April 3, 2026

Company	AnyMind Group Inc.
Representative	Kosuke Sogo, Representative Director and CEO (Stock code: 5027 TSE-Growth)
Contact	Keizo Okawa, Director and CFO ir@anymindgroup.com

Answers to Frequently Asked Questions (Questions received in FY2026 Q1)

Thank you very much for your ongoing interest in our company. We would like to disclose the main questions we received from investors from the announcement of our FY2025 Q4 financial results to the present day, as well as the answers to these questions.

This disclosure is carried out with the aim of enhancing information dissemination to investors and ensuring fair disclosure. We plan to make similar disclosures around the end of each quarter. Please note that there might be slight discrepancies due to timing, but we have provided answers as per our most recent company policies.

Q1. What is the expected quarterly breakdown of the full-year operating profit plan for the fiscal year 2026?

We project an operating profit of 3.06 billion yen for the fiscal year ending December 2026, representing a 70% YoY increase driven primarily by the growth of the Enterprise Growth business.

Our Group's financial results typically exhibit seasonality weighted toward the second half of the fiscal year, with profit levels being lowest in Q1 and progressively increasing toward Q4. The quarterly distribution of operating profit is projected to generally follow the sequence of Q1 < Q2 < Q3 < Q4. The three companies acquired through M&A and consolidated starting in January 2026 also exhibit a similar trend.

We anticipate that the effects of productivity improvements driven by business standardization and AI utilization on a Group-wide basis will contribute more significantly in the second half than in the earlier part of the fiscal year; taking these factors into consideration, we have formulated a plan weighted toward the second half.

Q2. What specific impact will the advancement of AI have on your business?

We view the advancement of AI as an opportunity for growth and profitability improvement. There are three main reasons for this.

1. "Source of Value" Difficult to Replace with Generative AI and Resilient Demand

The sources of our competitiveness are our “proprietary data” accumulated over many years and our strong “sales capabilities and global network.” In our core influencer business in particular, the personal reach and impact of individuals—driven by their distinct personalities and trusted relationships—constitute the fundamental value, which we believe is difficult for AI to replicate. Precisely because AI is evolving, the distinctive value of human involvement and execution capabilities is becoming even more pronounced, and demand for our services remains resilient.

2. Opportunities to Improve Operational Efficiency
In the Enterprise Growth business especially, operational workloads were traditionally heavy, requiring headcount increases in step with business growth, therefore, the recruitment burden and rising costs were challenges. However, areas such as data management present significant opportunities for AI-driven automation and efficiency gains. By applying our operational expertise to AI, we expect to achieve meaningful productivity improvements.

3. Opportunity Creation and Product Evolution Through AI Across Business Domains
Each business division is proactively responding to changes in the operating environment and pursuing new opportunities. We will build sustainable competitive advantages through AI-integrated service evolution, for example, by deploying a hybrid live commerce solution that combines our in-house generative AI live commerce platform, "AnyLive," with human live. In addition, we are adapting to shifts in market demand, such as strengthening mobile app support within the Publisher Growth domain, an area where near-term market growth is anticipated.

Q3. When and to what extent will the effects of AI-driven operational efficiency and productivity improvements be reflected in financial results?

For generative AI-driven efficiency improvements, we initiated global process standardization in FY2025 and will enter the phase of delivering concrete results from FY2026.

In the Marketing business domain, which involves multiple operational processes, we are implementing AI-driven automation and streamlining of tasks such as proposal development and reporting analysis. Previously, multiple staff were involved in the process from business negotiations through to proposal delivery, which resulted in prolonged lead times and inconsistent quality. Through AI, we are automating key workflows while continuing to leverage our proprietary data, thereby minimizing the areas requiring manual intervention. We believe this will enable fast, high-quality proposals free from reliance on individual expertise, significantly shortening lead times and improving win rates. This model, which allows sales representatives to focus on higher value-added activities, is currently being rolled out across our global offices. In addition, we are automating processes such as invoice processing and management accounting within our administrative departments, driving operational efficiency on a company-wide basis.

Regarding the impact on financial results, our initial plan for the fiscal year assumes a moderate level of headcount growth, excluding M&A. However, by leveraging AI, we aim to keep actual headcount additions well below planned levels, which represents an upside factor relative to budget. We anticipate a full-scale contribution to financial results from the second half of FY2026 onward, with productivity improvement effects becoming more pronounced toward the latter half of our medium-term target period through 2027.

Q4. How achievable is the FY2026 plan for the Enterprise Growth business?

The Enterprise Growth business consists of the Marketing business and the D2C/E-commerce business. For the current fiscal year, we project a 57% YoY increase in revenue and a 59% YoY increase in gross profit.

The Marketing business plan for the current fiscal year (revenue: up 33% YoY; gross profit: up 27% YoY) assumes a high level of growth relative to results in the second half of the previous fiscal year. We believe the slowdown in the growth rate during that period was primarily attributable to a strategic reallocation of resources to support the rapidly growing D2C/E-commerce business, rather than a deterioration in the market environment.

With this in mind, we are pursuing the following initiatives in the current fiscal year. First, we are strengthening our sales organization through the hiring and redeployment of senior sales personnel, which is expected to be substantially completed during the first half. Second, we are improving per-capita sales productivity through AI-driven workflow automation, enabling greater sales capacity. Third, we are executing cross-selling initiatives to offer social media marketing services to our existing e-commerce support clients, capitalizing on the shift in consumer behavior from social media-driven awareness to e-commerce purchases and in-store sales.

We expect these initiatives to take effect gradually and do not anticipate a rapid recovery from the first quarter. Our assumption is that improvements will progress from the second quarter onward, with the growth rate accelerating toward the second half of the year.

Meanwhile, the D2C/E-commerce business plan for the current fiscal year (revenue: up 93% YoY; gross profit: up 116% YoY) incorporates certain buffer while reflecting the current growth trajectory. As a result, the Enterprise Growth business plan is well balanced as a whole.

Q5. What are your impressions of the TikTok Shop launch in Japan? When do you expect it to start contributing to financial results?

Given that TikTok Shop in Japan is still in its early stages, we believe its GMV (Gross Merchandise Volume) is tracking at a reasonable scale and pace of growth. It took approximately one to two years from launch to full-scale growth acceleration in both Southeast Asia and the United States, and we expect Japan to follow a similar growth trajectory. While 2025 was a trial phase, we anticipate a growing number of major brands entering the platform in 2026, and we see significant room for market expansion.

The contribution to our financial results is limited at this point, but we expect it to reach a meaningful scale toward the second half of 2026. In Southeast Asia, by contrast, TikTok Shop has already established itself as a major e-commerce sales channel in each market and is contributing meaningfully to our results.

Importantly, what we emphasize even more is not just standalone sales on TikTok Shop, but channeling the demand created on TikTok to other e-commerce platforms and offline sales. We provide integrated support for sales across multiple channels, including e-commerce marketplaces such as Amazon and Rakuten, as well as the offline distribution network operated by SUNSMILE.

In the cross-border domain in particular, our engagements are primarily structured on a GMV-linked revenue model, where we provide comprehensive operational support across sales channels and our revenue scales with transaction volume. This means our revenue growth is driven by sales expansion across multiple channels, rather than being dependent on any single channel.

We are currently building an integrated online-to-offline sales infrastructure, including through our collaboration with SUNSMILE.

Q6. What is the status of PMI for the three companies acquired in January 2026, and when do you expect synergies to materialize?

PMI for all three companies is progressing smoothly. Consolidation began in January 2026 for SUNSMILE and Bcode, and in February for MISM. Of the 3.06 billion yen operating profit plan for the current fiscal year, approximately 800 million yen is attributable to the three acquired companies. This figure is based on each company's standalone operating performance and does not incorporate cross-sell synergies within the Group; accordingly, the realization of synergies would represent additional upside.

Below is the outlook for synergy creation at each company. Regarding SUNSMILE, considering the timing of contract renewals with the retail network, we expect cross-selling effects from the offline rollout of Korean cosmetics to take full effect from FY2026 Q3 onward. As for MISM, we have already begun integrating vertical video creatives into proposals for the Marketing business and other areas, and we anticipate earlier synergy realization. There are already cases where we have jointly developed service offerings with the Publisher Growth business and secured client engagements. Regarding Bcode, in addition to collaboration with our existing talent management support business, we are progressively building linkages with the Enterprise E-commerce Growth business for live commerce support leveraging our livestreamer network.

To ensure focus on ongoing PMI efforts, we intend to pause new large-scale M&A for the time being. However, there is no change to our policy of continuing to pursue M&A over the medium to long term.

Q7. Is there any impact on financial results from the recent situation in the Middle East?

We operate in certain regions of the Middle East, and while the Marketing business in those regions has been partially affected by geopolitical conditions in the region, the impact on our consolidated financial results is limited.

The first quarter typically coincides with the Ramadan period in Muslim-majority markets, during which our Middle East business tends to grow alongside rising consumer demand. However, for the current fiscal year, seasonal demand growth has been softer than usual. That said, gross profit from the Middle East region represented less than 0.5% of total consolidated gross profit in FY2025, and the impact of the current situation is confined to a portion of our operations in the region.

In addition, while there are concerns that elevated crude oil prices could lead to higher logistics costs, such costs represent less than 1% of our cost of sales, and we do not anticipate any material impact at this time.

Disclaimer

This document has been prepared for the provision of corporate information by AnyMind Group Inc. (hereinafter referred to as "the Company") and does not constitute a solicitation of the Company's stocks or other securities issued, whether domestically or internationally. The document includes descriptions of the Company's plans, strategies, and future performance outlook. Statements regarding the outlook are based on information available to the Company as of the date of this document, as well as the Company's assumptions, plans, and prospects, unless otherwise stated. However, there is no guarantee that these statements will be achieved. Changes in economic conditions, shifts in user preferences and needs for the Company's services, competition with other companies, changes in regulatory environments, and various other factors can significantly impact future forecasts and outlooks, leading to substantial differences from actual performance. Therefore, please be cautious and do not solely rely on these future-oriented statements. Additionally, please note that the financial information in this document is not based on audits or reviews by independent certified public accountants or audit firms, and it may include managerial data not derived from past financial statements or calculations. The Company does not have an obligation to update or revise any information included in this document, except as required by applicable laws or regulations or the rules of stock exchanges. The document contains information about the markets in which the Company operates, derived from external sources. These descriptions are based on statistics and other information obtained from external sources cited in this document, which the Company has not independently verified, and thus, the Company cannot guarantee their accuracy or completeness.