

INFORICH

TSE Growth Market: 9338
FY2025 3Q Financial Results Briefing Material
November 12, 2025

INFORMATION X RICH =
INFORICH

Mission Statement

Bridging Beyond Borders

垣根を越えて、世界をつなぐ。

超越界限，连接全球。

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

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

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

INFORICH is

a pioneer in blending location with technology

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

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

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

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

FY2025 3Q

Financial Results Briefing Material

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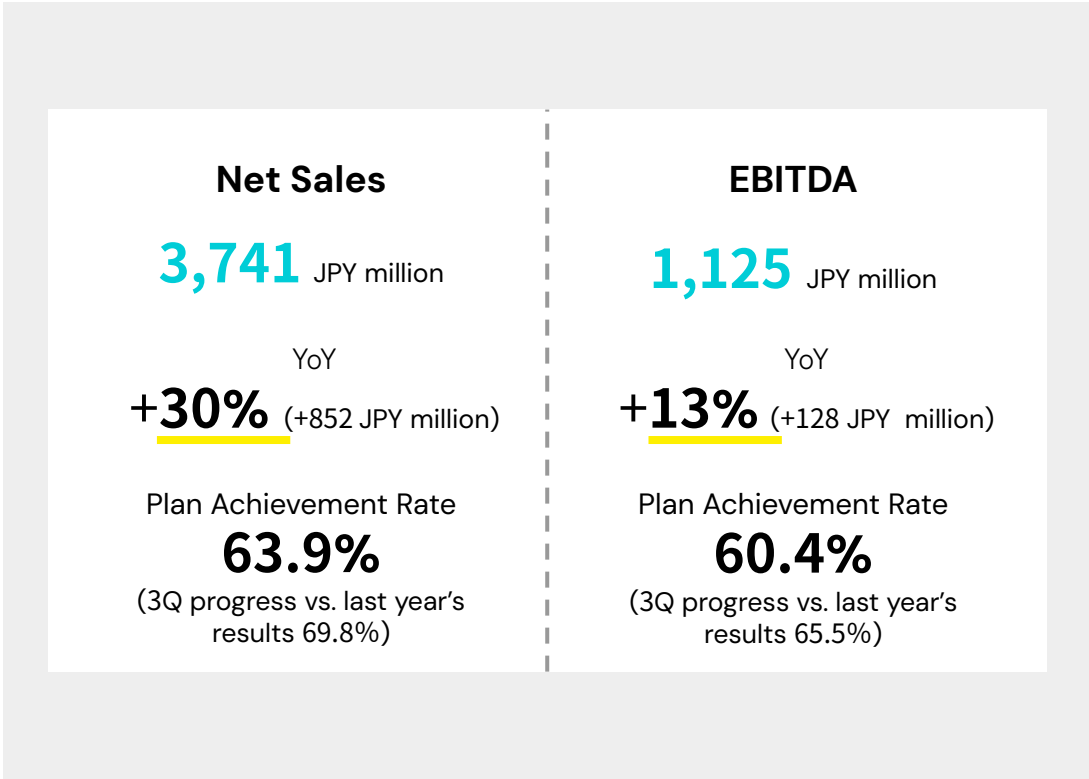
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- Company Profile
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- Initiatives to Enhance Sustainability

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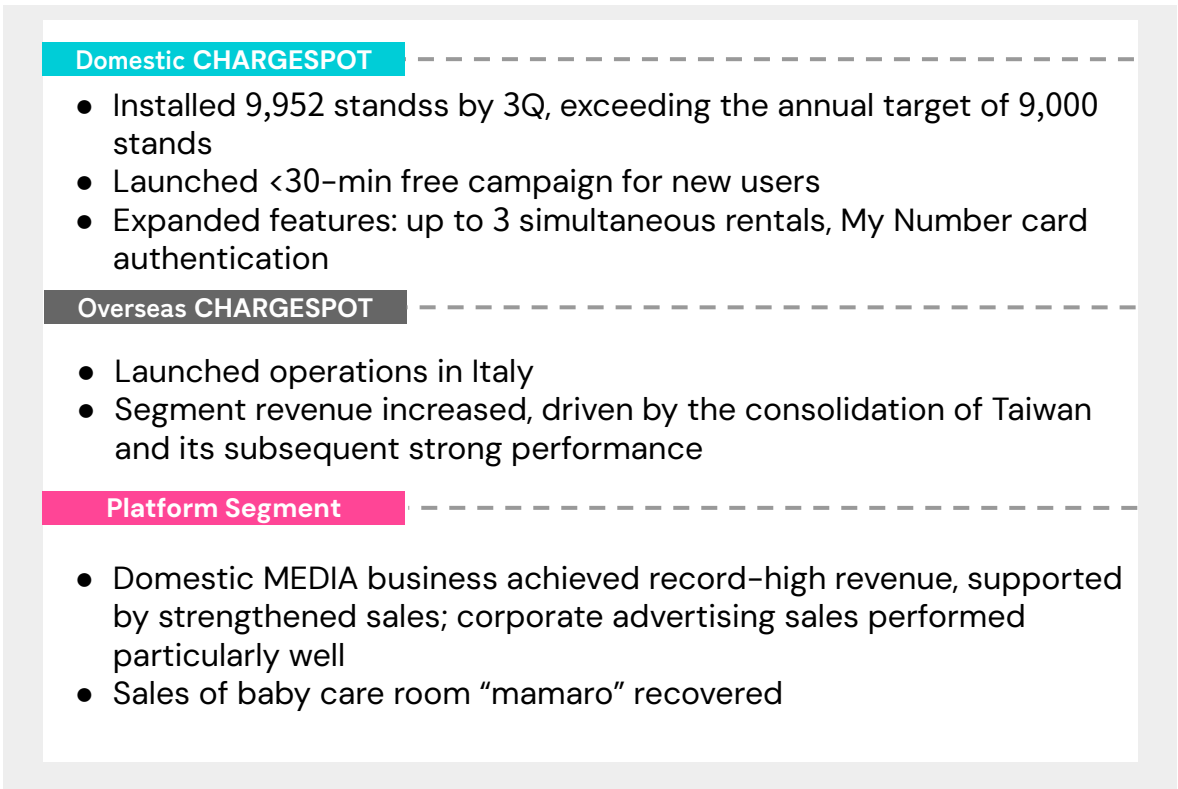
Revenue grew strongly, up +30% YoY, and EBITDA also increased by +13% YoY.
Growth was driven mainly by overseas CHARGESPOT and MEDIA business of Platform Segment.

FY2025 3Q Results



Began Recovery from 1H Delays

Highlights of Key Initiatives



Platform Segment as Second Pillar

We expect MEDIA business in Platform Segment to drive achievement of our annual targets.
There is JPY 3.1bn quarterly sales potential in domestic ad sales, with JPY 270m already sold.

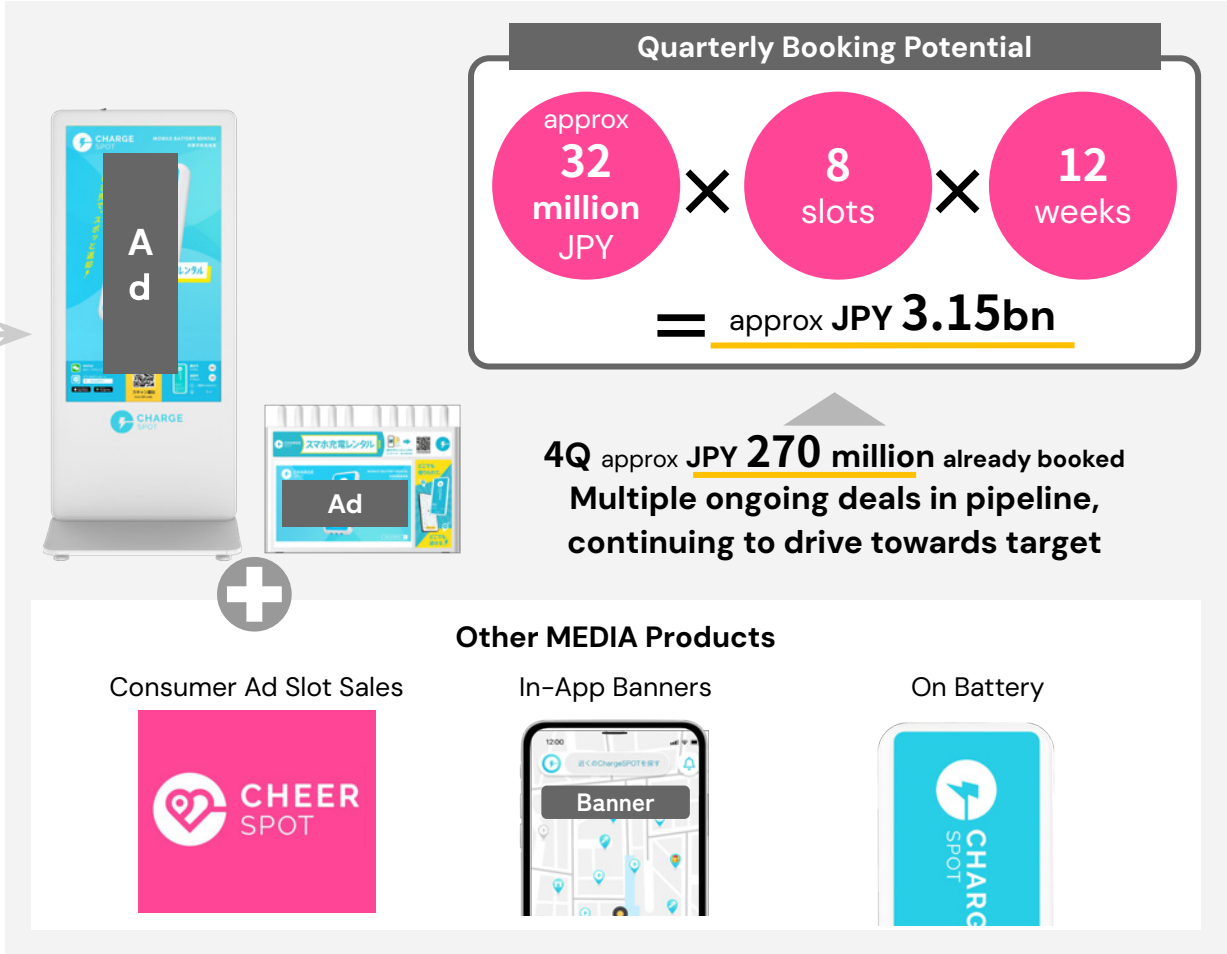
Variance vs Forecast

Unit: JPY millions

		Domestic CHARGESPOT	Overseas CHARGESPOT
Earnings Forecast	Net Sales	14,547	
	EBITDA	4,378	
3Q Cumulative (Actual)	Net Sales	9,572	
	EBITDA	2,781	
4Q (Prospect)	Net Sales	3,610 ~ 3,990	
	EBITDA	1,120 ~ 1,370	
Cumulative Forecast Variance		Net Sales JPY 985~1,365million	EBITDA JPY 227~477million









Driving targets with Platform Segment Slaes

Sales Potential in Corporate Ad Slot Sales

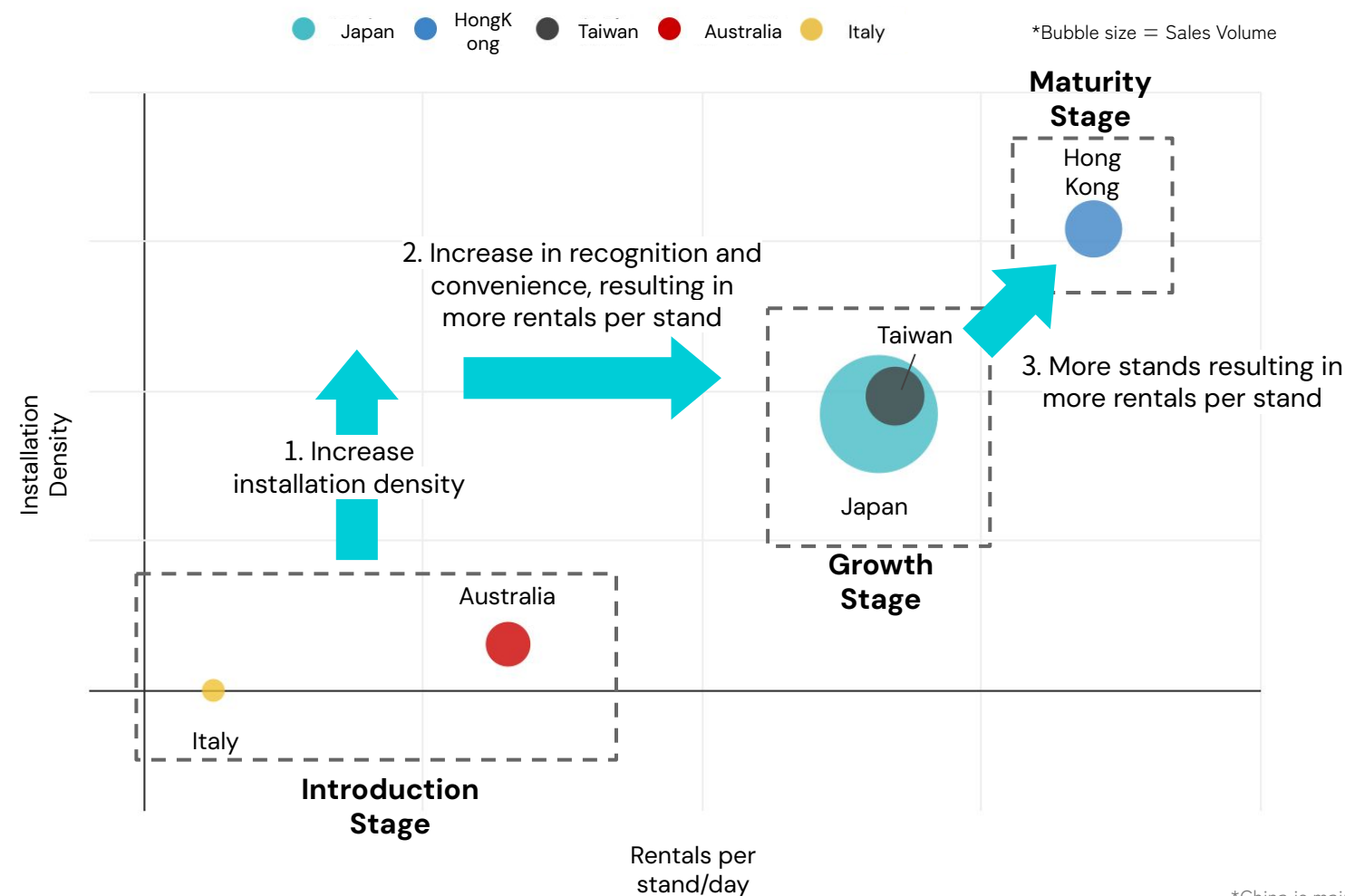


Number of stands installed globally reaching over 80,000.
Installation began in Italy, bringing the total to nine operating areas:
six directly operated (including China) and three franchised.

83,770 stands globally (+3,782 stands vs. 2Q)

Direct operation	Franchising				
●		Japan	57,221 stands	(+2,374 stands)	
●		Hong Kong	5,724 stands	(+603 stands)	
					
●		China	4,159 stands	(-134 stands)	
●			(767 directly operated stands / -41 stands)		
					
●		Australia	2,074 stands	(+44 stands)	
		(consolidated from FY2024 2Q)			
●		Taiwan	11,430 stands	(+665 stands)	
		(consolidated from FY2024 4Q)			
●		Italy	25 stands		
		(started in FY2025 3Q)			
●		Thailand	1,930 stands	(+225 stands)	
					
●		Singapore	987 stands	(-19 stands)	
●		Macau	220 stands	(-1 stand)	

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



FY2025 3Q

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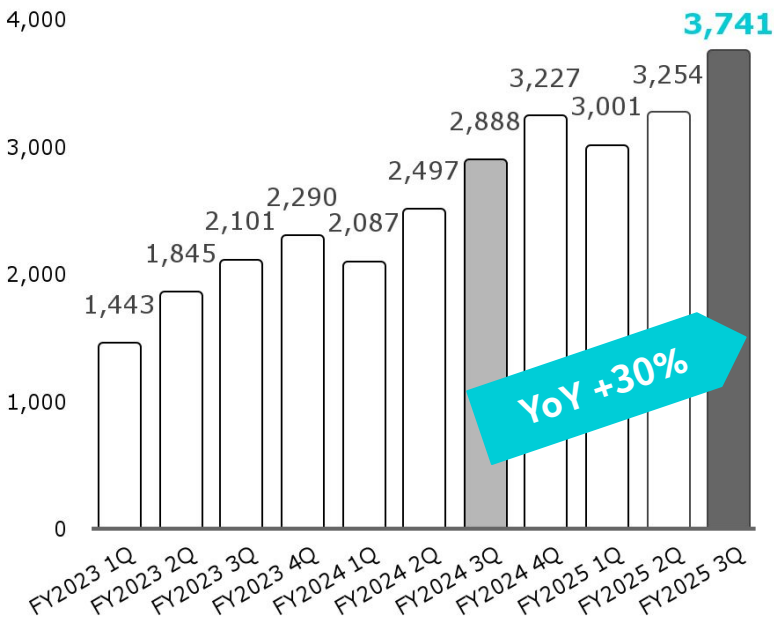
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Net sales increased by 30%, driven by steady growth in domestic CHARGESPOT, expansion of overseas CHARGESPOT areas and and consolidation of Trim Inc.

EBITDA grew 13% YoY, led by overseas CHARGESPOT, with the EBITDA margin recovering to 30%

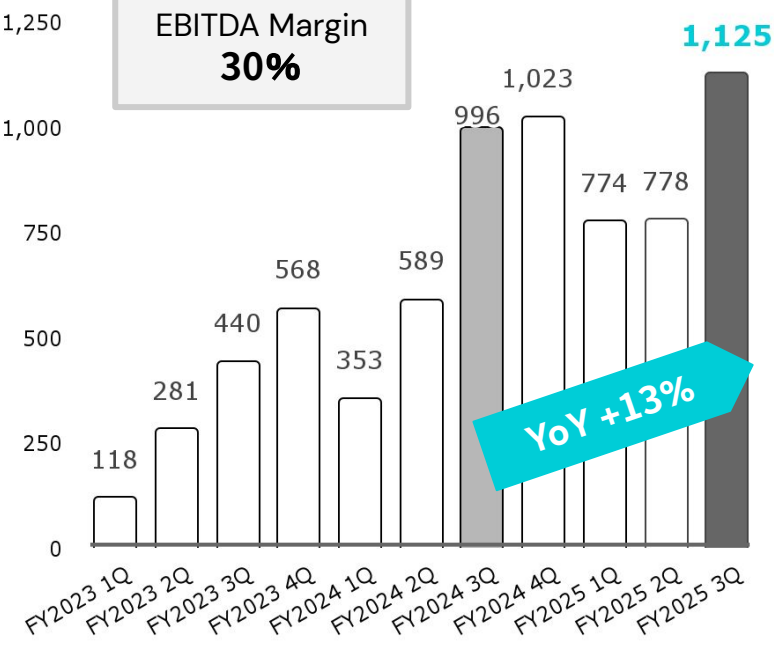
Net Sales

Unit: JPY millions



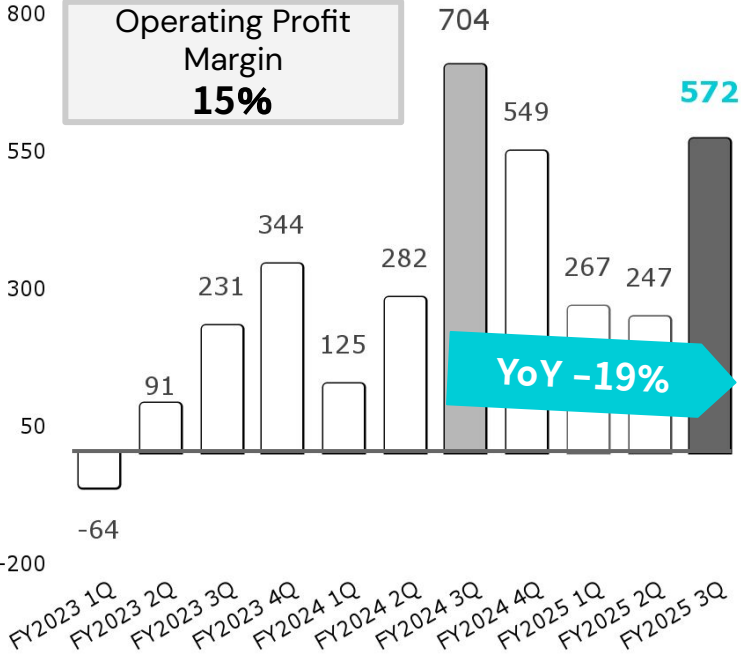
EBITDA

Unit: JPY millions



Operating Profit

Unit: JPY millions



Net sales grew due to the domestic CHARGESPOT new user campaign and strong advertising sales, while operating profit declined YoY due to higher campaign-related advertising expenses. Domestic CHARGESPOT is expected to remain strong in 4Q, with advertising sales further strengthened to achieve the full-year plan.

Unit: JPY millions

	Quarter				
	FY2024 3Q	FY2025 2Q	FY2025 3Q	YoY Change	Difference from Budget (Q3 Cumulative)
Net Sales	2,888	3,254	3,741	+30 %	-1,079
EBITDA	996	778	1,125	+13 %	-220
Operating Profit	704	247	572	-19 %	-237
Ordinary Profit	498	199	562	+13 %	-302
Profit Attributable to Owners of Parent	472	132	498	+5 %	-293

Domestic CHARGESPOT net sales grew steadily, up 16% YoY.

Overseas CHARGESPOT also performed well, with consolidation of Taiwan subsidiary and growth in Australia.

For Platform Segment, domestic ad sales grew, and consolidation of Trim contributed JPY 107 million to sales.

Unit: JPY millions

		FY2024 3Q	FY2025 1Q	FY2025 2Q	FY2025 3Q	YoY Change	Reason for Change
Domestic CHARGESPOT <div>- Domestic Rental Business - Includes CHARGESPOT Pass and penalties</div>	Net Sales	2,301	2,113	2,434	2,667	+ 16 %	<div>- Increase in number of rentals - Increase in number of new users from the <30-min free campaign for new users</div>
	EBITDA	958	682	766	1,058	+10 %	
Overseas CHARGESPOT <div>- Overseas Direct Rental - Stand/battery sales for franchisees (FCs) - Royalty income from franchisees</div>	Net Sales	560	754	724	877	+56 %	<div>- Hong Kong: Strong in Jul–Aug; minor typhoon impact in Sep - Taiwan: Higher unit price; direct areas since last year 4Q - China: Fewer installations and lower sales due to optimization - Australia: +40% sales YoY due to growing rental numbers - FCs: Stand & battery sales in Thailand/Singapore</div>
	EBITDA	61	103	59	110	+79 %	
Platform Segment <div>- Sales of advertising space for companies - “CheerSPOT” - Trim’s baby care room “mamaro”</div>	Net Sales	26	133	95	196	+632 %	<div>- Domestic: Increase in corporate ad slot sales. Increase in sales due to media partnerships with carriers - Hong Kong: From April 2024, ad slot sales in Hong Kong fully outsourced to XGD Inc. - Taiwan: Advertising revenue (JPY 7M) due to consolidation - Trim Inc.: “Mamaro” related revenue (JPY 107M) due to consolidation</div>
	EBITDA	26	34	-17	32	+24 %	
Total	Net Sales	2,888	3,001	3,254	3,741	+30 %	
	EBITDA	996	774	778	1,125	+13 %	

*Net sales=Sales to external customers

*Other corporate expenses not allocated to reportable segments amounted to 76 million yen

Domestic CHARGESPOT net sales grew steadily, up 16% YoY. Domestic advertising sales grew significantly. Overseas CHARGESPOT also performed well, with consolidation of Taiwan subsidiary and growth in Australia.

Unit: JPY millions

		FY2023 3Q	FY2023 4Q	FY2024 1Q	FY2024 2Q	FY2024 3Q	FY2024 4Q	FY2025 1Q	FY2025 2Q	FY2025 3Q	YoY Change	Reason for Change (YoY)
Domestic Sales	Rental (including penalties and subscriptions)	1,654	1,753	1,651	1,970	2,285	2,366	2,100	2,420	2,657	+16 %	- Increase in number of rentals - Increase in number of new users from the <30-min free campaign for new users
	Advertising	8	30	8	6	20	17	21	18	74	+271 %	- Increase in corporate ad slot sales - sales due to media partnerships with carriers
	Other ^{*1}	12	14	20	18	15	13	115	81	117	+637 %	- Effect of consolidation of Trim Inc. (JPY 107 million)
Overseas Sales	Rental	314	339	323	376	402	741	702	683	846	+110 %	- Hong Kong: Strong in Jul–Aug; minor typhoon impact in Sep - Taiwan: Higher unit price; direct areas since Sep last year - China: Fewer installations and lower sales due to optimization - Australia: +54% rentals YoY, +40% sales YoY
	Advertising	11	5	5	6	6	17	9	8	14	+115 %	- Acquired a game advertising project in Taiwan
	FC Sales/Sales from Royalties ^{*2}	100	144	77	72	142	49	30	21	13	-91 %	- Taiwan: FCs down after Sep 2024 consolidation - Thailand/Singapore: Stand & battery sales
	Other	0	2	0	43	15	21	21	20	17	+14 %	- Shifted from locker sales to rental model after Apr 2024 subsidiary consolidation in Australia
合計		2,101	2,290	2,087	2,497	2,888	3,227	3,001	3,254	3,741	+29 %	

^{*1} Domestic "Other" reallocated to CHARGESPOT/Platform Segment ^{*2} Franchisees in Thailand, Singapore, Macau, Mainland China (Taiwan < FY2024 3Q)

Australia continues to replace stands. Taiwan implemented a price revision in mid-June, resulting in ARPR increase. “mamaro” installations expanded, and a cross-selling initiative with “CHARGESPOT” was successfully implemented.

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: 80%
- December to February marks the busy season, driven by summer demand and the Christmas and year-end holidays. June to August is the winter season, when demand typically softens due to seasonal factors.

Net sales
(FY2025 3Q)

133

million yen

EBITDA
(FY2025 3Q)

8

million yen

EBITDA margin
(FY2025 3Q)

6 %

Number of
stands
installed

(As of September 30)

2,074

stands

Number of
monthly
rentals

(July to September
average)

approx

37,000

rentals

ARPR
(July to September
average)

1,043

yen

Taiwan
CHARGESPOT Digital Service Co. Ltd

- CHARGESPOT Digital Service Co. Ltd. operated as the “CHARGESPOT” franchisee in Taiwan from 2019 and became our wholly owned subsidiary in September 2024.
- BS consolidated from FY2024 3Q, PL consolidated from FY2024 4Q
- Market share: approx 60%
- Price revision to be implemented in mid-June. ARPR increased from approx ¥200 to ¥259.
- Earns the highest EBITDA margin in the group

Net sales
(FY2025 3Q)

368

million yen

EBITDA
(FY2025 3Q)

199

million yen

EBITDA margin
(FY2025 3Q)

54 %

Number of stands
installed

(as of September 30)

11,430

stands

Number of monthly
rentals

(July to September average)

Approx 470,000

rentals

Number of monthly users
(July to September average)

Approx 25,000

users

ARPR
(July to September average)

259

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 FY2025 1Q
- No. 1 share of baby care room installations in Japan
- Total number of stands installed reached approx 850
- Sales cases for in-room digital signage

Net sales
(FY2025 3Q)

107

million yen

EBITDA
(FY2025 3Q)

33

million yen

EBITDA margin
(FY2025 3Q)

31 %

Cumulative number of
stands

(as of September 30)

Approx 852

stands

Total number of times used
(as of September 30)

Approx 1.52

million times

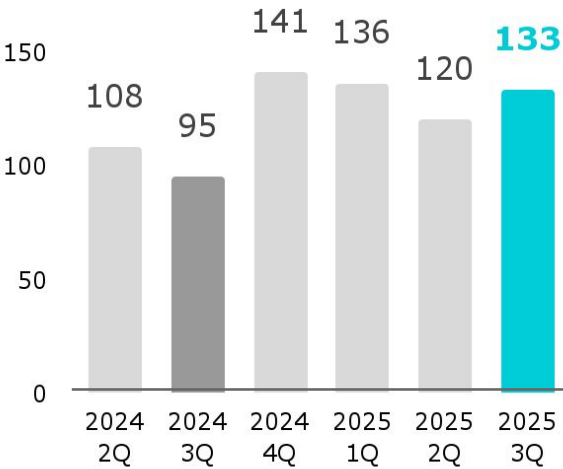


Australia continued to grow strongly, with sales up 40% YoY. Temporary expenses were incurred due to stand replacement. Taiwan increased stands through expanded deployment with location partners in Japan, while a price revision contributed to higher sales and EBITDA.

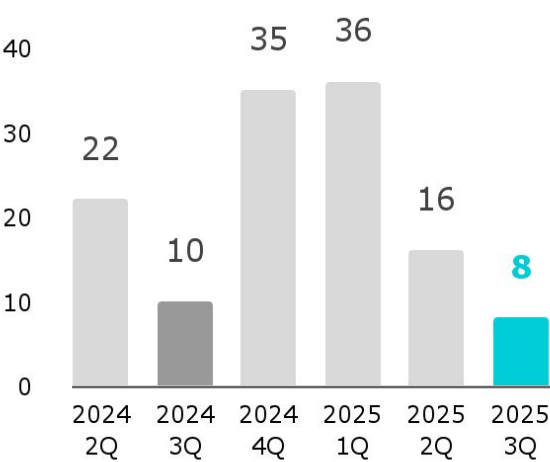
Australia
Ezycharge Australasia Pty Ltd.

Unit: JPY millions

Net Sales



EBITDA

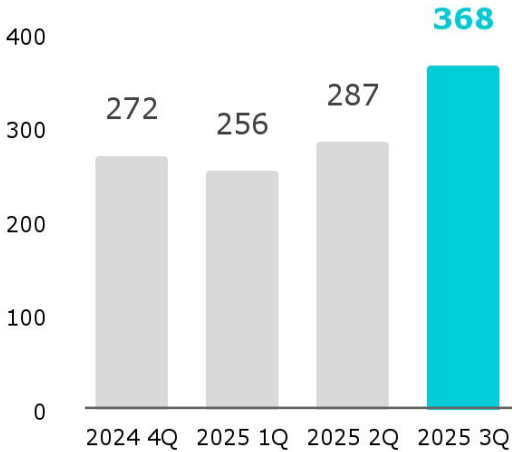


- Net sales increased 40% YoY.
- Initially operated with Ezycharge’s dedicated stands and batteries. We began replacing stands with CHARGESPOT models in March 2025, and have completed 1,613 replacements to date. While the replacement process temporarily increased costs, we anticipate increased sales going forward through slot increase and utilizing digital signage.

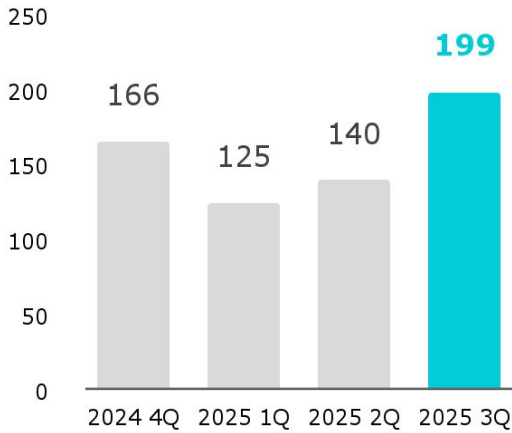
Taiwan
CHARGESPOT Digital Service Co. Ltd

Unit: JPY millions

Net Sales



EBITDA



- Converted the area previously operated under a franchise since 2019 into a subsidiary.
- Expanded collaboration, including horizontal deployment to locations in Japan, resulting in an increase of 1,959 stands since the subsidiarization.
- With support from the Japan team through data analysis and knowledge sharing, we implemented the first price revision on June 16, contributing to higher unit prices.

We strengthened advertising (digital marketing) in line with campaigns targeting new users.
Goodwill amortization cost increased YoY related to Taiwan subsidiary and Trim.

Unit: JPY millions

	FY2023 3Q	FY2023 4Q	FY2024 1Q	FY2024 2Q	FY2024 3Q	FY2024 4Q	FY2025 1Q	FY2025 2Q	FY2025 3Q	YoY Change	Reasons for Change (YoY)
Net Sales	2,101	2,290	2,087	2,497	2,888	3,227	3,001	3,254	3,741	+30 %	
Cost of Sales	522	545	491	584	626	669	688	715	736	+18 %	
Product purchase ^{*1}	136	138	89	116	152	121	129	116	115	-24 %	Reduction in the scope of product purchases due to the acquisition of subsidiaries in Taiwan in September 2024. Sales of stand batteries for Thailand and Singapore
Commission expenses	128	129	110	125	140	139	125	134	148	+6 %	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}	204	219	221	274	259	331	339	366	382	+47 %	Increase in number of stands and batteries installed
Other cost of sales	52	58	69	69	72	76	93	98	89	+21 %	Increase in shipping volume
SG&A Expenses	1,347	1,400	1,470	1,629	1,558	2,008	2,045	2,291	2,433	+56 %	
Payroll	366	384	401	457	443	472	544	563	591	+33 %	The total number of employees in the group increased by 13 YoY, including a rise of 7 in Japan. Increase in salary amounts due to promotions
Subcontracting	94	128	172	131	121	221	167	218	224	+85 %	Strengthening personnel for global system development / engaging advisors to enhance the HR framework
Installation fee	284	292	294	268	294	324	358	378	347	+18 %	Increase in the number of installations at domestic and foreign convenience stores and railway stations
Revenue share	199	214	210	288	301	344	310	356	448	+48 %	Linked to the increase in sales in Japan / Favorable location in Taiwan
Rounder (battery replenishment) & call	117	121	111	135	137	135	141	153	157	+15 %	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	67	50	49	57	41	107	50	83	161	+287 %	Enhanced marketing for branding and user acquisition
Amortization of goodwill and amortization of intangible assets	-	-	-	20	19	118	145	146	151	+667 %	Three M&As were conducted in 2024, resulting in new amortization of goodwill and amortization of intangible assets.
Other	217	209	230	271	198	283	327	391	350	+77 %	
Operating Profit	231	344	125	282	704	549	267	247	572	-19 %	

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

Number of installed stands increased both in Japan and overseas direct operation areas, reaching approximately 77,000.
MAU continued to grow steadily, with MAU per stand also showing a recovery trend.

Rental Sales

=

No. of stands installed

×

(Monthly active users)

MAU

No. of stands installed

×

No. of rentals

MAU

×

Rental sales

No. of rentals

=

(i) No. of stands installed

×

(ii) MAU per stand

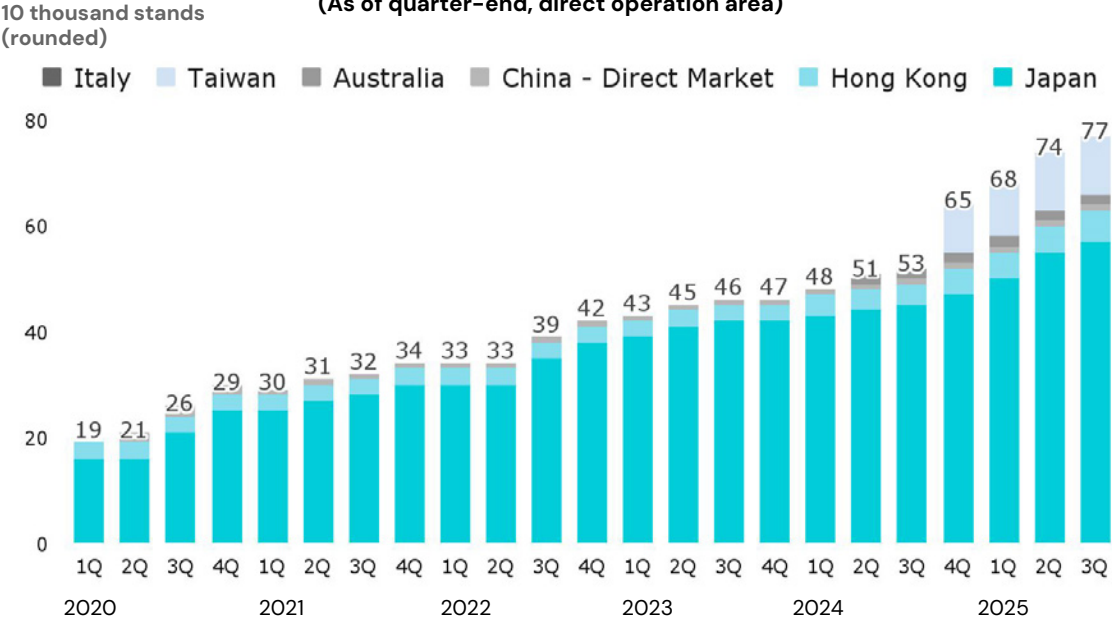
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(iii) Average monthly rentals per user

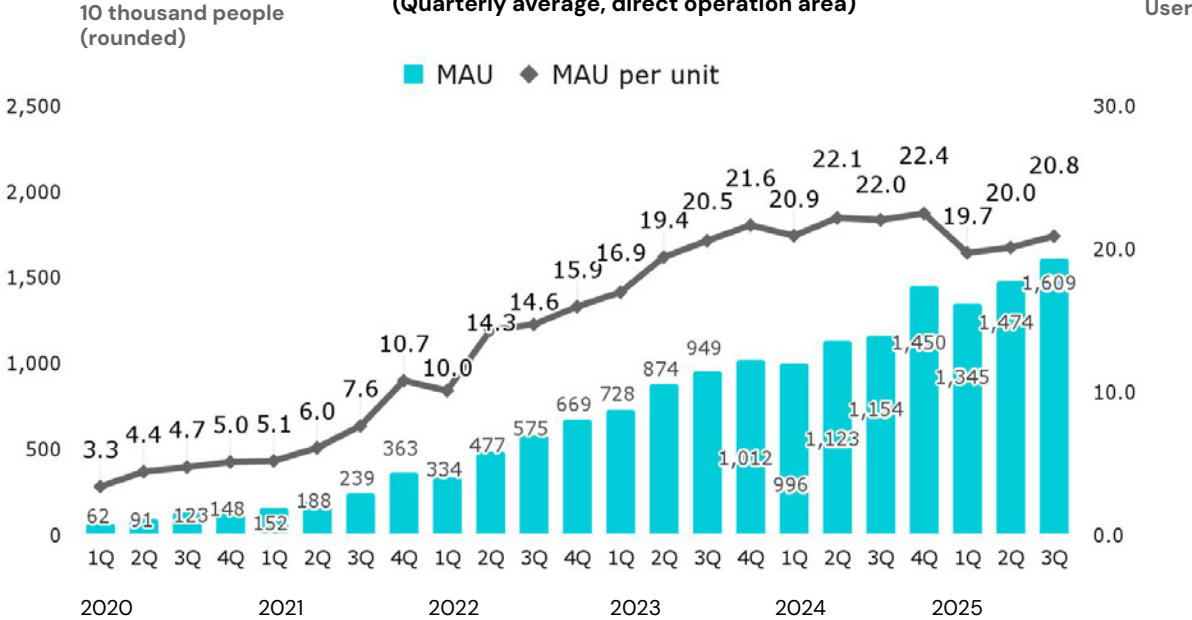
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(iv) Average revenue per rental (ARPR)

(i) No. of stands installed
(As of quarter-end, direct operation area)



(ii) MAU & MAU per stand
(Quarterly average, direct operation area)



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

Rental Sales

=

No. of stands installed

=

(i) No. of stands installed

×

×

×

×

(Monthly active users)

MAU

No. of stands installed

(ii) MAU per stand

×

×

No. of rentals

MAU

(iii) Average monthly rentals per user

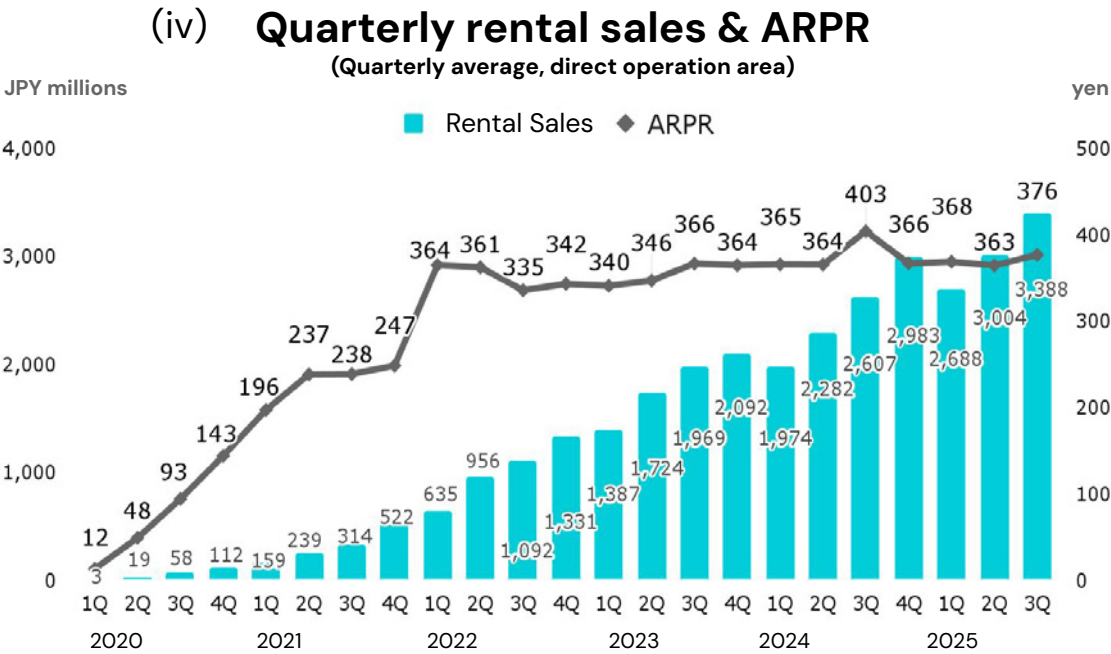
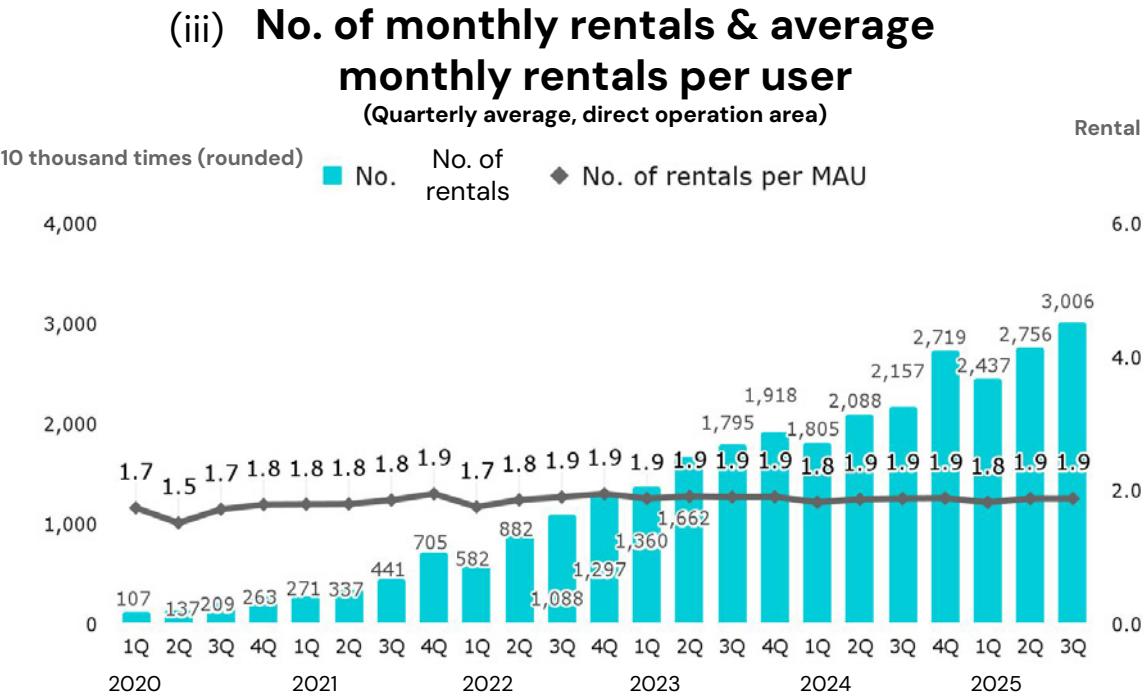
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Rental sales

No. of rentals

(iv) Average revenue per rental (ARPR)



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

FY2025 3Q Financial Highlights: [Non-Consolidated] Breakdown of Changes in Per-Stand Economics (Japan Only)

Amid a steady increase in the number of stands since the start of the year, rental revenue per stand has been on a recovery trend, while advertising revenue posted strong growth. We also continued to implement measures to reduce variable costs and strengthened our advertising and marketing activities to drive user acquisition and raise brand awareness.

Unit: JPY thousands (rounded)

		FY2023 3Q	FY2023 4Q	FY2024 1Q	FY2024 2Q	FY2024 3Q	FY2024 4Q	FY2025 1Q	FY2025 2Q	FY2025 3Q	YoY Change	Reason for Change (YoY)		
Sales	Rental sales	39.9	41.5	38.6	45.2	51.1	51.2	43.1	46.1	47.4	-7%	The number of rentals increased / Significant growth in the number of standss, which serves as the denominator		
	Advertising sales	0.2	0.7	0.2	0.2	0.4	0.4	0.4	0.4	1.3	+196%	Strong sales of corporate ad slots / Contribution from initiatives with mobile carriers		
<div>—</div>	Variable costs	Commission expenses (cost of sales)	2.5	2.5	2.1	2.4	2.6	2.3	2.0	2.0	2.1	-20%	Decreased due to 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	0.1	0.2	0.2	0.2	0.2	0.2	0.2	0.2	-8%	Slight decrease in server usage fees
		Revenue share	4.1	4.5	4.2	4.9	5.3	5.8	4.6	5.3	6.1	+14%	Shift from installation fees to revenue share at certain installation sites	
		Rounders	2.2	2.3	2.1	2.6	2.5	2.4	2.0	2.2	2.1	-14%	Increased rounder coverage helped correct stand imbalances, resulting in a lower rental unit price.	
		Call center	0.6	0.6	0.5	0.5	0.6	0.6	0.6	0.5	0.4	-23%	The number of inquiries increased in proportion to the number of users. The inquiry rate has remained stable, resulting in a decrease on a per-stand basis.	
		Total variable costs	9.7	10.1	9.1	10.6	11.2	11.3	9.4	10.1	10.9	-3%		
		Fixed costs	Depreciation (cost of sales)	4.7	4.5	4.7	5.3	4.7	5.6	5.2	5.1	5.0	+7%	Size up of battery stand itself and increase in number of batteries
	SIM card costs		0.7	0.6	0.7	0.7	0.6	0.6	0.7	0.7	0.4	-30%	Cancelled unnecessary SIM cards	
	Other fixed costs		0.4	0.4	0.6	0.5	0.5	0.3	0.5	0.6	0.4	-9%	Increase in shipping costs / Decrease in the number of SMS messages sent	
	Installation fee		6.3	6.3	6.3	6.4	6.5	6.4	6.7	6.3	5.3	-18%	Shift from installation fees to revenue share at certain installation sites	
	Advertising & marketing		0.4	0.5	0.5	0.4	0.4	1.2	0.6	0.9	2.2	+435%	Strengthened advertising and marketing activities to acquire users	
	Sales commission		0.2	0.2	0.1	0.1	0.0	0.1	0.1	0.2	0.2	+596%	Increase in installations eligible for incentives	
	Total fixed costs		12.7	12.5	13.0	13.4	12.7	14.1	13.8	13.7	13.6	+7%		
<div>=</div> Corporate common expenses		9.9	9.8	12.3	11.8	10.2	12.3	11.4	12.6	11.0	+7%	Increase in headquarters personnel expenses and outsourcing costs		
Operating profit		7.8	9.9	4.5	9.6	17.5	13.9	8.9	10.1	13.3	-24%			

Amid a steady increase in the number of stands since the start of the year, rental revenue per stand has been on a recovery trend, while advertising revenue posted strong growth. We also continued to implement measures to reduce variable costs and strengthened our advertising and marketing activities to drive user acquisition and raise brand awareness.

Unit: JPY thousands (rounded)

		FY2023 3Q	FY2023 4Q	FY2024 1Q	FY2024 2Q	FY2024 3Q	FY2024 4Q	FY2025 1Q	FY2025 2Q	FY2025 3Q	YoY Change	Description	
<div><div></div></div> Sales	Rental sales	39.9	41.5	38.6	45.2	51.1	51.2	43.1	46.1	47.4	-7%	- Rental revenue including penalties and subscription fees	
	Advertising sales	0.2	0.7	0.2	0.2	0.4	0.4	0.4	0.4	1.3	+196%	- Advertising revenue from digital signage and app banners	
<div><div></div></div> Direct costs	Variable costs	Commission expenses (cost of sales)	2.5	2.5	2.1	2.4	2.6	2.3	2.0	2.0	2.1	-20%	- Payment service fee - Basically, proportional to sales
		Other variable costs	0.2	0.2	0.1	0.2	0.2	0.2	0.2	0.2	0.2	-8%	- Mainly system usage fees such as for servers etc.
		Revenue share	4.1	4.5	4.2	4.9	5.3	5.8	4.6	5.3	6.1	+14%	- Revenue share paid to some agencies/installation sites - Mainly proportional to rental sales
		Rounders	2.2	2.3	2.1	2.6	2.5	2.4	2.0	2.2	2.1	-14%	- Personnel fees for resolving battery distribution imbalance - Varies depending on the number of installations and operating conditions
		Call center	0.6	0.6	0.5	0.5	0.6	0.6	0.6	0.5	0.4	-23%	- Customer support costs
		Total variable costs	9.7	10.1	9.1	10.6	11.2	11.3	9.4	10.1	10.9	-3%	
		Fixed costs	Depreciation (cost of sales)	4.7	4.5	4.7	5.3	4.7	5.6	5.2	5.1	5.0	+7%
	SIM card costs		0.7	0.6	0.7	0.7	0.6	0.6	0.7	0.7	0.4	-30%	- SIM card used in the battery stand - Incurred in connection with installation
	Other fixed costs		0.4	0.4	0.6	0.5	0.5	0.3	0.5	0.6	0.4	-9%	- Delivery costs for stands and batteries - SMS transmission costs
	Installation fee		6.3	6.3	6.3	6.4	6.5	6.4	6.7	6.3	5.3	-18%	- Fees paid monthly to the installation locations (mainly convenience stores and train stations) regardless of the number of rentals
	Advertising & marketing		0.4	0.5	0.5	0.4	0.4	1.2	0.6	0.9	2.2	+435%	- Campaign and advertising expenses for expanding the number of CHARGESPOT users and rentals
	Sales commission		0.2	0.2	0.1	0.1	0.0	0.1	0.1	0.2	0.2	+596%	- Incentives for agents/installation sites - Varies depending on the number of incentive-eligible installations
	Total fixed costs		12.7	12.5	13.0	13.4	12.7	14.1	13.8	13.7	13.6	+7%	
Corporate common expenses		9.9	9.8	12.3	11.8	10.2	12.3	11.4	12.6	11.0	+7%	- Expenses other than direct costs such as personnel expenses	
Operating profit		7.8	9.9	4.5	9.6	17.5	13.9	8.9	10.1	13.3	-24%		

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

Unit: JPY millions

	FY2024 4Q End	FY2025 3Q End	Change	Major Reasons
Current assets	10,526	11,636	+1,110	
Cash and deposits	9,165	10,110	+945	- Impact of the increase in free cash flow, including cash inflows from operating activities
Non-current Assets	8,425	8,887	+462	- Impact of the increase in business assets (mainly in Japan)
Goodwill	2,839	2,559	-280	- The following impacts related to goodwill from the acquisitions of Ezycharge (Australia)/ChargeSpot Digital (Taiwan)/Trim - Reduction due to amortization of goodwill - Foreign currency translation impact on goodwill from the acquisitions of overseas subsidiaries
Total Assets	18,951	20,523	+1,572	
Current Liabilities	10,663	8,834	-1,828	- 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	5,150	+2,252	- 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	6,538	+1,148	- Impact of net income during the period
Total Liabilities & Net Assets	18,951	20,523	+1,572	

FY2025 3Q Financial Highlights : [Consolidated] Statement of Cash Flow

Operating cash flow continued to perform strongly.
Investment cash flows fluctuated significantly YoY due to M&A-related activities in 3Q of 2024.
Adjusted free cash flow excluding M&A expenditures continued to trend steadily.

Unit: JPY millions

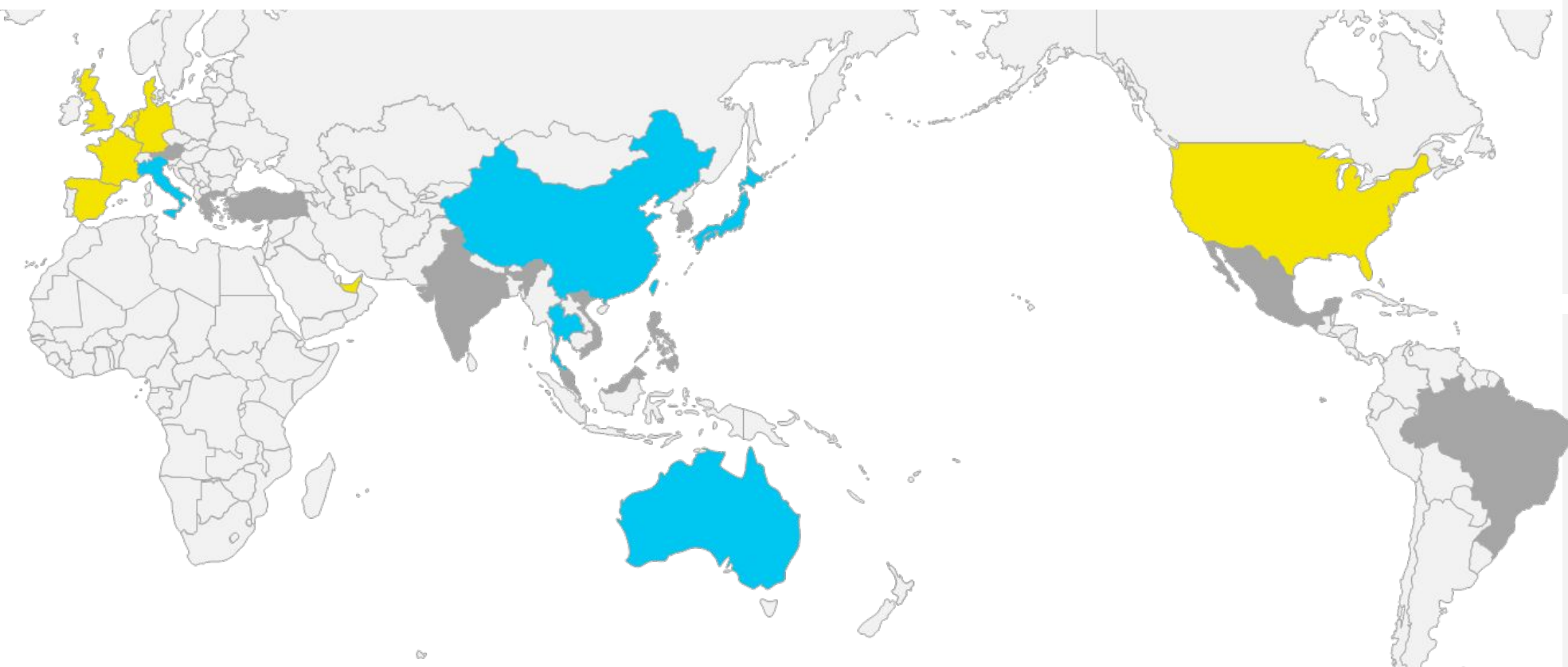
	FY2024 1Q	FY2024 2Q	FY2024 3Q	FY2024 4Q	FY2025 1Q	FY2025 2Q	FY2025 3Q	YoY Change (Amount)	YoY Change (Percentage)
Cash flow from operating activities	518	885	1,106	1,427	1,099	866	1,199	+93	+8 %
Profit (loss) before income tax	108	329	467	679	157	156	515	+51	+11 %
Depreciation	228	299	284	399	408	431	450	+165	+58 %
Goodwill amortization	0	7	7	75	98	99	102	+94	+1,232 %
Increase in contract liabilities	196	274	223	256	283	211	222	-1	-1 %
Cash flow from investing activities	-297	-598	-2,505	-1,271	-977	-709	-320	+2,185	-87 %
Acquisition of tangible fixed assets	-269	-359	-468	-537	-337	-723	-386	+82	-18 %
Adjusted free cash flow*	220	696	581	952	757	157	879	+297	+51 %
Cash flow from financing activities	639	471	3,155	868	1,165	77	-1,275	-4,431	-140 %
Net increase/Decrease in borrowings	463	498	3,122	744	1,091	-19	-998	-4,121	-132 %
Sale and Leaseback	358	320	364	457	362	193	+82	-282	-77 %
Repayment of lease liabilities	-288	-356	-341	-335	-361	-330	-370	-28	+8 %
Increase/decrease in cash and cash equivalents	970	902	1,492	1,269	1,117	167	-277	-1,769	-119 %

*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.

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

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

Projected deployment map as of 2030



Currently operating
Candidate areas for direct operation
Candidate areas for franchise operation

Market entry criteria & expansion strategy

SOM

×

Market entry difficulty

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

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

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

700 mn yen /2 yrs

×

No. of cities with direct operation

Planned investment: approx JPY 4–6 billion

FY2025 3Q

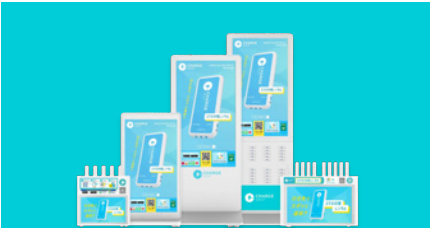
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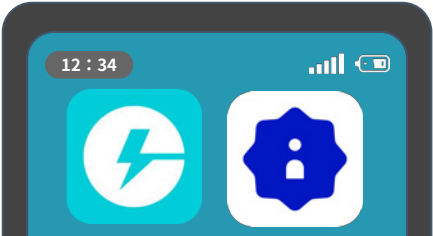
FY2025 3Q Topics: Agenda



New installations/
expanded installations



Launched simultaneous
rentals of three devices



Integration with digital
authentication app



Enhanced CHARGE SPOT
corporate plans



Launched 30-minute
free campaign for new
users and deployed
in-train advertising



Start operations in Italy



Launched pilot testing of
Wi-Fi rental service



Expansion of “mamaro” /
Leveraged advertising
spaces



Newly joined artists/
launched service in
Taiwan



Launched “My Design”
feature

The number of installations continued to grow steadily in 3Q, achieving the full-year installation target.
The expansion of the vending machine model further enhanced convenience and contributed to an increase in users.

New installation accounts



JUNGLIA



Tokyu Kabukicho Tower



Ajinomoto Stadium



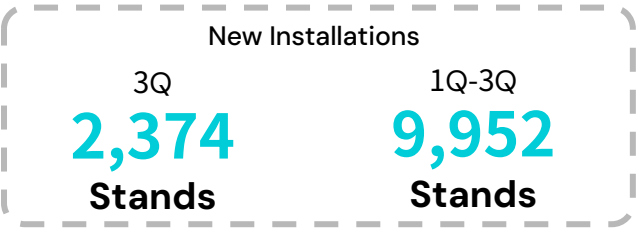
Oigawa Railway



KOBE Rapid Transit Railway



Kitakyushu Monorail



Expansion of vending machine models

Accelerated installation of vending machines by Coca-Cola Bottlers Japan



Keio Inokashira Line
Shibuya Station



Rikkyo University
Ikebukuro Campus



Yokohama
Shin-Toshi Building

User feedback prompted an update enabling simultaneous rental of up to three devices, which is expected to boost usage. It also led to the implementation of My Number Card authentication in collaboration with the Digital Agency, earning media coverage.

Launched simultaneous rentals of three devices



The update on September 16, 2025 enables each account to rent up to three devices simultaneously.

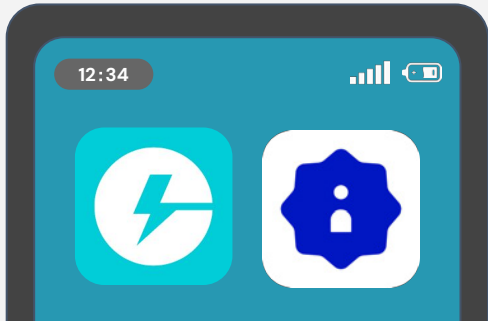
*Available only for credit card payments

Many users expressed strong demand for the option to rent multiple devices.

- During extended outings
- When users want to charge multiple devices simultaneously
- For friends and family as well

As of the end of September, approximately 2% of daily rentals involved two or more devices.

Implementation of My Number Card authentication



Leveraging a digital authentication app, we introduced My Number Card authentication, enabling age-targeted campaigns.

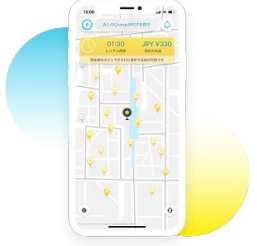
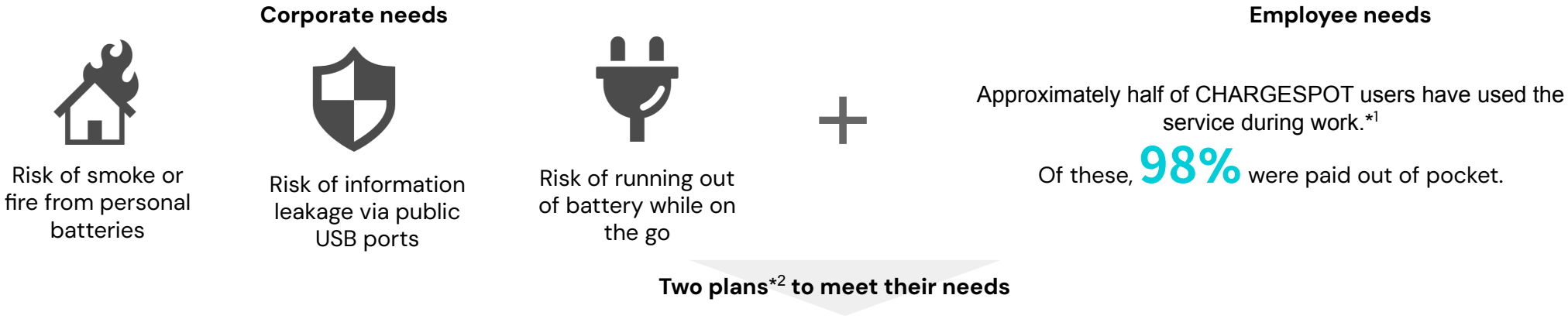
My Number Card authentication collects users' address (up to municipality), gender, and date of birth.

Until October, we ran a campaign exclusively for users aged 22 and under.

We will continue leveraging this for campaigns and use it to refine user analysis.



Corporate demand prompted the enhancement of our corporate plans to two options, improving convenience and aiming to boost revenue opportunities while increasing service awareness across a broader age range.





CHARGESPOT™ Biz – borrow and return devices within the office

Contracted on a per-stand basis

Installed battery stands within offices.
Supports in-office returns.
Stand signage is available for free use.

Recommended for:



Call CenterHospital



New plan

CHARGESPOT Pass for Business – unlimited use nationwide

Contracted based on the number of users

Available for rental and return at any CHARGESPOT nationwide with unlimited usage time and frequency under a monthly subscription plan. The minimum contract requires 20 users.
One stand is provided free of charge for every 20 users and can be installed within the office.

Recommended for:



Field salesBusiness trip

*1 From the user survey conducted in May 2025; n=1,511

*2 Pricing is not publicly disclosed. Please contact the official website for details.
<https://chargespot.jp/business/corporate-plan#pass-for-business>

From August, we ran a two-month free campaign for new users.

Alongside the campaign, we also launched large-scale advertising for the first time in 3 years and measured its marketing impact.

Launched “Start Worry-Free Charging” Campaign to Acquire New Users



From August 8 to September 30, 2025, we ran a campaign offering new users unlimited free usage for up to 30 minutes per session during the period.

Digital advertising + In-train advertising

Total **approx ¥55 million**

New users (vs. before the campaign)

+15% / +50,000 users

To evaluate the campaign, we will continue monitoring the following metrics.

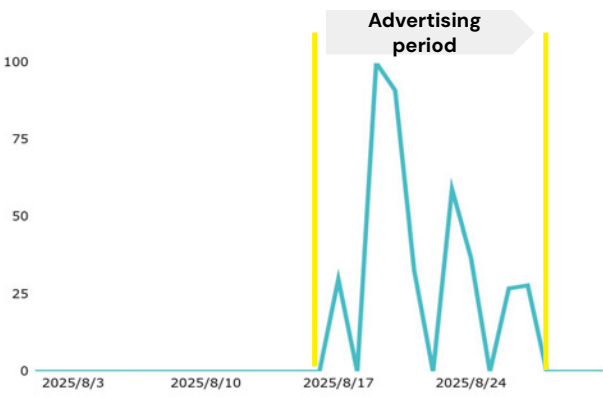
- Did offering unlimited free usage encourage habitual use?
- Did increased exposure during the campaign period boost awareness?

Launched In-Train Advertising Aligned with the Campaign

From August 18 to 24, we ran in-train advertising, using it to highlight safety.



Trends in interest based on Google Trends data



- During the advertising period, interest in CHARGESPOT increased significantly.
- Mentions of safety, in particular, increased on social media.

Since October 2nd, popular group timelesz from STARTO ENTERTAINMENT has been appointed the new CM ambassador to expand recognition of the service and drive new user acquisition.








The advertisement features a light blue background with a pattern of small, colorful triangles. In the top left corner is the CHARGE SPOT logo, which consists of a blue circle with a white lightning bolt and the text "CHARGE SPOT" in black. To the right of the logo, the text "スマホをタイムレスにチャージ。" (Charge your smartphone timelessly.) is written in a blue, stylized font. Below this, the text "充電するなら" (If you're going to charge) is written in a large, bold, blue font, followed by "チャージスポット" (Charge Spot) in a large, bold, blue font. On the right side of the advertisement is a white smartphone with a blue screen displaying the CHARGE SPOT logo and the text "CHARGE SPOT". Below the main text, there is a white rectangular box with a thin black border. Inside this box, the text "Present Campaign" is written in a black, italicized font. Below this, the text "レンタルすると、CHARGESPOT オリジナル" (When you rent, CHARGESPOT Original) is written in a black font, followed by "timelesz ビジュアル入りクリアポーチが当たる!" (timelesz Visual Clear Pouch will be won!) in a blue font. To the right of this text is a blue rectangular button with white text that reads "キャンペーン期間" (Campaign Period) and "10/2(木) - 11/30(日)" (October 2nd (Thursday) - November 30th (Sunday)). At the bottom of the white box, there is a small line of text in a black font that reads "※1回165円以上のレンタルが対象となります。 ※応募にはチャージスポット公式アプリ内での事前エントリーが必要です。 ※本キャンペーンは予告なく変更または終了する場合があります。" (※1 rental of 165 yen or more is eligible. ※Entry is required in the CHARGE SPOT official app before applying. ※This campaign may be changed or ended without notice.)

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

Battery safety standards



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

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

Educational activities for users

Important Safety Precautions

For the safe use of mobile batteries



Do not heat



Avoid high temperatures and moisture



Avoid physical shock



Avoid water



Recycle mobile batteries



Stop use if malfunctioning

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



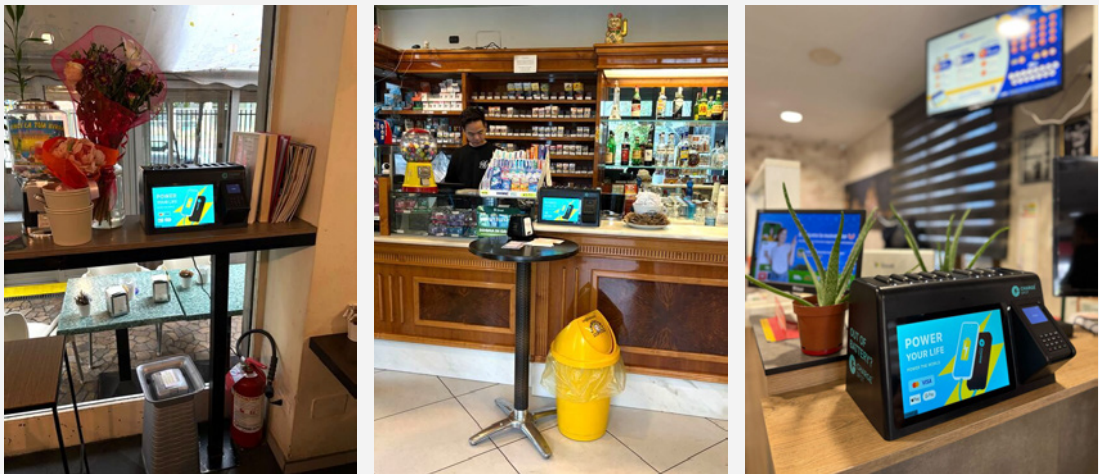
Provide information about the safety of "CHARGESPOT"

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



Started “CHARGESPOT” operations in Italy on Sep 8th.
Expanding from Milan to Rome and key tourist areas.

Italy Expansion Status



25 stands installed in Milan (as of end-September).

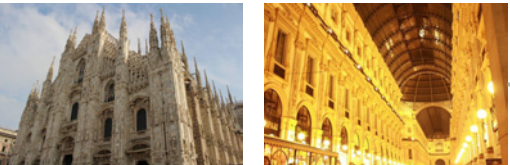
Since tap payment is mainstream in Italy, we are deploying the TAP model instead of QR.

Competitive Landscape

There are a few hundred battery stands nationwide, but overall penetration of mobile battery sharing remains low.

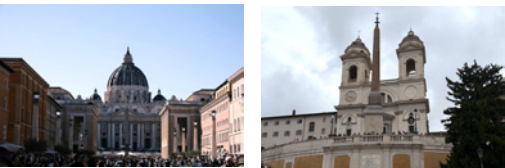
Future Expansion Plans

Milan



Population: ~1.36M / Tourists: ~8.5M

Rome



Population: ~2.75M / Tourists: ~35M



- Focus on major cities/tourist areas (e.g. Milan, Rome)
- ~700 stands in Milan expected by end of year
- Increase installments at chains (supermarkets, fast food, etc.)
- Build recognition via partnerships with malls & sports events
- Local media campaigns to drive recognition

In partnership with SEVEN-ELEVEN JAPAN CO.,LTD., the pilot test of “CHARGESPOT MOBILE Wi-Fi” service was launched. The installation and advertising use of “mamaro” are also expanding, driving growth in our Platform Segment.

Launch of Wi-Fi Rental Services



On September 18, 2025, in partnership with SEVEN-ELEVEN JAPAN CO.,LTD., we launched a pilot test of “CHARGESPOT MOBILE Wi-Fi” at 18 Seven-Eleven stores in Tokyo.

We will consider future expansion based on the results of the pilot test.

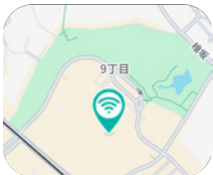
Key features of CHARGESPOT MOBILE Wi-Fi



Available for rental via the ShareSPOT tab in the CHARGESPOT app.



Available for rental without prior reservation.



Returns are allowed at any available stand, regardless of the rental location.

“mamaro” Installation/Advertising Cases

New installation cases

Our group company, Trim Inc., has expanded installations of its fully private baby care room “mamaro,” enhancing convenience for families with children at hotels, museums, and tourist facilities.



GRAND NIKKO TOKYO BAY MAIHAMA



Goshono Jomon Site

Advertising cases

Displayed advertising for the movie “Superman” on digital signage inside “mamaro.” The ability to target parents directly drives strong demand for ad space.



The participating artists in “CheerSPOT” is expanding steadily.
Engagement is maintained through reward distribution and the deployment of wrapped stands and collaborative batteries based on the number of “Cheers.”

Namidairono Keshigomu



A rapidly growing idol group.
A collaboration campaign deployed specially wrapped battery stands and collaborative batteries based on the number of Cheers, reaching 4,000 Cheers.

Boku ga Mitakatta Aozora



An idol group formed in 2023 as the official rival of Nogizaka46.
A collaboration campaign was launched to boost awareness and excitement for the “Boku Ao Festival 2025” held on October 18.
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THE ENCORE



An idol group active mainly in Nagoya.
To boost awareness of their solo live at Nagoya Castle, wrapped stands and collaborative batteries were deployed based on the number of Cheers.
This became a successful example of an event-linked initiative.

GIRLS BATTLE AUDITION



A collaboration with Nippon TV’s audition program “GIRLS BATTLE AUDITION” was launched as part of LDH’s project to create a new girls’ group—the “girls’ version of EXILE TRIBE”—including a reward distribution where users sending “Cheers” to trainees receive special message videos.

STPR



The 2.5D idol collective STPR FAMILY regularly participates in CheerSPOT. All five groups, including Strawberry Prince, have implemented the initiative, with regular design updates planned.

SANDA



A collaboration was launched with the TV anime “SANDA,” which began broadcasting on Friday, October 3. For the first time, video content was used as Cheer material.
A campaign offered smartphone wallpapers as participation rewards and signed posters through a lottery.

Launched in August, “My Design” allows fans to broadcast their own created content.
In Taiwan, the service has received strong reactions since its launch, growing at a faster pace than in Japan.

Service Launch in Taiwan

Launched “CheerSPOT” service in Taiwan on July 14.

Rakuten Girls



A cheerleading team for a Taiwanese baseball club. They achieved a faster initial uptake than in Japan, marking a strong start. Promotion also leveraged in-stadium signage.

500
Cheers on
launch day

300
New Users in
first week

1,100+
Weekly
Cheers

HUR+



A nine-member idol group from Taiwan. In cities where Cheers surpass 500, HUR+ flash events are planned.

500+ Cheers
in 4 cities

Fan-initiated
Tanabata
event held

100+
social media
posts

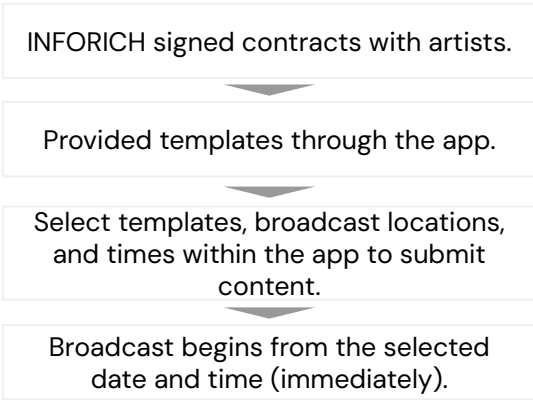
Addition of the “My Design” Feature

Fans can now submit their own designed support content through the “CheerSPOT” app to display on digital signage across approximately 80,000 CHARGESPOT stands domestically and abroad.

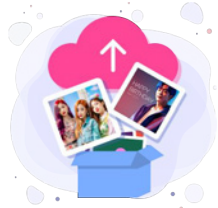
Official Contents



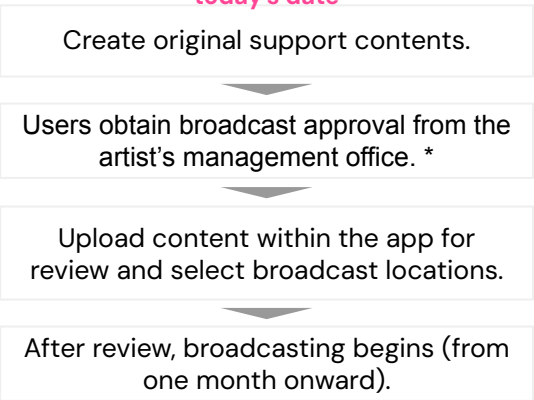
- Starting at ¥463 (tax included)
- Available for immediate delivery



My Design



- Starting at ¥9,900 (tax included)
- Available for delivery starting one month from today's date



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

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

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FY2025 3Q

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Appendix: Company Profile

Company name	INFORICH INC.
Head office address	5-52-2 Jingumane, Shibuya-ku, Tokyo, Japan
Representative	Hironobu Akiyama (Stephen Chan)
Established	September 2, 2015
Listed market	Tokyo Stock Exchange Growth Market (securities code: 9338)
Share capital	Share capital: 10,000,000 yen (as of September 30, 2025)
Number of employees	Non-consolidated: 139, Consolidated: 342 (including 40 temporary employees, as of September 30, 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.

Appendix: Board of Directors



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 FOTO fwd, 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.



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

Joined JUKI Corporation in 1989, where he worked in the former Soviet Union, India and Singapore before serving as Managing Director for local subsidiaries in France and Romania. He served as Managing Director of MISUMI Group's Thailand subsidiary from 2005, then joined Amazon Japan LLC's management team and was responsible for their retail, marketplace and B2B Divisions. Since 2020, he became COO of Oisix ra daichi Inc. and External Director of PopSicle inc., Medley Inc., AI inside Inc., GROOVE, a member of the Shizuoka Prefecture Advisory Board, and a part-time lecturer at Tokai University. He is current an External Director at Social Good Inc., and Representative of kenhoshi&Company. He is the author of "Amazon's Absolute Thinking" (2019) and "Disruptive Thinking for Amazon's Continued Growth" (2022). He was appointed as External Director 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.

FY2025 3Q

Financial Results Briefing Material
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INFORICH



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

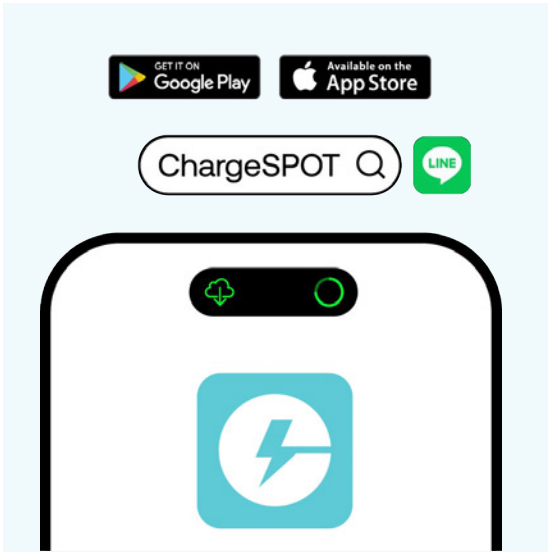
Borrow anywhere,



return anywhere

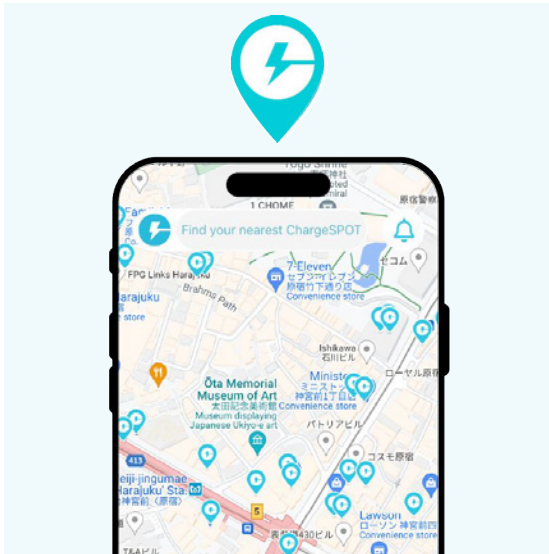
Since the service was launched in April 2018, it has already been provided in 47 prefectures throughout Japan. Overseas, the Company is expanding its business to Hong Kong, Thailand, Taiwan, Singapore, Macao, Australia, and Italy. To use the battery, simply use the app to scan the QR code of the battery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





Step 1
First, download the app.

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



Step 2
Find a battery stand.

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



Step 3
Scan QR code with app.

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



Step 4
Take out battery.

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

Payment methods available in Japan

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

Payment methods that can be used overseas

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



Other supported apps



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



57,221 stations in Japan at retailers, transport facilities, carries, municipalities, and other locations essential to daily life







Convenience stores	Seicomart, Seven–Eleven, Daily YAMAZAKI, FamilyMart, POPLAR, Ministop, Lawson, Seikatsu Saika
Inside railway stations and transportation facilities	JR Tokai, Osaka Metro, toks, Tsukuba Express, Shinjuku Expressway Bus Terminal (Busta Shinjuku), Minatomirai Line, Okinawa Urban Monorail, Yokohama Municipal Transportation Bureau, Keio Electric Railway, Keisei Electric Railway, Kyoto Municipal Transportation Bureau, Keihin Kyuko Electric Railway, Kintetsu Railway, Kintetsu Retailing, Saitama Railway, Hankyu Railway, West Nippon Railway, Sanyo Electric Railway, KOBE Rapid Transit Railway, Seibu Railway, Chiba Urban Monorail, Oigawa Railway, Osaka Monorail, Toei Subway, Tokyu Electric Railway, Tokyo Metro, Tobu Railway, Nankai Electric Railway, Fukuoka City Subway, Kitakyushu Monorail, Hokuso Railway, Kita–Osaka Kyuko Line, 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 Kintaikyō Airport, Aso Kumamoto Airport, Kitakyushu Airport, Nagasaki Airport, Kumejima Airport, Painushima Ishigaki Airport
Stadiums and arenas	ES CON FIELD HOKKAIDO, Rakuten Mobile Park Miyagi, Bellina Dome, Meiji Jingu Stadium, AJINOMOTO STADIUM, Tokyo Dome, Yokohama Stadium, ZOZO Marine Stadium, Vantelin Dome Nagoya, GLION ARENA KOBE, MIZUHO PayPay Dome FUKUOKA
Theme parks and cultural/educational facilities	JUNGLIA, ADVENTURE WORLD, Anpanman Children’s Museum, KidZania, 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, GIGO, 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, khb, LA CITTADELLA, MIYASHITA PARK, PARCO, SHIBUYA 109, Tekute Sendai, AOMORI SHUNMI–KAN, ATRE, APIA, Aeon Mall, S–PAL Sendai, Queen’s Square Yokohama, Osaka International Convention Center (Grand Cube Osaka), Grand Green Osaka, Grand Front Osaka, JR Nagoya Takashimaya, Plaza Kobe, Premium Outlets, Port Messe Nagoya, Marui, 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, Shin–Shizuoka Cenova, Morioka Station Building FES’AN, Aomori Station Building, LOVINA, Shizuoka Station Building Parché, Izumi Park Town Tapio, Tokyu Kabukicho Tower, Department Store Fujisaki, Omotesando Hills, Fukuoka Tower, FukuokaDaimyo Garden City, Makuhari Messe, Roppongi Hills

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



57,221 stations in Japan at retailers, transport facilities, carries, municipalities, and other locations essential to daily life

Karaoke	JOYSOUND, Karaoke BanBan, Karaoke Croquette Club, Karaoke no Tetsujin, Karaoke Rainbow, Karaoke Uta, Karaoke Kan, Côte D’azur, Big Echo, Uta Hiroba
Electronics and appliance stores	EDION, Kojima, Bic Camera, Best Denki, Yamada Denki, Yodobashi Camera
Carrier stores	au, Docomo, Galaxy shop, SoftBank, UQ Mobile, Y!mobile, Rakuten Mobile
Drugstores	Amano Drug, Welcia, Create SD, Kokumin Drug, Sugi Pharmacy, Tsuruha Drug, Drug-Eleven, Drug Seims
Retailers	IKEA, JTB, ROPE' PICNIC, TSUTAYA, WEGO, Thank You Mart, Right-on, Maruzen Junkudo Bookstores, Don Quijote, 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, Tenjinya
Cafes	Vie de France, È PRONTO, Café de Crié, Komeda Coffee, St. Marc Cafe, Tully’s Coffee, Doutor Coffee Shop, MORIVA COFFEE, Chun Shui Tang, Ueshima Coffee
Vending machines	Kirin Beverage, Coca-Cola Bottlers Japan, ITO EN
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	Health Sciences University of Hokkaido, Hokkaido Bunkyo University, Hokusei Gakuen University, Hokkaido Musashi Women’s University, Tohoku Fukushi University, Sendai University, Meiji University, Katayanagi Institute, Nippon Sport Science University, Shukutoku University, Kanagawa University, Chubu University, Shizuoka Eiwa Gakuin University, Himeji Dokkyo University, Kobe City University of Foreign Studies, Hannan University, Nara Medical University, Shimonoseki City University, University Library of Kyusyu Dental University, St. Mary’s College, Okinawa International University, Okinawa Christian University
Municipalities and municipality-managed facilities	Light Cube Utsunomiya (a meeting hub located at the east exit of Utsunomiya Station), Gunma Prefectural Government, G MESSE GUNMA (GUNMA Convention Center), Yamanashi Prefecture, Shibuya Ward, Toshima Ward, Atami City, Kobe City, Fukuoka City

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



Ticket machine model







Vending machine model (front)



Vending machine model (side)

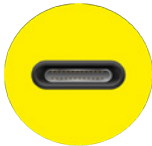


Outdoor model

				
	Ticket machine model	Vending machine model (front)	Vending machine model (side)	Outdoor model
Number of battery slots	20	10	10	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



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



USB *1
Type-C



Lightning *2



Micro USB

Three types of cables built-in for various uses

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



Wireless
Earphones



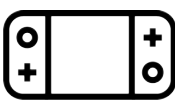
E-Cigarettes



Portable Fan



Pocket Wi-Fi



Portable Game
Consoles

*1 USB Type-C is a registered trademark of the USB Implementers Forum.

*2 Lightning is a trademark of Apple Inc.

*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 During Disasters

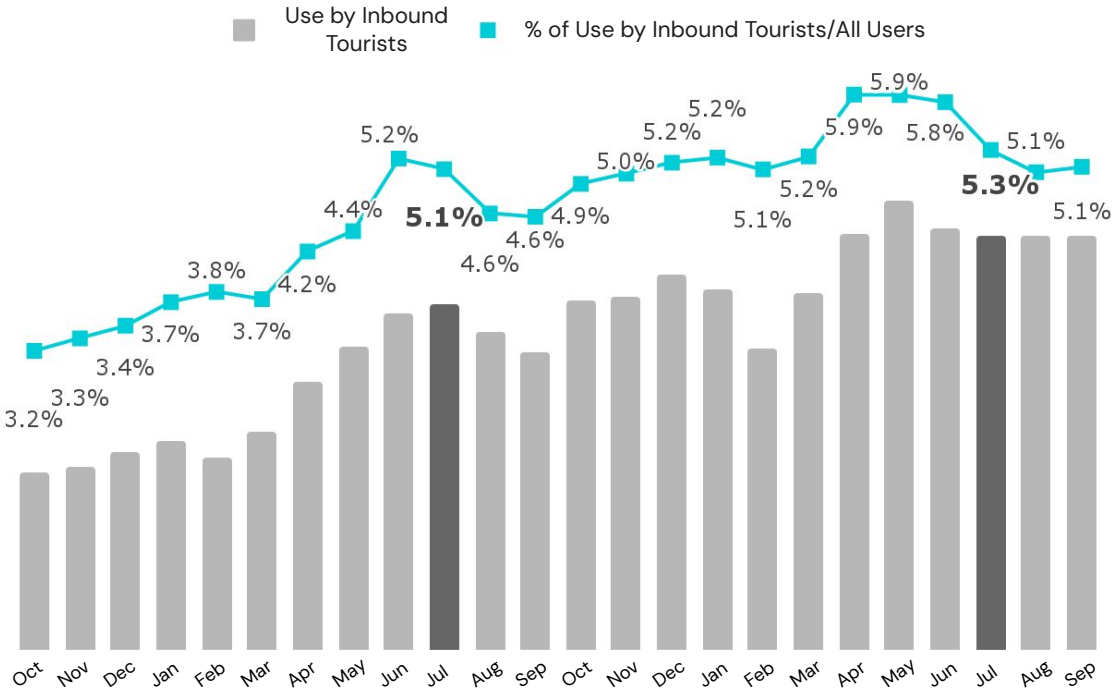


Disaster prevention agreement partners

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

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

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

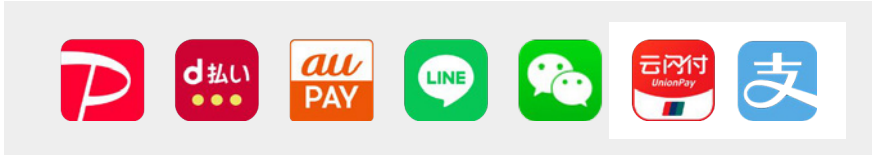


The number of users fluctuates in line with increases or decreases in inbound tourists. The share of inbound tourists among users stayed elevated compared to the previous year.

Initiatives to promote usage among inbound tourists



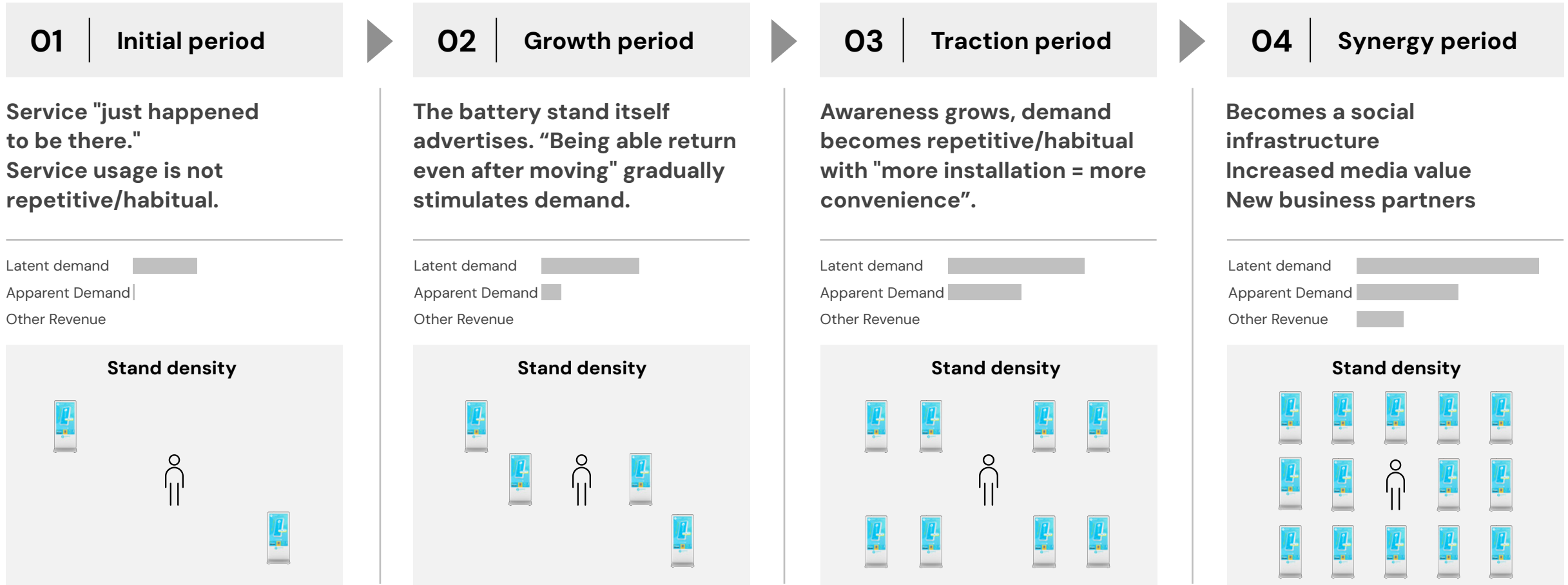
Signage screens provide information in English, Chinese, and Korean. Multilingual POP displays are placed in locations popular with inbound tourists, such as airports.



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

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

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



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

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

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.



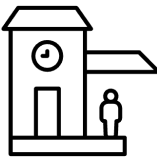
Specific Screening Criteria



No Reputational Risks



Area Priority



Around Stations with Large Flow of People



Easy Access



Operates on Weekends



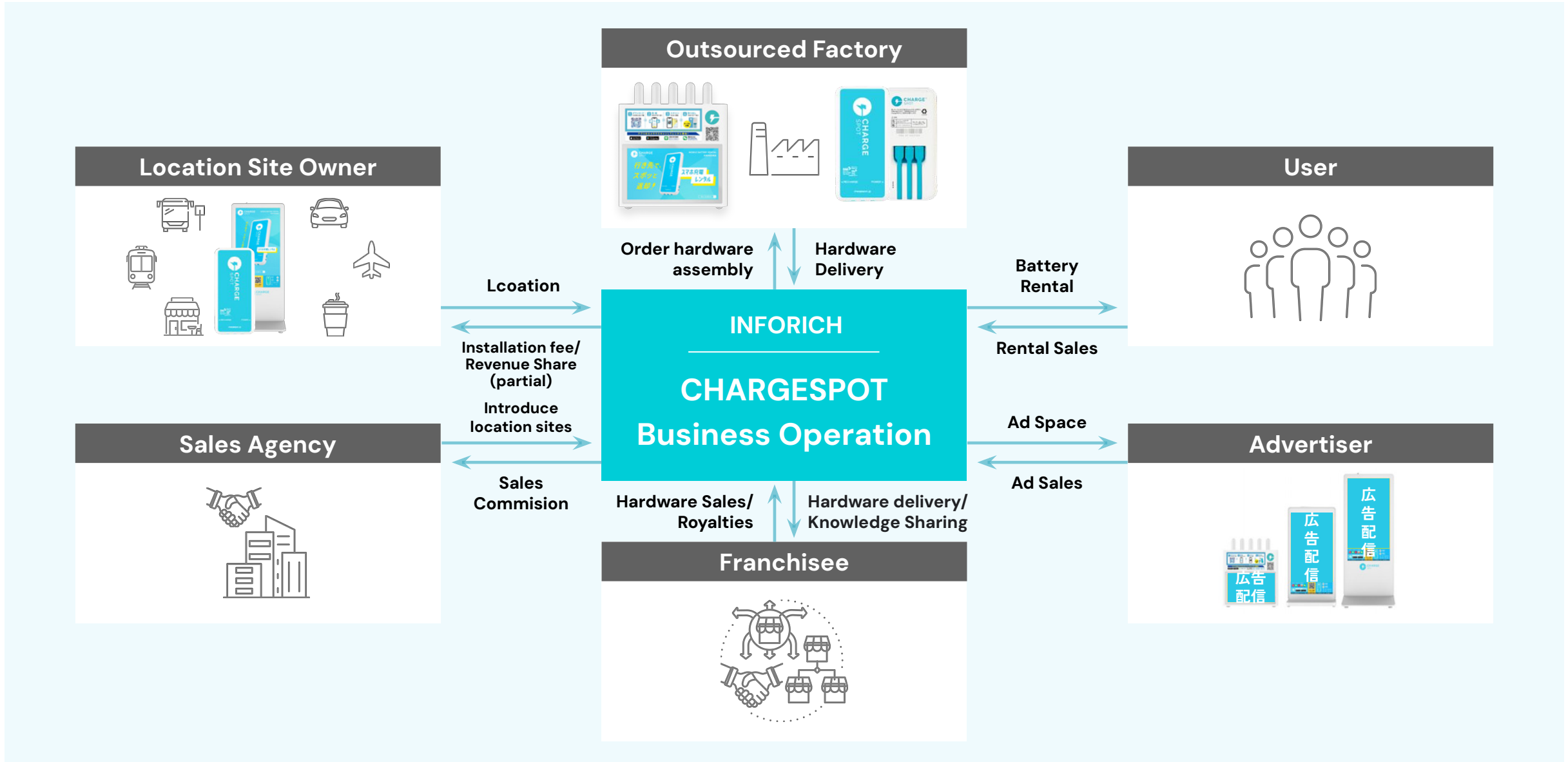
Presence of Existing Stands Nearby

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	Payback Period
					2025/9	2025/9
Battery			-	3 Years	-	19 days
	LL40		40	5 Years	0.3 %	31 days
	LL20-J		20		7 %	161 days
Battery Stand	M10		10		3 %	326 days
	S10 S10-A		10		15 % 41 %	99 days 83 days
	S5		5		32 %	99 days

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

Appendix: Revenue Model of CHARGESPOT



Rising demand for mobile battery sharing is driving our expansion.

Society



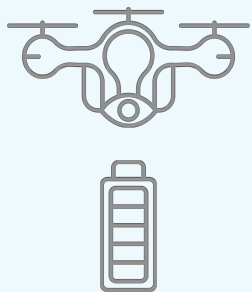
- Increasing environmental awareness (resistance to mass consumption and disposal)
- Growing interest in minimalism
- Reducing size and weight of personal belongings
- Rising concern over proper disposal of mobile batteries (due to incidents like garbage truck fires from improper disposal)

Economy



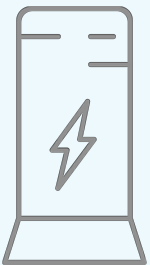
- Rising mobile phone prices
- Declining wages especially for younger generations
- Discontinuation of smartphone subsidies leading to reduced replacement frequency
- Increasing mobile battery prices

Technology



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

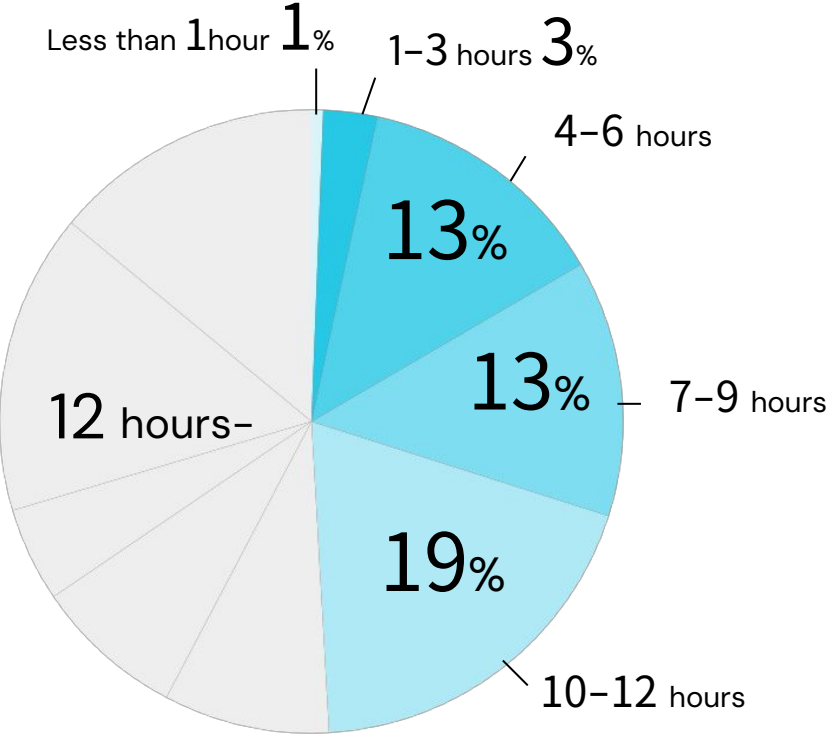
Needs of Installation Locations



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

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

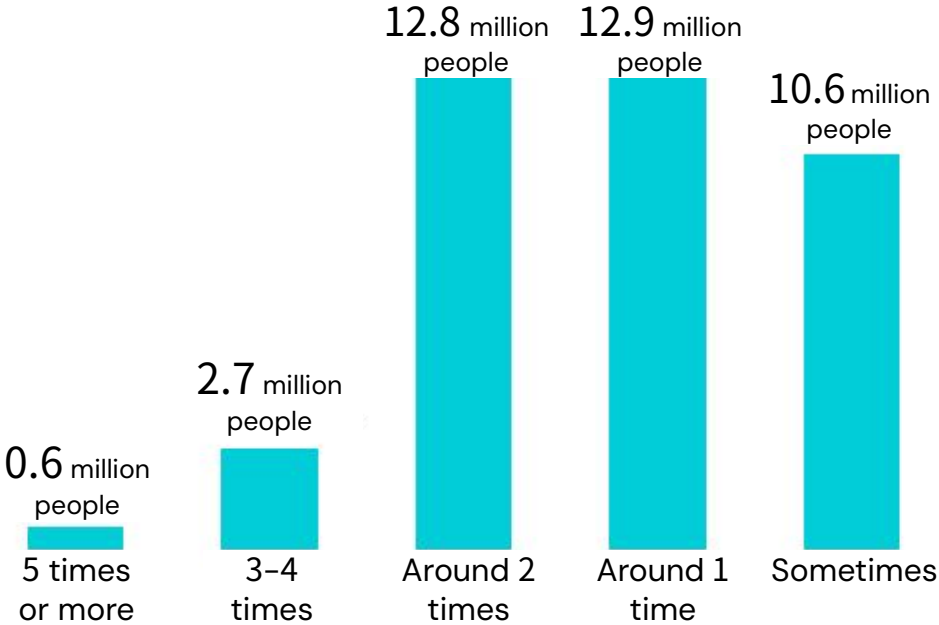
How long does your smartphone last on a single charge?



dentsu

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

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



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

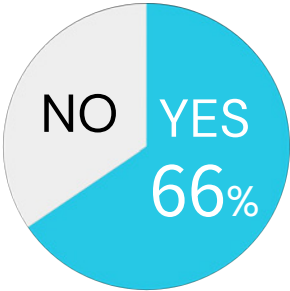
dentsu

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

Portable battery owners are CHARGESPOT's potential users.

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

Q1 Do you want to use CHARGESPOT?

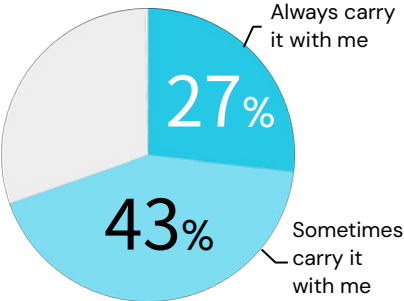


Q2 Why do you want to use CHARGESPOT while you have a portable battery?



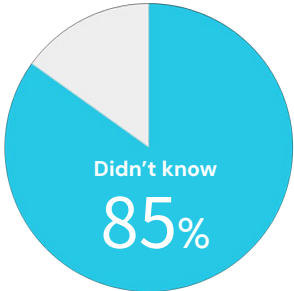
Q3 Do you carry your portable battery around?

Only a quarter of them always carry it around



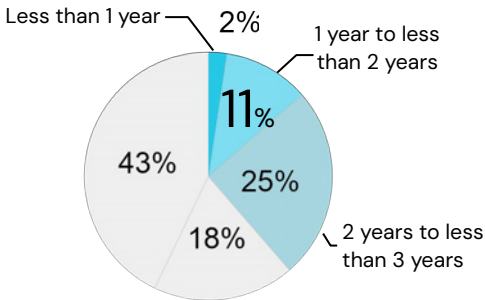
Q4 Did you know about CHARGESPOT when you bought a portable battery?

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



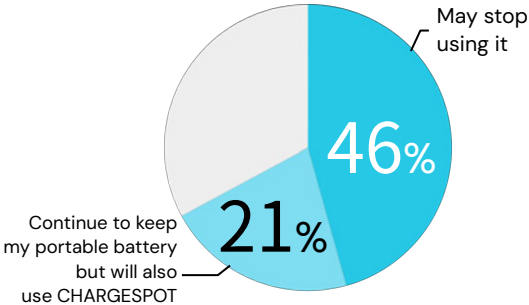
Q5 How often do you replace your portable battery?

More than one third replace their portable batteries within 3 years



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

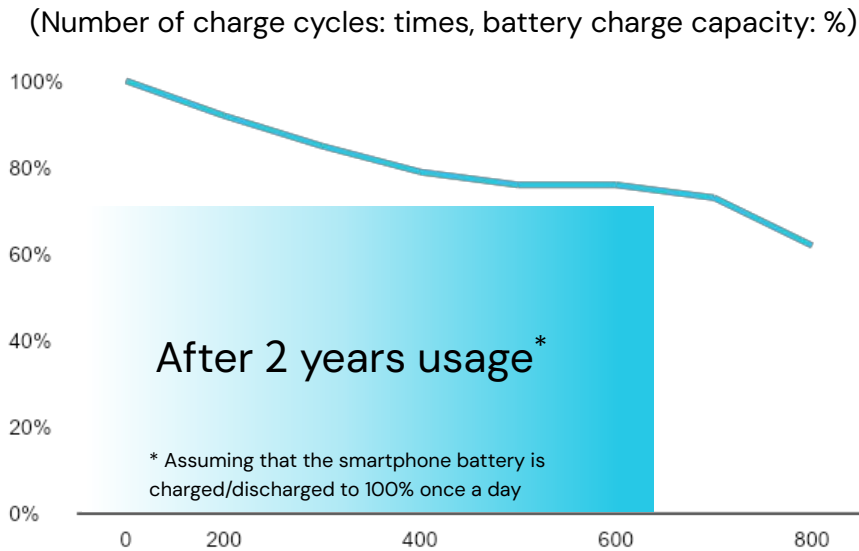
About half of them are aware of the possibility of switching to CHARGESPOT



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

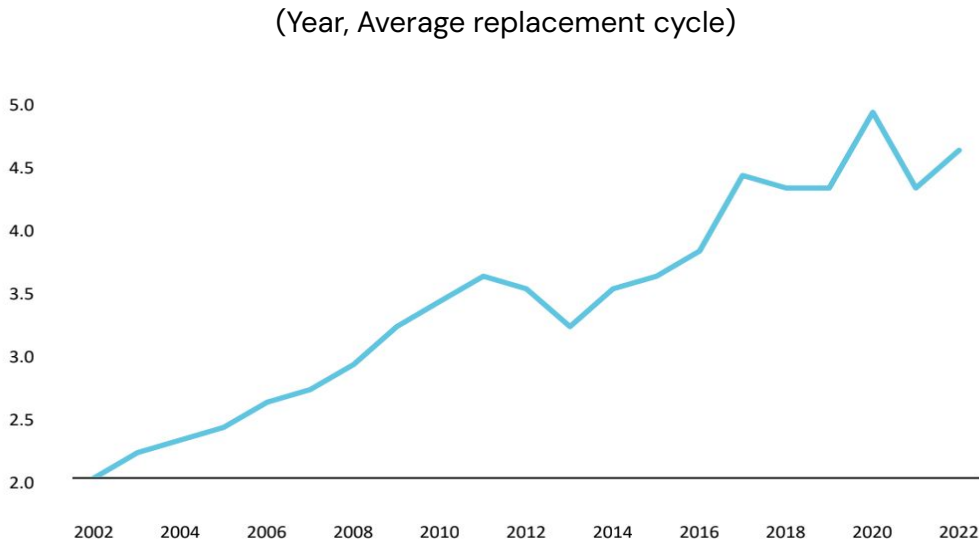
- The charge capacity of lithium-ion batteries drops to 80% after about 600 charge/discharge cycles, and then the charge efficiency decreases rapidly
- When considering normal smartphone usage, the standard charging capacity after 5 years is about 30% (compared to when it was new)
- On the other hand,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

Charge/discharge cycle characteristics of lithium-ion battery



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

Mobile phone/Smartphone replacement cycle



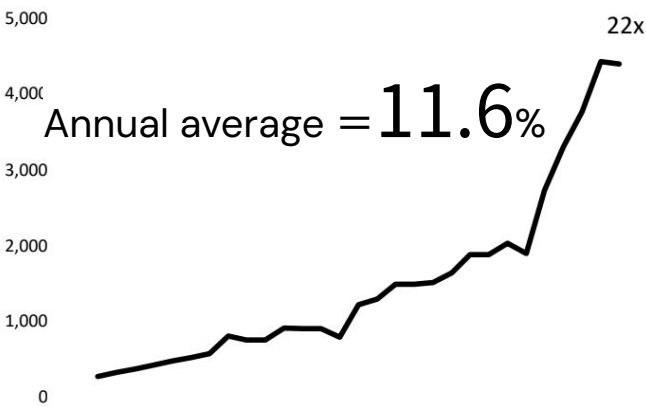
Source: 2022 Consumption Trend Survey, the Cabinet Office

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

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

Internal battery capacity of mobile device

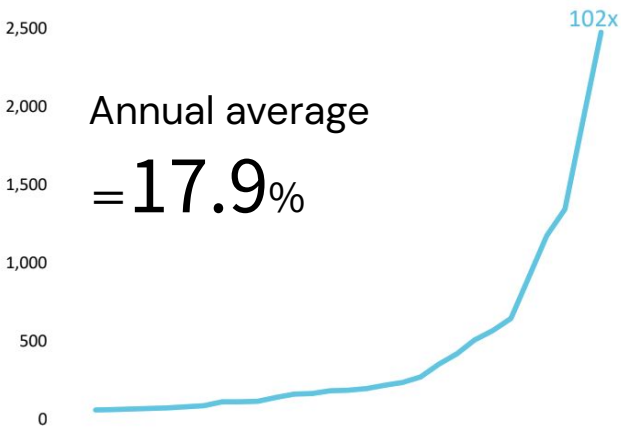
(Latest model for each year)



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

Power consumption of mobile device

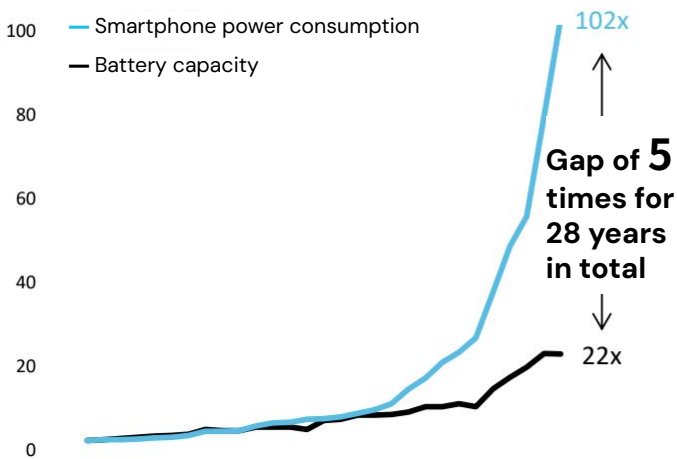
(Average per unit per day)



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

Battery capacity vs. Power consumption

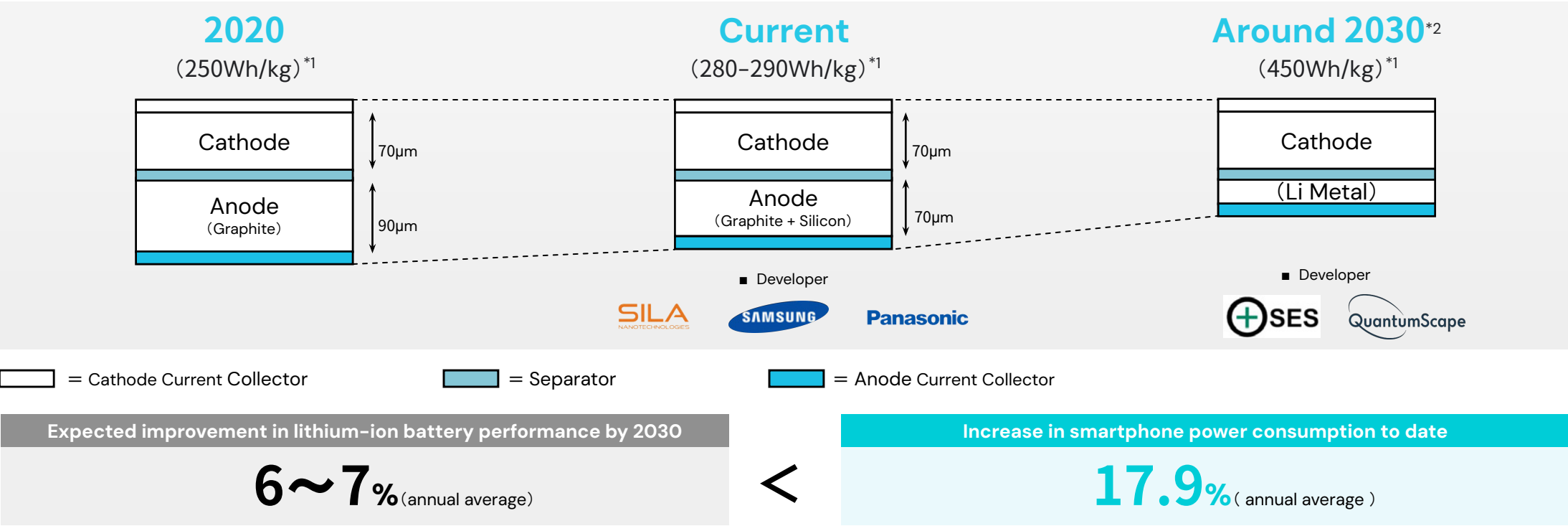
(Average per unit per day)



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

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

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



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

FY2025 3Q

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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



Mid-term Policy

FY2025 Business Policy

Maximize long-term free cash flow (EBITDA)

Maintain a high sales growth rate

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

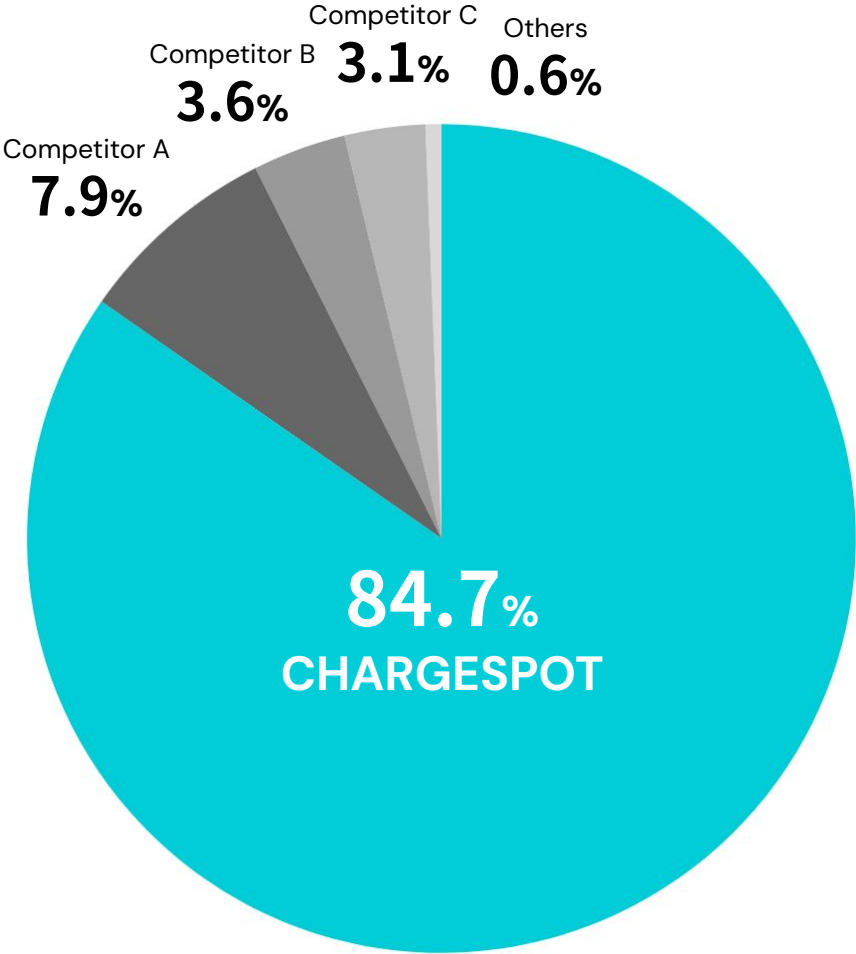
Platform Segment

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

(Units: No. of Stands)

	No. of Stands as of September
CHARGESPOT	57,221
Competitor A	5,342
Competitor B	2,459
Competitor C	2,127
Others	421

Our view on barriers to entry

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

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

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

3Q Activities	Number of sessions/ activities	Handled by	Remarks
Financial results briefing for institutional investors and analysts	Once	CEO CFO	Held the 2Q financial results briefing in an online manner. A total of 49 people participated in the session. Released an archive video on the same day, which has been viewed approx 3,000 times so far.
Individual meetings with institutional investors and analysts (face-to-face and online)	49 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	Hosted our first online briefing for individual investors following results announcements, devoting more time to the Q&A. An archived YouTube live stream has been viewed about 2,600 times to date.
Segment briefing for institutional investors and analysts	Once	Head of Group MEDIA	Held the first briefing exclusively focusing on the MEDIA business. A total of 14 companies participated in the session in a hybrid format.

Main areas of interest for shareholders and investors
<ul style="list-style-type: none">✓ Feasibility of the full-year guidance✓ Reasons for maintaining the full-year guidance at the previous financial results announcement✓ Future installation strategy in Japan✓ Future installation strategy overseas✓ Current status of Trim Inc.✓ Safety of mobile batteries and countermeasures
Future policies
<ul style="list-style-type: none">✓ Continue to hold a briefing for institutional investors on the same day as the financial results announcement✓ Promptly provide a video recording, transcript, and Q&A from the briefing✓ Actively participate in briefings for individual investors✓ Promote investors' understanding of areas that require detailed explanation by holding briefings focused on specific segments✓ Diligently disclose progress updates

Innovations
in "battery life"

Risk term:Medium to long term
Likelihood:Low

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

Competitive
environment

Risk term:Medium to long term
Likelihood:Low

<p><u>Increased competition due to growth of competitors</u></p> <p>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.</p> <p>*Calculated by # of machines installed by the Group as of September 2023 and the # of machines announced by competitors.</p>	<p><u>Expansion of # of installation sites</u></p> <p>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.</p>
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Installation Location

Risk term:Medium to long term
Likelihood:Low

<p><u>Suspension of installations of large accounts</u></p> <p>Our group has relatively more installations in convenience stores because of their convenience to users.</p> <p>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.</p>	<p><u>Ensure a variety of installation sites and strengthen cooperation with installation sites</u></p> <p>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.</p>
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FY2025 3Q

Financial Results Briefing Material

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2. FY2025 3Q Financial Highlights
3. FY2025 3Q 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

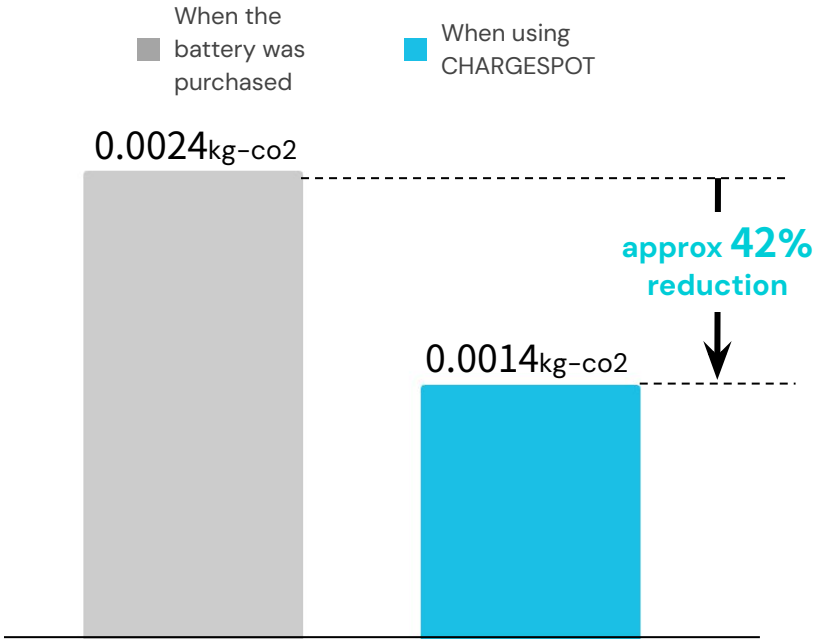
We will implement risk management befitting a listed company, strengthen our management base, and improve our corporate value over the medium to long term.

Strategies

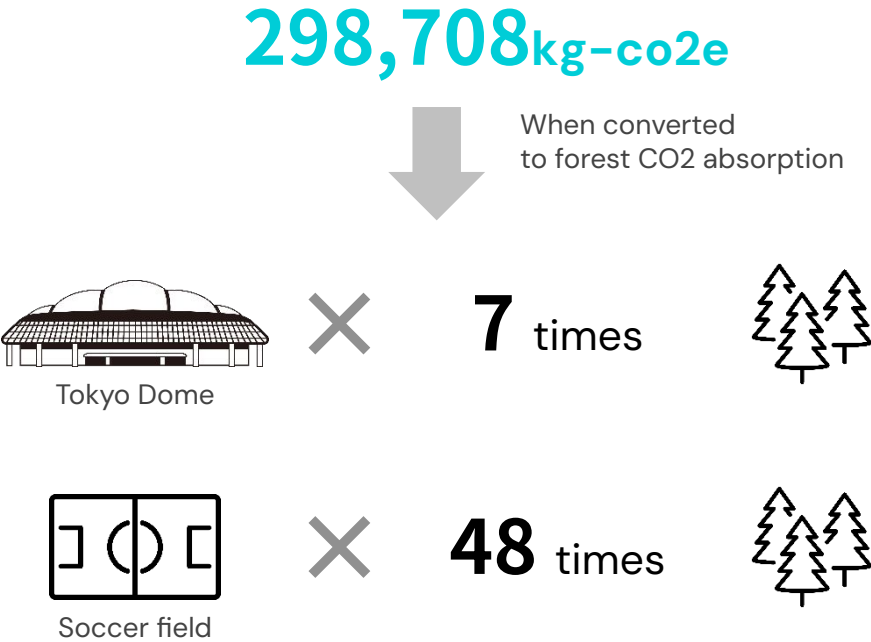
- Thorough management of customer and business partner information
- Provide education to raise employee awareness of compliance
- Establish a Compliance and Risk Management Committee to promote activities to foster a sound corporate culture
- The Board of Directors, which includes outside directors,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

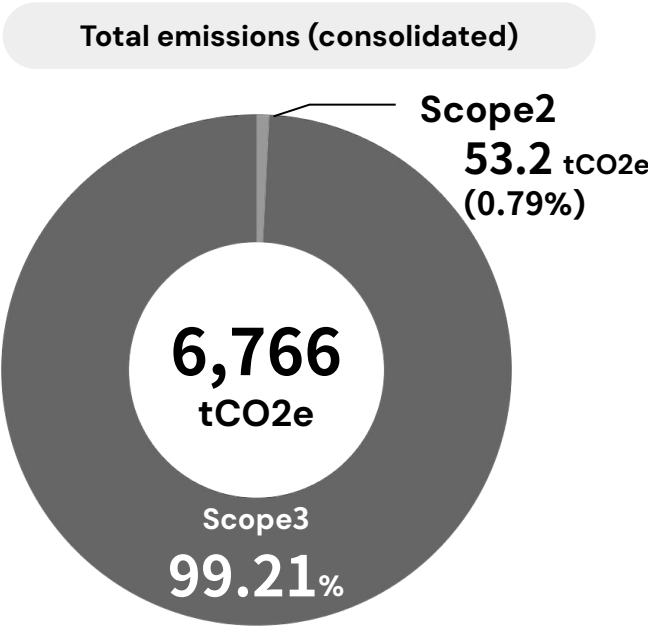


CO2 reduction across all CHARGESPOT users
(All domestic and overseas directly managed areas)

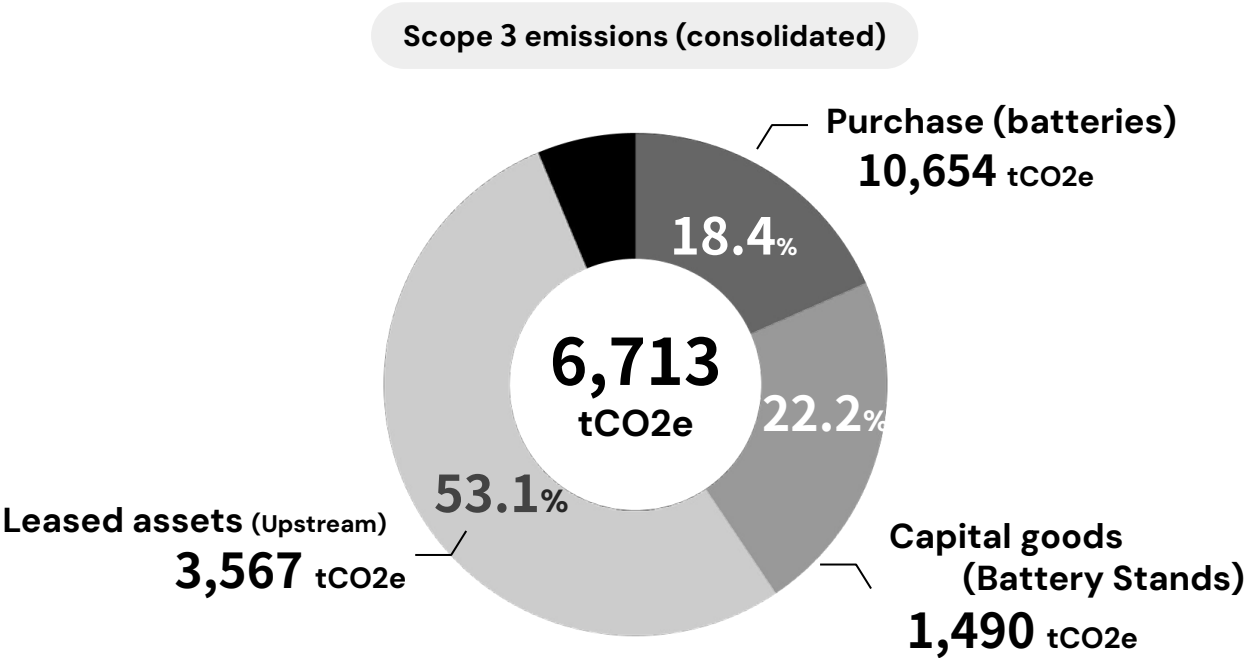


*Calculated assuming annual absorption of 8,800 kg-CO2 per hectare of forest (Source: Forestry Agency)
* Calculation by Asuene Corporation.

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



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



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

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

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

* Scope 2 emissions are calculated based on market standards.

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

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

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

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

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

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

* Scope 2 emissions are calculated based on market standards.

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

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

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



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.

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

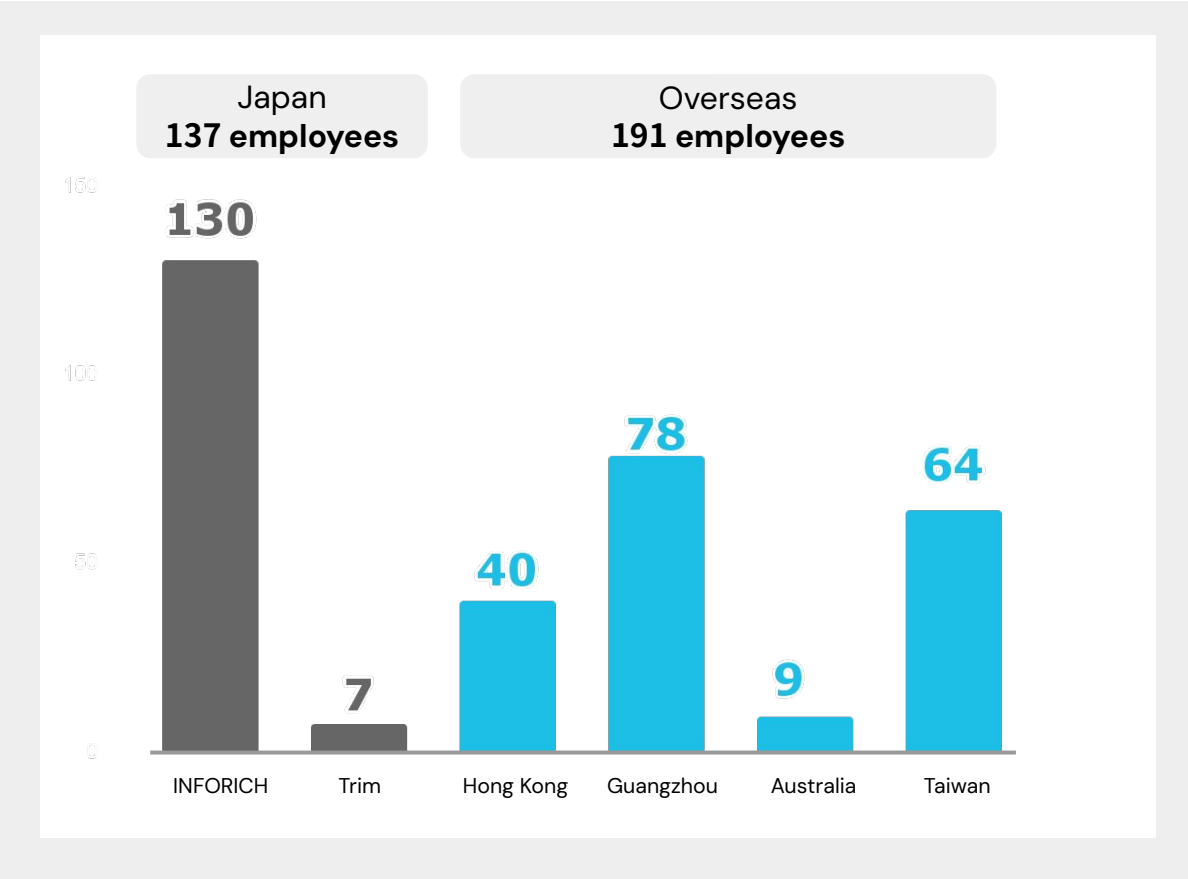


In accordance with the Act on the Promotion of Effective Utilization of Resources, the mobile battery recycling is outsourced to companies licensed by local governments to ensure the safe and appropriate recycling of mobile batteries.

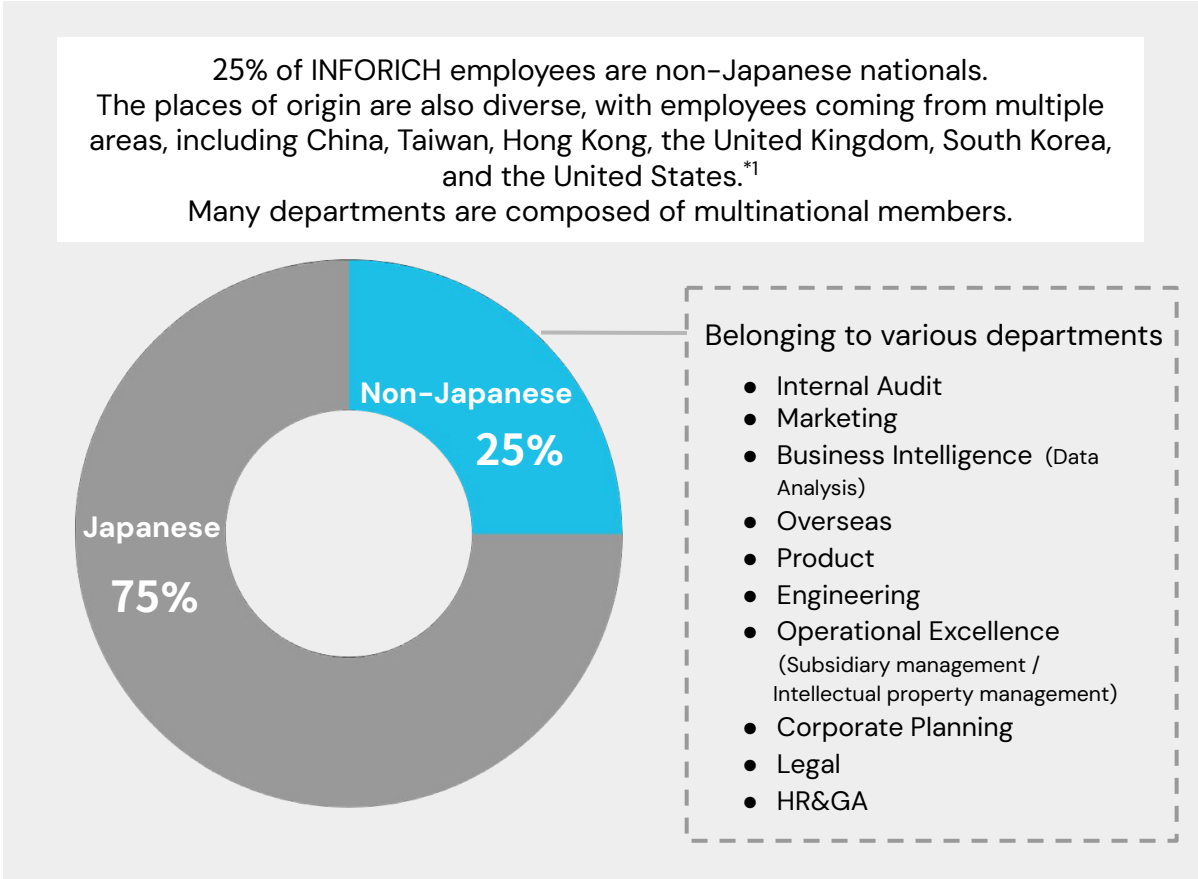


More than half of the group members are non-Japanese nationals and members in Japan come from diverse areas, demonstrating the rich geographical and linguistic diversity of the Company.

Diversity within the Group



Diversity within INFORICH



^{*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 largely 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.

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.

Learn from Professionals

Companies in Japan All employees

Seminars and study sessions by external executives and professionals.

Communication Programs

CONNECT (company-wide meeting)

Companies in Japan All employees

Monthly offline meetings to share work sites and plans.

Overseas subsidiaries All employees

Overseas subsidiaries also participate online once every quarter.

Team Building

Companies in Japan All employees

Quarterly team building through events, etc.

Communication Lunch/Dinner

Companies in Japan Tokyo Head Office

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

Life Support Programs

Full Flex Time System

Companies in Japan All employees

Introduced a full flextime system with no core hours.

Work With Family

Companies in Japan Full-time employees

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

Paid Sick Leave

Companies in Japan Full-time employees

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

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

Thank you for your interest.

INFORICH