

Japaniace

Business Plans and Growth Opportunities
- Financial Results Briefing Materials for the Fiscal Year Ended November 30, 2025 -

Japaniace Co., Ltd. (Securities Code: 9558)

January 23, 2026

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01

Performance Highlights

Performance Summary

- ✓ Net sales and ordinary profit increased year-on-year, driven by an expanded engineer headcount and higher sales per engineer.

(Millions of yen)

	FYE Nov. 30, 2024	FYE Nov. 30, 2025	Year-on-year change		FYE Nov. 30, 2025 Forecast at beginning of term	Progress
			Change	%		%
Net sales	11,211	12,084	873	+7.8%	12,050	100.3%
Gross profit	2,898	2,900	1	+0.0%	3,170	91.5%
Operating profit	945	982	36	+3.9%	1,040	94.5%
Ordinary profit	1,022	1,078	55	+5.4%	1,130	95.4%
Net profit	722	765	42	+5.9%	800	95.6%

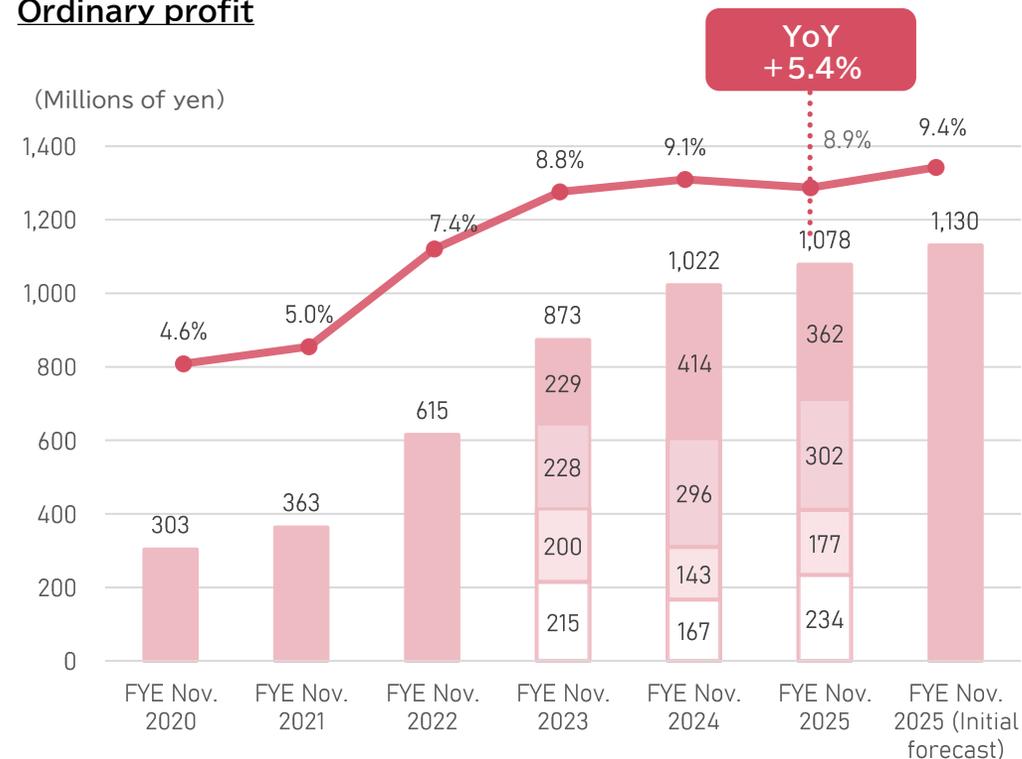
Net Sales and Ordinary Profit

- ✓ Net sales grew 7.8% year-on-year, driven by strong performance in both on-site development support and contract development, while ordinary profit also increased by 5.4%.

Net sales

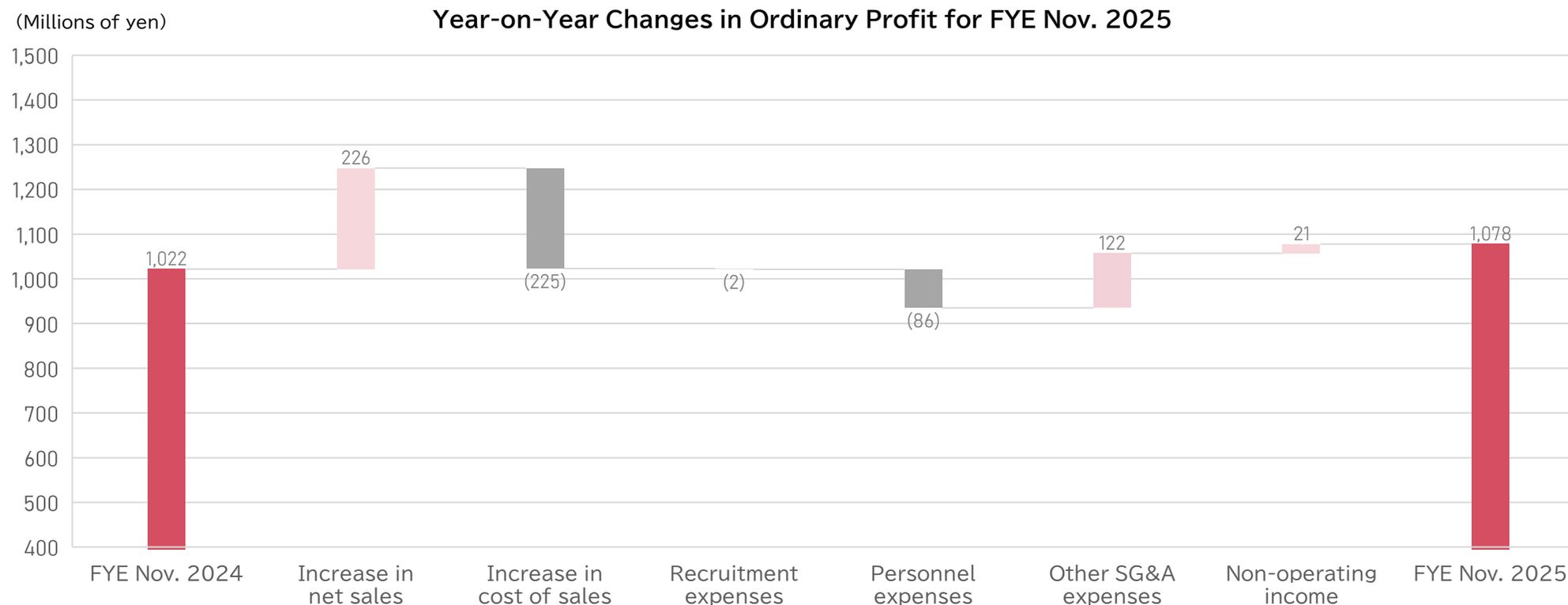


Ordinary profit



Analysis of Changes in Ordinary Profit

- ✓ Net sales expanded due to higher unit prices of engineers and an increase in the number of engineers including business partners.
- ✓ Although personnel expenses rose year-on-year as we strengthened our workforce to support business expansion, this was offset by the growth in net sales.
- ✓ Cost of sales increased and other SG&A expenses decreased due to a partial review of cost and expense categories.



Profit and Loss Statement

- ✓ Gross profit remained flat and SG&A expenses decreased year-on-year due to a partial review of cost and expense categories.

(Millions of yen)

	FYE Nov. 30, 2024	FYE Nov. 30, 2025	YoY change
Net sales	11,211	12,084	+7.8%
Cost of sales	8,312	9,184	+10.5%
Gross profit	2,898	2,900	+0.0%
Gross profit (%)	25.9%	24.0%	
Selling, general and administrative expenses	1,952	1,917	(1.8%)
Operating profit	945	982	+3.9%
Operating profit (%)	8.4%	8.1%	
Non-operating income	78	99	+26.9%
Non-operating expenses	1	3	+162.2%
Ordinary profit	1,022	1,078	+5.4%
Ordinary profit (%)	9.1%	8.9%	
Extraordinary income	-	-	
Extraordinary losses	-	-	
Profit before income taxes	1,022	1,078	+5.4%
Income taxes	299	312	+4.3%
Net profit	722	765	+5.9%
Net profit (%)	6.4%	6.3%	

Balance Sheet

- ✓ Current assets increased due to growth in net sales. We also secured borrowings for working capital and will accelerate initiatives for M&A and capital and business alliances.

(Millions of yen)

	FYE Nov. 30, 2024	FYE Nov. 30, 2025
Assets		
Current assets		
Cash and deposits	2,999	3,691
Accounts receivable and contract assets	1,519	1,622
Total current assets	4,567	5,357
Non-current assets		
Property, plant and equipment	56	66
Intangible assets	15	11
Investments and other assets	309	351
Total non-current assets	381	428
Total assets	4,949	5,786

	FYE Nov. 30, 2024	FYE Nov. 30, 2025
Liabilities		
Current liabilities		
Short-term borrowings	-	300
Accrued expenses	851	928
Total current liabilities	1,740	2,194
Non-current liabilities		
Total non-current liabilities	212	212
Total liabilities	1,952	2,406
Net assets		
Shareholders' equity		
Common stock	22	23
Retained earnings	2,988	3,369
Treasury stock	(101)	(101)
Total shareholders' equity	2,996	3,379
Total net assets	2,996	3,379
Total liabilities and net assets	4,949	5,786

Key Management Indicator ①

✓ The number of engineers increased by 80 year-on-year, driven by ongoing hiring of new graduates and mid-career recruits.



Number of engineers

Topics

We hired 40 new graduates and 330 mid-career recruits for engineering roles.



- * Number of engineers: Average number of engineers and business partners enrolled during the period
- * Number of engineers includes temporary employees.
- * Figures shown are averages for the period.

(Reference) Number of engineers as of the end of the period

(Unit: Persons)

	Q1	Q2	Q3	Q4
FYE Nov. 30, 2024	1,624	1,731	1,695	1,651
FYE Nov. 30, 2025	1,678	1,772	1,739	1,731

Key Management Indicator ②

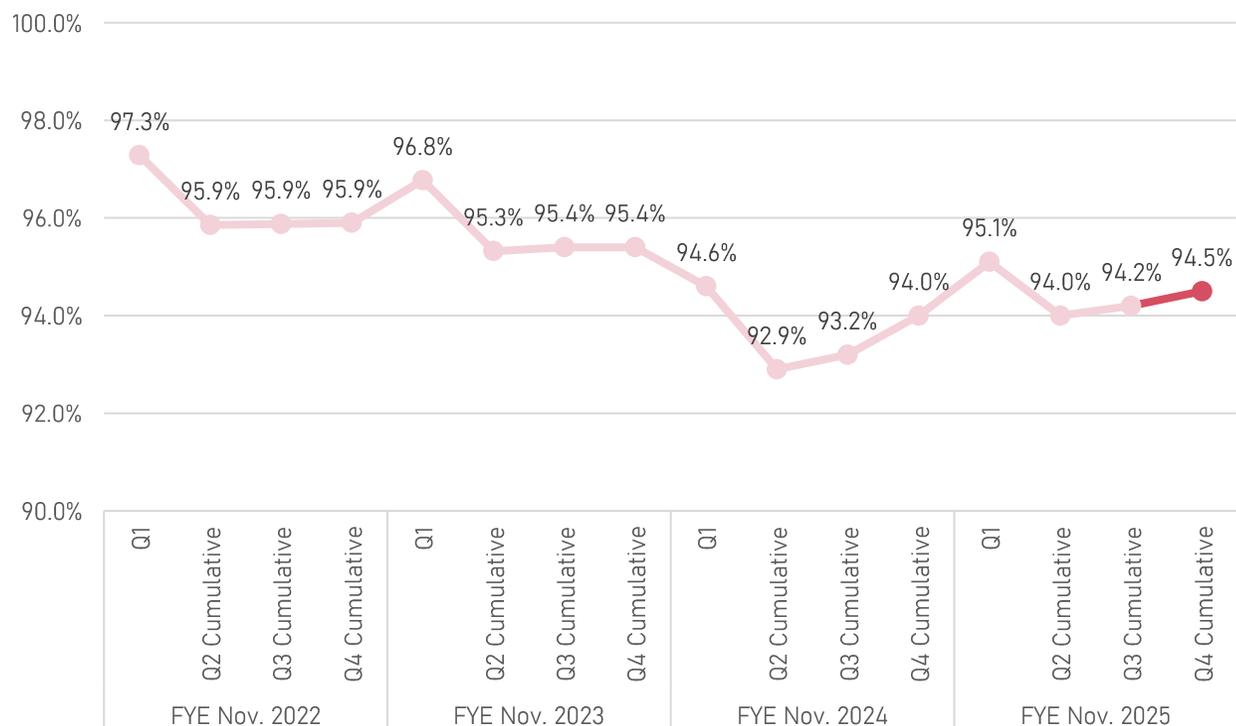
- ✓ Although the utilization rate temporarily declined in Q2 due to an increase in trainees, it improved by 0.5% year-on-year, supported by ongoing efforts since June to shorten waiting periods.



Utilization rate

Topics

We maintained a utilization rate of 95.0% or higher from August onwards, driven by initiatives to reduce waiting periods.



* Utilization rate: (Total No. of assigned engineers + business partners each month) / (Total No. of engineers + business partners each month) x 100
 * Number of assigned engineers includes temporary employees.
 * Figures shown are averages for the period.

(Reference) Utilization rate for each quarter

	Q1	Q2	Q3	Q4
FYE Nov. 30, 2024	94.6%	91.4%	93.6%	96.4%
FYE Nov. 30, 2025	95.1%	93.0%	94.2%	95.6%

Key Management Indicator ③

- ✓ Sales per engineer increased by ¥14 thousand per month year-on-year, driven by a shift toward high-unit-price projects and the ongoing effects of price negotiations.

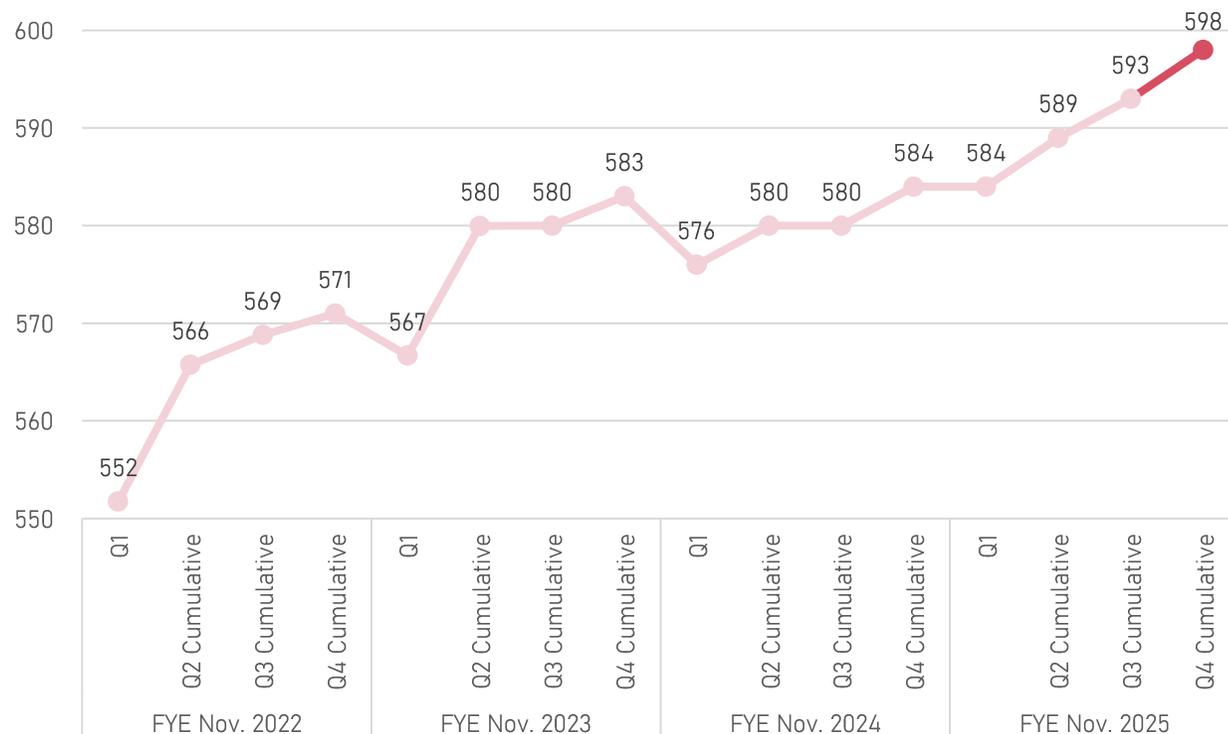


Sales per engineer

Topics

The upward trend is due to actively shifting toward high-unit-price projects.

(Unit: Thousands of yen / month)



* Net sales per engineer: Net sales for the cumulative period / (Total No. of assigned engineers + business partners each month)

* Figures shown are averages for the period.

(Reference) Net sales per engineer for each quarter

(Unit: Thousands of yen / month)

	Q1	Q2	Q3	Q4
FYE Nov. 30, 2024	576	583	580	596
FYE Nov. 30, 2025	584	593	601	614

02

Medium-Term Management Plan

for FYE Nov. 2026 - FYE Nov. 2028

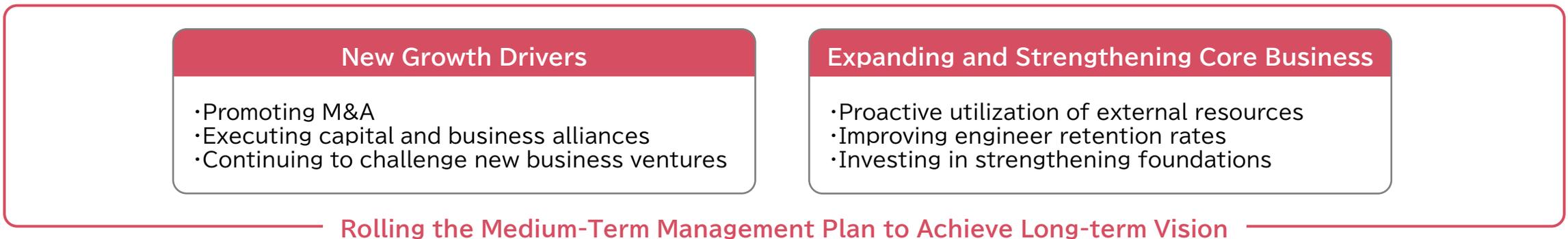
Review

- ✓ While our core business has expanded and stabilized through the steady execution of our basic strategy, we have yet to fully invest in new growth areas, such as new client acquisition and M&A.

	Basic strategy	Progress	Issue
 <p>Business</p>	<ul style="list-style-type: none"> • Accelerating the reallocation of on-site development support • Expanding new client acquisition for upstream projects • Entering new markets by launching into new job categories and sectors • Accelerating nationwide expansion 	<ul style="list-style-type: none"> • Continuously promoting a shift in orders toward high-unit-price clients and projects • Sales per employee have steadily increased on a cumulative basis as a result of ongoing unit price negotiations 	<ul style="list-style-type: none"> • While the Chemical & Biotech sectors and the recruitment business are growing steadily, they have not yet reached a scale sufficient to drive overall company performance.
 <p>Human capital</p>	<ul style="list-style-type: none"> • Recruiting leader-class engineers • Developing engineers through J-college • Optimizing engineer placement and organizational structuring 	<ul style="list-style-type: none"> • Recruitment of leader-class engineers is progressing according to plan • Expanding educational programs through J-college and J-learning 	<ul style="list-style-type: none"> • While recruitment is on track despite increasing labor mobility, turnover has exceeded expectations, resulting in a lack of significant net growth in total headcount.
 <p>Finance</p>	<ul style="list-style-type: none"> • Investing in labor costs aligned with current market trends • Investing in recruitment and development of engineers as a corporate foundation • Capital expenditures for expanding the scope of business activities • M&A and alliances aligned with business strategies 	<ul style="list-style-type: none"> • Continuing to scout for M&A opportunities that will strengthen our core business • Opened Sapporo Office, and relocated and expanded Kansai 1st and 2nd Offices 	<ul style="list-style-type: none"> • Despite receiving M&A referrals through various channels such as financial institutions and brokers, no deals have reached closing as of Nov. 30, 2025.

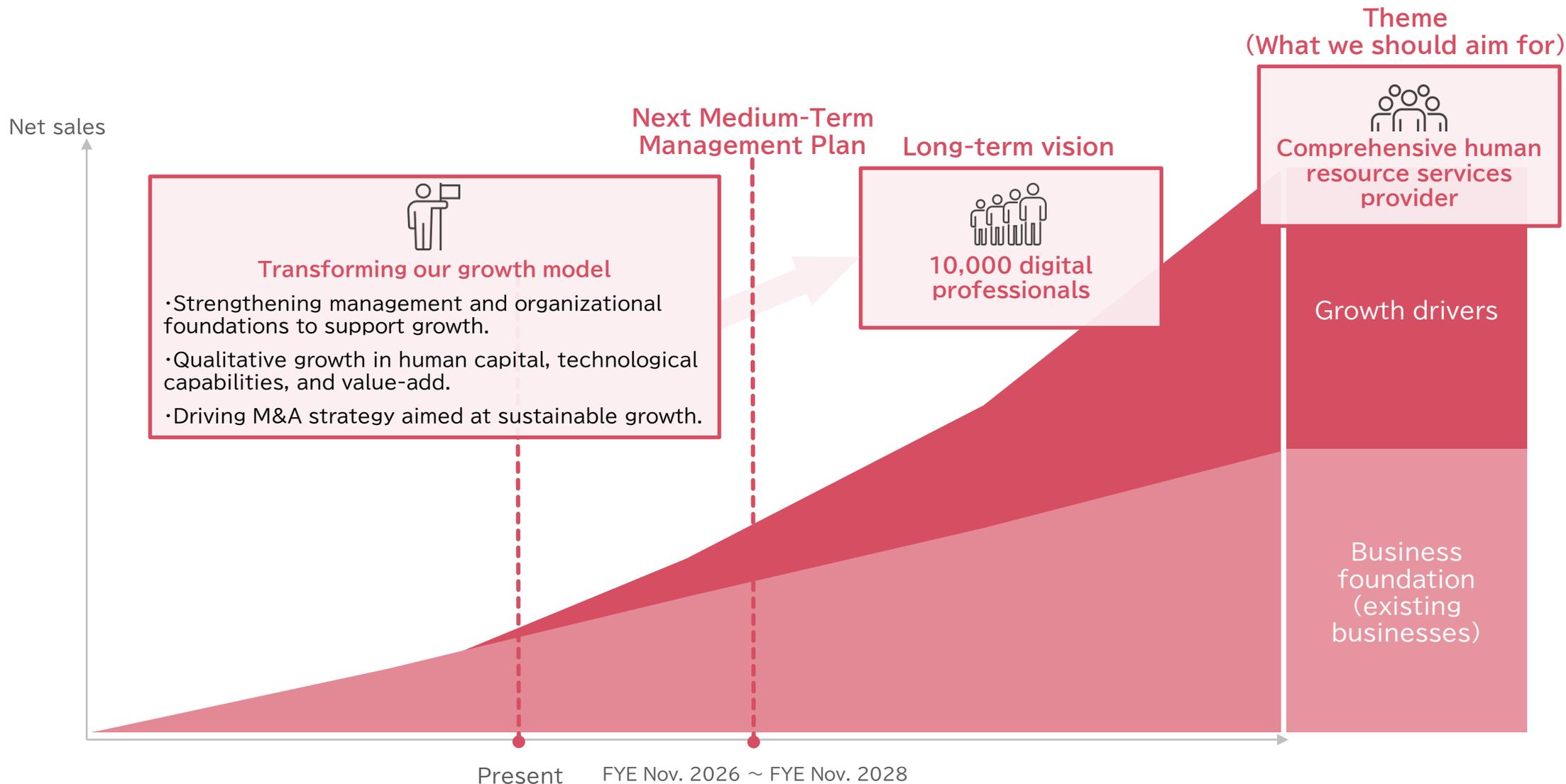
Executive Summary

- ✓ Taking into account changes in the external and competitive environments, we will pursue sustainable growth by expanding and strengthening our core business while simultaneously launching initiatives for new growth drivers.



Vision

- ✓ Long-term vision...The employment and creation of digital talent in the Advanced Engineering business



Policy of Medium-Term Management Plan for FYE Nov. 2026 - FYE Nov. 2028

New Growth Drivers

New Initiatives

- ✓ Acquisition of new domains and creation of business synergies through M&A.
- ✓ Expansion of business partnerships through capital and business alliances.
- ✓ Commercialization of new ventures through continuous innovation and investment.

Achievement of Key Management Indicators

- ✓ Increasing engineering headcount through proactive utilization of external resources.
- ✓ Optimizing the balance between high utilization rates and improved retention.
- ✓ Achieving consistent growth in sales per engineer.

Investment for Strengthening Business Foundation

- ✓ Enhancing the human resource base through training and infrastructure investment.
- ✓ Expanding IT investment for more sophisticated and efficient operations.
- ✓ Ongoing investment to expand our service area and optimize our operational footprint.

Expanding and Strengthening Core Business

Long-term Vision



10,000 digital professionals

New Growth Drivers -New Initiatives-

- ✓ M&A is positioned as a key growth strategy to achieve sustainable growth and our goal of a 10,000-engineer workforce.

Objectives

- ✓ Unit price improvement
- ✓ Establishing technical superiority in growth sectors
- ✓ Expanding prime contracts
- ✓ Talent acquisition

Technology

- ✓ Expanding growth domains and strengthening competitive advantage.

Establishing differentiating factors in core business areas.
(advanced design, development, and operational expertise)

Clients

- ✓ Expansion into high-value-added business channels and markets.

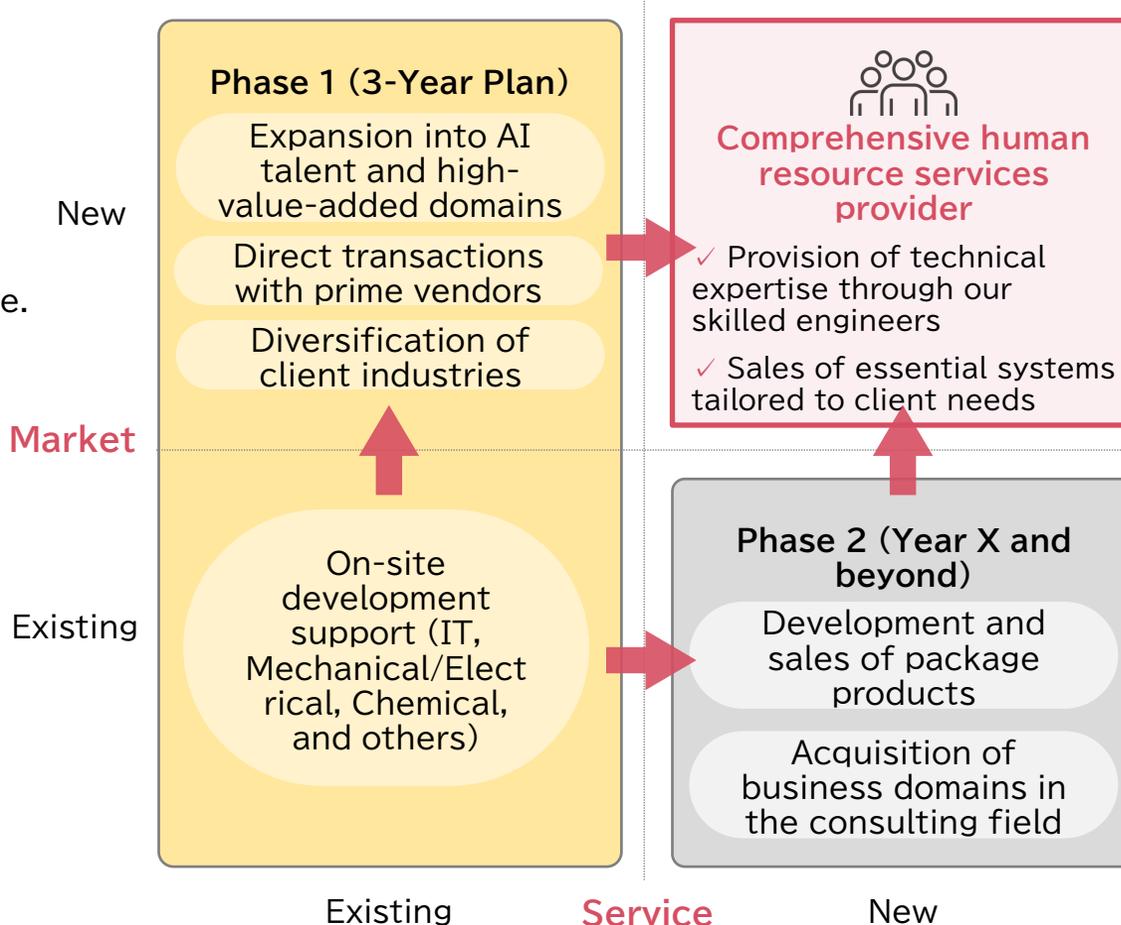
Development of prime clients to increase the share of direct transactions.

Services

- ✓ Value-added service delivery that enables higher unit prices.

Business model directly linked to higher unit prices through the delivery of high-quality services.

Target Businesses for Each Phase



New Growth Factor (1): Promoting M&A – Business Succession -

- ✓ The SES (System Engineering Service) business, centered on a job search site, was succeeded from COPRO TECHNOLOGY Co., Ltd. through an absorption-type split.

Purpose

- ✓ To further increase the number of engineers, including freelancers, by operating the job search site in-house.

Expected Effects

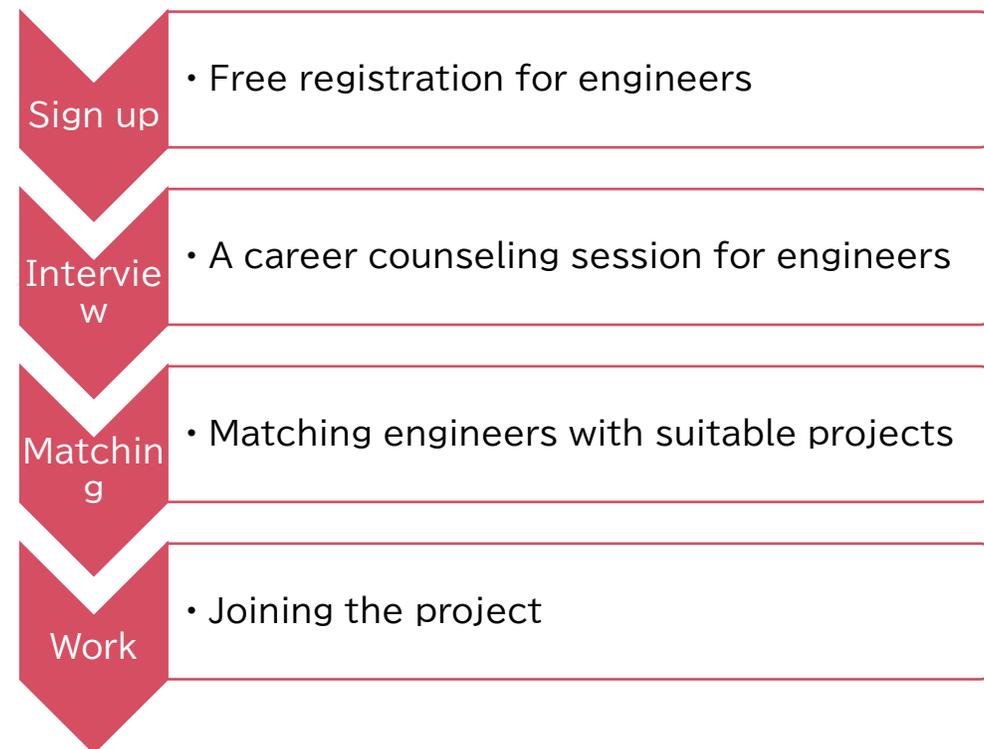
- ✓ Expanding the scope of obtainable projects by increasing the engineer headcount through business succession and actively utilizing external resources such as freelancers.

Service of Job Search Sites

- ✓ Matching engineers seeking work with projects experiencing a shortage of engineering talent.

* The impact of this matter on business performance is currently under close examination and has not yet been reflected in the Medium-Term Management Plan.

Job Search Site: User Flow



New Growth Factor (2): Acquisition of New Business Partners - Business Alliance -

- ✓ We have concluded a business alliance agreement with Artner Co., Ltd., which includes a partnership for the mutual utilization of talent.

Purpose

- ✓ To provide more flexible and high-value-added services in response to market needs by mutually complementing and leveraging the strengths of both companies.

Details of the Alliance

- ✓ To accelerate the development of highly skilled and talented engineers by promoting the mutual exchange of engineers between the two companies.

About Artner Co., Ltd.

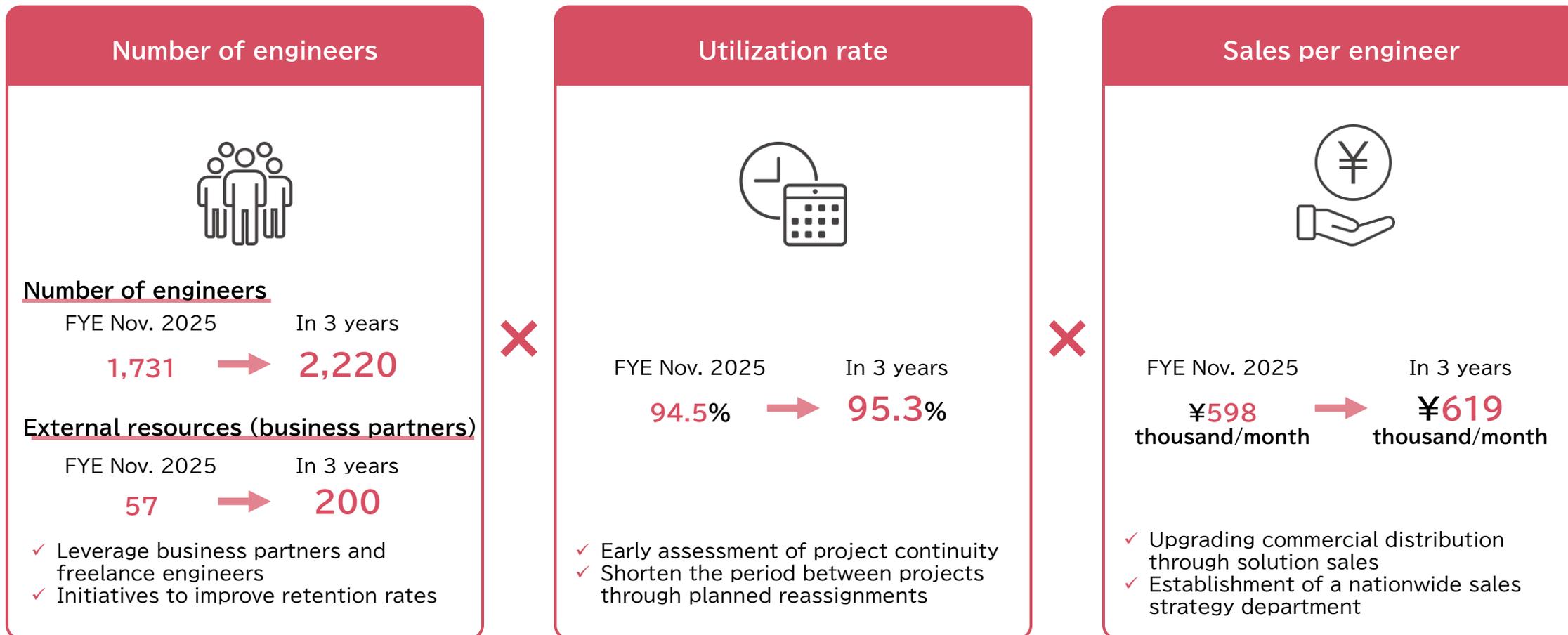
- ✓ Founded in 1962, Artner Co., Ltd. is an "Engineer Support Company" with strengths in the machinery, electronics, and embedded software fields.

Overview of Partner in Business Alliance

Name	Artner Co., Ltd.
Location	Sumitomo Nakanoshima Building 2F, Nakanoshima 3-2-18, Kita Ward, Osaka City, Osaka, Japan
Representative	SEKIGUCHI Sozo, President and CEO
Date of Establishment	September 18, 1962
Capital	238,284,320 yen (As of January 31, 2025)
Business Fields	1) Software 2) Electronics 3) Machinery Basic research, design, and development in the above fields, as well as tasks relating to them

* The impact of this matter on business performance is currently under close examination and has not yet been reflected in the Medium-Term Management Plan.

Expansion and Strengthening of Existing Businesses -Achieving Key Management Indicators-



Expansion and Strengthening of Existing Businesses -Investing in Foundation Strengthening-

AI Utilization

- ▶ Identify turnover risks early through engagement score analysis.
- ✓ **Early detection through AI analysis**
Identify employees at high risk of leaving.
- ✓ **Interview support features**
AI provides personalized insights for each interviewee to enhance the quality of meetings.
- ✓ **Visualization of organizational improvements**
Monitor the impact of improvements through quantitative engagement scores.



Expected benefits	<ul style="list-style-type: none"> • Improved retention rates • Consistent talent supply • Sustainable organizational growth
Secondary benefits	<ul style="list-style-type: none"> • Reduced recruitment expenses • Increased productivity • Higher unit price of engineer

Enhancing Educational Systems

- ▶ Continuously create learning opportunities for employees through J-college and J-learning.

J-college

- ✓ Expand high-level, practical training courses.
- ✓ Implement AI training programs for office staff.

J-LEARNING

- ✓ Broaden content by career level and theme.
- ✓ Establish a flexible learning environment accessible anytime, anywhere.

Regional Expansion

- ▶ Leveraging our recruitment strength to provide IT resources in response to the growing nationwide talent shortage.

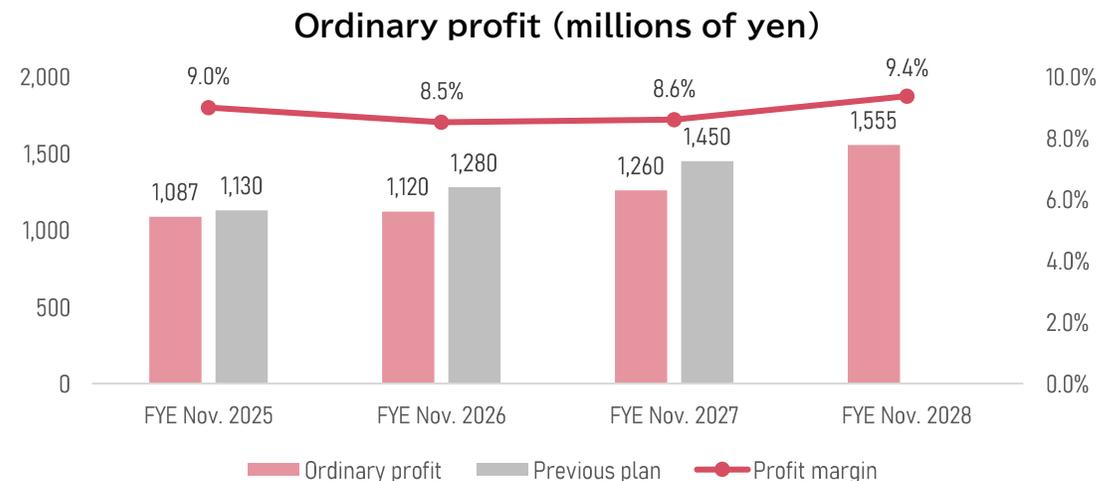
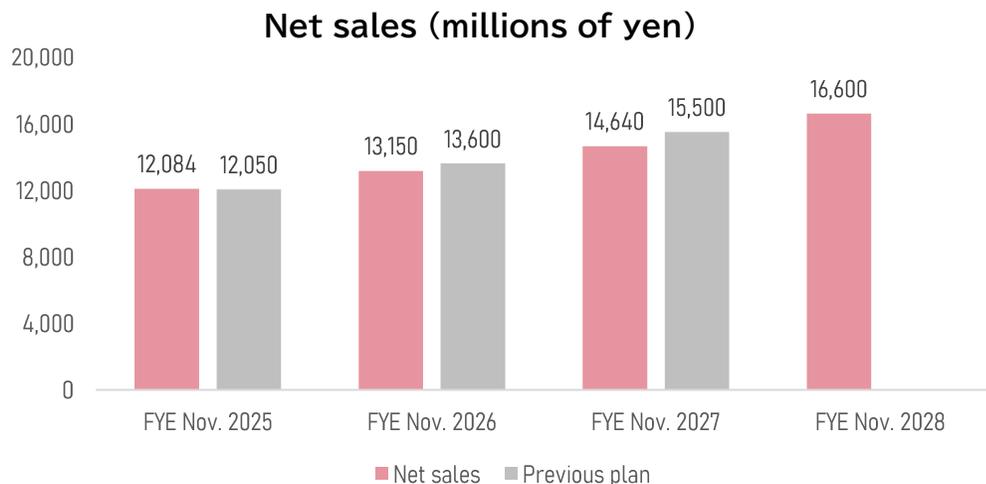
Expansion into new regions



- ✓ Provide comprehensive IT solutions for software and infrastructure to address client needs.
- ✓ Open new offices to capture regional demand beyond the reach of our existing locations.

Medium-Term Management Plan: Business Performance Summary

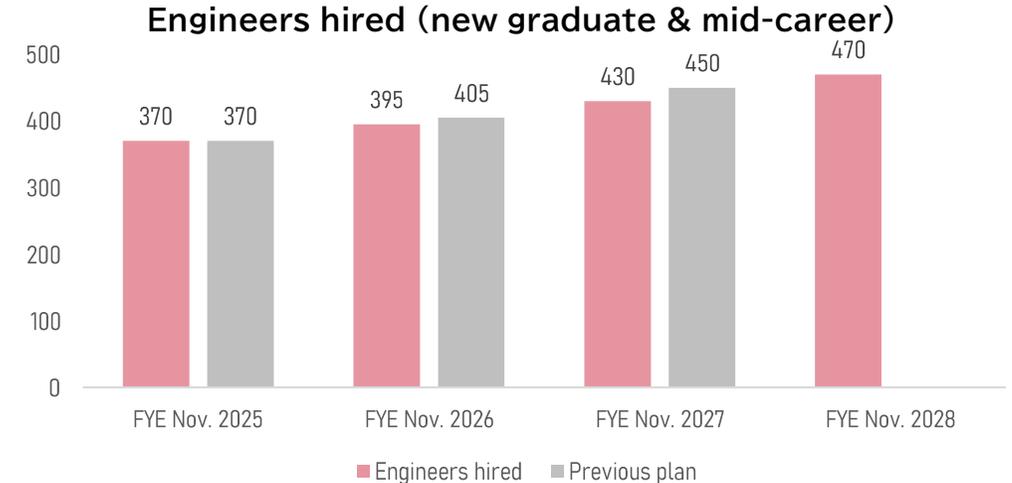
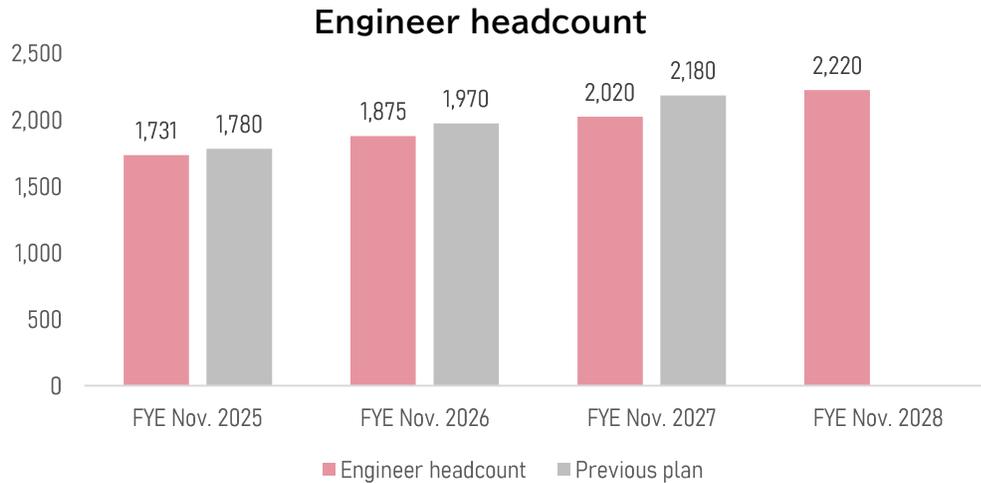
- ✓ Revised the plan to prioritize improving engineer retention in response to changes in the market environment.
- ✓ Enhance organizational and management foundations to enable long-term engineer success while securing steady profit levels.
- ✓ The impact of M&A, and capital and business alliances, including the business succession from COPRO TECHNOLOGY Co., Ltd. and the alliance with Artner Co., Ltd., is not factored into these projections.



(Millions of yen)	FYE Nov. 2025		FYE Nov. 2026			FYE Nov. 2027			FYE Nov. 2028
	Actual	Variance from plan	Plan	Prev. plan	Var. from prev. plan	Plan	Prev. plan	Var. from prev. plan	Plan
Net sales	12,084	+34	13,150	13,600	(450)	14,640	15,500	(860)	16,600
Net sales growth rate	108%	+1%	109%	113%	(4%)	111%	114%	(3%)	113%
Ordinary profit	1,087	(270)	1,120	1,280	(160)	1,260	1,450	(190)	1,555
(Profit margin)	9.0%	(0.4%)	8.5%	9.4%	(1%)	8.6%	9.40%	(1%)	9.4%
Profit growth rate	103%	(8%)	103%	113%	(10%)	113%	113%	0%	123%

Medium-Term Management Plan: Headcount Plan

- ✓ Revised the plan to focus on proactive external resource utilization alongside the steady expansion of engineer headcount, in response to rising labor mobility.
- ✓ Increase the number of business partners to 3.5x over the next three years to raise the ratio of external resources within the engineer workforce.
- ✓ The impact of M&A, and capital and business alliances, including the business succession from COPRO TECHNOLOGY Co., Ltd. and the alliance with Artner Co., Ltd., is not factored into these projections.



(Persons)	FYE Nov. 2025		FYE Nov. 2026			FYE Nov. 2027			FYE Nov. 2028
	Actual	Variance from plan	Plan	Prev. plan	Var. from prev. plan	Plan	Prev. plan	Var. from prev. plan	Plan
Engineer headcount	1,731	(49)	1,875	1,970	(95)	2,020	2,180	(160)	2,220
Engineers hired	370	0	395	405	(10)	430	450	(20)	470
(New graduate)	40	0	40	45	(5)	40	50	(10)	40
(Mid career)	330	0	355	360	(5)	390	400	(10)	430
Turnover rate	14.1%	+2.7%	11.7%	11.0%	+0.7%	11.5%	10.8%	+0.7%	11.0%
Business partners	57	(3)	70	70	0	100	80	+20	200

Key Management Indicator (1) -Number of Engineers-

- ✓ Expand engineer headcount through recruitment, external resource utilization, and retention support.

(As of Nov. 2025)		(As of Nov. 2028)
Number of engineers	1,731 →	2,220
Number of business partners	57 →	200

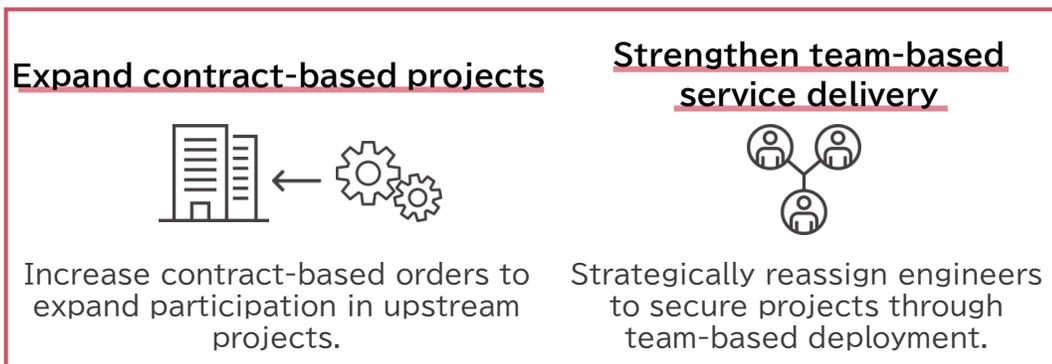
- ✓ Increase the number of job-ready engineers through active hiring of new graduates/trainees and practical training via J-college.
- ✓ Maximize external resource utilization by transforming the order-receiving structure.

Retention support

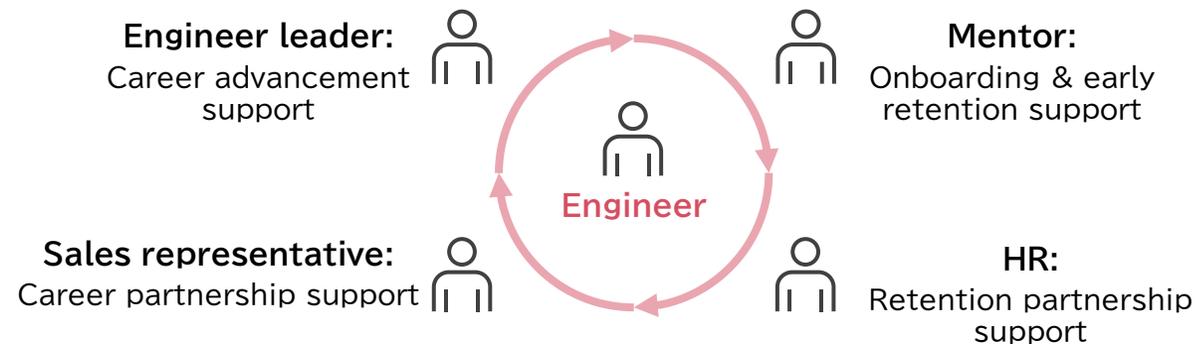
(As of Nov. 2025)		(As of Nov. 2028)
Engineer turnover rate	14.1% →	11.0%

- ▶ Identify turnover risks early through AI-driven engagement score analysis.
- ✓ Monitor changes in engineer engagement through the implementation of new systems.
- ✓ Take early follow-up actions for flagged individuals.

Customer strategy (transforming order-receiving structure)

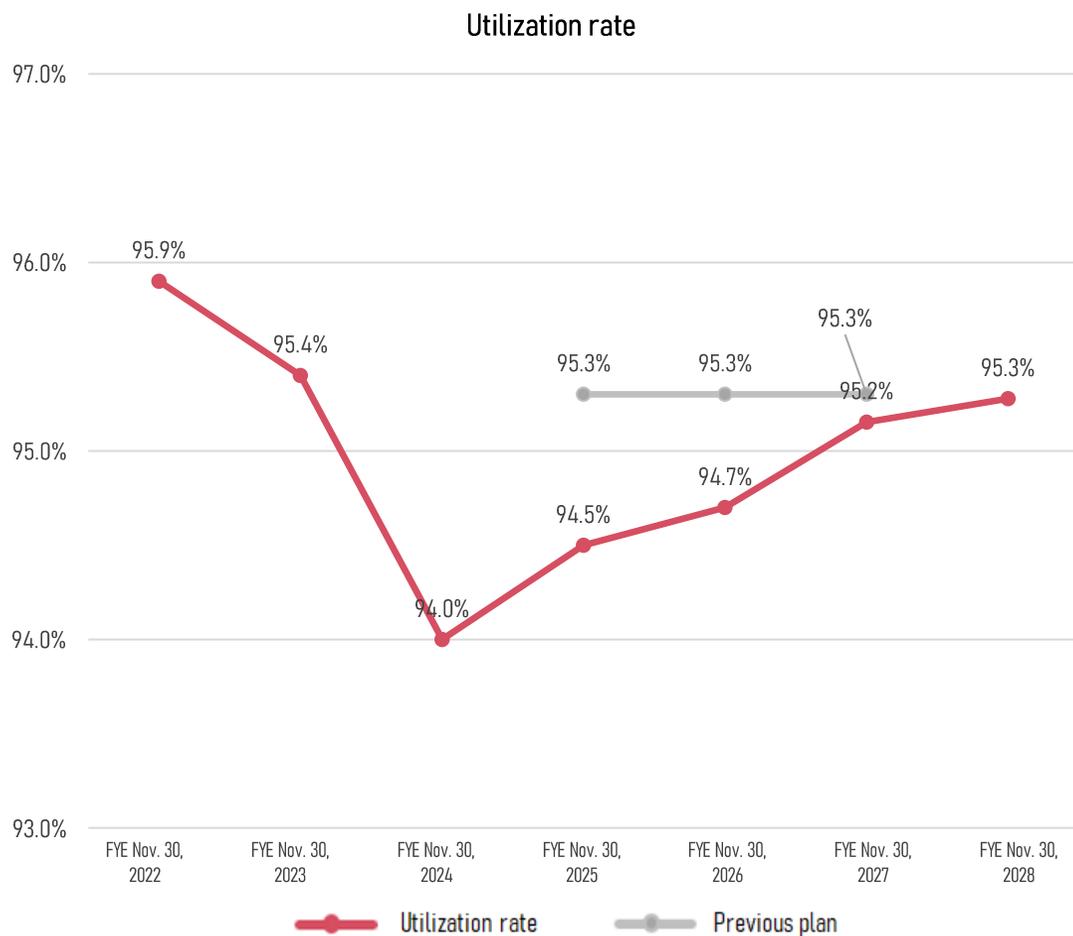


Support system



Key Management Indicator (2) -Utilization Rate-

✓ Prevent utilization decline by diligently executing fundamental operational initiatives.



Background of rolling plan

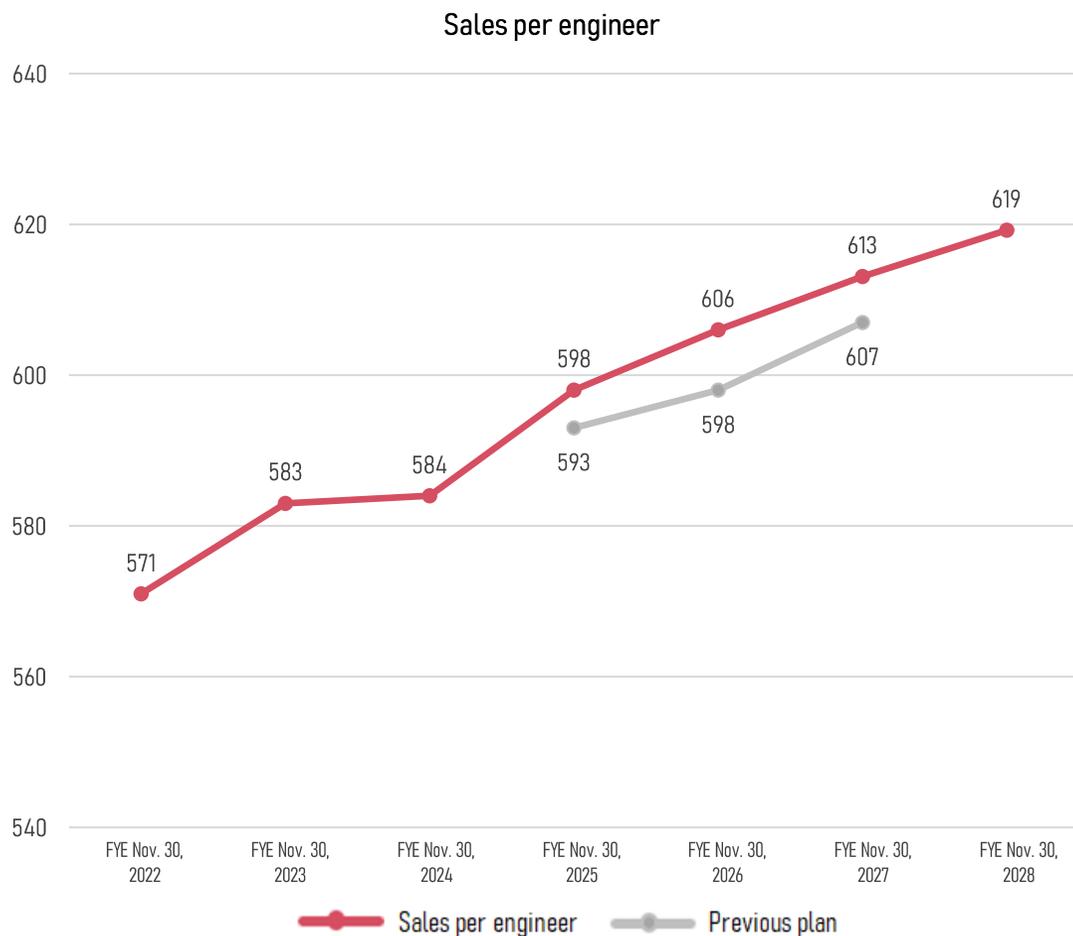
Revised due to a higher-than-expected increase in trainees requiring a fixed training period compared to the initial plan.

Initiatives

Action area	Details	Objectives & benefits
Accelerating assignment	Accelerate assignment of skilled hires and newly trained talent.	Reduce lead time to project assignment.
Strengthening demand coordination	Accelerate sales activities for engineers completing projects and advance the timeline for information gathering.	Proactively prevent utilization gaps.
Strategic reassignment	Optimize skills and demand through quarterly reviews of talent allocation.	Minimize utilization loss while optimizing unit rates.
Rapid upskilling of entry-level talent	Shorten bench time by advancing sales cycles and prioritizing OJT.	Accelerate the professional readiness of junior engineers and maintaining motivation.

Key Management Indicator (3) -Sales per Engineer-

- ✓ Continue to raise overall unit rates by enhancing relationships and negotiating leverage with key clients.



Background of rolling plan

Revised upward due to the ongoing success of our customer strategy and the projected continued rise in market-wide engineer unit rates.

Initiatives

Establishment of Sales Strategy Department



- ✓ Establish a nationwide sales strategy department to formulate and propose tailored strategies (Set/Met) for key clients.
- ✓ Promote optimal engineer reassignment in alignment with customer-specific strategies.

Strategic engineer allocation (3-year total through FYE Nov. 2028)



- ✓ Reassignment for career advancement: Approx. **350** engineers
- ✓ Assignment of new hires to priority clients: Approx. **250** engineers
- ✓ Utilization of external resources: Approx. **200** BPs

Contract Development: Enhancing Development Center Value and Career Expansion

Establishing a stable sales base

- Consistently securing public sector tenders
- Maintaining long-term business relationship with private sector clients

Promoting the nearshore development model

- Building a distributed development framework across national branches, centered on the Yokohama Development Center

Advancing and optimizing the development framework

- Strengthening PM class engineers
- Standardizing project management processes

Utilizing the Development Center as a platform for career development

- Transitioning engineers trained on-site to the Development Center

Strengthening collaboration with external resources

- Supplementing resources through strategic business partnerships

Expected benefits

- Balancing stability and growth: Securing the sales base while enhancing scalability.
- Improving development quality: Enhancing quality and reliability through PM strengthening and standardization.
- Retention and talent development: Boosting motivation by creating diverse career development opportunities.
- Improving productivity through national collaboration: Enabling flexible resource allocation via the nearshore framework.

Contract Development and Technology Strategy –Cloud–

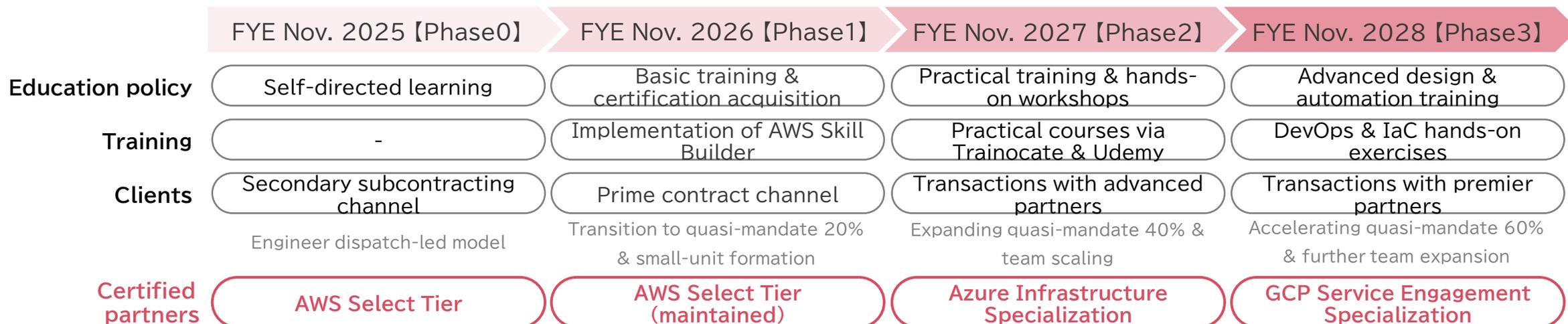
- ✓ Strengthen multi-cloud frameworks, automation, and security, focusing on high-value cloud domains.

Establishing a multi-cloud framework

Key strategic focus points for each cloud provider

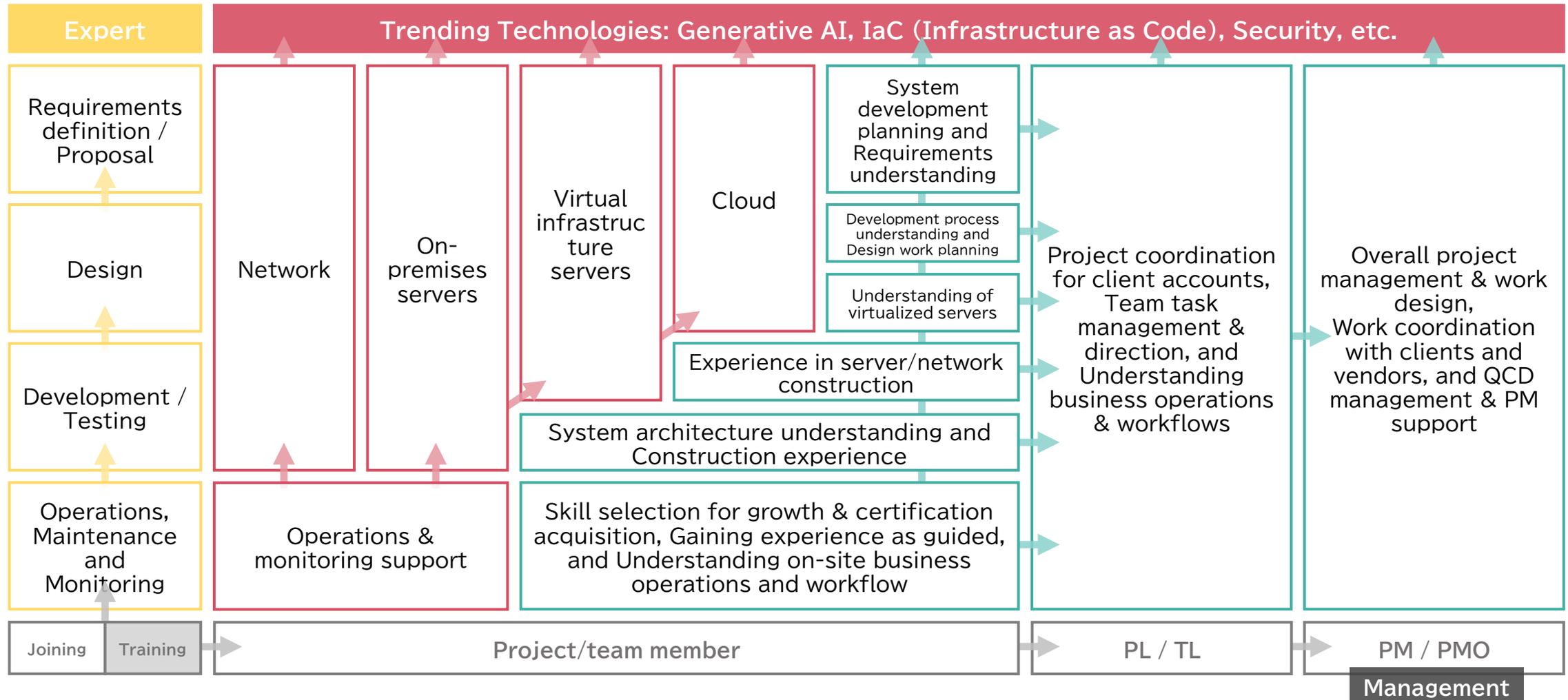
Cloud	Priority training areas	Operational development	Project strategy
AWS	Infrastructure foundations (VPC, EC2, S3, Lambda) and IaC	Operations automation and MSP projects	Managed cloud operations for SMBs
Azure	AD integration and hybrid configurations	Microsoft 365 integration proposals	Corporate intranet-to-cloud migration projects
GCP	Data analytics and AI infrastructure	BigQuery and Vertex AI integration	AI/Data-driven PoC and solution proposals

Visionary roadmap



Contract Development and Technology Strategy -Infrastructure-

- ✓ Promote diverse career development based on a career map that outlines step-by-step growth in skills and roles.



Investment Plan

- ✓ Financing through the IPO have been allocated according to the original plan. Going forward, investments in human capital will be funded through cash on hand.

Investment in human capital

- ✓ Onboarding training: Approx. 600 engineers over 3 years
- ✓ Standby training: Approx. 3% of total headcount per month (Approx. 1,400 engineers over 3 years)

(Millions of yen)

Training	FYE Nov.2023	FYE Nov.2024	FYE Nov.2025	FYE Nov.2026	FYE Nov.2027	FYE Nov.2028
Plan	~30	~30	~10	~13	~17	~20
(Financing)	(10)	(15)	(15)	-	-	-
Actual	25	8	7	-	-	-
(Financing)	(25)	(8)	(7)	-	-	-

* Plans for FYE Nov. 2026 and 2027 remain unchanged from the previous Medium-Term Management Plan.

- ✓ Recruitment expenses for top talent: 3.5%–5.0% of net sales

(Millions of yen)

Recruitment	FYE Nov. 2023	FYE Nov. 2024	FYE Nov. 2025	FYE Nov. 2026	FYE Nov. 2027	FYE Nov. 2028
Plan	~335	~590	~363	~442	~498	~535
(Financing)	(35)	(40)	(45)	-	-	-
Actual	399	342	350	-	-	-
(Financing)	(35)	(40)	(45)	-	-	-

* Plans for FYE Nov. 2026 and 2027 remain unchanged from the previous Medium-Term Management Plan.

Capital expenditures

- ※ Excluding financing from IPO

Opening of new business offices



- ✓ Opening 2 new business offices annually
- ✓ Converting recruitment offices into business offices

Investment for business expansion

- ※ Excluding financing from IPO

M&A

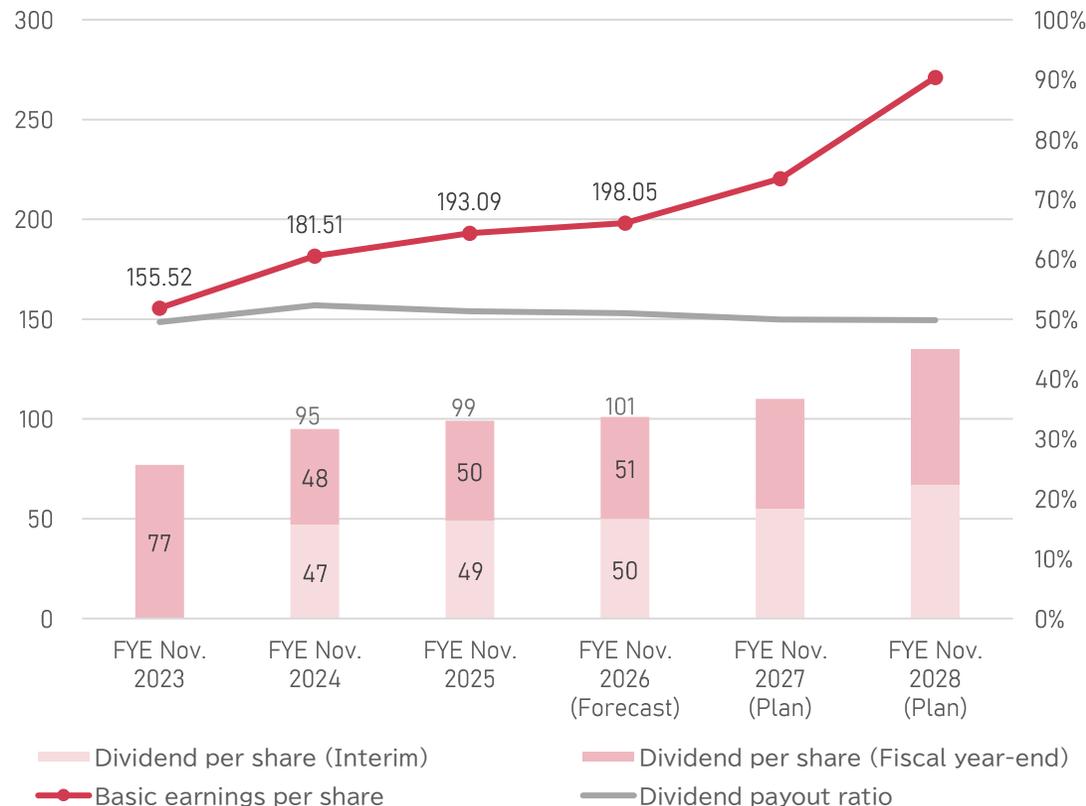


- ✓ Strategic M&A: Range of several hundred million to several billion yen per year
- ✓ Capital and business alliances to achieve synergetic effects

Shareholder Returns

- ✓ We aim to achieve consistent annual dividend increases through sustainable profit growth and by maintaining a target dividend payout ratio of 50% of net income.

(Unit: Yen)



Dividends and Dividend Payout Ratio

Dividends

To enhance opportunities for returning profits to our shareholders, we have commenced interim dividend payments starting from the fiscal year ended November 2024.

Dividend Payout Ratio

Our target is 50% of net profit in accordance with our basic policy on profit distribution.

Appendix

Company Overview

Representative Director's Profile



Saburo Nishikawa
Representative Director, Chairman and President

Education	Keio University, Faculty of Law, Department of Law
April 1973	Chiyoda Life Insurance Company (currently The Gibraltar Life Insurance Co., Ltd.)
October 1991	Tokyo Machinery Co. (currently TMC System Co.)
October 1992	Representative Director and Senior Managing Director, Tokyo Machinery Co. (currently TMC System Co.)
December 1999	Established Japaniace Co., Ltd. Representative Director and President
December 2018	Representative Director and Chairman
October 2021	Representative Director, Chairman and President (present position)

Mission, Vision and Value

Mission

Provide new value for Japan's tomorrow through advanced technology

The rapid digitalization of modern society has expanded options for how we work, yet it has also given rise to new challenges. We provide new value through “advanced technology,” developing services that realize a better future for everyone.

Vision

- 1 Cultivate and develop digital engineers to contribute to solving social issues
- 2 Enhance employee and customer value to become a company that continues to be chosen by society and people.



Mission, Vision and Value

Value1

Keep challenging and growing

By embracing change and learning from experience, each individual grows and transforms that growth into the strength of the organization.

Value2

Achieve results through diverse strengths

By leveraging the unique strengths and individuality of every member, we achieve results as a team that could not be accomplished alone.

Value3

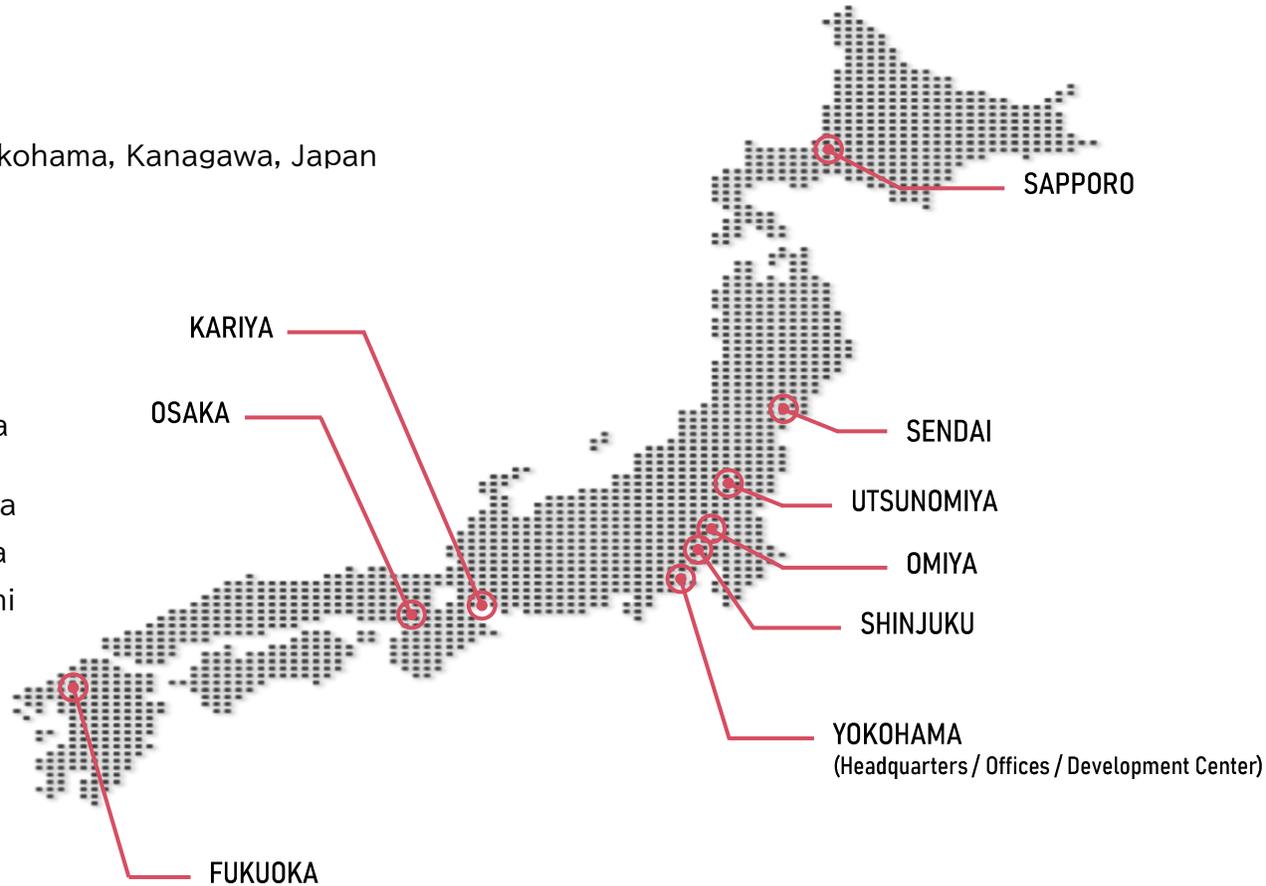
Build trust with sincerity

Through consistently sincere actions, we strive to be a company that earns the long-term trust of all stakeholders.



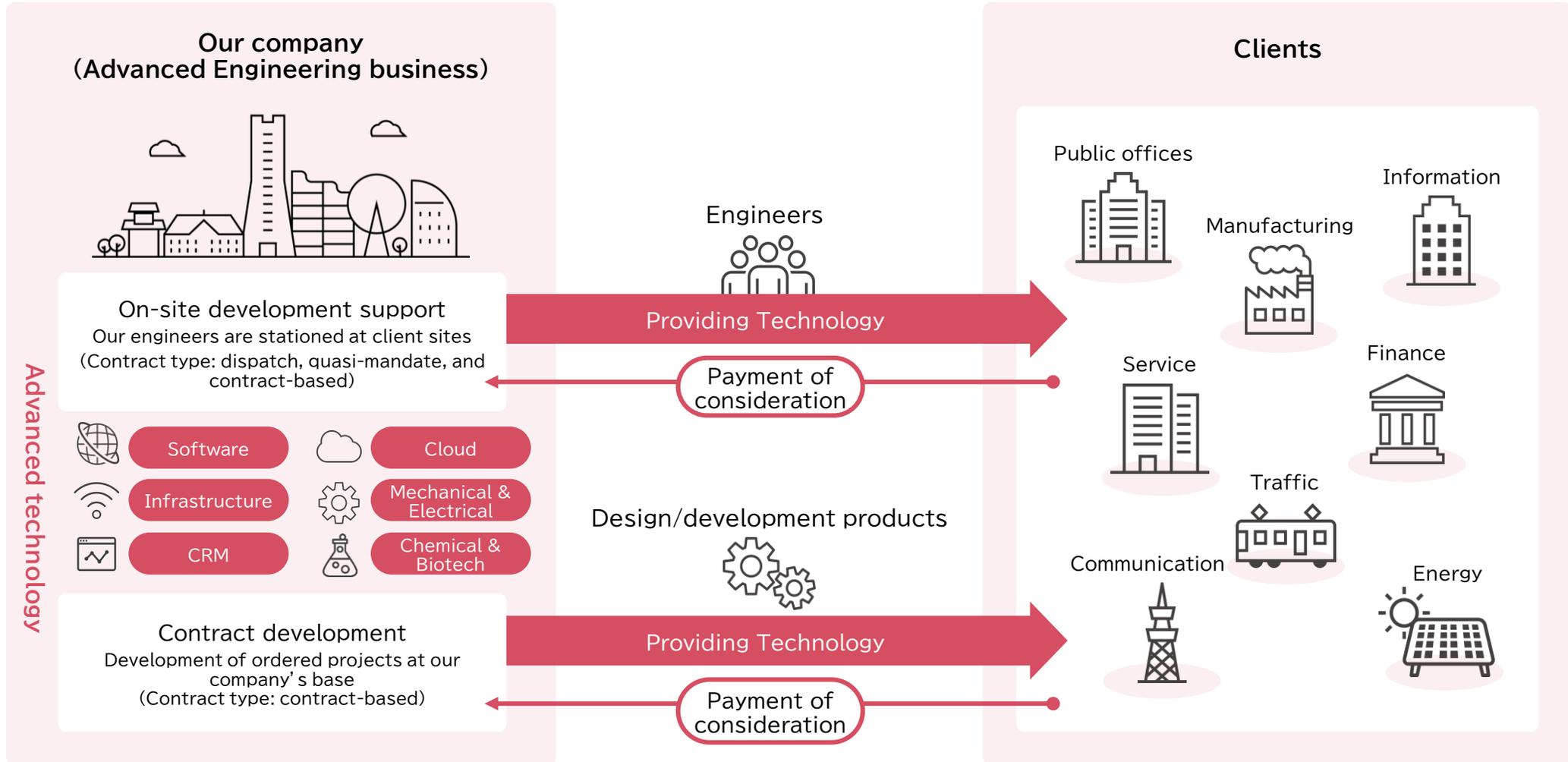
Company Profile

Company	Japaniace Co., Ltd.	
Representative	Saburo Nishikawa, Representative Director, Chairman and President	
Establishment	December 22, 1999	
Common stock	¥23,225 thousand	
Head Office	Yokohama Landmark Tower 18F, 2-2-1 Minato Mirai, Nishi-ku, Yokohama, Kanagawa, Japan	
No. of Employees	1,922 (as of November 30, 2025)	
Business	Advanced Engineering business (On-site development support and contract development)	
Board of Directors	Representative Director, Chairman and President	Saburo Nishikawa
	Senior Managing Director	Ryota Matsushima
	Managing Director	Akihiro Nishikawa
	Director	Shinichi Murakami
	Director (Outside)	Hidetoshi Osawa
	Director (Outside)	Michiko Saito
	Audit & Supervisory Board Member	Junichi Yoshino
	Audit & Supervisory Board Member (Outside)	Tatsuya Nagase
	Audit & Supervisory Board Member (Outside)	Shuhei Sakuno

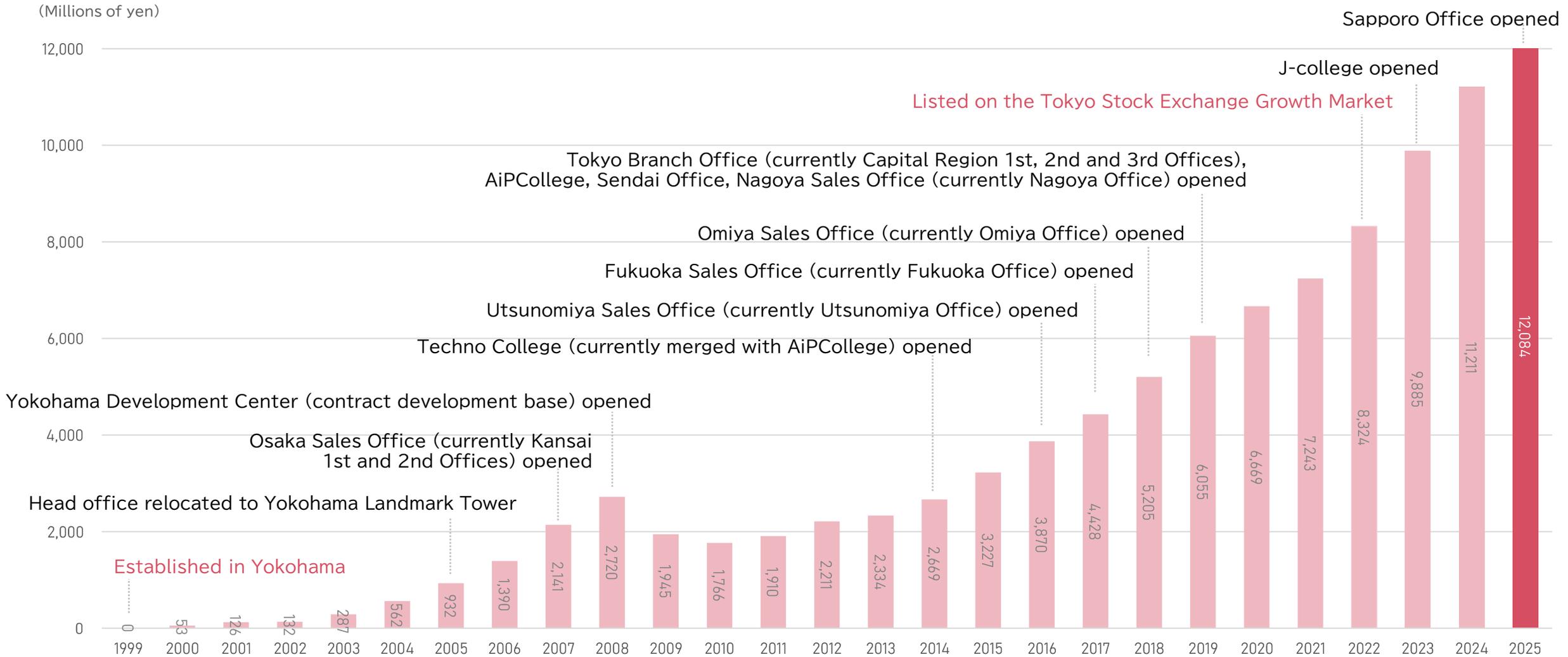


Business Overview

- ✓ We operate the Advanced Engineering business that provides highly specialized expertise for markets that require advanced technology.



Corporate History and Sales Trends



Appendix

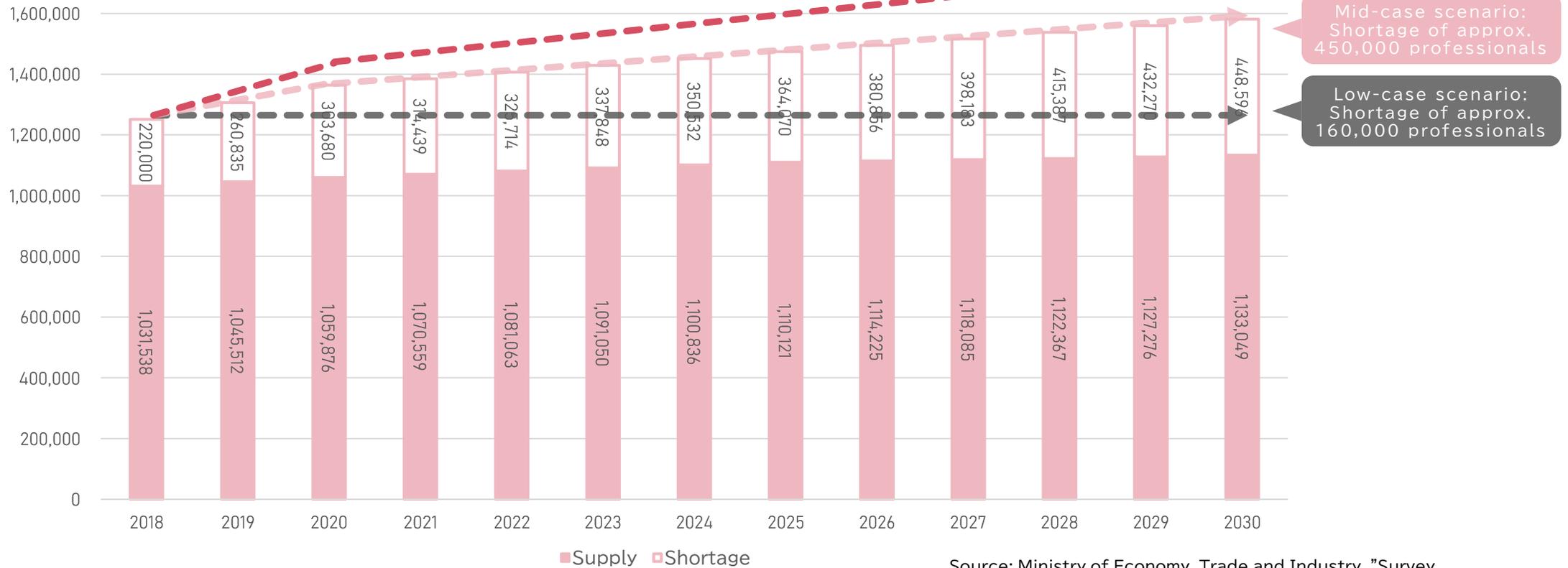
Market Trend

Market Condition ①

- ✓ The shortage of IT talent is projected to intensify, leading to an expected expansion in demand for our services.

Trends in supply of IT professionals

(Unit: Persons)



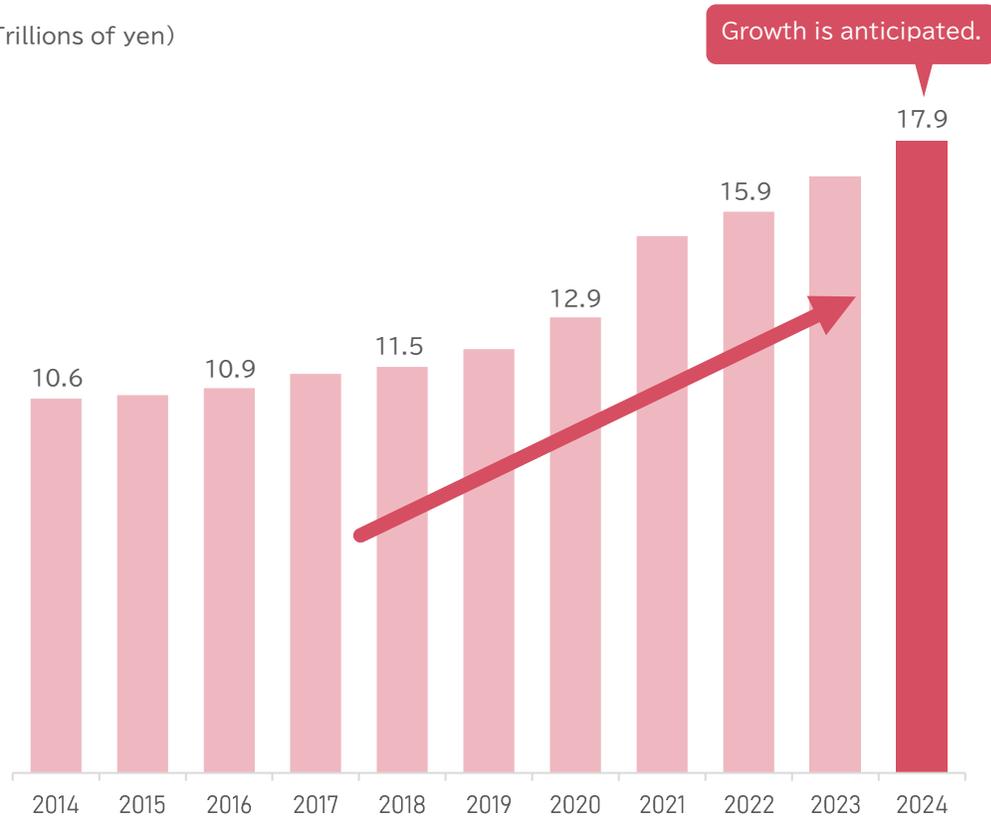
Source: Ministry of Economy, Trade and Industry, "Survey results on the latest trend and future estimate of IT workers"

Market Condition ②

- ✓ The IT industry is expected to see further growth in demand driven by corporate DX and telework initiatives, while the manufacturing sector has been on a recovery trend since the pandemic.

Trends in Net Sales: Information Services Industry

(Trillions of yen)



Source: Ministry of Economy, Trade and Industry

Trends in Net Sales: Electrical Machinery Manufacturing Industry

(Trillions of yen)



Source: Ministry of Economy, Trade and Industry

Appendix

Features and Strengths

1 Recruitment



▶ Highly competitive in the recruitment of engineers

2 Educational system



▶ Establishment of systems for acquiring certifications and improving skills

3 Extensive and advanced technology lineup



▶ Large number of engineers specializing in various fields

4 Strong client base

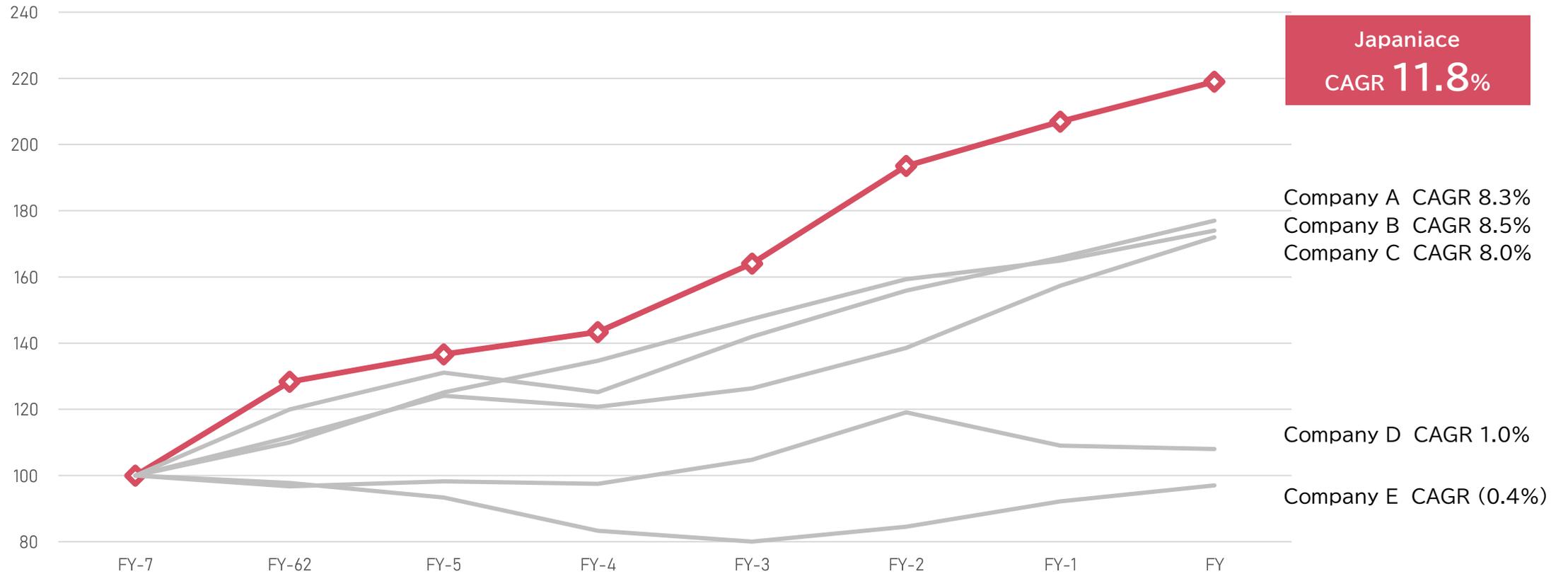


▶ Stable client base, mainly listed companies

Headcount CAGR

✓ We are highly competitive in the recruitment of engineers, and the number of employees is steadily increasing.

Headcount trends of peer companies

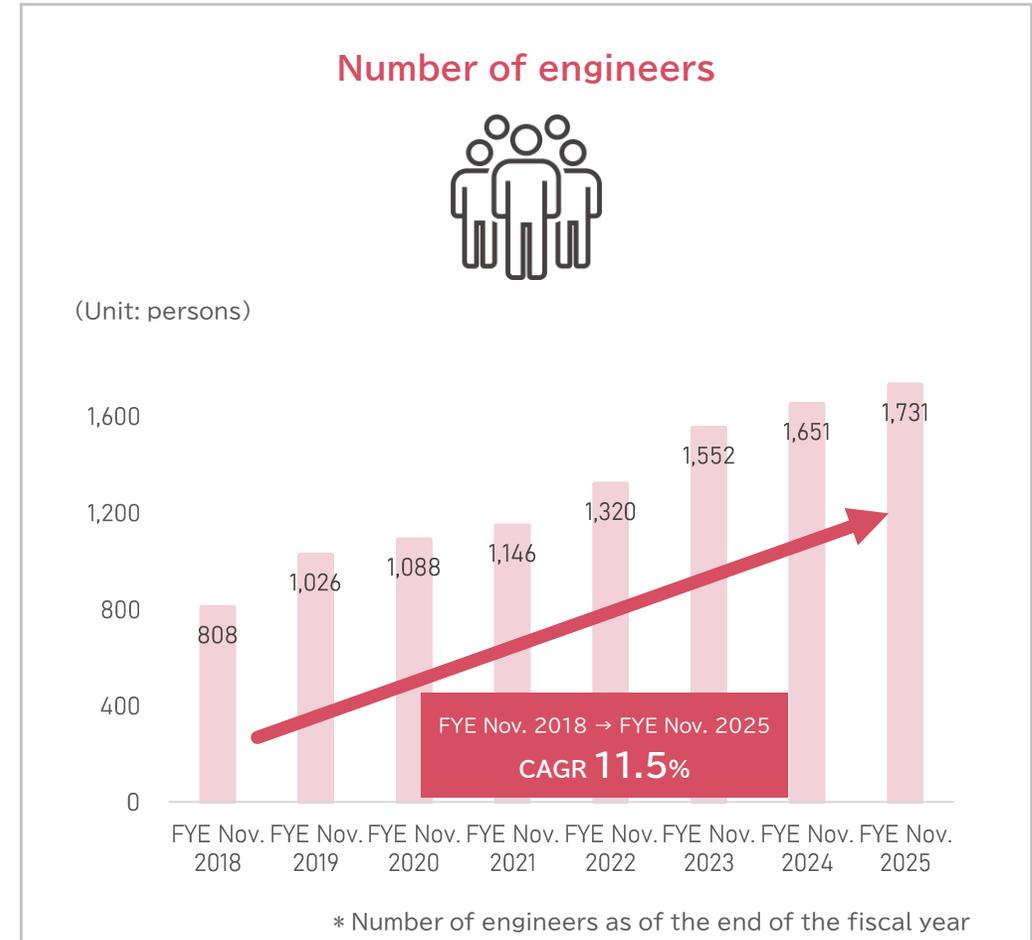
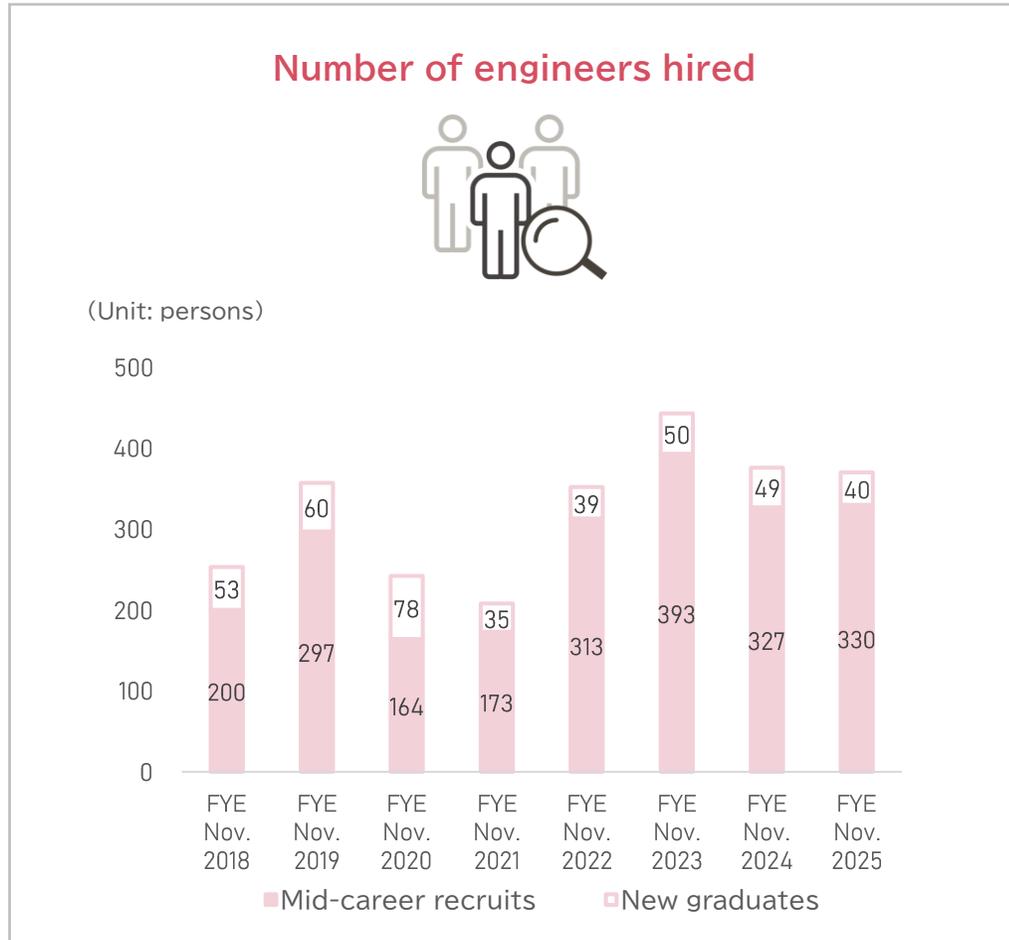


Note: FY=Previous fiscal year, 100=Number of employees of each company as of FY-7 (excluding consolidated and temporary employees)

Source: disclosed data of each company

Recruitment Status

- ✓ In addition to hiring skilled engineers, the number of engineers company-wide increased due to the launch of engineer creation initiatives with the opening of J-college.



Education and Training System

✓ Strengthening talent development to enhance both technical and soft skills among our engineers

J-college Engineer training school

Training of engineers

▶ Highly specialized IT instructors are always on hand



- Acquiring practical technical skills
- Support for passing qualification exams
- Ex) •Java Engineer Course
- Training for Fundamental Information Technology Engineer Examination



- ✓ Offline × Online hybrid training
- ✓ Instructors with 10+ years of experience are always on hand
- ✓ Training of mid-career recruits
- ✓ Upgrading and shifting the skills of existing engineers

Examples of training courses

Programming training

C Language
Java
Python

Preparation courses for acquiring qualifications

Fundamental Information Technology Engineer Examination
IT Passport Examination
G-Certificate

J-learning In-house e-learning system

Expansion of educational environment

▶ Provide opportunities to learn anytime, anywhere



- Educational content by level and theme
- Program to improve awareness of philosophy and sense of belonging



Share the philosophy by sending out a message from the top

- ✓ Distribute a series monthly
- ✓ Content mainly on company issues

Example of a curriculum

By level	Management	Leadership	Effective 1-on-1	Appropriate feedback
	Chief/Leader	Leadership	Appropriate target management	Followership
	General position	Appropriate target management	Followership	Career vision
By theme	Common to all employees	Message from the top (regularly distributed)		
		Compliance education		
		Asset management education		

Advanced Technical Expertise

- ✓ Delivering high-quality services to clients through a large pool of certified professionals

List of engineer certifications (as of November 2025)

<p>Information Technology Engineers Examination (516 engineers)</p>	<p>Applied Information Engineer, Basic Information Engineer, Database Specialist, Network Specialist, Embedded System Specialist, Information Security Management, Registered Information Security Specialist, IT Passport</p>
<p>Vendor Certifications (769 engineers)</p>	<p>Salesforce certification, Azure certification, AWS certification,  AWS Select Tier Partner acquired</p> <p>Oracle certification, Microsoft certification,</p> <p>JSTQB Certified Software Tester certification  ISTQB Platinum Partner certified</p>
<p>Other Certifications (448 engineers)</p>	<p>LinuC (former LPIC), Python 3 Certified Engineer Basic Exam, Python 3 Certified Data Analyst Exam, G certification, E qualification,</p> <p>Statistics certification, Information Processing certification, 3D CAD User Engineer Exam, Chief Electrical Engineer, Digital Technology certification, other</p>

* The qualifications in red are the ones we have set as our “Master Qualifications”.

Broad Range of Technical Expertise

- ✓ Maintaining a workforce of specialized engineers in each field to address broad and advanced technical requirements

Advanced Technology Domains

New domains



CRM

- System implementation/migration support
- Add-on/customization
- Other system linkage work
- System operation/maintenance



Cloud

- Design/construct AWS environment
- Design/construct Azure environment
- Design/construct GCP environment
- Cloud migration support



Other

- Inspection/analysis/measurement in chemical
- Cellular/genetic experiments in biotech
- Research/analysis by natural language processing
- Inspection/analysis by image processing

Existing domains



Software

- Development of web systems
- Development of web applications
- Development of business systems
- Development of financial systems
- Development of public institutional systems
- Software evaluation



Infrastructure

- Network design/construction
- Server design/construction
- Construction/operation of virtual infrastructure
- System operation/maintenance
- Security support

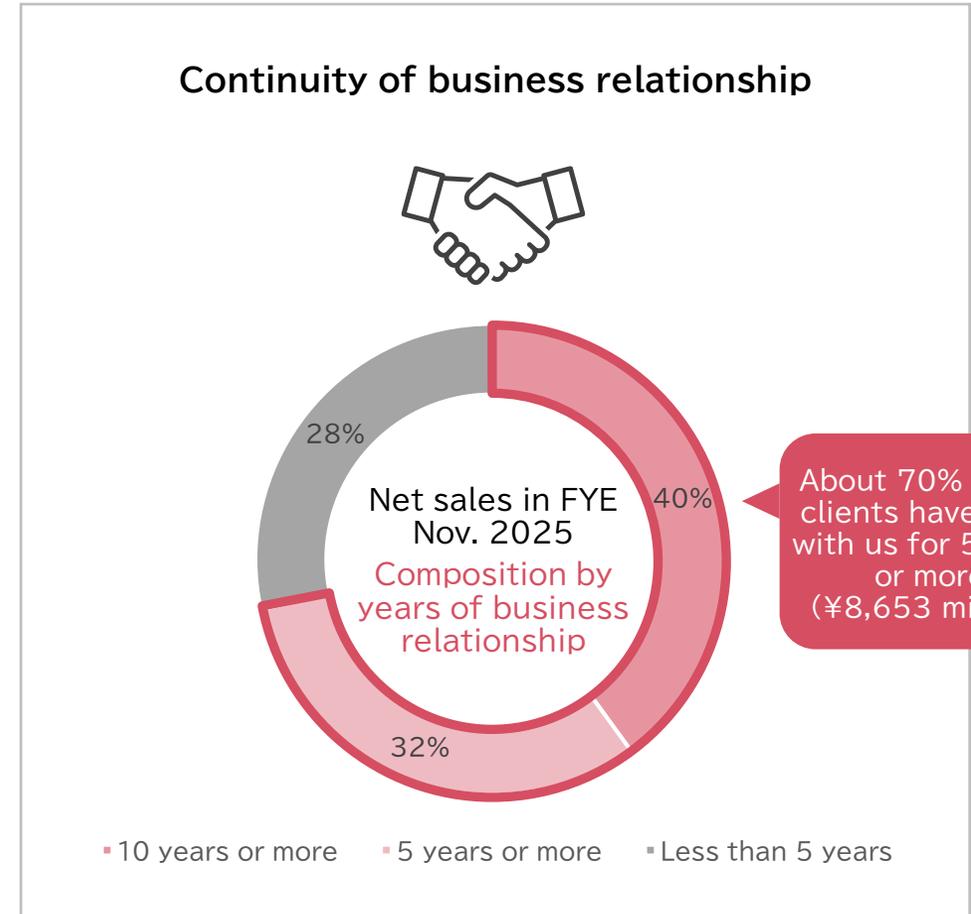
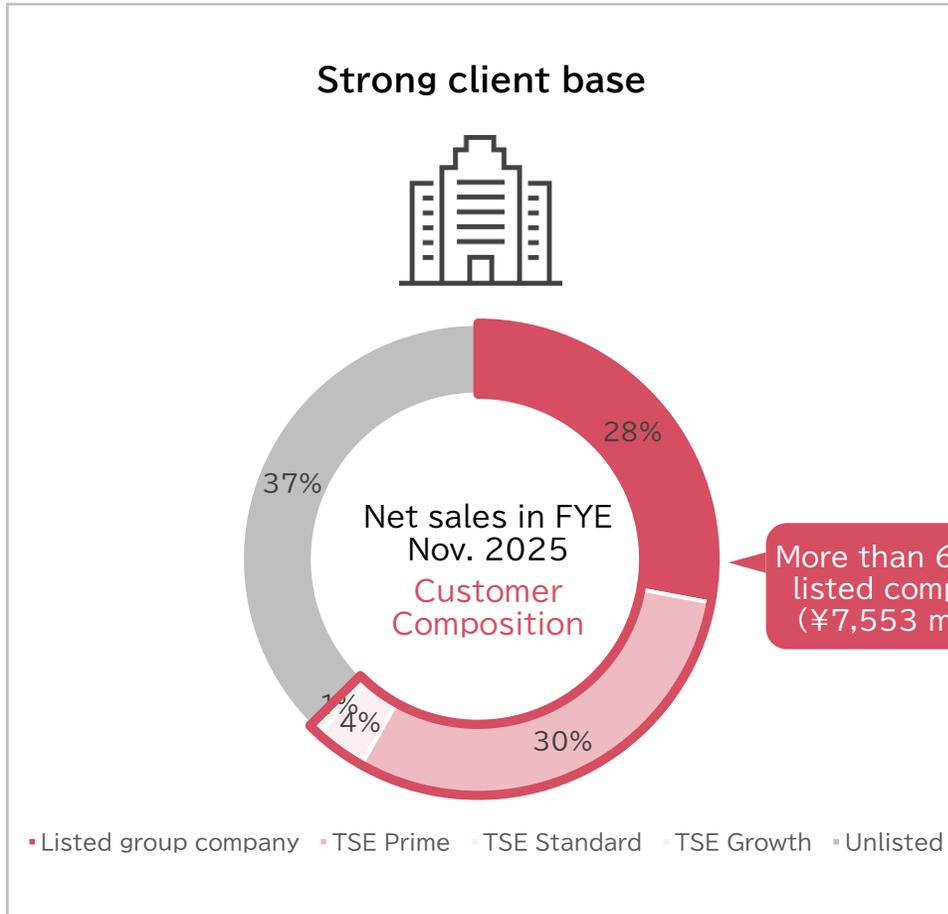


Mechanical & Electrical

- Design of Automotive/In-vehicle Equipment
- Design of OA equipment
- Design of digital equipment
- CAE analysis
- Production technology
- EMC testing

Client Base

- ✓ We have continued stable business relationship with existing customers, mainly listed companies, while business with new clients is growing.



Item	Content	Revealing Potential/ Impact on performance/ Occurrence Period	Countermeasure
Risks related to legal regulations, etc.	We are subject to regulations under labor-related laws and regulations such as the Worker Dispatch Law, Employment Security Law, and Labor Standards Law. Amendments, strengthening, and changes in the interpretation of these laws and regulations are expected in response to changes in social conditions. While we are committed to complying with all laws and regulations in our management, it is also possible that our response to these laws and regulations may result in new burdens or changes in business development, which could affect our business performance and financial position.	Mid/ High/ No specific period	In the Administration Division, we work closely with our legal counsel to keep a close eye on trends in legal regulations and have a system in place that allows us to respond flexibly to any situation.
Risks related to securing human resources	To improve our competitiveness and develop our business in the future, we believe that it is important to secure, retain and train personnel with highly specialized skills. However, due to the declining birthrate and aging population, the labor force is expected to shrink in the medium to long term, and if we are unable to secure, retain and train personnel with specialized skills as planned, there is a possibility that our business performance may be affected.	Low/ Mid/ No specific period	In addition to securing human resources through strategic recruitment systems and recruitment criteria, we will continue to work to secure, retain and develop human resources through initiatives such as enhancing support for acquiring qualifications, developing an e-learning environment, and creating human resources and converting technology at J-college.
Risks related to market economic trends and clients' business confidence	By continuing to provide services that meet the needs of our clients, we have never recorded a loss since our establishment and have continued to increase our revenue since the fiscal year ending November 2011. However, if the economy worsens due to events such as financial crises or large-scale natural disasters, or due to changes in the economic environment, there is a possibility that orders from our clients will decrease due to cost-cutting measures or changes in personnel policies in response to deteriorating business performance at our clients, which could affect our performance.	Mid/ Low/ No specific period	As our clients are diverse and not concentrated in a particular industry, we believe that we are reducing risk, but we will continue to work to further reduce risk by further strengthening the diversification of our clients.

* For other risks, please refer to “Business and Other Risks” in the Annual Securities Report (only in Japanese).

The statements on forecasts presented in this document are based upon currently available information and assumptions deemed rational.

These statements are not guarantees of future results or performance. Such statements contain known and unknown risks, and uncertainties. Therefore, a variety of factors could cause actual results to differ materially from forecasts.

Factors that may affect the actual results described above include, but not limited to, changes in national and international economic conditions and business trends.

In addition, information regarding matters and organizations other than the Company is based on publicly available information. The Company has not verified and does not guarantee the accuracy or adequacy of such publicly available information.

This document is scheduled to be disclosed at the time of the announcement of these financial results (January).

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