



Q2 FY2025 Financial Results

August 2025

**Unite&
Grow**

TSE:4486 / Growth Market

Unite and Grow Inc. offers a time-sharing service of corporate IT engineers under the product name “SHARED SHAIN”(Shared IT Professionals).

The main features are as follows:

- Targeting medium and small enterprises in the Tokyo metropolitan area (growing companies with 50 to 1,000 employees).
- The service is provided only by our internal full-time employees with long-term employment (without using partner companies).
- We do not sell hardware or software (completely neutral to IT vendors)
- Standardizing services and prices through our unique “membership-based quasi-delegation contract”.
- By not setting up sales or staffing departments and involving all employees in indirect operations, including recruitment and training, we increase organizational strength and nurture proactive individuals.

Through these initiatives, we have achieved differentiation that can be said to be the only one in the industry, and by aggregating knowledge and experience, we are increasing profitability.

Agenda

- 01 | **Company Profile**
- 02 | **Q2 FY2025 Financial Results**
- 03 | **FY2025 Full Year Forecast**
- 04 | **Growth Strategies**

Appendix

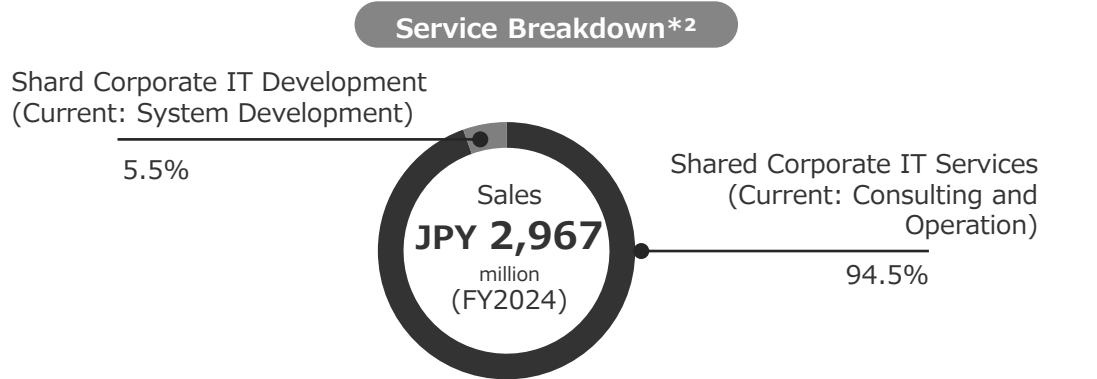
1. Company Profile

Company Profile

- Our Company was founded in February 2005 with the mission of "revitalizing small and medium-sized companies from the inside and contributing to society"
- We have developed a unique expertise called "Shared Engineering," which involves openly and securely sharing human and intellectual resources.
- We provide "SHARED SHAIN®" (Shared IT Professionals) services for the overall IT management of corporate IT departments.

Basic Information

Company name	Unite and Grow Inc.
Incorporation	February 2005
Representative	Kiichiro Suda, President & CEO
Business	Corporate IT Shared Services (Timeshare of Corporate Engineers "Shared IT Professionals")
Number of Employees	289 ※1 (as of December 2024)



*1 The number of employees stated here is the total number of persons engaged in the business, including Our Company officers and employees and outsourcees.

*2 In FY2024, there were two reportable segments: "Shared Corporate IT Services" and "Shared Corporate IT Development". From FY2025, the reportable segments were changed to a single segment, "Corporate IT Shared Services".

Services

[Core Service]

Consulting and Operation

Comprehensive support for corporate IT departments.



[Specialized service based on Consulting and Operation]

System Development

Support for in-house development of various internal systems utilizing low-code development tools.

IT Infrastructure

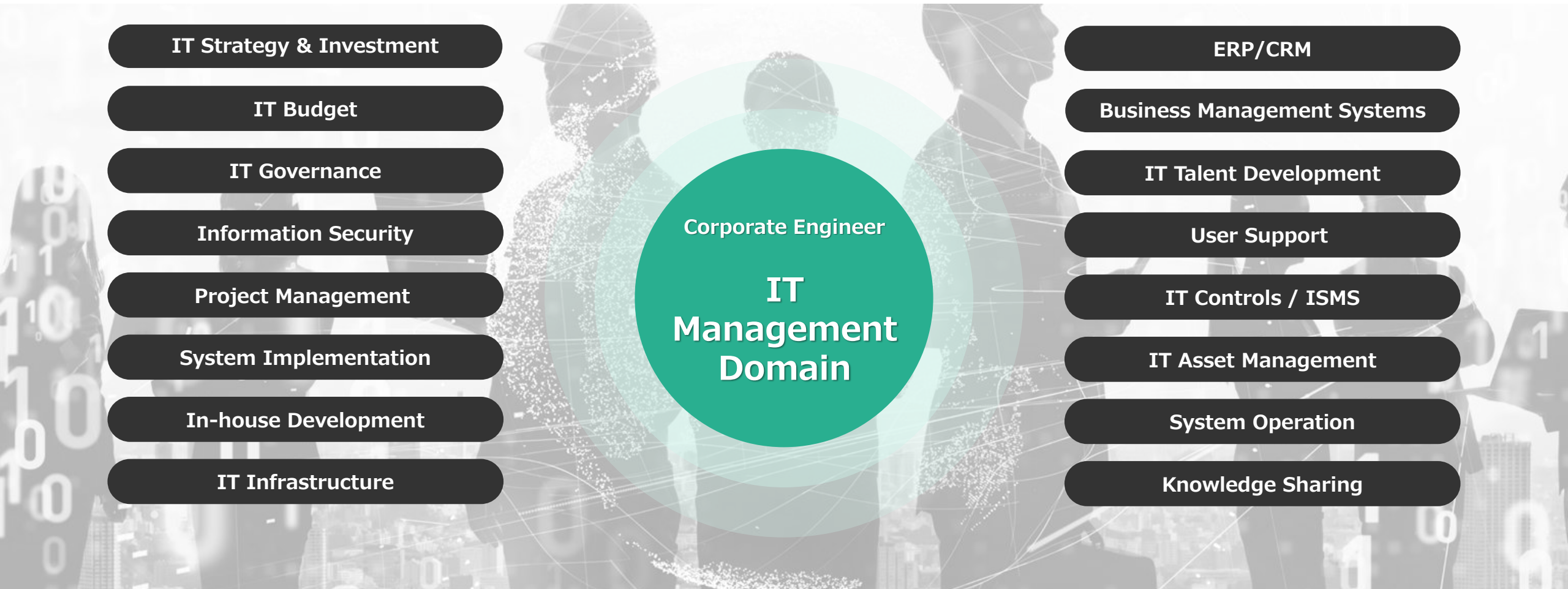
Support for the construction, maintenance, and operation of IT infrastructure, including servers and networks.



Accounting IT

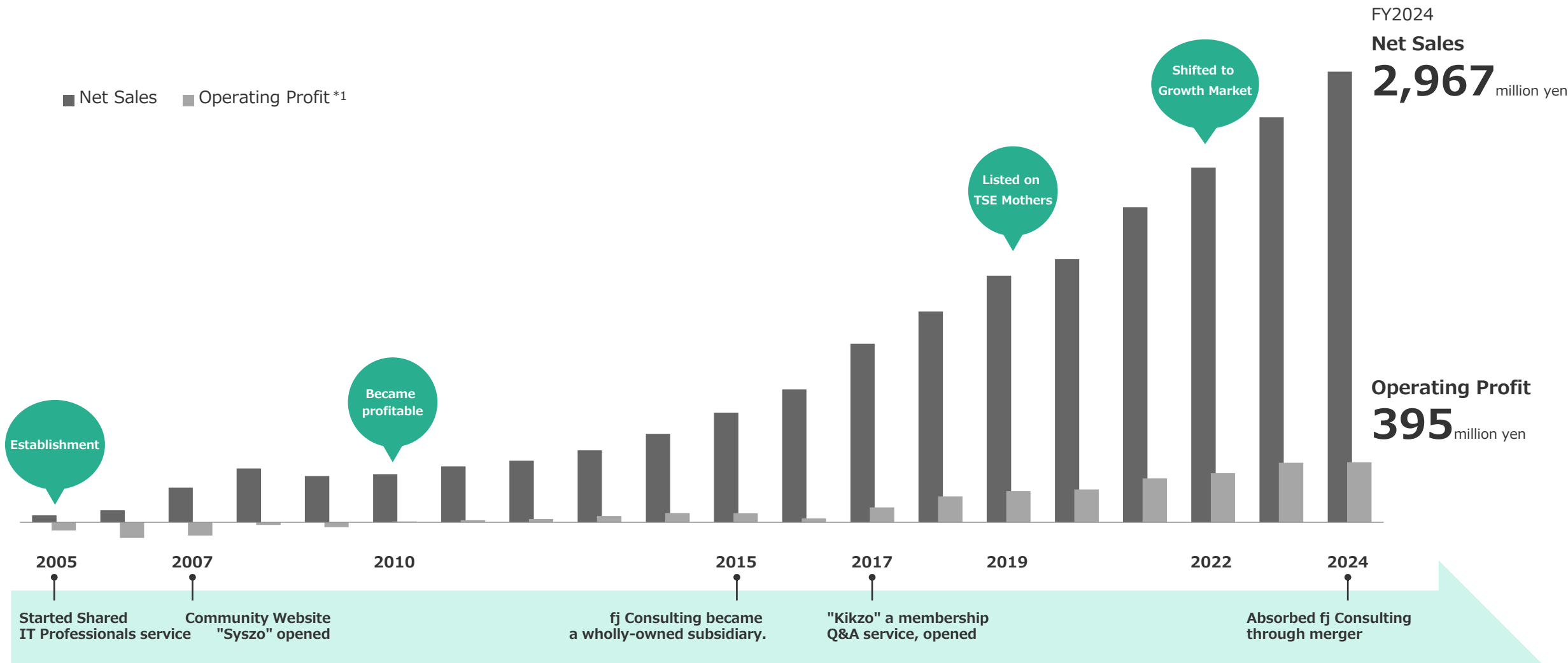
What is the Scope of IT Management?

- Corporate Engineers are professionals who understand and effectively utilize IT tools and systems within an organization.
- They grasp employees' work processes, identify issues with current IT tools, propose alternatives, and coordinate with relevant companies. When selecting products or services to implement, they consider factors such as budget and business needs to determine the best solution.



Company History and Performance

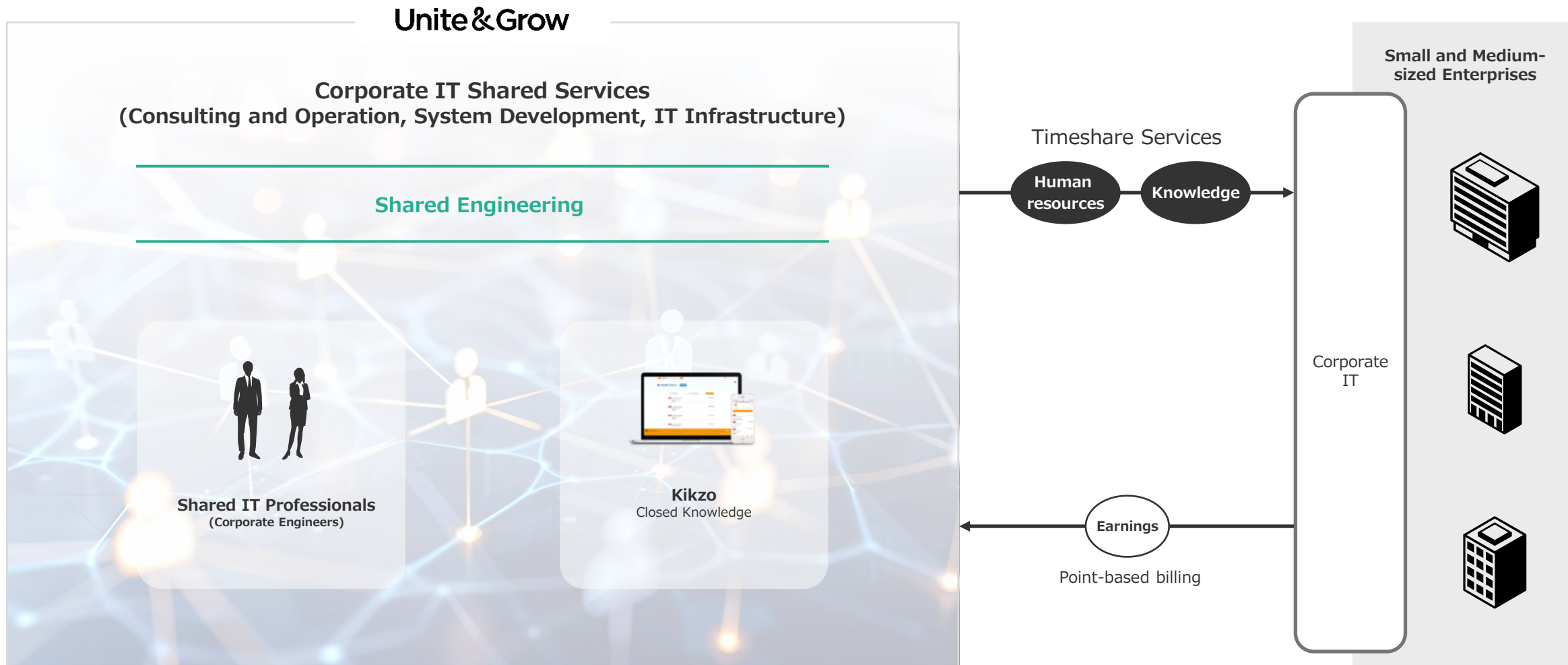
- Since our establishment in 2005, we have continuously developed services tailored to the needs of small and medium-sized enterprises (50 to 1,000 employees growing companies).
- We achieved profitability in 2010 after the Lehman financial crisis and have established the current form of service.



*1 Consolidated Financial Results from FY2017 to Q1 FY2024.

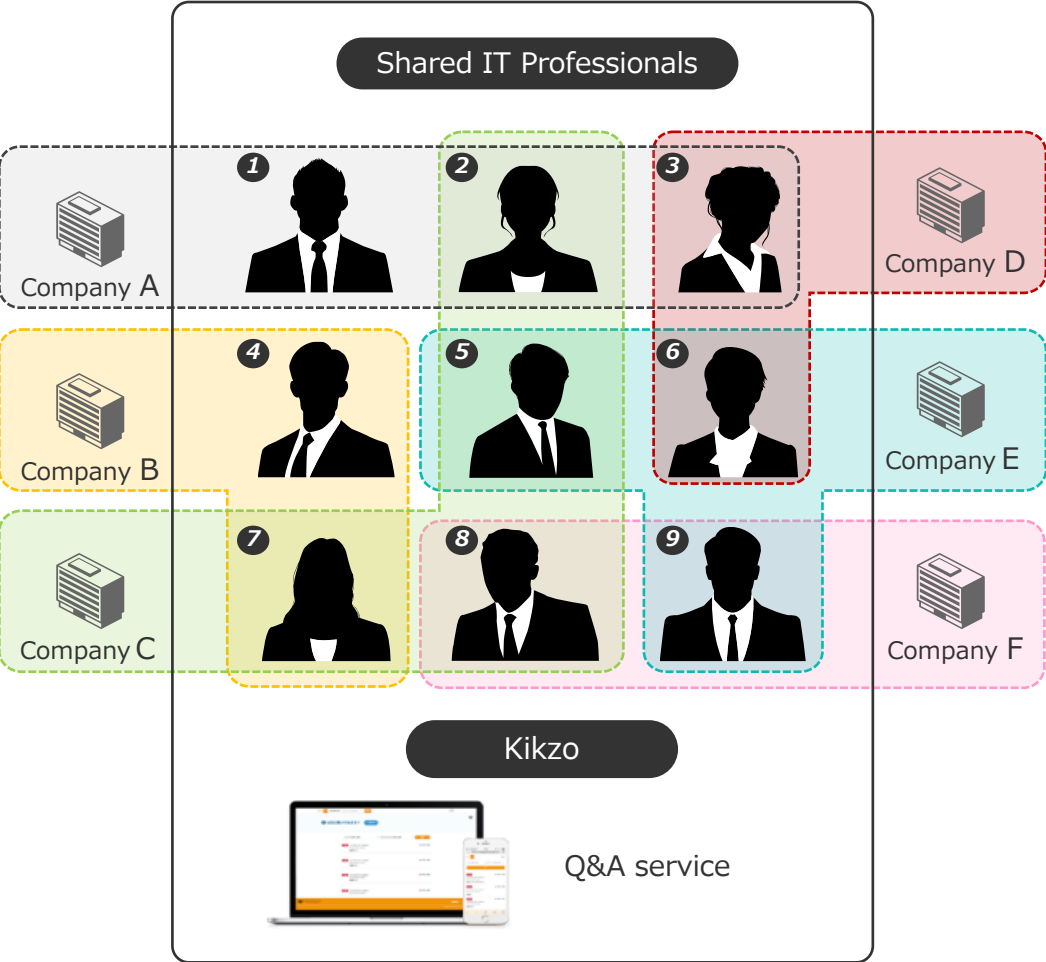
Our Business Model is “People and Knowledge Sharing”

- We enhance value by circulating the latest knowledge and know-how through service provision to target companies.
- Our business adopts a point-based billing model focused on time-based service usage for member companies.



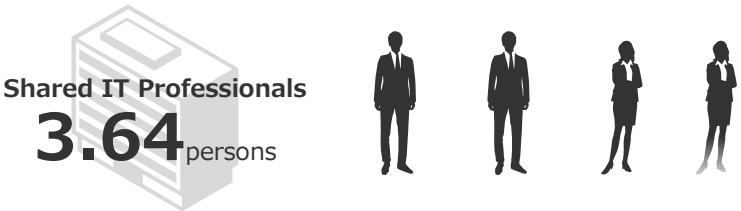
Corporate IT Shared Services "SHARED SHAIN®"

- By sharing the time and knowledge of Shared IT Professionals with diverse skills among member companies, we aim to realize a “shared corporate IT department for all member companies”.



Average Number of Shared IT Professionals per Client Company

(2025.2Q)















Average Number of Client Companies per Shared IT Professional

(2025.2Q)



Case Study

- Our time-sharing service enables agile and flexible responses to client needs, making it possible to start small.
- This service model fosters client confidence and facilitates the expansion of the scale of transactions.

		July - Oct 2024 (Approx. 4 months)	Nov 2024 - Jan 2025 (Approx. 3 months)	From Feb 2025
		<ul style="list-style-type: none">• The start of our business relationship in recognition of the difficulty in recruiting for corporate IT departments and our capabilities to provide flexible operational support.	<ul style="list-style-type: none">• Earned the trust of the corporate IT department leaders, leading to requests for proposal on their company-wide IT strategy.	<ul style="list-style-type: none">• Implementation of business operations based on the established IT strategy.• The entire operation is shared between the client and our company.• Regular information exchange with each level of the client's organization.
Monthly usage fee		JPY 500,000/month	JPY 1.9 million/month	JPY 3 million/month
Structure		2 persons	4 persons	6 persons
Work Contents	<ul style="list-style-type: none">• Helpdesk• IT Asset Management		 	 
	<ul style="list-style-type: none">• Strengthening information security• Operation of IT infrastructure			
	<ul style="list-style-type: none">• Planning IT strategy• Making proposals to the management			
	<ul style="list-style-type: none">• Management of Information Systems Division• IT infrastructure renewal project			
	<ul style="list-style-type: none">• Consideration of replacement of core systems• Organization of business flow			

IT Consulting for Small and Medium-Sized Enterprises

- Our Company's business is sometimes compared to technical staffing services and SES services, but the similarities are minimal. Similar models can be found at IT consulting companies for large companies, while we have optimized nearly the same services for small and medium-sized growing companies and established a robust system.
- While services for small and medium-sized companies are in high demand but is difficult monetize, and no similar specialized services currently exist.

Our Distinctive Features

	Our Company	IT consulting firms	Technical staffing services SES service companies	System integrators (SI companies)
Target client	Small to medium-sized growing companies	Large and semi-large companies	IT development sites	Large to mid-sized companies
Contract type	Semi-delegation agreement		Dispatch agreement Semi-delegation agreement	Entrustment agreement Semi-delegation agreement
Operation granularity	Hourly		Monthly	Project unit
Position	System client position		Contractor position	
Control role	Site manager/ Consultant		Sales	
Emphasis on education	General IT/ Organization/ Management		Technology and skills improvement	
Reasons for success	Communication		Skill matching	Deliverables

2. Q2 FY2025 Financial Results

Q2 FY2025 Financial Highlights

Achieved double-digit growth in net sales and a more than 70% increase in operating profit year-on-year, driven by successful recruitment.

Interim net income decreased due to the absence of the 96 million yen extraordinary gain from the subsidiary merger recorded in the previous fiscal year.

Net sales	Operating profit	Interim net income
1,627 million yen Year-on-year +15.9%	263 million yen Year-on-year +74.6%	194 million yen Year-on-year ▲13.1%

Q2 Topics

- The number of Shared IT Professionals at the end of Q2 was 273, an increase of 31 from the end of the previous fiscal year.
- The number of client companies supported was 424, an increase of 29 from the end of the previous fiscal year.
- A price revision was implemented, with the new prices applied to new clients from April onwards. Existing clients will gradually transition to the new prices, so the full impact on performance is expected from the next fiscal year.
- A 20th anniversary commemorative interim dividend of 30 yen per share (prior to stock split on July 1) was approved.

Profit and Loss Statement

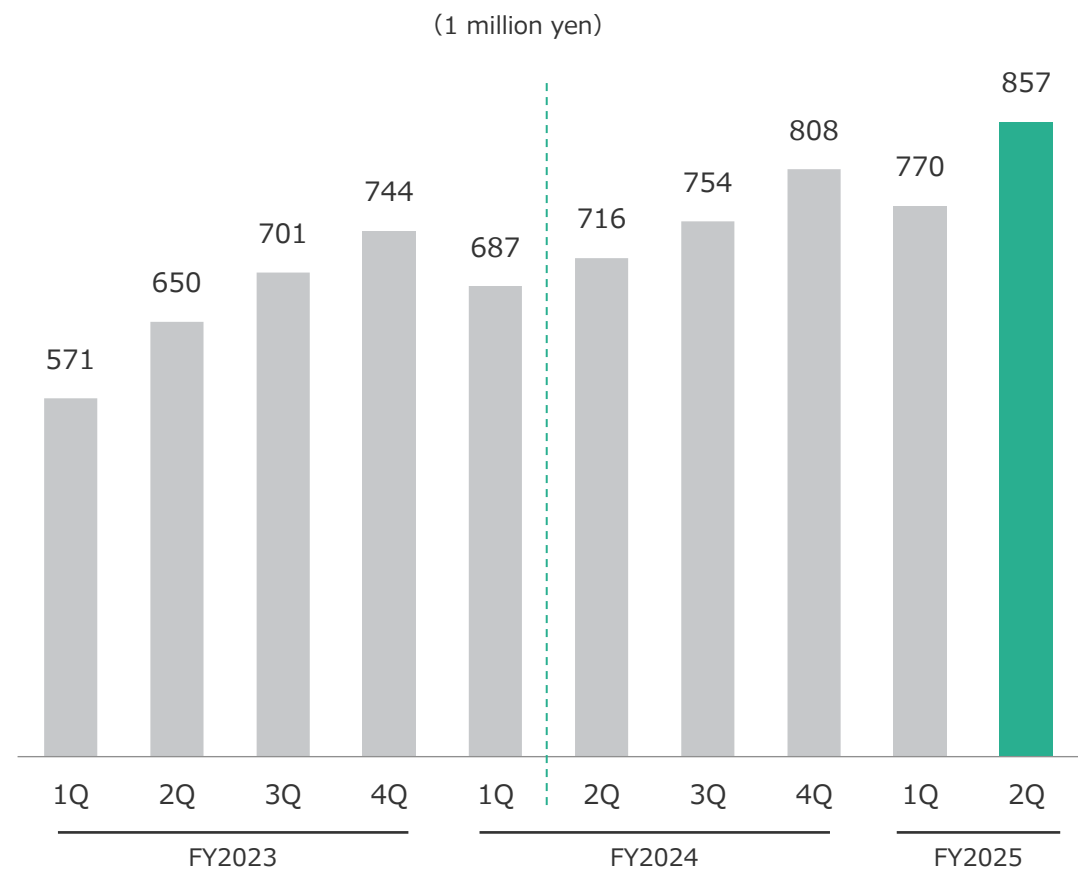
- Net sales grew steadily by 16% year-on-year, driven by an increase in Shared IT Professionals and higher hourly billing rates. By service category, while the growth rate of Consulting and Operation was in the single digits due to the separation of the IT Infrastructure service, the specialized services, System Development and IT Infrastructure, performed well due to an increase in projects.
- Although the gross profit margin slightly decreased, operating profit increased significantly, mainly due to a timing difference in booking recruitment-related costs.
- Interim net income decreased due to the absence of the 96 million yen extraordinary gain from the subsidiary merger recorded in the previous fiscal year.

		Q2 FY2024		Q2 FY2025		
		Actual (1 million yen)	Sales ratio (%)	Actual (1 million yen)	Sales ratio (%)	Year-on-year (%) Progress Rate Against Plan (%)
Net sales		1,404	100.0	1,627	100.0	+15.9
	Consulting and Operation	1,334	95.0	1,459	89.7	+9.3
	System Development	69	5.0	104	6.4	+50.1
	IT Infrastructure	—	—	63	3.9	—
Cost of sales		746	53.1	869	53.4	+16.5
Gross profit		658	46.9	757	46.6	+15.1
SG&A expenses		507	36.1	494	30.4	▲ 2.5
Operating profit		150	10.8	263	16.2	+74.6
Ordinary profit		167	11.9	264	16.3	+58.5
Interim net income		224	15.9	194	12.0	▲ 13.1

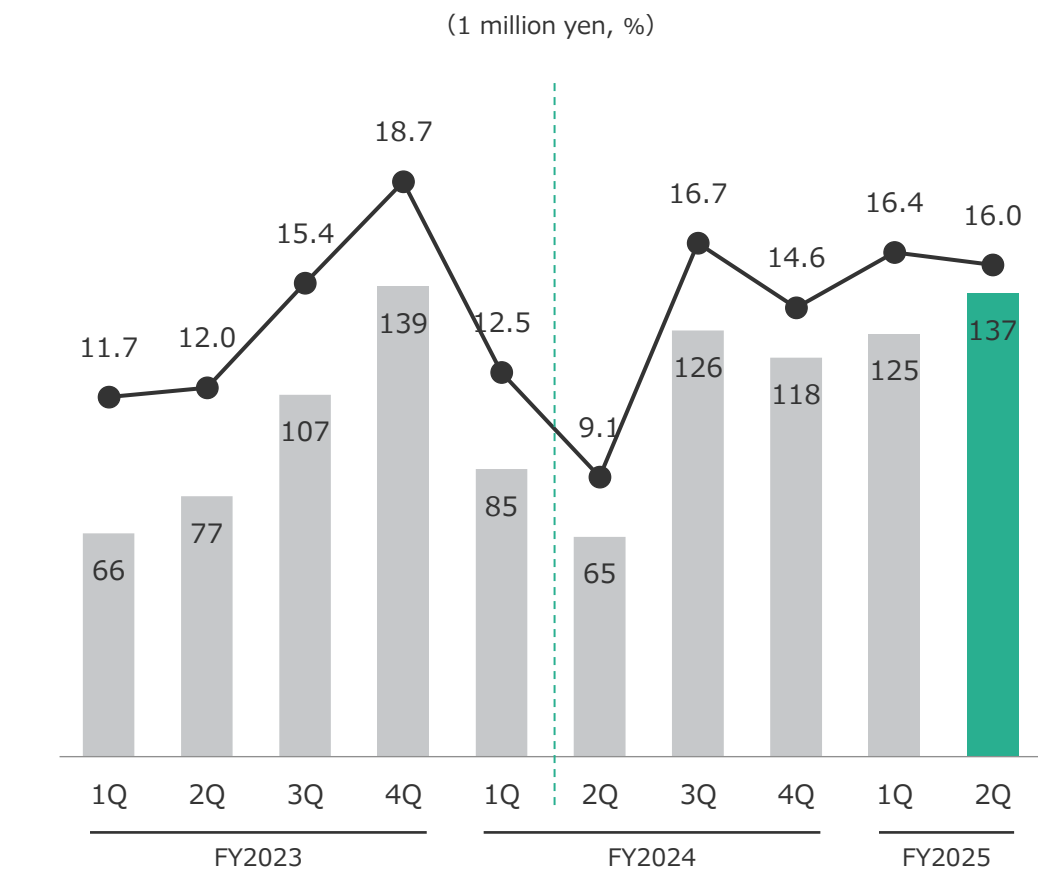
Quarterly Trends in Net Sales and Operating Profit

- Net sales reached a new quarterly record high, driven by an increase in Shared IT Professionals.
- Operating profit increased significantly year-on-year due to a timing difference in recruitment-related expenses. While profit grew compared to Q1, the profit margin slightly decreased due to a lower utilization rate resulting from an increase in new graduate employees.

Quarterly Net sales Trend*



Quarterly Operating Profit and Margin Trends*

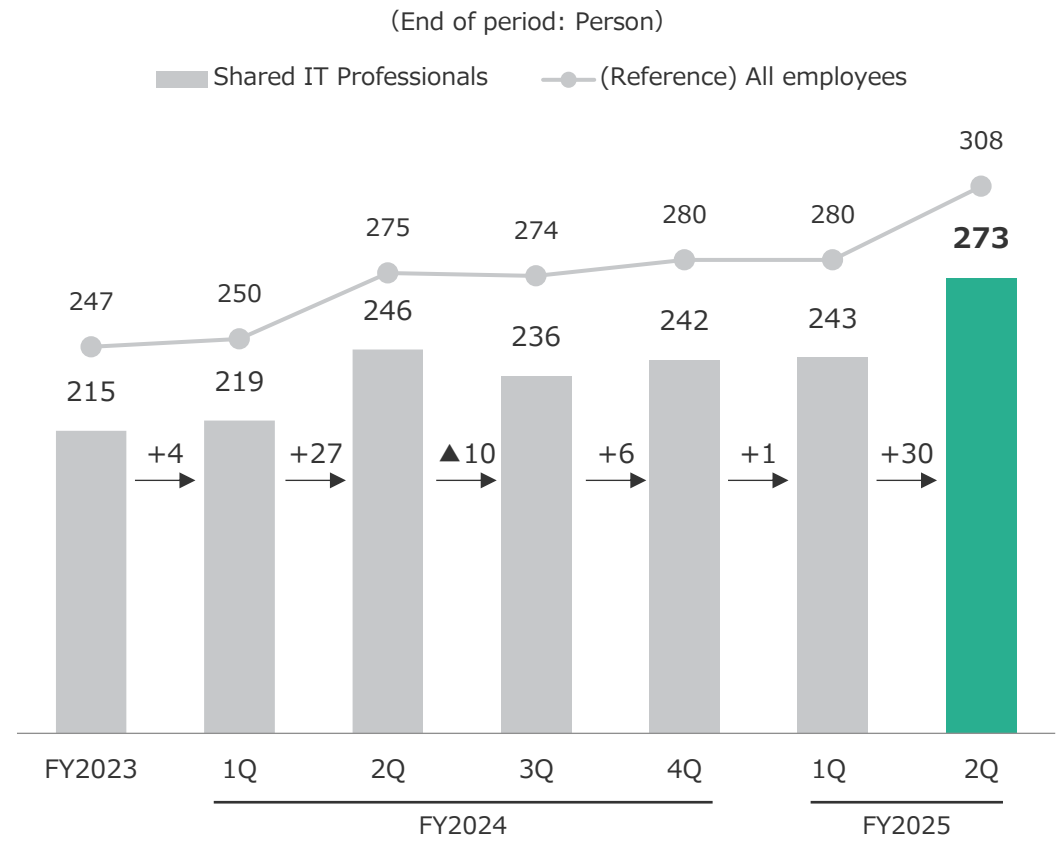


* Data prior to Q2 FY2024 represents consolidated results.

Business KPIs (1)

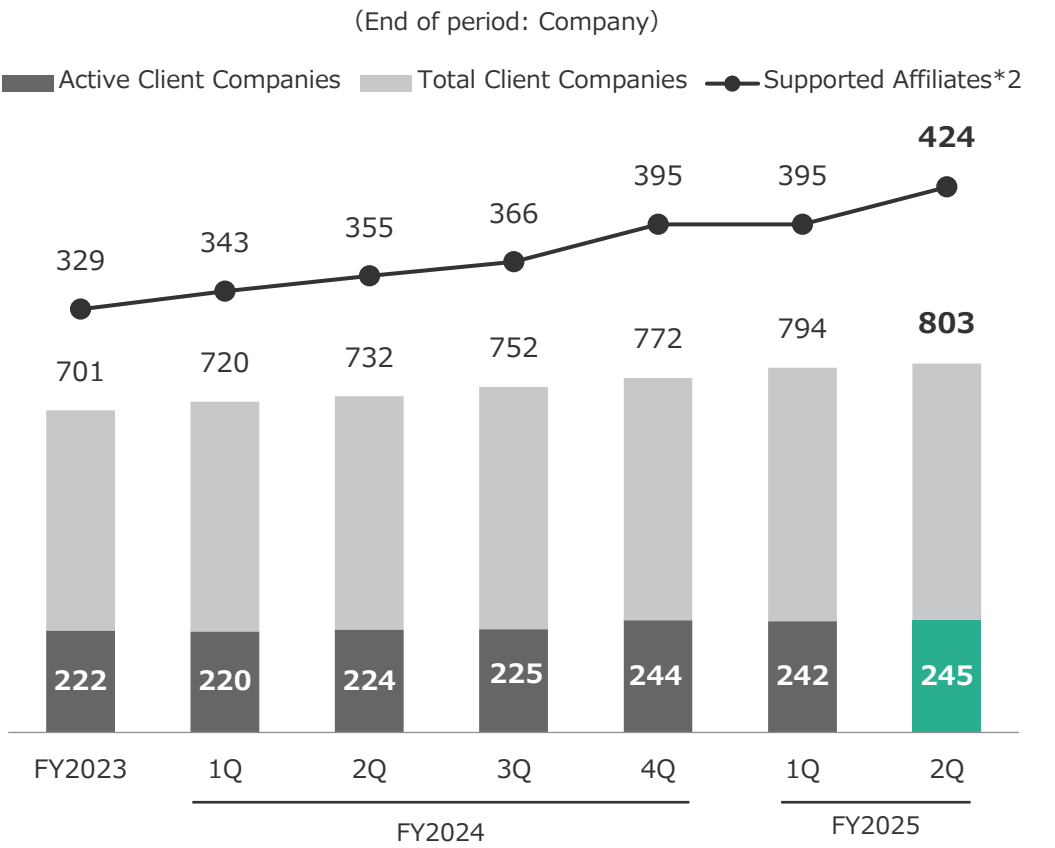
- The number of Shared IT Professionals increased by 31 from Q4 of the previous fiscal year. Mid-career hires increased compared to previous years.
- The number of Active Client Companies increased by 1, and the number of Supported Affiliates*2 increased by 29 from the end of the previous fiscal year.

Number of Shared IT Professionals*1



*1 The number of Shared IT Professionals represents the number of professionals actively working.

Number of Sharing Companies

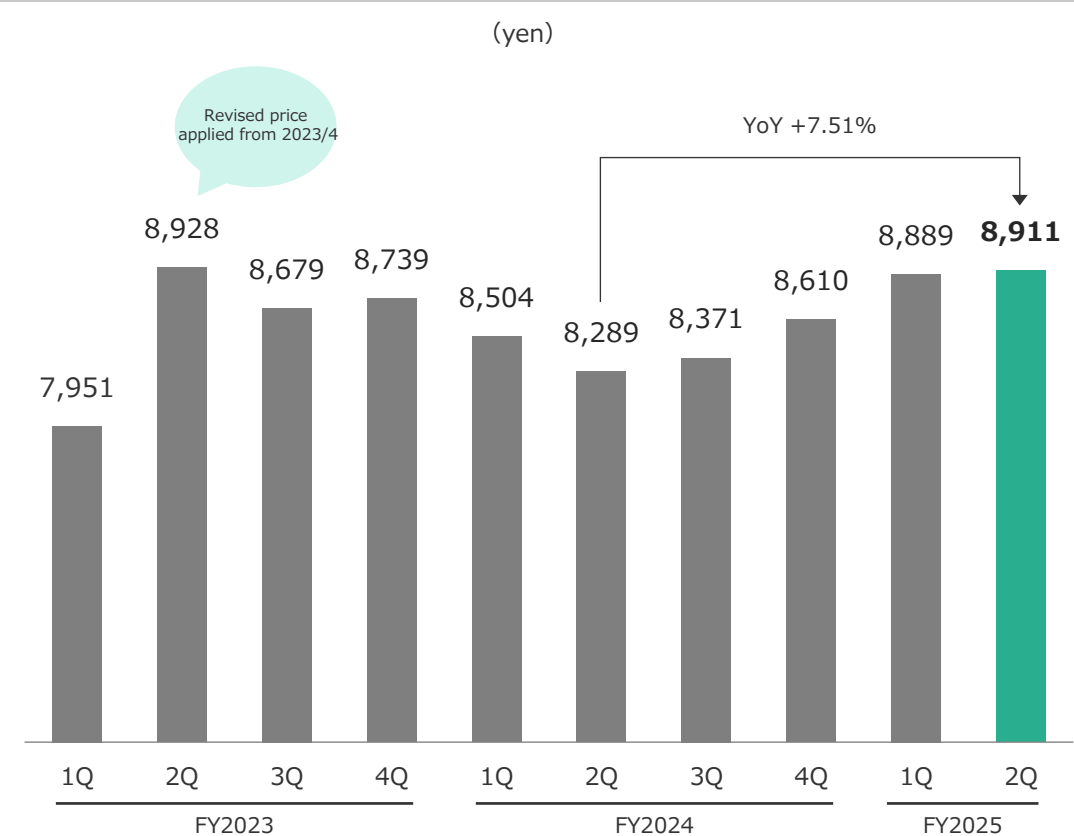


*2 Represents affiliated/group companies of Active Client Companies. These companies are not included in the counts of Total/Active Client Companies.

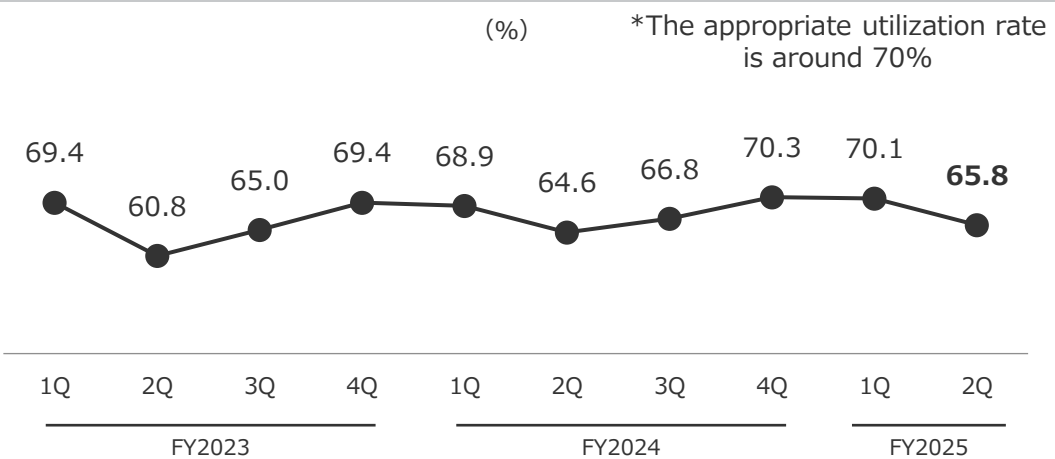
Business KPIs (2)

- The average hourly billing rate rose to the ¥8,900 range, due to an overall improvement in skill levels and increased utilization of high-level Shared IT Professionals.
- The utilization rate decreased compared to Q1 due to an increase in new graduate employees, but increased year-on-year as operations became more standardized.

Hourly Billing Rate of Shared IT Professionals



Utilization Rate Trend



Retention Rate

(2025.2Q)

91.1%

Gender Ratio

(2025.2Q)

61.2%

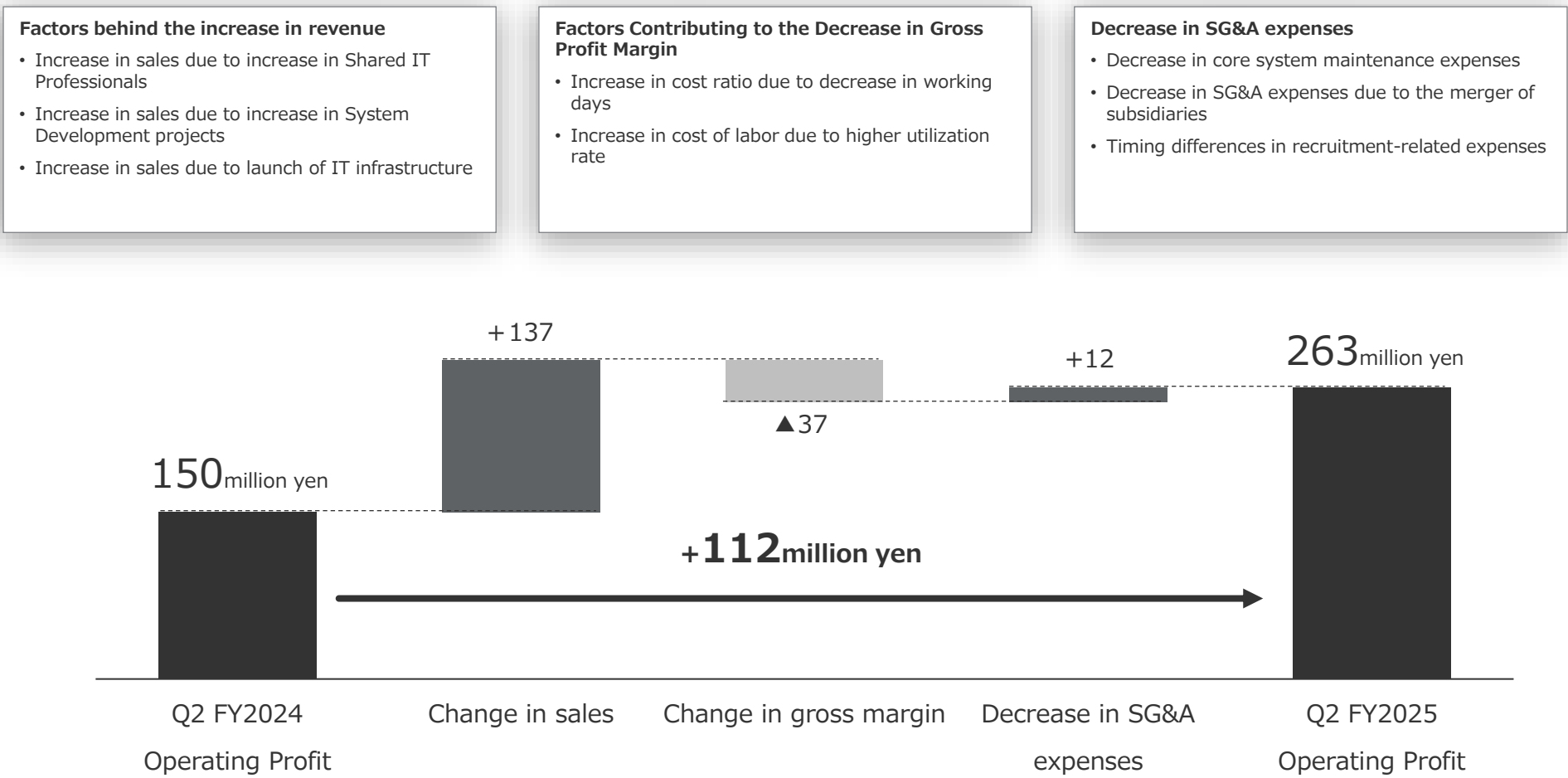
Male

38.8%

Female

Factors of Increase/Decrease in Operating Profit

- Increase by 27 Shared IT Professionals, leading to higher sales and significantly contributing to profit.
- Gross profit margin decreased due to an increased cost ratio from a higher utilization rate and fewer working days.
- On the other hand, operating profit increased by 112 million yen due to a decrease in SG&A expenses from reduced core system maintenance costs and a timing difference in recruitment-related expenses.



Balance Sheet

- Accrued expenses decreased due to payments of year-end bonuses and dividends.
- Contract liabilities, as well as cash and cash equivalents, increased due to a rise in the number of client companies supported.
- The equity ratio remained stable at around 70%.

(Unit: million yen)

Items	FY2024 Year-end	Q2 FY2025 End	Change from Previous Year-End
Assets			
Current assets			
Cash and cash equivalents	2,701	2,741	+39
Accounts receivable	3	0	▲ 3
Total current assets	2,739	2,787	+48
Fixed assets			
Property, plant and equipment	82	75	▲ 6
Intangible fixed assets	160	139	▲ 20
Investments and other assets	96	90	▲ 5
Total fixed assets	339	305	▲ 33
Total assets	3,079	3,093	+14

(Unit: million yen)

Items	FY2024 Year-end	Q2 FY2025 End	Change from Previous Year-End
Liabilities			
Current liabilities			
Accrued expenses	197	65	▲ 132
Contract liabilities	571	662	+90
Total Current Liabilities	1,003	939	▲ 64
Fixed liabilities			
Total fixed liabilities	34	12	▲ 21
Total liabilities	1,037	952	▲ 85
Net assets			
Total shareholders' equity	2,041	2,141	+99
Total net assets	2,041	2,141	+99
Total liabilities and net assets	3,079	3,093	+14

3. FY2025 Full Year Forecast

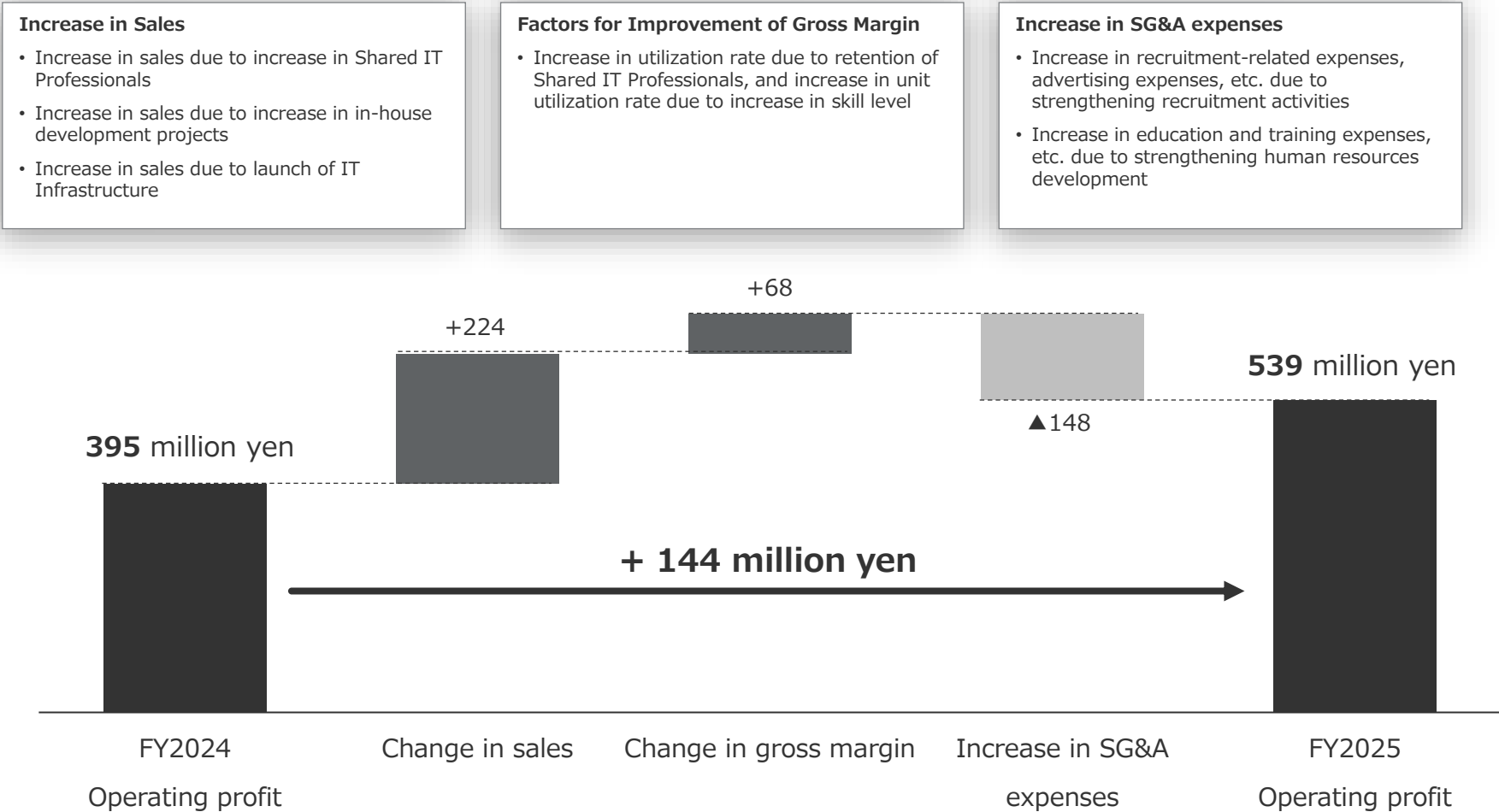
FY2025 Full Year Forecast

- No change from the initial forecast. We project a 16% increase in revenue due to continued strengthening of recruitment activities, launch of IT infrastructure, effective utilization of young employees, and increased utilization rate
- We aim to achieve profit growth that exceeds revenue growth for both operating profit and ordinary profit through management rationalization and operational efficiency improvements
- Net income is expected to show only a slight increase due to the absence of the extraordinary gain of 96 million yen from the absorption merger in the previous fiscal year

		FY2024 Results		FY2025 Forecast		Comparison	
		Actual (1 million yen)	Sales ratio (%)	Forecast (1 million yen)	Sales ratio (%)	Year-on-year (%)	Change in Sales Ratio (pt)
Net sales		2,967	100.0	3,449	100.0	+16.2	-
	Consulting and Operation	2,804	94.5	3,083	89.4	+9.9	▲5.1
	System Development	162	5.5	225	6.5	+38.9	+1.0
	IT Infrastructure	—	—	140	4.1	—	—
Cost of sales		1,588	53.5	1,777	51.5	+11.9	▲2.0
Gross profit		1,379	46.5	1,671	48.5	+21.2	+2.0
SG&A expenses		983	33.1	1,132	32.8	+15.1	▲0.3
Operating profit		395	13.3	539	15.6	+36.5	+2.3
Ordinary profit		411	13.9	542	15.7	+31.7	+1.8
Net income		384	13.0	392	11.4	+2.2	▲1.6

Forecast of Factors of Increase/Decrease in Operating Profit

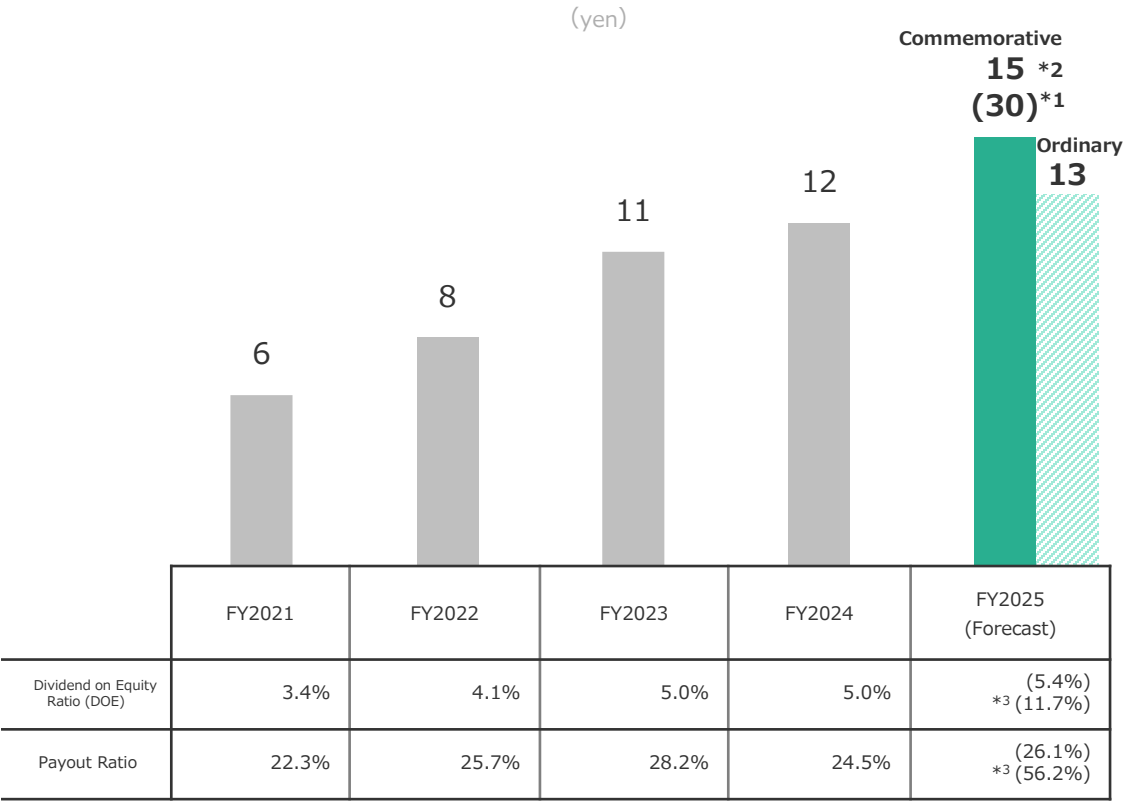
- Profits are expected to increase significantly due to the launch of IT Infrastructure and the development of young employees
- As we will continue to strengthen recruitment of new graduates and mid-career hires, expenses related to recruitment and education are expected to continued to increase



Approach to Shareholder Returns and Medium-Term Investment

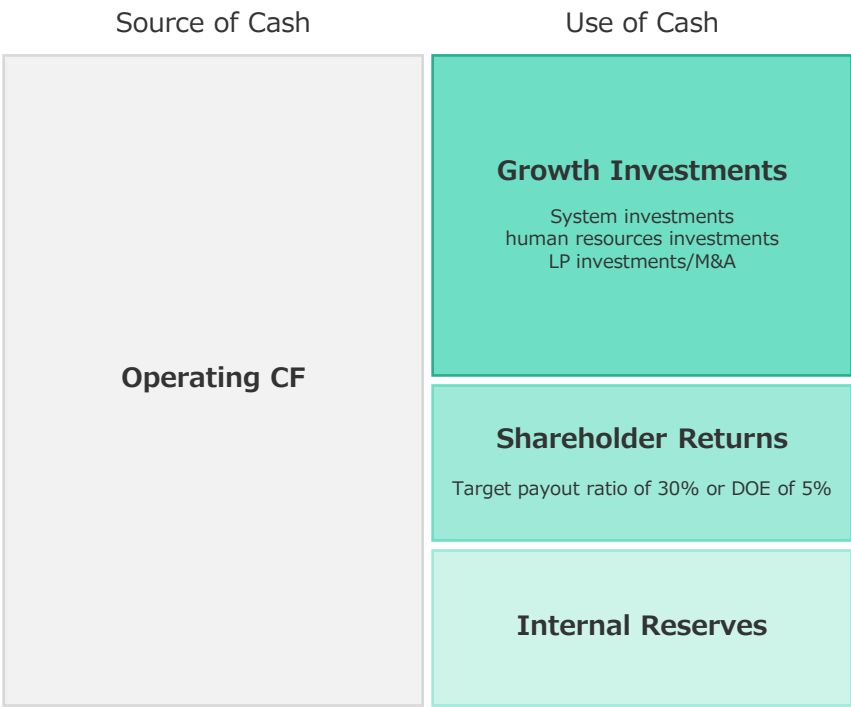
- The year-end dividend for FY2025 is forecasted to be 13 yen per share, an increase of 1 yen in the ordinary dividend. A 20th anniversary commemorative interim dividend of 30 yen per share*1 was paid to shareholders of record as of June 30, 2025. (No substantial change in the dividend forecast).
- Regarding shareholder returns, we will continue to implement stable dividends, with a target payout ratio of 30% and a dividend on equity (DOE) of 5% as a guideline, while comprehensively considering our performance, financial condition, and future business development. The cash generated will be allocated primarily to growth investments such as system and human resource investments, with shareholder returns distributed flexibly.

Changes in Dividends*2



*1 Dividend per share before the stock split, with a record date of June 30, 2025.
*2 The year-end dividend amounts for prior years have been retroactively adjusted to reflect the 2-for-1 stock split effective July 1, 2025.
*3 For FY2025 (Forecast), the lower figures represent the DOE and Payout Ratio including the commemorative dividend.

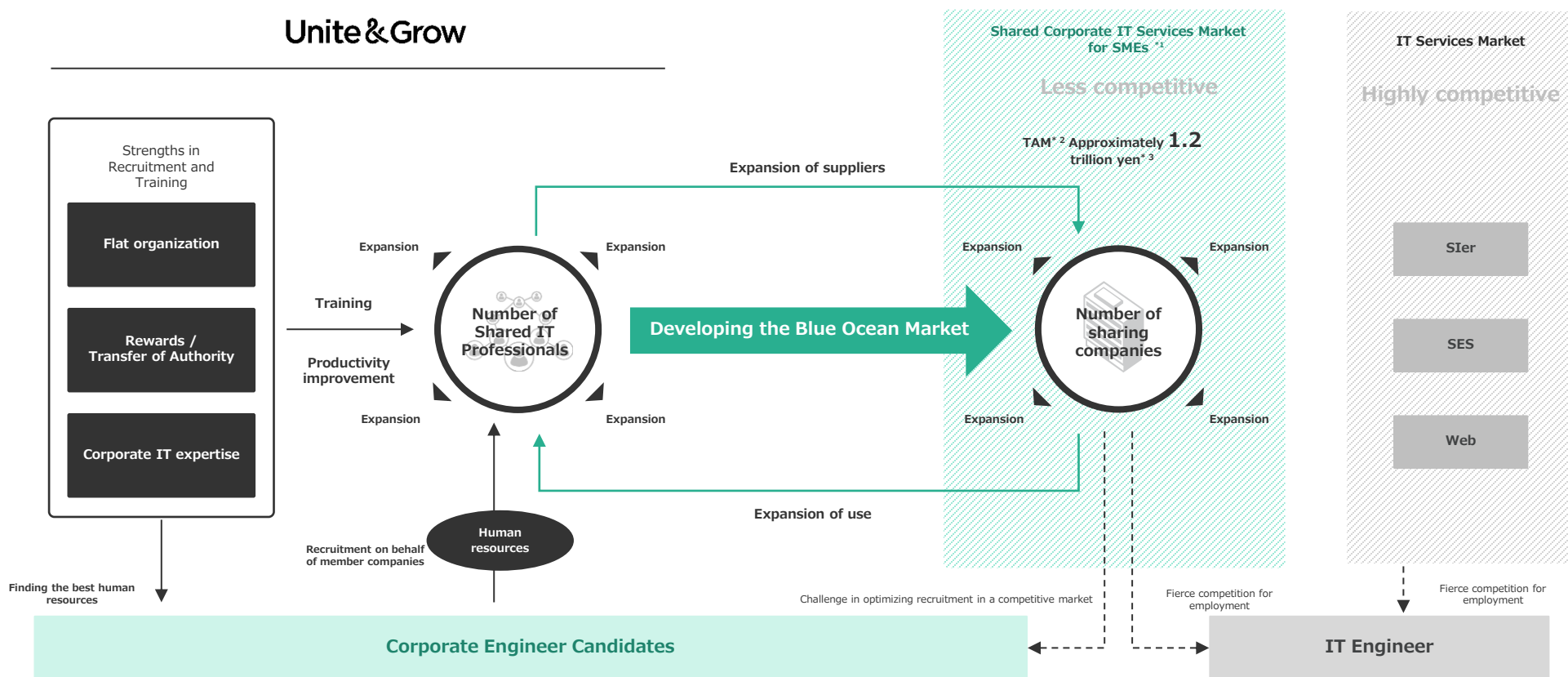
Cash Allocation



4. Growth Strategies

Our Growth Model for Developing the Blue Ocean Market

- The shared corporate IT services market for small and medium-sized growth companies can be described as a blue ocean market with limited competition
- Our goal is to become the leading provider of shared corporate IT services by expanding the number of skilled Shared IT Professionals and growing our membership of growing companies nationwide



*1) A term coined by our company.

*2) TAM is an abbreviation of Total Addressable Market.

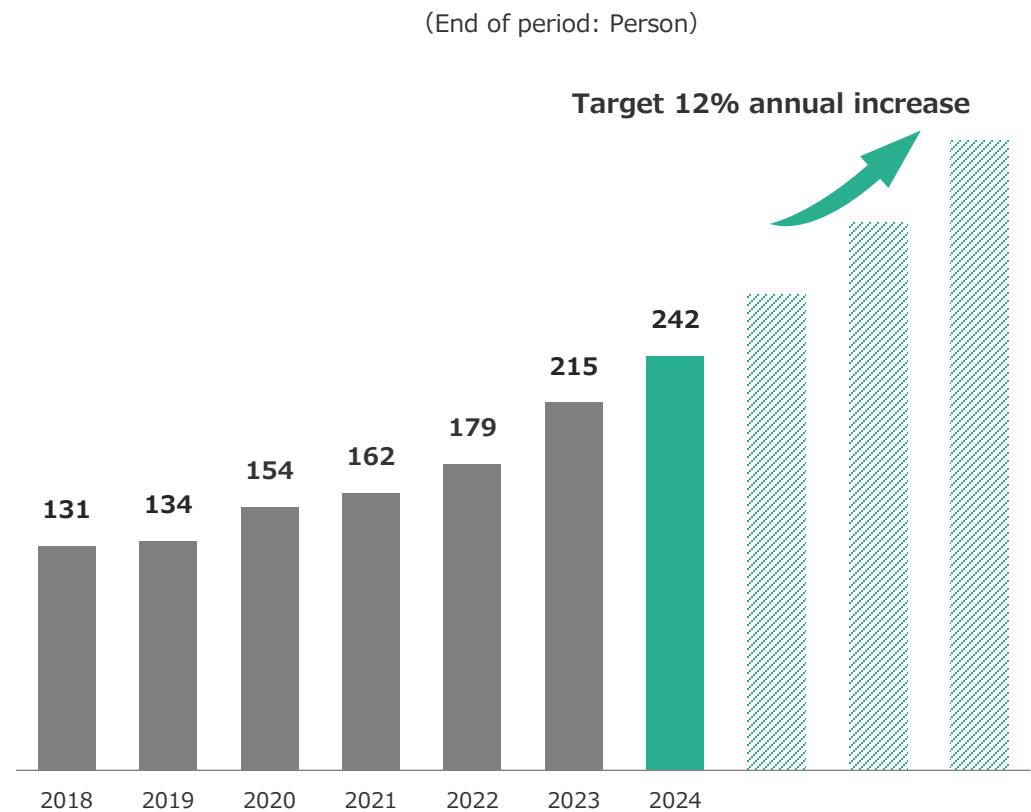
*3) Estimated as of February 14, 2025.

Calculated as: Number of potential clients (based on 2021 Economic Census) × Sharing index × Average revenue per Shared IT Professional
(98,000 companies × (3.52 people divided by 3.35 companies) × 12.2 million yen ≈ 1.2 trillion yen.)

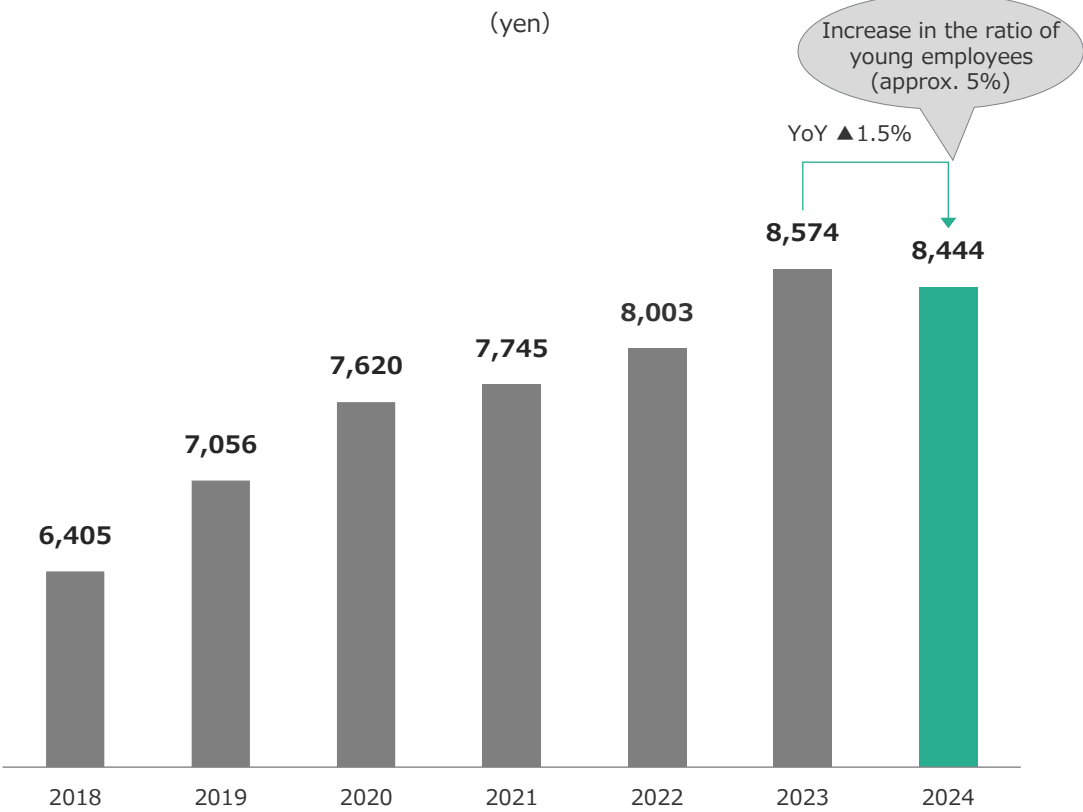
Basic Growth Strategy

- With a target of 15% compound annual growth rate (CAGR) for business performance, the growth rate target for Shared IT Professionals is set at 12% annually. We will expand our growth foundation in a sustainable manner through both recruitment and training.
- While promoting an increase in the number of sharing companies, we will strengthen support for existing clients to expand transactions and enhance our competitiveness.

Growth of Shared IT Professionals



Hourly Revenue per Shared IT Professional



Growth Strategy Highlights

**Monetizing the Shared
Corporate IT Services Market
for SMEs**

01 | Focus on Growing Companies in the Greater Tokyo Area

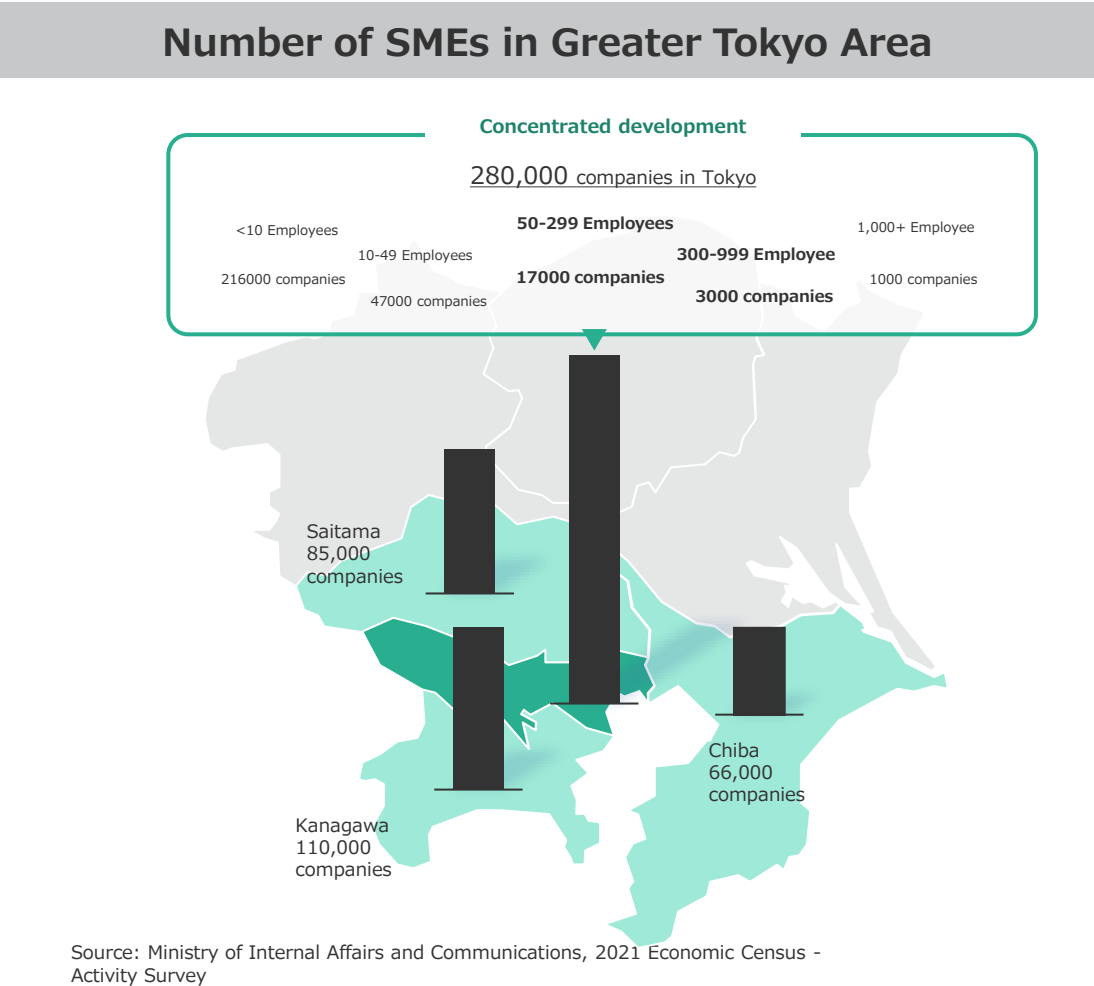
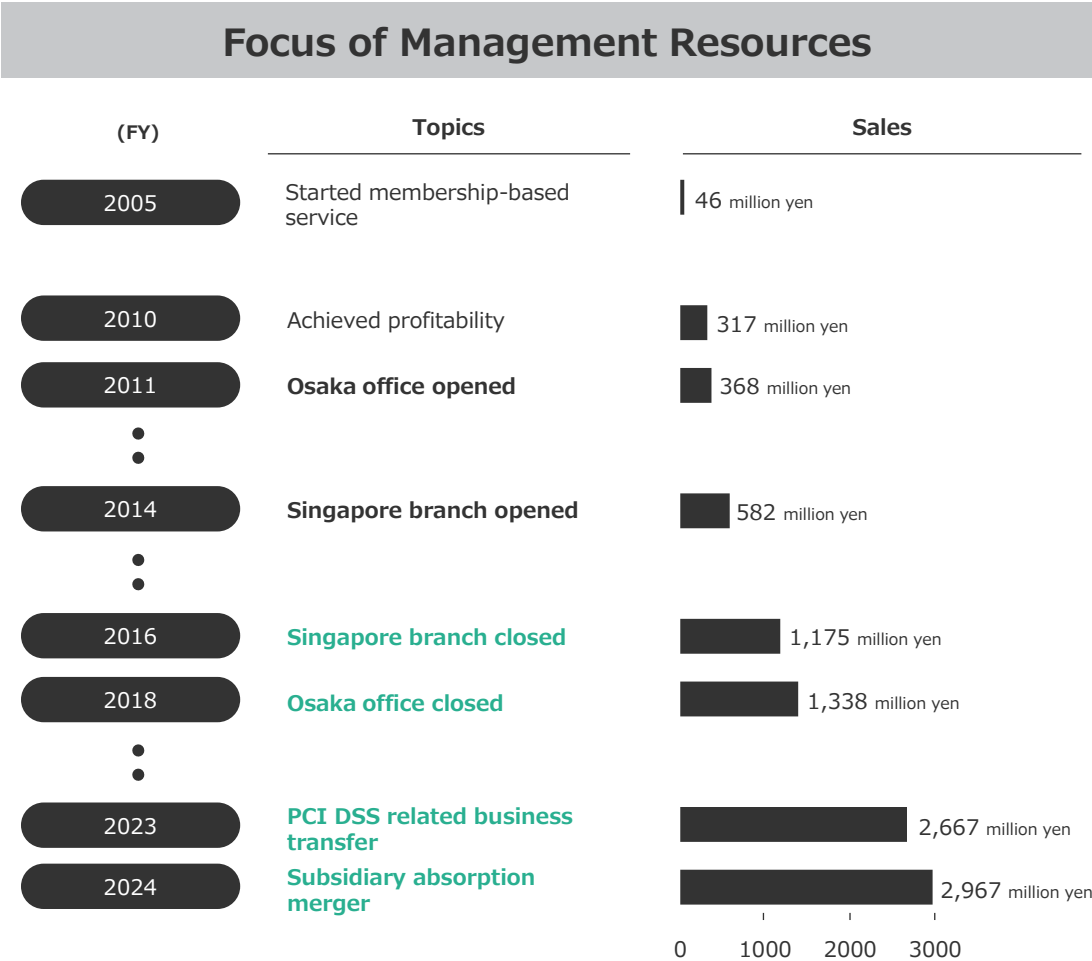
02 | Scalable Growth While Maintaining Strengths

03 | Leveraging Client Experience for Internal Training and Development

04 | Developing Specialized Service Offerings

01. Focus on Growing Companies in the Greater Tokyo Area

- We target growing companies with 50-1,000 employees to achieve the expansion of our business foundation
- The Greater Tokyo Area offers substantial client acquisition potential, and we will concentrate our efforts there for near-term growth

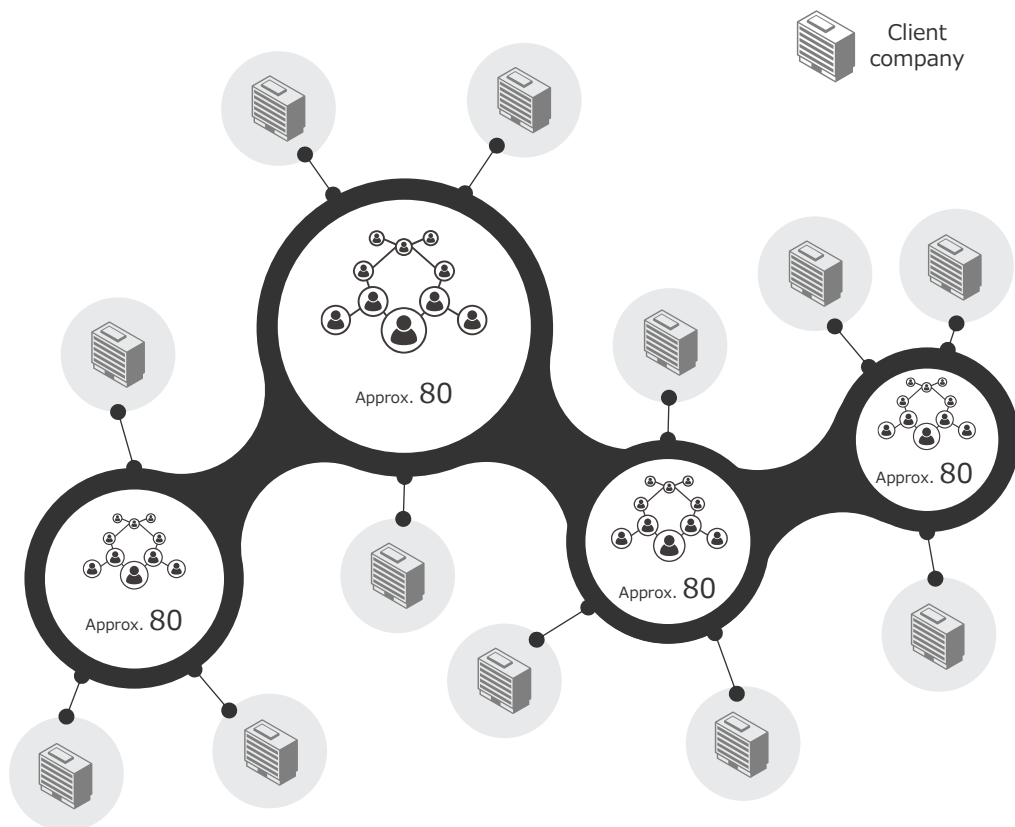


Source: Ministry of Internal Affairs and Communications, 2021 Economic Census - Activity Survey

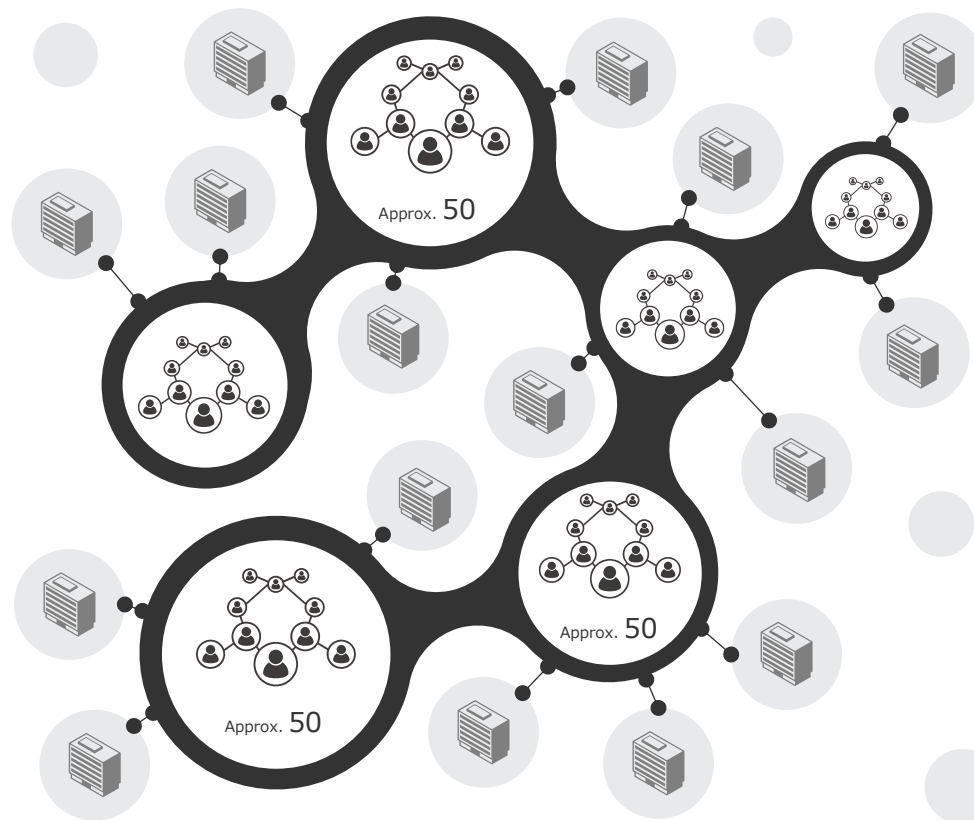
02. Scalable Growth While Maintaining Strengths

- Increase the speed of communication and maintain and improve sharing density by making about 50 employees a division
- Continue to grow the business through flexible staffing while increasing individual strengths through a flat organizational structure

FY2022~2024



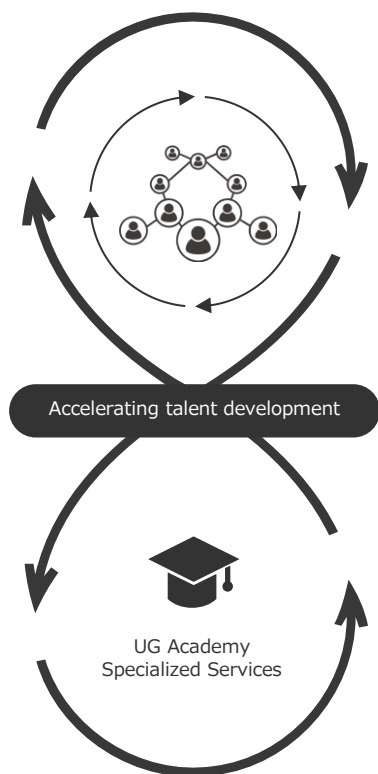
FY2025~



03-1. Leveraging Client Experience for Internal Training and Development

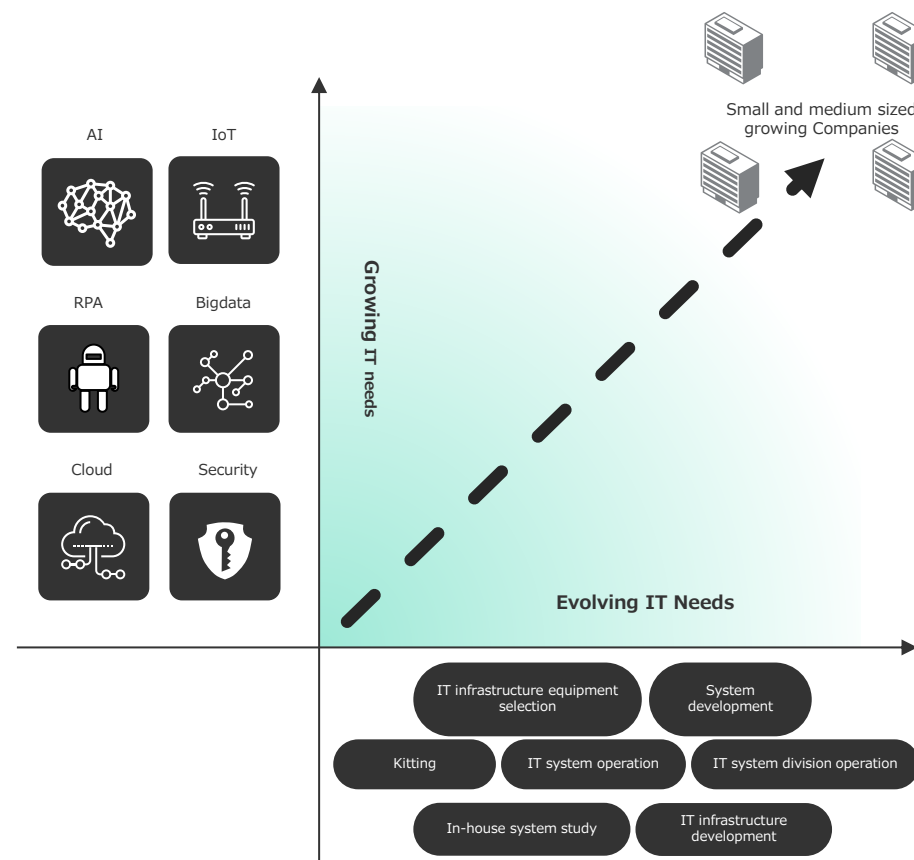
- Deepen our expertise across diverse client needs, accumulating problem-solving experience to enhance individual and organizational know-how
- Promote both individual and corporate growth by sharing experiences through UG Academy and specialized services

Skill Enhancement through Client Interaction



Enhancing employee capabilities through structured internal training

Expanding Client Needs



03-2. Leveraging Client Experience for Internal Training and Development

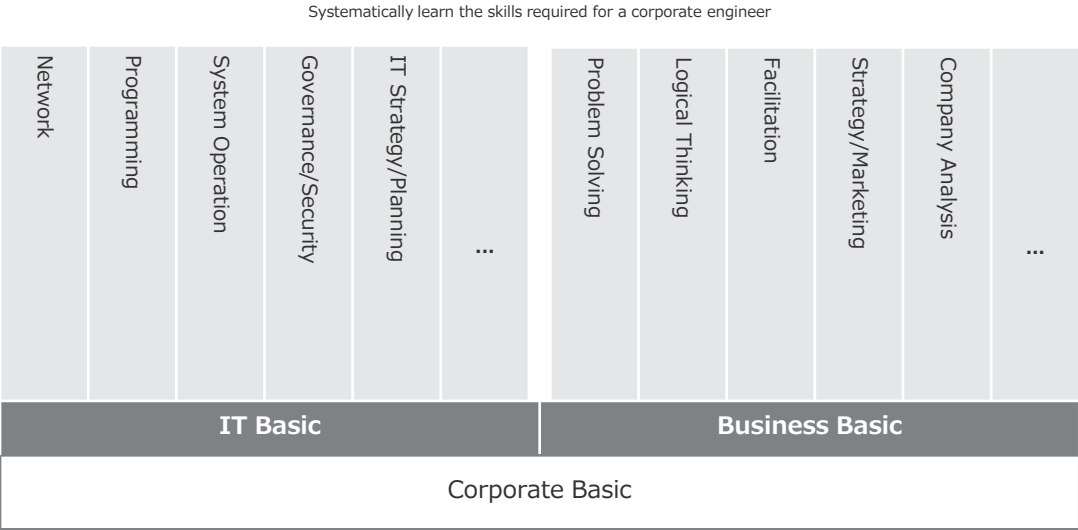
- Significant growth in skill level upgrades from L2 to L3 in FY2024 due to continuous in-house training
- UG Academy, a training institution for corporate engineers, has been systematized, accelerating the development of necessary expertise as a corporate engineer

Skill Level Development*1 (FY2024)

Skills Level	Percentage of employees		Percentage change
	As of January	As of December	
L1	 17.1%	 6.1%	▲11.0
L2	 37.3%	 42.1%	+4.8
L3	 28.5%	 33.3%	+4.8
L4	 11.8%	 13.2%	+1.3
L5	 4.4%	 4.4%	—
L6	 0.9%	 0.9%	—

Significant Increase

UG Academy Curriculum*2



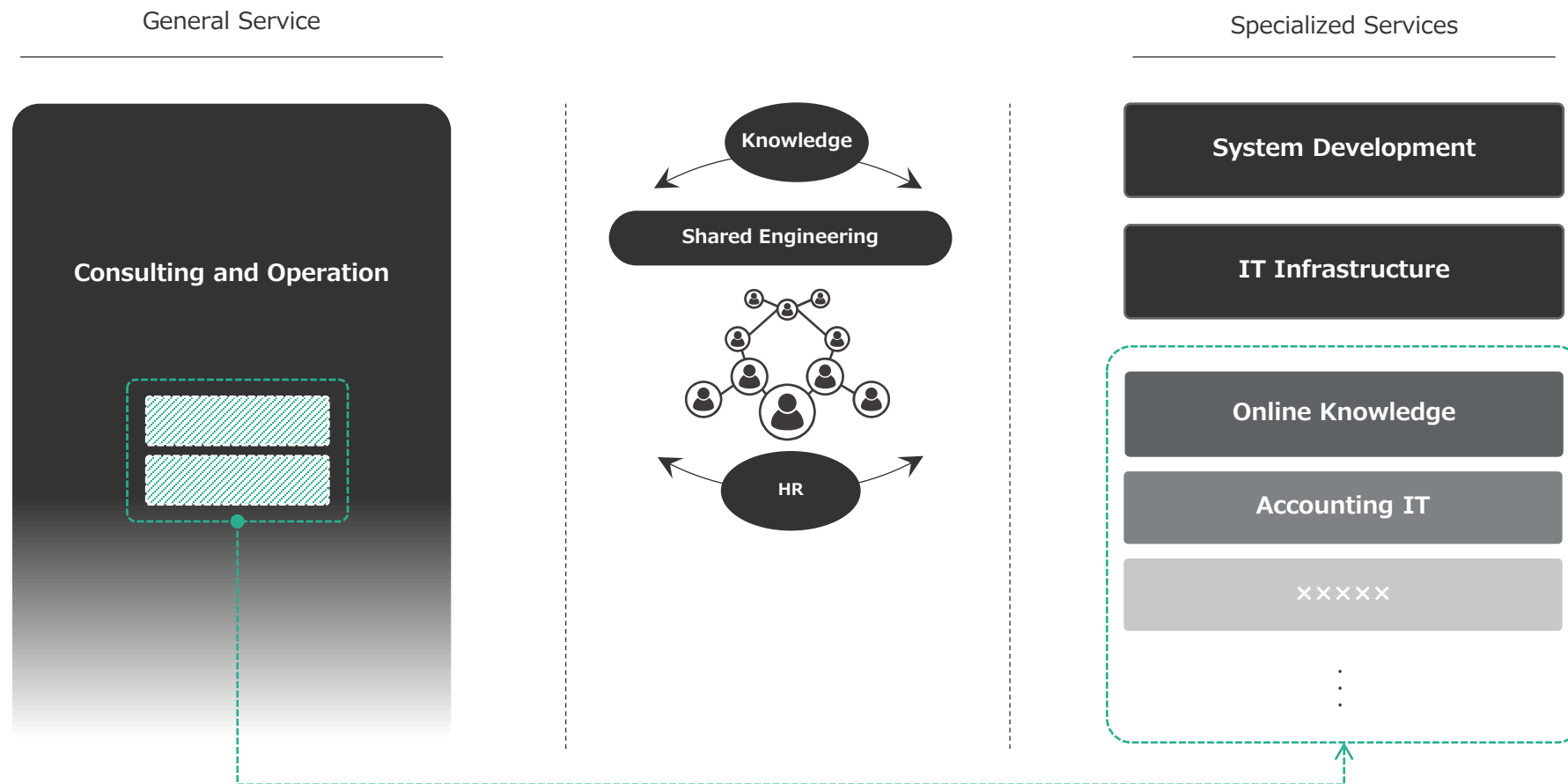
Course Details (Selected)			
Network	System Operation	Logical Thinking	Company Analysis
Provides programs by level, from lecture-style courses for basic knowledge to practical courses using simulation software	Learn the principles of operating an internal system and how to gather information to understand the client's environment.	Reinforces the ability to think logically about issues using frameworks such as logic trees and pyramid structures	Deepen understanding of Our Company through corporate research and other research activities on the theme of corporate activities in their own areas of interest.

*1) Skill level of the employee enrolled as of January compared to the composition of the same employee's skill level as of December.

* Excerpted from our corporate website: UG Academy <https://www.ug-inc.net/ug-academy>

04. Developing Specialized Service Offerings

- Enhance value creation through the development of highly specialized services that expand our service offerings
- Strengthen our business capabilities by developing individual expertise in different areas and creating synergies across our service portfolio



Exploring high-demand services within our existing business areas

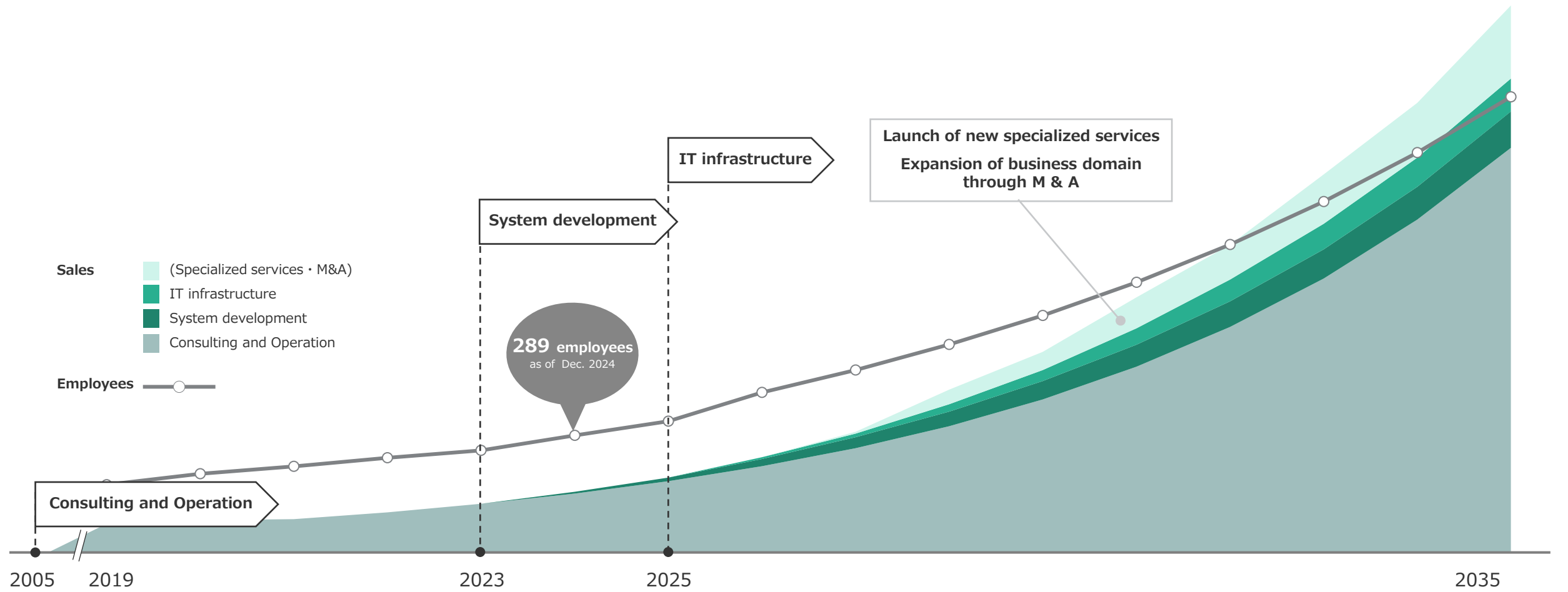
Medium- to Long-term Growth Image

UG Vision 30th

Centered on achieving 15% average annual growth in our business, we will work to continuously enhance corporate value by launching specialized services based on our core "Consulting and Operation" service and developing new businesses through M&A and other initiatives.

To be achieved sequentially

Employees	Sales	Operating Profit	Market Capitalization
1,000	10 billion yen	2 billion yen	30 billion yen



Appendix



Main Features and Strengths

01

A Business Model Optimized for Mid-sized and Small Growing Clients

02

Efficient and Leveraged Revenue Model

03

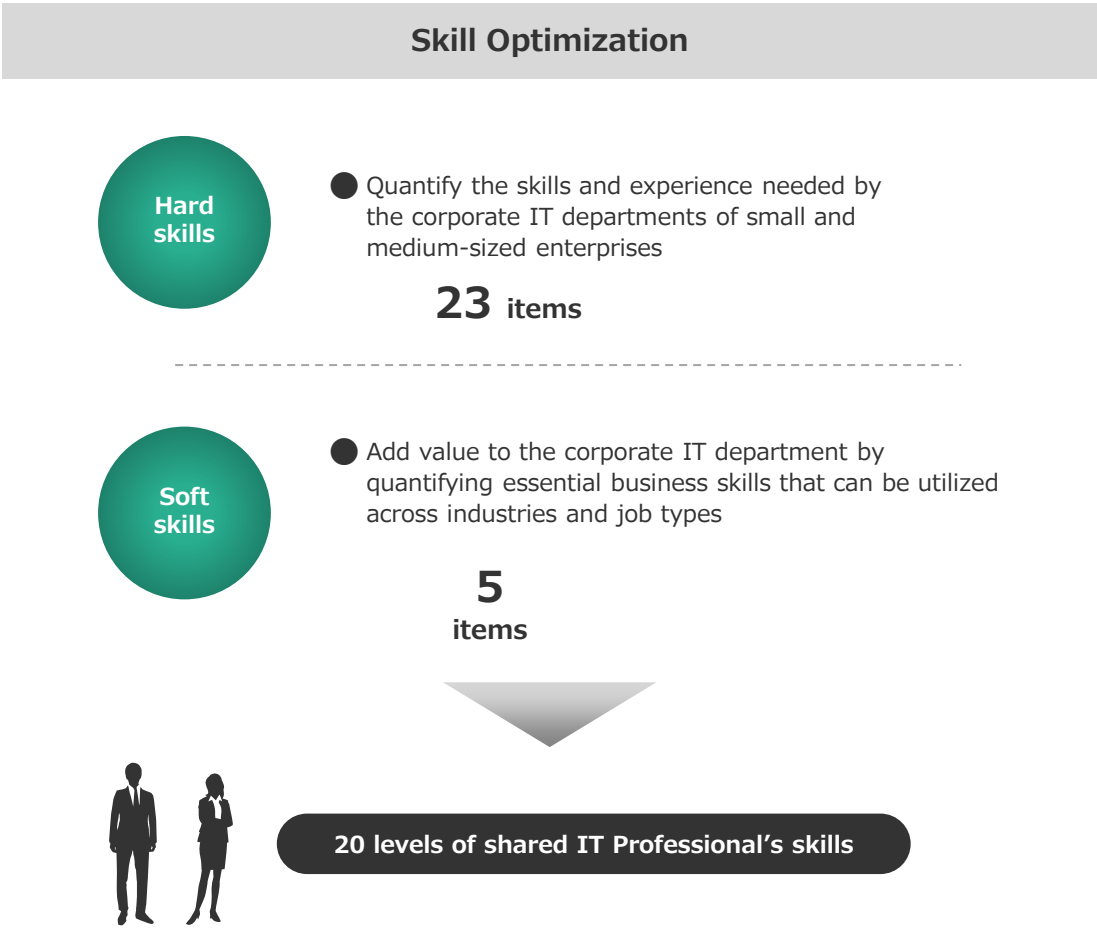
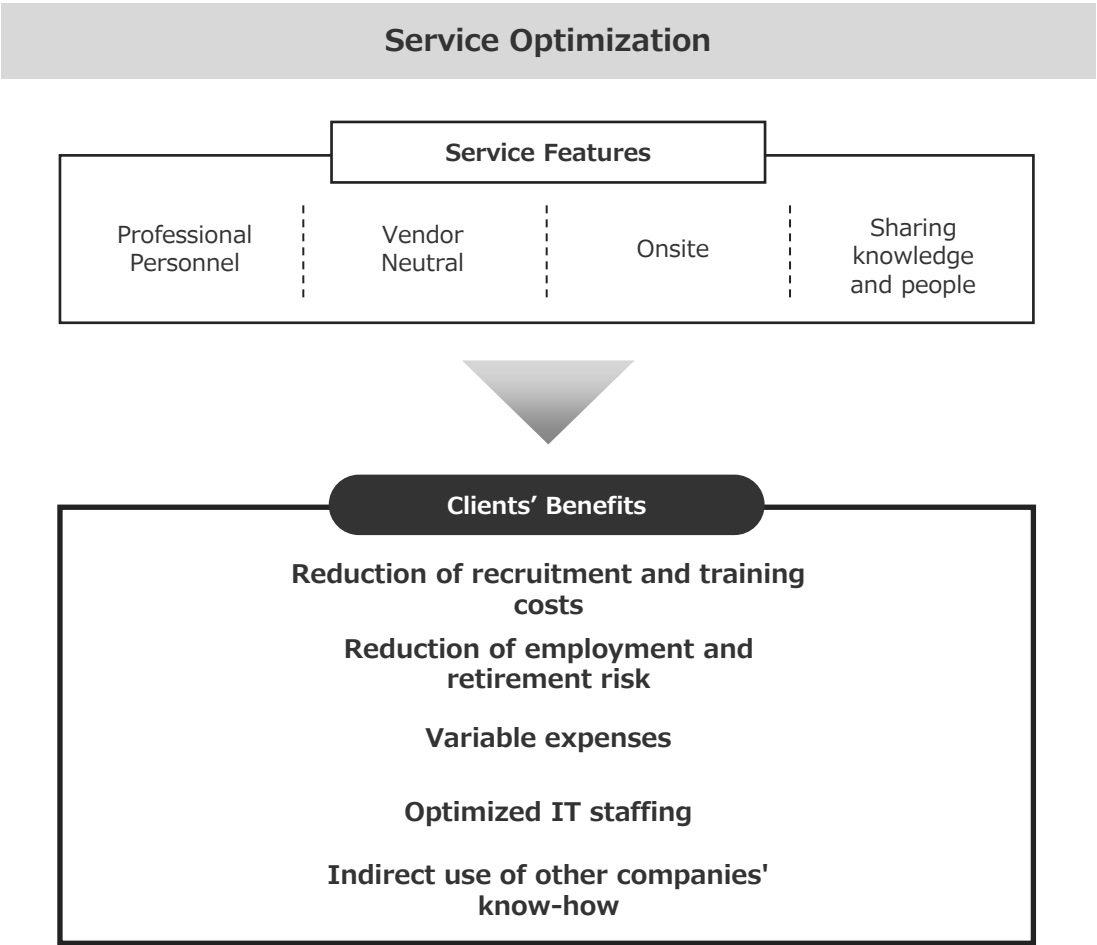
High Employee Motivation Through Delegation and Focus on Site

04

Shared Engineering as an Entry Barrier

Optimization for Clients (1/4) : Services and Skills Definition

- Our Company has established a service model with a strong focus on small to medium-sized growing companies.
- By reviewing the skill level of our shared employees on a semiannual basis, we strive to provide the same quality at the same price and build a long-term relationship of trust with our clients.



Optimization for Clients (2/4) : Skill Level Components Details

Hard Skills: 23 items

IT Strategy and Planning	Control and Security	OA Infrastructure	
IT strategy	App security technology	Platform technology	TEL technology
New business development	Infrastructure security technology	DB technology	Cloud technology
Business system planning	security operation design	NW Technology	Facility Management
Strategic System Planning	IT Control	Storage SAN Technology	
OA system planning			
Infrastructure planning			
Management	Programming Tests	IT Service Desk	Other Skills
Project Management	Programming	System operation	Other skills
	Test planner	User support / Client support	

Soft Skills: 5 items

Client Insight skills

Problem-solving skills

Communication skills

Self-management skills

Collaboration skills

Optimization for Clients (3/4) : Start with a Small-Scale Engagement in business

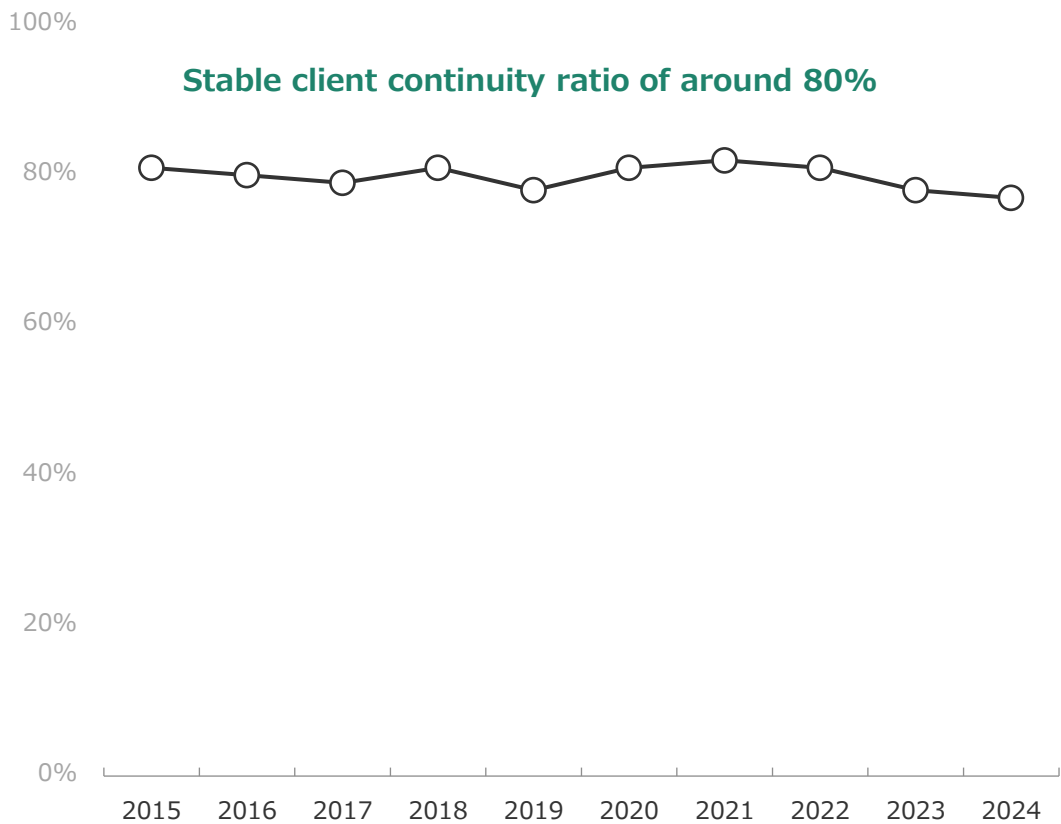
- Our Company's timeshare service meets the clients' needs with agile and flexible responses, making it possible to start small.
- Our service model fosters client confidence and makes it easy to expand the scale of transactions.

		July to October 2024 (Approximately 4 months)	November 2024 to January 2025 (Approximately 3 months)	From February 2025
Monthly usage fee		500,000 yen/month	1.9 million yen/month	3 million yen/month
Structure		2 persons	4 persons	6 persons
Work Contents	<ul style="list-style-type: none"> Planning IT strategy based on the Medium-Term Management Plan Making proposals to the management 		L6-C 20h/month	L6-C 4h/month
	<ul style="list-style-type: none"> Management of Information Systems Division IT infrastructure renewal project 			L4-B 48h/month
	<ul style="list-style-type: none"> Strengthening information security Operation of IT infrastructure 	L3-A 16h/month	L3-A 16h/month	L3-A 16h/month
	<ul style="list-style-type: none"> Consideration of replacement of core systems Organization of business flow 			L3-B 80h/month
	<ul style="list-style-type: none"> Helpdesk IT Asset Management Documentation 	L2-B 30h/month	L2-B 20h/month L1-D 120h/month	L2-B 20h/month L1-D 120h/month
Remarks		<ul style="list-style-type: none"> The Company received the order in recognition of the recruitment difficulty in the corporate IT department and the ability to respond flexibly to operation. 	<ul style="list-style-type: none"> Earn the trust of the head of corporate IT and be asked to propose a company-wide IT strategy 	<ul style="list-style-type: none"> Promote operations based on the established IT strategy Share entire operations with clients on Our Company Exchange information on a regular basis with each level of client organization

Optimization for Clients (4/4) : High continuity and inbound orders

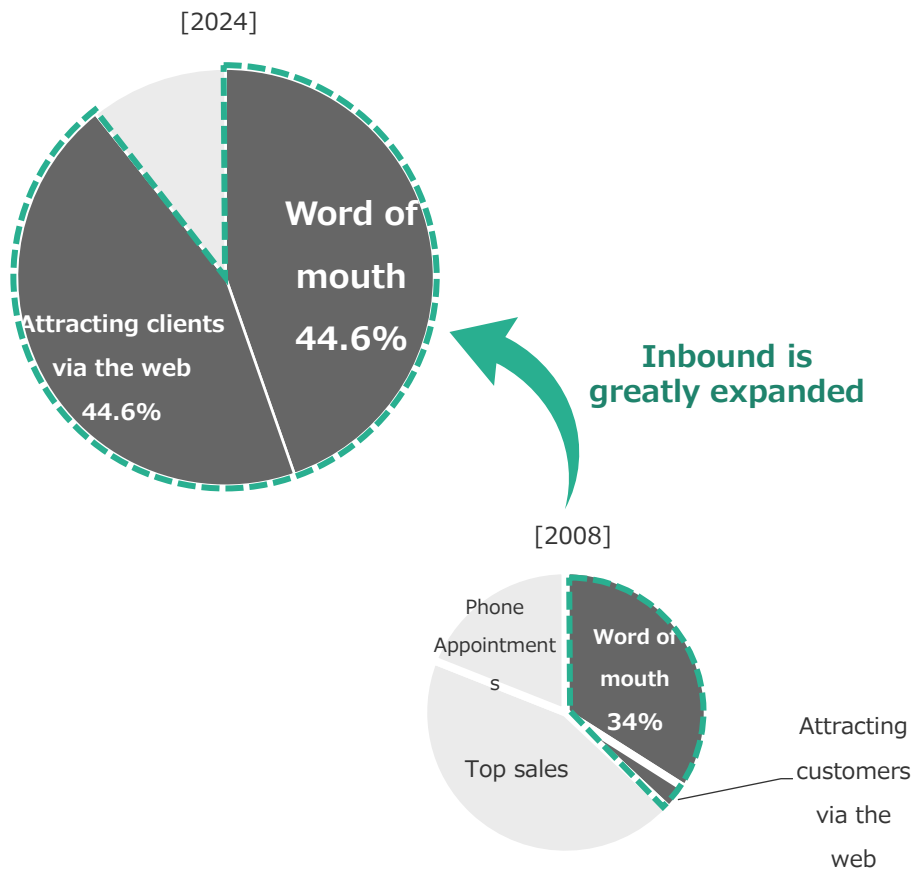
- Established a stable client base with an annual client continuity ratio of around 80%.
- Our client acquisition channel is mainly inbound (word-of-mouth, referral, and online searches) and requires minimal client acquisition costs.

Annual client continuity ratio*



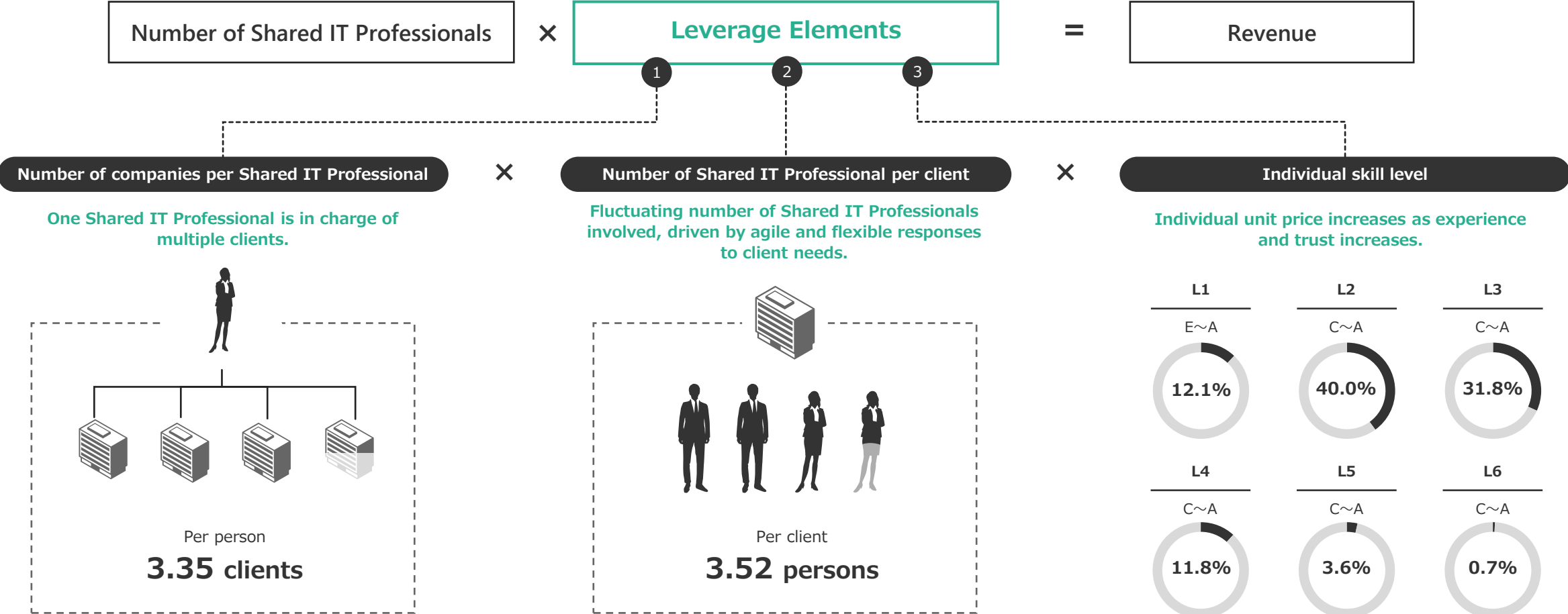
※ Annual client continuity ratio is the percentage of clients with continuous transactions after 13 months from the start of transactions. (Figures are based on the year end)

Client acquisition channels



Efficient and Leveraged Revenue Model (1/3)

- The revenue model of Our business has a leverage factor as we offer a unique service model (timeshare).
- The revenue per shared IT professional is based on a structure including the number of companies an IT professional works for, the number of IT professionals working for one company, and the skill level of the individual, where leverage is generated as each of these increase.



※ The leverage factor is as of the end of FY2024.

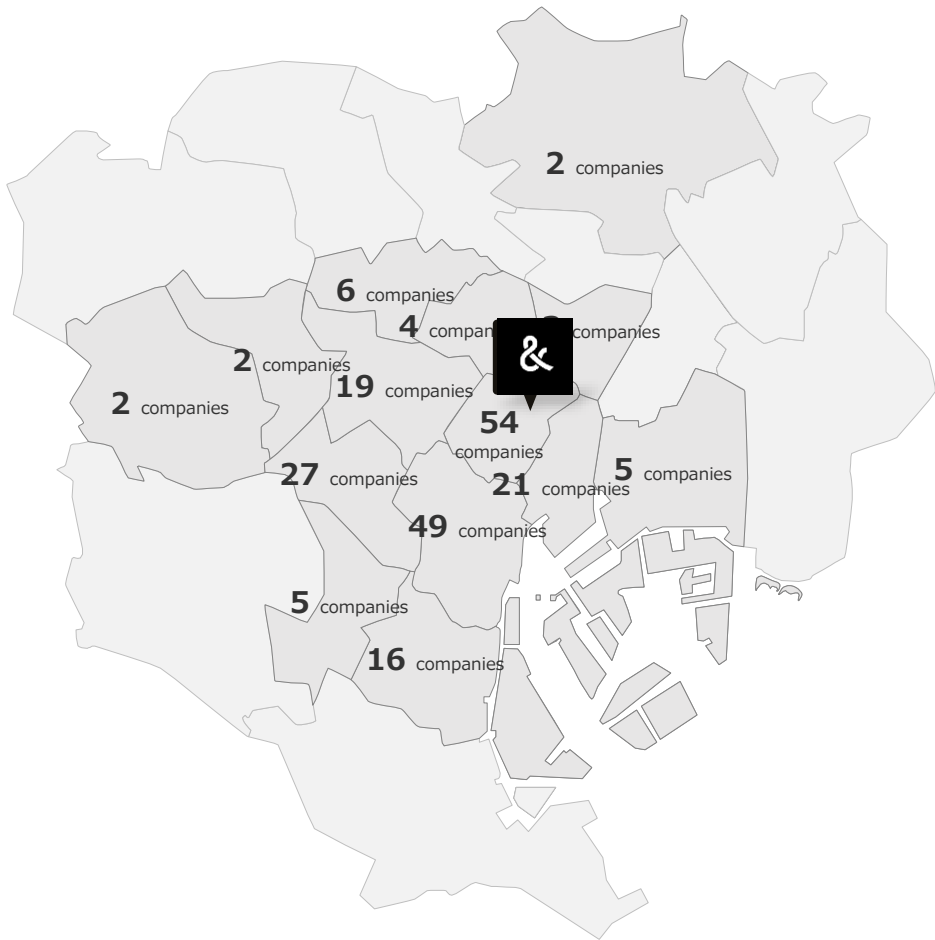
Efficient and Leveraged Revenue Model (2/3)

- The Cost of Service/Hour, which is a shared IT professional's selling price, varies based on the hours served and skill level of the professional.
- The more we focus on providing high value work to our clients and demonstrate high skills in a short period of time, the better Our Company's bottom line will be.

		Low ← Skill Level → High					
		L1 E D C B A	L2 C B A	L3 C B A	L4 C B A	L5 C B A	L6 C B A
<div>Short time ↑</div> <div>Hours per month</div> <div>↓ Long time</div>	Less than 8H	Hourly Rate × 3					Hourly Rate × 16
	9~39H						
	40~79H						
	80~139H						
	140~160H	Hourly Rate 1					Hourly Rate × 11

Efficient and Leveraged Revenue Model (3/3)

- We established a service provision policy focus on an area within a 50-minute radius of Our Head Office (in Ochanomizu). In others words, we provide services focusing on efficiency (We are flexible in handling clients' regional offices, etc.)



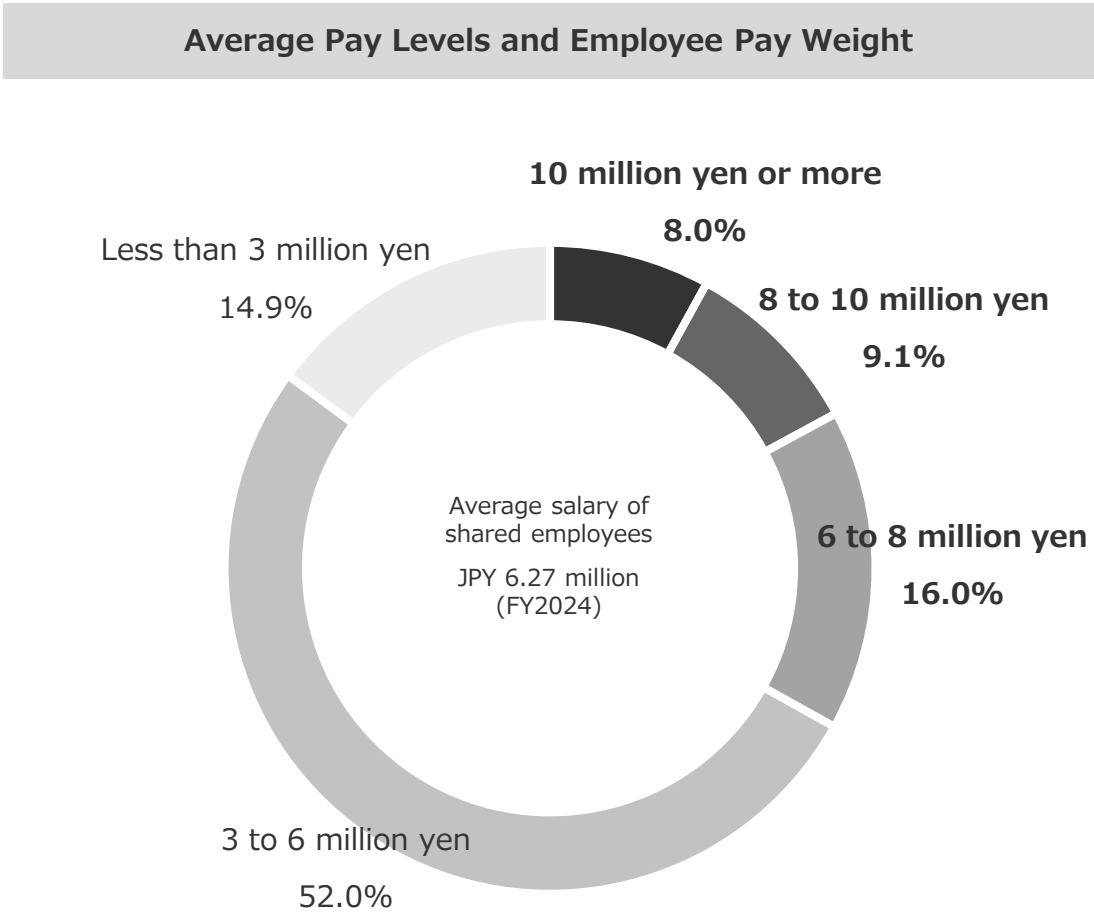
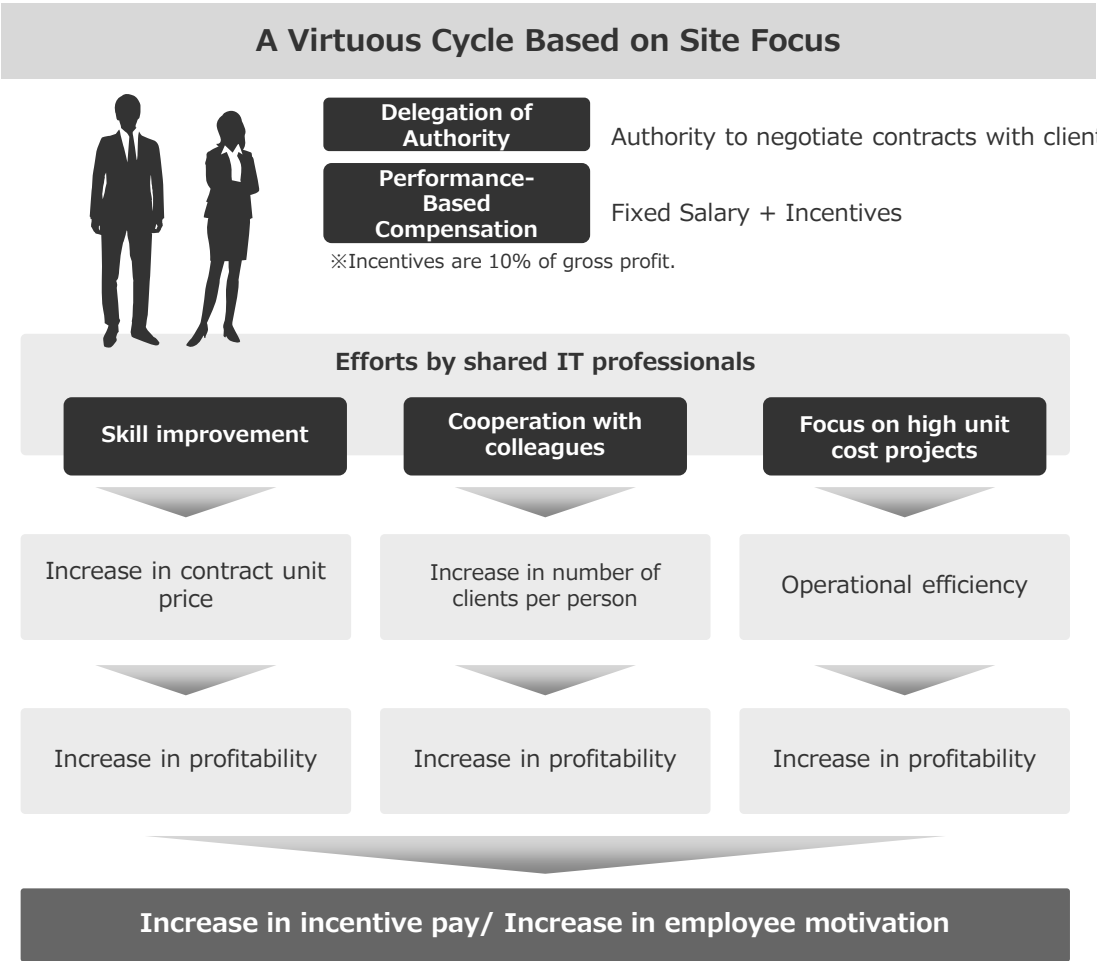
Efficient Business Development

(FY2024)

244 active member companies
within a 50-minute door-to-door radius.

High Employee Motivation Through Delegation and Focus on Site

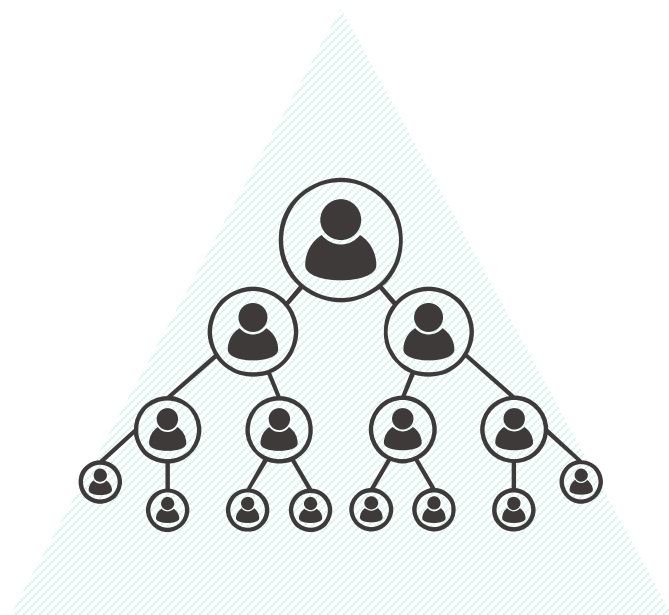
- We have established of a virtuous cycle by building an organization that values the independent judgment of employees.
- Measures to improve employee motivation, including performance-based compensation, have a positive impact on Our Company's business performance.



Shared Engineering as Entry Barrier

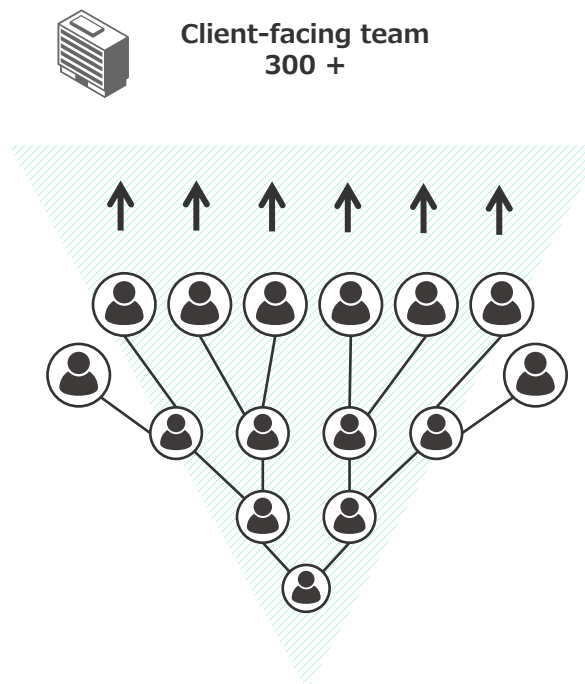
- By building a flat organizational culture and human resources network, we can achieve “mutual use of knowledge”, “rapid personnel rotation”, “natural and continuous improvement of skills”, and “respect and promotion of autonomy”.
- To emulate Our Company's services, it is essential to begin by establishing a Teal-style organizational culture.

Management Structure



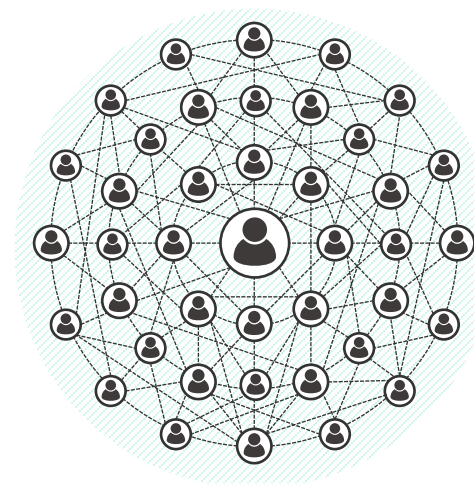
- Manage and control with a pyramid chart.
- Budget control, labor management, compliance, information security management, etc.

Service Operations



- Inverted Pyramid Organization with On-Site Leadership.
- Candidate System for Sales and Staffing.
- One person is responsible for multiple clients.
- Multiple staff are responsible for one company.

Organizational Culture



- Establish a network-type organization by implementing various initiatives and support to deepen mutual ties.
- There are few orders, and the work is found by oneself.
- More than half of the employees are in some kinds of internal jobs and maintain and develop connections.

Notes:

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 Japanese original shall prevail.

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