

INFORICH

TSE Growth Market: 9338
FY2025 Full-Year Financial Results Briefing Material
February 13, 2026

INFORMATION X RICH =
INFORICH

Mission Statement

Bridging Beyond Borders

垣根を越えて、世界をつなぐ。

超越界限，连接全球。

We discover boundless possibilities within diverse individuals, objects, and experiences.

By igniting their evolution into values that transcend various boundaries, we forge an unyielding bridge connecting the world and the generations.

Our aim is to shape a society of unparalleled convenience and abundance on the other side of this bridge.

INFORICH is

a pioneer in blending location with technology

Through our mobile battery sharing service, "CHARGESPOT," we have connected real points of contact (locations) across Japan and around the world, building a next-generation infrastructure into the city.

Behind the scenes, we have accumulated unique technology and data, including the vast IoT networks, remote management systems, app integration, and cross-border operation capability.

This platform and infrastructure is now expanding to enrich people's lives, not only through sharing, but also through advertising, entertainment, collaboration with third-parties, adding multiple features.

INFORICH will continue to be a pioneer in creating 'gateways to new value' in everyday life around the world by blending location with technology.

**FY2025 Full-Year
Financial Results Briefing
Material
Table of Contents**

- 1. Summary of Financial Results**
2. FY2025 4Q/Full-Year Financial Highlights
3. FY2026 Full-Year Forecast
4. FY2025 4Q Topics
5. Appendix
 - Company Profile
 - External Environment Analysis
 - Initiatives to Enhance Sustainability

INFORICH

Achieved ¥14B+ revenue and ¥4B+ EBITDA for the full year.
Successfully executed a major 2H catch-up, falling short of the FY forecast after a slow start in 1H.

FY2025 4Q Results

		Results	YoY
Revenue	4Q	4,434 JPY mn	+37% (+1,206JPY mn)
EBITDA	4Q	1,533 JPY mn	+50% (+510JPY mn)
Operating Profit	4Q	966 JPY mn	+76% (+417JPY mn)

FY2025 Full-Year Results

		Results	YoY	Plan Achievement Rate
Revenue	FY	14,431 JPY mn	+35% (+3,730JPY mn)	92%
EBITDA	FY	4,211 JPY mn	+42% (+1,247JPY mn)	95%
Operating Profit	FY	2,053 JPY mn	+24% (+391JPY mn)	89%

Operating Profit for 4Q: YoY +76%

Full-Year EBITDA: YoY +42%

Building on solid domestic performance, we further expanded our overseas and platform segment. We remain committed to battery safety, focusing on rigorous quality control and user education on proper handling.

Domestic Key KPI Trends (FY2024–FY2025)

Monthly Rentals (December Results)	1.95 mn times	+25%	2.43 mn times
Yearly Rentals	20.8 mn times	+19%	24.76 mn times
Monthly Active Users (December Results)	1.04 mn users	+22%	1.27 mn users
Total Downloads	12.42 mn times	+45%	18.04 mn times
Installed Stands (December Results)	47k stands	+12k	59k stands

Highlights of Key Initiatives

Domestic
CHARGESPOT

- Min. fee revised to ¥165 in May
- Launched "SPOTJOBS" to internalize battery rebalancing
- Strengthened focus on safety awareness
- Free <30 min campaign for new users
- Rolled out credit card tap models starting in November

Overseas
CHARGESPOT

- Launched Italy operations in September
- Strong growth in Australia driven by stand replacements
- Rapid growth in Taiwan; steady expansion in Hong Kong

Platform
Segment

- Record Media revenue driven by strong corporate ad sales
- Trim Inc. consolidated from January
- Unveiled new "mamaro" baby care room model

Double Digit% growth in key KPIs

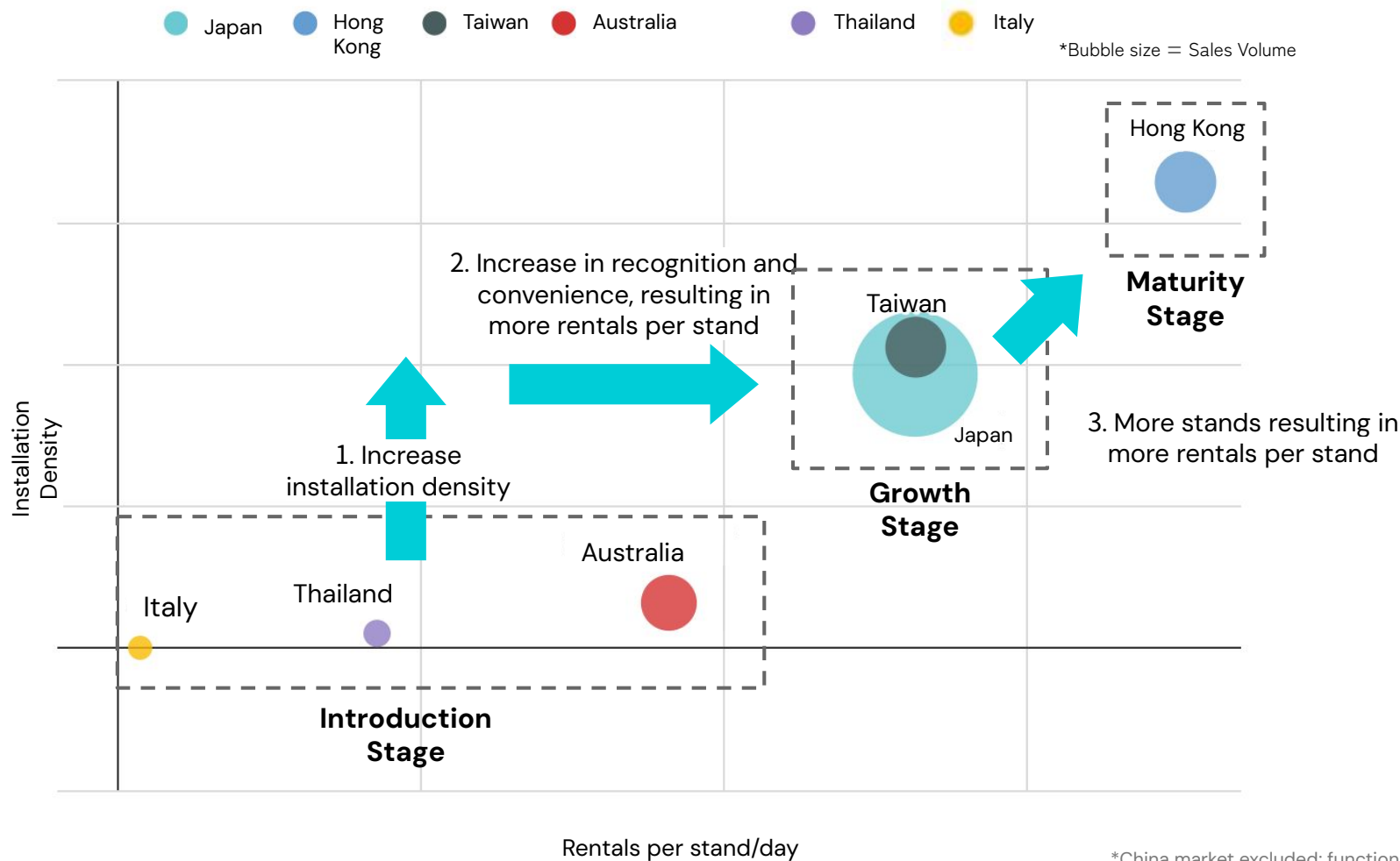
Platform Segment as 2nd Pillar

Number of stands installed globally increased by 16 thousand units annually, reaching around 87 thousand units.
Total of nine operating areas; six directly operated (including China) and three franchised.

87,604 stands globally (+3,834 vs. 3Q) (YoY +16,592)

Direct operation	Franchising
● Japan	59,784 stands (+2,563 stands)
● Hong Kong	6,092 stands (+368 stands)
	
● China	4,039 stands (-120 stands) (699 directly operated stands / -68 stands)
	
● Australia	2,150 stands (+76 stands) (consolidated from FY2024 2Q)
● Taiwan	12,318 stands (+888 stands) (consolidated from FY2024 4Q)
	
● Italy	162 stands (+137 stands) (started in FY2025 3Q)
● Thailand	1,904 stands (-26 stands)
	
● Singapore	945 stands (-42 stands)
● Macau	210 stands (-10 stands)

Hong Kong in maturity stage, Japan and Taiwan in growth stage, and Italy, Thai, and Australia in introduction stage. Growth in introduction stage markets will be accelerated through higher installation density. Going forward, further global growth will be pursued through expansion into new areas.



*China market excluded; functions primarily as a hardware R&D hub.
*Consolidation of Thai franchise operator announced in Jan 2026.

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Material
Table of Contents**

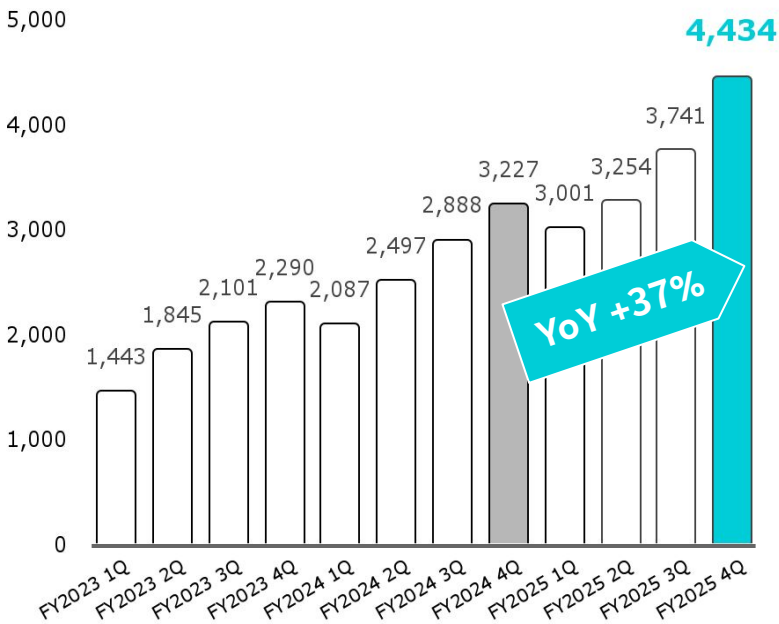
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Revenue increased 37% YoY, driven by steady growth in domestic CHARGESPOT, overseas expansion, and the consolidation of Trim. EBITDA rose 50% YoY, led by domestic CHARGESPOT performance, with the EBITDA margin recovering to 35%. Achieved record highs in 4Q for revenue, EBITDA, and operating profit.

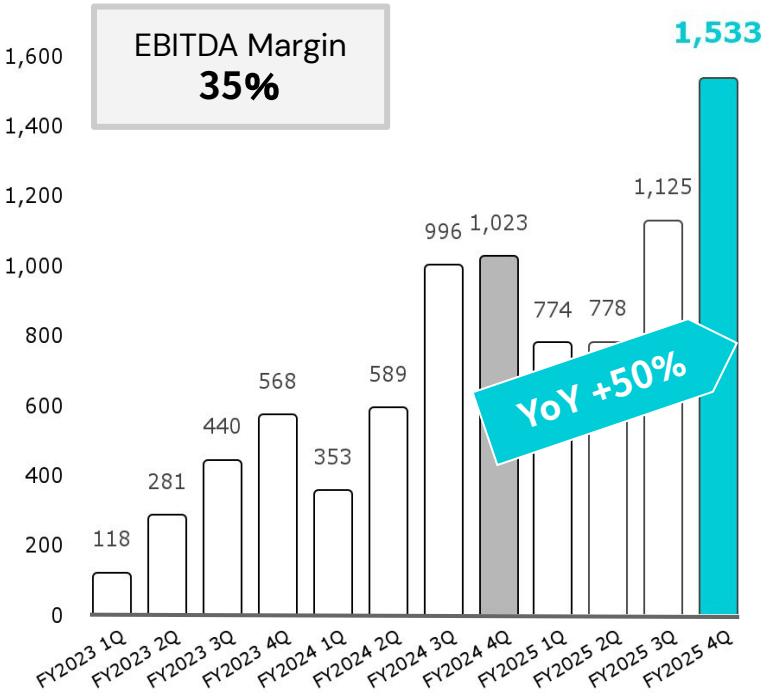
Revenue

Unit: JPY millions



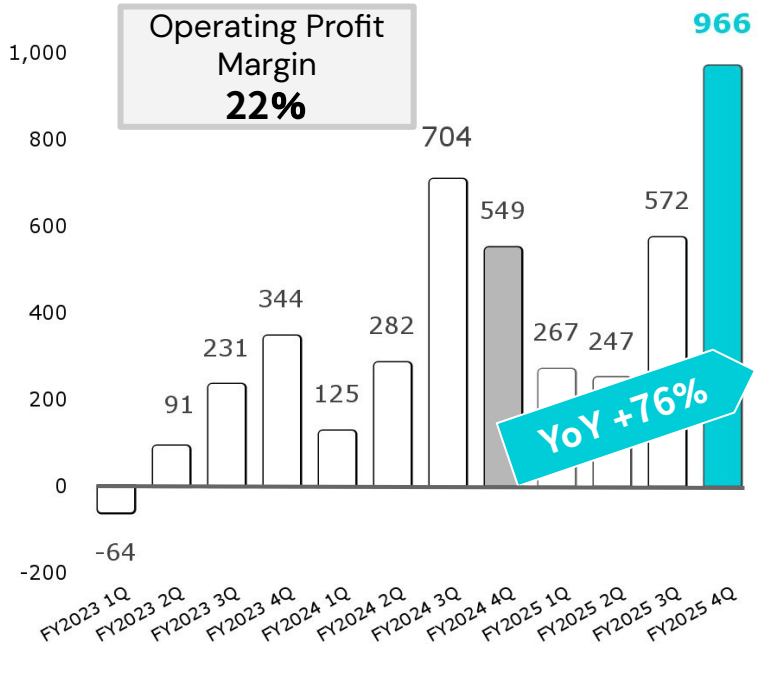
EBITDA

Unit: JPY millions



Operating Profit

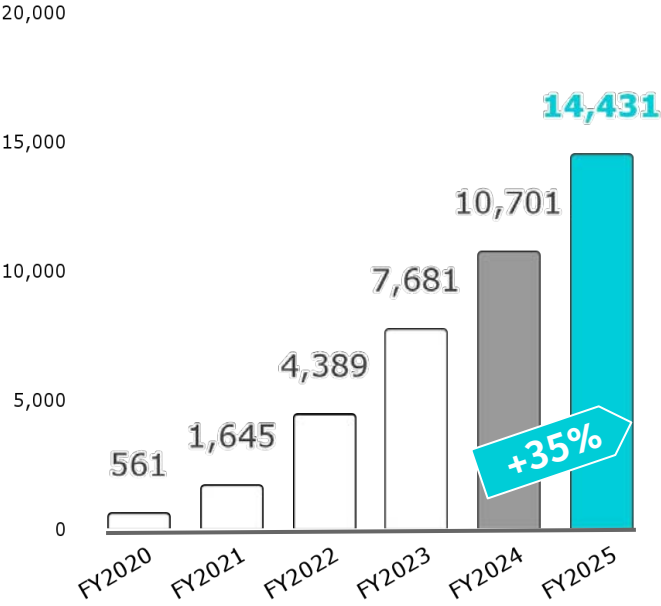
Unit: JPY millions



Revenue grew +35% YoY, driven by steady growth of domestic CHARGESPOT, expansion in overseas areas, and focus on the Platform Segment.
EBITDA rose +42% YoY lead by domestic CHARGESPOT, and operating profit increased +24%.

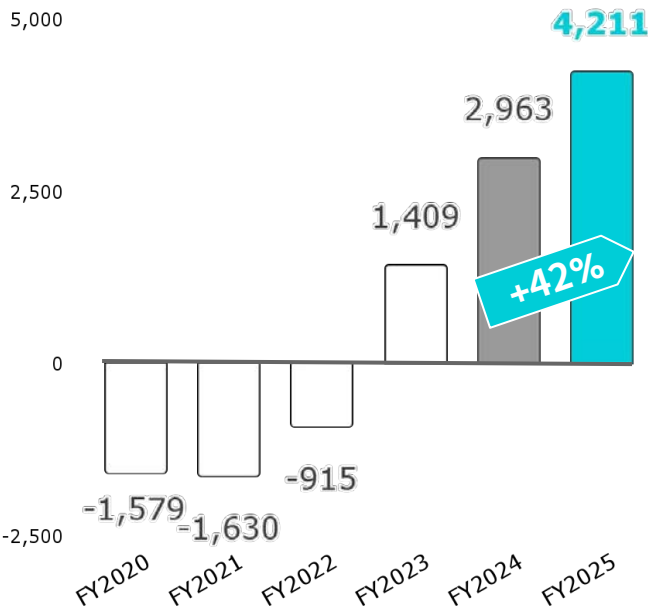
Revenue

Unit: JPY millions



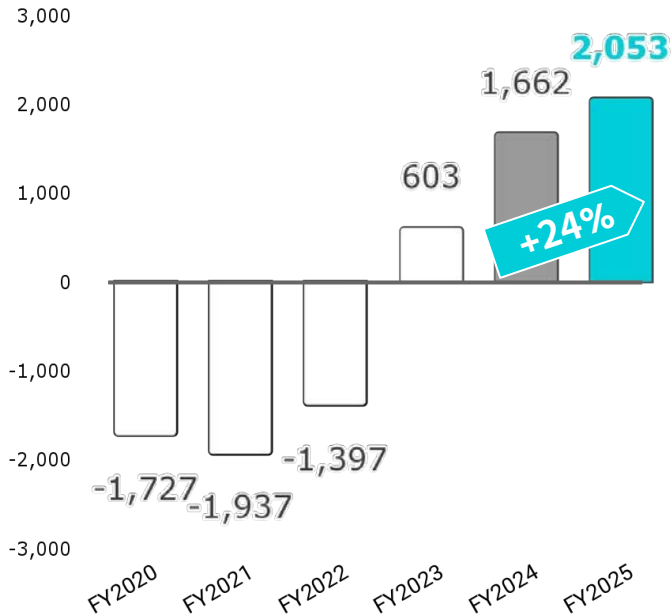
EBITDA

Unit: JPY millions



Operating Profit

Unit: JPY millions



Despite falling behind in 1H due to domestic weakness, strong 2H performance in rentals and coupon sales narrowed the gap with full-year forecasts.

The YoY decline in Net Income is attributed to tax effect accounting (deferred income taxes).

Unit: JPY millions

	Quarter				Full Year				
	FY2024 4Q	FY2025 3Q	FY2025 4Q	YoY Change	FY2023	FY2024	FY2025	YoY Change	Achievement Rate to Forecast
Revenue	3,227	3,741	4,434	+37 %	7,681	10,701	14,431	+35 %	92 %
EBITDA	1,023	1,125	1,533	+50 %	1,409	2,963	4,211	+42 %	95 %
Operating Profit	549	572	966	+76 %	603	1,662	2,053	+24 %	89 %
Ordinary Profit	694	562	1,059	+53 %	633	1,751	1,988	+14 %	91 %
Profit Attributable to Owners of Parent	1,167	498	1,034	-11 %	571	2,061	1,779	-14 %	75 %

Domestic CHARGESPOT revenue grew steadily, up +30% YoY.

In Taiwan, 888 new units were installed in 4Q, increasing revenue. Australia grew +50% YoY following the brand change to "CHARGESPOT." Domestic ad inventory sales increased, and the consolidation of Trim contributed JPY 226 million to revenue.

Unit: JPY millions

		FY2024 4Q	FY2025 1Q	FY2025 2Q	FY2025 3Q	FY2025 4Q	YoY Change	Reason for Change
Domestic CHARGESPOT - Domestic Rental Business - Includes CHARGESPOT Pass and penalties	Revenue	2,380	2,113	2,434	2,667	3,102	+ 30 %	- Q4 is a high season with increased demand for Christmas and year-end parties; rentals per user remained strong following Q3. - Strong coupon sales (for carriers, etc.).
	EBITDA	842	682	766	1,058	1,372	+62 %	
Overseas CHARGESPOT - Overseas Direct Rental - Stand/battery sales for franchisees (FCs) - Royalty income from franchisees	Revenue	811	754	724	877	984	+21 %	- Hong Kong: Poor weather/environment in 3Q improved in 4Q, leading to boosted rental numbers. - Taiwan: Price revisions increased unit price while maintaining steady demand. Completed installation of +888 units from the previous quarter. - Australia: Rentals remained strong, partly due to the replacement with CHARGESPOT stands; revenue grew +50% YoY.
	EBITDA	199	103	59	110	49	-75 %	
Platform Segment - Sales of advertising space for companies - "CheerSPOT" - Trim's baby care room "mamaro"	Revenue	35	133	95	196	346	+885 %	- Japan: Increased corporate ad inventory sales. Achieved Q4 revenue of JPY 100 million. - Hong Kong: Ad revenue (JPY 10 million). - Taiwan: Ad revenue (JPY 3 million). - Trim: Strong sales performance, achieving Q4 revenue of JPY 226 million.
	EBITDA	26	34	-17	32	161	+508 %	
Total	Revenue	3,227	3,001	3,254	3,741	4,434	+37 %	
	EBITDA	1,023	774	778	1,125	1,533	+50 %	

*Revenue = Revenue from external customers

*Corporate expenses not allocated to reportable segments: JPY 31 million

Ongoing stand replacements in Australia and 2,847 new annual installations in Taiwan.
Trim scales "mamaro" deployments while achieving cross-selling synergies with "CHARGESPOT."

Australia
Ezycharge Australasia Pty Ltd.

- Australian local operator; 51% stake acquired in April 2024
- Consolidated (B/S & P/L) since Q2 FY2024
- Holds 80% market share
- Initially operated with Ezycharge stands and batteries, with the replacement to CHARGESPOT beginning in March 2025. Temporary costs incurred; revenue growth expected via increased slots and ad signage

Revenue (FY2025) 602 JPY mn	EBITDA (FY2025) 55 JPY mn	EBITDA Margin (FY2025) 9 %
Installed Stands (As of Dec. 31) 2,150 stands	No. of Monthly Rentals (Oct.–Dec. Average) Approx. 55k times	ARPR (Oct.–Dec. Average) 1,080 yen

Taiwan
CHARGESPOT Digital Service Co. Ltd

- Former franchisee since 2019; became a wholly-owned subsidiary in Sept 2024
- Consolidation: B/S from Q3 FY2024, P/L from Q4 FY2024
- Approx. 60% market share
- Highest EBITDA margin within the Group
- 800+ new installations in Q4, with 2,847 new annual installations

Revenue (FY2025) 1,302 JPY mn	EBITDA (FY2025) 666 JPY mn	EBITDA Margin (FY2025) 51 %
Installed Stands (As of Dec. 31) 12,318 stands	No. of Rentals/Month (Oct.–Dec. Average) Approx. 490k times	No. of Monthly Users (Oct.–Dec. Average) Approx. 260k users
	ARPR (Oct.–Dec. Average) 253 yen	

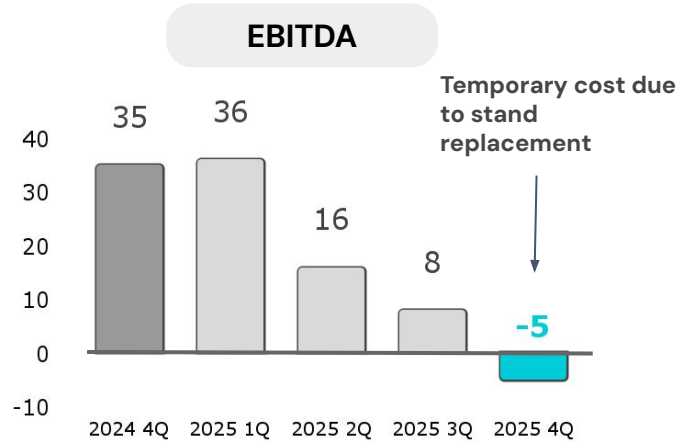
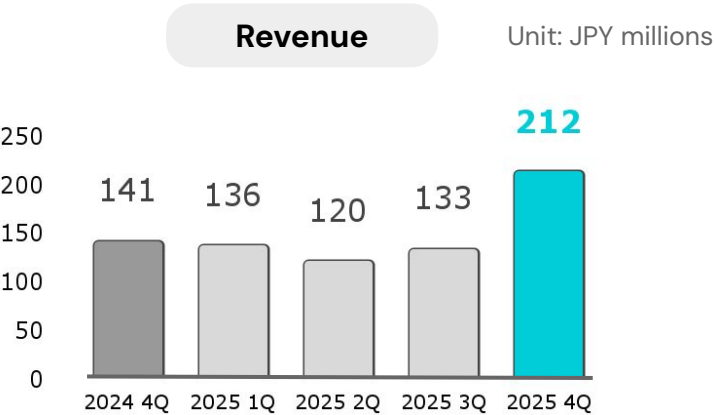
Japan
Trim Inc.

- Operator of "mamaro" baby care rooms
- Acquired 80% stake in Nov 2024; becoming a subsidiary
- P/L consolidated since Q1
- No. 1 domestic market share in baby care rooms
- Exceeded 900 cumulative installations
- Digital signage sales cases within private rooms

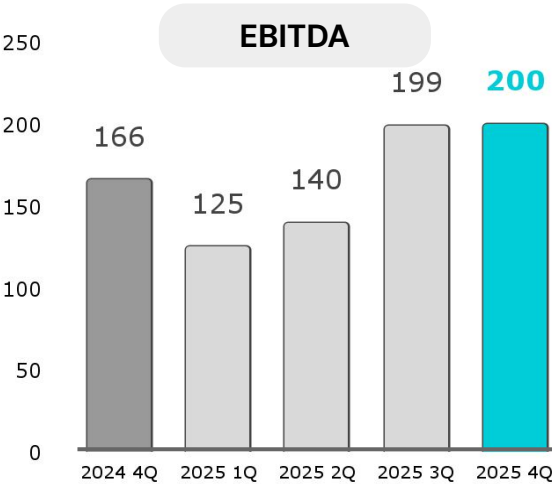
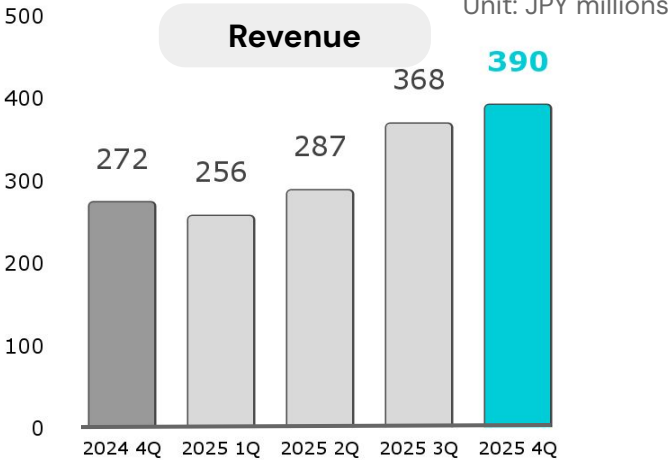
Revenue (FY2025) 502 JPY mn	EBITDA (FY2025) 202 JPY mn	EBITDA Margin (FY2025) 40 %
Total Installations (As of Dec. 31) Approx. 910 stands	Total Usage (As of Dec. 31) Approx. 1.65 mn times	

Following the acquisitions, each subsidiary made temporary investments for internal reorganization and organizational strengthening to enhance synergy. These investments are now yielding results, and revenue is growing.

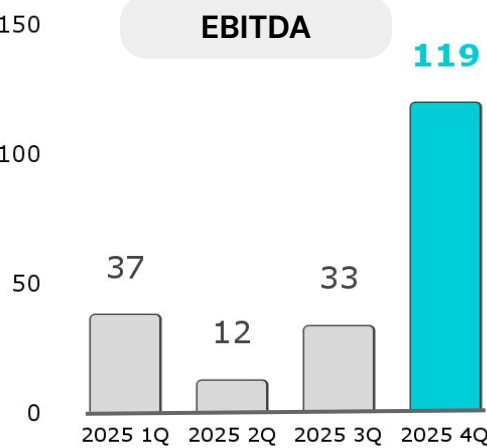
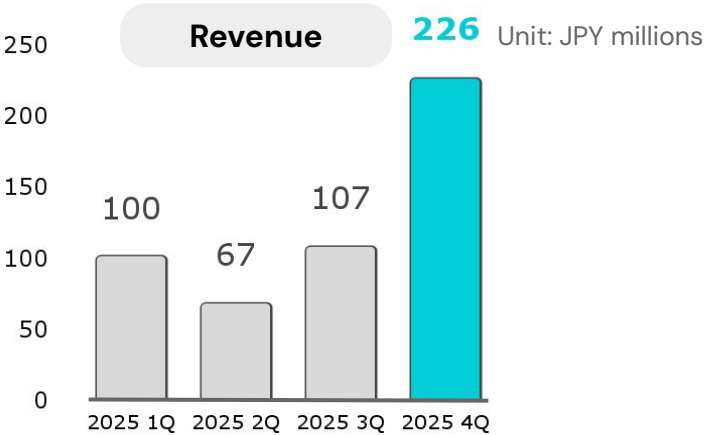
Australia
Ezycharge Australasia Pty Ltd.



Taiwan
CHARGESPOT Digital Service Co. Ltd



Japan
Trim Inc.



Expansion of global installations led to an increase in inventory procurement for directly operated overseas areas. Goodwill amortization related to the Australian and Taiwanese subsidiaries and Trim increased YoY.

Unit: JPY millions

	FY2023 4Q	FY2024 1Q	FY2024 2Q	FY2024 3Q	FY2024 4Q	FY2025 1Q	FY2025 2Q	FY2025 3Q	FY2025 4Q	YoY Change	Reason of Change (YoY)
Revenue	2,290	2,087	2,497	2,888	3,227	3,001	3,254	3,741	4,434	+37 %	
Cost of Revenue	545	491	584	626	669	688	715	736	837	+25 %	
Product purchase*1	138	89	116	152	121	129	116	115	183	+51 %	Expansion of battery sales for Taiwan and Hong Kong
Commission expenses	129	110	125	140	139	125	134	148	159	+14 %	Controlled fee growth via contract renegotiations and UI optimization for low-fee payments
Depreciation*2	219	221	274	259	331	339	366	382	392	+18 %	Increase in installations and battery units
Other cost of revenue	58	69	69	72	76	93	98	89	101	+33 %	Increased logistics/shipping volume
SG&A Expenses	1,400	1,470	1,629	1,558	2,008	2,045	2,291	2,433	2,629	+31 %	
Payroll	384	401	457	443	472	544	563	591	603	+28 %	Headcount: Consolidated +18, Domestic +10 (YoY) Salary increases due to promotions, etc
Subcontracting	128	172	131	121	221	167	218	224	249	+13 %	Global team expansion / Utilization of HR advisory services
Installation fee	292	294	268	294	324	358	378	347	359	+11 %	Increased installations at CVS and train stations (Domestic & Overseas)
Revenue share	214	210	288	301	344	310	356	448	536	+56 %	Linked to revenue growth (Domestic) / Prime location placement (Taiwan)
Rounder (battery replenishment) & call	121	111	135	137	135	141	153	157	155	+15 %	Controlled call center cost growth via FAQ/AI chatbots despite usage-linked workload
Advertising & marketing	50	49	57	41	107	50	83	161	188	+75 %	Enhanced marketing for user acquisition
Amortization of goodwill and amortization of intangible assets	-	-	20	19	118	145	146	151	154	+30 %	Goodwill from acquisitions (Ezycharge, ChargeSpot Digital, and Trim)
Other	209	230	271	198	283	327	391	350	383	+35 %	
Operating Profit	344	125	282	704	549	267	247	572	966	+76 %	

INFORICH *1 Product purchase represents the costs of batteries in directly operated overseas areas, and the cost of batteries and stands sold to franchisees.
*2 Depreciation represents the depreciation costs of batteries and stands in domestic market, and the depreciation costs of stands in directly operated overseas areas.

Number of installed stands increased both in Japan and overseas direct operation areas, reaching approximately 81,000.
MAU continued to grow steadily, with MAU per stand also showing a recovery trend.

Rental Sales

=

No. of stands installed

×

(Monthly active users)

MAU

No. of stands installed

×

No. of rentals

MAU

×

Rental sales

No. of rentals

=

(i) No. of stands installed

×

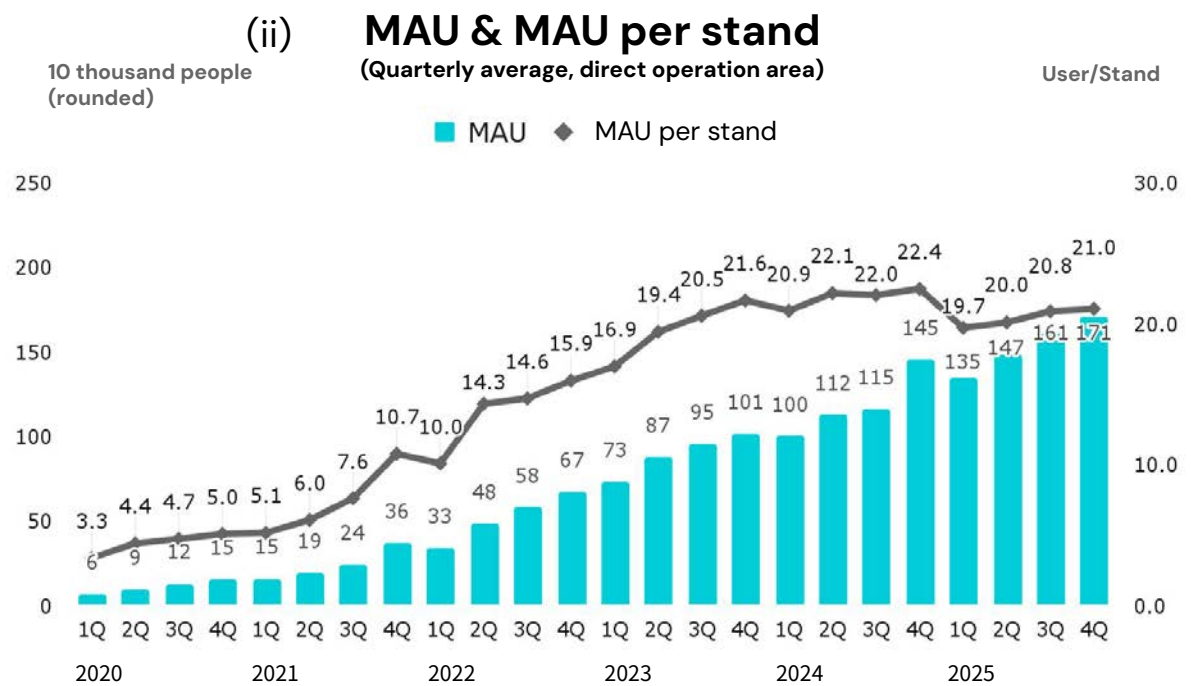
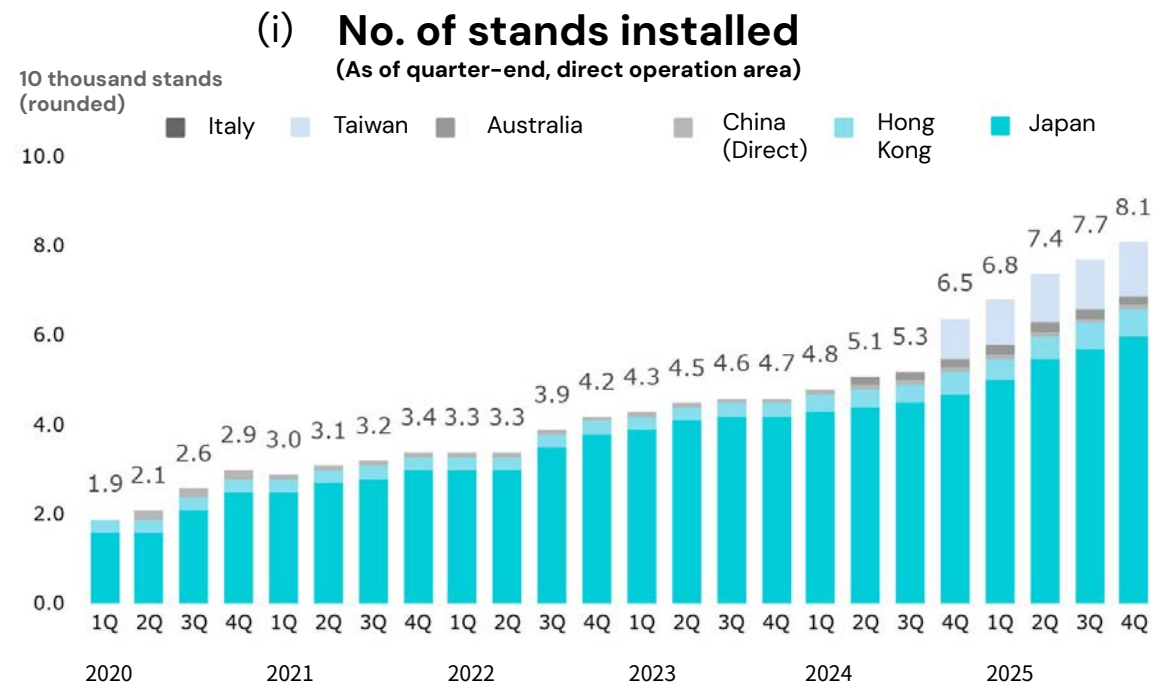
(ii) MAU per stand

×

(iii) Average monthly rentals per user

×

(iv) Average revenue per rental (ARPR)



Both the number of monthly rentals and rental sales increased, reaching record highs.
The number of average monthly rentals per user also remained steady, indicating sustained rental demand.

Rental Sales

=

No. of stands installed

=

(i) No. of stands installed

×

(Monthly active users)

MAU

No. of stands installed

(ii) MAU per stand

×

No. of rentals

MAU

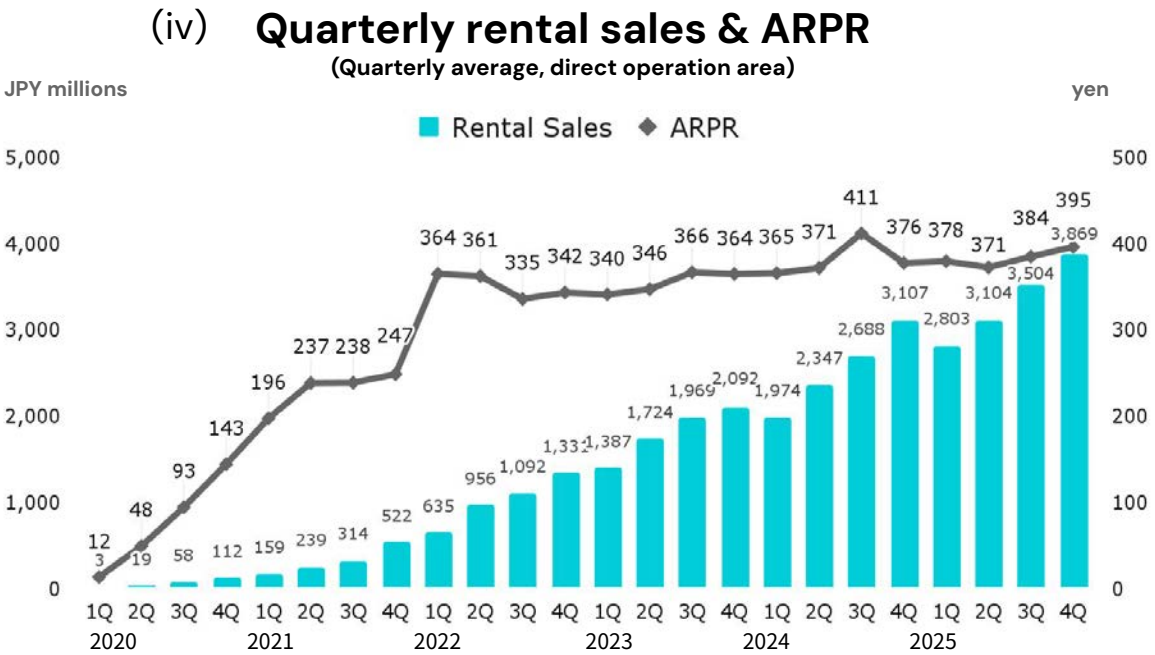
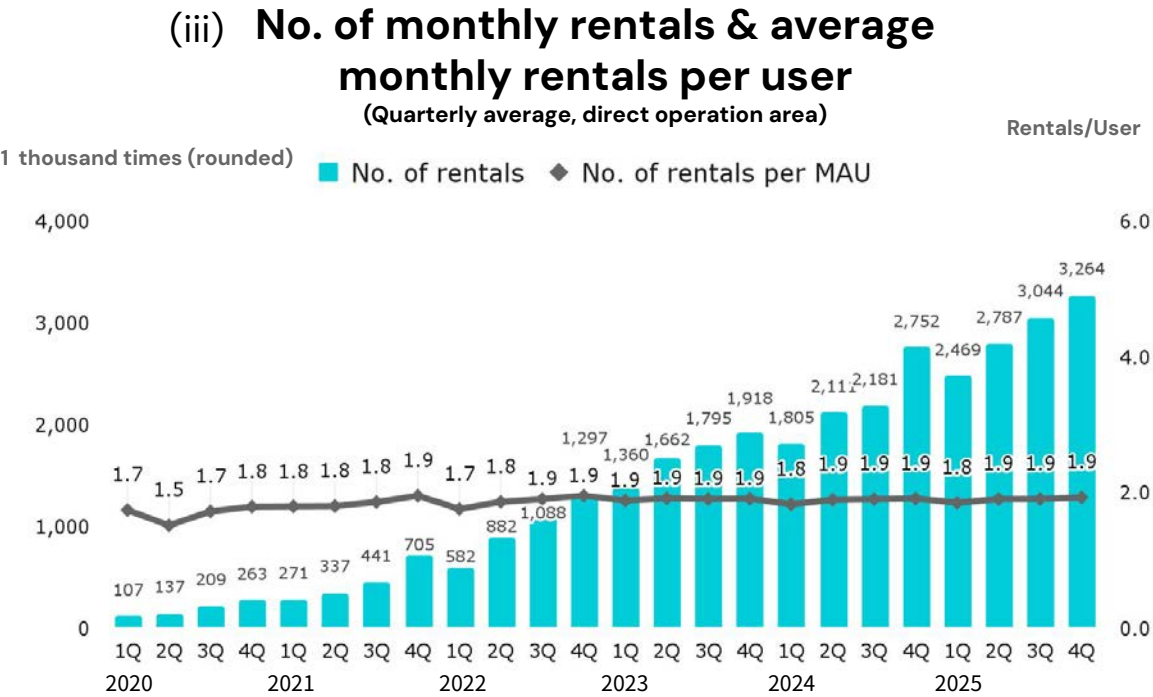
(iii) Average monthly rentals per user

×

Rental sales

No. of rentals

(iv) Average revenue per rental (ARPR)



*The rental count and user count in ③ do not include data from Australia and Italy.*Quarterly rental revenue and average rental rate for item ④ exclude Australia and Italy.

FY2025 4Q Financial Highlights: [Non-Consolidated] Breakdown of Changes in Per-Share Economics (Japan Only)

Boosting ad revenue per stand via increased scale and media value. Committed to disciplined operations and cost optimization alongside strategic advertising investments.

		FY2023 4Q	FY2024 1Q	FY2024 2Q	FY2024 3Q	FY2024 4Q	FY2025 1Q	FY2025 2Q	FY2025 3Q	FY2025 4Q	YoY Change	Reason for Change (YoY)	
Revenue		Rental Revenue	41.5	38.6	45.2	51.1	51.2	43.1	46.1	47.4	49.5	-3%	Rising rental volume / Increase in total units (denominator).
		Advertising Revenue	0.7	0.2	0.2	0.4	0.4	0.4	0.4	1.3	1.8	+368%	Strong corporate ad sales / Driven by initiatives with mobile carriers.
Direct Costs	Variable Costs	Commission expenses (cost of revenue)	2.5	2.1	2.4	2.6	2.3	2.0	2.0	2.1	2.1	-9%	Reduced via payment processor renegotiations and UI updates promoting low-fee payment methods.
		Other variable costs	0.2	0.1	0.2	0.2	0.2	0.2	0.2	0.2	0.2	7%	Slight increase in server costs per-stand
		Revenue share	4.5	4.2	4.9	5.3	5.8	4.6	5.3	6.1	6.8	16%	Transitioned to revenue-share models at select installation sites.
		Rounders	2.3	2.1	2.6	2.5	2.4	2.0	2.2	2.1	2.0	-16%	Increased rounder coverage helped correct stand imbalances, resulting in a lower rental unit price.
		Call center	0.6	0.5	0.5	0.6	0.6	0.6	0.5	0.4	0.4	-28%	Call center costs have been reduced through optimization.
		Total variable costs	10.1	9.1	10.6	11.2	11.3	9.4	10.1	10.9	11.5	2%	
		Fixed Costs	Depreciation (cost of revenue)	4.5	4.7	5.3	4.7	5.6	5.2	5.1	5.0	4.8	-14%
	SIM card costs		0.6	0.7	0.7	0.6	0.6	0.7	0.7	0.4	0.4	-29%	Cancelled unnecessary SIM cards
	Other fixed costs		0.4	0.6	0.5	0.5	0.3	0.5	0.6	0.4	0.3	9%	Increase in shipping costs
	Installation fee		6.3	6.3	6.4	6.5	6.4	6.7	6.3	5.3	5.2	-19%	Shift from installation fees to revenue share at certain installation sites
	Advertising & marketing		0.5	0.5	0.4	0.4	1.2	0.6	0.9	2.2	2.0	64%	Strengthened advertising and marketing activities to acquire users
	Sales commission		0.2	0.1	0.1	0.0	0.1	0.1	0.2	0.2	0.2	108%	Increase in installations eligible for incentives
	Total fixed costs		12.5	13.0	13.4	12.7	14.1	13.8	13.7	13.6	12.9	-9%	
	Corporate Common Expenses		9.8	12.3	11.8	10.2	12.3	11.4	12.6	11.0	10.4	-15%	Personnel expenses and outsourcing costs at headquarters decreased per -stand.
Operating Profit		9.9	4.5	9.6	17.5	13.9	8.9	10.1	13.3	16.5	19%		

*Rentals revenue include those through subscription / *The gray area is the cost of revenue. Others are SG&A expenses. / *Goodwill and intangible asset amortization are excluded from this period onward.

Boosting ad revenue per stand via increased scale and media value. Committed to disciplined operations and cost optimization alongside strategic advertising investments.

Unit: JPY thousands (rounded)

		FY2023 4Q	FY2024 1Q	FY2024 2Q	FY2024 3Q	FY2024 4Q	FY2025 1Q	FY2025 2Q	FY2025 3Q	FY2025 4Q	YoY Change	Description	
Revenue	Rental Revenue	41.5	38.6	45.2	51.1	51.2	43.1	46.1	47.4	49.5	-3%	- Rental revenue including penalties and subscription fees	
	Advertising Revenue	0.7	0.2	0.2	0.4	0.4	0.4	0.4	1.3	1.8	+368%	- Advertising revenue from digital signage and app banners	
Direct Costs	Variable Costs	Commission expenses (cost of revenue)	2.5	2.1	2.4	2.6	2.3	2.0	2.0	2.1	2.1	-9%	- Payment service fee - Basically, proportional to revenue
		Other variable costs	0.2	0.1	0.2	0.2	0.2	0.2	0.2	0.2	0.2	7%	- Mainly system usage fees such as for servers etc.
		Revenue share	4.5	4.2	4.9	5.3	5.8	4.6	5.3	6.1	6.8	16%	- Revenue share paid to some agencies/installation sites - Mainly proportional to rental revenue
		Rounders	2.3	2.1	2.6	2.5	2.4	2.0	2.2	2.1	2.0	-16%	- Personnel fees for resolving battery distribution imbalance - Varies depending on the number of installations and operating conditions
		Call center	0.6	0.5	0.5	0.6	0.6	0.6	0.5	0.4	0.4	-28%	- Customer support costs
		Total variable costs	10.1	9.1	10.6	11.2	11.3	9.4	10.1	10.9	11.5	2%	
		Fixed Costs	Depreciation (cost of revenue)	4.5	4.7	5.3	4.7	5.6	5.2	5.1	5.0	4.8	-14%
	SIM card costs		0.6	0.7	0.7	0.6	0.6	0.7	0.7	0.4	0.4	-29%	- SIM card used in the battery stand - Incurred in connection with installation
	Other fixed costs		0.4	0.6	0.5	0.5	0.3	0.5	0.6	0.4	0.3	9%	- Delivery costs for stands and batteries - SMS transmission costs
	Installation fee		6.3	6.3	6.4	6.5	6.4	6.7	6.3	5.3	5.2	-19%	- Fees paid monthly to the installation locations (mainly convenience stores and train stations) regardless of the number of rentals
	Advertising & marketing		0.5	0.5	0.4	0.4	1.2	0.6	0.9	2.2	2.0	64%	- Campaign and advertising expenses for expanding the number of CHARGESPOT users and rentals
	Sales commission		0.2	0.1	0.1	0.0	0.1	0.1	0.2	0.2	0.2	108%	- Incentives for agents/installation sites - Varies depending on the number of incentive-eligible installations
	Total fixed costs		12.5	13.0	13.4	12.7	14.1	13.8	13.7	13.6	12.9	-9%	
Corporate Common Expenses		9.8	12.3	11.8	10.2	12.3	11.4	12.6	11.0	10.4	-15%	- Expenses other than direct costs such as personnel expenses	
Operating Profit		9.9	4.5	9.6	17.5	13.9	8.9	10.1	13.3	16.5	19%		

Cash and deposits have increased since the end of last year due to the impact of robust free cash flow.

Unit: JPY millions

	FY2024 4Q End	FY2025 4Q End	Change	Major Reasons
Current assets	10,526	12,859	+2,333	
Cash and deposits	9,165	10,960	+1,794	- Impact of increase in free cash flow, including cash inflows from operating activities
Non-current Assets	8,425	9,014	+589	- Impact of increase in business assets
Goodwill	2,839	2,514	-325	- The following impacts related to goodwill from the acquisitions of Ezycharge (Australia)/ChargeSpot Digital (Taiwan)/Trim - Reduction due to amortization of goodwill - Foreign currency conversion impact on goodwill from the acquisitions of overseas subsidiaries
Total Assets	18,951	21,874	+2,922	
Current Liabilities	10,663	9,407	-1,255	- Impact of the refinancing of the debt used for acquisition into long-term debt resulting from the finalization of the acquisition price of ChargeSpot Digital - Decrease in accounts payable due to the payment of the remaining unpaid balance for the ChargeSpot Digital acquisition
Non-current Liabilities	2,897	4,769	+1,871	- Impact of the refinancing of the debt used for acquisition into long-term debt resulting from the finalization of the acquisition price of ChargeSpot Digital
Net Assets	5,390	7,696	+2,306	- Impact of net income during the period
Total Liabilities & Net Assets	18,951	21,874	+2,922	

Operating cash flow remained robust.
Adjusted free cash flow (excluding M&A expenditures) remained robust.

Unit: JPY millions

	FY2024 1Q	FY2024 2Q	FY2024 3Q	FY2024 4Q	FY2025 1Q	FY2025 2Q	FY2025 3Q	FY2025 4Q	YoY Change	YoY %
Cash flow from operating activities	518	885	1,106	1,427	1,099	866	1,199	1,693	+266	+19 %
Profit (loss) before income tax	108	329	467	679	157	156	515	1,028	+348	+51 %
Depreciation	228	299	284	399	408	431	450	462	+63	+16 %
Goodwill amortization	0	7	7	75	98	99	102	104	+29	+39 %
Increase in contract liabilities	196	274	223	256	283	211	222	223	-32	-13 %
Cash flow from investing activities	-297	-598	-2,505	-1,271	-977	-709	-320	-670	+601	-47 %
Acquisition of tangible fixed assets	-269	-359	-468	-537	-337	-723	-386	-524	+12	-2 %
Adjusted free cash flow*	220	696	581	952	757	157	879	1,023	+71	+7 %
Cash flow from financing activities	639	471	3,155	868	1,165	77	-1,275	-561	-1,429	-
Net increase/Decrease in borrowings	463	498	3,122	744	1,091	-19	-998	-369	-1,113	-
Sale and Leaseback	358	320	364	457	362	193	82	137	-320	-70 %
Repayment of lease liabilities	-288	-356	-341	-335	-361	-330	-370	-339	-4	-1 %
Increase/decrease in cash and cash equivalents	970	902	1,492	1,269	1,117	167	-277	682	-587	-46 %

*Adjusted free cash flow = Free cash flow minus expenditures for acquiring shares of subsidiaries causing changes in the scope of consolidation. *The figures for the first and third quarters have not been audited or reviewed.
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**FY2025 Full-Year
Financial Results Briefing
Material
Table of Contents**

1. Summary of Financial Results
2. FY2025 4Q/Full-Year Financial Highlights
- 3. FY2026 Full-Year Forecast**
4. FY2025 4Q Topics
5. Appendix
 - Company Profile
 - External Environment Analysis
 - Initiatives to Enhance Sustainability

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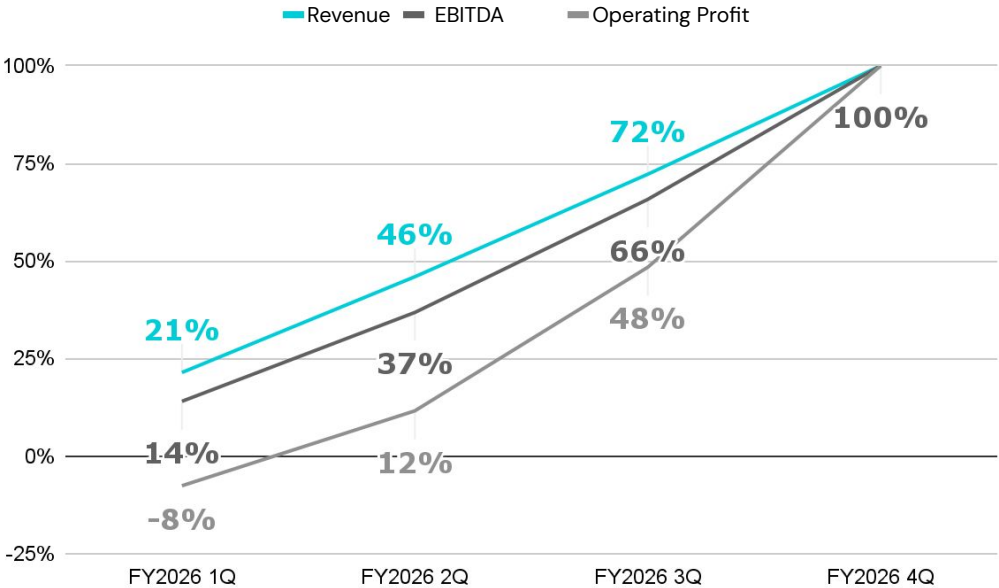
To enhance corporate value, we will accelerate full-scale investment in new overseas markets and the platform business in 2026. While maintaining revenue growth, we expect an increase in revenue but a decrease in profit as we prioritize building a solid foundation for future growth.

Consolidated Financial Forecasts
(Jan-Dec)

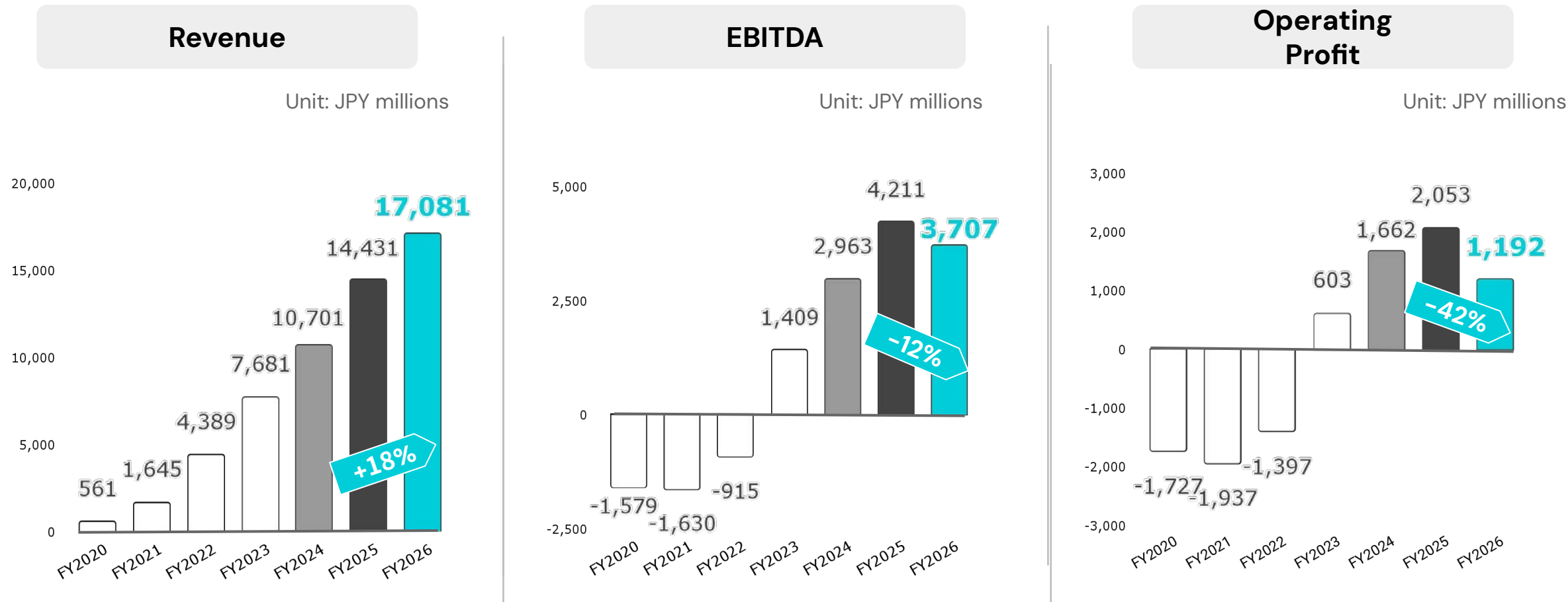
Unit: JPY millions

	FY2025 Results	FY2026 Forecast	YoY Change	YoY %
Revenue	14,431	17,081	+2,650	+18 %
EBITDA	4,211	3,707	-503	-12 %
EBITDA Margin	29%	22%	-	-7 pt
Operating Profit	2,053	1,192	-860	-42 %
Ordinary Profit	1,988	1,073	-915	-46 %
Profit Attributable to Owners of Parent	1,779	1,184	-595	-33 %

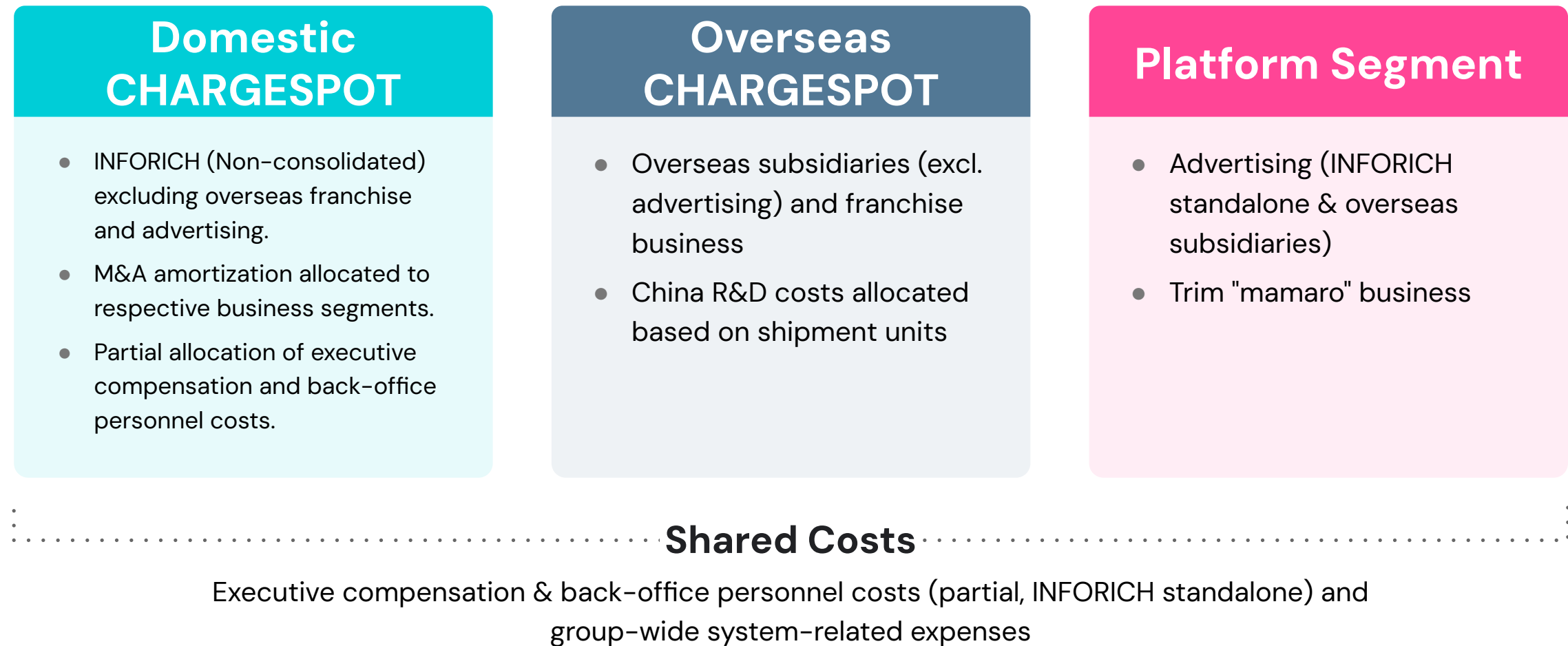
Cumulative Quarterly Progress (Forecast)



Revenue is projected to grow by +18% YoY, further accelerating the expansion of our business foundation on a global scale. We are executing investments aimed at enhancing future profitability and building a robust business portfolio to maximize medium-to-long-term corporate value.



Consistent with the previous year, we present Revenue and EBITDA forecasts across our three core segments: Domestic CHARGESPOT, Overseas CHARGESPOT, and Platform Segment. Personnel costs and group-wide system expenses are consolidated into Corporate Expenses.



Maintaining steady growth in both installations and rentals, with a forecast of 13% YoY revenue increase.
We aim to accelerate profit expansion through strategic investments in recruitment and marketing.



Units: JPY millions	FY2025 Results	FY2026 Forecast	YoY Change	YoY %
Revenue	10,318	11,686	+1,367	+13 %
EBITDA	3,880	4,232	+352	+9 %
EBITDA Margin	38 %	36 %	-	-2 pt

* EBITDA = Operating profit + Depreciation + Amortization of goodwill (allocated to each related business)
* Shared costs (totaling JPY 405mn) include executive compensation, a portion of back-office personnel costs, and global organizational support costs.

FY2026 Key Priorities

- Maintain profitability and double-digit growth while investing in human capital and marketing. Drive quality-focused expansion in installation areas and generate non-rental revenue.
 - Maintain installation pace while prioritizing strategic, high-demand areas.
 - Expand non-rental revenue through corporate sales and strategic partnerships.
 - Boost user acquisition and retention by leveraging popular group IPs.

Revenue Assumptions

- Cumulative installations projected to reach **approx. 64k units** by the end of FY2026.
- Monthly rentals expected to grow every quarter, excluding 1Q seasonality: **(1Q: 2.06mn → 2Q: 2.45mn → 3Q: 2.56mn → 4Q: 2.58mn)**
- Budget formulated using ARPR based on actual performance following the May 2025 price revision.

Cost (EBITDA) Assumptions

- Revenue share up +26% YoY and installation fees up +3% YoY (+14% YoY combined), driven by revised contract terms and robust top-line growth.
- Personnel costs up +19% YoY to strengthen the sales organization and drive market expansion.
- Advertising expenses up +43% YoY to accelerate user acquisition and brand awareness through enhanced marketing initiatives.

Led by strong performance in established markets such as Taiwan and Australia, revenue is projected to grow by +35% YoY. We are accelerating strategic front-loaded investments to maximize future profitability and expand our global market share.



Units: JPY millions	FY2025 Results	FY2026 Forecast	YoY Change	YoY %
Revenue	3,341	4,495	+1,153	+35 %
EBITDA	323	-218	-542	-168 %
EBITDA Margin	10 %	-5 %	-	-15 pt

* EBITDA = Operating profit + Depreciation + Amortization of goodwill (allocated to each related business)
* Shared costs (totaling JPY 405mn) include executive compensation, a portion of back-office personnel costs, and global organizational support costs.

FY2026 Key Priorities

- Executing strategic front-loaded investments to accelerate global expansion in alignment with our Mid-term Management Plan.
- Evaluating the most effective entry model (FC, M&A, or Direct)
- Scaling accumulated know-how across regions and building a standardized global governance system.

Revenue Assumptions

- Rentals in Taiwan and Australia continue to maintain a strong growth momentum, powerfully driving the overall growth of the Overseas CS. We project rental revenue in both regions to expand by +35% YoY
- Growth in new overseas markets is currently in the launch phase, building a solid foundation for future performance and scale.

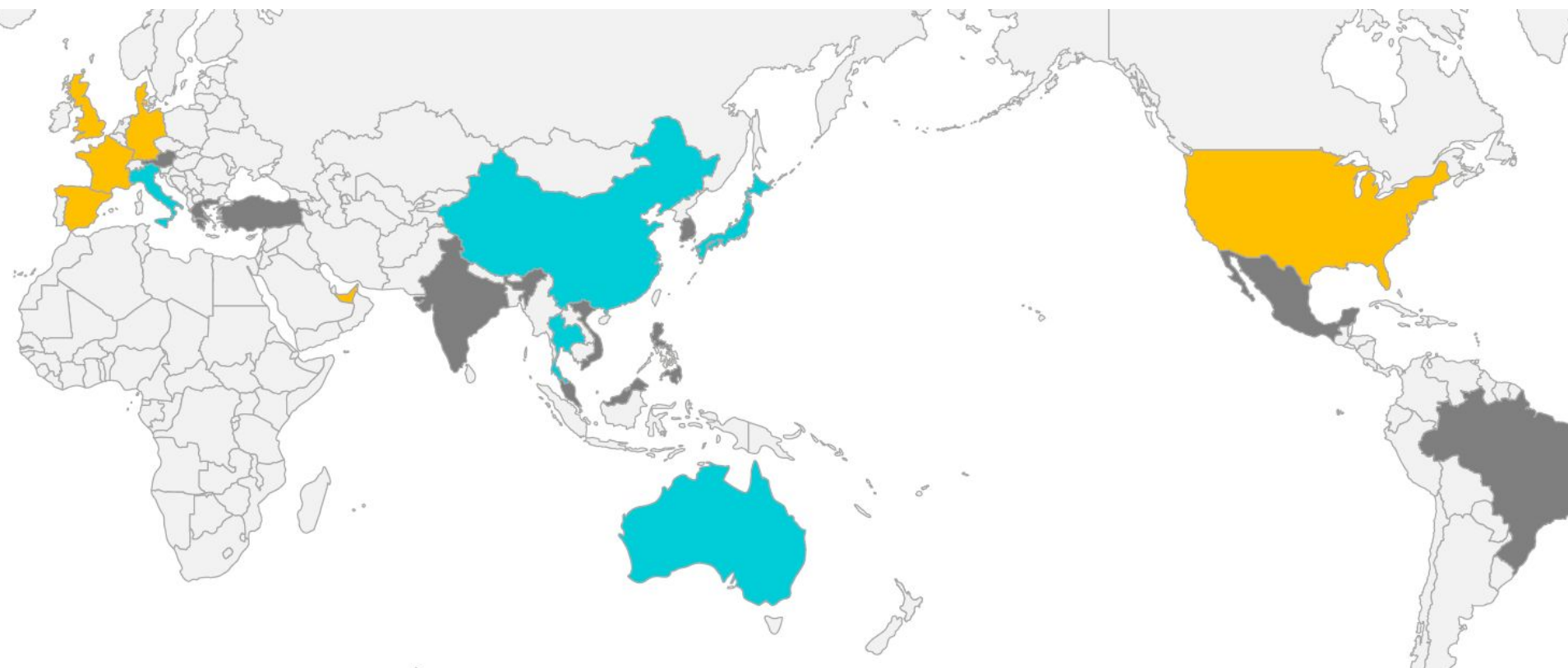
Cost (EBITDA) Assumptions

- Hong Kong: Projected to achieve an EBITDA margin of **26%**
- Taiwan: Projected to achieve an EBITDA margin of **43%**
- Australia: Projected to achieve an EBITDA margin of **33%**
- Europe: An **EBITDA loss** is projected as the market is currently in the launch phase; however, we expect to see positive EBITDA contribution from FY2027 onwards.

Overseas markets have sufficient growth potential to contribute to our revenue growth.

To ensure that we capture these revenue opportunities, we will further accelerate our overseas expansion. With the goal of completing rollout by 2030, we plan to expand into 2-3 new cities each year until 2028.

Projected deployment map as of 2030



Cyan: Currently operating
Orange: Candidate areas for direct operation
Gray: Candidate areas for franchise operation

Market entry criteria & expansion strategy

SOM

×

Market entry difficulty

Accelerate direct operations, focusing on Europe, Asia, and North America

Rollout pace & estimated cost
Aim to **complete rollout in 6 to 9 cities** by 2030.

Plan to expand into 2 to 3 new cities each year until 2028.

700 mn yen /2 yrs

×

No. of cities with direct operation

Planned investment: approx JPY 4–6 billion

Aiming to establish the Platform Segment as our next core revenue pillar, we forecast +17% YoY sales growth driven by a strengthened sales organization. We are also prioritizing recruitment for "mamaro" and our advertising operations to build a solid foundation for sustainable mid-to-long-term expansion.



Unit: JPY millions	FY2025 Results	FY2026 Forecast	YoY Change	YoY %
Revenue	771	900	+128	+17 %
EBITDA	210	98	-111	-53 %
EBITDA Margin	27 %	11 %	-	-16 pt

* EBITDA = Operating profit + Depreciation + Amortization of goodwill (allocated to each related business)
* Shared costs (totaling JPY 405mn) include executive compensation, a portion of back-office personnel costs, and global organizational support costs.

FY2026 Key Priorities

- Accelerating revenue growth through product enhancement and team strengthening.
 - Strengthen B2B ad sales structure and expand sales capacity.
 - Establish multiple revenue streams via app media and battery ads, complementing digital signage.
 - Scale "CheerSPOT" to its next growth phase by capturing rising market demand.

Revenue Assumptions

- The "mamaro" business is expected to maintain its steady growth trajectory, with revenue projected to reach JPY 580 mn, representing a +15% increase YoY.
- The advertising business will launch its full-scale overseas expansion, aiming to achieve group-wide revenue of JPY 320 mn.

Cost (EBITDA) Assumptions

- "mamaro": Personnel costs up +98% YoY to strengthen sales and ensure Mid-term Plan achievement.
- Domestic Advertising: Personnel costs up +50% YoY to expand dedicated teams and accelerate growth.

**FY2025 Full-Year
Financial Results Briefing
Material
Table of Contents**

1. Summary of Financial Results
2. FY2025 4Q/Full-Year Financial Highlights
3. FY2026 Full-Year Forecast
- 4. FY2025 4Q Topics**
5. Appendix
 - Company Profile
 - External Environment Analysis
 - Initiatives to Enhance Sustainability

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New/Expanded Installations



Launch of Credit Card Tap Model in Japan



Safe usage awareness and collection project



Announcement of the New “mamaro” Model, Expansion of “mamaro” Installations



Newly Joined Artists



Consolidation of Thailand FC

Steady installation growth continued through Q4, successfully achieving the full-year target.
Vending machine model installations continued to expand, following the previous quarter.

New Accounts and Expansion Highlights (Selected)



COOL JAPAN PARK OSAKA



Sagami Railway



Seicomart



Yokohama PORTA



SAKURA MACHI Kumamoto



Sunshine Aquarium

Newly Installed Stands

During 4Q	1Q-4Q Cumulative
2,563stands	12,515stands

Expansion of Vending Machine Model

During 4Q	1Q-4Q Cumulative
299stands	747stands

Launched credit card-compatible stands in Japan in October.
This allows for rentals during "power-off" scenarios, effectively capturing previously lost demand.

Japan's First Installation of Credit Card Tap Model



Developed by leveraging technology from Ezycharge (the Australian subsidiary acquired in 2024) and integrating it into the CHARGESPOT model.



Allows for rentals during "power-off" scenarios



Accessible even when QR code payments are unavailable



Serves previously unserved high-demand users and inbound tourists.

Locations

Initial rollout focused on high-rental and high-inbound demand areas.
Continuing expansion in high-traffic locations.



Family Mart



Tokyu Kabukicho Tower



Addressing the rising social issue of battery-related fires in garbage trucks and waste facilities by implementing awareness and collection initiatives.

Safe Usage Awareness



During periods with increased travel around the year-end and New Year holidays, safety awareness content is displayed on the signage of approximately 1,000 CHARGE SPOT stands at transportation facilities such as airports and stations. At the same time, coupons only for new users are distributed, proposing a lifestyle of “borrowing instead of carrying.”

Mobile Battery Collection Project

Damage situation at municipalities nationwide that handle waste processing

Number of smoke and fire incidents caused by small lithium rechargeable batteries
21,751 cases
(FY2023)

Total damage amount from smoke and fire incidents caused by small lithium rechargeable batteries
Approx. 9.6 JPY billion
(FY2021)

Improving collection rates and ensuring proper treatment are urgent.

Challenge

Even when people want to dispose of mobile batteries, it is often not clear where and how to do so.

Examples of Initiatives

- At locations where mobile batteries are collected, CHARGE SPOT coupons are distributed to those who cooperate with collection.
- Collection boxes are installed at events, and CHARGE SPOT coupons are distributed to applicants.



The mobile batteries used in “CHARGESPOT” comply with the standards of the Electrical Appliance and Material Safety Act. In light of recent social issues, we are strengthening our educational activities for users regarding the use and disposal of mobile batteries, including those manufactured by other companies.

Battery safety standards



“CHARGESPOT” mobile batteries comply with safety standards in Japan and other countries. When the batteries are inserted into the battery stand, their temperatures are constantly monitored and the power supply is immediately stopped if an abnormality is detected.

	Name	Meaning and specifications
CE	CE Mark	A conformity marking for safety, health, and environmental protection required for sales in EU countries.
TISI	TISI Voluntary Certification Mark	Complies with the standards of the Thai Industrial Standards Institute (TISI).
FCC	FCC	Complies with the technical standards of the U.S. Federal Communications Commission (FCC), including regulations on electromagnetic and radio frequencies.
PSE	PSE	Conforms to Japan's Electrical Appliance and Material Safety Act, indicating compliance with safety standards.
CB	CB Certification	An international mutual recognition certification for electrical product safety based on IEC standards.
RoHS	RoHS Directive	The EU Restriction of Hazardous Substances (RoHS) Directive, which limits the use of six (plus four additional) hazardous substances such as lead and mercury.

Educational activities for users

Important Safety Precautions

For the safe use of mobile batteries



Do not heat



Avoid high temperatures and moisture



Avoid physical shock



Avoid water



Recycle mobile batteries



Stop use if malfunctioning

Inform users about safe use and disposal methods of mobile batteries through apps and social media



Provide information about the safety of “CHARGESPOT”



Led to voices on social media saying, “For safety's sake, let's share instead of each owning our own.”



**Announced the new "mamaro" model at Trim’s 10th anniversary;
Integrating with "ShareSPOT" to maximize functionality, accessibility, and brand recognition.**

Announcement of New “mamaro”



Introduced "mamaro sofa" at the 10th anniversary event on November 18th, 2025, featuring built-in scales and built-in fans to improve infant care capabilities and year-round comfort.

Features of mamaro sofa



Greatly increased user comfort and accessibility by optimizing changing station height

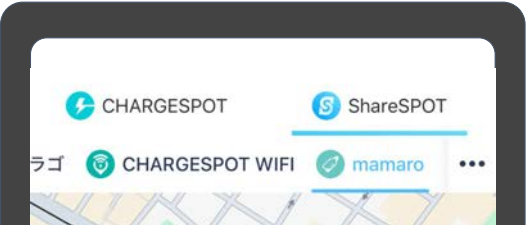


Weight measurement function enabling growth tracking



Built-in fan installed as standard equipment, providing a comfortable environment year-round

ShareSPOT Integration Launched



Integrated "mamaro" locations into the "CHARGESPOT" app via the "ShareSPOT" tab (Nov 2025). Enhancing convenience to boost brand awareness and usage frequency, driving further installation expansion.

"mamaro" Installment Examples

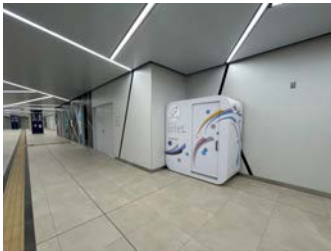
Steady expansion with 900+ stands installed across commercial and municipal facilities (as of Dec 2025).



Toho Studio



Hachijo Town Hall



Tokyo Skytree Station

Participating artists in “CheerSPOT” is expanding steadily.
New initiatives have also begun, such as collaborative campaigns with vertical short-form dramas in Taiwan.

NEO EXILE (LIL LEAGUE, KID PHENOMENON, THE JET BOY BANGERZ, WOLF HOWL HARMONY)



Artists from LDH’s NEO EXILE (LIL LEAGUE, KID PHENOMENON, THE JET BOY BANGERZ, WOLF HOWL HARMONY) are displayed on CheerSPOT. In conjunction with year-end live performances, campaign offering autographed T-shirts as prizes were conducted.

UNiFY



Collaboration launched as a special project to energize the February national tour final. Achieved 1,000 Cheers on the third day, the fastest pace to date.

*Cheer = number of ad placements on CHARGESPOT stands
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Movie “White Snake: Afloat”



Spot advertisements for the animated film “White Snake: Afloat” were displayed. As a Cheer campaign, invitations to a preview screening were offered, receiving many applications.

Short Drama “Black&White is Real” (Taiwan)



Through collaboration with CheerSPOT, mechanisms such as CheerSPOT appearances within the drama and real-world Cheer count battles have successfully encouraged active fan participation.

Decided in Jan 2026 to acquire 49% of shares in CHARGESPOT (THAILAND) CO., LTD., the local franchise operator, making it a consolidated subsidiary.

Signing Ceremony In Thailand



Signing Ceremony was held on January 22

Installed at Monorail (BTS) Station

Installation Status in Thailand (As of Dec 31, 2025)

Installed Stands
1,904
Stands

Market Share
Approx. **80** %

Key Locations
Major Convenience Store
Chains/ Shopping Malls
/Main Stations

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Rationale for Share Acquisition

Hub of the ASEAN Economy



Strong presence of Japanese corporations



Commenced deployments at premium accounts



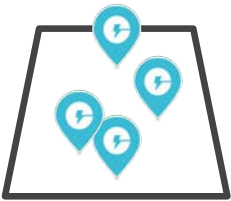
Thriving "Fan Support" (Oshikatsu) culture



Transition to direct management enhances synergy with the Japanese headquarters, accelerating installations and strengthening the outlook for success in the Thai market.

Future Growth Strategy

Driving user growth by prioritizing high-traffic locations.



Generating revenue through "CheerSPOT" and advertising via entertainment partnerships.



Establishing a solid earnings base.



+ =

*Planned name change to INFORICH SEA (Thailand) Company Limited following shareholder approval.

Disclaimer

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The information contained herein is based on current economic, regulatory, market and other conditions.

This material contains forward-looking statements. These forward-looking statements are based on information available to us at the time such statements were made. These statements are not guarantees of future results or performance. Such forward-looking statements necessarily involve known and unknown risks and uncertainties that could cause actual future results and financial condition to differ greatly from future results and financial condition expressed or implied by such forward-looking statements.

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**FY2025 Full-Year
Financial Results Briefing
Material
Table of Contents**

1. Summary of Financial Results
2. FY2025 4Q/Full-Year Financial Highlights
3. FY2026 Full-Year Forecast
4. FY2025 4Q Topics
- 5. Appendix**
 - **Company Profile**
 - External Environment Analysis
 - Initiatives to Enhance Sustainability

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Appendix: Company Profile

Company name	INFORICH INC.
Head office address	5-52-2 Jingumane, Shibuya-ku, Tokyo, Japan
Representative	Hironobu Akiyama (Stephen Chan)
Established	September 2, 2015
Listed market	Tokyo Stock Exchange Growth Market (securities code: 9338)
Share capital	Share capital: 15,520,988 yen (as of December 31, 2025)
Number of employees	Non-consolidated: 140, Consolidated: 346 (including 43 temporary employees, as of December 31, 2025)
Sales offices	Domestic: 7 locations, Overseas: 5 locations (Guangzhou, Hong Kong, Australia, Taiwan, United Kingdom)
Affiliated companies	INFORICH ASIA HOLDINGS LIMITED / INFORICH ASIA HONG KONG LIMITED Inforich (Guangzhou) Technology Company Limited/ CHARGESPOT MARKETING INC. Ezycharge Australasia Pty Ltd / Ezycharge Australia Pty Ltd ChargeSpot Digital Service Co. Ltd. / INFORICH EUROPE LTD Trim Inc.

Aim to enhance communication with institutional and individual investors and promote understanding by strengthening the provision of information about the Company.

3Q Activities	Number of sessions/ activities	Handled by	Remarks	Main areas of interest for shareholders and investors
Financial results briefing for institutional investors and analysts	Once	Director	Held the 3Q financial results briefing in an online manner. A total of 35 people participated in the session. Released an archive video on the same day, which has been viewed approx 3,000 times so far.	✓ Feasibility of earnings forecasts ✓ Rationale for maintaining previous forecasts ✓ Growth potential of the advertising business ✓ Domestic marketing and promotion policy ✓ Future global expansion strategy ✓ Safety of mobile batteries and countermeasures
Individual meetings with institutional investors and analysts (face-to-face and online)	59 times	Director IR Officer IR staff	Held for both domestic and overseas investors. New investors as well as news coverage for the first time since the IPO roadshow increased.	
Financial results briefing for individual investors (online)	Once	Director	Hosted our first online briefing for individual investors following results announcements, devoting more time to the Q&A. An archived YouTube live stream has been viewed about 2,400 times to date.	
Segment briefing for institutional investors and analysts	Once	-	Released interviews by Outside Directors and Audit & Supervisory Board Members, covering the current state of governance and their future expectations for the company. https://inforich.net/ir/ir-interview	
				Future policies
				✓ Continue to hold a briefing for institutional investors on the same day as the financial results announcement ✓ Promptly provide a video recording, transcript, and Q&A from the briefing ✓ Actively participate in briefings for individual investors ✓ Promote investors' understanding of areas that require detailed explanation by holding briefings focused on specific segments ✓ Diligently disclose progress updates

Innovations
in "battery life"

Risk term:Medium to long term
Likelihood:Low

Major risks	Countermeasure
<u>Longer battery life due to advances in technology</u> Since the driving need for the CHARGESPOT business is smartphone battery drain, the "battery life" of future smartphones will have a significant impact on our business. If, as a result of rapid technological innovation in rechargeable batteries, smartphones with built-in batteries that do not require any additional recharging for several days despite any vigorous smartphone use become widely used, this would naturally have an adverse effect on our shared battery business.	<u>Battery evolution has changed along with device feature, and performance evolution will take time.</u> In fact, the technological innovation of lithium-ion batteries is not yet completely exhausted, but few experts believe that we are about to enter a phase of innovation that is an order of magnitude different from the past. On the other hand, battery technologies other than lithium-ion batteries are promising for industrial applications such as drones and EVs, but not for smartphones, due to their electromotive force (potential difference between anode and cathode), cycle characteristics (durability), energy density (space), material stability in the atmosphere (safety), mass production (price), and other factors. Even if it is possible, there are still many hurdles to overcome before full-scale adoption. On the other hand, looking at the smartphone itself, the power consumption required to drive the mobile device is expected to increase due to the generational shift from 4G to 5G (higher capacity transmission and higher frequency bands) and the addition of unprecedented application functions due to the advancement of semiconductors and displays. There is a concern that the planned level of innovation in battery technology will not be sufficient to cover even this increase in power consumption. In sum, while we are fully aware of the general risk that smartphone-embedded battery technology poses to our business, we analyze the possibility that our smartphone lifestyle, including the frequency of charging, may move in the direction of raising our raison d'être.

Competitive
environment

Risk term:Medium to long term
Likelihood:Low

<u>Increased competition due to growth of competitors</u> The mobile battery sharing service that our group is developing is not a regulated industry, and since the manufacturing of mobile batteries and battery stands can be done on an OEM basis, there is a risk of intensified competition due to an increase in the # of companies participating in this service. The market share of the mobile battery sharing service accounts for approximately 80%* of the total # of battery stands installed in Japan, and we believe that the revenue base is stable. The Group plans to take various measures to expand the # of battery stands and users in the future. However, if these plans do not proceed as expected due to an intensified competitive environment, the Group's financial position and operating results may be affected. *Calculated by # of machines installed by the Group as of September 2023 and the # of machines announced by competitors.	<u>Expansion of # of installation sites</u> The most important thing for our mobile battery business is to secure installation sites. With this in mind, we have been aggressively installing our products in national brand commercial facilities and major railroad stations where people are concentrated, thereby ensuring the superiority of the first installations. As a result of the economies of scale evident in the sharing business, there is a strong tendency for a virtuous cycle of market leaders that progresses day by day, and once a service reaches a certain level of recognition, the difficulty for new entrants to regain market share increases at an accelerated pace. We, for our part, will not be complacent and will continue to solemnly work on improving our services while paying close attention to the movements of other companies in the market.
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Installation Location

Risk term:Medium to long term
Likelihood:Low

<u>Suspension of installations of large accounts</u> Our group has relatively more installations in convenience stores because of their convenience to users. In addition to installations at several convenience store chains, our group also installs at a wide range of other types of businesses other than convenience stores, including railway stations, carrier stores, restaurants, and retail stores. However, if for some reason our group does not continue to have installation contracts with major convenience store groups, the financial position and operating results of our group may be affected.	<u>Ensure a variety of installation sites and strengthen cooperation with installation sites</u> Although this risk is not something that can be addressed solely through the efforts of the company, we have established an in-house department in charge of accounts with a large number of installations, and we work closely with the persons in charge at the locations where stands are installed. In addition to detecting problems with battery stands early on based on rental volume trends and other factors, the company is also engaged in post-installation follow-up, such as providing suggestions for installation locations and promotional materials. The company will continue to reduce risk and make the service more user-friendly by installing the stands in a variety of locations across a wide range of industries.
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Japan’s first digital signage equipped mobile battery sharing service
CHARGESPOT is the gateway to overall location services

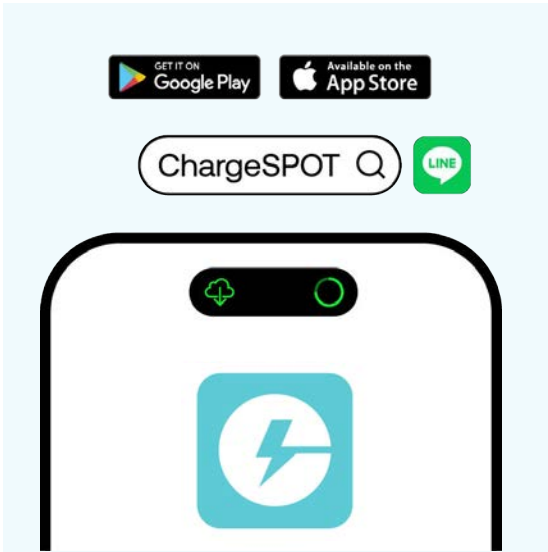
Borrow anywhere,



return anywhere

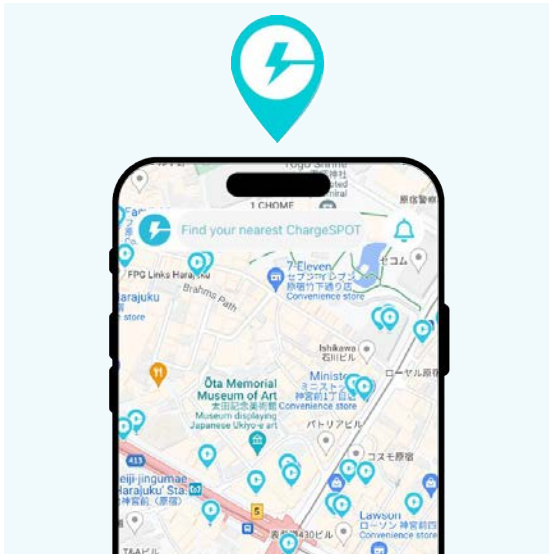
Since the service was launched in April 2018, it has already been provided in 47 prefectures throughout Japan. Overseas, the Company is expanding its business to Hong Kong, Thailand, Taiwan, Singapore, Macao, Australia, and Italy. To use the battery, simply use the app to scan the QR code of the battery stand with digital signage. Unlike conventional wall outlets and box chargers, the users can take borrowed mobile batteries with them. Three types of cables are provided, making it compatible with most mobile devices.





Step 1
First, download the app.

Search for the app with "CHARGESPOT."
Alternatively, you can use the service without downloading the CHARGESPOT app by using the functions within various compatible apps such as LINE and PayPay.



Step 2
Find a battery stand.

You can find a battery stand near you on the map in the app. Currently available battery stands are shown in light blue. With the app, you can also check the number of batteries available for rent and the number of available return slots.



Step 3
Scan QR code with app.

Use the app to scan the QR code displayed on the battery stand.



Step 4
Take out battery.

Remove the mobile battery from the slot on the battery stand. Choose from the three built-in cables to charge your device.

Payment methods available in Japan

- Various types of carrier settlement (docomo, Softbank, au)
- Various credit cards (VISA, JCB, MasterCard, American Express)
- Apple Pay
- PayPay
- AEON Pay
- Rakuten Pay
- Merpay
- WeChat Pay
- Alipay
- V point
- dPay
- Paidy

Payment methods that can be used overseas

- Apple Pay
- Alipay
- Google Pay
- WeChat Pay
- LINE Pay
- Union Pay



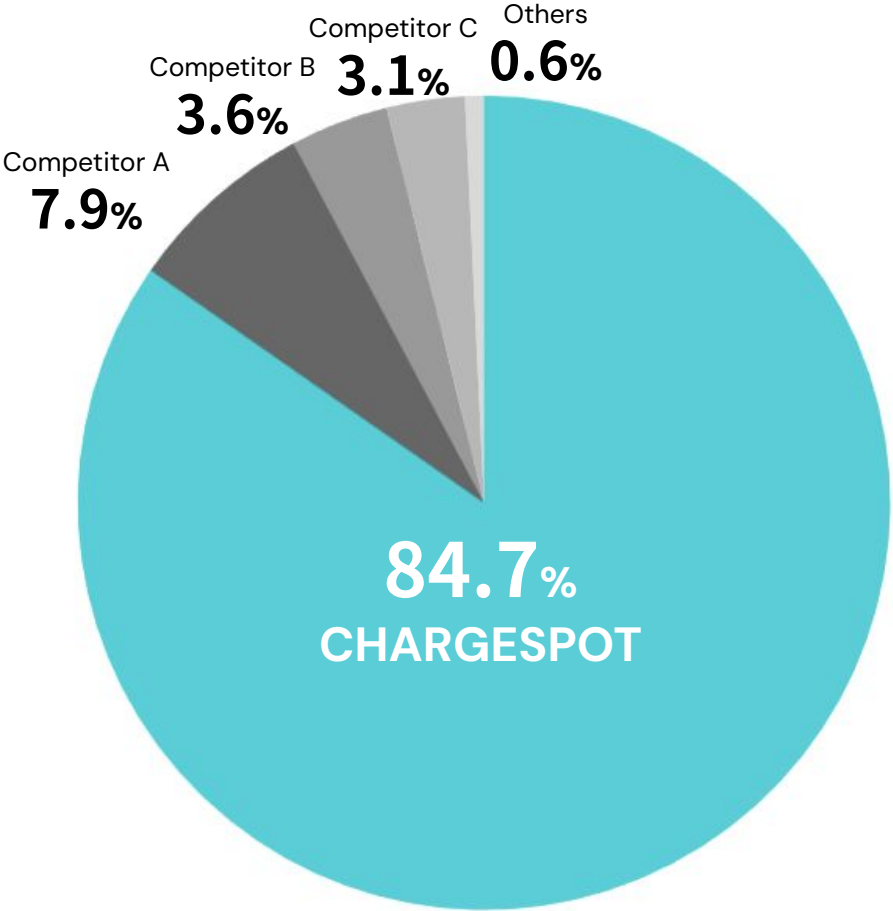
Other supported apps



You can rent a mobile battery using your regular apps such as PayPay and dPay. There are no bothersome procedures to follow. You can rent a battery right away.

More than 80% of the installation market share is held by us, which is an extremely high barrier to new entrants.

Share of Battery Stands Installed



Number of Battery Stands Installed

(Units: No. of Stands)

	No. of Stands as of December
CHARGESPOT	59,784
Competitor A	5,323
Competitor B	2,771
Competitor C	2,189
Others	532

Our view on barriers to entry

- CHARGESPOT is the first mobile battery sharing service introduced in Japan, and has a history of pioneering the market from scratch.
- Due to the nature of the service, the greater the number of installations, the more convenient it is for users. Therefore, it is often the case that installation partners adopt CHARGESPOT after comparing us with other services.
 - It can be said that it is a business model with a high first-mover advantage, and as a result, we have a share of more than 80% based on stands installed.
 - A large number of installations leads to user convenience and an increase in the number of users.
 - As a result, the market is activated, the need for installation increases, and the number of installations increases.
- It is necessary to acquire a large market share in order to newly enter the business and increase rental usage, but since we hold a market share of more than 80%, it is difficult.
- It is also one of our strengths that we develop a rounder (battery replenishment) system and apps in-house to accumulate know-how, creating a barrier for competitors.

*The number of installed machines as of September 2025, based on in-house research

59,784 stations in Japan at retailers, transport facilities, carries, municipalities, and other locations essential to daily life

Convenience stores	Seicomart, Seven-Eleven, Daily YAMAZAKI, FamilyMart, POPLAR, Ministop, Lawson, Seikatsu Saika
Inside railway stations and transportation facilities	JR Tokai, Osaka Metro, toks, Atami Port Terminal, Oigawa Railway, Osaka Monorail, Kita–Osaka Kyuko Line, Kitakyushu Monorail, Hokuso Railway, Keio Electric Railway, Keisei Electric Railway, Kyoto Municipal Transportation Bureau, Keihin Kyuko Electric Railway, Kintetsu Railway, Kintetsu Retailing, KOBE Rapid Transit Railway, Saitama Railway, Sanyo Electric Railway, Seibu Railway, Chiba Urban Monorail, Tsukuba Express, Toei Subway, Tokyo Metro, Tokyu Electric Railway, Tobu Railway, Transportation Bureau City of Nagoya, Nagoya Railway, Nankai Electric Railway, West Nippon Railway, Shinjuku Expressway Bus Terminal (Busta Shinjuku), Hankyu Railway, Fukuoka City Subway, Minatomirai Line, Yokohama Municipal Transportation Bureau, Okinawa Urban Monorail
Airports	Sapporo Okadama Airport, Sendai Airport, Yamagata Airport, Shonai Airport, Narita International Airport, Tokyo International Airport (Haneda Airport), Hachiojima Airport, Matsumoto Airport, Mt. Fuji Shizuoka Airport, Chubu Centrair International Airport, Kansai International Airport, Okayama Momotaro Airport, Hiroshima Airport, Iwakuni Kintaikyo Airport, Aso Kumamoto Airport, Kitakyushu Airport, Nagasaki Airport, Kumejima Airport, Painushima Ishigaki Airport
Stadiums and arenas	ES CON FIELD HOKKAIDO, Rakuten Mobile Park Miyagi, Bellina Dome, Meiji Jingu Stadium, AJINOMOTO STADIUM, Tokyo Dome, Yokohama Stadium, ZOZO Marine Stadium, Vantelin Dome Nagoya, GLION ARENA KOBE, MIZUHO PayPay Dome FUKUOKA
Theme parks and cultural/educational facilities	JUNGLIA, ADVENTURE WORLD, Anpanman Children’s Museum, KidZania, COOL JAPAN PARK OSAKA, Gunma Flower Park+, Sanrio Puroland, SMALL WORLDS, Nagashima Resort, Huis Ten Bosch, Hamamatsu Flower Park, Yomiuriland, Laguna Ten Bosch, Legoland Asahiyama Zoo, Kawasaki Racecourse, Sagamiko Pleasure Forest, Sunshine Aquarium, Shin–Yokohama Ramen Museum, Shuri Castle, Tsurugajo Castle, Tokyo National Museum, Tokyo Summerland, Fuji–Q Highland
Entertainment and performance facilities	109 Cinemas, CLUB CITTA, GIGO, kino Cinema, OPENHOUSE ARENA OTA, OS cinemas, RED° TOKYO TOWER, Zepp, aprecio, IMMERSIVE FORT, Nesta Resort Kobe, Yokohama Arena, Round 1

*The number of stations is as of December 2025. This is a partial list with abbreviations and in no particular order.

*Includes some installation locations but does not cover all sites

59,784 stations in Japan at retailers, transport facilities, carries, municipalities, and other locations essential to daily life

Ski Resorts	Kashimayari Ski Resort Family Park, Kawaba Ski Resort, Snow Park Yeti, Hoshino Resorts Nekoma Mountain, Meiho Snow Resort, Ryuoo Ski Park
Commercial, Office, and Convention Facilities	&LOVINA, A-FACTORY, DAIMARU, LA CITTADELLA, PARCO, SAKURA MACHI Kumamoto, SHIBUYA 109, Tekute Sendai, AOMORI SHUNMI-KAN, AZ Kumagaya, ATRE, APIA, AMU Plaza Kokura, Aeon Mall, E-MA Umeda, S-PAL Sendai, Hirosaki Station Building APPLIESE, JR Nagoya Takashimaya, Shizuoka Station Building Parché, SELVA, Takasaki Montres, Takashimaya, Hankyu Hanshin Department Stores, Department Store Fujisaki, Plaza Kobe, Premium Outlets, Marui, Mitsui Outlet Park, Isetan Mitsukoshi, Morioka Station Building FES”AN, Aomori Station Building LOVINA, Laforet Harajuku, RIVERWALK KITAKYUSHU, LUMINE, Yokohama PORTA G-MESSE GUNMA (GUNMA CONVENTION CENTER), khb, MIYASHITA PARK, Izumi Park Town Tapio, Omotesando Hills, Queen’s Square Yokohama, Grand Green Osaka, Grand Front Osaka, Shibuya Scramble Square, Shin-Shizuoka Cenova, Shin-Marunouchi Building, Tokyu Kabukicho Tower, Hankyu Hanshin Properties Corp., FukuokaDaimyo Garden City, Marunouchi Building, Roppongi Hills
Karaoke	JOYSOUND, Karaoke BanBan, Karaoke Croquette Club, Karaoke no Tetsujin, Karaoke Rainbow, Karaoke Uta, Karaoke Kan, Côte D’azur, Big Echo, Uta Hiroba
Electronics and appliance stores	EDION, Kojima, Bic Camera, Best Denki, Yamada Denki, Yodobashi Camera
Mobile carrier stores	au, Docomo, Galaxy shop, SoftBank, UQ Mobile, Y!mobile, Rakuten Mobile
Drugstores	Amano Drug, Welcia, Create SD, Kokumin Drug, Sugi Pharmacy, Tsuruha Drug, Drug-Eleven, Drug Seims
Retailers	IKEA, JTB, ROPE’ PICNIC, TSUTAYA, WEGO, Thank You Mart, Terakoya, Don Quijote, Fujiya, BUNKYODO, Maruzen Junkudo Bookstores, Hankyu Style Labels, Right-on

*The number of stations is as of December 2025. This is a partial list with abbreviations and in no particular order.

*Includes some installation locations but does not cover all sites

59,784 stations in Japan at retailers, transport facilities, carries, municipalities, and other locations essential to daily life

Restaurants & Fast Food Outlets	Wendy’s First Kitchen, Gusto, Sushiro, Denny’s, Jonathan’s, Bamiyan, Freshness Burger, Popolamama, MOS BURGER, GYUKATSU Kyoto Katsugyu, Yakiniku Sakai Holdings, Choushimaru, Tenjinya
Cafes	Vie de France, È PRONTO, Café de Crié, Komeda Coffee, St. Marc Cafe, Tully’s Coffee, Doutor Coffee Shop, MORIVA COFFEE, Chun Shui Tang, Ueshima Coffee
Vending machines	Kirin Beverage, Coca-Cola Bottlers Japan, DyDo DRINCO, ITO EN
Hotels	JR East Hotel Mets, Atami Seaside Spa & Resort, APA Hotel, Sheraton Grande Tokyo Bay, Super Hotel, Dormy Inn, Tokyu Stay, Toyoko Inn, Hotel New Otani, Hotel Nikko Kumamoto, Hotel Metropolitan, Hotel Livemax, Hoshino Resorts 1955 Tokyo Bay
Financial institutions	Mizuho Bank, Resona Bank, Sumitomo Mitsui Banking Corporation, Post Office
Universities and educational facilities	Health Sciences University of Hokkaido, Hokkaido Bunkyo University, Hokusei Gakuen University, Hokkaido Musashi Women’s University, Tohoku Institute of Technology, Tohoku Fukushi University, Sendai University, Meiji University, Katayanagi Institute, Nippon Sport Science University, Shukutoku University, Kanagawa University, Chubu University, Shizuoka Eiwa Gakuin University, Himeji Dokkyo University, Kobe City University of Foreign Studies, Hannan University, Nara Medical University, Shimonoseki City University, Kyushu International University, University Library of Kyushu Dental University, St. Mary’s College, Kyushu Lutheran College, Kumamoto Health Science University, Okinawa International University, Okinawa Christian University
Municipalities and municipality-managed facilities	Light Cube Utsunomiya (Utsunomiya Station East Gate Meeting Hub), Gunma Prefecture, Kawaba Village Tourist Information Center, Yamanashi Prefecture, Shibuya Ward, Toshima Ward, Atami City, Kobe City, Fukuoka City

*The number of stations is as of December 2025. This is a partial list with abbreviations and in no particular order.

*Includes some installation locations but does not cover all sites

	Tabletop Type				Freestanding Type	
						
	"S5" model	"S10" model	"S10-A" model	"M10" model	"LL20-J" model	"LL40" model
Number of battery slots	5	10	10	10	20	40
Size (H x W x D) mm	180 x 195 x 145	246 x 350 x 149	226 x 350 x 149	631 x 346 x 300	1490 x 633 x 500	1956 x 660 x 610
Weight	Approx 2.7kg	Approx 5.4kg	Approx 5.3kg	Approx 20kg	Approx 60kg	Approx 100kg
Power consumption	2~60w	10~96w	9~96w	25~150w	60~320w	60~622w
Estimated electricity charges/month	136yen/month	334yen/month	316yen/month	689yen/month	1,588yen/month	2,077yen/month
Power cord length	3m	3m	3m	3m	3m	3m



Ticket Machine Model



Vending Machine Model (front)



Vending Machine Model (side)



Outdoor Model



Credit Card Tap Model

Number of battery slots	20	10	10	40	10
Size (H x W x D) mm	410 x 440 x 590	226 x 350 x 149	848 x 164 x 510	2270 x 660 x 1070	240 x 380 x 215
Weight	Approx. 20kg	Approx. 5.3kg	Approx. 23kg	Approx. 280kg	Approx. 3.4kg
Power consumption	58~320w	9~23w	10~100w	58~820w	7.2~59.2w
Signage Screen	No	Yes	No	Yes	Yes
Features	Utilized space after removal of station ticket machines	Attached to the front of vending machines	Attached to the side of vending machines Suitable for outdoor installation Waterproof design / Drainage mechanism / Windproof design / Temperature adjustment function	Outdoor model Waterproof design / Drainage mechanism / Windproof design / Temperature adjustment function	Rentals are available not only through the app but also by simply tapping or inserting a credit card into the device.



Battery capacity	5,000 mAh
Battery output	DC5V/2A
Weight	163 g
Cables	USB Type-C Lightning MicroUSB
Safety	PSE compliant CQC16001139923
Environmental standard	GB31241 GB/T 35590-2017
iPhone iPad iPod	MFI-certified
Finish	Antiviral / antimicrobial coating SIAA compliant



USB *1
Type-C



Lightning *2



Micro USB

Three types of cables built-in for various uses

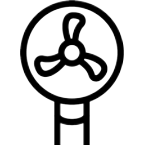
Three types of built-in cables: USB Type-C, Lightning, Micro USB.
Compatible with almost all smartphones



Wireless Earphones



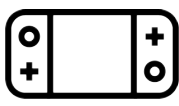
E-Cigarettes



Portable Fan



Pocket Wi-Fi



Portable Game Consoles

*1 USB Type-C is a registered trademark of the USB Implementers Forum.
*2 Lightning is a trademark of Apple Inc.



Each CHARGESPOT battery stand is equipped with digital signage that displays instructions on how to use the CHARGESPOT service. This feature ensures that first-time users can easily understand and use the service, while also serving as an advertising pillar for the CHARGESPOT service. Additionally, the signage is provided free of charge to installation partners, and is also available for sales as an advertising medium.





As an infrastructure company, INFORICH endeavors to solve the battery problems that may occur at a time of disaster.

Japan is a country with many disasters, so it is essential to be prepared with anti-disaster measures. CHARGESPOT will provide batteries free of charge in the event of a disaster.

Free Battery Rental During Disasters

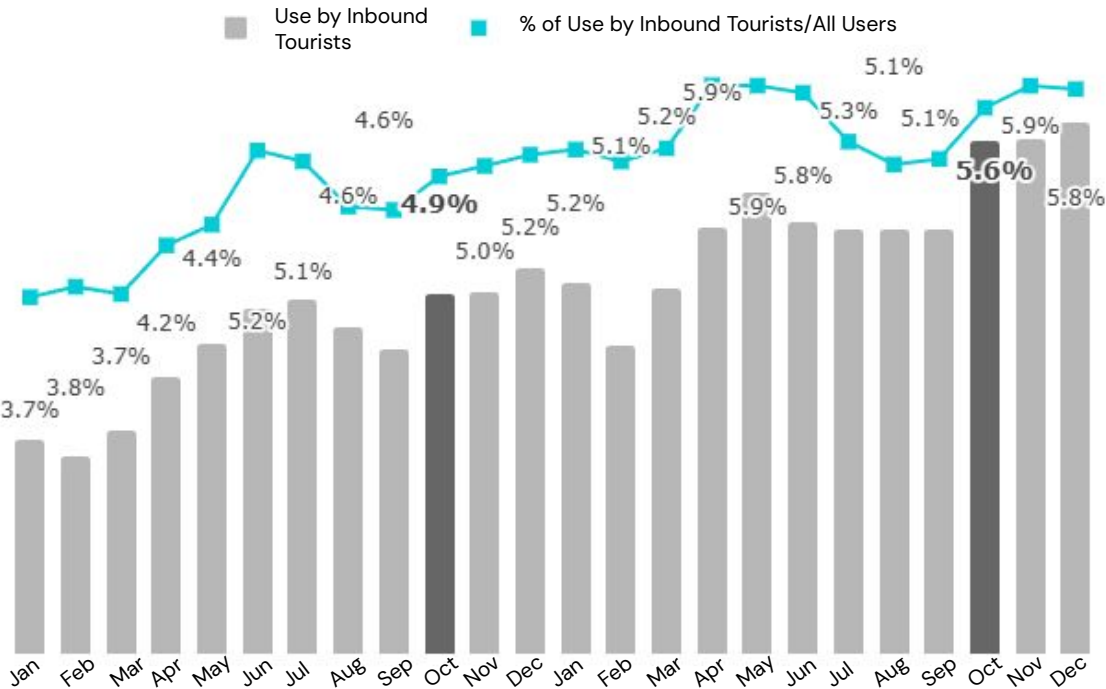


Disaster prevention agreement partners

Municipalities	Shibuya Ward, Toshima Ward, Ome City, Yamanashi Prefecture, Fukuoka City, Minami-Awaji City, Kobe City, Yatsushiro City, Atami City
Corporations	Japan Airport Building, Metro Commerce, Sekichu, Qol, Kokumin, Create SD, etc.

As of December 2025, approximately 5% of monthly users* are estimated to be inbound tourists, increasing year on year. To better serve these users, multilingual guidance is displayed on the digital signage. Additionally, supplementary POP materials are posted on selected stands to promote usage among tourists.

Monthly inbound tourist users / Inbound tourists as a percentage of monthly users

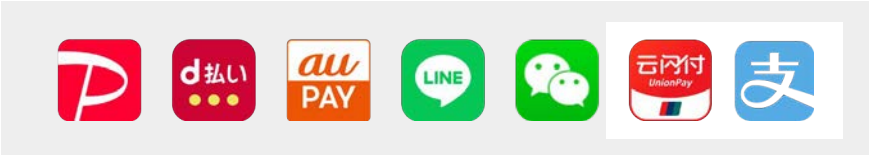


The number of users fluctuates in line with increases or decreases in inbound tourists. The share of inbound tourists among users stayed elevated compared to the previous year.

Initiatives to promote usage among inbound tourists



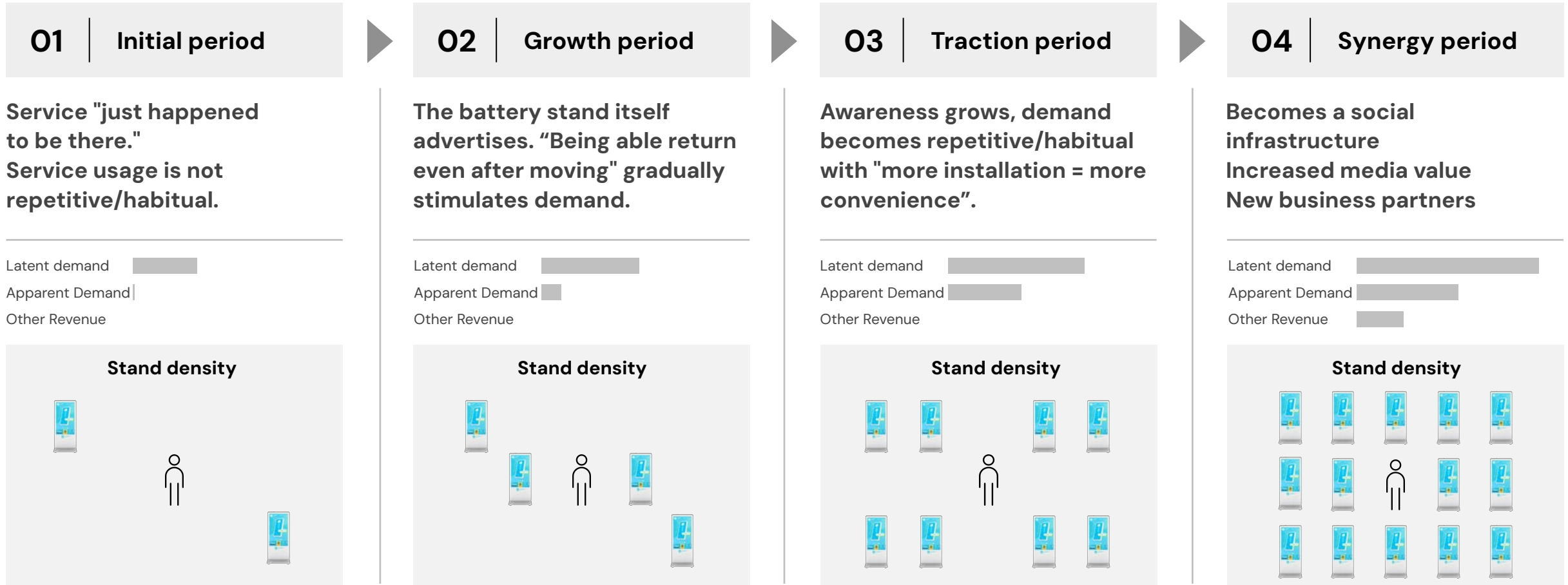
Signage screens provide information in English, Chinese, and Korean. Multilingual POP displays are placed in locations popular with inbound tourists, such as airports.



CHARGESPOT is integrated as a mini-app within WeChat and Alipay, allowing users to easily use and pay with their everyday payment platforms.

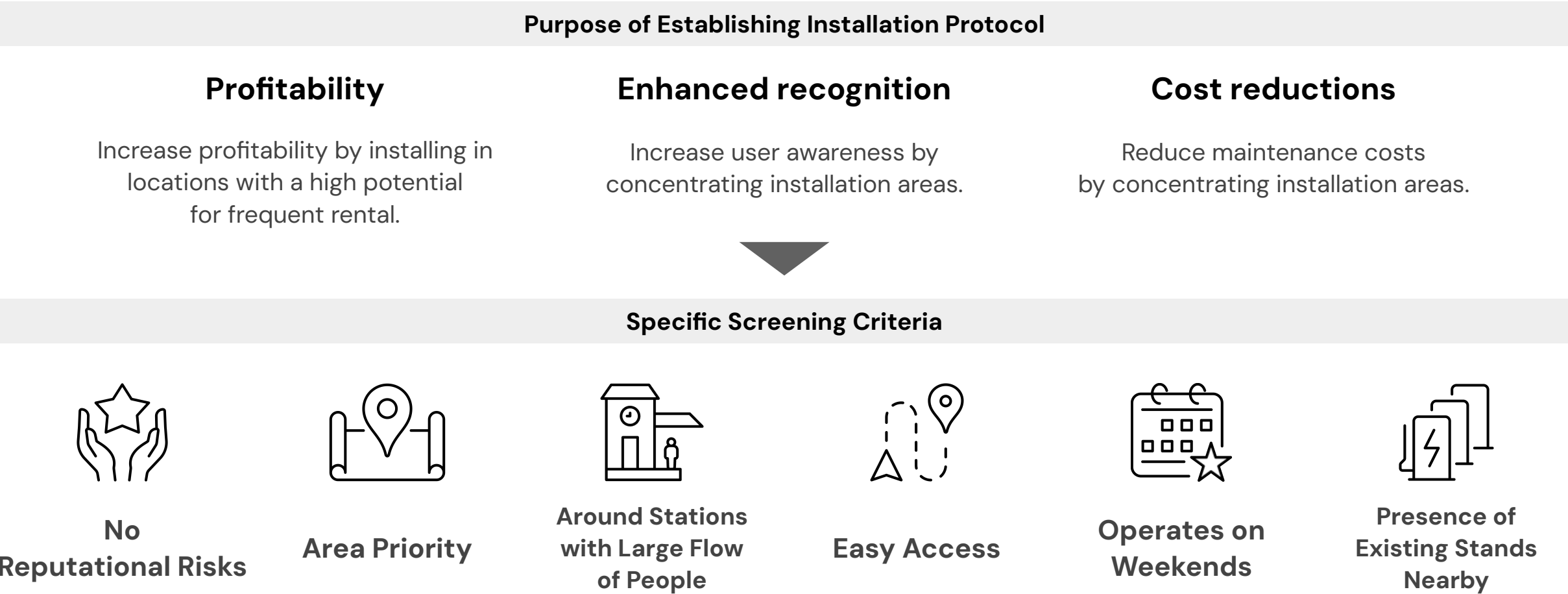
* Since personal information such as nationality is not collected during app registration, user demographics are estimated based on payment method, registered phone number, and app language settings.

The "awareness -> use -> habituation" process in the battery sharing business has a flywheel effect, expected to bring sustainable business growth.



* The latent demand/apparent demand/new business opportunities and the installation density are all images that visually represent the sense of increase/decrease.

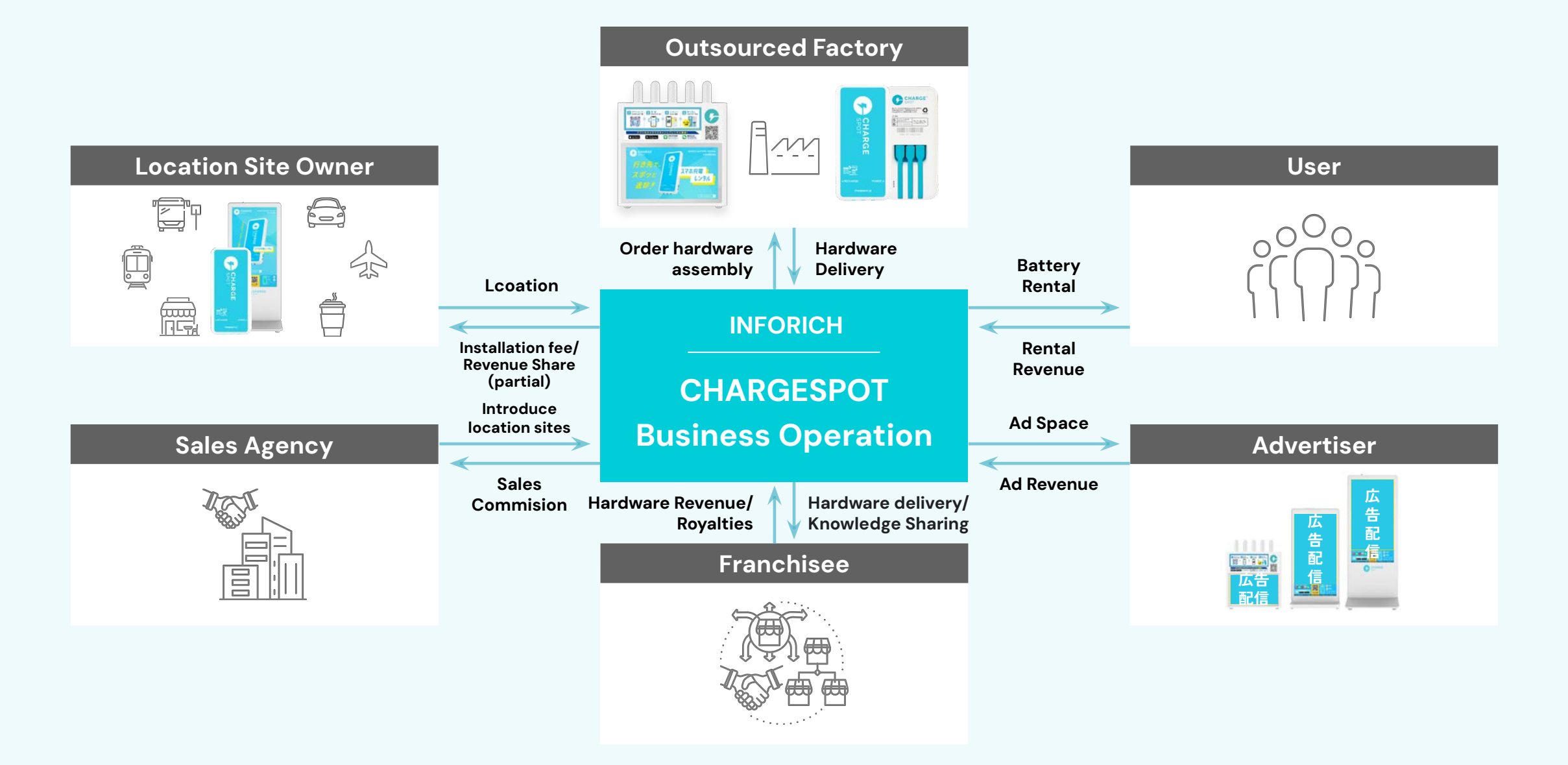
From the perspectives of profitability, recognition, and cost reductions, the location of the machine is reviewed prior to installation.



Both batteries and battery stands continue to maintain healthy payback periods.
By deploying in accordance with installation standards, investments are being recouped quickly, even as the number of installations increases.

	Type		Number of Slots	Depreciation Period	Composition Ratio	Payback Period
					2025/12	2025/12
Battery			-	3 Years	-	20 days
Battery Stand	LL40		40	5 Years	0.3 %	48 days
	LL20-J		20		7 %	162 days
	M10		10		3 %	318 days
	S10 S10-A		10		14 % 42 %	98 days 88 days
	S5		5		31 %	101 days

*Investment payback period: Calculated based on the battery utilization rate or the average daily sales per stand in Japan as of December 2025.
*This represents the period required to recoup the hardware costs for each stand (including kitting, shipping, and installation expenses). Currency conversions are based on exchange rates as of December 2025.



**FY2025 Full-Year
Financial Results Briefing
Material
Table of Contents**

1. Summary of Financial Results
2. FY2025 4Q/Full-Year Financial Highlights
3. FY2026 Full-Year Forecast
4. FY2025 4Q Topics
- 5. Appendix**
 - Company Profile
 - **External Environment Analysis**
 - Initiatives to Enhance Sustainability

INFORICH

Rising demand for mobile battery sharing is driving our expansion.

Society



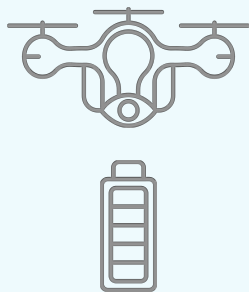
- Increasing environmental awareness (resistance to mass consumption and disposal)
- Growing interest in minimalism
- Reducing size and weight of personal belongings
- Rising concern over proper disposal of mobile batteries (due to incidents like garbage truck fires from improper disposal)

Economy



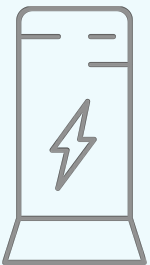
- Rising mobile phone prices
- Declining wages especially for younger generations
- Discontinuation of smartphone subsidies leading to reduced replacement frequency
- Increasing mobile battery prices

Technology



- Smartphone battery performance improving
- Higher-performance lithium ion battery being developed for drones and EVs
- Stronger functionality of apps is driving higher energy consumption, surpassing improvements in battery performance
- Increase of energy consumption from 5G

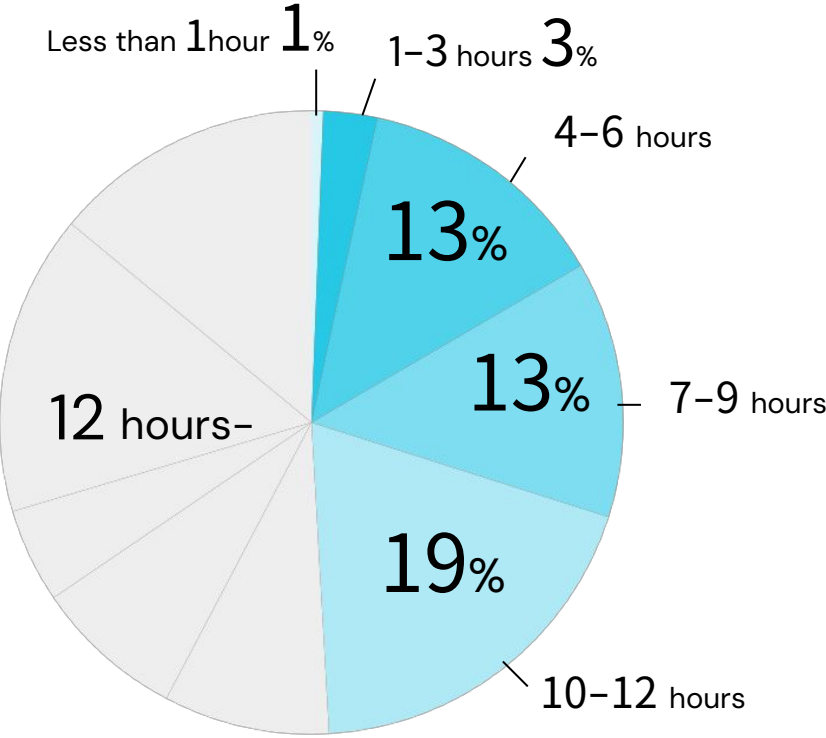
Needs of Installation Locations



- Smartphones becoming essential due to the cashless trend in stores and facilities, and the paperless transition for tickets
- Increased demand for charging
- Rising demand for digital signage
- Increasing demand disaster-prevention methods

About 40 million people run out of power every day in Japan while outside their home.
Of those, 16 million people need to charge at least 2 times per day before they go home.

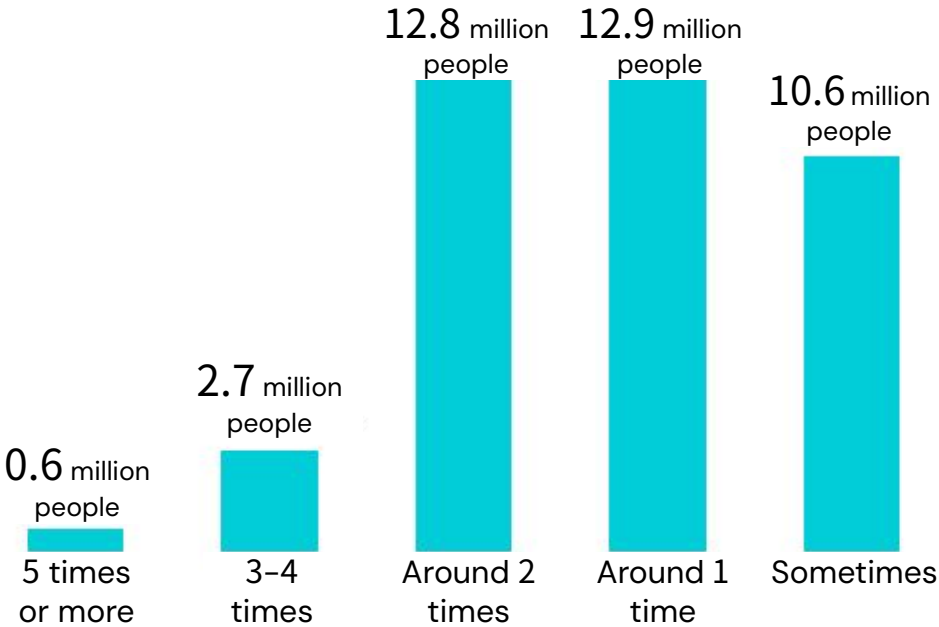
How long does your smartphone last on a single charge?



dentsu

Source: Portable Battery Survey (Survey conducted in April 2023 – Japan)

Number of charges you take for your smartphone from the time you leave home until you return home
(average per day, including weekdays and weekends)



The number of smartphone users in Japan is estimated at 96.6 million. Source: Population Estimates (as of October 1, 2022)/2022 Communications Usage Trend Survey, the Ministry of Internal Affairs and Communications

dentsu

Source: Created based on "Portable Battery Survey" (Survey conducted in April 2023 – Japan) and NHK National Time of Life Survey Report, "Time at Home," "Time Out"

Portable battery owners are CHARGESPOT's potential users.

Survey to portable battery owner's: Do you want to use CHARGESPOT? (YES=66%)

Q1 Do you want to use CHARGESPOT?

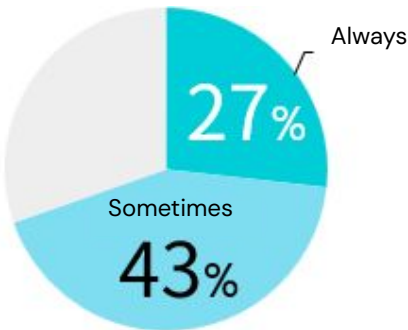


Q2 Why do you want to use CHARGESPOT while you have a portable battery?



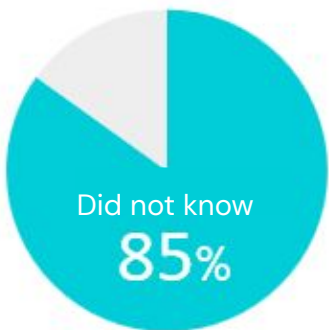
Q3 Do you carry your portable battery around?

Only a quarter of them always carry it around



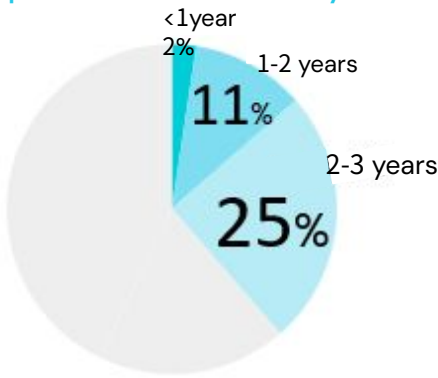
Q4 Did you know about CHARGESPOT when you bought a portable battery?

Most people didn't know about CHARGESPOT when they bought a portable battery



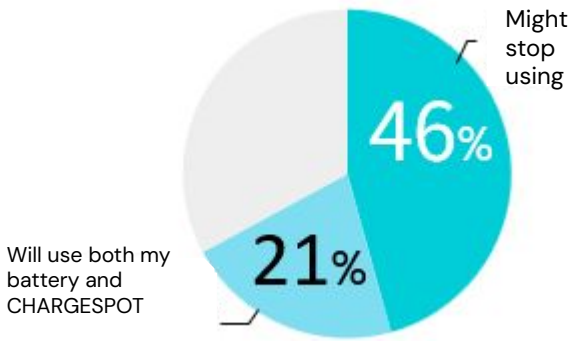
Q5 How often do you replace your portable battery?

More than one third replace their portable batteries within 3 years



Q6 What do you think you will do with your portable battery in the future after learning about CHARGESPOT?

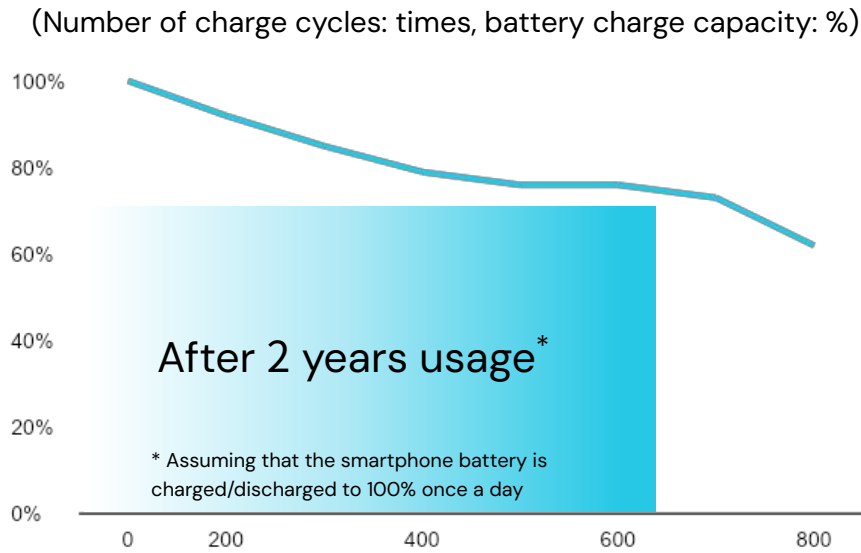
About half of them are aware of the possibility of switching to CHARGESPOT



Aging characteristics of lithium-ion batteries, the prolonged trend of smartphone replacement cycle will accelerate such characteristics.

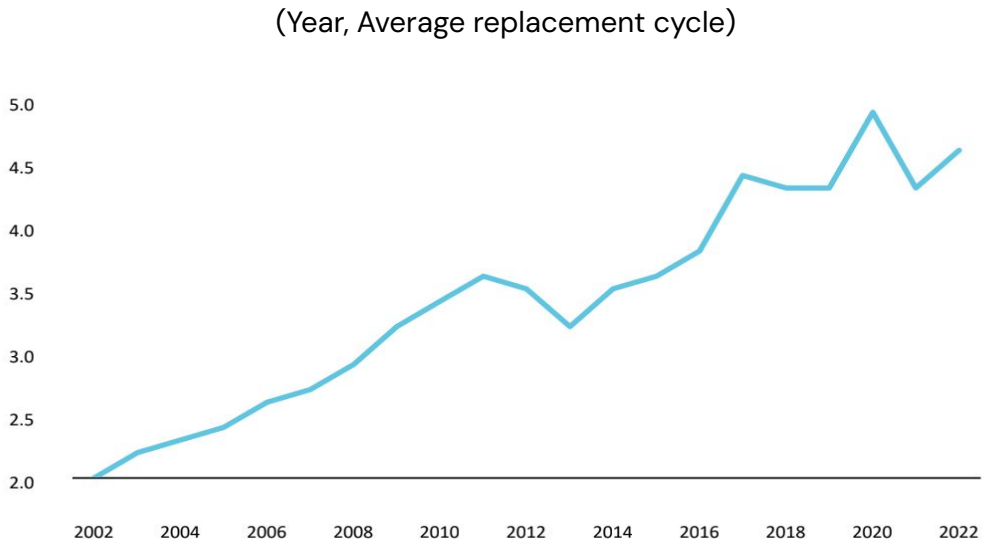
- The charge capacity of lithium-ion batteries drops to 80% after about 600 charge/discharge cycles, and then the charge efficiency decreases rapidly
- When considering normal smartphone usage, the standard charging capacity after 5 years is about 30% (compared to when it was new)
- On the other hand, the smartphone replacement cycle has been prolonged due to the rising price of new models and the suspension of sales incentives by telecom carriers. As of 2022, the replacement cycle is approximately 4 years and 7 months

Charge/discharge cycle characteristics of lithium-ion battery



Source: Image created by the Company based on “Capacity Degradation Characteristics of Lithium-ion Batteries for Mobile Terminals” (NTT DoCoMo Technical Journal)

Mobile phone/Smartphone replacement cycle



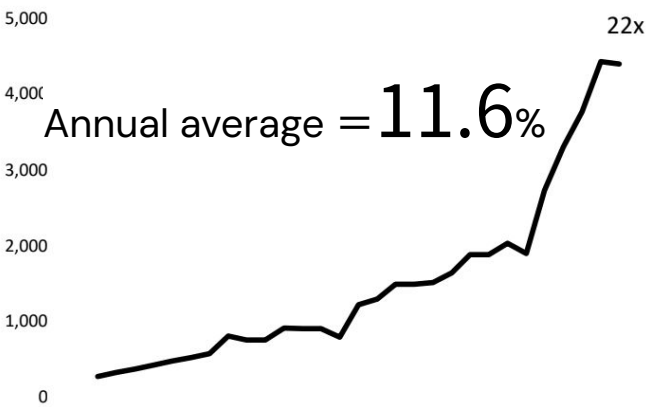
Source: 2022 Consumption Trend Survey, the Cabinet Office

**Battery technology has not quite caught up with the evolution of mobile devices:
Despite technological advances, smartphone battery life is getting shorter.**

- Since 1994, mobile device battery capacity has increased 22 times
- However, the average daily power consumption of mobile devices is 102 times higher: **Higher display quality, higher app capacity, higher frequency with the transition from 3G to 4G to 5G**
- As a result of 28 years of “Difference (11.6% vs. 17.9%)” in growth rate, there is a 5-fold gap between internal battery capacity and power consumption (power required for one-day use of smartphones)

Internal battery capacity of mobile device

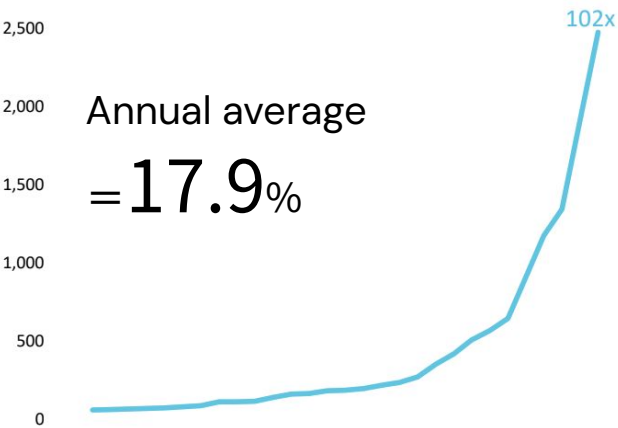
(Latest model for each year)



Note: Measurement period: 1994 – 2022.
Source: Created based on data from Matsushita Communication Industrial and Apple

Power consumption of mobile device

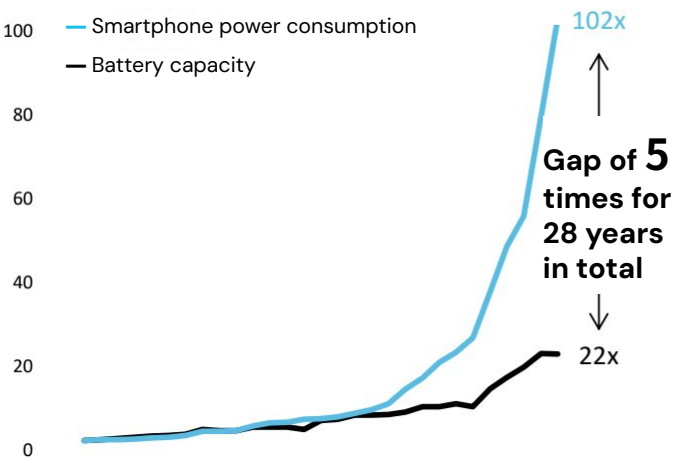
(Average per unit per day)



Note: Measurement period: 1994 – 2022.
Source: Created based on data from Nielsen Mobile NetView, Marketing Research Camp and Peers Co., Ltd.

Battery capacity vs. Power consumption

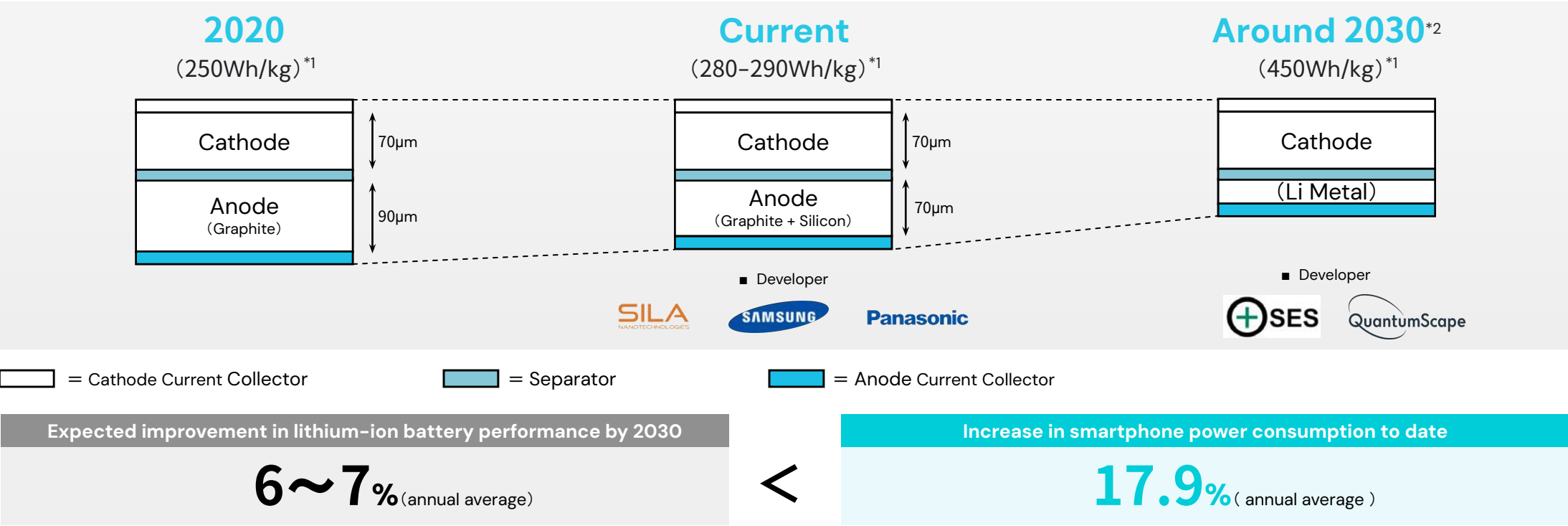
(Average per unit per day)



Note: Measurement period: 1994–2022
Source: Created based on data from Matsushita Communication Industrial, Apple, Nielsen Mobile NetView, Marketing Research Camp, and Peers Co. Ltd.

State-of-the-art technology trends of lithium-ion batteries:
Performance improvement by 2030 is about 6 to 7% per year on average,
far from the average annual growth of smartphone power consumption.

- Currently, SILA and other companies in the U.S. are developing new materials by mixing silicon (Si) into a graphite-based anode. Improvement in performance is about 15%
- The next promising breakthrough is a move to use lithium metal for anode materials, led by Solid Energy in the U.S. Given the number of usable cycles and safety, it is likely that the technology will be converted to realistic smartphone batteries around 2030



*1: Index of compactness indicating the battery capacity per unit weight *2: Rough guide for when it will be put to practical use for smartphone batteries

**FY2025 Full-Year
Financial Results Briefing
Material
Table of Contents**

1. Summary of Financial Results
2. FY2025 4Q/Full-Year Financial Highlights
3. FY2026 Full-Year Forecast
4. FY2025 4Q Topics
- 5. Appendix**
 - Company Profile
 - External Environment Analysis
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INFORICH

Reflecting the opinions of our stakeholders, including our employees, location owners, and our shareholders, we identified our material issues ("Materiality") while referring to ESG guidelines.

01 | Popularizing a Sharing Culture

Plan

Through CHARGESPOT and ShareSPOT we will demonstrate that "Convenience" and "Sustainability" can indeed coexist and remove this hurdle people feel to sustainable behavior. By popularizing a sharing culture, we will realize a sustainable society free from overproduction.

Strategies

- Make CHARGESPOT an easily accessible and inclusive service
- Increase the services available through ShareSPOT and make the sharing economy more familiar
- Disseminate information on sustainability through the CHARGESPOT signage

02 | Promotion of Diversity and Inclusion within the Company

Plan

Based on the belief that there is value in diversity, we will achieve levels of Diversity and Inclusion suitable for a globally expanding company.

Strategies

- Hire employees from diverse backgrounds and create an environment where they can make the most of their strengths
- Create an organization that can collaborate and co-create beyond the boundaries of different cultures, values, and expertise
- Create an environment where employees can play an active role regardless of gender and be involved in important decision-making

03 | Cooperate in Securing Power Supplies during Disasters

Plan

In cooperation with local governments and companies, we will create an environment where smartphones can be charged even in the event of natural disasters such as earthquakes and typhoons, and prevent people from losing their means of communication.

Strategies

- Release batteries for free in affected areas
- Provide emergency evacuation sites and charging infrastructure at evacuation centers
- Conduct research and development of a stand that can be used even during power outages

Reflecting the opinions of our stakeholders, including our employees, location owners and our shareholders, we identified our material issues ("Materiality") while referring to ESG guidelines.

04 | Realization of a Resilient Supply Chain

Plan

We aim to realize a resilient supply chain that can respond to changes in the international situation while considering the environment and human rights.

Strategies

- Identify and remedy human rights violations throughout the supply chain
- Oppose and prevent child labor and all forms of forced labor
- Develop a supply chain business continuity plan (BCP)
- Appropriately treat and recycle waste

05 | Reduction of CO2 Emissions

Plan

Understand our company's emissions (including CHARGESPOT) and work to reduce them. In addition to this, help our users and locations partners reduce their own emissions.

Strategies

- Calculate the company's CO2 emissions (Scope 1-3) and work to reduce them
- Visualize the CO2 reduction effect due to the spread of our shared batteries
- Implement an offset for the power used by the battery stand
- Cooperate in the spread of green power and carbon offsets

06 | Strengthen both Risk Management and General Management

Plan

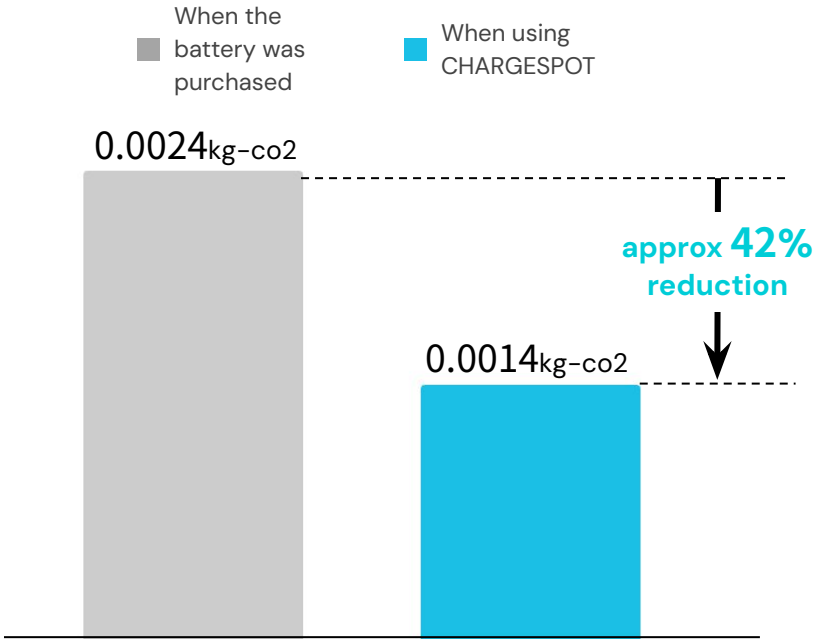
We will implement risk management befitting a listed company, strengthen our management base, and improve our corporate value over the medium to long term.

Strategies

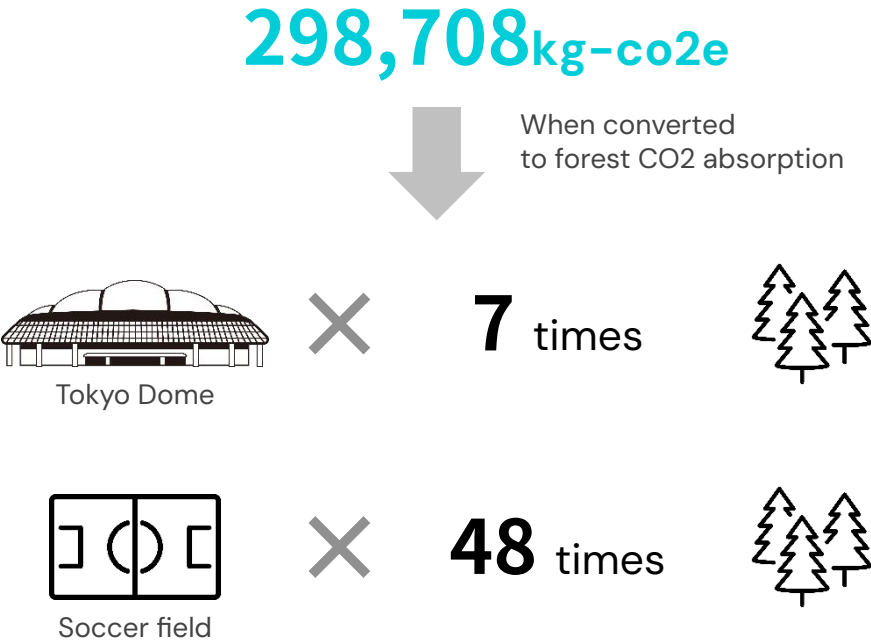
- Thorough management of customer and business partner information
- Provide education to raise employee awareness of compliance
- Establish a Compliance and Risk Management Committee to promote activities to foster a sound corporate culture
- The Board of Directors, which includes outside directors, makes decisions on important matters such as basic management policies

Sharing batteries can reduce CO2 emissions by about 42% compared to purchasing batteries.
We will continue to improve our service to make it more eco-friendly.

Comparison of CO2 emissions between purchasing a battery and using CHARGESPOT for one year

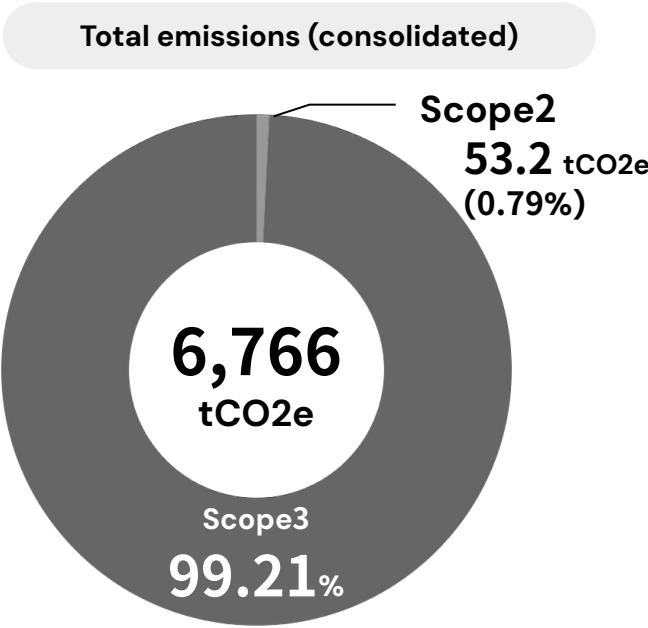


CO2 reduction across all CHARGESPOT users
(All domestic and overseas directly managed areas)

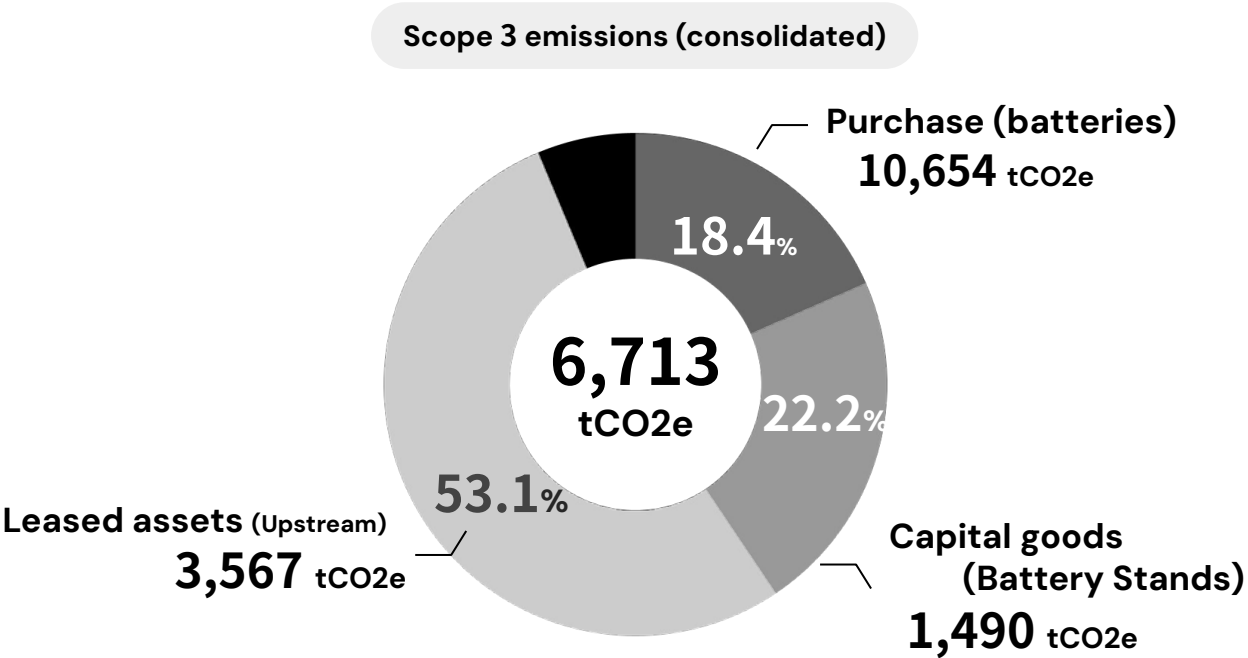


*Calculated assuming annual absorption of 8,800 kg-CO2 per hectare of forest (Source: Forestry Agency)
* Calculation by Asuene Corporation.

We calculated CO2 emissions for FY2024 covering Hong Kong, China, Australia, and Taiwan subsidiaries as well as the Japanese headquarters. In addition to the incorporation of subsidiaries, we have refined the calculation method.



We use electricity from renewable sources, and therefore, Scope2 emissions were 0.79% of the total.



With Scope 3, the majority of emissions are under upstream leased assets resulting from electricity use of battery stands at installation sites.

* The above emissions include emissions from the Japanese headquarters and group companies in China, Hong Kong, Australia, and Taiwan. For Australia and Taiwan, annual figures are included, including pre-consolidation figures.

* The calculation is based on the "Basic Guidelines on Accounting for Greenhouse Gas Emissions Throughout the Supply Chain" published by the Ministry of the Environment and METI. Categories not listed above have no emission source or are included in Scope 1 and 2.

* Scope 2 emissions are calculated based on market standards.

* Scope 3 emissions are calculated using the emission intensity database Version 3.2 for calculating greenhouse gas emissions, etc. of organizations through the supply chain.

* Scope 3 emissions are values after offsetting by Green Power Certificates.

Appendix: Calculation of CO2 Emissions (Detailed Actual Figures for FY2024)

Scope	Category	CO2e emissions (tCO2e)	Percentage of total
Scope1	direct emissions	0	0 %
Scope2	indirect emissions	53.2	0.79 %
Scope3		6,713	99.2 %
	1 Purchased goods and services	1,232	18.4 %
	2 Capital goods	1,490	22.2 %
	3 Other fuel	-	-
	4 Upstream transportation and distribution	151	2.26 %
	5 Waste generated in operations	4.8	0.07 %
	6 Business travel	165	2.46 %
	7 Employee commuting	103	1.53 %
	8 Upstream leased assets (From power consumption of the battery stand)	3,567	53.1 %
	9 Downstream transportation and distribution	-	-
	10 Processing of product	-	-
	11 Use of product	-	-
	12 Disposal of product	-	-
	13 Downstream leased assets	-	-
	14 Franchise	-	-
	15 Investments	-	-
	16 Other	-	-
TOTAL		6,713	-

* The above emissions include emissions from the Japanese headquarters and group companies in China, Hong Kong, Australia, and Taiwan. For Australia and Taiwan, annual figures are included, including pre-consolidation figures.

* The calculation is based on the "Basic Guidelines on Accounting for Greenhouse Gas Emissions Throughout the Supply Chain" published by the Ministry of the Environment and METI. Categories not listed above have no emission source or are included in Scope 1 and 2.

* Scope 2 emissions are calculated based on market standards.

* Scope 3 emissions are calculated using the emission intensity database Version 3.2 for calculating greenhouse gas emissions, etc. of organizations through the supply chain.

* Scope 3 emissions are values after offsetting by Green Power Certificates.

We are aiming to achieve eco-friendly business operations through actions such as recycling to avoid electronic wastes. We also offset CO2 emissions by purchasing green power and helping to promote its use.



Monetary purchase of goods → Recycling Costs borne by the Company → Recycle

Both large and small stands are recycled for resource recovery at 100% recycling rate. Maintaining our commitment to eliminate electronic waste.

Offsetting 50% of the annual CO2 emissions generated by the electricity used by battery stands installed at the beginning of the year with Green Power Certificates (issued by Japan Natural Energy Company). Contributing to the awareness of green power by displaying the Green Power Mark on signage screens of large stands.

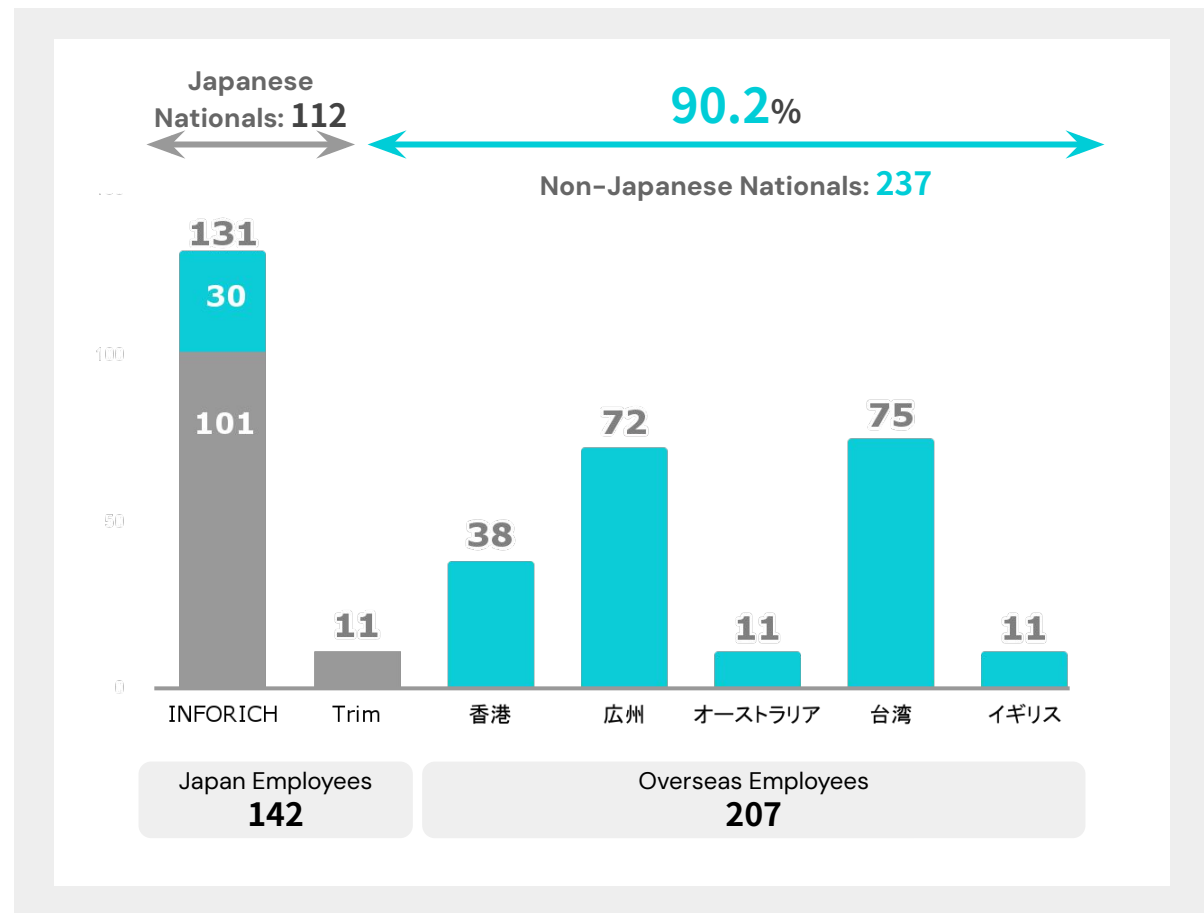


In accordance with the Act on the Promotion of Effective Utilization of Resources, the mobile battery recycling is outsourced to companies licensed by local governments to ensure the safe and appropriate recycling of mobile batteries.

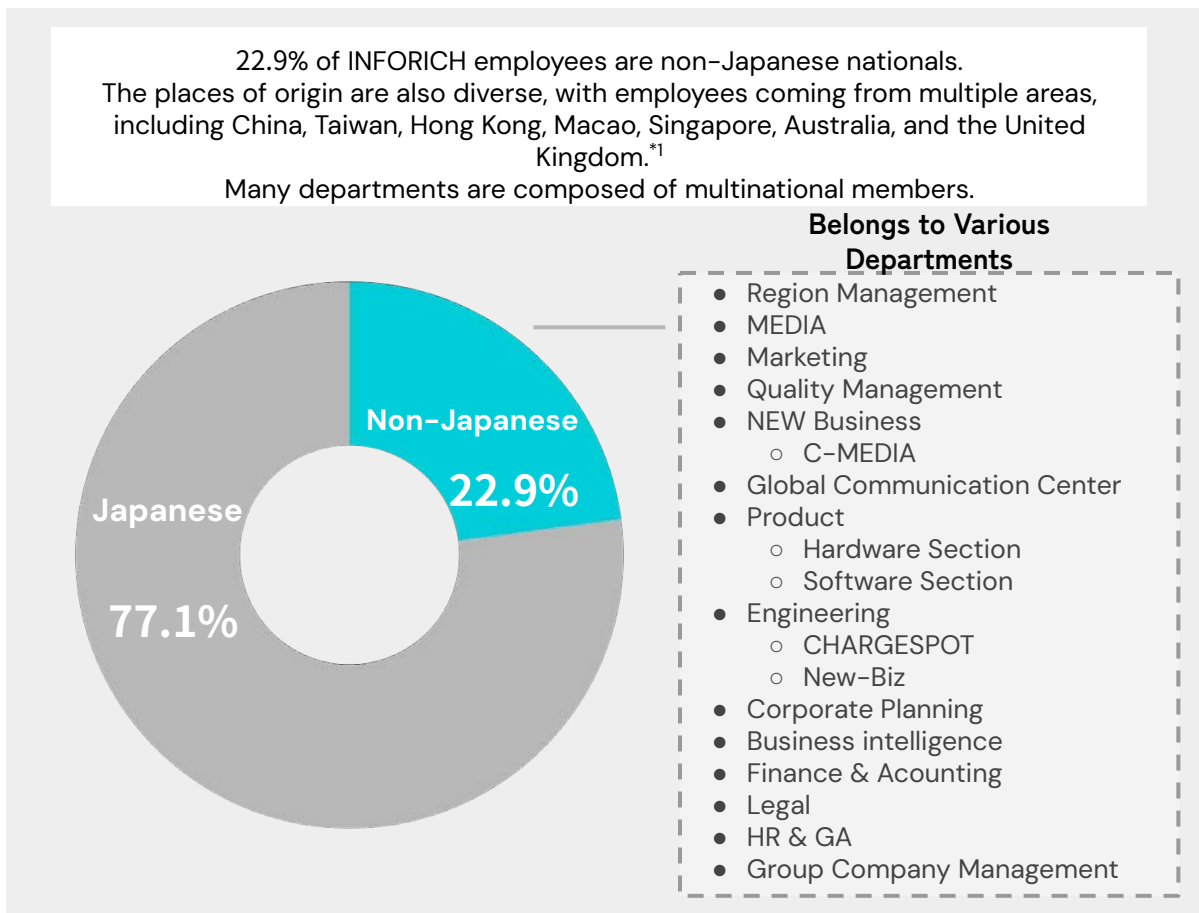


Over 90% of the employees are Non-Japanese nationals when looking at group as a whole.
Members in Japan also come from diverse areas, demonstrating the rich geographical and linguistic diversity of the Company.

Diversity within the Group



Diversity within INFORICH



*1 Place of origin is listed in descending order of number of employees.

* Data are as of the end of December 2025.

* Only Full-Time Employees

The female management ratio at INFORICH (Japan) declined from 18.8% at the end of FY2024 to 11.9%, influenced by changes in work styles, including the transition back to office-centric operations. Gender wage gap is a significant challenge and are committed to implementing necessary improvements.

Percentage of female managers at each group company

Japan	INFORICH Inc.	11.9%
	Trim Inc.	20.0%
Guangzhou	INFORICH (GUANGZHOU) TECHNOLOGY COMPANY LIMITED	100.0%
Hong Kong	INFORICH ASIA HONG KONG LIMITED	0%
Australia	EZYCHARGE AUSTRALIA PTY LTD	20.2%
Taiwan	CHARGESPOT Digital Service Co., Ltd.	43.8%
United Kingdom	INFORICH EUROPE LTD	0%
Consolidated		35.0%

Gender ratio at INFORICH by mission rank

		Percentage of males	Percentage of females
Management	Executive Officer	91.7%	8.3%
	Senior Manager	100.0%	0.0%
	Manager)	82.6%	17.4%
	Leader	81.5%	18.5%
	Senior Associate	39.6%	60.4%
	Associate	41.7%	58.3%
Total		64.9%	35.1%

INFORICH's Challenges and Responses

The ratio of women in senior management and leadership roles remains low.

A significant disparity exists across all employees, with the male-to-female wage ratio standing at 100% : 59.9%.

While a uniform pay system is in place, the practice of basing initial salaries on previous career compensation has resulted in a gap where men earn more than women, even within the same mission rank.

- Maintain consistent gender-neutral standards for all performance evaluations and promotion decisions.
- Ensure female representation in candidate pools for recruitment and leadership development programs.
- Explore job-based salary reviews in addition to regular annual raises to ensure equitable compensation.

To create a work environment where employees can thrive, we provide opportunities for skill development and enhanced communication.

Introducing a full flex time system and offering sick leave to enhance workplace flexibility and well-being.

Skill Improvement Programs

Communication Skill Training

Companies in Japan Non-Japanese employees

Japanese language training for foreign employees in Japanese subsidiaries.

Compliance Training

Companies in Japan All employees

Training on legal compliance/information protection/harassment.

Overseas subsidiaries All employees

Training on legal compliance/information protection.

Learn from Professionals

Companies in Japan All employees

Seminars and study sessions by external executives and professionals.

Communication Programs

CONNECT (company-wide meeting)

Companies in Japan All employees

Monthly offline meetings to share work sites and plans.

Overseas subsidiaries All employees

Overseas subsidiaries also participate online once every quarter.

Company Wide Events

Companies in Japan All employees

Team building through events, etc, throughout the year.

Communication Lunch/Dinner

Companies in Japan Tokyo Head Office

Partial subsidies provided for lunches and dinners with colleagues. Lunch box sales have also started in the office.

Life Support Programs

Full Flex Time System

Companies in Japan All employees

Introduced a full flextime system with no core hours.

Work With Family

Companies in Japan Full-time employees

Remote work is available for 30 days per year in hometown/country of origin.

Paid Sick Leave

Companies in Japan Full-time employees

Paid sick leave is provided separately from annual paid leave, allowing employees to use their annual paid leave for such purposes as refreshment and recovery from fatigue.

It can be used for illness or injury of the full-time employee himself/herself and relatives up to the second degree of kinship.

Thank you for your interest.

INFORICH