August 26, 2026

Company name: MarketEnterprise Co., Ltd.
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Securities code: 3135, Tokyo Stock Exchange, Standard
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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, 2026, held on August 25, 2026.

Event Summary

[Event Name]	FY6/2026 Online Financial Results Briefing for Analysts and Institutional Investors	
[Date]	August 25, 2026	
[Time]	11:00 – 11:50	
[Venue]	Webcast	
[Speakers]	KOBAYASHI Yasushi	President and CEO
	IMAMURA Kenichi	Managing Director and CFO

Kobayashi: Thank you very much, everyone, for taking time out of your busy schedules to join us today for MarketEnterprise's financial results briefing for the fiscal year ended June 2026.

During the current fiscal year, our core business segment, the online reuse business, posted increases in both revenue and profit, and our company has steadily improved its profitability. On the other hand, delays in transforming the revenue structure of the mobile communications business led to an increase in revenue but a decline in profit on a consolidated basis, resulting in a net loss of JPY76 million.

In the next fiscal year, while continuing to grow our online reuse business, we will shift from a one-time-revenue model, where advertising expenses are invested to acquire new mobile subscribers, to a recurring-revenue model that builds a stable revenue stream through ongoing subscription fees.

For the next fiscal year, we are projecting operating profit of JPY350 million. Starting with the fiscal year ending June 2028, we plan to achieve revenue and profit growth across all segments and begin paying dividends by allocating funds previously used for shareholder benefits to the dividend pool.

Now, let's move on to the presentation. First, here is an overview of our company. Founded on July 7, 2006, the Company recently celebrated its 20th anniversary and is now in its 21st fiscal year.

Our two core businesses are the online reuse business and mobile communications business. We currently operate out of 20 locations both domestically and internationally, and our workforce totals 614 employees, including part-time staff.

The Company is listed on the Tokyo Stock Exchange Standard Market, and its ticker symbol is 3135. We are expanding our business with four affiliated companies.

Here is an overview of our company’s overall business operations. We operate in the online reuse business and the mobile communications business.

With a focus on digital marketing, the Company attracts users, customers, via the Internet and operates by integrating IT with day-to-day business operations.

当社を取り巻く市場環境｜リユース市場の現在地

リユースは「不要品の売買」から、循環経済・資源政策を支える社会インフラへ。市場拡大に加え、大手・異業種の参入と政策の後押しが同時に進行

市場の拡大	リユース市場は調査開始の2009年以降15年連続で拡大。2024年の市場規模は前年比4.5%増の3.3兆円、2030年には4.0兆円と推計（2009年からのCAGR 6.2%）。一般家庭に眠る「かくれ資産」は約90.5兆円で、その大半が未だ市場に出ていない
異業種の参入	2026年7月 丸紅がIT機器リユースのイオシスを完全子会社化／2026年3月 三井不動産がリコマース事業者へ出資／2024年11月 伊藤忠商事の子会社がGoogle認定再生品の国内販売を開始。海外でも大手プラットフォーマーによるC2Cサービスの大型買収が相次ぐ
政策の後押し	環境省が「リユース等の促進に関するロードマップ」を公表（2026年3月）。GIGAスクール構想で配備された約1,000万台の端末が更新期を迎え、自治体には「確実・適法・低コスト」な引取先へのニーズが発生
素材価値の上昇	金・プラチナ等の相場上昇により、家庭や事業所に眠る保有資産そのものの価値が上昇。中古車を含め、取扱商材の単価上昇が二次流通への供給を後押し

※ リユース経済新聞、環境省・経済産業省公表資料、各社公表資料および報道等より当社作成

I will now provide an overview of the market environment surrounding our company. As for the current state of the reuse market, first of all, the market continues to expand significantly.

The reuse market has been expanding for 15 consecutive years since 2009, which is the first year we conducted the survey. The market size in 2024 is expected to reach JPY3.3 trillion, a 4.5% increase from the previous year, and is projected to exceed JPY4 trillion by 2030. It is said that reusable items lying dormant in people’s homes, often referred to as “abundant hidden assets”, will continue to flood the reuse market in the future.

Consequently, there has been a significant increase in the number of companies from other industries entering the market. The reuse market is expanding significantly both domestically and internationally, with general trading companies acquiring reuse operators as subsidiaries, major real estate companies investing in reuse companies, and a series of acquisitions of C2C platform providers occurring overseas.

In March 2026, the Ministry of the Environment published its Roadmap for Promoting Reuse and Related Circular-Economy Initiatives, establishing reuse as a key pillar of national policy, and I will share some slides on this topic later.

I also sense that, with the GIGA School Program bringing roughly 10 million devices up for replacement, local governments are now entering a phase where they will be steadily increasing their focus on device reuse.

In addition, the price of various metals, including iron, aluminum, and copper, are increasing due to rising raw material prices and are driven by rising market prices for gold, platinum, and other metals.

In that sense, the rise in unit prices of the products we handle, including used cars, is helping to boost supply in the secondary market.

（参考）環境省「リユース等の促進に関するロードマップ」(R8.3.24)

MARKET ENTERPRISE

- 環境省では、**2040年までの「目指すべき将来像」**として、**「適正なリユース市場の創出」、「リユースの裾野の拡大」、「リユースを「当たり前」に」**を設定。
- 「目指すべき将来像」の実現の達成度合いを測るべく、**取組指標として「リユース市場規模」、「リユース業者等と協働取組を行う自治体数」、「生活者におけるリユースの実施率」**を設定。それぞれに2030年までの達成を目指した意欲的な指標上の目標も設定した。また、指標上の目標を設定せず、継続的に測定することで、リユースに関する実態把握や施策検討の参考指標として、「リユース重量・点数」を設定した。

目指すべき将来像（2040年まで）	取組指標	2030年までの目標	現状値（2024年）	参考指標
適正なリユース市場の創出 環境負荷低減に資する取組を実施する、優良なリユース業者が評価される安全・安心なリユース市場の形成	**リユース市場規模**	4兆6千億円（32%増）	3兆5千億円	リユース重量・点数
リユースの裾野の拡大 より多くの使用済製品が地域で循環され、豊かな暮らしにも資する取組が全国で展開・地域実装される社会の構築	**リユース業者等と協働取組を行う自治体数**	約600自治体（倍増）	約300自治体	
リユースを「当たり前」に 生活者、自治体、事業者等が製品を長く大切に使うライフスタイル・ビジネスモデルの定着	**生活者におけるリユースの実施率**	50%（国民の半数）	40.8%	

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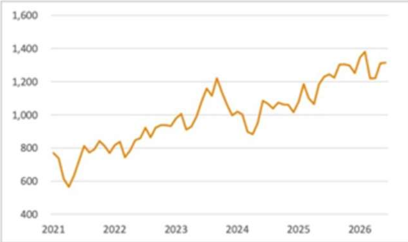
This is the Ministry of the Environment’s roadmap for promoting reuse and other initiatives that I mentioned earlier. This marks the first time the reuse market has been identified as a major national policy initiative. The target vision for 2040 depicts the market size to grow by 32%, from the current JPY3.5 trillion to JPY4.6 trillion. Moreover, the number of partnerships between businesses and local governments will double from 300 to 600, and the reuse rate among the general public, defined as the percentage of people who buy, sell, or reuse items at least once a year, will increase from 40.8% to 50%. This is the first time such a grand vision for the future has been presented.

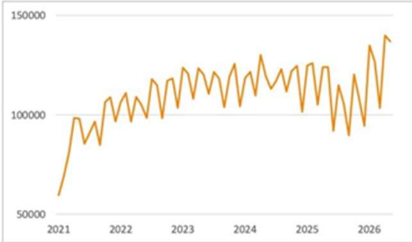
金／中古車／ PCの価格相場 直近5か年推移

金価格	中古車価格	PC価格
(XAUUSD)	(千円/台)	(円/台)

出典：TradingView 提供のチャート



出典：USS オークションデータ「成約車両単価実績」を元に弊社加工



出典：JEITA「PC 国内出荷実績」を元に弊社加工

This section provides information on materials, including the prices of gold, used cars, and computers. As you can see, whilst there have been some ups and downs compared to a few years ago, the overall trend shows steady growth, and the prices of various metals and components continue to rise. This mirrors the situation where the unit prices of various types of reused materials have been rising.

Next, I would like to share the purpose of our group. Our company name reflects the spirit behind our founding; "MarketEnterprise" expresses our commitment to creating new markets through enterprise and initiative, drawing on the idea of adventurous, forward-looking creation. We established the Company with the intention of continually and boldly creating new markets.

Our corporate philosophy is to build win-win relationships through our business activities and to remain a group of proactive individuals who genuinely enjoy the work we do. Aligned with our long-term vision, we are expanding our business toward becoming an "optimization trading company" that contributes to the realization of a sustainable society.

To commemorate our 20th anniversary, we developed a new tagline that captures this philosophy: “We sell better.” This expression reflects our determination to continue achieving steady, upward growth in the years ahead.

Here is the agenda for today's general presentation. I will present the following topics in this order: an overview of our financial results for the current fiscal year and earnings forecasts for the next fiscal year; the business environment by segment; a summary of our consolidated financial results; and the appendix.

First, I would like to start with an overview of our financial results for the current fiscal year and our earnings forecast for the next fiscal year.

These are the financial highlights for the full fiscal year ended June 2026. While the online reuse business posted higher revenue and profits, the mobile communications business resulted in lower profits despite the increase in revenue, which had a significant impact on the consolidated basis, in which we ended the term with increased revenue but a decrease in profit.

As a result, revenue totaled JPY26.23 billion, a 5.9% increase compared to the same period last year. Gross profit was JPY8.082 billion, down 5.3% from the same period last year. Regarding the operating profit and ordinary profit, although we continued to work to reduce selling, general, and administrative expenses, profits declined YoY due to the segment loss recorded in the mobile communications business, as shown here. Net loss attributable to shareholders of the parent company also amounted to JPY76 million.

2026年6月期｜通期 連結損益計算書

リユース事業は順調。一方、モバイル事業の損益悪化の影響大きく 増収減益

(単位：百万円)	2025.6 通期	2026.6 通期	増減	前期比
売上高	24,771	26,230	1,458	105.9%
売上総利益	8,532 (34.4%)	8,082 (30.8%)	△450	94.7%
営業利益	625 (2.5%)	72 (0.3%) (参考：株主優待費用 △143)	△553	11.6%
経常利益	684 (2.8%) (参考：デリバティブ解約益 +143)	35 (0.1%)	△649	5.1%
親会社株主に帰属する当期純利益 (△は損失)	484 (2.0%)	△76 (－)	△561	―

※括弧内は利益率

This is the consolidated statements of profit.
While the reuse segment is performing well, the mobile communications segment was significantly impacted by deteriorating profitability, resulting in higher revenue but lower profits.

2026年6月期｜業績進捗結果

✓ 売　上　高：リユースはほぼ計画通りも、モバイルにおいて発生した大口解約（一時要因）の影響でショット型収入獲得が計画未達

✓ 営業利益以下：広告宣伝費の圧縮とリユースの生産性向上により販管費率は引き続き改善したものの、モバイルの粗利率低下の影響をカバーできず計画未達

（単位：百万円）	2026.6 期 期初予想 ① （2025/8/14公表）	2026.6 期 修正予想 ② （2026/2/13公表）	2026.6 期 通期実績 ③ （2026/8/14公表）	最終進捗率 ③÷②
売上高	30,000	26,900	26,230	97.5%
営業利益	1,100	180	72	40.3%
経常利益	1,050	130	35	27.0%
親会社株主に帰属する当期純利益（△は損失）	650	10	△　76	－

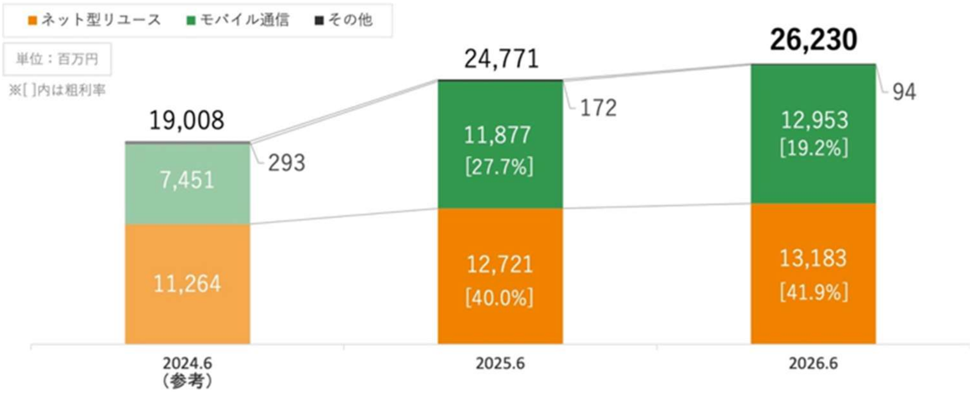
Here are the results of our business performance.
In the online reuse business, while revenue was largely in line with projections, one-time revenue in the mobile communications business fell short of the target due to the impact of a one-off, large-scale account cancellation.
Although the SG&A ratio continued to improve through reductions in advertising expenses and greater operational efficiency in the reuse business, these gains were not enough to offset the decline in gross margins in the mobile communications segment. As a result, operating profit and subsequent profit metrics fell short of plan.

2026年6月期｜通期 セグメント別売上高

MARKET ENTERPRISE

✓ ネット型リユース事業は、個人向け商材の伸びが貢献し増収増益
（売上高YoY＋3.6%、粗利率YoY ＋1.9p、（参考）個人向け商材売上高YoY +13.4%）

✓ モバイル通信事業は、新規回線獲得数が当初予想を大きく下回ったものの、
保有回線数は拡大傾向続く（売上高YoY +9.1%、粗利率YoY △ 8.5p）



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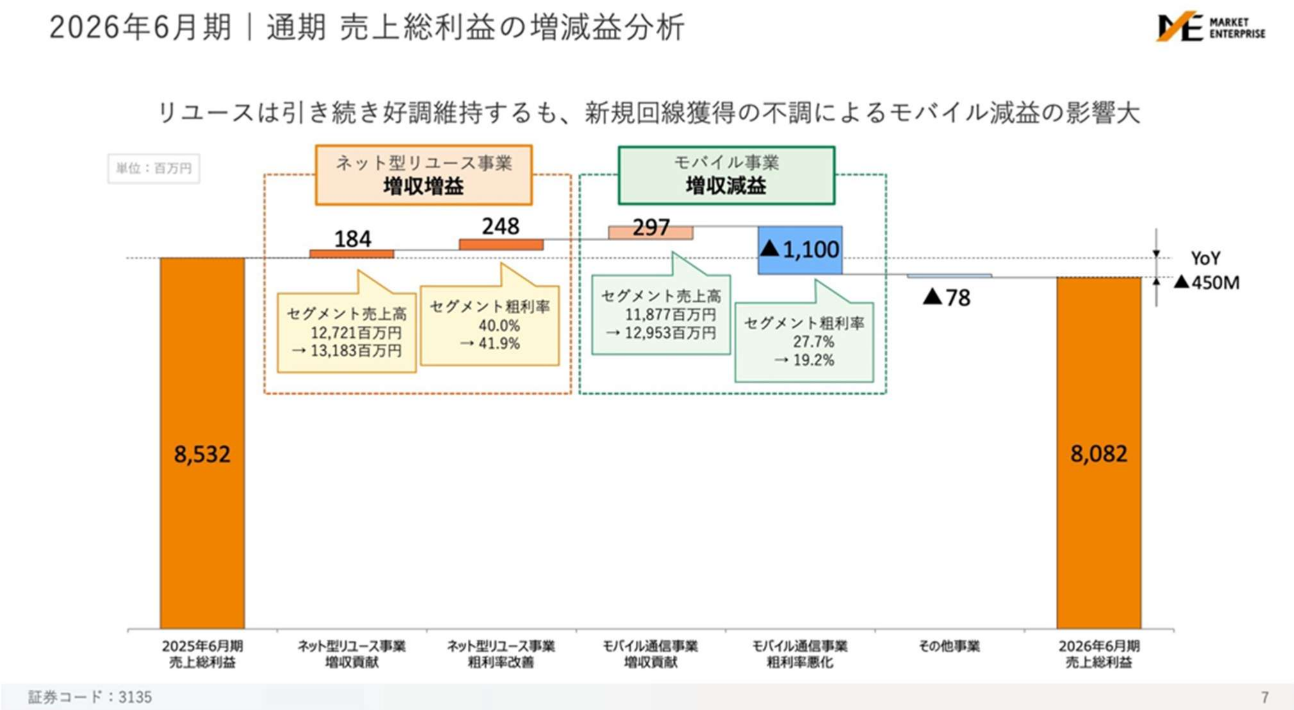
Here are the sales figures by business segment.

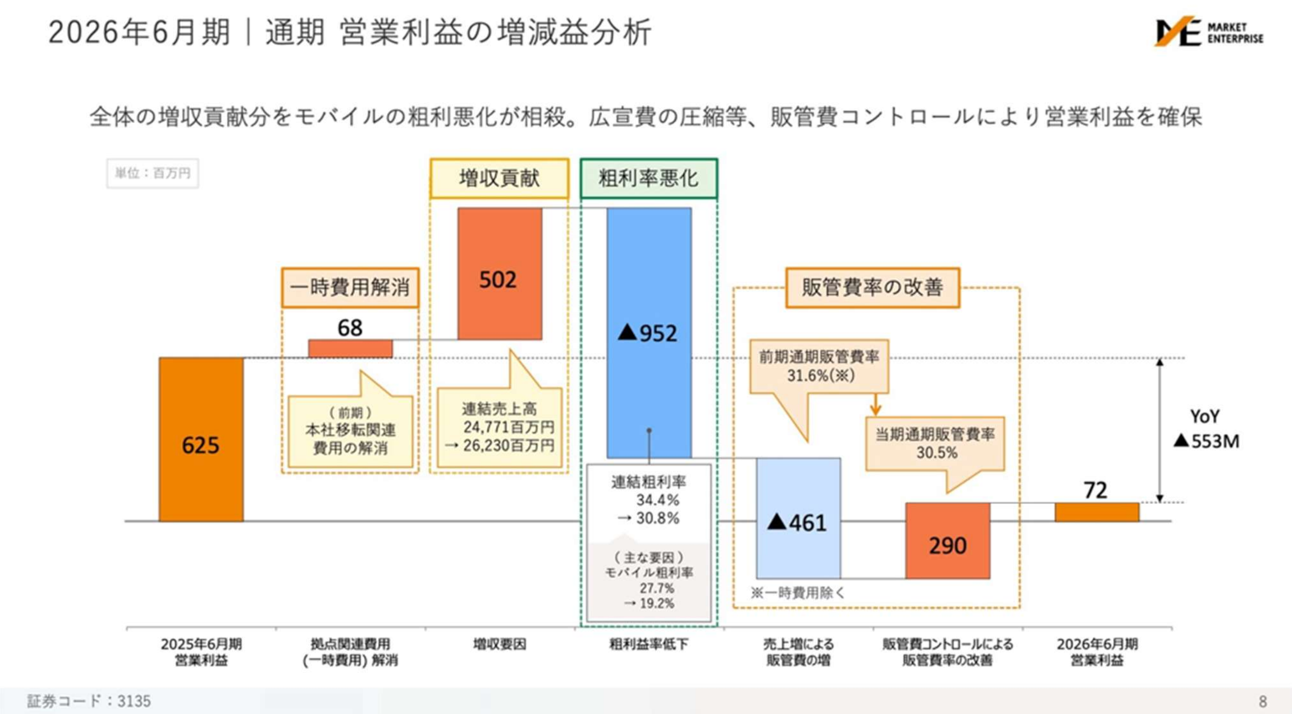
The online reuse business saw increased revenue and profits, driven by growth in products for individual consumers. Revenue rose 3.6%, and gross profit margin improved by 1.9 percentage points; revenue from product sales for individual consumers alone increased by 13.4%.

In the mobile communications business, new subscriber acquisitions fell significantly short of our forecast for the current period; however, the number of currently active subscriptions continued to grow; revenue increased by 9.1% YoY, while gross profit declined by 8.5 percentage points compared to the previous year.



Here is the analysis of changes in gross profit.

While the reuse segment continues to perform well, the mobile communications segment is being significantly impacted by a decline in profits due to weak performance in acquiring new subscribers.



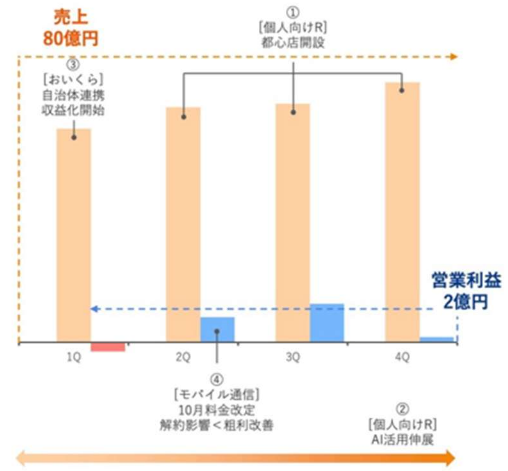
Now, let’s look at the analysis of changes in operating profit.
The increase in overall revenue was offset by a decline in gross profit of the mobile communication segment; however, we were able to secure operating profit by controlling SG&A expenses and by reducing advertising costs.

2027年6月期｜業績見通しの基本となる施策

業績予想の基本的考え方

セグメント		2027年6月期 主要施策	通期見込み
ネット型リユース		—	増収増益
	個人向けリユース	① 買取店開設(新宿他)による仕入増 ② AI活用によるさらなる生産性改善	増収増益
	おいくら	③ 自治体連携の収益化 (GIGA端末更新需要の取込等)	増収増益
モバイル通信		④ 値上げによる ストック中心ビジネスへの転換	減収増益

四半期別売上・営業利益イメージ



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I will now discuss our earnings outlook for the fiscal year ending June 2027 and our key strategic initiatives. First, we expect the online reuse business to increase revenue and profits overall.

Our consumer-focused reuse business has been performing well, and as an additional initiative, we plan to open buyback stores, including a new location in Shinjuku, in order to increase procurement volume. In addition, while we are already improving operational efficiency through the use of AI, we anticipate that this trend, as it accelerates further, will also contribute to continued revenue and profit growth.

In the “Oikura” operations as well, we have continued to strengthen our collaborative scheme with local governments, and monetization of this scheme is now gaining momentum — driven in part by the demand for device replacement led by the GIGA School initiative — so we expect both revenue and profits to increase.

In addition, as previously announced, we will be raising prices for the mobile communications business. We will shift from a model centered on one-time revenue through new-subscriber acquisition to a recurring-revenue model. For the mobile communications business, although revenue is down, profits are up, and looking at the full fiscal year, we expect this fiscal year to follow a pattern where profits build steadily from Q1 through Q3, allowing us to secure solid profits.

個別施策｜個人向けリユース分野

① 買取専門店（新宿他）開設（2Q～4Q）

- ✓ 高価格帯商品の買取強化のため都心に買取専門店を開設
- ✓ 1号店は、世界一の乗降客数を誇る「新宿駅前」に出店
- ✓ 今後同様の都心店を多店舗展開予定

［新宿店］

- 立地
  新宿駅東口から徒歩2分
- 店舗面積
  9.7坪
- 開設予定日
  2026年秋

② AI活用のさらなる深化（1Q～）

出品作業のDX化	スマート買取の運用範囲拡大	音声データのAI解析
商品写真の撮影・編集など出品作業をDX化。現在二次フェーズとして、AIを活用した商品情報の生成を試行中	スマート買取（買取依頼～買取までのプロセス自動化）で対応可能な商材カテゴリを拡大	営業通話をAIで要約・可視化。標準的な応答アクションとの差分を解析し、顧客対応時のサービス品質の向上を図る

I will now discuss the specific measures.

In the consumer-facing reuse business sector, we plan to open new retail outlets specializing in buying resalable goods. To date, our company has established 13 reuse centers across Japan, as well as two dedicated to agricultural equipment, totaling 15 locations.

These centers are not walk-in retail locations in high-traffic areas; rather, they function as operational hubs for our mail-in and in-home buyback services. In this way, our business has been developed entirely online.

Starting this time, we will newly develop stores in city-center locations with very high passenger traffic that make it easy for customers to bring in items — our first-ever opening of a physical buyback store.

By expanding our buyback services for high-end items, we aim to establish a central location in the city center that is also convenient for our established customers to bring in goods. We plan to open our first store in front of Shinjuku Station, which has the highest passenger volume in both Japan and the world. We plan to expand by opening additional city-center buyback stores going forward.

In addition, as the use of AI continues to evolve, we are accelerating the digital transformation of the listing process. Tasks such as product photography and editing have become much more efficient. In addition, we continue to improve our operations through the AI-driven use of audio and image data.

In expanding the scope of our Smart Purchase system, we are strengthening automation across both ends of the purchase process, areas that traditionally require high-touch handling for high-value items and low-touch, efficiency-focused processing for lower-priced items. Through Smart Purchase, we are broadening the range of workflows that can be handled digitally.

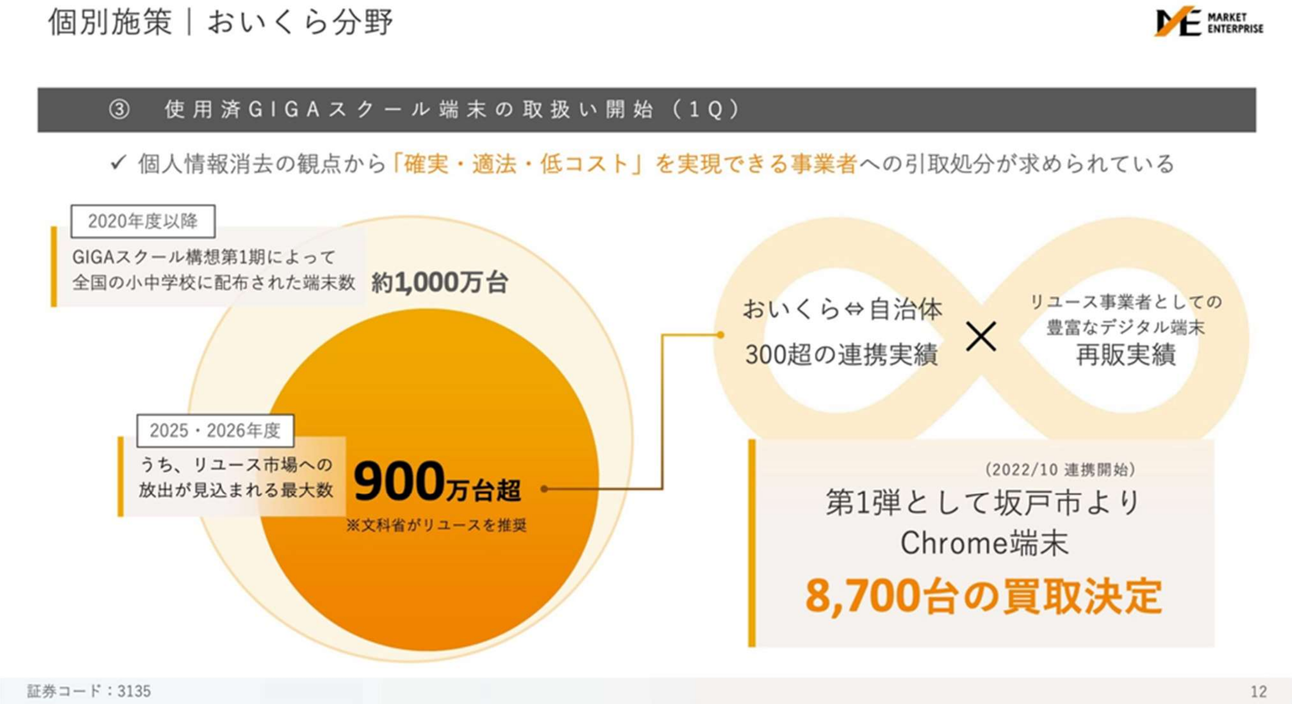
In addition, we are making significant progress in the AI analysis of audio data, including the AI-generated summation and visualization of sales calls, and standardization is progressing. Going forward as well, we will continue to strive to improve the quality of our service when interacting with customers.

個人向けリユース分野｜類似他社比較

	当社個人向けリユース分野	上場A社	上場B社
ビジネスモデル	ネット専業の総合買取リユース。買取チャネルは出張・宅配・店頭の三態。ECプラットフォーム使い高回転で販売	特定中古商材最大手。仕入れ・販売はEC主力	中古ブランド品大手。店舗仕入を自社オークションにて販売
売上高（直近事業年度）	128億円 (注)セグメント売上高	284億円 （注）リユース経済新聞推計値	848億円
売上高成長率（YoY）	＋3.4%	＋0.6%	＋4.1%
営業利益率（直近事業年度）	8.8% (注)セグメント利益率	非算出 （参考）全事業：4.9%	1.7%
時価総額（2026/6/30時点）	非算出	約231億円	約306億円

Starting this time, we are also including comparisons with similar companies in the consumer reuse sector. Our online reuse business model consists of the consumer reuse segment — our “Takaku-Ureru.com” service, which receives approximately 480,000 purchase requests annually and processes them efficiently through home visits, mail-in services, and in-store purchases before selling the items online in a high-turnover model — together with our “Oikura” platform business.

This business segment recorded revenue of JPY12.8 billion, a revenue growth rate of 3.4%, and an operating profit margin of 8.8%, operating as a highly profitable business model.



These are specific measures targeting “Oikura” operations. We have partnership agreements with 336 local governments, and we are increasingly receiving inquiries from these governments regarding requests to purchase reused items.

We will begin a major transaction for used computer devices used by the GIGA School Initiative. Since FY2020, approximately 10 million GIGA School devices, primarily tablet computers, have been distributed to elementary and middle schools, and they are now due for replacement.

Given the situation, it is estimated that up to approximately 9 million devices will flow into the reuse market, and we have already begun receiving inquiries regarding the reuse of such devices. As our first transaction, we have signed a contract with Sakado City for the purchase of 8,700 Chrome devices. Similar deals around refurbished devices are expected to expand gradually.

Here is the list of the 336 municipalities I mentioned earlier. Since we have entered into partnership agreements with a large number of local governments, we plan to expand our initiatives with these local governments.

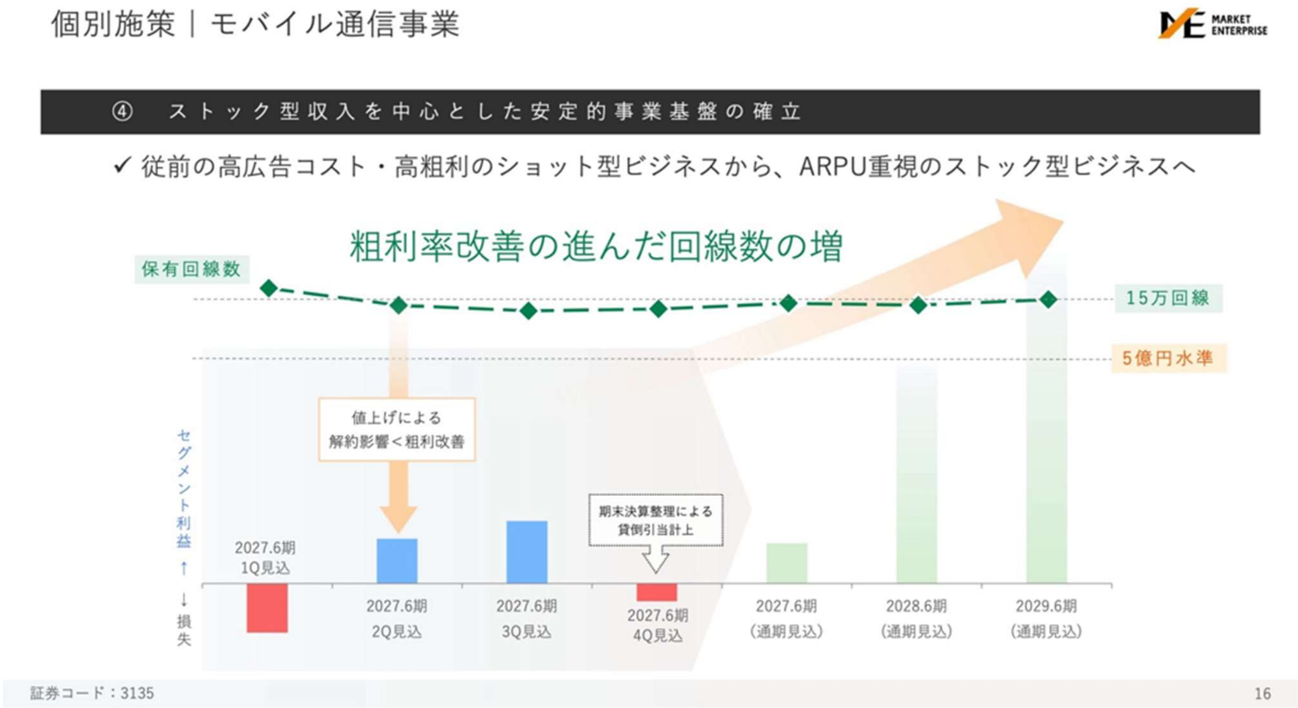
「おいくら」分野｜類似他社比較

	当社「おいくら」分野	上場C社	上場D社
ビジネスモデル	加盟店課金型 集客プラットフォーム事業	無料掲示板での 広告メディア事業他	CtoBの高価格帯商品 買取サイト運営
営業利益率 （直近事業年度）	60.8% (注)セグメント利益率	28.4%	11.5%
連携自治体数 (2026/6/30時点)	336自治体 (45都道府県)	304自治体 (46都道府県)	6自治体 (5都道府県)
人口カバー率 (2026/6/30時点)	49.7%	非算出	非算出
時価総額 (2026/6/30時点)	非算出	約140億円	約72億円

This is a comparison of our “Oikura” operations with competitors. Our company operates “Oikura,” a customer acquisition platform, structured around a fee model for participating stores.
This business is characterized by a high operating profit margin of 60.8%, and we have comprehensive partnership agreements for reuse with 336 local governments. Given that the population coverage rate stands at 49.7%, we are stepping up our collaboration with local authorities with very large populations and expanding our business operations with this in mind.

In addition, as previously announced, we will shift our mobile communications business toward a stock-business-focused model through price increases.

We project an average of approximately 150,000 subscriber lines over the full fiscal year. In October 2026, we implemented a pricing revision, effective Q2, and announced a price increase of JPY540 per month. In terms of projected annual revenue growth, we expect a JPY970 million increase in recurring revenue.



We will consequently establish a stable business foundation leveraging recurring revenue by transitioning from the previous high-margin, one-time business model, which relied on advertising costs, to an ARPU-focused recurring revenue model.

While we anticipate that the number of lines will continue to increase as a result of various improvements, for Q1 at least, we are proceeding without any price increases.

In Q2, gross profit margins continued to improve as a result of price increases. Since we are raising prices this fiscal year, we already anticipate a temporary increase in cancellations, and we expect our profit margin to continue expanding steadily in Q3 as well.

In Q4 of the fiscal year, we will record a full year’s worth of provision for doubtful accounts. As a result, Q4 will show a temporary loss; however, we expect to remain profitable for the full fiscal year, and we anticipate that our revenue structure will shift significantly toward a recurring revenue model starting next fiscal year.

モバイル通信事業｜類似他社比較

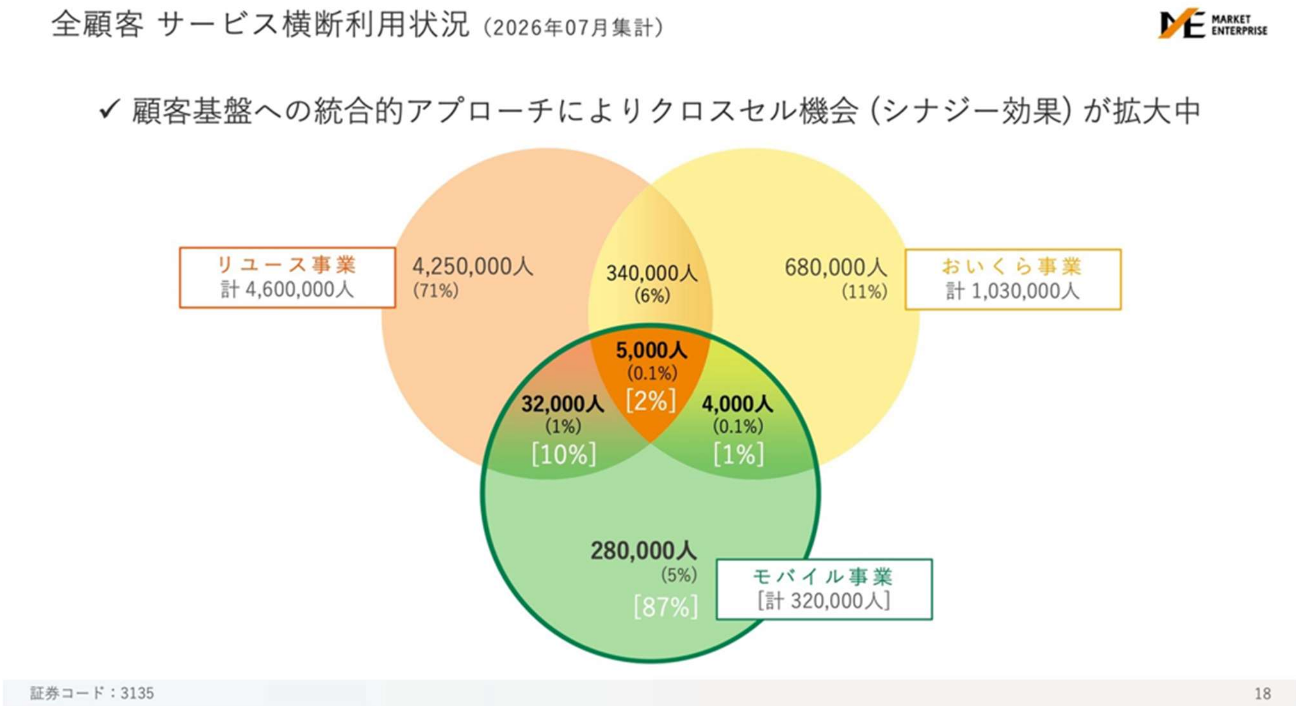
MARKET ENTERPRISE

	当社モバイル通信事業	上場E社	上場F社
契約回線数（直近事業年度）	15.8万回線	12万回線超（WiMAX）	29.3万回線（モバイルWi-Fi他）
回線数増減[率]（YoY）	+1.9万回線（+13.7%）	前期並み	+4.1万回線（+16.4%）
売上高（直近事業年度）	129億円 (注)セグメント売上高	83億円	111億円 (注)セグメント売上高
営業利益額(▲は損失)（直近事業年度）	▲3億円 (注)セグメント利益額	2億円	13億円 (注)セグメント利益額
時価総額（2026/6/30時点）	非算出	約32億円	約130億円

Here is a comparison with similar companies in the mobile communications industry.

The current number of subscribed lines is 158,000, representing an annual increase of 19,000 lines. Although revenue stands at JPY12.9 billion and operating profit is a loss of JPY300 million, these figures are expected to improve significantly as a result of this price increase.

I hope to convey the impression that, even when compared to other companies, we are steadily expanding our business.



This shows cross-service usage, involving both online reuse and mobile communications segments.

Our integrated approach to the customer base enables us to expand cross-selling opportunities. As we expand our group operations, we are beginning to see the benefits of synergy.

Our reuse business has served a cumulative total of about 9 million customers, but since many of them are repeat customers, the actual number of unique users is 4.6 million.

As for the “Oikura” business, it has over 1 million unique users. In our mobile communications business, we have a unique customer base of approximately 320,000 individuals, including former subscribers. Many of these customers are experiencing life transitions, which may give rise to overlap and synergy between our mobile and reuse customer bases.

In the mobile communications sector in particular, approximately 10% of our cumulative customer base overlaps with our reuse services, creating growing synergies for customers who responded to digital marketing ads to leverage multiple services across the entire group.

2027年6月期｜業績見通し（セグメント別）

（単位：百万円）	2025.6 期 実績	2026.6 期 実績	前年比	2027.6 期 予想	見通し	
売上高	24,771	26,230	105.9%	26,580	横ばい	
ネット型リユース	12,721	13,183	103.6%	14,488	【増 収】	
個人向けリユース	12,386	12,806	103.4%	↑	[増収増益]	
個人向け商材	8,022	9,099	113.4%	↑	[増収増益]	リソース集中（AI・新店）し引き続き拡大図る
中古農機具	2,838	2,392	84.3%	→	横ばい	内需シフト・粗利率管理を継続
中古自動車	1,401	1,178	84.1%	→	横ばい	中東情勢の影響残る
その他	125	137	109.6%	―	―	
おいくら	335	376	112.3%	↑	増収増益	既存モデルに加えtoGビジネス本格化
モバイル通信	11,877	12,953	109.1%	12,035	【減 収】	値上げによる解約増見込む
その他	172	94	54.6%	―	―	
営業利益	625	72	11.6%	350		
ネット型リユース	1,046	1,353	129.4%	↑	【増 益】	生産性向上が進捗し増益予想
モバイル通信	857	△ 360	-	↑	【増 益】	値上げによる粗利率改善で安定的黒字基調に
その他	68	△ 19	-	―		
調整額	△ 1,347	△ 900	-	―		

Here is the earnings outlook for the fiscal year ending June 2027.

We expect net sales to reach JPY26.58 billion, representing a slight increase. We anticipate increased revenue from our online reuse business and, given the steady growth in the consumer reuse segment in particular, we intend to focus our resources on this area.

In the used agricultural equipment and used automobile sectors, we expect the market to remain flat. Although the gross profit margin is lower compared to the consumer reuse segment, the market remains robust. Since a significant portion of our 480,000 annual requests involves these sectors, we will continue to move forward steadily in this area as well, even if growth remains flat.

“Oikura” business is also on track for increased revenue and profits, and we expect further growth in both revenue and profits as we expand our business to include the toG segment in addition to our existing models.

In the mobile communications sector, while revenue is down and profits are up overall, we are proceeding with our plans while anticipating an increase in cancellations due to price hikes.

We expect operating profit to increase in each of our businesses, and we hope to establish a structure that will continue to make a solid contribution to our profits.

2027年6月期｜業績見通し（まとめ）

MARKET ENTERPRISE

✓ リユース：商材構成比の最適化を進めた結果、当期セグメント利益はYoY＋29.4%に。2027.6期はこの水準を維持しつつ、買取専門店の都心展開を図り増収増益を見込む

✓ モバイル：2027.6期はストック型ビジネスへの転換過渡期。値上げにより一時的には解約増を見込むが、2028.6期には保有回線数の回復と粗利率改善効果の通期フル貢献を見込む

✓ おいくら：これまでの300を超える自治体連携実績を活かし、2027.6期よりtoGビジネスを本格始動。早期収益化を図る

（単位：百万円）	2026.6期 通期実績	2027.6期 通期予想	増減	当期実績比
売上高	26,230	26,580	349	101.3%
営業利益	72 （内、株主優待費用 △143）	350 （内、株主優待費用 △140）	277	482.3%
経常利益	35	300	264	856.3%
親会社株主に帰属する当期純利益（△は損失）	△ 76	174	250	―

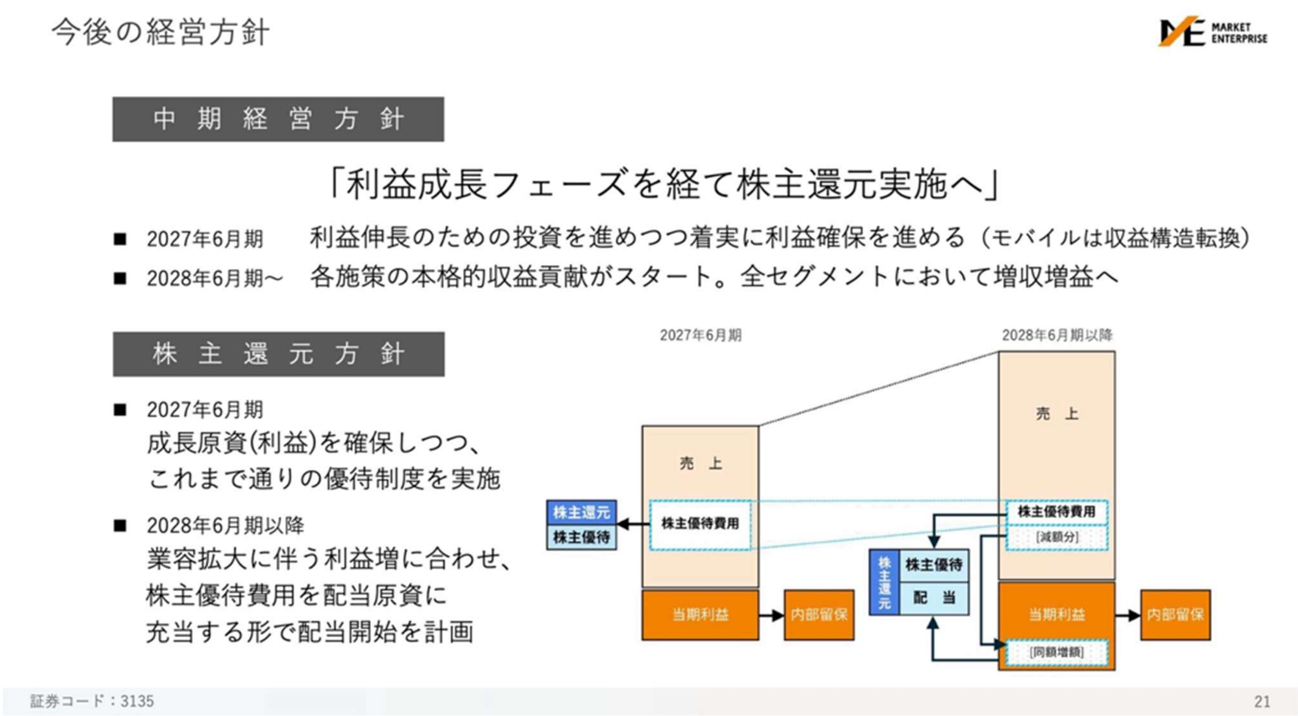
Here is a summary of our financial results for the fiscal year ending June 2027.

In the reuse segment, as a result of efforts to optimize the product mix, segment profit for the current period increased by 29.4% compared to the previous year. For the fiscal year ending June 2027, we expect to maintain the current level while expanding our network of buyback stores in city-center areas, thereby increasing both revenue and profits.

In the mobile communications business, as we are at a turning point toward a subscription-based business, we anticipate a temporary increase in cancellations due to price hikes; however, for the fiscal year ending June 2028, we expect a bounce back in the number of subscriber lines and the full-year contribution from improved gross profit margins.

With “Oikura” business as well, we plan to leverage our track record of collaboration with more than 300 local governments to date and fully launch our toG business starting in the fiscal year ending June 2027, with the goal of achieving profitability as soon as possible.

For the full fiscal year, we expect revenue of JPY26.58 billion, operating profit of JPY0.35 billion, ordinary profit of JPY0.3 billion, and net profit attributable to owners of the parent of JPY0.174 billion.

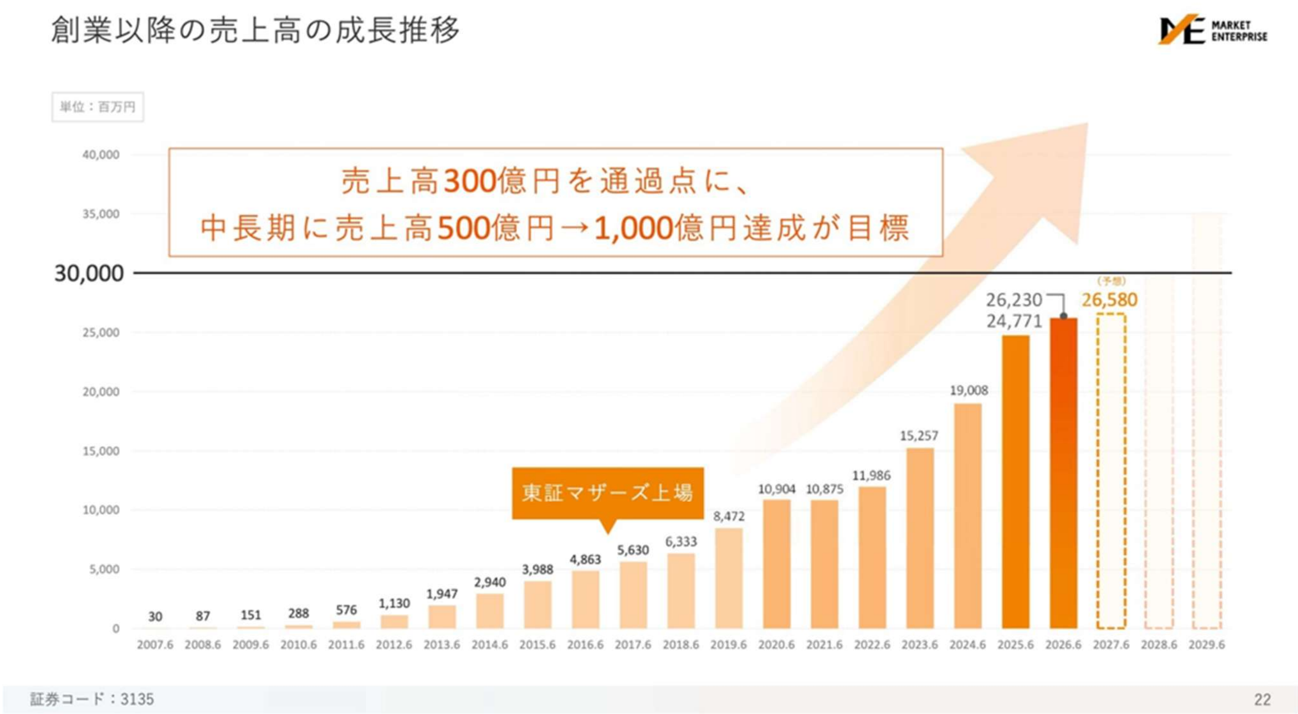


These are our management policies. As part of our medium-term management plan, we intend to transition from a profit growth phase to a shareholder return phase.

For the fiscal year ending June 2027, we will continue to make investments aimed at profit growth while steadily securing profits. Starting with the fiscal year ending June 2028, these initiatives will begin to make a full-scale contribution to earnings, and we therefore anticipate increased revenue and profits across all segments.

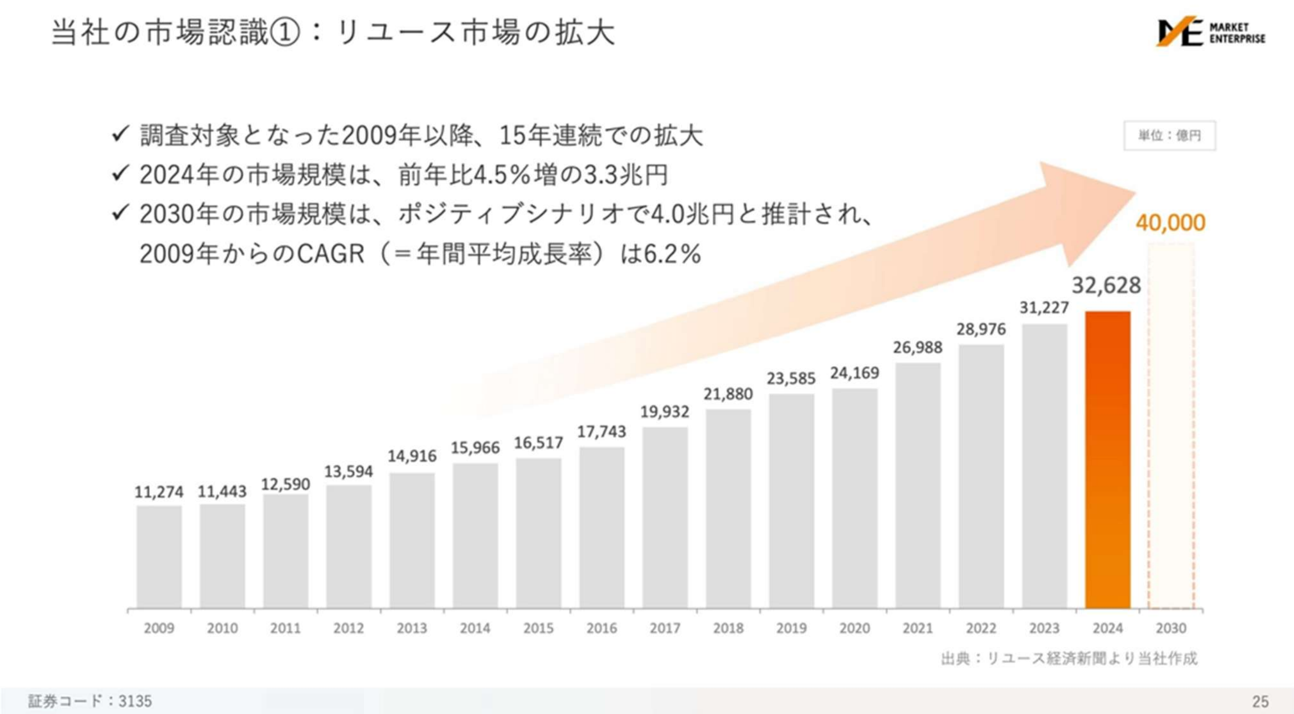
As part of our shareholder return policy, for the fiscal year ending June 2027, we will continue to implement our existing shareholder benefit program while securing the necessary funds for growth.

Starting in June 2028, we plan to begin paying dividends by allocating funds originally set aside for shareholder benefits to the dividend pool, in line with the increase in profits resulting from our business expansion.



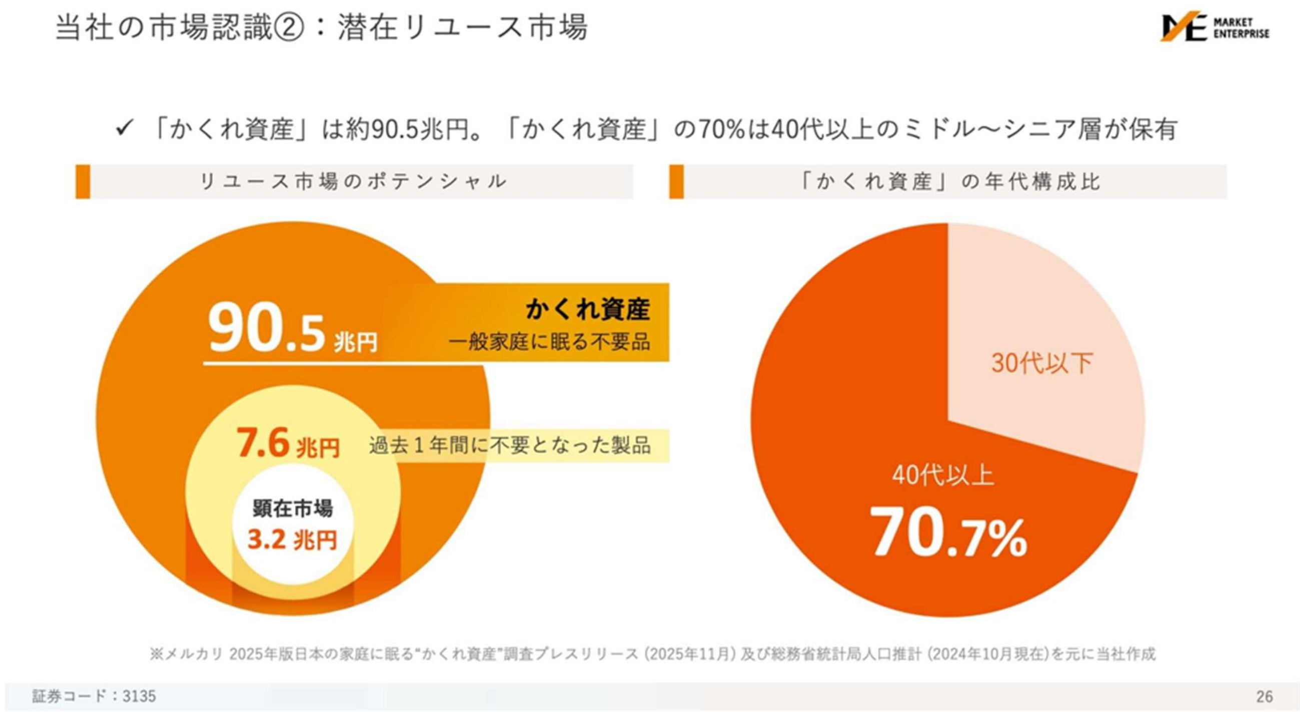
This chart shows the trend in sales since the Company’s founding.

Following this fiscal year’s structural transformation, we have steadily surpassed JPY30 billion in sales, and we intend to continue expanding our business steadily toward JPY50 billion and then JPY100 billion.



Next, I will provide an overview of our business performance by segment.

First, let’s talk about the online reuse business. As I mentioned earlier, the reuse market continues to grow steadily every year and is projected to reach JPY4 trillion by 2030.



In addition, there are many unused items lying dormant in people’s homes, often referred to as “hidden assets.” Older consumers tend to own a larger volume of such goods, and how to unlock these “hidden assets” sitting in people’s homes represents a major challenge for the reuse market as a whole.

I will keep this brief as I already touched on that, but the government has also announced a roadmap related to reused goods and other initiatives; the reuse market has become a key focus of national policy.

ネット型リユース事業　2026年6月期 第4四半期実績

MARKET ENTERPRISE

✓ 売　　上　　高：32億66百万円（前年同期比△ 8.5%）
✓ 売 上 総 利 益：13億42百万円（前年同期比△ 3.9%）
✓ セグメント利益： 4億38百万円 （前年同期比 +71.6%※）

高単価の農機具・自動車の減収影響があったものの、販管費改善が進みセグメント増益

(※決算処理による販管費振替を考慮しない場合の4Qセグメント利益はYoY+30.5%)

		(単位：百万円)	1Q	2Q	3Q	4Q	計
売上高	2025.6期	ネット型リユース	2,858 (-)	3,174 (-)	3,120 (-)	3,568 (-)	12,721 (-)
		個人向けリユース	2,788 (-)	3,096 (-)	3,025 (-)	3,476 (-)	12,386 (-)
		おいくら	70 (-)	77 (-)	94 (-)	92 (-)	335 (-)
	2026.6期	ネット型リユース	3,101 (108.5%)	3,456 (108.9%)	3,358 (107.6%)	3,266 (91.5%)	13,183 (103.6%)
		個人向けリユース	3,008 (107.9%)	3,369 (108.8%)	3,264 (107.9%)	3,164 (91.0%)	12,806 (103.4%)
		おいくら	93 (131.5%)	87 (112.4%)	94 (99.7%)	101 (110.5%)	376 (112.3%)

※括弧内は前年同期比

Here are our Q4 results for our online reuse business.

Revenue totaled JPY3.266 billion, gross profit was JPY1.342 billion, and segment profit was JPY438 million. As a result of focusing on products that contribute steadily to profits, we somewhat reduced our sales of high-priced agricultural machinery and automobiles.

On the other hand, as the scope of the consumer reuse segment, a steady profit driver, has expanded and we have continued to improve selling, general, and administrative expenses, segment profit has shown a significant improvement overall.

（参考）セグメント情報｜2026年6月期 通期実績（ハイライト）

（単位：百万円）			1Q		2Q		3Q		4Q		計	
2025.6期	売上高		5,492	(-)	5,983	(-)	6,288	(-)	7,008	(-)	24,771	(-)
		ネット型リユース	2,858	(-)	3,174	(-)	3,119	(-)	3,568	(-)	12,721	(-)
		モバイル	2,584	(-)	2,766	(-)	3,124	(-)	3,403	(-)	11,877	(-)
		その他	49	(-)	42	(-)	44	(-)	36	(-)	172	(-)
	営業利益（△は損失）		69	(-)	180	(-)	224	(-)	151	(-)	625	(-)
		ネット型リユース	226	(-)	252	(-)	311	(-)	256	(-)	1,046	(-)
		モバイル	197	(-)	213	(-)	161	(-)	284	(-)	858	(-)
		その他	19	(-)	18	(-)	66	(-)	△ 35	(-)	68	(-)
		調整額	△ 375	(-)	△ 304	(-)	△ 315	(-)	△ 353	(-)	△ 1,347	(-)
2026.6期	売上高		6,334	(115.3%)	6,631	(110.8%)	6,479	(103.0%)	6,784	(96.8%)	26,230	(105.9%)
		ネット型リユース	3,101	(108.5%)	3,456	(108.9%)	3,358	(107.6%)	3,266	(91.5%)	13,183	(103.6%)
		モバイル	3,203	(124.0%)	3,148	(113.8%)	3,097	(99.2%)	3,503	(102.9%)	12,953	(109.1%)
		その他	28	(58.2%)	26	(63.0%)	23	(53.4%)	15	(42.9%)	94	(54.6%)
	営業利益（△は損失）		△ 80	(-)	△ 12	(-)	169	(75.6%)	△ 5	(-)	72	(11.6%)
		ネット型リユース	167	(74.1%)	351	(139.5%)	395	(127.0%)	438	(171.6%)	1,353	(129.4%)
		モバイル	△ 50	(-)	△ 135	(-)	△ 24	(-)	△ 149	(-)	△ 360	(-)
		その他	△ 4	(-)	△ 6	(-)	△ 6	(-)	△ 2	(-)	△ 19	(-)
		調整額	△ 192	(-)	△ 221	(-)	△ 193	(-)	△ 292	(-)	△ 900	(-)

※括弧内は前年同期比

Looking at the full-year results, while consolidated revenue rose to 105.9% of the previous year, operating profit came to 129.4%, representing a 29.4% improvement in profit — indicating that the Company is progressing with increased profits.

These are our key initiatives for consumer-focused reuse. We receive an extremely high volume of purchase requests, 480,000 per year, by leveraging our strengths in digital marketing.

Through our contact center, we combine robust digital transformation efforts with customer scoring, and our efficient purchase channels — in-home visits, mail-in, and in-store services — are now working in harmony, leading to improved profit margins and increased revenue.

個人向けリユース②：2026年6月期 第4四半期実績

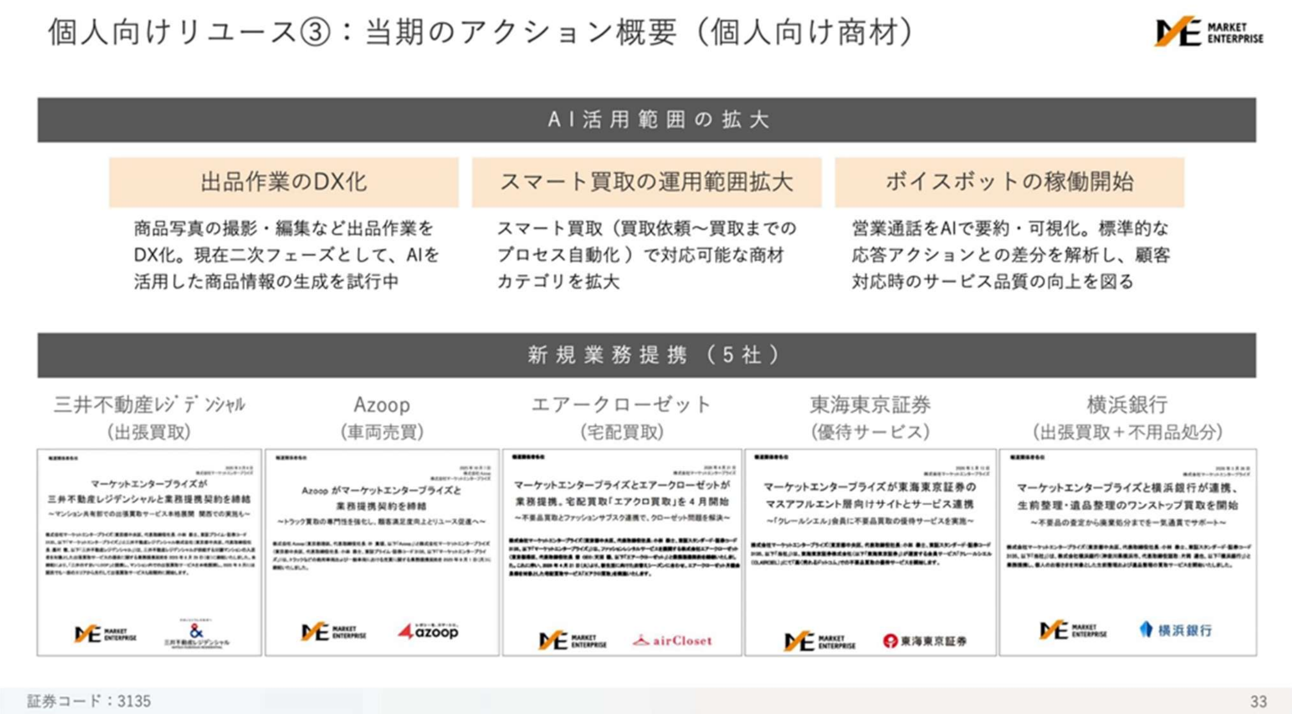
✓ 売上高：31億64百万円（前年同期比△9.0%）
✓ 粗利益：12億40百万円（前年同期比△5.2%）

個人向け商材：在庫の適正化を進め**増収増益**
農機具：内需シフトを進めており減収減益
自動車：中東情勢の影響で海外需要鈍く減収減益

	(単位：百万円)	1Q	2Q	3Q	4Q	計
2025.6期	売上高	2,788 (-)	3,096 (-)	3,025 (-)	3,476 (-)	12,386 (-)
	（内訳）個人向け商材	1,930 (-)	1,960 (-)	1,911 (-)	2,219 (-)	8,022 (-)
	（内訳）中古農機具	570 (-)	751 (-)	679 (-)	837 (-)	2,838 (-)
	（内訳）中古自動車	258 (-)	357 (-)	399 (-)	385 (-)	1,401 (-)
	粗利額	1,147 (-)	1,151 (-)	1,165 (-)	1,308 (-)	4,772 (-)
	粗利率	41.1% (-)	37.2% (-)	38.5% (-)	37.6% (-)	38.5% (-)
	[参考:個人向け商材]	[49.6%] (-)	[47.4%] (-)	[48.4%] (-)	[47.3%] (-)	[48.1%] (-)
2026.6期	売上高	3,008 (107.9%)	3,369 (108.8%)	3,264 (107.9%)	3,164 (91.0%)	12,806 (103.4%)
	（内訳）個人向け商材	2,091 (108.3%)	2,327 (118.7%)	2,360 (123.5%)	2,319 (104.5%)	9,099 (113.4%)
	（内訳）中古農機具	573 (100.6%)	689 (91.8%)	534 (78.7%)	593 (70.9%)	2,392 (84.3%)
	（内訳）中古自動車	306 (118.5%)	298 (83.5%)	336 (84.2%)	236 (61.5%)	1,178 (84.1%)
	粗利額	1,167 (101.8%)	1,322 (114.9%)	1,416 (121.5%)	1,240 (94.8%)	5,146 (107.9%)
	粗利率	38.8% (△2.3p)	39.3% (+2.1p)	43.4% (+4.8p)	39.2% (+1.6p)	40.2% (+1.7p)
	[参考:個人向け商材]	[45.2%] (△4.4p)	[46.1%] (△1.3p)	[50.3%] (+1.8p)	[45.3%] (△1.9p)	[46.8%] (△1.3p)

※1 内訳にその他売上（旧メディア事業からの移管分）は含めていないため、内訳計は売上計と一致しません。　※2 括弧内は前年同期比

Here are the quarterly results for our consumer reuse program.
By optimizing our product lineup and inventory targeting individual customers, we have achieved both increased revenue and higher profits.
As I mentioned earlier, while sales of agricultural equipment and automobiles have declined slightly, we have continued to move forward by focusing on products that generate steady profits, and as a result, the overall health of the business is improving.



In addition, as an overview of our actions this fiscal year, we continued to expand the scope of AI applications for consumer products.

We are also moving forward with new business partnerships: an in-home purchase service for luxury condominiums developed by Mitsui Fudosan Residential; a partnership with Azoop for the buying and selling of used trucks; a partnership with Air Closet for home pickup and buyback services; a partnership with Tokai Tokyo Securities to offer special benefit services to high-net-worth clients; and a partnership with Yokohama Bank on in-home purchases and the disposal of unwanted items, as part of measures to address vacant homes owned by the affluent.

個人向けリユース④：当期のアクションの概要（個人向け商材）

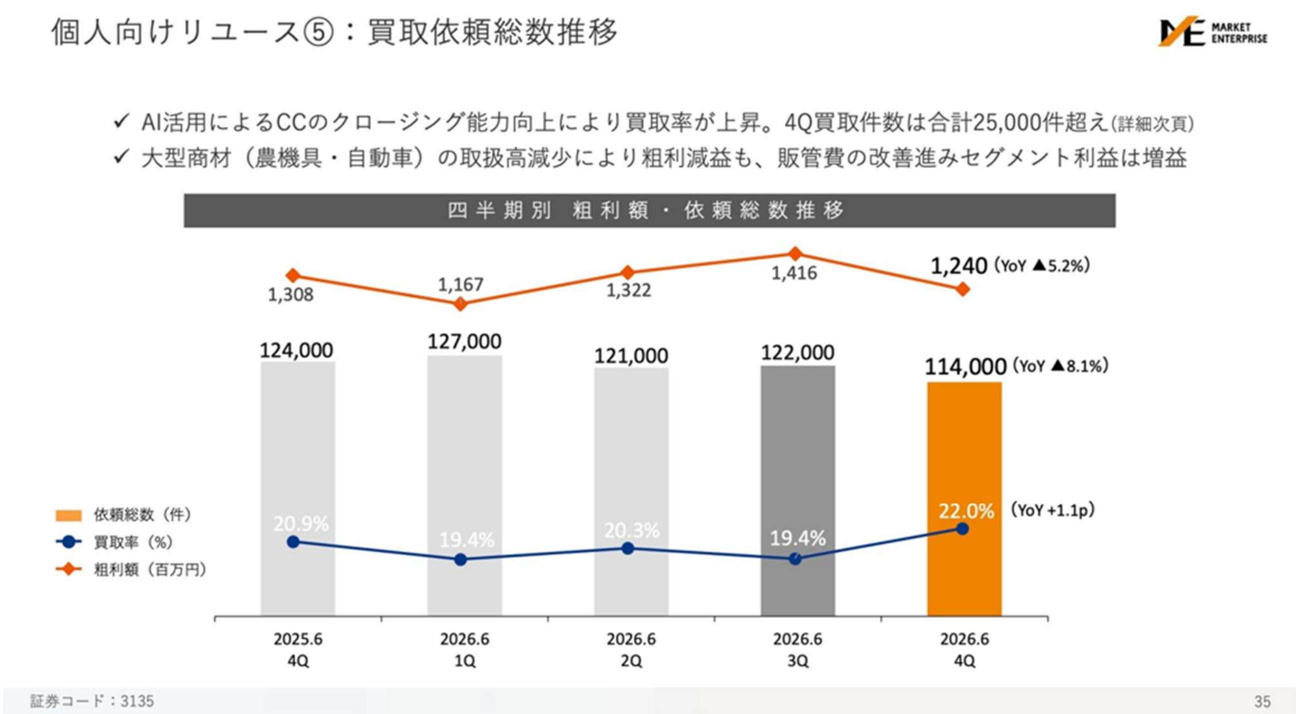
「Yahoo!オークション Best Store Awards 2025」総合賞第１位獲得

✓「Yahoo! オークション Best Store Awards 2025」において、「PC部門」以下計 4 部門で部門賞を受賞し、約 2万ストアの中から総合賞第 1 位に選出。
当社が総合賞第 1 位に選出されるのは、2年連続 5 度目。

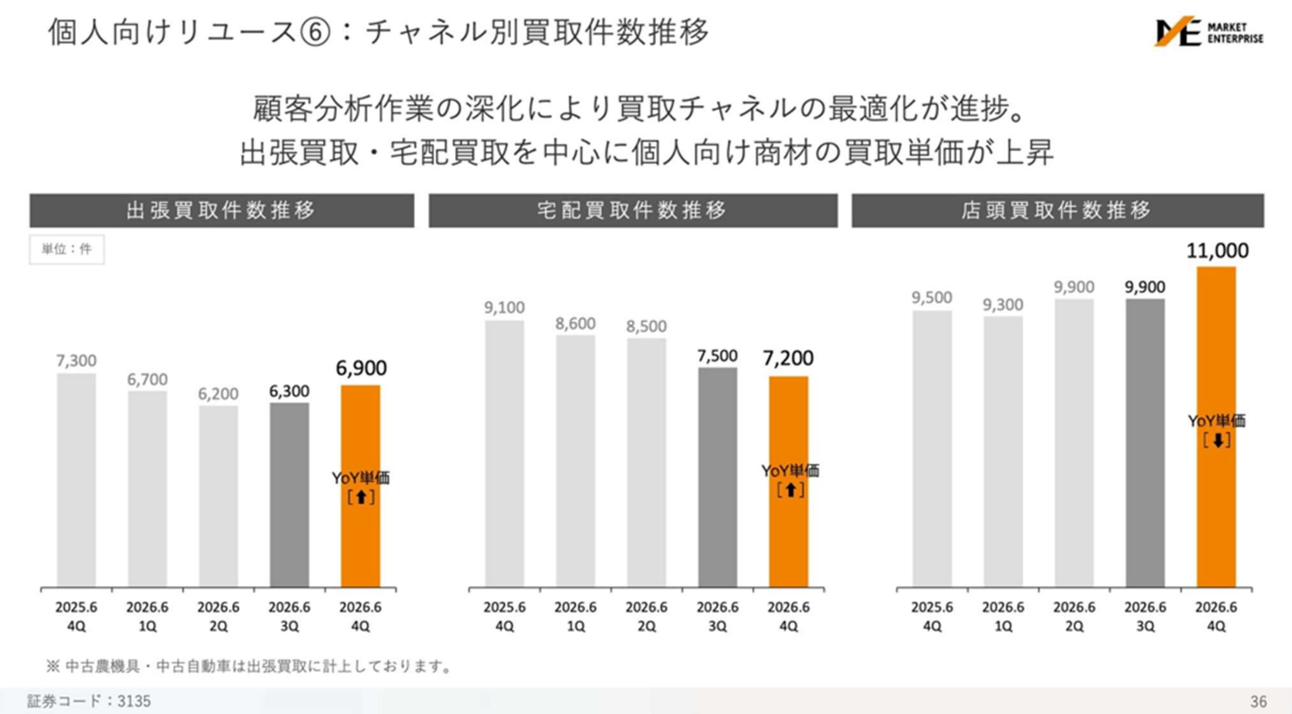
*LINE ヤフー社のeコマース取扱高におけるリユースの成長率は）
FY25においてYoY+14.0%

For these consumer products, we continue to sell primarily through Yahoo! Auctions, the No. 1 online auction platform in Japan, and we remain the top seller there by sales volume, maintaining strong sales momentum. We received division awards in four categories, including personal computers, as well as the overall No. 1 award.

LINE Yahoo’s reuse growth rate within its e-commerce business also rose by 14%, and Yahoo! Auctions’ overall transaction volume is growing as well.



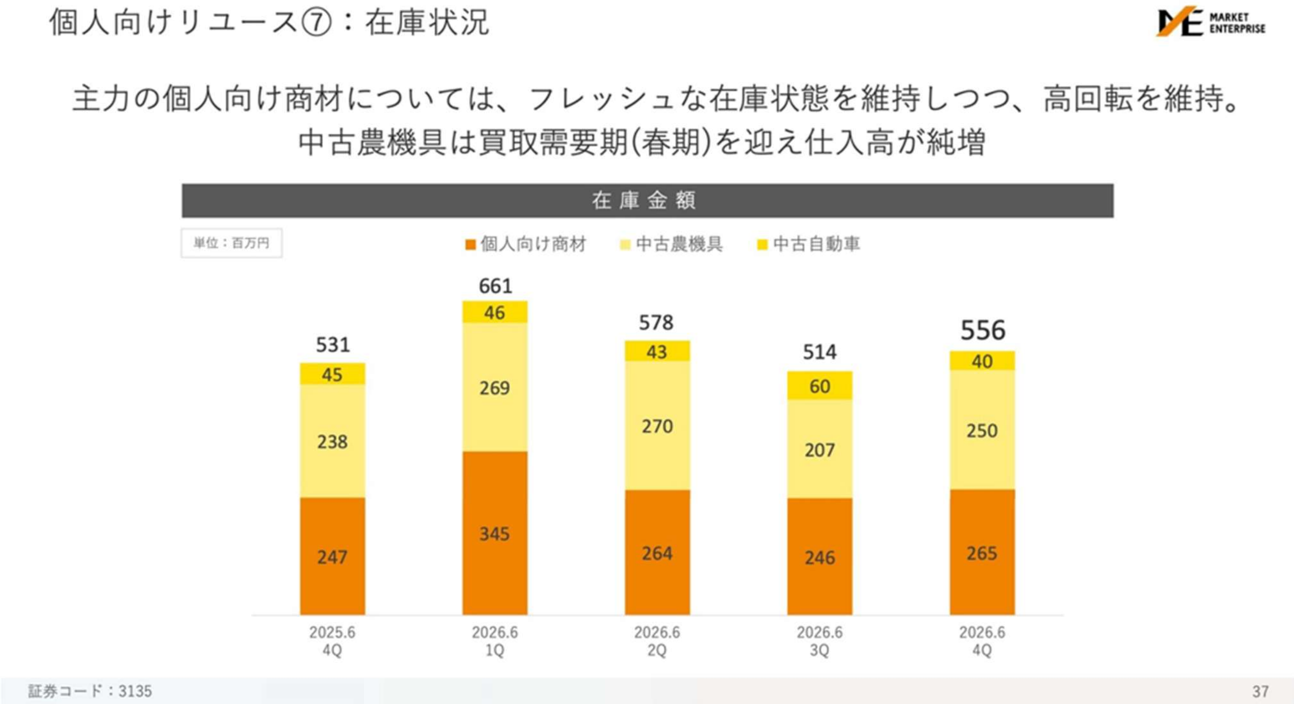
Here is the trend in the number of purchase requests.
The use of AI is also advancing, and as the contact center’s ability to close deals has improved, the purchase rate has risen; the total number of purchase transactions over the past four quarters has now exceeded 25,000.
Although gross profit has declined due to a decrease in the volume of large-ticket items, segment profit is on track to increase thanks to ongoing improvements in selling, general, and administrative expenses.



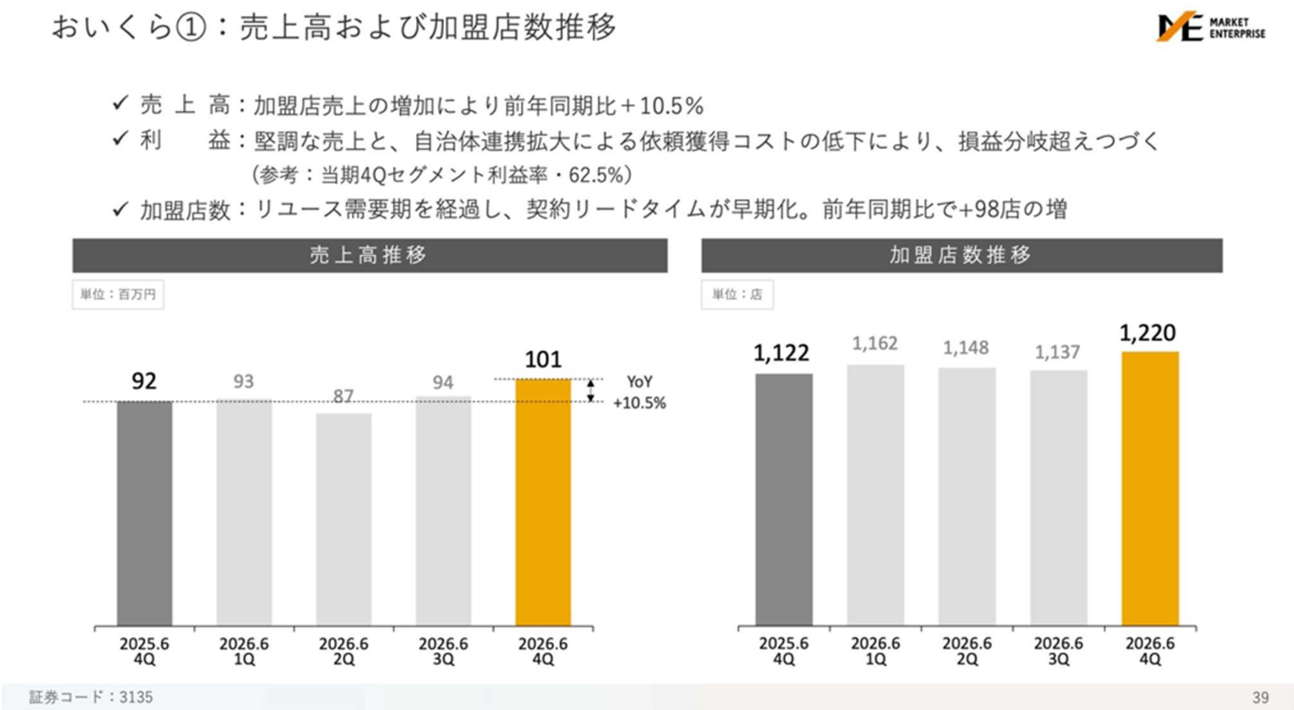
Here is a chart showing the trends in the number of buyback transactions by channel, such as on-site visits, home delivery, and in-store purchases. We are continuing to deepen our customer analysis efforts, and optimization of channel allocation is progressing.

By ensuring that items requiring in-home pickup are picked up on-site, and that items requiring mail-in or in-store drop-off are brought into the store, we have increased the average transaction value for in-home pickup and mail-in services while lowering it for in-store drop-offs. As this optimization continues to progress steadily, profit margins are improving.

As for our expanding store network, we intend to steadily capitalize on demand, including the opening of our Shinjuku location.



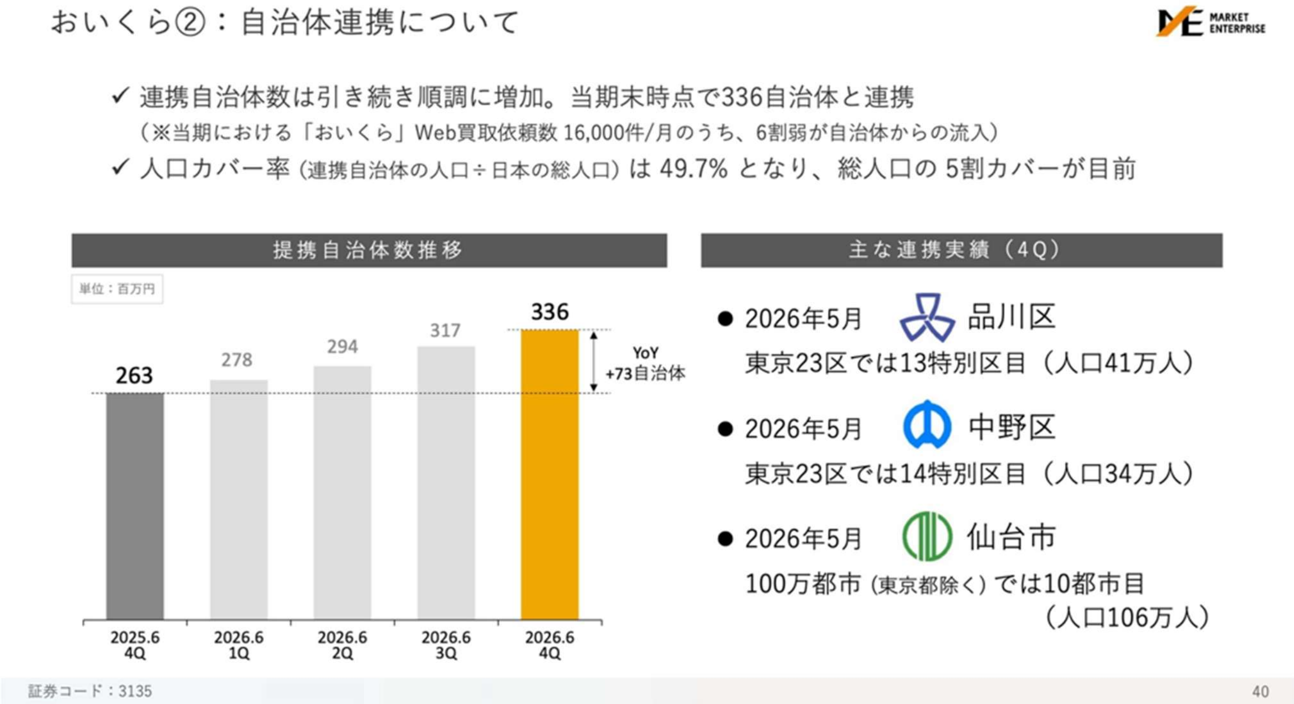
Here is the inventory status. We are making steady progress while maintaining a solid supply of fresh inventory and continuing to achieve high turnover.



Next, here are the trends in sales and the number of franchisees for the “Oikura” business. Sales have been performing well, showing an upward trend with a 10.5% increase compared to the same period last year. The number of affiliated stores is also continuing to grow, now totaling 1,220.

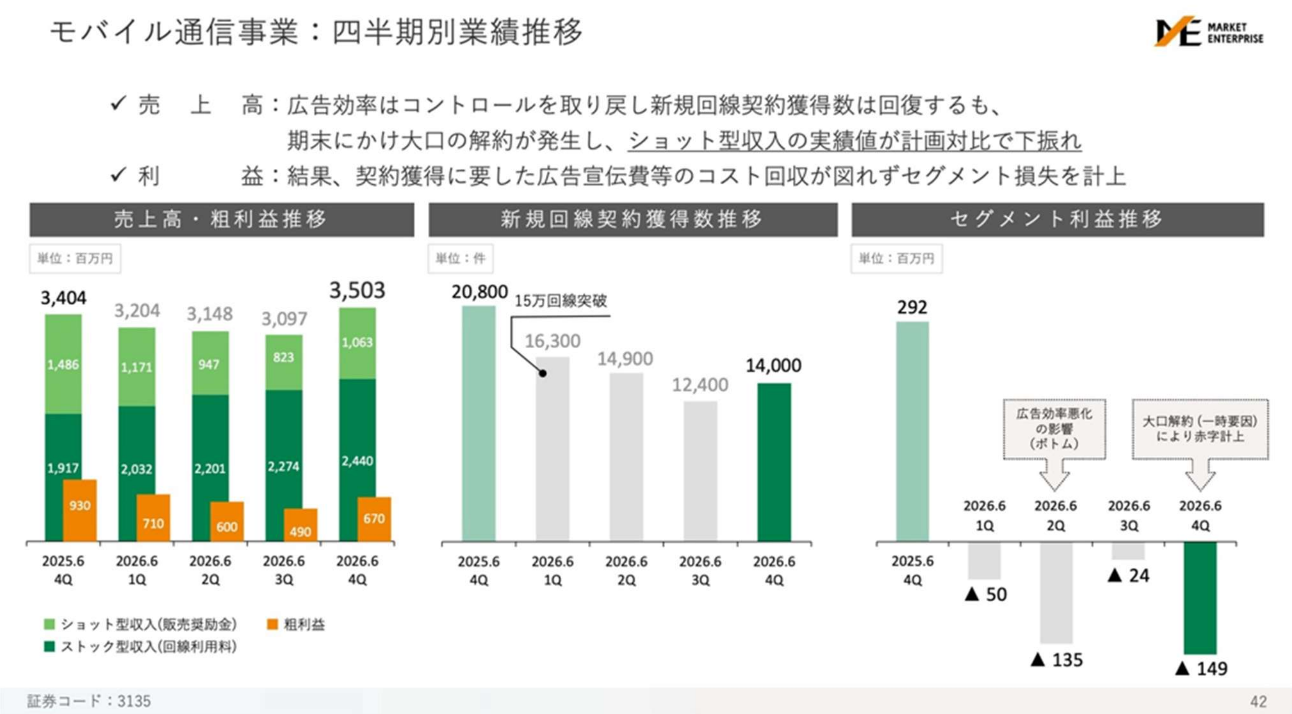
In terms of profits, the Company has continued to operate above the break-even point, thanks to strong sales and lower costs associated with securing contracts resulting from expanded partnerships with local governments.

In terms of the number of franchise stores, with the peak season for reuse now behind us, contract lead times have shortened, and the number of stores has increased by 98 compared to the same period last year.



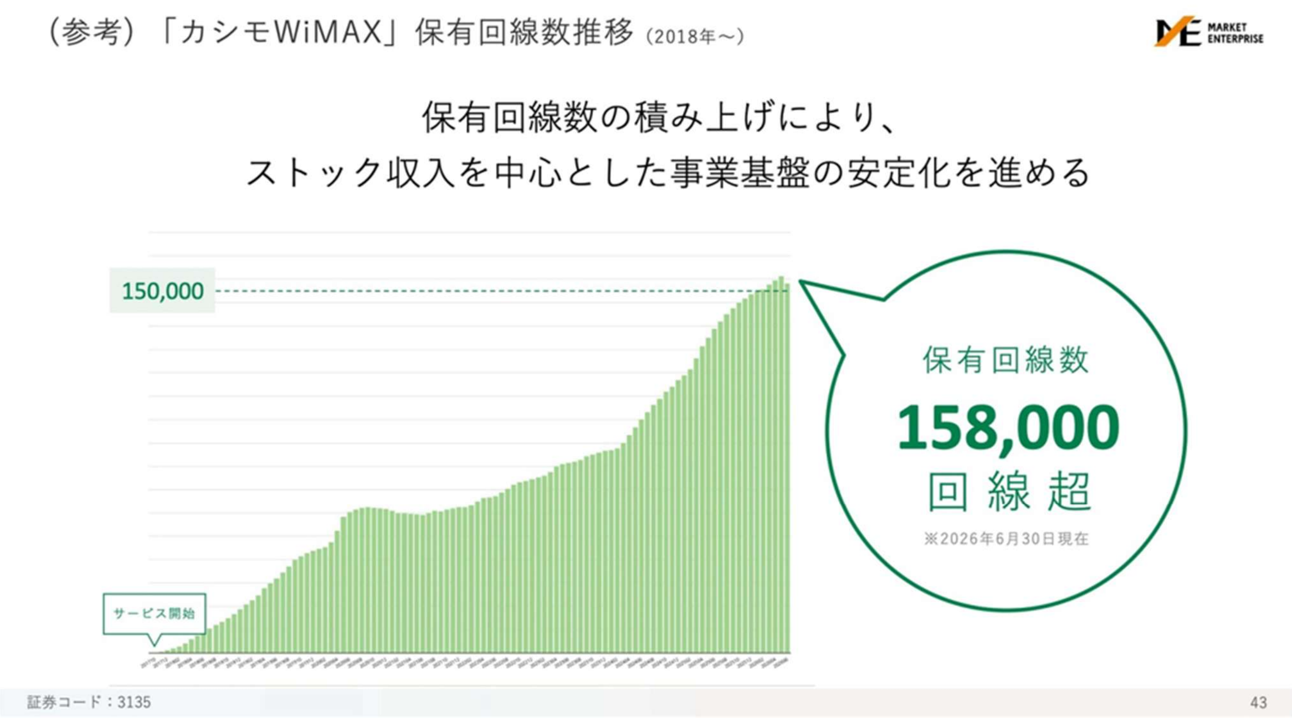
In terms of partnerships with local governments, we have expanded our collaborations with 73 more municipalities compared to one year ago, and we are actively building partnerships with a very large number of local governments.

The population coverage rate also stands at 49.7%, meaning coverage of 50% of the total population is just around the corner. Most recently, we have been continuously expanding our partnerships with municipalities with large populations, such as Shinagawa Ward, Nakano Ward, and Sendai City.



Here are the quarterly financial results for the mobile communications business. Although we restored our control over advertising efficiency and recovered the total number of new subscriber acquisitions, a surge in cancellations toward the end of the period negatively affected performance, causing one-time revenue to fall short of plan.

In terms of profits, we were unable to recoup the costs, such as advertising and promotional expenses, incurred to secure contracts, resulting in a segment loss.



As a result of the accumulation of subscriber lines, the number of lines we hold at fiscal year-end reached 158,000. For the next fiscal year, we intend to work toward stabilizing our business foundation with a focus on recurring revenue.

2026年6月期｜通期 連結損益計算書（再掲）

MARKET ENTERPRISE

リユース事業は順調。一方、モバイル事業の損益悪化の影響大きく 増収減益

(単位：百万円)	2025.6 通期	2026.6 通期	増減	前期比
売上高	24,771	26,230	1,458	105.9%
売上総利益	8,532 (34.4%)	8,082 (30.8%)	△450	94.7%
営業利益	625 (2.5%)	72 (0.3%) (参考：株主優待費用 △143)	△553	11.6%
経常利益	684 (2.8%) (参考：デリバティブ解約益 +143)	35 (0.1%)	△649	5.1%
親会社株主に帰属する当期純利益 (△は損失)	484 (2.0%)	△76 (－)	△561	―

※括弧内は利益率

Here is a summary of our consolidated financial results. I'd like to have Mr. Imamura provide a detailed explanation of this.

Imamura: This is Imamura. I will briefly discuss the three financial statements.

This is the P&L. As Mr. Kobayashi mentioned earlier, net sales totaled JPY26.23 billion, or 105.9% of the previous year's figure; gross profit was JPY8.082 billion, or 94.7% of the previous year's figure; operating profit was JPY72 million; and ordinary profit was JPY35 million.

The reason for this is that earnings from the mobile communications business deteriorated. In the reuse segment, profit grew by just under 30% on a cumulative basis; however, this was not enough to offset deteriorating advertising efficiency in the mobile communications business — primarily in Q1 and Q2 — together with a large-scale cancellation that occurred at the end of the fiscal year, resulting in this outcome.

連結貸借対照表

✓ 個人向けリユース分野の当期商品回転率(※) は、22.8回転（*業界最高水準）

(単位：百万円)	2025.6 4Q末	2026.6 4Q末	増減
流動資産	5,031	4,779	△ 252
現金及び預金	1,710	1,477	△ 233
売掛金	2,494	2,471	△ 23
商品	561	618	56
その他流動資産	264	212	△ 51
固定資産	1,206	1,101	△ 104
有形固定資産	312	283	△ 29
無形固定資産	77	73	△ 4
(うち、のれん)	(69)	(50)	△ 19
投資その他の資産	816	744	△ 71
資産合計	6,238	5,881	△ 357

	2025.6 4Q末	2026.6 4Q末	増減
負債	4,324	4,162	△ 162
買掛金	887	949	61
短期有利子負債	2,125	2,012	△ 112
未払金	509	373	△ 135
長期有利子負債	48	23	△ 25
その他負債	753	803	50
純資産	1,913	1,718	△ 194
負債純資産合計	6,238	5,881	△ 356

※ 商品回転率＝商材売上高÷リユース商品期末在庫高

Next, let's move on to the balance sheet. Total assets at the end of the current fiscal year were JPY5.881 billion, as shown at the bottom left, representing a decrease of approximately JPY357 million compared to the previous fiscal year.

Breaking that down, current assets showed a decrease of JPY252 million, which was primarily due to a significant decline in cash and deposits.

On the other hand, in the second row below cash and deposits, inventory has increased by about JPY56 million. As shown here as well, our inventory turnover ratio is extremely high, at approximately 22.8 turns, so we view the increase in inventory at the end of the fiscal year as a very positive trend, particularly in our online reuse business.

We ended the fiscal year with inventory levels up about 10% from the end of the previous fiscal year, and the current fiscal year, that is, the fiscal year ending June 2027, is off to a solid and steady start.

Regarding fixed assets, the primary factor contributing to the decrease is found under investments and other assets. Since we've received many questions about this, I'd like to clarify that the decrease in this figure is due to the reversal of deferred tax assets that occurred in Q2. I hope my explanation answers the questions.

As for liabilities, the main factor is a decrease in short-term interest-bearing debt. Since this is a business model focusing on high turnover of reused goods, we are steadily working to reduce inventory while closely monitoring inventory levels and current cash flow needs.

Net assets are shown as a negative JPY194 million; the primary reason is the recognition of a net loss attributable to the parent company's shareholders at the end of the fiscal year.

That concludes my review of the balance sheet.

連結キャッシュ・フロー計算書

✓ 営業CF：税金等調整前当期純利益の減少（前年同期比△667百万円）により支出超過
✓ 投資CF：前期計上のデリバティブ解約益に関わる残金(保証金含む)の回収によりプラス計上
✓ 財務CF：資金効率の良いリユース事業の伸長により手許必要資金を適正化→短期借入金を圧縮

（単位：百万円）	2025.6 通期	2026.6 通期	増減
営業活動によるキャッシュ・フロー	482	△ 105	△ 588
投資活動によるキャッシュ・フロー	△ 51	20	72
フリーキャッシュ・フロー	431	△ 84	△ 516
財務活動によるキャッシュ・フロー	△ 196	△ 159	37
現金及び現金同等物の期末残高	1,710	1,477	△ 233

Next, I will discuss the last one of the three financial statements, which is the consolidated cash flow statement. A summary is provided in the three-line text block at the top.

The main factor behind the decline in operating cash flow was a decrease in pre-tax profit.

Regarding investing cash flows, there was a gain on the settlement of derivatives in the previous fiscal year, and as a result, items such as the return of security deposits related to investing cash flows occurred in the current fiscal year, leading to a positive balance.

Regarding cash flows from financing activities, as I mentioned earlier when discussing the balance sheet, we have steadily improved capital efficiency while optimizing our cash on hand and reducing short-term borrowings, which is why the figures look like this.

The year-end balance of cash and deposits, shown in the very last line, was JPY1.477 billion, which is a decrease of approximately JPY233 million from last year; however, we have steadily improved our capital efficiency, and our cash on hand is currently at a robust level.

For the current fiscal year, we intend to improve our financial position by consistently generating solid profits while steadfastly executing strategies across various business segments, and we would like to ask for your continued support.

That’s all from me.

Kobayashi: The rest of the presentation deck is in the appendix, containing business details and data, so please check back as you please. Overall, our online reuse business is performing well and is set to continue expanding and growing, including in the consumer segment. At the same time, we are steadily implementing structural reforms in the mobile communications sector, and we hope to build on the growth achieved this fiscal year to drive future growth.

Thank you very much for your attention.