URL: https://walden.co.jp/
Written by Yoshiyuki Muroya / Yusuke Maeda
Email: info@walden.co.jp
Tel: +81-3-3553-3769

uSonar (431A)

Fiscal Year (Parent) (Million Yen)		Sales	Operating Profit	Recurring Profit	Net Profit	EPS (Yen)	DPS (Yen)	BPS (Yen)
FY12/2024		6,074	910	909	634	81.12	-	340.05
FY12/2025		7,191	1,390	1,377	888	112.95	-	520.79
FY12/2026CoE		8,280	1,764	1,762	1,056	128.07	-	-
FY12/2025	YoY	18.4%	52.7%	51.5%	40.2%	-	-	-
FY12/2026CoE	YoY	15.1%	26.9%	27.9%	18.8%	-	-	-
Quarter (Parent) (Million Yen)		**Sales**	**Operating Profit**	**Recurring Profit**	**Quarterly Profit**	**EPS (Yen)**	**DPS (Yen)**	**BPS (Yen)**
Q1 FY12/2025		1,814	503	503	280	-	-	-
Q2 FY12/2025		1,769	317	316	172	-	-	-
Q3 FY12/2025		1,811	359	354	232	-	-	-
Q4 FY12/2025		1,796	210	201	204	-	-	-
Q1 FY12/2026		2,092	520	530	339	-	-	-
Q1 FY12/2026	YoY	15.3%	3.3%	5.3%	21.2%	-	-	-

Source: Company data; calculations by WRJ

1.0 Executive Summary (29 June 2026)

Earnings Power of Proprietary Corporate Data Infrastructure

As the importance of data quality, maintenance and integration increases alongside the broader adoption of AI and digitalization, uSonar is strengthening its position as a database marketing company that supports data utilization in sales, marketing and administrative operations, centered on its proprietary corporate database, "LBC." The source of the Company's competitiveness lies not in applications themselves, but in combining "LBC," accumulated and updated over many years, with name identification, cleansing and integration technologies to organize customers' corporate data into a form that is easier to use in practice. While companies are increasingly introducing external systems, duplicated, unorganized or outdated corporate data makes it difficult to fully realize their benefits. Through high-quality corporate data and ongoing support for data maintenance, updating and utilization, the Company supports productivity improvement, more advanced decision-making, and greater efficiency in sales and marketing activities. At present, its mainstay Sonar Service continues to expand its customer base, improve unit prices through additional proposals to existing customers and maintain a low churn rate, while recurring revenue backed by its proprietary data infrastructure continues to accumulate. In profit terms, the operating profit margin is improving as sales expansion reduces the fixed cost burden. Over the medium to long term, starting from "LBC," the Company plans to expand existing businesses, broaden its target data domains to include real estate, product information and overseas information, and further expand into peripheral database-related areas, including data entry and maintenance outsourcing, promotion support and customer success support.

IR Contact: Shinya Nakamura, Corporate Planning Team (+81-50-5468-2680 / snakamura@usonar.co.jp)

2.0 Company Profile

Corporate Data Solutions Provider

Company Name	uSonar Co., Ltd. Company Website Investor Relations Share Price (Japanese)
Established	10 September 1990
Listing	17 October 2025: Tokyo Stock Exchange Growth Market (ticker: 431A)
Capital	¥100m (as of the end of March 2026)
No. of Shares	8,687,000 shares, including 471,800 treasury shares (as of the end of March 2026)
Main Features	● Database marketing company generating earnings from its proprietary corporate database, “LBC” ● Supporting maintenance and utilization of corporate data through name identification, cleansing and integration technologies ● Recurring revenue growth and low churn rate backed by a high-quality corporate data infrastructure
Representatives	Chairman and Representative Director: Nami Fukutomi President, CEO and Representative Director: Katsuhito Nagatake
Shareholders	Nami Fukutomi 49.32%, Mitsui & Co. Principal Investments, Ltd. Investment Limited Partnership 9.52%, Development Bank of Japan Inc. 8.02%, MSIP CLIENT SECURITIES 3.49%, Japan Custody Bank, Ltd. (trust account) 3.44% (as of the end of December 2025, excluding treasury shares)
Head Office	Shinjuku-ku, Tokyo, JAPAN
No. of Personnel	Parent: 224 (as of the end of March 2026)

Source: Company data

3.0 Corporate Philosophy

Concept for Building a Proper-Noun Information Infrastructure

uSonar's corporate philosophy is summarized in the concept of "supporting society through proper nouns." Proper nouns here refer to various information units that make up social activities, including corporate information, business location information, personal information, economic information and overseas information. The Company does not merely collect and provide such information, but organizes and integrates it into a state that can be used efficiently in society, while giving due consideration to privacy and safety.

This philosophy is also reflected in the Company's direction as a "Corporate Data Solutions Provider." The concept implies the idea of aggregating information scattered throughout society, enhancing its quality and providing it in a form that is easy for customer companies to use. The Company's source of earnings lies not only in the provision of applications themselves, but also in its corporate database, "LBC," which it has accumulated and updated over many years, and in its name identification, cleansing and integration technologies that organize such data into a state that can be used in practice.

In corporate activities, digitalization is advancing in areas such as sales & marketing, administration, screening, compliance and risk management. Meanwhile, information is often scattered inside and outside companies, and in many cases it is not fully utilized due to inconsistencies in notation, duplication, delayed updates and insufficient attribute information. The Company cleanses corporate data held by customer companies and matches it with "LBC," thereby enabling name identification of duplicate data, centralized management of scattered data, addition of attribute information and continuous updating of corporate information. In this way, it organizes data into a foundation that can be used in practice, supporting greater efficiency in sales & marketing activities, more advanced administrative operations and improved accuracy in decision-making.

In addition, organized corporate data has potential applications not only in sales & marketing, but also in anti-social forces checks, credit and compliance response, business partner management, and understanding group companies as well as business location information. The Company provides corporate information that tends to be dispersed within customer companies as an information infrastructure that can be used easily across departments, by organizing and updating it based on common reference data.

As the use of AI and digitalization expands, corporate performance is increasingly affected not only by the volume of data, but also by the quality, freshness and integration status of the data entered. Even in the use of generative AI and external systems, if the underlying corporate data remains duplicated, unorganized or outdated, the accuracy of analysis and insights is likely to decline. Through high-quality corporate data and technologies and support structures that organize such data into a state that can be used in practice, the Company is strengthening its role as a corporate data information infrastructure in the AI era.

Over the medium to long term, in addition to its existing corporate data domain, the Company is also looking to expand into peripheral areas such as real estate, product information and overseas information. By organizing proper-noun information scattered throughout society into a state that can be used safely and efficiently, the Company aims to become an entity that supports corporate and economic activities.

Company History (Excerpt)

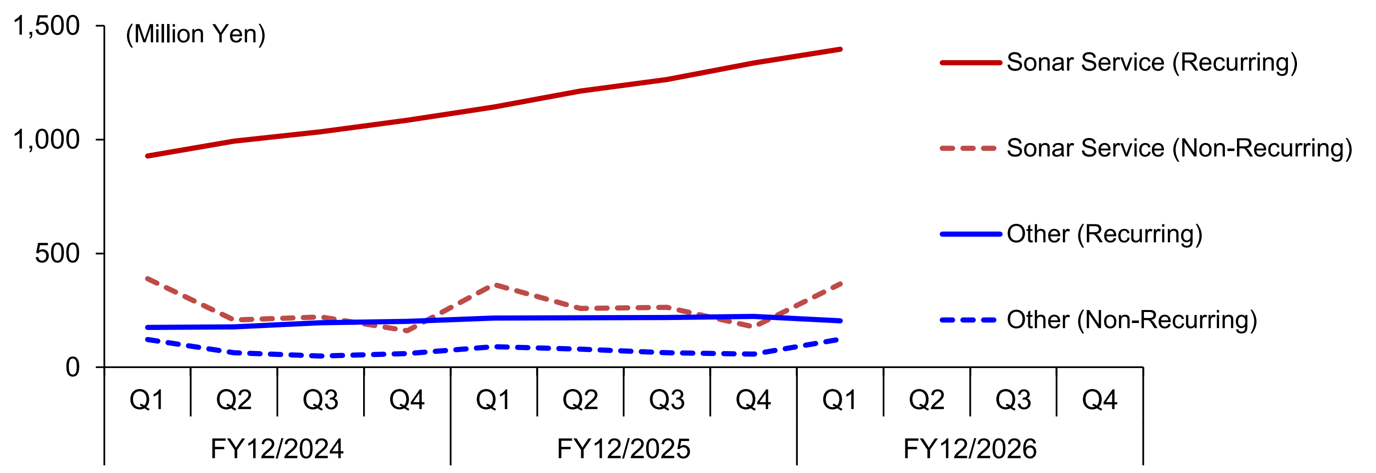
Date	Event
September 1990	Established Landscape Co., Ltd. and launched direct marketing services
June 1999	Launched provision of “name identification and data cleansing”
June 2004	Launched provision of “LBC”
April 2013	Launched provision of “uSonar”
November 2016	Launched provision of “sideSonar”
September 2018	Obtained “JIS Q 27001 (ISO/IEC 27001)” certification
November 2020	Obtained “ISO/IEC 27017” and “ISO/IEC 27018” certifications
March 2021	Launched provision of “Meishi Sonar (currently mSonar)”
July 2022	Changed the company name to uSonar Co., Ltd.
December 2023	Launched provision of “PLANSonar”
July 2024	Launched provision of “Touki Sonar”
October 2025	Listed on the Tokyo Stock Exchange Growth Market

4.0 Recent Trading and Prospects

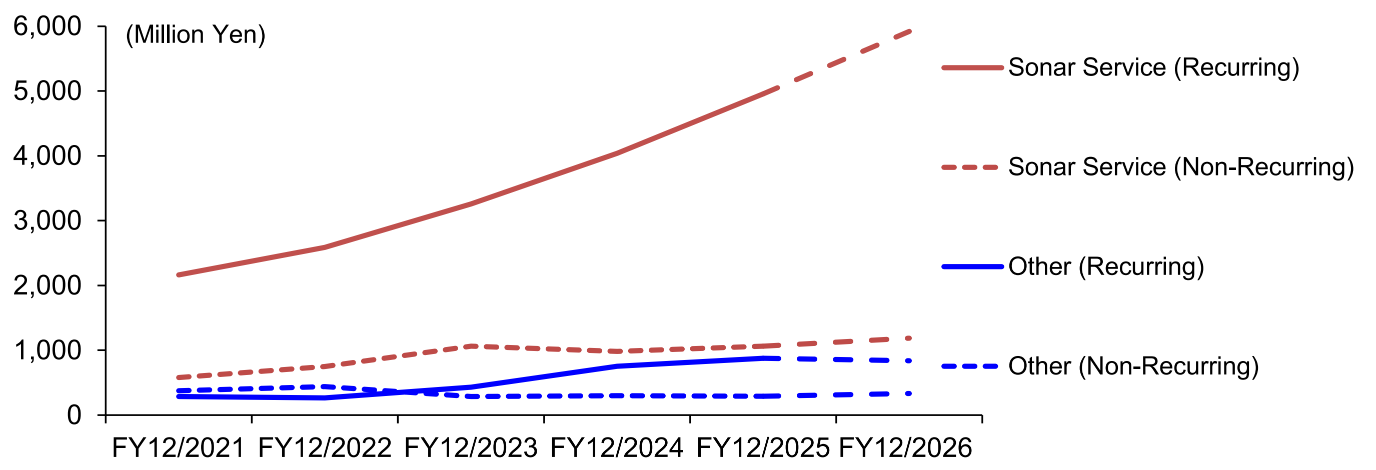
Q1 (January-March) FY12/2026

In Q1 (January-March) FY12/2026, sales came in at ¥2,092m (up 15.3% YoY), operating profit ¥520m (up 3.3%), recurring profit ¥530m (up 5.3%) and quarterly profit ¥339m (up 21.2%). Meanwhile, gross profit came in at ¥1,336m (up 13.7%) and SG&A expenses ¥816m (up 21.6%), implying a gross profit margin of 63.9% (down 0.9% points) and an SG&A ratio of 39.0% (up 2.0% points). As a result, the operating profit margin came in at 24.9% (down 2.9% points).

Sales by Service (Quarterly)



Sales by Service (Fiscal Year)



Source: Company data

With regard to the mainstay Sonar Service, recurring revenue came in at ¥1,397m (up 22.2%) and non-recurring revenue ¥366m (up 0.7%), together generating sales of ¥1,764m (up 17.0%, 84.3% of sales). In other words, in the mainstay service, recurring revenue maintained high growth, supporting the expansion of a stable earnings base backed by the proprietary corporate database, "LBC."

Sonar Service is a group of services that utilize the corporate database, “LBC,” and comprises uSonar, PLANSonar, mSonar and other services. While it is provided in the form of ongoing-use services, the core of the Company’s competitiveness and earnings base lies not in the applications themselves, but in its ability to combine “LBC,” which it has accumulated and updated over many years, with name identification, cleansing and integration technologies developed through the database construction process, thereby organizing corporate data held by customer companies into a state that can be used easily in practice.

Recurring revenue is ongoing revenue mainly from service usage fees, with growth driven by an increase in the number of contracts, expansion of the scope of use among existing customers and progress in cross-selling. Meanwhile, non-recurring revenue mainly consists of sales associated with initial implementation, such as initial data cleansing and connections to external systems used by customer companies. While non-recurring revenue is a factor behind quarterly fluctuations, it also has the nature of an entry point that connects customer companies’ corporate data with “LBC” and organizes it into a state that can be used easily in practice. Below, we outline the corporate database, “LBC,” which supports the Company’s earnings base, and the business structure of Sonar Service that utilizes it.

Definition and Positioning of “LBC”

In understanding the Company’s business, the positioning of “LBC,” the corporate database at the core of Sonar Service, is important. “LBC” stands for Linkage Business Code and is a corporate database independently built and updated by the Company. It widely covers corporate and business location information in Japan, and organizes not only head offices but also information on business locations such as branches, sales offices, factories and research laboratories, thereby enabling companies to be understood by corporate unit, business location unit and group unit. The scope extends beyond listed companies and well-known companies to include medium-sized and small companies, medical corporations, educational corporations, government agencies, local governments and sole proprietors. By adding more than 120 items of proprietary attribute information and behavioral data to corporate information for 12.5m business locations in Japan, it functions as reference data that organizes corporate data held by customer companies into a state that can be used easily in sales & marketing, administration, screening, compliance and risk management.

Need for Corporate Data Maintenance

The background to the need for "LBC" lies in the dispersion, duplication and obsolescence of corporate data held by companies. In corporate activities, while the introduction of external systems is advancing in areas such as sales & marketing, administration, screening, compliance and risk management, the benefits of such introduction are likely to be limited if the data within those systems is not sufficiently organized. Even for the same company, formal names, abbreviated names, former company names, department names, business location names and group company names are often registered in different forms, making data dispersed within companies prone to duplication and inconsistency. In addition, corporate information changes continuously due to corporate relocations, mergers, company name changes, business location reorganizations, changes in officers and changes in business activities. Unless such information is properly organized and updated, accuracy is likely to decline in areas such as sales target identification, customer analysis, targeting, business partner management and risk checks. As the use of AI and digitalization expands, the quality, freshness and integration status of the data entered are increasingly likely to affect the outcomes of corporate activities, making it increasingly important to organize corporate data into a state that can be used in practice.

Definition of Sonar Service

Sonar Service is a group of services based on "LBC" that organizes and integrates corporate data held by customer companies into a state that can be used easily in practice. Specifically, it comprises the customer data integration solution "uSonar," the management strategy platform "PLANSonar," and the corporate information and business card management app "mSonar / GuideSonar," among other services. For corporate data held by customer companies, the Company uses dictionary data such as past information master data, knowledge master data and format standardization master data to standardize notation, and then matches the data with "LBC." It conducts name identification for information related to the same company or the same business location, thereby integrating duplicated and dispersed data. As a result, customer companies can more easily understand existing business partners, untraded business locations, group companies, groups of companies to be targeted for sales activities, and the status of development across the overall market.

Since its establishment in 1990, the Company has developed its business centered on the area of supporting database marketing for customer companies. In 1999, it launched provision of "name identification and data cleansing," and in 2004, it launched provision of the corporate database "LBC." Subsequently, it launched provision of "uSonar" in 2013, "Meishi Sonar (currently mSonar)" in 2021 and "PLANSonar" in 2023, expanding its support areas around "LBC" from customer data maintenance and integration to sales strategy, targeting and utilization in field sales activities.

Roles of Main Products

"uSonar" is the customer data integration solution at the core of Sonar Service. By linking corporate data held by customer companies with "LBC," it conducts name identification of duplicated data, integration and centralized management of dispersed data, addition of attribute information to customer data and continuous updating of corporate information. Its features lie in supporting reduction of the burden of entering customer information, understanding of customer trends, aggregation of results by customer company, understanding of untraded business locations within corporate groups, understanding of market share and creation of new approach lists. "PLANSonar" is a management strategy platform that supports sales strategy and targeting by utilizing "LBC." It makes it easier to extract groups of companies to be targeted for sales activities and priority approach targets by selecting corporate and business location information in Japan based on conditions such as industry, region, scale, attributes and behavioral data. In addition, it has functions for listing target companies based on intent data that indicates companies' interests and concerns. Intent data comprises Live Access, which identifies companies accessing customer companies' own websites, Interest Signal, which extracts company-level interests and concerns from external web behavior logs, and Interest Sign, which expands detection targets by utilizing regional IP information and AI.

"mSonar / GuideSonar" is an application that makes it easier to utilize corporate information and business card information in the field. By linking business card information with corporate information, it enables sales representatives to check detailed information more easily on companies with which they have contact points and conduct sales activities by utilizing existing customer contact points. By enabling sales representatives to use corporate information and contact point information on a daily basis, it makes it easier to connect the effects of data maintenance to field operations. While each of these products has independent functions, they complement each other with "LBC" as their common foundation. Because they can support customer data integration, sales strategy planning and utilization of corporate information in the field in an integrated manner, the broader the scope of use among customer companies becomes, the more likely this is to lead to additional proposals and continued use for the Company.

Linkage with External Systems and Post-Implementation Support

Sonar Service links with external systems used by customer companies, such as CRM, SFA and MA systems. Even as the introduction of external systems advances, the effects of improving sales activity efficiency, customer analysis, targeting and deepening relationships with existing customers are likely to be limited if the registered corporate data remains unorganized. The Company improves the quality of corporate data within external systems by organizing customer data based on "LBC" and adding corporate attributes. As a result, it enables external systems to be used not merely as management tools, but in a state that makes them easier to utilize in sales & marketing activities and administrative operations. In addition, Sonar Service extends beyond data maintenance at the time of implementation to post-implementation utilization support. Even after corporate data has been organized, the benefits of introducing external systems are likely to be limited if sales representatives, marketing departments, administrative departments and others are unable to fully use the data in practice. After implementation, the Company continues to update corporate information and conduct name identification through linkage with external systems and other means, while also providing products that support target extraction, sales list creation, and the viewing and sharing of corporate information and contact point information, thereby making data easier to use in daily operations.

In sales departments, the data becomes easier to use for understanding untraded business locations and group companies, deepening relationships with existing customers and extracting new prospects. In marketing departments, it becomes easier to use for targeting based on industry, region, scale, attributes and other factors, as well as understanding the effectiveness of measures. In areas such as administration, screening and risk management, it also has potential applications in confirming business partner information, understanding corporate groups and conducting anti-social forces checks. After implementation, as these usage scenes expand across departments, the number of user IDs and the introduction of additional products are likely to increase. In addition, the Company's support extends not only to organizing initial data, but also to continuously updating data within customer companies and maintaining it in a state that makes it easy to share across departments. As utilization advances in sales departments, the scope of use is likely to expand to other departments such as marketing, administration and screening, strengthening its position as a data platform within customer companies.

Comprehensiveness, Attribute Information and Freshness

The features of "LBC" lie in its comprehensiveness, depth of attribute information and maintenance of freshness. The Company collects a wide range of data from multiple sources, including commercial and corporate registries, securities reports, company websites, various websites, call checks, map information, corporate numbers, newly established company data, newspapers and official gazettes, public information from government agencies and local governments, and research requests from customer companies. By conducting name identification and centralizing this data, it achieves data comprehensiveness and depth of attribute information. In addition, the Company maintains the freshness of "LBC" by reflecting updated information from each source in a timely manner. Furthermore, it incorporates cautionary information related to anti-social forces and other data, and organizes "LBC" as a data platform that can be used not only in sales & marketing, but also in screening, risk management and governance enhancement. In data construction, the Company combines digital and analog methods. On the digital side, it collects and accumulates information on the web through crawling and scraping, and converts text information contained in images and PDFs into text through OCR.

On the analog side, the Company utilizes dedicated researchers, part-time staff, outsourced staff and others to conduct individual company and industry research, and accumulate public data through disclosure requests. By using human input as well to organize information that is difficult to capture through mechanical information collection alone, as well as corporate information that requires judgment, the Company enhances the comprehensiveness and accuracy of its data.

In addition, in order to conduct name identification and centralization of corporate data collected from multiple sources, it is necessary to continuously accumulate changes in corporate information. The Company tracks changes in companies, such as company name changes, relocations, mergers and integrations, and group reorganizations, and organizes the links between past information and current information. Even when collected data is old information, the Company conducts name identification and centralization with the latest information, thereby building a database without duplication.

Structure Supporting Recurring Revenue

In terms of the revenue structure, non-recurring revenue from data cleansing and connections to external systems arises at the time of initial implementation, and recurring revenue associated with ongoing use accumulates thereafter. After implementation, expansion of user departments within customer companies, an increase in the number of user IDs and cross-selling through combinations of multiple products such as uSonar, PLANSonar and mSonar lead to improvement in unit prices. In addition, corporate data requires continuous updating, and services are less likely to be cancelled the more deeply they are embedded in customer companies' business processes. These business characteristics support a low churn rate and the continued accumulation of recurring revenue. In Sonar Service, initial support at the time of initial implementation is recorded as non-recurring revenue, while subsequent ongoing use, expansion of the scope of use and introduction of additional products lead to expansion of recurring revenue. By being embedded in customer companies' business platforms through continuous data updating and daily use in sales and screening, it becomes easier to form a stable earnings base.

Data Platform That Is Difficult to Replicate and Its Importance in the AI Era

In terms of barriers to entry, in addition to the data itself accumulated over many years, important factors include the operating structure for collecting, organizing and updating data, as well as know-how in name identification and cleansing using proprietary dictionary data to address past information and inconsistencies in notation. In addition, the Company builds its database in a form that enables visualization of links between business locations, such as parent companies, subsidiaries and sub-subsidiaries, as well as head offices and business locations. It is not easy to build a similar database in a short period of time. Furthermore, in addition to patents related to data integration, name identification and data utilization, the Company has acquired five patent rights from Ricoh Company, Ltd. related to technologies for integrating business card information with external information. By internalizing technologies for structuring and visualizing corporate data starting from business card information, the Company is strengthening its technology foundation that supports processes from data input to utilization. The combination of these data assets, updating structure, technologies and intellectual property increases the difficulty of replicating "LBC" and serves as the source of the Company's competitive advantage.

In addition, the Company is positioned not to compete with external systems such as CRM, SFA and MA systems, but to improve the quality of corporate data within those systems. For external systems already used by customer companies, the Company plays the role of enhancing their utilization benefits by organizing corporate data based on "LBC," adding attribute information and continuously updating the data. The Company has also started linkage of uSonar data with Snowflake Marketplace, making it easier for customer companies to access the latest "LBC" on Snowflake and combine it with their own data for analysis and utilization. As the use of AI and digitalization advances, the quality and integration status of data to be utilized are increasingly likely to affect outcomes, increasing the importance of the Company's data platform centered on "LBC."

Growth in Sonar Service and Continued Investment

In Q1 (January-March) FY12/2026, the number of contracts as of the end of the period came in at 994 (up 12.7%, or an increase of 112 contracts), backed by steady progress in new orders. In addition, ARPA (average monthly revenue per account) came in at ¥473 thousand (up 7.0%), reflecting progress in additional proposals to existing customers. Alongside the increase in the number of contracts, expansion of the scope of use within customer companies and use of multiple products contributed to improvement in unit prices. Moreover, the churn rate remained at an extremely low level of 0.22%, and the business characteristics of embedding the corporate database, "LBC," in customer companies' business platforms supported the accumulation of recurring revenue. By client industry, the Company has begun developing regional banks and mid-sized financial institutions as customer segments. In areas such as maintenance of customer and business partner information, understanding group companies and business location information, and screening and risk management, needs for utilizing corporate data are likely to arise, expanding the scope for utilization of the Company's database.

With regard to non-recurring revenue, it mainly consists of sales attributable to initial implementation fees charged to new customer companies. Many prospective customers and new customer companies have fiscal years ending in March and tend to use remaining budgets in Q1 (January-March). As a result, sales related to initial implementation, such as initial data cleansing and connections to external systems used by customer companies, tend to be concentrated during this period. Therefore, non-recurring revenue tends to be concentrated in Q1 (January-March) as usual, while sales are likely to adjust toward Q2 (April-June), becoming a factor behind fluctuations in the Company's quarterly sales. However, non-recurring revenue is not merely one-off revenue from implementation. It also has the nature of an entry point that connects customer companies' corporate data with "LBC" and organizes it into a state that can be used easily in practice. The accumulation of non-recurring revenue leads to subsequent increases in the number of contracts and recurring revenue.

In actual results for Q1 (January-March) FY12/2026, the Company achieved steady sales growth, while the gross profit margin declined from the same period of the previous year due to investments aimed at improving the quality of corporate data. The Company is strengthening external data linkage and database procurement in order to enhance the comprehensiveness, attribute information and freshness of the corporate database, "LBC." For example, it has been working to enhance the added value of corporate data through linkage with OpenWork, a platform for employee reviews and company evaluations. Although these cost increases are a factor behind the decline in the gross profit margin in the short term, they can be positioned over the medium to long term as investments to enhance the data quality, comprehensiveness and differentiation of "LBC." Enhancement of the value of the proprietary data platform supports the competitiveness of Sonar Service and leads to improvement in service value, additional proposals to existing customers and expansion of the customer base.

In addition, the increase in SG&A expenses during the period was mainly attributable to higher expenses associated with strengthened human capital investment. In Q1 (January-March) FY12/2026, the Company implemented salary increases equivalent to approximately 3% on average, separate from regular salary increases. In Q2 (April-June), it also granted restricted shares to employees through the employee shareholding association. Securing and retaining specialized personnel is important for improving the quality of the corporate database, "LBC," product development and implementation support for customer companies. Through such human capital investment, the Company is strengthening its structure to support enhancement of the value of its data platform and continued use by customer companies.

Based on the above, in Q1 (January-March) FY12/2026, expansion of recurring revenue in the mainstay Sonar Service drove sales growth, resulting in increases in sales and profits at each level. Meanwhile, continued investments in improving the quality of corporate data and human capital investment caused the gross profit margin and operating profit margin to decline from the same period of the previous year. Although these investments were a factor behind the decline in profit margins in the short term, over the medium to long term they can be positioned as measures to support the competitiveness of the proprietary corporate database, "LBC," promote entrenchment of use within customer companies and drive expansion of recurring revenue.

Income Statement (Cumulative / Quarterly)

Income Statement (Million Yen)	Par.Act Q1 12/2025	Par.Act Q1 to Q2 12/2025	Par.Act Q1 to Q3 12/2025	Par.Act Q1 to Q4 12/2025	Par.Act Q1 12/2026	Par.Act Q1 to Q2 12/2026	Par.Act Q1 to Q3 12/2026	Par.Act Q1 to Q4 12/2026	YoY Net Chg.
Sales	**1,814**	**3,584**	**5,395**	**7,191**	**2,092**	**-**	**-**	**-**	**+278**
Cost of Sales	639	1,302	1,977	2,731	756	-	-	-	+116
Gross Profit	1,175	2,282	3,417	4,460	1,336	-	-	-	+161
SG&A Expenses	671	1,460	2,237	3,069	816	-	-	-	+144
Operating Profit	**503**	**821**	**1,180**	**1,390**	**520**	**-**	**-**	**-**	**+16**
Non-Operating Balance	0	(0)	(4)	(13)	10	-	-	-	+10
Recurring Profit	**503**	**820**	**1,175**	**1,377**	**530**	**-**	**-**	**-**	**+26**
Extraordinary Income / Loss	(79)	(121)	(121)	(121)	-	-	-	-	+79
Profit Before Income Taxes	424	699	1,054	1,256	530	-	-	-	+105
Total Income Taxes	144	246	369	367	191	-	-	-	+46
Net (Interim/Quarterly) Profit	**280**	**452**	**684**	**888**	**339**	**-**	**-**	**-**	**+59**
Sales YoY	+12.3%	+17.1%	+18.2%	+18.4%	+15.3%	-	-	-	-
Operating Profit YoY	-	-	-	+52.7%	+3.3%	-	-	-	-
Recurring Profit YoY	-	-	-	+51.5%	+5.3%	-	-	-	-
Net (Interim/Quarterly) Profit YoY	-	-	-	+40.2%	+21.2%	-	-	-	-
Gross Profit Margin	64.8%	63.7%	63.3%	62.0%	63.9%	-	-	-	(0.9%)
SG&A Ratio	37.0%	40.8%	41.5%	42.7%	39.0%	-	-	-	+2.0%
Operating Profit Margin	27.8%	22.9%	21.9%	19.3%	24.9%	-	-	-	(2.9%)
Recurring Profit Margin	27.8%	22.9%	21.8%	19.2%	25.3%	-	-	-	(2.4%)
Net (Interim / Quarterly) Profit Margin	15.4%	12.6%	12.7%	12.4%	16.2%	-	-	-	+0.8%
Corporate Tax Rate	34.1%	35.3%	35.1%	29.2%	36.0%	-	-	-	+2.0%

Income Statement (Million Yen)	Par.Act Q1 12/2025	Par.Act Q2 12/2025	Par.Act Q3 12/2025	Par.Act Q4 12/2025	Par.Act Q1 12/2026	Par.Act Q2 12/2026	Par.Act Q3 12/2026	Par.Act Q4 12/2026	YoY Net Chg.
Sales	**1,814**	**1,769**	**1,811**	**1,796**	**2,092**	**-**	**-**	**-**	**+278**
Cost of Sales	639	662	675	753	756	-	-	-	+116
Gross Profit	1,175	1,106	1,135	1,042	1,336	-	-	-	+161
SG&A Expenses	671	789	776	832	816	-	-	-	+144
Operating Profit	**503**	**317**	**359**	**210**	**520**	**-**	**-**	**-**	**+16**
Non-Operating Balance	0	(0)	(4)	(8)	10	-	-	-	+10
Recurring Profit	**503**	**316**	**354**	**201**	**530**	**-**	**-**	**-**	**+26**
Extraordinary Income / Loss	(79)	(42)	-	-	-	-	-	-	+79
Profit Before Income Taxes	424	274	354	201	530	-	-	-	+105
Total Income Taxes	144	102	122	(2)	191	-	-	-	+46
Quarterly Profit	**280**	**172**	**232**	**204**	**339**	**-**	**-**	**-**	**+59**
Sales YoY	+12.3%	+22.5%	+20.5%	+18.9%	+15.3%	-	-	-	-
Operating Profit YoY	-	-	-	-	+3.3%	-	-	-	-
Recurring Profit YoY	-	-	-	-	+5.3%	-	-	-	-
Quarterly Profit YoY	-	-	-	-	+21.2%	-	-	-	-
Gross Profit Margin	64.8%	62.5%	62.7%	58.1%	63.9%	-	-	-	(0.9%)
SG&A Ratio	37.0%	44.6%	42.9%	46.4%	39.0%	-	-	-	+2.0%
Operating Profit Margin	27.8%	17.9%	19.8%	11.7%	24.9%	-	-	-	(2.9%)
Recurring Profit Margin	27.8%	17.9%	19.6%	11.2%	25.3%	-	-	-	(2.4%)
Quarterly Profit Margin	15.4%	9.8%	12.8%	11.4%	16.2%	-	-	-	+0.8%
Corporate Tax Rate	34.1%	37.2%	34.6%	-	36.0%	-	-	-	+2.0%

Source: Company data; calculations by WRJ

Sales by Service (Cumulative / Quarterly)

Sales by Service (Million Yen)	Par.Act Q1 12/2025	Par.Act Q1 to Q2 12/2025	Par.Act Q1 to Q3 12/2025	Par.Act Q1 to Q4 12/2025	Par.Act Q1 12/2026	Par.Act Q1 to Q2 12/2026	Par.Act Q1 to Q3 12/2026	Par.Act Q1 to Q4 12/2026	YoY Net Chg.
Recurring Revenue	1,143	2,356	3,621	4,959	1,397	-	-	-	+253
Non-Recurring Revenue	364	623	886	1,063	366	-	-	-	+2
Sonar Service	**1,507**	**2,980**	**4,508**	**6,023**	**1,764**	**-**	**-**	**-**	**+256**
Recurring Revenue	216	434	652	875	204	-	-	-	(11)
Non-Recurring Revenue	90	169	234	292	123	-	-	-	+33
Other	**306**	**603**	**886**	**1,168**	**328**	**-**	**-**	**-**	**+21**
Sales	**1,814**	**3,584**	**5,395**	**7,191**	**2,092**	**-**	**-**	**-**	**+278**
Recurring Revenue	+23.2%	+22.7%	+22.5%	+22.7%	+22.2%	-	-	-	-
Non-Recurring Revenue	(6.4%)	+4.4%	+8.4%	+8.3%	+0.7%	-	-	-	-
Sonar Service	**+14.5%**	**+18.4%**	**+19.5%**	**+19.9%**	**+17.0%**	**-**	**-**	**-**	**-**
Recurring Revenue	+23.8%	+23.0%	+19.1%	+16.4%	(5.4%)	-	-	-	-
Non-Recurring Revenue	(26.1%)	(8.8%)	(0.2%)	(1.6%)	+37.0%	-	-	-	-
Other	**+3.3%**	**+12.0%**	**+13.3%**	**+11.3%**	**+7.0%**	**-**	**-**	**-**	**-**
Sales (YoY)	**+12.3%**	**+17.1%**	**+18.2%**	**+18.4%**	**+15.3%**	**-**	**-**	**-**	**-**
Recurring Revenue	63.0%	65.8%	67.1%	69.0%	66.8%	-	-	-	-
Non-Recurring Revenue	20.1%	17.4%	16.4%	14.8%	17.5%	-	-	-	-
Sonar Service	**83.1%**	**83.2%**	**83.6%**	**83.8%**	**84.3%**	**-**	**-**	**-**	**-**
Recurring Revenue	11.9%	12.1%	12.1%	12.2%	9.8%	-	-	-	-
Non-Recurring Revenue	5.0%	4.7%	4.3%	4.1%	5.9%	-	-	-	-
Other	**16.9%**	**16.8%**	**16.4%**	**16.2%**	**15.7%**	**-**	**-**	**-**	**-**
Sales (composition ratio)	**100.0%**	**100.0%**	**100.0%**	**100.0%**	**100.0%**	**-**	**-**	**-**	**-**

Sales by Service (Million Yen)	Par.Act Q1 12/2025	Par.Act Q2 12/2025	Par.Act Q3 12/2025	Par.Act Q4 12/2025	Par.Act Q1 12/2026	Par.Act Q2 12/2026	Par.Act Q3 12/2026	Par.Act Q4 12/2026	YoY Net Chg.
Recurring Revenue	1,143	1,213	1,264	1,337	1,397	-	-	-	+253
Non-Recurring Revenue	364	259	263	177	366	-	-	-	+2
Sonar Service	**1,507**	**1,472**	**1,528**	**1,514**	**1,764**	**-**	**-**	**-**	**+256**
Recurring Revenue	216	217	218	223	204	-	-	-	(11)
Non-Recurring Revenue	90	79	64	58	123	-	-	-	+33
Other	**306**	**296**	**283**	**281**	**328**	**-**	**-**	**-**	**+21**
Sales	**1,814**	**1,769**	**1,811**	**1,796**	**2,092**	**-**	**-**	**-**	**+278**
Recurring Revenue	+23.2%	+22.2%	+22.2%	+23.3%	+22.2%	-	-	-	-
Non-Recurring Revenue	(6.4%)	+24.6%	+19.2%	+10.1%	+0.7%	-	-	-	-
Sonar Service	**+14.5%**	**+22.6%**	**+21.7%**	**+21.6%**	**+17.0%**	**-**	**-**	**-**	**-**
Recurring Revenue	+23.8%	+22.2%	+11.9%	+10.5%	(5.4%)	-	-	-	-
Non-Recurring Revenue	(26.1%)	+24.2%	+32.4%	(3.2%)	+37.0%	-	-	-	-
Other	**+3.3%**	**+22.7%**	**+16.0%**	**+7.4%**	**+7.0%**	**-**	**-**	**-**	**-**
Sales (YoY)	**+12.3%**	**+22.5%**	**+20.5%**	**+18.9%**	**+15.3%**	**-**	**-**	**-**	**-**
Recurring Revenue	63.0%	68.6%	69.8%	74.5%	66.8%	-	-	-	-
Non-Recurring Revenue	20.1%	14.6%	14.5%	9.9%	17.5%	-	-	-	-
Sonar Service	**83.1%**	**83.2%**	**84.4%**	**84.3%**	**84.3%**	**-**	**-**	**-**	**-**
Recurring Revenue	11.9%	12.3%	12.0%	12.4%	9.8%	-	-	-	-
Non-Recurring Revenue	5.0%	4.5%	3.6%	3.2%	5.9%	-	-	-	-
Other	**16.9%**	**16.8%**	**15.6%**	**15.7%**	**15.7%**	**-**	**-**	**-**	**-**
Sales (composition ratio)	**100.0%**	**100.0%**	**100.0%**	**100.0%**	**100.0%**	**-**	**-**	**-**	**-**

Source: Company data; calculations by WRJ

Balance Sheet (Quarterly)

Balance Sheet (Million Yen)	Par.Act Q1 12/2025	Par.Act Q2 12/2025	Par.Act Q3 12/2025	Par.Act Q4 12/2025	Par.Act Q1 12/2026	Par.Act Q2 12/2026	Par.Act Q3 12/2026	Par.Act Q4 12/2026	YoY Net Chg.
Cash and Deposit	-	4,057	3,623	4,604	4,302	-	-	-	-
Accounts Receivables	-	505	527	417	614	-	-	-	-
Work in Progress	-	11	12	11	11	-	-	-	-
Supplies	-	8	7	5	7	-	-	-	-
Other	-	263	327	342	304	-	-	-	-
Current Assets	**-**	**4,845**	**4,499**	**5,382**	**5,240**	**-**	**-**	**-**	**-**
Tangible Assets	-	331	280	269	248	-	-	-	-
Intangible Assets	-	330	332	336	365	-	-	-	-
Investments and Other Assets	-	896	1,305	1,341	1,531	-	-	-	-
Fixed Assets	**-**	**1,558**	**1,918**	**1,947**	**2,145**	**-**	**-**	**-**	**-**
Total Assets	**-**	**6,404**	**6,417**	**7,330**	**7,385**	**-**	**-**	**-**	**-**
Accounts Payables	-	209	224	285	274	-	-	-	-
Short-term Borrowings	-	145	145	145	145	-	-	-	-
Current Portion of Bonds Payable	-	20	20	20	20	-	-	-	-
Current Portion of Long-term Borrowings	-	79	80	111	90	-	-	-	-
Unearned Revenue	-	1,754	1,459	1,224	1,194	-	-	-	-
Other	-	672	761	855	645	-	-	-	-
Current Liabilities	**-**	**2,880**	**2,690**	**2,642**	**2,369**	**-**	**-**	**-**	**-**
Bonds Payable	-	80	70	70	60	-	-	-	-
Long-term Borrowings	-	20	-	-	-	-	-	-	-
Other	-	312	313	339	341	-	-	-	-
Fixed Liabilities	**-**	**412**	**383**	**409**	**401**	**-**	**-**	**-**	**-**
Total Liabilities	**-**	**3,293**	**3,073**	**3,052**	**2,770**	**-**	**-**	**-**	**-**
Shareholders' Equity	**-**	**3,111**	**3,343**	**4,278**	**4,617**	**-**	**-**	**-**	**-**
Other	-	-	-	-	(2)	-	-	-	-
Net Assets	**-**	**3,111**	**3,343**	**4,278**	**4,615**	**-**	**-**	**-**	**-**
Total Liabilities and Net Assets	**-**	**6,404**	**6,417**	**7,330**	**7,385**	**-**	**-**	**-**	**-**
Equity Capital	-	3,111	3,343	4,278	4,615	-	-	-	-
Interest-Bearing Debt	-	345	315	346	315	-	-	-	-
Net Debt	-	(3,712)	(3,308)	(4,257)	(3,987)	-	-	-	-
Equity Ratio	-	48.6%	52.1%	58.4%	62.5%	-	-	-	-
Net Debt-to-Equity Ratio	-	(119.3%)	(99.0%)	(99.5%)	(86.4%)	-	-	-	-
ROE (12 months)	-	-	-	25.6%	-	-	-	-	-
ROA (12 months)	-	-	-	22.4%	-	-	-	-	-

Source: Company data; calculations by WRJ

Cash Flow Statement (Cumulative)

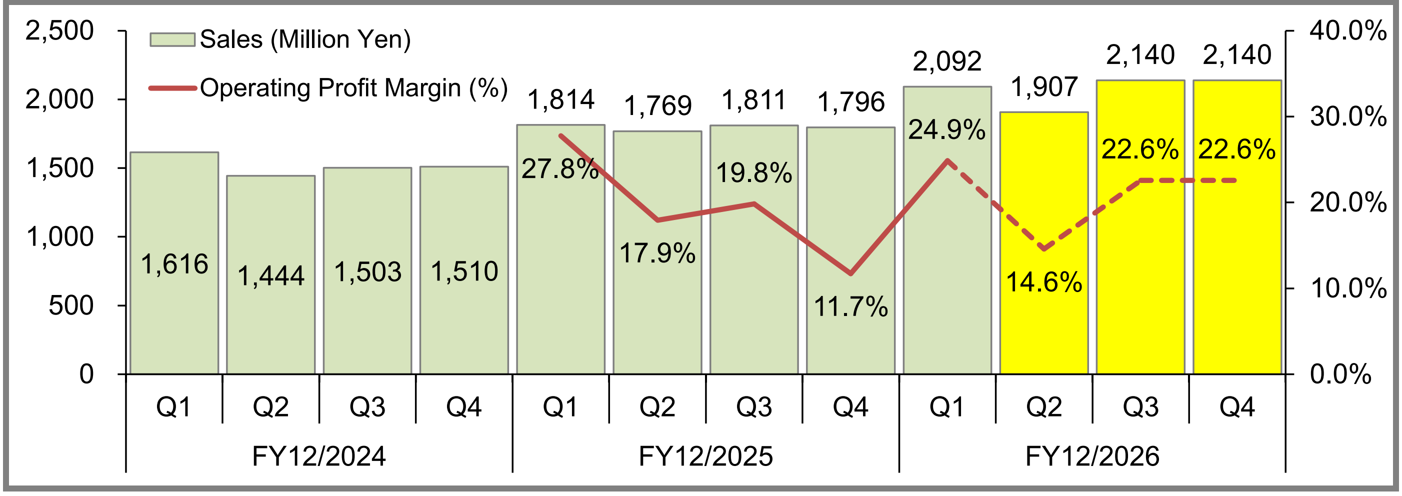
Cash Flow Statement (Million Yen)	Par.Act Q1 12/2025	Par.Act Q1 to Q2 12/2025	Par.Act Q1 to Q3 12/2025	Par.Act Q1 to Q4 12/2025	Par.Act Q1 12/2026	Par.Act Q1 to Q2 12/2026	Par.Act Q1 to Q3 12/2026	Par.Act Q1 to Q4 12/2026	YoY Net Chg.
Operating Cash Flow	-	1,392	-	1,711	-	-	-	-	-
Investing Cash Flow	-	(596)	-	(1,183)	-	-	-	-	-
Operating Cash Flow and Investing Cash Flow	**-**	**796**	**-**	**527**	**-**	**-**	**-**	**-**	**-**
Financing Cash Flow	-	37	-	751	-	-	-	-	-

Source: Company data; calculations by WRJ

Company Forecast for FY12/2026

The initial Company forecast for FY12/2026, announced on 13 February 2026, has been left unchanged. The Company is going for sales of ¥8,280m (up 15.1% YoY), operating profit of ¥1,764m (up 26.9%), recurring profit of ¥1,762m (up 27.9%) and net profit of ¥1,056m (up 18.8%), while operating profit margin of 21.3% (up 2.0% points).

Sales and Operating Profit Margin



Source: Company data, WRJ calculation (Q3 and Q4 FY12/2026: Company forecast for H2 allocated equally)

Expansion of the mainstay Sonar Service is expected to drive sales and profit growth. Of the ¥8,280m in sales under the Company forecast for FY12/2026, recurring revenue from Sonar Service is expected to be ¥5,920m (up 19.4%) and non-recurring revenue from Sonar Service ¥1,188m (up 11.8%). The accumulation of recurring revenue backed by the proprietary corporate database, "LBC," is expected to form a stable foundation for sales growth. In addition, recurring revenue from Other is expected to be ¥840m (down 4.1%), while non-recurring revenue from Other is expected to be ¥331m (up 13.1%). The ratio of recurring revenue to the Company's sales is expected to be 81%, and expansion of the customer base that continuously uses the data platform is expected to support earnings stability.

As growth strategies, the Company has set out three points: expansion of the customer base, improvement in unit prices and reduction of the churn rate. For expansion of the customer base, it plans to advance deeper development within groups, horizontal expansion within industries and utilization of agencies. Specifically, by utilizing the proprietary corporate database, "LBC," which it has built internally, the Company is expanding the scope of use within corporate groups of existing customers and horizontally deploying services to peer companies in the same industry. For improvement in unit prices, in addition to cross-selling products such as uSonar, PLANSonar and mSonar, upselling through an increase in the number of user IDs at companies that have introduced the services is expected. As of the end of March 2026, the ratio of customers that had introduced all three major services remained at 36%, leaving considerable room for additional proposals to existing customers.

For reduction of the churn rate, the Company aims to maintain a low churn rate through proposals for linkage between "LBC" and external systems, continuous improvements in data quality and UI/UX, and strengthening of customer success activities. The Company plans to promote service entrenchment by embedding "LBC" in customer companies' business platforms and continuing to provide corporate data maintenance, updates, external system linkage and post-implementation utilization support.

In addition, the Company expects expansion in data integration needs and external system linkage projects that utilize the corporate database, "LBC." Meanwhile, it plans to continue development investment, recruitment and strengthening of its sales structure for future growth, while advancing investment in data quality enhancement, UI/UX improvement and stronger linkage with external systems. In terms of profits, backed by continued growth in recurring revenue, the Company expects the operating profit margin to improve for the full year of FY12/2026 as well.

Company Forecast for FY12/2026

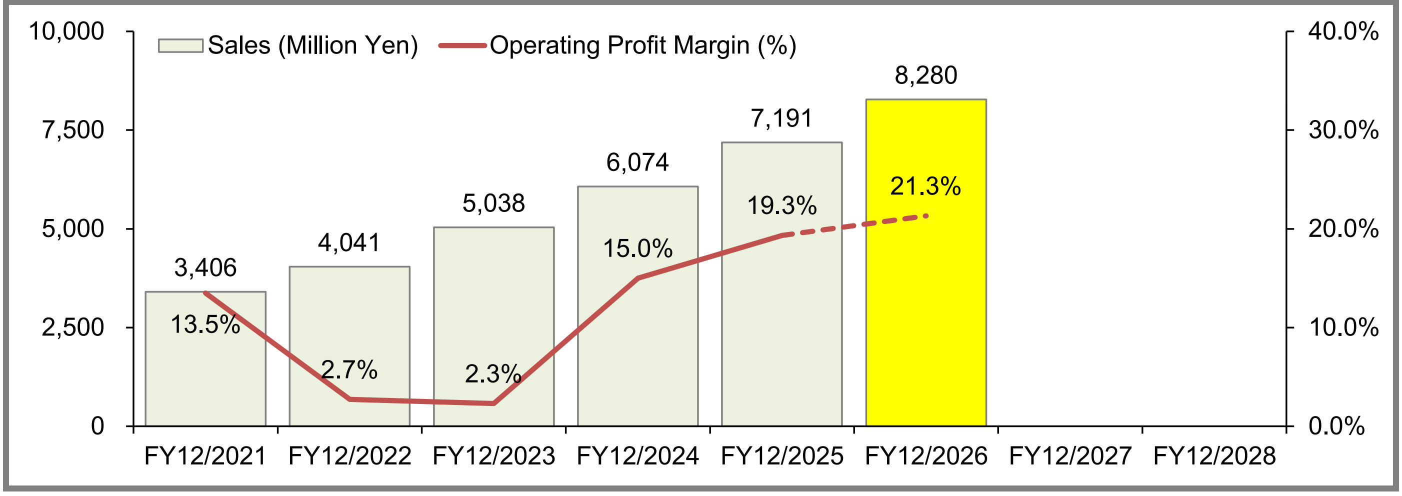
Fiscal Year (Parent) (Million Yen)	Date	Event	Sales	Operating Profit	Recurring Profit	Net Profit
FY12/2026CoE	13-Feb-26	Q4 Results	8,280	1,764	1,762	1,056
FY12/2026CoE	14-May-26	Q1 Results	8,280	1,764	1,762	1,056
		Amount of Gap	0	0	0	0
		Rate of Gap	0.0%	0.0%	0.0%	0.0%
FY12/2026CoE	13-Feb-26	Q4 Results	8,280	1,764	1,762	1,056
FY12/2026CoE	14-May-26	Q1 Results	8,280	1,764	1,762	1,056
		Amount of Gap	0	0	0	0
		Rate of Gap	0.0%	0.0%	0.0%	0.0%
Half Year (Parent) (Million Yen)	**Date**	**Event**	**Sales**	**Operating Profit**	**Recurring Profit**	**Net Profit**
Q1 to Q2 FY12/2026CoE	13-Feb-26	Q4 Results	4,000	798	796	520
Q1 to Q2 FY12/2026CoE	14-May-26	Q1 Results	4,000	798	796	520
		Amount of Gap	0	0	0	0
		Rate of Gap	0.0%	0.0%	0.0%	0.0%
Q1 to Q2 FY12/2026CoE	13-Feb-26	Q4 Results	4,000	798	796	520
Q1 to Q2 FY12/2026CoE	14-May-26	Q1 Results	4,000	798	796	520
		Amount of Gap	0	0	0	0
		Rate of Gap	0.0%	0.0%	0.0%	0.0%
Half Year (Parent) (Million Yen)	**Date**	**Event**	**Sales**	**Operating Profit**	**Recurring Profit**	**Net Profit**
Q3 to Q4 FY12/2026CoE	13-Feb-26	Q4 Results	4,280	966	966	536
Q3 to Q4 FY12/2026CoE	14-May-26	Q1 Results	4,280	966	966	536
		Amount of Gap	0	0	0	0
		Rate of Gap	0.0%	0.0%	0.0%	0.0%
Q3 to Q4 FY12/2026CoE	13-Feb-26	Q4 Results	4,280	966	966	536
Q3 to Q4 FY12/2026CoE	14-May-26	Q1 Results	4,280	966	966	536
		Amount of Gap	0	0	0	0
		Rate of Gap	0.0%	0.0%	0.0%	0.0%

Source: Company data; calculations by WRJ

Medium- to Long-Term Growth Direction

Over the medium to long term, as AI utilization and digitalization expand and the importance of the quality, maintenance and integration of data held by companies increases further, the Company plans to expand its role as an information infrastructure that supports the utilization of corporate data, starting with the corporate database, "LBC." In companies, the introduction of external systems is progressing in areas such as sales & marketing, administration, screening, compliance and risk management. However, if the corporate data within those systems remains duplicated, unorganized or outdated, it is difficult to fully realize the benefits of such introductions. The Company is characterized by its support for improving productivity in corporate activities and making decision-making more sophisticated by combining "LBC" with name identification, cleansing and integration technologies, and maintaining corporate data held by customer companies in a state that makes it easy to use in practical operations.

Sales and Operating Profit Margin



Source: Company data; calculations by WRJ

Recently, the introduction of Sonar Service has progressed mainly among large companies, and the number of contracts has increased from 516 in FY12/2021 to 975 in FY12/2025 and 994 as of the end of March 2026. The CAGR from FY12/2021 to FY12/2025 was 17.2%, indicating continued expansion of the customer base.

The Company's competitive advantage lies in the corporate database, "LBC," which it has accumulated and updated over many years, as well as the technologies and support structure that support its utilization. "LBC" adds more than 120 items of attribute information and behavioral data to corporate information on 12.5m business locations in Japan and maintains freshness through daily updates. In collecting and maintaining data, the Company combines not only digital methods but also analog methods. In addition, proprietary dictionary data and cleansing know-how for organizing inconsistencies in notation, corporate reorganizations, changes in addresses and changes in business location information also serve as sources of competitive advantage. As AI utilization advances, the quality and integration status of input data are increasingly likely to determine outcomes, creating an environment in which demand for the Company's high-quality corporate data platform is likely to increase.

In terms of profits, the Company has a structure in which a decline in the fixed-cost burden accompanying sales expansion leads to an improvement in the operating profit margin. While the Company requires a certain level of fixed costs for constructing and updating its corporate database, improving data quality and developing products, it has a business structure in which profit margins are likely to improve as sales grow due to the accumulation of recurring revenue. In fact, in FY12/2024, sales increased from ¥5,038m in FY12/2023 to ¥6,074m, and gross profit expanded from ¥2,862m to ¥3,758m, while SG&A expenses increased only from ¥2,746m to ¥2,847m. As a result, operating profit increased from ¥115m to ¥910m, and the operating profit margin improved from 2.3% to 15.0%.

This trend continued in FY12/2025, with sales of ¥7,191m and operating profit of ¥1,390m, while the operating profit margin rose to 19.3%. In addition, in Q1 (January-March) FY12/2026, sales came in at ¥2,092m, operating profit ¥520m and the operating profit margin came in at 24.9%, with progress against the full-year Company forecast at 25.3% for sales and 29.5% for operating profit. For the full year of FY12/2026, the Company forecasts sales of ¥8,280m, operating profit of ¥1,764m and an operating profit margin of 21.3%. It aims to achieve both sales growth and improved profitability through expansion of the mainstay Sonar Service, accumulation of recurring revenue backed by a low churn rate and improvement in unit prices through additional proposals to existing customers.

Regarding medium- to long-term business domains, in addition to expanding existing businesses centered on "LBC," the Company plans to broaden the scope and utilization domains of its database. Specifically, in addition to the current corporate database, the Company has set out a concept of expanding target data domains to include real estate, product information and overseas information. In addition, to make it easier for customers to utilize the accumulated database, the Company will expand its business scope into support areas for peripheral operations that utilize the database, such as data entry and maintenance outsourcing, promotion support through both web and real-world channels, and customer success support. As the importance of high-quality corporate data increases in the AI era, the Company is expanding the target domains in which it supports data maintenance, integration and utilization, starting with "LBC."

5.0 Financial Statements

Income Statement

Income Statement (Million Yen)	Par.Act FY 12/2021	Par.Act FY 12/2022	Par.Act FY 12/2023	Par.Act FY 12/2024	Par.Act FY 12/2025	Par.CoE FY 12/2026	YoY Net Chg.
Sales	**3,406**	**4,041**	**5,038**	**6,074**	**7,191**	**8,280**	**+1,088**
Cost of Sales	912	1,982	2,176	2,316	2,731	2,977	+245
Gross Profit	2,494	2,058	2,862	3,758	4,460	5,302	+841
SG&A Expenses	2,033	1,949	2,746	2,847	3,069	3,537	+467
Operating Profit	**460**	**109**	**115**	**910**	**1,390**	**1,764**	**+373**
Non-Operating Balance	(4)	(7)	8	(1)	(13)	(2)	+11
Recurring Profit	**456**	**102**	**123**	**909**	**1,377**	**1,762**	**+384**
Extraordinary Income / Loss	(998)	-	(5)	6	(121)	147	+268
Profit Before Income Taxes	(542)	102	118	915	1,256	1,614	+357
Total Income Taxes	(189)	38	44	281	367	558	+190
Net (Interim/Quarterly) Profit	**(353)**	**64**	**74**	**634**	**888**	**1,056**	**+167**
Sales YoY	+7.8%	+18.6%	+24.7%	+20.6%	+18.4%	+15.1%	-
Operating Profit YoY	+48.9%	(76.3%)	+5.5%	+688.5%	+52.7%	+26.9%	-
Recurring Profit YoY	+49.5%	(77.6%)	+20.6%	+633.2%	+51.5%	+27.9%	-
Net (Interim/Quarterly) Profit YoY	-	-	+15.6%	+748.5%	+40.2%	+18.8%	-
Gross Profit Margin	73.2%	50.9%	56.8%	61.9%	62.0%	64.0%	+2.0%
SG&A Ratio	59.7%	48.2%	54.5%	46.9%	42.7%	42.7%	+0.0%
Operating Profit Margin	13.5%	2.7%	2.3%	15.0%	19.3%	21.3%	+2.0%
Recurring Profit Margin	13.4%	2.5%	2.4%	15.0%	19.2%	21.3%	+2.1%
Net (Interim / Quarterly) Profit Margin	(10.4%)	1.6%	1.5%	10.4%	12.4%	12.8%	+0.4%
Corporate Tax Rate	-	37.3%	37.3%	30.8%	29.2%	34.6%	5.3%

Source: Company data; calculations by WRJ

Sales by Service

Sales by Service (Million Yen)	Par.Act FY 12/2021	Par.Act FY 12/2022	Par.Act FY 12/2023	Par.Act FY 12/2024	Par.Act FY 12/2025	Par.CoE FY 12/2026	YoY Net Chg.
Recurring Revenue	2,163	2,587	3,257	4,042	4,959	5,920	+960
Non-Recurring Revenue	579	749	1,062	982	1,063	1,188	+124
Sonar Service	**2,743**	**3,336**	**4,320**	**5,025**	**6,023**	**7,108**	**+1,084**
Recurring Revenue	287	263	431	752	875	840	(35)
Non-Recurring Revenue	375	441	286	297	292	331	+38
Other	**663**	**704**	**717**	**1,049**	**1,168**	**1,171**	**+2**
Sales	**3,406**	**4,041**	**5,038**	**6,074**	**7,191**	**8,280**	**+1,088**
Recurring Revenue	+19.3%	+19.6%	+25.9%	+24.1%	+22.7%	+19.4%	-
Non-Recurring Revenue	(2.1%)	+29.3%	+41.9%	(7.6%)	+8.3%	+11.7%	-
Sonar Service	**+14.0%**	**+21.6%**	**+29.5%**	**+16.3%**	**+19.9%**	**+18.0%**	**-**
Recurring Revenue	+9.8%	(8.5%)	+63.9%	+74.5%	+16.4%	(4.1%)	-
Non-Recurring Revenue	(23.8%)	+17.6%	(35.1%)	+3.8%	(1.6%)	+13.1%	-
Other	**(12.1%)**	**+6.3%**	**+1.9%**	**+46.3%**	**+11.3%**	**+0.2%**	**-**
Sales (YoY)	**+7.8%**	**+18.6%**	**+24.7%**	**+20.6%**	**+18.4%**	**+15.1%**	**-**
Recurring Revenue	63.5%	64.0%	64.7%	66.6%	69.0%	71.5%	-
Non-Recurring Revenue	17.0%	18.5%	21.1%	16.2%	14.8%	14.3%	-
Sonar Service	**80.5%**	**82.6%**	**85.8%**	**82.7%**	**83.8%**	**85.8%**	**-**
Recurring Revenue	8.4%	6.5%	8.6%	12.4%	12.2%	10.1%	-
Non-Recurring Revenue	11.0%	10.9%	5.7%	4.9%	4.1%	4.0%	-
Other	**19.5%**	**17.4%**	**14.2%**	**17.3%**	**16.2%**	**14.1%**	**-**
Sales (composition ratio)	**100.0%**	**100.0%**	**100.0%**	**100.0%**	**100.0%**	**100.0%**	**-**

Source: Company data; calculations by WRJ

Balance Sheet

Balance Sheet (Million Yen)	Par.Act FY 12/2021	Par.Act FY 12/2022	Par.Act FY 12/2023	Par.Act FY 12/2024	Par.Act FY 12/2025	Par.CoE FY 12/2026	YoY Net Chg.
Cash and Deposit	-	-	-	3,222	4,604	-	-
Accounts Receivables	-	-	-	378	417	-	-
Work in Progress	-	-	-	11	11	-	-
Supplies	-	-	-	6	5	-	-
Other	-	-	-	251	342	-	-
Current Assets	**-**	**-**	**-**	**3,870**	**5,382**	**-**	**-**
Tangible Assets	-	-	-	394	269	-	-
Intangible Assets	-	-	-	331	336	-	-
Investments and Other Assets	-	-	-	344	1,341	-	-
Fixed Assets	**-**	**-**	**-**	**1,070**	**1,947**	**-**	**-**
Total Assets	**-**	**-**	**-**	**4,941**	**7,330**	**-**	**-**
Accounts Payables	-	-	-	230	285	-	-
Short-term Borrowings	-	-	-	145	145	-	-
Current Portion of Bonds Payable	-	-	-	-	20	-	-
Current Portion of Long-term Borrowings	-	-	-	99	111	-	-
Unearned Revenue	-	-	-	883	1,224	-	-
Other	-	-	-	630	855	-	-
Current Liabilities	**-**	**-**	**-**	**1,989**	**2,642**	**-**	**-**
Bonds Payable	-	-	-	-	70	-	-
Long-term Borrowings	-	-	-	61	-	-	-
Other	-	-	-	232	339	-	-
Fixed Liabilities	**-**	**-**	**-**	**293**	**409**	**-**	**-**
Total Liabilities	**-**	**-**	**-**	**2,283**	**3,052**	**-**	**-**
Shareholders' Equity	**-**	**-**	**-**	**2,658**	**4,278**	**-**	**-**
Other	-	-	-	-	-	-	-
Net Assets	**-**	**-**	**-**	**2,658**	**4,278**	**-**	**-**
Total Liabilities and Net Assets	**-**	**-**	**-**	**4,941**	**7,330**	**-**	**-**
Equity Capital	-	-	-	2,658	4,278	-	-
Interest-Bearing Debt	-	-	-	306	346	-	-
Net Debt	-	-	-	(2,915)	(4,257)	-	-
Equity Ratio	-	-	-	53.8%	58.4%	-	-
Net Debt-to-Equity Ratio	-	-	-	(109.7%)	(99.5%)	-	-
ROE (12 months)	-	-	-	27.1%	25.6%	-	-
ROA (12 months)	-	-	-	20.5%	22.4%	-	-

Source: Company data; calculations by WRJ

Cash Flow Statement

Cash Flow Statement (Million Yen)	Par.Act FY 12/2021	Par.Act FY 12/2022	Par.Act FY 12/2023	Par.Act FY 12/2024	Par.Act FY 12/2025	Par.CoE FY 12/2026	YoY Net Chg.
Operating Cash Flow	-	-	666	1,251	1,711	-	-
Investing Cash Flow	-	-	(251)	(225)	(1,183)	-	-
Operating Cash Flow and Investing Cash Flow	**-**	**-**	**415**	**1,025**	**527**	**-**	**-**
Financing Cash Flow	-	-	(239)	(230)	751	-	-

Source: Company data; calculations by WRJ

Per Share Data

Per Share Data (Before Adjustments for Split) (Yen)	Par.Act FY 12/2021	Par.Act FY 12/2022	Par.Act FY 12/2023	Par.Act FY 12/2024	Par.Act FY 12/2025	Par.CoE FY 12/2026	YoY Net Chg.
No. of Shares FY End (thousand shares)	-	-	8,687	8,687	8,687	-	-
Net Profit / EPS (thousand shares)	-	-	7,741	7,818	7,871	-	-
Treasury Shares FY End (thousand shares)	-	-	0	472	869	-	-
Earnings Per Share	-	-	9.56	81.12	112.95	128.07	-
Earnings Per Share (Fully Diluted)	-	-	-	-	-	-	-
Book Value Per Share	-	-	258.94	340.05	520.79	-	-
Dividend Per Share	-	-	-	-	-	-	-
Per Share Data (After Adjustments for Split) (Yen)	**Par.Act FY 12/2021**	**Par.Act FY 12/2022**	**Par.Act FY 12/2023**	**Par.Act FY 12/2024**	**Par.Act FY 12/2025**	**Par.CoE FY 12/2026**	**YoY Net Chg.**
Share Split Factor	-	-	1	1	1	1	-
Earnings Per Share	-	-	9.56	81.12	112.95	128.07	-
Book Value Per Share	-	-	258.94	340.05	520.79	-	-
Dividend Per Share	-	-	-	-	-	-	-
Payout Ratio	-	-	-	-	-	-	-

Source: Company data; calculations by WRJ

Disclaimer

Company Name: Walden Research Japan Incorporated

Head Office: Ginza Ishii Building Level 4, 6-14-8 Ginza, Chuo-ku, Tokyo 104-0061, JAPAN

URL: https://walden.co.jp/

Email: info@walden.co.jp

Tel: +81-3-3553-3769