

May 13, 2026

## Consolidated Financial Results for the Fiscal Year Ended March 31, 2026 <under Japanese GAAP>

Name of the Listed Company: **Gurunavi, Inc.**  
 Listed Stock Exchanges: Tokyo Stock Exchange  
 Stock Code: 2440  
 URL: <https://corporate.gnavi.co.jp/en/>  
 Representative: Akio Sugihara, President and Representative Director  
 Contact: Teruhisa Yamada, Senior Managing Executive Officer  
 TEL: +81-3-6744-6463

Scheduled date of Annual General Meeting of Shareholders: June 26, 2026  
 Scheduled date to commence dividend payments: —  
 Scheduled date to submit Securities Report: June 25, 2026  
 Preparation of supplementary materials on financial results: Yes  
 Holding of financial results presentation meeting: Yes (for institutional investors and analysts)

(Millions of yen with fractional amounts discarded, unless otherwise noted.)

### 1. Consolidated financial results for the fiscal year ended March 31, 2026 (from April 1, 2025 to March 31, 2026)

#### (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 of yen | %   | Millions of yen  | %    | Millions of yen | %    | Millions of yen                             | %    |
| March 31, 2026    | 14,132          | 5.0 | 400              | 52.7 | 368             | 41.2 | 236                                         | 11.9 |
| March 31, 2025    | 13,458          | 3.7 | 262              | —    | 261             | —    | 211                                         | —    |

Note: Comprehensive income

Fiscal year ended March 31, 2026: ¥266 million [ 113.9%]  
 Fiscal year ended March 31, 2025: ¥124 million [ —%]

|                   | Basic earnings per share | Diluted earnings per share | Return on equity | Ordinary income on total assets | Operating income on net sales |
|-------------------|--------------------------|----------------------------|------------------|---------------------------------|-------------------------------|
| Fiscal year ended | Yen                      | Yen                        | %                | %                               | %                             |
| March 31, 2026    | 4.18                     | 4.18                       | 4.7              | 3.3                             | 2.8                           |
| March 31, 2025    | 2.00                     | 2.00                       | 3.8              | 2.3                             | 2.0                           |

Reference: Equity in earnings (losses) of affiliates:

Fiscal year ended March 31, 2026: —  
 Fiscal year ended March 31, 2025: —

**(2) Consolidated financial position**

|                | Total assets    | Net assets      | Equity ratio | Net assets per share |
|----------------|-----------------|-----------------|--------------|----------------------|
| As of          | Millions of yen | Millions of yen | %            | Yen                  |
| March 31, 2026 | 10,911          | 5,243           | 47.7         | 92.35                |
| March 31, 2025 | 11,128          | 4,978           | 44.3         | 87.34                |

Reference: Equity

As of March 31, 2026:

¥5,206 million

As of March 31, 2025:

¥4,926 million

**(3) Consolidated cash flows**

|                   | Net cash provided by<br>(used in) operating<br>activities | Net cash provided by<br>(used in) investing<br>activities | Net cash provided by<br>(used in) financing<br>activities | Cash and cash<br>equivalents at end of<br>period |
|-------------------|-----------------------------------------------------------|-----------------------------------------------------------|-----------------------------------------------------------|--------------------------------------------------|
| Fiscal year ended | Millions of yen                                           | Millions of yen                                           | Millions of yen                                           | Millions of yen                                  |
| March 31, 2026    | (172)                                                     | (1,448)                                                   | (121)                                                     | 3,300                                            |
| March 31, 2025    | 921                                                       | (1,049)                                                   | (209)                                                     | 5,042                                            |

**2. Cash dividends**

|                                                    | Annual dividends         |                           |                          |                    |       | Total amount<br>of dividends<br>(total) | Payout ratio<br>(consolidated) | Dividends on<br>net assets<br>(consolidated) |
|----------------------------------------------------|--------------------------|---------------------------|--------------------------|--------------------|-------|-----------------------------------------|--------------------------------|----------------------------------------------|
|                                                    | First<br>quarter-<br>end | Second<br>quarter-<br>end | Third<br>quarter-<br>end | Fiscal<br>year-end | Total |                                         |                                |                                              |
|                                                    | Yen                      | Yen                       | Yen                      | Yen                | Yen   | Millions of yen                         | %                              | %                                            |
| Fiscal year ended<br>March 31, 2025                | —                        | 0.00                      | —                        | 0.00               | 0.00  | —                                       | —                              | —                                            |
| Fiscal year ended<br>March 31, 2026                | —                        | 0.00                      | —                        | 0.00               | 0.00  | —                                       | —                              | —                                            |
| Fiscal year ending<br>March 31, 2027<br>(Forecast) | —                        | 0.00                      | —                        | 0.00               | 0.00  |                                         | —                              |                                              |

**3. Consolidated earnings forecasts for the fiscal year ending March 31, 2027  
(from April 1, 2026 to March 31, 2027)**

(Percentages indicate year-on-year changes.)

|                                         | Net sales          |     | Operating income   |   | Ordinary income    |   | Net income<br>attributable to<br>owners of parent |   | Basic earnings<br>per share |
|-----------------------------------------|--------------------|-----|--------------------|---|--------------------|---|---------------------------------------------------|---|-----------------------------|
|                                         | Millions of<br>yen | %   | Millions of<br>yen | % | Millions of<br>yen | % | Millions of<br>yen                                | % | Yen                         |
| Six months ending<br>September 30, 2026 | 6,820              | 7.0 | (630)              | — | (675)              | — | (675)                                             | — | (11.97)                     |
| Fiscal year ending<br>March 31, 2027    | 15,100             | 6.8 | (830)              | — | (920)              | — | (1,000)                                           | — | (17.74)                     |

**\* Notes**

(1) Significant changes in the scope of consolidation during the period: None

New inclusion: None Exclusion: None

(2) Changes in accounting policies, changes in accounting estimates, and restatement of prior period financial statements after error corrections

- a. Changes in accounting policies due to revisions to accounting standards and other regulations: None
- b. Changes in accounting policies due to other reasons: None
- c. Changes in accounting estimates: None
- d. Restatement of prior period financial statements after error corrections: None

(3) Number of shares issued (common shares)

a. Total number of shares issued at the end of the period (including treasury shares)

|                      |                   |
|----------------------|-------------------|
| As of March 31, 2026 | 56,903,800 shares |
| As of March 31, 2025 | 56,903,800 shares |

b. Number of treasury shares at the end of the period

|                      |                |
|----------------------|----------------|
| As of March 31, 2026 | 529,662 shares |
| As of March 31, 2025 | 501,462 shares |

c. Average number of shares during the period

|                                  |                   |
|----------------------------------|-------------------|
| Fiscal year ended March 31, 2026 | 56,396,330 shares |
| Fiscal year ended March 31, 2025 | 56,432,050 shares |

Note: Number of treasury shares as of March 31, 2026 includes 3,000 shares held under the names of others.

**Reference: Summary of non-consolidated financial results**

**Non-consolidated financial results for the fiscal year ended March 31, 2026 (from April 1, 2025 to March 31, 2026)**

**(1) Non-consolidated operating results**

(Percentages indicate year-on-year changes.)

|                   | Net sales       |     | Operating income |      | Ordinary income |      | Net income      |        |
|-------------------|-----------------|-----|------------------|------|-----------------|------|-----------------|--------|
| Fiscal year ended | Millions of yen | %   | Millions of yen  | %    | Millions of yen | %    | Millions of yen | %      |
| March 31, 2026    | 13,911          | 5.1 | 480              | 29.1 | 443             | 21.2 | 239             | (17.9) |
| March 31, 2025    | 13,233          | 3.7 | 372              | —    | 365             | —    | 291             | —      |

|                   | Basic earnings per share | Diluted earnings per share |
|-------------------|--------------------------|----------------------------|
| Fiscal year ended | Yen                      | Yen                        |
| March 31, 2026    | 4.24                     | 4.24                       |
| March 31, 2025    | 3.43                     | 3.43                       |

**(2) Non-consolidated financial position**

|                | Total assets    | Net assets      | Equity ratio | Net assets per share |
|----------------|-----------------|-----------------|--------------|----------------------|
| As of          | Millions of yen | Millions of yen | %            | Yen                  |
| March 31, 2026 | 10,808          | 5,157           | 47.7         | 91.40                |
| March 31, 2025 | 10,983          | 4,892           | 44.4         | 86.40                |

Reference: Equity

As of March 31, 2026: ¥5,152 million As of March 31, 2025: ¥4,873 million

\* 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

Forward-looking statements, including the consolidated forecasts stated in these materials, are based on information currently available to the Company and certain assumptions deemed reasonable. Consequently, any statements herein do not constitute assurances regarding actual results by the Company. Actual business and other results may differ materially due to various factors.

## Consolidated financial statements

### (1) Consolidated balance sheet

(Thousands of yen)

|                                       | As of March 31, 2025 | As of March 31, 2026 |
|---------------------------------------|----------------------|----------------------|
| <b>Assets</b>                         |                      |                      |
| Current assets                        |                      |                      |
| Cash and deposits                     | 5,042,128            | 3,300,833            |
| Notes and accounts receivable - trade | 2,452,445            | 2,527,804            |
| Accounts receivable - other           | 797,070              | 1,525,594            |
| Other                                 | 421,462              | 693,676              |
| Allowance for doubtful accounts       | (68,604)             | (60,763)             |
| Total current assets                  | 8,644,503            | 7,987,145            |
| Non-current assets                    |                      |                      |
| Property, plant and equipment         |                      |                      |
| Buildings and structures, net         | 328,246              | 90,454               |
| Other, net                            | 163,511              | 153,687              |
| Total property, plant and equipment   | 491,757              | 244,141              |
| Intangible assets                     |                      |                      |
| Software                              | 582,515              | 1,367,262            |
| Other                                 | 400,634              | 503,558              |
| Total intangible assets               | 983,150              | 1,870,821            |
| Investments and other assets          |                      |                      |
| Investment securities                 | 367,422              | 399,311              |
| Leasehold and guarantee deposits      | 427,820              | 244,824              |
| Other                                 | 214,254              | 165,016              |
| Total investments and other assets    | 1,009,496            | 809,152              |
| Total non-current assets              | 2,484,404            | 2,924,115            |
| Total assets                          | 11,128,907           | 10,911,260           |

(Thousands of yen)

|                                                       | As of March 31, 2025 | As of March 31, 2026 |
|-------------------------------------------------------|----------------------|----------------------|
| <b>Liabilities</b>                                    |                      |                      |
| Current liabilities                                   |                      |                      |
| Notes and accounts payable - trade                    | 129,950              | 154,279              |
| Short-term borrowings                                 | 1,200,000            | -                    |
| Current portion of long-term borrowings               | -                    | 243,996              |
| Contract liabilities                                  | 167,258              | 128,223              |
| Income taxes payable                                  | 5,275                | 4,203                |
| Provision for bonuses                                 | 443,317              | 336,138              |
| Provision for point card certificates                 | 7,607                | 5,405                |
| Provision for business restructuring                  | 47,190               | -                    |
| Accounts payable - other                              | 1,450,679            | 1,257,572            |
| Asset retirement obligations                          | 15,634               | 82,590               |
| Deposits received                                     | 72,229               | 40,373               |
| Other                                                 | 108,360              | 158,905              |
| Total current liabilities                             | 3,647,504            | 2,411,688            |
| Non-current liabilities                               |                      |                      |
| Long-term borrowings                                  | 2,200,000            | 3,034,006            |
| Asset retirement obligations                          | 221,598              | 140,405              |
| Deferred tax liabilities                              | 47,251               | 53,187               |
| Other                                                 | 34,542               | 28,445               |
| Total non-current liabilities                         | 2,503,392            | 3,256,044            |
| Total liabilities                                     | 6,150,897            | 5,667,733            |
| <b>Net assets</b>                                     |                      |                      |
| Shareholders' equity                                  |                      |                      |
| Share capital                                         | 100,000              | 100,000              |
| Capital surplus                                       | 5,529,704            | 5,502,562            |
| Retained earnings                                     | 230,160              | 466,228              |
| Treasury shares                                       | (1,088,584)          | (1,048,858)          |
| Total shareholders' equity                            | 4,771,280            | 5,019,933            |
| Accumulated other comprehensive income                |                      |                      |
| Valuation difference on available-for-sale securities | 89,352               | 116,885              |
| Foreign currency translation adjustment               | 66,031               | 69,812               |
| Total accumulated other comprehensive income          | 155,384              | 186,698              |
| Share acquisition rights                              | 18,770               | 4,968                |
| Non-controlling interests                             | 32,575               | 31,927               |
| Total net assets                                      | 4,978,010            | 5,243,527            |
| Total liabilities and net assets                      | 11,128,907           | 10,911,260           |

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

(Thousands of yen)

|                                                    | Fiscal year ended<br>March 31, 2025 | Fiscal year ended<br>March 31, 2026 |
|----------------------------------------------------|-------------------------------------|-------------------------------------|
| Net sales                                          | 13,458,275                          | 14,132,741                          |
| Cost of sales                                      | 5,140,604                           | 5,770,332                           |
| Gross profit                                       | 8,317,670                           | 8,362,409                           |
| Selling, general and administrative expenses       | 8,055,196                           | 7,961,626                           |
| Operating income                                   | 262,473                             | 400,782                             |
| Non-operating income                               |                                     |                                     |
| Interest income                                    | 5,088                               | 15,194                              |
| Dividend income                                    | 5,000                               | 7,000                               |
| Subsidy income                                     | 9,274                               | 9,724                               |
| Penalty income                                     | 23,679                              | 6,384                               |
| Compensation income                                | -                                   | 6,982                               |
| Gain on receipt of donated non-current assets      | -                                   | 7,892                               |
| Other                                              | 23,655                              | 13,031                              |
| Total non-operating income                         | 66,697                              | 66,209                              |
| Non-operating expenses                             |                                     |                                     |
| Share-based payment expenses                       | 26,206                              | 8,109                               |
| Interest expenses                                  | 29,695                              | 78,596                              |
| Commitment fees                                    | 8,021                               | 3,008                               |
| Other                                              | 3,886                               | 8,326                               |
| Total non-operating expenses                       | 67,810                              | 98,040                              |
| Ordinary income                                    | 261,360                             | 368,950                             |
| Extraordinary income                               |                                     |                                     |
| Gain on sale of investment securities              | 157,399                             | 103,579                             |
| Other                                              | 6,494                               | 1,236                               |
| Total extraordinary income                         | 163,893                             | 104,815                             |
| Extraordinary losses                               |                                     |                                     |
| Impairment losses                                  | 65,889                              | 234,715                             |
| Loss on valuation of investment securities         | 38,912                              | -                                   |
| Business restructuring expenses                    | 93,738                              | -                                   |
| Total extraordinary losses                         | 198,540                             | 234,715                             |
| Net income before income taxes                     | 226,714                             | 239,050                             |
| Income taxes - current                             | 15,696                              | 4,563                               |
| Total income taxes                                 | 15,696                              | 4,563                               |
| Net income                                         | 211,017                             | 234,487                             |
| Net loss attributable to non-controlling interests | -                                   | (1,581)                             |
| Net income attributable to owners of parent        | 211,017                             | 236,068                             |

## Consolidated statements of comprehensive income

(Thousands of yen)

|                                                       | Fiscal year ended<br>March 31, 2025 | Fiscal year ended<br>March 31, 2026 |
|-------------------------------------------------------|-------------------------------------|-------------------------------------|
| Net income                                            | 211,017                             | 234,487                             |
| Other comprehensive income                            |                                     |                                     |
| Valuation difference on available-for-sale securities | (90,838)                            | 27,533                              |
| Foreign currency translation adjustment               | 4,532                               | 4,714                               |
| Total other comprehensive income                      | (86,306)                            | 32,247                              |
| Comprehensive income                                  | 124,710                             | 266,734                             |
| Comprehensive income attributable to:                 |                                     |                                     |
| Owners of parent                                      | 124,710                             | 267,382                             |
| Non-controlling interests                             | -                                   | (648)                               |

### (3) Consolidated statements of changes in equity

Fiscal year ended March 31, 2025

(Thousands of yen)

|                                                                                           | Shareholders' equity |                 |                   |                 |                            |
|-------------------------------------------------------------------------------------------|----------------------|-----------------|-------------------|-----------------|----------------------------|
|                                                                                           | Share capital        | Capital surplus | Retained earnings | Treasury shares | Total shareholders' equity |
| Balance at beginning of current period                                                    | 100,000              | 6,846,537       | 19,143            | (1,088,584)     | 5,877,096                  |
| Changes during period                                                                     |                      |                 |                   |                 |                            |
| Purchase of treasury shares                                                               |                      |                 |                   | (1,297,939)     | (1,297,939)                |
| Disposal of treasury shares                                                               |                      |                 |                   |                 | -                          |
| Cancellation of treasury shares                                                           |                      | (1,297,939)     |                   | 1,297,939       | -                          |
| Changes in equity through transfer of investments in capital of consolidated subsidiaries |                      | (18,894)        |                   |                 | (18,894)                   |
| Net income attributable to owners of parent                                               |                      |                 | 211,017           |                 | 211,017                    |
| Net changes in items other than shareholders' equity                                      |                      |                 |                   |                 |                            |
| Total changes during period                                                               | -                    | (1,316,833)     | 211,017           | -               | (1,105,816)                |
| Balance at end of current period                                                          | 100,000              | 5,529,704       | 230,160           | (1,088,584)     | 4,771,280                  |

|                                                                                           | Accumulated other comprehensive income                |                                         |                                              | Share acquisition rights | Non-controlling interests | Total net assets |
|-------------------------------------------------------------------------------------------|-------------------------------------------------------|-----------------------------------------|----------------------------------------------|--------------------------|---------------------------|------------------|
|                                                                                           | Valuation difference on available-for-sale securities | Foreign currency translation adjustment | Total accumulated other comprehensive income |                          |                           |                  |
| Balance at beginning of current period                                                    | 180,191                                               | 61,499                                  | 241,690                                      | 18,770                   | -                         | 6,137,557        |
| Changes during period                                                                     |                                                       |                                         |                                              |                          |                           |                  |
| Purchase of treasury shares                                                               |                                                       |                                         |                                              |                          |                           | (1,297,939)      |
| Disposal of treasury shares                                                               |                                                       |                                         |                                              |                          |                           | -                |
| Cancellation of treasury shares                                                           |                                                       |                                         |                                              |                          |                           | -                |
| Changes in equity through transfer of investments in capital of consolidated subsidiaries |                                                       |                                         |                                              |                          |                           | (18,894)         |
| Net income attributable to owners of parent                                               |                                                       |                                         |                                              |                          |                           | 211,017          |
| Net changes in items other than shareholders' equity                                      | (90,838)                                              | 4,532                                   | (86,306)                                     | -                        | 32,575                    | (53,730)         |
| Total changes during period                                                               | (90,838)                                              | 4,532                                   | (86,306)                                     | -                        | 32,575                    | (1,159,546)      |
| Balance at end of current period                                                          | 89,352                                                | 66,031                                  | 155,384                                      | 18,770                   | 32,575                    | 4,978,010        |

Fiscal year ended March 31, 2026

(Thousands of yen)

|                                                                                           | Shareholders' equity |                 |                   |                 |                            |
|-------------------------------------------------------------------------------------------|----------------------|-----------------|-------------------|-----------------|----------------------------|
|                                                                                           | Share capital        | Capital surplus | Retained earnings | Treasury shares | Total shareholders' equity |
| Balance at beginning of current period                                                    | 100,000              | 5,529,704       | 230,160           | (1,088,584)     | 4,771,280                  |
| Changes during period                                                                     |                      |                 |                   |                 |                            |
| Purchase of treasury shares                                                               |                      |                 |                   |                 | -                          |
| Disposal of treasury shares                                                               |                      | (27,141)        |                   | 39,726          | 12,584                     |
| Cancellation of treasury shares                                                           |                      |                 |                   |                 | -                          |
| Changes in equity through transfer of investments in capital of consolidated subsidiaries |                      |                 |                   |                 | -                          |
| Net income attributable to owners of parent                                               |                      |                 | 236,068           |                 | 236,068                    |
| Net changes in items other than shareholders' equity                                      |                      |                 |                   |                 |                            |
| Total changes during period                                                               | -                    | (27,141)        | 236,068           | 39,726          | 248,652                    |
| Balance at end of current period                                                          | 100,000              | 5,502,562       | 466,228           | (1,048,858)     | 5,019,933                  |

|                                                                                           | Accumulated other comprehensive income                |                                         |                                              | Share acquisition rights | Non-controlling interests | Total net assets |
|-------------------------------------------------------------------------------------------|-------------------------------------------------------|-----------------------------------------|----------------------------------------------|--------------------------|---------------------------|------------------|
|                                                                                           | Valuation difference on available-for-sale securities | Foreign currency translation adjustment | Total accumulated other comprehensive income |                          |                           |                  |
| Balance at beginning of current period                                                    | 89,352                                                | 66,031                                  | 155,384                                      | 18,770                   | 32,575                    | 4,978,010        |
| Changes during period                                                                     |                                                       |                                         |                                              |                          |                           |                  |
| Purchase of treasury shares                                                               |                                                       |                                         |                                              |                          |                           | -                |
| Disposal of treasury shares                                                               |                                                       |                                         |                                              |                          |                           | 12,584           |
| Cancellation of treasury shares                                                           |                                                       |                                         |                                              |                          |                           | -                |
| Changes in equity through transfer of investments in capital of consolidated subsidiaries |                                                       |                                         |                                              |                          |                           | -                |
| Net income attributable to owners of parent                                               |                                                       |                                         |                                              |                          |                           | 236,068          |
| Net changes in items other than shareholders' equity                                      | 27,533                                                | 3,781                                   | 31,314                                       | (13,802)                 | (648)                     | 16,864           |
| Total changes during period                                                               | 27,533                                                | 3,781                                   | 31,314                                       | (13,802)                 | (648)                     | 265,516          |
| Balance at end of current period                                                          | 116,885                                               | 69,812                                  | 186,698                                      | 4,968                    | 31,927                    | 5,243,527        |

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

(Thousands of yen)

|                                                              | Fiscal year ended<br>March 31, 2025 | Fiscal year ended<br>March 31, 2026 |
|--------------------------------------------------------------|-------------------------------------|-------------------------------------|
| Cash flows from operating activities                         |                                     |                                     |
| Net income before income taxes                               | 226,714                             | 239,050                             |
| Depreciation                                                 | 255,968                             | 587,598                             |
| Impairment losses                                            | 65,889                              | 234,715                             |
| Share-based payment expenses                                 | 63,901                              | 42,796                              |
| Loss (gain) on valuation of investment securities            | 38,912                              | -                                   |
| Loss (gain) on sale of investment securities                 | (157,399)                           | (103,579)                           |
| Increase (decrease) in allowance for doubtful accounts       | (7,519)                             | (7,840)                             |
| Increase (decrease) in provision for bonuses                 | 52,671                              | (107,179)                           |
| Increase (decrease) in provision for point card certificates | (19,639)                            | (2,201)                             |
| Increase (decrease) in provision for loss on orders received | (60,486)                            | -                                   |
| Increase (decrease) in provision for business restructuring  | 47,190                              | (47,190)                            |
| Decrease (increase) in trade receivables                     | 517,597                             | (75,544)                            |
| Decrease (increase) in inventories                           | (1,740)                             | (10,375)                            |
| Increase (decrease) in trade payables                        | 12,589                              | 24,329                              |
| Increase (decrease) in contract liabilities                  | (14,127)                            | (39,020)                            |
| Decrease (increase) in advances paid                         | 3,909                               | (513)                               |
| Decrease (increase) in accounts receivable - other           | 91,544                              | (728,288)                           |
| Increase (decrease) in accounts payable - other              | (271,719)                           | (193,485)                           |
| Increase (decrease) in deposits received                     | (31,725)                            | (31,855)                            |
| Other, net                                                   | 136,537                             | 109,007                             |
| Subtotal                                                     | 949,070                             | (109,580)                           |
| Interest and dividends received                              | 11,794                              | 21,926                              |
| Interest paid                                                | (28,529)                            | (80,611)                            |
| Income taxes paid                                            | (12,942)                            | (5,635)                             |
| Income taxes refund                                          | 1,728                               | 1,544                               |
| Net cash provided by (used in) operating activities          | 921,121                             | (172,356)                           |

(Thousands of yen)

|                                                             | Fiscal year ended<br>March 31, 2025 | Fiscal year ended<br>March 31, 2026 |
|-------------------------------------------------------------|-------------------------------------|-------------------------------------|
| Cash flows from investing activities                        |                                     |                                     |
| Purchase of investment securities                           | (109,916)                           | -                                   |
| Proceeds from sale of investment securities                 | 162,615                             | 105,160                             |
| Proceeds from divestments                                   | 12,874                              | -                                   |
| Purchase of property, plant and equipment                   | (461,559)                           | (110,933)                           |
| Payments for asset retirement obligations                   | -                                   | (15,634)                            |
| Purchase of software                                        | (622,289)                           | (1,347,906)                         |
| Payments of leasehold and guarantee deposits                | (36,255)                            | (75,008)                            |
| Proceeds from refund of leasehold and guarantee deposits    | 4,956                               | 3,400                               |
| Other, net                                                  | -                                   | (7,352)                             |
| Net cash provided by (used in) investing activities         | (1,049,575)                         | (1,448,273)                         |
| Cash flows from financing activities                        |                                     |                                     |
| Proceeds from short-term borrowings                         | 1,200,000                           | -                                   |
| Repayments of short-term borrowings                         | -                                   | (1,200,000)                         |
| Proceeds from long-term borrowings                          | -                                   | 1,200,000                           |
| Repayments of long-term borrowings                          | -                                   | (121,998)                           |
| Purchase of treasury shares                                 | (1,297,939)                         | -                                   |
| Dividends paid                                              | (108,000)                           | -                                   |
| Other, net                                                  | (3,817)                             | 18                                  |
| Net cash provided by (used in) financing activities         | (209,756)                           | (121,979)                           |
| Effect of exchange rate change on cash and cash equivalents | 12,336                              | 1,315                               |
| Net increase (decrease) in cash and cash equivalents        | (325,874)                           | (1,741,294)                         |
| Cash and cash equivalents at beginning of period            | 5,368,002                           | 5,042,128                           |
| Cash and cash equivalents at end of period                  | 5,042,128                           | 3,300,833                           |