



TREASURE FACTORY

Treasure Factory Co., Ltd.

Presentation Materials

Three Months Ended May 31, 2025
(March 2025 to May 2025)

July 9, 2025

Summary of Financial Results

1

Net sales and operating profit for the first three months grew by more than +10% YOY

- Achieved net sales of **11.8 billion** yen (**114.8%** YOY) and operating profit of **1.4 billion** yen (**110.9%** YOY)
- **Both net sales and operating profit** for first three months exceeded **record-high** levels

2

Non-consolidated existing stores exceeded YOY sales for 45 consecutive months

- Growth rate of existing stores in the first three months exceeded plan, achieving **104.4%** YOY
- Non-consolidated existing stores exceeded YOY sales for **45 consecutive months** from September 2021 through May 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 **100.8%** YOY
- Achieved steady growth with successful internal measures amidst unstable external conditions

4

Successful progress in opening of new stores

- Opened **8** stores in the first three months towards the target of opening 30-35 stores in the fiscal year
- Scheduled to open **a new business category of stores “Treasure Factory Musical Instruments”** in Q2

*Please see Page 9 for details

Consolidated | Profit and Loss Statements (PL)



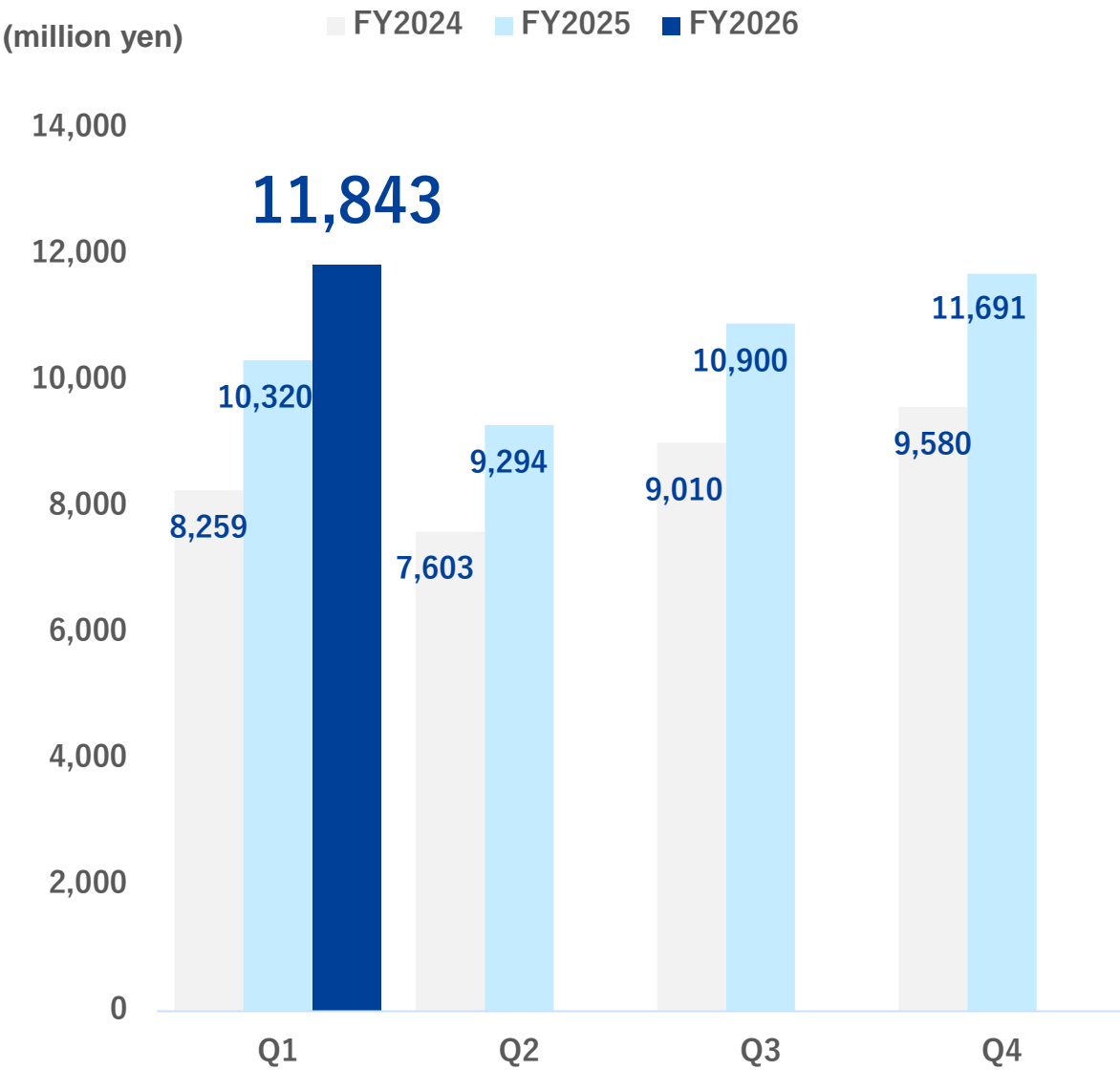
Both net sales and operating profit grew more than +10% YOY, achieving further increase in revenue and profit in comparison to the successful Q1 results in the previous fiscal year.

(million yen)	FY2025	FY2026	Year on year		Performance forecasts		Factors that caused YOY increase/decease and differences between performance forecast and actual results:
	Q1 results	Q1 results	Change	Change (%)	Full-year forecast	Progress	
Net sales	10,320	11,843	+1,523	+14.8%	46,252	25.6%	Year on year: Growth rate of existing stores in the first three months was 104.4% : Benefited from 24 stores opened in previous FY + 8 stores in current FY
Net gross profit	6,282	7,156	+873	+13.9%	-	-	
Gross profit ratio	60.9%	60.4%	-0.5 pts	-	-	-	Due to increase in sales composition ratio of expensive items thanks to strong performance by Kindal -0.3pt
Selling, general, and administrative expenses	4,933	5,660	+727	+14.7%	-	-	
Operating profit	1,349	1,496	+146	+10.9%	4,420	33.9%	
Operating profit ratio	13.1%	12.6%	-0.5 pts	-	9.6%	-	
Ordinary profit	1,364	1,534	+169	+12.4%	4,441	34.5%	
Profit attributable to owners of parent	923	998	+75	+8.2%	3,008	33.2%	
Earnings per share	39.41 yen	42.61 yen	+3.20 yen	+8.1%	128.37 yen	33.2%	

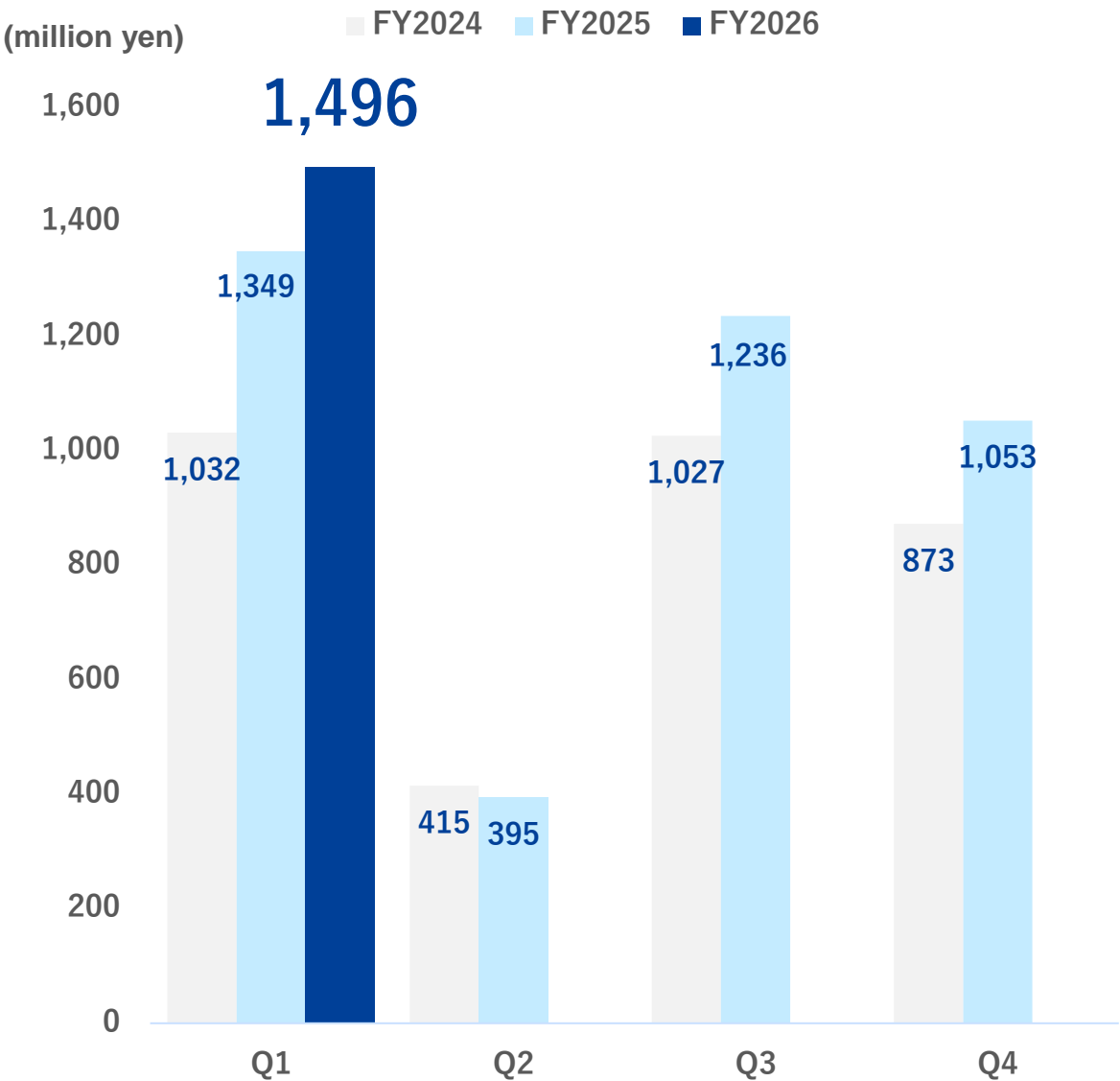
Consolidated | Quarterly Results



Net sales



Operating profit

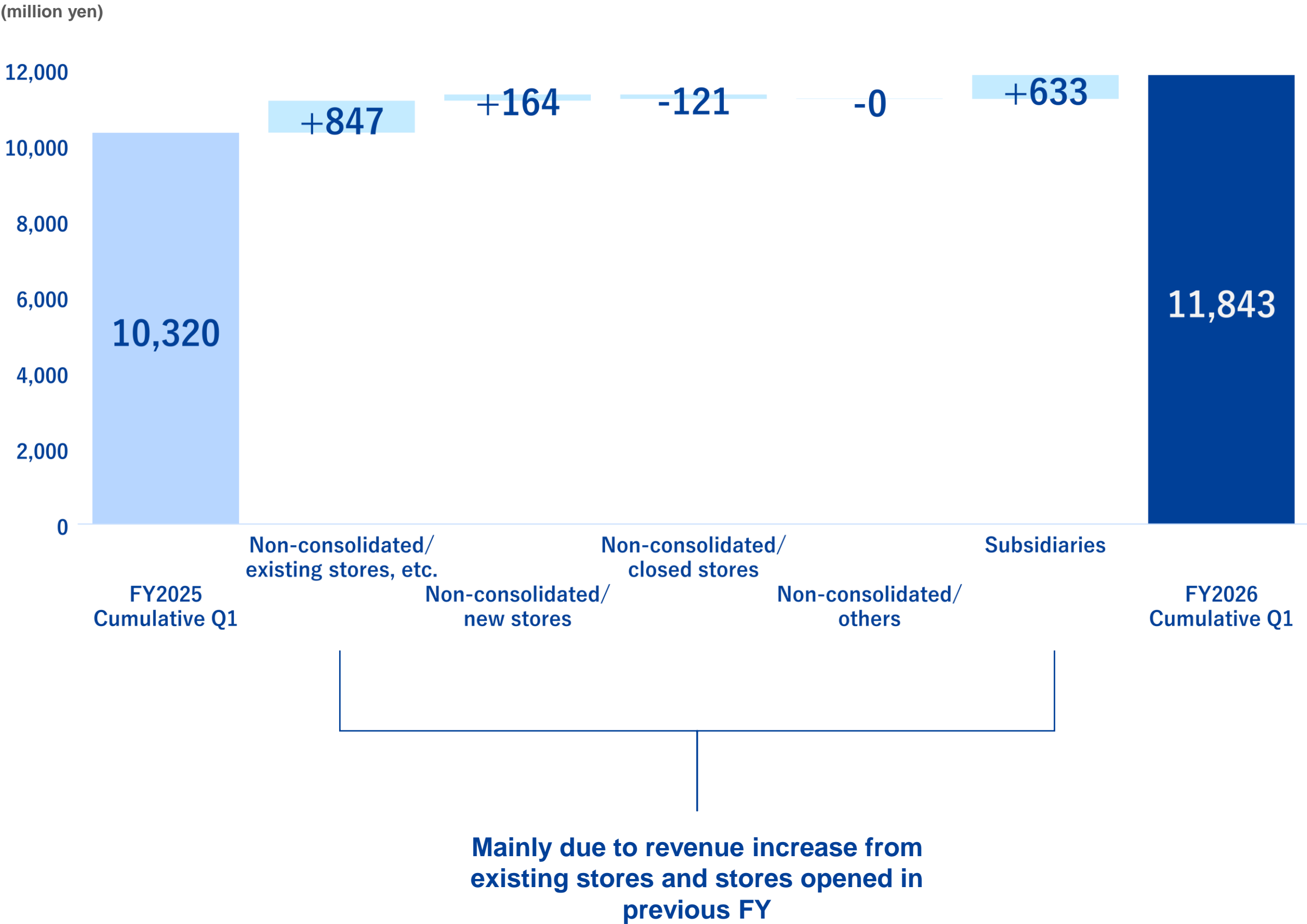


Both net sales and operating profit grew more than +10% YOY in the first three months

- Existing stores exceed planned growth rates
- Net sales increased by more than 14% YOY thanks to growth of existing stores, stores opened in the previous FY, and the effects of opening of new stores

(million yen)			
Quarterly Results			
	FY2025 Q1	FY2026 Q1	Year on year
Net sales	10,320	11,843	+14.8%
Operating profit	1,349	1,496	+10.9%
Operating profit ratio	13.1%	12.6%	-0.5pts

Consolidated | Net Sales Fluctuation Analysis



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

- Q1 cumulative revenue increased **+1,480** million yen (total of non-consolidated stores/subsidiaries)
- Kindal performed particularly well among subsidiaries

Duty-free sales also continued to increase

- Duty-free sales ratio was **11.3%** (up 1.2 pts YOY)

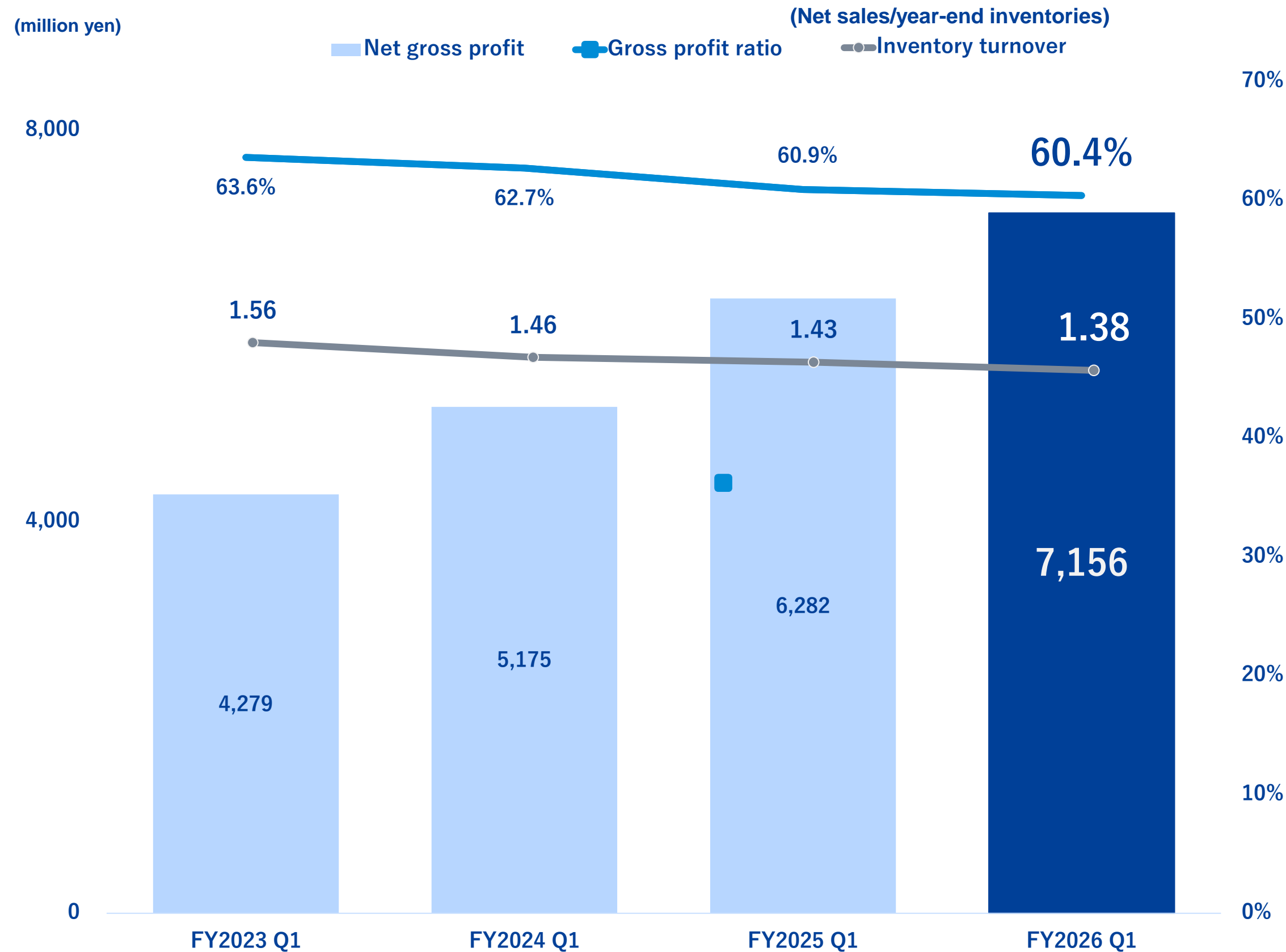
Strong performance of new stores absorbed the losses from closing of stores

- Closed 2 stores in FY2025 Q4 and 1 store in FY2026 Q1 due to redevelopment of property and other unavoidable reasons on the part of the landlords
- Both number and performance of new stores opened progressed largely as planned, covering the shortfall in revenue due to closing of stores

Supplementary comments

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

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



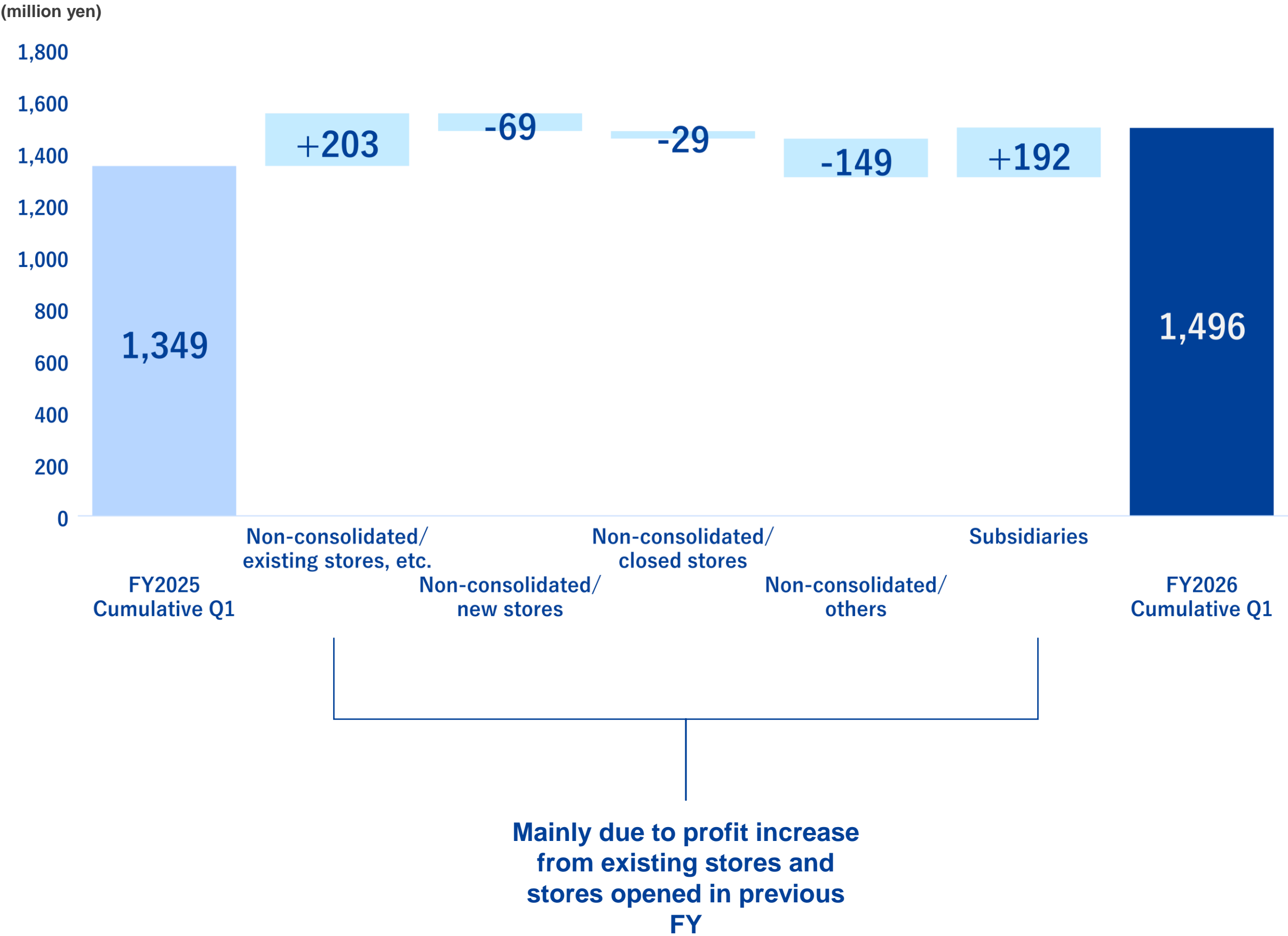
Amount of net gross profit increased as a result of sales growth

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

Analysis of factors impacting gross profit ratio

- Dropped by -0.3 pts due to changes in product mix resulting from successful performance of Kindal

Consolidated | Operating Profit Fluctuation Analysis



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

- Profit increased **+395** million yen in the first three months (total of non-consolidated stores/subsidiaries)
- Operating profit in FY2025 Q1 of the 3 closed stores-29M yen

Major breakdown of “non-consolidated/others”

- Increase in staffing for purchase channels other than in-store purchases: **-35M yen**
(Increase in fixed costs associated with business expansion)
- Up-front costs for opening of new stores in FY2026 Q2: **-29M yen**
(Increase in fixed costs associated with business expansion)
- Increase in advertising expenses for EC and strengthening purchases: **-15M yen**
(Increase in variable costs associated with increase in sales and purchases)

Supplementary comments

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

Changes in KPIs—Summary



Non-consolidated	YOY sales, existing stores Trends in demand and indicators of business growth potential	First three months: 104.4% Continued strong performance, exceeding planned assumptions for each month from March to May (YOY 102%)	YOY: 108.1% (-3.7 pts)
Non-consolidated	Gross profit ratio, existing stores Indicator of business profitability	First three months: 65.0% <small>*Page 9 shows consolidated figures, while these figures are non-consolidated</small> On non-consolidated basis, low-priced items sold well, slowing down the drop in gross profit margin caused by changes in product mix	YOY: 65.2% (-0.2 pts)
Consolidated	E-commerce ratio Indicator of optimization of sale opportunities	First three months: 13.8% E-commerce sales are growing along with growth of in-store sales	YOY: 13.3% (+0.4 pts)
Consolidated	YOY Purchases Leading indicator of capacity for sales & store opening	First three months: 122.8% In-store purchases increased +19.1% YOY, home-delivery purchases increased +9.2% YOY, and home-visit purchases increased +28.8% YOY (all non-consolidated) Purchases increased in a well-balanced manner, securing sufficient stock for Q2 and beyond	YOY: 119.1% (+3.7 pts)
Consolidated	Number of new stores in the current FY Leading indicator of increase in revenue and profit	First three months: 8 stores Progressing successfully against the annual target of opening 30–35 stores Plan to open a new category of stores “Treasure Factory Musical Instruments” as well as stores in other business categories in Q2 and beyond	YOY: 6 stores (+2 stores)

(New store opening) New Business Category “Treasure Factory Musical Instruments”

The first store to open in Kichijoji, Musashino City, Tokyo



About the Logo

- A guitar, its key handling item, was used as the motif

Opening of the musical instrument category store

- The Kichijoji Store is located along a busy shopping arcade with heavy pedestrian traffic and is promising for our brand expansion and new branding initiatives
- Going forward, this business category will be rolled out in urban areas that have music culture

FY2026 Performance Forecasts



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

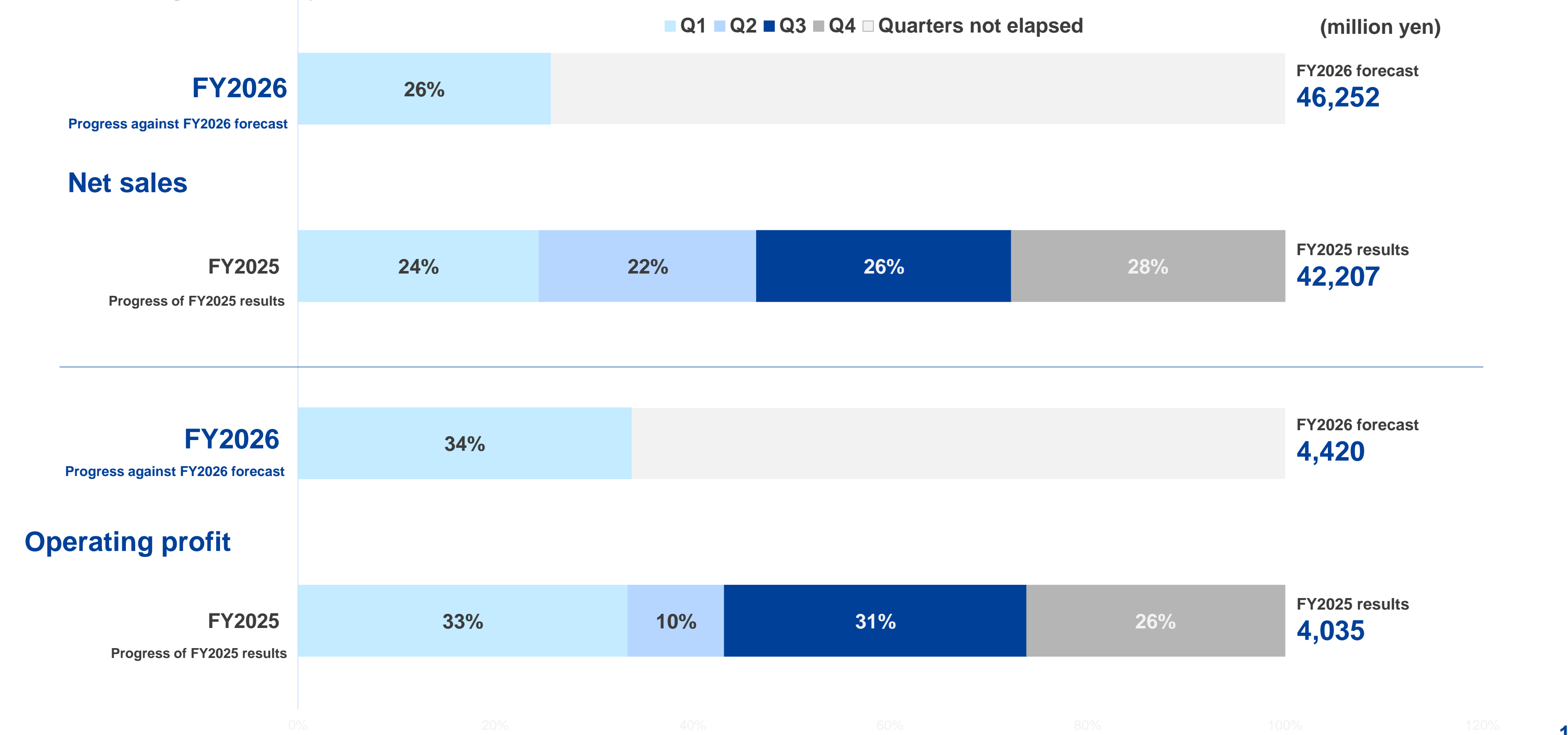
*Unchanged from the disclosure on April 9, 2025

(million yen)	Full-year forecast			Assumptions & supplementary information
	FY2025 results	FY2026 forecast	Increase/decrease	
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%	-	

Progress Against Full-year Targets



Both net sales and operating profit are progressing at rates similar to the previous fiscal year (Progress rates for FY2025 are against full-year results)



Dividends forecast



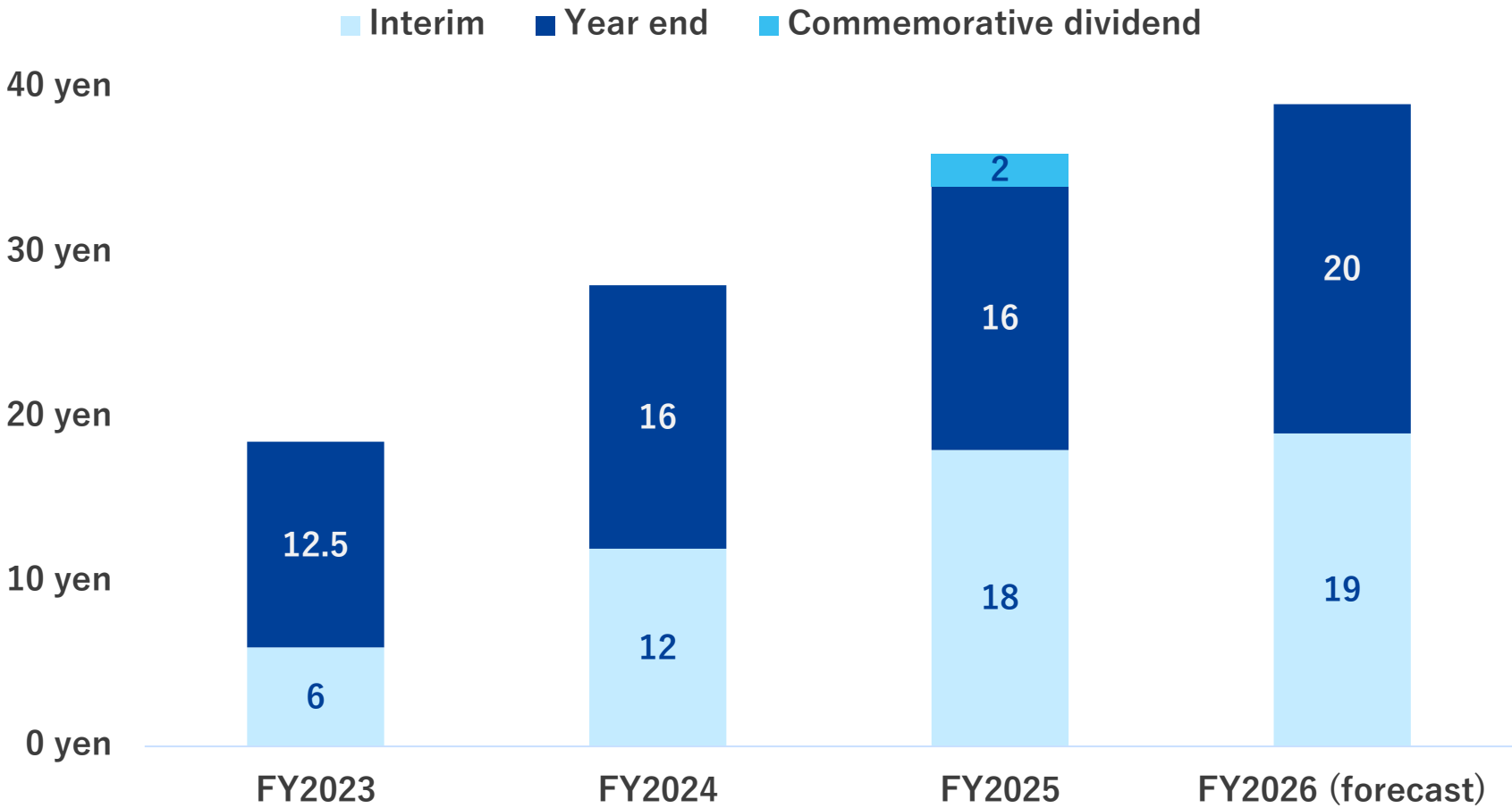
Dividends forecast

(per share)

	FY2025	FY2026	YOY
Interim	(Results) 18 yen	19 yen	+ 1 yen
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)



The Company plans to increase dividends by 3 yen for FY2026

- The Company paid out a 30th anniversary commemorative dividend in FY2025
- The planned increase of 3 yen is in addition to the amount of dividends including the commemorative dividend (Increase of 5 yen excluding the commemorative dividend)
- Dividends forecast will be reviewed and revised as appropriate based on future performance trends

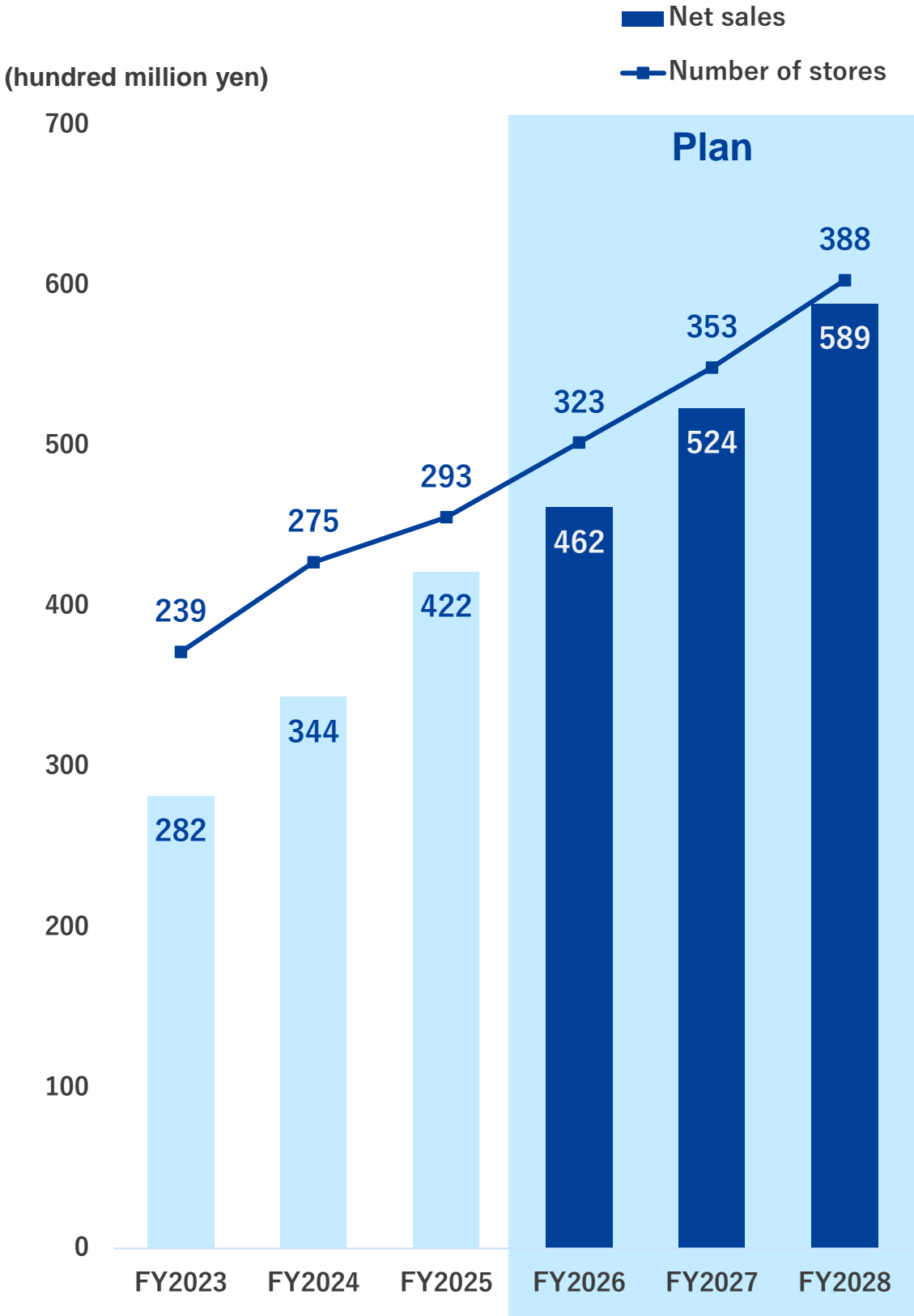
Supplementary comments (Basic policy on allocation of profit)

- 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

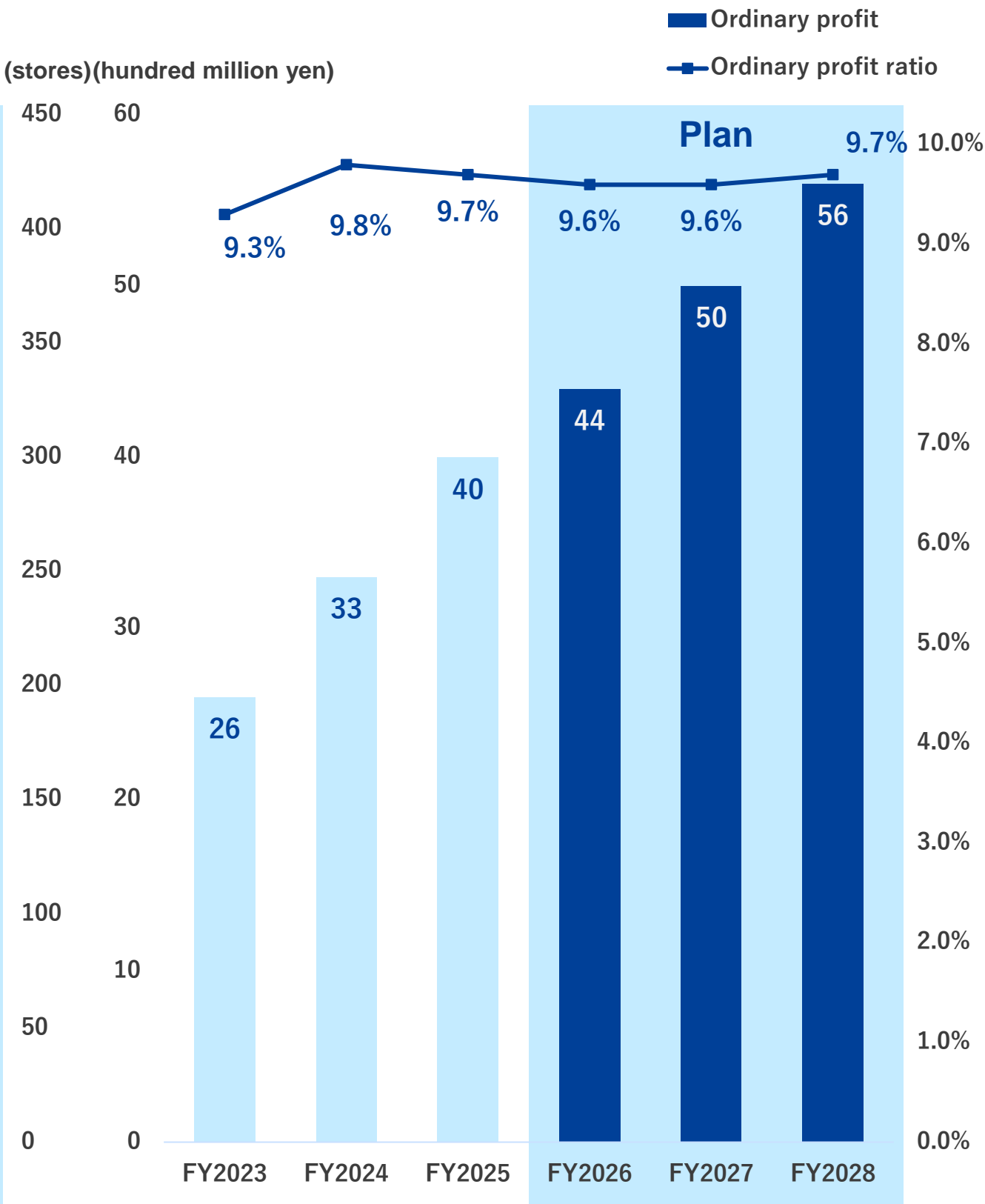
Summary of Medium-term Profit and Loss Projections



Net sales, number of stores



Ordinary profit, ordinary profit ratio



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

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)
Stores opened per year	26 stores	30-35 stores	30-35 stores	35-40 stores	-
Net sales	¥42.2 billion	¥46.2 billion	¥52.4 billion	¥58.9 billion	11.76%
Ordinary profit	¥4.08 billion	¥4.44 billion	¥5.05 billion	¥5.69 billion	11.73%
Ordinary profit ratio	9.7%	9.6%	9.6%	9.7%	-
Profit attributable to owners of parent	¥2.70 billion	¥3.00 billion	¥3.42 billion	¥3.85 billion	12.56%
Earnings per share	115.6 yen	128.3 yen	146.1 yen	164.6 yen	12.50%
Dividend per share	36.0 yen	39.0 yen	44.0 yen	50.0 yen	-
Dividend payout ratio	31.1%	30.4%	30.1%	30.4%	-

*Unchanged from the disclosure on April 9, 2025

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.