Translation: Please note that the following purports to be an accurately translated excerpt of the original Japanese version prepared for the convenience of investors outside Japan. However, in the case of any discrepancy between the translation and the Japanese original, the latter shall prevail.

Stock Exchange Code: 8252
June 2, 2025
(Start date of measures for electronic provision: May 27, 2025)

3-2, Nakano 4-chome, Nakano-ku, Tokyo
MARUI GROUP CO., LTD.
Hiroshi Aoi
President and Representative Director

Notice of Convocation of the 89th Ordinary General Meeting of Shareholders

Dear Shareholders:

You are hereby informed that the 89th Ordinary General Meeting of Shareholders of MARUI GROUP CO., LTD. (the "Company") will be held as follows.

In convening this Ordinary General Meeting of Shareholders, the Company takes measures for electronic provision and posts the matters subject to measures for electronic provision on the following websites on the Internet. Please access either of the websites to review the information.

■The Company's website

https://www.0101maruigroup.co.jp/en/ir/stock/meeting.html

■Tokyo Stock Exchange's website

https://www2.jpx.co.jp/tseHpFront/JJK020010Action.do?Show=Show

Please access the website above, enter "Marui Group" in "Issue name (company name)" or the Company's Stock Exchange Code "8252" in "Code" to search for the relevant entry, select "Basic information" and then "Documents for public inspection/PR information," and check "Notice of General Shareholders Meeting /Informational Materials for a General Shareholders Meeting" under "Filed information available for public inspection."

■*Net de Shoshu* (online notice of convocation, available in Japanese)

https://s.srdb.jp/8252/

You can exercise your votes in writing or via electromagnetic means. The Company respectfully requests you to view the "Reference Document Concerning the General Meeting of Shareholders" below and exercise your voting rights on or before 7:00 p.m. (JST) June 24, 2025 (Tuesday).

PARTICULARS

1. **Date and Time of the Meeting:** Wednesday, June 25, 2025 at 10:00 a.m.
(Reception commences at 9:00 a.m.)

2. **Place of the Meeting:** 3rd Floor of the Head Office of MARUI GROUP CO., LTD.
at 3-2, Nakano 4-chome, Nakano-ku, Tokyo, Japan

3. **Matters to be Addressed at the Meeting:**

Matters to be Reported:

1. Report on the Business Report, the Consolidated Financial Statements and the Non-Consolidated Financial Statements for the 89th Fiscal Year (from April 1, 2024 to March 31, 2025).

2. Report on the Results of the Audits of Consolidated Financial Statements by the Accounting Auditor and the Audit & Supervisory Board.

Matters to be Resolved:

Proposal 1: Proposed Disposal of Surplus

Proposal 2: Reduction of the Amount of Legal Capital Surplus

Proposal 3: Election of Six (6) Directors

Proposal 4: Election of One (1) Substitute Audit & Supervisory Board Member

Proposal 5: Disposal of Treasury Stock Through Third-party Allotment for the Purpose of Supporting Activities of the General Incorporated Foundation "Social Intrapreneur Development Foundation"

- End -

<Notice>
The General Meeting of Shareholders will be streamed live. During capturing video, although we will exercise care concerning the privacy of shareholders in attendance, some may unavoidably appear on camera. We appreciate your understanding.

Please be advised that on the day of the General Meeting of Shareholders, officers and staff will be in cool-biz style (no neckties).

A message to all of our shareholders

Hiroshi Aoi
President and Representative Director, Representative Executive Officer, CEO

Let me begin by expressing my sincere appreciation for your ongoing patronage and support of the MARUI GROUP.

Under our mission of "contributing to co-creating an inclusive society that offers happiness to all," the Group is aiming to achieve earnings growth while generating our desired social impact through a three-pillar business model integrating retailing, FinTech and forward-looking investments.

In May 2025, the Group announced its new management vision toward the 100th anniversary of its founding. This is to clarify our significance of existence in order to be loved by our customers and to contribute to society for the next 100 years. And the basis of the strategy to achieve this vision is "economy driven by 'interests.'" By developing this new economic area which is driven by the emotion and value of each person, which are "Suki*," and not by functionality or price, we will depart from a traditional cost performance economy. With a focus on FinTech, we will convert to a business that supports "Suki" including events, goods, services, co-creative investment, business development, people and organizations, and work styles to pursue our unique growth strategy.

We sincerely ask for continued support and encouragement from our shareholders.

May 2025

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

Reference Document Concerning the General Meeting of Shareholders

Proposals and Reference Materials

Proposal 1: Proposed Disposal of Surplus

The Company considers that returning the profit to the shareholders is one of the important management priorities, and will implement ongoing, long-term dividend increases.

It is proposed that the year-end dividends for the fiscal year under review be 53 yen per share. Together with the interim dividends of 53 yen which have been paid, the annual payment of dividends for the fiscal year under review shall be 106 yen per share, an increase of 5 yen per share compared with the previous fiscal year, which is the increase in dividends for thirteen (13) consecutive fiscal years.

Matters related to the year-end dividend:

(1) Type of assets distributed: Cash

(2) Matter related to distribution of cash and total amount:
53 yen per share of common stock of the Company
Total amount: 9,602,419,001 yen

(3) Effective date for distribution of surplus: June 26, 2025

Proposal 2: Reduction of the Amount of Legal Capital Surplus

To proceed with future capital policies in a prompt and flexible manner, the Company proposes to reduce the amount of legal capital surplus and transfer the entire amount to other capital surplus, based on the provisions of Article 448, Paragraph 1 of the Companies Act.

(1) Amount of legal capital surplus to be reduced
The entire amount of legal capital surplus: 91,307,667,851 yen

(2) Effective date of reduction of the amount of legal capital surplus
August 31, 2025

Proposal 3: Election of Six (6) Directors

The term of office of all of the six (6) Directors will expire at the close of this General Meeting.
The Company would like to propose to elect six (6) Directors. If these six (6) candidates are reelected, the ratio of the Independent External Directors remains 50%, which will secure transparency of the Board of Directors and enable continuation of a management structure to further increase our corporate value based on the viewpoint of stakeholders.

The candidates for Directors are as follows:

Candidate Number	Name		Positions and Responsibilities at the Company	Attendance at the Meetings of the Board of Directors
1	Hiroshi Aoi	【Reappointment】	President and Representative Director Representative Executive Officer CEO	10/10 100%
2	Etsuko Okajima Female	【Reappointment】 【Candidate for External Director】 【Candidate for Independent Director】	External Director	10/10 100%
3	Yasunori Nakagami	【Reappointment】 【Candidate for External Director】 【Candidate for Independent Director】	External Director	9/10 90%
4	Peter David Pedersen	【Reappointment】 【Candidate for External Director】 【Candidate for Independent Director】	External Director	10/10 100%
5	Hirotsugu Kato	【Reappointment】	Director, Senior Managing Executive Officer, and CFO In charge of Group FP&A, IR, Finance, Sustainability, and ESG Promotion	10/10 100%
6	Reiko Kojima Female	【Reappointment】	Director, Senior Executive Officer, and CWO General Manager, Wellbeing Promotion Department	10/10 100%

Notes: 1. The Company has entered into a directors and officers liability insurance agreement (hereinafter the "D&O insurance") with an insurance company as provided under Article 430-3, Paragraph 1 of the Companies Act. Under the agreement, any damage incurred when a Director or Audit & Supervisory Board Member has assumed liability for damages as a result of execution of duties (excluding those that fall under the grounds for exemption as stipulated in the insurance agreement) shall be compensated. However, in order to ensure that the performance of duties by insured persons is not compromised, there is a certain limit on the amount of compensation. Damages under the said limit will not be covered by the insurance policy. In addition, the insurance premiums of the D&O insurance have been fully paid by the Company. If each candidate for Director is elected as a Director and assumes office, every such Director will be insured by the D&O insurance. The Company plans to renew the agreement with the same details during their terms of office.

2. The Company has entered into a liability limiting agreement with each of Ms. Etsuko Okajima, Mr. Yasunori Nakagami and Mr. Peter David Pedersen under which their respective liability shall be limited to the higher of a predetermined amount of 10 million yen or the amount set by the laws and regulations. In the event that they are reelected, the Company plans to continue the liability limiting agreement with each of them.

	Name (Date of Birth)	(Brief History, Positions, and Responsibilities)	Number of Shares Held
1	Hiroshi Aoi (January 17, 1961) 【Reappointment】 ▸ Attendance at the Meetings of the Board of Directors: 10 out of 10 (100%)	Jul. 1986 Joined the Company Apr. 1991 Director and General Manager, Sales Planning Headquarters Apr. 1995 Managing Director and Deputy General Manager, Sales Promotion Headquarters and General Manager, Sales Planning Division Jan. 2001 Managing Director and General Manager, Sales Promotion Headquarters Jun. 2004 Executive Vice President and Representative Director Apr. 2005 President and Representative Director Oct. 2006 President and Representative Director, Representative Executive Officer Apr. 2019 President and Representative Director, Representative Executive Officer, CEO (Incumbent) Oct. 2022 Director, Aoi Scholarship Foundation (Incumbent) Important Positions at Other Organizations Concurrently Assumed Director, Aoi Scholarship Foundation Reasons for nomination as a candidate for Director Mr. Hiroshi Aoi has properly operated the Board of Directors as the chairman and duly performed his supervisory functions for important management decision making and operational execution as President and Representative Director of the Company since 2005. He has ample business experience and knowledge as a corporate manager, and has controlled overall operation of the Group and performed his duties properly as Group Representative Executive Officer. Based on the above reasons, the Company believes that he can fully perform his functions for long-and medium-term improvement in corporate value of the Company. Therefore, the Company has nominated him as a candidate for a Director.	1,586,500

Notes: 1. The Company provides the Aoi Scholarship Foundation for which Mr. Hiroshi Aoi serves as Director with business support through secondment of the Company's employees as well as donations.
2. Mr. Hiroshi Aoi is to assume the post of Representative Director of the Social Intrapreneur Development Foundation to be established in July 2025.

	Name (Date of Birth)	(Brief History, Positions, and Responsibilities)	Number of Shares Held
2	Etsuko Okajima (May 16, 1966) 【Reappointment】 【Candidate for External Director】 【Candidate for Independent Director】 ‣ Term of office from the appointment as Director of the Company to the close of this Ordinary General Meeting of Shareholders: 11 years ‣ Attendance at the Meetings of the Board of Directors: 10 out of 10 (100%)	Apr. 1989 Joined Mitsubishi Corporation Jan. 2001 Joined McKinsey & Company Jul. 2005 Representative and CEO, GLOBIS Management Bank Jun. 2007 President & CEO, ProNova Inc. (Incumbent) Jun. 2014 External Director, the Company (Incumbent) Important Positions at Other Organizations Concurrently Assumed President & CEO, ProNova Inc. Member of the Board, Independent, KADOKAWA CORPORATION Director, euglena Co., Ltd. Reasons for nomination and overview of expected role as a candidate for External Director Ms. Etsuko Okajima has ample experience and knowledge concerning human resource development and startups in addition to corporate management. She has performed her duties as External Director of the Company properly by raising questions and giving advice and opinions from her viewpoint and an independent, objective position. As the Company believes that she can contribute to the reinforcement of supervisory function for management of the Company, the Company has nominated her as a candidate for an External Director. The Company expects her to continue fulfilling the above roles after being elected.	0

Notes: 1. Ms. Etsuko Okajima is a candidate for External Director and the Company has submitted a notification designating her as an independent director to Tokyo Stock Exchange, Inc.

2. Ms. Etsuko Okajima is a Director of euglena Co., Ltd. with which the Company has formed a business and capital alliance and the Company has approximately 1.6% of the total number of issued shares of the same company as of March 31, 2025. The same company participated in special events hosted by the Company at Marui stores, setting up its booths. However, the amount of the charge for the setup of the booths paid by the same company to the Company was approximately 1.30 million yen for the most recent fiscal year. Furthermore, the Company purchases biofuel from the same company, and the amount paid by the Company to the same company was approximately 4.40 million yen for the most recent fiscal year. These percentages and amounts both satisfy the “Criteria for Independence for External Directors and Audit & Supervisory Board Members” of the Company. Please see page 14 for the “Criteria for Independence for External Directors and Audit & Supervisory Board Members” of the Company.
3. Ms. Etsuko Okajima is a Member of the Board, Independent of KADOKAWA CORPORATION, to which the Company pays product royalties. However, the amount of charge paid by the Company to the same company was less than 1.00 million yen for the most recent fiscal year, and she therefore satisfies the “Criteria for Independence for External Directors and Audit & Supervisory Board Members” of the Company. Please see page 14 for the “Criteria for Independence for External Directors and Audit & Supervisory Board Members” of the Company.
4. Ms. Etsuko Okajima’s name on the family register is Ms. Etsuko Mino.

	Name (Date of Birth)	(Brief History, Positions, and Responsibilities)	Number of Shares Held
3	Yasunori Nakagami (March 25, 1964) 【Reappointment】 【Candidate for External Director】 【Candidate for Independent Director】 ▸ Term of office from the appointment as Director of the Company to the close of this Ordinary General Meeting of Shareholders: 4 years ▸ Attendance at the Meetings of the Board of Directors: 9 out of 10 (90%)	Apr. 1986 Joined Arthur Andersen & Co. (now Accenture Japan Ltd) Jul. 1991 Joined Corporate Directions, Inc. Mar. 2005 Representative Director, Asuka Corporate Advisory Co., Ltd. Oct. 2013 Representative Director and CEO, Misaki Capital Inc. (Incumbent) Jun. 2021 External Director, the Company (Incumbent) Important Positions at Other Organizations Concurrently Assumed Representative Director and CEO, Misaki Capital Inc. Reasons for nomination and overview of expected role as a candidate for External Director Mr. Yasunori Nakagami has advanced insights in corporate management with a view toward capital markets that has been developed through ample experience at management consulting companies and an investment management company. He has performed his duties as External Director of the Company properly by raising questions and giving advice and opinions from his viewpoint and an independent, objective position. As the Company believes that he can contribute to the reinforcement of supervisory function for management of the Company, the Company has nominated him as a candidate for an External Director. The Company expects him to continue fulfilling the above roles after being elected.	0

Notes: 1. There is no special interest between the candidate and the Company.
2. Mr. Yasunori Nakagami is a candidate for External Director and the Company has submitted a notification designating him as an independent director to Tokyo Stock Exchange, Inc.

	Name (Date of Birth)	(Brief History, Positions, and Responsibilities)	Number of Shares Held
4	Peter David Pedersen (November 29, 1967) 【Reappointment】 【Candidate for External Director】 【Candidate for Independent Director】 ‣ Term of office from the appointment as Director of the Company to the close of this Ordinary General Meeting of Shareholders: 4 years ‣ Attendance at the Meetings of the Board of Directors: 10 out of 10 (100%)	Sep. 2000 President, E-Square Inc. Jan. 2015 Representative Director, General Incorporated Association NELIS Feb. 2020 Professor, Shizenkan University Graduate School of Leadership & Innovation (Incumbent) Aug. 2020 Representative Director, Specified Nonprofit Corporation NELIS (Incumbent) Jun. 2021 External Director, the Company (Incumbent) Important Positions at Other Organizations Concurrently Assumed Professor, Shizenkan University Graduate School of Leadership & Innovation Representative Director, Specified Nonprofit Corporation NELIS Independent Outside Member of the Board, Meiji Holdings Co., Ltd. Outside Director, Mitsubishi Electric Corporation Reasons for nomination and overview of expected role as a candidate for External Director Mr. Peter David Pedersen has advanced insights in sustainability management at the global level that has been developed through ample experience at environmental and CSR consulting companies. He has performed his duties as External Director of the Company properly by raising questions and giving advice and opinions from his viewpoint and an independent, objective position. As the Company believes that he can contribute to the reinforcement of supervisory function for management of the Company, the Company has nominated him as a candidate for an External Director. The Company expects him to continue fulfilling the above roles after being elected.	600

Notes: 1. Mr. Peter David Pedersen is a candidate for External Director and the Company has submitted a notification designating him as an independent director to Tokyo Stock Exchange, Inc.
2. The Company participates in activities held by Specified Nonprofit Corporation NELIS, where Mr. Peter David Pedersen serves as Representative Director. He had given opinions on sustainability management as Advisor of the Company until June 2021. The amount of Specified Nonprofit Corporation NELIS activity participation fees paid by the Company was 1.50 million yen for the most recent fiscal year, and he satisfies the “Criteria for Independence for External Directors and Audit & Supervisory Board Members” of the Company. Please see page 14 for the “Criteria for Independence for External Directors and Audit & Supervisory Board Members” of the Company.
3. Mr. Peter David Pedersen’s name is stated as Pedersen Peter David for registration purposes.

	Name (Date of Birth)	(Brief History, Positions, Responsibilities, and Important Positions at Other Organizations Concurrently Assumed, If Any)	Number of Shares Held
5	Hirotsugu Kato (July 30, 1963) 【Reappointment】 ‣ Attendance at the Meetings of the Board of Directors: 10 out of 10 (100%)	Mar. 1987 Joined the Company Apr. 2013 General Manager, Corporate Planning Division Apr. 2015 Executive Officer and General Manager, Corporate Planning Division Oct. 2015 Executive Officer and General Manager, Corporate Planning Division and IR Department Jun. 2016 Director and Senior Executive Officer General Manager, Corporate Planning Division and IR Department Oct. 2017 Director, Senior Executive Officer, and CDO General Manager, IR Department In charge of Corporate Planning and ESG Promotion Apr. 2019 Director, Managing Executive Officer, and CFO General Manager, IR Department In charge of Finance, Investment Research, Sustainability and ESG Promotion Apr. 2021 Director, Managing Executive Officer, and CFO In charge of IR, Finance, Sustainability and ESG Promotion Feb. 2024 Director, Managing Executive Officer, and CFO In charge of Group FP&A, IR, Finance, Sustainability and ESG Promotion Apr. 2025 Director, Senior Managing Executive Officer, and CFO In charge of Group FP&A, IR, Finance, Sustainability and ESG Promotion (Incumbent) Reasons for nomination as a candidate for Director Mr. Hirotsugu Kato has business experience in corporate planning, finance, IR, etc., and has performed his supervisory functions properly for important management decision making and operational execution as Director of the Company since 2016. He also has controlled finance, sustainability and ESG promotion and performed his duties properly as Senior Managing Executive Officer of the Company. Based on the above reasons, the Company believes that he can fully perform his functions for long-and medium-term improvement in corporate value of the Company. Therefore, the Company has nominated him as a candidate for a Director.	19,900

Note: There is no special interest between the candidate and the Company.

	Name (Date of Birth)	(Brief History, Positions, Responsibilities, and Important Positions at Other Organizations Concurrently Assumed, If Any)	Number of Shares Held
6	Reiko Kojima (September 26, 1975) 【Reappointment】 ‣ Attendance at the Meetings of the Board of Directors: 10 out of 10 (100%)	May 2000 Company Physician, Furukawa Electric Co., Ltd. Apr. 2002 Outpatient Physician, Department of Psychosomatic Medicine, Yokohama Rosai Hospital Mar. 2010 Acquisition of Doctor of Medicine Apr. 2011 Company Physician (Incumbent) Apr. 2014 General Manager, Health Management Division Apr. 2019 Executive Officer, General Manager, Health Management Division Apr. 2020 Executive Officer, General Manager, Wellness Promotion Department May 2021 Executive Officer, CWO (Chief Well-being Officer), General Manager, Wellness Promotion Department Jun. 2021 Director, Executive Officer, CWO, General Manager, Wellness Promotion Department Apr. 2022 Director, Executive Officer, CWO, General Manager, Wellbeing Promotion Department Apr. 2023 Director, Senior Executive Officer, CWO, General Manager, Wellbeing Promotion Department (Incumbent) Reasons for nomination as a candidate for Director Ms. Reiko Kojima has ample experience as a physician, Doctor of Medicine and company physician, and has performed her supervisory functions properly for important management decision making and operational execution as Director of the Company since 2021. She also has performed her duties properly in promoting wellbeing-oriented management to seek happiness of people, organization and society as Senior Executive Officer and CWO. Based on the above reasons, the Company believes that she can fully perform her functions for long-and medium-term improvement in corporate value of the Company. Therefore, the Company has nominated her as a candidate for a Director.	7,400

Note: There is no special interest between the candidate and the Company.

Proposal 4: Election of One (1) Substitute Audit & Supervisory Board Member

The resolution of electing Mr. Akira Nozaki as a Substitute Audit & Supervisory Board Member made at the 88th Ordinary General Meeting of Shareholders of the Company held on June 24, 2024 will be in effect until the start of this General Meeting.
For the purpose of preparing for the case in which the number of Audit & Supervisory Board Member falls below the minimum number stipulated in the laws and regulations, the Company would like to propose to elect one (1) Substitute Audit & Supervisory Board Member. Furthermore, the Audit & Supervisory Board has consented to this proposal.

The candidate for Substitute Audit & Supervisory Board Member is as follows:

Name (Date of Birth)	(Brief History and Important Positions at Other Organizations Concurrently Assumed, If Any)	Number of Shares Held
Akira Nozaki (November 20, 1957) 【Candidate for Substitute External Audit & Supervisory Board Member】 【Candidate for Independent Audit & Supervisory Board Member】	Apr. 1988 Registered as Attorney Mar. 2003 Representative, Nozaki Law Office (Incumbent) Jun. 2017 Audit & Supervisory Board Member, J-OIL MILLS, Inc. (Incumbent) Reasons for nomination as a candidate for Substitute External Audit & Supervisory Board Member The Company believes that he can carry out audit of the Company based on his legal knowledge and experience obtained through his long-term practice as a lawyer. Therefore, the Company has nominated him as a candidate for a Substitute External Audit & Supervisory Board Member.	0

Notes: 1. There is no special interest between the candidate and the Company.
2. Mr. Akira Nozaki is a candidate for Substitute External Audit & Supervisory Board Member of the Company. In the event that his election is approved and he assumes the post of External Audit & Supervisory Board Member, the Company plans to submit an Independent Officer Registration Statement to the Tokyo Stock Exchange, Inc. that designates him as an independent audit & supervisory board member.
3. In the event that Mr. Akira Nozaki is elected and assumes the post of External Audit & Supervisory Board Member, the Company plans to enter into a liability limiting agreement with Mr. Akira Nozaki under which his liability shall be limited to the higher of a predetermined amount of 10 million yen or the amount set by the laws and regulations.
4. The Company has entered into a directors and officers liability insurance agreement (hereinafter the "D&O insurance") with an insurance company as provided under Article 430-3, Paragraph 1 of the Companies Act. Under the agreement, any damage incurred when a Director or Audit & Supervisory Board Member has assumed liability for damages as a result of execution of duties (excluding those that fall under the grounds for exemption as stipulated in the insurance agreement) shall be compensated. However, in order to ensure that the performance of duties by insured persons is not compromised, there is a certain limit on the amount of compensation. Damages under the said limit will not be covered by the insurance policy. In addition, the insurance premiums of the D&O insurance have been fully paid by the Company. If Mr. Akira Nozaki assumes the post of Substitute External Audit & Supervisory Board Member, he will be insured by the D&O insurance.
5. Mr. Akira Nozaki is to retire from his post as Audit & Supervisory Board Member of J-OIL MILLS, Inc. at the conclusion of the company's ordinary general meeting of shareholders to be held on June 25, 2025.

Criteria for Independence for External Directors and Audit & Supervisory Board Members

MARUI GROUP aims to ensure the appropriate levels of objectivity and transparency necessary for effective corporate governance. For this reason, it has established the following criteria for determining the independence of External Directors, External Audit & Supervisory Board Members, and candidates for these two positions. Individuals that meet all of these criteria are judged to be sufficiently independent from the Company.

1. The individual must not be a person involved in operation*1 of the Company, its subsidiaries, or its affiliates and must not have been a person involved in operation during the past ten (10) years.
2. The individual must not be a major supplier*2 of the Company, its subsidiaries, or its affiliates or a person involved in operation of a major supplier.
3. The individual must not be a major customer*3 of the Company, its subsidiaries, or its affiliates or a person involved in operation of a major customer.
4. The individual must not be a major shareholder of the Company possessing direct or indirect holdings equating to 10% or more of voting rights, or a person involved in operation of a major shareholder.
5. The individual must not be a person involved in operation of an entity in which the Company, its subsidiaries, or its affiliates possesses direct or indirect holdings equating to 10% or more of the total voting rights of such entity.
6. The individual must not be a consultant, a certified public accountant or other accounting specialist, or a lawyer or other legal specialist receiving large amounts of monetary payments or other financial assets*4 from the Company, its subsidiaries, or its affiliates that are separate from the compensation paid for services as a Director or Audit & Supervisory Board Member. The individual also must not belong to a company or other organization that receives such payments or assets.
7. The individual must not receive large amounts of monetary payments or other financial assets*4 as donations from the Company, its subsidiaries, or its affiliates and must not belong to a company or other organization that receives such donations.
8. The individual must not be the accounting auditor of the Company. The individual also must not belong to a company or other organization that serves as the accounting auditor of the Company.
9. The individual must not have been applicable under Items 2. to 8. during the past five (5) years.
10. The individual must not be a relative*5 of an individual that qualifies under Items 2. to 8. (only applicable to relatives of important persons involved in operation*6 for all items except Items 6. and 8.).
11. The individual must not be a person involved in operation of another company with which the Company is in interrelationship of external officers*7.

*1 A “person involved in operation” is defined as an executive director, executive officer, or employee with operational execution responsibilities of a stock company; a director of a non-company legal entity or organization; or individuals serving persons in similar positions or at similar companies, non-company legal entities, or organizations.

*2 A “major supplier” is defined as an entity that fulfills one of the following conditions:

a. A supplier group (the corporate group to which the supplier that serves as the direct transaction counterparty belongs) providing products or services to the Company, its subsidiaries, or its affiliates, to which the Company, its subsidiaries, and its affiliates made payments that equated to 100 million yen or more and represented more than 2% of the total consolidated net sales (the total consolidated operating revenue) or transaction revenues of the supplier group in the most recently completed fiscal year.
b. A supplier group with which liabilities of the Company, its subsidiaries, or its affiliates are associated and for which the applicable liabilities equated to 100 million yen or more and represented more than 2% of the consolidated total assets of the supplier group as of the end of the most recently completed fiscal year.

*3 A "major customer" is defined as an entity that fulfills one of the following conditions:

a. A customer group (the corporate group to which the customer that serves as the direct transaction counterparty belongs) provided by the Company, its subsidiaries, or its affiliates with products or services, which customer group made payments to the Company, its subsidiaries, or its affiliates that equated to 100 million yen or more and represented more than 2% of the total consolidated operating revenue of the Company in the most recently completed fiscal year.

b. A customer group possessing liabilities that are associated with the Company, its subsidiaries, or its affiliates and that equated to 100 million yen or more and represented more than 2% of the consolidated total assets of the Company as of the end of the most recently completed fiscal year.

c. A financial group (the financial group to which the customer that serves as the direct transaction counterparty belongs) from which the Company, its subsidiaries, or its affiliates procure funds through borrowings and from which the total amount of funds borrowed represented more than 2% of the consolidated total assets of the Company as of the end of the most recently completed fiscal year.

*4 A "large amount of monetary payments or other financial assets" means monetary payments or other financial assets, the total amount of which is 10 million yen or more within the most recent fiscal year.

*5 A "relative" means a spouse of, and any family member who has relation within the second degree with, the individual.

*6 "Important persons involved in operation" refers to directors, executive officers, and employees with operational execution responsibilities ranked as division manager or higher, or individuals with similar operational execution authority.

*7 "Interrelationship of external officers" refers to a relationship whereby a person involved in operation of the Company, its subsidiaries and its affiliates serves as an external officer of another company, and a person involved in operation of the said company serves as an external officer of the Company.

[Reference] Officer Skill Matrix

The Group has decided that there were 14 skills[*1] comprising shared skills and unique skills required for achieving the desired impact through the advancement of its management and medium-term management plan. The table below clarifies skills held by each officer in light of their experience, knowledge and abilities, and shows overall strengths held by each officer using the CliftonStrengths®[*1] assessment developed by Gallup, Inc., of the United States.

- Shared Skills: Common skills required for the Board of Directors to appropriately fulfill its function
- Unique Skills: Unique skills necessary for implementing the medium-term management plan
  The CliftonStrengths®: 34 strengths and four domains that represent personal qualities

*1 Basis for the skills held by each officer and details on CliftonStrengths® are described on the Company's website.
https://www.0101maruigroup.co.jp/ir/pdf/general_meeting/no89_skill_matrix.pdf
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Name	Shared Skills							Unique Skills							CliftonStrengths®
	Corporate management	Management strategy formulation	Human resource management	Finances	Corporate governance	Risk management	Innovation	Sustainability	Well-being	Digital transformation	Retailing	Fintech	New business development	Investments in start-up companies	Domain of Overall Strengths: Top 5 CliftonStrengths®
Hiroshi Aoi	●	●		●		●	●	●	●	●	●	●	●	●	1. Futuristic, 2. Ideation 3. Learner, 4. Belief 5. Individualization
Etsuko Okajima	●	●	●	●	●		●	●	●				●	●	1. Activator, 2. Communication 3. Maximizer, 4. Individualization 5. Achiever
Yasunori Nakagami	●	●		●	●	●	●						●		1. Strategic, 2. Activator 3. Ideation, 4. Futuristic 5. Command
Peter David Pedersen	●	●	●				●	●	●				●		1. Strategic, 2. Input 3. Futuristic, 4. Responsibility 5. Connectedness
Hirotsugu Kato	●	●		●	●	●	●	●		●			●	●	1. Harmony, 2. Analytical 3. Responsibility, 4. Consistency 5. Individualization
Reiko Kojima			●			●	●	●	●						1. Maximizer, 2. Learner 3. Arranger, 4. Achiever 5. Self-Assurance
Hitoshi Kawai		●		●	●	●									1. Ideation, 2. Responsibility 3. Deliberative, 4. Strategic 5. Arranger
Hajime Sasaki	●	●				●	●	●			●	●			1. Maximizer, 2. Strategic 3. Ideation, 4. Adaptability 5. Relator
Yoko Suzuki					●	●					●				1. Positivity, 2. Includer 3. Achiever, 4. Communication 5. Strategic
Hiroaki Matsumoto				●	●	●									1. Harmony, 2. Responsibility 3. Consistency, 4. Discipline 5. Deliberative

The Company has introduced an Executive Officer System. Shared skills, unique skills and CliftonStrengths® of Executive Officers not concurrently serving as Directors are as follows:

Name	Shared Skills							Unique Skills							CliftonStrengths®
	Corporate management	Management strategy formulation	Human resource management	Finances	Corporate governance	Risk management	Innovation	Sustainability	Well-being	Digital transformation	Retailing	Fintech	New business development	Investments in start-up companies	Domain of Overall Strengths: Top 5 CliftonStrengths®
Masao Nakamura	●	●		●	●	●	●				●	●			1. Individualization, 2. Arranger 3. Maximizer, 4. Woo 5. Communication
Tomoo Ishii	●		●		●	●		●	●		●				1. Analytical, 2. Significance 3. Responsibility, 4. Restorative 5. Relator
Yoshinori Saito	●	●		●		●	●				●	●			1. Consistency, 2. Harmony 3. Analytical, 4. Significance 5. Relator
Akikazu Aida	●	●		●	●	●	●			●	●	●	●	●	1. Woo, 2. Achiever 3. Communication, 4. Positivity 5. Analytical
Masahiro Aono	●	●				●	●				●				1. Positivity, 2. Maximizer 3. Ideation, 4. Intellection 5. Woo
Takeshi Ebihara	●					●				●		●			1. Harmony, 2. Responsibility 3. Positivity, 4. Includer 5. Restorative
Naofumi Tsuchiya	●	●	●				●			●			●	●	1. Strategic, 2. Activator 3. Ideation, 4. Woo 5. Communication
Fumitaka Marutani		●			●							●			1. Deliberative, 2. Strategic 3. Self-Assurance, 4. Consistency 5. Adaptability
Masami Endoh		●	●	●	●									●	1. Arranger, 2. Input 3. Learner, 4. Relator 5. Intellection
Atsushi Nagasao		●		●	●	●									1. Harmony, 2. Analytical 3. Maximizer, 4. Relator 5. Positivity
Tatsuo Niitsu										●	●	●	●		1. Individualization, 2. Ideation 3. Arranger, 4. Maximizer 5. Futuristic
Masahisa Aoki	●					●	●	●			●	●	●	●	1. Positivity, 2. Maximizer 3. Harmony, 4. Individualization 5. Includer
Yuko Shiota								●			●		●		1. Learner, 2. Intellection 3. Achiever, 4. Significance 5. Context
Takeaki Yamane	●									●	●	●			1. Analytical, 2. Deliberative 3. Relator, 4. Individualization 5. Competition

Name	Shared Skills							Unique Skills							CliftonStrengths®
	Corporate management	Management strategy formulation	Human resource management	Finances	Corporate governance	Risk management	Innovation	Sustainability	Well-being	Digital transformation	Retailing	Fintech	New business development	Investments in start-up companies	Domain of Overall Strengths: Top 5 CliftonStrengths®
Ayumi Hiromatsu								●	●	●		●			1. Ideation, 2. Arranger 3. Developer, 4. Responsibility 5. Includer
Jiro Ishioka			●								●	●	●		1. Strategic, 2. Maximizer 3. Learner, 4. Achiever 5. Ideation
Takahiro Matsumoto					●	●									1. Harmony, 2. Achiever 3. Deliberative, 4. Analytical 5. Responsibility
Masaaki Kurano	●		●								●		●		1. Individualization, 2. Responsibility 3. Woo, 4. Arranger 5. Communication
Nahoko Kutsukake		●									●				1. Context, 2. Harmony 3. Individualization, 4. Intellection 5. Arranger

Proposal 5: Disposal of Treasury Stock Through Third-party Allotment for the Purpose of Supporting Activities of the General Incorporated Foundation "Social Intrapreneur Development Foundation"

At the meeting of the Board of Directors held on May 13, 2025, the Company resolved to establish the Social Intrapreneur Development Foundation (the "Foundation"), a general incorporated foundation. For the purpose of supporting the Foundation's activities continuously and stably, the Company proposes to dispose shares of its treasury stock through third-party allotment as follows and delegate the determination on the subscription requirements to the Board of Directors of the Company.

1. Purpose of the Foundation

The Marui Group has set forth its mission of "contributing to co-creating an inclusive society that offers happiness to all" and has defined corporate value as an overlapped portion of interests and happiness of all stakeholders. In 2019, the Company established "Vision 2050" to achieve both social issue solving and profit through business.

The Company has engaged in co-creative investments with external entrepreneurs to create innovation. In addition to this initiative, the Company will work on business creation by in-house entrepreneurs from now on. For this purpose, the Company will promote "social intrapreneurs (in-house entrepreneurs)," a way of working in which people can make a difference in society while remaining in the company. This is an initiative aiming to solve social issues by utilizing corporate resources while belonging to a company. The Company considers that this way of working is highly compatible with the values of future generations and will contribute to the sustainable society and economic development.

For the purpose of fostering these social intrapreneurs, the Foundation will develop educational and awareness activities for university students and others. Through the activities, the Company will develop human resources who contribute to solving social issues and help realize an inclusive society. In addition, in the future, through promoting business development by having them join the Company and involve in various projects, we will enhance the corporate value of the Group.

In order to realize the purpose of the Foundation, the Company considers it is essential to continue to work in collaboration with companies and educational institutions, etc. In this regard, the Company will establish a foundation as a non-profit corporation and use the dividend income from shares of the Company as the source of funds for its activities to enable the sustainable operation of the foundation. In addition, the Company is committed to both high growth and high returns. By stable dividend increase through sustainable growth of its business performance, the Company will expand the funds for the Foundation's activities. As a result, the Company believes that it can both solve social issues and increase corporate value, and share medium- to long-term value with other shareholders and investors.

2. Disposal of treasury stock

Disposal of treasury stock through third-party allotment is intended to enable the contribution of the funds necessary for the Foundation's continuous and stable activities through dividends on shares of the Company.

In disposing of shares of its treasury stock, the Company will establish a mutual benefit trust (the "Trust") with Sumitomo Mitsui Trust Bank, Limited as the trustee, Custody Bank of Japan, Ltd. as the re-trustee, and the Foundation as the beneficiary. Custody Bank of Japan, Ltd., the re-trustee, will acquire the Company's shares as trust assets for the Trust. The Trust will deliver trust income from dividends, etc. on shares of the Company to the Foundation, and the Foundation will use such trust income as a source of funds for its activities. This disposal of treasury stock will be made to the Trust, which is established to contribute funds to the Foundation's activities.

3. Reasonableness of disposal conditions, etc.

The Company considers the volume of treasury stock to be disposed of is a reasonable size to provide a source of support for the Foundation's activities to ensure continuous and stable implementation of the its business. The size of the dilution in this disposal of treasury stock is 0.94% of the total number of voting rights as of March 31, 2025, and the Company considers that the impact on the stock market will be minimal. In addition, under the Trust's framework, it is unlikely that the shares disposed from this disposal of treasury stock will flow into the stock market, at least for the time being, and in this sense, the impact on the stock market will be minimal and the level of the disposal volume is reasonable. Furthermore, Custody Bank of Japan, Ltd. will not exercise the voting rights of the shares acquired by the Trust through the disposal of treasury stock throughout the trust period. As a result, the Company considers that for the period that the Trust continues to hold the shares disposed from this disposal of treasury stock as described above, there is virtually no impact on the percentage of voting rights.

For the above purpose and objectives, the Company considers that the amount to be paid in of 1 yen per share is reasonable. The Company therefore proposes to delegate the determination on the subscription requirements of the disposition of its treasury stock through third-party allotment to the Board of Directors of the Company pursuant to the provisions of Articles 199 and 200 of the Companies Act.

<Details of treasury stock to be disposed>

(i) Type and maximum number of shares to be disposed of	1,700,000 shares of common stock (0.94%* of the total number of voting rights)
(ii) Minimum amount to be paid in	1 yen per share
(iii) Total amount to be paid in	1,700,000 yen
(iv) Method of disposal	Disposal by third-party allotment
(v) Planned allottees	Custody Bank of Japan, Ltd. (as a re-trustee to Sumitomo Mitsui Trust Bank, Limited, a trustee)
(vi) Date of disposal (payment date)	September 2025 (planned)
(vii) Delegation of determination	Other than the above, any other matters necessary to determine the subscription requirements of the disposal of treasury stock will be determined by a resolution of the Board of Directors of the Company.

*Calculated based on the total number of voting rights of 1,807,936 as of March 31, 2025.

<Overview of the Foundation>

(i) Name	General Incorporated Foundation Social Intrapreneur Development Foundation
(ii) Location	3-2, Nakano 4-chome, Nakano-ku, Tokyo
(iii) Representative Director	Hiroshi Aoi
(iv) Details of activities	・Educational activities on fostering social intrapreneurs ・Other necessary businesses to achieve the purpose of the Foundation
(v) Source of funds for activities	Dividends on shares of the Company to be allocated this time will be used as the source of funds for activities. In addition, the size of the source of funds for activities is planned to be approximately 200 million yen per year.
(vi) Date of incorporation	July 2025 (planned)

Business Report

(For the fiscal year from April 1, 2024 to March 31, 2025)

1. Information on the Status of Marui Corporate Group

(1) Development of the Businesses of the Corporate Group and Financial Results

Consolidated financial results

During the fiscal year under review, total group transactions increased by 10% or 439.7 billion yen from the previous fiscal year to 4,926.9 billion yen, hitting a record high. The result is due to the growth in credit card transaction volume in the FinTech business which drove the overall result.

Revenue increased by 8% from the previous fiscal year to 254.4 billion yen. Operating income increased by 9% from the previous fiscal year to 44.5 billion yen, ordinary income increased by 3% from the previous fiscal year to 39.9 billion yen, and net income attributable to owners of parent increased by 8% from the previous fiscal year to 26.6 billion yen, resulting in increased revenue and income for four consecutive fiscal years.

EPS (earnings per share) came to 143.2 yen (increased by 10%, or 12.5 yen, from the previous fiscal year), exceeding the year-earlier result due to increased income and reaching a record high. ROE (return on equity) came to 10.6% (0.7% higher compared with the previous fiscal year), more than the cost of shareholders' equity of 6.7%, exceeding 10% for the first time in 34 years. ROIC (return on invested capital) was 3.8% (0.2% higher compared with the previous fiscal year), more than the weighted average cost of capital (WACC: 3.0%).

(Consolidated financial results for the fiscal year ended March 31, 2025)

	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025	Year on Year	Increase (Decrease) from the previous fiscal year
EPS (Yen)	130.7	143.2	110	12.5
ROE (%)	9.9	10.6	−	0.7
ROIC (%)	3.6	3.8	−	0.2
	(Billions of yen)	(Billions of yen)	(%)	(Billions of yen)
Total Group Transactions	4,487.2	4,926.9	110	439.7
Revenue	235.2	254.4	108	19.2
Gross Profit	205.6	222.8	108	17.1
Selling, General and Administrative Expenses	164.6	178.2	108	13.6
Operating Income	41.0	44.5	109	3.5
Ordinary Income	38.8	39.9	103	1.1
Net Income Attributable to Owners of Parent	24.7	26.6	108	1.9

Breakdown of change in operating income
Income on transfer of receivables through the liquidation of receivables (8.0 billion yen) increased by 0.6 billion yen from the previous fiscal year, while depreciation and expenses, etc. (8.0 billion yen) increased by 0.7 billion yen, resulting in a 0.1 billion yen decrease in operating income. Substantial operating income, excluding the effect of the liquidation of receivables above, increased by 3.6 billion yen from the previous fiscal year, comprising a 1.6 billion yen increase in the retailing segment and a 1.8 billion yen increase in the FinTech segment.

Retailing segment
In Marui and Modi Stores, aiming to create the unique value that only physical stores can, we have promoted introduction of experience-providing tenants, schools, drink, food and services that are not focused on the sale of goods. As a result, the area of non-product sales tenants grew to account for 65% of the entire store area, 4% higher compared with the previous fiscal year, which indicates solid progress in our category transition efforts. The area of idle space decreased as the recruitment of new tenants progressed, which enabled the Group's facilities to create higher value.

We are stepping up efforts to make our stores more eventful to ensure that customers can enjoy whenever they visit our stores. A case in point is OMEMIE, Marui's store opening support service launched in 2022. This makes it possible to complete the whole process of store opening online, from searching store spaces available in Marui and Modi Stores across Japan to concluding a contract. A broad range of clients, including direct-to-customer (D2C) brands and sole proprietors, are using this service, and we have successfully recruited new tenants who open their stores in Marui for the first time. Accordingly, we are now able to offer a wider variety of events, such as trial-use sessions and workshops for the services provided by new tenants.

As a result, operating income in the retailing segment was 8.6 billion yen, increasing by 1.6 billion yen or 24% from the previous fiscal year for a fourth consecutive fiscal year.

FinTech segment
Through approaches for maximization of household share, which have been strategically underway, recurring payments such as for rent, shopping on e-commerce sites, and utilities increased. As a result, the credit card transaction volume was 1,151.7 billion yen, an increase of 10% for the fourth quarter, and 4,530.5 billion yen, an increase of 10% from the previous fiscal year, each reaching a record high.

In addition, transaction volume of installment and revolving payments increased to 432.1 billion yen, a 10% increase from the previous fiscal year and balance of installment and revolving payment including liquidated receivables reached a record high of 469.3 billion yen, an 8% increase from the previous fiscal year.

The number of new EPOS cardholders was 820 thousand, an increase by 10 thousand from the previous fiscal year, and the number of card memberships as of the fiscal year-end reached a record high of 7,900 thousand, an increase by 310 thousand from the previous fiscal year.

In addition to the Gold cards, which have driven business growth to date, we have strengthened efforts with EPOS cards that support "Suki*." Compared with general credit cards, young people make up a higher percentage of holders of the EPOS cards that support "Suki," leading to LTV (lifetime value) two to seven times as high. Cards collaborating with anime, games, and entertainment are characterized by their high affinity with online applications for membership, due in part to their characteristics of having many passionate fans and the ability to easily spread awareness through social media, etc. For these credit cards, new ideas have been proposed not only by those employees engaged in FinTech but also by those engaged in retailing and Co-Creative investment, which have increased to 115 projects. For example, we have held events in our stores in conjunction with EPOS cards that support "Suki" to provide an opportunity to have a real experience, while on our e-commerce sites we have developed and sold collaboration goods. We have thus implemented unique initiatives that only we can by leveraging our credit cards, stores and e-commerce platforms to provide unique experience value. With these initiatives, the number of new holders of EPOS cards that support "Suki" reached 340 thousand, and the number of

holders as of the end of the fiscal year reached 1,110 thousand, an increase by 210 thousand from the previous fiscal year. Going forward, we at the Group will continue to work as one to step up these efforts to gain even more members with strong loyalty and achieve further growth in transaction volume and the number of new holders of our credit cards.

As a result, operating income in the FinTech segment for the fiscal year under review was 44.1 billion yen, an increase by 1.7 billion yen or 4% from the previous fiscal year.

*The word “suki” can mean love, like, favor, passionate about, crazy about, adore, etc.

Indicator showing LTV stability

With business model transformation, the Group’s earning structure showed an increase in recurring revenue such as revenue on real estate of stores and credit card processing fees, which accounts for a larger portion of sales and profits. From recurring revenue generated on an ongoing basis in accordance with contracts with customers and business partners, future earnings for the next and subsequent fiscal years may be deemed as contracted future recurring profit, which serves as an indicator measuring the stability of profits. We consider this indicator as an important element for the Company’s management with a priority on LTV from a long-term view. In the fiscal year under review, recurring revenue (total gross profit basis) amounted to 151.5 billion yen (an increase by 8% from the previous fiscal year), and the ratio of recurring gross profit to total gross profit was 66.8% (a decrease by 0.2% from the previous fiscal year).

Contracted future recurring profit as of the end of the fiscal year under review amounted to 398.4 billion yen (an increase by 5% from the previous fiscal year), and future earnings of roughly 1.8 times as high as the gross profit posted in the fiscal year under review can be expected.

(Segment Information) (Millions of yen)

Category	Retailing Segment	FinTech Segment	Total	Adjustments	Consolidated
Revenue					
To Outside Customers	75,550	178,841	254,392	−	254,392
Inter-Segment Revenue or Transferred Revenue	6,717	2,114	8,832	(8,832)	−
Total	82,267	180,956	263,224	(8,832)	254,392
[Year on Year (%)]	[106.4]	[108.3]	[107.7]	[−]	[108.1]
Segment Profit	8,599	44,059	52,659	(8,144)	44,515
[Year on Year (%)]	[123.5]	[104.0]	[106.8]	[−]	[108.5]
Operating Margin (%)	10.5	24.3	−	−	17.5

(Details of Total Group Transactions)

Category	Total Transactions (Millions of yen)	Composition Ratio (%)	Year on Year (%)
Rent revenues and others	255,429	5.2	111.1
Contracted sales	21,097	0.4	105.1
Consignment sales	23,696	0.5	88.7
Product sales	2,309	0.1	111.2
Retailing-related services	21,869	0.4	111.4
Retailing segment	324,401	6.6	108.7
Credit card transaction	4,530,541	91.9	110.0
Cash advances	137,302	2.8	101.9
IT and others	12,777	0.3	103.1
FinTech segment	4,680,621	95.0	109.8
Eliminations	(78,167)	(1.6)	−
Total	4,926,855	100.0	109.8

Note: Total transactions for retailing-related services include interior design and furnishing for retail stores, publicity and advertising, distribution/logistics for fashion goods, and the management and maintenance of buildings, while IT and others includes IT systems services, rent on real estate, sale of investment trusts, and small-amount and short-term insurances.

(2) Capital Investments

The capital investments of the Group were mainly for the renovation of sales floors at stores and investment in system infrastructure. The total expenditures on capital investments during the fiscal year under review amounted to 14,537 million yen.

(3) Fund Procurement

The Group raises funds with the highest priority given to financial safety, while making efforts to diversify its maturity dates as well as funding methods.

During the consolidated fiscal year under review, the Group raised funds of 85.7 billion yen in loans from financial institutions and 20.2 billion yen from the issuance of bonds in response to an increase in operating receivables in the FinTech segment and the repayment of loans, etc. Additionally, the Group increased the amount of funds raised through the liquidation of receivables by 31.9 billion yen.

(4) Issues to be Addressed

■ Current initiatives

Since its founding, the Group has innovated and evolved its unique business model merging retailing and FinTech to meet the changing needs of the times and of customers. In the previous medium-term management plan, we newly added forward-looking investments consisting of co-creative investment and investment in new businesses. By promoting a business model that integrates the three pillars integrating retailing, FinTech, and forward-looking investments, we have been aiming to further increase our corporate value through impact, business strategy, and capital policy.

(Impact)

While progress was made in a support for “Suki” and innovations in work styles and organizations, innovation in sustainable consumption and living struggled.

(Business strategy)

In retailing, operating income was almost in line with the plan due to measures such as eventful stores. FinTech was below the plan due to a slower than expected recovery from the COVID-19 pandemic and

sluggish growth in new Gold card memberships. In forward-looking investments, while co-creative investment contribution income and IRR made progress, new business development struggled.

(Capital policy)

In capital policy, the Company completed capital optimization in the fiscal year ended March 31, 2023, achieving the balance sheet it was aiming for at an early stage. In terms of shareholder returns, in order to improve capital efficiency and achieve long-term stable dividend increases, the Company introduced DOE in the fiscal year ended March 31, 2024, which resulted in dividend increases for 13 consecutive fiscal years through the fiscal year ended March 31, 2025, nearly doubling the dividend paid in the fiscal year ended March 31, 2024 and increasing the dividend for 13 consecutive fiscal years through the fiscal year ended March 31, 2025.

As for the outlook for the achievement of the three main KPIs of the previous medium-term management plan, which ends in the fiscal year ending March 31, 2026, it is expected to be delayed by one to two years due to the delayed recovery from the COVID-19 pandemic and the difficulties in developing new businesses.

■ Overview of Management Vision & Strategy Narrative 2031

The Group has formulated "Management Vision & Strategy Narrative 2031," revising its medium-term management plan in preparation for the 100th anniversary of the Company's founding in 2031. The Company will achieve social value by setting high goals as the management vision, backcasting from these goals to build a strategic story, and linking vision, impact, and business strategies.

<Management vision>

The Company will realize its vision of "overcoming the perceived trade-off between impact and profit" by shifting from the existing three-pillar business of retailing, FinTech, and co-creative investment to a business that supports "Suki" with a focus on FinTech.

The premise of the management vision is that the deflationary economy that has continued for more than 30 years is facing a tidal wave of change, and as consumer behavior changes, the Company has discovered the potential of a new economy, an economy driven by "Suki," which is the opposite of the cost performance consumption represented by point redemption that has been the norm up to now, and the Company will grow by creating this new market.

<Strategic story>

The impact aiming to achieve through business that supports "Suki" and the strategy for achieving it are as follows.

1. Consumption that expands for the benefit of others and society through "Suki"
2. Financial empowerment that supports "Suki"
3. Support strategies for realizing points 1 and 2
4. Expression of creativity through "flow"
5. Business development by social intrapreneurs
6. Exploratory domains

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

The purpose of a business that supports "Suki" is to achieve both impact and profit by encouraging "Suki" so that consumption "for oneself" becomes "for others" and eventually expands to "for society."

The number of cardholders who can donate to the recipients they wish to support through their use of the Group's EPOS cards that support "Suki" is expanding. The Company expects that the number of new types of consumers who feel happy to "donate" to "for others" will continue to increase in the future.

The Company will promote its differentiation strategy by meeting to a new type of consumer, and aim

to expand the membership of EPOS cards that support “Suki” to 3 million by the fiscal year ending March 31, 2031, and to surpass the number of members of the Gold card by the fiscal year ending March 31, 2041.

(Financial empowerment that supports “Suki”)

The Group has always supported the self-realization of young people. The Company will continue to support the self-realization of all people through financial empowerment that supports “Suki.”

In the FinTech business to date, credit cards have been issued through “co-creation of credit” in areas centered on metropolitan areas where Marui stores are located, but the scope of this business will be expanded to recruit members through the nationwide development of a new self-operated retailing system, regardless of geographic location.

The Company will also expand membership applications to include the Owner Card and Lancers Card for the growing number of the self-employed, start-ups, freelancers, and other diverse work styles, and the GTN Card for foreign nationals working in Japan through collaboration.

(Support strategies)

As a new customer contact point to replace original and private brands, the Company will support both impact and profit by developing new voluntary units of events, goods, and cards in major cities across the country that support “Suki” in a compact area, with high customer attraction, membership recruitment, and the potential to expand per-customer and gross profit margins.

In addition, the Group has been hiring specialized personnel and developing an agile development system through a joint venture with Goodpatch Inc., a leading UX company, and the newly established marui unite Co., Ltd. with the aim of improving the customer experience through DX.

Through the active roles of professional personnel, the Company will promote the conversion of loyal customers by providing unique experience value that combines the UX of digital and the real experience of the new independent operation unit.

(Expression of creativity through “flow”)

The Group has focused on the concept of “flow,” which comprehensively captures the key elements of business, that is, ability and challenge, as well as creativity and happiness, and has taken initiatives to enhance the job satisfaction of each and every employee and the vitality of the organization.

The Company aims to increase its corporate value by increasing opportunities to utilize “Suki” in their work through competitions that support our “Suki” and by creating an organization that demonstrates creativity, thereby expanding businesses that utilize intangible assets such as ideas, knowledge, and know-how and raising the ratio of intangible assets to more than 70% by the fiscal year ending March 31, 2031.

(Business development by social intrapreneurs)

In addition to creating innovations with external entrepreneurs, the Company has established a Business Promotion And Development Office to promote the activities of “social intrapreneurs (in-house entrepreneurs) who can change society while remaining in the company,” and will promote business development by recruiting human resources from inside and outside the company through various forms of employment.

The Company will establish the “Social Intrapreneur Development Foundation” for medium- to long-term human resource development and offer courses for university students, junior high and high school students. In the future, the Group will utilize this information in its business development by having the students join the Group and participate in its projects.

(Exploratory domains)

The Company will work on the globalization of businesses that support “Suki” and will first recruit human resources from around the world and promote business development under the theme of “Japan as an object of “Suki” from the world’s perspective.

<Risks>

To respond to the increase in finance costs due to rising interest rates, the Company will review revolving and installment fees and reduce interest rates on funding.

The Company is considering revising its revolving and installment commission rates beginning in the fiscal year ending March 31, 2026, and expects to see an increase in revenues.

As for funding rates, the Company will work on reducing funding rates by shortening the average funding period, and at the same time, strengthen dialogue with rating agencies with the aim of improving its credit ratings and curbing increases in financing costs.

<Capital policy and shareholder returns>

In the fiscal year ending March 31, 2031, the balance sheet is expected to expand to 1.5 trillion yen, and the retailing equity ratio is expected to be 50%, deviate from the Company’s optimal 35%. Therefore, by optimizing capital by 30.0 billion yen, the Company will review the balance sheet with the goal of achieving a consolidated equity ratio of 16%.

As for shareholder return policy, the Company will raise DOE from 8% to 10% in light of its target ROE of 15% for the fiscal year ending March 31, 2031.

As for capital allocation, the Company plans to allocate 350.0 billion yen of basic operating cash flow over 6 years, 90.0 billion yen for growth investments in existing businesses, 60.0 billion yen for future investments such as DX investments and business development, 30.0 billion yen for share repurchase for capital optimization, and 170.0 billion yen for shareholder returns.

<KPIs>

We have set our target KPIs for the fiscal year ending March 31, 2031, which are PBR of 3 to 4 times, EPS growth rate of 9% or more, and TSR growth rate of 12% or more per annum. We aim to achieve high growth and high returns.

The Group will continue to strive for further enhancement of corporate value through the above initiatives.

We sincerely ask for continued support and encouragement from our shareholders.

(Note) Connectivity between sustainability information and financial information

To increase its corporate value, the Company, as its policy, proactively discloses useful information whether it be financial (consolidated financial statements) or non-financial, if such information is deemed beneficial to a constructive dialogue with stakeholders. Our Business Report primarily discloses sustainability information including recurring revenue (revenue generated on an on-going basis) and other indicators related to LTV (lifetime value), which the Company deems to be important for management, as well as impacts.

Such sustainability information is useful for stakeholders to evaluate increase, impairment, etc. of the Company's corporate value, and data and assumptions that serve as a basis for sustainability information may affect related accounting estimates and others in the preparation of consolidated financial statements and other financial information. The Company therefore places emphasis on connectivity between sustainability information and financial information.

Specifically, we use the same basic data and assumptions for sustainability information as those for related financial information, thereby ensuring the connectivity between sustainability information and financial information that is subject to audit and attestation.

(5) Assets and Profits and Losses

Category	Fiscal year ended March 31, 2022	Fiscal year ended March 31, 2023	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
Total Group transactions (Millions of yen)	3,373,446	3,957,281	4,487,152	4,926,855
Revenue (Millions of yen)	209,323	217,854	235,227	254,392
Ordinary income (Millions of yen)	35,547	36,364	38,776	39,916
Net Income attributable to owners of parent (Millions of yen)	17,791	21,473	24,667	26,588
Earnings per share (Yen)	85.81	109.37	130.70	143.24
ROE (%)	6.5	8.5	9.9	10.6
Total assets (Millions of yen)	920,026	961,950	1,003,501	1,053,352
Net assets (Millions of yen)	262,052	246,562	253,628	246,636

(6) Major Subsidiaries of the Group

i. Major Subsidiaries of the Group

Company Name	Capital Stock	Percentage of Ownership	Principal Business
	(Millions of yen)	(%)	
MARUI CO., LTD.	100	100.0	Operation of Marui/Modi Stores, Online Shopping and Mail-order,
Epos Card Co., Ltd.	500	100.0	Credit Card Business, Credit Loan Business
MRI Co., Ltd.	500	100.0 [100.0]	Collection and Management of Receivables Business, Credit Check Business
AIM CREATE CO., LTD.	100	60.0	Proposal of Commercial Facilities Category, Design and Interior Decoration, Operation and Management, Planning and Making of Advertisement
MOVING CO., LTD.	100	100.0	Trucking Business, Forwarding Business
M&C SYSTEMS CO., LTD.	100	100.0	Software Development, Computer Operation
MARUI FACILITIES Co., Ltd.	100	100.0	Building Management Service Business, Security Service Business
MARUI HOME SERVICE Co., Ltd.	100	100.0	Real-Estate Rental Business
tsumiki Co., Ltd.	100	100.0	Sales of Tsumitate NISA applicable investment trusts
Epos Small Amount and Short Term Insurance Co., Ltd.	200	95.0 [95.0]	Small-amount and short-term insurance business

Note: The figure in square brackets "[ ]" in the Percentage of Ownership column indicates the share of indirect ownership as an included number.

ii. Status of Specified Wholly Owned Subsidiaries as of the End of the Fiscal Year under Review

Company Name	Address	Total Amount of Book Value	Total Assets of the Company
		(Millions of yen)	(Millions of yen)
MARUI CO., LTD.	3-2, Nakano 4-chome, Nakano-ku, Tokyo	222,619	891,291

(7) Lines of Business of the Group

The Group's lines of business are Retailing (rental and operational management of commercial facilities, etc. and over-the-counter and online sales of apparel, luxury and accessory goods, etc.,), and FinTech (credit card services, cash advances, and rent guarantees, etc.).

(8) Major Business Hubs

i. Head Office

Company Name	Location
MARUI GROUP CO., LTD. MARUI CO., LTD. Epos Card Co., Ltd. MRI Co., Ltd. AIM CREATE CO., LTD. M&C SYSTEMS CO., LTD. MARUI FACILITIES Co., Ltd. MARUI HOME SERVICE Co., Ltd. tsumiki Co., Ltd. Epos Small Amount and Short Term Insurance Co., Ltd.	Nakano-ku, Tokyo
MOVING CO., LTD.	Toda-shi, Saitama Prefecture

ii. Stores

Prefecture	Store Name
Tokyo	Shinjuku Marui Main Building, Shinjuku Marui Annex, Shinjuku Marui Men, Shibuya Modi, Kinshicho Marui, Ueno Marui, Kitasenju Marui, Yurakucho Marui, Nakano Marui, Kichijoji Marui, Machida Marui and Modi, Kokubunji Marui
Kanagawa	Marui City Yokohama, Marui Family Mizonokuchi, Marui Family Ebina, Totsuka Modi
Saitama	Omiya Marui, Soka Marui, Marui Family Shiki
Chiba	Kashiwa Marui and Modi
Shizuoka	Shizuoka Modi
Osaka	Namba Marui
Hyogo	Kobe Marui
Fukuoka	Hakata Marui

(Note) The store name of Marui Family Ebina changed to Ebina Marui on April 1, 2025.

(9) Matters concerning Employees

Business Category	Number of Employees	Comparison with the Previous Fiscal Year End
	(Number of Person)	(Number of Person)
Retailing segment	1,982	162 (decrease)
FinTech segment	1,799	77 (decrease)
Corporate (Common functions)	270	–
Total	4,051	239 (decrease)

Notes: 1. The number of employees shown above does not include part-time employees. Average number of part-time employees during the fiscal year (calculated based on monthly work hours) is 1,453.
2. Corporate (Common functions) refers to corporate management departments and investment departments that cannot be included in any specific segment.

(10) Main Loan Lenders

Lenders	Outstanding Balance
	(Millions of yen)
Syndicated loan	223,000
MUFG Bank, Ltd.	68,500
Sumitomo Mitsui Banking Corporation	59,000
Mizuho Bank, Ltd.	27,300
The Norinchukin Bank	16,500
Development Bank of Japan Inc.	13,000

Note: Syndicated loan is co-financing whose manager is MUFG Bank, Ltd., The Norinchukin Bank and Sumitomo Mitsui Trust Bank, Limited.

2. Matters concerning the Shares of the Group

(1) Total Number of Shares Authorized to be Issued: 1,400,000,000 shares

(2) Number of Shares Issued and Outstanding: 208,660,417 shares (including 27,482,700 shares of treasury stock)

(3) Number of Shareholders: 45,759 shareholders

(4) Principal Shareholders (Top 10)

Registered Name	Number of Shares Held	Percentage of Shareholding
	(thousand shares)	%
The Master Trust Bank of Japan, Ltd. (Trust Account)	43,353	23.9
Custody Bank of Japan, Ltd. (Trust Account)	27,100	15.0
Aoi Real Estate Company	6,019	3.3
Toho Co., Ltd.	3,779	2.1
Aoi Scholarship Foundation	3,317	1.8
Custody Bank of Japan, Ltd. (Trust Account 4)	3,143	1.7
JP MORGAN CHASE BANK 385781	2,957	1.6
MUFG Bank, Ltd.	2,904	1.6
Tadao Aoi	2,784	1.5
Karasuyama Co., Ltd.	2,454	1.4

Notes: 1. The Company holds 27,482 thousand shares of treasury stock which is excluded from the above principal shareholders.
2. Percentage of shareholding is calculated based on the total number of shares issued and outstanding, excluding the treasury stock of 27,482 thousand shares.
3. The calculation for the percentage of shareholding includes 482 thousand shares held by the Officer Compensation BIP Trust and Stock Benefit ESOP Trust.

(5) Other Significant Matters concerning the Shares of the Group

i. Acquisition of treasury stock (Market purchase at Tokyo Stock Exchange)

- Treasury stock acquired pursuant to resolution at the Board of Directors held on May 14, 2024
  Type and number of shares acquired: Common stock of 1,415,300 shares
  Total amount of acquisition of shares: 3,191,226,650 yen
  The date of acquisition: From June 10, 2024 to August 14, 2024
- Treasury stock acquired pursuant to resolution at the Board of Directors held on November 12, 2024
  Type and number of shares acquired: Common stock of 6,009,100 shares
  Total amount of acquisition of shares: 15,305,189,150 yen
  The date of acquisition: From November 15, 2024 to March 24, 2025

ii. Disposal of treasury stock (disposal of treasury stock as restricted stock to employees of the Company)

- Treasury stock disposed of pursuant to resolution at the Board of Directors held on November 12, 2024
  Type and number of shares disposed: 18,450 shares of the Company's common stock
  Disposal price: 2,398 yen per share
  Total disposal amount: 44,243,100 yen
  Allottees and number thereof: 123 employees of the Company
  Date of disposal: February 28, 2025

3. Matters concerning Officers of the Group

(1) Names of Directors and Audit & Supervisory Board Members of the Group (As of March 31, 2025)

Name	Position	Position in Charge and Important Position of Other Organizations Concurrently Assumed
Hiroshi Aoi	President and Representative Director, Representative Executive Officer, CEO	Director, Aoi Scholarship Foundation
Etsuko Okajima	Director	President & CEO, ProNova Inc. Director, euglena Co., Ltd. Member of the Board, Independent, KADOKAWA CORPORATION
Yasunori Nakagami	Director	Representative Director and CEO, Misaki Capital Inc.
Peter David Pedersen	Director	Professor, Shizenkan University Graduate School of Leadership & Innovation Representative Director, Specified Nonprofit Corporation NELIS Independent Outside Member of the Board, Meiji Holdings Co., Ltd. Outside Director, Mitsubishi Electric Corporation
Hirotsugu Kato	Director and Managing Executive Officer	CFO, In charge of Group FP&A, IR, Finance, Sustainability, and ESG Promotion
Reiko Kojima	Director and Senior Executive Officer	CWO (Chief Well-being Officer), General Manager, Wellbeing Promotion Department
Hitoshi Kawai	Audit & Supervisory Board Member (Full time)	
Hajime Sasaki	Audit & Supervisory Board Member (Full time)	
Yoko Suzuki	Audit & Supervisory Board Member	Attorney (Partner, Suzuki Sogo Law Office) Member of the Board, Bridgestone Corporation Outside Director and Audit & Supervisory Board Member, Nippon Pigment Holdings Company Limited Outside Director of the Board, Japan Pulp & Paper Co., Ltd.
Hiroaki Matsumoto	Audit & Supervisory Board Member	Tax Accountant (Hiroaki Matsumoto Certified Tax Accountant Office) Outside Audit & Supervisory Board Member, Yazaki Corporation Outside Corporate Auditor, KAKEN PHARMACEUTICAL CO., LTD.

Notes:
1. Directors, Ms. Etsuko Okajima, Mr. Yasunori Nakagami and Mr. Peter David Pedersen are External Directors. The Group has submitted a notification to Tokyo Stock Exchange, Inc. designating them as independent directors.
2. Audit & Supervisory Board Members, Ms. Yoko Suzuki and Mr. Hiroaki Matsumoto are External Audit & Supervisory Board Members. The Group has submitted a notification to Tokyo Stock Exchange, Inc. designating them as independent audit & supervisory board members.
3. The Group has no special relations with entities in which Director Mr. Yasunori Nakagami and Audit & Supervisory Board Members Ms. Yoko Suzuki and Mr. Hiroaki Matsumoto concurrently assume office.
4. Director Ms. Etsuko Okajima is a Director of euglena Co., Ltd. with which the Company has formed a business and capital alliance and the Company has approximately 1.6% of the total number of issued shares of the same company as of March 31, 2025. In addition, the same

company participated in special events hosted by the Company at Marui stores, setting up its booths. However, the amount of the charge for the setup of the booths paid by the same company to the Company was approximately 1.30 million yen for the most recent fiscal year. Furthermore, the Company purchases biofuel from the same company, and the amount of payment paid by the Company to the same company was approximately 4.40 million yen for the most recent fiscal year. These percentages and amounts both satisfy the "Criteria for Independence for External Directors and Audit & Supervisory Board Members" of the Company.

5. Director Ms. Etsuko Okajima is a Member of the Board, Independent of KADOKAWA CORPORATION to which the Company pays product royalties. However, the amount of the charge paid by the Company to the same company was less than 1.00 million yen for the most recent fiscal year, and she therefore satisfies the "Criteria for Independence for External Directors and Audit & Supervisory Board Members" of the Company.
6. Director Ms. Etsuko Okajima retired as External Director of LANCERS, Inc. as of June 28, 2024 and as Outside Director of SEPTENI HOLDINGS CO., LTD. as of March 26, 2025.
7. Director, Ms. Etsuko Okajima's name on the family register is Ms. Etsuko Mino.
8. The Company participates in activities held by Specified Nonprofit Corporation NELIS, where Director Mr. Peter David Pedersen serves as Representative Director. He had given opinions on sustainability management as Advisor of the Company until June 2021. The amount of Specified Nonprofit Corporation NELIS activity participation fees paid by the Company was 1.50 million yen for the most recent fiscal year, and he satisfies the "Criteria for Independence for External Directors and Audit & Supervisory Board Members" of the Company.
9. Audit & Supervisory Board Member, Ms. Yoko Suzuki is a qualified attorney and well-versed in corporate law.
10. Audit & Supervisory Board Member, Mr. Hiroaki Matsumoto is a certified public tax accountant and has an appreciable extent of knowledge in finance and accounting.

(Reference)
Executive Officers (excluding those who concurrently serve as Director) are as follows. (As of April 1, 2025)

Name	Position	Position in Charge
Masao Nakamura	Senior Managing Executive Officer	CREO (Chief Real Estate Officer) In charge of Corporate Planning, Real Estate Operations, In charge of CRE Strategy Promotion President and Representative Director, AIM CREATE CO., LTD.
Tomoo Ishii	Senior Managing Executive Officer	CHRO In charge of General Affairs, Personnel, Audit, and Wellbeing Promotion
Yoshinori Saito	Managing Executive Officer	CSeO (Chief Security Officer) Chairman of the Board, Epos Card Co., Ltd. President and Representative Director, MARUI HOME SERVICE Co., Ltd.
Akikazu Aida	Managing Executive Officer	CDO, In charge of FinTech Business, DX Promotion President and Representative Director, Epos Card Co., Ltd.
Masahiro Aono	Managing Executive Officer	In charge of Retailing Business President and Representative Director, MARUI CO., LTD.
Takeshi Ebihara	Senior Executive Officer	CIO President and Representative Director, M&C SYSTEMS CO., LTD.
Naofumi Tsuchiya	Executive Officer	CDXO (Chief Digital Transformation Officer) *Non-full time
Fumitaka Marutani	Executive Officer	Senior Managing Director, Epos Card Co., Ltd.
Masami Endoh	Executive Officer	In charge of Co-creative Investment General Manager, Group FP&A Department President and Representative Director, D2C & Co. Inc.
Atsushi Nagasao	Executive Officer	General Manager, Corporate Planning Division Senior Managing Director, AIM CREATE CO., LTD. President and Representative Director, okos Co., Ltd.
Tatsuo Niitsu	Executive Officer	Director and General Manager, E-Commerce Business Department, MARUI CO., LTD.
Masahisa Aoki	Executive Officer	Representative Director and CEO, tsumiki Co., Ltd.
Yuko Shiota	Executive Officer	In charge of Business Produce Promotion General Manager, Sustainability Department General Manager, ESG Promotion Department
Takeaki Yamane	Executive Officer	General Manager, DX Promotion Office President and Representative Director, marui unite Co., Ltd.
Ayumi Hiromatsu	Executive Officer	Director, M&C SYSTEMS CO., LTD. General Manager, Store System Development Department
Jiro Ishioka	Executive Officer	General Manager, Event and Goods Business Preparation Office

Takahiro Matsumoto	Executive Officer	General Manager, General Affairs Division
Masaaki Kurano	Executive Officer	General Manager, Real Estate and Construction Department Senior Managing Director, MARUI HOME SERVICE Co., Ltd.
Nahoko Kutsukake	Executive Officer	General Manager, Sales Planning Department, MARUI CO., LTD.

(2) Overview of Directors and Officers Liability Insurance Agreement

The Company has entered into a directors and officers liability insurance agreement (hereinafter the "D&O insurance") with an insurance company as provided under Article 430-3, Paragraph 1 of the Companies Act. Under the agreement, any damage incurred when a Director or Audit & Supervisory Board Member has assumed liability for damages as a result of execution of duties (excluding those that fall under the grounds for exemption as stipulated in the insurance agreement) shall be compensated. However, in order to ensure that the performance of duties by insured persons is not compromised, there is a certain limit on the amount of compensation. Damages under the said limit will not be covered by the insurance policy. In addition, the insurance premiums of the D&O insurance have been fully paid by the Company.

(3) Compensation, etc. to Directors and Audit & Supervisory Board Members

i. Matters Concerning Policy for Decision on Details of Compensation, etc. to Each Director

The following Company's Policy for Decision on Details of Compensation, etc. to Directors was determined by resolution of the Board of Directors on March 17, 2021:

1. Basic policy

Compensation for Directors of the Company is determined pursuant to a compensation system linked to shareholders' interests to fully function as an incentive for pursuing sustainable improvement in corporate value.

Specifically, compensation for Directors (excluding External Directors and non-residents in Japan) of the Company comprises fixed basic compensation as well as performance-linked bonuses, which are based on the performance of the Company in a given fiscal year to function as a short-term incentive, and performance-linked stock-based compensation, which is based on the medium-to-long-term performance of the Company to function as a medium-to-long-term incentive.

The compensation levels and the ratio of performance-liked compensation are checked every year by referring to survey data of officer compensation by external research institutions, and setting the compensation levels and the ratio of performance-liked compensation of other companies which are similar to the Company in size as a benchmark.

External Directors will only receive basic compensation based on their position to ensure that they maintain an independent standpoint.

2. Policy for decision on the amount of fixed compensation (basic compensation) to each Director (including the policy for decision on the timing as well as terms and conditions of payment of compensation)

Basic compensation for Directors of the Company is monthly fixed compensation and paid to Directors based on the above basic policy pursuant to terms and conditions of payment according to their positions, etc., designated by the Nomination and Compensation Committee.

3. Policy for decision on details, and calculation method of the amount or coefficient of variable compensation (bonuses and stock-based compensation) to each Director (including policy for decision on details of performance indicators, and calculation method of the amount or coefficient of the performance indicators, and policy for decision on the timing and terms and conditions of payment of compensation)

- Performance-linked bonus

The performance-linked bonus is decided in accordance with the duties of each Director in order to boost motivation for improving performance of the Company on a single fiscal year basis. Performance-linked coefficients are set based on the degree of accomplishment of targeted performance indicators in a given fiscal year, and these coefficients are multiplied by the standard amount of compensation defined for each rank to decide performance-linked bonus amounts.

- Performance-linked stock-based compensation

With utilization of the Officer Compensation BIP Trust, a trust fund established through contribution of money by the Company (hereinafter the "Trust") is used to issue shares of the Company to Directors. Specifically, in order to boost motivation to contribute to improved medium-to-long-term performance and expanding corporate value, a certain number of fiscal years are set in line with the medium-term management plan, and a performance-linked coefficient is determined based on the Company's

performance indicators such as the degree of achievement of performance targets for the final fiscal year. The coefficient so determined will then be multiplied by accumulated points awarded to Directors in every fiscal year according to each Director's rank to determine the number of shares to be issued to each Director. Each Director shall receive shares of the Company equivalent to a certain portion of the points, while the remaining shares of the Company shall be converted into cash by the Trust, and the payment of money equivalent to the conversion value shall be received by the Director. Provided, however, that a transfer restriction period of one year from the time of delivery shall be established regarding the shares delivered for the initial target period (the fiscal year ended March 31, 2020 and the fiscal year ended March 31, 2021).
If a target period is extended and the Trust is continued, the target period shall correspond to the number of years subject to the medium-term management plan at the time. If a new target period is set at two years, the same transfer restriction period of one year from the time of delivery as mentioned above shall be established for the shares to be delivered regarding the said target period.

- Performance indicators
Performance indicators of performance-linked bonus and performance-linked stock-based compensation shall be set in line with the medium-term management plan at the time of establishment of the plan, and determined at the Board of Directors according to changes in the environment as appropriate.

- The timing of payment of performance-linked bonus
After completion of each fiscal year, a performance-linked bonus shall be paid at a certain time during the following fiscal year.

- The timing of delivery of performance-linked stock-based compensation
Directors who satisfy the eligibility requirements shall receive delivery of the shares of the Company, etc. in accordance with the number of accumulated points calculated, in or after the month of June immediately following the final fiscal year of the target period, in principle.

4. Policy for decision on the ratio of performance-liked compensation for individual compensation
The ratio of performance-linked compensation shall be determined at the Board of Directors after deliberation by the Nomination and Compensation Committee in light of the basic policy stated in item 1 above.

5. Method determining the details of individual compensation
Individual compensation for Directors shall be determined at the Nomination and Compensation Committee as consigned by the Board of Directors for the purpose of improvement of the transparency and objectivity of the deliberation process related to compensation.
The Nomination and Compensation Committee consists of three (3) or more members, at least two (2) of which are, in principle, External Directors, and members may be elected by resolution of the Board of Directors.
The Nomination and Compensation Committee shall deliberate and determine the following matters based on a compensation system and within the maximum amount of compensation resolved at the general meeting of shareholders, considering overall factors such as the level of responsibility for the Group management and the progress of the medium-term management plan.
- Matters on individual compensation for Directors
- Matters on changes in a compensation system for Directors
- In addition to the above, matters consulted or consigned by the Board of Directors
* The Nomination and Compensation Committee consists of the following three (3) members elected by the Board of Directors for the fiscal year under review.
Etsuko Okajima (External Director)
Yasunori Nakagami (External Director)
Hiroshi Aoi (Representative Director)

6. Other important matters on individual compensation
As for performance-linked stock-based compensation, in case of any serious wrongdoing or violation of laws and regulations committed by an eligible Director, the Company has established a system to enable

it to have the Director forfeit the beneficiary rights for the shares expected to be delivered (malus) and demand the return of the amount of money equivalent to the shares delivered (clawback) from the Director.

[Reasons for judgment to the effect that the details of individual compensation for Directors are in accordance with the policy]
The Board of Directors has taken measures to include a majority of External Directors in the Nomination and Compensation Committee as mentioned above. For decisions on the details of individual compensation for Directors, the Committee deliberates on such matters from various aspects, based on the same perspective as the above policy for decision; therefore the Board of Directors judges the details of the compensation are in accordance with the above policy for decision.

ii. Matters Concerning Policy for Decision on Details of Compensation, etc. to Each Audit & Supervisory Board Member

Compensation for Audit & Supervisory Board Members consists only of fixed compensation and is decided through discussion among the Audit & Supervisory Board and set within the limit approved at a general meeting of shareholders.

iii. Matters Concerning Resolution on Compensation, etc. to Directors and Audit & Supervisory Board Members at the General Meeting of Shareholders

<Basic (fixed) compensation for Directors>
The maximum limit of compensation is the amount of 300 million yen per year (excluding salaries for employees paid to Directors who concurrently serve as employees of the Company), which was resolved at the General Meeting of Shareholders on June 27, 2012. The number of Directors as of the close of said General Meeting of Shareholders was seven (7) (of which, the number of External Directors was one (1)). Of this amount, the maximum limit of compensation for External Directors is the amount of 100 million yen per year, which was resolved at the General Meeting of Shareholders on June 28, 2022. The number of External Directors at the close of said General Meeting of Shareholders was three (3).

<Performance-linked bonus for Directors>
The maximum limit of compensation is the amount of 100 million yen per year (excluding bonuses for employees paid to Directors who concurrently serve as employees of the Company), which was resolved at the General Meeting of Shareholders on June 29, 2016. The number of Directors as of the close of said General Meeting of Shareholders was six (6) (of which, the number of External Directors was two (2)).

<Performance-linked stock-based compensation for Directors>
The maximum limit of compensation (the maximum limit of money to be contributed to a trust) is the amount of 200 million yen per fiscal year multiplied by the number of applicable years, and for two fiscal years, the fiscal year ended March 31, 2025 and the fiscal year ending March 31, 2026, the value is 400 million yen each. The upper limit for the Company's shares acquired by Directors from the fiscal year ended March 31, 2020 onward shall be 100,000 points per fiscal year (equivalent to 100,000 shares) multiplied by the number of years in the target period. Accordingly, the upper limit for the two-year period of the fiscal year ended March 31, 2025 and the fiscal year ending March 31, 2026 is 200,000 points. The maximum limit of compensation and the upper limit for the Company's shares acquired by Directors were resolved at the General Meeting of Shareholders on June 20, 2019, and the number of Directors as of the close of said General Meeting of Shareholders was seven (7) (of which, the number of External Directors was three (3)).

<Compensation for Audit & Supervisory Board Members>
The maximum limit of compensation is the amount of 100 million yen per year, which was resolved at the General Meeting of Shareholders on June 24, 2024. The number of Audit & Supervisory Board Members as of the close of said General Meeting of Shareholders was four (4).

iv. Total Amount of Compensation, etc. to Directors and Audit & Supervisory Board Members, and Matters on Performance Indicators of Performance-linked Compensation, etc.

Category	Number of Persons Subject to Payment	Total Amount of Compensation by Type			Total Amount of Compensation
		Basic Compensation	Performance-linked Bonus	Performance-linked Stock-based Compensation	
	(People)	(Millions of yen)	(Millions of yen)	(Millions of yen)	(Millions of yen)
Director (External Director)	6 (3)	170 (59)	21 (－)	63 (－)	255 (59)
Audit & Supervisory Board Member (External Audit & Supervisory Board Member)	4 (2)	64 (20)	－ (－)	－ (－)	64 (20)
Total	10	234	21	63	320

Notes: 1. The number of Directors and Audit & Supervisory Board Members at the end of the fiscal year under review is six (6) Directors and four (4) Audit & Supervisory Board Members.
2. The amount of performance-linked bonus and performance-linked stock compensation is the amount recognized as expenses for the fiscal year under review.

Target Performance Indicators and Results of Performance-linked Bonus

	Target indicator	Target	Results
Performance-linked bonus	EPS	¥141.4	¥143.2

Target Performance Indicators and Results of Performance-linked Stock-based Compensation

	Target indicator		Target
Performance-linked stock-based compensation	Financial indicators	EPS	¥200 or more
		ROE	13.0% or more
		ROIC	4.0% or more
	Non-financial indicators	ESG indicators	Inclusion in DJSI World
		CO_2 emission reduction	1,000,000t *Vs. Fiscal year ended March 31, 2017

(Notes) 1. The above performance indicators are selected because they are the important management indicators under the medium-term management plan of the Company, and ROE is an indicator to measure the profitability in relation to shareholders' equity, EPS is an indicator that focuses on shareholders, and ROIC is an indicator for invested capital. DJSI (Dow Jones Sustainability World Index) is an ESG index comprising companies selected through comprehensive evaluation of economic, environmental, and social factors for the perspective of long-term improvements to shareholder value, and this index is selected because it is used as an ESG indicator based on third-party surveys to facilitate the promotion of the Company's Co-creation Sustainability Management. CO_2 emission reduction is selected because it is an indicator particularly specific and objective among the Company's own impact-related KPIs. In addition, according to the degree of achievement of targets, a variable coefficient for performance-linked compensation is set within a range of 0% through 200% for performance-linked bonus and 0% through 110% for performance-linked stock-based compensation.
2. The calculation methods for performance-linked bonus and performance-linked stock-based compensation are as stated in i. above.
3. The target period of performance-linked stock-based compensation is two fiscal years (the fiscal year ended March 31, 2025 and the fiscal year ending March 31, 2026). In May 2025, the Company announced a new medium-term management plan, "Management Vision & Strategy Narrative 2031," which covers the fiscal year ending March 31, 2026. The performance-linked stock-based compensation for such two fiscal years will be calculated based on the target values for the fiscal year ending March 31, 2026, as set forth above in the medium-term management plan formulated in May 2021.

(4) Information on External Officers

i. Principal Activities of External Directors

Name	Principal Activities and overview of duties performed with regard to roles expected to be fulfilled
Etsuko Okajima	Attended all 10 meetings of the Board of Directors held during the fiscal year under review. Expressed her opinions in a timely and appropriate manner as necessary from an independent, objective position based on her experience in corporate management and extensive insight into human resource development and startups, fulfilling the responsibilities as an External Director. Supervised the Company's Future Leader Development Program. Serving as a member of the Nomination and Compensation Committee, the Strategy Committee and the Human Resource Strategy Committee, which are advisory bodies to the Board of Directors, made contribution to the enhancement of the Company's corporate value.
Yasunori Nakagami	Attended 9 out of 10 meetings of the Board of Directors held during the fiscal year under review. Expressed his opinions in a timely and appropriate manner as necessary from an independent, objective position based on his advanced insights in corporate management with a view toward capital markets that has been developed through ample experience at management consulting companies and an investment management company, fulfilling the responsibilities as an External Director. Serving also as a chairperson of the Strategy Committee, and a member of the Nomination and Compensation Committee, both of which are advisory bodies to the Board of Directors, made contribution to the enhancement of the Company's corporate value.
Peter David Pedersen	Attended all 10 meetings of the Board of Directors held during the fiscal year under review. Expressed his opinions in a timely and appropriate manner as necessary from an independent, objective position based on his advanced insights in sustainability management at the global level that has been developed through ample experience at environmental and CSR consulting companies, fulfilling the responsibilities as an External Director. Serving also as a chairperson of the Sustainability Committee, an advisory body to the Board of Directors, made contribution to the enhancement of the Company's corporate value.

ii. Principal Activities of External Audit & Supervisory Board Members

Name	Principal Activities
Yoko Suzuki	Attended all 10 meetings of the Board of Directors and all 16 meetings of the Audit & Supervisory Board held during the fiscal year under review. Expressed her opinions in a timely and appropriate manner based mainly on her professional knowledge as an attorney. In addition, held meetings periodically with the Representative Director; exchanged opinions regarding risks confronting the Company, major issues related to the audit of the Company, and other matters; and is working to deepen mutual understanding and trust.
Hiroaki Matsumoto	Attended all 10 meetings of the Board of Directors and all 16 meetings of the Audit & Supervisory Board held during the fiscal year under review. Expressed his opinions in a timely and appropriate manner based mainly on his professional knowledge as a certified public tax accountant. In addition, held meetings periodically with the Representative Director; exchanged opinions regarding risks confronting the Company, major issues related to the audit of the Company, and other matters; and is working to deepen mutual understanding and trust.

iii. Outline of the Content of Liability Limitation Contracts

The Company has concluded contracts with each of External Directors and External Audit & Supervisory Board Members to limit their liability for damages, as provided under Article 423, Paragraph 1 of the Companies Act. Based on these contracts, his/her liability shall be limited to the higher of a predetermined amount of 10 million yen or the amount set forth by laws and regulations.

4. Matters concerning Accounting Auditor

(1) Name of Accounting Auditor of the Company PricewaterhouseCoopers Japan LLC

(2) Compensation, etc. to the Accounting Auditor

1. Compensation paid for services rendered as accounting auditor for the fiscal year under review: 124 million yen

2. Total cash and other Compensation to be paid by the Company and its subsidiaries to the accounting auditor: 182 million yen

(Notes)1. In the audit contract between the Company and its accounting auditor, compensation paid for audits under the Companies Act and audits under the Financial Instruments and Exchange Act are not clearly distinguished and cannot be practically separated. Therefore, the total amounts of compensation, etc. paid to the accounting auditor is stated in 1 and 2 as the amount of compensation, etc. for the fiscal year under review.

2. The Company receives the service of non-auditing activities from an organization that belongs to the same network as the Company's accounting auditor does (PricewaterhouseCoopers), and the compensation, etc. paid for the service are included in the amounts stated in 1 and 2.

3. Reason for the Audit & Supervisory Board's consent of the compensation, etc. to the accounting auditor:
In addition to obtaining necessary documents and receiving reports from Directors, related departments of the Company and the accounting auditor, based on the status of implementation of audit of the previous fiscal year, the Audit & Supervisory Board has considered that the compensation is appropriate to maintain and improve the quality of audit and gave consent to the compensation as a result of confirmation of time required for audit and the unit rate of the compensation specified in the audit plan submitted by the accounting auditor.

(3) Content of Non-Auditing Activities

The Company and its subsidiaries call upon the accounting auditor to conduct work related to the provision of letters of comfort in connection with corporate bond issuance.

(4) Policy Regarding the Dismissal or Non-Reappointment of the Accounting Auditor

If the Audit & Supervisory Board deems that the accounting auditor falls under any item of Article 340, Paragraph 1 of the Companies Act, it will dismiss the accounting auditor with unanimous consent of Audit & Supervisory Board Members, as necessary. In such case, an Audit & Supervisory Board Member who is delegated by the Audit & Supervisory Board will report the fact that the Audit & Supervisory Board dismissed the accounting auditor and the reason therefor at an ordinary general meeting of shareholders to be held for the first time after the dismissal of the accounting auditor.

In addition to the above case, if the Audit & Supervisory Board deems that the accounting auditor is unable to conduct proper audit due to an event that impairs qualification or independence of the accounting auditor, it will decide on details of a proposal regarding dismissal or non-reappointment of the accounting auditor.

5. Company's Systems and Status of Operation

System to Ensure That the Execution of Duties by Directors Complies with Laws and Ordinances and the Articles of Incorporation, and System to Ensure That the Business Operations of the Company, as well as of the Corporate Group Consisting of the Company and Its Subsidiaries (the Group), is Duly Executed, and Status of Operation of Those Systems.

○ **Systems**

The Group will proceed with arrangement for the internal control system from the viewpoint of carrying out the Group operation and promote efficient operation with healthy and a high level of transparency.

i. System which ensures that execution of duties by Directors comply with laws and regulations and the Articles of Incorporation

a. Directors shall discharge legally and duly duties in accordance with the Directors'/ Audit & Supervisory Board Members' Internal Regulations and the Code of Conduct of the Group.
b. The Board of Directors shall hold meetings in principle ten (10) times a year and supervise the execution of duties by Directors.
c. Audit & Supervisory Board Members shall audit independently the execution of business by Directors and Executive Officers in accordance with the Regulations of the Audit & Supervisory Boards.
d. Highly independent External Directors and External Audit & Supervisory Board Members shall be elected and the objectivity and transparency of operation shall be enhanced.
e. Following four committees shall be established as advisory bodies to the Board of Directors:
    i) The Nomination and Compensation Committee (which consists of three (3) or more members, at least two (2) of which are External Directors) intended to enhance the transparency and objectivity in appointing Directors and Executive Officers with titles and determining compensation for Directors and Executive Officers
    ii) The Sustainability Committee for the purpose of promoting Co-creation Sustainability Management
    iii) The Strategy Committee with the goal of discussing and examining the strategic issues for the entire Group and each of its businesses toward sustainable growth in corporate value
    iv) The Human Resource Strategy Committee with the goal of discussing and examining the issues of human resource strategies of the entire Group toward sustainable growth in corporate value

ii. System for maintaining and managing information regarding execution of business by Directors

a. The Company shall arrange the regulations for controlling documents, pursuant to which minutes of the Board of Directors and other important documents related to the execution of business by Directors shall be maintained.

iii. Regulations related to controlling risk of loss and other system

a. Through the Public Relations IR Committee, Internal Control Committee, ESG Committee, Information Security Committee, Safety Control Committee, Financial Risk Committee, and Insider Trading Prevention Committee, the Company shall strive for improvement of the management level of high-risk areas in business operations, and through the Compliance Promotion Board providing a controlling function to each Committee, with the Representative Director as the chairperson, the Group's overall risk management shall be implemented.
b. The General Affairs Department and Audit Department shall cooperate in promoting internal control. Through documentation and the monitoring of the operation of each group company, in terms of predictable risks and countermeasures, they shall work to minimize operational risks.

iv. System to ensure that Directors can execute their duties efficiently

a. In accordance with the Group's authorization rules, the duties of Directors and Executive Officers shall be explicitly defined, and the Group's Directors and Executive Officers shall perform their duties in an efficient and swift manner.

v. System to ensure that financial reports are made properly

a. The corporate-wide policy and procedures to ensure appropriate financial reporting shall be presented and the proper arrangement and operation shall be secured.
b. A system for evaluating risks arising from inappropriate statements with respect to important items of financial report and for reducing risks shall be established.
c. A system for monitoring the internal control system with respect to financial reports shall be properly arranged to confirm the conditions and status of operation.

vi. System to ensure that subsidiaries' Directors and the Group's employees execute business in compliance with laws and regulations and the Articles of Incorporation

a. The Group's Code of Conduct shall be fully understood, to promote sound corporate activities grounded on high ethical standards for the Group.
b. In order to ensure full compliance with laws and ordinances and company rules across the entire Group, operational manuals in every category shall be prepared and internal training is encouraged.
c. The Marui Group Hot Line (Internal Reporting System) shall be set up, which allows direct contact with outside lawyers, to prevent problems from occurring and for the early detection of problems.
d. The Group shall conduct internal audits to grasp the internal control status, and improve compliance with laws, regulations and company rules.

vii. Other systems to ensure the appropriateness of business operations of the Group

a. The documentation of the internal control system of each group company shall be continuously reviewed.
b. Through the Compliance Promotion Board and each Committee, the Group shall confirm the latest control status of each Group company, and maintain an appropriate system.
c. Reporting system for the important decisions of subsidiaries to the Company shall be determined in accordance with the authorization rules of the Group.
d. The cooperation of Audit & Supervisory Board Members from each group company and the Internal Control Department shall be strengthened to further promote the establishment of an audit system for ensuring proper transactions and accounting treatments.
e. The Group shall refuse any unwarranted demands and disassociate from anti-social bodies, which threaten social order and safety, and strengthen the ties with external specialists, such as the police and lawyers, to establish system to eradicate anti-social bodies.

viii. Matters relating to employees if Audit & Supervisory Board Members request their appointment as assistants, issues of independence of such employees from Directors and how to ensure the effectiveness of instructions to such employees

a. Based on the request of Audit & Supervisory Board Members, audit staff with sufficient skills and knowledge shall be assigned to conduct requested duties.
b. Audit & Supervisory Board Members shall be allowed to instruct audit staff to assist with their audit work, and no Directors shall interfere with such instruction.

ix. System to report to Audit & Supervisory Board Members from Directors or employees, system to ensure the fair treatment of reporters

a. The internal audit system shall be reinforced and supporting function for Audit & Supervisory Board Members shall be strengthened.
b. The Directors and employees of each group company shall make report to Audit & Supervisory Board

Members as soon as possible when Directors and employees know any undue conduct, any fact which might infringe seriously any company in the Group or any act violating any laws, regulations or the Articles of Incorporation.

c. It shall be confirmed that no unfair treatment has been applied on the grounds of reporting to Audit & Supervisory Board Members.

x. Matters relating to the prepayment of expenses incurred through the execution of duties by Audit & Supervisory Board Members and reimbursement procedures and policies on processing expenses and liabilities incurred through the execution of duties by Audit & Supervisory Board Members

a. When Audit & Supervisory Board Members claim for expenses incurred during the execution of duties, such expenses shall be reimbursed, unless they are deemed unnecessary.

xi. Other system to ensure that efficient audit is carried out by Audit & Supervisory Board Members

a. The Board of Directors shall seriously cooperate with any request made by Audit & Supervisory Board Members in connection with discharging their duties smoothly.
b. Representative Directors and Audit & Supervisory Board Members shall have a meeting regularly and mutually confirm the status of executing business or discharging duties.
c. Audit & Supervisory Board Members may attend the Board of Directors' and other important management meetings as necessary to grasp the process under which important decision-making is processed and the status of executing business.
d. Audit & Supervisory Board Members may receive the provision of report or information from Directors and employees as necessary and inspect materials and records.
e. By appointing the Company's Audit & Supervisory Board Members as the same of its principal subsidiaries, information sharing and accurate confirmation of status can be realized.

○ **Status of Operation of the Systems**

i. Overall internal control system

a. The Group recognizes and improves the status of the Group's overall internal control system through internal audit jointly made by Audit & Supervisory Board Members and internal audit departments of each group company.
b. The Group documents business content and anticipated risks of, and measures therefor to be taken by, each group company. Also, by monitoring the status of operation of such measures through self-assessment and internal audit, the Group promotes highly effective internal control.
c. At each of the Group companies, various rules have been developed to clarify operation and rules from internal control perspective, and the rules are reviewed and revised as necessary.
d. As for internal control related to financial reporting pursuant to the Financial Instruments and Exchange Act, the Internal Control Committee develops, operates and evaluates such internal control by commission from the Board of Directors.

ii. Compliance system

a. The Group seeks to fully disseminate its Code of Conduct to its personnel and promote sound corporate activities based on high ethical standards.
b. In order to ensure compliance with laws and regulations and the Group's internal regulations, the Group develops various manuals and promotes operation of those manuals as well as provides education for its personnel. In the fiscal year under review, the Group provided training to its personnel regarding "information security", "harassment", etc., as focused subjects from the previous fiscal year, in addition to practical trainings tailored to each business area.
c. For the purpose of prevention and correction of violation of laws and regulations and misconduct, the Group has set up the Marui Group Hot Line (an internal reporting system) to allow its personnel to directly report to outside lawyers, and confirmed that the system has properly operated.

iii. Risk management system

a. The Group has the 7 Committees (Public Relations IR Committee, Internal Control Committee, ESG Committee, Information Security Committee, Safety Control Committee, Financial Risk Committee, and Insider Trading Prevention Committee) for each area to manage high-risk areas for business operation. The Group promotes efficient control of risks through the activities of each Committee.
b. The Group holds meetings of the Compliance Promotion Board which supervises activities of the Committees, and recognizes the status of risk control of each group company. In the fiscal year under review, the Group held meetings of the Compliance Promotion Board twice.

iv. Directors' execution of their duties

a. The Group ensures that Directors execute their duties lawfully and properly in accordance with the Group's internal regulations such as the Code of Conduct of the Group and Regulations for Officers.
b. The Group appoints three (3) External Directors who have extensive experience and expertise outside the Group and have satisfied the Group's Criteria for Independence of External Directors and Audit & Supervisory Board Members to reinforce the supervisory functions of the Board of Directors and improve the transparency of management.
c. The Board of Directors conducts proper deliberations pursuant to the Group's authorization rules and engages in fulfilling discussions on individual subjects such as the Group's strategies. In the fiscal year under review, the Board of Directors held its meetings ten (10) times.
d. The Group has set up the Management Committee that is comprised of Executive Officers appointed by the Board of Directors and seeks to accelerate operational decision-making by commissioning such committee to make important management decisions regarding execution of duties within the scope of the Group's authorization rules. In the fiscal year under review, the meetings of the Management Committee were held twenty (20) times.

v. Audit & Supervisory Board Members' execution of their duties

a. Audit & Supervisory Board Members exchange information at any time by holding regular meetings with Representative Director and confirm the status of operational execution. In the fiscal year under review, the regular meetings were held four (4) times.
b. Audit & Supervisory Board Members attend meetings of the Board of Directors, the Management Committee, etc. and understand decision making process and the status of operational execution.
c. Audit & Supervisory Board Members exchange information and opinions with External Directors, accounting auditors and internal audit departments on a regular basis.
d. Audit & Supervisory Board Members concurrently assume office of auditors at nine (9) major subsidiaries and confirm the status of operational execution of each of such subsidiaries by attending meetings of the Board of Directors of such subsidiaries and holding meeting of the Group's Audit & Supervisory Board Members Liaison Committee each month, in principle.
e. The Group has established a system where Audit & Supervisory Board Members can execute their duties smoothly by ways such as assigning two (2) employees who work for Audit & Supervisory Board Members.

* With regard to treatment of rounding numbers displayed in this report, listed amounts are rounded down to the nearest million yen unit, the number of shares are rounded down, and other is rounded to the nearest unit.

Consolidated Balance Sheet
(As of March 31, 2025)

(Millions of yen)

Item	Amount	Item	Amount
Assets		**Liabilities**	
Current assets	**737,587**	**Current liabilities**	**276,565**
Cash and deposits	49,250	Accounts payable-trade	7,323
Notes and accounts receivable-trade	8,187	Short-term loans payable	91,420
Accounts receivable-installment	536,549	Current portion of bonds	20,159
Operating loans	93,211	Commercial paper	10,000
Merchandise	480	Accounts payable-other	72,267
Accounts receivable-other	54,539	Income taxes payable	9,636
Other	16,705	Provision for bonuses	2,944
Allowance for doubtful accounts	(21,337)	Provision for point card certificates	41,432
		Reserve for loss from redemption of gift certificates	143
Noncurrent assets	**315,764**	Other	21,238
Property, plant and equipment	**169,146**	**Noncurrent liabilities**	**530,150**
Buildings and structures	52,057	Bonds payable	100,000
Land	103,156	Long-term loans payable	414,900
Construction in progress	4,776	Deferred tax liabilities	135
Other	9,156	Provision for loss on interest repayment	5,224
Intangible assets	**13,804**	Provision for loss on guarantees	47
Software	10,843	Provision for stock benefits	459
Other	2,960	Asset retirement obligations	1,351
Investments and other assets	**132,813**	Other	8,033
Investment securities	46,523	**Total liabilities**	**806,716**
Guarantee deposits	26,067	**Net Assets**	
Deferred tax assets	18,692	**Shareholders' equity**	**235,306**
Other	41,529	**Capital stock**	**35,920**
		Capital surplus	**92,049**
		Retained earnings	**171,502**
		Treasury stock	**(64,165)**
		Accumulated other comprehensive income	**10,833**
		Valuation difference on available-for-sale securities	**10,833**
		Non-controlling interests	**496**
		Total net assets	**246,636**
Total assets	**1,053,352**	**Total liabilities and net assets**	**1,053,352**

Consolidated Statement of Income

(From April 1, 2024 to March 31, 2025)

(Millions of yen)

Item	Amount	
Revenue		**254,392**
Cost of sales		31,635
Gross profit		222,757
Selling, general and administrative expenses		178,241
Operating income		**44,515**
Non-operating income		
Dividends income	434	
Gain on sales of investment securities	7	
Gain on deposit settlement	128	
Other	371	942
Non-operating expenses		
Interest expenses	3,449	
Other	2,091	5,541
Ordinary income		**39,916**
Extraordinary income		
Gain on sales of non-current assets	5,068	
Gain on sales of investment securities	3,122	8,190
Extraordinary loss		
Loss on retirement of non-current assets	1,240	
Loss on store closings	4,585	
Impairment loss	1,248	
Loss on valuation of investment securities	1,413	
Other	262	8,751
Income before income taxes		**39,355**
Income taxes-current	14,447	
Income taxes-deferred	(1,855)	12,591
Net income		**26,763**
Net income attributable to non-controlling interests		174
Net income attributable to owners of parent		**26,588**

Consolidated Statement of Changes in Net Assets

(From April 1, 2024 to March 31, 2025)

(Millions of yen)

	Shareholders' equity				
	Capital stock	Capital surplus	Retained earnings	Treasury stock	Total shareholders' equity
Balance as of April 1, 2024	**35,920**	**91,999**	**164,453**	**(46,116)**	**246,258**
Changes in the fiscal year:					
Dividends			(19,540)		(19,540)
Net income attributable to owners of parent			26,588		26,588
Acquisition of treasury stock				(19,219)	(19,219)
Disposal of treasury stock		2		1,170	1,172
Change in ownership interest of parent due to transactions with non-controlling interests		46			46
Changes in items other than shareholders' equity-net					
Total changes in the fiscal year	—	**49**	**7,048**	**(18,049)**	**(10,951)**
Balance as of March 31, 2025	**35,920**	**92,049**	**171,502**	**(64,165)**	**235,306**

(Millions of yen)

	Accumulated other comprehensive income		Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Total accumulated other comprehensive income		
Balance as of April 1, 2024	**6,992**	**6,992**	**377**	**253,628**
Changes in the fiscal year:				
Dividends				(19,540)
Net income attributable to owners of parent				26,588
Acquisition of treasury stock				(19,219)
Disposal of treasury stock				1,172
Change in ownership interest of parent due to transactions with non-controlling interests				46
Changes in items other than shareholders' equity-net	3,841	3,841	118	3,959
Total changes in the fiscal year	**3,841**	**3,841**	**118**	**6,991**
Balance as of March 31, 2025	**10,833**	**10,833**	**496**	**246,636**

Notes to Consolidated Financial Statements

1. Significant Matters on the Basis for the Preparation of the Consolidated Financial Statements

(1) Scope of consolidation

i) Number of consolidated subsidiaries: 11

Names of principal consolidated subsidiaries:

MARUI CO., LTD., Epos Card Co., Ltd., MRI Co., Ltd., AIM CREATE CO., LTD., MOVING CO., LTD., M&C SYSTEMS CO., LTD., MARUI FACILITIES Co., Ltd., MARUI HOME SERVICE Co., Ltd., MARUI HOME SERVICE MANAGEMENT Co., Ltd., tsumiki Co., Ltd., Epos Small Amount and Short Term Insurance Co., Ltd.

ii) Names of major non-consolidated subsidiaries:

D2C & Co. Inc., okos Co., Ltd., marui unite Co., Ltd., MARUI KIT CENTER CO., LTD., etc.

Reasons for excluding non-consolidated subsidiaries from the scope of consolidation

The twelve non-consolidated subsidiaries above are excluded from the scope of consolidation because each of the sums of their total assets, revenue, net income (an amount prorated to ownership) and retained earnings (an amount prorated to ownership) has no significant impact on the Company's consolidated financial statements.

(2) Application of the equity method

The Company does not apply an equity method for the above twelve non-consolidated subsidiaries and the following five affiliates: MIZONOKUCHISHINTOSHI Co., Ltd., etc., because their respective net income (an amount prorated to ownership) and retained earnings (an amount prorated to ownership) have no significant impact on the consolidated financial statements.

(3) Summary of significant accounting policies

i) Basis and method for valuation of significant assets

(a) Inventories

Merchandise is valued at cost using the monthly weighted average method (carrying amount in the balance sheet is calculated with consideration of write-downs due to decreased profitability).

(b) Securities

Stocks in subsidiaries and affiliates are stated at cost using the moving average method.

Of available-for-sale securities, those other than stocks, etc. with no market prices are valued at the quoted market price (with any unrealized gains or losses reported as a separate component of net assets at a net-of-tax amount and cost of sales determined by the moving-average method). Stocks, etc. with no market prices are mainly stated at cost using the moving-average method.

Investments in partnerships, etc. are stated at the net value of equities based on the most recent financial statement available prepared according to the financial reporting date specified in the respective partnership agreement.

ii) Method of depreciation and amortization of significant depreciable assets

(a) Property, plant and equipment (excluding lease assets)

Property, plant and equipment are depreciated using the straight-line method.

(b) Intangible assets (excluding lease assets)

Intangible assets are amortized using the straight-line method, however, software for internal use is amortized using the straight-line method over the useful life estimated by the Company (not exceeding five years).

(c) Lease assets

Lease assets under financial lease contracts that do not transfer ownership of leased property to the lessee are depreciated using the straight-line method over the lease term with a residual value of zero.

iii) Basis for recognizing significant allowances and provisions

(a) Allowance for doubtful accounts

The estimated uncollectible amounts are determined based on the historical rate of bad-debt losses for general receivables and on the case-by-case analysis of recoverability for receivables with default possibility.

(b) Provision for bonuses
The portion of estimated bonus payments that is incurred during the current consolidated fiscal year is recognized.
(c) Provision for point card certificates
Based on the balance of points awarded to card members outstanding at the end of the current consolidated fiscal year, the amount expected to be used is recognized.
(d) Reserve for loss from redemption of gift certificates
With regard to gift and other certificates that have been recognized as revenue after passage of a certain length of time after their issuance, the amount estimated to be exchanged in the future is recognized.
(e) Provision for loss on interest repayment
The amount of consumer loan interest estimated to be repaid at the end of the current consolidated fiscal year is recognized.
(f) Provision for loss on guarantees
With regard to the guaranteed obligations relating to consumer loans extended by financial institutions, the amount of loss estimated to have been incurred at the end of the current consolidated fiscal year is recognized.
(g) Provision for stock benefits
To prepare for provision of the Company's stock benefits to officers and employees pursuant to the stock allotment regulations, provisions are recorded based on the estimated amount of stock benefit obligations as of the end of the fiscal year under review.

iv) Basis for recognizing revenues and expenses
The Group operates, under the retailing segment, rental and operational management of commercial facilities, etc., purchasing and sale of apparel, luxury and accessory goods, space production, publicity and advertising, total logistics service for fashion goods, comprehensive building management, etc.; and in the FinTech segment, provides credit card services, cash advance services, rent guarantee services, IT systems services, real estate rental, sale of investment trusts, small-amount and short-term insurance business, etc.
In the retailing segment, revenue from fixed term tenants for the service of rental and operational management of commercial facilities is recognized pursuant to "Accounting Standard for Lease Transactions" (ASBJ Statement No. 13, March 30, 2007).
For sale of goods and provision of services, revenue is mainly recognized at the time when these goods or created works are delivered to customers, deeming that control of these goods or works is transferred to customers and performance obligations are satisfied at the time of delivery. For product sales in e-commerce, revenue is recognized at the time of shipment of products. If the Company acts as an agent in the sales of products, revenue is recognized on a net basis.
In the FinTech segment, financial charges earned on installment sales and consumer loan interest income for credit card services and cash advance services are recognized on an accrual basis by the method of charging on the declining balance of loans, pursuant to the "Accounting Standard for Financial Instruments" (ASBJ Statement No. 10, July 4, 2019).
For the credit card services, the Company records revenue from affiliate commissions at the time when credit cards are used pursuant to contracts with customer affiliated stores, as provision of services is complete and performance obligations are satisfied at that point in time. Annual fee of EPOS card is recognized as revenue over a year in which the performance obligations of providing membership privilege services to customer cardholders are satisfied.

v) Other significant matters for the preparation of consolidated financial statements
(a) Accounting treatment of national consumption tax, etc.
Non-deductible consumption taxes, etc., related to assets are recorded as period expenses in the consolidated fiscal year in which they occur.
(b) Application of the group tax sharing system
The Company and some consolidated subsidiaries have applied the group tax sharing system.

(4) Additional information
(Officer Compensation BIP Trust)
The Company has an incentive plan using the "Officer Compensation Board Incentive Plan Trust ("BIP Trust")" to provide an incentive to (i) Directors and Executive Officers (excluding External Directors and non-residents in Japan) of the Company and (ii) Directors of 15 subsidiaries of the Group, such as MARUI CO., LTD. and Epos Card Co., Ltd. (excluding External Directors and non-residents in Japan; collectively, with the Directors and Executive Officers of the Company, the "Executives").

(1) Overview of the plan

The Company sets up a trust with the Executives who fulfill certain requirements as beneficiaries, by contributing funds to acquire the Company's stock. The trust acquires the Company's own stock from the stock market for the number of shares required for delivering to the Executives based on the prescribed internal rule for stock delivery. Then, in accordance with the internal rule, the Company makes a delivery or payment of its shares and cash equivalents to the amount obtained by converting a part of the shares into cash based on the rank of each Executive and degree of achievement of the performance target.
The Company applies the "Practical Solution on Transactions of Delivering the Company's Own Stock to Employees, etc. through Trusts" (PITF No. 30, March 26, 2015) for the accounting treatment of the plan.

(2) The Company's shares held at the trust
The Company's shares held at the trust are carried at their book value at the trust (excluding incidental expenses) and accounted for as treasury stock under net assets. The book value of applicable treasury stock is 736 million yen and the number of shares is 321,865 shares as of March 31, 2025

(Stock Benefit ESOP Trust)

The Company has an incentive plan using the "Stock Benefit Employee Stock Ownership Plan Trust ("ESOP Trust")" to provide an incentive to the Group's employees holding senior management positions (hereinafter the "Senior Managers"), aiming to enhance their commitment to further improve the business performance and corporate value over the medium-to-long term.

(1) Overview of the plan
The Company sets up a trust with the Senior Managers who fulfill certain requirements as beneficiaries, by contributing funds to acquire the Company's stock. The trust acquires the Company's own stock from the stock market for the number of shares required for delivering to the Senior Managers based on the prescribed internal rule for stock delivery. Then, in accordance with the internal rule, the Company makes a delivery or payment of its shares and cash equivalents to the amount obtained by converting a part of the shares into cash based on the rank of each Senior Manager and degree of achievement of the performance target.
The Company applies the "Practical Solution on Transactions of Delivering the Company's Own Stock to Employees, etc. through Trusts" (PITF No. 30, March 26, 2015) for the accounting treatment of the plan.

(2) The Company's shares held at the trust
The Company's shares held at the trust are carried at their book value at the trust (excluding incidental expenses) and accounted for as treasury stock under net assets. The book value of applicable treasury stock is 335 million yen, and the number of shares is 160,570 shares as of March 31, 2025

2. Notes to Changes in Representation Methods

(Consolidated Balance Sheet)
Accounts receivable-other, which was included in "other" under "current assets" in the previous consolidated fiscal year, is separately stated from the consolidated fiscal year under review since its monetary importance has increased.

3. Notes to Accounting Estimates

Of the amounts recorded on the consolidated financial statements for the current consolidated fiscal year that are accounting estimates, items which may pose a significant risk to the consolidated financial statements for the following consolidated fiscal year are as follows.

(1) Valuation of unlisted stocks

i) Amount recorded on the consolidated financial statements for the current consolidated fiscal year

The amount recorded on the consolidated balance sheet for unlisted stocks excluding subsidiaries and affiliates is 5,456 million yen for 48 issuances.

ii) Calculation method for amounts recorded on the consolidated financial statements for the current consolidated fiscal year

As the Group seeks to transition its business model, it has been investing in startups that have the possibility of future business cooperation. Of these investments, unlisted stocks are included in "investment securities" on the consolidated balance sheet. Additionally, unlisted stocks are stocks, etc. with no market prices under ASBJ Statement No. 10, "Accounting Standard for Financial Instruments," and as such, the amount on the consolidated balance sheet is the acquisition cost.

Impairment losses are recognized for cases where, due to deterioration in financial condition, the net asset value per share used to calculate the fair value has declined by more than 50% compared to the acquisition cost, or for unlisted stocks acquired with consideration for excess earnings capacity, where the fair value, calculated based on factors such as the net asset value per share of the investee or its business plan obtained, has declined by more than 50% compared to the acquisition cost due to reasons such as actual performance falling below the business plan at the time of acquisition for a certain period.

iii) Key assumptions used in calculating amounts recorded on the consolidated financial statements for the current consolidated fiscal year

When fair value is calculated based on the business plan of the investee, key assumptions include the investee's business plan and the underlying assumptions such as the investee's business environment and future performance outlook.

iv) Effect on the consolidated financial statements for the following consolidated fiscal year

Of the above, 4,070 million yen for 16 issuances have results that have failed to meet plans as of the time of acquisition, and if business results at investees fail to meet plans in the next fiscal year, a loss on valuation of investment securities may be recorded in the following consolidated fiscal year.

(2) Impairment of store noncurrent assets

i) Amount recorded on the consolidated financial statements for the current consolidated fiscal year

(a) Stores that recorded impairment loss in the current consolidated fiscal year due to recognition of signs of impairment

Amount of book value of noncurrent assets after impairment: 127 million yen
Impairment loss: 1,133 million yen

(b) Stores that did not record impairment loss in the current consolidated fiscal year despite recognition of signs of impairment

Amount of book value of noncurrent assets: 7,590 million yen

(c) Stores with losses from operating activities during only the current consolidated fiscal year

Amount of book value of noncurrent assets: – million yen

ii) Calculation method for amounts recorded on the consolidated financial statements for the current consolidated fiscal year

In creating accounting estimates for impairment of noncurrent assets, the Company mainly uses stores as a basic unit of measurement, with this measurement also acting as the minimum unit that creates cash flows with respect to noncurrent asset grouping. The Company recognizes events that indicate possibility of impairment (hereinafter the "Impairment Signs") if the assets or asset groups of each store (hereinafter the "Store Noncurrent Assets") used "either have continuous losses from operating activities or are projected to have continuous losses," or "there are changes that will

significantly decrease the amount of possible collectability concerning the usage scope or method," etc. Additionally, the Company considers the operating activities of each store to include not only profits and losses from retail sales, but the issuance of EPOS cards, which serves as the source for generating profits and losses in FinTech. As such, concerning profits and losses from operating activities that use Store Noncurrent Assets that are used in determining the existence of Impairment Signs, the Company uses the sum of (i) the retail operating profits and losses of each store, and (ii) as profits and losses that have an effect on FinTech through the card issuances at each store, the product of historical FinTech profits and losses generated by EPOS card issuances at each store and the proportion of EPOS cards that will no longer be used after store closing based on historical results of past store closures.
For stores that have been determined to have Impairment Signs, the book values are reduced to the collectible amounts if the total amount of estimated future cash flows before discounts for the Store Noncurrent Assets is less than the book value, and said amount of reduction is recorded as an impairment loss. Additionally, the book value after impairment of Store Noncurrent Assets is 122,643 million yen.

iii) Key assumptions used in calculating amounts recorded on the consolidated financial statements for the current consolidated fiscal year
Key assumptions used in estimating the total amounts of future cash flows before discounts to be obtained from Store Noncurrent Assets at each store are future net sales from products based on sales strategies, store rental revenue, and future cash flows that each store brings in to FinTech through the issuance of credit cards.
Accounting estimates for future net sales from products based on sales strategies and store rental revenue for each store are made based on results from past fiscal years. Additionally, future cash flows that each store brings in to FinTech through the issuance of credit cards are estimated under the projection that there will be steady growth.
Additionally, if the assumptions used in the above estimates and future cash flow calculations change drastically, there is a possibility that the Company's financial condition and operating results for the following consolidated fiscal year may be significantly affected.

iv) Effect on the consolidated financial statements for the following consolidated fiscal year
For stores that have been recognized as having Impairment Signs, if the above key assumptions and future results become dissociated and profits and losses at each store deteriorate in the following consolidated fiscal year or if profits and losses from operating activities for the current consolidated fiscal year are negative, and if profits and losses from operating activities for the following consolidated fiscal year are negative, the Company will designated such stores as having Impairment Signs, and may record an impairment loss in the following consolidated fiscal year.

(3) Estimates for allowance for doubtful accounts related to operating loans and accounts receivable-installment

i) Amount recorded on the consolidated financial statements for the current consolidated fiscal year
Allowance for doubtful accounts: 20,230 million yen
Provision of allowance for doubtful accounts (Selling, general and administrative expenses): 20,166 million yen

ii) Calculation method for amounts recorded on the consolidated financial statements for the current consolidated fiscal year
To prepare for losses arising from default of receivables including consumer loans outstanding operating loans and installment sales account receivable, the Company estimates the future uncollectible amounts utilizing a doubtful account ratio based on historical default rates, making necessary adjustments such as future projections. Receivables are categorized based on days in delinquency and the necessity of requiring legal counsel, etc., with doubtful account ratios calculated for each category.

iii) Key assumptions used in calculating amounts recorded on the consolidated financial statements for the current consolidated fiscal year
As of the end of the current consolidated fiscal year, the Company has assumed that a trend of

historical bad debt for each category of receivables for a certain period of time in the past will continue in the future. Under this assumption, to prepare for losses arising from these effects, the Company estimates the future uncollectible amounts utilizing a doubtful account ratio calculated based on recent default rates that reflects most the bad debt expenses expected to be incurred in the future.

iv) Effect on the consolidated financial statements for the following consolidated fiscal year
As the allowance for doubtful accounts for the end of the current consolidated fiscal year is the best estimate that can be made as of this time, there are uncertainties in the assumptions used in the estimates and if credit risk of debtors changes due to changes in the economic environment etc., and there is a possibility that the amounts of allowance for doubtful accounts and provision of allowance for doubtful accounts recognized on the consolidated financial statements for the following consolidated fiscal year may be significantly affected.

(4) Estimates for provision for loss on interest repayment

i) Amount recorded on the consolidated financial statements for the current consolidated fiscal year
Provision for loss on interest repayment: 5,224 million yen
Provision for loss on interest repayment (Selling, general and administrative expenses):
— million yen

ii) Calculation method for amounts recorded on the consolidated financial statements for the current consolidated fiscal year
In the calculation of provision for loss on interest repayment, the Company refers to the examples contained in the "Auditing Solution on the Recording of Allowances for Losses due to Interest Repayment Requests of Consumer Finance Companies, etc." (Industry Committee Practical Policy No. 37) published by the Japanese Institute of Certified Public Accountants (Industry Committee).
Fundamental data used in the calculation are: (a) expected rate of occurrence for repayment requests from customers, (b) expected amount of requests, and (c) population (number of customers) for which the possibility of future repayment requests are expected to occur, and the provision for loss on interest repayment is calculated by combining these elements. For (a)(b)(c), the Company analyzes historical data and makes forecasts for the future under certain assumptions.

iii) Key assumptions used in calculating amounts recorded on the consolidated financial statements for the current consolidated fiscal year
Key assumptions used in estimating provision for loss on interest repayment are the expected rate of occurrence of repayment requests from customers ((a) provided in ii) above). During the current consolidated fiscal year, the Company has assumed that said rate of occurrence will continue to gradually decrease in the future.

iv) Effect on the consolidated financial statements for the following consolidated fiscal year
Owing to the nature of provision for loss on interest repayment as recording the expected amount of future repayment as a lump sum, forecasts must be made for long periods of time, which in turn introduces uncertainties to estimates. Additionally, the Company cannot deny that it is possible that estimates for future repayment amounts may increase or decrease owing to changes in the social environment and therefore, depending on the state of occurrence of interest repayments in the following fiscal year onward, there may be additional recording of provisions or the occurrence of reversals.

4. Notes to Consolidated Balance Sheet

(1) Accumulated depreciation of property, plant and equipment	208,967 million yen
(2) Guarantee liabilities	
Loan guarantees for personal loans offered by financial institutions	11,283 million yen
(3) Balance of liquidated receivables	376,453 million yen
(4) Accumulated reduction entry excluded national subsidy from acquisition costs of property, plant and equipment	73 million yen

5. Notes to Consolidated Statement of Income

Impairment loss

The Group recognized the amount of impairment loss on the following asset groups.

(Unit: Millions of yen)

Purpose	Location	Type	Amount
Store	Marui City Yokohama (Yokohama-shi, Kanagawa Prefecture)	Buildings and structures, etc.	636
Store	Kashiwa Marui (Kashiwa-shi, Chiba Prefecture)	Buildings and structures, etc.	496
Other	Head office, etc. (Nakano-ku, Tokyo and elsewhere)	Software and other	114
Total			1,248

While assets are mainly grouped with stores in the Group as the basic unit representing the minimum unit responsible for generating cash flows, those in e-commerce business are grouped on the basis of business, rental properties are grouped on the basis of properties, and other business assets are grouped on the basis of entity.

The asset groups above showed some indications of impairment, such as continuing to suffer loss from operating activities, and future cash flows were calculated and found to be less than their carrying amounts. Accordingly, the carrying amounts of the asset groups above have been written down to the recoverable amounts and the amount of the write-down has been reported as impairment loss under extraordinary losses. The recoverable amount by asset group has been evaluated by its net sale value or value in use.

6. Notes to Consolidated Statement of Changes in Net Assets

(1) Type and number of shares issued

Share Class	Number of Shares as of April 1, 2024	Increase in Shares in the Fiscal Year	Decrease in Shares in the Fiscal Year	Number of Shares as of March 31, 2025
Common stock	208,660,417 shares	–	–	208,660,417 shares

(2) Dividend

i) Cash dividend paid

Resolution	Share Class	Total Amount of Dividend (Millions of yen)	Dividend per Share (Yen)	Record Date	Effective Date
Ordinary General Meeting of Shareholders on June 24, 2024	Common stock	9,619	51	March 31, 2024	June 25, 2024
Board of Directors Meeting on November 12, 2024	Common stock	9,920	53	September 30, 2024	December 4, 2024

Notes: 1. Total amount of dividend resolved by the Ordinary General Meeting of Shareholders on June 24, 2024 includes 39 million yen of dividends from the Company's shares owned by Officer Compensation BIP Trust and Stock Benefit ESOP Trust.
2. Total amount of dividend resolved by the Board of Directors Meeting on November 12, 2024 includes 9 million yen of dividends from the Company's shares owned by Officer Compensation BIP Trust and Stock Benefit ESOP Trust.

ii) Dividends for which the record date falls in the current consolidated fiscal year, but the effective date falls in the following consolidated fiscal year.

The item regarding dividend on common stock is being proposed as follows:

Resolution	Share Class	Total Amount of Dividend (Millions of yen)	Resource for Dividend	Dividend per Share (Yen)	Record Date	Effective Date
Ordinary General Meeting of Shareholders on June 25, 2025	Common stock	9,602	Retained earnings	53	March 31, 2025	June 26, 2025

Note: Total amount of dividend to be resolved by the Ordinary General Meeting of Shareholders on June 25, 2025 includes 25 million yen of dividends from the Company's shares owned by Officer Compensation BIP Trust and Stock Benefit ESOP Trust.

(3) The class and the number of shares underlying subscription rights to shares (excluding subscription rights to shares of which the commencement date of their exercise period has not arrived) at the end of the current consolidated fiscal year.

Not applicable

7. Notes to Financial Instruments

(1) Matters concerning the status of financial instruments

i) Policies concerning financial instruments

- Since its founding in 1931, the Group has evolved its unique business model merging retailing and financial service, and established its strength and position not found in other companies. Recently, we newly added forward-looking investments consisting of co-creative investment and investment in new businesses. With a business model that integrates the three pillars consisting of retailing, FinTech, and forward-looking investments, we aim to further increase our corporate value. In FinTech, due to the growth of transaction volume in card transactions and stable handling of cash advances, operating receivables (accounts receivable-installment and operating loans) have increased. The Group makes efforts to maintain proper credit controls based on the belief that "creditability should be built together with customers," which has been fostered from the time of its founding.
- As FinTech grows, cash demand has been increasing and the amount of fund procurement needed has grown as well. Priority is placed on "financial security" with regard to fund procurement.
  As a policy, the Group utilizes derivative transactions solely for the purpose of hedging interest volatility risks in loans, etc. and not for the purpose of speculative transactions.
- Regarding growth investments, the Group builds a three-faceted business model integrating Retailing and FinTech with "forward-looking investments." The Group plans to mitigate investment risk and increase returns by realizing "co-creation" by uniting the Group's businesses and human resources with intangible assets such as investees' expertise and skills. In addition, in principle, the Group will not engage in cross-shareholdings except for cases in which such holdings are deemed necessary for maintaining or building upon collaborative or transactional relationships that are strategically critical for improving corporate value. For shares of business partners with whom sufficiently strong business relationships already exist, it was decided to undertake a phased reduction in cross-shareholdings out of consideration for asset efficiency and stock price fluctuation risks.

ii) Description of financial instruments, associated risks, and the risk management system

- The Group's main operating receivables, accounts receivable-installment and operating loans, are generated by use of EPOS card such as card transactions and cash advances. For such receivables, if a customer does not fulfill their obligations in line with the contract, there are credit risks such as payments in arrears and doubtful accounts. To deal with such risk, the Group strives to lower risk by implementing credit investigations and credit controls on a case-by-case basis, utilizing both credit information from external personal credit information bureaus and the Group's own credit system, in accordance with credit control regulations.
- Investment securities consist mostly of shares of companies with which the Group has business relationships and shares of growth companies which are acquired through "co-creative investment" in the "forward-looking investments." There are credit risks associated with the issuers as well as market risks due to fluctuations in market prices. Concerning "co-creative investment," the Group makes investment decisions after checking profitability including not only financial returns but also cooperative returns to be generated from cooperation with the Group. In addition, while acquiring information on market prices and the financial status of investees on a regular basis, shareholdings for which the strategic significance has been diminished will be sold in a phased manner to reduce risks by taking into account the business relationship with the investees.
- Concerning fund procurement, in the case of a turmoil in the financial market, a substantial deterioration of the Group's business performance, or a rapid decline in creditworthiness, fund procurement may be constrained. There are liquidity risks where sufficient funds cannot be procured, resulting in scenarios such as insufficient funds in the Group's businesses and failure to fulfill repayments and redemptions of loans and corporate bonds, etc. on time. In addition, as fund procurement interest rates fluctuate depending on the market environment or other factors, there are interest volatility risks such as procurement costs sharply rising depending on such trends. The FinTech segment is expected to grow and risks concerning fund procurement will also rise as demand for funds continues to increase in the future. Amid this situation, the Group employs the following measures from the perspective of "security" and "cost."
- Regarding interest-bearing debt, considering the decline in security due to an increase in debts, the Group's policy is to maintain a level of interest-bearing debt of around 90% of operating receivables.

- The Group is diversifying fund procurement methods by indirectly procuring funds from financial institutions and directly procuring funds through issuance of corporate bonds and commercial paper, as well as liquidating operating receivables, while utilizing these procurement methods in a balanced manner.
- In order to cope with refinancing risk, the Group maintains consistent annual repayment and redemption levels by controlling procurement periods. A backup system has been established by executing commitment line contracts and establishing overdraft facilities with financial institutions for such amounts.
- As for interest rates for fund procurement, the Group controls a sharp increase in procurement costs due to the fluctuations in market interest rates by maintaining a certain rate for the composition of fixed interest.

iii) Supplementary explanation on fair value, etc. of financial instruments

Since calculation of the fair value of financial instruments incorporates variable factors, the use of different assumptions may lead to variations in the fair value.

(2) Fair value, etc. of financial instruments

Carrying amount in the consolidated balance sheets, fair value and net unrealized gain/loss of financial instruments as of March 31, 2025 are shown in the table below.

Notes on "cash and deposits," "notes and accounts receivable-trade," "Accounts receivable-other," "accounts payable-trade," "short-term loans payable," "current portion of bonds," "commercial paper," "accounts payable-other," and "income taxes payable" have been omitted as their fair value approximates their carrying amounts because they are in cash and are settled within short periods of time.

(Millions of yen)

	Consolidated Balance Sheets Carrying Amount	Fair Value	Unrealized Gain/Loss
(1) Accounts receivable-installment	536,549		
Allowance for doubtful accounts	(16,393)		
	520,155	555,725	35,569
(2) Operating loans	93,211		
Allowance for doubtful accounts	(3,478)		
	89,732	99,367	9,634
(3) Investment securities			
Other securities	30,159	30,159	—
(4) Guarantee deposits	26,223	24,957	(1,266)
Total assets	666,272	710,210	43,938
(1) Bonds payable	100,000	98,045	(1,954)
(2) Long-term loans payable	414,900	411,706	(3,193)
Total liabilities	514,900	509,751	(5,148)

Notes: Stocks, etc. with no market prices and investments in partnerships, etc. are not included in "(3) Investment securities." Consolidated balance sheets carrying amount for these financial instruments are as follows.

(Millions of yen)

Category	Current consolidated fiscal year
Stocks, etc. with no market prices *1	9,664
Investments in partnerships, etc. *2	6,698
Total	16,363

Notes: 1. Stocks, etc. with no market prices include unlisted stocks. In accordance with Paragraph 5 of the "Implementation Guidance on Disclosures about Fair Value of Financial Instruments" (ASBJ Guidance No. 19, September 13, 2024), they are excluded from the scope of disclosure.

2. Investments in partnerships, etc. are primarily those in investment limited partners. In accordance with Paragraph 24-16 of the "Implementation Guidance on Accounting Standard for Fair Value Measurement" (ASBJ Guidance No. 31, June 17, 2021), they are excluded from the scope of disclosure.

(3) Fair value information by level within the fair value hierarchy

The fair value of financial instruments is classified into the following three levels according to the observability and materiality of inputs used to measure fair value.

Level 1 fair value: Fair value measured using quoted prices (unadjusted) in active markets for identical assets or liabilities
Level 2 fair value: Fair value measured using inputs other than those in Level 1 that are observable, either directly or indirectly.
Level 3 fair value: Fair value measured using significant unobservable inputs

If multiple inputs are used that are significant to the fair value measurement, the fair value measurement is categorized in its entirety in the level of the lowest level input that is significant to the entire measurement.

(i) Financial assets and financial liabilities measured at fair value

Fiscal year under review (March 31, 2025)

(Millions of yen)

Category	Fair value			
	Level 1	Level 2	Level 3	Total
Investment securities				
Other investment securities	24,476	5,247	435	30,159
Total assets	24,476	5,247	435	30,159

(ii) Financial assets and financial liabilities not measured at fair value

Fiscal year under review (March 31, 2025)

(Millions of yen)

Category	Fair value			
	Level 1	Level 2	Level 3	Total
Accounts receivable-installment	—	—	555,725	555,725
Operating loans	—	—	99,367	99,367
Guarantee deposits	—	24,957	—	24,957
Total assets	—	24,957	655,093	680,050
Bonds payable	—	98,045	—	98,045
Long-term loans payable	—	411,706	—	411,706
Total liabilities	—	509,751	—	509,751

Note: A description of the valuation technique(s) and inputs used in the fair value measurements

Assets

Investment securities

Listed stocks are measured at their quoted prices on the stock exchange, and classified as Level 1 fair value. Fair value of unlisted investment trusts is based on publicly disclosed net asset value, etc. and classified as Level 2 fair value. For privately placed bonds for which no quoted market prices are available, the fair value is measured by the present value of the total amount of principal and interest discounted at interest rates reflecting a remaining period and credit risk of said bonds and classified as Level 2. Fair value of bonds with stock acquisition rights is measured using a discounted present value of future cash flows and stock price volatility, and is classified as Level 3 fair value.

Accounts receivable-installment and Operating loans

The fair value is determined at their present value by discounting, at the risk-free rate, their future cash flows that are adjusted for their credit risks identified in the credit control process, and is classified as Level 3 fair value.

With respect to receivables with default possibility, the unrecoverable is estimated based on the present value of their estimated future cash flows. Their fair value thus approximates the amount of carrying value of the consolidated fiscal year under review less the estimated unrecoverable amount. This amount is therefore used as fair value, which is classified as Level 3 fair value.

Guarantee deposits

The fair value is determined at the present value of their future cash flows, discounted at the risk-free rate, and is classified as Level 2 fair value. Guarantee deposits that are expected to be repaid within one year are included.

Liabilities

Bonds payable

The fair value is measured at the present value of the sum of the principal amount and interest payments, discounted at a rate that takes into account the remaining period of the bond and credit risks, and is classified as Level 2 fair value.

Long-term loans payable

The carrying value of long-term loans payable with variable rates are stated at its fair value as such loans reflect the market interest rate in a short period of time and their carrying amounts approximate fair value. Those with a fixed interest rate are measured by discounting the sum of the principal amount and interest payments at an interest rate assumed to be applied if the same loans were newly executed, and are classified as Level 2 fair value.

8. Notes to Real Estate for Rent and Others

(1) Matters concerning the status of real estate for rent and others

Certain subsidiaries of the Company own commercial properties (including land) for rent in Tokyo and other areas.

(2) Matters concerning the fair value of real estate for rent and others

(Millions of yen)

Consolidated Balance Sheets Carrying Amount	Fair Value
127,995	299,739

Notes: 1. The amount shown in the consolidated balance sheets equals the cost less accumulated depreciation and accumulated impairment loss.
2. Fair value at the end of the consolidated fiscal year under review is an amount based primarily on real-estate appraisals including index-based adjustments by licensed outside real estate appraisers.

9. Notes to Revenue Recognition

(1) Disaggregation of revenue

Disaggregation of revenue from contracts with customers is as follows:

(Millions of yen)

	Reporting segment		
	Retailing	FinTech	Total
Commission on consignment sales (net)	5,752	—	5,752
Consignment sales (net)	3,984	—	3,984
Product sales	1,901	—	1,901
Retailing-related services income	19,365	—	19,365
Affiliate commissions	—	56,871	56,871
Service income	—	5,108	5,108
IT and others	5,278	2,129	7,407
Revenue from contracts with customers	36,283	64,109	100,392
Other revenue (Note)	39,267	114,732	154,000
Revenue from external customers	75,550	178,841	254,392

Note: Other revenue includes revenue from fixed term tenants under the “Accounting Standard for Lease Transactions” (ASBJ Statement No. 13, March 30, 2007), installment and revolving fees and interest on credit card cash advances under the “Accounting Standard for Financial Instruments” (ASBJ Statement No. 10, July 4, 2019), and insurance premiums revenue as defined under the Insurance Act.

(2) Useful information in understanding revenue
Major revenue from contracts with customers is as follows:

Retailing segment

Commission on consignment sales (net)

In consignment sales carried out by MARUI CO., LTD. customers retain ownership of products, and the role of the Group is a provider of services for arranging for consigned products to be provided to customers. Therefore, the Group recognizes revenue as an agent transaction, thereby revenue is recognized on a net basis by deducting the cost of these products from the consideration to be received from sales of products at stores or through e-commerce, in accordance with consignment sales contracts.

Consignment sales (net)

In consignment contracts in which MARUI CO., LTD. offers to external business operators rent spaces, etc. in Marui stores and permits such operators to display and sell merchandise, the role of the Group is to provide arrangement for the products of business partners of consignment sales to be provided to customers. Therefore, the Group recognizes revenue from these contracts as an agent transaction, thereby revenue is recognized on a net basis by deducting the cost of these products from the consideration to be received from sales of products.

Product sales

Consideration received from sales of clothing, accessories, foodstuffs, and other merchandise to customers at stores or through e-commerce by MARUI CO., LTD. is recognized as revenue. If products are sold at stores, customer obtains control of the products at the time of delivery of the products, and our performance obligations are deemed to be satisfied. Revenue is therefore recognized at the time of delivery of the products. If products are sold via e-commerce, customer obtains control of the products on the date of shipment of the products, and our performance obligations are deemed to be satisfied. Revenue is therefore recognized at the time of shipment of the products.

Retailing-related services income

Retailing-related services refer to those other than services relating to stores and e-commerce, excluding real estate lease contracts (design and construction of commercial facilities, property management, comprehensive building management, and real estate business, etc.). Consideration for the services is recognized as revenue at the time when the provision of services is completed, or at the time when the works are delivered to customers.

FinTech segment

Affiliate commissions

In this transaction, customers are affiliates who operate facilities and services used by card members of EPOS cards, which are credit cards issued by Epos Card Co., Ltd. Commissions income to be received based on contracts with customers are recognized as revenue at the time when we provide credit card settlement service, as we deem that our performance obligations are satisfied at that time.

Service income

In this transaction, customers are card members of EPOS cards, which are credit cards issued by Epos Card Co., Ltd. Annual fee is recognized as revenue over a year in which the performance obligations of providing membership privilege services to customers are satisfied. Service fee income other than annual fee is recognized as revenue at the time when the provision of services is completed.

(3) Information to understand the amount of revenue for the current fiscal year and next fiscal year onward

Contract balance, etc.

Beginning and ending balance of contract liabilities for the current fiscal year are as follows. Contract liabilities mainly consist of unearned balance of annual fee income at the end of the fiscal year. Contract liabilities are included in “Other” on the consolidated balance sheet.

(Millions of yen)

	Current fiscal year
Contract liabilities (beginning balance)	1,167
Contract liabilities (ending balance)	1,361

Transaction price allocated to the remaining performance obligations

Description is omitted since the Group has no significant contract with a contract period exceeding one year.

10. Notes to Per Share Information

(1) Net assets per share 1,362.18 yen

(2) Net income per share 143.24 yen

Amounts in these consolidated financial statements have been rounded down to the nearest unit. Ratio etc. are rounded off to the nearest digit.

Non-Consolidated Balance Sheet
(As of March 31, 2025)

(Millions of yen)

Item	Amount	Item	Amount
Assets		**Liabilities**	
Current assets	**604,186**	**Current liabilities**	**177,066**
Cash and deposits	35,527	Short-term loans payable	90,100
Short-term loans receivable from subsidiaries and affiliates	568,355	Current portion of bonds	20,159
Other	1,318	Short-term loans payable to subsidiaries and affiliates	55,100
Allowance for doubtful accounts	(1,014)	Commercial paper	10,000
		Accounts payable-other	453
Noncurrent assets	**287,104**	Accrued expenses	608
Property, plant and equipment	**1,354**	Income taxes payable	208
Buildings	13	Deposits received	174
Structures	0	Provision for bonuses	241
Vehicles	27	Other	19
Furniture and fixtures	1,311	**Noncurrent liabilities**	**518,587**
		Bonds payable	100,000
Intangible assets	**70**	Long-term loans payable	414,900
		Deferred tax liabilities	3,356
Investments and other assets	**285,680**	Provision for stock benefits	264
Investment securities	40,417	Other	67
Stocks of subsidiaries and affiliates	243,205	**Total liabilities**	**695,653**
Investments in other securities of subsidiaries and associates	338	**Net Assets**	
Investments in capital of subsidiaries and affiliates	0	**Shareholders' equity**	**184,799**
Other	1,718	**Capital stock**	**35,920**
		Capital surplus	**91,432**
		Legal capital surplus	91,307
		Other capital surplus	124
		Retained earnings	**121,612**
		Legal retained earnings	8,980
		Other retained earnings	112,632
		Reserve for promoting open innovation	666
		Retained earnings brought forward	111,966
		Treasury stock	**(64,165)**
		Valuation and translation adjustments	**10,838**
		Valuation difference on available-for-sale securities	**10,838**
		Total net assets	**195,637**
Total assets	**891,291**	**Total liabilities and net assets**	**891,291**

Non-Consolidated Statement of Income

(From April 1, 2024 to March 31, 2025)

(Millions of yen)

Item	Amount	
Operating revenue		**23,756**
Operating expenses		7,914
Operating income		**15,841**
Non-operating income		
Interest income	2,066	
Dividends income	420	
Other	207	2,693
Non-operating expenses		
Interest expenses	3,374	
Other	1,476	4,851
Ordinary income		**13,684**
Extraordinary income		
Gain on sales of investment securities	3,122	3,122
Extraordinary loss		
Loss on valuation of investment securities	1,413	
Loss on valuation of shares of subsidiaries and associates	678	
Other	32	2,125
Income before income taxes		**14,681**
Income taxes-current	176	
Income taxes-deferred	51	227
Net income		**14,454**

Non-Consolidated Statement of Changes in Net Assets

(From April 1, 2024 to March 31, 2025)

(Millions of yen)

	Shareholders' equity							
	Capital stock	Capital surplus			Retained earnings			
		Legal capital surplus	Other capital surplus	Total capital surplus	Legal retained earnings	Other retained earnings		Total retained earnings
						Reserve for promoting open innovation	Retained earnings brought forward	
Balance as of April 1, 2024	**35,920**	**91,307**	**122**	**91,429**	**8,980**	**728**	**116,989**	**126,698**
Changes in the fiscal year:								
Dividends							(19,540)	(19,540)
Net income							14,454	14,454
Acquisition of treasury stock								
Disposal of treasury stock			2	2				
Reversal of reserve for promoting open innovation						(62)	62	
Change in items other than shareholders' equity-net								
Total changes in the fiscal year	**—**	**—**	**2**	**2**	**—**	**(62)**	**(5,023)**	**(5,085)**
Balance as of March 31, 2025	**35,920**	**91,307**	**124**	**91,432**	**8,980**	**666**	**111,966**	**121,612**

(Millions of yen)

	Shareholders' equity		Valuation and translation adjustments		Total net assets
	Treasury stock	Total shareholders' equity	Valuation difference on available-for-sale securities	Total valuation and translation adjustments	
Balance as of April 1, 2024	(46,116)	207,932	6,985	6,985	214,918
Changes in the fiscal year:					
Dividends		(19,540)			(19,540)
Net income		14,454			14,454
Acquisition of treasury stock	(19,219)	(19,219)			(19,219)
Disposal of treasury stock	1,170	1,172			1,172
Reversal of reserve for promoting open innovation					—
Change in items other than shareholders' equity-net			3,852	3,852	3,852
Total changes in the fiscal year	**(18,049)**	**(23,133)**	**3,852**	**3,852**	**(19,280)**
Balance as of March 31, 2025	**(64,165)**	**184,799**	**10,838**	**10,838**	**195,637**

Notes to Non-Consolidated Financial Statements

1. Notes on Matters concerning Significant Accounting Policies

(1) Basis and method for valuation of assets

Securities

Stocks in subsidiaries and affiliates are stated at cost using the moving average method.

Of available-for-sale securities, those other than stocks, etc. with no market prices are valued at fair value (with any unrealized gains or losses reported as a separate component of net assets at a net-of-tax amount and cost of sales determined by the moving-average method). Stocks, etc. with no market prices are mainly stated at cost using the moving-average method. Investments in partnerships, etc. are stated at the net value of equities based on the most recent financial statement available prepared according to the financial reporting date specified in the respective partnership agreement.

(2) Method of depreciation and amortization of noncurrent assets

(a) Property, plant and equipment

Property, plant and equipment are depreciated using the straight-line method.

(b) Intangible assets

Intangible assets are amortized using the straight-line method. Software for internal use, however, is amortized using the straight-line method over the useful life estimated by the Company (not exceeding five years).

(3) Basis for recognizing allowances and provisions

(a) Allowance for doubtful accounts

The estimated uncollectible amounts are determined on the case-by-case analysis of recoverability for receivables with default possibility.

(b) Provision for bonuses

The portion of estimated bonus payments that is incurred during the current fiscal year is recognized.

(c) Provision for stock benefits

To prepare for provision of the Company's stock benefits to officers and employees pursuant to the stock allotment regulations, provisions are recorded based on the estimated amount of stock benefit obligations as of the end of the fiscal year under review.

(4) Basis for recognizing revenues and expenses

Revenue of the Company is primarily dividend income and business management fee received from the Group companies. The Company recognizes revenue from dividend income on the effective date of dividends. Performance obligations for the business management fee is to provide the entrusted services to the Group companies according to the contracts with the Group companies, and the Company's performance obligations are satisfied at the time when such services are rendered. Therefore, the Company recognizes revenue at that point in time.

(5) Other significant matters for the preparation of financial statements

Application of the group tax sharing system

The Company has applied the group tax sharing system.

(6) Additional information

(Officer Compensation BIP Trust)

As the details of the Officer Compensation BIP Trust are explained in item (4) Additional information of the Notes to Consolidated Financial Statements, the note is omitted.

(Stock Benefit ESOP Trust)

As the details of the Stock Benefit ESOP Trust are explained in item (4) Additional information of the Notes to Consolidated Financial Statements, the note is omitted.

2. Notes to Accounting Estimates

Valuation of unlisted stocks

(a) Amount recorded on the non-consolidated financial statements for the current fiscal year

The amount recorded in investment securities on the non-consolidated balance sheet for unlisted stocks on the non-consolidated balance sheet is 5,456 million yen for 47 issuances.

(b) Calculation method for amounts recorded on the non-consolidated financial statements for the current fiscal year

As the details of the calculation method for amounts are explained in item 3. Notes to Accounting Estimates of the Notes to Consolidated Financial Statements, the note is omitted.

(c) Key assumptions used in calculating amounts recorded on the non-consolidated financial statements for the current fiscal year

As the details of the key assumptions used in calculating amounts are explained in item 3. Notes to Accounting Estimates of the Notes to Consolidated Financial Statements, the note is omitted.

(d) Effect on the non-consolidated financial statements for the following fiscal year

Of the above 4,070 million yen for 16 issuances have results that have failed to meet plans as of the time of acquisition, and if business results at investees fail to meet plans in the next fiscal year, a loss on valuation of investment securities may be recorded in the following fiscal year.

3. Notes to Non-Consolidated Balance Sheet

(1) Accumulated depreciation of property, plant and equipment	890 million yen
(2) Guarantee liabilities	
Guarantee liabilities in respect to the amount of payables of the consolidated subsidiary, Epos Card Co., Ltd. to their business partner	42,282 million yen
(3) Receivables and payables to subsidiaries and affiliates	
Short-term receivables	568,614 million yen
Short-term payables	56,380 million yen
Long-term receivables	1,402 million yen

4. Notes to Non-Consolidated Statement of Income

Transaction with subsidiaries and affiliates	
Operating transactions	
Operating revenues	23,756 million yen
Operating expenses	2,377 million yen
Non-operating transactions	2,236 million yen

5. Notes to Non-Consolidated Statement of Changes in Net Assets

Class and number of shares of treasury stock

Share Class	Number of Shares as of April 1, 2024	Increase in Shares in the Fiscal Year	Decrease in Shares in the Fiscal Year	Number of Shares as of March 31, 2025
Common stock	20,806,798 shares	7,759,583 shares	601,246 shares	27,965,135 shares

Notes:
1. Shares of common stock held as treasury stock increased by 7,759,583 shares due to the purchase of treasury shares of 7,424,400 shares, the purchase of treasury shares by the Officer Compensation BIP Trust and Stock Benefit ESOP Trust of 298,600 shares, the purchase of shares in response to purchase demands for less than one unit of 664 shares, and the free-of-charge acquisition of stock of 35,919 shares related to the restricted stock grant plan.
2. Shares of common stock held as treasury stock decreased by 601,246 shares due to the purchase of treasury shares by the Officer Compensation BIP Trust and Stock Benefit ESOP Trust of 582,732 shares, the sale of less than one unit upon request for additional purchase of 64 shares, grant of stock related to the restricted stock grant plan of 18,450 shares.
3. The number of shares of common stock as of March 31, 2025 includes 482,435 shares of the Company's shares owned by Officer Compensation BIP Trust and Stock Benefit ESOP Trust.

6. Notes to Tax Effect Accounting

(1) Principal components of deferred tax assets and deferred tax liabilities

(Deferred tax assets)

Impairment loss of investment securities in subsidiaries and affiliates for restructuring	1,343 million yen
Loss on valuation of investment securities	3,402 million yen
Loss on valuation of shares of subsidiaries and associates	1,679 million yen
Other	1,106 million yen
Sub-total	7,530 million yen
Valuation allowance	(5,810) million yen
Total	1,720 million yen

(Deferred tax liabilities)

Reserve for promoting open innovation	297 million yen
Valuation difference on available-for-sale securities	4,779 million yen
Total	5,076 million yen
Net deferred tax liabilities	3,356 million yen

(2) Accounting treatment of corporate tax, local corporate tax and related tax effect accounting

The Company has applied the group tax sharing system. In addition, in accordance with the "Practical Solution on the Accounting and Disclosure Under the Group Tax Sharing System" (PITF No. 42, August 12, 2021), the Company conducts accounting treatment and disclosure of corporate tax, local corporate tax and related tax effect accounting.

7. Notes to Revenue Recognition

This information is as described in "Basis for recognizing revenues and expenses" in "Notes on Matters concerning Significant Accounting Policies."

8. Notes to Transactions with Related Parties

Subsidiaries, affiliates and other related parties

Type	Name	Business Contents	Voting Rights held by the Company (%)	Relationship	
				Concurrent Posts of Directors and Audit & Supervisory Board Members	Business Relationship
Subsidiaries	MARUI CO., LTD.	Marui and Modi Store Business, Mail-order Business	(Ownership) Direct 100.0	2 persons	Business management
	Epos Card Co., Ltd.	Credit Card Business, Credit Loan Business	(Ownership) Direct 100.0	2 persons	Business management
	M&C SYSTEMS CO., LTD.	Software Development, Computer Operation	(Ownership) Direct 100.0	1 person	Commission of system maintenance and operation

Type	Name	Transactions	Amount of Transactions (Millions of yen)	Account Item	Balance as of March 31, 2025 (Millions of yen)
Subsidiaries	MARUI CO., LTD.	Borrowing of funds *Note 1	45,827	Short-term loans payable to subsidiaries and affiliates	47,946
		Business management fee *Note 2	3,516	–	–
	Epos Card Co., Ltd.	Lending of funds *Note 1	677,078	Short-term loans receivable from subsidiaries and affiliates	556,965
		Business management fee *Note 2	2,216	–	–
		Receipt of interest	2,031	–	–
	M&C SYSTEMS CO., LTD.	Lending of funds *Note 1	8,467	Short-term loans receivable from subsidiaries and affiliates	7,829
		Outsourcing expenses *Note 3	958	Accrued expenses	88

Terms of transactions and policy for deciding transaction terms

Notes:
1. These loans are intended to centralize control of the intra-Group funds by the cash management system. The interest rate is reasonably determined based on the market interest rate. The transaction amounts shown in the table above are average outstanding balances.
2. These represent fees for accounting and personnel management related services provided and are determined on a reasonable basis.
3. These represent commission fees for maintenance and operation of systems and are determined based on the general terms and conditions.

9. Notes to Per-Share Information

(1) Net assets per share	1,082.69 yen
(2) Net income per share	77.87 yen

Amounts in these non-consolidated financial statements have been rounded down to the nearest unit. Ratio etc. are rounded off to the nearest digit.

Supplementary Schedules

Schedule of Property, Plant and Equipment and Intangible Assets

(Millions of yen)

Category	Asset type	Balance at beginning of period	Increase during period	Decrease during period	Balance at end of period	Accumulated depreciation or amortization at end of period	Amortization during period	Net book value at end of period
Property, plant and equipment	Buildings	125	0	−	126	112	0	13
	Structures	21	−	−	21	20	0	0
	Vehicles	34	33	27	40	12	5	27
	Furniture and fixtures	2,058	8	11	2,055	744	4	1,311
	Construction in progress	6	−	6	−	−	−	−
	Total	2,247	42	45	2,244	890	11	1,354
Intangible assets	Other	227	30	−	258	188	11	70
	Total	227	30	−	258	188	11	70

Schedule of Allowance and Provisions

(Millions of yen)

Category	Balance at beginning of period	Increase during period	Decrease during period	Balance at end of period
Allowance for doubtful accounts	896	142	24	1,014
Provision for bonuses	226	241	226	241
Provision for stock benefits	740	264	740	264

Schedule of Operating Expenses

(Millions of yen)

Item		Amount	Remarks
1.	Salaries and allowances	2,488	
2.	Provision for bonuses	241	
3.	Welfare expenses	432	
4.	Officer compensation	320	
5.	Travel and transportation expenses	103	
6.	Communication expenses	10	
7.	Entertainment expenses	35	
8.	Print expenses	17	
9.	Outsourcing expenses	2,067	
10.	Commission expenses	851	
11.	Rent expenses on land and buildings	347	
12.	Taxes and dues	367	
13.	Repair expenses	5	
14.	Utilities expenses	29	
15.	Depreciation and amortization	23	
16.	Supplies expenses	22	
17.	Other	550	
Total		7,914	

Amounts in these supplementary schedules have been rounded down to the nearest unit.

The Company resolved as follows at a Board of Directors meeting held after April 1, 2025. Details of the resolution are as shown below.

1. Matters on the cancellation of treasury stock
*Resolved at the Board of Directors meeting held on May 13, 2025

(1) Class of shares to be cancelled
- Common stock

(2) Total number of shares to be cancelled
- 25 million shares
  (11.98% of the total number of issued shares before cancellation)

(3) Total number of issued shares after the cancellation
- 183,660,417 shares

(4) Scheduled date of cancellation
- May 30, 2025

(Reference) Ownership status of treasury stock as of April 30, 2025
Total number of issued shares excluding treasury stock: 179,493,697 shares
Number of treasury stock: 29,166,720 shares
Note: Treasury stock includes 482,135 shares held by the Officer Compensation BIP Trust and Stock Benefit ESOP Trust.

2. Matters on the limit of acquisition of treasury stock
*Resolved at the Board of Directors meeting held on May 13, 2025
(1) Reason for share acquisition
The Group's capital policy is to flexibly acquire treasury stock, comprehensively considering a range of factors including the optimal capital structure, the financial condition, and share price, etc. For the period through November 15, 2025, the limit for acquisition of treasury stock is set at 20.0 billion yen to respond to a case where future profitability is not fully incorporated in the share price.

(2) Particulars of acquisition of treasury stock
i. Type of shares to be acquired
- Common stock

ii. Total number of shares to be acquired
- Up to 10 million shares
(5.57% of the total number of issued shares excluding treasury stock)

iii. Total amount of acquisition of shares
- Up to 20.0 billion yen

iv. Period of acquisition
- From June 1, 2025 to November 15, 2025

(Reference) Ownership status of treasury stock as of April 30, 2025
Total number of issued shares excluding treasury stock: 179,493,697 shares
Number of treasury stock: 29,166,720 shares
Note: Treasury stock includes 482,135 shares held by the Officer Compensation BIP Trust and Stock Benefit ESOP Trust.

Major external evaluation related to ESG (From April 1, 2024 to March 31, 2025)

The MARUI GROUP was selected for inclusion in all six ESG Indexes utilized by the GPIF

FTSE Blossom Japan Index

FTSE Blossom Japan Sector Relative Index

MORNINGSTAR GenDi J

Japan ex-REIT Gender Diversity Tilt Index

2024 CONSTITUENT MSCI日本株 ESGセレクト・リーダーズ指数

2024 CONSTITUENT MSCI日本株 女性活躍指数 (WIN)

S&P/JPX カーボン エフィシェント 指数

*1

The MARUI GROUP was selected for inclusion in Dow Jones Best-in-Class World Index for the seventh consecutive year

FTSE4Good

The MARUI GROUP was selected for inclusion in "FTSE4Good Index Series*2" for the eighth consecutive year

CDP A List 2024

The MARUI GROUP was awarded CDP's "Climate Change A List"

NADESHIKO BRAND 2025

The MARUI GROUP was selected for inclusion in the Nadeshiko Brands for the eighth consecutive year

2025 健康経営銘柄

The MARUI GROUP was included in the Health & Productivity Stock Selection for the eighth consecutive year

For details, please see the following website.

www.0101maruigroup.co.jp/ci/award.html

*1 THE INCLUSION OF MARUI GROUP CO., LTD. IN ANY MSCI INDEX, AND THE USE OF MSCI LOGOS, TRADEMARKS, SERVICEMARKS OR INDEX NAMES HEREIN, DO NOT CONSTITUTE A SPONSORSHIP, ENDORSEMENT OR PROMOTION OF MARUI GROUP CO., LTD. BY MSCI OR ANY OF ITS AFFILIATES. THE MSCI INDEXES ARE THE EXCLUSIVE PROPERTY OF MSCI. MSCI AND THE MSCI INDEX NAMES AND LOGOS ARE TRADEMARKS OR SERVICE MARKS OF MSCI OR ITS AFFILIATES.

*2 FTSE Russell (the trading name of FTSE International Limited and Frank Russell Company) confirms that MARUI GROUP CO., LTD. has been independently assessed according to the FTSE4Good criteria, and has satisfied the requirements to become a constituent of the FTSE4Good Index Series. Created by the global index provider FTSE Russell, the FTSE4Good Index Series is designed to measure the performance of companies demonstrating strong Environmental, Social and Governance (ESG) practices. The FTSE4Good indices are used by a wide variety of market participants to create and assess responsible investment funds and other products.