



## FY2025 Q1 Earnings Presentation

LITALICO Inc.  
[ TSE Code: 7366 ]



The information, future strategies, forecasts, management targets, and other forward-looking projections relating to LITALICO Inc. (“the Company”) is based on information available to the Company as of the date hereof, and is based on reasonable assumptions that may include various risks and inaccuracies.

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# Consolidated Financial Results

IFRS

	FY2024 Q1	FY2025 Q1	(million yen) % YoY
Net Sales	7,175*	9,209	+ 28.4%
Operating Profit	255*	948	Approx. 3.7 times larger
Profit Attributable to Owners of Parent	155	564	Approx. 3.7 times larger

\*Figures for FY2024 does not include the non-continuous business (nCS Inc., which was removed from the consolidation in the end of March 2025) based on item no. 5 of IFRS.

IFRS

		(million yen)		
		FY2024 Q1	FY2025 Q1	% YoY
Vocational Welfare	Sales	3,074	3,324	+ 8.1%
	Profit	1,139	1,041	- 8.6%
Child Welfare	Sales	1,980	2,580	+ 30.4%
	Profit	-310	-31	+279 mln. Yen
Platform	Sales	1,162	1,405	+ 20.9%
	Profit	384	585	+ 52.4%
Overseas	Sales	-	870	-
	Profit	-	199	-
Others	Sales	959*	1,029	+ 7.3%
	Profit	70*	68	- 3.0%

\*Figures for FY2024 does not include the non-continuous business (nCS Inc., which was removed from the consolidation in the end of March 2025) based on item no. 5 of IFRS.

## CONSOLIDATED

- **9.2 bln yen in sales (+28% YoY), 0.95 bln yen in operating profit (approx. 3.7 times larger YoY), 0.56 bln yen in profit (approx. 3.7 times larger YoY).**

## Vocational Welfare

- **Sales growth due to impact from site launches in FY2024. Enhancement of marketing and corporate culture, and investment towards measures, etc. for development of human resources were conducted. Sales and profit growth is expected for the full year.**
- **Total of two new sites will be launched in FY2025 as planned.**
- **756 total job placements, and its pace remains elevated.**

## Child Welfare

- **Stabilization of facility operation rate and sales and profit growth as planned due to a return to short-duration support program.**
- **Recruitment is progressing steadily for site launches. Labor cost will occur in advance in Q1. Site launches will begin from July.**
- **Total of 18 new site launches planned for FY2025.**

## Platform

- **Steady pace of new contract acquisition.**
- **Improving profitability while conducting investment for strengthening sales capabilities.**

## Overseas

- **DDCN, a company acquired in FY2024, has contributed to the full year's profit. Performance is proceeding stably, and is steadily moving towards the achievement of the plan.**
- **Additional investment was determined in May 2025, to launch facilities for people who need more urgent support.**

## Others

- **Sales for each business is proceeding firmly.**

# Midterm Strategy

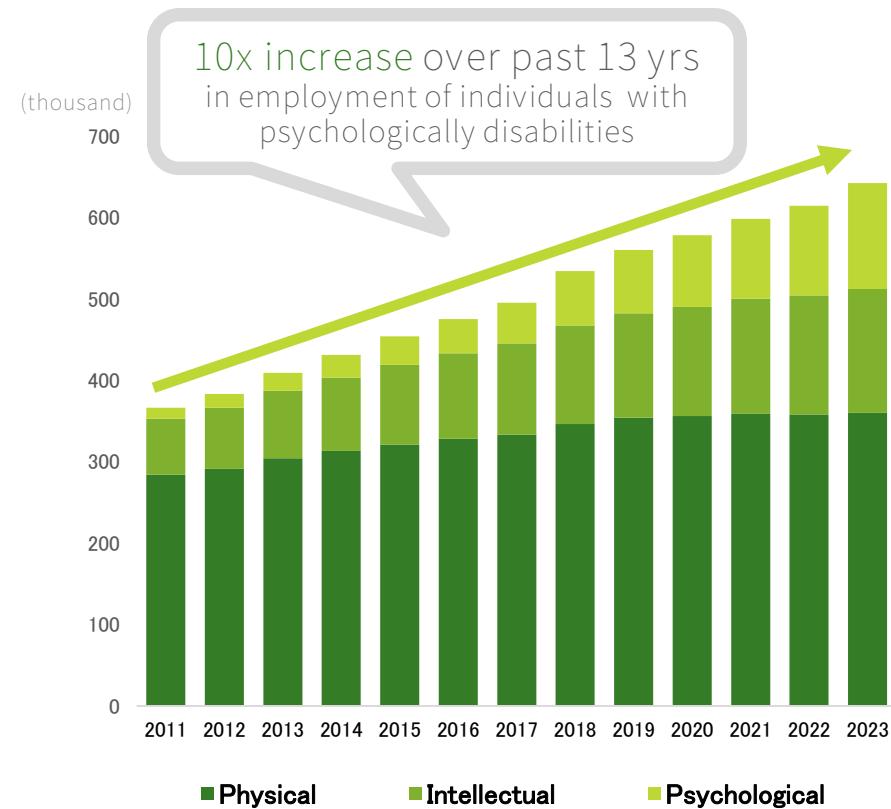
# Creating an Obstacle-free Society

Obstacles are created by and within a society,  
not by the unique capabilities of an individual.

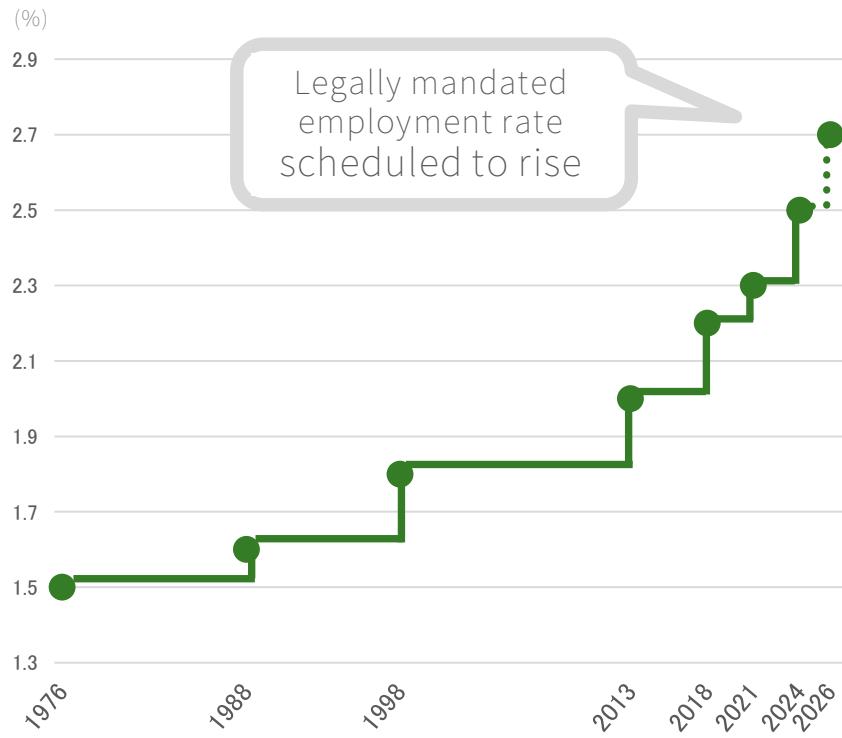
Removal of societal obstacles leads to the creation of a civilization  
that honors the felicity of all diverse life.

- The employment of individuals with disabilities is increasing, with legally mandated employment rate of 2.5%.
- The rate is scheduled to increase step-wise to 2.7% over the next couple of years.

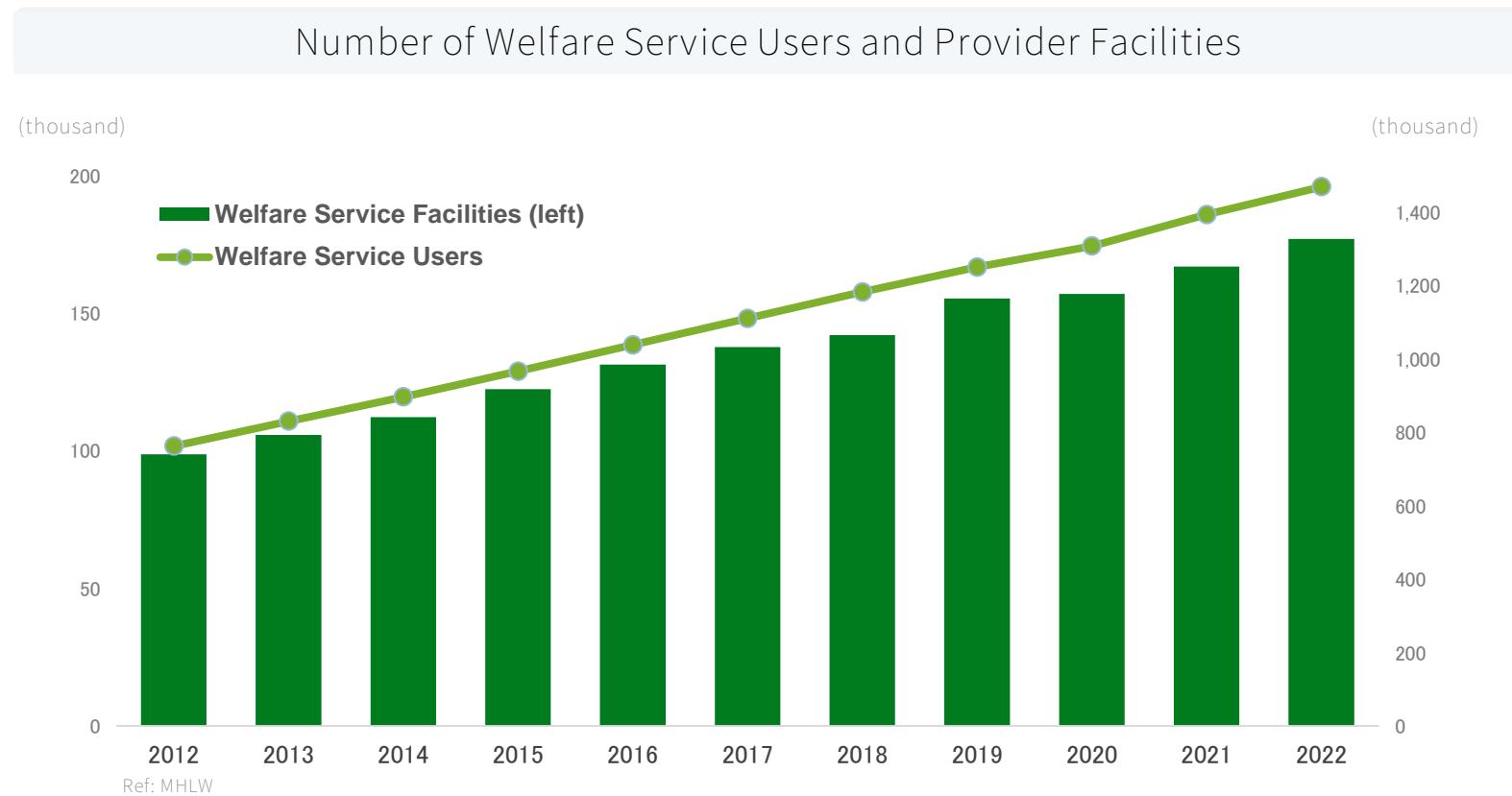
Employment of Individuals with Disabilities



Legally Mandated Employment Rate



Ref: MHLW



- Disability welfare service users and providers continue to increase, resulting in increasing social needs. The government and municipalities' welfare service-related budget reached 4 trillion yen, which continues to expand at 8% annually.

**Education**

LITALICO Junior



LITALICO Wonder



**LITALICO**  
高等学院

**LITALICO**  
発達特性検査

- Early detection
- Diagnosis
- Education and therapy

B to C

Lifetime support services for persons with disabilities



LITALICO Development Navi



LITALICO Carrer



LITALICO Work Navi

**Vocation**

LITALICO Works



HumanGrow

- Social participation

**Lifestyle**

Amuamu株式会社

- Dwelling
- Medical care
- Asset custody

B to B

Platform services for social workers, service providers, and persons with disabilities



教育ソフト



(Billing Software)



(Nursing Care Software)



NursingNet Plus One

# To become the No. 1 company in the world for supporting people with disabilities

## **Re-strengthen the corporate culture's consistency**

- Continuous investment for strengthening of corporate culture and development of human resources.
- Business development focused on the LITALICO brand instead of multi brands.

## **Maximize the corporate value for mid- to long-term**

- Withdrawal of the mid-term launch plan. In FY2025, the number of launches will be temporarily restricted, and the internal structure will be strengthened towards the acceleration of launch pace, for the maximization of the launches in the mid- to long-term.
- Investment for new services and new business will be continued actively.

## **Balancing active business investment and return to shareholders**

- While continuing the active growth investment, the measures for shareholder return will be strengthened in association with the stable profit growth.
- Stock repurchase is scheduled in addition to the continuous stable dividend increase.
- Stock option by third-party allotment, decided in July 2024, is withdrawn.

# Financial Forecast

- In vocational welfare, the number of launches will be temporarily limited to strengthen the internal structure. Two facilities are planned to be launched. Investment for enhancement of service value will also be conducted.
- In child welfare, 18 facilities are planned to be launched. Although the opening of new facilities and related expenses will be concentrated until Q1, we expect the business to be profitable Q2 onward.
- Platform business is doing well. We will continue to invest in strengthening the sales ability and product development.
- The overseas business will proceed with the service expansion and strengthening service lineup in Nebraska for persons with severe behavioral disorder.
- New business development is also planned to be actively implemented.
- The term-end dividend is expected to be 11 yen. Stock repurchase is expected to be conducted with a maximum of 500 million yen.

	IFRS	(million yen)	
	FY2024 ACT	FY2025 FCT	% YoY
<b>Net Sales</b>	<b>33,214*</b>	<b>36,500</b>	<b>+ 9.9%</b>
<b>Operating Profit</b>	<b>3,477*</b>	<b>4,000</b>	<b>+ 15.4%</b>
<b>Profit Attributable to Owners of Parent</b>	<b>2,402</b>	<b>2,500</b>	<b>+ 4.1%</b>
<b>Year-end Dividend</b>	<b>9 yen</b>	<b>11 yen</b>	<b>+ 22%</b>

\*Figure excluding the non-continuous business (nCS Inc., which was removed from the consolidation in the end of March 2025) based on item no. 5 of IFRS.

Or +13.6%, if based on the comparison with this term's profit occurring from continuous business.

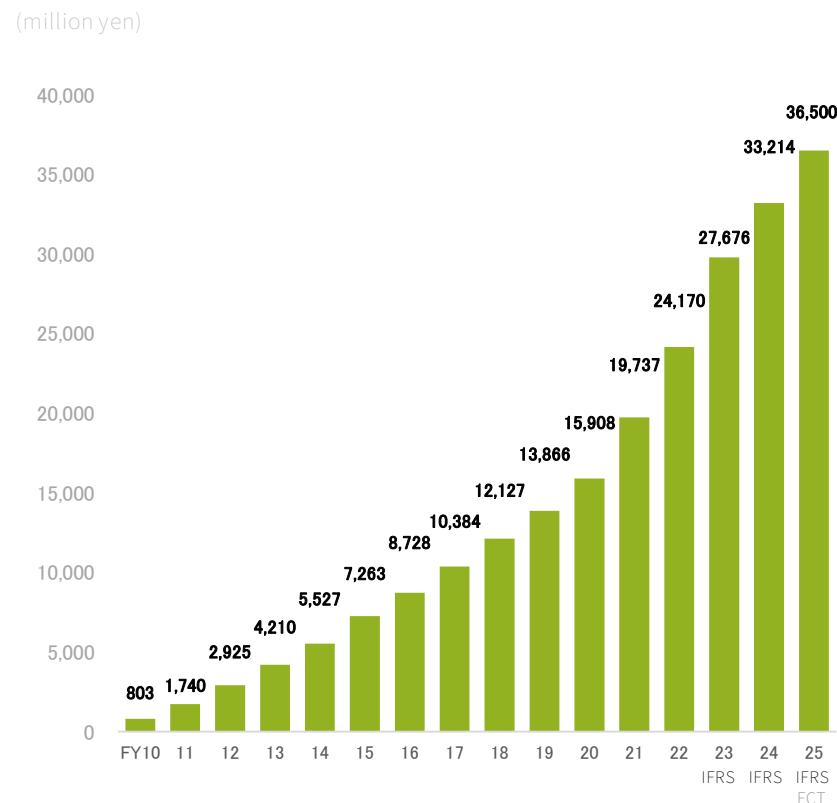
Stock purchase was decided to be implemented for the enhancement of capital efficiency and to provide returns to shareholders.

1. **Type of shares to be repurchased:** Common stocks of the Company
2. **Total number of shares to be repurchased:** 500,000 shares (maximum) (1.4% of the total number of the issued shares)
3. **Total purchase price:** 500 million yen (maximum)
4. **Period of repurchase:** From May 8, 2025 to March 31, 2026
5. **Method of repurchase:** Market purchase on the Tokyo Stock Exchange through an appointed securities dealer with transaction discretion

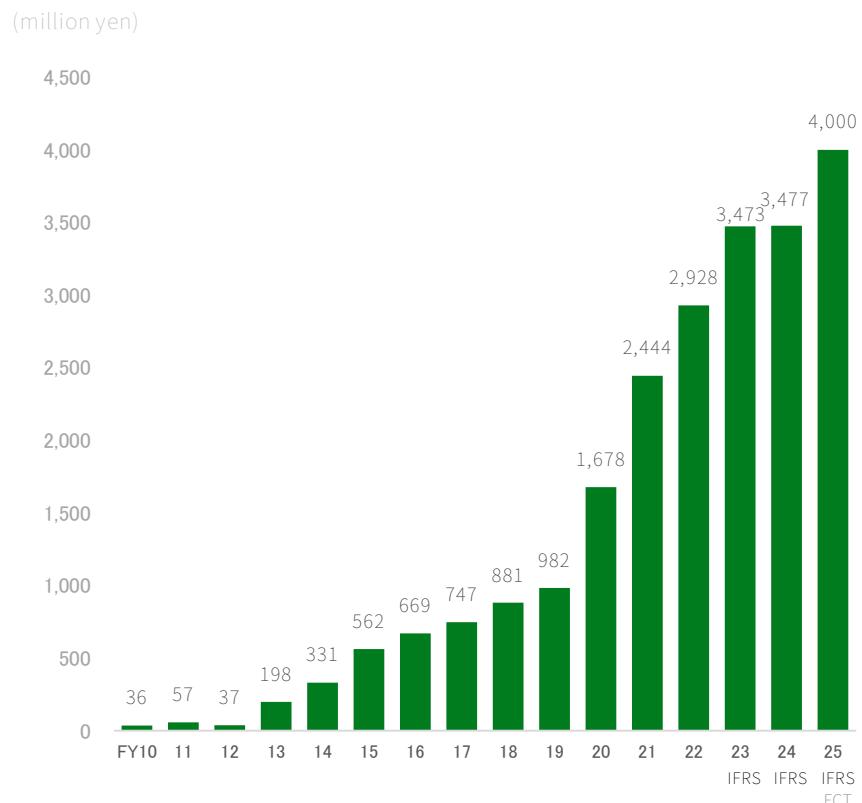
As of the end of June 2025, 149,900 shares (196 million yen) have been repurchased.

- Planning for 13 consecutive years of sales and profit increase

Net Sales



Operating Profit



# Business Results

# LITALICO Segments

Vocational Welfare



LITALICO Works (Welfare)



HumanGrow

Child Welfare



LITALICO Junior (Welfare)



Platform



LITALICO Development Navi



LITALICO Work Navi



LITALICO Carrer



(Billing Software)



(Nursing Care Software)



Overseas



Others



LITALICO Junior (Private)



LITALICO Wonder



# LITALICO Segments

Vocational  
Welfare



LITALICO Works  
(Welfare)



HumanGrow

Child  
Welfare



LITALICO Junior  
(Welfare)



Platform



LITALICO Development Navi



LITALICO Work Navi



LITALICO Carrer

かんたん  
請求ソフト

(Billing Software)

かんたん  
介護ソフト

(Nursing Care Software)



Overseas



DDCN  
DEVELOPMENTAL DISABILITY  
CENTER OF NEBRASKA

Others



LITALICO Junior (Private)



LITALICO Wonder





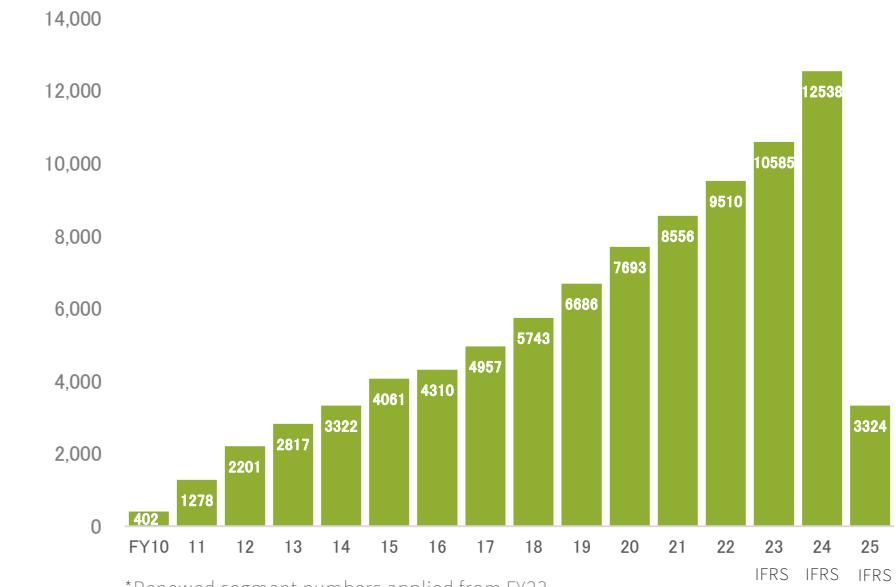
**LITALICO Works**  
(Welfare)

- Sales growth due to impact from site launches in FY2024. Enhancement of marketing and corporate culture, and temporary investment towards measures, etc. for development of human resources were conducted. Sales and profit growth is expected for the full year.
- Two facilities were launched as planned in Q1. 163 facilities (LW: 158, HG: 5)
- 756 total job placements, and its pace remains elevated at a high level.

\*LW=LITALICO Works, HG=HumanGrow

### Vocational Welfare Service Sales

(million yen)



### LITALICO Group Facilities



# LITALICO Segments

Vocational Welfare



LITALICO Works (Welfare)



HumanGrow

Child Welfare



LITALICO Junior (Welfare)



Platform



LITALICO Development Navi



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(Nursing Care Software)



Overseas



Others



LITALICO Junior (Private)



LITALICO Wonder





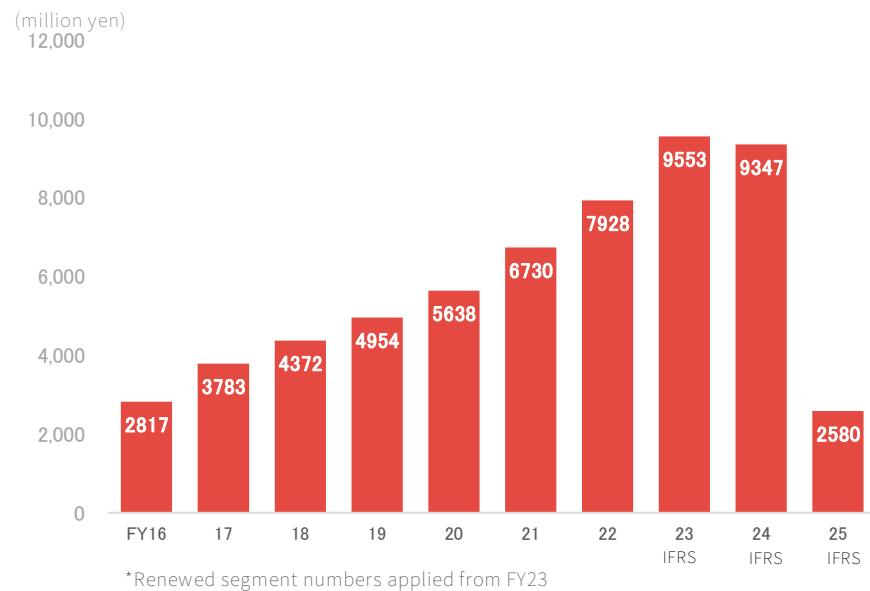
LITALICO Junior  
(Welfare)



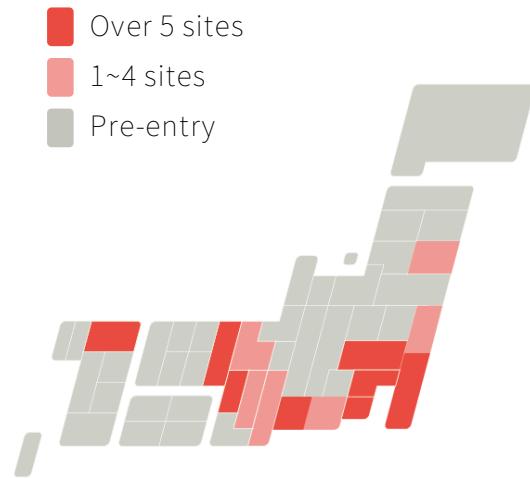
- Stabilization of facility operation rate and sales and profit growth as planned due to a return to short-duration support program.
- 180 facilities (LJ: 167, U: 13)\*
- Recruitment is progressing steadily for site launches. Labor cost will occur in advance in Q1. Site launches will begin from July.
- 18 facilities are planned to be launched in FY2025.

\* LJ=LITALICO Junior, U=unico

### Child Welfare Service Sales



### LITALICO Group Facilities



# LITALICO Segments

Vocational  
Welfare



LITALICO Works  
(Welfare)



HumanGrow

Child  
Welfare



LITALICO Junior  
(Welfare)



Platform



LITALICO Development Navi



LITALICO Work Navi



LITALICO Carrer



(Billing Software)



(Nursing Care Software)



Overseas



Others



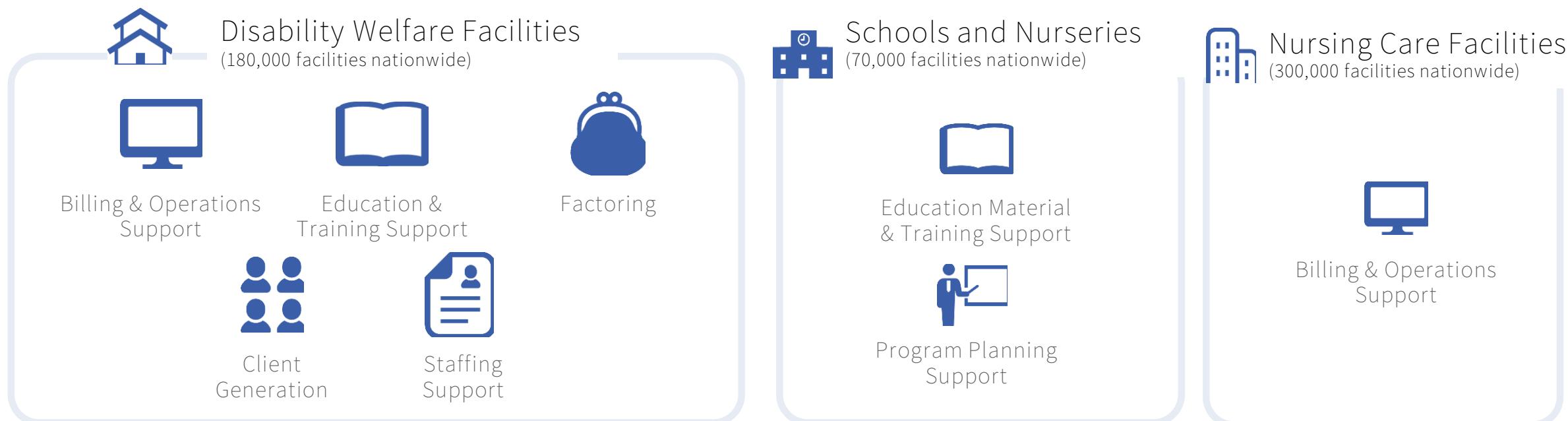
LITALICO Junior (Private)



LITALICO Wonder



- Operates matching media for service users and providers, and provides DX support SaaS services for facilities.
- Currently operates services for disability welfare facilities, schools & nurseries, and nursing care fields.
- Conducts sequential expansion of product offerings with increasing added value.
- Contributes to industry-wide quality enhancement through various data accumulation and utilization, such as facility operation information.



**LITALICO**  
発達ナビ

LITALICO  
Development Navi

**LITALICO**  
仕事ナビ

LITALICO  
Work Navi

**LITALICO**  
キャリア

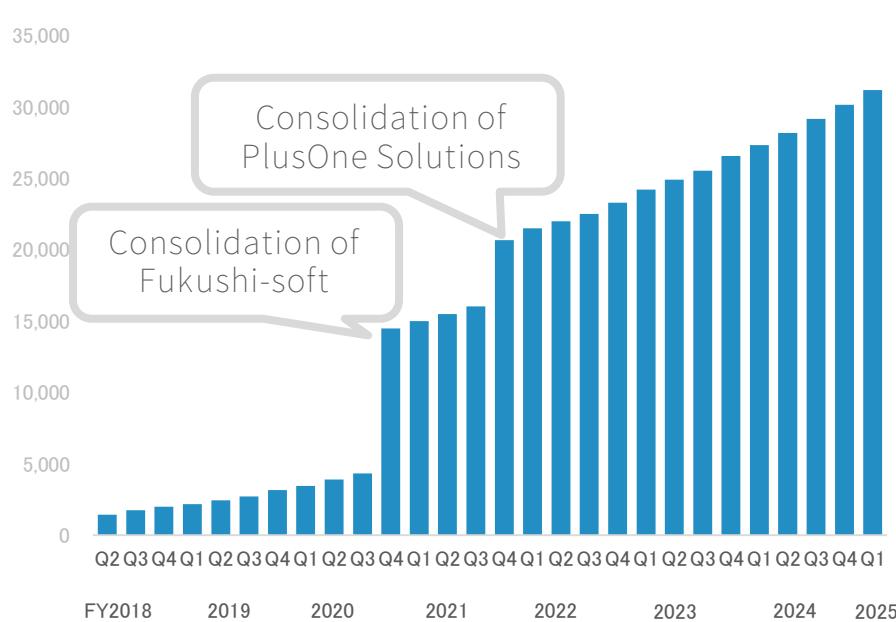
*NnOne*  
NursingNet Plus One

**LITALICO Career**

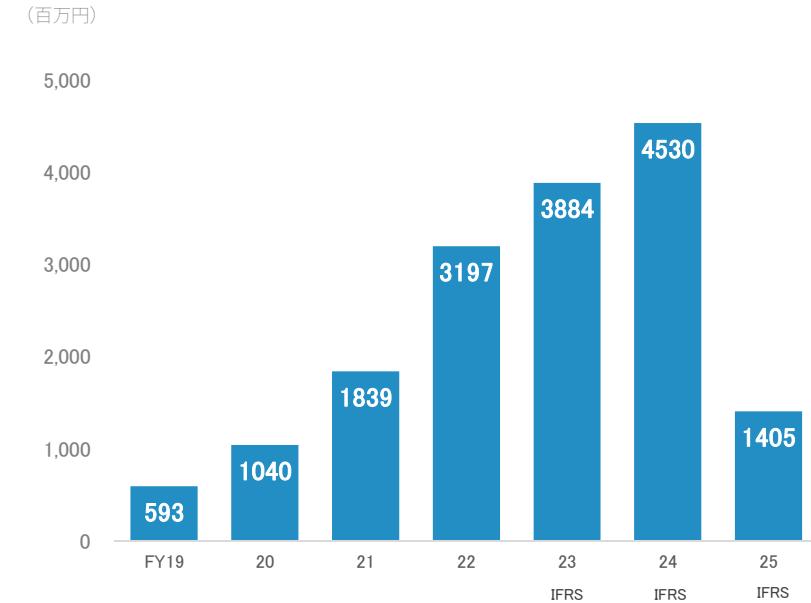
かんたん  
請求ソフト  
(Billing Software)

かんたん  
介護ソフト  
(Nursing Care Software)

### Platform Business Subscription Contracts



### Platform Sales



**LITALICO**

\* fukushi-soft inc. consolidated as of Jan 2021; Plus One Solutions consolidated as of Mar 2022  
\* facilities using other contract formats also exist

# LITALICO Segments

Vocational  
Welfare



LITALICO Works  
(Welfare)



HumanGrow

Child  
Welfare



LITALICO Junior  
(Welfare)



Platform



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LITALICO Carrer



(Billing Software)



(Nursing Care Software)



Overseas



DEVELOPMENTAL DISABILITY  
CENTER OF NEBRASKA

Others



LITALICO Junior (Private)



LITALICO Wonder



**LITALICO's Development Policies in the U.S.**

- As in Japan, it aims to provide a comprehensive B-C service for the targeted person and its family.
- This will be provided by DDCN, a service provider which has provided significant support to individuals with severe disabilities, located in Nebraska, U.S.
- The overseas business will proceed with the service expansion and strengthening service lineup in Nebraska for persons with severe behavioral disorder.
- Additional investment was determined in May 2025, to launch facilities for people who need more urgent support.

**Overseas Performances**

	FY2024	FY2025 Q1
Net Sales	2,840*	870
Segment Profit	755*	199

\*Performance for the nine months in FY2024

# LITALICO Segments

Vocational  
Welfare



LITALICO Works  
(Welfare)



HumanGrow

Child  
Welfare



LITALICO Junior  
(Welfare)



Platform



LITALICO Development Navi



LITALICO Work Navi



LITALICO Carrer



(Billing Software)



(Nursing Care Software)



Overseas



Others



LITALICO Junior (Private)



LITALICO Wonder



- Increased sales by 7% YoY.



**LITALICO Junior**  
(Private)

Development classes designed for children under 18 with special needs, open to all irrespective of disability certification. Provides intensive sessions with generous guidance. One facility is opening in FY2025.



Information provision and life planning support customized to individual interests and obstacles. Online seminars and study groups.



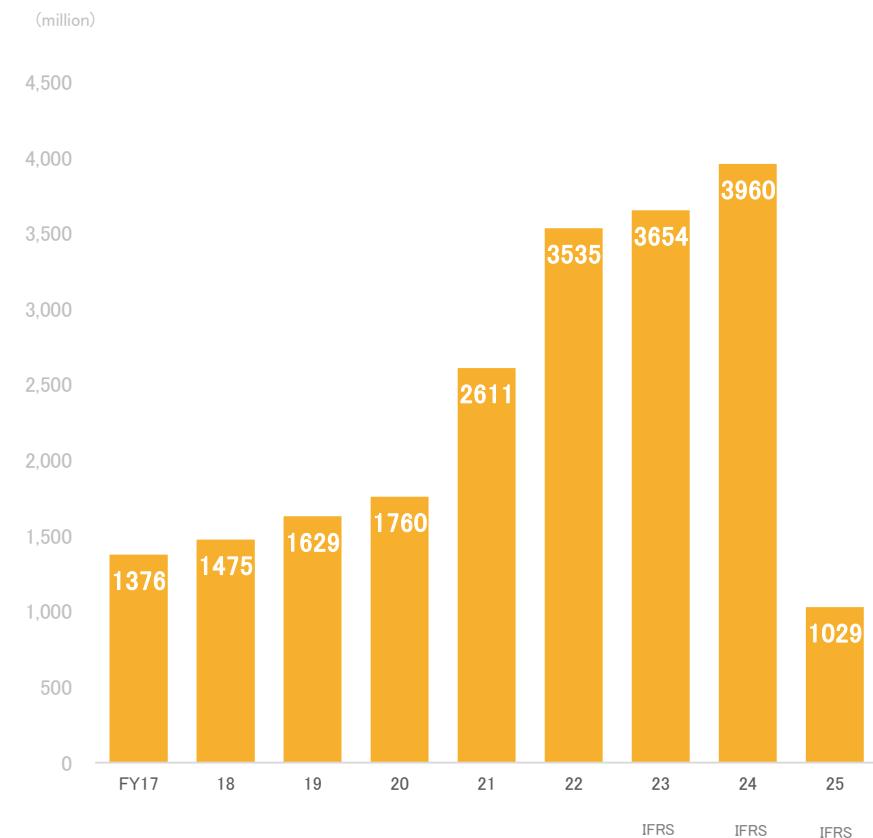
On-site and remote programming classes for children, designed to develop creativity through building games and robots. One facility is opening in FY2025.

Newly consolidated entities

Diverse companies now part of LITALICO group through M&As. Maximization of synergies to benefit service users.

- Amu
- VISIT

Others Sales



\*Renewed segment numbers applied from FY23



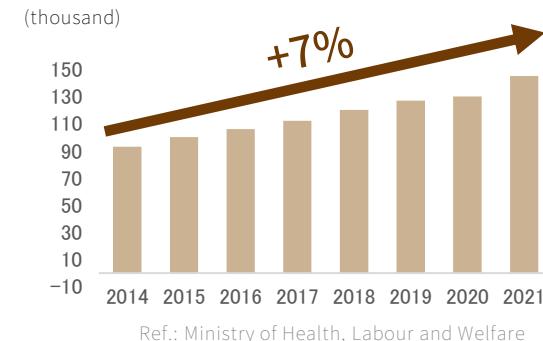
► We aim to continue business expansion to support individuals with special needs throughout their life.

- “LITALICO Residence Inogashira-koen,” a group home for individuals with severe disabilities, has opened in May 2025.
- Shortage of group homes persists especially for individuals with severe disabilities in metropolitan areas, due to reasons such as a difficulty to secure property and staffs with sufficient knowledge for providing support.
- It has reached the capacity of 10 people. Four facilities are planned to be launched in FY2026.

#### Description of Group Homes

- A disability welfare service defined by the “Services and Supports for Persons with Disability Act.”
- A home for individuals with disabilities to live together, by receiving living support and nursing care provided by resident care workers, in accordance with the care plans individualized for each resident.

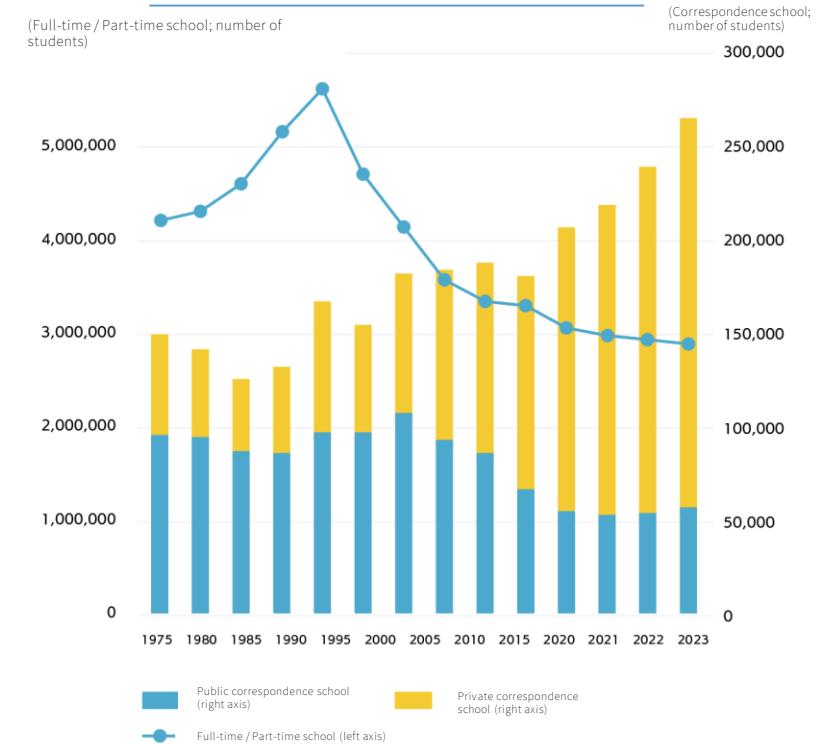
#### Group Home Users



- A school which provides support for daily life and education/career option in accordance with each individual's characteristics.
- “LITALICO High School” has opened in April 2025.



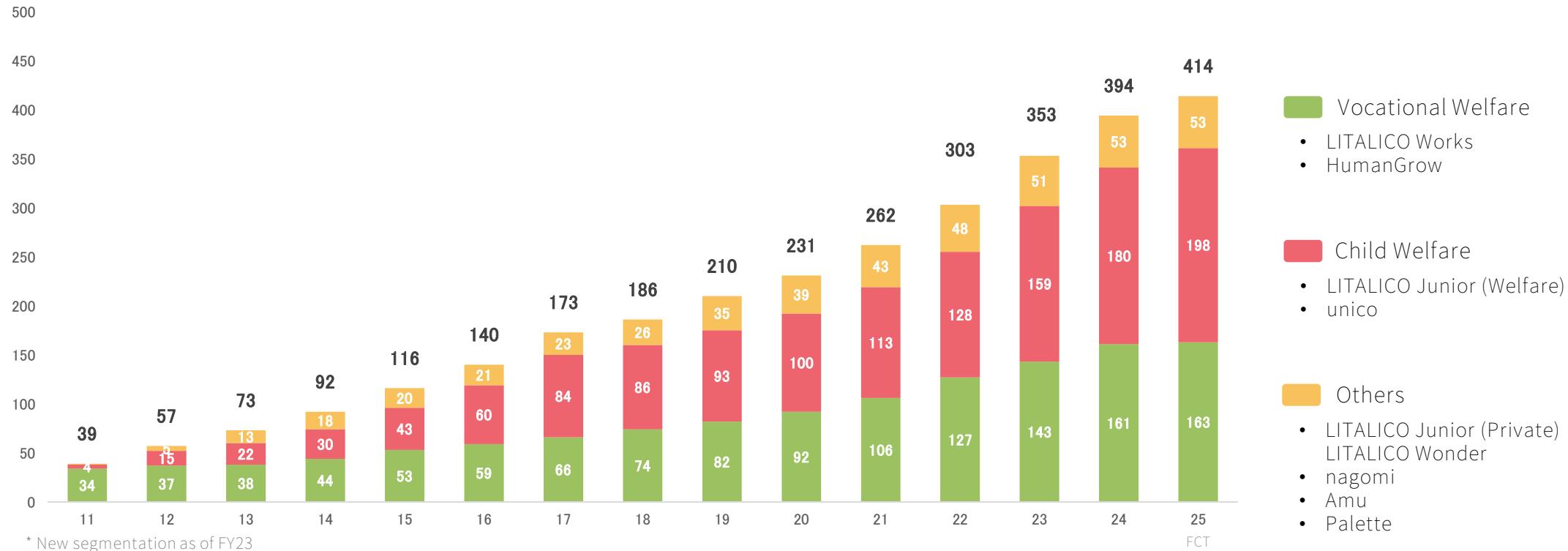
Number of students in correspondence course high school



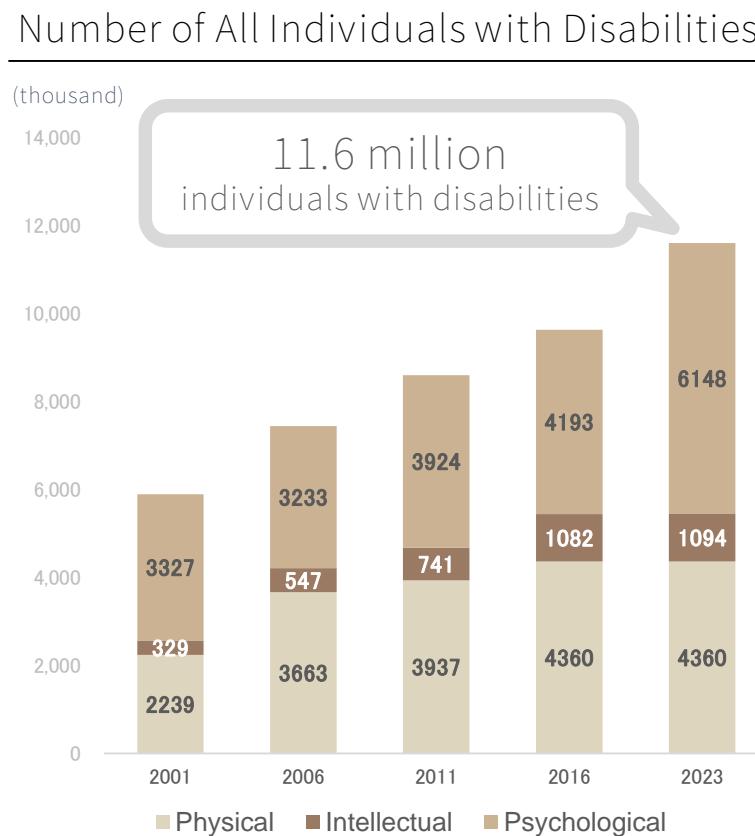
Ref.: Ministry of Health, Labour and Welfare

# Reference Materials

- Total of over 400 sites planned for FY2025.

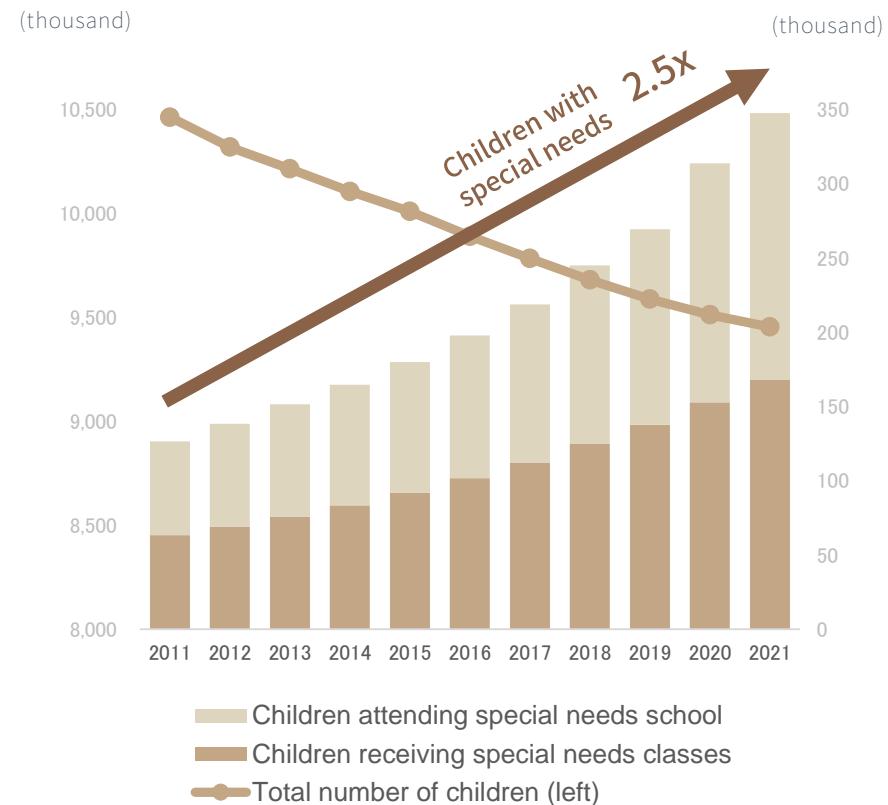


- Number of individuals with disabilities continue to increase, with more children attending special needs classes in addition to normal school

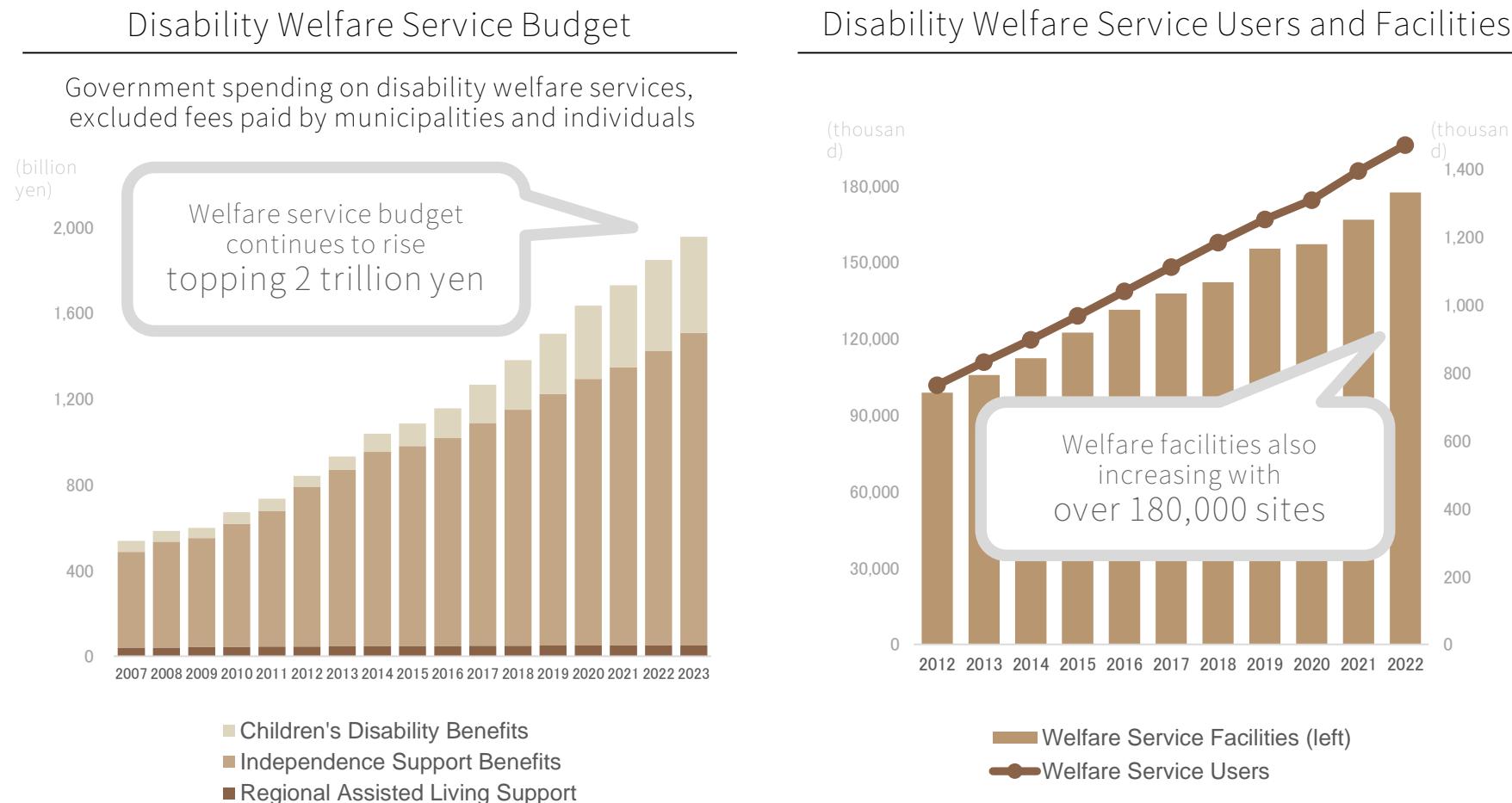


\*Ref: White Paper; Cabinet Office, Government of Japan

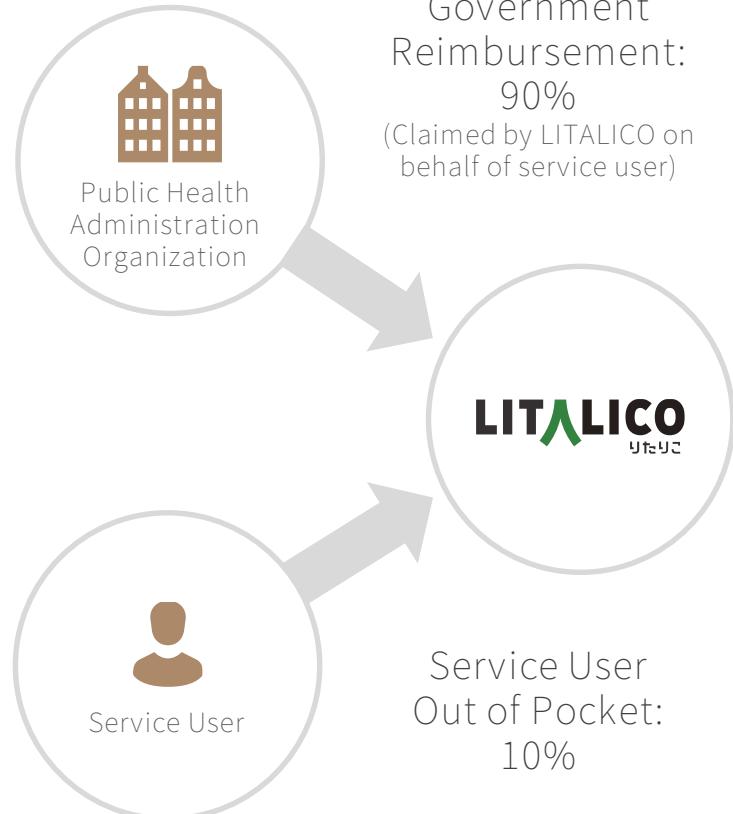
Children with Developmental Disorders  
Receiving Special Needs Schooling (Grades 1~9)



- The market size of disability welfare service and adjacent industry (medical, nursing care, etc.) is increasing yearly.



\* Ref: Ministry of Health, Labour and Welfare



### LITALICO Works Pricing

#### Employment Transition Support

Up to 6 mths into employment

Per person; 20 person limit  
1<sup>st</sup> Yr: ¥8,800 /session  
2<sup>nd</sup> Yr: ¥8,800~10,000 /session  
3<sup>rd</sup> Yr: ¥12,000 /session  
\* Pricing fluctuates each fiscal year, depending on the job retention rate

#### Employment Retention Support

From 6 mths to 3 yrs into employment

Per person; unlimited  
¥20,000~30,000 /month

### LITALICO Junior Pricing

#### Development Support Up to Pre-school

Per person; 10 person limit  
¥15,000 /session

#### Afterschool Daycare Service Grades 1~12

Per person; 10 person limit  
Weekday: ¥9,800 /session  
Weekend: ¥11,000 /session

#### Daycare Visitation Service

Per person; unlimited  
¥20,000 /session

\* Pricing fluctuates on a monthly basis, depending on the deployment of certified staffs.

\* Rates have been approximated; subject to change based on various factors such as staffing, etc.

## Reimbursement Unit Price Evaluation Method

## Results Based Reimbursement

Specific KPIs (such as the number of job placements) defined by the administration are used to evaluate service quality and according reimbursement amounts.

\*Reimbursement structure and KPIs vary across different services.

## Results Evaluation Conducted per Facility

Evaluation is conducted per site, and not at the corporate level

## Reimbursement Scale Revision Every Three Years

Reimbursement scale has been revised in April 2024

- Almost all LITALICO Works facilities have gained the highest reimbursement scale bracket, aside from the newer sites

## Vocational Training Business Example

## Vocational Training Basic Reimbursement Scale

C. Job Retention Rate	D. Basic Reimbursement Units
50%+	1,210
40% ~ 49%	1,020
30% ~ 39%	879
:	:

(1 unit = approx.10 jpy)

## Calculation Method

- Evaluation Period: Sum of past two years
- KPI: Number of job placements, 6 month job retention rate
- Equation: C. Job Retention Rate = B/A

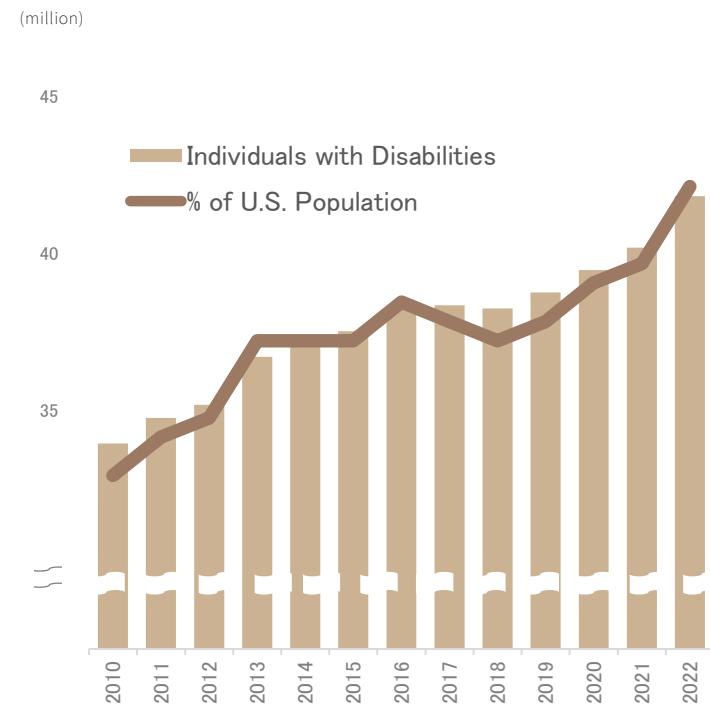
	<u>Yr 3 onwards</u>
A. # of users (2yr total):	40
B. # of users with 6month retention:	28
C. Job Retention Rate:	71%
D. Basic Reimbursement Units:	1,210

Minimum of 2 years required for new sites to reach maximum reimbursement bracket. Lower limit provision of 30~39% (879 units) bracket evaluation for sites under 2 years.

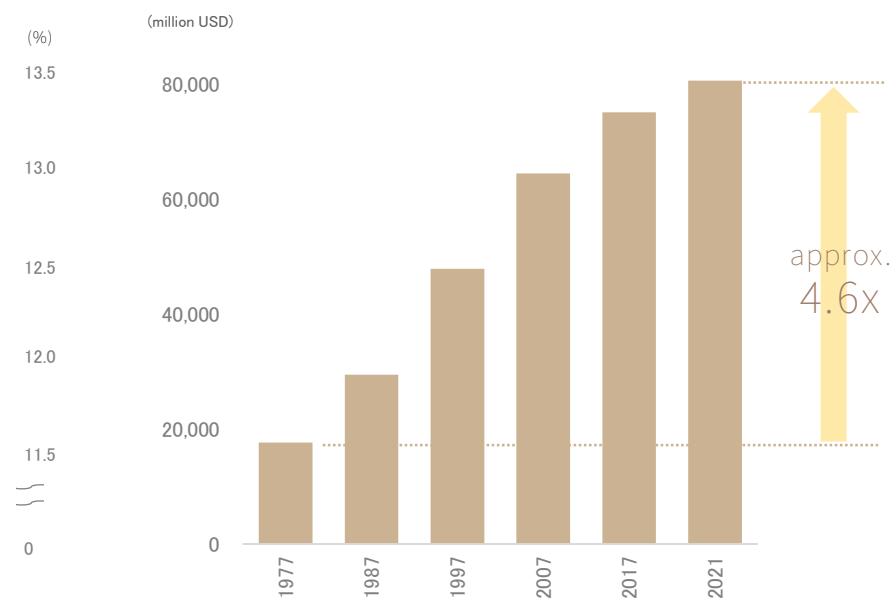
\* Final service reimbursement units include additions to the above units, such as regional provisions.

- The 2022 U.S. census estimates more than 45 million individuals with hearing, vision, cognitive, ambulatory, self-care, and independent living difficulties
- Spending on services for Intellectual or Development Disabilities (IDD) alone has continued to increase, amounting to approximately 80 billion dollars in 2021

Individuals with Disabilities in the U.S.

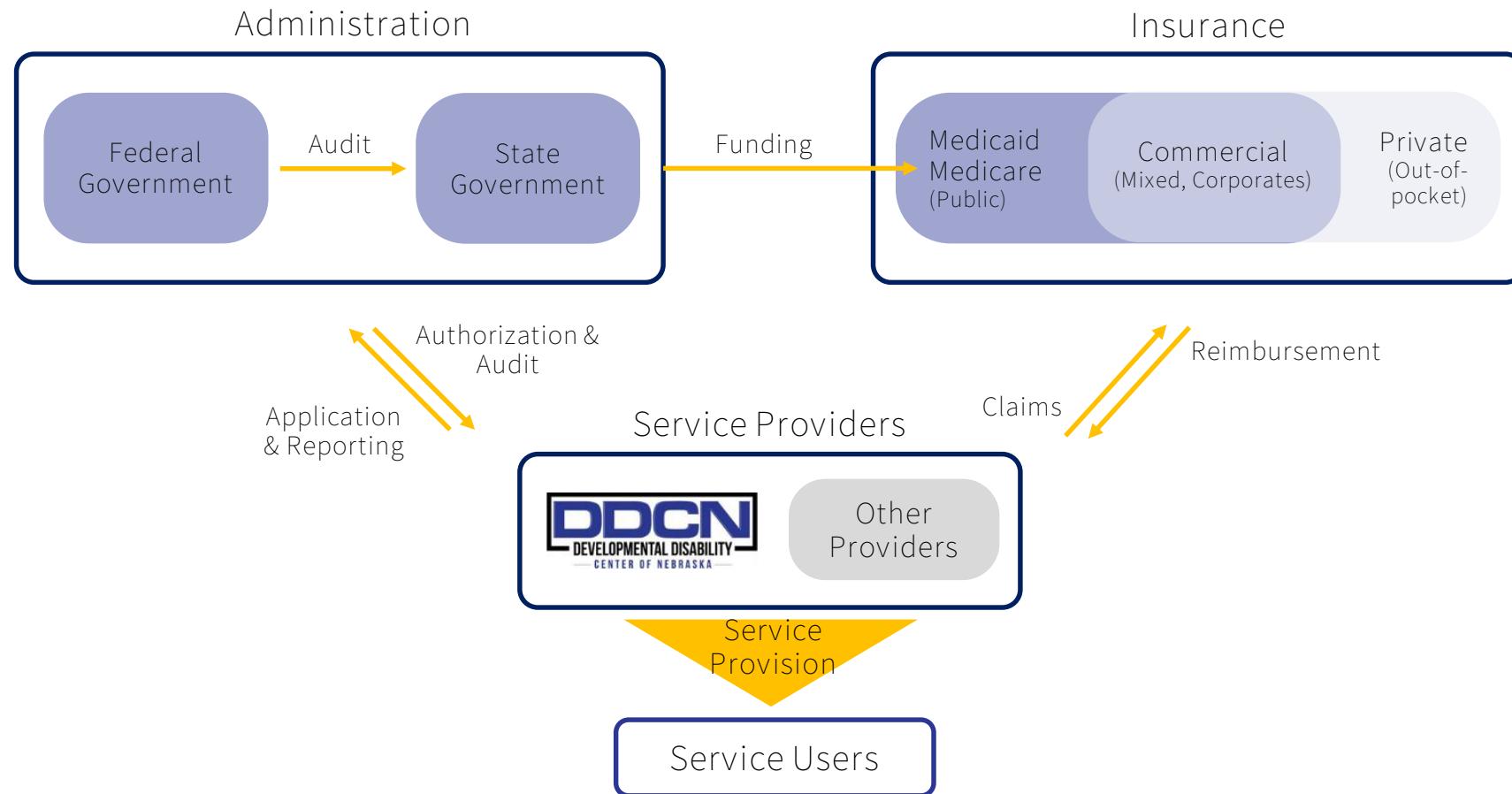


IDD Service Spending in the U.S.



\* Ref: University of Kansas, Includes Waiver, ICF/ID & related Medicaid, non-Medicaid spending

\* IDD: Intellectual and Development Disabilities



- ▶ All disability services provided by DDCN are publically funded

## Vocational Training

- Job Placements as of the end of June 2025: 756

## Number of Employee

- Vocational Welfare Segment: 1,395
- Child Welfare Segment: 2,006
- Platform Segment: 385
- Overseas Segment: 249
- Others Segment: 859

## Female Employees

- Middle and Upper Management ratio: 35.1%
- Compensation vs. males: 55.6% (exclude. upper management)

## Child Welfare

- Service Users as of the end of June 2025: 11,930

## LITALICO Wonder

- Service Users as of the end of June 2025: 5,028

NPS Scores<sup>1</sup> (As of March 2025)

- LITALICO Works: 13.0
- LITALICO Junior: 19.9

<sup>1</sup> Evaluation towards LITALICO services overall; average across all facilities

NPS: Net Promoter Score  
Client loyalty index

[-100 to +100] higher the better

## Employee Benefits

- Discontinuation of mandatory fixed age retirement system in order to support sustainability of long term relationships with customers
- Addition of shortened 32- and 35-hour work week system to the existing 40-hour work week to accommodate diverse working styles (currently utilized by 124 employees)
- Abolition of restrictions around maintaining multiple jobs to promote freedom in working styles, even during maternity leave (currently utilized by 523 employees)
- Advocating maternity leave for male employees (so far taken by 68% of applicable employees) to accommodate life cycles of employees
- Expansion of partnership definitions to include more diverse family structures such as common-law and same sex marriages, allowing for more employees to access family related benefits

**MSCI**  
ESG RATINGS



CCC B BB BBB A AA AAA

As of 2025, LITALICO Inc. received an MSCI ESG Rating of AA

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