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June 19, 2026


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|---|---|
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# Notice Concerning Plan for Compliance with Prime Market Listing Maintenance Criteria (Entry into Improvement Period)

eBASE Co., Ltd. (the "Company") has confirmed that as of March 31, 2026, the Company does not satisfy the "Market Capitalization of Tradable Shares" standard among the listing maintenance criteria for the Prime Market established by Tokyo Stock Exchange, Inc. ("TSE"). In response, the Company has identified continued listing on the Prime Market as its highest priority and has formulated a plan to achieve compliance with the said criteria. The details are as set forth below.

## 1. Compliance Status with Listing Maintenance Criteria and Improvement Period

The Company's compliance status as of March 31, 2026 is as set forth below. The Company does not meet only the "Market Capitalization of Tradable Shares" criterion; all other criteria are satisfied. The Company will vigorously pursue the various initiatives set forth in this plan with the aim of achieving compliance with the Prime Market listing maintenance criteria by the end of March 2027.

| | Number of Shareholders | Number of Tradable Shares | Market Capitalization of Tradable Shares | Ratio of Tradable Shares |
|---|---|---|---|---|
| **Company Status (as of March 31, 2026)** | 7,181 | 205,944 units | 8.88 billion yen | 43.6% |
| **Listing Maintenance Criteria** | 800 | 20,000 units | 10 billion yen | 35% |
| **Compliance Status** | ✓ Compliant | ✓ Compliant | ✗ Non-Compliant | ✓ Compliant |
| **Improvement Period** | — | — | By end of March 2027 | — |

Note: The Company will make every effort to promote the various initiatives set forth in this plan, with continued listing on the Prime Market as the highest priority. If compliance with the listing maintenance criteria cannot be confirmed by the end of March 2027, the Company's shares may be placed under supervision (under confirmation), and depending on the results of TSE's review, may subsequently be designated as shares for delisting and delisted on October 1 of the same year. In addition, in order to minimize any disadvantage to shareholders, the Company will concurrently prepare for a review of a market segment change to the Standard Market during the improvement period.

**2. Required Share Price Level to Meet Criteria (Estimate)**

The market capitalization of tradable shares is determined by the product of the "share price" and the "number of tradable shares." Assuming the number of tradable shares remains at its current level, the share price required to meet the criteria is as set forth below. The Company aims to achieve a market capitalization of tradable shares of 10 billion yen or more by the end of March 2027, through expanded ordinary profit driven by business growth and the resulting recovery of the share price to an appropriate level as evaluated by the stock market.

| Item | Current Status (as of March 31, 2026) | Level Required to Meet Criteria |
|---|---|---|
| Market Cap. of Tradable Shares | 8.88 billion yen (shortfall: approx. 1.12 billion yen) | 10 billion yen or more |
| Number of Tradable Shares | 205,944 units (20.59 million shares) | Assumed to remain at current level |
| Estimated Share Price | 431.6 yen (average price Jan.–Mar. 2026) | Approx. 486 yen or more (approx. 13% increase) |

**3. Basic Policy and Issue Recognition for Achieving Compliance with Listing Maintenance Criteria**

**(1) Basic Policy**

The Company's basic policy is to maintain its listing on the Prime Market of the Tokyo Stock Exchange, and to fulfill its responsibilities as a Prime Market-listed company, the Company will promote initiatives to achieve compliance with the listing maintenance criteria as its highest management priority.

**(2) Issue Recognition**

In order to improve the shortfall in the market capitalization of tradable shares, the most critical challenge is to "increase the share price" by enhancing the Company's corporate value on a sustainable basis and thereby raise its evaluation in the stock market. The Company recognizes the following three fundamental factors behind the current share price failing to reach the target level as "issues to be addressed."

**Issue 1: Deterioration in Profitability Due to Customization Bloat**

In the "packaged software business," which should inherently generate high profit margins, resources have been strained by an increasing burden from large-scale customization development projects for industries in which the Company had no prior experience, resulting in a reduction in deep-cultivation sales activities, among other factors. As a result, the Company recorded a decline in both revenue and profit for the fiscal year ended March 2026.

**Issue 2: Insufficient Communication of Growth Vision Due to Non-Disclosure of Medium-Term Management Plan**

In addition to the deterioration in profitability, the Company has not previously disclosed a medium-term management plan (with specific numerical targets and a growth roadmap), and has not provided investors with the basis they need to assess the Company's future growth potential. This delay in disclosure has been the fundamental cause of future growth expectations not being reflected in the share price.

**Issue 3: Insufficient Utilization of Retained Earnings for Growth Investment**

While the Company has a strong financial base, it has not sufficiently utilized its accumulated retained earnings for growth investments aimed at achieving the next stage of dramatic profit growth (such as strategic M&A), and has been unable to respond to the stock market's demand for improved capital efficiency.

**4. Specific Initiatives to Address the Issues**

In order to resolve the three issues identified in the preceding section and achieve an increase in the share

price through improved ordinary profit, the Company will implement the following measures. The Company Group also has a stable revenue base in its IT development outsourcing business (eBASE-PLUS business); however, this plan focuses on the strategy for the core "eBASE business," which is the primary driver of corporate value enhancement.

**Initiative 1: Normalization of Customization Bloat (Measure for Issue 1)**

The Company will correct the root cause of the deterioration in profitability—customization bloat—and re-establish the principle of non-customization, thereby rebuilding the originally high-margin packaged business model. In addition, by implementing appropriate "price revisions" commensurate with the value provided, the Company will support a V-shaped recovery in profitability.

**(1) Convergence of Customization Projects and Development of a Packaging Mechanism**

Rather than rejecting customization outright, the Company will adopt a policy of rigorously limiting customization to what is truly necessary, utilizing standard package functions to the greatest extent possible. The Company will promote the conversion of recognized patterns into "beneficial customization (incorporation into package functions)" and industry-specific template development, thereby achieving improvements in QCD (quality, cost, and delivery) in sales and development, and realizing a V-shaped recovery in profitability.

**(2) Steady Revenue Growth through Appropriate "Price Revisions" for Products and Services**

Appropriate price revisions have been implemented from April 2026. In fiscal year 2026, the positive impact on revenue will materialize primarily from newly contracted projects, and in fiscal year 2027, the expansion of application to stock (recurring) contracts and full application to flow projects is expected to result in revenue growth of several hundred million yen and a significant improvement in profit margins.

**Initiative 2: Disclosure of Medium-Term Management Plan (Measure for Issue 2)**

Through a medium-term management plan (scheduled to be announced simultaneously with the second-quarter financial results), the Company will disclose the direction of the Group's growth policy and targets for revenue and ordinary profit, providing investors with the basis to assess the Company's growth potential. The Company will also vigorously promote its strategies at each stage, leveraging its overwhelming product information database infrastructure, and will enhance market expectations through active IR activities.

**(1) BtoB Model (0th Strategy): Deep-Cultivation Sales and New Expansion through AI eBASE**
**[0th eBASE: Package business for creating, managing, and utilizing product information within individual companies]**

The Company has released "AI eBASE," which integrates generative AI into its product information database. The Company will promote additional adoption as a high-value-added option to existing major customers through deep-cultivation sales activities, aiming to increase revenue per customer and expand sales.

**(2) BtoB Model (1st Strategy): Strengthening Registration Support for "Shozai ebisu" and Establishing Industry Standard**
**[1st eBASE: Package business for exchanging product information between companies to build a "product information data pool"]**

The Company will strengthen support for data registration on "Shozai ebisu" and focus on bundled proposals for products (MDM/PDM eBASE) targeting retailers and manufacturers. This will optimize the distribution of product information and solidify the de facto standardization (industry standard) of the data pool. As a result, the Company will strengthen its retail business and establish a "sales-effort-free inbound orders (inbound order)" cycle from suppliers, thereby achieving efficient profit growth.

**(3) BtoBtoC Model (2nd Strategy): Rebuilding the Promotion Scenario and Expanding Brand Awareness through TV Commercials**
**[2nd eBASE: Package business for generating revenue in consumer-facing areas and beyond by leveraging pooled product information]**

The Company will rebuild the promotion scenario for the "e-LifeNavi Series," analyze and resolve the

factors that have limited its adoption to date, and transition to more effective approaches. The Company plans to implement advertising and promotional activities, including TV commercials produced in collaboration with adopting retail companies, so as to directly appeal to consumers, accelerate awareness, and drive adoption.

**(4) Strengthening IR and Information Disclosure Activities**

The Company will significantly enhance both the quality and quantity of news releases so that investors can evaluate the Company's growth potential in a timely manner. The Company will also actively hold briefing sessions for individual investors to broadly promote understanding of the Company's growth vision and business model. In addition, the use of mass media such as TV commercials in the 2nd strategy described above is expected to serve not only to promote product adoption but also to deliver a powerful IR effect by raising broad awareness of the Company's name and business model among general investors.

**Initiative 3: Utilizing Retained Earnings for Growth Investment (Measure for Issue 3)**

Beginning with the planned full subsidiarization of KSP-SP Co., Ltd. by the end of June 2026, the Company will continuously implement strategic M&A utilizing retained earnings. Through M&A that leverages the Company's product information assets, the Company will achieve a significant expansion in ordinary profit and improved capital efficiency, and will return the results to shareholders in the form of dividends.

**(1) Launch of the Next 3rd Strategy (DATA eBASE) and Effective M&A**

**[3rd eBASE: Next-generation data business of "earning through data" by selling and combining the Company's uniquely accumulated detailed product information (Shozai ebisu data) and newly acquired purchase information (POS data)]**

The Company will execute strategic M&A utilizing retained earnings (full subsidiarization of KSP-SP Co., Ltd.: targeted by end of June 2026). By integrating "product micro-data (Shozai ebisu data) × purchase micro-data (POS data)," the Company will launch a "next-generation data marketing business" and achieve discontinuous growth in ordinary profit through a product & purchase data sales business. The Company will also continuously explore and consider further strategic M&A opportunities.

**(2) Shareholder Returns Linked to Improved Ordinary Profit**

Through the implementation of the various measures described above, the Company will continuously improve ordinary profit and return the results to shareholders in the form of dividends. The Company regards shareholder returns as an important management policy and has consistently maintained the basic policy of paying "the higher of the amount calculated based on a payout ratio of 50.0% or the most recent dividend forecast" (an effectively progressive dividend policy with a floor), and will continue to do so going forward. Based on this policy, the Company will provide stable and continuing dividend payments.