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Action to Implement Management that is Conscious of Cost of Capital and Stock Price

November 13, 2025

MarketEnterprise Co., Ltd

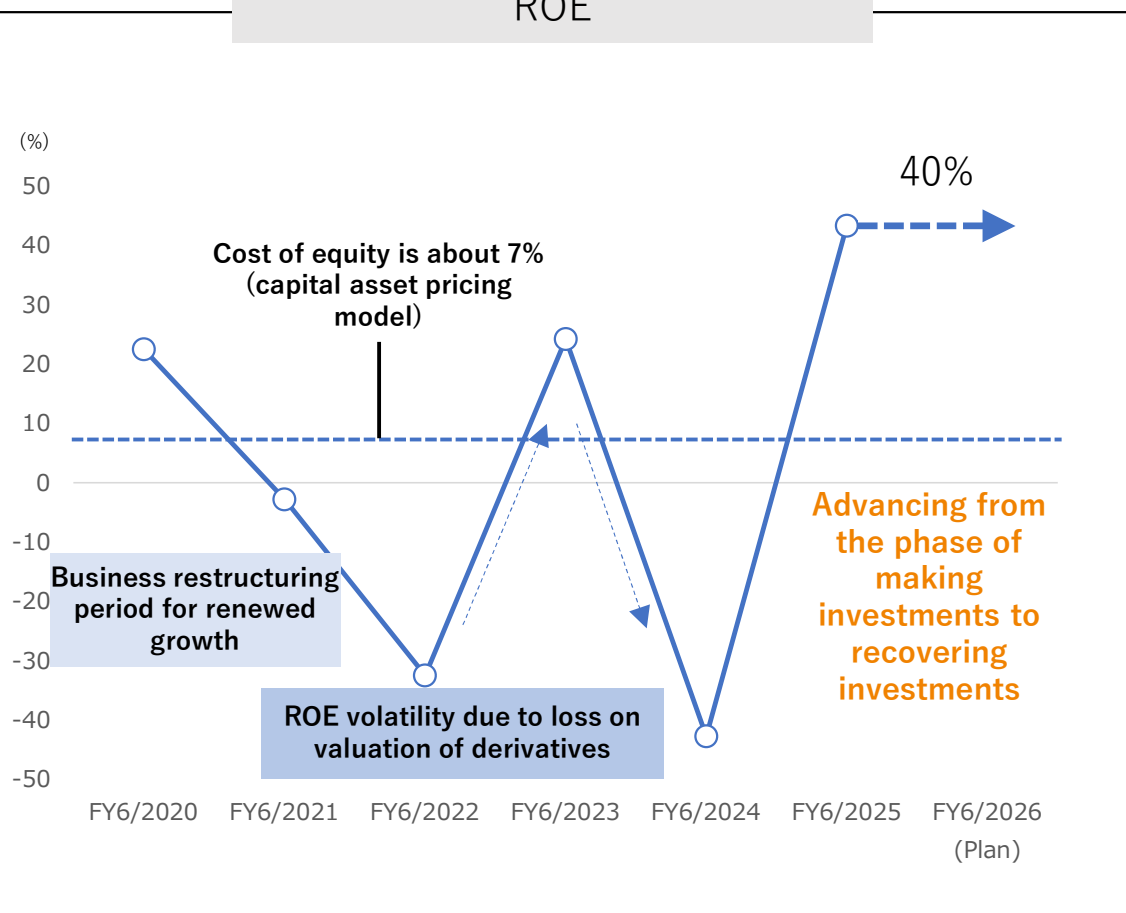
Securities code: 3135



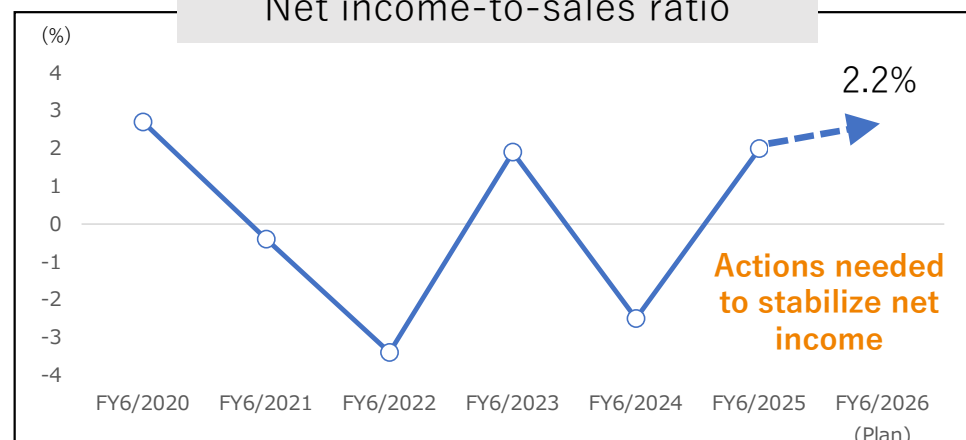
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- ✓ The delay in achieving the earnings plan goals is causing volatility in the ROE.
Actions are needed to stabilize net income and increase equity.

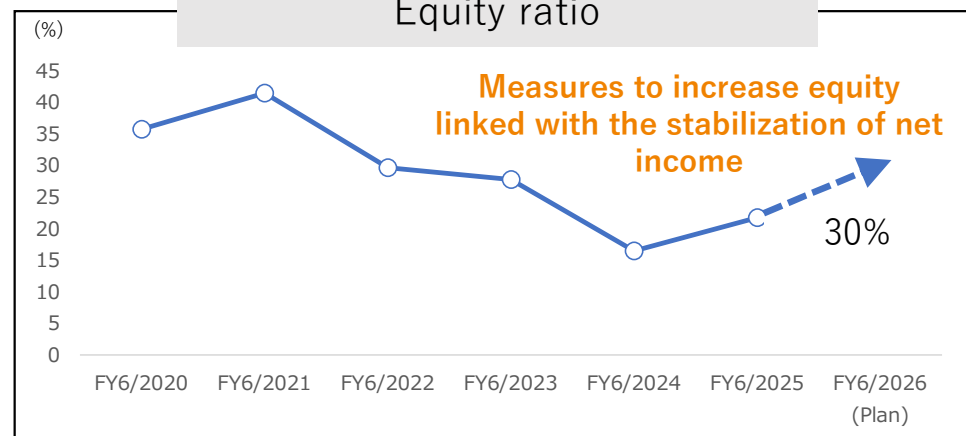
ROE



Net income-to-sales ratio



Equity ratio



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- ✓ Aiming to improve earnings and financial soundness by FY6/2027 by continuing rapid growth, increasing profitability and reducing the use of derivatives

• Second-hand Online business
Strengthening procurement through
the creation of cross-buying opportunities

• Mobile & Telecommunications business
Increasing mobile subscriptions and ARPU

Higher productivity (earnings) due to
advancing from investment to recovery phase

End the impact of valuation losses
by reducing the use of derivatives
→ **Ended the derivatives in FY6/2025**

Sales growth

Continue rapid growth; CAGR since the IPO is 20.0%, higher than the growth of markets in every MarketEnterprise business sector

Higher operating margin

The goal is an operating margin of at least 6%

Stabilization of net income as a pct. of sales

Aiming for an equity ratio of more than 30%

An ROE of
consistently
15%-20%

Forward looking statements in this document, such as forecasts of business performance, include forward-looking statements, assumptions and projections that are the basis of our plans. Actual business results may differ substantially due to various factors.

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To be an Optimized Trading Company
for the creation of Sustainable Society