Financial Results Presentation for the Third Quarter of the Fiscal Year Ending June 2026

Arent Inc.　(Tokyo Stock Exchange Growth Market: 5254)
May 13, 2026

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ARENT

1 Performance Highlights

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Notice of Acquisition of All Shares of Kensetsu.WEB, Inc. by Arent Inc. (Making It a Wholly Owned Subsidiary)

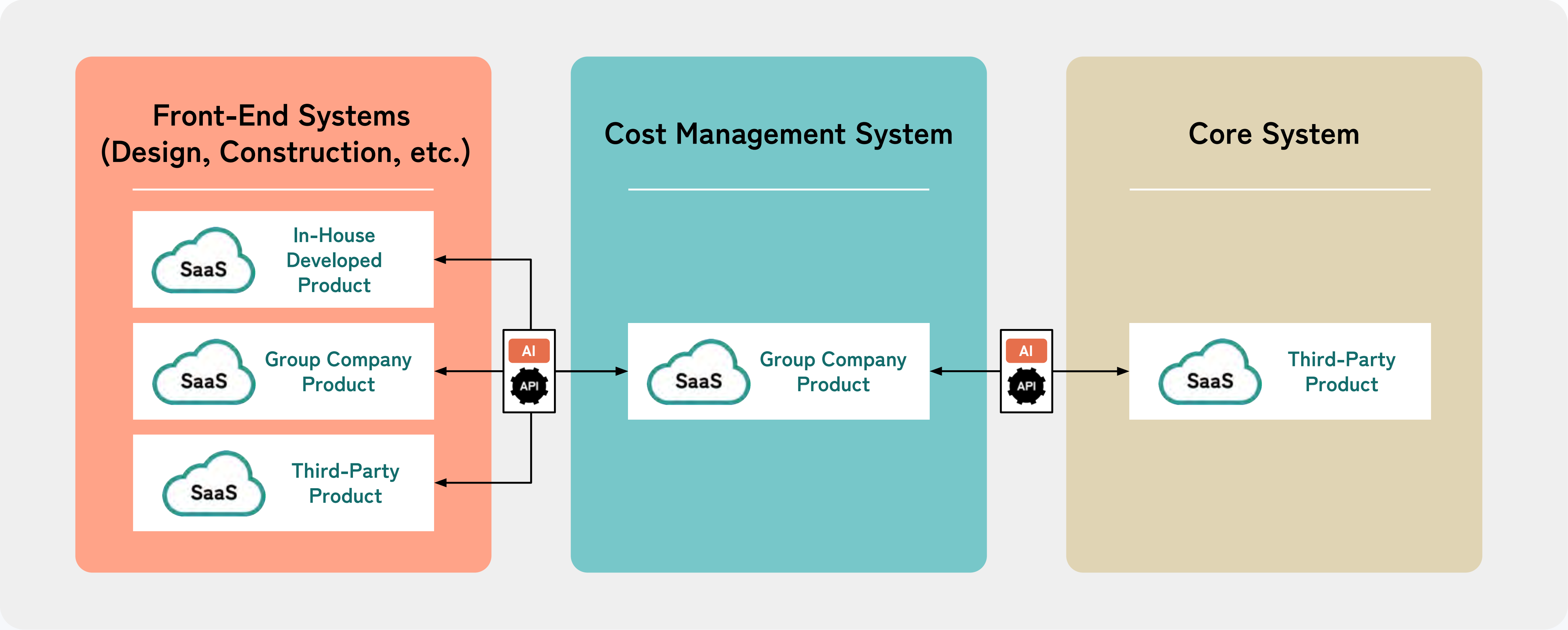
ARENT

株式会社建設ドットウェブ
ーゆとりある企業づくりをサポートするー

Notice Regarding the Acquisition of All Shares of Asakura Soft Co., Ltd. (Making It a Wholly Owned Subsidiary) by Arent Inc.

Notice Regarding the Acquisition of All Shares of Let's Co., Ltd. by Arent Inc. (Making It a Wholly Owned Subsidiary)

Cost Management That Connects Front-End and Core Operations Through Data



Why Pursue M&A at a Fast Pace?

Planned Speedy Investments to Maximize Business Value in the Coming Years

Securing a Certain Level of Product Revenue to Build an Efficient Sales Structure

×

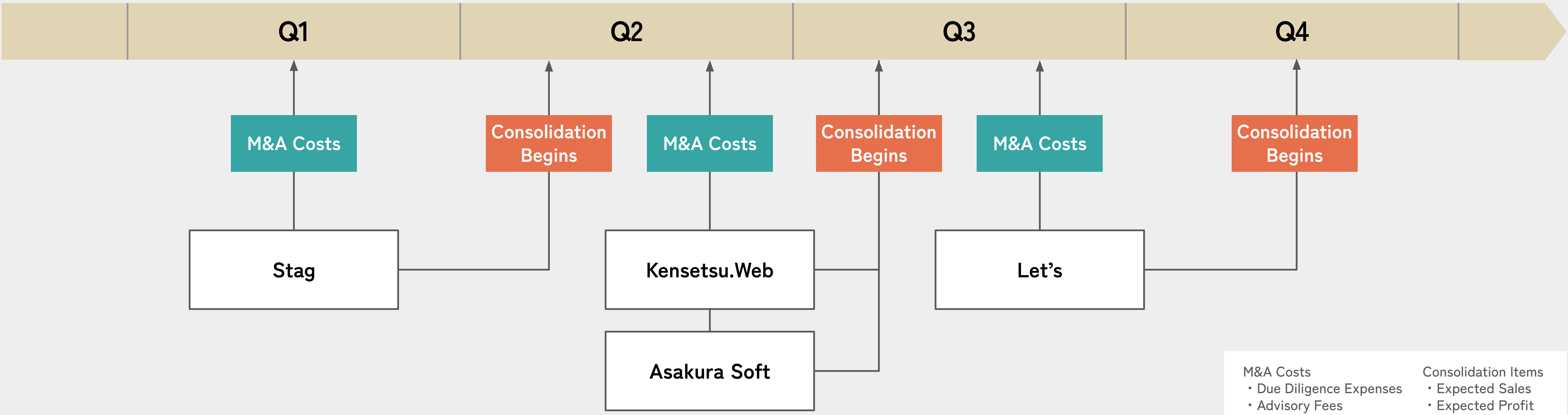
Demonstrating the Reproducibility of the AI Boost Strategy's Effectiveness

×

Creating a Positive Cycle Effect for the DX Business

Achieving these three effects simultaneously involves strategically promoting fast-paced M&A.

M&A costs for each company are recorded in the quarter when the acquisition is completed, and sales and profits are reflected sequentially according to the timing of acquisition.



M&A Costs
- Due Diligence Expenses
- Advisory Fees

Consolidation Items
- Expected Sales
- Expected Profit
- Goodwill

Regarding the decrease in operating profit: In the same period of the previous fiscal year, PlantStream was an equity-method affiliate. Consequently, revenue and profit from custom development for PlantStream were included in operating profit, while equity-method investment losses were recorded under ordinary profit. In the current period, following its transition to a consolidated subsidiary and the subsequent absorption merger, these internal transactions are eliminated in the consolidated report. Furthermore, the profit and loss of the PlantStream business are now directly reflected in "Net Sales" and "Operating Profit."

Summary of Consolidated Financial Results (Year-on-Year Comparison)

- Revenue increased year-on-year, driven by growth in the DX business and contributions from subsidiaries acquired through M&A. This growth absorbed negative impacts such as the elimination of contract revenue following the consolidation of PlantStream (PS) and the absence of approximately 500 million yen in previously realized unrealized profits recorded in the prior year.
- Ordinary profit decreased due to factors including an increase in M&A-related expenses of 254 million yen (from 51 million yen in the previous fiscal year to 305 million yen in the current fiscal year). Notably, Let's Co., Ltd. reflects only M&A-related expenses in the current period and is scheduled to be consolidated into the profit and loss statement from the fourth quarter.
- Goodwill amortization increased by 160 million yen (from 16 million yen in the previous fiscal year to 176 million yen in the current fiscal year). In addition, the temporary profit contribution of 86 million yen associated with the establishment of a Vietnam subsidiary in the previous fiscal year did not recur.
- To support future project growth, the Company made upfront investments in hiring, personnel expenses, and AI utilization.Net income increased significantly year-on-year, primarily due to the recognition of approximately 1.0 billion yen in deferred tax assets following the absorption-type merger with PlantStream in October 2025.

[Consolidated PL] Unit: Million Yen	Actual Results for Q3 of FY2025 June	Actual Results for Q3 of FY2026 June	Change Amount	Change Rate	Earnings Forecast for FY2026 June (Revised Full-Year Forecast)	Progress Rate (Against Revised Forecast)
Net Sales	3,147	3,858	+710	22.6%	5,831	66.2%
Operating Profit (Excluding Goodwill)	1,564	651	△912	△58.3%	1,353	48.2%
Operating Profit	1,548	475	△1,072	△69.3%	1,032	46.1%
Operating Profit Margin	49.2%	12.3%	△36.9pt	—	17.7%	—
Ordinary Profit (Excluding Goodwill)	742	665	△76	△10.3%	1,343	49.5%
Ordinary Profit	726	489	△236	△32.6%	1,022	47.9%
Ordinary Profit Margin	23.1%	12.7%	△10.4pt	—	17.5%	—
Net Profit Attributable to Parent Company Shareholders	479	1,237	+758	158.2%	1,573	78.6%
Net Profit Margin	15.2%	32.1%	+16.8pt	—	27.0%	—
Net Income per Share (Yen)	76.98	185.61	108.63	141.1%	※233.84	79.4%

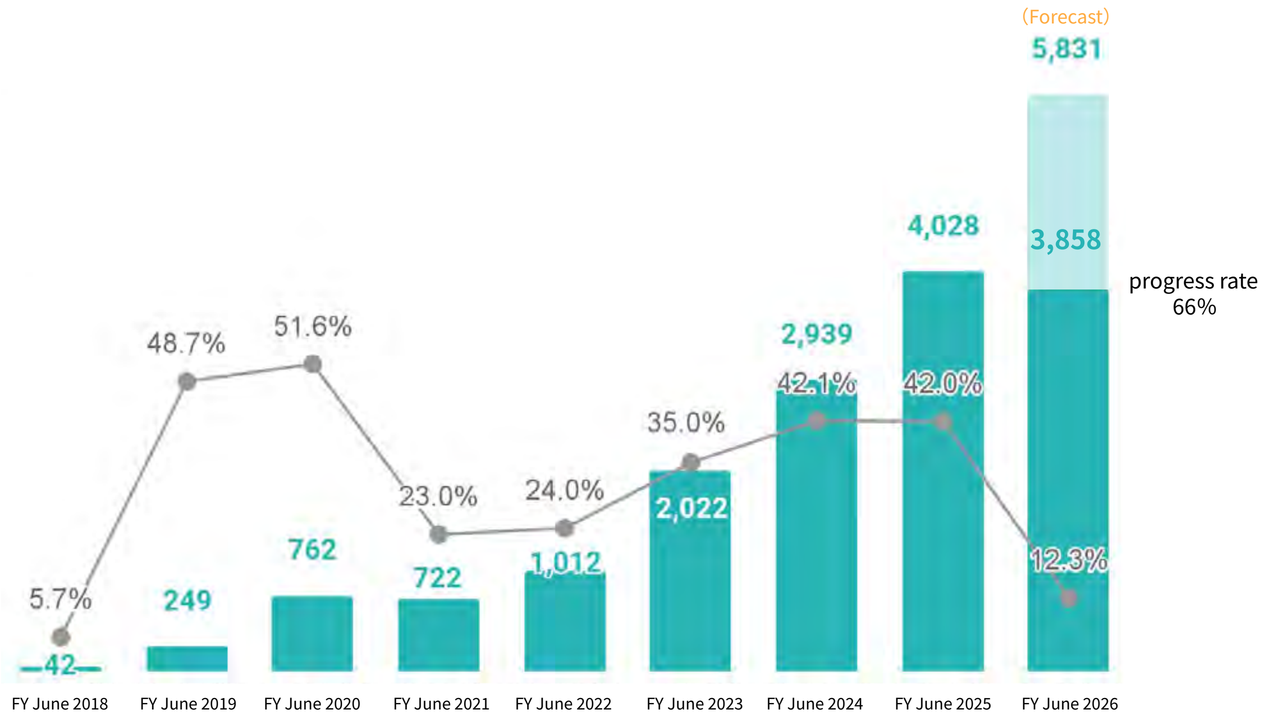
※Calculated using the average number of shares as of January-end, with consideration for new share issuances and share buybacks during the period.
※The change in amount and profit margin (pt) are calculated using values in units of 1 yen, so they may not match the calculation results shown in the table.

Performance Trends

- Starting this fiscal year, the Company adopted a two-segment structure consisting of the DX Business and the Product Business, aiming for sustainable growth by leveraging the strengths of each segment.
- PlantStream was established as an equity-method affiliate in FY2021 June, and performance trends changed due to the elimination of unrealized profits from intra-group transactions.
- In March 2025, the company was converted into a wholly owned subsidiary, resulting in its performance being reflected in operating profit rather than non-operating income, which led to another change in performance trends.
- Although the consolidated operating profit margin declined due to temporary impacts related to M&A, the DX Business maintained a high profit margin of 33.8% while achieving revenue growth.

Consolidated Sales and Operating Profit Margin Transition

(Million Yen)



FY2026 June Q3 Results

Net Sales

3.85 billion yen

Operating Profit

470 million yen

Sales Growth

5.6 times

Comparison of Consolidated Results: FY2021–FY2025

Operating Profit Margin

12.3%

Note: Operating Profit Margin (DX Business):

36.3% (Maintained High Profitability)

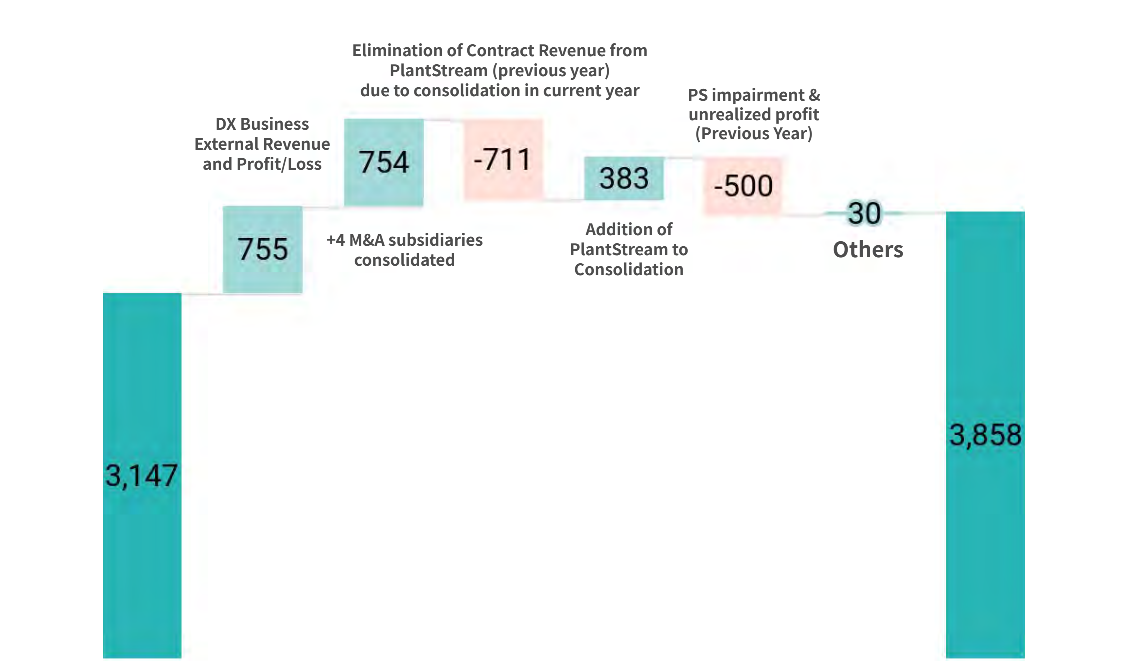
The consolidated operating profit margin was affected by expenses related to share acquisition through M&A transactions
and by the change in PlantStream Inc.'s status from an equity-method affiliate to a consolidated subsidiary.

Factors Behind Changes in Net Sales and Ordinary Profit for the Current Period(Consolidated, Year-on-Year Comparison)

Despite higher sales, profit decreased due to one-time factors such as goodwill amortization, M&A-related expenses, and the absence of temporary gains related to subsidiary establishment recorded in the previous fiscal year.
Increased cost of sales and labor expenses due to personnel expansion to support growth strategies. Advance investments for in-house and M&A products were also implemented.
The four subsidiaries* generated profits exceeding goodwill amortization, contributing to consolidated profits.

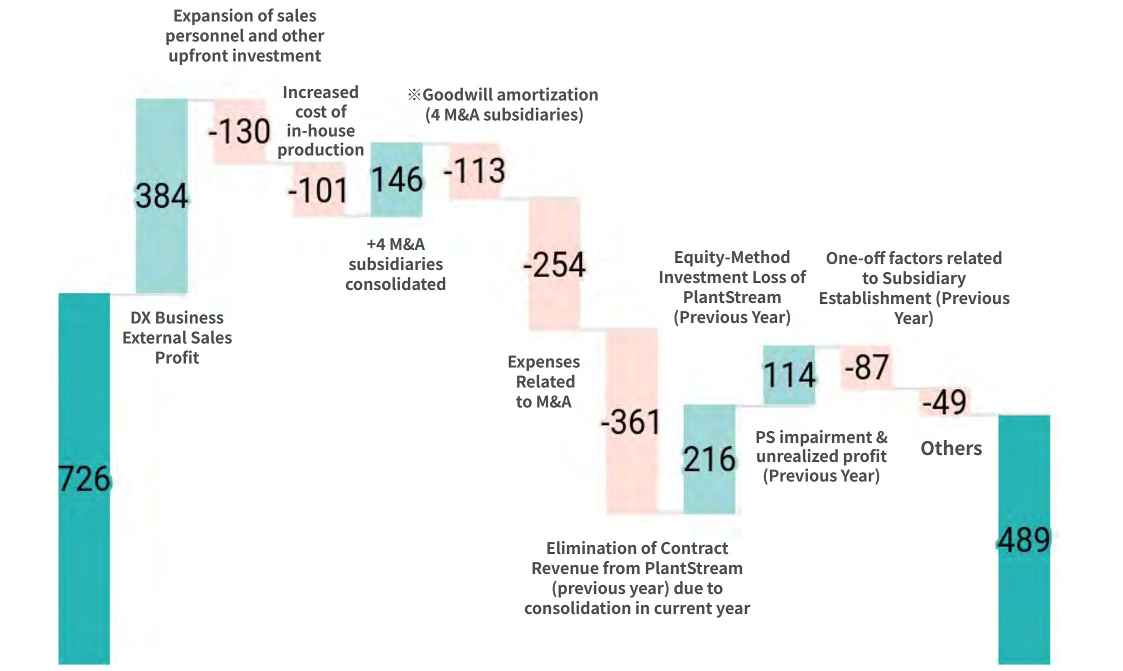
Net Sales

(Million Yen / YoY Increase or Decrease)



Ordinary Profit

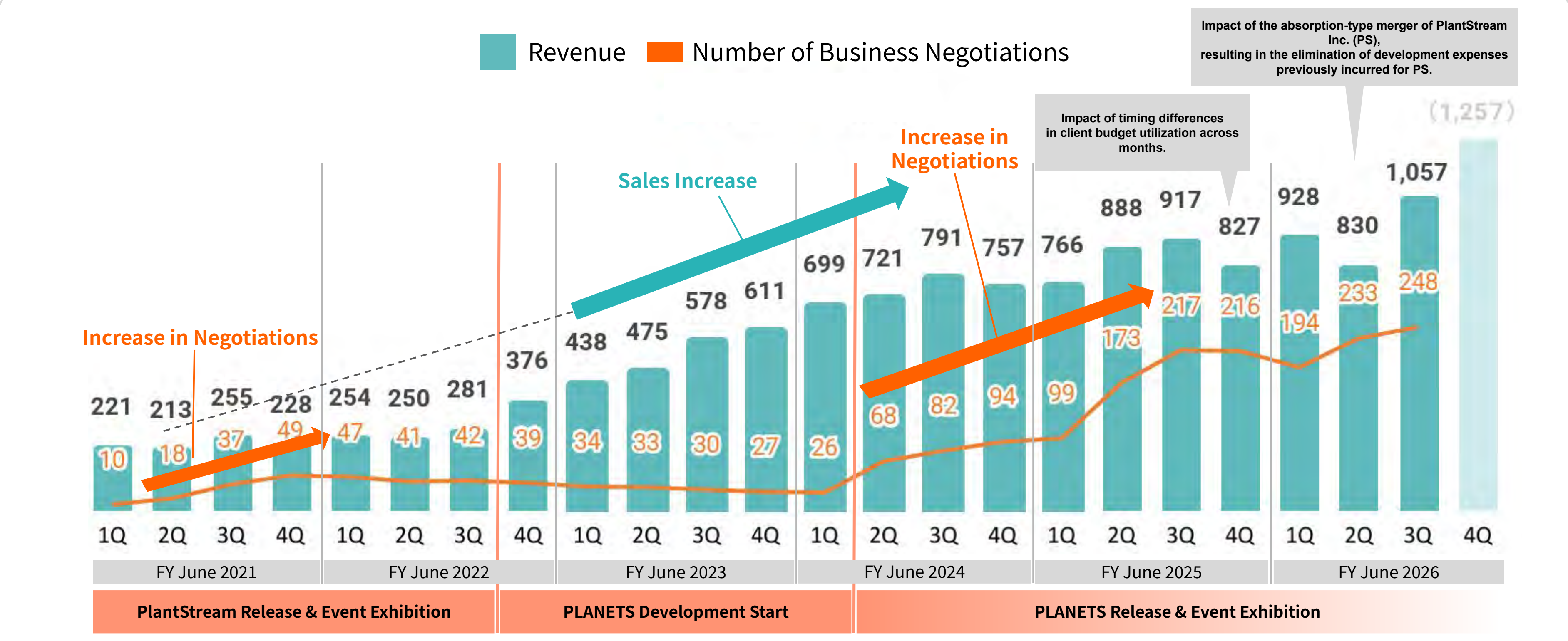
(Million Yen / YoY Increase or Decrease)



※4 companies: Kozo Soft, STAG, Kensetsu. Web, Asakura Soft
※Due to rounding, the sum of all increase/decrease factors may not perfectly match the consolidated ordinary income on the far right.

DX Business: Development Sales Trend

- The cumulative Q3 period saw major projects progress as planned, maintaining steady momentum toward achieving full-year targets.
- The temporary revenue decline in Q2 was due to the elimination of inter-segment transactions following the merger of PlantStream, and there is no change in the DX business's growth potential.
- In Q3, the transition of large-scale and new projects to the main development phase has progressed, reflecting an upward trend in revenue.
- Further growth is expected in Q4, driven by the progress of existing projects and the contribution of deferred projects.



*For the purpose of this page, revenue from consulting with low monetary significance has been omitted.

Key Numerical Summary

Net sales（cumulative）

2.81 billion yen

vs. plan z **96%**

YoY **110%**

Ordinary Income Margin (cumulative)

36.3%

Maintaining High Profitability

Duration of Ongoing Development

30.2 months

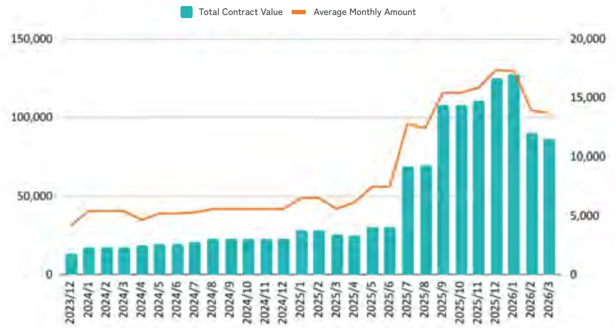
DX Business: Highlights

Joint development projects with major clients have expanded, leading to longer contract durations and larger project scales. Along with improved quality of business negotiations, the profit base of the DX business has become more stable, moving into a phase where sustainable medium to long-term growth is expected.

Acquisition of Large-Scale Projects Increase in Unit Price per Contract

Average contract value across the 10 most recent deals remained at approximately 80 million yen, with monthly revenue averaging 15 million yen.
The Company continues to maintain intake of high-value orders.

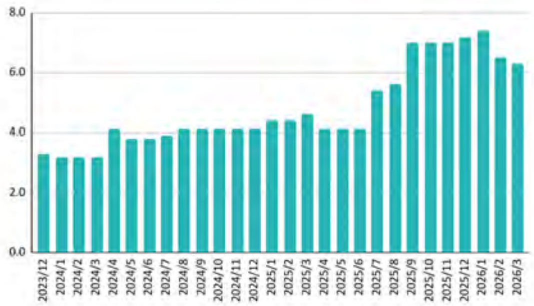
Contract Value Trend
(Average of the 10 Most Recent Projects)



Longer Contract Duration

Transition from short-term renewal-type contracts to long-term, continuous development frameworks.

Contract Duration Trend
(Average of the 10 Most Recent Projects)



Selection and Streamlining of Business Negotiations

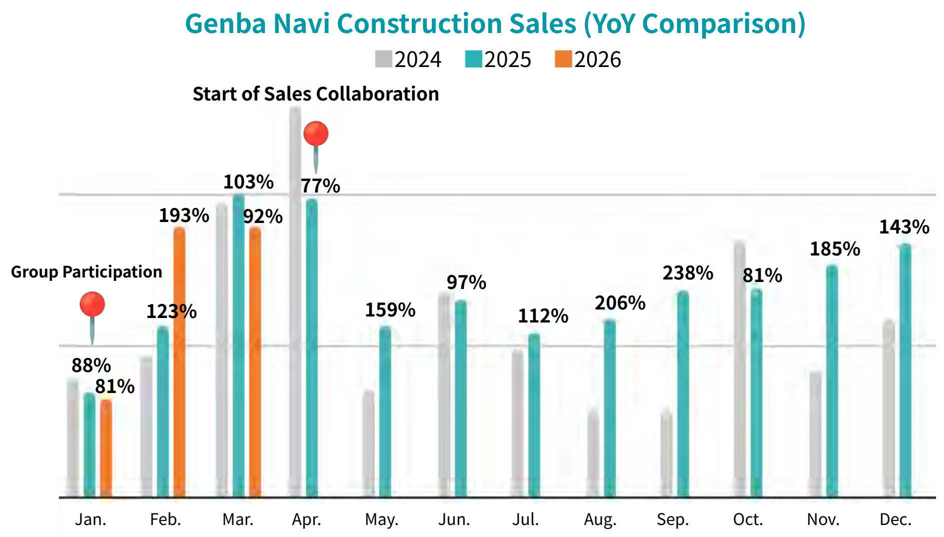
High-probability business negotiations have accumulated, forming a solid foundation for future sales growth.
Improved precision in deal selection has led to a more efficient sales structure.

Product Business: Highlights

The product businesses of each group company have steadily expanded.
By leveraging each company's strengths and optimizing sales structures and costs, profitability has improved.

Steady Growth in Sales of Kozosoft

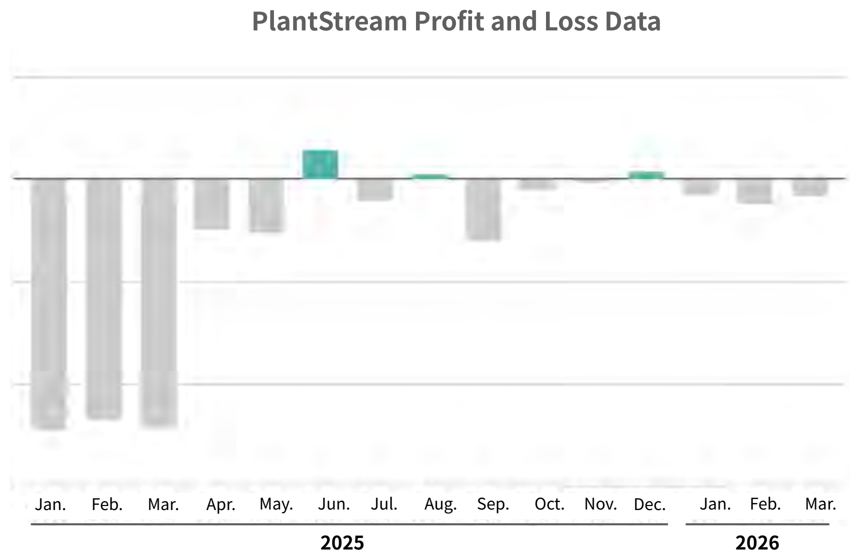
Improved Sales Efficiency through a "Keyence-Style" Consulting Sales Approach



*Figures aggregated based on order acquisition pace.

PlantStream
Profitability at the standalone product level has steadily improved

Under the new criteria excluding custom development revenue,
profitability has improved to near the break-even point.
The profit structure has stabilised while absorbing the costs of overseas expansion.



*Up to the previous disclosure, figures included certain contract-based services. From this quarter onward, to more clearly reflect the underlying business performance, the accounting policy has been changed to fully exclude such services. As a result, some differences may arise compared to previously disclosed figures.

Progress Status of Share Repurchases

- In order to improve capital efficiency and enhance shareholder returns, and to execute flexible capital policies, we are currently conducting a share buyback of up to 3.0% of total shares outstanding (202,000 shares) or 700 million yen.
- Share buybacks commenced on January 6, and the share price has remained stable while retaining approximately half of the authorized acquisition capacity.

Overview and Repurchase Status

	Repurchase Quota (Maximum)	Repurchase Status as of April 30, 2026 (Progress Update)
Total Number of Shares to Be Acquired	**202,000shares** Ratio to Total Shares Outstanding (Excluding Treasury Shares): 3.0%	**96,500shares**
Total Acquisition Cost of Shares	**700 million yen**	**340 million yen**
Progress Rate	-	**(Number of shares)47.8%,** **(Acquisition amount)48.4%**

※Type of shares to be acquired: Common stock
※Method of acquisition: Market purchases on the Tokyo Stock Exchange
※Acquisition period: January 6, 2026 – January 5, 2027
※Progress rates are indicated as percentages with respect to the maximum value of each acquisition quota

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Company Overview & Executive Team Introduction

An executive team with extensive knowledge not only in management but also in the industry and technology

Information

Company Name	Arent Inc.
Established	July 2, 2012
Representatives	Hiroki Kamobayashi（President & CEO） Fumitaka Sakai（Executive Vice President）
Head Office	3F, KDX Hamamatsucho Building, 7、2-7-19 Hamamatsucho, Minato-ku, Tokyo, Japan
Other Office Location	3F, KDX Hamamatsucho Building, 7-19, Shibaura 3-chome, Minato-ku, Tokyo, Japan Rm. 306, Taiju Seimei Hamamatsu Building, 145-1 Tokiwacho, Chuo Ward, Hamamatsu City, Shizuoka, Japan
Number of Employees	153 (Arent Inc. standalone, as of March 31, 2026)
Affiliated Companies	9 subsidiaries: Arent Vietnam, Co., Ltd. 、Arent AI Inc. 、Arent Solutions Inc. 、Arent Software S.A. 、Kozosoft Co., Ltd. 、Stag Inc.、Kensetsu.WEB, Inc.、Asakura Soft Co., Ltd.、Let's Co., Ltd. (as of March 31, 2026)
Capital	1.287 billion yen (as of March 31, 2026)
Business Description	DX Consulting, System Development, and System Sales focused on the Construction Industry
Company History	In July 2012, CFlat Corporation (now Arent Inc.) was established with the aim of developing various software and smartphone applications. Subsequently, on the occasion of starting business with Chiyoda Corporation, the company merged on an equal terms with ASTROTECH SOFTWARE DESIGN STUDIOS, which was skilled in new business planning and strategy. This integration established a comprehensive framework that forms the foundation of the current business model, enabling end-to-end support from business planning (consulting) to system development, new business launch, and operations.

President and CEO

Hiroki Kamobayashi

Kyoto University
Graduated from the Faculty of Science

He started his career as a fund manager at Mitsubishi UFJ Asset Management Co. In 2012, he joined GREE, Inc. as an engineer, and in 2015, he became independent and joined CFlat, the predecessor of Arent, and is currently the president of Arent.

Executive Vice President

Fumitaka Sakai

Kyoto Graduate School
Masters in Physics Graduate School of Science

In 2008, he joined Armonicos Co., Ltd. In 2012, he became independent and founded CFlat, the predecessor of Arent, and is currently the Executive Vice President of Arent.

Executive Director

Takeshi Oda

Kyoto Graduate School
PhD in Physics, Graduate School of Science

Worked as as the Development Manager for the Reverse Engineering Software 'spScan' at Armonicos Co., Ltd.. In addition, he also developed medical CAD/CAM systems. He has collaborated with many universities and research institutes, and joined Arent (formerly CFlat) in 2019.
Currently serving as a Director at Arent and as the Representative Director & Co-CEO of Arent's affiliated company, PlantStream Inc.

Director

Tsubasa Nakajima

Kyoto University
Dropped out of the Faculty of Science

Gained experience in accounting, cost management, corporate planning, and internal auditing at a subsidiary of an automobile manufacturer before joining Arent in 2019 as the first member of the management department. Appointed as a Director in 2021.

Mission

Democratizing Tacit Knowledge

Vision

A Japan where people can work with confidence

The technology we have built up so far will become a powerful tool for competing globally.

A company that continuously creates digital businesses to solve challenges in niche areas of the construction industry

Area		Business		Features
Vast Construction Industry	×	Launching Digital Businesses	×	Transforming niche areas into BIM/SaaS

The Construction Industry Arent is Facing

Companies known as SaaS providers in the construction industry have digitized some niche areas with BIM/SaaS, but many inefficient sectors remain that have not yet been digitized through BIM/SaaS

POINT

The construction industry is a massive 75 trillion yen market.

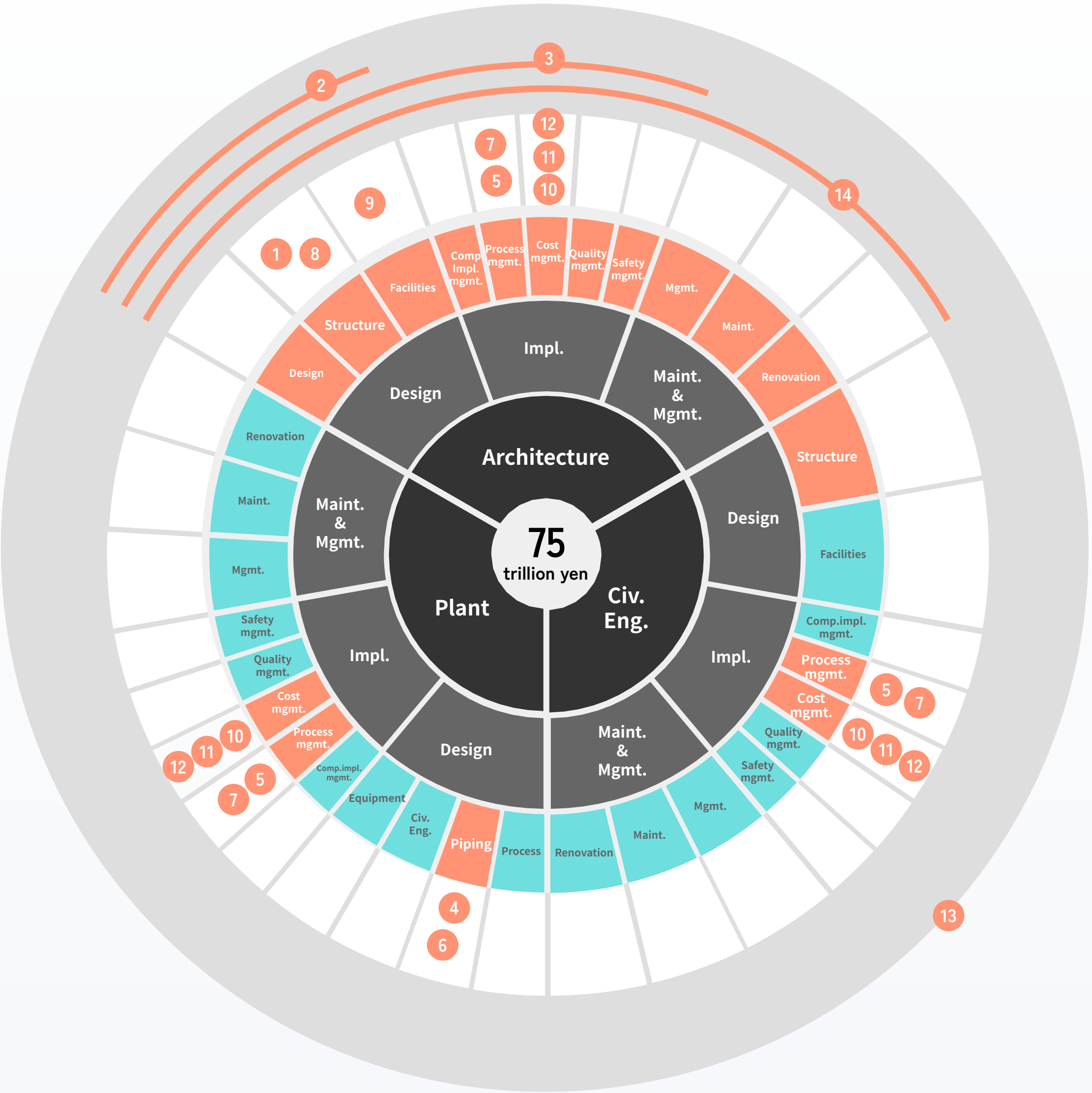
The industry consists of niche areas where significant inefficiencies remain due to the lack of digitization through BIM/SaaS.

Some areas have already adopted BIM/SaaS

There are also highly profitable companies that have not yet been digitized through BIM/SaaS.

We develop BIM/SaaS-integrated products in collaboration with large enterprises seeking DX.

We expand BIM/SaaS integration to other sectors to enhance productivity.

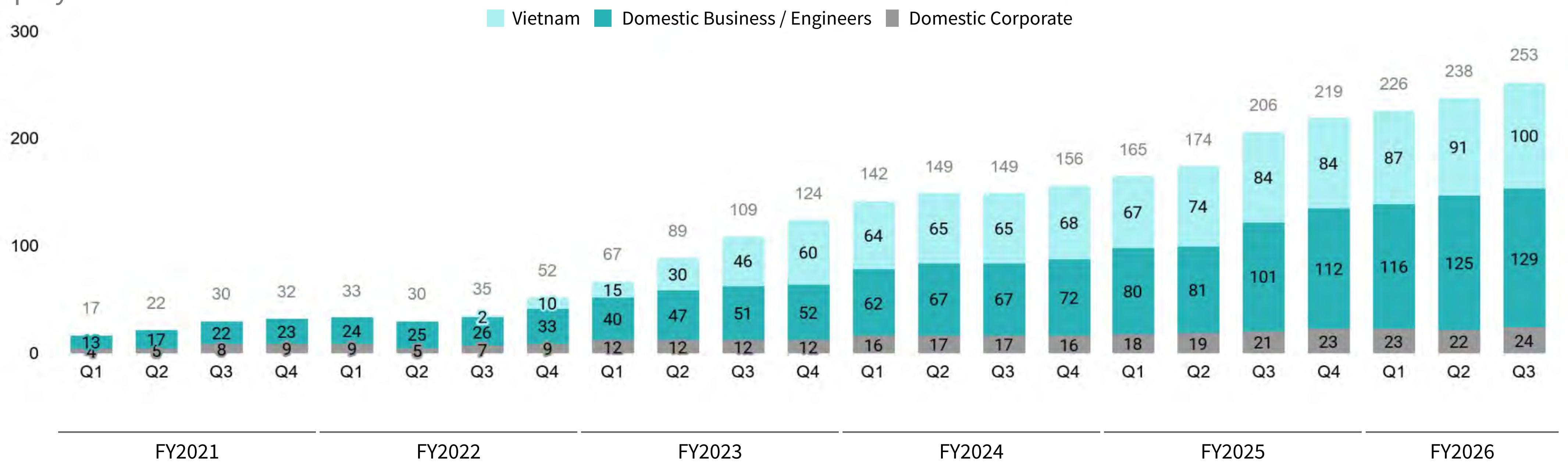


1. Lightning BIM Automatic and Optimal Rebar Layout
   In-house developed products
2. Lightning BIM Family Management
   In-house developed products
3. Lightning BIM AI Agent
   In-house developed products
4. PlantStream
   In-house developed products
5. PROCOLLA
   In-house developed products
6. PlantStream AIDE
   In-house developed products
7. Genba Navi Kotei
   Products developed by group companies
8. BUILD. series
   Products developed by group companies
9. Shinsei-kun f Series
   Products developed by group companies
10. Dot Genka Series
    Products developed by group companies
11. Tsukaeru Cloud Series
    Products developed by group companies
12. LET'S Cost Management Go2 Series
    Products developed by group companies
13. BizGenie
    Products developed by group companies
14. PLANETS
    Co-Creation Development Products

DX Business: HR and Recruitment Status

- Recruitment activities have been strengthened alongside project expansion, and hiring remains strong. As a proactive investment, sales personnel are being increased to support project acquisition.
- Active PR activities and the credibility of being a listed company are being leveraged to promote talent acquisition.
- Fair evaluations are conducted based on individual contributions, and a supportive work environment is provided for talented personnel.

Employee trends



※The employee numbers listed in the financial results presentation are intended to reflect the actual workforce involved in business operations. They may differ from the numbers listed in the securities report (Yuhō) due to differing calculation standards. In the securities report, the number of employees is calculated based on the Financial Instruments and Exchange Act, including full-time equivalent (FTE) based on working hours and employees of consolidated subsidiaries.
※Regarding engineers based in Vietnam etc., the outsourced work prior to the establishment of subsidiaries is also included.

3 Business Model

Develop co-created products with major companies in the industry.
Develop and sell in-house products.
Update and sell products acquired through M&A.

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Transition to two business segments: "DX Business" and "Product Business"

Focusing on DX consulting and system development specialized for the construction industry, along with the sales of an expanded product lineup.

DX Business[*1]

DX Consulting Services Specialized in the Construction Industry

Product Business

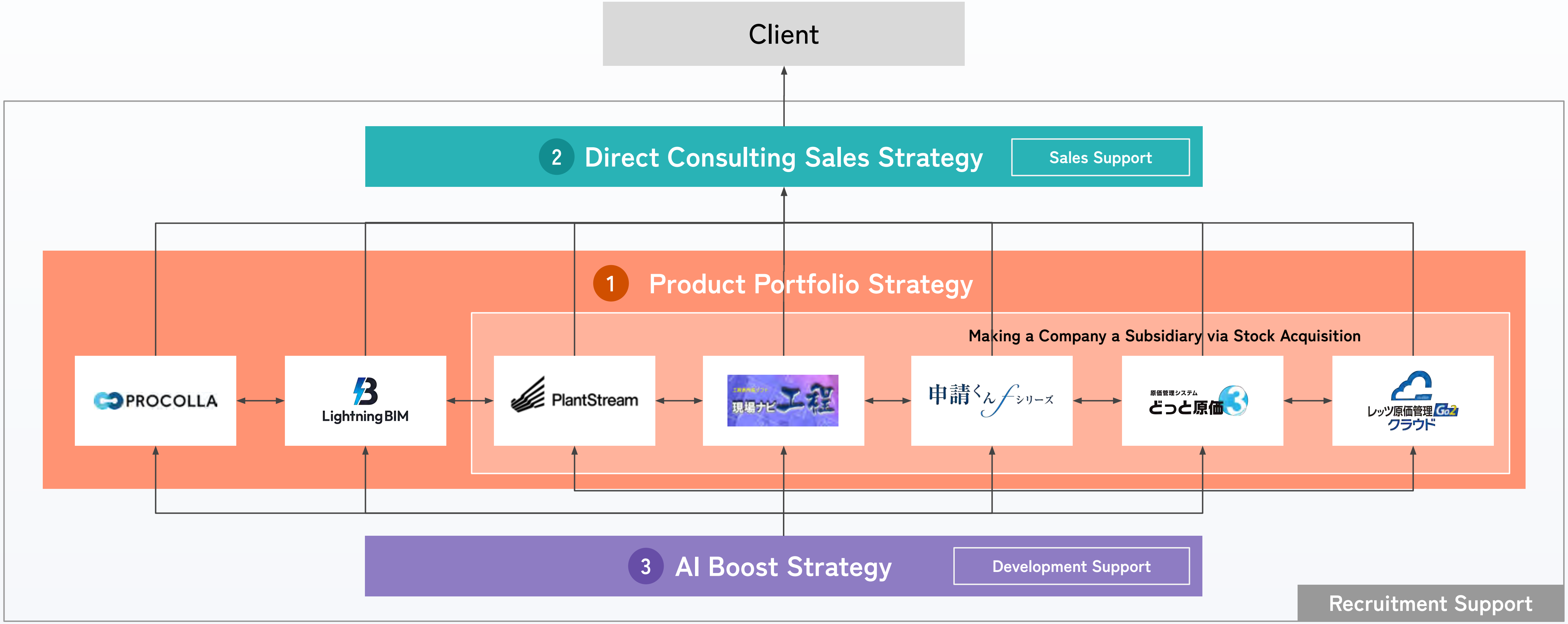
Business that sells in-house products

	DX Business	Product Business
Business model	Consulting and system development	Subscription-based
Sales ratio[*2]	65.9%	34.1%(↑ to increase)

1: DX Business = System development conducted by an agile development team formed by members from user companies and vendor companies.
2: The sales ratio is based on the performance forecast for the fiscal year ending June 2026.

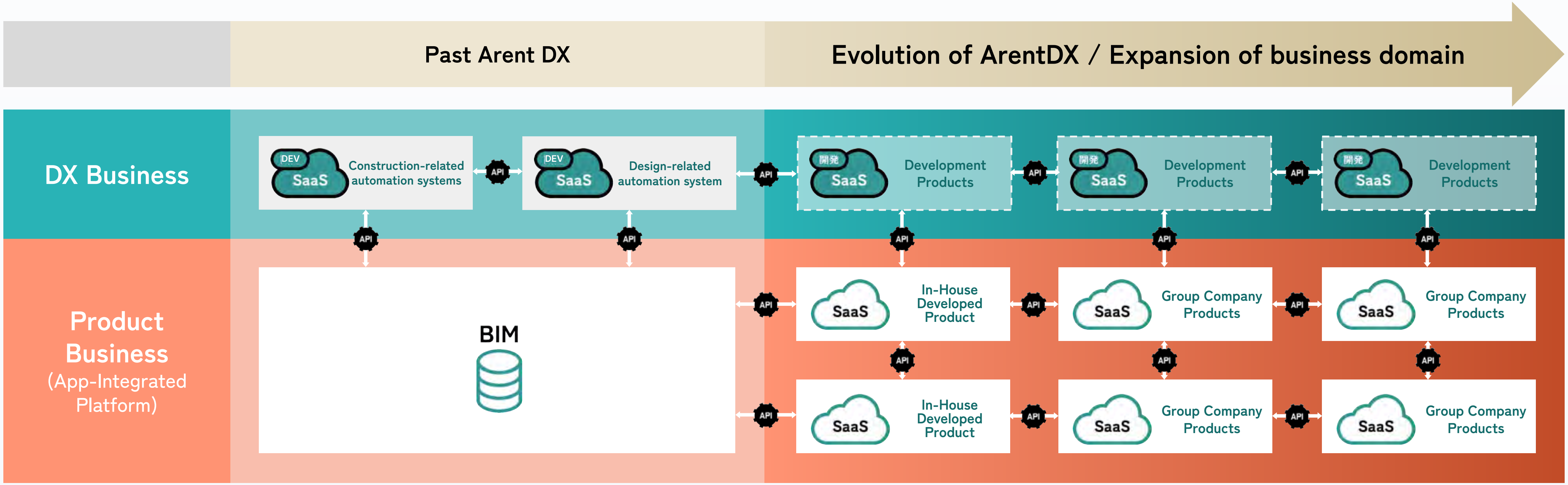
Driving the Product Business through 3 Strategies

"Product Portfolio Strategy," "Direct Consulting Sales Strategy," and "AI Boost Strategy"



Accelerate the app-integrated platform through collaboration between the DX Business and Product Business

Expand the business by promoting the app-integrated platform through the synergy of the DX Business and Product Business.



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DX Consulting Specialized in the Construction Industry

Execute everything from consulting to system development and commercialization through continuous collaborative relationships with client companies.

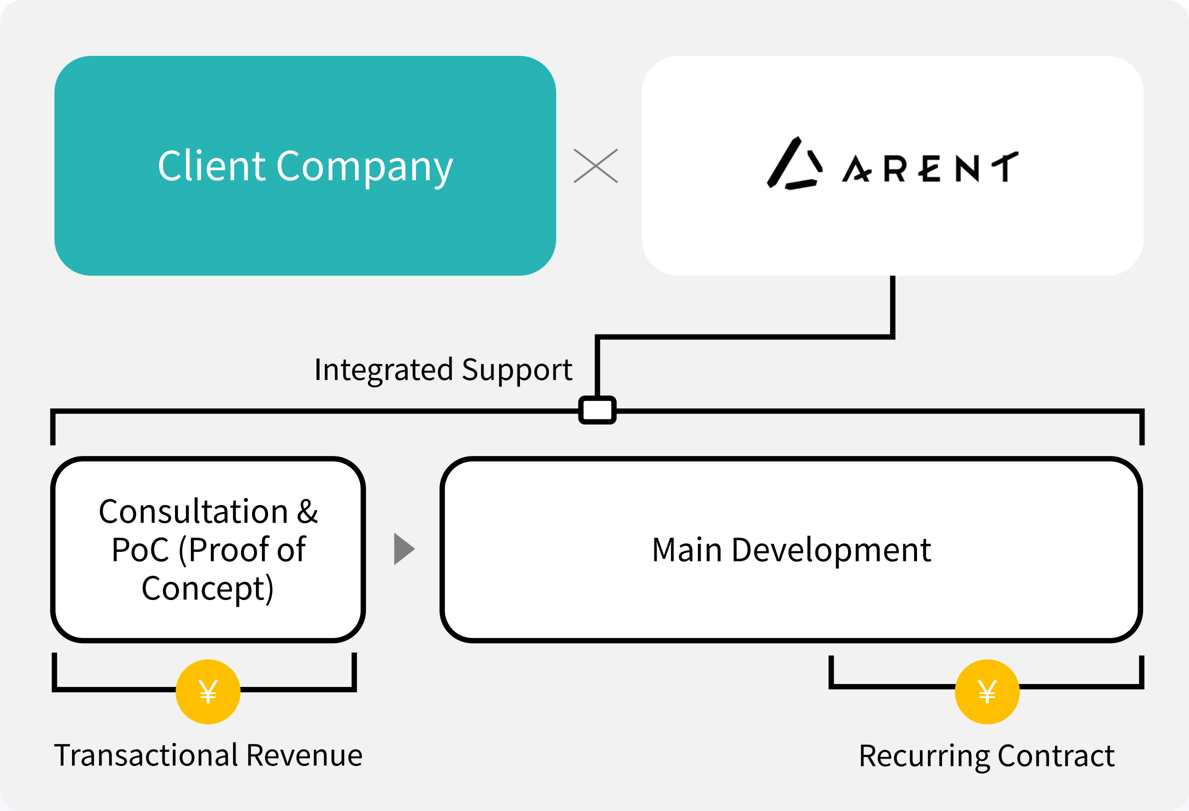
Business Features

1. **Sophisticated Consulting Utilizing Construction-Related Knowledge**
   Engineers with the same level of knowledge as the person in charge verbalize tacit knowledge through interviews.
   This is then systematized to solve the client company's issues.

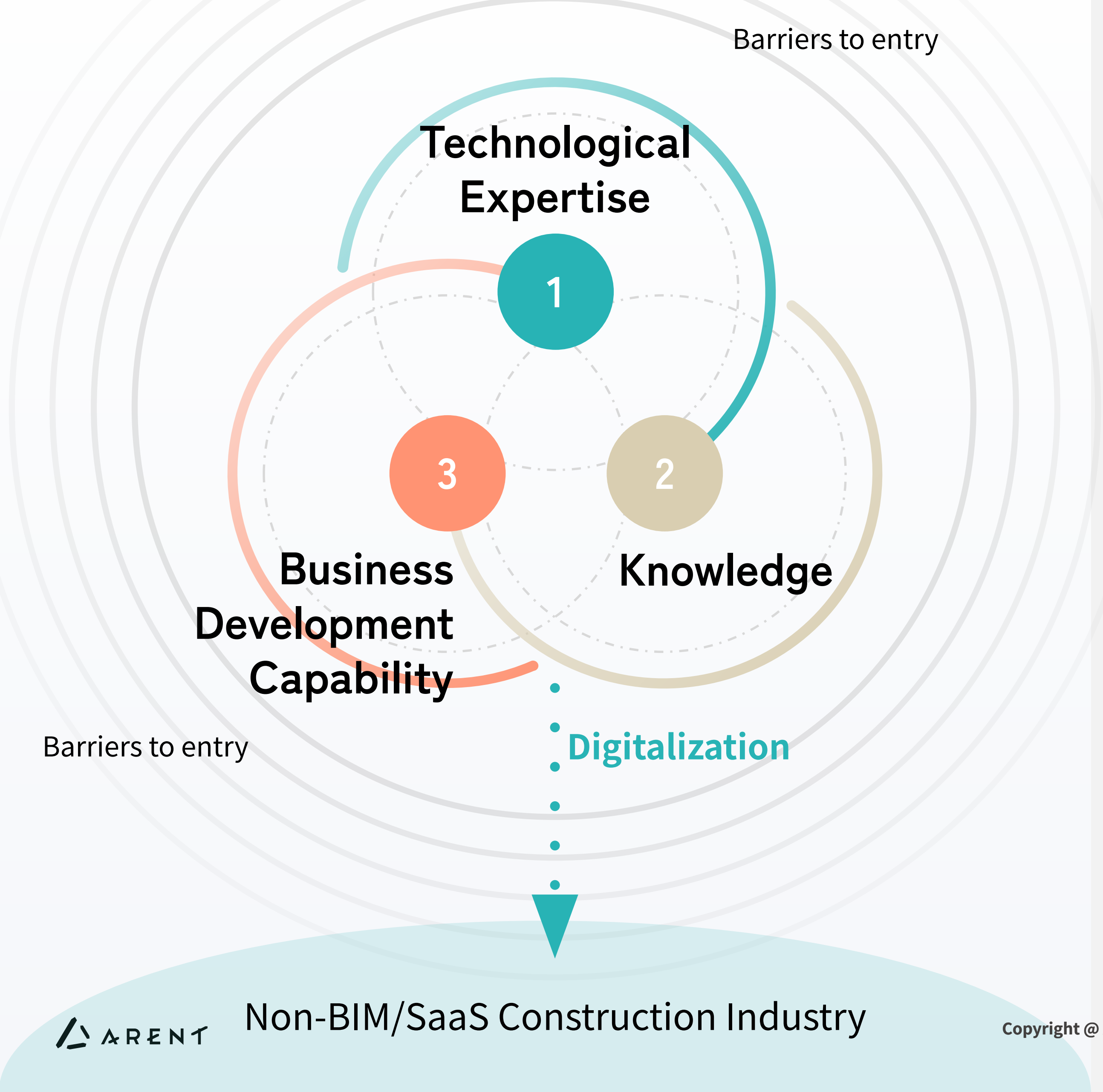
2. **Agile Development**[*1]
   Immediately address feedback from client company.
   Incrementally expand the development system to achieve optimal support for the project.

3. **Long-Term Partnership**
   Deeply understand the business growth of client companies, and maintain a continuous cooperative relationship.

*1: A method of dividing the development process into small functional units, carrying out requirement definition, development, testing, etc. for each unit, and through repetition, building a large system as a whole.



Arent's 3 Strengths & Competitive Advantage



By leveraging these three strengths, we solve deep-rooted issues in the construction industry and establish a unique position within it.

1 Technological Expertise

We have many talented individuals with strong mathematical skills and backgrounds in 3D CAD development, supported by solid development achievements and numerous patent applications.

2 Knowledge

Specializing in the construction industry, we have accumulated deep knowledge about construction sites and construction technologies through co-development with major industry players.

3 Business Development Capability

From identifying issues to product development and commercialization, we carry out all processes through continuous co-creation with client companies.

Maintaining Technologies Centered Around 3D

Focusing on high-speed automatic routing technology*1 for piping design—a challenge the plant industry has been unable to solve for 20 years—we have filed and obtained patents for various related technologies, including "Block Patterns"*2 and "Piping Collision Avoidance".

Arent's 3D Technology

3D

- **Various 3D Data**: CAD, BIM, High Volume Data
- **Mathematical Methods for Handling 3D Data**: Optimization, AI, CAE
- **Display of 3D Data**: XR, Digital Twin

Holding the necessary technologies for the DX (Digital Transformation) of the construction industry centered on 3D in a single company (3D-related technology necessary for effectively)

Patent-Related

PlantStream	4 Patents
Lightning BIM AI Agent	4 Patents
Lightning BIM ファミリ管理	1 Patent
Lightning BIM 自動配筋	4 Patents

Others (Multiple Applications Pending)

Applying for many niche patents in the field of BIM

*1: While it usually takes a lot of time to calculate routes while satisfying complex conditions such as the distance between each pipe, this technology makes it possible to perform high-speed automatic design by combining mathematical knowledge and tacit knowledge in the industry.

*2: Block pattern: Technology that creates 3D shape data for the piping around equipment by simply setting parameters. Piping collision avoidance: Technology that performs high-speed automatic routing while avoiding collision with other objects.

Development by value-creating engineers with advanced mathematical and 3D technologies as their background.

Value-Creating Engineers at Arent with Advanced Mathematical and 3D Expertise

Fumitaka Sakai

Graduated from Kyoto University, Graduate School of Science (Physics)

AI / 3D Geometry Processing

Takeshi Oda

Graduated from Kyoto University, Graduate School of Science (Physics, PhD)

3D Geometry Processing / Optimization

Hideo Tanaka

Graduated from Tokyo Institute of Technology, Graduate School of Mechanical Engineering

Framework / Data Transformation

Masahiro Shimoike

Graduated from Kyoto University, Graduate School of Science (Mathematics)

Optimization / Mathematics

Takashi Nakagawa

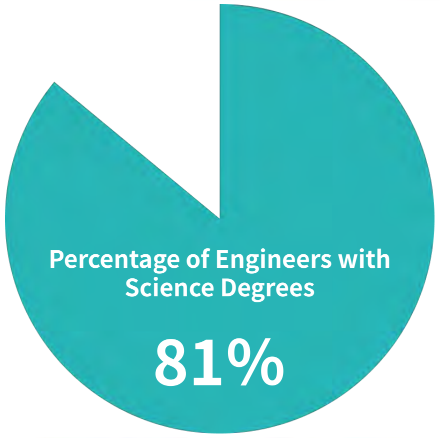
Graduated from Keio University, Graduate School of Foundation Engineering

3D Geometry Processing / Optimization

Atsushi Maruyama

Graduated from the University of Tokyo, Department of Systems Design

Framework / 3D Geometry Processing



- University of Tokyo Graduates: 4
- Kyoto University Graduates: 16
- Tokyo Institute of Technology* Graduates: 4
- Other National/Public University Graduates: 38

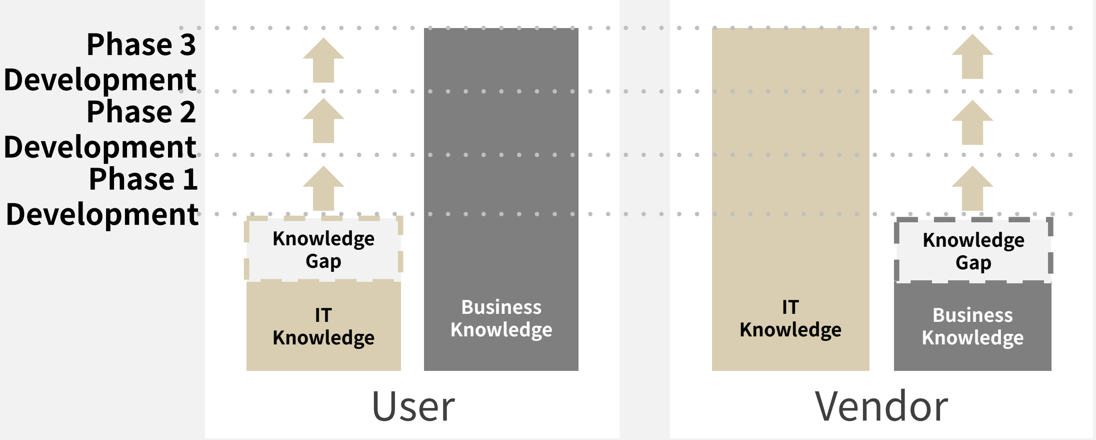
(All include graduate school graduates)

*Current Name: Tokyo University of Science

Co-creative development adopts an Agile approach, enabling knowledge to deepen over time as challenges and business processes are addressed. This leads to practical product development based on a clear understanding of key issues.

Agile Development

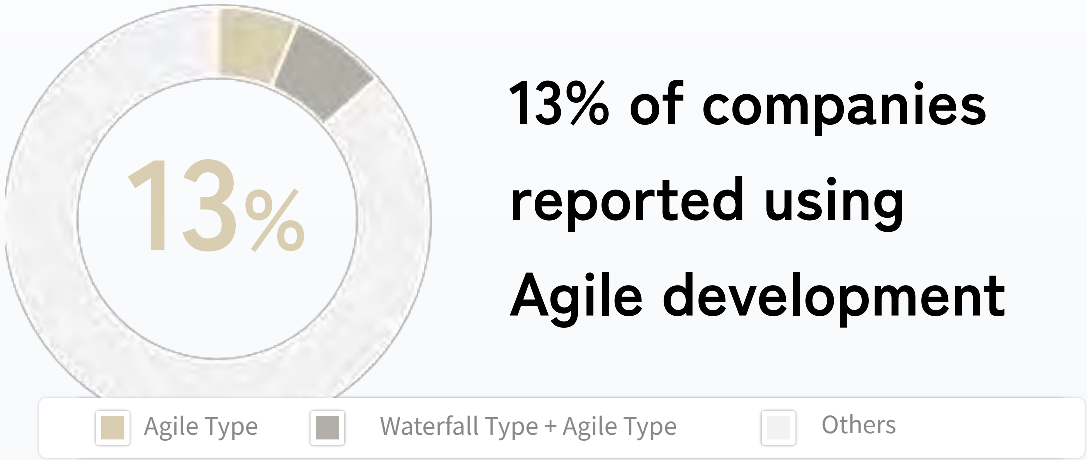
Knowledge deepens at each development stage



Knowledge Accumulation in Agile Development

Percentage of Agile Development

Q: How is the development process carried out?



13% of companies reported using Agile development

87% of companies are not using Agile development

Source: 2019 Survey “Project Manager Awareness Survey on Work Style Reform Through Client-Contractor Collaboration”

Collaboration with Major Construction Companies

Technological Expertise | **Knowledge** | Business Development Capability

General Contractors

OBAYASHI

子どもたちに誇れるしごとを。 SHIMIZU CORPORATION 清水建設

大成建設 TAISEI For a Lively World

想いをかたちに 未来へつなぐ TAKENAKA

安藤ハザマ HAZAMA ANDO CORPORATION

大東建託 PURSUING EFFECTIVE USE OF LAND

TODA CORPORATION

HASEKO 長谷工グループ

FUJITA Daiwa House Group

MAEDA 前田建設

Subcontractors & Others

大気社

高砂熱学

富士電機E&C株式会社

RICOH

AUTODESK

azbil

関西電力 power with heart

関電工

Kinden CORPORATION

KRAFTIA

株式会社 弘電社 Create the bright future

Civil Engineering

NEXCO 東日本

NIPPON KOEI

Plants

Kanadevia Technology for people and planet

Kurita

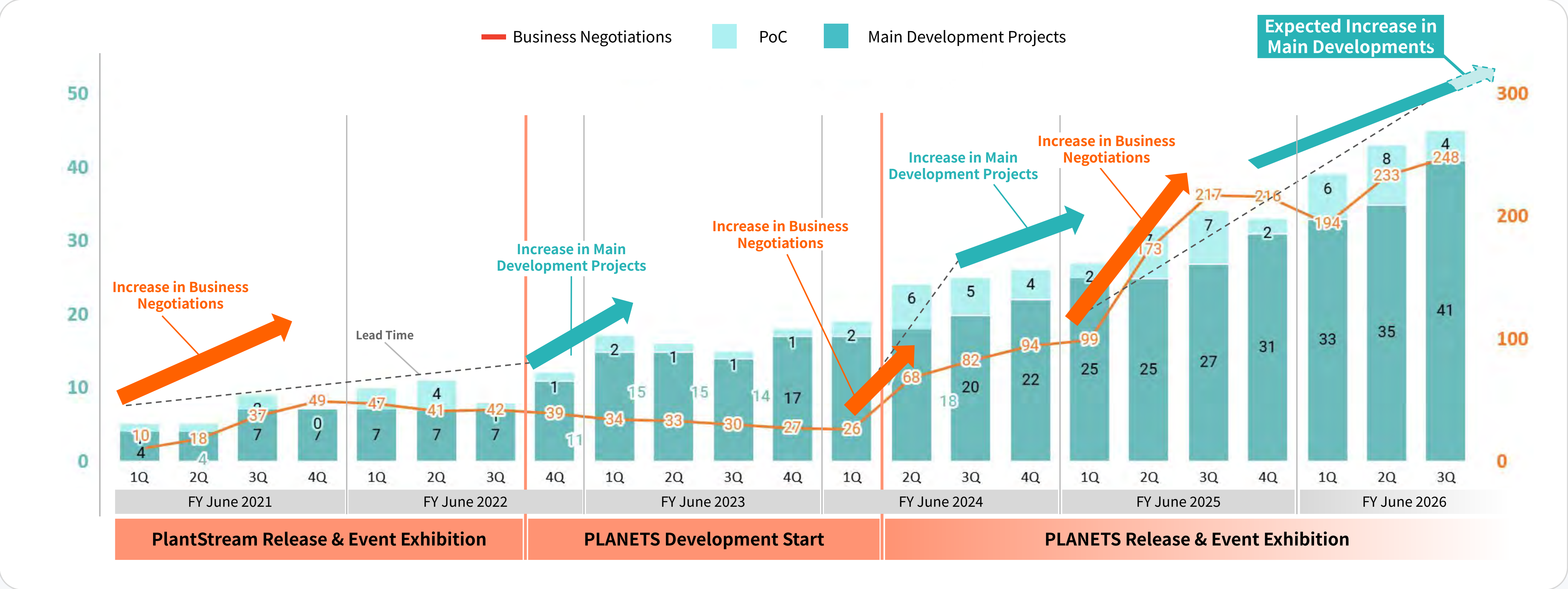
CHIYODA CORPORATION

FUSO

JGC

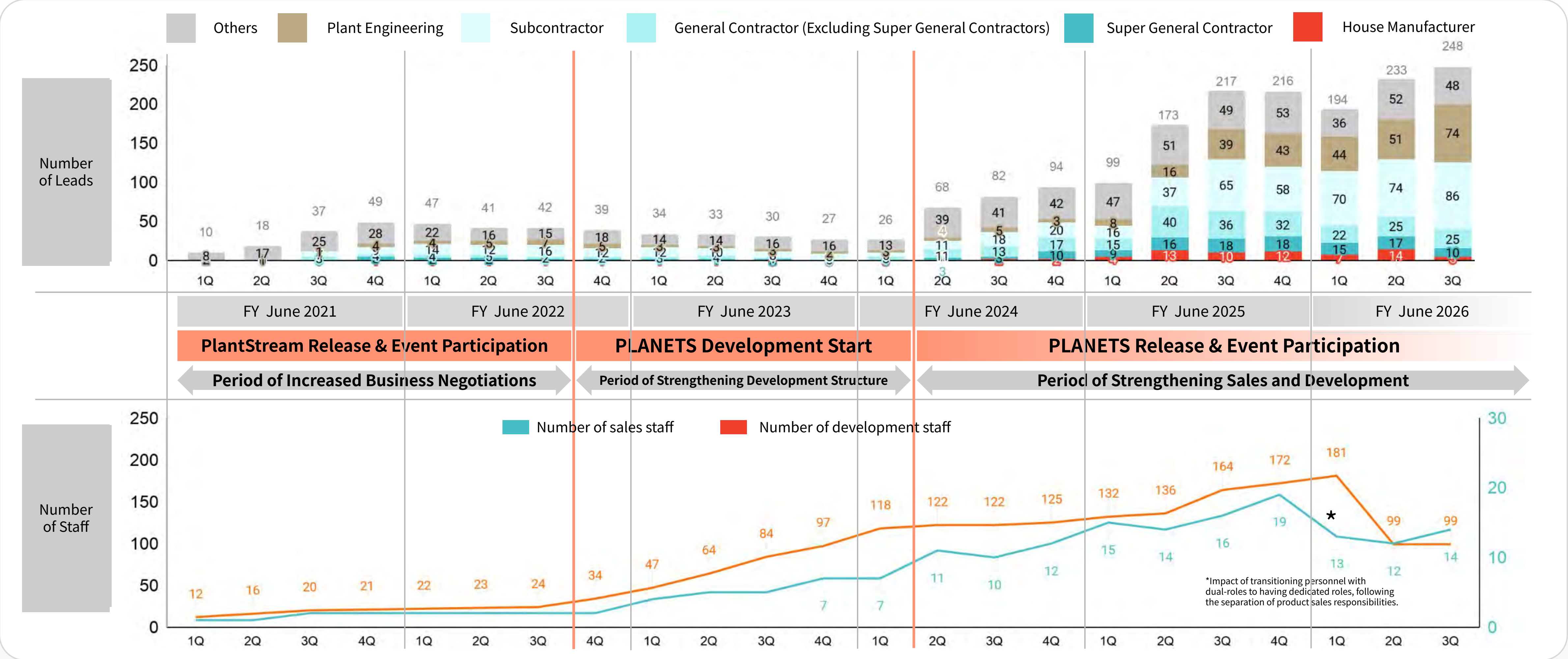
DX Business: Co-Creation Product Development Pipeline Transition (Remaining Cases)

- The pipeline has shifted from quantity to quality, with a growing number of high-probability deals expected to transition into the development phase.
- While new deal acquisition is being selectively controlled due to sufficient revenue visibility, further revenue growth is expected through the expansion of existing leads.



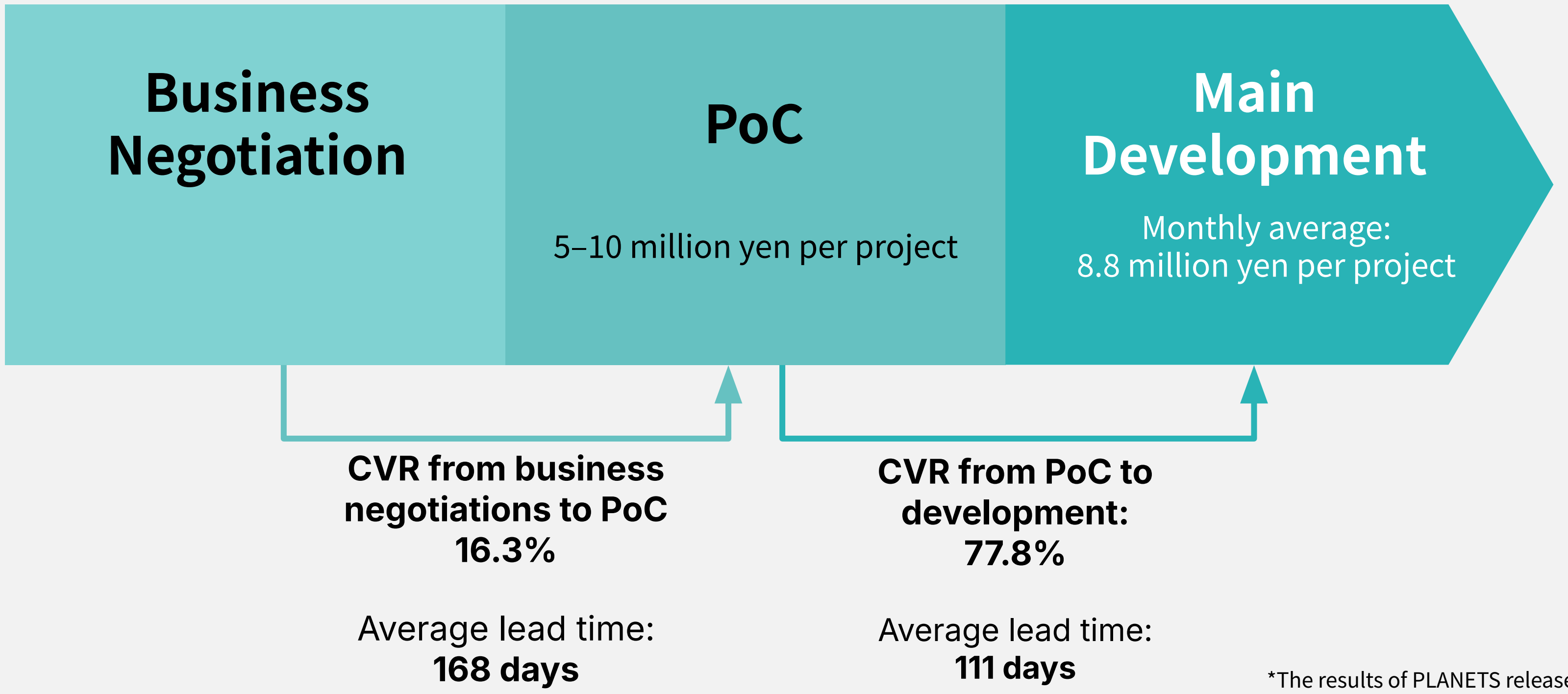
DX Business: Details of Deal Progression

- Members who had previously been engaged in both the Product Business and DX Business were re-assigned based on their aptitude, establishing a dedicated sales structure.*
- As a result of optimized resource allocation, the number of personnel was streamlined while sales efficiency and conversion rates per person steadily improved.



DX Business: Business Flow

Leads are acquired through exhibitions, seminars, and similar events, then gradually progressed through stages of negotiation, PoC, and development.
By conducting consulting-based sales that delve into client issues, we aim to enhance our proposal capabilities, improve the CVR from PoC to development, and expand into multiple projects.

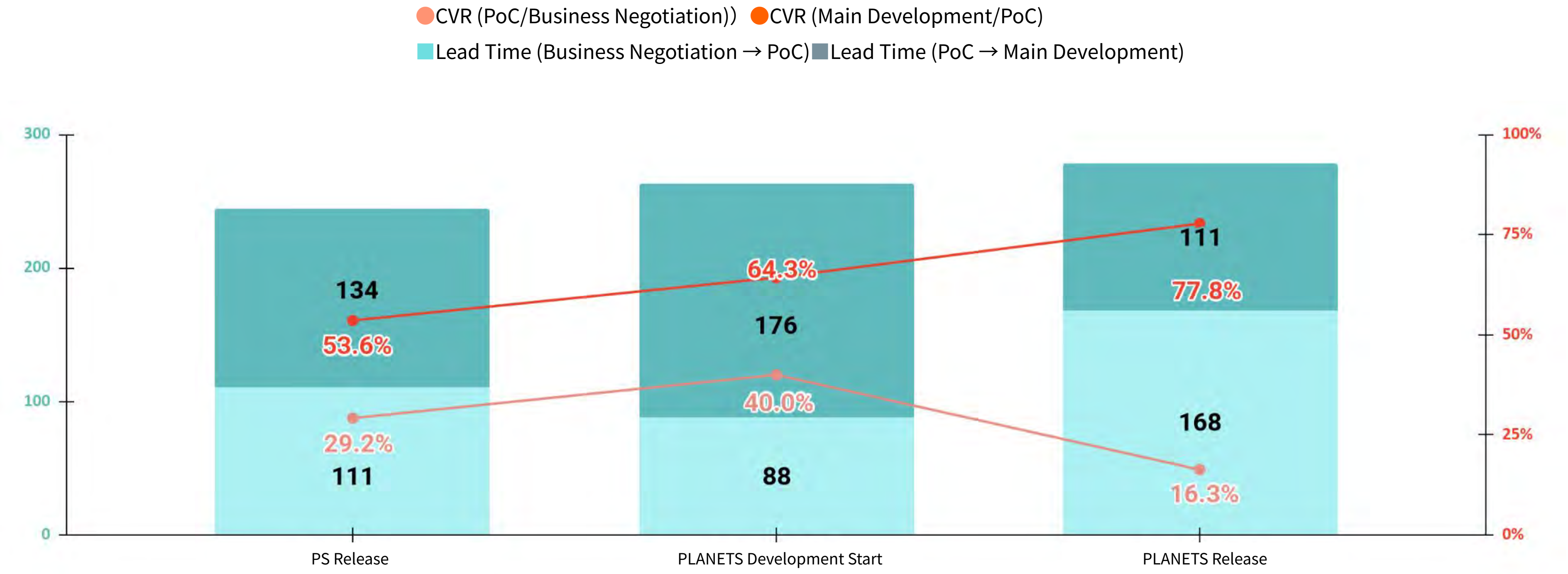


*The results of PLANETS releases (March 2024 to present) are listed.

DX Business: CVR and Lead Time for Product Co-Creation Development

As past achievements have been well recognized, the number of projects moving directly into full-scale development without PoC has increased. Consequently, CVR from PoC to development have also improved.
The lead time and CVR observed during the PLANETS release period are expected to gradually converge to appropriate levels going forward.

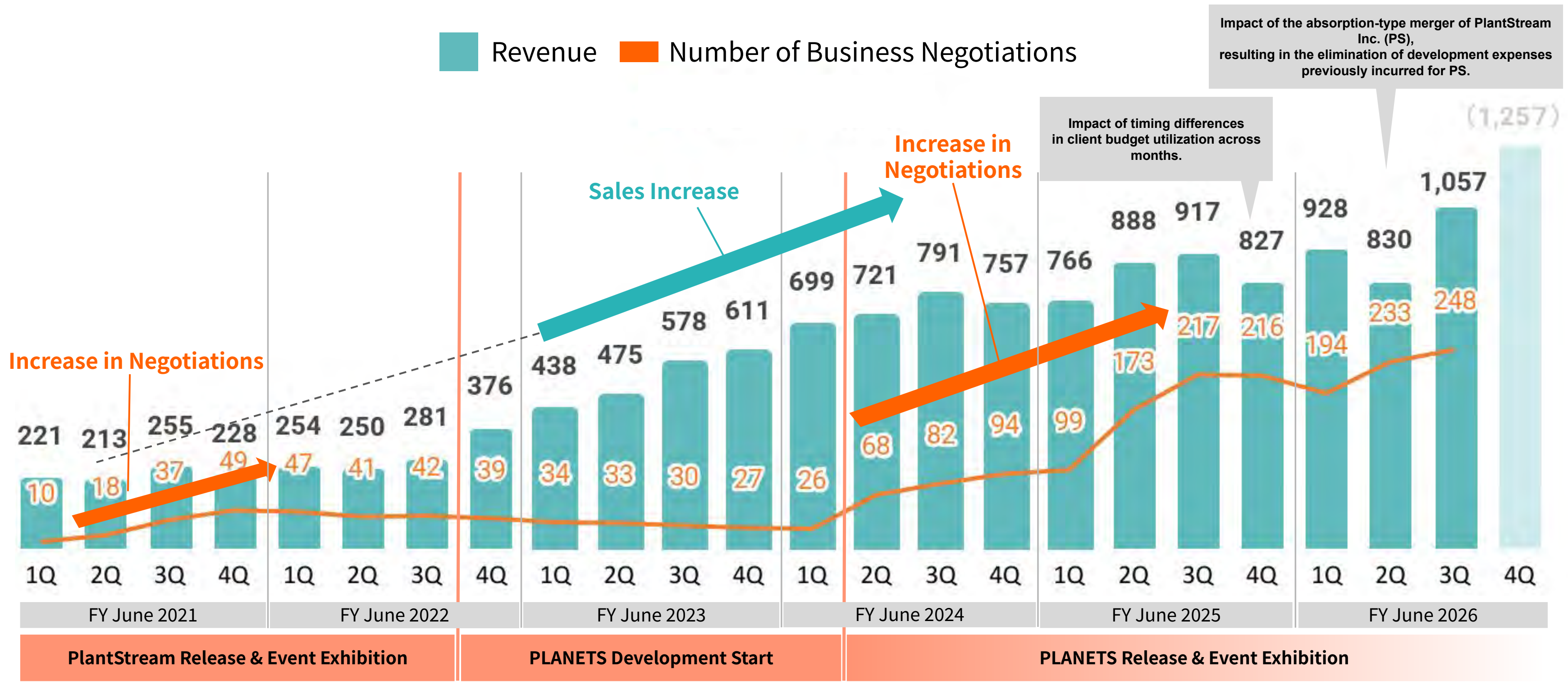
CVR and Lead Time by Business Acquisition Timing (Business Negotiation → PoC, PoC → Main Development)



※Excludes cases currently under consideration for transition from PoC to main development

DX Business: Development Sales Trend

- The cumulative 3Q period saw major projects progress as planned, maintaining steady momentum toward achieving full-year targets.
- The temporary revenue decline in 2Q was due to the elimination of inter-segment transactions following the merger of PlantStream, and there is no change in the DX business's growth potential.
- In 3Q, the transition of large-scale and new projects to the main development phase progressed, reflecting an upward trend in revenue.
- Further expansion is expected in 4Q, driven by the progress of existing projects and the contribution of deferred projects.



*For the purpose of this page, revenue from consulting with low monetary significance has been omitted.

Key Numerical Summary

Net sales (cumulative)

2.81 billion yen

vs. plan z **96%**

YoY **110%**

Ordinary Income Margin (cumulative)

36.3%

Maintaining High Profitability

Duration of Ongoing Development

30.2 months

3 Product Business (Segment 2)

Develop co-created products with major companies in the industry.
Develop and sell in-house products.
Update and sell products acquired through M&A.

1 Performance Highlights

2 Company Overview

3 Business Model

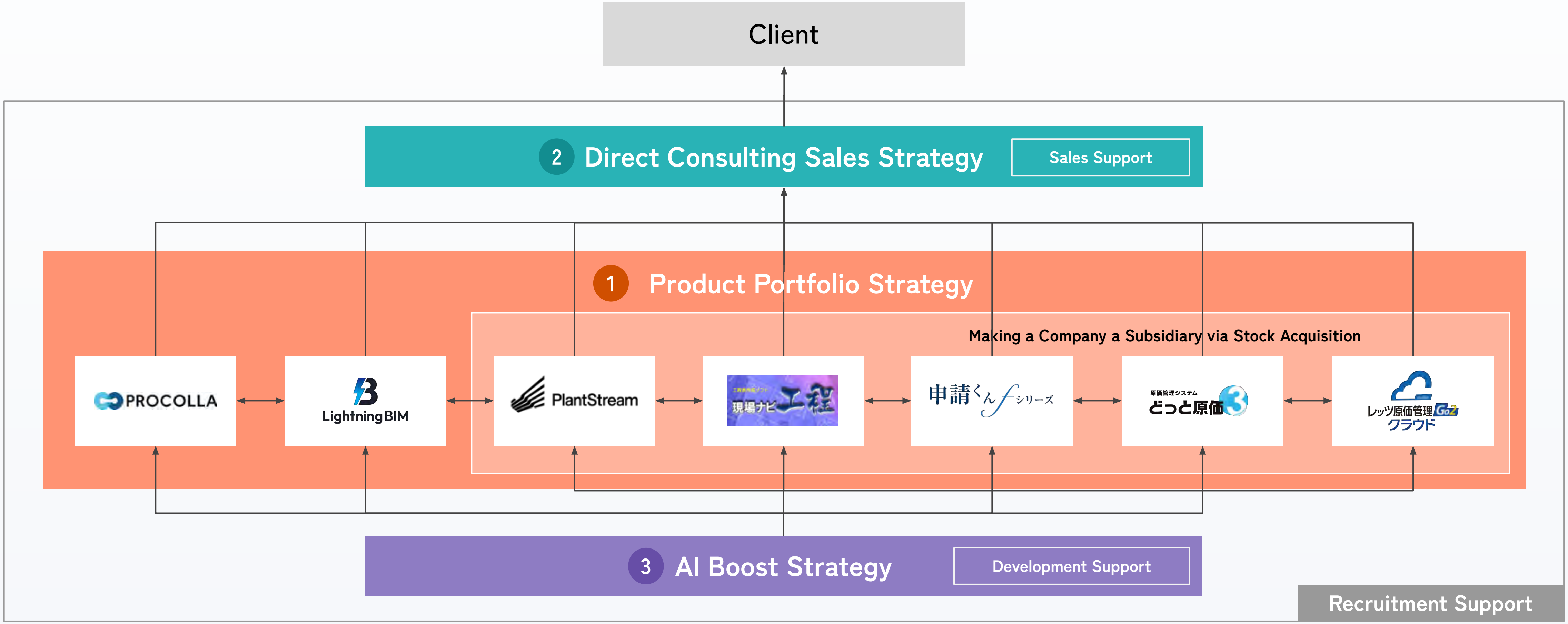
DX Business

Product Business

4 Appendix

Driving the Product Business through 3 Strategies

"Product Portfolio Strategy," "Direct Consulting Sales Strategy," and "AI Boost Strategy"

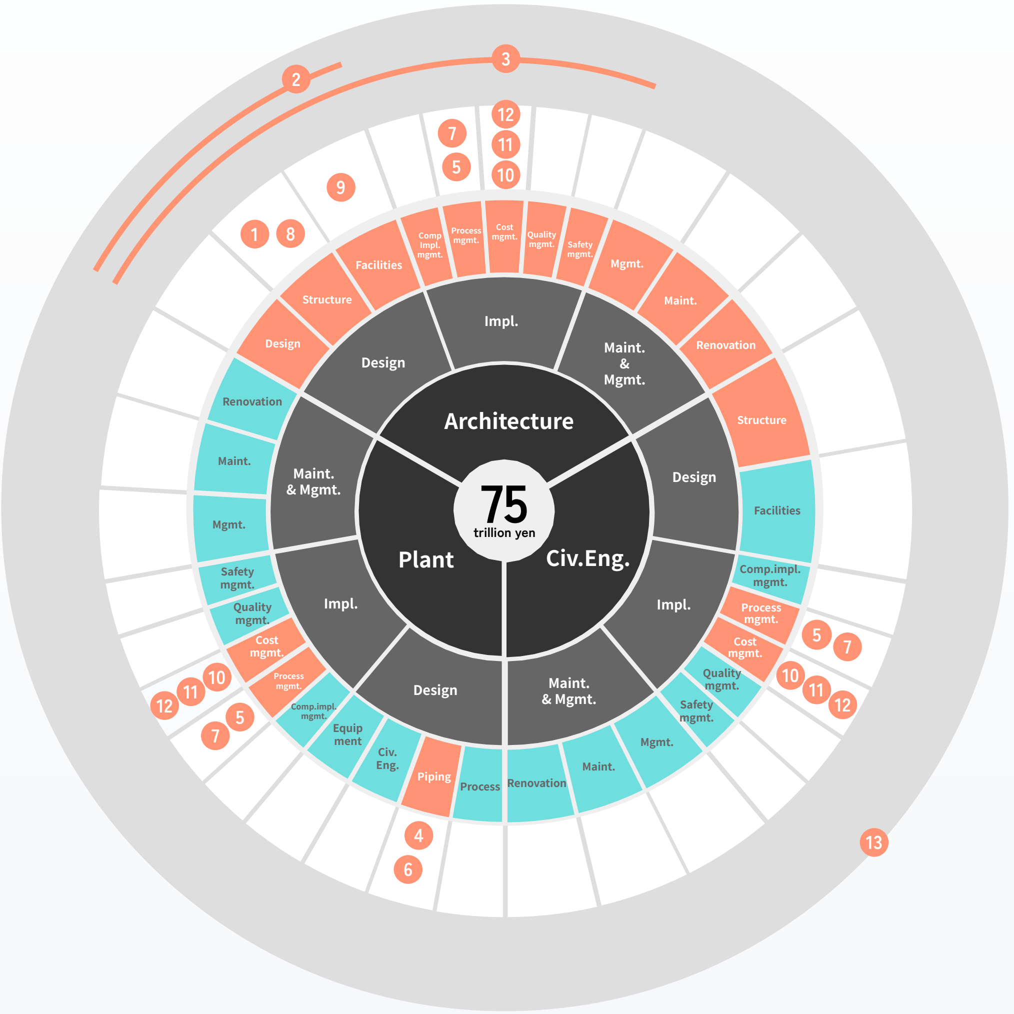


Product Portfolio Strategy

Expanding the product lineup through M&A. Enhancing value with a buy-and-hold approach.

Acquire and expand products in niche areas of the construction industry at fair value, creating group synergies through a buy-and-hold approach to enhance value.
In addition, we will leverage our development capabilities to create our own products, aiming to cover the entire construction industry.

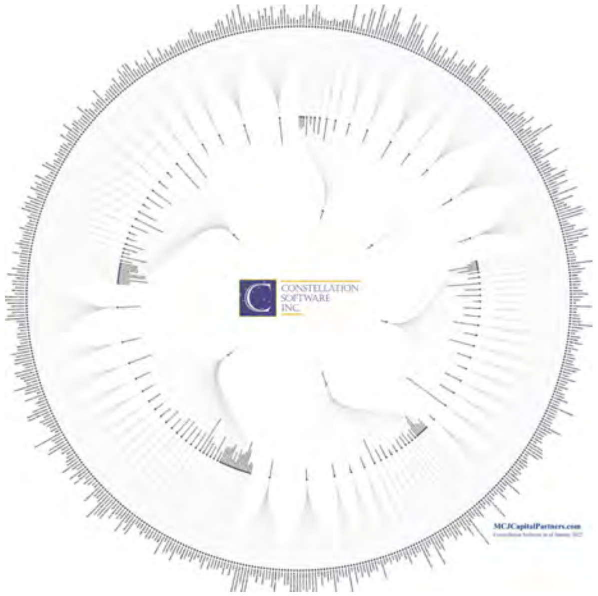
Development and Sales of Systems that Solve Challenges in Niche Areas



1. **Lightning BIM Automatic and Optimal Rebar Layout**
   In-house developed products
2. **Lightning BIM Family Management**
   In-house developed products
3. **Lightning BIM AI Agent**
   In-house developed products
4. **PlantStream**
   In-house developed products
5. **PROCOLLA**
   In-house developed products
6. **PlantStream AIDE**
   In-house developed products
7. **Genba Navi Kotei**
   Products developed by group companies
8. **BUILD. series**
   Products developed by group companies
9. **Shinsei-kun f Series**
   Products developed by group companies
10. **Dot Genka Series**
    Products developed by group companies
11. **Tsukaeru Cloud Series**
    Products developed by group companies
12. **LET'S Cost Management Go2 Series**
    Products developed by group companies
13. **BizGenie**
    Products developed by group companies

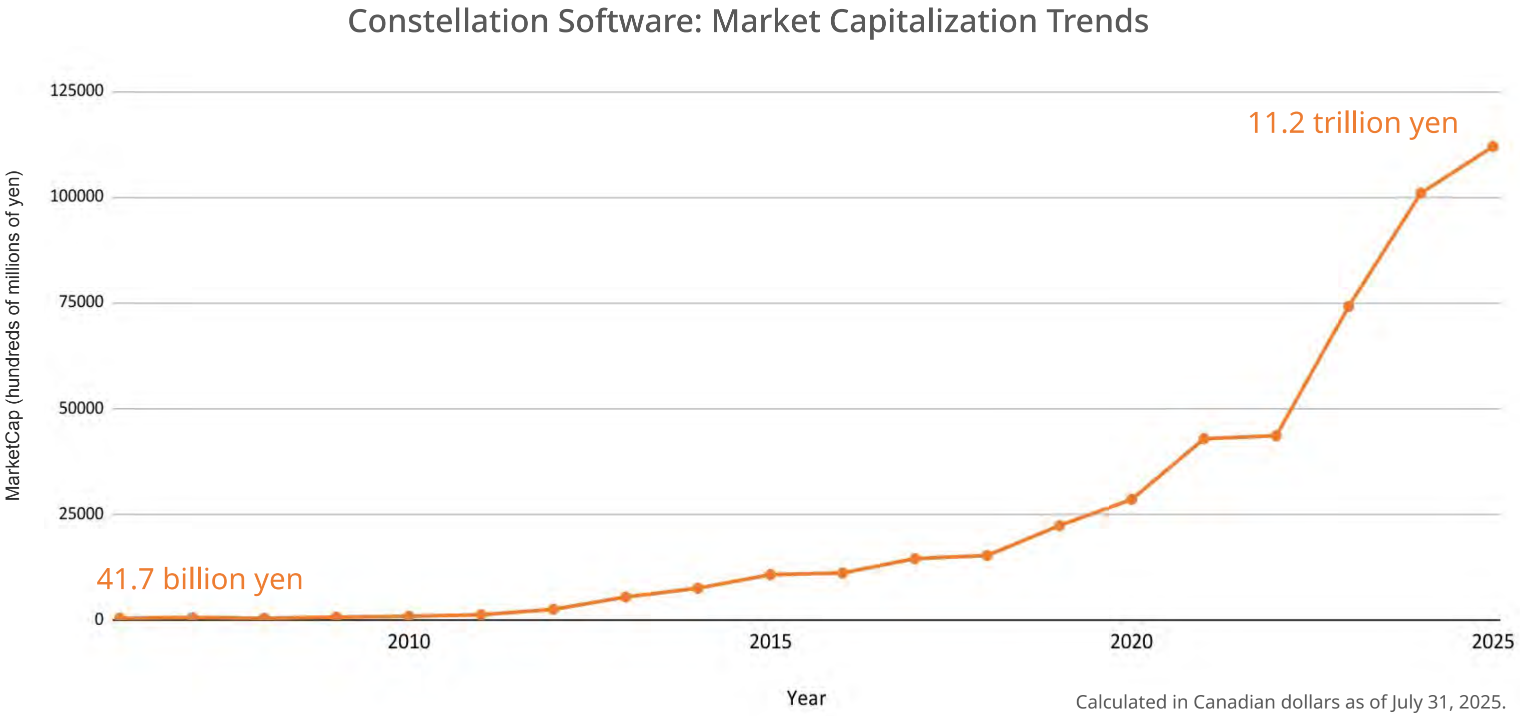
Constellation Software Inc. has also achieved rapid growth using the same approach.

At the time of listing (20 years ago), the market capitalization was 41.7 billion JPY, but it has now expanded to approximately 11 trillion JPY.



Without selling acquired companies, the headquarters shares best practices, drives profit improvement, and promotes operational efficiency while maintaining their autonomy.

Source：MCJ Capital Partners
https://www.mcjcapitalpartners.com/constellation-software-update-2022



Calculated in Canadian dollars as of July 31, 2025.

Improving Profit Margins through Direct Sales

Enhancing profit margins via direct sales while also creating new business opportunities.

When Selling through Sales Agents

Company A | Company B | Company C

Agency commission: 30–50%

Sales Agent

Sales

Sales agents must sell various products, making it difficult to convey industry-specific expertise to clients.

Client

Operating profit

20–40%
Improvement

When Selling through Arent Direct Sales

Group Company A | Group Company B | Group Company C

Sales cost: 10–30%

ARENT

Sales

Sales representatives with industry-specific expertise provide optimal proposals tailored to each client's needs.

Client

Supporting Business Expansion with a Highly Replicable Sales Strategy

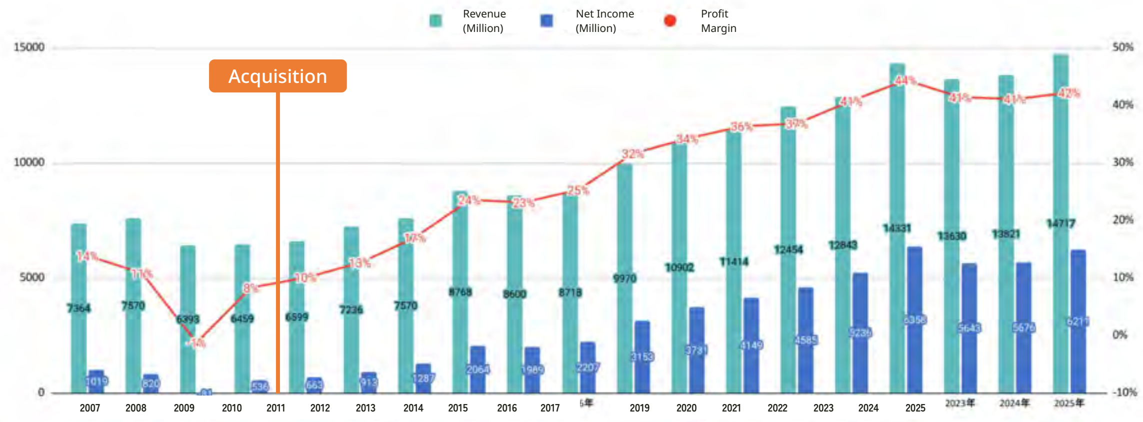
Improving Profit Margins through Direct Sales

Productivity Improvement & Higher Employee Income

(Reference) Acquisition of JustSystems Corporation by Keyence Corporation

Improved Profit Margins through Direct Sales

(Reference): Daitoc HD's Acquisition of Fukui Computer, Inc.

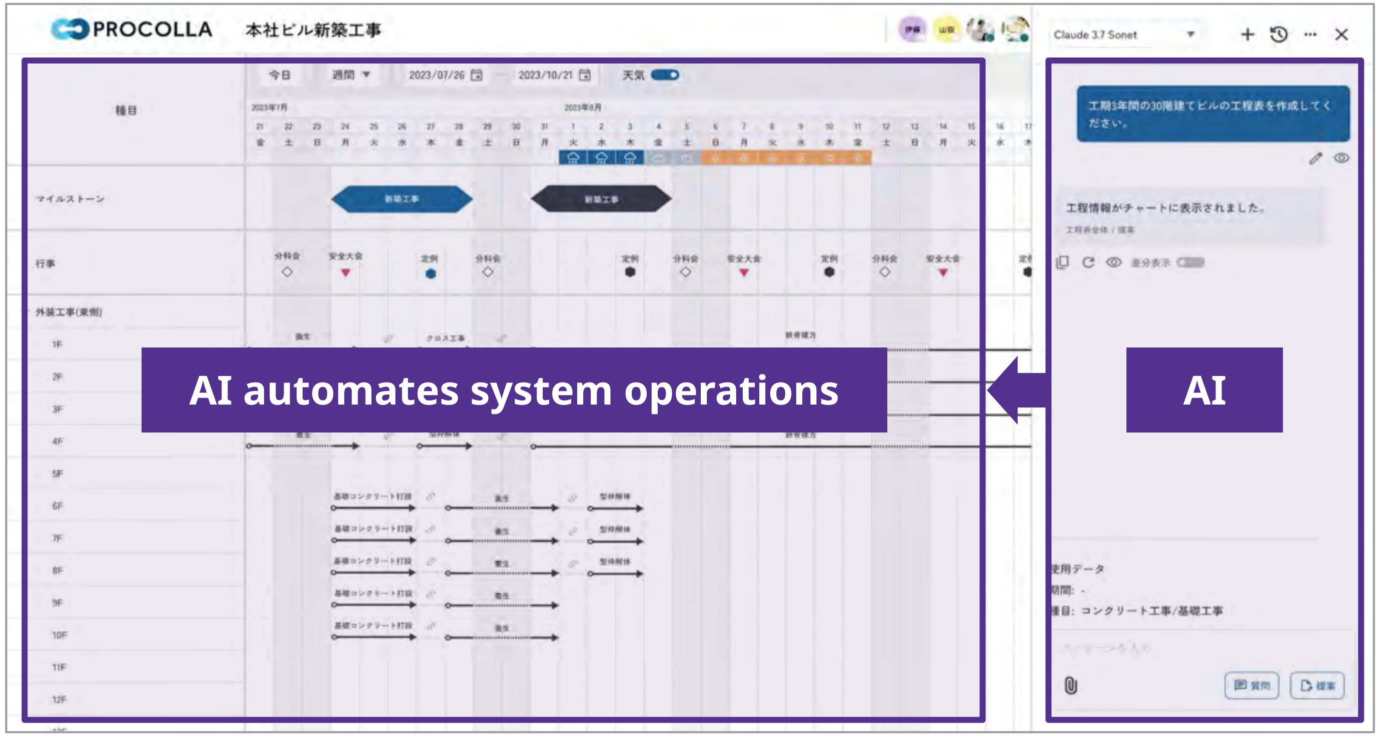


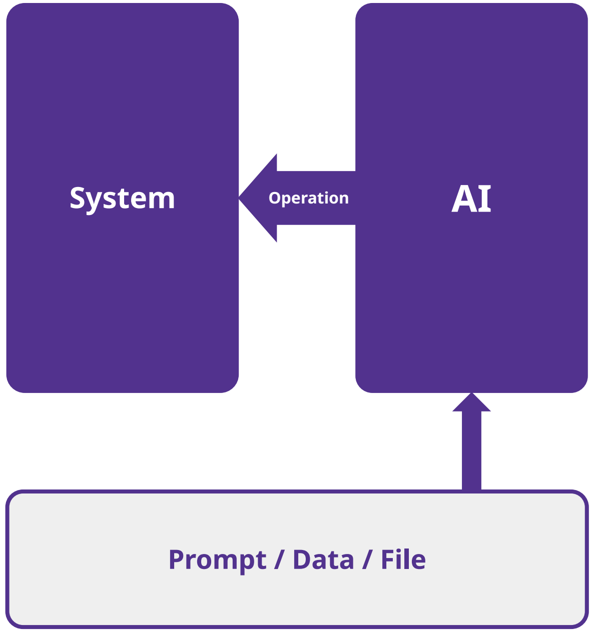
**By shifting from agency sales to direct sales,
we improve operating profit and increase profit margins by up to 4–5 times.**

AI Automates System Operations Based on Data

By implementing AI into systems acquired through M&A, we can rapidly upgrade existing systems!

Existing Product (Process Management System)





AI Product Portfolio

PROCOLLA
Smart construction scheduling software that uses AI to support the creation of construction site schedules

申請くん f シリーズ
Specialized CAD software from Stagg Inc. tailored for water supply application processes

PlantStream AIDE P&ID AI Data Extractor
AI-powered P&ID data extraction tool that analyzes P&IDs and automatically generates connection information and piping lists

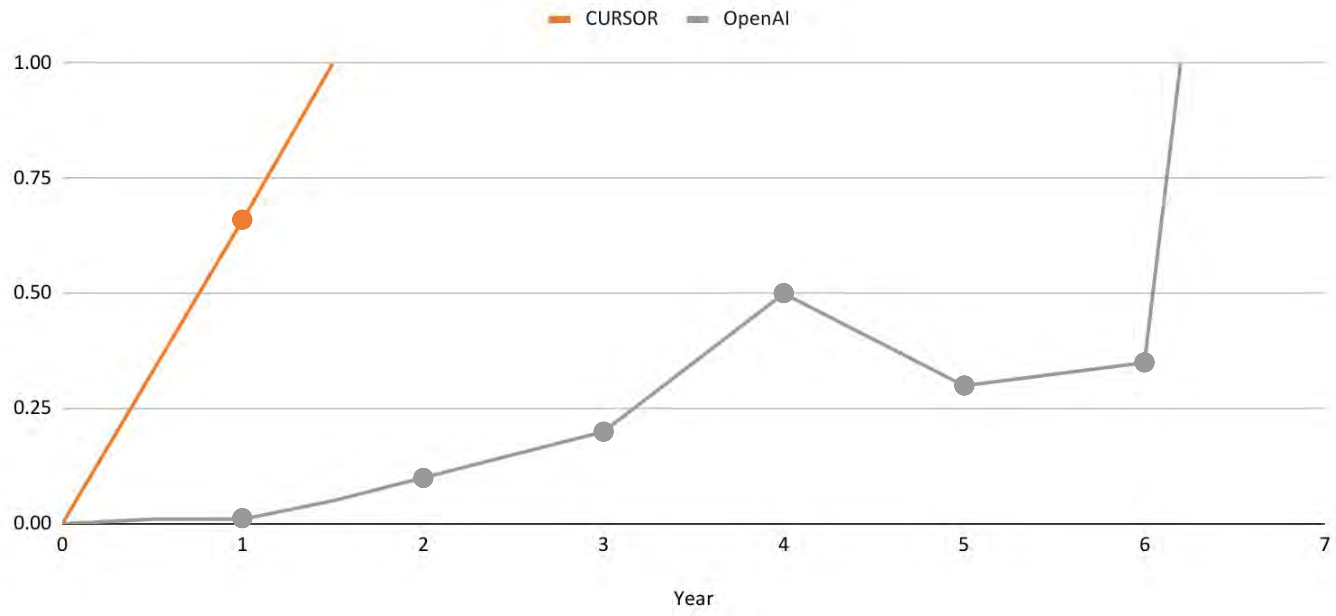
Lightning BIM AI Agent
AI Add-in for Revit that enables operation via natural language

BizGenie
AI-powered tool that automatically organizes and summarizes documents

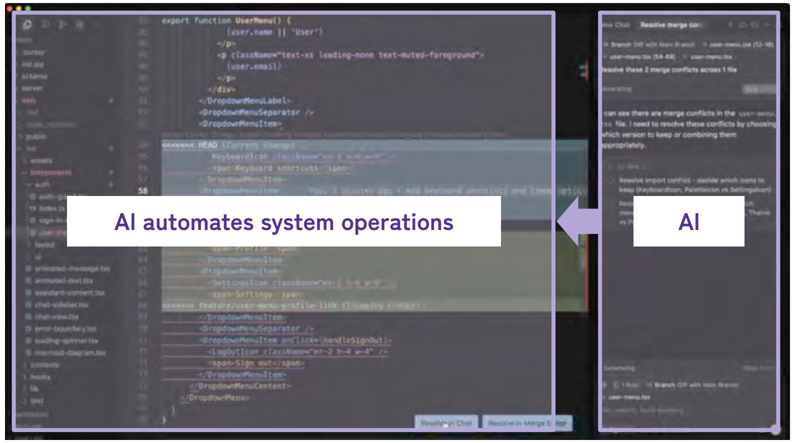
In the generative AI industry, one of the fastest-growing companies is actually the AI editor “CURSOR”

A high-performance editor that supports AI-powered code completion and correction.

CURSOR / OpenAI: Time taken for ARR to grow from USD 1M to USD 100M



CURSOR



CURSOR is a specialized editor equipped with generative AI that supports tasks such as refactoring and reference searches in an interactive format.

Source：CURSOR
https://cursor.com/ja/changelog

Even individually, each strategy can deliver significant results, but combining them further accelerates business growth.

Direct Consulting Sales Strategy

Increase profit margins through direct sales

Product Portfolio Strategy

Expand products through M&A
Enhance value with a buy-and-hold approach

AI Boost Strategy

Automate system operations via AI based on data

By implementing all three strategies simultaneously, we maximize results while ensuring business growth even in the event of unforeseen risks.

The Arent Group aims to become the only unique construction DX platformer in Japan, leveraging its own product group.

We aim to improve overall industry productivity by linking excellent products from each field.

4 Appendix

1 Performance Highlights

2 Company Overview

3 Business Model

- DX Business
- Product Business

4 Appendix

The background behind the need for DX in the construction industry

What we aim to solve is the low productivity caused by the use of legacy systems in the construction industry.
We are advancing BIM and SaaS adoption using our own technology.

Trend

Promoting DX in the construction industry, where inefficiencies remain

Specific issues

Long working hours *1

Over **350** hours more than the all-industry average

Aging workforce *2

36% of the workforce is over 55, surpassing the average of all industries.

Legal policies *3

2023 — Start of BIM/CIM principle application
2024 — Start of labor reform law application
2026 — BIM drawing review

Necessary measures

Legacy products need to be digitized and optimized through BIM/SaaS

+

Loss of tacit knowledge from skilled workers due to labor shortages

Our values

Our company can systematize the industry's tacit knowledge through technological expertise.

*1: Ministry of Health, Labor, and Welfare "Monthly Labor Survey" (FY 2021), compiled by our company.

*2: Japan Federation of Construction Contractors, 'Construction Industry Digital Handbook,' updated from May 2025.

*3: Ministry of Land, Infrastructure, Transport and Tourism, "How to Apply the BIM/CIM Principles in FY2023 (March 2, 2021)" and Digital Agency, "Progress and Acceleration of the Comprehensive Review of Regulations in Light of Digital Principles (October 27, 2022)"

The Construction Industry Arent is Facing

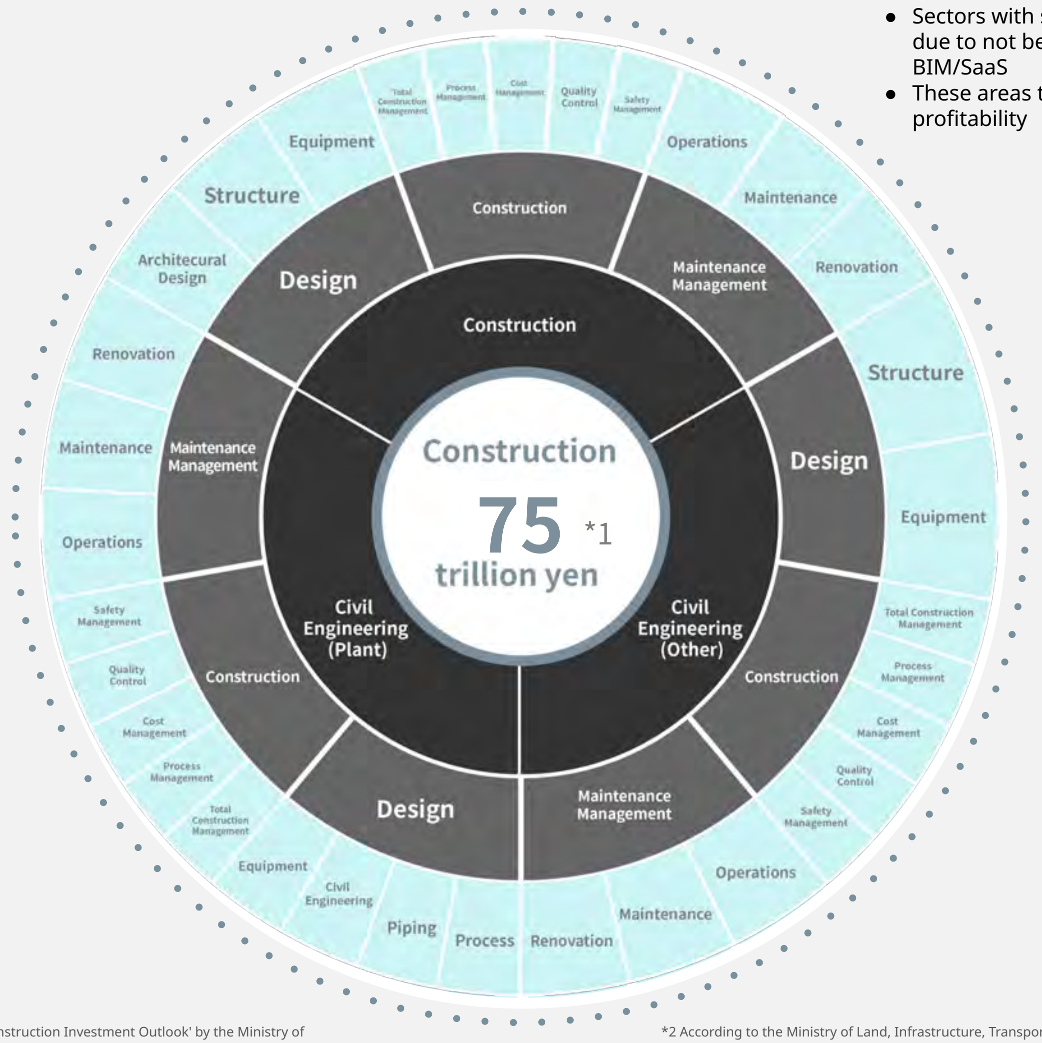
The construction industry that Arent operates in is **a massive 75 trillion yen market.**[*1]
It is composed of niche areas where significant inefficiencies remain due to not being digitized through BIM/SaaS

POINT

1. The construction industry is a massive 75 trillion yen market
2. The industry consists of niche areas where significant inefficiencies remain due to the lack of digitization through BIM/SaaS
3. Some areas have already adopted BIM/SaaS
4. There are also highly profitable companies that have not yet digitized through BIM/SaaS
5. Develop BIM/SaaS-integrated products in collaboration with large enterprises seeking DX.
6. Expand BIM/SaaS integration to other sectors to enhance productivity.

Niche Areas

- Sectors with significant inefficiency due to not being digitized through BIM/SaaS
- These areas tend to have high profitability



*1 Based on the 'FY2025 Construction Investment Outlook' by the Ministry of Land, Infrastructure, Transport, and Tourism (MLIT), General Policy Bureau, Information Policy Division, Construction Economy Statistics Survey Office.

*2 According to the Ministry of Land, Infrastructure, Transport, and Tourism (MLIT)'s Current State of the Construction Industry, construction is categorized into architecture and civil engineering, with plants classified under civil engineering. However, due to its significance to our business, it is listed separately.

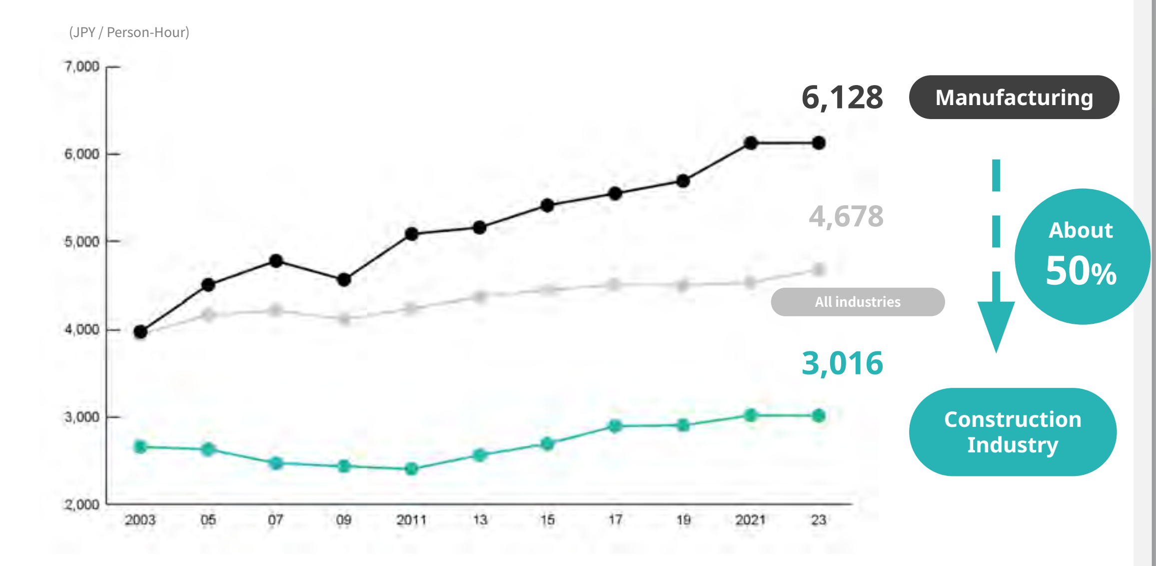
State of the Construction Industry

The multi-layered subcontracting structure in the construction industry has complicated long-standing issues, making DX extremely difficult, which leads to a crisis where the tacit knowledge of craftsmen are disappearing.

Decline in Labor Productivity in the Construction Industry

The productivity of the construction industry is half that of manufacturing.

In the construction industry, labor productivity has remained almost unchanged for the past 20 years and lags nearly twice behind that of the manufacturing sector, making it one of the industries significantly behind in DX. One of the reasons cited behind this is the industry's multilayered structure, which extends from general contractors to subcontractors.

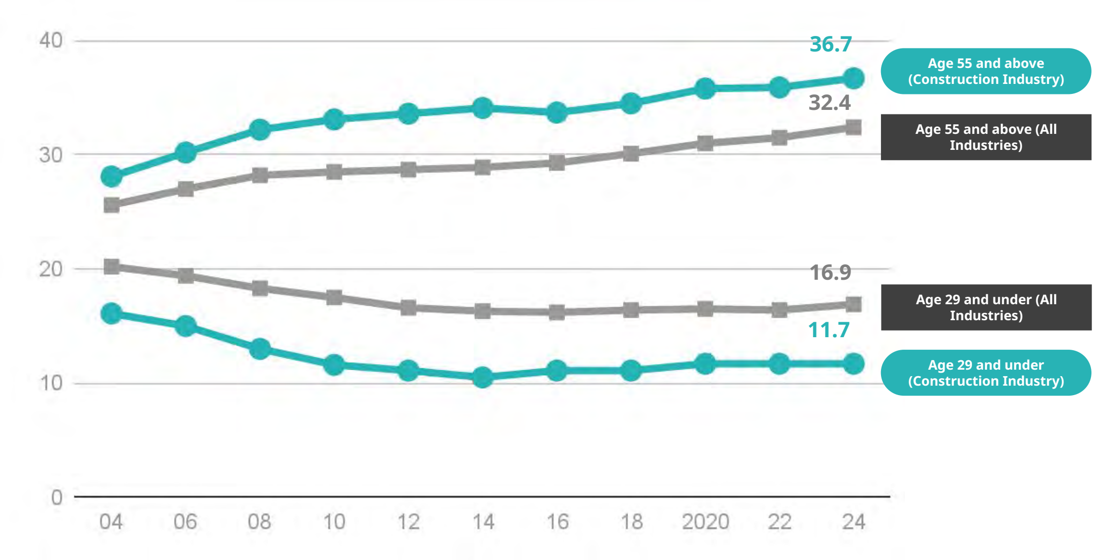


Source: Japan Federation of Construction Contractors, "Construction Industry Digital Handbook", updated July 2025

Progress of Aging of Construction Industry Workers

Aging is more pronounced compared to other industries

The proportion of workers aged 55 and older in the construction industry exceeds that of all other industries, which raises issues in terms of human resources. To promote the digital transformation of the construction industry, it is important to not only adopt advanced technology, but also to ensure that it can be used by anyone on-site.



Source: Japan Federation of Construction Contractors, "Construction Industry Digital Handbook", updated May 2024

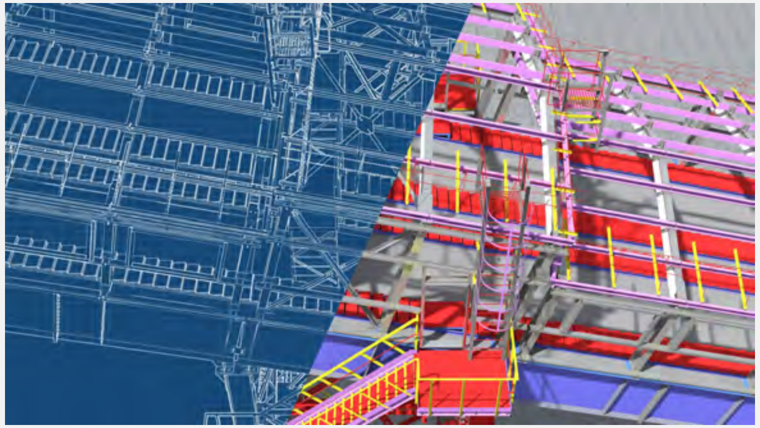
Regulatory and Institutional Reforms Surrounding the Construction Industry

The demand for BIM usage in the construction industry is expected to grow further due to regulatory and institutional reforms, such as the application of BIM principles, overtime regulations, and BIM drawing reviews.

Application of BIM Principles (From 2023)

Legal reforms toward the normalization of BIM utilization

- The Ministry of Land, Infrastructure, Transport and Tourism aims to streamline construction production and maintenance processes and improve productivity through the use of BIM. Starting in 2023, BIM usage has been adopted as the norm for public projects, with plans to gradually expand its scope of application.



Overtime Regulations (From 2024)

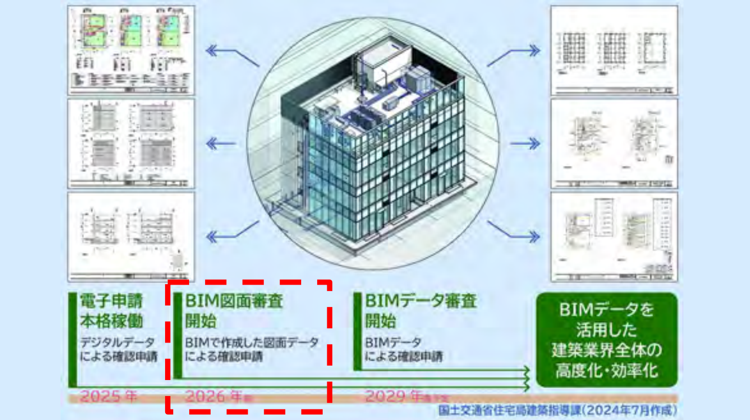
Significant improvements in efficiency are necessary for productivity gains

- Regulation of the upper limit on working hours will begin in April 2024

BIM Drawing Review (From 2026 onwards)

Using BIM-generated drawing data in review applications

- Starting in spring 2026, review applications using BIM-generated drawing data will begin.
- Review applications will be streamlined by submitting BIM data aligned with the "input quantity standards" along with the drawings created from it, as well as the designer's checklist.



Market Expansion Strategy

The proportion of IT investment in the construction industry is still low compared to other industries, leaving many challenges. As a result, it is a market expected to expand further in the future.

TAM

IT Investment in the Construction Industry

Approximately 1 trillion yen

Investments in construction IT accounts for approximately 1.37%(*1) of investments in construction (74 trillion yen*2)

*1 Estimated by our company based on "Corporate IT Trends Survey Report 2024" and other materials
*2 Ministry of Land, Infrastructure, Transport and Tourism, Information Policy Division, Construction Economic Statistics Survey "2024 Construction Investment Outlook"

SAM

IT Investment of Major Construction Companies in the Industry

Approximately 550 billion yen

Shares of IT market held by major construction companies in the construction IT market (55%*3)

*3 Proportion of total construction investments by major construction companies (with sales of over 100 billion yen) listed in the Strainer "Construction Industry Sales Ranking" (as of January 2023).

SOM

Market Size Accessible to Our Company

Approximately 55 billion yen

Our projected market share in the IT market of major construction companies (10%*4)

*4 In the construction subsegment of HVAC and Sanitary Works, companies with sales exceeding 100 billion yen generate a total revenue of 1.4 trillion yen. IT investment in this sector amounts to 18.3 billion yen (1.31% of 1.4 trillion yen). Among this, our company has received a preliminary order commitment of 2 billion yen from subcontractors, accounting for approximately 10%.
(Source: Extracted from SPEEDA)

Tailwind

- Application of BIM Principles (From 2023)
- Overtime Regulations (From 2024)
- BIM-based Review Applications (From 2026)

Arent's Unique Ability to Handle Everything from Consulting to JV

With the know-how and technology gained from solving niche industry challenges, Arent can offer end-to-end services, from consulting to JV establishment, leveraging its agile development capabilities.

	Business Process			
	Consulting	System Development	Business Launch (Collaboration with Major Companies)	Business Operation (Collaboration with Major Companies)
ARENT	○	○	○	◎
Consulting Firms	○			○
SIer/System Development Companies		○		
Vendors/SaaS Companies		○	○	

Co-creation products are Arent's strength

Comparison of Feature between BIM and 3D CAD

The difference between BIM and 3D CAD is that objects such as "roofs", "floors", "walls", and "windows" have individual architectural attribute information. This allows for easy estimation of construction costs, simplifies modifications, and enhances operational efficiency.

3D CAD

Computerized Drafting / Building Visualization & Standardization of Elements

Only Visualized Drawings / 3D Information

BIM

Content-based models & metadata

Includes not only 3D CAD data, but also materials, prices, and information about preceding and subsequent processes (attribute data)

3D CAD		BIM
✕ **None** Since drawings are created manually, there is a high risk of human error.	Attribute Data	○ **Available** Attribute information such as material and price can be added for each part, including columns and walls.
Data management is handled separately by file formats and other criteria	Data Management	**Assignment and Management of Attribute Information** **(List generation from attribute information, etc.)** Directly assign and manage information (such as product number, dimensions, material, performance, unit price, etc.) to objects such as walls, stairs, and columns
✕ **Time-consuming** →If design inconsistencies are found after creating the 3D model, all floor plans must be revised and reconstructed, resulting in significant workload and substantial costs.	Revision of Design Drawing	○ **Simple** Since attribute information is embedded in parts, modifying a single piece of data automatically updates all related data

Towards a DX Platform for the Construction Industry

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