



データに、物語を。

Designing Narratives with Data



Financial Results Material for the 63rd Fiscal Year Ended March 31, 2026

ODK Solutions Company, Ltd.

Securities code: 3839





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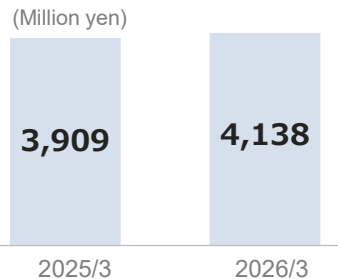
Executive summary

Net sales		Ordinary profit		Profit attributable to owners of parent	
¥6,657 million	YoY Up 185 Up 2.9%	¥659 million	YoY Up 82 Up 14.3%	¥139 million	YoY Down 123 Down 47.0%

- Net sales hit a **record high for the second consecutive fiscal year, while ordinary profit increased**
- Profit attributable to owners of parent decreased due to extraordinary losses from a conservative standpoint

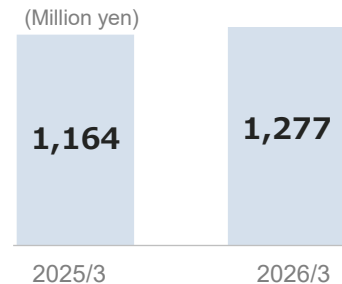
Education	¥4,138 million YoY: Up ¥229 million, or Up 5.9%
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- (+) Worked towards fair pricing in university entrance exam outsourcing
- (+) Increased the number of university entrance applications processed in outsourcing operations



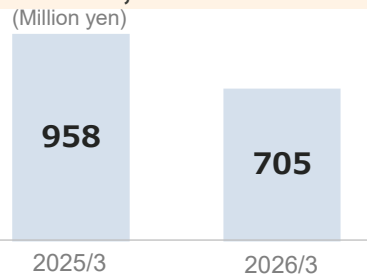
Securities and deposit/transfer	¥1,277 million YoY: Up ¥112 million, or Up 9.7%
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- (+) Increased due to expanded development of comprehensive securities system *WITH-X*® for domestic online securities companies



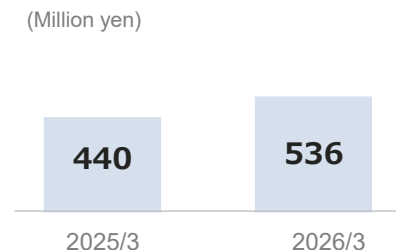
General business	¥705 million YoY: Down ¥252 million, or Down 26.3%
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- (-) Decreased due to the absence of core clinical testing system development for medical-related services
- (-) Decreased due to the absence of replacement demand for medical system printers



Other (group companies, etc.)	¥536 million YoY: Up ¥95 million, or Up 21.7%
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- (+) Increased due to full-year contribution from NINJAPAN Inc.





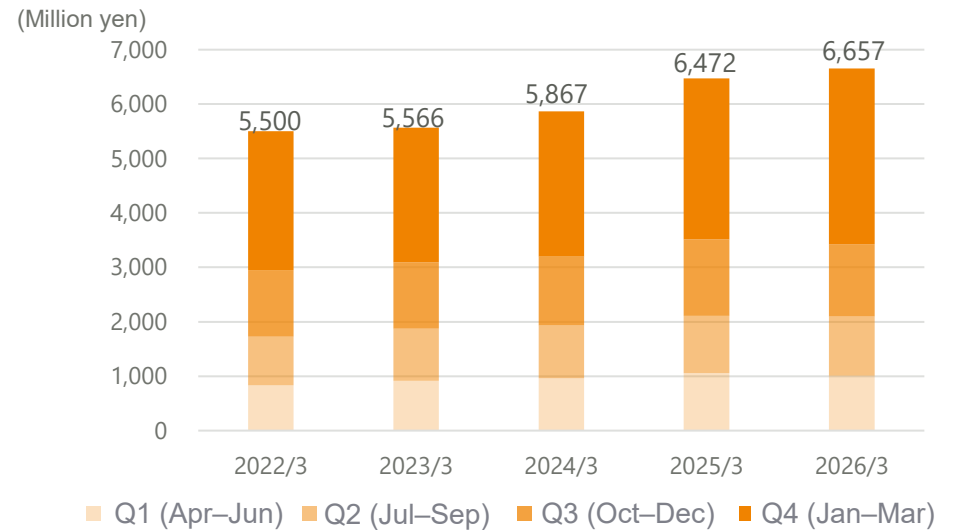
Earnings trends

ODK Group businesses tend to record higher profits in the fourth quarter, mainly due to university entrance exam operations.

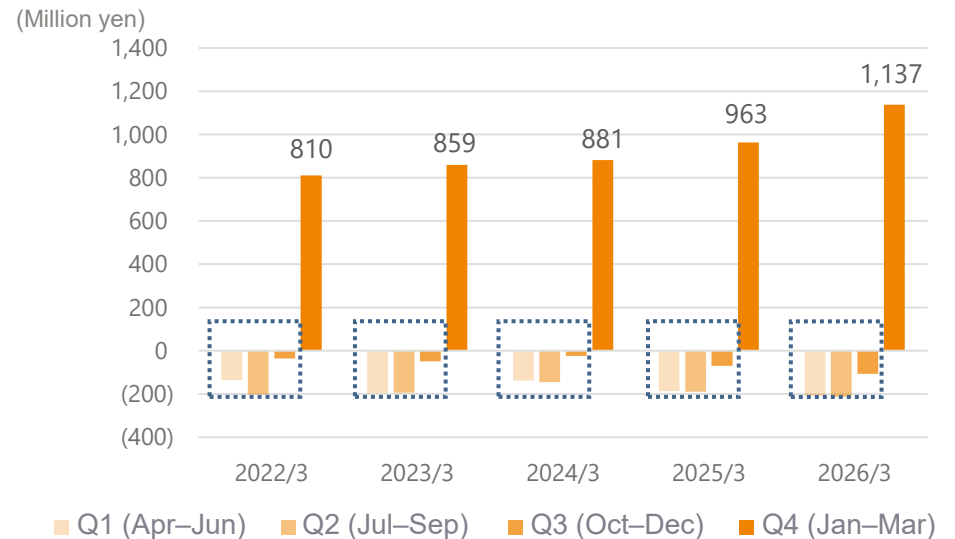
Meanwhile, fixed costs such as personnel expenses do not change from quarter to quarter. Consequently, in a typical year we usually record losses through the third quarter.

However, these losses are offset on a full-year basis.

Cumulative quarterly net sales (consolidated)



Quarterly operating profit (consolidated)





Consolidated statement of income (FY 3/2026: Full year)

(Million yen, %)

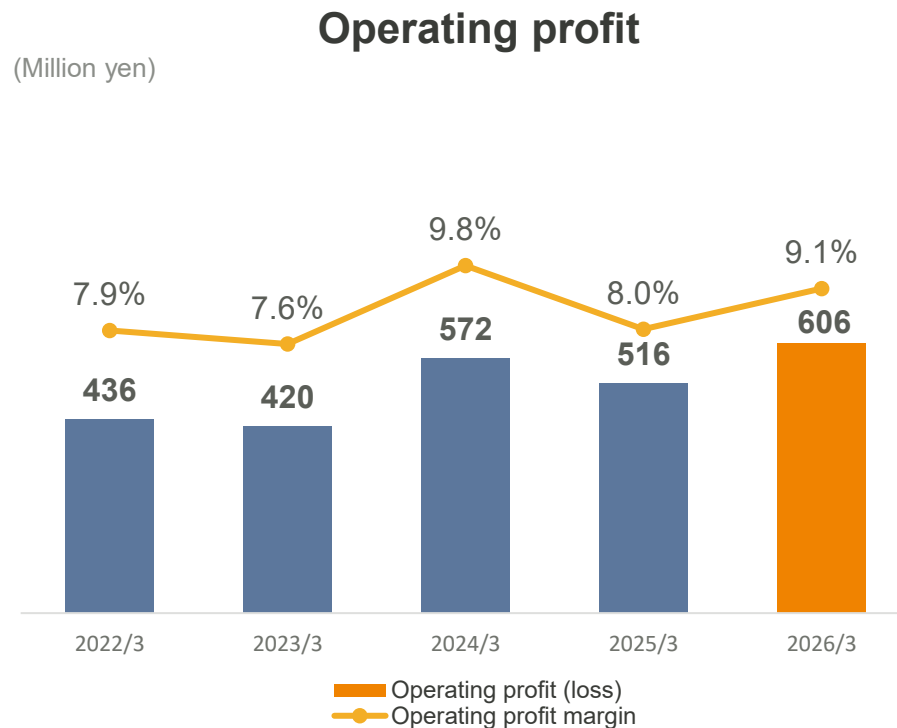
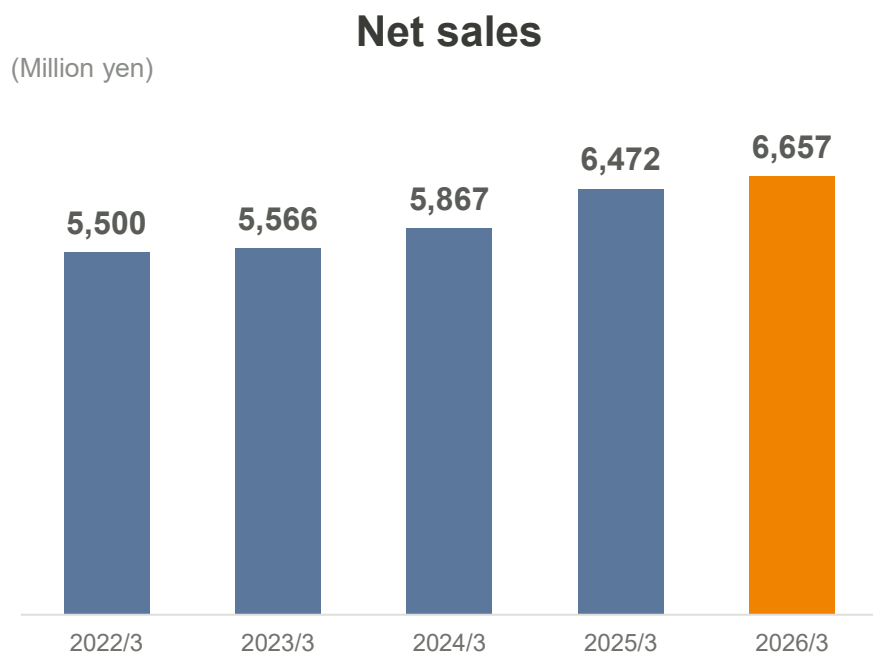
	Consolidated	YoY change	Change (%)	ODK (non-consolidated)	YoY change	Change (%)
Net sales	6,657	185	2.9	6,121	89	1.5
Operating expenses	6,051	94	1.6	5,337	(35)	(0.7)
Commission expenses	2,109	83	4.1	2,075	110	5.6
Machine rental expenses, etc.	638	(130)	(17.0)	624	(127)	(17.0)
Labor cost	1,735	29	1.7	1,450	(14)	(1.0)
SG&A expenses	1,568	113	7.8	1,187	(3)	(0.3)
Operating profit	606	90	17.6	783	125	19.1
Ordinary profit	659	82	14.3	716	90	14.5
Profit attributable to owners of parent	139	(123)	(47.0)	85	(238)	(73.7)

Machine rental expenses, etc.: Decreased mainly due to the purchase of equipment in medical-related services recorded in the previous fiscal year, as well as the absence of usage fees for cloud-based service *Application via UCARO*®

SG&A expenses: Increased mainly due to personnel, advertising, and other expenses following consolidation of NINJAPAN Inc.

Trend in consolidated net sales and operating profit

- Net sales hit a record high for the second consecutive fiscal year, mainly due to efforts to ensure fair pricing in university entrance exam outsourcing services and an increase in the number of applications processed
- Operating profit margin improved due to higher net sales and reduced outsourcing expenses resulting from the streamlining of development and operational arrangements



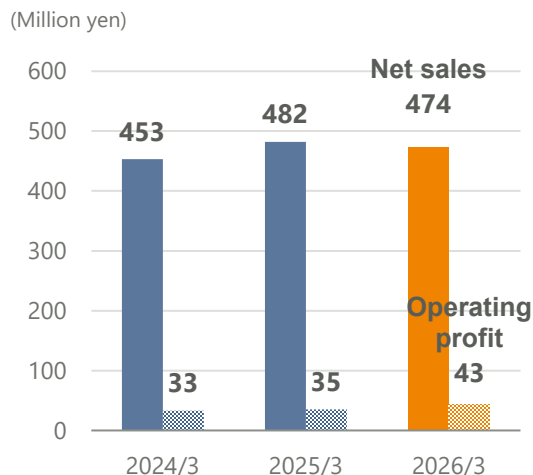
Status of subsidiaries

■ Merger between Fplus, Inc. and ECS, Inc.

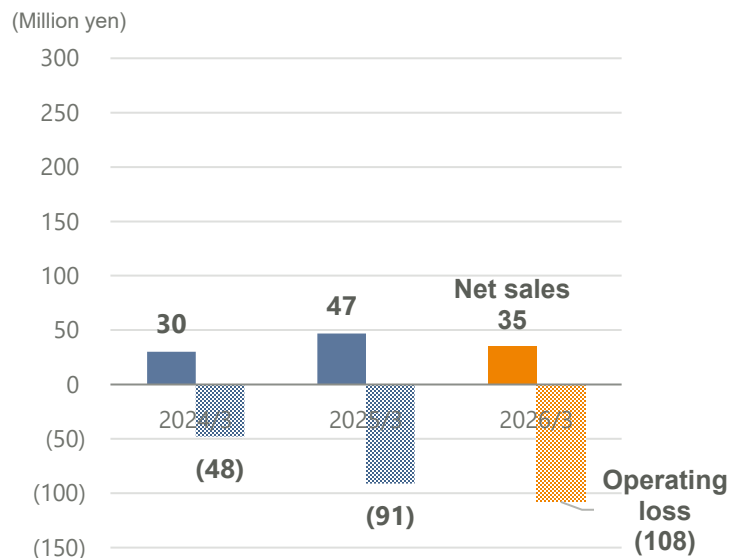
Fplus, Inc. merged with and absorbed ECS, Inc. in April 2025.

Figures for Fplus, Inc. for FY 3/2024 and FY 3/2025 represent the combined results of Fplus, Inc. and ECS, Inc.

Fplus, Inc.

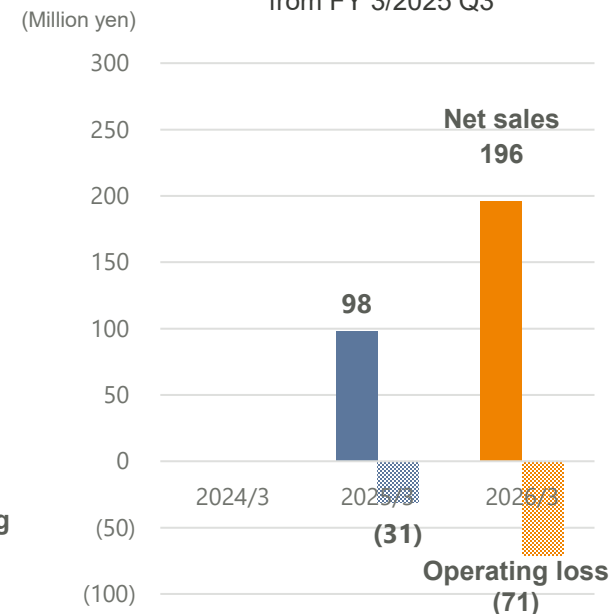


Pottos, Inc.



NINJAPAN Inc.

Note: Subject to consolidation from FY 3/2025 Q3



■ Fplus, Inc.

Net sales declined slightly, while operating profit increased due to disciplined control of SG&A expenses

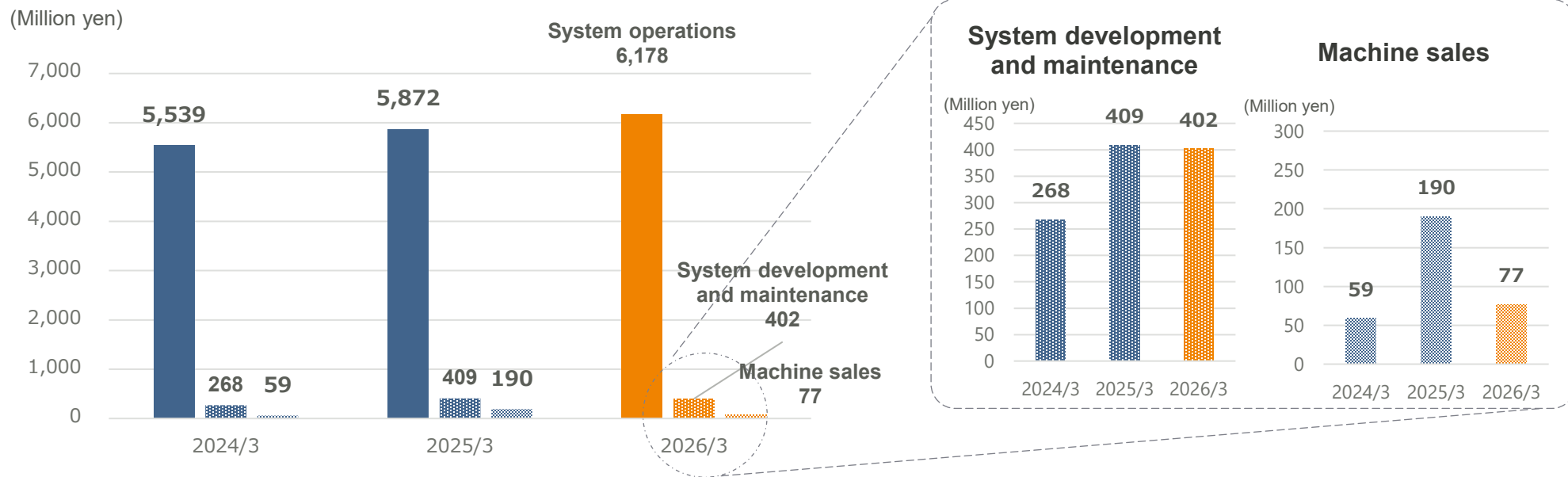
■ Pottos, Inc.

Both net sales and operating profit decreased as the launch of the new business took longer than initially expected

■ NINJAPAN Inc.

Net sales increased due to the full-year contribution effect, while operating profit decreased as higher personnel and marketing expenses for customer acquisition weighed on earnings

Trend in net sales by business category (consolidated)



■ System operations

Net sales increased mainly due to the contribution from NINJAPAN Inc. and higher net sales of university entrance exam operations for existing university clients, reflecting fair pricing in educational operations

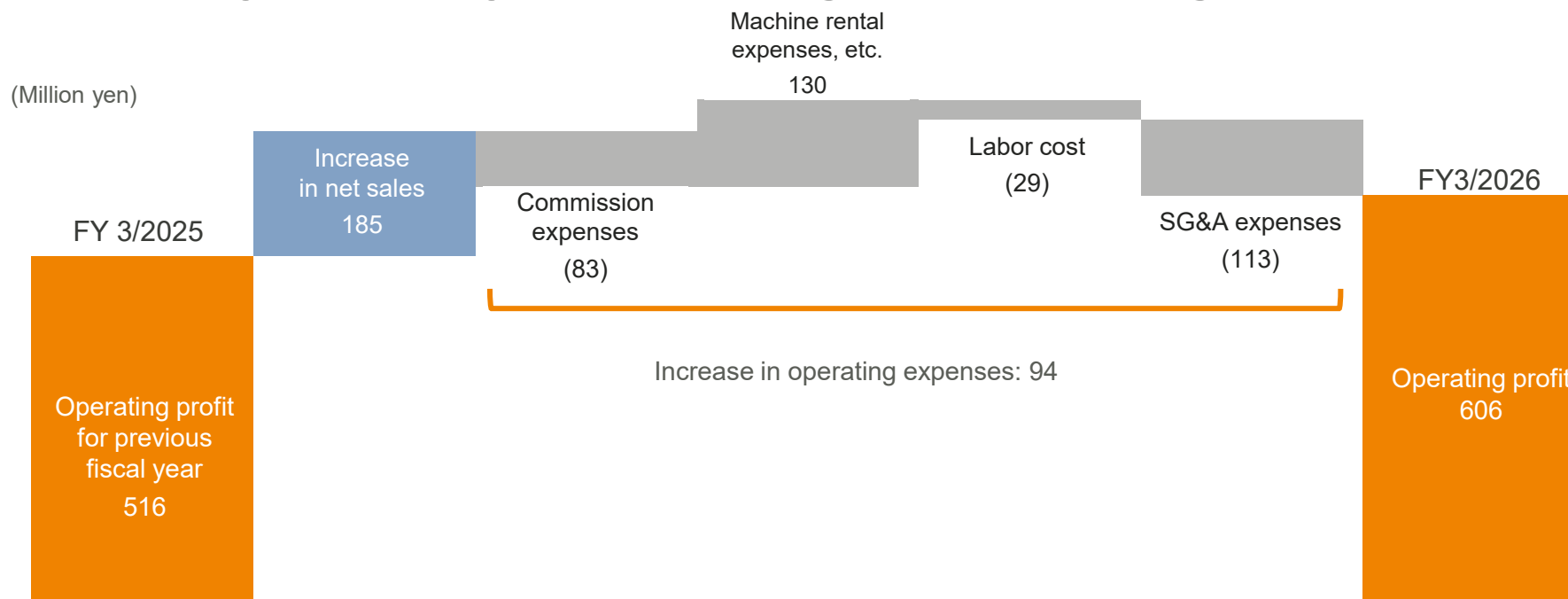
■ System development and maintenance

Net sales decreased mainly due to the absence of core clinical testing system development for medical-related services

■ Machine sales

Net sales decreased mainly due to the absence of replacement demand for medical system printers

Year-on-year analysis of change in operating profit (consolidated)



Major factors contributing to the increase in operating expenses

■ Commission expenses

Increased mainly due to higher outsourcing expenses associated with the increase in net sales in educational operations

■ Machine rental expenses, etc.

Decreased due to the absence of equipment replacement in medical-related services, recorded in the previous fiscal year

■ SG&A expenses

Increased mainly due to higher personnel and advertising expenses resulting from the consolidation of NINJAPAN Inc.



Financial conditions as of March 31, 2026

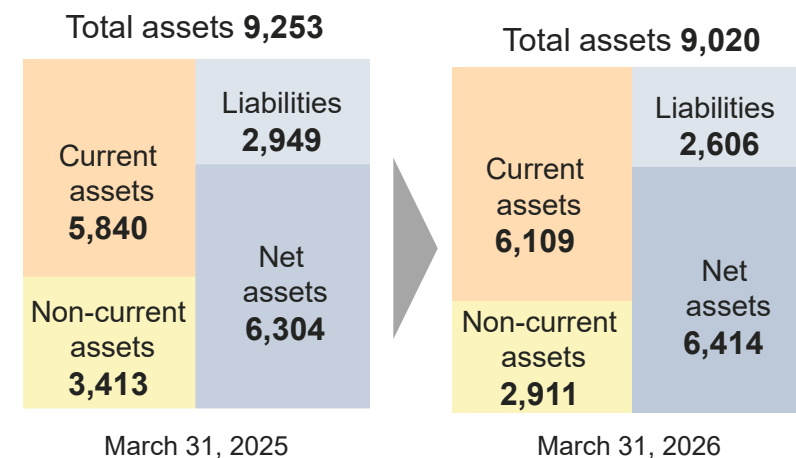
(Million yen)	March 31, 2025	March 31, 2026	Change
Current assets	5,840	6,109	269 ¹
Cash and deposits	3,273	3,235	(37)
Accounts receivable – trade, and contract assets	2,450	2,726	275
Merchandise and work in process	1	14	12
Prepaid expenses	79	86	7
Other	37	48	11
Allowance for doubtful accounts	(2)	(2)	(0)
Non-current assets	3,413	2,911	(502)
Property, plant and equipment	194	244	49
Intangible assets	1,465	869	(595)
Investments and other assets	1,753	1,797	44
Total assets	9,253	9,020	(232) ²
Liabilities	2,949	2,606	(342) ³
Current liabilities	1,787	1,662	(124)
Non-current liabilities	1,161	944	(217)
Net assets	6,304	6,414	109
Shareholders' equity	6,089	6,155	66
Valuation difference on available-for-sale securities	215	258	42
Total liabilities and net assets	9,253	9,020	(232)

Total assets

- Current assets**
Increased by ¥269 million from the end of the previous fiscal year, mainly due to the carryover of collections of accounts receivable for universities into the following fiscal year
- Total assets**
Decreased by ¥232 million from the end of the previous fiscal year, mainly due to a decrease in intangible assets resulting from impairment losses on goodwill associated with subsidiary shares

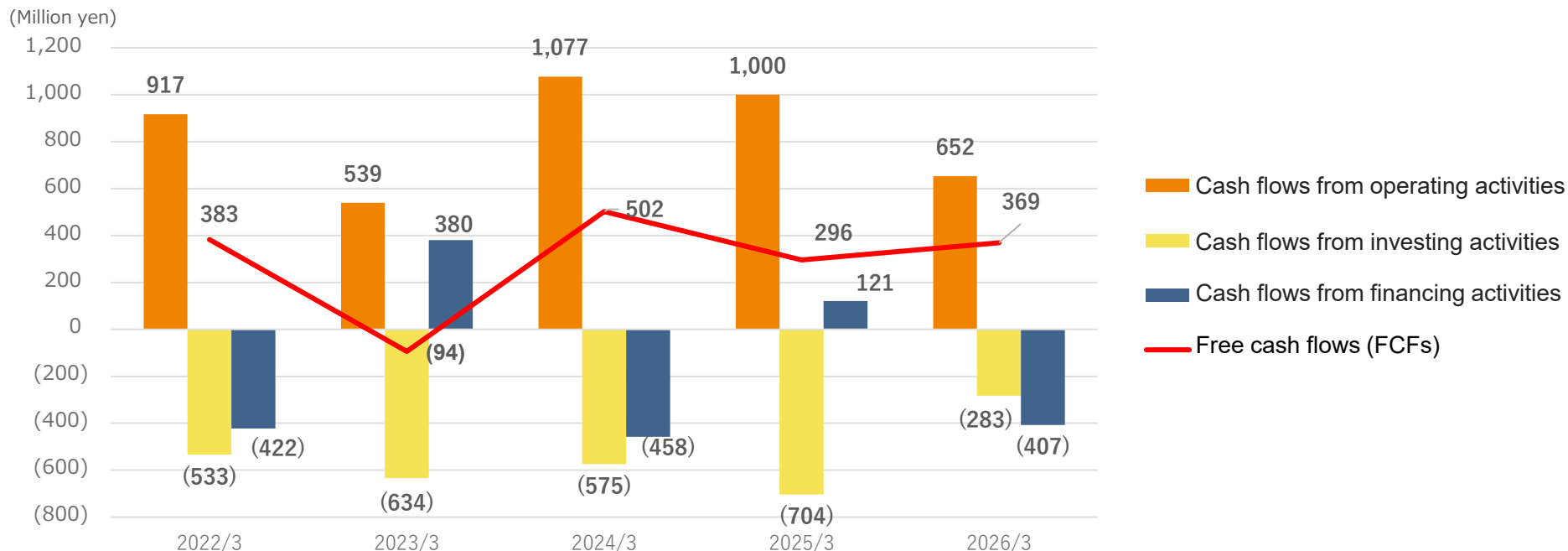
Total liabilities and net assets

- Liabilities**
Decreased by ¥342 million from the end of the previous fiscal year, mainly due to the repayment of long-term borrowings





Consolidated statement of cash flows



■ Cash flows from operating activities

Result is mainly due to an increase in accounts receivable resulting from collections carried over into the next fiscal year and a decrease in contract liabilities following the completion of securities operations service provision

■ Cash flows from investing activities

Result is mainly due to the absence of the acquisition of NINJAPAN Inc. shares recorded in the previous fiscal year, as well as reduced investment in software development

■ Cash flows from financing activities

Result is mainly due to the absence of the borrowings recorded in the previous fiscal year, as well as lower interest-bearing liabilities resulting from increased repayments



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Earnings forecasts for FY 3/2027 (consolidated)

	Net sales		Ordinary profit		Profit attributable to owners of parent	
FY 3/2027	¥7,000 million	YoY Up 342	¥500 million	YoY Down 159	¥300 million	YoY Up 160
Reference: FY 3/2026 actual	¥6,657 million	Up 5.1%	¥659 million	Down 24.1%	¥139 million	Up 115.1%

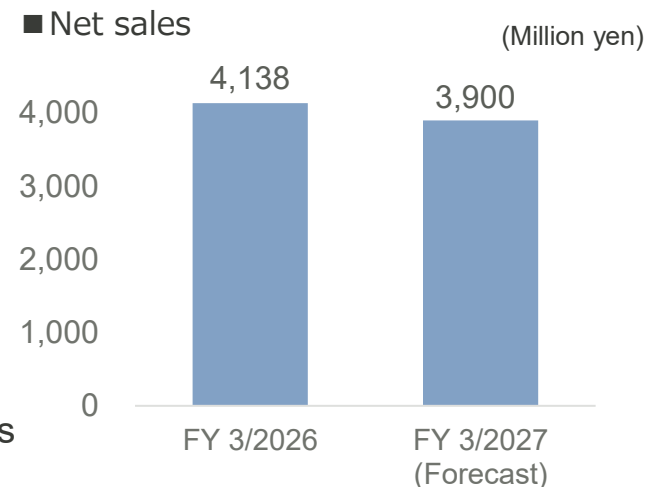
Net sales are projected to increase, driven by **groupwide growth**.
On the earnings front, ODK will continue its **future-oriented investment phase**.

- Increase net sales of career development support services such as *Updemy*[®], *CABUILD*[®], and *Abuild*[®] *Job Hunting*
- Secure new revenue sources through M&As among subsidiaries
- Bolster initiatives for accomplishing medium- to long-term growth by continuing to invest in marketing expenses for sales expansion of new businesses, as well as in business investments for future growth, including recruitment, marketing, and M&A-related expenses

Key initiatives in FY 3/2027

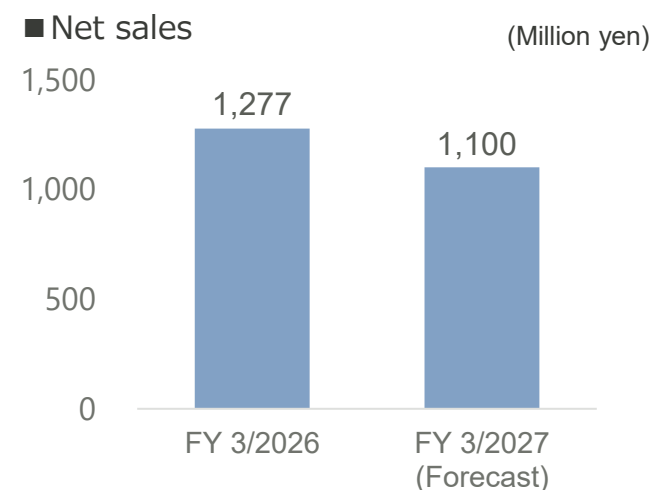
Educational operations

- Review unprofitable projects for improving medium- to long-term profitability
- Increase awareness through UCARO® branding initiatives
- Strengthen sales structures to secure large university clients for university entrance exam outsourcing operations
- Strengthen talent development in preparation for outsourcing operations and maintenance services to subsidiary Fplus, Inc.



Securities and deposit/transfer operations

- Expect a temporary decrease in net sales on a single-year basis due to the absence of the prior-year WITH-X® development project
- Strengthen marketing activities by rebranding the SAKIX Series
- Generate net sales by leveraging synergies generated through the collaboration with TOSHO COMPUTER SYSTEMS Co., Ltd.
- Improve profitability by managing and analyzing income and expenses by service category





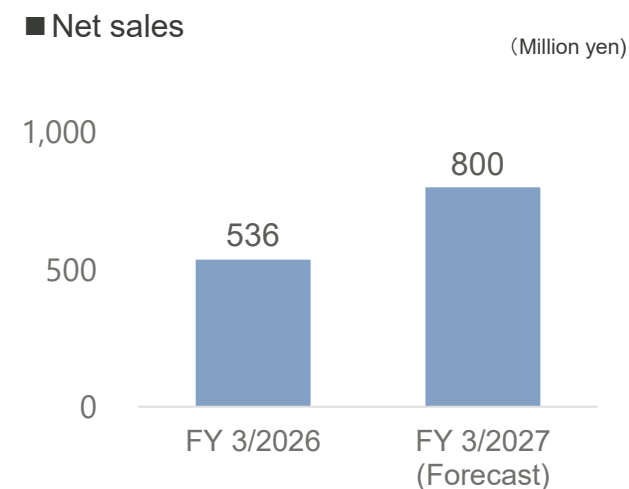
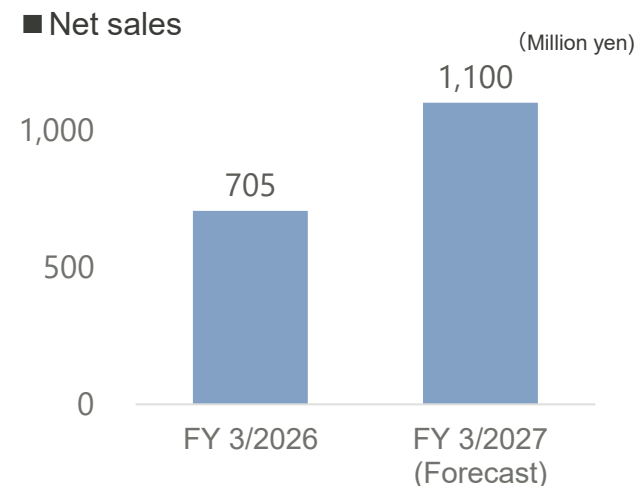
Key initiatives in FY 3/2027

General business operations

- Generate net sales of the *iStudy*[®] AI Series
- Provide new IT support initiatives spanning the client lifecycle in medical-related services
- Increase net sales of self-sovereign digital identity platform *Updemy*[®] and in the media business for university students

Other operations (group companies, etc.)

- Generate net sales of the strategic HR AI SaaS *CABUILD HR Series*
- Increase net sales by rebranding *Abuild*[®] Job Hunting
- Secure management resources through M&As among the parent company and its subsidiaries





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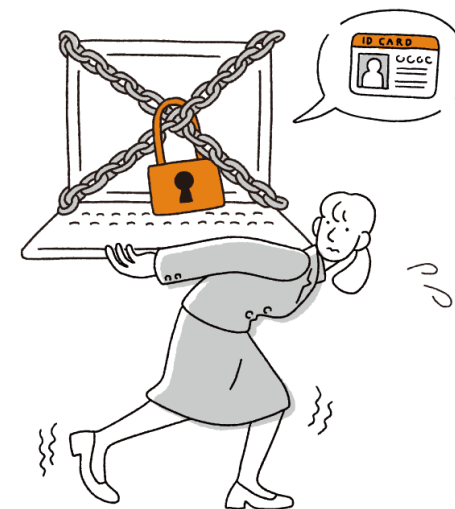
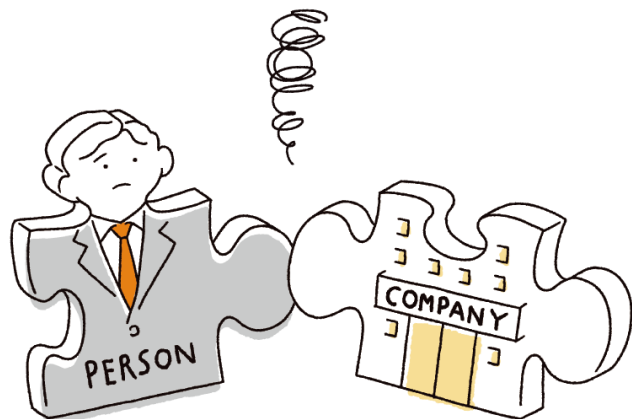


Social issues ODK aims to address 1/2



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Social issue

1

The underutilization of individual capabilities within organizations may stem from organization-individual mismatches.

- (1) Only about 7% of employees in Japan are highly engaged at work, significantly below the global average of approximately 21%.

Source: *State of the Global Workplace 2025*, Gallup
<https://www.gallup.com/workplace/349484/state-of-the-global-workplace.aspx>

- (2) A Ministry of Health, Labour and Welfare survey shows that one-third of Japanese university graduates who entered the workforce in March 2022 left their first company within three years.

Source: *The unemployed situation of the new college graduating job placement person (2022 March alumnus)*, Ministry of Health, Labour and Welfare
<https://www.mhlw.go.jp/content/11805001/001580844.pdf>

Social issue

2

Personal data may be collected and used without individuals' awareness, increasing information management costs for service providers.

- (1) Individuals are concerned that their personal data may be collected and used without their knowledge.
- (2) The handling of personal information is getting stricter. As data handling regulations become more stringent, data fragmentation and management burdens on service providers continue to increase.

**From a society where personal data is controlled by organizations,
to one where individuals actively leverage their own data**

ODK integrates learning and activity records dispersed across companies and educational institutions,
including universities, subject to user consent.

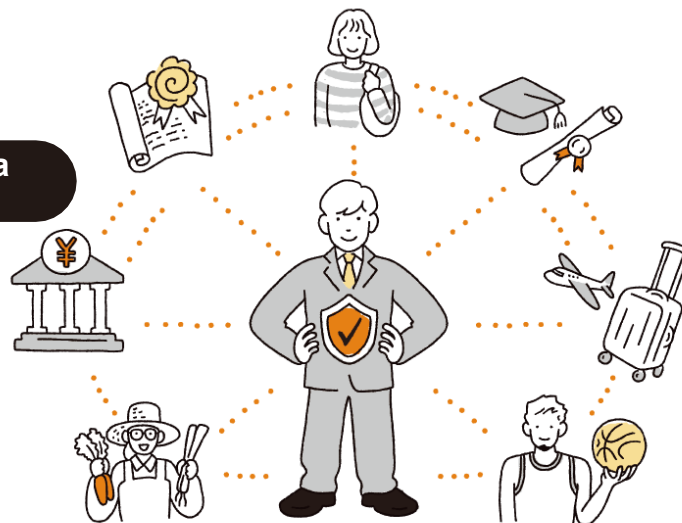
By visualizing personal data holistically, we aim to solve these social issues.

1 Enhance personal well-being

Finding workplaces that match one's talents
and discovering areas of personal interest

2 Reduce organizational data management costs

By enabling individuals to exercise
data sovereignty, service providers
can reduce data management and
identify verification costs



3 Enhance productivity across society

Eliminating organization-individual
mismatches helps sustain a
virtuous cycle across society

Consolidated performance targets

Net sales

10.0

billion

Ordinary profit

900

million

Dividend

¥10 per year

Comparison with previous targets

◇ Net sales

Up ¥1.0 billion

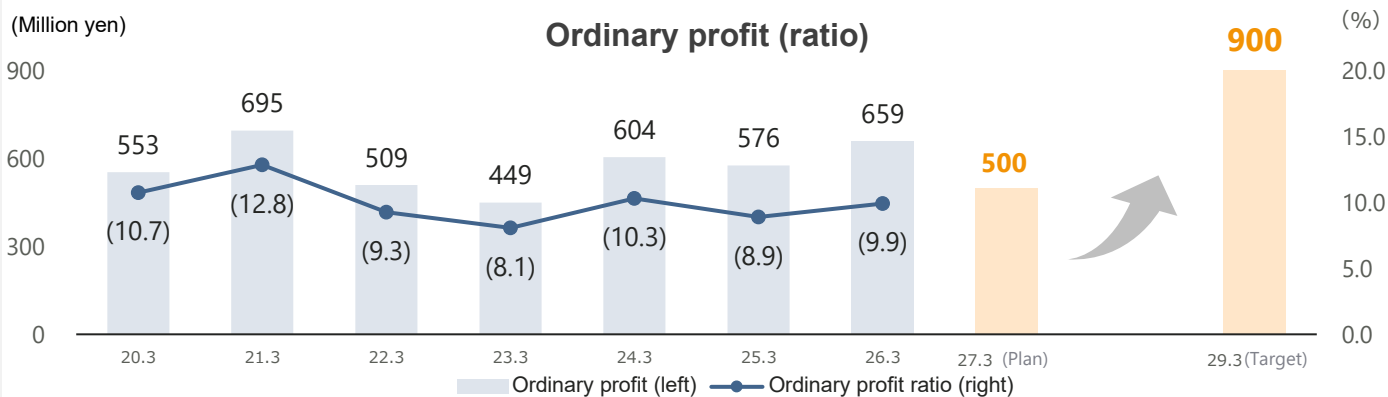
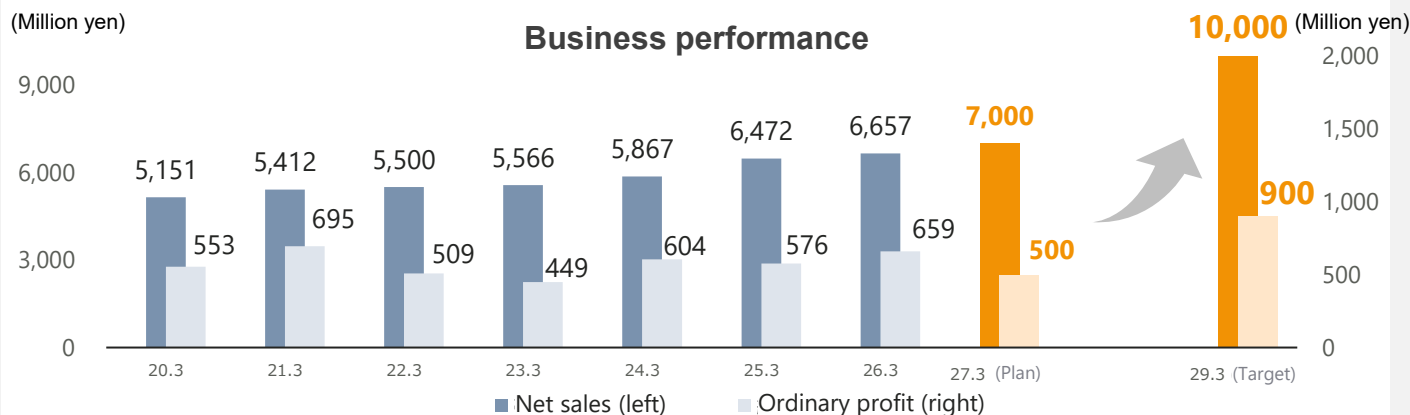
◇ Ordinary profit (ratio)

Up/down ¥0 million (down 1.0%)

ODK's policies

[Achieve discontinuous growth]
Revised our capital allocation strategy establishing a ¥5.0 billion investment capacity, including large-scale M&As, to drive group expansion anchored by *Updemy*®

[Evolve resilient core businesses]
Leverage cutting-edge technologies, including multi-AI agents, within our stable core businesses, and deepen the quality of partnerships as a specialized system integrator



Basic policy

Expand the ODK Group

Basic strategy

Maximize revenue of core businesses and leverage cutting-edge technologies *

Maximize group synergies

Key issues

(1) Build data businesses centered on Updemy®

(2) Transition to high value-added DX services *

(3) Capitalize organizational knowledge and build an AI-powered platform *

(4) Expand key areas and customer bases

(5) Promote M&A and alliances

*Revised under this plan; other key issues have been carried over from the previous medium-term management plan.

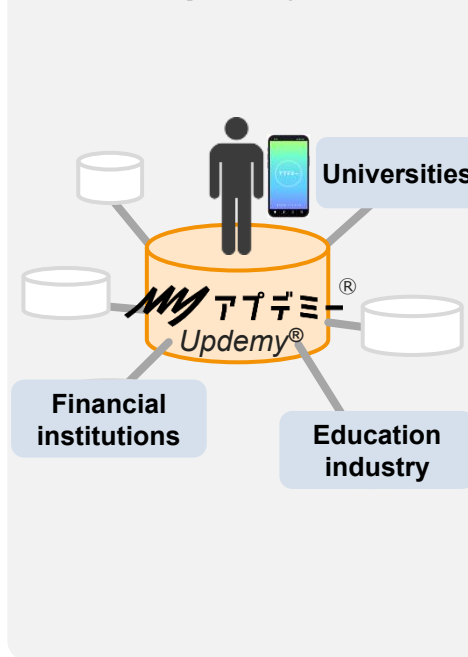
➤ Drive next-generation self-sovereign digital identity platform *Updemy*[®]

ODK's vision achieved by driving data businesses

Secure touchpoints for ongoing engagement with individuals centered on *UCARO*[®]



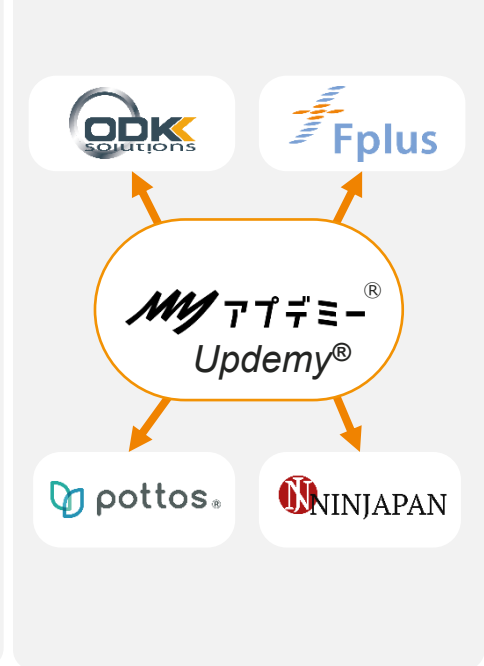
Build data collaboration platform centered on individuals, leveraging *Updemy*[®]



Accumulate students' experience information and optimize individuals' capabilities



Expand business across the ODK Group



Note: The illustrations above represent concepts under development.



Key issues (1): Build data businesses centered on Updemy® 2/2 データに、物語を。

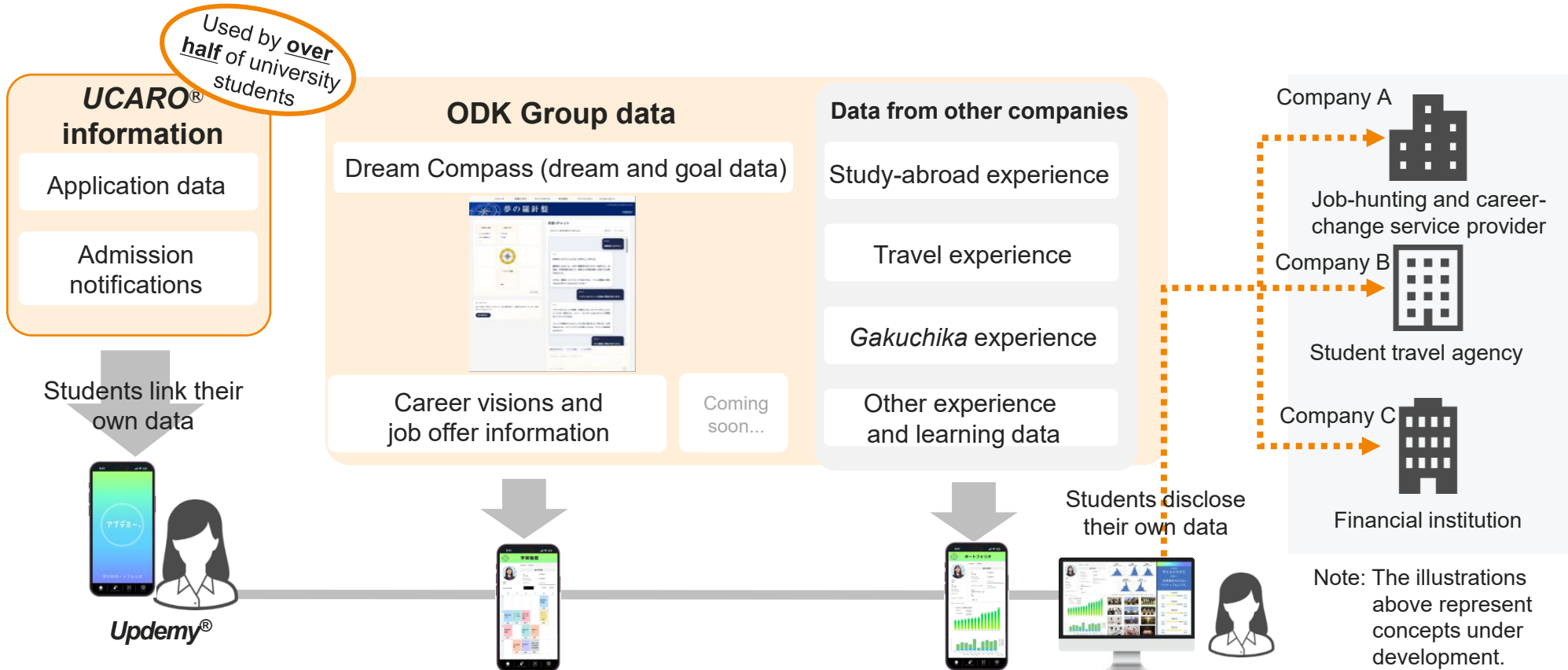
Designing Narratives with Data

- Provide a platform that accumulates students' experience information and values daily activities
- Build ongoing relationships with students from university admissions through campus life, job hunting, and other activities

Advantage

Students By accumulating and analyzing daily efforts to achieve one's dreams and goals—such as travel experience—as data, students can leverage their experiences in various future situations, including job-hunting activities and career selection, through optimal matching and verified achievements.

Company The platform leverages cross-service student data to enable a multi-dimensional understanding of students' preferences and tastes. More accurate marketing and matching lead to reduced customer acquisition costs and increased sales.





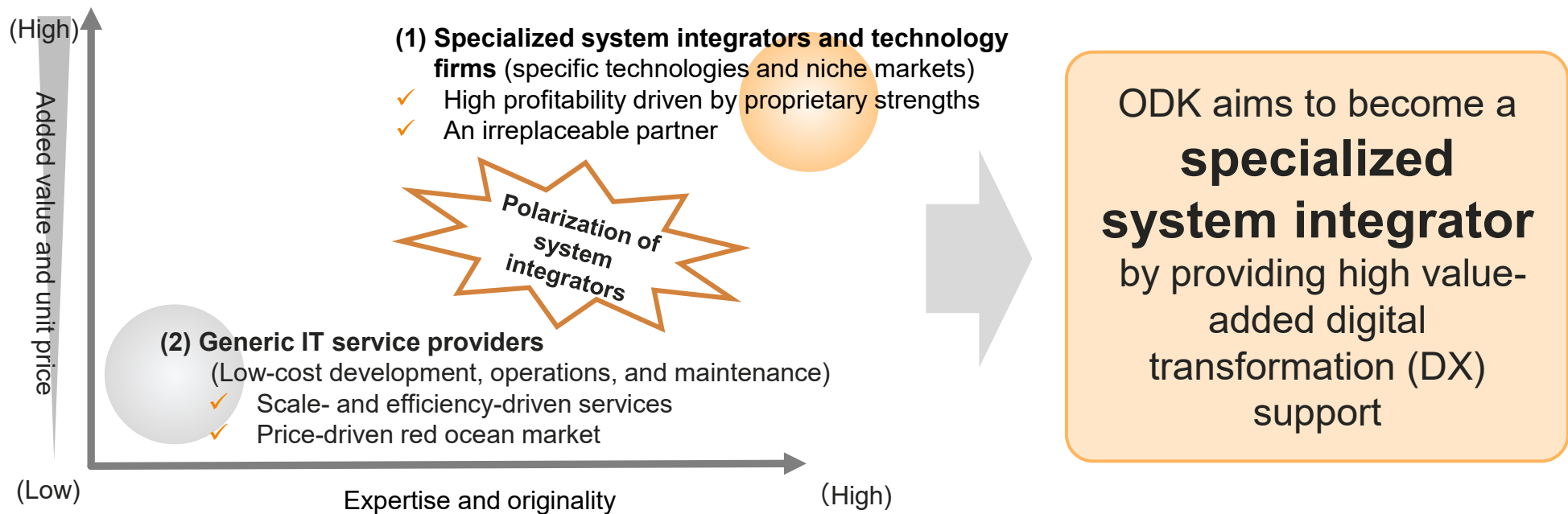
Key issues (2): Transition to high value-added DX services 1/2

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➤ **Evolve into a specialized system integrator that works alongside customers in addressing management challenges and drive sustainable business growth by leveraging IT**

Three structural changes in business environment: (1) market environment, (2) customer requirements, and (3) technological trends

(1) Market environment	(2) Customer requirements	(3) Technological trends
<p>Without clear differentiation from competitors, there is no compelling reason to be chosen</p> <ul style="list-style-type: none"> ✓ Evolution of development tools ✓ Erosion of proposed value ✓ Intensifying price competition 	<p>Proactive proposals to address customers' management challenges are becoming increasingly important</p> <ul style="list-style-type: none"> ✓ Heightened expectations ✓ Greater focus on cost-effectiveness ✓ Order-taking services are less valued 	<p>Remaining manual puts work at risk of displacement by AI and other higher-productivity technologies</p> <ul style="list-style-type: none"> ✓ AI-driven automation of downstream processes ✓ Limits of man-hour business model ✓ More sophisticated human roles



➤ Initiatives and talent profile for becoming a specialized system integrator

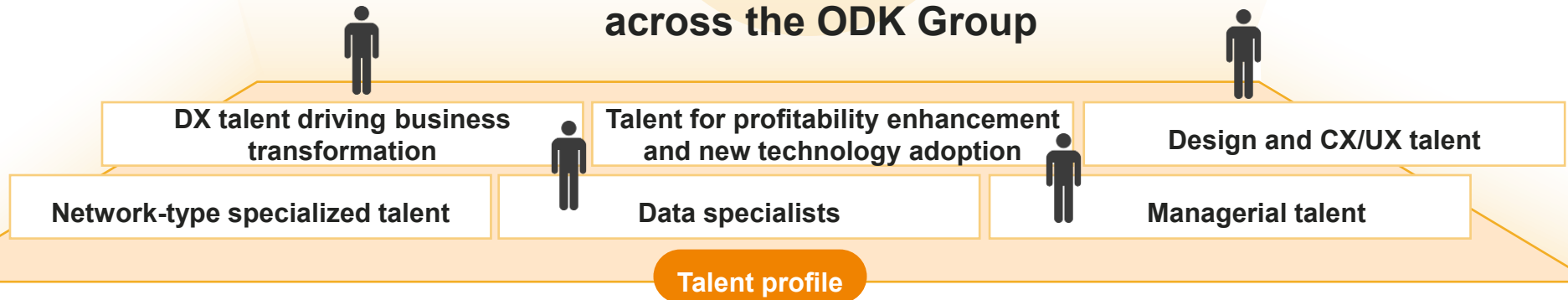
Pursuing strategic alliances (network-type collaboration)

- ✓ Proactively form new strategic business alliances
- ✓ Further deepen collaboration with existing partners
- ✓ Deploy and expand *Updemy*® across strategic partners and accelerate time to market

Securing and executing high value-added DX projects

- ✓ Promote groupwide talent development focused on management strategy, business design, and advanced technologies
- ✓ Rapidly strengthen capabilities through direct recruiting of specialized talent and other measures
- ✓ Engage deeply with client executives to drive business transformation
- ✓ Improve profitability of existing businesses and further improve efficiency and automation through new technology adoption

Enhancing talent mobility across the ODK Group





Key issues (3): Capitalize organizational knowledge and build an AI-powered platform 1/2

- Support a **wide range of operational decision-making** across sales, strategic planning, customer success, and administration by building a **multi-AI agent system** highly trained on clients' operational and tacit knowledge (capabilities)



Learning

Continuously learn operational and tacit knowledge, logs, voice data, and knowledge assets



Multi-AI agents

Multiple specialized agents are embedded within the organization, collaborating and sharing roles



Support for a wide range of operational decision-making
Support organizational decision-making, including on sales, strategic planning, and administrative matters

Build autonomous multi-AI agents that support clients' operational decision-making as a specialized system integrator



Universities and educational institutions

- ✓ Applicant data analysis and admissions outreach support
- ✓ Career advisory agents
- ✓ Student support services



Securities companies and financial institutions

- ✓ Cyberattack detection and response support
- ✓ Agents for real-time fraudulent transaction monitoring
- ✓ Customer engagement and transaction support



General companies

- ✓ Recruitment and internal placement optimization agents
- ✓ Personal AI agents for talent development
- ✓ Internal knowledge search agents



Key issues (3): Capitalize organizational knowledge and build an AI-powered platform 2/2

➤ Develop internal infrastructure to build multi-AI agents

Proactively develop secure internal infrastructure and rules for providing safe and valuable AI solutions to customers

Groupwide initiatives for utilizing AI



Value creation

Transition to high value-added operations

Build multi-AI agents to support customers in addressing management challenges



Productivity enhancement

Capitalize knowledge

- Develop libraries using AI code generators
- Structure past cases and know-how and transfer them to agents



Secure platform building

Infrastructure and rules

- Establish and update AI ethics policies and usage guidelines
- Design access controls and data boundaries for multi-AI agents

Desired outcomes

External

- ✓ **AI-driven customer revenue growth**
- ✓ **Improved customer satisfaction (CS)**
- ✓ **Reduced customer working hours**

among others

Internal

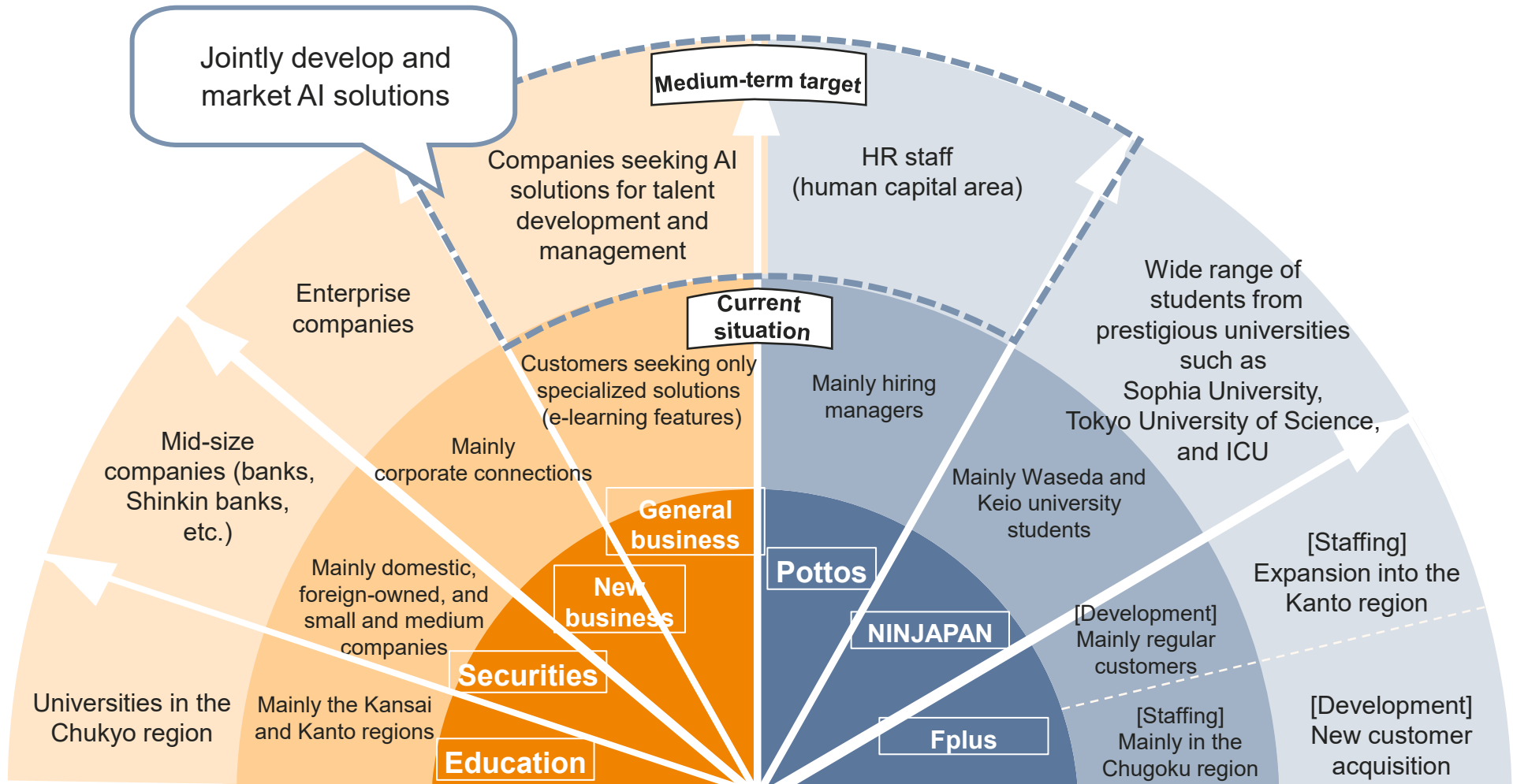
- ✓ **30% reduction in development man-hours**
- ✓ **100% internal AI adoption**
- ✓ **AI-powered BPO operations**

among others



Key issues (4): Expand key areas and customer bases

- Education and Fplus: Expand target areas
- Securities, new business, general business, Pottos, and NINJAPAN: Broaden customer bases



Key issues (5): Promote M&A and alliances 1/2

- M&A investment capacity under the capital allocation policy: ¥3.0 billion
- Acquire lacking management resources by strengthening external touchpoints toward early achievement of growth strategies
- Engage in M&As also among subsidiaries primarily for acquiring talent and expanding sales channels

◇ Areas to explore intensively

Human resources

Acquire IT personnel to overcome intensifying competition

Finance

Technology and data

Procure technology and data to realize data businesses (e.g., AI, blockchain)

Education

New

Contents and services

Capture new business areas for future business portfolio

Education

Finance

New

Education and new businesses

- Alliances aimed at advancing new services that leverage student touchpoints, as well as new services for university divisions other than the entrance exam division

Finance

- M&A deals for acquiring IT personnel
- Large-scale alliances for expanding product lineup and sales channels



Fplus

- Pursue M&As also among subsidiaries

◇ Deepen relations with existing alliance partners

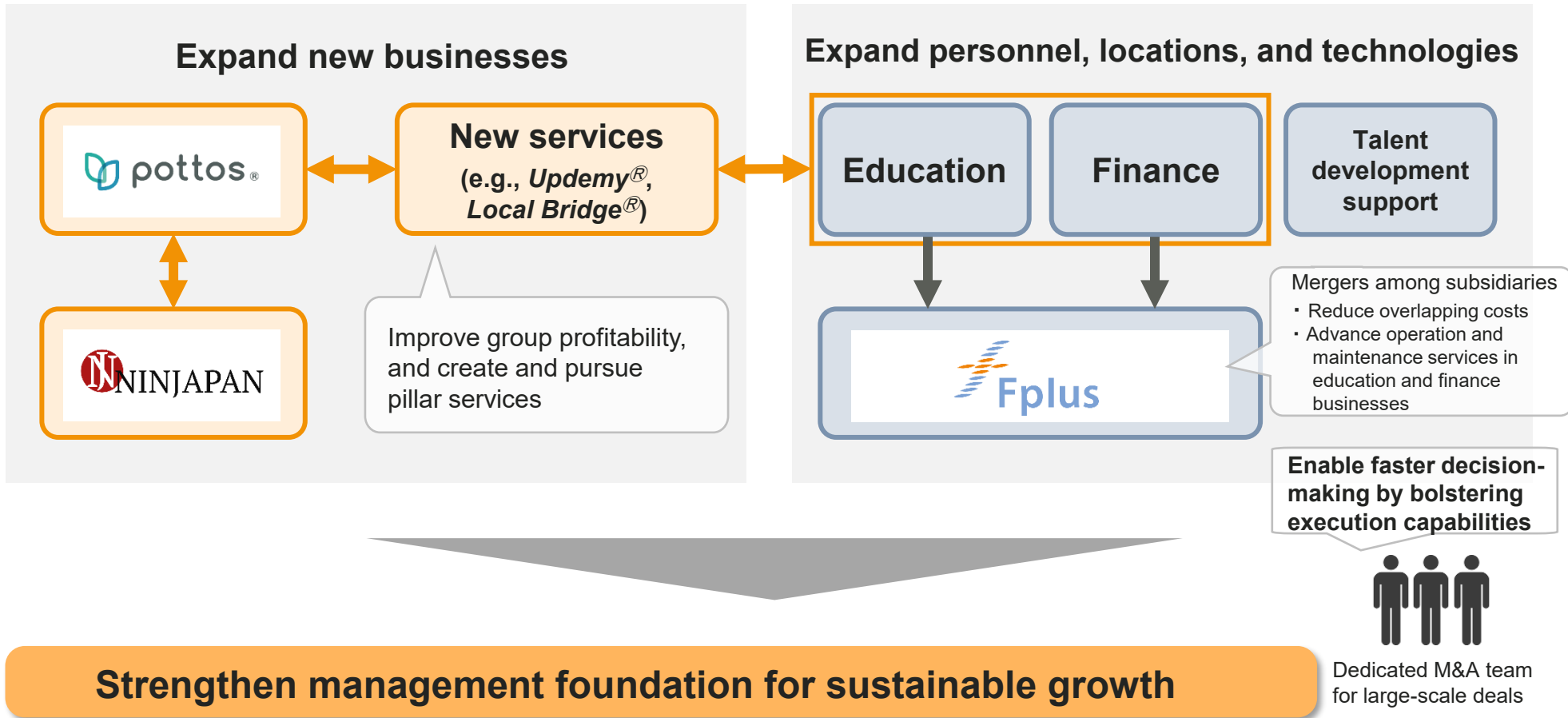
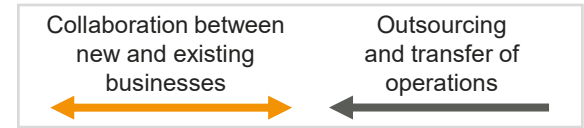
Education

- Expand UCARO® ecosystem and peripheral services

Key issues (5): Promote M&A and alliances 2/2

- Expand business portfolio as well as personnel, locations, and technologies through M&As
- Establish a dedicated team for large-scale M&As to bolster execution capabilities

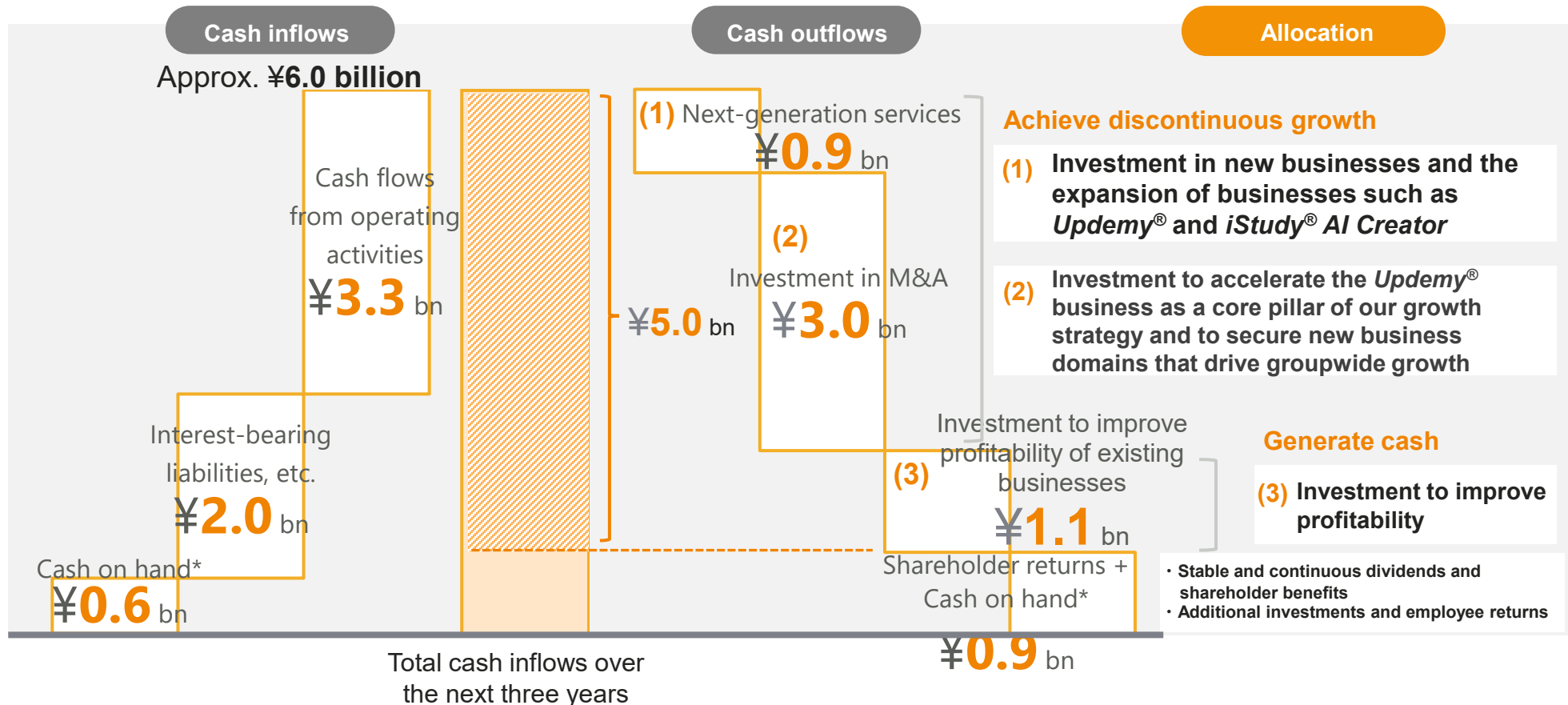
■ M&A policy





Capital allocation policy

- Establish a **¥5.0 billion investment capacity over the next three years** to achieve discontinuous growth while maintaining financial soundness
- Maintain stable and continuous dividends and shareholder benefits



*Funds to be flexibly allocated to additional investments, employee returns, and other purposes



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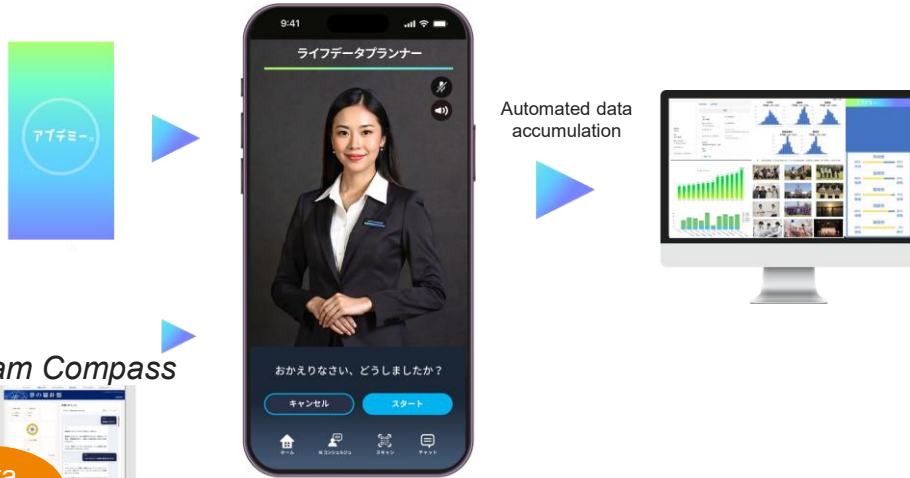


Development of self-sovereign digital identity platform *Updemy*®

Life Data Planner

Under development

Accumulates data on users' goals and dreams through daily interactions with an AI agent



Dream Compass

Beta offering

Evolve into a personalized AI agent that delivers optimized learning and career recommendations by automatically accumulating data on goals, experiences, and behaviors

Learning Portfolio

Under development

A system that records a wide range of campus life experiences and enables the official verification of individuals' skills and experiences

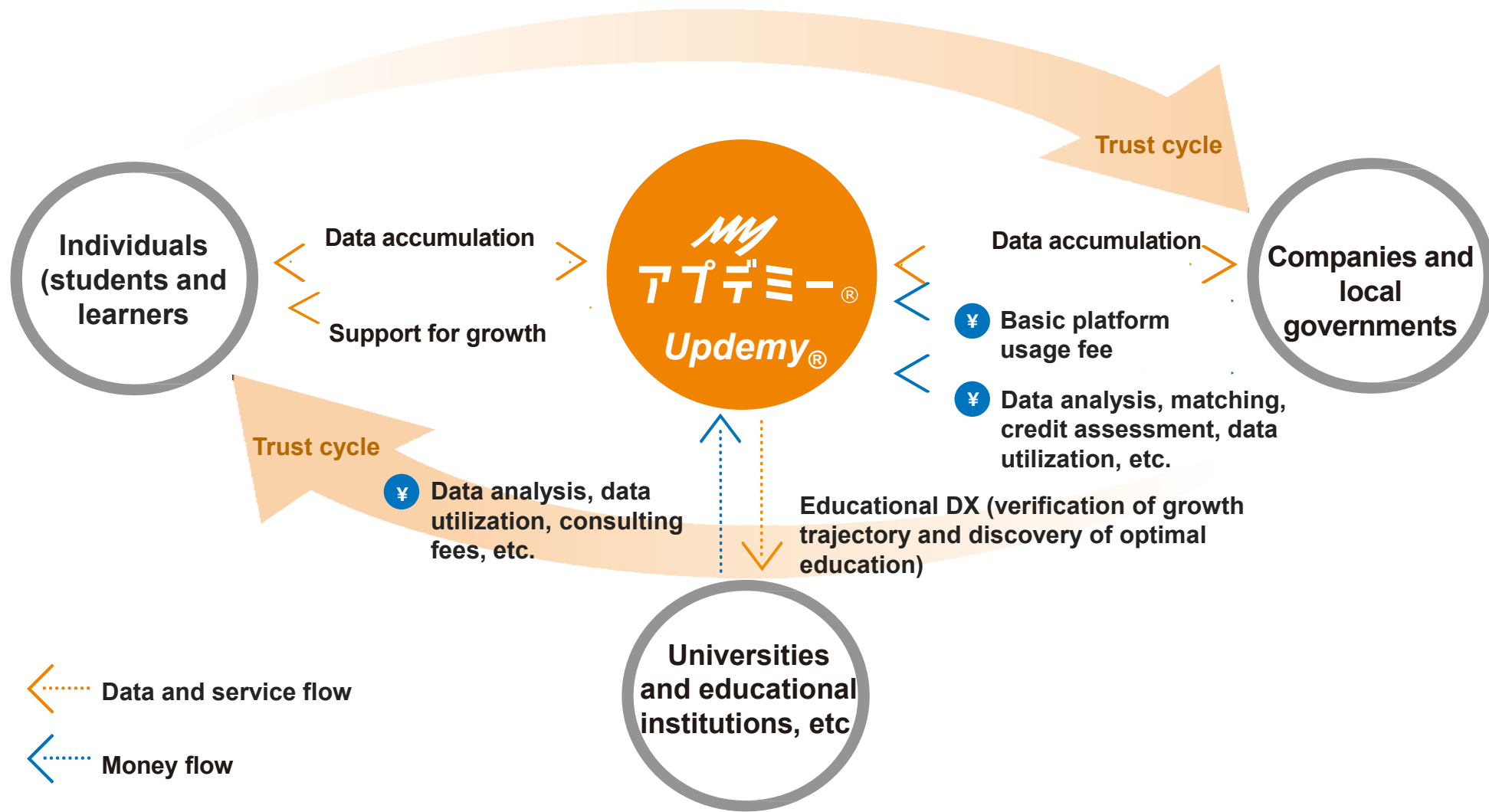


Learning Portfolio can be utilized as a next-generation digital resume for job hunting by capturing not only academic records but also experiences from club activities, extracurricular activities, and campus life.

Aim to monetize the platform by leveraging accumulated user data for job matching and other services

Note: The illustrations above represent concepts under development.

Updemy® business model





Conclusion of a basic agreement on collaboration with Green Monster Inc.

- Entered into a basic agreement on collaboration with Green Monster Inc. in the field of financial education for university students
- In the future, through integration with *Updemy*®, ODK aims to enable the verification of financial literacy and establish sustainable monetization models, including support for new graduate recruitment and the acquisition of younger customers by financial institutions.



Initial collaborative initiatives

Knowledge



Experience



チャットで体験して備える
投資詐欺体験チャット

Kabutasu

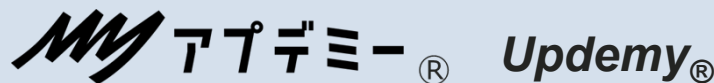
Offer practical financial education content through repeated cycles of learning and experience

Finance
field

Education
field

Career
field

Other
fields





Implementation of media business initiatives

- Published the print edition of *Campus Life Guide Webbook* as new media business service
- **Distributed 100,000 copies** to selected UCARO® members in collaboration with Arukikata. Co., Ltd., a group company of GAKKEN HOLDINGS CO., LTD.
- **Create a new advertising business** by offering real-world touchpoints with students during key lifestyle transition periods, such as immediately before university enrollment, to finance, housing, consumer electronics, targeted at companies seeking direct access to university students
- Aim to build stable, recurring advertising revenue by establishing the *Campus Life Guide Webbook* brand through regular publication at least once a year

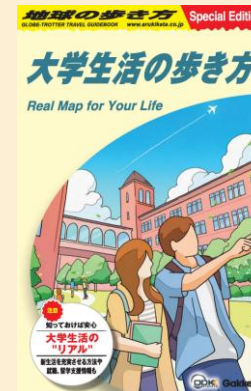
Media business



Campus Life Guide Webbook

New!

Campus Life Guide Webbook
(print edition)



<https://odk.co.jp/service/updemy/pdf/大学生活の歩き方.pdf>

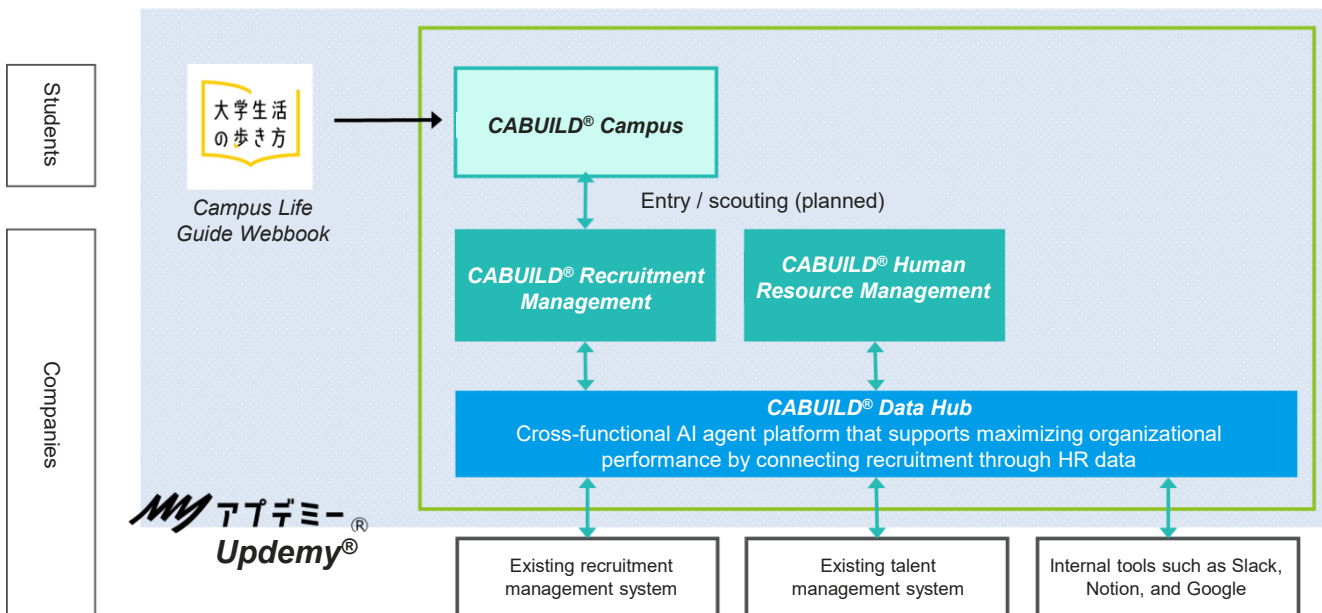
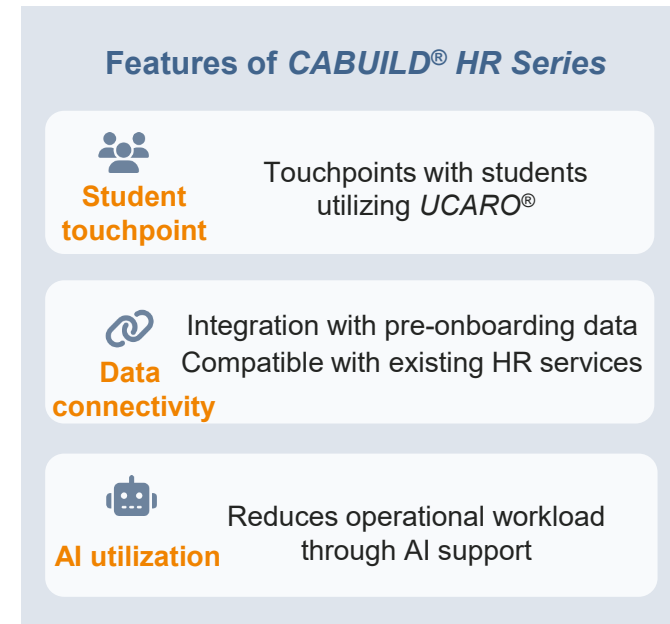
Rollout of strategic AI SaaS CABUILD® HR Series

■ Enabling highly reproducible strategic HR through AI and data integration

Supporting highly reproducible HR decision-making by integrating existing HR systems on an AI agent platform and analyzing data before and after employee onboarding

■ Medium- to long-term expansion with a view to integration with Updemy®

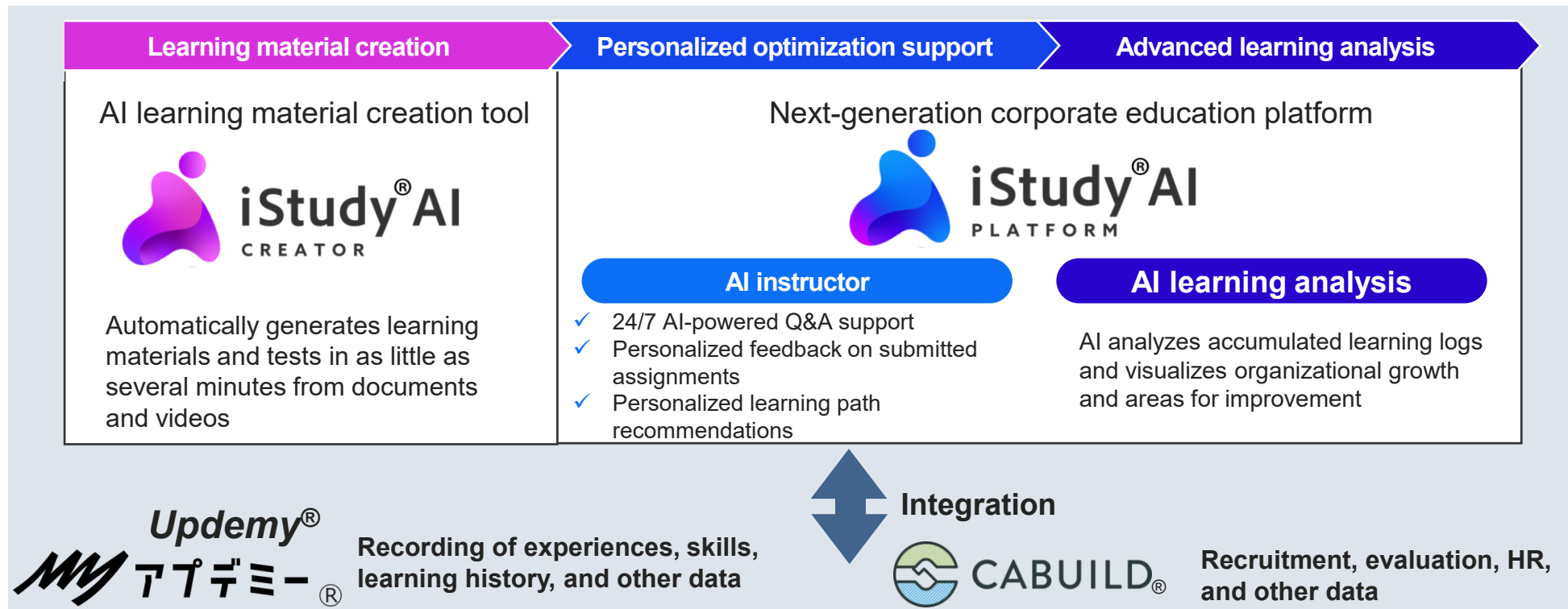
In the future, ODK aims to offer services that underpin sophisticated corporate HR strategies by continuously accumulating human capital data from individuals' student days onward.



Support HR operational efficiency and advanced data analytics for a wide range of companies, from those with several hundred employees to large firms

Rollout of next-generation corporate education platform *iStudy*[®] AI Platform

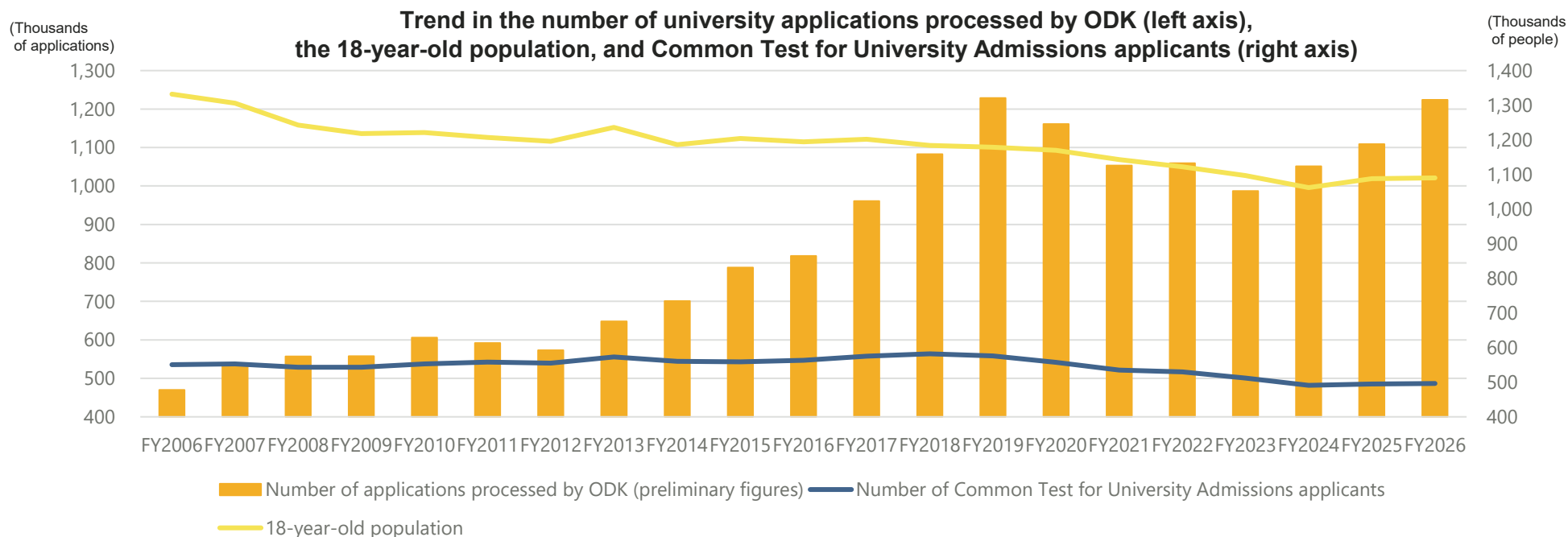
- Launched next-generation platform *iStudy*[®] AI Platform, with built-in personalized AI agent, in April 2026
- Through integration with *iStudy*[®] AI Creator, AI provides end-to-end support ranging from learning material creation to interactive learning support and assignment feedback.
- In the future, through integration with *Updemy*[®] and other platforms, ODK aims to expand *iStudy*[®] AI Platform into an enterprise-facing management co-creation platform that supports recruitment, development, and evaluation by seamlessly leveraging human capital data accumulated from individuals' student days onward.





Educational operations: Initiatives to enhance profitability

- During the 2026 admissions period, the number of university applications processed by ODK exceeded 1.2 million, approaching pre-pandemic peak levels.
- While the 18-year-old population continues to decline gradually, both the number of applications processed by ODK and net sales have remained solid, supported by contracts for entrance exam operations from mid-sized to large universities primarily in metropolitan areas.
- Moving forward, ODK aims to expand net sales by continuing to focus its sales activities in the Kansai and Kanto regions while strengthening sales efforts to win university clients in the Chukyo region.

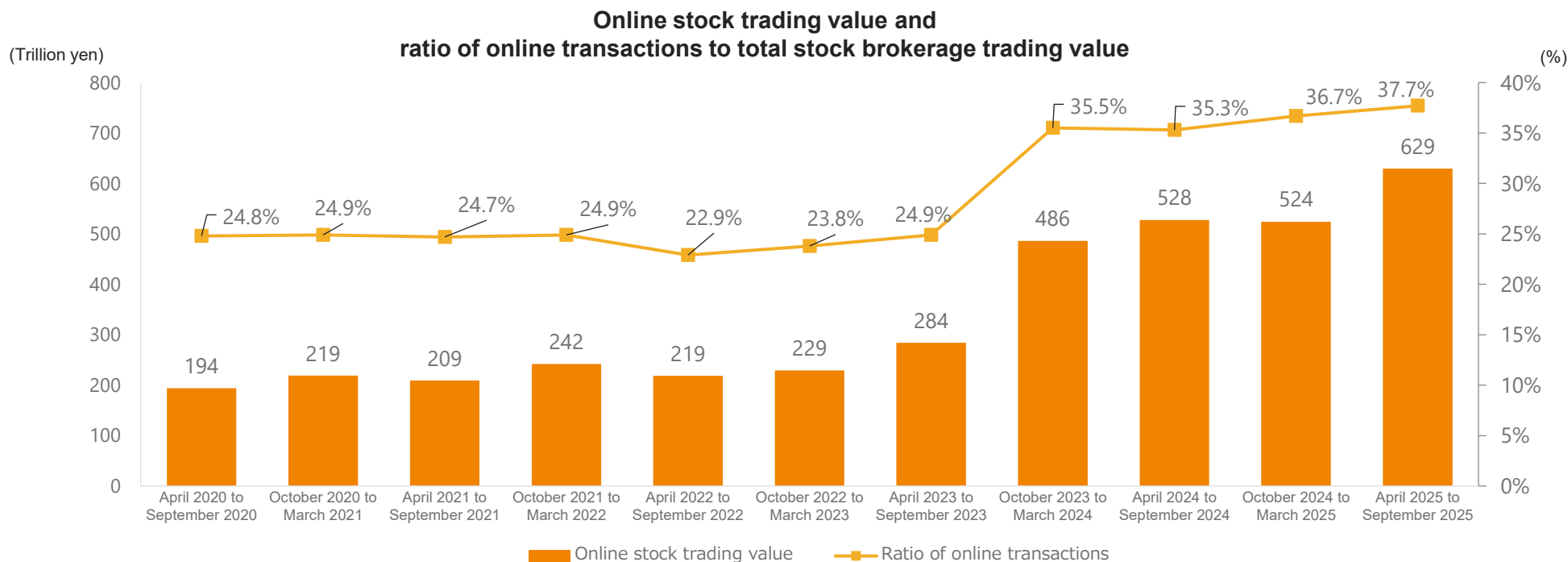


Note: Prepared by ODK based on publicly available data from the National Center for University Entrance Examinations and the Ministry of Education, Culture, Sports, Science and Technology



Securities operations: Initiatives to expand sales of the SAKIX Series

- Since the introduction of the new NISA program, online stock trading has increased significantly, providing a favorable tailwind for ODK, which offers the SAKIX Series to support digital transformation (DX) of highly customizable securities back-office operations.
- Going forward, ODK will drive revenue growth by strengthening sales efforts targeting emerging foreign, online, and mid-sized securities companies.



Source: Results of Survey on Online Transactions (as of September 30, 2025), Japan Securities Dealers Association

Expansion of SAKIX Public Personal Authentication Service (JPKI) provision

- Started providing the service to Matsusaka Securities Co., Ltd., a customer-facing and community-based securities firm, as the first user
- Contributed to reduced administrative costs and paperless operations by eliminating the need to mail copies of My Number Cards
- In the approximately one year since its launch, the service has already been adopted by six financial institutions (as of April 2026). Going forward, ODK will further strengthen sales efforts targeting the financial industry, aiming to acquire more than 20 customers within three years.

➤ Expansion of the public personal authentication market

• Increasing identity fraud

The misuse of non-face-to-face transaction processes—such as submitting images of photo ID documents—has increased, alongside the forgery of driver's license



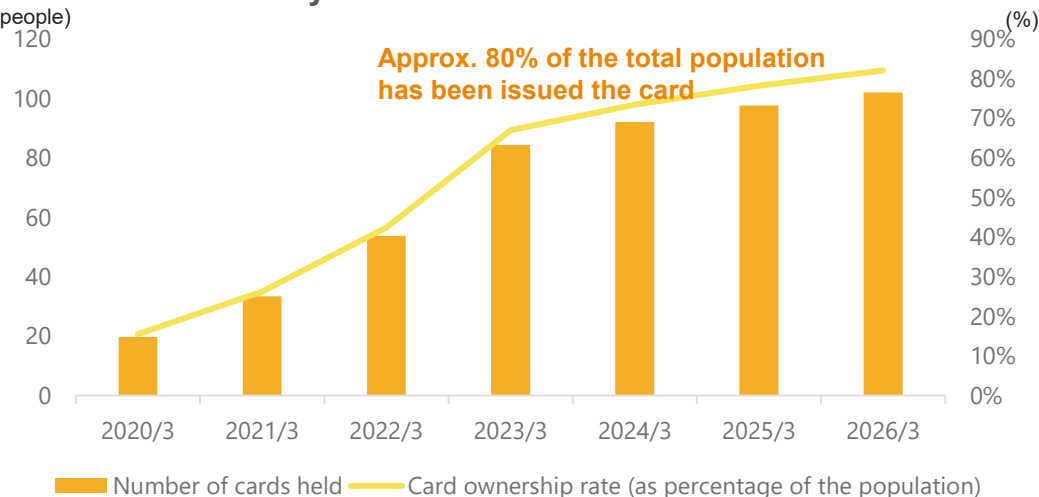
✓ 2027 Amendment to the Act on Prevention of Transfer of Criminal Proceeds

Stricter online identity verification required

- Submissions of identity verification document images to be **abolished in principle**
- **Public personal authentication** via My Number Card to become mandatory


→ **Financial institutions must urgently take steps to comply with the new standards**

My Number Card issuance status



Source: Prepared by ODK based on *Status of My Number Card Issuance* published by the Ministry of Internal Affairs and Communications



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Shareholder returns

FY 3/2026: Record of dividends paid (full year)

Dividends	Dividend payout ratio (consolidated)
Regular dividend: ¥10 per share (including ¥5 for interim dividend)	58.7%

Shareholder benefits



Total return

Less than three years Three years or more

4.07% to 5.69%



Record dates	Number of shares held	Continuous holding period	Shareholder benefits
September 30 and March 31	One trading unit (100 shares) or more	Less than three years	QUO card worth ¥500
		Three years or more	QUO card worth ¥1,000

Shareholder benefit for exercising voting rights

Benefit details
QUO card worth ¥500

Note:
This benefit is provided to shareholders who exercised their voting rights, regardless of how they voted on proposals.

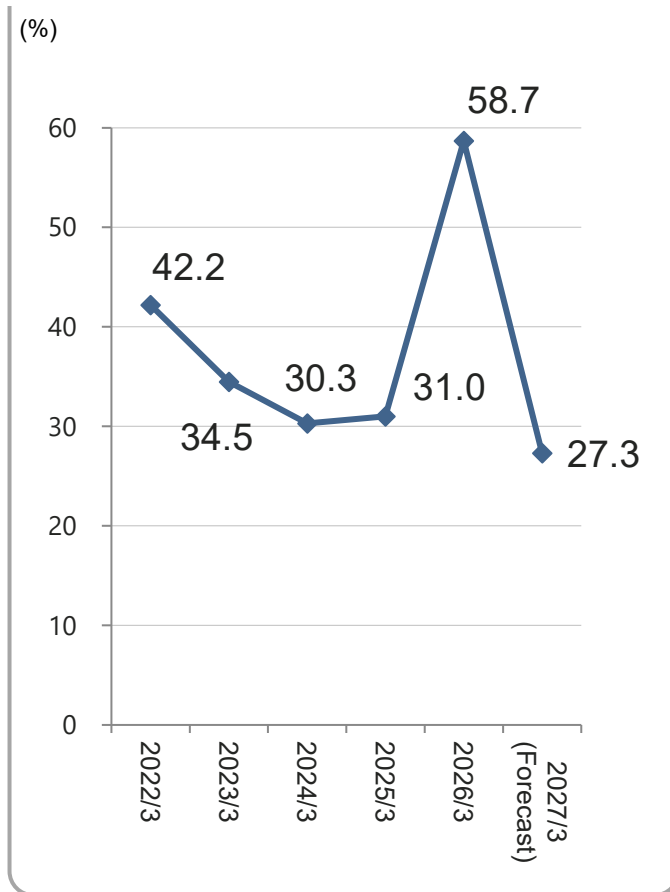
Calculation basis:

- In the case of holding one trading unit (100 shares)
- Total of shareholder benefits (including the benefit for exercising voting rights) and dividends
- Calculated based on the actual stock price as of March 31, 2026 (¥615)



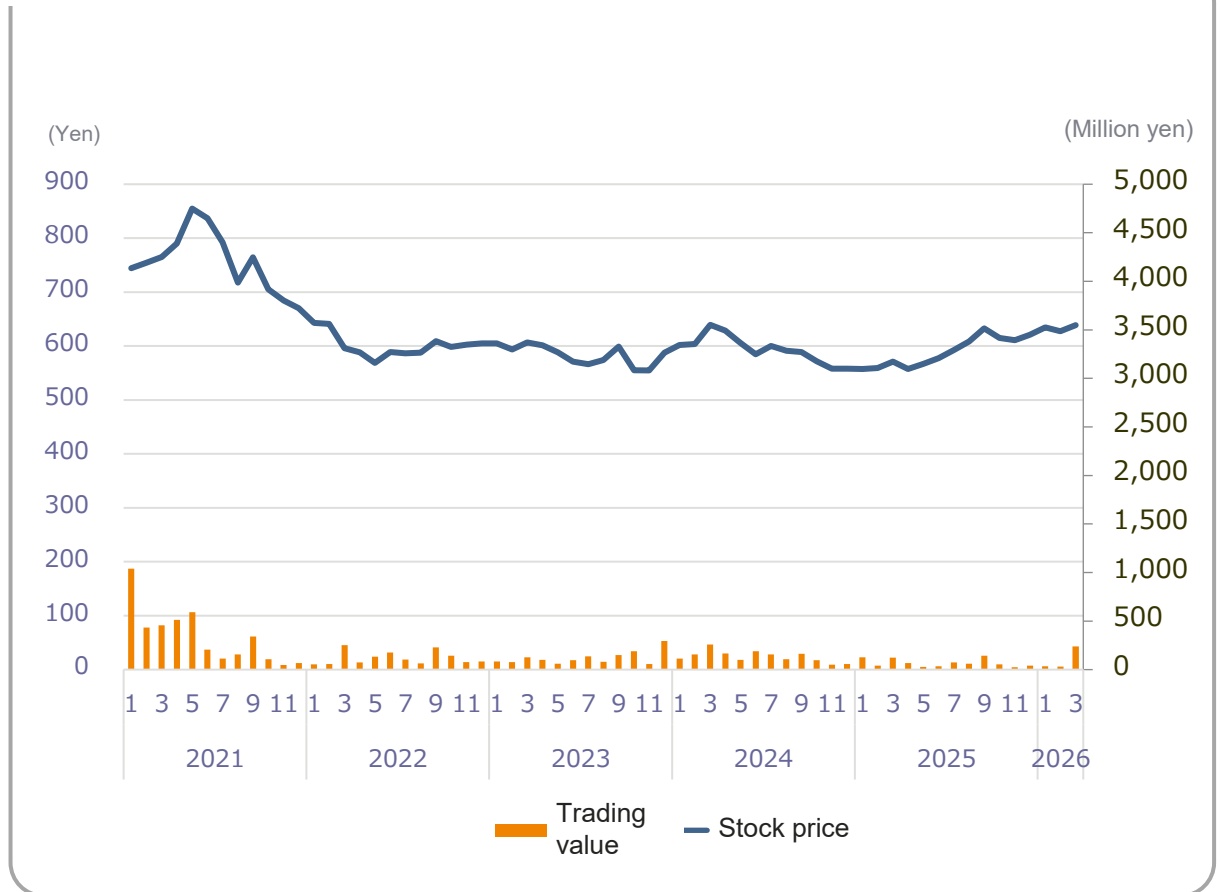
Dividend payout ratio and trading value

■ Dividend payout ratio



Note: Dividend payout ratio is on a consolidated basis

■ Trend in ODK stock price and trading value



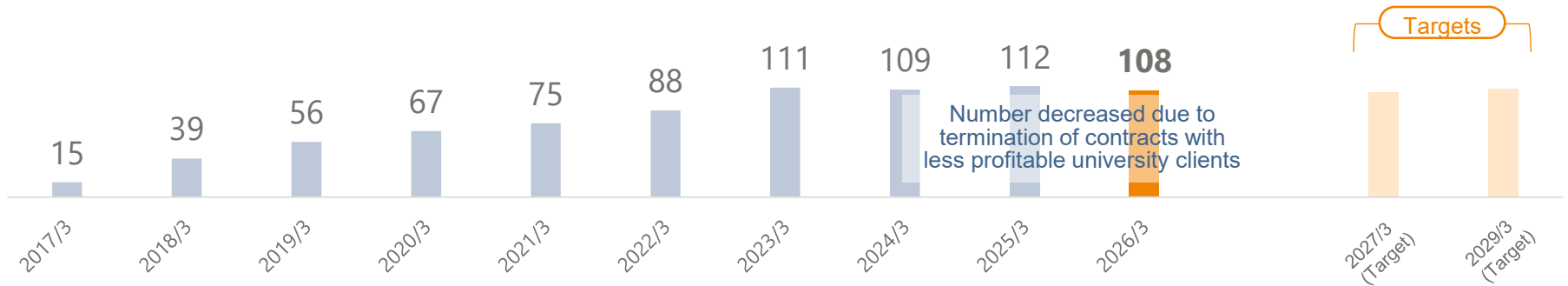
Note: Figures are monthly averages



Contracts and medium-term targets for educational operations and securities and deposit/transfer operations

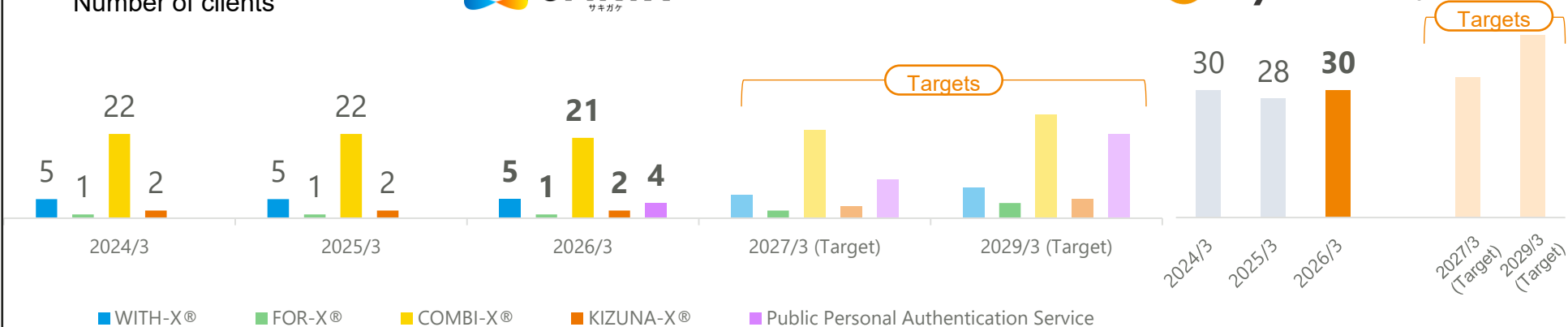
Educational operations

Number of contracted universities 



Securities and deposit/transfer operations

Number of clients





Information dissemination

We disseminate the latest information via various channels to inform stakeholders of our current situation and deepen their understanding.

● Corporate website



● Webpage for retail investors



● IR information emails



● IR note



Subscribe to our email updates to receive the latest IR information!





Management Philosophy

**Contribute to customer prosperity and
the development of society
through the information service business**

Basic Management Policy

- Consistently aim to improve technology, provide excellent service and enjoy higher levels of customer trust
- Create the future with a global outlook for what lies ahead
- Realize an attractive company life where employees enjoy their work and feel motivated

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Contact: Corporate Strategy Department

Securities code

3839





データに、物語を。

Designing Narratives with Data

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