

English Translation

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Summary of Consolidated Financial Results for the Fiscal Year Ended December 31, 2025 [IFRS]



February 13, 2026

Company Name:	AnyMind Group Inc.	Listing exchange:	Tokyo Stock Exchange
Securities code:	5027	URL:	https://anymindgroup.com
Representative:	Kosuke Sogo, Representative Director and Chief Executive Officer		
Inquiries:	Keizo Okawa, Director and Chief Financial Officer	(TEL) +81-3-6384-5540	
Scheduled date of Annual Shareholders' meeting	March 26, 2026	Scheduled date for commencement of dividend payments	March 12, 2026
Scheduled date of submission of annual security reports	March 26, 2026		
Preparing supplementary materials on yearly financial results	: Yes		
Holding yearly financial results briefing session	: Yes		

(Amounts are rounded down to the nearest million yen)

1. Consolidated operating results for the fiscal year ended December 31, 2025 (January 1, 2025 - December 31, 2025)

(Percentage figures represent year-on-year changes)

(1) Revenues and Income

	Revenue		Gross profit		Operating profit		Profit before income taxes		Net income		Net income attributable to owners of the parent	
For the year ended	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
December 31, 2025	57,300	13.0	21,932	16.9	1,798	(29.7)	1,409	(44.5)	1,002	(57.6)	927	(60.3)
December 31, 2024	50,713	51.6	18,756	47.7	2,558	242.2	2,538	303.9	2,367	320.8	2,335	317.5

(Reference)	Comprehensive Income	December 31, 2025	996	million yen	December 31, 2024	2,964	million yen
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	Profit for the period attributable to owners of the parent per share (Basic)	Profit for the period attributable to owners of the parent per share (Diluted)	Adjusted EBITDA		Adjusted net income		Adjusted EPS (Basic)	
For the year ended	Yen	Yen	Millions of yen	%	Millions of yen	%	Yen	%
December 31, 2025	15.45	14.86	3,931	(1.1)	1,190	(47.6)	19.84	(48.4)
December 31, 2024	39.52	37.37	3,974	113.9	2,272	470.8	38.45	455.1

(Note)

- Adjusted EBITDA = Operating profit / (loss) + depreciation / amortization expenses + equity compensation expenses
- Adjusted net income = Net income attributable to owners of the parent + equity compensation expenses +/- unrealized foreign exchange gain/Loss
- Adjusted EPS = Adjusted net income/average number of common stocks outstanding (cumulative from the beginning of the fiscal year)

(2) Financial Position

	Total assets	Total equity	Equity attributable to owners of the parent	Ratio of equity attributable to owners of the parent to total assets	Equity attributable to owners of the parent per share
As of	Millions of yen	Millions of yen	Millions of yen	%	Yen
December 31, 2025	45,143	17,086	16,886	37.4	282.58
December 31, 2024	34,162	16,715	16,590	48.6	277.18

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(3) Cash flow

	Cash flows from operating activities	Cash flows from investing activities	Cash flows from financing activities	Balance of cash and cash equivalents at end of period
For the year ended	Millions of yen	Millions of yen	Millions of yen	Millions of yen
December 31, 2025	268	(5,866)	4,406	8,607
December 31, 2024	2,399	(1,341)	2,131	9,664

2. Dividends

	Cash dividends per share					Total cash dividend	Payout ratio (Consolidated)	Ratio of dividends to equity attributable to owners of parent (Consolidated)
	1st quarter end	2nd quarter end	3rd quarter end	Year-end	Total			
	Yen	Yen	Yen	Yen	Yen	Millions of yen	%	%
For the fiscal year ended December 31, 2024	-	0.00	-	0.00	0.00	-	-	-
For the fiscal year ended December 31, 2025	-	0.00	-	2.00	2.00	119	12.9	0.7
For the year ending December 31, 2026 Forecast)	-	0.00	-	2.00	2.00		7.3	

(Note) The year-end dividend for the fiscal year ended December 2025 is currently a forecast; it is scheduled to be resolved at the Board of Directors meeting to be held on early March of 2026.

3. Forecast of consolidated financial results for the fiscal year ending December 31, 2026 (January 1, 2026 - December 31, 2026)

(% indicates year-on-year changes)

	Revenue		Gross profit		Operating profit		Profit before income taxes		Net income attributable to owners of the parent	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
Full year	79,110	38.1	30,350	38.4	3,060	70.1	2,510	78.1	1,630	75.8

※ Notes

- (1) Changes in significant subsidiaries during the period under review : No
(Changes in specified subsidiaries resulting in changes in scope of consolidation)

Newly included: - , Excluded: -

(2) Changes in accounting policies and accounting estimates

1 - Changes in accounting policies required by IFRS	:	No
2 - Changes in accounting policies other than 1	:	No
3 - Changes in accounting estimates	:	No

(3) Number of shares issued (ordinary share)

- 1 - Number of shares issued at the end of the period (including treasury shares)
2 - Number of treasury shares at the end of the period
3 - Average number of shares during the period (cumulative from the beginning of the fiscal year)

December 31, 2025	61,009,950	December 31, 2024	59,855,350
December 31, 2025	1,250,000	December 31, 2024	-
December 31, 2025	59,988,678	December 31, 2024	59,098,166

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- * This summary of yearly financial results is not subject to audit procedures by certified public accountants or audit firms.
- * Explanation regarding the appropriate use of earnings forecast and other special items
 - (1) The earnings forecasts and other forward-looking statements herein are based on the information currently available to the Company and certain assumptions deemed reasonable. The Company does not promise the achievement of these forecasts. Actual results may differ materially from these forecasts due to various reasons.
 - (2) The Company will hold an online results-briefing session in Japanese at 17:00 (Japan Standard Time) on February 13 (Fri), 2026 for institutional investors and at 19:30 (Japan Standard Time) on the same day for individual investors. The materials to be used will be uploaded to the TDnet and the Company IR website, and the video and the transcript of the briefing session will be posted forthwith on the Company's IR website.

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1 Qualitative Information on the Financial Results for the Period under Review

(1) Overview of Operating Results

Under the corporate mission “Make Every Business Borderless,” the Group provides a platform that supports the entire value chain—including e-commerce and D2C support, logistics, and production management—centered around our core services in social commerce and social media marketing for brand companies. The Group conducts business in 15 countries and regions around the world, mainly in Asia and the Middle East.

During the consolidated fiscal year, economies in Asia showed resilience overall, supported by the recovery of tourism demand, improvements in the financial environment accompanying easing inflationary pressures, and the expansion of the digital economy. The Japanese economy also continued its gradual recovery. On the other hand, geopolitical risks, significant foreign exchange fluctuations, and changes in trade policies of major nations remain concerns for the global economic outlook, creating a sustained environment of high uncertainty.

Amidst this environment, the Group has continued to expand its business by enhancing and advancing our products and solutions, acquiring new customers, and utilizing M&A. Despite changes in the market environment affecting the Partner Growth business, our B2B business, Marketing and D2C/E-commerce segment, maintained high growth. As a result, the Group's total revenue and gross profit for the consolidated fiscal year achieved year-on-year growth.

We are also accelerating the utilization of generative AI to enhance the added value of our platform. Key initiatives include the addition of AI Optimization features to 'AnyManager' for app publishers and the implementation of the social media analysis tool 'AnyTag Insight'. Through these initiatives, we have established a support structure for customers' revenue improvement and data-driven decision-making.

In our B2B E-commerce support business, Southeast Asia achieved remarkable growth driven by the acquisition of large-scale clients, while the Japanese market also expanded steadily. In addition to being certified as an official partner for major Southeast Asian EC marketplaces, we built an operational support structure for TikTok Shop Japan and established our position as one of the few "Triple Certified Partners" in Japan. Furthermore, our e-commerce support ecosystem has further expanded and evolved through the Japanese language support and implementation of AI analysis functions for our live commerce product "AnyLive," as well as integration with logistics and management systems.

In our Partner Growth business, we are accelerating the diversification of our revenue base. We are focusing on creating new revenue opportunities, such as leveraging "YouTube Shopping" mainly in Southeast Asia, launching the beauty and lifestyle-specialized talent label "MUNI" in Japan, and improving media operation efficiency using AI.

Moreover, we promoted M&A to achieve discontinuous growth. Starting with making AnyReach (e-gifting business) a wholly-owned subsidiary in March 2025, we completed the integration of Vibula (live commerce business) and NADESHIKO Beauty (vertical short-form video marketing business). These measures have expanded the value provided in the corporate brand support domain and further solidified our competitive advantage in Japan and Southeast Asia.

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As a result of the above, revenue for the current fiscal year increased by 3,761 million yen (up 17.9%) for Marketing Platform, decreased by 3,933 million yen (drop 20.1%) for Partner Growth Platform and increased by 6,710 million (up 67.8%) for D2C/EC Platform, all on a year-on-year basis. In terms of the ratio of revenue by region (*) for the current fiscal year, Southeast Asia accounted for 49% (51% for the same period a year earlier), followed by Japan and Korea at 41% (36% a year earlier) and India and Greater China region at 10% (13% a year earlier).

(*) The ratio of revenue by region is based on the revenue (before canceling internal transactions) from the regions where the Company's subsidiaries are located.

(Unit: millions of yen)

	Fiscal year ended December 31, 2024 (From January 1, 2024 to December 31, 2024)	Fiscal year ended December 31, 2025 (From January 1, 2025 to December 31, 2025)	Year-on-year changes	
			Amount	%
Marketing Platform	21,069	24,831	3,761	17.9
Partner Growth Platform	19,608	15,674	(3,933)	(20.1)
D2C Platform	9,891	16,601	6,710	67.8
Others	144	193	49	34.2
Total	50,713	57,300	6,587	13.0

In addition, although changes in the market environment affecting the Partner Growth business had a impact on company-wide profitability during the consolidated fiscal year, as a result of continued investment in human resources in growth markets and simultaneous improvements in operational efficiency, the personnel cost ratio to revenue and gross profit is on a gradual downward trend, and gross profit per employee has improved.

Consequently, for the fiscal year ended December 31, 2025, the Group posted revenue of 57,300 million yen (up 13.0%), gross profit of 21,932 million yen (up 16.9%), operating profit of 1,798 million yen (drop 29.7%), profit before income tax of 1,409 million yen (drop 44.5%), net income of 1,002 million yen (drop 57.6%), and net income attributable to owners of the parent of 927 million yen (drop 60.3%), all on a year-on-year basis.

Note that descriptions by reportable segment are omitted, as the Group has a single operating segment engaged in Internet-related business.

(2) Overview of Financial Position

(Assets)

Total assets at the end of the current fiscal year (December 31, 2025) increased by 10,981 million yen from the end of the previous fiscal year (December 31, 2024) to 45,143 million yen. This was mainly attributable to the advance payment for the acquisition of subsidiary increasing by 4,087 million yen, the right-of-use assets increasing by 2,281 million yen due to the contract renewal and office extension of Japan entities, trade and other receivables increasing by 1,425 million yen, which is in line with the strong momentum in revenue growth.

(Liabilities)

Total liabilities at the end of the current fiscal year increased by 10,610 million yen from the end of the previous fiscal year to 28,057 million yen. This was mainly attributable to loan payables increasing by 6,316 million yen, lease liabilities increasing by 2,387 million yen due to the contract renewal and office extension of Japan entities, as well as trade and other payables increasing by 921 million yen in line with the strong momentum in revenue growth.

(Capital)

Capital at the end of the current fiscal year increased by 370 million yen from the end of the previous fiscal year to 17,086 million yen. This was mainly due to recording of net income attributable to owners of the parent of 927 million yen and share capital increased by 65 million yen due to exercise of share-based option, offset by treasury stock increased by 747 million yen due to the acquisition of treasury stock.

(3) Overview of Cash Flows

Cash and cash equivalents at the end of the current fiscal year (December 31, 2025) decreased by 1,057 million yen from the end of the previous fiscal year to 8,607 million yen.

(Cash flows from operating activities)

Net cash inflow from operating activities amounted to 268 million yen, a decrease of 2,131 million yen from the previous year. This was mainly attributable to the recording of profit before income tax of 1,409 million yen, depreciation and amortization of 2,084 million yen, working capital cash outflow of 1,427 million yen, other cash outflow of 1,338 million yen mainly due to advance payment and tax payment of 568 million yen.

(Cash flows from investing activities)

Net cash outflow from investing activities amounted to 5,866 million yen, an increase in cash outflow of 4,525 million yen compared with the previous year. This was mainly attributable to the purchase of property, plant and equipment of 849 million yen and payment for acquisition of interests in subsidiaries of 5,040 million yen.

(Cash flows from financing activities)

Net cash inflow from financing activities amounted to 4,406 million yen, an increase of 2,275 million yen compared with the previous year. This was mainly attributable to cash inflow of 7,788 million yen from long-term borrowings, offsetting the cash outflow of 1,833 million for repayment of long-term borrowings and 1,187 million yen for repayment of lease liabilities.

(4) Explanations on Consolidated Earnings Forecast and Other Forecast Information

Our Enterprise Growth business, comprising commerce and marketing support, is expected to maintain high growth, backed by solid demand both domestically and overseas. Our competitive advantage lies in value creation through a three-pronged approach combining 'Data/Product,' 'Operations,' and 'Sales.' This includes an end-to-end support structure utilizing proprietary tools and accumulated databases, a track record of over 10,000 annual projects, and a global sales organization of over 500 professionals across 15 countries. For the fiscal year ending December 2026, we will promote the strengthening of our 'Brand Growth Support Model utilizing commerce infrastructure and social data.' Leveraging a client base of over 1,500 companies in marketing and a track record of supporting 220 brands in e-commerce, we aim to drive continuous revenue growth for our clients through a virtuous cycle of 'demand creation via SNS' and 'expansion of EC sales. Furthermore, in addition to three key priority measures—efficiency through AI, expansion of EC/commerce support, and deepening relationships with regional clients—we will implement a strategic restructuring of our Creator Growth business to intensify our focus on the social commerce domain.

In addition to these initiatives, including contributions from M&A announced in the current period, we forecast revenue of 79,110 million yen (up 38.1% year-on-year) and gross profit of 30,350 million yen (up 38.4% year-on-year) for the fiscal year ending December 31, 2026. While we will continue to invest in personnel as our business scale expands, we expect the ratio of personnel expenses to revenue, which account for more than 50% of SG&A expenses, to decrease due to productivity improvement and other initiatives including controlling personnel increases. As a result, operating profit is expected to be 3,060 million yen (up 70.1% year-on-year). Net income attributable to owners of the parent is expected to be 1,630 million yen (up 75.8% year-on-year).

Furthermore, as our business expansion has brought us to a phase where we can generate sustainable cash flow, we plan to implement a distribution of surplus (our maiden dividend) with a record date of the end of the fiscal year ending December 2025. Going forward, it is our policy to advance appropriate shareholder returns by maintaining continuous and stable dividend payments.

2 Basic Concept Regarding the Selection of Accounting Standards

The Group is actively developing its business globally. In addition to improving the quality of business management by unifying accounting procedures within the Group, we are also working to improve the international comparability of financial information in capital markets, and we apply IFRS with the aim of providing convenience to various stakeholders, including external shareholders and investors.

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3 Consolidated Financial Statements and Major Notes**(1) Consolidated Statement of Financial Position**

(Unit: millions of yen)

	Note	As of December 31, 2024	As of December 31, 2025
Assets			
Current assets			
Cash and cash equivalents		9,664	8,607
Trade and other receivables		10,090	11,516
Contract assets		3,018	3,675
Inventories		1,655	2,297
Other financial assets		104	300
Other current assets		1,090	6,361
Total current assets		25,624	32,758
Non-current assets			
Property, plant and equipment		728	1,025
Right-of-use assets		2,326	4,607
Goodwill		2,863	3,834
Intangible assets		704	1,093
Other financial assets		1,389	1,272
Deferred tax assets		483	516
Other non-current assets		43	35
Total non-current assets		8,538	12,385
Total assets		34,162	45,143
Liabilities and equity			
Liabilities			
Current liabilities			
Trade and other payables		9,759	10,680
Contract liabilities		741	1,300
Loan payables		1,509	3,507
Lease liabilities		1,018	1,482
Income taxes payables		480	404
Other financial liabilities		92	519
Provisions		24	22
Other current liabilities		272	185
Total current liabilities		13,899	18,103
Non-Current Liabilities			
Loan payables		1,791	6,110
Lease liabilities		1,296	3,220
Other financial liabilities		138	-
Provisions		172	371
Deferred tax liabilities		148	250
Total non-current liabilities		3,547	9,954
Total liabilities		17,447	28,057
Capital			
Share capital		678	744
Share premium		11,696	6,679
Retained earnings		2,983	8,946
Treasury stock		-	(747)
Other components of equity		1,231	1,263
Total equity attributable to owners of the parent		16,590	16,886
Non-controlling interests		124	199
Total equity		16,715	17,086
Total liabilities and equity		34,162	45,143

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(2) Consolidated Statement of Income and Consolidated Statement of Comprehensive Income**Consolidated Statement of Income**

Fiscal years ended December 31, 2024 and 2025

		(Unit: millions of yen)	
	Note	Fiscal year ended December 31, 2024 (From January 1, 2024 to December 31, 2024)	Fiscal year ended December 31, 2025 (From January 1, 2025 to December 31, 2025)
Revenue	4	50,713	57,300
Cost of sales		31,957	35,368
Gross profit		18,756	21,932
Selling, general and administrative expenses		16,274	20,112
Impairment loss on trade and other receivables, net		8	79
Other income		90	57
Other expenses		5	0
Operating profit		2,558	1,798
Finance income		95	65
Finance costs		114	454
Profit before income tax		2,538	1,409
Income tax expenses		171	406
Net income for the period		2,367	1,002
Net income attributable to			
Owners of the parent		2,335	927
Non-controlling interests		32	75
Net income for the period		2,367	1,002
Earnings per share attributable to owners of the parent	5		
Basic earnings per share (yen)		39.52	15.45
Diluted earnings per share (yen)		37.37	14.86

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Consolidated Statement of Comprehensive Income
Fiscal years ended December 31, 2024 and 2025

		(Unit: millions of yen)	
	Note	Fiscal year ended December 31, 2024 (From January 1, 2024 to December 31, 2024)	Fiscal year ended December 31, 2025 (From January 1, 2025 to December 31, 2025)
Net income for the period		2,367	1,002
Other Comprehensive Income, net of tax			
Items that will not be reclassified to profit or loss for the period:			
Remeasurement of defined benefit pension plans		5	(18)
Subtotal		5	(18)
Items that may be reclassified to profit or loss for the period:			
Exchange differences on translating foreign operations		591	12
Subtotal		591	12
Total other comprehensive income, net of tax		596	(5)
Total comprehensive income for the period		2,964	996
Total comprehensive income attributable to:			
Owners of the parent		2,931	921
Non-controlling interests		32	75
Total comprehensive income for the period		2,964	996

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(3) Consolidated Statement of Changes in Equity

Fiscal year ended December 31, 2024 (from January 1, 2024 to December 31, 2024)

(Unit: millions of yen)

(Unit: millions of yen)												
Equity attributable to owners of the parent												
	Note	Other components of Equity								Total Equity attributable to owners of the parent	Non-controlling Interests	Total Equity
		Share Capital	Share Premium	Retained Earnings	Treasury Stock	Share based option	Exchange differences on translating foreign operations	Others	Total			
Balance as of January 1, 2024		586	11,661	648	-	65	495	54	615	13,511	93	13,604
Net income for the period		-	-	2,335	-	-	-	-	-	2,335	32	2,367
Other comprehensive income (“OCI”)		-	-	-	-	-	591	5	596	596	-	596
Total comprehensive income / (loss)		-	-	2,335	-	-	591	5	596	2,931	32	2,964
Acquisition of treasury shares		-	-	-	-	-	-	-	-	-	-	-
Exercise of share-based option		92	34	-	-	(18)	-	-	(18)	108	-	108
Appropriation of deficit		-	-	-	-	-	-	-	-	-	-	-
Share compensation expenses		-	-	-	-	38	-	-	38	38	-	38
Others		-	-	-	-	-	-	-	-	-	(0)	(0)
Total		92	34	-	-	19	-	-	19	146	(0)	146
Balance as of December 31, 2024		678	11,696	2,983	-	85	1,087	59	1,231	16,590	124	16,715

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Fiscal year ended December 31, 2025 (from January 1, 2025 to December 31, 2025)

(Unit: millions of yen)

	Note	Equity attributable to owners of the parent								Total Equity attributable to owners of the parent	Non-controlling Interests	Total Equity
		Share Capital	Share Premium	Retained Earnings	Treasury Stock	Share based option	Exchange differences on translating foreign operations	Others	Total			
Balance as of January 1, 2025		678	11,696	2,983	-	85	1,087	59	1,231	16,590	124	16,715
Net income for the period		-	-	927	-	-	-	-	-	927	75	1,002
Other comprehensive income ("OCI")		-	-	-	-	-	12	(18)	(5)	(5)	-	(5)
Total comprehensive income / (loss)		-	-	927	-	-	12	(18)	(5)	921	75	996
Acquisition of treasury shares		-	-	-	(747)	-	-	-	-	(747)	-	(747)
Exercise of share-based option		65	19	-	-	(11)	-	-	(11)	72	-	72
Appropriation of deficit		-	(5,035)	5,035	-	-	-	-	-	-	-	-
Share compensation expenses		-	-	-	-	49	-	-	49	49	-	49
Others		-	-	-	-	-	-	-	-	-	(0)	(0)
Total		65	(5,016)	5,035	(747)	37	-	-	37	(625)	(0)	(626)
Balance as of December 31, 2025		744	6,679	8,946	(747)	122	1,099	40	1,263	16,886	199	17,086

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(4) Consolidated Statement of Cash Flows

(Unit: millions of yen)

	Note	Fiscal year ended December 31, 2024 (From January 1, 2024 to December 31, 2024)	Fiscal year ended December 31, 2025 (From January 1, 2025 to December 31, 2025)
Cash flows from operating activities			
Profit before income tax		2,538	1,409
Depreciation and amortization		1,377	2,084
(Gain) / loss on disposal of fixed assets and intangible assets		5	(28)
Finance income		(42)	(65)
Finance costs		114	365
(Increase) / Decrease in trade and other receivables		(2,087)	(1,186)
(Increase) / Decrease in contract assets		(620)	(656)
Increase / (Decrease) in trade and other payables		2,102	526
Increase / (Decrease) in contract liabilities		228	531
(Increase) / Decrease in inventories		(773)	(642)
Others		(72)	(1,338)
Subtotal		2,771	999
Interest received		31	36
Interest paid		(97)	(199)
Income taxes (paid) / refunded		(304)	(568)
Cash flows from operating activities		2,399	268
Cash flows from investing activities			
Proceeds from withdrawal of term deposits		5	-
Purchases of property, plant and equipment		(417)	(849)
Proceeds from disposal of property, plant and equipment		9	156
Purchases of intangible assets		(38)	(118)
Proceeds from disposal of intangible assets		-	21
Payments for fulfillment of asset retirement obligations		(2)	-
Payments for loans receivable		-	(220)
Proceeds from sales of investment securities		135	-
Payments for lease and guarantee deposits		(717)	(91)
Proceeds from collection of lease and guarantee deposits		11	276
Payments for contingent considerations of shares of subsidiaries		(113)	-
Advance payment for the acquisition of subsidiary		-	(4,087)
Payments for acquisition of subsidiaries resulting in change in scope of consolidation		(214)	(952)
Cash flows from investing activities		(1,341)	(5,866)
Cash flows from financing activities			
Net increase in short-term loan payables		121	314
Proceeds from long-term loan payables		3,550	7,788
Repayment of long-term loan payables		(708)	(1,833)
Repayment of lease liabilities		(940)	(1,187)
Payments for acquisition of treasury shares		-	(747)
Proceeds from share-based option exercise		108	72
Cash flows from financing activities		2,131	4,406
Effect of exchange rate changes on cash and cash equivalents		208	133
Net increase / (decrease) in cash and cash equivalents		3,397	(1,057)
Cash and cash equivalents at the beginning of period		6,266	9,664
Cash and cash equivalents at the end of period		9,664	8,607

English Translation

This is a translation of the original release in Japanese. In the event of any discrepancy, the original release in Japanese shall prevail.

(5) Notes to Consolidated Financial Statements
(Notes Concerning Going Concern Assumption)

Not applicable.

(Changes in Accounting Policies)

Not applicable.

(Changes in Accounting Estimates)

Not applicable.

(Segment Information)

(1) Overview of reporting segmentations

The Group specializes in "Internet-related business," which provides organically connected platforms with one-stop services covering areas such as brand building, goods production management, media operations, e-commerce website construction and operation, marketing, and logistics management, for both corporate customers and individual customers, and makes it a single reportable segment. The "Internet-related business," as the Group's single reportable segment, provides services under Marketing Platform, Partner Growth Platform and D2C/EC Platform. The details of each Platform are as follows.

(a) Marketing Platform

The Group's Marketing Platform provides services to advertisers, who are our customers, mainly through "AnyTag," the platform to drive and manage influencer marketing, and "AnyDigital," the platform to support digital marketing.

(b) Partner Growth Platform

The Partner Growth Platform consists of "Publisher Growth" and "Creator Growth" platforms. It specifically offers "AnyManager," the Publisher Growth platform for publishers, and "AnyCreator," the Creator Growth platform for creators.

(c) D2C/EC Platform

The group provides services covering various stages of the value chain, centered on the EC (e-commerce) and D2C (direct-to-consumer) domains, including brand design and planning, manufacturing support, EC site construction and operation, marketing, and inventory management and logistics support.

These services are collectively referred to as our D2C/EC platform, include "AnyX (EC management platform)," "AnyLogi (logistics and inventory management support)," "AnyChat (conversational commerce platform)," and "AnyAI (data analysis platform & business process construction platform for AI utilization)."

(d) Others

The others mainly consist of service such as the "Omotenashi-selection" operated by Engawa Co., Ltd which awards a collection of products and services that reflect the spirit of Japanese hospitality.

(2). Information of reporting segment

Descriptions by reportable segment are omitted, as the Group has a single operating segment engaged in the Internet-related business.

(3). Information by service

The revenues from external customers by platform are as follows.

The Group derives revenue from the transfer of goods and services at a point in time or over a period of time. The revenue recognized at a point in time mainly consists of sales of goods in the D2C Platform.

(Unit: millions of yen)

	Fiscal year ended December 31, 2024 (From January 1, 2024 to December 31, 2024)	Fiscal year ended December 31, 2025 (From January 1, 2025 to December 31, 2025)
Marketing Platform	21,069	24,831
Partner Growth Platform	19,608	15,674
D2C Platform	9,891	16,601
Others	144	193
Total	50,713	57,300

English Translation

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(4). Information by region

The revenue from third-party customers and the breakdown of non-current assets by region are as follows. The revenue is classified based on the locations of the subsidiaries by which services are provided.

1 - Revenue from external customers

(Unit: millions of yen)

	Fiscal year ended December 31, 2024 (From January 1, 2024 to December 31, 2024)	Fiscal year ended December 31, 2025 (From January 1, 2025 to December 31, 2025)
Japan	17,457	22,334
Thailand	9,294	9,615
Indonesia	6,192	7,383
Singapore	7,954	6,852
Others	9,813	11,114
Total	50,713	57,300

2 - Non-current assets

(Unit: millions of yen)

	As of December 31, 2024	As of December 31, 2025
Japan	3,102	6,069
Singapore	2,200	1,716
Thailand	438	927
Others	881	1,845
Total	6,622	10,559

(Note) The non-current assets above exclude Other financial assets, Deferred tax assets, and Other non-current assets.

(5). Information by main customer

The customers and their revenue exceeding 10% of the revenue in consolidation are as follows.

(Unit: millions of yen)

	Fiscal year ended December 31, 2024 (From January 1, 2024 to December 31, 2024)	Fiscal year ended December 31, 2025 (From January 1, 2025 to December 31, 2025)
Google Ireland Limited	9,237	6,485
Shopee	1,475	3,924

English Translation

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5. Earnings per Share**(1) Reconciliation of earnings used in calculating basic earnings per share**

(Unit: millions of yen)

	Fiscal year ended December 31, 2024 (From January 1, 2024 to December 31, 2024)	Fiscal year ended December 31, 2025 (From January 1, 2025 to December 31, 2025)
Profit attributable to ordinary equity holders of the parent		
Profit attributable to owners of the parent	2,335	927
Profit not attributable to ordinary equity holders of the parent	-	-
Profit used in calculating basic earnings per share	2,335	927
Average number of shares during the period (shares)	59,098,166	59,988,678
Basic earnings per share (yen)	39.52	15.45

(2) Reconciliation of earnings used in calculating diluted earnings per share

(Unit: millions of yen)

	Fiscal year ended December 31, 2024 (From January 1, 2024 to December 31, 2024)	Fiscal year ended December 31, 2025 (From January 1, 2025 to December 31, 2025)
Diluted profit attributable to ordinary equity holders of the parent		
Profit used in calculating basic earnings per share	2,335	927
Reconciliations of earnings	-	-
Profit used in calculating diluted earnings per share	2,335	927
Average number of shares during the period (shares)	59,098,166	59,988,678
Adjustment on dilution: Share options (shares)	3,389,080	2,396,985
Adjusted average number of shares during the period (shares)	62,487,246	62,385,663
Diluted earnings per share (yen)	37.37	14.86

6. Subsequent Event**(1) Acquisition of business**

The board of directors of the Company determined to purchase all outstanding shares of SUNSMILE INC. (Hereinafter "SUNSMILE") on December 18, 2025. In accordance with the resolution, the share purchase agreement is to be concluded between the Company and SUNSMILE as of the same date. The execution date sets on January 1, 2026 to acquire 100% ownership of SUNSMILE.

1. Summary of acquisition**(1) Acquired company**

Name of company	SUNSMILE INC.
Description of business	Brand distribution, planning & sales of in-house brands in the cosmetics and beauty sector
Capital paid-in	90 million yen

(2) Background of acquisition

AnyMind Group was founded in Singapore in 2016 and has been operating with BPaaS (Business Process as a Service) model across 15 Asian countries and regions, providing integrated support for e-commerce, marketing, and distribution to clients owning brands. In the Asian markets including Japan, against the backdrop of changes in information exposure and purchasing behavior through social media ^{*1}, we are advancing our business development centered on social media marketing ^{*2} and social commerce ^{*3}.

Particularly in the beauty and personal care sector, consumer behavior has become established where purchasing intent increases through information exposure and content viewing originating from social media, leading to ecommerce purchases and subsequently expanding to offline-store sales. From summer 2025 onward, with the fullscale expansion of TikTok Shop and similar platforms in the Japanese market, social commerce that allows completion of the entire process from viewing to purchase online is expanding, further enhancing the role of digital channels in the process from brand awareness formation to purchase.

With SUNSMILE's joining of AnyMind group, we will establish a brand support system that encompasses not only social media marketing and e-commerce support but also offline distribution. This will enable mutual utilization of each company's customer base, expanding cross-selling opportunities such as providing social media marketing and e-commerce support to SUNSMILE's supported brands, and offering offline distribution support to our existing customers. Furthermore, we will establish a system that can consistently support the entire process from generating demand through social media and e-commerce to connecting it to offline-store sales.

Additionally, from the perspective of the "OMO (Online Merges with Offline) Model"^{*4}, which designs and utilizes online and offline channels as an integrated whole rather than separately, we will work on optimizing demand creation and brand growth across sales channels by integrating data accumulated online (social media and e-commerce) with SUNSMILE's offline distribution data and expertise.

With our AI-native operational infrastructure and data analysis/utilization mechanisms at the core, we will advance cross-functional evolution from product planning to marketing, sales, and distribution, proceeding with the construction of next-generation brand support infrastructure where social media, e-commerce, and offline distribution work together organically

**1 Media formed through two-way communication where users themselves disseminate and share information, such as blogs, social networking services, and video sharing sites*

**2 A collective term for marketing activities leveraging social media aimed at expanding awareness, building brands, and strengthening customer relationships.*

**3 A sales method that seamlessly connects the process from product discovery to purchase through interactions such as posts, reviews, and live streaming on social media.*

**4 An approach that delivers a seamless and consistent customer experience across online and offline channels by integrating customer data collected from all touchpoints, including physical stores, e-commerce sites, apps, and social networking services.*

English Translation

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(3) Acquisition date
January 1, 2026 (to be determined)

(4) Acquisition scheme
Cash acquisition of shares

(5) Right to vote to acquire
100%

(6) Condition to acquire
The Company purchases the shares with cash consideration.

2. Purchase consideration

Type of consideration	Cash	4,087 million yen
Total purchase consideration		4,087 million yen

3. Acquisition-related costs

Due diligence-related costs (Legal, financials and tax) approximately 12 million yen

4. Goodwill and intangible assets recognized, and its contents and amortization periods
yet-to-be-determined

5. Assets and liabilities consolidated and its contents as of business combination date
yet-to-be-determined