

Q3 Fiscal Year 2025

Financial Results

GLAD CUBE Inc. (Security code : 9561)

Nov 14, 2025



1. Topics

Notice Regarding the “SPAIA Coin” (Tentative Name) Concept

Notice Regarding the “SPAIA Coin” (Tentative Name) Concept
— Leveraging the Approval of JPYC to Establish an Original
Payment Ecosystem Using a Yen-Pegged Stablecoin —



We have begun examining the issuance of our proprietary stablecoin, the “SPAIA Coin” (tentative name), within FY2026. The design will aim to be compatible with domestic regulatory-compliant stablecoins such as JPYC ^{※1} and USID ^{※2}, as well as globally utilized major stablecoins like USDT ^{※3}. Moving forward, we plan to leverage stablecoins to create a more flexible and secure payment environment. In addition, by building a proprietary digital ecosystem based on blockchain technology and stablecoins, we aim to establish a new economic zone that connects sports fans, data users, and partner companies.

※1 JPYC : A prepaid digital currency issued and managed on a public blockchain.
※2 USID : A stablecoin designed to fluctuate in value according to the US dollar.
※3 USDT : A cryptocurrency also known as “Tether,” representing a fiat-collateralized stablecoin pegged to the US dollar.

Business Partnership with Alibaba Group

Glad Cube Enters Business Partnership with Alibaba Cloud, the Digital Technology and Intelligence Backbone of Alibaba Group, to Jointly Develop Generative AI Solutions in Digital Marketing



Through this partnership, the companies will develop new services utilizing generative AI, including the automatic generation of images and videos for advertising distribution. Glad Cube will leverage Alibaba Cloud’s scalable cloud environment to enhance development efficiency and create new value.

1. Topics New Products & Services (Marketing DX Business)

New Products & Services Released in Q3 FY2025 (Jan–Sep)

New Services in the SaaS Segment

Launched
in April

Launch of New Service: SwiPage – Swipe-Style Landing Page Builder

On April 15, 2025, we launched “SwiPage,” a swipe-style landing page builder designed to redefine user experience (UX) for the smartphone era.



Launched
in April

Launch of New SiTest Feature: Video Widget

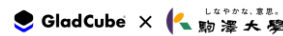
On April 21, 2025, we released two new video features for the “No-Code Widget” on SiTest.



Available
from May

Strengthening Sales Framework for Resnavi E-learning Courses

On May 7, 2025, we launched a “Digital Marketing Course” in collaboration with Komazawa University, targeting the university’s students.



Available
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Launch of New Service: SiTest Engage

On May 28, 2025, we launched “SiTest Engage,” a next-generation engagement solution designed to build new forms of interaction with website visitors.



Launched
in July

Launch of New Service: LLMOA – Next-Generation Web Optimization Solution

On July 16, 2025, we launched “LLMOA,” a next-generation web optimization solution designed to meet evolving search behaviors in the age of AI.



Available
from August

Launch of “SiTest AI Diagnosis (Beta Version)”

On August 28, 2025, we released “SiTest AI Diagnosis (Beta Version),” a new feature that enables users to complete the process from site analysis to improvement proposals in 87.5% less time than before.



New Services in Online Advertising and Creative Segment

Launched
in February

Launch of “Dra Vis” – Vertical Short Drama Production Service

On February 17, 2025, we launched “Dra Vis,” a vertical short drama production service designed to support corporate branding and video marketing.



Available
from June

New Service in the Digital Marketing Domain

On June 25, 2025, we launched a TikTok Shop-powered EC Support Service, designed to assist businesses in expanding their e-commerce operations through TikTok Shop.

1. Topics New Products & Services (Technology Business)

New Products & Services Released in Q3 FY2025 (Jan–Sep)

New Services and Concepts in the SPAIA Segment

Subsidiary
Established in
May

Entry into the Global Horse Racing Market

On May 21, 2025, we established a new overseas subsidiary, SPAIA, Inc., in the State of Delaware, USA, with plans to develop a global AI-based horse racing prediction platform business.



New Domain
Entry in
September

“SPAIA Coin” (Tentative Name) Concept (Released on September 1, 2025)

We are building a proprietary digital ecosystem based on blockchain technology and stablecoins, aimed at creating a new economic zone that connects sports fans, partner companies, and other stakeholders.



New Services in the DX Development Segment

Available
from April

Certified as an Official Partner of Alibaba Cloud, the No.1 Cloud Service Provider in the Asia-Pacific Region
On April 30, 2025, we launched a billing agency service for Alibaba Cloud in the Japanese domestic market. 

Launched
in June

Development of New Services Utilizing Cutting-Edge Technologies
On June 17, 2025, we launched “AvaTwin,” an AI avatar-based service designed to support investor relations (IR) activities.
On June 24, 2025, we began offering “AvaTwin for HR,” a specialized solution to support human resources and recruitment operations using AI avatars.





2. Financial Highlights

2. Executive Summary

Revenue

YoY +10.8%

1,282 millions JPY

Vs. Plan -0.7%

Operating Profit

YoY -183 millions JPY

-58 millions JPY

Ordinary Profit

YoY -188 millions JPY

-62 millions JPY

FY2025 Q3 Overview

(Company-wide Revenue)

For 3Q of the fiscal year ending December 2025, net sales increased by 10.8% year-on-year and progressed generally in line with our plan.

Additionally, in the third quarter alone, we **achieved record-high net sales**.

(Company-wide Operating and Ordinary Profit)

Both operating income and ordinary income remained significantly above plan.

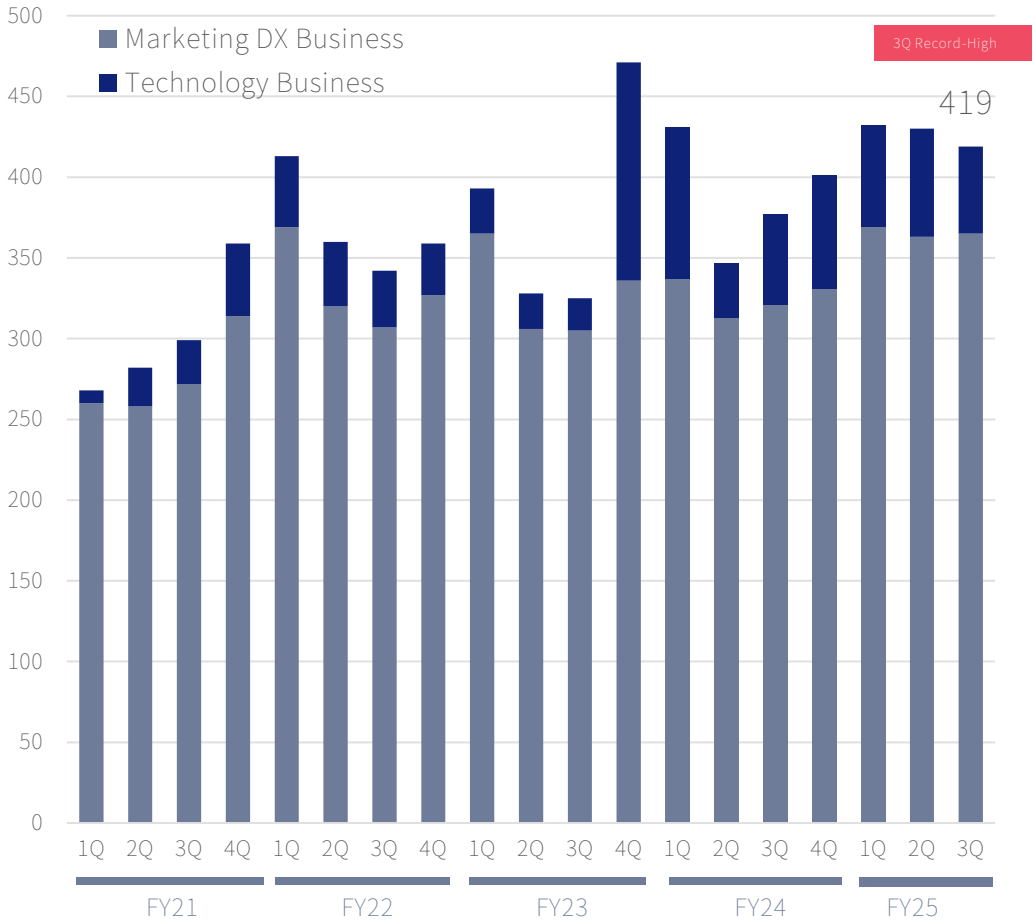
In particular, regarding operating income, cost reductions progressed due to a review of the cost structure and operational improvement initiatives, resulting in **a significant improvement in operating losses compared to the plan**.

- Regarding net sales in the Marketing DX Business, customer unit prices increased due to enhanced customer engagement.
In addition, strong performance in SaaS tool sales, consulting, and production services resulted in sales exceeding the plan by **6.6%**.
- Regarding net sales in the Technology Business, sales fell short of the plan.
In SPAIA KEIBA, the main factor was a decrease in paid membership, while in DX Development, certain development projects were either canceled or postponed due to client-related reasons.

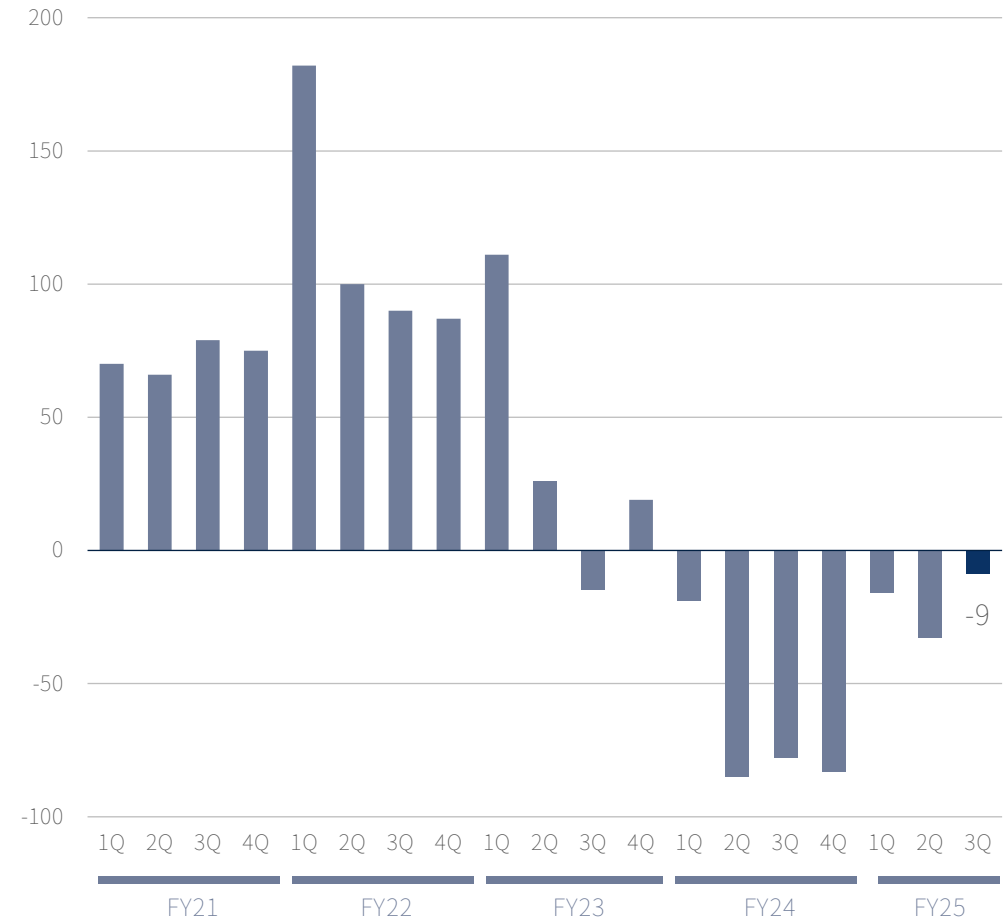
(Revenue by Segment)

2. Financial Performance Trends

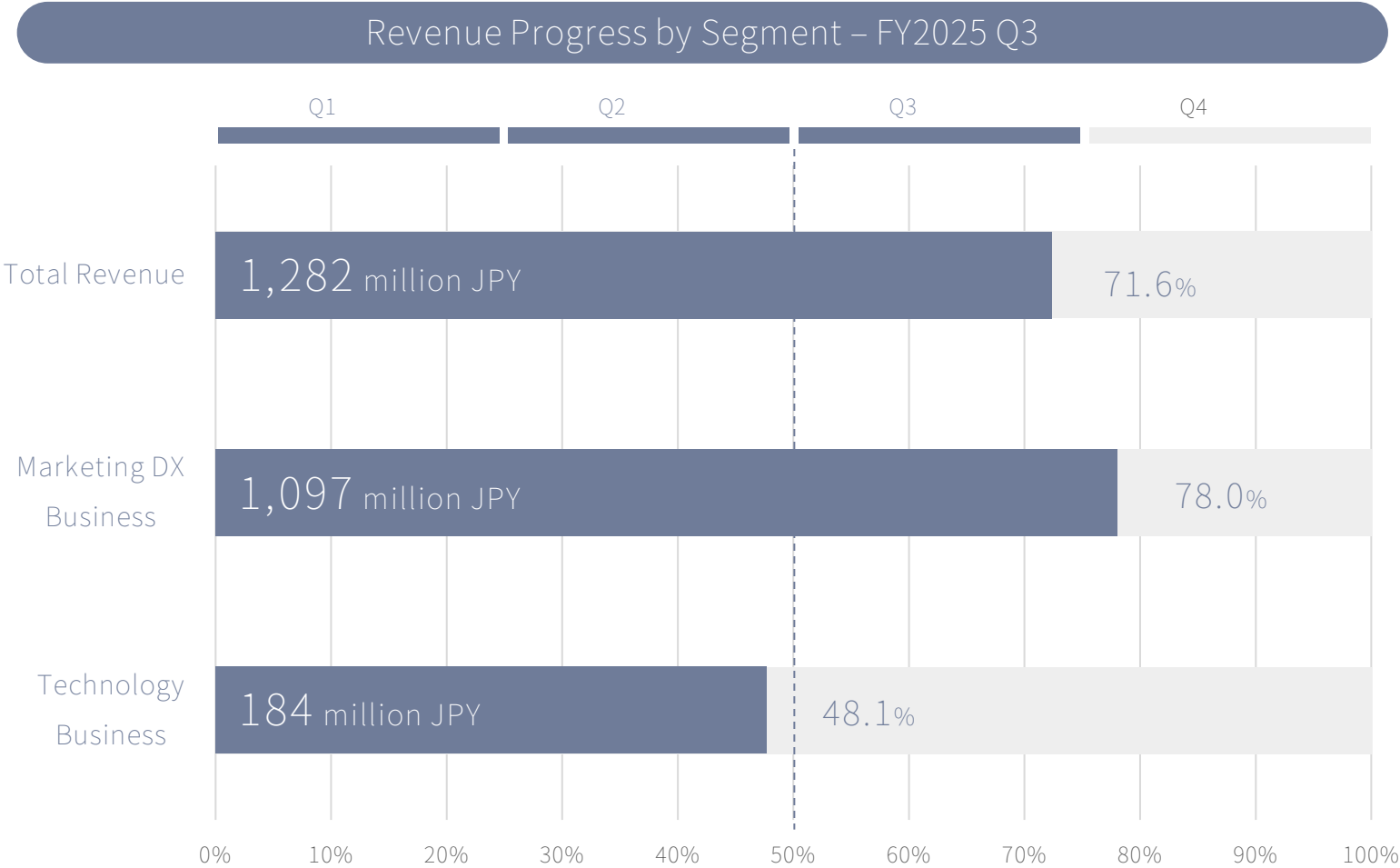
Revenue (million JPY)



Operating Profit (million JPY)



2. Revenue Progress by Segment



FY2025 Full-Year Forecast – Operating Profit

Revenue

1,791 million JPY

YoY +14.9%

【Breakdown】 Marketing DX Business

1,407 million JPY

【Breakdown】 Technology Business

384 million JPY

Operating Profit

-47 million JPY

YoY -267 million JPY

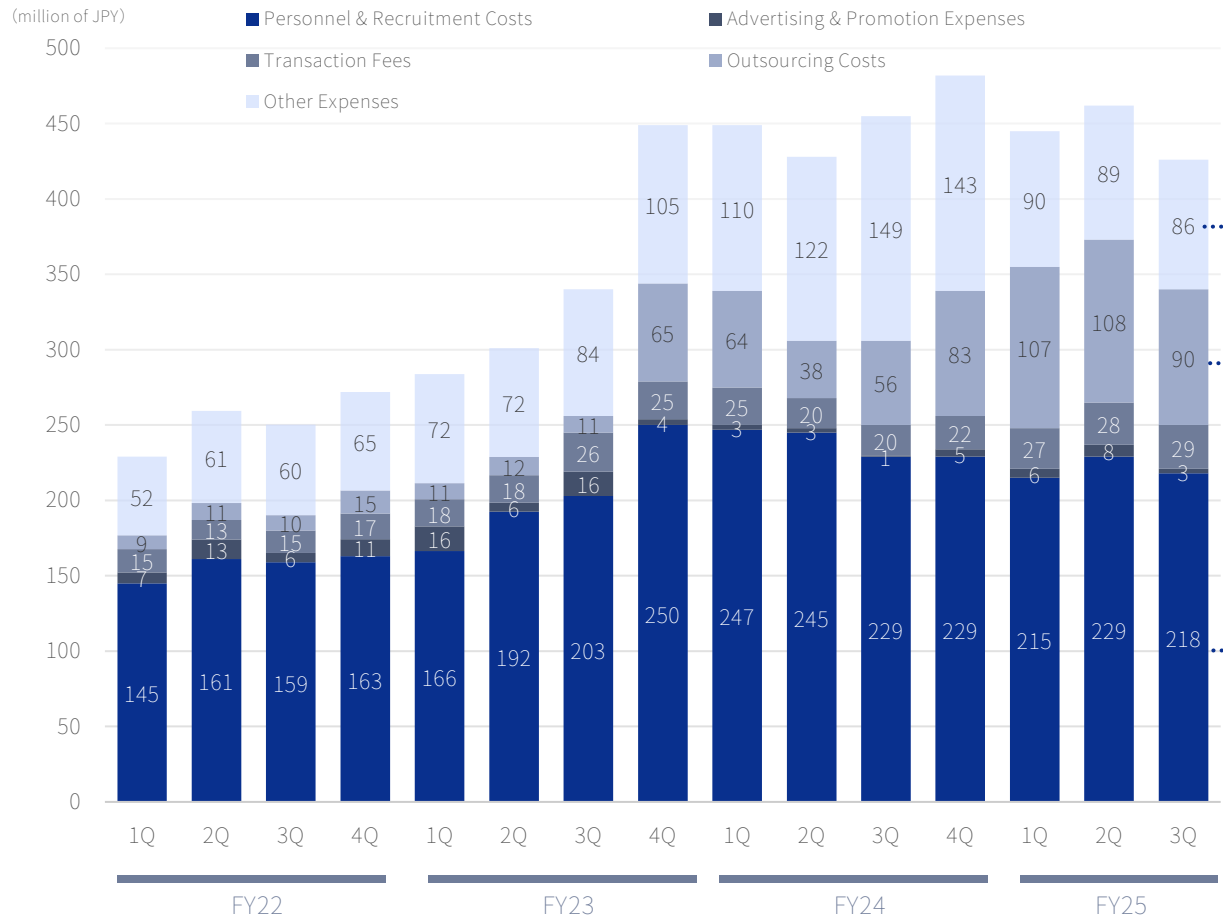
2. Business Highlights

FY2024 Q3 Cumulative Results		FY2025 Q3 > Cumulative Results	YoY
Revenue	1,157 million JPY	> 1,282 million JPY	+10.8%
Gross Profit	938 million JPY	> 895 million JPY	-4.6%
Operating Profit	-183 million JPY	> -58 million JPY	—
Ordinary Profit	-188 million JPY	> -62 million JPY	—
Net Income	-144 million JPY	> -63 million JPY	—

2. Cost Structure Trends

Cost Structure Trends

Cost Structure Highlights



Total expenses decreased by 6.3% year-on-year.

With higher sales and overall cost reductions, operating losses improved compared to the same period of the previous year.

Other Expenses

At the end of the previous fiscal year, the amortization burden decreased due to the impairment of goodwill and other assets recognized in connection with the partial business transfer from Workhouse Inc. (YoY: -42.0%)

Outsourcing Costs

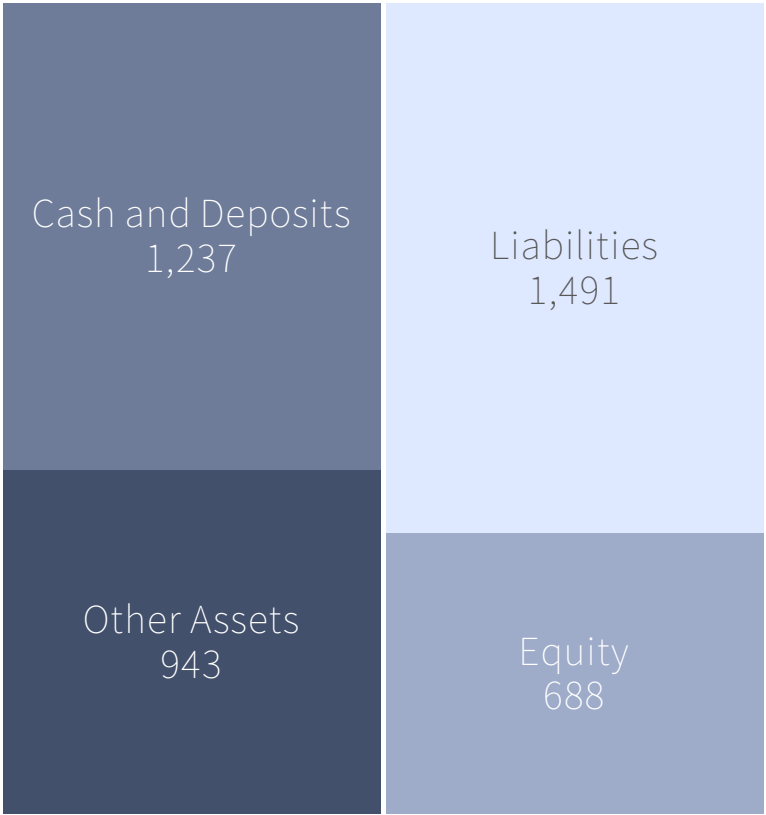
In the Marketing DX Business, outsourcing expenses to partner companies increased significantly due to higher external commissioning. (YoY: +61.0%)

Personnel & Recruitment Costs

In the Marketing DX Business, personnel expenses such as overtime pay decreased due to the outsourcing of certain operations. (YoY: -4.6%)

Total Assets
2,180

(Unit : Millions of JPY)



Maintained a strong cash position and established a stable financial base with an equity ratio of 31.6%.

We will continue to pursue further business expansion and maximize corporate value.

As of the end of September 2025



3. Business Segment Highlights

3. Business Segment Highlights

Marketing DX Business

Q3 Cumulative Revenue

vs. Plan

1,097 million JPY

+6.6%

Strong performance was seen in online advertising, sales of SiTest tools, consulting, and website production.

In addition, customer unit prices increased in both online advertising and SaaS due to enhanced customer engagement.

As a result, sales progressed 6.6% above the plan, significantly exceeding expectations.

Technology Business

Q3 Cumulative Revenue

vs. Plan

184 million JPY

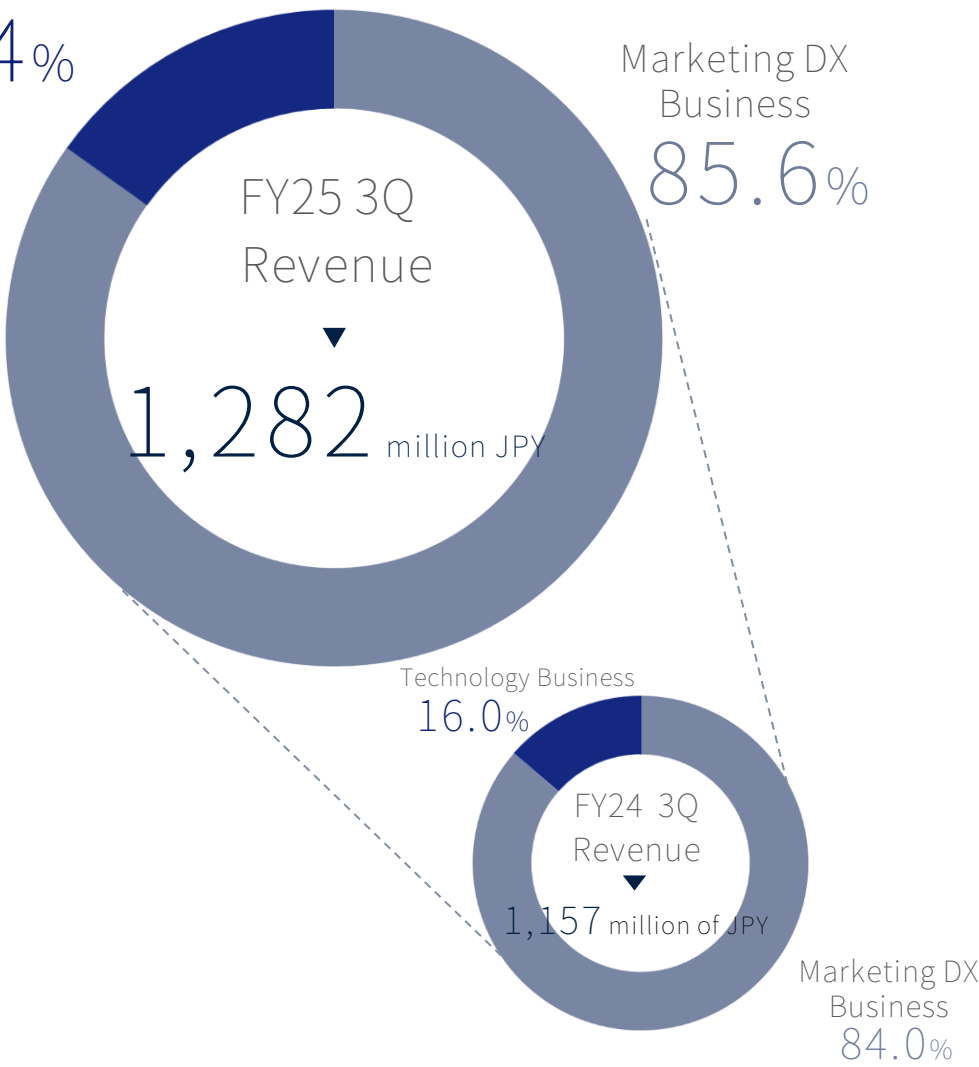
-29.6%

In SPAIA KEIBA, the main factor was a decrease in paid membership, while in DX Development, certain development projects were either canceled or postponed due to client-related reasons.

As a result, sales fell short of the plan by 29.6%.

Technology Business

14.4%

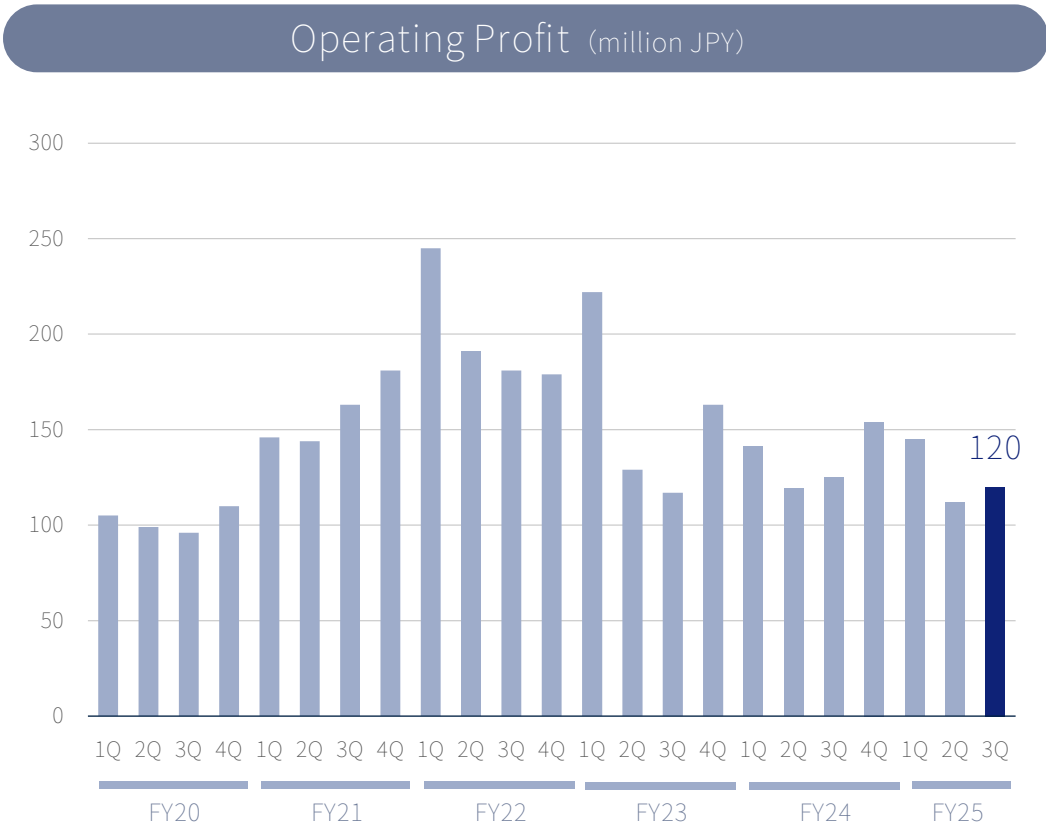
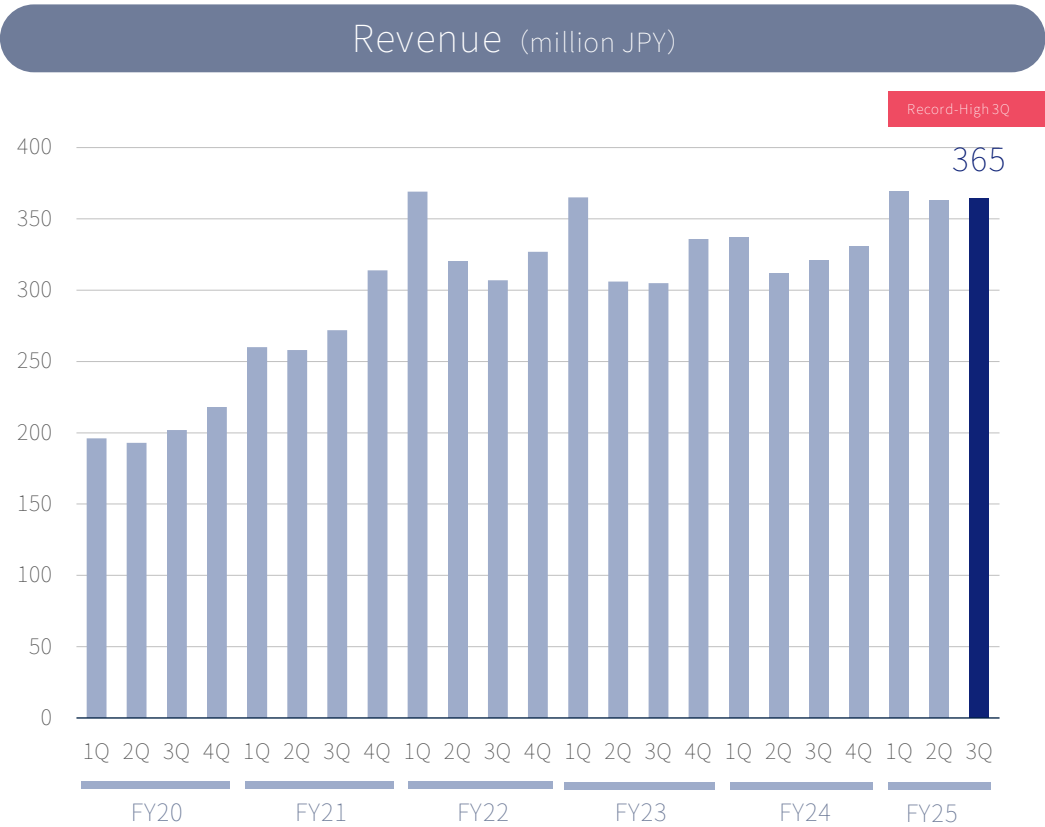


- 
- 1 Online Advertising
 - 2 SaaS

Marketing DX Business

Online Advertising and SaaS (SiTest – Website Analytics & Optimization Tool)

3-1. Marketing DX Segment Performance



Overview

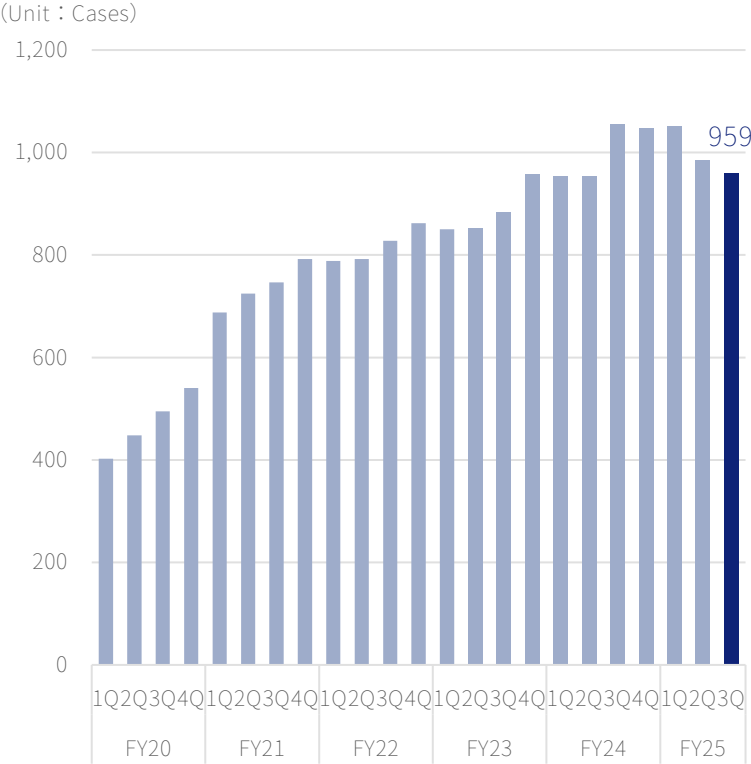
- Full-Year Progress Rate – Revenue: 78.0% (+6.6% vs. Q3 Plan)
- Net sales were strong in online advertising, sales of SaaS tools, consulting, and website production. In addition, the average revenue per user in the Marketing DX Business reached a record-high level.

- The reduction in personnel expenses due to outsourcing of operations contributed to improved profit levels.
- Following 2Q, operational improvement initiatives are continuing.

3-1. Marketing DX Segment KPI Trends

Quarterly Trend of Average Active Accounts
(SaaS + Online Advertising)

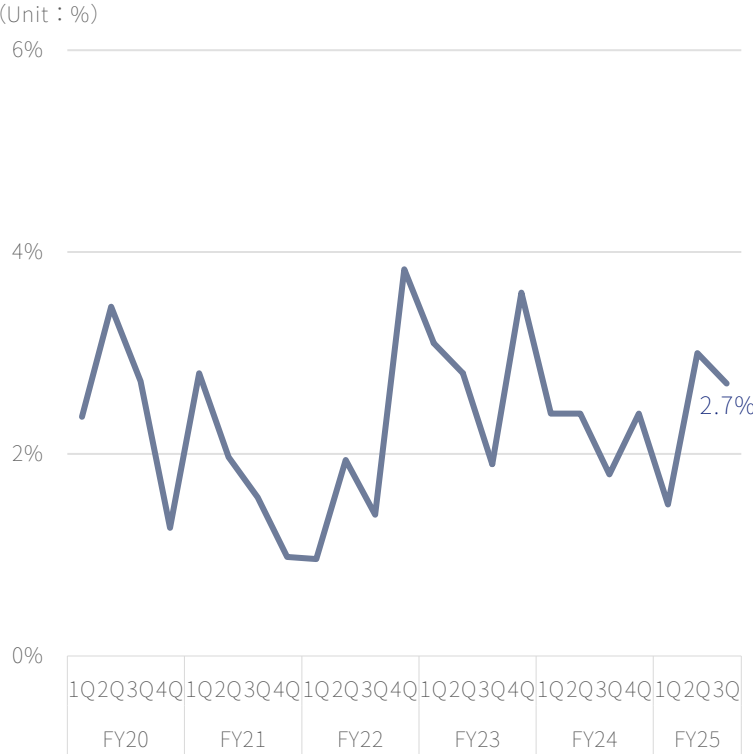
The number of active accounts temporarily declined, primarily due to a decrease in new customer acquisitions and an increase in churn rate.



Definition: Total number of customers in the SaaS and online advertising teams

SiTest: Quarterly Trend of Net Revenue Churn Rate
(Net Revenue Churn Rate)

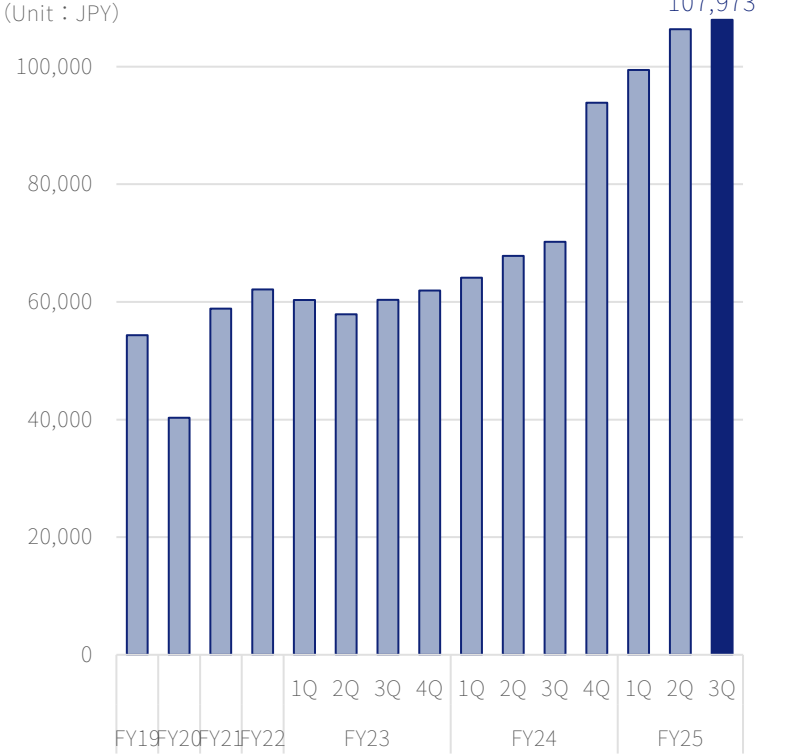
The churn rate remained low, maintained below the 1.5% target level, as a result of strengthened customer success initiatives.



Definition: (Lost MRR – Expansion MRR from existing customers) / MRR at the beginning of the month (i.e., end of the previous month)

SiTest : Quarterly ARPU Trend

ARPU (Average Revenue Per User) increased, supported by the introduction of new features and services.



Definition: Net monthly (or annual) revenue per user

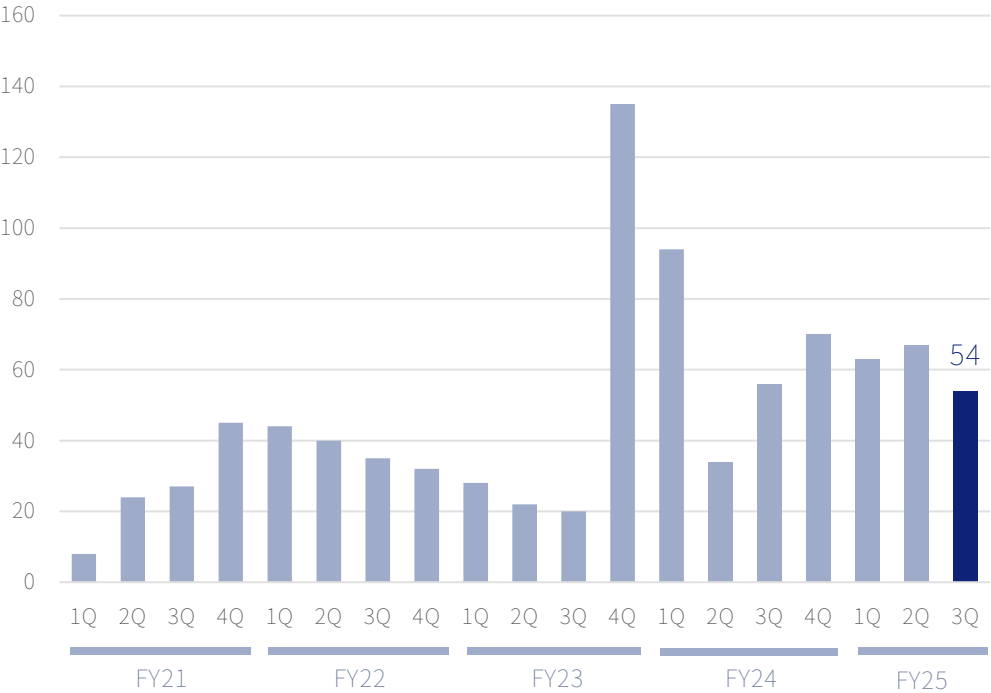
- 
- 1 Sports Media
 - 2 Sports Data Center
 - 3 AI-powered System Development & DX Support

Technology Business

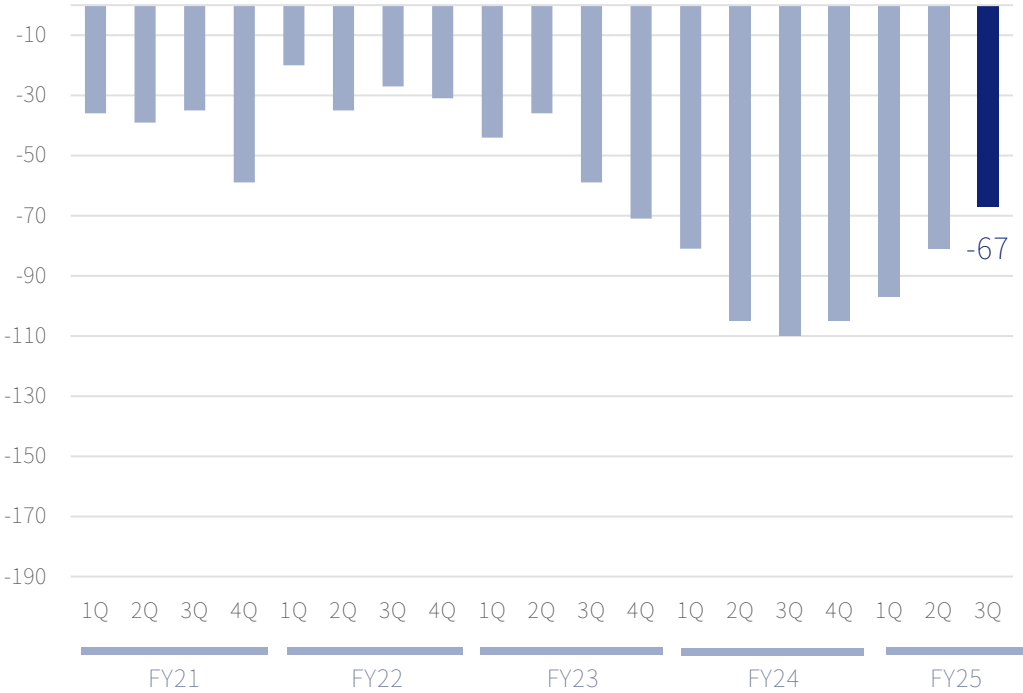
Sports Media & Data Platform Operations (SPAIA / DRAGON DATA CENTER) and AI-driven DX Development

3-2. Technology Business Performance

Revenue (million JPY)



Operating Profit (million JPY)



Overview

- Full-Year Progress Rate – Revenue: 48.1% (–29.6% vs. Q3 Plan)
- The recognition of SPAIA increased through widget integration and content distribution on "Sports Navi," including SPAIA KEIBA. As a result, the total number of SPAIA members grew steadily to 150,000, 10.4% increase year over year.

- DX development has spearheaded the launch of new products and services, contributing to the company's growth. It has also made a significant contribution to promoting operational efficiency by supporting the implementation of management systems.
- In terms of operating profit, although SPAIA KEBA experienced a decline in the number of paid members and certain DX development projects were either canceled or postponed, the operating loss was reduced through appropriate personnel allocation and the implementation of operational improvement initiatives.

3-2. Technology Business – SPAIA / SPAIA KEIBA KPI Trends

SPAIA / SPAIA KEIBA – Membership Trends

Total SPAIA registered members: 15,437 (+14,843 YoY)



SPAIA KEIBA – Paid Conversion Rate

The conversion rate from free to paid memberships remained at a high level



Note: The paid conversion rate has been calculated since September 2022. The figures shown represent the quarterly average.



- (SPAIA) Provided the Pitch-by-Pitch Live Updates widget to LINE Yahoo’s “Sports Navi” platform
- (SPAIA) Partnered with MBS Radio to launch “SPAIA Challenge,” a professional baseball game prediction content series
- (SPAIA KEIBA) Maintained a high free-to-paid conversion rate; steady growth in free membership acquisition
- (SPAIA KEIBA) Began content distribution on “Sports Navi,” one of Japan’s largest sports media platforms
- (SPAIA KEIBA) Provided data to Nippon TV’s Going! Sports & News program



4. Growth Strategy / Mid-Term Outlook

Going beyond existing business domains to maximize inter-business synergies and create new value

New Services in the SaaS Segment

Launch of New SiTest Feature: Video Widget

Launched in April

On April 21, 2025, we released two new video features for the “No-Code Widget” on SiTest.

Strengthening Sales Framework for Resnavi E-learning Courses

Available from May

On May 7, 2025, we launched a “Digital Marketing Course” in collaboration with Komazawa University, targeting the university’s students.

Expansion of career change support services

Strengthening partnerships to further increase market share

Launch of New Service:

Launched in April

SwiPage – Swipe-Style Landing Page Builder

On April 15, 2025, we launched “SwiPage,” a swipe-style landing page builder designed to redefine user experience (UX) for the smartphone era.

Launch of New Service: SiTest Engage

Available from May

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New Services in the SaaS Segment

Launch of “LLMOA” – Next-Generation Web Optimization Solution

Launched in July

On July 16, 2025, we launched “LLMOA,” a next-generation web optimization solution designed to adapt to search behavior in the AI era.

Launch of “SiTest AI Diagnosis (Beta Version)”

Available from August

On August 28, 2025, we released a new feature that significantly shortens the time required to complete tasks from site analysis to improvement proposals.

New Services in the Digital Advertising & Creative Segment

Strengthened collaboration with partner companies to secure large-scale advertising projects

Launched new services in the digital marketing domain

New Service in the Digital Marketing Domain

Available from June

On June 25, 2025, we launched a new e-commerce support service utilizing TikTok Shop.

Enhanced creative production capabilities to maximize advertising client outcomes

Launched a new creative service:

Launched in February

“Vertical Short Drama Production Service”

On February 17, 2025, issued a press release announcing the launch of “Dra Vis,” a vertical short drama production service

Establishing our foundation as a technology company and creating new value through the power of “Sports × Data × AI”

SPAIA / UI & UX Segment

Expanding domestic and international data distribution channels to drive growth of DRAGON DATA CENTER

Planned renewal of SPAIA KEIBA website from spring to summer 2025 (UI/UX improvements)

Planned renewal of SPAIA KEIBA website from summer to autumn 2025 (UI/UX improvements)

Generating new B2B revenue streams in SPAIA KEIBA
February 5, 2025 – Issued press release: Provided “Pitch-by-Pitch Live Updates” widget to LINE Yahoo’s “Sports Navi”

Available from February

Entry into the Global Horse Racing Market
On May 21, 2025, we established a new overseas subsidiary, SPAIA, Inc., in the State of Delaware, USA, with plans to develop a global AI-based horse racing prediction platform business.

Subsidiary Established in May

Entry into a New Business Domain
On September 1, 2025, we announced the concept of “SPAIA Coin” (tentative name), a proprietary digital ecosystem based on blockchain technology and stablecoins.

Entered a New Business Domain in September

New Services in the DX Development Segment

Building a systems integration (SI) sales structure

Strengthening the organization to ensure stable contract-based development

Optimizing internal systems and streamlining operations to improve productivity

Developing new services utilizing cutting-edge technologies and expanding contract-based development
June 17, 2025 – Launched “AvaTwin,” an AI avatar-based IR support service
June 24, 2025 – Launched “AvaTwin for HR”

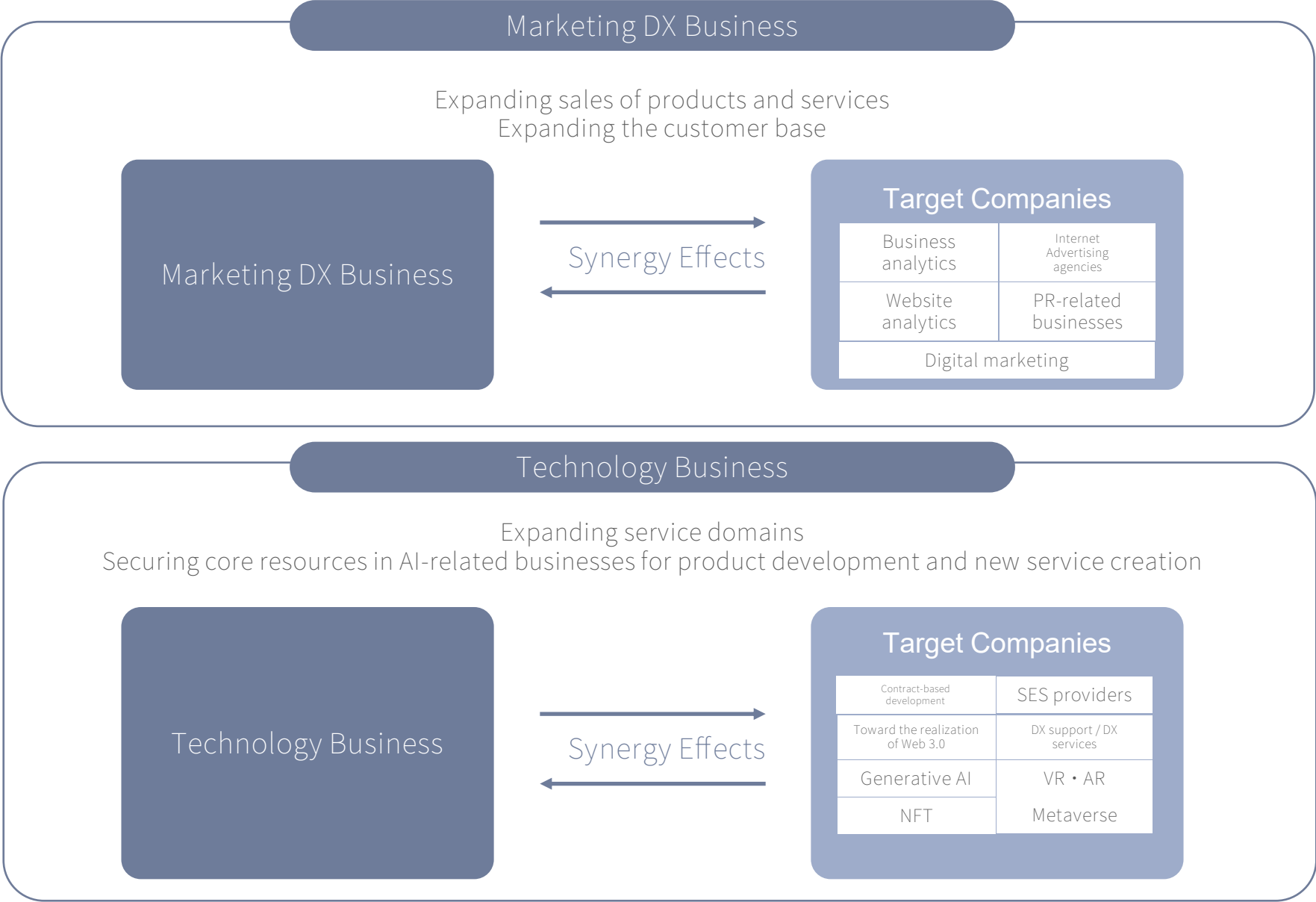
Available from June

Joint development on generative AI with a major group company

Certified as an authorized distributor of Alibaba Cloud, the No.1 provider in the Asia-Pacific region
April 30, 2025 – Began offering Alibaba Cloud billing agency services in the Japanese market

Available from April

4. Initiatives toward business and capital alliances and M&A



Steadily launching and rolling out new services toward the 10,000 million JPY revenue target

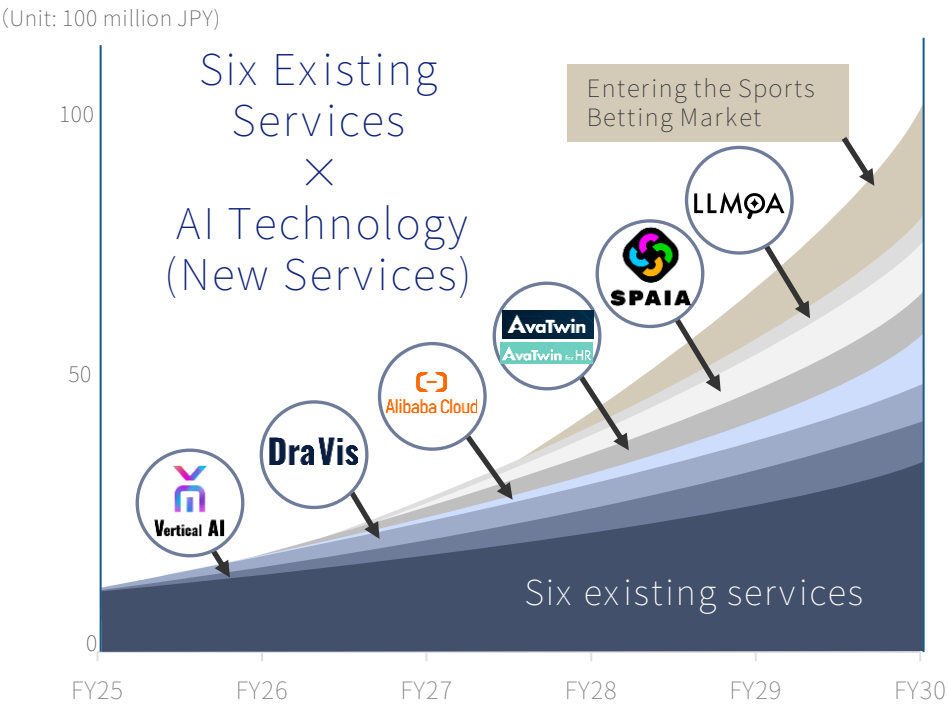
Status of New Service Launches and Rollouts in the Current Fiscal Year

- ✓ February – Launched “Dra Vis,” a vertical short drama production service
- ✓ April – Launched “SwiPage,” a swipe-style landing page creation service
- ✓ April – Added two new video features to SiTest’s “No-Code Widgets”
- ✓ April – Began offering Alibaba Cloud billing agency services in the Japanese market as an authorized distributor
- ✓ May – Launched the “SiTest Engage” service
- ✓ June – Launched “AvaTwin,” an AI avatar-based IR support service, and “AvaTwin for HR,” an HR support service
- ✓ June – Launched an e-commerce support service utilizing TikTok Shop
- ✓ July – Launched “LLMOA,” a next-generation web optimization solution
- ✓ August – Launched “SiTest AI Diagnosis (Beta Version)”

Status of Entry into New Markets (U.S. Market) in the Current Fiscal Year

- ✓ May – Established overseas subsidiary “SPAIA, Inc.” in Delaware, U.S., to launch a global horse racing AI prediction platform business
- ✓ September – Announced the concept of “SPAIA Coin” (tentative name), a proprietary digital ecosystem based on blockchain technology and stablecoins

4. Growth Vision – Glad Cube: Becoming a Global Leader in AI Technology



Note: The medium- to long-term growth vision is solely an indication of the Company’s management objectives and is not intended to suggest the timing of their achievement, nor does it guarantee their realization.

- Upcoming Releases**
Entry into the Sports Betting Market
Collecting data from various sports and processing it with AI technology to deliver tailored outputs that meet corporate needs, providing them to sports betting-related companies worldwide.
- LLMQA**
“LLMOA” – Next-Generation Web Optimization Solution
A service that optimizes corporate websites and content to be more easily referenced and recommended by generative AI, aiming to increase brand awareness and attract more visitors.
- SPAIA**
Global Horse Racing AI Prediction Platform Business
Combining AI technology with deep expertise in horse racing to develop an AI-powered horse racing prediction model utilizing a proprietary LLM, and providing it to overseas partner companies.
- AvaTwin**
AI Avatar Creation Service “AvaTwin”
Utilizing the latest AI technology to generate “impactful content” through AI avatars, enabling efficient investor communications and offering a video generation service applicable to various HR scenarios.
- Alibaba Cloud**
Alibaba Cloud Services
A high-recurring-revenue business providing value-added services such as Alibaba Cloud implementation support, technical assistance, and operations/maintenance.
- DraVis**
Dra Vis
An AI-powered vertical short drama production service focused on storytelling and emotional appeal.
- Vertical AI**
Vertical AI
An AI technology-based service that automatically converts horizontal videos into native vertical videos.

Glad Cube aims to enhance corporate value by leveraging “Online Advertising,” “SaaS,” “Talent Support (Resnavi),” “SPAIA,” “DX Development,” and “Alibaba Cloud Services” as its core business domains, integrating innovative AI technology. With AI technology as the core driver of business growth, we will accelerate expansion both in Japan and overseas, enter high-growth markets, and create new markets through continuous innovation. Through these efforts, we will position ourselves as a leading company in AI technology and deliver long-term value worldwide.



Appendix

Company History

Business Overview and Model

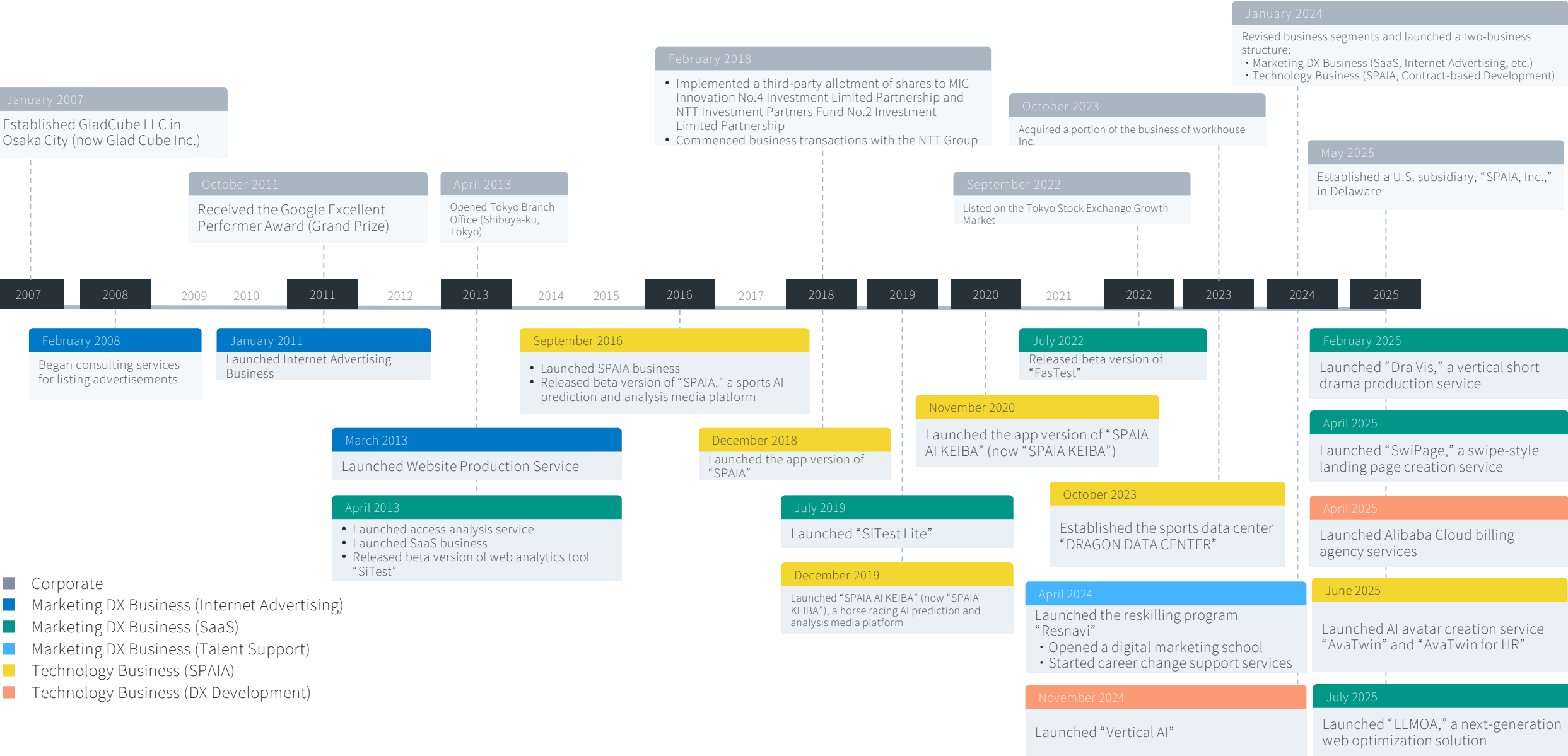
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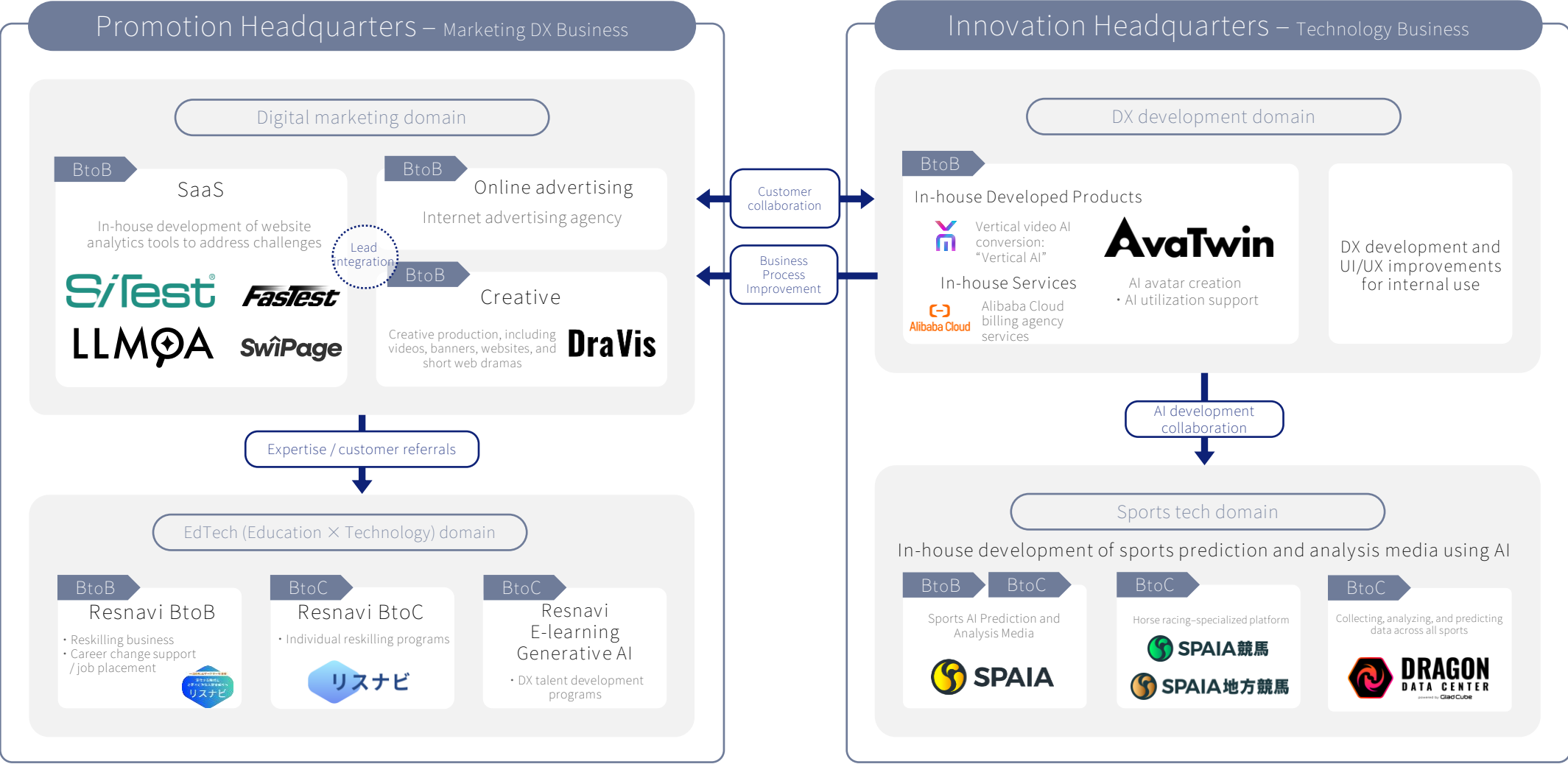
B/S

Management Resources – Employee Trends

Management Resources – ESG Initiatives

Company History





SaaS Team

Business Overview

In-house development of website analytics tools to address client challenges

Services



Website analytics and optimization tools



Reskilling services



Swipe-style landing page creation service



Next-Generation Web Optimization Solution

Revenue Model

- Tool sales through in-house and agency channels
- Website analytics consulting services
- Creative production fees, such as website development

Online Advertising Team

Business Overview

Handles a wide range of internet advertising, including listing ads, SNS ads, and DSP operation outsourcing

Strengths

Highly recognized capabilities in web ad operations and access analytics

Revenue Model

- Advertising operation agency fees
- Tool sales in collaboration with the SaaS team

Talent Support Team

Business Overview

Operates a digital marketing school and provides career change support for participants

Revenue Model

- Tuition fees for the digital marketing school
- Placement fees from introducing talent to companies

Creative Team

Business Overview

Create high-quality websites, landing pages, videos, and images tailored to client needs and integrated with advertising campaigns

Services



Vertical short dramas

DraVis

Support corporate marketing through the use of short dramas

Revenue Model

- Landing page creation, video production, and filming
- Production and support for landing pages, banners, and videos integrated with advertising campaigns

SPAIA / DRAGON Team

Business Overview

In-house development of sports AI prediction and analysis media

Services



Sports AI prediction and analysis media



Sports data center

Revenue Model

- Subscriptions from paid members
- Sponsored articles and content syndication
- Sales of widgets for pitch-by-pitch live updates and game outcome predictions
- Provision of analytical data

DX Development Team

Business Overview

Providing innovative solutions utilizing AI and other digital technologies

Development/design, customer sales strategies, end-to-end development, and marketing support

Services



In-house Developed Products
Vertical video AI conversion:
“Vertical AI”



Alibaba Cloud

In-house Services
Alibaba Cloud billing agency services



In-House Developed Products
AI Avatar Creation and AI Utilization Support

Revenue Model

- Development for Web3.0 and GameFi
- Development of video analysis systems with generative AI
- Development consulting
- System development costs and business strategy design
- Project-based marketing support
- Generative AI reskilling services

UI/UX Team

Business Overview

Team structure integrated with SPAIA/DRAGON, contract-based development, and new business development

Collaboration with SPAIA, Inc.

Overview of Collaboration



Providing innovative technologies to build the service framework of SPAIA, Inc.

Collaboration on the development of one of the world’s largest comprehensive horse racing information platforms

Collaboration on the development of next-generation AI prediction systems

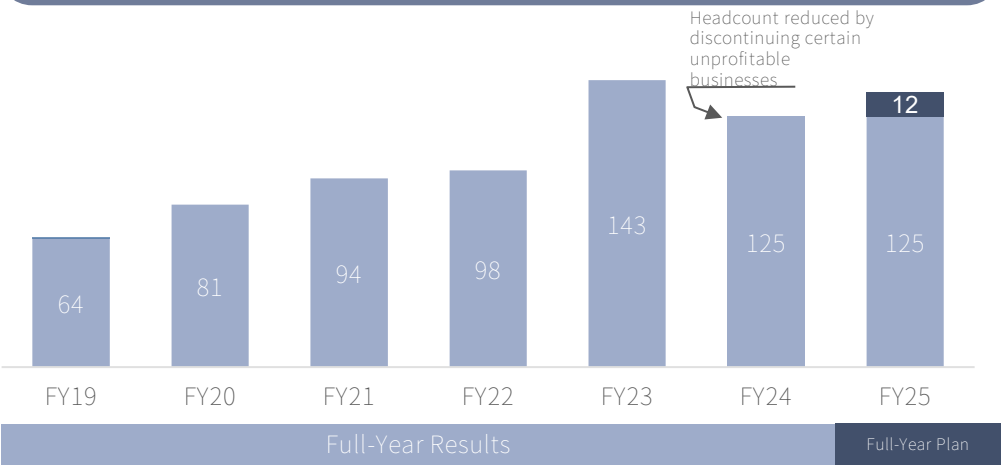
Collaboration on the development of the industry’s first RAG service with a horse racing-specialized AI knowledge base

(million of JPY)	FY2024 Q3	FY2025 Q3	YoY Change		Full-Year Forecast	Progress Rate
			Amount of Change	Rate of Change		
Revenue	1,157 million JPY	1,282 million JPY	125 million JPY	10.8%	1,791 million JPY	71.6%
Gross Profit	938 million JPY	895 million JPY	-43 million JPY	-4.6%	1,299 million JPY	68.9%
(Gross Profit Margin)	81.1%	69.8%	-11.3%		72.5%	
Selling, General and Administrative Expenses (SG&A)	1,122 million JPY	953 million JPY	-168 million JPY	-15.0%	1,347 million JPY	
Operating Income	-183 million JPY	-58 million JPY	125 million JPY	—	-47 million JPY	—
Ordinary Income	-188 million JPY	-62 million JPY	126 million JPY	—	-61 million JPY	—
Net Income	-144 million JPY	-63 million JPY	80 million JPY	—	-62 million JPY	—

(million of JPY)	FY2024 Year-End	FY2025 Q3
Current Assets	2,308	1,889
Cash and Deposits	1,661	1,237
Accounts Receivable	415	434
Advances Paid	160	143
Others	71	74
Non-Current Assets	259	290
Tangible Fixed Assets	32	27
Intangible Fixed Assets	68	61
Investments and Other Assets	158	201
Deferred Assets	2	0
Total Assets	2,570	2,180

(million of JPY)	FY2024 Year-End	FY2025 Q3
Current Liabilities	1,265	1,068
Accounts Payable	407	398
Current Portion of Long-Term Borrowings, etc.	272	288
Accrued Liabilities	108	72
Others	475	309
Non-Current Liabilities	555	422
Total Liabilities	1,820	1,491
Total Net Assets	750	688
Total Liabilities and Net Assets	2,570	2,180

Employee Trends (Full-Time Employees Only)



As of the end of September 2025, the number of employees was 121, against the FY2025 year-end target of 137

FY2025 Hiring Progress (Full-Time Employees Only)

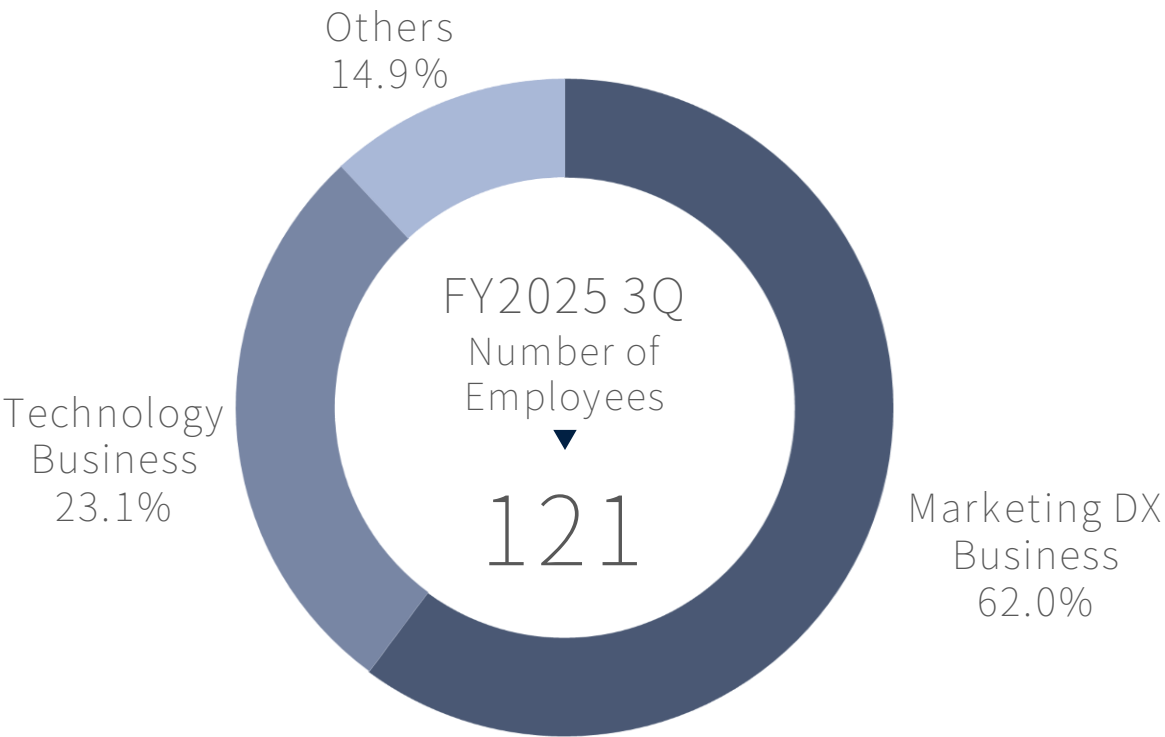
July hires	2
August hires	1
September hires	0
October hires	0
Scheduled to join from	0
November onward	

Turnover Rate

FY2022	23.0%
FY2023	20.5%
FY2024	25.2%
FY2025	17.4%

Our organization supports employees who are highly motivated to pursue personal growth. As a result, some employees choose to move to new opportunities in line with their own career visions. At the same time, we continue to invest in talent development and retention, aiming to balance two key objectives: fostering active organizational mobility and strengthening our organizational foundation.

Workforce Composition



Vision

Eliminate discrimination based on age, gender, nationality, or educational background, and embody 21st-century management

Our Goal

We have formulated a General Employer Action Plan based on the Act on the Promotion of Female Participation and Career Advancement in the Workplace.

To create a work environment where women can play an even greater role, we have established a four-year General Employer Action Plan covering the period from April 1, 2022 to December 31, 2026.


- 1 Increase the ratio of female managers to 30% or more
- 2 Publicize systems such as childcare leave under the Child Care and Family Care Leave Act, childcare leave benefits under the Employment Insurance Act, and maternity leave under the Labor Standards Act, and build a support system for balancing work with childcare and family care responsibilities

Status of Women’s Participation (As of End-September 2025)

Ratio of female executives	_____	33.0%
Ratio of full-time female executives	_____	60.0%
Ratio of female full-time employees	_____	39.2%
Ratio of female managers	_____	25.0%
Breakdown of Managers	Ratio of managers (equivalent to section manager)	_____ 28.5%
	Ratio of leaders (equivalent to assistant manager)	_____ 40.0%

*Note: Although leader positions are not classified as “managing supervisors” under the Labor Standards Act, they are considered managerial positions as they are responsible for managing teams.

Childcare Leave Acquisition Rate	Female employees	_____	100.0%
	Male employees	_____	50.0%
Note: For female employees, the childcare leave acquisition rate is calculated as: Number of employees who took childcare leave ÷ Number of employees who gave birth For male employees, it is calculated as: Number of employees who took childcare leave ÷ Number of employees whose spouse gave birth			



In the Osaka City “Leading Company for Women” certification program, the Company was certified as a three-star (highest rank) company as of September 1, 2023.

Furthermore, in FY2025, the Company received the Excellence Award in the Small and Medium-Sized Enterprise category in the Mayor’s Awards for the “Leading Company for Women” program.

