TSE Prime Market Securities Code: 3093

TREASURE FACTORY

Treasure Factory Co., Ltd.

Presentation Materials

Fiscal year Ended February 28, 2025
(March 2024 to February 2025)

April 9, 2025

Summary of Financial Results

TREASURE FACTORY

1	Net sales and operating profit for the fiscal year grew by more than +20% YOY	• Achieved net sales of **42.2 billion** yen (**122.5**% YOY) and operating profit of **4.0 billion** yen (**120.5**% YOY) • **Both net sales and operating profit** for the fiscal year exceeded **record-high** levels
2	Non-consolidated existing stores exceeded YOY sales for 42 consecutive months	• Existing stores continue to enjoy high-level growth rates, achieving **107.9**% YOY in the fiscal year. • Non-consolidated existing stores exceeded YOY sales for **42 consecutive months** from September 2021 through February 2025.
3	Non-consolidated existing stores achieved increase in number of sales and price per sale	• Number of sales came to **103.6**% YOY, and price per sale came to **104.1**% YOY • Achieved well-balanced sales growth backed by favorable external conditions and successful internal measures
4	Significant improvement in cash flows	• Operating cash flows for the fiscal year came to a record-high **2.8** billion yen (**281.9**% YOY). • Enforced a group-wide theme of improving inventory efficiency, and the actions at each store proved successful.

Consolidated | Profit and Loss Statements (PL)

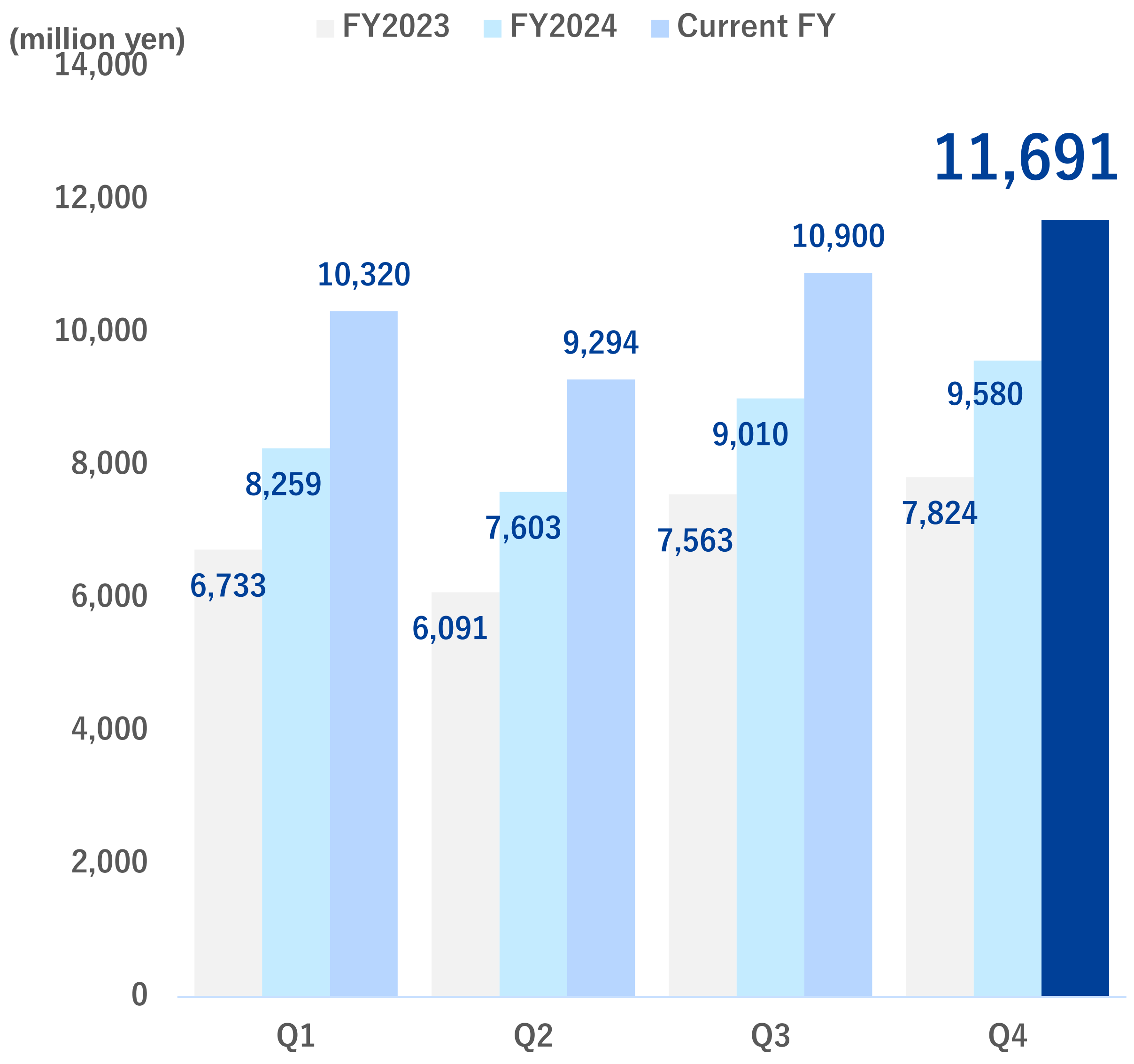
TREASURE FACTORY

Both net sales and operating profit grew by more than +20% YOY, largely achieving the performance forecasts that were revised upward in Q1

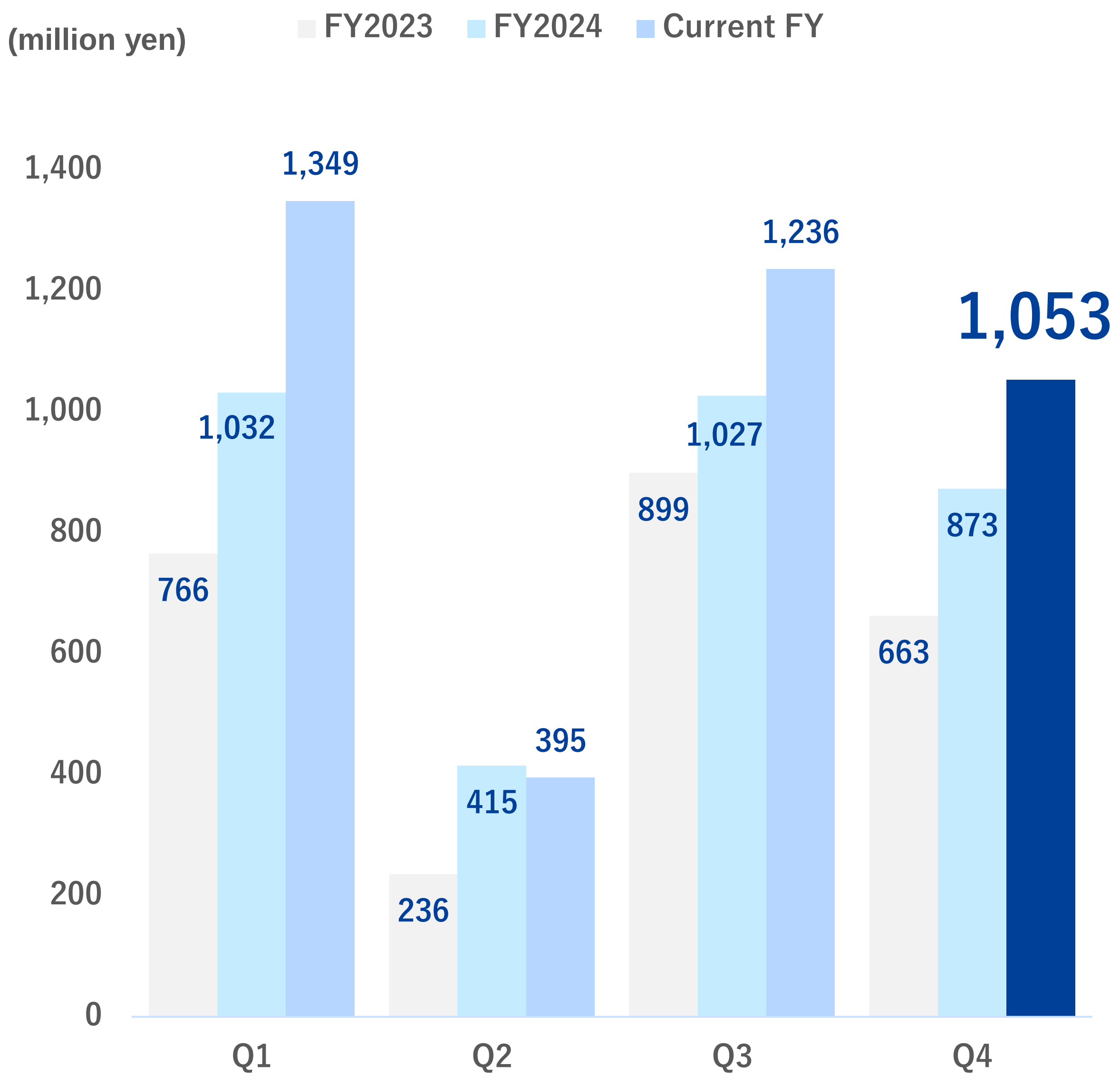
(million yen)	FY2024 Full-year results	FY2025 Full-year results	Year on year Change	Year on year Change (%)	Performance forecasts Full-year forecast	Performance forecasts Progress	Factors that caused YOY increase/decease and differences between performance forecast and actual results:
Net sales	34,454	42,207	+7,752	+22.5%	41,862	100.8%	Year on year: Cumulative growth rate of existing stores in the fiscal year was 107.9％ Benefited from "26 stores opened in previous FY" + "24 stores in current FY" + "M&A in previous FY"
Net gross profit	20,870	24,924	+4,054	+19.4%	-	-	
Gross profit ratio	60.6%	59.1%	-1.5pts	-	-	-	Due to increase in sales composition ratio of expensive items catering to inbound tourists -0.7pts Impact of golf gear reuse business which was acquired by M&A in the previous fiscal year -0.4pts Impact of changes in accounting process (part of the shipping cost for purchases under SG&A expenses is now included in cost of sales) -0.2pts
Selling, general, and administrative expenses	17,522	20,889	+3,367	+19.2%	-	-	
Operating profit	3,348	4,035	+686	+20.5%	4,041	99.9%	
Operating profit ratio	9.7%	9.6%	-0.1pts	-	-	-	
Ordinary profit	3,390	4,082	+692	+20.4%	4,069	100.3%	
Profit attributable to owners of parent	2,241	2,709	+467	+20.9%	2,723	99.5%	
Earnings per share	95.94 yen	115.63 yen	+19.69 yen	+20.5%	116.23 yen	99.5%	

Consolidated | Quarterly Results

Net sales



Operating profit



(million yen)	Quarter			Full year		
	FY2024 Q4	FY2025 Q4	Year on year	FY2024 Full year	FY2025 Full year	Year on year
Net sales	9,580	11,691	22.0%	34,454	42,207	22.5%
Operating profit	873	1,053	20.7%	3,348	4,035	20.5%
Operating profit ratio	9.1%	9.0%	-	9.7%	9.6%	-0.1pts

Both net sales and operating profit for the fiscal year grew by more than +20% YOY

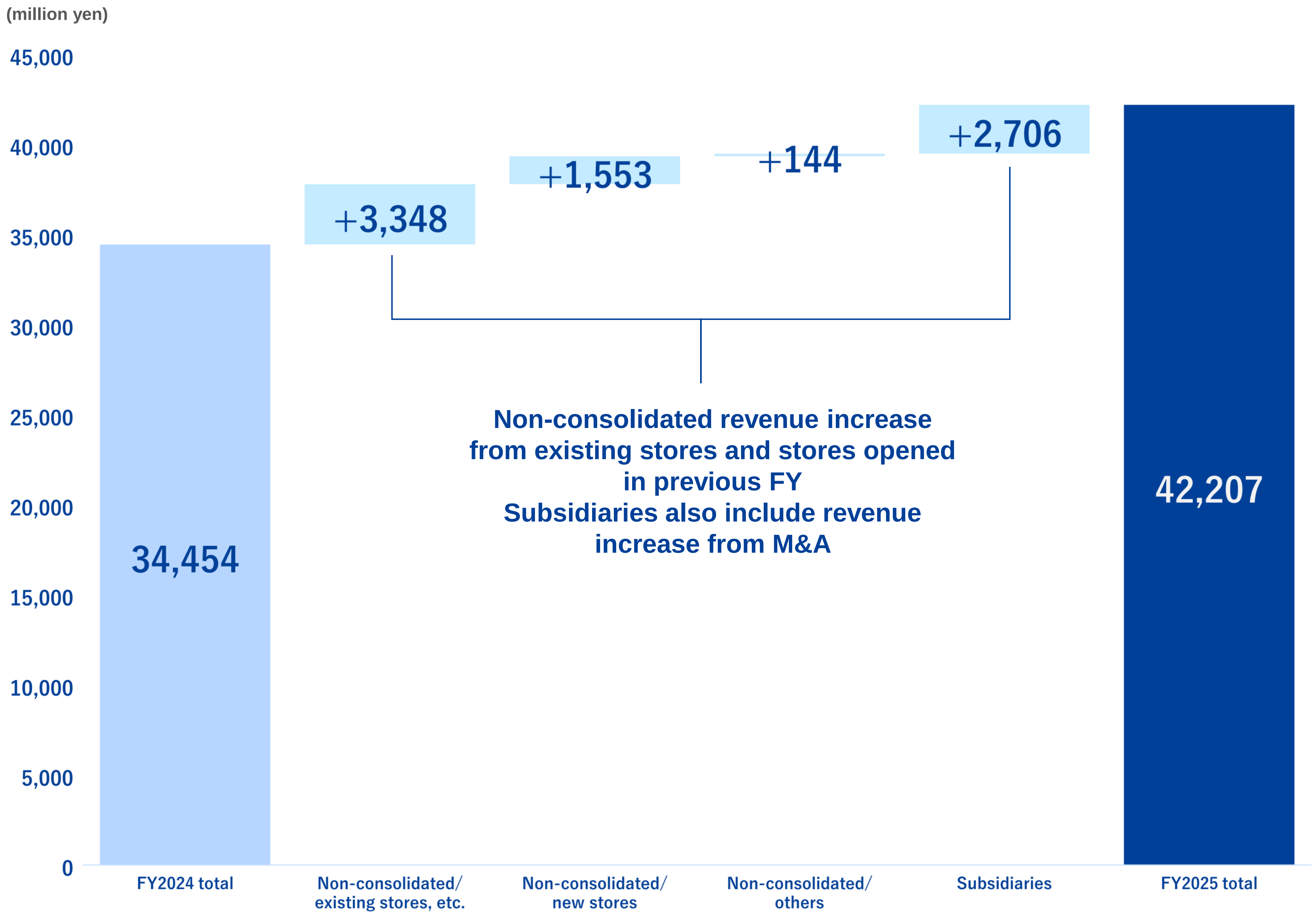
- Existing stores continue to enjoy high-level growth rates
- Net sales increased by nearly 22% YOY, exceeding 10 billion yen in Q3 and again in Q4

Operating profit for Q4 exceeded record-high level

- Profit decreased YOY in Q2 as a result of advance investments for expansion and relocation of distribution center, etc.
- Profit increased by nearly 20% YOY in Q4, exceeding 1 billion yen

Consolidated | Net Sales Fluctuation Analysis

TREASURE FACTORY



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

- Full-year revenue increased **+6,054** million yen (total of non-consolidated stores/subsidiaries)

New stores opened in the current fiscal year generally made a strong start

- While the number of stores opened was fewer than the plan, performance of already opened stores was largely as planned

Increase in sales of expensive items catering to inbound tourists

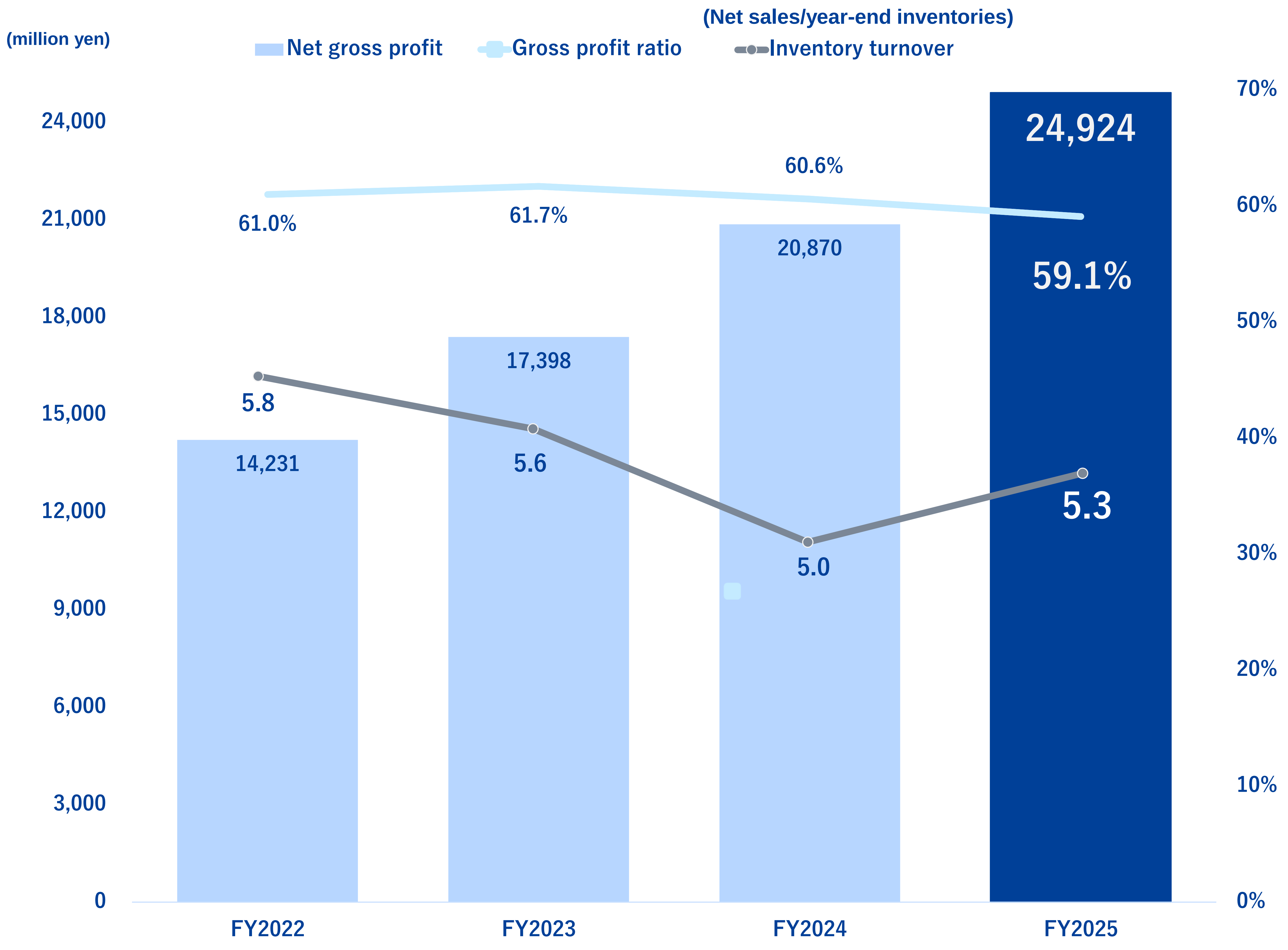
- Duty-free sales ratio was **9.9**%, up 3.1 pts YOY

Supplementary comments

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

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

TREASURE FACTORY



Amount of net gross profit increased as a result of improving turnover

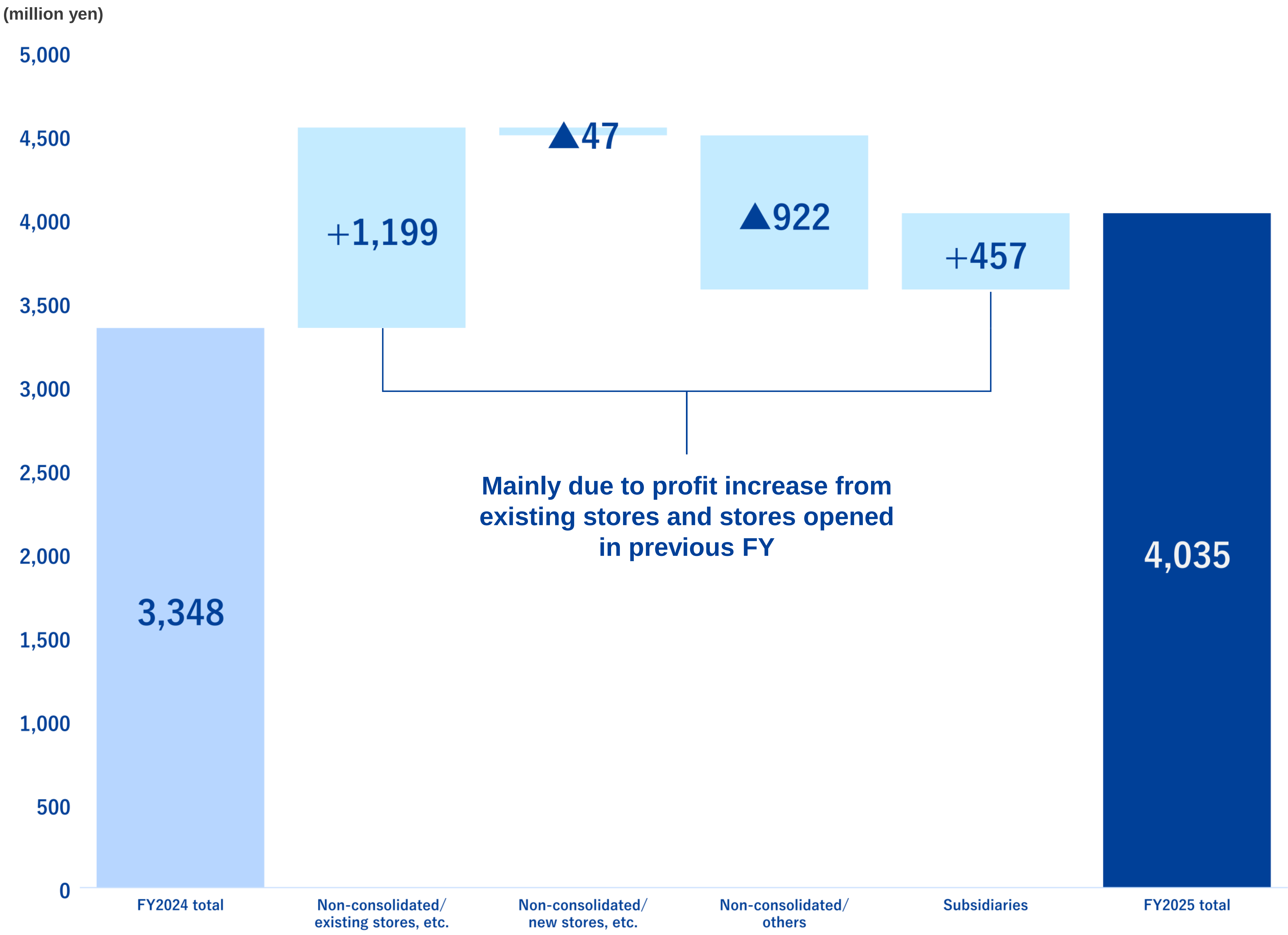
- **While gross profit ratio continues to fluctuate with the change in product mix, amount of gross profit has increased as expected**
- **Prioritized avoiding missed sales opportunities and increased inventory turnover to increase the amount of gross profit**

Analysis of factors impacting gross profit ratio

- **Impact of increase in sales composition ratio of expensive items -0.7pts**
- **Impact of golf gear reuse business which was acquired by M&A in the previous fiscal year: -0.4pts**
- **Impact of changes in accounting process** (part of the shipping cost for purchases under SG&A expenses is now included in cost of sales): **-0.2pts**

Consolidated | Operating Profit Fluctuation Analysis

TREASURE FACTORY



Increase in revenue from existing stores, etc. enabled solid increase in profit

- Full-year profit increased +1,656 million yen (total of non-consolidated stores/subsidiaries)

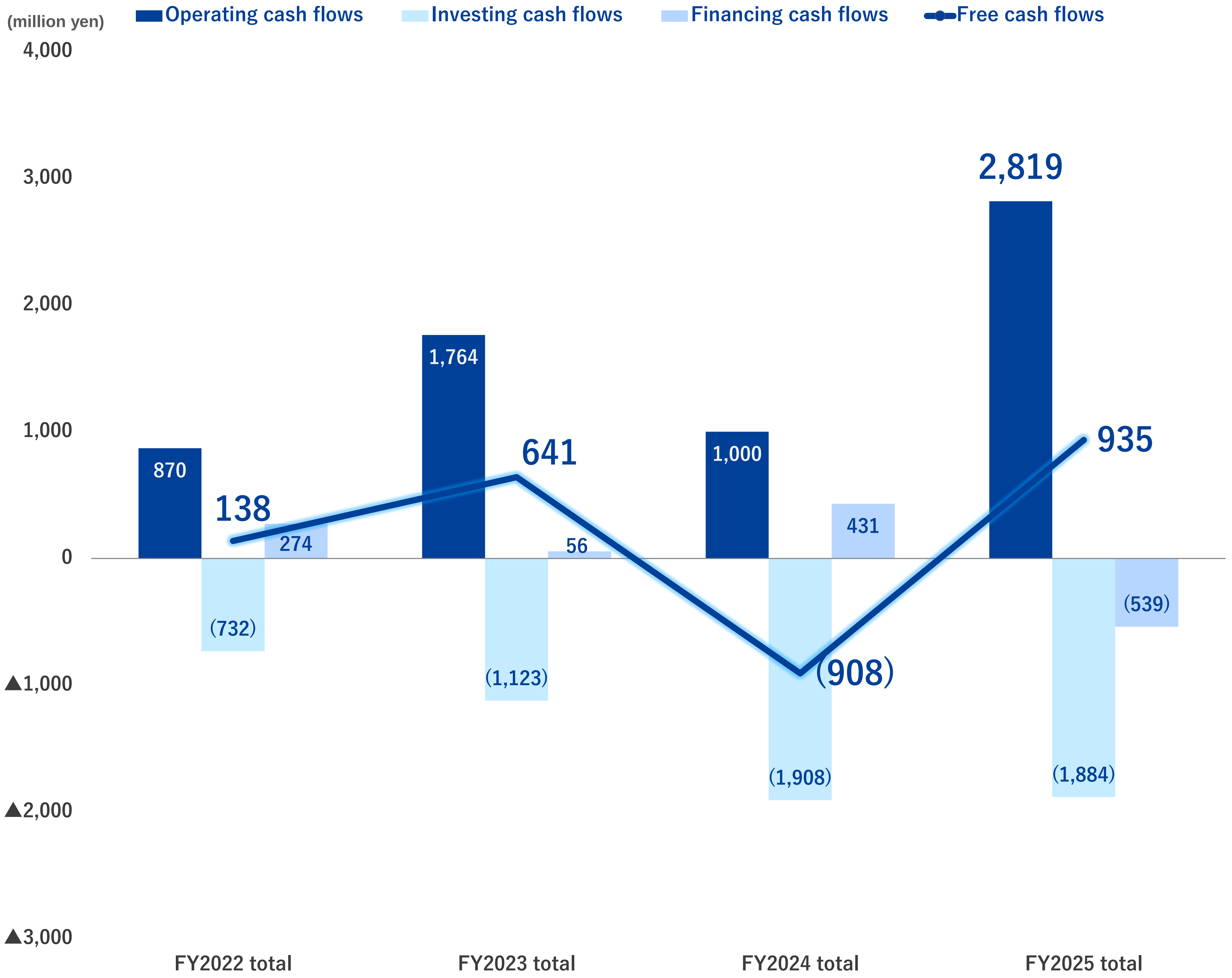
Major breakdown of "non-consolidated/others"

- Increase in staffing for purchase channels other than in-store purchases: -152M yen
  (Increase in fixed costs associated with business expansion)
- Increase in advertising expenses for strengthening EC and purchases: -107M yen
  (Increase in variable costs associated with increase in sales and purchases)
- Increase in costs for expansion and relocation of distribution center: -33M yen
  (One-off cost)
- Decrease in profit YOY from rental business: -64M yen
- Up-front costs for opening of new stores in FY2026 Q1: -21M yen
  (While up-front costs are incurred every year, the amount is significant as there are many new stores opening in Q1 and should be noted.)

Supplementary comments

- Non-consolidated/existing stores, etc. represents the total of existing stores and stores opened in the previous fiscal year
- The distribution center handling home-delivery purchases was expanded and relocated in FY2024 (February)
- The distribution center for home-visit purchases, auction, and rental businesses was expanded and relocated in the current fiscal year (July–August)

Consolidated | Cash Flows for the Past 4 Years



TREASURE FACTORY

Operating cash flows for the fiscal year came to +1,819 million yen YOY

- In the previous fiscal year, we saw strong demand for purchases which largely exceeded successful sales, temporarily shifting business to purchase-centric. Based on our knowledge from the previous fiscal year, we enforced a group-wide theme of improving inventory turnover, and the actions at each store proved successful.

Made advance investments while increasing free cash flows

- Backed by the favorable external conditions, free cash flows increased significantly by **+1,843** million yen YOY while pursuing aggressive capital investments

Supplementary comments

- Free cash flows represent the total of operating cash flows and investment cash flows

Changes in KPIs—Summary

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Non-consolidated	**Existing stores—YOY sales** Trends in demand and indicator of business growth potential	Full year: **107.9**% YOY: 109.5% (-1.6 pts) Both number of sales and unit prices continued to rise
Non-consolidated	**Existing stores: Gross profit ratio** Indicator of business profitability	Full year: **64.2**% YOY: 64.8% (-0.6 pts) *Page 9 shows consolidated figures, while these figures are non-consolidated Dropped by -0.4 pts due to changes in product mix (sales of merchandise with high unit prices and high cost rates increased) Dropped by -0.2 pts due to changes in accounting process (part of the shipping cost for purchases under SG&A expenses is now included in cost of sales)
Consolidated	**EC ratio** Indicator of optimization of sale opportunities	Full year: **14.5**% YOY: 13.9% (+0.6 pts) E-commerce ratio has increased due to increase in the handling of high unit price merchandise such as branded products and hobby-related items, and improved listing efficiency through the establishment of an EC listing system
Consolidated	**YOY Purchases** Leading indicator of capacity for sales & store opening	Full year: **121.2**% YOY: 127.6% (-6.5 pts) In-store purchases increased +11.2% YOY, home-delivery purchases increased +12.0% YOY, and home-visit purchases increased +36.3% YOY (all non-consolidated) Compared with the previous fiscal year in which business was somewhat purchase-centric, we improved turnover efficiency and achieved growth at appropriate level
Consolidated	**Number of new stores in the current FY** Leading indicator of increase in revenue and profit	Full year: **24** stores YOY: 26 stores (-2 stores) Opening of small stores is becoming increasingly competitive, which resulted in opening a smaller number of stores than in the previous fiscal year and not achieving target for the current fiscal year. However, this was compensated by relocating to better properties and opening large-scale projects, which allowed us to plant seeds for future growth.

FY2026 Performance Forecasts

TREASURE FACTORY

For FY2026, net sales of 46.2 billion yen (+9.6% YOY) and ordinary profit of 4.4 billion yen (+8.8% YOY) are planned

(million yen)	FY2025 results	Full-year forecast FY2026 forecast	Increase/decrease	Assumptions & supplementary information
Net sales	42,207	46,252	+9.6%	Assuming the uncertain outlook of external conditions, sales growth of non-consolidated existing stores has been set at 102% YOY
Operating profit	4,035	4,420	+9.5%	Gross profit ratio (consolidated) has been set at 59.9% SG&A ratio (consolidated) has been set at 50.4%
Operating profit ratio	9.6%	9.6%	-	
Ordinary profit	4,082	4,441	+8.8%	
Ordinary profit ratio	9.7%	9.6%	-0.1pts	
Profit attributable to owners of parent	2,709	3,008	+11.0%	
Net profit margin	6.4%	6.5%	-	
Earnings per share	115.63 yen	128.37 yen	+11.0%	
Dividend per share	36.00 yen	39.00 yen	+8.3%	
Dividend payout ratio	31.1%	30.4%	-	

Dividends Forecast

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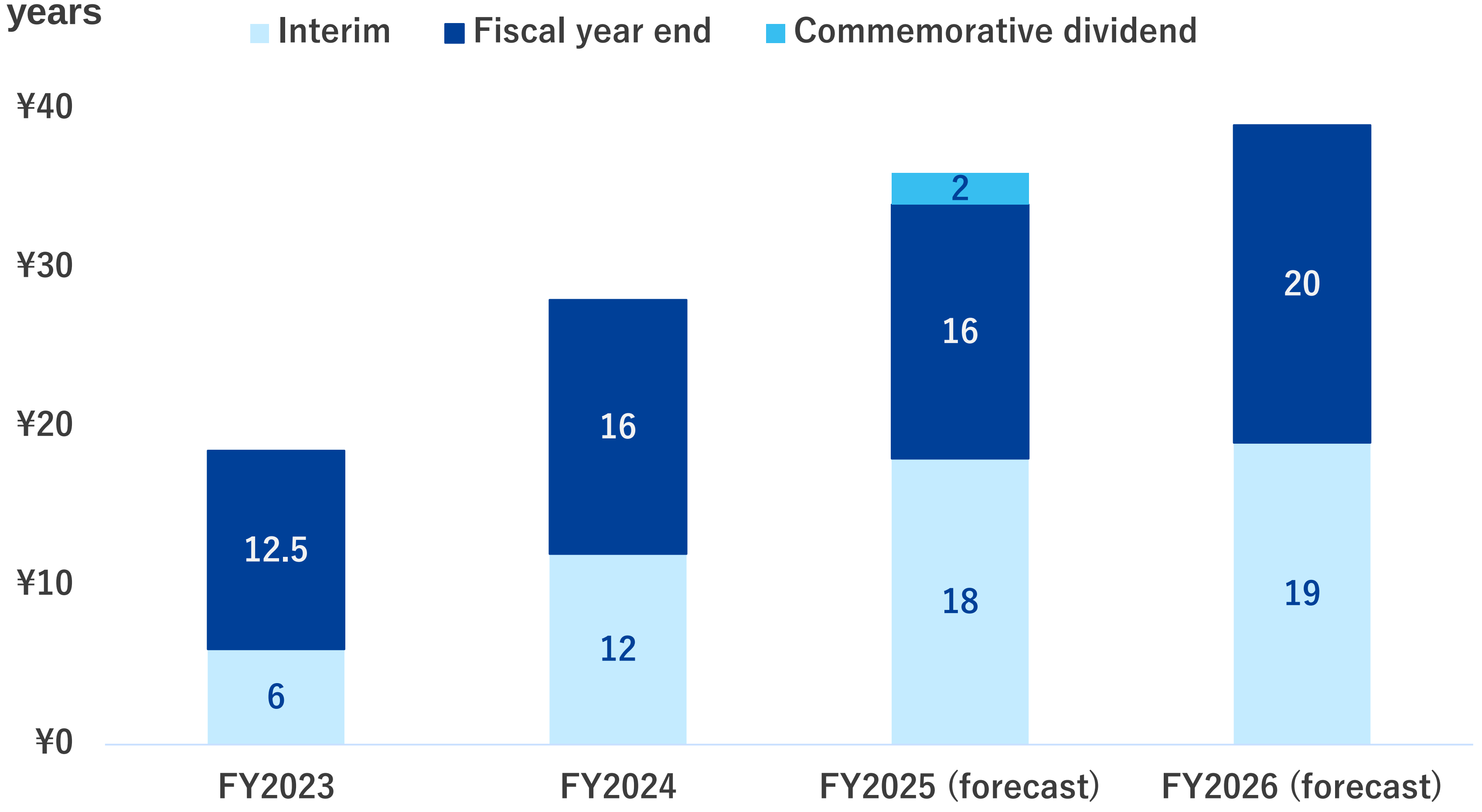
Dividends Forecast
(per share)

	FY2025	FY2026	YOY
Interim	(Results) 18 yen	19 yen	＋1 yen
Fiscal year-end	16 yen	20 yen	＋4 yen
30th anniversary commemorative dividend	2 yen	-	-
Annual total	36 yen	39 yen	＋3 yen
Dividend payout ratio	31.1 %	30.4 %	-0.7 pts

Dividends for the past 4 years
(after stock split & adjustments)



30th anniversary commemorative dividend

- In addition to the FY2025 year-end dividend, a commemorative dividend to celebrate the 30th anniversary of founding of the Company in May 2025 is planned

The Company plans to increase dividends by 3 yen for FY2026

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

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

Summary of Medium-term Profit and Loss Projections

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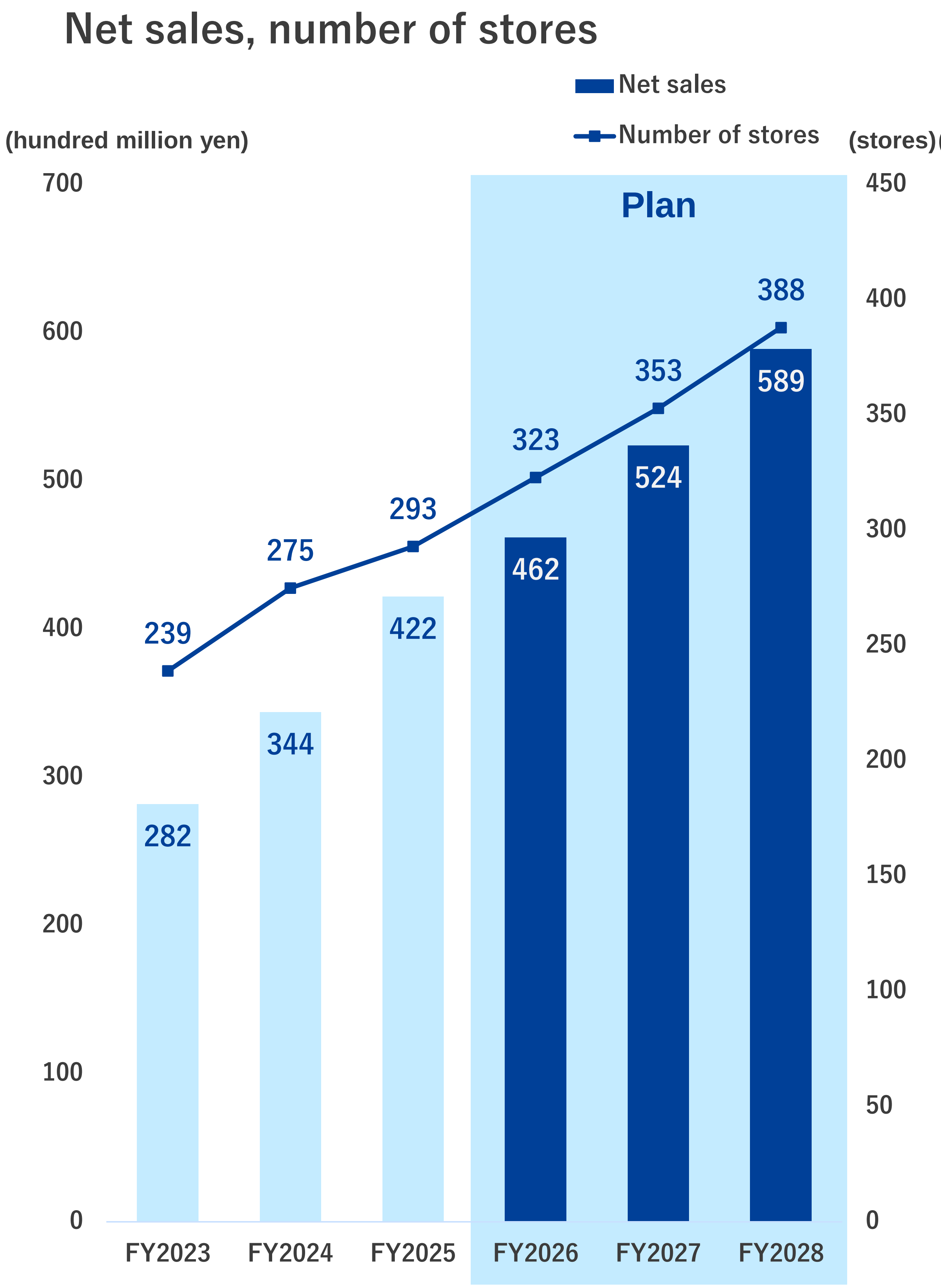

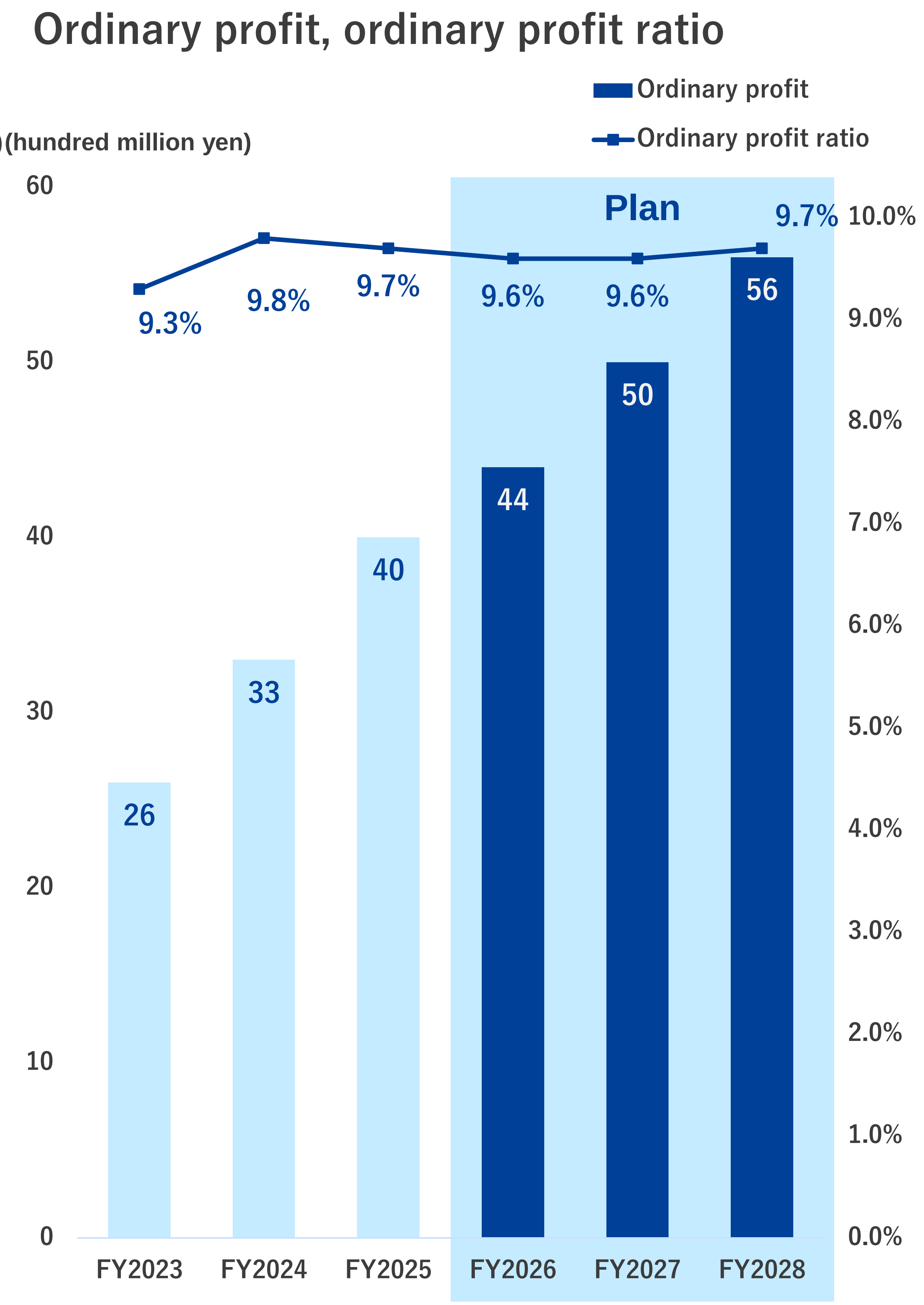

Revamped Medium-Term Management Plan

- The Medium-Term Management Plan is a rolling forecast updated in April every year
- Will continue to review and revise as necessary based on performance

Sales increased by more than 20% YOY for three consecutive fiscal years

- Ordinary profit ratio approaching 10%

Final fiscal year of the Plan
(FY2028)

- Forecast net sales of **58.9 billion** yen and ordinary profit of **5.6 billion** yen.

Management Policies to Achieve the Medium-Term Management Plan

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1	Development of reuse business	Open 30 to 40 new stores per year on a consolidated basis, mainly in the Kanto, Kansai, Tokai, and Kyushu regions, to expand the Group's reuse network. These stores will serve as purchase and sales locations for both physical and online sales.
2	Investment in new businesses	Continue to invest in peripheral reuse business and other synergistic and complementary businesses in addition to our core reuse business to expand our growth platform.
3	Growth in overseas markets	For the Thailand and Taiwan businesses, continue to build the business structure and improve earnings while opening new stores. In addition, consider expanding into new regions beyond Thailand and Taiwan.
4	Growth through M&A	Conduct aggressive M&A of synergistic and complementary businesses to accelerate growth.
5	Growth through investments in digital transformation	Leverage the Group-wide system development capabilities to streamline operation and make innovations using IT and AI, and create new business opportunities to increase revenue.

Medium-term Profit and Loss Projections, Expected Dividends (FY2026–FY2028)

	FY2025	FY2026		FY2027		FY2028	CAGR (annual growth rate)
		Before revision	After revision	Before revision	After revision	Newly added	
Stores opened per year	26 stores	30-35 stores	30-35 stores	35-40 stores	30-35 stores	35-40 stores	-
Net sales	¥422 billion	¥450 billion	¥462 billion	¥503 billion	¥524 billion	¥589 billion	11.76%
Ordinary profit	¥40.8 billion	¥41.9 billion	¥44.4 billion	¥46.7 billion	¥50.5 billion	¥56.9 billion	11.73%
Ordinary profit ratio	9.7%	9.3%	9.6%	9.3%	9.6%	9.7%	-
Profit attributable to owners of parent	¥27.0 billion	¥27.6 billion	¥29.2 billion	¥30.8 billion	¥34.2 billion	¥38.5 billion	12.56%
Earnings per share	115.6 yen	118.1 yen	124.8 yen	131.7 yen	146.1 yen	164.6 yen	12.50%
Dividend per share	36.0 yen	36.0 yen	37.5 yen	40.0 yen	44.0 yen	50.0 yen	-
Dividend payout ratio	31.1%	30.5%	30.0%	30.4%	30.1%	30.4%	-

TREASURE FACTORY

Final fiscal year of the Plan
(FY2028)

- Forecast net sales of **58.9 billion** yen and ordinary profit of **5.6 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.