

Date of Latest Update: July 8, 2025

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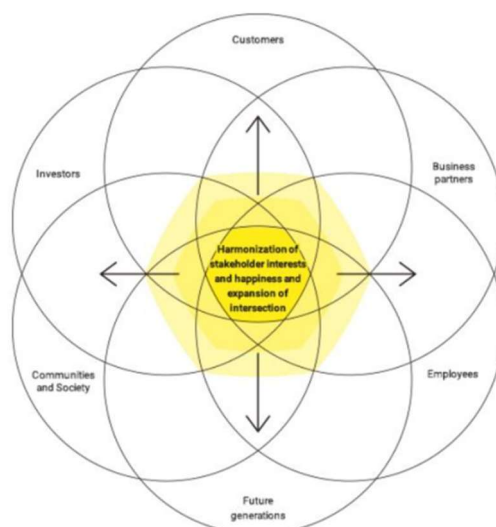
The status of corporate governance at MARUI GROUP CO., LTD., is as follows.

I. Basic Policy on Corporate Governance, Capital Structure, Company Details, and Other Basic Information

1. Basic Policy on Corporate Governance **Updated**

The mission of MARUI GROUP CO., LTD., is to co-create an inclusive society that offers happiness to all together with stakeholders. This mission is shaped by MARUI GROUP's 2050 Vision of "build a world that transcends dichotomies of impact and profit" and its corporate philosophy, which calls on it to "continue evolving to better aid our customers" and "equate the development of our people with the development of our company."

Fulfilling this mission requires the promotion of co-creation within the organization as well as with external stakeholders. MARUI GROUP therefore defines its corporate value as being represented by the harmony and the expansion of the intersection between the interests and happiness of six groups of stakeholders, namely, customers, investors, communities and society, business partners, employees, and future generations. By practicing co-creation management through co-creation with stakeholders, MARUI GROUP aims to grow its corporate value and realize its vision. To this end the Company positions strengthening corporate governance among its top management priorities and is promoting management that is sound, highly transparent, and capable of efficiently generating profits.



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

Reasons for Not Adopting the Principles of Japan's Corporate Governance Code

Principle 1.4: Cross-Shareholdings (Disclosure of Results of Assessments)

The Company verifies the rationality of cross-shareholdings each year at meetings of the Board of Directors with consideration paid to the status of collaboration with the respective counterparty, the impact on the Company's business, and dividend yield and other forms of returns.

The Company does not disclose information on the quantitative benefits of individual cross-shareholdings due to the confidentiality of transactions with counterparties.

Policies regarding cross-shareholdings and the progress of cross-shareholding reduction can be found in "Principle 1.4: Cross-Shareholdings" under "Disclosure Based on the principles of Japan's Corporate Governance Code."

Disclosure Based on the principles of Japan's Corporate Governance Code Updated

The Company observes the principles of Japan's Corporate Governance Code. Information on the Company's corporate governance systems and initiatives can be found in the MARUI GROUP Corporate Governance Guidelines. In addition, details on compliance with the principles of Japan's Corporate Governance Code can be found in the table at the end of this report (Japanese version only).

The MARUI GROUP Corporate Governance Guidelines are available on the Company's corporate website. (<https://www.0101maruigroup.co.jp/en/ci/governance/>)

Principle 1.3: Basic Strategy for Capital Policy

The Company implements appropriate capital measures based on changes in its business structure and on an accurate understanding of its capital costs (shareholders' equity costs and weighted average cost of capital). In the pursuit of improvements in corporate value, core operating cash flow is to be allocated in a balanced manner to growth investments and shareholder returns.

Return on equity is to be positioned as an important management indicator for which targets will be set. At the same time, the Company shall endeavor to improve return on invested capital through earnings growth while developing a capital structure in which return on invested capital consistently exceeds capital costs (weighted average cost of capital) by transitioning to the optimal capital structure based on its business structure.

Prior to enacting capital measures that result in changes in controlling interests or significant dilution of the stock base, the Board of Directors must first fully evaluate the necessity and rationale of these measures. After this evaluation, shareholders are to be provided with full explanations of these measures in accordance with the Companies Act of Japan and the Financial Instruments and Exchange Act of Japan as well as the regulations of the Tokyo Stock Exchange, and related procedures are to be conducted appropriately and through suitable means.

The Company has proceeded to optimize its capital structure in step with changes to its business structure. After accomplishing its targeted balance sheet in the fiscal year ended March 31, 2023, the Company began employing the indicator of dividend on equity ratio for dividends in the fiscal year ended March 31, 2024, to guide its ongoing efforts toward realizing high growth coupled with high returns.

The scale of the Company's assets is expected to grow to ¥1.5 trillion in the fiscal year ending March 31, 2031, at

which point the equity ratio for the Retailing segment will likely reach 50%, surpassing the level of 35% deemed to be ideal for MARUI GROUP. To address this issue, the Company is revising its balance sheet to optimize its capital of ¥30.0 billion and achieve a consolidated equity ratio of 16%. As for share buybacks, the Company is adopting an approach of flexibly choosing how to perform buybacks based on a comprehensive assessment of factors such as the ideal equity structure, financial conditions, and share price.

Shareholder Returns

- The Company shall maintain the basic policy of issuing appropriate and ongoing shareholder returns.
- The Company will target high growth coupled with high returns by pursuing ongoing increases in dividends through long-term growth in earnings per share.
- A dividend on equity ratio of 10% will be targeted, as the Company institutes ongoing increases in dividend payments over the long term.
- After considering a comprehensive range of factors including the ideal equity structure, financial conditions, and share price, the Company shall take a flexible approach toward treasury stock acquisitions in order to increase capital efficiency and shareholder value. Acquired shares of treasury stock are, in principle, to be canceled.
- Dividend and treasury stock acquisition policies will be reassessed regularly and revised as necessary.

Principle 1.4: Cross-Shareholdings

In principle, the Company will not engage in cross-shareholdings. Exceptions are made, however, 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. Regular assessments of the rationale of cross-shareholdings are conducted. These assessments are reviewed by the Board of Directors on an annual basis, and overviews of the results are disclosed. Shares for which the worthwhileness of holding has been diminished may be sold in a phased manner after considering the circumstances surrounding the counterparty.

On March 31, 2024, the Company held shares of the stock in seven companies as cross-shareholdings (11 companies fewer than on December 31, 2015), and the total value of these shares on the consolidated balance sheet was ¥24.1 billion (down ¥0.4 billion from December 31, 2015).

Note: The Company established the MARUI GROUP Corporate Governance Guidelines in November 2015. For this reason, December 31, 2015, is used as the date for comparison of cross-shareholdings.

MARUI GROUP continues to refine its business model merging retailing, fintech, and forward-looking investments, which include co-creative investments and new business investments. In this manner, we have sought to create value surpassing the sum of that provided by individual businesses. Today, co-creative investments are being used as a vehicle for transitioning to a business that supports people's passions.

Co-creative investments are conducted in pursuit of synergies via collaboration and co-creation with investees with the goal of improving corporate value through open innovation. Adhering to a basic policy of focusing on small-sum investments emphasizing the potential for collaboration, we proceed to improve the corporate value of investees through collaboration. After an investee's value has improved to the extent that divestment is viable, we may conduct additional investments targeting financial returns.

It is common for targets of co-creative investments, like venture and start-up companies, to be unlisted companies. Should such companies list their shares on securities exchanges or if the prices of their shares increase significantly, it is possible that the book value of these shares may rise substantially. Accordingly, the numbers and book values of cross-shareholdings are expected to grow in conjunction with co-creative investment activities.

Supplementary Principles 1.4.1 and 1.4.2: Cross-Shareholding Transactions and Sales

The Company will not engage in transactions with companies that hold shares of its stock if these transactions lack sufficient economic rationale. Should a company holding shares of stock in the Company express intent to sell these shares, the Company will not impede those sales.

Principle 1.7: Related Party Transactions

With regard to related party transactions, the Company has defined the following measures as means of preventing damage to corporate value and the common interests of the shareholders of the Company.

If a director plans to conduct a transaction that competes with the Company or represents a conflict of interests, approval must be received from the Board of Directors in advance and a report is to be issued to the Board of Directors immediately upon conclusion of the transaction.

For other related party transactions, the appropriateness of conditions and decision-making procedures for important transactions will be determined through discussion by the Board of Directors.

Principle 2.2: Code of Conduct

Supplementary Principle 2.2.1: Regular Review of Code of Conduct by Board of Directors

The Company recognizes that the exercise of the MARUI GROUP Code of Conduct is the responsibility of all employees and officers. Accordingly, consistent adherence to this code is promoted while efforts are taken to spread awareness among all Group members.

The Board of Directors is to examine the degree to which this code has been entrenched and is being practiced when necessary.

Changes to the code of conduct are only to be instituted after sufficient discussion among the Board of Directors. The most recent revision of the MARUI GROUP Code of Conduct was implemented in July 2020.

Key Points of July 2020 Revision to MARUI GROUP Code of Conduct

- Inclusion of items pertaining to the new stakeholder group of future generations to further promote co-creation sustainability management
- Revision of existing principles to clarify intent to strengthen partnerships with stakeholders
- Revision of text in “Environmental Preservation” section to reflect the revised MARUI GROUP Environmental Policy

Detailed information on the corporate governance guidelines of the Company can be found in MARUI GROUP Corporate Governance Guidelines, which is available on the Company’s corporate website.

(https://pdf.0101maruigroup.co.jp/pdf/cgg_20250513_en.pdf)

Principle 2.3: Sustainability Issues, Including Social and Environmental Issues

Supplementary Principle 2.3.1: Initiatives for Addressing Sustainability Issues

Supplementary Principle 3.1.3: Disclosure Regarding Sustainability Initiatives

In 2016, MARUI GROUP embarked on its journey of practicing co-creation sustainability management—a forward-looking management approach that merges business, environmental, social issue response, and governance initiatives in an integrated manner. In conjunction with the adoption of this new approach, we also redefined the focus of our business from serving all customers to promoting inclusion. This redefinition was accompanied by the establishment of core themes. Going forward, MARUI GROUP will continue to dedicate its efforts to contributing to the accomplishment of the United Nations Sustainable Development Goals (SDGs).

Later, in 2019, MARUI GROUP’s 2050 Vision, “build a world that transcends dichotomies of impact and profit,” was established as a long-term vision leading up to 2050. This vision was meant to guide the full-fledged implementation of our co-creation sustainability management approach.

The Sustainability Committee, an advisory body to the Board of Directors, was established in May 2019 to act as a proponent of co-creation sustainability management.

Members of the Sustainability Committee comprise executive officers selected by the Board of Directors and other individuals deemed appropriate to serve as members by the Board based on the goals of the committee. Peter David Pedersen, a leading global authority on sustainability management who was appointed as an external director in June 2021, became the chair of the Sustainability Committee in November 2021. The addition of Mr. Pedersen, members of the younger generations who will shape the future, and other external specialists to the Sustainability Committee is enhancing its effectiveness.

Under this framework, decisions regarding business strategies, investments and loans, and other subjects are made through comprehensive assessments based on policies such as the MARUI GROUP Code of Conduct and the MARUI GROUP Environmental Policy as well as on important matters related to social and environmental issues. Through this process, we are reinforcing governance regarding social and environmental issues and other sustainability concerns.

In 2021, a five-year medium-term management plan slated to conclude in the fiscal year ending March 31, 2026, was established, and MARUI GROUP defined impact targets regarding sustainability and well-being based on its 2050 Vision. Designed to update the initiatives described in the 2050 Vision, the formulation of impact targets entailed the definition of three co-creation approaches—creating a future for future generations together, creating happiness for individuals together, and creating an ecosystem for co-creation.

Theme / Point of focus		Fiscal year ending March 31, 2031 KPIs		Financial values
Work together with future generations to create the future	Help realize a carbon-neutral society	Reduction of CO2 emissions by the Company, society, and individuals	1 million tons or more	Not less than 10.0 billion of transaction volume (accumulated)
	Support future generations in creating businesses	Number of businesses created by future generations supported (Number of social intrapreneurs supported, etc.)	5,000 cases or more	
Create an economy driven by each individual's "Suki"	Consumption that expands for the benefit of others and society through "Suki"	Number of users of financial services that connect society through "Suki"	1 million people or more	Not less than 300.0 billion yen of transaction volume
		Number of financial services that connect society through "Suki"	100 cases or more	Not less than 70.0 billion yen of LTV
	Financial empowerment that supports "Suki"	Number of financial service users, including overseas and young users	10 million people	Not less than 5.7 trillion of transaction volume
		Number of financial services that support diverse work styles	10 cases or more	Not less than 250.0 billion of LTV
Create a society that generates "flow" for workers	A place for co-creation within and outside the company	Number of co-creation platforms with talented people from around the world	500 cases or more	7.0 billion of profit contribution from co-creative investment
		Number of new businesses created through co-creation platforms	20 cases	
	People and workstyles that enable creativity	Ratio of employees who easily enter a flow state	60%	Not less than 70% of the ratio of intangible assets
		Ratio of employees who are able to leverage their "Suki" in their work	75%	

In 2023, MARUI GROUP declared its intention to evolve into a company that contributes to the resolution of social issues as part of its quest to achieve earnings growth together with its desired impact. In addition, an article entitled "Exercise of Corporate Philosophy" was introduced into the Company's articles of incorporation to indicate its unwavering commitment to the accomplishment of its vision and to reflect its dedication to exercising its corporate philosophy in all of its business activities. The initiatives to be advanced through a concerted Groupwide effort to achieve a positive impact on society as well as the underlying logic and key performance indicators (KPIs) for these initiatives have been compiled into IMPACT BOOKs, which are available on the Company's corporate website. A new IMPACT BOOK will be issued each year to reflect progress in initiatives for generating the desired impact.

In 2025, MARUI GROUP unveiled Management Vision & Strategy Narrative 2031, a new vision for creating an economy driven by people's passions that includes the three revised impact targets of co-creation of a future for future generations, development of an economy driven by people's passions, and creation of a society that helps people access flow states through work. Moreover, KPIs have been defined for important issues related to efforts for achieving our desired impact and generating earnings while contributing to the resolution of social issues through our business.

Climate change should be considered as a climate crisis today. Recognizing climate change as one of its most important management priorities, MARUI GROUP aims to limit the rise in the global temperature to below 1.5°C above preindustrial levels as described in the Paris Agreement. MARUI GROUP has continued to strengthen its corporate governance system to make proactive contributions to a low-carbon society based on the long-term targets of the Paris Agreement in accordance with the MARUI GROUP Environmental Policy, which was revised in April 2020. At the same time, the Company analyzes the potential impact of climate change on its business and advances initiatives for taking advantage of opportunities for growth and for addressing risks resulting from climate change. Furthermore, MARUI GROUP has endorsed the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), which was established by the Financial Stability Board, and disclosed information based on these recommendations in its annual securities report for the fiscal year ended March 31, 2019. Following repeated analyses, disclosure based on TCFD recommendations was enhanced for the annual securities report for the fiscal year ended March 31, 2020, to include

additional information on opportunities and physical risks related to climate change. As we continue to focus on enhancing our information disclosure in the future, we will benchmark the appropriateness of our responses to climate change using the TCFD recommendations to promote co-creation sustainability management. MARUI GROUP's corporate website contains additional information, including ESG DATA BOOKs that provide data and reviews on environmental, social, and governance (ESG) topics as well as information on the progress of the initiatives described in MARUI GROUP's 2050 Vision.

For more information on MARUI GROUP's sustainability management, the MARUI GROUP Code of Conduct, and the Company's various policies, please refer to the Company's *Co-Creation Management Report 2021* and *VISION BOOK 2050* as well as the "MARUI GROUP Policies" section of the Company's corporate website. Such information is also available in its *& magazine* co-creation impact magazine (in Japanese only) and IMPACT BOOKs.

Co-Creation Management Report 2023

(https://www.0101maruigroup.co.jp/en/ir/pdf/i_report/2023/i_report2023_ena3.pdf)

VISION BOOK 2050

(http://www.0101maruigroup.co.jp/en/sustainability/pdf/s_report/2018/s_report2018_a3.pdf)

IMPACT BOOK

(<https://www.0101maruigroup.co.jp/en/ir/lib/impactbook.html>)

& magazine co-creation impact magazine (Japanese only)

(<https://www.0101maruigroup.co.jp/ir/lib/magazine.html>)

"MARUI GROUP Policies" section

(<https://www.0101maruigroup.co.jp/en/ci/governance/index.html#norm>)

Annual securities report

(<https://www.0101maruigroup.co.jp/en/ir/lib/sec.html>)

ESG DATA BOOK 2025

(https://pdf.0101maruigroup.co.jp/en/sustainability/pdf/esg/esg2025_en.pdf)

Principle 2.4: Ensuring Diversity, Including Active Participation of Women

Supplementary Principle 2.4.1: Measures for Ensuring Diversity in Promotion to Core Positions

Supplementary Principle 3.1.3: Disclosure Regarding Investments in Human Capital and Intellectual Properties

Human Capital Management Initiatives

Guided by its corporate philosophy of "equate the development of our people with the development of our company," MARUI GROUP has continued to reform its corporate culture since 2005 to ensure ongoing improvements in corporate value. Corporate culture reform activities have centered on corporate philosophy, engagement, workstyle reforms, diversity, voluntary participation, intra-Group profession changes, evaluations emphasizing both performance and value, and well-being.

For information regarding the performance of MARUI GROUP's human capital management initiatives, please refer to the "Social" section of *ESG DATA BOOK 2025*.

ESG DATA BOOKs

<https://www.0101maruigroup.co.jp/en/ir/lib/databook.html>)

Corporate Culture Reform Activities

1) Corporate Philosophy

MARUI GROUP's corporate philosophy of "equate the development of our people with the development of our company" provides the underlying principles for the Company's practice of human capital management. Accordingly, we arrange forums for discussing this philosophy as well as employees' reasons for joining the Company and the goals they seek to accomplish. Attended by more than 4,500 employees over the past 10 years, these forums have proved to be an effective means of uniting the purpose of the Company with the diverse senses of purpose of its employees. A temporary increase in employee turnover was seen when these activities first began as people who were unable to share our philosophy left the Company. However, a low employee turnover rate of around 3% (excluding mandatory retirements) has been maintained thereafter. Moreover, the turnover rate for employees who have been with the Company for less than three years is approximately 17%, significantly lower than the average for other companies. This reality reflects MARUI GROUP's success in developing the platforms for building ties of mutual respect and acceptance between the Company and its people.

2) Engagement

MARUI GROUP has proceeded to foster a culture of engagement that encourages its employees to move beyond one-way communication and practice two-way communication. As part of these efforts, all meetings include time for discussion based on the following seven principles: 1) Declaration that the given forum is a safe space for expressing opinions; 2) Avoidance of setting clear discussion goals; 3) Deemphasis of reaching clear conclusions; 4) Attentive listening; 5) Voicing of opinions in direct response to prior comments by prior speakers; 6) Openness to others' opinions; and 7) Allocation of time to thoroughly consider opinions.

3) Workstyle Reforms

MARUI GROUP's workstyle reforms go beyond simply seeking to provide a comfortable workplace environment; we are dedicated to fostering a corporate culture that encourages employees to view the essence of their work as providing value as opposed to merely providing their time. These reforms are being advanced through employee project teams, and the efforts of these teams have resulted in a reduction of average monthly overtime hours from 11.0 hours per person in the fiscal year ended March 31, 2008, to 5.5 hours per person in the fiscal year ended March 31, 2025.

4) Diversity

MARUI GROUP's diversity initiatives are based on the belief that innovation cannot emerge from a homogenous organization. This belief guided the Company as it advanced organizational reforms for promoting diversity from the three perspectives of gender, age, and individual talents. In terms of gender diversity, despite 45% of our employee base being women, we recognize it remains an issue, as only 8% of management positions are held by women. This situation threatens to make our values overly homogenous. To address this situation, MARUI GROUP defined women's empowerment indexes in the fiscal year ended March 31, 2014, to serve as KPIs for the empowerment of female employees. Targets were set for these indexes to be accomplished by the fiscal year ended March 31, 2021, and progress of initiatives for working toward these targets was tracked. As a result of these efforts, the rate of recognition of

contributions of female employees has risen to 99%, while the ratio of eligible male employees taking childcare leave has remained at 100% for three consecutive years. However, we were unable to achieve the target for the ratio of female employees pursuing upper-level positions due to slow growth in the number of female leaders.

In the fiscal year ended March 31, 2022, MARUI GROUP identified gender preconceptions as the greatest obstacle to empowering female employees. Seeking to abolish gender preconceptions, the Company established new women's empowerment indexes that include the ratio of eligible male employees taking childcare leave within eight weeks of childbirth by partner and the ratio of eligible male employees taking childcare leave for one month or more. We are working to accomplish the targets set for these indicators via training and project team activities. Training activities have included the ongoing provision of unconscious bias training programs for all employees and career design training programs for men and women who are 26 years old and are thus unlikely to have already undergone major life events. As for project team activities, we are advancing initiatives for empowering female employees through the Gender Equality Project Team, which is tasked with eliminating gender preconceptions; the Workstyle Reform Initiative, which promotes reforms to the workstyles of management; and the Well-being Promotion Initiative, which is engaged in activities focused on women's health. Employees are not forced to take part in these initiatives. Rather, project teams comprise members who were inspired to voluntarily participate thanks to our corporate culture of focusing on developing human resources by encouraging voluntary participation. The ratios of women and men who have participated in such initiatives are quite high, 91% and 87%, respectively, indicating that our culture of ambitiously tackling challenges has become entrenched among employees of all genders. Progress toward targets related to women's empowerment is managed, and the status of women's empowerment indexes and other factors related to women's empowerment is reported to the Board of Directors on a regular basis. In addition, the Nominating and Compensation Committee confirms the status of appointments of women and of other employees. One-third of the directors comprising MARUI GROUP's management oversight function are women, while the majority of said directors are external directors. This diverse team of directors also includes a non-Japanese individual, an investor, and an industrial physician. In addition, our team of external expert advisors is equally diverse, including individuals representing younger generations.

Women's Empowerment Indexes (through FY2026)

Awareness and Corporate Culture Reforms

	Rate of elimination of gender preconceptions (ratio of employees rejecting preconceptions about gender roles)	Ratio of eligible male employees taking childcare leave	Ratio of eligible male employees taking childcare leave within eight weeks of childbirth by partner	Ratio of eligible male employees taking childcare leave for one month or more
FY2021	37%	100%	36%	9%
FY2025	55%	100%	100%	90%
FY2026 (Targets)	50%	100%	95%*1	70%*2

*1 The initial target for the ratio of eligible male employees taking childcare leave within eight weeks of childbirth by partner of 80% to be achieved by the fiscal year ending March 31, 2026, was accomplished in October 2023. Accordingly, the target has been raised to 95%.

*2 The initial target for the ratio of eligible male employees taking childcare leave for one month or more of 20% to be achieved by the fiscal year ending March 31, 2026, was accomplished in October 2023. Accordingly, the target has been raised to 70%.

Empowerment of Female Employees

	Ratio of female employees pursuing upper-level positions* ¹	Ratio of female leaders* ²	Ratio of women in management positions* ³	Ratio of women in executive officer positions
FY2021	72%	31%	15%	22%
FY2025	58%* ⁴	39%	22%	23%
FY2026 (Targets)	75%	40%	25%* ⁵	30%

*1 Figures represent the ratio of female employees stating a desire to reach higher position grades in internal surveys.

*2 Figures represent the ratio of female employees in pre-management positions.

*3 Figures represent the ratio of female employees in director, executive officer, and other management positions.

*4 More than 70% of individuals age 55 and above do not pursue upper-level positions in light of mandatory retirement ages. Accordingly, the scope of calculation for this ratio was changed to only include employees age 54 and below in the fiscal year ended March 31, 2024. Figures for previous fiscal years have been restated to reflect this change.

*5 The initial target for the ratio of women in management positions of 20% to be achieved by the fiscal year ending March 31, 2026, was accomplished in October 2023. Accordingly, the target has been raised to 25%.

There are no provisions in the Company's systems for determining wages that stipulate for differences in wages between men and women. The ratios of women's wages to those of men are 79% for all employees, 73% for full-time employees, 86% for part-time and fixed-term employees, and 91% for management. For more information, please refer to "5. Employees" in "Part I: Company Information" in the Company's Annual Securities Report. The ratio of female managers (as of April 1, 2025) found in the Company's Annual Securities Report is calculated based on the stipulations of the Act on the Promotion of Women's Active Engagement in Professional Life (Act No. 64 of September 4, 2015).

The differing levels of desire to pursue upper-level positions between men and women have long been an issue impeding the promotion of female employees to management positions. Accordingly, MARUI GROUP has positioned the ratio of female employees pursuing upper-level positions as a women's empowerment index and has been advancing initiatives pursuing improvements with regard to this index. Conversely, the Company has found no disparity with regard to promotion to management positions based on nationality or timing of recruitment. Accordingly, the Company has not set or disclosed targets regarding the promotion of non-Japanese employees and mid-career hires to management positions.

5) Voluntary Participation

MARUI GROUP has been promoting the development of a culture of voluntary participation in various initiatives by employees for more than a decade. The goal of these efforts is to foster a sense of autonomy in employees and organizations to evolve MARUI GROUP into a company that is more conducive to producing innovation. We offer a wide range of opportunities open to voluntary participation by employees, including official Groupwide project teams and the Medium-Term Management Visionary Committee. In the fiscal year ended March 31, 2025, approximately 90% of employee volunteers took part in such opportunities.



6) Intra-Group Profession Changes

The Company introduced its intra-Group profession change system in 2013. Through this system, employees volunteer for relocations, which is meant to help connect MARUI GROUP's various businesses. As of March 31, 2025, approximately 86% of all Group employees had taken advantage of this system. Moreover, a survey of system users conducted in 2016 showed that roughly 86% of employees using this system felt that the relocation had contributed to their personal growth. In this manner, the intra-Group profession change system is contributing to the development of resilient employees with diverse skills. Going forward, the system will be expanded to include the option for secondment to co-creative investees and other companies with the aim of fostering employees who are proficient at adapting to change.

7) Evaluations Emphasizing Both Performance and Value

Human resource evaluation systems at MARUI GROUP include both performance-based evaluations as well as 360-degree evaluations by subordinates, coworkers, and supervisors designed to assess the value of employees. Through these systems, we aim to enact our corporate philosophy of "equate the development of our people with the development of our company."

8) Well-being

MARUI GROUP began promoting well-being in 2016 with the goal of becoming an energized organization in which employees feel empowered and motivated in their work. Led by CWO (chief well-being officer) Reiko Kojima, the Company implemented the Resilience Program, which targets officers and managers, and organized the Well-being Management Project Team, which is membered by employee volunteers. Via such initiatives, MARUI GROUP will continue working to contribute to the happiness of all employees throughout the organization going forward.

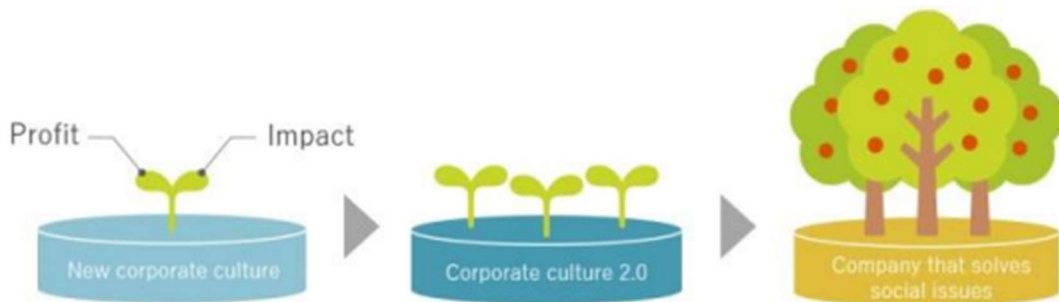
Improvement of Employee Engagement through Corporate Culture Reforms

MARUI GROUP has proceeded to transform the corporate culture that shapes management through eight unique measures. As a result of these measures, employee engagement has been on the rise. Specifically, employee engagement, as calculated using a proprietary method, has increased over the period from 2012 to 2024, and massive improvements have been seen in indicators related to anticipation toward work, for which the rate of affirmative responses rose from 46% to 81% over the aforementioned period; respect in the workplace, which saw an increase from 28% to 69% in the affirmative response rate; and ability to exercise one's strengths, for which the affirmative response rate increased from 38% to 58%.



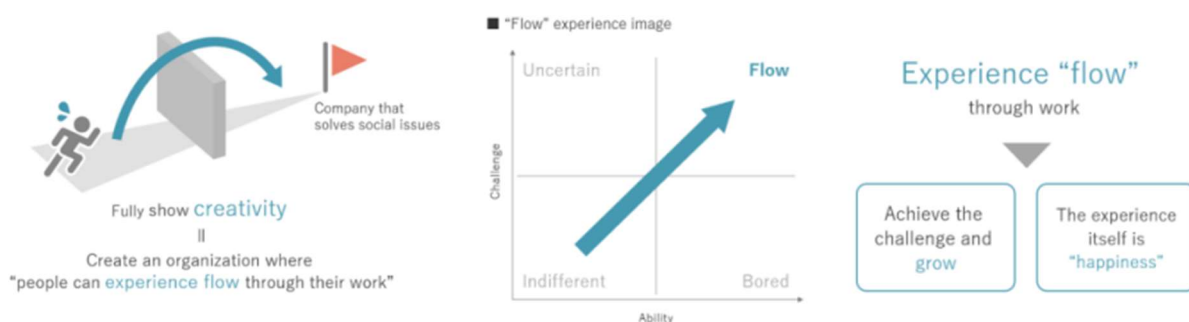
Strategies

In 2019, MARUI GROUP unveiled its 2050 Vision of “build a world that transcends dichotomies of impact and profit.” The transformation of the Company’s corporate culture has made it possible for innovations to be created for moving MARUI GROUP closer to this vision, but these efforts are still in their infancy. If the Company is to achieve earnings growth together with its desired impact, it will need to further expand such efforts and cultivate the ensuing innovations to generate tangible results. This is the process through which MARUI GROUP will evolve into a company that contributes to the resolution of social issues.



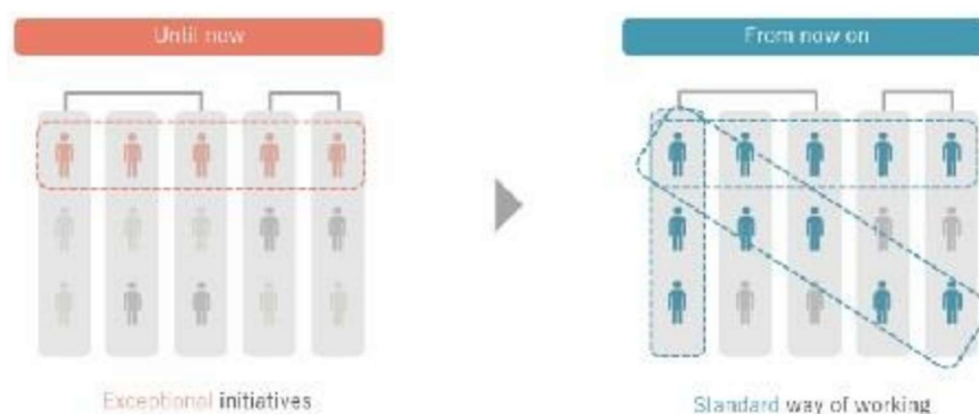
It will be crucial for all employees to fully exercise their creativity if MARUI GROUP is going to accomplish its lofty goal of achieving earnings growth while contributing to the resolution of social issues. To facilitate the exercise of creativity, the Company is developing an organization in which employees can achieve a flow state through their work. “Flow” is a term defined by psychologist Mihaly Csikszentmihalyi that refers to being so engaged in an activity that one forgets time and themselves. This occurs when the challenge at hand matches the skill level of the individual. By experiencing a flow state, people are able to fully exercise their creativity to overcome greater challenges and grow as a result. Moreover, this state creates a feeling of joy in relation with the associated experience. By developing an organization in which employees can

achieve a flow state through their work, MARUI GROUP aims to achieve its vision while contributing to the happiness of employees. This goal is being approached from two perspectives: workstyle and organizational innovation and digital transformation.



1) Workstyle and Organizational Innovation

Workstyle and organizational innovation entails the adoption of project team-oriented workstyles and organizations. In the past, MARUI GROUP promoted innovation by encouraging employees motivated by their desire to create a specific impact to volunteer and take part in cross-Group company project teams. However, this type of workstyle was still not a common part of regular business activities. Going forward, the Company will seek to make the project team approach a normal part of its business activities.



i) Expansion of Official Groupwide Initiatives

MARUI GROUP has identified official Groupwide initiatives based on various themes for achieving earnings growth together with its desired impact. These initiatives are advanced by project teams. In the fiscal year ended March 31, 2025, activities were discontinued for six of the 12 initiatives. In the fiscal year ending March 31, 2026, seven new initiatives were commenced, bringing the new number of initiatives to 13. Members selected for the associated project teams are chosen from among volunteers, and the resulting project teams, comprising members from inside and outside of the Group, pursue innovation based on their respective theme.

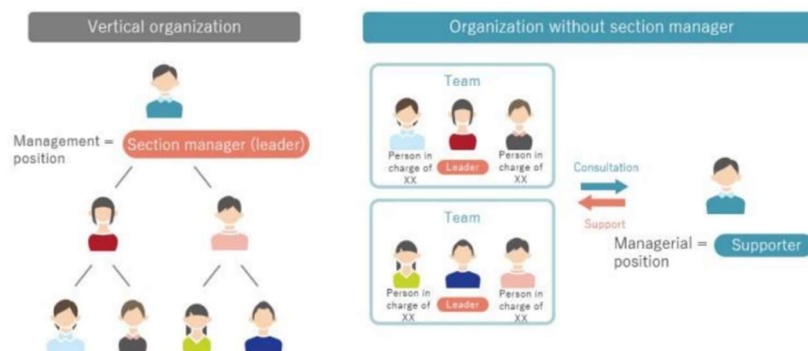
Initiative Themes

- Development of applications for helping people take leave and return to work when their leave concludes
- Development of fandom support applications

- Development of applications for smooth introduction and removal of facilities by having all transportation staff enter and leave at predetermined times
- In-house entrepreneur community development
- Proposal and promotion of workstyles for post-COVID-19 world
- Investigation of potential services for utilizing passion for saunas
- Expansion of museum-associated EPOS cards that support museums when used
- Exploration of methods for co-creation with companies that provide platforms for supplying food to favorite animals
- Investigation of services for making plushies that express fandom
- Examination of means of co-creation with companies that provide apps related to animals
- Exploration of potential for collaboration card issuance and merchandise sales through co-creation with sports clubs
- Research on ways to contribute to fintech through stores
- Investigation of means of co-creation with business operators in areas highly compatible with fintech and events

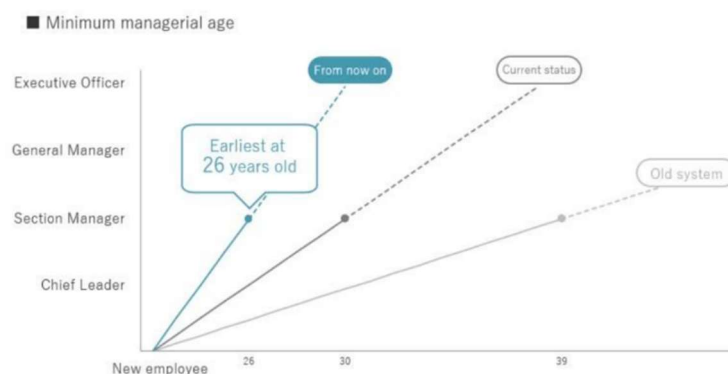
ii) Organizations Without Direct Supervisors

The section managers who are traditionally responsible for overseeing organizations have been reframed, not as organization supervisors but as team supporters. In this new role, these individuals are expected to create a flat organization in which all members act with autonomy in order to exercise creativity as a team.



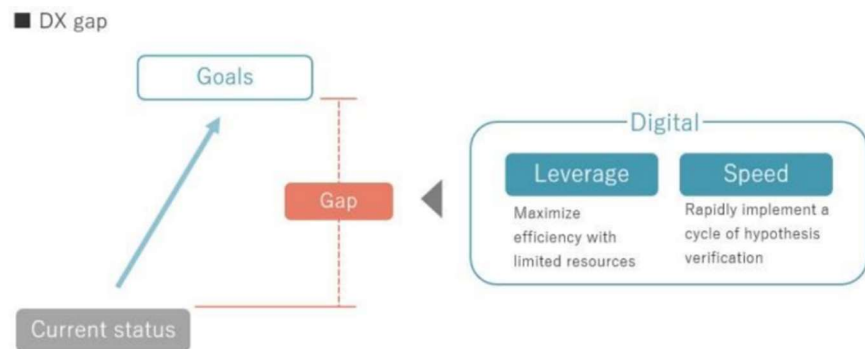
iii) Early Promotion to Management

As a form of human capital investment, human resource evaluation systems have been revised to support the early promotion of individuals anticipated to contribute to improvements in corporate value by reducing the minimum age for management positions from 29 to 26. By providing highly capable young employees with opportunities to exercise their talents earlier in their careers, the Company hopes to accelerate the creation of innovation.



2) Digital Transformation

Digital transformation is promoted based on the understanding that digital technologies are imperative for rectifying the disparity between the current state of the Company and its vision. In order to accomplish its vision, MARUI GROUP will need to employ a rapid cycle of verifying hypotheses that takes advantage of the capabilities and speed of digital technologies.



i) Recruitment of Specialists through Muture

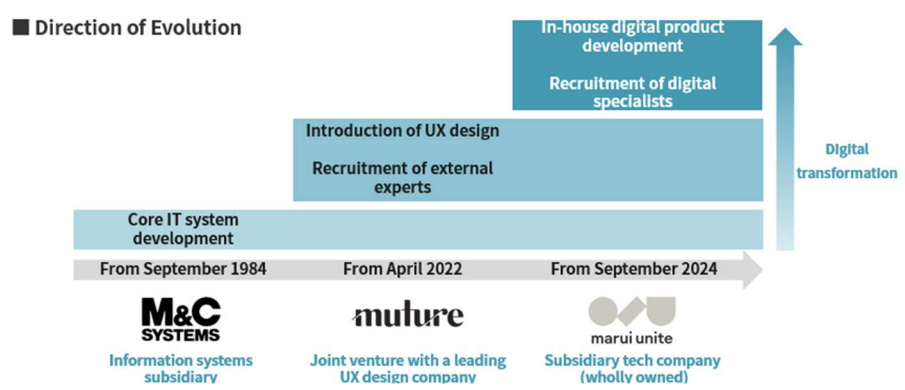
In April 2022, MARUI GROUP established Muture Corporation as a joint venture with cutting-edge user experience design company Goodpatch Inc., thereby commencing recruitment of the types of specialists who would not normally be attracted by the MARUI GROUP brand. Muture has attracted numerous individuals who are at the pinnacle of their respective industries, and these individuals are helping with the development of services such as MARUI GROUP’s lifestyle app and OMEMIE.

ii) Appointment of CDXO

In June 2023, Naofumi Tsuchiya, representative director and CEO of Goodpatch, was appointed to the position of executive director and CDXO (chief digital transformation officer). Mr. Tsuchiya possesses sophisticated insight in relation to organizational development and has the perspective of both a digital technology specialist and a manager. The appointment of a CDXO is intended to facilitate the development of agile organizations.

iii) Establishment of Tech Company

In September 2024, marui unite Co., Ltd., was established for the purpose of promoting and popularizing agile product development. By merging dedicated product development tech organizations with a Group operating company, we seek to accelerate the creation of new experience value while supporting the digital transformation of the Group.



Human Resource Governance

The Human Resource Strategy Committee was established in April 2022 as an advisory body to the Board of Directors with the aim of better linking management strategies and human resource strategies. This committee is chaired by Tomoo Ishii, senior managing executive officer and CHRO (chief human resources officer), and its members include External Director Etsuko Okajima. The Human Resource Strategy Committee coordinates with the Strategy Committee to propose human resource strategies to the Board of Directors.

Human Capital Investments Aimed at Future Growth

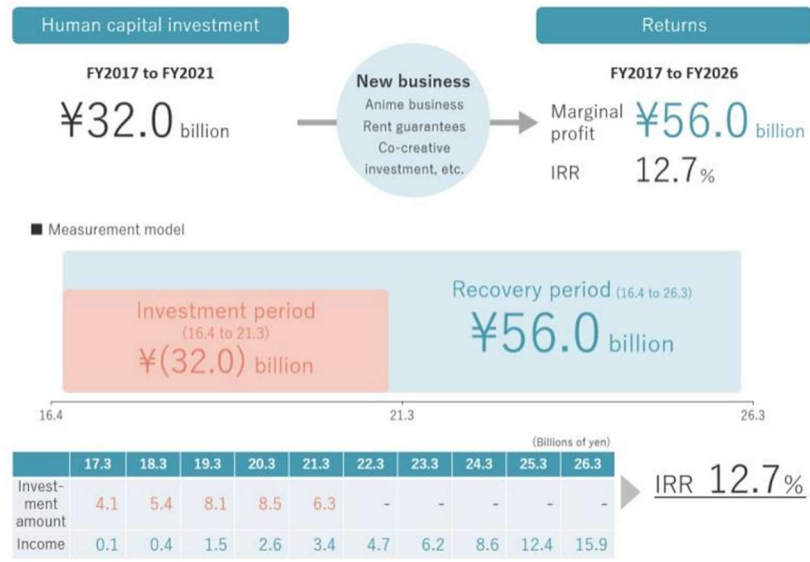
In the fiscal year ended March 31, 2022, MARUI GROUP redefined how it accounts for expenses for management purposes. As part of this redefinition, we created a new category of expenses called “human capital investments.” Said investments include the prior human resource investments, which comprised education and training expenses, as well as certain expenses that affected single-year earnings while also being anticipated to contribute to improved corporate value over the medium to long term. Specific examples of these expenses include personnel expenses for co-creative teams and for employees involved in new businesses, which were previously considered R&D expenses, as well as personnel expenses incurred during the first year after employees have undergone intra-Group profession changes. Based on the new definition, human capital investments amounted to ¥8.8 billion in the fiscal year ended March 31, 2025.

MARUI GROUP seeks to function as a social experiment in the transformation of corporate culture in order to foster a culture of acceptance toward failure and encouragement of ambition. To this end, action KPIs have been identified including the numbers of new undertakings and attempts with the goal of encouraging employees to work toward their ambitions. Moreover, employees are encouraged to “fail fast, fail forward” to gain the knowledge necessary to succeed through a process of early experimentation and failure. MARUI GROUP thereby aims to become a company that continues to generate innovation.

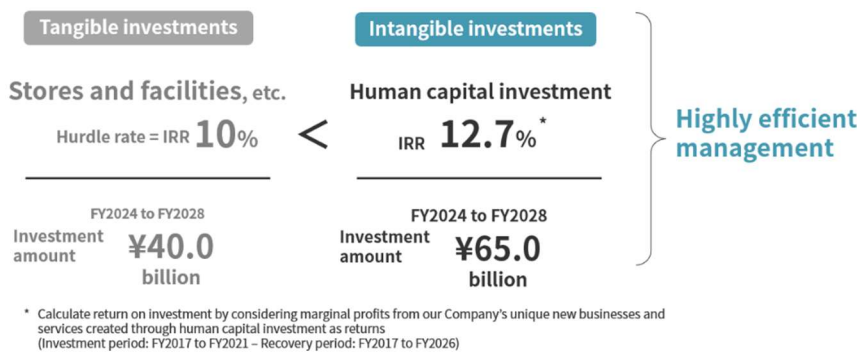


MARUI GROUP conducted human capital investments totaling ¥32.0 billion over the five-year period spanning from the fiscal year ended March 31, 2017, to the fiscal year ended March 31, 2021. Over this same period, the Company engaged in new business ventures including the anime business, the rent guarantee business, and co-creative investments. When assessing investment profitability and capital efficiency, the Company uses a model of calculating returns based on an internal rate of return. These new business ventures are projected to generate total marginal profit of ¥56.0 billion over the 10-year period spanning from the fiscal year ended March 31, 2017, to the fiscal year ending March 31, 2026. If the marginal profit from these new ventures is taken as the returns on the aforementioned human capital investments and the period leading

up to the fiscal year ending March 31, 2026, is set as the recovery period, it will make for an internal rate of return of 12.7%, which is projected to surpass shareholders’ equity costs. Going forward, MARUI GROUP intends to accelerate human capital investments that contribute to improvements in corporate value while verifying the benefits of said investments using this calculation model.



The internal rate of return of 12.7% for human capital investments surpasses the hurdle rate of 10% set for investments in stores and other tangible assets. For this reason, the Company intends to increase the amount of human capital investment it conducts over a given five-year period to more than ¥65.0 billion while pursuing greater levels of effectiveness, in order to practice highly efficient management.



More information on human capital investments and other investments in intangible assets can be found in the attached appendix materials as well as in the Company’s FACT BOOKs and ESG DATA BOOKs.

FACT BOOKs

https://contents.xj-storage.jp/objects/AS07830/3ce035f7/04ee/4ac7/9279/d6b040aac303/FACTBOOK%e2%80%94Fiscal_year_ended_March_31%2c_2025.zip

ESG DATA BOOKs

Principle 2.6: Roles of Corporate Pension Funds as Asset Owners

The Company does not have a corporate pension fund.

Note: To assist stable asset building by employees, the Company has introduced a defined contribution corporate pension plan (life planning system).

Principle 3.1: Full Disclosure

i) Corporate philosophy and management plans

The Company's corporate philosophy calls for it to "continue evolving to better aid our customers" and "equate the development of our people with the development of our company." Based on this philosophy, our mission is to maintain ties with our customers to co-create new customer happiness. It is this drive that has fueled our transformation and evolution in recent years. Always striving to attend to the needs of our customers and bring them joy, we treasure our interactions with customers and accordingly base all our actions from their perspective. This approach is not only imprinted in MARUI GROUP's corporate DNA; it is also the point of origin for the co-creation management we envision. Another mission based on our corporate philosophy is to co-create an inclusive society that offers happiness to all together with stakeholders.

By merging finance and retailing, the Company aspires to provide economic enrichment as well as emotional enrichment in the form of happiness and to create a society in which everyone is able to obtain this happiness.

However, these important missions cannot be carried out by the Company alone.

Accordingly, an approach toward fulfilling said missions has been adopted entailing co-creation with all our stakeholder groups, namely, customers, investors, communities and society, business partners, employees, and future generations.

By engaging in the management of such co-creation with stakeholders, MARUI GROUP works to create harmony between the interests and happiness of all its stakeholders while generating earnings and contributing to the resolution of social issues through its business.

The Company has established Management Vision & Strategy Narrative 2031, a six-year medium-term management plan concluding in the fiscal year ending March 31, 2031.

For more information on this plan, please refer to the following materials.

(<https://pdf.0101maruigroup.co.jp/en/ir/pdf/plan/2025/pf2025.pdf>)

ii) Basic policies related to corporate governance

The Company's basic policy on corporate governance can be found in section I-1 (Basic Policy on Corporate Governance) of this report. In addition, the Company has compiled other basic policies for corporate governance in the MARUI GROUP Corporate Governance Guidelines, which are available on the Company's website.

MARUI GROUP Corporate Governance Guidelines

(<https://www.0101maruigroup.co.jp/en/ci/governance/>)

iii) Policies and procedures for use by the Board of Directors in deciding compensation of senior management members,

directors, and Audit & Supervisory Board members

The amount of compensation paid to individual directors is decided by the Nominating and Compensation Committee and set within the limit approved at the ordinary general meeting of shareholders. The amount of compensation paid to individual executive officers is decided by the Nominating and Compensation Committee.

The Nominating and Compensation Committee has been established to improve the transparency and objectivity of the deliberation process related to compensation systems for directors and executive officers.

Director compensation is set at a level that will serve as an adequate motivation for directors to properly perform their duties of making management decisions and providing supervisory functions.

Compensation for directors includes fixed basic compensation, performance-linked bonuses based on the performance of the Company in a given fiscal year meant to serve as short-term incentives, and performance-linked stock-based compensation based on the medium- to long-term performance of the Company designed to provide medium- to long-term incentives. The portion of compensation linked to performance is meant to provide incentive for pursuing sustainable growth for the Company. However, external directors will only receive fixed basic compensation based on their position to ensure that they maintain an independent standpoint.

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

Information regarding the policies for deciding compensation paid to individual directors can be found under the Board of Directors heading of section II-1 of this report.

iv) Policies and procedures for appointment and nomination of directors and Audit & Supervisory Board members by the Board of Directors

Director candidates are selected regardless of gender, age, or nationality, with selection decisions based on consideration of the personalities and views of potential candidates. In this manner, the Company selects individuals who are capable of fulfilling the duties and responsibilities of directors and thereby contributing to medium- to long-term improvements in the corporate value of the Company. Similarly, Audit & Supervisory Board member candidates are selected regardless of gender, age, or nationality, with selection decisions based on consideration of the personalities and views of potential candidates. In this manner, the Company selects individuals who are capable of fulfilling the duties and responsibilities of Audit & Supervisory Board members and thereby contributing to the establishment of an impartial system for supervising the Company's management. Candidates for the positions of external director and external Audit & Supervisory Board member must fulfill the requirements set forth by the Companies Act of Japan as well as the Company's own Criteria for Independence of External Directors and Audit & Supervisory Board Members.

Candidates for the positions of internal director and internal Audit & Supervisory Board member are selected after discussion by the Management Committee and the Board of Directors based on recommendations by directors and personal and human resource evaluations by the Nominating and Compensation Committee.

Candidates for the positions of external director and external Audit & Supervisory Board member are chosen for having the necessary insight, skills, and experience required by the Company's Board of Directors, and selection decisions are only made after discussion by the Management Committee and the Board of Directors. Prior to the selection of director candidates, the candidates must be discussed by the Nominating and Compensation Committee. Audit & Supervisory

Board member candidates must be approved by the Audit & Supervisory Board.

v) Explanations with respect to the appointment and nomination of individual senior management members, directors, and Audit & Supervisory Board members by the Board of Directors

Reasons for nomination of directors and Audit & Supervisory Board members

Directors

Hiroshi Aoi

Hiroshi Aoi has properly overseen the Board of Directors as the chair and duly performed his supervisory functions with regard to important management decision-making and operational execution as the president and representative director of the Company since 2005. He has ample business experience and knowledge as a corporate manager and has overseen the overall operation of the Group and performed his duties properly as the Group representative executive officer. Based on the above reasons, the Company believes that he can fully perform his functions for facilitating the medium- to long-term improvement of the corporate value of the Company. Therefore, the Company has nominated him as a director candidate.

Hirotsugu Kato

Hirotsugu Kato has business experience in corporate planning, finance, and investor relations divisions and has performed his supervisory functions properly with regard to important management decision-making and operational execution as a director of the Company since 2016. He has overseen finance, investment research, sustainability, and ESG divisions and performed his duties properly as a senior managing executive officer of the Company. Based on the above reasons, the Company believes that he can fully perform his functions for facilitating the medium- to long-term improvement of the corporate value of the Company. Therefore, the Company has nominated him as a director candidate.

Reiko Kojima

Reiko Kojima has robust experience as a general physician, a Doctor of Medicine, and a company physician and has performed her supervisory functions properly with regard to important management decision-making and operational execution as a director of the Company since 2021. She has performed her duties properly by promoting well-being management aimed at ensuring greater happiness for people, organizations, and society as CWO and a senior executive officer of the Company. Based on the above reasons, the Company believes that she can fully perform her functions for facilitating the medium- to long-term improvement of the corporate value of the Company. Therefore, the Company has nominated her as a director candidate.

Audit & Supervisory Board Members

Hitoshi Kawai

Hitoshi Kawai has held important positions at MUFG Bank, Ltd., and Mitsubishi UFJ Morgan Stanley Securities Co., Ltd., through which he has accumulated extensive experience and a wealth of insight into finance, accounting, and corporate governance. The Company has nominated him as an Audit & Supervisory Board member candidate with the

expectation that he will be able to utilize his insight to perform impartial audits of the Company.

Hajime Sasaki

Hajime Sasaki possesses a wealth of business experience in MARUI GROUP's retailing business along with management experience gained as a director of Epos Card Co., Ltd., and as president of AIM CREATE CO., LTD. He is thus extremely knowledgeable with regard to the Company's business. The Company has nominated him as an Audit & Supervisory Board member candidate with the expectation that he will be able to utilize his insight to perform impartial audits of the Company.

Information on the reasons for appointment of external directors Etsuko Okajima, Yasunori Nakagami, and Peter David Pedersen and external Audit & Supervisory Board members Yoko Suzuki and Hiroaki Matsumoto can be found under Relationship Between External Directors and the Company (2) and Relationship Between External Audit & Supervisory Board Members and the Company (2) in section II-1 (System of Business Management Organization for Management Decision-Making, Operational Execution, and Auditing and Other Corporate Governance Systems) of this report.

Principle 4.1: Roles and Responsibilities of the Board

(Discussion Regarding Management Strategies and Plans)

In its management targets, MARUI GROUP defines corporate value as being produced by creating harmony between the interests and happiness of all of its stakeholders. In June 2021, the Company took its first step in promoting co-creation management by welcoming stakeholders to the Board of Directors, which is the very heart of management, in order to install a corporate governance system that is implemented together with stakeholders. Specifically, we appointed two stakeholders as external directors: Yasunori Nakagami, an investor focused on long-term engagement, and Peter David Pedersen, an environmental and sustainability expert. Furthermore, the Strategy Committee was established as a new advisory body to the Board of Directors in November 2021. Mr. Nakagami was appointed as the chair of this committee, which is tasked with formulating medium- to long-term business strategies while directly incorporating the perspectives of shareholders and other investors. External experts are invited to take part in the meetings of the Strategy Committee in order to allow for deeper discussion on business strategies from a wider range of perspectives. The results of discussions are reported to the Board of Directors, where they are further built upon in order to achieve greater improvements in corporate value.

Information on the Sustainability Committee and the Human Resource Strategy Committee, other advisory bodies to the Board of Directors that engage in discussions regarding medium- to long-term strategies, can be found in the sections on sustainability initiatives (Principle 2.3, Supplementary Principle 2.3.1, and Supplementary Principle 3.1.3) and on human capital management initiatives (Principle 2.4, Supplementary Principle 2.4.1, and Supplementary Principle 3.1.3).

Supplementary Principle 4.1.1: Scope of Delegation of Authority to Management from the Board of Directors

The Board of Directors is to work toward sustainable improvements in corporate value. To this end, it shall exert its supervisory function by realizing highly effective corporate governance and appropriately exercise its authority by making the most ideal decisions based on impartial judgment.

The Board of Directors shall make important management decisions and supervise operational execution in accordance with relevant laws, the articles of incorporation, and internal regulations.

The Board of Directors shall formulate management strategies and plans based on the corporate philosophy and an accurate understanding of the Company's capital costs (shareholders' equity costs and weighted average cost of capital) and disclose related information. The progress of these management strategies and plans is to be confirmed and analyzed annually. When deemed necessary, revisions shall be instituted with regard to areas such as business structures or plans for allocating management resources to new business investments, capital investments, or investments in human resource development. Information regarding such revisions shall be disclosed as appropriate.

For operational execution decisions not requiring the judgment of the Board of Directors based on relevant laws, the articles of incorporation, and internal regulations, the Board of Directors shall delegate decision-making authority to the Management Committee and executive officers.

The Company shall take steps to ensure that the rate of attendance by directors and Audit & Supervisory Board members at meetings of the Board of Directors is over 80%.

Supplementary Principle 4.1.3: Succession Plans

The Board of Directors shall be involved in the formulation and implementation of programs for discovering and cultivating future leaders to fill senior management positions such as president and representative director as one facet of developing succession plans for the president and representative director. Based on the corporate philosophy and management strategies, the Board of Directors shall oversee the content of such programs as well as plans for future cultivation of participants through assignments and promotions after completion of the program. In the fiscal year ended March 31, 2023, a new Group management training program was implemented to rapidly develop participants, who are selected from among individuals who have completed the aforementioned programs, into management personnel. At the same time, the standards for promotions were revised to allow junior employees to be selected for promotions earlier in their careers. The Company will continue to assess and enhance such programs going forward.

Future Leader Development Program

Since the fiscal year ended March 31, 2018, MARUI GROUP has been implementing a future leader development program, the Co-Creation Management Academy (CMA), to discover and cultivate future leaders with the potential to support MARUI GROUP's management a decade from now and to foster approximately 200 leader candidates, including a successor to the president.

As of March 31, 2025, a total of 100 individuals had participated in this open application program. Those selected are submitted to a one-year training curriculum developed under the guidance of external directors to instill in them a management perspective. This curriculum includes programs to facilitate the acquisition of crucial insight as well as discussions with members of Company management, managers of other companies, and external experts. After the curriculum has been completed, participants continue to be monitored and nurtured into future leaders through secondment to affiliates or assignment at strategic or corporate planning posts. In the fiscal year ended March 31, 2025, the eighth year of the program, the curriculum included courses designed to foster understanding of MARUI GROUP's core competencies and help participants gain necessary leadership skills and obtain a management perspective. Moreover, we have introduced a mentorship program in which individuals who had participated in previous programs mentor current

participants to stimulate mutual growth. Through the CMA program, we aim to continue identifying and cultivating junior and female employees with the potential to become future leaders.

Supplementary Principle 4.2.1: Roles and Duties of the Board of Directors (Compensation of Management)

The amount of compensation paid to individual directors is to be decided by the Nominating and Compensation Committee and set within the limit approved at the ordinary general meeting of shareholders. These amounts are to be determined based on a comprehensive evaluation of factors including the responsibility of each director for the management and the progress of the Company's medium-term management plan. The amount of compensation paid to individual executive officers is to be decided by the Nominating and Compensation Committee.

Director compensation is to be set at a level that will serve as an adequate motivation for directors to properly perform their duties of making management decisions and providing supervisory functions.

Compensation for directors and executive officers includes 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 portion of compensation linked to performance is meant to provide incentive for pursuing sustainable growth for the Company. However, external directors will only receive fixed basic compensation based on their position to ensure that they maintain an independent standpoint.

Compensation for Audit & Supervisory Board members will consist only of fixed basic compensation and is to be decided through discussion among the Audit & Supervisory Board and set within the limit approved at the ordinary general meeting of shareholders.

Information regarding the policies for deciding compensation paid to individual directors can be found under the Board of Directors heading of section II-1 of this report.

Supplementary Principles 4.3.2 and 4.3.3: Selection of Candidates for Manager Positions Ranked Lower Than President and Representative Director, and Dismissal of Individuals in These Positions

The Board of Directors shall flexibly make decisions regarding the selection of candidates for the positions of director and Audit & Supervisory Board member as well as for manager positions ranked lower than president and representative director, and the dismissal of individuals in these positions based on transparent and impartial discussions by the Nominating and Compensation Committee members, who comprise a majority of external directors, and on the performance of the Company. The Board of Directors shall select candidate directors, Audit & Supervisory Board members, and managers ranked lower than president and representative director who are capable of fulfilling the duties and responsibilities of their positions. These candidates are to be selected regardless of gender, age, or nationality, with selection decisions based on consideration of the personalities and views of potential candidates. Candidates for director positions and for manager positions ranked lower than president and representative director shall be selected based on their potential to contribute to medium- to long-term improvements in the corporate value of the Company. Audit & Supervisory Board member candidates shall be selected based on their potential to contribute to the establishment of an impartial system for supervising the Company's management.

Principle 4.8: Effective Use of External Directors (Independent Directors)

In principle, one-third of directors should be external directors who have been designated as independent directors, as stipulated by the Tokyo Stock Exchange, in order to incorporate a wealth of outside experience and specialized insight into management, strengthen supervisory functions of the Board of Directors, and improve the transparency of management.

Supplementary Principle 4.8.1: Venues for Exchanging Information and Developing a Shared Awareness Among External Directors (Independent Directors)

Meetings between external directors (independent directors) and Audit & Supervisory Board members are held periodically with the aim of strengthening the supervisory function for management. In the fiscal year ended March 31, 2025, two such meetings were held, in August 2024 and February 2025, for the purpose of exchanging information and developing a shared awareness.

Principle 4.9: Independence Standards and Qualifications for External Directors (Independent Directors)

The Company aims to ensure the appropriate levels of objectivity and transparency necessary for effective corporate governance. For this reason, it has established criteria for determining the independence of external directors, external Audit & Supervisory Board members, and candidates for these two positions. For details, please refer to the “Other Matters Regarding Independent Directors and Auditors” section of this report.

Supplementary Principle 4.10.1: Utilization of Voluntarily Established Organizations

The Nominating and Compensation Committee will be put in place to improve the transparency and objectivity of the deliberation process related to the nomination of directors and executive officers bearing special titles and to compensation systems for directors and executive officers.

The Nominating and Compensation Committee is to consist of at least three members, two or more of whom should, in principle, be external directors.

Members of the Nominating and Compensation Committee are to be appointed through resolution by the Board of Directors.

The Nominating and Compensation Committee shall discuss the following matters regarding the nomination of directors and executive officers based on consultations by the Board of Directors.

1. Matters related to the selection of director candidates to be presented at the ordinary general meeting of shareholders
2. Matters related to the selection of executive officers bearing special titles
3. Other matters for which the Board of Directors may seek counsel

The Nominating and Compensation Committee shall be delegated authority from the Board of Directors to discuss the following matters and make decisions regarding the compensation paid to directors and executive officers, with compensation of directors being contained within the confines of the compensation systems and limits approved at the ordinary general meeting of shareholders.

1. Matters related to the compensation of individual directors and executive officers bearing special titles
2. Matters related to changes in compensation systems for directors and executive officers
3. Other matters for which the Board of Directors may seek counsel or delegate authority

Internal regulations specify that the Nominating and Compensation Committee is to consist of at least three members,

two or more of whom should, in principle, be external directors. Moreover, the only member appointed internally should be the representative director for the purpose of ensuring independence from the Company. The Nominating and Compensation Committee currently comprises the representative director and two external directors, and is thus composed of a majority of external directors.

Supplementary Principle 4.11.1: Policies Regarding the Composition of the Board of Directors and the Audit & Supervisory Board

The Board of Directors is to be composed of directors from a diverse range of backgrounds with differing specialties and experience and of various genders, nationalities, and ages. Based on the number of directors pursuant to the articles of incorporation, an optimal number of directors is to be maintained to ensure that the Board of Directors is able to function with the highest possible level of effectiveness and efficiency from the following perspectives.

1. Securing a level of diversity necessary to guarantee appropriate management decision-making and supervision
2. Facilitating lively discussions at meetings of the Board of Directors centered on external directors (independent directors)

In principle, one-third of directors should be external directors (independent directors) in order to incorporate a wealth of outside experience and specialized insight into management, strengthen supervisory functions for the Board of Directors, and improve the transparency of management.

Audit & Supervisory Board members to be appointed shall possess the prerequisite experience and skills and have insight with regard to areas such as finance, accounting, and legal affairs. At least one Audit & Supervisory Board member shall possess specialties related to finance and accounting. Based on the number of Audit & Supervisory Board members pursuant to the articles of incorporation, the Audit & Supervisory Board is to be composed of a majority of external Audit & Supervisory Board members.

Since 2019, MARUI GROUP has been utilizing objective surveys by third-party institutions while taking steps to ensure that management is fully able to capitalize on the unique characteristics and diversity of directors, Audit & Supervisory Board members, and executive officers. Information on this matter is disclosed in the Company's co-creation management reports.

Through discussions by the Board of Directors held during 2021, it was decided that there were 14 skills, comprising shared skills and unique skills, that were required for achieving MARUI GROUP's desired impact through the advancement of its management and medium-term management plan. Shared skills are those common skills required for the Board of Directors to appropriately fulfill its function while unique skills are those necessary for implementing MARUI GROUP's medium-term management plan. Based on this decision, we prepared a skill matrix indicating the insight, experience, and skills of MARUI GROUP's internal and external directors, Audit & Supervisory Board members, and executive officers. This skill matrix can be found in the attached appendix materials and on the Company's corporate website.

As stated under the Board of Directors heading of section II-1 of this report, some of MARUI GROUP's external directors possess experience in the management of other companies.

Officer Skill Matrix

(https://www.0101maruigroup.co.jp/en/pdf/en_skill_matrix.pdf)

Supplementary Principle 4.11.2: Concurrent Positions Held by Directors and Audit & Supervisory Board Members

Directors and Audit & Supervisory Board members are not to allow concurrent positions as officers at other companies to interfere with the performance of their duties at the Company, and all major concurrent positions are to be disclosed each year.

Supplementary Principle 4.11.3: Analyses and Evaluations of Effectiveness of the Board of Directors

With the goal of improving the functionality of the Board of Directors, the Company has evaluated the effectiveness thereof via self-evaluation questionnaires administered to all directors and Audit & Supervisory Board members annually since the fiscal year ended March 31, 2016.

Moreover, the services of third-party evaluation firms have been employed to perform such evaluations since the fiscal year ended March 31, 2022.

In the fiscal year ended March 31, 2023, discussions were held regarding concerns expressed by investors about the terms of service and number of concurrent positions held by external directors and the potential need for the Board of Directors to objectively verify the independence and contributions of external directors. In addition, a third-party evaluation firm was contracted to evaluate and assess the independence and contributions of these directors. These investigations found that the Company's three external directors were highly independent and were making significant contributions to improvements in corporate value based on their differing areas of expertise. In the fiscal year ended March 31, 2025, self-evaluation questionnaires were used to evaluate the effectiveness of the Board of Directors, and these evaluations once again confirmed that it was functioning very effectively. To receive objective evaluations, the self-evaluation questionnaires were also administered to two senior managing executive officers as well as to the general manager of the Corporate Planning Division, who acted as observers for the process. These individuals also verified the high effectiveness of the Board of Directors. Conversely, issues needing resolution were identified in order for the Board of Directors to achieve higher levels of effectiveness, and initiatives are being advanced to address these issues based on discussions by the Board of Directors.

Evaluation Process for the Fiscal Year Ended March 31, 2025

All directors and Audit & Supervisory Board members, as well as three observers, completed a self-evaluation questionnaire regarding the effectiveness of the Board of Directors that comprised 76 questions in the following 12 categories. Based on the results of this questionnaire, information on the current evaluation of the Board of Directors, the areas requiring improvement, and future initiatives was shared and confirmed at a meeting of the Board of Directors.

(1) Questionnaires administered to all directors and Audit & Supervisory Board members, in addition to observers, covering the following topics:

- i. Overall state of the Board of Directors
- ii. Composition of the Board of Directors
- iii. Preparation and support systems
- iv. Meeting proceedings
- v. Decision-making process

- vi. Oversight of operational execution
- vii. Nominating and Compensation Committee
- viii. Sustainability Committee
- ix. Strategy Committee
- x. Human Resource Strategy Committee
- xi. Officer compensation
- xii. Response to Tasks Identified in Previous Evaluation and Conclusion

Results of Evaluation

Overall, it was again deemed that the Board of Directors was functioning highly effectively, due in part to its steady implementation of measures based on the results of prior effectiveness evaluations.

At the same time, as was the case with the previous evaluation, a large number of comments were received identifying the need to address the important task of succession planning for members of senior management and directors. These comments were received despite the progress in discussions on this matter by the Board of Directors. The third-party evaluation conducted in the fiscal year ended March 31, 2023, similarly provided input on the need for succession planning in relation to external directors.

Moreover, input was received highlighting the necessity of examining the ideal membership of the Board of Directors and of its advisory committees based on strategies and business issues and of engaging in ongoing discussions regarding officer compensation systems.

Future Initiatives

Initiatives related to succession planning for members of senior management and directors have included regular monitoring of participants in the Co-Creation Management Academy future leader development program as well as the continuation of measures for quickly identifying manager candidates that kicked off in the fiscal year ended March 31, 2024. MARUI GROUP will continue to formulate the ideal succession plans while heightening the effectiveness of the Nominating and Compensation Committee. Moreover, the content and implementation methods for the Co-Creation Management Academy future leader development program are being revised with each iteration to drive ongoing improvements. In the fiscal year ending March 31, 2026, ongoing discussions will be held to examine the ideal form of this program to support its evolution going forward.

The membership of three of the Company's advisory committees was revised in April 2025 in response to feedback indicating the need to examine the ideal membership of the Board of Directors and of its advisory committees based on strategies and business issues. Going forward, we will continue to examine the ideal memberships of Company bodies based on strategies and business issues.

With regard to officer compensation systems, the extension of long-term incentive systems was announced in conjunction with the announcement of the previous medium-term management plan in May 2021. These systems are currently slated to remain in place until the conclusion of the fiscal year ending March 31, 2026. MARUI GROUP intends to engage in ongoing discussions on the ideal officer compensation systems based on Management Vision & Strategy Narrative 2031, which was unveiled in May 2025.

Going forward, the Company will continue to enhance its corporate governance systems with the aim of further

improving the effectiveness of the Board of Directors.

Supplementary Principle 4.14.2: Policies for Training Directors and Audit & Supervisory Board Members

The Board of Directors has established internal systems for providing directors, Audit & Supervisory Board members, and executive officers with the training and information necessary for properly fulfilling their roles and performing their duties.

Upon being appointed to their position, new directors, Audit & Supervisory Board members, and executive officers undergo training on laws, finance, corporate governance, risk management, and other matters.

Upon being appointed to their position, new external directors and external Audit & Supervisory Board members are provided with opportunities to receive information related to the Company, such as that regarding its corporate philosophy, corporate culture, business activities, finances, organizational characteristics, and other matters.

After being appointed to their position, directors, Audit & Supervisory Board members, and executive officers are provided with ongoing training opportunities based on their duties, skills, and experience, and the Company makes necessary arrangements for the pursuit of educational opportunities outside the Company and covers any necessary expenses.

Principle 5.1: Policies for Constructive Dialogue with Shareholders

Supplementary Principle 5.1.1: Company Representatives Responsible for Dialogue (Meetings) with Shareholders

Supplementary Principle 5.1.2: Policies for Promoting Constructive Dialogue with Shareholders

The Company practices constructive communication with shareholders in order to realize medium- to long-term improvements in corporate value. The Company actively improves upon its investor relations activities in order to facilitate understanding concerning its corporate philosophy, management strategies, business performance, and other matters.

1. Communication with shareholders is advanced through effective coordination between the CFO and the executive officer in charge of investor relations and overseen by the president and representative director.
2. Requests for individual meetings by shareholders are catered to as appropriate and as rationally feasible based on the details of the request and the purpose of the meeting, with the Investor Relations Division serving as the primary venue for issuing such requests and members of management, internal and external directors, and Audit & Supervisory Board members meeting with shareholders based on the request.
3. In order to facilitate constructive communication with shareholders, the Investor Relations Division and other relevant divisions coordinate their efforts, periodically exchanging information and sharing opinions based on specialized insight. In addition, the Company will periodically research the distribution of its shareholder base. The findings will be used to enhance communication with shareholders by utilizing the communication method that is most ideal for each different shareholder type.
4. The invaluable opinions and requests received from shareholders through communication activities are reflected in meetings of the Board of Directors when appropriate.
5. In communicating with shareholders, the Company will comply with relevant laws and regulations and manage insider information in an appropriate manner.

Moreover, the “Engagement with Shareholders and Other Investors” page available on the Company’s corporate

website discloses information on MARUI GROUP's ongoing engagement activities and responses to the input and questions received through these activities.

The “Engagement with Shareholders and Other Investors” page of the Company's corporate website can be accessed via the following link.

(<https://www.0101maruigroup.co.jp/en/ir/management/dialogue.html>)

Engagement with Shareholders and Other Investors

MARUI GROUP promotes constructive engagement with stakeholders with the aim of achieving medium- to long-term improvements in corporate value. To facilitate these efforts, we practice communication with the greater society while endeavoring to disclose information in a timely and appropriate manner in order to ensure high transparency in our business activities.

The Investor Relations Division accommodates requests for engagement from shareholders and other investors to the extent rationally feasible. Input garnered through such communication activities is shared with management and other relevant members of the Company in order to drive improvements in corporate value.

Yasunori Nakagami, representative director and CEO of Misaki Capital Inc. and an investor focused on long-term engagement, was appointed as an external director in 2021. Mr. Nakagami chairs the Strategy Committee, an advisory body to the Board of Directors, and promotes ongoing engagement from the perspectives of shareholders and other investors for the purpose of contributing to the implementation of MARUI GROUP's medium- to long-term strategies.

Engagement Activities Targeting Analysts and Institutional Investors

Participants from MARUI GROUP

President and representative director, CFO, external directors, operating company presidents, and officers in charge of investor relations, ESG, shareholder relations, corporate planning, and Group financial planning and analysis

Activities	FY2022	FY2023	FY2024	FY2025
Financial results briefings and teleconferences	4	4	4	4
MARUI IR DAY	2	2	2	2
Small meetings with the president and the CFO	3	3	2	2
Strategy Committee meetings	—	13	12	12
Individual meetings with domestic institutional investors	224	187	193	184

and analysts				
Individual meetings with overseas institutional investors and analysts (including meetings at overseas roadshows)	73	75	78	96
Conferences hosted by securities companies	6	4	4	3
Engagement meetings* for facilitating improvements to corporate value	8	6	9	5
Individual meetings with exercisers of voting rights	14	17	16	9

* Meetings for engaging in discussions on themes related to improving corporate value from a medium- to long-term perspective

Management Guided by Engagement with Analysts and Institutional Investors

At MARUI GROUP, management receives regular reports on meetings with analysts and institutional investors and the subjects discussed thereat. In addition, the matters discussed at meetings of the Strategy Committee, which is chaired by Yasunori Nakagami, an investor focused on long-term engagement, are used to guide management activities. Topics previously discussed by the Strategy Committee included means of providing transparent and compelling explanations in response to feedback received from analysts and institutional investors at the financial results briefing for the three months ended June 30, 2024. The measures discussed were incorporated into the explanations provided at the financial results briefing for the six months ended September 30, 2024, and into explanations of future growth strategies at MARUI IR DAY 2024. In addition, feedback received from analysts and institutional investors after the aforementioned events was announced during discussions on Management Vision & Strategy Narrative 2031 at the financial results briefing for the fiscal year ended March 31, 2025, and on impact targets and growth narratives at MARUI IR DAY 2025.

Feedback from Analysts and Institutional Investors Following the Financial Results Briefing for the Three Months Ended June 30, 2025

- Investors want an overview of the next medium-term management plan prior to its launch.
- The Company should offer concrete examples of business initiatives that support people's passions.
- Information should be provided on capital allocation in the Retailing segment.
- MARUI GROUP should explain its plans to achieve transaction volumes of ¥1.0 trillion.
- Explanations should be offered on plans to reform earnings structures in response to the risk of interest rate increases.

Input from Analysts and Institutional Investors Following the Financial Results Briefing for the Fiscal Year Ended March 31, 2025, and MARUI IR DAY

Input Received Following the Financial Results Briefing for the Fiscal Year Ended March 31, 2025

- The explanations by the president on matters of concern for investors from a medium- to long-term perspective were very helpful.
- I was able to gain an understanding of how MARUI GROUP will accelerate its unique strategies through the frameworks of the next medium-term management plan.
- I got a sense of the massive potential of markets that cater to people's passions. I look forward to seeing how the related efforts generate results in terms of cardholder numbers and other factors under the next medium-term management plan.

Input Received Following MARUI IR DAY

- It was very interesting to hear how the merchandise business of the Retailing segment incorporated the lessons learned from past initiatives to pursue earnings growth through high profit margins. I also have praise for the unique initiatives made possible by MARUI GROUP's possessing both fintech and retailing functions.
- I was happy that MARUI GROUP offered information on its plans to respond to the risk of interest rate increases, an area of concern for investors. Additional reassurance could be provided by disclosing concrete figures going forward.
- I now have a better understanding of the path that MARUI GROUP will take toward achieving transaction volumes of ¥1.0 trillion. This understanding could be expanded were the Company to offer more concrete explanations on this matter under the next medium-term management plan.
- Under the next medium-term management plan, I want MARUI GROUP to update its targeted balance sheet and dividend policies, factors that were not explained today.

Management Emphasizing Cost of Capital and Stock Price

Information disclosure [Updated](#)

Disclosure of initiatives (updated)

Date of update [Updated](#)

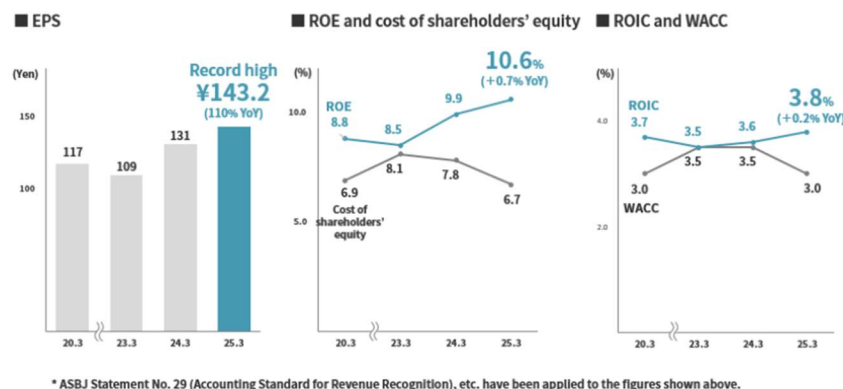
July 8, 2025

Supplementary Information [Updated](#)

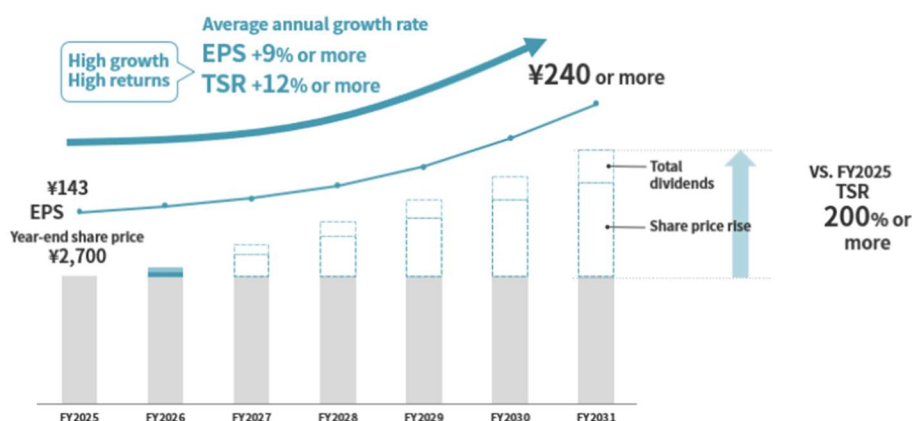
The Company shall formulate management strategies and plans based on the corporate philosophy and an accurate understanding of the Company's capital costs (shareholders' equity costs and weighted average cost of capital) and disclose related information. The progress of these management strategies and plans is to be confirmed and analyzed annually. When deemed necessary, revisions shall be instituted with regard to areas such as business structures or plans for allocating management resources to new business investments, capital investments, or investments in human resource development.

In the fiscal year ending March 31, 2026, the final year of the current medium-term management plan, the Company is targeting earnings per share of ¥200.0, return on equity of 13%, and return on invested capital of 4%. In the fiscal year

ended March 31, 2025, earnings per share was ¥143.2, up 10%, or ¥12.5, year on year, reaching a new record high as a result of earnings growth. Return on equity was 10.6%, up 0.7 percentage point, surpassing the level of shareholders' equity costs of 6.7%, while return on invested capital was 3.8%, up 0.2 percentage point, exceeding the level of weighted average cost of capital, which was 3.0%.



MARUI GROUP has set the corporate value target of achieving a price-to-book ratio of 3 times to 4 times. Accomplishing this target will require the Company to realize return on equity of 15% or more and a price earnings ratio of 25 times or more. Accordingly, we are working to generate high growth coupled with high returns characterized by growth rates for earnings per share (EPS) of 9% or more and total shareholder return (TSR) of 12% or more.



2. Capital Structure

Ratio of shares held by foreign institutions and individuals

More than 20%, less than 30%

Major Shareholders Updated

Name	Number of shares	Percentage of total shares issued (%)
The Master Trust Bank of Japan, Ltd. (Trust Account)	43,353,800	23.94

Custody Bank of Japan, Ltd. (Trust Account)	27,100,500	14.96
Aoi Real Estate Co., Ltd.	6,019,606	3.32
TOHO CO., LTD.	3,779,300	2.09
AOI SCHOLARSHIP FOUNDATION	3,317,935	1.83
Custody Bank of Japan, Ltd. (Trust Account 4)	3,143,300	1.73
JP MORGAN CHASE BANK 385781	2,957,561	1.63
MUFG Bank, Ltd.	2,904,000	1.60
Tadao Aoi	2,784,500	1.54
KARASUYAMA., Ltd.	2,454,887	1.35

Has controlling shareholders
(excluding parent company)

Has parent company

No

Supplementary Information [Updated](#)

1. The Company holds 27,482,000 shares of treasury stock. Percentage of total shares issued is calculated excluding treasury stock.
2. Percentage of total shares issued is calculated excluding treasury stock and including 482,000 shares held under the Board Incentive Plan Trust scheme and the Employee Stock Ownership Plan Trust scheme.

3. Company Details

Stock exchange, section	Tokyo Stock Exchange, First Section
Fiscal year-end	March 31
Industry	Retail
Number of employees at end of previous fiscal year (consolidated)	More than 1,000
Net sales in previous fiscal year (consolidated)	More than ¥100 billion, less than ¥1 trillion
Number of consolidated subsidiaries at end of previous fiscal year	More than 10, less than 50

4. Guidelines for Measures to Protect Minority Shareholders in the Event of Transactions with Controlling Shareholders

5. Other Conditions That May Materially Affect Corporate Governance

N/A

II. System of Business Management Organization for Management Decision-Making, Operational Execution, and Auditing and Other Corporate Governance Systems

1. Organizational Structures and Operation

Organizational structure	Company with company auditor
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Board of Directors

Number of directors pursuant to articles of incorporation	15
Term of directors pursuant to articles of incorporation	1 year
Chair of Board of Directors	President
Number of directors	6
Has external directors	Yes
Number of external directors	3
Number of external directors who are also independent directors	3

Relationship Between External Directors and the Company (1)

Name	Association	Relationship with the Company*										
		a	b	c	d	e	f	g	h	i	j	k
Etsuko Okajima	Comes from other company								○			
Yasunori Nakagami	Comes from other company											
Peter David Pedersen	Comes from other company								○			

* Multiple choice items regarding relationship with the Company

*○ indicates that the individual is now or was recently applicable under the item.

△ indicates that the individual was applicable under the item in the past.

*● indicates that a close relative of the individual is now or was recently applicable under the item.

▲ indicates that a close relative of the individual was applicable under the item in the past.

a. A person involved in operation of the Company, its subsidiaries, or its affiliates

b. A person involved in operation or a non-executive director of the parent company of the Company

c. A person involved in operation of a subsidiary of the parent company of the Company

d. An entity or a person involved in operation of an entity that has a significant business relationship with the Company

e. An entity or a person involved in operation of an entity with which the Company has a significant business relationship

- f. A consultant, an accounting specialist, or a legal specialist receiving large amounts of monetary payments or other financial assets from the Company, its subsidiaries, or its affiliates that are separate from the compensation paid for services as a director or an Audit & Supervisory Board member
- g. A major shareholder of the Company or a person involved in operation of an entity that is a major shareholder of the Company
- h. A person involved in operation of an entity with which the Company has a significant business relationship who does not qualify under d., e., or f. above (only applies to individual in question)
- i. A person involved in operation of an entity at which a person involved in operation of the Company, its subsidiaries, or its affiliates serves as an external director or an Audit & Supervisory Board member (only applies to individual in question)
- j. A person involved in operation of an entity that receives large amounts of donations from the Company, its subsidiaries, or its affiliates (only applies to individual in question)
- k. Other

Relationship Between External Directors and the Company (2) Updated

Name	Independent director	Supplementary information regarding status of independence	Reason for appointment
Etsuko Okajima	○	Etsuko Okajima is a director at Euglena Co., Ltd., with which MARUI GROUP has concluded a capital and business alliance agreement, and the Company held 1.6% of the issued shares of Euglena as of March 31, 2025. Euglena opens temporary event stores at Marui locations. The total amount of compensation paid to the Company in relation to these stores in the fiscal year ended March 31, 2025, was approximately ¥1.3 million. The Company also purchases biofuel from Euglena. The total amount paid to Euglena for the purchase of biofuel in the fiscal year ended March 31, 2025, was approximately ¥4.4 million. Both of these amounts fall within the amount allowed by the Company's Criteria for Independence of External Directors and	Etsuko Okajima has experience and extensive knowledge related to corporate management, human resource development, and start-up companies. She has performed her duties as an external director of the Company properly by voicing questions and opinions from an objective, independent position. As the Company believes that she can continue to contribute to the reinforcement of the supervisory function for the management of the Company, the Company has appointed her as an external director. It was also judged that she has an objective standpoint as an external director of the Company who does not present the risk of conflicts of interest with general shareholders. Notification has

Etsuko Okajima		<p>Audit & Supervisory Board Members in terms of both total amount and percentage of total revenue. In addition, Ms. Okajima is a Member of the Board, Independent, of KADOKAWA CORPORATION. The Company pays product royalties to KADOKAWA CORPORATION, but the total amount of royalties paid in the fiscal year ended March 31, 2025, was less than ¥10.0 billion. This amount is within the amount allowed by the Company's Criteria for Independence of External Directors and Audit & Supervisory Board Members. For this reason, Ms. Okajima meets the Company's Criteria for Independence of External Directors and Audit & Supervisory Board Members.</p> <p>■ Career history, positions, and responsibilities</p> <p>Apr. 1989 Joined Mitsubishi Corporation</p> <p>Jan. 2001 Joined McKinsey & Company</p> <p>Jul. 2005 Representative and CEO, GLOBIS Management Bank</p> <p>Jun. 2007 President & CEO, ProNova Inc. (Incumbent)</p> <p>Jun. 2014 External Director (Incumbent)</p> <p>■ Major concurrent positions</p> <p>President & CEO, ProNova Inc. Director, euglena Co., Ltd. Member of the Board, Independent, KADOKAWA CORPORATION</p>	therefore been submitted to the Tokyo Stock Exchange designating her as an independent director.
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Yasunori Nakagami	○	<p>■ Career history, positions, and responsibilities</p> <p>Apr. 1986 Joined Andersen Consulting (currently Accenture plc)</p> <p>Jul. 1991 Joined Corporate Directions, Inc.</p> <p>Mar. 2005 Representative Director and CEO, Asuka Corporate Advisory Co., Ltd.</p> <p>Oct. 2013 Representative Director and CEO, Misaki Capital Inc. (Incumbent)</p> <p>Jun. 2021 External Director (Incumbent)</p> <p>■ Major concurrent positions</p> <p>Representative Director and CEO, Misaki Capital Inc.</p>	<p>Yasunori Nakagami has accumulated a wealth of experience at management consulting firms and investment management companies through which he has amassed exceptional insight regarding corporate management that emphasizes capital markets. He has performed his duties as an external director of the Company properly by voicing questions and opinions from an objective, independent position. As the Company believes that he can continue to contribute to the reinforcement of the supervisory function for the management of the Company, the Company has appointed him as an external director. In addition, it has been judged that he has an objective standpoint as an external director of the Company who does not present the risk of conflicts of interest with general shareholders. Notification has therefore been submitted to the Tokyo Stock Exchange designating him as an independent director.</p>
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Peter David Pedersen	○	<p>Peter David Pedersen is representative director of Next Leaders' Initiative for Sustainability (NELIS). MARUI GROUP participates in activities sponsored by NELIS. He has also served as an advisor to MARUI GROUP since January 2019, and he has provided advice on sustainability management in this role. In the fiscal year ended March 31, 2025, activity participation fees paid to NELIS totaled ¥1.5 million. Mr. Pedersen meets the Company's Criteria for Independence of External Directors and Audit & Supervisory Board Members regardless of this transactional relationship.</p> <p>■ Career history, positions, and responsibilities</p> <p>Sep. 2000 CEO, E-Square Inc.</p> <p>Jan. 2015 Representative Director, Next Leaders' Initiative for Sustainability (Incumbent)</p> <p>Feb. 2020 Professor, Graduate School of Leadership and Innovation, Shizenkan University (Incumbent)</p> <p>Jun. 2021 External Director (Incumbent)</p> <p>■ Major concurrent positions</p> <p>Professor, Graduate School of Leadership and Innovation, Shizenkan University</p> <p>Representative Director, Next Leaders' Initiative for Sustainability</p> <p>Independent Outside Member of the Board, Meiji Holdings Co., Ltd.</p> <p>Outside Director, Mitsubishi Electric Corporation</p>	<p>Peter David Pedersen has accumulated a wealth of experience at environmental and CSR consulting firms through which he has amassed exceptional insight regarding global-level sustainability management. He has performed his duties as an external director of the Company properly by voicing questions and opinions from an objective, independent position. As the Company believes that he can continue to contribute to the reinforcement of the supervisory function for the management of the Company, the Company has appointed him as an external director. It was also judged that he has an objective standpoint as an external director of the Company who does not present the risk of conflicts of interest with general shareholders. Notification has therefore been submitted to the Tokyo Stock Exchange designating him as an independent director.</p>
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Has committees equivalent to nominating committee or compensation committee

Yes

Voluntarily Established Committees, Committee Members, and Position of Committee Chair

	Committee Name	Total members	Full-time members	Internal directors	External directors	External specialists	Other	Committee chair
Voluntarily established committee equivalent to a nominating committee	Nominating and Compensation Committee	3	0	1	2	0	0	No
Voluntarily established committee equivalent to a compensation committee	Nominating and Compensation Committee	3	0	1	2	0	0	No

Supplementary Information Updated

The Nominating and Compensation Committee will be put in place to improve the transparency and objectivity of the deliberation process related to the nomination of directors and executive officers bearing special titles and to compensation systems for directors and executive officers.

The Nominating and Compensation Committee is to consist of at least three members, two or more of whom should, in principle, be external directors.

Members of the Nominating and Compensation Committee are to be appointed through resolution by the Board of Directors.

The Nominating and Compensation Committee shall discuss the following matters regarding the nomination of directors and executive officers bearing special titles based on consultations by the Board of Directors.

1. Matters related to the selection of director candidates to be presented at the ordinary general meeting of shareholders
2. Matters related to the selection of executive officers bearing special titles
3. Other matters for which the Board of Directors may seek counsel

The Nominating and Compensation Committee shall be delegated authority from the Board of Directors to discuss the following matters and make decisions regarding the compensation paid to directors and executive officers, with compensation of directors being contained within the confines of the compensation systems and limits approved at the ordinary general meeting of shareholders.

1. Matters related to the compensation of individual directors and executive officers bearing special titles
2. Matters related to changes in compensation systems for directors and executive officers
3. Other matters for which the Board of Directors may seek counsel or delegate authority

In the fiscal year ended March 31, 2025, the Nominating and Compensation Committee met six times to discuss and make decisions regarding the following matters.

- Group executive team (meeting held in April 2025)
- Officer compensation (meetings held in May 2024 and January 2025)
- Performance-linked bonuses (meeting held in June 2024)
- Appointment of executive officers bearing special titles (meetings held in February and March 2025)

Audit & Supervisory Board

Has Audit & Supervisory Board	Yes
Number of Audit & Supervisory Board members pursuant to articles of incorporation	5
Number of Audit & Supervisory Board members	4

Coordination Between Audit & Supervisory Board Members, Accounting Auditor, and Internal Auditing Organizations

- Audit & Supervisory Board members hold meetings with the accounting auditor as necessary to confirm the status of each other's duties and the details of the Company's financial results.
- Audit & Supervisory Board members formulate policies related to governance risks for each fiscal year. The Audit Department provides support to the Audit & Supervisory Board members, quickly responding to their needs, and conducts internal audits based on its own yearly auditing plans. In addition, regular meetings to which Audit & Supervisory Board members of subsidiaries attend are held monthly, in principle, to confirm the status of governance throughout the Group and share information.

Has external Audit & Supervisory Board members	Yes
Number of external Audit & Supervisory Board members	2
Number of external Audit & Supervisory Board members who are also independent auditors	2

Relationship Between External Audit & Supervisory Board Members and the Company (1)

[illegible]

* Multiple choice items regarding relationship with the Company

* ○ indicates that the individual is now or was recently applicable under the item.

△ indicates that the individual was applicable under the item in the past.

* ● indicates that a close relative of the individual is now or was recently applicable under the item.

▲ indicates that a close relative of the individual was applicable under the item in the past.

a. A person involved in operation of the Company, its subsidiaries, or its affiliates

b. A non-executive director or an accounting advisor of the Company, its subsidiaries, or its affiliates

c. A person involved in operation or a non-executive director of the parent company of the Company

d. An Audit & Supervisory Board member of the parent company of the Company

e. A person involved in operation of a subsidiary of the parent company of the Company

f. An entity or a person involved in operation of an entity that has a significant business relationship with the Company

g. An entity or a person involved in operation of an entity with which the Company has a significant business relationship

h. A consultant, an accounting specialist, or a legal specialist receiving large amounts of monetary payments or other financial assets from the Company, its subsidiaries, or its affiliates that are separate from the compensation paid for services as a director or an Audit & Supervisory Board member

i. A major shareholder of the Company or a person involved in operation of an entity that is a major shareholder of the Company

j. A person involved in operation of an entity with which the Company has a significant business relationship who does not qualify under f., g., or h. above (only applies to individual in question)

k. A person involved in operation of an entity at which a person involved in operation of the Company, its subsidiaries, or its affiliates serves as an external director or an Audit & Supervisory Board member (only applies to individual in question)

l. A person involved in operation of an entity that receives large amounts of donations from the Company, its subsidiaries, or its affiliates (only applies to individual in question)

m. Other

Relationship Between External Audit & Supervisory Board Members and the Company (2) [Updated](#)

Name	Independent auditor	Supplementary information regarding status of independence	Reason for appointment
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Yoko Suzuki	○	<p>■ Career history, positions, and responsibilities</p> <p>Apr. 1998 Registered as Attorney Joined Takagi Law Office</p> <p>Nov. 2002 Partner, Suzuki Sogo Law Office (Incumbent)</p> <p>Apr. 2015 Auditor, Research Institute of Economy, Trade and Industry (Incumbent)</p> <p>Jun. 2018 Auditor, Hitotsubashi University Collaboration Center (Incumbent)</p> <p>Jun. 2020 External Audit & Supervisory Board Member (Incumbent)</p> <p>Sep. 2021 Auditor (part-time), National Archives of Japan (Incumbent)</p> <p>Jun. 2024 Contrôleur, Maison franco-</p>	<p>Yoko Suzuki has accumulated specialized insight during her career as an attorney and a wealth of legal experience and insight gained as an outside director and Audit & Supervisory Board member at another company. She is therefore well versed in performing audits regarding corporate legal affairs and legal compliance. Based on the above reasons, the Company believes that she can contribute to impartial audits as an external Audit & Supervisory Board member. Accordingly, the Company has appointed her as an external Audit & Supervisory Board member. Furthermore, Ms. Suzuki was designated as an independent auditor because it was judged that she has an objective standpoint as an external Audit & Supervisory Board member of the Company who does not present the risk of conflicts of interest with general shareholders. Notification has therefore been submitted to the Tokyo Stock Exchange designating her as an independent auditor.</p>
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Yoko Suzuki		<p>japonaise</p> <p>■ Major concurrent positions</p> <p>Partner, Suzuki Sogo Law Office</p> <p>Member of the Board, Bridgestone Corporation</p> <p>Outside Director and Audit & Supervisory Board</p> <p>Member, Nippon Pigment Holdings Company Limited</p> <p>Director of the Board, JAPAN PULP AND PAPER COMPANY LIMITED</p>	
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Hiroaki Matsumoto	○	<p>■ Career history, positions, and responsibilities</p> <p>Apr. 1981 Tokyo Regional Taxation Bureau</p> <p>Jul. 2006 District Director, Chichibu Tax Office</p> <p>Jul. 2016 Chief Internal Inspector, Commissioner's Secretariat of National Tax Agency</p> <p>Jul. 2018 Regional Commissioner, Kumamoto Regional Taxation Bureau</p> <p>Sep. 2019 Registered as Certified Tax Accountant</p> <p>Established Hiroaki Matsumoto Certified Tax Accountant Office</p> <p>Jun. 2022 External Audit &</p>	<p>Hiroaki Matsumoto is certified as a tax accountant and thus has specialized insight and experience in the field of accounting. He also possesses experience and significant insight gained as an outside auditor at other companies. Based on the above reasons, the Company believes that he can contribute to impartial audits as an external Audit & Supervisory Board member. Accordingly, the Company has appointed him as an external Audit & Supervisory Board member. Furthermore, Mr. Matsumoto was designated as an independent auditor because it was judged that he has an objective standpoint as an external Audit & Supervisory Board member of the Company who does not present the risk of conflicts of interest with general shareholders. Notification has therefore been submitted to the Tokyo Stock Exchange designating him as an independent auditor.</p>
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Hiroaki Matsumoto		Supervisory Board Member (Incumbent) ■ Major concurrent positions Certified Tax Accountant, Hiroaki Matsumoto Certified Tax Accountant Office Outside Corporate Auditor, YAZAKI Corporation Outside Audit & Supervisory Board Member, Kaken Pharmaceutical Co., Ltd.	
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Independent Directors and Auditors

Number of independent directors and auditors

5

Other Matters Regarding Independent Directors and Auditors

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 of 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 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 that possesses direct or indirect holdings equating to 10% or more of the total voting rights of the Company, its subsidiaries, or its affiliates.
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 (more than ¥10 million) from the Company, its subsidiaries, or its affiliates that are separate from the compensation paid for services as a

director or an 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 (more than ¥10 million) 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 years.
10. The individual must not be a relative (one's spouse or second-degree relative) of an individual that qualifies under items 2 to 8 (only applicable to relatives of important persons involved in operation^{*4} for all items except items 6 and 8).
11. The individual must not be a person involved in operation of another company at which a person involved in operation of the Company, its subsidiaries, or its affiliates serves as an external director or Audit & Supervisory Board member.

*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 an individual serving 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:

1. A supplier group (the corporate group to which the supplier that serves as the direct transaction counterparty belongs) that provides products or services to the Company, its subsidiaries, or its affiliates and for which transactions with the Company, its subsidiaries, and its affiliates equated to more than ¥10 million and represented more than 2% of the total consolidated net sales (consolidated revenue) or transaction revenues of the supplier group in the most recently completed fiscal year
2. A supplier group with which liabilities of the Company, its subsidiaries, or its affiliates are associated and for which the applicable liabilities equated to more than ¥10 million 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:

1. A customer group (the corporate group to which the customer that serves as the direct transaction counterparty belongs) to which the Company, its subsidiaries, or its affiliates provide products or services and for which the total amount of transactions with the customer group equated to more than ¥100 million and represented more than 2% of the consolidated revenues of the Company in the most recently completed fiscal year
2. A customer group possessing liabilities that are associated with the Company, its subsidiaries, or its affiliates and that equated to more than ¥100 million and represented more than 2% of the consolidated total assets of the Company as of the end of the most recently completed fiscal year
3. 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 "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.

Incentive Systems

Incentives provided to directors	Performance-linked compensation systems
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Supplementary Information

Please refer to the “Disclosed Policies for Deciding Compensation Amounts and Calculation Methods” section of this report.

Individuals able to receive stock options	
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Supplementary Information

Director Compensation

Disclosure of compensation of individual directors	Certain details regarding the compensation of individual directors disclosed
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Supplementary Information [Updated](#)

In the fiscal year ended March 31, 2024, the total amount of compensation paid to directors was ¥255 million and the total amount paid to Audit & Supervisory Board members was ¥64 million, for a combined total of ¥320 million.

Officer Compensation in the Fiscal Year Ended March 31, 2025 (Millions of yen)

	Number of recipients	Basic compensation	Performance-linked bonuses	Performance-linked stock-based compensation	Total compensation
Directors (Of whom, external directors)	6 (3)	170 (59)	21 (—)	63 (—)	255 (59)
Audit & Supervisory Board members (Of whom, external Audit & Supervisory Board members)	4 (2)	64 (20)	— (—)	— (—)	64 (20)
Total	10	234	21	63	320

Notes:

1. On March 31, 2023, the number of directors stood at six and the number of Audit & Supervisory Board members was

four.

2. Amounts for performance-linked bonuses and performance-linked stock-based compensation were recorded as expenses in the fiscal year ended March 31, 2023

3. Ratio for the fiscal year ended March 31, 2020, and onward

Basic compensation : Performance-linked bonuses : Performance-linked stock-based compensation = 6 : 1 : 3

Target Indicators and Performance-Linked Coefficients and Results

	Target indicator	Target	Performance	Performance-linked coefficient
Fiscal year ended March 31, 2024	EPS	¥140.00	¥130.70	93%
Fiscal year ended March 31, 2025		¥141.42	¥143.24	101%
Fiscal year ending March 31, 2026		¥155.00	—	0%–200%

Performance-Linked Stock-Based Compensation in the Fiscal Year Ended March 31, 2022, and Beyond

• Over the two-year period beginning in the fiscal year ended March 31, 2025, and concluding in the fiscal year ending March 31, 2026, directors will be awarded points based on their rank at a set time each year. These points will then be adjusted via a performance-linked coefficient within the range of 0% to 110% determined based on the degree of accomplishment of targets for performance indicators (earnings per share [EPS], return on equity [ROE], and return on invested capital [ROIC] as well as ESG indicators defined to facilitate the promotion of co-creation sustainability management) in the fiscal year ending March 31, 2026. Shares of the Company's stock will then be allocated to each director in reflection of their aggregate total of points post-adjustment.

Calculation Method for Allocation of Shares

Shares allocated = Aggregate points awarded based on rank × (Financial performance-linked coefficient + Non-financial performance-linked coefficient)

Target Indicators and Performance-Linked Coefficients

	Target indicator		Target	Performance	Performance-linked coefficient
Fiscal year ending March 31, 2026	Financial indicators	EPS	¥200 or more	—	0%–110%
		ROE	13.0% or more		Adjusted based on degree of accomplishment of target for each indicator
		ROIC	4.0% or more		
	Non-financial indicators	ESG indicators	Inclusion in DJSI World*1	—	0% or 5%
			CO ₂ emissions reduction of 350,000 t-CO ₂ *2		0% or 5%

Note: The period for performance-linked stock-based compensation encompasses the fiscal year ended March 31, 2025, and the fiscal year ending March 31, 2026. In May 2025, the Company announced Management Vision & Strategy Narrative 2031, a medium-term management plan covering a period including the fiscal year ending March 31, 2026. Nevertheless, performance-linked stock-based compensation for the fiscal year ended March 31, 2025, and the fiscal year ending March 31, 2026, will be calculated in accordance with the targets set for the fiscal year ending March 31, 2026, indicated above as defined in the previous medium-term management plan established in May 2021.

*1 An ESG index in which companies are selected for inclusion based on comprehensive assessments of economic, environmental, and social factors conducted from the perspective of long-term improvements in shareholder value

*2 Compared with the fiscal year ended March 31, 2017

Total Compensation on a Consolidated Basis by Officer

Name	Total compensation on a consolidated basis (Millions of yen)	Officer classification	Affiliated company	Total compensation on a consolidated basis by type (Millions of yen)		
				Basic compensation	Performance-linked bonuses	Performance-linked stock-based compensation
Hiroshi Aoi	127	Director	MARUI GROUP CO., LTD.	75	13	38

Note: Only individuals that received total compensation on a consolidated basis exceeding ¥100 million are listed.

Matters Regarding Compensation of Directors and Audit & Supervisory Board Members Decided by the Ordinary General Meeting of Shareholders

Fixed Compensation for Directors

At the Ordinary General Meeting of Shareholders held on June 27, 2012, the upper limit for basic compensation (excluding salaries paid to directors who are also employees of the Company or Group companies) to directors (excluding external directors) was set at ¥300 million a year. The number of directors at the time of the conclusion of the aforementioned Ordinary General Meeting of Shareholders was seven (of whom one was an external director). At the Ordinary General Meeting of Shareholders held on June 29, 2022, the upper limit for basic compensation to external directors was set at ¥100 million a year. The number of external directors at the time of the conclusion of the aforementioned Ordinary General Meeting of Shareholders was three.

Performance-Linked Bonuses for Directors

At the Ordinary General Meeting of Shareholders held on June 29, 2016, the upper limit for performance-linked bonuses (excluding bonuses paid to directors that are also employees of the Company or Group companies) to directors (excluding

external directors) in a given fiscal year was set at ¥100 million. The number of directors at the time of the conclusion of the aforementioned Ordinary General Meeting of Shareholders was six (of whom two were external directors).

Performance-Linked Stock-Based Compensation for Directors

At the Ordinary General Meeting of Shareholders held on June 20, 2019, it was determined that the upper limit for fund contributions from the Company under the performance-linked stock-based compensation scheme from the fiscal year ended March 31, 2020, would be ¥200 million multiplied by the number of years in the given allocation scheme period. Accordingly, the upper limit for the two-year period beginning in the fiscal year ended March 31, 2025, and concluding in the fiscal year ending March 31, 2026, was set at ¥400 million. In addition, it was determined that the upper limit for shares of the Company's stock acquired by directors from the fiscal year ended March 31, 2020, would be 100,000 points (equivalent to 100,000 shares) multiplied by the number of years in the given allocation scheme period. Accordingly, the upper limit for the two-year period beginning in the fiscal year ended March 31, 2025, and concluding in the fiscal year ending March 31, 2026, was set at 200,000 points (equivalent to 200,000 shares). The number of directors at the time of the conclusion of the aforementioned Ordinary General Meeting of Shareholders was seven (of whom three were external directors).

Compensation for Audit & Supervisory Board Members

At the Ordinary General Meeting of Shareholders held on June 24, 2024, the upper limit for monthly compensation of Audit & Supervisory Board members was set at ¥100 million. The number of Audit & Supervisory Board members at the time of the conclusion of the aforementioned Ordinary General Meeting of Shareholders was four.

Has policies for deciding compensation amounts and calculation methods **Updated**

Yes

Disclosed Policies for Deciding Compensation Amounts and Calculation Methods

Policies for determining the compensation paid to individual directors have been decided by the Board of Directors as follows.

1. Basic Policy

Compensation for directors shall be linked to shareholder interests in order to provide sufficient incentive for pursuing medium- to long-term improvements in corporate value.

Compensation for directors (excluding external directors and directors who do not reside in Japan) 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.

Benchmarks for compensation levels and the ratios of compensation are set based on the officer compensation levels and ratios of companies of a similar scale to MARUI GROUP as determined using data from officer compensation surveys conducted by external research firms. The Company's compensation levels and ratios are checked against these benchmarks each year.

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

2. Policies for Determining Amounts of Fixed Basic Compensation Paid to Individual Directors (Including Policies for Deciding Payment Timing and Conditions)

Basic compensation shall be paid to directors as a fixed amount on a monthly basis in accordance with the payment conditions determined for each director rank by the Nominating and Compensation Committee in line with the basic policy described in 1. above.

3. Policies for Determining Amounts and Calculation Methods for Variable Compensation (Bonuses and Stock Compensation) Paid to Individual Directors (Including Policies for Determining Performance Indicators, Amounts Linked to Specific Indicators, and Payment Timing and Conditions)

- Performance-linked bonuses

Performance-linked bonuses are decided in accordance with the duties of each director and with the goal of increasing motivation for improving performance on a single fiscal year basis. Performance-linked coefficients are set based on the degree of accomplishment of targets for performance indicators in a given fiscal year, and these coefficients are multiplied by the standard amount of compensation defined for each rank.

- Performance-linked stock-based compensation

The Company employs a Board Incentive Plan Trust scheme in which a trust fund established through payments by the Company is used to issue shares of the Company's stock to directors.

To increase motivation to contribute to improved medium- to long-term performance and corporate value for the Company, the period for the scheme is set to coincide with the Company's medium-term management plan, and performance-linked coefficients are determined based on the degree of accomplishment of the targets for Company performance indicators in the final year of this period. Directors are awarded points based on the performance-linked coefficients, and shares are allocated to each director in an amount that coincides with their aggregate number of points. Directors will only receive shares of the Company's stock equivalent to a portion of the number of points awarded. The value of remaining shares of the Company's stock will be appraised by the trust and directors will be paid a monetary amount equivalent to the appraisal value of said shares.

Shares awarded for the fiscal years ended March 31, 2020 and 2021, the first period for the Board Incentive Plan Trust scheme, will be subject to a transfer restriction period of one year from the date of allocation. Should the trust be continued for a period extended beyond the initially planned period, the period will be extended by a number of years equivalent to the remaining period of the current medium-term management plan and an additional two-year period will be established, and shares awarded for this period will also be subject to a transfer restriction period of one year from the date of allocation.

- Performance Indicators

Performance indicators for performance-linked bonuses and performance-linked stock-based compensation are decided in conjunction with the formulation of medium-term management plans to coincide with the objectives of the given plan and are adjusted as necessary based on the changes in the operating environment by the Board of Directors.

- Performance-linked bonus payment timing

Performance-linked bonuses for a given fiscal year are paid at a predetermined time during the following fiscal year.

- Performance-linked stock-based compensation payment timing

Directors who fulfill the requirements for allocations of shares will receive allocations of shares of the Company's stock in an amount equivalent to the allocated points, in principle, in June or later after the conclusion of the final year of the allocation scheme period.

4. Policy for Determining Ratios of Compensation Paid to Individual Directors

The ratios of compensation paid to individual directors are decided by the Board of Directors based on discussions by the Nominating and Compensation Committee in accordance with the basic policy described in 1 above.

5. Policies for Deciding the Amounts of Compensation Paid to Individual Directors

Amounts of compensation paid to individual directors are determined by the Nominating and Compensation Committee based on authority delegated by the Board of Directors in order to ensure the transparency and objectivity of the process of deliberating on compensation.

The Nominating and Compensation Committee is to consist of at least three members, two or more of whom should, in principle, be external directors. Members shall be decided by resolution of the Board of Directors.

The Nominating and Compensation Committee shall discuss and decide on the following matters, while adhering to the scope of the compensation systems and limits approved by the Ordinary General Meeting of Shareholders, based on comprehensive consideration of factors including the degree of responsibility for MARUI GROUP's management and the progress toward the targets of the medium-term management plan.

- Matters regarding payments of compensation to individual directors
- Matters regarding changes to compensation systems for directors
- Other matters for which consultation has been received from or authority has been delegated by the Board of Directors

Note: In the fiscal year ended March 31, 2025, the Nominating and Compensation Committee consisted of the following three members:

Etsuko Okajima (External Director)

Yasunori Nakagami (External Director)

Hiroshi Aoi (President and Representative Director, Representative Executive Officer)

6. Other Important Matters Regarding Payments of Compensation to Individual Directors

For performance-linked stock-based compensation, MARUI GROUP has instituted provisions that will enable it to seize the beneficiary rights of shares of the Company's stock to be allocated (malus) or to demand restitution in the form of monetary payments equivalent to the value of allocated shares (clawback) should an applicable director be found to have engaged in serious misconduct or legal violations.

Note: As described above, the Company has prescribed that the Nominating and Compensation Committee shall, in principle, consist of a majority of external directors in order to ensure that it is able to properly exercise the authority delegated by the Board of Directors in relation to deciding amounts of compensation to be paid to individual directors. When deciding amounts of compensation to be paid to individual directors for the fiscal year ended March 31, 2025, the Nominating and Compensation Committee engaged in multifaceted assessments from the same perspectives as the aforementioned policies, and the Board of Directors therefore judged that compensation amounts were formulated based on the aforementioned policies.

Support Systems for External Directors and External Audit & Supervisory Board Members

The Corporate Planning Division, the General Affairs Department, and the Audit Department are responsible for supporting external directors and External Audit & Supervisory Board members. In addition, materials related to meetings of the Board of Directors are distributed to these individuals ahead of time, briefings on the content of these materials are provided, and other steps are taken to ensure these individuals are provided with the necessary information.

2. Matters Concerning Operational Execution, Audits, Supervision, Nomination, Compensation, and Other Functions (Overview of Current Corporate Governance System) Updated

The Company has appointed six directors, three of whom are external directors. The term of directors is set at one year to ensure the transparency of operational execution and clarify responsibility for management. In principle, the Board of Directors meets 10 times a year to deliberate on a comprehensive range of issues and supervise the operational execution of individual directors. The authority of Group directors and executive officers is clearly defined in MARUI GROUP's approval guidelines. In addition, subsidiaries are required to report to the Company with regard to important decisions, and the Company manages the business operations of subsidiaries as a holding company to ensure appropriateness. Furthermore, the Company employs the company with company auditor system described in the Companies Act of Japan. The Company's Audit & Supervisory Board consists of four Audit & Supervisory Board members, two of whom are external Audit & Supervisory Board members. A substitute external Audit & Supervisory Board member was appointed at the Ordinary General Meeting of Shareholders held in June 2025, who will serve in place of other external Audit & Supervisory Board members should they become unable to fulfill their duties.

Information regarding the Nominating and Compensation Committee can be found under the "Board of Directors" heading of section II-1 of this report.

3. Reason for Selecting Current Corporate Governance System

The current corporate governance system was selected to facilitate lively discussion centered on the external directors

(independent directors) and to strengthen the supervisory function of the Board of Directors. The Company chooses individuals with abundant experience and wide-ranging insight to serve as external directors so that they may contribute to enhancing the objectivity and transparency of management from an independent standpoint.

III. Initiatives Concerning Shareholders and Other Stakeholders

1. Measures to Ensure Interactive Ordinary General Meetings of Shareholders and the Smooth Exercise of Voting Rights

	Supplementary information
Early dispatch of notices of convocation of ordinary general meetings of shareholders	<p>The Company has been dispatching notices of convocation of ordinary general meetings of shareholders three weeks prior to meetings since the Ordinary General Meeting of Shareholders held in June 2013.</p> <p>Note: Notices of convocation for the Ordinary General Meeting of Shareholders held in June 2020 were dispatched 18 days prior to the meeting and were made available on the Company's corporate website on the same day out of consideration for Japan's state of emergency declaration in response to the global COVID-19 pandemic.</p>
Electronic methods of exercising voting rights	Electronic methods of exercising voting rights were introduced at the Ordinary General Meeting of Shareholders held in June 2006.
Participation in a platform for electronic voting rights exercise and other initiatives to enhance voting rights exercise options for institutional investors	The Company began participating in a platform for electronic voting rights exercise with the Ordinary General Meeting of Shareholders held in June 2011.
Provision of abbreviated English-language notices of convocation of ordinary general meetings of shareholders	The Company has been providing abbreviated English-language notices of convocation of ordinary general meetings of shareholders since the Ordinary General Meeting of Shareholders held in June 2012.
Live streaming of ordinary general meetings of shareholders	The Company has been conducting live streaming of ordinary general meetings of shareholders since the Ordinary General Meeting of Shareholders held in June 2021.
Acceptance of questions submitted in advance of ordinary general meetings of shareholders	The Company has been accepting questions submitted in advance of meetings since the Ordinary General Meeting of Shareholders held in June 2022.

2. Investor Relations Activities

	Supplementary information	Explanations are provided directly from Company representative.
Establishment and release of disclosure policy	The MARUI GROUP Disclosure Policy is available for viewing on the Company's website.	
Regular explanatory forums for analysts and institutional investors	Financial results briefings and online conferences, MARUI IR DAY, and other forums are held six times a year.	Yes
Regular explanatory forums for overseas investors	Information is provided in English via videos of financial results briefings and MARUI IR DAY presentations as well as disclosure of English-language materials. In addition, the Company is always receptive toward requests for meetings from overseas institutional investors.	Yes
Investor relations materials provided via Company's corporate website	Investor relations information: www.0101maruigroup.co.jp/en/ Information is provided on financial results, key performance indicators, monthly operating performance, stock prices, and ordinary general meetings of shareholders while various reports, including co-creation management reports, electronic public notices, the MARUI GROUP Disclosure Policy, <i>VISION BOOK 2050</i> , & <i>magazine</i> , and news releases are also made available along with an IR calendar (some information is available in Japanese only).	
YouTube	Videos offering explanations on financial performance from IT staff as well as an informative look at MARUI GROUP's initiatives are provided via YouTube.	
Division (representative) responsible for investor relations	IR Department	

3. Activities Concerning Respect for Stakeholders' Positions Updated

	Supplementary information
Internal regulations requiring respect for stakeholders' positions	Regulations are defined in the MARUI GROUP Code of Conduct.
Environmental preservation, CSR, and other activities	<p>The Sustainability Committee was established to promote Groupwide co-creation sustainability management initiatives. Information on the Company's initiatives based on the framework recommended by the TCFD have been compiled in <i>VISION BOOK 2050</i>, which has been disclosed on the Company's corporate website, and other relevant information is available in the Company's ESG DATA BOOKs, IMPACT BOOKs, and annual securities reports.</p> <p><i>VISION BOOK 2050</i>: http://www.0101maruigroup.co.jp/en/sustainability/pdf/s_report/2018/s_report2018_a3.pdf</p> <p>Annual securities report https://www.0101maruigroup.co.jp/en/ir/lib/sec.html</p> <p>ESG DATA BOOK for the fiscal year ended March 31, 2024 https://pdf.0101maruigroup.co.jp/en/sustainability/pdf/esg/esg2025_en.pdf</p> <p><i>IMPACT BOOK 2025</i> https://www.0101maruigroup.co.jp/en/ir/lib/impactbook.html</p>
Policies for disclosing information to stakeholders	<p>The Company complies with all relevant laws and regulations and conducts timely and appropriate information disclosure to ensure that its management is both impartial and highly transparent.</p> <p>The Corporate Planning Division, the IR Department, the General Affairs Department, and the Financial Department are the entities responsible for information disclosure.</p> <p>Both financial and pre-financial information will be actively disclosed if deemed valuable to shareholders and other stakeholders seeking to deepen their understanding of the Company.</p> <p>Information is disclosed through venues that are easy to access for shareholders and other stakeholders.</p> <p>English-language versions of documents are prepared and disclosed as deemed necessary.</p>

IV. Internal Control Systems

1. Basic Policies for Internal Control Systems and Implementation Status Updated

As described in the “Company Systems and Implementation Status” section below, MARUI GROUP promotes sound, transparent, and efficient management from a Group management perspective.

The Board of Directors oversees the establishment and implementation of internal control systems to ensure that they function effectively with regard to compliance, reliability of financial reporting, risk management, and other matters.

Company Systems and Implementation Status

Systems to ensure that the execution of duties by directors complies with laws and regulations and the articles of incorporation, systems to ensure that the business operations of the Company and the Group as a whole are duly executed, and status of implementation of those systems

Systems

The Group will proceed with the establishment of internal control systems from the perspective of Group management and promote sound, transparent, and efficient management.

1) System to ensure that execution of duties by directors complies with laws and regulations and the articles of incorporation

- Directors shall perform their duties in a legally compliant and appropriate manner in accordance with officer regulations and the MARUI GROUP Code of Conduct.
- The Board of Directors shall hold meetings, in principle, 10 times a year and supervise the execution of duties by directors.
- Audit & Supervisory Board members shall audit independently the execution of duties by directors and executive officers in accordance with the regulations of the Audit & Supervisory Board.
- Multiple highly independent external directors and external Audit & Supervisory Board members shall be appointed to enhance objectivity and transparency of management.
- The following four committees shall be maintained as advisory bodies to the Board of Directors.
 - i. Nominating and Compensation Committee (at least three members, two or more of whom should, in principle, be external directors) responsible for improving the transparency and objectivity of the decision-making process related to the nomination of directors and executive officers bearing special titles and to compensation systems for directors and executive officers
 - ii. Sustainability Committee tasked with promoting co-creation sustainability management
 - iii. Strategy Committee meant to contribute to ongoing improvements in corporate value by discussing and providing recommendations regarding Groupwide and business-specific strategies
 - iv. Human Resource Strategy Committee charged with discussing and providing recommendations regarding Groupwide human resource strategies for the purpose of driving ongoing improvements in corporate value

2) System for maintaining and managing information regarding execution of business by directors

The Company shall arrange the regulations for controlling documents, pursuant to which minutes of meetings of the

Board of Directors and other important documents related to the execution of duties by directors shall be maintained.

3) Regulations related to controlling risks of loss and other systems

The Company shall maintain seven committees for improving management of high-risk areas: the Public Relations IR Committee, the Internal Control Committee, the ESG Committee, the Information Security Committee, the Safety Control Committee, the Insider Trading Prevention Committee, and the Financial Risk Committee. Also, the Compliance Promotion Board, which is chaired by the president, shall oversee the aforementioned seven committees and manage risks on a Groupwide basis.

Through coordination between the General Affairs Division and the Audit Department, which are responsible for promoting internal control, information on the operations of Group companies, potential risks, and risk countermeasures is to be documented and monitored to minimize management risks.

4) System to ensure that directors can execute their duties efficiently

In accordance with rules regarding authorization, the duties of directors and executive officers shall be explicitly defined, and directors and executive officers shall perform their duties in an efficient and swift manner.

5) System to ensure the reliability of financial reports

Companywide policies and procedures to ensure reliable financial reporting shall be formulated and the necessary systems shall be implemented and operated.

A system shall be established for evaluating risks arising from inappropriate statements with respect to important items of financial reports and for reducing risks.

A system for monitoring the internal control system with respect to financial reports shall be established to confirm the conditions and status of operation.

6) System to ensure that subsidiary directors and Group employees execute their duties in compliance with laws and regulations and the articles of incorporation

The MARUI GROUP Code of Conduct shall be fully disseminated to promote sound corporate activities grounded on high ethical standards.

In order to ensure full compliance with laws and regulations and internal rules across the entire Group, operational manuals in every category shall be prepared and internal training shall be conducted.

The MARUI GROUP Hot Line (internal reporting system), which allows direct contact with outside lawyers, has been set up to prevent problems from occurring and to facilitate the early detection of problems.

The Company shall conduct internal audits to maintain an understanding of the internal control status in order to improve compliance with laws, regulations, and internal rules.

7) Other systems for ensuring the appropriateness of business operations of the Group

Internal control systems of Group companies shall be documented and continuously reviewed.

Through the Compliance Promotion Board and the six committees, MARUI GROUP shall confirm the latest information on the status of control at Group companies to maintain appropriate systems.

Systems established for reporting on important decisions made by subsidiaries to the Company in accordance with rules regarding authorization.

Coordination will be pursued with the Audit & Supervisory Board members and internal audit divisions of Group companies in order to establish auditing systems for ensuring proper transactions and accounting procedures. MARUI GROUP shall refuse any unwarranted demands and disassociate from antisocial organizations that threaten

social order and safety and shall strengthen its ties with external specialists, such as the police and lawyers, to establish system to eradicate antisocial organizations.

- 8) Matters related to employees who have been assigned to assist in the duties of Audit & Supervisory Board members based on requests of said members, issues of independence of such employees from directors, and means of ensuring the effectiveness of instructions to such employees

Based on the requests of Audit & Supervisory Board members, audit staff with sufficient skills and knowledge shall be assigned to conduct requested duties.

Audit & Supervisory Board members shall be allowed to instruct audit staff to assist with their audit work, and directors shall not interfere with such instruction.

- 9) Systems for reports to Audit & Supervisory Board members by directors or employees and systems for preventing disadvantageous treatment of reporters

The internal audit system shall be reinforced and support functions for Audit & Supervisory Board members shall be strengthened.

Directors and employees of Group companies shall promptly report to Audit & Supervisory Board members should they become aware of any misconduct, any fact that may be seriously damaging to any Group company, or any act that is in violation of laws, regulations, or the articles of incorporation.

It shall be confirmed that whistleblowers have not suffered disadvantageous treatment as a result of reporting matters of concern to Audit & Supervisory Board members.

- 10) Matters relating to the prepayment of expenses incurred during the execution of duties by Audit & Supervisory Board members and reimbursement procedures and policies on processing expenses and liabilities incurred during the execution of duties by Audit & Supervisory Board members

When Audit & Supervisory Board members request reimbursement for expenses incurred during the execution of their duties, such expenses shall be reimbursed, unless they are deemed unnecessary.

- 11) Other systems for ensuring effective audits by Audit & Supervisory Board members

The Board of Directors shall earnestly cooperate with any request made by Audit & Supervisory Board members to ensure that they are able to perform their duties smoothly.

Representative directors and Audit & Supervisory Board members shall meet regularly and mutually confirm the status of the execution of their duties.

Audit & Supervisory Board members may attend meetings of the Board of Directors and other important management meetings as necessary to maintain an understanding of the processes leading up to the making of important decisions and of the status of the execution of duties.

Audit & Supervisory Board members may receive reports or information from directors and employees as necessary and inspect materials and records.

The Audit & Supervisory Board members of the Company may serve concurrently as Audit & Supervisory Board members of major subsidiaries in order to effectively share information and accurately confirm the status of the execution of duties.

Implementation Status in the Fiscal Year Ended March 31, 2025

- 1) Overall internal control system

The Group monitors the status of the overall internal control system through internal audits conducted jointly by the Audit & Supervisory Board members and the internal audit divisions of Group companies and pursues improvements in this system.

The Group documents information on the operations of Group companies, potential risks, and risk countermeasures. By monitoring the status of implementation of such measures through self-assessments and internal audits, the Group promotes highly effective internal control.

Various regulations have been developed at Group companies to clarify operating procedures and rules from an internal control perspective, and the regulations are reviewed and revised as necessary.

With regard to 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 based on the authority delegated from the Board of Directors.

2) Compliance system

The Company seeks to fully disseminate its MARUI GROUP Code of Conduct to its employees and promote sound corporate activities based on high ethical standards.

In order to ensure compliance with laws and regulations and internal rules, MARUI GROUP develops various manuals and promotes implementation of those manuals while also providing education to its employees. In the fiscal year ended March 31, 2025, MARUI GROUP once again conducted employee training on the important themes of information security and harassment in addition to practical training tailored to specific business areas.

For the purpose of preventing violation of laws and regulations and misconduct and implementing corrective actions, the Company has set up the MARUI GROUP Hot Line (internal reporting system) to allow employees to directly report to outside lawyers. Furthermore, the Company has confirmed that the system continues to be properly operated.

3) Risk management system

MARUI GROUP has established seven committees to manage high-risk areas: the Public Relations IR Committee, the Internal Control Committee, the ESG Committee, the Information Security Committee, the Safety Control Committee, the Insider Trading Prevention Committee, and the Financial Risk Committee. These committees promote the efficient management of risks.

The Compliance Promotion Board oversees the activities of the seven committees and tracks the status of risk management at Group companies. Two meetings of the Compliance Promotion Board were held in the fiscal year ended March 31, 2025.

The Company will continue to examine means of enhancing its comprehensive risk management systems going forward.

4) Execution of duties by directors

MARUI GROUP ensures that directors execute their duties in a legally compliant and appropriate manner in accordance with officer regulations, the MARUI GROUP Code of Conduct, and other internal rules.

The Company appoints three external directors with extensive experience and expertise who have satisfied the Company's Criteria for Independence of External Directors and Audit & Supervisory Board Members in order to reinforce the supervisory function of the Board of Directors and improve the transparency of management.

The Board of Directors conducts proper deliberations pursuant to rules regarding authorization and engages in

extensive discussions on individual subjects such as Groupwide strategies. In the fiscal year ended March 31, 2025, 10 meetings of the Board of Directors were held.

The Management Committee, which comprises executive officers appointed by the Board of Directors, has been established to expedite management decisions by making important decisions pertaining to operational execution within the scope of authority defined in rules regarding authorization. In the fiscal year ended March 31, 2025, the Management Committee met 20 times.

5) Execution of duties by Audit & Supervisory Board members

Audit & Supervisory Board members exchange information when necessary by holding regular meetings with the president and confirm the status of operational execution. In the fiscal year ended March 31, 2025, such meetings were held four times.

Audit & Supervisory Board members attend meetings of the Board of Directors and the Management Committee as well as other important meetings in order to maintain an understanding of the decision-making process and the status of operational execution.

Audit & Supervisory Board members exchange information and opinions with external directors, accounting auditors, and internal audit divisions on a regular basis.

Audit & Supervisory Board members hold concurrent positions as audit & supervisory board members at nine major subsidiaries and confirm the status of operational execution at those subsidiaries by attending meetings of their boards of directors and by holding meetings of the Audit & Supervisory Board Members Liaison Committee once a month, in principle.

A system has been established to ensure that Audit & Supervisory Board members can execute their duties smoothly through means such as assigning two audit staff members to support Audit & Supervisory Board members.

2. Basic Policies for Eliminating Antisocial Forces and Implementation Status Updated

The Company refuses to respond to any illegitimate demands from antisocial forces and forbids any connections with such forces. Systems for eliminating antisocial forces have been developed while coordination with the police, lawyers, and other specialized external institutions has been stepped up.

V. Others

1. Takeover Defense Measures

Has instituted takeover defense measures	No
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Supplementary Information

The introduction of measures to prevent large-scale acquisitions of the Company's stock (takeover defense measures) was approved at the 72nd Ordinary General Meeting of Shareholders held on June 27, 2008. Later, at the 75th Ordinary General Meeting of Shareholders held on June 29, 2011, and again at the 78th Ordinary General Meeting of Shareholders held on June 26, 2014, the Company received approval to renew these measures and to reflect certain revisions to the measures. The period for the revised measures was established as up until the 81st Ordinary General Meeting of Shareholders to be held on June 26, 2017. However, at a meeting of the Board of Directors held on May 11, 2017, it was resolved that the plan would not be renewed when its period expires.

2. Other Matters Regarding Corporate Governance Systems Updated

• Disclosure of Information on Management Stance and Policies

The Company's Disclosure Policy clearly describes its basic stance toward information disclosure and its information disclosure systems. This policy is made available on the Company's corporate website in order to promote awareness inside and outside of the organization.

Disclosure Policy:

<https://www.0101maruigroup.co.jp/en/ir/management/disclosure.html>

• Assessment and Analysis of Information Disclosure Characteristics and Risks

The Company has established the Public Relations IR Committee to analyze and manage timely disclosure and other information disclosure risk. Please refer to "Implementation Status in the Fiscal Year Ended March 31, 2025" under "IV. Internal Control Systems" for information on the implementation status of the Company's risk management system.

• Information Disclosure Organizations and Procedures

The Corporate Planning Division, the IR Department, the General Affairs Department, and the Financial Department are responsible for information disclosure.

Information on Companywide disclosure systems and procedures can be found in the separately attached "Overview of Information Disclosure System."

• Monitoring of Timely Disclosure System

The organizations responsible for timely disclosure (the IR Department and Public Relations Office of the General Affairs Department) undergo checks by internal audit divisions to verify the status of timely disclosure systems.