FY2026/Q2 Financial Results

VELTRA Corporation | TSE Growth Market: 7048

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2026/12 2Q Summary (CEO Message)

H1 cumulative revenue reached 97.3% of plan.
Q2 results saw lower revenue and profit due to upfront investment and external factors.

To Our Shareholders and Investors

Cumulative FY2026 Q2 (H1) revenue was JPY 2,082 million (YoY ▲0.9%), reaching 97.3% of plan. Cumulative H1 operating income also fell short of plan, coming in at ▲JPY 189 million, a shortfall of ▲JPY 95 million versus plan. This H1 shortfall was driven mainly by Q2 standalone results: Q2 standalone revenue reached 92.4% of plan, with operating income of ▲JPY 150 million (vs. a planned ▲JPY 80 million).

In our core OTA business, instability in the Middle East continued from Q1, yet revenue reached 95.1% of plan. We continue to strengthen a revenue base that is more resilient to external factors.

Meanwhile, the Mobility Tech business (LINKTIVITY) maintained growth that outpaced the market, with revenue up +16.9% YoY and reaching 106.5% of plan, even as inbound visitor numbers declined roughly ▲5% YoY. Upfront investment is currently weighing on operating income, but this is within expected bounds and positions us for the coming revenue expansion phase.

While we take these results seriously, our commitment to "investment discipline" — how efficiently we generate returns on invested capital — remains at the core of our management, unchanged.

Heading into the second half, we will steadily strengthen the OTA business's product lineup and revenue structure, and advance the transition of LINKTIVITY's upfront investment into returns, as we work with full commitment to achieve our full-year plan.

Wataru Futagi, President & CEO

2026/12 2Q Summary

Consolidated Results

The cumulative first half **achieved 97.3% of the plan**, but in Q2 alone, revenue and profit declined due to upfront investments and external environmental factors.

Operating revenue (H1)

97.3% vs plan

2.08 billion yen

Q2 alone: 946 million yen (vs. plan ▲77 million yen)

Operating profit (H1)

▲95 million yen vs plan

▲189 million yen

Q2 alone: ▲150 million yen (vs. plan ▲69 million yen)

By Segment

OTAs maintain their revenue base, while the mobility tech business continues to grow beyond the inbound market.

OTA operating revenue (H1)

95.1% vs plan

1.58 billion yen

Mobility Tech Operating revenue (H1)

106.5% vs plan

496 million yen

Changes to Reporting Segment Classification and Business Name

To better present the actual business situation, we have changed the classification of reporting segments and changed the business name in line with the shift in business definition.

Change in Reporting Segment Classification

2025		2026 (New Segment)
OTA Business	▶	Consolidated into OTA business
Other (Government Agency-Related Projects)	▶	
Other (Cruise Business)	▶	

- Consolidation of government and agency-related projects: As the company shifted to a system that strengthened collaboration with domestic businesses and enhanced added value through experience provision, it was consolidated into OTA businesses.
- Cruise business: To utilize the existing OTA membership base and pursue sales synergies, the organization was integrated and disclosed to include the OTA business.

* The segment performance figures for 2025 have also been adjusted and compared to match the new reporting segment categories

Change of Business Name and Objectives

2025		2026 (New Segment)
Tourism IT Business	▶	Mobility Tech Business

Business that Eliminates Mobility Barriers for Travelers

Beyond DX for public transport and tourist facilities, the core value of this business lies in resolving traveler pain points across the entire journey—from transit to admission and activity participation.

Clarifying the Core Focus and Growth Areas

Rebranded from “Tourism IT Business," which was easily misunderstood as a mere IT provider, to a name that clearly reflects the expansion into areas such as Triplabo Kiosk and highlights the growth potential of this business.

Establishing a Second Core Business Alongside the OTA Business

Positioning Mobility Tech as our second core pillar: connecting travel experiences seamlessly as a "line" (from mobility to participation), alongside our OTA business, which provides experiences as "points."

2026/12 Quarterly Plan Progress

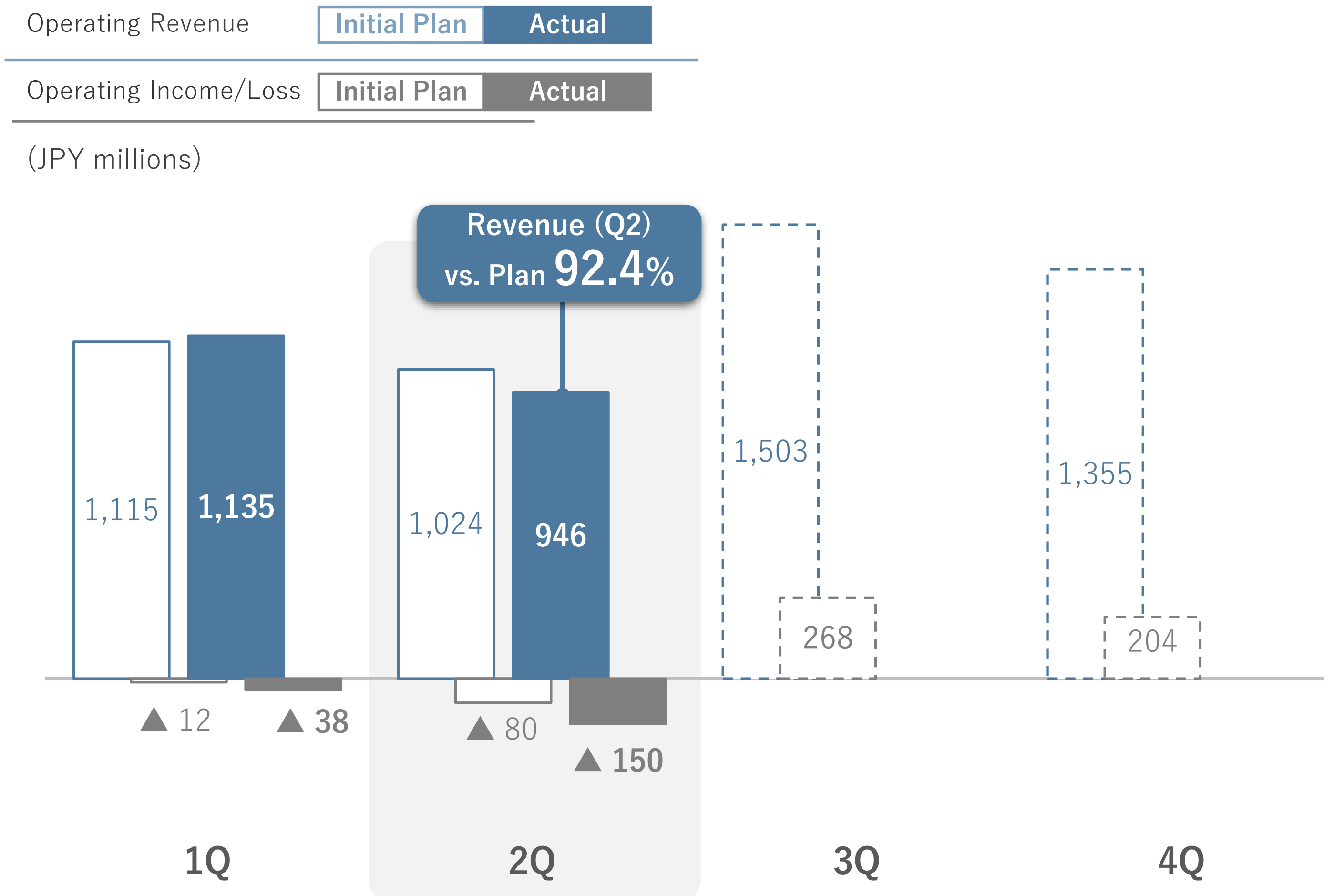
Company-wide H1 cumulative revenue reached 97.3% of plan. Due to continued external factors in the OTA business and ongoing investment and cost increases in the Mobility Tech business, Q2 standalone operating income landed at ▲JPY 150 million, below the planned ▲JPY 80 million.

Revenue Achievement Highlights (Q1–Q2 Cumulative)

Revenue (Company-wide)
vs. Plan **97.3%**

VELTRA
OTA Business
95.1%
Continuing to generate cash steadily despite ongoing external factors such as Middle East instability

LINKTIVITY
Mobility Tech
106.5%
Securing growth that outpaces plan even as inbound visitor numbers decline YoY



PL Summary

H1 cumulative revenue reached 97.3% of plan; however, operating income losses widened YoY due to upfront investment and external factors in the OTA business. We are accelerating cost optimization and rebuilding our revenue base to achieve the full-year plan.

JPY millions	2025/12 2Q	2026/12 2Q	Change	YoY %	vs. Plan Change
Revenue	2,101	2,082	▲18	▲0.9%	▲58
Operating Expenses	2,190	2,271	+81	+3.7%	+37
Operating Income	▲89	▲189	▲99	-	▲95
Ordinary Income	▲104	▲182	▲77	-	▲82
Quarterly Net Income	▲79	▲251	▲171	-	▲82
Per Share Quarterly Net Income (JPY)	▲2.17	▲6.86	▲4.69	-	-

Extraordinary Losses Recorded

- Severance and legal fees from Malaysia subsidiary closure: 57 million JPY
- LINKTIVITY fund outflow incident: extraordinary loss: 50 million JPY

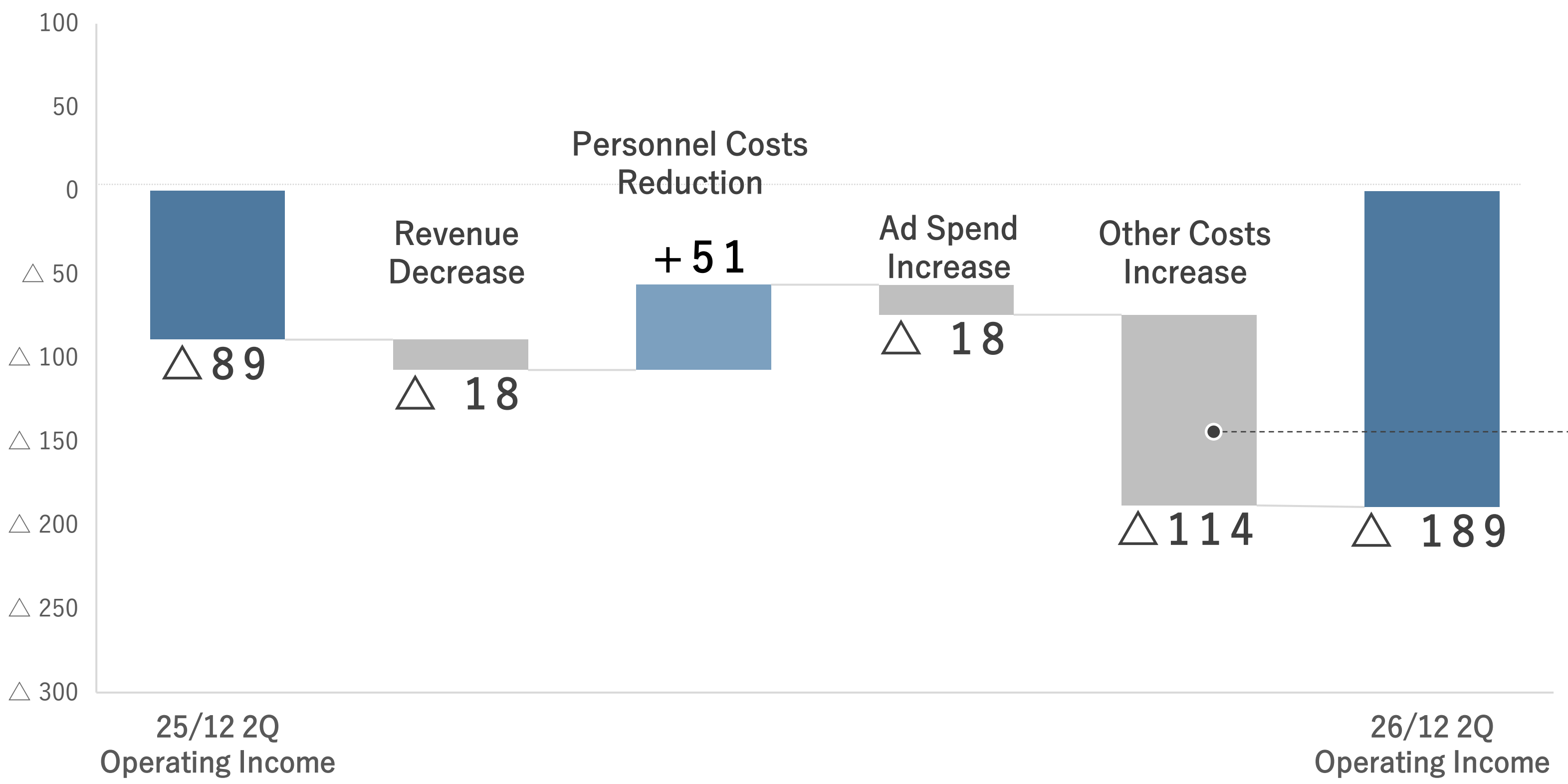
Recording of losses related to the above, excluding minor items, was completed in 1Q

Distribution gains from remaining assets of the Malaysia subsidiary are expected to be recorded as liquidation proceeds progress (estimated total: 90 million JPY)

Operating Income Variance Analysis

In addition to temporary increases in system maintenance and outsourcing costs, the burden from the newly applied size-based business tax also added pressure, making Other Costs (▲JPY 114 million) the main drag on profit. Meanwhile, restructuring of our business organization proceeded smoothly, resulting in a reduction in personnel costs.

Operating Income Variance Analysis (JPY millions)



Key Drivers of Cost Increase

<u>Mobility Tech Business</u>

- Increased payment processing fees from transaction growth
- Temporary rise in server costs from transaction growth
  - ➢ Implementing measures to control server costs
- Cost of sales incurred from system development and marketing support contract orders
  - ➢ Costs recorded as cost of sales; the cost increase is offset by the corresponding revenue increase
- Increased amortization from expanded software investment
- Increased burden from the newly applied size-based business tax

2026/12 Q2 Segment Results

OTA continues as a profit driver, reaching 95.1% of plan. Amid a YoY decline in inbound visitors (YoY ▲5%), Mobility Tech sustained YoY+16.9% revenue growth, though upfront investment widened its operating loss.

OTA Business — Profit Driver

VELTRA

Revenue
1.58 B JPY

Operating Margin
11.4%

Revenue reached 95.1% of plan, continuing to generate stable cash flow

Mobility Tech Business — Growth Driver

LINKTIVITY

Revenue
496 M JPY

YoY
+16.9%

Secured 106.5% of plan even as inbound visitor numbers declined (YoY approx. ▲5%)

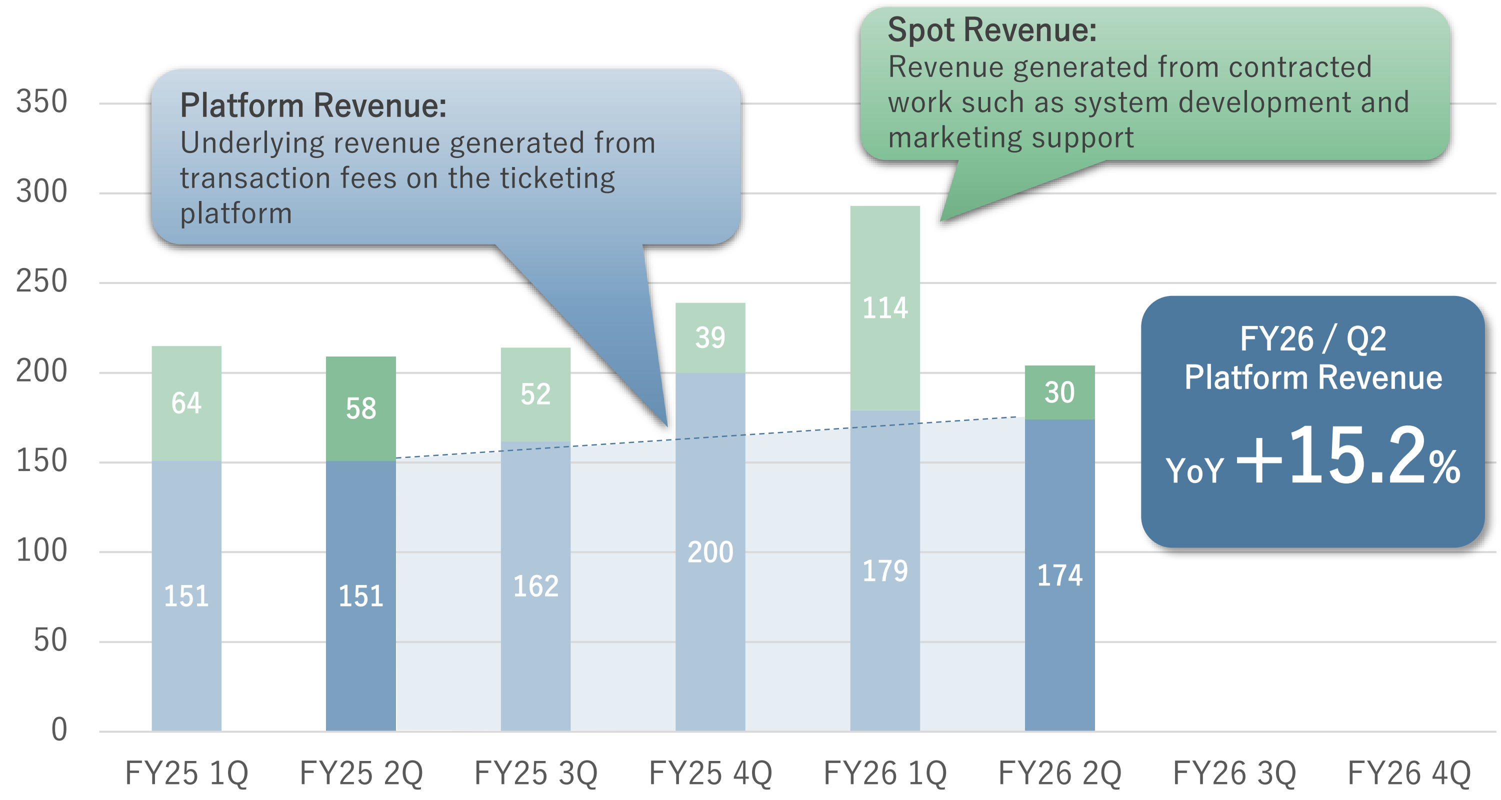
FY2026 2Q (JPY millions)	Segment		Total	Adjustments	Consolidated
	OTA	Mobility Tech			
Revenue	1,585	496	2,082	-	2,082
YoY	△5.4%	+16.9%	△0.9%	-	△0.9%
Operating Income	182	△140	41	△230	△189
YoY	△30.2%	-	△70.9%	-	-
FY2025 2Q					
Revenue	1,676	424	2,101	-	2,101
Operating Income	260	△116	144	△233	△89

※ Starting from Q1 of the current fiscal year, reportable segment classifications have been changed for more appropriate management of business performance and disclosure.
※ Revenue for each segment is presented before inter-segment transaction adjustments.
※ Adjustments include inter-segment transaction eliminations and head office management costs not attributable to reportable segments of 230 million.

Mobility Tech Business: Revenue Breakdown

We break down Mobility Tech revenue into "Platform Revenue" — recurring transaction income such as fees — and "Spot Revenue" from contracted work such as system development. "Platform Revenue," which reflects the business's underlying growth, continues to build steadily.

Quarterly Revenue Trend by Type (JPY millions)



Platform Revenue continues to grow steadily

Up from JPY 151 million in FY2025 2Q to JPY 174 million, YoY +15.2%. Expansion of suppliers and sales channels translates directly into the accumulation of underlying revenue.

FY26 Q2's YoY decline is driven by Spot Revenue fluctuation

FY26 Q2 total revenue came in below the prior year due to fluctuations in Spot Revenue, whose recognition timing is difficult to control; however, underlying Platform Revenue continued to trend above the prior year

Further Platform Revenue growth expected in H2

We expect booking transactions to increase as we expand services and launch new products

BS Summary

The equity ratio declined to 26.3% (▲2.0pt), primarily due to an increase in advances received. The equity ratio excluding advances received, newly disclosed this quarter, improved to 39.2% (+2.8pt), indicating that the underlying financial health remains sound. Interest-bearing debt remains at zero.

Balance Sheet

JPY millions	2025/12	2026/12 2Q	Change	Details
Current Assets	8,336	8,089	▲247	Trade receivables +319M offset by cash –745M
Cash and Deposits	5,686	4,941	▲745	
Fixed Assets	986	1,117	+130	Software –16M, Software in progress +151M
Total Assets	**9,323**	**9,206**	**▲116**	
Current Liabilities	6,353	6,503	+150	Trade payables –798M, advances received +961M
Interest-bearing Debt	0	0	-	
Non-current Liabilities	0	0	+0	
Total Liabilities	**6,353**	**6,503**	**+150**	
Total Net Assets	**2,969**	**2,703**	**▲266**	Retained earnings decreased by 251M due to recording of quarterly net loss attributable to parent
Equity Ratio	**28.3%**	**26.3%**	**▲2.0pt**	
(Excl. Advances Received)	36.4%	39.2%	+2.8pt	

※ Due to the nature of our business model, the equity ratio tends to decline as performance improves and advances received increase; we therefore present the equity ratio excluding advances received as a reference metric.

Strategic Progress Summary: Initiative Execution Status

Progress on the initiatives outlined in Q1 is as follows. In Q2, we also executed new partnership actions aligned with our mid-term vision.

Area	Initiatives Outlined in Q1	Q2 Progress	Status
OTA | Organization	Eliminate offshore development (Malaysia)	■ Liquidation of the Malaysia subsidiary progressed; organizational transition executed ■ Effects of cost structure reform to materialize in full in H2	Complete
OTA | B2B Expansion	B2B provision of cruise booking system (JST / Yomiuri Travel)	■ Customer referrals via the two partners are live; increasing the share of B2B bookings is opening new customer segments while curbing ad spend	In Progress
OTA | New	-	■ Signed an MOU with Big Bus Tours, one of the world's largest hop-on hop-off bus operators, on domestic business development	New
Mobility Tech | Foundation	Expand suppliers and sales channels (FY2025: 710 companies / 492 companies)	■ Suppliers: 745 companies (YoY+35) / Sales channels: 533 companies (YoY+41), steadily building barriers to entry	In Progress
Mobility Tech | Overseas	East Asia expansion centered on the Korean subsidiary	■ Full-scale supply of Korean products to a global network of over 530 sales channels ■ Gradually securing contracts with major suppliers within Korea	In Progress
Mobility Tech | New	-	■ Partnered with Odakyu Electric Railway's tourism DX service "EMot" ■ Expanded rollout areas for Triplabo Kiosk ■ Built a digital ticket sales system for the Oigawa Railway Ikawa Line	New
Management Foundation	Tighten subsidiary management systems Renew the management structure	■ Reviewed internal control processes and strengthened monitoring functions ■ Separated management oversight from execution; introduced a CxO structure	In Progress

Examples of "Solving Challenges"

Beyond simply offering advance-booking services, we aim to provide a comprehensive solution that uses DX to enable real-time matching of demand and supply, driving regional revitalization.

NEW

With Big Bus Tours, one of the world's largest hop-on hop-off bus operators, signed an MOU for business development in Japan

BIG BUS

Key Points of This Partnership

- Market assessment and candidate city selection for major cities in Japan
- Selection of prospective local bus operator partners
- Combining world-class operational know-how with our DX infrastructure

Challenges to Solve

- Traveler concentration in certain cities amid inbound market growth
- Difficulty of smooth intra- and inter-city travel

Advancing DX for accommodation facilities Expanded rollout areas for "Triplabo Kiosk"

Usage Volume
(vs. May–Jun)

130%

Trending strongly

Key Features

- Taxi dispatch
- Airport limousine bus booking and purchase
- Purchase and pickup of transit IC cards (Welcome Suica)
- Ticket purchase for popular tourist attractions and pass tours

Challenges to Solve

- Reducing front-desk workload and addressing labor shortages at accommodation facilities
- Multilingual taxi arrangement and tourist information

The World We Aim to Create as the VELTRA Group

2030
Mid-Term Vision

A comprehensive solutions company addressing every travel challenge

Shifting the core of our business from "selling travel-related products" to "solving challenges"

Profit Pillar — OTA Business

For domestic and international travel,
discovering and providing experiences and activities ("points")

Business Mission

Accompanying every moment of travel, connecting experiences and travelers worldwide to co-create a better cycle of travel

Business Assets FY2025

- Members: 2.85M / Tour Operators: approx. 9,000 companies
- Products: 22,000 types (150 countries)

Growth Pillar — Mobility Tech Business

Connecting inbound travelers' tourism resources through transportation ("lines"),a B2B platform that resolves travel challenges

Business Mission

Removing all barriers to movement and experience,
building infrastructure that lets everyone express their own journey

Business Assets FY2025

- Suppliers: 710 companies (vs. prior year +164)
- Sales Channels: 492 companies (vs. prior year +67)

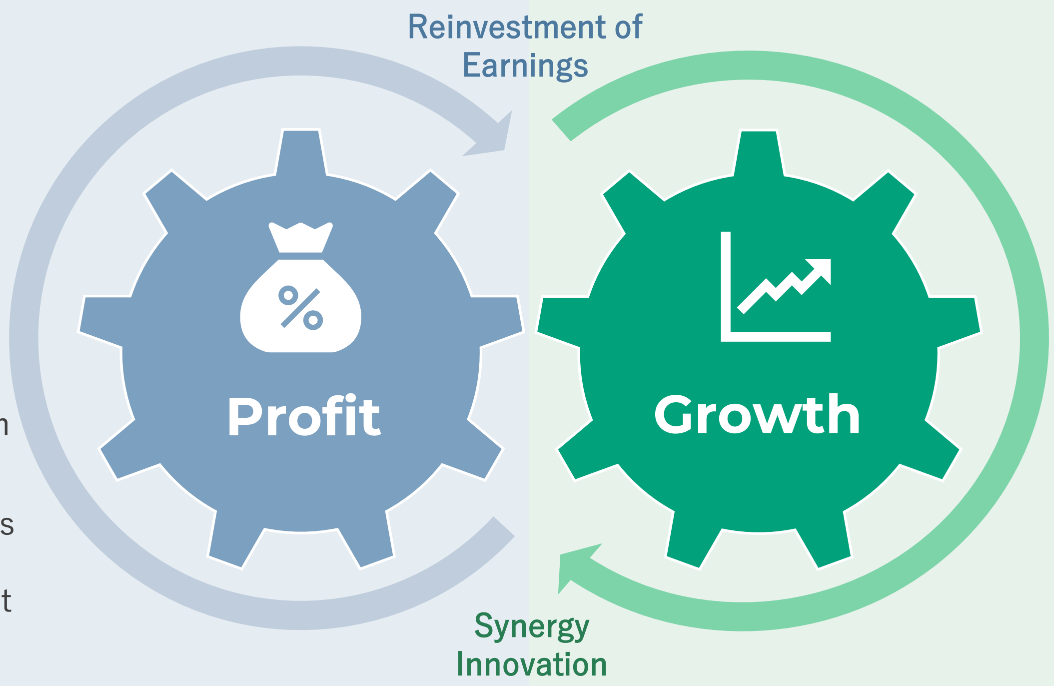
"Dual Engine" Value Creation: The Foundation Supporting Company-wide Growth in Q2

The highly profitable OTA business (VELTRA) and the growth-driving Mobility Tech business (LINKTIVITY) — 2 core businesses maximize company-wide capital efficiency and underpin growth. Q2 standalone reached 92.4% vs. budget, but strengthening revenue foundation driven by dual engines remains ongoing.

OTA Business

B2C/Profit Engine

- Operates local experience activity booking sites VELTRA and HawaiiActivities
- Role: Maintain High Profitability / Cash Generation
- Track record: Through rigorous selection and concentration, FY2025 operating margin leapt from 11% to **23%**



Mobility Tech Business

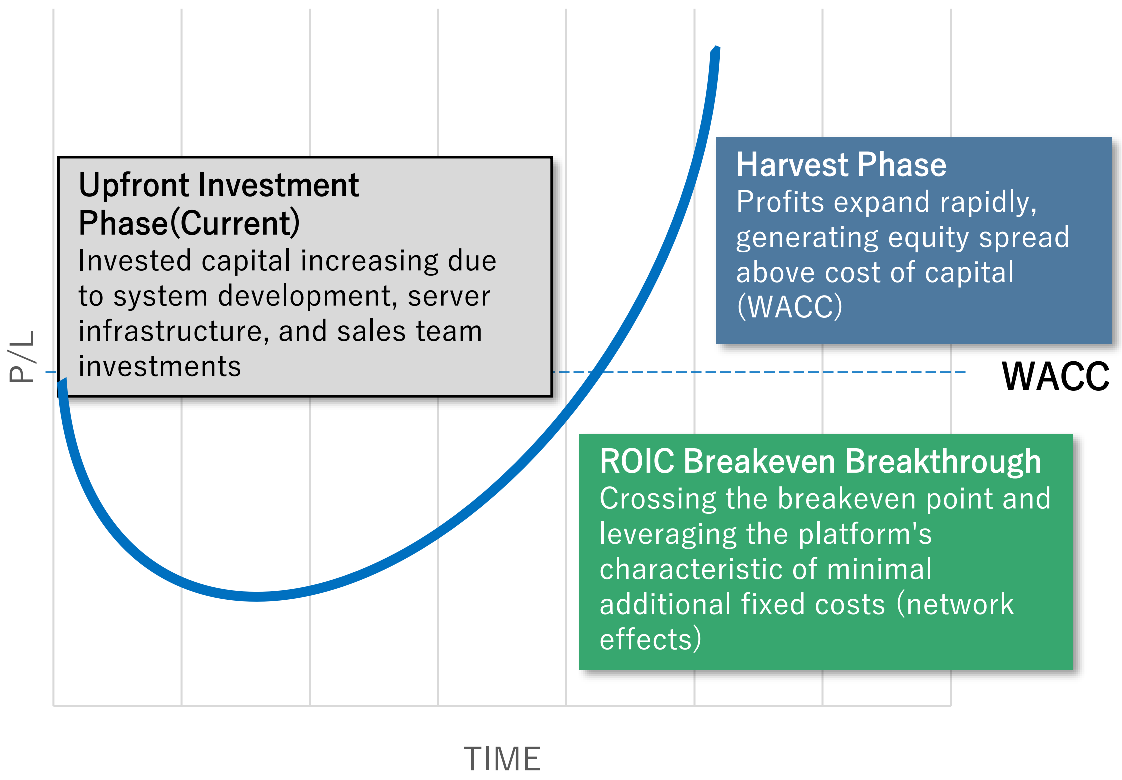
B2B/Growth Engine

- Transportation & tourism facility DX / Sales Channel Expansion Platform
- Role: Expand Market Share Building Tourism Infrastructure
- Track record: 2-year CAGR **36.2%**
  Rapid growth as inbound tourism infrastructure (FY2025)

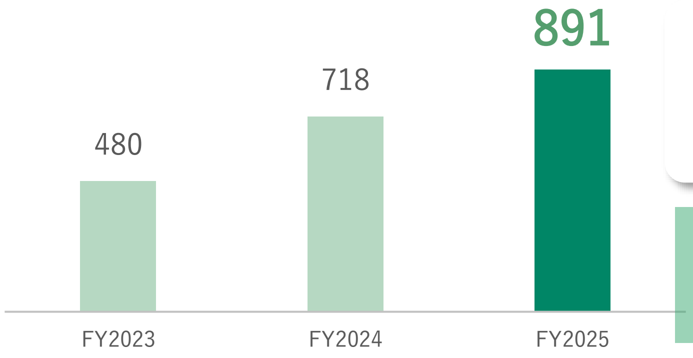
LINKTIVITY Continues Upfront Investment Phase

Currently making upfront investments in system development and talent to build a dominant position as a transportation/tourism infrastructure DX platform. Securing growth that outpaces plan even as inbound visitor numbers decline YoY (Q2 vs. plan: 106.5%). Looking ahead to future revenue expansion driven by network effects.

LINKTIVITY Business J-Curve



LINKTIVITY Revenue Trend (JPY millions)



Revenue
2-YearCAGR
36.2%

Exceeded Inbound market growth rate 30.5%

Platform Foundation Expansion (FY2025)

Suppliers
710 companies
(YoY+164 companies)

×

Sales Channels
492 companies
(YoY +67 companies)

Network effects continue to strengthen through expanding domestic and international transportation/tourism facilities and sales channels, steadily building barriers to entry

2026/12 Earnings Forecast

Advancing the transition to a "profit-drives-growth" structure, targeting operating income +262% YoY.

As in past years, we expect higher revenue in H2, including the peak season, and there is no change to our full-year earnings outlook.

JPY millions	2025/12	2026/12	YoY %	Change
Revenue	4,581	5,000	+9%	+419
Operating Expenses	4,476	4,620	+3%	+144
Operating Income	**105**	**380**	**+262%**	**+275**
Ordinary Income	99	366	+267%	+267
Net Income	140	340	+141%	+200

Toward a Profit-led Growth Model

Revenue Growth +9% × Profitability Improvement Structural Reform = Profit Growth +262%

Rather than relying solely on top-line maximization, reinvesting generated profits (cash) into growth areas.

※ Regarding 2026/12, the following extraordinary items are planned, with minimal impact on net income.

[Extraordinary Gain] Distribution gains from Malaysia subsidiary closure

[Extraordinary Loss] Extraordinary loss from LINKTIVITY fund outflow incident and severance and legal fees from Malaysia subsidiary closure

Appendix

Strategic Policy for the FY2026

Strategic "selection and concentration" to maximize the high profitability of the main OTA business.

Promote reinvestment in growth opportunities and transform into a more lean management structure.

1 Disciplined Cost Control → 2 Maximize profit margins → 3 Reinvest in growth areas

OTA Business

Maximizing CF and expanding business areas by leveraging assets

Improve organizational agility

Restructuring of the business structure:
Elimination of offshore development (Malaysia).
Full-scale introduction of an autonomous cross-functional model throughout the company.

Maximizing Operating Leverage

We will concentrate resources on winning markets, products, and UX, and increase investment efficiency to the limit.

AI and new business utilization of data assets

Strengthening the cruise business by leveraging its customer base.
Monetizing data assets with AI support.

LINKTIVITY

Balancing service expansion and revenue expansion

Stable growth scenario

Inbound demand is estimated conservatively. Growth was secured by strengthening existing sales networks.

Monetization of the platform business

While continuing to expand the product lineup, we will enter the profit securing phase.

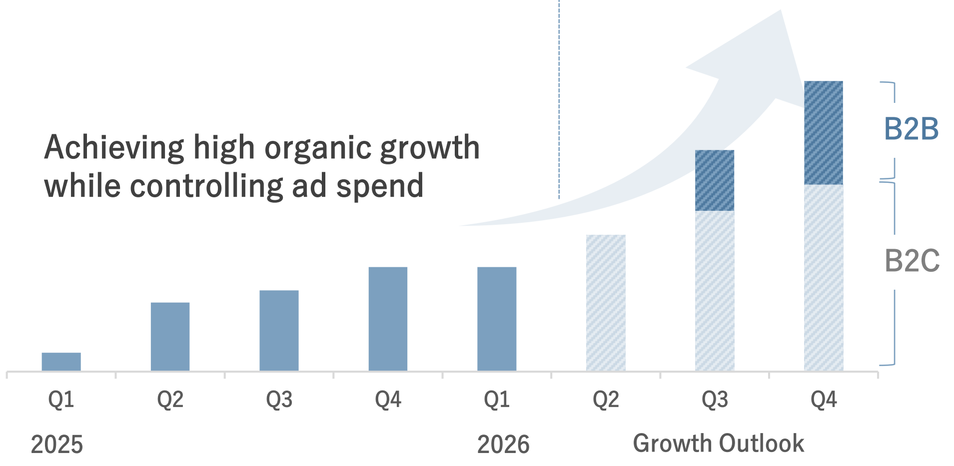
Selection and concentration of development resources

In anticipation of an uncertain market environment, we have restrained the development of new services.

OTA Business (VELTRA Cruise): B2B Full-scale Expansion

Began offering VELTRA Cruise's booking system to major travel agencies as a B2B white-label solution. Expanding reach to partners' massive customer bases while reducing acquisition costs.

B2C Booking Volume Trends and Growth Outlook



Accelerating B2B partnerships from 2026

2026 Feb — Partnership launched with overseas travel specialist JST

→Connecting to nationwide customer bases

2026 Apr — Partnership launched with Yomiuri Shimbun Group's Yomiuri Travel

→Integration with specialized consulting

B2B Expansion: Strategic Value Created

Improved Margins

Direct access to partners' vast existing active member bases without proprietary ad spend. Strongly driving OTA business margin improvement.

Economies of Scale

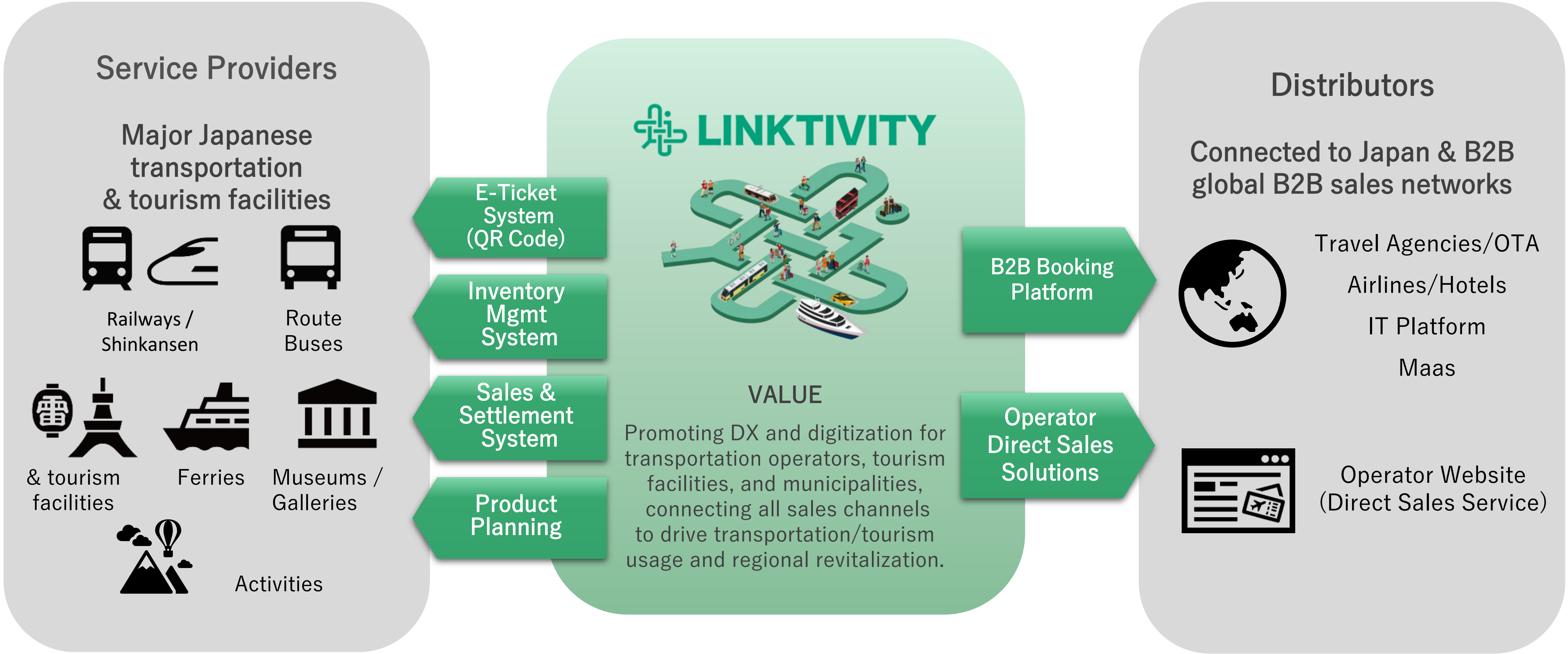
Deploying an already-completed system laterally minimizes additional development costs. A high-margin model where revenue growth directly translates to profit.

Strong Partner Synergies

Combining Yomiuri Travel's nationwide customer base and JST's face-to-face consulting expertise with VELTRA's online booking DX capabilities to reach new customer segments.

LINKTIVITY: Tourism Infrastructure Connected to Global Sales Networks

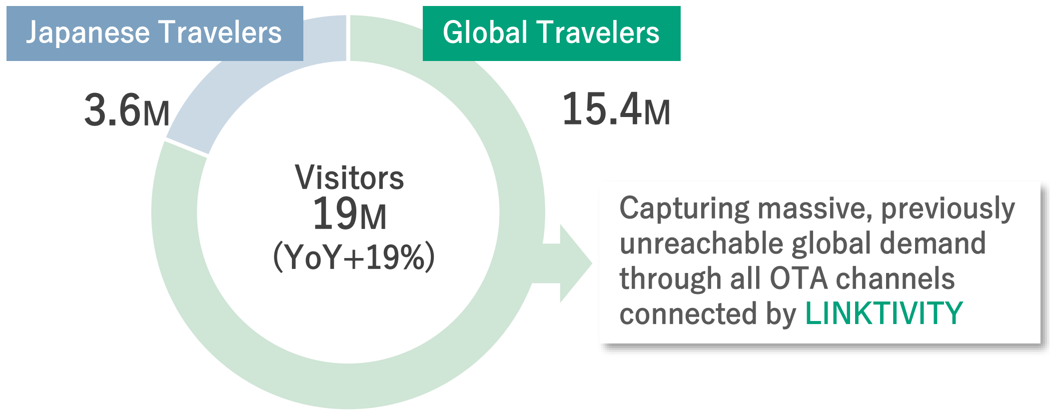
LINKTIVITY is a B2B platform connecting Japan's transportation and tourism facilities with travel agencies worldwide.
Its strength as infrastructure supplying inventory to over 530 channels globally drove growth of 106.5% vs. plan in Q2.



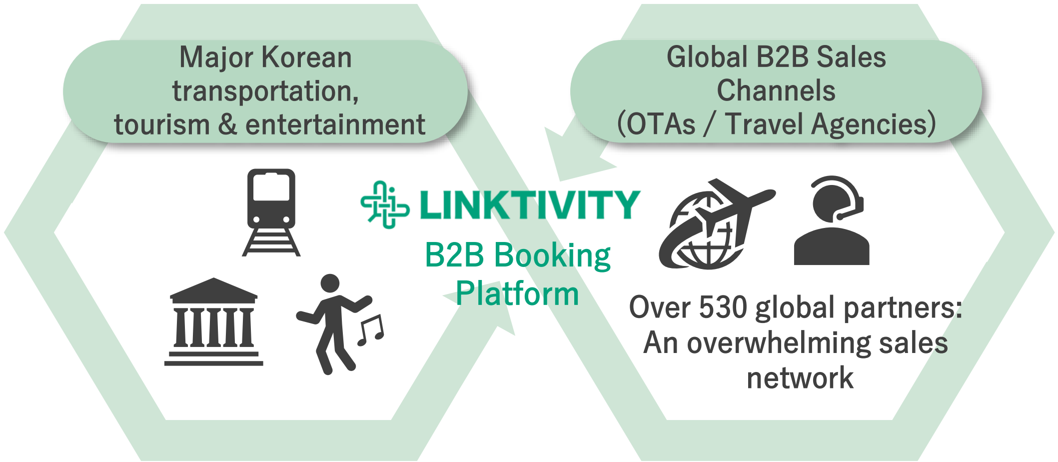
LINKTIVITY's East Asia Expansion (Entry into Korean Market)

Leveraging the Korean subsidiary (LINKTIVITY KOREA Inc.) as a base, scaling up the supply of Korean inbound products to global sales networks (530 channels) as a B2B platform. Taking a comprehensive approach to the global traveler market to build tourism DX infrastructure across East Asia.

Korean Inbound Market (2025)



LINKTIVITY – a Global Tourism DX Hub



3 Strategic Advantages

1 Massive Market Expansion

Targeting not just the Japanese market (3.6M annually) but the 15.4M multinational market. Accelerating broad-based expansion leveraging LINKTIVITY's global network.

2 Maximizing Capital Efficiency

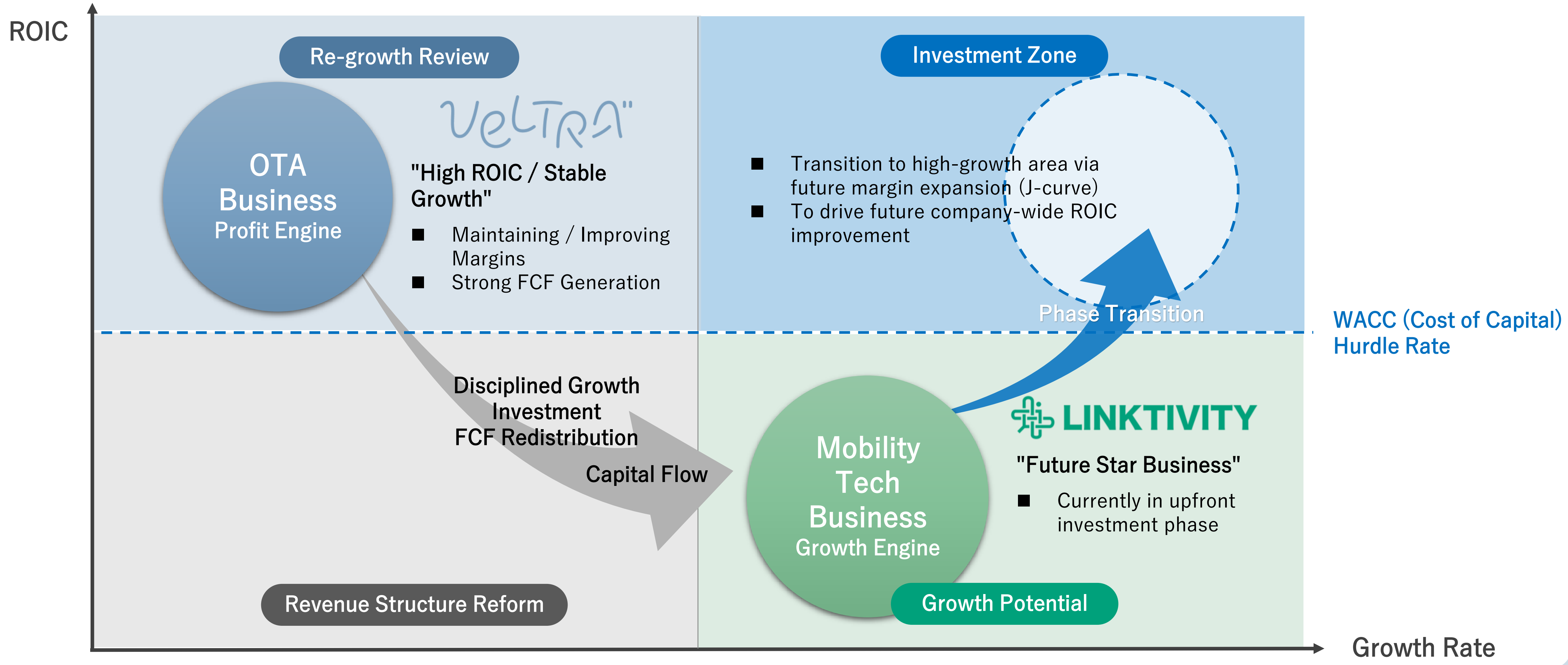
Reusing core systems already built in Japan. Minimizing additional development investment and achieving revenue expansion in new markets with high marginal profit margins.

3 Ecosystem Development

Functioning as a procurement platform available to OTAs worldwide. A model where sales increases by other OTAs directly translate to LINKTIVITY revenue growth.

Disciplined Capital Allocation: Focused Investment in "Growth Areas"

To maximize corporate value, we visualize capital efficiency (ROIC) and growth rate by business, executing disciplined capital allocation and portfolio management. Q2 strategic investments were concentrated in the area expected to yield the highest returns(LINKTIVITY infrastructure development).



Enforcing Investment Discipline: Risk Management Supporting "Proactive Investment"

To continuously enhance corporate value, we have codified "entry discipline" for new investments and "exit discipline" for existing projects, ensuring capital efficiency-conscious management. Strict investment discipline prevents destruction of corporate value.

Entry Discipline (3 Criteria for New Investments)

Criterion1 Strategic Fit

- OTA/ LINKTIVITY business synergies expected?
- Does it directly lead to capturing a "large TAM"?

Criterion2 Financial Return

[Investment Criteria]
Expected ROIC ＞Hurdle Rate

※Hurdle rate is strictly set as "Company-wide WACC ＋ individual business risk premium."

Criterion3 Feasibility & Risk

- M&A post-PMI integration capabilities in place?
- Tolerance for financial impact under worst-case scenarios.

Exit Discipline (Monitoring & Exit Rules)

1. Regular Monitoring

Post-investment, periodically measuring progress vs. plan and actual ROIC.

2. Improvement Phase

Trigger	Action
Actual ROIC falls below WACC for a sustained period, or deviates by X% from the initial plan.	Formulate a fundamental improvement plan and intensify monitoring with defined deadlines.

3. Exit / Divestiture Decision

Trigger	Action
If ROIC is unlikely to exceed the hurdle rate (WACC) within the improvement deadline.	Mechanically and swiftly decide on business sale, downsizing, or exit. Recovered funds are reallocated to the next growth area.

Strengthening Corporate Governance

Strengthen governance from both the “proactive" and "defensive" sides.

We will review the formal plan and move to a highly effective management system that can respond immediately to changes in the environment.

Sustainable growth and increased profitability

Action Transition to a cross-functional organization

- Realizing a lean, elite organization.
- Faster decision-making and optimized cost structure

To a capital-efficient system that not only grows but also generates profits.

Risk Management and Scandal Prevention

Action Tightening of the subsidiary management system

- Review the entire internal control process and strengthen monitoring functions.

Eliminate the risk of governance vulnerabilities and rebuild the foundation for stable growth.

Ensuring Transparency and Fairness

Action Transition to Interactive IR

- Optimizing Disclosure
- Strengthening two-way dialogue with individual investors

Increase management transparency and restore trust from stakeholders.

Based on the policy, we fundamentally reviewed the approach to management planning.

Review and new operation of the Medium-Term Management Plan (2025-27)

Reviewing the publication of the fixed three-year plan, with maximum emphasis on effectiveness and flexibility.

Enhancement of Budget vs. Actual Management	We will thoroughly improve the accuracy of the annual budget and strengthen our current business execution capabilities.
Agile Strategy Updates	For faster decision-making, flexible revision of strategies in response to changes in the market environment.

Company Profile

We operate two major travel tech businesses: an OTA business (VELTRA) focusing on "experiences" at travel destinations, such as local tours, activities, and transportation; and a transportation and tourism DX (Mobility Tech business / LINKTIVITY) in Japan and Asia.

Company Profile

Company Name	VELTRA Corporation
Headquarters	2-13-12 Nihonbashi, Chuo-ku, Tokyo
Capital	2,078.5 million yen (as of June 30, 2026)
Year of establishment	November 1991 (VELTRA.com business started in April 2004)
Fiscal Year	December
Number of Employees	Head Office 133 (213*) *including temporary staff Consolidated 218 (320) As of June 30, 2026
Subsidiaries	[U.S. (Hawaii)] VELTRA Inc. [Japan] Linktivity Inc. [Korea] LINKTIVITY KOREA INC.
Sales Office	Bangkok, Thailand

Business Category

VELTRA – Experiences, Tours & Activities
- Japanese Outbound Travel
- Japanese Domestic Travel
- Corporate Services

LINKTIVITY – Tourism DX / Ticketing Platform
- Sales System for Railways and Facilities (B2B)

You can also check the company details from the link below.

About VELTRA

Notes

The information contained in this document includes forward-looking statements such as earnings forecasts and business plans. This information is based on information currently available to the Company and certain assumptions that we believe to be reasonable, and involve risks and uncertainties. Please note that we do not guarantee its realization or future performance, and actual results may differ from these forward-looking expectations.

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