



FY2026 Q1

Earnings Presentation

Stmn, Inc. TSE Growth : 4019





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FY2026 Q1

Financial Results

Earnings Presentation

| 1st Quarter



TUNAG Business ARR increased by +¥740M YoY.
All FANTS Business KPIs showed strong improvement versus the prior year.



*1: ARR = MRR (Recurring Revenue) at quarter-end multiplied by 12.

*2: Number of client companies, active communities, and ARPA for TUNAG/FANTS reflect figures as of each quarter-end.

*3: Recurring Revenue Ratio for TUNAG/FANTS represents cumulative quarterly figures, not Fiscal Year-End figures.

Revenue sustained a high growth rate of +40.8% YoY.

Operating Profit of ¥105M and Operating Margin of 9.2%, meeting the Rule of 50 benchmark.

(¥M)	FY2025/12 Q1 (Prior Year Period)	FY2025/12 Q4 (Prior Quarter)	FY2026/12 Q1 (Current Quarter)	YoY	QoQ
Revenue	812	1,079	1,143	+40.8%	+6.0%
Gross Profit	601	794	835	+38.9%	+5.2%
Profit Margin	74.1%	73.6%	73.1%	-1.0pt	-0.5pt
Operating Profit	47	138	105	+122.8%	-23.5%
Profit Margin	5.8%	12.8%	9.2%	+3.4pt	-3.6pt
Ordinary Profit	49	137	108	+117.4%	-21.3%
Net Profit	23	104	71	+207.1%	-32.1%

Recurring Revenue from the TUNAG Business sustained YoY growth of approximately 30%.
 Recurring Revenue from the FANTS Business continued to maintain high growth.

Recurring Revenue from the TUNAG Business

(K)	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Current Period	276,703	280,168	283,887									
Prior Period	212,401	216,059	221,427	226,601	230,694	239,055	244,428	248,600	256,384	258,814	264,341	271,903
YoY Growth Rate (%)	30.3%	29.7%	28.2%									

Non-recurring Revenue from the TUNAG Business

(K)	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Current Period	31,945	43,857	76,360									
Prior Period	22,147	29,384	29,160	22,969	23,630	37,153	42,629	49,322	51,645	49,525	42,842	40,499

Recurring Revenue from the FANTS Business

(K)	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Current Period	34,576	35,329	37,131									
Prior Period	11,383	12,184	14,147	16,026	18,897	22,137	24,296	25,778	26,924	30,126	31,780	33,106
YoY Growth Rate (%)	203.8%	190.0%	162.5%									

Non-recurring Revenue from the FANTS Business

(K)	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Current Period	15,137	9,650	10,450									
Prior Period	6,505	11,577	18,837	17,862	18,242	18,622	14,972	18,052	12,466	22,391	10,896	15,474

*In addition to platform-related revenue, ancillary service revenue has grown in scale. Beginning with the Q2 FY2025 disclosure, combined revenue figures — including restated historical data — are presented.

Group-wide quarterly consolidated Revenue surpassed ¥1.1B.
High growth continued across the entire Group.

Quarterly Revenue Trend



*Consolidated scope: STAGE, Inc. included from Q1 FY2022; STADIUM, Inc. included from Q1 FY2023.

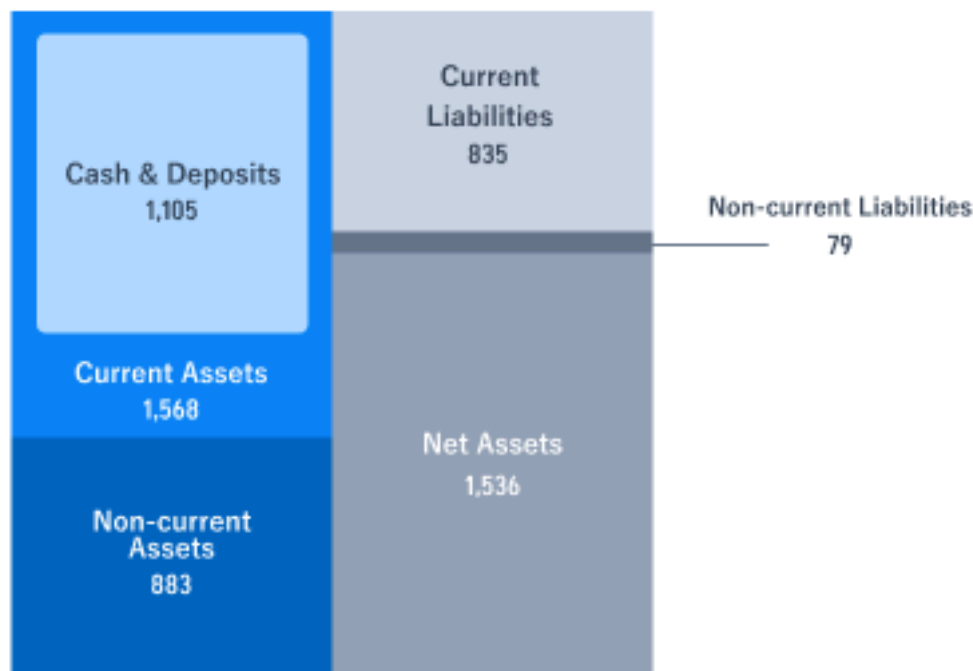
While continuing growth investments in product development and participation in major trade shows, the Company secured approximately ¥100M in Operating Profit.



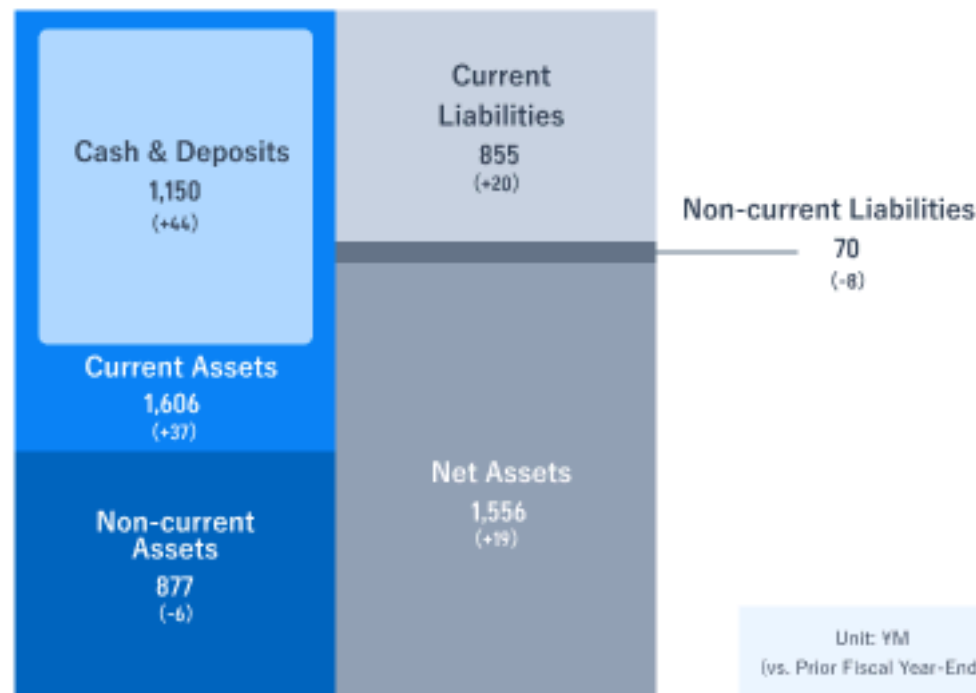
*Consolidated scope: STAGE, Inc. included from Q1 FY2022; STADIUM, Inc. included from Q1 FY2023.

Current Ratio of 187.7% and Equity Ratio of 60.5%, maintaining strong financial stability.

End of FY2025
Equity Ratio **60.5%**



End of Q1 FY2026
Equity Ratio **60.5%**



Unit: YM
(vs. Prior Fiscal Year-End)

The cash flow impact from changes in TUNAG billing cycles was resolved, with Free Cash Flow turning positive. The Company plans to disclose Cash Flow Statements on a quarterly basis in FY2026.

(¥M)	FY2024/12 Fiscal Year-End	FY2025/12 Fiscal Year-End	FY2026/12 Q1
Cash Flow from Operating Activities	391	0	61
Cash Flow from Investing Activities	-310	-27	-4
Free Cash Flow	81	-26	56
Cash Flow from Financing Activities	-37	44	-12
Cash and Cash Equivalents at the End of the Period	1,087	1,105	1,150

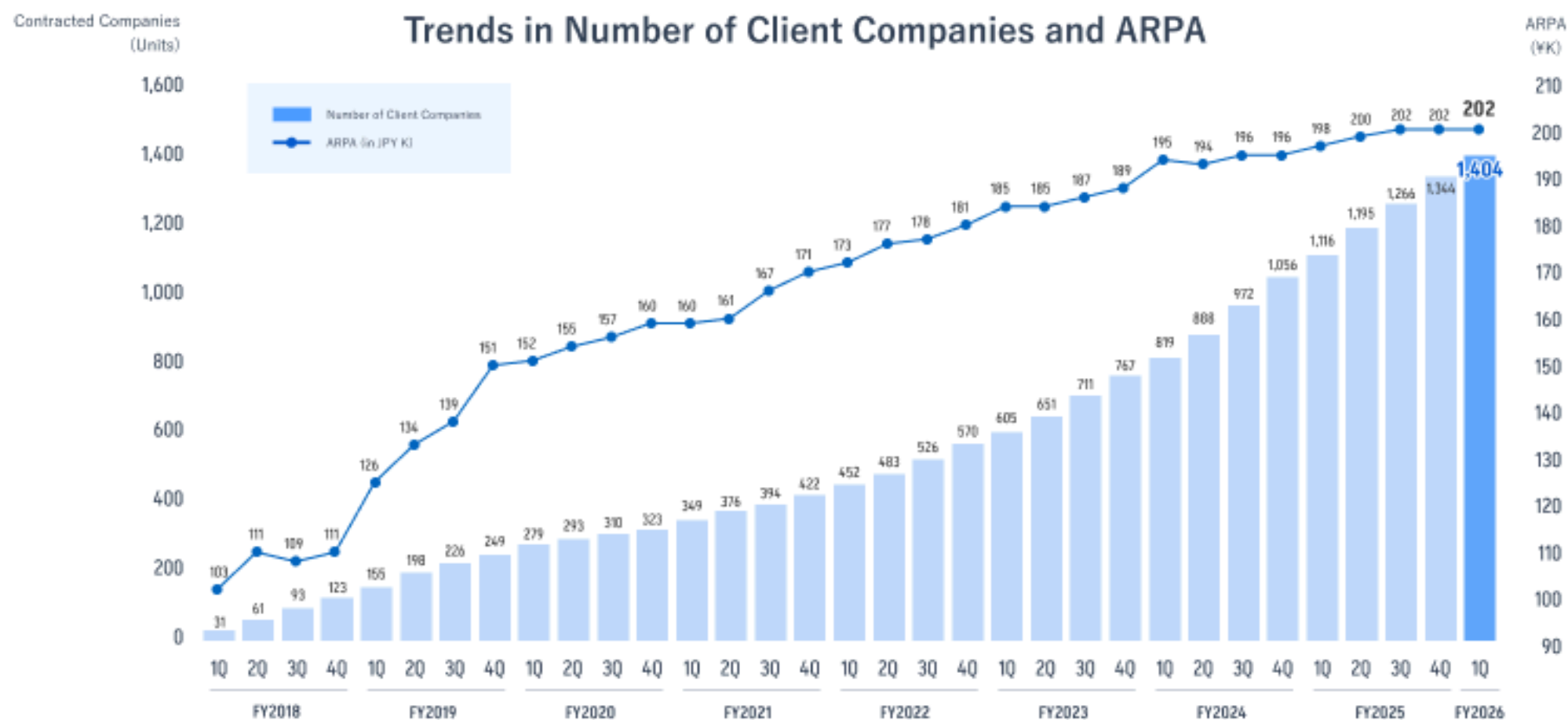
FY2026 Q1

Employee Engagement Business

-TUNAG



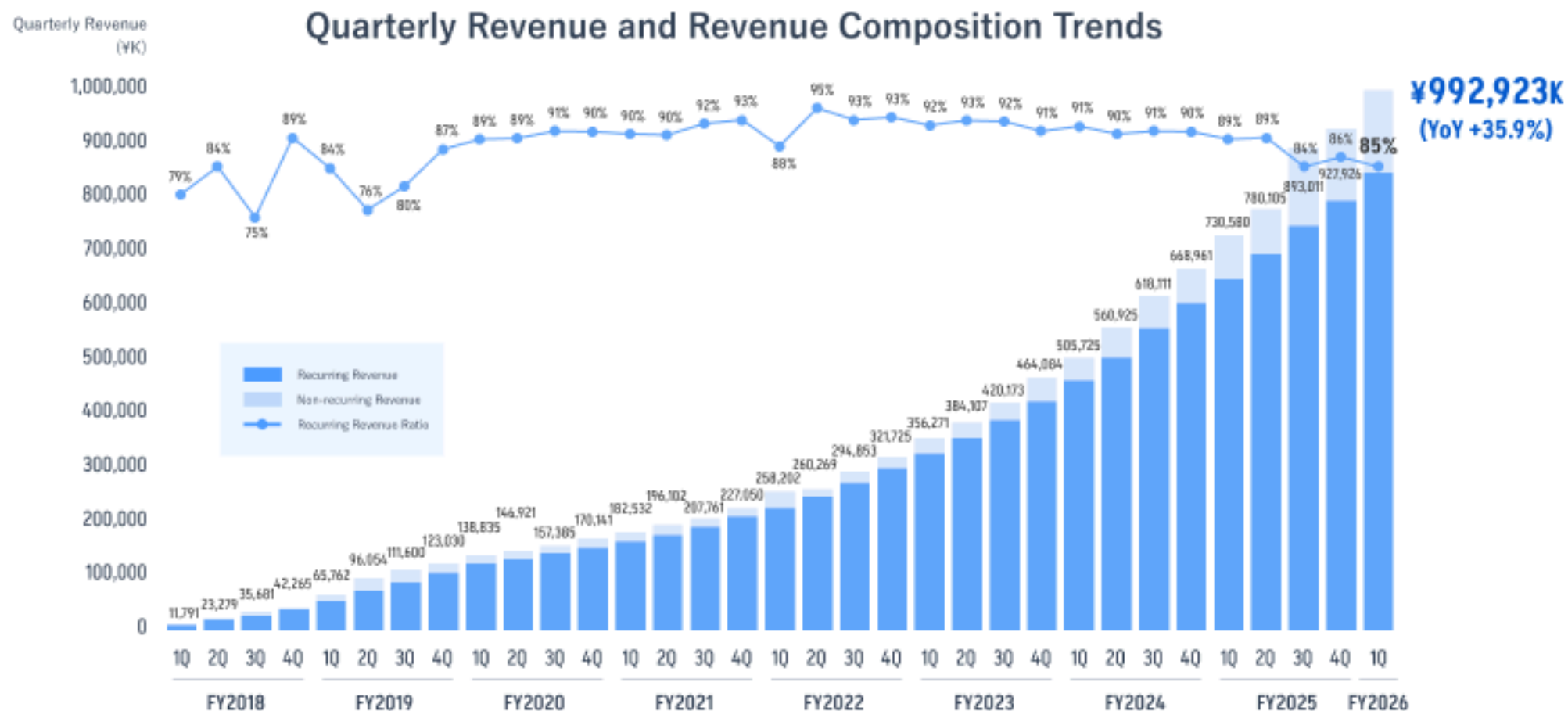
**Number of Client Companies increased by 60 QoQ to 1,404.
ARPA came in at ¥202K.**



*Figures in the chart above reflect values as of each quarter-end.

*In addition to platform-related revenue, ancillary service revenue has grown in scale. Beginning with the Q2 FY2025 disclosure, combined revenue figures — including restated historical data — are presented.

Total quarterly revenue from the TUNAG Business is approaching ¥1.0B.
Sustaining high growth of +35.9% YoY.

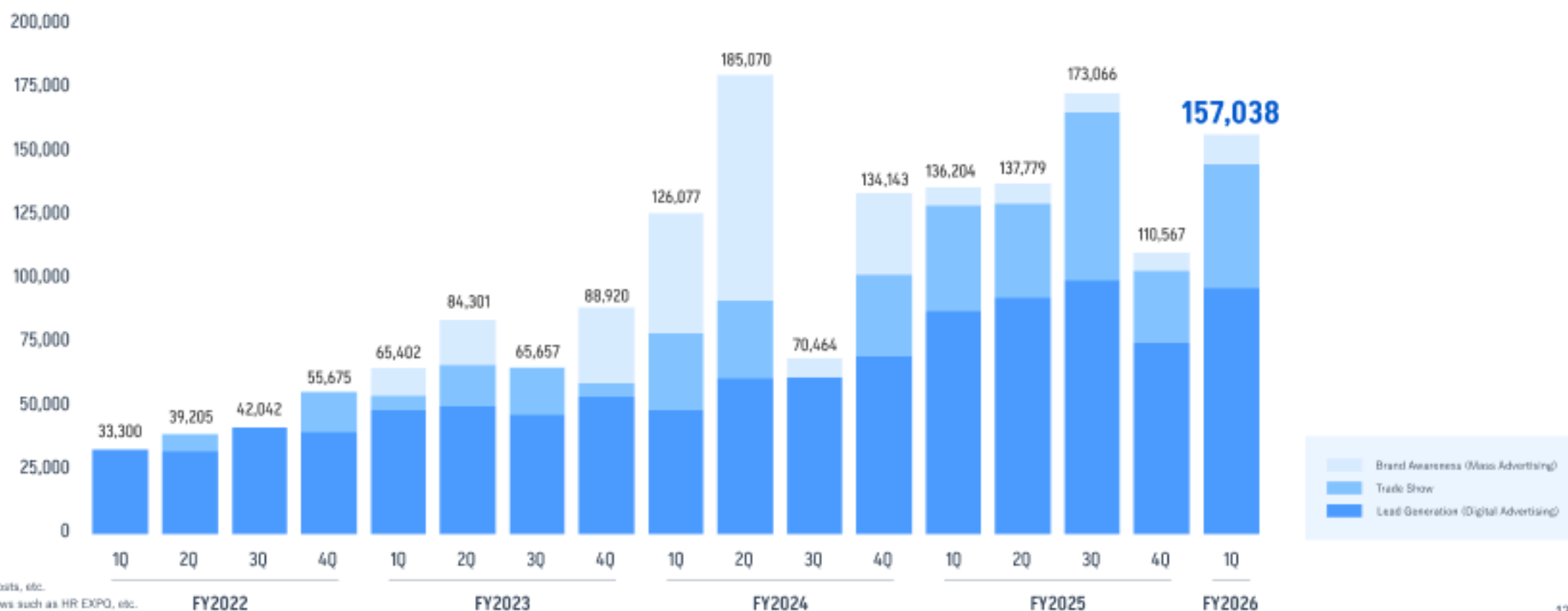


※1: TUNAG platform usage fee and period-contract ancillary service revenue
 ※2: TUNAG initial implementation fee and one-time ancillary service revenue

In the current quarter, approximately ¥150M was invested in digital advertising and trade show participation.
The Company targets further acceleration in revenue growth from Q2 onward.

Quarterly Advertising Expenditure
(¥K)

Trends in Quarterly Advertising & Promotional Expenses



※1: Taxi advertising, video production costs, etc.

※2: Exhibition costs for major trade shows such as HR EXPO, etc.

※3: Social media ads, search ads, display ads, etc.

Leveraging organizational improvement expertise from 1,400+ client companies, secured multiple public-sector contracts—with continued expansion of our value proposition

Supporting Vision Development at Mino City Hall

Awarded a contract for workplace environment improvement in Mino City, Gifu Prefecture, providing support from organizational development to vision formulation. Conducted workshops and surveys for municipal staff to co-create the foundation of the organization.

[▶ See More Details](#)



Gunma Prefecture Successor Innovation Support Program Awarded

Awarded the "Successor Innovation Support Program" contract from Gunma Prefecture. Plans to provide a variety of programs, including training and mentoring, for the next-generation leaders (successors) of small and medium-sized enterprises in the prefecture.

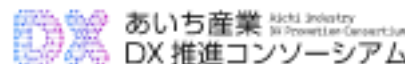
[▶ See More Details](#)



Aichi Industrial DX Promotion TUNAG Deployed to Consortium

Awarded the "Member Networking Platform" contract by the Aichi Industry DX Promotion Consortium. TUNAG serves as the community infrastructure that accelerates digital transformation across Aichi-based companies, enabling members to connect, share best practices, and advance their DX initiatives together.

[▶ See More Details](#)



 TUNAG

Launched "Events," an end-to-end feature for event promotion, registration, and attendee management—sparking new connections within the organization.

Turn Ideas
into Action
—Instantly



New Release: "Events" Feature

Launching the new "Events" feature—an end-to-end tool empowering every employee to plan, promote, and manage internal events such as study sessions, club activities, and lunch meetups. By complementing top-down programs with grassroots, employee-driven connection-building, it fosters cross-functional and cross-hierarchy interaction—driving higher engagement and reducing turnover.

Enter Details

Set Audience

Capacity & Deadline



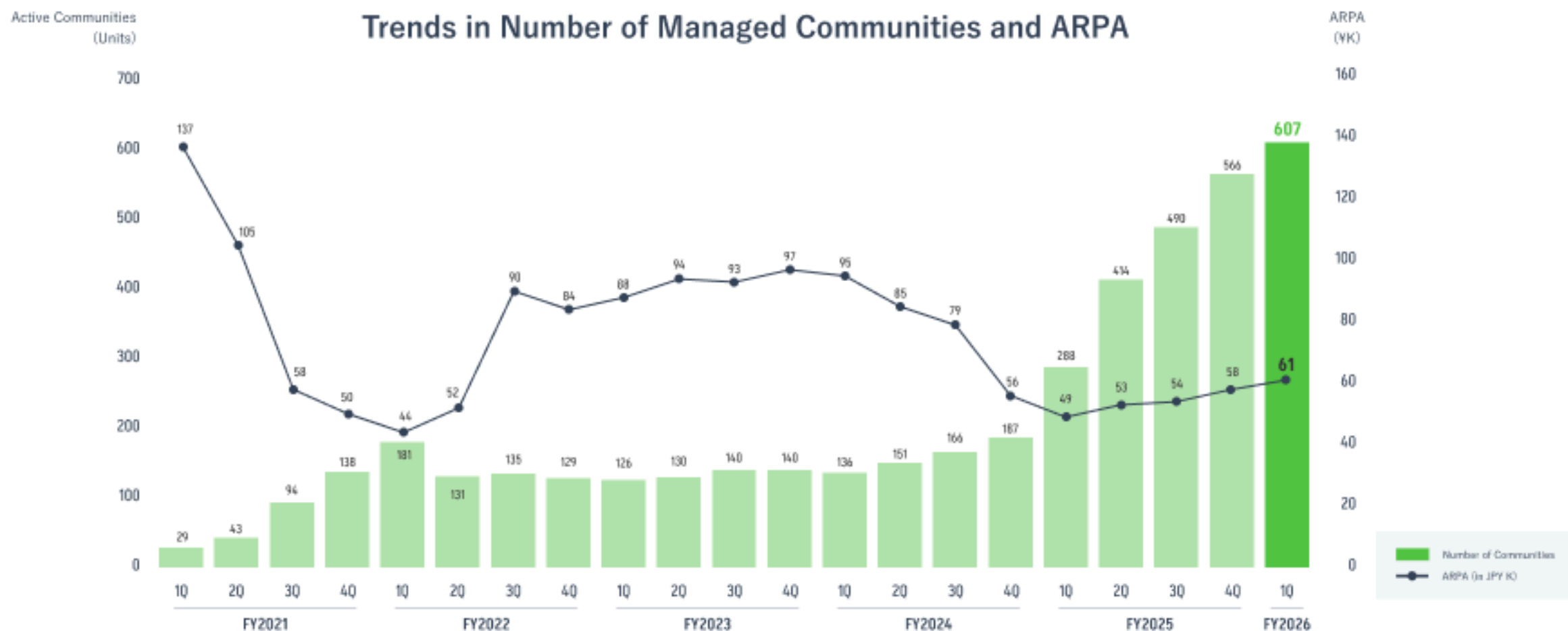
FY2026 Q1

Community Engagement Business

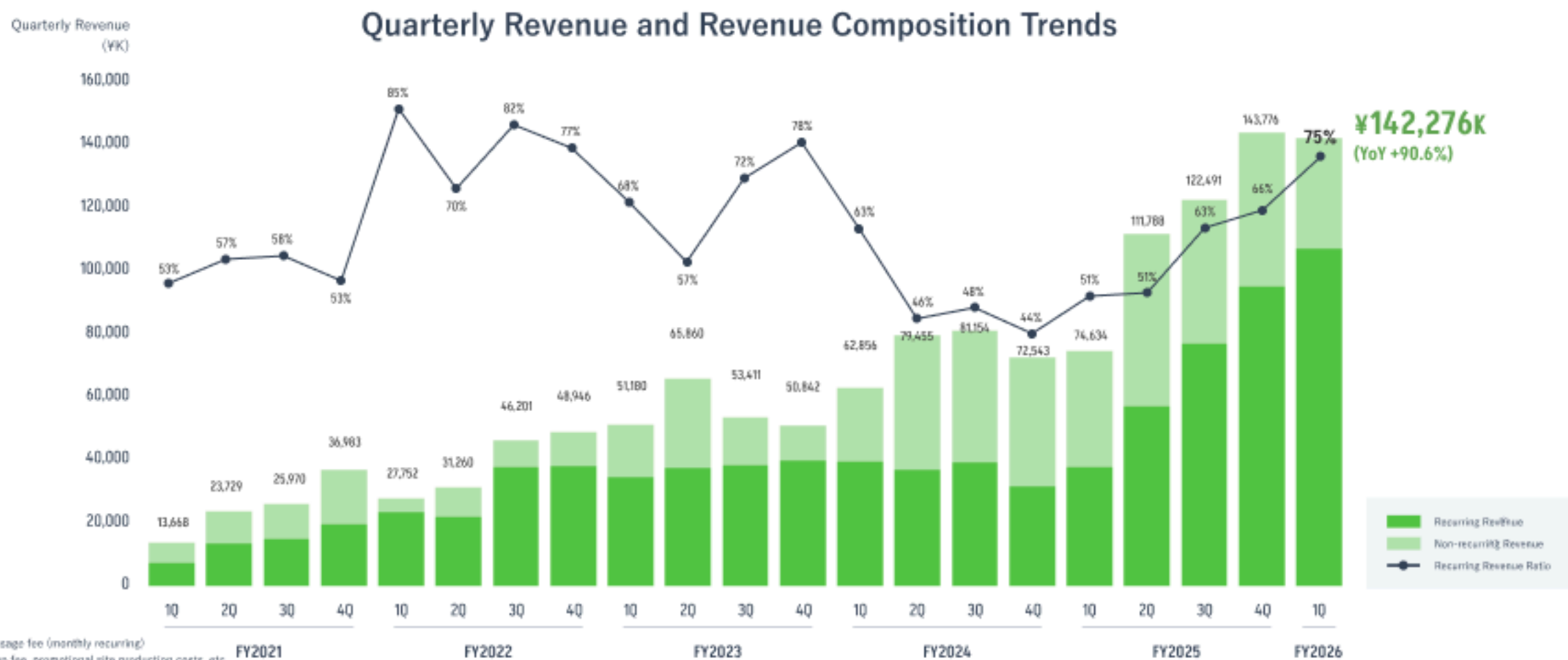
- FANTS



The number of managed communities grew by 41 QoQ, ending the quarter at 607.
ARPA held at ¥61K, maintaining an upward trend.



Quarterly revenue edged down on lower one-time revenue QoQ, but steady recurring revenue growth sustains our annual growth trajectory.



※1: FANTS platform usage fee (monthly recurring)
 ※2: FANTS initial setup fee, promotional site production costs, etc.

We hosted the inaugural "Creator Award 2026," celebrating creators who continue to push their boundaries. By providing a venue to deepen relationships with customers, we drive sustainable business growth.



NEW Inaugural FANTS Creator Award Held

Five creators who demonstrated particularly outstanding challenges in 2025 were nominated as "BEST FANTS CREATOR," with one selected as the overall grand prix winner: "FANTS CREATOR OF THE YEAR."

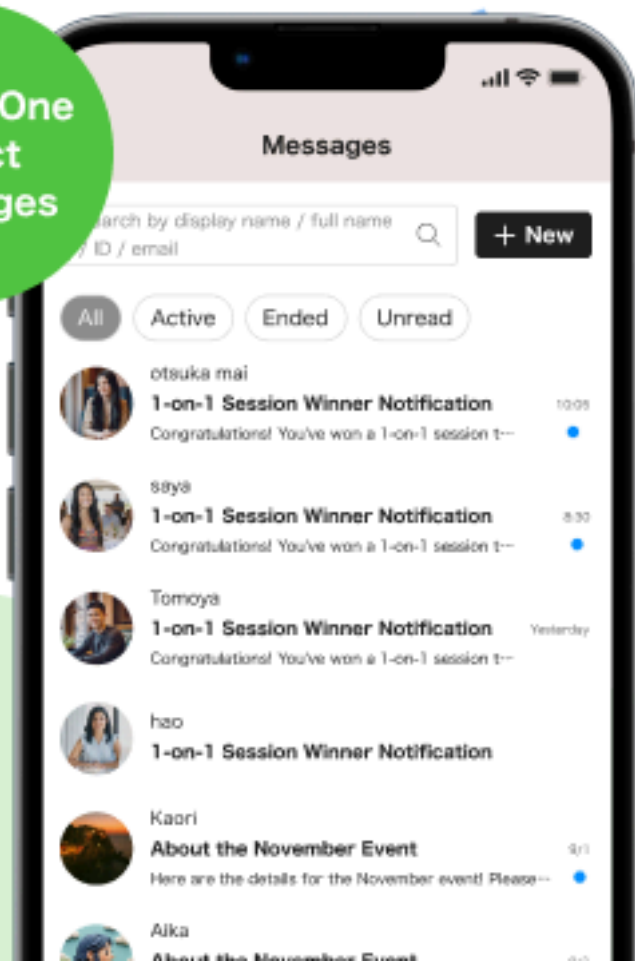


Through knowledge-sharing sessions, an awards ceremony, and a networking reception, we provided a space for creators to connect. We will continue to support creators in their challenges across all dimensions.



Launched "Admin Messaging," enabling direct admin-to-member communication and eliminating individual outreach via external email or social media—streamlining operations.

One-to-One
Direct
Messages



Admin Messaging Feature Released

The feature covers a wide range of close-contact communication scenarios, including welcoming new members, following up on online course progress, and sending individual notifications to prize winners. Its privacy-conscious, closed design enables the kind of attentive one-on-one follow-up that was previously difficult to achieve, supporting deeper engagement within communities.

Send Text

Send Image

Push Notification



FY2026

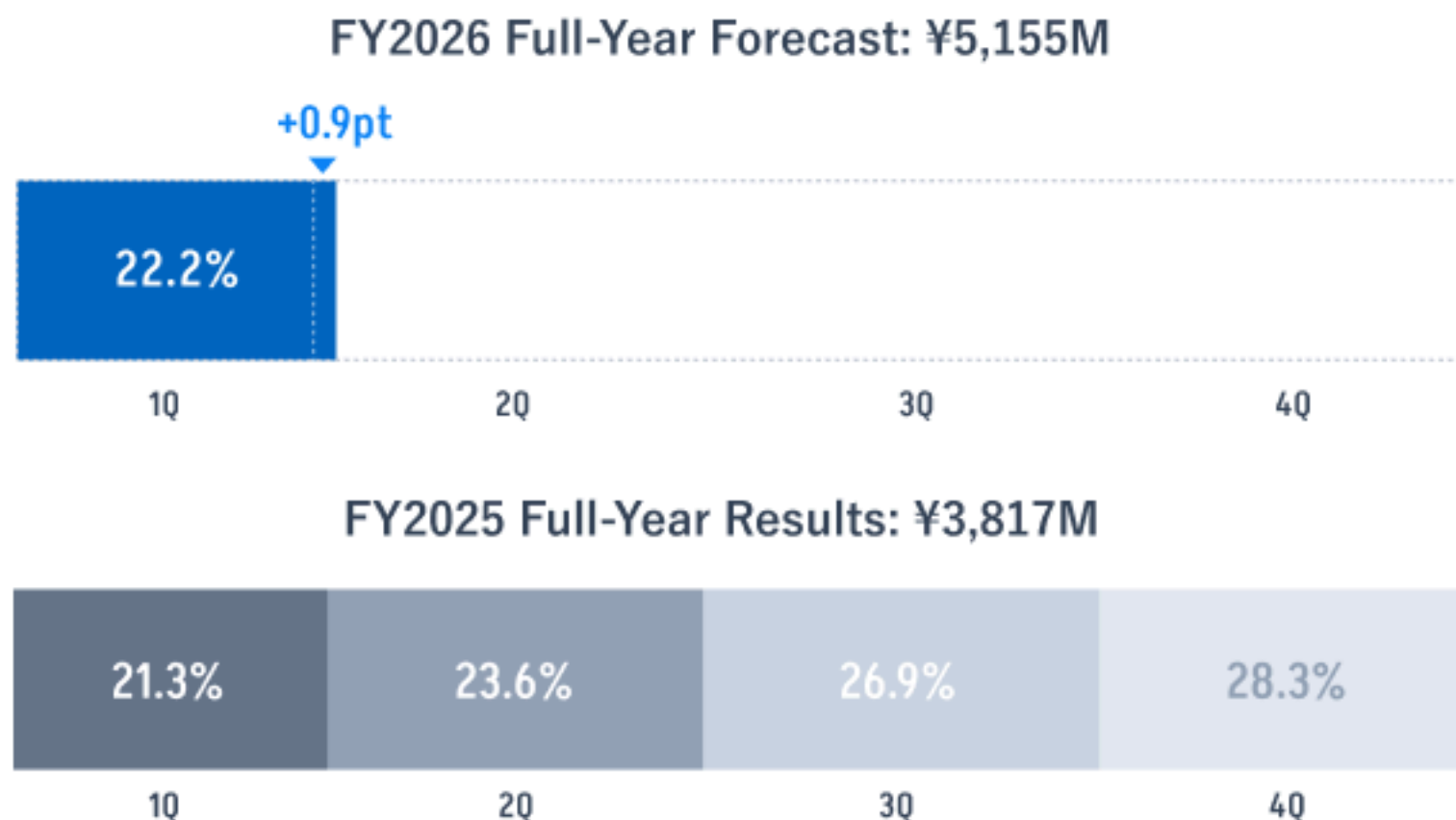
Earnings Guidance

Earnings Presentation

| 1st Quarter



As a SaaS-focused business, Q3 and Q4 historically account for a larger share of annual revenue. Q1 budget progress of 22.2% is tracking ahead of the prior year's pace of 21.3%.



Revenue and profit at every level are progressing on track.
Margin improvement initiatives are gaining traction,
and we expect to continue the current approach from Q2 onward.

(¥M)	FY2026 (Guidance)			FY2026 (Actual)		
	First-Half Guidance	Second-Half Guidance	Full-Year Forecast	Q1 Actual	H1 Progress Rate	Full-Year Progress Rate
Revenue	2,318	2,836	5,155	1,143	49.3%	22.2%
Operating Profit	113	286	400	105	92.8%	26.4%
Ordinary Profit	117	288	406	108	92.1%	26.6%
Net Profit	70 [*]	195 [*]	266 [*]	71 [*]	101.4%	26.8%

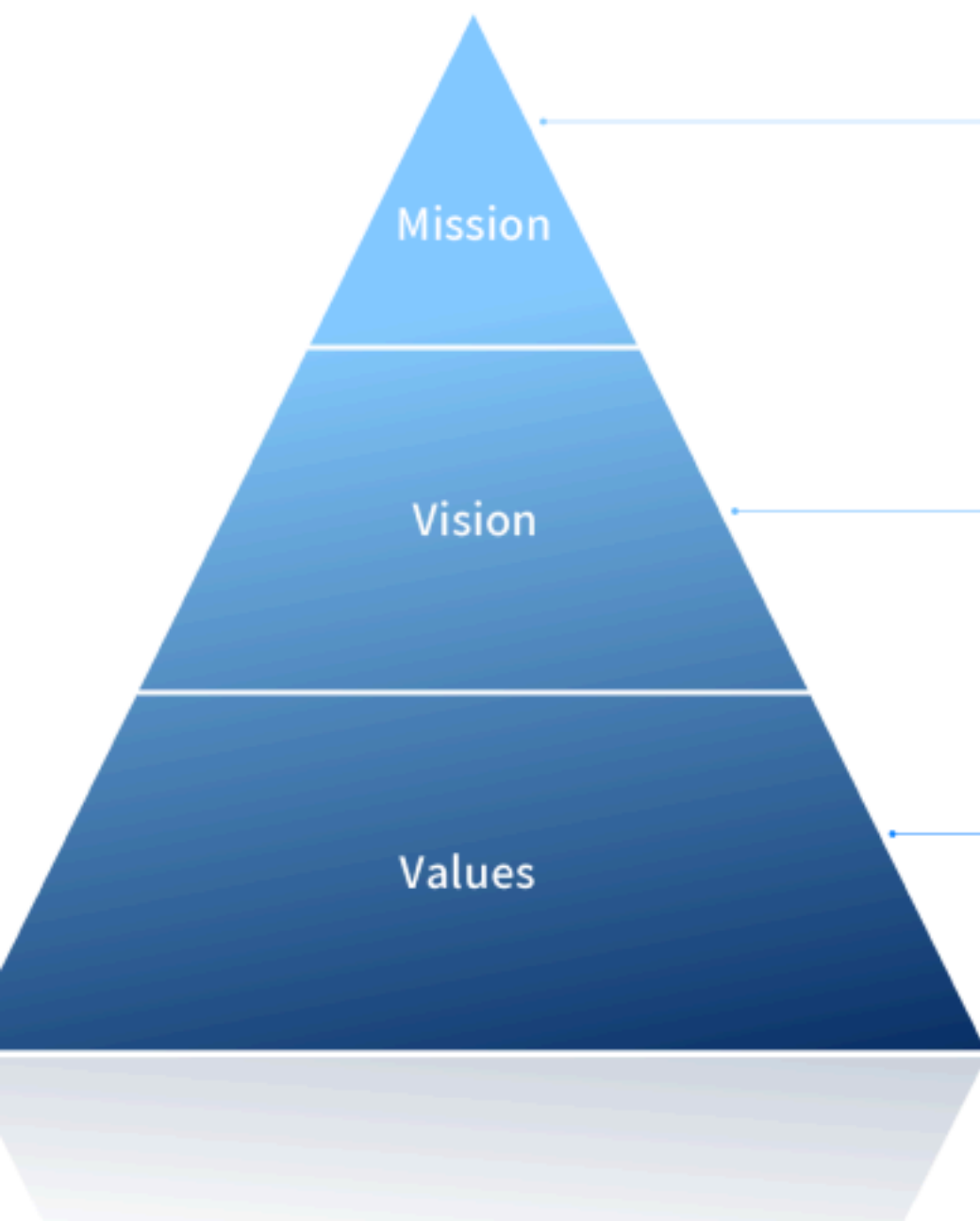
^{*} In calculating net profit for the period, income taxes are estimated by applying the estimated effective tax rate after accounting for deferred tax effects to pre-tax profit (quarterly profit).

Income taxes are calculated incorporating the effects of deferred tax accounting; however, actual amounts recorded may differ from forecast figures due to reassessments of the recoverability of deferred tax assets based on actual performance trends. As a result, actual net profit for the period may vary.

Appendix



Company Name	Stmn, Inc.
Founded	August 1, 2016 (Incorporated: January 29, 2016)
Location	Tokyo Headquarters: 6-6-2 Kojimachi, Chiyoda-ku, Tokyo Nagoya Headquarters: 1-14-8 Shimohiroi-cho, Nakamura-ku, Nagoya
President & CEO	Taihei Onishi
Employee Headcount	Consolidated: 216 employees (as of end of March 2026)
Business Overview	Planning, Development, and Operation of TUNAG, the Employee Experience (EX) Platform Planning, Development, and Operation of Watchy Cloud Security Service
Group Company (Consolidated Scope)	STADIUM, Inc. STAGE, Inc.



Delivering inspiration to as many people as possible, and spreading happiness.

Stmn is a company dedicated to making people, organizations, and society better by delivering inspiration. There are three groups whose happiness we aim to expand: 1. Our customers and society 2. The colleagues we work alongside 3. Our shareholders and supporters By delivering experiences and value that exceed expectations, we create inspiration and widen the circle of happiness. That is Stmn's mission — and the role we exist to fulfill in society.

A Company That Wins Through People and Organization

Stmn aspires to be a company that continuously delivers results by maximizing the power of people and organization.

Where individual strength and team capability harmonize — challenging together, winning together. The phrase "Win as One" embodies our aspiration for this kind of organization. In both business and management, Stmn will continue to pursue the state of "winning through people and organization."

Get Things Done

Get It Done

Buff the Team

Empower the Team

More and Better

Better and Faster



Stmn, Inc.



A platform that enables end-to-end execution — from designing initiatives to address organizational challenges to conducting improvement activities using the analytics dashboard — all in one place.



A cloud security service that manages and monitors company-issued PCs to prevent internal data leakage — including human error — streamlining administrative workload and strengthening information security.

STADIUM, Inc.
(Group Company)

FANTS is an all-in-one platform that monetizes creators' passion. Its proprietary Data Hub integrates community management, payments, and CRM into a single solution. Data-driven hands-on support maximizes LTV and enables sustainable business growth.

STAGE, Inc.
(Group Company)

A talent acquisition service focused on cultural fit and employee engagement. Provides support to enhance market value, along with post-onboarding retention follow-up.

Where Work Becomes Meaningful



TUNAG



Client Companies

1,400+



Retention Rate

99%+

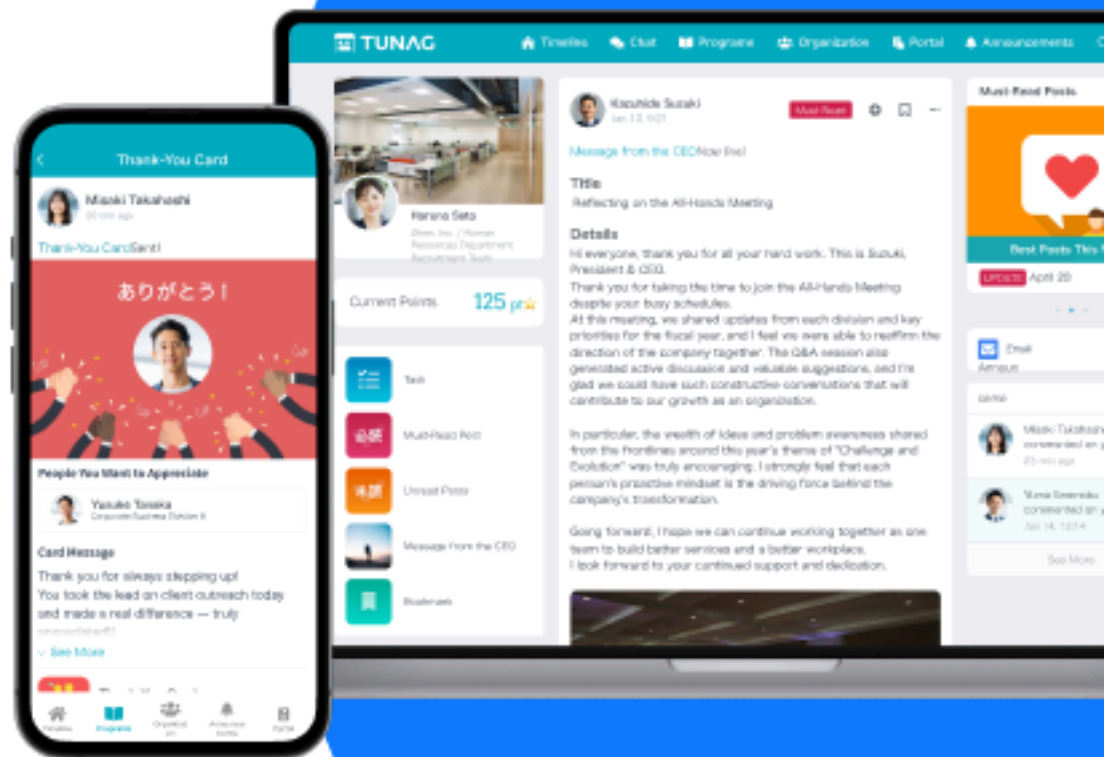


Active Users

1.5M+



#As of April 2025



Beyond a platform integrating engagement and operational DX,
TUNAG offers hands-on professional services tackling deep organizational challenges in recruitment and HR.

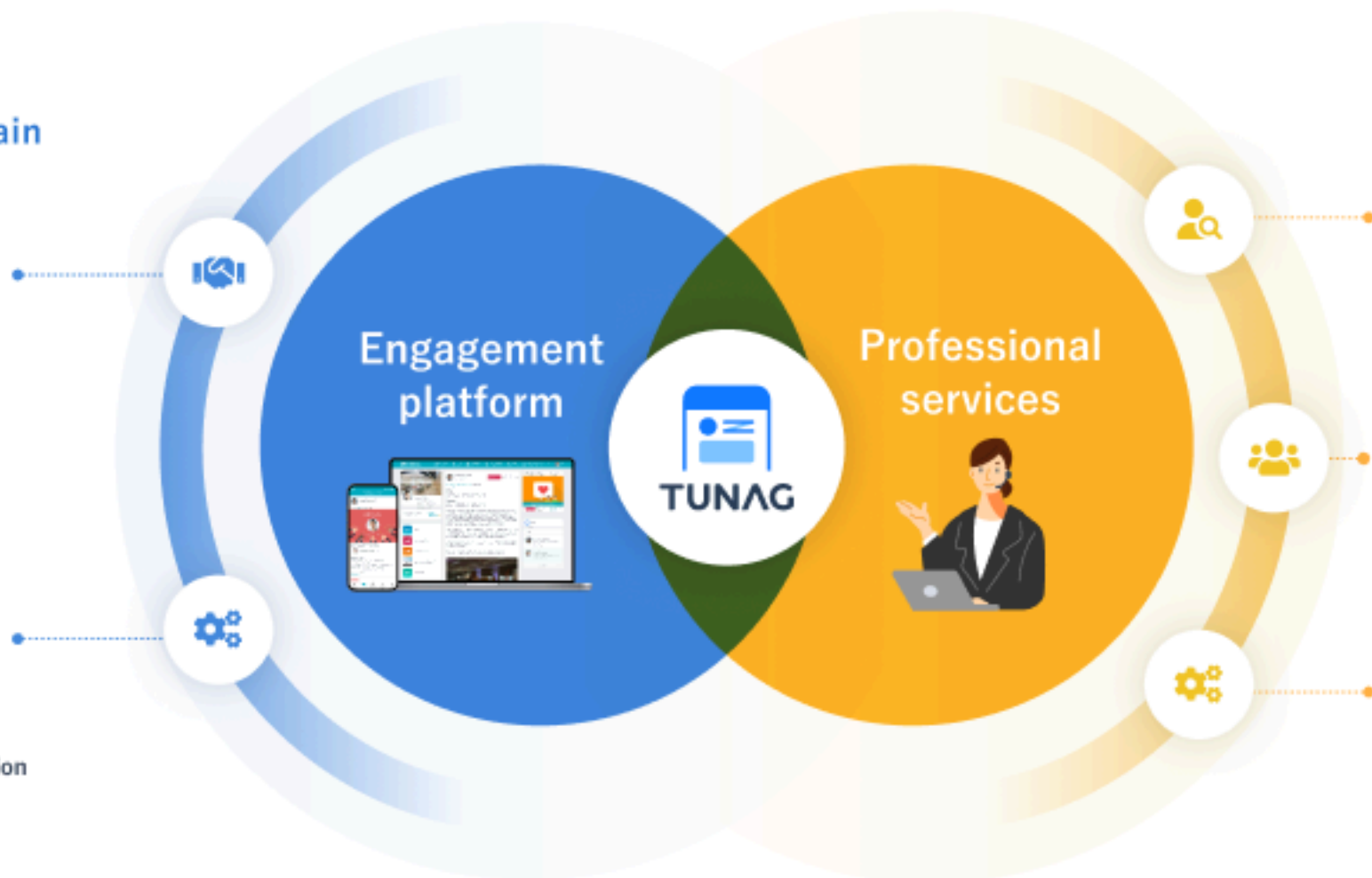
Engagement Domain

- Organizational Survey
- Employee Benefits
- Points Feature
- Internal Portal
- Thank-You Messages
- 1-on-1 Meeting

Operational DX

(Digital Transformation)

- Chat
- Calendar
- Requests & Approvals
- Multi-Factor Authentication
- Operational Assessment



Recruitment Challenges

- Recruitment Strategy Design
- Recruitment Process Outsourcing (RPO)
- Talent Placement
- Employer Branding

HR Challenges

- Performance Management System Design
- Training Program Design / Delivery
- Formulation of Corporate Philosophy

Resource Constraints

- Policy & Regulation Development
- Content Production
- Event Planning / Execution
- Back-Office Process Outsourcing

By integrating both the engagement domain and operational DX domain in a single platform,
we deliver enhanced employee experience (EX)
that contributes to both purpose-driven work and workplace ease.

Employee Experience (EX)

Sense of Purpose × Work Environment Quality

Engagement Domain

Elevating Motivation and Improving Work Quality

- Culture Embedding
- Fostering a Culture of Recognition and Team Unity
- Preventing Organizational Silos

Employee Benefits

Recognition Program

Internal Points

Message from the CEO

1on1

Web Internal
Newsletter

Department
Introduction

Thank-You Card

Survey

Employee Experience (EX) Platform



Operational DX (Digital Transformation)

Improving Day-to-Day Operational Productivity

- Streamlining Operations and Information Sharing
- Business Process Optimization
- Improving Work Environment and Talent Development

Approvals &
Requests

Manual

Task Request

Internal
Bulletin Board

Survey

Skills
Assessment

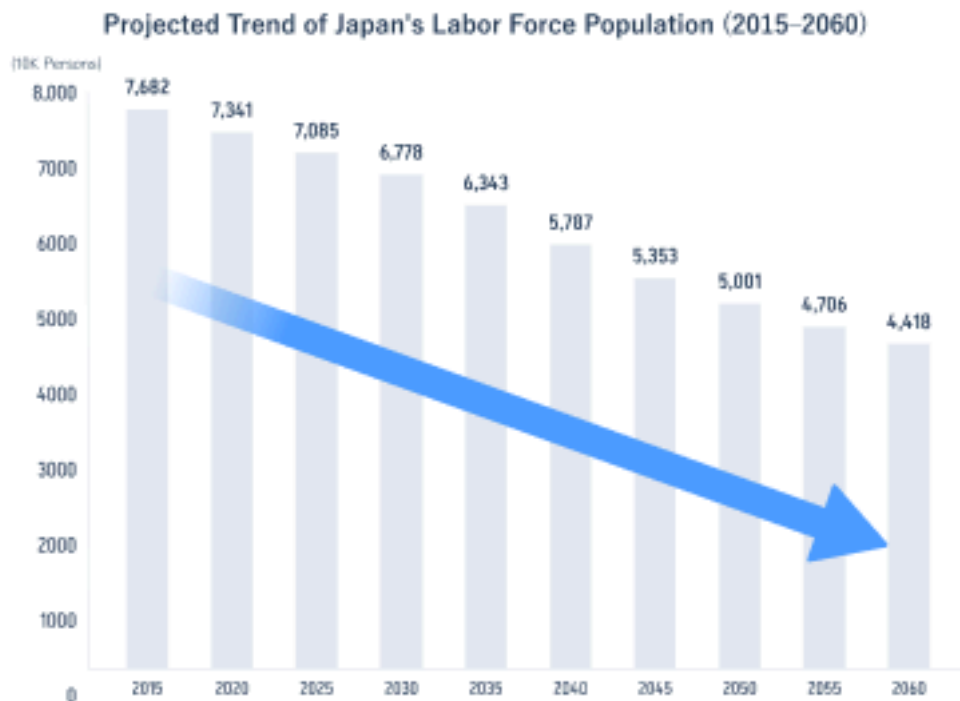
Calendar

Chat

Daily Report

In a domestic market of constrained labor supply and chronic low productivity, sustained corporate growth requires strengthening organizational capability to maximize per-employee productivity.

Labor Shortage Due to Declining Working Population



Lower Productivity Compared to Global Peers

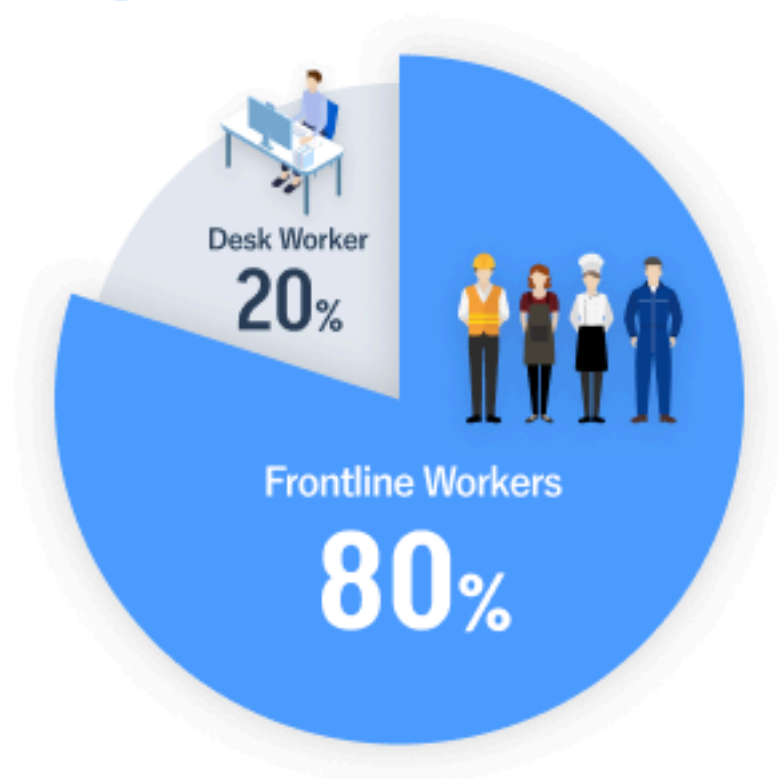
Labor Productivity Among OECD Member Countries (2022, per Worker / 38-Country Comparison)



Labor Productivity (USD, PPP-Adjusted)

In the non-desk worker market — the majority of the labor force — the benefits of cutting-edge technology remain limited, and the latent demand for a platform that "enhances Employee Engagement on the frontline" is exceptionally large.

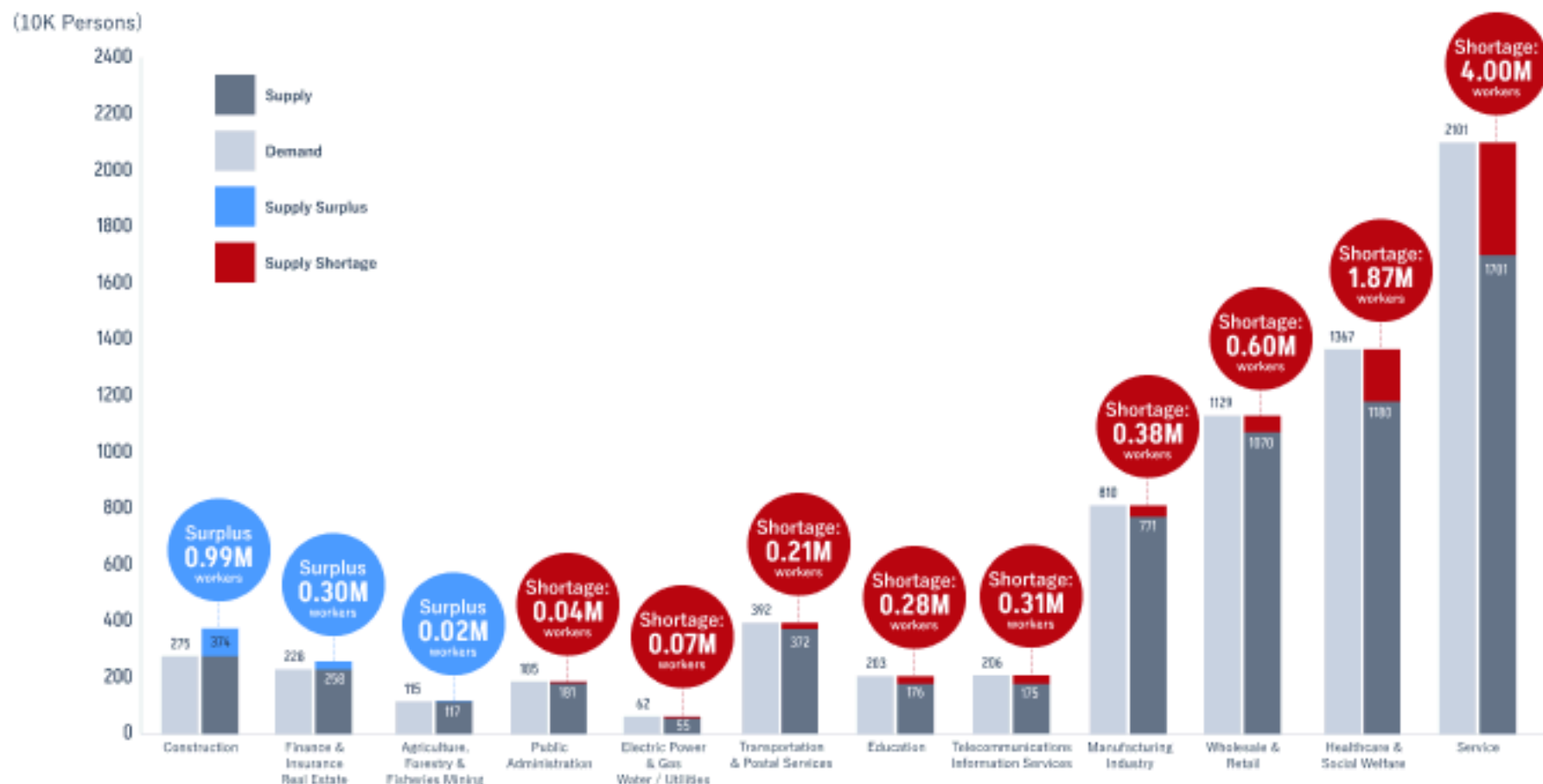
🌐 Share of Global Workforce



🇯🇵 Share of Working-Age Population in Japan



As labor shortages become structural across essential-infrastructure frontline industries, The platform's value in improving retention and productivity for Frontline Workers is expected to grow further.



Global empirical evidence shows that organizations with high engagement achieve materially higher profitability and productivity, alongside significantly reduced attrition and related risk indicators.

Improved Performance and Results ↑

Earnings Per Share (EPS) +47%

Profitability +22%

Productivity +21%

Customer Satisfaction +10%

Reduced Risk & Loss ↓

Incident -50%

Quality Defects -41%

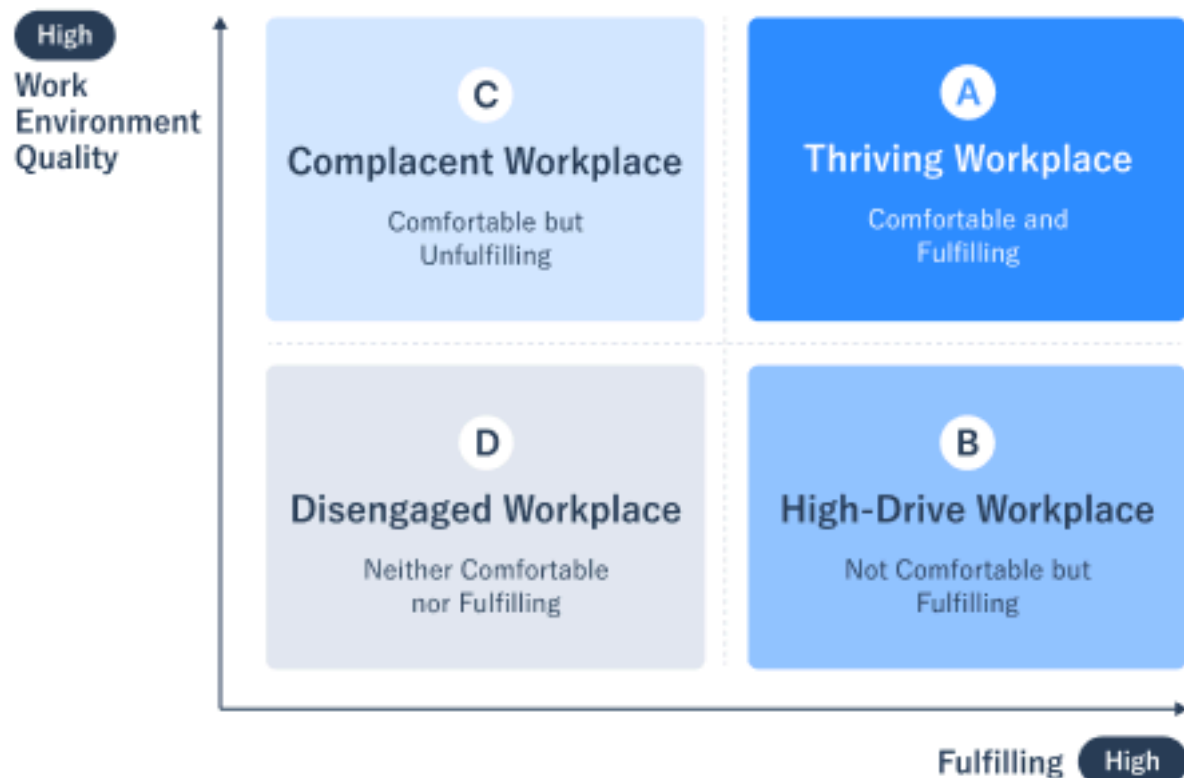
Attrition Rate -40%

Absence -37%

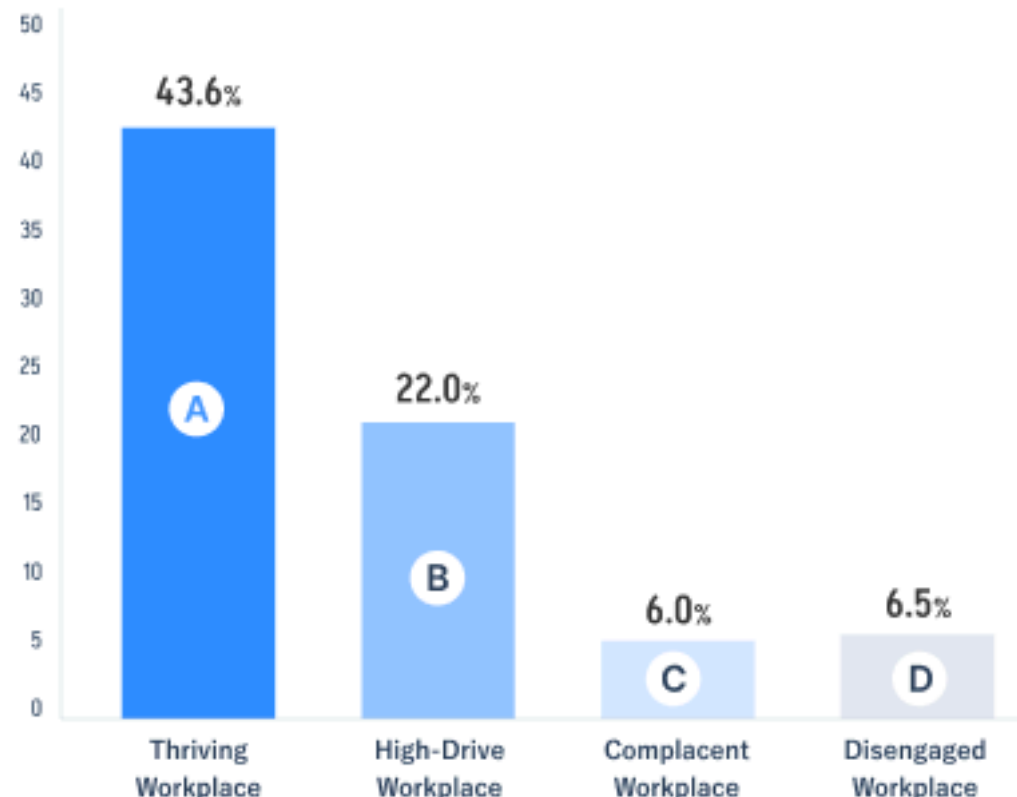
Median gap between top-quartile and bottom-quartile teams by engagement score

In correlation analysis, organizations achieving both workplace comfort and a sense of purpose record revenue growth of over 43%, demonstrating that a sense of purpose at work is essential to achieving high growth.

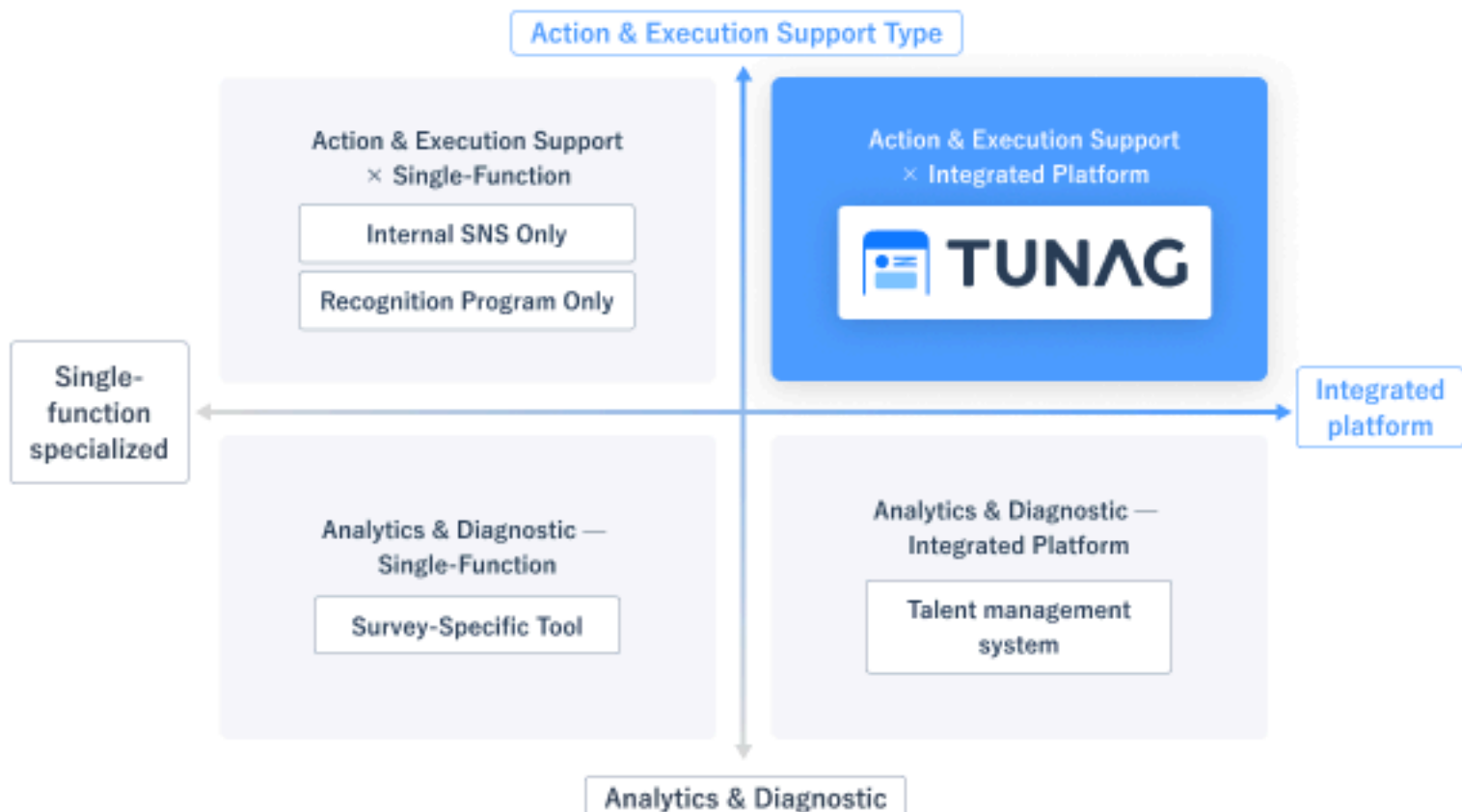
"Work Comfort × Purpose" — 4 Workplace Types



Revenue YoY Growth Rate by Workplace Type (4 Categories)



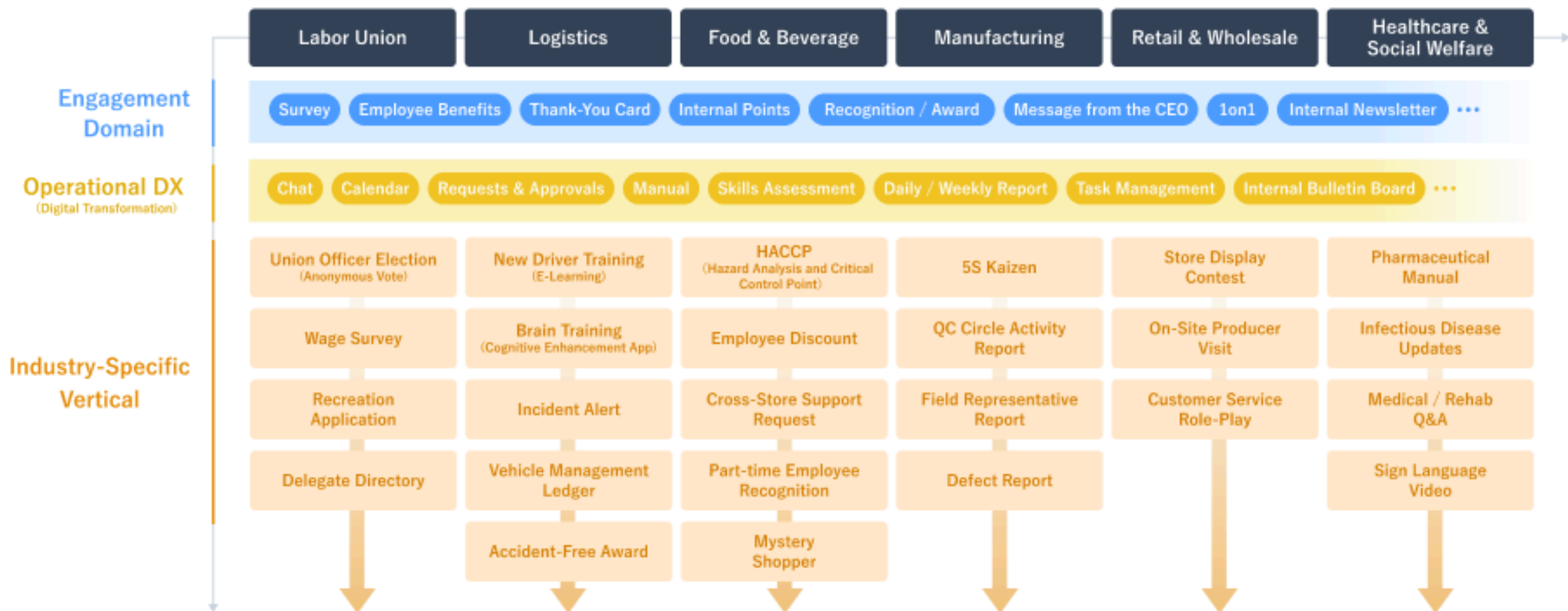
TUNAG goes beyond point-solution tools and diagnostic-only platforms, occupying a unique position as an integrated infrastructure that delivers—in a single platform—the mechanisms needed to drive daily behavioral change.



Value Delivered by TUNAG in Organizational Improvement

- Designed to change daily behavior through company-wide SNS-based program management
- Culture-Driven Organizational Improvement: Beyond Survey Dependency
- Creating "Connection" and a "Cycle of Appreciation" Across the Organization
- Strong penetration particularly among frontline roles, including Frontline Workers

Built on universally applicable "Engagement" and "Operational DX" capabilities,
 Provides one-stop coverage from industry-specific regulatory compliance
 to organizational improvement tailored to sector customs.



Starting from a single action, data aggregation drives content asset creation, dissemination, and capability development
 A single product that compounds value across every layer of the organization.



Customer base expanding, with particular traction in sectors with large non-desk workforces.
 Broadening its value proposition as a solution
 that addresses organizational challenges regardless of company size.

Food & Beverage



Retail



Tourism & Leisure



Beauty & Health



Manufacturing



Healthcare & Nursing Care



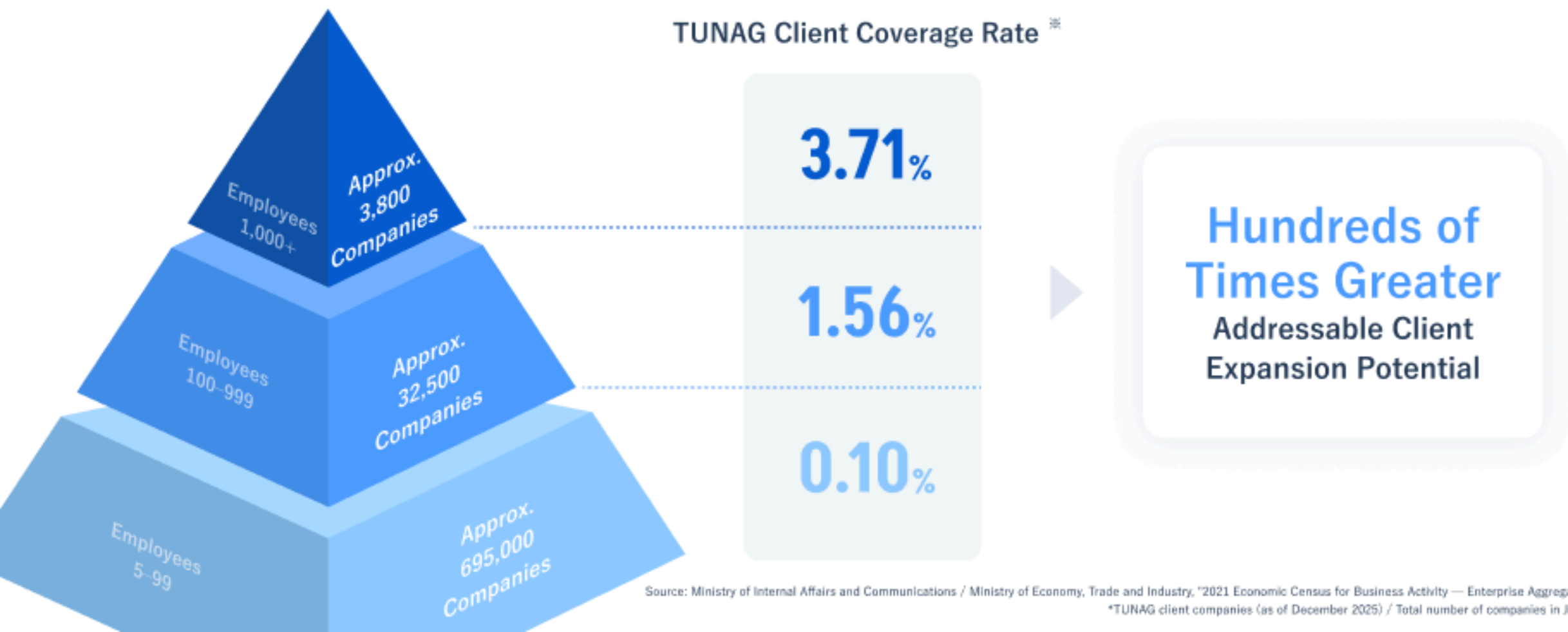
Labor Union



Logistics



In a vast potential market encompassing approximately 730,000 domestic companies, TUNAG's market coverage remains in its early stages of expansion, representing significant growth potential with room to acquire hundreds of times more customers.



Because TUNAG enables deep diagnosis of organizational challenges,
Delivering value through professional services
to address customer challenges beyond the reach of software alone.

TUNAG



- Daily Operations
- Company-Wide Shared Infrastructure
- Continuous Accumulation of Organizational Data

Beyond What Software
Alone Can Solve
Surfacing of
Challenge / Issue

Recruitment
Challenges

TUNAG キャリア TUNAG RPO

- Recruitment strategy and requirements design
- Talent pipeline development and management
- Talent Placement

HR
Challenges

TUNAG コンサルティング

- Performance management design with employee engagement in mind
- Design and delivery of training programs to drive organizational vitality
- AI-Native Workflow Design

Resource
Constraints

TUNAG アシスタント

- Outsourced HR and administrative operations
- Support for corporate values communication initiatives
- Workload Leveling Support

TUNAG's in-house experts address workforce shortages and organizational challenges, offering four tailored services to solve the unique issues of each organization.

Resource Challenges

- Content production (flyers, websites, videos, etc.)
- HR & administrative operations support
- Internal event support
- TUNAG setup & operations

 **TUNAG アシスタント**

Talent & Hiring Challenges

- Hiring strategy & job requirements design
- Recruiting operations design
- Candidate pool sourcing & management
- Talent placement & recruitment outsourcing

 **TUNAG RPO**
 **TUNAG キャリア**

Organizational Challenges

- Performance evaluation system design
- Training program design & delivery
- AI literacy training
- AI-powered workflow implementation
- Labor relations & engagement

 **TUNAG コンサルティング**

TUNAG's Data Assets



Expert Services (AI, Consulting, Training)

Action data — capable of capturing behavior, relationships, sentiment, and outcomes within an organization — differs fundamentally from simple surveys or HR master data. It is highly valuable as organizational data that reflects actual conditions, formed through everyday use and continuous accumulation.

Increased TUNAG Adoption

Employees, executives, and part-time staff across all departments of client companies use the platform daily for a wide range of purposes.

Data-Driven Continuous Improvement

Visualizing Organizational Health

- Track All Metrics Over Time
- Hypothesis vs. Actual
- Cross-Data Analytics

Understanding Causal Impact of Initiatives

- Identifying Causal Relationships in Initiative Effectiveness
- Identifying Impact by Organization and Hierarchy
- Improving the Reproducibility of Results

Predictive Insights Generation

- Detecting Early Warning Signs of Attrition and Performance Decline
- Detecting Early Signals of Organizational Change
- Enabling Proactive Decision-Making



Data Accumulation

Quantitative Data

- Usage Frequency, Comment Count, and Reactions
- Information Reach Rate, Initiative Execution Rate
- Behavioral Patterns by Department and Role

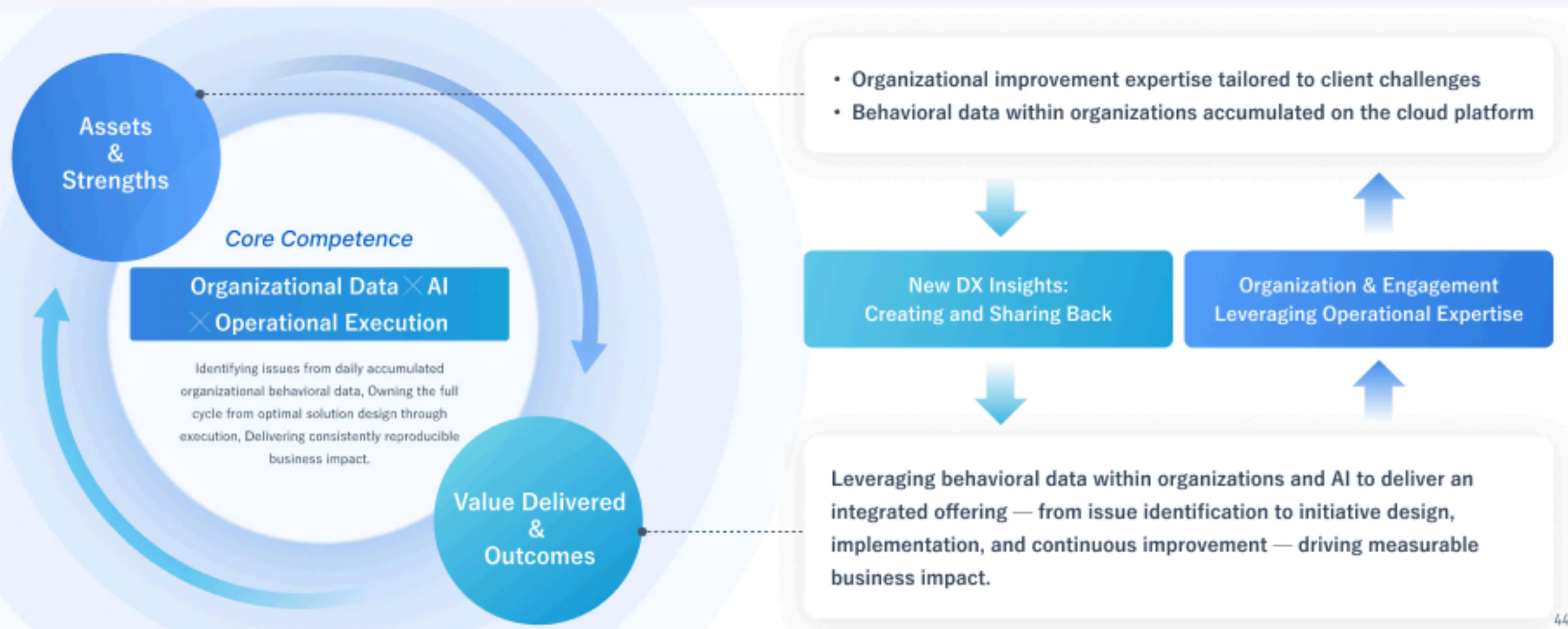
Qualitative Data

- Comments & Post Content
- Feedback & Open-Ended Responses
- Frequently Used Terms by Department

Relationship Data

- Cross-Department and Inter-Personal Connections
- Hub Employees & Degree of Influence
- Imbalances & Disconnection in Organizational Networks

Applying AI to vast organizational and behavioral datasets enables predictive signal detection and
 Enabling increasingly precise action recommendations,
 driving the evolution toward a higher-accuracy organizational improvement service.



High-frequency daily engagement as an essential platform, combined with
Leveraging HR and organizational data as a foundation,
the Company will expand into new revenue streams through integrated data capabilities.

Daily-Touch Employee Experience (EX) Platform

1 Competitive Advantage as a Platform with Millions-Scale Reach

- Embedded as the foundation for internal communication, ensuring high daily touchpoint frequency.
- Regular, high-frequency touchpoints enable accumulation of behavioral and response data unavailable through one-time-use tools.

2 First-Party Data Linked to Organization, Role, and Interest

- Retaining engagement and behavioral data linked to contextual information such as organizational structure, job function, role, and areas of interest as first-party data.
- Building a data foundation with high accuracy in organizational understanding and strong utilization potential, without relying on external data or estimated values.

3 Credibility as an Official Internal Communication Channel

- Established as the official information channel connecting management and HR to the front line.
- Establishes a position defined by trust and reach that cannot be replicated by personal tools or external media, enabling cross-organizational deployment and scalability.

Media

Recruitment

Matching

CRM

Human
Capital

Gamifi-
cation

Community



Right Features. Right Amount.
IT Asset & Log Management



Watchy efficiently manages corporate information through company PC monitoring and control, supporting IT asset management, data loss prevention, and workforce management.
Cloud Security Service.

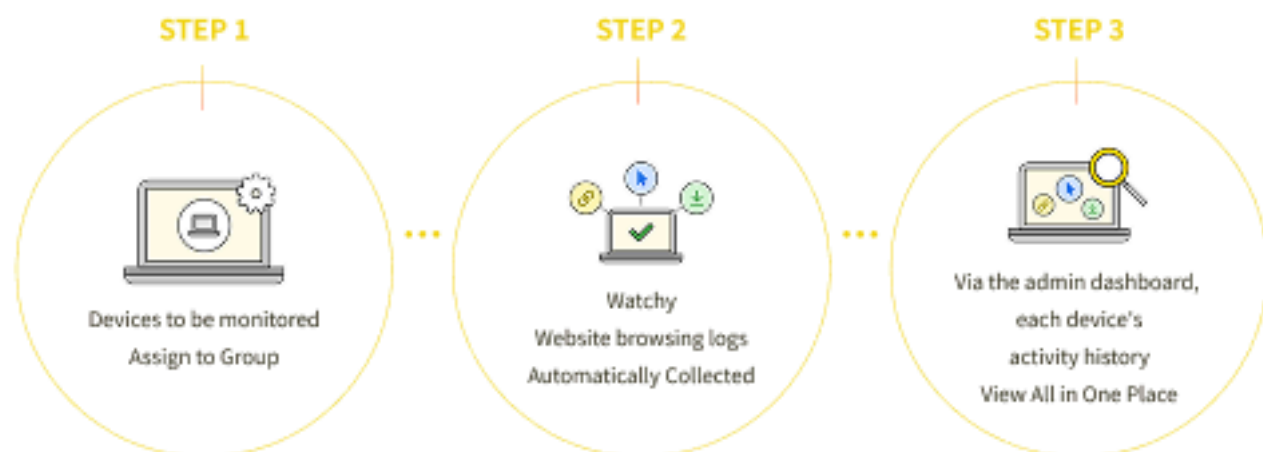
Features You Need On-Demand!



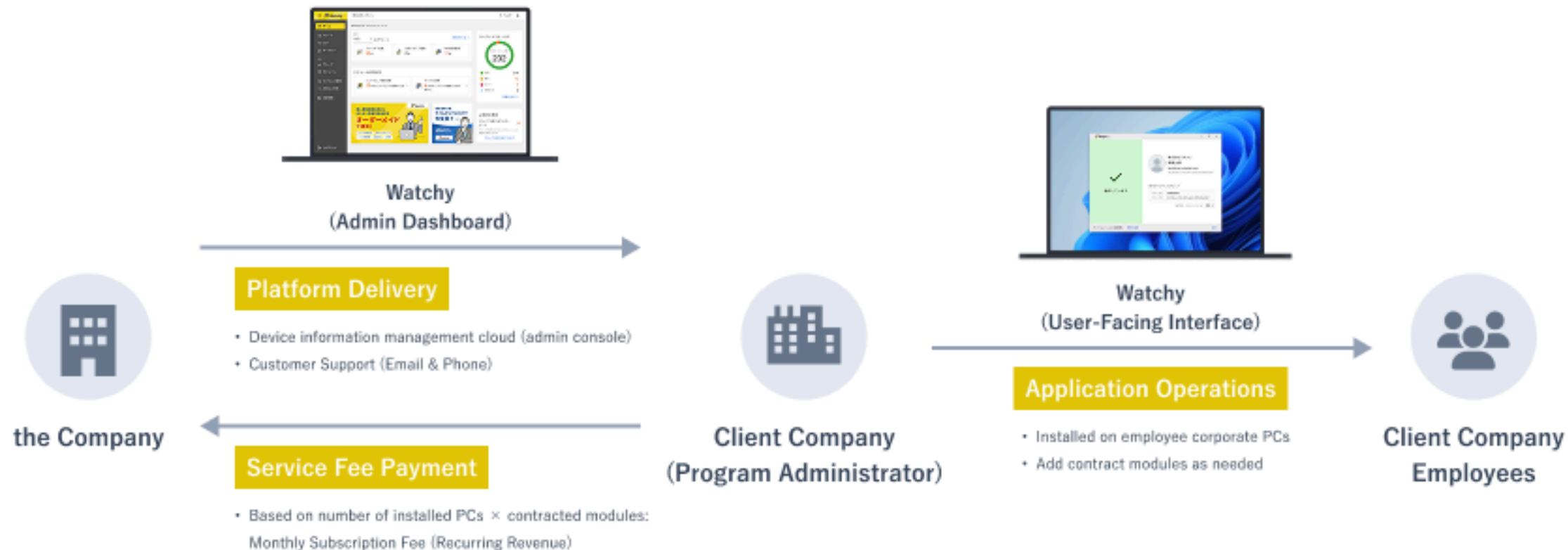
Watchy
Cloud-Based Data Loss Prevention Tool

- Screen Monitoring
- Logon & Logout Monitoring
- Hardware Asset Management
- Software Asset Management
- USB Drive Monitoring
- Folder Monitoring
- Web Activity Monitoring

Get Started in Just 3 Steps



Pricing scales with the number of PCs with Watchy installed and contracted modules, a subscription model. Account setup through installation is fully self-contained within the client company, Device information management can go live in as little as one day.



The All-in-One Platform for the Creator Economy



FANTS

FANTS is the all-in-one platform empowering passionate creators—those with unique vision and expertise—to build sustainable businesses.

Through closed, two-way communication—beyond what traditional one-way social media can offer—FANTS forges new creator-fan relationships and unlocks new monetization opportunities.

Communities Hosted:

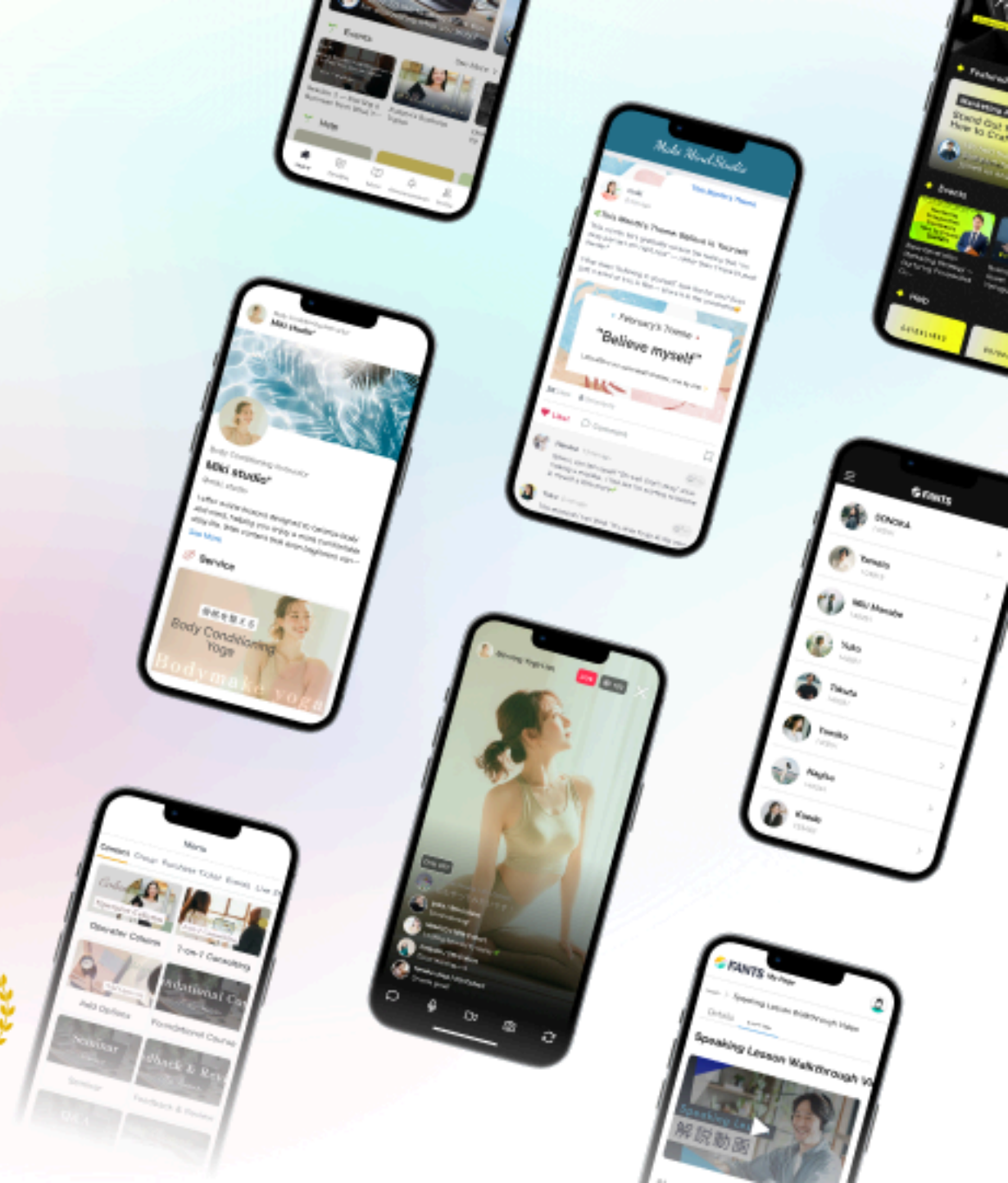
500+

Content Items:

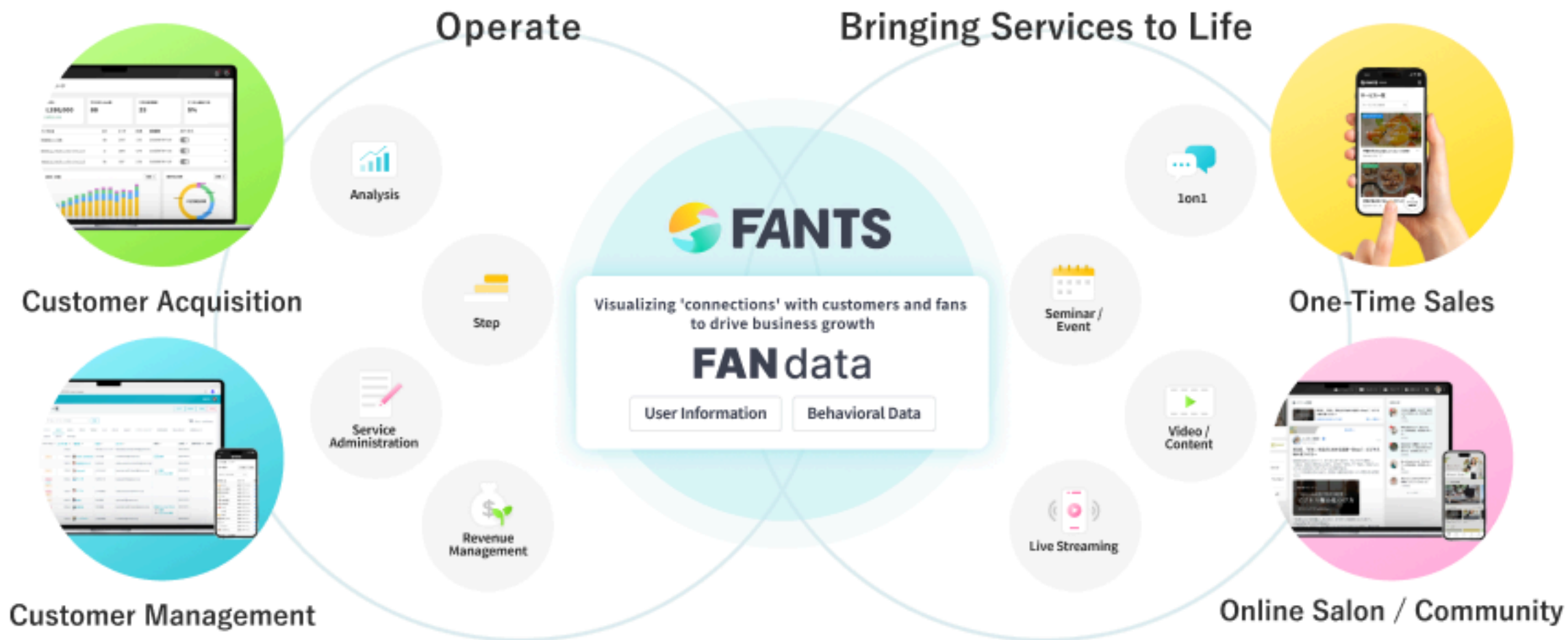
20K+

Cumulative GMV:

¥2.5B+



The Company will expand its value proposition beyond the salon and community management platform, evolving into a revenue enhancement platform driven by FAN data.



A rich variety of features lets creators design unique fan experiences tailored to their community.

1-on-1 / Seminars

Live Streaming

Digital Content
(Video, articles, audio, etc.)

One-Time Sales

Subscription Payments

Community

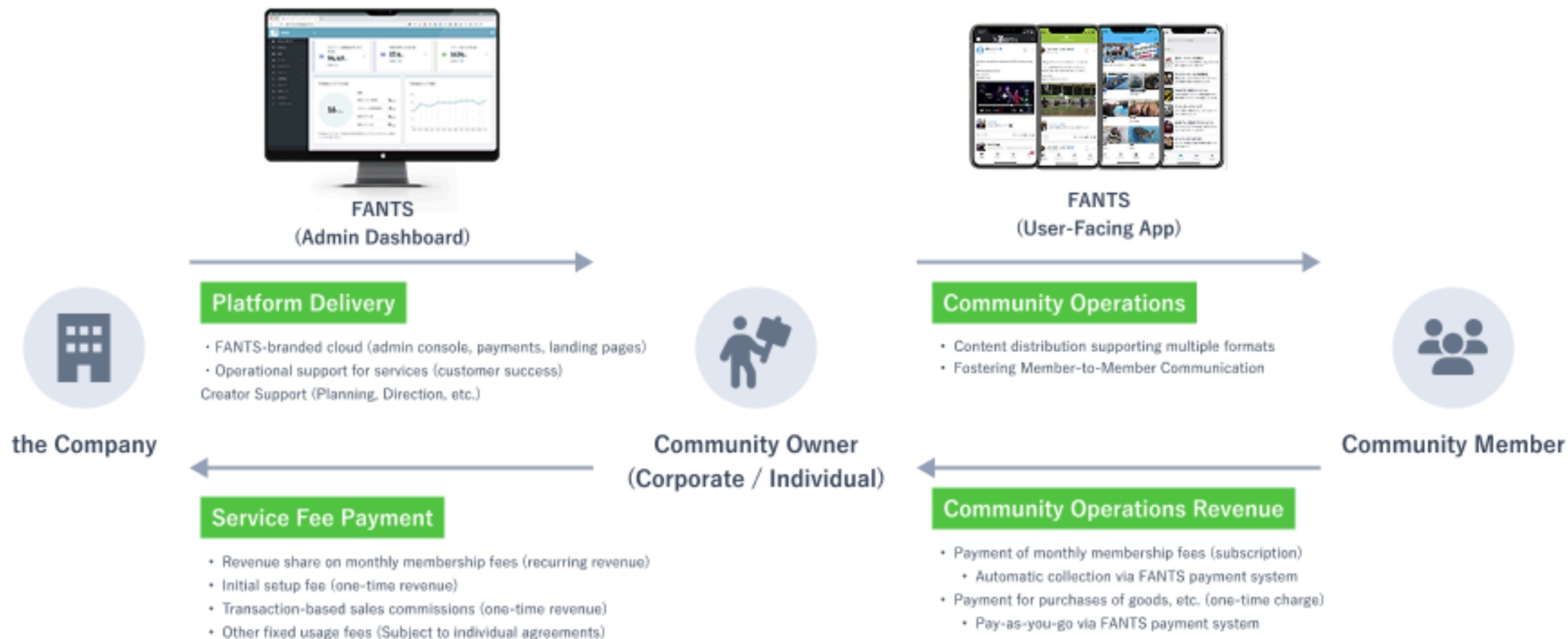
Profile Site

Customer Management

Design Customization

Dedicated App

The FANTS brand covers community management, one-off service sales, and more,
Multiple revenue models coexist: revenue share, monthly fixed fees, and transaction-based commissions.



Professional sports teams, musicians and artists, celebrities and public figures, leisure facilities, YouTubers, cooperatives, schools and hobby classes, and more. FANTS-operated communities are expanding across a wide range of categories.



Atsushi Tamura
'Adult Elementary School'



Yuko Ogura
'Yukorin's Cooking Club'



Hoshinoko
'Make My Best Life CLUB'



Fellows
'CREATORS COMPLEX'



Women's Curling Team Fortius
'CLOVERS'



Leon Kinoshita
'Polaris'



Yoshimi Miyamoto
'Club Yoshimist'



Kaiko Ishino
'My Calligraphy School'



Office Ned LLC
'Wed Jun's Three-Brain Balance Lab Town'



Child Development Support Association
'Koha School'



Harunichi Shibasaki
'ShibARTS'



Awashima Marine Park
'Awashima Marine Aid'

The information contained in this material is provided for the purpose of offering the Company's financial information, management policies, management indicators, etc., and while we have exercised the utmost care in its preparation, we make no representations or warranties regarding the completeness, accuracy, safety, or any other aspect of the information provided.

Of the information contained in this material, statements other than those regarding past or current facts constitute forward-looking statements. Forward-looking statements are based on the assumptions and judgments of the Company or its management based on currently available information and involve inherent known or unknown risks and uncertainties. Furthermore, due to future changes in the management environment surrounding the Company or its business, market trends, and various other factors, these statements or assumptions may not be realized in the future.

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Unless otherwise specified, financial data in this material is presented in accordance with generally accepted accounting principles in Japan. The Company does not necessarily undertake to revise any previously announced forward-looking statements regardless of future events, etc., except as required by disclosure rules.

Information regarding companies other than the Company is based on publicly available information.

Financial figures for the quarterly periods of the fiscal year ended December 31, 2018, and the fiscal year ended December 31, 2019, have not been audited by an independent audit firm.

The fiscal year ending December 31, 20XX is referred to as "FY20XX," and quarterly periods are referred to as "1Q to 4Q."

The Company's policy is to update matters concerning its business plan and growth potential once a year, simultaneously with the announcement of its full-year financial results. (The next update is scheduled for February 2027.)

Progress regarding KPIs and other metrics mentioned in this material is scheduled to be disclosed in quarterly financial presentation materials.