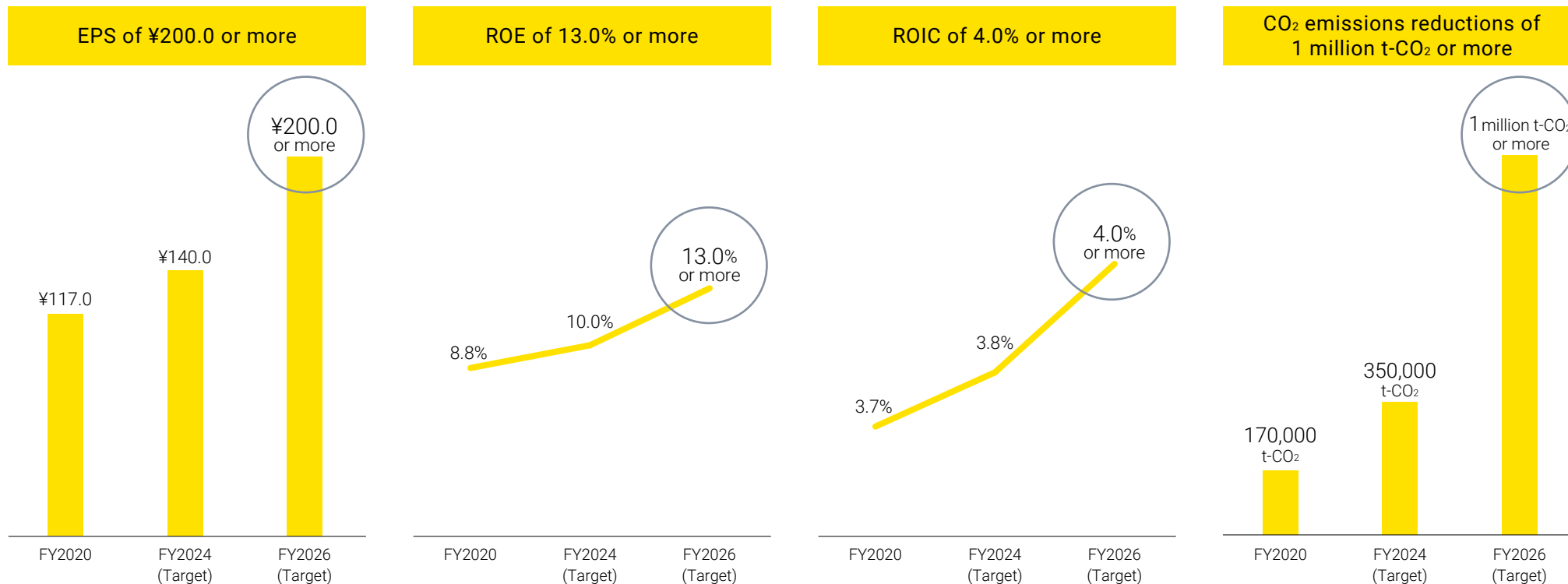


MARUI GROUP'S KEY PERFORMANCE INDICATORS

The new medium-term management plan defines the following targets for KPIs to be accomplished through the synergies of the plan's business strategies, capital policies, and impact-related initiatives.

This report will offer a look at the specific initiatives to be implemented in pursuit of these targets.



The Company began applying the Accounting Standard for Revenue Recognition (ASBJ Statement No. 29, March 31, 2020) effective April 1, 2021. Figures for the fiscal years ended March 31, 2020 and 2021, have been restated to reflect this change.