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January 30, 2026

## Consolidated Financial Results for the Fiscal Year Ended December 31, 2025 (Under Japanese GAAP)

Company name: ValueCommerce Co., Ltd.  
Listing: Tokyo Stock Exchange  
Securities code: 2491  
URL: <https://www.valuecommerce.co.jp/en/>  
Representative: Jin Kagawa, Representative Director, President and CEO  
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Scheduled date to commence dividend payments: March 9, 2026  
Scheduled date of annual general meeting of shareholders: March 25, 2026  
Scheduled date to file annual securities report: March 26, 2026  
Preparation of supplementary material on financial results: Yes  
Holding of financial results briefing: Yes (for analysts and institutional investors)

(Yen amounts are rounded down to millions, unless otherwise noted.)

### 1. Consolidated financial results for the fiscal year ended December 31, 2025 (from January 1, 2025 to December 31, 2025)

#### (1) Consolidated operating results

(Percentages indicate year-on-year changes.)

	Net sales		Operating income		Ordinary income		Net income attributable to owners of parent	
Fiscal year ended	¥ millions	%	¥ millions	%	¥ millions	%	¥ millions	%
December 31, 2025	24,169	(20.5)	1,971	(52.6)	1,481	(64.1)	487	(82.9)
December 31, 2024	30,410	3.4	4,160	(20.5)	4,121	(21.0)	2,855	(16.0)

Note: Comprehensive income For the fiscal year ended December 31, 2025: ¥538 million [(81.0)%]  
For the fiscal year ended December 31, 2024: ¥2,827 million [(16.6)%]

	Basic earnings per share	Diluted earnings per share	Return on equity	Ordinary income/ total assets	Operating income/ net sales
Fiscal year ended	¥	¥	%	%	%
December 31, 2025	22.52	—	3.9	8.3	8.2
December 31, 2024	113.24	—	16.2	17.2	13.7

Reference: Share of income (loss) of entities accounted for using equity method  
For the fiscal year ended December 31, 2025: ¥(365) million  
For the fiscal year ended December 31, 2024: ¥— million

#### (2) Consolidated financial position

	Total assets	Net assets	Equity-to-asset ratio	Net assets per share
As of	¥ millions	¥ millions	%	¥
December 31, 2025	16,142	12,181	75.5	561.96
December 31, 2024	19,592	12,860	65.6	593.73

Reference: Equity As of December 31, 2025: ¥12,181 million  
As of December 31, 2024: ¥12,860 million

### (3) Consolidated cash flows

	Cash flows from operating activities	Cash flows from investing activities	Cash flows from financing activities	Cash and cash equivalents at end of period
Fiscal year ended	¥ millions	¥ millions	¥ millions	¥ millions
December 31, 2025	1,923	(1,443)	(1,229)	11,026
December 31, 2024	3,461	(708)	(12,511)	11,775

### 2. Dividends

	Annual dividends per share					Total cash dividends (Total)	Payout ratio (Consoli- dated)	Ratio of dividends to net assets (Consoli- dated)
	Q1	Q2	Q3	Q4	Total			
	¥	¥	¥	¥	¥	¥ millions	%	%
FY2024	—	25.00	—	32.00	57.00	1,234	50.3	8.8
FY2025	—	25.00	—	24.00	49.00	1,062	217.6	8.5
FY2026 (Forecast)	—	8.00	—	8.00	16.00		—	

Regarding the dividend policy for fiscal year 2026, while our basic target is a payout ratio of 30%, we will aim to implement stable dividends after comprehensively considering financial soundness and free cash flow.

### 3. Consolidated earnings forecasts for the fiscal year ending December 31, 2026 (from January 1, 2026 to December 31, 2026)

Since the Company will transition to non-consolidated financial statements from the fiscal year ending December 31, 2026, we have disclosed non-consolidated earnings forecasts instead of consolidated earnings forecasts.

**\* Notes**

(1) Significant changes in scope of consolidation during the period: Yes

Excluded: One company (Dynatech Inc.)

Note: For details, please refer to “3. Consolidated financial statements and significant notes, (5) Notes to consolidated financial statements (Notes - Changes in the scope of consolidation or application of equity method)” on page 11 of the attached materials.

(2) Changes in accounting policies, changes in accounting estimates, and restatement

1. Changes in accounting policies due to revisions to accounting standards and other regulations: Yes

2. Changes in accounting policies due to other reasons: None

3. Changes in accounting estimates: Yes

4. Restatement: None

Note: For details, please refer to “3. Consolidated financial statements and significant notes, (5) Notes to consolidated financial statements (Notes - Changes in accounting policies) and (Notes - Changes in accounting estimates)” on page 11 of the attached materials.

(3) Number of issued shares (common shares)

		shares		shares
1. Total number of issued shares at the end of the period (including treasury shares)	As of December 31, 2025	34,471,000	As of December 31, 2024	34,471,000
2. Number of treasury shares at the end of the period	As of December 31, 2025	12,794,671	As of December 31, 2024	12,810,219
3. Average number of shares outstanding during the period	Fiscal year ended December 31, 2025	21,671,118	Fiscal year ended December 31, 2024	25,219,949

**[Reference] Overview of non-consolidated financial results**

**1. Non-consolidated financial results for the fiscal year ended December 31, 2025 (from January 1, 2025 to December 31, 2025)**

(1) Non-consolidated operating results

(Percentages indicate year-on-year changes.)

	Net sales		Operating income		Ordinary income		Net income	
Fiscal year ended	¥ millions	%	¥ millions	%	¥ millions	%	¥ millions	%
December 31, 2025	23,803	(18.4)	1,976	(52.2)	1,882	(55.1)	262	(91.0)
December 31, 2024	29,152	3.7	4,133	(19.6)	4,194	(18.9)	2,929	(16.8)

	Basic earnings per share	Diluted earnings per share
Fiscal year ended	¥	¥
December 31, 2025	12.11	—
December 31, 2024	116.16	—

(2) Non-consolidated financial position

	Total assets	Net assets	Equity-to-asset ratio	Net assets per share
As of	¥ millions	¥ millions	%	¥
December 31, 2025	16,142	12,181	75.5	561.96
December 31, 2024	19,474	13,086	67.2	604.14

Reference: Equity As of December 31, 2025: ¥12,181 million  
As of December 31, 2024: ¥13,086 million

**2. Non-consolidated earnings forecasts for the fiscal year ending December 31, 2026 (from January 1, 2026 to December 31, 2026)**

(Percentages indicate year-on-year changes.)

	Net sales		Operating income		Ordinary income		Net income		Basic earnings per share
	¥ millions	%	¥ millions	%	¥ millions	%	¥ millions	%	¥
Six months ending June 30, 2026	6,400	(59.0)	(700)	—	(700)	—	(800)	—	(36.91)
Fiscal year ending December 31, 2026	14,400	(39.5)	(700)	—	(700)	—	(800)	—	(36.91)

\* Financial results reports are exempt from audit conducted by certified public accountants or an audit corporation

\* Proper use of earnings forecasts, and other special matters

(Caution regarding forward-looking statements and others)

The forward-looking statements, including earnings forecasts, contained in these materials are based on information currently available to the Company and on certain assumptions deemed to be reasonable.

Consequently, the statements herein do not constitute assurances regarding the Company's actual results. Actual financial and other results may differ substantially from the statements herein due to various factors. Please refer to "1. Overview of operating results and others, (1) Overview of operating results for the fiscal year" on page 2 of the attached materials for the suppositions that form the assumptions for the earnings forecasts and cautions regarding the use of the earnings forecasts.

(Means of access to supplementary material on financial results)

The supplementary material on financial results will be available on the Company's website.

○Attached Material

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# 1. Overview of operating results and others

## (1) Overview of operating results for the fiscal year

During the fiscal year under review, a moderate recovery was observed in the Japanese economy supported by personal consumption, although some areas remained sluggish. On the other hand, rising prices and unstable international conditions posed a downside risk to the economy.

In this environment, the Group focused on deriving correct information from a large amount of information and efficiently delivering that information to those who need it, based on its mission “Efficiently Connecting Accurate Information,” resulting in the following consolidated operating results.

For the fiscal year under review, net sales were ¥24,169 million (down 20.5% year on year).

For “Affiliate Marketing,” a pay-per-performance advertising service, sales increased year on year mainly due to growth in the shopping category throughout the year. On the other hand, the provision of “StoreMatch” pay-per-click advertising, and “STORE’s R∞” CRM tool for stores in the online shopping mall operated by Yahoo Japan Corporation (collectively, “Both Services”) was terminated as of July 31, 2025, resulting in a significant decrease in sales year on year.

Selling, general and administrative expenses were ¥5,377 million (down 7.7% year on year) due to various cost-cutting measures, despite continued strategic investments.

Operating income was ¥1,971 million (down 52.6% year on year) due to a decrease in net sales in the EC Solutions Business.

Ordinary income was ¥1,481 million (down 64.1% year on year), mainly due to the recording of ¥365 million in share of loss of entities accounted for using equity method, following mainly a review of future earnings forecasts for affiliates accounted for using equity method.

Net income attributable to owners of parent was ¥487 million (down 82.9% year on year).

This was mainly due to the recording of ¥1,274 million in impairment losses on non-current assets held by the Company as a result of careful consideration of their future recoverability, and the recording of ¥169 million in income taxes - deferred as a result of careful consideration of the recoverability of deferred tax assets based on the fiscal year under review and future business performance trends, despite the recording of ¥1,025 million in gain on service transition operations.

Segment performance was as follows:

The classifications of reportable segments have been changed effective from the fiscal year under review, and the following year-on-year comparisons are comparative analyses based on figures for the previous fiscal year that have been restated into figures for the segment classifications after the change.

### (i) Marketing Solutions Business

Marketing Solutions Business provides solutions that support attracting customers and promoting sales of commerce business operators. Its main service is that of “Affiliate Marketing” pay-per-performance advertising.

During the fiscal year under review, regarding “Affiliate Marketing,” although net sales were boosted mainly due to growth in the shopping category throughout the year, there was a year-on-year decrease in segment operating income mainly due to the absence of high-margin projects for which orders were received in the previous fiscal year. As a result, this segment attained net sales of ¥13,025 million (up 2.6% year on year) and segment operating income of ¥1,242 million (down 19.0% year on year).

As a major effort in product planning and development, we incorporated an influencer matching platform “BUZMA” as a Group service in March 2025 to strengthen pull-type marketing that connects influencers with companies and stores. The platform is a service that helps attract customers and increase followers through social media information transmission, playing the role of publicity and advertising, especially for small and medium-sized businesses and local businesses, and contributing to solving their issues.

Furthermore, in July 2025, we began offering a “dedicated CPC program for social media” for advertisers currently using “Affiliate Marketing,” implementing a mechanism that allows advertisers to easily disclose CPC offers tailored to influencers’ needs.

In addition, in December 2025, we began offering “Reward DSP,” a pay-per-performance advertising solution. The solution is an advertising platform designed to address issues faced by both advertisers and commerce media, and is equipped with a mechanism for optimal delivery to users aggregated from multiple

membership organizations and retail sites. This enables effective approaches to highly motivated user segments that were previously difficult to reach, and by combining delivery with point rewards, it supports decision-making just before purchase, making it easier to understand the return on investment.

(ii) EC Solutions Business

EC Solutions Business provides pay-per-click advertising and CRM tool for stores in the online shopping mall. Its main services are the provision of “StoreMatch” pay-per-click advertising, and “STORE’s R∞” CRM tool for stores in the online shopping mall operated by Yahoo Japan Corporation, both of which were terminated as of July 31, 2025.

As a result, this segment attained net sales of ¥9,831 million (down 40.2% year on year) and segment operating income of ¥2,669 million (down 40.7% year on year).

(iii) Travel Tech Business

Travel Tech Business provides solutions to attract customers to accommodation facilities and support DX. Its main services are “DYNA IBE,” an accommodation reservation system, and “DYNA PMS,” a hotel management system. In September 2025, we inherited a corporate brand previously held by Dynatech Inc. (absorbed in a merger in April 2025), and rebranded our Travel Tech Business brand to “DYNATECH.” As a result, we clarify the value we offer as a total solution for the accommodation industry and build a unified brand foundation. Additionally, as part of the rebranding, “Direct In,” an accommodation reservation system, and “Dynamotion,” an accommodation management system, have been renamed to “DYNA IBE,” an accommodation reservation system, and “DYNA PMS,” a hotel management system, respectively.

During the fiscal year under review, sales increased year on year due in part to a recovery in the willingness of accommodation facilities to invest, but the Company posted a segment operating loss due to strategic investments in new business areas, etc. As a result, this segment attained net sales of ¥1,325 million (up 4.5% year on year) and segment operating loss of ¥215 million (compared to segment operating loss of ¥193 million during the previous fiscal year).

As a major effort in product planning and development, in January 2025, we began linking “DYNA PMS” with Payn, which digitizes cancellation fee billing and collection operations. By automatically linking reservation data of accommodation facilities with Payn, we promote the DX of cancellation fee billing and collection operations at accommodation facilities.

In addition, in November 2025, we began offering a retargeting advertising solution on “DYNA IBE” that enables the delivery of advertisements to highly interested users who have visited customers’ websites. This function can be easily introduced at accommodation facilities using “DYNA IBE,” and by utilizing visitor scoring based on machine learning models, efficient advertisement delivery to customer segments with high reservation completion rates can be achieved, contributing to higher reservation rates.

Regarding the outlook for the next fiscal year, we expect the business environment to remain challenging, because we are poised to encounter an environment lacking in prospects for significant growth in our existing businesses due to factors such as the market maturing while consumer spending habits are changing at the same time, and the transaction contracts related to “StoreMatch” and “STORE’s R∞” were terminated as of July 31, 2025. However, we will continue to invest for medium-term growth while maintaining appropriate financial security, and will continue to focus on creating new services that will become pillars of revenue.

Accordingly, the earnings forecast for the next fiscal year is planned as follows: net sales of ¥14,400 million, a 39.5% decrease compared to the previous fiscal year; operating loss of ¥700 million, compared to operating income of ¥1,976 million in the previous fiscal year; ordinary loss of ¥700 million, compared to ordinary income of ¥1,882 million in the previous fiscal year; and net loss of ¥800 million, compared to net income of ¥262 million in the previous fiscal year. Since the Company will transition to non-consolidated financial statements from the fiscal year ending December 31, 2026, we have disclosed non-consolidated earnings forecasts instead of consolidated earnings forecasts.

(Note) The forward-looking statements, including earnings forecasts, contained in this financial results are based on information currently available to management, and various factors may cause actual results to differ materially from these estimates.

## (2) Overview of financial positions for the fiscal year

### (i) The status of assets, liabilities and net assets

#### Assets

At the end of the fiscal year under review, total assets amounted to ¥16,142 million, a decrease of ¥3,449 million from the end of the previous fiscal year.

Current assets amounted to ¥15,045 million, a decrease of ¥2,597 million from the end of the previous fiscal year. This was mainly due to decreases in cash and deposits of ¥748 million and notes and accounts receivable - trade of ¥1,998 million.

Non-current assets amounted to ¥1,096 million, a decrease of ¥852 million from the end of the previous fiscal year. This was mainly due to a decrease in software of ¥768 million.

#### Liabilities

At the end of the fiscal year under review, total liabilities amounted to ¥3,961 million, a decrease of ¥2,770 million from the end of the previous fiscal year.

Current liabilities amounted to ¥3,821 million, a decrease of ¥2,849 million from the end of the previous fiscal year. This was mainly due to decreases in accounts payable - trade of ¥1,498 million, accounts payable - other of ¥389 million and income taxes payable of ¥572 million.

Non-current liabilities amounted to ¥139 million, an increase of ¥79 million from the end of the previous fiscal year.

#### Net assets

At the end of the fiscal year under review, total net assets amounted to ¥12,181 million, a decrease of ¥679 million from the end of the previous fiscal year. This was mainly due to a decrease in retained earnings of ¥1,235 million as a result of a dividend of surplus, despite an increase in retained earnings of ¥487 million as a result of the recording of net income attributable to owners of parent.

### (ii) Cash flows

At the end of the fiscal year under review, the balance of cash and cash equivalents amounted to ¥11,026 million, a decrease of ¥748 million from the end of the previous fiscal year.

The cash flows and their causes during the fiscal year under review, are as follows.

#### Cash flows from operating activities

Net cash provided by operating activities amounted to ¥1,923 million (compared to net cash provided of ¥3,461 million in the previous fiscal year), mainly due to income before income taxes of ¥1,142 million. Positive factors include depreciation and amortization of ¥343 million, impairment losses of ¥1,274 million and a decrease in accounts receivable - trade of ¥2,002 million. Negative factors include a decrease in accounts payable - trade of ¥1,498 million and income taxes paid of ¥1,174 million.

#### Cash flows from investing activities

Net cash used in investing activities amounted to ¥1,443 million (compared to net cash used of ¥708 million in the previous fiscal year), mainly due to purchase of intangible assets of ¥308 million, purchase of investment securities of ¥419 million, payments of guarantee deposits of ¥327 million, and purchase of shares of subsidiaries resulting in change in scope of consolidation of ¥196 million.

#### Cash flows from financing activities

Net cash used in financing activities amounted to ¥1,229 million (compared to net cash used of ¥12,511 million in the previous fiscal year), mainly due to dividends paid of ¥1,227 million.

## 2. Basic policy to select the accounting principle

The Group prepares the consolidated financial statements with JGAAP considering consolidated financial statements' period comparability and inter-company comparability.

Regarding adaption of international accounting standards (IFRS), the Company is going to correspond appropriately considering several situations inside and outside Japan.

### 3. Consolidated financial statements and significant notes

#### (1) Consolidated balance sheet

(¥ millions)

	As of December 31, 2024	As of December 31, 2025
<b>Assets</b>		
Current assets		
Cash and deposits	11,775	11,026
Notes and accounts receivable - trade	4,197	2,198
Accounts receivable - other	1,495	1,400
Income taxes refund receivable	—	126
Other	176	308
Allowance for doubtful accounts	(2)	(15)
Total current assets	17,642	15,045
Non-current assets		
Property, plant and equipment		
Facilities attached to buildings	148	87
Accumulated depreciation	(48)	(87)
Facilities attached to buildings, net	99	—
Tools, furniture and fixtures	500	438
Accumulated depreciation	(386)	(438)
Tools, furniture and fixtures, net	114	—
Leased assets	32	32
Accumulated depreciation	(30)	(32)
Leased assets, net	2	—
Total property, plant and equipment	216	—
Intangible assets		
Software	768	—
Software in progress	73	—
Goodwill	77	—
Other	4	—
Total intangible assets	923	—
Investments and other assets		
Investment securities	727	757
Deferred tax assets	53	—
Other	27	477
Allowance for doubtful accounts	—	(137)
Total investments and other assets	809	1,096
Total non-current assets	1,949	1,096
Total assets	19,592	16,142

(¥ millions)

	As of December 31, 2024	As of December 31, 2025
<b>Liabilities</b>		
Current liabilities		
Accounts payable - trade	2,736	1,237
Accounts payable - other	2,693	2,303
Income taxes payable	572	—
Provision for bonuses	0	—
Other	668	280
Total current liabilities	6,671	3,821
Non-current liabilities		
Deferred tax liabilities	—	139
Other	59	—
Total non-current liabilities	59	139
Total liabilities	6,731	3,961
<b>Net assets</b>		
Shareholders' equity		
Share capital	1,728	1,728
Capital surplus	1,224	1,224
Retained earnings	21,174	20,427
Treasury shares	(11,517)	(11,499)
Total shareholders' equity	12,609	11,880
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	250	300
Foreign currency translation adjustment	—	(0)
Total accumulated other comprehensive income	250	300
Total net assets	12,860	12,181
Total liabilities and net assets	19,592	16,142

**(2) Consolidated statement of income and comprehensive income**

(¥ millions)

	Fiscal year ended December 31, 2024	Fiscal year ended December 31, 2025
Net sales	30,410	24,169
Cost of sales	20,427	16,820
Gross income	9,983	7,348
Selling, general and administrative expenses	5,823	5,377
Operating income	4,160	1,971
Non-operating income		
Gain on non-refundable commissions for publishers	0	0
Gain on investments in investment partnerships	13	—
Cancellation penalty income	—	3
Reversal of allowance for doubtful accounts	2	1
Other	10	18
Total non-operating income	26	23
Non-operating expenses		
Share of loss of entities accounted for using equity method	—	365
Stock repurchase costs	63	—
Provision of allowance for doubtful accounts	—	137
Other	0	10
Total non-operating expenses	64	513
Ordinary income	4,121	1,481
Extraordinary income		
Gain on service transition operations	—	1,025
Other	—	0
Total extraordinary income	—	1,025
Extraordinary losses		
Impairment losses	—	1,274
Loss on sale of investment securities	7	—
Loss on valuation of investment securities	—	88
Total extraordinary losses	7	1,363
Income before income taxes	4,114	1,142
Income taxes - current	1,286	485
Income taxes - deferred	(28)	169
Total income taxes	1,258	655
Net income	2,855	487
(Break Down)		
Net income attributable to		
Net income attributable to owners of parent	2,855	487
Net income attributable to non-controlling interests	—	—
Other comprehensive income		
Valuation difference on available-for-sale securities	(28)	50
Share of other comprehensive income of entities accounted for using equity method	—	(0)
Total other comprehensive income	(28)	50
Comprehensive income	2,827	538
(Break Down)		
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	2,827	538
Comprehensive income attributable to non-controlling interests	—	—

**(3) Consolidated statement of changes in equity**

Fiscal year ended December 31, 2024

(¥ millions)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	1,728	1,211	19,765	(520)	22,184
Changes during period					
Dividends of surplus			(1,446)		(1,446)
Net income attributable to owners of parent			2,855		2,855
Purchase of treasury shares				(11,000)	(11,000)
Restricted share-based remuneration		12		3	16
Net changes in items other than shareholders' equity					
Total changes during period	—	12	1,408	(10,996)	(9,574)
Balance at end of period	1,728	1,224	21,174	(11,517)	12,609

	Accumulated other comprehensive income		Total net assets
	Valuation difference on available-for-sale securities	Total accumulated other comprehensive income	
Balance at beginning of period	279	279	22,463
Changes during period			
Dividends of surplus			(1,446)
Net income attributable to owners of parent			2,855
Purchase of treasury shares			(11,000)
Restricted share-based remuneration			16
Net changes in items other than shareholders' equity	(28)	(28)	(28)
Total changes during period	(28)	(28)	(9,603)
Balance at end of period	250	250	12,860

Fiscal year ended December 31, 2025

(¥ millions)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	1,728	1,224	21,174	(11,517)	12,609
Changes during period					
Dividends of surplus			(1,235)		(1,235)
Net income attributable to owners of parent			487		487
Restricted share-based remuneration		(0)		18	17
Net changes in items other than shareholders' equity					
Total changes during period	—	(0)	(747)	18	(729)
Balance at end of period	1,728	1,224	20,427	(11,499)	11,880

	Accumulated other comprehensive income			Total net assets
	Valuation difference on available-for-sale securities	Foreign currency translation adjustment	Total accumulated other comprehensive income	
Balance at beginning of period	250	—	250	12,860
Changes during period				
Dividends of surplus				(1,235)
Net income attributable to owners of parent				487
Restricted share-based remuneration				17
Net changes in items other than shareholders' equity	50	(0)	50	50
Total changes during period	50	(0)	50	(679)
Balance at end of period	300	(0)	300	12,181

**(4) Consolidated statement of cash flows**

(¥ millions)

	Fiscal year ended December 31, 2024	Fiscal year ended December 31, 2025
<b>Cash flows from operating activities</b>		
Income before income taxes	4,114	1,142
Depreciation and amortization	370	343
Amortization of goodwill	63	48
Share-based payment expenses	24	20
Increase (decrease) in allowance for doubtful accounts	(2)	147
Interest income	(0)	(0)
Loss (gain) on investments in investment partnerships	(13)	10
Share of loss (profit) of entities accounted for using equity method	—	365
Stock repurchase costs	63	—
Impairment losses	—	1,274
Loss (gain) on sale of investment securities	7	—
Loss (gain) on valuation of investment securities	—	88
Decrease (increase) in accounts receivable - trade	(446)	2,002
Increase (decrease) in accounts payable - trade	350	(1,498)
Decrease (increase) in accounts receivable - other	(228)	102
Increase (decrease) in accounts payable - other	316	(401)
Other, net	(182)	(548)
<b>Subtotal</b>	<b>4,438</b>	<b>3,098</b>
Interest received	0	0
Income taxes paid	(977)	(1,174)
Income taxes refund	0	0
<b>Net cash provided by (used in) operating activities</b>	<b>3,461</b>	<b>1,923</b>
<b>Cash flows from investing activities</b>		
Purchase of property, plant and equipment	(90)	(54)
Purchase of intangible assets	(347)	(308)
Purchase of investment securities	(163)	(419)
Proceeds from sale of investment securities	15	—
Proceeds from distributions from investment partnerships	8	—
Loan advances to subsidiaries and associates	—	(137)
Payments for acquisition of businesses	(130)	—
Payments of guarantee deposits	—	(327)
Purchase of shares of subsidiaries resulting in change in scope of consolidation	—	(196)
<b>Net cash provided by (used in) investing activities</b>	<b>(708)</b>	<b>(1,443)</b>
<b>Cash flows from financing activities</b>		
Purchase of treasury shares	(11,063)	—
Dividends paid	(1,441)	(1,227)
Repayments of finance lease liabilities	(6)	(1)
<b>Net cash provided by (used in) financing activities</b>	<b>(12,511)</b>	<b>(1,229)</b>
<b>Net increase (decrease) in cash and cash equivalents</b>	<b>(9,758)</b>	<b>(748)</b>
<b>Cash and cash equivalents at beginning of period</b>	<b>21,534</b>	<b>11,775</b>
<b>Cash and cash equivalents at end of period</b>	<b>11,775</b>	<b>11,026</b>

**(5) Notes to consolidated financial statements**

(Notes - Uncertainties of entity's ability to continue as going concern)

Not applicable.

(Notes - Changes in the scope of consolidation or application of equity method)

(Significant changes in the scope of consolidation)

During the fiscal year under review, Dynatech Inc., which was a consolidated subsidiary, was excluded from the scope of consolidation as it was dissolved in an absorption-type merger with the Company as the surviving company. Note that only the statement of income up to the date of the absorption-type merger is consolidated for the company.

(Significant changes in the scope of application of equity method)

During the fiscal year under review, StyleDoubler Oy was included in the scope of application of equity method as the Company acquired its shares.

(Notes - Changes in accounting policies)

(Application of the "Accounting Standard for Current Income Taxes," etc.)

The Company has applied the "Accounting Standard for Current Income Taxes" (Accounting Standards Board of Japan (ASBJ) Statement No. 27, October 28, 2022; the "Revised Accounting Standard of 2022") and other relevant ASBJ regulations from the beginning of the fiscal year under review.

Revisions to categories for recording current income taxes (taxation on other comprehensive income) conform to the transitional treatment in the proviso of paragraph 20-3 of the Revised Accounting Standard of 2022 and to the transitional treatment in the proviso of paragraph 65-2(2) of the "Guidance on Accounting Standard for Tax Effect Accounting" (ASBJ Guidance No. 28, October 28, 2022; the "Revised Guidance of 2022"). This does not affect the consolidated financial statements.

In addition, for changes related to the revised treatment in consolidated financial statements when a gain or loss on sale arising from the sale of shares of subsidiaries, etc. among consolidated companies is deferred for tax purposes, the Revised Guidance of 2022 has been applied from the beginning of the fiscal year under review. This change in accounting policies has been applied retrospectively, and is reflected in the consolidated financial statements for the previous fiscal year. This does not affect the consolidated financial statements for the previous fiscal year.

(Notes - Changes in accounting estimates)

(Changes in useful lives)

The Company resolved its head office relocation at the meeting of its Board of Directors held on June 27, 2025. Accordingly, the useful lives of non-current assets that will no longer be usable due to the relocation of the head office have been shortened, and this change has been applied prospectively.

The impact of this change on profit or loss for the fiscal year under review is minimal.

## (Notes - Segment information)

## 1. Overview of reportable segments

The reportable segments of the Group are components of the Group for which separate financial information is available. These segments are periodically evaluated by the Board of Directors for the purpose of determining the allocation of the Group's managerial resources and evaluating its business performance.

The Group plans comprehensive strategy and develops business activities based on service provided as the basis of business unit. Accordingly, the Group composes business segments with a service unit and regards Marketing Solutions Business, EC Solutions Business and Travel Tech Business as reportable segments.

Marketing Solutions Business provides solutions that support attracting customers and promoting sales of commerce business operators. Its main service is that of "Affiliate Marketing" pay-per-performance advertising.

EC Solutions Business provides pay-per-click advertising and CRM tool for stores in the online shopping mall. Its main services are the provision of "StoreMatch" pay-per-click advertising, and "STORE's R∞" CRM tool for stores in the online shopping mall operated by Yahoo Japan Corporation, both of which were terminated as of July 31, 2025.

Travel Tech Business provides solutions to attract customers to accommodation facilities and support DX. Its main services are "DYNA IBE," an accommodation reservation system, and "DYNA PMS," a hotel management system. In September 2025, we inherited a corporate brand previously held by Dynatech Inc. (absorbed in a merger in April 2025), and rebranded our Travel Tech Business brand to "DYNATECH." As a result, we clarify the value we offer as a total solution for the accommodation industry and build a unified brand foundation. Additionally, as part of the rebranding, "Direct In," an accommodation reservation system, and "Dynalution," an accommodation management system, have been renamed to "DYNA IBE," an accommodation reservation system, and "DYNA PMS," a hotel management system, respectively.

Due to the Group's change in business management classification effective April 1, 2025, a portion of net sales previously included in the "Others" and other categories of the reportable segment "EC Solutions Business" was reclassified into the "Others" of the "Marketing Solutions Business" effective from the fiscal year under review.

The segment information for the previous fiscal year is disclosed based on classifications after the change of the reportable segment and revenue from contracts with customers.

## 2. Methods of calculating amounts of net sales, income (loss), assets, liabilities and other items for each reportable segment

The accounting methods applied to reportable segments are according to the accounting policies used to prepare the consolidated financial statements.

The income of the reportable segments is based on operating income.

3. Information about amounts of net sales, income (loss), assets, liabilities and other items for each reportable segment and information on disaggregation of revenue  
The previous fiscal year (Jan. 1 to Dec. 31, 2024)

(¥ millions)

	Reportable segments				Adjustments (Note 1)	Amounts reported on consolidated financial statements (Note 2)
	Marketing Solutions Business	EC Solutions Business	Travel Tech Business	Total		
Net sales						
“Affiliate Marketing” pay-per-performance advertising						
ASP	2,296	—	—	2,296	—	2,296
Consulting	7,595	—	—	7,595	—	7,595
Options	2,274	—	—	2,274	—	2,274
“StoreMatch” pay-per- click advertising	—	13,969	—	13,969	—	13,969
“STORE’s R∞” CRM tool	—	2,484	—	2,484	—	2,484
Travel Tech	—	—	1,260	1,260	—	1,260
Others	530	(0)	—	530	—	530
Revenue from contracts with customers	12,696	16,453	1,260	30,410	—	30,410
Net sales from external customers	12,696	16,453	1,260	30,410	—	30,410
Transactions with other segments	—	—	8	8	(8)	—
Total	12,696	16,453	1,268	30,418	(8)	30,410
Segment operating income (loss)	1,535	4,501	(193)	5,842	(1,682)	4,160
Segment assets	3,961	2,124	867	6,952	12,639	19,592
Other items						
Depreciation and amortization	212	42	83	339	31	370
Amortization of goodwill	63	—	—	63	—	63
Increase in property, plant and equipment and intangible assets	292	15	164	471	55	526

(Notes) 1. Adjustments are as follows.

- (1) The adjustment to segment operating income (loss) of ¥(1,682) million constitutes corporate expense not allocated to any of the reportable segments.
  - (2) The adjustment to segment assets of ¥12,639 million constitutes corporate assets not allocated to any of the reportable segments.
  - (3) The adjustment to depreciation and amortization of ¥31 million constitutes corporate expense not allocated to any of the reportable segments.
  - (4) The adjustment to increase in property, plant and equipment and intangible assets of ¥55 million is an increase in corporate assets not allocated to any of the reportable segments.
2. Segment operating income (loss) is adjusted to operating income on the consolidated statement of income and comprehensive income.

The fiscal year under review (Jan. 1 to Dec. 31, 2025)

(¥ millions)

	Reportable segments				Adjustments (Note 1)	Amounts reported on consolidated financial statements (Note 2)
	Marketing Solutions Business	EC Solutions Business	Travel Tech Business	Total		
Net sales						
“Affiliate Marketing” pay-per-performance advertising						
ASP	2,212	—	—	2,212	—	2,212
Consulting	6,940	—	—	6,940	—	6,940
Options	3,391	—	—	3,391	—	3,391
“StoreMatch” pay-per- click advertising	—	8,458	—	8,458	—	8,458
“STORE’s R∞” CRM tool	—	1,373	—	1,373	—	1,373
Travel Tech	—	—	1,312	1,312	—	1,312
Others	479	(0)	—	479	—	479
Revenue from contracts with customers	13,025	9,831	1,312	24,169	—	24,169
Net sales from external customers	13,025	9,831	1,312	24,169	—	24,169
Transactions with other segments	—	—	12	12	(12)	—
Total	13,025	9,831	1,325	24,182	(12)	24,169
Segment operating income (loss)	1,242	2,669	(215)	3,696	(1,725)	1,971
Segment assets	3,379	—	174	3,553	12,589	16,142
Other items						
Depreciation and amortization	130	99	92	322	21	343
Amortization of goodwill	48	—	—	48	—	48
Increase in property, plant and equipment and intangible assets	349	1	139	490	42	533

(Notes) 1. Adjustments are as follows.

- (1) The adjustment to segment operating income (loss) of ¥(1,725) million constitutes corporate expense not allocated to any of the reportable segments.
  - (2) The adjustment to segment assets of ¥12,589 million constitutes corporate assets not allocated to any of the reportable segments.
  - (3) The adjustment to depreciation and amortization of ¥21 million constitutes corporate expense not allocated to any of the reportable segments.
  - (4) The adjustment to increase in property, plant and equipment and intangible assets of ¥42 million is an increase in corporate assets not allocated to any of the reportable segments.
2. Segment operating income (loss) is adjusted to operating income on the consolidated statement of income and comprehensive income.

(Notes - Per share information)

(Yen)

Fiscal year ended December 31, 2024		Fiscal year ended December 31, 2025	
Net assets per share	593.73	Net assets per share	561.96
Basic earnings per share	113.24	Basic earnings per share	22.52

(Notes) 1. Information on diluted earnings per share is not presented due to an absence of potential shares.

2. The calculation basis for basic earnings per share is as follows:

	Fiscal year ended December 31, 2024	Fiscal year ended December 31, 2025
Basic earnings per share		
Net income attributable to owners of parent (¥ millions)	2,855	487
Amounts not attributed to common shareholders (¥ millions)	—	—
Net income attributable to owners of parent relating to common shares (¥ millions)	2,855	487
Average number of shares outstanding during the period (shares)	25,219,949	21,671,118

(Notes - Significant subsequent events)

Not applicable.