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September 16, 2025

To Whom It May Concern,

Company Name: Insource Co., Ltd.
Representative: Takayuki Funahashi
Representative Director, President and CEO
(Code number: 6200, Prime Market of the Tokyo Stock Exchange)
Contact: Shin Kebukawa
Executive Officer, Group Corporate Management and Accounting Department
TEL.+81-(0)3-5577-2283

Notice: Absorption-type Merger of Wholly Owned Subsidiary Insource Marketing Design Corporation (Simplified Merger and Short form Merger)

Insource Co., Ltd. ("Insource") hereby announces that we have resolved to merge our wholly owned subsidiary, Insource Marketing Design Corporation ("IMD"), at the Board of Directors held today.

As this merger is an absorption-type merger covering a wholly owned subsidiary, disclosure items and details are omitted in part.

1. Purpose of business restructuring through merger

To accelerate business and promote efficient group-wide resource allocation and operations by unifying Web and migration businesses into Insource.

2. Summary of the merger

(1) Merger schedule

Insource's Board of Directors Meeting for Merger Resolution	September 16, 2025,
Agreement of Merger	September 16, 2025
Scheduled Date of Merger (effective date)	January 1, 2026 (tentative)

*According to simplified merger rules in Company Law article 796 clause 2, Insource is proceeding with the merger without receiving approval at the general meeting of shareholders. Also, according to short form merger rules in Company Law article 784 clause 1, IMD is proceeding with the merger without receiving approval at the general meeting of shareholders.

(2) Merger method

IMD will be dissolved through an absorption-type merger in which Insource will be the surviving entity.

(3) Details of allotment related to the merger

As this is a merger with a wholly owned subsidiary, there are no allotments of shares or other money, etc. due to the merger.

(4) Treatment of share options and bonds with share options of the absorbed company

Not applicable.

3. Profiles of companies in the merger

	Surviving Company	Absorbed Company
(1) Company Name	Insource Co., Ltd.	Insource Marketing Design Corporation
(2) Head Office	Chiyoda-ku, Tokyo	Chiyoda-ku, Tokyo
(3) Title and Name of Representative	Representative Director, President and Chief Executive Officer Takayuki Funahashi	Representative Director Takayuki Funahashi
(4) Main Business	On-Site Training Business, Open Seminars Business, IT Services Business	Website Promotion, Web page Creation and System Development
(5) Capital Stock	800,623 thousand yen	39,250 thousand yen
(6) Date of Establishment	November 8, 2002	August 3, 1999
(7) Outstanding Number of Shares	85,243 thousand shares	650 shares
(8) Fiscal Year End	September	September
(9) Major Shareholders and Percentage of Shares Held (As of September 30, 2024)	Leplus Co. 30.22% Custody Bank of Japan, Ltd. (Trust Account) 13.23% The Master Trust Bank of Japan (Trust Account) 10.88% Takayuki Funahashi 6.40% Kumiko Kawabata 3.58% Blake Corporation 1.91% GOVERNMENT OF NORWAY 1.30% JP JPMSE LUX RE BARCLAYS CAPITAL SEC LTD EQ CO 1.01% BBH FOR GRANDEUR PEAK GLOBAL OPPORTUNITIES FUND 0.84% Custody Bank of Japan, Ltd. (Trust account B) 0.83%	Insource Co., Ltd. 100%

(10) Business Results of the Most Recent Fiscal Year

Fiscal year	FY23 (Consolidated)	FY23 (Non-consolidated)
Net assets	9,935 million yen	127 million yen
Total assets	13,177 million yen	186 million yen
Net assets per share	118.41 yen	196,290.61 yen
Net sales	12,474 million yen	282 million yen
Operating profit	4,937 million yen	41 million yen
Ordinary profit	4,940 million yen	41 million yen
Profit attributable to owners of parent	3,355 million yen	29 million yen

Basic earnings per share	39.98 yen	44,627.51 yen

4. Situation after the merger

There have been no changes to our company name, representative, business, location of the head office, capital stock and fiscal year-end as a result of the Merger.

5. Impact on Business Results

Since this is a merger with our wholly-owned subsidiary, the impact on consolidated results is limited.

END