

mercari

Presentation Material

FY2026.6 Q2



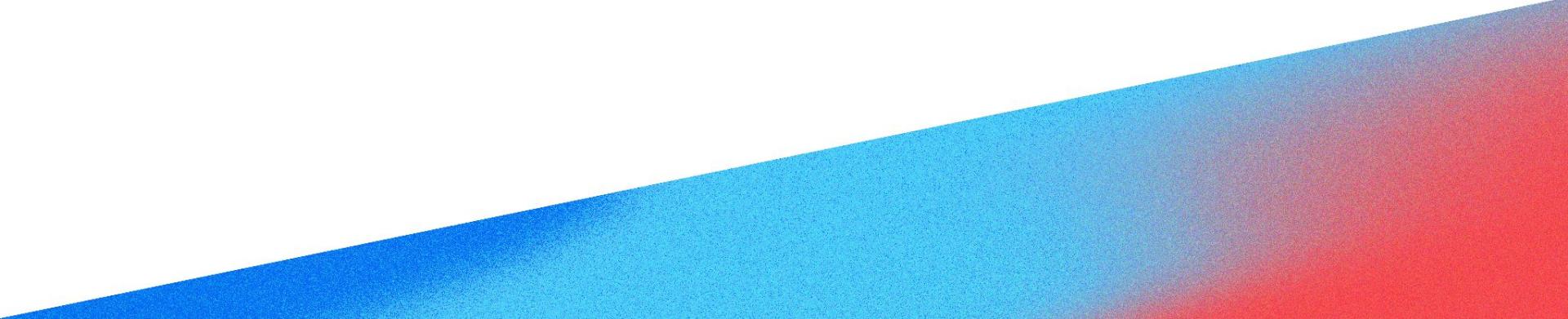


Circulate all forms of value to unleash the potential in all people

1 FY2026.6 Q2 Financial Overview

2 Appendix

FY2026.6 Q2 Financial Overview



Objectives Raised at Start of FY2026.6

Consolidated Results Forecast (Full Year)

Revenue
200.0–210.0 B JPY

Core operating profit¹
28.0–32.0 B JPY

Group Policy/Major Initiatives

- Make preparations for FY2027.6
- Essentially aim for top-line growth that will lead to increased profits
- Expand businesses centered around Group synergy

Q2 Highlights

Revenue

56.8 B JPY

(+15% YoY)

Core Operating Profit

10.9 B JPY

(+54% YoY)

Marketplace and US both achieved double-digit GMV growth due to enhancements to the core experience of the products, as well as successful initiatives such as investments into marketing to accelerate growth. Fintech also achieved high growth with consolidated revenue reaching +15% YoY.

Core operating profit continued high growth at +54% YoY despite a strengthened focus on investments.

Marketplace initiatives to enhance the product's core experience translated to results earlier than anticipated and were the primary contributing factor leading to an upward revision in forecasted revenue and core operating profit.

1. Core operating profit is defined as IFRS operating profit excluding other income/expenses, etc.

Upward Revision of Forecast Results

- We increased our consolidated results forecast in conjunction with revising the full-year guidance for Marketplace upward

Consolidated

	Forecast at start of period	Revised forecast
Revenue	200.0–210.0B JPY	210.0–220.0B JPY
Core operating profit	28.0–32.0B JPY	32.0–36.0B JPY

Per Business

	Guidance at start of period	Revised guidance
Marketplace	GMV growth rate	+3–5% YoY
	Core operating profit	35.0–39.0B JPY
Fintech	Core operating profit	5.0–7.5B JPY (no change)
US	GMV growth rate	Positive YoY growth (no change)
	Core operating profit	Break even (no change)

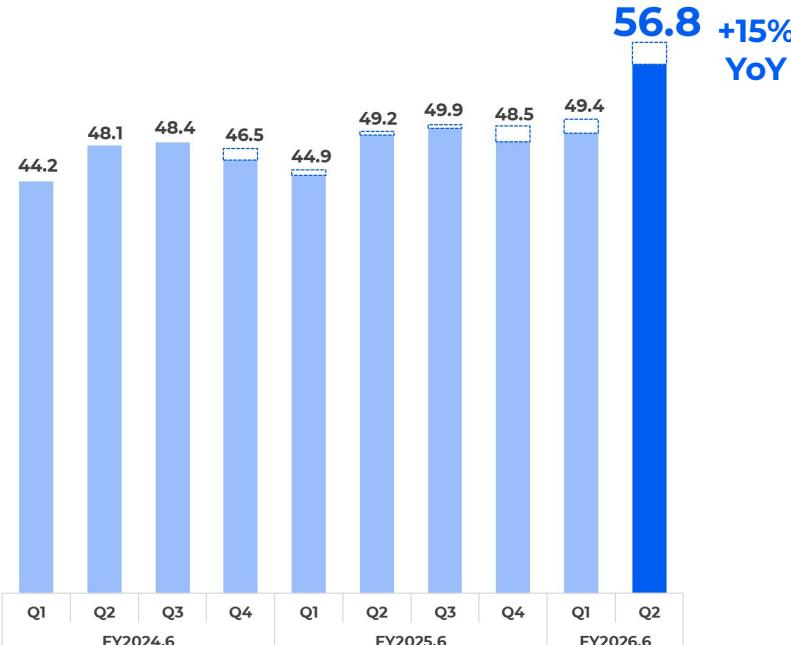
Consolidated Results (Quarterly)

- Driven by strong Marketplace growth and the steady performance of our three core businesses, we achieved record-high revenue and core operating profit

Revenue

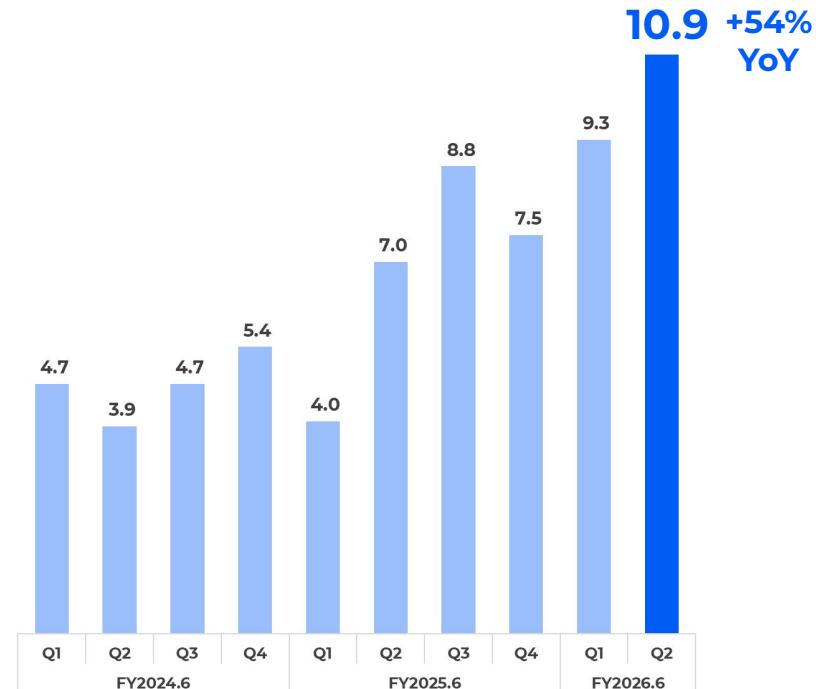
(Billion JPY)

Impact of a change in accounting methods such that a portion of point-related expenses is now deducted from revenue figures.¹
(Impact in Q2 was 2.3B JPY, YoY growth before deductions: +19%)



Core Operating Profit²

(Billion JPY)



1. In compliance with accounting standards, from FY2024.6 Q4, a portion of point-related expenses (attributed to advertising costs) is deducted from revenue figures.

2. Core operating profit is defined as IFRS operating profit excluding other income/expenses, etc.

Marketplace

GMV¹**329.1B JPY****(+11% YoY)**
excluding *Mercari Hallo*Core Operating Profit²**10.6B JPY****(+2.3B JPY YoY)**11.3B JPY excluding *Mercari Hallo*

Fintech

Credit Balance

300.7B JPY**(+41% YoY)**

Core Operating Profit

1.8B JPY**(+0.6B JPY YoY)**

US

GMV

196M USD**(+12% YoY)**

Core Operating Profit

0.6B JPY**(+0.8B JPY YoY)**

1. Aggregate transaction value after adjusting for cancellations (includes transaction value of *Mercari NFT*). Excludes *Mercari Hallo*.

2. Core operating profit is defined as IFRS operating profit excluding other income/expenses, etc. Starting in FY2026.6 Q1, the Group has discontinued adjustments based on internal transactions between Marketplace/Fintech and now discloses (unadjusted) core operating profit.

- With the AI Task Force at the helm, we have broken down our operations and created new workflows powered by AI
- We have decided to continue the AI Task Force in Q3 and beyond, concentrating on focus areas

Results

- We have broken down our operational processes to visualize where AI can be applied, and have established new foundational frameworks, including AI governance
- 100%¹ of employees now use AI-powered tools
- Development output per engineer is 1.9 times what it was last year²
- We developed and published an internal AI agent that enables members to analyze data through natural language input without depending on specialist knowledge. Approximately half of all employees³ utilize this agent

From Q3

Product innovation

Create a service based on AI that ensures safety and security and ease of use, all while being intuitive for every user even without a learning curve

- Revamp the user experience by developing an AI agent that helps users buy and sell
- Improve the quality of our customer service through better and faster responses to user inquiries
- Make development starting from AI the norm to improve plan accuracy and speed up the hypothesis validation cycle, ultimately facilitating faster decisions

Organizational change

Shift to AI-powered HR and knowledge management for faster and higher-quality decision-making

- Elevate the recognition of AI-Native professionals who leverage AI to create value, and improve the accuracy and fairness of hiring and evaluation operations
- Create an AI-readable knowledge base through transferring and consolidating all company knowledge into one knowledge management tool

1. The percentage of Group employees (excluding employees on leave, employees with confirmed resignations, and Kashima Antlers employees) who use any of the major AI tools (ChatGPT, Gemini, Claude Code, Cursor, LiteLLM, and Notion AI) as of January 31, 2026

2. The per-engineer development output in Mercari Group, calculated by dividing the amount of code changes between FY2025.6 Q2 and FY2026.6 Q2 by the number of engineers employed at the time

3. Calculated by dividing the cumulative number of users who use the internal AI agent for data analysis as of January 15, 2026, by the total number of employees

Marketplace—Summary

FY2026.6 Business Objectives

- While prioritizing enhancing the product's core experience, also emphasize strengthening crossborder transactions to lay the foundation for accelerating GMV growth in FY2027.6 and beyond
- Aim for GMV growth rate of +3–5% YoY and core operating profit¹ of 32.0B–36.0B JPY

Efforts to create a safe and secure transaction environment and dramatically improve the user experience have boosted the Marketplace growth rate, with a major contributor being the “Super Mercari Market Days” campaign² in December. This campaign greatly improved GMV to +17% YoY for December, allowing Marketplace record its highest ever MAU at 24M users. As a result, Q2 GMV landed at +11% YoY, and we achieved double-digit growth for the first time since FY2024.6 Q2.

Core operating profit reached 10.6B JPY (+2.3B JPY YoY), maintaining strong profit growth despite investments to drive growth beyond FY2027.6, such as those to enhance the core product experience and strengthen marketing.

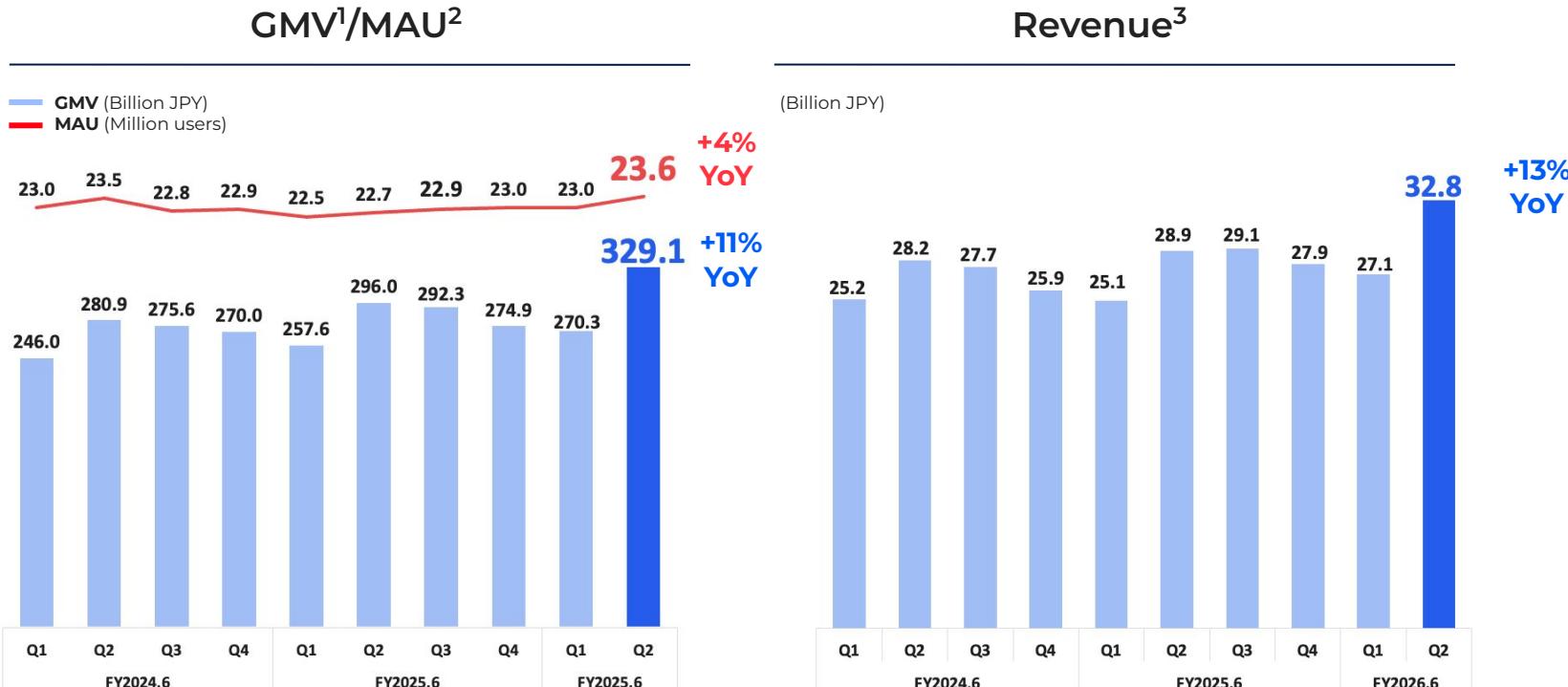
The effects of enhancing the core product experience have contributed to business results earlier than expected, and we anticipate these effects to continue in Q3 and Q4 as well. For that reason, we have revised our guidance for the GMV growth rate and core operating profit upward.

1. Core operating profit is defined as IFRS operating profit excluding other income/expenses, etc.

2. The Super Mercari Market Days campaign was held from November 27 to December 16, 2025, and featured initiatives such as discounts on shipping fees and chances to earn points for selling and buying during the campaign period.

Marketplace—Results (Quarterly)

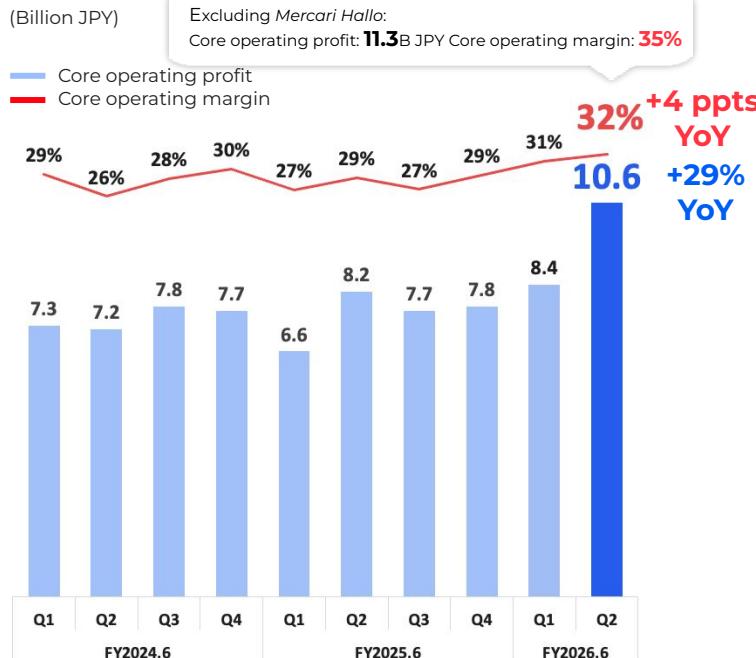
- Highest ever GMV/MAU/revenue



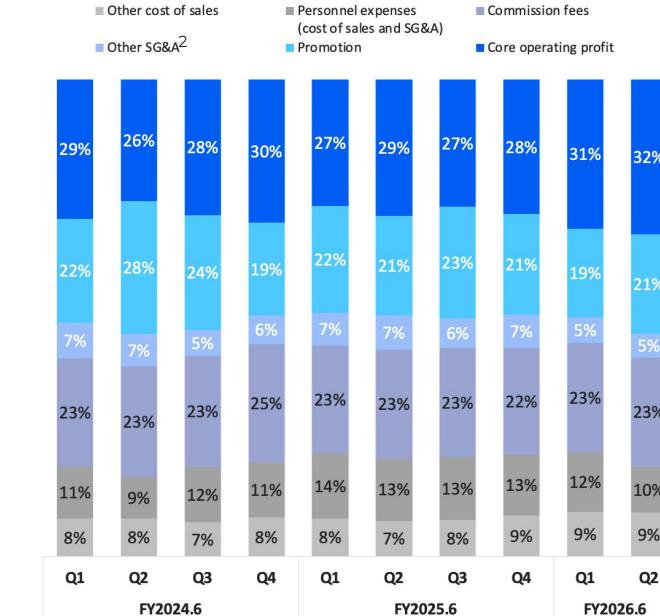
1. Aggregate transaction value after adjusting for cancellations (includes transaction value of Mercari NFT); does not include Mercari Hallo

2. Quarterly average number of registered users who browsed our service (app or web) at least once during a given month, both domestically and internationally

3. The business results of Mercari Hallo are included starting in FY2025.6 Q4 (The Mercari Hallo service was discontinued on December 18, 2025)

Core Operating Profit/Margin¹

Profit and Cost Composition



1. Core operating profit is defined as IFRS operating profit excluding other income/expenses, etc.
2. Outsourcing expenses, depreciation, land rent, etc.

Marketplace—Synergy of Enhancements to the Core Product Experience and Marketing Initiatives

Enhancements to the Core Product Experience

- Safety and security
 - Updated our Marketplace Principles¹ to better address items that could significantly impair the safety and security of the marketplace
 - Established the Mercari Appraisal Center², which resulted in a +225% YoY increase in the number of appraised items in Q2 and contributed to eliminating counterfeit items
 - Partially rolled out chat support for customer service inquiries to facilitate speedy resolution
- Product initiatives
 - Improved the user/item match rate by enhancing personalization through leveraging AI on the home screen and in searches
 - Addressed factors affecting user churn, such as by improving the success rate of re-login attempts, to increase retention rates

Marketing Initiatives

- The "Super Mercari Market Days" campaign recorded the highest number of participants ever, likely due to user familiarity with the campaign across the two previous versions
- The synergy of enhancing the core product experience and marketing initiatives contributed to our highest ever GMV and MAU



1. Established a policy to address items considered likely to significantly impair safety and security, including banning listings, at Fifth Advisory Board meetings held in July and September 2025

2. Established the Mercari Appraisal Center, which is operated by Mercari, in September 2025. Previously, we provided appraisal services in collaboration with external parties

Capital and Business Collaboration with Suruga-ya

- Through initiatives such as promoting online and offline integration, we announced a capital and business alliance with Suruga-ya to strengthen inventory in the high-demand Entertainment & Hobbies category for crossborder transactions and to accelerate global expansion.
- This collaboration combines Suruga-ya's product catalogue data, inventory, and domestic and international network of stores with Mercari's technology to provide users with one of the most extensive Japan-based product selections available together with a safe and secure transaction environment.



Initiatives Focused on Acquiring New Overseas Users

- To further grow our crossborder business, we implemented large-scale marketing initiatives in Taiwan and Hong Kong to commemorate "Singles' Day"¹ on November 11, resulting in new overseas user acquisition and steady crossborder GMV growth.



¹ Held annually on November 11, "Singles' Day" is one of the world's largest physical retail and online sales events centered mainly on Chinese retailers.

**FY2026.6
Business
Objectives**

- Establish the foundation to become a product that is chosen by users for all payment/credit use cases
- Aim for core operating profit¹ of 5.0–7.5B JPY

Saw the growth of payments both inside and outside of *Mercari*, resulting in the steady growth of credit balance² by 41% YoY and revenue of 15.5B JPY (+20% YoY). Promoted new initiatives such as starting to offer a BaaS feature³ to enhance the convenience of our products.

Core operating profit increased steadily to 1.8B JPY (YoY +0.6B JPY) as we actively invested mainly to acquire *Mercard* holders, making good progress toward our business objectives.

Planning to continue active investments mainly in initiatives to acquire *Mercard* holders and to expand the range of *Merpay* users in Q3 and beyond; anticipating core operating profit to land close to the upper limit of our guidance.

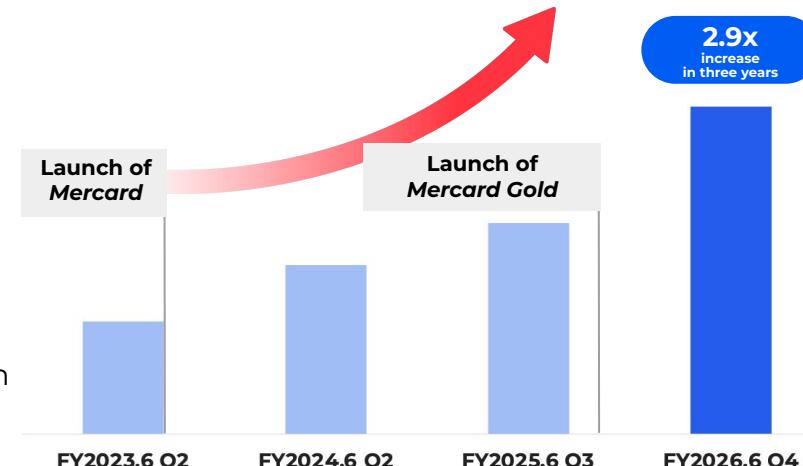
1. Core operating profit is defined as IFRS operating profit excluding other income/expenses, etc.

2. *Merpay Deferred Payment* (lump-sum payment, fixed-amount payment, or installment payment) and *Smart Money* credit balance at the end of the quarter (excludes debt converted into bankruptcy reorganization debt)

3. On December 18, 2025, Mercari launched a new service, in partnership with Minna Bank, Ltd., that allows users to withdraw their *Mercari* sales balance (or *Merpay* balance) quickly and without service fees.

Increase in Transactions Outside of *Mercari* Leading Growth

- The widespread adoption of *Mercard*¹ and the release of *Mercard Gold*² contributed to the total transaction value outside of Mercari increasing 2.9 times over the last three years.
- *Mercard* awarded 1st place in three categories of the Oricon Customer Satisfaction® survey³
- Going forward, will aim for growth by expanding inside usage associated with the GMV growth of Marketplace and with *Mercard* as a driver of outside usage

Trends in transaction value outside *Mercari*

1. Launched on November 8, 2022

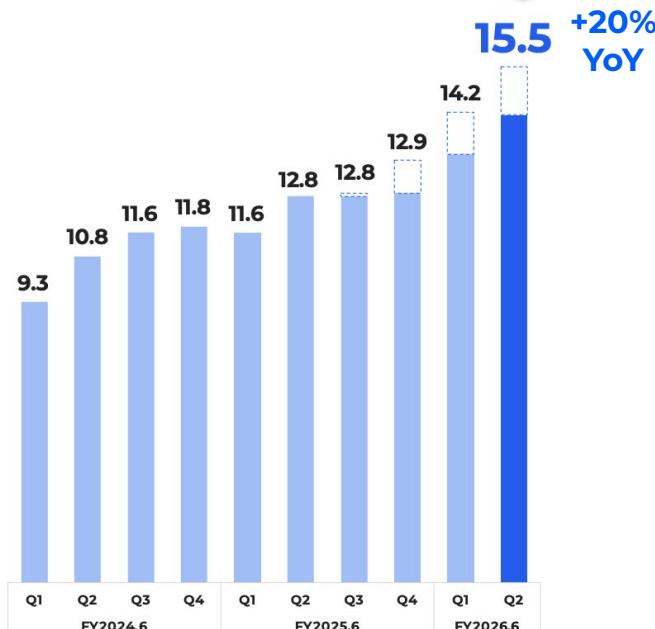
2. Launched on March 17, 2025

3. Ranked no.1 in three categories of the Oricon Customer Satisfaction® Survey for credit cards with no yearly membership fees: "Ease of applying for card," "Ease of use of website or app," and "Range of payment methods"

Revenue

(Billion JPY)

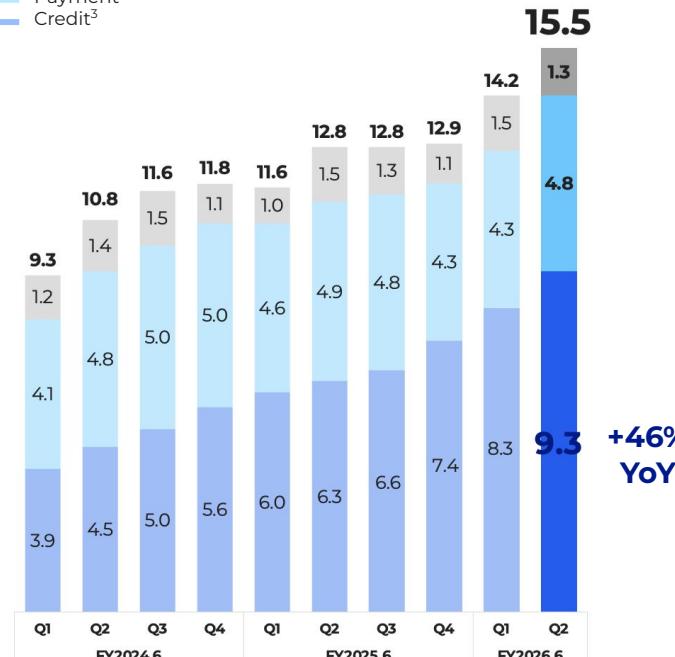
Impact of change where a portion of point-related expenses is now deducted from revenue¹ (Impact in Q2 was 1.6B JPY; YoY revenue growth before deductions: +33%)



Breakdown of Revenue

(Billion JPY)

Others²
Payment
Credit³



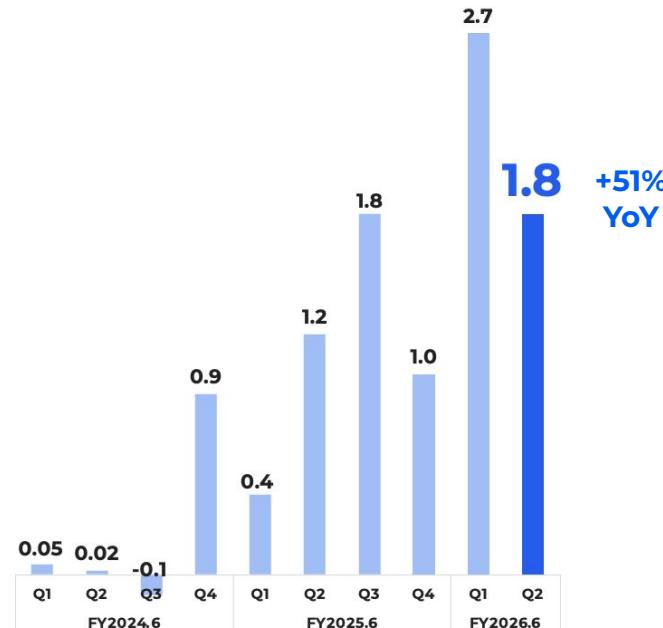
1. Starting in FY2025.6 Q3, a portion of point-related expenses (attributed to Mercard Gold) is deducted from revenue figures

2. Includes revenue of Mercoin, Inc., bank withdrawal fees, expiration and seizure of sales balance, and Mercard reissuance fees, etc.

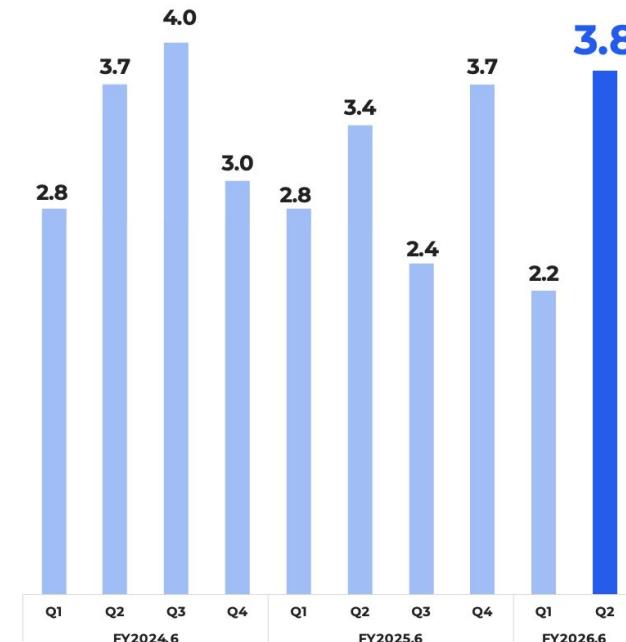
3. The annual effective interest rate for new credit of fixed-amount payment was revised to 18% effective January 1, 2025. The annual effective interest rate for new credit of installment payment (three installments or more) was also revised to 18% effective January 1, 2026.

Core Operating Profit¹

(Billion JPY)

Advertising Costs²

(Billion JPY)



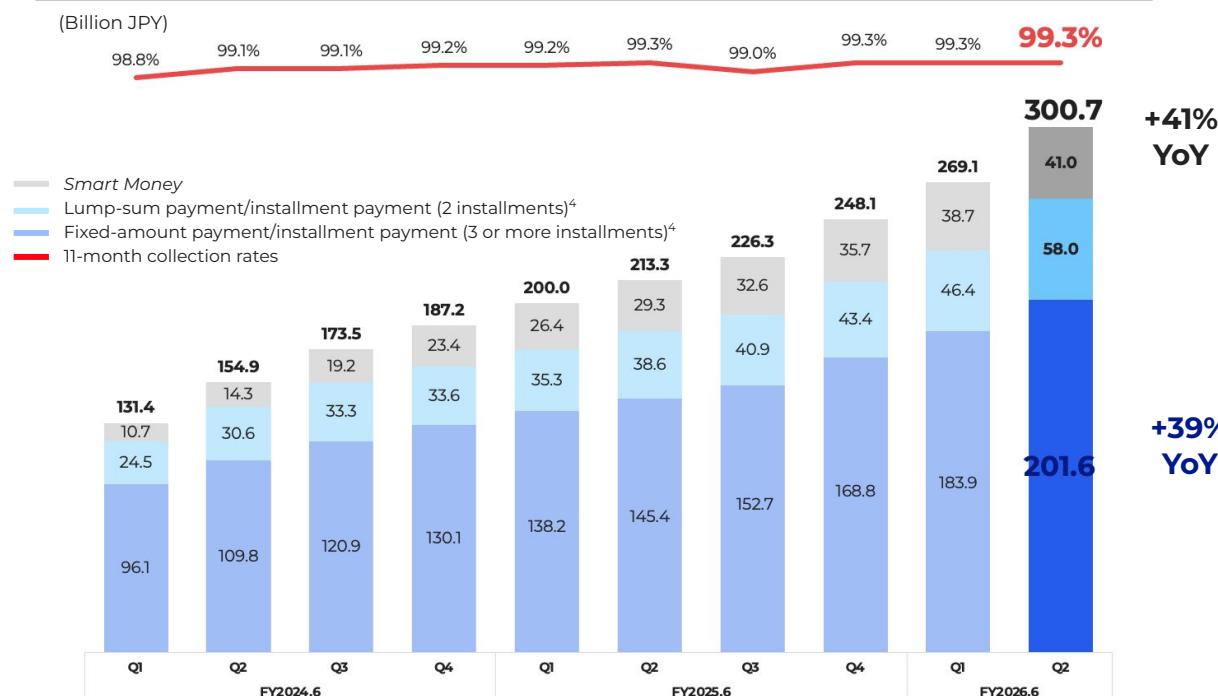
1. Core operating profit is defined as IFRS operating profit excluding other income/expenses, etc. Starting in FY2026.6 Q1, discontinued adjustments based on internal transactions between Marketplace and Fintech; accordingly, stopped disclosure of adjusted core operating profit. We will continue to disclose adjusted figures in our data sheet.

2. In addition to advertising expenses for such things as TV commercials and online advertising, the cost of free points, including regular point-back rewards, are also included in advertising costs

Fintech—Expansion of Credit Balance

- ▀ Newly launched the liquidation of *Merpay Smart Money* receivables, achieving non-recourse financing across all major credit services¹

Credit Balance² and Collection Rates³



1. Started non-recourse funding in December 2025. This realized the non-recourse liquidation of *Merpay Smart Payments* (deferred, fixed-amount, and installment payments [three or more installments]) receivables and of *Smart Money* receivables. However, installment payments (two installments) were not securitized.

2. *Merpay Deferred Payments* (lump-sum payment, fixed-amount payment, or installment payment) and *Smart Money* credit balance at the end of the quarter (excludes debt converted into bankruptcy reorganization debt).

3. Weighted average rate of the quarterly cumulative collections completed within the past 11 months compared to the amount of *Merpay Deferred Payments* (lump-sum payment, fixed-amount payment, and installment payment) and *Smart Money* billed in the past 11 months (excludes bankruptcy reorganization debt).

4. Installment payment (two-installment payment only) can be used without incurring fees, so credit balance is disclosed together with lump-sum payment, which does not generate interest income. However, installment payment of three or more installments does generate interest income, and therefore, credit balance is disclosed together with fixed-amount payment.

**FY2026.6
Business
Objectives**

- Continue to break even while aiming for positive full-year GMV growth YoY by enhancing the product's core experience and distinguishing ourselves from our competitors by using category-specific strategies

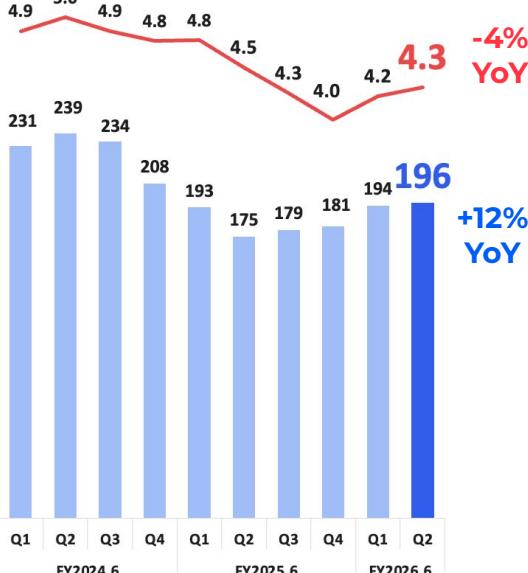
In addition to lifting the base growth rate by enhancing the core experience, successful marketing initiatives such as a Green Friday promotion and category-specific coupons resulted in double-digit GMV growth of +12% YoY

Landed at a core operating profit¹ of 600M JPY by maintaining investment discipline even as we conducted marketing activities such as CRM and promotions during the peak season

While facing tougher YoY comparisons from Q3 onwards due to the impact of fee model changes in FY2025.6, we plan to strategically accelerate investments for top-line growth and remain committed to achieving our full-year guidance

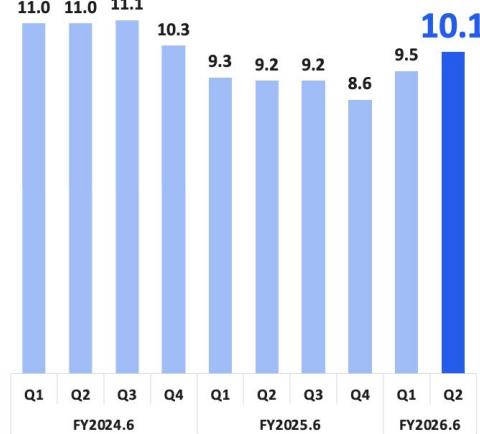
GMV¹/MAU²

GMV (Million USD)
MAU (Million users)

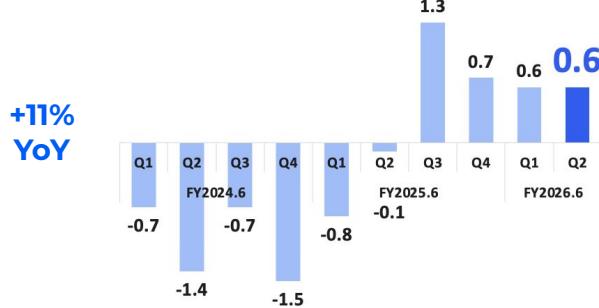


Revenue

(Billion JPY)

Core Operating Profit³

(Billion JPY)



1. Aggregate transaction value after adjusting for cancellations

2. Quarterly average number of users who browsed our service (app or web) at least once during a given month

3. Core operating profit is defined as IFRS operating profit excluding other income/expenses, etc.

US—Synergy Between Core Product Experience Enhancements and Marketing Initiatives

- Saw continued strength in Entertainment & Hobbies and improved momentum in fashion categories, a focus area

Enhancing the Core Product Experience

- Promotion of purchases
 - Enabled sellers to offer bundle discounts
 - Piloted an exchange program for clothing, bags, and shoes
- UI/UX improvements
 - Added a feature that makes recommendations about items sellers should promote
 - Redesigned layouts to optimize item discovery and conversion
- Trust and safety
 - Enhanced identity verification and expanded fraud prevention measures

Marketing Initiatives

- Category-specific CRM measures
 - Distributed coupons for use in certain categories (e.g. fashion) to capture specific target needs
- Holiday promotion
 - Launched a major promotion for Green Friday to encourage secondhand shopping



Consolidated

- Taking into account the positive state of mainly the Marketplace business, we have revised the full-year financial results forecast upwards; aiming for revenue of 210B–220B JPY and core operating profit of 32.0B–36.0B JPY
- We will continue to strengthen growth investments toward FY2027.6 and beyond

By Business Segment

Marketplace

- As the results of enhancing the product's core experience have contributed to GMV sooner than anticipated, we have revised our guidance upwards; will aim for a full-year GMV growth rate of +5–10% YoY and a core operating profit of 35.0B–39.0B JPY
- Continue growth investments centered on enhancing the core experience and promoting crossborder transactions in Q3 and beyond

Fintech

- Continuing from Q2, strengthen investments mainly to acquire *Mercard* holders
- Anticipating core operating profit to land near the upper bound of our guidance

US

- Continue to break even and aim for positive GMV growth YoY

Appendix

Board of Directors Structure

- Appointing Independent Directors with a wealth of knowledge and experience in a variety of areas to realize a transparent and highly diverse organization
- In September 2025, established the Lead Independent Director¹ role to further enhance the independence and strengthen the highly effective supervision of the Board of Directors

12 Directors

Directors (4)



Shintaro Yamada

Representative Executive Officer and CEO



Fumiaki Koizumi

President / CEO of Kashima Antlers F.C. Co., Ltd.



Sayaka Eda

Executive Officer, Senior Vice President of Corporate, and CFO



Mayumi Tochinoki

Independent Directors (8)



Kazuhiko Toyama

Lead Independent Director
Chair of the Nominating Committee



Makiko Shinoda

Chair of the Compensation Committee



Shiho Konno

Chair of the Audit Committee



Takuya Kitagawa



Mayumi Umezawa



Kikka Hanazawa



Kumi Fujisawa



Masahiro Kotosaka
(new)

Governance Structure (Independent Directors)



Kazuhiko Toyama
Lead Independent Director
Chair of the Nominating Committee

- Boston Consulting Group
- Representative Director and President of Corporate Direction Inc.
- Senior Representative Director (COO) of Industrial Revitalization Corporation of Japan
- Representative Director, CEO of Industrial Growth Platform, Inc.
- Outside Director of Panasonic Corporation (currently Panasonic Holdings Corporation)
- Outside Director of Tokyo Electric Power Company Holdings, Inc.
- Chairman of Industrial Growth Platform, Inc. IGPI Group (current position)
- Outside Director of Kuroda Precision Industries Ltd. (current position)
- Representative Director, Chairman of Japan Platform of Industrial Transformation, Inc. (current position)



Makiko Shinoda
Chair of the Compensation Committee

Background

- The Long-Term Credit Bank of Japan, Limited (currently SBI Shinsei Bank, Limited)
- McKinsey & Company, Inc.
- Novartis Pharma K.K.
- Head of Finance of Nestlé Nutrition K.K. (currently Nestlé Health Science)
- Director & CFO of Tokyo Itoi Shigesato Office (currently Hobonichi Co., Ltd.)
- Director of YeLL Inc. (current position)



Shiko Konno
Chair of the Audit Committee

- Audit and Supervisory Board Member of Yahoo Japan Corporation (currently LY Corporation)
- Auditor of Advanced Softmaterials Inc. (currently ASM Inc.)
- Member of the Committee on Realization of a Gender-Equal Society at the Japan Federation of Bar Associations (current position)
- Auditor of Japan Corporate Governance Network
- Shiko Konno Habataki Law Office, Lawyer (current position)
- Outside Director of Watami Co., Ltd.
- Outside Director of Kakaku.com, Inc.
- Outside Director of Alfresa Holdings Corporation
- Outside Audit & Supervisory Board Member of Shinsei Bank, Limited (currently SBI Shinsei Bank, Limited)
- Outside Director of Monex Group, Inc.
- Outside Director of LIXIL Corporation (current position)
- Outside Audit & Supervisory Board Member of Pegasus Tech Holdings, Inc. (current position)

Reasons for Selection as Independent Directors

- Extensive knowledge and deep insight in the areas of management and corporate governance
- Deep experience in promoting innovation to solve social issues
- Professional knowledge and deep experience in I&D, sustainability, finance, etc.

- Specialized expertise in the areas of corporate legal affairs and corporate governance
- Extensive knowledge and profound insight in the areas of risk management and compliance

Governance Structure (Independent Directors)



**Takuya
Kitagawa**



Mayumi Umezawa



Kikka Hanazawa

Background

- Director of Rakuten Data Marketing, Inc.
- Co-founder and Director, Public Interest Well-being for Planet Earth Foundation (current position)
- Managing Executive Officer, Chief Data Officer of Technology Division of Rakuten, Inc.
- President and Director of QuEra Computing (current position)
- Representative Director, President of QuEra Computing Japan, Inc. (current position)

- Joined the Tokyo office of Tohmatsu & Co. (currently Deloitte Touche Tohmatsu LLC)
- Umezawa Accountant Office (currently Mayumi Umezawa CPA Office) (current position)
- Joined McDonald's Company (Japan), Ltd.
- Finance Manager of Disney Store Department at The Walt Disney Company (Japan) Ltd.
- Director of Accounting Labo (currently Accounting Labo Co., Ltd.) (current position)
- Outside Audit & Supervisory Outside Director (Audit and Supervisory Committee Member) of Retty Inc.
- Supervisory Director of Japan Hotel REIT Investment Corporation
- Outside Director of Wellness Communications Corporation
- Outside Director (Audit and Supervisory Committee Member) of ROYAL HOLDINGS Co., Ltd. (current position)

- General Manager, Itochu Fashion System Co., Ltd. New York office
- Vice President of Marketing, Cygne Designs, Inc.
- CEO of CYGNE INTERNATIONAL
- Director of Strategic Planning, Link Theory Holdings Co., Ltd
- CEO of VPL
- President of Fashion Girls for Humanity (current position)
- Co-founder of Yabbeey
- Director of Columbia University (current position)

Reasons for Selection as Independent Directors

- Expert knowledge in technology areas such as AI and data science
- Extensive experience and profound insight in AI and data usage for business creation and social issue resolution

- Specialized expertise in the fields of finance and accounting
- Profound insight into the fields of risk management, compliance, and corporate governance

- Extensive experience in business management, primarily in the US, tackling social issues through businesses
- Profound expertise in the field of sustainability



Kumi Fujisawa



Masahiro Kotosaka
(new)

Background

- Joined KOKUSAI Investments Trust Management Co., Ltd.
- Joined Schroder Investment Management (Japan) Limited
- Representative Director of IFIS JAPAN LTD.
- Vice Chair of the Investment Trusts Association, Japan
- Governor of the Japan Securities Dealers Association (current position)
- Outside Director of The Shizuoka Bank, Ltd.
- Representative Director of SophiaBank
- Outside Director of the Board of Toyota Tsusho Corporation
- Outside Director, Member of the Board of Creek & River Co., Ltd.
- Outside Director of CellSource Co., Ltd.
- Outside Director of Net Protections Holdings, Inc.
- Chairperson of Institute for International Socio-Economic Studies (current position)
- Outside Director of Shizuoka Financial Group, Inc. (current position)
- Outside Director of Toyota Motor Corporation (current position)

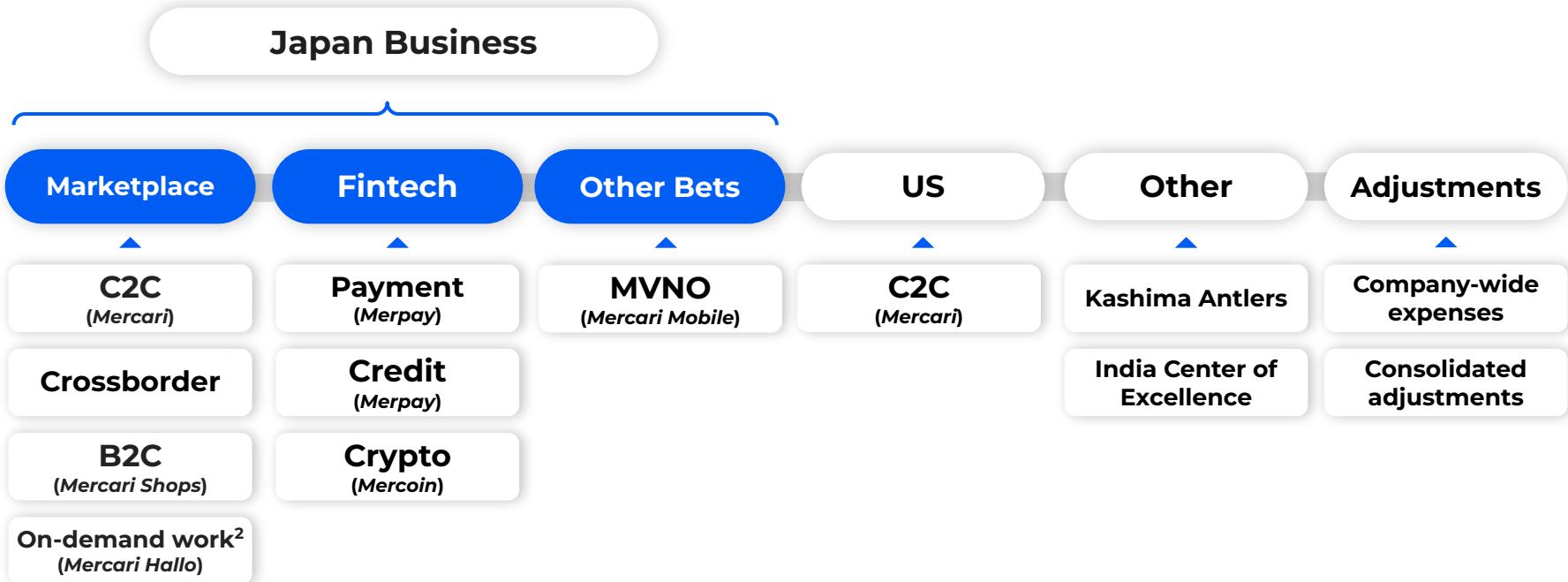
- Joined McKinsey & Company, Inc.
- Associate Professor of College of Business Administration, Ritsumeikan University
- Outside Director of Appirits Inc.
- External Audit & Supervisory Board Member of Uzabase, Inc.
- Outside Corporate Auditor of RAKSUL INC.
- External Director of Euglena Co., Ltd. (current position)
- External Director (Audit & Supervisory Committee member) of Uzabase, Inc.
- Outside Director (Audit & Supervisory Committee Member) of RAKSUL INC. (current position)
- Outside Director (Audit & Supervisory Committee Member) of SRE Holdings Corporation (current position)
- Professor of Faculty of Policy Management, Keio University (current position)

Reasons for Selection as Independent Directors

- Extensive experience in promoting innovation to address social issues
- Extensive expertise and profound insight in global business, corporate governance, and other fields

- Extensive experience in corporate management and expertise in business strategy
- Profound expertise and insight into the fields of risk management, compliance, and corporate governance

- Starting FY2026.6, we moved MVNO from Marketplace to a new segment under Japan Business¹ called “Other Bets,” established based on nature of profitability



1. Renamed Japan Region to Japan Business in FY2026.6 Q1

2. Service discontinued on December 18, 2025

Approach to Capital Allocation

(Excerpt from FY2025.6 Q4 Presentation Materials)

- Alongside our transition to a phase of profit growth, we expect retained earnings to become positive in FY2026.6 if progress goes according to our plans

Internal Reserve Levels

- Gradually build up equity capital with the expansion of Fintech and other businesses to ensure stable financing capabilities
- Boost financing efficiency by enhancing external ratings, etc. and prioritize debt financing for the funds necessary for the credit business

Capital Allocation Priorities

- For cash other than internal reserves, compare the following options and prioritize carrying out capital allocation that will contribute to long-term profit growth
 1. Growth investment in existing businesses and new businesses (including M&As)
 2. Investment in Mercari, centered around stock buybacks
- For shareholder returns, prioritize stock buybacks over dividends from the perspective of maintaining flexibility to make quick decisions

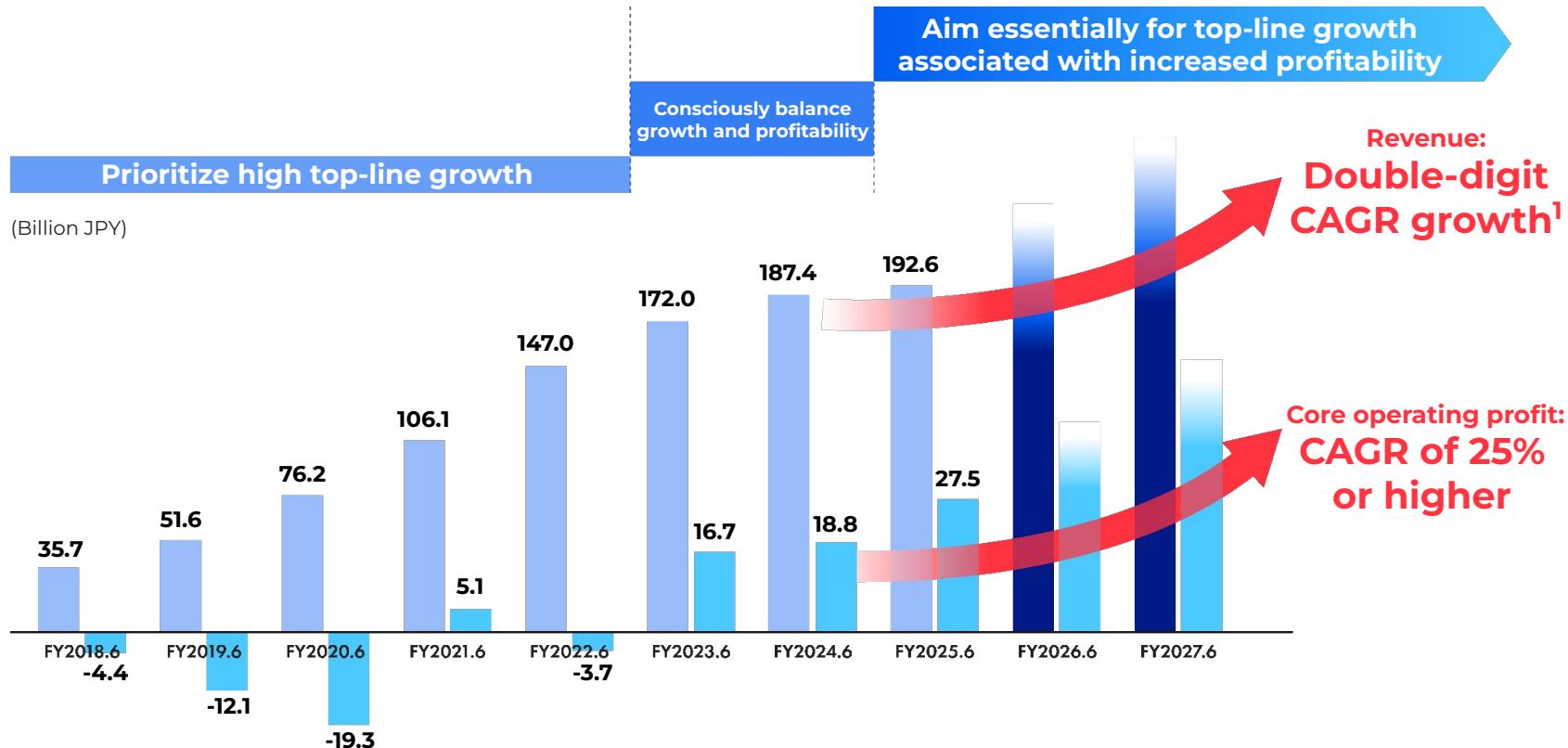
Increase to Issuer Ratings

- Acquired a rating of BBB (Stable) for both Mercari and Merpay from Rating and Investment Information (R&I)
 - This is an increase of one rank from BBB-, which we acquired in FY2025.6
- Rationale
 - Mercari: Mercari has enhanced its profitability by leveraging its user base in Japan to strengthen the revenue base of its financial businesses and has improved its financial balance
 - Merpay: In addition to functioning as a method for users to use the sales balance they gain on the *Mercari* marketplace app, *Merpay* significantly contributes to promoting transactions within *Mercari*; given the integrity with the rest of Mercari Group, *Merpay* is worthy of the same rating as Mercari

Issuer	Rating (Previous)	Rating (as of Dec. 2025)	Rating Outlook
Mercari	BBB-	BBB	Stable
Merpay	BBB-	BBB	Stable

FY2027.6—Mid-Term Policy

(Excerpt from FY2025.6 Q4 Presentation Materials)



1. CAGR from FY2024.6

2. Following the transition to IFRS as of FY2024.6, disclosure is conducted based on IFRS beginning with the business results for FY2023.6.

3. In the event an opportunity arises for significant growth that will contribute to the future growth of the company, a temporary loss may be incurred resulting from making a flexible investment, but the company will explain the investment if this occurs.

Group-wide

Mid-Term Objectives

- Work with external partners to realize an ecosystem
- Promote global expansion by growing our US business and strengthening crossborder transactions
- Create a borderless organization where talent from all over the world can thrive and strengthen I&D
- Create an AI-Native company

Marketplace

Objectives

- In addition to the stable growth of C2C, lead the market with high growth of crossborder transactions and B2C

Focus Areas

- Strengthen the core experience of the product
- Redesign UI/UX using AI/LLMs
- Crossborder transactions/B2C
- Ads

Fintech

Objectives

- Expand Group synergy
- Lift core operating profit to over 10B JPY and establish Fintech as the second pillar of Mercari Group

Focus Areas

- Expand payments and credit balance focused on the loyalty program
- Maintain and enhance AI credit accuracy and collection rates
- Expand usage situations and types of cryptoassets

US

Objectives

- Establish an independent position by distinguishing our product clearly
- Realize sustainable growth while essentially continuing to break even

Focus Areas

- Enhance the product's core experience
- Use AI to innovate our UI/UX
- Differentiate Mercari from our competitors with category-specific strategies

FY2026.6—Business Objectives

(Excerpt from FY2025.6 Q4 Presentation Materials)

Consolidated

Guidance

Revenue

200.0–210.0 B JPYCore operating profit¹**28.0–32.0** B JPY

Policy/Major Initiatives

- Make preparations for FY2027.6
- Essentially aim for top-line growth that will lead to increased profits
- Expand businesses centered around Group synergy

Marketplace

Guidance

GMV growth rate: Approx. +3–5%

Core operating profit¹: 32.0–36.0 B JPY

Fintech

Guidance

Core operating profit¹: 5.0–7.5 B JPY

US

Guidance

Break even³

Positive full-year GMV growth YoY

Policy/Major Initiatives

- Enhance the product's core experience
- Promote direct crossborder transactions²
- Strengthen business listings in B2C

Policy/Major Initiatives

- Acquire *Mercard* holders
- Make *Mercard* users' main card

Policy/Major Initiatives

- Differentiate *Mercari* from our competitors with category-specific strategies
- Enhance the product's core experience

1. Core operating profit is defined as IFRS operating profit excluding other income/expenses, etc.

2. People overseas register as *Mercari* users, which allows them to purchase items in their local language and with prices shown in the local currency, while sales and payments are handled through a third-party company, creating a smooth user experience

3. Envisioning break-even based on IFRS core operating profit

Major Itemization of Consolidated BS

- We will continue to leverage various methods of financing and appropriately control our balance sheet to maintain a sound financial foundation

Primarily deposits of funds and investment securities related to user funds

With regard to preservation of user funds, we act in accordance with laws regarding funds transfer services, etc., and in addition to deposits of funds, we pledged government bonds as collateral in FY2025.6 Q4 and carried out asset segregation in FY2026.6 Q2. We have also concluded a guarantee contract for security deposits for providing funds transfer services with financial institutions.

Mainly credit from transactions within Mercari, items under "Trade accounts receivable", items under "Allowance for doubtful accounts", etc.

Credit balance from Merpay's credit services



1. Within non-current assets, under other financial assets, 30.0B JPY corresponds to government bonds pledged as collateral, and 5.0B JPY corresponds to segregated assets in trust

2. A method of financing in which the amount collected from the credit is the only source of repayment, and the repayment obligation is not borne by Mercari

Convertible bonds and long-term borrowings

Long-term borrowings, including convertible bonds but excluding funds financed by liquidating receivables

In September 2024, purchased approximately 21B JPY worth of the total 50B JPY euro-yen denominated convertible bonds issued in July 2021 (25B JPY maturing in 2026, 25B JPY maturing in 2028)

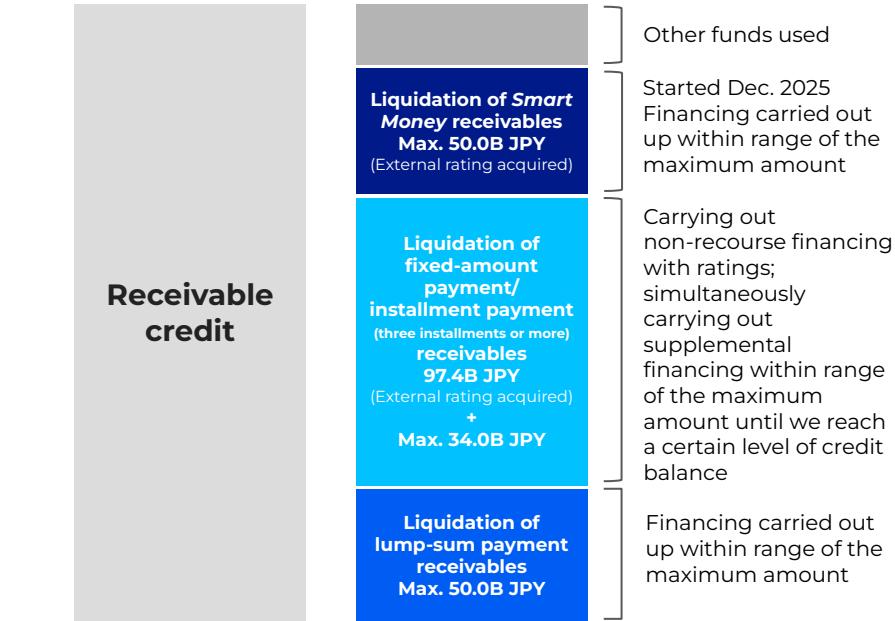
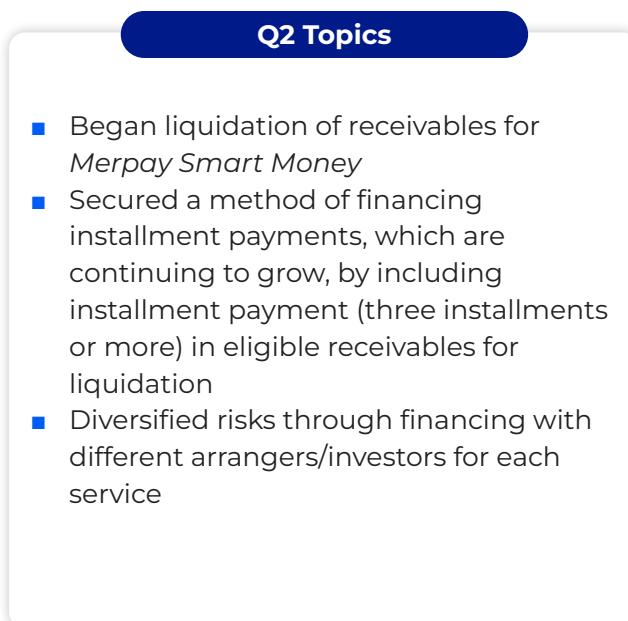
Mainly Mercari sales balance (including US) and wallet balance from users adding funds from banks

Funds financed by liquidating receivables

Liquidated lump-sum payment, fixed-amount payment, and installment payment (three installments or more) receivables for *Merpay Deferred Payments*, as well as *Merpay Smart Money* receivables. Starting FY2023.6, we have carried out non-recourse² financing for a portion of liquidated receivables.

Fintech—Liquidation of Receivables

- Began liquidation of receivables for *Merpay Smart Money*, achieving non-recourse financing for all major credit services
- We will continue to expand and diversify financing in sync with the growth of our credit services centered on non-recourse receivable liquidation

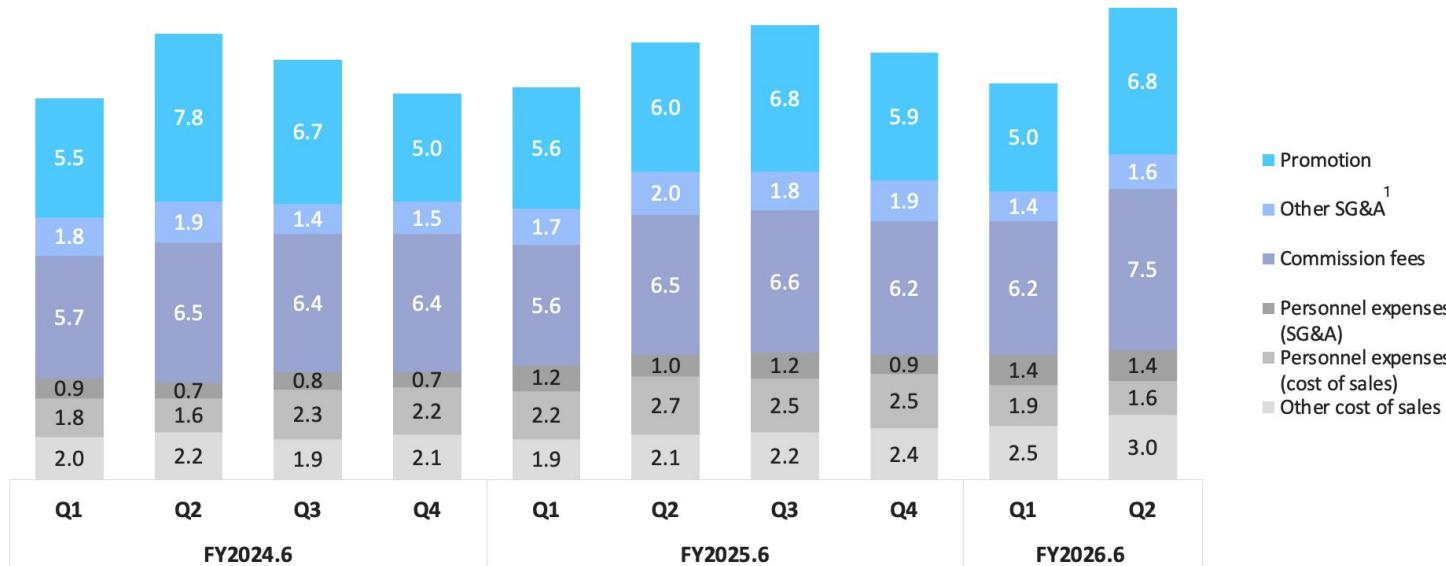


As of December 31, 2025

Marketplace—Cost Composition (Quarterly)

(Billion JPY)

Financial Results Presentation Material



1. Outsourcing expenses, depreciation, land rent etc.

Kashima Antlers—2025 Meiji Yasuda J1 League Champions

- In the 2025 Meiji Yasuda J1 League, Kashima Antlers achieved their 9th league championship and 21st title
- We are continuing our commitment to the Antlers' hometown, the Rokko region of Ibaraki, with actions such as giving Kashima Stadium the new official nickname "Mercari Stadium" in June 2025
- Going forward, we will aim to create further synergy by leveraging offline touchpoints with stadium crowds to enhance emotional connections through the energy at live games, as well as Mercari Group's brand power, while continuing to focus on strengthening the club



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Disclaimer

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The FY2026.6 Q3 financial results are scheduled to be released at 15:30 or later on May 11, 2026.

mercari

株式会社メルカリ

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