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Answers to Frequently Asked Questions (Questions Received in FY2026 Q3)

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 FY2026 Q2 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. How does AI utilization help curb increases in SG&A expenses?

Personnel expenses account for approximately half of our SG&A, and our cost structure is such that growing workloads from business expansion tend to drive up expenses. By advancing AI utilization and the standardization of business processes, we are building a framework that enables each team member to handle more projects and tasks, with the aim of curbing the increase in SG&A relative to business growth. Through these initiatives, we are reducing the time spent on routine tasks and creating an environment in which each department can focus on higher value-added work, such as making proposals to clients and improving service quality.

Currently, headcount has remained generally flat since the beginning of FY2026, while revenue and gross profit have expanded. Although our plans for the next fiscal year onward are currently being formulated, we aim to further improve profitability by making the necessary investments in human resources based on the growth potential and workload of each business, while advancing productivity improvements through AI utilization.

Q2. Can AI utilization be expected to contribute not only to profit but also to revenue?

We expect our AI-powered products and services to help us acquire new clients and expand business with existing clients. We continue to develop AI-integrated products, including "AnyLive," a platform that enables multilingual, 24-hour livestreaming by AI livestreamers, as well as our proprietary AI-powered ad delivery infrastructure and automated video generation tools. These products serve as an effective entry point for winning new clients.

Furthermore, after a client first engages us for one of these AI products on a standalone basis, we expand the scope of our support to e-commerce operations, marketing support, or multi-country rollouts, thereby increasing the scale of business per client. Given our strength in delivering solutions that also cover operations in each Asian market, our policy is to further expand comprehensive rollouts across countries, platforms, and brands, using these AI products as a starting point.

Q3. Will the strong performance of the talent management domain in FY2026 Q2 continue going forward?

In FY2026 Q2, both revenue and gross profit reached record highs, and results exceeded our internal plan. This was mainly due to the outperformance of the creator-focused domain of the D2C/E-Commerce business and the Creator Growth business, driven by the strong performance of the talent management domain. It should be noted that while most of the revenue from the talent management domain is recorded in the Creator Growth business, the segment in which it is recorded varies depending on the nature of the transaction. For example, revenue from advertising projects is recorded in the Marketing business, and merchandise revenue is recorded in the creator-focused domain of the D2C/E-Commerce business.

The talent management domain is inherently susceptible to a certain degree of revenue volatility due to factors such as large-scale events being held or particular merchandise becoming a hit. In fact, in FY2026 Q2, a project by "seju," a production label operated by our subsidiary GROVE, was very well received, resulting in a larger-than-expected revenue contribution to the creator-focused domain of the D2C/E-Commerce business.

On the other hand, the source of revenue in this domain lies in the value of the IP we develop. Therefore, although quarterly revenue fluctuates depending on the timing of events and merchandise sales, we expect medium- to long-term growth through the expansion of activities by our affiliated talent and the creation of new revenue opportunities.

Q4. Could you tell us about the status of cross-border projects in the Enterprise Growth business?

Demand for cross-border projects in marketing and e-commerce support remains solid. We operate across Asia and have supported numerous brand expansions, such as from Japan to Southeast Asia.

Currently, our inbound/outbound marketing support in Greater China is expanding, and we expect continued growth in this area. This growth is driven both by helping tourism businesses and brands in Japan and Southeast Asia attract visits and purchases from consumers in Greater China, and by helping clients such as Chinese game publishers expand into overseas markets.

Engagements supporting K-Beauty brands expanding into Japan are also increasing. With SUNSMILE joining the Group in January this year, we are now able to support offline distribution to variety stores and other retailers in addition to our existing e-commerce sales support, further strengthening our support framework for K-Beauty.

We believe this know-how can also be applied to Japanese brands. As part of this effort, we have launched a framework to support marketing in the large U.S. market, and although only a few months have passed since its launch, its scale is expanding rapidly. With regard to J-Beauty in particular, both industry players and the government are taking steps to promote the sector. We will strengthen our collaboration with the Japanese beauty industry to turn these developments into business opportunities.

Q5. How do you view the impact of changes to social media platforms' revenue-sharing rules and regulations restricting social media use by young people?

In the Creator Growth business, revenue sources are diversifying beyond advertising revenue from platforms, driven by factors such as the expansion of the talent management domain. At present, we do not anticipate any changes to revenue-sharing rules that would significantly impact our financial results. Moreover, we are shifting toward a revenue structure in which the business as a whole would be less susceptible to significant impact even if such changes were to occur in the future.

Regarding regulations restricting social media use by young people, in many cases the age groups subject to regulation do not overlap with the target audiences of our marketing initiatives. Therefore, we do not anticipate a significant impact at this time. We will continue to monitor developments at each platform and in the regulatory environment.

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