

Supporting hotel operations with optimal combinations of technology and operations

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[558A SQUEEZE Sector : Services]

| Fiscal Year | Net sales (mn yen) | YoY (%) | Operating profit (mn yen) | YoY (%) | Ordinary profit (mn yen) | YoY (%) | Profit (mn yen) | YoY (%) | EPS (yen) | BPS (yen) | DPS (yen) |
|-------------|-----------------------|------------|---------------------------------|------------|--------------------------------|------------|--------------------|------------|--------------|--------------|--------------|
| Dec. 2024 | 3,068 | - | 240 | - | 212 | - | 291 | - | 95.7 | -460.3 | 0.0 |
| Dec. 2025 | 5,367 | 74.9 | 511 | 2.1x | 526 | 2.5x | 617 | 2.1x | 202.6 | -257.5 | 0.0 |
| Dec. 2026 f | 7,034 | 31.1 | 705 | 38.0 | 700 | 33.1 | 513 | -16.9 | 162.3 | - | 0.0 |

Note: Consolidated basis. Figures for the fiscal year ending December 2026 is the company's forecasts.
It conducted 1:100 stock split on January 6, 2026. Per share indices are adjusted retroactively.

The primary clients of the SQUEEZE group are property owners and hotel operators. It provides solutions that enhance hotel operational efficiency and profitability through the integration of technology and operational expertise.

Looking at net sales composition for fiscal year ended December 2025, revenue from hotel support solutions, through which the company provides hotels with operational support, accounted for 97.7%. The remaining 2.3% was accounted for by revenue from consulting and development support, which involves hotel planning, design and system development. Hotel support solutions sales comprise recurring revenue generated through multi-year contracts.

Hotel support solutions consist of SaaS software that provides systems for hotel business operations, cloud operations that handle specific tasks via the cloud in addition to the implementation of the SaaS software, and on-site operations that manage overall hotel operations, including guest services and guestroom cleaning.

At the core of the company's SaaS software is "suitebook," a cloud-based hotel operations system designed to handle reservations, customer management and sales channel optimization. The fee structure consists of a fixed rate and a variable fee linked to hotel net sales and profits.

Based on the implementation of "suitebook," cloud operations breaks hotel management expertise down into individual functions and then delivers them through the cloud. Among the services SQUEEZE offers are cloud-based reception, which entails the provision of remote reception capabilities, and revenue management, through which it maximizes revenue and profits by pricing guestrooms in an appropriate and timely manner based on demand forecasts.

In addition to the aforementioned services, for on-site operations, the company offers a comprehensive suite of hotel operation services, including customer service and guestroom cleaning. With regard to on-site operations, the company may either conduct contract operations by entering into a management contract with a hotel operator or actually lease the hotel facility and operate it directly.

Financial Statements

| Statement of income | Fiscal Year | Dec. 2024 | | Dec. 2025 | |
|--|-------------|-----------|-------|-----------|-------|
| | | (mn yen) | (%) | (mn yen) | (%) |
| Net sales | | 3,068 | 100.0 | 5,367 | 100.0 |
| Cost of sales | | 1,968 | 64.1 | 3,113 | 58.0 |
| Gross profit | | 1,099 | 35.8 | 2,254 | 42.0 |
| Selling, general and administrative expenses | | 859 | 28.0 | 1,742 | 32.5 |
| Operating profit | | 240 | 7.8 | 511 | 9.5 |
| Non-operating income | | 19 | - | 46 | - |
| Non-operating expenses | | 46 | - | 31 | - |
| Ordinary profit | | 212 | 6.9 | 526 | 9.8 |
| Profit before income taxes | | 212 | 6.9 | 526 | 9.8 |
| Profit attributable to owners of parent | | 291 | 9.5 | 617 | 11.5 |

| Balance sheet | Fiscal Year | Dec. 2024 | | Dec. 2025 | |
|---|-------------|-----------|-------|-----------|-------|
| | | (mn yen) | (%) | (mn yen) | (%) |
| Current assets | | 2,509 | 90.7 | 3,703 | 86.1 |
| Cash and deposits | | 1,665 | 60.2 | 2,586 | 60.1 |
| Accounts receivable - trade | | 91 | 3.3 | 456 | 10.7 |
| Inventories | | 1 | 0.0 | 18 | 0.4 |
| Non-current assets | | 256 | 9.3 | 598 | 13.9 |
| Property, plant and equipment | | 16 | 0.6 | 26 | 0.6 |
| Intangible assets | | 4 | 0.1 | - | - |
| Investments and other assets | | 235 | 8.5 | 571 | 13.3 |
| Total assets | | 2,766 | 100.0 | 4,302 | 100.0 |
| Current liabilities | | 1,010 | 36.5 | 1,596 | 37.1 |
| Accounts payable - trade | | - | - | 27 | 0.6 |
| Current portion of long-term borrowings | | 123 | 4.4 | 260 | 6.0 |
| Non-current liabilities | | 893 | 32.3 | 1,225 | 28.5 |
| Long-term borrowings | | 893 | 32.3 | 1,224 | 28.5 |
| Net assets | | 862 | 31.2 | 1,480 | 34.4 |
| Owners' equity | | 862 | 31.2 | 1,479 | 34.4 |

| Statement of cash flows | Fiscal Year | Dec. 2024 | Dec. 2025 |
|---|-------------|-----------|-----------|
| | | (mn yen) | (mn yen) |
| Cash flows from operating activities | | 140 | 688 |
| Depreciation | | 3 | 8 |
| Cash flows from investing activities | | -650 | -278 |
| Cash flows from financing activities | | 725 | 468 |
| Dividends paid | | - | - |
| Net increase in cash and cash equivalents | | 216 | 896 |
| Cash and cash equivalents | | 1,032 | 1,928 |

Note: Consolidated

Source: Prepared by Stock Research Center based on the notifiable prospectus.

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