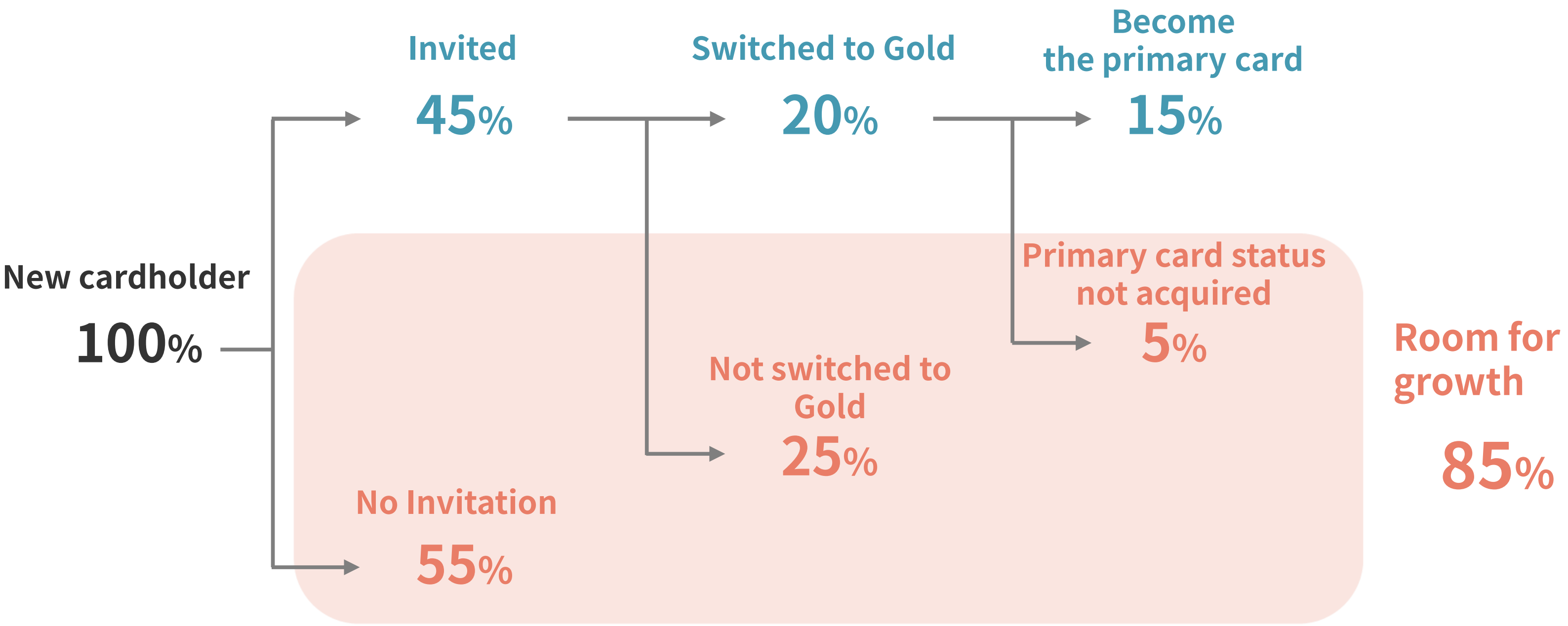


Potential of the Loyal Customer Strategy

MARUI GROUP

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

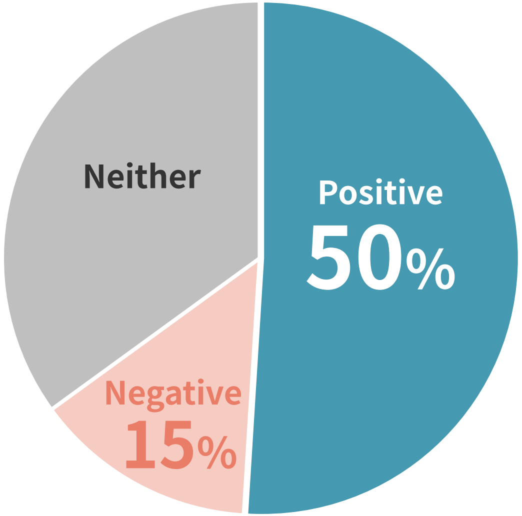
■ Situation after 3 years of membership



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

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

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



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

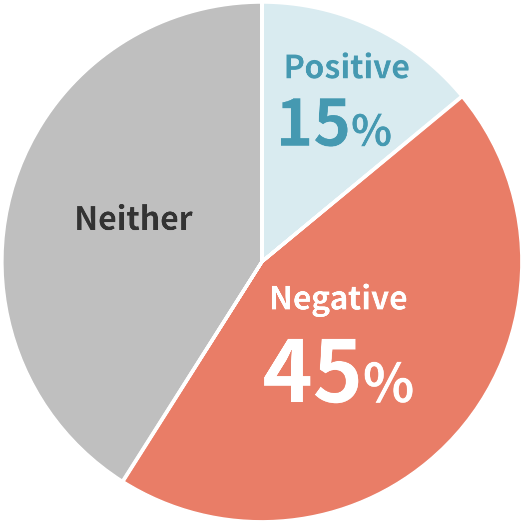
I realized that I am eligible to apply for a Gold card and felt recognized

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

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

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

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



Gold cards are at “one rank above” and for the wealthy

I regretted that I had spent so much that I received an invitation

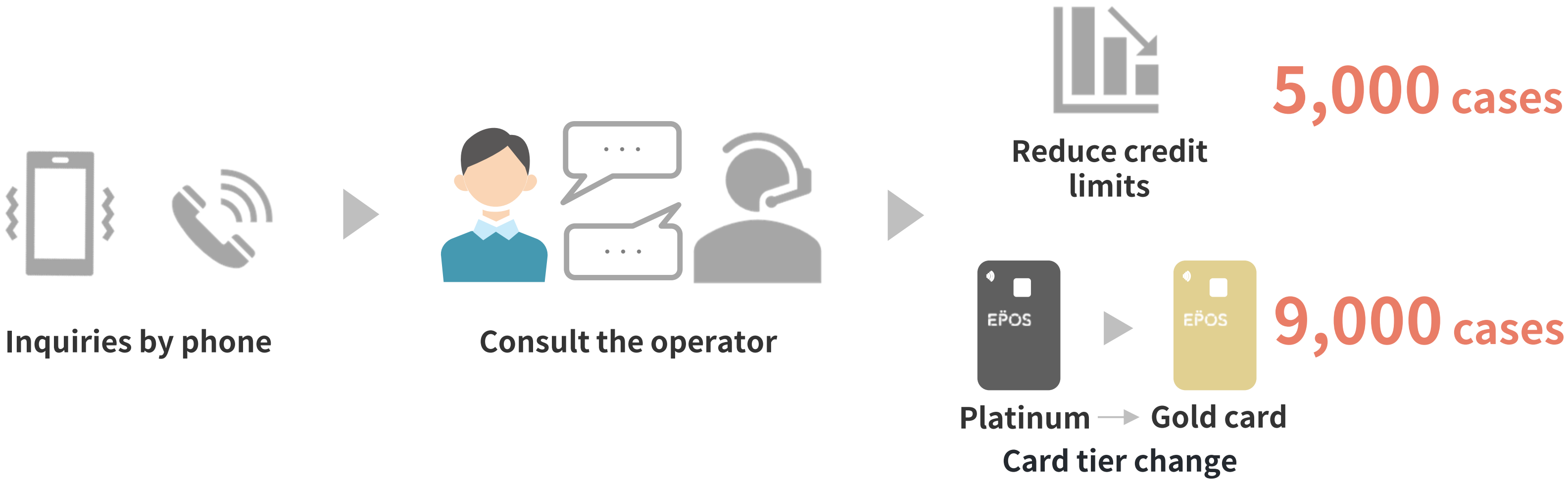
* n=400 (Survey by our company in April 2026)

Number of Customers Who Are Worried about Spending Too Much

MARUI GROUP

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

■ Flow and number of inquiries (FY2026)



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

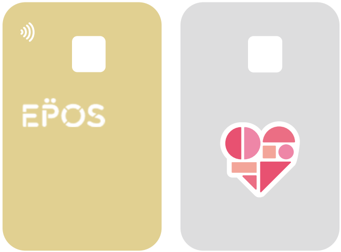
New Strategy

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

Until now

Primarily Gold cards

From now on



Gold Card

+

Cards that support “Suki”

Expansion of Cards That Support “Suki”

MARUI GROUP

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

* As of March 2026

Social contribution

EPOS TOGETHER Card

Only-one

EPOS Pet Card

Sports

TOKYO GREAT BEARS

Music

ZUTOMAYO

Animation

PUELLA MAGI MADOKA☆MAGICA

Character

Miffy

Game

Otomate

New Strategy to Differentiate from Other Companies

MARUI GROUP

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

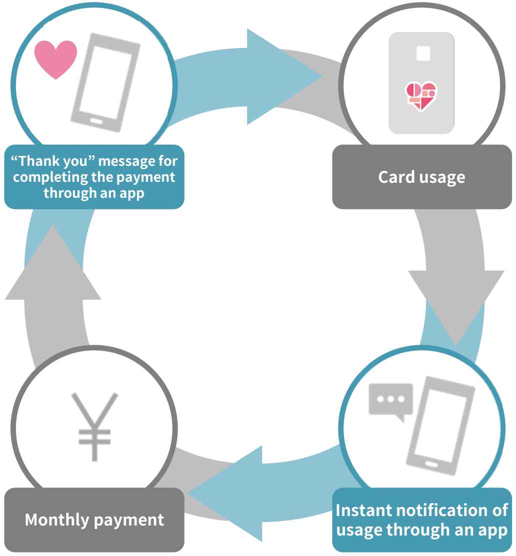
(1) Co-creation of creditability

(2) Special experience relating to “Suki”

(3) Support and donation

Differentiation (1) Co-creation of Creditability

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

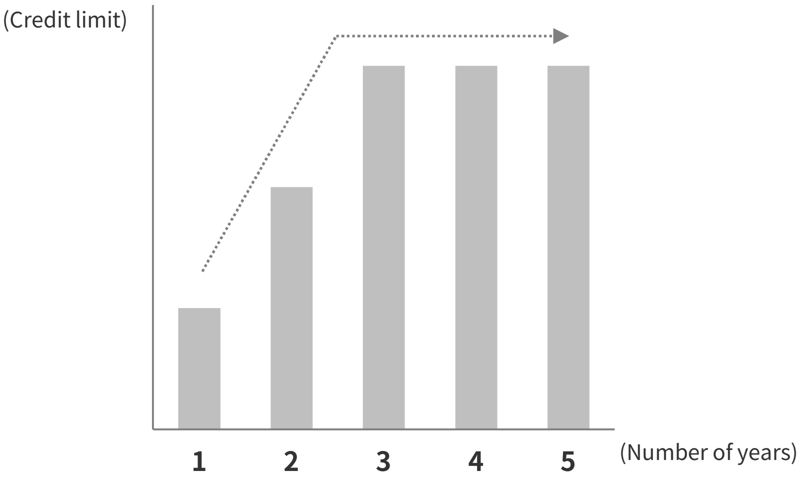


Helping people to use with peace of mind leads to an increase in card spend

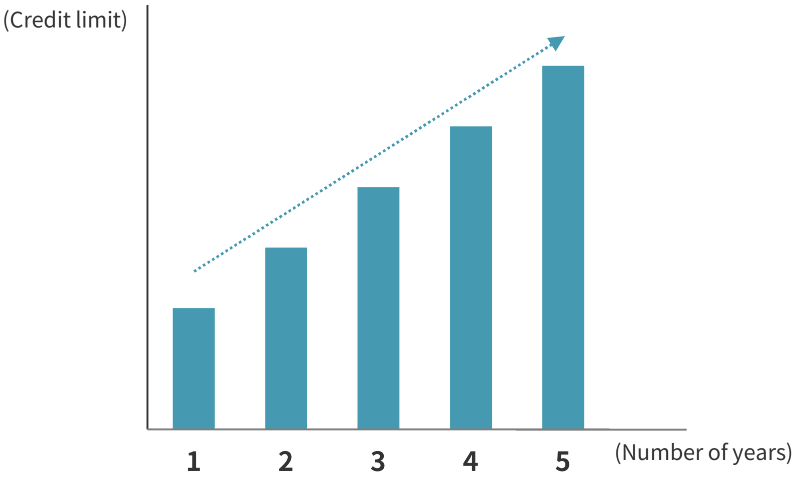
Credit Limit Increase in Line with Customer's Actual User Experience

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

Gold Card



Cards that support "Suki"



Current Initiatives: Resolving Anxiety

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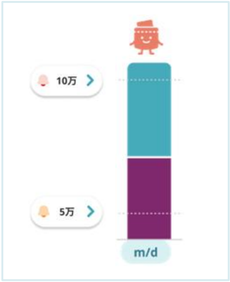
UX design that helps you to use with peace of mind through real-time notifications and notices to prevent over-spending

Real-time notifications

Receive notification immediately after use

Reflected in the statement instantly

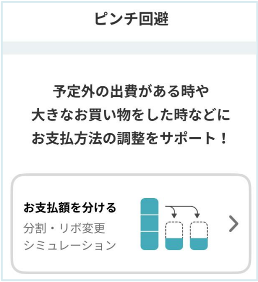
Estimated alert



Set a target amount

Notification of overspending

Avoidance of pinch



Propose installment/ revolving plan options with simulation

Future Initiatives: Enhancing Personalization through DX

MARUI GROUP

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

Detect changes in usage and life stage

- Notice of an increase in credit limit according to usage
- Customer to control credit limit on their own
- Propose various payment methods

Plan to implement AI and UX development with experts

Execute strategic system investments

Differentiation (2) Special Experience Relating to “Suki”

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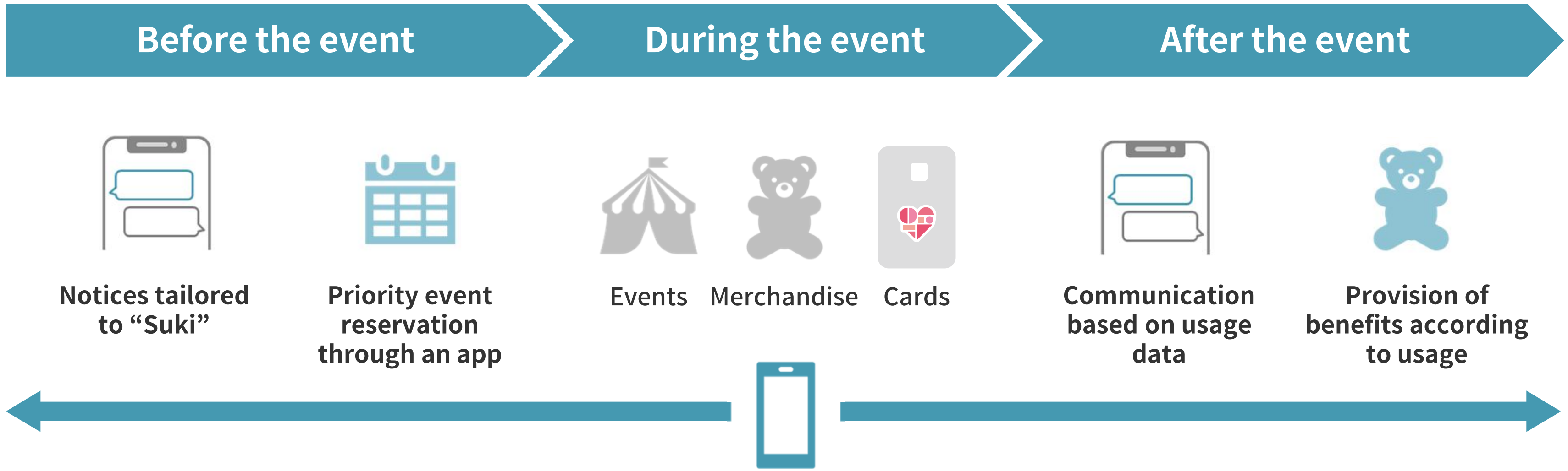
Demonstrate group-wide strengths to the maximum as a unit supporting “Suki” for differentiation



Constantly connected through online contact

Example of Experience Using Event/Merchandise with Cards Supporting "Suki"

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

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

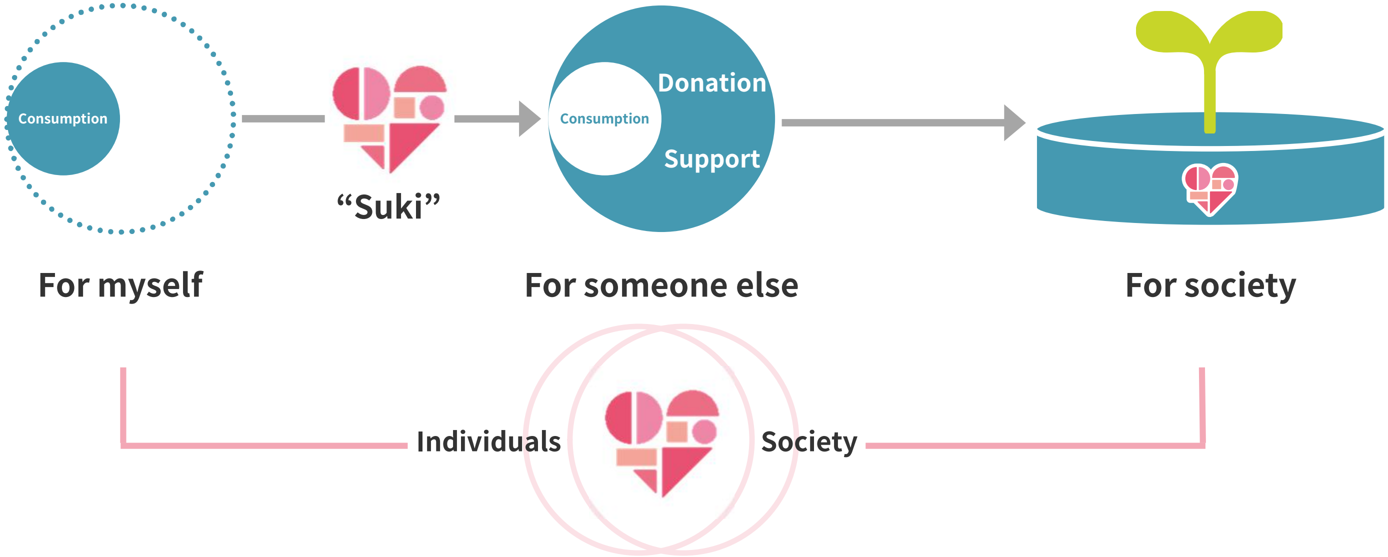
Number of participants:
100

Participants

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

Differentiation (3) Support and Donation

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



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

Status of Support and Donation Cards

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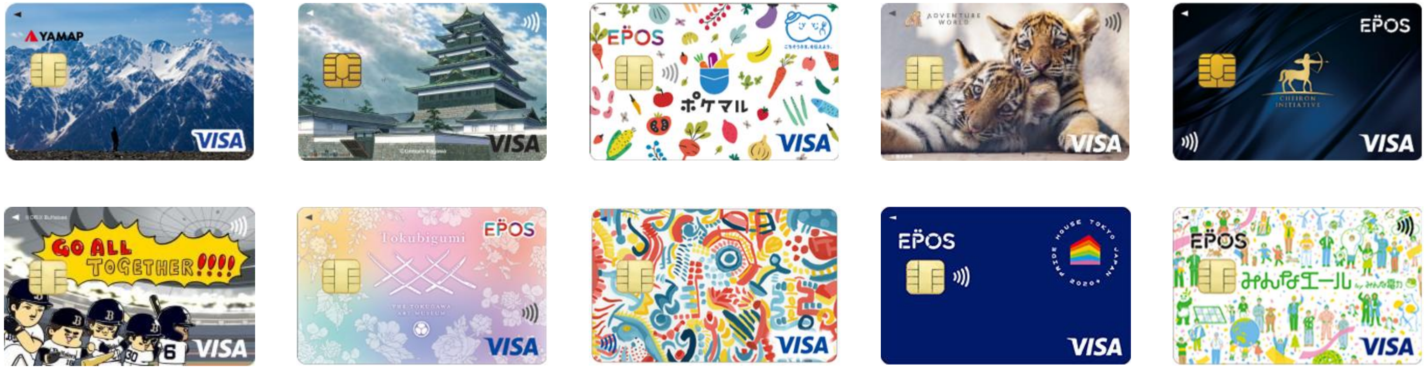
Support and donation cards

37 projects **130,000** cardholders

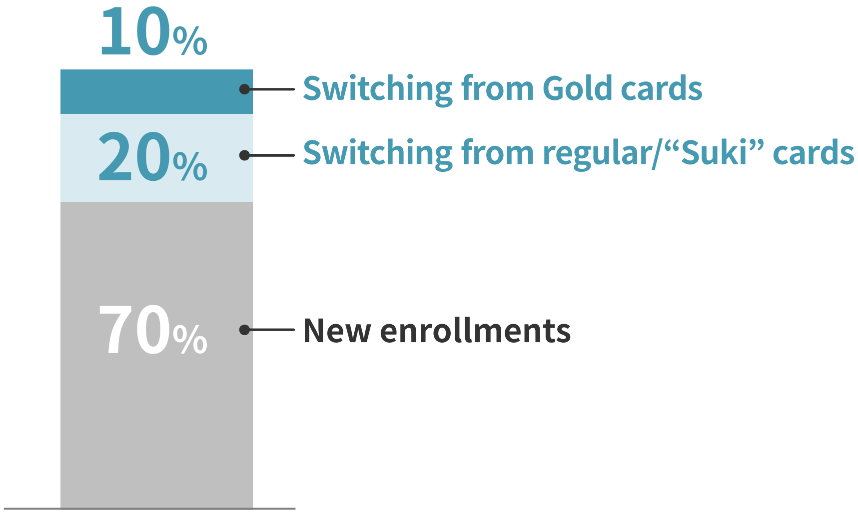
* As of March 2026



Switching to Support and Donation Cards

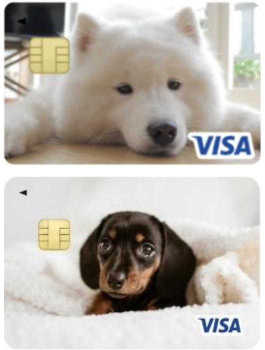
Changing customer values from status to “Suki”

■ Composition of EPOS Pet Card membership by admission route



Status

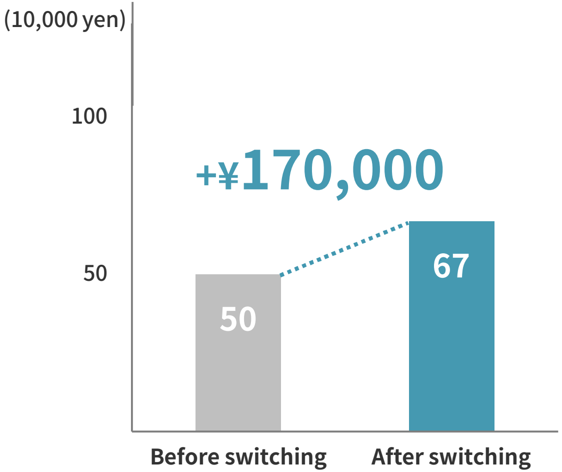
The irreplaceable “Suki”



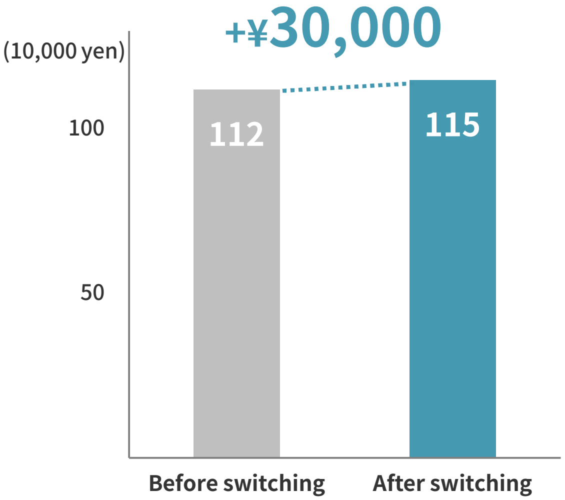
Card Spend of Customers Who Switched to Pet Cards

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

■ Switching from regular/other “Suki” cards



■ Switching from Gold cards



Examples of Support Using Support and Donation Cards

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

HERALBONY CARD

Launched in November 2021

Number of cardholders	More than **57,000**
Amount of money raised to support	**¥100** million or more in cumulative total

Museum Epos Card

National Museum of Art, Independent Administrative Institution

National Institutes for Cultural Heritage, Independent Administrative Institution

National Museum of Nature and Science, Independent Administrative Institution

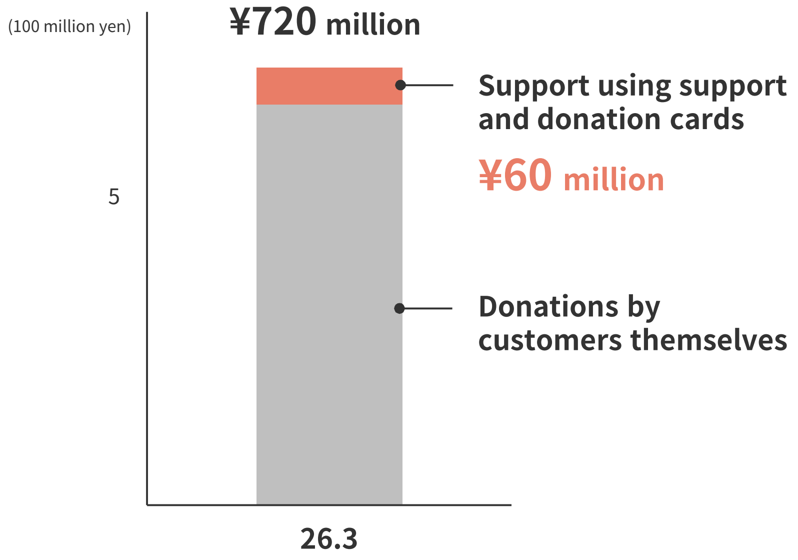
Launched in March 2025

Number of cardholders	More than **10,000**
Amount of money raised to support	**¥10** million or more in cumulative total

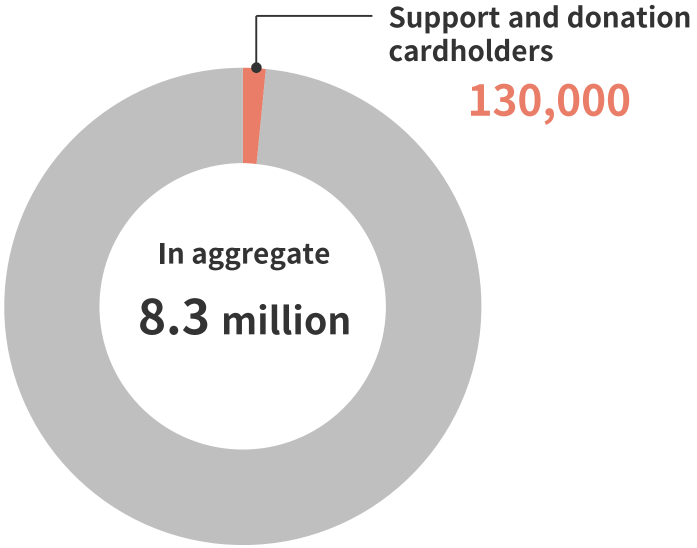
Challenges with Support and Donation Cards

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

■ Status of support and donation by credit cards



■ Status of support and donation cardholders



* As of March 2026

For Expansion of Consumption for Someone Else and for Society

Expand support methods using "Suki"-supporting cards to realize impact

Until now

22 projects

Support and donation in the amount set for each card at the time of card issuance

33 projects

Support and donate points equivalent to 0.1% of card spend

\+

From now on

Support and donation through events/merchandise

Crowdfunding that supports "Suki"

Expanding Support and Donation Cards

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

New cards

■ ORIX Buffaloes EPOS Card

Support Orix Buffaloes' junior team

Launched: March 2026

■ National Theater EPOS Card

Support projects that connect traditional performing arts to the future

Launched: May 2026

Existing cards

■ FC MACHIDA ZELVIA EPOS Card

Support the management of a sports team

Launched: February 2025

Support added: January 2026

■ Tokugawa Art Museum EPOS Card

Support preservation of cultural properties and museum operation

Launched: November 2022

Support added: April 2026

Strengthening Support and Donation Experience

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

■ Rewards for support

New membership — ‘Thank you’ message and video for the first support and donation

▼

6th month of membership — Limited messages and videos according to certain card spend

▼

1st anniversary of membership — Invitation to a special experience-based event

■ Enhancement of reports on activities of those supported

Activity details

Support obtained and the number of people who supported this project

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

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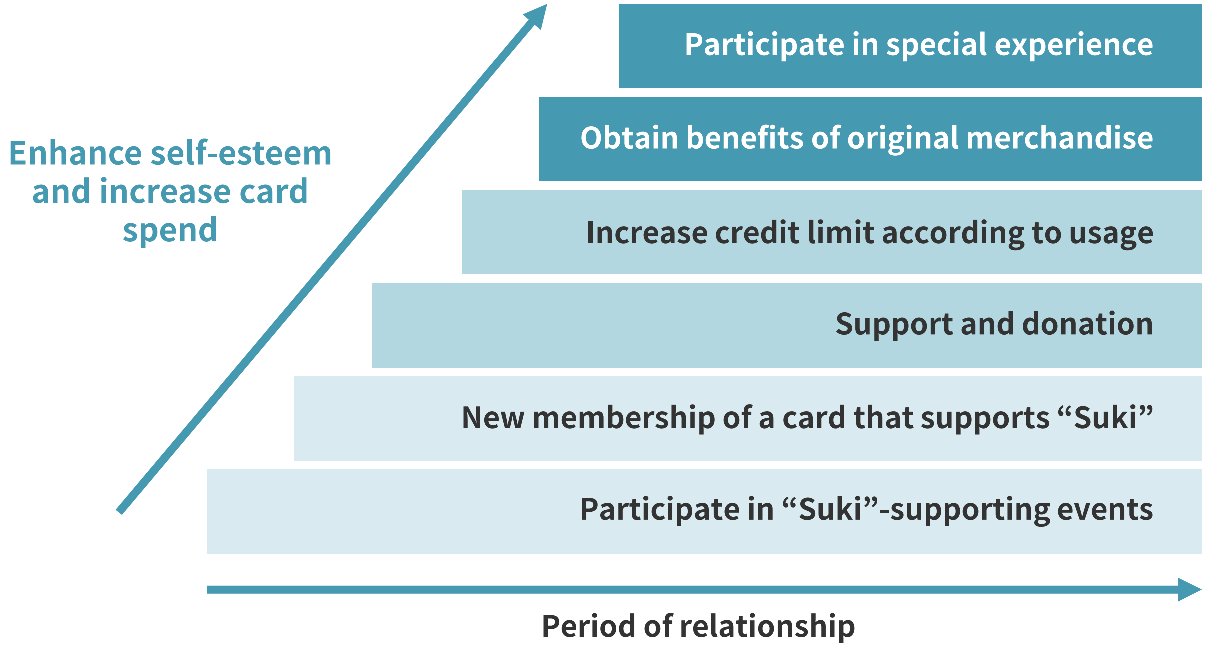
Build a large number of contact points and long-term relationships, while responding to customers’ “Suki” to enhance their self-esteem and increase card spend

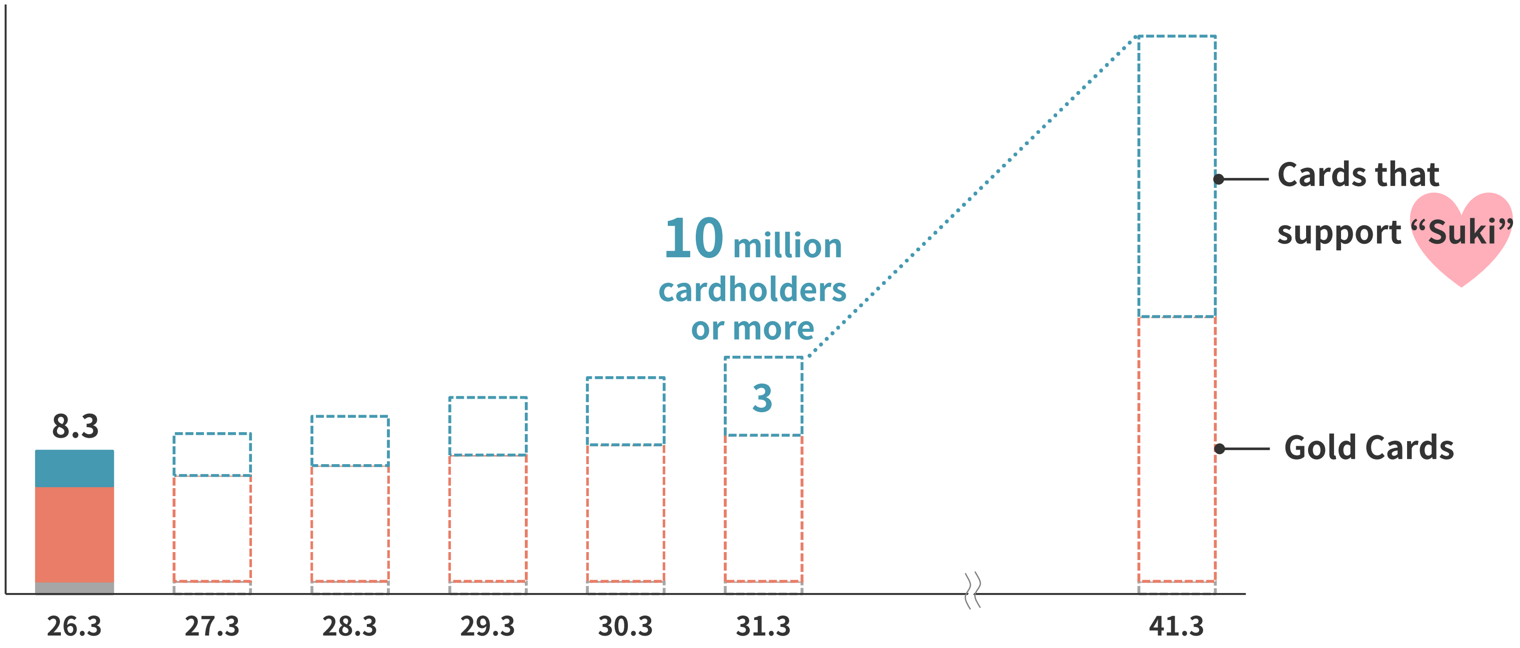


Membership Plan for FY2031

MARUI GROUP

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

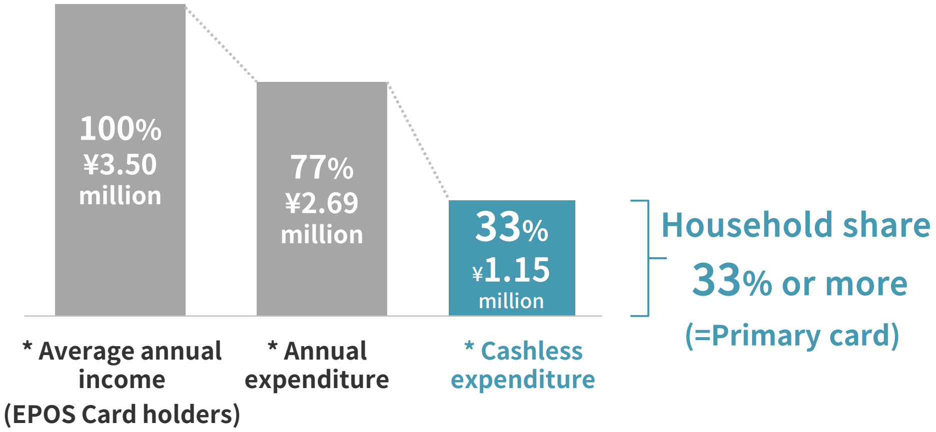
■ Membership plan by card type



Concept of Loyal Customers

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

■ Definition of primary cards



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

■ The concept of loyal customers

Household share 33% or more / Card spend ¥1.15 million or more

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Period of relationship

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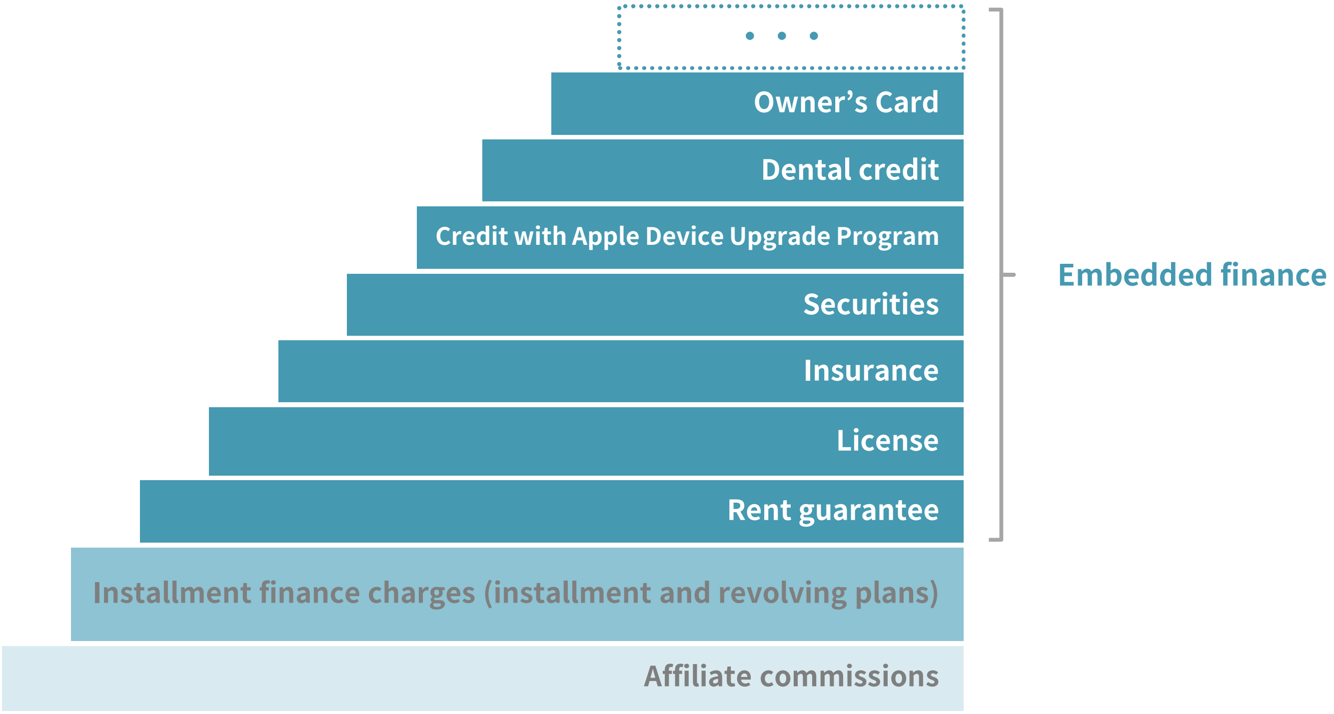
Growth of Businesses of Existing Business Expansion Type

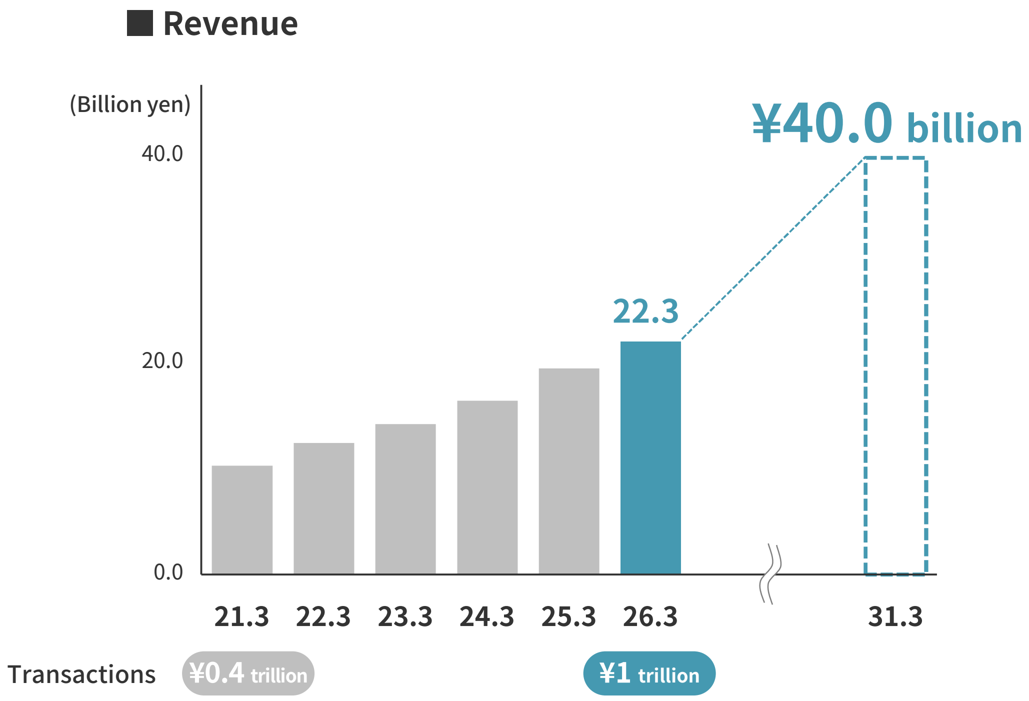
Making revenues multi-layered further through embedded finance



Rent Guarantee

MARUI GROUP

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



Medium-term initiatives

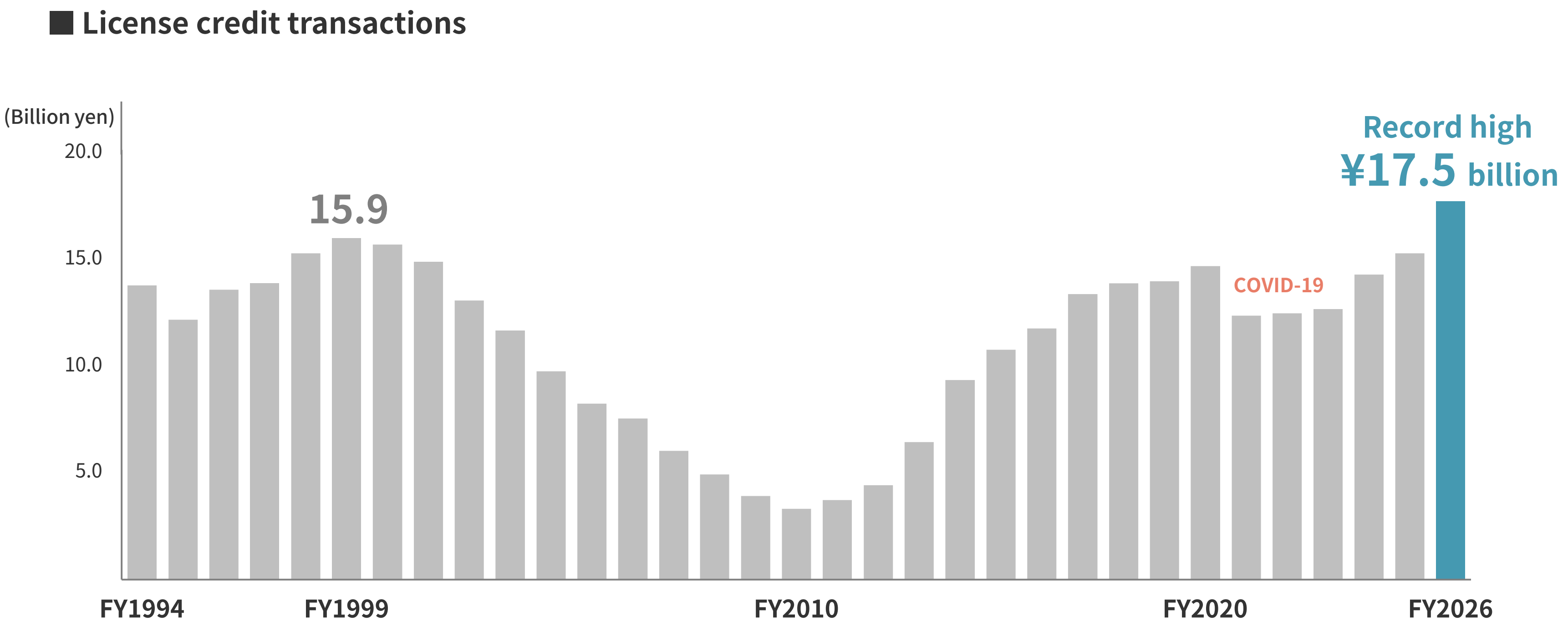
(1) Alliance with a major real estate management company

(2) Enhancement of corporate rent guarantee

(Commercial facilities, offices, logistics facilities)

License Credit

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



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

Renewed Growth of License Credit: Providing Plans for Foreign Residents

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

■ Co-creation with GTN

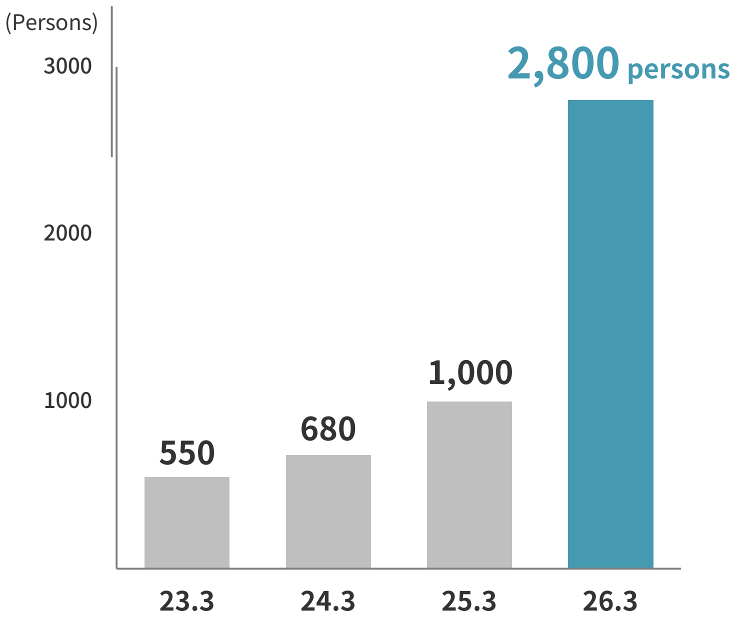
Driver's license loan plan exclusively for foreigners

EPOS × GTN Global Trust Networks

Multilingual support

Foreign students acceptable

■ Number of services provided to foreign residents



Dental Credit

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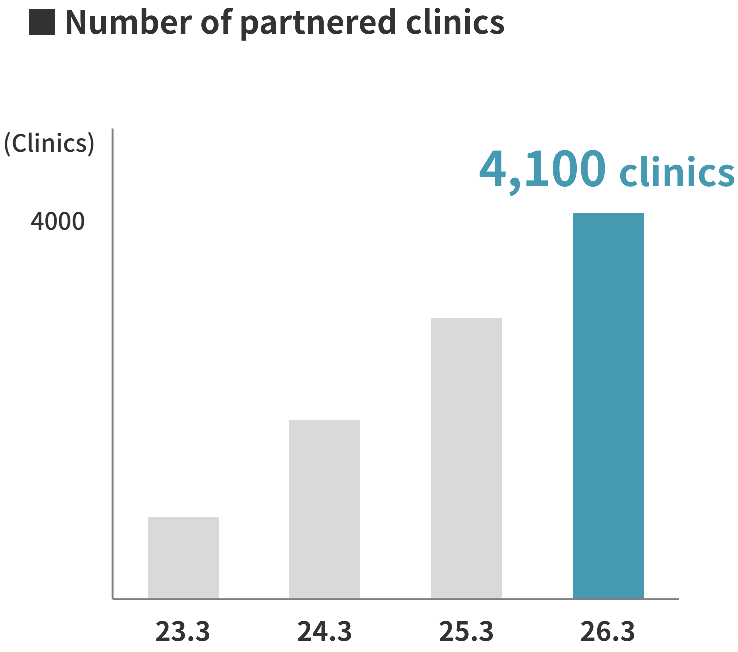
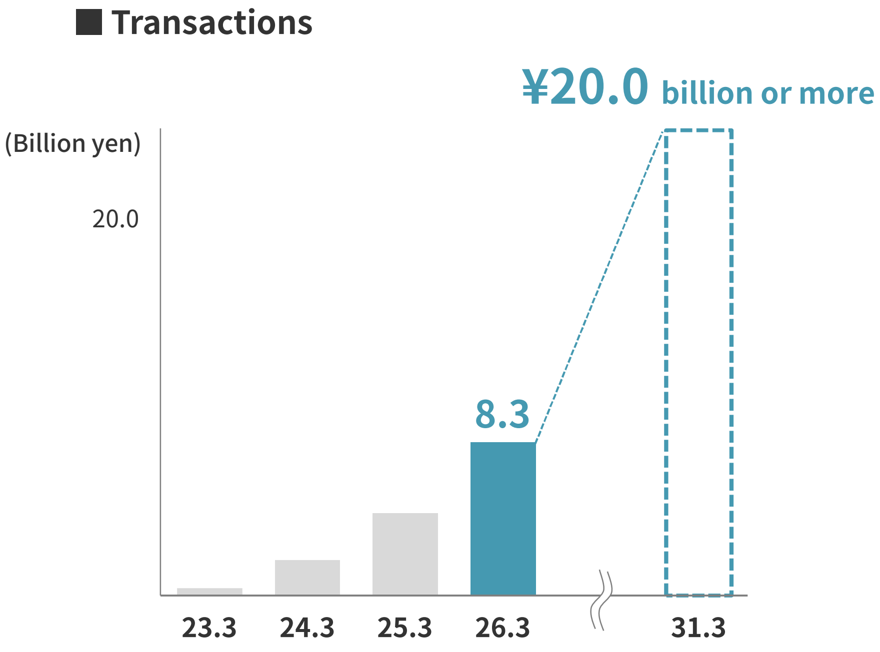
The number of partnered clinics has steadily increased to over 4,000 due to sales utilizing our network and referrals from existing partners





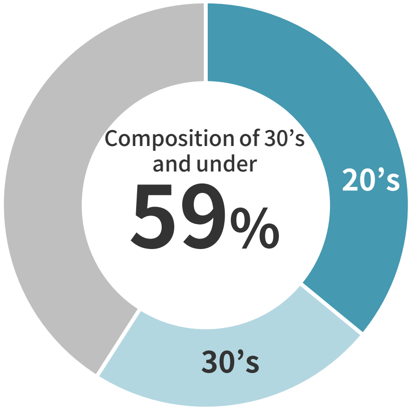
* Number of dental offices nationwide: 65,000

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

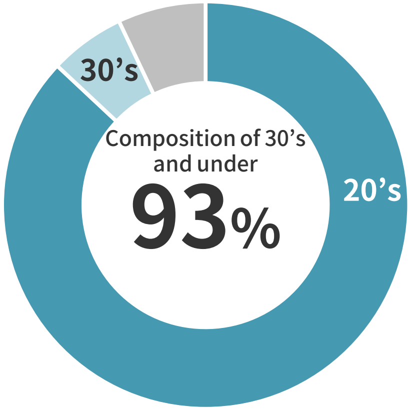
Age Groups of Embedded Finance Users

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

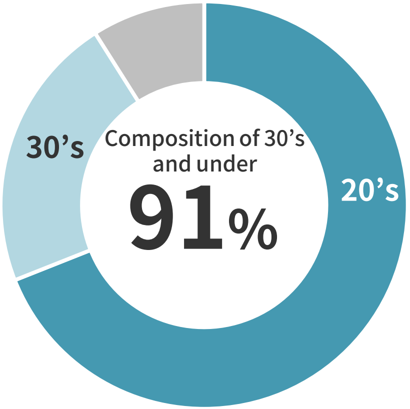
■ Rent guarantee



■ License credit



■ Dental credit



* As of March 2026

New Embedded Finance

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

Diverse workstyles	Realize work that leverages "Suki"

Corporate managers

Sole proprietors

Freelancers

Younger generations

▼

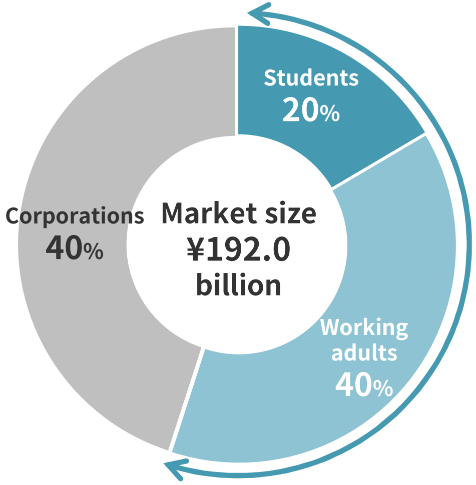
Vocational/certification school cost installment service

About Vocational/Certification Schools

MARUI GROUP

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

■ Market size of vocational/certification schools



Individuals
¥120.0 billion
(Composition 60%)

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

■ Program examples

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

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

Competitive Advantages of EPOS Card

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

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

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

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

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

Future Prospects for the Business Supporting Younger Generations

MARUI GROUP

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

EPOS
installment service

×

LEC東京リーガルマインド

Year established	1979
Number of schools	27 schools

CPA会計学院

Year established	2001
Number of schools	5 schools

New Initiatives of Businesses of Existing Business Expansion Type

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

■ EPOS CRYPTO Card for bitbank

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

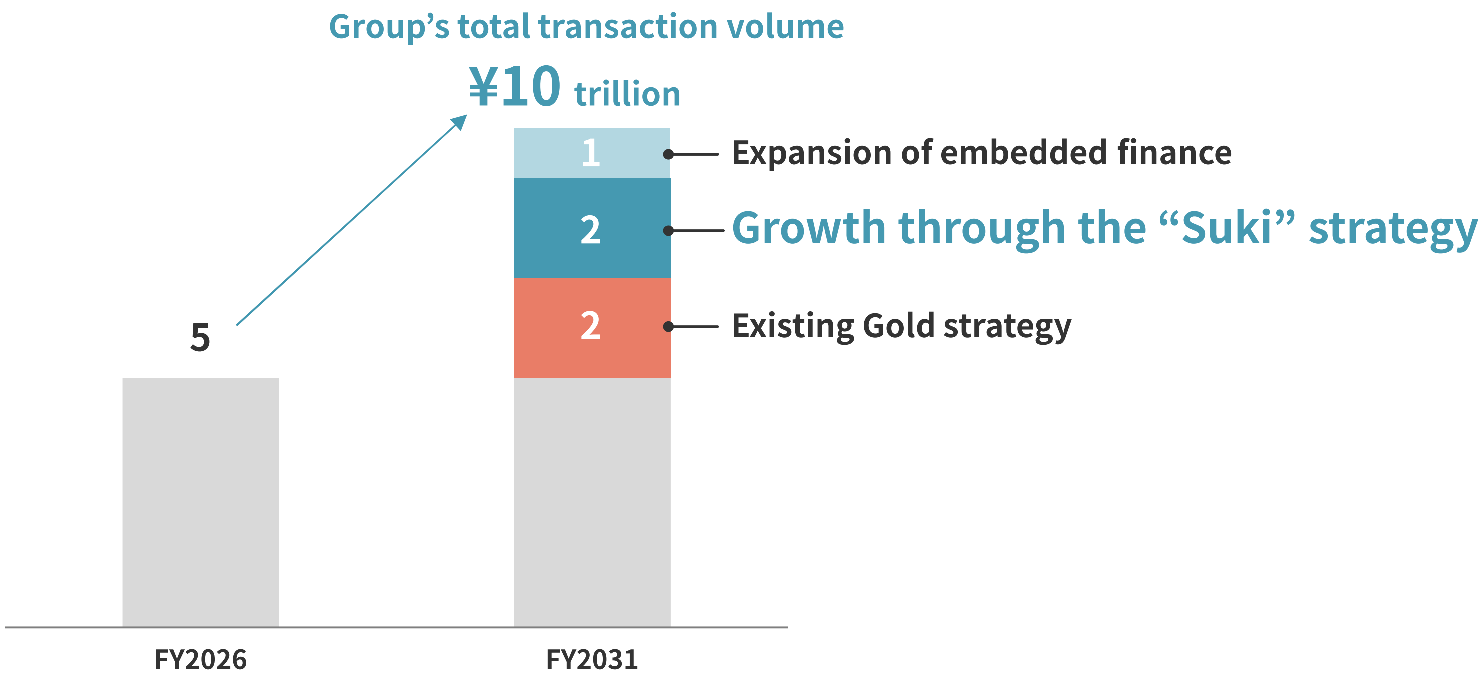
* First in Japan (as of April 27, 2026)

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

Toward a Group Total Transaction Volume of ¥10 Trillion

MARUI GROUP

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



FY2031 KPIs

MARUI GROUP

Group's total transaction volume

FY2026		FY2031
¥5 trillion	▶	¥10 trillion

Percentage of primary card status acquired

FY2026		FY2031
23%	▶	35%

Q&A

Progress and Initiatives in Retailing Segment

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

Introducing the Presenter

MARUI GROUP CO., LTD.
Managing Executive Officer

President and Representative Director
MARUI CO., LTD.

Masahiro Aono

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

Schedule for Today’s Presentation

1 FY2026 Results and FY2027 Outlook

2 Expansion of Unit That Supports “Suki”

3 Direction of Stores

1 FY2026 Results and FY2027 Outlook

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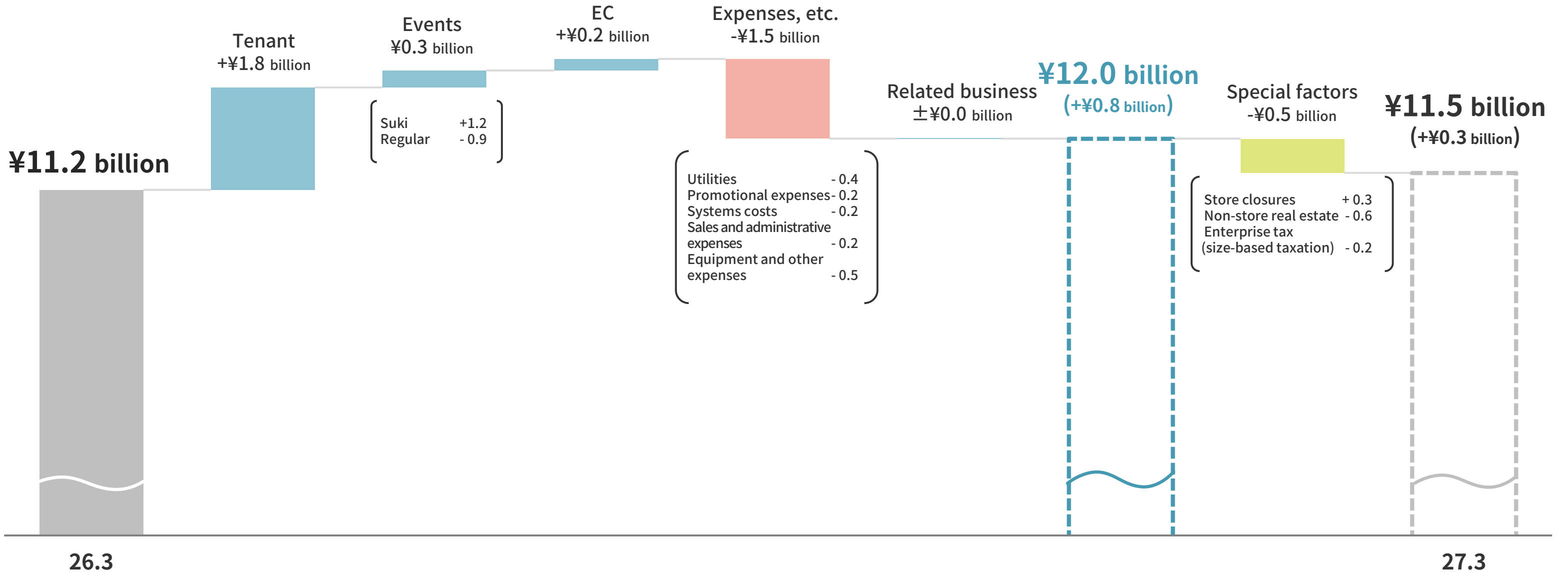
FY2026 Results

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

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

FY2027: Outlook for Operating Profit

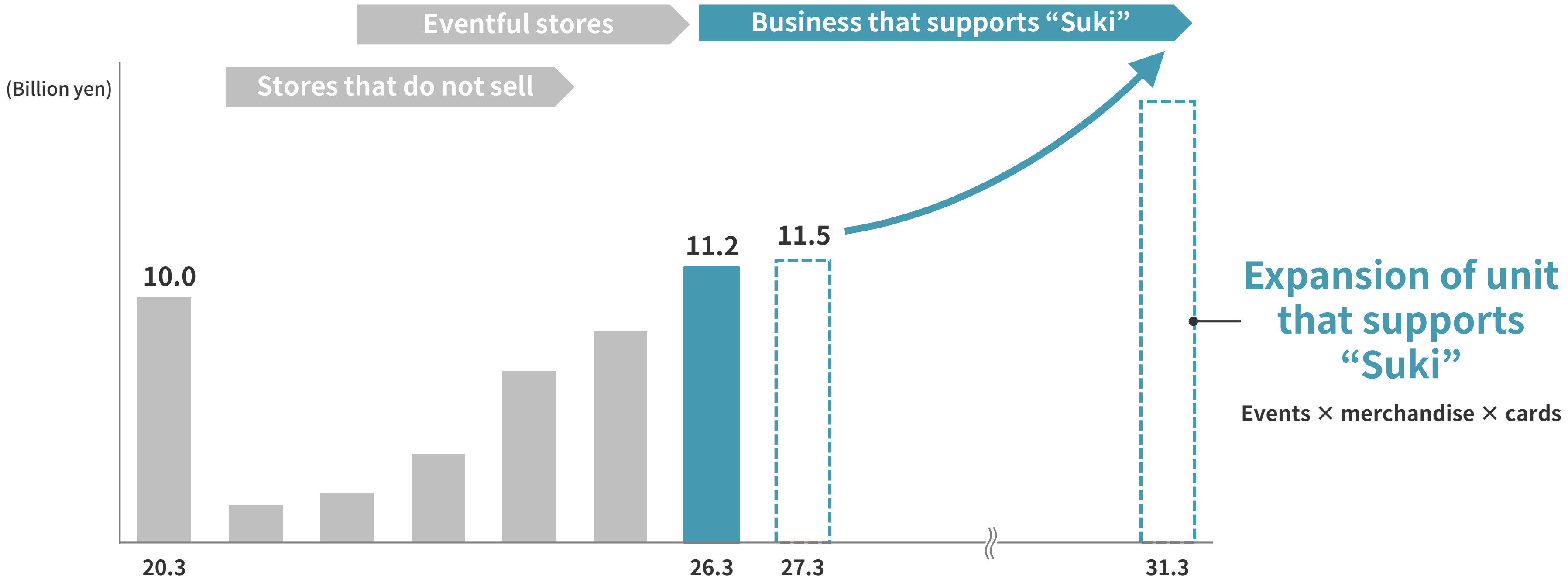
For FY2027, operating profit is expected to increase ¥0.8 billion in real terms, to ¥11.5 billion due to special factors of negative ¥0.5 billion



Profit Growth of Retailing

Shift to a business that supports "Suki" for a new growth stage

■ Changes in operating profit of Retailing segment



MARUI GROUP

1 FY2026 Results and FY2027 Outlook

2 Expansion of Unit That Supports “Suki”

3 Direction of Stores

Unit That Supports "Suki"

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

Unit That Supports “Suki”

MARUI GROUP

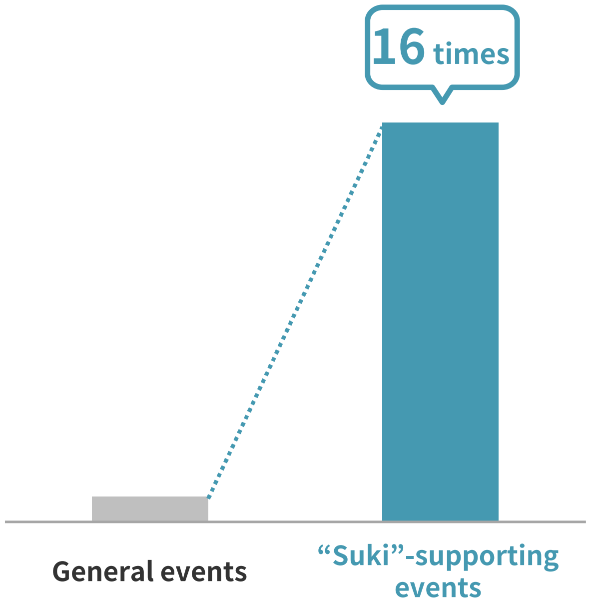
1. Expand memberships through “Suki”-supporting events
2. Expand business through group-wide development of merchandise
3. Build customer loyalty through integration of retailing and FinTech

Shift to "Suki"-Supporting Events

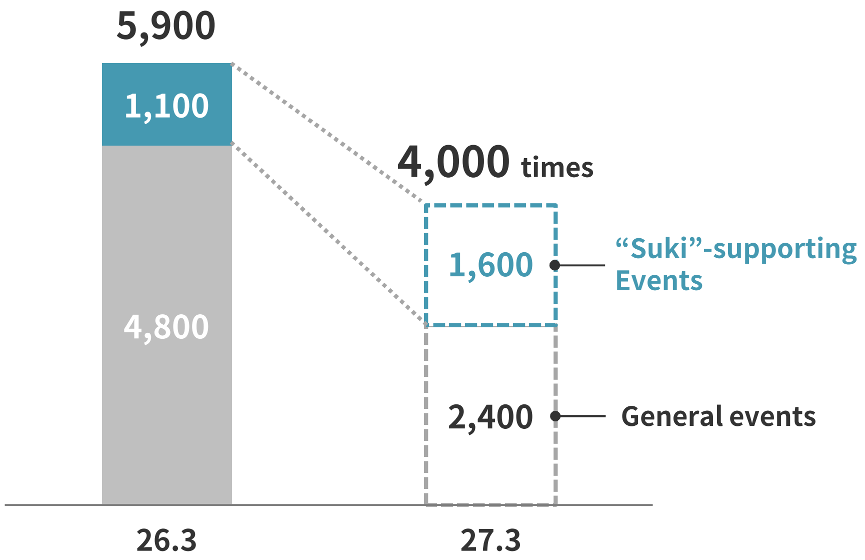
MARUI GROUP

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

■ New membership per day in FY2026



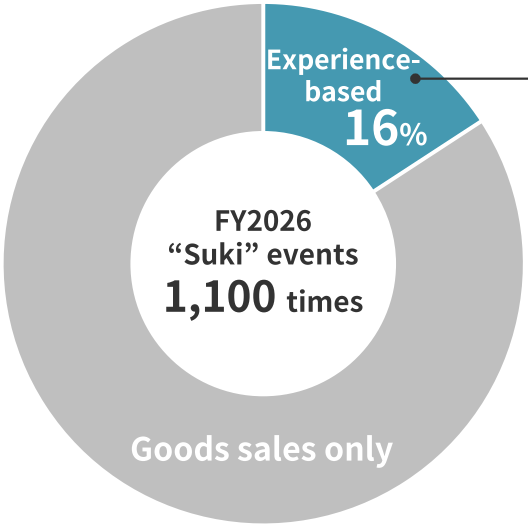
■ Number of events to be held in FY2027



Expanding Experience-Based Events

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

■ Composition of experience-based events

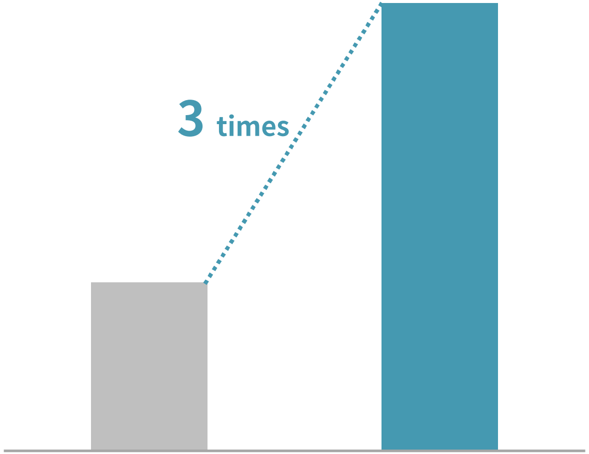


Goods sales

+

Exhibition/live

■ New memberships per day in FY2026



Expansion of Experience-Based Event Space

MARUI GROUP

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

To triple experience-based event space

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

* Yurakucho Marui, 8th Floor: 195 tsubo (Approximately 644.6 m^2)

Exhibition space

Card issuance counter

Large monitor/acoustics

Lighting

Development of External Facilities

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

Yokohama Sky Building, 8th Floor

Reopened in March 2026

Umeda area

New store to be opened in the fall of 2026

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

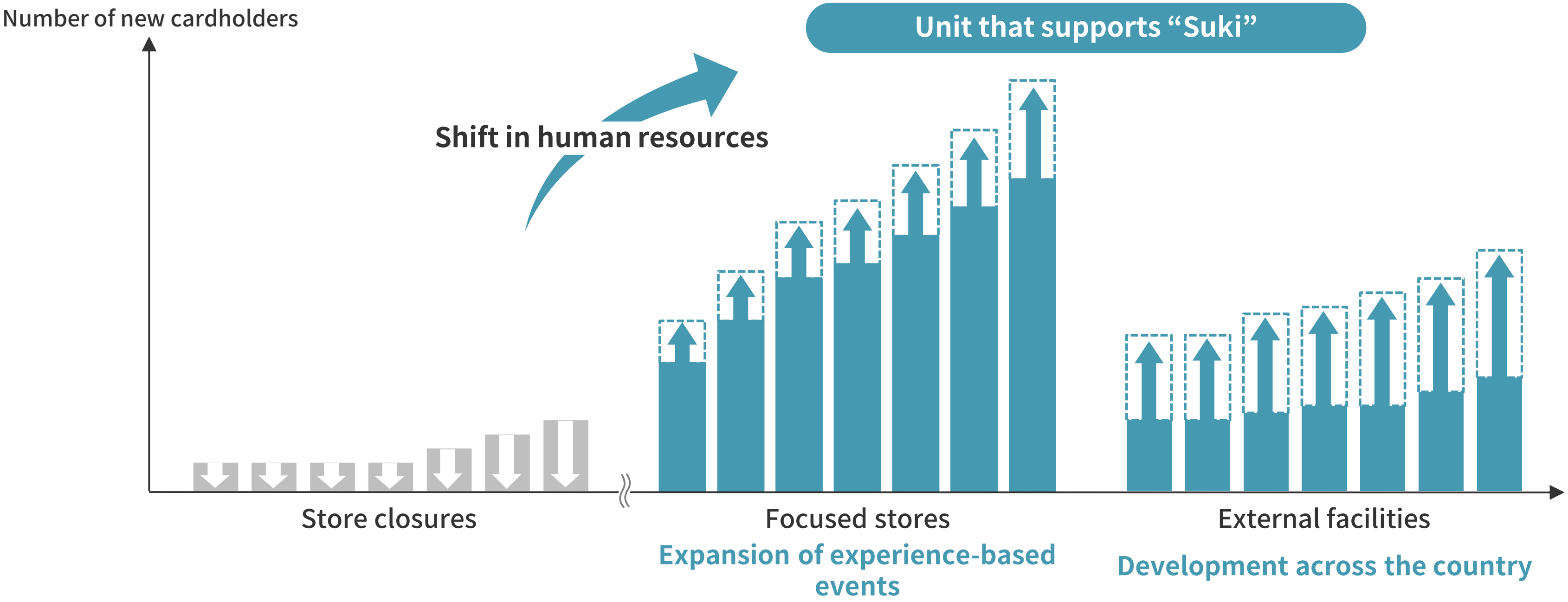
* EPOS' share is among 20 years old or older, as of March 2025

Expand Memberships through “Suki”-Supporting Events

MARUI GROUP

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

■ Expansion of memberships through events in FY2031



Difference from FY2026	- 30 thousand persons	+ 70 thousand persons	+ 70 thousand persons

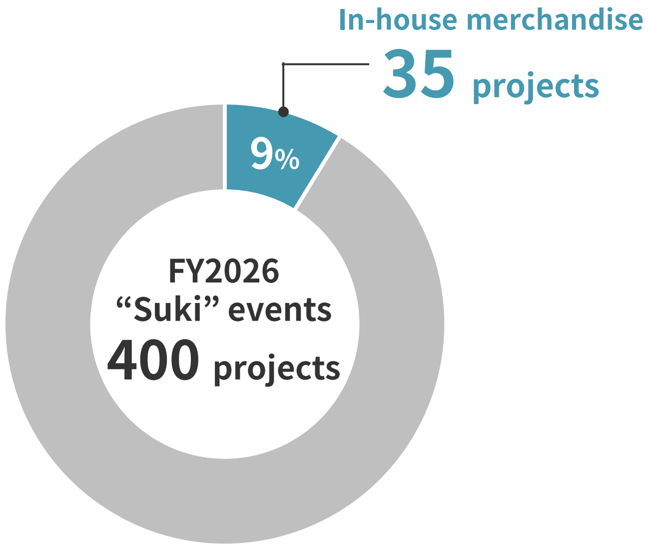
Unit That Supports “Suki”

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

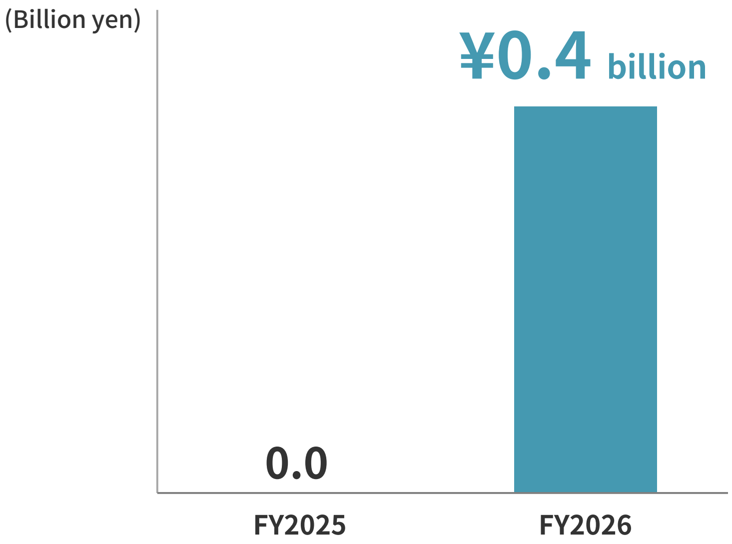
Status of In-house Merchandise

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

■ Number of in-house merchandise projects



■ Sales of in-house merchandise



Development of Distinctive Merchandise

MARUI GROUP

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

Mobile Suit Gundam: Extreme Vs.

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

■ Game cabinet-type smartphone stand

Set your smartphone and play video

Realistic sensation as if you were in an amusement arcade

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

Development of Merchandise That Leverages Employees' "Suki"

MARUI GROUP

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

TV program for infants "synapusyu"

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

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

■ The 2nd "Suki" Supporting Contest

Mom employees

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

Trial Overseas Rollout through Co-creation

MARUI GROUP

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

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

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

Taiwan

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

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

Strengthening the Merchandise Development System

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

Product planning

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

Erika Wakamatsu

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

Overseas development

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

Yoh Shu

Wholesale of merchandise and IP development in Asian region

Data management

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

Masanori Saito

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

IP management

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

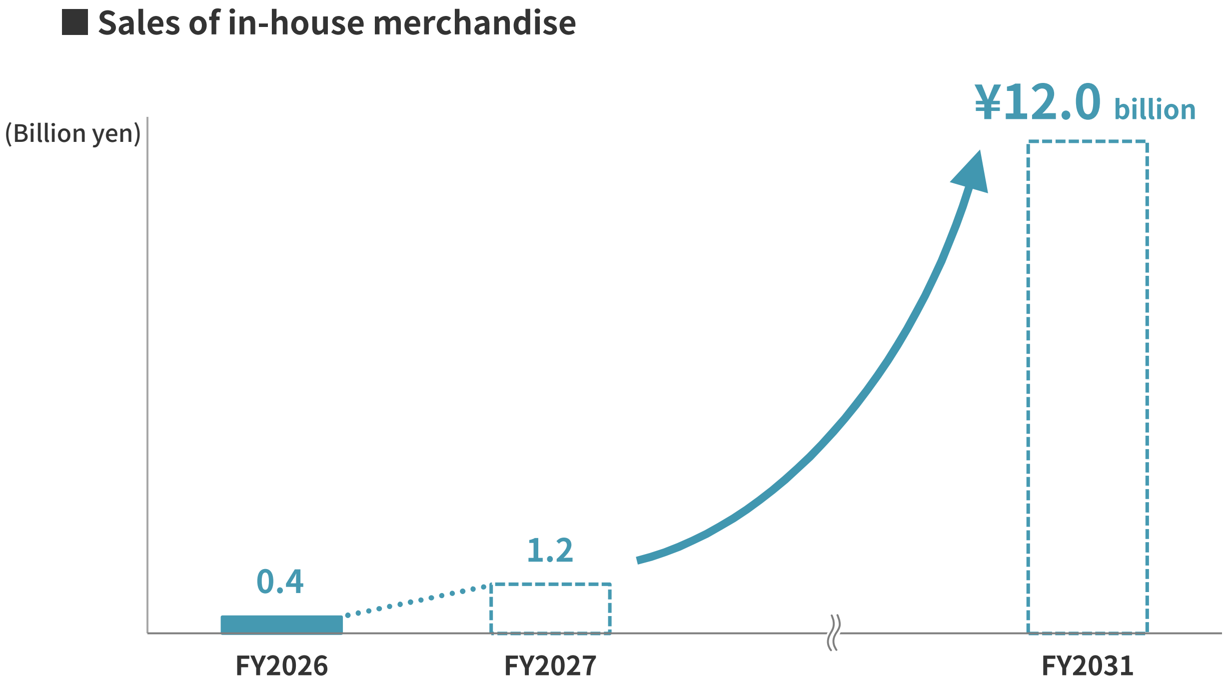
Naoya Sonoda

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

Planning of In-house Merchandise

MARUI GROUP

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



Unit That Supports “Suki”

MARUI GROUP

1. Expand memberships through “Suki”-supporting events
2. Expand business through group-wide development of merchandise
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Integrated Management of Retailing and FinTech

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

Sales Floor Operations ▶ Membership guidance ▶ Card issuance

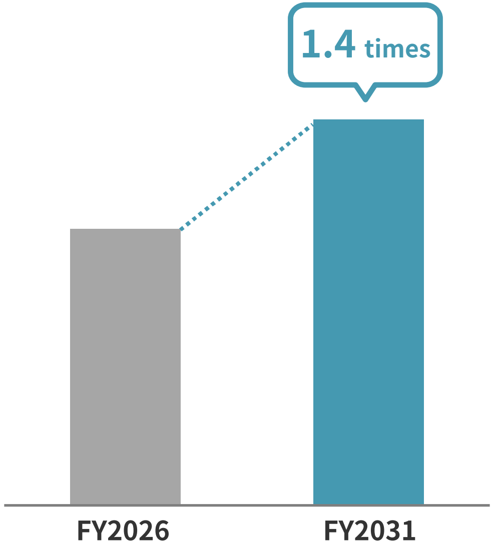
Until now

300 staff members in charge of retail operations → EPOS Card Center

From now on

Transfer 300 staff members in retail to EPOS Card

■ Card issuance per employee



Building Customer Loyalty through Events

MARUI GROUP

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

■ Benefits and experience for Otomate members

Holding events regularly

Continued for 15 years

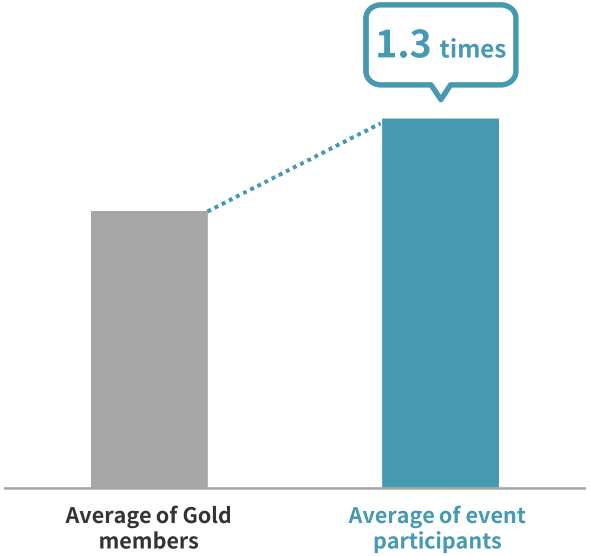
"OTOMATE MARKET"

New membership and usage benefits

Merchandise not for sale

Limited postcards

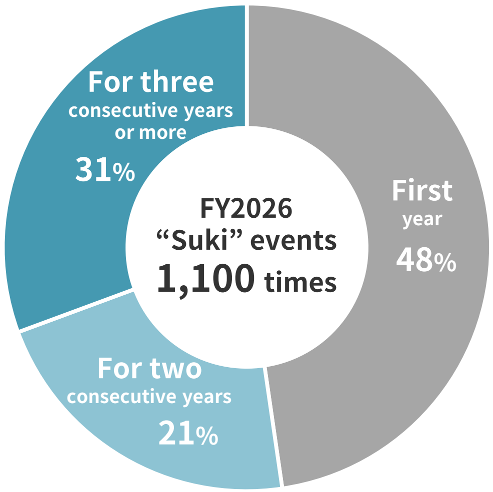
■ Annual card spend of EPOS Card



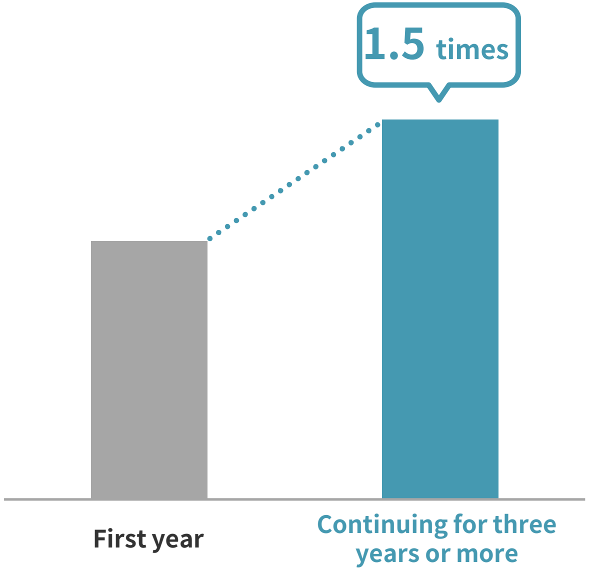
Building Customer Loyalty through Events

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

■ Breakdown of events hosted regularly



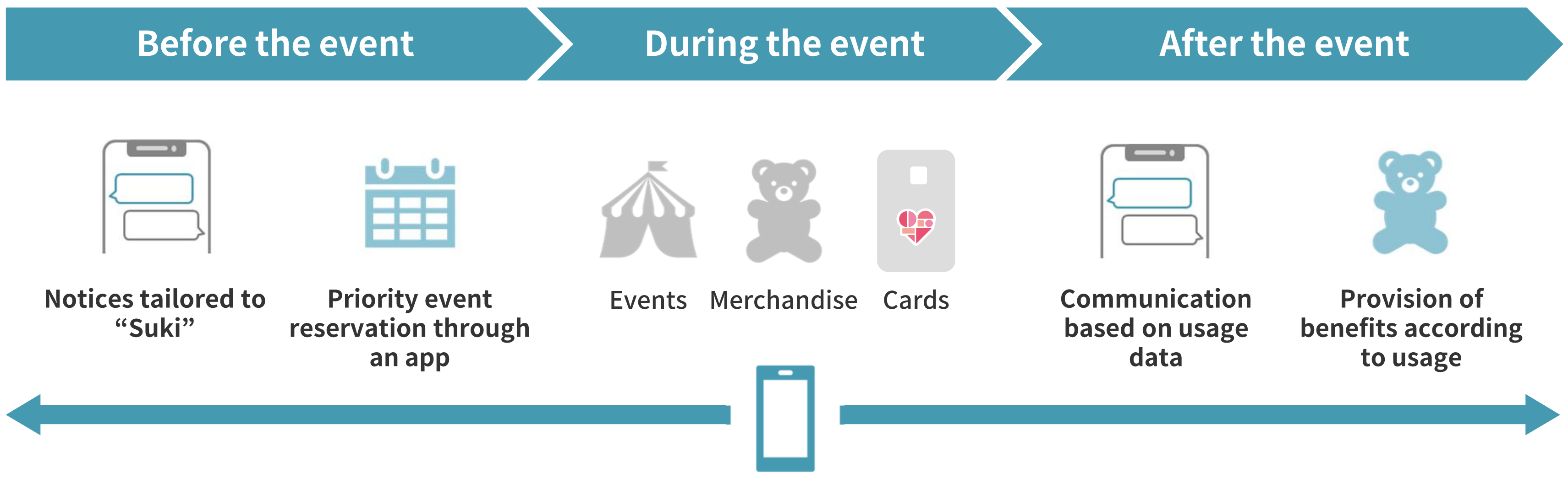
■ Card spend per event day



Evolving the Provision of Experience through Events

MARUI GROUP

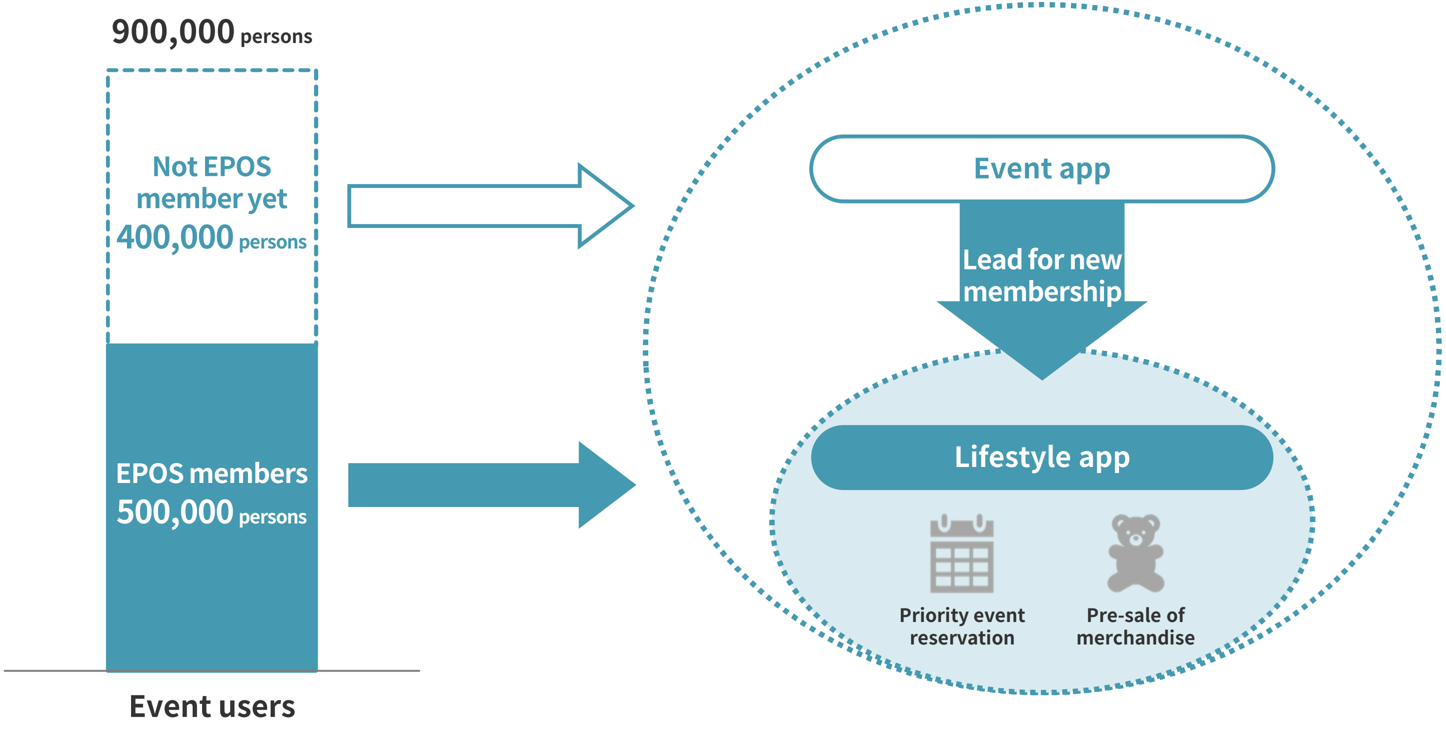
Going forward, we will constantly connect through online contact to accelerate building customer loyalty through events



Constantly connected through online contact

Creating Further Opportunities through Online Contact

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

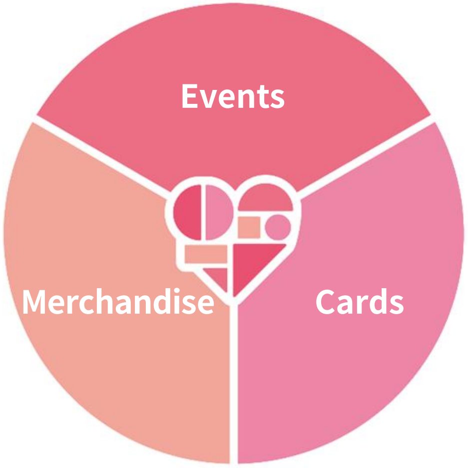


* Estimated from FY2026 user data

KPIs for the Fiscal Year Ending March 2031

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

Unit that supports “Suki”



	FY2026	FY2031
New cardholders	870,000 persons	1.2 million persons
Primary card ratio	23%	35%
Group’s total transaction volume	¥5 trillion	¥10 trillion

1 FY2026 Results and FY2027 Outlook

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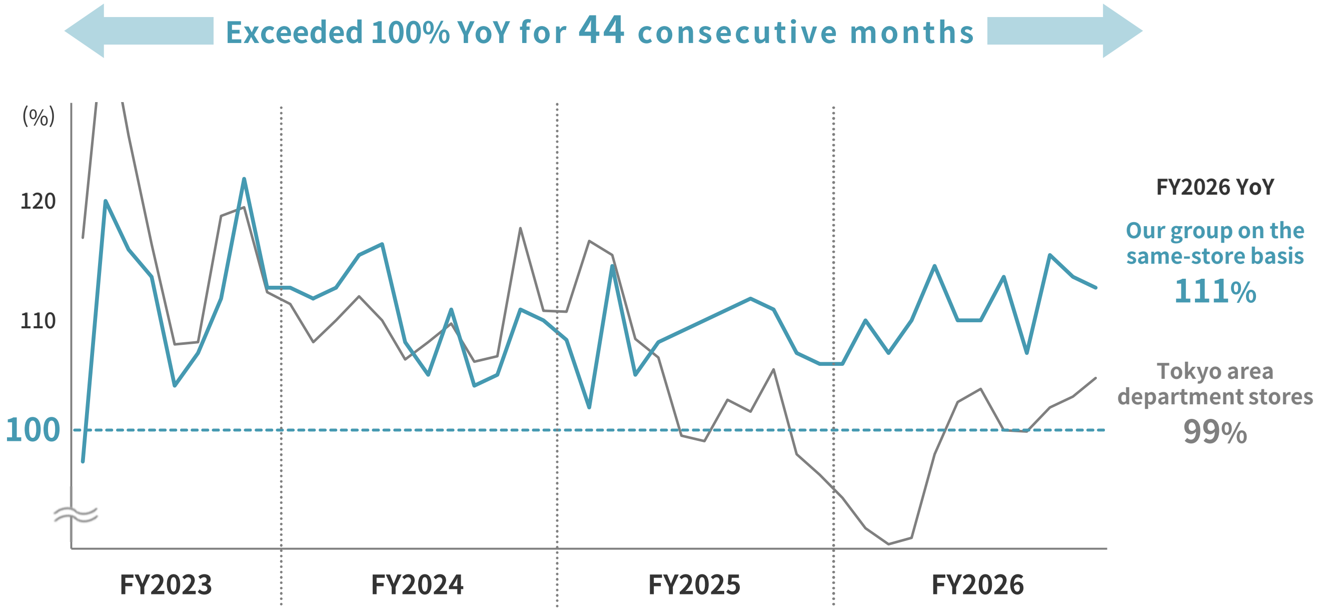
Initiatives to Date

MARUI GROUP

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

■ YoY changes in monthly same-store transactions



Development of stores that do not sell

▼

Replacement of tenants

▼

Expansion of the number of customers and transactions

▼

Expansion of fixed-term rental revenue

* Tokyo area department stores: Tokyo Area Sales Overview (Year-on-Year), Japan Department Stores Association

Tenant Examples

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

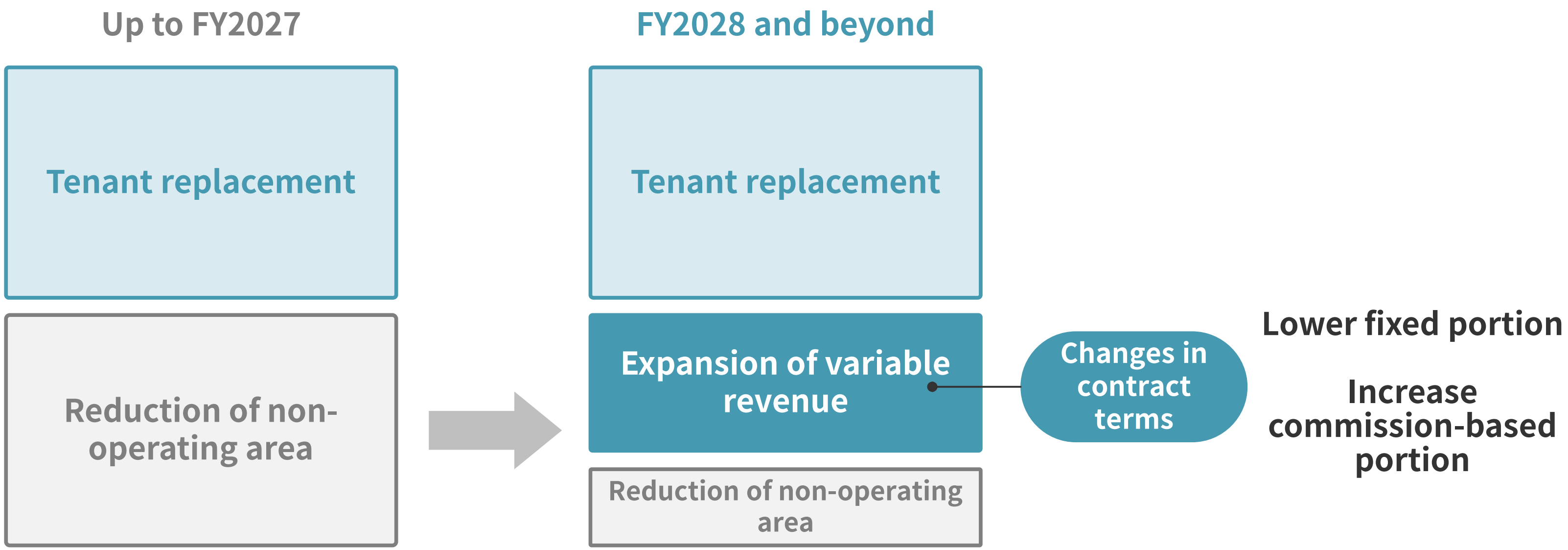
“Pokémon Center Fukuoka”
Hakata Marui, 2nd Floor

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

Expansion of Fixed-Term Rental Revenue

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

■ Changes in the structure of fixed-term rent revenue

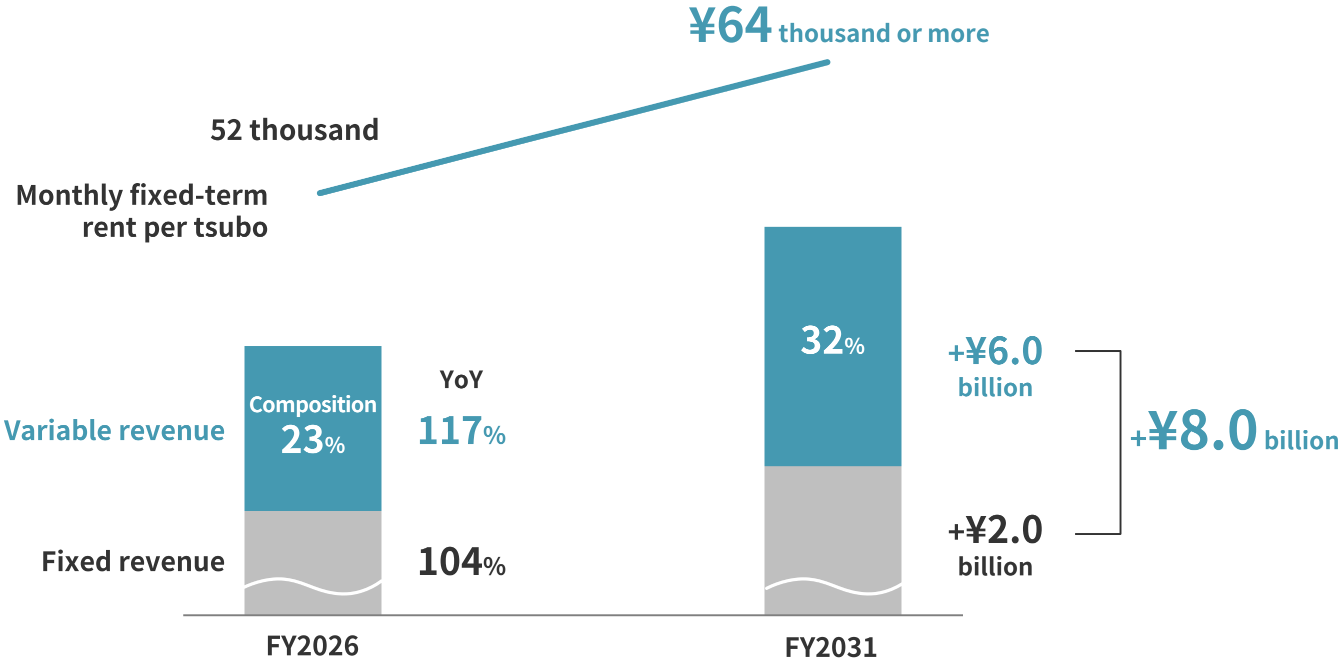


Expansion of Variable Revenue

MARUI GROUP

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

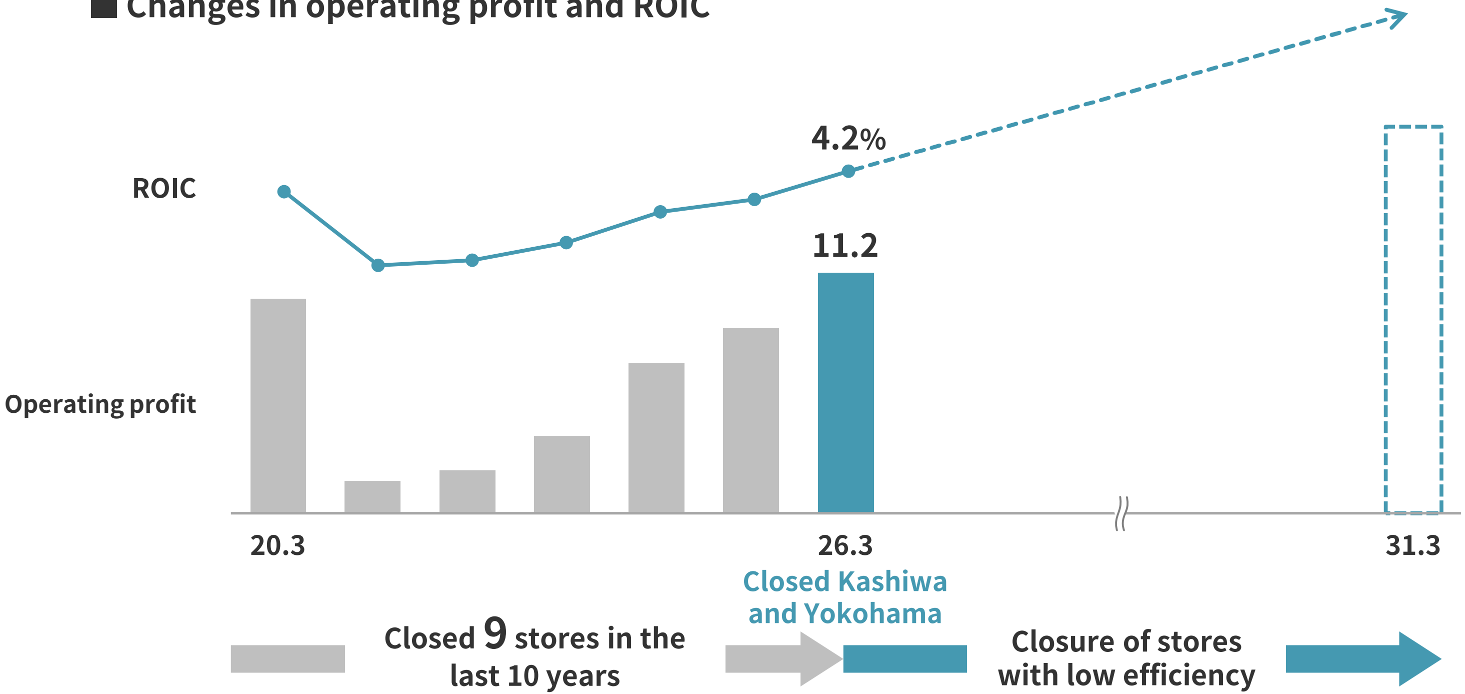
■ Forecast for same-store tenant revenue



Allocation of Stores

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

■ Changes in operating profit and ROIC



Shibuya Marui

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

■ Post-opening image of Shibuya Marui

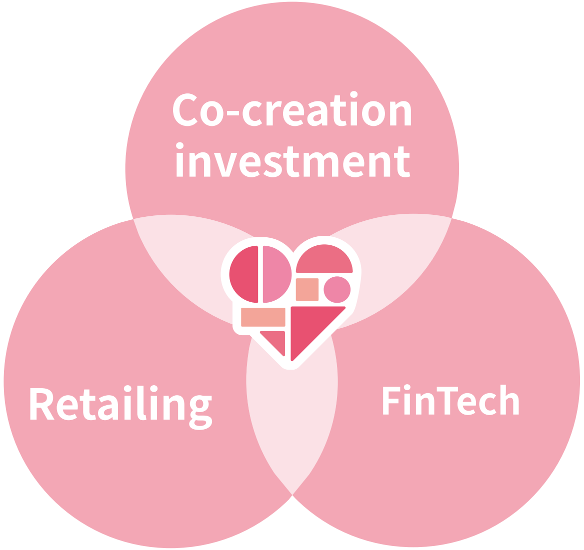
World's first high-rise commercial facility of timber construction for 60% or more

Co-creation with tenants addressing **sustainability**

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

Develop floor-wide unit that supports "Suki"

Making Business That Supports "Suki" Concrete



Realize high growth with business that supports "Suki"

Q&A

Toward a "Suki" Economy

Please direct any inquiries to the IR Department(E-Mail:marui-ir@0101.co.jp).

MARUI GROUP