

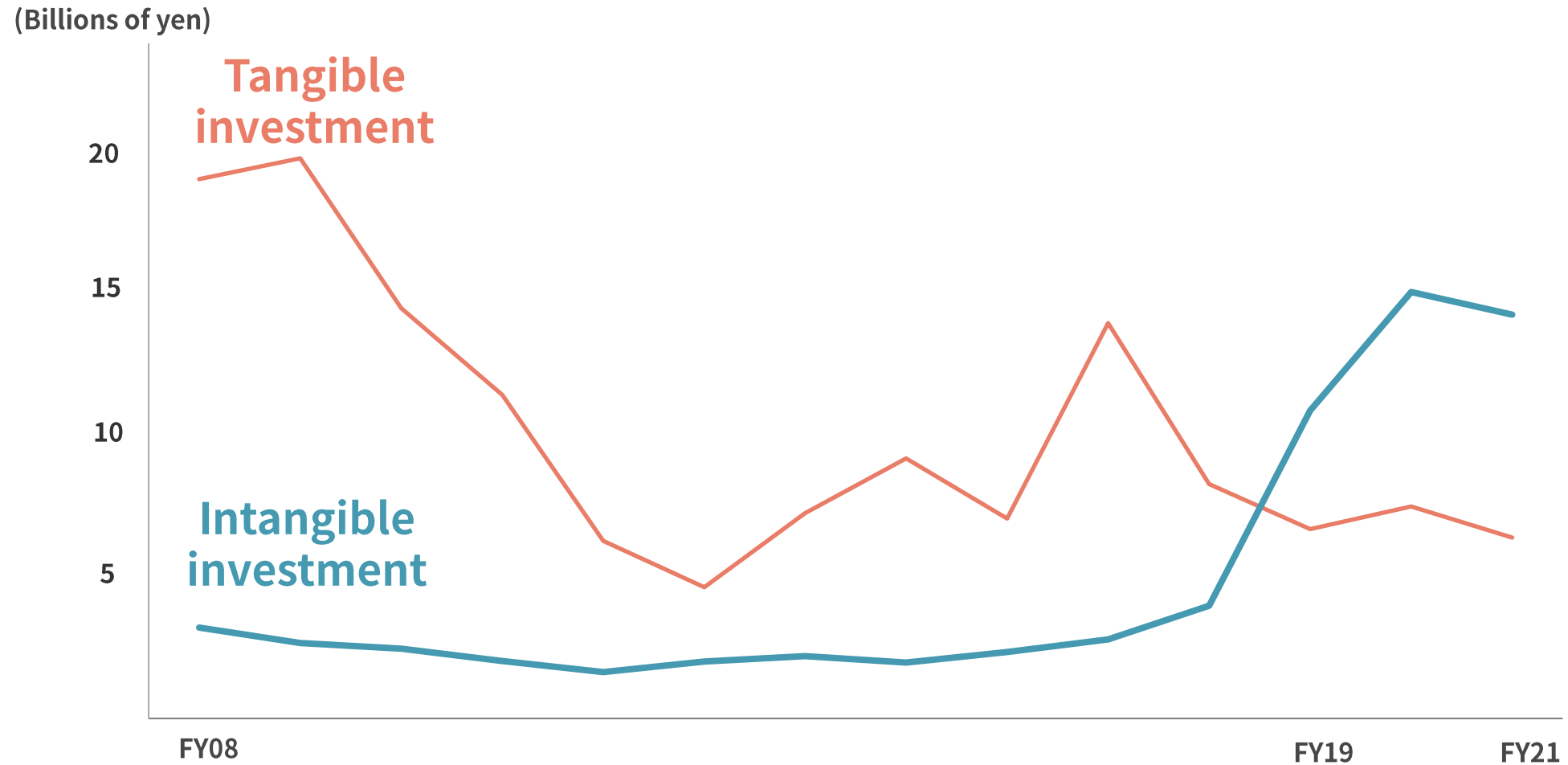


# 5

## Business strategy of investment for the future

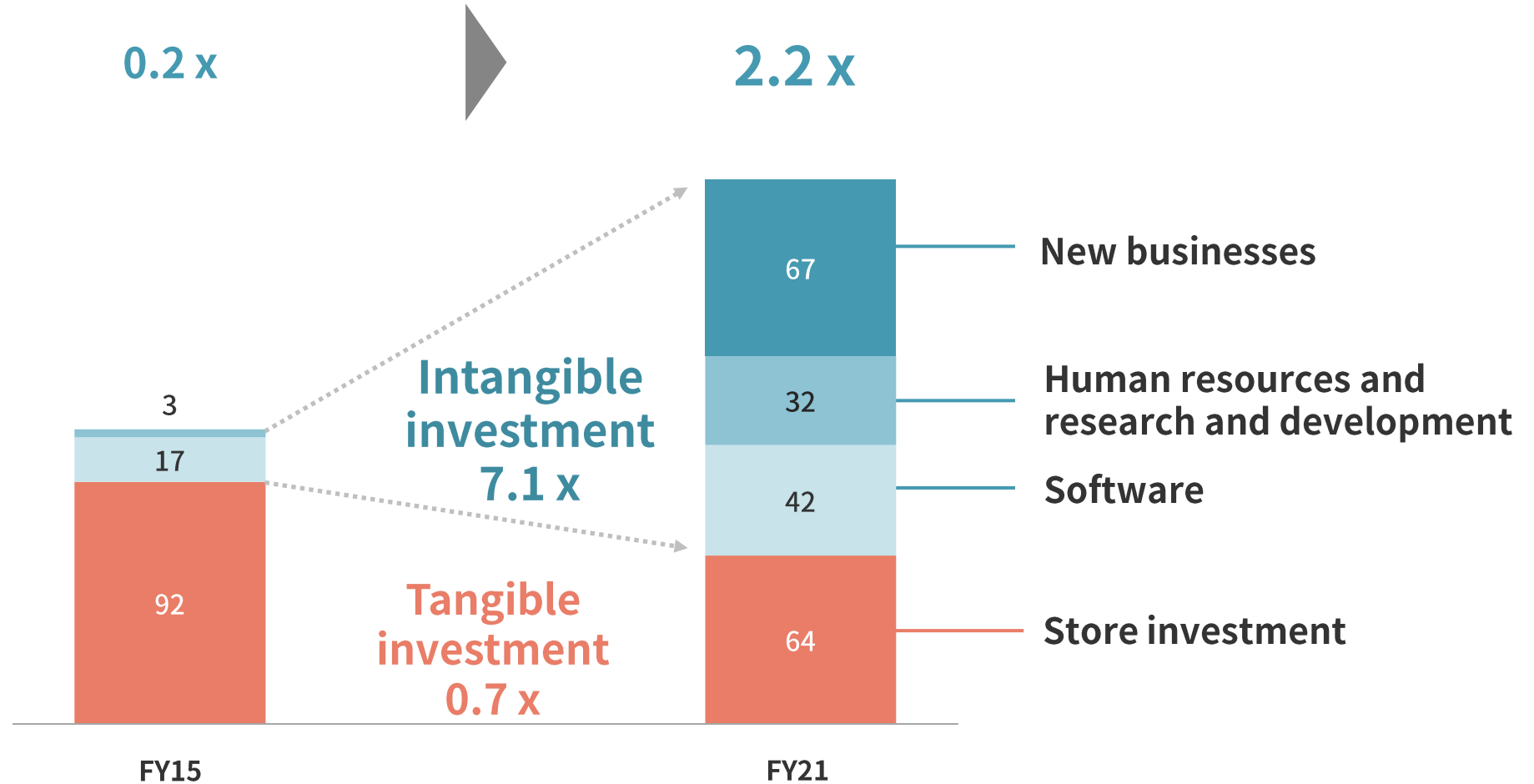
# Intangible Investments in MARUI GROUP

- Intangible investment reverses tangible investment after 2019

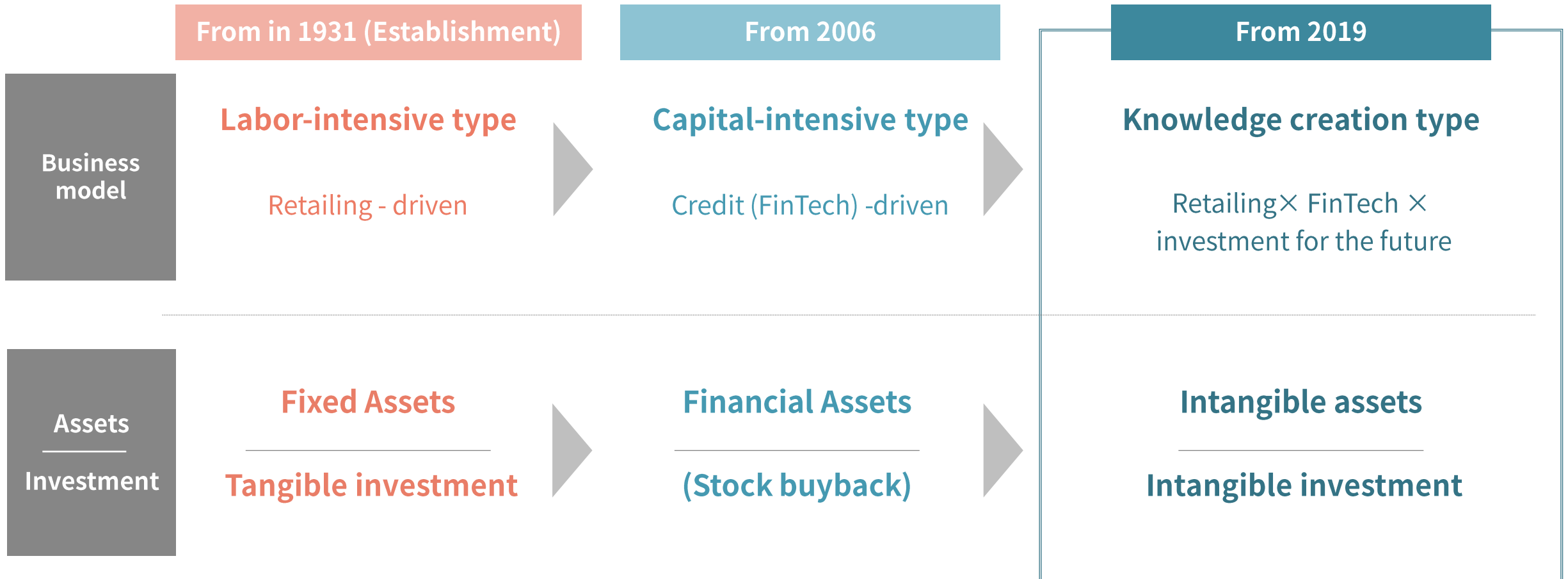


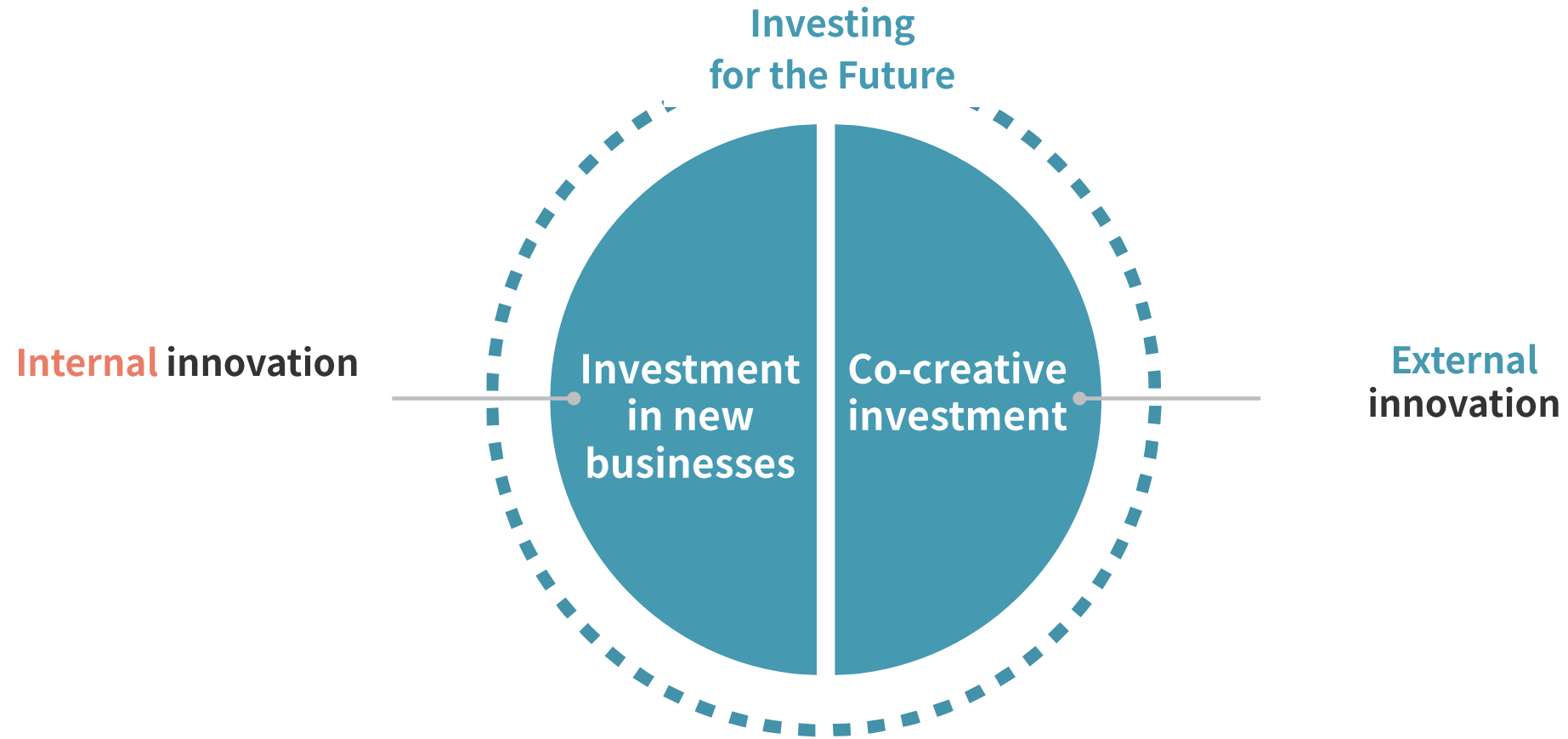
# Breakdown of Investment Destinations

## Intangible investment ratio (Intangible investments / Tangible investments)



# Direction to be Addressed in the Future



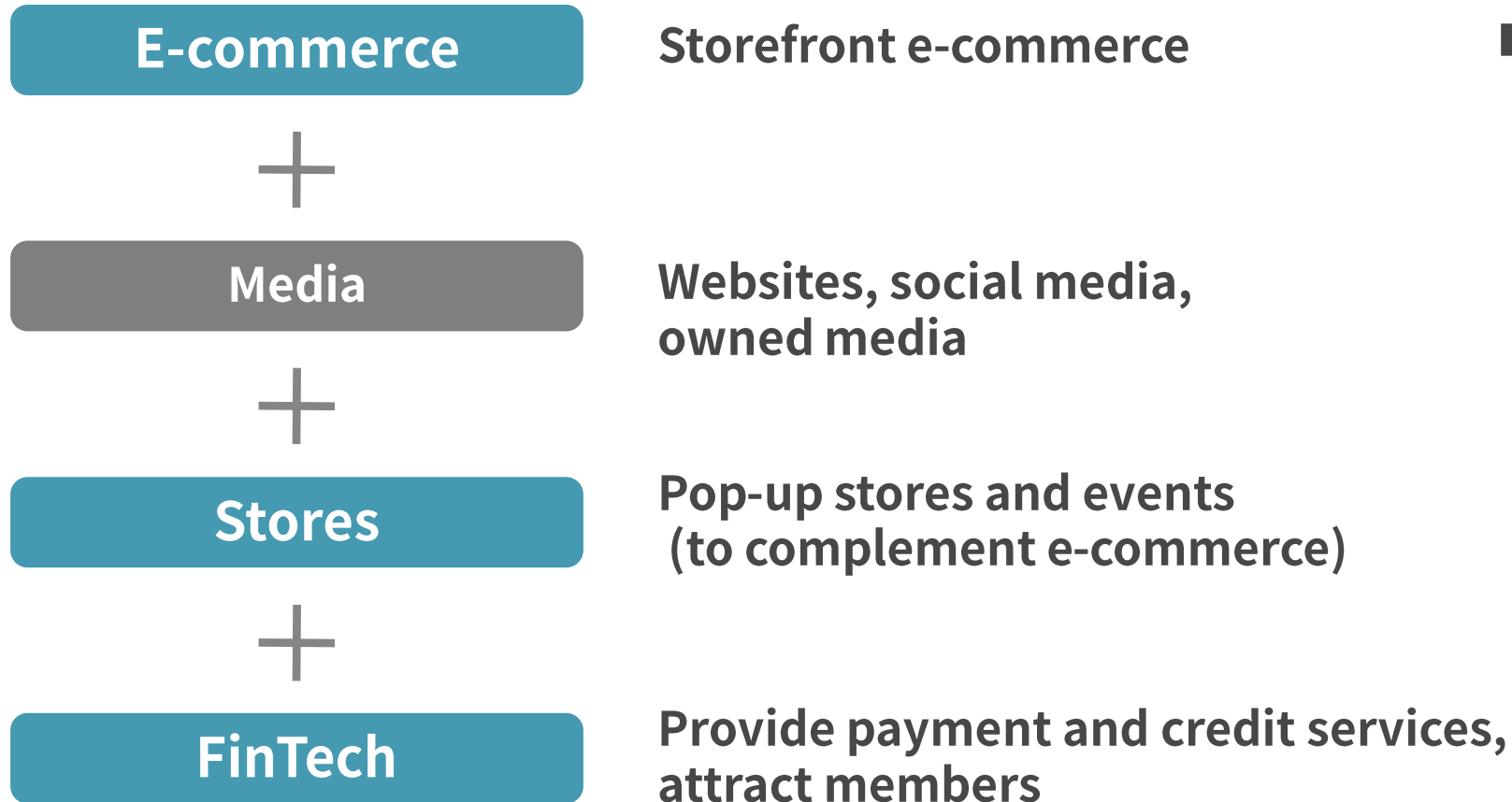


**Enhance both impact and profit**

(Sustainability, wellbeing, and DX)

# Investment in New Businesses

- Build a unique and high-barrier business model based on e-commerce while utilizing our strengths in store operations and FinTech



■ Established an incubation company “okos” (April.2021)

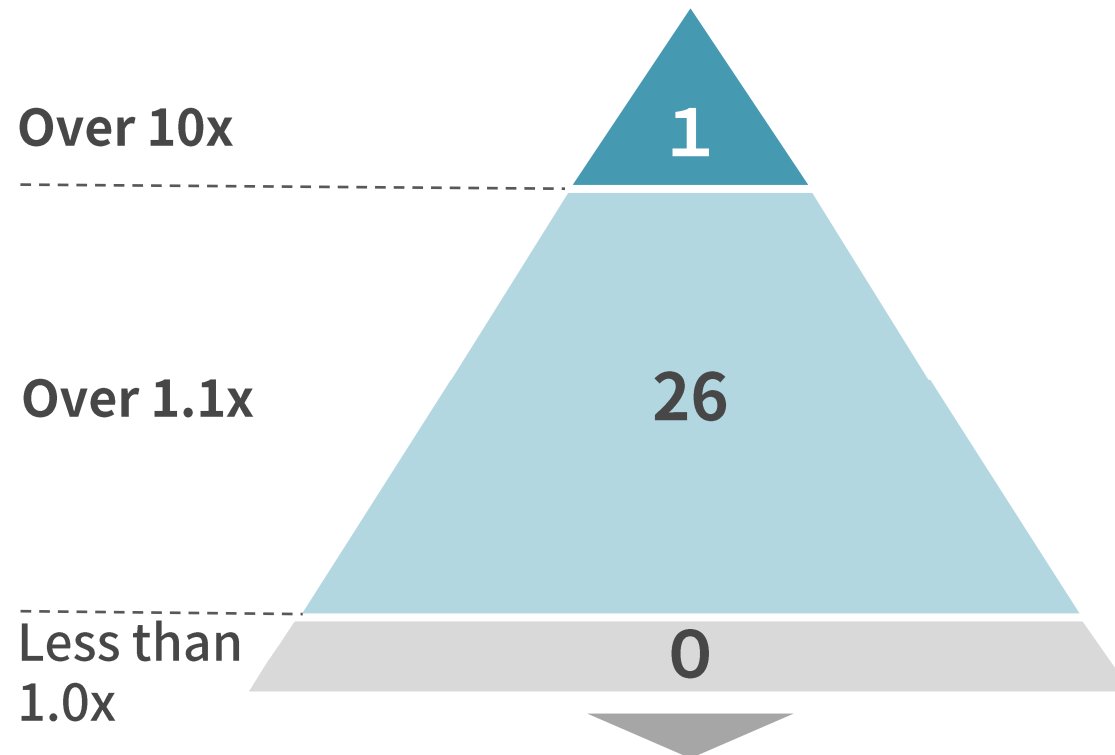


## ■ Breakdown of investment destinations

|                    |               |
|--------------------|---------------|
| tsumiki Securities | ¥1.9 billion  |
| D2C & Co.          | ¥1.6 billion  |
| Venture companies  | ¥12.8 billion |
| Fund               | ¥6 billion    |

**Total ¥22.3 billion**

## ■ Share price difference between time of investment and most recent procurement of the 27 companies

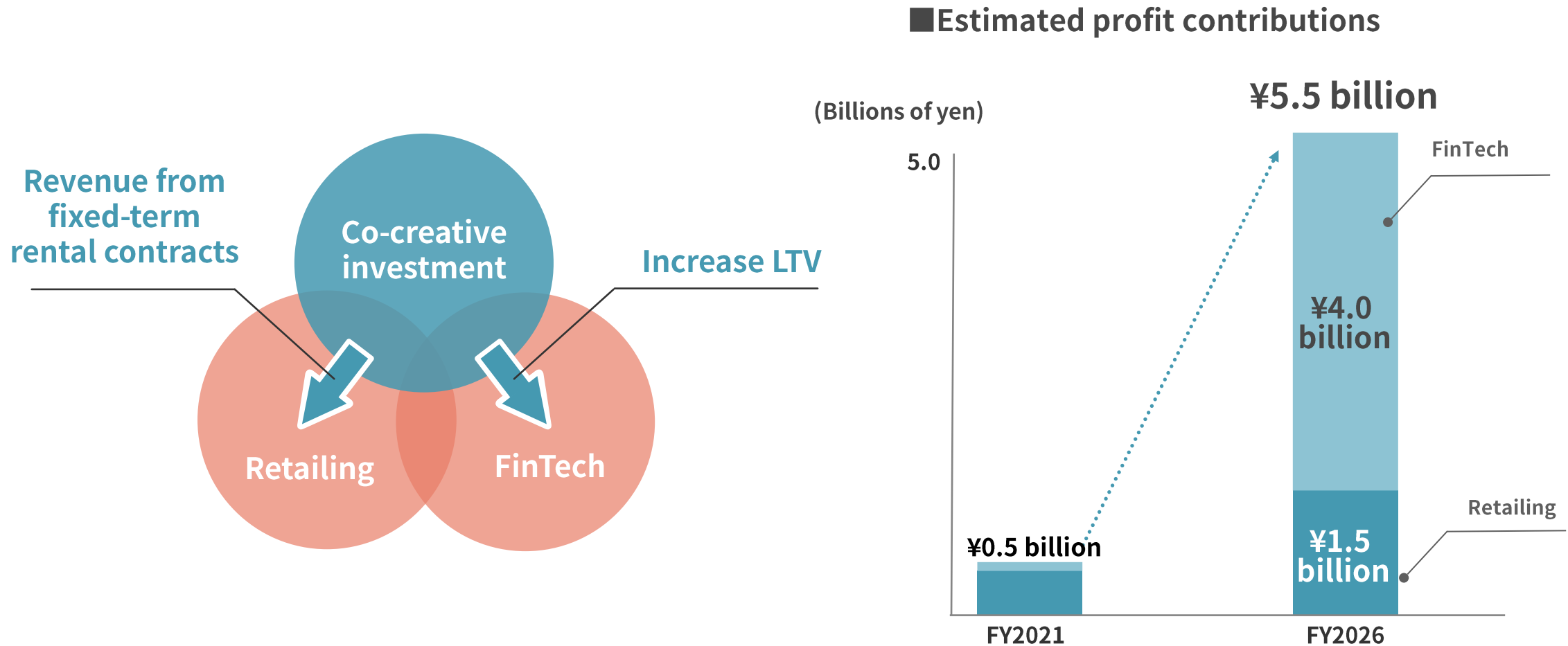


**IRR 71%**

\* IRR: Calculated using most recent procurement price of securities held, assuming that listed shares were sold at the end of each company's fiscal year

# Co-Creative Investment: Synergies with Existing Businesses

- Targeting ¥5.5 billion minimum contribution to Retailing and FinTech in final year of medium-term plan



\* Profit contributions included in operating income of Retailing and FinTech businesses



|                                  | FY2021        | FY2026 (Estimated) |
|----------------------------------|---------------|--------------------|
| Co-creative investment amount    | ¥22.3 billion | ¥43.0 billion      |
| Balance of investment securities | ¥42.1 billion | ¥72.0 billion      |
| Unrealized gains                 | ¥13.5 billion | ¥37.0 billion      |
| Companies invested in            | 28            | Approx. 70         |
| Listed companies                 | 2             | Approx. 20         |
| IRR                              | 71%           | 20%                |

## Exit policy

- Decide on case-by-case basis depending on 1: progress with collaboration, 2: business performance, and 3: market conditions
- Distribute 50% of profit from sales to shareholders and reinvest the remainder

## ■ Services to Be Provided

|             |  |
|-------------|--|
| <b>Who</b>  | Younger generations and everyone else                          |
| <b>What</b> | Purchases of investment trusts applicable under Tsumitate NISA |
| <b>How</b>  | Credit payment via EPOS cards                                  |

Japan's first scheme for purchasing investment trusts with credit

## ■ Structure of Earnings

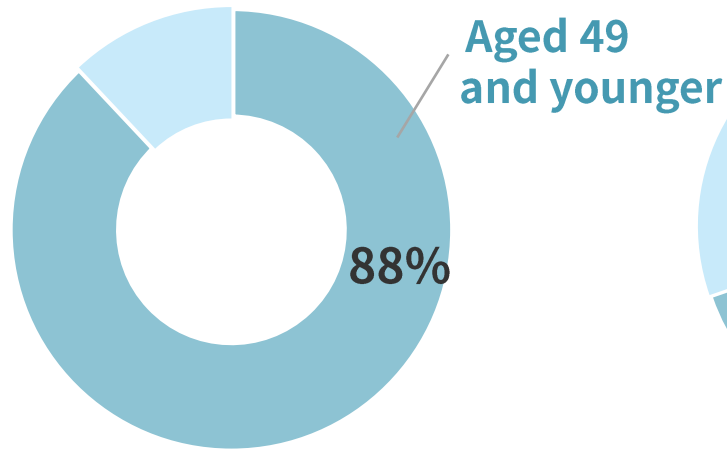


Target ¥1 trillion in balance of assets commence operations in summer 2018

- Support from younger and first time investors won as anticipated
- Started a service that allows you to purchase investment trusts with points, and the number of applications has expanded to 67,000.

## ■ Applications Received by tsumiki Securities over Period from September 2018 to March 2021

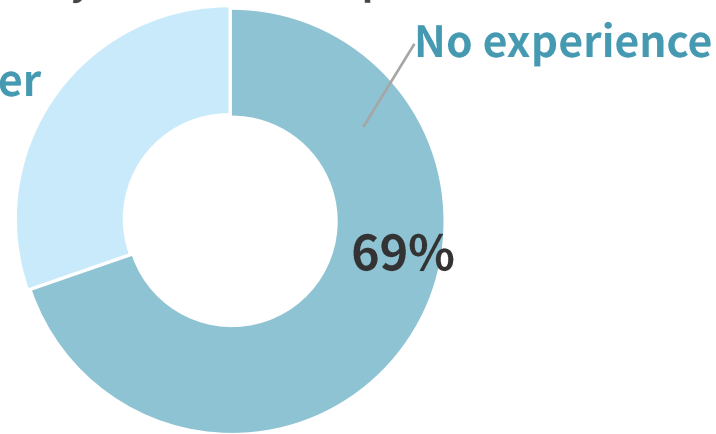
〈Distribution of Applicants by Age〉



(Reference) Ratio of Applicants Aged 49 and Younger

Approx. 30% based on survey by The Investment Trusts Association  
Approx. 60% at independent fund management companies

〈Distribution of Applicants by Investment Experience〉



(Reference) Ratio of Applicants with No Investment Experience

Approx. 40% at independent fund management companies

## 〈 Performance Data 〉

|                           | Performance |
|---------------------------|-------------|
| Application number        | 67,000      |
| Active accounts           | 68%         |
| Average month investments | ¥23,000     |