

Explanatory Materials regarding Business Plan and Growth Potential

September 25, 2025

i Cubed Systems, Inc.

TSE Growth : 4495

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Disclaimer

This document has been translated from the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.

1. Company Profile

Company Profile

Company Name	i Cubed Systems, Inc.
Locations	Fukuoka HQ : Daiichi Myojo Building, 4-1-37 Tenjin, Chuo-ku, Fukuoka-shi, Fukuoka Tokyo HQ : Hamamatsucho DS Building, 1-27-16 Hamamatsucho, Minato-ku, Tokyo Sales office : Sapporo／Sendai／Nagoya／Osaka／Hiroshima
Capital	414,068,600 yen
Founded in	September 2001
Representative	President and CEO Tsutomu Sasaki
Main Business	CLOMO business／ Investment business
Partner	Apple Consultants Network Member Android Enterprise Gold Partner Microsoft AI Cloud Partner
Group Company	i Cubed Ventures, Inc. OneBe, Inc. 10KN COMPANY LIMITED (Vietnam)

※Information as of the end of June 2025.

Corporate brand

Brand slogan

Enjoy challenges.

We ourselves will enjoy taking on challenges,
help people and organizations to take on their own challenges,
and help to realize all kinds of ideas to make many people smile.

Brand concept

Purpose : Become the matrix for realizing unknown ideas that lead to smiles

Value proposition : Using the power of design and engineering to support
those who take on challenges

2. Business Summary

Structure of the Group's business

CLOMO Business is the main focus of business development for the Group.
Investment Business was launched in June 2022 to further expand CLOMO Business and to accelerate growth of the Group as a whole.

CLOMO Business



We provides services centered around "CLOMO MDM," a core business that supports the management of mobile devices used by enterprises and serves as the foundation of our group's revenue base.

Investment Business



Investment activities, such as CVC, aimed at generating business opportunities for CLOMO Business and execution of M&A aimed at further expansion of CLOMO Business and creation of new businesses

Reasons why MDM is gaining attention

Business use of mobile devices is expanding in a wide variety of industries with the promotion of DX and paperless operations. At the same time, there is a growing need to address risks arising from loss, theft, etc. of mobile devices.

Mobile device use cases (partial list)

● Smartphone

Device lent to employees (mobile phone for business use)
Extension tool at medical institutions

● Tablet

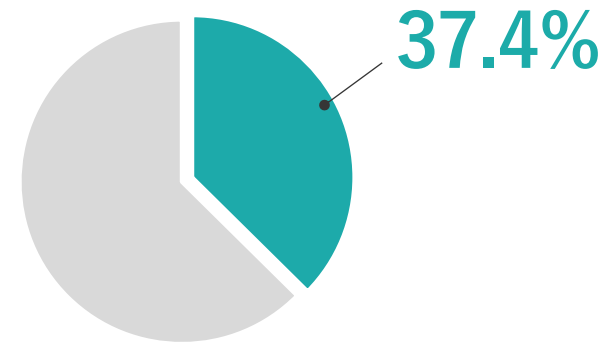
Devices lent to children in classrooms
Devices for reservations, inventory control, and payment
at stores that have customer interaction

● Dedicated terminals

Devices for delivery management by delivery personnel
in the forwarding industry
Devices for checking drawings and communication in the
manufacturing industry

Necessity of mobile device management (MDM)

More than 1 in 3 companies has experienced loss or theft of data or information devices by employees

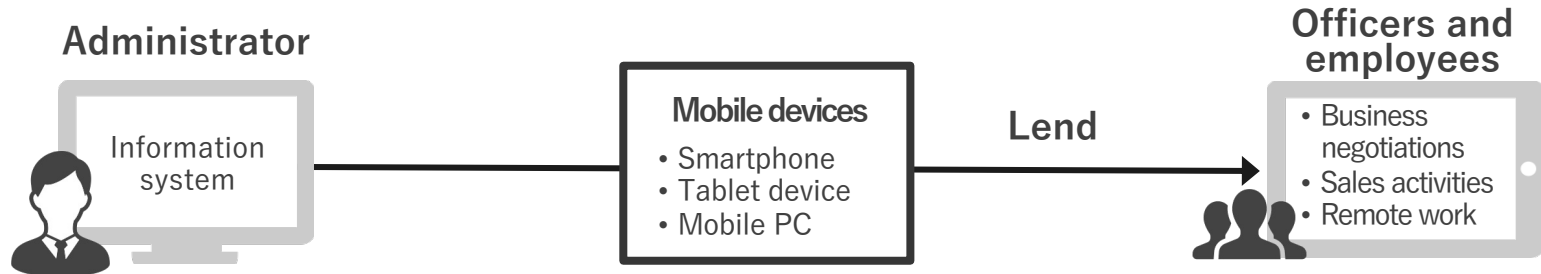




The most common security incident experienced by companies over the past year was loss or theft of data or information equipment by employees at 37.4%

Source) JIPDEC/ITR "Survey on Corporate IT Utilization Trends 2025"

Overview of the CLOMO Business (Service)

We provide MDM services to reduce the security risks of mobile devices for business use, and application services to enable more efficient use of mobile devices.



			Visualization of utilization status “Status monitoring”	Function restrictions And settings “Application of utilization rules”	Security measures “Measures for preventing information leakage”
<div>Management</div> <div>Basic functions for smooth management</div>		Remotely assess the utilization status in real time	Properly set and restrict functions	Device lock and data erasure when the device is lost or stolen	
<div>Utilization</div> <div>In combination with MDM, ensure both safety and convenience</div>		Efficiently assess the utilization status	Efficiently use business software	Provide apps that meet security requirements	
			【Browser / Mailer / Calendar / Contacts / Docs】		

CLOMO MDM wide range of optional services

By promoting measures to increase the number of optional services, we will achieve a service lineup tailored to customer needs. As well as adding security measures and functions, we provide operational support for information systems departments suffering from shortages of human resources.

Security measures

secured by Deep Instinct



Use AI to protect against not only known threats but also unknown threats

secured by Cybertrust



Easily achieve robust device authorization by digital certificates for devices

secured by One Be



Restrict the area in which Windows devices may be used, and detect unauthorized removal

Harmony Mobile



Provides comprehensive protection for mobile devices from a variety of cyber attacks

Enhanced functionality

MOBILE APP PORTAL



Distribute apps to devices, build in-house app portals

Launcher



Create home screen displaying only the necessary apps for each application

Team Viewer Remote



Remote access tool for accessing devices in remote locations

Operational support

Onboarding Service



Consistent support from initial settings to launch of operations

Kitting Service



MDM professionals perform kitting work for administrators

Support tickets



Reducing the burden on administrators and supporting smooth deployment and operations

Proxy operation service



MDM professionals manage operations for administrators

Remote operation services



Respond to lost devices 24/365

Achieved top market share of domestic MDM market for 14 consecutive years

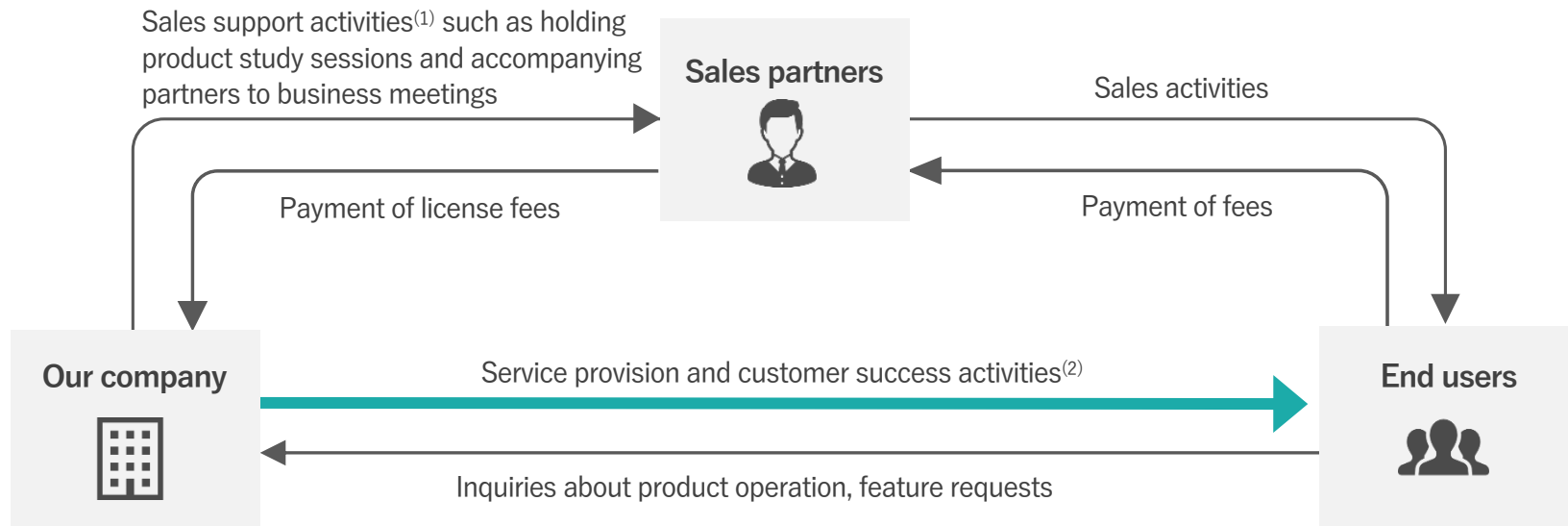
CLOMO MDM continues to expand its customer base since the launch of service in 2010. It has maintained No. 1⁽¹⁾ share in the domestic MDM market (own-brand) for 14 consecutive years.



Note:
1. Deloitte Tohmatsu MIC Research Institute Co., Ltd. “Market Outlook of Collaboration/Contents & Mobile Management Packaged Software” (<https://mic-r.co.jp/mr/00755/>) for actual shipment value in FY 2011-2013, and “MDM private brand market” (MIC IT Report Dec 2024 issue; <https://mic-r.co.jp/micit/2024/>) for actual shipment value in FY 2014-2023 and predicted shipment value in FY 2024.

Overview of the CLOMO Business (Sales structure)

We focus on service expansion in collaboration with sales partners. Meanwhile, our Customer Success Division, which has extensive product knowledge, provides direct support to customers who have installed our products.



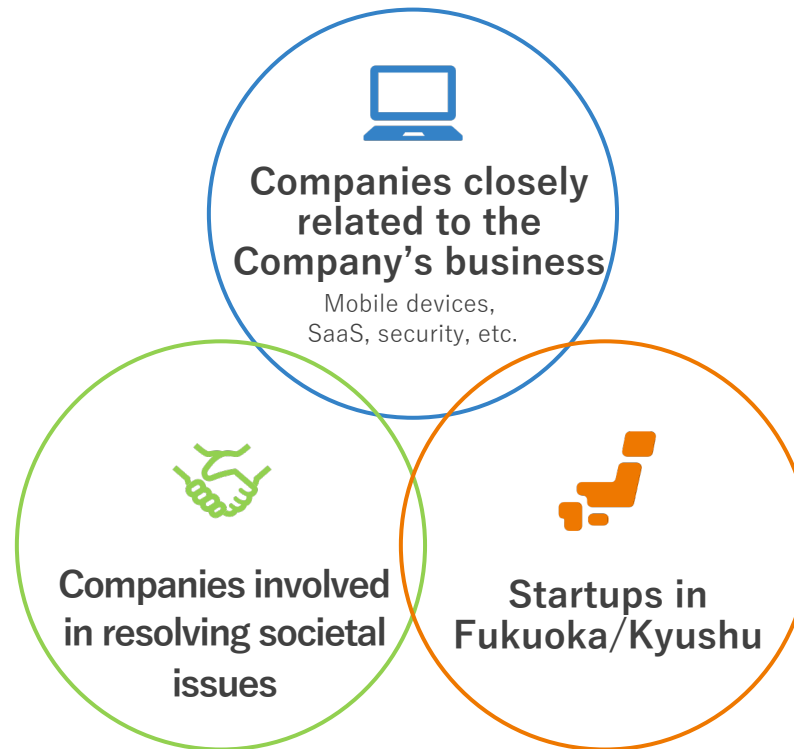
Notes:

1. In addition to sales support activities for sales partners, we carry out marketing activities targeting potential customers, mainly through case study ads and participation in seminars and events.
2. Our customer success activities include providing support for customer inquiries, conducting regular customer interviews, holding seminars and user meetings on product operation, and up-sells/cross-sells.

Overview of the Investment Business

We are conducting startup investments across a wide range of fields through our CVC subsidiary, i Cubed Ventures, Inc., aiming to further grow our company group through these investment activities.

Focus areas within investments



3. Source of Competitiveness

Source of competitiveness

1 Competitive advantage of CLOMO Business

1. Stable revenue base and highly profitable structure
2. Integration capabilities
3. Robust partnership with OS developers
4. Security quality recognized by the government

2 Management resources (non-consolidated)

1. Stable financial base
2. Strong customer base
3. Diverse and flexible organization

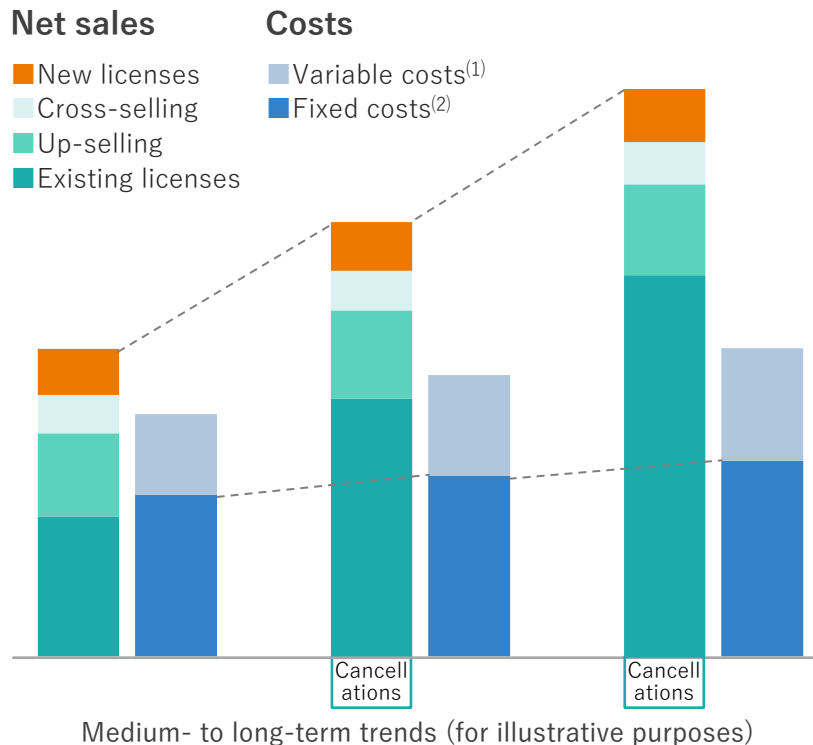
1 Competitive advantage of CLOMO Business

Stable revenue base and highly profitable structure

SaaS business using both subscription model and cloud technology.

It is possible to obtain stable revenue through continuous sales and establish a highly profitable structure through economies of scale.

Structure of net sales and costs



Notes:

1. Calculated as “other expenses (cost of sales) + advertising expenses (SG&A expenses) + R&D expenses (SG&A expenses) + other expenses (SG&A expenses)”.

2. Calculated as “depreciation expenses (cost of sales) of in-house product software + manufacturing cost (cost of sales) related to product development and operations + personnel cost (SG&A expenses) + property cost (SG&A expenses)”.

Features of net sales breakdown

- Acquisition of new customers**
Corporate with distributors to increase number of new customers
- Revenue growth from existing customers**
Approach directly, promote up-selling and cross-selling

Features of cost breakdown

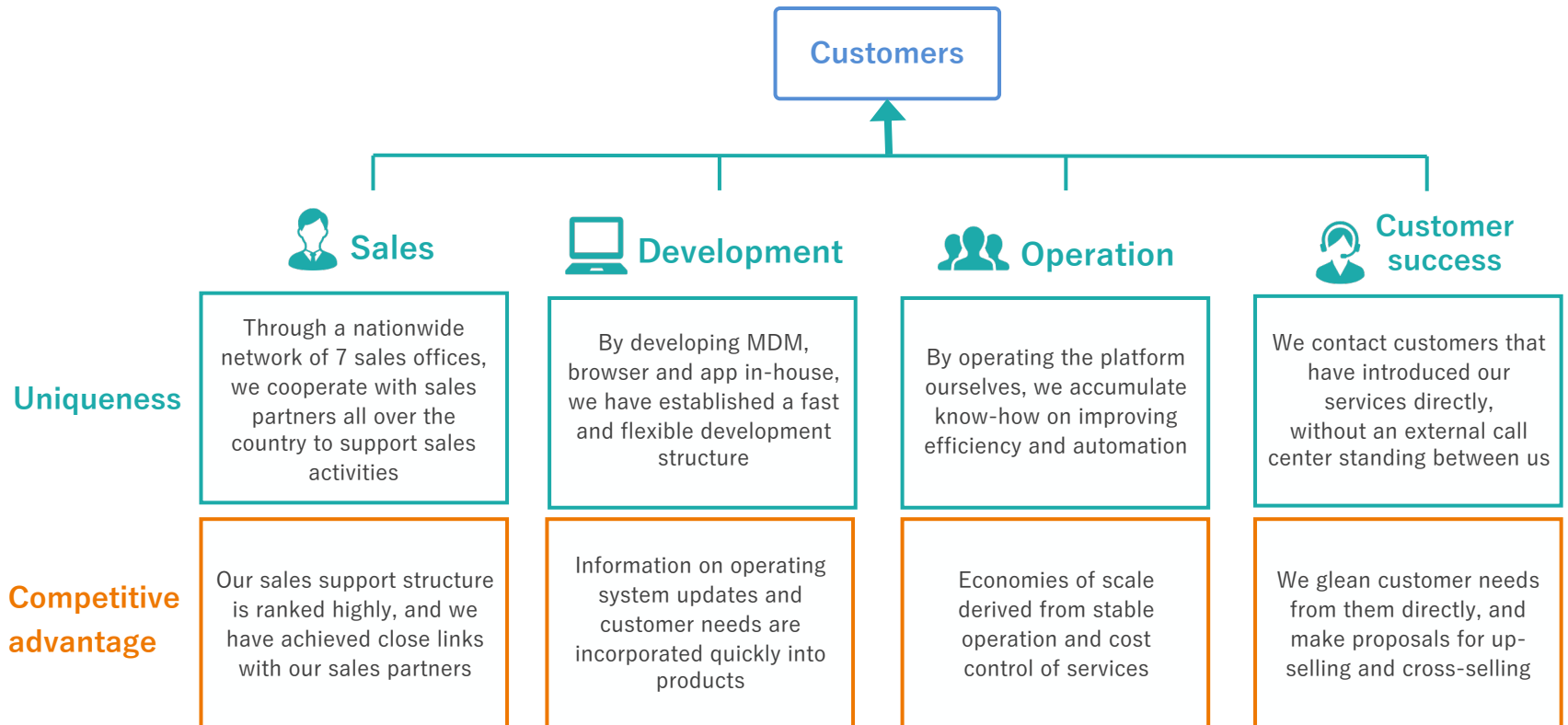
- Variable costs**
Utilize new technology to control increases in operating costs for servers, etc. following expansion in scale of business
- Fixed costs**
Furthermore, sales costs are controlled by means of marketing activities led by distributors, so that locations need to be opened only in core areas

Integration capabilities

Achieving services with high customer satisfaction through the integrated capability of performing all sales, development, operations, and support in-house.

Integration capabilities

Enables close cooperation with customers and the provision of service that scores highly for satisfaction



Robust partnerships with OS developers

Certified as Gold Partner in “Android Enterprise Partner Program” provided by Google.

Promoting acquisition of new customers in area of Android devices, while enhancing product capabilities through partnership.



Recognition of our superior technical capabilities, extensive track record in deploying CLOMO Services, and courteous and caring customer support has led to the Company being certified as a Gold Partner

Driving service growth with partners

- **Improve product quality through partnerships**

By participating in conferences, etc. held by Google, and being able to receive priority technical support, we have consistently improved the quality of CLOMO product development and customer support

- **Acquisition of new customers in area of Android devices**

CLOMO has continuously received the “Android Enterprise Recommended” designation for products that satisfy the high level of technical capabilities required by Google, and we are promoting the acquisition of new customers in the area of Android devices for corporates

1 Competitive advantage of CLOMO Business

Security quality recognized by the government

Highly secure nature of CLOMO has been recognized and the product has been added to the ISMAP cloud service list in 2024. Few competing products have been registered with ISMAP⁽¹⁾, which helps enhance our competitive advantage in the MDM market.



Information system Security Management and Assessment Program

Enhancing service competitiveness through ISMAP registration

● What is ISMAP?

A system that aims to facilitate the adoption of cloud services by ensuring security levels in cloud services procured by the government satisfy governmental security requirements through a process of prior assessment and registration of cloud services

● Impact on CLOMO Business

ISMAP registration enhances the reliability and security of CLOMO MDM, making it easier to introduce for many customers, including administrative agencies, which is expected to lead to the expansion of the customer base going forward

Note:

1. Two MDM services other than CLOMO are registered with ISMAP. Figures as of June 30, 2025, based on research conducted by the Company.

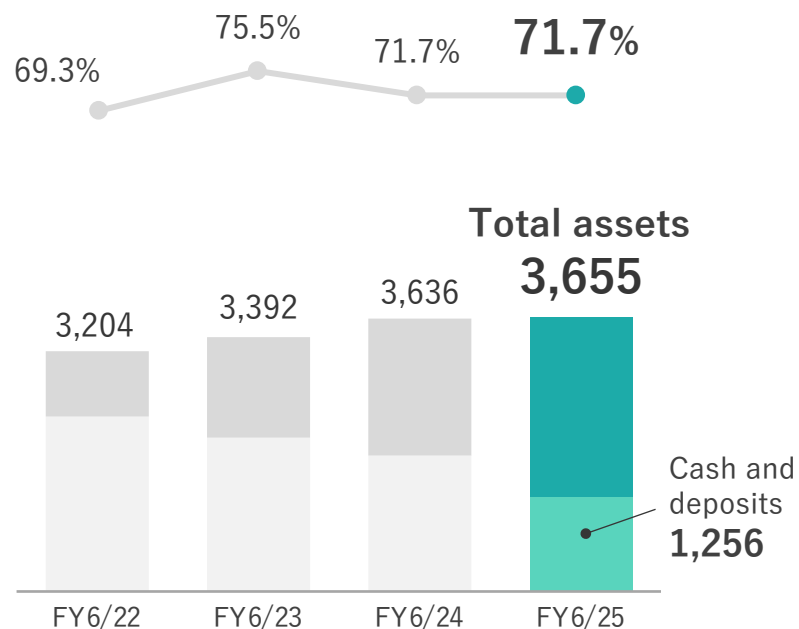
Stable financial base

Building on a revenue base with 94% from recurring revenue and a solid financial foundation with an equity ratio of 71.7%. Sustainable growth model enabling proactive investment in the future, including new business development and M&A.

Trend in total assets and equity ratio

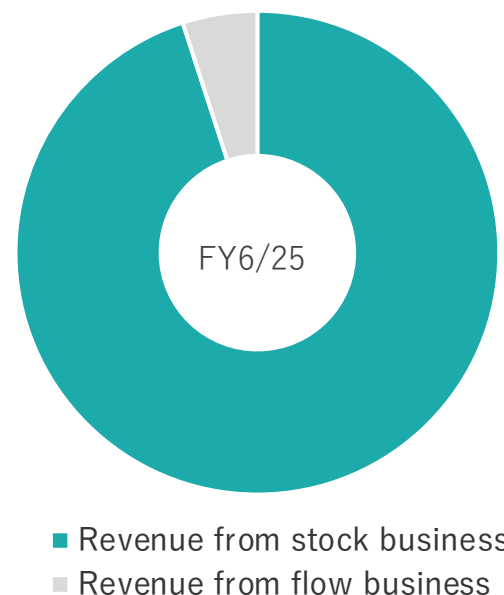
(millions of yen)

● Equity ratio ■ Other assets ■ Cash and deposits



Ratio of revenue from stock business

94% of consolidated net sales consists of stock business

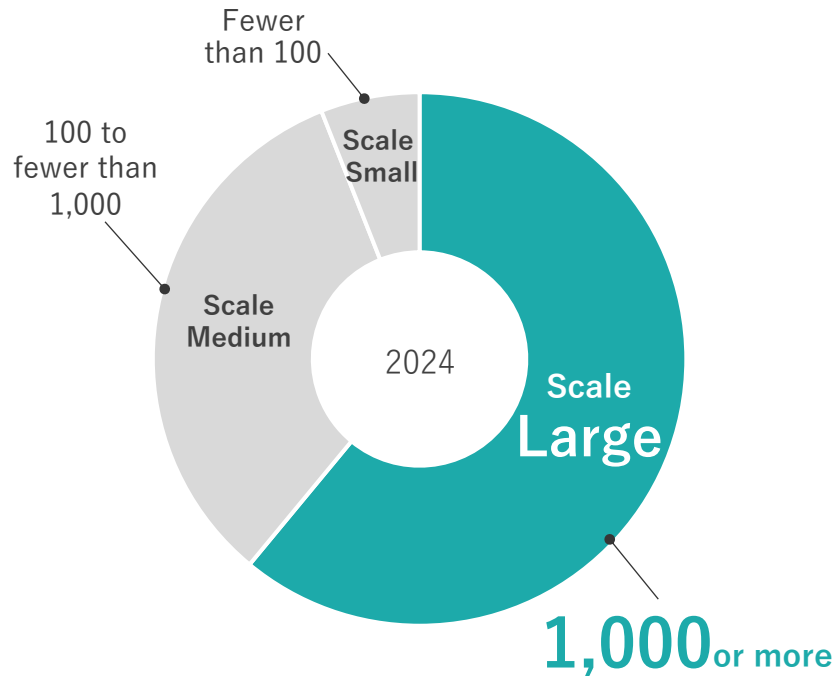


2 Management resources (non-consolidated)

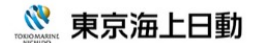
Strong customer base

More than 8,000 existing companies form a strong customer base various of industries, mainly large companies. In recent years, it has also been introduced to small and medium-sized companies, promoting growth of the company.

Sales composition by customer scale (number of employees)



Deployment track record



And many others

Source: Deloitte Tohmatsu MIC Research Institute Co., Ltd.

"Market Outlook for Collaboration and Mobile Management Software, 2024 Edition (<https://mic-r.co.jp/mr/03230/>)"

Diverse and flexible organization

By building a diverse organization and promoting flexible work styles, we have fostered a culture that actively takes on challenges. Recognized for 6 consecutive years in the Best Workplaces⁽¹⁾ rankings, recipient of Stress Free Company⁽²⁾ award for 4 consecutive years.

Diverse organization and flexible work styles⁽³⁾

Male-to-female ratio

6 : 4

Percentage of foreign
national employees

10%

Percentage taking
childcare leave

91.3%

Average hours worked
outside regular hours

4.2 hours

Certifications from external organizations

Best Workplaces
Certified for six
consecutive years



Stress Free Company
Awarded for four
consecutive years



Notes:

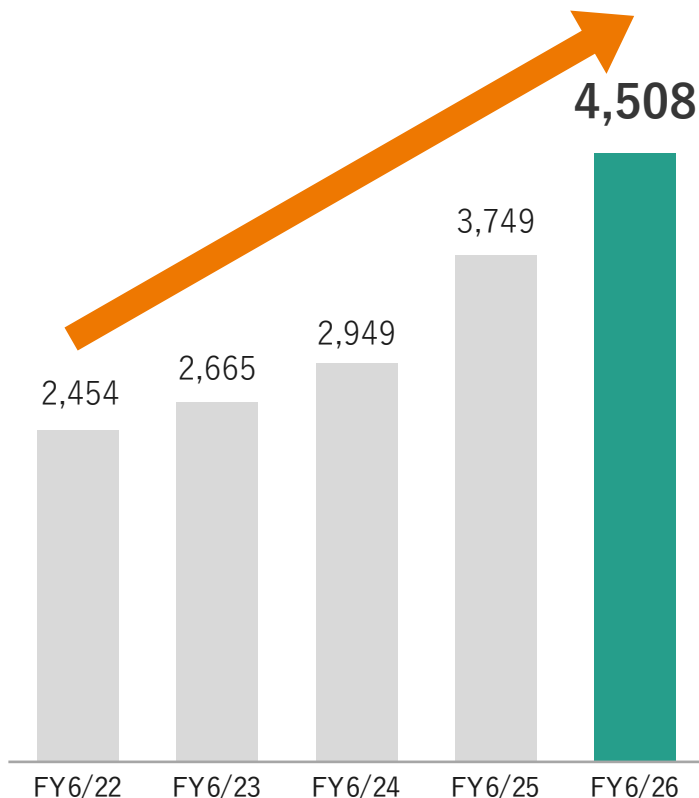
1. A system whereby Great Place to Work® Institute Japan performs awareness surveys of employees in accordance with global standards, and certifies those that exceed a certain level as Best Workplaces companies.
2. A system whereby HRDataLab Inc. uses the results of a stress check based on the "The Brief Job Stress Questionnaire" recommended by the Ministry of Health, Labour and Welfare to award Stress Free Company status to corporations.
3. With the exception of the percentage taking childcare leave, all indicators are based on actual figures for the parent company on a standalone basis as of June 30, 2025 (and for the full year ended June 30, 2025), rounded to the nearest whole number. The percentage taking childcare leave is the actual cumulative ratio for the parent company from February 2021, when we began recording this figure, to June 30, 2025. As of June 30, 2025, the total number of employees at the consolidated level was 197, of which the percentage of foreign nationals is approximately 23.4%.

4. Financial Results

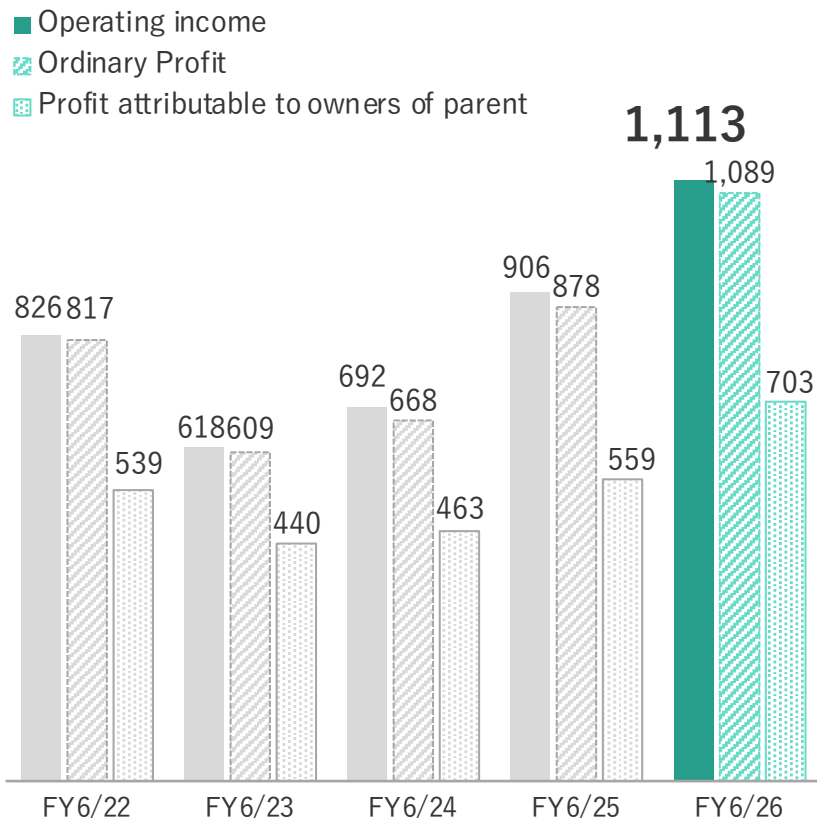
Forecast of consolidated financial results for FY6/26

Net sales are expected to be 4,508 million yen (CAGR 16.4%) and operating income 1,113 million yen (CAGR 7.7%).

Change in net sales (millions of yen)



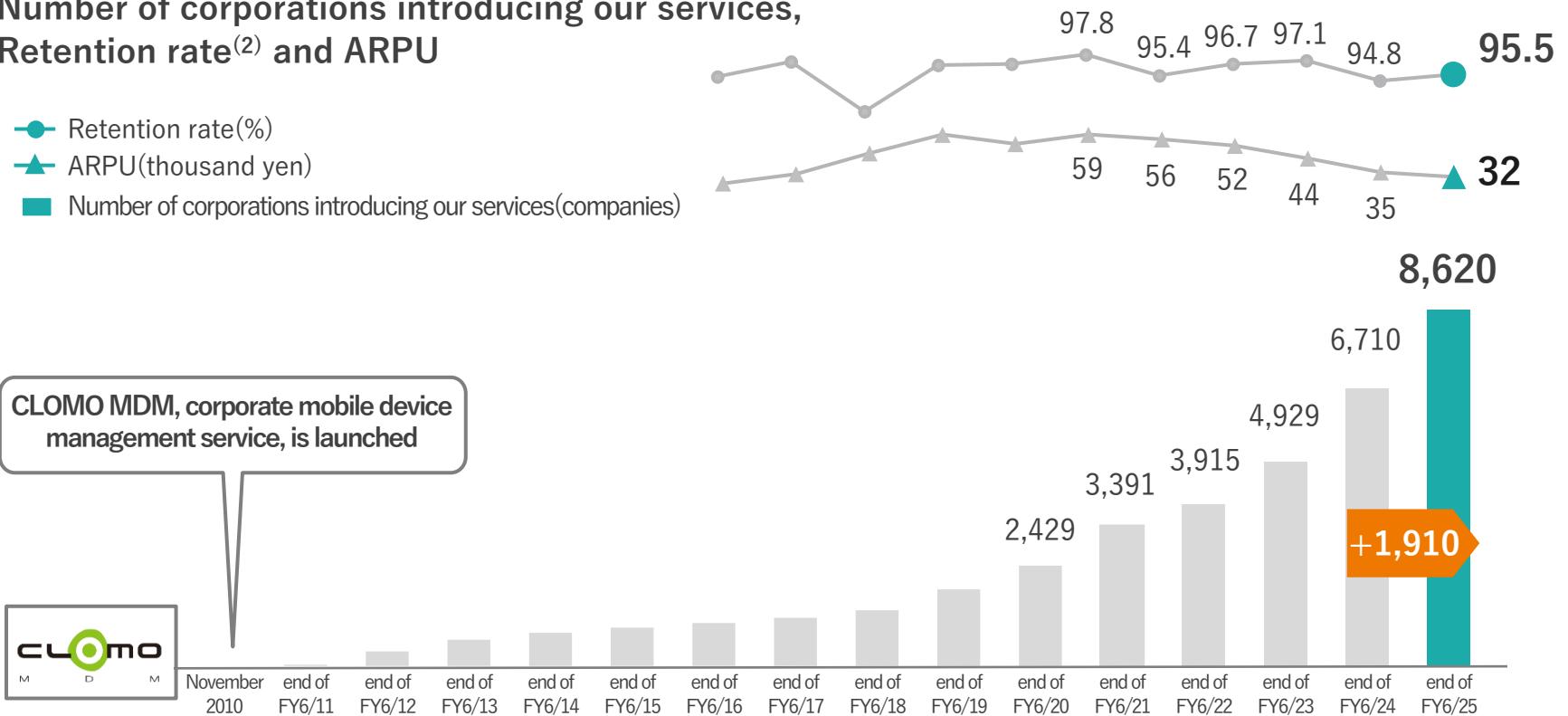
Change in profits (millions of yen)



Number of corporations introducing our services/ Retention rate/ARPU (CLOMO service)

We continue to make progress in the acquisition of new customers through OEM provision, and the number of corporations introducing our services is growing YoY. ARPU⁽¹⁾ is on a downward trend due to the increase in introductions of our services among small and medium-sized companies, but we are controlling the size of the decline through cross-selling and other measures.

Number of corporations introducing our services, Retention rate⁽²⁾ and ARPU

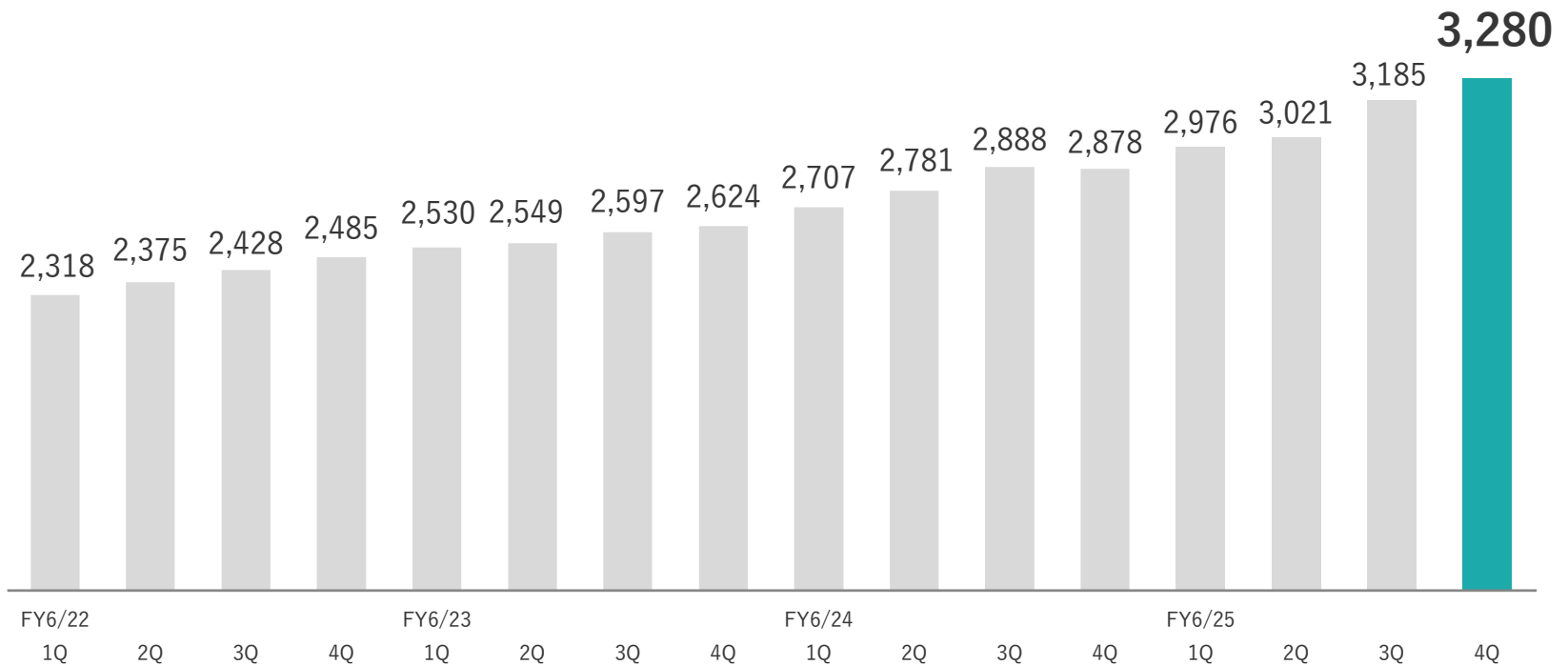


ARR (CLOMO service)

ARR⁽¹⁾ growth accelerated, with a 14.0% increase YoY, driven by new customer acquisition through OEM provision and steady increases in license volumes from existing customers through upselling.

ARR trends as of the end of each quarter

(millions of yen)



Note :

1. ARR: Annual Recurring Revenue. Calculated by multiplying the MRR for each month by 12, where MRR is the sum of the monthly fees for corporations deploying our services as of the end of the targeted month, excluding temporary costs.

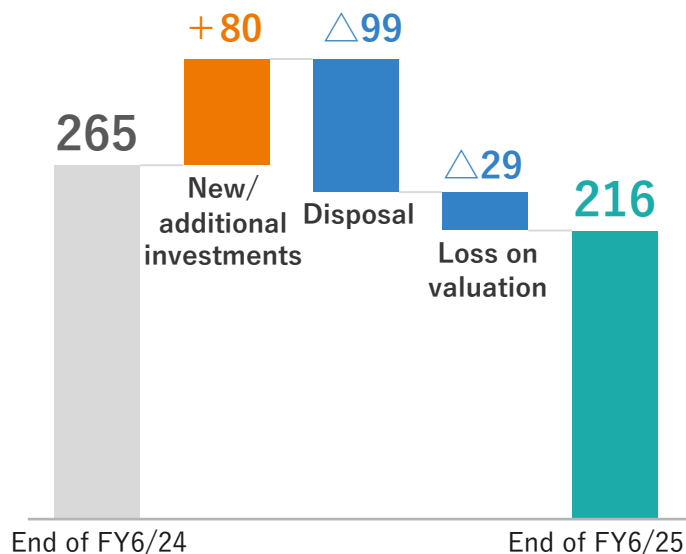
Investment activities

Promoting startup investments through subsidiary i Cubed Ventures, Inc.

In FY6/25, we made two new investments, bringing the total to nine (including one from which we have already exited).

Breakdown of change in operational investment securities⁽¹⁾

(millions of yen)



Note:

1. Our consolidated equity of the total amount managed by our consolidated subsidiary, i Cubed-1 Investment Limited Partnership.

New investments in FY6/25

any Inc.



Develops and operates “Qast,” which centralizes internal information and supports knowledge management for the whole organization

StudyPocket Inc.



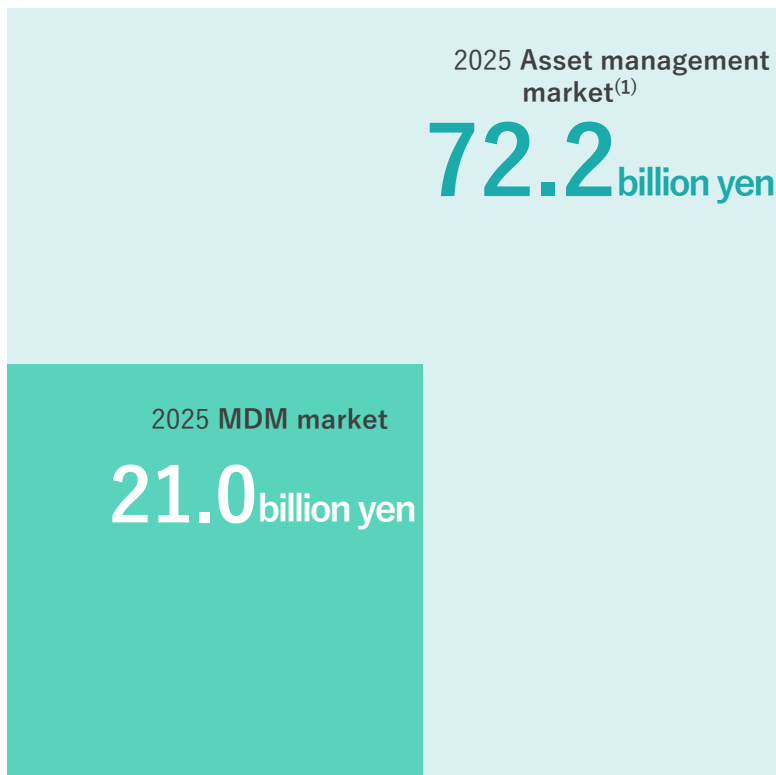
Develops and provides generative AI services for schools and educational institutions to support learning by schoolchildren and DX of school administration for teachers

5. Market Environment

Markets targeted by the CLOMO Business

The size of the mainstay MDM market is 21.0 billion yen.

The size of the market that we are targeting is 72.2 billion yen overall, so the potential for the CLOMO Business is significant.



Market Growth Factors

- Switch to smartphones accelerating ahead of decommissioning of 3G increase opportunity to introduce MDM.
- DX leading to increase in deployments of mobile devices at medical, manufacturing, and logistics sites, resulting in expansion of devices to be managed
- Shift to SaaS for PC asset management and security software accelerating. As a result of growing demand for integrated management with mobile devices, we expect opportunities for MDM vendors to enter market

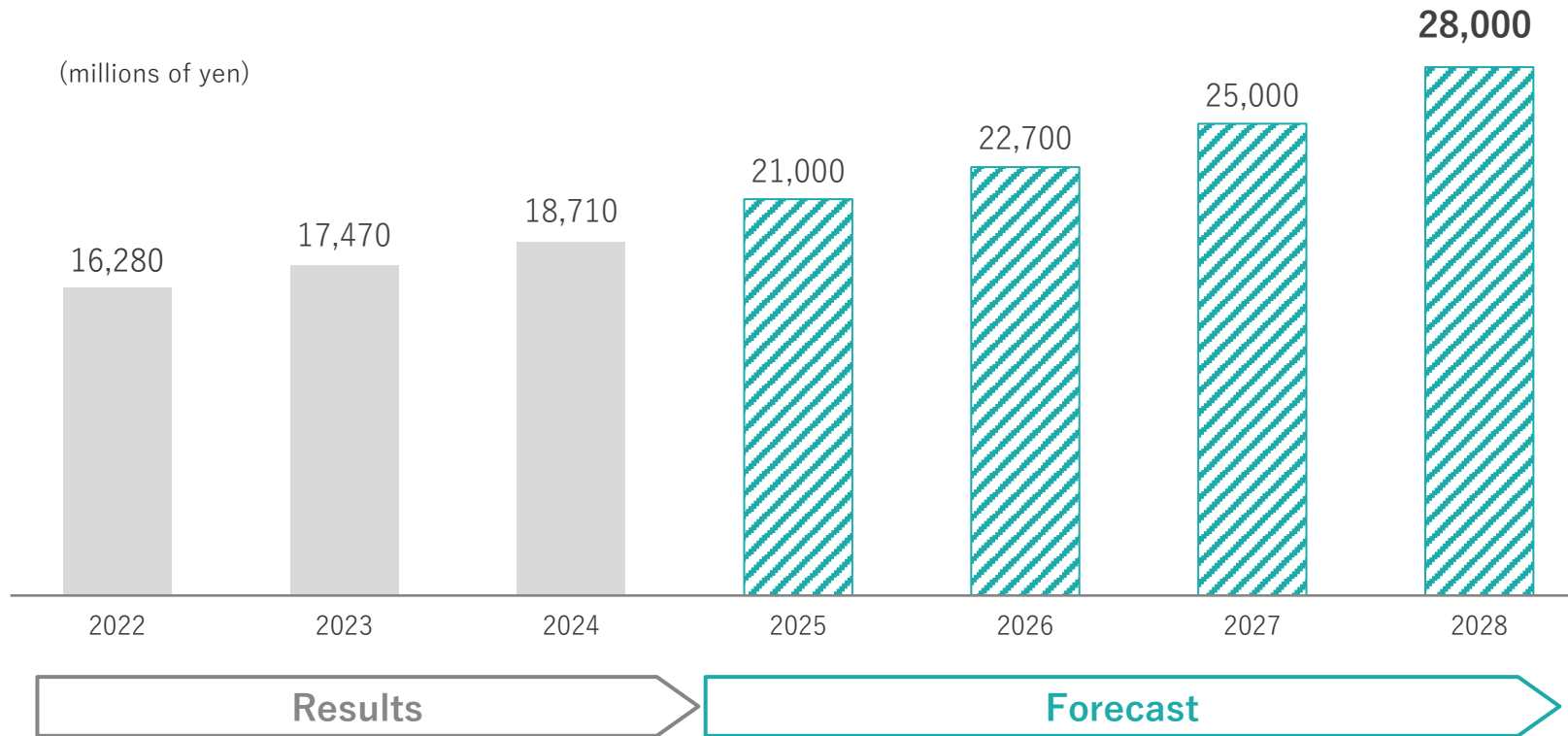
Note:

1. This figure is the sum of the 2025 market size forecast for the MDM market and for the PC asset management market. For details on the market size of each market, please refer to the following pages.

MDM market size forecasts (shipment value)

Strong growth is expected for the MDM market, centered on smartphones and tablets.

It is expected to expand to **a size of 28.0 billion yen** by 2028



Source: Deloitte Tohmatsu MIC Research Institute Co., Ltd.

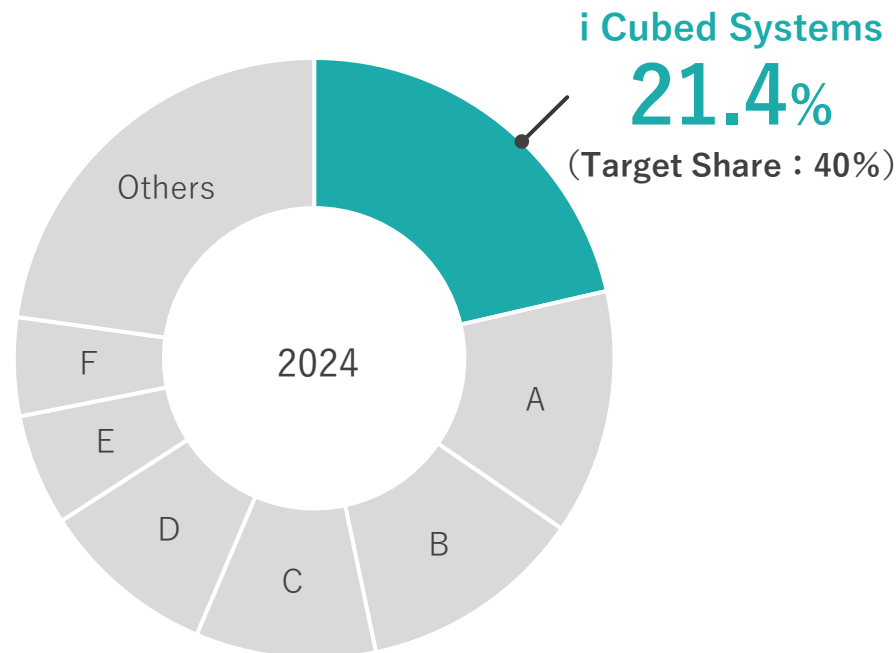
" Market Outlook for Collaboration and Mobile Management Software, 2024 Edition (<https://mic-r.co.jp/mr/03230/>)"

Share of domestic MDM market (own brand)

Achieved the No.1 share of domestic MDM market (own brand) for 14 consecutive years.

Market share steadily expanding: 2022 – 21.0%, 2023 – 21.1%, 2024 (forecast) – 21.4%

MDM share by own-brand shipment value



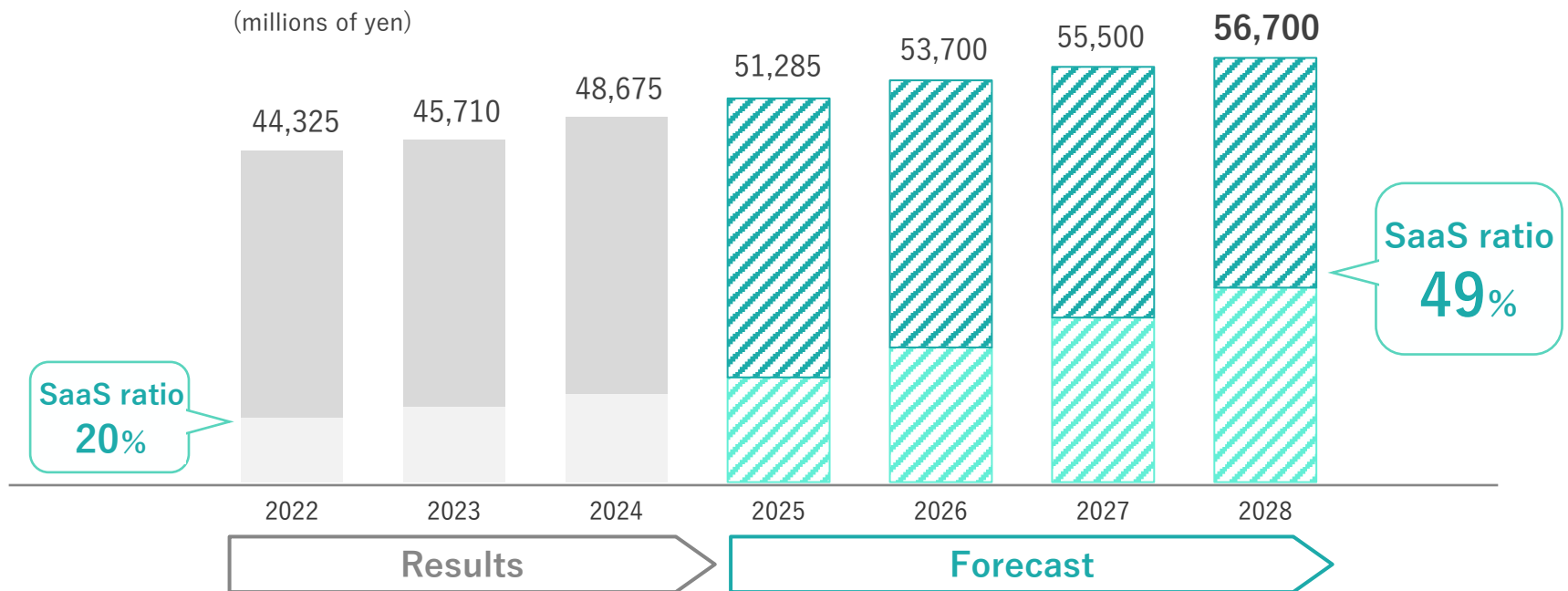
Source: Deloitte Tohmatsu MIC Research Institute Co., Ltd. "MDM own brand market (MIC IT Report Dec 2024 issue: <https://mic-r.co.jp/micit/2024/>)"

※The shipment amount share applies only to own branded products and does not include the shipment amounts from OEM.

PC asset management market size forecasts (shipment value)

Transition to SaaS making progress in PC asset management market, which is more than twice the size of MDM market. Opportunities have emerged for MDM vendors to enter against a backdrop of growing demand for integrated management of mobile devices/PCs.

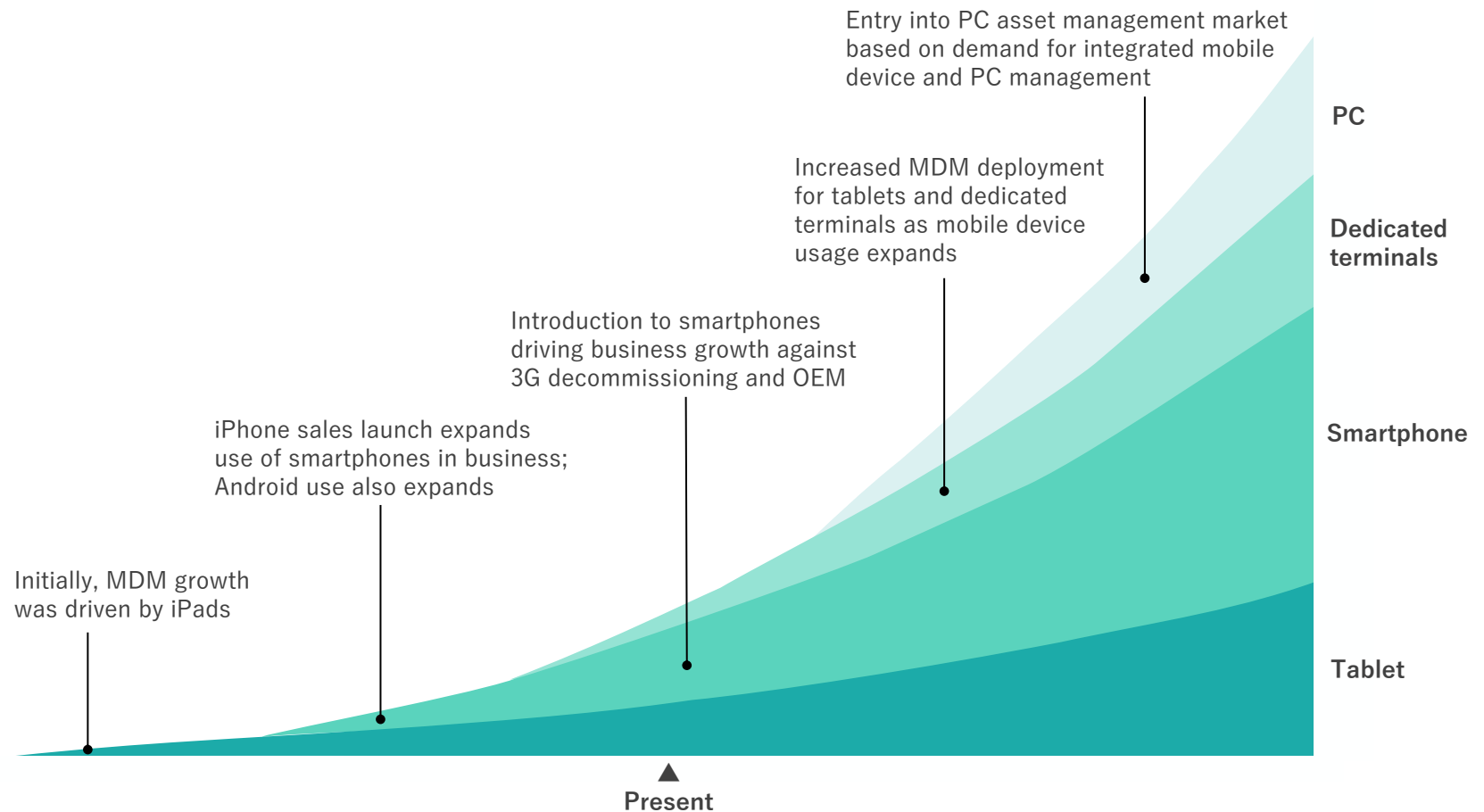
SaaS ratio is expected to grow to **49%** by 2028



Source: Techno Systems Research Co., Ltd. "2025 Endpoint Management Market Marketing Analysis"

Sales growth image of CLOMO business

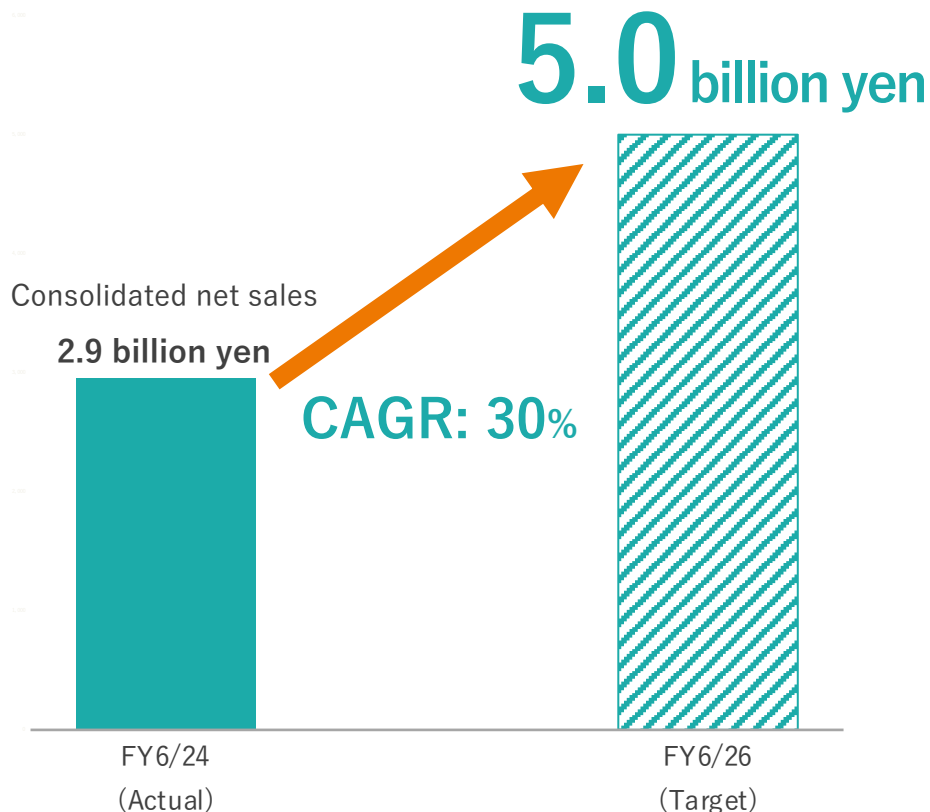
Our business has been growing steadily up to now as business use of smartphones has expanded. We expect further business growth as the market expands to include new devices to be managed.



6. Business Plan and Growth Strategy

Initiatives aimed at achieving medium-term sales targets

Compared to the medium-term sales target of 5.0 billion yen that we set with a deadline of the fiscal year ending June 30, 2026, our consolidated net sales forecast for the current year is 4.5 billion yen. We will aim to achieve the remaining 500 million yen through M&A and the creation of new businesses in areas peripheral to the CLOMO Business.



- **Expansion of the CLOMO Business**

Further increase sales by promoting the expansion of the customer base through OEM provision to NTT DOCOMO Group and by improving ARPU through the expansion of optional services.

- **Creation of new businesses**

We aim to enter new areas, targeting a wide range of fields, including IT. In addition to utilizing external resources such as M&A, we are aiming to commercialize ideas generated in-house, and set up a specialist department in July 2024.

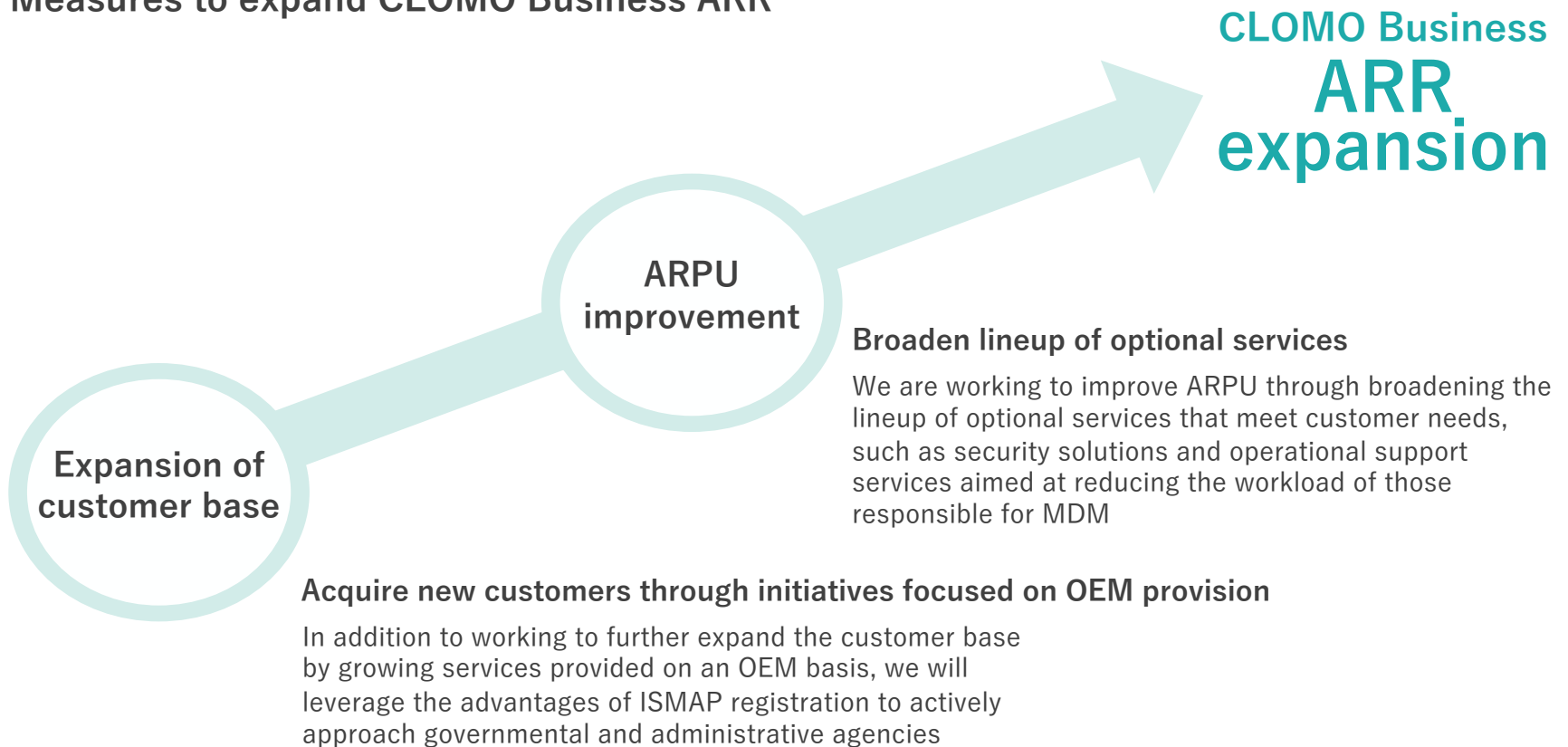
- **Promotion of the Investment Business**

We will continue to move forward with startup investments through the Group's CVC fund (around 1.0 billion yen).

Promoting measures to maximize ARR

Our policy in FY6/26 will be to continuously implement measures to increase ARR against the background of the steady expansion of the customer base. We aim to achieve improvements in ARPU through cross-selling proposals that utilize the customer base, leading to growth in the CLOMO Business as a whole.

Measures to expand CLOMO Business ARR



Summary of progress in the CLOMO Business

In the fiscal year ended June 30, 2025, we grew the customer base through OEM provision and promoted the expansion of our area of business through M&A. In particular, the customer base continues to expand steadily, driving growth in CLOMO Business sales.

Issue	Growth Strategy	Initiatives for FY6/25
Expansion of customer base	<ul style="list-style-type: none"> ● Increase number of customers through provision of OEM for “Anshin Manager NEXT” ● Strengthen development of sales partners to leverage nationwide sales offices 	<ul style="list-style-type: none"> ● The rollout by the partner to which we provide services on an OEM basis has gone smoothly, leading to accelerating growth in the number of corporations introducing our services ● To win customers in the medical and public agency field, we have strengthened such initiatives as participating in events and publishing deployment case studies ● CLOMO has been certified as a tool eligible for IT Deployment Subsidies 2024⁽¹⁾
ARPU improvement	<ul style="list-style-type: none"> ● Further expand optional services ● Strengthen cross-selling product proposal system and implement sales strategies that meet customer needs, such as product bundling options 	<ul style="list-style-type: none"> ● Made OneBe, Inc. our subsidiary with the aim of expanding services for Windows PCs ● Enhanced the functionality of the “CLOMO Home” customer home screen app ● Held CLOMO user meetings
Service value improvement	<ul style="list-style-type: none"> ● Investigate and develop additional functions to enter PC asset management market ● Develop functions for collaboration with the products, etc. of other companies, and strengthen collaboration with OS partners 	<ul style="list-style-type: none"> ● By making OneBe, Inc. our subsidiary, we have strengthened our development capabilities and sales channels for Windows PC services going forward ● Implemented collaborative functions for Microsoft Intune, added compatibility for conditional access under Microsoft Entra ID⁽²⁾

Notes:

1. A subsidy system promoted by the Small and Medium Enterprise Agency (Ministry of Economy, Trade and Industry), that supports the deployment of IT tools (software, services, etc.) for improving operational efficiency and implementing DX, etc., with the objective of enhancing the labor productivity of small and medium-sized enterprises and small-scale business operators.

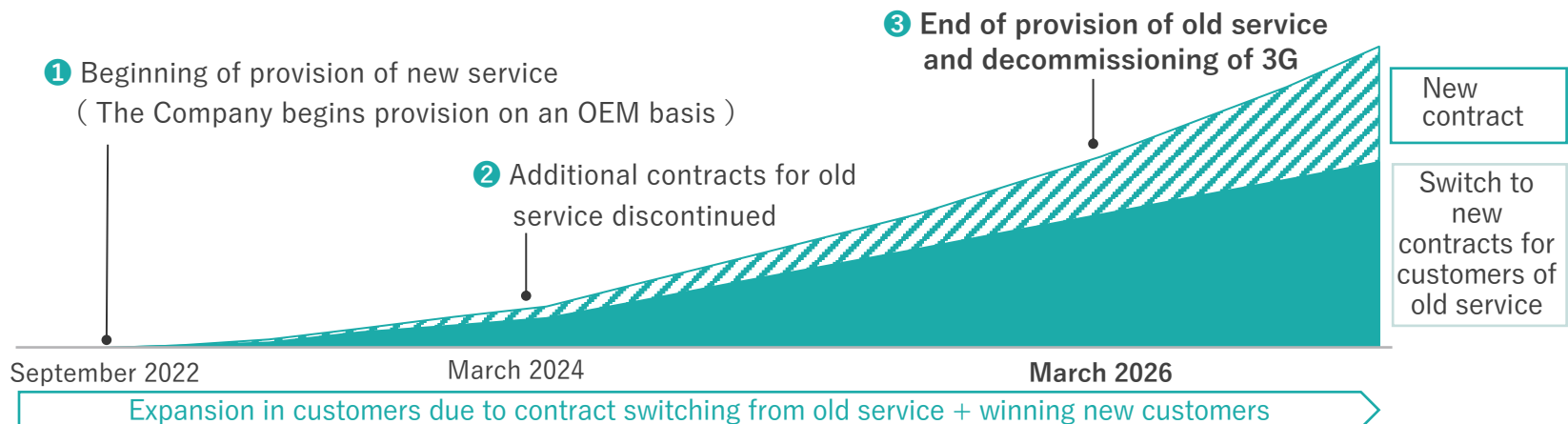
2. This function enables IT administrators to allow only devices managed using CLOMO Services to access Microsoft 365 applications, thus facilitating stronger security management.

Acceleration of customer expansion driven by OEM and decommissioning of 3G

Since the launch of OEM offerings, the pace of number of corporations introducing our services for the CLOMO business has accelerated, surpassing 8,000 companies. With increasing demand expected from the decommissioning of 3G⁽¹⁾, the customer base is expected to expand further in the fiscal year ending June 2026.

Increase in customers (for illustrative purposes)

- ① Following the renewal of MDM services provided by NTT DOCOMO Group (the “old service”), the Company began providing a new service called Anshin Manager NEXT (the “new service”) on an OEM basis
- ② Additional contracts for the old service was discontinued, leading to accelerating migration to the new service
- ③ The termination of the old service is scheduled for March 2026, and the number of corporate adoptions is expected to increase further in the fiscal year ending June 2026
In addition, the decommissioning of 3G is expected to create more opportunities for service adoption among companies transitioning from conventional mobile phones to smartphones



Note:

1. The various mobile phone carriers are scheduled to gradually discontinue their third-generation wireless mobile telecommunications (3G) services. In March 2026 the Company's main sales partner, NTT DOCOMO Group, is scheduled to discontinue the provision of its 3G “FOMA” service, and the “i-mode” service that enables the internet and email to be used from a cellular phone.

Strengthening collaboration following OneBe's integration into the group

We have initiated the development of a collaborative framework to expand group performance through mutual customer referrals and shared sales channels, while also aiming to enhance overall development capabilities and accelerate growth of the Group as a whole by addressing each other's challenges in function development.

Expected synergies



- **Expansion of customer base and ARPU improvement**

By adding a portfolio of specialist Windows PC products to CLOMO, which mainly targets mobile devices, we will expand the service lineup. We will work to cross-sell actively in both directions to expand the customer base and improve ARPU.

- **Gaining access to sales channels in preparation for entering the PC asset management market**

In addition to extensive experience in OEM provision to PC manufacturers, OneBe, Inc. has a robust sales network centered on distribution trading companies, as well as a track record of its product being introduced by more than 2,500 companies, which gives CLOMO sales channels for entering the PC asset management market.

Initiatives aimed at building cooperative structures

January 2025 2026 onward

Already underway

Knowledge-sharing, development of collaborative functions, sales strategy

- Sharing of knowledge regarding the development and operation of services for mobile devices/Windows PCs
→ **Sharing expertise related to products and servers**
- Development of collaborative functions
→ **Promoting integration at the server level**
- Formulation of marketing and sales strategies
→ **Commencing partial channel sharing of CLOMO from November 2025**

Sharing of sales channels, upselling, cross-selling

Expanding into the public sector market, leveraging our ISMAP registration

With the aim of having our services introduced at public agencies, which are on the way to digitalizing their operations and where there is significant potential demand for the use of mobile devices, we have strengthened marketing activities and started provision of government licenses.

Initiatives for the public agency market

- **High level of trustworthiness as an ISMAP-registered service**

After gaining ISMAP registration in February 2024, we maintained our certification in the following fiscal year, and have improved the trustworthiness of our services through ongoing external assessments

- **Start of government license provision**

We have established a new government license and begun provision of the same as a new licensing fee plan for public agencies. We aim to encourage introductions by improving our ability to appeal based on price

- **Market activities through events and publishing of case studies, etc.**

We actively participate in events focused on digital transformation (DX) in the public sector and publish customer case study to boost awareness of CLOMO.

Publishing of deployment case studies

Yokosuka City, Kanagawa Prefecture

Providing sense of security by enabling immediate response even in situations where a mobile device is lost in the middle of the night

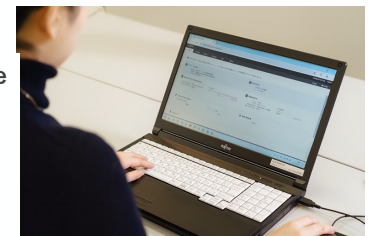
MDM enhances operational efficiency and security for water and sewage bureau operations that work 24/7



Iwata City, Shizuoka Prefecture

Accelerating DX on the front line of daycare. Achieves improvements in satisfaction among staff and parents

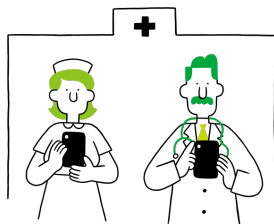
Achieving enhanced efficiency and a safer and more secure daycare environment through smart devices and MDM



Strengthening marketing in the medical field

As progress is being made in the digitalization of hospital operations, we are strengthening marketing with the aim of raising awareness of the services we offer for the medical market, which is projected to generate further growth in opportunities for the introduction of mobile devices going forward.

Initiatives for the medical market



● State of the medical market

The discontinuation of the PHS service and the subsequent transition to smartphones for internal and external lines, together with the introduction of tablets for electronic medical records and other developments, has led to increasing opportunities for the deployment of mobile devices

● Initiatives

In addition to proactively holding events for medical institutions, we are raising awareness of our services through the publication of case studies in specialist healthcare journals

Publishing of deployment case studies

The Jikei University Hospital

Large-scale model upgrades / management made smoother by CLOMO MDM

Introduction of 3,400 iPhones facilitates sharing of information and dramatically improves communication between employees



Red Cross Japan, Fukuoka Red Cross Hospital

Achieving safe and secure smartphone use through the easy screen operations provided by CLOMO MDM

While using MDM to fulfill security requirements, the use of smartphones is growing for such applications as viewing electronic medical records, calling nurses, and navigating medical notes



Returns to shareholders

To express our appreciation to shareholders and to raise both liquidity and awareness, we have introduced a system of twice-yearly shareholder special benefits. We will start paying an interim dividend in FY6/26, and are planning 17 yen for the interim dividend and 17 yen for the year-end dividend, for an annual dividend of 34 yen.

Overview of the special benefit system for shareholders

Eligible shareholders are those listed or recorded in the register of shareholders as of the last day of June or December each year, and who hold at least 100 shares of the stock of the Company.

Note that there are no continuous holding conditions.

Timing of implementation	Shareholder benefit details by number of shares held	
	≥ 100 shares < 300 shares	≥ 300 shares
End of December	1,000 yen in value	5,000 yen in value
End of June	1,000 yen in value	5,000 yen in value

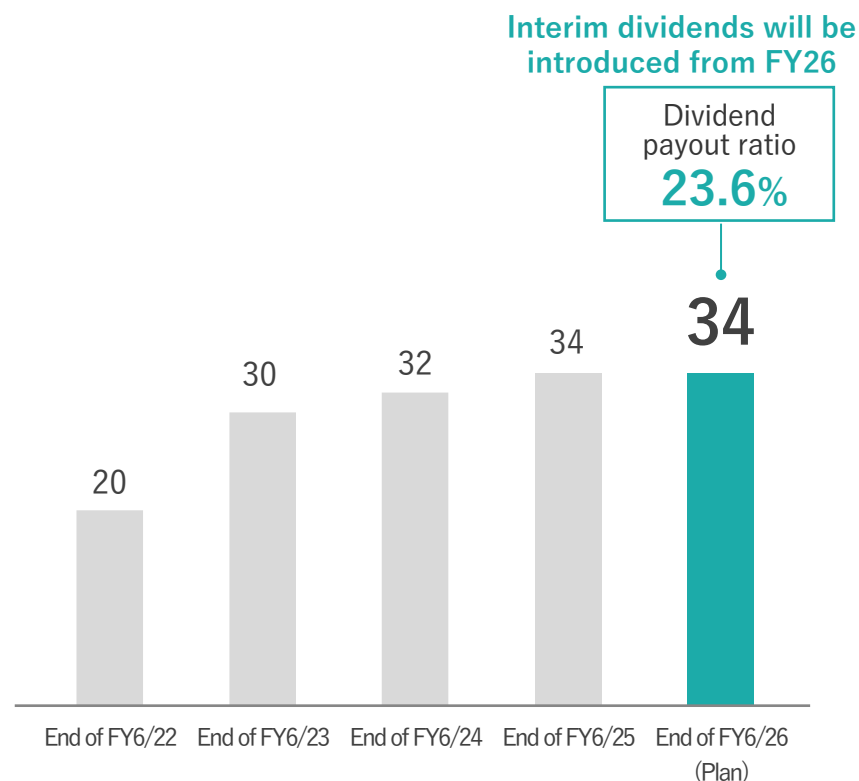
The following operators are expected to permit exchanges:

Amazon gift card / QUO Card Pay / PayPay points / d points / au PAY gift card / WAON points ID / Ponta points code / nanaco gift / Apple Gift Card / Edy gift ID / Google Play gift code / NET CASH / Uber gift card / Rakuten points gift card

*The list of operators may change at a later date

*Exchange rates may vary for some gifts

Dividends over time (yen)



7. Risk information

Risk to be Recognized and measures

Key risks recognized as having the potential to have a significant impact on our business and response measures.

Issues	Major risks	Risk response measures
Market trends and primary business, change of business environment	CLOMO business depends on domestic and overseas economic conditions and trends at client companies and in addition, the evolution of technology is remarkable, and customer needs are diversifying, so if the response to these is delayed, it may affect our financial condition and business results.	We provide customer support directly to end users, and by promptly reflecting the customer needs obtained thereby in product development with high technology, we are working to provide services that adapt to the changing times.
Dependence on specific business partners	If a good relationship is damaged due to an unexpected change in the sales policy of the customer or a serious defect caused by the Company, it may affect our financial condition and business results.	We have a good relationship with our customers while maintaining close cooperation with them, and our relationships are stable. Through customer success activities, we are working to reduce the impact of risks by building close relationships with end users.
Dependence on specific businesses	If the growth of the mobile device management (MDM) market in which the CLOMO Business operates does not progress as expected, or if we cannot respond appropriately to changes in the business environment, it may affect our financial condition and business results.	It is our policy to develop new businesses in order to diversify its sources of revenue, and we will move ahead with initiatives to build an alternative revenue base.

※All of the above risks have a reasonable likelihood of materializing, and we recognize that the timing of materialization is medium to long term.
For other risks, please refer to “Business Risks” in the securities report.

Handling of this document

- This document contains outlooks, future plans, and management objectives related to the Company. These outlooks are based on current assumptions on future events and trends, and there is no guarantee that these assumptions are accurate. Owing to various factors, actual results may differ materially from those indicated in this document.
- Unless otherwise stated, the financial data provided in this document is presented in accordance with generally accepted accounting principles in Japan.
- Information about other companies is based on publicly known information.
- The next disclosure of " Explanatory Materials regarding Business Plan and Growth Potential " is scheduled for September 2026.