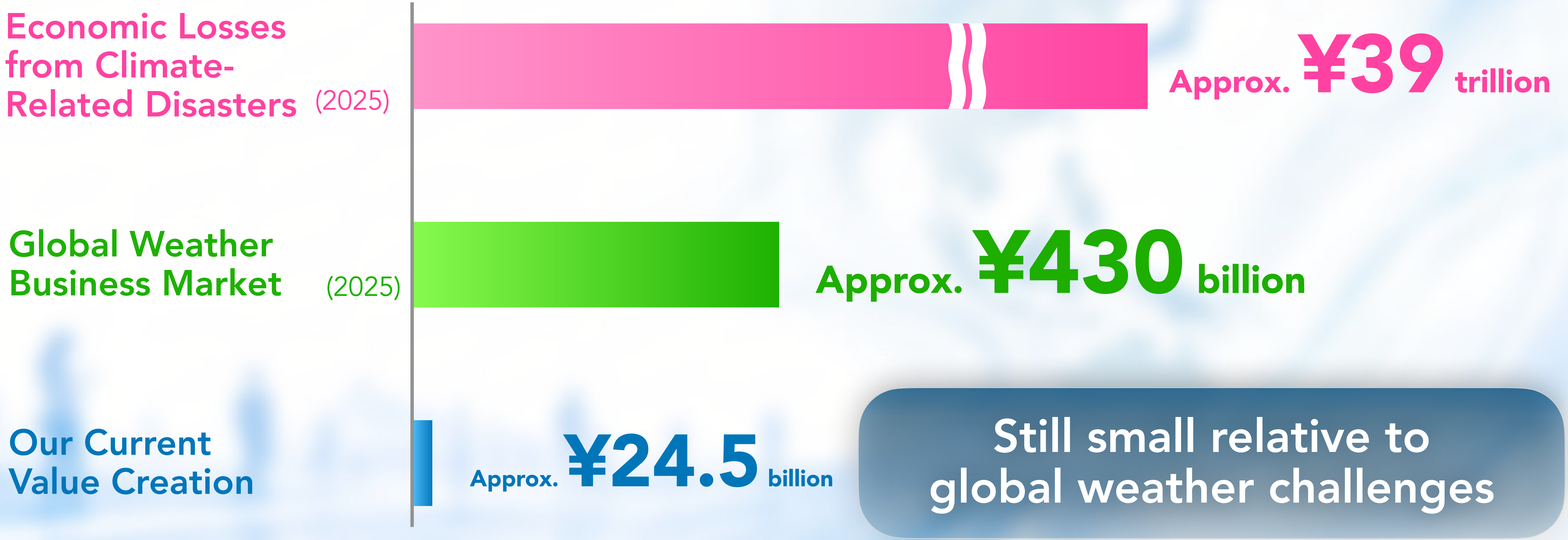
Mid-Term Vision 2026

Unlocking the power of forecasts
to enable everyone, everywhere,
to act before the weather arrives.

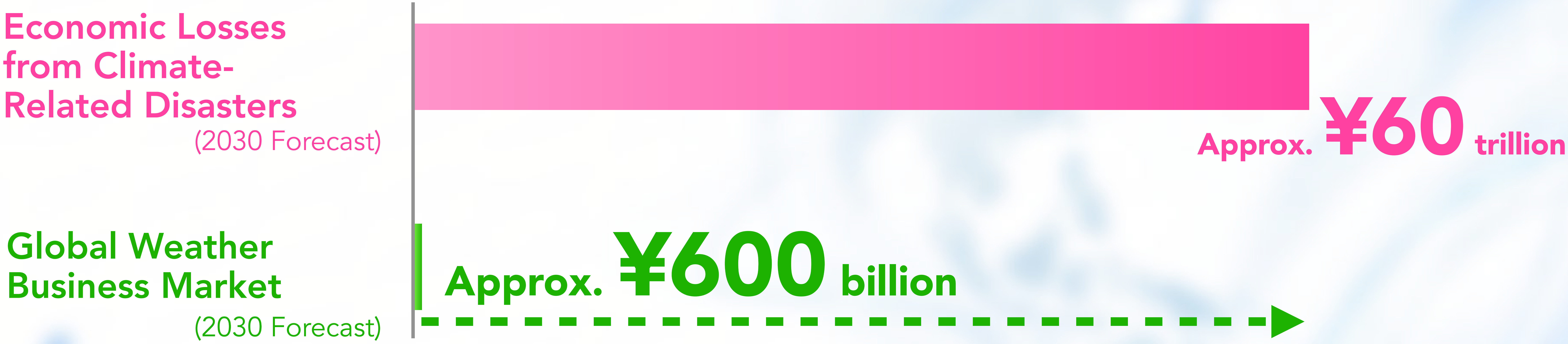
2025 Market Size and Our Current Position



Still small relative to global weather challenges

Source: Weathernews estimate

2030 Market Size and Growth Potential



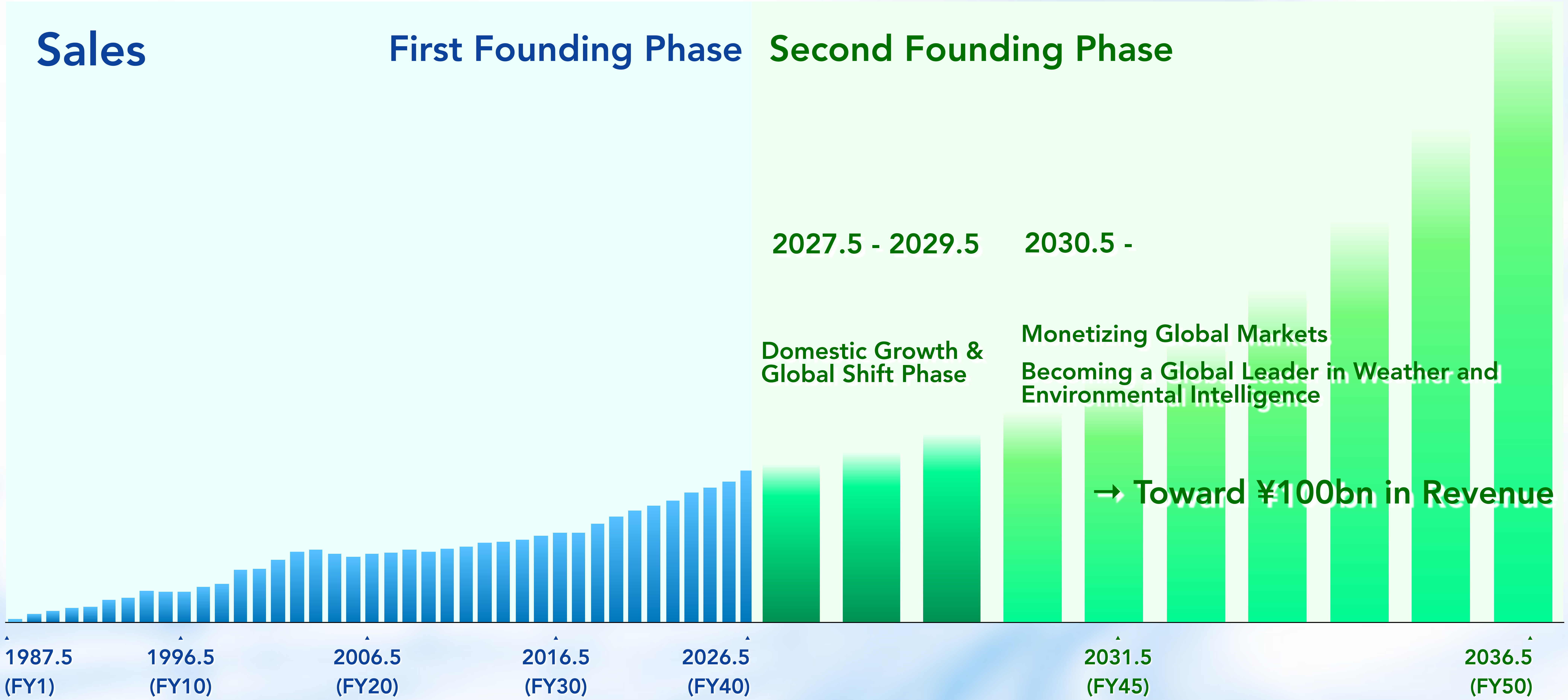
Significant runway remains for long-term growth

Source: Weathernews estimate

Weathernews Enters its "Second Founding Phase"

What is the Second Founding Phase?

A phase to scale our business on the foundation we have built, and drive **accelerated growth and expansion**



Three Strategic Pillars of Mid-Term Vision 2026

1

Evolution into an AI Fusion Company

2

Establishing the WNI Growth Formula and Expanding Globally

3

Shifting from “Accumulation” to “Circulation”

Capital Strategy for Growth Investment and Shareholder Returns

Three Strategic Pillars of Mid-Term Vision 2026

weathernews

1. **Evolution into an AI Fusion Company**

2. **Establishing the WNI Growth Formula and Expanding Globally**

3. Shifting from "Accumulation" to "Circulation"
   Capital Strategy for Growth Investment and Shareholder Returns

1 Evolution into an AI Fusion Company

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By **May 2027**

Deploy **AI Agents**
Across **All Products**

✦AI Agents will learn from our business know-how and past service operations.

✦They will autonomously deliver forecasts, recommendations, and dialogue tailored to each customer's needs, significantly enhancing service value.

1 Evolution into an AI Fusion Company

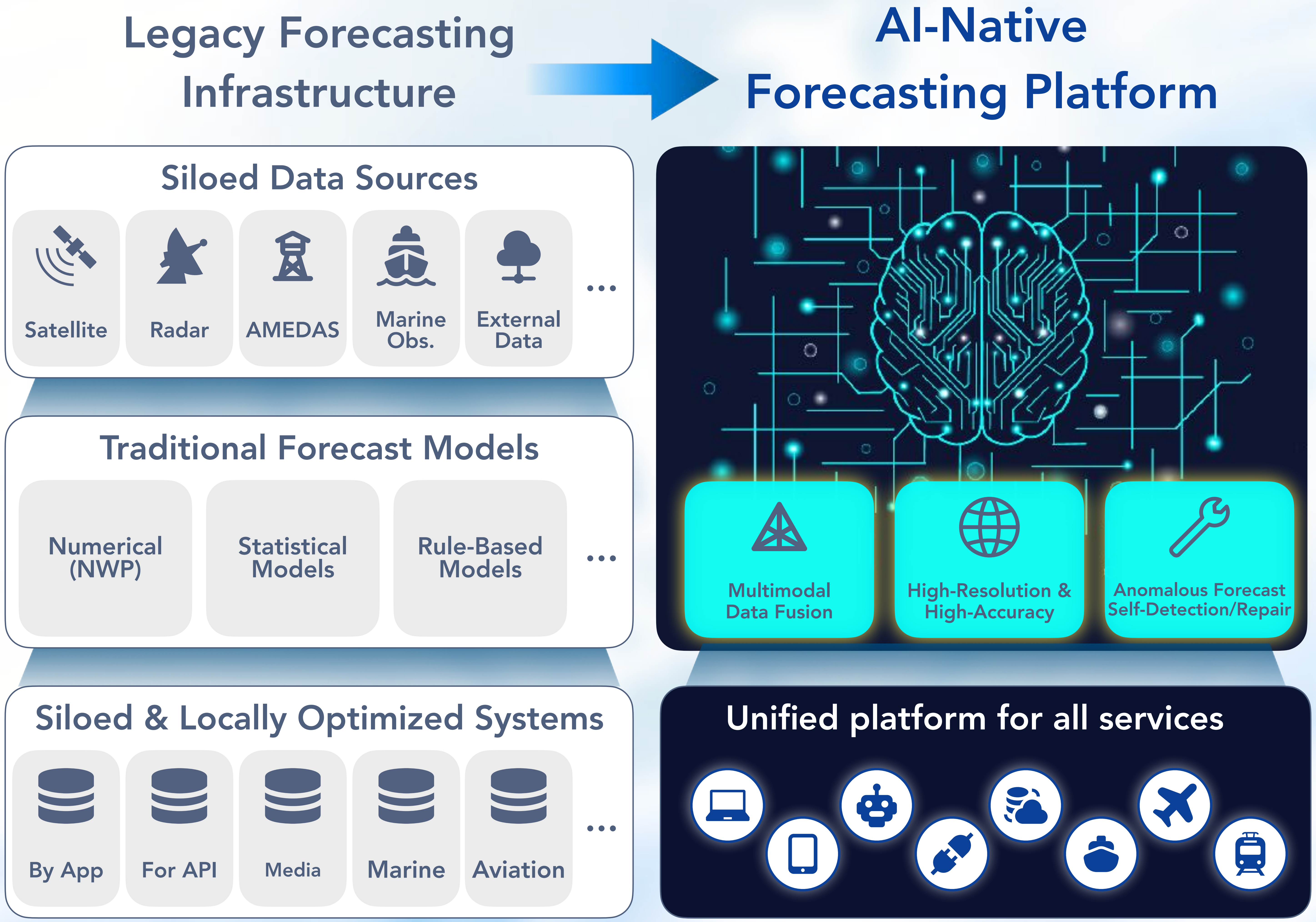
weathernews

By May 2028

Make the Forecast Models Powering All Services

AI-Native

- ✦Following the cloud migration of our prediction environments, we are entirely transforming the core forecasting infrastructure to be AI-native
- ✦Transitioning the core of our predictive capabilities into a highly scalable framework to deliver optimized forecasts to global clients, leveraging our 40-year proprietary data asset



1 Evolution into an AI Fusion Company

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By May 2029

Complete **AI Transition** of **All Existing Operations**

✦From forecast editing and customer inquiries to support material creation, risk monitoring, and decision support, existing operations will be automated by AI.

✦People will focus on building the foundation for safe, autonomous AI operations and implementing AI in the field to create business value from real-world context.

Traditional operations → **Transition to AI**

Traditional operations:
- Customized forecasting and editing
- Handling customer inquiries
- Risk monitoring and alerts
- Weather risk response support
- Preparation of service evaluation reports

Transition to AI:

AI replaces traditional operations

New roles for humans

- AI infrastructure design
- Frontline implementation
- Customer co-creation
- Responsible decision-making

1 Evolution into an AI Fusion Company

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All Staff Evolve into AI-Fused Weather Professionals

Unify
Unique Knowledge

Everyone Uses
AI

Expand
Our Expertise

Transformation Roadmap

Deploy AI Agents Across All Products — By End of May 2027

Make the Forecast Models Powering All Services AI-Native — By End of May 2028

Complete the AI Transition of All Existing Operations — By End of May 2029

WNI Intelligence Core

Powered by our proprietary AI Intelligence Core, all staff evolve into AI-fused weather professionals

AI Fusion Company

Three Strategic Pillars of Mid-Term Vision 2026

weathernews

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Capital Strategy for Growth Investment and Shareholder Returns

A Growth Model that Multiplies Value Across Our Existing Assets

Three Existing Assets We Already Own

Business Models for All Customers

Individuals Corporations Government

×

Specialized Solutions Across All Domains

Sea Sky Land Internet

×

Proprietary Technology Across All Touchpoints

PC Mobile AI Agent API Data Cloud

=

Accelerated Top-Line Growth

Domains Already Expanding Globally

Sea Domain

Sky Domain

Revenue Mix

Key Business Initiatives

Accelerate Market Capture

Strengthen products and sales/CS capabilities to accelerate share expansion in global markets

Expand Value Through Non-Weather Data

Leverage maritime and aviation domain data beyond weather to enhance solution value

Promote Strategic Alliances

Expand customer touchpoint and geographic coverage through agile partnerships

Market Potential

Significant Headroom

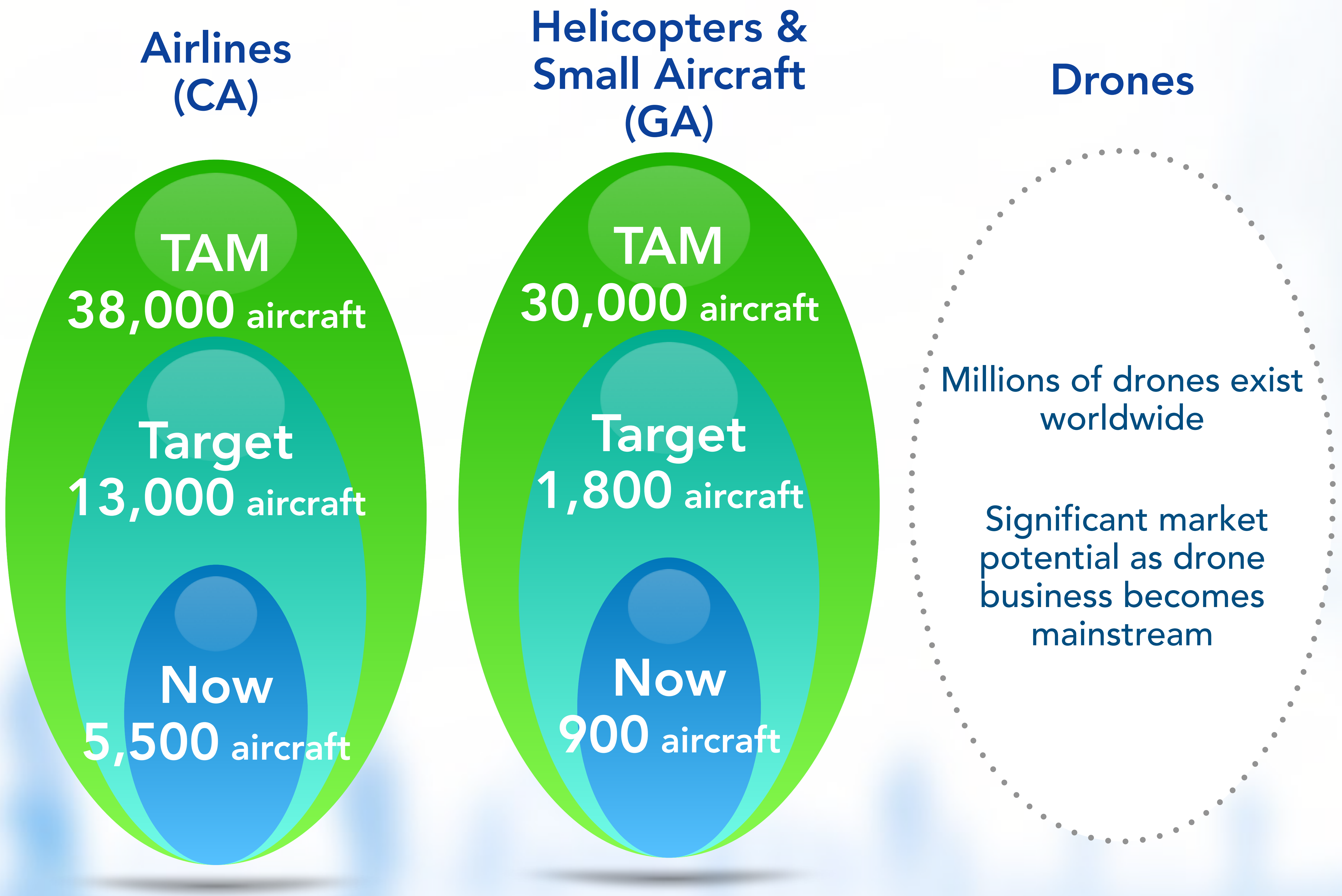
Accelerate value creation as the market grows

By May 2029, aim to reach our target of 21,000 vessels, roughly double the current level

Beyond Ship Routing

Evolve into a **Maritime Business Partner** for all stakeholders across the shipping industry. By continuously expanding SeaNavigator, we aim to achieve **ultimate voyage optimization** through advanced technology and data. We will also broaden our value proposition into customer AI transformation, asset optimization, and business matching, **maximizing value across the maritime business** and expanding revenue opportunities.

Market Potential



By May 2029, aim to reach 13,000 CA aircraft and 1,800 GA aircraft

Expanding Services to Airports Worldwide

Provide WNI's proprietary forecast recommendations for **major airports worldwide**. By leveraging AI Agents, we will scale high-precision airport forecasts and use global turbulence data to notify pilots of **turbulence risk**. We will also strengthen collaboration with local meteorological agencies and aviation authorities to accelerate new customer acquisition and **real-world adoption**.

Domains with Dominant Domestic Share

Land Domain

Internet Domain

Revenue Mix

Global
5%

Japan
95%

Key Business Initiatives

Accelerate Domestic Share Expansion

Continue and strengthen advertising investment to drive adoption of new services and expand our customer and user bases

Use Domestic Growth to Fuel Global Expansion

Leverage growth capital generated in Japan to accelerate global product launches and overseas expansion

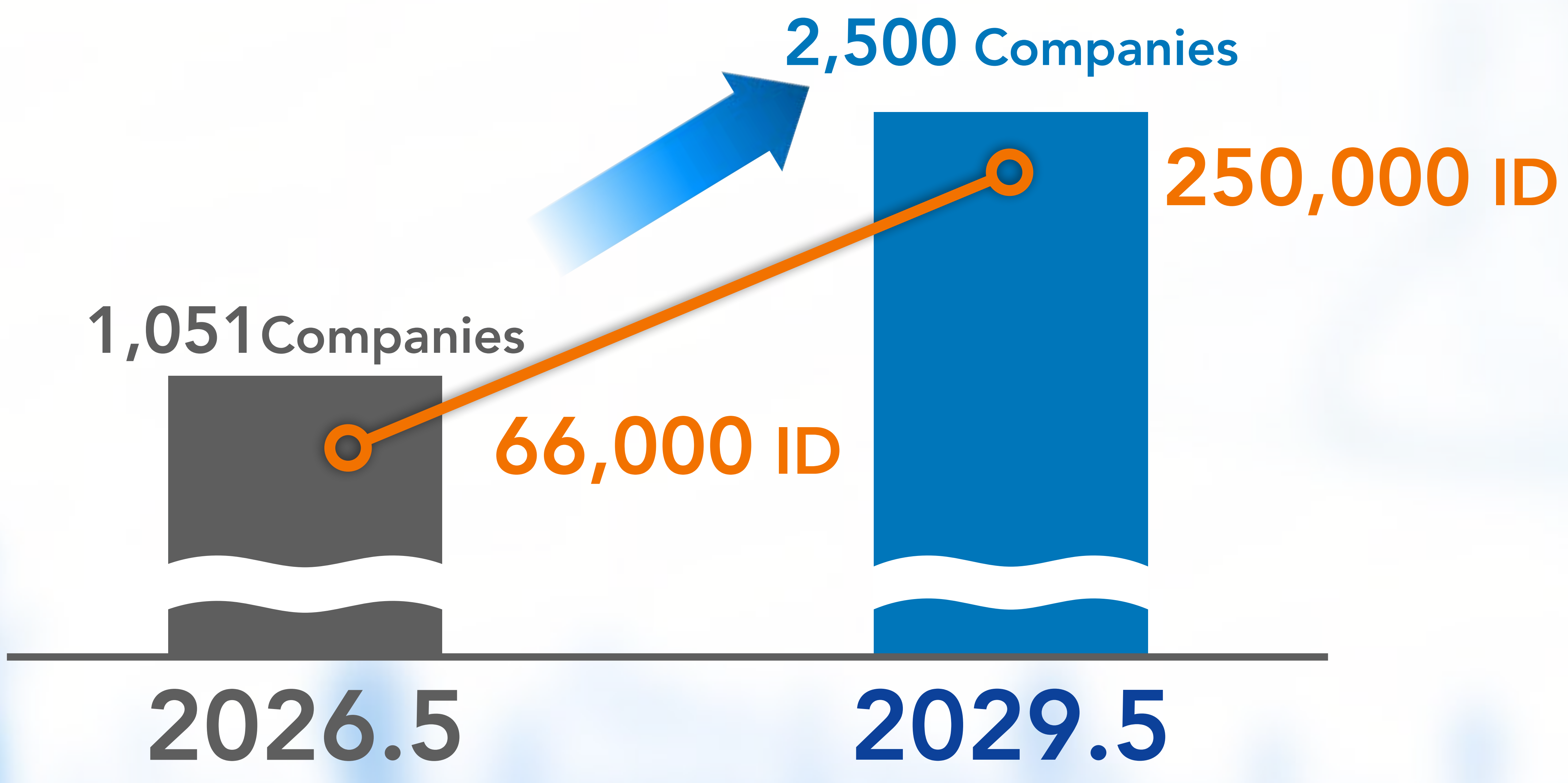
Build Global Expansion Foundations Through Alliances

Strengthen collaboration with weather agencies, governments, and partner companies to establish a foundation for global expansion

Land Domain Growth Strategy

Land Core Products*: Contracts & IDs

* Land core products include Weathernews for Business, Solatena Pro weather observation devices, API/Data Cloud services, and other interoperable product groups.



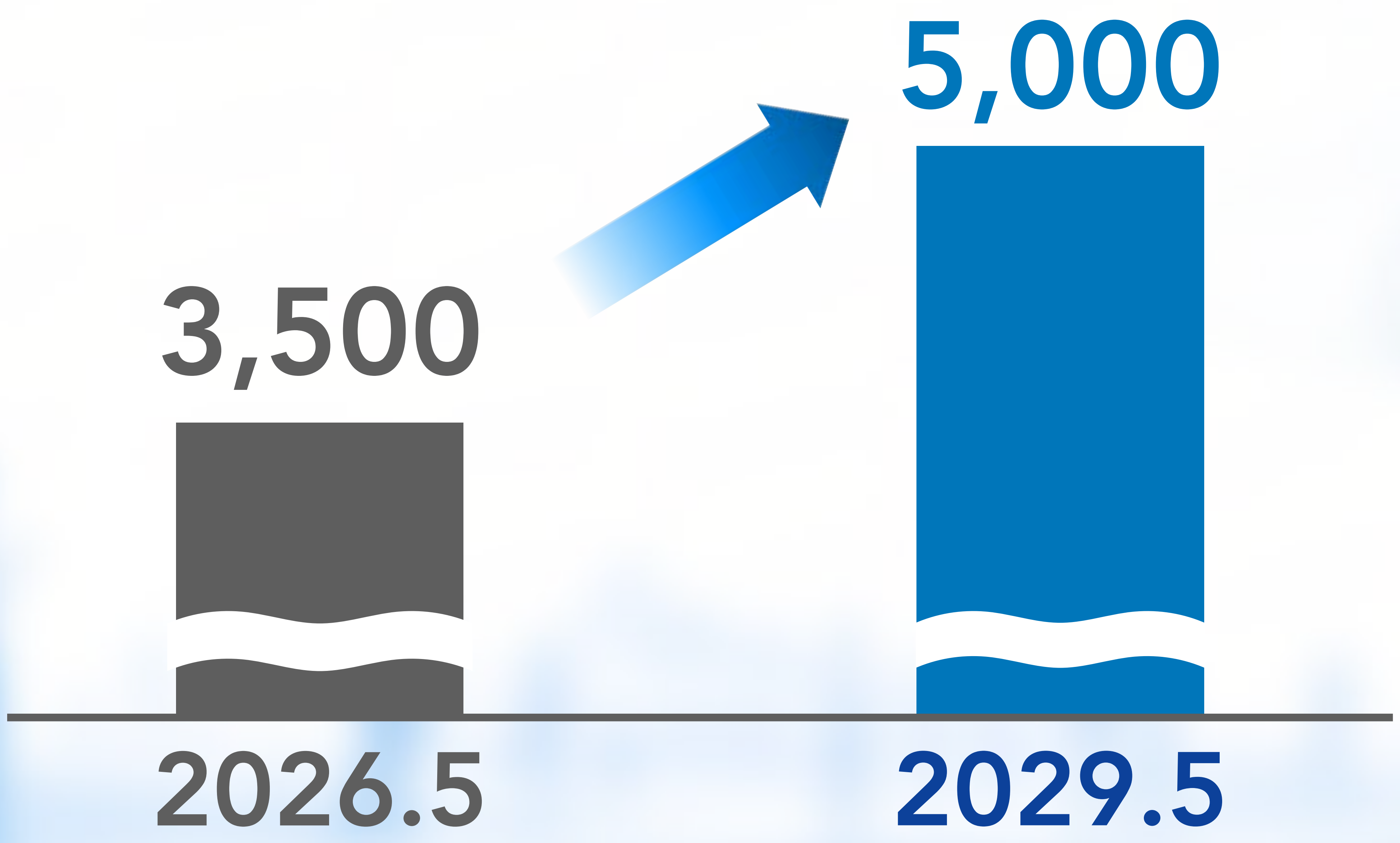
By May 2029, aim to reach 2,500 companies and 250,000 IDs

Core Products Enter the Adoption and Expansion Phase

With market fit validated in the previous mid-term plan, Land core products are entering the **adoption and expansion phase**. We will accelerate adoption in Japan, expand customer value through product integration and **AI Agent–driven** enhancements, and **build the foundation for global expansion** through local talent acquisition and stronger marketing.

Cumulative DAU

Unit: Million DAU



Become the World's No.1 Weather App

Aim to achieve **world-class forecast accuracy** and one of the **largest user base**. Leveraging the user touchpoints, weather content, and operational know-how developed through Japan's No.1 weather app, we will accelerate global expansion. Through major IT and mobile partnerships, as well as **AI-driven personalization**, we will enhance user experience and engagement, connect user growth to **advertising value creation, and drive revenue growth**.

2 Establishing the WNI Growth Formula and Expanding Globally

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All Domains to Reach 10%+ YoY Revenue Growth Within 3 Years

✦ Aiming to further raise our growth trajectory over the medium to long term

Three Strategic Pillars of Mid-Term Vision 2026

weathernews

1 Evolution into an AI Fusion Company

2 Establishing the WNI Growth Formula and Expanding Globally

3 Shifting from "Accumulation" to "Circulation"

Capital Strategy for Growth Investment and Shareholder Returns

Capital Strategy for Growth Investment and Shareholder Returns

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From “Accumulation” to “Circulation”

Leveraging our strong balance sheet
to accelerate growth investments and shareholder returns

Strategic Growth Investments to Drive Top-Line Growth

Execute M&A and strategic alliances

Dividend increases as our basic policy, with record-high shareholder returns over the next three years

Capital Strategy for Growth Investment and Shareholder Returns

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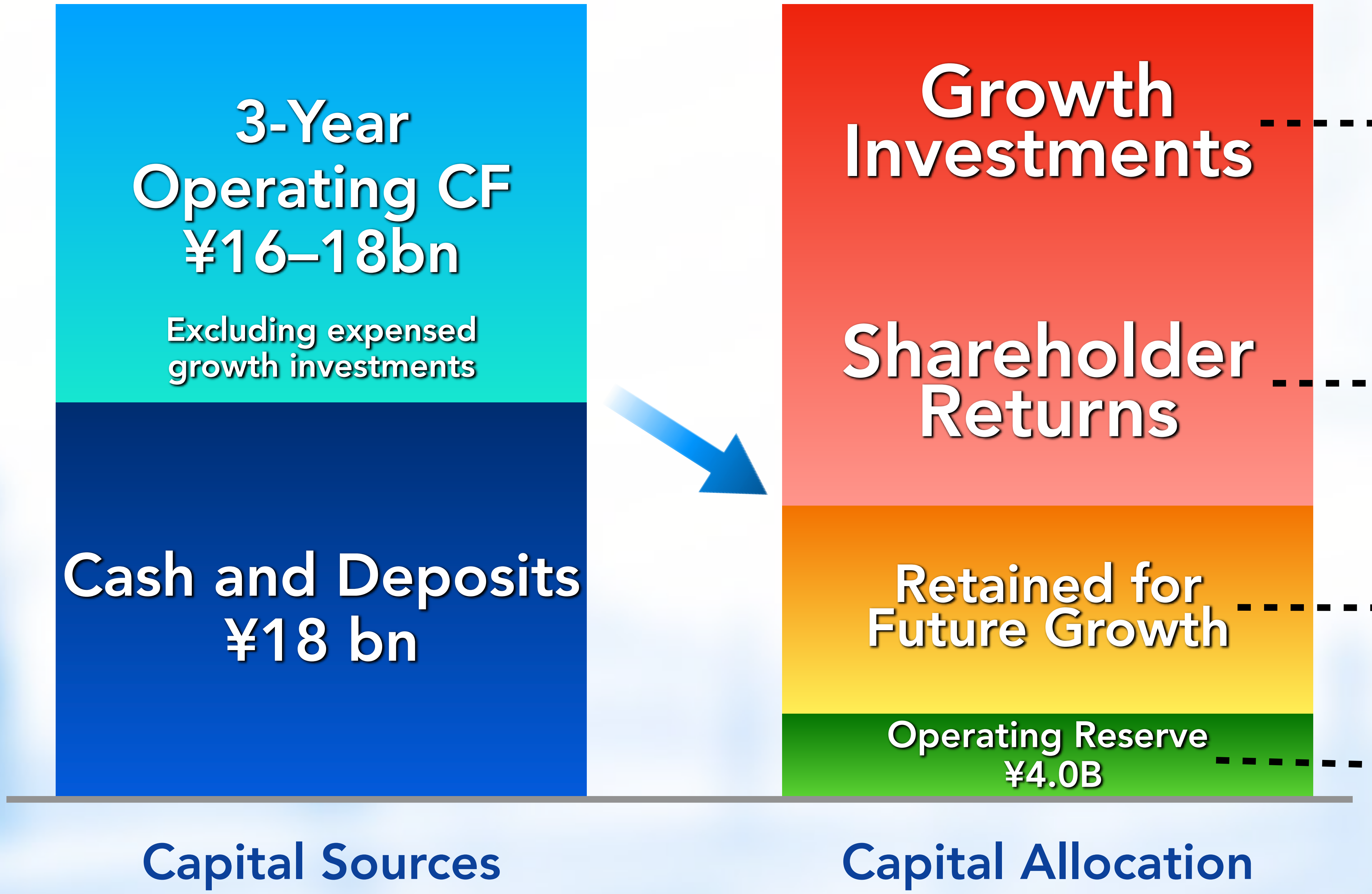
Leveraging available liquidity and three-year cumulative operating cash flow to balance growth investments and proactive shareholder returns.



- ✦ AI, Data, Talent, Marketing
- ✦ Overseas M&A and investments based on business strategy
- ✦ External financing considered depending on scale
- ✦ Dividend increases as the basic policy for the next three years, with returns expanded in line with performance
- ✦ Flexibly determined based on the business environment
- ✦ Reserve funds to prepare for unforeseen events

Capital Strategy for Growth Investment and Shareholder Returns

Growth Investment Priorities

Technology Investment (AI)	Deploy AI Agents across all products Make forecast systems AI-native
Infrastructure Investment (Data)	Acquire global weather data and non-weather data that enhances business value
Talent Investment	Evolve into a team of AI-fused weather professionals Build a talent foundation to drive global growth
Marketing Investment	Drive domestic business growth through advertising investment Invest in branding to increase global awareness and users
Business Investment (M&A)	Strengthen business and customer foundations Accelerate overseas expansion

M&A and Alliances to Strengthen Three Core Value Drivers

Acquire data, technologies, and customer bases that strengthen our three value drivers through M&A and alliances

Target Areas for M&A and Alliances

Companies with weather media and user touchpoint

✦Expand our global weather media presence

Local weather companies in target markets

✦Establish local business foundations quickly

Companies with proprietary weather and environmental data

✦Gain advantages in maritime, aviation, and land-based data

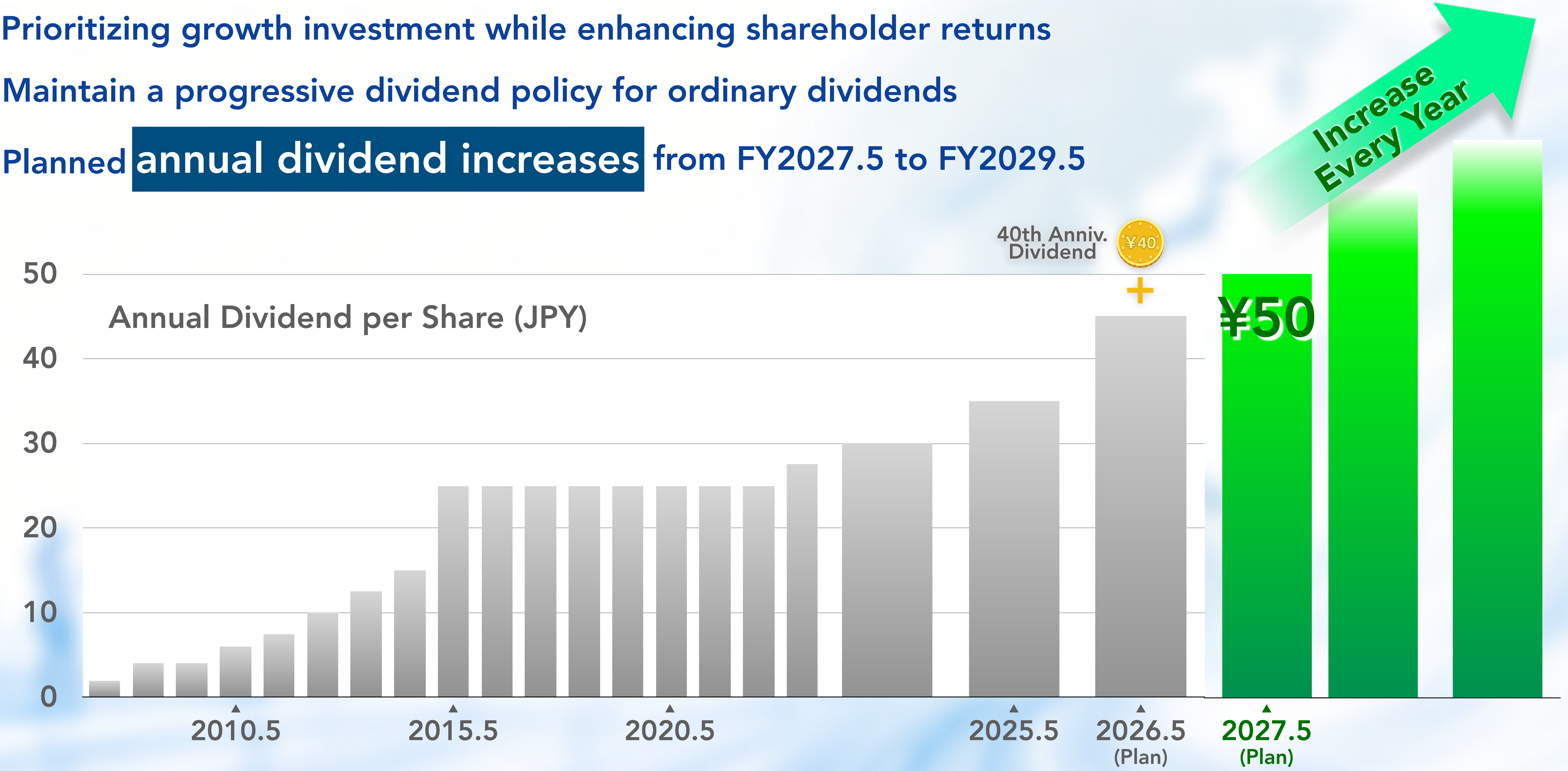
Companies with advanced observation and forecasting technologies

✦IoT sensor and observation device manufacturers

✦Advance from Japan's No.1 forecast accuracy toward global leadership

Shareholder Return Policy

- Prioritizing growth investment while enhancing shareholder returns
- Maintain a progressive dividend policy for ordinary dividends
- Planned **annual dividend increases** from FY2027.5 to FY2029.5



Mid-Term Vision 2026: Financial Targets

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In the Second Founding Phase, we will scale the business and accelerate revenue growth.

Over the next three years, we aim to build a sustained high-growth revenue trajectory and maximize gross profit.

Previous Mid-Term Management Plan

Revenue	¥26bn+
Operating Margin	20%+
ROE	15%+

New Mid-Term Vision 2026

2029.5	YoY Revenue Growth	10%+
	Gross Margin	60%+
2027.5 ～2029.5	Three Consecutive Years of Ordinary Dividend Increases	

Mid-Term Vision 2026 Executive Summary

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Management Direction for the Second Founding Phase

2027.5〜2029.5

Execute Domestic Growth and Global Shift

2030.5 onward

Monetizing Global Markets
Becoming a Global Leader in Weather and Environmental Intelligence

Financial Targets

2029.5

Revenue Growth: 10%+

Gross Margin: 60%+

2027.5〜2029.5

Three consecutive years of ordinary dividend increases

Three Core Strategies Driving Growth

Evolution into an AI Fusion Company

By 2029, transition all products, forecast models, and internal operations to an AI-native structure. Expand expertise and transform all staff into weather professionals who fully leverage AI.

Establishing the WNI Growth Formula and Expanding Globally

Aim to reach 10%+ YoY growth across all four domains: Sea, Sky, Land, and Internet. Expand global share in Maritime and Aviation, while accelerating domestic growth and global expansion in Land and Internet.

Shifting from "Accumulation" to "Circulation"

Capital Strategy for Growth Investment and Shareholder Returns

Leverage a strong financial foundation and operating cash flow to invest in AI, data, M&A and other growth areas. At the same time, execute record-high shareholder returns, with three consecutive dividend increases as our basic policy, balancing returns with sustainable growth.

Disclaimer Regarding Forward-Looking Statements

- While the information and forward-looking statements in this document are based on information currently available to us and certain assumptions deemed reasonable, we make no representation or warranty, express or implied, as to the accuracy or completeness of such information.

- Furthermore, forward-looking statements such as targets and financial forecasts contained herein are based on certain assumptions judged to be reasonable by the Company at the present time. Actual results and performance may differ materially due to various risks, uncertainties, and other external factors.

Appendix

The Roots of Weathernews Inc.

January 1970, Iwaki City, Fukushima, Japan——

A rapidly developed low pressure system hit Onahama Port, causing a cargo vessel to sink, taking the precious lives of fifteen crew members.

“Could this tragedy have been prevented if weather information was communicated in a way that is truly useful to people?”

This question led Hiro Ishibashi to step into the world of meteorology and establish Weathernews Inc. in 1986

"I want to protect the lives of mariners." "I want to help in times of crisis."

All our staff keep this mission in their hearts.

Our Dream

Weathernews was founded with a single, profound mission: **"Saving the lives of sailors."**
This founding principle remains deeply embedded in the DNA of every member of our staff today.

Our business, which began by ensuring safety at sea, has since expanded to land, air, and the internet. Today, in collaboration with a diverse range of supporters—including individuals, corporations, and government agencies—we have evolved into an organization capable of addressing broader social challenges, such as preparing for weather-related risks, optimizing business operations, and contributing to a decarbonized society.

Weather information does more than protect human lives; it supports social decision-making, optimizes corporate activities, and helps reduce the burden on the global environment. Believing firmly in this potential, we are extending our founding mission to a global scale.

"Saving the lives of sailors." By expanding this vision to a global scale, we also seek to **"Saving the future of our planet too."**
In the face of climate change—a challenge shared by all humanity—we are committed to pursuing this Dream alongside our many supporters.

Weathernews' Social Value in Mitigating Weather and Climate Risks

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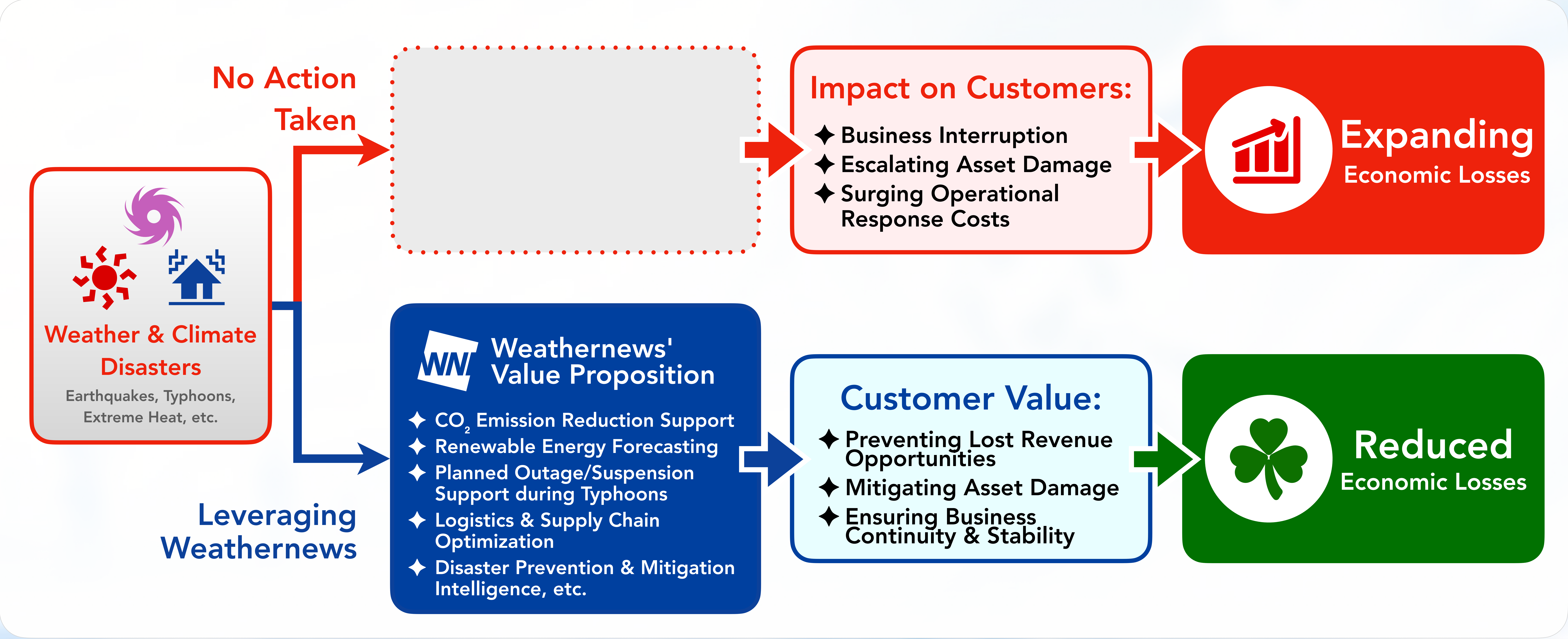
Elevating Weather Services:
From a "Pure Mitigation Cost" to an "Investment for Sustainable Growth"



Core Pillars of Domain-Specific Global Strategy

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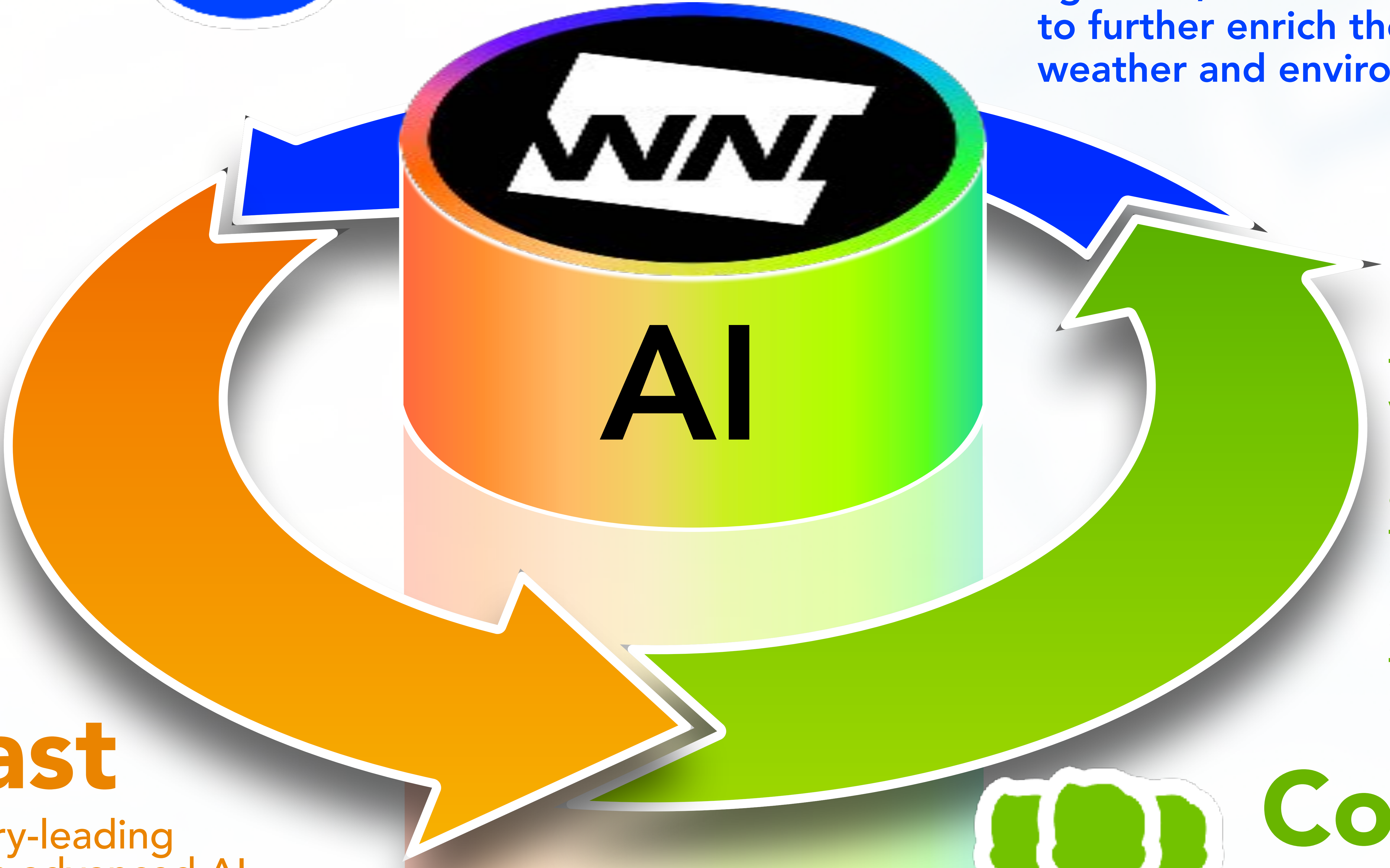
	Sea Domain	Sky Domain	Land Domain	Internet Domain
Phases of Global Expansion	Expanding Sales in Existing Markets		Developing New Markets	
Target Regions	Global	Asia		Global
Main Products	SeaNavigator	SkyAviators	Weathernews for business	Weathernews App (Global)
Priority Investment Areas	AI Agent			
			Marketing & Advertising	
	Strengthening Sales Capabilities		Building Local Organizations	
Partnership	Key Industry Associations & Strategic Customers		National Meteorological Agencies	Major Tech Companies & Mobile Manufacturers

Our Strengths – Three Core Values

Data

Vast meteorological and business data accumulated since founding

We will remain committed to collaborating with our numerous supporters worldwide—including national meteorological agencies, individuals, and corporations—to further enrich the world's largest weather and environmental database.



By leveraging our accumulated expertise and combining vast datasets with cutting-edge AI technology, we will continue to deliver industry-leading forecasts.

By actively incorporating feedback from each community, we aim to serve as a trusted navigator. We will fully utilize our abundant data and forecasting technologies to optimize safety, economic efficiency, and environmental sustainability for the unique challenges each community faces.

Forecast

Providing industry-leading accuracy through advanced AI models

Community

New data sourced from our individual and corporate supporter community

Contributing to the Global Environment Through Our Business

Advancing Sustainability Management

Realizing Our Dream by Resolving Material Issues

Materialities

Climate Change Mitigation	Reducing the environmental impact of corporations and society through the provision of weather services.
Building Resilient Cities	Realizing climate-resilient cities that can withstand natural disasters by providing weather and climate intelligence.
A nature-integrated community	Achieving a society that balances enriched daily living with disaster preparedness through co-creation with our supporters.
Innovation & Partnerships	Realizing a society where everyone has access to weather information
Diversity & Inclusion	Fostering a corporate culture where diverse talent united by a passion for weather and climate can truly thrive.

Contributing to the Global Environment Through Our Business

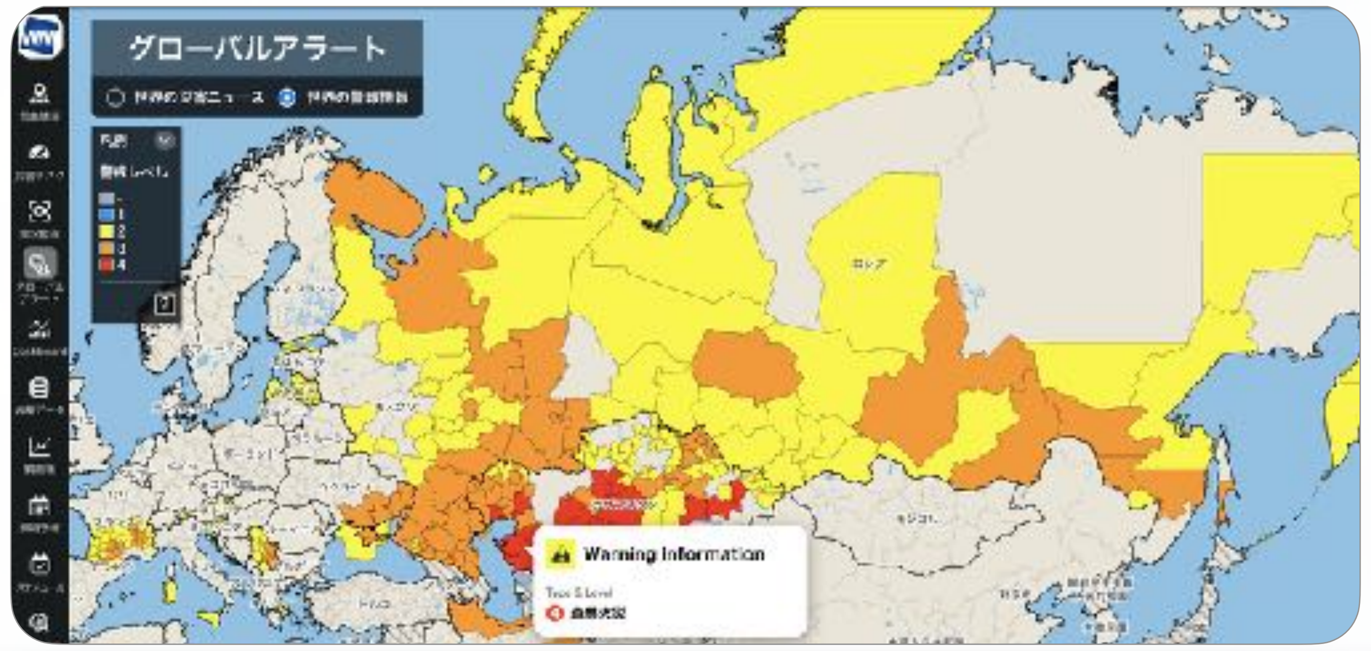
Climate Change Mitigation
Commitment to Decarbonization

We will promote emission reductions across our own operations and the entire supply chain to achieve a sustainable global environment.

【Sea Domain】
Contribution to CO2 Reduction:
2.98 million tons

Building Resilient Cities
Advancing Disaster Prevention and Mitigation

We will contribute to realizing climate-resilient cities that can withstand natural disasters by providing early warning information on a global scale.



Early Warning Information
Data Acquisition Rate:
98% (Across 150 countries)

A nature-integrated community
Harmony with Nature

Through co-creation with our supporters and the visualization of natural functions, we will balance the conservation of biodiversity with enriched daily living.

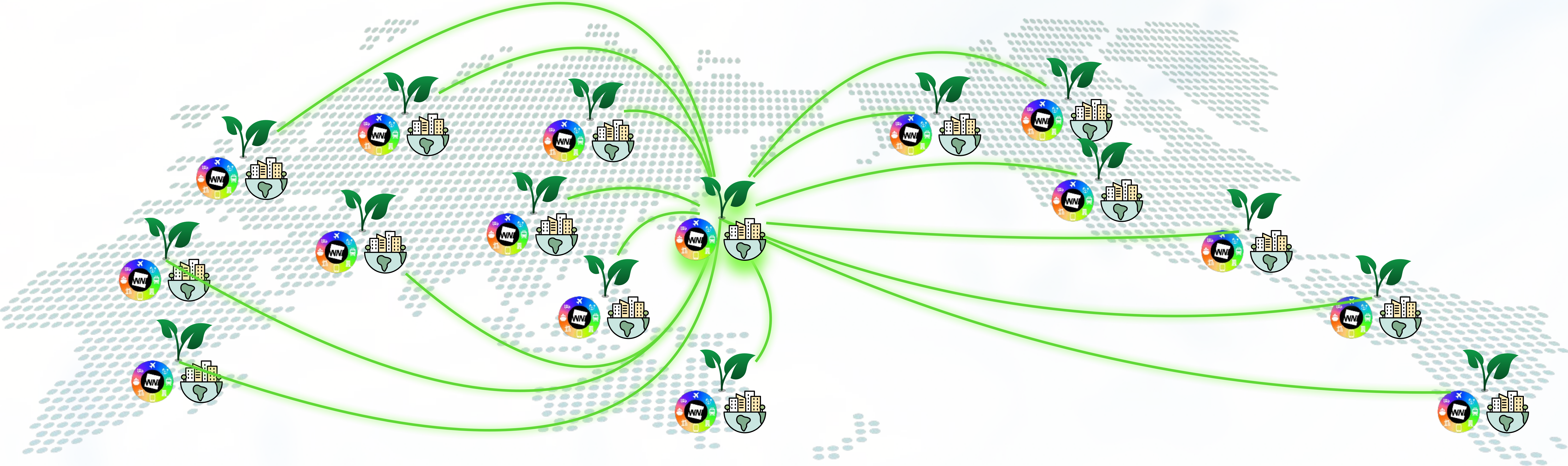
Cumulative "Weather Reports"
Surpass 100 Million
(November 2005 – July 2025)

Vision for Our Second Founding Phase

Weather AI Agents for Decision-Making Across All Industries

Creating and Expanding Disaster Prevention and Mitigation Communities Worldwide

Contributing to the Global Environment Through Our Business



We will expand the value of our weather services—created and perfected in Japan— on a global scale, ensuring the safety of lives and driving economic development worldwide.

Mid-Term Vision 2026: Non-Financial Targets

Materiality	Objective	KGI	Mid-Term Objectives up to 2030.5	Outcome
Climate Change Mitigation	Reduction of our company's GHG emissions	Scope1,2 emissions	Effectively zero	Reducing the environmental impact on businesses and society as a whole through the provision of weather services.
	Reduction of supply chain emissions	Scope3 emissions	25% reduction (compared to 2022)	
Building Resilient Cities	Improving access to disaster risk information for people worldwide	Percentage of countries that obtain publicly available data on early warning information	100% (170 countries)	A world where everyone is aware of weather risks and can take appropriate action.
		Population coverage rate of early warning information	99%	
Communities Living in Harmony with Nature	Understanding and Conserving Climate and Ecosystems through Citizen Science	Number of weather reports related to weather and nature	Cumulative total of 120 million messages* *Cumulative total since 2012	Through co-creation with meteorological and nature communities, we will promote climate change adaptation and disaster prevention/mitigation, and realize a sustainable society where people and nature coexist.
	Efforts to utilize natural ecosystems for disaster prevention through Nature-based Solutions (NbS).	Technical support for nature coexistence sites, etc.	-	
		Visualization of natural functions (water resource conservation, flood mitigation, etc.) using weather data, IoT sensors, etc.	-	
Innovation & Partnerships	Establishment of a local weather data acquisition network (observation cooperation with various countries and organizations)	Number of Countries with signed MoUs on Local Meteorological Data Cooperation	30 countries	To build a social infrastructure that enables people all over the world to utilize high-quality weather information.
	High-precision prediction technology	Prediction accuracy	Over 90%	
Diversity & Inclusion	Building a diverse organization	Ratio of female managers	20%	By bringing together people with diverse backgrounds, we can deliver weather services to more people.
		Acquisition of certifications related to promoting women's participation in the workforce (Eruboshi certification, Kurumin certification, etc.)	-	
		Rate of male staff taking childcare leave	75%	

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