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September 1, 2025

Company name: MarketEnterprise Co., Ltd.

Representative: KOBAYASHI Yasushi, President, CEO

Securities code: 3135, Tokyo Stock Exchange, Prime

Contact: IMAMURA Kenichi, Managing Director

Tel: +81-3-5159-4060

Notice of Release of Transcript of Financial Results Meeting

MarketEnterprise Co., Ltd. announces the release of the following transcript of its financial results meeting for the fiscal year ended June 30, 2025, held on August 28, 2025.

Event Summary

[Event Name]	FY6/2025 Online Financial Results Briefing for Analysts and Institutional Investors		
[Date]	August 28, 2025		
[Time]	10:00 – 11:00		
[Venue]	Webcast		
[Speakers]	KOBAYASHI Yasushi	President and CEO	
	IMAMURA Kenichi	Managing Director and CFO	

Kobayashi: First of all, I would like to give an overview of the FY2025 financial results and explain the FY2026 forecast.

Overview of the Financial Results for the Full Year



Net sales / Gross profit

✓ While the second-hand online business grew steadily, the mobile & telecommunications business was the primary driver of revenue growth. Net sales and gross profit both reached record highs, despite a lower gross profit margin due to changes in the segment mix and the product mix in the second-hand business for individuals.

• Net sales : 24,771 million yen (YoY + 30.3%)
• Gross profit : 8,532 million yen (YoY + 22.9%)

Operating profit

✓ Despite incurring 55 million yen in expenses related to shareholder benefits, the SG&A ratio improved significantly (from 34.9% in the previous year to 31.9% in the current year), and operating income doubled compared to the same period of the previous year.

• Operating profit : 625 million yen (YoY + 109.4%)

Ordinary profit / Profit attributable to owners of parent

✓ A gain of 143 million yen from the cancellation of derivatives was recorded as non-operating income, resulting in both ordinary income and net income attributable to owners of the parent reaching record highs.

• Ordinary profit : 684 million yen (YoY + 1593.0%)
• Profit attributable to owners of parent : 484 million yen (In the previous fiscal year, Loss: 290 million yen)

The highlights of the FY2025 financial results are shown here.

Net sales and gross profit both reached record highs as the second-hand online business grew steadily, and the mobile and telecommunications business significantly drove revenue growth. Net sales increased by 30.3% YoY to JPY24,771 million. Gross profit increased by 22.9% YoY to JPY8,532 million.

Despite the recording of JPY55 million in expenses related to shareholder benefits, the SG&A ratio improved significantly from 34.9% to 31.9%, and operating profit doubled YoY. Operating profit increased by 109.4% YoY to JPY625 million.

Ordinary profit and profit attributable to owners of the parent both reached record highs, partly due to a gain of JPY143 million from the cancellation of derivatives, which was recorded as non-operating income. Ordinary profit increased by 1,593% YoY to JPY684 million, and profit attributable to owners of the parent was JPY484 million, a significant turnaround from the negative figure of the previous year.

2025年6月期 通期 連結損益計算書



- ✓ 売上高・売上総利益・経常利益・当期純利益、いずれも過去最高を記録
- ✓ 今後は営業利益を重視した事業運営をより深化させ、企業価値の向上を図る

(単位：百万円)	2024.6 通期	2025.6 通期	増減	前年同期比
売上高	19,008	24,771	5,763	130.3%
売上総利益	6,941 (36.5%)	8,532 (34.4%)	1,590	122.9%
営業利益	298 (1.6%)	625 (2.5%)	326	209.4%
経常利益	40 (0.2%) <small>(参考：デリバティブ評価損 △197)</small>	684 (2.8%) <small>(参考：デリバティブ解約益 +143)</small>	643	1693.0%
親会社株主に帰属する 当期純利益(△は損失)	△ 476 (- %)	484 (2.0%)	961	[過去最高益]

※括弧内は利益率

Here is our consolidated statement of income.

Net sales, gross profit, ordinary profit, and profit attributable to owners of the parent all reached record highs. In terms of operating profit, although it fell short of our forecast, it improved significantly and doubled.

Results of Performance Progress for FY6/2025



- ✓ Net sales surpassed the plan, driven by strong performance in the mobile communication business, which recorded a year-on-year increase of 60.2%. Overall, all businesses combined achieved a year-on-year growth of 30.3%.
- ✓ Operating Income fell short of the plan due to a decline in the gross margin, despite steady improvement in the SG&A ratio.
- ✓ Ordinary income and figures below it were almost in line with the plan, supported by gains from the cancellation of derivative contracts.

(Million yen)	Initial Full-Year Forecast for FY6/2025 (As of Aug. 14)①	Revised Full-Year Forecast for FY6/2025 (As of May 14)②	Actual Results for FY6.2025 ③	Versus the Forecast ③÷②
Net sales	23,000	23,000	24,771	107.7%
Operating profit	700	700	625	89.4%
Ordinary profit	650	700	684	97.8%
Profit attributable to owners of parent	330	360	484	134.6%

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This is the result of progress in performance.

As revenue growth was driven by the mobile communications business, net sales exceeded the plan. The second-hand business was also doing well, but the growth of the mobile communications business was greater.

As for operating profit, as I mentioned earlier, we made steady progress in improving the SG&A ratio.

In the second-hand business, the gross profit margin tends to be higher for lower-priced products and lower for higher-priced products, but the ratio of higher-priced products has increased, and the gross profit margin for mobile communications tends to be lower than that of second-hand. The gross profit margin declined slightly, but gross profit is growing steadily.

Ordinary profit was almost in line with the plan, partly due to a gain from the cancellation of derivatives.

Profit attributable to owners of the parent exceeded our forecast due to the recognition of deferred tax assets associated with the transition to a profitable business environment.

Growth in Net Sales since Establishment

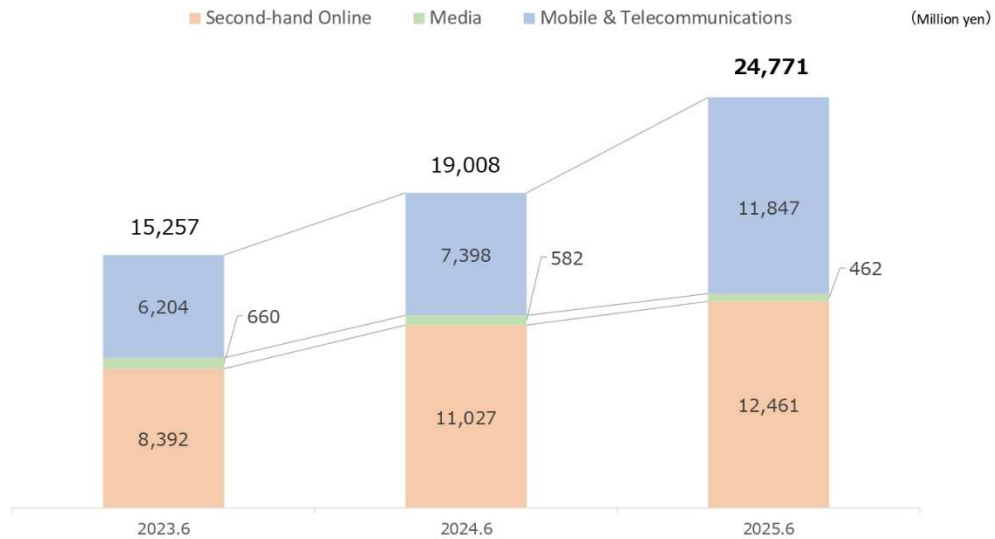


This chart shows net sales growth since our establishment.

Considering the startup period, the sales ratio has increased since last year, with a CAGR of 45.2%. Even from the time of our listing on the Tokyo Stock Exchange Mothers ten years ago, sales have continued to increase by 20% YoY, so we are making progress while maintaining high growth.



Consolidated Net Sales by Business Segment for FY6/2025

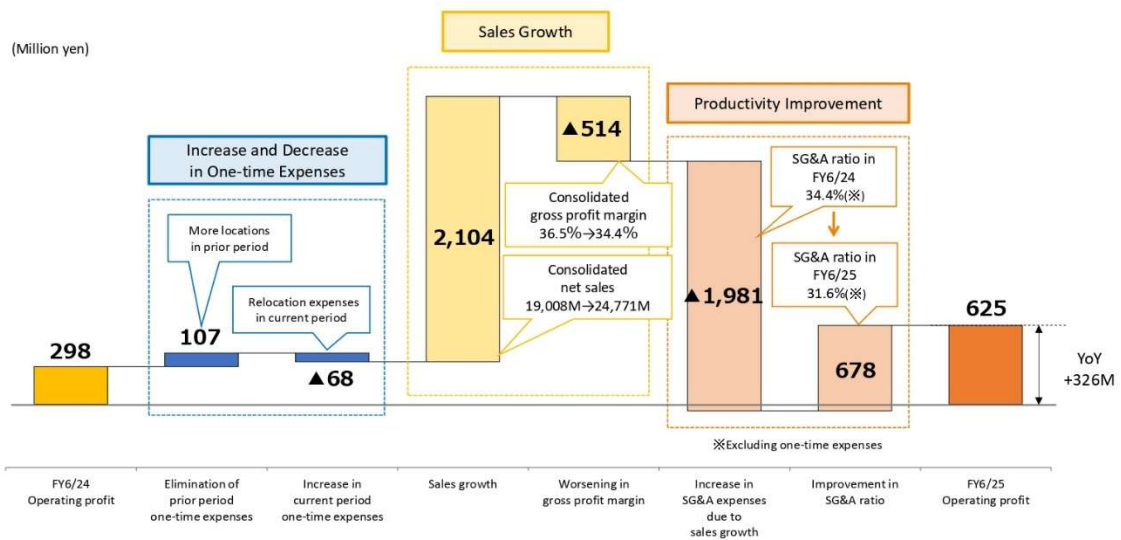


This shows net sales by business segment.

Our core business, the second-hand online business, continued to grow steadily and saw a YoY increase of 13%. We look to restructure the media business to promote further growth in other businesses. I will explain this later.

As for the mobile and telecommunications business, the acquisition of new lines continues to be strong, and ARPU is also growing, with a significant YoY increase in sales of 60.2%.

Analysis of Change in Operating Profit for FY6/2025



Here is the analysis of changes in operating profit for the full year.

Our productivity improvement measures have progressed, and operating profit doubled as a result of revenue increases and improvement in the SG&A ratio.

Full-Year Forecast for FY6/2026



- ✓ Net sales are maintaining strong growth, targeting double-digit revenue growth.
- ✓ Operating profit is expected to increase due to revenue growth and a reduction in the SG&A ratio.
- ✓ Volatility in the difference between earnings forecasts and actual results for ordinary profit is expected to decrease significantly, as the recording of valuation gains/losses on derivatives (non-operating items), which had shown large fluctuations in recent years, ended in the previous fiscal year.
- ✓ Profit attributable to owners of parent returned to profitability in the previous fiscal year, and continued profit growth is expected.

(Million yen)	Actual Results for FY6/2025	Full-Year Forecast for FY6/2026	Change	YoY
Net sales	24,771	30,000	5,228	121.1%
Operating profit	625	1,100	474	175.8%
Ordinary profit	684 <small>(Of which, gain on cancellation of derivatives +14.3)</small>	1,050	365	153.4%
Profit attributable to owners of parent	484	650	165	134.1%

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This shows our FY2026 full-year forecast.

We expect net sales to increase by 121% YoY to JPY30 billion.

Operating profit is expected to increase, owing to continued revenue growth and a reduction in the SG&A ratio. It is projected at JPY1.1 billion, a YoY increase of 175.8%.

Since all the valuation gains and losses on derivatives, which had fluctuated widely over the past several years, were recorded in FY2025, the volatility is expected to be significantly reduced. The volatility in the difference between our forecast and actual results is also expected to decrease significantly. So, we expect ordinary profit to be JPY1,050 million, a YoY increase of 153.4%.

Profit attributable to owners of the parent also returned to profitability in FY2025 and is expected to continue to increase significantly.

業績予想の基本的考え方

- ✓ 売上高 : メディア事業を組織再編し、ネット型リユース事業およびモバイル通信事業の2事業へ分割・統合。主力2事業とし、両事業のさらなる成長を推進。上場来CAGR 20.0%を上回る高い成長率を目指す
(※詳細は本日公表の適時開示文書「報告セグメントの変更に関するお知らせ」をご参照ください)
- ✓ 営業利益 : 上記増収およびそれに伴う販管費率の低減により、連続増益を見込む
- ✓ 経常利益 : 前期でのデリバティブ取引の解消により、これまで経常利益のボラティリティ要因だった営業外損益（デリバティブ評価損益）の発生も当期は解消。営業増益が経常利益増に直結
- ✓ 純利益 : 上記のとおり、営業利益の増加および経常利益の安定化により、最終利益ベースでも黒字幅の拡大を見込む

This slide shows our basic approach to the forecast.

In terms of net sales, the media business will be reorganized and split, and integrated into two businesses: the second-hand online business and the mobile and communications business. As our two main businesses, we would like to promote further growth in these businesses. We will also aim for more than 20% sales growth. Operating profit is expected to increase consecutively through revenue growth and a decrease in the SG&A ratio.

As to ordinary profit, the volatility of derivatives has been eliminated. We are now in a position to ensure that an increase in operating profit is directly linked to an increase in ordinary profit.

Profit attributable to owners of the parent is considered in the same way.

Trends in Net Sales by Segment



Old Segment				New Segment		
(Billion yen)				(Billion yen)		
	FY6/2023	FY6/2024	FY6/2025		FY6/2025	FY6/2026
	Actual	Actual	Actual		Actual	Forecast
Net sales	15.2	19.0	24.7	Net sales	24.7	30.0
	(+27.3%)	(+24.6%)	(+30.3%)		(+30.3%)	(+21.1%)
Second-hand Online	8.3	11.0	12.4	Second-hand Online	12.7	14.0
	(+26.6%)	(+31.4%)	(+13.0%)			
Second-hand business for individuals	6.1	7.9	9.4	Second-hand business for individuals	12.3	13.6
	(+19.6%)	(+29.0%)	(+18.9%)			
Used agricultural equipment	2.1	2.9	2.8	OIKURA	0.3	0.4
	(+54.1%)	(+39.2%)	(-3.1%)			
OIKURA	0.1	0.1	0.1	Mobile & Telecommunications	11.8	15.8
	(+13.3%)	(+20.0%)	(+16.7%)			
Media	0.6	0.5	0.5	Others	0.1	0.2
	(+33.7%)	(-11.8%)	(-15.0%)			
Mobile & Telecommunications	6.2	7.3	11.8			
	(+27.6%)	(+19.2%)	(+60.2%)			
Operating profit	0.1	0.3	0.6	Operating profit	0.6	1.1
	(—)	(+215.7%)	(+109.4%)		(+109.4%)	(+75.8%)
Operating margin	0.6%	1.6%	2.5%	Operating margin	2.5%	3.7%

※ (YoY)

(Integration)

(Reorganization)

This slide shows the trends in net sales by segment.

Some elements of the media business will be integrated into the second-hand business for individuals, OIKURA, mobile and telecommunications, and others. We have reorganized the media business to be more closely aligned with the second-hand online business and the mobile and telecommunications businesses in order to provide information relevant to customers in these domains.

過年度実績②：販管費推移

✓ 引き続き、高い売上高成長率と、販管費率の相対的低下を見込む

(単位：百万円)	2021.6 通期	2022.6 通期	2023.6 通期	2024.6 通期	2025.6 通期	2026.6 業績予想
売上高	10,875	11,986	15,257	19,008	24,771	30,000
±成長率	△0.3%	+10.2%	+27.3%	+24.6%	+30.3%	+21.1%
売上総利益	3,879	4,268	5,820	6,941	8,532	10,260
[粗利率]	[35.7%]	[35.6%]	[38.1%]	[36.5%]	[34.4%]	[34.2%]
販管費合計	3,825	4,588	5,725	6,642	7,906	9,160
[販管費率]	[35.2%]	[38.3%]	[37.5%]	[34.9%]	[31.9%]	[30.5%]
広宣費＋販促費	540	999	1,274	1,396	2,509	—
(構成比)	(14.1%)	(21.8%)	(22.3%)	(21.0%)	(31.7%)	—
人件費＋採用関連費	1,433	1,602	2,102	2,462	2,414	—
(構成比)	(37.5%)	(34.9%)	(36.7%)	(37.1%)	(30.5%)	—
地代家賃(含、敷金償却)	271	314	344	413	447	—
(構成比)	(7.1%)	(6.9%)	(6.0%)	(6.2%)	(5.7%)	—
その他	1,582	1,672	2,005	2,371	2,534	—
営業利益	54	△319	94	298	625	1,100

Here are the changes in SG&A expenses.

We expect high sales growth and a relatively low SG&A ratio again this year. In particular, SG&A expenses improved last year when we strengthened recruitment, invested in systems, opened many new offices, improved productivity, and made progress in the systemization and control of SG&A expenses. As a result, the ratio declined from 34.9% to 31.9% last year.

We are firmly committed to this and expect to further improve productivity in FY2026 to reach a ratio of 30.5%.

当社の市場認識①：リユース市場の拡大



- ✓ 調査対象となった2009年以降、14年連続での拡大
- ✓ 2023年の市場規模は、前年比7.8%増の3.1兆円
- ✓ 2030年の市場規模は、4.0兆円と推計され、2009年からのCAGR（＝年間平均成長率）は6.2%



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This is an overview of the business by segment: the second-hand online business.

First of all, the market environment: the market is approximately JPY3.25 trillion in 2025 and is expected to become a JPY4 trillion market in 2030, with a YoY growth rate of about 7.8%.

Naturally, the younger generation has become less reluctant to second-hand, and the use of second-hand products is continuing to grow, while the use of the second-hand business by the elderly is also increasing through decluttering and end-of-life planning.

Inflation is a factor, but sales of second-hand products were also strong during the deflationary period. People use them to maintain their standard of living. We recognize that this is a market that is not so much affected by the economy and see significant market growth.

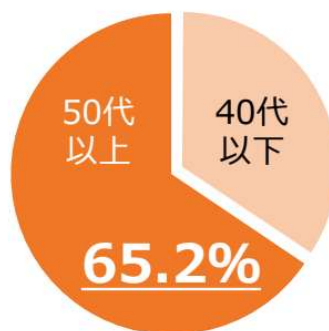
当社の市場認識②：潜在リユース市場

✓「かくれ資産」は約67兆円。「かくれ資産」の65%は50代以上のシニア層が保有

● リユース市場のポテンシャル



● 「かくれ資産」の年代構成比



出典：顕在市場＝『リユース経済新聞』、かくれ資産＝ニッセイ基礎研究所・メルカ共同調査、過去1年間に不要となった製品＝経済産業省『電子商取引に関する市場調査』

The potential market is said to be about JPY3.1 trillion now, but there are still many hidden assets, with JPY66.7 trillion of unused items lying around in ordinary households. In addition, in this market, older people tend to have more hidden assets.

However, this market data does not include agricultural equipment and vehicles, so the actual potential is much greater in this second-hand market. Recently, the term "tertiary distribution" has been used, and this kind of reuse is also sustainable, and the market is expanding as people try to secure their lifestyle.

ネット型リユース事業 2025年6月期 第4四半期実績



- ✓ 売上高 : 34億96百万円 (前年同期比+12.6%) } マシナリー不調によるビハインドはあったものの
 ✓ 売上総利益 : 13億31百万円 (前年同期比+ 8.8%) } 4Q需要期を捉え、収益を順調に積み上げ
 ✓ セグメント利益 : 2億96百万円 (前年同期比+50.8%) → 来期はQ利益3億円台が射程圏内に

		(単位: 百万円)	1Q	2Q	3Q	4Q	計
売上高	2023.6期	ネット型リユース	1,936 (131.6%)	2,134 (130.5%)	2,065 (127.3%)	2,254 (118.7%)	8,392 (126.6%)
		個人向けリユース	1,455 (121.0%)	1,519 (115.9%)	1,546 (124.2%)	1,624 (117.5%)	6,145 (119.6%)
		マシナリー	444 (187.6%)	578 (196.5%)	486 (140.7%)	594 (121.9%)	2,104 (154.1%)
		おいくら	36 (113.2%)	37 (119.3%)	32 (101.0%)	36 (120.3%)	142 (113.3%)
	2024.6期	ネット型リユース	2,405 (124.2%)	2,706 (126.8%)	2,809 (136.0%)	3,106 (137.8%)	11,027 (131.4%)
		個人向けリユース	1,726 (118.7%)	1,956 (128.8%)	2,047 (132.4%)	2,196 (135.2%)	7,927 (129.0%)
		マシナリー	636 (143.1%)	705 (122.0%)	719 (147.8%)	867 (145.9%)	2,929 (139.2%)
		おいくら	41 (113.1%)	43 (117.2%)	43 (133.7%)	42 (117.6%)	171 (120.0%)
	2025.6期	ネット型リユース	2,805 (116.6%)	3,116 (115.2%)	3,043 (108.3%)	3,496 (112.6%)	12,461 (113.0%)
		個人向けリユース	2,188 (126.7%)	2,318 (118.5%)	2,311 (112.9%)	2,604 (118.6%)	9,423 (118.9%)
		マシナリー	570 (89.5%)	751 (106.5%)	679 (94.4%)	837 (96.6%)	2,838 (96.9%)
		おいくら	46 (111.8%)	46 (106.7%)	52 (120.5%)	54 (127.7%)	199 (116.7%)

※括弧内は前年同期比

In this environment, our second-hand online business saw sales growth of 12.6% in Q4. Gross profit also saw a YoY increase of 8.8%. Segment profit increased by 50.8%, which is a significant increase. Its quarterly profit is expected to be over JPY300 million for FY2026.

Sales of used agricultural equipment fell short of the plan, but overall, the situation is favorable.

個人向けリユース①：重点戦略

- ✓ デジタルマーケティングの強みを活かし、年間約43万件の買取依頼を獲得
- ✓ 能力増強したコンタクトセンター(CC)でのスコアリングにより、買取適格案件を掘り起こし
- ✓ CCとDXの組合せにより、もっとも効率的な買取チャネル(出張/宅配/店頭)にて買い取り



This is about the second-hand business for individuals. It is a second-hand business where we first attract customers online, buy items, and then sell them online.

First of all, with 430,000 requests to buy per year, we are a company that receives a very large number of requests to buy, mainly through digital marketing. We would like to increase this area firmly.

We have also received a large number of offers, and we are working to improve the efficiency of our contact center, which receives inquiries from customers by scoring customer requests to determine whether to buy onsite, in-store, or by delivery.

In addition, there is a background where the combination of DX in the contact center has made the most efficient channel for buying, and the efficiency of the system is now progressing more and more.

個人向けリユース②：2025年6月期 第4四半期実績



- ✓ 売上高：26億 4百万円（前年同期比+18.6%）
 ✓ 粗利益：10億93百万円（前年同期比+10.6%）
- 当4Q需要期においては、高額商材の取扱増により粗利率が低下するも、それを上回る買取総件数を確保し、売上・粗利とも四半期ベースで過去最高を更新

(単位：百万円)		1Q	2Q	3Q	4Q	計
2023.6期	売上高	1,455 (121.0%)	1,519 (115.9%)	1,546 (124.2%)	1,624 (117.5%)	6,145 (119.6%)
	粗利額	660 (131.8%)	729 (124.8%)	763 (140.2%)	812 (132.1%)	2,965 (132.1%)
	粗利率	45.4% (+3.7p)	48.0% (+3.4p)	49.4% (+5.6p)	50.0% (+5.5p)	48.3% (+4.6p)
2024.6期	売上高	1,726 (118.7%)	1,956 (128.8%)	2,047 (132.4%)	2,196 (135.2%)	7,927 (129.0%)
	粗利額	804 (121.7%)	890 (122.1%)	910 (119.2%)	988 (121.7%)	3,592 (121.1%)
	粗利率	46.6% (+1.2p)	45.5% (△2.5p)	44.5% (△4.9p)	45.0% (△5.0p)	45.3% (△2.9p)
	[参考:中古車除く]	- (-)	[48.1%] (-)	[48.3%] (-)	[48.3%] (-)	[47.8%] (-)
2025.6期	売上高	2,188 (126.7%)	2,318 (118.5%)	2,311 (112.9%)	2,604 (118.6%)	9,423 (118.9%)
	粗利額	1,004 (124.9%)	976 (109.7%)	977 (107.4%)	1,093 (110.6%)	4,050 (112.8%)
	粗利率	45.9% (△0.7p)	42.1% (△3.4p)	42.3% (△2.2p)	42.0% (△3.0p)	43.0% (△2.3p)
	[参考:中古車除く]	[49.6%] (-)	[47.4%] (△0.7p)	[48.4%] (+0.1p)	[47.3%] (△1.0p)	[48.1%] (+0.3p)

※括弧内は前年同期比

As a result, Q4 results for the second-hand business for individuals saw a YoY increase of 18.6% in sales and a YoY increase of 10.6% in gross profit, with both sales and gross profit reaching record highs on a quarterly basis.

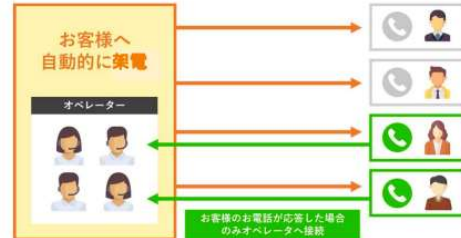
個人向けリユース③:直近のアクション概要(1~4Q)



✓ 前期に引き続き、生産性向上を目的としたDX施策をさらに深耕

オートコールシステムのブラッシュアップ(1~3Q)

- ✓ オートコールシステム*の架電効率向上のため、つながる可能性が高いお客様から優先して発信できるようなど機能改善
(*システムにより一斉架電し、つながった回線をオペレーターへ受け渡す仕組み)



「スマート買取」の運用開始 (2~4Q)

- ✓ 一定の商品カテゴリと顧客属性との組合せ条件においては買取パターンが類型化しやすいため、買取依頼への初期対応から査定提示、買取チャネル選択までを人手を介さず自動で進行させる、ハイブリッドでの対応を運用開始

主要商材の量的拡大 (4Q)

- ✓ 需要増を背景に、再度中古スマホ・タブレットを主要商材として位置づけ、専用買取サイトにて本格的な買取強化に着手



As an overview of the most recent actions, among others, systemization in the area of contact center has progressed.

In particular, an auto-call system, which systematically and automatically connects calls rather than having an operator make each call one by one, has been implemented to prioritize calls to those customers who are more likely to be connected.

We have also started what we internally call "smart buying" operations. Among a certain number of requests we receive from customers, some require human intervention, and others are easier for customers to handle if they proceed automatically from the initial response to the assessment page, etc. To some extent, we are in the process of starting hybrid operations.

In addition, we have renewed our smartphone-specialized buying site and are making a fresh start in the smartphone market, which is one of the fastest-growing markets for second-hand merchandise.

In our case, we are attracting sellers online, so we are in a situation where we are implementing these commercial strengths to further increase buying requests, where each is in good shape.

個人向けリユース④:直近のアクション概要(1～4Q)／進むAI活用



生成AI導入による業務効率化 (2Q)

- ✓ RAGチャットによる業務マニュアル検索システムの試験運用を開始

研修へのAIロープレの導入 (2Q)

- ✓ 新たに、生成AIを活用した「対話型研修ロープレシステム」を導入。研修品質の向上を図るとともに、インサイドセールス職の研修運営に関わる管理者負担を約30%削減

AI agent活用の営業アシスタント開発開始(3Q)

- ✓ 東大松尾開発のWanderlust社と、AIエージェントを活用した営業アシスタントの共同開発を開始。優秀なCC担当者のノウハウを解析し、買取成約率向上を目指す

(2025年5月30日リリース)

報道関係者各位

2025年5月30日
株式会社マーケットエンタープライズ

**マーケットエンタープライズ 生成 AI 活用で
業務効率化を実現**

～生成 AI 利用率 9 割超 年間 75,000 時間以上の削減に～

株式会社マーケットエンタープライズ(東京都中央区、代表取締役社長:小林 泰士、東証プライム・証券コード 3135、以下「マーケットエンタープライズ」)は、業務効率化や生産性向上及び社員の AI スキル向上を目的に、生成 AI の積極的な活用をグループ全体で推進しております。2025 年 4 月に実施した社内の最新アンケートでは、生成 AI の業務利用率が 9 割を超え、年間で 75,000 時間以上の削減が見込まれるという結果が明らかになりました。今後もマーケットエンタープライズでは、生成 AI 活用の浸透度を高めることで、業務効率化と生産性向上を促進してまいります。



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As for the most recent action, to make use of AI, we are internally using RAG chat to search and operate our business manuals to improve business efficiency. This makes it easy to check the manuals for each product without asking someone.

We have also implemented an AI role-playing system for training, which has reduced the training burden by about 30% compared to the training that used to be conducted by managers on a case-by-case basis.

Also, development using AI agents has started to analyze the know-how of high-scoring operators in order to improve the conversion rate.

In addition, as for the company-wide use of generative AI, more than 95% of employees are now using this generative AI at least once a month, and it is now estimated that about 75,000 hours of business efficiency could be achieved in a year. We hope to further penetrate the use of AI.

個人向けリース⑤：買取依頼総数推移

✓ 需要期を迎え、買取依頼総数は12万件/Qを突破。買取適格案件の掘り起こし進む

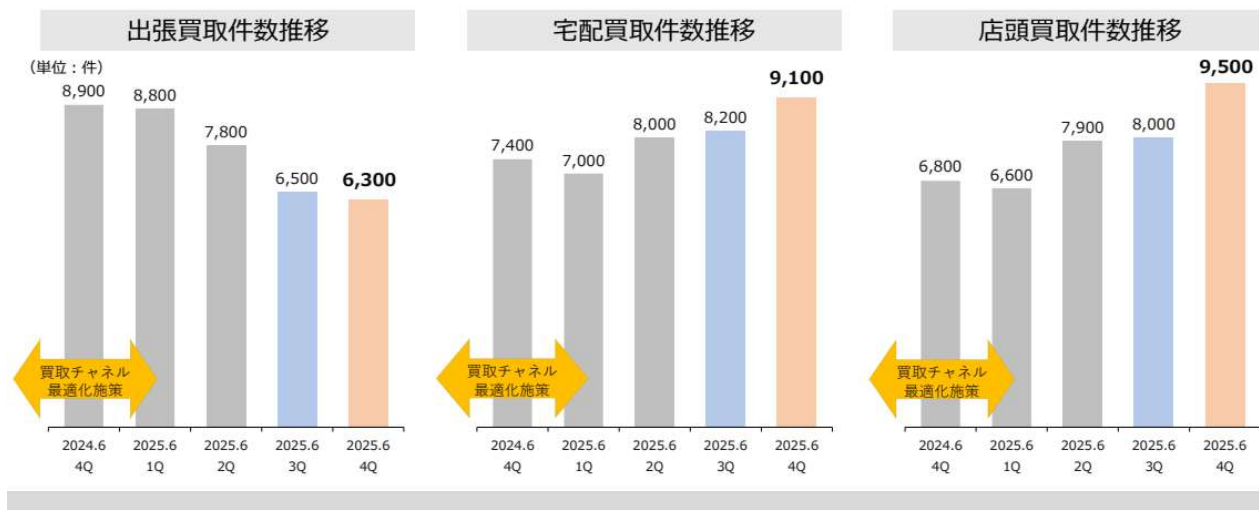


You can see change in the total number of buying requests.

As demand increases, the total number of buying requests exceeded 120,000 in Q4. We are pleased to state here that we are making progress in discovering buyable offers. Gross profit is growing steadily, and the number of requests is on the rise.

個人向けリユース⑥：チャンネル別買取件数推移* (*中古自動車除く)

- ✓ 買取チャンネルの最適化施策はその後も順調に進捗。買取適格案件に対する出張買取の稼働率は高水準で推移しており、買取効率に応じ宅配買取・店頭買取への振分け進む

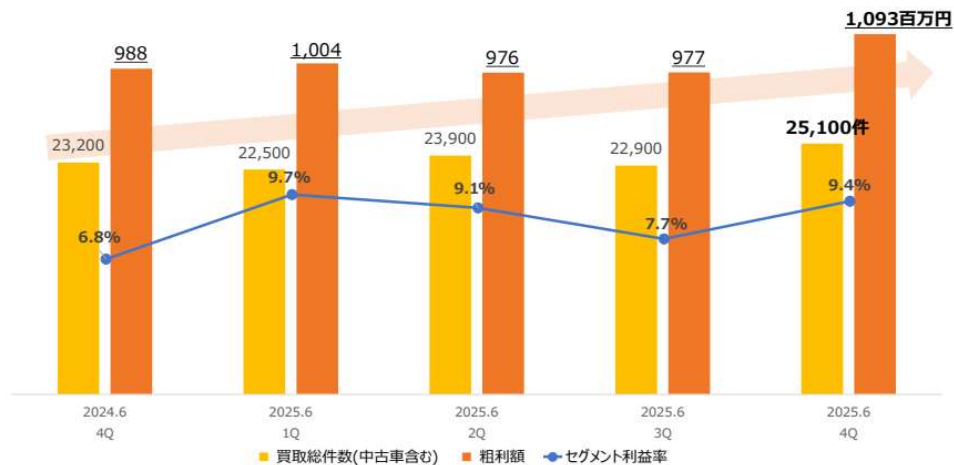


This slide shows the changes in buying by channel.

At that time, we too focused on home collection service, but our strength is that we receive many buying requests and buy items through appropriate channels. For items with a higher unit price, we will visit sellers to buy them, and for items that are more efficient to buy using parcel service or in-store, we will do so, which leads to optimization and efficiency improvement.

個人向けリユース⑦：粗利額・買取総件数推移（参考）

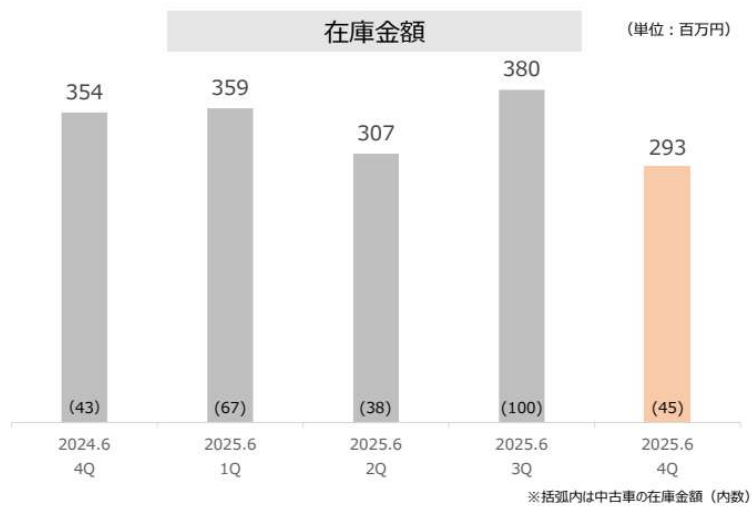
- ✓ 4Qは需要期を捉え、四半期ベースとしては買取総件数・粗利額ともに過去最高を更新し、セグメント利益率が向上。引き続き各種生産性向上策の進捗による、買取総件数増と買取効率の向上を図る方針



As a result, looking at the charts for gross profit and the total number of buying, the number of buying has been rising steadily. Both the number of buying and gross profit have reached record highs. The situation is now firmly in a positive spiral, as segment profits are improving.

個人向けリユース⑧：在庫状況

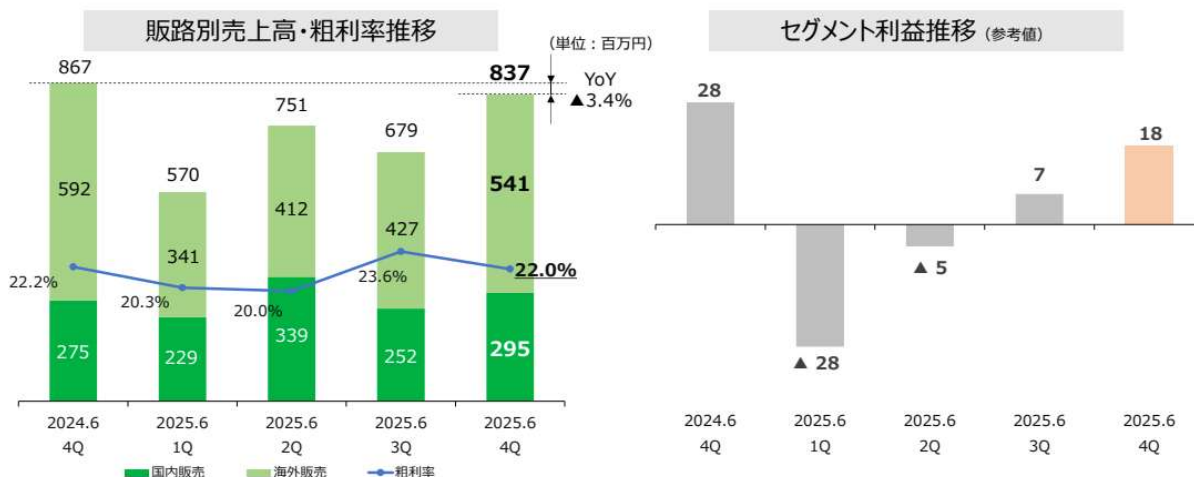
✓ 期末販促策により4Q末在庫高は一時的に減少したが、1Q以降再び増加の見込み



As for the inventory situation, the sales promotion measures taken at the end of the fiscal year were effective. Although the inventory temporarily decreased, it is expected to increase again from Q1.

マシナリー①：四半期別業績推移

- ✓ 売上高：8億37百万円（前年同期比△ 3.4%） 海上輸送の正常化（抜港の沈静化）により海外販売が回復
- ✓ 利益：18百万円（前年同期比△33.3%） 高回転・高利益の取引方針を推し進めた結果、再度黒字基調へ転換



Next, the used agricultural equipment.

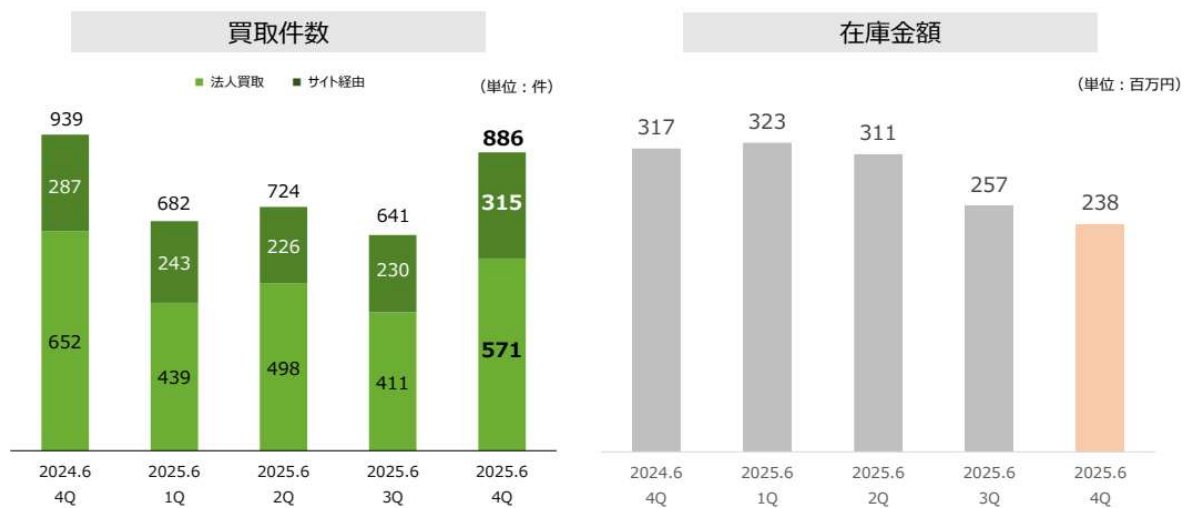
In the used agricultural equipment business, more farmers in Japan are giving up farming. Due to the aging population, we are receiving many requests from farmers who have quit farming. About 90% of purchase requests we received in a year are from those who have quit farming.

Many people in Japan are satisfied with used agricultural equipment, and those that are no longer being used in Japan are sent overseas. This business has grown over the past years.

Recently, however, freight rates have remained a little high in the area of overseas transportation, but they are about to normalize. As a result of our measures for inventory turnover improvement in Japan, we are now back in the black, and we intend to make solid progress from this point forward.

マシナリー②：買取件数および在庫状況

- ✓ 商品仕入基準の厳格化により、販売サイクルが短縮されるとともに4Q末の在庫高は一時的に減少。
来期1Q以降の在庫高は、再び増加する見込み



Stricter standards for merchandise buying have shortened the sales cycle, and inventories at the end of Q4 temporarily decreased but are expected to increase again.

マシナリー③：海上運賃動向※（参考）



Ocean freight.

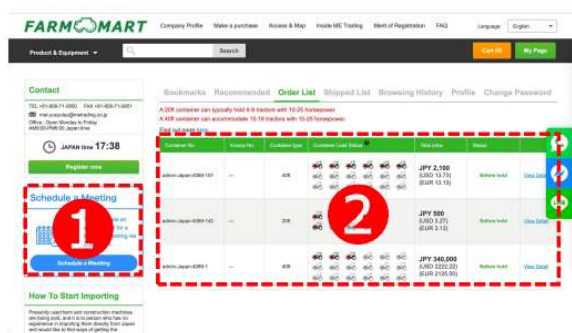
As I mentioned earlier, the rates had risen considerably at one point but have now settled.

マシナリー④：直近のアクション概要 (2・3Q)



海外向けECサイトのユーザビリティ向上(2Q)

- ✓ ① 商談効率化のためのZoom商談予約機能を実装
 - ② 出荷可能数量を直感的に把握できるよう「買い物かご」を実装
- ➔ 1Q以降の海外新規取引社数+27社



国内向け展示商談会の実施(2・3Q)

- ✓ 国内向け販売振興策として2年ぶりに展示商談会を開催 (10・12・1・2月)



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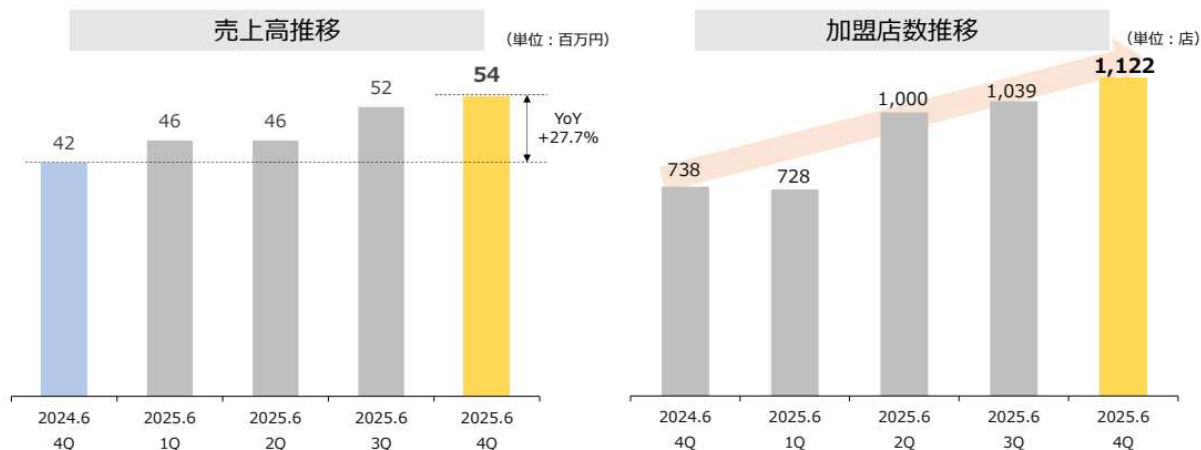
As to our recent actions, we have made overseas cross-border e-commerce business negotiations easier and are seeing a significant increase in new registrants for the business.

In addition, to reduce overseas volatility and risk a little, we have been taking measures such as re-strengthening domestic sales and determining how to sell domestically when ocean freight rates rise. Now business is as usual.

おいくら①：売上高および加盟店数推移



- ✓ 売上・利益： 売上高は前年同期比+27.7%。利益ベースでは、自治体連携の拡大により、依頼数獲得コストが低下し、高利益体質を継続（参考：セグメント利益率 前期41.6%→当期50.8%）
- ✓ 加盟店数： 自治体連携(詳細次頁)と両輪の営業活動により、前期4Q以降、加盟店数は大幅増加。順次収益貢献開始



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This is about the OIKURA business.

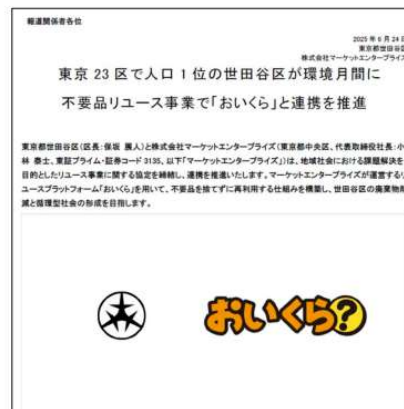
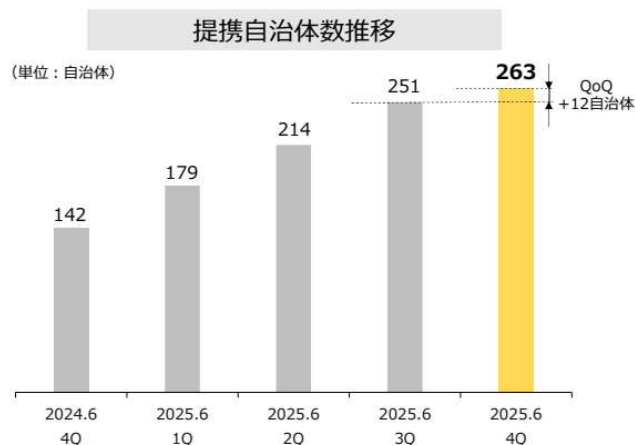
OIKURA is a matching platform that connects second-hand shops for selling and buying, and it has been going well.

Sales saw a YoY increase of 27.7%. The number of participating shops that want to receive buying requests is 1,122, showing a significant increase. The segment's profit margin has been increasing steadily because of accelerated collaboration with local governments, and when we receive requests from such places, many of them do not require advertising costs.

おいくら②：自治体連携について



- ✓ 連携自治体数は引き続き順調に増加。当期末は、前期末からほぼ倍増の263自治体と連携
(※当期における「おいくら」Web買取依頼数 14,000件/月のうち、5割近くが自治体からの流入)
- ✓ 人口カバー率（連携自治体の人口÷日本の総人口）は42.6%となり、総人口の4割超をカバー



* 2025年6月には東京23区では10特別区となる世田谷区と連携開始

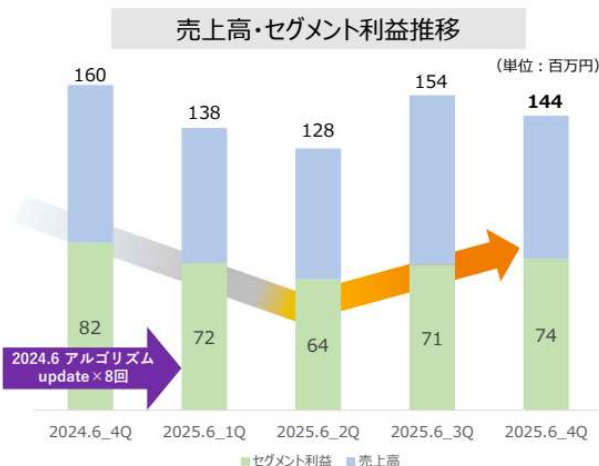
The number of partner municipalities in collaboration also increased significantly, from 142 last year to 263 in one year. When people want to dispose of bulky garbage, many of them go to their local government's website and buy a sticker for disposal. But before doing so, they should think of reuse.

We are working with 263 of the 1,741 municipalities in Japan, and we are asking people to dispose of bulky garbage only if its reuse is not possible. Since cooperation has been progressing in areas with large populations, the population coverage rate is now 42.6%, and further expansion is expected.

メディア事業①：四半期別業績推移及び直近のアクション概要(2Q)



- ✓ 売上・利益：影響の大きいGoogle社による検索エンジンアルゴリズムのアップデートリスクに対応すべく、引き続きメディアポートフォリオの再構築とコンテンツの見直しを進めるとともに、適切な販管費コントロールにより利益確保を実施



新規メディアの立上げ(2Q)



The media business.

In the media business, in order to respond to the highly influential risk of Google's search algorithm updates, we grew our overall portfolio, including WiFi and Car-Ultra. Overall, the situation has bottomed out, and segment profits are improving firmly.

Overall, Google's evaluation and overall search volume, as well as what is known as the AIO of generative AI, are well addressed, and we are also moving to secure volume that is not dependent on search, such as through video.

This is one of the reasons why we have divided the media business into segments and allocated them to other businesses. We are now working hard to address these issues.

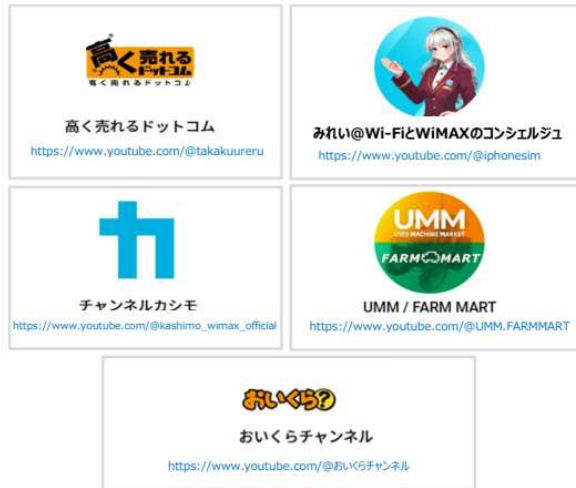
メディア事業②：直近のアクション概要(3Q)及び来期方針



✓ 当期：既存のビジネスモデルに捉われず、動画メディア等、検索以外での流入ルート確保により収益チャネルの多様化を推進

↳ 来期：メディア事業の機能は各事業セグメントへ分割・再編し、提供価値の最大化とネット経由での集客力の更なる強化、

LTV（顧客生涯価値）の向上を図る（詳細は本日公表の適時開示文書「報告セグメントの変更に関するお知らせ」をご参照ください）



新動画メディアの展開（3Q）

Motorz

モーターズ

企業が運営する YouTube としては黎明期から本格的に取り組み、チャンネル登録数は 27 万人を突破。クルマ好きの民意を形にする 唯一の法人 CarTuber です。



Media Date YouTube

チャンネル登録数 27.6万人

月間動画再生数 約300万回

月間視聴者数 約150万人

代表企画



This shows our video channels.

Motorz has 270,000 subscribers. We are currently increasing our efforts to attract customers without relying on search engines.

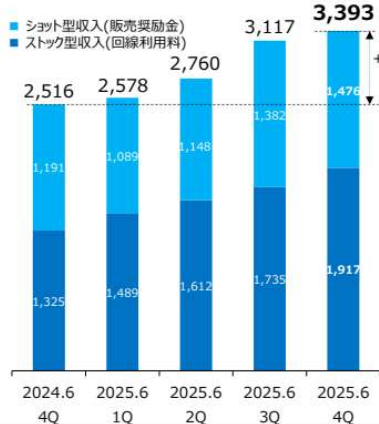
モバイル通信事業①：四半期別業績推移



- ✓ 売上高：前期4Q以降サービス認知が進み、新規回線契約獲得数の大幅増がつづく
- ✓ 利益：大幅増収により前倒しで通期利益計画を達成。来期以降のさらなる増収増益に向け、需要期に合わせた潜在ニーズの掘り起こしのため、認知広告を戦略的に拡大

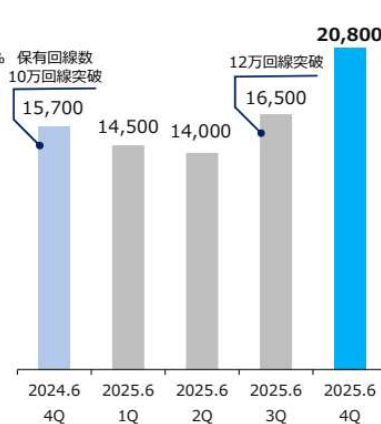
売上高推移

(単位：百万円)



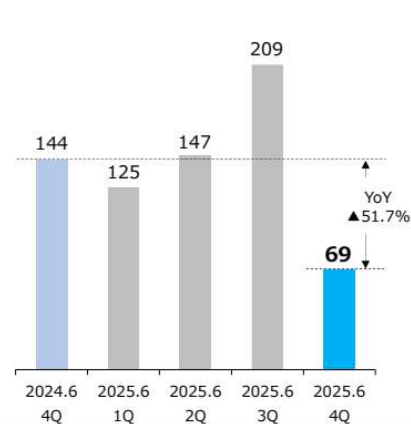
新規回線契約獲得数推移

(単位：件)



セグメント利益推移

(単位：百万円)



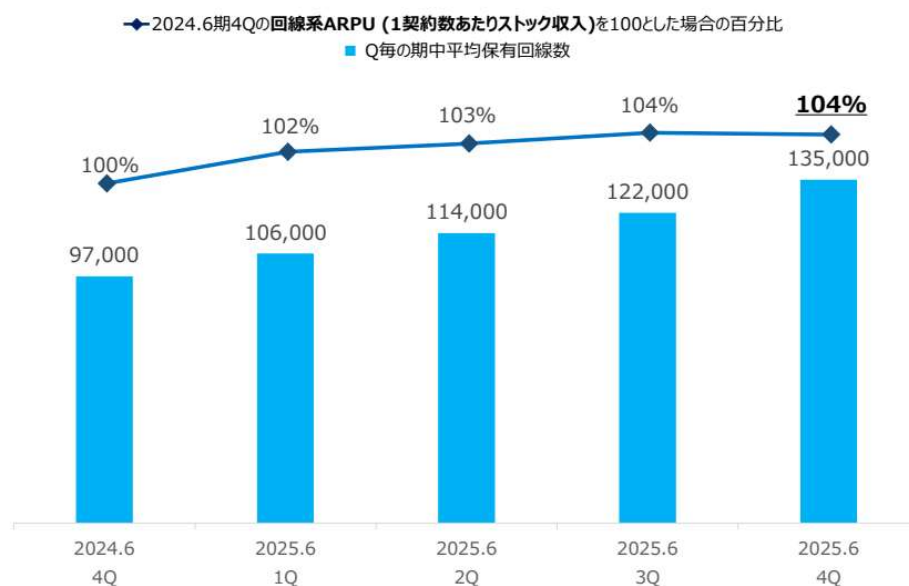
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The mobile and telecommunications business: here are the quarterly results.

Since Q4 FY2024, awareness of our service has increased, and the number of new line subscriptions has risen significantly. We are now strategically expanding awareness advertising to uncover latent needs in line with the period of demand, with the aim of achieving the full-year revenue forecast in advance and further increasing sales and profits in the next fiscal year and beyond.

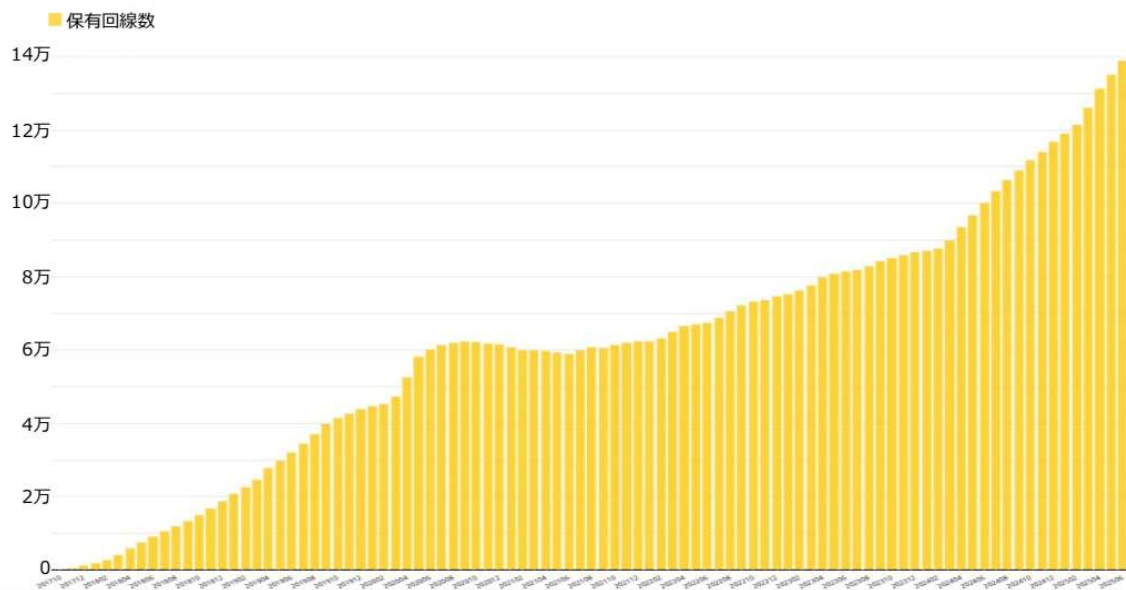
Segment profit declined significantly due to an increase in advertising, but I hope you will recognize this as an investment for further growth.

モバイル通信事業②:回線系ARPU及び期中保有回線数の推移(参考)



In terms of revenue per line, ARPU, the LTV per subscription is also increasing. We are also taking measures to reduce churn and add options, etc., to improve the attributes of our customers, so the earning capacity per line is increasing.

モバイル通信事業③:サービス開始以来の保有回線数推移（参考）



Here is the chart showing the number of lines owned since the start of the service.

The market for mobile communications itself is also growing, and we are seeing strong growth in this area.

2025年6月期 通期 連結損益計算書（再掲）



- ✓ 売上高・売上総利益・経常利益・当期純利益、いずれも過去最高を記録
- ✓ 今後は営業利益を重視した事業運営をより深化させ、企業価値の向上を図る

(単位：百万円)	2024.6 通期	2025.6 通期	増減	前年同期比
売上高	19,008	24,771	5,763	130.3%
売上総利益	6,941 (36.5%)	8,532 (34.4%)	1,590	122.9%
営業利益	298 (1.6%)	625 (2.5%)	326	209.4%
経常利益	40 (0.2%) <small>(参考：デリバティブ評価損 △197)</small>	684 (2.8%) <small>(参考：デリバティブ解約益 +143)</small>	643	1693.0%
親会社株主に帰属する 当期純利益(△は損失)	△ 476 (- %)	484 (2.0%)	961	[過去最高益]

※括弧内は利益率

This is a summary of the consolidated financial results.

We saw this slide before. As a result, net sales YoY change was 130%, that of gross profit was 122%, and that of operating profit doubled to 209%. As ordinary profit saw a significant improvement and net profit became profitable, they achieved record highs. We believe that we are about to once again demonstrate significant and strong growth.

セグメント情報 2025年6月期 通期実績 (ハイライト)



(単位：百万円)		1Q	2Q	3Q	4Q	計
2023.6期	売上高	3,671 (140.8%)	3,715 (128.7%)	3,776 (124.2%)	4,094 (118.5%)	15,257 (127.3%)
	ネット型リユース	1,936 (131.6%)	2,134 (130.5%)	2,065 (127.3%)	2,254 (118.7%)	8,392 (126.6%)
	メディア	156 (143.5%)	162 (142.4%)	163 (129.5%)	177 (123.2%)	660 (133.7%)
	モバイル	1,577 (153.8%)	1,417 (124.9%)	1,547 (119.9%)	1,662 (117.9%)	6,204 (127.6%)
	営業利益 (△は損失)	△ 57 (-)	14 (-)	83 (-)	55 (-)	94 (-)
	ネット型リユース	48 (-)	73 (277.4%)	95 (163.9%)	112 (355.8%)	329 (295.6%)
	メディア	128 (191.6%)	102 (133.5%)	99 (104.0%)	113 (106.5%)	443 (128.3%)
2024.6期	売上高	4,106 (111.9%)	4,419 (119.0%)	4,732 (125.3%)	5,749 (140.4%)	19,008 (124.6%)
	ネット型リユース	2,405 (124.2%)	2,706 (126.8%)	2,809 (136.0%)	3,106 (137.8%)	11,027 (131.4%)
	メディア	157 (100.6%)	144 (88.7%)	154 (94.2%)	126 (71.2%)	582 (88.2%)
	モバイル	1,544 (97.9%)	1,569 (110.7%)	1,768 (114.3%)	2,516 (151.4%)	7,398 (119.2%)
	営業利益 (△は損失)	△ 154 (-)	113 (799.0%)	148 (178.3%)	192 (349.2%)	298 (315.7%)
	ネット型リユース	10 (21.3%)	142 (195.0%)	204 (214.7%)	196 (175.7%)	554 (168.5%)
	メディア	81 (63.5%)	72 (71.1%)	106 (106.9%)	82 (72.7%)	342 (273.5%)
2025.6期	売上高	5,492 (133.7%)	5,983 (135.4%)	6,288 (132.9%)	7,008 (121.9%)	24,771 (130.3%)
	ネット型リユース	2,805 (116.6%)	3,116 (115.2%)	3,043 (108.3%)	3,496 (112.6%)	12,460 (113.0%)
	メディア	108 (68.9%)	106 (74.2%)	127 (83.3%)	118 (94.5%)	463 (79.6%)
	モバイル	2,578 (167.0%)	2,760 (175.9%)	3,117 (176.3%)	3,393 (134.7%)	11,847 (160.2%)
	営業利益 (△は損失)	69 (-)	180 (159.1%)	224 (151.8%)	151 (78.8%)	625 (209.4%)
	ネット型リユース	204 (1982.4%)	227 (159.6%)	211 (103.2%)	296 (156.8%)	940 (169.6%)
	メディア	72 (89.0%)	64 (89.4%)	71 (67.7%)	74 (90.9%)	284 (82.9%)
	モバイル	125 (195.5%)	147 (131.2%)	209 (154.7%)	69 (48.3%)	552 (121.0%)
	調整額	△ 333 (-)	△ 260 (-)	△ 267 (-)	△ 289 (-)	△ 1,151 (-)

※括弧内は前年同期比

・各種生産性向上策の進捗により、引き続き売上増と販管費率の改善進み、営業利益の増益傾向づく

・来期はメディア事業を分割・再編し、提供価値の最大化と集客力の更なる強化、顧客生涯価値の向上を図る

・新規回線契約獲得数 大幅増づく
・将来収益(LTV)積み上げのため、積極的な回線獲得策(広告宣伝)は継続予定

Here are the highlights.

In the second-hand business, operating profit increased as a result of progress in various productivity improvement measures, which continued to boost sales and profits and improve the SG&A ratio.

In the media business, we split and reorganized the business to maximize the value provided and further strengthen the ability to attract customers, thereby increasing customers' lifetime value.

With regard to the mobile business, the number of new line subscriptions continues to increase significantly, and we intend to continue our aggressive measures to acquire new lines while firmly building up future earnings.

連結貸借対照表



✓ ネット型リユース事業の当期商品回転率は、**23.5回転**（*業界最高水準）

✓ 当期純利益の計上により自己資本比率は20%超へ（前期末16.5%→当期末21.8%）

（単位：百万円）	2024.6 4Q末	2025.6 4Q末	増減		2024.6 4Q末	2025.6 4Q末	増減
流動資産	4,334	5,031	696	負債	4,038	4,324	285
現金及び預金	1,486	1,710	224	買掛金	695	887	192
売掛金	1,914	2,494	579	短期有利子負債	2,262	2,125	△ 136
商品	731	561	△ 169	未払金	453	509	56
（うち、個人向けリユース）※	(354)	(293)	△ 61	長期有利子負債	62	48	△ 14
（うち、マシナリー）※	(317)	(238)	△ 78	其他負債	565	753	187
其他流動資産	202	264	62	純資産	1,306	1,913	607
固定資産	1,010	1,206	196	負債純資産合計	5,345	6,238	893
有形固定資産	269	312	42				
無形固定資産	48	77	28				
（うち、のれん）	(32)	(69)	37				
投資その他の資産	691	816	124				
資産合計	5,345	6,238	893				

※1 商品内訳の残高は、評価損反映前の数値です。 ※2 商品回転率 = 売上高 ÷ 商品

Here is our consolidated balance sheet.

The turnover rate of the second-hand online business: the turnover rate from purchase to sale is said to be approximately 4 to 6 turns a year for ordinary reuse and recycle stores, but our rate is significantly higher, as our main focus is on online customer attraction and online sales from our 15 distribution centers in Japan. For FY2025, the inventory turnover was 23.5 turns, which is a very efficient [inaudible] inventory turnover. The capital adequacy ratio for FY2025 improved significantly from 16.5% to 21.8% as profit attributable to owners of the parent was recorded, and is also expected to improve significantly for FY2026.

連結キャッシュ・フロー計算書



- ✓ 営業CF：当期純利益の計上によりプラス転換
- ✓ 投資CF：当期は投資フェーズの終了と、本社移転に関わる敷金およびデリバティブ解約に伴う保証金の回収あり
- ✓ 財務CF：投資フェーズ終了と利益伸長・デリバティブ解約益等により増加した収入で、有利子負債を圧縮

(単位：百万円)	2024.6 通期	2025.6 通期	増減
営業活動によるキャッシュ・フロー	△424	482	906
投資活動によるキャッシュ・フロー	△230	△ 51	179
フリーキャッシュ・フロー	△654	431	1,085
財務活動によるキャッシュ・フロー	495	△196	△692
現金及び現金同等物の期末残高	1,486	1,710	224

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Here is the consolidated statement of cash flows.

Cash flows from operating activities improved significantly to JPY482 million. As a result, free cash flow increased significantly to JPY431 million.

That is all for me.