Financial Results Briefing Materials

for the Second Quarter of the Fiscal Year Ending December 31, 2025

August 12, 2025

KINJIRO CO., LTD.

Note: This document has been translated from the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.

1. Consolidated Financial Results
for the Second Quarter of the Fiscal Year Ending December 31, 2025 (FY2025)

- 2. Revised Plan for the Fiscal Year Ending December 31, 2025 (FY2025)
- 3. Progress on Our Mid-Term Management Plan
- 4. Topics

1. Consolidated Financial Results

for the Second Quarter of the Fiscal Year Ending December 31, 2025 (FY2025)

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Summary of Consolidated Financial Results for the Second Quarter of FY2025

■ Growth in the HRM Business accelerated, strongly driving growth

In the Cloud Business, acquisition of cloud license contracts progressed steadily The On-Premises Business also grew due to ongoing higher-than-expected demand

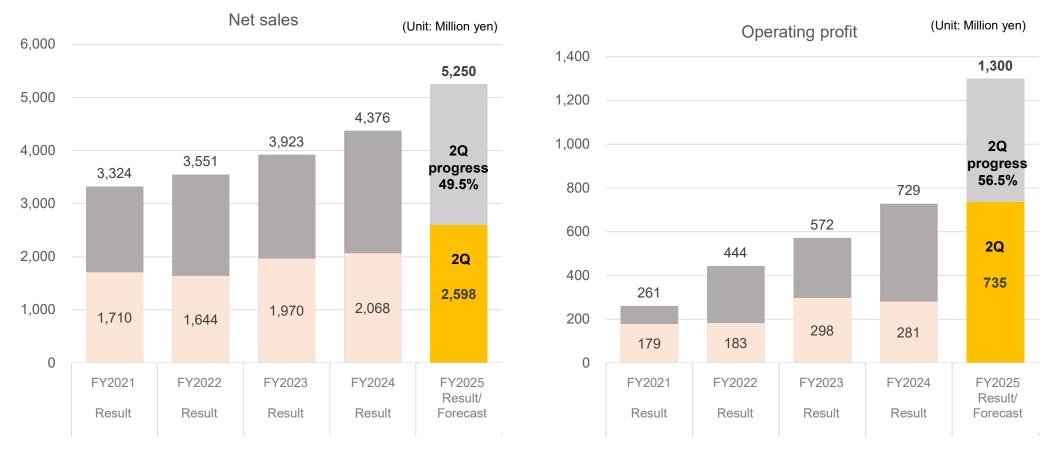
As a result, net sales and all profits reached record highs

(Unit: Million yen)

	FY2024 2Q results	FY2025 2Q forecast (announced July 25, 2025)	FY2025 2Q results	YoY change (%)	YoY change (million yen)
Net sales	2,068	2,598	2,598	+26%	+529
Operating profit	281	735	735	+161%	+453
Ordinary profit	286	730	730	+155%	+443
Profit	190	480	480	+151%	+289

Trends in Consolidated Financial Results for the Second Quarter of FY2025

■ Progress rates for the second quarter against the full-year plan were 49.5% for net sales and 56.5% for operating profit, showing year-on-year improvement.



^{*} The revised FY2025 2Q and full-year forecasts were released on July 25, 2025.

YoY Changes in Net Sales by Business Segment

■ The Cloud Business as a whole grew significantly by 36% YoY.

(Unit: Million yen)

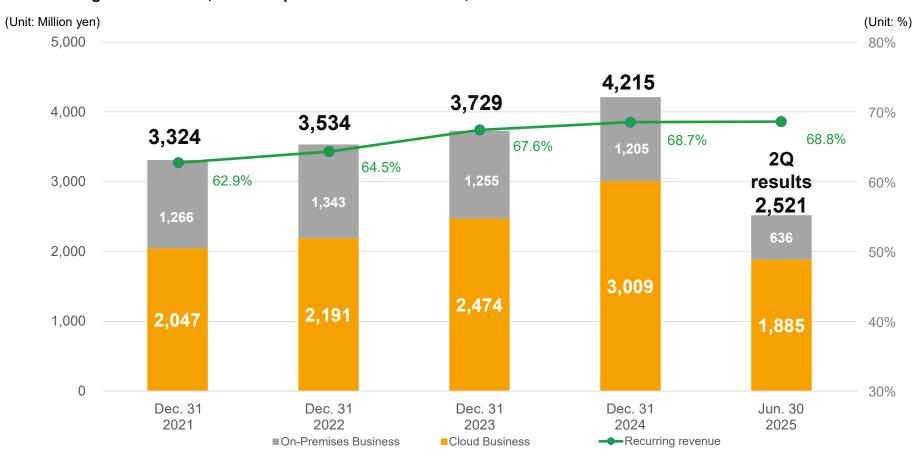
	Business segment		Sales segment	FY2024	FY2025	YoY changes
			Cloud License	2Q results 1,069	2Q results 1,455	(%) +36%
			Cloud Consultation Support	256	308	+20%
	C	Cloud Business	Others	61	121	+98%
	့ တွ		Subtotal	1,386	1,885	+36%
	ines	On-Premises Business	Premium Support	286	273	-5%
es	Net sales HRM Business		Software Products	198	252	+27%
t sal			Software Consultation Support	74	63	-16%
Ne			Employment Information Device	36	47	+32%
			Subtotal	595	636	+7%
	Total		1,982	2,521	+27%	
	*Recurring Revenue		e	1,363	1,735	+27%
	Real Estate Rental Business		86	76	-12%	
	Total			2,068	2,598	+26%

^{*} Includes revenue from cloud licensing, premium support, and other services.

Transition to a Cloud Company

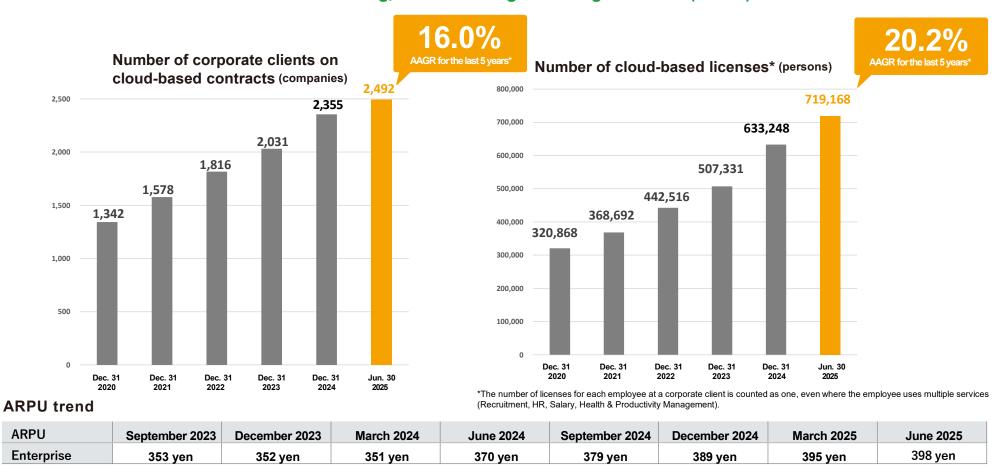
■ Trend in the HRM Business

- The ratio of net sales of the Cloud Business to total net sales grew; 61.6% in FY2021 to 74.8% in FY2025 2Q.
- Recurring revenue ratio, which represents stable income, also increased from 62.9% in FY2021 to 68.8% in FY2025 2Q.



Number of Corporate Clients on Contract and Number of Licenses

■ Growth in the number of licenses remains strong, with an average annual growth rate (AAGR) of 20.2%.

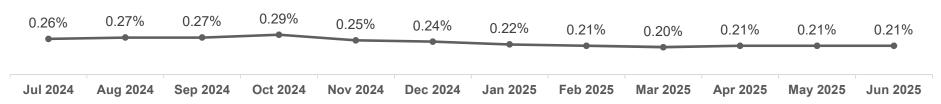


Cloud-Based Contract Cancellation Rate

■ The average rate of cloud-based contracts cancelled per month remains low at 0.24%.

Cloud-based contract cancellation rate*

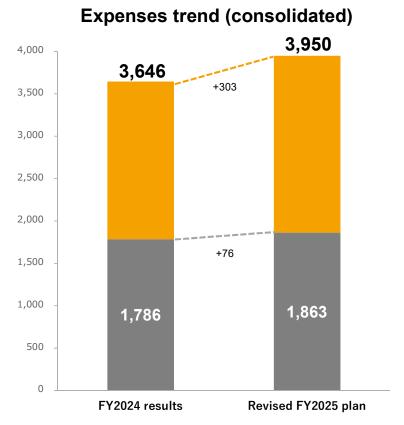


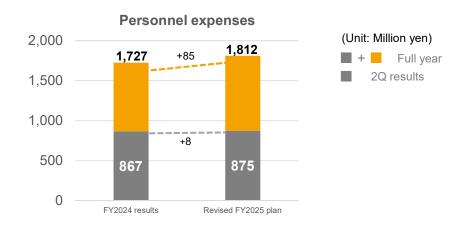


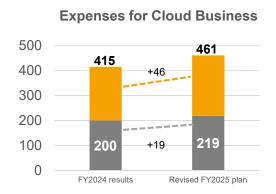
^{*}The monthly average cancellation rate is calculated by dividing revenue from customers who cancelled their contracts in the current month by revenue from total customers in the previous month.

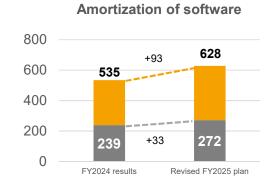
Cost Structure

- Cost structure for the second quarter of the fiscal year ending December 31, 2025
 - The YoY cost rose by +76 million yen due to upfront investments for Cloud Business expansion (expenses for Cloud Business) and increases in amortization of software and other expenses.









^{*} The revised FY2025 full-year forecast was released on July 25, 2025.

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Summary of Revised Plan for FY2025

- We will continue to expand our business with the Cloud Business as a growth driver.
 - We plan to grow net sales by 20%, operating profit by 78%, and profit by 80% year on year.

(Unit: Million yen)

	FY2024 Results	Revised FY2025 Plans	YoY change (%)
Net sales	4,376	5,250	+20%
Operating profit	729	1,300	+78%
Ordinary profit	733	1,283	+75%
Profit	461	832	+80%

^{*} The revised FY2025 full-year forecast was released on July 25, 2025.

Revised FY2025 Plan (Net Sales)

■ We will continue to accelerate the growth of the Cloud Business.

* Includes revenue from cloud licensing, premium support, and other services.

(Unit: Million yen)

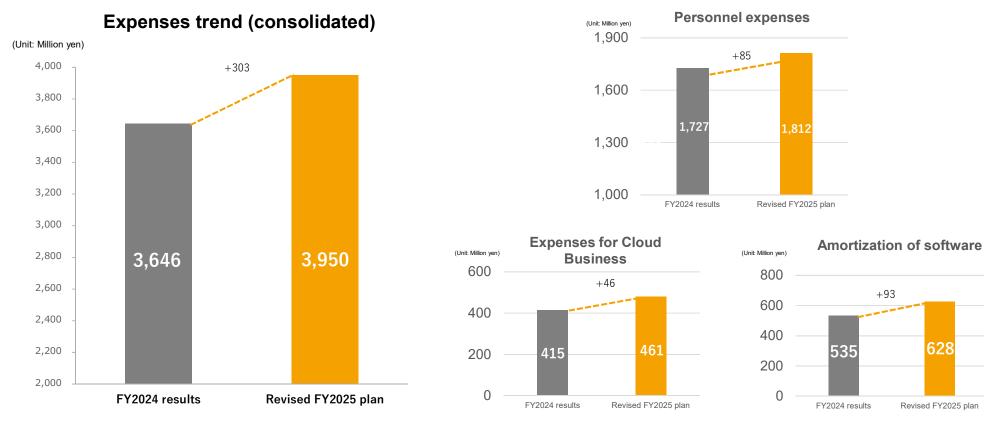
Business segment S		Sales segment	FY2024 Full-year results	Revised FY2025 Plans	YoY changes (%)
		Cloud License	2,301	3,083	+34%
	Cloud Business	Cloud Consultation Support	540	599	+11%
	Cloud Business	Others	167	197	+18%
ý		Subtotal	3,009	3,881	+29%
HRM Business		Premium Support	572	543	-5%
Bus		Software Products	389	455	+17%
Z Z	On-Premises Business	Software Consultation Support	149	142	-4%
Ξ	Baomood	Employment Information Device	94	74	-22%
		Subtotal	1,205	1,215	+1%
	Total		4,215	5,096	+21%
*Recurring Revenue		2,897	3,652	+26%	
Real Es	Real Estate Rental Business		161	153	-5%
Total	Total		4,376	5,250	+20%

^{*} The revised FY2025 full-year forecast was released on July 25, 2025.

Revised FY2025 Plan (Cost)

Cost structure for FY2025

• We expect an increase in personnel expenses primarily due to increases in salaries in addition to an increase in upfront investments for Cloud Business expansion (expenses for Cloud Business and amortization of software and other expenses).



^{*} The revised FY2025 full-year forecast was released on July 25, 2025.

Shareholder Returns

Basic policy

We recognize shareholder returns as a key management priority and distribute dividends while taking into consideration internal reserves necessary for future business development and financial reinforcement.

We effectively utilize internal reserves to invest in internal systems, recruit talent that will contribute to future growth, and fund advertising spending to ultimately increase competitiveness and profitability while working to enhance financial stability to strengthen our corporate structure.

Stock-related measures we took in the past:

Time	Description
October 2020	Was listed on the Mothers Market of the Tokyo Stock Exchange
July-October 2021	Conducted share buybacks (517,500 shares)
September 2021	Chose to be listed on the Growth Market of the Tokyo Stock Exchange
February 2022	Introduced a restricted stock program for directors
July 2024	Conducted a 2-for-1 stock split

■ Dividend Trends

(Unit: Yen)



^{*} The figures in the graph reflect the stock split conducted in July 2024.

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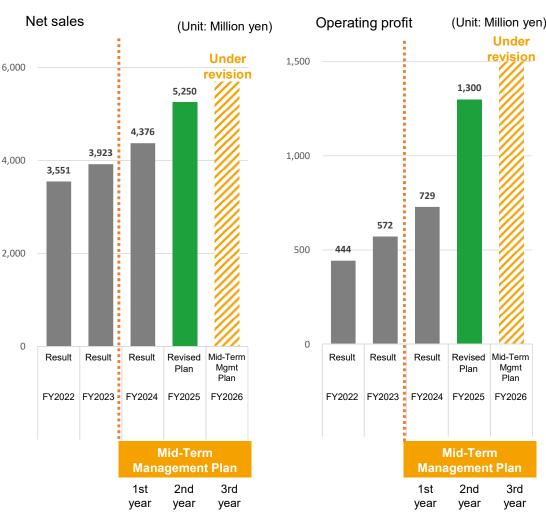
Mid-Term Management Plan

■ Targeted Management Metrics

- We plan to increase upfront investments such as product development to accelerate the growth of the Cloud Business.
- Increases in amortization of software associated with product development are forecasted to slow down compared with FY2024 from FY2025 onward.
- Expenses for cloud facility are projected to rise from FY2025 onward in conjunction with efforts to achieve target of 1 million cloud licenses in FY2027 or later.
- The plan for FY2026 is under revision.

	FY2022	FY2023	FY2024	FY2025	FY2026
	Results	Results	Results	Revised Plan	Mid-Term Mgmt Plan
Net sales	3,551	3,923	4,376	5,250	Under revision
Operating profit	444	572	729	1,300	Under revision
Operating profit margin	12.5	14.6	16.7	24.8	Under revision

(Unit: Million yen)



^{*} The revised FY2025 full-year forecast was released on July 25, 2025.

Mid-Term Management Plan

■ Business strategy: Increase recurring revenue with the Cloud Business as a growth driver

Strategy to grow business laid out in the Mid-Term Management Plan

- Accelerate the product feature development aimed at HRM all-in-one solutions*
- Shift on-premises users of Kinjiro Enterprise, which is our previous product, to cloud-based services through Universal Kinjiro
- 3 Pricing strategy
- Enhance services for employees (BtoE) and roll out services for consumers (BtoC)

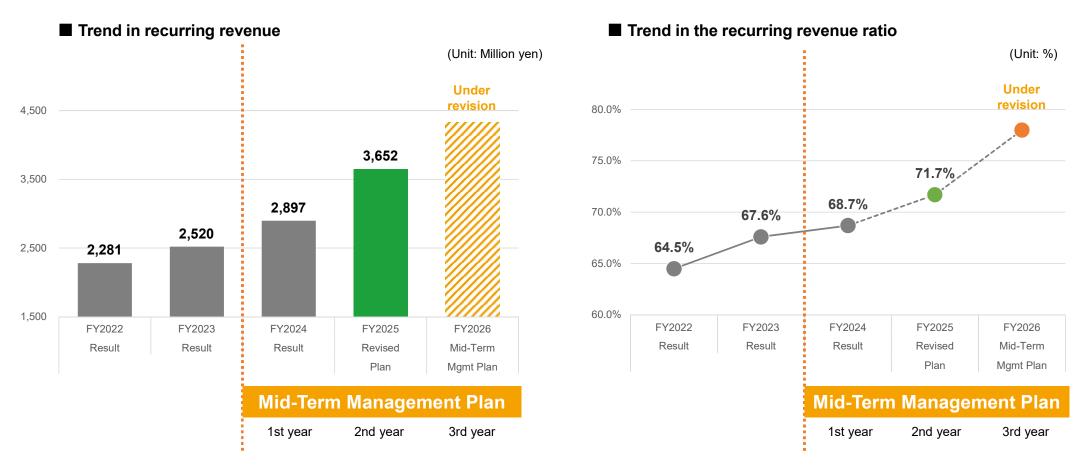
Key measures taken through FY2025 2Q

- ✓ Drew on our years of experience to enhance our highperformance systems to contribute to productivity and corporate value through work style and health & productivity management consulting
- ✓ Delivered compelling value propositions to customers through direct engagement with them at seminars and exhibitions
- ✓ Advanced the shift to cloud-based services and enhanced our in-house cloud servers
- ✓ Revised prices March 2024: Announced revisions to prices of Universal Kinjiro and Kinjiro Enterprise, Lite, and Smart Series
- ✓ Used our HRM platform (Universal Kinjiro) at our office and was recognized as a Certified Health & Productivity Management Outstanding Organization for the eighth consecutive year
- ✓ Provided health value to employees and consumers in general through apps for consumers

^{*}Our HRM solutions provide employment, attendance, HR, salary, and human capital data to facilitate health & productivity management.

Trends in Key Management Metrics (Five Years)

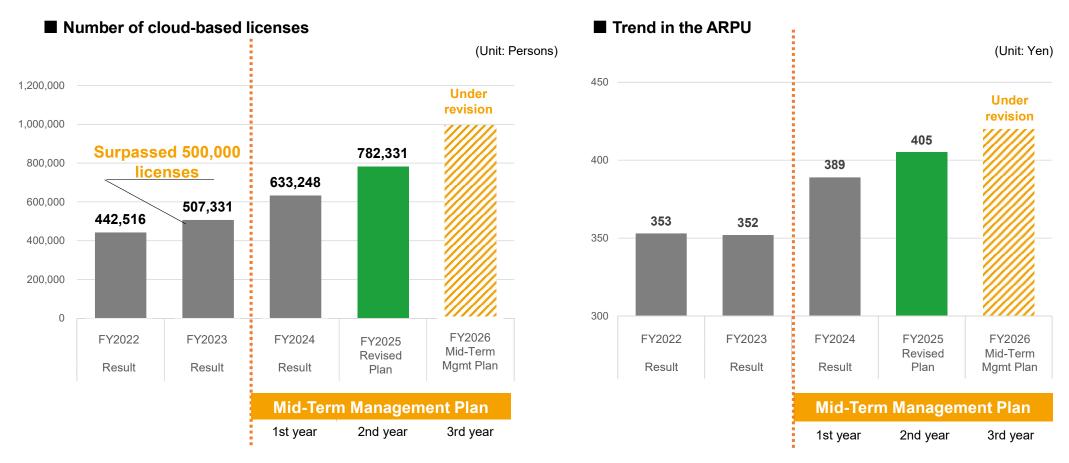
■ Key metrics strongly indicate our steady progress on our mid-term growth strategy



^{*} The revised FY2025 full-year forecast was released on July 25, 2025.

Trends in Key Management Metrics (Five Years)

■ Key metrics strongly indicate our steady progress on our mid-term growth strategy



^{*} The revised FY2025 full-year forecast was released on July 25, 2025.

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Kinjiro's Mission and Strength

■ Offer products and services that solve social challenges faced by modern Japan

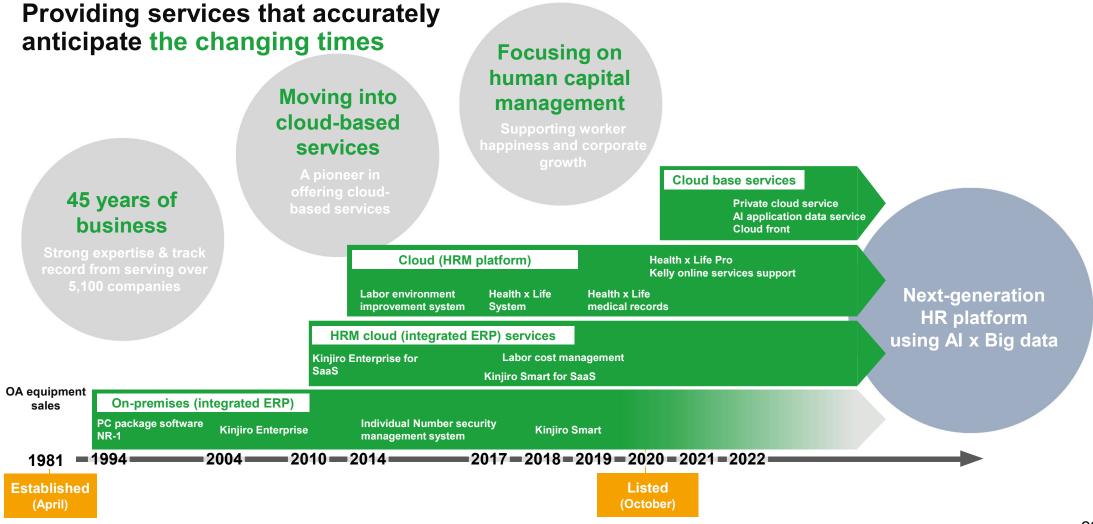
Performance delivered by each and every worker will become increasingly important going forward as the labor force is expected to decline significantly.

Solve social challenges faced by Japan by contributing to corporate clients' HRM with "Universal Kinjiro" and "Health x Life."





Our History



Business Scope

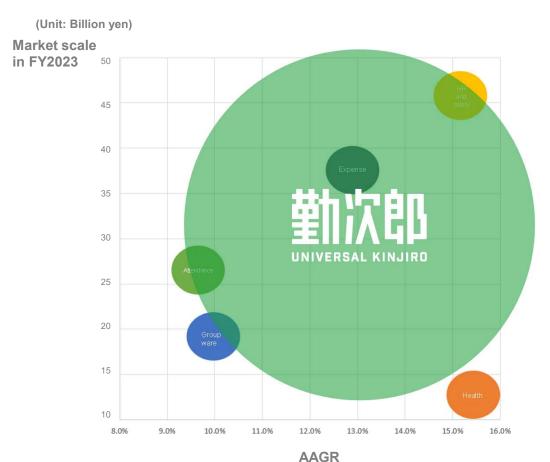
Simultaneously manage work and health to achieve work style reform and health & productivity management, and help enhance corporate value by improving labor productivity

Al prediction **Multifactor API** integration The health and authentication **Customer portal** Low-code happiness of employees builds **Private cloud** Single sign-on the company's future Work style reform **Health & productivity** Mgt. support Salary & labor mgt. **HR** automation

Human Capital Management

■ Market scale in FY2023 (billion yen) and AAGR ('28/'23)





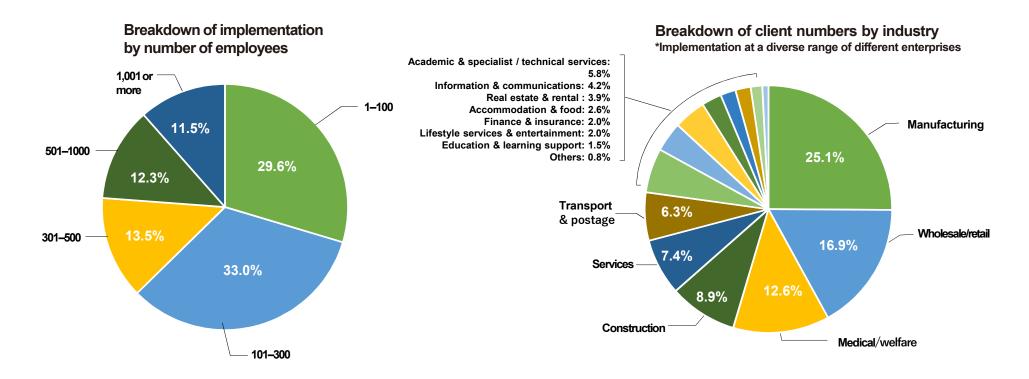
Aiming to become No. 1 in HRM services by strengthening health management systems, a growing market

	AAGR	Market scale
Groupware	9.8%	18.7 billion yen
Attendance mgt.	9.5%	26.8 billion yen
HR and salary	15.2%	45.5 billion yen
Expense settlement	12.8%	37.7 billion yen
Health mgt.	15.5%	11.6 billion yen

Source: Fuji Chimera Research Institute, "Software Business New Market 2024 Edition"

Kinjiro Enterprise Installations Breakdown by Scale and Industry

■ Meet the needs of diverse enterprises in different sizes, ranging from SMEs to large enterprises, in different industries



^{*} Implementation results in cloud business and on-premises business as of June 30, 2025

Obtained ISO/IEC 27017 Certification

Ongoing enhancement of security and reliability

As of May 27, 2025, Kinjiro Co., Ltd. renewed its ISMS certification based on the international standard for Information Security Management System (ISMS), JIS Q 27001:2023 (ISO/IEC 27001:2022), and additionally obtained ISMS Cloud Security certification based on JIP-ISMS517-1.0 (Requirements for ISMS Cloud Security Certification based on ISO/IEC 27017:2015).

With these certifications, we further strengthen the reliability and peace of mind we offer through our HRM services, built on a top-tier security foundation.

■ Certification overview

ISMS certification

Applicable standard: JIS Q 27001:2023 (ISO/IEC 27001:2022)

Registration No.: JUSE-IR-238

Registration renewal date: May 27, 2025 (Initial registration: 2011)

Scope of registration: Software design and development, ASP services, maintenance (ISMS)

Cloud Security certification

Applicable standard: JIP-ISMS517-1.0

(Requirements for ISMS Cloud Security Certification based on ISO/IEC

27017:2015)

Registration No.: JUSE-IR-238-CS01
Registration date: May 27, 2025

Scope of registration: Cloud services for HR, labor, and health management

(Universal Kinjiro Cloud)

■ Future outlook

- Continue enhancing a secure cloud infrastructure that all users can rely on, leveraging the certifications
- Promote cloud migration and explore new markets by positioning security as a key differentiator
- Explore and prepare for future alignment with ISMAP for potential expansion into the public sector



Sustainability: Health & Productivity Management Initiatives

■ Recognized as a "Certified Health & Productivity Management Outstanding Organization" for the Eighth Consecutive Year

Kinjiro was ranked in the top 300 among 3,869 organizations, which were recognized by the Ministry of Economy, Trade and Industry and the Nippon Kenko Kaigi as "Certified Health & Productivity Management Organizations (White 500)."



Kinjiro was recognized as a Certified Health & Productivity Management Outstanding Organization for the eighth consecutive year through the use of Universal Kinjiro (HRM platform) at our office.

■ Awarded the "Award for Outstanding Business Facilities under the Nagoya Health Declaration"

Kinjiro received the "Healthy Declaration Excellent Office" award from Nagoya City and Japan Health Insurance Association (JHIA) two years in a row.





Health & Productivity Management Survey Feedback Sheet



FY2025 Kinjiro Genki Project Activities

■ Further enhanced our health & productivity management initiatives through the "Kinjiro Genki Project" led by young employees, and held various events



Concept for FY2025 activities:

Feel light in mind and body: Toward a healthy future where smiles bring us together

- **♦** Lunch delivery service made available
- Employees at the Nagoya headquarters can order healthy meals.
- ◆ Office Glico snack service made available
- Introduced at the bases in Tokyo and Nagoya aiming to enhance employee engagement.





- **♦** Exercise project: Walking workshops
- To improve the exercise effect for participants, walking workshops were offered in conjunction with the step count competition.





Disclaimer

To the extent that statements in this presentation do not relate to historical or current facts, they constitute forward-looking statements. These statements represent the judgment of our senior management, based on the information currently available, and involve risks and uncertainties. Actual results may differ significantly from the outlook for performance and other matters presented here, due to various factors including economic conditions, the status of competition within the industry, and the success or failure of new services.

The health and happiness of employees builds the company's future

