

2025.6.6

FY2025 Q3

Business Report

Ateam Holdings Co., Ltd. (Security code: 3662)

- 1. FY2025 Q3 Financial Results**
- 2. Progress of Initiatives to Reduce Risks and Volatilities**
- 3. M&A Results and Progress**
- 4. FY2025 Guidance**
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APPENDIX: Performance Indicator "Adjusted EBITDA"

APPENDIX: Plan to Achieve Criteria to Maintain Listing on TSE Prime Market

APPENDIX: Medium-Term Business Plan

APPENDIX: Company Overview

Financial Results Highlights

Revenue and Profit Up Y/Y and Q/Q With
Steady Revenue and Strong Profit

Revenue

FY2025 Q3

6,429

million JPY

Y/Y 102.6 %

Q/Q 109.7 %

Adjusted EBITDA

FY2025 Q3

701

million JPY

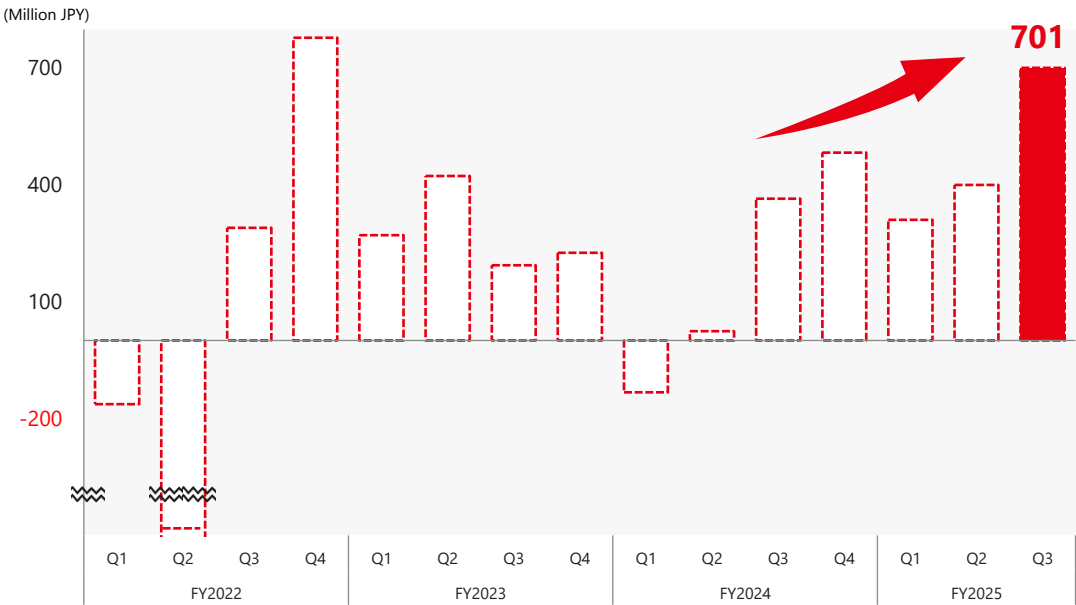
Y/Y 191.9 %

Q/Q 175.1 %

HOT TOPIC

Executed Business Portfolio Optimization,
Recovered From Weak Profits,
Entered Regrowth Period

Adjusted EBITDA, an indicator of
the profitability of our core business, remained strong.



2. FY2025 Q3 Financial Results

FY2025 Consolidated Forecast **Revised Upward** (Adjusted EBITDA, Ordinary Income, and Net Income)

	Revenue (Million JPY)	Adjusted EBITDA (Million JPY)	EBITDA (Million JPY)	Operating Income (Million JPY)	Ordinary Income (Million JPY)	Net Income (Million JPY)	Net Income per Share (JPY)
Initial Forecast (A)	25,000	1,350	1,250	1,000	1,000	560	30.17
Revised Forecast (B)	25,000	1,500	1,250	1,000	1,300	1,000	53.88
Difference in Amount (B-A)	0	150	0	0	300	440	23.71
Difference in Percentage (B/A)	0.0%	111.1%	0.0%	0.0%	130.0%	178.6%	178.6%
Results for Fiscal Year Ended July 31, 2024	23,917	740	711	562	609	953	51.36

- * We revised our FY2025 consolidated forecast as announced in the "Notice Regarding Expected Recording of Extraordinary Income and Upward Revision of Full-Year Forecast" disclosed on April 10, 2025 and the "Notice Regarding Upward Revision of Full-Year Forecast and Non-Operating Loss of Consolidated Subsidiary" disclosed on June 6, 2025.
- * Adjusted EBITDA is a performance indicator introduced in the second quarter of the fiscal year ending July 31, 2025. The forecast of this indicator is announced in the "Business Report for the Second Quarter of the Fiscal Year Ending July 31, 2025" disclosed on March 14, 2025.
- * The above forecast is based on information available as of the release date of this report. The final results may differ from the forecast due to various factors.

Revenue and Adjusted EBITDA Up Y/Y and Q/Q, Driven by Strong Performance of Existing Businesses

Revenue

6,429

million JPY

Y/Y 102.6 %

Q/Q 109.7 %

Adjusted EBITDA

701

million JPY

Y/Y 191.9 %

Q/Q 175.1 %

Ordinary Income

491

million JPY

Y/Y 141.9 %

Q/Q 90.4 %

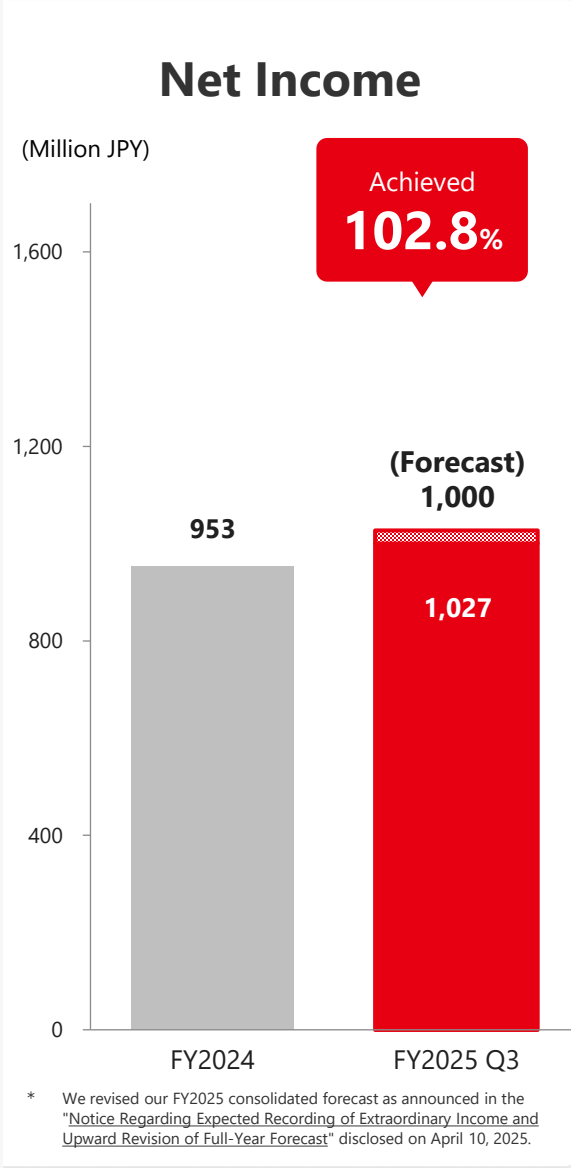
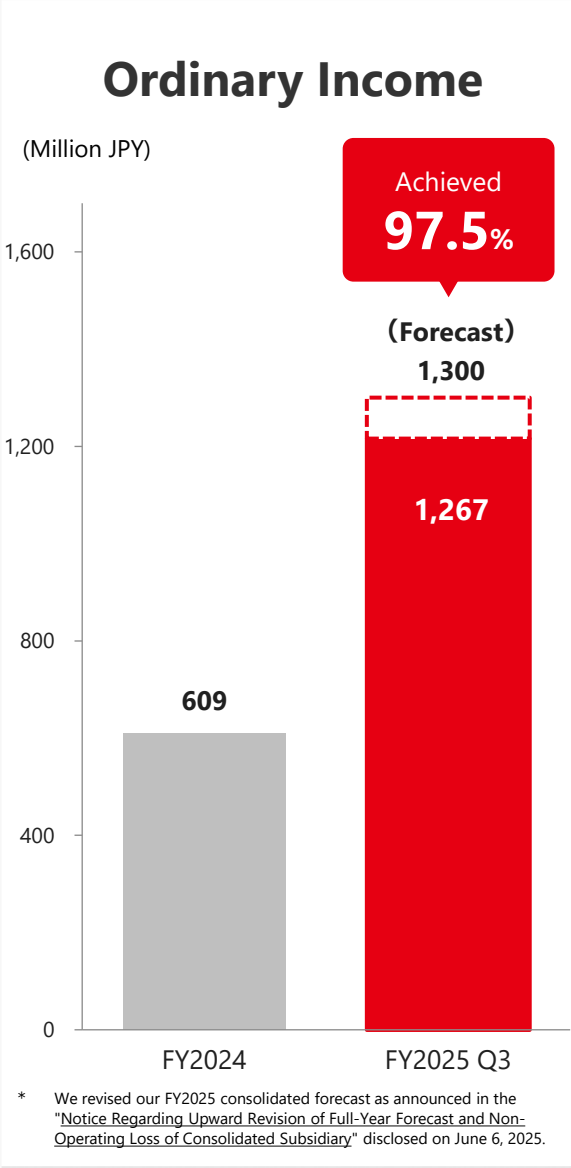
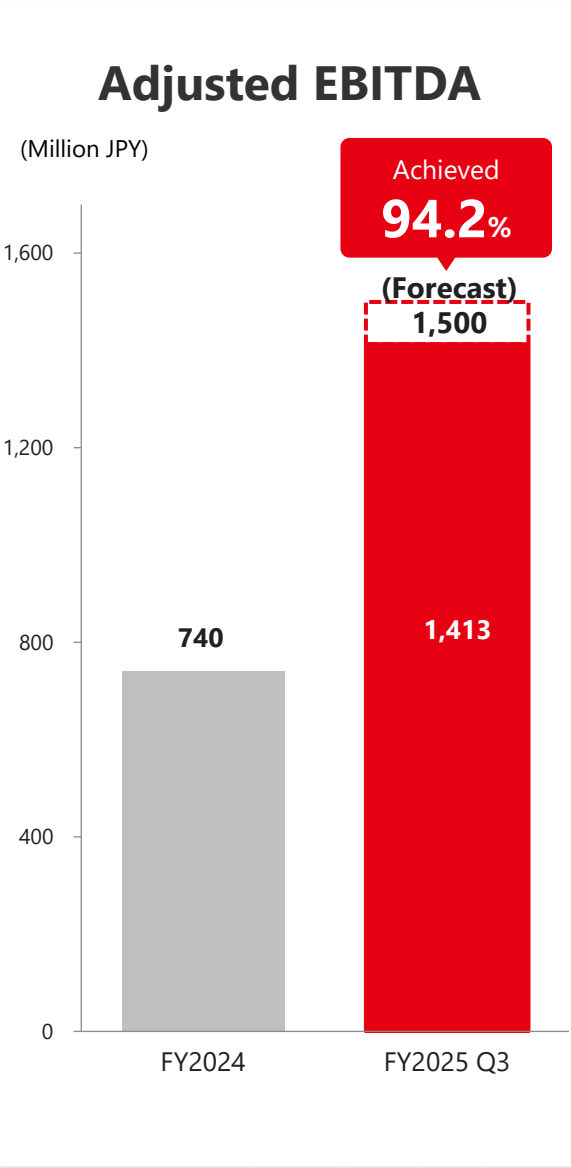
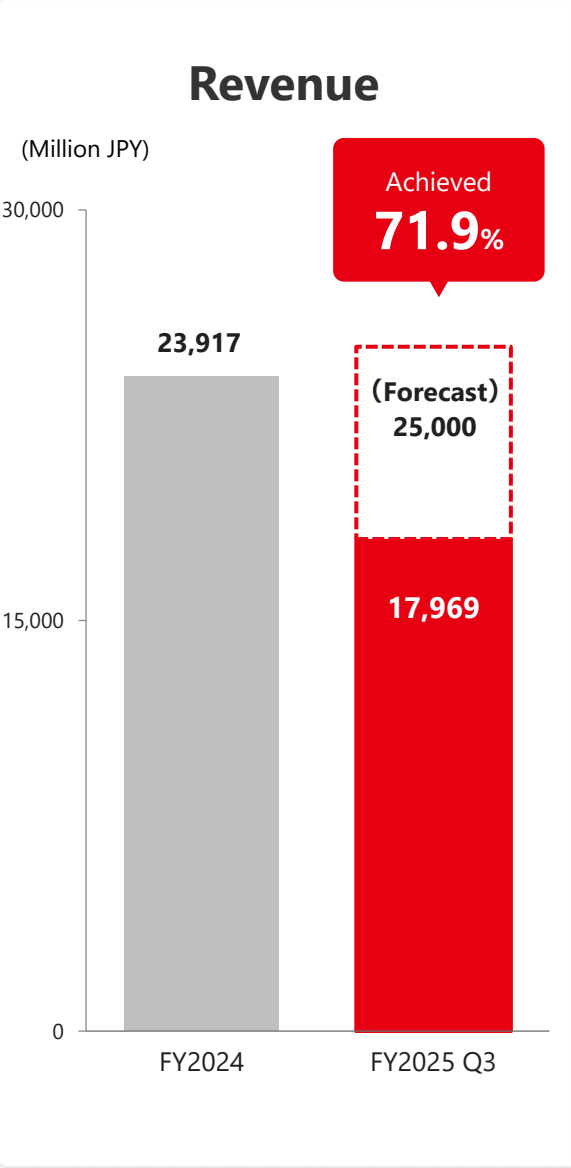
Net Income

468

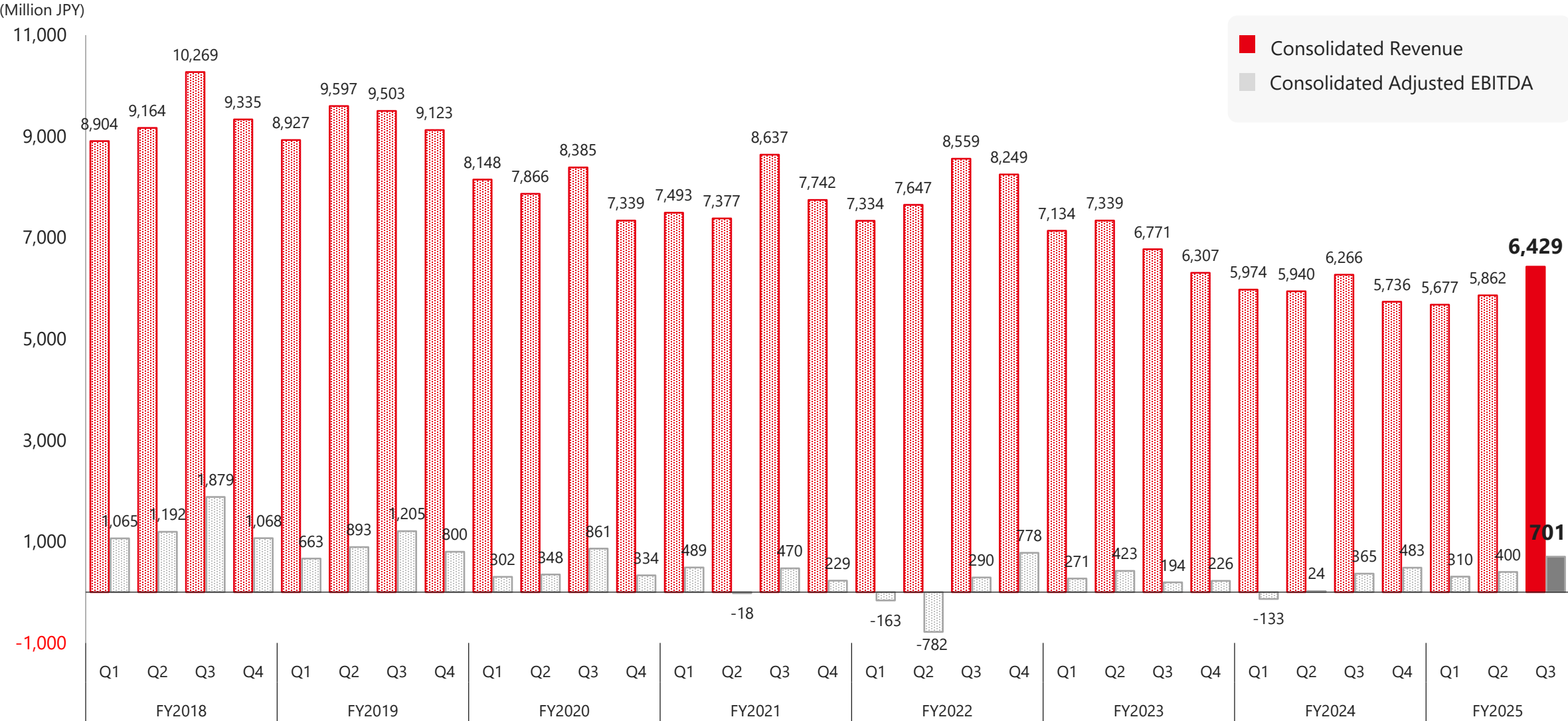
million JPY

Y/Y 60.7 %

Q/Q 108.8 %



● Consolidated Quarterly Financial Trends



Steady Revenue and Strong Profit Driven by
Strong Performance of Each Existing Business

(Million JPY)	FY2025 Q3	FY2024 Q3	Y/Y (%)	FY2025 Q2	Q/Q (%)
Revenue	6,429	6,266	102.6 %	5,862	109.7 %
Adjusted EBITDA	701	365	191.9 %	400	175.1 %
EBITDA	924	365	252.7 %	-47	- %
Operating Income	832	330	252.1 %	-135	- %
Ordinary Income	491	346	141.9 %	543	90.4 %
Net Income	468	771 [*]	60.7 %	430	108.8 %

^{*} Gains on the transfer of the Lalune business of 491 million JPY are recorded in FY2024 as extraordinary income.

We have adopted **adjusted EBITDA** to measure our core business's profitability in a way that cannot be discerned through accounting profits.

Operating Income

+) Amortization of Goodwill

+) Depreciation

EBITDA

+) M&A-Related Expenses^{*1}

+) Provision of Allowance for Sales
Promotion Expenses (related to crypto assets)

+) Sales Promotion Expenses (related to crypto assets)

-) Expenses for Points Granted during the Relevant
Period^{*2}

Adjusted EBITDA

We have changed our performance indicator because we have been executing our growth strategy through continuous M&A transactions and started the consolidation of Paddle Inc. ("Paddle"), a crypto-asset-related business operator. Our policy is to monitor adjusted EBITDA as a performance indicator that properly measures the profitability of our core business.

Adjustments for Adjusted EBITDA^{*3}

1. Deduction of one-time expenses related to M&A
2. Deduction of accounting expenses related to Paddle's crypto assets
3. Replacement of the accounting expenses deducted in 2. with expenses reflecting the actual state of the business

^{*1}: M&A-related expenses:
M&A execution fees (e.g., brokerage fees, including FA fees, and various DD expenses) and financing costs associated with M&A (e.g., loan-related fees and expenses associated with public offerings of new shares)

^{*2}: Expenses for points granted during the relevant period:
Closing price of crypto assets at month end × Number of points granted during the relevant period × Ratio of expired points

^{*3}: For the details of the concept of adjusted EBITDA as a performance indicator, please refer to "APPENDIX: Indicator of Core Business Profitability 'Adjusted EBITDA' (from p. 39)" of this report.

Impacts of Fluctuations in Market Price of Crypto Assets on Each Performance Indicator

Market Price of Crypto Assets

Rise ↗

Impacts on Operating Income/Loss

Operating Expenses

Increase ↗

Operating Income

Decrease ↘

Impacts on Ordinary Income/Loss

Gains/Losses on the Valuation of Crypto Assets

Income ↗

Ordinary Income

Increase ↗

Market Price of Crypto Assets

Decline ↘

Impacts on Operating Income/Loss

Operating Expenses

Decrease ↘

Operating Income

Increase ↗

Impacts on Ordinary Income/Loss

Gains/Losses on the Valuation of Crypto Assets

Loss ↘

Ordinary income

Decrease ↘

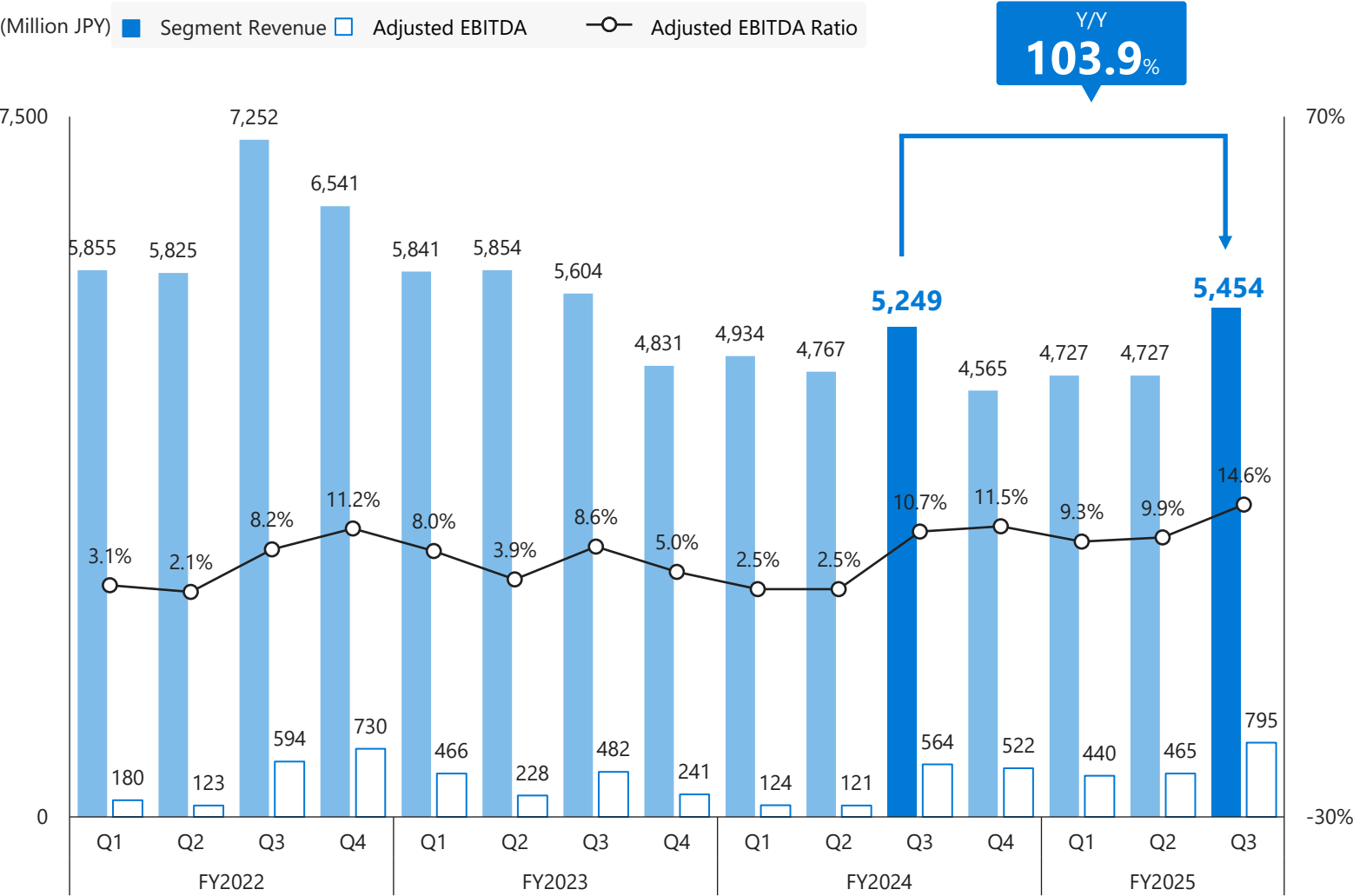
* Gains/losses on the valuation of crypto assets: Due to the characteristics of its business model, Paddle needs to own a substantial amount of crypto assets to exchange the points granted to users for crypto assets in the future. As these owned crypto assets are affected by fluctuations in market prices, a substantial amount of expenses and gains/losses on the valuation is incurred.

* Operating expenses: The provision of an allowance for sales promotion expenses is recorded as operating expenses. The amount equivalent to the points owned by all users that are estimated to be exchanged for crypto assets in the future is recorded as an allowance for sales promotion expenses.

Successful Initiatives to Generate Revenue in Each Business,
With Profit Indicators Remaining Strong in Particular

(Million JPY)		FY2025 Q3	FY2024 Q3	Y/Y (%)	FY2025 Q2	Q/Q (%)
Digital Marketing	Revenue	5,454	5,249	103.9 %	4,727	115.4 %
	Adjusted EBITDA	795	564	140.9 %	465	170.8 %
	Operating Income	946	550	171.8 %	-50	- %
Entertainment	Revenue	974	1,017	95.8 %	1,134	85.9 %
	Adjusted EBITDA	90	-68	- %	197	45.6 %
	Operating Income	89	-68	- %	197	45.6 %

* Although M&A-related expenses are classified as common expenses that do not belong to any reporting segment, the entire amount of such expenses is included in the digital marketing business as M&A expenses associated with the digital marketing business.



* Segment classification has been changed from FY2024 Q1. Figures shown are after segment reclassification for the digital marketing business.

Revenue and Profit Up Y/Y and Q/Q.
Successful Results Driven by Strong
Performance of Car Services and
Moving

Revenue

- The increased revenue of Car Services and Moving greatly contributed to the segment revenue and drove the successful results.
- Four companies acquired through M&A are now consolidated.

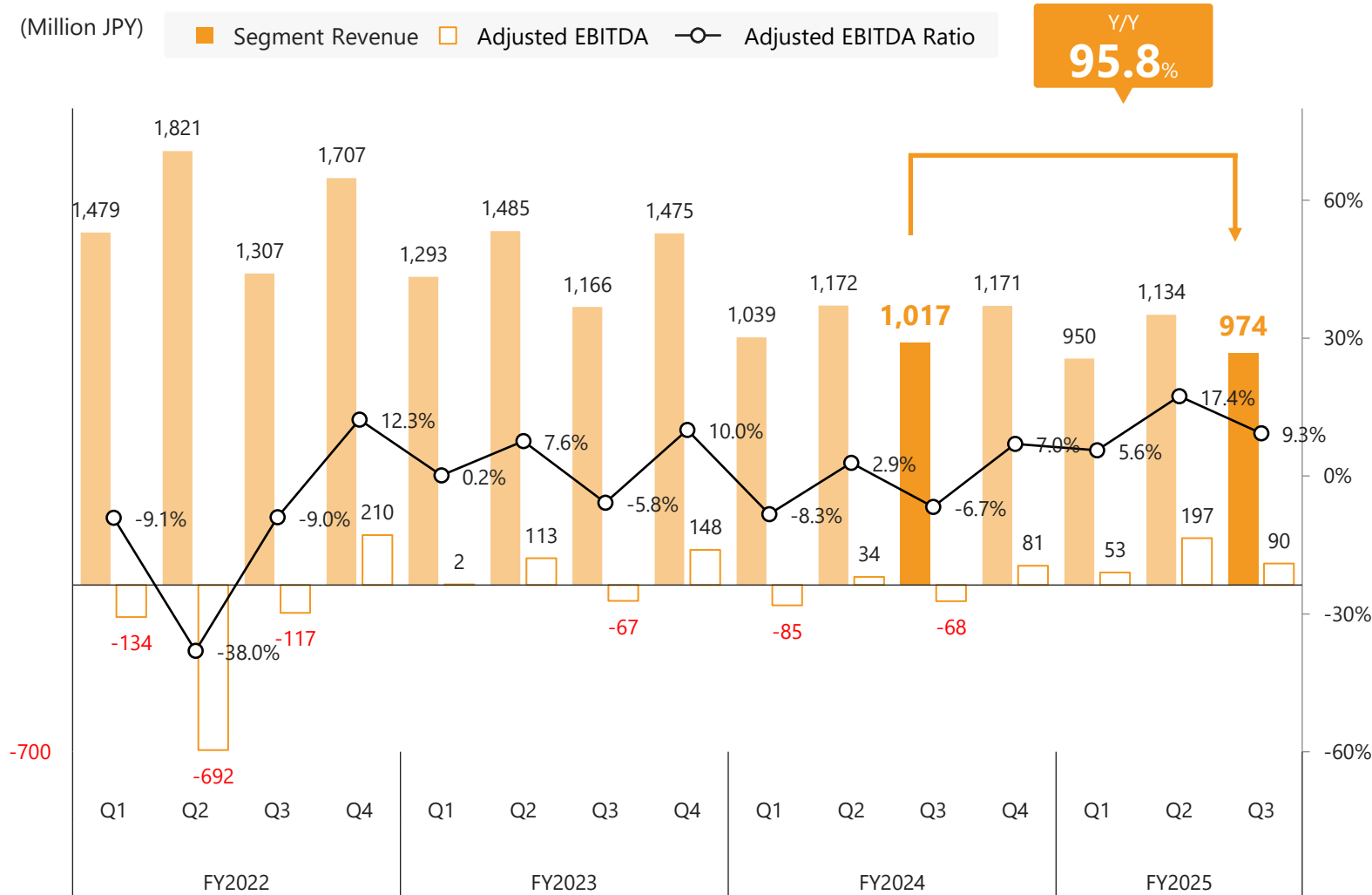
Adjusted EBITDA

- Adjusted EBITDA increased with the increased revenue of each business.
- We successfully implemented cost control by optimizing investment in accordance with our business operation policy while prioritizing profitability.

Entertainment Business: Performance Trends

(Million JPY)

■ Segment Revenue □ Adjusted EBITDA ○ Adjusted EBITDA Ratio



**Revenue Down and Profit Up Y/Y,
Revenue and Profit Down Q/Q.
Collaborative Ratio in Upward Trend
and Efficient Management of Existing
Titles**

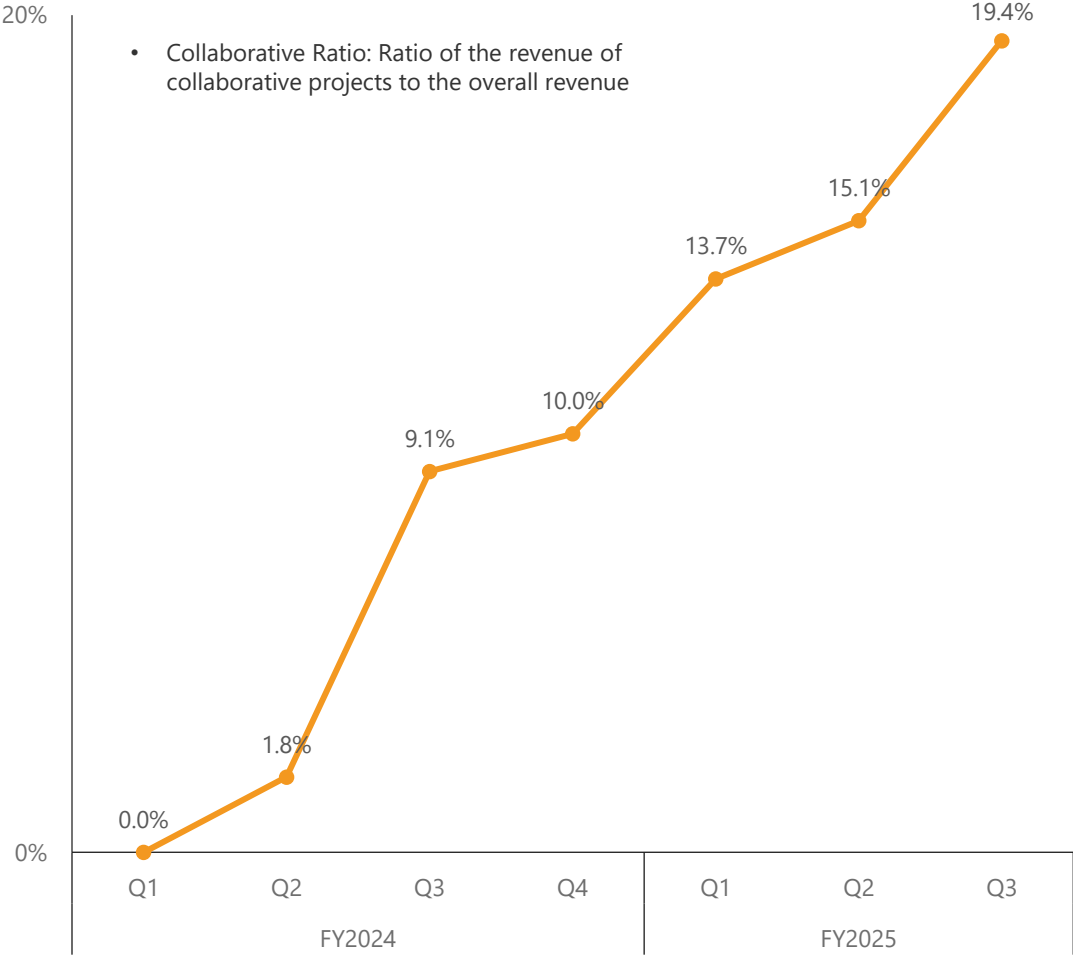
Revenue

- Revenue continued to decline Y/Y due to the declining trends for existing titles.

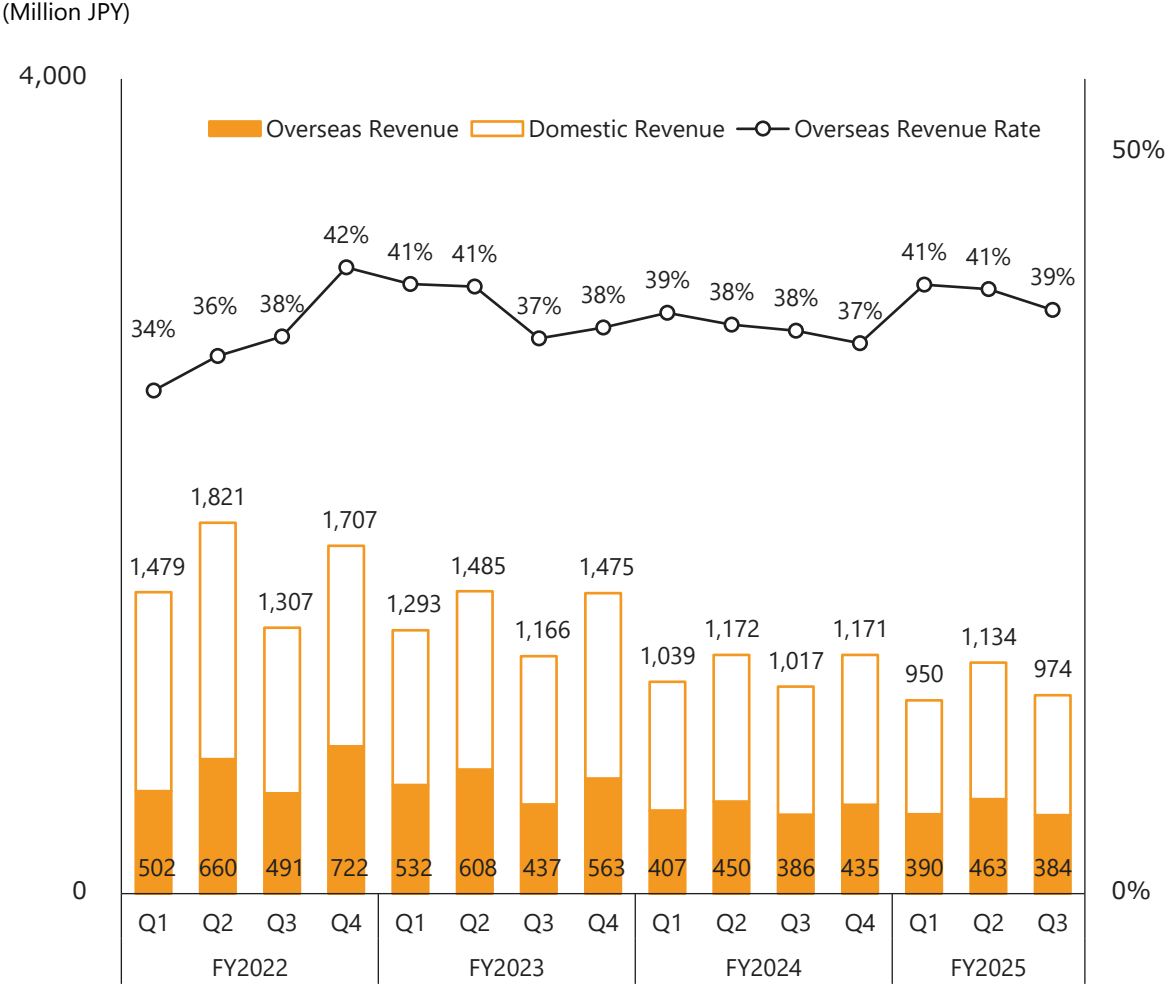
Adjusted EBITDA

- We continued to manage existing titles efficiently and reduce costs.
- The ratio of collaborative projects continued to increase and reached 19.4%, which compensated for the declining trends for existing titles and helped to secure profits.

Collaborative Ratio

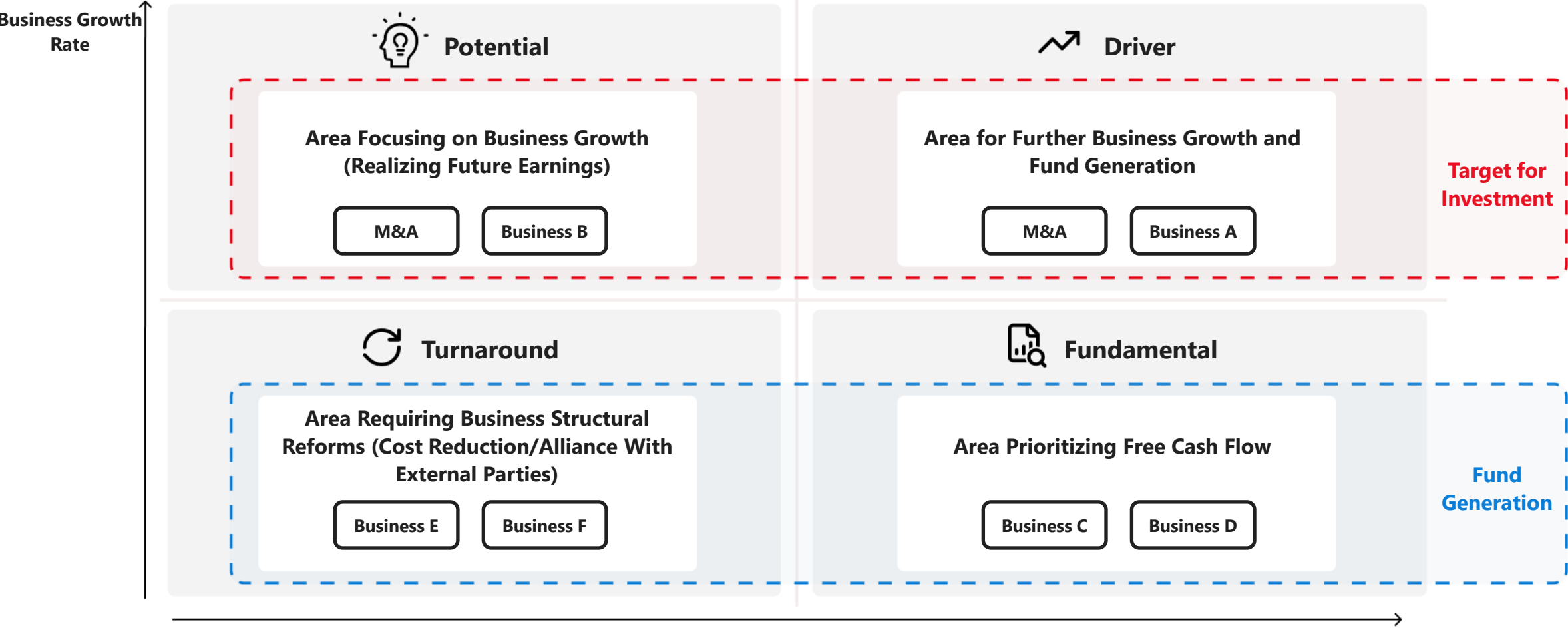


Overseas Ratio



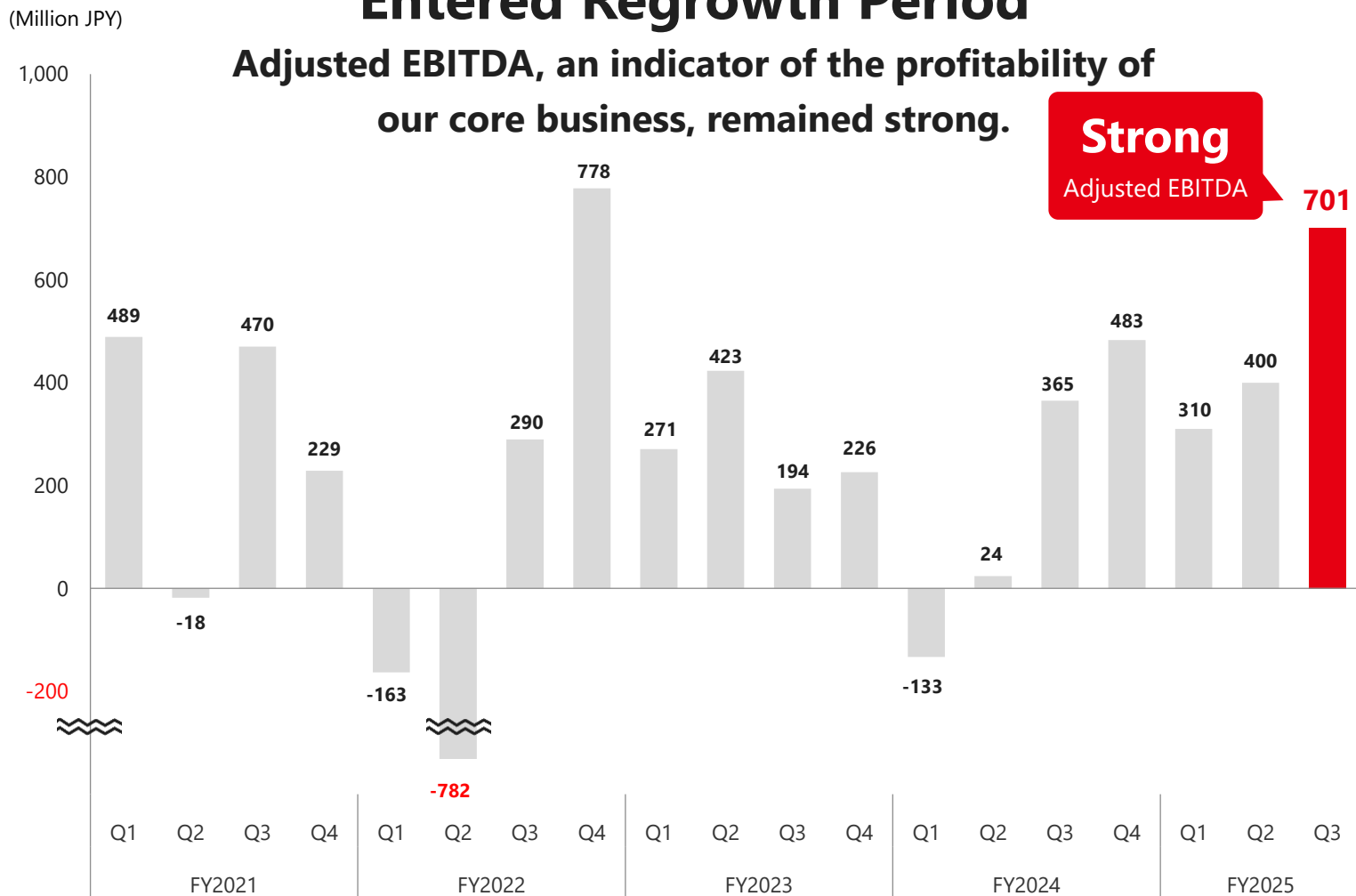
2. Progress of Initiatives to Reduce Risks and Volatilities

Aiming to Optimize Our Business Portfolio Through Its Management Based on Four Classifications Focusing on Business Growth Rate and Profitability



Recovered From Weak Profits and Entered Regrowth Period

Adjusted EBITDA, an indicator of the profitability of our core business, remained strong.



Adjusted EBITDA

FY2025 Q3

701

FY2024 Q3 **365** million JPY

FY2025 Q2 **400** million JPY

- Quarterly adjusted EBITDA remained strong.
- Strong performance of existing businesses, which are positioned as our base, contributed to the successful results.
- We continue to manage and optimize our business portfolio.

Progress of Initiatives to Reduce Risks and Volatilities

Carveouts for Business Portfolio Optimization

We have decided to transfer Life. and NaviNavi Insurance to optimize the business portfolio of the entire Group in a way that is conscious of the allocation of management resources and to maximize our business value.



Applicable Services

Comprehensive informational website on end-of-life planning "Life."

Transferee Company

Kamakura Shinsho, Ltd.

Transfer Price

0.31 billion JPY

Execution Date

June 2, 2025

* For more details, please refer to the "[Notice Regarding Succession of Rights and Obligations of Consolidated Subsidiary to Kamakura Shinsho, Ltd. Due to Company Split via Simplified Absorption-Type Demerger](#)" disclosed on April 10, 2025.



Applicable Services

Comprehensive insurance website "NaviNavi Insurance" and other services

Transferee Company

Sasuke Financial Lab Inc.

Transfer Price

0.16 billion JPY (scheduled)

Planned Execution Date

August 1, 2025 (scheduled)

* For more details, please refer to the "[Notice Regarding Transfer of Shares of Consolidated Subsidiary](#)" disclosed on May 15, 2025.

Progress of Initiatives to Reduce Risks and Volatilities

Transformation of Product Portfolio in Entertainment Business

Shifting Focus From Self-Developed Titles to Collaborative Projects: Transformation of Business Structure to Reduce Risks and Remain Profitable in a Stable Way

Preparing for Release of New Collaborative Projects for Next Several Years

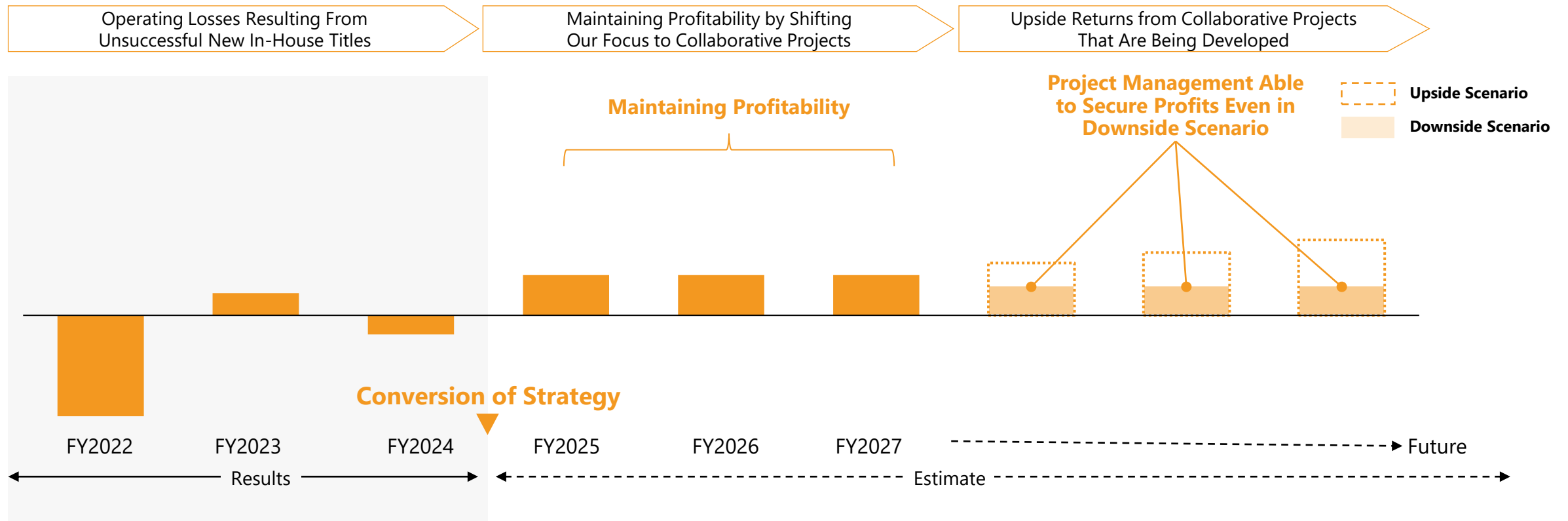
We are in the period of changing our product portfolio by shifting our focus from in-house titles to collaborative projects.

Reducing Risk of Reporting Losses in Entertainment Business

We will maintain profitability by diversifying our risks through collaboration projects and enhancing our business management structure.

We will maintain profitability as we prepare for the release of collaborative projects for the next several years, striving to construct a product portfolio that can generate some upside returns in the future while maintaining profitability even in a downside scenario.

Illustration of Operating Income Trends



* The above illustration of operating income trends for FY2025 and thereafter is only an example and does not represent the forecast of our future performance. Therefore, the actual results may differ from the above due to various factors.

Leveraging our accumulated planning and technological capabilities enables us to collaborate with major companies and famous IPs, resulting in a portfolio that features both stable profitability and upside returns.

Until Now

Going Forward

Portfolio

Mainly consisting of self-developed titles



Mainly consisting of collaborative projects

Business Plan

Greater upside returns although there are investment risks



**Reducing investment risks and maintaining profitability
Upside returns will be more limited**

Key Factor for Success

Planning capabilities



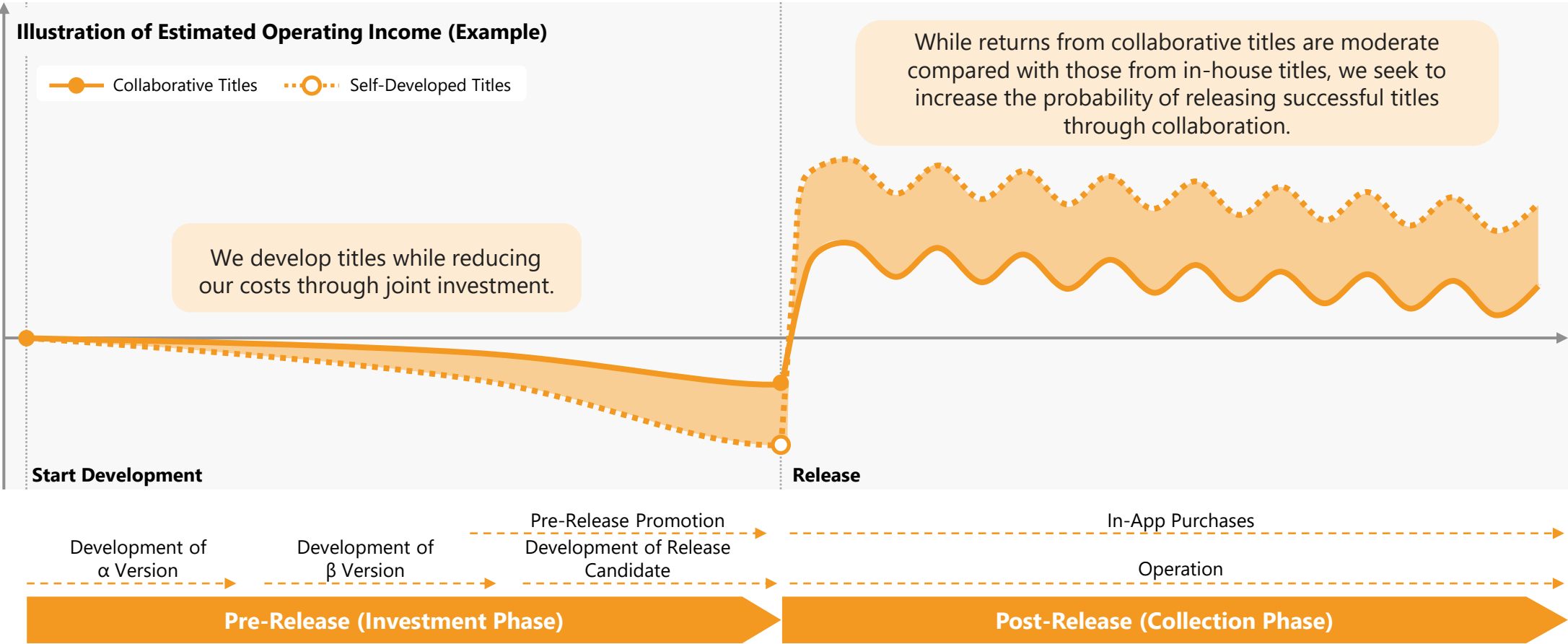
Careful and balanced management of projects

Strengths

**Foundation for IP collaboration and the capability to release titles globally, backed by a successful track record of launching games worldwide and offering them in 10 languages.
Planning and technological capabilities powered by infrastructure technologies to support advanced real-time communications.**

● **Difference Between How In-House Titles and Collaborative Projects Contribute to Revenue**

Titles developed through joint investment enable reduced development costs, but we receive limited returns compared with our original in-house titles that are entirely funded by us.



3. M&A Results and Progress

Support for Improving Business Efficiency



Company Name	microCMS Inc.
Execution Date	June 3, 2024
Acquisition Price	1,500 million JPY
Major Businesses	"microCMS," one of Japan's biggest headless CMSs
Purposes	Enhancement of the business to support corporate clients in improving business efficiency
Synergies	Improvement of brand recognition and expansion of sales channels through "Qiita"

Customer Attraction Support



Paddle Inc.
November 11, 2024
368 million JPY (acquired 67% of outstanding shares)
"Bit Start" and "Bit Walk" crypto asset point apps
Strengthening revenue base by having a high-revenue business
Leveraging point app operation expertise

Customer Attraction Support



WCA INC.
December 26, 2024
150 million JPY
Web marketing management agency Web consulting business
Acquisition and enhancement of the Web customer attraction support area for corporate clients
Maximization of synergies between legacy media and advertising management agency

Customer Attraction Support



Strainer, Inc.
March 3, 2025
240 million JPY
Economic media "Strainer" Financial database "Finboard"
Acquisition of economic media Increasing the number of new corporate clients
Expansion of revenue by providing our know-how and resources

We are focusing on the PMI of the four acquired companies in the current period while actively pursuing M&A.

Furthermore, we implemented two carveouts to optimize our business portfolio.

	Total Number up to FY2025 Q2		Total Number up to FY2025 Q3	Rate of Increase
<div>1</div> <div>Contacts</div> <div>Includes the number of IM (*1) obtained</div>	216		227	+ 5.1 %
<div>2</div> <div>Interviews With Top Candidates</div>	39	➡	42	+ 7.7 %
<div>3</div> <div>SPA^{*2} /Execution</div>	4		4	-

*1 IM: Information Memorandum (Business Overview Document) *2 SPA: Stock Purchase Agreement

Over 10 Billion JPY to Be Invested in M&A by FY2028 to Accelerate Growth Investment

Major Target Companies Are in Digital Marketing Areas

Target Industries	Purposes	Functions to Be Acquired	Company Size (Reference)	
			Number of Employees	Operating Income/EBITDA
Web Marketing Consulting/ Web Marketing Management Agency	<ul style="list-style-type: none"> Adoption of a model of the customer attraction support business Enhancement of our support through media collaboration 	<div>Customer Attraction Support</div> <div>Consulting</div> <div>Media Collaboration</div> <div>Customer Base</div>	10–100	0.1–1.0 billion JPY
Digital Marketing/ Sales Support SaaS	<ul style="list-style-type: none"> Provision of support for improving business efficiency through SaaS Realization of stable improvement of revenue 	<div>Business Support</div> <div>Customer Base</div>	10–30	Emphasis on business performance and MRR growth
Customer Referral Media	<ul style="list-style-type: none"> Expansion of revenue through media collaboration Reaching potential clients 	<div>Media Collaboration</div> <div>Customer Base</div>	10–30	0.1–1.0 billion JPY
SES (Developers)	<ul style="list-style-type: none"> Enhancement of technological development support Reaching potential clients Development, operation, and maintenance of websites 	<div>Development and Production</div> <div>Operation and Maintenance</div>	10–30	0.1–1.0 billion JPY

4. FY2025 Guidance

	FY2025			Ref. FY2024	
	Full-Year Forecast (Million JPY)	Ratio (%)	Y/Y(%)	Full-Year Results (Million JPY)	Ratio (%)
Revenue	25,000	100.0	104.5	23,917	100.0
Digital Marketing Business	20,700	82.8	106.1	19,516	81.6
Entertainment Business	4,300	17.2	97.7	4,400	18.4
Adjusted EBITDA ^{*1}	1,500	—	202.6	740	—
EBITDA ^{*1}	1,250	—	175.7	711	—
Operating Income	1,000	—	177.8	562	—
Ordinary Income ^{*2}	1,300	—	213.4	609	—
Net Income ^{*2}	1,000	—	104.9	953	—

^{*1}: EBITDA = Operating income (loss) + depreciation (including intangible assets) and amortization of goodwill, Adjusted EBITDA = EBITDA + M&A-related expenses + provision of allowance for sales promotion expenses* + sales promotion expenses*
– crypto asset equivalent of points granted* * Expenses incurred by Paddle's business

^{*2}: The FY2025 consolidated earnings forecast has been revised as described in the "Notice Regarding Expected Recording of Extraordinary Income and Upward Revision of Full-Year Forecast" disclosed on April 10, 2025 and the "Notice Regarding Upward Revision of Full-Year Forecast" disclosed on June 6, 2025.

22.0 JPY per Share in Expectation of Stable, Continuous Future Profit Growth;
Stable Dividend and Flexible Shareholder Returns in Line With Anticipated
Future Financial Results

	FY2025 Year-End Dividend Forecast	FY2024 Results	FY2023 Results
Date	July 31	July 31	July 31
Dividend per Share	22.0 JPY	22.0 JPY Ordinary Dividend: 18.0 JPY Special Dividend: 4.0 JPY	16.0 JPY
Payout Ratio	40.8 %	42.8 %	207.0 %

* The above dividend forecast is based on information available as of the date of announcement, and actual dividends may differ from the forecast due to various possible factors.

We have steadily optimized our business portfolio, recovered from weak profits, and entered a **regrowth period.**

5. Supplementary Financial Data

(Million JPY)

	FY2022				FY2023				FY2024				FY2025		
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3
Revenue	7,334	7,647	8,559	8,249	7,134	7,339	6,771	6,307	5,974	5,940	6,266	5,736	5,677	5,862	6,429
Q/Q (%)	-5.3	+4.3	+11.9	-3.6	-13.5	+2.9	-7.8	-6.9	-5.3	-0.6	+5.5	-8.5	-1.0	+3.3	+9.7
Digital Marketing	5,855	5,825	7,252	6,541	5,841	5,854	5,604	4,831	4,934	4,767	5,249	4,565	4,727	4,727	5,454
Entertainment	1,479	1,821	1,307	1,707	1,293	1,485	1,166	1,475	1,039	1,172	1,017	1,171	950	1,134	974
Cost of revenues	2,076	2,058	2,378	1,950	1,492	1,534	1,066	969	894	909	903	839	853	814	858
Cost rate (%)	28.3	26.9	27.8	23.6	20.9	20.9	15.7	15.4	15.0	15.3	14.4	14.6	15.0	13.9	13.4
Selling, G&A expenses	5,510	6,480	5,999	5,634	5,428	5,807	5,542	5,167	5,250	5,046	5,032	4,479	4,596	5,183	4,738
Selling, G&A expenses ratio (%)	75.1	84.7	70.1	68.3	76.1	79.1	81.8	81.9	87.9	85.0	80.3	78.1	81.0	88.4	73.7
Total cost and G&A expenses	7,587	8,538	8,378	7,584	6,920	7,342	6,608	6,136	6,145	5,955	5,936	5,318	5,450	5,997	5,596
Labor costs & recruitment expenses	1,590	1,557	1,519	1,282	1,456	1,436	1,354	1,346	1,320	1,299	1,257	1,122	1,218	1,249	1,250
Promotional expenses	3,057	3,980	3,602	3,357	3,191	3,297	3,515	3,131	3,334	3,144	3,272	2,788	2,891	2,835	3,187
Promotional expenses ratio (%)	41.7	52.1	42.1	40.7	44.7	44.9	51.9	49.6	55.8	52.9	52.2	48.6	50.9	48.4	49.6
Digital Marketing	2,908	3,089	3,504	3,208	3,133	3,187	3,427	3,051	3,300	3,096	3,231	2,719	2,832	2,757	3,120
Entertainment	131	874	81	132	65	96	75	65	31	45	37	67	56	75	64
Commissions, etc.	1,264	1,100	1,088	1,266	837	976	774	804	748	755	664	700	611	653	626
Subcontractor expenses, server fees	576	552	463	436	365	308	284	284	285	267	252	223	205	227	191
Office rental fees, utility expenses	266	260	243	241	238	237	214	200	194	173	164	156	156	156	161
Other expenses	832	1,087	1,461	999	831	1,085	464	369	261	314	324	327	366	875	179
EBITDA	-163	-782	290	778	271	423	194	226	-133	24	365	454	308	-47	924
Adjusted EBITDA	-163	-782	290	778	271	423	194	226	-133	24	365	483	310	400	701
Operating income	-252	-891	180	664	213	-2	162	170	-170	-15	330	418	227	-135	832
Q/Q (%)	-309.4	+252.8	-120.3	+268.3	-67.9	-101.3	—	+4.7	-199.9	-90.8	—	+26.6	-45.5	-159.3	—
Digital Marketing	157	99	570	705	449	205	455	218	110	107	550	479	377	-50	946
Entertainment	-160	-736	-162	165	-4	105	-74	140	-86	34	-68	81	53	197	89
Others	-249	-253	-228	-206	-231	-313	-217	-189	-194	-157	-152	-142	-202	-282	-204
Operating income margin (%)	—	—	2.1	8.1	3.0	—	2.4	2.7	—	—	5.3	7.3	4.0	-2.3	12.9
Ordinary income	-242	-893	201	715	223	-4	202	289	-137	3	346	396	232	543	491
Net income	-145	-584	-104	-502	120	-271	153	141	-142	-51	771	376	129	430	468
Number of employees	1,129	1,171	1,092	1,069	1,019	991	931	910	894	883	858	858	826	864	849
Digital Marketing	648	691	646	616	583	556	498	482	458	457	438	439	418	455	447
Entertainment	371	364	346	352	340	344	343	338	337	331	326	324	314	310	301
Others	110	116	100	101	96	91	90	90	99	95	94	95	94	99	101

* Profit and loss statement above consists of figures after the segment reclassification in FY2025.

● P/L (FY2017 - FY2024 Full Year)

(Million JPY)

	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Revenue	34,603	37,674	37,151	31,739	31,252	31,790	27,552	23,917
Y/Y (%)	+50.7	+8.9	-1.4	-14.6	-1.5	+1.7	-13.3	-13.2
Digital Marketing	15,343	21,506	24,573	23,289	23,979	25,474	22,131	19,516
Entertainment	19,259	16,168	12,577	8,450	7,272	6,316	5,421	4,400
Cost of revenues	5,669	6,960	7,518	7,654	8,193	8,463	5,062	3,546
Cost rate (%)	16.4	18.5	20.2	24.1	26.2	26.6	18.4	14.8
Selling, G&A expenses	24,855	26,012	26,820	22,811	22,357	23,625	21,945	19,808
Selling, G&A expenses ratio (%)	71.8	69.0	72.2	71.9	71.5	74.3	79.7	82.8
Total cost and G&A expenses	30,525	32,973	34,339	30,465	30,550	32,089	27,008	23,355
Labor costs & recruitment expenses	3,807	4,754	6,032	6,274	6,273	5,949	5,594	5,000
Promotional expenses	14,018	14,805	15,048	12,444	12,380	13,998	13,136	12,539
Promotional expenses ratio (%)	40.5	39.3	40.5	39.2	39.6	44.0	47.7	52.4
Digital Marketing	7,882	10,715	12,452	11,648	11,813	12,711	12,778	12,347
Entertainment	5,895	3,785	2,355	706	494	1,219	302	181
Commissions, etc.	7,318	6,117	5,387	4,662	5,180	4,719	3,392	2,869
Subcontractor expenses, server fees	1,198	2,277	2,574	2,115	2,058	2,029	1,243	1,029
Office rental fees, utility expenses	879	1,080	1,179	1,142	1,129	1,011	891	688
Other expenses	3,303	3,937	4,116	3,825	3,528	4,380	2,750	1,227
EBITDA	4,555	5,199	3,562	1,847	1,149	122	1,115	711
Adjusted EBITDA	4,555	5,206	3,562	1,847	1,170	122	1,115	740
Operating income	4,077	4,701	2,811	1,273	701	-298	543	562
Y/Y (%)	+84.3	+15.3	-40.2	-54.7	-44.9	—	—	+3.4
Digital Marketing	1,751	2,864	2,927	1,853	1,535	1,533	1,329	1,248
Entertainment	3,820	3,587	1,532	776	369	-894	166	-38
Others	-1,493	-1,751	-1,648	-1,356	-1,203	-937	-951	-647
Operating income margin (%)	11.8	12.5	7.6	4.0	2.2	—	2.0	2.4
Ordinary income	4,118	4,730	2,809	1,249	895	-219	711	609
Pre-tax income	3,854	4,732	2,354	0	1,511	-734	432	1,152
Net income	2,579	3,306	1,473	-519	877	-1,337	143	953
Number of employees	726	944	1,118	1,177	1,162	1,082	910	861
Digital Marketing	391	544	635	703	682	629	485	442
Entertainment	268	312	381	382	373	351	337	324
Others	67	88	102	92	107	102	88	95

* Profit and loss statement above consists of figures after the segment reclassification in FY2025.

(Million JPY)

	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025 Q3
Assets									
Current assets*	9,613	11,488	11,543	11,130	10,383	10,471	10,264	11,562	13,755
Cash and cash equivalents	5,004	5,984	6,713	6,480	6,035	5,223	5,992	8,050	8,860
Non-current assets*	3,527	5,214	5,729	4,932	5,368	4,290	3,591	4,729	4,250
Tangible assets	1,666	1,684	1,711	1,384	1,195	844	389	365	331
Intangible assets	507	2,070	1,522	477	792	391	216	1,637	1,814
Investments and other assets*	1,353	1,459	2,495	3,070	3,380	3,055	2,985	2,726	2,104
Total assets	13,140	16,702	17,273	16,063	15,751	14,762	13,855	16,291	18,006
Liabilities									
Current liabilities	5,202	4,464	4,031	3,847	3,640	4,205	3,621	3,045	4,575
Non-current liabilities	481	583	730	493	527	674	529	2,972	2,848
Total liabilities	5,683	5,047	4,761	4,340	4,168	4,880	4,151	6,017	7,424
Interest-bearing liabilities	632	186	—	—	—	—	—	35	77
Net assets									
Shareholder's equity	7,361	11,566	12,452	11,663	11,232	9,088	8,969	9,642	10,271
Treasury stock	-1,177	-481	-438	-397	-1,394	-1,896	-1,862	-1,846	-1,837
Stock option	96	85	85	82	82	—	—	22	22
Total net assets	7,456	11,655	12,511	11,722	11,582	9,882	9,704	10,274	10,582
Total liabilities and net assets	13,140	16,702	17,273	16,063	15,751	14,762	13,855	16,291	18,006

* From FY2019, applied "Partial Amendments to the Accounting Standard for Tax Effect Accounting" (ASBJ Statement No. 28, Feb 16, 2018) causing category change from "Deferred Tax Assets" to "Investments and Other Assets." Above values are based on new standards causing differences from previous published materials.

● Others (FY2017 - FY2024)

	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Number of shares issued (year-end)	19,469,800	19,738,200	19,756,200	19,783,200	19,789,200	19,789,200	19,789,200	19,789,200
Treasury stock (shares)	302,562	35,562	35,562	35,588	663,388	1,127,988	1,128,021	1,128,082
Average number of shares during the FY	18,904,872	19,401,921	19,510,259	19,551,565	19,477,509	18,651,778	18,551,109	18,561,198
EPS (JPY)	136.45	170.40	75.52	-26.59	45.07	-71.68	7.73	51.36
EPS Y/Y (%)	99.0	24.9	-55.7	—	—	—	—	564.4
ROA (Ordinary income on total assets, %)	36.2	31.7	16.5	7.5	5.6	-1.4	5.0	4.0
Net assets per share (JPY)	389.03	593.76	636.32	594.54	605.98	533.23	523.06	552.28
Dividend per share (JPY)	27.00	32.50	16.00	16.00	16.00	16.00	16.00	22.00
Interim dividend (JPY)	5.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total dividend amount (mil. JPY)	517	640	315	315	306	298	296	410
Payout ratio (%)	19.8	19.1	21.2	—	35.5	—	207.0	42.8
Shareholder's equity ratio (%)	56.0	69.2	72.1	72.6	71.3	61.6	64.7	59.2
Equity ratio (%)	56.0	69.3	71.9	72.5	73.0	66.9	70.0	62.9
ROE (%)	41.8	34.9	12.3	-4.3	7.6	-12.5	1.5	9.6
ROIC (=①÷②, %)	34.1	27.9	14.1	7.6	4.3	-2.2	4.2	3.2
① Net operating income after taxes (mil. JPY)	2,729	3,284	1,759	884	486	-207	377	390
② Invested capital (=③+④, mil. JPY)	7,993	11,752	12,452	11,663	11,232	9,088	8,969	12,178
③ Shareholder's equity (mil. JPY)	7,361	11,566	12,452	11,663	11,232	9,088	8,969	9,642
④ Short-term loans payable (mil. JPY)*	632	186	—	—	—	—	—	2,535

* Includes "Convertible bond-type bonds with share acquisition rights."

APPENDIX :

Performance Indicator

“Adjusted EBITDA”

We have **changed our performance indicator to “adjusted EBITDA”** as we have been executing our growth strategy through continuous M&A transactions and started the consolidation of Paddle, a crypto-asset-related business operator.

Reason 1

Adjustments for One-Time
M&A-Related Expenses

As we continue to push ahead with M&A transactions, we expect to continually incur one-time expenses associated with M&A execution.

Reason 2

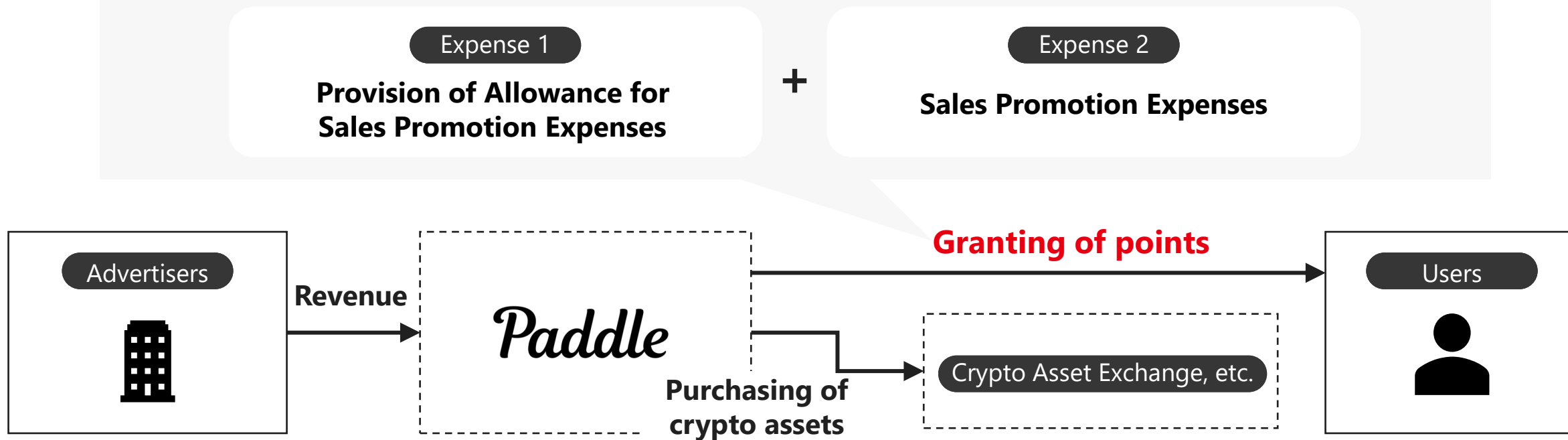
Consolidation of Paddle,
a Crypto-Asset-Related Business

We are now consolidating Paddle, and its P/L is significantly affected by fluctuations in the market prices of crypto assets.

EBITDA and operating income are no longer appropriate as indicators to measure the profitability of our business, thus leading us to adopt adjusted EBITDA.

Paddle's business true capability is not properly reflected in financial statements due to the characteristics of its business model.

Paddle purchases crypto assets and records them as assets depending on the usage of its services. It **records** an amount equivalent to the points to be exchanged in the future **as expenses (provision of an allowance)**.



We have adopted **adjusted EBITDA** to measure our core business's profitability in a way that cannot be discerned through accounting profits.

Operating Income

+) Amortization of Goodwill

+) Depreciation

EBITDA

+) M&A-Related Expenses^{*1}

+) Provision of Allowance for Sales
Promotion Expenses (related to crypto assets)

+) Sales Promotion Expenses (related to crypto assets)

-) Expenses for Points Granted during the Relevant
Period^{*2}

Adjusted EBITDA

Adjusted EBITDA

We have made the following adjustments:

1. Deduction of one-time expenses related to M&A
2. Deduction of accounting expenses related to Paddle's crypto assets
3. Replacement of the accounting expenses deducted in (2) with expenses reflecting the actual state of the business

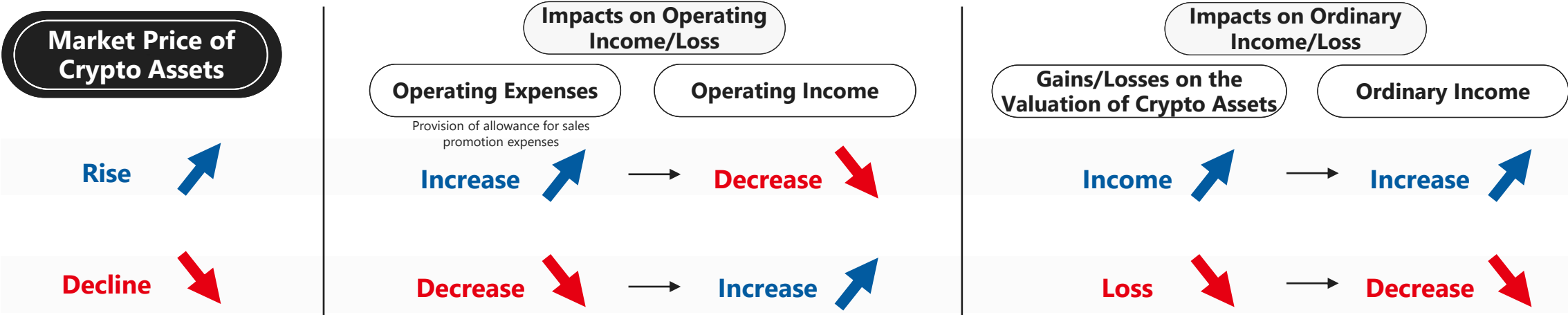
^{*1} M&A-related expenses: M&A execution fees (e.g., brokerage fees, including FA fees, and various DD expenses) and financing costs associated with M&A (e.g., loan-related fees and expenses associated with public offerings of new shares)

^{*2} Expenses for points granted during the relevant period: The closing price of crypto assets at month end × the number of points granted during the relevant period × the ratio of expired points

The consolidation of Paddle started in November 2024, resulting in substantial amounts of expenses and gains/losses on the valuation that are affected by the market prices of crypto assets.

Example Service: Point Collection App BitWalk

This service grants its users points that can be exchanged for crypto assets based on the number of steps walked. We provide an allowance for the future exchange of points.



Since operating income/loss does not reflect gains/losses on the valuation of crypto assets resulting from fluctuations in their market prices, it does not indicate the overall income/loss of the crypto-asset-related business. Accordingly, **ordinary income is useful** as a comparable **accounting performance indicator**.

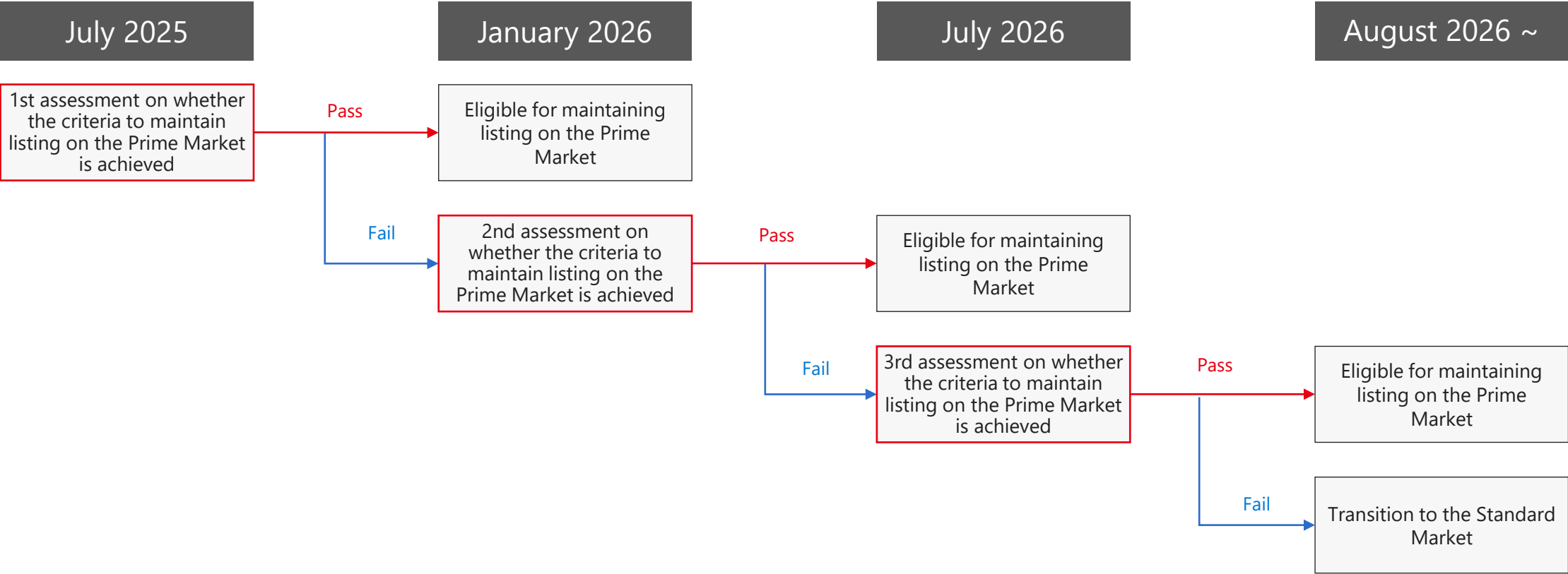
* Gains/losses on the valuation of crypto assets: Due to the characteristics of its business model (see pp. 41-43), Paddle needs to own a substantial amount of crypto assets to exchange the points granted to users for crypto assets in the future. As these owned crypto assets are affected by fluctuations in market prices, a substantial amount of expenses and gains/losses on the valuation are incurred.

APPENDIX:

Plan to Achieve Criteria to Maintain Listing on TSE Prime Market

We will promote various measures to maintain our listing on the TSE Prime Market within three assessments.

In the unlikely event that we fail to achieve this, we will avoid delisting by transitioning to the Standard Market.



We will continue our efforts to maintain our listing on the TSE Prime Market by improving our financial results and enhancing shareholder returns based on the execution of growth strategies and enhanced business management.

Thorough Implementation of Strategies and Operations Maximizing the Company's Overall Profits

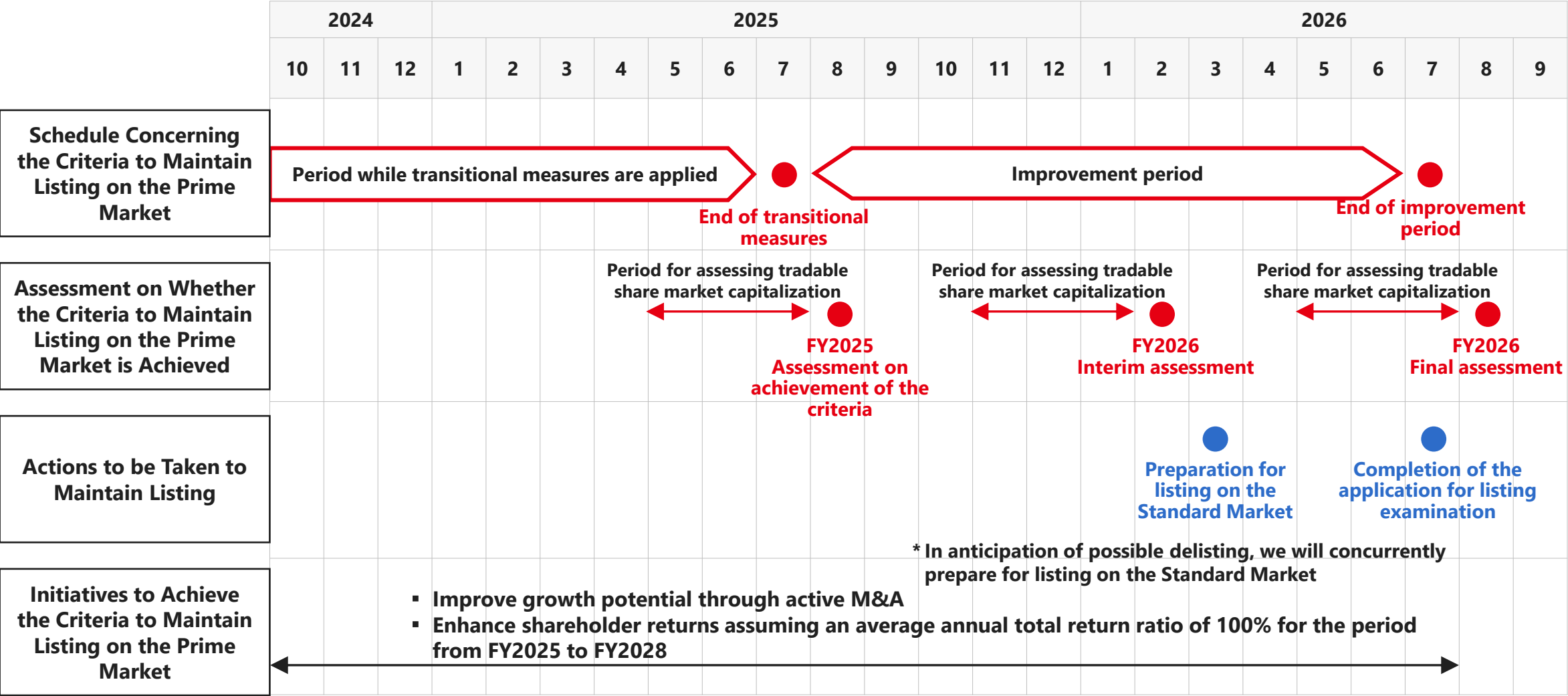
In order to maximize the company's overall profits, we will thoroughly manage the business, budgets and results of the group as a whole. Media Solutions will generate stable profits, and Entertainment will shift to collaborative projects for entrusted development to secure profits.

Execution of Large-Scale M&A Serving as the Core Driver to Transform Ourselves Into a Business Boost Company

We will aim to execute large-scale M&A to acquire services in the area of consulting services for corporate clients, advertising agencies, and other digital customer attraction support, which is positioned as the core of our growth strategy.

Active Shareholder Returns to Improve the Liquidity of Shares

We will consider shareholder benefit programs and dividends as active shareholder returns. Moreover, we will also examine the possible acquisition of treasury shares and other capital policy as effective measures to raise stock prices. We will aim to improve the liquidity of shares.



APPENDIX:

Medium-Term Business Plan

● Overview of Medium-Term Business Plan (FY2025 – FY2028)

Medium-Term Business Plan

Revenue

34 billion JPY

10 billion JPY in M&A investments

EBITDA

4.0 billion JPY

Operating Income

2.0 billion JPY

Total Return Ratio

Average

100%

or more

Total shareholder returns:
4-5 billion JPY

Initiatives

Improving Growth Potential

We will invest at least 10 billion JPY in M&A by FY2028 to transform ourselves into a “Business Boost Company” by leveraging touchpoints with client companies in the media business and our digital marketing capabilities.

Reducing Risks and Volatilities

We will strictly manage budgets and results and returns on investment to pursue return-oriented management by increasing the revenue ratio in the business support service area for corporate clients and overhauling our conference body for deliberations on management and decision making.

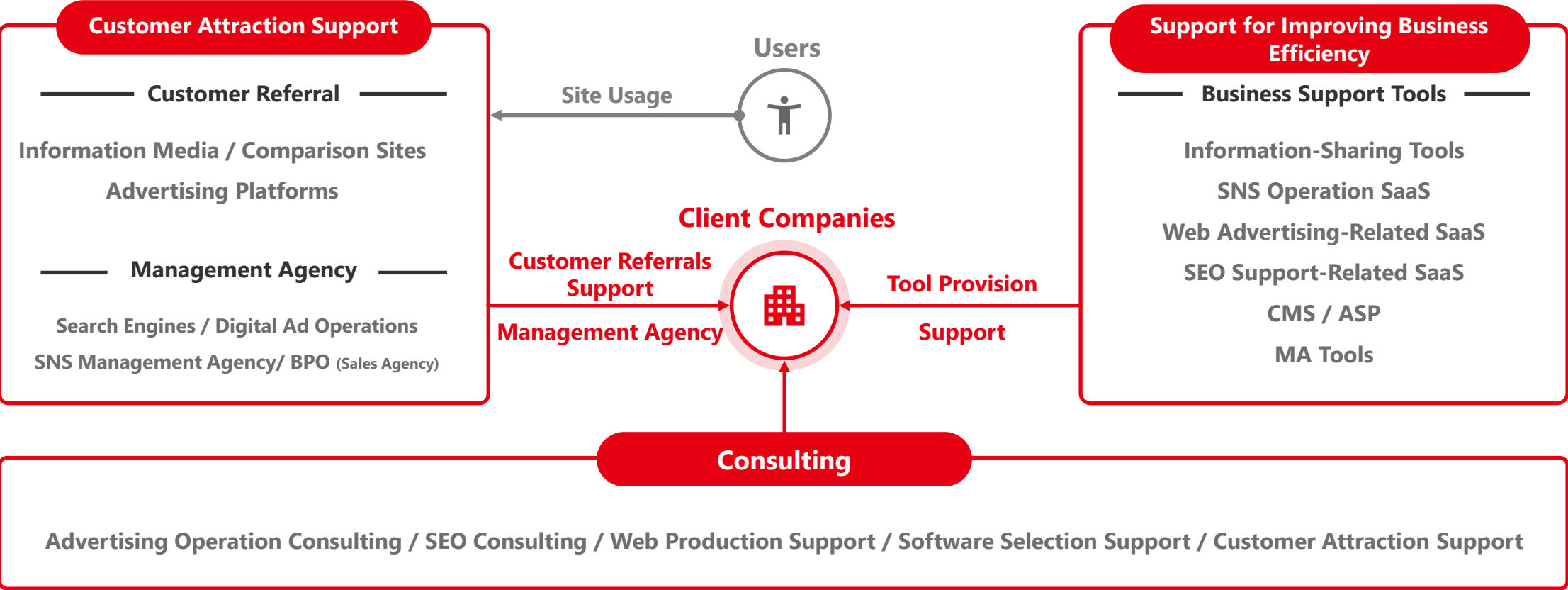
Enhancing Shareholder Returns

We expect to raise the annual total return ratio to an average of 100% or more in the four years from August 2025, and we forecast that the total shareholder returns in the same period will be 4–5 billion JPY.

Strengthening Governance

We will define the skill matrix for directors to enhance the Board of Directors' effectiveness. We will also establish a structure in which the HD makes decisions on strategic investments and leads the management of budgets and results in order to optimize investment and resource allocation.

Providing Corporate Business Growth Services That Leverage Our Digital Marketing
Aiming to Become a “Business Boost Company”

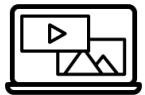


Challenges Faced by Companies Around World

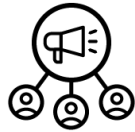
Many companies are having trouble attracting digital customers due to the diversification and sophistication of customer attraction methods.

Business Challenge Faced by Many Companies:
Attracting Digital Customers

Media Mix



Diversified Methods of Attracting Customers



Specialist Know-How



Advanced Technological Skills

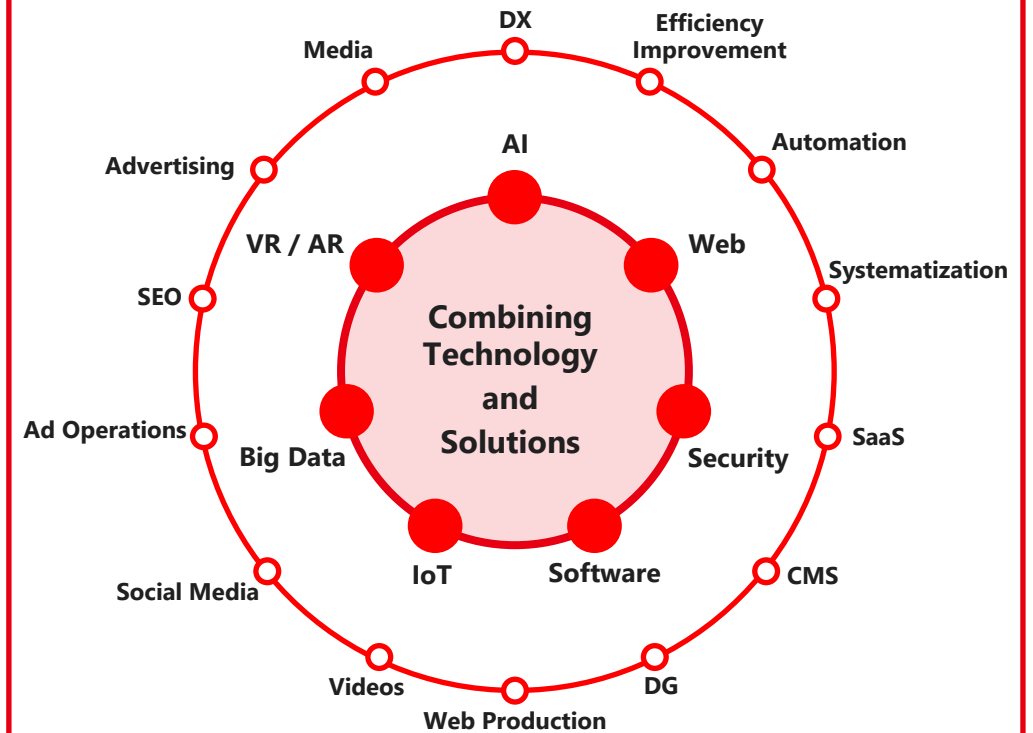


Fiercer Competition in Attracting Customers on the Web



Our Value

We provide customer attraction support services for corporate clients that make the most of our digital marketing know-how.



APPENDIX: Company Overview

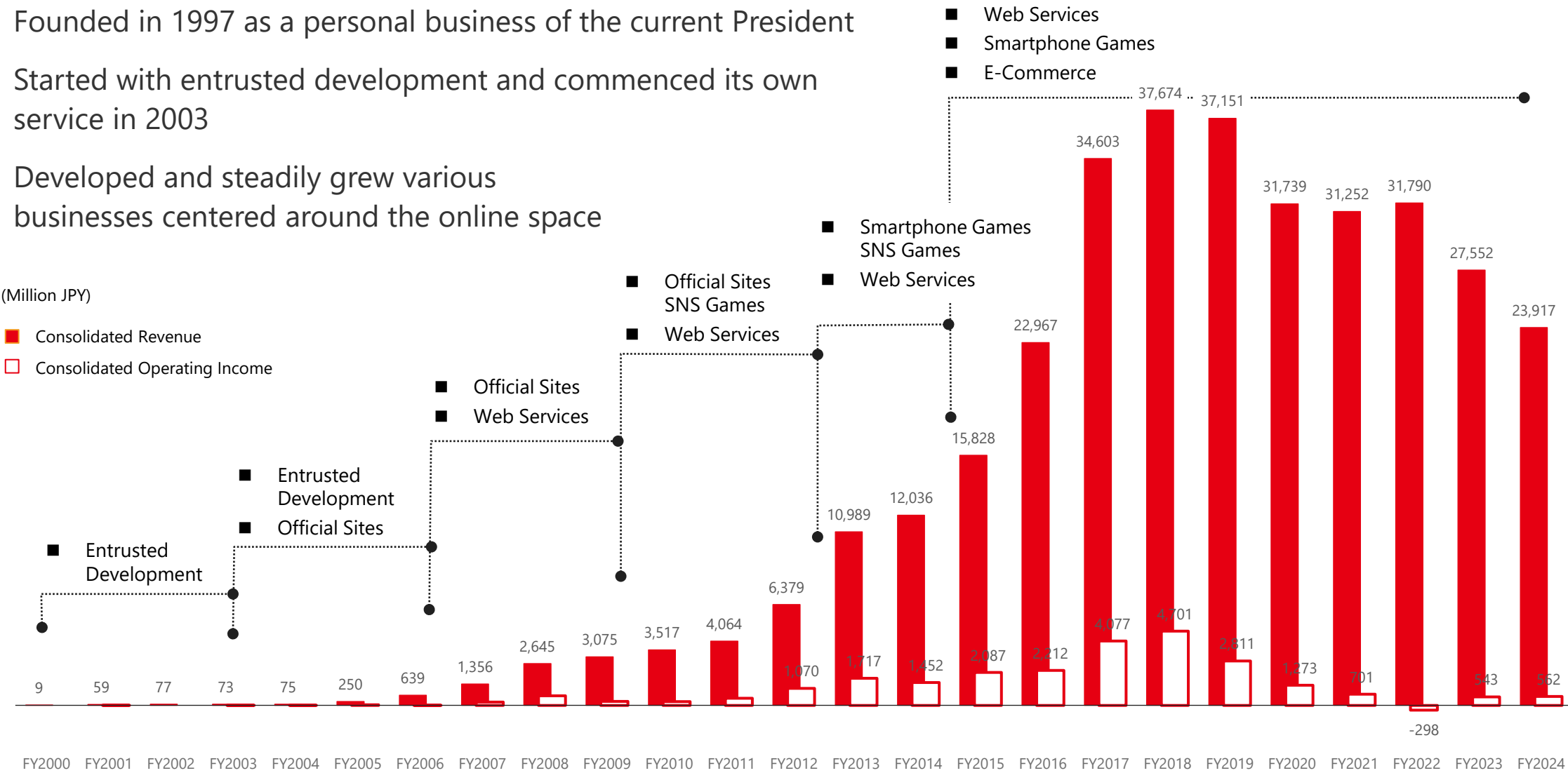
● Company Profile as of April 30, 2025

Company name	Ateam Holdings Co., Ltd..
Security code	3662:JP, TSE PRM
Incorporated on	February 29, 2000
Headquarters	Nagoya, Japan
President	Takao Hayashi
Industry	Information & Communication
Sector	Internet, Mobile Game
Fiscal Year-end	July
Group companies (Fully owned subsidiaries)	12 (includes 1 overseas subsidiary)
Number of employees	800 (excludes directors & part-time employees)
Shares per unit	100 shares



● Company History

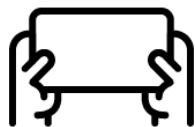
- Founded in 1997 as a personal business of the current President
- Started with entrusted development and commenced its own service in 2003
- Developed and steadily grew various businesses centered around the online space



We are an IT Company that develops a wide range of businesses centered around the online space and we offer various solutions by leveraging our strengths in **technology and digital marketing.**

Entertainment

Game Development

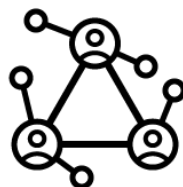


We offer game apps to people around the world. We develop our original IP as well as games for collaborative projects.

Media Solutions

Media

Customer Referrals and Attraction



We plan, develop, and manage comparison and informational websites and various other web services.

Solutions

Corporate Client Support



We offer solutions to attract digital customers and support for improving business efficiency to corporate clients.

D2C

Web Selling



We handle multiple types of products in our D2C business. We acquire repeat customers via our subscription-based business model.

Entertainment



Valkyrie Connect



Unison League



Dark Summoner



Three Kingdoms Smash!



Derby Impact



War of Legions

Media Solutions

Moving Quote
Comparison
Website



Car Appraisal
Website



Wedding Venue
Information
Website



Information
Sharing Website
for Engineers

Qiita

Website Creation
and Management
Tool



D2C

lujo

Cosmetic and Skincare Brand

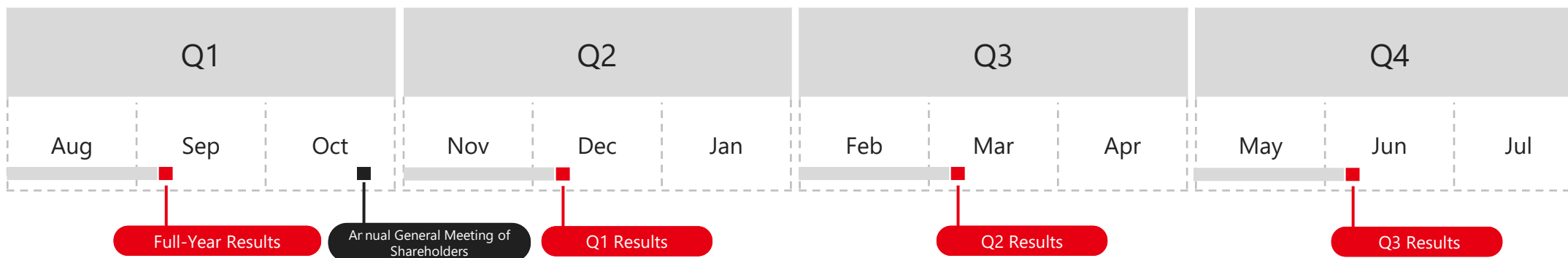


OBREMO

Dog Food Brand



Yearly Schedule



Corporate Information

Corporate Development Division Investor Relations

E-mail: ir@a-tm.co.jp

Inquiries: [Shareholder/Investor Inquiries](#)

- Corporate Website Shareholder/Investor Information: <https://www.a-tm.co.jp/en/ir/>
- Shared Research Report: <https://sharedresearch.jp/en/3662>
- Ateam IR Facebook Page: <https://www.facebook.com/ateamir/>



Combining Creativity and Tech to Deliver More Convenience and More Fun to All

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