

**Summary of Questions and Answers for Q4 and Full-Year FY2025 Financial Results Briefing**

The following is a summary of the key questions received from the capital markets regarding the full-year financial results for FY2025, “VISION 2030,” and the “Medium-Term Management Plan (FY2026–2028)” announced on February 12, 2026.

**Q1: Regarding the Q4 FY2025 results for the Marketing Communication Segment, could you explain the background behind the strong transaction growth and accelerated momentum?**

**A1:** The primary factors were seasonal year-end demand, along with steady progress in expanding existing client accounts and securing new projects through both organic efforts and our business alliance with the Dentsu Group.

**Q2: Is the earnings forecast for FY2026 conservative? Also, will the performance be weighted toward the first or second half?**

**A2:** We consider the FY2026 forecast to be conservative. This is due to anticipated costs for replacing core IT systems and M&A-related expenses as part of the growth investments outlined in our Medium-Term Management Plan. Regarding revenue and Non-GAAP operating profit, we do not expect a significant imbalance between the first and second half; our plan follows typical seasonal patterns.

**Q3: When do you expect the impact from certain clients observed in FY2025 to bottom out?**

**A3:** Since this impact began in April 2025, we expect it to continue through Q1 FY2026 and level off starting from 2Q FY2026.

**Q4: Regarding the assumptions behind the figures in the three-year Medium-Term Management Plan, and your confidence in achieving the 2030 target of ¥10 billion in both Non-GAAP operating profit and profit attributable to owners of the parent.**

**A4:** The three-year figures in the Medium-Term Management Plan are based on the organic growth of our existing businesses. To reach our 2030 vision, we intend to steadily grow our existing operations while simultaneously pursuing inorganic growth through the strategic growth investments mentioned in our capital allocation policy.

**Q5: Could you provide more specific details on your growth investment plans within your capital allocation?**

**A5:** Our primary investment areas include expanding capabilities that contribute to maximizing our clients' corporate value (Exploration), strengthening the competitiveness of existing businesses (Deepening), and internal investments in AI, human capital, and corporate infrastructure. For M&A, we will prioritize capital efficiency and maintain strict investment criteria to ensure each decision maximizes corporate value.