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MARKLINES
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MarkLines Co., Ltd.

Financial Results Briefing Materials

FY2026 H1

August 06, 2026

The forward-looking statements in this document, including earnings forecasts, are based on information currently available to the Company and on certain assumptions deemed reasonable. It is possible that these statements or assumptions are objectively incorrect or may not be realized in the future.

In addition, the information in this document concerning companies other than our group companies is quoted from publicly available information, etc., and we do not guarantee the accuracy and appropriateness of such information.

MarkLines Co., Ltd.

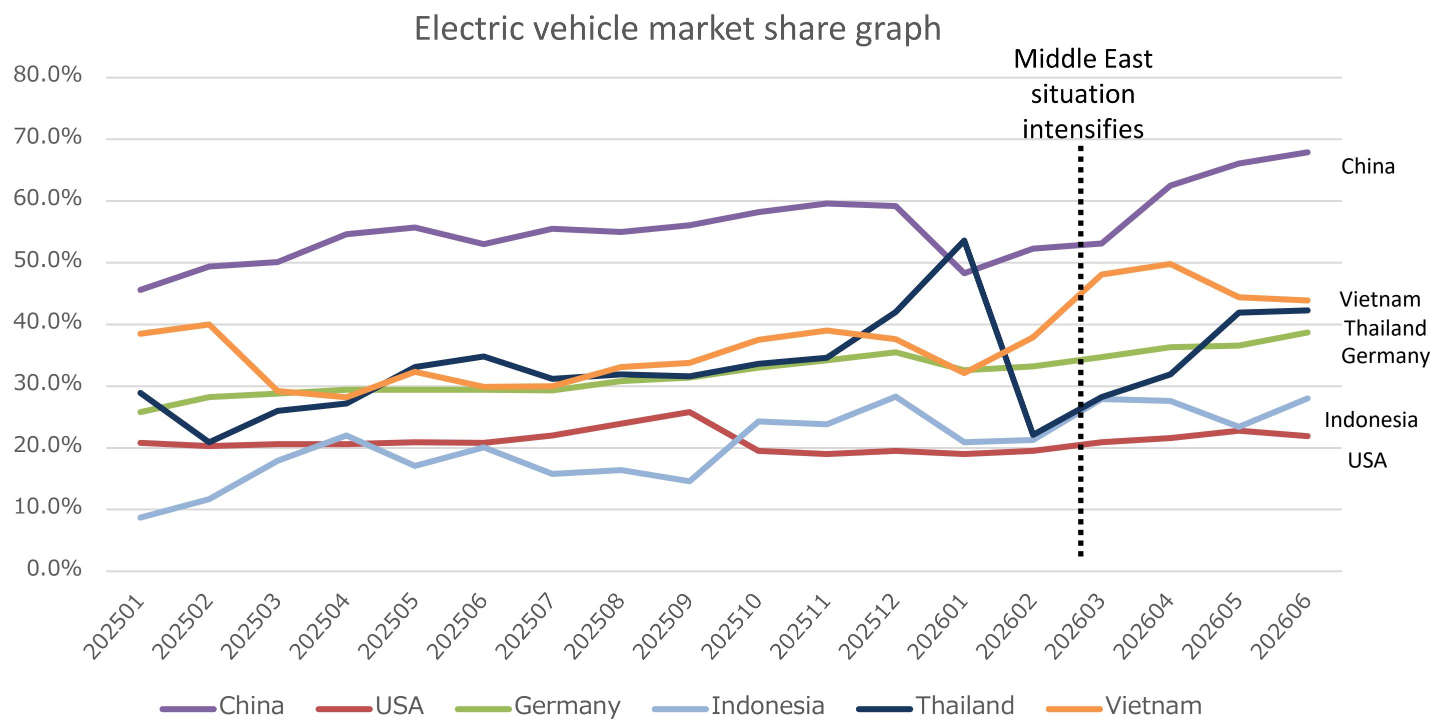
Outline

I. Topics for H1 2026

1. Business Environment

① Global sales trends of electrified vehicles

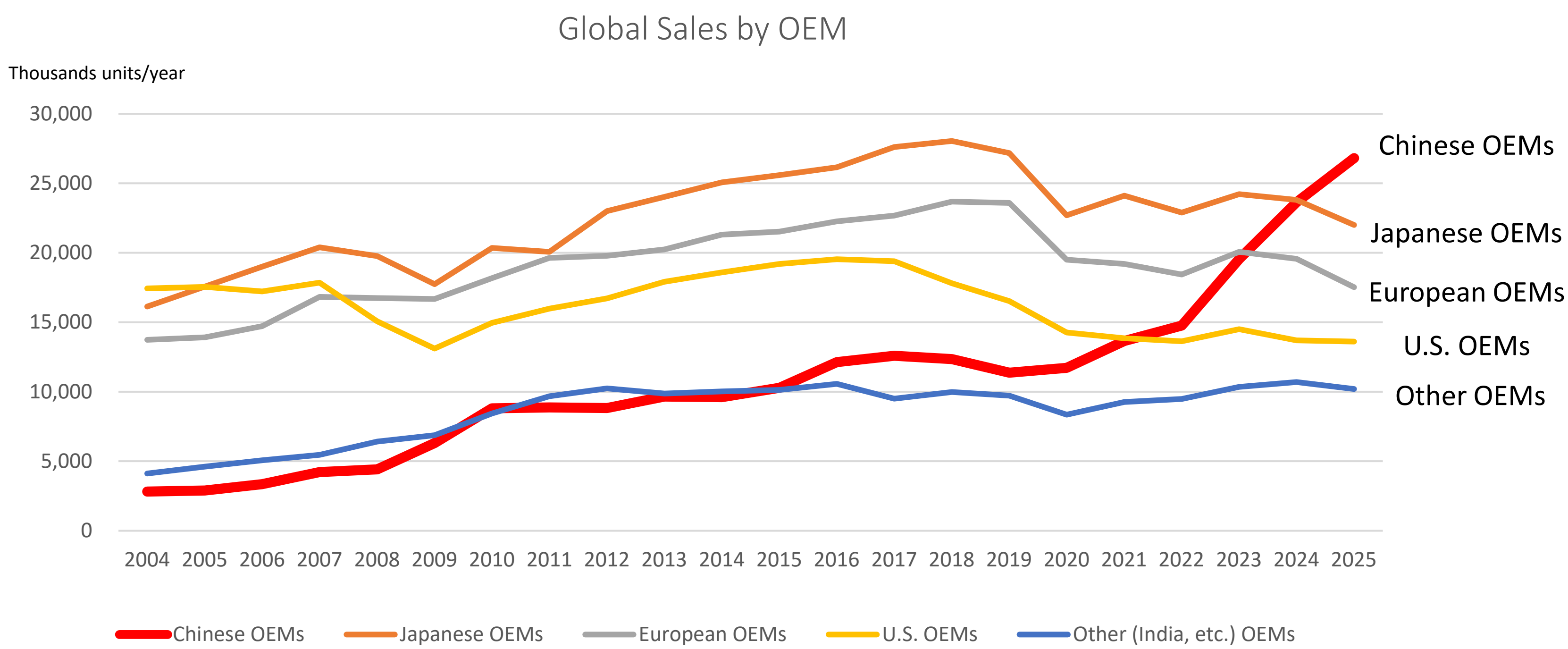
Due to rising fuel prices resulting from the escalating tensions in the Middle East from March 2026, and the resumption of EV subsidies in EU countries, EV sales are increasing not only in China but also in Europe, South America, and Southeast Asia. Furthermore, in the United States, sales of hybrid electric vehicles (HEVs), in which Japanese manufacturers have a strong presence, are on the rise due to consumers' efforts to reduce fuel costs and a return to demand for affordable vehicles.



Electric vehicle = EV + HEV + PHEV

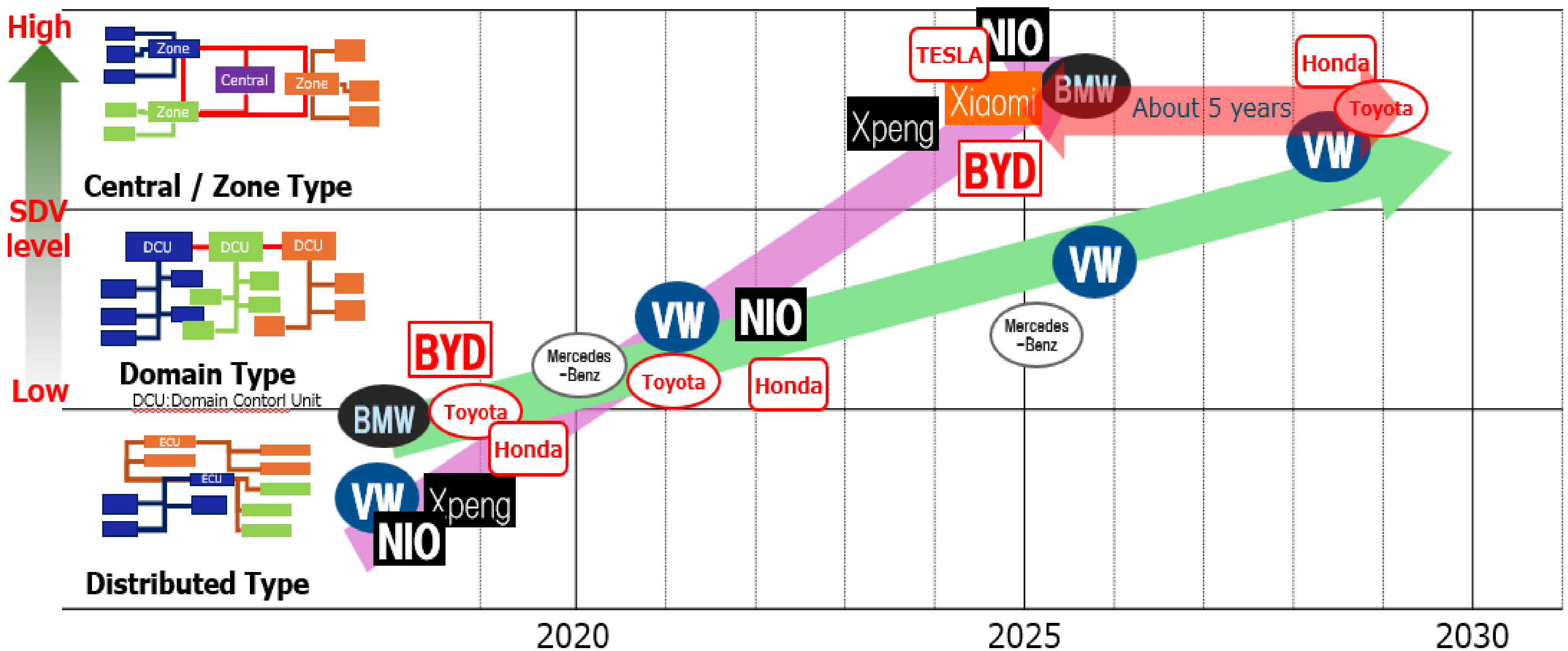
② The Advancement of Chinese OEMs

While Chinese automakers continue to expand their sales both domestically and internationally, taking the top spot in global sales volume, Japanese and European automakers have been on a downward trend in sales volume over the past few years. In recent years, Chinese companies have been rapidly increasing their presence.



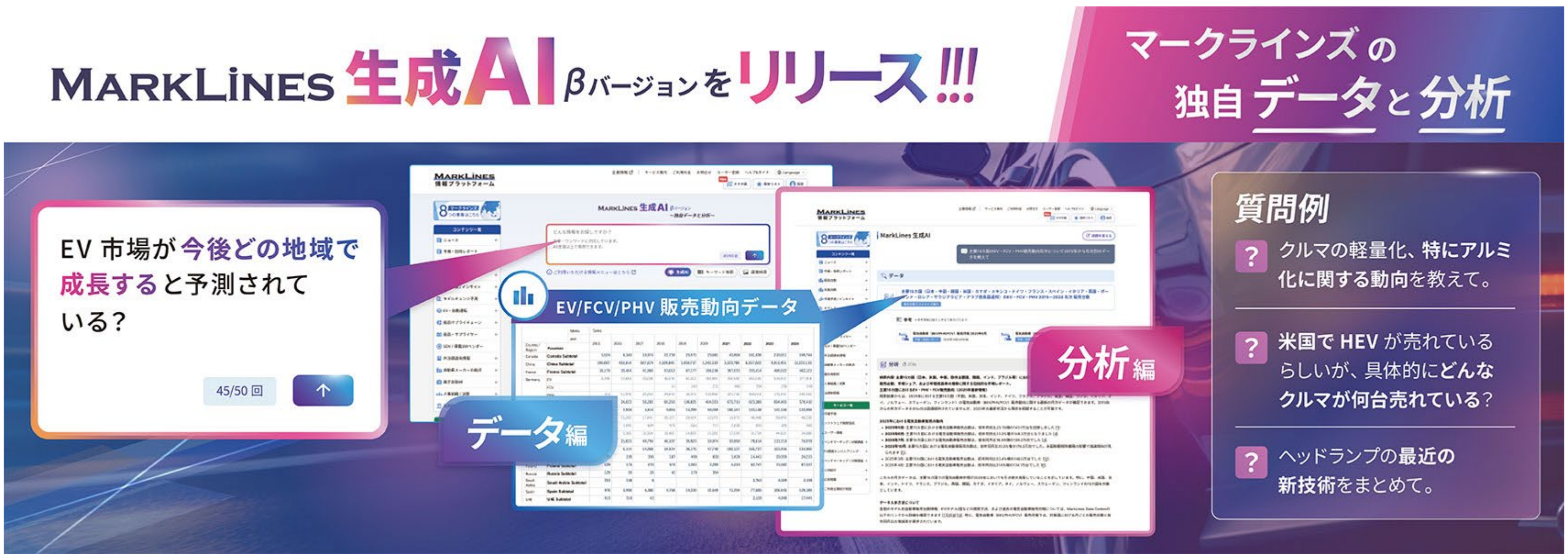
③ SDV (Software-Defined Vehicle) Progress

In China, the added value of automobiles is shifting from hardware to software, and the leadership in development is increasingly being passed to software companies with advanced intelligence technologies, such as Huawei and Baidu. These companies are expected to have a growing presence in the Chinese market and the future SDV market.



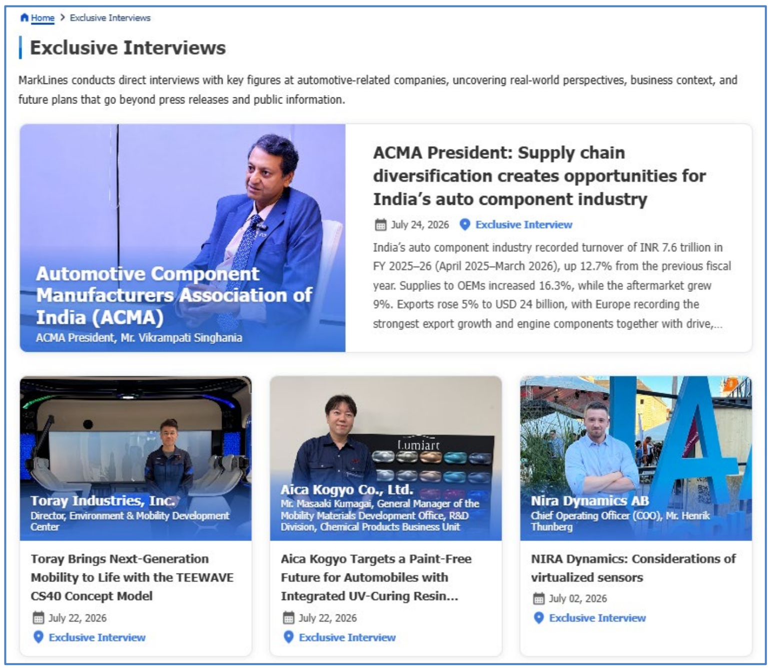
2. Release of Beta Version of Generative AI Search Function and Performance Improvement

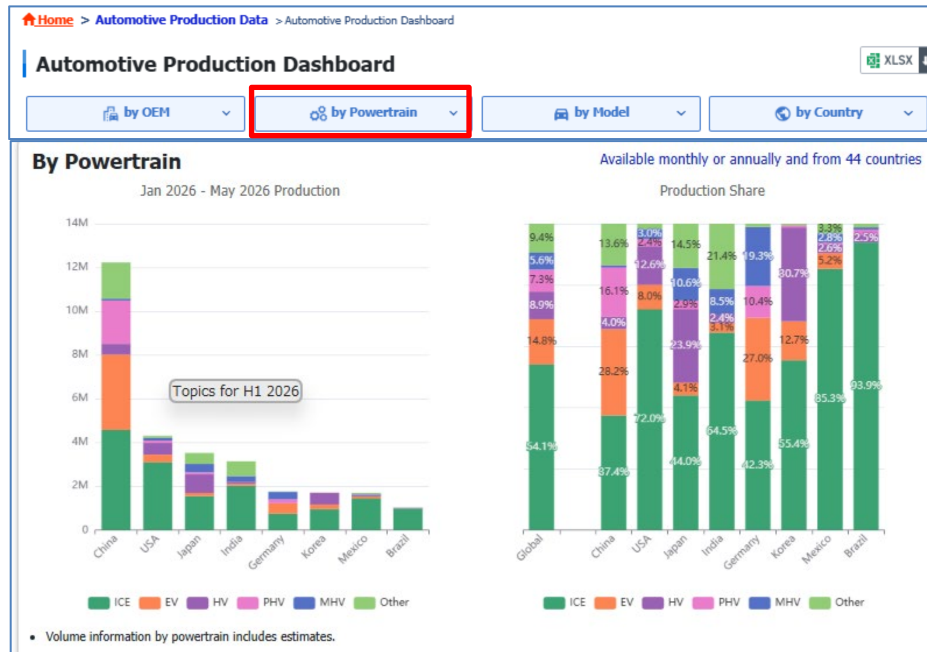
By utilizing outside vendors and concentrating internal resources, the company began offering the "MarkLines Gen-AI Beta Version" in January 2026.
Based on user feedback, we continuously improve functionality to enhance its suitability to user needs, improve response speed, and focus on increasing the added value of our service.



3. Enhancing the Content of the Information Platform

- We launched a new "Exclusive Interview" content section in January 2026, in which we began conducting direct interviews with key personnel at major companies.
- We have launched "Automotive Industry News," a service that allows customers to select the OEMs and suppliers they are interested in and receive news about them via email.
- In addition to the existing dashboards showing information by manufacturer, model, or country, we have implemented a by Powertrain dashboard to improve the user experience.



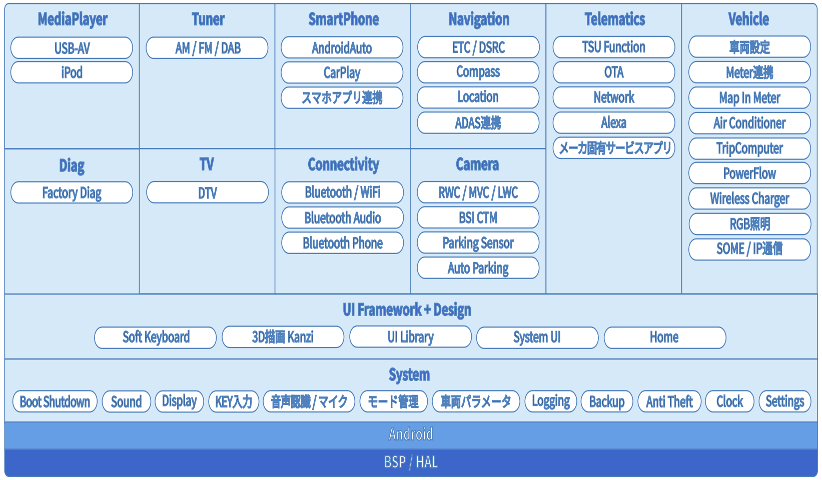


4. First IPO of a Company Funded by Automotive Fund Co., Ltd.

Micware Co., Ltd. (Kobe City, Hyogo Prefecture), which received an investment through Automobile Industry Support Fund 2021 Investment Limited Partnership in February 2025, was newly listed on the NASDAQ Global Market on May 14, 2026. With the listing, the company became the first IPO company in which the fund invested.

MICWARE Co., Ltd.

A company established in Hyogo Prefecture that conducts the planning, development, production, and selling of software for in-vehicle platforms, navigation, and location-based services. The company is Japan's first Tier 1 software vendor for automobiles in the navigation-related field and is unique in its ability to provide one-stop services for the entire process of software development for IVI in-vehicle equipment. It holds a 15% market share in the Japanese domestic car navigation software market.



Topics for H1 2026

5. Relocation and Expansion of Subsidiaries, Closure of Fukuoka Call Center

Following the relocation of our head office last December, our Shanghai and Detroit offices were also moved in January and February 2026, respectively, with the aim of strengthening our organizational structure. Furthermore, the Fukuoka Call Center was closed in February 2026 to optimize operations.

Overview of the new offices of overseas subsidiaries		
Name	MarkLines (Shanghai) Co., Ltd.	MarkLines North America Incorporated
Address	300 East Nanjing Road, Huangpu District, Shanghai 200001, PRC Hengji Mingren Plaza, #1906	39555 Orchard Hill Place, Suite 450, Novi, MI 48375 USA
Exterior		

II. Financial Performance Summary

Summary of Consolidated Financial Results

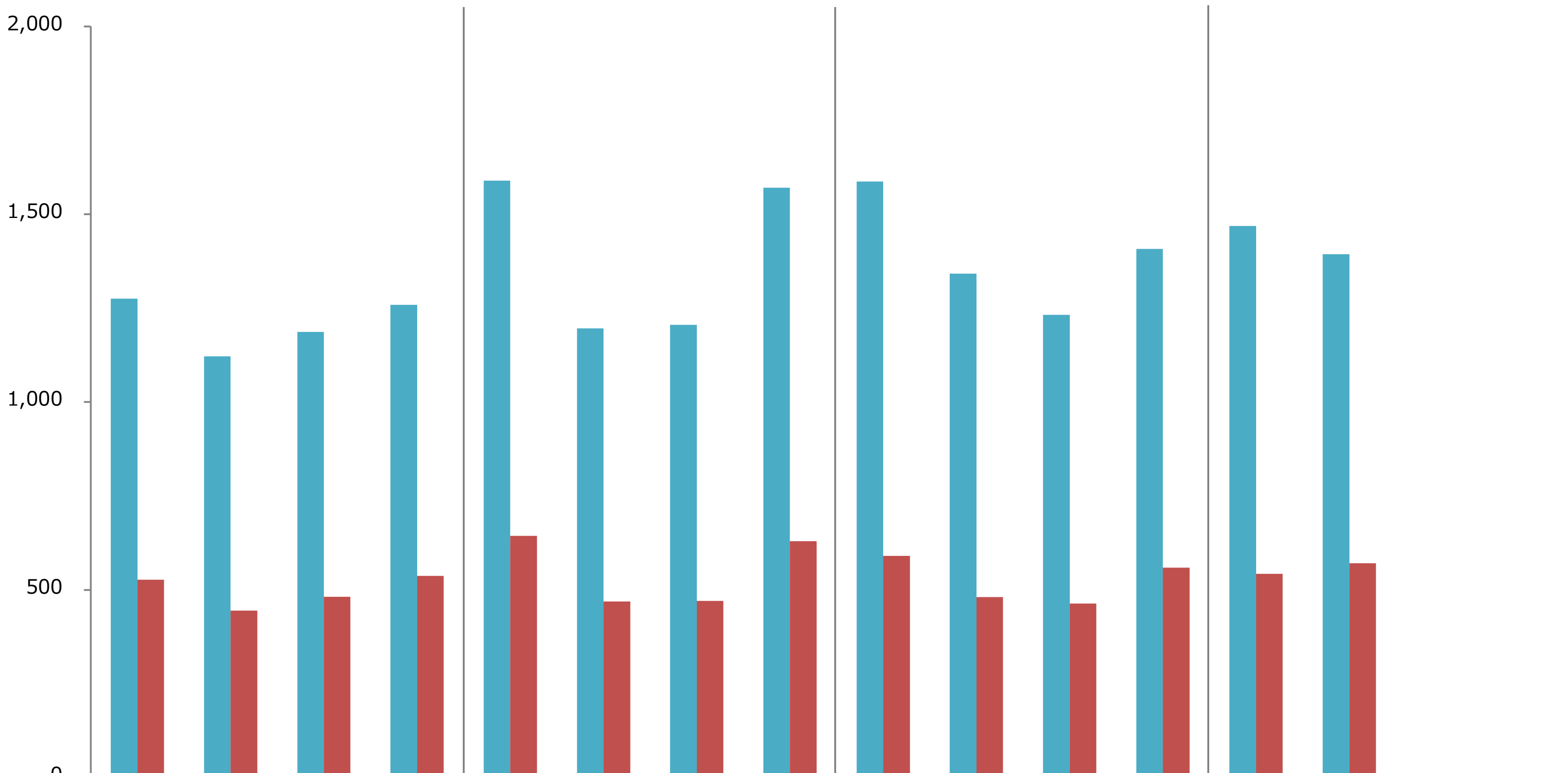
(Unit: JPY millions)

	FY 2025 H1	FY 2026 H1	y/y change (%)	Primary factors
Consolidated net sales	**2,929**	**2,863**	**△ 2.2**	Information Platform business increased 8.4% year-over-year (y/y). On the other hand, the overall sales decreased by 2.2% compared to the same period last year, mainly due to a decline in Reverse Engineering business and other areas.
Consolidated operating income	**1,071**	**1,115**	**+4.0**	In addition to increased segment profit in the Information Platform business, the segment profit/loss in the Reverse Engineering business improved, resulting in a 4.0% increase compared to the same period last year.
Consolidated ordinary income	**1,081**	**1,146**	**+6.0**	Ordinary income increased 6.0% y/y due to a 4.0% y/y increase in operating income.
Net income attributable to shareholders of the parent	**751**	**797**	**+6.1**	With a 6.0% y/y increase in ordinary income, net income attributable to shareholders of the parent grew 6.1% y/y.

Summary of Consolidated Financial Results

Consolidated business performance trends

(Unit: JPY millions)

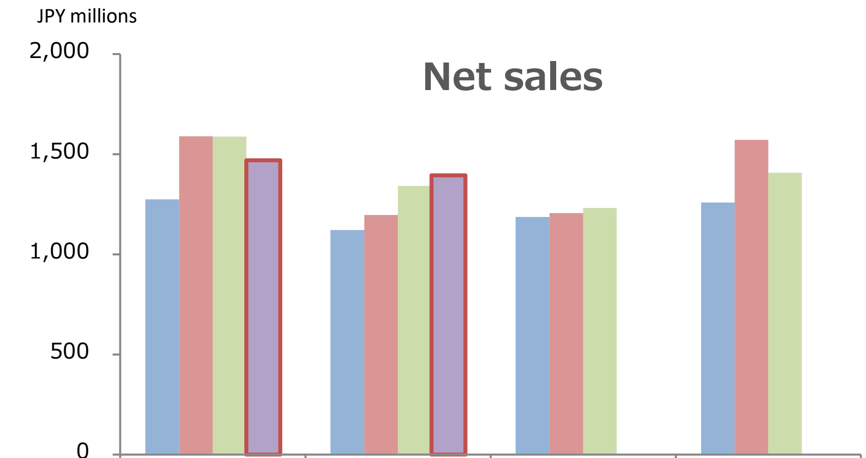


	2023Q1	2023Q2	2023Q3	2023Q4	2024Q1	2024Q2	2024Q3	2024Q4	2025Q1	2025Q2	2025Q3	2025Q4	2026Q1	2026Q2	2026Q3	2026Q4
Net sales	1,275	1,122	1,187	1,259	1,589	1,196	1,205	1,571	1,587	1,342	1,232	1,408	1,469	1,394		
Operating income	527	445	481	537	644	469	471	630	590	481	464	559	543	571		

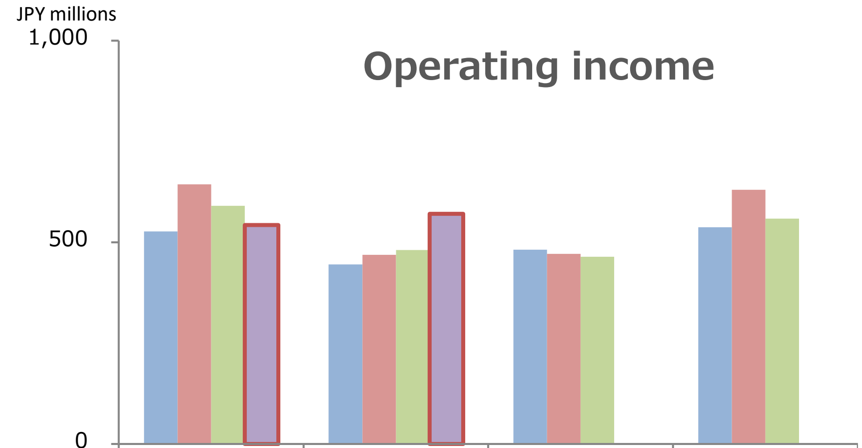
Summary of Consolidated Financial Results

Comparison of quarterly consolidated results

- In the first quarter (Q1) of the consolidated fiscal year, overall consolidated sales decreased by 7.4% compared to the same quarter of the previous year, due to factors such as a significant decline in orders from automotive OEMS and major parts suppliers in the Consulting and Reverse Engineering businesses. Furthermore, operating income decreased by 7.9% compared to the same quarter of the previous year, due to a decline in sales and the recording of one-time expenses related to the expansion and relocation of offices at the head office, Shanghai subsidiary, and U.S. subsidiary.
- During the second quarter (Q2) of the consolidated fiscal year, sales in the Information Platform business increased by double digits compared to the same quarter of the previous year, due to the effects of price revisions and exchange rate fluctuations caused by the appreciation of the Chinese yuan (CNY). As a result, consolidated sales increased by 3.9% compared to the same quarter of the previous year. Furthermore, in the Reverse Engineering business, segment profit and loss improved due to increased utilization of the Benchmark Center. As a result, consolidated operating income increased by 18.7% compared to the same quarter of the previous year.



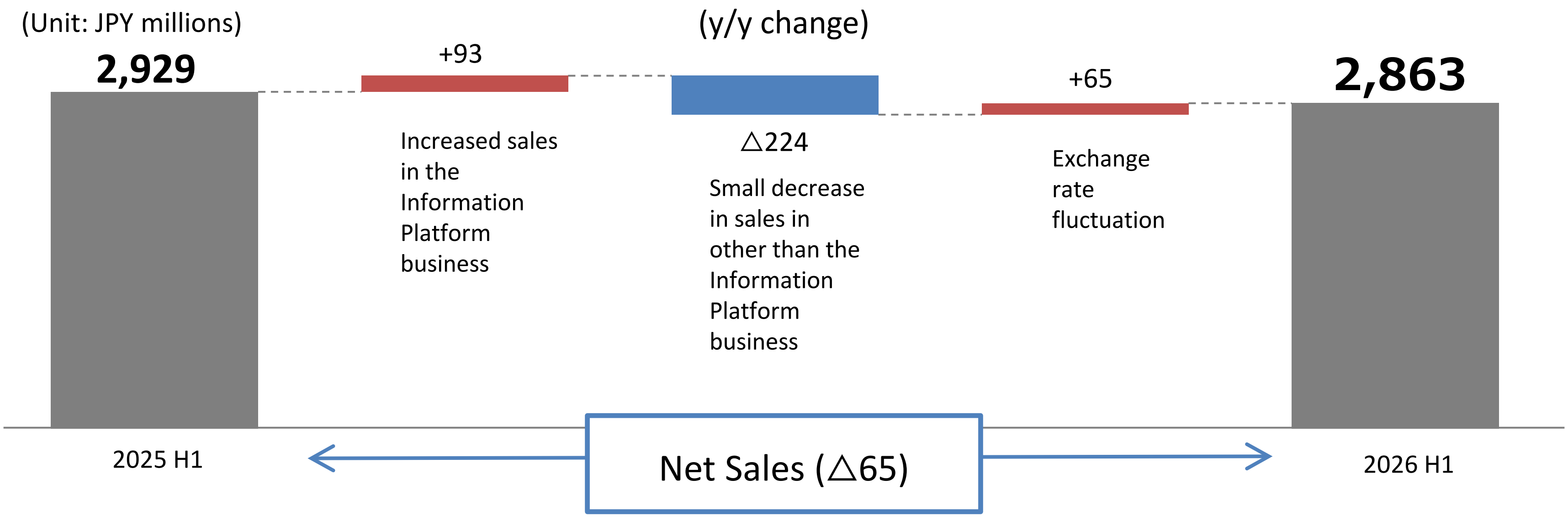
	Q1	Q2	Q3	Q4
FY2023	1,275	1,122	1,187	1,259
FY2024	1,589	1,196	1,205	1,571
FY2025	1,587	1,342	1,232	1,408
FY2026	1,469	1,394		



	Q1	Q2	Q3	Q4
FY2023	527	445	481	537
FY2024	644	469	471	630
FY2025	590	481	464	559
FY2026	543	571		

Summary of Consolidated Financial Results

Factors contributing to the increase or decrease of consolidated net sales



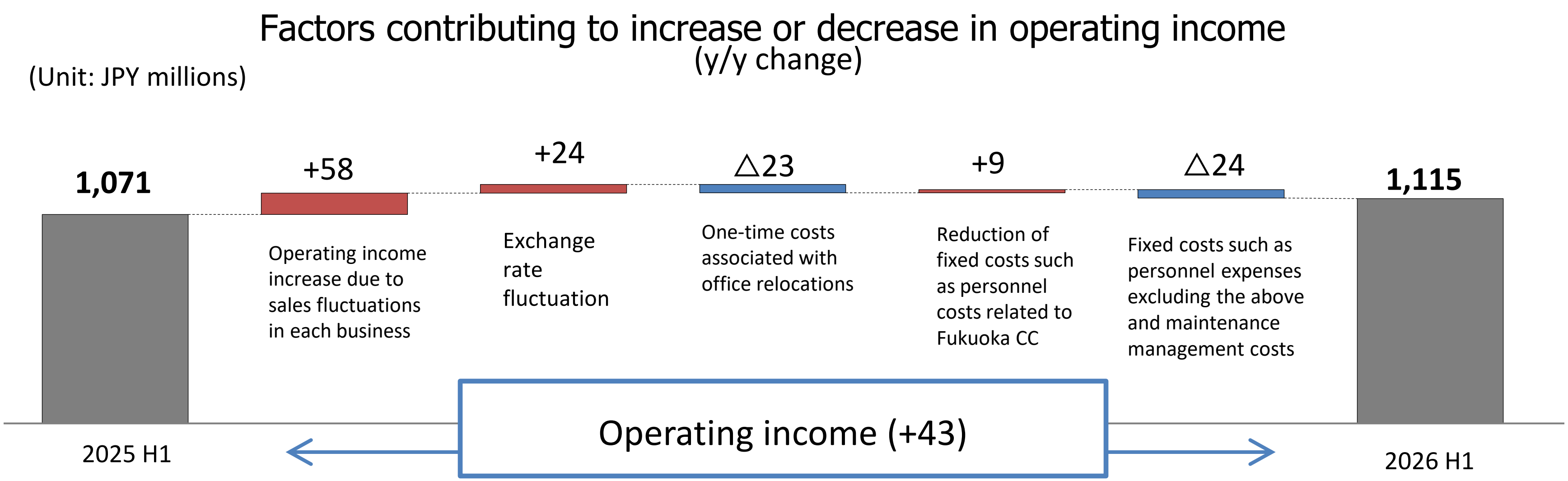
Main breakdown of sales increases/decreases other than the Information Platform business

- Sales in the Recruiting Solutions business increased by JPY 17 million.
- Promotional Advertising sales increased by JPY 9 million.
- Sales in the Reverse Engineering business decreased by JPY 185 million.
- Sales in the Consulting business fell by JPY 53 million.

Breakdown of exchange rate fluctuations

- Sales in foreign currencies increased by JPY 65 million due to the influence of the Chinese yuan (CNY) and euro (EUR).

Summary of Consolidated Financial Results



- One-time expenses totaling approximately JPY 23 million were incurred due to the expansion and relocation of offices in Japan, Shanghai, and North America.
- With the closure of Fukuoka Call Center (CC) in February 2026, fixed costs for the site decreased by JPY 9 million y/y.
- The majority of the increase due to exchange rate fluctuations is related to the Information Platform business.

Scope	Exchange rates for the Information Platform business	2025H1	2026H1	Conversion method
Net sales	USD (weighted average of conversion rates for each contract)	151.61	150.54	Converted at the spot rate at the time of deposit for each contract
	EUR (weighted average of conversion rates for each contract)	163.15	172.45	Converted at the spot rate at the time of deposit for each contract
	CNY (spot rate at end of period)	20.16	23.78	Cumulative sales in CNY converted at the spot rate at the end of each quarter
Expenses	USD (spot rate at end of period)	144.81	162.39	Cumulative USD costs converted at the spot rate at the end of each quarter
	EUR (spot rate at end of period)	169.66	185.35	Cumulative EUR costs converted at the spot rate at the end of each quarter
	CNY (spot rate at end of period)	20.16	23.78	Cumulative CNY costs converted at the spot rate at the end of each quarter

Profit and loss by segment

(Unit: JPY millions)

Business Unit		2025 H1 actuals	2026 H1 actuals	(y/y change)	
Information Platform business	Net sales	1,884	2,042	+158	+8.4%
	Segment operating income	905	996	+90	+10.0%
Market Forecast Information sales business	Net sales	187	181	△6	△3.3%
	Segment operating income	59	57	△1	△3.2%
Promotional Advertising business	Net sales	68	77	+9	+13.5%
	Segment operating income	53	56	+2	+4.2%
Consulting business	Net sales	228	175	△53	△23.5%
	Segment operating income	61	26	△35	△57.1%
Automotive Fund business	Net sales	19	9	△10	△53.3%
	Segment operating income	8	△0	△9	–
Recruiting Solutions department	Net sales	49	67	+17	+34.8%
	Segment operating income	△11	△1	+10	–
Reverse Engineering business	Net sales	490	305	△185	△37.7%
	Segment operating income	△3	△15	△12	–
Other	Net sales	–	4	+4	–
	Segment operating income	△3	△4	△1	–
Consolidated net sales		2,929	2,863	△65	△2.2%
Consolidated operating income		1,071	1,115	+43	+4.0%

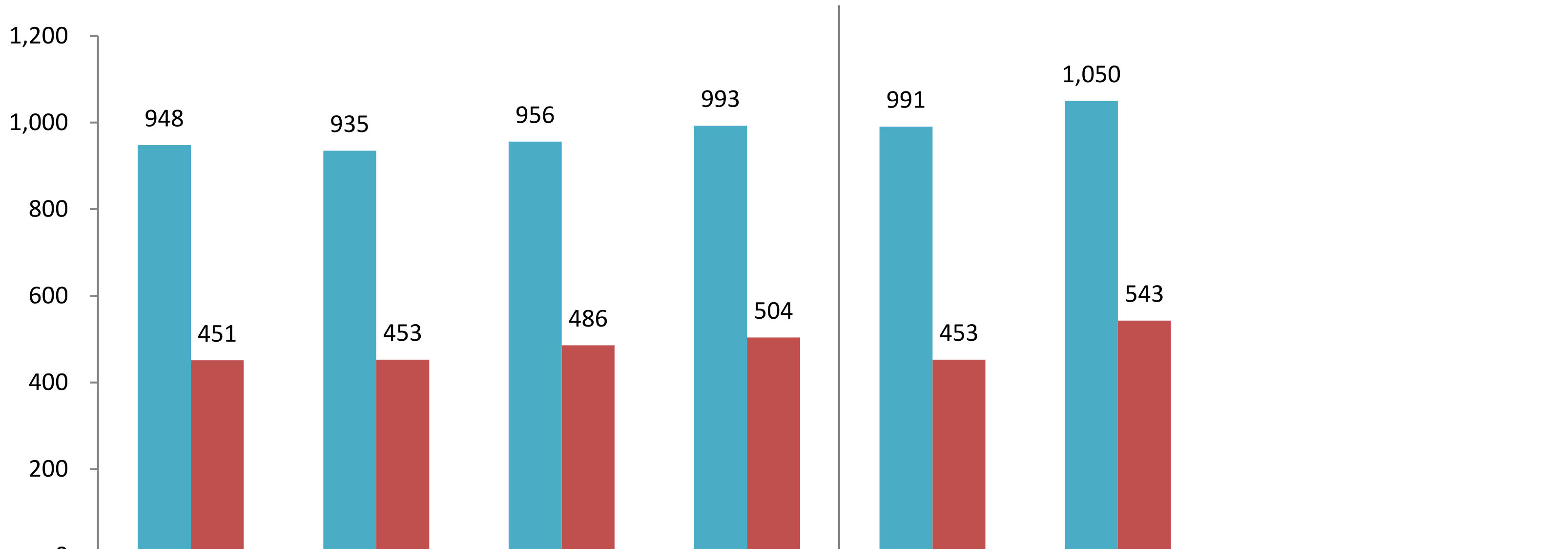
Profit and loss by segment (Information Platform business)

① Information Platform financial results

In the Information Platform business, while the number of contracts decreased, mainly in Japan, the effects of price revisions for existing customers became apparent, and the average contract price increased, mainly for JPY-denominated contracts. Combined with the effects of the weaker JPY, both sales and segment income increased.

Quarterly financial results

(Unit: JPY millions)



	2025Q1	2025Q2	2025Q3	2025Q4	2026Q1	2026Q2	2026Q3	2026Q4
Net sales	948	935	956	993	991	1,050		
Operating income	451	453	486	504	453	543		

Profit and loss by segment (Information Platform business)

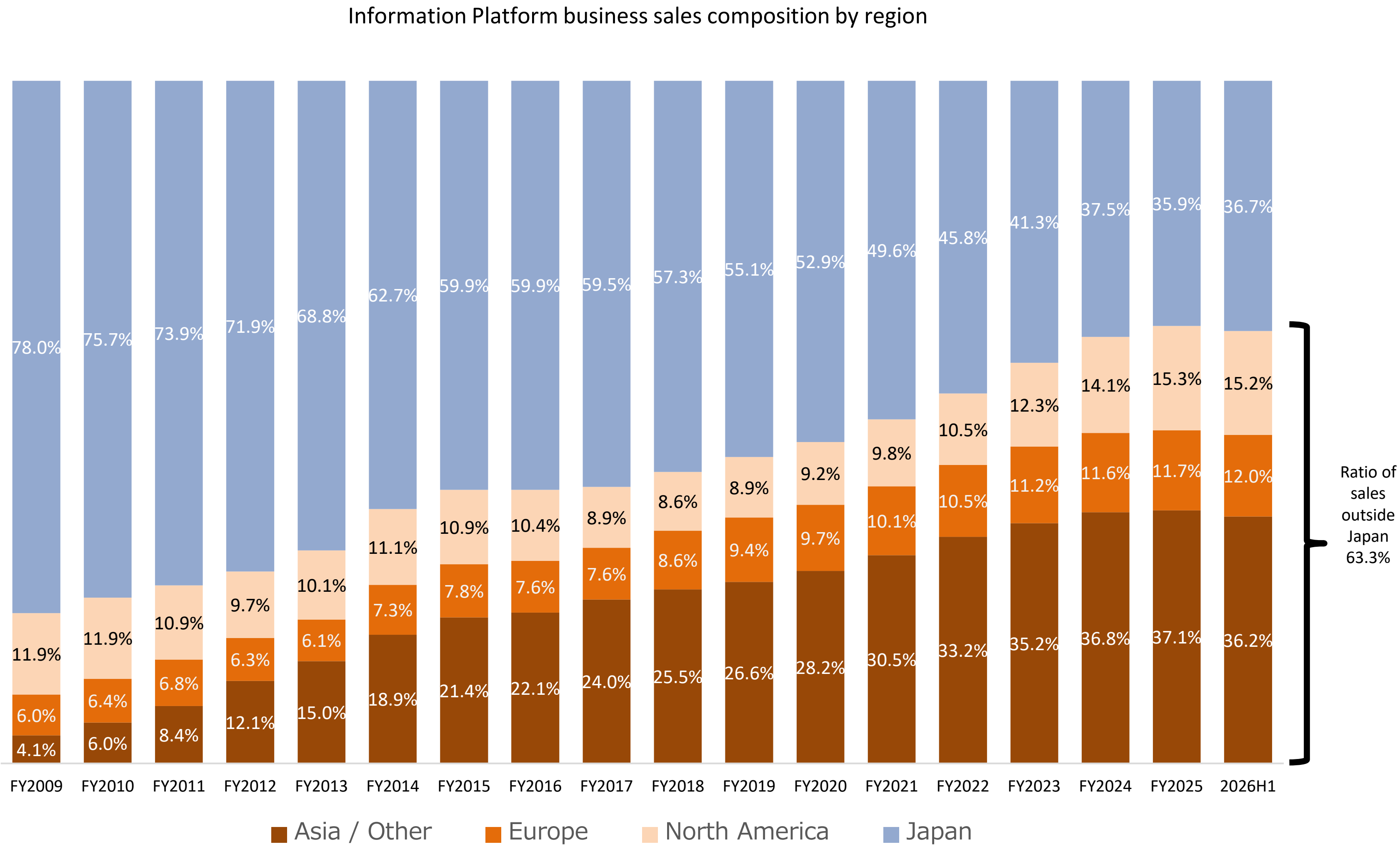
② Sales by region

(Unit: JPY millions)

Information Platform business sales by region				
	FY2025 H1	FY2026 H1	y/y change (%)	Factors of increase/decrease
Japan	688	749	+8.9	Sales increased primarily due to the price revisions on existing contracts that began at the end of the previous fiscal year.
China	308	342	+11.1	The appreciation of the CNY led to an increase in sales in JPY.
Asia	356	374	+5.2	Sales increased primarily due to the price revisions on existing contracts that began at the end of the previous fiscal year.
North America	289	309	+7.0	Sales increased due to an increase in the number of contracts in the previous period and the effect of price revisions on existing contracts.
Europe	225	245	+9.0	Sales increased due to price revisions on existing contracts and the effects of the weaker JPY.
Other	16	20	+24.5	–
Total	1,884	2,042	+8.4	–

Profit and loss by segment (Information Platform business)

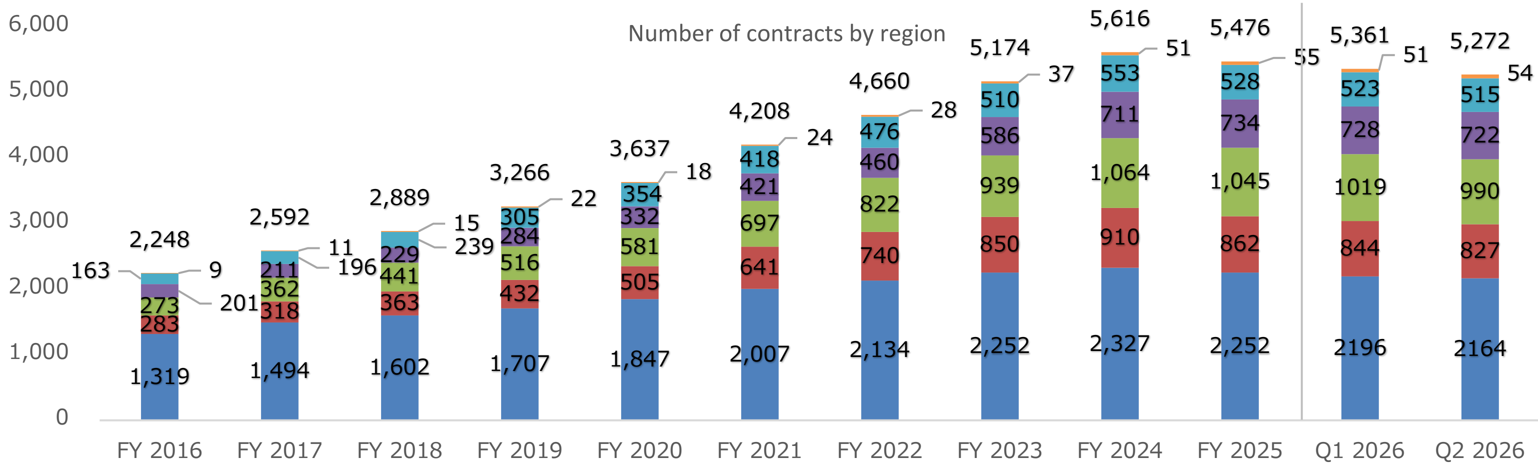
③ Sales breakdown by region

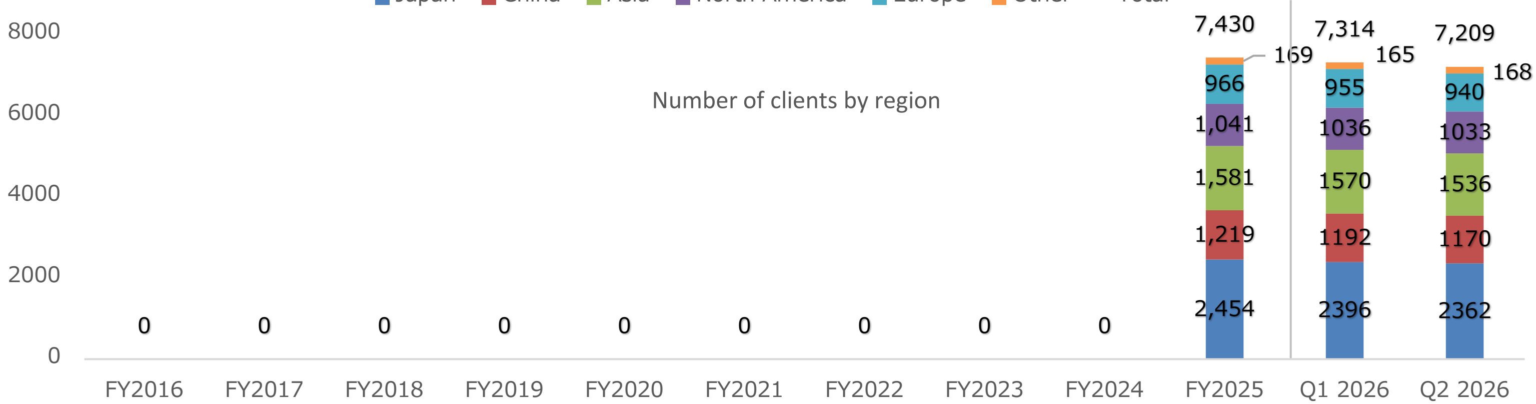


Profit and loss by segment (Information Platform business)

④ Number of contracted companies and number of companies using the service

- Due to the rapid changes in the global external environment since 2025, cancellations by small and medium-sized businesses with low recession resilience increased, resulting in a decrease in both the number of contracts and the number of clients using the service in Japan, China, Asia, North America, and Europe.





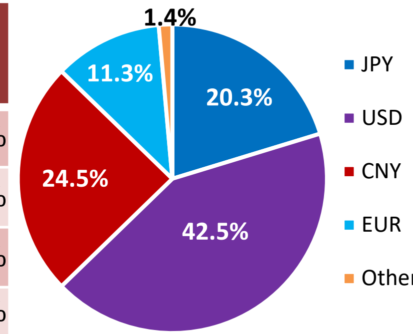
Profit and loss by segment (Information Platform business)

⑤ Average contract price per unit by major currency (in local currency)

【Average unit price per contract for new clients】

Currency	Q1 2025	Q2 2025	Q3 2025	Q4 2025	Full year 2025 (a)	Q1 2026	Q2 2026	FY 2026 H1 (b)	Change rate (b) / (a)
JPY	686,341	623,810	707,167	675,750	676,636	587,400	693,957	644,395	△4.8%
USD	5,061	5,213	5,492	5,380	5,272	5,182	5,361	5,258	△0.3%
CNY	35,480	36,487	34,803	36,947	35,947	38,565	37,607	38,080	+5.9%
EUR	4,871	4,799	5,221	5,142	5,100	5,696	5,401	5,597	+9.7%

Proportion of new customer contracts

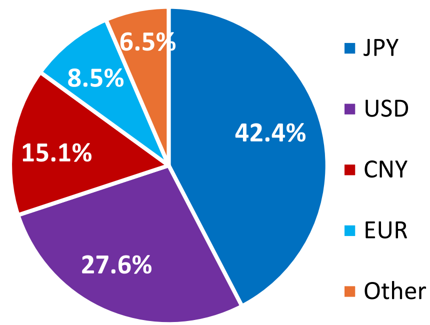


- In the first half of this year, the majority of contracts in JPY were for a maximum of two users, and the average spending per new customer decreased compared to the full year last year. However, in Q2, the acquisition of unlimited contracts contributed to the increase compared to Q1.
- In terms of CNY and EUR, securing high-value contracts boosted the average contract price, resulting in an increase compared to the full year last year.

[Average contract value for existing clients]

Currency	End Q4 2025 (a)	End Q1 2026	End Q2 2026 (b)	Change rate (b) / (a)
JPY	636,004	712,076	749,077	+17.8%
USD	5,339	5,466	5,566	+4.1%
CNY	37,082	37,528	38,242	+3.1%
EUR	5,274	5,432	5,477	+3.8%

Proportion of existing contracts



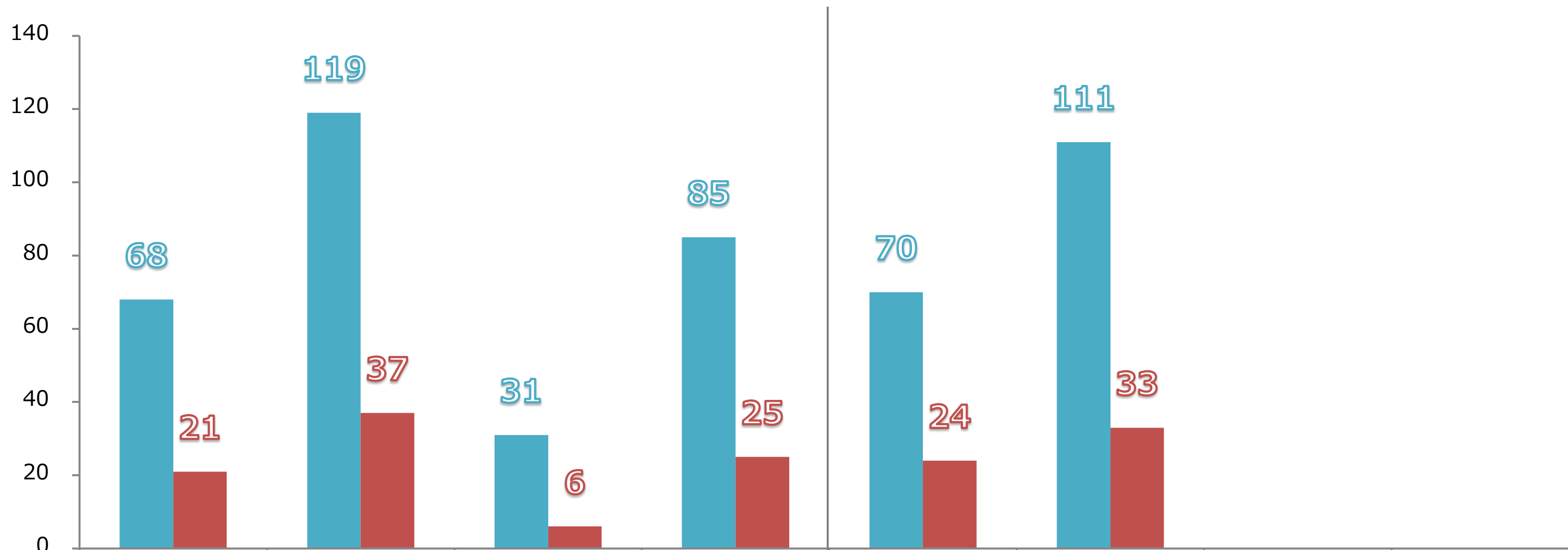
- For all currencies, the effects of price revisions on existing contracts that have been implemented sequentially since December 2025 are shown. In addition, the limited but effective upselling efforts that we have been promoting since last year have also contributed to the increase in the average contract price.
- In particular, for contracts in JPY, the proportion of contracts subject to price revisions was high, and the average contract price increased by more than 17%. In addition, JPY-denominated contracts account for more than 40% of existing contracts, contributing to an increase in sales.

Profit and loss by segment (Market Forecast Information sales business)

In the Market Forecast Information sales business, demand for forecast information remains high due to a combination of factors such as the slowdown in the EV market, geopolitical risks, and rising raw material costs, which have led to the restructuring of production facilities. As a result, both sales and segment income remained almost flat compared to the same period last year.

Quarterly financial results

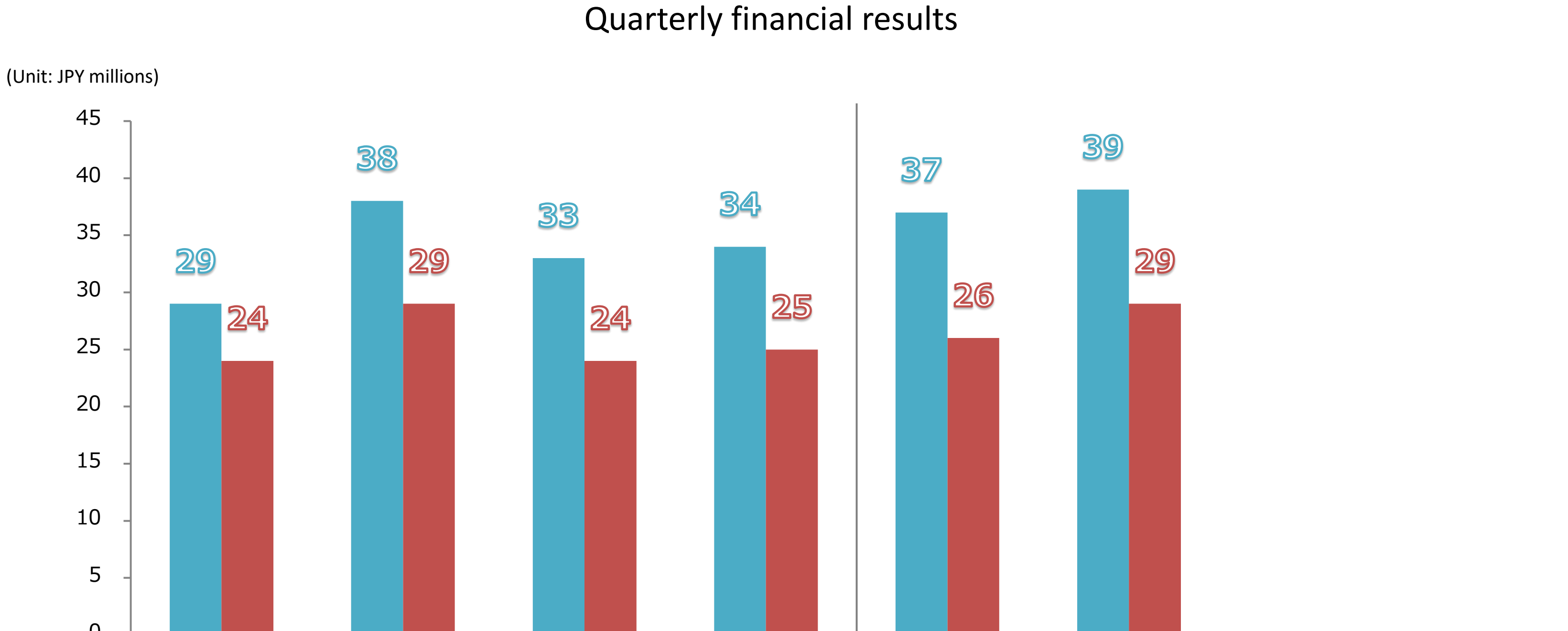
(Unit: JPY millions)



	2025Q1	2025Q2	2025Q3	2025Q4	2026Q1	2026Q2	2026Q3	2026Q4
Net sales	68	119	31	85	70	111		
Operating income	21	37	6	25	24	33		

Profit and loss by segment (Promotional Advertising business *LINES*)

The Promotional Advertising business saw increases in both sales and segment income compared to the same period last year. This was due to factors such as an enhanced customer follow-up system resulting from increased staffing in the previous period, continued strong repeat orders, and an upward trend in the average order value per project.



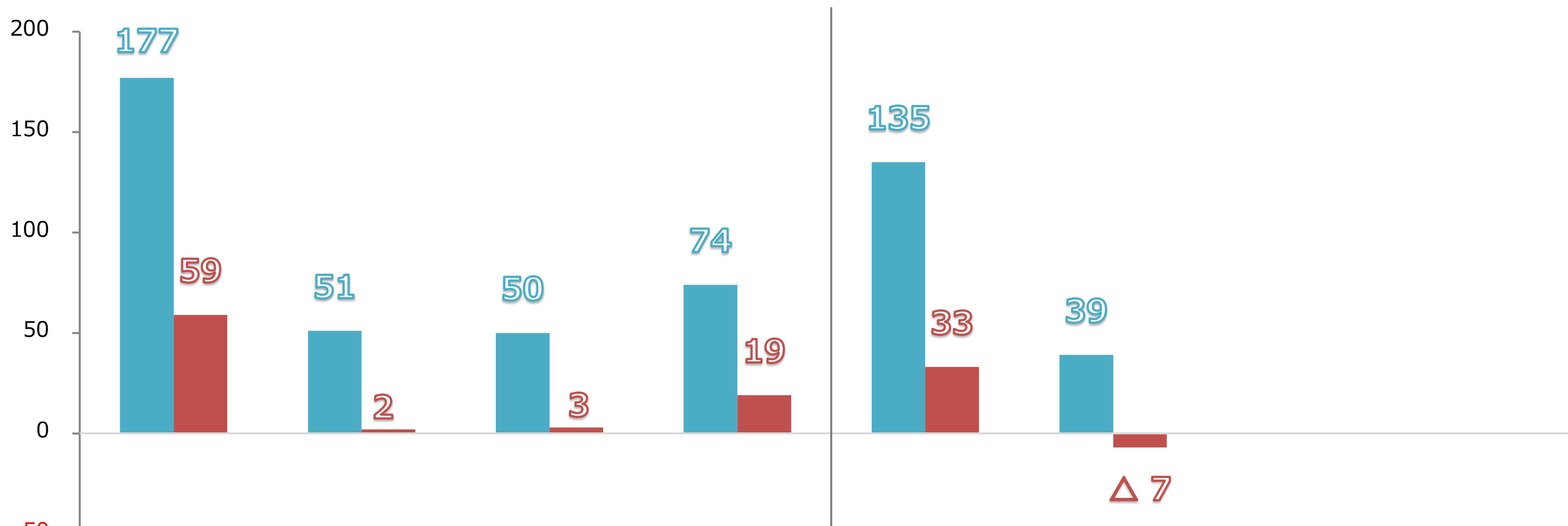
	2025Q1	2025Q2	2025Q3	2025Q4	2026Q1	2026Q2	2026Q3	2026Q4
Net sales	29	38	33	34	37	39		
Operating income	24	29	24	25	26	29		

Profit and loss by segment (Consulting business)

The Consulting business was affected by the shift in electrification strategies by automotive OEMs, resulting in a decrease in inquiries from OEMs and major parts suppliers for both consulting and teardown analysis data sales services, and consequently, orders remained sluggish. As a result, both net sales and segment income decreased significantly.

Quarterly financial results

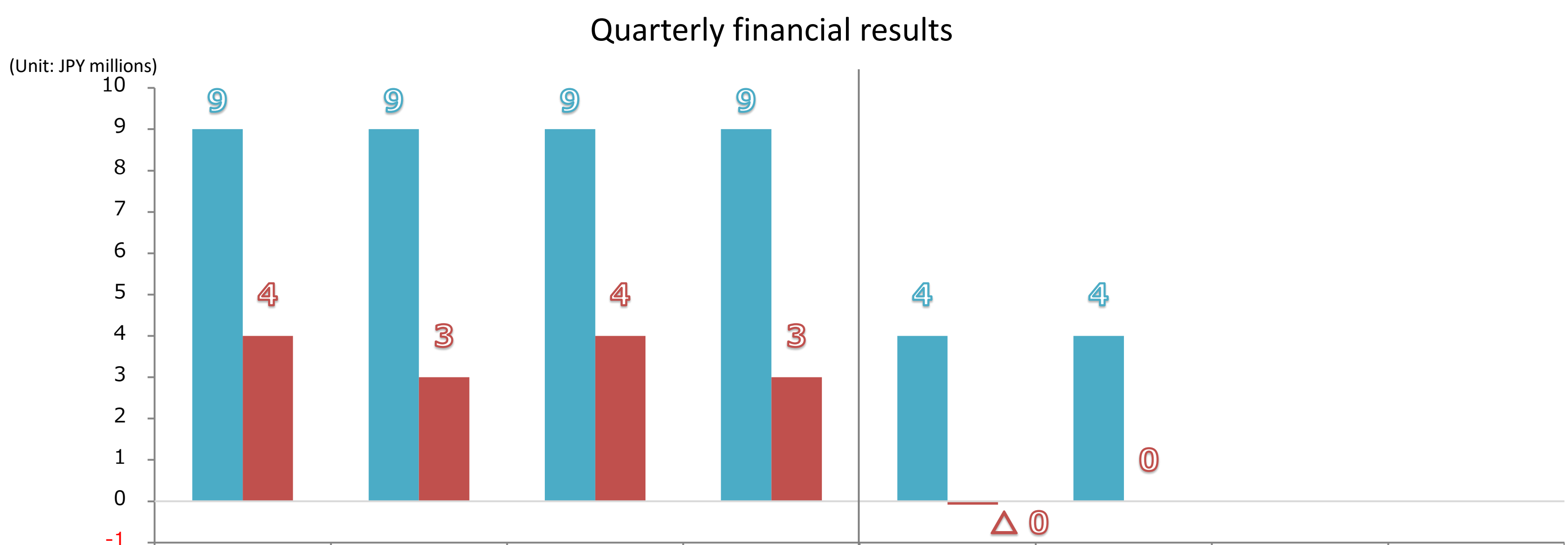
(Unit: JPY millions)



	2025Q1	2025Q2	2025Q3	2025Q4	2026Q1	2026Q2	2026Q3	2026Q4
Net sales	177	51	50	74	135	39		
Operating income	59	2	3	19	33	△ 7		

Profit and loss by segment (Automotive Fund)

Revenue from the Automotive Fund business decreased year-over-year because, starting in fiscal year 2026, the company changed its method for recognizing management fees received from affiliated companies: in accordance with the partnership agreement, the company now recognizes as revenue an amount calculated based on the fund’s total capital and the investment balance as of the end of the previous fiscal period. The segment recorded a loss due to a decrease in sales.



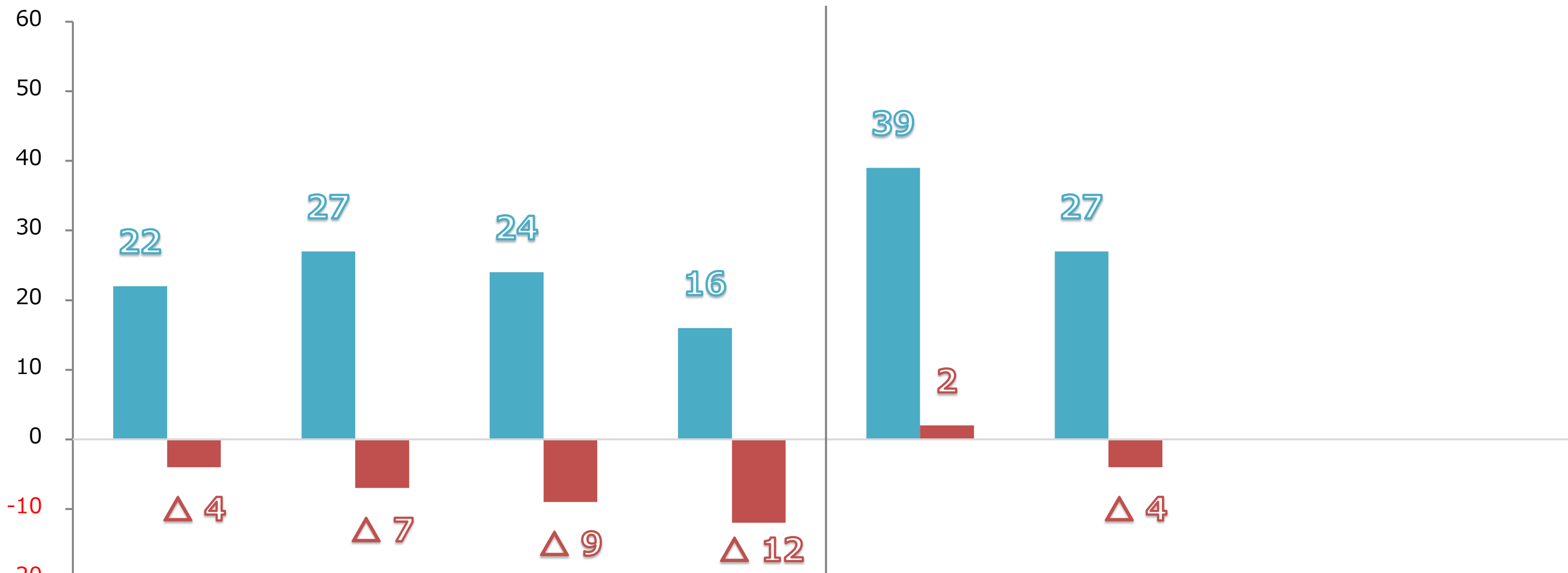
	2025Q1	2025Q2	2025Q3	2025Q4	2026Q1	2026Q2	2026Q3	2026Q4
Net sales	9	9	9	9	4	4		
Operating income	4	3	4	3	△ 0	0		

Profit and loss by segment (Recruiting Solutions business)

In the Recruitment Solutions business, the number of successful placements increased to 26 (compared to 22 in the same period last year), as the demand for personnel from automobile OEMs showed signs of recovery. In addition, sales increased 34.8% y/y, partly due to the contribution of retainer contracts concluded with customers. As a result, there was an improvement in segment losses.

Quarterly financial results

(Unit: JPY millions)



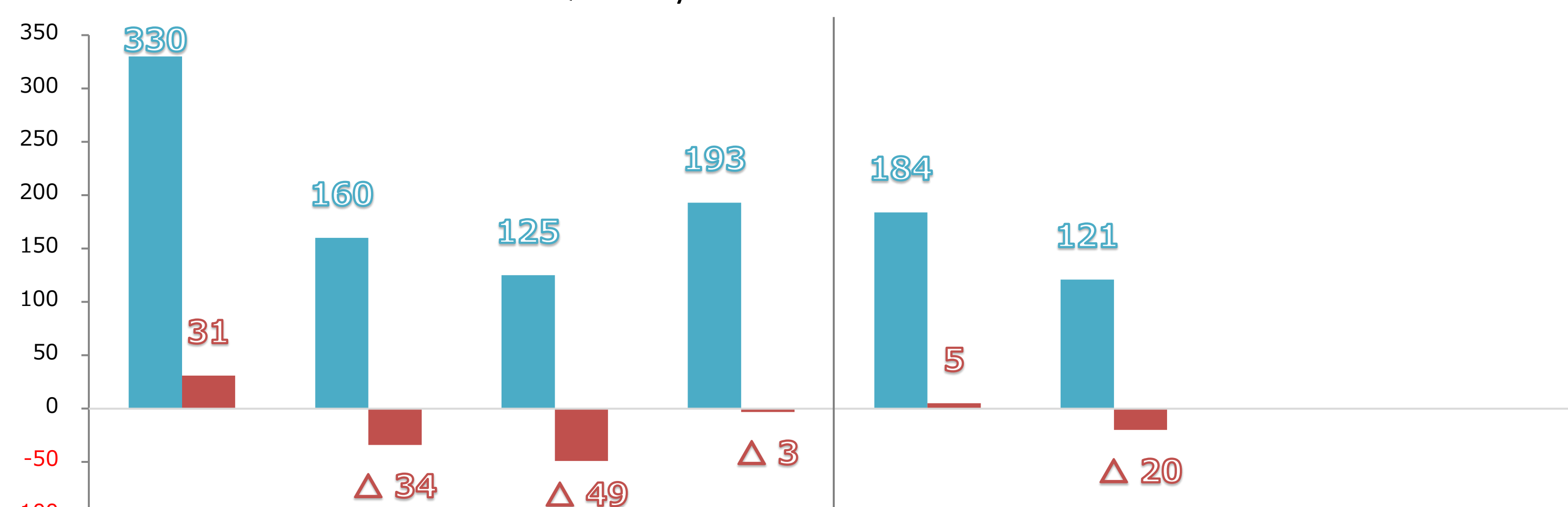
	2025Q1	2025Q2	2025Q3	2025Q4	2026Q1	2026Q2	2026Q3	2026Q4
Net sales	22	27	24	16	39	27		
Operating income	△ 4	△ 7	△ 9	△ 12	2	△ 4		

Profit and loss by segment (Reverse Engineering business)

In the Reverse Engineering business, the number of orders from automobile OEMs and major parts suppliers decreased, resulting in a decline in both sales and segment income compared to the same period of the previous year. However, for the three-month period of Q2 of the consolidated fiscal year, the gross profit margin increased due to a higher in-house operations rate of vehicle teardown and measurement services, and an increase in high value-added projects in vehicle and parts procurement agency services. As a result, segment income improved compared to the same quarter of the previous year, and the business is getting on track. Furthermore, activity with automobile OEMs and parts suppliers has recently increased, and business negotiations related to teardowns, measurement, and testing are on the rise.

(Unit: JPY millions)

Quarterly financial results



	2025Q1	2025Q2	2025Q3	2025Q4	2026Q1	2026Q2	2026Q3	2026Q4
Net sales	330	160	125	193	184	121		
Operating income	31	△ 34	△ 49	△ 3	5	△ 20		

III. Earnings Forecast

Earnings Forecast

(Unit: JPY millions)

	FY ended Dec. 2025, Actual	FY ending Dec. 2026, Forecast	y/y change (%)
Consolidated net sales	5,570	6,150	+10.4%
Consolidated operating income	2,095	2,350	+12.1%
Consolidated ordinary income	2,146	2,380	+10.9%
Net income attributable to shareholders of the parent	1,519	1,660	+9.2%

- The price revisions implemented in December of the previous fiscal year for existing contracts in our Information Platform business are contributing to a gradual increase in sales revenue based on the timing of contract renewals, and this contribution is expected to increase further in the future.
- Regarding the services provided at the Benchmark Center, our main customers, Japanese manufacturers, have become more active due to the change of fiscal year and other factors. Current inquiries are showing an increasing trend compared to the previous period and are expected to continue contributing to our performance.
- In January of this fiscal year, we released the "MarkLines Generative AI" Beta version. We are currently focusing on improvement activities based on customer feedback. We anticipate that improvements to this function will gradually contribute to our performance from the second half of the year onward, leading to an increase in new contracts and a decrease in cancellations.

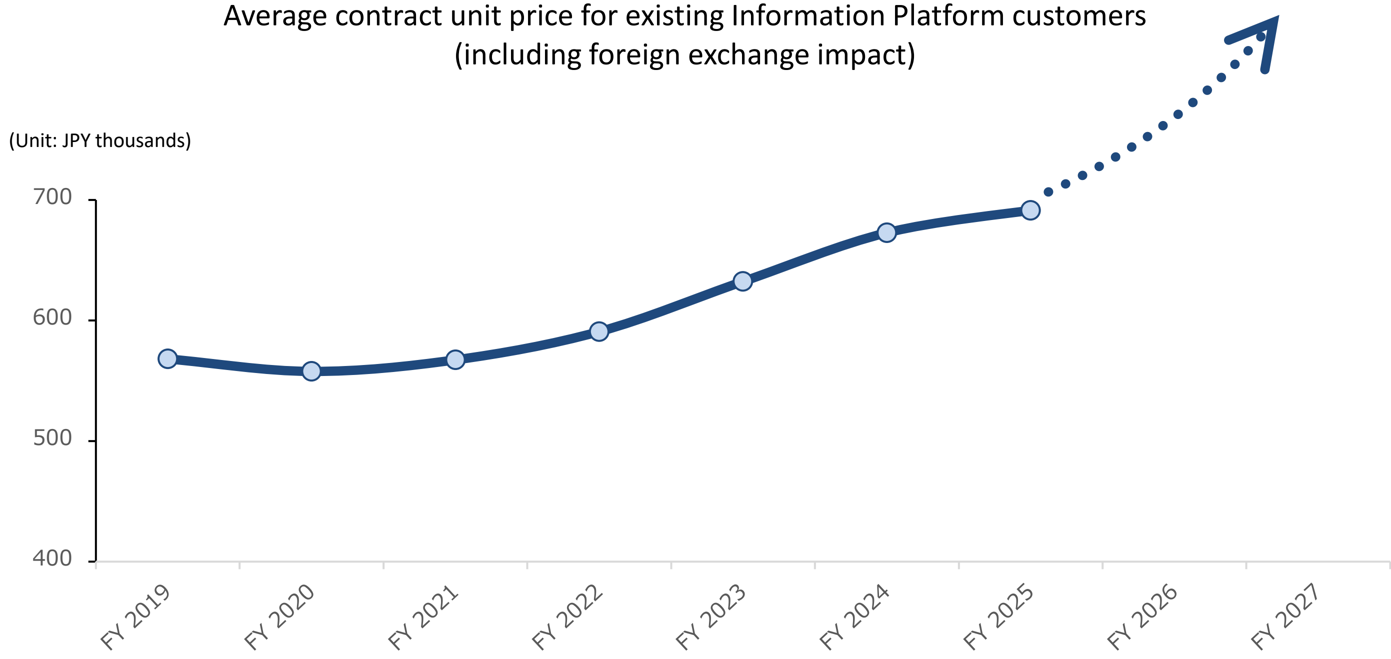
IV. Status of initiatives for the growth strategy announced in February 2026

1. Revision of prices for existing Information Platform contracts

Price revisions are being made sequentially starting with contracts coming up for renewal at the end of 2025, and such activities will be completed by the end of 2026.

- The price revisions are expected to raise the average unit price of existing contracts in stages each month through the end of 2027. As of the end of June 2026, approximately 70% of the total price revisions initially anticipated have been implemented, and a similar level is expected for contract renewals from July to October 2026.
- We will continue to consider further price revisions after this initial price increase, while monitoring inflation and the actions of other companies.

Average contract unit price for existing Information Platform customers
(including foreign exchange impact)

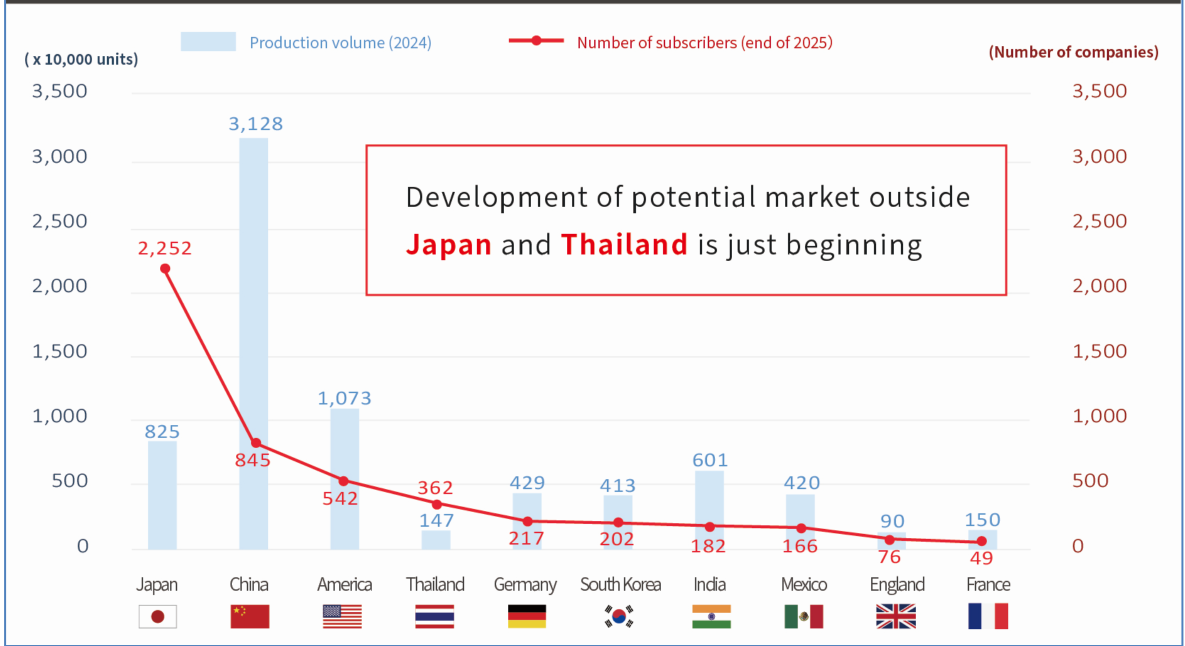


2. New contract acquisition and up-sell promotion in the U.S., China, Europe, and India

We aim to promote contract acquisition and upselling in China, North America, Europe, and India, which have large potential markets but still have few contracts.

- In the first half of this fiscal year, we promoted upsell initiatives for existing contracts with major companies, but the results were limited. In the second half of the year, we will continue to promote the free provision of IDs for a certain period to increase the number of users in development departments and upgrade accounts.
- While we have been conducting awareness-raising activities alongside efforts to refine “MarkLines Generative AI” and strengthen our primary data sources, we will use the official release of “MarkLines Generative AI” Version 1.0, scheduled for this fiscal year, as an opportunity to promote sales through activities such as trade show exhibitions, with the aim of securing new contracts and upgrading existing accounts.
- We have appointed the heads of our U.S. and Shanghai subsidiaries to oversee the North American and China regions, respectively, and are currently promoting sales activities. Given the size of their markets, both regions represent key markets with significant potential for expansion, and we will continue to focus our sales efforts on securing new contracts.

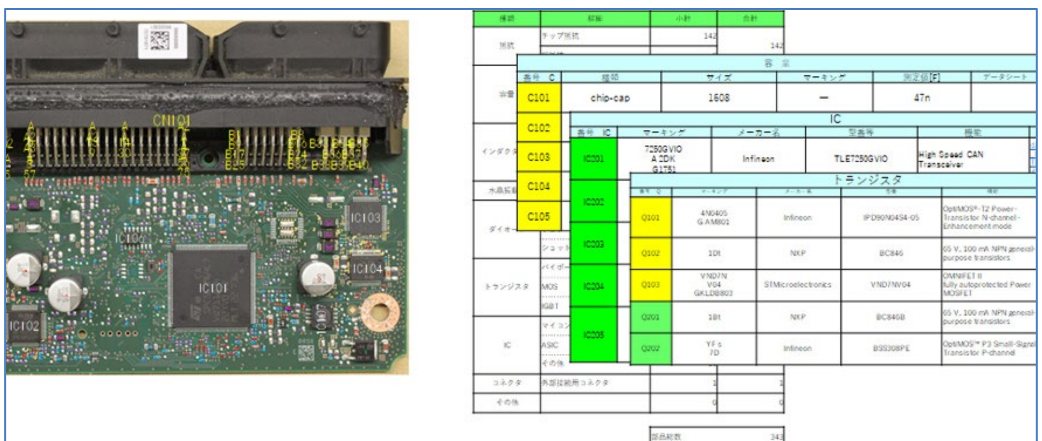
Number of subscribers relative to production volume (size of potential market)



3. Strengthening the field of Reverse Engineering

To raise awareness of the various services we provide, we held technology exhibitions for various automotive OEMs in FY2025. To achieve results from these activities, the Benchmark Center will seek to expand its business partners and strengthen its personnel organization, and promote orders from various OEMs, particularly from the Toyota Group, which is performing well.

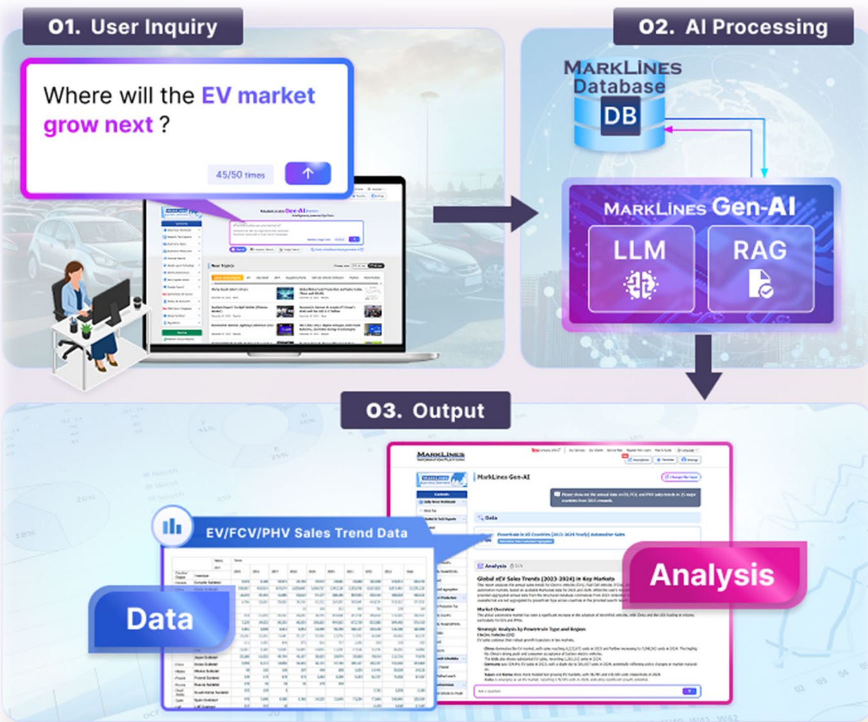
- Driven by the advancement of electrification, the ECU benchmarking business is performing well, with the service receiving high praise and the number of client companies continuing to grow. We will further increase our staff to meet the strong demand.
- Technical exhibitions and email marketing efforts have been successful, leading to an increase in orders for parts procurement. We also received orders for the procurement of batteries, which had been difficult to procure. In the second half of this fiscal year, we will strive to improve our business performance.
- With regard to contract projects, the company has expanded its scope beyond passenger cars, where the shift to electric vehicles and the adoption of autonomous driving technology are progressing, to include commercial vehicles, motorcycles, and sectors outside the automotive industry, thereby achieving an increase in orders. We aim to further increase orders in the second half of the year.
- As the second project in which we procure and disassemble actual vehicles for measurement, we selected the BYD Racco, which has attracted considerable interest from Japanese OEMs. We are currently receiving a large number of inquiries, and after reviewing the research reports and requests for parts, we aim to deliver them within this fiscal year.



4. Dramatically improving service value with generative AI

① MarkLines Automotive Information × Generative AI Platform

In January 2026, a new function, "MarkLines Gen-AI Beta Version," was launched as an additional Information Platform service for corporate clients. This function is an AI function that presents essential and reliable "data" from the automotive-related data maintained by our company simply by asking a question in natural language. It also provides "analysis" using the abundant information on our website and generates the results in text form.



<Features>

1. **Search results provide both "Data" and "Analysis" at the same time**
2. **Searches a wide cross-section of automotive information**
3. **Questions and answers are available in over 60 languages**

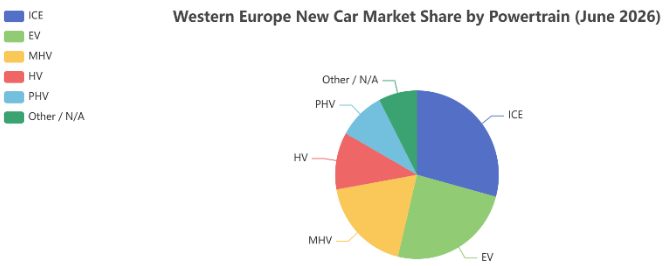
4. Dramatically improving service value with generative AI

② Development trends

This feature is being offered as a beta version for testing purposes, and we are primarily addressing the following three points based on user feedback. By strengthening our integration with our "data," we have contributed to an increase in page views (PV). We will continue to improve the functionality and aim to release "MarkLines Generative AI Ver.1.0" by the end of this year.

- **Improved accuracy**

  By continuously monitoring the latest LLM trends and incorporating appropriate models, we can improve the accuracy of responses and analyses. In addition, we collect and analyze user feedback and incorporate it into improvements. Furthermore, we have added features to visualize data, such as the number of units and market share, using bar graphs, line graphs, and pie charts, enabling more intuitive and easy-to-understand information provision.



- **Faster**

  We have integrated and optimized the internal processing of data retrieval, reducing redundant processing and waiting times. We built a system that can provide faster answers to questions while maintaining accuracy.

- **Expanding knowledge**

  By incorporating tacit knowledge from the automotive industry, we have strengthened the breadth and depth of insights that can be used to provide answers. In addition, we are creating a database of unstructured data that can be used as knowledge from past information and other sources.

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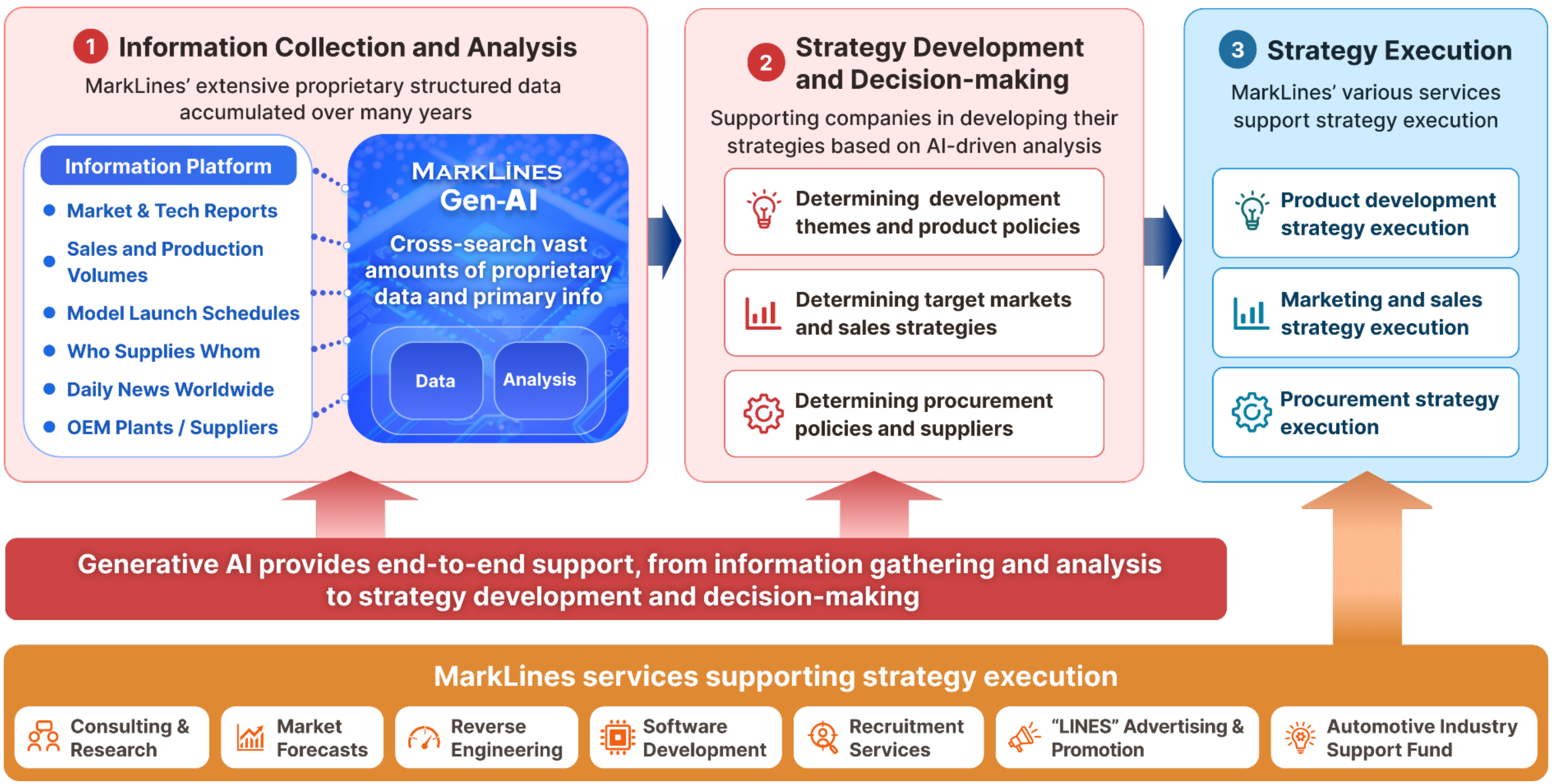
4. Dramatically improving service value with generative AI

③ What MarkLines aims to achieve with Generative AI

Regarding the "MarkLines Generative AI," we will proceed with development not as a general-purpose AI service that covers a wide range of information, but as a highly specialized vertical AI specifically tailored to the automotive industry. In the future, we will further develop the service as a business infrastructure that supports corporate decision-making and execution.



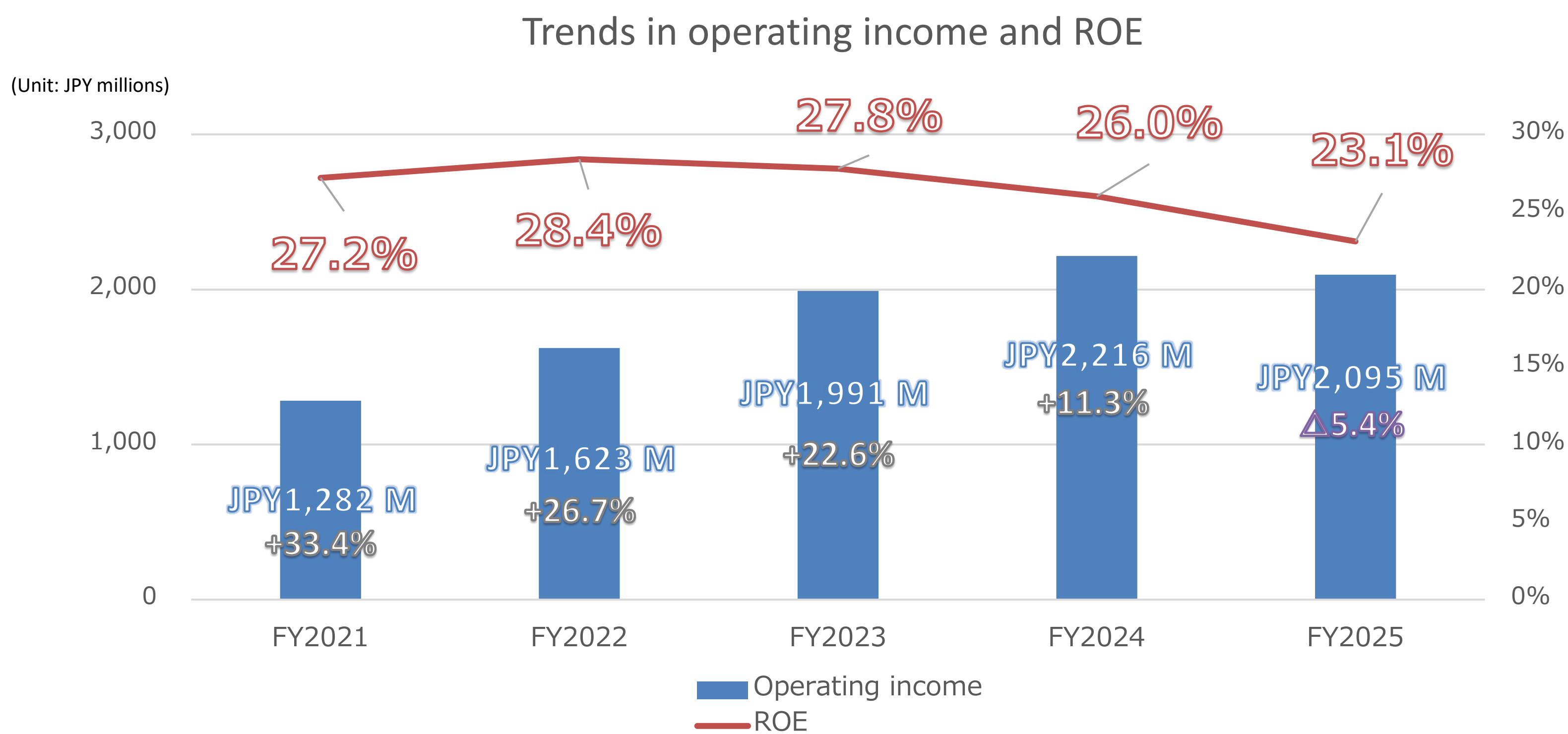
V. Mid-term Key Management Indicators

Mid-term Key Management Indicators

[Achieving both high growth and high capital efficiency]

① Profit growth of 10% or more over the previous period

② ROE of 25% or more



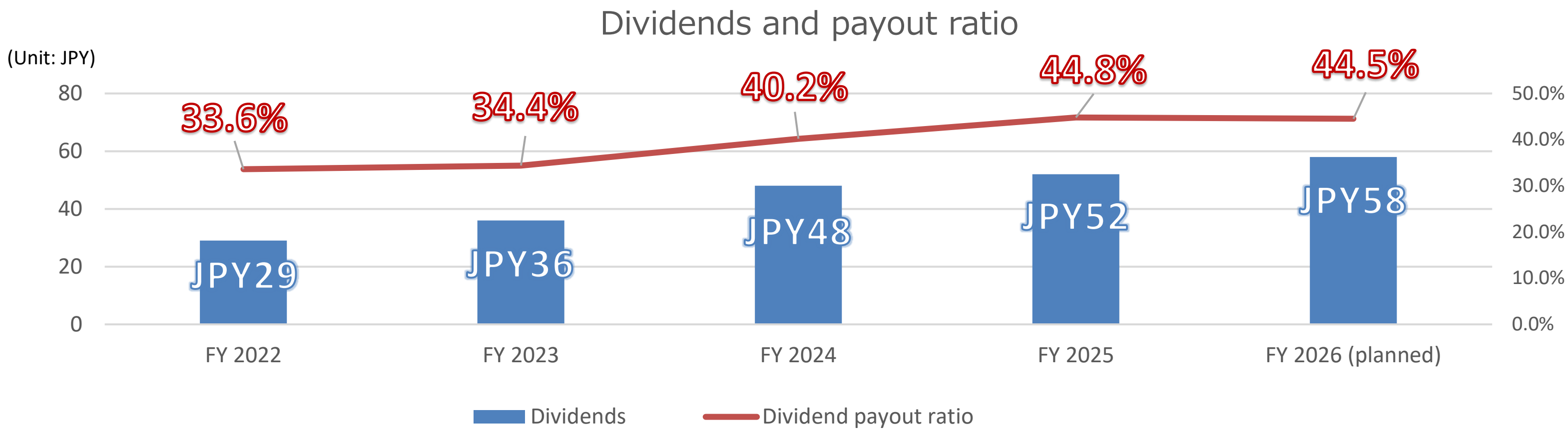
Mid-term Key Management Indicators

[Shareholder returns]

① Dividends

Dividend payout ratio is 45%

(The consolidated payout ratio has been raised from 40% to 45% from the fiscal year ended December 31, 2026.)



② Share buyback

Taking into account stock price trends and financial conditions, we will flexibly implement share buybacks with the aim of returning value to shareholders and improving capital efficiency.
(The following decisions were made for the fiscal year ending December 31, 2026.)

Total value of shares to be repurchased: JPY 1,500 million (maximum)
Total number of shares to be repurchased: 1,100,000 shares (maximum)
Acquisition period - From August 7, 2026 until December 31, 2026

VI. Reference Information

REORGANIZATION OF BUSINESS UNITS

Effective from the first quarter of this consolidated fiscal year, to clarify the profitability of the Benchmark Center and Head Office, we have reorganized four businesses, Vehicle Teardown and Measurement, Vehicle and Parts Procurement, Consulting, and Teardown Survey Data Sales, into two businesses: Reverse Engineering and Consulting.

Segment responsibility change image

Until end of FY 2025

1. Vehicle Teardown and Measurement business

2. Vehicle and Parts Procurement business

3. Consulting business
(1) ECU Benchmarking, cost comparison analysis, etc.
(2) Technology surveys, market research

4. Teardown Survey Data Sales business
(1) Benchmark Center representative
(2) Head Office representative

From FY 2026

I. Reverse Engineering business
1. Vehicle Teardown and Measurement business
2. Vehicle and Parts Procurement business
3. (1) Consulting business
(ECU benchmark, cost comparison analysis, etc.)
4. Teardown Survey Data Sales business
(Benchmark Center representative)

II. Consulting
3. (2) Consulting business
(Technology surveys, market research)
4. Teardown Survey Data Sales
(Head Office representative)

SEGMENT PROFIT AND LOSS BY BUSINESS LINE 1/3

Reverse Engineering business

(Unit: JPY thousands)

	2025Q1	2025Q2	2025Q3	2025Q4	FY2025	2026Q1	2026Q2	2026Q3	2026Q4	FY2026
Net sales	330,750	160,192	125,948	193,983	810,873	184,669	121,059			305,728
Vehicle Teardown and Measurement *1	167,975	69,582	42,480	68,650	348,687	79,743	65,190			144,933
Vehicle and Parts Procurement	162,775	90,610	83,469	125,332	462,186	104,926	55,869			160,795
Segment profit or loss (before allocation of common expenses)	71,831	4,489	-10,072	32,335	98,583	47,236	21,282			68,518
Allocation of common expenses	-40,146	-39,174	-39,310	-35,760	-154,390	-42,045	-41,636			-83,681
Vehicle Teardown and Measurement *1	-31,022	-29,414	-26,986	-22,804	-110,226	-27,779	-27,806			-55,585
Vehicle and Parts Procurement	-9,124	-9,760	-12,324	-12,956	-44,164	-14,266	-13,830			-28,096
Segment profit or loss (before allocation of common expenses)	31,685	-34,685	-49,382	-3,425	-55,807	5,191	-20,355			-15,164
Vehicle Teardown and Measurement *1	9,036	-36,726	-47,988	-8,218	-83,897	-3,770	-15,466			-19,236
Vehicle and Parts Procurement	22,650	2,041	-1,393	4,793	28,090	8,962	-4,888			4,074

*1 The sales figures for Vehicle Teardown and Measurement include sales from the Consulting business and the Teardown Survey Data Sales business, which were segment divisions up to fiscal year 2025.

Consulting business

(Unit: JPY thousands)

	2025Q1	2025Q2	2025Q3	2025Q4	FY2025	2026Q1	2026Q2	2026Q3	2026Q4	FY2026
Net sales	177,761	51,203	50,357	74,201	353,522	135,609	39,620			175,229
Consulting	107,913	30,214	33,915	74,200	246,243	87,250	29,346			116,596
Teardown Survey Data Sales	69,848	20,989	16,442	0	107,279	48,359	10,274			58,633
Segment profit or loss (before allocation of common expenses)	72,322	13,998	12,889	29,150	128,359	46,861	2,731			49,592
Allocation of common expenses	-12,720	-11,641	-9,732	-10,045	-44,138	-13,083	-9,935			-23,018
Consulting	-11,024	-9,965	-8,216	-8,480	-37,685	-10,535	-7,819			-18,354
Teardown Survey Data Sales	-1,696	-1,676	-1,516	-1,565	-6,453	-2,548	-2,116			-4,664
Segment profit or loss (before allocation of common expenses)	59,602	2,357	3,157	19,105	84,221	33,778	-7,204			26,574
Consulting	29,427	-2,376	1,375	23,113	51,540	19,541	-3,943			15,598
Teardown Survey Data Sales	30,176	4,733	1,781	-4,009	32,682	14,237	-3,261			10,976

SEGMENT PROFIT AND LOSS BY BUSINESS LINE 2/3

Information Platform business

(Unit: JPY thousands)

	2025Q1	2025Q2	2025Q3	2025Q4	FY2025	2026Q1	2026Q2	2026Q3	2026Q4	FY2026
Net sales	948,626	935,780	956,951	993,525	3,834,884	991,964	1,050,879			2,042,843
Segment profit or loss (before allocation of common expenses)	579,888	579,229	598,697	612,401	2,370,216	598,664	664,033			1,262,697
Allocation of common expenses	-127,897	-125,399	-112,136	-107,559	-472,992	-145,428	-120,725			-266,153
Segment profit or loss (before allocation of common expenses)	451,990	453,830	486,561	504,841	1,897,223	453,236	543,308			996,544

Promotional Advertising business

(Unit: JPY thousands)

	2025Q1	2025Q2	2025Q3	2025Q4	FY2025	2026Q1	2026Q2	2026Q3	2026Q4	FY2026
Net sales	29,634	38,547	33,171	34,662	136,015	37,889	39,517			77,406
Segment profit or loss (before allocation of common expenses)	27,126	33,352	27,989	29,442	117,911	31,425	34,064			65,489
Allocation of common expenses	-2,410	-4,191	-3,792	-3,913	-14,308	-5,097	-4,232			-9,329
Segment profit or loss (before allocation of common expenses)	24,715	29,161	24,196	25,528	103,602	26,328	29,831			56,159

Market Forecast Information Sales business

(Unit: JPY thousands)

	2025Q1	2025Q2	2025Q3	2025Q4	FY2025	2026Q1	2026Q2	2026Q3	2026Q4	FY2026
Net sales	68,356	119,302	31,558	85,339	304,556	70,307	111,117			181,424
Segment profit or loss (before allocation of common expenses)	24,658	40,665	8,609	28,196	102,130	26,190	36,098			62,288
Allocation of common expenses	-2,826	-2,794	-2,528	-2,609	-10,758	-1,699	-2,821	0	0	-4,520
Segment profit or loss (before allocation of common expenses)	21,832	37,871	6,080	25,587	91,371	24,491	33,277			57,768

SEGMENT PROFIT AND LOSS BY BUSINESS LINE 3/3

Recruiting Solutions department

(Unit: JPY thousands)

	2025Q1	2025Q2	2025Q3	2025Q4	FY2025	2026Q1	2026Q2	2026Q3	2026Q4	FY2026
Net sales	22,473	27,481	24,722	16,639	91,317	39,898	27,464			67,362
Segment profit or loss (before allocation of common expenses)	4,562	3,792	924	-2,905	6,374	14,428	5,846			20,274
Allocation of common expenses	-8,988	-11,177	-10,113	-9,931	-40,209	-11,894	-9,876			-21,770
Segment profit or loss (before allocation of common expenses)	-4,425	-7,385	-9,188	-12,836	-33,835	2,534	-4,029			-1,495

Automotive Fund business

(Unit: JPY thousands)

	2025Q1	2025Q2	2025Q3	2025Q4	FY2025	2026Q1	2026Q2	2026Q3	2026Q4	FY2026
Net sales	9,665	9,773	9,881	9,881	39,200	4,511	4,561			9,072
Segment profit or loss (before allocation of common expenses)	4,884	3,984	4,982	3,905	17,755	-807	624			-183
Allocation of common expenses	0	0	0	0	0	0	0			0
Segment profit or loss (before allocation of common expenses)	4,884	3,984	4,982	3,905	17,755	-807	624			-183

Other

(Unit: JPY thousands)

	2025Q1	2025Q2	2025Q3	2025Q4	FY2025	2026Q1	2026Q2	2026Q3	2026Q4	FY2026
Net sales	-	0	0	0	0	4,912	0			4,912
Segment profit or loss (before allocation of common expenses)	-	-3,463	-2,067	-3,429	-8,959	-1,372	-3,536			-4,908
Allocation of common expenses	-	0	0	0	0	0	0	0	0	0
Segment profit or loss (before allocation of common expenses)	-	-3,463	-2,067	-3,429	-8,959	-1,372	-3,536			-4,908