



PTW

Pole To Win Holdings, Inc.

Supplementary Information to the Financial Results

for the Fiscal Year Ended January 31, 2026

- Securities|Code: 3657
- Abbreviation Pole HD

March 17, 2026

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.

In addition to this Supplementary Information to the Financial Results, we disclosed "Key Points of Interest Expected in the Full Year Financial Results for FY 1/2026."



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Notes to the Statements in this Material

1. Amounts are rounded down to the nearest unit. 2. Percentages are rounded off to the nearest unit.
3. Sales and operating profit for each business category are reference only based on internal management figures (other corporate expenses are incurred)

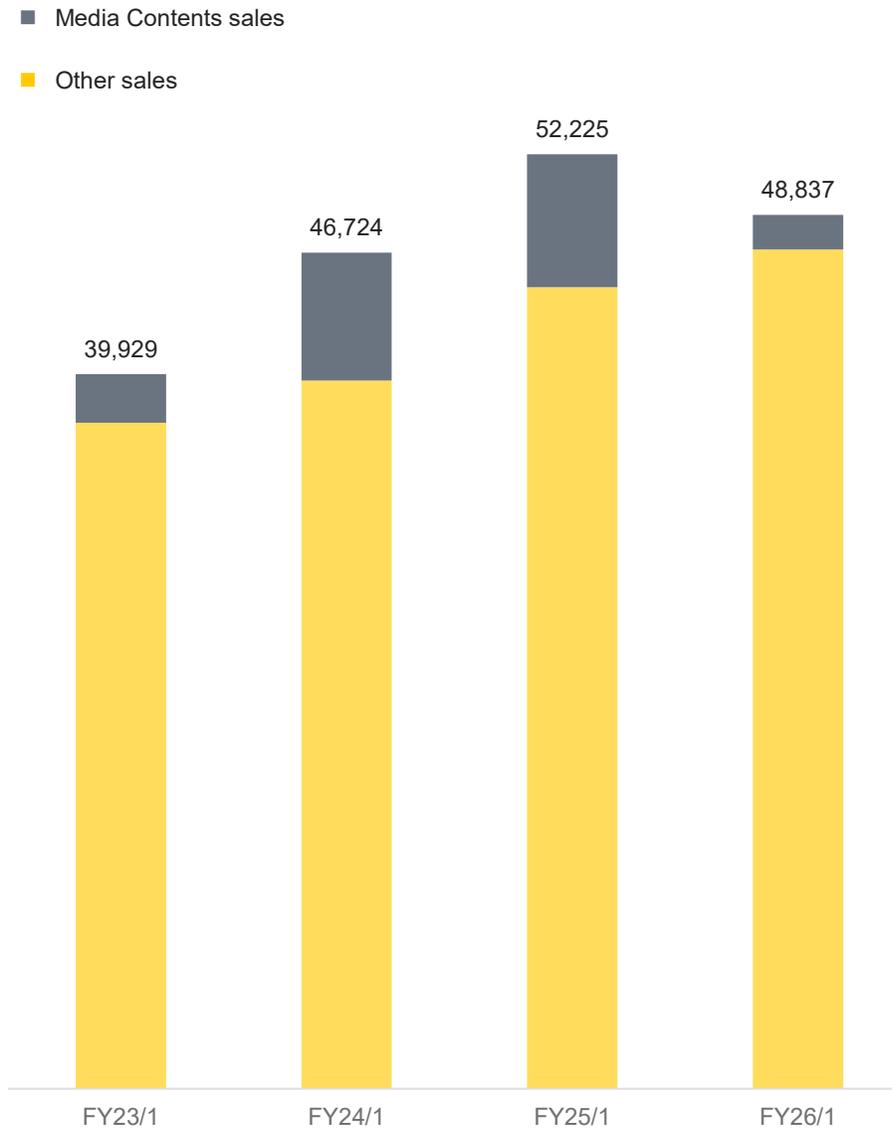
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Net Sales

¥48.837 billion

Year-on-year change **- ¥3.338 billion**

Rate of change **-6.5%**



Despite a decline in sales as a whole due to the withdrawal from Media Contents, the increase/decrease rate remains slight due to the increase in other sales.

Domestic Solutions YoY: +5.3%

Overseas Solutions YoY: +2.7%

Driving measures to return to net profitability from the next fiscal year.
Reinforcing the profit foundation toward FY2027/1 and beyond

Topics ①

Rebuilding the growth foundation through group restructuring

Topics ②

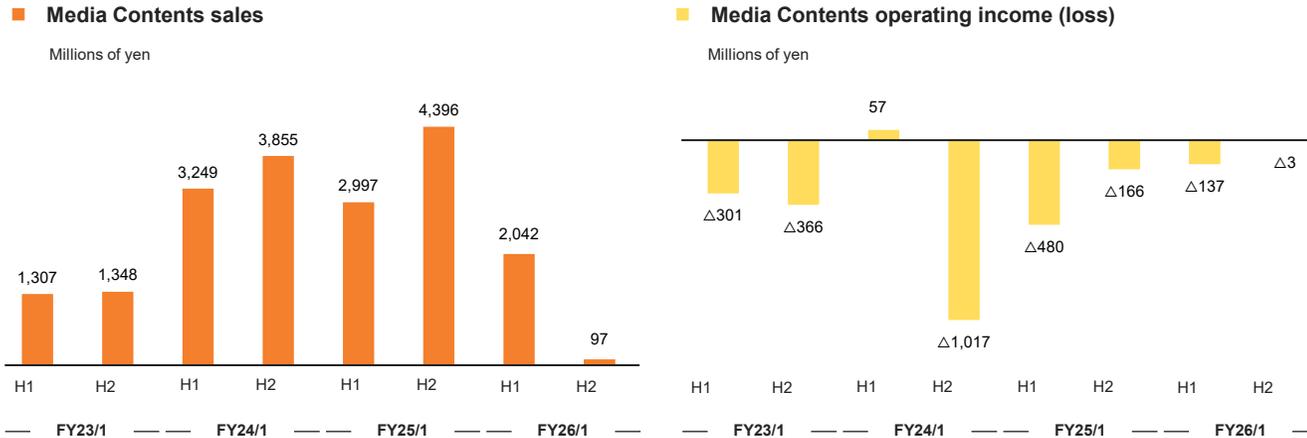
A solid policy to ensure a return to net profitability starting from FY1/2027

Topics ③

Medium-to Long-Term Initiatives to improve corporate value

Topics ① Rebuilding growth foundations through group reorganization

Review business portfolio by withdrawing from Media Contents



✓ Although a certain scale of revenue dropped off, we succeeded in minimizing the operating loss.

FY1/2026 Sales

¥2.139 billion

YoY - ¥5.253 billion

Operating loss

-¥141 million

YoY +¥506 million

<Other Group Reorganization Actions>

- Merger and change of trade name of major domestic subsidiaries (FY1/2023)
- Rebranding of Overseas Subsidiaries (FY1/2026)
- Concurrent with the opening of new sites, progress is being made in the consolidation of sites

Strengthen the "defensive" management system to support aggressive business growth

Aggressive business



Defence



✓ Pursuing strengthening group controls and improving management efficiency

<Major System Strengthening Actions>

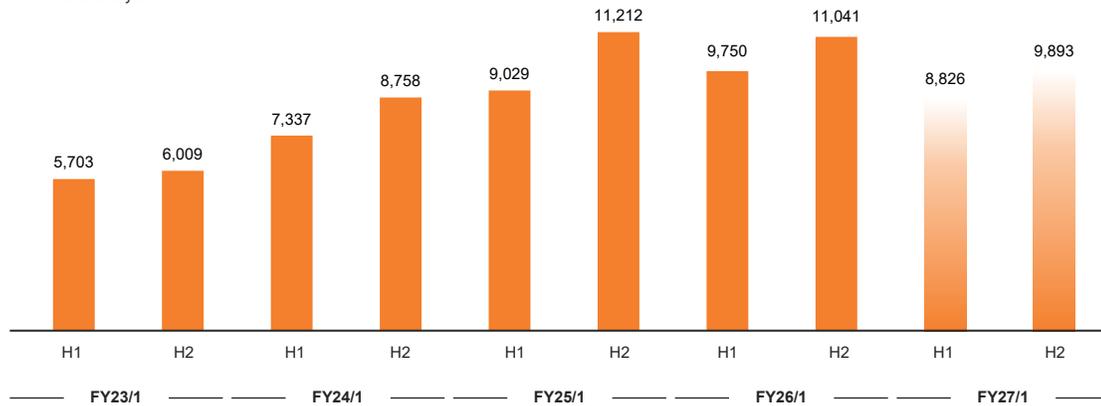
- Strengthen corporate governance by converting sub-subsidiaries (SynX) into direct subsidiaries
- Reinforcing Group headquarters functions through organizational restructuring
- Establishment of a risk management committee

Topics ② Strategy to ensure profitability from FY1/2027

Flexible organizational streamlining implemented at Overseas Solutions

Overseas Solutions sales

Millions of yen



Continue to invest in future demand growth and AI response

<Impact on FY2027/1 results>

- Sales are expected to decline temporarily due to a decline in voice recording and game development orders.
- Continued posting of special retirement allowances, etc. in line with flexible organizational streamlining

Conducted loss processing on goodwill, intangible assets, etc. due to M&A in the past, etc.

Total extraordinary loss for FY1/2026: 3,473 million yen

Recorded by 3Q Mainly impairment of game co-development projects **288 million yen**

4Q Impairment loss ① Ghostpunch related **1,693 million yen**

4Q Impairment loss ② Former MSD Holdings-related **986 million yen**

4Q Others Special retirement benefits, loss on disposal of property, plant and equipment, etc. **504 million yen**

Clarifying Management Responsibility and Commitment

Reduced executive compensation and made changes to strengthen group controls

<Impact on FY2027/1 results>

- Reduction of depreciation burden from FY2027/1 onward due to impairment losses during FY2026/1
- The total impact on the FY2027/1 forecast is approximately 500 million yen.

Topics ③ Initiatives to Improve Corporate Value over the Medium to Long Term

Progress in collaboration with overseas government-affiliated funds and establishment of new sites



✔ Continue strategic global expansion with an eye on the future

<Major Initiatives announced in FY1/2026>

- MoU concluded with the Saudi Arabian government-affiliated fund subsidiary. The new studio in Riyadh, the capital, is scheduled to begin full-scale operations by the end of this year.
- Establishment of Taipei Studio: Strengthening the foundation in the rapidly growing Taiwan game market
- Started operation of Akihabara No.2 Centre, which integrated 2 sites in Tokyo

Sequentially develop and introduce new services/systems utilizing AI techniques



Labor-intensive



Business model transformation



Knowledgeintensive services

✔ Group-wide transformation to an AI driven business structure

<Major Initiatives announced in FY1/2026>

- Launched the world's first AI based game debugging solution
- Develop and introduce fully automated E2E testing systems
- The comprehensive IT solution service "SynX One," which provides 24/7/365 security monitoring and response, is now fully operational

FY2026/1 Financial Results Overview (vs. Actual Budget)

- Based on the policy announced at the time of 3Q settlement of accounts, an extraordinary loss of ¥3.184 billion was recorded in 4Q.
- In addition, there was an increase in the recording of various expenses as a result of measures to raise the probability of achieving a profit from FY1/2027.

	Forecast FY1/2026 (2025/2-2026/1)		Actual FY1/2026 (2025/2-2026/1)		Budget-to-actual ratio	
	Amount	Profit ratio	Amount	Profit ratio	Change	Rate of change
Millions of yen						
1 Sales	48,529	-	48,837	-	+307	+0.6%
Operating profit	279	0.6%	-238	-0.5%	-517	-
2 Ordinary profit	149	0.3%	-508	-1.0%	-657	-
Profit attributable to owners of parent						
Net Income	-316	-0.6%	-3,479	-7.1%	-3,163	-
Per share						
Net Income	¥8.95	-	¥98.41	-	¥89.46	-
3 Dividend per share	¥16	-	¥16	-	±¥0	-
	Interim: ¥8	-	Interim: ¥8	-	Interim: ±¥0	-
	Year-end: ¥8	-	Year-end: ¥8	-	Year-end: ±¥0	-

1 Revenue came in within 1% of the budget/forecast

Overseas Solutions	+¥339 million
Domestic Solutions	- ¥10 million
Media Contents	- ¥20 million

2 Recognition of allowance for doubtful accounts and other related expenses occurred overseas

Overseas Solutions	- ¥554 million
Domestic Solutions	+¥39 million
Media Contents	- ¥6 million
Common	+¥3 million

3 No change in dividend forecast

Maintain progressive dividends in consideration of turnaround

FY2026/1 Financial Highlights (YoY)

- Gross profit margin steadily recovered despite not recovering from the decline in gross profit due to lower sales
- Extraordinary loss of ¥3.473 billion (previous year: ¥534 million) ••• Impairment loss of ¥3.06 billion, special retirement allowance of ¥299 million, etc.

	Previous term 2025/1 Full Year (2024/2-2025/1)		Current period FY2026/1 Full year (2025/2-2026/1)		From the preceding year	
	Amount	Profit ratio	Amount	Profit ratio	Change	Rate of change
Millions of yen						
1 Sales	52,225	-	48,837	-	-3,388	-6.5%
2 Gross profit	11,612	22.2%	11,188	22.9%	-424	-3.7%
Operating profit	786	1.5%	-238	-0.5%	-1,025	-
Ordinary profit	756	1.4%	-508	-1.0%	-1,264	-
Before income taxes Net Income	228	0.4%	-3,846	-7.9%	-4,075	-
Profit attributable to owners of parent Net Income	-692	-1.3%	-3,479	-7.1%	-2,787	-
Per share Net Income	-¥19.58	-	-¥98.41	-	-¥78.82	-
3 (Reference) EBITDA	2,133	4.1%	947	1.9%	-1,186	-55.6%

1 By withdrawing from Media Contents Decrease in sales

Media Contents	- ¥5.253 billion
Domestic Solutions	+¥1.314 billion
Overseas Solutions	+¥550 million

2 By improving the sales mix Improve Gross Profit Margins

Improve sales mix	+¥329 million
Decrease in gross profit due to decrease in sales	- ¥753 million

3 Toward an upward phase from the next fiscal year Bottoming out

Operating profit	- ¥1.025 billion
Depreciation and amortization	- ¥155 million
Amortization of goodwill	- ¥6 million

Review of Operations for the Fiscal Year Ended January 2026

PTW

Millions of yen		FY1/2025					FY1/2026					Full year Comparison with total
		1Q	2Q	3Q	4Q	Full-year cumulative total	1Q	2Q	3Q	4Q	Full-year cumulative total	
Group Consolidated	Sales	11,963	12,324	12,971	14,966	52,225	12,759	11,914	12,323	11,839	48,837	-3,388
	Operating profit	-123	483	271	155	786	-22	-184	385	-417	-238	-1,025
	Operating profit rate	-1.0%	3.9%	2.1%	1.0%	1.5%	-0.2%	-1.5%	3.1%	-3.5%	-0.5%	-2.0Pt
Domestic Solutions	Sales	6,189	6,072	6,187	6,141	24,590	6,296	6,584	6,462	6,561	25,904	+1,314
	Operating profit	527	485	372	325	1,711	288	369	230	239	1,128	-582
	Operating profit rate	8.5%	8.0%	6.0%	5.3%	7.0%	4.6%	5.6%	3.6%	3.6%	4.4%	-2.6Pt
Sales increased, driven by the Game segment, but profit decreased year on year due to the absence of EC projects in the previous fiscal year and increased expenses associated with the consolidation and opening of Akihabara No.2 Center.												
Overseas Solutions	Sales	4,306	4,723	4,969	6,243	20,241	4,862	4,888	5,809	5,232	20,792	+550
	Operating profit	-243	192	139	-44	43	-115	-469	226	-580	-939	-982
	Operating profit rate	-5.7%	4.1%	2.8%	-0.7%	0.2%	-2.4%	-9.6%	3.9%	-11.1%	-4.5%	-4.7Pt
Sales rose ¥500 million YoY, but operating loss was recorded due to expenses such as streamlining of the organization to prepare for the decline in sales in FY1/2027. This led to an increase in the difference between the forecast and the forecast due to the need to record an allowance for doubtful accounts attributable to European clients.												
Media Content	Sales	1,467	1,529	1,814	2,581	7,393	1,601	441	52	45	2,139	-5,253
	Operating profit	-330	-150	-148	-18	-647	-119	-18	0	-4	-141	+506
	Operating profit rate	-22.5%	-9.8%	-8.2%	-0.7%	-8.8%	-7.5%	-4.1%	1.9%	-9.8%	-6.6%	+2.2Pt
Although sales decreased due to exclusion of HIKE from consolidation, operating profit improved significantly by ¥506 million year on year												

Number of Employees in FY1/2026

Unit: Name	FY1/2025				FY1/2026				From the preceding year		
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	Change	Rate of change	
Group Consolidated	Full-time employees	3,276	3,243	3,327	3,347	3,490	3,198	3,060	2,953	-394	-11.8%
	Part-time employment	4,918	4,835	4,841	4,791	4,832	4,929	4,903	4,751	-40	-0.8%
	Total	8,194	8,078	8,168	8,138	8,322	8,127	7,963	7,704	-434	-5.3%

※The Group Consolidated includes the number of employees of corporate (common) personnel in addition to the following

Domestic Solutions	Full-time employees	1,396	1,407	1,451	1,452	1,475	1,483	1,479	1,481	+29	+2.0%
	Part-time employment	3,793	3,658	3,728	3,700	3,700	3,884	3,873	3,662	-38	-1.0%
	Total	5,189	5,065	5,179	5,152	5,175	5,367	5,352	5,143	-9	-0.2%

As contracts for personnel with no recent work assignments were terminated, the number of part-time employment declined substantially compared with 3Q of FY2026/1

Overseas Solutions	Full-time employees	1,580	1,531	1,570	1,582	1,698	1,634	1,565	1,457	-125	-7.9%
	Part-time employment	1,020	1,072	1,005	991	1,034	1,031	1,017	1,076	+85	+8.6%
	Total	2,600	2,603	2,575	2,573	2,732	2,665	2,582	2,533	-40	-1.6%

After peaking at 1Q of FY January/2026, we are progressing with the temporary streamlining of our system to achieve a surplus in net income

Media Content	Full-time employees	293	298	299	305	309	73	8	8	-297	-97.4%
	Part-time employment	102	102	104	96	94	10	10	11	-85	-88.5%
	Total	395	400	403	401	403	83	18	19	-382	-95.3%

Palabra, which became the only member company after 3Q of FY January/2026, was integrated into Domestic Solutions from FY January/2027

FY2026/1 Consolidated Financial Position

- Rebalancing the asset portfolio through Media Contents withdrawal and M&A-related impairments
- Develop a structure that leads to enhanced investment attractiveness through improved capital efficiency in a recovery phase

Millions of yen	End of FY2025/1	End of FY1/2026	Change	Rate of change
Current assets	19,707	16,530	-3,176	-16.1%
(of which, cash and deposits)	(7,012)	(6,986)	(-26)	(-0.4%)
Property, plant and equipment	2,131	2,315	+183	+8.6%
Intangible assets	4,184	360	-3,823	-91.4%
Investments and other assets	2,417	3,121	+704	+29.1%
Fixed assets	8,733	5,797	-2,935	-33.6%
1 Total assets	28,441	22,328	-6,112	-21.5%
Current liabilities	15,390	13,633	-1,757	-11.4%
Long-term liabilities	604	272	-331	-54.9%
Total liabilities	15,995	13,905	-2,089	-13.1%
2 Net assets Sum	12,445	8,422	-4,022	-32.3%
(of which, treasury stock)	(-2,552)	(-2,552)	(-)	(-)
3 Liabilities and net assets	28,441	22,328	-6,112	-21.5%

1 Media withdrawal and M&A-related impairment

Reduction in current assets	- ¥3.176 billion
Decrease in intangible assets	- ¥3.823 billion

2 PBR 1.33 (+0.14Pt)

Market capitalization (as of the end of the fiscal year)	- ¥3.93 billion
Net assets	- ¥4.022 billion

3 Equity ratio 37.7% (-6.0Pt)

Decreases in retained earnings	- ¥4.045 billion
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FY2026/1 Consolidated Cash Flows

Stable ability to generate cash from core businesses despite negative net income

- Operating CF decreased due to higher payments for severance indemnities and income taxes.

Net cash provided by investing activities was substantially positive year on year.

- <FY1/2026> Proceeds from sales of shares of subsidiaries associated with the withdrawal of Media Contents: Recorded ¥888 million
- <FY1/2025> Purchase of Ghostpunch business: ¥1.92 billion incurred

Millions of yen	Previous term 2025/1 Full Year (2024/2-2025/1)	Current period FY2026/1 Full year (2025/2-2026/1)	From the preceding year
Net cash provided by operating activities	919	385	-534
Cash flow from investing activities	-3,178	-282	+2,896
1 Cash flow from financing activities	1,252	12	-1,239
Effect of exchange rate change on cash and cash equivalents	176	-142	-319
Increase in cash and cash equivalents	-830	-26	+804
Cash and cash equivalents at beginning of term	7,843	7,012	-830
2 Cash and cash equivalents at end of term	7,012	6,986	-26

1 Stable financial cash flow

Decrease in short-term borrowings - ¥1.894 billion

2 Under the capital allocation policy Working capital: Secure 2 months of monthly sales

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Sales

¥47.082 billion

Year-on-year change
- ¥1.755 billion

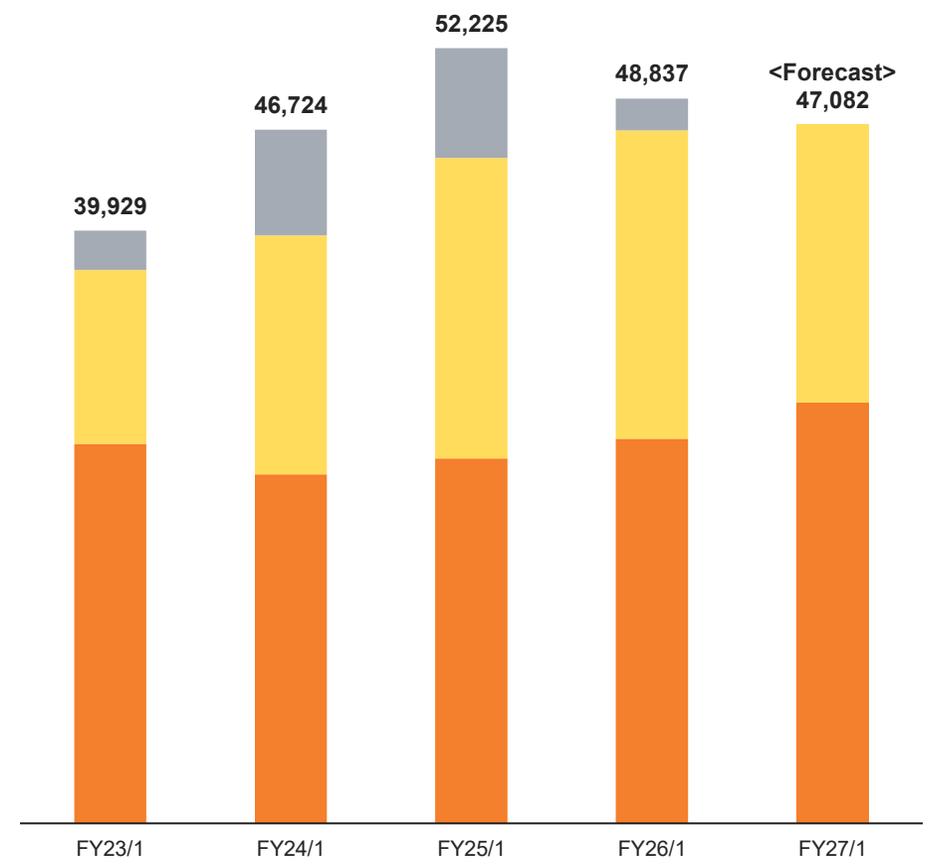
Rate of change
-3.6%

Domestic Solutions Expects Record-High sales
Overall sales decreased due to the absence of Media Contents and a temporary decline in sales abroad.

Gradual Accumulation of Profits to Achieve Net Income
Forecast net income at the time of H1 will be in the red, but we will work to accelerate the time of achieving profitability.

- Media Contents sales
- Overseas Solutions's sales
- Domestic Solutions's sales

Millions of yen



FY2027/1 Forecast (YoY)

- Profitability is planned for the first time in 4 fiscal years due to the earnings base that has been restructured after business reorganization, etc.
- Forecast lower sales and higher profits YoY due to a temporary decline in sales of Media Contents stripping and Overseas Solutions
 - Slight increase in profit due to increased burden of Domestic Solutions allocation of company-wide expenses due to consolidation of head office functions

	Results for the previous fiscal year FY2026/1 Full year (2025/2-2026/1)		Current forecast 2027/1 Full Year (2026/2-2027/1)		From the preceding year	
	Amount	Profit ratio	Amount	Profit ratio	Change	Rate of change
Millions of yen						
1 Sales	48,837	-	47,082	-	-1,755	-3.6%
2 Operating profit	-238	-0.5%	2,014	4.3%	+2,253	-
Ordinary profit	-508	-1.0%	1,891	4.0%	+2,399	-
Profit attributable to owners of parent Net Income	-3,479	-7.1%	700	1.5%	+4,179	-
Per share Net Income	-¥98.41	-	¥19.81	-	+¥118.21	-
(Reference) EBITDA	947	1.9%	2,867	6.1%	+1,920	+202.7%
3 Dividend per share	¥16	-	¥16	-	±¥0	-
	Interim: ¥8	-	Interim: ¥8	-	Interim: ±¥0	-
	Year-end: ¥8	-	Year-end: ¥8	-	Year-end: ±¥0	-

1 Sales

Media Contents	- ¥2.139 billion
Overseas Solutions	- ¥2.072 billion
Domestic Solutions	+¥2.457 billion

2 Aiming for ¥2 billion for the first time in FY2023/1

Media Contents	+¥141 million
Overseas Solutions	+¥1.591 billion
Domestic Solutions	+¥84 million
Company-wide	+¥437 million

3 Maintain progressive dividends

By increasing dividend resources through regrowth, Policy of early realization of continuous dividend increase resumption

FY2027/1 Business Climate and Strategic Domestic Solutions

- Building a stable earnings base by building high barriers to entry in the mature domestic game market
- In Tech field (software testing, system development), where there is plenty of room for growth, there are numerous competitors, but there is considerable potential for growth.

Millions of yen	Results for the previous fiscal year Ended January 31, 2026			FY2027/1 Forecast			Compared to full year	
	H1	H2	Full year	H1	H2	Full year	Change	Rate of change
Sales	12,880	13,024	25,904	12,865	15,497	28,362	+2,457	+9.5%
Operating profit	658	470	1,128	167	1,045	1,212	+84	+7.5%
Operating profit rate	5.1%	3.6%	4.4%	1.3%	6.7%	4.3%	-0.1Pt	—



Issues (FY1/2026)

Stagnant sales in Tech field due to difficulties in securing engineers

- Temporary decline in profitability due to the completion of large-scale projects and expenses for upgrading bases
- Fixed costs, such as rent and personnel expenses (conversion to permanent employees and employment), are on the rise



Handset (FY 2027/1)

- Strengthen recruitment and make new graduates more competitive under the new educational system
- Increase in revenues in the games field due to the acquisition of market share
- Improving Labor Productivity by Improving Operational DX - AI

Strategy

- Enhance the value of our presence in the game and entertainment industries by supporting all processes through group collaboration
- In Tech field, we are focusing on expanding sales in FoodTech and FinTech areas where we can leverage our strengths
- Evolve business structure based on AI techniques that will lead to horizontal expansion to Overseas Solutions

FY2027/1 Business Climate and Strategic Overseas Solutions

- Market size in the gaming field is enormous, including the penetration of e-sports and demand for localization of highly popular global IP
- Environmental changes due to soaring personnel costs and AI adoption, while at the same time there is a large marketplace that can be expanded outside the gaming field

Millions of yen	Results for the previous fiscal year Ended January 31, 2026			FY2027/1 Forecast			Compared to full year	
	H1	H2	Full year	H1	H2	Full year	Change	Rate of change
Sales	9,750	11,042	20,792	8,826	9,893	18,720	-2,072	-10.0%
Operating profit	-585	-354	-939	111	539	651	+1,591	—
Operating profit rate	-6.0%	-3.2%	-4.5%	1.3%	5.5%	3.5%	+8.0Pt	—



Issues (FY1/2026)

- Sales are expected to decline in FY1/2027 as the order environment fluctuates dramatically
- Relatively lower margins than Domestic Solutions
- Environment is changing drastically, and the accuracy of the results forecast is low.



Handset (FY 2027/1)

- Beginning in FY1/2026, flexible organizational streamlining was implemented.
- Efficient use of AI and promotion of transfer to bases with low personnel costs
- Strengthen Group headquarters functions to deepen business management and guidance

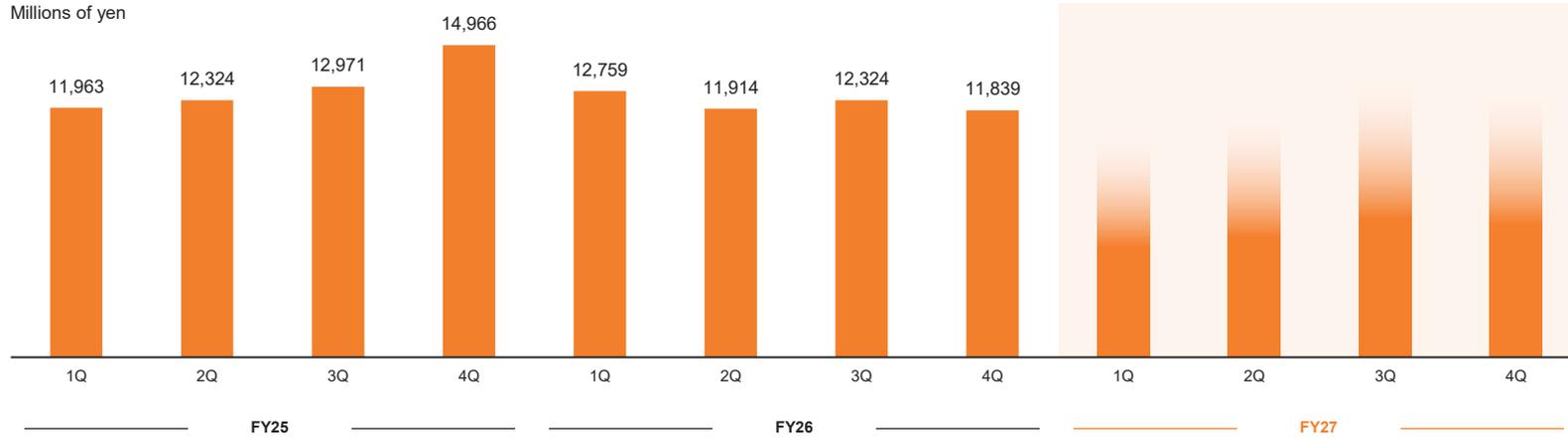
Strategy

- Improve labour productivity by improving AI and improve profitability by transferring bases
- Develop a focused hub strategy for regions with high growth potential
- Utilize data assets accumulated by responding to languages and cultures around the world in a variety of ways

FY2027/1 Quarterly Trends (Image)

Sales

H1 sales declined due to the dissipation of Media Contents and peaking out abroad.

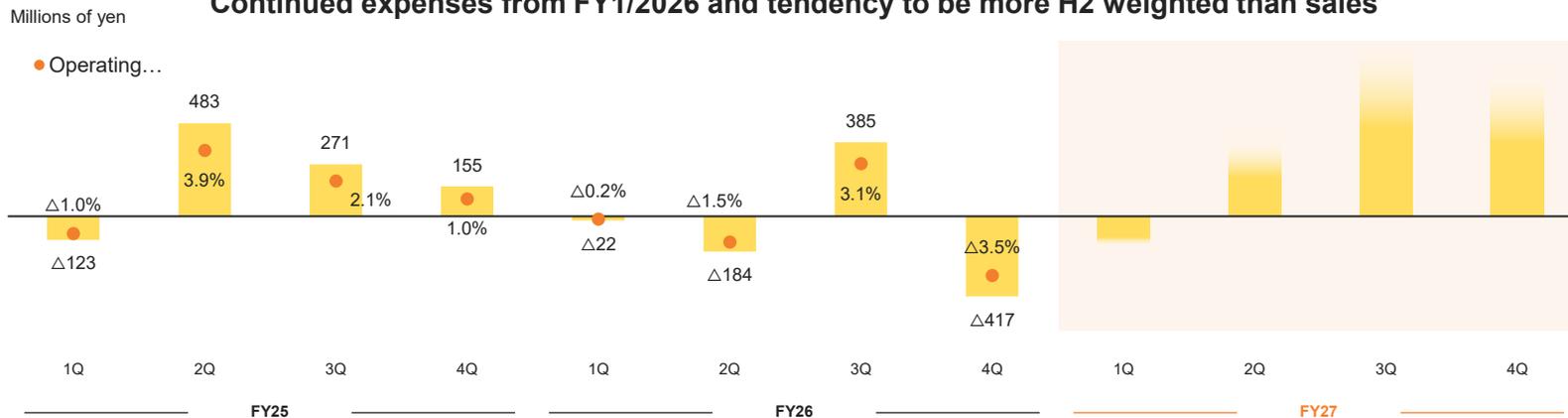


3Q are currently expected to peak

This is a result of the accumulation of highly probable projects, and may fluctuate in the future depending on various conditions. Focusing on H2, the company aims to outperform projects it will acquire in the future.

Operating profit

Continued expenses from FY1/2026 and tendency to be more H2 weighted than sales



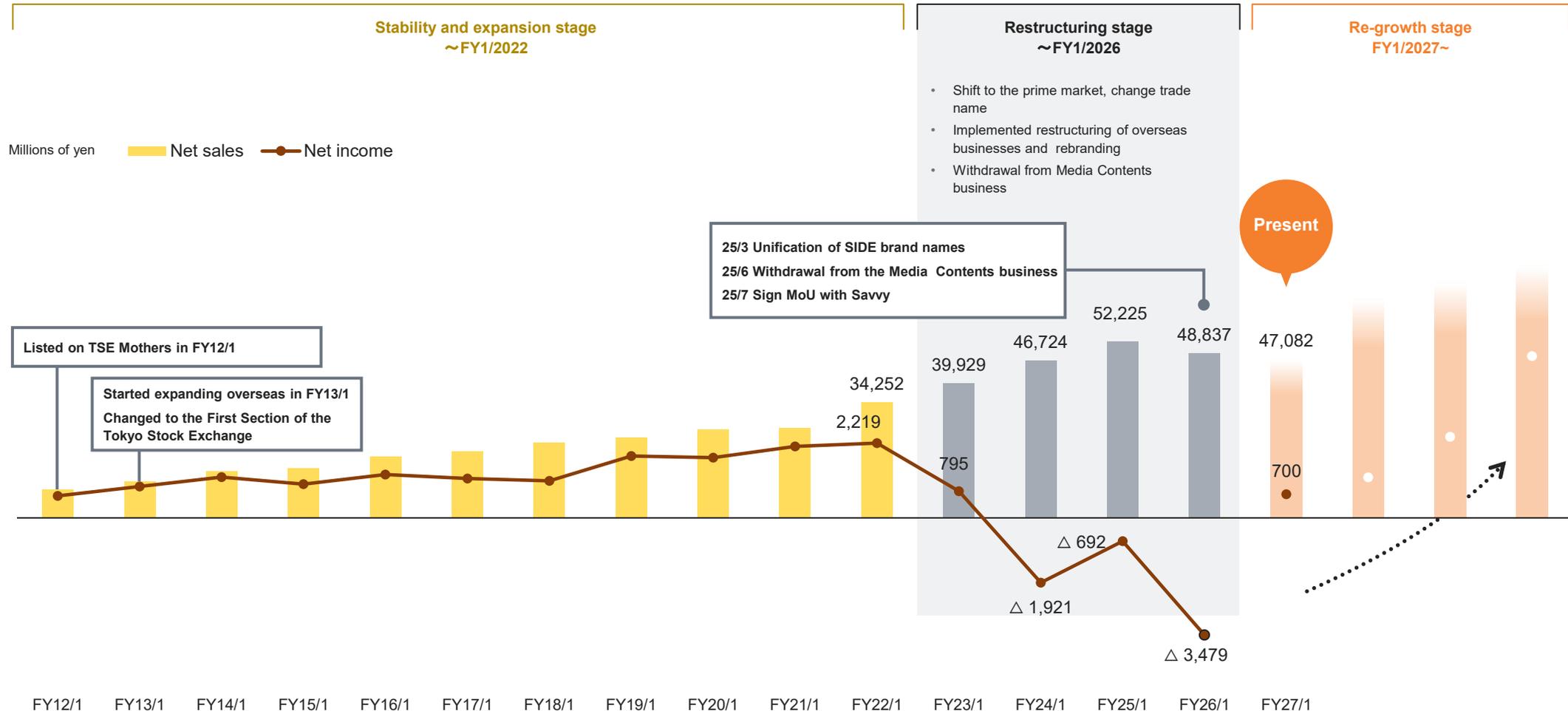
Like sales, expected 3Q peaks

Although there is a strong likelihood of an operating loss at the time of 1Q, cumulative H1 is expected to return to profitability. Reduce 1Q losses as much as possible from the perspective of improving the stability of business operations.

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Achieving steady regrowth on the earnings foundation rebuilt through several years of business restructuring

Shift to positive earnings and resume the growth trajectory.



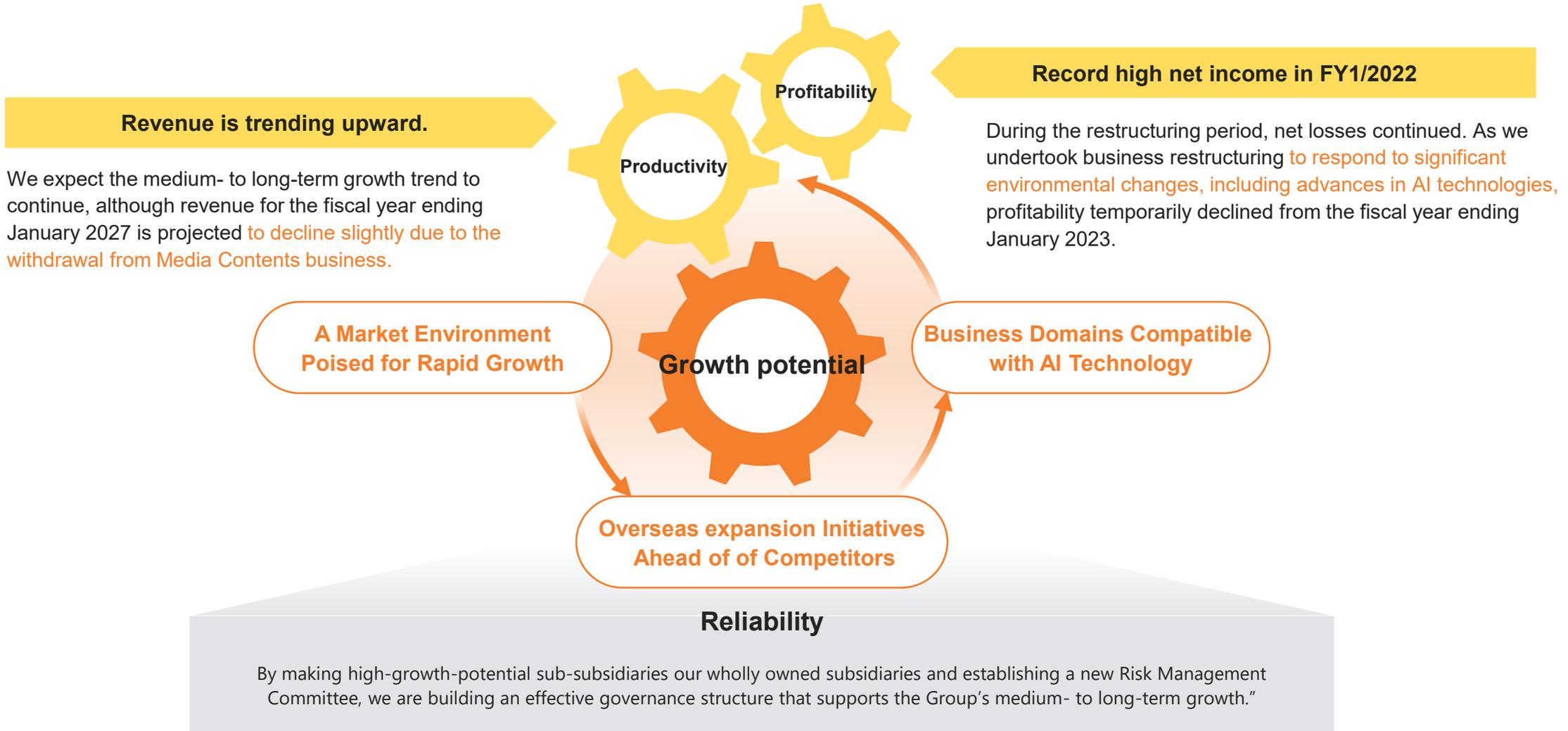
Management Policy for Enhancing Corporate Value

■ Leverage the business environment and strategies to achieve sustainable growth.

Business growth	Recovery and renewed growth of profitability	<ul style="list-style-type: none">• Driven by high growth potential, productivity recovers to near historical levels. Despite being affected by withdrawal operations, sales forms an upward trend.• We will prioritize the recovery of profitability in the future.
	Collaboration between AI techniques and people	<ul style="list-style-type: none">• Develop the twin pillars of "systems and people" that have continued since our founding.• Improve productivity and profitability and pursue further quality of services.
	Concentrated investment in focus areas	<ul style="list-style-type: none">• Domestic Tech field: Focus on areas where strengths cultivated in game QA can be utilized.• Overseas games field: Respond to a liquid market environment by streamlining organization.
Strengthen human resources	Continuing investment in human capital	<ul style="list-style-type: none">• Build office environments and work styles to maximize human capital.• Recruitment and promotion of diverse human resources, cultivation of next-generation executive candidates.
Finance Soundness	Optimize the balance between growth investment and shareholder returns	<ul style="list-style-type: none">• Achieve both growth investment and shareholder returns through operating cash flow generation and effective utilization of interest-bearing debt.• Establish discipline for investment and withdrawal.

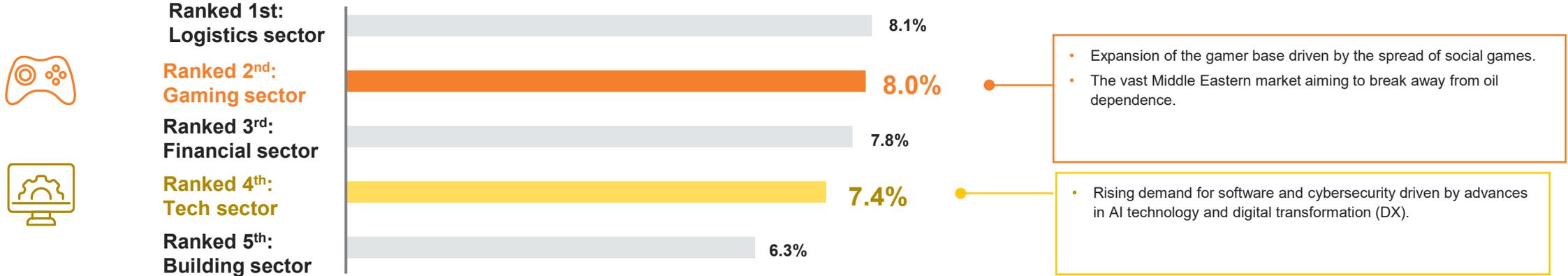
Image of Profitability Recovery and Re-growth

- Continuously improve productivity and profitability with high growth potential as the driving force
- "Protective Initiatives" to enhance reliability by strengthening the governance system



Growth potential ~ Market environment~

Gaming and Tech sector ranked top in "the fastest-growing industry in the next decade"



Source: Morgan Stanley-"Industries with the Fastest Growth Through 2030" (2023)
 From JETRO-"MENA Game Market Environmental Analysis (2025), CAGR Forecast of Market Size Growth Rates from 2022 to 2027

MENA (Middle East and North Africa) gaming marketplace, which is expected to grow significantly



Government-backed advancement of the gaming ecosystem

- **Our group signed an MoU with Savvy Games Group**, a wholly owned subsidiary of the Saudi Arabian government fund (July 2025). Establishment of a site in Riyadh, Saudi Arabia's capital, scheduled to begin operations in 2026
- The Esports World Cup 2025 (EWC2025), funded by the same sovereign fund, featured **the largest prize pool in esports history at the time** and attracted 750 million viewers.

Growth ~Rapid Development of AI Technologies~

A business model that pursues higher quality through the mutual complementarity of AI technology and human capabilities.

Efficiency of data processing, analysis, and forecasting Specialty in work automation, etc.



- Efficiently Discover Simple Bugs
- Can translate large amounts of text in a short time
- Reduction of errors and uniformity of deliverables through automation



Possesses the ability to interpret context and nuances beyond AI's limitations



- Handling misdetection/misinterpretation of AI and complex bugs
- Adjusting translations to ensure high quality while preserving the work's original worldview.
- Improve profitability by focusing on highly productive operations

Continuing sustainable growth through the dual driving forces of systems and people.



Developing high-value-added "AI human resources"

- Strengthen recruitment and education **to acquire high-priced projects that were previously difficult to implement** with the re-skilling system, centered on software test engineers

Introduction of new service systems utilizing AI techniques

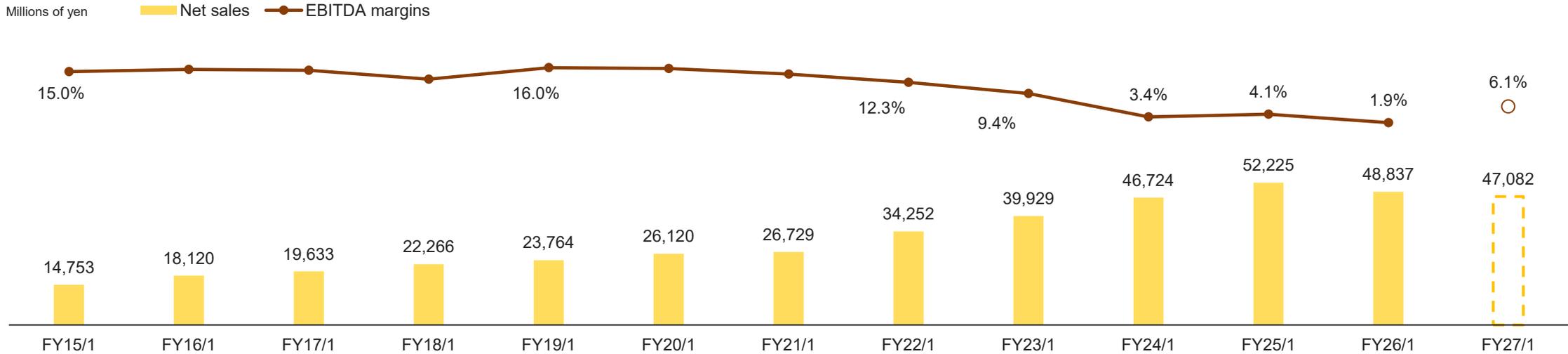
- **Game QA Solution Razer Cortex announced*1** (August 2025), the world's first service that utilizes AI to analyze the outcome of a large-scale test play
- **New system announcement (October 2025) that automates the design of software testing plans.** Expectations for shorter software development and elimination of bottlenecks utilizing the generation AI.

* Razer, which handles gaming hardware for PC, and Side our overseas-consolidated subsidiary

Productivity and profitability

Prioritizing the Pursuit of Improved Profitability

- EBITDA margins = Sales ÷ EBITDA



Productivity

Current situation

- Sales has been rising continuously even during the reorganization period
- Recently declined slightly due to the withdrawal from Media Contents.

Improvement measures

- Promote unit price negotiations in the gaming sector and sales expansion in Tech sector
- Pursue acquisition of high-priced projects in Tech sector

Profitability

Current situation

- Delayed recovery due in part to withdrawal business
- Occupancy rates are unstable overseas due to a liquid order environment

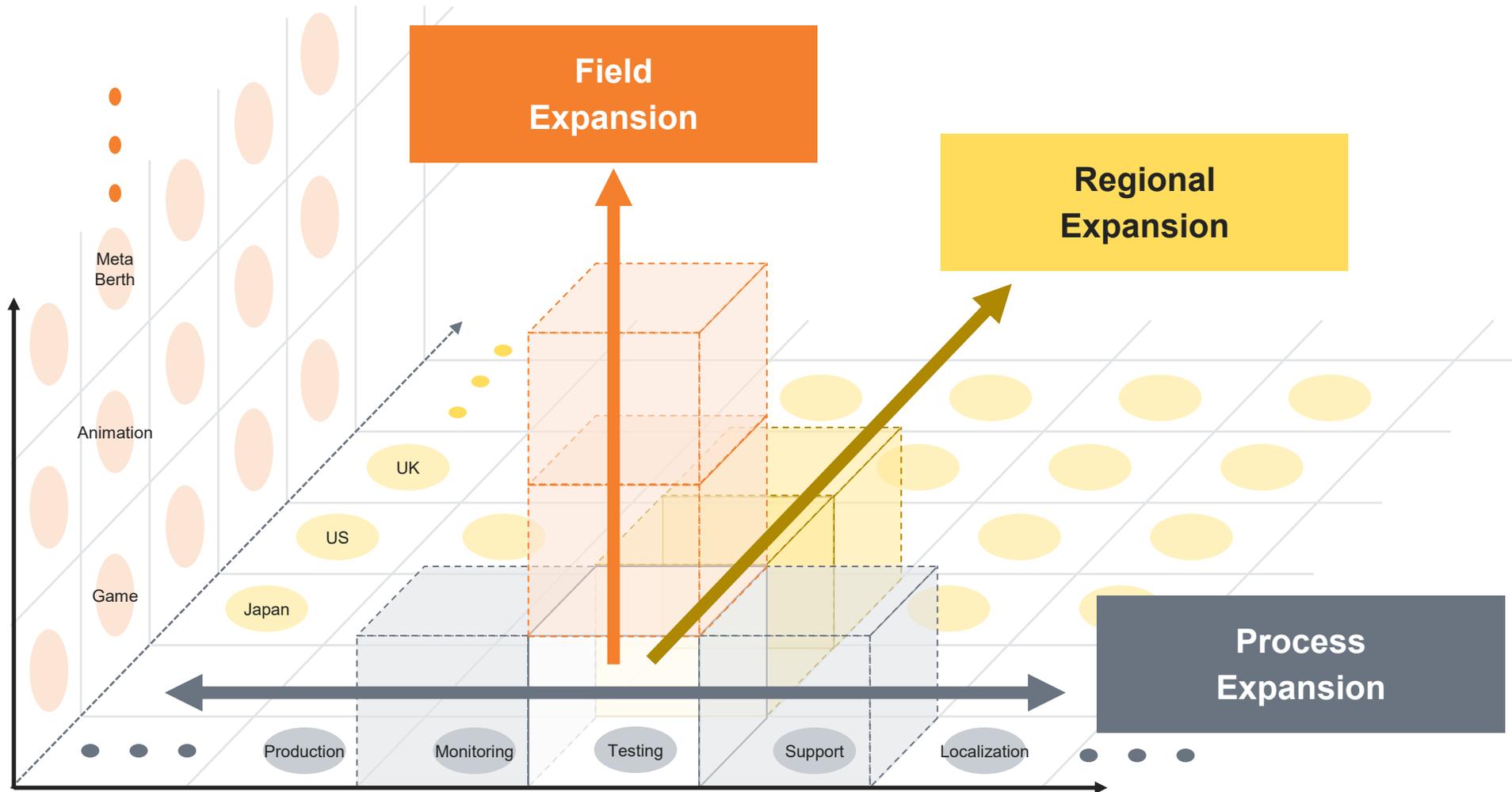
Improvement measures

- Respond flexibly to changes in the environment by streamlining overseas organizations
- Continue to promote rationalization through AI techniques and consolidation and closure of sites

Three-Dimensional Growth Strategy

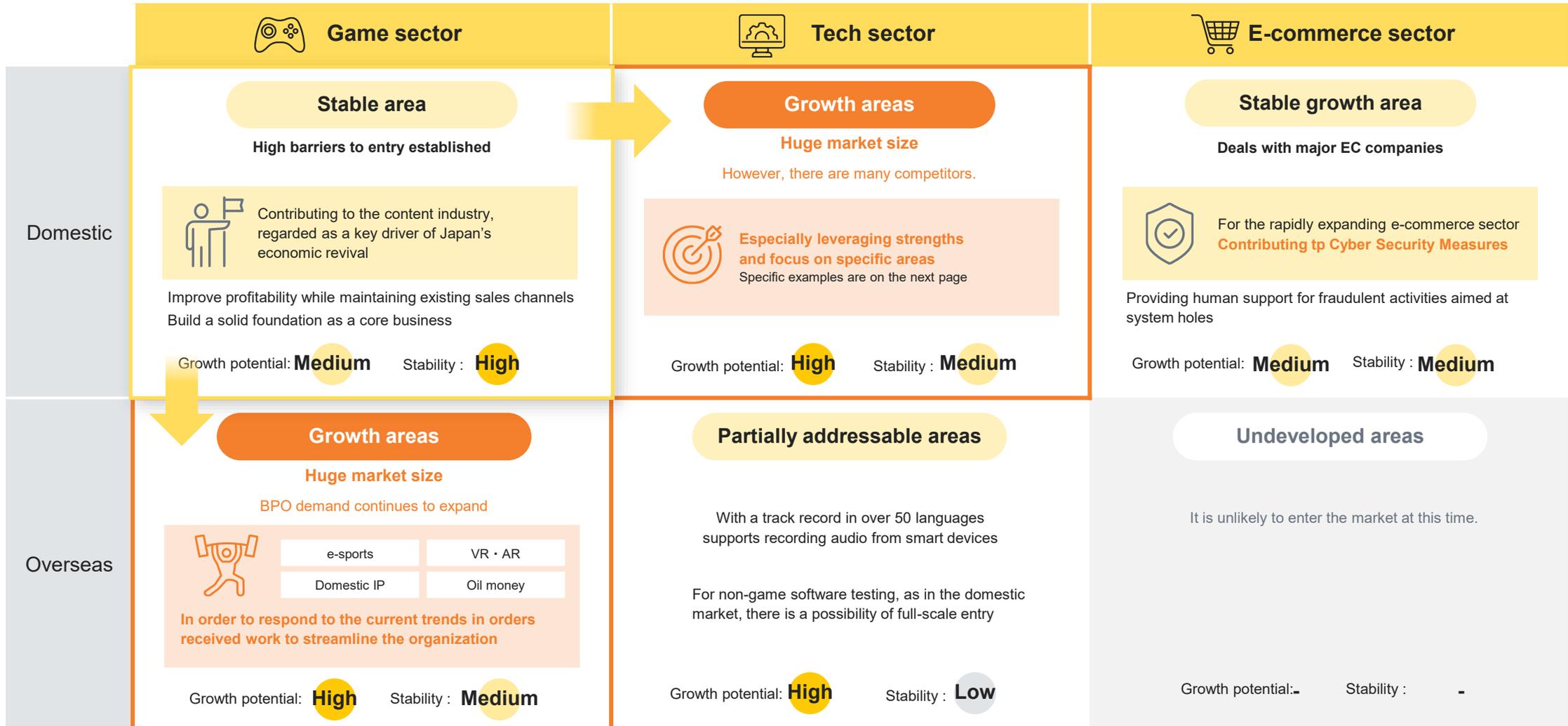
Growth effects that interact with three vectors

- With ‘Service Life Cycle’ at the core of our business, we are committed to formulate and promote three-dimensional growth strategies in each of the three vectors that interact with each other: ‘Process’, ‘Region’ and ‘Field’. This is defined as ‘Three-dimensional growth’.



Future growth policy-Domestic and overseas focus areas-

Expand investment in growth areas based on the domestic game sector, which is a stable area



Future Growth Policy-Focus Areas in Tech Fields-

Focus on fields where the strengths cultivated in Game QA can be particularly active

Objective evaluation from players



The quality of our services has been strengthened not just by direct customer feedback, but by the objective perspective of third parties.

Regardless of age or gender
Assuming various players

×

Pursue ease of play and ease of operation



Food × Tech



FoodTech | Area of fusion of food and technology

- Restaurant industry
- Healthcare
- Food loss reduction
- Food delivery

Assumed users: Mainly customers in the restaurant industry

An area where **DX and BPO are rapidly advancing against the backdrop of labor shortages**, including automated ticket machines, tablet-based ordering, and automation of serving and call handling. This is a field where our expertise—cultivated through past businesses such as game QA—can be leveraged, for example, in building environments that are easy for anyone to operate.

Finance × Tech



FinTech | Area of integration of finance and technology

- Cashless settlement
- Crypto assets
- Net securities
- Net insurance

Assumed users: From children to the elderly

The COVID-19 pandemic accelerated the adoption of cashless payments in daily life. Furthermore, government-driven efforts to popularize asset management have led to a surge in online securities account openings. With growing security concerns such as account hijacking, **we can help balance effective fraud prevention with user-friendliness.**

Continued investment in human capital

Securing a Sustainable Growth Base to Maximize Human Capital

Maximize utilization of existing human resources

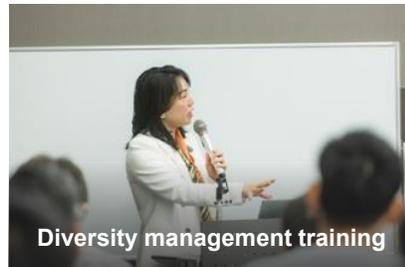
- Providing Riskilling Opportunities through Work and Human Resource Education
 - Reskilling initiatives focused on software testing engineers.
 - Develop AI human resources to meet up-to-date needs, such as testing automation
- Implementation of Job-specific Training by Experts



Lecturer: tsuyoshi yumoto

Realizing Diversity

- Promoting Employment for People with Handicaps
- Implementation of diversity management training for executives



Lecturer: Ms. Sachiko Habu

*1: Performance at Port Win Co., Ltd. (as of the end of October 25)

*2: Targets 5463 employees of domestic group companies (FY1/25)

*3: Average of women when the average of men is taken as 100

New graduates and mid-career recruitment

- Started hiring new graduates in FY1/24
 - Of the 36 new graduate hires over the last three terms, 33 remain employed. *1
- Technical training for new graduates in FY2025
 - Ability to provide immediately deployable talent capable of everything from software test design to automation
 - Demonstrated a training process that develops fresh, inexperienced graduates into productive engineers in a short period
- Conversion of non-regular employees to full-time positions and recruitment of next-generation executive candidates
 - Aggressively recruit diverse human resources from young employees to candidates for next-generation executives

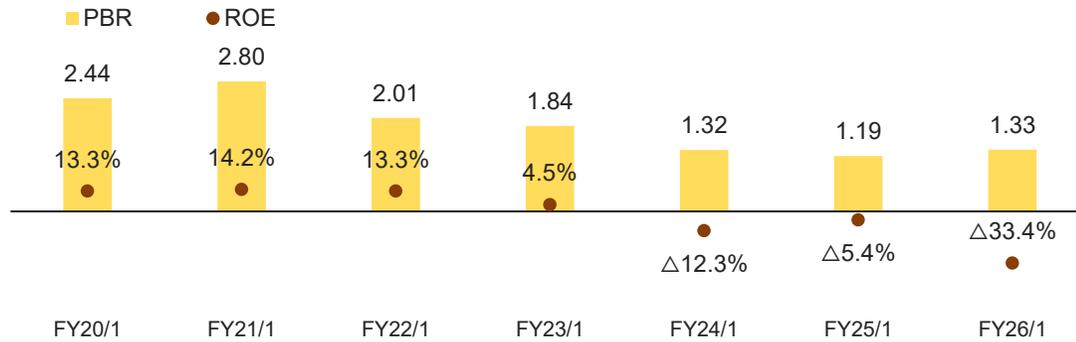
Provide an effective work environment

- Improve turnover and hiring efficiency by strengthening retention measures
- Introduction of remote work and flextime
- Diversity Indicator *2

Indicators	Results	Reference
Percentage of female managerial staff	15.9%	Government target: 30% by 2030
Percentage of male employees taking childcare leave	52.4%	Government target: 30% by 2025
*3 Differences in salaries between genders	84.2%	National average: 74.8%

Maintain financial soundness while continuously enhancing corporate value

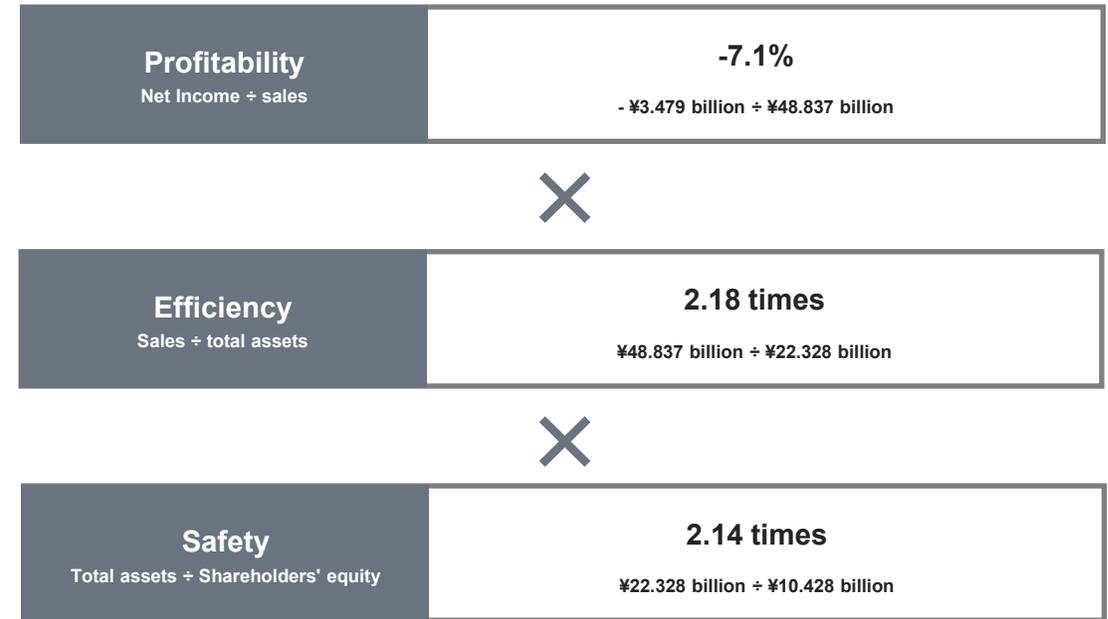
- ROE (Return on Equity) = Net profit margin/Shareholders' Equity



Toward recovery and renewed growth

Current situation	Improvement measures	Target level for FY1/2029
<ul style="list-style-type: none"> “ROE declined due to business restructuring .Efficiency and stability indicators have remained at generally standard levels. 	Improving profitability while restraining the rise in financial leverage	ROE: 15.0%

- Breakdown of -33.4% ROE: in FY1/2026 (DuPont decomposition)

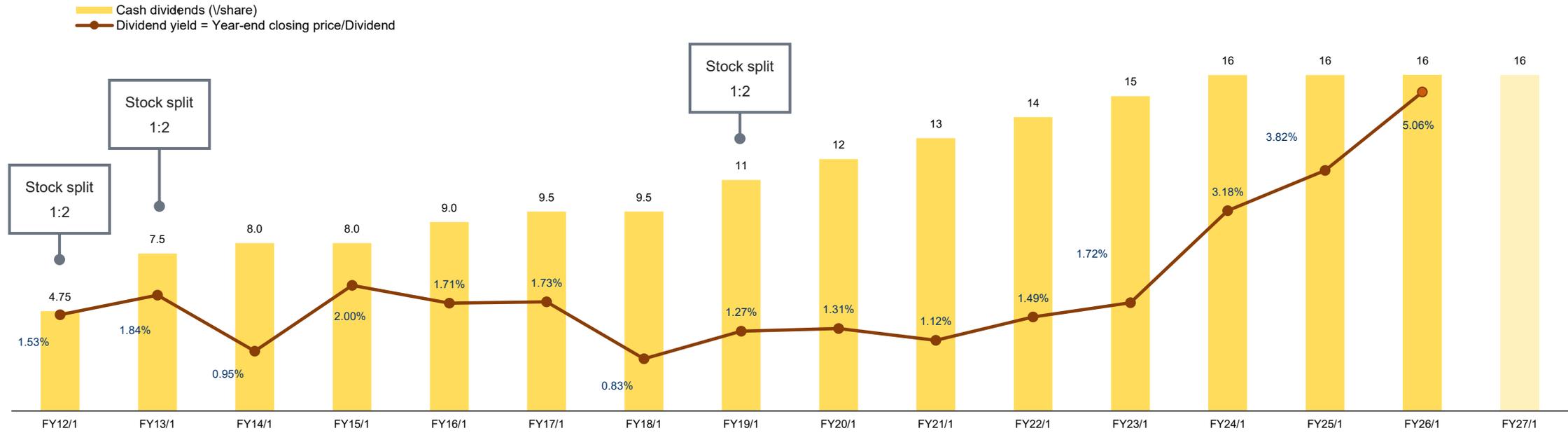


Policy of prioritizing shareholder returns and growth investments while ensuring sufficient capacity for flexible allocation

Sources	Cash and deposits	Investment CF	Finance CF	Operating CF
Allocation	Working capital Approximately 2months worth of monthly sales	Shareholder Returns For details, see the next page.	Growth investment In principle, within the scope of operating CF	Agile allocation M&A/ share buybacks

Policy on Distributing Profits to Shareholders

Since our listing in FY1/2012 (October 2011), we have continued a progressive dividend policy with no dividend cuts.



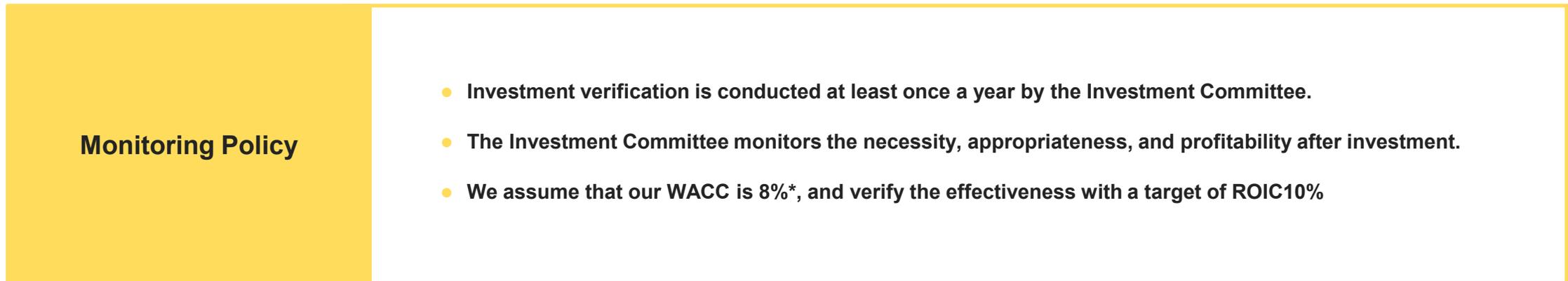
	FY1/19	FY1/2020	FY1/2021	FY1/2022	FY1/2023	FY1/2024	FY1/2025	FY1/2026	<Forecast> FY1/2027	Policy
DOE (net assets dividend rate)	2.6%	3.4%	3.3%	3.2%	3.2%	3.7%	4.4%	5.4%	-	Lower limit: 3.0%
Total return ratio	18.5%	23.3%	21.4%	27.8%	118.0%	—*2	—*2	—*2	80.8%	30.0% or more

Thousands of shares	Total										
Our share buyback	—	—	—	129.8	430.3	1,981.9	—	—	—	—	2,542.0
Acquisition of shares by directors	—	—	—	—	—	341.6	703.0	50.0	—	—	1,094.6

*1: The amount considering the impact of the stock split conducted in the past is stated based on the current amount as of March 26.

*2: No description on total return ratio from FY1/2024 to FY1/2026 due to negative net income

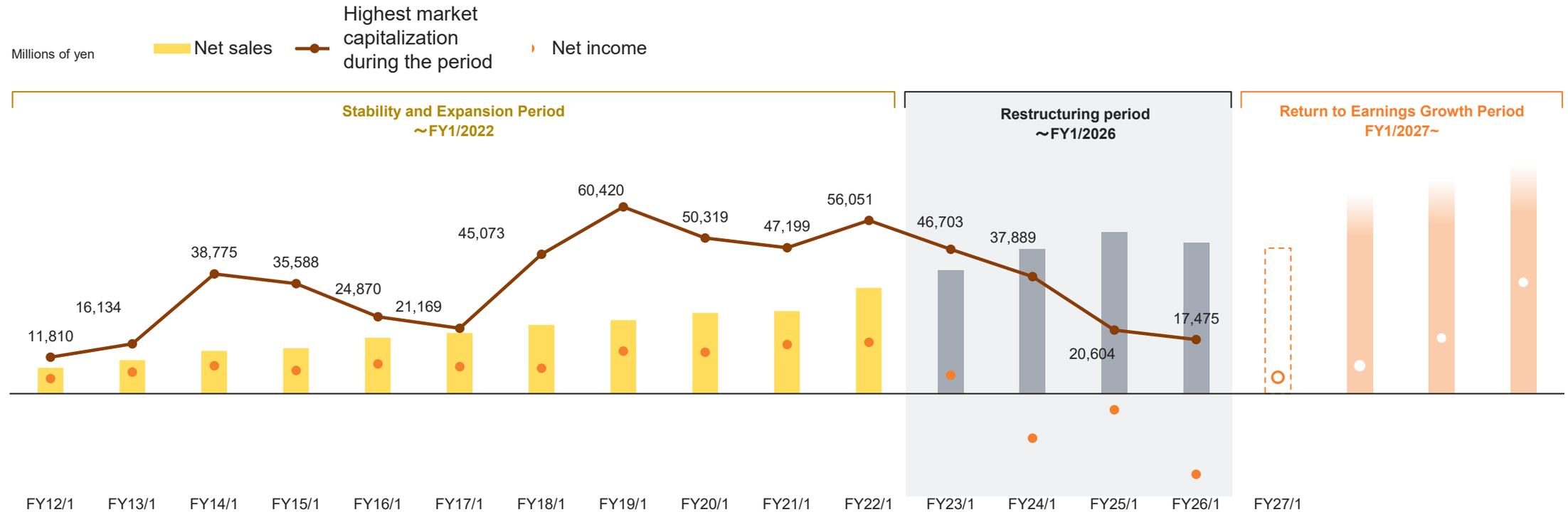
Invest as a $ROIC > WACC$ to achieve 3D growth



* Assume risk free rate of 0 to 1% + β 1.0 to 1.2 \times market risk premium of 6 to 7%, cost of debt of 1%, effective tax rate of 30.62%

Strengthening Our Market Presence

Performance turned to an improving trend, while stock prices and trading volume continued to trend downward



Aggressive IR measures aimed at realizing an early trend reversal

Increase market recognition

- Active and enhanced voluntary disclosure disseminated through the TSE, etc.
- Started regular speaking engagements at seminars for individual investors
- Providing explanation of background information to help to elimination information asymmetry

Strengthening Information Dissemination to Recover Trust

- Review of frequency of dissemination in response to accelerating changes in the business environment
- Pursue accuracy and fairness by unifying contact points
- Continue initiatives including shareholder returns

The Sustainability Committee was established in March 2024. Promoting the identification of materiality and the establishment of the Group Code of Conduct and Group Human Rights Policy.

Environment

- Promote paperless operations by improving DX of internal procedures
- Promoting the introduction of LED lights in offices.

Social

- Partial Amendment of Act for Eliminating Discrimination against Persons with Disabilities came into force in April 2024, promoting barrier-free content. (Palabra)
- Eliminate labor shortages by matching foreign personnel who want to work in Japan. (Stepjob)
- In collaboration with the national labor support transition centers, technical assistance and active employment promotion for people with disabilities.
- Educational activities for a healthy online society. (Pole To Win)
- Cooperation in the management of the 'Study group on children's internet usage'. (PTW)

Governance

- Voluntary nomination and remuneration committee established.
- Establishment of criteria for determining the independence of outside directors.
- Promoting greater board diversity (women, investors).



Palabra offers a barrier-free collaboration platform for expanding the possibilities of arts and cultural experiences.



「日本と世界をむすぶ」、一歩先を行く採用のカタチ



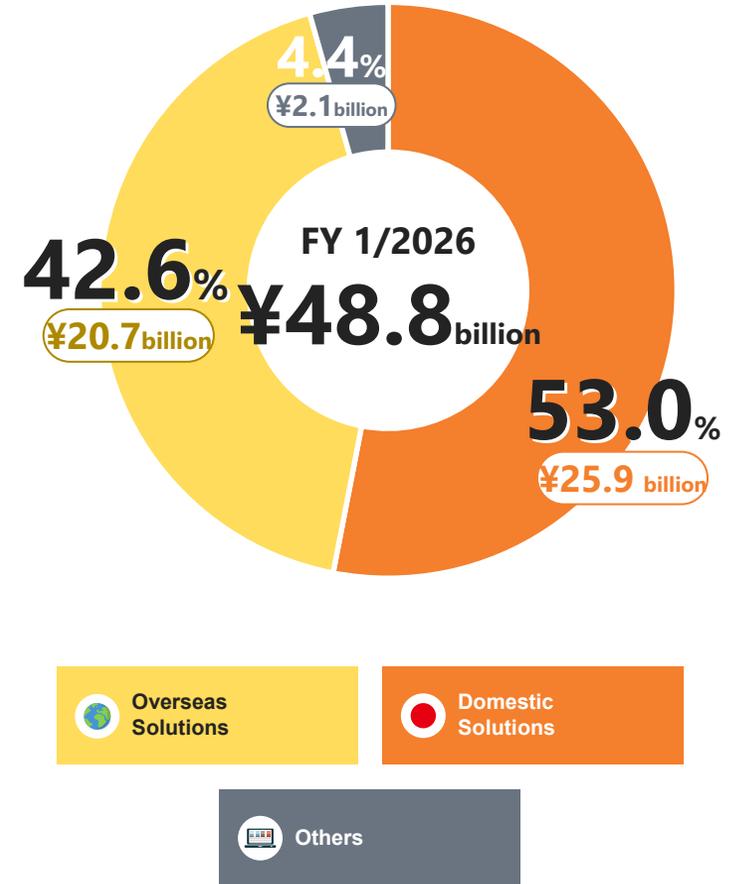
A matching system that 'quickly connects' foreigners who want to work in Japan with Japanese companies. An example of 'Stepjob' seminar.

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Corporate Profile

Global BPO partner for game/software development

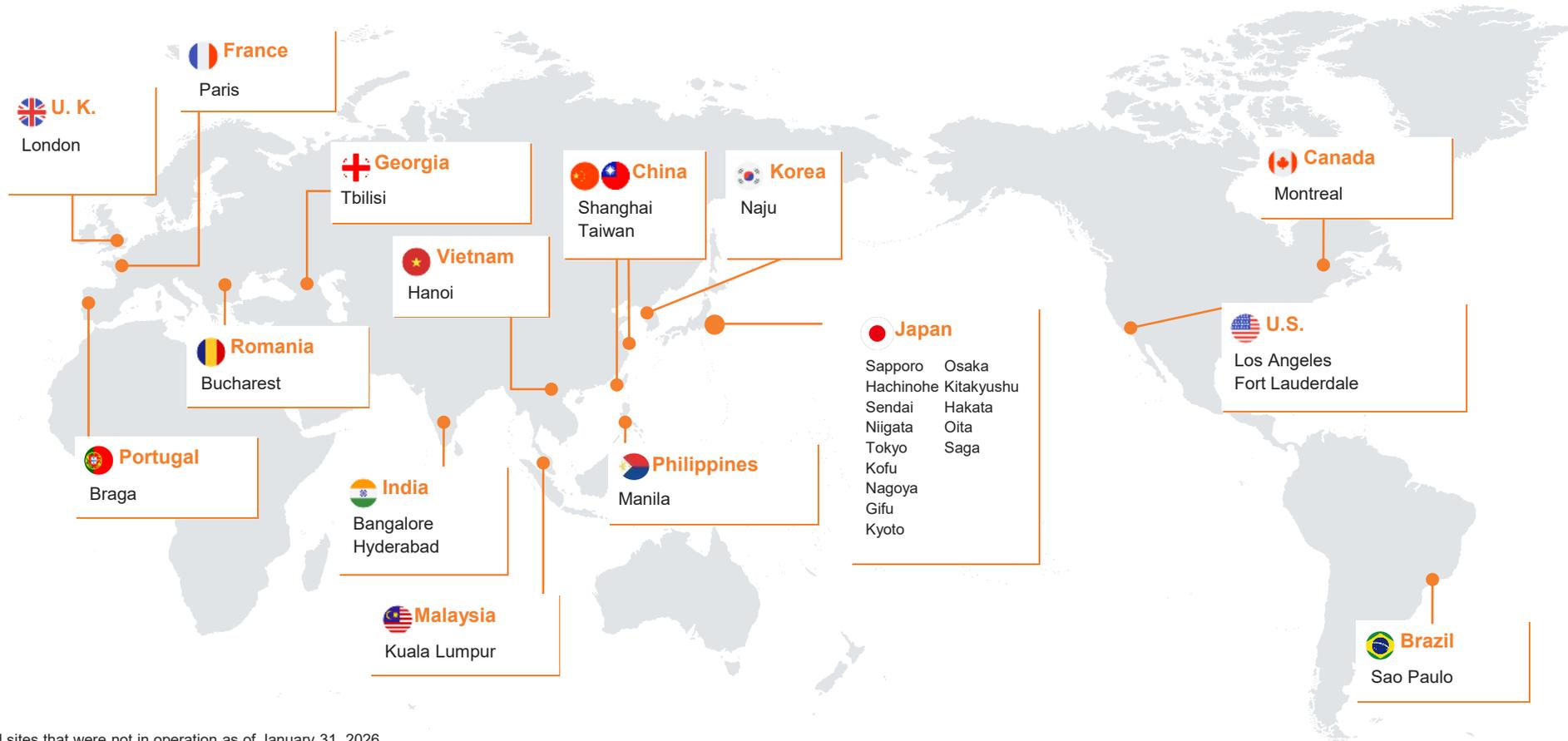
Company Name	Pole To Win Holdings, Inc.		
Representatives	Chairman: Tamiyoshi Tachibana President & CEO: Tepei Tachibana		
Head Office	Shinjuku NS Building, 2-4-1 Nishi-Shinjuku, Shinjuku-ku, Tokyo, Japan		
Number of employees	7704 (including 2953 full-time employees) *As of January 31, 2026		
Business of the group FY1/2026* of actual sales	By Sector	By Region	
	Game sector 54%	Japan 57.4%	Overseas 42.6%
	Tech sector: 19% E-commerce sector: 13% Others: 5%	Operating in 15 countries worldwide	



* Includes offsetting of Media Contents business and intercompany transactions withdrawn FY1/2026

Operating in

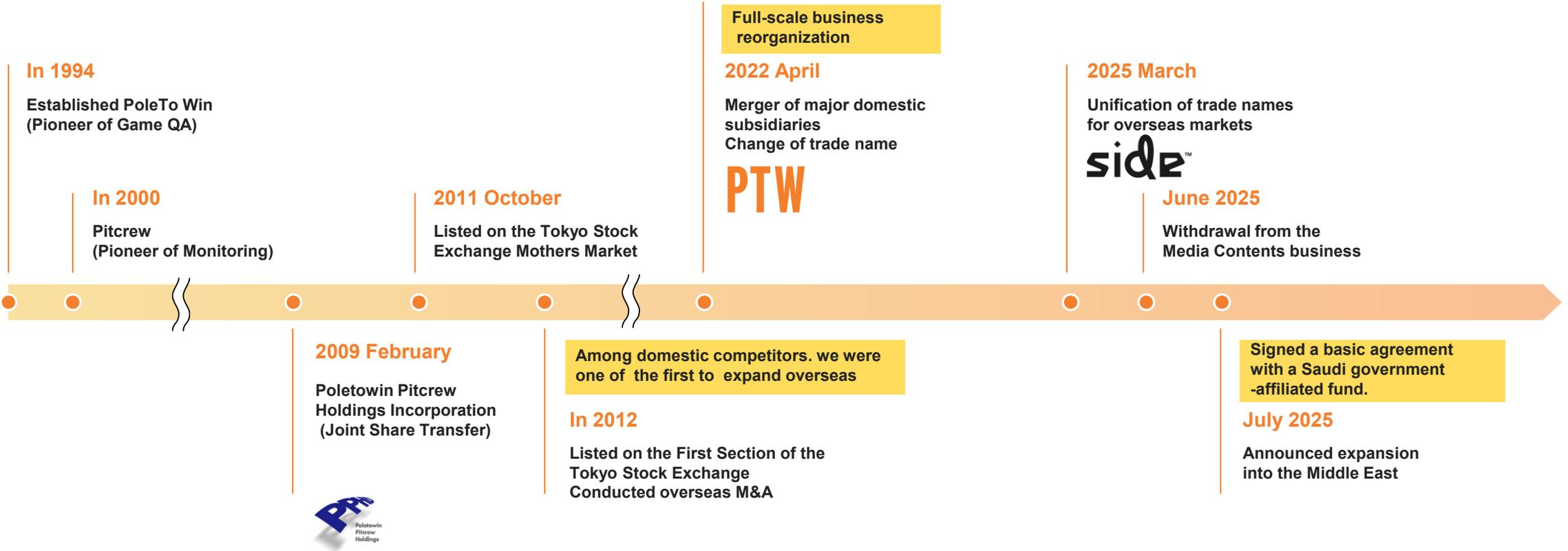
14 cities in Japan
17 sites in 14 overseas countries



* Excluding countries and sites that were not in operation as of January 31, 2026

History

From pioneering Japan's first business venture, through restructuring, to entering a phase of renewed growth.

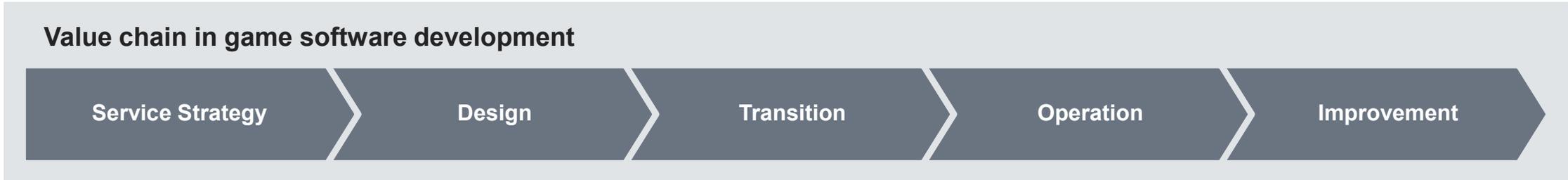


As of January 31, 2026, we have 38 consolidated subsidiaries.



* Excluding countries and sites not yet in operation

- Providing comprehensive solutions throughout the entire lifecycle of our clients' services — “from creation to discontinuation”.



Service Lifecycle Solutions Business that continuously meets evolving client needs through the dual pillars of systems and people.

Game QA	Software testing	Customer Support	Audio recording
Localization	Automated testing	Quality assurance consulting	Support for AI utilization
System development	Support for environment setup and migration	BPR Support	Cyber security
Fraud countermeasures	Vulnerability Diagnostics	Monitoring of posts	etc.

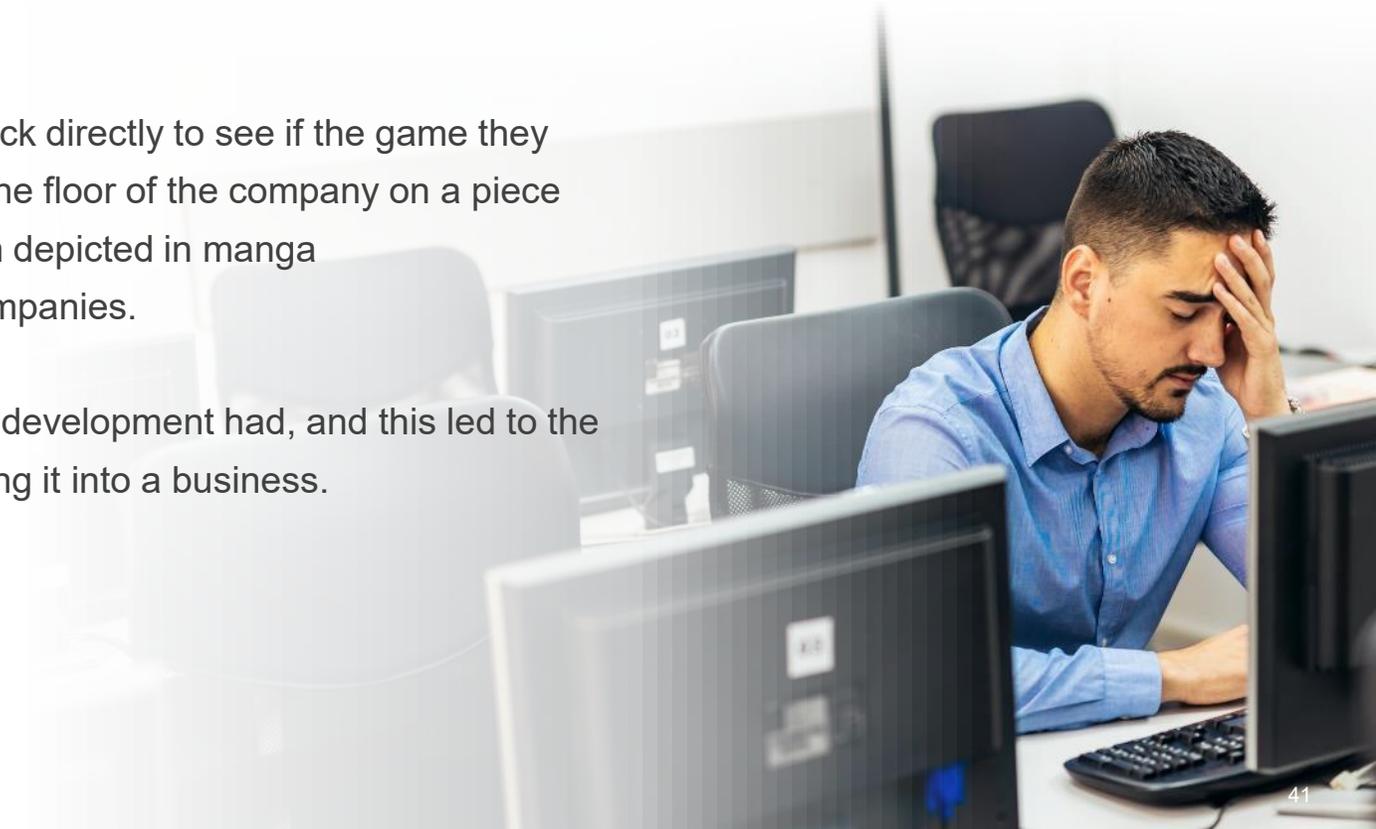
From a small insights to Japan's first business

As Japan's first business specializing in 'Testing/verification & evaluation' and 'Internet support', the Group has a proven track record and client base.

The origin of our business was a problem a game development company with which we had a relationship at the time.

In those days, the engineer who programmed the game would check directly to see if the game they had created worked correctly. It was a time when the 'sleeping on the floor of the company on a piece of cardboard and developing while growing a beard', a scene often depicted in manga and TV dramas, was actually happening at game development companies.

The founding members casually overheard this problem the game development had, and this led to the idea of outsourcing game testing to an outside company and making it into a business.



Continue to meet the ever-changing needs of clients

As we continued in the Testing/Verification & Evaluation Business, we accumulated experience and know-how, and were entrusted with more advanced assignments and more work. As we receive work in this way and continue to communicate with them, we were exposed to other problems that development companies have.

For example, customer support services. If the client is going to outsource the customer service after the service is released, we, who already have a thorough understanding of the service content through the testing/verification & evaluation process, can take care of it all together, which will bring great benefits to the client.

In this way, we have expanded the scope of our services in a way that continues to meet the needs of the video game industry.

Recently, in addition to various BPO services in the video game industry such as localization, voice recording, art production and marketing support, we have also started to offer third-party software verification and security diagnostics in other industries.

Similarly, Internet Supporting Business also provides e-commerce listing checks, customer support, evolving from social media post monitoring, identity verification services for cashless payment, customer support and monitoring with xTech including anti-fraud measures.

We have now integrated these businesses into a single segment called the Service Life Cycle Solutions Business, but we will continue to provide solution services that transcend frameworks and continue to meet the challenges faced by clients.



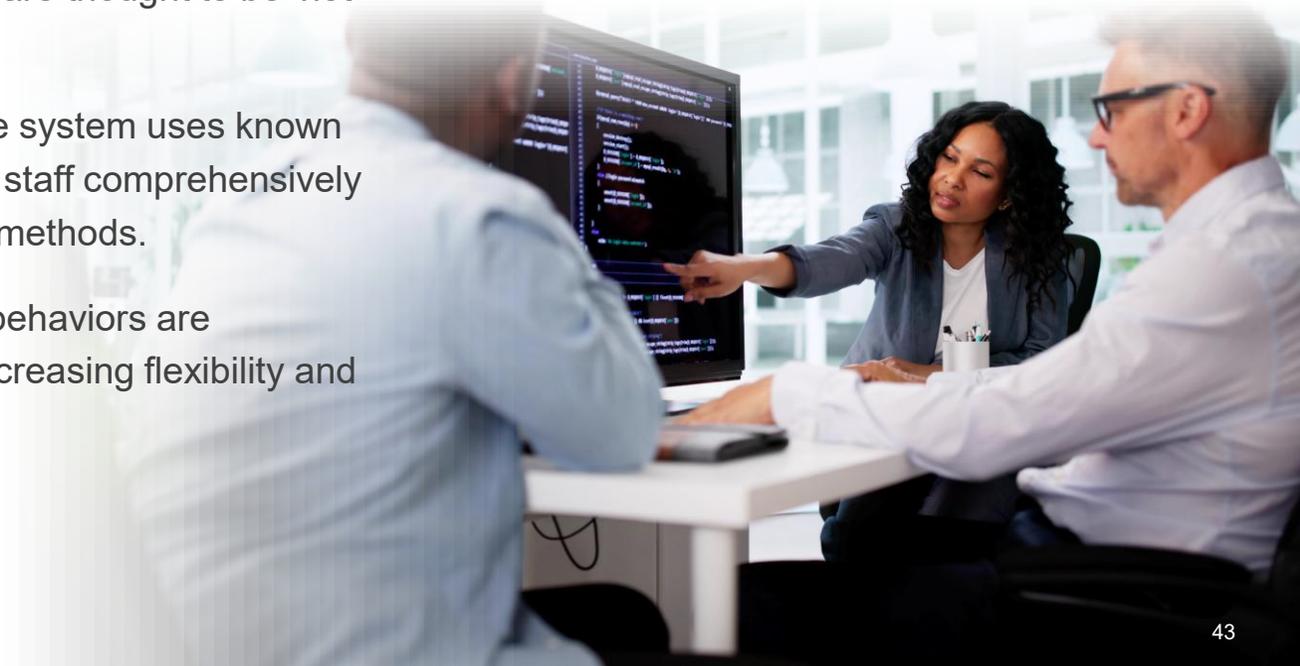
Business quality realized by both 'Systems and People'

Although business processes are undergoing digital transformation, and automation and assistance by AI are evolving, our group's strength lies in final check by 'People' and combining the advantages of both 'Systems and People'.

For example, in testing (quality verification by a third party) business and server monitoring, the system detects errors that can be judged mechanically, while our staff directly checks and reports on areas that cannot be judged as issues in the data, but are thought to be 'not appropriate' based on our experience.

In e-commerce item checks and social media postings monitoring, the system uses known patterns of fraud behavior to efficiently counter malpractice, while our staff comprehensively assesses and handles fraud behavior using new and unprecedented methods.

In an environment where quality definitions, error patterns, and fraud behaviors are constantly evolving, both 'Systems and People' are simultaneously increasing flexibility and efficiency.



Seize The New

As needs, markets, and environments continue to change, we cannot sustainably increase our corporate value if we remain stable.

Through trial and error and new challenges, we ‘seize’ the future and make it our own.



Data (past 5 years) *Effective from FY1/2023, the current business classification is applied

Millions of yen Unit: Name	FY1/2022				FY1/2023				FY1/2024				FY1/2025				FY1/2026			
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
Consolidated group																				
Sales	8,015	7,469	8,849	9,917	9,610	10,050	10,465	9,802	10,924	10,960	11,737	18,603	11,963	12,324	12,971	14,966	12,759	11,914	12,323	11,839
Operating profit	830	682	867	874	702	648	665	707	298	266	138	83	-123	483	271	155	-22	-184	385	-417
Ordinary profit	857	691	837	945	857	796	745	290	331	116	350	-41	-91	502	201	144	-480	-0	548	-575
Net Income	530	377	693	617	381	-219	378	254	97	418	30	-401	-404	219	-44	-462	-609	216	155	-3,242
EBITDA	1,021	864	1,125	1,187	978	954	885	942	543	551	378	132	154	483	271	155	312	-184	385	-193
Number of employees	5,717	5,894	6,283	6,642	6,658	7,012	7,143	7,287	7,389	7,621	8,142	8,652	8,194	8,078	8,168	8,138	8,322	8,127	7,963	7,704
Domestic Solutions																				
Sales	—	—	—	—	6,396	6,254	6,428	6,480	5,663	5,634	6,015	6,209	6,189	6,072	6,187	6,141	6,296	6,584	6,462	6,561
Operating profit	—	—	—	—	981	690	419	397	327	422	253	507	527	485	372	325	288	369	230	239
Number of employees	—	—	—	—	3,743	3,860	4,001	4,136	4,292	4,348	4,951	5,231	5,189	5,065	5,179	5,152	5,175	5,367	5,352	5,143
Overseas Solutions																				
Sales	—	—	—	—	2,575	3,127	3,430	2,579	3,675	3,662	4,398	4,360	4,306	4,723	4,969	6,243	4,862	4,888	5,809	5,232
Operating profit	—	—	—	—	-112	166	445	489	43	-154	362	-120	-243	192	139	-44	-115	-469	226	-580
Number of employees	—	—	—	—	2,644	2,879	2,855	2,791	2,711	2,882	2,798	3,006	2,600	2,603	2,575	2,573	2,732	2,665	2,582	2,533
Media Contents *Integrated into Domestic Solutions at the beginning of FY1/2027																				
Sales	—	—	—	—	639	667	606	742	1,586	1,662	1,323	2,531	1,467	1,529	1,814	2,581	1,601	441	52	49
Operating profit	—	—	—	—	-145	-155	-164	-202	12	44	-404	-612	-330	-150	-148	-18	-119	-18	0	-4
Number of employees	—	—	—	—	259	261	275	347	373	379	382	404	395	400	403	401	403	83	18	19

The information provided in these materials include forward-looking statements. These forward-looking statements are based on current expectations, projections and assumptions that involve risks, and are subject to uncertainties that could cause actual results to differ materially from those described in these statements. These risks and uncertainties include general industry and market conditions, general domestic and international economic conditions such as interest rates and currency exchange rate fluctuations Pole To Win Holdings, Inc. bears no obligation to update and revise the forward-looking statements disclosed herein, even in the event of new information, future events and other material incidents arising.

Our corporate website

<https://www.phd.inc/en/>



Inquiry Form

<https://www.phd.inc/en/contact>

