Q1 FY12/26
Financial Results Presentation Material

uSonar Co., Ltd.
TSE Growth Market: 431A
May 14, 2026

01 | About Us

About Us

Company Name	uSonar Co., Ltd.
Location	Tokyo Opera City Building 15th Floor, 3-20-2 Nishi-Shinjuku, Shinjuku-ku, Tokyo
Representative	Katsuhito Nagatake, President and Representative Director, CEO
Date of establishment	September 10, 1990
Capital	100 million yen (as of December 31, 2025)
Number of employees	224 *1 (as of March 31, 2026)
Business	Database marketing

Office entrance

September 1990
Established LANDSCAPE Co.,Ltd.
Launched direct marketing services

June 1999
Launched name matching and data cleansing services

June 2004
Launched LBC

April 2013
Launched uSonar

November 2016
Launched sideSonar

September 2018
Obtained certification for JIS Q 27001 (ISO/IEC 27001)

November 2020
Obtained ISO/IEC 27017 and ISO/IEC 27018 certification

March 2021
Launched mSonar

July 2022
Company name was changed to uSonar Co., Ltd

December 2023
Launched PLANSonar

July 2024
Launched Touki Sonar

October 2025
Listed on the Tokyo Stock Exchange Growth Market

*1 Does not include part-time employees. The Company has 240 employees, including 16 delegated executive officers.

Supporting society with proper nouns

We deliver efficiency, security, and privacy to society through comprehensive handling of corporate, business location, personal, economic, and international information

The world is full of proper nouns.

However, when information remains scattered, it becomes difficult to use effectively. We aim to contribute to the realization of a society in which data can be used efficiently while being managed securely with careful consideration for privacy protection.

We aspire to become a specialized trading company for corporate data. Rather than simply passing data from one place to another, we leverage technologies cultivated over many years, such as data aggregation, cleansing, and name matching, to enhance its value and deliver it to customers in the optimal format.

That is the vision we strive to achieve.

Amid the expanding DX market and our ongoing business growth, we aim to achieve further growth and realize our corporate philosophy through the IPO

Further Growth and the Realization of Our Corporate Philosophy

1. Enhancement of Brand Recognition and Credibility
2. Securing Highly Skilled Talent
3. Service Expansion and Quality Enhancement
4. Expansion of Sales Channels Through Strategic Alliances
5. Execution of M&A Strategies (Medium to Long Term)

IPO

- Domestic DX investment is expected to continue expanding, reaching ¥7.1 trillion in FY2026 and ¥10.2 trillion in FY2030.*1
- As a provider of sales DX services, we are achieving business growth in line with the expansion of the DX market.
- At a time when social demand is increasing, the IPO will enable us to enhance brand recognition, secure talent, and expand our services.
  These initiatives are essential to our growth strategy.
- Funds raised through the IPO are planned to be allocated to recruitment and employee training, advertising and promotional activities, and system development for service expansion.
- We plan to increase headcount*2 to 300 employees by the end of 2027 in order to further expand our services and strengthen market penetration.

*1 Source: Fuji Chimera Research Institute press release, "IT Investment Trends by Industry / DX Market Outlook 2026: DX Investment Edition" (Press Release No. 26047, issued April 30, 2026)

*2 Includes delegated executive officers and excludes part-time employees

02 | Business

Where is that company headed?

If we can grasp the signs, we can connect more deeply.

But the signs often go unnoticed, quietly lost in a sea of data.

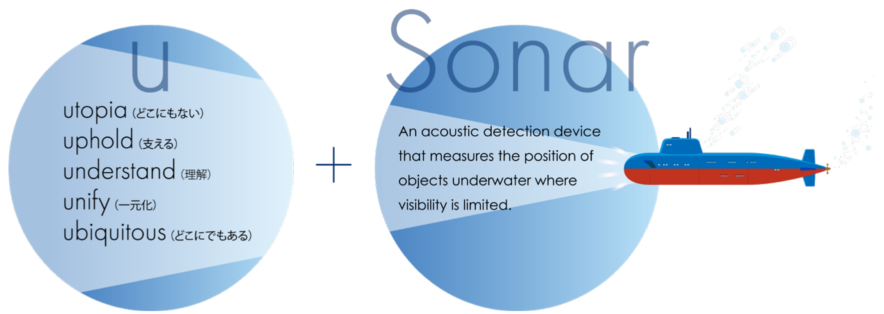
Delivering proposals that resonate at the moment a company is about to make a move.

To realize such a world, we combine our proprietary corporate database

with behavioral data that reflects the here and now to generate new insights.

By enhancing data coverage, attribute data, and intent data,

we are transforming sales and marketing into a more delightful experience.



As demand for corporate data maintenance increases, uSonar is gaining broader support due to its practicality and reliability

Social background

- Labor shortages and accelerating work-style reform
- Advances in digitalization (AI/SaaS) and the explosion of data volume
- Increasing complexity of regulatory and compliance requirements

Business challenges

- Sales and marketing performance is not improving
- Limited effectiveness due to a lack of system integration
- Increased burden on administrative departments such as legal, accounting, and review

Maintenance and utilization of corporate data is essential for productivity improvement and risk detection

uSonar, the ultimate corporate database

High Accuracy × Broad Coverage × Freshness	Attribute information, including interest and behavioral data	Flexible integration and scalability across multiple systems	Robust security measures

We have built our proprietary corporate database by enriching highly comprehensive corporate data with our own attribute information (more than 120 items*2) and behavioral data

Domestic locations (headquarters and sites)

12.5 million locations*1

Ensures LBC freshness by incorporating daily updates from the information below

Commercial and corporate registry	Annual securities reports	Website verification (company)
Website verification (other)	Call verification	Map information
Corporate numbers	New corporation data	Information disclosure request to government agencies
Newspapers/Gazettes	Public information from government agencies and local governments	Research requests from customer companies

*1 As of January 2026
*2 As of January 2026

Our business model

We offer **Sonar services** as SaaS, mainly utilizing **LBC,our proprietary corporate database**.
We provide services by flexibly combining optimal solutions according to business challenges and objectives.

Sonar services

Corporate activity support solutions centered on the corporate database LBC

Corporate database

LBC
Linkage Business Code

LBC,
Corporate database
with 12.5 million locations

Customer data integration solution uSonar *1

uSonar

Data integration

Customer data integration solution enabling the effective use of LBC

External system/third-party SaaS

- SFA
- CRM
- MA

Proprietary SaaS platform PLANSonar *2

PLANSonar

- Identification of companies in need
- List creation
- ABM progress management

Proprietary SaaS platform mSonar/GuideSonar *2

mSonar
GuideSonar

- Business card management (mobile & browser)
- Company information search
- Transaction status management
- News/personnel changes/antisocial checks

Customer company

- Management and Strategy
- Sales and Marketing
- Customer service and Support
- Administration and Back office
- Risk and Compliance
- IT and Systems

✓ Used across various departments

*1 uSonar includes the continuous provision of the corporate database LBC
*2 When implementing PLANSonar or mSonar/GuideSonar, we recommend integration with the customer's database using uSonar

Shifting the administrative SaaS tools that support DX from administration to active utilization.

We enable frontline teams to achieve better results by providing the following services:

Integration and utilization of data infrastructure

- Centralization of the management of previously fragmented corporate information to enable system integration and improve operational efficiency

Improvement of targeting accuracy

- Identification of target companies by combining behavioral data and corporate attributes

Maximization of sales results

- Detecting signs of potential customers and enabling outreach to the right person at the right time

Discovery of market opportunities

- Visualization of opportunities for new business development by identifying “white spaces” and similar companies that cannot be detected with internal data alone

Enhancement of risk response and governance

- Well-maintained corporate data serves as a foundation for legal compliance and governance, including antisocial checks and invoice management

Sales breakdown by service

Our core business is the Sonar services, which leverages our proprietary corporate database LBC.
We have established a stable revenue base, with recurring revenue accounting for 77% of total net sales.

Net Sales
¥2,092 million
FY12/2026 1Q (Cumulative)

Sonar Services Net Sales
¥1,764 million
FY12/2026 1Q (Cumulative)

- **Recurring Revenue** ¥1,397 million
- **Flow Revenue** ¥366 million

Other Sales
¥328 million
FY12/2026 1Q (Cumulative)

- **Recurring Revenue** ¥204 million
- **Flow Revenue** ¥123 million

Customer data integration solution uSonar
Breakdown: 73%*3

uSonar
LBC
Linkage Business Code

- Maintenance, integration, and continuous updating of customer databases using the corporate database LBC, as well as integration with third-party SaaS solutions
- Includes DeepCheck

Management strategy platform PLANSonar*2
Breakdown: 12%*3

PLANSonar

- Includes sideSonar, the predecessor to PLANSonar
- Includes the optional features Interest Signal and Interest Sign

Corporate information and business card management apps mSonar and GuideSonar*2
Breakdown: 15%*3

mSonar
GuideSonar

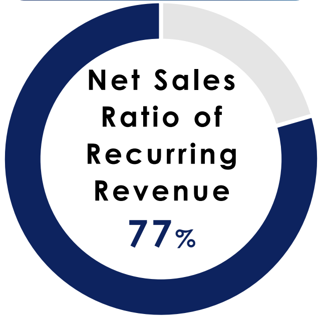
- Includes uMeishi, the predecessor to mSonar

Other services

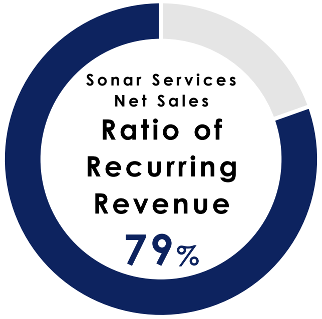
登記Sonar

- ToukiSonar
- Digital marketing
- Direct mail (DM) distribution
- Call center system DISH, etc.

Breakdown of Net Sales



Breakdown of Sonar Services Net Sales



*1 All figures on this page are for the cumulative first quarter of the fiscal year ending December 2026
*2 By combining our corporate database LBC with clients' corporate databases, companies can identify untapped business locations and markets and conduct sales and marketing activities leveraging relationships and touchpoints with existing customers. Therefore, when introducing PLANSonar and mSonar, we recommend normalizing clients' corporate databases through uSonar and matching them against LBC to maximize effectiveness.
*3 Represents a breakdown of Sonar services net sales

While ARR continues to grow, the churn rate remains low, demonstrating increasing business stability

Net Sales / Sales Growth Rate
¥2,092 million
Cumulative 1Q FY12/2026
15.3%
Cumulative 1Q FY12/2025 – Cumulative 1Q FY12/2026

Ordinary Profit / Ordinary Profit Margin
¥530 million
Cumulative 1Q FY12/2026
25.3%
Cumulative 1Q FY12/2026

Sonar Services*1 ARR / ARR Growth Rate
*2 ¥5,652 million
As of March 31, 2026
*3 20.6%
March 31, 2025 – March 31, 2026

Sonar Services*1 Number of Contracts*4
994 contracts
As of March 31, 2026

Sonar Services*1 ARPA*5
¥473 thousand /month
As of March 31, 2026

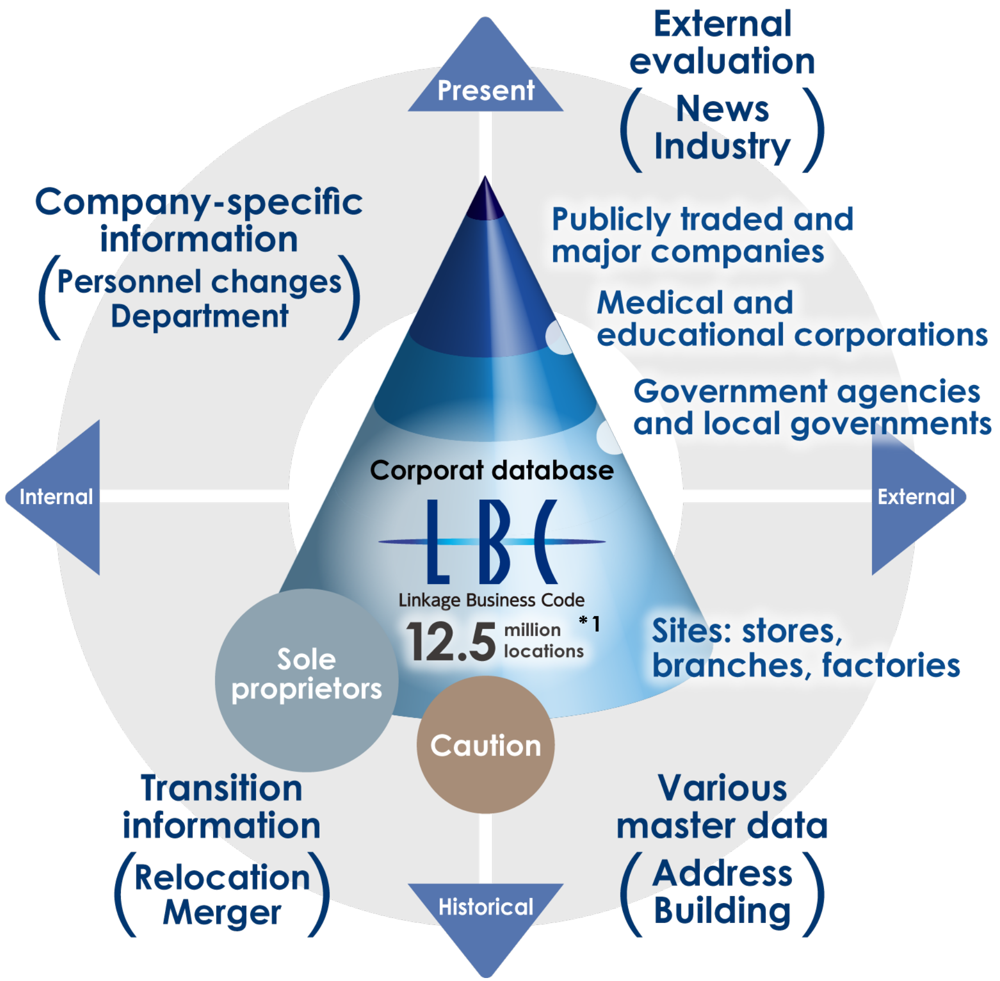
Sonar Services*1 Churn Rate*6
0.22%
As of March 31, 2026

Number of Employees*7
224 employees
As of March 31, 2026

Employee Turnover Rate*8
11.3%
FY12/2025

*1 Sonar services: A group of services utilizing the corporate database LBC (uSonar, PLANSonar, mSonar, etc.)
*2 ARR (Annual Recurring Revenue): Annual recurring revenue generated from subscription-based businesses. ARR is calculated by multiplying the monthly subscription revenue of Sonar services as of March 31, 2026, by 12.
*3 ARR Growth Rate: Year-on-year growth rate of ARR
*4 The number of contracts represents the total number of contracts as of March 31, 2026. Contracts canceled during the fiscal period are excluded.
*5 ARPA (Average Revenue per Account): Average monthly revenue per contract. Calculated by dividing the monthly subscription revenue of Sonar services for March 2026 by the number of contracts as of March 31, 2026.
*6 Churn Rate: Average monthly churn rate over the past 12 months (the percentage of monthly recurring revenue lost due to cancellations relative to total monthly recurring revenue)
*7 Does not include part-time employees. The Company has 240 employees, including 16 delegated executive officers.
*8 The employee turnover rate is calculated by dividing the number of employees who left the Company by the number of regular workers as of January 1 (as of the beginning of the fiscal year) × 100 (%)

uSonar utilizes the corporate database LBC to **reduce maintenance man-hours for customer-owned corporate data, improve the accuracy of customer analysis, and increase the efficiency and sophistication of sales and marketing activities**

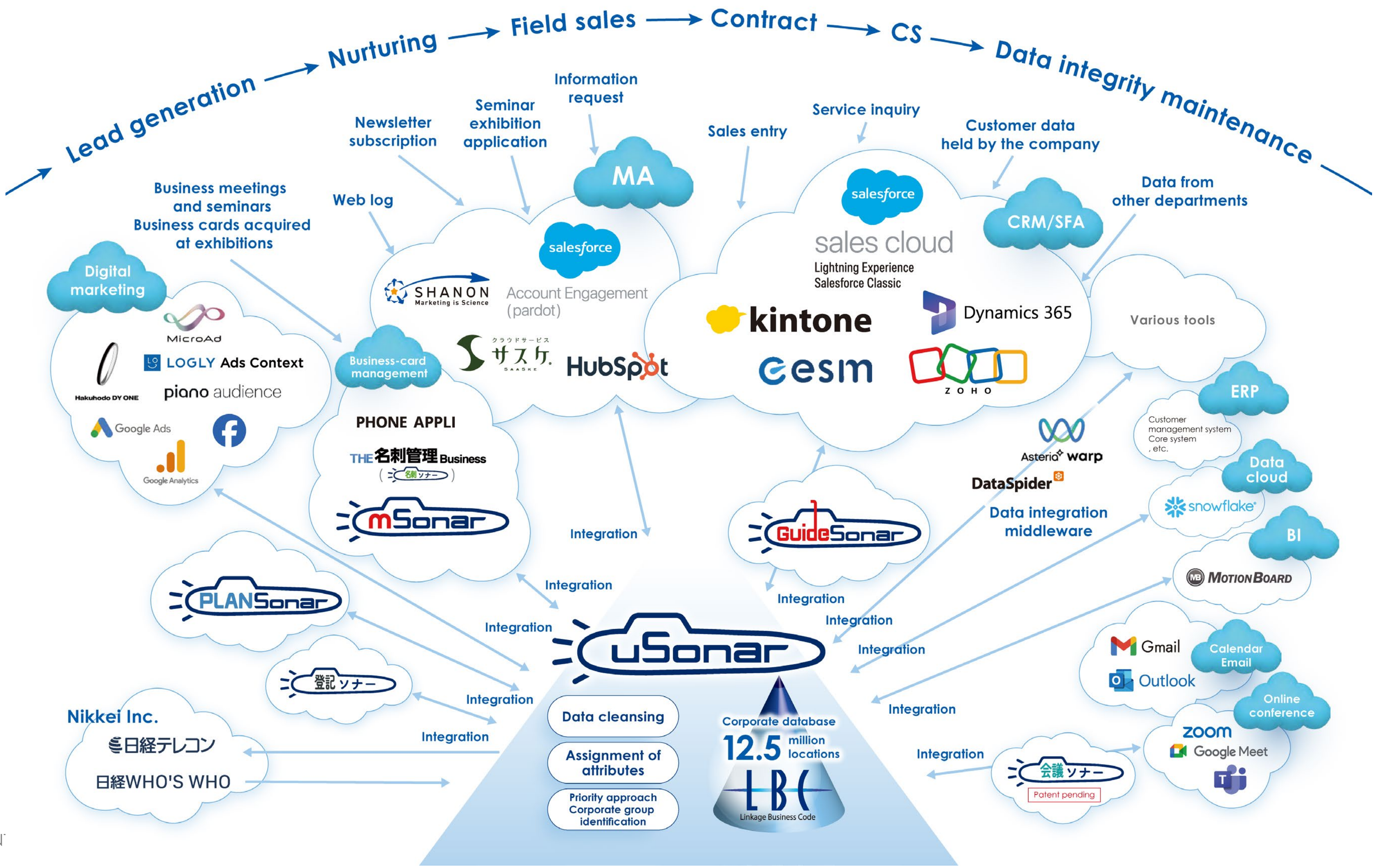


What can be achieved with uSonar

Matching of duplicate data	Integration and centralized management of scattered data
Assignment of attribute information to customer data	Automatic updating of company information
Reduction of the workload for inputting customer information	Customer profiling
Performance summary for each customer company	Identification of non-client companies within the group
Market share assessment	Creation of a list of new prospects

 *1 As of January 2026

uSonar seamlessly **normalizes, continuously updates, and assigns corporate attributes to corporate data in SaaS products, and reflects data on non-client companies through data integration**



uSonar

Supports data utilization by integrating data with third-party SaaS (SFA[*1]/CRM[*2]/MA[*3])

Salesforce registration information

Company name	Location	Website
TEL	FAX	Contact information

*Business cards, form entry information, etc.

+

Information provided by uSonar

Official company name	Industry	Number of employees
Sales	Site and location information	Group company information
Fiscal year-end	Stories	LBC code

Corporate attribute data covering 92 items[*4], including those listed above, are assigned

取引先
ユーソナー（株）

Account
uSonar Co., Ltd.

LBC基本属性 LBC Basic attributes

LBC_LBCコード	10007645542	OFFICE ID	LBC_本社LBC	10007645542	HEAD OFFICE ID
LBC_親会社LBC	10007645542	PARENT COMPANY OFFICE ID	LBC_親会社名	ユーソナー（株）	PARENT COMPANY NAME
LBC_系列トップLBC1	10007645542	AFFILIATE TOP1 OFFICE ID	LBC_系列トップ1会社名	ユーソナー（株）	AFFILIATE TOP1 COMPANY NAME
LBC_系列トップLBC2		AFFILIATE TOP2 OFFICE ID			
LBC_系列トップLBC3		AFFILIATE TOP3 OFFICE ID			
LBC_上場区分フラグ	4	LISTING STATUS FLAG	LBC_上場区分名称	グロース	LISTING STATUS NAME
LBC_証券コード	431A	SECURITY CODE			
LBC_会社状況フラグ	0	COMPANY STATUS FLAG	LBC_会社状況名称	非倒産	COMPANY STATUS NAME
LBC_事業所状況フラグ	0	OFFICE STATUS FLAG	LBC_事業所状況名称	非閉鎖	OFFICE STATUS NAME

⋮

LBC_設立年（月）	199009	ESTABLISHMENT YEAR MONTH	LBC_代表者役職	代表取締役社長ＣＥＯ	REPRESENTATIVE TITLE
LBC_調査日	20260424	SURVEY DATE	LBC_代表者名	長竹　克仁	REPRESENTATIVE NAME

⋮

LBC企業規模 LBC Company size

LBC_グレード	6	GRADE			
LBC_従業員数詳細レンジコード	07	EMPLOYEE COUNT RANGE CODE	LBC_従業員数詳細レンジ名称	100～300人未満	EMPLOYEE COUNT RANGE NAME
LBC_売上高詳細レンジコード	08	SALES RANGE CODE	LBC_売上高詳細レンジ名称	50億～100億円未満	SALES RANGE NAME
LBC_当期利益詳細レンジコード	12	NET INCOME RANGE CODE	LBC_当期利益詳細レンジ名称	5億円～	NET INCOME RANGE NAME
LBC_資本金（千円）	100000	CAPITAL			
LBC_当期決算年月	202512	FISCAL YEAR-END MONTH			

⋮

LBC業種 LBC Industry

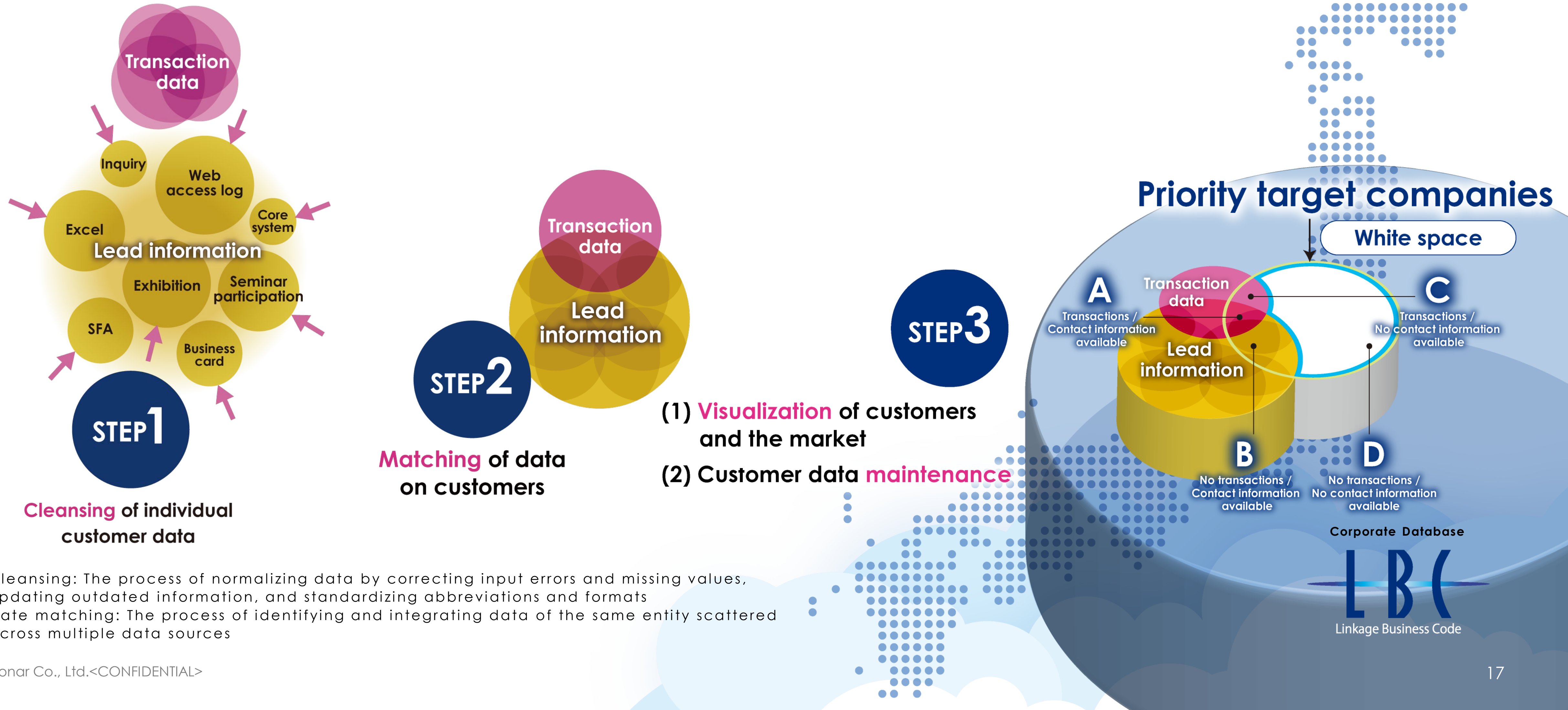
LBC_良業種	情報処理アウトソーシング /経営コンサルティング	BEST INDUSTRY NAME			
LBC_業種大分類コード1	G	INDUSTRY LARGE CODE 1	LBC_業種大分類名称1	情報通信業	INDUSTRY LARGE NAME 1
LBC_業種中分類コード1	39	INDUSTRY MEDIUM CODE 1	LBC_業種中分類名称1	情報サービス業	INDUSTRY MEDIUM NAME 1
LBC_業種小分類コード1	392	INDUSTRY SMALL CODE 1	LBC_業種小分類名称1	情報処理・提供サービス業	INDUSTRY SMALL NAME 1
LBC_業種コード1	3922	INDUSTRY CODE 1	LBC_業種名称1	情報提供サービス業	INDUSTRY NAME 1

⋮

Can be assigned to customers and leads

*1 SFA (Sales Force Automation): A tool designed to streamline and manage sales activities by enabling the management and sharing of customer information and deal statuses, as well as the analysis of sales activities
*2 CRM (Customer Relationship Management): Strategies, tools, and systems to manage customer information, action history, and relationships with customers, and to build and promote good relationships with customers
*3 MA (Marketing Automation): A tool designed to streamline and automate marketing activities, enabling features such as automated email newsletter distribution, customer data analysis, and evaluation of the effectiveness of marketing campaigns
*4 As of January 2026

By cleansing[*1] customer-owned corporate data and reconciling it with LBC, the service enables data matching[*2] and centralized management, continuous updates, and the visualization of non-client companies, among other features



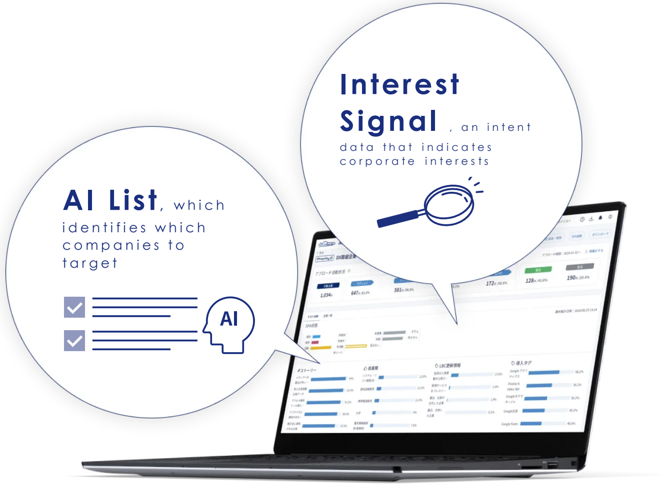
*1 Cleansing: The process of normalizing data by correcting input errors and missing values, updating outdated information, and standardizing abbreviations and formats
*2 Date matching: The process of identifying and integrating data of the same entity scattered across multiple data sources

Integrated support from strategic planning to strengthening frontline sales contacts, utilizing LBC's corporate information

PLANSonar

High-precision targeting

based on comprehensive market data combined with customers' proprietary data



- Enables extraction of targets from LBC, a corporate database with broad coverage and detailed attributes, using various filters
- AI identifies and lists companies similar to existing customers
- Enables constant monitoring of the status of outreach for each company in the list through SFA integration
- Enables precise marketing and sales prioritization by assigning LBC's attributes to proprietary data
- Visualizes companies that visit the website
- Identifies companies with interest in specific domains (optional)

mSonar

A corporate information app

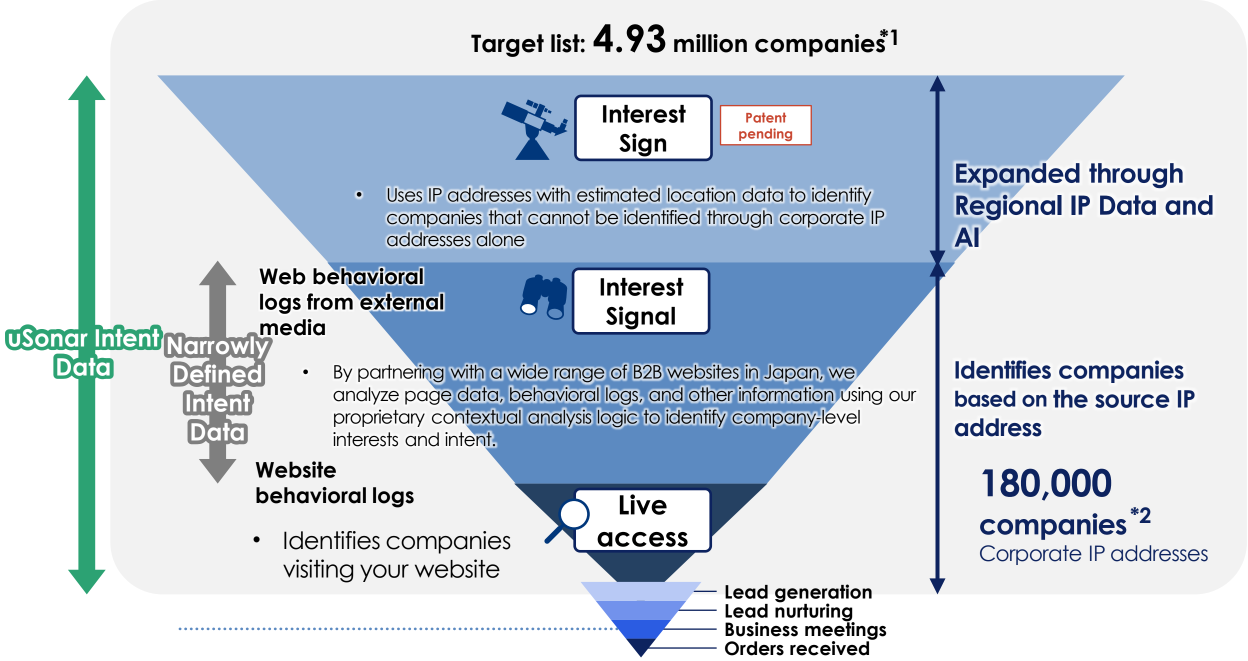
for individual sales representatives,

featuring business card management

- Integrates basic features of a business card management application
- Enables instant access to extensive LBC company data, even prior to business card exchange
- Enables access to customer business card details, company information, industry insights, personnel changes, and the latest news anytime, anywhere, from a mobile device
- Enables the identification of group companies and locations of existing clients through data integration with SFA and CRM, making horizontal expansion possible by leveraging these relationships
- Enables the screening of sales targets by identifying critical risk information
- GuideSonar, which offers the same user experience on PC, is also available

Enables intent (interest) detection and visualization of risks (credit and compliance)

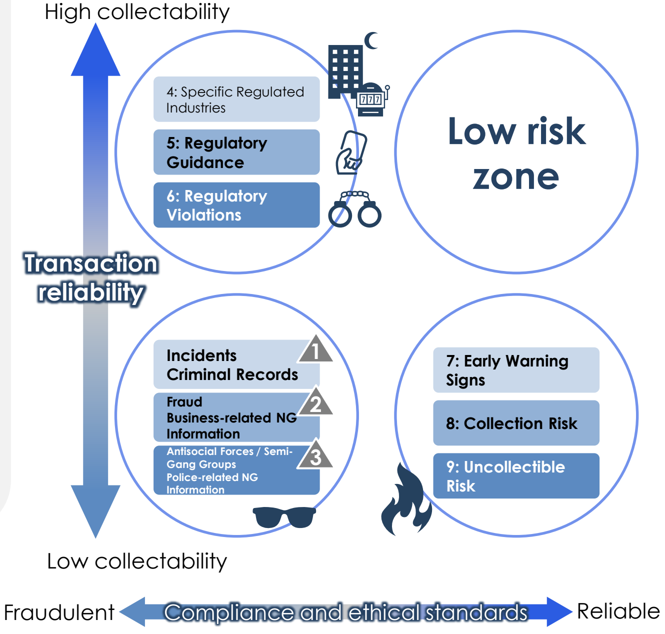
Interest Signal and Interest Sign that detect corporate activity



- Analyzes web behavioral logs using proprietary logic to accurately identify corporate intent (Interest Signal)
- In addition, detection coverage is expanded through the use of regional IP data and AI (Interest Sign)

*1 Number of companies with registered corporate numbers as of January 2026 (excluding dissolved companies)
*2 As of December 2025

DeepCheck for risk visualization



DeepCheck Features

- Displays risk information for clients and leads on SFA platforms

Company overview
Features
Score
Important risk information
Risk information on affiliated companies
Risk information on presumed affiliated companies (companies sharing the same executives)
Corporate closure risk score
Economic security
Related news articles

- **Commercial registry records available** (additional fees apply)

- Visualizes corporate risk based on public information and historical data
- Addresses not only credit risk but also potential compliance risks

JTB Corp.

Simplified business card registration, **resulting in a 2.3-fold increase in registered business card information** required for creating prospective customer lists

Challenges Before Implementation

- Customer information was managed separately by each sales office and **individual employee**, limiting effective utilization of the data
- Corporate sales activities **required significant man-hours**, creating productivity challenges

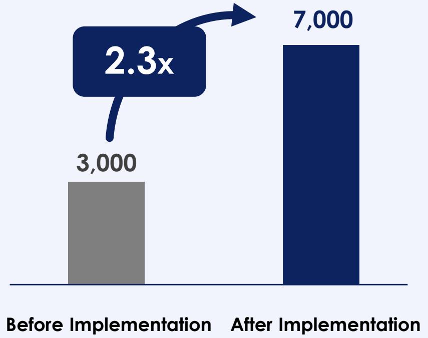
Objectives of Implementation

- Enable easy business card import and **linkage with valuable company attribute information**
- Connections among corporate groups and business locations can be **identified through business card information**

Implementation Results

Monthly business card registrations increased 2.3-fold

- Before implementation, when registration was handled manually 3,000 business cards registered per month
  → Increased to 7,000 registrations after implementation



Implemented Services

uSonar
PLANSonar
mSonar

Equipped with cutting-edge technology

AI-powered targeting feature "AI List"

Quickly generates optimized lists of prospective companies

NITORI Co., Ltd.

We want to create more time to engage with customers! **Reduced annual man-hours for information collection and registration by 1,300 hours**

NITORI BUSINESS

Challenges Before Implementation

- **Prospecting and targeting corporate clients, as well as collecting company information, had become highly dependent on individual employees**
- **Research was time-consuming,** and **registering information was labor-intensive. Insufficient time** was available for **customer engagement.**

Objectives of Implementation

- **Develop an in-house system** while **promoting a business transformation project** for corporate sales operations
- Move away from **sales activities dependent on individual employees**
- Make sales activities **more strategic** through IT adoption

Implementation Results

Improved corporate search efficiency and data accuracy, reducing annual workload by 1,300 hours

Information gathering for credit checks
+
Registration of various company information

Operational Efficiency Improvement

- 3 minutes → 1 minute per case
  375 hours reduced

+

- 5 minutes → 1 minute per case
  1,000 hours reduced

Highly accurate targeting that improves both time and cost efficiency

In-house developed system Integration with uSonar

- **Focus sales efforts on companies relocating offices or operating employee dormitories**
  Utilize the "Story" list
- **Prioritize appointments with companies that visited the company website**
  Utilize the "Live Access" feature

Implemented Services

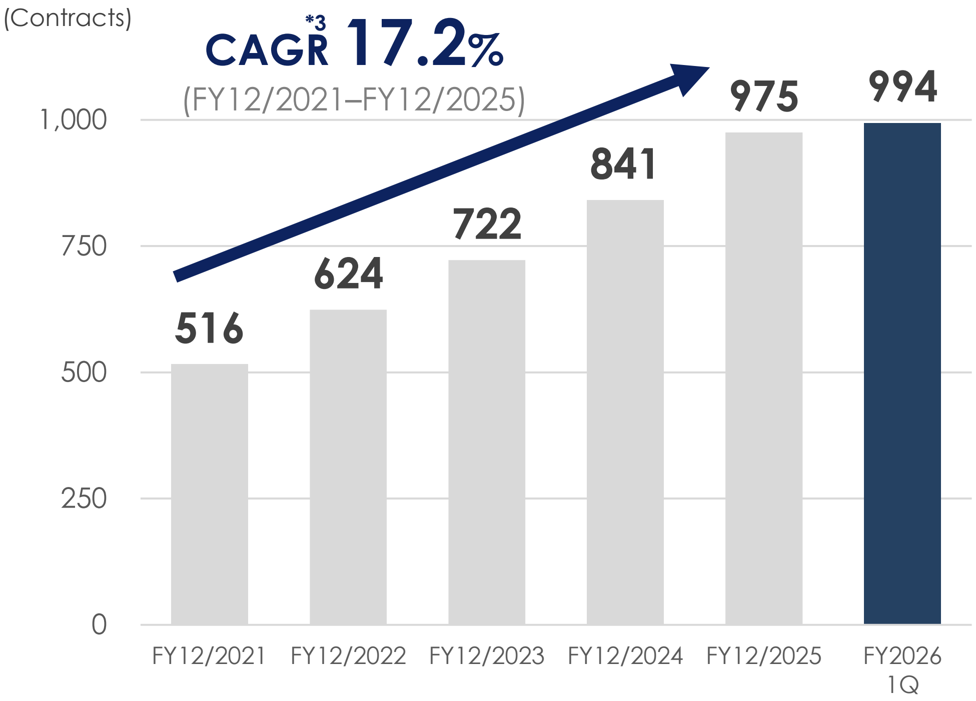
uSonar

PLANSonar

Adoption of Sonar services[*1] is expanding across **a wide range of industries, particularly among major corporations**

Number of Sonar Services[*1] Contracts[*2]

The number of contracts has
continued to grow steadily.



*1 A group of services utilizing the corporate database LBC (uSonar, PLANSonar, mSonar, etc.)
*2 Number of contracts: Number of service contracts as of the fiscal year-end or the end of the first quarter (counted as one contract per agreement regardless of the number of IDs. If a company has multiple contracts, each contract is counted separately. If a single contract covers multiple group companies, it is counted as one contract.)
*3 CAGR (Compound Annual Growth Rate): Average annual growth rate based on compound growth calculations

Examples of Client Companies

AGC Your Dreams, Our Challenge
経済産業省 Ministry of Economy, Trade and Industry
JTB
住友商事
信頼される安心を、社会へ。 SECOM
ちゅうぎんフィナンシャルグループ
東急不動産ホールディングス
PASONA
HITACHI 日立ソリューションズ
freee
弁護士ドットコム
MITSUI HOME 三井ホーム
MUFG 三菱UFJ銀行
YAMADA
RICOH imagine. change. リコージャパン株式会社

*Listed in Japanese syllabary order

Continuously recognized as a highly rated SaaS product

Recognized as a Leader in seven categories in the "Grid Award 2026 Spring"

GRID AWARD 2026 Spring

Awards presented quarterly to products highly rated based on user reviews posted on IT Review

uSonar

Corporate Database Category	21 consecutive terms
ABM Tool Category	16 consecutive terms
Sales List Creation Tool Category	13 consecutive terms
Sales Enablement Tool Category	5 consecutive terms
Antisocial Forces Check Tool Category	5 consecutive terms

ITreview LEADER 2026 Spring (5 Years)

mSonar

Business Card Management Software Category	10 consecutive terms
Antisocial Forces Check Tool Category	5 consecutive terms

ITreview LEADER 2026 Spring

03 | Competitive Advantages

Barriers to entry created by uSonar's competitive advantage

New market entrant (example)

Data collection and maintenance require significant time and cost

Existing corporate database providers (example)

Data cleansing[*1] and name matching[*2] techniques require many years of trial and error

1 Hard-to-replicate database

2 Product development capability

3 Non-competitive positioning

*1 Data cleansing: The process of normalizing data by correcting input errors and missing values, updating outdated information, and standardizing abbreviations and formats
*2 Name matching: The process of identifying and integrating data of the same entity scattered across multiple data sources

(1) Database

Unique position in the market

Why the hybrid model of corporate data x utilization support is chosen

Depth of database structure

Deep

Ability to support data utilization

Low — High

Credit reporting agency (example)

- Focuses primarily on credit-related and credit information
- Information on locations is limited

uSonar

- Database x integration technology x utilization support
- Comprehensive database that provides insight into corporate structures

Business card management company (example)

- Business card management is the main purpose, with limited company information available

BtoB Marketing firm (example)

- Database is limited in depth and comprehensiveness

Shallow

*1 As of January 2026

Why we are chosen

1 Integration of database × technology × utilization support

- Not only can corporate information be searched , but it can also be **matched and consolidated**
- Support system that seamlessly integrates with existing **CRM and SFA** and delivers **actionable data**

2 Chosen for depth and comprehensiveness of structure

- Targets headquarters and locations with data on **approximately 12.5 million locations** *1
- Comprehensively covers **connections and historical records** such as group companies, affiliates, and M&A activities
- Highly regarded for uncovering corporate structures unavailable elsewhere

3 Why we continue to be chosen over competitors

- Evaluated based on **accuracy, scalability, and connectivity** rather than price
- **Well-balanced design** in terms of quantity and quality of information, technical capabilities, and implementation support
- High level of practicality supported by operational departments

One-of-a-kind database built on years of accumulated data

LBC constantly enhances its value by accumulating **depth, breadth, and freshness**

Depth

Has been accumulating data for **over 30 years,** even before the widespread adoption of the internet

Has accumulated information

on **12.5million domestic locations**[*1]

Breadth

Collects a wide range of information, including public information, corporate interests, and information found online

Has accumulated data on

120 items[*2] **or more**

that can be used across a wide range of fields, regardless of industry or sector

Freshness

Updates daily with the latest information collected from various data sources

Updates each item as needed

to maintain high data freshness

*1 As of January 2026
*2 As of January 2026

(1) Database

LBC's information-gathering capabilities, the source of its value

We position LBC as a source of competitive advantage and invest resources through both digital and analog approaches

Data Collection

Digital

Organi-zation
- Five data scientists*1

Method-ology
- Collection and accumulation of web data through crawling*2 and scraping*3
- Digitization of analog data through OCR*4

LBC (Linkage Business Code)

- Corporate Database
- Proprietary dictionary data
- Historical transition data

Analog

Organi-zation
- 31 dedicated researchers*1
- Approximately 50 part-time staff members*1
- Approximately 670 outsourced personnel*5

Method-ology
- Individual company and industry research
- Accumulation of public data through disclosure requests, etc.

*1 As of January 2026
*2 Crawling: Technology used to automatically crawl web pages and collect information
*3 Scraping: Technology used to extract specific data from web pages
*4 OCR (Optical Character Recognition): Technology used to recognize text in images and PDFs and convert it into text data
*5 Average number of active outsourced personnel over the past 12 months (calculated as the total monthly personnel count divided by 12)

Our strength is our cleansing know-how accumulated over a long period of time

Building a database **requires a data dictionary**.
We possess **advanced data cleansing expertise** to organize collected information.

Historical data master data (example)

Leverage our proprietary knowledge

Information changes resulting from corporate restructuring, such as mergers, consolidations, and relocations

■ Company name change

Before		After
Panasonic LS Networks Co. *Company name was changed in April 2022	▶	Panasonic Electric Works Networks Co., Ltd.
Nihon Unisys, Ltd. *Company name was changed in March 2022	▶	BIPROGY Inc.
(株)三城ホールディングス (the previous Japanese name of PARIS MIKI HOLDINGS Inc.) *Company name was changed in March 2022	▶	(株)パリミキホールディングス (the new Japanese name of PARIS MIKI HOLDINGS Inc.)

■ Relocation

Before		After
BMW Japan 9-2, Marunouchi 1-chome, Chiyoda-ku, Tokyo Gran Tokyo South Tower *Relocated in February 2022	▶	9-1, Higashi-Shimbashi 1-chome, Minato-ku, Tokyo Tokyo Shiodome Building
Sumitomo Chemical Co., Ltd. 27-1, Shinkawa 2-chome, Chuo-ku, Tokyo Tokyo Sumitomo Twin Bldg. East *Relocated in November 2021	▶	7-1, Nihonbashi 2-chome, Chuo-ku, Tokyo Tokyo Nihonbashi Tower

Municipal merger master data (example)

Compliant with the local government code*

Standardization of address information

■ Kumamoto City (divided into ku [wards] following its designation as a government-designated city)

Before		After
Tetori Honcho, Kumamoto City	▶	Tetori Honcho, Chuo-ku, Kumtamoto City
Izumi-machi, Kumamoto City	▶	Izumi-machi, Kita-ku, Kumamoto City

■ Tochigi City (merger)

Before		After
Iwafune-machi, Shimotsuga-gun	▶	Iwafune-machi, Tochigi City

*Code for publicly available address information

Company name knowledge master data (example)

Leverage our proprietary knowledge

Conversion of abbreviations to official names

■ Difference in notation

Before		After
キューピー(株) (Kewpie Corporation)	▶	キユーピー(株) (Changing "ュ" to "ユ")
ニッカウイスキー(株) (THE NIKKA WHISKY DISTILLING CO. LTD.)	▶	ニッカウヰスキー(株) (Changing "イ"to"ヰ")
JAL	▶	日本航空(株)(Changing "JAL" to "日本航空(株)," the official Japanese name of Japan Airlines Co., Ltd.)
ICU	▶	国際基督教大学(Changing the acronym "ICU" to "国際基督教大学," the official Japanese name of the International Christian University)
(株)東京放送ホールディングス (Tokyo Broadcasting System Holdings Inc., the previous name of TBS HOLDINGS, INC.)	▶	(株)TBSホールディングス(Changing "(株)東京放送ホールディングス" to "(株)TBSホールディングス ," the official Japanese name of TBS HOLDINGS, INC.)
(株)イトーヨーカドウ (a variant of the Japanese name of Ito-Yokado Co., Ltd.) イトーヨーカドー (a variant of the Japanese name of Ito-Yokado Co., Ltd.)	▶	(株)イトーヨーカ堂 (Correcting input errors of "ドウ"and "ドー" to "堂")
NEC(株) (a variant of the Japanese name of NEC Corporation) NECニホンデンキ(株) (a variant of the Japanese name of NEC Corporation) ニッポンデンキ(株) (a variant of the Japanese name of NEC Corporation) ニホンデンキ(株) (a variant of the Japanese name of NEC Corporation)	▶	日本電気(株) (Correcting input errors of "NEC(株)," "NECニホンデンキ(株)," "ニッポンデンキ(株)," and "ニホンデンキ(株)" to "日本電気(株)," the Japanese name of NEC Corporation)

Format standardization master data (example)

Standardization of address information

■ Standardization of kanji numerals

Before		After
東京都千代田区丸の内一丁目 (1-chome, Marunouchi, Chiyoda-ku, Tokyo)	▶	東京都千代田区丸の内1丁目 (Changing "一" to "1")

■ Correction of omissions, errors, etc.

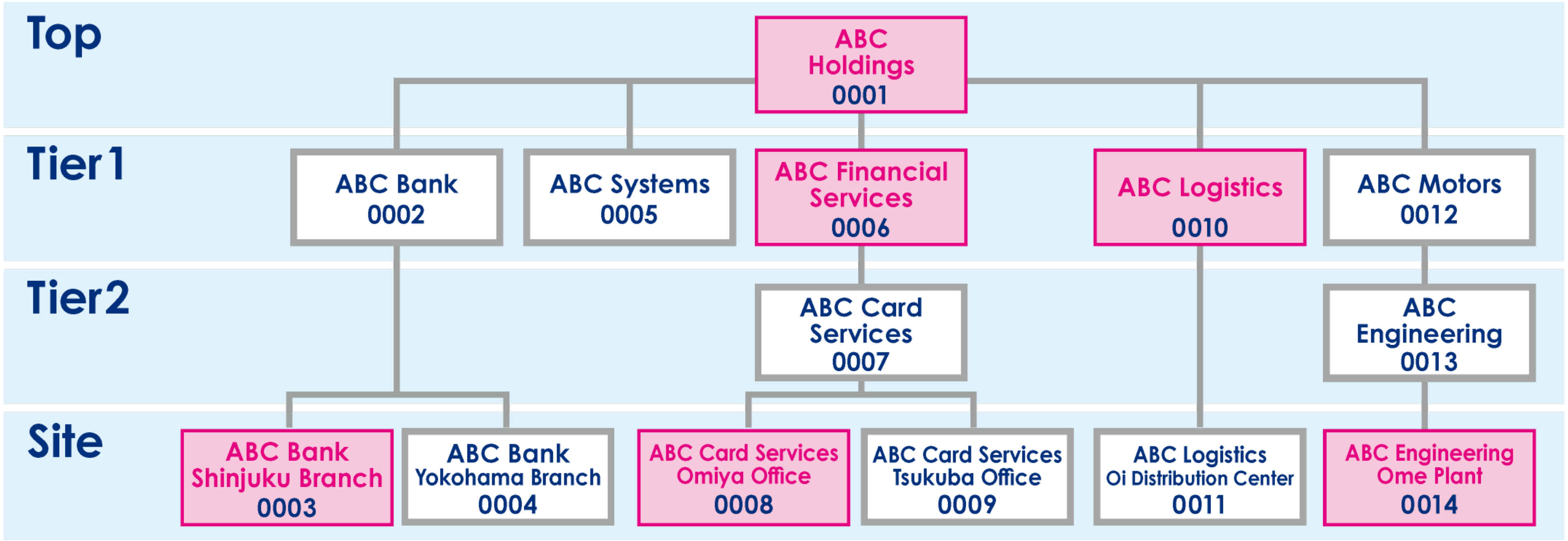
Before		After
東京都西新宿 (Nishi-Shinjuku, Tokyo)	▶	東京都新宿区西新宿(Nishi-Shinjuku, Shinjuku-ku, Tokyo; Adding "新宿区" [Shinjuku-ku])
東京都新宿区市ヶ谷 (Ichigaya, Shinjuku-ku, Tokyo)	▶	東京都新宿区市谷(Removing "ヶ")
東京都港区白金代 (Shirokanedai, Minato-ku, Tokyo)	▶	東京都港区白金台 (Changing "代" to "台")

■ Standardization of character size

Before		After
東京都渋谷区幡ヶ谷 (Hatagaya, Shibuya-ku, Tokyo)	▶	東京都渋谷区幡ケ谷 (Changing "ヶ" to "ケ")

Visualization of corporate affiliations

Enables data management on a company group basis by grouping related locations, identifying locations without existing transactions, and supporting sales activities that leverage existing contacts



Visualizes capital relationships (parent and subsidiary) and location relationships (headquarters–sites) using the LBC code

LBC	Headquarters LBC	Parent Company LBC	Affiliate LBC	Affiliate Top LBC	Company name	Site name
0001	0001	0001	0001	0001	ABC Holdings	
0002	0002	0001	0001	0001	ABC Bank	
0003	0002	0001	0001	0001	ABC Bank	Shinjuku Branch
0004	0002	0001	0001	0001	ABC Bank	Yokohama Branch
0005	0005		0001	0001	ABC Systems	
0006	0006	0001	0001	0001	ABC Financial Services	
0007	0007	0006	0006	0001	ABC Card Services	
0008	0007	0006	0006	0001	ABC Card Services	Omiya Office
0009	0007	0006	0006	0001	ABC Card Services	Tsukuba Office
0010	0010		0001	0001	ABC Logistics	
0011	0010		0001	0001	ABC Logistics	Oi Distribution Center
0012	0012	0001	0001	0001	ABC Motors	
0013	0013	0012	0012	0001	ABC Engineering	
0014	0013	0012	0012	0001	ABC Engineering	Ome Plant

Barriers to entry through patents

Establishes strong barriers to entry in data integration, name matching, and data utilization through patents

Data integration and name matching

- Automated data entry
- Expansion and association of business card information
- Identification and visualization of organizational structure

Has established a proprietary technological infrastructure that supports everything from data input to utilization

Data utilization

- Data utilization and analysis
- Visualization of business-to-business connections
- User experience optimization

Visualizes the structure and relationships of corporate data to provide a foundation for business decision-making

(2) Product development capability

Multi-product lineup enabling utilization of LBC data

Our engineering team possesses both the **creative ideas and advanced product development capabilities** required to maximize the potential of LBC data

Our product lineup

Data utilization

LBC
Linkage Business Code

uSonar
Customer Data Integration Solution

PLANSonar
Management Strategy Platform

mSonar
GuideSonar
Corporate Information & Business Card Management App

Live access
Interest Signal
Deep Check

登記Sonar
Corporate Registry Information Download Tool

Expanding multiple proprietary products utilizing LBC

Work environment that encourages product idea creation

Office

Theme Park-Style Office
Supports the generation of innovative ideas

Meals

Supporting employee health through free lunches and other meal subsidies

Counseling

Supporting mental health care through an external counseling program

Diversity

Return rate of female employees after childcare leave 100%

Employee Satisfaction Scores

3.85/5.00

★★★★☆

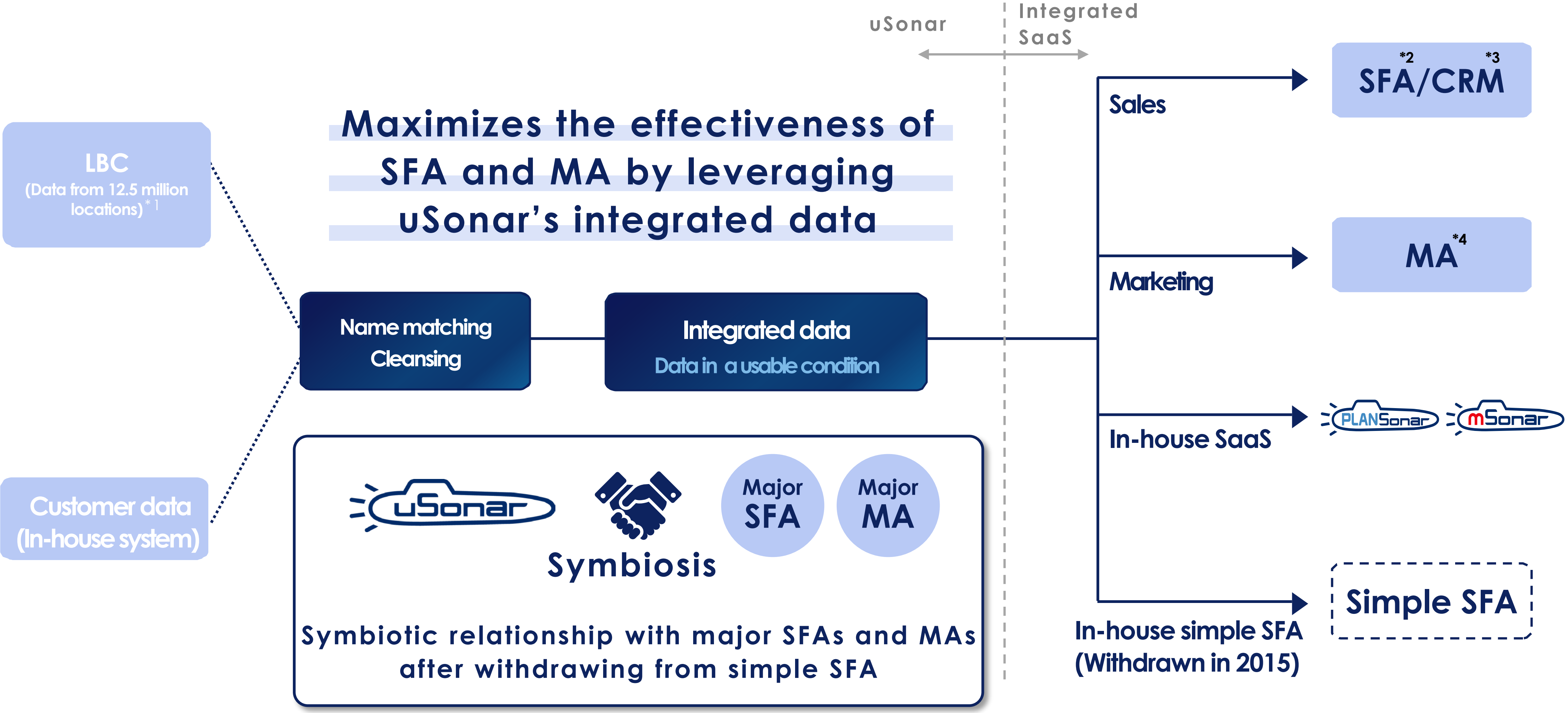
Out of 77,789companies
Top 1% rating

*Based on overall ratings on OpenWork
(As of February 1, 2026)

(3) Non-competitive positioning

Established a symbiotic relationship with major SFAs and MAs

Established a unique positioning by exiting the simple SFA business and **adopting a non-competitive strategy**.
Major SFAs became partner companies, accelerating business expansion.



*1 As of January 2026
*2 SFA (Sales Force Automation): A tool designed to streamline and manage sales activities by enabling the management and sharing of customer information and deal statuses, as well as the analysis of sales activities
*3 CRM (Customer Relationship Management): Strategies, tools, and systems to manage customer information, action history, and relationships with customers, and to build and promote good relationships with customers
*4 MA (Marketing Automation): A tool designed to streamline and automate marketing activities, enabling features such as automated email newsletter distribution, customer data analysis, and evaluation of the effectiveness of marketing campaigns

Highly recognized also by Salesforce as a partner. Building mutually beneficial relationships.

uSonar Wins Two Awards at the Salesforce Japan Partner Award 2025

Customer Success Category

Award Winner

Partners that have received numerous reviews on AppExchange and earned high user ratings

Growth Category

Award Winner

Partners recognized for their extensive industry expertise and advanced technical capabilities, contributing not only to Salesforce business expansion but also to increased Salesforce awareness across industries

04 | Market Environment

DX-related investment in Japan is expected to grow steadily, and **marketing tools such as MA and SFA are expected to become indispensable to corporate activities**

uSonar's Market Size and Growth Drivers

Market Size in 2026

TAM*1
¥7.1666 trillion

SAM*2
¥476.9 billion

SOM*3
¥85.0 billion

Market Growth Drivers

Digital Transformation (DX) Market

- DX-related investment is expected to accelerate across a wide range of fields, driven by the adoption of generative AI and AI agents.
- Demand for data integration, including collaboration both inside and outside organizations, is increasing particularly in the manufacturing DX sector.

SFA/MA/CRM Market

- AI capabilities and data analytics are transforming marketing tools from simple operational efficiency tools into platforms that strengthen corporate competitive advantage.
- Enhanced functionality and higher value-added offerings are expected to drive increases in unit prices.

Domestic Enterprise Market

- Significant upside potential exists among domestic target companies with annual sales of ¥10 billion or more.

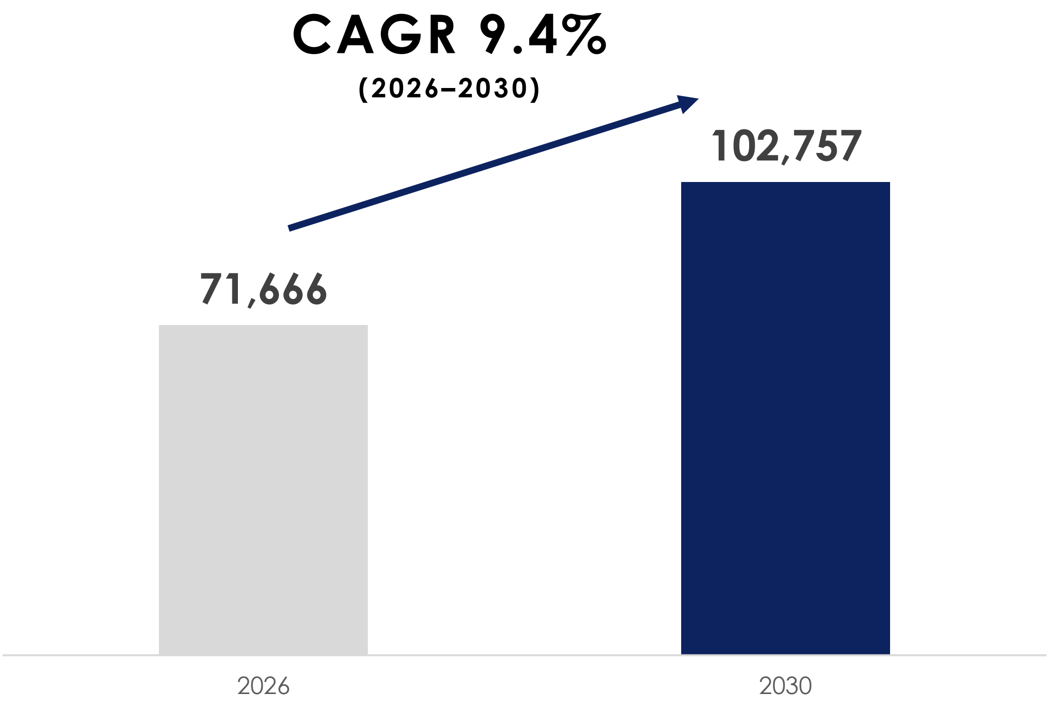
*The figures above represent the Company's estimates of the potential maximum size of each market and were not calculated to indicate the objective market size of the businesses operated by the Company as of May 2026
*SFA (Sales Force Automation): A tool designed to streamline and manage sales activities by enabling the management and sharing of customer information and deal statuses, as well as the analysis of sales activities
*MA (Marketing Automation): A tool designed to streamline and automate marketing activities, enabling features such as automated email newsletter distribution, customer data analysis, and evaluation of the effectiveness of marketing campaigns
*CRM (Customer Relationship Management): Strategies, tools, and systems to manage customer information, action history, and relationships with customers, and to build and promote good relationships with customers

*1 Source: Fuji Chimera Research Institute press release, "IT Investment Trends by Industry / DX Market Outlook 2026: DX Investment Edition" (Press Release No. 26047, issued April 30, 2026); forecast for domestic DX investment in 2026
*2 Source: Yano Research Institute Ltd. press release, "Research on the Digital Marketing Market (2025)," market size forecast for 2026 (based on business sales in the digital marketing market)
*3 Source: Company research Calculated on an annualized basis by multiplying the number of general corporations with annual sales of ¥10 billion or more as of January 2026 by ARPA as of the end of December 2025

The MA/CRM/SFA market is expected to be one of the highest-growth segments within the DX market

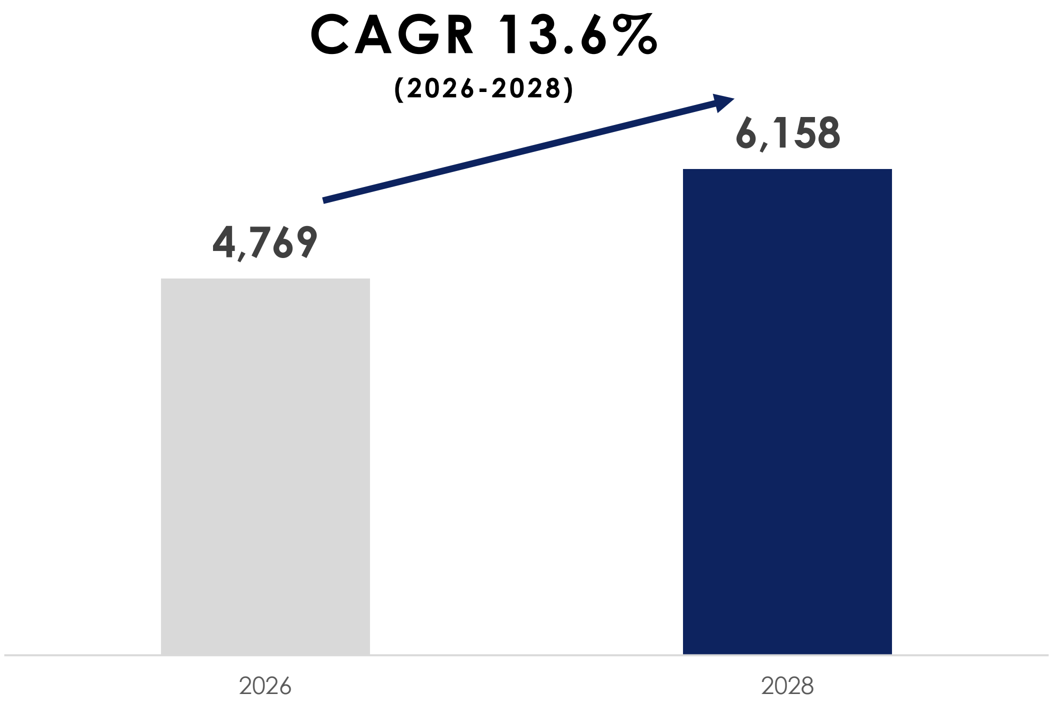
Projected Growth in Domestic DX Investment*1

(¥ 100 million)



Domestic MA/CRM/SFA Market Forecast*2

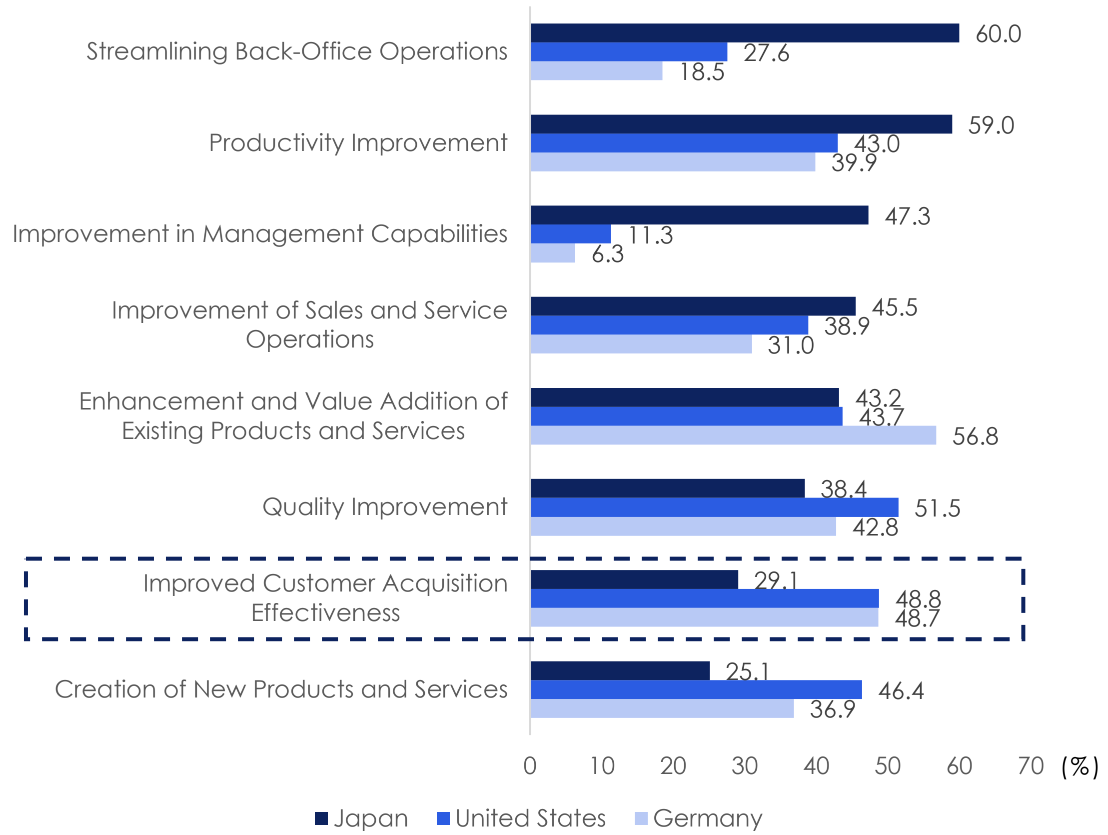
(¥ 100 million)



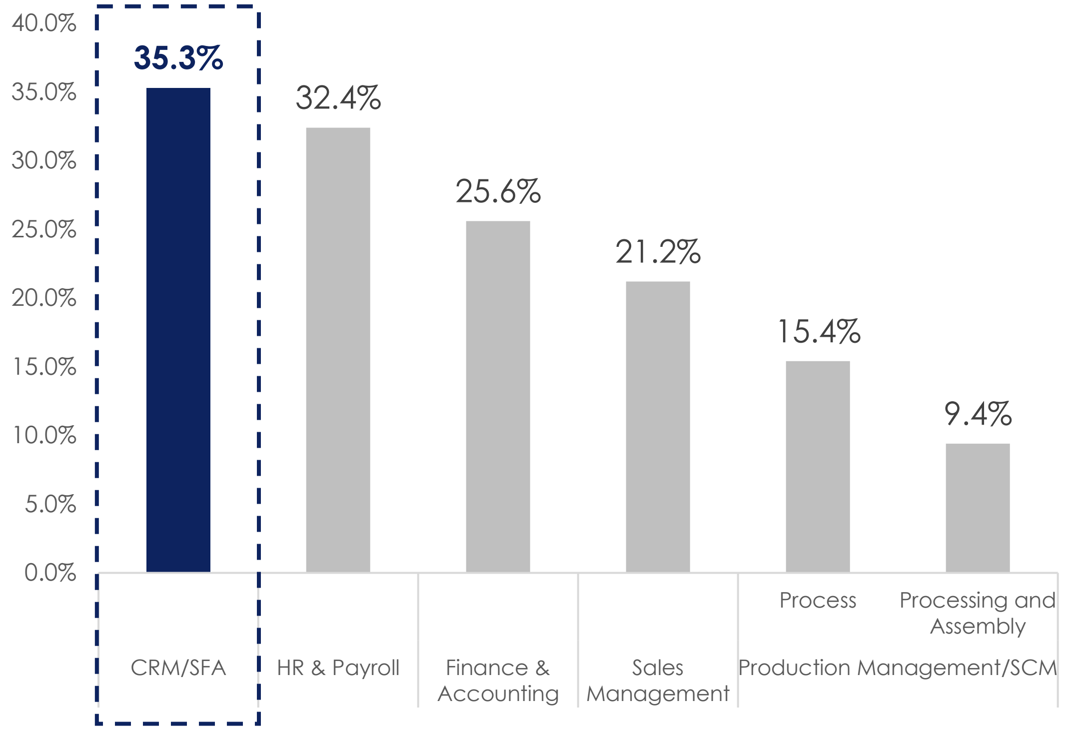
*1 Source: Fuji Chimera Research Institute press release, "IT Investment Trends by Industry / DX Market Outlook 2026: DX Investment Edition" (Press Release No. 26047, issued April 30, 2026)
*2 Source: Yano Research Institute Ltd. press release, "Research on the Digital Marketing Market (2025)"

In Japan, data utilization in sales support remains insufficient, **leaving substantial room for adoption of MA, SFA, and CRM tools among companies**

Comparison of Data Utilization Objectives Between Japan and Other Countries *1



Planned Software Adoption by Application *2



*1 Source: Information-technology Promotion Agency, Japan (IPA), "Direction of Value Creation Explored Through Comparisons Among Japan, the U.S., and Germany: From 'Inward-Looking and Partial Optimization' to 'Outward-Looking and Overall Optimization'"
*2 Source: Yano Research Institute Ltd. press release, "Corporate Questionnaire on Cloud Deployment for ERP and CRM/SFA in Japan: Key Research Findings 2025"

05 | Growth Strategy

Aiming for stable and sustainable growth by expanding the customer base, increasing unit price, and reducing churn rate

1 Expansion of customer base

- Efficient customer base expansion through deepening within the group and expansion across the industry
- Use of sales agents to expand sales channels

2 Unit price improvement

- Use of diverse products to increase unit price through cross-selling
- Higher unit price due to a rise in the number of users at client companies

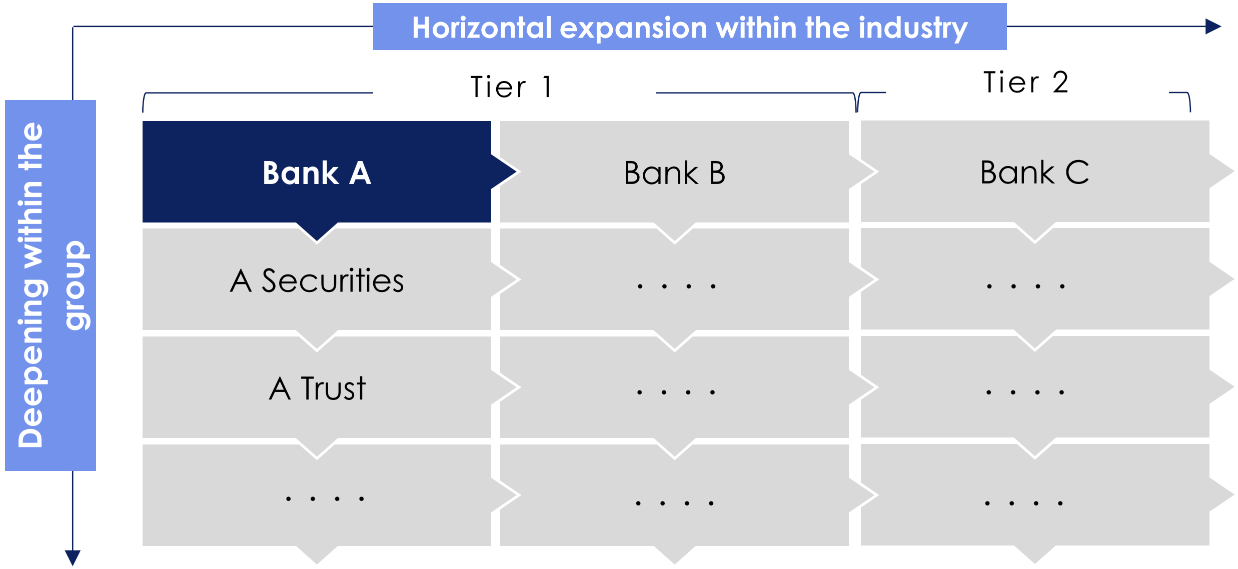
3 Churn rate reduction

- Churn reduction by promoting integration between LBC and other systems
- Churn reduction through continuous improvements in data quality and UI/UX

Efficiently expand the customer base by winning over industry leaders and their group affiliates

Aiming for efficient customer expansion through domino effect strategy

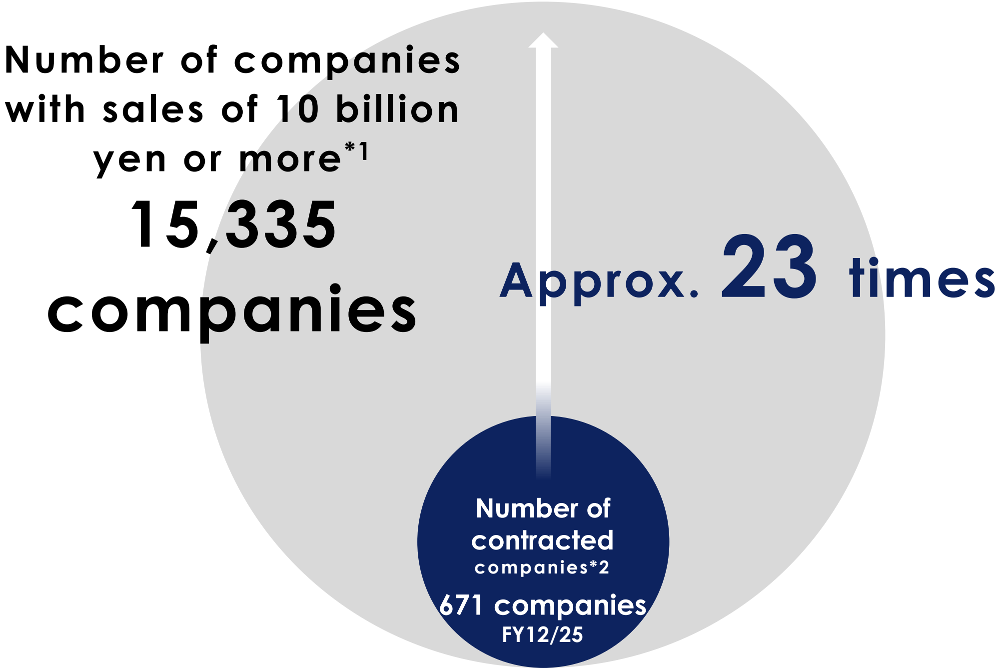
We aim to attract companies that serve as the lead domino by raising brand awareness and strengthening sales. In the future, we will strengthen not only direct sales, but also distributor sales



Deepening within the group
×
expansion across the industry

Significant room for growth

As the concept of corporate database management gains traction, latent demand is expected to become increasingly visible



About 23 times more room for development

*1 Number of general companies with sales of 10 billion or more in our database as of January 2026
*2 Number of existing clients as of December 2025 with annual sales of 10 billion yen or more in the most recent fiscal year (according to our research)

Strengthening customer success (CS) initiatives to promote the adoption of corporate database utilization and drive ARPA growth through cross-selling of both existing and new products

Increase in ARPA through cross-selling

uSonar

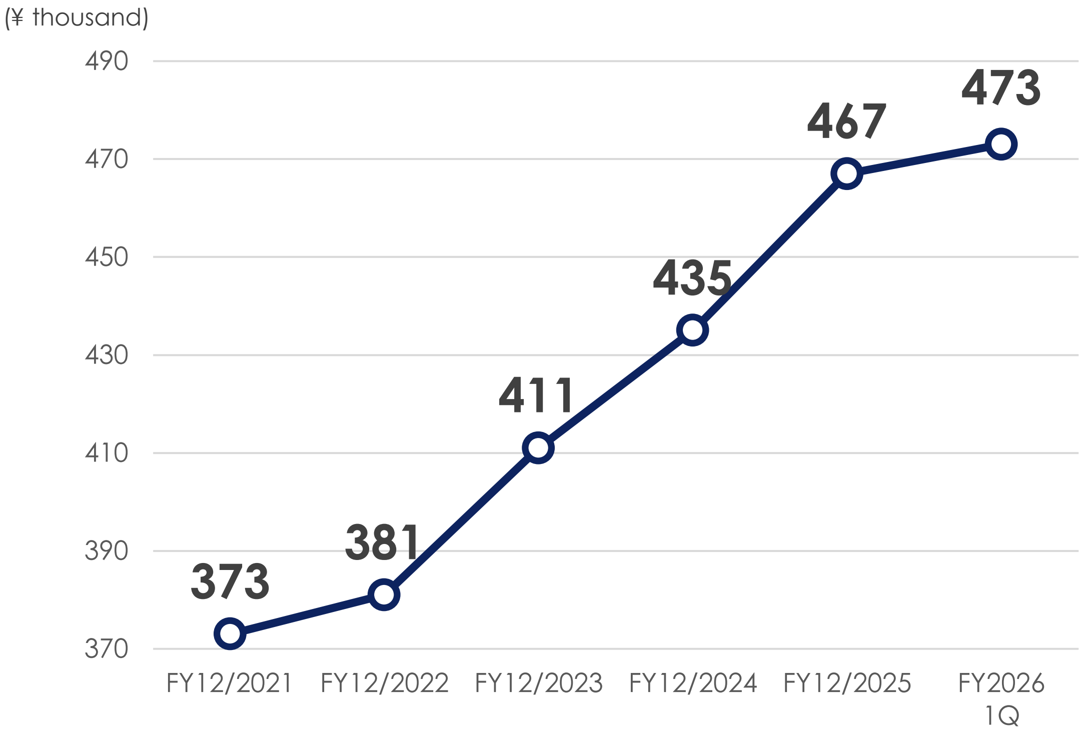
- mSonar — Corporate Information & Business Card Management
- PLANSonar — Management Strategy
- GuideSonar — CRM/SFA Enhancement
- New Products

・
・
・

With the cross-selling ratio[*1] at 36%, there remains significant room to increase ARPA

*1 Cross-selling ratio is calculated by dividing the number of contracts subscribing to all Sonar services (uSonar, PLANSonar and mSonar) by the total number of Sonar service contracts as of March 31, 2026

Sonar Services[*2] / ARPA[*3]



*2 Sonar services: A group of services utilizing the corporate database LBC (uSonar, PLANSonar, mSonar, etc.)
*3 ARPA: Average monthly revenue per account Calculated by dividing monthly subscription revenue from Sonar services as of the fiscal year-end or the end of 1Q by the number of contracts as of the same date

Achieving a low churn rate through proprietary initiatives

Proprietary Measures to Maintain a Low Churn Rate

Promoting Effective Service Utilization and Higher Usage Rates

- Propose effective utilization of LBC through integration with SFA/MA and other tools
- Increase usage rates through post-implementation support provided by Customer Success activities

Enhancing Service Quality

- Promptly incorporate user feedback into services
- Continuously improve data quality and UI/UX
- Regularly develop and launch new services

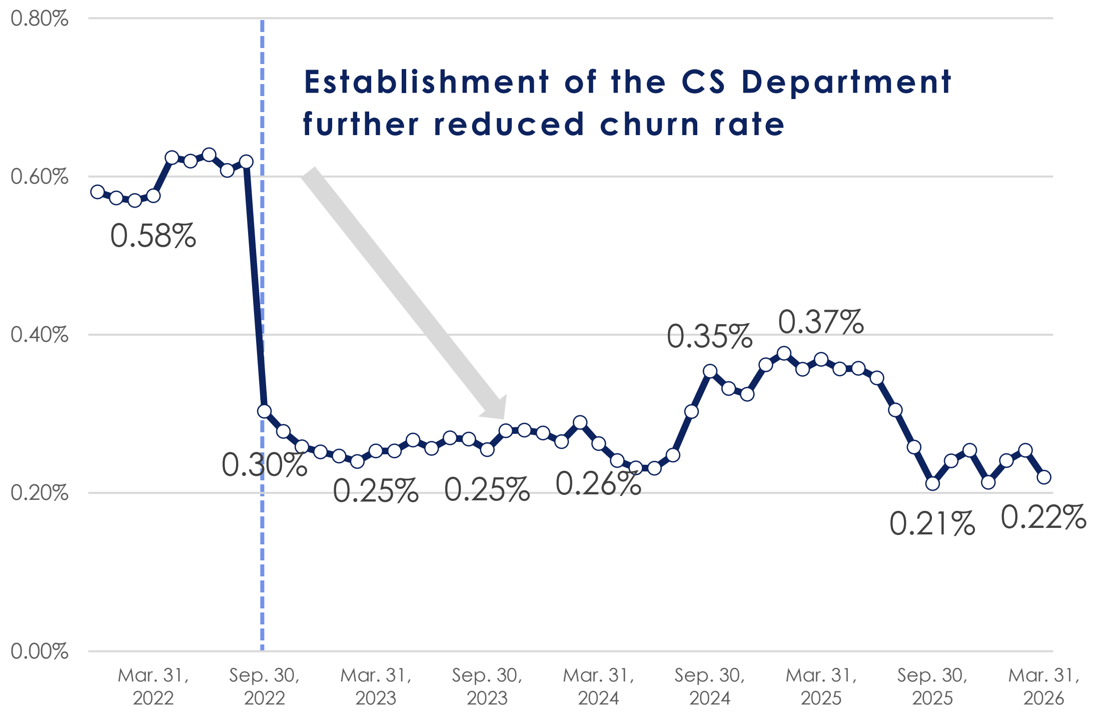
Internal Use of Services

- Actively utilize our services in our own sales and marketing activities and incorporate those insights into proposals for customers

Strengthening Customer Engagement

- Build and strengthen customer relationships

Sonar Services[*1]/Average 12-Month Churn Rate[*2]

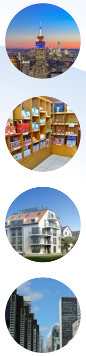


*1 A group of services utilizing the corporate database LBC (uSonar, PLANSonar, mSonar, etc.)
*2 Monthly churn rate: Percentage of monthly recurring revenue lost due to churn relative to total monthly recurring revenue

Aiming to expand into adjacent business areas utilizing databases, in addition to further developing SaaS services, with the expansion of database coverage at the core

1 Expansion of database coverage

Building new databases following the corporate database



- Overseas database
- Product database
- Real estate database
- Corporate database

Proper Nouns DB

2 Expansion of SaaS services

Development of SaaS solutions to enhance the usability of databases

3 Expansion into the operations area

- Data entry and maintenance
- Promotion (digital and physical)
- Customer success

Expansion of outsourcing services utilizing databases

06 | Financial Highlights / Earnings Forecast

Continued Sales Growth

- Company-wide sales **increased ¥278 million (up 15.3% YoY) to ¥2,092 million**.
  - Sales from core Sonar services[*1] increased ¥256 million (up 17.0% YoY) to ¥1,764 million.

ARR Continues to Grow Steadily

- ARR[*2] as of March 31, 2026 **increased by ¥966 million (up 20.6% YoY) to ¥5,652 million**.
  - Driven by strong new order acquisition, the number of contracts[*3] increased by 112 YoY to 994.
  - Cross-selling contributed to an increase in ARPA[*4], which rose ¥31 thousand YoY to ¥473 thousand.
  - Churn rate[*5] remained low at 0.22% as of the end of March 2026.

Operating Profit Increased

- Operating profit **increased ¥16 million (up 3.3% YoY) to ¥520 million**.
  - Despite higher SG&A expenses resulting from increased investment in human capital, operating profit increased.

*1 Sonar services: A group of services utilizing the corporate database LBC (uSonar, PLANSonar, mSonar, etc.)
*2 ARR (Annual Recurring Revenue): Annual recurring revenue generated from subscription-based businesses. ARR is calculated by multiplying the monthly subscription revenue of Sonar services as of the end of 1Q by 12.
*3 The number of contracts represents the total number of contracts as of the end of 1Q. Contracts canceled during the fiscal period are excluded.
*4 ARPA (Average Revenue per Account): Average monthly revenue per contract. Calculated by dividing the monthly subscription revenue of Sonar services as of the end of 1Q by the number of contracts as of the same date.
*5 Churn Rate: Average monthly churn rate over the past 12 months (the percentage of monthly recurring revenue lost due to cancellations relative to total monthly recurring revenue)

FY12/2026 Financial performance progress

Sales growth continued year on year, with gross profit also increasing. Despite higher SG&A expenses resulting from increased investment in human capital, operating profit also increased. Performance remained on track versus forecasts.

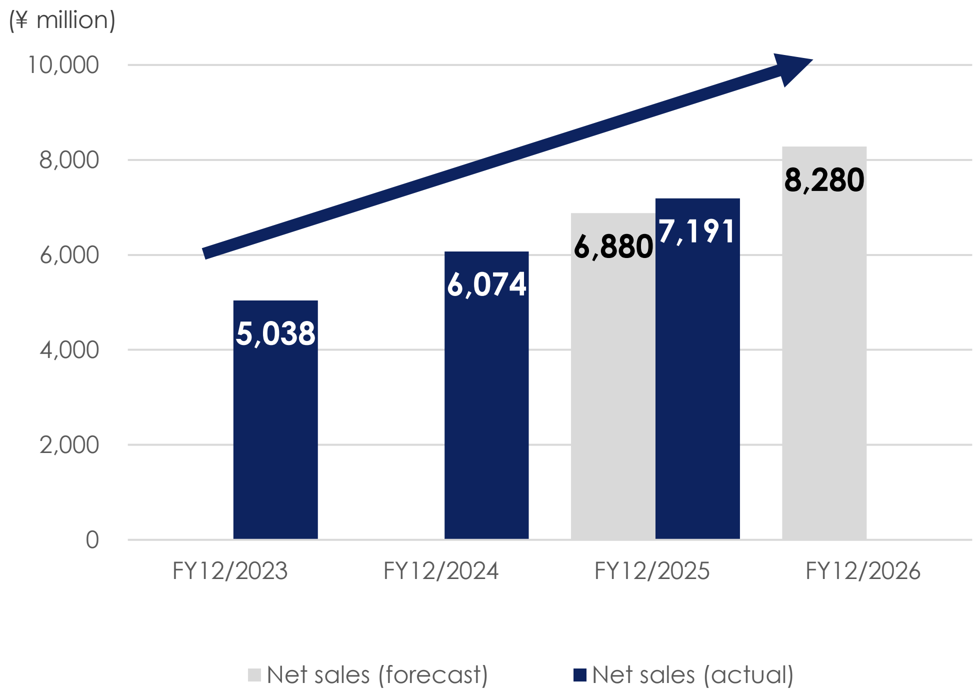
(¥ million)	FY12/2025		FY12/2026		
	1Q Cumulative (Actual)	Full Year (Actual)	1Q Cumulative (Actual)	Full Year (Forecast)	Progress vs. Forecast
Net Sales	**1,814**	**7,191**	**2,092**	**8,280**	**25.3%**
Cost of sales	639	2,731	756	2,977	25.4%
Gross profit	**1,175**	**4,460**	**1,336**	**5,302**	**25.2%**
Gross profit margin	64.8%	62.0%	63.9%	64.0%	—
Selling, general and administrative expenses	671	3,069	816	3,537	23.1%
Operating profit	**503**	**1,390**	**520**	**1,764**	**29.5%**
Operating profit margin	27.8%	19.3%	24.9%	21.3%	—
Ordinary profit	**503**	**1,377**	**530**	**1,762**	**30.1%**
Ordinary profit margin	27.8%	19.2%	25.3%	21.3%	—
Profit before income taxes	**424**	**1,256**	**530**	**1,614**	**32.8%**
Ratio of profit before income taxes	23.4%	17.5%	25.3%	19.5%	—
Profit	**280**	**888**	**339**	**1,056**	**32.1%**
Net profit margin	15.4%	12.4%	16.2%	12.8%	—

* The first-quarter financial results for FY12/2025 have not been separately audited by an independent auditing firm
* The Company plans to relocate its head office (currently expected to be completed in mid-2027), and the above earnings forecasts have been prepared based on this assumption

Operate the business with a balanced focus on both sustainable sales growth and profitability

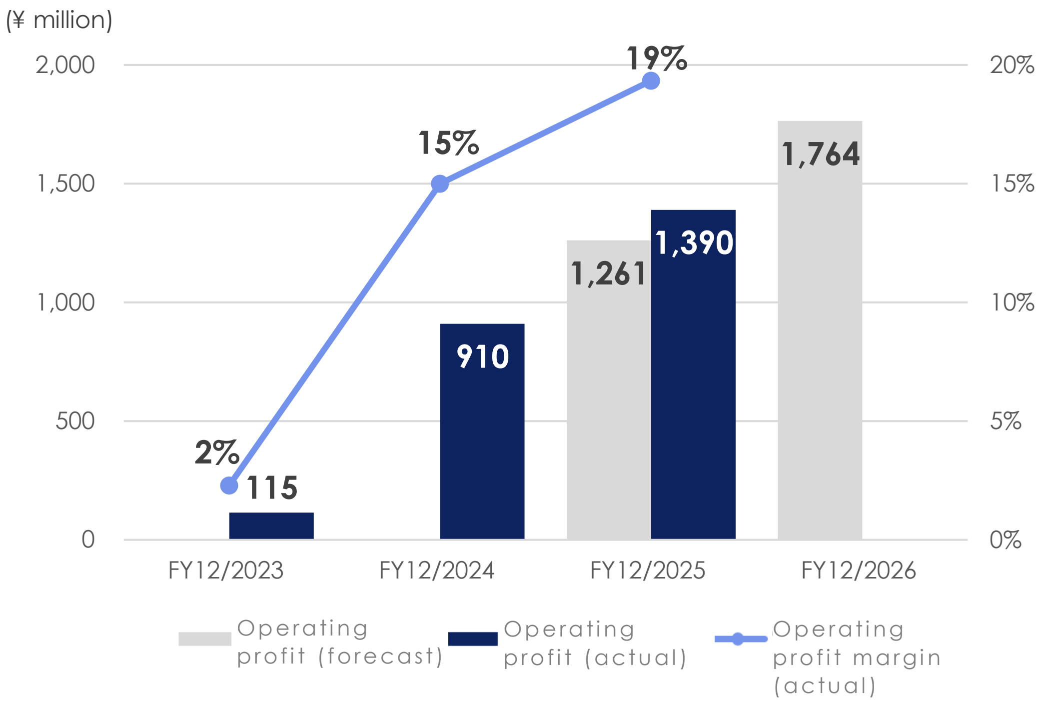
Sustained Sales Growth

- Customer demand remains strong, driven by expansion of the DX market and broader adoption of generative AI.
- Our business maintains a competitive advantage through high barriers to entry supported by years of accumulated data.
- Top-line growth is expected to continue.



Business Profitability

- While our business model requires fixed costs to build and maintain databases, its low variable-cost structure allows gross profit margins to improve as sales grows.
- Operating profit margins are expected to improve as growth in gross profit outpaces increases in SG&A expenses associated with growth investments.



The growing adoption of generative AI is serving as a tailwind for our business

Enhancing competitive advantage and productivity through the internal use of generative AI

Strengthening the Competitive Advantage of Our Database

– By combining generative AI with our long-standing systems and master data incorporating historical transitions, we are building a uniquely competitive database unmatched by other companies.

Improving the Efficiency and Quality of SaaS Product Development

– Generative AI-driven requirements definition, UI design, and code generation are reducing development workloads.

– Expanding test coverage through generative AI is improving product quality.

All Employees Utilize Our Proprietary Generative AI

– We have already established an environment in which all employees can utilize our proprietary generative AI.

The adoption of generative AI by client companies represents a new business opportunity for us

Growing Demand for Database Development and Maintenance

– Increasing numbers of customers are considering the adoption of generative AI and AI agents.
– Improving the accuracy of generative AI output requires the input of high-quality data that can be effectively processed by AI.

– Demand for database development and maintenance is increasing among client companies, resulting in a growing number of inquiries to the Company.

Generative AI Represents a Business Opportunity

– Unlike certain SaaS businesses that may be displaced by generative AI, generative AI represents a new business opportunity for the Company following DX.

– We aim to become a database infrastructure company that supports the AI era by providing high-quality foundational data for generative AI.

Expected to Have a Positive Impact on Business Performance

Launch of uSonar Data Integration with Snowflake Marketplace

About Snowflake

- A leading company driving data sharing
- Serving 12,000 customers worldwide
- Rapidly expanding adoption among Japanese companies

Objectives of the Integration

- Expand opportunities to sell data to large enterprises
- Significantly shorten post-contract implementation time
- Expected improvement in service retention rates

Data update

LBC

Linkage Business Code

uSonar

Customer Data Integration Solution

snowflake®

- Public release of LBC samples
- Receiving inquiries from interested companies
- Existing customers migrating from API-based integration

LBC User Companies
(Companies Using Snowflake)

What Is Data Sharing?

- Securely share up-to-date data by granting access rights without duplicating data.
- Migration from conventional API-based integration to data sharing offers various advantages.

Example: Significantly reduce development time and operating costs previously required for individual company integrations

- Implemented AI-powered data analytics. Enables users to issue instructions in natural language, simplifying and accelerating analytical operations.

<API Integration> Data definitions and update frequency are fixed

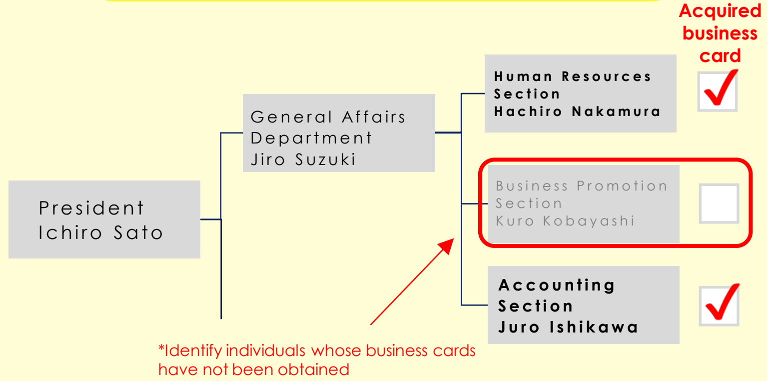
<Data Sharing> Flexible data definitions and update frequency

Advancing the platform by acquiring ownership of patents related to "business card information and corporate data integration technology"

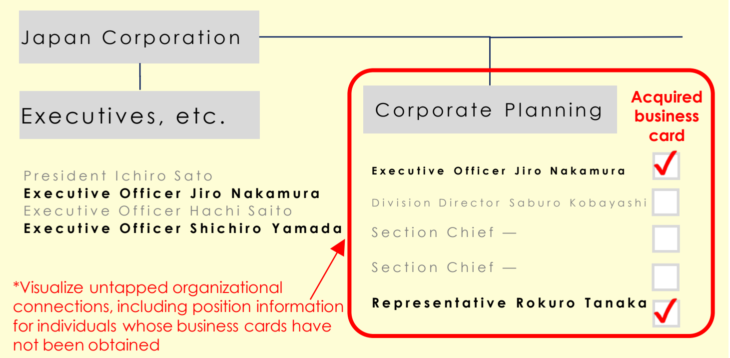
Acquired from Ricoh Company, Ltd. five patents related to technology integrating business card information with external data (effective March 31, 2026).
Established a framework for the stable management and advancement of core technologies supporting the corporate data platform.

Patent Number	Patent Overview
Patent No. 6299498 Patent No. 6614255	Technology for identifying individuals whose business card information has not been obtained by utilizing business card data and information from non-business-card sources
Patent No. 6369140 Patent No. 6683219	Technology for updating organizational information to distinguish between acquired and non-acquired business card data and outputting information in formats appropriate to each
Patent No. 6550810	Technology for visualizing members of categories involved in target transactions within organizational information and visualizing activity achievement levels for those categories

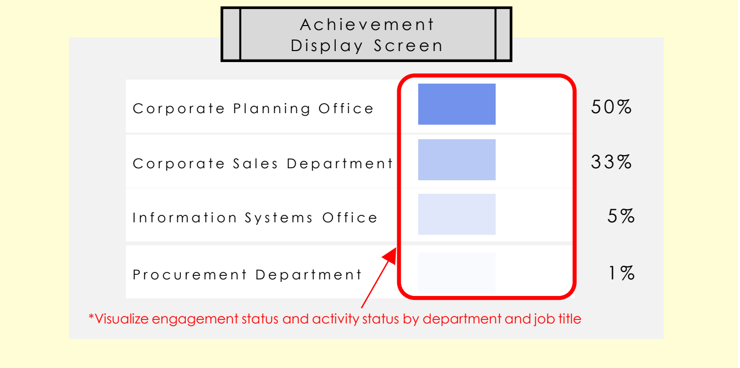
Enable identification of individuals not yet contacted (i.e., those whose business cards have not been obtained)



Output tailored to whether organizational information is linked to acquired business cards or remains unavailable



Calculate and visualize achievement levels for departments involved in transactions



This patent relates to technology for structuring and visualizing corporate data based on business card information. It serves as a foundational technology for corporate data infrastructure in the AI era

Achieve sustainable growth through investments in three key areas

Human Capital Investment

- Strengthen recruitment efforts, particularly for sales personnel
- Plan to introduce a restricted stock (RS) grant program to enhance employee engagement

Enhancement of Products and Services

- Improve customer satisfaction through enhancements to product and service quality
- Invest in databases, develop SaaS products, and launch new services

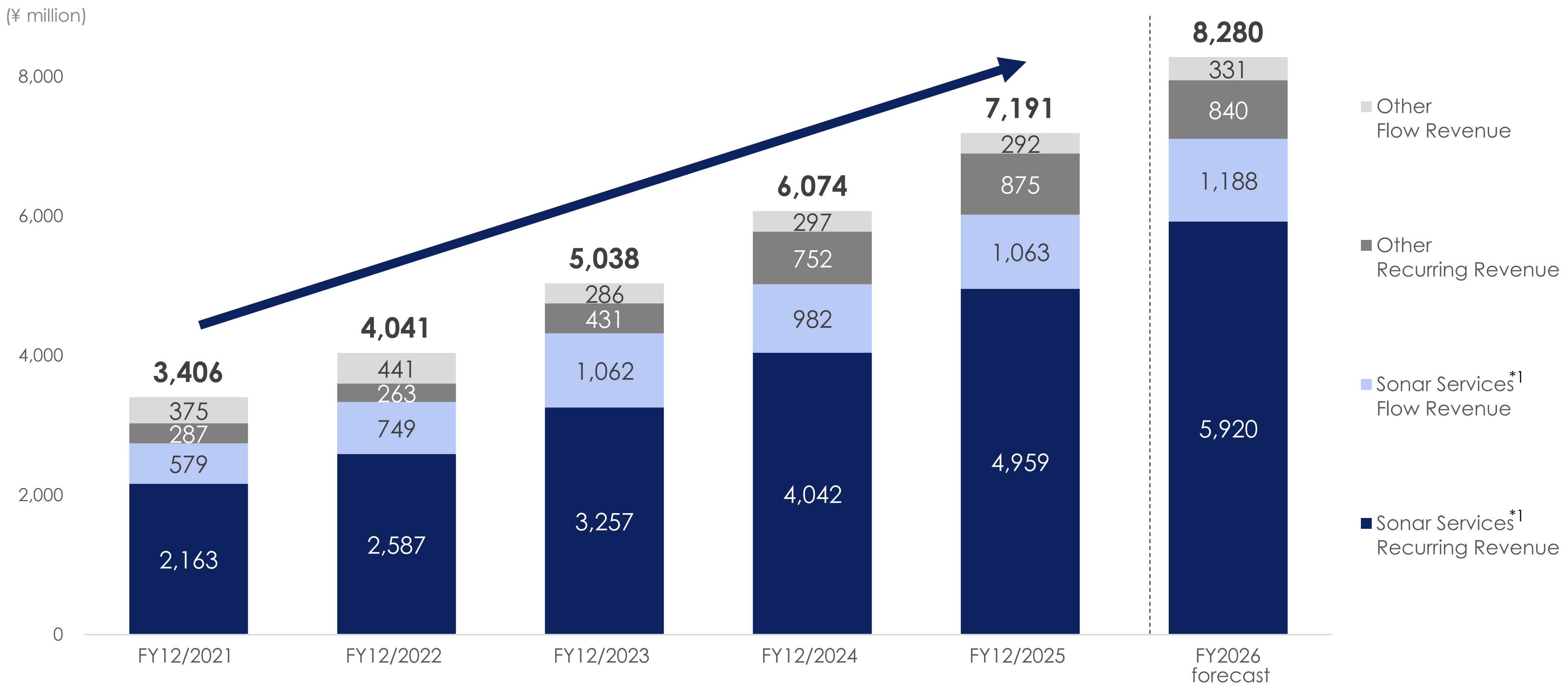
Advertising and Promotion

- Continue investing in advertising and promotional activities to increase brand awareness
- Implement a multifaceted marketing strategy, including TV commercials, taxi advertisements, trade show exhibitions, and in-house events

Toward Further Growth in Net Sales and Operating Profit

KPI highlight (1) Net sales

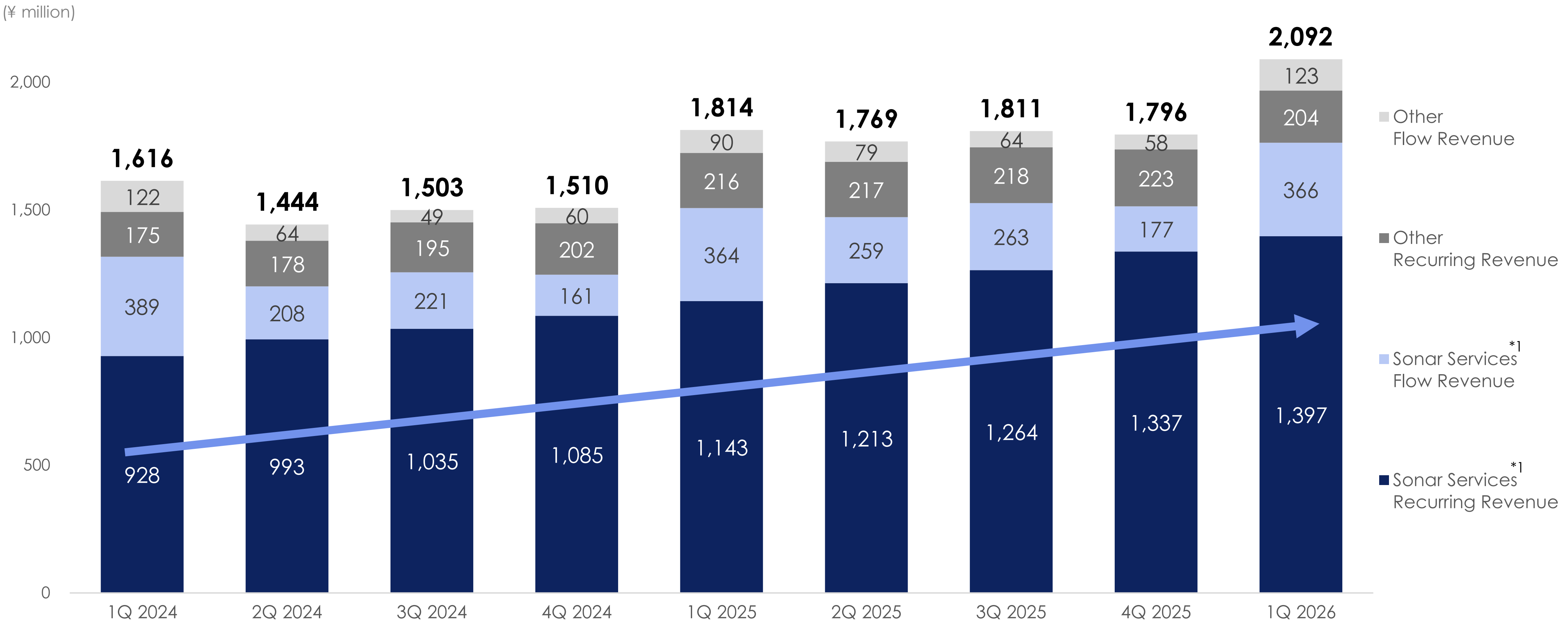
Corporate DX investment accelerated during the COVID-19 pandemic, driving rapid business growth from 2021 onward. We have established a stable revenue base, with recurring revenue accounting for 81%[*2] of total net sales.



*1 Sonar services: A group of services utilizing the corporate database LBC (uSonar, PLANSonar, mSonar, etc.)
*2 As of December 31, 2025

KPI highlight (2) Quarterly sales breakdown

Recurring revenue from Sonar services[*1] continues to increase steadily each quarter

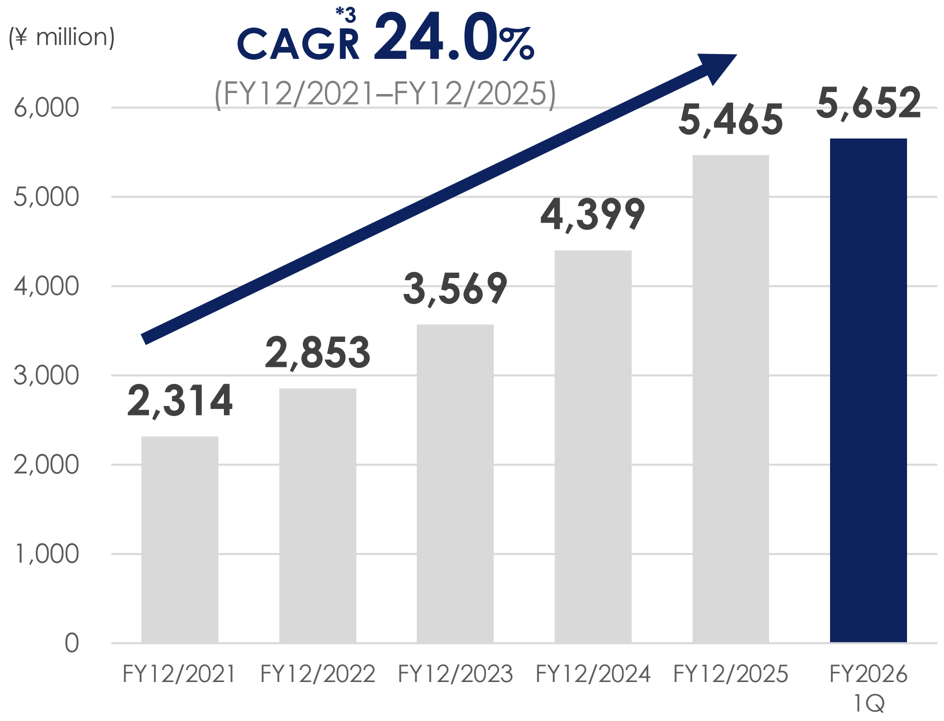


*1 Sonar services: A group of services utilizing the corporate database LBC (uSonar, PLANSonar, mSonar, etc.)

KPI highlight (3) ARR, ordinary profit/ordinary profit margin

Sonar Services[*1]/ ARR[*2]

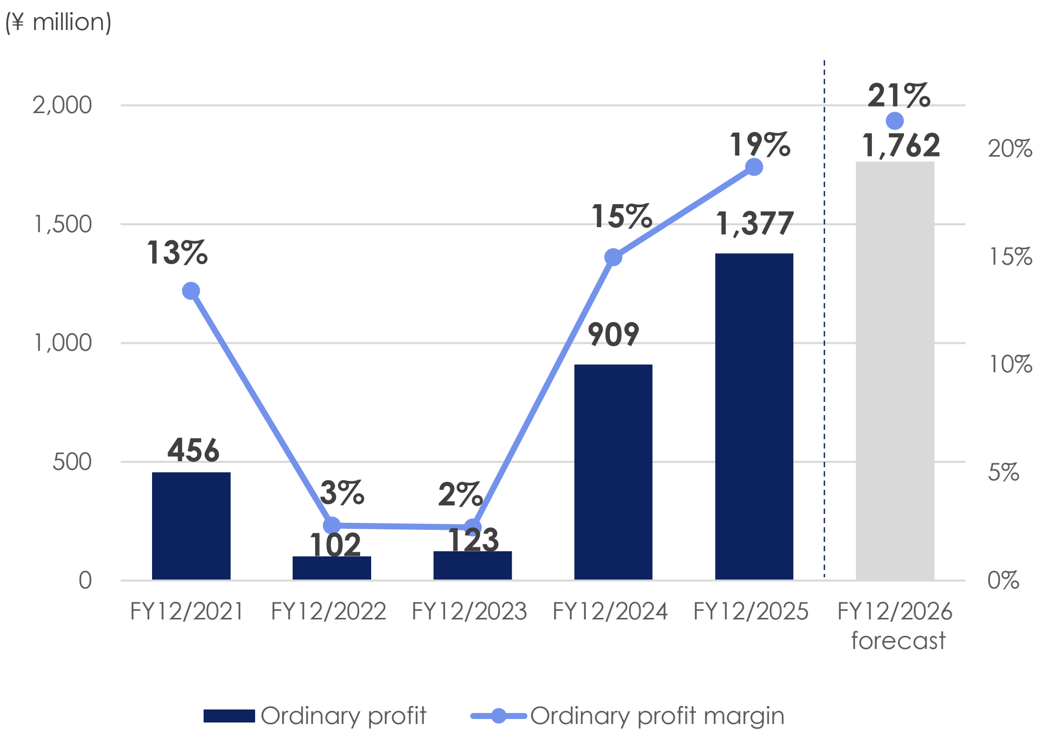
ARR continues to achieve high growth **while generating stable revenue**.



*1 A group of services utilizing the corporate database LBC (uSonar, PLANSonar, mSonar, etc.)
*2 ARR (Annual Recurring Revenue): Annual recurring revenue generated from subscription-based businesses. ARR is calculated by multiplying monthly subscription revenue from Sonar services as of the fiscal year-end or the end of 1Q by 12.
*3 CAGR: Compound annual growth rate

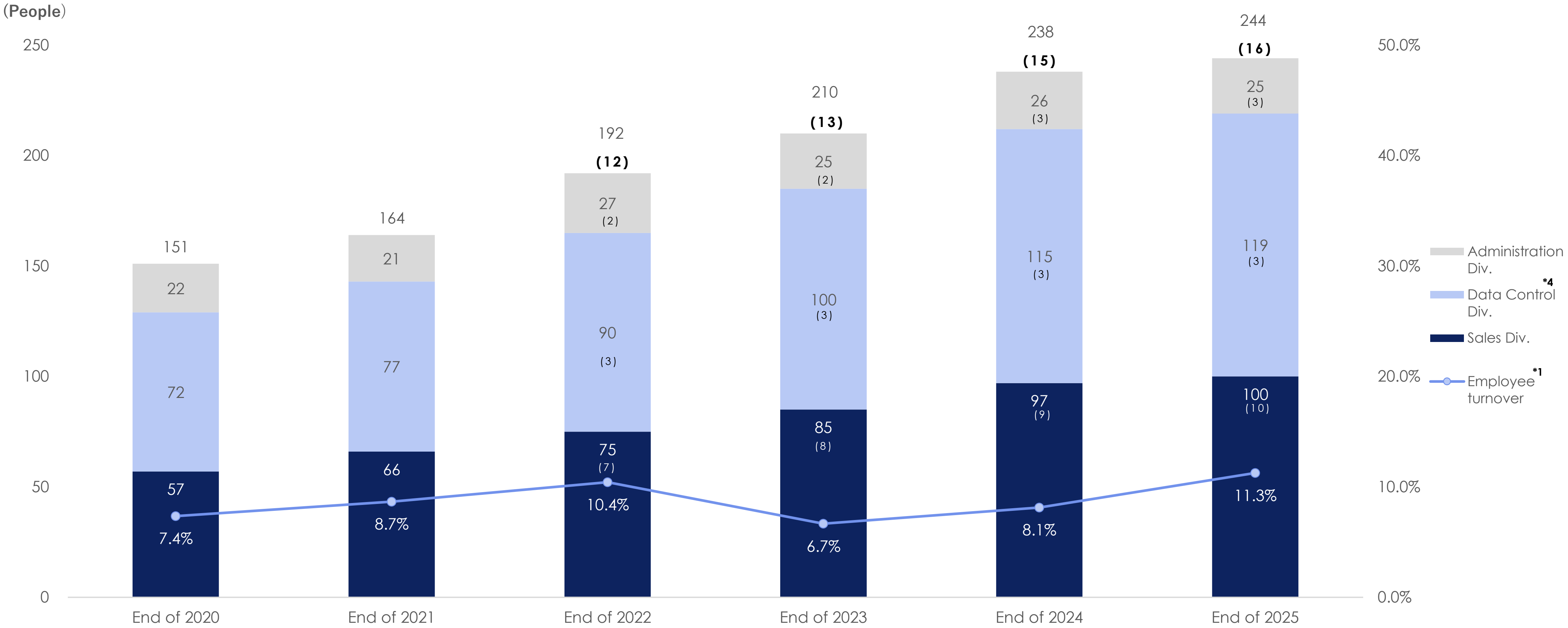
Ordinary Profit / Ordinary Profit Margin

In 2025, **recurring revenue growth drove a significant increase in profits**.
Ordinary profit margin is expected to improve in FY2026.



KPI highlight (4) Number of employees and turnover rate

Hiring mainly for sales and systems development; In light of the recent increase in turnover,[*1] investment in human resources is being strengthened



*1 The employee turnover rate is calculated by dividing the number of employees who left the Company by the number of regular workers as of January 1 (as of the beginning of the fiscal year) × 100 (%)
*2 According to the Ministry of Health, Labour and Welfare's *Reiwa 6 nen koyo doko chosa kekka no gaikyo* [Overview of the 2024 survey on employment trends], the turnover rate for "general workers" in the "information and communications industry" was 9.8% in 2024
*3 The Company has adopted a delegated executive officer system since 2022. The number in parentheses is the number of executive officers.
*4 Data Control Division: The department responsible for building LBC, our database, and developing SaaS products

Financial highlights: Income Statement

(¥ million)	FY12/2021	FY12/2022	FY12/2023	FY12/2024	FY12/2025	1Q FY2026
Net Sales	**3,406**	**4,041**	**5,038**	**6,074**	**7,191**	**2,092**
Cost of sales	912	1,982	2,176	2,316	2,731	756
Of which: Data acquisition costs	157	748	798	653	690	196
Gross profit	**2,494**	**2,058**	**2,862**	**3,758**	**4,460**	**1,336**
Selling, general and administrative expenses	2,033	1,949	2,746	2,847	3,069	816
Of which: Salaries and allowances*1	846	903	1,038	1,196	1,286	333
Of which: Advertising and promotion expenses	50	137	655	441	416	104
Operating profit	**460**	**109**	**115**	**910**	**1,390**	**520**
Non-operating income	0	3	14	3	9	11
Non-operating expenses	4	9	6	5	22	1
Ordinary profit	**456**	**102**	**123**	**909**	**1,377**	**530**
Extraordinary income	1	-	1	6	-	-
Extraordinary losses	1,000 *2	-	6	-	121 *3	-
Profit before income taxes	**(542)**	**102**	**118**	**915**	**1,256**	**530**
Profit	**(353)**	**64**	**74**	**634**	**888**	**339**

*1 Of personnel expenses, the amount attributable to salaries and allowances for employees and executive officers
*2 Extraordinary losses primarily resulting from the purchase of commercial registry data for ¥998 million to strengthen the corporate database
*3 Expenses associated with the head office relocation (brokerage fees and estimated rent payments during the restoration period for the current office)

Financial highlights: Balance Sheet

(¥ million)	FY12/2021	FY12/2022	FY12/2023	FY12/2024	FY12/2025	1Q FY2026
Total current assets	2,378	2,756	2,993	3,870	5,382	5,240
Cash and deposits	1,864	2,245	2,428	3,222	4,604	4,302
Total non-current assets	1,055	950	952	1,070	1,947	2,145
Total assets	**3,433**	**3,707**	**3,945**	**4,941**	**7,330**	**7,385**
Total current liabilities	1,269	1,362	1,755	1,989	2,642	2,369
Total non-current liabilities	634	391	161	293	409	401
Total interest-bearing debt [*1]	1,036	776	536	306	346	315
Total liabilities	**1,903**	**1,753**	**1,917**	**2,283**	**3,052**	**2,770**
Total net assets	**1,530**	**1,953**	**2,028**	**2,658**	**4,278**	**4,615**
Total liabilities and net assets	**3,433**	**3,707**	**3,945**	**4,941**	**7,330**	**7,385**

*1 Total amount of short-term borrowings, bonds due within one year, current portion of long-term borrowings, bonds, and long-term borrowings

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