



KeepPer Technical Laboratory Co., Ltd. Mid-Term Management Plan FY06/2031 **(Summary)**

-Tokyo Stock Exchange Prime Market / Nagoya Stock Exchange Premier Market

March 19, 2026

*The English version contains summary information only. For the full text, please refer to the Japanese version.

Create new added value for KeePer Coating, the source of our strength, innovate the business model of existing businesses, and work on cultivating new businesses and markets

KPI FY06/2031

Sales 47,000 mn yen

- LABO 27,000 mn yen
- Products 20,000 mn yen

OP (Margin) 16,100 mn yen (34.2%)

- LABO 7,000 mn yen
- Products 9,100 mn yen

EPS 406 yen

ROE 30% or more



The growth strategy for the LABO business consists of two pillars: accelerating store openings by lifting the ban on franchising, and adding high value through diversification of new services. The product business will promote business transformation by capturing changes in the gas station (SS) market, while shifting toward new car dealer business.

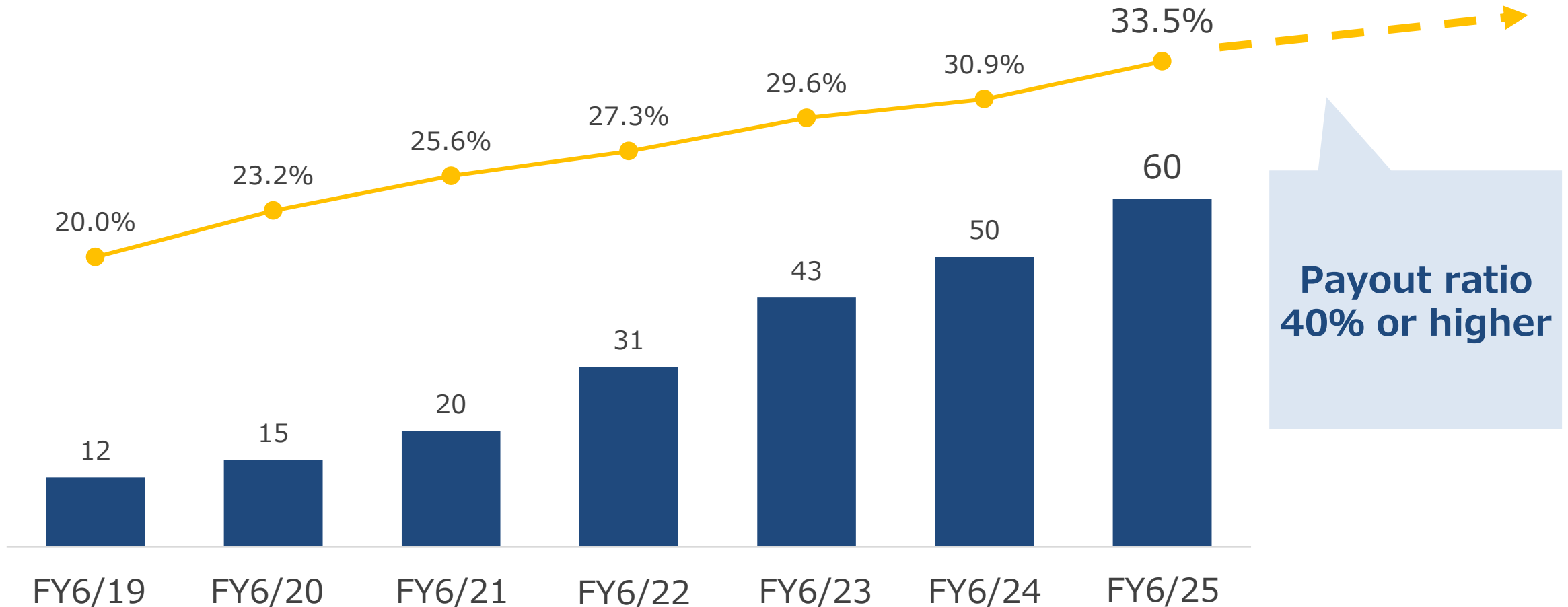


Aim for Total sales of 46,922 mn yen and OP of 16,066 mn yen

Unit : mn yen	FY06/'25 Results	FY06/31 Plan	6/25→31 Growth rate	CAGR	Description
Total Sale	23,092	46,922	+103%	12.5%	
LABO sales	12,692	26,909	+112%	13.3%	250 directly-operated + 250 franchise + 15 overseas stores
–Directly-operated	12,521	21,850	+74%	9.7%	Existing stores set at ¥92M annual sales per store
–Franchise	171	4,093	+2,293%	69.8%	Consisting of initial fees + chemical sales + royalties
–Overseas	–	966	–	–	Per store sales set at 70% of domestic sales
Products sales	10,400	20,013	+92%	11.5%	Sales to be composed of 3 axes: "After, New Car, Beyond Car"
–Aftermarket	6,464	5,188	-20%	-3.6%	Market gradually shrinking while demand remains solid
–Newcar market	3,156	12,389	+292%	25.6%	Coating attachment rate improvement, OEM adoption by new manufacturers
–Non-auto	639	2,435	+281%	25.0%	Centered on touch panel market, house cleaning market, EC
–Overseas	141	–	–	–	Transfer to KeePer LABO Operations Business
OP	7,098	16,066	+125%	14.6%	
LABO OP	2,716	7,008	+156%	17.1%	Profit margin expected to rise with FC expansion (21.4→25.9%)
Products OP	4,381	9,058	+107%	12.9%	Profit margin expected to rise with SG&A not proportional to sales (41.9→45.2%)
OPM	30.7%	34.2%	+3.5%		
EPS	179yen	406yen	+126%		Effective tax rate 30.96%, calculated using FY06/25 year-end shares

**Update dividend policy from 33.5% to 40% or higher payout ratio.
Strengthen shareholder returns based on growth investment status and progress of mid-term management plan.**

Dividend per share (yen) • Payout ratio (%)



Business Segment Strategies

Develop "Mobility Base" as an evolved business format of KeePer LABO, a new car life hub. Add services that match customer needs to car coating and car wash services.

Mobility Base



● Diversification of Service Offerings

- "Heat-Blocking KeePer Film" for Automobile Windows
UV protection and sun protection
Heat reduction through infrared blocking
- Development of Other Car Life Support Services
Paint repair; window film and repair
Tire sales
Vehicle purchasing and inventory-light sales
Car leasing and car-sharing services

● Car Wash / Coating × Fueling Function

* Retention of fueling functions is assumed for franchised stores.

- Addressing gasoline fueling demand, which is expected to gradually decline but not disappear
- Continued transition from the traditional service station format
- Minimizing investment through downsizing of existing fueling facilities
- (e.g., one or a limited number of multi-product fuel dispensers)

Accelerate business growth through two axes: OEM adoption by all manufacturers and improvement of attachment rates

Shift to Main Business of KeePer Products and Related Business

Market Environment Changes:

- In addition to vehicle inspection and maintenance, car coating has changed its positioning to an important service supporting new car dealer revenues
- The importance of ownership-based services such as new car coating, reapplication, and maintenance is increasing

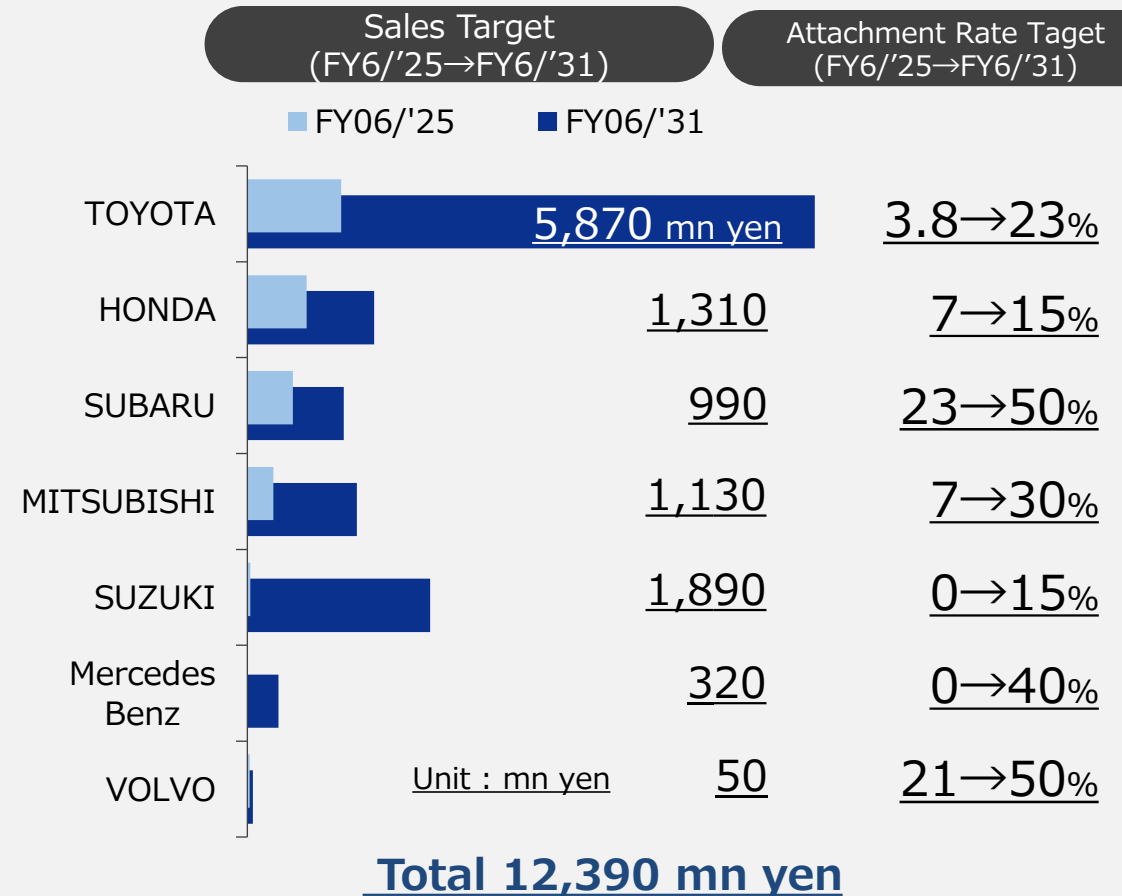
Expansion of OEM Adoption and Handling by Automobile Manufacturers:

- Currently have handling and OEM adoption from Toyota, Honda, Subaru, Mitsubishi, Suzuki, Volvo, Mercedes-Benz
- Aim for transactions and OEM adoption with all automobile manufacturers

Promoting Coating Attachment Rate Improvement at New Car Purchase:

- Leverage maintenance products, application technology, education systems, and support systems cultivated through years of KeePer LABO operations and aftermarket experience
- Advance expanded involvement and contribution to ownership business at new car dealers

Sales·Attachment Rate Target



Note

This document has been translated from the Japanese original for reference purpose only.

In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.

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