Note: This document is a translation of a part 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.



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

November 13, 2024

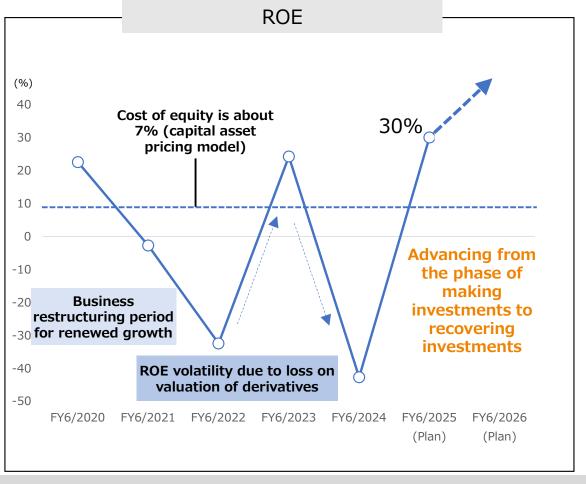
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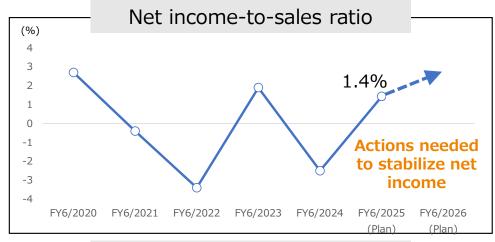
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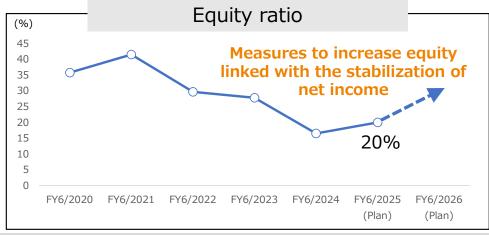
## Action to Implement Management that is Conscious of Cost of Capital and Stock Price

✓ The delay in achieving the earnings plan goals is causing volatility in the ROE.

Actions are needed to stabilize net income and increase equity.







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✓ Aiming to improve earnings and financial soundness by FY6/2027 by continuing rapid growth, increasing profitability and reducing the use of derivatives

Growth of second-hand business for individuals

Growth of sales of used agricultural equipment

Higher productivity (earnings) due to advancing from investment to recovery phase

End the impact of valuation losses by reducing the use of derivatives

## Sales growth

Continue rapid growth; CAGR since the IPO is 18.9%, higher than the growth of markets in every MarketEnterprise business sector

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

<u>ir@marketenterprise.co.jp</u>



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