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GLOBAL LINK MANAGEMENT

August 7, 2026

Consolidated Financial Results for the Six Months Ended June 30, 2026 (Under Japanese GAAP)

Company name: GLOBAL LINK MANAGEMENT Inc.
Listing: Tokyo Stock Exchange
Securities code: 3486
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Scheduled date to file semi-annual securities report: August 7, 2026
Scheduled date to commence dividend payments: –
Preparation of supplementary material on financial results: Yes
Holding of financial results briefing: Yes (for analysts and investors)

(Yen amounts are rounded down to millions, unless otherwise noted.)

1. Consolidated financial results for the six months ended June 30, 2026 (from January 1, 2026 to June 30, 2026)

(1) Consolidated operating results (cumulative)

(Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent	
Six months ended	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
June 30, 2026	28,424	(20.3)	3,270	(27.8)	2,691	(35.6)	1,856	(34.3)
June 30, 2025	35,672	98.4	4,530	283.9	4,181	351.8	2,824	414.5

Note: Comprehensive income For the six months ended June 30, 2026: ¥1,858 million [(34.2)%]
For the six months ended June 30, 2025: ¥2,825 million [413.6%]

	Basic earnings per share	Diluted earnings per share
Six months ended	Yen	Yen
June 30, 2026	116.52	116.28
June 30, 2025	176.30	174.95

Note: GLOBAL LINK MANAGEMENT Inc. (the "Company") conducted a two-for-one stock split of common shares as of April 1, 2025. "Basic earnings per share" and "Diluted earnings per share" are calculated on the assumption that said stock split was conducted at the beginning of the previous fiscal year.

(2) Consolidated financial position

	Total assets	Net assets	Equity-to-asset ratio
As of	Millions of yen	Millions of yen	%
June 30, 2026	65,783	15,691	23.7
December 31, 2025	47,650	14,986	31.3

Reference: Equity
As of June 30, 2026: ¥15,585 million
As of December 31, 2025: ¥14,900 million

2. Cash dividends

	Annual dividends per share				
	First quarter-end	Second quarter-end	Third quarter-end	Fiscal year-end	Total
	Yen	Yen	Yen	Yen	Yen
Fiscal year ended December 31, 2025	–	0.00	–	80.50	80.50
Fiscal year ending December 31, 2026	–	0.00			
Fiscal year ending December 31, 2026 (Forecast)			–	100.00	100.00

Note: Revisions to the forecast of cash dividends most recently announced: None

3. Consolidated earnings forecast for the fiscal year ending December 31, 2026 (from January 1, 2026 to December 31, 2026)

(Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent		Basic earnings per share
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Yen
Fiscal year ending December 31, 2026	75,000	8.3	8,500	14.3	7,500	11.3	5,130	11.2	320.40

Note: Revisions to the earnings forecast most recently announced: None

*** Notes**

(1) Significant changes in the scope of consolidation during the period: Yes
Newly included: 1 company (Company name: GL Capital Management inc.)
Excluded: –

(2) Adoption of accounting treatment specific to the preparation of semi-annual consolidated financial statements: None

(3) Changes in accounting policies, changes in accounting estimates, and restatement
(i) Changes in accounting policies due to revisions to accounting standards and other regulations: None
(ii) Changes in accounting policies due to other reasons: None
(iii) Changes in accounting estimates: None
(iv) Restatement: None

(4) Number of issued shares (common shares)
(i) Total number of issued shares at the end of the period (including treasury shares)

As of June 30, 2026	16,043,516 shares
As of December 31, 2025	16,043,516 shares

(ii) Number of treasury shares at the end of the period

As of June 30, 2026	69,620 shares
As of December 31, 2025	124,520 shares

(iii) Average number of shares outstanding during the period (cumulative from the beginning of the fiscal year)

Six months ended June 30, 2026	15,935,375 shares
Six months ended June 30, 2025	16,021,025 shares

Note: The Company conducted a two-for-one stock split of common shares as of April 1, 2025. "Average number of shares outstanding during the period" is calculated on the assumption that said stock split was conducted at the beginning of the previous fiscal year.

* Semi-annual financial results reports are exempt from review conducted by certified public accountants or an audit firm.

* Proper use of earnings forecast, and other special matters

Caution regarding forward-looking statements

The forward-looking statements, such as earnings forecast, contained in this material are based on information currently available to the Company and certain assumptions that the Company deems reasonable, and are not intended to be a promise by the Company to realize them. Actual financial results, etc. may differ substantially due to various factors. Please refer to "(3) Explanation of consolidated earnings forecast and other forward-looking statements" in "1. Overview of operating results, etc." on page 3 of the attached materials for the suppositions that form the assumptions for earnings forecast and cautions concerning the use thereof.

Method of accessing supplementary material on financial results

The Company plans to hold a financial results briefing for analysts and institutional investors on Friday, August 7, 2026. The briefing material on financial results is scheduled to be posted on TDnet and the Company's website.

Change in unit of presentation

The amounts of account titles and other items in the Company's semi-annual consolidated financial statements were previously presented in thousands of yen; however, beginning with the first six months of the fiscal year ending December 31, 2026, the presentation has been changed to millions of yen. For ease of comparison, amounts for the previous fiscal year and the first six months of the previous fiscal year have also been restated in millions of yen.

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1. Overview of operating results, etc.

(1) Overview of operating results for the period under review

With respect to the consolidated results for the first six months of the fiscal year ending December 31, 2026, the delivery of residential properties in the development business (development and sales of new residences, which are the Group's core products) progressed. Additionally, the land planning business (land planning sales) and the revitalization business (revitalization sales of office buildings and used residences) also progressed largely in line with our plans.

In the development business, the Company develops environmentally friendly residential properties primarily within the 23 wards of Tokyo. These residential properties are sold mainly on a whole building sales basis. We are advancing sales activities to institutional investors and business corporations. During the first six months under review, we completed the delivery of 406 units. This accounts for 53.6% of the 758 units scheduled for delivery in the fiscal year ending December 31, 2026. For the remaining 352 units, 230 units have already been concluded under sales contracts, and the delivery is progressing smoothly.

In the land planning business, we completed the land planning sale of five units, against the sales plan of nine units during the first six months under review. This is due to the favorable expansion of development land, which led to the decision to revise the sales timing of certain projects, allowing for sales with higher added value. There is no change in the planned number of sales for the full year.

In the revitalization business, as planned, we completed the sale of two office buildings and two existing residential properties during the first six months under review. Additionally, considering the larger size of the properties handled, we have revised the number of planned acquisitions for this period from 12 buildings to 10 buildings starting from the six months under review. In line with this, during the six months under review, we completed the acquisition of six buildings against the acquisition plan of eight buildings.

As a result, the specific operating results for the first six months under review were as follows: net sales of ¥28,424 million (down 20.3% year on year), operating profit of ¥3,270 million (down 27.8% year on year), ordinary profit of ¥2,691 million (down 35.6% year on year), and profit attributable to owners of parent of ¥1,856 million (down 34.3% year on year), resulting in decreased revenue and profits on a year-on-year basis.

The fiscal year ending December 31, 2026 marks the second year of the Medium-Term Management Plan GLM100 (from the fiscal year ended December 31, 2025 to the fiscal year ending December 31, 2027, hereinafter, "GLM100"). In pursuit of achieving GLM100 and furthering the policy of the Company and its group companies (collectively the "Group") GLM1000, we will steadily advance our growth strategy while ensuring the sustainable growth of each business and maintaining financial discipline. We will continuously strive for the evolution of our business model.

As the Group's reportable segment for the first six months under review consists of a single segment, the real estate solutions business, disclosure by segment has been omitted.

For more details of the "Overview of operating results for the period under review," see "Presentation" on our website.
(URL: https://www.global-link-m.com/ir/library/presentations/)

(2) Overview of financial position for the period under review

As of the end of the first six months of the fiscal year ending December 31, 2026, current assets amounted to ¥62,807 million (an increase of ¥17,865 million from the end of the previous fiscal year). The main breakdown was real estate for sale in process of ¥44,391 million (an increase of ¥20,369 million), real estate for sale of ¥6,028 million (an increase of ¥2,558 million), and cash and deposits of ¥8,723 million (a decrease of ¥5,841 million).

As of the end of the period under review, non-current assets amounted to ¥2,975 million (an increase of ¥267 million from the end of the previous fiscal year). The main breakdown was property, plant and equipment of ¥1,442 million (an increase of ¥163 million).

As of the end of the period under review, current liabilities amounted to ¥22,104 million (an increase of ¥8,265 million from the end of the previous fiscal year). The main breakdown was short-term borrowings of ¥12,258 million (an increase of ¥4,314 million) and current portion of long-term borrowings of ¥7,120 million (an increase of ¥4,164 million).

As of the end of the period under review, non-current liabilities amounted to ¥27,987 million (an increase of ¥9,161 million from the end of the previous fiscal year). The main breakdown was long-term borrowings of ¥27,195 million (an increase of ¥8,620 million).

As of the end of the period under review, total net assets amounted to ¥15,691 million (an increase of ¥704 million from the end of the previous fiscal year). The main breakdown was retained earnings of ¥14,730 million (an increase of ¥553 million).

<Cash flows>

Cash and cash equivalents (“cash”) as of the end of the period under review amounted to ¥8,720 million.

The status of each cash flow and their factors during the period under review are as follows.

Cash flows from operating activities

Net cash used in operating activities in the period under review amounted to ¥21,050 million, compared with ¥12,262 million used in the same period of the previous fiscal year. This is mainly due to an increase in inventories of ¥22,931 million.

Cash flows from investing activities

Net cash used in investing activities in the period under review amounted to ¥414 million, compared with ¥79 million used in the same period of the previous fiscal year. This is mainly due to purchase of investment securities of ¥284 million.

Cash flows from financing activities

Net cash provided by financing activities in the period under review amounted to ¥15,635 million, compared with ¥11,068 million provided in the same period of the previous fiscal year. This is mainly due to proceeds from short-term borrowings of ¥10,004 million and proceeds from long-term borrowings of ¥17,795 million, despite repayments of short-term borrowings of ¥5,724 million and repayments of long-term borrowings of ¥5,100 million.

(3) Explanation of consolidated earnings forecast and other forward-looking statements

The Company’s earnings forecast for the fiscal year ending December 31, 2026 remains unchanged from the forecast announced on February 13, 2026.

2. Semi-annual consolidated financial statements and significant notes thereto

(1) Semi-annual consolidated balance sheet

(Millions of yen)

		As of December 31, 2025		As of June 30, 2026
Assets				
Current assets				
Cash and deposits		14,564		8,723
Accounts receivable - trade, and contract assets		80		29
Work in process		1		4
Real estate for sale		3,470		6,028
Real estate for sale in process	*1	24,021	*1	44,391
Supplies		2		2
Advance payments to suppliers		2,357		2,450
Other		446		1,178
Allowance for doubtful accounts		(1)		(1)
Total current assets		44,942		62,807
Non-current assets				
Property, plant and equipment		1,279		1,442
Intangible assets				
Goodwill		–		50
Other		65		113
Total intangible assets		65		164
Investments and other assets				
Other		1,362		1,368
Total investments and other assets		1,362		1,368
Total non-current assets		2,708		2,975
Total assets		47,650		65,783
Liabilities				
Current liabilities				
Accounts payable - trade		26		4
Short-term borrowings		7,944		12,258
Current portion of bonds payable		114		85
Current portion of long-term borrowings	*1	2,956	*1	7,120
Accounts payable - other		740		762
Income taxes payable		1,280		735
Provision for bonuses		–		107
Provision for loss on subleasing business		3		2
Other		773		1,026
Total current liabilities		13,838		22,104
Non-current liabilities				
Bonds payable		38		10
Long-term borrowings	*1	18,575	*1	27,195
Provision for loss on subleasing business		1		0
Other		211		780
Total non-current liabilities		18,825		27,987
Total liabilities		32,664		50,091
Net assets				
Shareholders' equity				
Share capital		610		610
Capital surplus		412		412
Retained earnings		14,177		14,730
Treasury shares		(300)		(168)
Total shareholders' equity		14,900		15,585

(Millions of yen)

	As of December 31, 2025	As of June 30, 2026
Share acquisition rights	70	88
Non-controlling interests	16	17
Total net assets	14,986	15,691
Total liabilities and net assets	47,650	65,783

(2) Semi-annual consolidated statement of income and semi-annual consolidated statement of comprehensive income

Semi-annual consolidated statement of income

(Millions of yen)

	Six months ended June 30, 2025	Six months ended June 30, 2026
Net sales	35,672	28,424
Cost of sales	28,853	22,833
Gross profit	6,819	5,590
Selling, general and administrative expenses	* 2,288	* 2,320
Operating profit	4,530	3,270
Non-operating income		
Interest income	3	10
Dividend income	25	0
Share of profit of entities accounted for using equity method	–	0
Miscellaneous income	3	15
Other	2	–
Total non-operating income	34	26
Non-operating expenses		
Interest expenses	276	453
Share of loss of entities accounted for using equity method	1	–
Loss on investments in silent partnerships	–	52
Commission expenses	98	95
Other	7	3
Total non-operating expenses	383	605
Ordinary profit	4,181	2,691
Extraordinary income		
Gain on step acquisitions	–	24
Total extraordinary income	–	24
Profit before income taxes	4,181	2,716
Income taxes - current	1,262	688
Income taxes - deferred	92	169
Total income taxes	1,355	857
Profit	2,825	1,858
Profit attributable to non-controlling interests	1	1
Profit attributable to owners of parent	2,824	1,856

Semi-annual consolidated statement of comprehensive income

(Millions of yen)

	Six months ended June 30, 2025	Six months ended June 30, 2026
Profit	2,825	1,858
Comprehensive income	2,825	1,858
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	2,824	1,856
Comprehensive income attributable to non-controlling interests	1	1

(3) Semi-annual consolidated statement of cash flows

(Millions of yen)

	Six months ended June 30, 2025		Six months ended June 30, 2026
Cash flows from operating activities			
Profit before income taxes	4,181		2,716
Share of loss (profit) of entities accounted for using equity method	1		(0)
Depreciation	37		35
Loss (gain) on investments in investment partnerships	–		52
Loss (gain) on step acquisitions	–		(24)
Share-based payment expenses	40		58
Increase (decrease) in allowance for doubtful accounts	0		0
Increase (decrease) in provision for loss on subleasing business	(33)		(1)
Interest and dividend income	(28)		(10)
Interest expenses	276		453
Decrease (increase) in inventories	(14,694)		(22,931)
Decrease (increase) in advance payments to suppliers	413		(93)
Increase (decrease) in accounts payable - other	(1,063)		(7)
Other, net	71		324
Subtotal	(10,797)		(19,428)
Interest and dividends received	28		10
Interest paid	(293)		(466)
Income taxes paid	(1,199)		(1,165)
Net cash provided by (used in) operating activities	(12,262)		(21,050)
Cash flows from investing activities			
Decrease (increase) in time deposits	(18)		12
Proceeds from divestments	0		–
Purchase of investment securities	(30)		(284)
Purchase of property, plant and equipment	(1)		(108)
Purchase of intangible assets	(30)		(56)
Payments of leasehold and guarantee deposits	–		(0)
Proceeds from purchase of shares of subsidiaries resulting in change in scope of consolidation	–	*2	32
Other, net	(0)		(9)
Net cash provided by (used in) investing activities	(79)		(414)
Cash flows from financing activities			
Proceeds from short-term borrowings	17,285		10,004
Repayments of short-term borrowings	(12,702)		(5,724)
Proceeds from long-term borrowings	16,459		17,795
Repayments of long-term borrowings	(8,877)		(5,100)
Redemption of bonds	(57)		(57)
Dividends paid	(1,040)		(1,280)
Other, net	1		(0)
Net cash provided by (used in) financing activities	11,068		15,635
Net increase (decrease) in cash and cash equivalents	(1,272)		(5,829)
Cash and cash equivalents at beginning of period	11,285		14,549
Cash and cash equivalents at end of period	*1 10,012	*1	8,720

(4) Notes to semi-annual consolidated financial statements

Notes on going concern assumption

Not applicable.

Notes when there are significant changes in amounts of equity

Not applicable.

Notes on semi-annual consolidated balance sheet

*1 Assets and liabilities accounted for as financial transactions

Assets and liabilities accounted for as financial transactions pursuant to the "Practical Guidelines on the Accounting by Transferors for the Securitization of Real Estate Using Special-Purpose Companies" (ASBJ Transferred Guidance No. 10) are as follows.

(Millions of yen)

	As of December 31, 2025	As of June 30, 2026
Real estate for sale in process	4,081	3,232
Current portion of long-term borrowings	905	1,069
Long-term borrowings	3,311	2,268

2 Guaranteed obligations

The Company has concluded deposit agreements with lessors and financial institutions for lease deposits pertaining to the Company's rental properties. Based on these agreements, financial institutions deposit lease deposits to the lessors, and the Company guarantees repayment obligations for these deposits, which the lessors bear for financial institutions.

The amount of the guaranteed obligations as of the end of the period under review is as follows.

(Millions of yen)

	As of December 31, 2025	As of June 30, 2026
Amount of guaranteed obligations	162	167

Notes on semi-annual consolidated statement of income

Major items under selling, general and administrative expenses and their amounts are as follows:

(Millions of yen)

	Six months ended June 30, 2025	Six months ended June 30, 2026
Salaries and allowances	546	634
Provision for bonuses	107	94
Taxes and dues	486	490
Commission expenses	310	225

Notes on semi-annual consolidated statement of cash flows

*1 The reconciliation of cash and cash equivalents at end of period and the related account on the semi-annual consolidated balance sheet is as follows:

(Millions of yen)

	Six months ended June 30, 2025	Six months ended June 30, 2026
Cash and deposits	10,036	8,723
Time deposits with maturity over three months	(24)	(3)
Cash and cash equivalents	10,012	8,720

*2 The main breakdown of assets and liabilities of the company that became a new consolidated subsidiary through the acquisition of shares

Six months ended June 30, 2025

Not applicable.

Six months ended June 30, 2026

The breakdown of assets and liabilities at the start of consolidation, as well as the relationship between the acquisition cost of shares and the income (net amount) from the acquisition, due to the consolidation of SAGL Advisors Co., Ltd. (which changed its trade name to GL Capital Management inc. as of June 30, 2026) through the acquisition of shares, is as follows.

	(Millions of yen)
Current assets	142
Non-current assets	9
Goodwill	50
Current liabilities	(2)
Acquisition cost of shares of a subsidiary	200
Acquisition cost up to the time of gaining control	(73)
Gain on step acquisitions	(24)
Cash and cash equivalents	(134)
Proceeds from the acquisition of shares of a subsidiary	(32)

Notes on segment information, etc.

I Six months ended June 30, 2025

The Group’s main business is the real estate solutions business, and segment information is omitted due to the lack of importance of other business segments.

II Six months ended June 30, 2026

The Group’s main business is the real estate solutions business, and segment information is omitted due to the lack of importance of other business segments.

Business combinations

Business combination by acquisition

1. Outline of business combination
   (1) Name and business descriptions of acquiree in the business combination

Name of acquiree:	SAGL Advisors Co., Ltd.
Business descriptions:	Asset management of real estate funds

   (2) Main reason for business combination
   The Group is currently working towards achieving sustainable profit growth and enhancing corporate value under the philosophy of "Creating value for the future through investment," in pursuit of realizing the Group policy "GLM1000" (hereinafter, "GLM1000"). In the ongoing 2025 Medium-Term Management Plan GLM100 (hereinafter, "GLM100"), we are advancing the construction of a business model based on investor needs, while promoting the expansion of our business domain with the development business as the foundation and the land planning business and revitalization business as growth drivers. Additionally, starting this fiscal year, we have embarked on transforming our business model to realize GLM1000. From the perspective of diversifying revenue opportunities and stabilizing our revenue base, we have positioned the establishment of the asset management business as a key management strategy. We are promoting the transition to a stable and sustainable business model that is less susceptible to economic and interest rate fluctuations. Furthermore, we are working to achieve business expansion by building a business foundation that is less constrained by the balance sheet. At the same time, we are developing a flexible and continuous response system to better meet investor needs that have not been fully addressed until now.
   Given this situation, we have determined that acquiring all shares of SAGL Advisors Co., Ltd. held by the Star Asia Group and making it a wholly-owned subsidiary will contribute to strengthening the Group's medium- to long-term revenue base.

   (3) Date of the business combination
   June 30, 2026

   (4) Legal form of the business combination
   Share acquisition in consideration for cash

   (5) Name of entity after the business combination
   GL Capital Management inc.

   (6) Ratio of voting rights acquired

	(%)
Ratio of voting rights held before the business combination date	49.00
Ratio of voting rights additionally acquired on the date of business combination	51.00
Ratio of voting rights held after the acquisition	100.00

   (7) Main reason for deciding the acquiring enterprise
   The Company acquired the shares in exchange for cash consideration.

2. Period for which operating results of the acquiree was included in the semi-annual consolidated statement of income
   During the six months ended June 30, 2026, only the balance sheet is consolidated, so the performance of the acquiree is not included.
   Since the acquired company was an equity-method affiliate, its performance from January 1, 2026, to June 30, 2026, has been recorded as share of loss (profit) of entities accounted for using equity method.

3. Acquisition cost of acquiree and components thereof by consideration type

	(Millions of yen)
The fair value of the shares owned immediately before the business combination as of the business combination date	98
Consideration (cash) for the shares additionally acquired on the business combination date	102
Acquisition cost	200

4. The difference between the acquisition cost of the acquiree and the total acquisition cost of each transaction leading to the acquisition
   Gain on step acquisitions ¥24 million

5. The amount of goodwill recognized, the reason for recognition, and the method and period of amortization
   (1) Amount of goodwill recognized
   ¥50 million

   (2) Reason for recognition
   Future excess earning power expected from future business developments.

   (3) Method and period of amortization
   We plan to reasonably estimate the period during which the effects of goodwill will manifest and amortize it evenly over that period. The Company is currently in the process of determining the amortization period.

Notes on revenue recognition

Information on disaggregation of revenue from contracts with customers

As the Group operates a single reportable segment, the real estate solutions business, information on disaggregation of revenue from contracts with customers is as follows.

(Millions of yen)

	Six months ended June 30, 2025	Six months ended June 30, 2026
Real estate sales*1, 2	27,250	7,696
Real estate management	105	144
Others	218	183
Revenue from contracts with customers	27,575	8,024
Other revenue*3	8,096	20,400
Net sales to external customers	35,672	28,424

*1 As a result of reviewing the sales management categories, we have determined that “property sales,” “whole building sales,” “revitalization business” and “land planning and sales” are collectively presented as “real estate sales” from the period under review. To reflect this change in presentation, we have reclassified the notes for the six months ended June 30, 2025.

As a result, the ¥8,610 million previously reported under “property sales,” the ¥9,235 million reported under “whole building sales” and the ¥3,044 million reported under “revitalization business” and the ¥6,361 million reported under “land planning and sales” for the six months ended June 30, 2025, have been reclassified as ¥27,250 million under “real estate sales.”

*2 Real estate sales do not include the transfer of real estate (including beneficial interests in real estate trust) subject to the “Practical Guidelines on the Accounting by Transferors for the Securitization of Real Estate Using Special-Purpose Companies” (ASBJ Transferred Guidance No. 10).

*3 Other revenue includes lease income based on the “Accounting Standard for Lease Transactions” (ASBJ Statement No. 13) and transfers of real estate (including beneficial interests in real estate trust) subject to the “Practical Guidelines on the Accounting by Transferors for the Securitization of Real Estate Using Special-Purpose Companies” (ASBJ Transferred Guidance No. 10). The transfer revenue for real estate (including beneficial interests in real estate trusts) subject to the “Practical Guidelines on the Accounting by Transferors for the Securitization of Real Estate Using Special-Purpose Companies” (ASBJ Transferred Guidance No. 10), which is included in other revenue, was ¥7,022 million for the six months ended June 30, 2025, and ¥19,230 million for the six months ended June 30, 2026.

Notes on significant subsequent events

(Purchase of treasury shares)

At a Board of Directors meeting held on August 7, 2026, the Company resolved to purchase treasury shares based on its Articles of Incorporation as provided for by Article 459, paragraph (1) of the Companies Act.

1. Reasons for the purchase of treasury shares

The Group has set its Mission as "creating value for the future through investment," and aims to create sustainable value and realize a prosperous future for the environment and society by making proactive investments in people and businesses. Additionally, it positions human capital as one of its most crucial assets and believes that its enhancement is linked to value creation through business.

Based on this belief, the Company has introduced a restricted stock remuneration plan for Directors and Executive Officers, as well as a performance-linked post-delivery restricted stock remuneration plan for Executive Officers and Senior Employees, with the purpose of strengthening their commitment to achieving performance targets.

On this occasion, the Company will purchase treasury shares for the purpose of mitigating the dilution of existing shareholders' interest while securing shares to be delivered in the future under these stock remuneration plans. The Company plans to utilize the purchased treasury shares as shares to be delivered under the plans.

2. Details of matters related to the purchase

(i)	Class of shares to be purchased	Common shares of the Company
(ii)	Total number of shares to be purchased	180,000 shares (maximum) (1.13% of total number of issued shares, excluding treasury shares)
(iii)	Total value of shares to be purchased	300,000,000 yen (maximum)
(iv)	Purchase period	From August 10, 2026 to October 30, 2026
(v)	Method of purchase	Market purchase on the Tokyo Stock Exchange (Market purchases based on a discretionary transaction contract)