Note: This document is a translation of the original Japanese version and provided for reference purposes only. In the event of any discrepancy between the Japanese original and this English translation, the Japanese original shall prevail.

MARKET ENTERPRISE

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

November 13, 2026

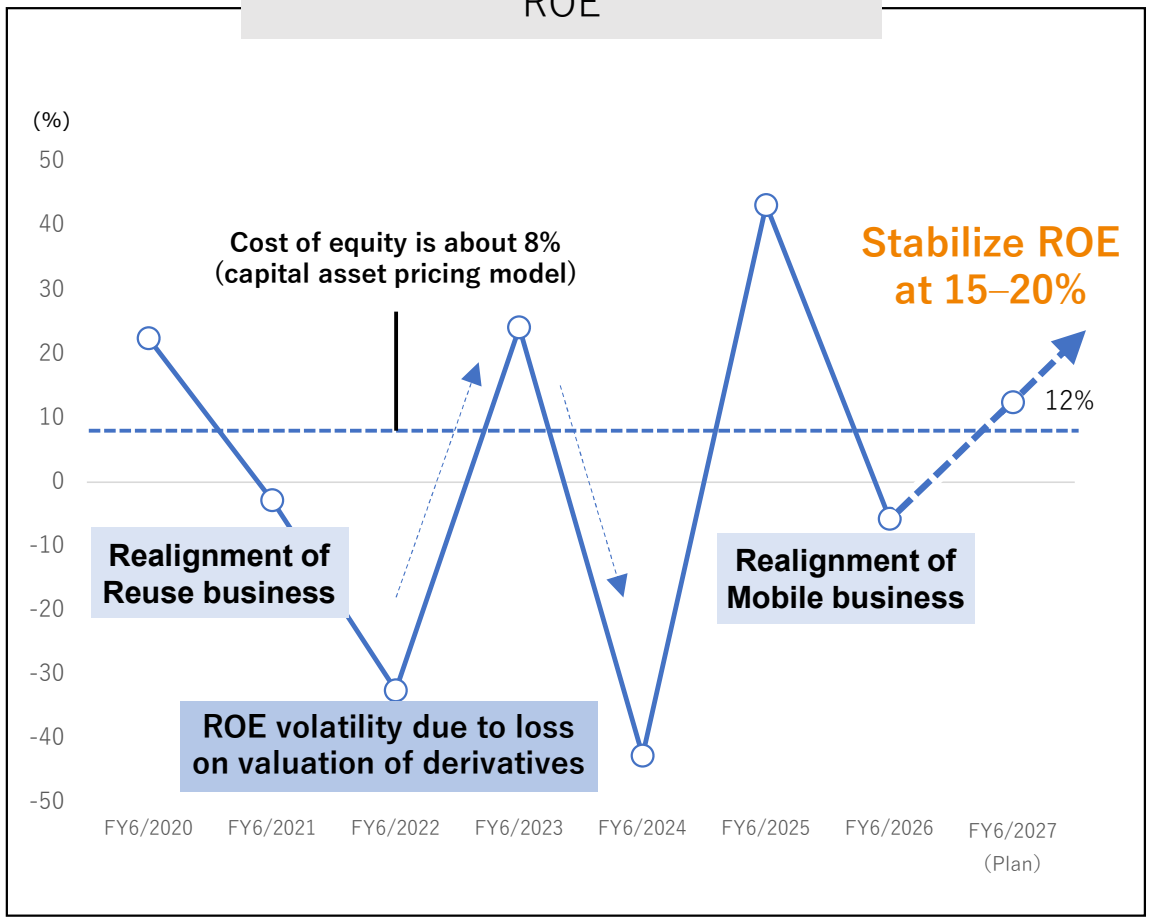
MarketEnterprise Co., Ltd

Securities code: 3135

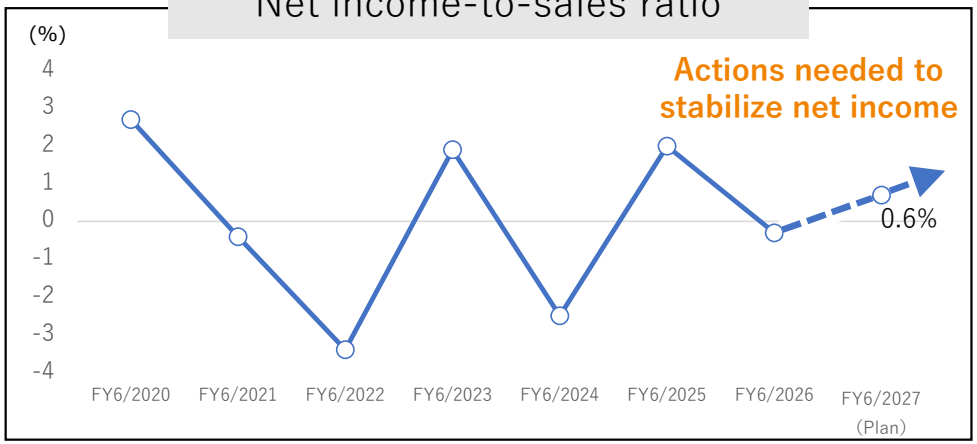
Action to Implement Management that is Conscious of Cost of Capital and Stock Price

✓ ROE volatility stems from gaps between plans and results; top priority is stabilizing earnings through reliable plan execution

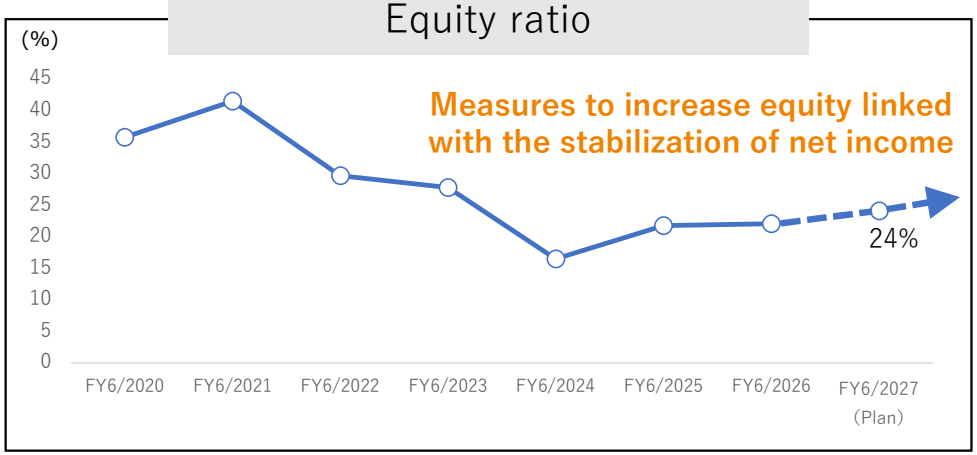
ROE



Net income-to-sales ratio



Equity ratio



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

✓ Aiming to improve earnings and financial soundness by FY6/2028 by continuing rapid growth, increasing profitability and reducing the use of derivatives

- Second-hand Online business
  Strengthen procurement by opening new stores in central urban areas

- Second-hand Online business
  Improve margins by focusing on products for individual customers

- Mobile & Telecommunications business
  Shift to a recurring-revenue business model

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

Sustainable sales growth

Higher operating margin

The goal is an operating margin of at least 6%

Stabilization of net income as a pct. of sales

Aiming for an equity ratio of more than 30%

An ROE of consistently 15%-20%

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

For IR-Related Inquiries and Inquiries about this Document

MarketEnterprise IR

ir@marketenterprise.co.jp

MARKET ENTERPRISE

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