# [Target: Gross Margin above 60%]
# Profit Improvement via
# AI & High-Margin Products
# (Mid-Term Vision 2026 Supplementary)

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# (Re-posted) Medium-term Vision Financial Targets

## Mid-Term Vision 2026: Financial Targets

**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 | ¥26 bn+ |
| 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 | |

Excerpt from "Medium-term Vision" formulated in July 2026

# Two Core Drivers for Achieving a Gross Profit Margin of 60% or Higher

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## AI Automation of Cost-related Operations & Shift to High-Margin Products
## Expecting +12.7pt or More Improvement in Gross Profit Margin Over 3 Years

### [1] Full Automation of Customer Support Operations

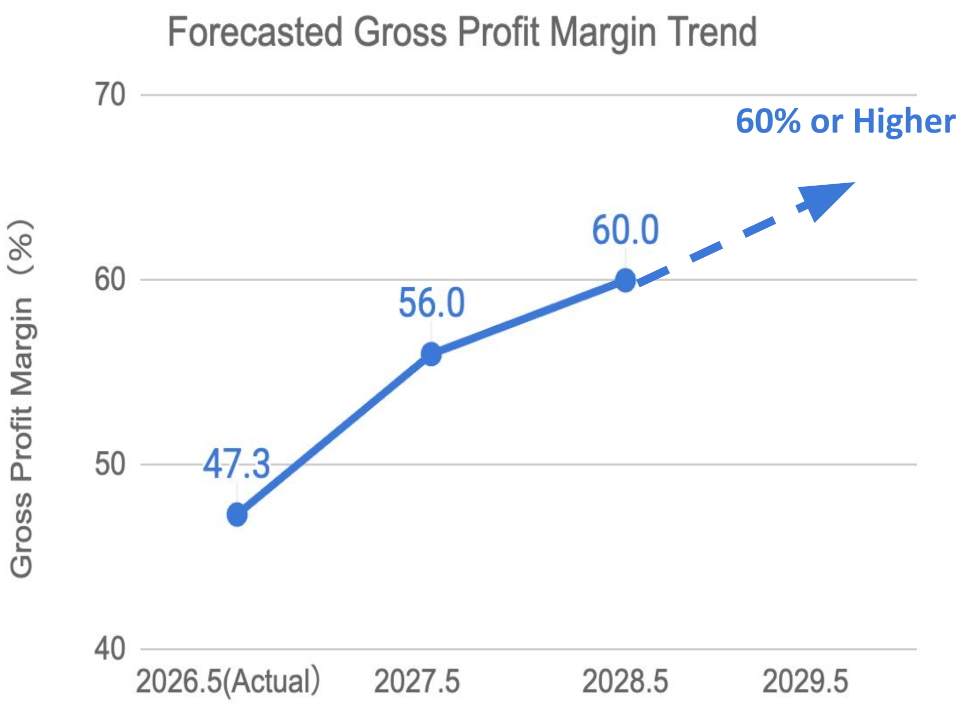
- Completely replace existing customer support with AI to significantly reduce labor costs
- Labor cost savings are expected to vastly exceed the increase in AI costs

### [2] Focused Sales of High-Margin Products

- Concentrate development and sales resources on high-margin core products
- Gradually shift contracts with existing customers to high-margin products

**Core Products in Each Domain**

- **Sea:** SeaNavigator
- **Land:** Weathernews for Business
- **Sky:** SkyAviators
- **Internet:** Weathernews App




**Productivity Reform Without Layoffs**

Surplus personnel from customer support automation will be strategically reallocated to Customer Success (CS) and Sales, accelerating new acquisitions and reducing churn, playing a key role as a driver for further revenue growth.

## Approach to PL Structure Transformation and Operating Margin Targets

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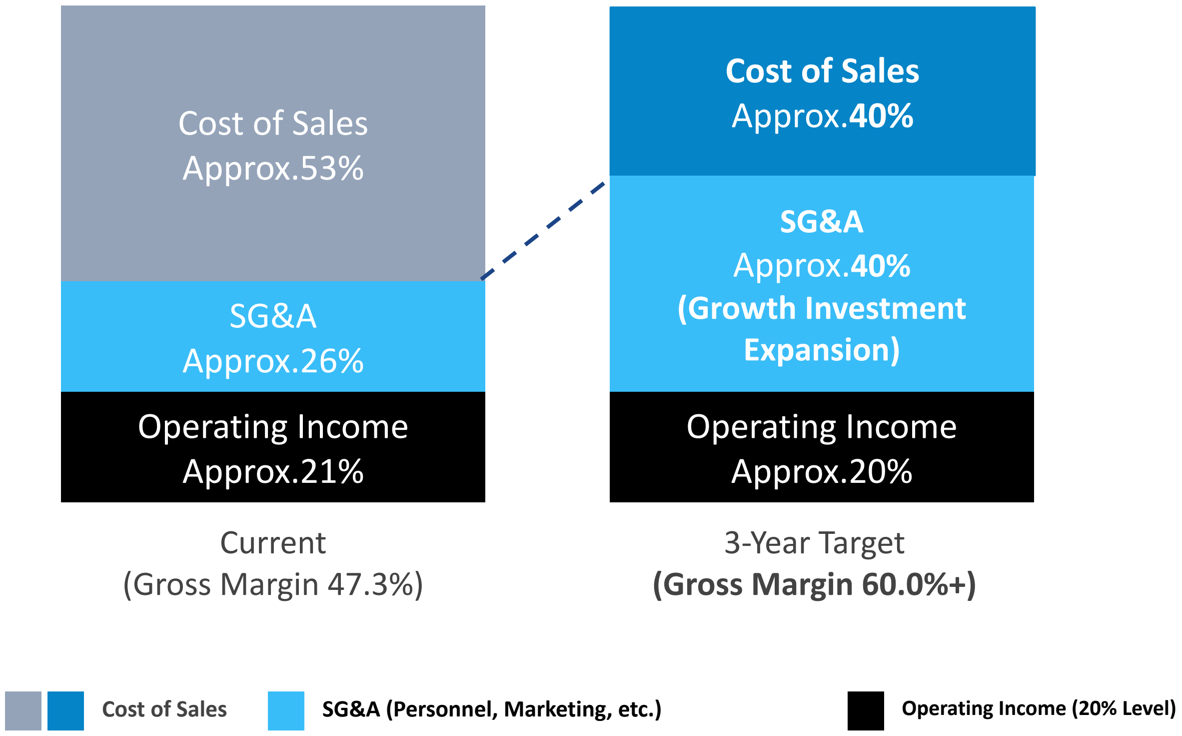
# Optimal Allocation of Resources Generated from Gross Margin Improvement to Growth Investment
# Maintaining a 20% Operating Margin Level while Prioritizing Top-line Growth

### Assumed PL Structure Before/After Comparison

(Composition Ratio with Net Sales = 100%)




**Q: Why is the operating margin flat at 20% while the gross margin improves by over 12pt?**

- To utilize the funds obtained from gross margin improvement as a "reinvestment resource for top-line growth."
- In addition to increasing personnel costs for customer success and sales, we will strengthen marketing investments for new customer acquisition.

**Q: Is there a risk of profit downside due to increased marketing investment?**

- Marketing investments will be executed after strictly verifying cost-effectiveness. If efficiency does not meet expectations, we will curb investments and consider implementing shareholder returns.
- Depending on the implementation status and disciplined operations, the operating margin may exceed 20% and trend upward.

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- In addition, future statements such as business forecasts are based on certain assumptions that the Company deems reasonable at this time. Actual performance may vary due to factors such as various risks and uncertainties