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2026 Mercari CEO and Shareholder Dialogue

In September 2026, Mercari's Representative Executive Officer and CEO Shintaro Yamada and Executive Officer, Senior Vice President of Corporate, and Chief Financial Officer Sayaka Eda held dialogues with several securities analysts. As we place great importance on fair disclosure and strive to enhance the fairness and transparency of our IR activities, we have compiled and disclosed a summary of these interviews below.

Consolidated

Q. Your target core operating profit of 45.0B JPY or more for FY2027.6 seems rather conservative. What are your thoughts on this?

A. Our core operating profit for FY2026.6 was 44.1B JPY; this exceeded the expectations we set at the beginning of the fiscal year, driven by top-line growth mainly due to Marketplace's efforts to strengthen the product's core experience, which yielded results sooner than anticipated. However, in Marketplace, MAU has not shown as much growth as GMV, and we believe that there are some uncertain factors in the durability of our top-line growth, such as the extent to which ARPU will continue to rise. For this reason, in FY2027.6 we will take on investments in areas that will contribute to top-line and profit growth three to five years down the line; however, we have also carefully factored in the uncertainty in revenue growth in our guidance. We will prioritize investments in our foundation for mid- to long-term growth, such as safety and security, our CS structure, and the product's core experience, over building up short-term profit, and when we have more certainty, we will reflect it in our business forecast.

Q. What effects has your AI-Native transformation had on not just development productivity, but revenue and profit? Where do things stand with the development of your proprietary AI model?

A. Thanks to collaboration with AI, development output per engineer has increased 7.6 times compared to two years ago. We have been able to make improvements to areas such as safety and security, search and recommendations, listing support, and fraud prevention measures faster than before without significantly increasing headcount. AI also contributes to the listing and purchasing experience and the activation of transactions in Marketplace, as well as both the growth of credit balance and the high collection rate in Fintech through our AI credit model. At present, it is difficult to isolate the effects of AI by itself on revenue and profit, but we believe that it was a crucial factor supporting our top-line growth in FY2026.6. Our proprietary AI model is still in the experimental stages, and as such, we have not included major results from it in our business plan for FY2027.6. However, we do expect mid- to long-term effects of reduced usage costs of general-purpose AI services and advancements in initiatives, anti-fraud measures, hiring, and other activities leveraging internal data. We believe that for the time being, we are in a phase of extensively utilizing AI, and we will move ahead with the AI-Native transformation of our employees and the organization as a whole.

Q. Are your ongoing initiatives really in line with the market's expectations for hypergrowth?
A. We believe that our AI-Native transformation is an important key to bridging the gap here. Collaboration with AI enables us to develop our product with smaller teams, try more initiatives, and explore new opportunities for growth faster than before, such as by leveraging a new development style called AI Pods, in which a small team handles everything from determining specifications to quality assurance and release work. With AI-Native as our foundation, we will aim for disruptive growth starting from our core businesses and areas that have synergy with our core businesses, while considering the option of leveraging partnerships. That said, we have not incorporated initiatives with unclear feasibility or results into our business plan or budget. This may cause our guidance to look conservative, but we will move ahead with taking on challenges to achieve even higher growth.

Q. Does the leadership intend to change its mindset toward achieving a market capitalization of 2T JPY as a result of the introduction of performance stock units (PSUs)?
A. The introduction of PSUs was decided as a result of deliberation by the Compensation Committee, excluding myself (Yamada). The policy is designed so that shares will not be granted unless Mercari achieves a market capitalization of 2T JPY or more for 60 consecutive business days within 5 years. Mercari's leadership takes seriously the expectations for high growth that our Independent Directors and Compensation Committee have entrusted to us, and we now share even stronger interests with our shareholders. We will work to achieve disruptive growth through our AI-Native transformation, crossborder transactions, new businesses, alliances, and more in addition to the sustainable growth of our existing businesses.

Q. What kind of company do you aim to be by the time you achieve a market capitalization of 2T JPY?
A. We believe it is essential for the entire company to become AI-Native and achieve high productivity and a competitive edge. We will accumulate information that forms the basis for management decisions and establish mechanisms for AI agents to support such decisions, as well as hire AI-Native talent and transform how we carry out performance evaluations. Rather than scaling headcount linearly with business expansion, we will aim to enhance productivity while growing revenue and profit. However, in stages of significant business growth, we will consider the option of increasing headcount to capture growth opportunities. We will aim to achieve global opportunities, including the US business and crossborder transactions, and become a company that can sustain even higher growth than we have now.

Q. How will you leverage M&As as you work toward a market capitalization of 2T JPY?
A. In our C2C-focused business model, it is not always easy to generate sufficient synergy just by taking in other companies' businesses or services. We believe that simply adding their revenue and profit to our consolidated business results will not necessarily lead to enhanced corporate value. As such, when considering M&As, we will focus on whether the other party has clear synergy with our existing businesses and can join us to achieve higher growth than either party could alone, in addition to the important condition that it will not have a negative impact on the user experience. As our AI-Native transformation progresses, it will be increasingly easier to develop new services from scratch, and there will be cases where it is more effective for Mercari to develop something in-house to maintain consistency with our ideals and core product experience. However, M&As could

be an option in situations where a business requires an organization or capabilities that we do not have and would have clear significance if the business were to join Mercari Group. Our policy is to make case-by-case decisions after comparing the options of M&A, alliance, and in-house development; at present, we do not have concrete plans for any large-scale M&As.

Q. After the change in US CEO (former Mercari, Inc. [US] Vice President of Growth Jeff LeBeau appointed as US CEO on July 1, 2026), what areas have you (Yamada) been spending your time on as CEO?
A. Since July, I have changed my approach to participation in everyday executive meetings and now allocate more time to considering strategies for disruptive growth on a global scale, including US, as well as mid-term policies leveraging AI, alliances, and other matters. I continue to visit our US office on a regular basis and have not stepped away from the US business, merely left daily business execution to local management in order to strengthen my involvement in mid-term strategy and disruptive growth. I am also working to standardize our technology and development foundation between Japan and the US by leveraging Mercari Japan's technology in our US business and Mercari US's knowledge across the rest of Mercari Group.

Q. Do you feel any management constraints with your current mid-term policy? What will Mercari focus on in the next mid-term policy?
A. We do not feel any strong management constraints with our current mid-term policy from a profit perspective. We believe that if any inorganic growth opportunities arise, we will be able to act flexibly with sufficient explanation toward the market. As we consider our next mid-term policy, it will be crucial to identify US's growth potential and opportunities in each of our business areas, including Fintech, based on what new features and related features our AI-Native transformation will help us create and what results those features will lead to. We plan to move ahead with discussions in FY2027.6 H2 based on our results and forecasts in H1. We will not prematurely incorporate initiatives for which we are uncertain of their effects; we will keep a careful eye on the degree of accuracy of our results and reflect them in our next growth policy.

Q. Is your entry into new business areas, such as the MVNO business and the ads business, really in line with your explanation of your plans to invest in your core businesses?
A. Our new initiatives such as the MVNO business and the ads business will not necessarily result in large-scale investments. As a result of our AI-Native transformation, we are increasingly able to launch new services without investing significant headcount or time, enabling us to see user reactions first. That said, we do recognize that we should have more sufficiently explained the positioning and investment scale of each of our initiatives. We will continue to accelerate the new challenges we take on, but we will strive to remove ambiguity by clearly differentiating between IR messages and PR announcements of services and products.

Q. What criteria do you use when determining whether to continue or withdraw from a new business?
A. For each business, we set a hypothesis for what value the business can provide to our users, and we regularly check the feasibility and the growth of the business. Rather than making judgment based on uniform rules, we focus on whether the business is in line with our initial hypothesized provision of value and whether it is meaningful for Mercari Group to work on the business. We set intervals for leadership to regularly check in based on the characteristics and scale of the business.

We are also working to build mechanisms to measure and evaluate progress faster, given that we are seeing an increased number of small-scale projects due to our AI-Native transformation.

Marketplace

Q. Why did GMV growth accelerate in Q4 FY2026.6? Is this the result of transient growth that relied on particular categories?

A. The acceleration in GMV growth is not driven by any single initiative or category. We view this acceleration as the result of launching marketing campaigns like Super Mercari Market Days on top of a solid foundation. This involved refining the core user experience by enhancing safety and security, improving the listing and buying experiences, upgrading the search and recommendation features and AI listing support features, and implementing advanced fraud prevention measures. While it is true that Entertainment & Hobbies categories—particularly trading cards—contributed to a certain extent, a closer look at these categories shows balanced growth across character merchandise, games, figures, and anime products. Furthermore, we are seeing growth across multiple other categories, including apparel and home electronics. The FY2027.6 guidance of YoY GMV growth of +10% to +15% is not premised on the Entertainment & Hobbies categories continuing to grow at their current level for the full year, but rather represents a range incorporating multiple scenarios. Outside of the Entertainment & Hobbies categories, initiatives such as expanding authentication services to increase high-price transactions are already driving GMV growth, giving us confidence that sustainable growth is well within reach.

Q. How are the initiatives for MAU expansion and safety and security progressing?

A. As a result of our efforts in FY2026.6, we've improved the satisfaction of our existing users, which has led to fewer users leaving the platform and an increase in ARPU. However, among potential users, there are people who, as a result of media coverage, feel uneasy about transactions on Mercari. By continuously strengthening both proactive issue prevention and prompt resolution when problems occur, we will build trust to drive retention among existing users while encouraging new and dormant users to use our product.

Fintech

Q. Where do you place Fintech within Mercari Group?

A. We have positioned Fintech not just in the aim of growing our financial business, but rather as a means of expanding the entire Mercari ecosystem. Our company's strength lies in being able to provide a convenient experience to our users through the internet and mobile phones, and we have no intention to launch into every financial area. Going forward, we will consider launching businesses based on the growth of both Marketplace and Fintech, synergy, and capital efficiency.

Q. What are your thoughts on the company's growing balance sheet resulting from Fintech's growth?

A. Since the business characteristics and evaluation metrics for Marketplace and Fintech differ, we recognize that as Fintech grows, our valuation multiples may become a point of discussion. We think of Marketplace as our company's main business. Fintech is a way of expanding the overall Mercari ecosystem, which includes Marketplace. We do not currently anticipate making a balance sheet

model the core of the Group. Both businesses have sizable room for growth. We will forge ahead to maximize revenue and profit in the mid-to-long term as a company.

US

Q. What are your views on the probability of achieving the FY2027.6 guidance of maintaining a YoY GMV growth rate of +10% or more and breaking even?

A. In FY2026.6, we turned negative growth in the US business into positive growth and recently surpassed 10% growth YoY, and these developments can be interpreted as signs that the fundamental health of our business is recovering. In addition to improvements to the core experience, our listing and buying experience, search and recommendation features, and fraud prevention measures, we have also seen category-specific CRM measures and shipping-related promotions contribute to our results. However, we do not think that 10% growth is sufficient in the mid-to-long term. We are positioning FY2027.6 as a year for ascertaining the potential for disruptive growth through such things as new features and partnerships while continuing to enhance the product's core experience. We will increase the probability of further growth while breaking even and pursue an even higher growth trajectory.

Q. What areas do you think will have room for growth going forward?

A. In addition to Entertainment & Hobbies, we believe there is also significant room for growth in the fashion category. To capture global demand for made-in-Japan IP and K-pop items, we will strive to strengthen our item inventory, including through partnerships, we will strive to distinguish our product with such things as authentication for high-priced items, a bundle purchase feature, and a search and recommendation feature that leverages AI. Furthermore, in June 2026, we launched direct Mercari crossborder transactions for the Marketplace business in the US, and we continue to pursue growth opportunities that integrate the US business and crossborder transactions.

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