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TSE Growth Market: 9338

FY2025 1Q Financial Results Briefing Material

May 14, 2025

INFORMATION X RICH =

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Mission Statement

Bridging Beyond Borders

垣根を越えて、世界をつなぐ。

超越界限，连接全求。

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.

FY2025 1Q
Financial Results Briefing Material

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Net sales showed steady growth, up 44% YoY.
The number of units installed increased in Japan and overseas, and preparations were underway for entry into Italy.

FY2025 1Q Results

	Actual	YoY
Net Sales	3,001 million yen	+44% (+913 million yen)
EBITDA	774 million yen	+119% (+421 million yen)
Operating Profit	267 million yen	+114% (+142 million yen)

EBITDA up 119% YoY

Highlights of Initiatives

Domestic ChargeSPOT

- Number of units installed in Japan exceeded 50,000
  - Installation completed at the nearest stations and venues of EXPO2025 OSAKA, KANSAI, JAPAN
  - Accelerated the installation in railway stations

Overseas ChargeSPOT

- Number of units installed in Taiwan exceeded 10,000
  - Installation in high-traffic areas including Metro Taipei
- Signed an business alliance agreement with THUN S.p.A., Benefit Corporation to facilitate the launch of ChargeSPOT in Italy
  - The two companies will collaborate and aim to start installation in June

Platform Business

- Accelerated expansion of “CheerSPOT”
  - Native application released for enhanced usability
  - Content partnerships expanded to music events, sports, K-POP, 2.5D content, etc.
- Increased installation of “mamaro”
  - Cumulative number of units installed exceeded 800

Number of units installed growing globally

Installations in Japan have led to an increasing number of cases where the business can be rolled out to peer chains overseas.
After the Taiwan franchisee became our subsidiary in FY2024 4Q,
installations in Taiwan increased by 759 units in 1Q, surpassing a total of 10,000 units.

74,900 units globally

Direct Operation　Franchising

- **Japan** 50,112 units
- **Hong Kong** 4,892 units
- **China** 4,819 units
  (partially franchising)


- **Taiwan** 10,230 units
  (consolidated from FY2024 Q4)


- **Australia** 2,138 units
  (consolidated from FY2024 Q2)


- **Thailand** 1,617 units

- **Singapore** 928 units
- **Macau** 164 units

Progress of rollout preparation

Italy

To facilitate collaboration in developing new installation sites, a formal business alliance agreement has been concluded with THUN S.p.A., Benefit Corporation, a well-known Italian company specializing in ceramics and gift products. Installation sales activities have now commenced in preparation for the service rollout in Italy

U.K.

A subsidiary was established on October 25, 2024. The subsidiary serves as a base for European operations and seeks to expand its business in the U.K.

* Number of units as of March 2025

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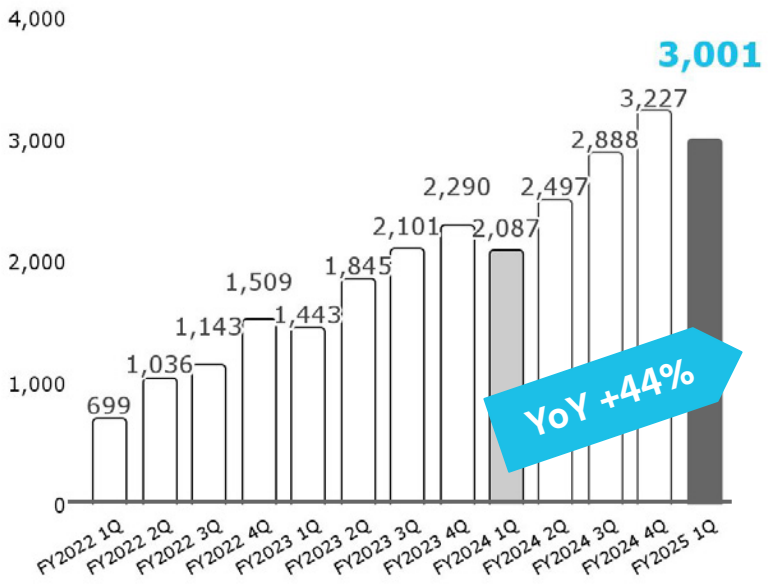
Consolidated net sales grew steadily by +44% YoY. Even without the impact of newly consolidated subsidiaries from the previous fiscal year, the growth rate still remained strong at +20% YoY.
Both EBITDA and operating profit grew over 100% YoY, with a slight increase in profit margins.

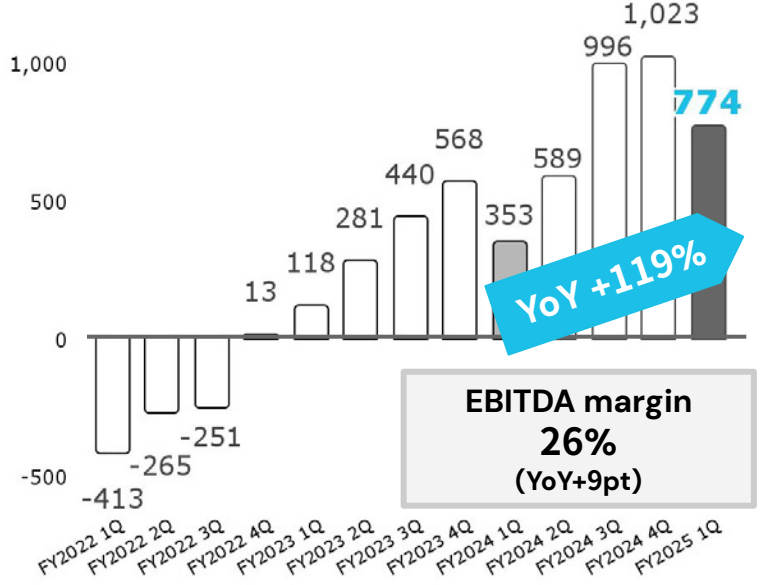
Net Sales

Unit: million yen



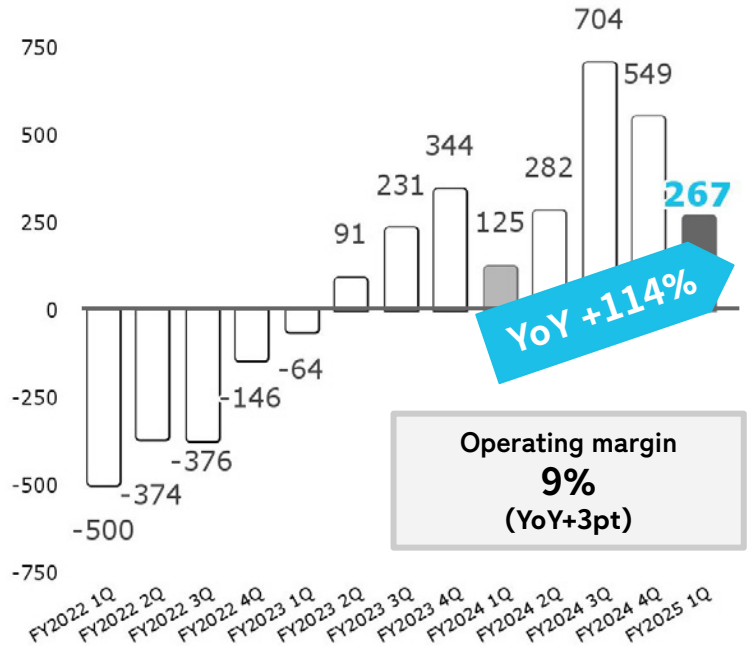
EBITDA

Unit: million yen



Operating Profit

Unit: million yen



* EBITDA = Operating profit + Depreciation + Amortization of goodwill
* Figures of FY2022 2Q and earlier were not audited or reviewed.

Despite the impact of seasonality in 1Q, progress of each line item toward the consolidated earnings forecast generally remained within the expected range.
The year-on-year decrease in ordinary profit was primarily attributable to foreign exchange gains and losses.

Unit : million yen

	Quarter				
	FY2024 1Q	FY2024 4Q	FY2025 1Q	YoY Change	Progress Rate
Net Sales	2,087	3,227	**3,001**	+44 %	19 %
EBITDA	353	1,023	**774**	+119 %	17 %
Operating Profit	125	549	**267**	+114 %	12 %
Ordinary Profit	194	694	**167**	-14 %	8 %
Profit Attributable to Owners of Parent	99	1,167	**114**	+15 %	5 %

* EBITDA = Operating profit + Depreciation + Amortization of goodwill

FY2025 1Q Financial Highlights: [Consolidated] Sales Breakdown (Quarterly)

Domestic ChargeSPOT sales grew by +26% YoY, while the most recent acquisition of new users slightly slowed down.
Overseas ChargeSPOT sales experienced a slight QoQ decline due to seasonality.
The consolidation of Trim contributed 100 million yen in sales.

Unit: million yen

		FY2024 1Q	FY2025 1Q	YoY Change	Reasons for Change
Domestic ChargeSPOT - Domestic Rental Business - Includes ChargeSPOT Pass and penalties	Net Sales	1,672	**2,113**	+ 26 %	- Increase in the number of rentals - Increase in rental unit price (due to a price revision in July 2024)
	EBITDA	351	**682**	+94 %	
Overseas ChargeSPOT - Overseas Direct Rental Business - Stand/battery sales for franchisees (FCs) - Royalty income from franchisees	Net Sales	401	**754**	+88 %	- Increase in directly operated areas through the acquisition of subsidiaries in Australia in April 2024 and Taiwan in September 2024 - Increase in number of users in Hong Kong - Reduction in number of franchisees due to the consolidation of the Taiwan franchisee as a subsidiary in September 2024 - Sales of batteries to Singapore etc. - Sales of locker-type chargers through the Australian subsidiary
	EBITDA	27	**103**	+275 %	
Platform Business - Sales of advertising space for companies - Sales of "CheerSPOT" - Sales of Trim's baby care room "mamaro"	Net Sales	14	**133**	+814 %	- Japan: Increased sales through media collaboration with mobile network operators - Hong Kong: Advertising space sales has been entrusted to XGD Digital Limited on a comprehensive basis since April 2024 - Taiwan: Increase due to the consolidation as a subsidiary - Trim Inc.: Sales of "mamaro"-related products due to the consolidation of Trim Inc. (100 million yen)
	EBITDA	14	**34**	+144 %	
Total	Net Sales	**2,087**	**3,001**	**+44 %**	
	EBITDA	**353**	**774**	**+119 %**	

※ Net sales＝Sales to external customers
※ Other corporate expenses not allocated to reportable segments amounted to 45 million yen

Appendix: FY2025 1Q Financial Highlights: [Consolidated] Sales Breakdown (Quarterly) / Former Classification

Domestic ChargeSPOT sales grew by +27% YoY, while the most recent acquisition of new users slightly slowed down.
Overseas ChargeSPOT sales experienced a slight QoQ decline due to seasonality. The consolidation of Trim contributed 100 million yen in sales.

Unit: million yen

		FY2023 1Q	FY2023 2Q	FY2023 3Q	FY2023 4Q	FY2024 1Q	FY2024 2Q	FY2024 3Q	FY2024 4Q	FY2025 1Q	YoY Change	Reasons for Change (YoY)
Domestic Sales	Rental (including penalties and subscriptions)	1,142	1,456	1,654	1,753	1,651	1,970	2,285	2,366	**2,100**	+27 %	- Increase in The number of rentals - Increase in rental unit price (due to a price revision in July 2024)
	Advertising	7	7	8	30	8	6	20	17	**21**	+137 %	- Increased sales through media collaboration with mobile network operators
	Other	12	8	12	14	20	18	15	13	**115**	+464 %	- Effect of consolidation of Trim Inc. (100 million yen)
Overseas Sales	Rental	245	267	314	339	323	376	402	741	**702**	+117 %	- Increase in directly operated areas through the acquisition of subsidiaries in Australia in April 2024 and Taiwan in September 2024 - Increase in number of users in Hong Kong
	Advertising	9	9	11	5	5	6	6	17	**9**	+70 %	- Advertising space sales in Hong Kong has been entrusted to XGD Digital Limited on a comprehensive basis since April 2024 - Increase due to consolidation of the Taiwan subsidiary
	Sales to franchisees/ royalties*1	27	95	100	144	77	72	142	49	**30**	-61 %	- Reduction in number of franchisees due to the consolidation of the Taiwan franchisee as a subsidiary in September 2024 - Sales of batteries to Singapore etc.
	Other	-	-	0	2	0	43	15	21	**21**	+3,060 %	- Sales of locker-type chargers through the Australian subsidiary
Total		**1,443**	**1,845**	**2,101**	**2,290**	**2,087**	**2,497**	**2,888**	**3,227**	**3,001**	**+44 %**	

*1 Refers to franchisees in Taiwan, Thailand, Singapore, Macau, and mainland China

The number of rentals remained steady though it was the off-season in both Australia and Taiwan.
Trim Inc. has been newly consolidated from this quarter, with the goal of driving sales growth and improving profit margins over the medium term.

Australia
Ezycharge Australasia Pty Ltd.

- A peer company in Australia. We acquired 51% of the company's shares in April 2024.
- From FY2024 2Q, we began consolidating its BS and PL.
- Market share: 90%
- Ezycharge's proprietary stand batteries were used, but replacement with ChargeSPOT units began in March 2025. As of now, 40 units are already replaced.
- We aim to complete replacement by the end of this year.

Net Sales (FY2025 1Q)	EBITDA (FY2025 1Q)	EBITDA margin (FY2025 1Q)
136 million yen	36 million yen	27 %

Number of units installed (As of March 31)	Number of monthly rentals (January to March average)	ARPR (January to March average)
2,138 units	Approx. 31,000 rentals	1,183 yen

Taiwan
ChargeSpot Digital Service Co. Ltd

- ChargeSpot Digital Service Co. Ltd. (Digital) operated as the "ChargeSPOT" franchisee in Taiwan from 2019 and became our wholly owned subsidiary in September 2024.
- BS consolidated from 3Q, PL consolidated from 4Q 2024
- Market share: approx. 60 %
- Number of units installed exceeded 10,000 units
- Earns the highest EBITDA margin in the group

Net Sales (FY2025 1Q)	EBITDA (FY2025 1Q)	EBITDA margin (FY2025 1Q)
256 million yen	125 million yen	49 %

Number of units installed (as of March 31)	Number of monthly rentals (January to March average)
10,230 units	Approx. 430,000 rentals
Number of monthly users (January to March average)	**ARPR (January to March average)**
Approx. 230,000 users	197 yen

Japan
Trim Inc.

- A company operating baby care room "mamaro"
- Made Trim a subsidiary in November 2024 and has already acquired 80% of its shares.
- PL consolidation started from this quarter
- No. 1 share of baby care room installations in Japan
- Total number of units installed exceeded 800

Net Sales (FY2025 1Q)	EBITDA (FY2025 1Q)	EBITDA margin (FY2025 1Q)
100 million yen	37 million yen	37 %

Cumulative number of units installed (as of March 31)	Total number of times used (as of March 31)
Approx. 800 units	Approx. 1.29 million times

FY2025 1Q Financial Highlights: [Consolidated] Cost Breakdown

The rate of increase in many expense items has been effectively controlled as net sales increased.
Amortization of goodwill increased due to the start of amortization of goodwill related to Trim Inc.

Unit: million yen

	FY2023 1Q	FY2023 2Q	FY2023 3Q	FY2023 4Q	FY2024 1Q	FY2024 2Q	FY2024 3Q	FY2024 4Q	FY2025 1Q	YoY Change	Reasons for Changes
Net Sales	**1,443**	**1,845**	**2,101**	**2,290**	**2,087**	**2,497**	**2,888**	**3,227**	**3,001**	**+44 %**	
Cost of Sales	**389**	**475**	**522**	**545**	**491**	**584**	**626**	**669**	**688**	**+40 %**	
Product purchase*1	66	123	136	138	89	114	152	121	129	+44 %	Stand and battery sales to Singapore increased
Commission Expenses	94	115	128	129	110	125	140	139	125	+14 %	The rate of increase was controlled due to changes such as modifying contracts with payment service providers and updating the UI to guide users towards payment methods with lower fees.
Depreciation*2	178	185	204	219	221	274	259	331	339	+53 %	Increase in number of units and batteries installed
Other cost of sales	50	50	52	58	69	69	72	76	93	+34 %	
SG&A Expenses	**1,118**	**1,278**	**1,347**	**1,400**	**1,470**	**1,629**	**1,558**	**2,008**	**2,045**	**+39 %**	
Payroll	305	349	366	384	401	457	443	472	544	+35 %	Three M&As were conducted in 2024, resulting in an increase in the total number of consolidated employees.
Subcontracting	69	98	94	128	172	131	121	221	167	-3 %	During the same period last year, outsourcing expenses related to M&A were incurred.
Installation fee	283	281	284	292	294	268	294	324	358	+22 %	Increase in the number of installations at convenience stores and railway stations
Revenue share	149	170	199	214	210	288	301	344	310	+48 %	Linked to the increase in number of installations and sales
Rounder (battery replenishment) & call center	106	127	117	121	111	135	137	135	141	+27 %	While workload is proportional to the increase in number of users, enhanced FAQs and AI chat have reduced the rate of increase in call center costs.
Advertising & marketing	24	60	67	50	49	57	41	107	50	+2 %	Continued trend of effective cost control
Amortization of goodwill and Amortization of intangible assets	-	-	-	-	-	20	19	118	145	-	Three M&As were conducted in 2024, resulting in new amortization of goodwill and amortization of intangible assets.
Other	178	190	217	209	230	263	189	208	228	-0.5 %	
Operating Profit	**-64**	**91**	**231**	**344**	**125**	**282**	**704**	**549**	**267**	**+114 %**	

*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

FY2025 1Q Financial Highlights: [Consolidated] KPI Trends (1/2)

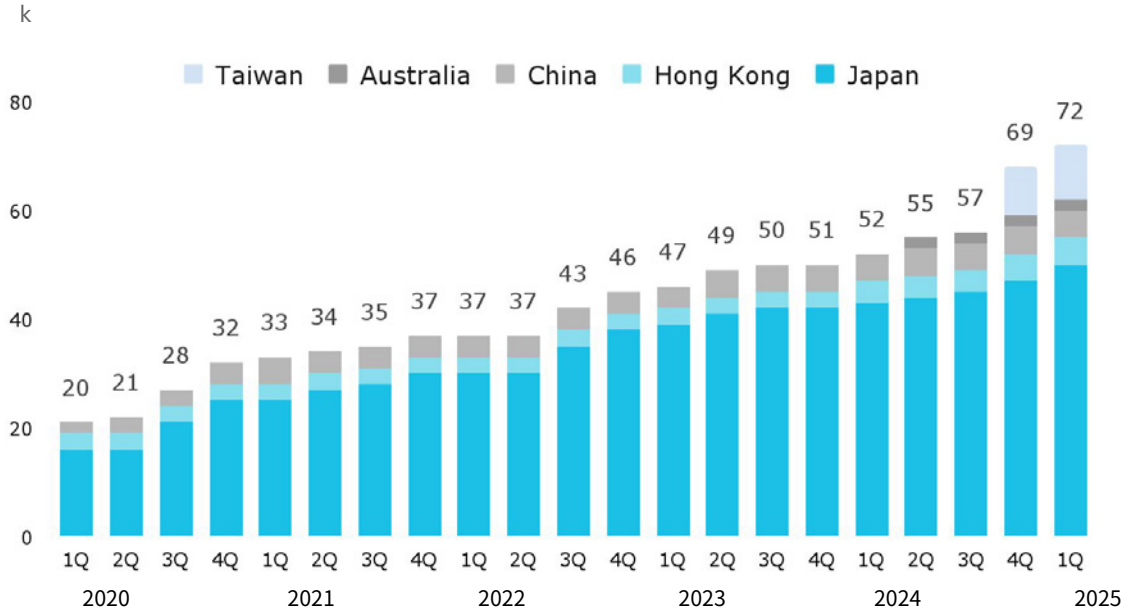
The main growth drivers of rental sales are the increase in the number of installations and the resulting expansion of MAU per unit.
Number of units installed in directly managed areas exceeded 70,000 units.

$$\text{Rental Sales} = \text{No. of units installed} \times \frac{\text{MAU (Monthly active users)}}{\text{No. of units installed}} \times \frac{\text{No. of rentals}}{\text{MAU}} \times \frac{\text{Rental sales}}{\text{No. of rentals}}$$

$$= \text{(i) No. of units installed} \times \text{(ii) MAU per unit} \times \text{(iii) Average monthly rentals per user} \times \text{(iv) Average revenue per rental (ARPR)}$$

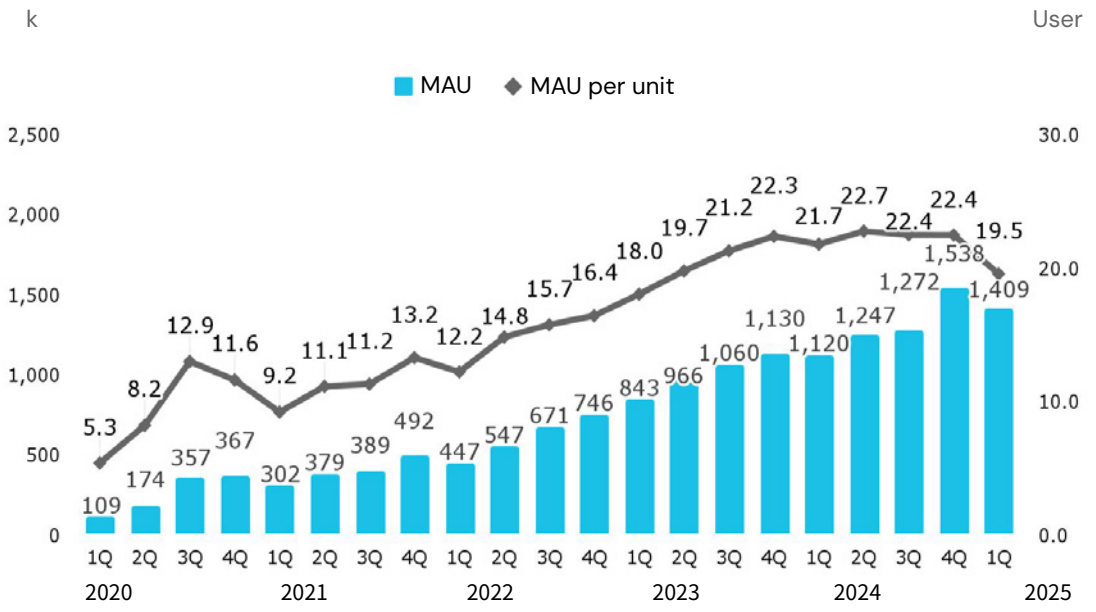
(i) No. of units installed

(As of quarter-end, direct operation area)



(ii) MAU & MAU per unit

(Quarterly average, direct operation area)



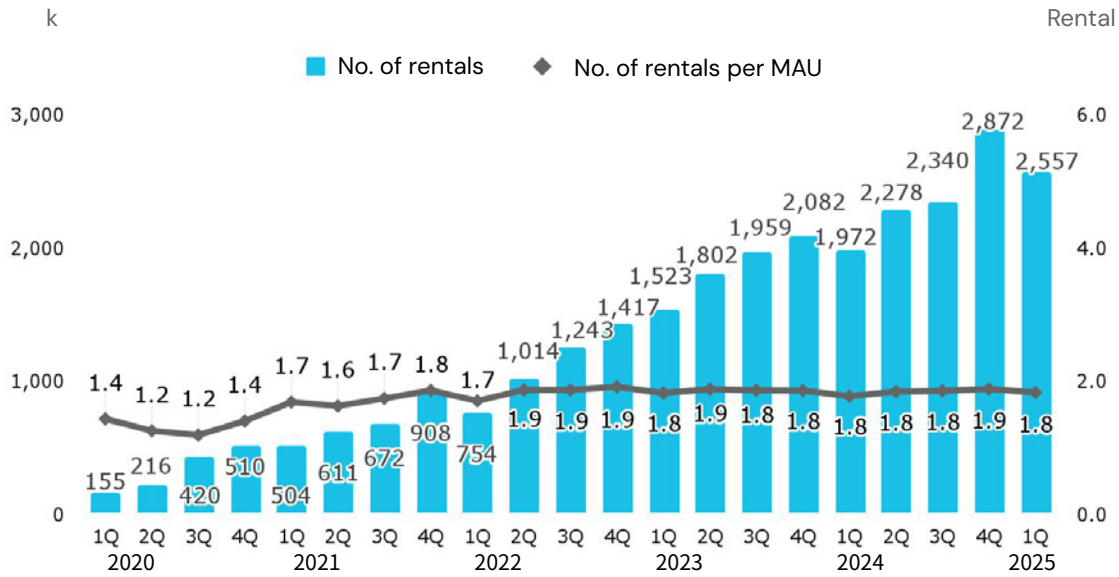
* Monthly active users: Users who use the service at least once a month; exclude data from Australia.

Number of monthly rentals and rental sales are on the rise. The average monthly rentals per user remained stable.

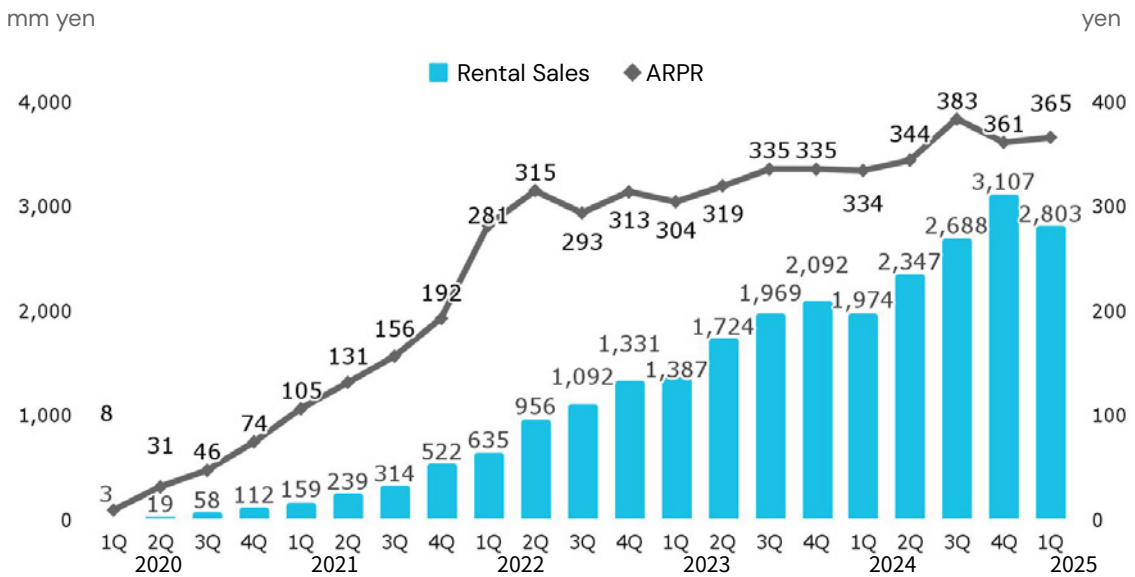
$$\text{Rental Sales} = \text{No. of units installed} \times \frac{\text{(Monthly active users) MAU}}{\text{No. of units installed}} \times \frac{\text{No. of rentals}}{\text{MAU}} \times \frac{\text{Rental sales}}{\text{No. of rentals}}$$

$$= \text{(i) No. of units installed} \times \text{(ii) MAU per unit} \times \text{(iii) Average monthly rentals per user} \times \text{(iv) Average revenue per rental (ARPR)}$$

(iii) No. of monthly rentals & average monthly rentals per user
(Quarterly average, direct operation area)



(iv) Quarterly rental sales & ARPR
(Quarterly average, direct operation area)

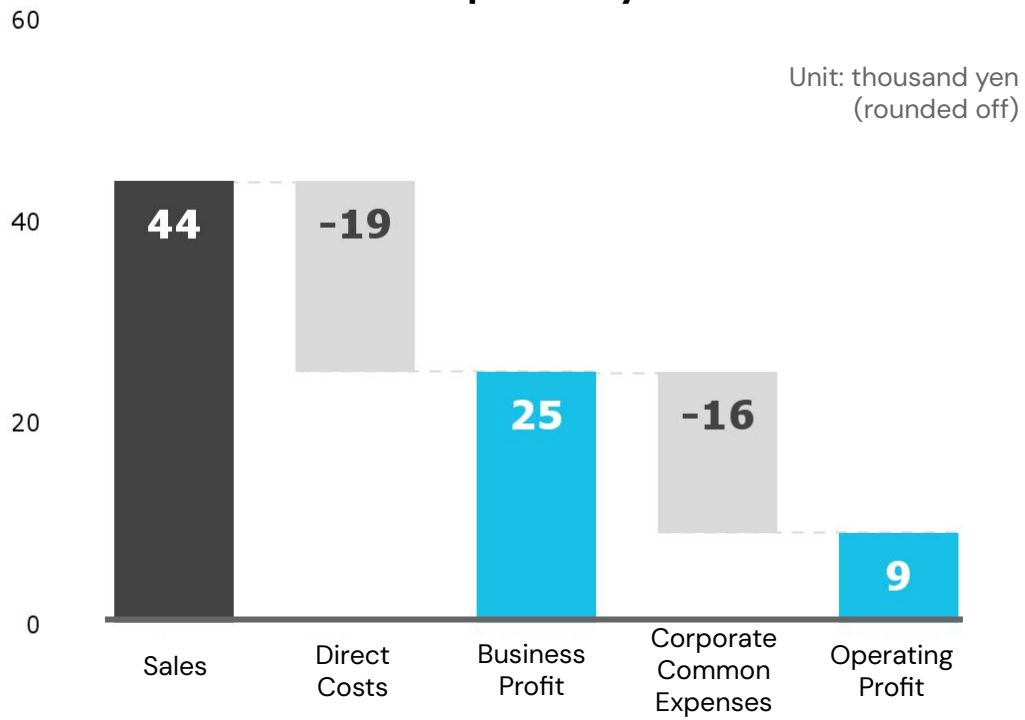


* Number of users does not include data for Australia.
* Average rental rate is calculated by adding up of fees in all directly managed areas.

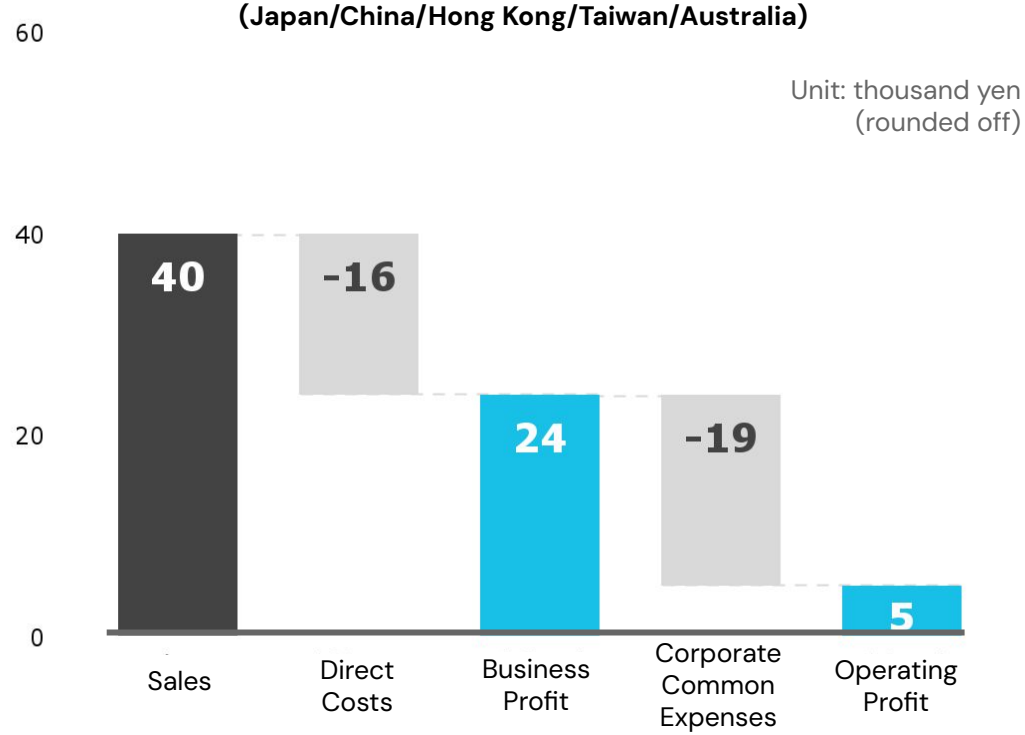
Although the number of rentals declined due to seasonality, per-unit economics remained profitable both in Japan and in direct operation area overall.
Operating profit per unit in Japan doubled YoY.

FY2025 1Q Per-Unit Economics

Japan Only



Direct Operation Area Overall
(Japan/China/Hong Kong/Taiwan/Australia)



*Sales = rental sales (subscription is included) + advertising sales

Appendix: FY2025 1Q Financial Highlights : [Non-consolidated] Per-Unit Economics Breakdown (Japan Only)

Although affected by seasonal factors, operating profit per unit doubled YoY.
To exclude the impact of the increase in subsidiaries, only figures for Japan are included in this slide from this quarter onward.

Unit: thousand yen (rounded down)

			FY2023 1Q	FY2023 2Q	FY2023 3Q	FY2023 4Q	FY2024 1Q	FY2024 2Q	FY2024 3Q	FY2024 4Q	FY2025 1Q	YoY Change	Reason for Changes (YoY)
Sales		Rental Sales	29.2	36.4	39.9	41.5	38.6	45.2	51.1	51.2	43.1	+12%	Increase in the number of users / Increase in unit rental price
		Advertising Sales	0.2	0.2	0.2	0.7	0.2	0.2	0.4	0.4	0.4	+109%	Sales through media collaboration with mobile network operators
− Direct Costs	Variable Costs	Commission Expenses (Cost of sales)	1.9	2.4	2.5	2.5	2.1	2.4	2.6	2.3	2.0	-6%	Decreased through changes such as modifying contracts with payment service providers and updating the UI to guide users towards payment methods with lower fees
		Other Variable Costs	0.2	0.2	0.2	0.2	0.1	0.2	0.2	0.2	0.2	+9%	Increase in server usage fees
		Revenue Share	3.6	3.9	4.1	4.5	4.2	4.9	5.3	5.8	4.6	+10%	Linked to the increase in the number of installations and sales
		Rounders	2.0	2.5	2.2	2.3	2.1	2.6	2.5	2.4	2.0	-3%	Varied depending on workload / Unit price decreased year-on-year
		Call Center	0.7	0.7	0.6	0.6	0.5	0.5	0.6	0.6	0.6	+18%	The number of inquiries increased due to an increase in the number of users. The inquiry rate remained steady.
		Total Variable Costs	8.4	9.6	9.7	10.1	9.1	10.6	11.2	11.3	9.4	-3%	
	Fixed Costs	Depreciation (Cost of sales)	4.3	4.3	4.7	4.5	4.7	5.3	4.7	5.6	5.2	+11%	Increase in the number of installations
		SIM Card Costs	0.7	0.7	0.7	0.6	0.7	0.7	0.6	0.6	0.7	-6%	Cancellation of unnecessary SIM cards
		Other Fixed Costs	0.4	0.4	0.4	0.4	0.6	0.5	0.5	0.3	0.5	-15%	Repair costs varied depending on the period / Shipping costs increased / Number of SMS messages sent decreased
		Installation Fee	6.4	6.4	6.3	6.3	6.3	6.4	6.5	6.4	6.7	+6%	Increase in installations at convenience stores and railway stations subject to installation fee
		Advertising & Marketing	0.5	0.4	0.4	0.5	0.5	0.4	0.4	1.2	0.6	+26%	Strengthened advertising and promotion of ChargeSPOT Pass etc.
		Sales Commission	0.1	0.2	0.2	0.2	0.1	0.1	0.0	0.1	0.1	-32%	Installations eligible for incentives varied depending on the period
		Total Fixed Costs	12.4	12.3	12.7	12.5	13.0	13.4	12.7	14.1	13.8	-6%	
− **Corporate Common Expenses**			12.5	13.3	14.0	14.3	16.5	17.1	16.0	20.7	16.1	-3%	External outsourcing expenses related to M&A were incurred in FY2024.
Operating Profit			-0.3	5.2	7.8	9.9	4.5	9.1	17.0	11.3	8.9	+101%	

* Rentals sales include those through subscription. / *The gray-shaded areas represent the cost of sales. Others represent SG&A expenses.

Appendix: FY2025 1Q Financial Highlights : [Non-consolidated] Description of Per-Unit Economics Breakdown (Japan only)

Although affected by seasonal factors, operating profit per unit doubled YoY.
To exclude the impact of the increase in subsidiaries, only figures for Japan are included in this slide from this quarter onward.

Unit: thousand yen (rounded down)

			FY2023 1Q	FY2023 2Q	FY2023 3Q	FY2023 4Q	FY2024 1Q	FY2024 2Q	FY2024 3Q	FY2024 4Q	FY2025 1Q	YoY Change	Description
Sales		Rental Sales	29.2	36.4	39.9	41.5	38.6	45.2	51.1	51.2	43.1	+12%	- Rental revenue including penalties and subscription fees
		Advertising Sales	0.2	0.2	0.2	0.7	0.2	0.2	0.4	0.4	0.4	+109%	- Advertising revenue from digital signage and app banners
− Direct costs	Variable costs	Commission Expenses (Cost of sales)	1.9	2.4	2.5	2.5	2.1	2.4	2.6	2.3	2.0	-6%	- Payment service fee - Basically, proportional to sales
		Other Variable Costs	0.2	0.2	0.2	0.2	0.1	0.2	0.2	0.2	0.2	+9%	- Mainly system usage fees such as for servers etc.
		Revenue Share	3.6	3.9	4.1	4.5	4.2	4.9	5.3	5.8	4.6	+10%	- Revenue share paid to some agencies/installation sites - Mainly proportional to rental sales
		Rounders	2.0	2.5	2.2	2.3	2.1	2.6	2.5	2.4	2.0	-3%	- Personnel fees for resolving battery distribution imbalance - Varies depending on the number of installations and operating conditions
		Call Center	0.7	0.7	0.6	0.6	0.5	0.5	0.6	0.6	0.6	+18%	- Customer support costs
		Total Variable Costs	8.4	9.6	9.7	10.1	9.1	10.6	11.2	11.3	9.4	-3%	
	Fixed costs	Depreciation (Cost of sales)	4.3	4.3	4.7	4.5	4.7	5.3	4.7	5.6	5.2	+11%	- Depreciation recorded over 3 years for batteries and 5 years for stands. - Maintenance/replacement performed as necessary regardless of the depreciation period, and no simultaneous replacement after 3/5 years is anticipated.
		SIM Card Costs	0.7	0.7	0.7	0.6	0.7	0.7	0.6	0.6	0.7	-6%	- SIM card used in the battery stand - Incurred in connection with installation
		Other Fixed Costs	0.4	0.4	0.4	0.4	0.6	0.5	0.5	0.3	0.5	-15%	- Delivery costs for stands and batteries - SMS transmission costs
		Installation Fee	6.4	6.4	6.3	6.3	6.3	6.4	6.5	6.4	6.7	+6%	- Fees paid monthly to the installation locations (mainly convenience stores and train stations) regardless of the number of rentals
		Advertising & Marketing	0.5	0.4	0.4	0.5	0.5	0.4	0.4	1.2	0.6	+26%	- Campaign and advertising expenses for expanding the number of ChargeSPOT users and rentals
		Sales Commission	0.1	0.2	0.2	0.2	0.1	0.1	0.0	0.1	0.1	-32%	- Incentives for agents/installation sites - Varies depending on the number of incentive-eligible installations
		Total Fixed Costs	12.4	12.3	12.7	12.5	13.0	13.4	12.7	14.1	13.8	-6%	
−	**Corporate Common Expenses**		12.5	13.3	14.0	14.3	16.5	17.1	16.0	20.7	16.1	-3%	- Expenses other than direct costs such as personnel expenses
=	**Operating Profit**		-0.3	5.2	7.8	9.9	4.5	9.1	17.0	11.3	8.9	+101%	

* Rentals sales include those through subscription. / *The gray-shaded areas represent the cost of sales. Others represent SG&A expenses.

In connection with the acquisition of the Taiwan subsidiary, a long-term loan was obtained and accounts payables decreased due to the payment of the acquisition consideration.
Cash and deposits increased due to free cash flow.

Unit: million yen

	FY2024 4Q End	FY2025 1Q End	Change	Main reasons
Current Assets	10,526	11,324	+797	- Impact of the increase in free cash flow, including cash inflows from operating activities - Increase due to borrowings for purchase of operating assets
Cash and deposits	9,165	10,280	+1,114	- Impact of the increase in free cash flow, including cash inflows from operating activities, as well as borrowings
Non-current Assets	8,425	8,085	-339	- The following impacts related to goodwill and intangible assets from the acquisitions of Ezycharge/ChargeSpot Digital/Trim - Reduction due to amortization of goodwill and intangible assets - Foreign currency translation impact on goodwill and intangible assets from the acquisitions of overseas subsidiaries
Goodwill	2,839	2,626	-213	- The following impacts related to goodwill from the acquisitions of Ezycharge/ChargeSpot Digital/Trim - Reduction due to amortization of goodwill - Foreign currency translation impact on goodwill from the acquisitions of overseas subsidiaries
Total Assets	18,951	19,409	+458	
Current Liabilities	10,663	8,817	-1,845	- 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	5,181	+2,283	- 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	5,410	+19	- Impact of net income during the period
Total Liabilities & Net Assets	18,951	19,409	+458	

FY2025 1Q Financial Highlights : [Consolidated] Cash Flow Statement

Operating cash flow increased due to steady growth in business activities.
Investing cash flow was affected by the settlement of 626 million yen in accounts payable related to the acquisition in Taiwan.

Unit : million yen

	FY2024 1Q	FY2024 2Q	FY2024 3Q	FY2024 4Q	FY2025 1Q	YoY Change (Amount)	YoY Change (Percentage)
Cash flow from operating activities	**518**	**885**	**1,106**	**1,427**	**1,099**	**+580**	**+112 %**
Profit (loss) before income tax	108	335	457	684	157	+49	+45 %
Depreciation	228	286	296	399	408	+180	+79 %
Goodwill amortization	0	14	1	75	98	+98	-
Increase in contract liabilities	196	274	223	256	283	+86	+44 %
Cash flow from investing activities	**-297**	**-598**	**-2,505**	**-1,271**	**-977**	**-679**	**+228 %**
Acquisition of tangible fixed assets	-269	-359	-468	-537	-337	-68	+26 %
Cash flow from financing activities	**639**	**471**	**3,155**	**868**	**1,165**	**+526**	**+82 %**
Net Increase/Decrease in Borrowings	463	498	3,122	744	1,091	+628	+135 %
Sale and Leaseback	358	320	364	457	362	+4	+1 %
Repayment of Lease Liabilities	-288	-356	-341	-335	-361	-73	+25 %
Increase/Decrease in Cash and Cash Equivalents	**970**	**902**	**1,492**	**1,269**	**1,117**	**+146**	**+15 %**
Adjusted Free Cash Flow※	**220**	**696**	**581**	**952**	**757**	**+536**	**+243 %**

※ 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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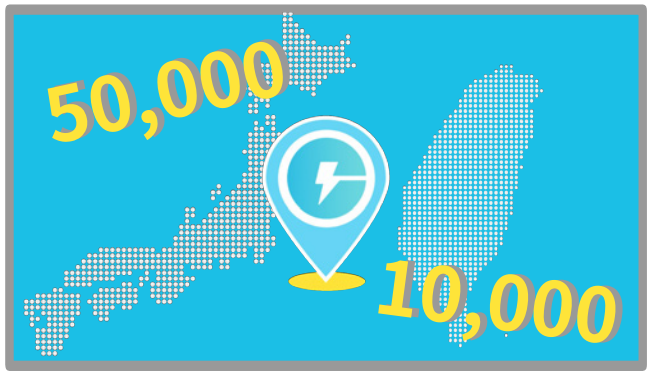
INFORICH

New installation/ Expanded installation

Provided by Expo 2025 Osaka, Kansai, Japan

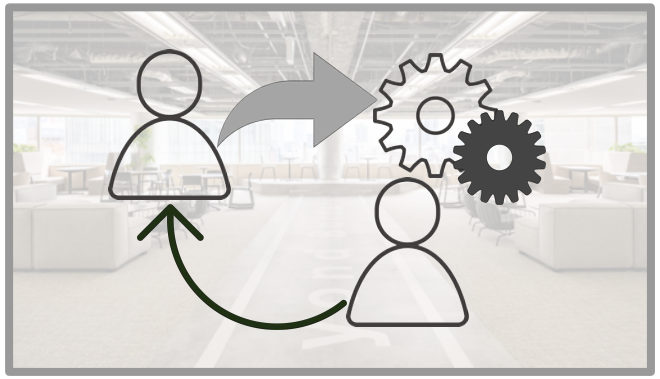
Installation at Expo 2025 Osaka, Kansai, Japan



Number of ChargeSPOT installed surpasses 50,000 in Japan and 10,000 in Taiwan

CheerSPOT: Newly added content

“mamaro” surpasses 800 units installed



Organizational Change

Installation is progressing in railways, major gyms, tourist attractions, and theme parks, with a total of 2,843 units installed in 1Q through new and expanded installations. We are also expanding installations for existing accounts, thereby minimizing opportunity losses.

New installations / Expanded installations Achievements (Excerpt)

chocoZAP

Chubu University

Expansion

Osaka Metro

Snow Park Yeti

Amusement Park GrinPa

Expansion

PREMIUM OUTLETS

Installed in the snow park during the winter season
and relocated to the amusement park during the off-seasons.

As a PR Silver Partner for Expo 2025 Osaka, Kansai, we have been cooperating in public relations, and have installed ChargeSPOT within the Expo venue to meet battery charging demand on-site.

Installation status inside and around the Expo site

Two battery stands (with 40 slots) have been installed in each of the EXPO 2025 Stores for Global Wi-fi Mobile Battery Rental and Sale (operated by Vision Inc.) located at the East Gate Plaza and the West Gate Plaza.
The 40-slot model has already been installed at the nearest Yumeshima station.

Battery charging demand at the Expo site

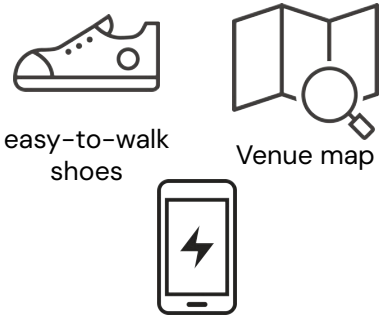
Expo's system

Fully cashless payment

"Super Smart Venue" pioneering the future with advanced digital technology

Digital tickets

Expo essentials
(featured in the media)



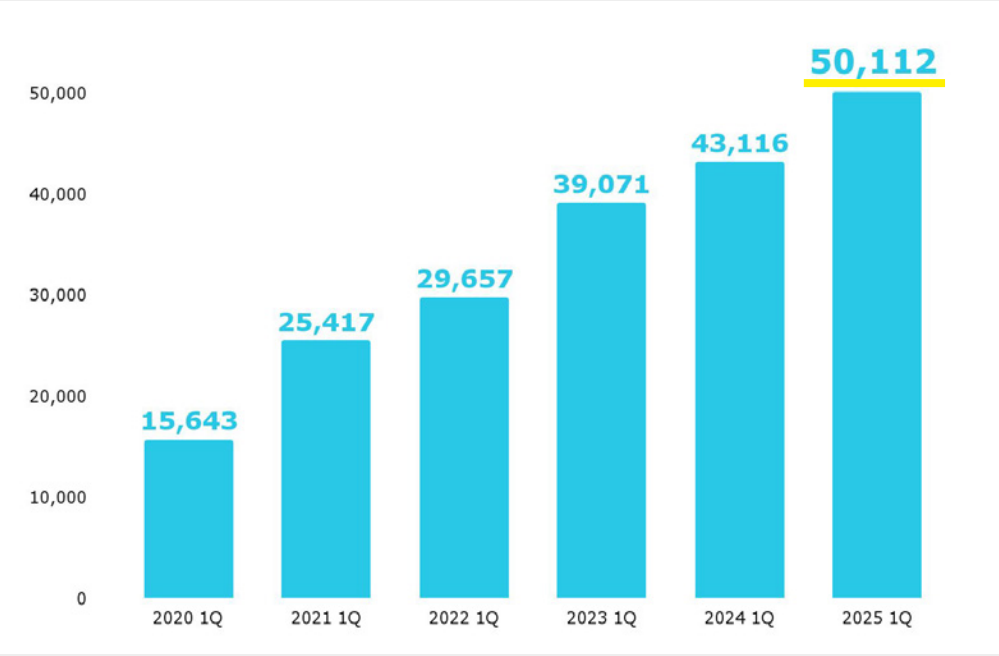
Expo 2025 Osaka, Kansai, Japan has adopted electronic tickets and a fully cashless system, making smartphones essential for entry, shopping, and dining at the venue. Many media outlets have highlighted the importance of mobile batteries, which indicates high demand. We will be working to add more within the venue in the near future.

FY2025 1Q Topics: ChargeSPOT surpasses 50,000 units installed in Japan and 10,000 units installed in Taiwan

Installations in Japan have exceeded 50,000 units.
Installation is also accelerating in Taiwan, with over 10,000 units installed.
ChargeSPOT is also installed in Metro Taipei, contributing to improved convenience in Taiwan.

Development of number of units installed in Japan

Installations in Japan have exceeded 50,000 units.
In addition to new large-scale installations, installation has been expanded to existing locations. Installation in privately owned stores has also accelerated.



Number of units installed in Taiwan

10,230 units installed
(2025 1Q end)

Installation Cases

- FamilyMart
- Sushiro
- Kurasushi
- Watsons (drugstore chain)
- PXmart (supermarket chain)
- Chun Shui Tang

Installation is progressing at major Taiwanese and Japanese chain stores. Horizontal expansion from installations in Japan is also being implemented.

台北捷運

The quality of our service has been recognized, and the contract with Taipei Metro was renewed until 2028.
We are the only mobile battery sharing service available in all metro systems in Taiwan.

The content participating in CheerSPOT is expanding to not only artists, but also movies, sporting events. Awareness is gradually increasing, such as being featured in fan communities prior to live events.

Examples of newly added content (excerpt)

Movies

New Gods: Yang Jian

Artists

Hearts2Hearts

Events

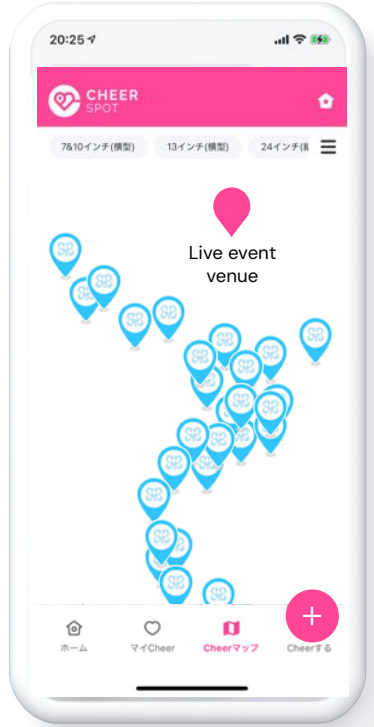
@JAM PARTY Vol.106

Examples of CheerSPOT being featured prior to an artist's live performance

A fan posts the “Cheer” messages on social media.

The fanbase account for communicating with fans announces the “Cheer” project."

Signages near the live venue are filled with “Cheer” messages for the artist.



The baby care room "mamaro," developed and operated by Trim, has surpassed 800 units installed. Since its service launch in 2017, the cumulative number of uses has reached 1,295,000 times with the number of users growing steadily.

More than 800 units installed

Space

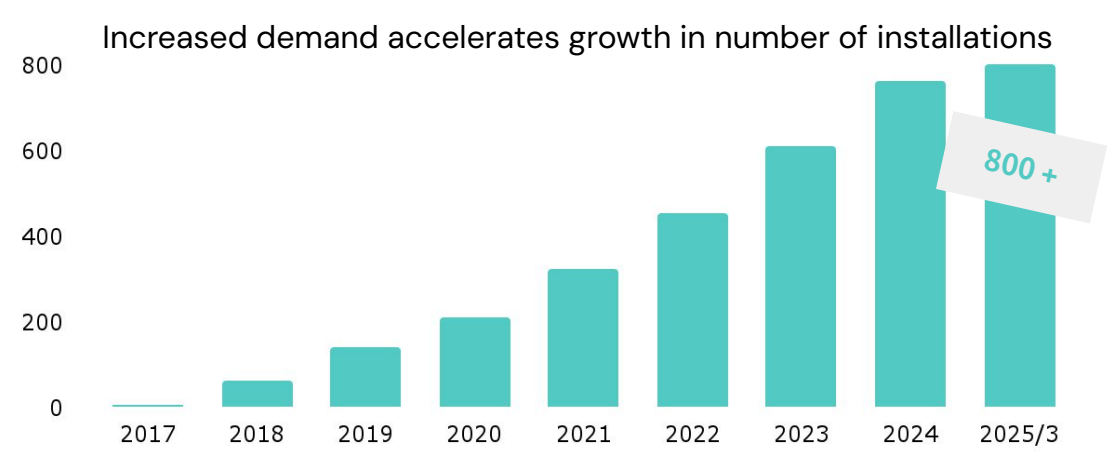
"Mamaro" can be installed in a space of 1 tatami mat (about 1.8 meters by 0.9 meters) with a 100V outlet. No construction is required as it can simply be placed on the floor, and relocation is also possible.

Privacy

A private room with a lock, a rare feature in traditional nursing rooms. Available for use by men as well. Also useful during disasters.

Comfort

Completely private rooms that can be used without worrying about those around you. Equipped with power outlets.



Facilities where “mamaro” has been introduced (partial list)

- Commercial facilities Approx. 250
- Local government Approx. 170
- Leisure facilities Approx. 130

SOTETSU (ときめきと やすらぎをつなぐ)

三井ショッピングパーク LAZONA kawasaki plaza

SEA PARADISE YOKOHAMA HAKKEIJIMA

Effective April 1, the organizational structure is changed to accelerate global expansion.
Mr. Tomomichi Amano has been newly appointed as an independent director.

Comparison of old and new organizations and Objectives of changes

Old organization	New organization	Objectives
CEO (Akiyama) oversees both Japan and overseas operations	Group CEO (Akiyama) oversees the entire group with a focus on overseas, while Japan CEO (Hashimoto) focuses on the Japan market	• The representative director can allocate resources to the overall business operation of the group • Further strengthening of business in Japan
Six executive officers supervise operations mainly in Japan, except for the director in charge of overseas business	11 executive officers, many of whom oversee the entire group	• Organizational structure capable of handling service expansion and increase in number of employees • Strengthening of collaboration among group companies
ChargeSPOT and MEDIA businesses operate under the same division	Divided into ChargeSPOT Division and MEDIA Division, and officers in charge are assigned to each division	• Strengthening of MEDIA business (sales of advertising space to corporations and “CheerSPOT”)
Three independent directors	Four independent directors	• Bring in experts on the dissemination process of new products and services to enhance understanding of consumer behavior

New Independent Director: Tomomichi Amano

Mr. Tomomichi Amano was newly appointed as an independent director at the 10th Annual General Meeting of Shareholders held on March 28, 2025. Since then, he has been providing advice on INFORICH’s management from his academic perspective.

Profile

After graduating from Harvard University, he received an M.A. in Economics and PhD in Business Administration from Stanford University. After teaching as an Assistant Professor at Columbia Business School, he has been an Assistant Professor at Harvard Business School since 2019.

He is a Faculty Associate in the Program on US-Japan Relations Weatherhead Center for International Affairs, Harvard University. He is engaged in empirical research on the mechanisms of dissemination and consumer acceptance of innovations and their applications.

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

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INFORICH

Appendix: Company Profile

Company name	INFORICH INC.
Head office address	5-52-2 Jingumae, 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: 102,377,590 yen (as of March 31, 2025)
Number of employees	Non-consolidated:133, Consolidated: 335 (including 43 temporary employees, as of March 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.

Representative Director, President & Group CEO

Hironobu Akiyama (Stephen Chan)

Born in Hong Kong and raised in Japan, he was active as a trilingual artist at Universal Music in 2007. In 2012, he relocated to Hong Kong, where he served as an advisor to the Hong Kong representative office of Fukuoka Prefecture. Additionally, he held the position of the head of the overseas business office during the establishment of IGNIS Co., Ltd., which successfully listed on Mothers section of the TSE in 2014. In 2015, he founded INFORICH Co., Ltd. and is currently dedicated to the global development of ChargeSPOT.

Director & Japan COO

Tomonori Takahashi

As a system engineer and project manager at LUXIAR Co., Ltd., he developed a workflow management system. In 2012, he joined Velocity Co., Ltd., an e-commerce platform specializing in smartphone accessories. Subsequently, he co-founded FOTOfwd, which has since been acquired by the PicSPOT business of INFORICH, and he continues to be involved to the present day.

Director & Japan CEO

Yuki Hashimoto

A Certified Public Accountant from Japan, he started his career at Deloitte Touche Tohmatsu LLC, providing statutory audit, J SOX, and IPO preparation support to a variety of industries, such as retail, restaurants, advertising, and IT startups. After taking charge of book closing, timely disclosure, subsidiaries and investment control at a listed company, he joined the FinTech subsidiary of Mercari Co., Ltd., Merpay. In his role, he was responsible for business planning, budget management, and developing management accounting. He joined INFORICH in December 2019 to oversee the domestic corporate division.

Executive Officer Group CFO

Yusuke Watanabe

Previously led cross-border M&A for financial institutions at J.P. Morgan Securities, following an early career at Bank of Tokyo-Mitsubishi. Also held M&A roles at Morgan Stanley, and later oversaw Japan operations at two major U.S. integrated resort operators. Served as Executive Officer at design firm nendo, and as CFO at generative AI startup ZEALS, where he led corporate functions and U.S. expansion. Joined the company in April 2025. MBA from the Wharton School, University of Pennsylvania.

Independent Director

Eriko Suzuki

Investor and ESG consultant in sustainability, well-being, and Web3 fields, she has participated in founding Japan's first ESG focused venture capital, MPower Partners, as a managing director, and has led several other VCs. She has engaged in global M&A and IPO operations in the investment banking division of Morgan Stanley. Furthermore, she launched a Japanese subsidiary of an American drone venture and became the Japan representative. She is also the author of the book “From Now On, the Way We Live Will Become the Way We Work” (April 2018, Yamato Shobo), and the translator of the book “Mission Economy: The Time Has Come to Create a 'New Capitalism' with the Country and the Company” (December 2021, NewsPicks Publishing). Additionally, she is a mother of two children.

Independent Director

Koichi Tsunoda

After graduating from UC Berkeley, he engaged in M&A execution and fundraising advisory work at a foreign investment bank. Subsequently, he joined an education-related startup as CFO. In 2017, he was appointed CFO of Yappli, Inc. After taking office as director in 2018, he served as special officer of the company through the end of 2023. Since 2022, he has held the position of Outside Director of C Channel Co., Ltd. and INFORICH INC.

Independent Director

Kenichi Hoshi

He joined JUKI CORPORATION in 1989.
After serving as President of MISUMI (THAILAND) CO., LTD. since 2005, he joined Amazon Japan G.K.’s management team in 2008 and was responsible for their retail, marketplace and B2B Divisions.
He became COO of Oisix ra daichi Inc. and External Director of POP SICLE inc. in 2020, External Director of Medley, Inc. in 2021, and a part-time lecturer at Tokai University in 2023.
Currently, he serves as External Director of AI inside Inc., SocialGood Inc., and GROOVE Inc., President of kenhoshi & Company, and Advisory Board Member for Shizuoka Prefecture.
He was appointed External Director of INFORICH in March 2024.

Independent Director

Tomomichi Amano

Graduated from Harvard University, and earned a Master’s in Economics and Ph.D. in Business Administration from Stanford University. After serving as Assistant Professor at Columbia Business School, he joined Harvard Business School in 2019. Also a Faculty Associate at Harvard’s Weatherhead Center for U.S.-Japan Relations, his research focuses on the empirical study of how innovations spread and are accepted by consumers, as well as its practical applications.

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，连接全求。

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.

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INFORICH

CHARGE
SPOT

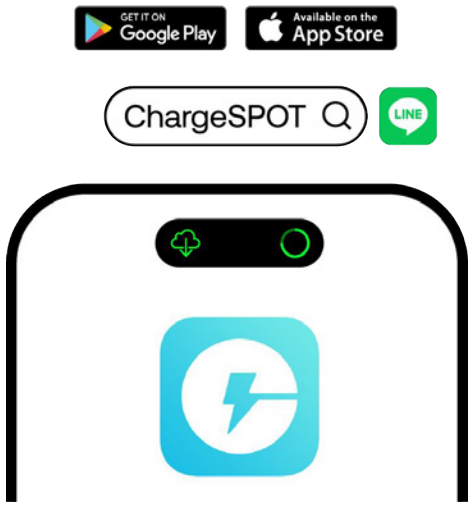
Japan's first digital signage equipped mobile battery sharing service ChargeSPOT is the gateway to overall location services

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, and Macao.
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.

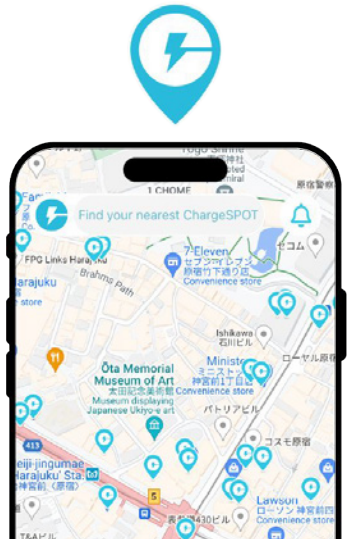
CHARGE SPOT



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

Remove battery.

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

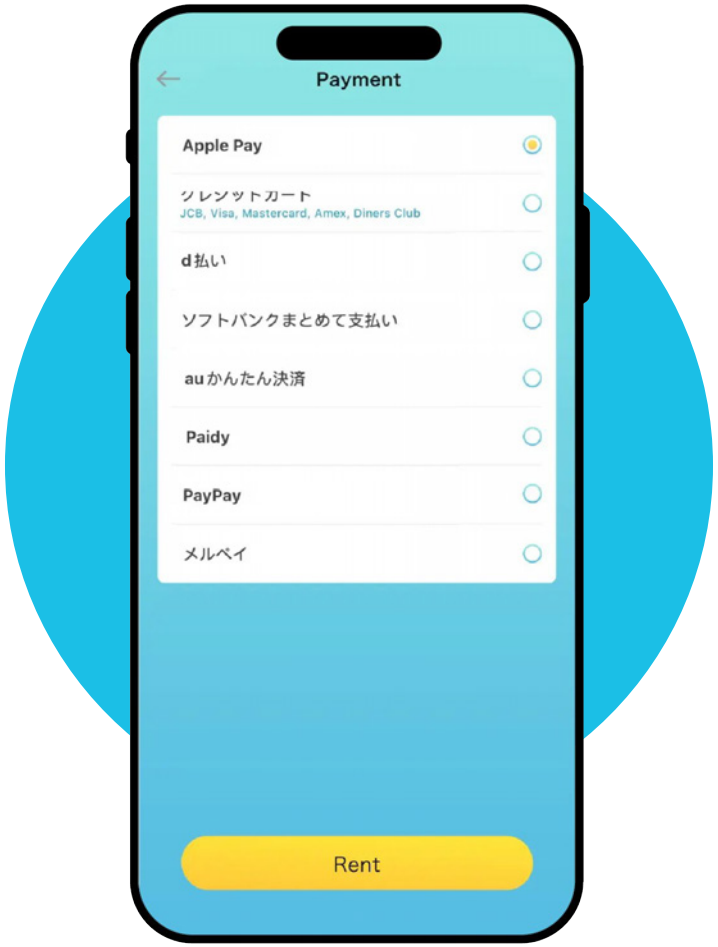
Payment methods available in Japan

- 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
- T 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.

CHARGE SPOT

50,112 stations in Japan at retailers, transport facilities, carriers, 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, Tsukuba Express, Shinjuku Expressway Bus Terminal (Busta Shinjuku), Minatomirai Line, Okinawa Urban Monorail, Yokohama Municipal Transportation Bureau, Keio Electric Railway, Keisei Electric Railway, Keihin Kyuko Electric Railway, Kintetsu Railway, Kintetsu Retailing, Saitama Railway, Hankyu Railway, West Nippon Railway, Sanyo Electric Railway, Seibu Railway, Chiba Urban Monorail, Osaka Monorail, Toei Subway, Tokyu Electric Railway, Tokyo Metro, Tobu Railway, Nankai Electric Railway, Fukuoka City Subway, Hokuso Railway, Transportation Bureau City of Nagoya, Nagoya Railway
Airports	Sapporo Okadama Airport, Sendai Airport, Yamagata Airport, Shonai Airport, Narita International Airport, Tokyo International Airport (Haneda Airport), Hachijojima 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
Stadiums and arenas	ES CON FIELD HOKKAIDO, Rakuten Mobile Park Miyagi, Tokyo Dome, Meiji Jingu Stadium, Yokohama Stadium, ZOZO Marine Stadium, Belluna Dome, Vantelin Dome Nagoya, GLION ARENA KOBE, MIZUHO PayPay Dome FUKUOKA
Theme parks and cultural/educational facilities	Anpanman Children's Museum, KidZania, Sanrio Puroland, SMALL WORLDS, Nagashima Resort, Huis Ten Bosch, Hamamatsu Flower Park, Yomiuriland, Laguna Ten Bosch, Legoland, Asahiyama Zoo, Shuri Castle, Shin-Yokohama Ramen Museum, Kawasaki Racecourse, Sagamiko Pleasure Forest, Tokyo Summerland, Tokyo National Museum, Fuji-Q Highland
Entertainment and performance facilities	109 Cinemas, CLUB CITTA, kino Cinema, RED° TOKYO TOWER, Zepp, aprecio, IMMERSIVE FORT, Yeti (snow park), Nesta Resort Kobe, Round 1, Yokohama Arena, Hoshino Resorts Nekoma Mountain
Commercial, office, and convention facilities	&LOVINA、A-FACTORY, DAIMARU, LA CITTADELLA, MIYASHITA PARK, PARCO, SHIBUYA 109, Tekute Sendai, AOMORI SHUNMI-KAN, ATRE, Aeon Mall, S-PAL Sendai, Queen's Square Yokohama, Osaka International Convention Center (Grand Cube Osaka), Grand Green Osaka, Grand Front Osaka, Plaza Kobe, Premium Outlets, Marui, LOVINA, Laforet Harajuku, LUMINE, Yokohama Red Brick Warehouse, Marunouchi Building, Hirosaki Station Building, APPLIESE, Takashimaya, Hankyu Hanshin Department Stores, Hankyu Hanshin Properties Corp., Mitsui Outlet Park, Isetan Mitsukoshi, Shibuya Scramble Square, Shin-Marunouchi Building, Shinjuku Alta, Shin-Shizuoka Cenova, Aomori Station Building, Shizuoka Station Building Parché, Izumi Park Town Tapio, Department Store Fujisaki, Omotesando Hills, Fukuoka Tower, FukuokaDaimyo Garden City, Makuhari Messe, Roppongi Hills

The number of stations is as of March 2025. This is a partial list with abbreviations and in no particular order.
*Includes some installation locations but does not cover all sites.

CHARGE SPOT

50,112 stations in Japan at retailers, transport facilities, carriers, municipalities, and other locations essential to daily life

Karaoke	JOYSOUND, Karaoke BanBan, Karaoke Croquette Club, Karaoke no Tetsujin, Karaoke Rainbow, Karaoke Utaya, Karaoke Kan, Côte D'azur, Big Echo, Uta Hiroba
Electronics and appliance stores	EDION, Kojima, Bic Camera, Best Denki, Yamada Denki, Yodobashi Camera
Carrier stores	au, Docomo, SoftBank, UQ Mobile, Y!mobile, Rakuten Mobile
Drugstores	Amano Drug, Welcia, Create SD, Kokumin Drug, Sugi Pharmacy, Tsuruha Drug, Drug-Eleven, Drug Seims
Retailers	ROPE' PICNIC, TSUTAYA, WEGO, Thank You Mart, Right-on, Maruzen Junkudo Bookstores, Hankyu Style Labels, Terakoya, Fujiya, BUNKYODO
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
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
Hotels	JR East Hotel Mets, APA Hotel, Sheraton Grande Tokyo Bay, Super Hotel, Dormy Inn, Hotel New Otani, Hotel Metropolitan, Hotel Livemax, Hoshino Resorts 1955 Tokyo Bay, Toyoko Inn, Tokyu Stay
Financial institutions	Mizuho Bank, Resona Bank, Sumitomo Mitsui Banking Corporation, Post Office
Universities and educational facilities	Hokusei Gakuen UNiversity, Hokkaido Bunkyo University, Health Sciences University of Hokkaido, Himeji Dakkyo University, Nippon Sport Science University, Nara Medical University, Tohoku Fukushi University, Chubu University, Sendai University, Kanagawa University, Hannan University, Katayanagi Institute, Okinawa Christian University
Municipal facilities	Yamanashi Prefecture, Shibuya City, Toshima City, Atami City, Kobe City, Fukuoka City

The number of stations is as of March 2025. This is a partial list with abbreviations and in no particular order.
*Includes some installation locations but does not cover all sites.

Appendix：ChargeSPOT Device Lineup | Modeling in Line with Available Space

	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

Appendix：Battery Stand Lineup | Modeling in Line with Available Installation Space

				
	Ticket machine model	**Vending machine model (front)**	**Vending machine model (side)**	**Outdoor model**
Number of battery slots	20	10	20	40
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
Weight	Approx. 20kg	Approx. 5.3kg	Approx. 23kg	Approx. 280kg
Power consumption	58～320w	9～23w	10～100w	58～820w
Signage Screen	No	Yes	No	Yes
Features	Utilize space after the removal of station ticket machines	Attached to the front of vending machines	Attached next to 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

Appendix：Rental Battery Detail

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 Type-C *1 | 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 earphone | E-cigarette | Portable fan

Pocket WiFi | Portable game console

*1 USB Type-C is a registered trademark of the USB Implementers Forum.
*2 Lightning is a trademark of Apple Inc.
*Other than the above, company and product names mentioned are trademarks or registered trademarks of their respective companies.

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 upon disaster

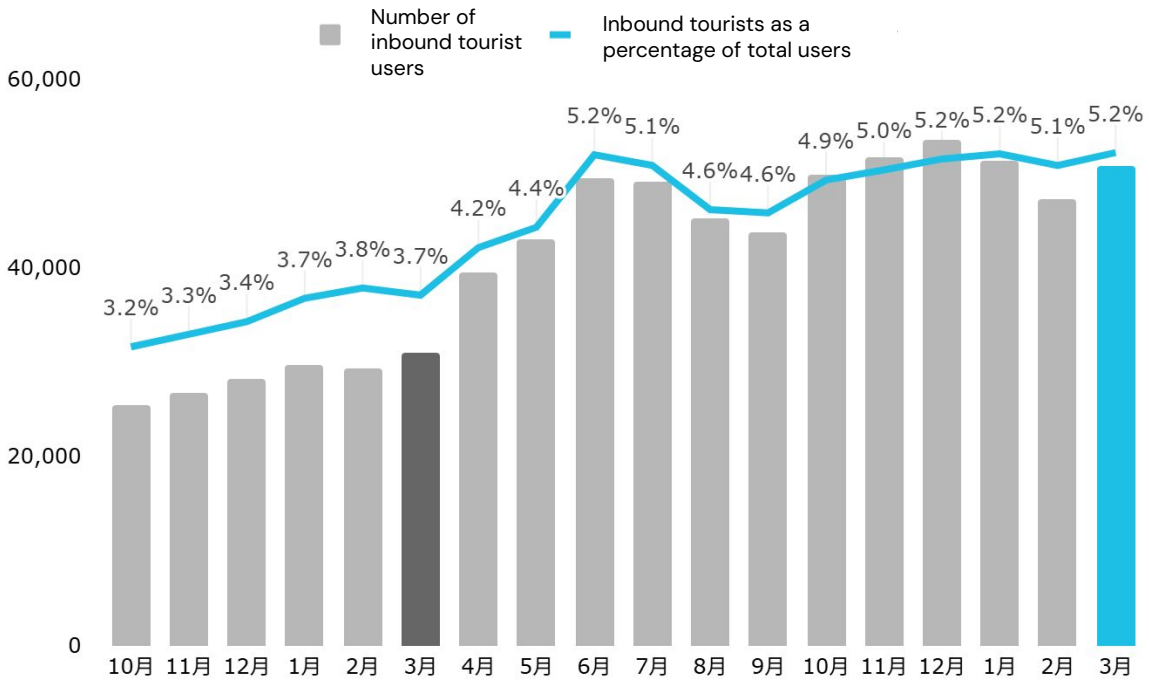
- Typhoons
- Wide-area blackouts
- Earthquakes

Disaster prevention agreement partners

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

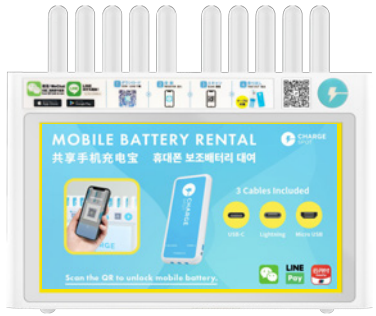
As of March 2025, approximately 5% of monthly users* are estimated to be inbound tourists, increasing year on year. To better serve these users, multilingual guidance is displayed on the digital signage. Additionally, supplementary POP materials are posted on select stands to promote usage among tourists.

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 proportion of inbound tourists among users has increased by 1.5% pt year-on-year and recently remained at around 5%.

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.

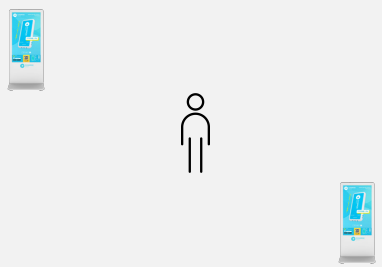
The "awareness -> use -> habituation" process in the battery sharing business has a flywheel effect, expected to bring sustainable business growth.

01 | Initial period

Service "just happened to be there."
Service usage is not repetitive/habitual.

Latent demand
Apparent Demand
Other Revenue

Stand density

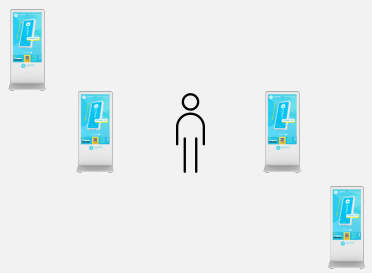


02 | Growth period

The battery stand itself advertises. “Being able return even after moving" gradually stimulates demand.

Latent demand
Apparent Demand
Other Revenue

Stand density

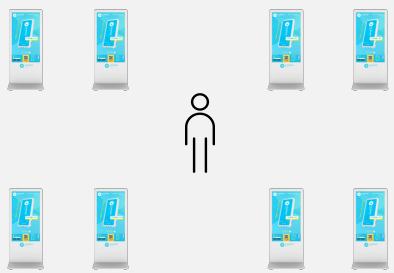


03 | Traction period

Awareness grows, demand becomes repetitive/habitual with "more installation = more convenience”.

Latent demand
Apparent Demand
Other Revenue

Stand density

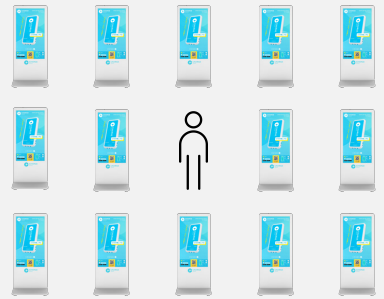


04 | Synergy period

Becomes a social infrastructure
Increased media value
New business partners

Latent demand
Apparent Demand
Other Revenue

Stand density



* 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.

Purpose of establishing installation protocol

Profitability

Increase profitability by installing in locations with a high potential for frequent rental.

Enhanced recognition

Increase user awareness by concentrating installation areas.

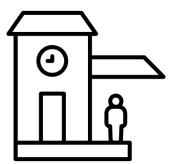
Cost reductions

Reduce maintenance costs by concentrating installation areas.

Specific screening criteria

No reputational risks

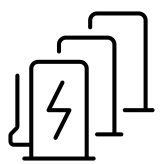
Area priority



Around the stations with a large flow of people

Easy to access

Operates on weekends



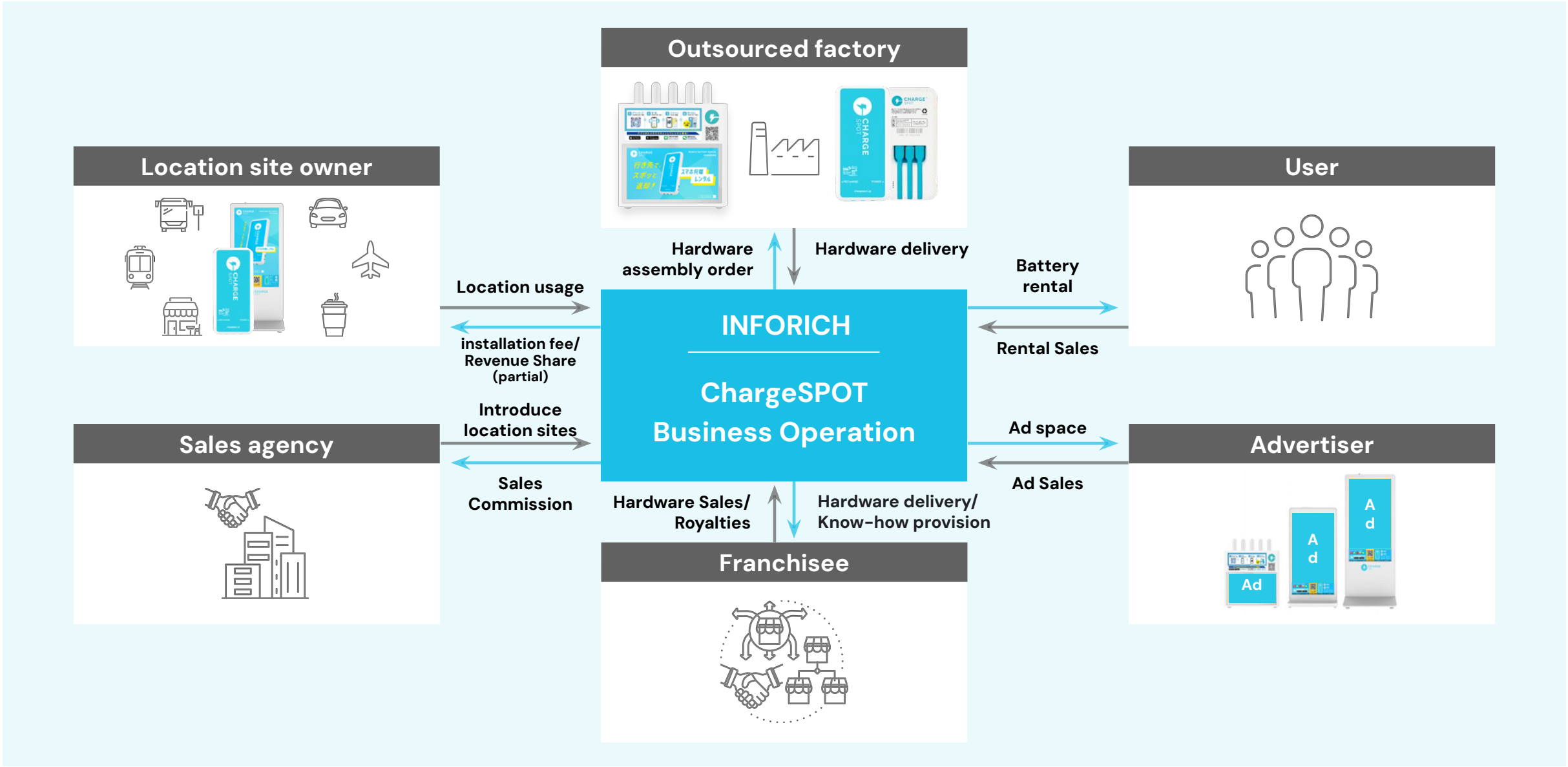
Presence of existing stands operating nearby

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 2025/3	Payback period 2025/3
Battery			-	3 years	-	18 days
Battery Stand	LL40		40	5 years	0.4 %	28 days
	LL20-J		20		8 %	190 days
	M10		10		4 %	365 days
	S10 S10-A		10		17 % 34 %	109 days 78 days
	S5		5		36 %	108 days

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

Appendix : Earnings structure of existing businesses



The external environment where demand for mobile battery sharing services increases is driving service expansion

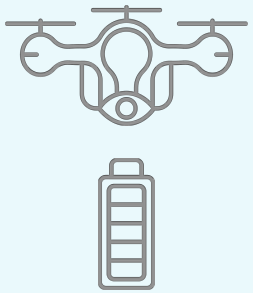
Society

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

Economy

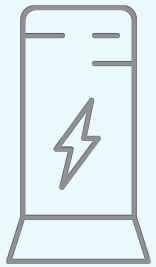
- Rising mobile phone prices
- Declining wages especially for younger generations
- Discontinuation of smartphone subsidies leading to reduced replacement frequency
- Increasing mobile battery prices

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

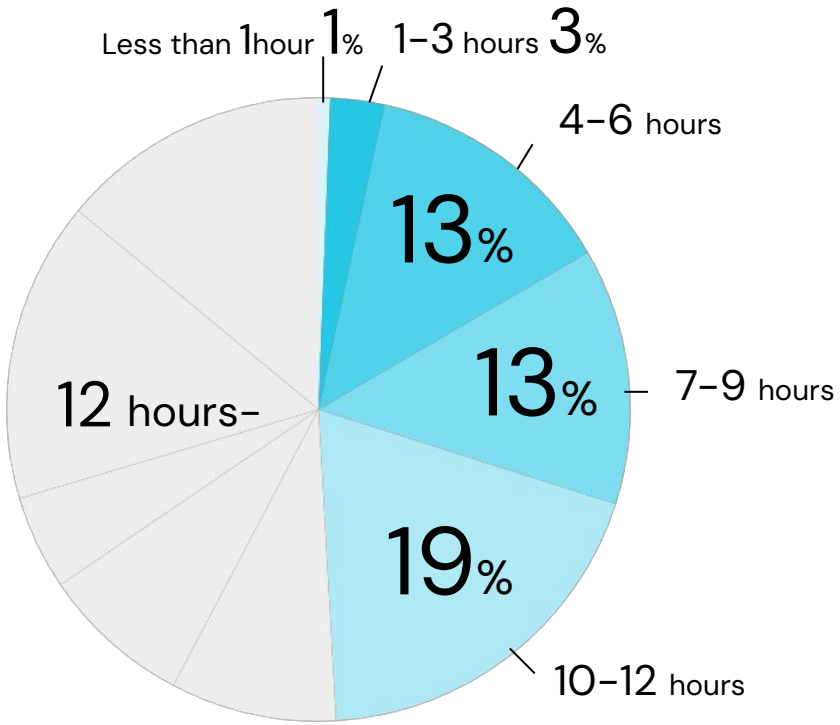
Needs of installation location



- 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?

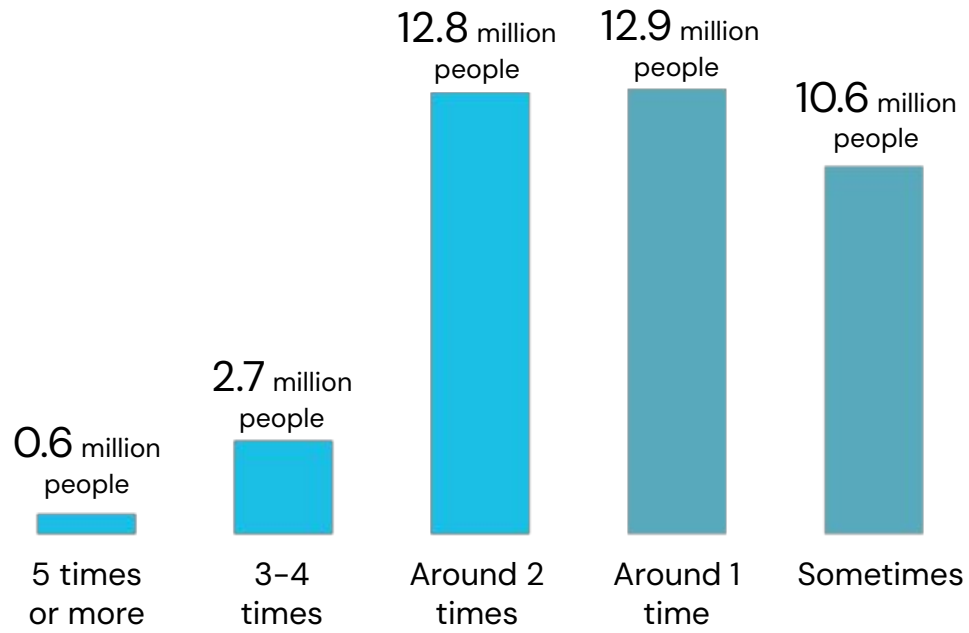


dentsu

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

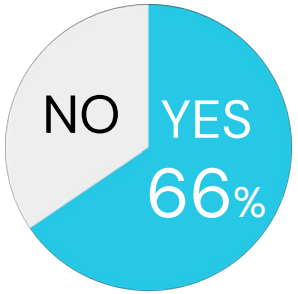
dentsu

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 owners: Do you want to use ChargeSPOT? (YES=65.5%)

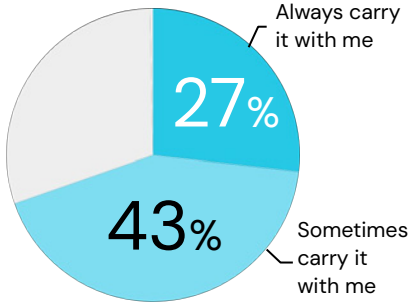
Q1 Do you want to use ChargeSPOT?



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

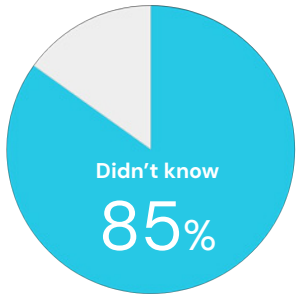
Q3 Do you carry your portable battery around?

Only a quarter of them always carry it around



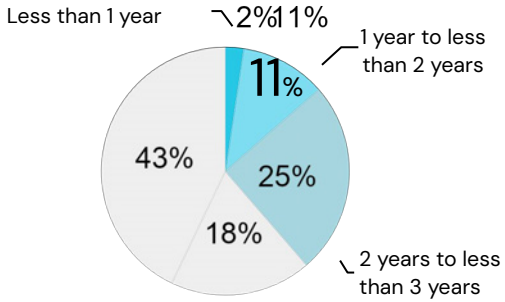
Q4 Did you know about ChargeSPOT when you bought a portable battery?

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



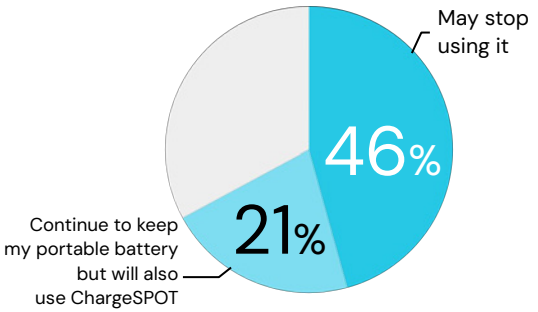
Q5 How often do you replace your portable battery?

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



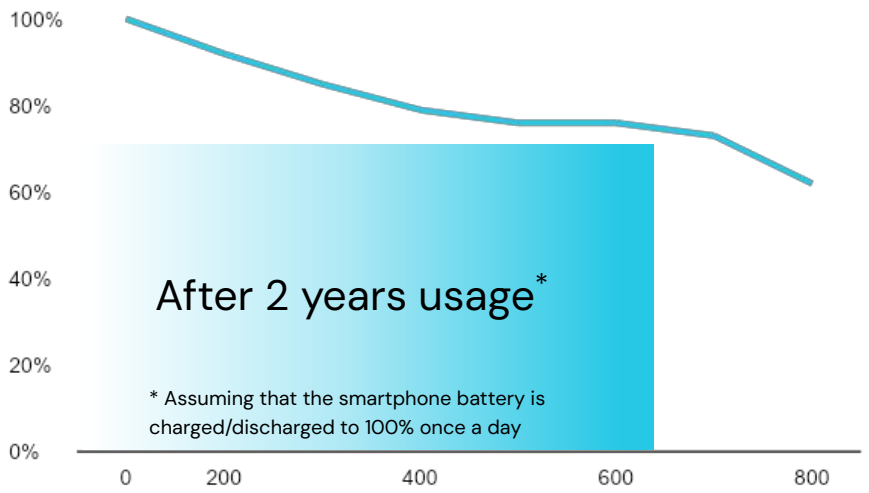
dentsu Source: Portable Battery Survey: Portable Battery Owners (Survey conducted in April 2023 - Japan)

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

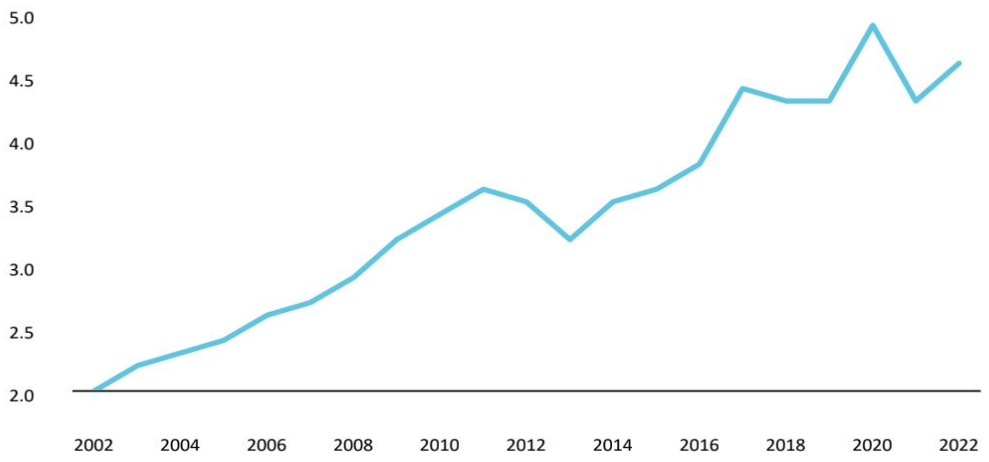
(Number of charge cycles: times, battery charge capacity: %)



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

(Year, Average replacement cycle)



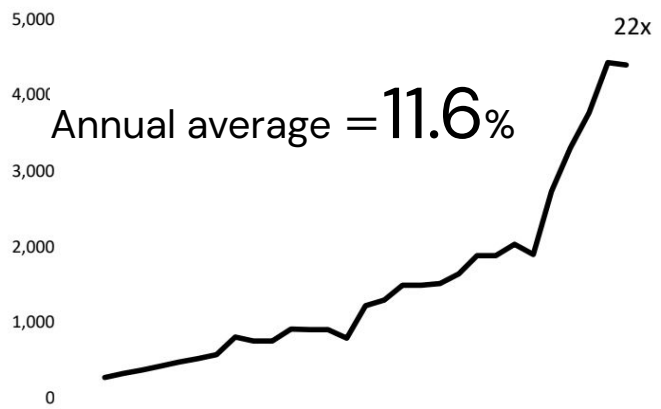
Source: 2022 Consumption Trend Survey, the Cabinet Office

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

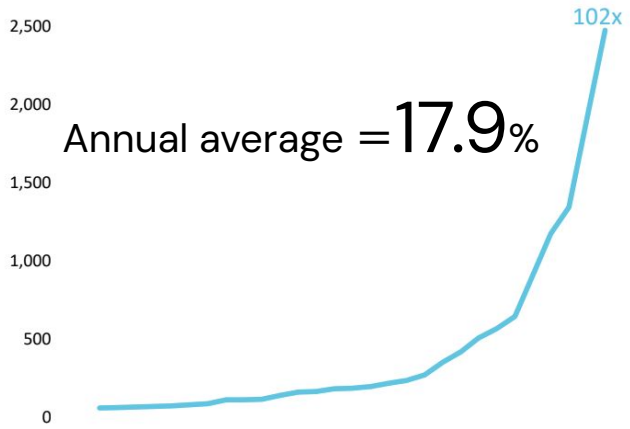
(Latest model for each year)



Note: The measurement period is from 1994 to 2022.
Source: Created based on data from Matsushita Communication Industrial and Apple

Power consumption of mobile device

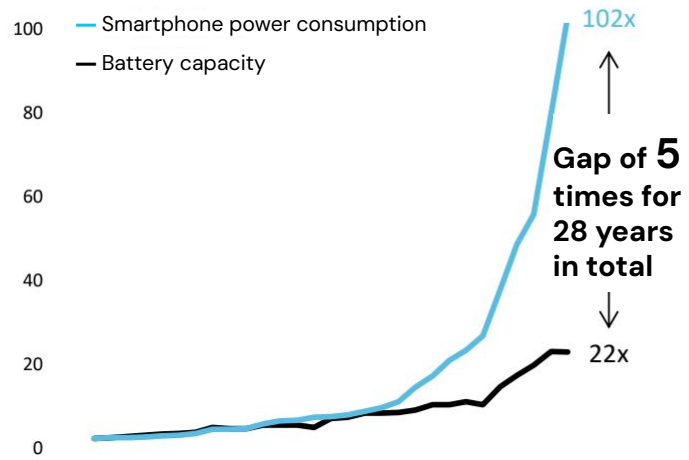
(Average per unit per day)



Note: The measurement period is from 1994 to 2022.
Source: Created based on data from Nielsen Mobile NetView, Marketing Research Camp and Peers Co., Ltd.

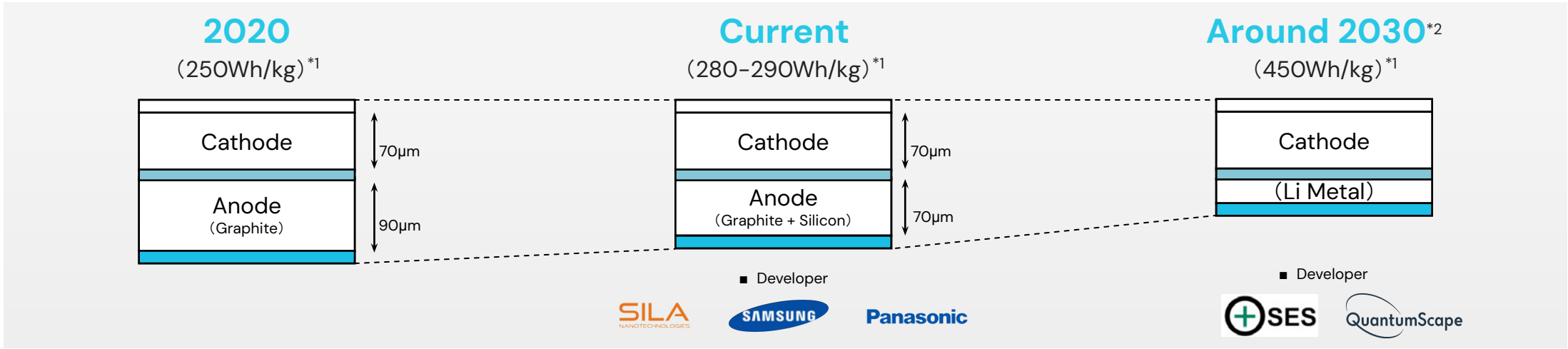
Battery capacity vs. Power consumption

(Average per unit per day)



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



Expected improvement in lithium-ion battery performance by 2030		Increase in smartphone power consumption to date
6～7%(annual average)	<	17.9%(annual average)

*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 1Q
Financial Results Briefing Material

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1. Summary of Financial Results
2. FY2025 1Q Financial Highlights
3. FY2025 1Q Topics
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   - Company Profile
   - ChargeSPOT
   - **Additional Material on Financial Highlights**
   - Initiatives to Enhance Sustainability

INFORICH

Profitability in the domestic ChargeSPOT business demonstrates the intrinsic earning power of this business.
Our policy prioritizes maximizing long-term free cash flow while maintaining a high sales growth rate.

Long-term Policy

Maximize long-term free cash flow (EBITDA)

Mid-term Policy

Maintain a high sales growth rate

FY2025 Business Policy

Domestic ChargeSPOT

Aim for further expansion and high profitability by exceeding FY2024 achievements in installations

- Accelerate installations outside Tokyo including the Kansai area
- Accelerate the deployment of vending machine models
- Increase the number of subscribers for ChargeSPOT Pass (subscription plan)

Overseas ChargeSPOT

Accelerate upfront investments as a source of future free cash flow

- Advance the selection of partners in promising overseas markets and explore the optimal entry methods for each (Franchise, M&A, or Direct Operation)
- Establish a global structure for business operations and governance

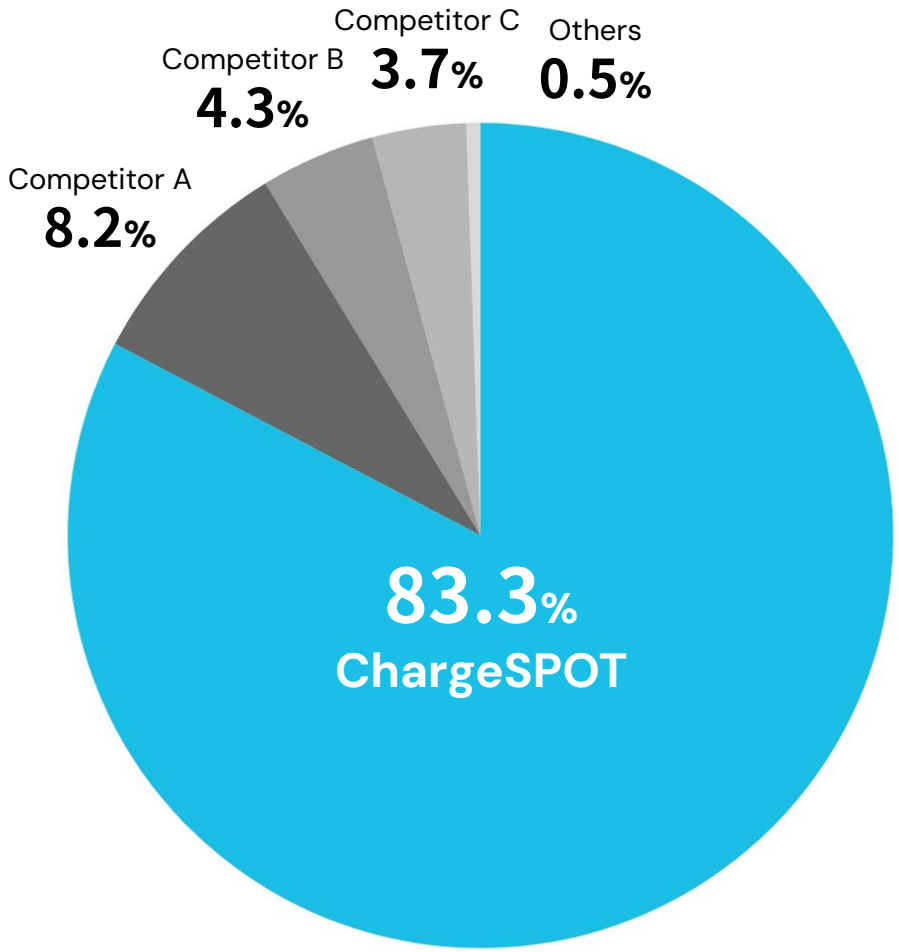
Platform Business

Aim to expand sales by diversifying services and establishing dedicated teams

- Strengthen corporate ad sales through connections with external DSPs
- Expand the user base through collaboration with artists on "CheerSPOT"
- Grow the "mamaro" business

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

(Unit: No. of stands)

ChargeSPOT	**50,112**
Competitor A	4,920
Competitor B	2,583
Competitor C	2,231
Others	309

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 March 2025, based on in-house research

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

1Q Activities	Number of sessions/ activities	Handled by	Remarks
Financial results briefing for institutional investors and analysts	Once	CEO CFO	Held the full-year financial results briefing in a hybrid (face-to-face and online) manner. Approx. 90 people participated in total. Released an archive video on the same day, which has been viewed approx. 2,100 times so far.
Small meetings with analysts and institutional investors	Once	CEO CFO	Participated in a seminar and small meeting hosted by a securities company, with about 25 companies attending.
Individual meetings with institutional investors and analysts (face-to-face and online)	79 times	CEO CFO 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	CEO CFO	An online briefing for individual investors was held following results announcements this year as well.
Company briefing for shareholders after the general meeting of shareholders	Once	CEO Executive Officer	Held the first post-shareholders' meeting briefing session. On top of explaining the company's policies, all executive officers were introduced, and all directors participated in communication with shareholders.
Continued disclosure of questions at the end of each month	-	IR staff	The frequently asked questions in the recent period and our views are summarized and published as voluntary disclosures at the end of each month.
Enhanced FAQ page	-	IR staff	We add the disclosure content at the end of each month and the Q&A content from financial results briefings to the FAQ page on the IR website. English version also provided.

Main areas of interest for shareholders and investors

- ✔ Intention behind the planned increase in the number of units installed as indicated in the earnings forecast
- ✔ Future pricing in Japan
- ✔ Approach to accounting for goodwill
- ✔ Market environment and prospects for success in Italy
- ✔ Approach to shareholder returns

Future policies

- ✔ Continue to hold 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
- ✔ Participate in briefings for individual investors
- ✔ Consider renovating the IR website to make it easier to view.
- ✔ Continue to disclose month-end questions and create English version of FAQs
- ✔ Provide simultaneous English disclosure for important timely disclosures
- ✔ Enhance segment and sustainability information

Appendix : Business Risks

	Major risks	Countermeasure
Innovations in "battery life" Risk term : Medium to long term Likelihood : Low	**Longer battery life due to advances in technology** 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.	**Battery evolution has changed along with device feature, and performance evolution will take time.** 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'etre.
Competitive environment Risk term : Medium to long term Likelihood : Low	**Increased competition due to growth of competitors** 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 March 2023 and the # of machines announced by competitors.	**Expansion of # of installation sites** 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.
Installation Location Risk term : Medium to long term Likelihood : Low	**Suspension of installations of large accounts** 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.	**Ensure a variety of installation sites and strengthen cooperation with installation sites** 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.

* Major risks that the Company recognizes as having the potential to affect the realization of growth and the execution of its business plan are listed. Other risks are described in the "Business and Other Risks" section of the Securities Registration Statement.

FY2025 1Q
Financial Results Briefing Material

Table of Contents

1. Summary of Financial Results
2. FY2025 1Q Financial Highlights
3. FY2025 1Q Topics
4. **Appendix**
   - Company Profile
   - ChargeSPOT
   - Additional Material on Financial Highlights
   - **Initiatives to Enhance Sustainability**

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

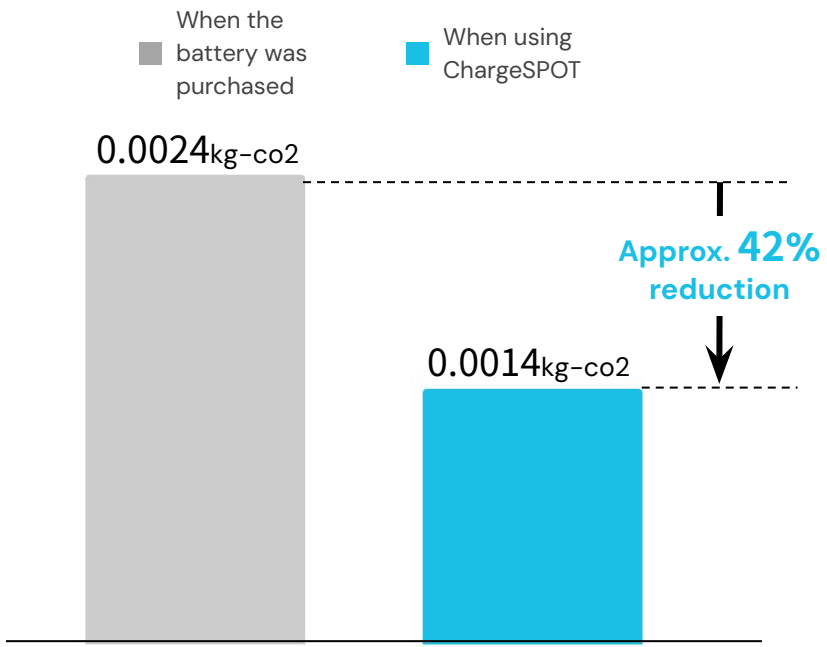
We will implement risk management befitting a listed company, strengthen our management base, and improve our corporate value over the medium to long term.

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.

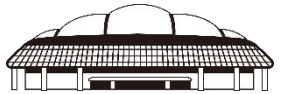
Comparison of CO2 emissions between purchasing a battery and using ChargeSPOT for one year

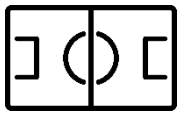


CO2 reduction across all ChargeSPOT users (All domestic and overseas directly managed areas)

298,708kg-co2e

When converted to forest CO2 absorption

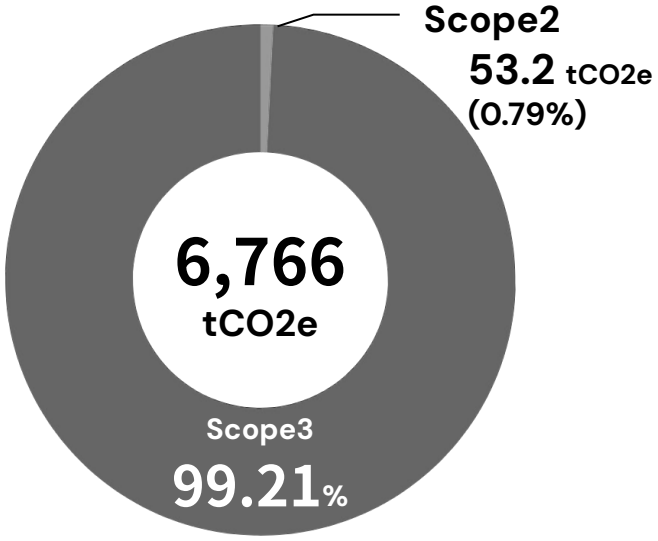

Tokyo Dome × **7** times


Soccer field × **48** times

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

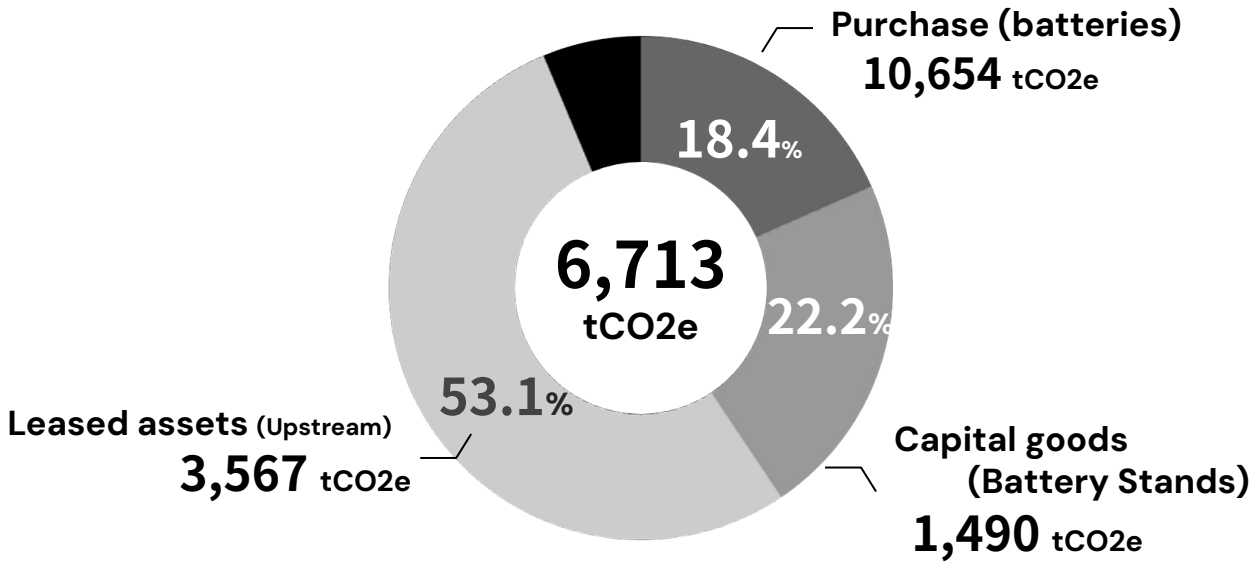
We calculated CO2 emissions for FY2024 covering Hong Kong, China, Australia, and Taiwan subsidiaries as well as the Japanese headquarters. In addition to the incorporation of subsidiaries, we have refined the calculation method.

Total emissions (consolidated)



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

Scope 3 emissions (consolidated)



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.

Aiming for eco-friendly business operations, appropriate recycling to avoid electronic waste, efforts to offset CO2 emissions and awareness activities on environmental information in collaboration with Asuene inc. are carried out.

Monetary purchase of goods → Recycling

Costs borne by the Company → Recycle

Large battery stands are sold to recycling companies for recycling.
For small stands, we bear the recycling cost to achieve 100% recycling.
We will continue the efforts to prevent electronic waste.

Li-ion00

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.

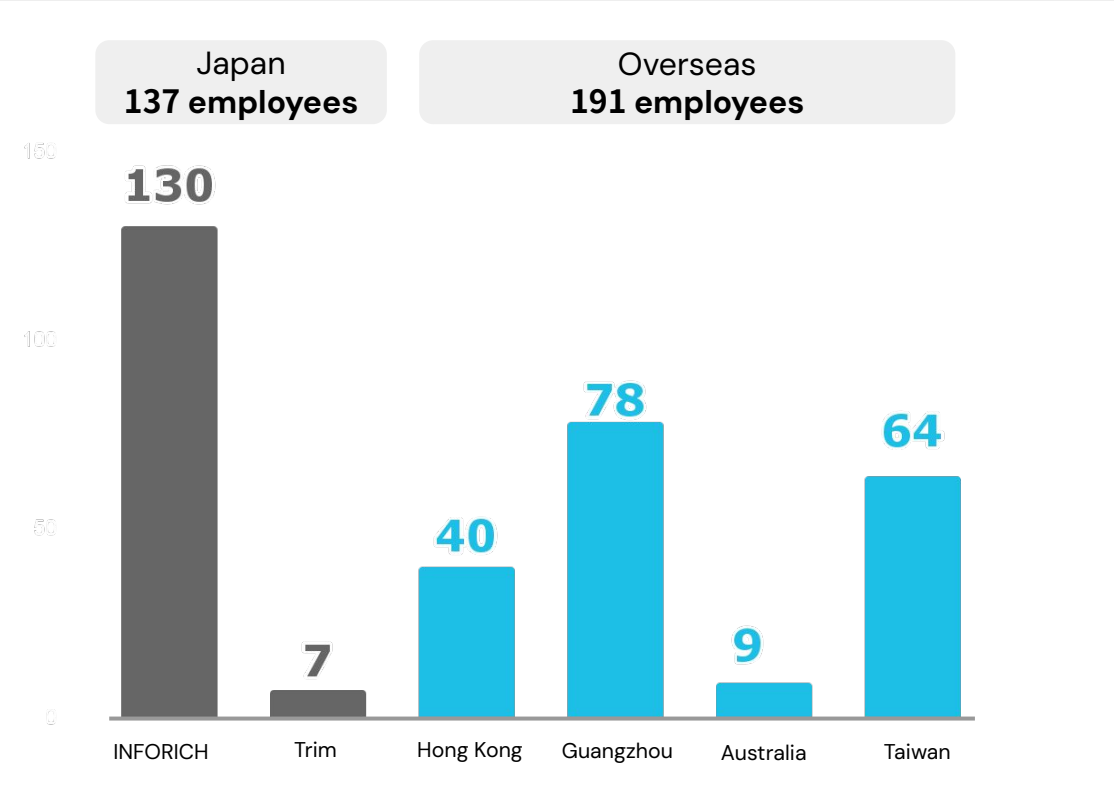
Green Power

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 some signage screens.

We send out information from "Asuene Media," which explains environmental information from the basics, on ChargeSPOT signage.
Aiming to provide opportunities and motivation for people to learn about climate change and decarbonization and to engage in eco-friendly actions, both companies will continue to collaborate on this initiative.

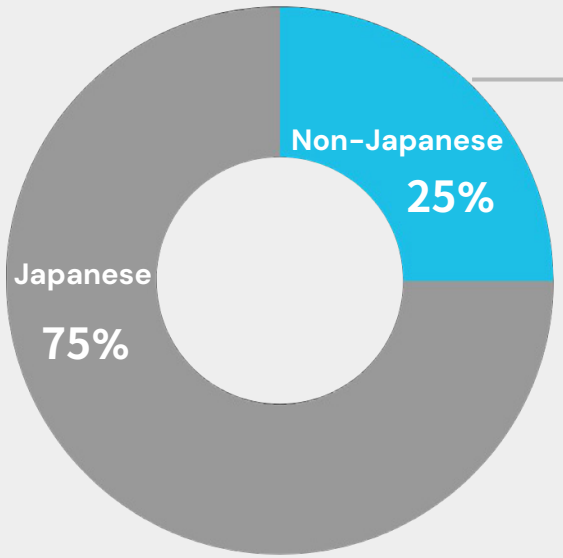
More than half of the group members are non-Japanese nationals and members in Japan come from diverse areas, demonstrating the rich geographical and linguistic diversity of the Company.

Diversity within the Group



Diversity within INFORICH

25% of INFORICH employees are non-Japanese nationals.
The places of origin are also diverse, with employees coming from multiple areas, including China, Taiwan, Hong Kong, the United Kingdom, South Korea, and the United States.*1
Many departments are composed of multinational members.



Belonging to various departments

- Internal Audit
- Marketing
- Business Intelligence (Data Analysis)
- Overseas
- Product
- Engineering
- Operational Excellence (Subsidiary management / Intellectual property management)
- Corporate Planning
- Legal
- HR&GA

*1 Place of origin is listed in descending order of number of employees.
* Data are as of the end of December 2024.

The percentage of female managers at INFORICH Inc. (Japan) improved from 5% in FY 2023 to 18.8% as of the end of FY 2024.
The Japanese government's target of 30% female representation in manager positions has not been achieved yet.
Challenges remain regarding gender wage gap, and further improvement is needed.

Percentage of female managers at each group company

JAPAN	INFORICH Inc.	**18.8%**
	Trim Inc.	20.0%
Guangzhou	INFORICH (GUANGZHOU) TECHNOLOGY COMPANY LIMITED	35.0%
Hong Kong	INFORICH ASIA HONG KONG LIMITED	33.3%
Australia	EZYCHARGE AUSTRALIA PTY LTD	12.5%
Taiwan	ChargeSpot Digital Service Co., Ltd.	36.3%
	Consolidated	**29.0%**

Gender ratio at INFORICH by mission rank

	Percentage of males	Percentage of females
Executive Officer	85.7%	14.3%
General Manager	100.0%	0.0%
Manager	68.4%	31.6%
Leader	80.6%	19.4%
Senior Associate	42.9%	57.1%
Associate	47.4%	52.6%
Total	**64.0%**	**36.0%**

INFORICH's Challenges and Responses

The gender wage gap is large,
with men earning 100% and women earning 65.3% of that in overall.

Although the wage system is equal for men and women, wages for male employees are higher than those for female employees, even within the same mission ranks.

Since most employees are mid-career hires,
salaries are largel set based on their previous job salaries.

The Japanese government's target of 30% female managers has not been achieved by the group companies in Japan.

We will continue to conduct personnel evaluations and promotions based on common criteria for all employees, regardless of gender. We are considering revising the compensation framework to set salary ranges that take into account both possessed and demonstrated abilities, while reducing the influence of previous salaries.

*Data as of December 31, 2024

To create a work environment where employees can thrive, we provide opportunities for skill development and enhanced communication. We are also working to improve work-life balance by introducing a full flex time system and offering sick leave, making it easier for employees to work in a way that suits their individual needs.

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.

Learning circle

Companies in Japan | Managers

Members at the level of department manager or above gather to share their management experience and knowledge every month.

Communication Promotion 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.

Team building

Companies in Japan | All employees

Quarterly team building through events, etc.

Communication lunch/dinner

Companies in Japan | All employees

Subsidies for meal expenses are provided for lunches or dinners with three or more people that include members from other departments.

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