



# Financial Update

## Q3 FY2/2026

Terrasky Co., Ltd.  
TSE: 3915

January 14, 2026

# Highlights

## Q3 FY26 Results

- Strategic Initiatives: Executed key measures to improve future margins, including the merger of Diceworks, the transfer of the DX business from Mizuho Bank, and the acquisition of Kit Alive.
- Operating Profit: Decreased due to one-time costs associated with the above initiatives.
- Net Income: Exceeded the plan, driven by gains on sales of investment securities.
- Marketing: Successfully acquired a strong pipeline of leads for the next fiscal year through "TerraSky Day" and "Dreamforce."

## FY26 Outlook

- Net Sales: Projected to slightly miss the initial forecast. While the alliance with NTT DATA will contribute from Q4, full-scale impact is expected from next fiscal year onwards.
- Operating Profit: Reflects one-time costs for strategic reorganization aimed at efficiency. Significant margin recovery is expected starting FY27.
- Net Profit: Expected to slightly exceed the initial plan.

## Shareholder Return

- Plan to pay an initial dividend of 16 yen per share. (Record date: February 28, 2026)



Q3 FY26  
Consolidated Financial Results

# Consolidated Operating Results

¥ in Millions, Except Percentages and EPS

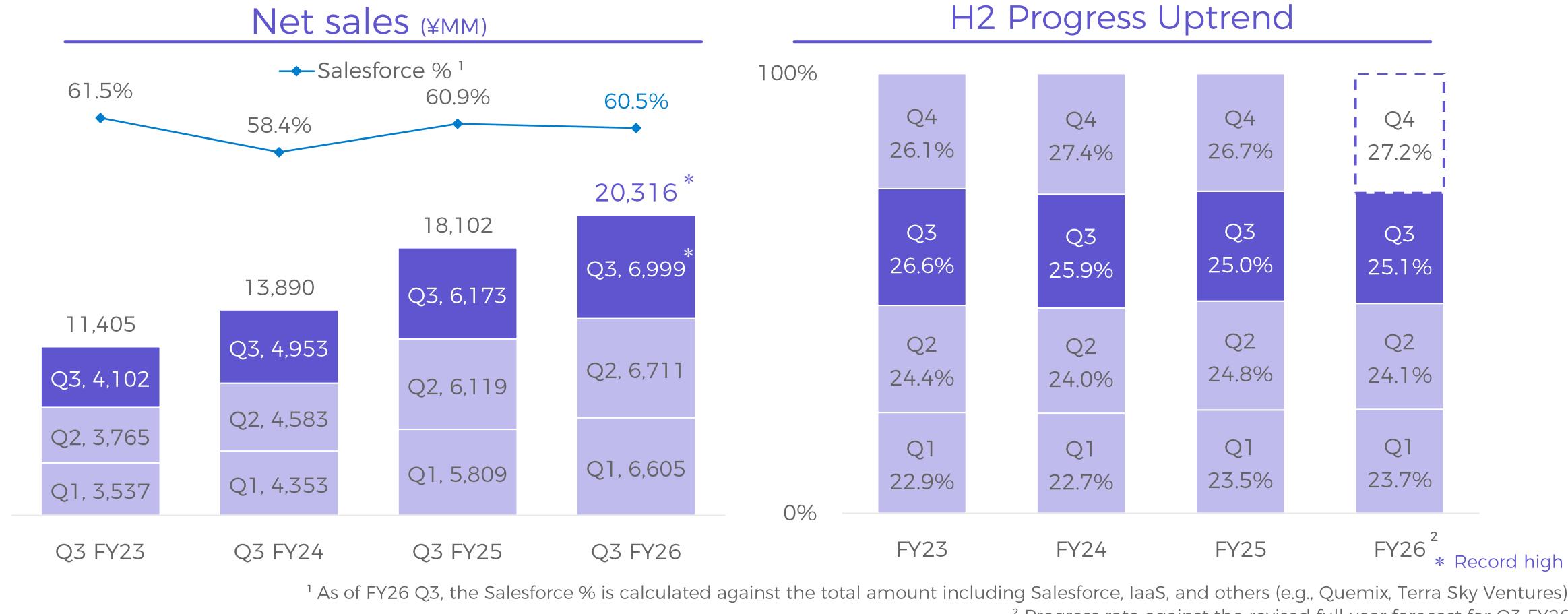
- Net sales reached a record high, increasing 12.2% y-o-y, driven by the robust Solution Business—where large-scale Salesforce projects are expected to materialize from Q4—and the Product Business, which maintained an upward trend through new orders benefiting from events.
- Operating profit decreased by 7.5% y-o-y and ordinary profit decreased by 2.2% y-o-y, primarily due to increased amortization expenses associated with feature releases in the Product Business, expanded losses in the Thai subsidiary, and one-time costs related to business restructuring. We will accelerate initiatives to improve cost of sales and reduce costs to enhance profit margins from the next fiscal year onwards.
- Net Profit surged 89.4% y-o-y, driven by gains on sales of investment securities.

	Q3 FY25 YTD Results	Q3 FY26 YTD Results	Y/Y Change		FY2026 Forecast		Progress			
			Amount	%	Original released Apr.14	Revised released Jan.14	Q1	Q2	Q3	Q4
Net sales	18,102	* 20,316	+2,213	+12.2%	29,438	* 27,901	6,605	6,711	6,999	7,585
Operating profit	938	868	(69)	(7.5)%	1,833	1,402	316	309	241	534
Margin	5.2%	4.3%	-	(0.9)pp	1,973	1,486	350	351	313	471
Ordinary profit	1,038	1,015	(22)	(2.2)%	1,363	1,366	213	193	662	296
Margin	5.7%	5.0%	-	(0.7)pp						
Net profit attributable to TerraSky	564	1,069	+505	+89.4%						
Margin	3.1%	5.3%	-	+2.1pp						
Basic EPS (yen)	43.79	82.89	+39.10	89.3%	105.66	105.89				

\* Record high

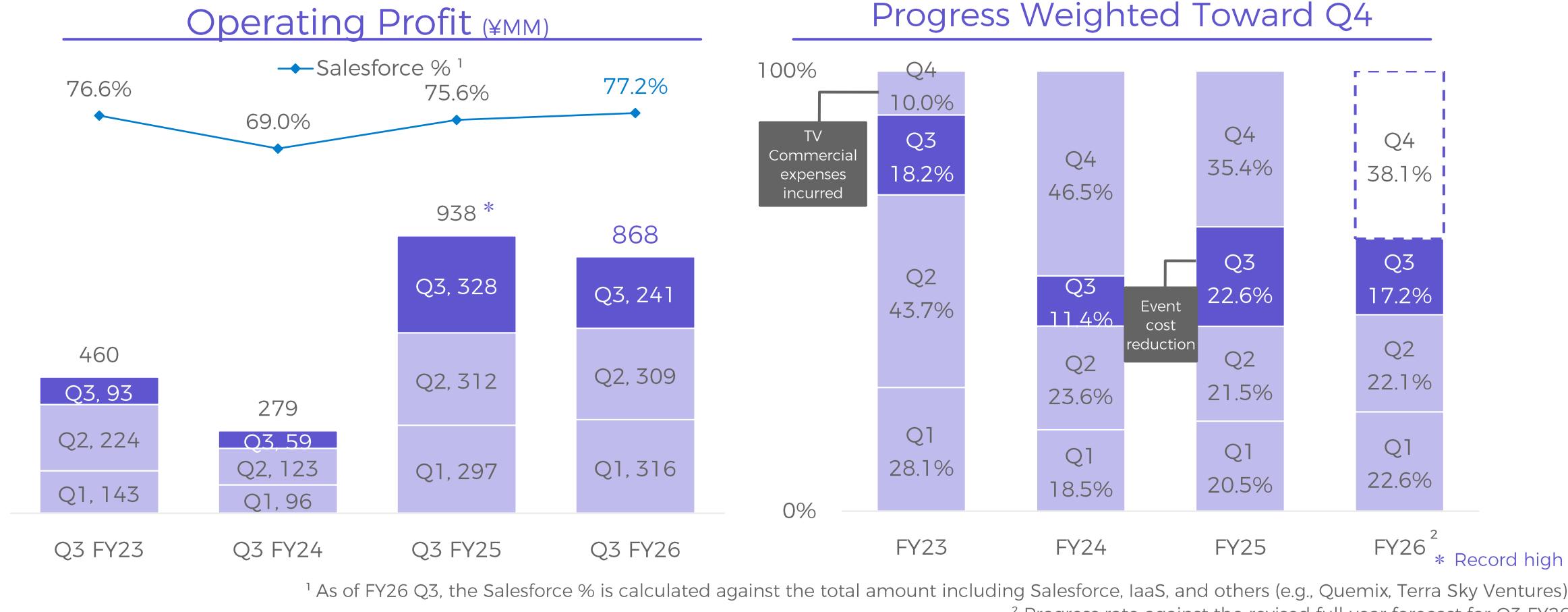
## Consolidated Net Sales

- Net sales reached record highs for both the third quarter standalone and the cumulative period, supported by a strong demand environment in both the Solution and Product businesses. For the fourth quarter standalone, we project revenue growth within the range of our plan.



# Consolidated Operating Profit

- Operating profit typically faces downward pressure in Q3 due to expenses associated with major events. In addition, this fiscal year incurred one-time costs related to organizational restructuring aimed at improving profit margins from next fiscal year onwards. For Q4, we anticipate a profit level that is well within the achievable range.



# Q3 FY26 Consolidated Balance Sheet

(¥MM)	As of Feb. 28, 2025	As of Nov. 31, 2025	Change
Current assets	12,844	14,357	+1,512
Property, plant and equipment	400	446	+46
Intangible assets	1,246	1,705	+459
Investments and other assets	4,978	4,473	(505)
Non-current assets	6,625	6,625	+0
<b>Total assets</b>	<b>19,470</b>	<b>20,983</b>	<b>+1,513</b>
Current liabilities	5,724	5,861	+136
Non-current liabilities	905	794	(111)
<b>Total liabilities</b>	<b>6,630</b>	<b>6,655</b>	<b>+25</b>
Shareholders' equity	8,953	10,097	+1,143
<b>Total net assets</b>	<b>12,839</b>	<b>14,327</b>	<b>+1,487</b>

## Key Factors for Change

### Intangible assets:

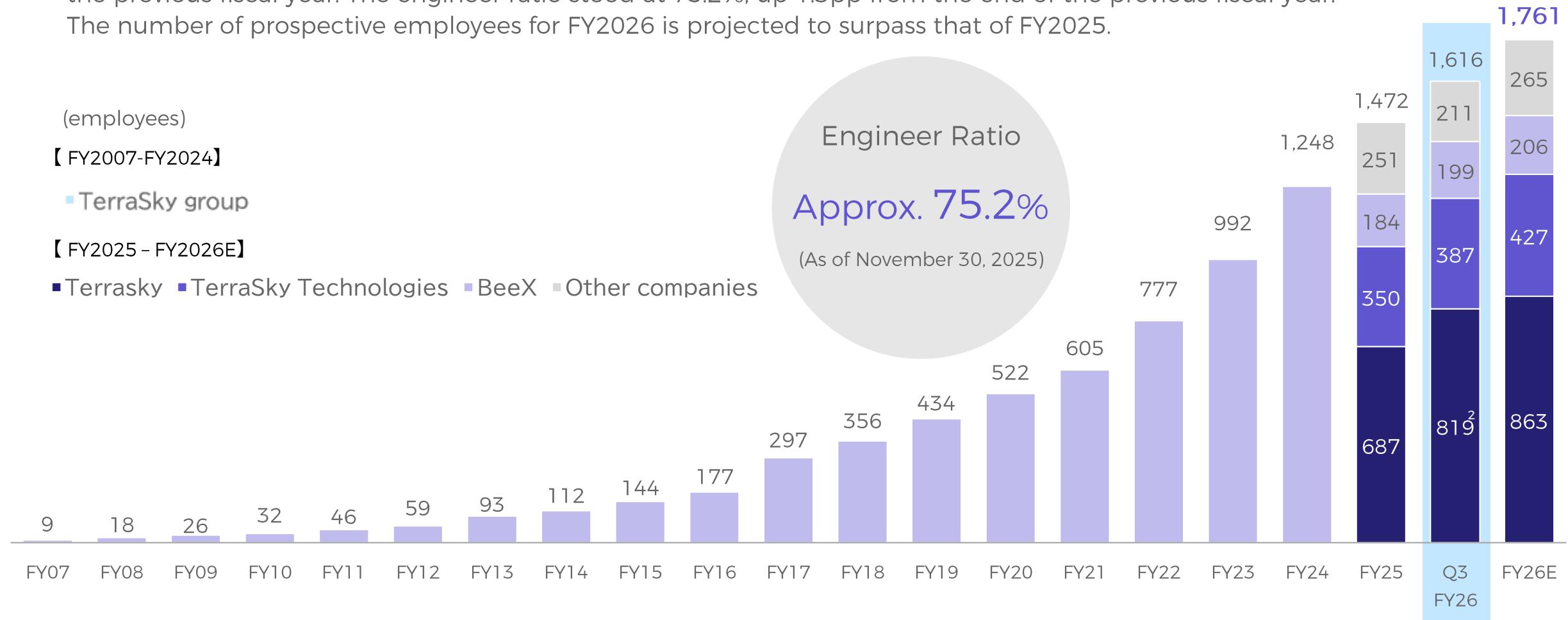
- Increase in software assets for the product business

### Investments and other assets:

- Decrease due to the sale of investment securities
- Increase in lease and guarantee deposits associated with preparations for the future headquarters relocation

# Group Headcount Trend

As of the end of Q3 FY2026, the number of employees<sup>1</sup> totaled 1,616, a net increase of 144 from the end of the previous fiscal year. The engineer ratio stood at 75.2%, up 1.3pp from the end of the previous fiscal year. The number of prospective employees for FY2026 is projected to surpass that of FY2025.



<sup>1</sup> Aggregates the number of employees of TerraSky (non-consolidated), consolidated subsidiaries, and affiliates.

<sup>2</sup> Following the absorption of DiceWorks into TerraSky (non-consolidated), all DiceWorks employees have been transferred to TerraSky (non-consolidated) starting from this period (Q3 FY2026).

## Talent Ecosystem: Discovery × Development × Retention

### Discovery

#### Expanding Regional Hiring (Nationwide Uniform Wages)

- Opened 5 new satellite offices (Joetsu, Akita, Aomori, Shimane, Kagoshima) alongside existing major hubs.
- Decentralizing from Tokyo to tap into high-potential regional talent.

#### Early Awareness via Education Support

- Partnered with local schools (High School/Uni.) for Salesforce & AI classes.
- Impact: 21 schools, 72 sessions, 3,000+ participants (2023-2025).

### Development

#### Practical Educational Infrastructure for Field-Ready Skills

- Instructors with extensive teaching experience consistently provide high-quality education.
- Personalized curriculum built from 600+ technical modules.
- 1-month simulated client project for hands-on experience.
- Daily check-ins and manager support to ensure psychological safety.

#### Realizing Rapid Workforce Readiness

- Intensive Salesforce/AWS coding bootcamp.
- "Advanced Assignments" provided to top performers to accelerate growth.

### Retention

#### High Engagement & Rewarding Workplace

- Ranked #1 in Doctor Trust's "Stress Check" (out of 1,505 companies)<sup>1</sup>.
- Highly rated for supportive management and friendly atmosphere.

<sup>1</sup> 4th Workplace Environment Excellence Awards 2024 (<https://www.stresscheck-dt.jp/stella/syokubakankyouyuouyoujin2024/>)



A landscape photograph of a sunset or sunrise over a body of water. The sky is a gradient of dark blue at the top, transitioning to a bright yellow and orange near the horizon. The sun is a bright, overexposed white orb in the center-right of the frame, with rays of light emanating from it. The water in the foreground is dark and reflects the light of the sky.

Q3 FY26

Segment Results

# Segment Information

## Solutions business

Contract development and support for optimal systems utilizing cloud technology.



## Products Business

Development and provision of specialized cloud services and products.



## Segment Companies

### Salesforce



### IaaS



### Quantum computing



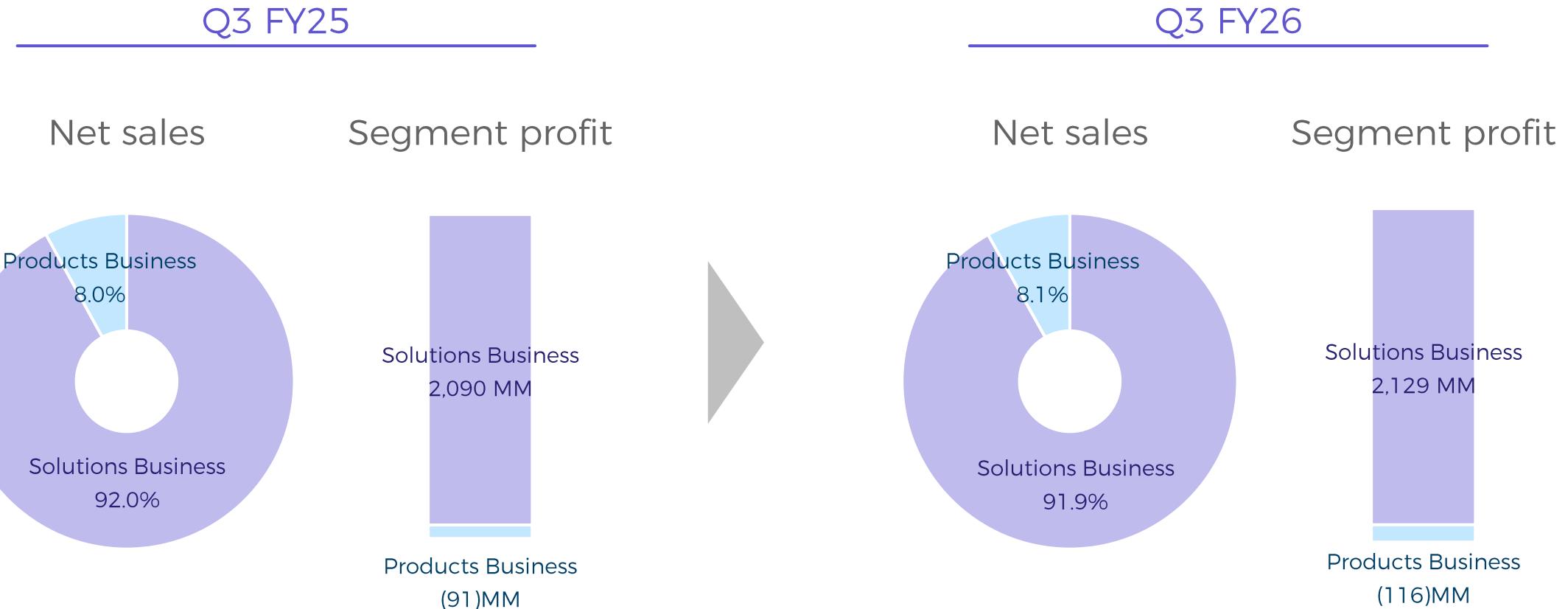
## Segment Company

### Salesforce



\* DiceWorks will be absorbed into TerraSky, effective November 1.

## Net Sales and Operating Profit Composition Solutions Business vs. Products Business



\* Segment totals exclude eliminations and corporate costs not allocated to segments.

## Segment Results - Solutions business

- Segment sales increased by 12.0% y-o-y. Driven by TerraSky and BeeX amidst a strong demand environment, sales at all subsidiaries exceeded the previous year's results, excluding DiceWorks (recorded only for Sept-Oct).
- Segment Profit up 1.9% y-o-y. Despite increased personnel expenses from the absorption of DiceWorks and a higher cost-of-sales ratio at BeeX, revenue growth successfully offset these factors, securing an increase in profit for the Q3 YTD.

(¥MM)

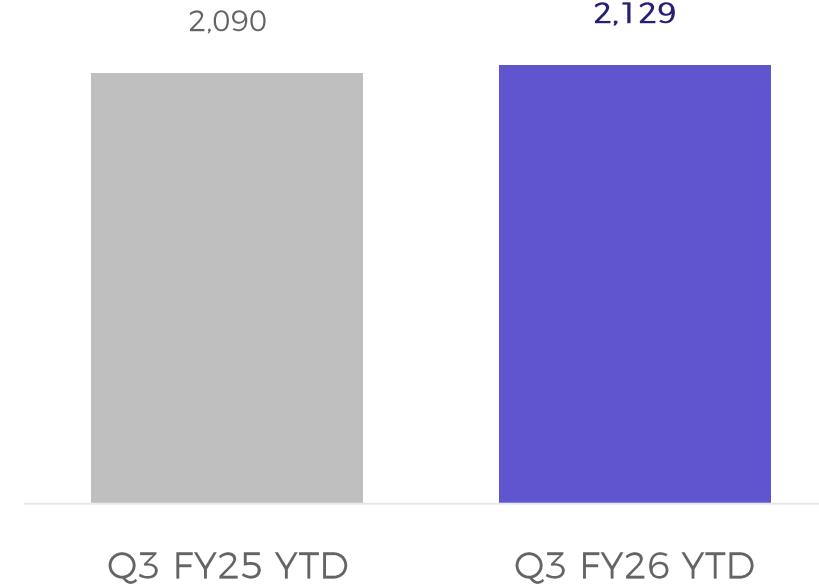
### Segment Sales

Y/Y +12.0%



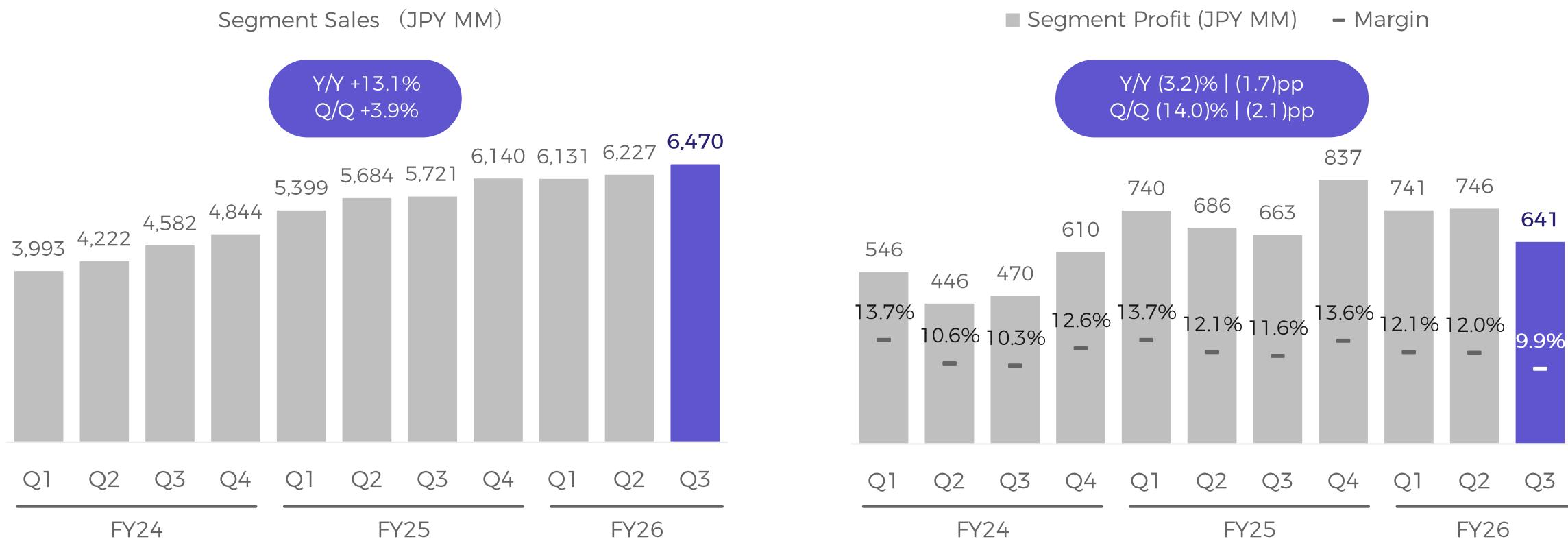
### Segment Profit

Y/Y +1.9%



## Segment Results - Solutions business

- Quarterly segment sales increased by 13.1%. The Salesforce and IaaS businesses, including Generative AI-related initiatives, performed strongly. In addition, Quemix—which is garnering attention in the field of quantum computing—also showed growth.
- Quarterly segment profit down 3.2% y-o-y due to one-time reorganization costs and regular annual event expenses (TerraSky Day, Dreamforce).



## Quemix

Participation in Quantinum Program  
- Announcement of Joint Research  
Results with Sumitomo Rubber -

Joined the Startup Partner Program  
by Quantinum, the World's Largest  
Quantum Computing Company

We aim to collaborate on the rapid  
commercialization of innovations across the  
entire quantum ecosystem.

Developed a New Method for Rapid  
Result Readout with Sumitomo  
Rubber Industries (Global "Dunlop"  
Brand)

**Technological Breakthrough:** This new  
method resolves the bottleneck of time-  
consuming readouts, marking a significant step  
forward toward practical application in CAE  
(simulation).

**Business Impact:** It is expected to dramatically  
accelerate the speed of material development,  
particularly for high-performance rubber.

## TerraSky Technologies

Upskills All 300 Employees  
into an AI-Ready Workforce

Strengthening AI Support  
Capabilities: Plan for All  
Salesforce Engineers to Acquire  
"Agentforce" Certification

**Market Context:** According to the "Agentic  
Enterprise Index<sup>1</sup>" released by Salesforce, early  
AI adopters saw a 119% increase in the  
creation of AI agents between Jan-Jun 2025.

**Our Strategy:** Against the backdrop of this  
growing demand, we will leverage our proven  
talent development expertise to cultivate AI  
specialists. In parallel, we will also provide  
training programs to client companies to  
support their AI adoption.

## Sky 365

Opens MSP Center in  
Nha Trang, Vietnam

Sky 365 (a BeeX subsidiary)  
established its first overseas MSP  
base, "Sky 365 Vietnam Center,"  
to build an advanced AIOps  
framework.

**Goal:** Aims to establish a 24/7/365  
engineering support system within one  
year.



<sup>1</sup> An index that visualizes the adoption and usage status of AI agents in enterprises, based on an analysis of "Agentforce" usage data.

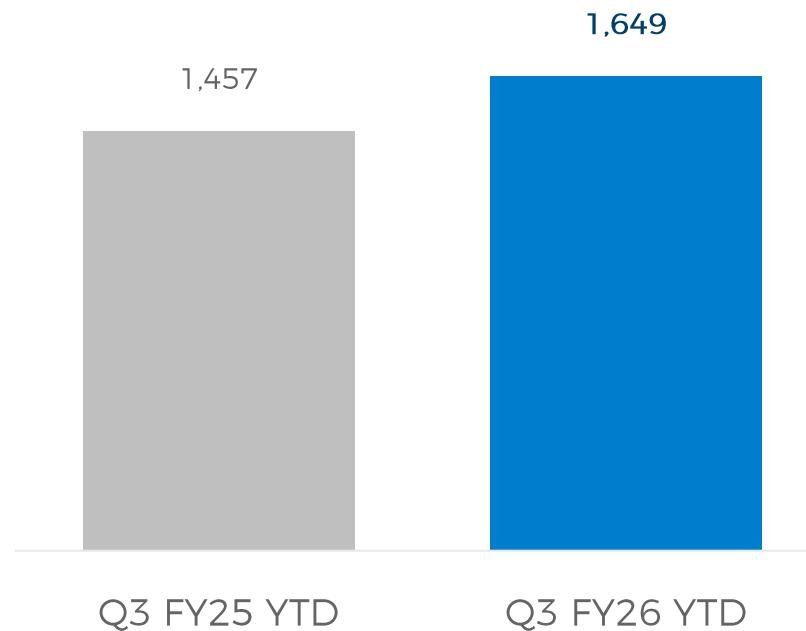
## Segment Results - Products Business

- Segment sales increased by 13.2% y-o-y, reaching a record high for the Q3 cumulative period. In the third quarter, active participation in events led to an increase in new orders.
- Segment loss widened by ¥25 million y-o-y. Performance was weighed down by increased amortization expenses associated with the release of new features for mitoco ERP and mitoco X.

(¥MM)

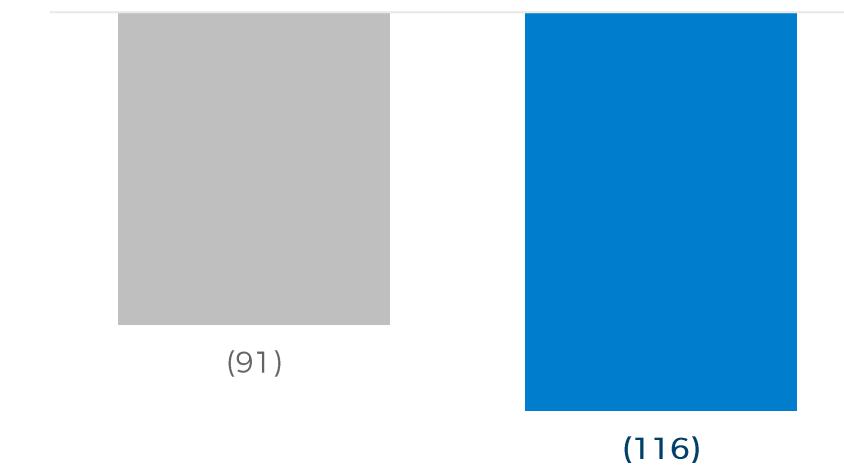
### Segment Sales

Y/Y +13.2%



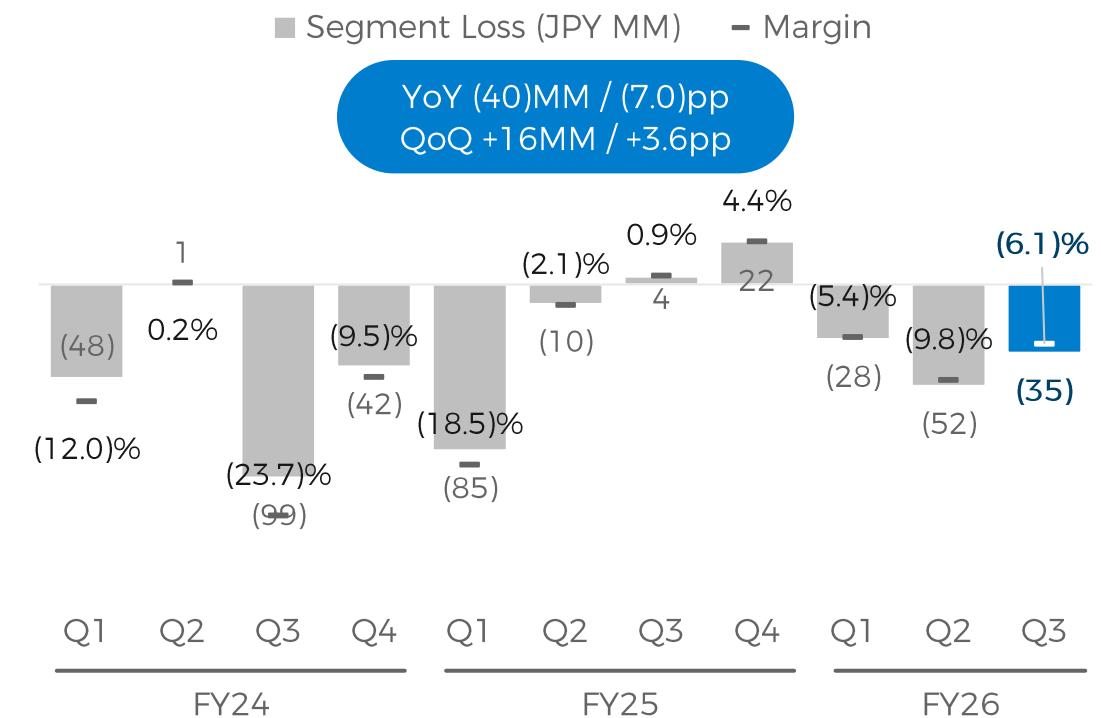
### Segment Loss

Y/Y (25)MM

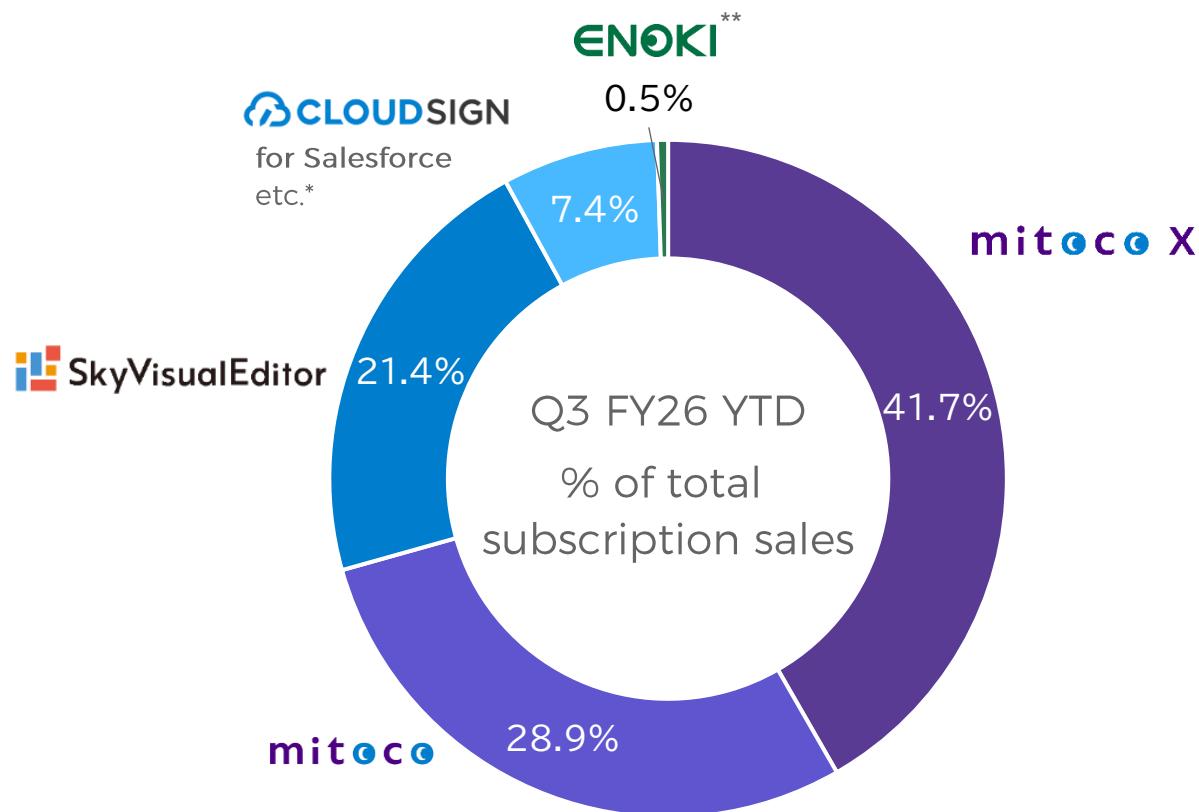


## Segment Results - Products Business

- Quarterly segment sales reached a record high, marking the eighth consecutive quarter of double-digit growth y-o-y, driven by contributions from mitoco ERP and mitoco AI. The AI platform "mitoco Buddy" (released in Dec, →P.20) attracted strong interest during pre-launch events. We expect it to contribute significantly to future revenue, alongside the robust performance of mitoco AI.
- Quarterly segment profit improved by ¥16 million from the previous quarter (q-o-q), despite increased amortization expenses. We aim to achieve an early return to profitability driven by sales growth.



# Subscription Sales - Products Business

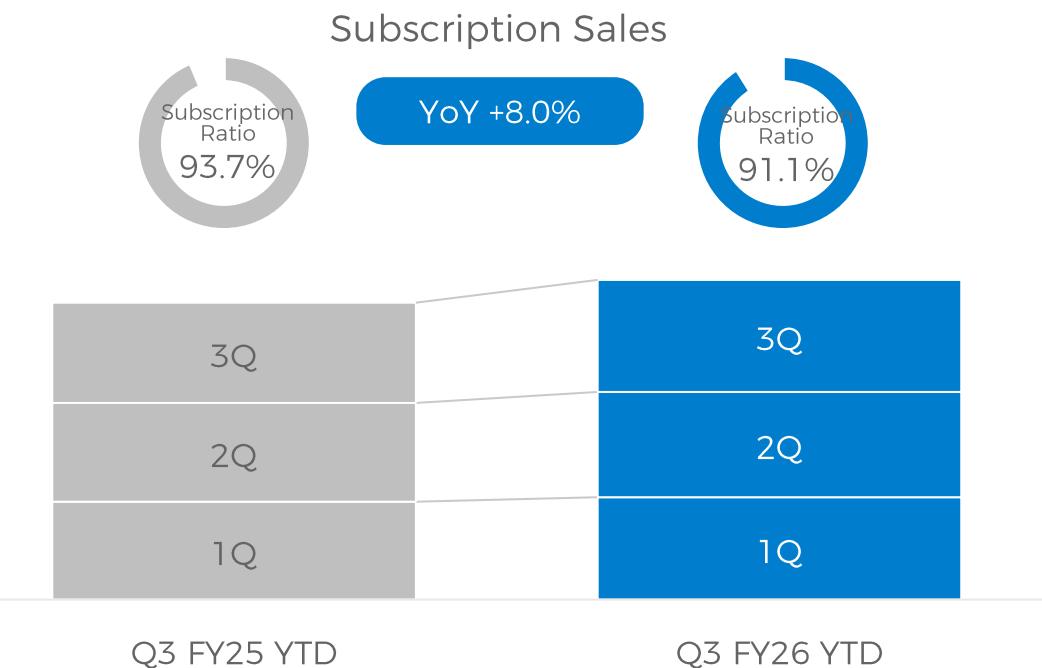


\*The "Cloud Sign" category includes "OMLINE" from FY26.

\*\*ENOKI was integrated into TerraSky in June. Therefore, revenue from Q2 FY2026 onwards is recognized as mitoco revenue.

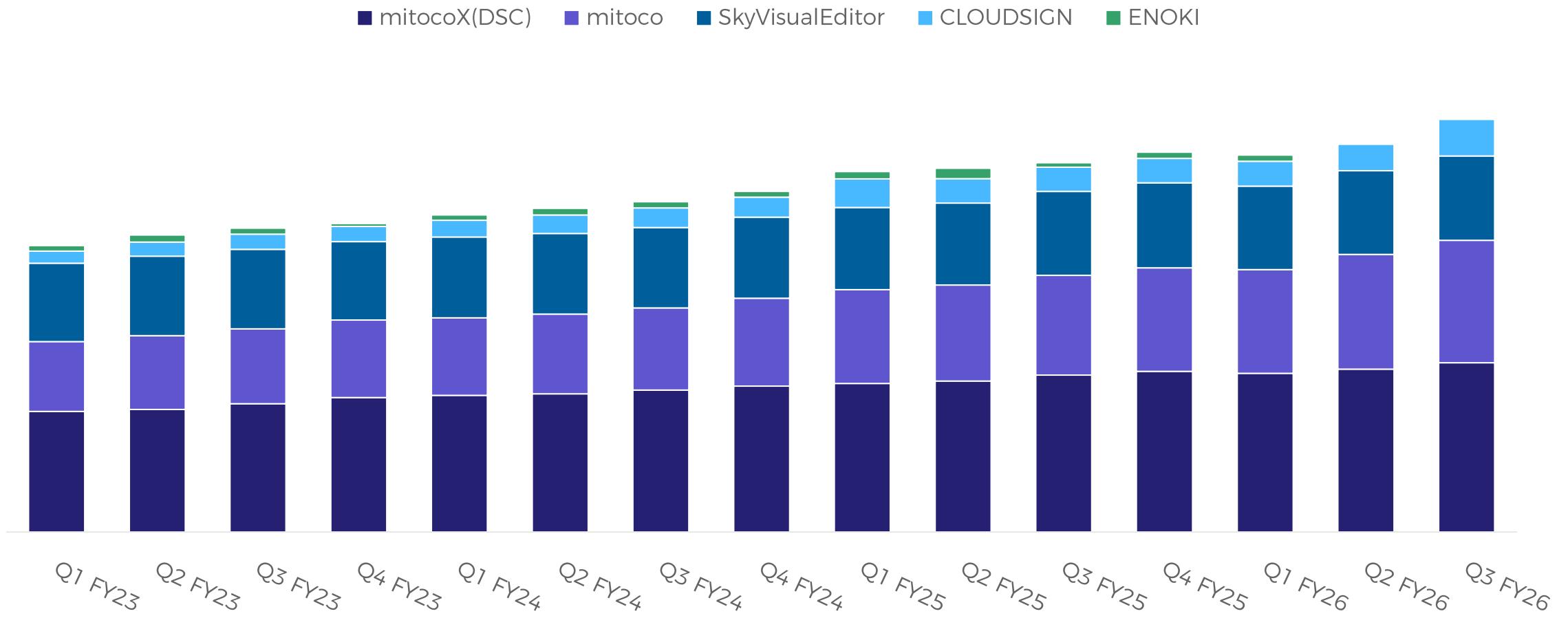
Total subscription sales increased by 8.0% y-o-y.  
Y/Y change by product :

- mitocoX (data collaboration tool) : +7.6 %
- mitoco : +18.8 %
- SkyVisualEditor : +1.5%
- CLOUDSIGN: +13.4%



## Subscription Sales - Products Business

- Quarterly subscription sales is on a steady upward trend. In 3Q, all products achieved revenue gains, with mitoco up 6.8% q-o-q (driven by mitoco ERP), mitoco X up 3.8% q-o-q, and SkyVisualEditor up 1.0% q-o-q.



## Launch of "mitoco Buddy," an MCP-Supported AI Platform

— Integrates with 50+ cloud services to accelerate decision-making and automate business operations —

**Overview:** mitoco Buddy is an AI platform designed to integrate disparate data sources and tools.

**Value:** By customizing the platform to meet specific corporate needs, it promotes AI adoption and drives significant business transformation.

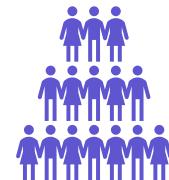


# Q3 FY26 Key Announcements

# Planned Relocation of Tokyo Head Office to "TOFROM YAESU TOWER"



## — Location Strategy to Drive Corporate Growth —



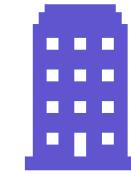
### HR & Organization

- Strengthen Recruitment:** Attract top talent by offering a new, appealing office environment.
- Employee Engagement:** Aim to improve engagement and reduce turnover by providing a comfortable and conducive workspace.



### Productivity & Efficiency

- Operational Efficiency:** Enhance productivity and efficiency through group consolidation.
- Speed:** Accelerate information sharing across teams.
- Innovation:** Foster innovation through the cross-group exchange of knowledge and ideas.



### Branding & Business Expansion

- Corporate Image:** Enhance brand image by showcasing the physical scale and quality of the new office.
- Future Growth:** Accommodate future business expansion with increased floor space.

## Dreamforce2025

Month:	October
Organizer:	Salesforce
Attendance:	Approx. 50,000
Theme:	Agentic Enterprise



Unveiled "mitoco Buddy" (→P.20), one of the first products to commercialize MCP, to global Salesforce users.

## TerraSky Day

Month:	November
Organizer:	TerraSky
Registrants:	Approx. 2,500
Theme:	Journey to the AI and Quantum Frontier



Leaders from various fields, including Mr. Shimada (President of Toshiba and Representative Director of Q-STAR<sup>1</sup>), took the stage at the keynote. Across 29 sessions, specific DX case studies and solutions were introduced, with AI-related topics attracting significant attention.

## Agentforce World Tour Tokyo

Month:	November
Organizer:	Salesforce Japan
Attendance:	Approx. 3,000
Theme:	Welcome to the Agentic Enterprise



Daiwa Securities took the stage at TerraSky's session to present a case study on using "Active Support" (Active Hoshu) as a solution to challenges faced after Salesforce implementation.

<sup>1</sup> Q-STAR: Quantum STrategic industry Alliance for Revolution

In FY2026, TerraSky Ventures invested in Gaxy Inc. and TRUSTART Inc. through the TSV Fund I.



## Impact Startup

Business: Provides comprehensive scholarship services, including a search portal, cloud systems, and financial services.



## Real Estate Tech (PropTech) company spun out from MUFG

Business: Primarily provides real estate research services and real estate big data.

TSV Fund I

IPO銘柄



GVA TECH



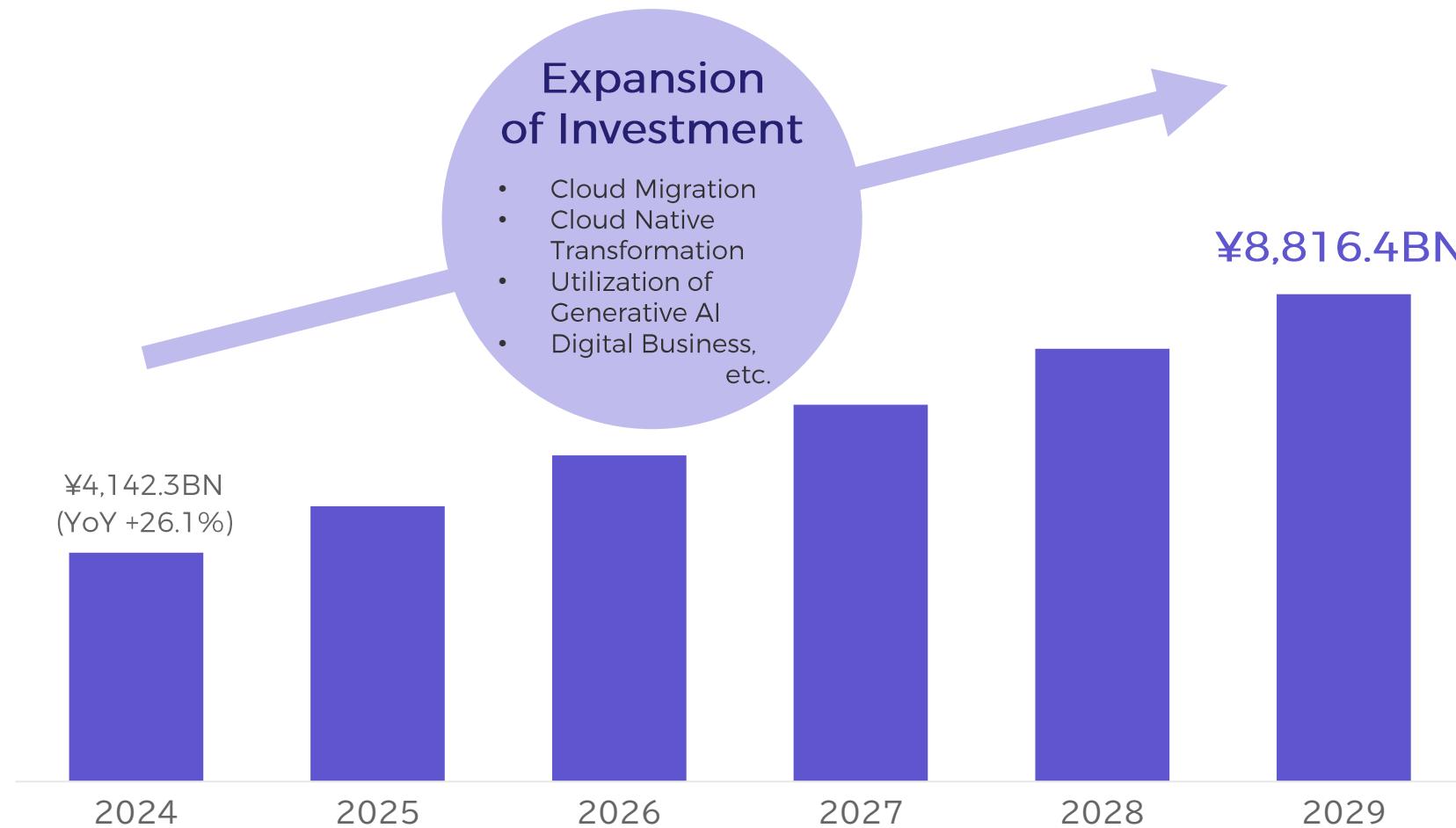
HRbase



# Market Environment

# The Continuously Growing Domestic Public Cloud Market

Domestic cloud market forecast, 2024-2029

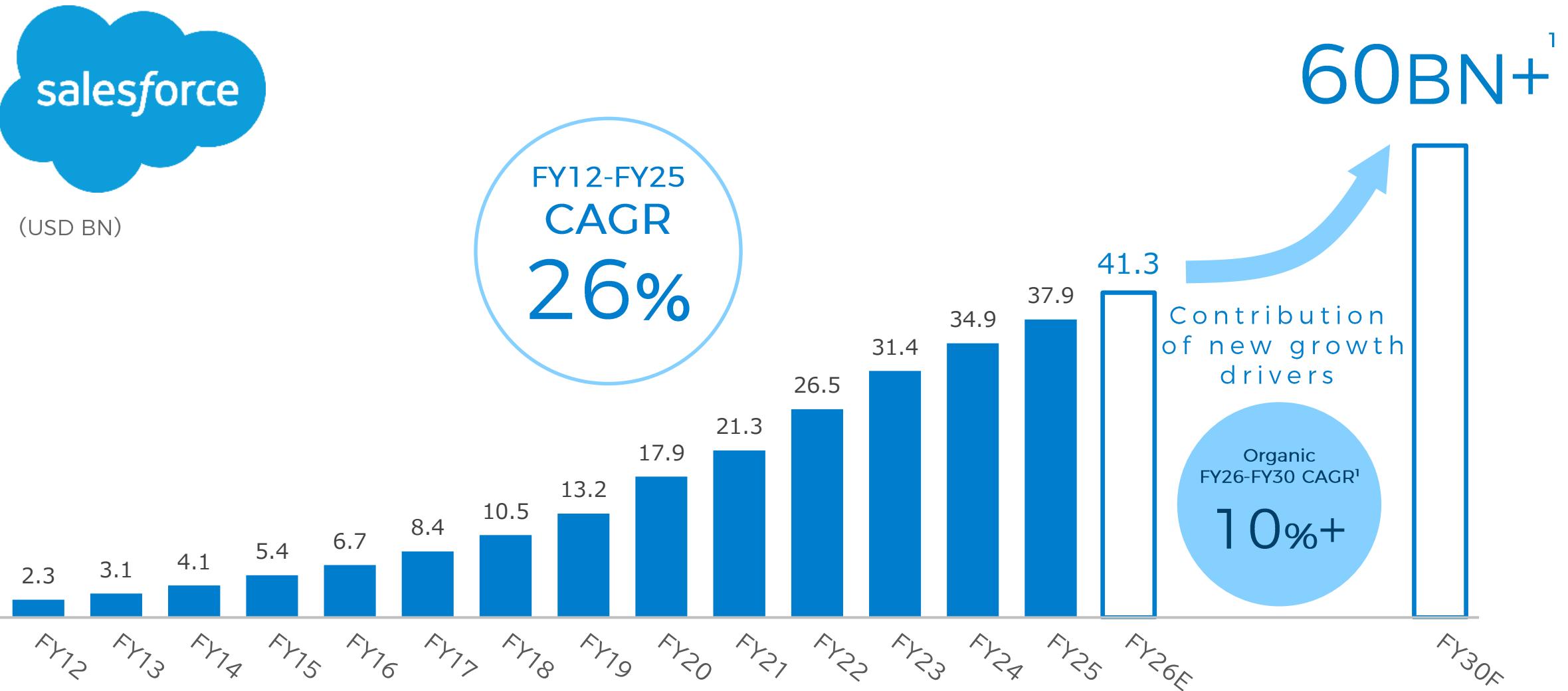


2024-2029  
Revenue  
2x

2024-2029  
CAGR  
16.3%

Source: IDC Japan, "Japan Public Cloud Services Market Forecast, 2024-2029"

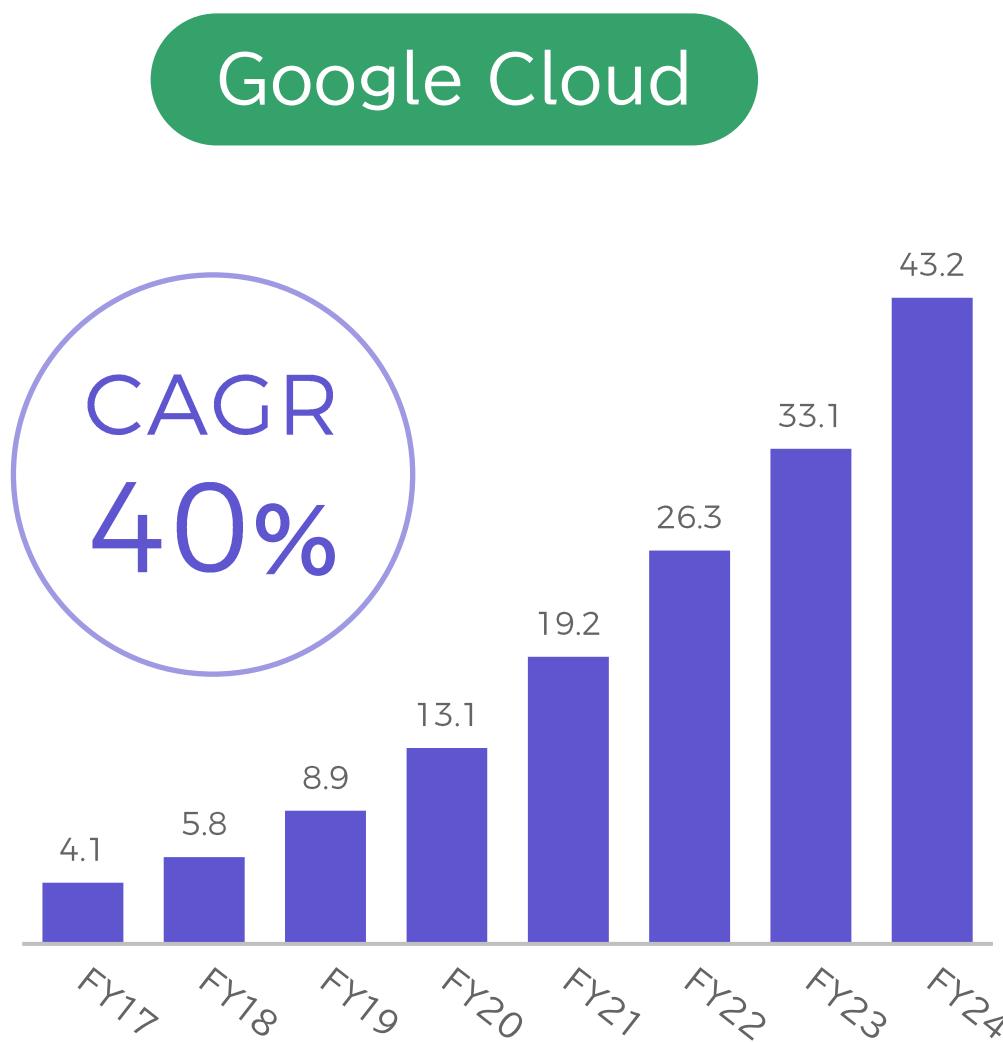
# Sales Growth of the Cloud Platform



<sup>1</sup>Excludes the impact of the Informatica acquisition.

Source: Prepared by TerraSky based on Salesforce earnings release materials.

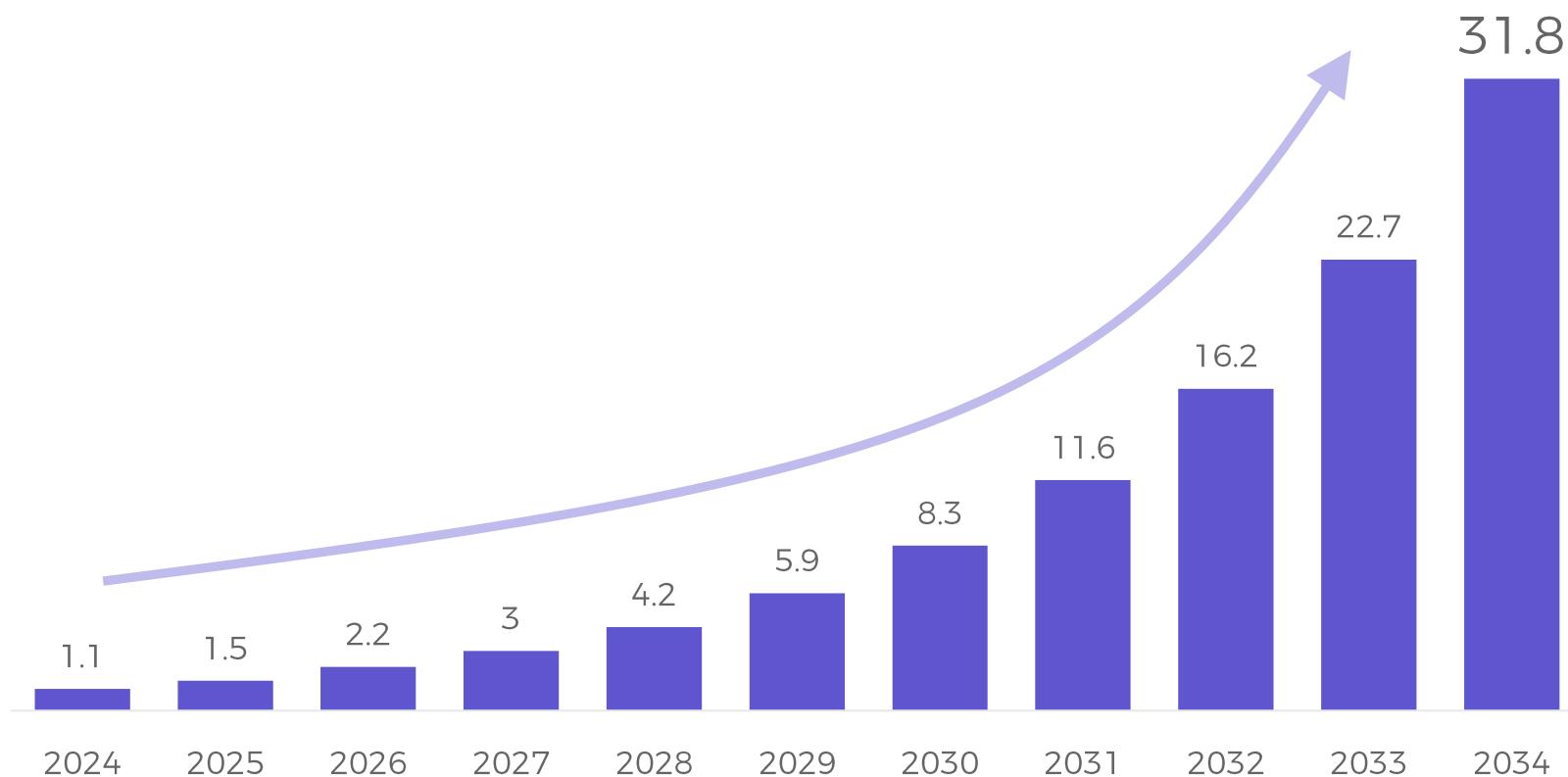
# Sales Growth of the Cloud Platform (USD BN)



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## Quantum Computing Software Market Size Forecast: 2024-2034

(USD BN)



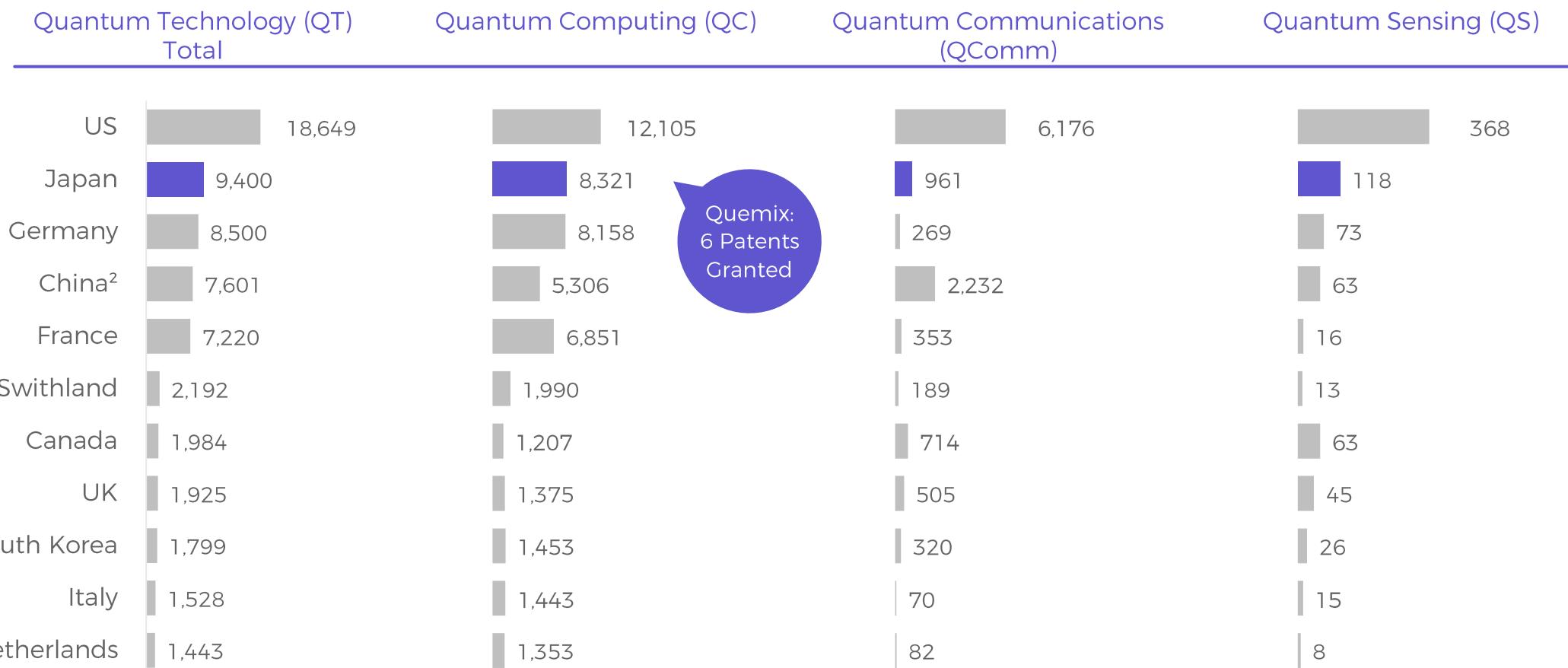
2024-2034  
Market Size  
**29x**

2024-2034  
CAGR  
**40%**

Source: Prepared by TerraSky based on Market.us, "Quantum Computing Software Market".

# Number of Quantum Computer Patents Granted | 2000-2024<sup>1</sup>

Japan ranks second only to the US in patent grants for quantum computing and quantum sensing, demonstrating high global competitiveness and technological superiority in quantum technology.



Quemix:  
6 Patents  
Granted

<sup>1</sup> Data for 2024 is provisional due to the time lag in patent publication.

<sup>2</sup> Figures for China do not accurately reflect ongoing patent application efforts aimed at gaining market access.

Source: Prepared by TerraSky based on McKinsey Digital, "Quantum Technology Monitor".

# Quantum Technology Investment Overview

## Status of Public Investment in Quantum Technology | Through April 2025

Total announced public investment in quantum technology amounts to \$54 billion through April 2025.

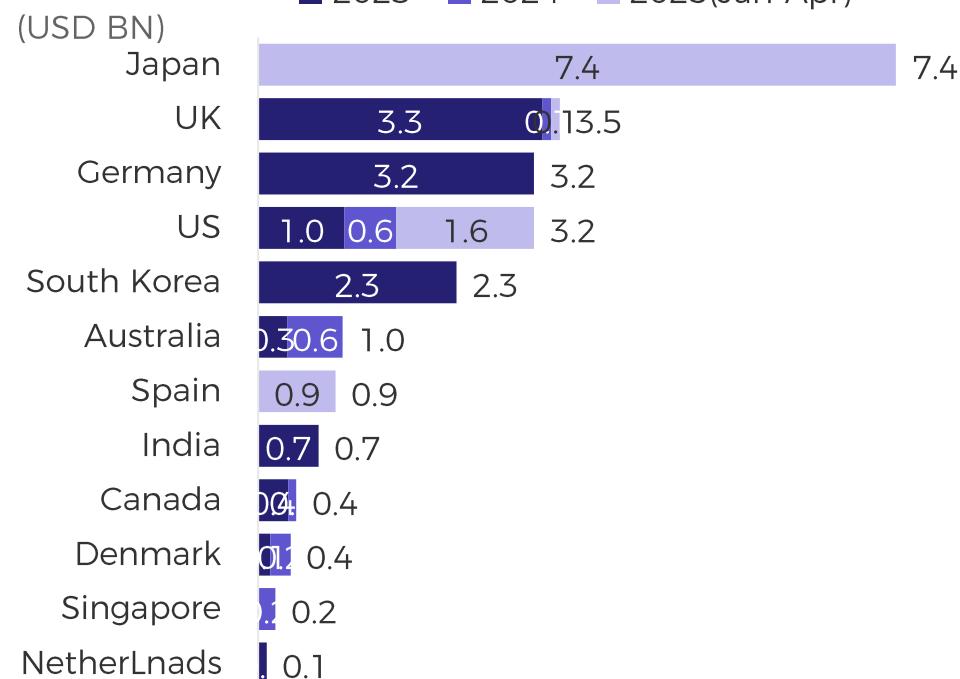
(USD BN)



## Announced Public Investment in Quantum Technology | Jan 2023 – Apr 2025

Japan positions quantum technology as a critical field for ensuring industrial competitiveness and economic security. Aiming to foster industry creation, the government announced a major investment of \$7.4 billion in early 2025.

2023 2024 2025(Jan-Apr)



Source: Compiled by TerraSky based on McKinsey Digital, "Quantum Technology Monitor." (Countries with total investment exceeding \$1 billion USD; Left chart only)

Note: \$136 billion in announced investment for emerging technologies in China is excluded due to limited transparency of commercial activities and unclear relevance to QT.

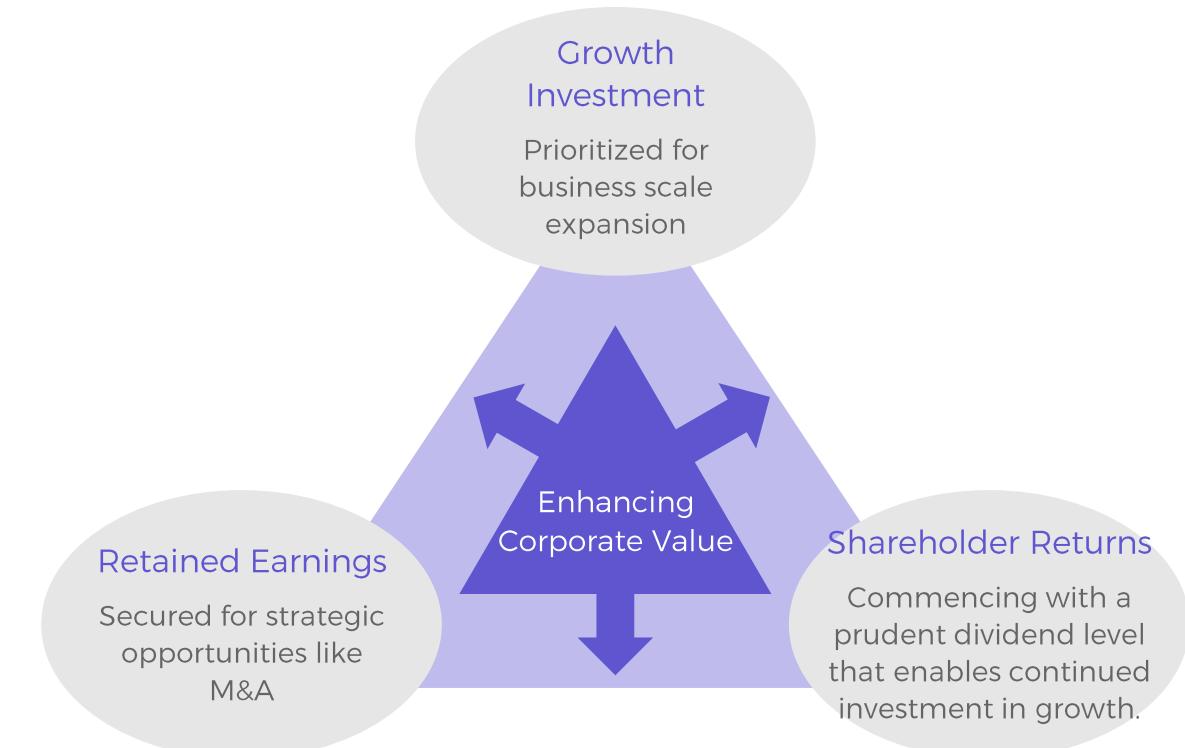
# Shareholder Returns

# Dividend Policy

- TerraSky will issue our **first-ever dividend of ¥16 per share for the fiscal year ending 2026**. This marks a shift from our previous policy of forgoing dividends to prioritize investments for growth since our IPO.
- We remain committed to achieving both sustainable growth and profit expansion. While continuing to prioritize investments for growth, we will **provide shareholder returns in balance with our retained earnings**.
- Going forward, we will treat shareholder returns as a key management priority and intend to pursue a **progressive dividend policy**. This is intended to strengthen our long-term, sustainable relationships with all our investors and shareholders.

*Note: The shareholder benefits program will be discontinued next fiscal year.*

	Dividend per share in JPY		
	Interim	Year-end	Total
Initial Forecast		0.00	0.00
Revised Forecast (Oct. 15, '25)		16.00	16.00
Actuals for the Current Fiscal Year	0.00		
Results for the Previous Fiscal Year (FYE Feb 28, 2025)	0.00	0.00	0.00



# Corporate Reorganization

## KitAlive Becomes Consolidated Subsidiary Following DiceWorks and Enoki Mergers



## Sky365 to Become BeeX Subsidiary

To Accelerate Growth in MSP Business Through Enhanced Collaboration

### Purpose of the Transfer

#### Compliance with AWS Partner Certification

Meeting the stricter AWS partner certification requirements (providing MSP services within the company group)

#### Strengthening the MSP Business

Enhancing the structure of BeeX's core MSP (Managed Service Provider) business



Improving service quality

Expanding sales channels

A wide-angle, blue-tinted photograph of a landscape, possibly a coastal or marsh area, with a bright sun in the upper right corner. The sun's rays create a lens flare effect. The foreground is dark and indistinct, while the background shows a lighter, textured surface.

Management Focused on  
Cost of Capital and Stock Price

## ■ Status of Compliance with Continued Listing Criteria for TSE Prime Market

	Continued Listing Criteria	Terrasky	Compliance
Tradable share market capitalization	¥ 10BN	¥ 12.5BN	✓
Number of tradable shares	20,000 units	53,105 units	✓
Tradable share ratio	35%	41.1%	✓
Daily average trading value	¥ 20MM	¥ 250MM	✓

# Management Focused on Cost of Capital and Stock Price

## Assessment of Current Situation

PBR exceeds the industry average, while ROE reflects our current investment phase, indicating potential for efficiency gains

Company Value (As of Fiscal Year End, Feb 2025)		Industry Average (PRM/Info & Comm)
Cost of Capital	Approx.7%	
ROE	9.2%	10.59%
PBR	2.75X	2.3X

Numerical Targets  
by Fiscal Year End, Feb 2027

Operating Profit

¥2.5BN

ROE

10%

Improvement of ROE



Reduction of  
Cost of Equity



Enhancement of mid-to-long-term corporate value through the expansion of a positive equity spread

# Management Focused on Cost of Capital and Stock Price

## Key Initiatives

Simultaneously pursuing "Overwhelming Top-line Growth" and "Transformation of Profit Structure."

### Growth

Maximization of Sales  
+ Maintaining PER

- **Expansion in Salesforce/AWS Domains**  
Leveraging our domestic top-tier track record and collaborations with NTT DATA and Mizuho Bank to accelerate business expansion with existing clients and the acquisition of new clients. Furthermore, we will increase order opportunities by expanding our engineer pool through aggressive hiring (new graduates and mid-careers) and effective reskilling programs.
- **Regional Satellite Office Strategy**  
Securing stable development resources and strengthening cost competitiveness through regional office expansion and local hiring.
- **Utilization of M&A**  
Aiming for inorganic growth by acquiring companies with technologies in cloud-peripheral areas.

### Profitability

Margin Improvement  
+ ROE Enhancement

- **Improvement of Unit Price per Engineer**  
Cultivating highly certified professionals to shift toward high value-added projects and consulting services, thereby increasing sales per employee.
- **Increasing Ratio of Proprietary Products**  
Strengthening sales of proprietary products like "mitoco" (groupware) to increase the ratio of stock revenue (high gross margin) and achieve profitability.
- **Early Turnaround of Loss-Making Subsidiaries**  
Accelerating the ramp-up of Quemix and the Thailand business to achieve profitability.

### Cost of Capital

Shareholder Returns  
& Enhanced Dialogue

- **Enhancement of IR Activities**  
Aiming to increase the number of IR meetings, expand English disclosures, and improve information disclosure for investors. We will enhance management transparency by increasing dialogue opportunities with domestic and international investors and providing feedback on these dialogues to the Board of Directors.
- **Dividend Policy**  
While prioritizing growth investments, we aim for stable and continuous progressive dividends based on business performance.

# About TerraSky Group



TerraSky Co., Ltd.



TSE prime market, stock code 3915

Head Office : Taiyo Life Nihonbashi Building 15-17FL.  
11-2 Nihonbashi, Chuo-ku, Tokyo | Japan

Offices : Osaka, Nagoya, Fukuoka, Joetsu, Akita, Matsue,  
Kagoshima and Morioka  
Thailand

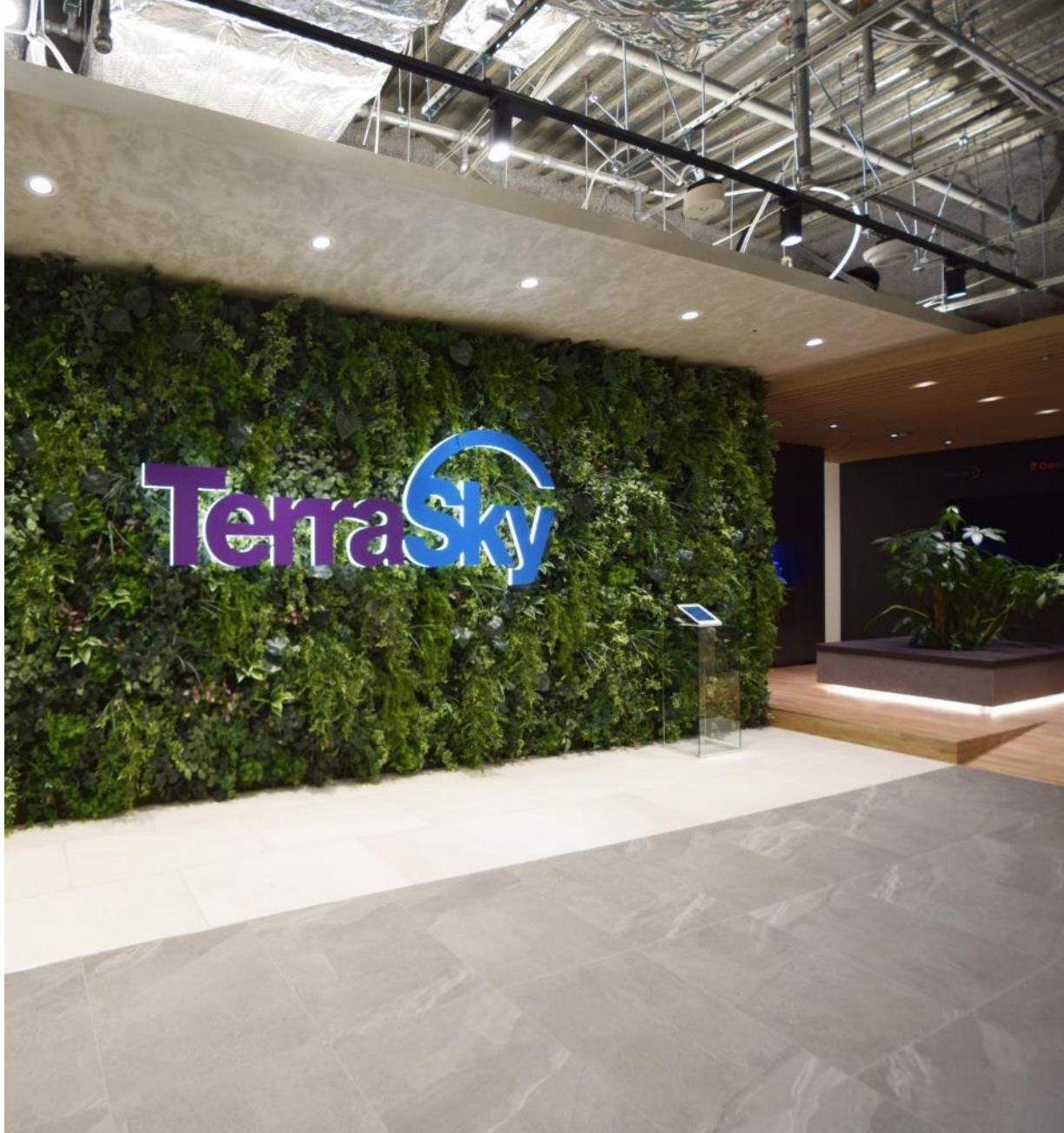
Establishment : March 2006

Share Capital : JPY 1,256 MM

Representative : Sato Hideya, President & CEO

Information Security  
Management System (ISMS) : ISO 27001/ IS 561777

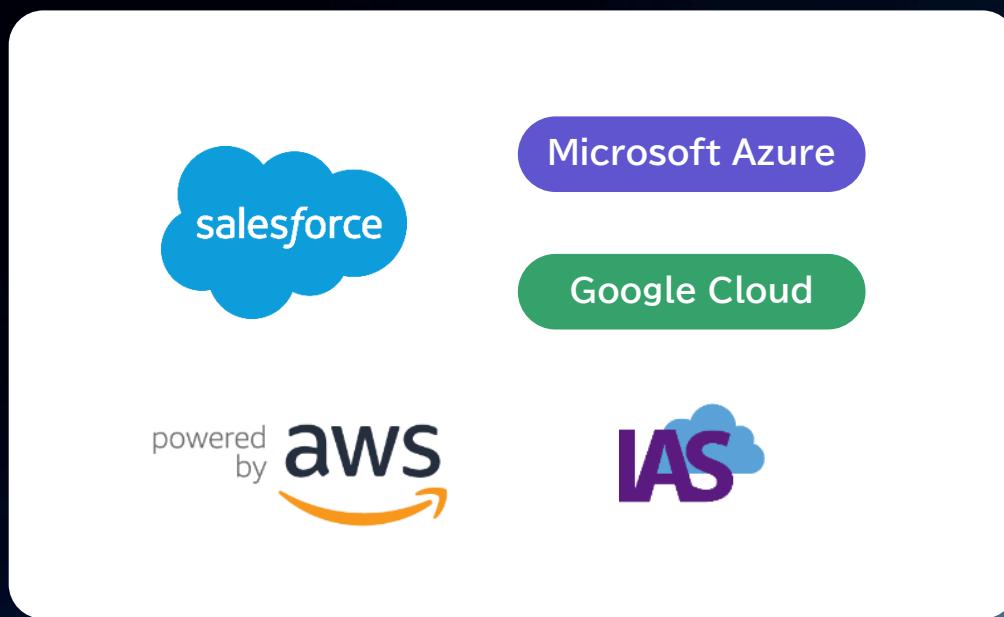
\*As of the end of November 2025



## Our business consists of the following two segments:

### Solutions business

Optimal system development using the cloud,  
Development and provision of specific solutions



### Products business

Development and provision of cloud-specific  
services and products



# Solutions business

## Salesforce

Salesforce is a cloud-based CRM/customer management and SFA/sales support system used by over 150,000 companies worldwide. We help businesses connect with customers in sales, marketing, and customer service.

As the No. 1 implementation partner, TerraSky supports customers' implementation and expansion of Salesforce.

## Heroku

Heroku is a PaaS cloud for web application development provided by Salesforce. You can develop apps efficiently using the latest framework and easily integrate with Salesforce.

In addition to system construction, we provide total support from building data linkages with internal and external systems to post-development operations.

## AWS

We select the most suitable service from the many technologies provided by AWS and support the construction of a system that matches your company's needs. We can provide total proposals from construction to operation, including operational support from Sky365, a second-tier subsidiary specializing in cloud MSPs. Together with BeeX, which specializes in AWS, we will leverage the comprehensive strengths of the TerraSky Group to lead your project to success.

## SAP migration

In 2016, we established BeeX Co., Ltd., which realizes cloud integration of SAP software platforms. Using our know-how from migrating numerous SAP systems to public clouds, we can quickly and safely migrate core systems from on-premises environments to cloud environments.

# Products Business

### mitoco

mitoco is next-generation groupware developed cloud-natively. We go beyond simple internal communication and collaborate with customer information to take your business one step further and evolve.

### mitoco X

A new iPaaS\* that integrates Data Spider, which has been installed by 3,000 companies, and SkyOnDemand, which has the No. 1 SaaS market share in the domestic EAI/ESB market.

\*Integration Platform as a Service

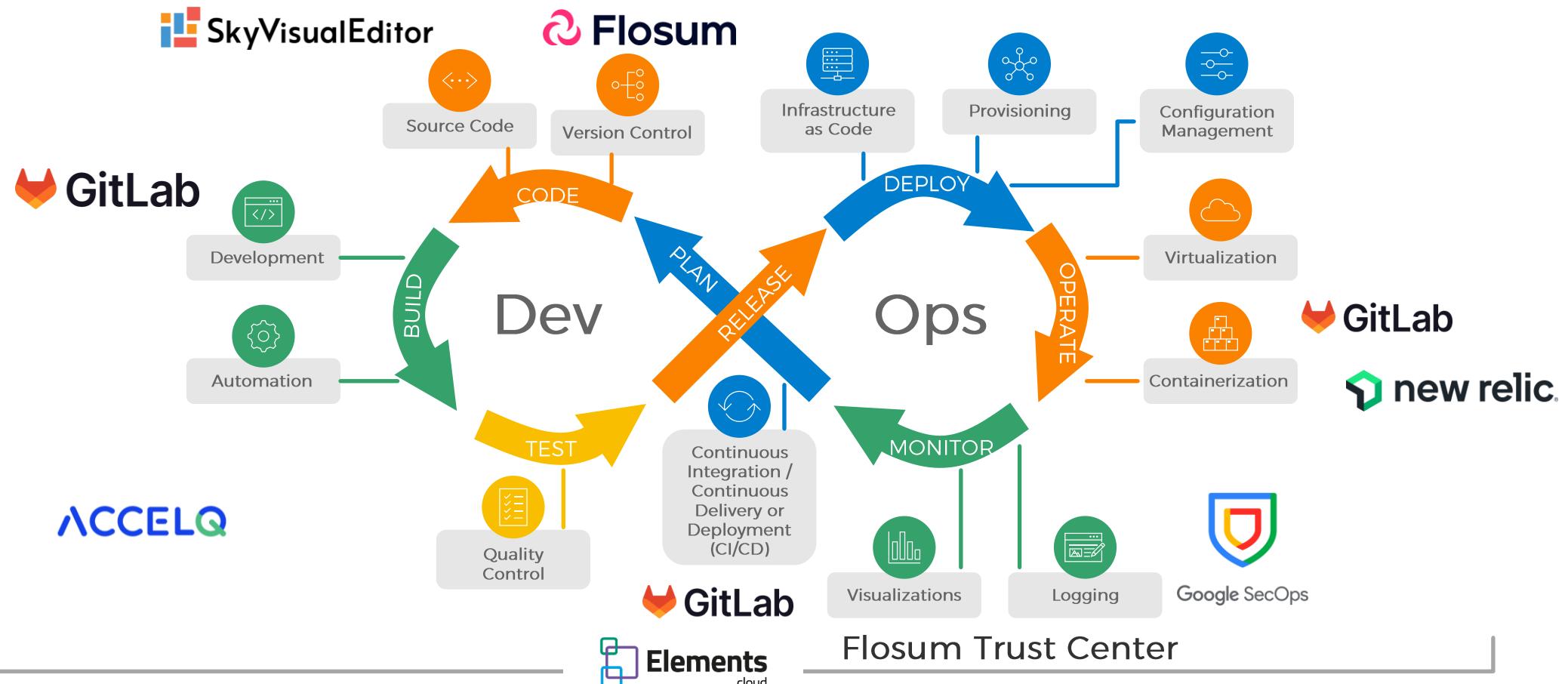
### SkyVisualEditor

This is a tool that allows you to develop Salesforce screens without programming. You can easily generate Visualforce pages just by dragging and dropping your mouse. It also supports Lightning Experience, so you can smoothly migrate your Visualforce pages to Lightning.

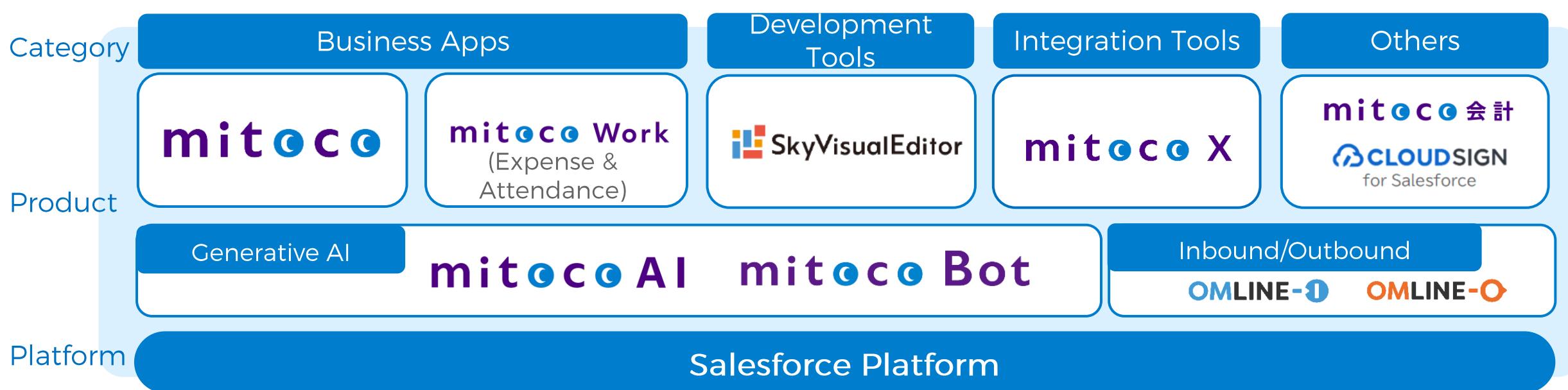
### mitoco ERP

mitoco ERP centralize master data on a platform powered by Salesforce. By integrating various business systems, including groupware, expense and attendance management, as well as core operations from accounting and HR/payroll to sales, purchasing, and inventory management, we ensure compliance with Japanese legal revisions (Electronic Bookkeeping Preservation Law, Qualified Invoice System). This allows for the management of all enterprise operations on a single platform.

## TerraSky Group to Strengthen Sales and Support for DevSecOps Tools Expanding In-house Development Capabilities Through Strategic Tool Adoption



Business support services inspired by customer feedback



**mitoco Buddy**  
Autonomous agents support your work

AI Agent Platform

Armed with the strengths below,  
our group is firmly leading the domestic cloud integration market.

1

## Familiarity with multi-cloud platforms

- Expand Horizontally into surrounding cloud fields with Salesforce as the core.
- Each group company explores business on each cloud platform.  
(Specialization/mobility)

2

## Reskilling

- Full support for employees to obtaining cloud professional certifications.
- Establishing a unique method for educating and developing cloud human resources.

3

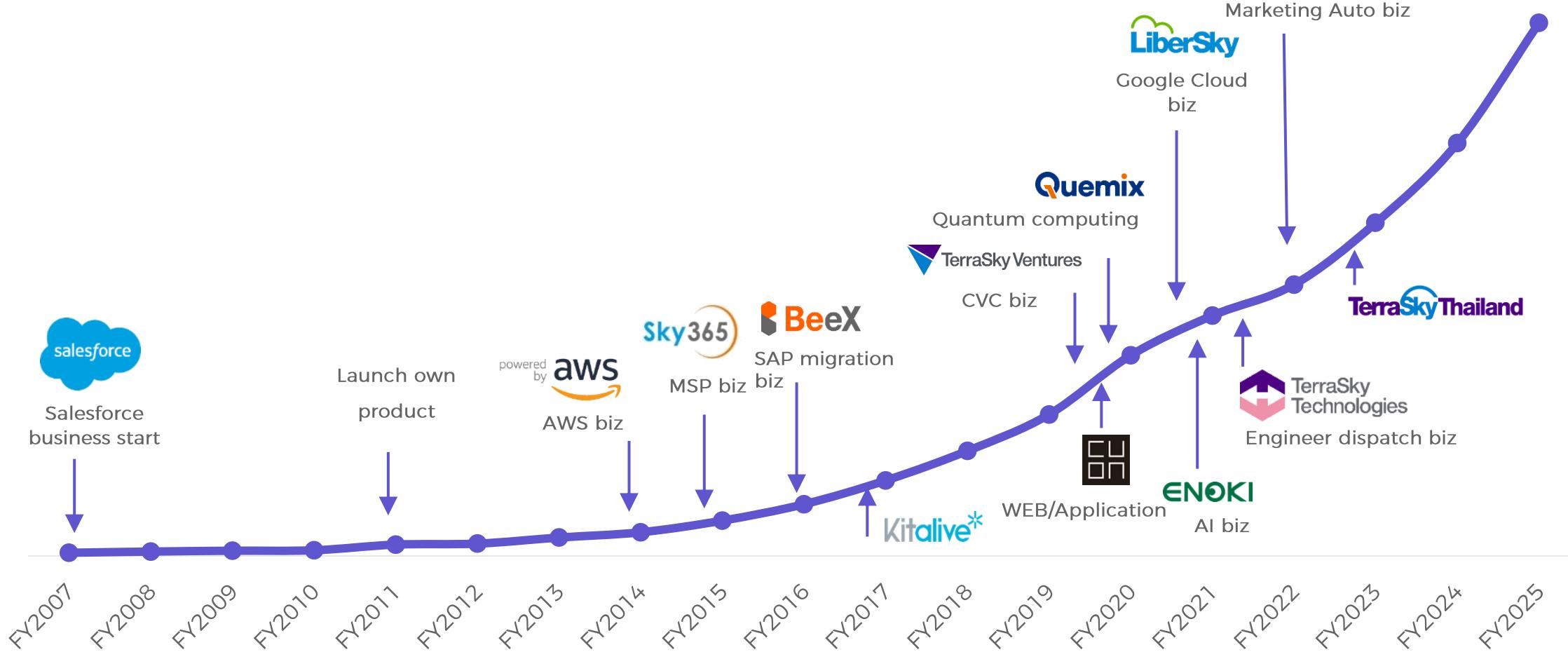
## Investment strategy based on cloud knowledge

- Improving productivity through the development of in-house products and integration using them
- Establishment of subsidiaries, M&A, early business expansion, and track record of profitability.
- CVC fund creation to create value across the portfolio companies and realize IPO.

# Sales Growth in Tandem with Establishment of Subsidiaries and M&A

Sales  
(JPY MM)  
30,000

While leading the industry in our core Salesforce business,  
we continue to invest in M&A to expand market share.



# Investee Companies and Shareholding Ratios

Consolidated subsidiaries & an affiliate

Listed: Tokyo (TSE Growth)

BeeX Inc.



63%

Sky365 Co., Ltd.

10% of shares held by TerraSky  
87% of shares held by BeeX

Listed: Sapporo (SSE Ambitious)

Kitalive Inc.



50%

Quemix Inc.



67%

TerraSky (Thailand)Co., Ltd.



49%

LiberSky



81%

TerraSky Technologies Co., Ltd.



90%

DiceWorks



100%

Cuon



100%

TerraSky Ventures Co., Ltd.



100%

13%

Serverworks Co., Ltd.

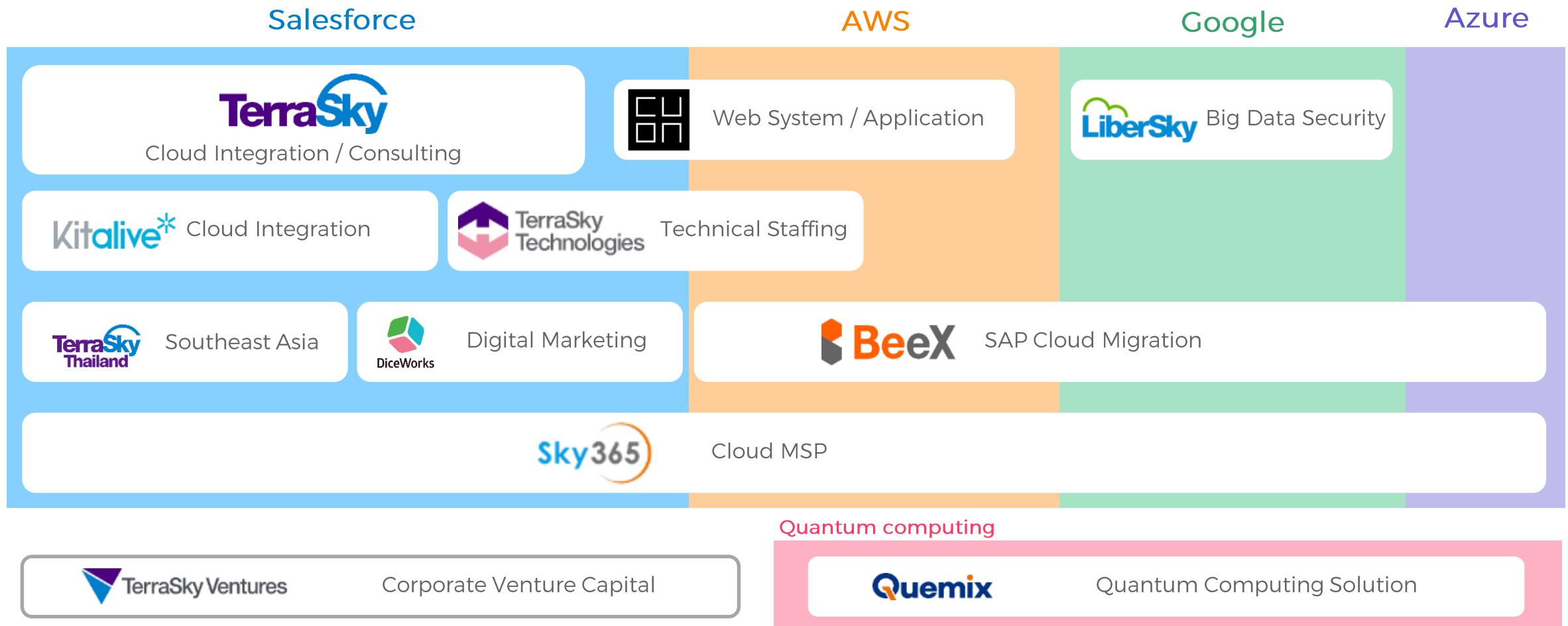


Below 5%



\*As of end of November 2025

## Support for Various Cloud Platforms



## Overwhelming quality and number of Salesforce certified engineers (employees)



Salesforce  
MVP



Certified  
Technical  
Architect

### Leading Number of Top-Tier Technical Certifications in Japan

Salesforce MVP

• • • 4 People enrolled

Certified Technical Architect

• • • 5 people enrolled



Certified Administrator



Certified Advanced  
Administrator



Certified Sales Cloud  
Consultant



Certified Service Cloud  
Consultant



Certified Field Service  
Lightning  
Consultant



Certified  
Experience Cloud  
Consultant



Certified Platform  
Developer



Certified Senior  
Platform Developer



Certified Platform  
Application Builder



Certified Marketing  
Cloud Mail Specialist



Certified  
Pardot  
Consultant



Certified Pardot  
Specialist



Certified Sharing and  
Visibility Architect



Certified Integration  
Architect



Certified Identity and  
Access Management  
Architect



Certified Development  
Lifecycle and  
Deployment Architect



Certified Data  
Architect



Certified Tableau CRM  
and Einstein Discovery  
Consultant



Certified System  
Architect



Certified Application  
Architect

TerraSky Group

## 22,000+ Projects

TerraSky has handled 8,000+ projects on its own.

We support a large number of companies, regardless of industry, business type, or company size.

We provide continuous development, maintenance, and operations.



Panasonic

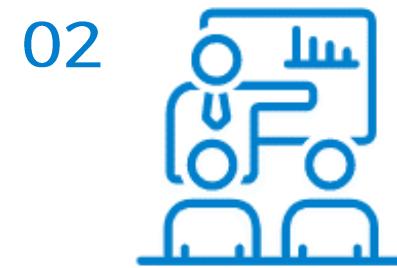


\*As of end of November 2025

## Three Guiding Principles for Achieving the SDGs



### Initiatives through Business



### Initiatives for the Future of Children and Regions



### Initiatives through Corporate Activities



## Environmental

### Environmental Reducing Environmental Impact Through Cloud Migration

- Significantly reduces clients' electricity consumption and CO2 emissions by supporting migration from on-premises systems to the cloud (Salesforce/AWS), contributing to Scope 3 reduction.
- Promoting paperless operations through proprietary services (e.g., mitoco).



## Social

### Social Human Capital: Engineer Development Ecosystem

- Achieved one of Japan's highest counts of top-tier certified engineers through comprehensive training that transforms beginners into professionals.
- Initiatives as a recognized "Excellent Workplace Environment Corporation." HR policies safeguard employee physical and mental health while maximizing performance (e.g., telework, subsidized cafeteria).

### Regional Revitalization: Satellite Office Strategy

- Expanding regional satellite offices to offer "Tokyo-standard work locally," promoting local hiring and relocation from urban centers to drive talent flow to the regions.
- Fostering engagement with local communities and providing IT education support.

## Governance

### Corporate Governance

- Ensuring a transparent management structure by appointing outside directors.

### Information Security and Compliance

- Robust security framework (including ISMS certification). Mandatory compliance training for all employees.

Ranked No. 1 out of 1,505 Companies for Best Workplace Environment



Received Letter of Appreciation from Joetsu City



# Disclaimer

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## Contact:

TerraSky Co., Ltd. Administration Div.

16F Taiyo Life Nihombashi bld. 2-11-2 Nihombashi, Chuo-ku Tokyo 103-0027 | JAPAN

TEL : +81 3 5255 3412 FAX : +81 3 5255 5130

*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.*

*Fly Ahead*

