

Financial Report

2Q of FY26.3



2025.11.13

I. Introduction





PURPOSE

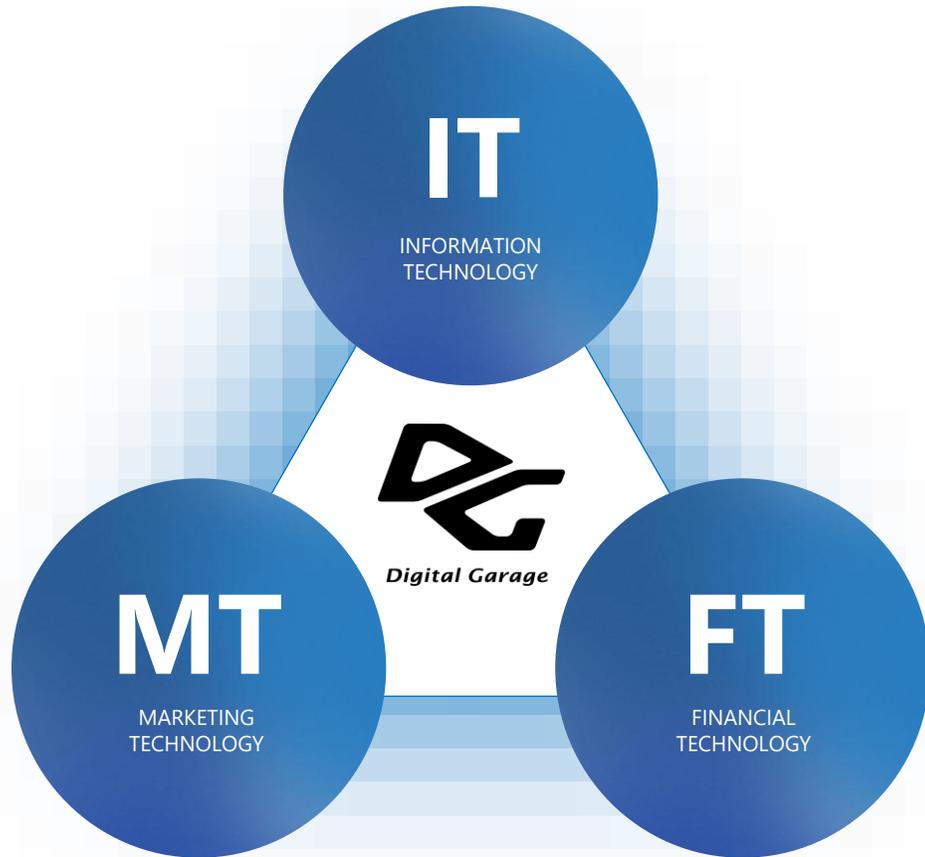
Designing 'New Context' for a sustainable society
with technology

<VALUES>

First Penguin Spirit

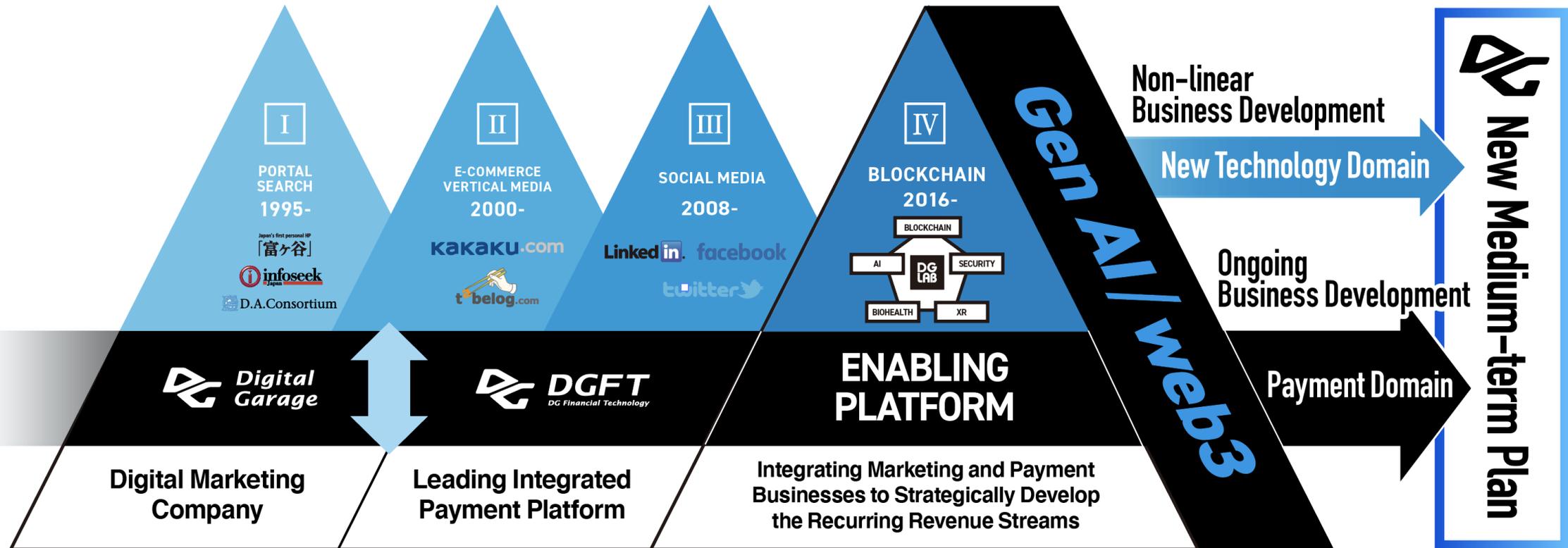
<CORPORATE SLOGAN>

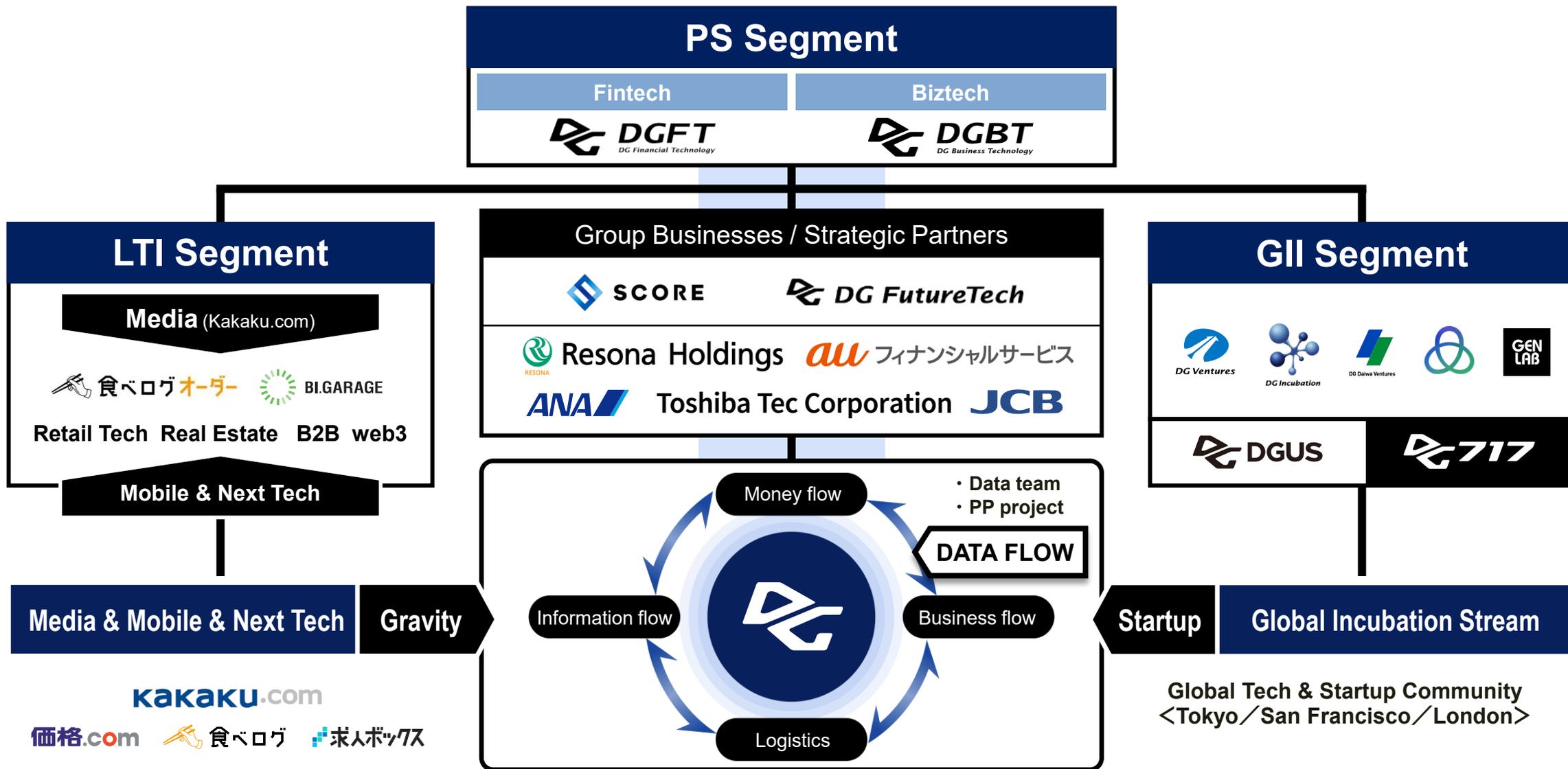
New Context Designer DG



By connecting 3 different technologies in context, Digital Garage has built a structure that captures technological evolution and achieves continuous business growth

Since its establishment in 1995, DG has been developing the latest internet business deploying cutting-edge technologies based on marketing and payment. Our next generation focus will be on Gen AI / web3, etc.





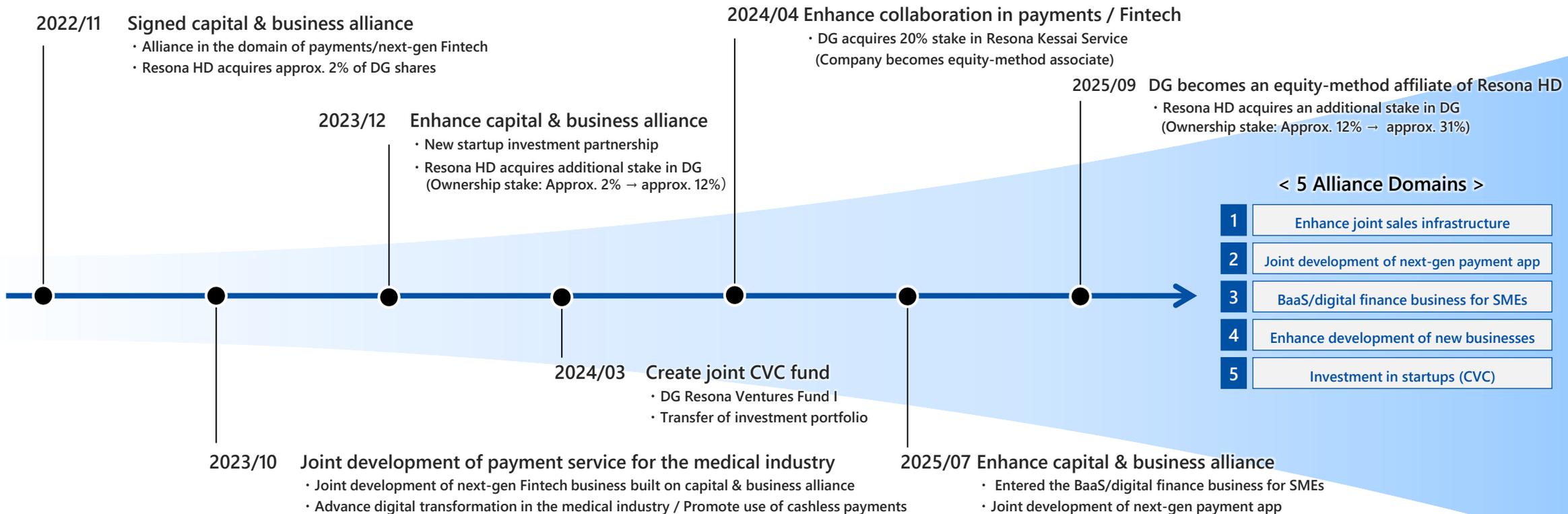
- Commitment towards PS growth strategy and reducing investments volatility
- Resona HD acquired 18% stake in DG from funds managed by Oasis Management Co., Ltd. (completed on September 22, 2025)
- Entering the data-driven BaaS/digital finance business in addition to the Fintech business

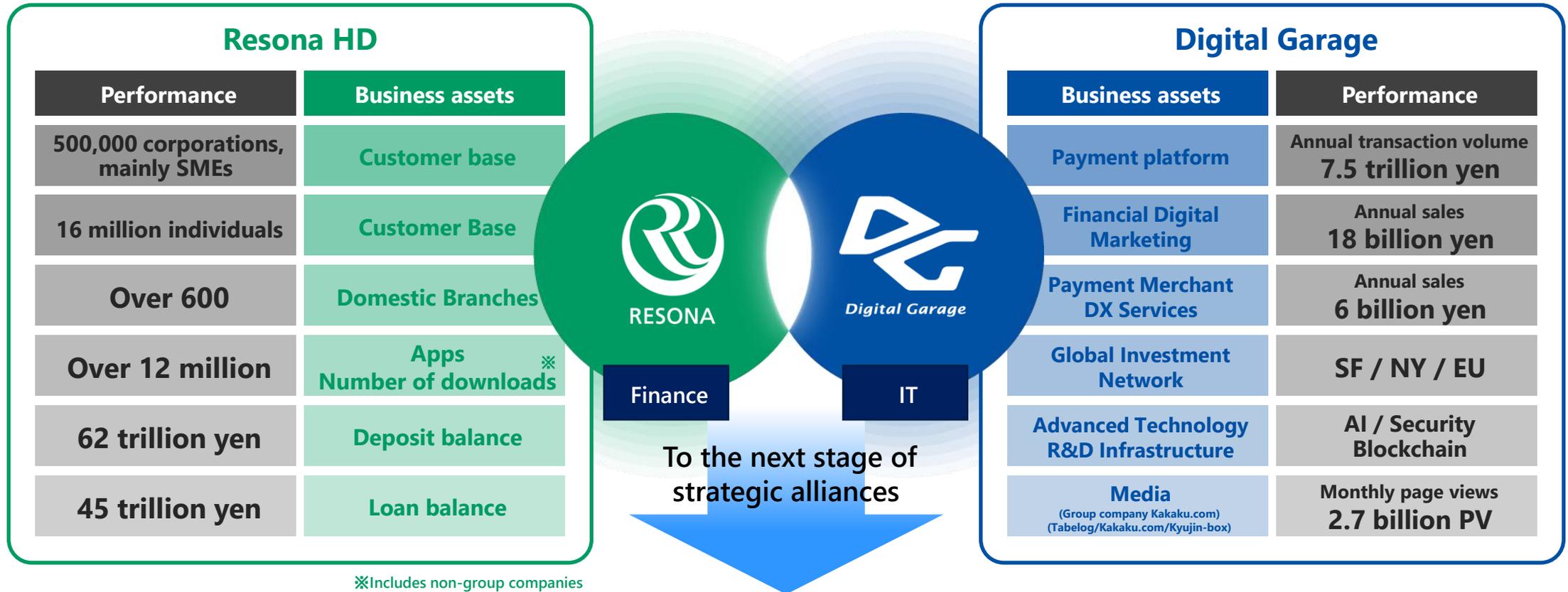
	5-year KPIs	Initiatives
Growth Rate of Pre-tax Profit*	5-year CAGR 20% Over	<ul style="list-style-type: none"> ■ Scale up operations through <u>monetization initiatives in new businesses & by growing payment transaction volume</u> ■ Initiate operations at DG Business Technology (DGBT) – founded to offer general digital business support solutions – will allow us to <u>monetize to the entire payment value chain</u>
Payment Transaction Volume	FY28.3 ¥15 T Over	<ul style="list-style-type: none"> ■ Further accelerate growth in payment transaction volumes through <u>business collaboration with alliance partners</u> including Resona Group, Toshiba Tec Corporation, JCB, ANA Group, KDDI Group, and Square Expand the offline payment domain with the “Cloud Pay” unified QR code payment solution
Investment Business Income	5-year total ¥30.0 B Over	<ul style="list-style-type: none"> ■ Completed the transfer of portfolio to the joint fund with the Resona Group (off-balance transaction, approx. ¥10B) ■ Continued <u>focus on asset sales</u> coupled with the pursuit of <u>returns from collaboration</u>/joint ventures with companies we have invested in
Shareholder Returns (dividend)	5-year total ¥10.0 B Over	<ul style="list-style-type: none"> ■ <u>Progressive dividend policy</u> driven by expected sustainable growth in the payment business ■ Increasing ordinary dividend growth rate with the acceleration of strategic businesses ■ Active use of investment business income for additional shareholder returns (¥9.0B in share buybacks completed in 2 years)

*Excluding Investment Business and equity-method profit from Kakaku.com, Inc.

- 2022: Entered capital & business alliance with Resona HD and continue expanding the scope of the alliance beyond payments/Fintech, into investment in startups, BaaS/digital finance, etc.
- Sep. 2025: DG becomes an equity-method affiliate of Resona HD (Ownership share: 31%) through additional stake, further strengthening this alliance

<Aiming to Achieve “the Establishment of a Revenue Base Second to the Payment Business”>





Forming the core of alliances in the rapidly changing Fintech field through technology

✓ BaaS/digital financial services for SMEs ✓ AI × Data Consortium (Japan × Silicon Valley)

FINTECH SHIFT 2.0

Expanding into the **Fintech** × **Intelligent Data** business domain based on the PS segment

I Entering the data-driven BaaS/digital finance business in addition to the Fintech business

II Deepening alliances with strategic partners | Resona Group, KDDI Group, Kakaku.com, JCB, Toshiba Tec Corp., ANA Group, etc.

III Strengthening the payment ecosystem with Business Wing/strategic synergy with newly formed DGBT

IV Launching the ProbComp (joint research with MIT) project, which is considered a promising next-generation AI

II. Consolidated Financial Highlights



Results Summary

Consolidated profit before tax of ¥1.4B resulting from easier YoY comps after a non-cash valuation loss on investees LFY

PS	Profit before tax +9.8%	<u>Impact from one-time income</u> in the previous year; excluding special factors, <u>+22% growth</u>
	Payment TXN volume +13.8%	While growth rates were less pronounced on account of a slowdown in inbound consumption, <u>the large-scale project in 2H is proceeding according to plan</u>
LTI	Profit before tax +25.1%	<u>Several strategic businesses grew</u> ; Reduction in upfront investment losses; Growing PMT TXN vol.
GII	Inv. business. income ¥1.5B	Progress moving investments off balance sheet through shift to fund-type investment

Segment Highlights

[PS] Strategic alliances for mid-to-long-term growth & Expand our [Cloud Pay] unified QR code payment solutions

- Enhance capital/business alliance with Resona HD. In addition to partnership in the domain of payments, enter digital finance business for SMEs
- [NESTA] next-generation payment platform jointly developed with **KDDI Group** – launched within the KDDI Group
- Leverage our **[Cloud Pay]** series of unified QR code payment solutions to expand into IoT market for things like vending machines / automated parking lot checkout machines

[LTI] Several strategic businesses move to growth/monetization phase; Strong results from Kakaku.com, Inc.

- Global full-scale rollout of **[AppPay]**, one of Japan’s largest third-party PMT services
- **[Musubell]**, one of Japan’s largest real estate DX services, started a joint initiative with Kakaku.com, Inc.

[GII] Accelerating sales to achieve our 5-year MTP KPI of ¥30B in investment business income

- Continue sale of direct investments & focus on unlocking synergies through business co-creation efforts with investees

Consolidated Financial Highlights – Segment Profit (Year to Date)

(Unit: M JPY)	FY25.3 2Q YTD	FY26.3 2Q YTD	YoY	Change (%)	Summary
Consolidated profit before tax	-12,530	1,416	+13,946	-	<ul style="list-style-type: none"> Consolidated profit before tax is back in the black thanks to strong profit growth in the PS / LTI Segments, and easier 2Q YoY comps (valuation loss on investees) for the GII Segment
PS	4,065	4,462	+397	+9.8%	<ul style="list-style-type: none"> More challenging YoY comps due to non-recurring gains in 2Q LFY in the Payment & Marketing businesses
Payment	3,415	3,607	+191	+5.6%	<ul style="list-style-type: none"> Continued impact of slowdown in inbound consumption (1H) weighed on PMT TXN vol., which grew by 14% We will be carrying out initiatives to grow TXN vol. and profits in 2H, when large-scale projects in this business become operational
Marketing	713	855	+142	+20.0%	<ul style="list-style-type: none"> Double-digit revenue & profit growth in 1H, driven by strong results from financial domain projects
LTI	1,029	1,288	+258	+25.1%	<ul style="list-style-type: none"> Slight decrease in equity-method profits from Kakaku.com, Inc. Several strategic businesses highly complementary to the Payment business have entered the growth phase, leading to a reduction in operating losses
GII	-10,236	-1,210	+9,026	-	<ul style="list-style-type: none"> Segment rose on easier 2Q YoY comps resulting from a valuation loss on investees associated with Blockstream Corporation, Inc.
HQ/Adjustments	-7,389	-3,124	+4,264	-	<ul style="list-style-type: none"> Easier 2Q YoY comps resulting from a valuation loss on investees associated with DG's direct stake in Blockstream Corporation, Inc.

Basic Business Revenue and Profit* (Year to Date)

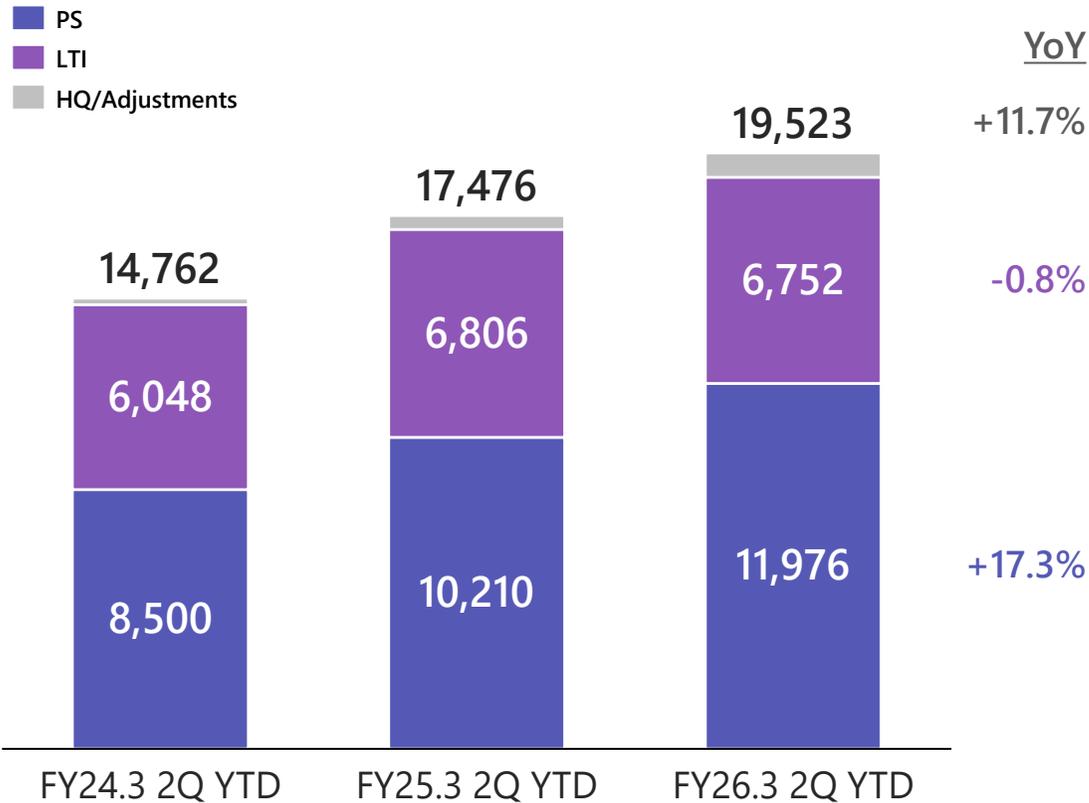
*Recurring business revenue and profit excluding investment-related and one-time gains/losses



- Growth in basic business profit reached +26%, driven by the expansion of the PS segment and the increase in new business revenue in the LTI segment
- Basic business profit continued to grow while managing investments in technology, human resources, and R&D to strengthen our management base and drive future growth

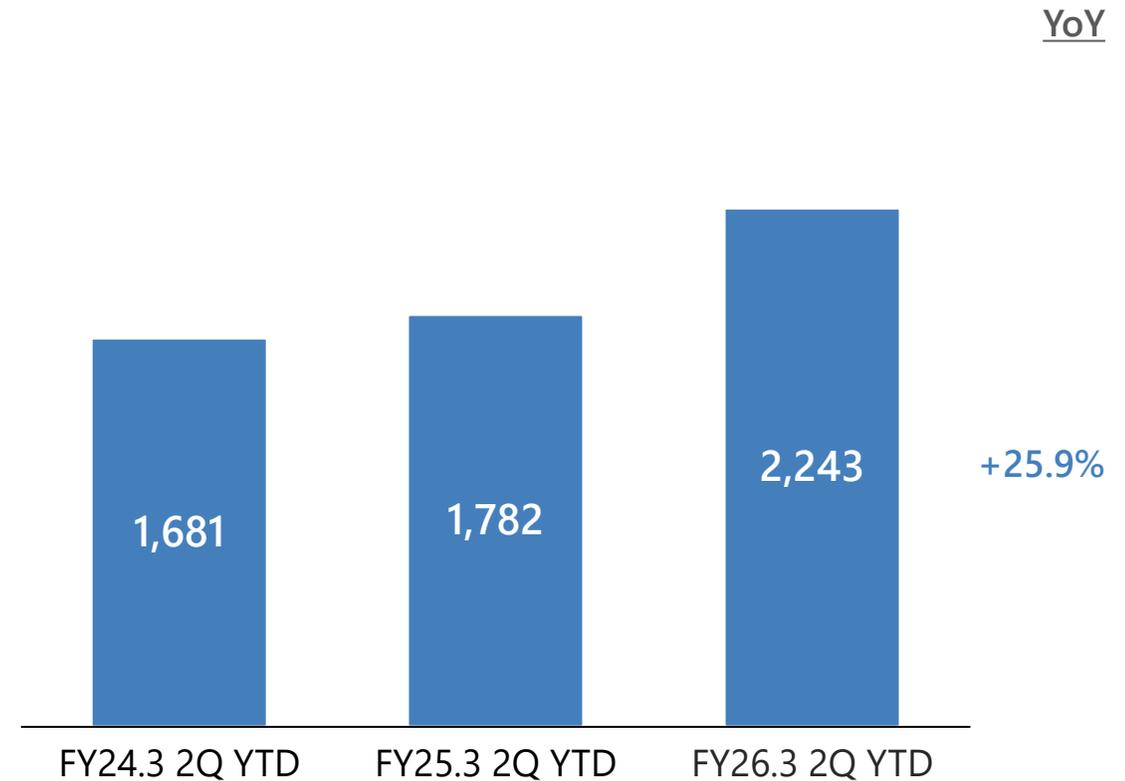
Basic Business Revenue

(Unit: M JPY)



Basic Business Profit

(Unit: M JPY)



III. Segment Performance Highlights



II LTI segment

<KPI>

New businesses revenue growth

+64%

Pre-tax profit growth

+25%

Business Highlights

kakaku.com ■ Slight decrease in equity-method profits offset by record payment volumes processed through DGFT

Strategic businesses ■ Several businesses now in the growth phase

■ Global full-scale rollout of AppPay



Group Synergies

- TTM Payment TXN volume from Kakaku.com Group continues to expand
- Payment TXN volumes from new businesses also showed strong continued growth and were up more than 70% YoY

I PS segment

<KPI>

Payment TXN volume (TTM)

¥8.0 T

Payment TXN vol. growth

+14%

Pre-tax profit growth

+9.8%

Business Highlights



- Strengthening strategic alliances toward early achievement of ¥1 trillion in payment transaction volume
- Plans to fully enter the BaaS/digital finance business for SMEs



- Joint development of next-gen payment platform [NESTA]
- Service launched within the KDDI Group, aiming to expand payment offerings to the au Economic Zone



- Comprehensive support for digital business through a dual-track system with DGFT
- Launch Phase one of our [DG AI Drive] AI package



- Starting with Square, one of the world's largest payment platform providers, we are working on accelerating adoption of Cloud Pay in the IoT market, for use in vending machines / automated parking lot checkout machines

III GII segment

<KPI>

Investment business income

¥1.5 B

Operational investment securities (End of 2Q)

¥53.5 B

Business Highlights

Fair value

- Decreased due to foreign exchange effects

Investment business income

- Recorded cumulative investment business income of ¥15.2 billion, incl. migration to joint fund with Resona HD

Group Synergies

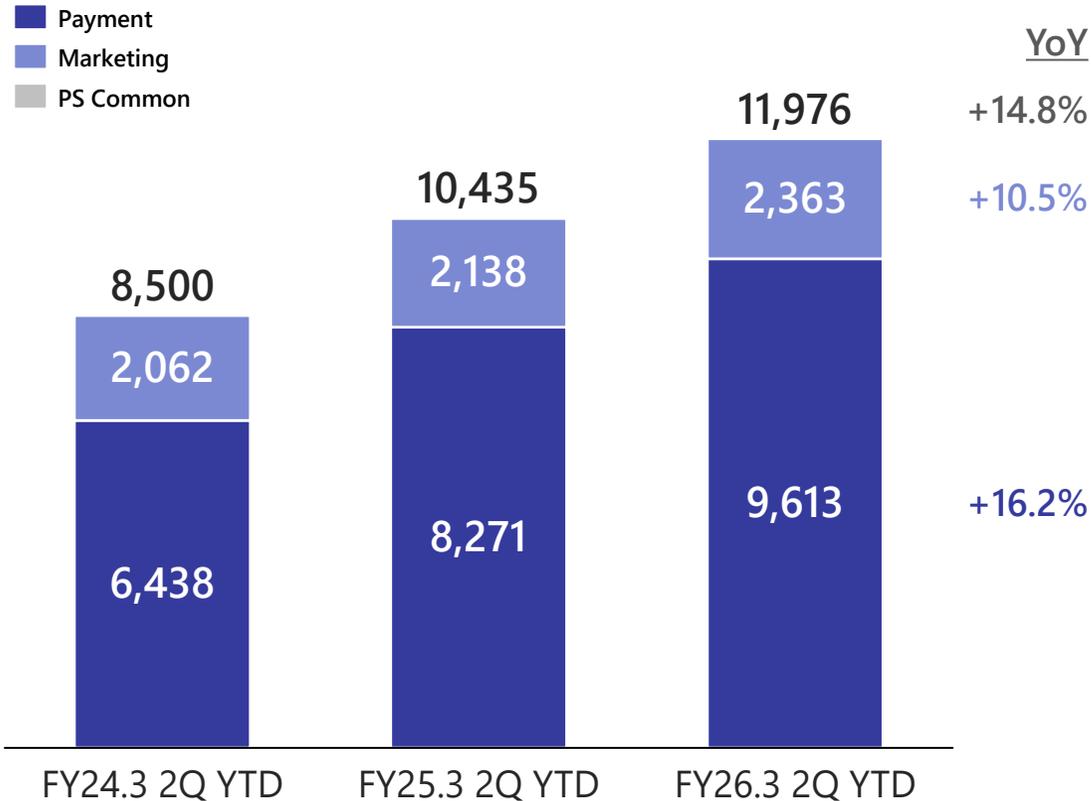
- Established Business Co-Creation Department to strengthen co-creation with global tech startups and implement cutting-edge Fintech
- Payment transaction volume from portfolio and affiliated startups (1H) grew 20% YoY

*All figures pertain to 2Q FY26.3 results

- Payment Business: 1H – Continued impact of a slowdown in inbound consumption & harder YoY comps due to non-recurring gains LFY (Refer to p.18)
- Marketing Business: Double-digit revenue & profit growth in 1H, driven by strong results from financial domain projects

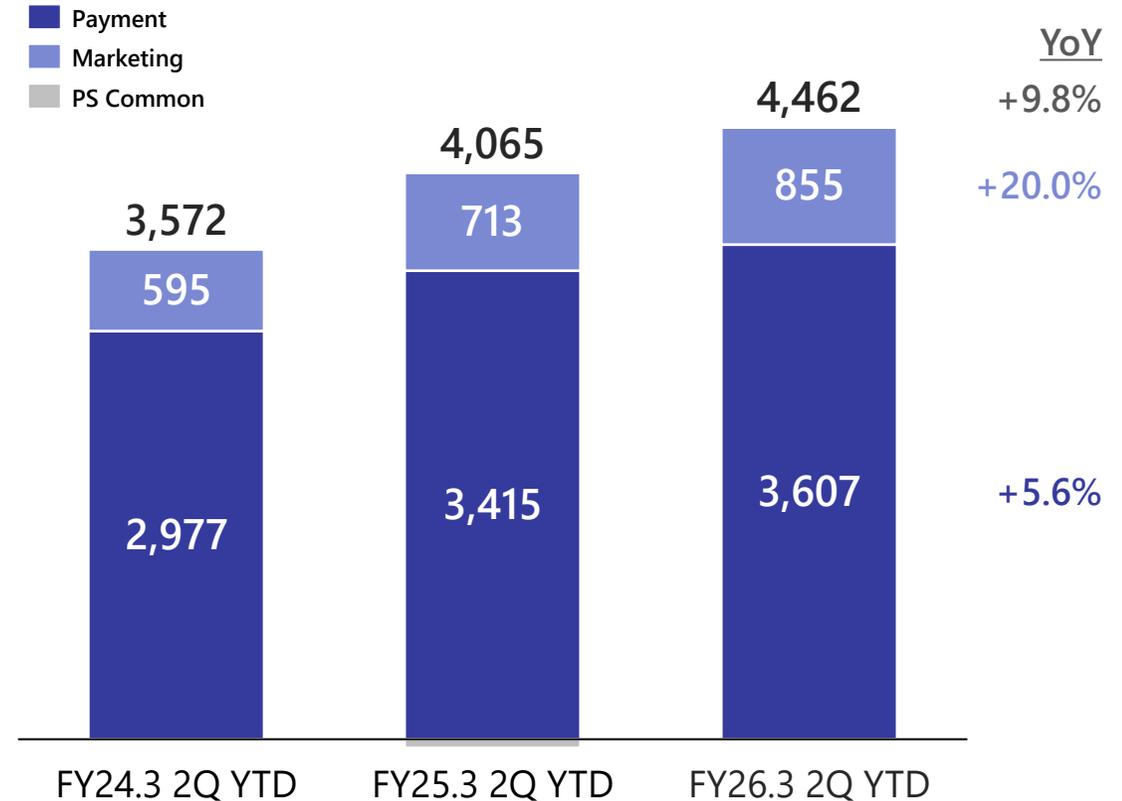
Segment Revenue

(Unit: M JPY)



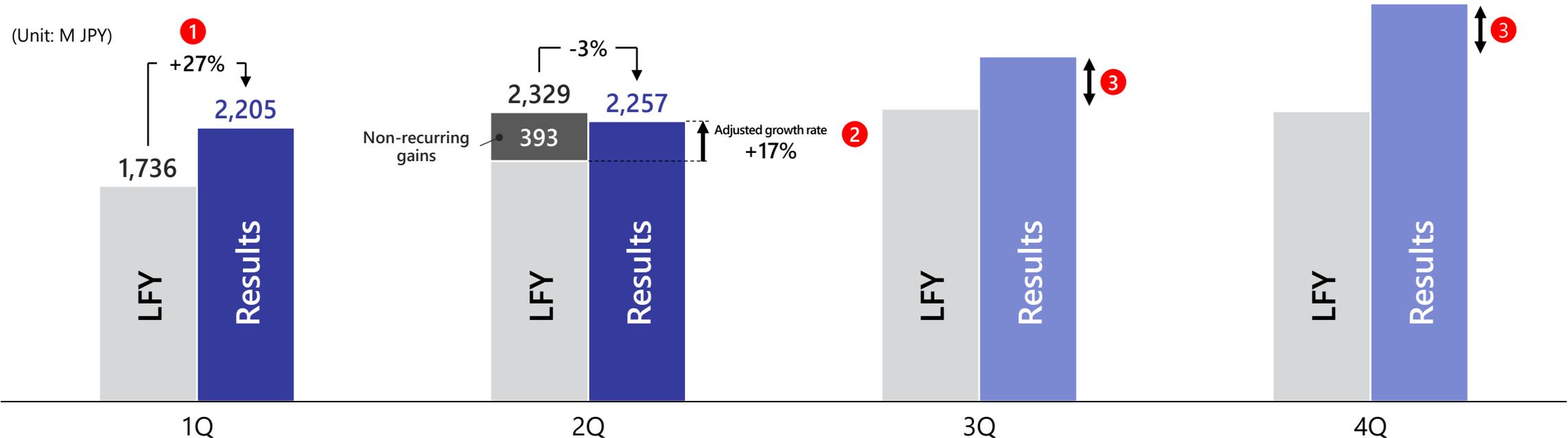
Segment Profit

(Unit: M JPY)

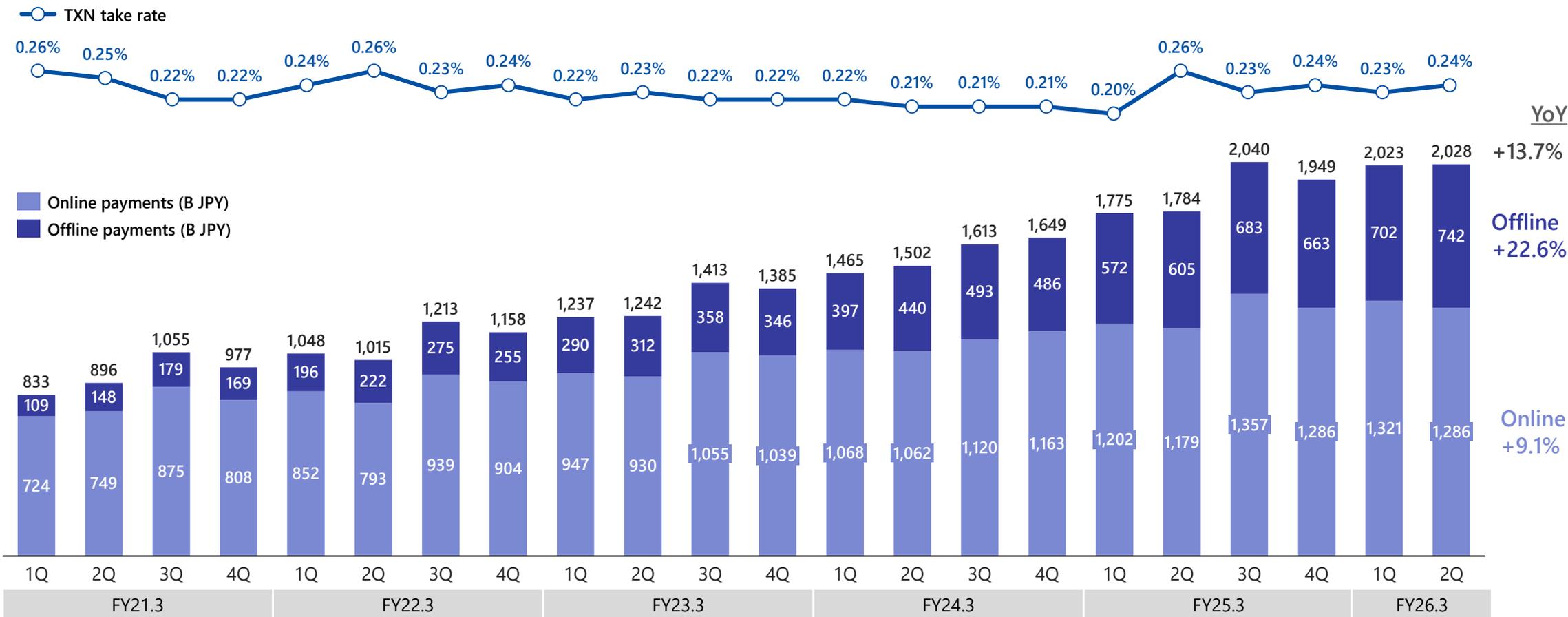


- Non-recurring gains recorded LFY made for more challenging comps this year, with 2Q profit dropping by 3% in the PS Segment
- However, the adjusted growth rate (which excludes this non-recurring gains LFY) was +17%, in line with company forecasts
In 2H, we will continue working toward a growth recovery in the Payment business

- 1Q: While Payment showed weakness due to a **slowdown in inbound consumption** (among other factors), this was offset by strength in Marketing, driving a profit growth of 27% in the overall PS Segment.
- 2Q: Adjusted for approximately ¥400M in non-recurring gains LFY, this business **grew by 17%**, in line with the forecasts. Amidst weakness caused by merchant churn, Marketing continues to offset these headwinds.
- 3Q & beyond: Achieving full-year guidance **hinges on a recovery in the growth rate for the Payment business**. Our joint project with the KDDI Group is progressing smoothly.



- Payment TXN volume growth: +13.7% YoY. While volume slowed down in 2Q—continuing the trend from 1Q—trailing-twelve-month transaction volume exceeded ¥8 trillion for the first time
- Excluding the impact caused by SCORE becoming a wholly-owned subsidiary (2Q LFY), the take rate remains stable for both online and offline payments

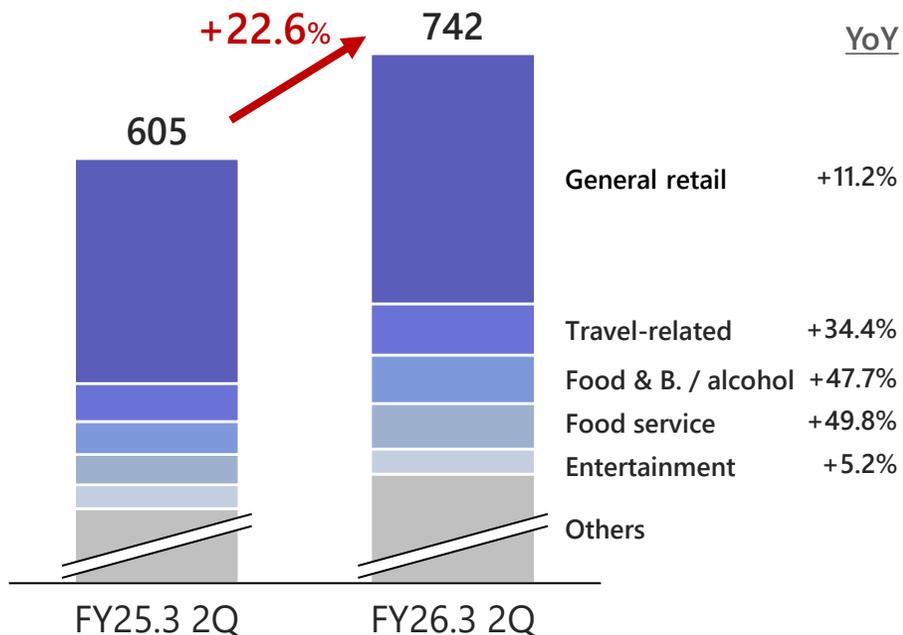


- Offline & online transaction volume growth slowed down—continuing the trend from 1Q—as inbound consumption plateaued and due to merchant churn
- Payment volume growth rate is expected to pick up in 2H and FY26.3, when our large-scale project with the KDDI Group is expected to go live

Offline Payments

(Unit: B JPY)

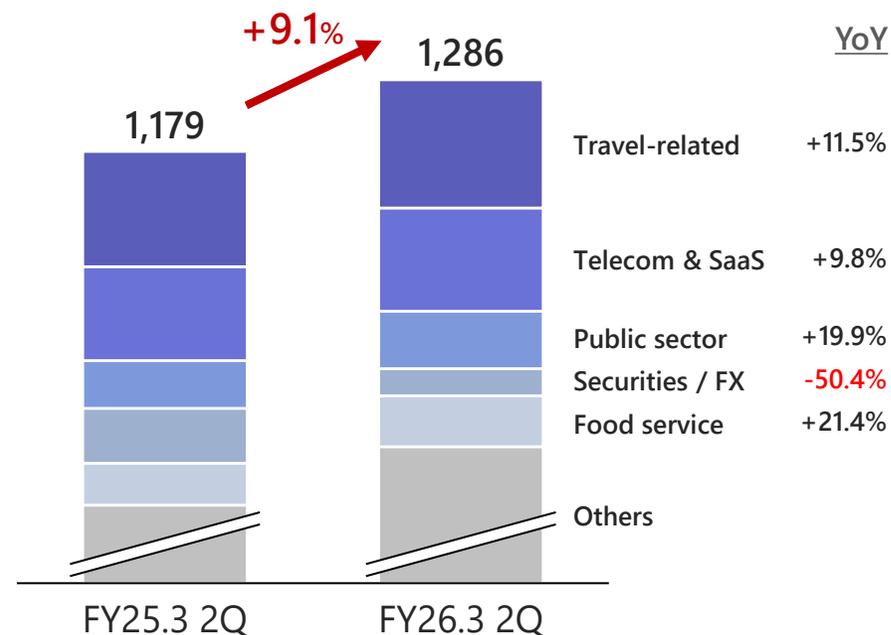
- Growth rate in **[General retail]** slowed down—continuing the trend from 1Q—on account of weakness in inbound consumption at department stores.
- Strategic alliances with Toshiba Tec, Recruit, and Square, etc., continued driving growth.



Online Payments

(Unit: B JPY)

- Increase in **[Travel-related]** transaction volume thanks to our alliance with Kakaku.com Group and overseas OTAs.
- Performance was below the forecast due to client churn in the **[Securities & FX]** category and weakness in the **[Public sector]** category—which includes the Hometown Tax program.
- Strong growth rate in **[Food service]**, due to increase in mobile & table orders.



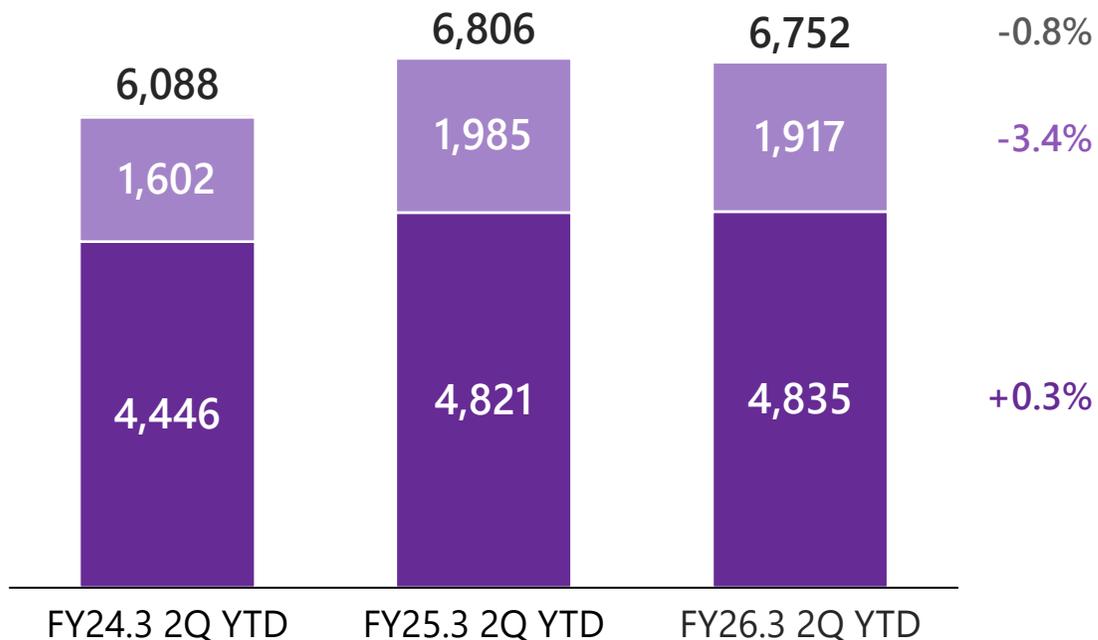
- Several strategic businesses highly-accretive with payments have now entered the growth phase, reducing the scale of operating losses
- While equity-method profits from Kakaku.com and other affiliates declined slightly, payment transaction volume via Kakaku.com continued on a steady upward trajectory (Refer to p.31)

Segment Revenue

(Unit: M JPY)

- Business revenue
- Equity-method profit
- One-off revenue

YoY

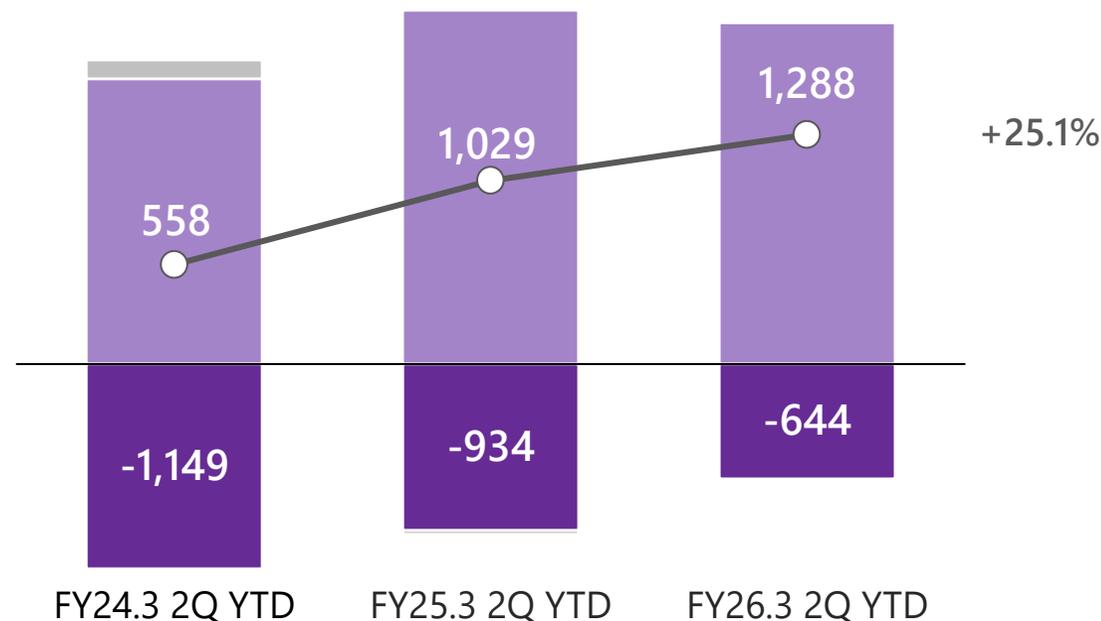


Segment Profit

(Unit: M JPY)

- Segment profit
- Business profit
- One-off gains/losses
- Equity-method profit

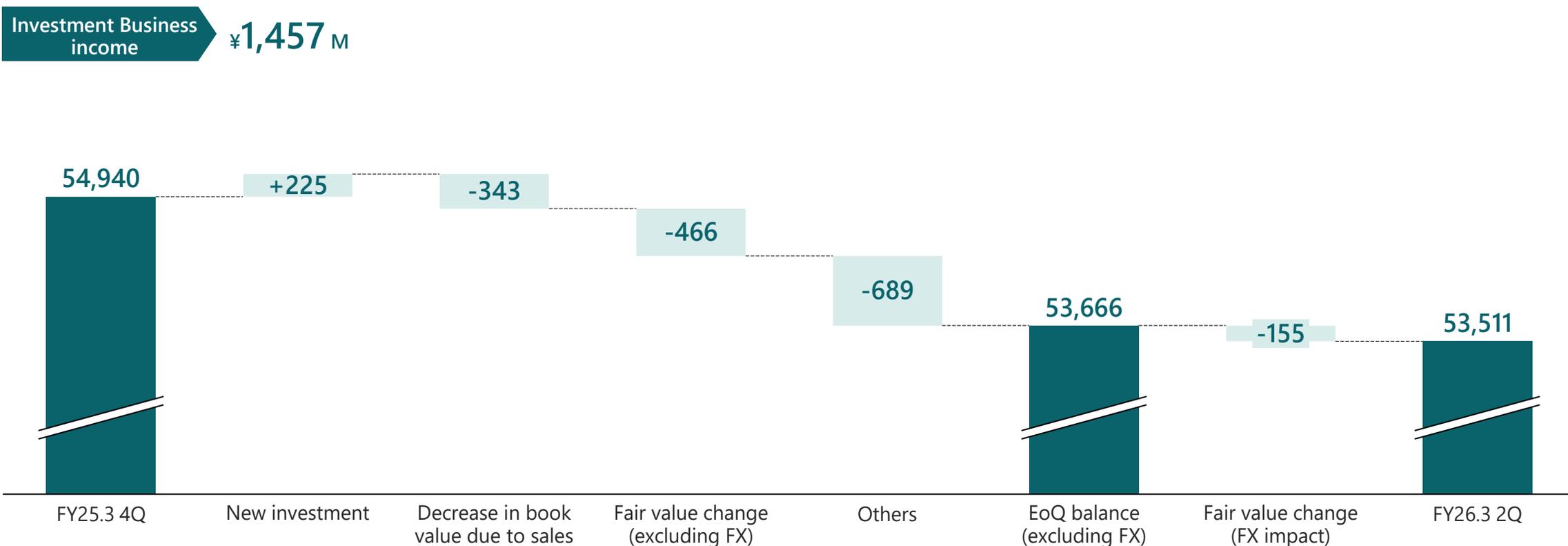
YoY



- Carried out sale of investment portfolio and off-balancing efforts in order to achieve the 5-year MTP KPI target of ¥30B in investment business income
- 2Q YTD: ¥1.5B in investment business income; MTP thus far: ¥15.2B / 51% of the MTP target, underscoring strong progress
- Continue to accelerate portfolio sales during the MTP period, aiming to achieve appropriate shareholder returns

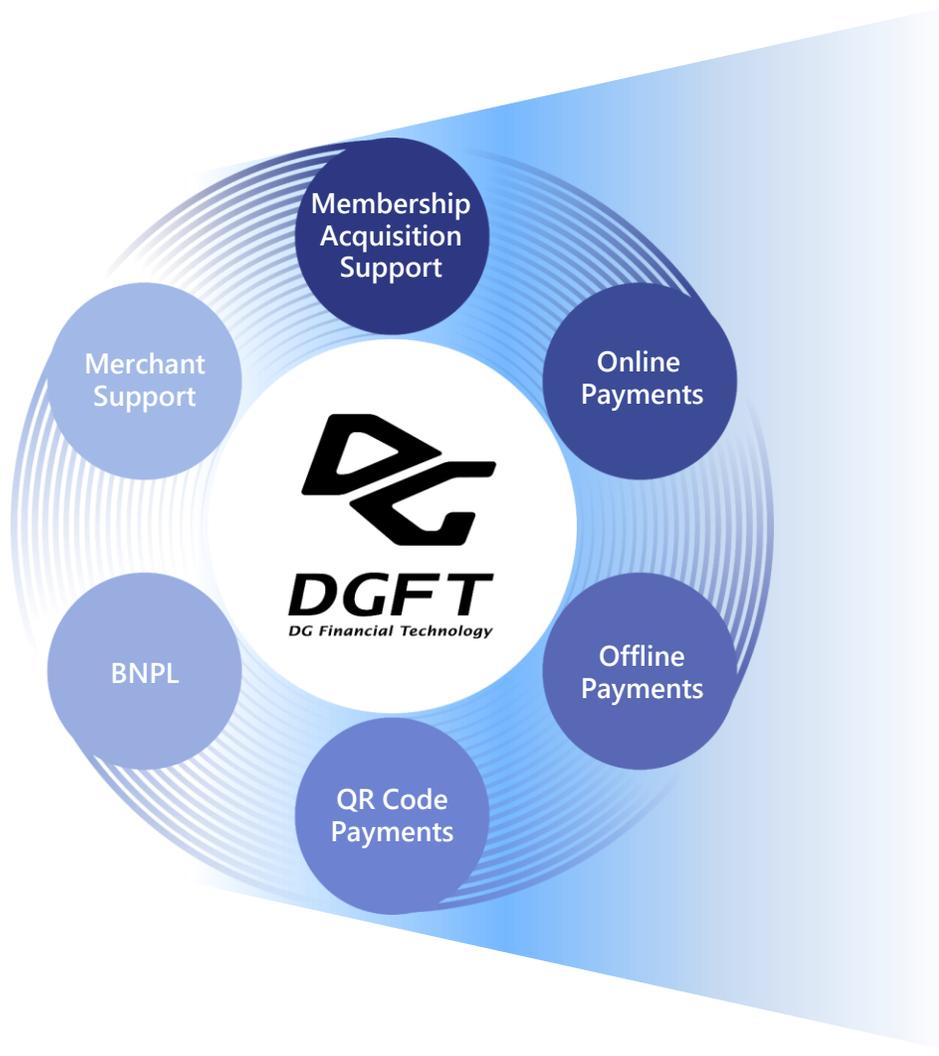
Operational Investment Securities – Waterfall Chart

(Unit: M JPY)



IV. Segment Topics





Business Domain	Growth Engine	Results
Membership Acquisition Support	Affiliate advertising consulting capabilities & technology utilization	Annual Revenue ¥18.1 B
Online Payments	Further expansion through collaboration with Resona/KDDI Group, etc.	Annual GMV ¥5.0 T
Offline Payments	Collaboration with Toshiba Tec Corporation, ANA Group, Square & Recruit etc.	Annual GMV ¥2.5 T
QR Code Payments	Growth acceleration by Cloud Pay series	3y CAGR +63%
BNPL (Buy Now Pay Later)	Business growth through SCORE's expansion into the B2B BNPL	3y CAGR +13%
Merchant Support (Website creation, cybersecurity, etc.)	Marketing talents collaboration and unified data infrastructure development	Annual Revenue ¥6.1 B

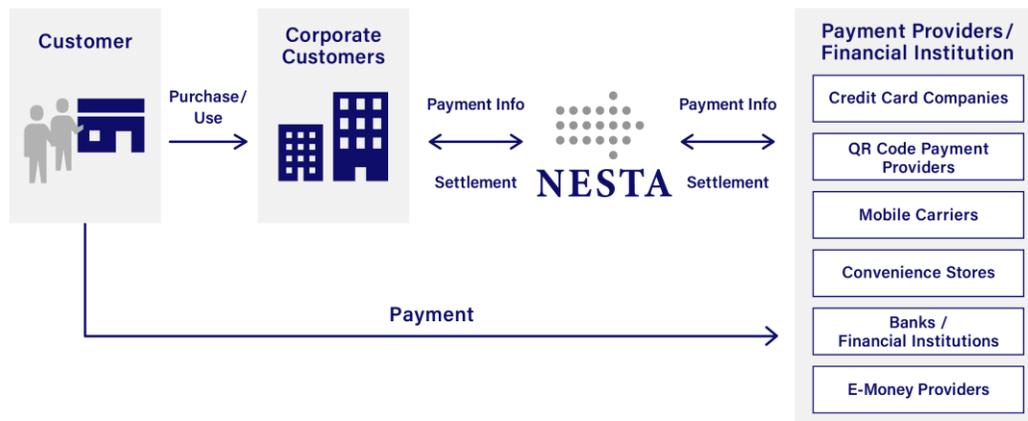
(*Annual results: Apr. 2024 – Mar. 2025; 3Y CAGR: FY22.3 to FY25.3; QR code payment: GMV CAGR; BNPL: PBT CAGR)

- [NESTA] next-generation payment platform jointly developed with KDDI Group – launched within the KDDI Group
- Moving into full-scale operation to jointly provide the payment platform mainly across the “au Economic Zone,” including KDDI’s telecommunications and e-commerce businesses

< Next-gen Payment Platform NESTA - Overview >



- Next-gen platform jointly developed based on DGFT’s payment services.
- Service launched within the KDDI Group, aiming to expand payment offerings to the “au Economic Zone.”
- Full-scale operation expected within this fiscal year; further details to be announced in a separate release.



< DG Group’s Strategy & Aim >

- 1 Introduction of NESTA into KDDI’s Core Telecommunications Business**
 - Implementing NESTA for payment of au / UQ mobile communication fees.
 - Aiming to capture payment transaction volume in the multi-trillion-yen range.
- 2 Expansion of the au Economic Zone through Joint Sales**
 - Expanding payment flows within the au Economic Zone through joint proposals to KDDI Group companies.
 - Promoting payment service offerings to merchants outside the KDDI Group.
- 3 Joint Development and Expansion of New Businesses**
 - Co-developing new services by combining the management resources of the DG Group and the au Financial Group.
 - Exploring broader collaboration opportunities across various financial domains.

- Leverage our patented [Cloud Pay] unified QR code payment service to expand our share in the growing market of QR-based payment solutions.
- Going forward, we seek to leverage alliances to expand into the IoT market for things like vending machines & automated parking lot checkout machines

< Cloud Pay Series - Outline >



1. One of Japan's largest* QR Payment Bundled Services

Allows merchants to offer their customers choice in payment options, as DGFT's aggregation services cover the main QR code payment providers (domestic & overseas). One of Japan's largest QR code payment aggregation services.

2. Low-cost barrier to adoption since this system doesn't require hardware terminals

Very streamlined process that only requires merchants to display a QR code and nothing else. Very well received by merchants facing challenges related to efficiency and the adoption of cashless payments.

3. Offer access to payment methods beyond QR codes

[Cloud Pay Neo] offers other payment methods beyond QR codes, such as credit card and convenience store payments.

Started with with Square—one of the world's largest payment platforms—in September 2024, and we continue expanding our services, with a focus on the IoT market (vending machines/automated parking lot checkout machines)

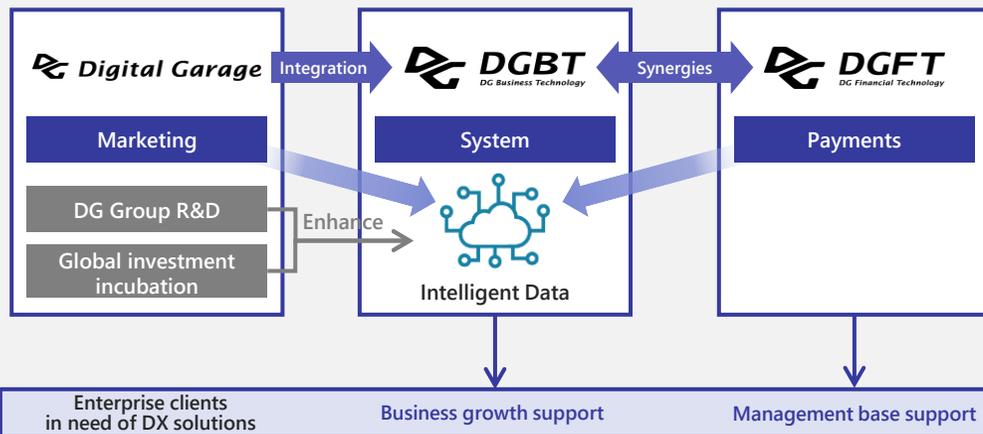
- 2024/09 [Cloud Pay] becomes available on [Square]—one of the world's largest payment platforms
- 2025/02 [Cloud Pay] becomes available on automated fare machines by the **Amano** Corporation, one of Japan's largest operators of parking systems
- 2025/07 Launched the [Cloud Pay REGI] O2O payment service
- 2025/07 Integrated Cloud Pay with unattended payment terminals offered by [Nayax] in the Japanese market
- 2025/09 **NEW** Integrated Cloud Pay with payment terminals offered by [KPay Japan]
- 2025/10 **NEW** We now offer solutions to small-scale parking lot operators seeking to reduce infrastructure costs

* September 25, 2024 press release: DGFT's Integrated QR Code Payment "Cloud Pay" Now Compatible with Square, One of the World's Largest Payment Platforms.

- Synergistic system leveraging DGFT's status as one of the largest payment providers in Japan and leveraging technology to help businesses grow
- August 2025: Launched [DG AI Drive] as a hybrid AI package designed to optimize marketing workflows

< DG Business Technology >

DG Business Technology (DGBT) - Strategic company resulting from the integration of the Group's 3 DX-related companies. Launched operations in April 2025 to offer comprehensive support to digital businesses



Driven by the group strategy **[DG FinTech Shift]**, we promote the social implementation of cutting-edge AI and data science technologies across the group, supporting sustainable business growth

< DG AI Drive – Launched Phase One >



DG AI Drive™

1

Assist with enterprise DX through the use of AI

[DG AI Drive] is a platform integrating a variety of AI solutions allowing us to offer **multifaceted enterprise support within the scope of the digital transformation of marketing.**

2

Automate advertising / Assist with visual creative efforts

Phase one: Launch advertising automation solution leveraging AI and visual arts service. **Further plans to expand functionality.**

3

Leverage technology from our portfolio startups

Utilizing the GII segment's extensive network of leading startups and its investment functions to **generate group synergies.**

Development & nurturing of strategic businesses to drive payment platform expansion for medium to long-term growth

Support Kakaku.com's growth & implement cross-group projects to expand payment transactions through Kakaku's media
Driving new revenue through strategic business planning & development, & M&A, while increasing DGFT payment transaction volumes

LTI segment business domain

kakaku.com

Operating an internet media business with one of the highest traffic volumes in Japan

Media

食べログ • Monthly users: 97M
• Monthly PV: 2,476M

価格.com • Monthly users: 32M
• Monthly PV: 254M

求人ボックス • Monthly users: 13M
• Monthly PV: 167M

* As of September 2025

Traffic

Digital Garage

Developing strategic business initiatives and next-generation infrastructure in sectors aligned with payment services

Focus area

I Industry-specific DX

II B2B payment/finance

III Next-gen technologies

Payment

PS segment business domain

DGFT

DG Financial Technology

Operating one of Japan's largest payment processing businesses / Designated as critical infrastructure in Japan

Payment

Payment TXN volume **¥7.5 T**

Payment Location **1.19 M**

Supported payment methods **40 + types**

*As of FY25.3

Efforts to build new strategic businesses in 3 domains that are highly compatible with the payment business: industry-specific DX solutions, B2B PMTs & finance, and next-gen technologies

Several projects are now in the growth phase, leading to an overall YoY sales increase of 64% in our strategic businesses. Payment transaction volume from strategic businesses also increased by 71% YoY and continues showing steady growth, contributing to higher payment transaction volumes in the PS segment

Key Business Topics



[DGFT Invoice Card Payment] - Enterprise services for clients in the construction industry

- Strategic partnership with Tsukulink Inc.—which **operates one of the largest B2B matching platforms in Japan**—to offer a bidding and marketplace platform to clients in the construction industry ([See details](#))
- Important service helping construction operators optimizing their working capital and cash flow needs



Musubell®

Plan new joint businesses with Kakaku.com, Inc.

- In partnership with Kakaku.com, Inc.'s Sumaity real estate web portal
- We seek to create a **new real estate matching platform** in a streamlined manner

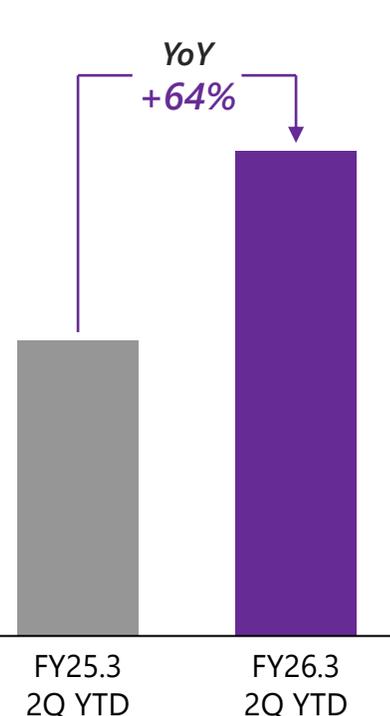


BI.GARAGE

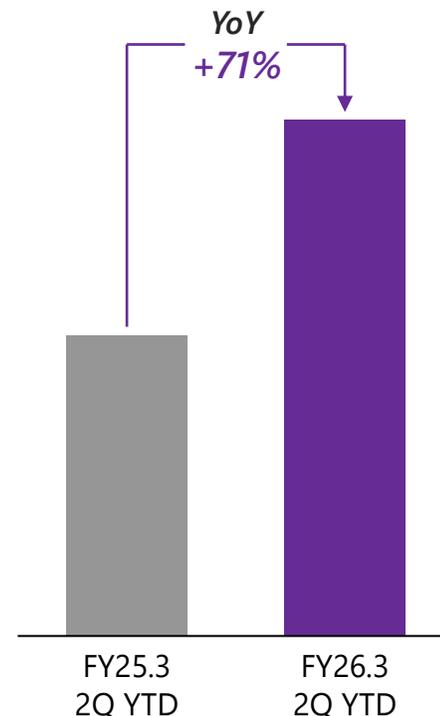
BI.Garage — Helping preserve the value of human-created content in the age of AI traffic

- Launching '**TollBit**,' an **AI traffic monetization platform** for prominent Japanese media companies, to foster fair coexistence between human-created media and AI media
- Leverage our expertise developed in the payments business to add stablecoin payments to [TollBit] ([See details](#))

Strategic Businesses – Revenue Trends



Strategic Businesses – PMT TXN vol.



- Ahead of MSCA taking effect in December 2025, our third-party PMT service [AppPay] continues delivering very strong adoption numbers amongst mobile game apps
- By partnering with Coda, a fintech company operating in over 70 countries and regions and offering more than 400 payment methods, we have officially launched our global expansion

< AppPay (third-party PMT service) – Business Outline >

AppPay

1. Japan’s No.1* third-party PMT service platform

Launched in 2023, AppPay is a trailblazer in this space and already ranks as the **No.1** third-party payment service in Japan by number of mobile game and app integrations.

2. One-stop shop offering everything from marketing services to payments

DG offers a one-stop solution, covering everything from marketing to payments, by leveraging our Group’s resources—such as our media partners, the Point Mall platform, and social media customer acquisition channels.

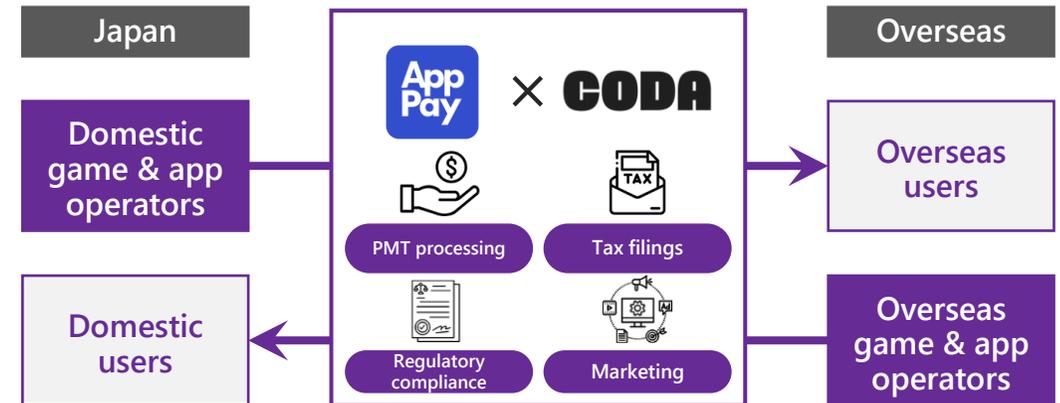
3. Provide additional payment TXN flows in the PS Segment

Ahead of the Mobile Software Competition Act (MSCA) taking effect in December 2025, AppPay continues pioneering market transformation and generating additional payment transaction volume in the PS Segment.

* Ranks No. 1 out of all third-party PMT service platforms in Japan by number of mobile game and app integrations (October 2025 survey by Digital Garage)

< Now available globally >

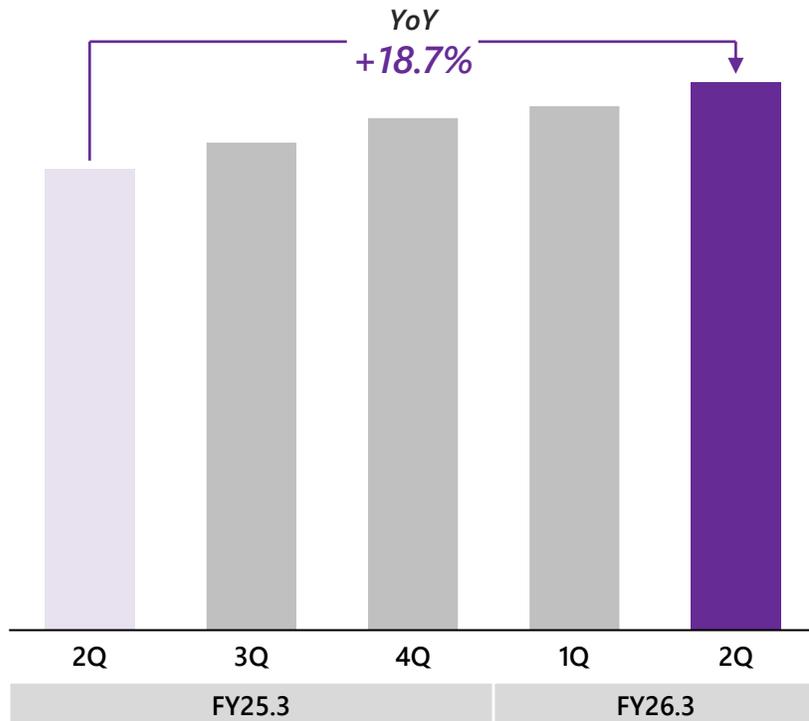
AppPay – Global service



- Offers **fully-integrated support services** to mobile game and app developers, including support for different payment methods in each country, regulatory compliance, and tax filing functions tailored to each country.
- October 2025 – The mobile game [**Monster Strike**] (operated by MIXI, Inc.) adopts AppPay for in-game payments. Available in Japan, and also overseas as part of phase one.

Transaction volume from the Kakaku.com Group continues to grow steadily
Promoting collaborative businesses that leverage the assets of both Digital Garage and Kakaku.com

PMT TXN vol. from Kakaku.com (TTM)



PMT TXN vol. from Kakaku.com continues to expand steadily

Joint businesses with Kakaku.com

Tabelog Inbound Reservations (Launched June 2024)



- Launched online reservation service targeting inbound demand on the international version of Tabelog.
- Integration with DGFT's payment solutions allows Tabelog to charge no-show users reservation cancellation fees.
- Implemented at approx. 63,000 locations nationwide, one of the largest scales in Japan (as of August 2025)

New Real Estate Matching Platform



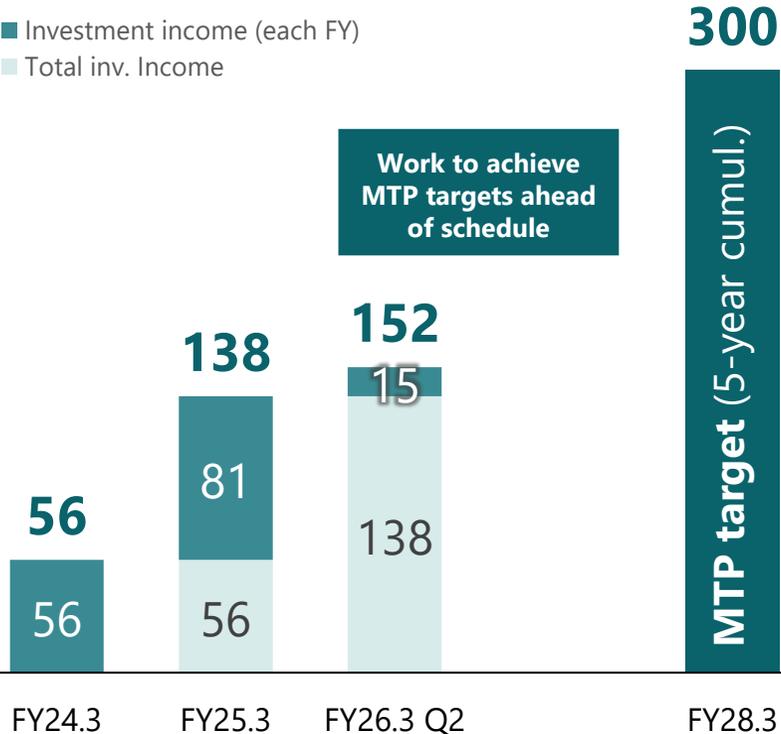
- Matching platform combining DG's real estate DX solution [Musubell] and Kakaku.com, Inc.'s Sumaitai media property. We match buyers and sellers in a streamlined manner that is more convenient than the traditional appraisal and listing process.

- Progress of 51% versus MTP target of moving the Investment Business off-balance sheet. We are working to achieve this ahead of schedule
- We will focus on unlocking synergies through investment toward “FinTech Shift 2.0” and business co-creation with startups

< Inv. Business Income Targets & Results >

(Unit: 100 M JPY)

- Investment income (each FY)
- Total inv. Income



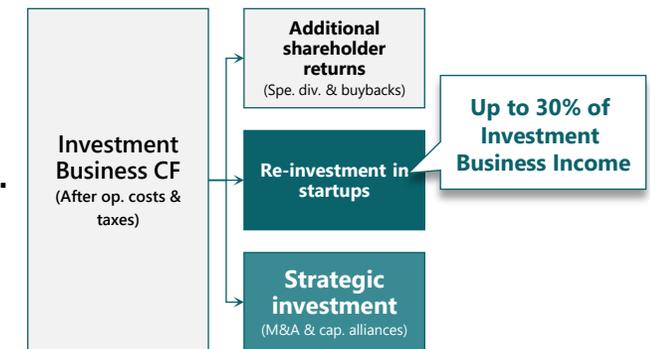
< Investment Policy Outlook >

Basic policy*

1. Speed up off-balancing
2. Shift to fund investments
3. On-balance inv. only in business/tech. alliance areas

These investments will continue contributing to DG's corporate growth, all the while we make sure to reduce our operational securities balance and **keep the impact on earnings from fair value fluctuations on a quarterly basis to a minimum.**

Uses of cash flows from Investment Business



< Business Co-creation – Concept & Examples >



Financial returns

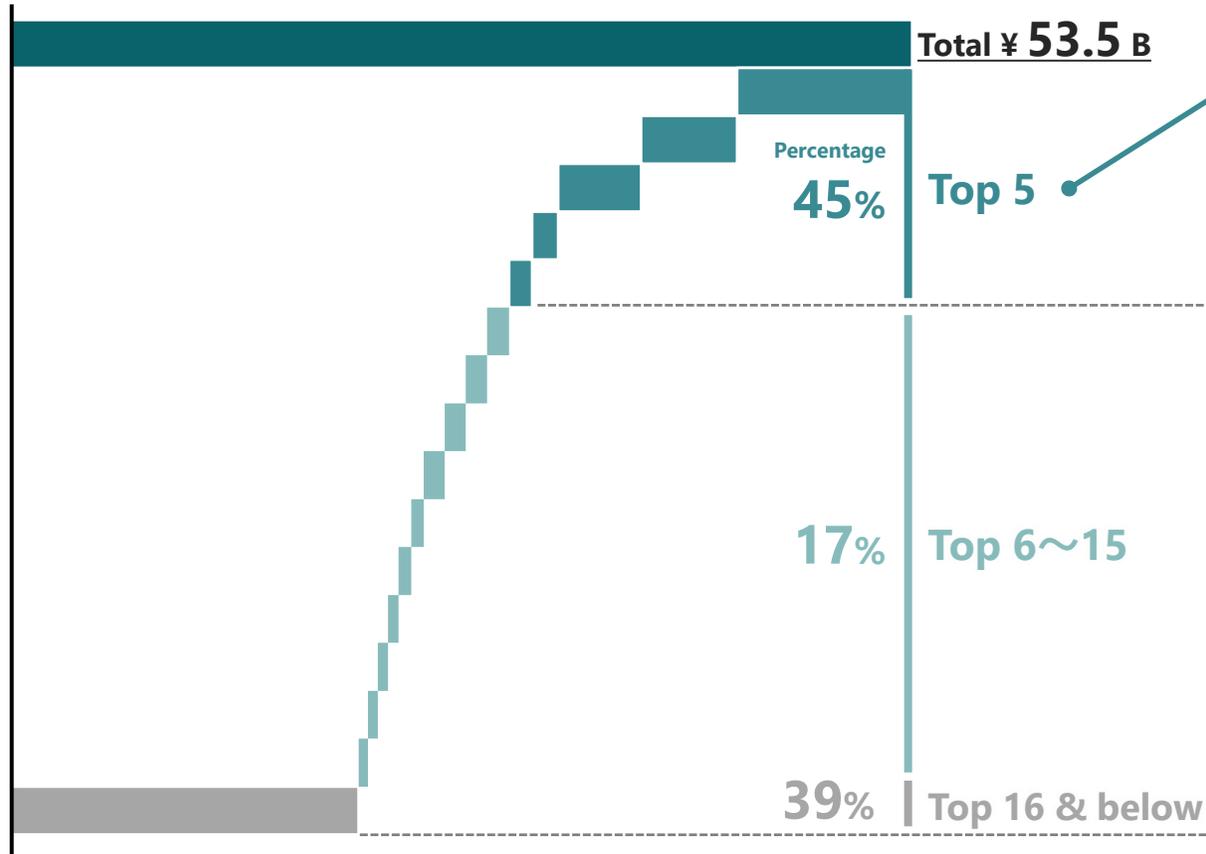


Business returns

- Focus on business returns in addition to financial returns.
- Set up the Business Co-Creation Department to bridge investment & business operations to promote business collaboration between GII segment investees and PS segment. Working to build up a track record of joint projects with startups in fields related to Fintech and AI.
- Payment transaction volume from invested and affiliated startups recorded 20% YoY growth in 1H.

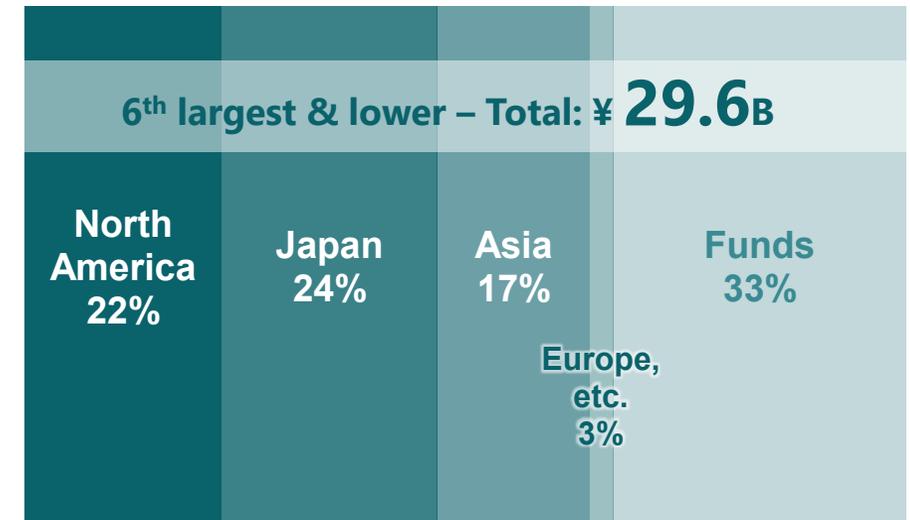
- Our investment portfolio comprises more than 250 companies
- We continue actively monitoring our largest positions while diversifying the rest across multiple companies/areas

■ Companies as Percentage of Portfolio (As of September 30, 2025)



- ✓ MX Technologies (U.S.; Personal finance management tools)
- ✓ GrubMarket (U.S.; Food e-commerce) & others
- ✓ Continue actively monitoring positions and carrying out investment exits when appropriate

■ Geographical composition (6th largest and lower)



Reference Materials

- While we expect profits to cluster in 2H due to upfront investment to unlock further growth improvements, we are guiding for 20% YoY growth
- We expect annual payment TXN volume to exceed ¥10T thanks to several large-scale projects in the payment business starting in CY2025

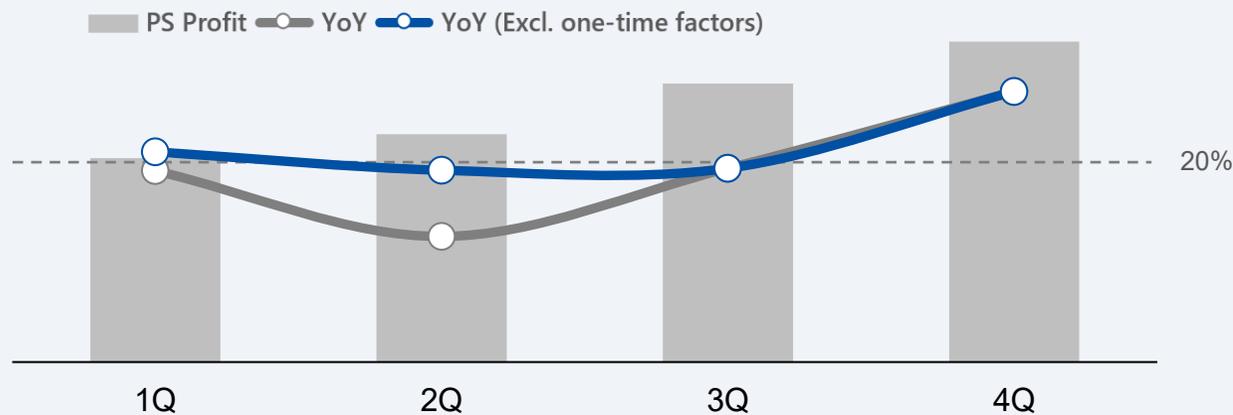
	FY25.3 Actual	FY26.3 Forecasts
PS Segment PBT growth rate	+22.2 % (Target: 20~25%)	Continued 20%+ growth
Payment TXN volume	¥7.5 T	¥10T Over

< Forecast Assumptions >

We expect lower growth in 2Q, on account of a more competitive YoY baseline resulting from the recording of one-off gains in 1H FY25.3. Excluding one-off factors, we are guiding for strong profit growth numbers.

- We expect to start offering payment solutions within the au ecosystem at some point in 2025, with strategic upfront investment associated with system R&D in 1H.
- Consolidated the BNPL operator SCORE as a wholly-owned subsidiary in FY25.3. Start R&D investment in 1H with an eye toward entering the B2B BNPL business.
- Within the broader market for cashless payments, QR payments grew 38% YoY*. We expect this business to continue delivering strong growth, driven by DG's patented Cloud Pay service, etc.

< Profit Growth % Forecast (Quarterly) >



* Calculated growth % for 2023 on the basis of Payments Japan Association's [Cashless Roadmap 2024]

Dividend Forecast for FY26.3 & Track Record

Dividend/share
(Forecast)

¥47

Dividend policy

Progressive dividends

5-year total div. target
FY24.3~FY28.3

¥10.0B+

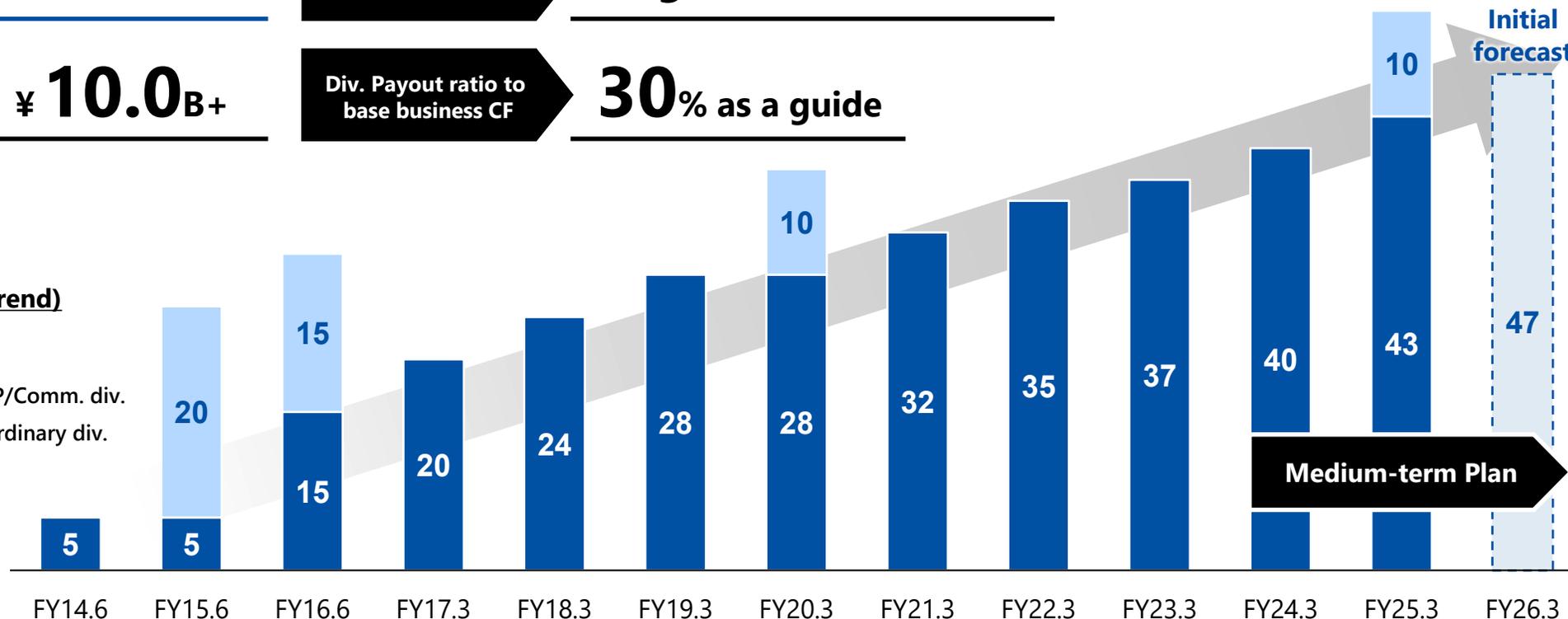
Div. Payout ratio to
base business CF

30% as a guide

Dividend/share (Trend)

(Unit: JPY)

- SP/Comm. div.
- Ordinary div.



		FY14.6	FY15.6	FY16.6	FY17.3	FY18.3	FY19.3	FY20.3	FY21.3	FY22.3	FY23.3	FY24.3	FY25.3	FY26.3
Total div.	B JPY	0.23	1.17	1.41	0.94	1.13	1.29	1.75	1.47	1.65	1.70	1.90	2.44	-
Share buybacks	B JPY	-	-	-	-	-	5.00	-	-	-	5.00	5.00	4.00	-
Total shareholder returns	B JPY	0.23	1.17	1.41	0.94	1.13	6.29	1.75	1.47	1.65	6.70	6.90	6.44	-
Div. Payout ratio to base business CF	%	-	-	-	-	-	29.1%	41.1%	32.8%	32.6%	28.7%	29.8%	40.8%	-

Digital Garage Group

Long-term Incubation Segment

New services/products to drive payment platform expansion

Non-linear business to implement next-generation technologies in society

- Industry-specific DX services
- New Fintech
- Next-gen Media

kakaku.com

Musubell **DGFT** 請求書カード払い

アプリパイ **Pangaea Delivery**

CRYPTO GARAGE **BI.GARAGE**

Platform Solution Segment

Core business built around the payment platform

- Payment service provider
- Payment-related functions that add value
- Marketing and CRM solutions for the financial sector

DGFT DG Financial Technology **DGBT** DG Business Technology

SCORE **DG FutureTech**

ANA DIGITAL GATE **TDP** **リそな決済サービス**

Global Investment Incubation Segment

Investing in and supporting startups focused on next-gen technologies and collaborating with DG Group

- Investment incubation
- Supporting startups
- Fund management

DG Ventures

DG Incubation

DG Daiwa Ventures

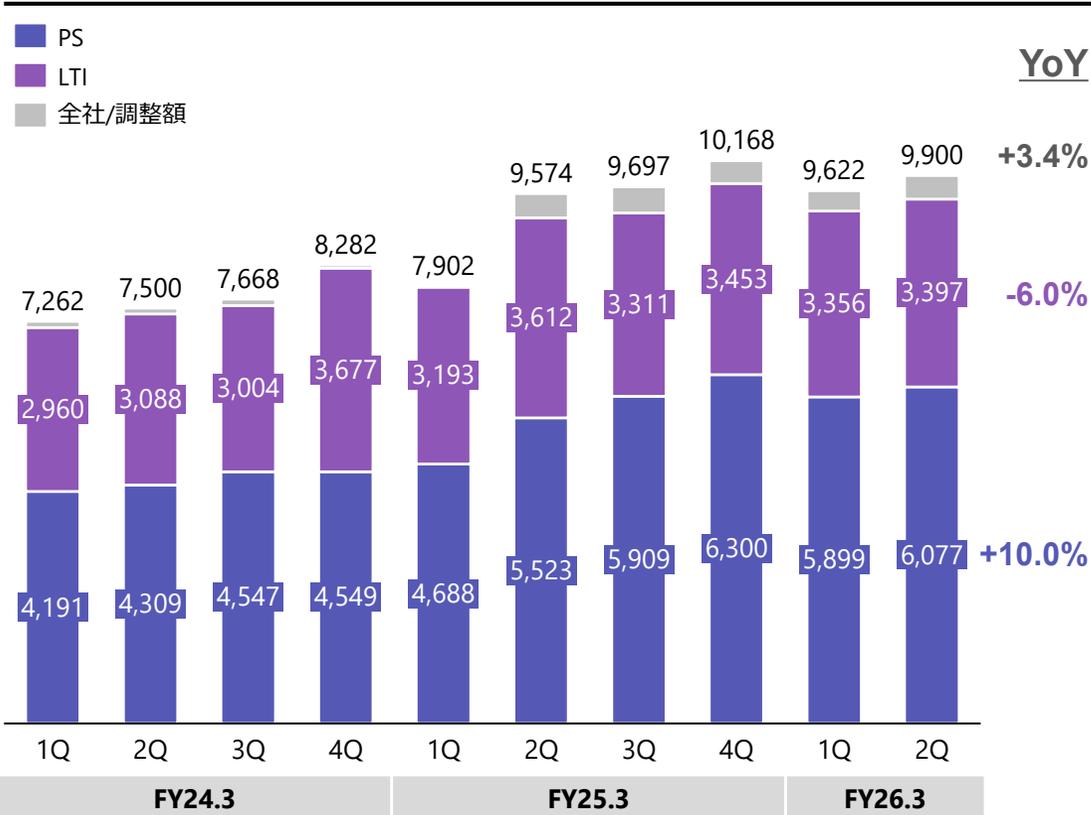
DGUS

Reference Materials (1): Supplementary Data

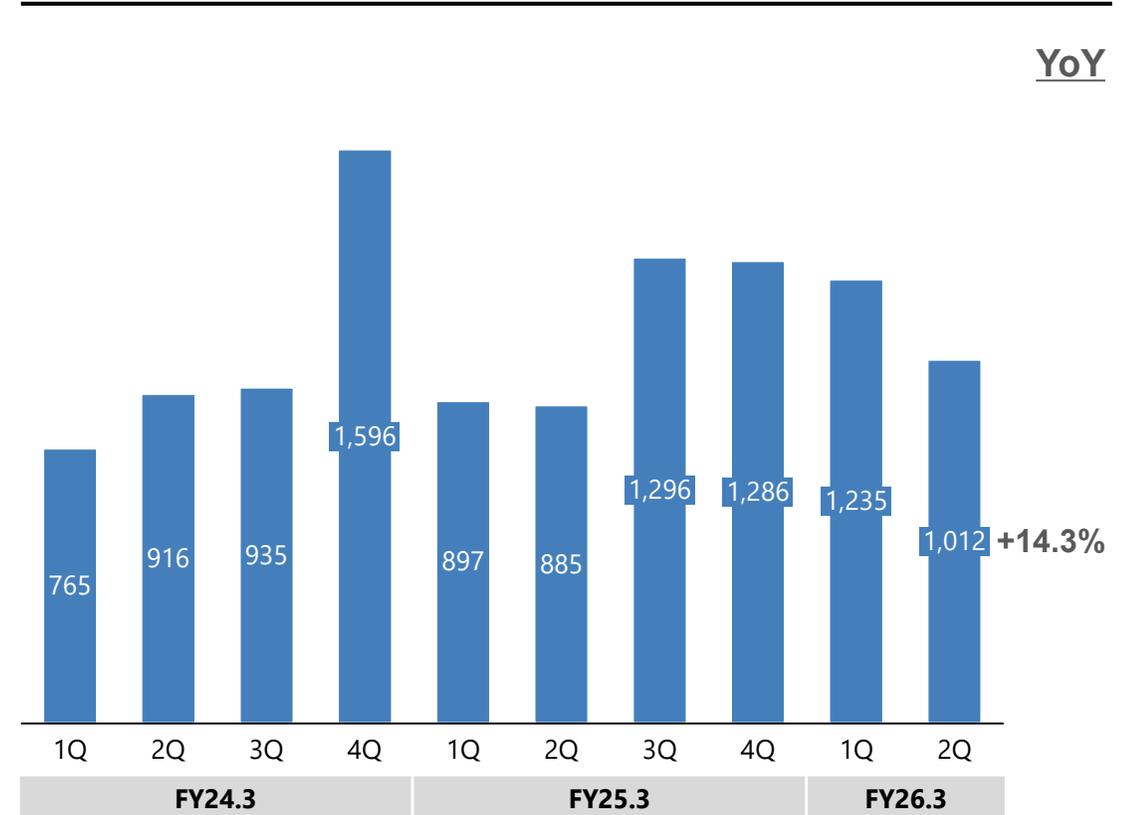


- Growth in basic business profit reached +14%, driven by the expansion of the PS segment and the increase in new business revenue in the LTI segment
- Basic business profit continued to grow while managing investments in technology, human resources, and R&D to strengthen our management base and drive future growth

Basic Business Revenue (Unit: M JPY)



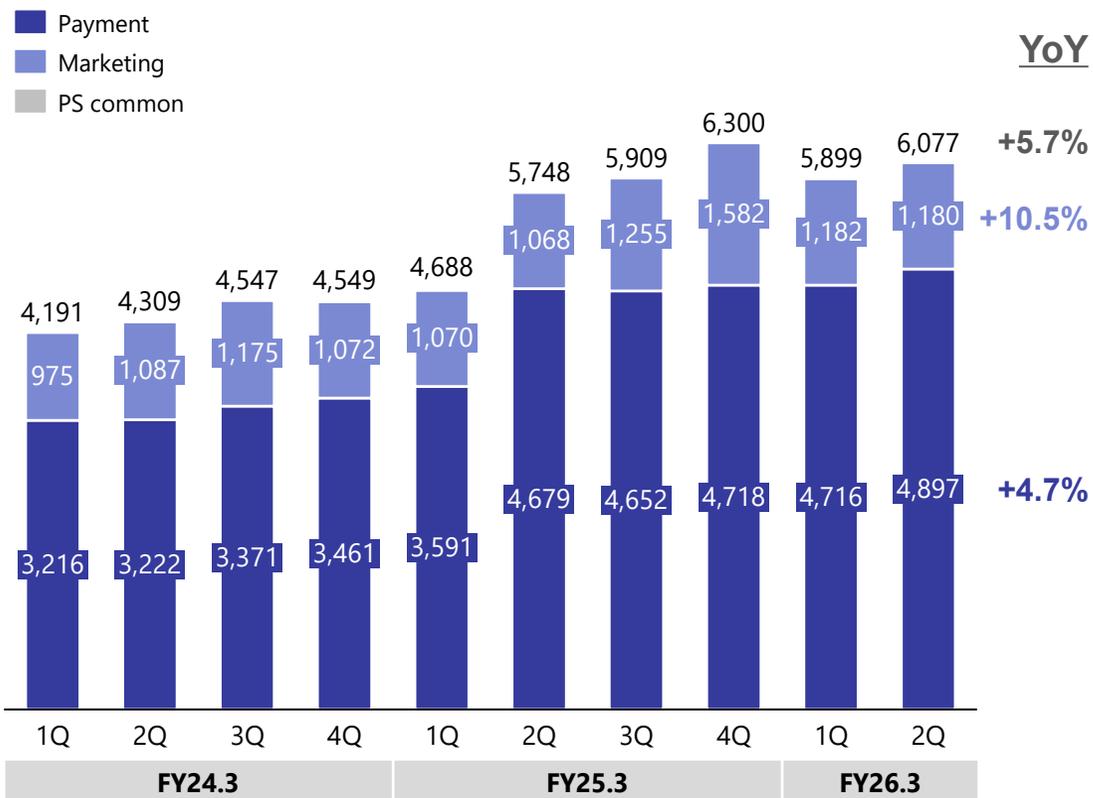
Basic Business Profit (Unit: M JPY)



- Payment Business: Continued impact of a slowdown in inbound consumption & harder YoY comps due to non-recurring gains LFY (Refer to p.18)
- Marketing Business: Double-digit revenue in 1H, driven by strong results from financial domain projects

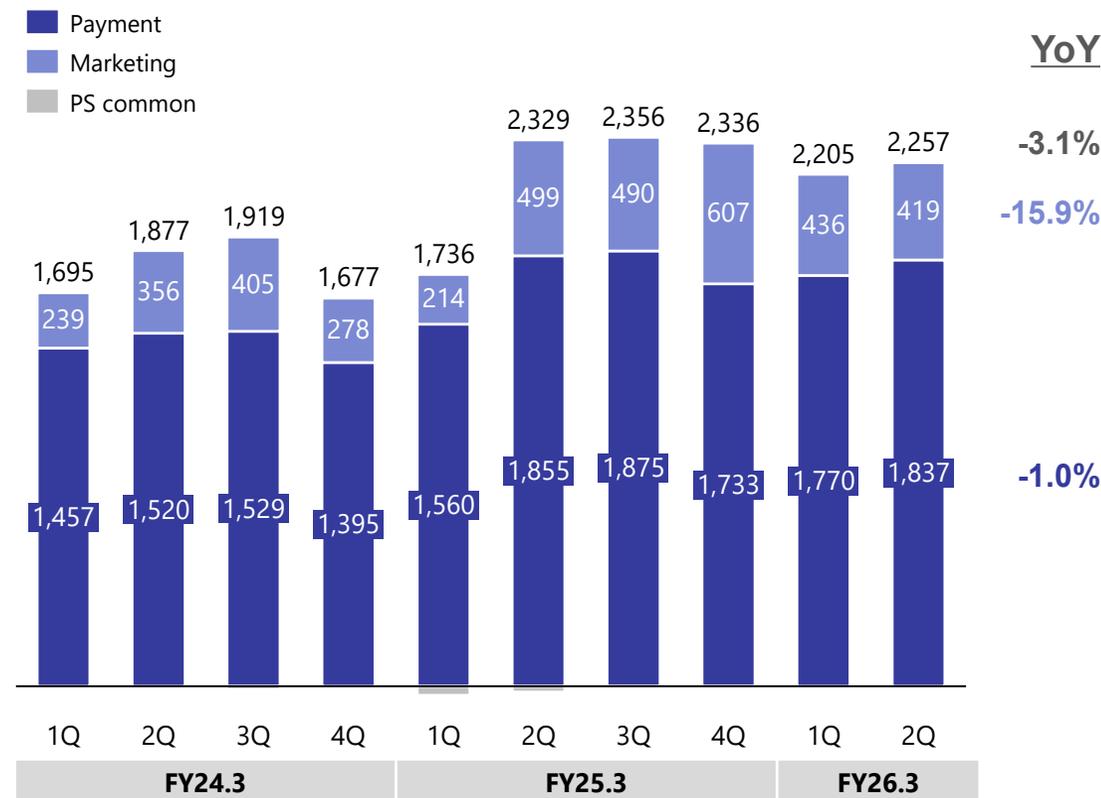
Segment Revenue

(Unit: M JPY)



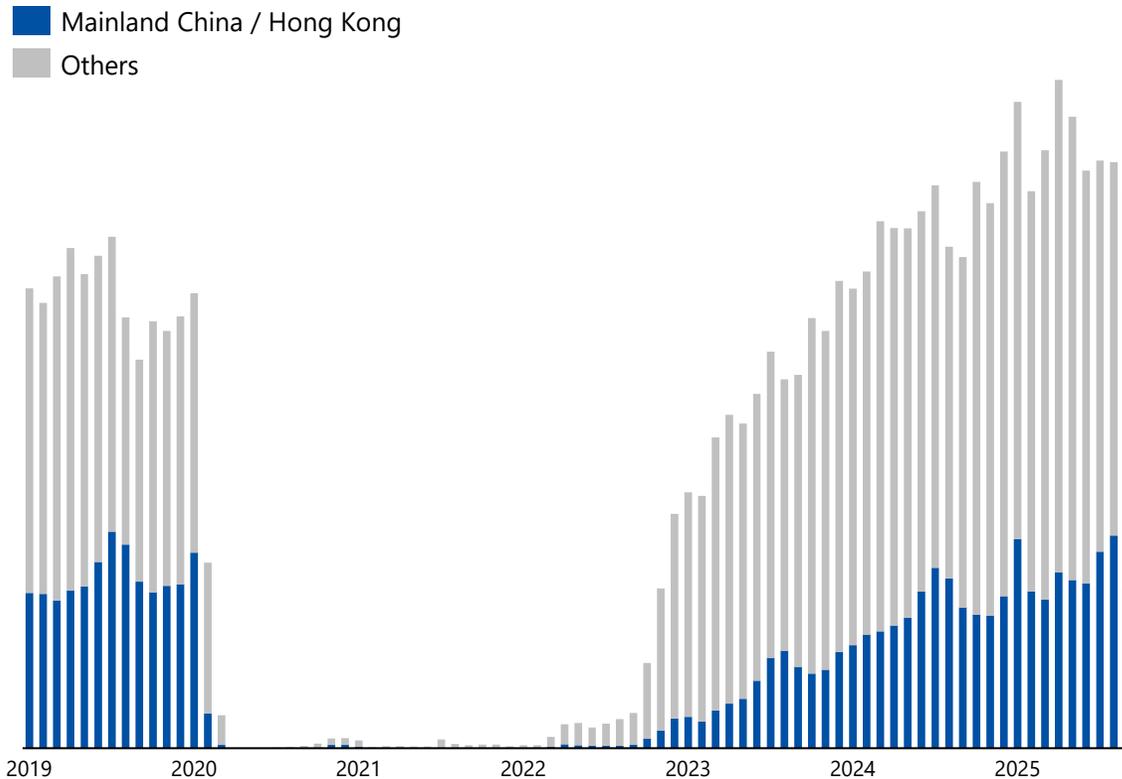
Segment Profit

(Unit: M JPY)



- While the total number of inbound visitors to Japan decreased compared with 1Q, visitors from the Greater China region showed signs of recovery
- Inbound-related QR code payments showed only a slight increase, affected by a decline in duty-free sales at department stores compared to the previous year

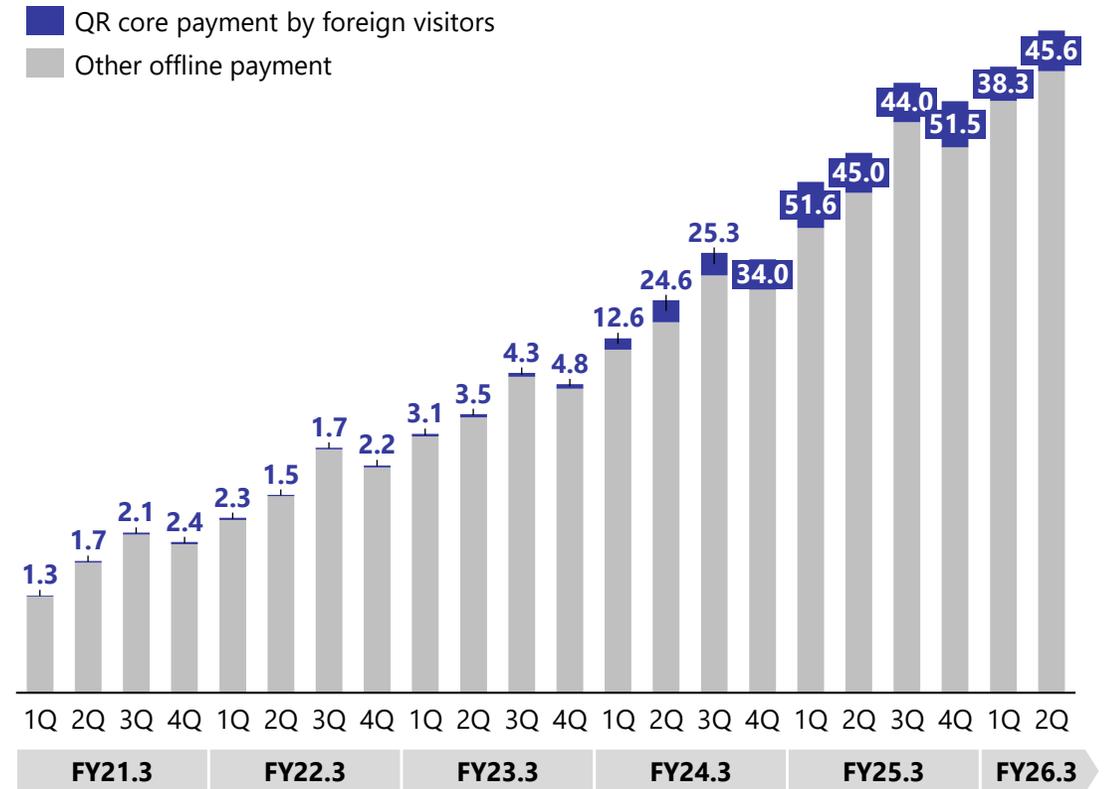
The Number of Foreign Visitors to Japan (by Area)



(Source) Japan National Tourism Organization, "Visitor Statistics"

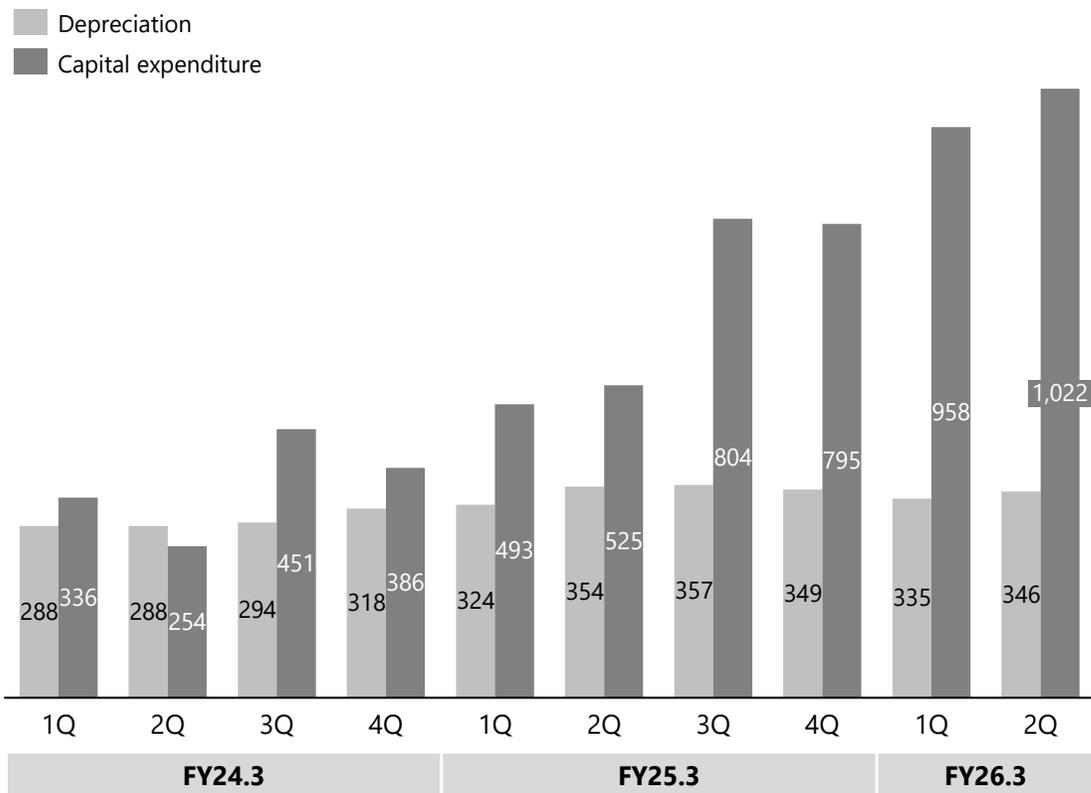
Offline Transaction Volume

(Unit: B JPY)

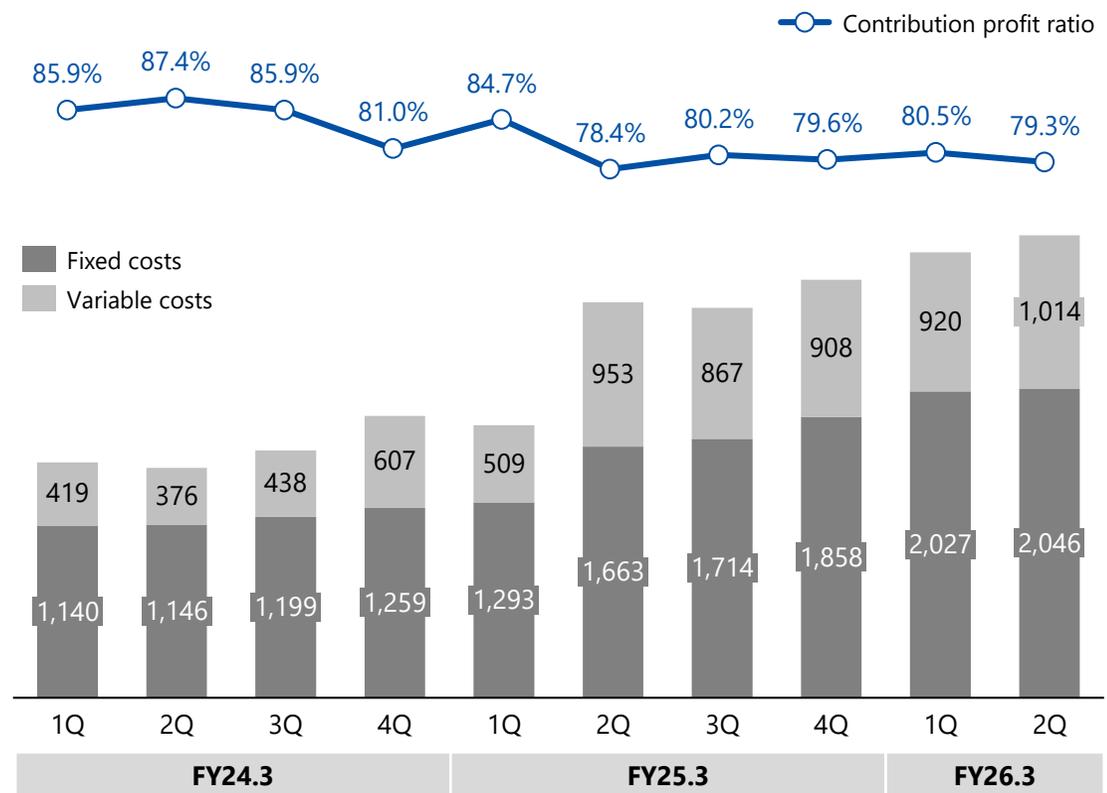


- Capex related to payment system increased with development for large-scale projects in 2H as well as development of BNPL system
- Fixed costs are increasing gradually due to operational redundancies, and the contribution margin ratio is expected to remain at current levels

Payment-related Expenditures/Depreciation (Unit: M JPY)



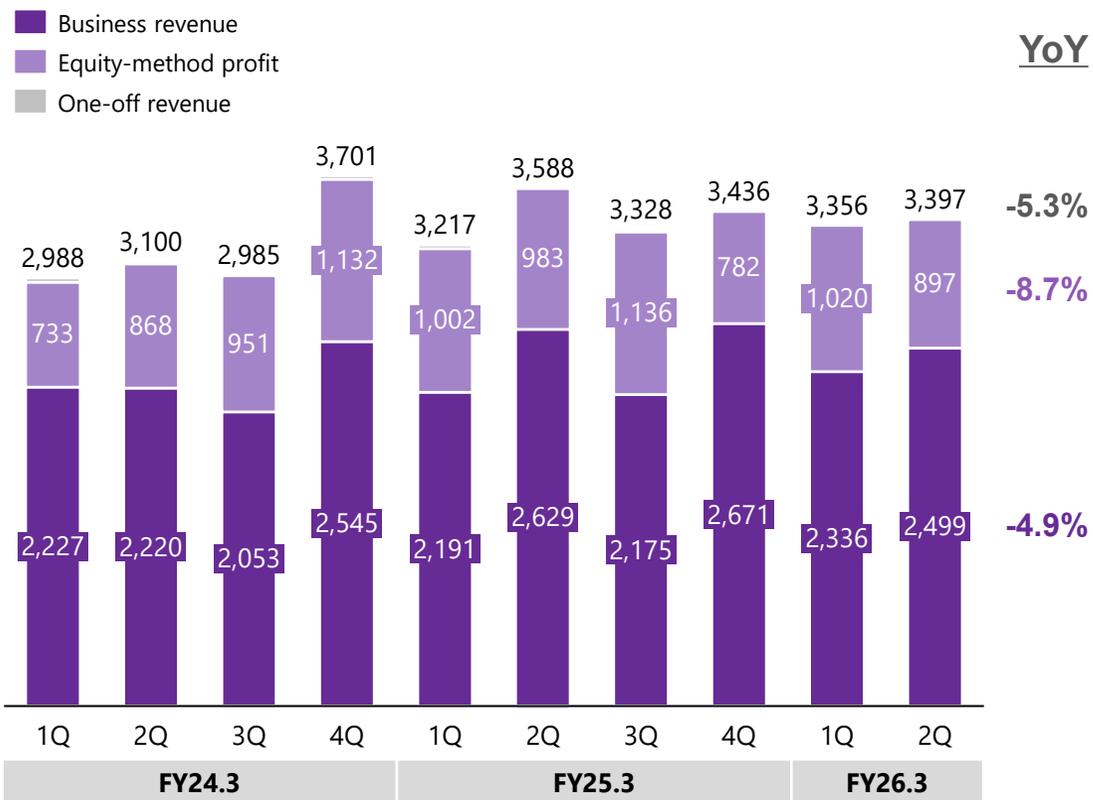
Payment-related Costs/Marginal Profit Ratio (Unit: M JPY)



- Several strategic businesses highly-accretive with payments have now entered the growth phase, reducing the scale of operating losses
- While equity-method profits from Kakaku.com and other affiliates declined slightly, payment transaction volume via Kakaku.com continued on a steady upward trajectory

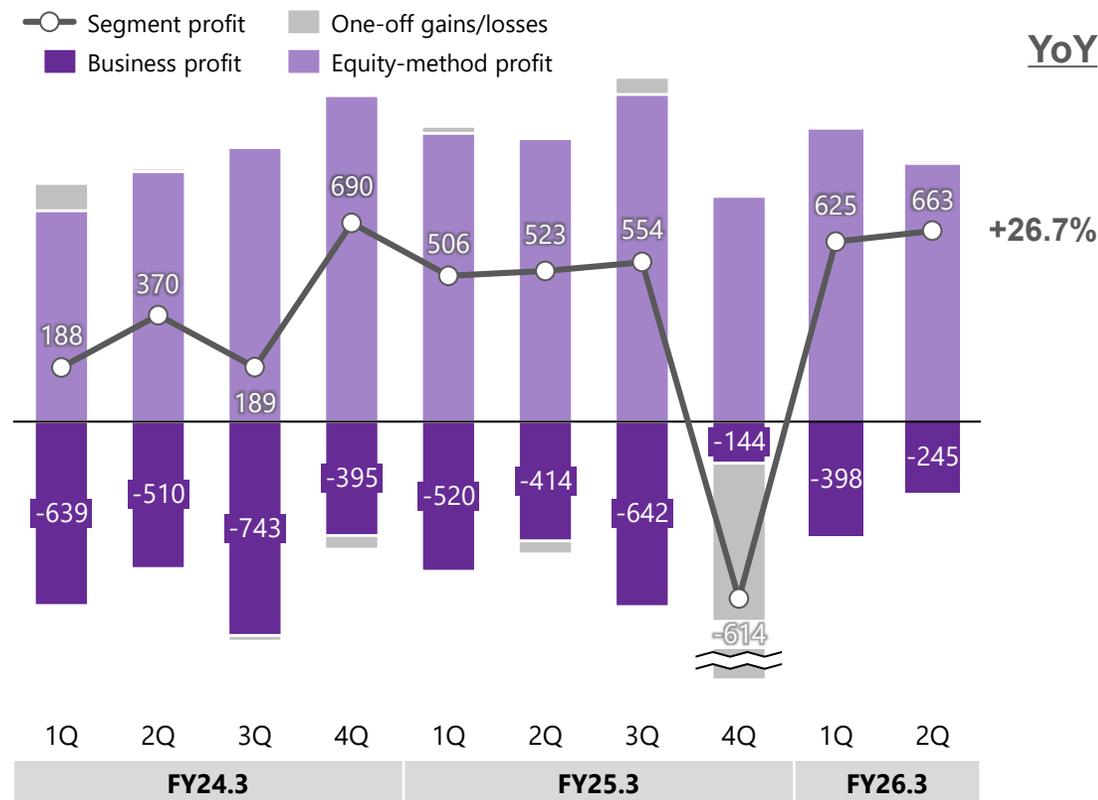
Segment Revenue

(Unit: M JPY)



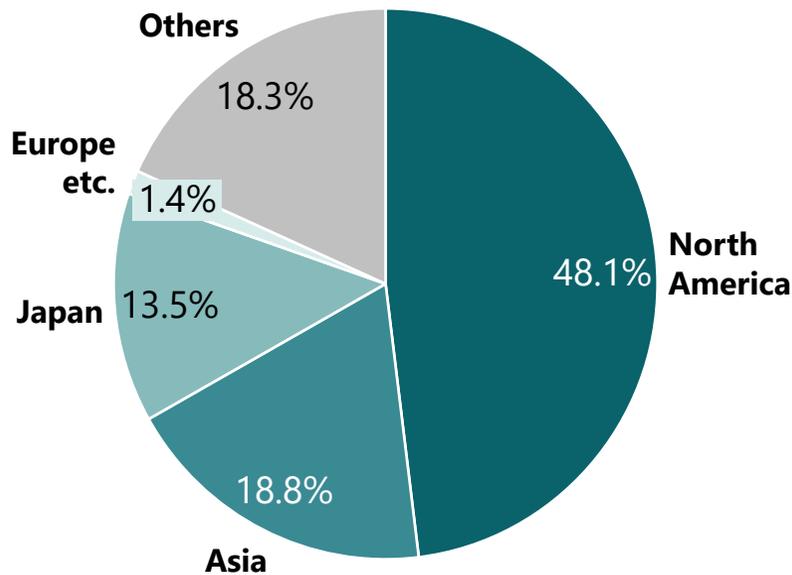
Segment Profit

(Unit: M JPY)

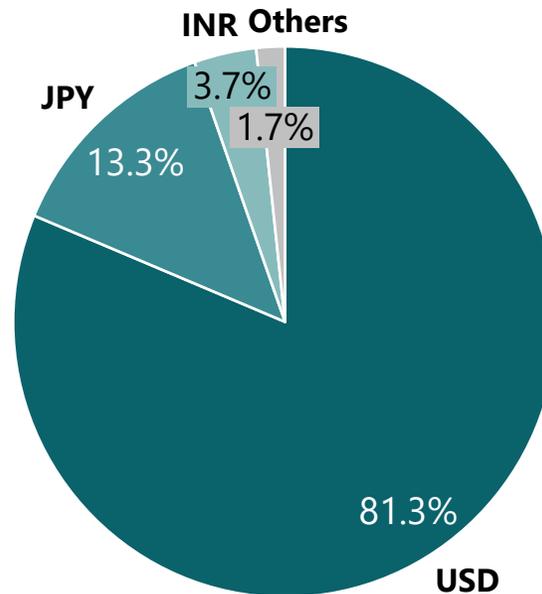


- The investment portfolio is geographically diversified across North America, Asia, and Japan
- As of the end of September 2025, the fair value of operational investment securities was 53.5 billion yen, approx. 1.8 times the investment amount

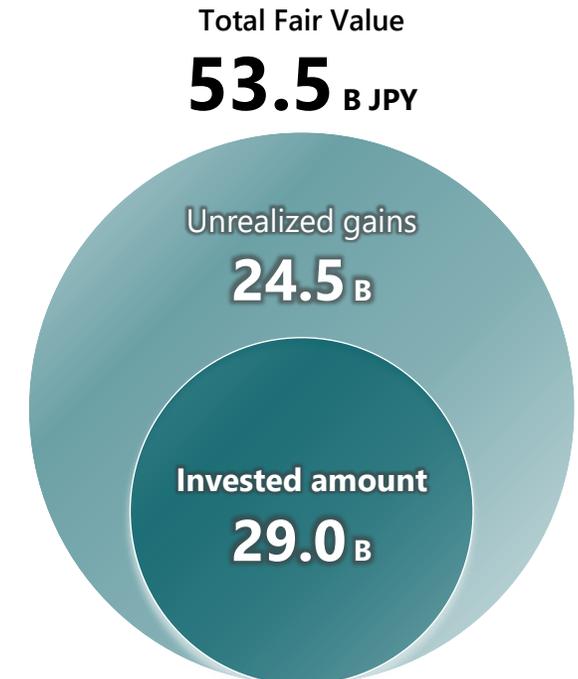
Investments by Area



Investments by Currency



Breakdown



Consolidated Statement of Financial Position (IFRS)

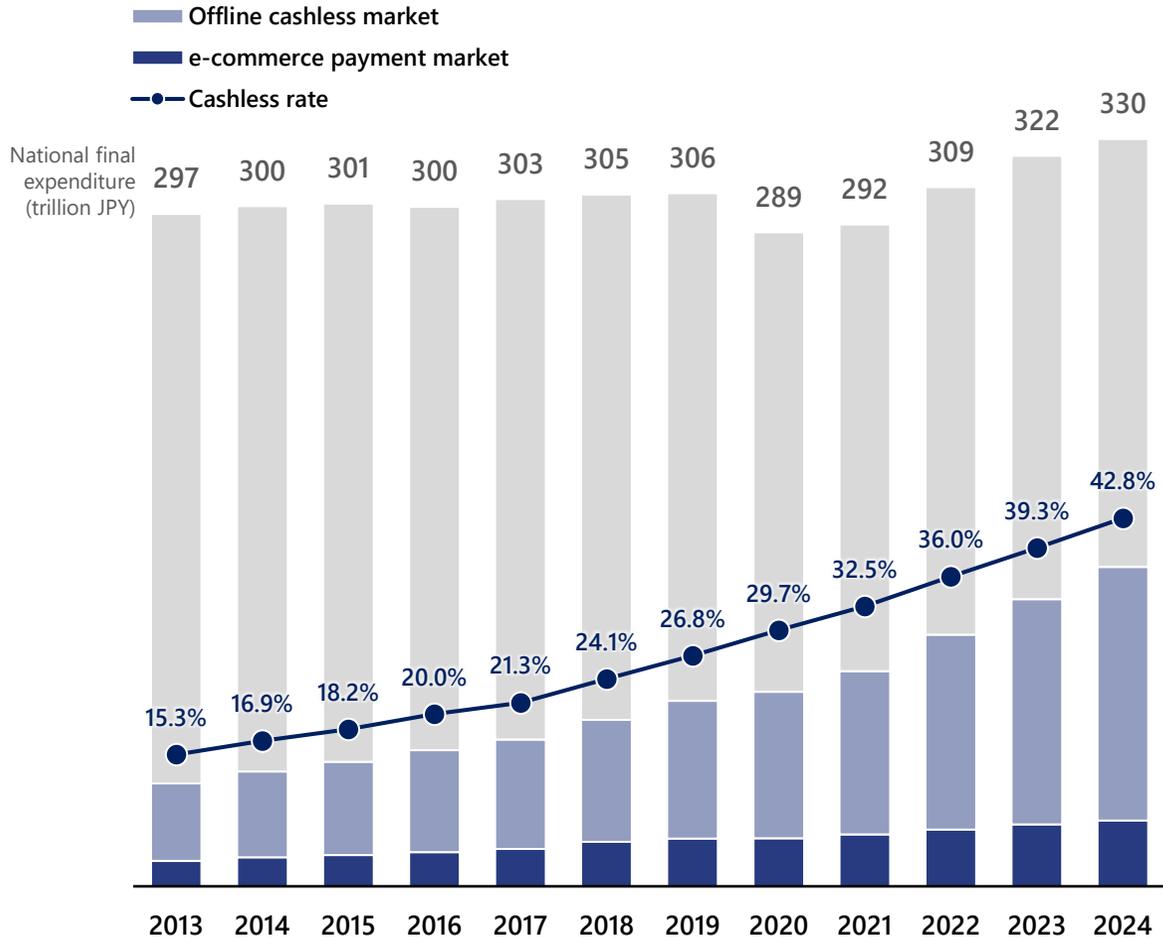
(Unit: M JPY)  Digital Garage

	FY25.3 4Q	FY26.3 2Q	Difference	Reason for change / Remarks
Current assets	144,446	137,825	-6,621	
Cash and cash equivalents	56,354	55,180	-1,174	
Trade and other receivables	30,538	26,778	-3,760	Payment business-related item
Operational investment securities	54,940	53,511	-1,428	Exit and change in fair value of investee companies in GII segment (including FX effects)
Non-current assets	81,899	82,576	+678	
Property, plant and equipment	13,163	12,040	-1,123	
Intangible assets	7,316	9,216	+1,900	
Investments accounted for using equity	37,643	37,080	-563	
Other financial assets	12,896	13,738	+842	Change in fair value of investee companies (including FX effects)
Total assets	226,344	220,402	-5,943	
Current liabilities	97,558	92,181	-5,377	
Bonds and borrowings	27,676	25,115	-2,561	
Trade and other payables	62,532	61,043	-1,488	Payment business-related item
Non-current liabilities	51,091	50,714	-377	
Bonds and borrowings	33,956	34,719	+763	
Other financial liabilities	5,976	5,176	-800	
Total liabilities	148,649	142,895	-5,754	
Total equity attributable to owners of parer	75,417	75,294	-123	
Share capital	7,888	7,996	+108	
Capital surplus	5,229	5,371	+142	
Treasury shares	-5,108	-5,078	+30	
Retained earnings	66,296	65,709	-587	
Non-controlling interests	2,278	2,212	-66	
Total equity	77,695	77,507	-188	

Reference Materials (2): Business Model

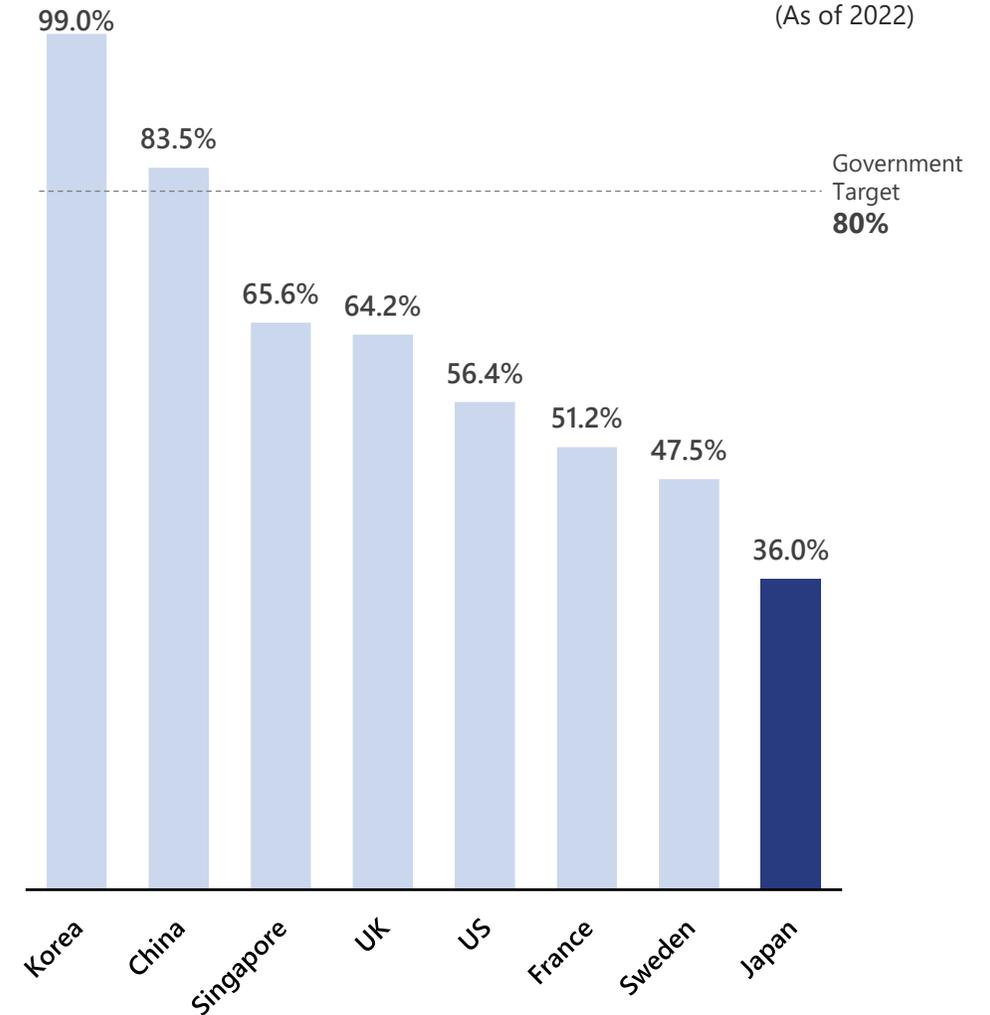


Cashless Market Size

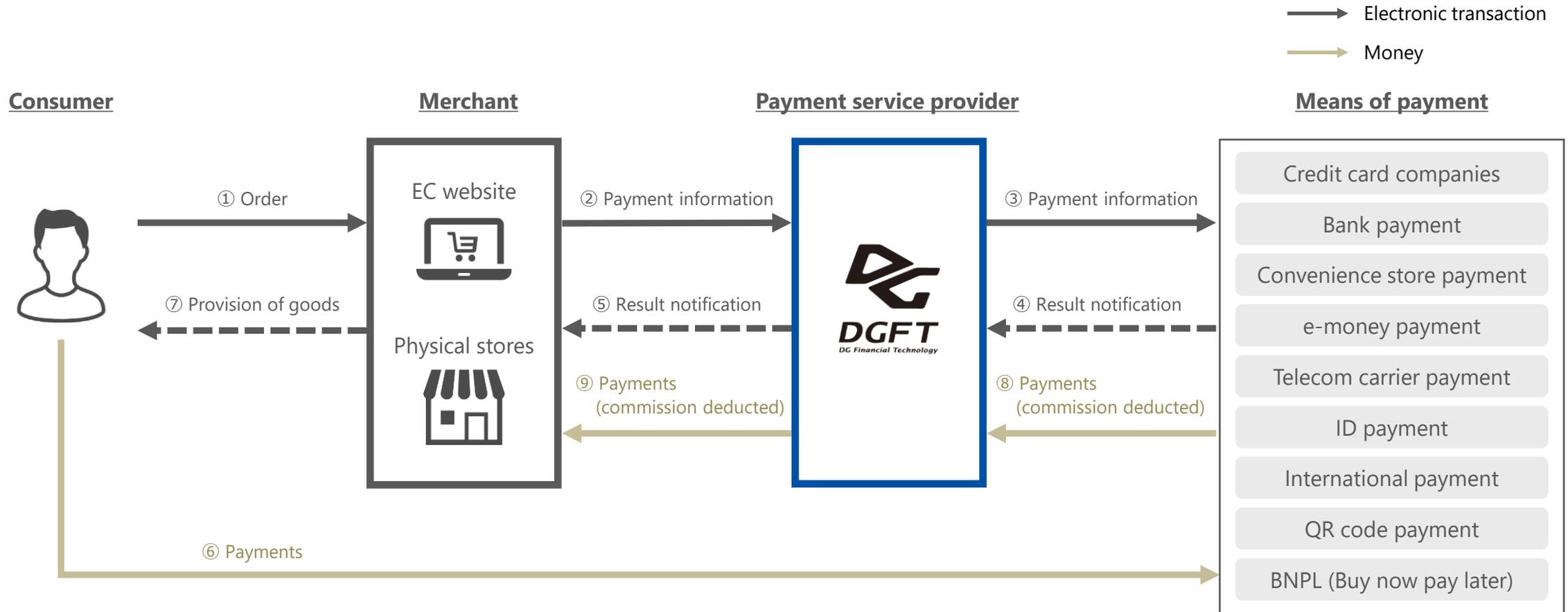


Source: DG estimates based on Cabinet Office "Annual Report on National Accounts", METI "Cashless Roadmap 2023", "Market Survey on Electronic Commerce", "Cashless Vision."

Cashless Rate by Country



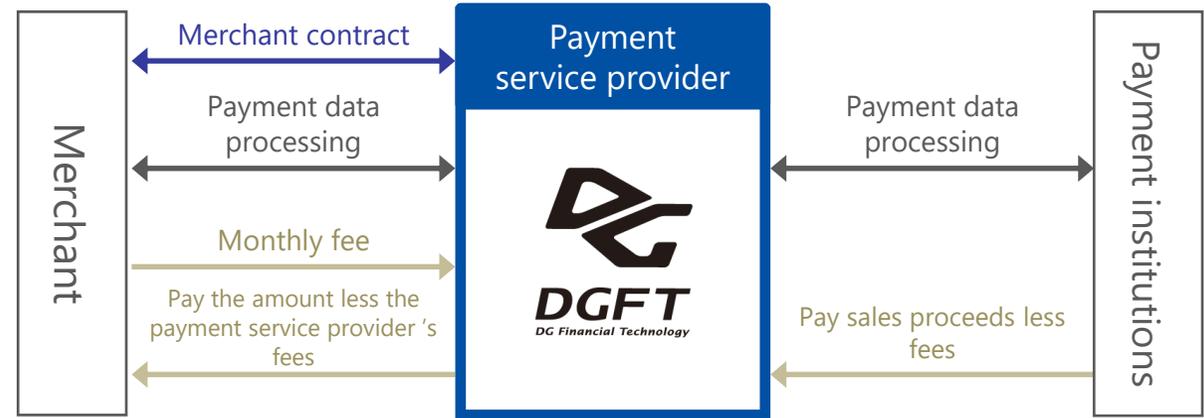
An intermediary service that connects merchants (e-commerce and physical stores) with payment providers (credit card companies, convenience stores, etc.) allowing merchants to implement multiple payment methods through a single contract



Storage agency type (Representative contract)

Acting as an all-in-one agent for contracting procedures with various payment institutions and payment of sales amounts

- We handle all contracting procedures with payment providers such as credit card companies and financial institutions
- Monthly sales proceeds are deposited into the merchant's account in a lump-sum payment from our company
- Single point of contact for payment
- Streamline operations such as payment management and confirmation

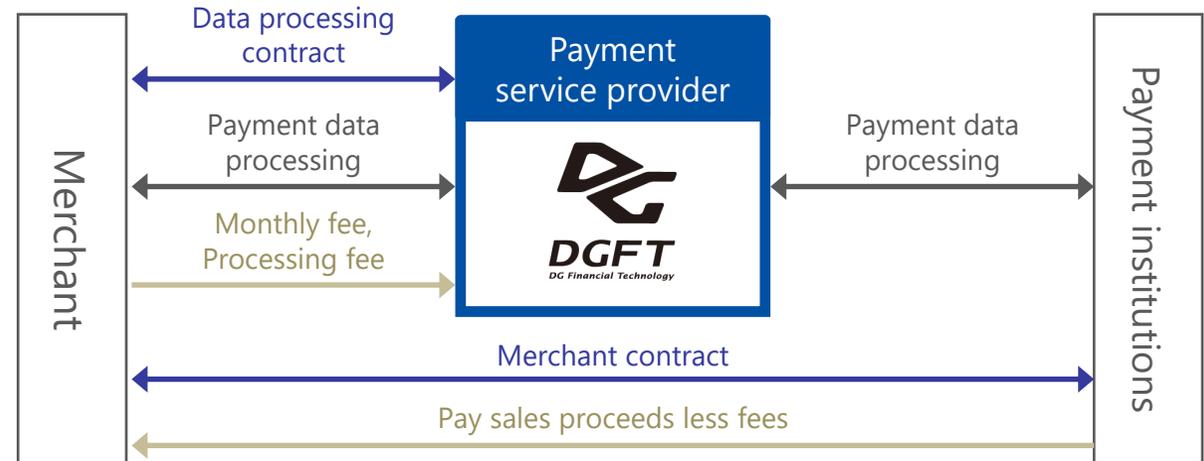


Payment data processing type (Direct contract)

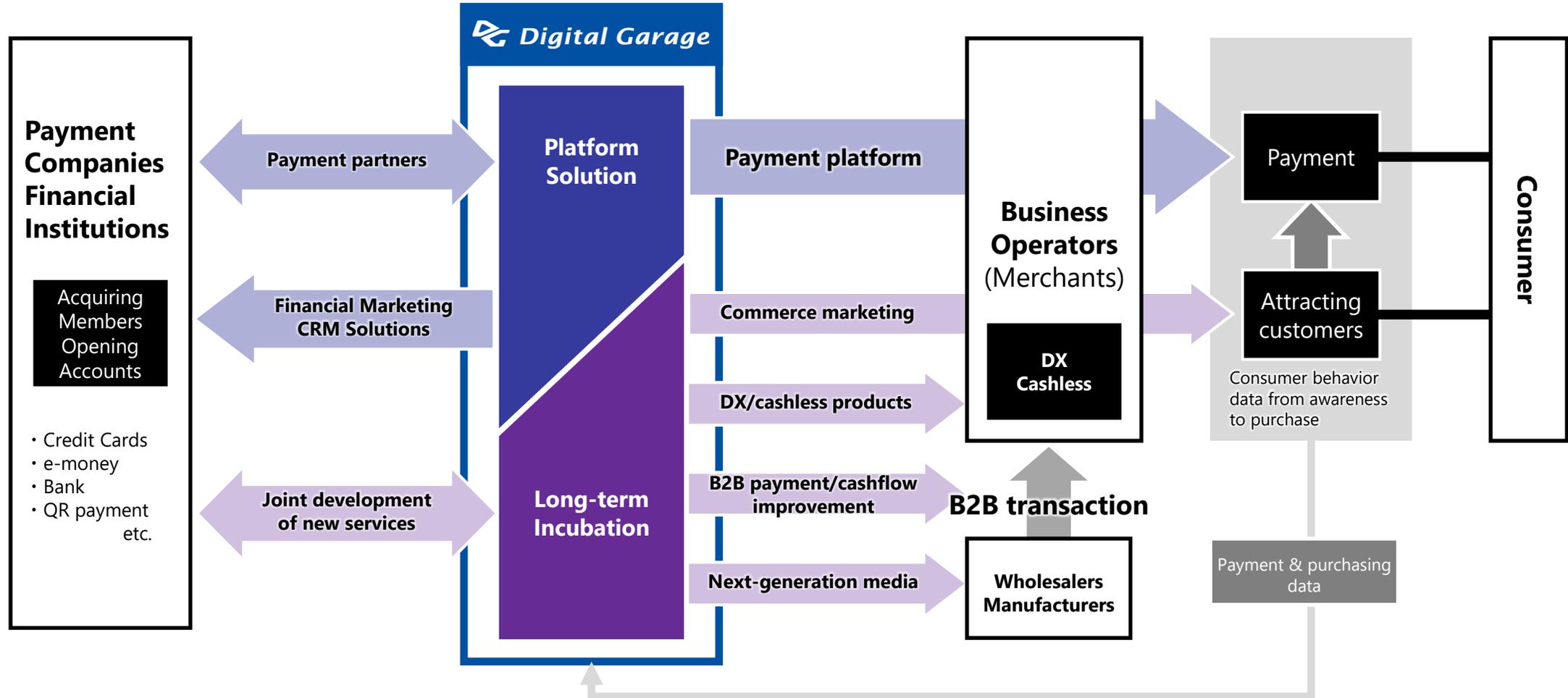
Based on the merchant agreements with credit card companies signed by the merchants, credit card payment processing is automated through the introduction of a payment system provided by PSP

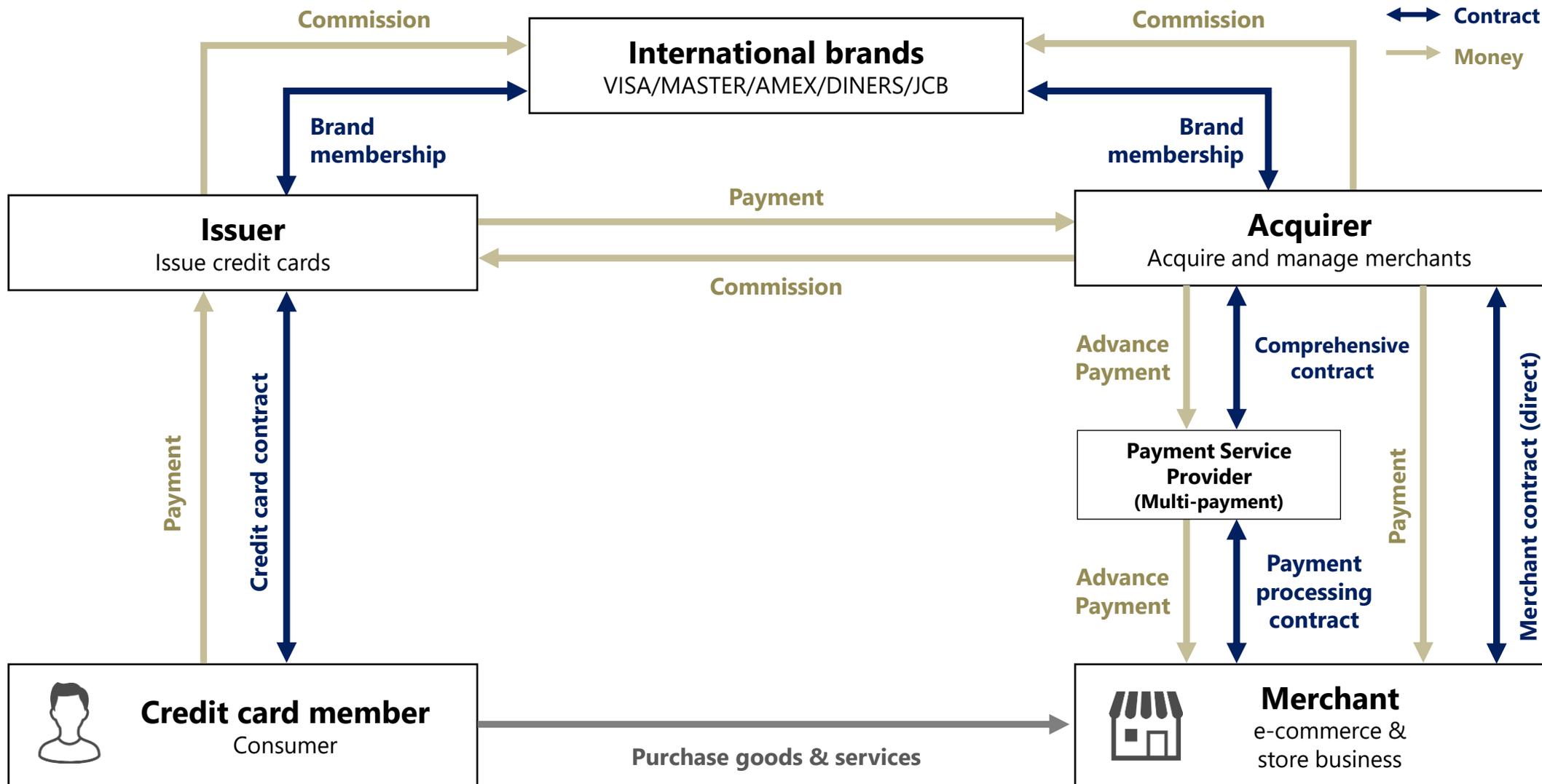
- Provide payment systems and automate card payment processing
- Merchants sign contracts directly with credit card companies
- Provide the necessary software and transaction management tools
- Also provide support for software installation

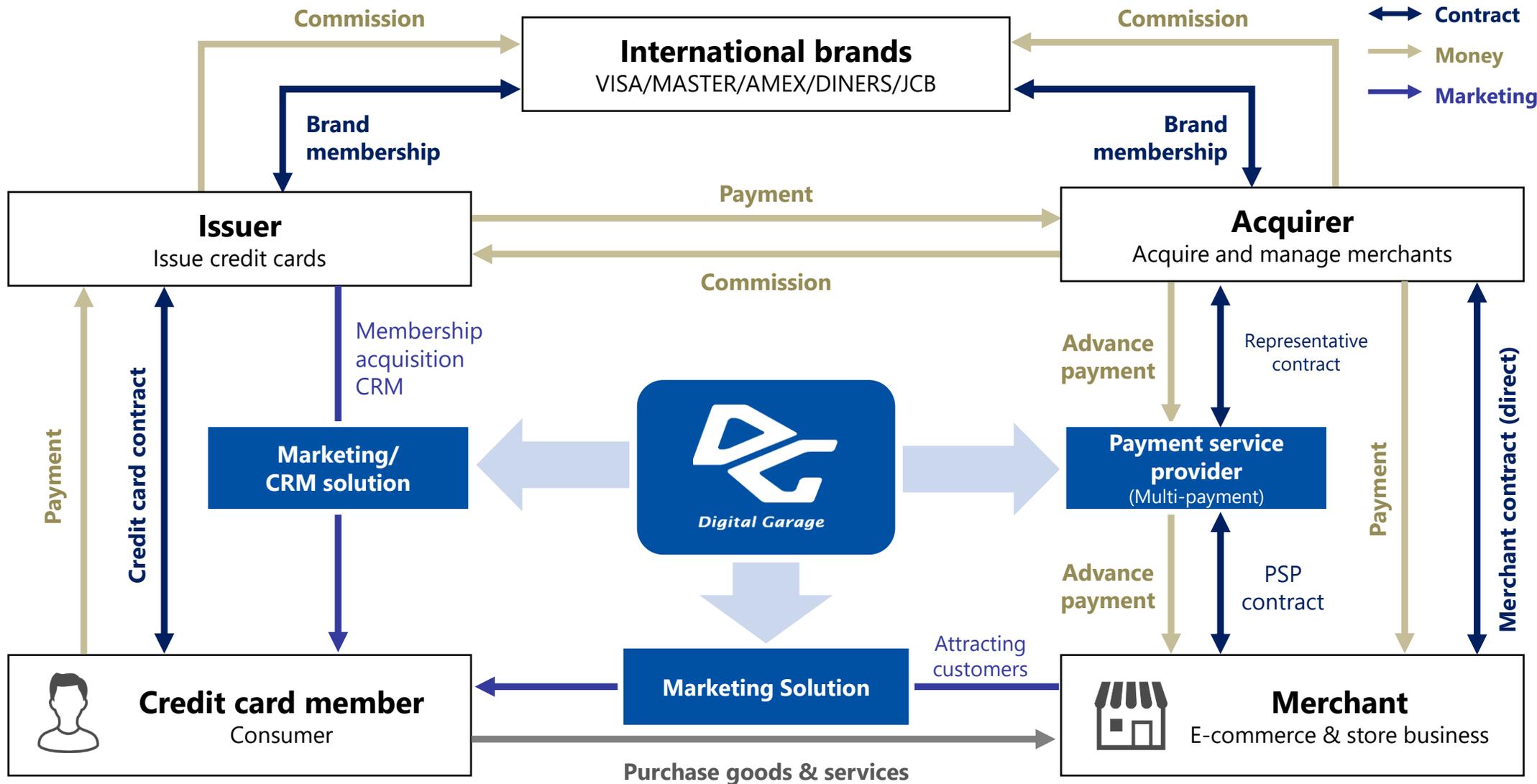
→ Electronic message
→ Money



- Stable platform generating consistent revenue, primarily from payment services
- Building multi-layered revenue streams through existing businesses, DX, Fintech, and Next-generation media

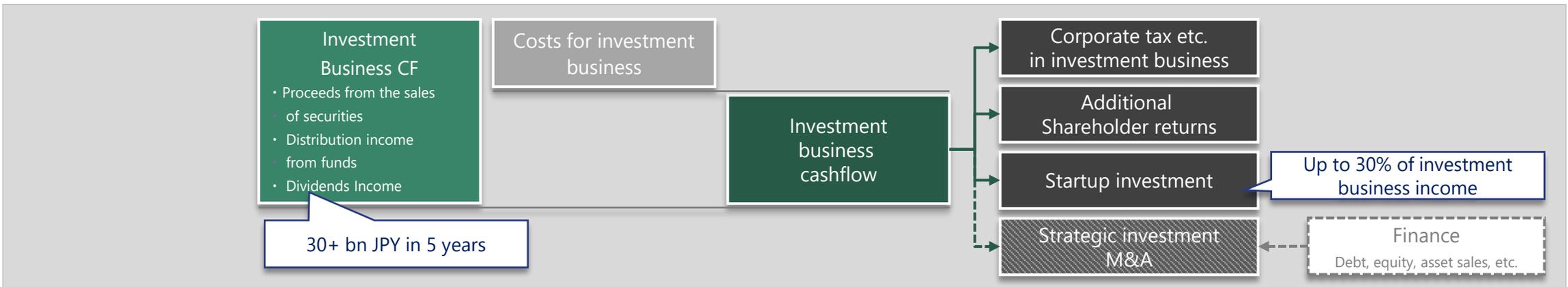
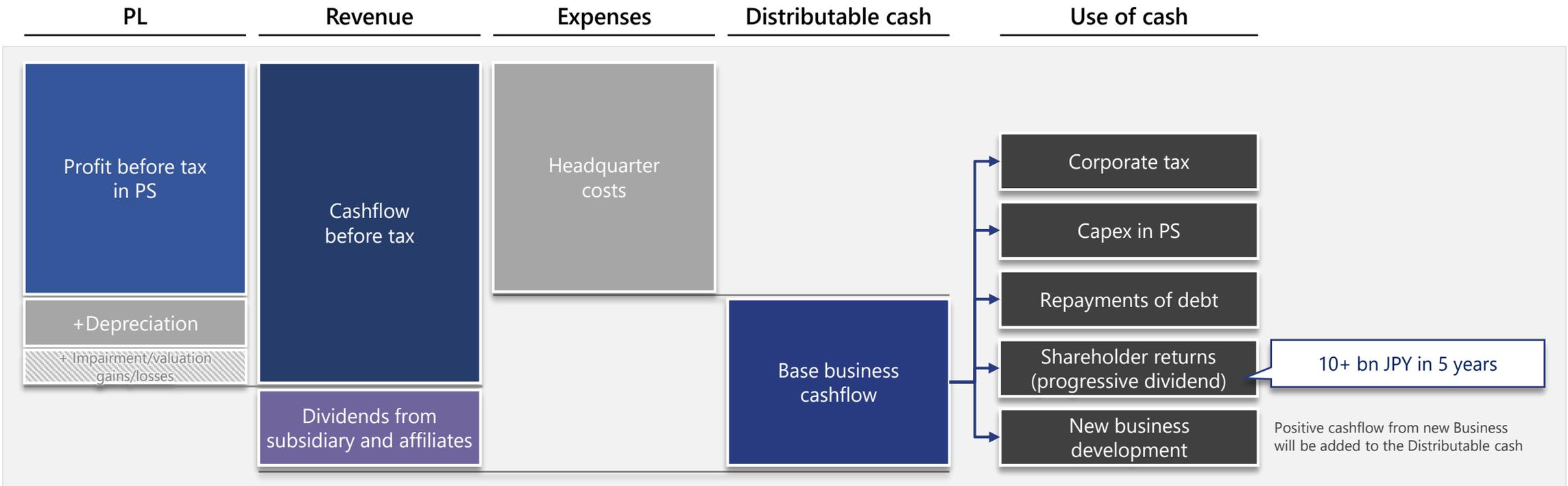




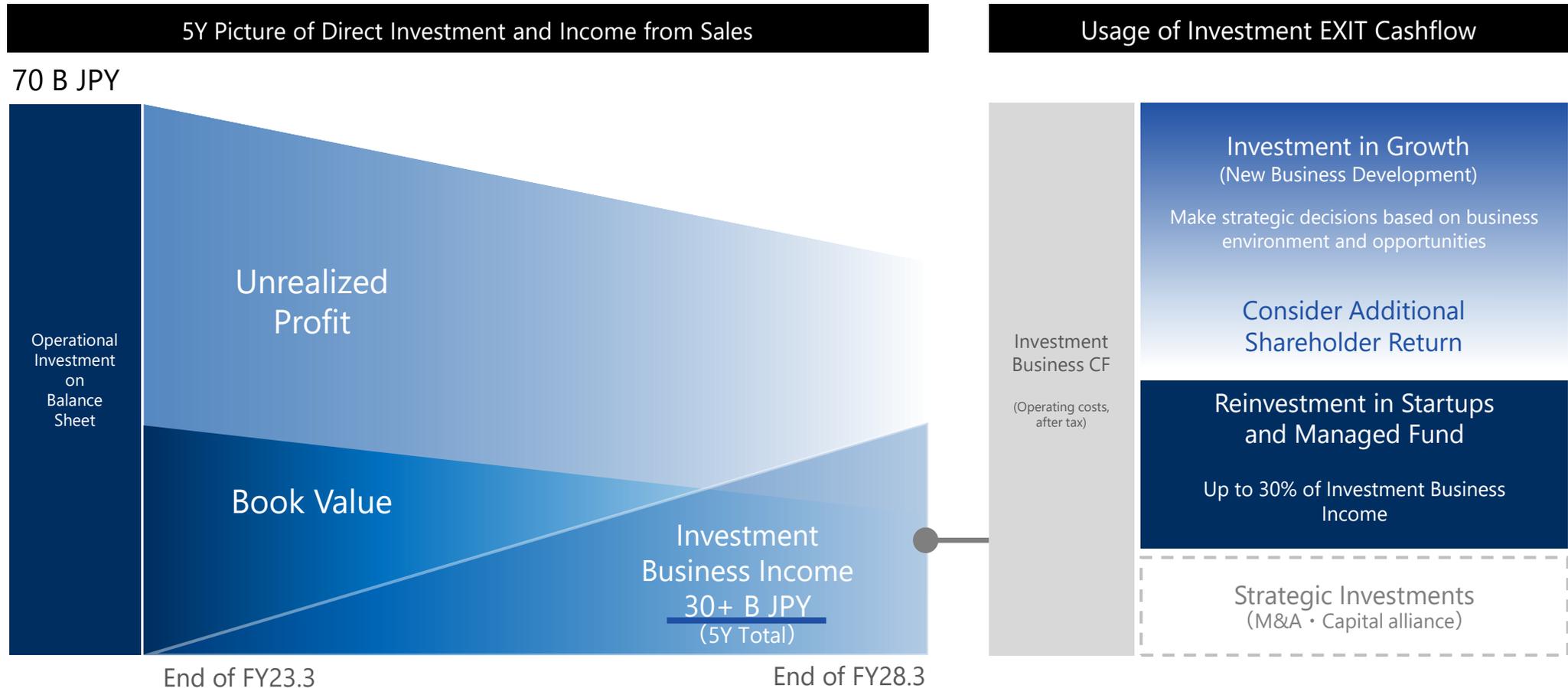


Reference Materials (3): Cashflow Allocation / Shareholder Return





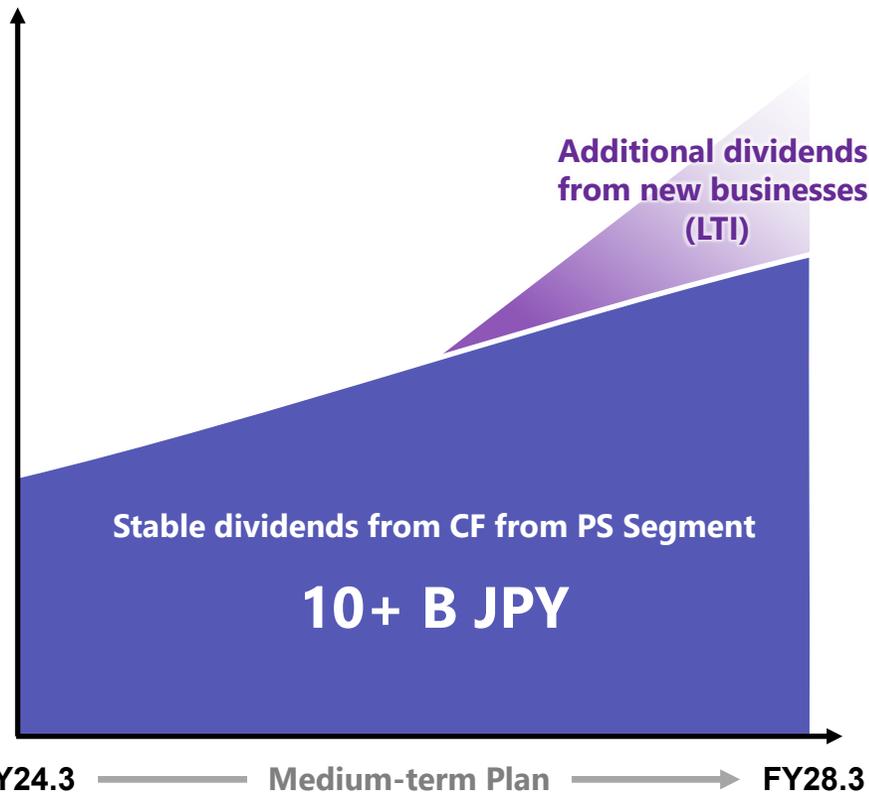
- Promote the sales of shares directly held by DG to generate investment EXIT income (proceeds from sales, etc.)
- Carefully select new investments, and plan for investing through funds for income purposes to diminish the balance
- Clarify the use of investment EXIT income and make strategic decisions on growth investment and additional returns, including new business development



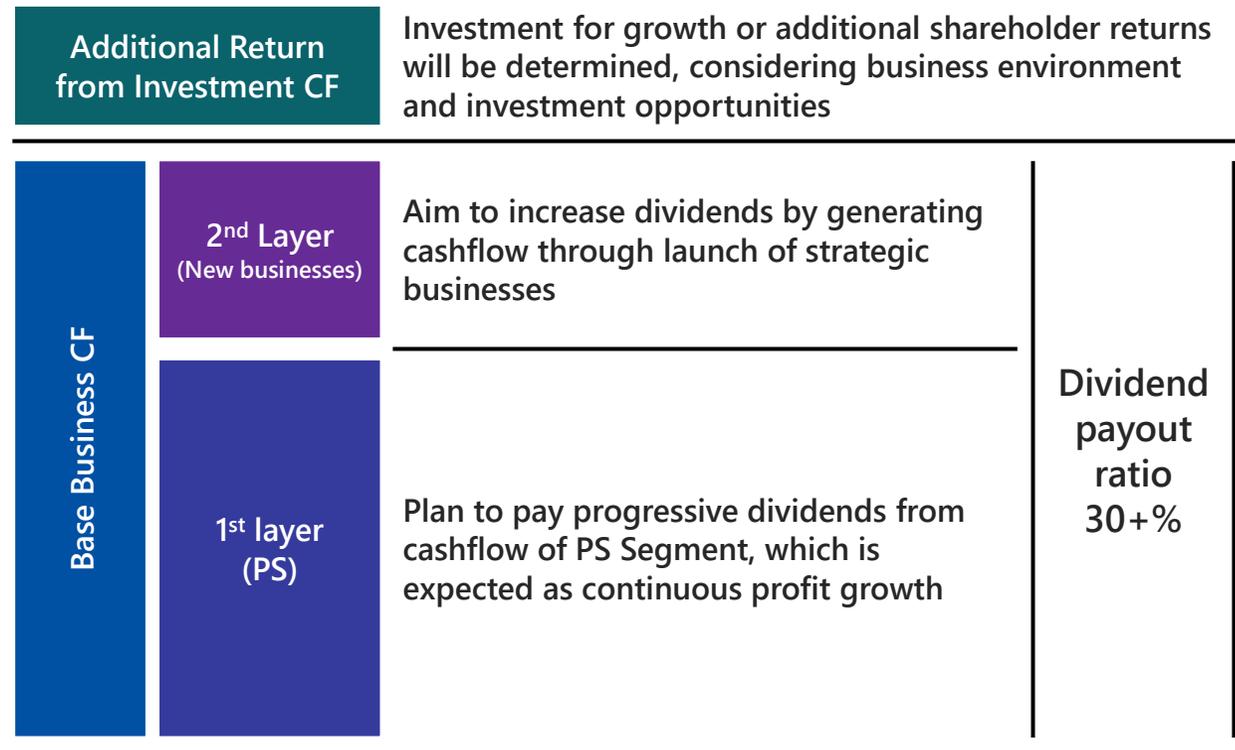
	Policy	Distributable Resources
Stable Dividends	Long-term stable dividends on a progressive dividend basis	Base Business Cashflow
Accelerating Dividend Increase	Increasing dividend growth rate by launching new businesses	
Additional Return	Special dividends/share buybacks based on portfolio sales progress	Income from sales/distributions in the investment business

- Dividend Policy: Progressive dividends based on PS cash flow plus additional dividends from new business cash flow
- Consider additional returns (including special dividends and share buybacks) from investment business cash flow as active options

Shareholder Return by Base Business CF



Shareholder Return Policy



Reference Materials (4): Sustainability Initiatives



The DG Group has formulated and committed to Human Rights and Environmental Policies, in the interest of making a sustainable society a reality

< Human Rights Policy >

We view human rights as one of our fundamental materiality issues, officially formulating a policy aligned with international norms

Statement of Principle

We recognize respect for human rights as a critical issue in our business activities. This policy will be regularly reviewed under the supervision of the Board of Directors, to reflect changes in the business environment.

About Our Human Rights Policy

- ✓ DG Group supports and respects international human rights standards, including the UN's "International Bill of Human Rights."
- ✓ Policy applies to all officers/employees. We also expect our business partners and suppliers to support the content of this policy.
- ✓ Respect for diversity, equity, and inclusiveness, and the complete repudiation of any and all forms of discrimination or harassment.
- ✓ Ethical Use of AI and Respect for Privacy.
- ✓ Appropriate education to all officers and employees.
- ✓ Consultation channel to report human rights violations. Appropriate human rights due diligence.

< Environmental Policy >

Formulated an environmental policy to respond to social needs and reduce environmental impact through business

Basic Philosophy

Continue to create new contexts where affluent society and the environment can harmonize, while reducing environmental impact through the power of technology.

Action Guidelines

- ✓ Practice of Environmental Contribution Through Business
- ✓ Compliance with Environmental Laws and Regulations
- ✓ Continuous Information Disclosure
- ✓ Fostering Environmental Awareness



Digital Garage Group

Please note that the business forecasts and strategies covered in today's presentation are based on our current evaluation and future results may vary significantly depending on unforeseeable events or circumstances. This announcement is solely for the purpose of the investors relationship and is not for making any solicitation for investment in any securities. This announcement does not constitute an offer to sell or the solicitation of an offer to buy any securities in the United States or any other jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of any such jurisdiction. Any securities of our consolidated subsidiaries have not been registered under the U.S. Securities Act of 1933, as amended (the "U.S. Securities Act") and may not be offered or sold in the United States absent registration or an applicable exemption from the registration requirements of the U.S. Securities Act. Any public offering of securities to be made in the United States will be made by means of a prospectus. Such prospectus will contain detailed information about the company making the offer and its management and financial statements.