



Q2 FY26/7

Results Presentation for Second Quarter (Q2) of Fiscal Year Ending July 2026 (FY26/7)

INTLOOP Inc.

Securities Code:9556 TSE Growth Market

March 13, 2026



- 1. Executive Summary**
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1. Executive Summary

TOPICS: Selected for the “JPX Start-Up Acceleration 100 Index” by the Tokyo Stock Exchange

INTLOOP has been selected as one of the “JPX Start-Up Acceleration 100 Index,” a group of 100 leading high-growth startup companies in Japan.

Selection is based on either:

1 Net sales growth rate criteria

or

2 Market capitalization growth rate criteria



FY26/7 First Half Results

- Net sales reached ¥19,356 million (+20.7% YoY), and operating profit amounted to ¥998 million (-6.3% YoY).
 - ✓ Net Sales: Achieved a new quarterly record high.
 - ✓ Operating profit: Decreased YoY due to upfront investments such as proactive recruitment focused on delivery employees.
- Endeavored to secure high-margin projects, as in the previous fiscal year, under the mid-to-long-term management plan “INTLOOP VISION2030.” Consequently, orders from major system integrators remained strong, which raised the gross profit margin to 29.4%, surpassing the previous year’s level.
- DICS Holdings, a consolidated subsidiary, also performed steadily backed by strong demand for office expansion and renovation, contributing to the increase in consolidated revenue and profit. KOZOCOM, Inc., which became a subsidiary in July 2025, further contributed to earnings.
- Although the progress rate against the forecast is lower than the previous year due to the upfront investment, the full-year earnings forecast remains unchanged. We aim to achieve our earnings forecast through measures such as expanding the operational capacity of newly hired employees. However, in case that there are any changes to the forecast due to factors like accelerated investments, we will disclose them.

2. Factors Affecting Performance and Initiatives

2-1 Factors Behind Performance Fluctuations and Implemented Initiatives

Recruitment of personnel has progressed ahead of plan. Although operating profit decreased slightly YoY due to upfront investments, increased net sales and higher-margin projects led to growth in gross profit and underlying operating profit.

(Unit : million yen)

	FY26/7 Q2 (Consol.)	FY25/7 Q2 (Consol.)			
		Actual	Change	Change Rate	
Net sales	9,725	8,071	1,654	+ 20.5%	
Gross profit	2,854	2,186	668	+ 30.6%	
Gross profit margin	29.4%	27.1%	+ 2.3pt	-	
SG&A costs	Hiring costs / Personnel expenses	1,863	965	898	+ 93.1%
	Advertising expenses	110	170	-59	-34.9%
	Other	580	493	87	+ 17.7%
Operating profit	301	559	-258	-46.2%	

① Net sales and gross profit margin

- Gross profit margin improved 2.3 pts YoY due to a rise in high-margin projects, with gross profit growing by 30.6%.
- DICS Holdings and KOZOCOM also contributed to the growth.

② Hiring costs and personnel expenses

- Hiring costs and personnel expenses increased significantly YoY due to proactive recruitment focused on high-level talent and delivery employees.

③ Advertising expenses

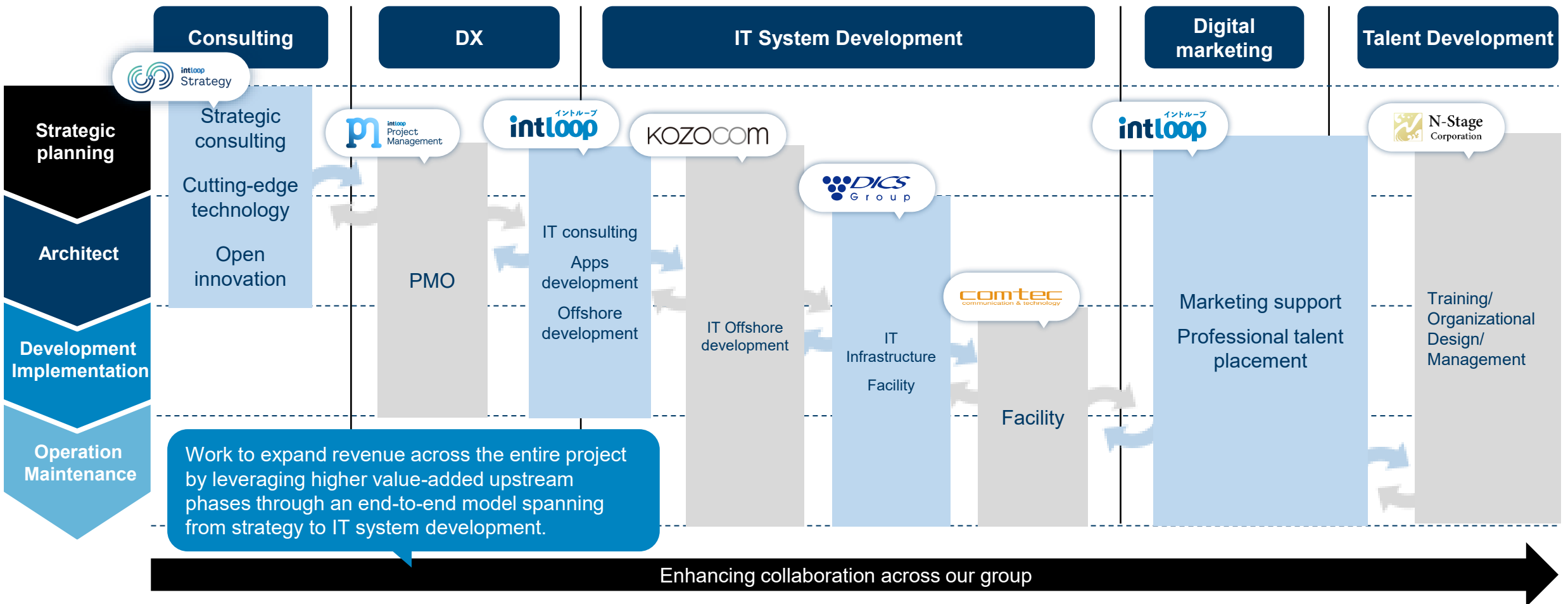
- Number of registered freelancers surpassed 55,000.
- Advertising expenses were suppressed through optimization.

④ Other

- Investment in systems for sales support and operational efficiency, etc., increased.

2-2 Structural Transformation Focused on Unit Price and Gross Profit — Enhance Group Collaboration

We provide end-to-end support from upstream consulting services to development/implementation and operation and maintenance. Aim to increase high-margin projects through collaboration across our group.



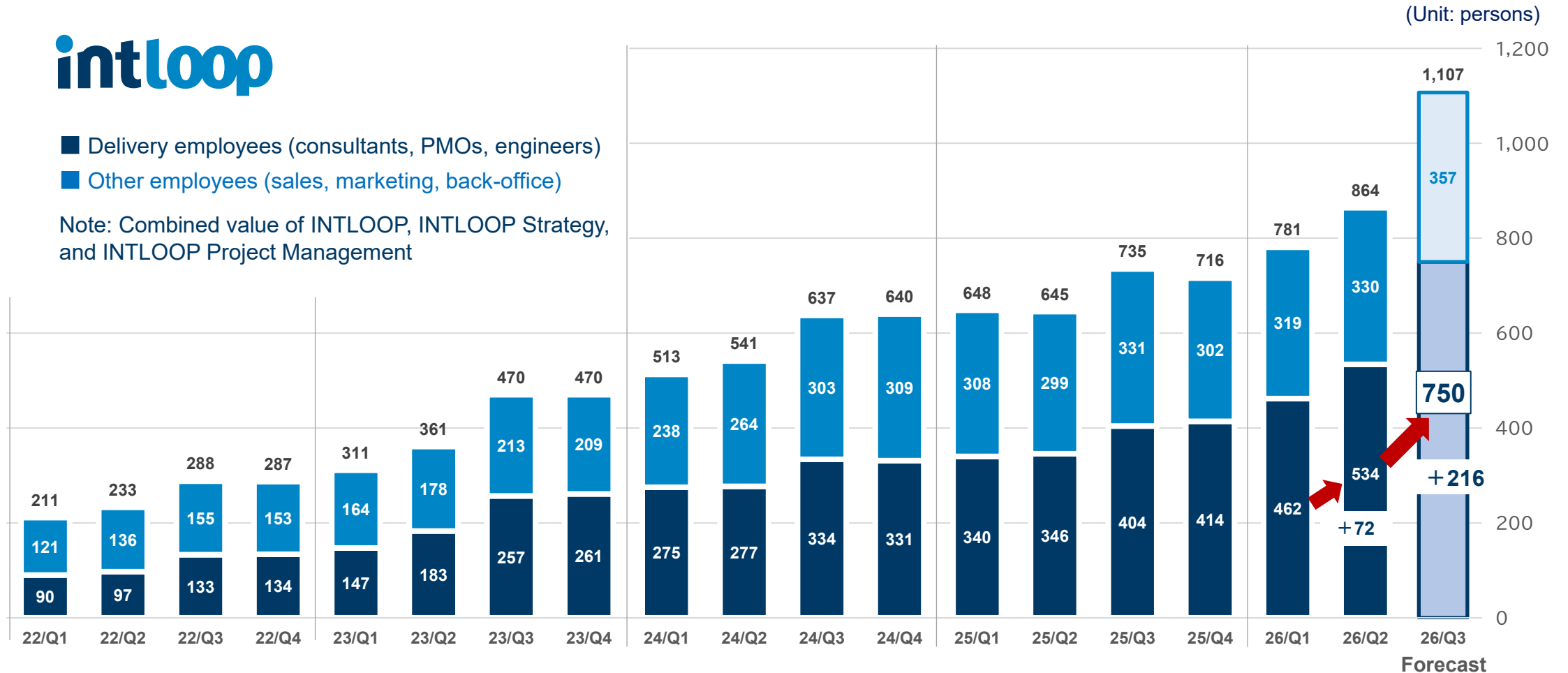
2-3 Human Capital Enhancement

Recruitment has progressed ahead of plan, primarily for delivery employees. With many new joiners expected in Q2-Q3, the number of delivery employees is projected to expand to approx. 750.



- Delivery employees (consultants, PMOs, engineers)
- Other employees (sales, marketing, back-office)

Note: Combined value of INTLOOP, INTLOOP Strategy, and INTLOOP Project Management



2-4 Progress in Recruitment of High-Level Talent

Prioritizing human capital investment, recruitment of high-level talent has progressed steadily at a faster pace than the previous year. By expanding sector and solution coverage, we have strengthened our sales team for high-value-added projects.

(Unit: persons)



INTLOOP Inc.

Hired in Q1-Q2: 10 in total

	Managing Director/ Senior Director	Director/ Senior Manager	Total
(Reference)FY25 Total	5	8	13
FY26 Q2 YTD	3	7	10
Q1	2	1	3
Q2	1	6	7
Q3 Forecast	7	8	15



INTLOOP Strategy Inc.

Hired in Q1-Q2: 10 in total

	Managing Director/ Senior Director	Director/ Senior Manager	Total
(Reference)FY25 Total	4	4	4
FY26 Q2 YTD	4	6	10
Q1	4	3	7
Q2	0	3	3
Q3 Forecast	2	1	3



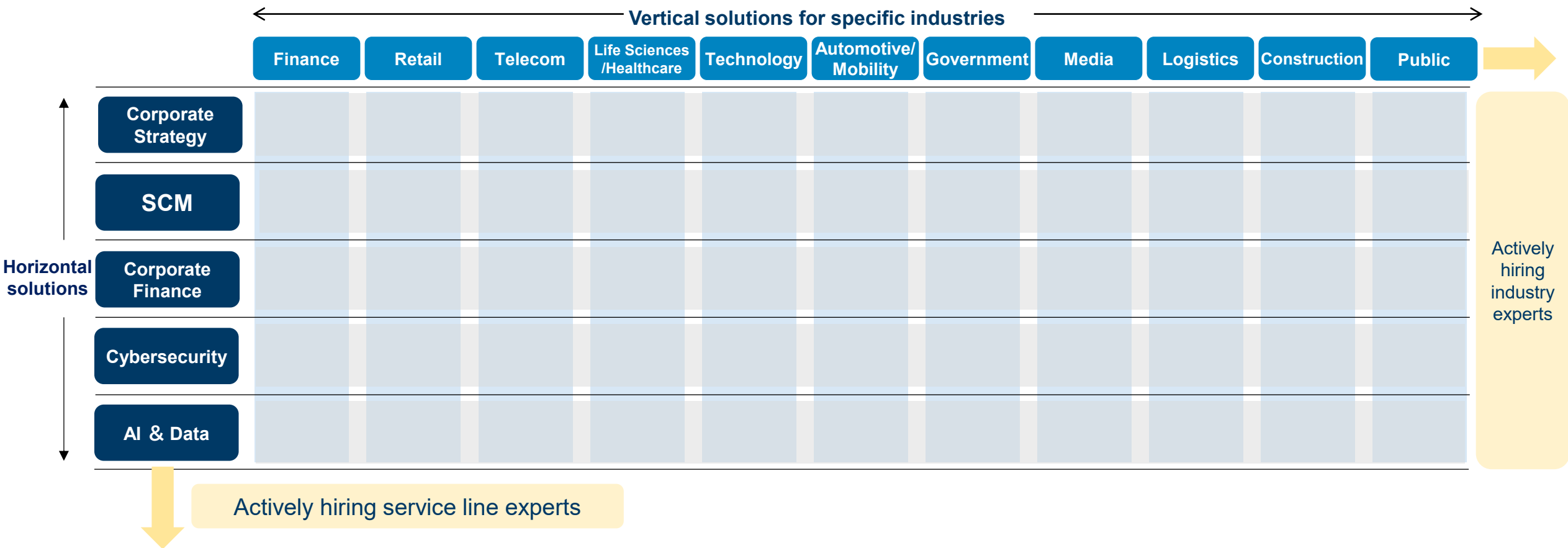
INTLOOP Project Management Inc.

Hired in Q1-Q2: 14 in total

	Managing Director/ Senior Director	Director/ Senior Manager	Total
(Reference)FY25 Total	—	—	—
FY26 Q2 YTD	0	14	14
Q1	0	7	7
Q2	0	7	7
Q3 Forecast	9	8	17

By accelerating the recruitment of high-level talent, we are steadily establishing a matrix system for each sector x solution within the INTLOOP Group.

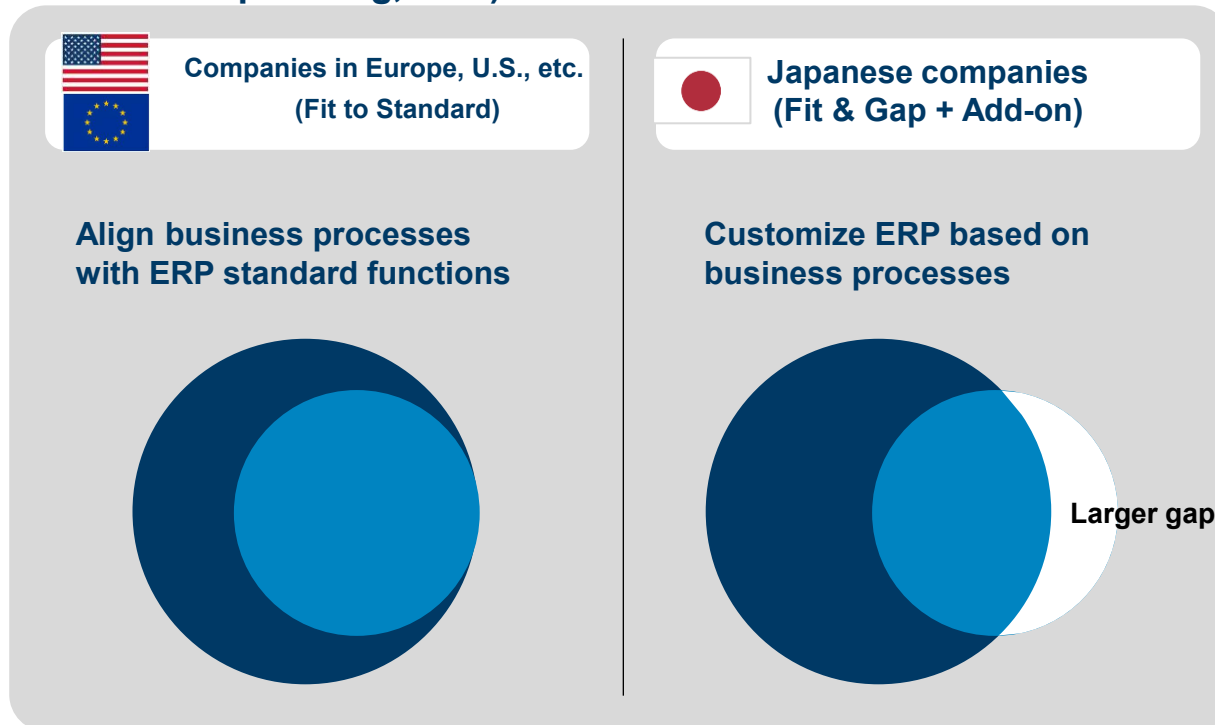
Overview of consulting organization



Japanese companies have high customization needs even for packaged software, creating a high bar for AI replacement. Continued expansion of demand is expected, including coordination functions such as PMO.

Example of DX consulting for large companies: core system implementation support

Comparison of market structure for core systems (enterprise resource planning, ERP)



● ERP package functions ● Business processes ○ Gap between ERP package functions and business processes

Our service details

ERP implementation support for large domestic companies

① Address ERP customization needs.

- High demand among Japanese companies for customizing ERP to fit their business processes (systems tailored to business practices are a source of corporate competitiveness).
- Projects often start with ambiguous requirements definition, making this an area where AI automation is difficult.

② Cross-organizational coordination of interests

- Needs for ERP vary by department (sales, production, accounting, IT, etc.), requiring coordination of interests between departments where support from PM, PMO, and IT consultants is essential.
- The above areas are difficult to replace with AI.



In the AI-driven business efficiency project, we have commenced a study on future revenue models.

3. Earnings Highlights

While net sales grew, operating profit and profit attributable to owners of parent decreased YoY due to upfront investments, such as proactive hiring of delivery employees.

	Net Sales (Consol.)		Operating Profit (Consol.)		Profit Attributable to Owners of Parent	
FY26 H1	19,356 million yen		998 million yen		461 million yen	
YoY	+3,323 million yen (FY25 H1: 16,033 million yen)	+20.7%	-66 million yen (FY25 H1: 1,065 million yen)	-6.3%	-110 million yen (FY25 H1: 571 million yen)	-19.2%

Progress is being made continuously in expanding high-margin projects under the “Strengthening Freelance Business/Expanding Consulting Areas” initiative, a key measure of the mid-to-long-term management plan “INTLOOP VISION2030.”

Earnings Highlights (2) (Consolidated/H1)

Gross profit margin continued to improve, driven by the successful acquisition of high-margin projects. Operating profit decreased due to human capital investment, including the recruitment of high-level talent.

(Unit: million yen)

	FY26/7 H1 (Consol.)	FY25/7 H1 (Consol.)		Earnings forecast (FY26/7)	Progress rate (FY26/7)
		Actual	% Change		
Net sales	19,356	16,033	+ 20.7%	43,800	44.2%
Gross profit	5,686	4,332	+ 31.2%	-	-
Gross profit margin	29.4%	27.0%	+ 2.4pt	-	-
Operating profit	998	1,065	-6.3%	3,100	32.2%
Operating margin	5.2%	6.6%	-1.5pt	7.1%	-
Ordinary profit	1,011	1,072	-5.7%	3,200	31.6%
Profit before income taxes	1,011	1,018	-0.7%	-	-
Profit attributable to owners of parent	461	571	-19.3%	2,100	22.0%

As in Q1, the gross profit margin significantly improved YoY.

(Unit: million yen)

	FY26/7 Q2 (Consol.)	FY25/7 Q2 (Consol.)	
		Actual	% Change
Net sales	9,725	8,071	+20.5%
Gross profit	2,854	2,186	+30.6%
Gross profit margin	29.4%	27.1%	+2.3pt
Operating profit	301	559	-46.2%
Operating margin	3.1%	6.9%	-3.8pt
Ordinary profit	317	568	-44.2%
Profit before income taxes	317	559	-43.4%
Profit attributable to owners of parent	87	331	-73.5%

**Non-consolidated gross profit margin also showed steady improvement.
Improved profitability helped accelerate human capital investment for future growth.**

(Unit : million yen)

	FY26 Q2 (Non-Consol.)	FY25 Q2 (Non-Consol.)		FY26 Q1 (Non-Consol.)	
		Actual	% Change	Actual	% Change
Net sales	7,283	6,204	+17.4%	7,176	+1.5%
Gross profit	2,230	1,776	+25.6%	2,177	+2.4%
Gross profit margin	30.6%	28.6%	+2.0pt	30.3%	+0.3pt
Operating profit	79	452	-82.5%	469	-83.1%
Operating margin	1.1%	7.3%	-6.2pt	6.5%	-5.4pt
Ordinary profit	77	450	-82.7%	465	-83.3%
Profit before income taxes	77	444	-82.5%	465	-83.3%
Profit attributable to owners of parent	51	301	-83.1%	304	-83.2%

① Net sales

- Continued marketing activities focused on securing high-margin projects with key customers and through acquiring team-based projects.

② Gross profit margin

- The gross profit margin continued to improve, following the preceding and year-earlier quarters, due to the acquisition of high-margin projects.

③ Operating profit

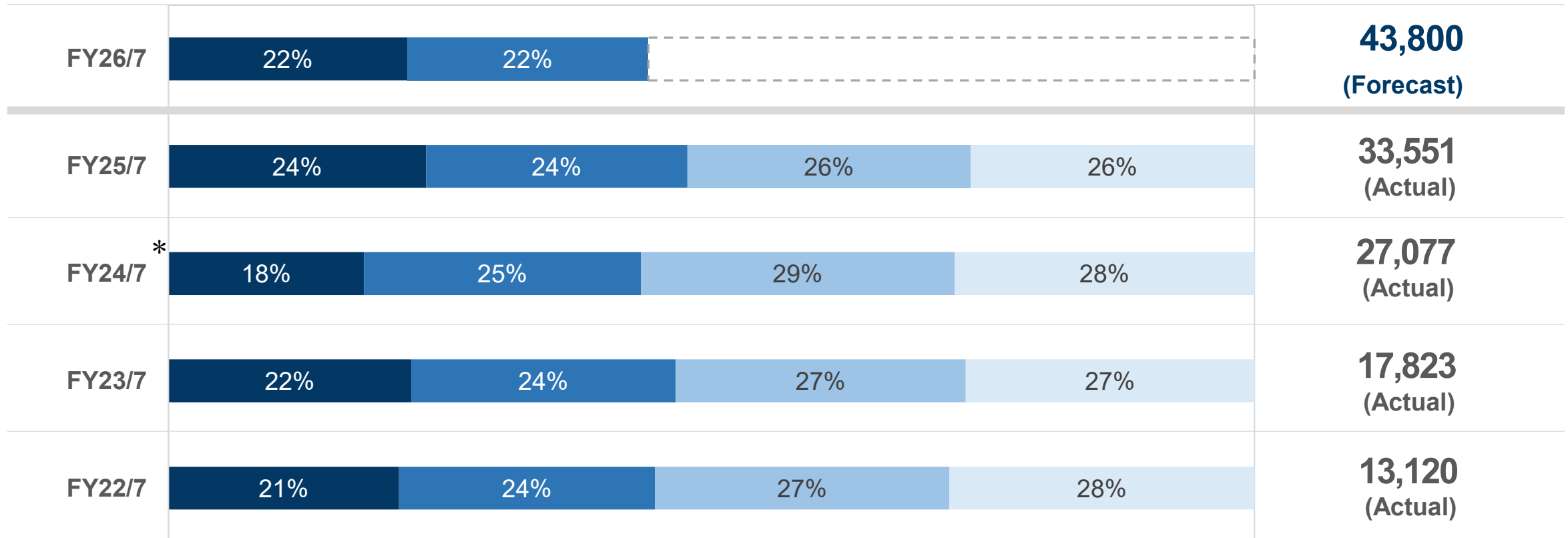
- As part of human capital investment, we actively pursued mid-career hires, investing ¥500 million in hiring costs during Q2 (including hires scheduled to join in Q3)
- Personnel expenses increased by ¥1.1 billion compared to the same period last year. We anticipate these hires will contribute to sales starting in the second half of the fiscal year
- Continued to optimize advertising investment, suppressing costs while maintaining effectiveness.

Progress toward Full-Year Earnings Forecast (Net Sales)

Although the forecast progress rate for net sales was 44% due to the focus on high-margin projects, we will work to accelerate growth by expanding the engagement of newly hired personnel and through measures such as M&A.

■ 1Q ■ 2Q ■ 3Q ■ 4Q

(Unit: million yen)



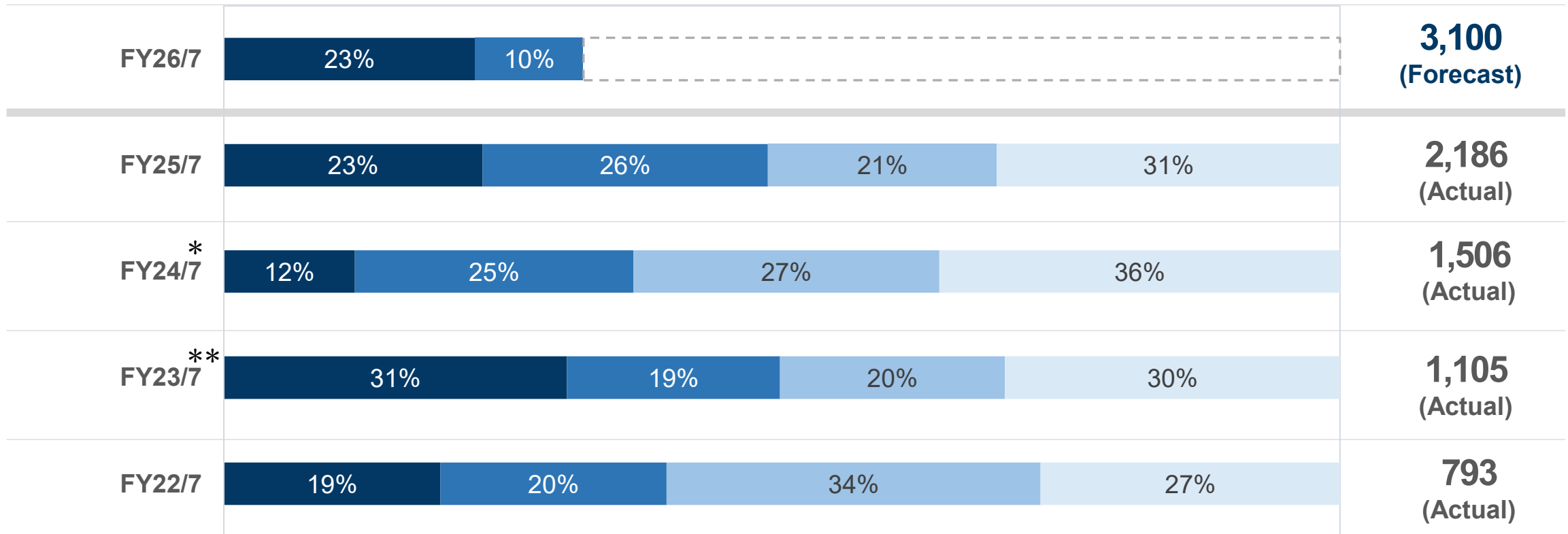
* The DICS Group became consolidated starting from Q2 FY24/7.

Progress toward Full-Year Earnings Forecast (Operating Profit)

The forecast progress rate for operating profit remained at 33% as recruitment progressed ahead of plan, leading to an increase in hiring costs and other expenses.
Upfront investments will continue in 2H.

■ 1Q ■ 2Q ■ 3Q ■ 4Q

(Unit: million yen)



* The DICS Group became consolidated starting from Q2 FY24/7.

** Operating profit was temporarily elevated in Q1 FY23/7 due to a change in the salary system, resulting in no provision for bonuses recorded.

Full-year earnings forecasts for both net sales and profits remain unchanged. We aim to achieve the forecast by expanding the engagement of newly hired talent; however, in case that there are any changes due to factors like accelerated investments, we will disclose them.

(Unit: million yen)

	FY25/7 Actual (Consol.)	FY26/7 Estimate (Consol.)	% Change
Net sales	33,551	43,800	+30.5%
Operating profit	2,186	3,100	+41.8%
Ordinary profit	2,217	3,200	+44.3%
Profit attributable to owners of parent	1,367	2,100	+53.5%

4. APPENDIX

1 Company Profile

Company Name	INTLOOP Inc.
Representative Director	Hirofumi Hayashi
Headquarters	AKASAKA GREEN CROSS 27F, 2-4-6, Akasaka, Minato-ku, Tokyo, Japan
Foundation	February 25, 2005
Capital	2,012 million yen (including capital surplus)
Fiscal Year	From August 1 to July 31
Consolidated Net Sales	33,551 million yen (FY25/7)
No. of Employees (Consolidated Basis)	1,508 (As of January 31, 2026)

Lines of Business	<ul style="list-style-type: none"> • Business Strategy and BPR consulting • IT Consulting • Project Management Support • Professional Consultant Staffing and Placement • New Business Development and Sales Promotion Support
Group Companies	<p>DICS HOLDINGS*</p> <p>Nihon DICS*</p> <p>iT Partners*</p> <p>N-Stage*</p> <p>COMTEC CO.,LTD.*</p> <p>KOZOCOM, Inc.</p> <p>KOZOCOM Vietnam Company Limited</p> <p>INTLOOP Strategy Inc. (unconsolidated)</p> <p>INTLOOP Project Management Inc. (unconsolidated)</p> <p>*DICS HOLDINGS is a pure holding company of NIHON DICS, iT Partners, N-Stage, and COMETEC, a group of IT service companies mainly engaged in SI, IT infrastructure, BPO, and facilities as their core businesses.</p>

2 Management Structure



Representative Director

Hirofumi Hayashi

Apr. 1996 Andersen Consulting (currently Accenture Japan Ltd.)
 Mar. 2000 Catalog City Japan KK
 Feb. 2001 Accenture Japan Ltd.
 Feb. 2005 Established INTLOOP Inc. and assumed post of Representative Director (to present)
 Jul. 2005 Established IT BPO Inc. (currently Monstarlab Inc.) and assumed post of Director
 Nov. 2018 Established KSM Inc. and assumed post of Representative Director (to present)
 Oct. 2023 Director and Chairman of DICS Holdings (to present)
 Jan. 2024 Director and Chairman of INTLOOP Strategy Inc. (to present)
 Jul. 2025 Director and Chairman of INTLOOP Project Management Inc. (to present)
 Sep. 2025 Director and Chairman of KOZOCOM, Inc. (to present)



Director

Chikara Uchino

Apr. 1996 Andersen Consulting (currently Accenture Japan Ltd.)
 Jul. 2004 Amuse Capital Inc.
 Mar. 2005 Director of Feelplus Inc. (currently Marvelous Inc.)
 Jun. 2005 Director of Cavia Inc. (currently Marvelous Inc.)
 Apr. 2006 Representative Director of Cavia Inc. (currently Marvelous Inc.)
 Apr. 2006 Executive Officer of AQ Interactive Inc. (currently Marvelous Inc.)
 Aug. 2011 Partner of Accenture Japan Ltd.
 Mar. 2017 General Manager of INTLOOP Inc.
 Jan. 2019 Director and General Manager of INTLOOP Inc. (to present)
 Oct. 2023 Representative Director and Vice President of DICS Holdings (to present)
 Jan. 2024 Representative Director of INTLOOP Strategy Inc. (to present)
 Jul. 2025 Representative Director of INTLOOP Project Management Inc. (to present)
 Sep. 2025 Auditor of KOZOCOM, Inc. (to present)



Director

Mitsuo Tobe

Apr. 1985 Ushio Tokushu Setsubi Co., Ltd.
 Dec. 1990 Director and General Manager of Shoken Co., Ltd.
 Apr. 1997 Managing Director of Shoken Co., Ltd.
 Aug. 1998 Established Nihon DICS Co., Ltd. and assumed post of Representative Director and President (to present)
 Jul. 2015 Director of iT Partners Co., Ltd. (to present)
 Feb. 2019 Established DICS Holdings and assumed post of Representative Director and CEO (to present)
 Mar. 2020 Director of N-Stage Co., Ltd. (to present)
 Sep. 2025 Director of COMTEC CO., LTD. (to present)



Outside Director (ACM)

Akio Kawabata

Apr. 1967 Tokyo Shibaura Electric Co., Ltd. (currently Toshiba Corporation)
 Mar. 2002 Advisor of SMIC Japan Corporation
 Apr. 2009 Auditor of THine Electronics, Inc.
 May 2016 Auditor of Nippon Electronic Device Industry Association (to present)
 Sep. 2016 Auditor of INTLOOP Inc.
 Oct. 2021 Outside Director (ACM) of INTLOOP Inc. (to present)



Outside Director (ACM)

Fumio Koyama

Apr. 1979 Arthur Andersen (currently Accenture Japan Ltd.)
 Jul. 2004 Established Todo Es Possible Japan, Co., Ltd. and assumed post of Representative Director
 Apr. 2017 Advisor of Todo Es Possible Japan, Co., Ltd. (to present)
 Jan. 2019 INTLOOP Inc. and assumed post of Director
 Oct. 2021 Outside Director (ACM) of INTLOOP Inc. (to present)



Outside Director (ACM)

Koji Shimoinaba

Apr. 1977 Sumitomo Bank (currently Sumitomo Mitsui Banking Corporation)
 Jun. 2007 Japan Research Institute, Ltd. and assumed post of Director
 Jun. 2015 Senior Managing Director (in charge of Planning and Management)
 Nov. 2018 CFB-Japan Co., Ltd. and assumed post of Director (to present)
 Oct. 2020 Auditor of INTLOOP Inc.
 Oct. 2021 Outside Director (ACM) of INTLOOP Inc. (to present)
 Oct. 2021 Director of Koyasan Gakuen Educational Corporation (to present)
 Apr. 2022 Financial committee member of Koyasan Shingon Sect (to present)
 Mar 2023 Auditor of WILLs Inc. (to present)

3 Sales Since Inception

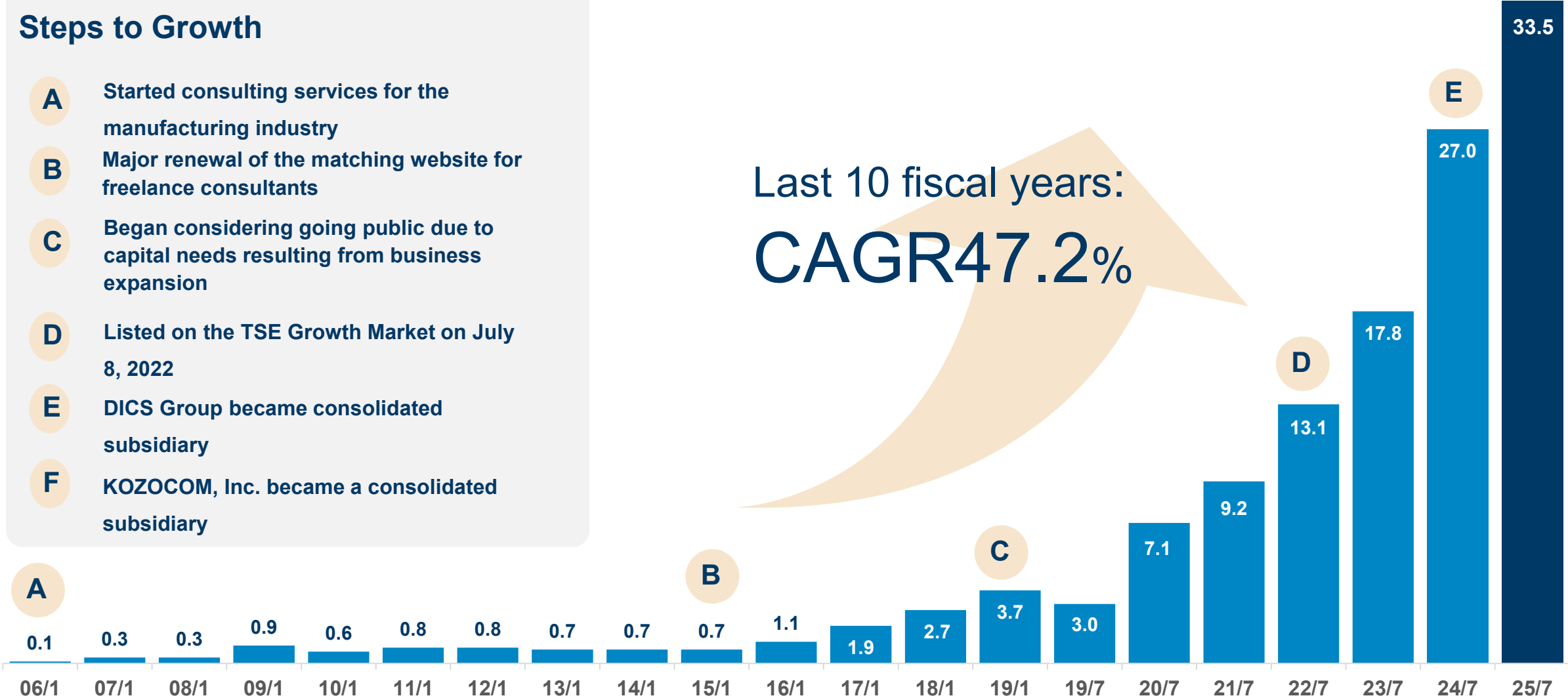
CAGR of 47.2% in the last 10 fiscal years

(Unit: JPY billion) **F**

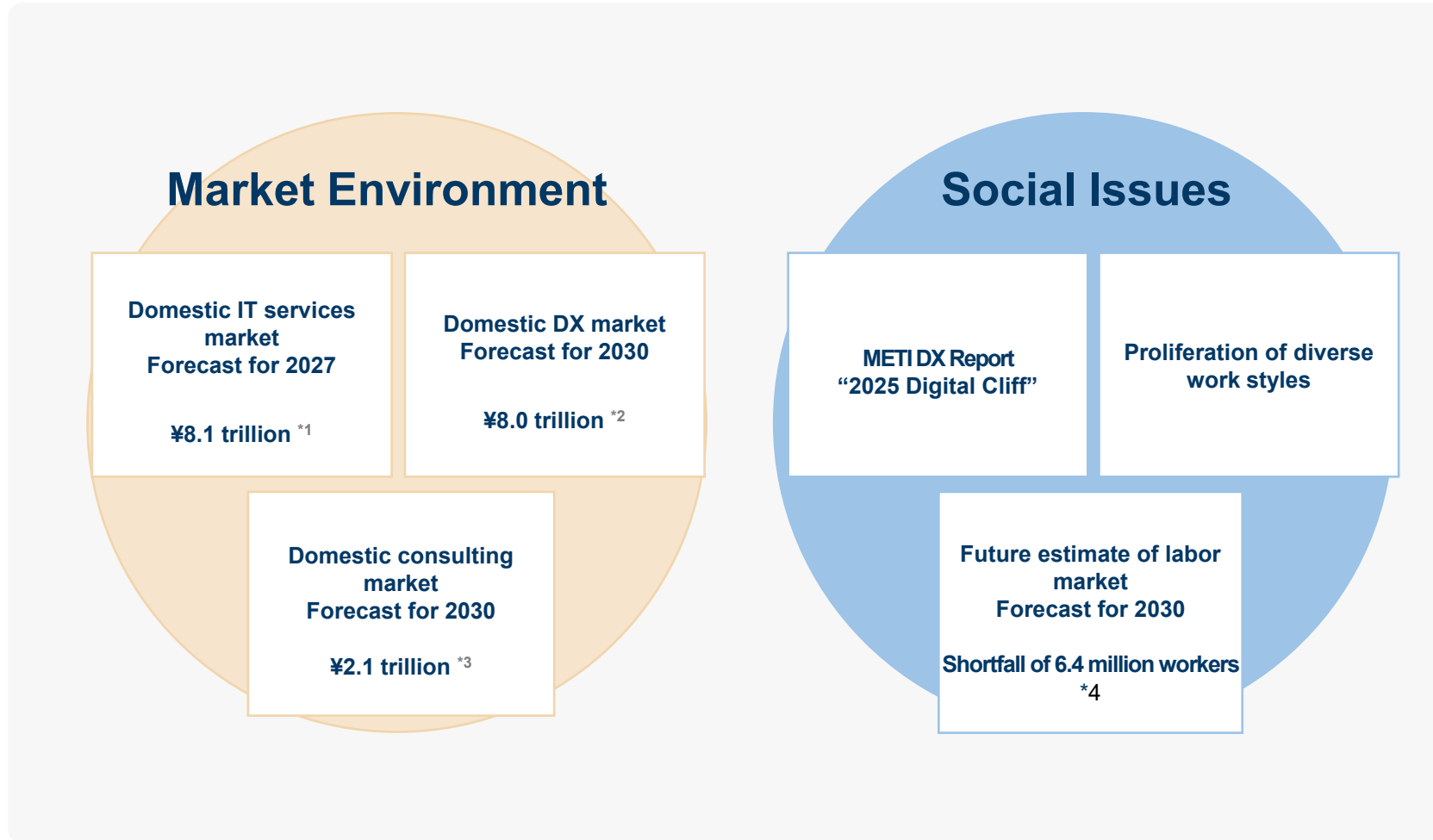
Steps to Growth

- A** Started consulting services for the manufacturing industry
- B** Major renewal of the matching website for freelance consultants
- C** Began considering going public due to capital needs resulting from business expansion
- D** Listed on the TSE Growth Market on July 8, 2022
- E** DICS Group became consolidated subsidiary
- F** KOZOCOM, Inc. became a consolidated subsidiary

Last 10 fiscal years:
CAGR 47.2%



Continued growth expected in IT services and digital transformation (DX) markets



Market Environment

The domestic consulting, DX and IT services markets in which we operate are expected to continue to grow.

Social Issues

There is an urgent need to provide human resources, regardless of the form of employment, due to the shortage of workers, especially highly skilled workers mainly in the IT field, and the proliferation of diverse work styles.

*1 IDC Japan, 2024

*2 Fuji Chimera Research Institute, Inc., 2024

*3 Codawari Business Consulting Inc., 2024

*4 PERSOL RESEARCH AND CONSULTING Co., Ltd./Chuo University, 2018

Our strength lies in supplying highly professional human resources and consulting services provided by our employees



Characteristics of our business model

- We introduce projects and provide matching services to freelancers we attract through web marketing.
- We stand between clients and freelancers, making proposals for projects of various sizes, from one person to teams.
- With a human resources database of approx. 55,000 people, we can help solve a wide variety of problems.
- We provide job change support and welfare services to freelancers.

Why client companies choose INTLOOP

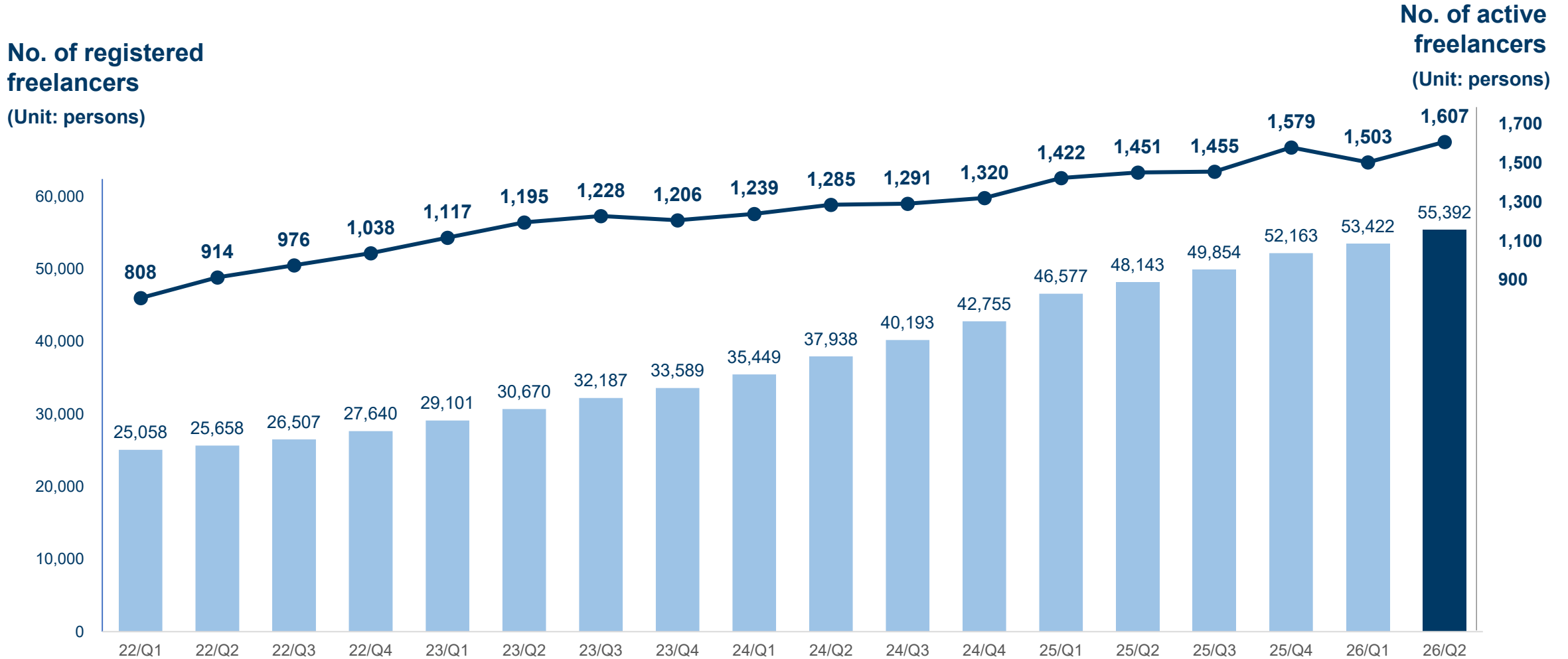
- We help recruit, improve work performance and reduce fixed costs for companies that are struggling to find competent employees due to diversifying work styles and a shrinking workforce.
- We ensure a stable supply of highly skilled human resources through our ability to attract freelance human resources and support them in sales and welfare management after we acquire them.
- We offer high-quality services through hybrid teams comprising employees and freelancers.

* As of the end of January 2026

6 Number of Registered Freelancers and Active Freelancers (INTLOOP Inc., Non-Consolidated)



The number of registered freelancers has steadily expanded, even as we work to optimize advertising expenses. The number of active freelancers also remains on an upward trend.



7 Services (INTLOOP Inc. Non-Consolidated)

Number of
Delivery Employees

534 Q2/26



Consulting services

- Strategy consulting (New Business Development / M&A / PMI)
- IT consulting (System Implementations / Pre-sales Support)
- Business consulting (SCM / CRM / ERP / BPR / BPM / RPA)



Technology solutions

- System Development / Implementation Support (SE / PG)
- SES Support
- Support for advanced technology implementation (AI / IoT / Big Data)
- Nearshore / Lab Development



PMO services

- Individual PMO/Divisional PMO/Companywide PMO/User PMO Support
- PMO x Industry Knowledge (financial, manufacturing, chemical, etc.)
- PMO x Designation of company of origin (e.g., major consulting firm)
- PMO x Package Knowledge (SAP, SFDC, etc.)
- PMO x Development Methodology Knowledge (Agile, etc.)
- PMO x Tech Knowledge (DX, Cloud, etc.)

Number of
Non-Delivery Employees

330 Q2/26



Web services

- Digital Strategy
- Digital Marketing
- Data Utilization
- New businesses / services utilizing digital technology, etc.



Professional human resources utilization services

- Professional Consultants (Freelancers)
- Professional Engineers (Freelancers)
- Professional Marketers (Freelancers)



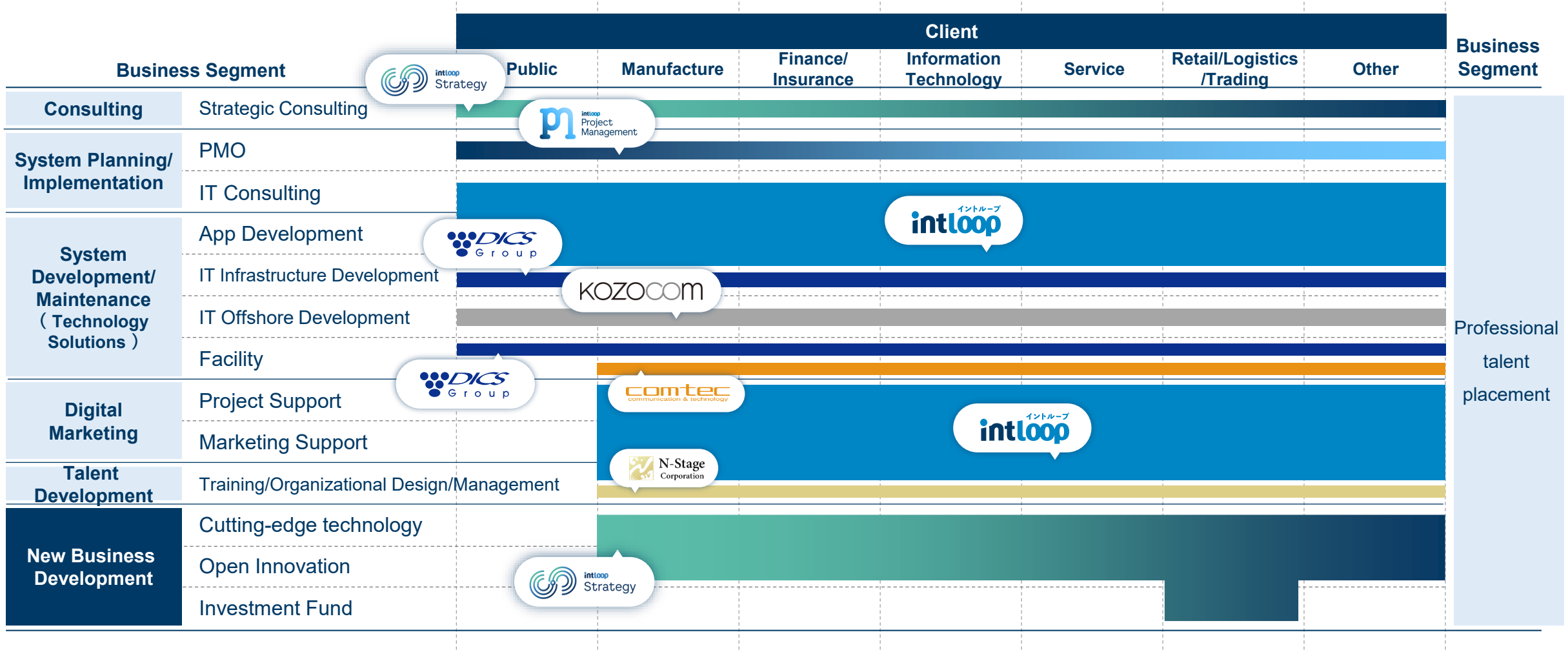
Professional human resources job change support services

- Human Resource Agents
- Headhunting



8 Service Areas of the INTLOOP Group

We comprehensively cover the support offerings, from strategy and project management, upstream consulting services, and downstream processes like IT system development and operations/maintenance to AI, digital marketing, and human resources areas, thereby providing end-to-end support to our clients.



9 Number of Employees (INTLOOP Inc., Non-Consolidated)



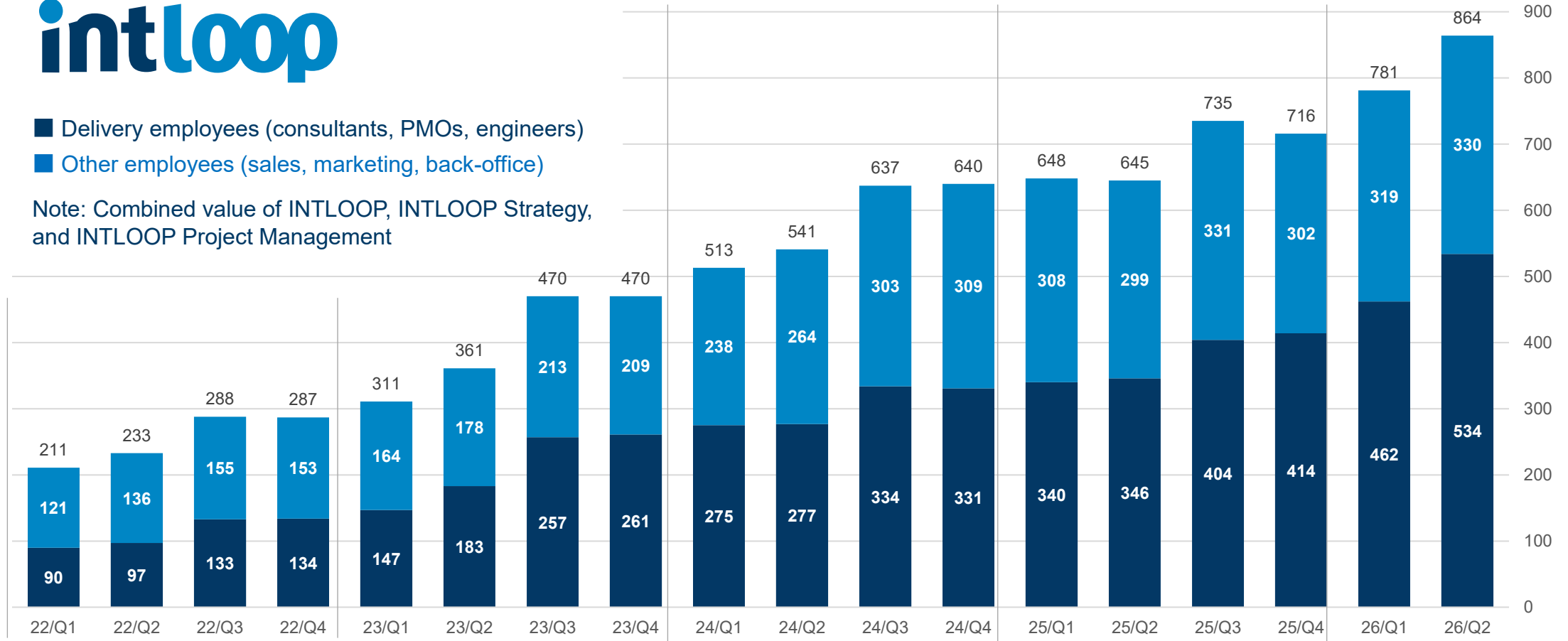
The number of employees reached 864 in Q2 FY26/7, as recruitment progressed ahead of plan, primarily for delivery employees.

(Unit: persons)

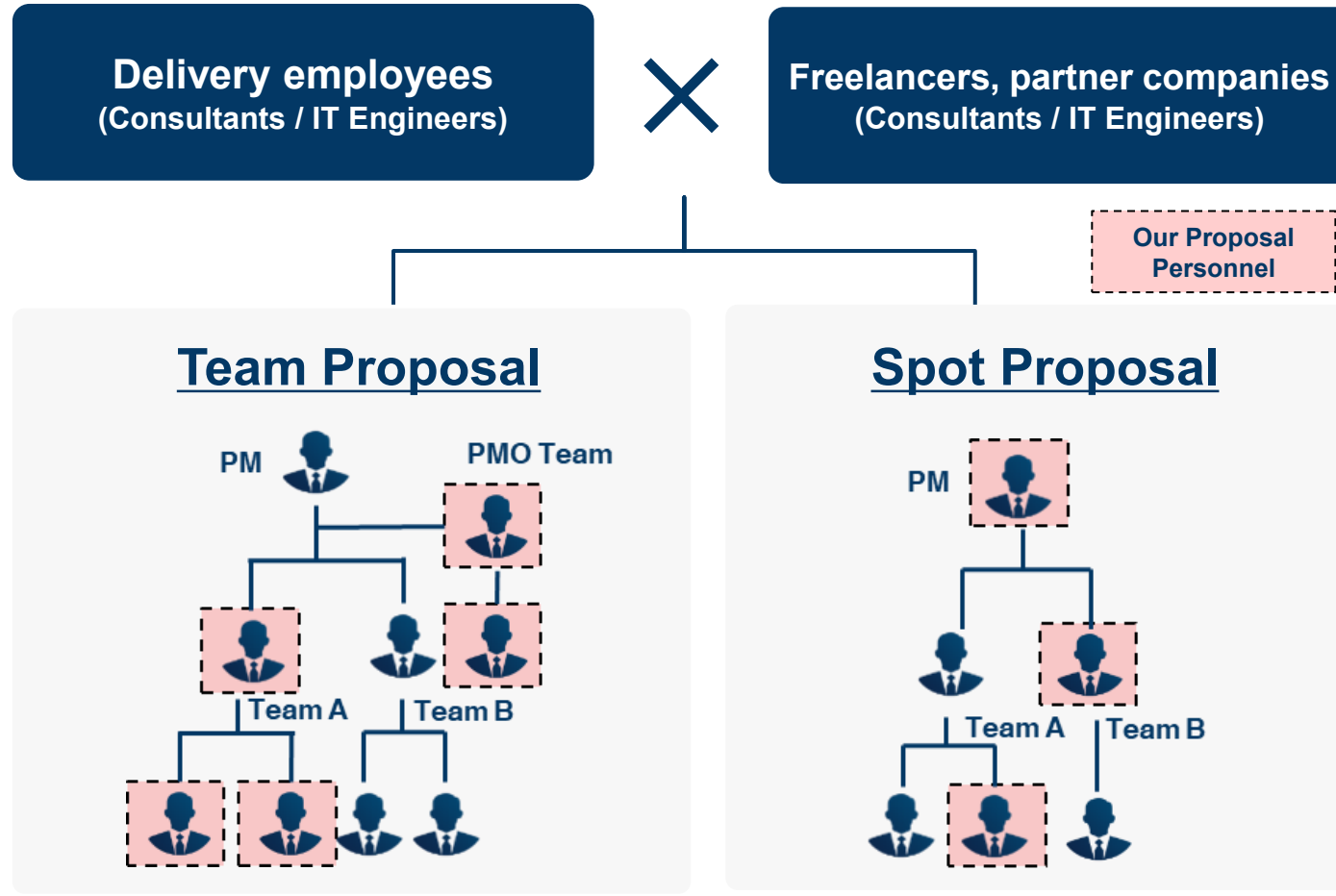


- Delivery employees (consultants, PMOs, engineers)
- Other employees (sales, marketing, back-office)

Note: Combined value of INTLOOP, INTLOOP Strategy, and INTLOOP Project Management



Hybrid Team



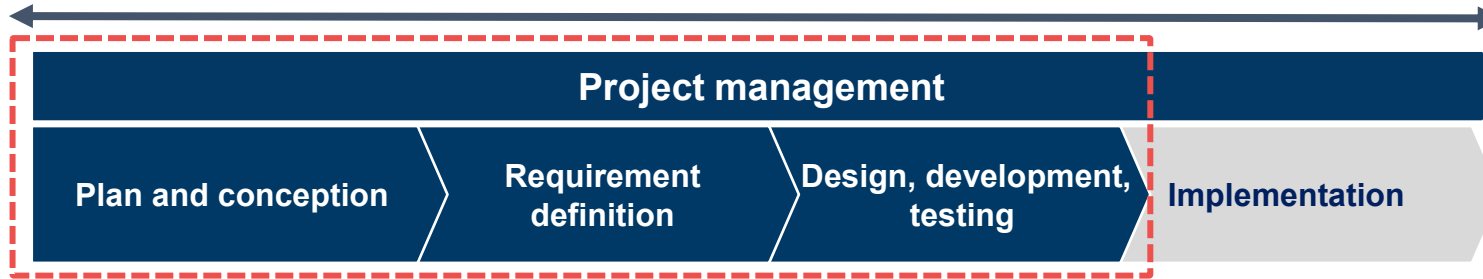
Our features

Hybrid teams with freelancers, led by our employees.
Able to support resources in different positions by recognizing risks from the inside through resource management support.

Team Proposals

Sub-projects of larger projects.
Highly specialized cross-functional areas.

Strength in upstream processes



➔ We not only participate in upstream processes leveraging our consulting expertise, but also cover downstream processes.

Unit price of projects, gross profit margin	Number of client companies, sales ratio by client
<p>Enterprise:</p> <p>Project unit price Man month (avg.) 1.4 to 2 million yen</p> <p>Gross profit margin 40%–70%</p>	<p>No. of client companies More than 500</p>
<p>Slers and consulting firms:</p> <p>Project unit price Man month (avg.) 1.2 to 1.4 million yen</p> <p>Gross profit margin 20%–30%</p>	<p>Sales ratio by client</p> <p>Enterprise Slers Consulting firms</p> <p>2 : 5 : 3</p>

Characteristics

- Our strengths are in our participation from upstream processes and especially in DX projects, such as implementing core systems.
- Enterprise clientele is not biased toward certain sectors and is broad-based.
- We are currently reforming our sales system with a particular focus on winning high-margin projects.

12 Mid-to-Long Term Management Plan INTLOOP “VISION2030”(1) -Our Goal by FY30/7-

FY30/7 Target: **Net sales ¥100 billion, operating profit ¥15 billion**

We have established INTLOOP “VISION2030,” in which we aim to achieve net sales of ¥100 billion and operating profit of ¥15 billion between FY25/7 and FY30/7.

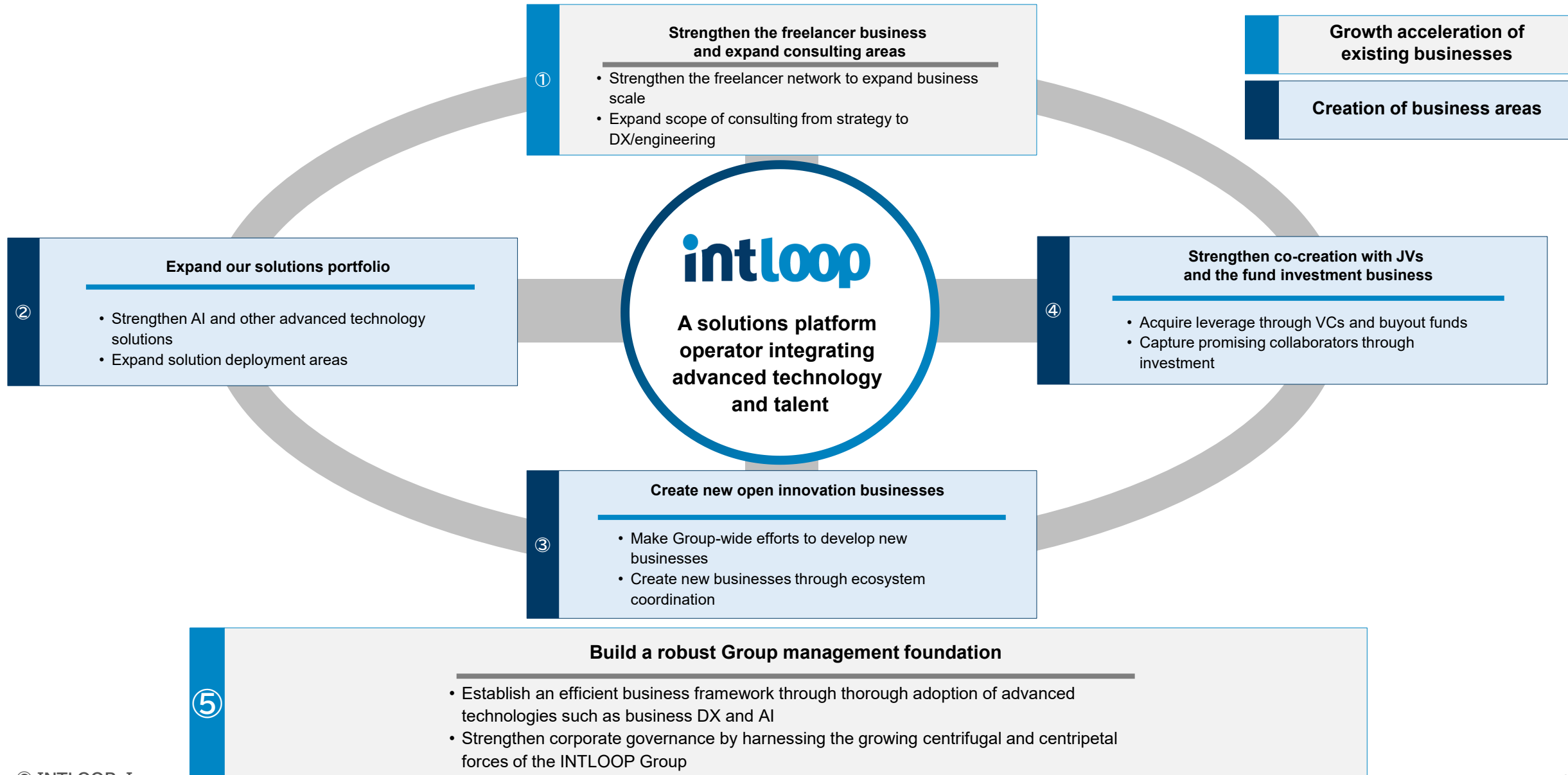
To achieve our target, we will focus on the following activities for “growth acceleration of existing businesses” and “creation of business areas.”

[Key Strategy]

1. Strengthen the existing freelancer business and expand consulting business areas
2. Expand our solutions portfolio, especially in the DX domain that includes edge AI
3. Promote new open innovation through startup collaboration and investment, etc.
4. Strengthen M&As, investments in VCs, and the fund investment business based on co-creation with JVs
5. Build a robust Group management foundation to achieve 1 through 4 above

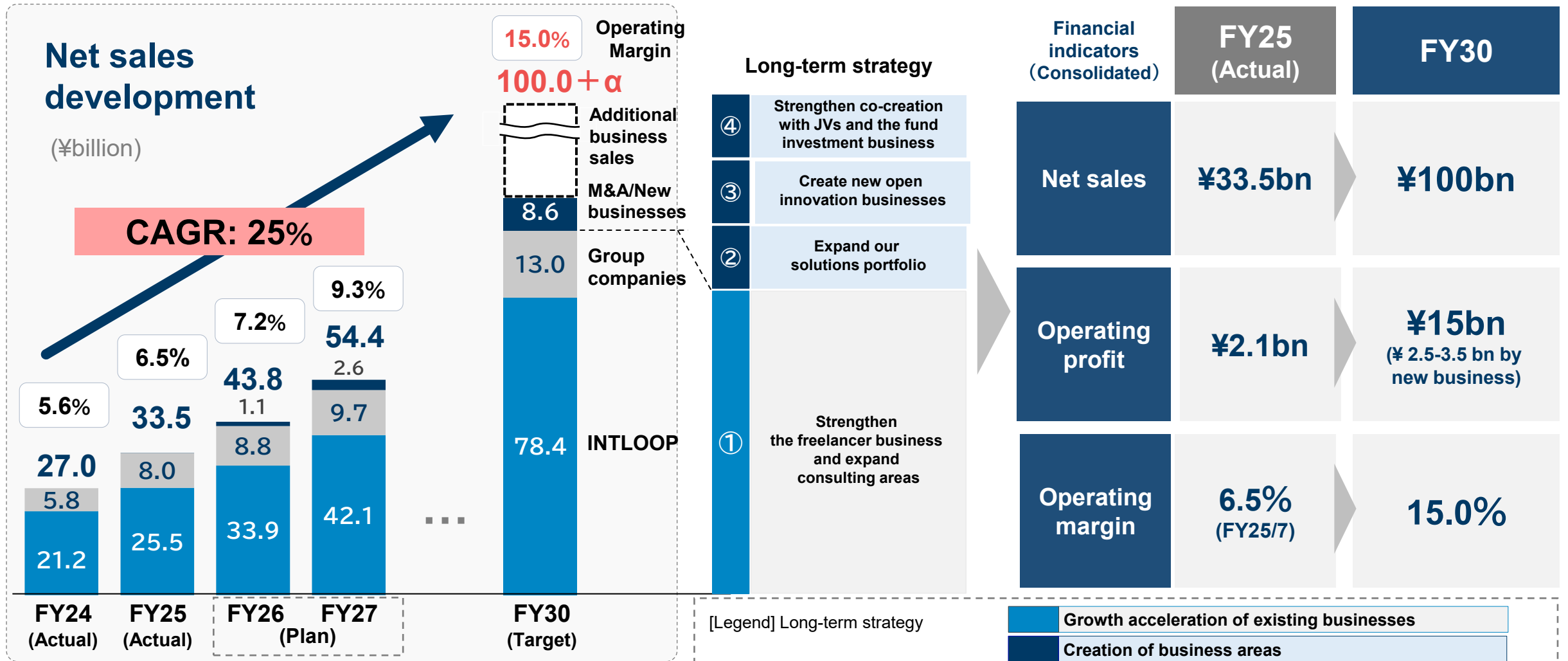
12 Mid-to-Long Term Management Plan

INTLOOP “VISION2030”(2) -Key Strategy-



12 Mid-to-Long Term Management Plan INTLOOP “VISION2030”(3) –Financial Indicators-

Gradually improve profitability of existing businesses in FY25-27 and achieve higher profitability through new businesses toward FY30



Upcoming calendar

**Q3 FY26/7 Financial Results
Announcement and Briefing**

Friday, June 12, 2026

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