



TREASURE FACTORY

Treasure Factory Co., Ltd.

Presentation Materials

Fiscal Year Ended February 28, 2026
(March 2025 to February 2026)

April 9, 2026

1

Net sales and operating profit for the fiscal year grew by more than +15% YOY

- Achieved net sales of **48.5 billion** yen (**115.1%** YOY) and operating profit of **4.7 billion** yen (**118.4%** YOY)
- **Both net sales and operating profit** for the fiscal year exceeded **record-high** levels

2

Sales at non-consolidated existing stores exceeded previous-year levels for 54 consecutive months

- Net sales grew **104.6%** YOY in the fiscal year (Number of sales **104.8%** YOY, price per sale **99.8%** YOY)
- Non-consolidated existing stores exceeded YOY sales for **54 consecutive months** from September 2021 through February 2026

3

Gross profit ratio increase (non-consolidated existing stores)

- Gross profit ratio of non-consolidated existing stores came to **64.3%**, an increase of **+0.4** pts YOY
- Rose significantly in the second half by **63.8%** (**+0.8** pts YOY)

4

Successful progress in opening of new stores

- Opened **32** stores in the fiscal year under review against the target of opening 30–35 stores per fiscal year
- Plans for several new store openings are finalized, including those already in the preparation phase

Consolidated | Profit and Loss Statements (PL)

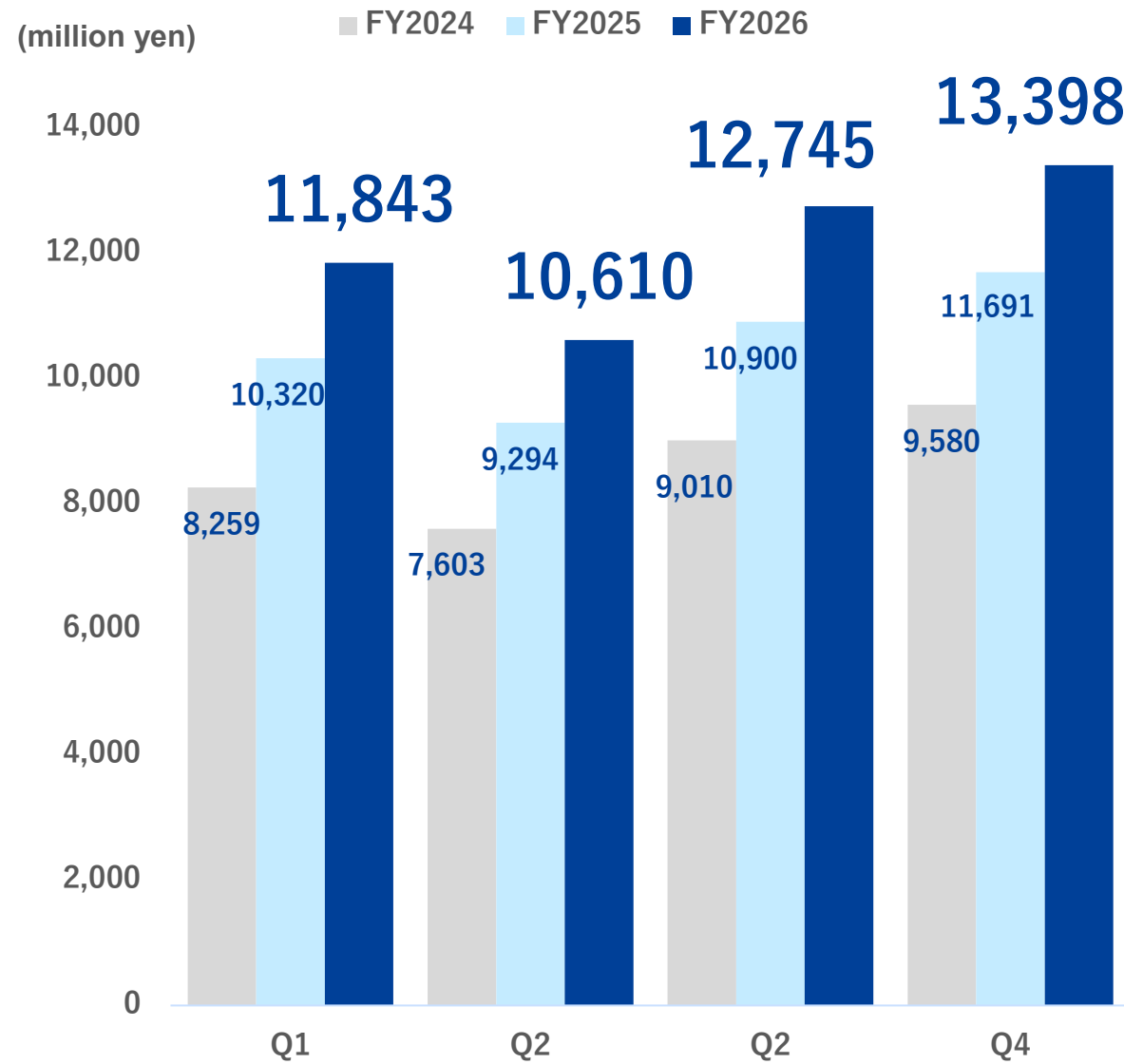
Both net sales and operating profit grew by more than +15% YOY, achieving increase in revenue and profit, and exceeding the performance forecasts that were revised upward in February

(million yen)	FY2025 Full-year results	FY2026 Full-year results	Year on year		Performance forecasts (Revised performance forecasts announced on February 18, 2026)		Factors that caused YOY increase/decrease and differences between performance forecast and actual results:
			Change	Change (%)	Full-year forecast	Progress	
Net sales	42,207	48,597	+6,390	+15.1%	48,352	100.5%	Year on year: Cumulative growth rate of existing stores in the fiscal year was 104.6% : Benefited from 24 stores opened in previous FY, plus 32 stores in current FY
Gross profit	24,924	28,731	+3,806	+15.3%	-	-	
Gross profit ratio	59.1%	59.1%	-	-	-	-	Increase in demand for low-priced items (non-consolidated basis), discontinuation of purchase coupons: +0.4 pts Increase in sales composition ratio of expensive items thanks to strong performance by Kindal: -0.4 pts
Selling, general, and administrative expenses	20,889	23,953	+3,064	+14.7%	-	-	
Operating profit	4,035	4,777	+742	+18.4%	4,694	101.8%	
Operating profit ratio	9.6%	9.8%	+0.2 pts	-	9.7%	-	
Ordinary profit	4,082	4,857	+774	+19.0%	4,775	101.7%	
Profit attributable to owners of the parent	2,709	3,171	+461	+17.0%	3,141	101.0%	
Earnings per share	115.63 yen	135.29 yen	+19.66 yen	+17.0%	129.01 yen	104.9%	

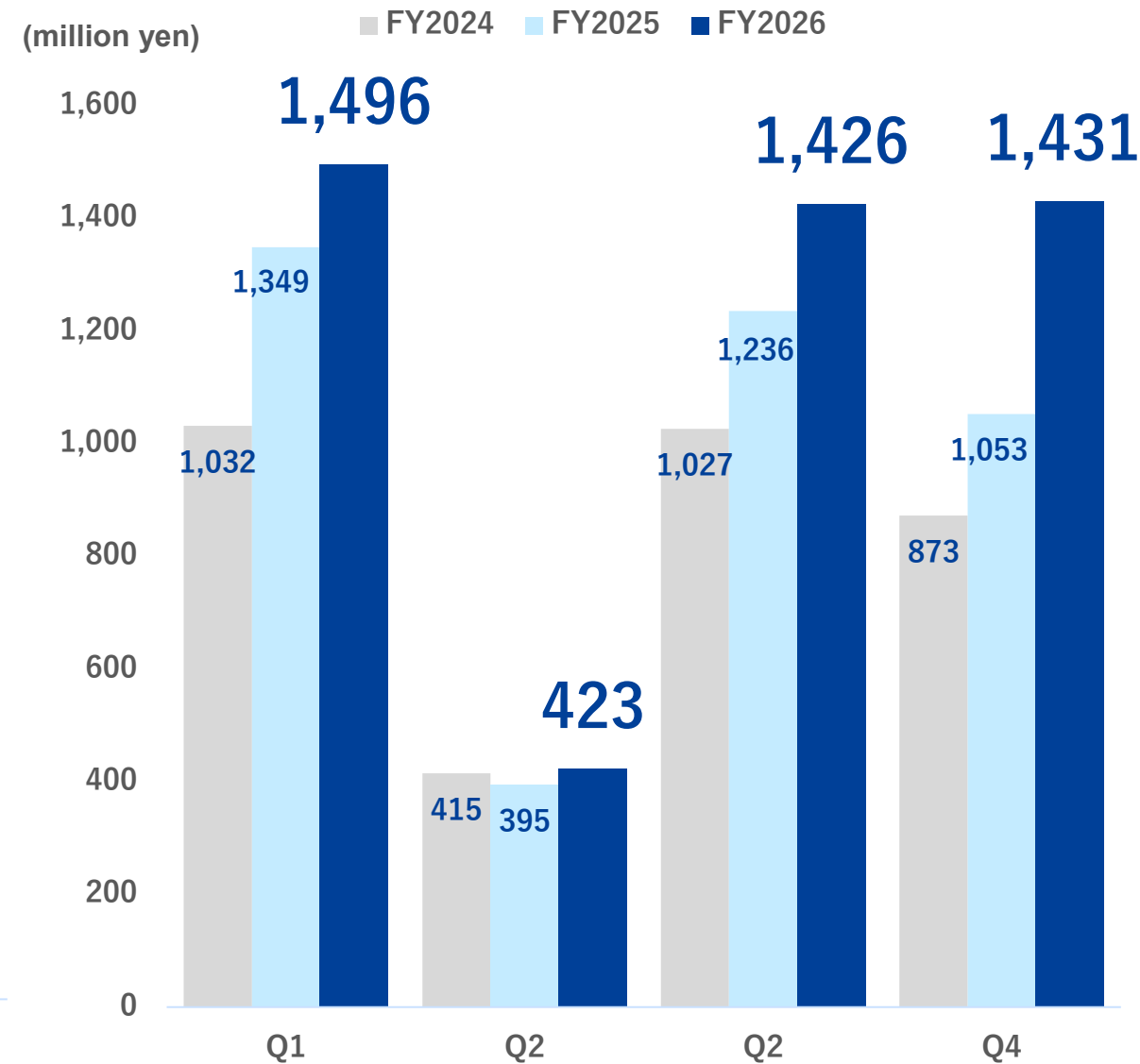
Consolidated | Quarterly Results



Net sales



Operating profit

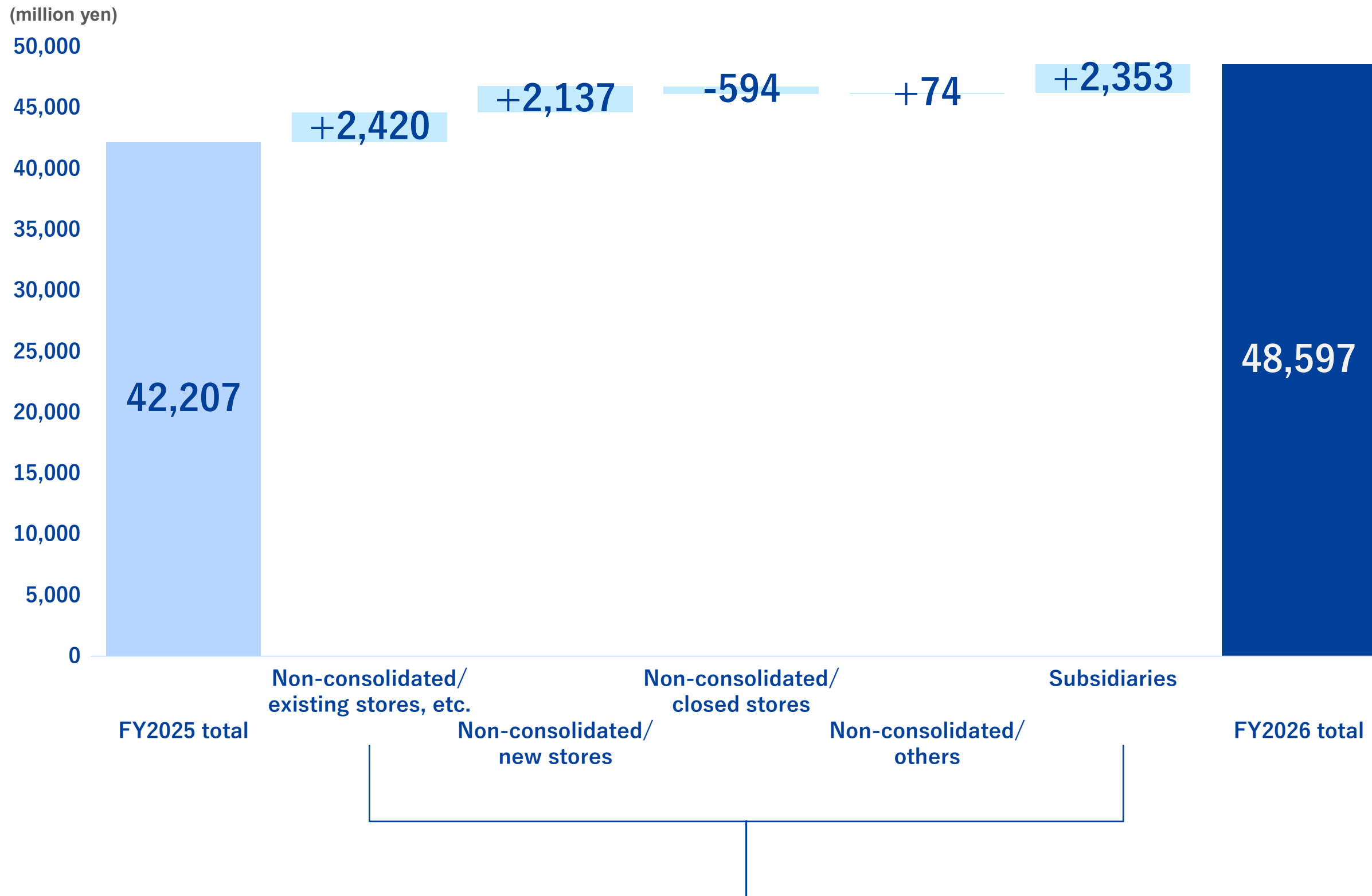


Operating profit grew +35% YOY in Q4 thanks to improvement in gross profit ratio

- Treasure Factory (non-consolidated) and Kindal drove growth in revenue and profit while other Group companies also performed well
- By effectively controlling pricing of winter items in stock, we were able to clear out inventory without excessive markdowns, thereby securing both net sales and gross profit
- Since store openings were concentrated in the first half, many new stores contributed to profits in the second half

(million yen)	Quarterly results			Full year results		
	FY2025 Q4	FY2026 Q4	Year on year	FY2025 full year	FY2026 full year	Year on year
Net sales	11,691	13,398	+14.6%	42,207	48,597	+15.1%
Operating profit	1,053	1,431	+35.9%	4,035	4,777	+18.4%
Operating profit ratio	9.0%	10.7%	+1.7 pts	9.6%	9.8%	+0.2 pts

Consolidated | Net Sales Fluctuation Analysis



Mainly due to profit increase from existing stores and stores opened in previous FY

Growth in net sales was driven by increase in revenue from existing stores and stores opened in previous FY

- Revenue increased **+6,390** million yen in total in the fiscal year
- Kindal performed particularly well among the Group companies, achieving **+1,710** million yen

Duty-free sales also continued to increase

- Duty-free sales ratio was **10.7%** (+0.8 pts YOY) in total in the fiscal year
- Despite decrease in tourists from China, achieved **10.9%** (+0.6 pts YOY) in Q4 alone

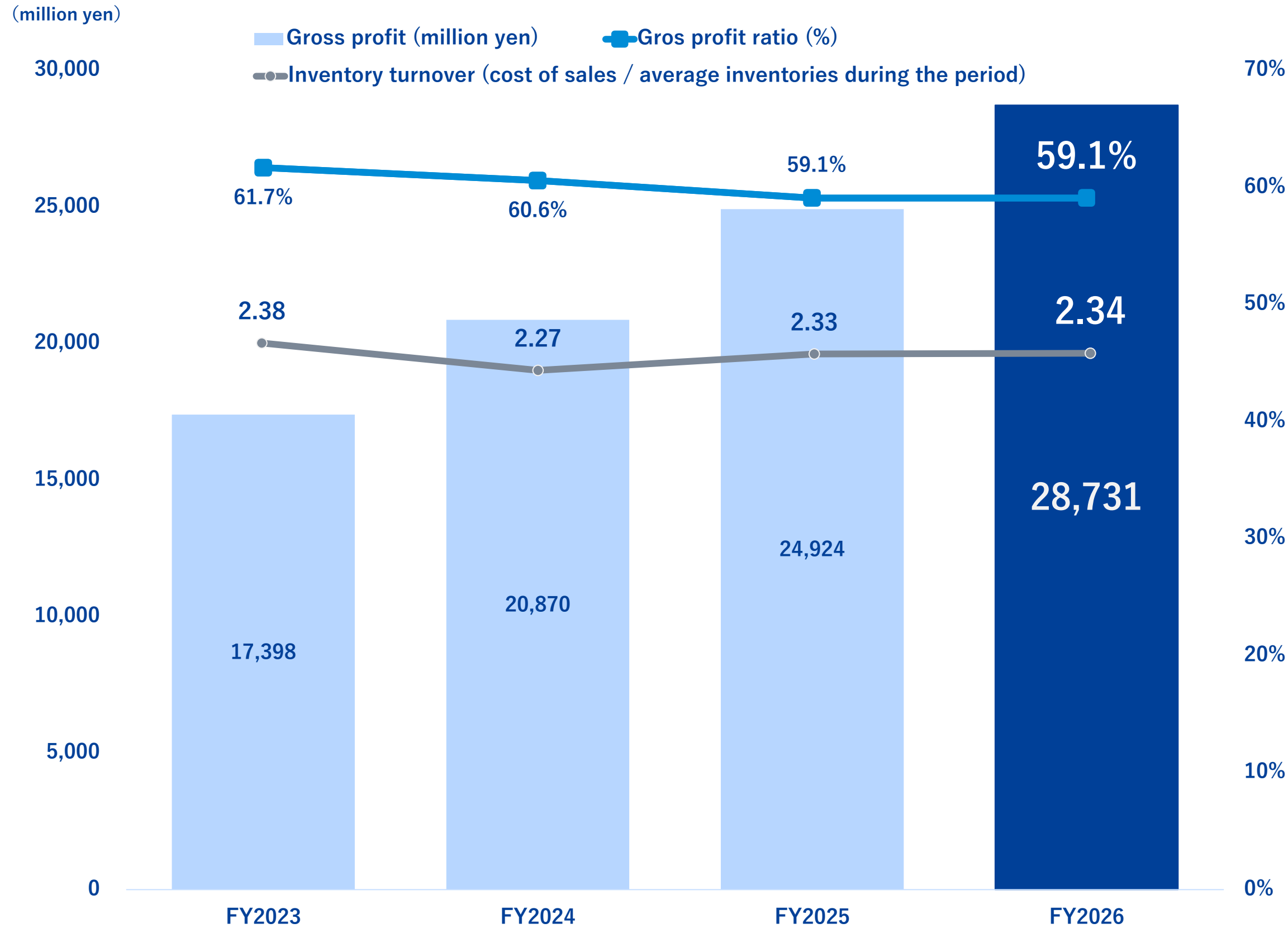
Strong performance from opening of new stores absorbed the losses from closing of stores

- Inevitably closed one store in Q1, one store in Q3, and two stores in Q4 due to landlord-related reasons (including property redevelopment) and the expiration of fixed-term lease agreements
- With the successful opening of new stores, we were able to absorb the shortfall in revenue due to closing of stores

Supplementary comments

- Non-consolidated/existing stores, etc. represents the total of existing stores and stores opened in the previous fiscal year

Consolidated | Gross Profit, Gross Profit Ratio, and Inventory Turnover for the Past 4 Years



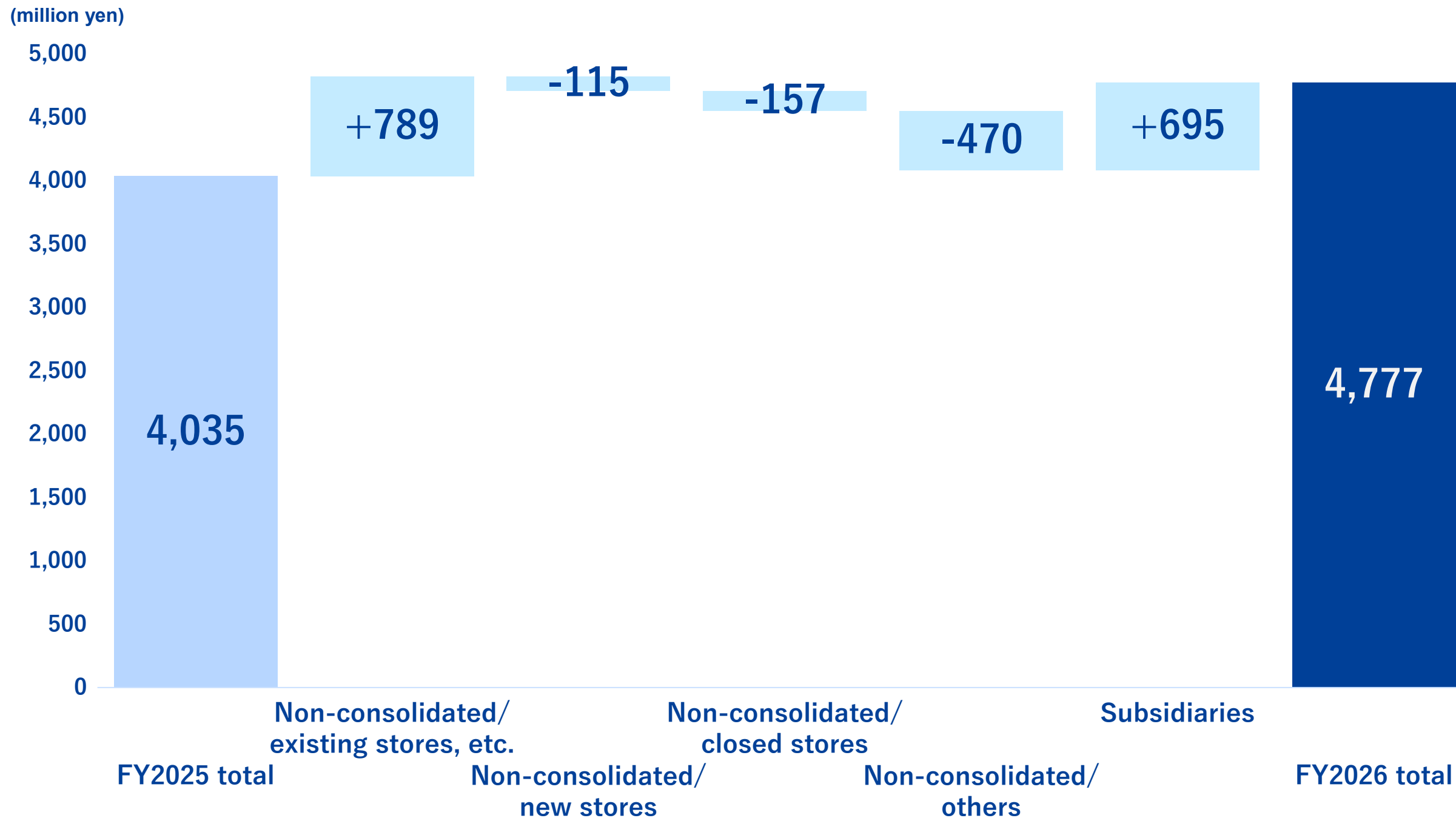
Gross profit increased as a result of sales growth

- While gross profit ratio continues to fluctuate with the change in product mix, amount of gross profit has increased as expected

The gross profit margin of non-consolidated existing stores improved by +1.0 pt YOY in Q4

- By changing the purchase coupons strategy from Q3 and improving the accuracy of selling price control, we achieved an increase in gross profit margin while maintaining inventory turnover
- Expected to continue similarly until Q3 of the fiscal year ending February 2027, when the effects will have run their course

Consolidated | Operating Profit Fluctuation Analysis



Mainly due to profit increase from existing stores and stores opened in previous FY

Continuing profit growth from existing stores and stores opened in the previous fiscal year

- Profit increased +**742** million yen in total in the fiscal year
- Kindal performed particularly well among the Group companies, achieving +443 million yen
- FY2025 operating profit of the 4 closed stores: -157 million yen

Profit contribution from new store segment increased in the second half

- Expenses exceeded profit in the first half due to concentrated opening of new stores, but those stores started contributing to profit and reducing deficits in the second half
 (Operating profit of new store segment)
 First 3 months: -69 million yen YOY
 First 6 months: -170 million yen YOY (Q2 profit & loss: -101 million yen YOY)
 First 9 months: -200 million yen YOY (Q3 profit & loss: -30 million yen YOY)
 Full year: -115 million yen YOY (Q4 profit & loss: +85 million yen YOY)

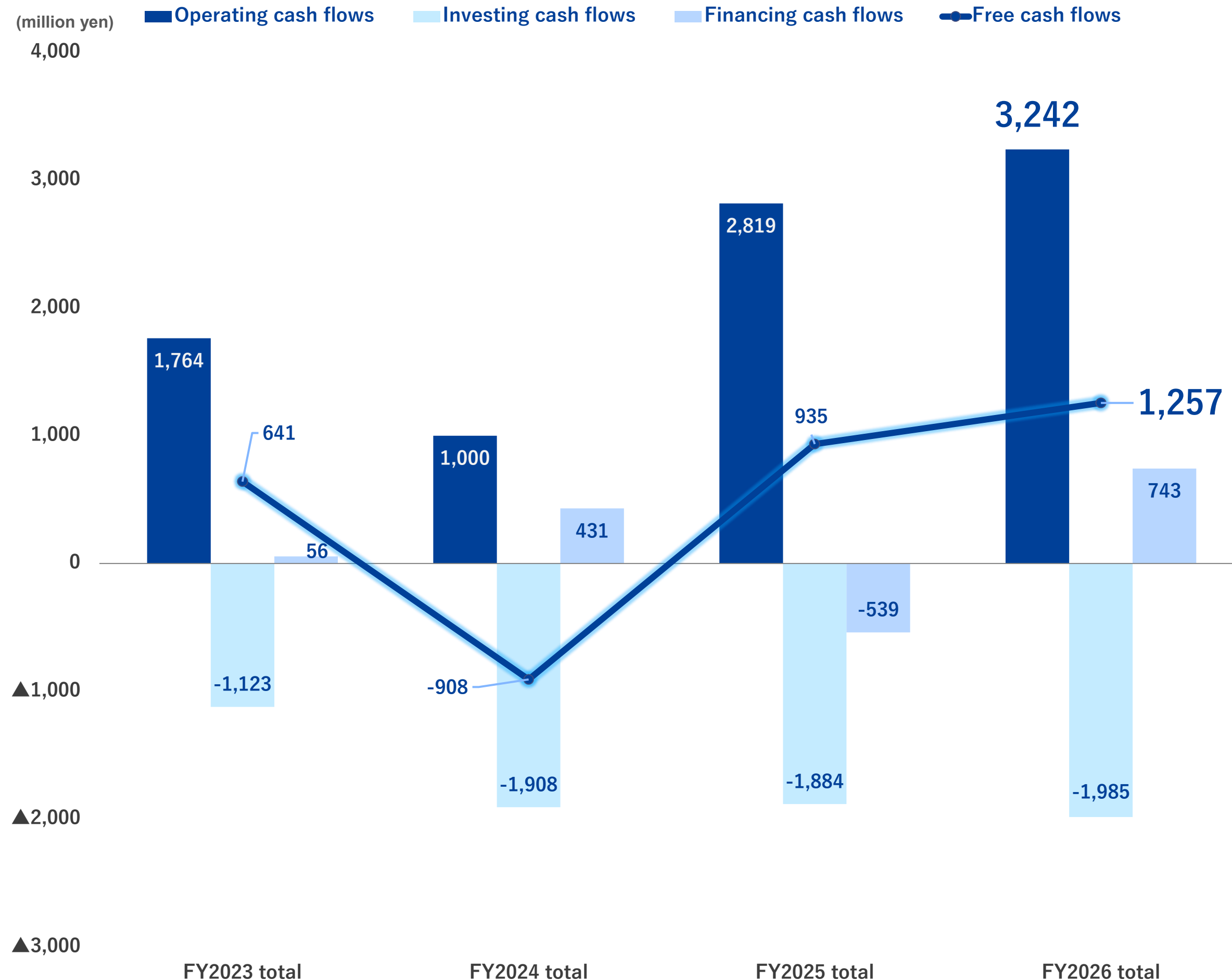
Major breakdown of Non-consolidated/Others

- Increase in staffing for purchase channels other than in-store purchases: -156 million yen
 (Increase in fixed costs associated with business expansion)
- Increase in advertising expenses for EC and strengthening purchases: -41 million yen
 (Increase in variable costs associated with increase in sales and purchases)
- Initiatives are leading to strengthening purchases & sales outside physical stores

Supplementary comments

- Non-consolidated/existing stores, etc. represents the total of existing stores and stores opened in the previous fiscal year

Consolidated | Cash Flows for the Past 4 Years



Operating cash flows for the fiscal year came to +423 million yen YOY

- In the previous fiscal year, we saw significant increase in operating cash flows resulting from a group-wide theme of improving inventory turnover. Meanwhile, the increase also reflected a rebound from two fiscal years ago.
- In the current fiscal year, despite temporary increase in inventory in Q2, strong sales demand and successful pricing control of winter items since Q3 pushed up operating cash flows as a result of strengths during this fiscal year alone.

Made advance investments while increasing free cash flows

- Although we completed M&A transactions during the current fiscal year, they were small in scale and the impact on investing cash flows was minimal.
- We will continue to make advance investments in human resources, inventory (reducing operating cash flows), stores & logistics, and AI & DX (reducing investing cash flows) while increasing free cash flows.

Supplementary comments

- Free cash flows: The total of operating cash flows and investment cash flows

Changes in KPIs—Summary

<p>Non-consolidated</p>	<p>YOY sales from existing stores Trends in demand and indicator of business growth potential</p>	<p>Fiscal year total: 104.6% Previous FY: 107.9% (-3.3 pts YOY) Continued strong performance, exceeding planned assumptions (YOY 102%) for each month from December to February</p>
<p>Non-consolidated</p>	<p>Gross profit ratio of existing stores Indicator of business profitability</p>	<p>Fiscal year total: 64.3% Previous FY: 63.9% (+0.4 pts YOY) *Page 9 shows consolidated figures, while these figures are non-consolidated Thanks to strong sales of low-priced items and discontinuation of purchase coupons, gross profit ratio in the second half improved by +0.8 pts YOY, an improvement of +0.4 pts YOY for the fiscal year</p>
<p>consolidated</p>	<p>E-commerce ratio Indicator of optimization of sale opportunities</p>	<p>Fiscal year total: 15.7% Previous FY: 14.5% (+1.2 pts YOY) By responding flexibly to changes in customer traffic driven by seasonal shifts and weather conditions, EC business remained strong (+1.6 pts YOY in the second half)</p>
<p>consolidated</p>	<p>YOY Purchases Leading indicator of capacity for sales & store opening</p>	<p>Fiscal year total: 115.5% Previous FY: 121.2% (-5.7 pts YOY) In-store purchases increased +12.5% YOY, home-delivery purchases increased +6.4% YOY, and home-visit purchases increased +8.1% YOY (all non-consolidated) Purchases increased in Q2 due to special factors, but equalized after Q3; inventory secured successfully in the fiscal year</p>
<p>consolidated</p>	<p>Number of new stores in the current FY Leading indicator of increase in revenue and profit</p>	<p>Fiscal year total: 32 stores Previous FY: 24 stores (+8 stores YOY) Successfully achieved the annual target of opening 30–35 stores Plans for new store openings are progressing smoothly, including those in the preparation phase</p>

FY2027 Performance Forecasts

For FY2027, net sales of 54.3 billion yen (+11.7% YOY) and operating profit of 5.0 billion yen (+6.0% YOY) are planned

(million yen)	Full-year forecast			Assumptions & supplementary information
	FY2026 Results	FY2027 Forecast	Increase/decrease	
Net sales	48,597	54,304	+11.7%	Given the uncertainty in the external environment, sales growth of non-consolidated existing stores has been set at 102% YOY
Gross profit	28,731	32,361	+12.6%	Gross profit ratio (consolidated) has been set at 59.6%
Operating profit	4,777	5,065	+6.0%	SG&A ratio (consolidated) has been set at 50.3%
Operating profit ratio	9.8%	9.3%	-0.5 pts	
Profit attributable to owners of the parent	3,171	3,395	+7.1%	
Net profit margin	6.5%	6.3%	-0.2 pts	
Earnings per share	135.29 yen	144.83 yen	+7.1%	
Dividend per share	40.00 yen	44.00 yen	+10.0%	
Dividend payout ratio	29.6%	30.4%	+0.8 pts	

* While crude oil supply constraints may impact performance through increased demand for reused goods (driven by cost-saving awareness), higher cash conversion needs due to inflation, and rising SG&A expenses, all these factors are already accounted for in our current plan

Dividends forecast



Dividends forecast

(per share)

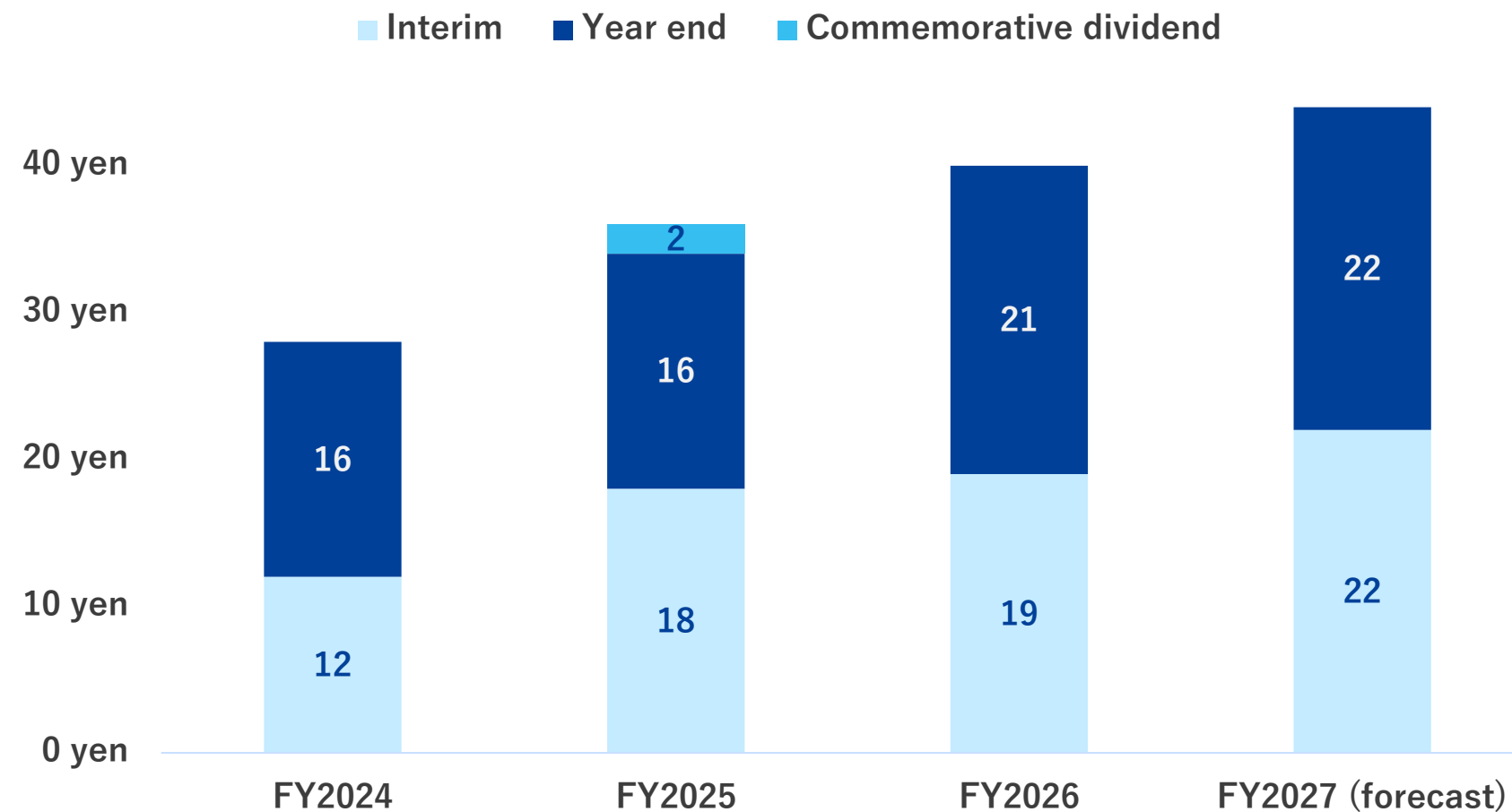
	FY2026	FY2027	YOY
Interim	(Results) 19 yen	22 yen	+3 yen
Year end	21 yen	22 yen	+1 yen
Annual total	40 yen	44 yen	+4 yen
Dividend payout ratio	29.6%	30.4%	+0.8 pts

The Company plans to increase dividends by 4 yen for FY2027

- Dividends forecast will be reviewed and revised as appropriate based on future performance trends

Dividends for the past 4 years

(after stock split & adjustments)



Supplementary comments (Basic policy on allocation of profit)

- Continuously pay out dividends in line with earnings by taking into consideration the balance between shareholder returns and the need to strengthen the financial foundation by bolstering internal reserves
- Immediate target payout ratio shall be 30% or greater

Management Policies to Achieve the Medium-Term Management Plan

1

Development of reuse business

Open 30 to 40 new stores per year on a consolidated basis to expand the Group's reuse network. These stores will serve as purchase and sales locations for physical stores and as sales locations for online stores.

2

Investment in new businesses

In addition to investing in our core reuse business, invest continuously in peripheral reuse businesses that are synergistic and complementary to reuse business, and in other businesses that are in line with our management philosophy to expand our growth platform.

3

Growth in overseas markets

Continue to build the business structure and improve earnings while opening new stores based on the conditions of each region.

Expand business into new regions beyond Thailand, Taiwan, and the U.S.

4

Growth through M&A

Conduct aggressive M&A of reuse companies that can complement our business and other companies that can enhance synergy within the Group to accelerate growth.

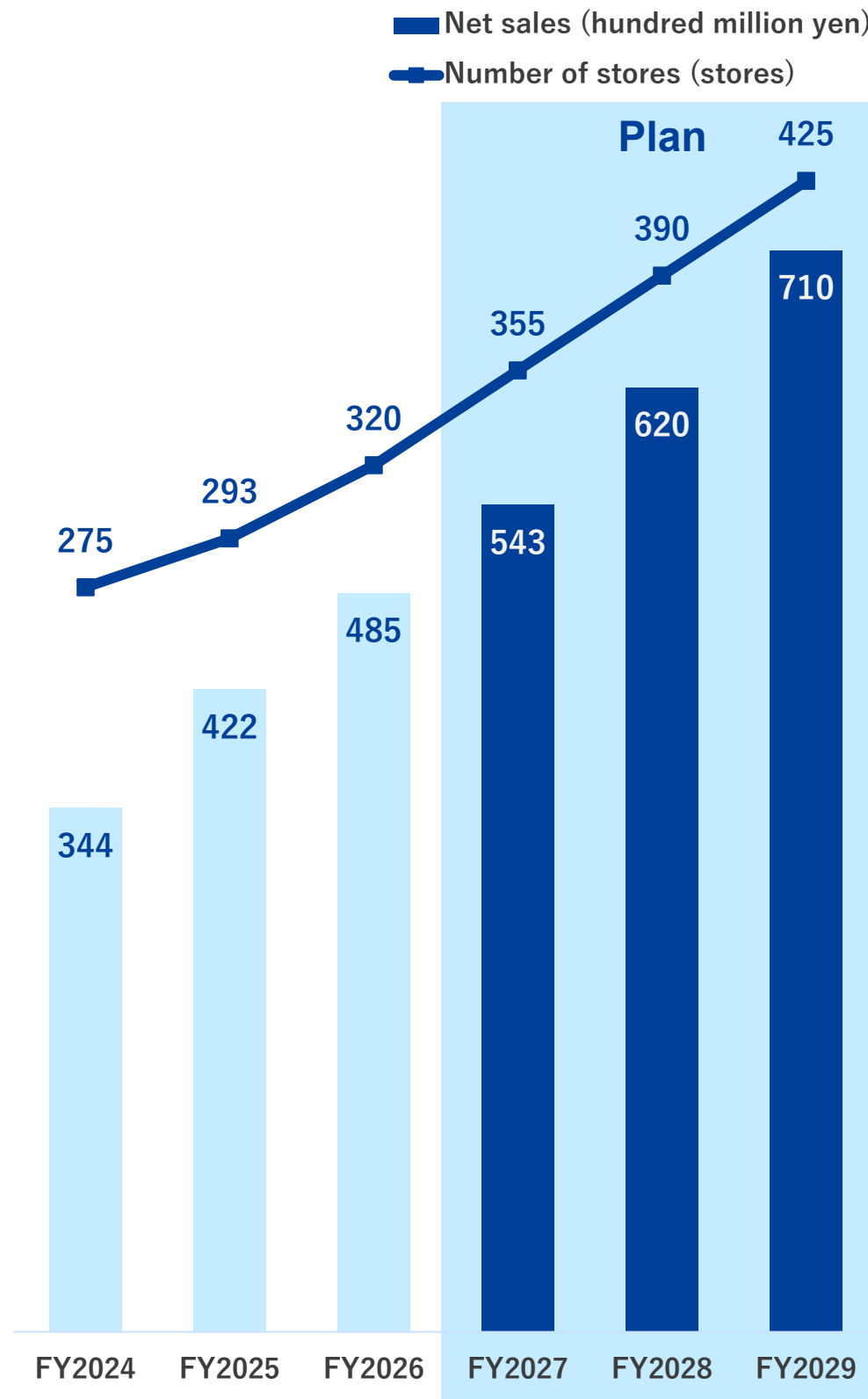
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Growth through investments in digital transformation

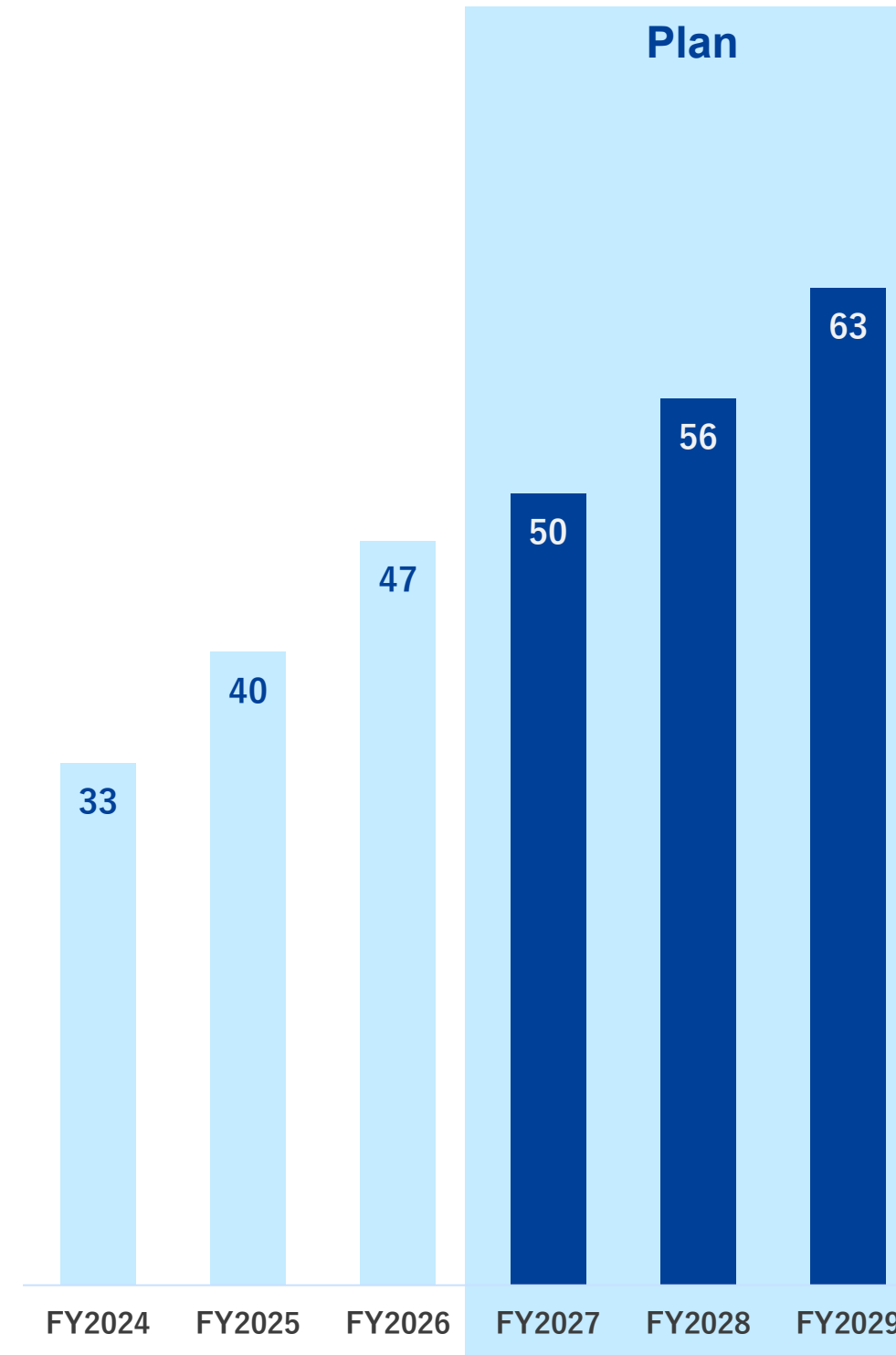
Leverage the development capabilities of our internal system division and the Group's system development company to streamline operations and make innovations using IT and AI, and create new business opportunities to increase the Group's revenue.

Summary of Medium-term Profit and Loss Projections

Net sales, number of stores



Operating profit



Revamped the Medium-Term Management Plan

- A rolling forecast that is updated in April every year
- Will continue to review and revise as necessary based on performance

Maintain sustainable profit growth and high efficiency

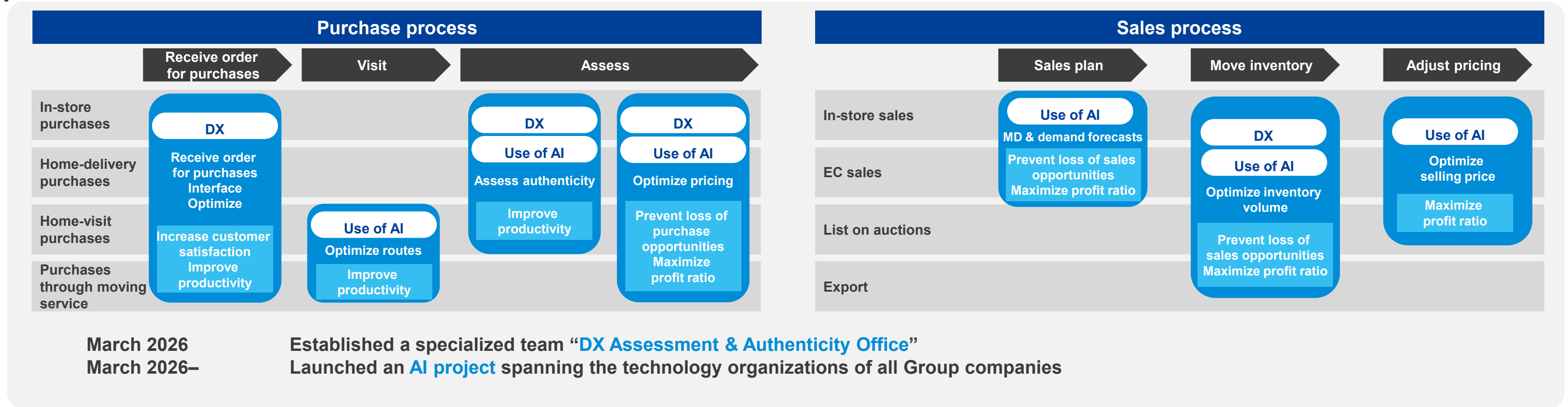
- Continue sustainable profit growth and investments
- We will continue to maintain high level of ROE by balancing growth investments and shareholder returns

Final fiscal year of the Plan (FY2029)

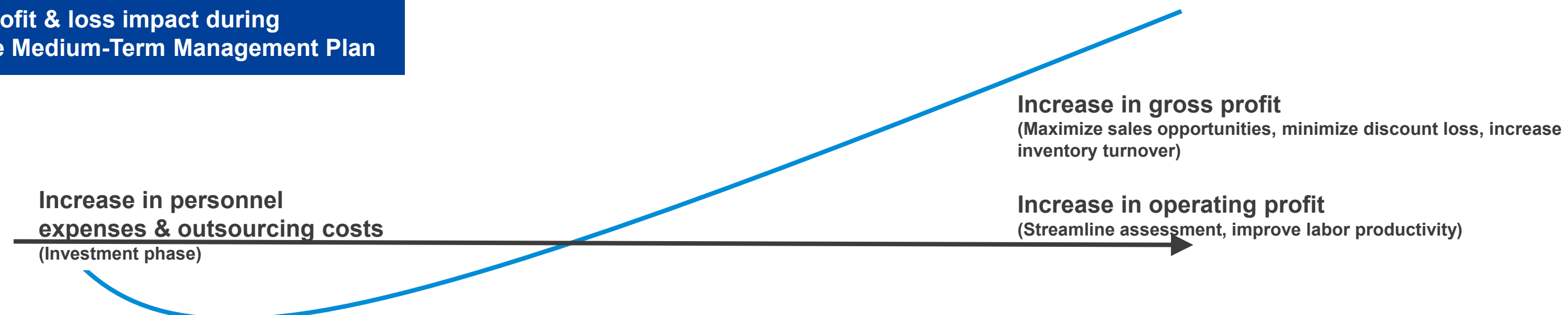
- Forecast net sales of **71.0 billion** yen and operating profit of **6.3 billion** yen.

Use of Artificial Intelligence and Investment in Digital Transformation

Accelerate the creation of added value through the use of AI and digital transformation across every process, from purchases to sales



Expected profit & loss impact during the period under the Medium-Term Management Plan



Medium-term Profit and Loss Projections, Expected Dividends (FY2027–FY2029)

	FY2026	FY2027	FY2028	FY2029	CAGR (annual growth rate)
Stores to be opened per year	32 stores	30-35 stores	35-40 stores	35-40 stores	-
Net sales	¥48.5 billion	¥54.3 billion	¥62.0 billion	¥71.0 billion	13.55%
Operating profit	¥4.77 billion	¥5.06 billion	¥5.68 billion	¥6.38 billion	10.18%
Operating profit ratio	9.8%	9.3%	9.2%	9.0%	-
Profit attributable to owners of the parent	¥3.17 billion	¥3.39 billion	¥3.83 billion	¥4.29 billion	10.61%
Earnings per share	135.2 yen	144.8 yen	163.4 yen	183.2 yen	10.66%
Dividend per share	40.0 yen	44.0 yen	49.0 yen	55.0 yen	-
Dividend payout ratio	29.6%	30.4%	30.0%	30.0%	-

Final fiscal year of the Plan (FY2029)

- Forecast net sales of **71.0 billion** yen and operating profit of **6.3 billion** yen.

Dividend payout ratio

- Target dividend payout ratio will be **30%** or higher

Notes

- As there are many uncertain elements, increase in profit and expenses for M&A, including intermediary fees, are not included in the Plan.
- The Plan may be impacted in the event the Company fails to secure the number of new store properties as originally assumed.
- The Plan may be significantly impacted in the event of unexpected situations, such as the spread of COVID-19.
- The Medium-Term Management Plan may be revised as necessary.
- Earnings per share are subject to changes depending on progress in exercise of share acquisition rights and purchase of treasury shares going forward.
- Expected dividends may change due to status of business results, etc.