

11-Year Financial and Non-Financial Summary

MARUI GROUP CO., LTD. and Its Consolidated Subsidiaries

FACT BOOK

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ESG DATA BOOK

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	Millions of yen										
Fiscal years ended March 31	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Total Group transactions	—	—	—	—	—	1,297,250	1,469,111	1,703,353	1,933,685	2,189,374	2,539,631
Retailing* ¹	—	—	—	—	—	—	—	341,478	326,327	328,486	337,006
FinTech* ¹	—	—	—	—	—	—	—	1,473,539	1,723,254	1,972,482	2,310,635
Eliminations* ²	—	—	—	—	—	—	—	(111,664)	(115,896)	(111,594)	(108,010)
Total operating revenues* ³ * ⁴	—	—	—	—	—	253,077	249,847	245,867	237,022	240,469	251,415
Revenue* ³	447,400	419,255	406,472	412,408	407,366	416,460	404,947	—	—	—	—
Gross profit* ⁴	160,125	149,926	144,736	147,240	148,172	156,642	159,448	160,035	165,964	175,875	190,502
Selling, general and administrative expenses* ⁴	150,986	139,488	129,940	129,224	123,886	129,495	131,406	130,419	134,711	139,509	149,317
EBITDA* ⁴ * ⁵	28,522	29,695	30,457	33,085	35,237	37,134	38,338	39,286	41,374	46,640	51,095
Operating income* ⁴	9,138	10,438	14,795	18,015	24,285	27,146	28,042	29,615	31,253	36,365	41,184
Net income (loss) attributable to owners of parent	(8,750)	5,104	(23,638)	5,251	13,255	15,409	16,036	17,771	18,724	20,907	25,341
Segment income* ¹ * ⁴											
Retailing* ¹	—	—	—	—	—	—	—	10,658	7,759	8,826	11,421
FinTech* ¹ * ⁴	—	—	—	—	—	—	—	23,094	27,111	31,433	35,018
Retailing and Store Operation* ¹	1,252	37	2,110	7,547	9,885	10,562	8,074	7,856	—	—	—
Credit Card Services* ¹	6,725	10,272	13,704	10,619	13,177	15,634	20,126	22,186	—	—	—
Retailing-Related Services* ¹	3,740	2,509	1,568	2,567	3,792	4,523	3,333	3,674	—	—	—
Total assets* ⁶	685,351	664,357	628,910	615,130	624,173	664,019	675,627	730,126	806,575	865,887	890,196
Shareholders' equity	310,818	312,188	284,526	289,975	303,637	315,446	306,795	281,610	273,883	274,434	284,752
Installment sales accounts receivable	88,761	95,871	111,760	142,995	171,187	213,466	227,121	279,763	348,191	402,030	428,180
Consumer loans outstanding	207,117	191,486	158,707	132,280	123,739	125,215	128,030	134,107	140,569	146,011	137,473
Interest-bearing debt	292,061	283,676	264,692	245,175	243,762	264,824	277,839	359,324	434,327	485,331	486,632
Net cash provided by (used in) operating activities	15,316	30,811	30,280	24,897	5,111	(9,227)	12,310	(35,310)	(45,955)	(19,329)	26,396
Core operating cash flow* ⁷	—	—	—	—	—	—	25,484	26,788	28,188	35,853	42,778
Net cash provided by (used in) investing activities	(18,234)	(13,034)	(7,033)	(3,913)	435	(6,791)	(3,867)	(4,063)	1,995	747	(7,432)
Net cash provided by (used in) financing activities	2,409	(14,519)	(22,926)	(23,660)	(5,571)	16,141	(7,267)	40,719	47,630	27,773	(17,680)
Cash and cash equivalents	29,026	32,283	32,603	29,928	29,940	30,053	31,229	32,575	36,245	45,437	46,720
Capital investments	24,073	17,398	14,332	7,941	7,665	11,238	9,786	12,882	15,696	10,250	9,094
Depreciation and amortization	19,384	19,257	15,661	15,069	10,951	9,988	10,296	9,670	10,121	10,274	9,911
Earnings (loss) per share (yen)	(31.90)	18.65	(86.36)	19.19	48.43	56.29	58.87	70.68	80.24	93.18	115.99
Net assets per share (yen)	1,135	1,140	1,039	1,059	1,109	1,152	1,166	1,161	1,196	1,245	1,310
Cash dividends per share (yen)	28.0	14.0	14.0	14.0	15.0	18.0	19.0	22.0	33.0	38.0	49.0
Payout ratio (%)	—	75.1	—	73.0	31.0	32.0	32.3	31.1	41.1	40.8	42.2
Total return ratio (%)	—	75.1	—	73.0	31.0	32.0	125.3	227.5	147.5	112.3	69.9
Operating income margin (%)* ⁴ * ⁸	2.0	2.5	3.6	4.4	6.0	10.7	11.2	12.0	13.2	15.1	16.4
Return on equity (%)	(2.7)	1.6	(7.9)	1.8	4.5	5.0	5.2	6.0	6.7	7.6	9.1
Return on invested capital (%)* ⁴	1.0	1.1	1.7	2.1	3.0	3.0	3.3	3.3	3.1	3.3	3.7
Return on assets (%)* ⁶	1.1	1.5	2.2	2.8	3.9	4.3	4.2	4.1	4.1	4.2	4.5
Equity ratio (%)* ⁶	45.4	47.0	45.2	47.1	48.6	47.5	45.4	38.6	34.0	31.7	32.0
Stock price at year-end (yen)	523	678	537	690	975	885	1,365	1,613	1,513	2,168	2,235
Market capitalization											
(including treasury stock) (billions of yen)	166.6	216.0	171.1	219.8	310.6	282.0	380.3	449.4	353.5	506.6	499.9
Price earnings ratio (times)	—	36.4	—	36.0	20.1	15.7	23.2	22.8	18.9	23.3	19.3
Price book-value ratio (times)	0.5	0.6	0.5	0.7	0.9	0.8	1.2	1.4	1.3	1.7	1.7
Number of common shares issued (including treasury stock)	318,660,417	318,660,417	318,660,417	318,660,417	318,660,417	318,660,417	278,660,417	278,660,417	233,660,417	233,660,417	223,660,417
Number of shares of treasury stock	44,918,979	44,941,174	44,946,398	44,947,345	44,948,289	44,901,353	15,588,364	36,270,334	4,704,750	13,269,506	6,214,767
Total number of employees	7,085	6,847	6,492	6,218	6,101	5,966	5,918	5,899	5,732	5,548	5,326
Ratio of female employees (%)	44.6	44.7	44.4	44.4	44.3	44.5	44.6	45.5	45.1	44.4	43.9
Ratio of female managers (%)	—	—	—	—	6.4	7.3	8.5	8.9	10.0	10.9	12.0
Employee turnover rate											
(excluding mandatory retirement) (%)	—	—	—	—	2.8	2.3	2.0	1.6	2.6	2.3	2.5
Total number of stores* ⁹	25	25	26	27	27	27	27	28	27	26	25
Total sales floor area (thousand m ²)	444.8	453.3	457.8	458.4	453.1	446.5	444.0	441.8	452.1	439.8	425.6
EPOS cardholders (including Akai Card)											
(ten thousands of members)	437	476	476	487	498	542	591	613	636	657	688
Ratio of delinquent debt (%)	3.91	3.19	3.35	3.10	2.32	1.84	1.68	1.57	1.45	1.60	1.80
Energy consumption (GJ)	—	—	—	—	1,998,182	2,525,815	2,350,595	2,305,099	2,341,454	2,327,713	2,277,481
GHG emissions (Scope 1) (t-CO ₂)* ¹⁰ * ¹¹	18,964	21,653	14,136	17,291	10,727	13,044	12,580	14,434	14,920	13,818	15,109
GHG emissions (Scope 2) (t-CO ₂)* ¹⁰ * ¹¹	103,172	108,970	100,756	79,050	76,039	106,085	98,637	89,179	103,264	99,286	96,232
GHG emissions (Scope 3) (t-CO ₂)* ¹⁰ * ¹¹	—	—	—	—	—	550,612	530,595	509,070	489,439	412,256	399,926

*1 Beginning with the fiscal year ended March 31, 2017, the prior segments of Retailing and Store Operation, Credit Card Services, and Retailing-Related Services were reorganized into the Retailing and FinTech segments.

*2 Eliminations under total Group transactions represent the deduction of credit card transactions recorded in Retailing.

*3 Beginning with the fiscal year ended March 31, 2016, the display method was changed from total value display to net value display, the portion that represents income to the Company, for sales recorded through sale or return arrangements. In conjunction with this change, the previous "operating revenues" line item was replaced with the new "revenue" line item.

*4 From the fiscal year ended March 31, 2019, gain on bad debt recovered, which has previously been recorded at net value under non-operating income, will be recorded at total value under revenue, and expenses on bad debt recovered will be recorded at total value under selling, general and administrative expenses. Figures for the fiscal year ended March 31, 2018, have been restated to reflect this change.

*5 EBITDA (earnings before interest, taxes, and depreciation and amortization) = Operating income + Depreciation and amortization

*6 Figures for the fiscal year ended March 31, 2018, have been restated to reflect the change in accounting standards accompanying the application of the Implementation Guidance on Tax Effect Accounting (Accounting Standards Board of Japan (ASBJ), Guidance No. 28, February 16, 2018).

*7 Core operating cash flow represents net cash provided by (used in) operating activities less the increase in operating receivables.

*8 Operating income margin is calculated using operating revenues for the fiscal year ended March 31, 2013, and prior fiscal years and revenue for the fiscal year ended March 31, 2014, and subsequent fiscal years.

*9 From the fiscal year ended March 31, 2017, sites at which both a Marui store and a Modi store exist are counted as one store.

*10 Scope 1 & 2 represent greenhouse gas emissions from the Group. Scope 3 represents greenhouse gas emissions from areas including raw material procurement, transportation, and use by customers. Third-party verification has been received from the Japan Quality Assurance Organization for greenhouse gas emissions figures since the fiscal year ended March 31, 2017.

*11 In the fiscal year ended March 31, 2014, the scope of data collection was expanded to include the entire Group.