



データに、物語を。

Designing Narratives with Data

**Fiscal Year Ending March 31, 2027 –
Fiscal Year Ending March 31, 2029**

Medium-term Management Plan

April 30, 2026

ODK Solutions Company, Ltd.

Securities code: 3839



At ODK Solutions, we have adopted an annual rolling plan to swiftly reflect changes in our management environment. The following is an overview of our new medium-term management plan for FY 3/2027 to FY 3/2029.

Core policies of new medium-term management plan

- Sustain our basic policy: “Expand the ODK Group” and “Maximize group synergies”
- In response to market changes, we have redefined our key issues to include “Transition to high value-added DX services” and “Capitalize organizational knowledge and build an AI-powered platform.”

Numerical targets for FY 3/2029 (consolidated)

Our net sales target was revised upward by ¥1.0 billion YoY, while our ordinary profit target remains unchanged, as we accelerate our group expansion efforts and proactively pursue investments, including large-scale M&As.

- Net sales : ¥10.0 billion
- Ordinary profit : ¥900 million
- **Investment** : **Investment capacity of approx. ¥5.0 billion over the next three years**
- Dividends : Continued stable annual dividend of ¥10 per share

I . Summary of previous medium-term management plan for FY 3/2026

II . Assumptions for formulating new medium-term management plan

- External environment
- Long-term envisioned world and social issues ODK aims to address
- Overview of *Updemy*[®]: An initiative driven by ODK
- Addressing social issues with *Updemy*[®]

III . New medium-term management plan for FY 3/2027 to FY 3/2029

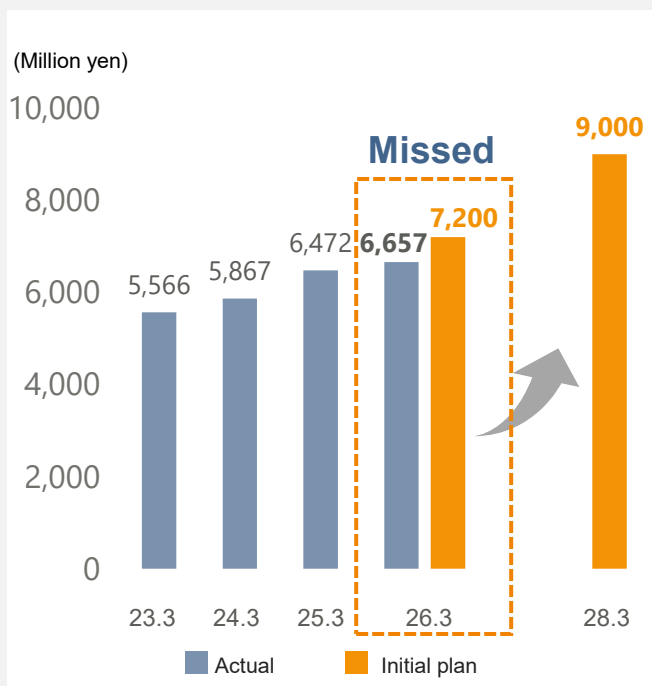
- Basic policy, strategy and key issues
- Performance targets and capital allocation policy
- Other strategic initiatives

Summary of consolidated results for FY 3/2026

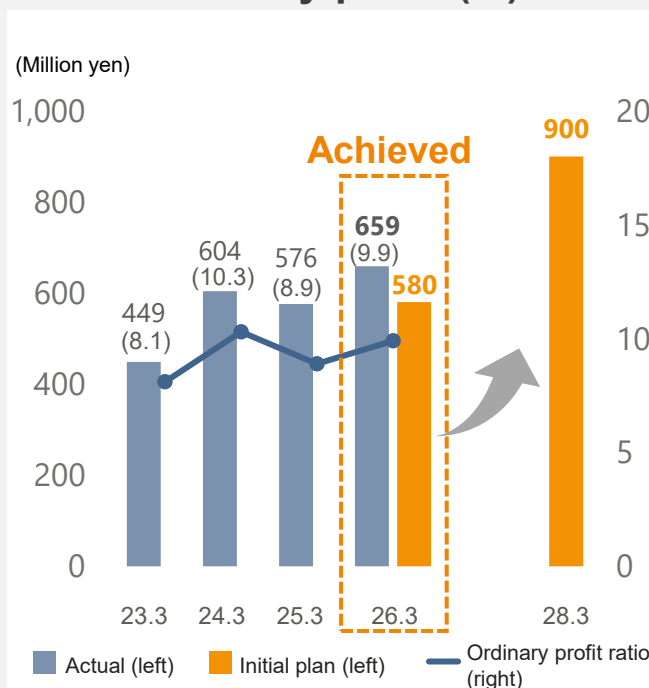
➤ While net sales fell short of the target, we achieved our operating profit and ordinary profit targets as a result of focused efforts to improve the profitability of existing businesses.

- Net sales : **Missed** Primarily due to sluggish medical-related service sales, failure to reach M&A deals for subsidiaries, and missing targets in job hunting-related service business
- Ordinary profit : **Achieved** Mainly due to a decrease in outsourcing expenses following development and operational system rationalization
- ROIC : **Missed** Aimed to improve ROIC by increasing profit margins, but we continue to fall short of our 7.0% target

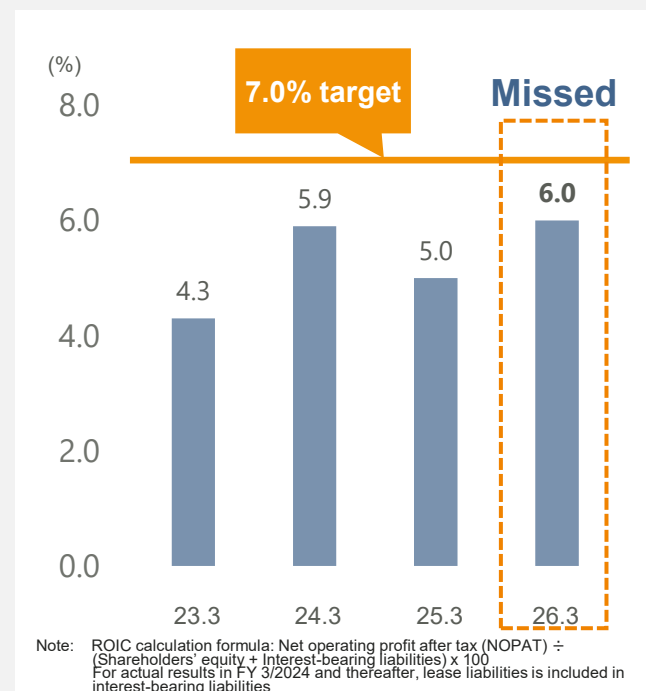
Net sales



Ordinary profit (%)



ROIC*



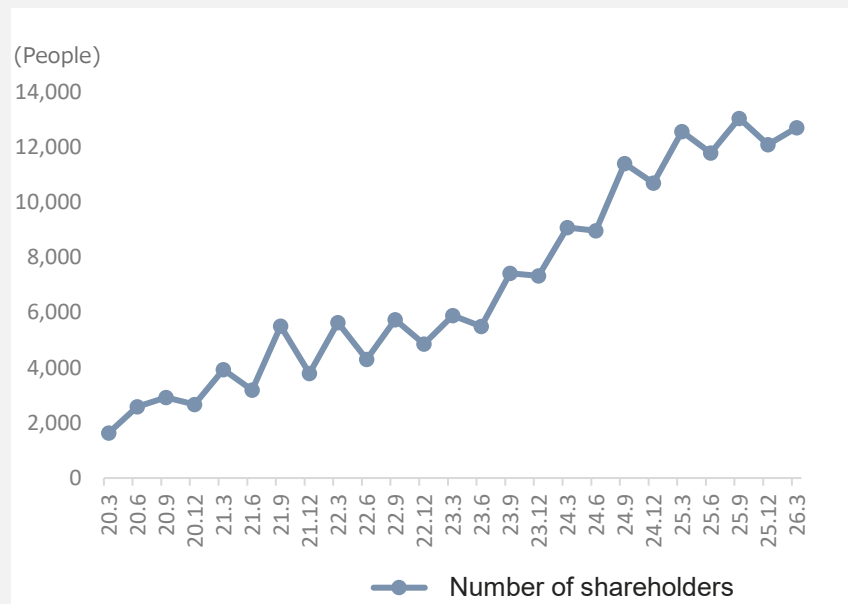
Note: ROIC calculation formula: Net operating profit after tax (NOPAT) ÷ (Shareholders' equity + Interest-bearing liabilities) x 100
For actual results in FY 3/2024 and thereafter, lease liabilities is included in interest-bearing liabilities

Summary of IR initiatives in FY 3/2026

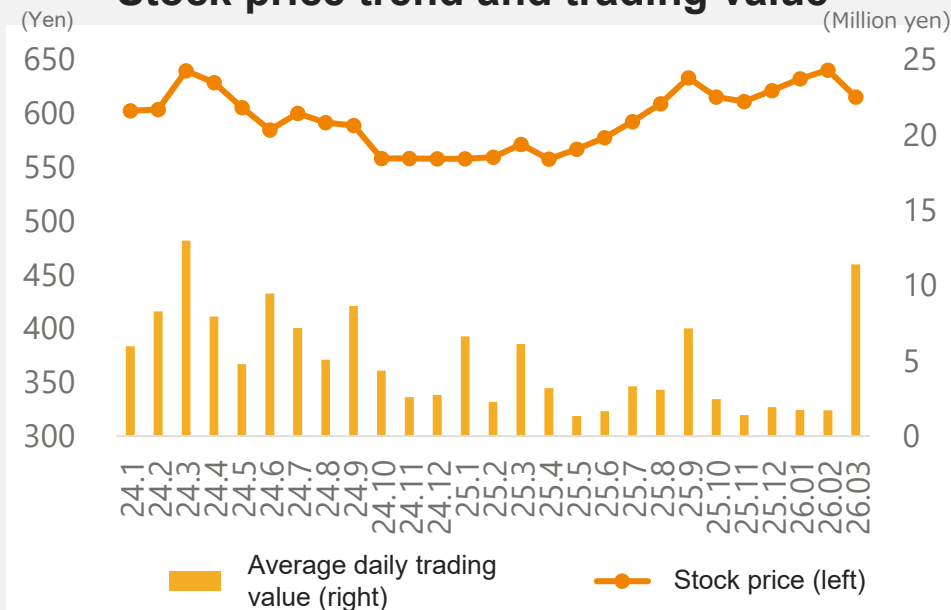
The number of shareholders temporarily exceeded 13,000, but average trading value decreased YoY

<p>Initiative details</p>	<ul style="list-style-type: none"> Engaged in efforts to increase recognition of ODK centered on retail investor seminars—reaching over 3,000 such investors in total—and proactively placed ads highlighting shareholder benefits Maintained the expanded scope of our employee stock ownership plan to foster a desire to engage in management of the ODK Group. The participation rate reached 76% on a non-consolidated basis and 38% among group subsidiaries (as of December 31, 2025). Started providing IR information via <i>IR note</i> in December 2025 to strengthen engagement with retail investors
<p>Review</p>	<ul style="list-style-type: none"> The number of shareholders increased as a result of increased awareness, but liquidity issues were brought into focus. In addition, the number of shareholders holding one trading unit increased, but we have yet to foster a sense of anticipation for ODK's growth story.

Number of shareholders



Stock price trend and trading value



Basic policy

Expand the ODK Group

Basic strategy

Maximize group synergies

Strengthen revenue base of core businesses and proactively invest in growth businesses

Key issues

(1) Promote data businesses centered on UCARO[®]

(2) Promote M&A and alliances

(3) Accelerate application of R&D results in business development

(4) Maximize effects of subsidiary mergers and succeed in the CABUILD[®] Concept*

(5) Expand key areas and customer bases

* The CABUILD Concept refers to a set of services jointly provided by ODK's subsidiaries Pottos and NINJAPAN and designed to comprehensively support job-hunting and recruitment activities.

Summary of initiatives to address key issues in FY 3/2026

- Progress was made in sales from joint initiatives with university students and in AI utilization; however, plans including M&As fell short of targets, with full-scale contribution to earnings deferred to the next fiscal year.

Key issues in previous medium-term management plan

(1) Advance data businesses centered on UCARO®

New

- Engaged with university students on an ongoing basis by expanding *Campus Life Guide Webbook* contents
- Started creating the prototype of *Life Data Planner*
- Distributed the print edition of *Campus Life Guide Webbook* to newly enrolled university students (100,000 copies)
- Provided information to subscribers of *University Student-focused Email Newsletter*

Initiatives undertaken

Assessment



- Leveraged connections with university students to drive sales through joint initiatives and events with leading companies, with the plan progressing steadily
- Results of past initiatives are expected to materialize going forward

(2) Promote M&A and alliances

Groupwide

- Established relationships with potential alliance partners
- Deepened relationships with existing alliance partners
- Prepared to accelerate the rollout of *Updemy®*
- Established a dedicated team for listed companies and large-scale projects

Finance

Clarified roles to boost effectiveness of the collaborative scheme with TOSHO COMPUTER SYSTEMS and commenced sales activities

- Established a dedicated team and will ramp up efforts to secure large-scale projects, including with listed companies
- Earnings contributions from the collaboration are expected going forward

(3) Accelerate application of R&D results in business development

New

Granted NFTs to students

New

Built systems for sharing and using UCARO® data on a groupwide basis

NINJAPAN

Started providing *Gakuchika Study Abroad* (NFT granting under consideration)

- Achieved solid results at the business incubation stage, with a view to future technology deployment
- Existing operations were prioritized, delaying resource allocation for new business initiatives based on research results

Summary of initiatives to address key issues in FY 3/2026

- Overall performance fell short of the plan, as the **CABUILD®** business underperformed and merger synergies and new business monetization are still being realized.

Key issues in previous medium-term management plan

(4) Maximize effects of subsidiary mergers and succeed in CABUILD® Concept

Fplus

Built a foundation to visualize management resources and consolidate overlapping functions

NINJAPAN / Pottos

Started providing CABUILD® to support job hunting and new graduate recruitment leveraging the strengths of subsidiaries NINJAPAN and Pottos

- Synergies from subsidiary mergers have yet to be fully realized
- Despite CABUILD® contributing to sales following adoption by major companies and local governments, profit contributions are expected going forward

Initiatives undertaken

Assessment



(5) Expand key areas and customer bases

General

- Won a large SLAP project (for National Consumer Affairs Center of Japan)
- Launched new service *iStudy® AI Creator*

Securities

Secured the first *Public Personal Authentication Service (JPKI)* user

- New customer acquisition and earnings contributions from *iStudy® AI Creator* are expected going forward
- JPKI is expected to help expand our SAKIX customer base, but full-scale revenue generation, including entry into the SI business, is forthcoming

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External environment

- Drastic changes in the economic environment, including inflation and rising interest rates, underscore the need for self-directed career development and asset building.
- While expectations around autonomous AI agents are growing, the threat of sophisticated AI-driven cyberattacks is intensifying.

■ Trends surrounding Japanese society

Work environment



- Shift from a seniority-based system to job-based employment
- Intensifying competition due to declining working population and talent shortages
- Abolition of the ¥1.3 million income threshold to remove work disincentives and enhance labor mobility

Declining 18-year-old population and polarization/restructuring of universities



- Despite a record-high university enrollment rate, the declining 18-year-old population outweighs the increase
- As applicant concentration at urban and prestigious universities intensifies, regional universities face enrollment shortfalls and accelerated restructuring by way of consolidation and publicization

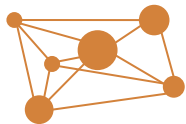
Inflation



- Yen depreciation, rising prices, and sustained interest rate hikes have become the norm
- Investment education has become essential in an era of declining cash value

■ Trends in IT industry

Web3.0 area



- Web3.0 functions as part of DX and AI solutions
- Blockchain use is expanding into traceability and identity verification

AI technologies



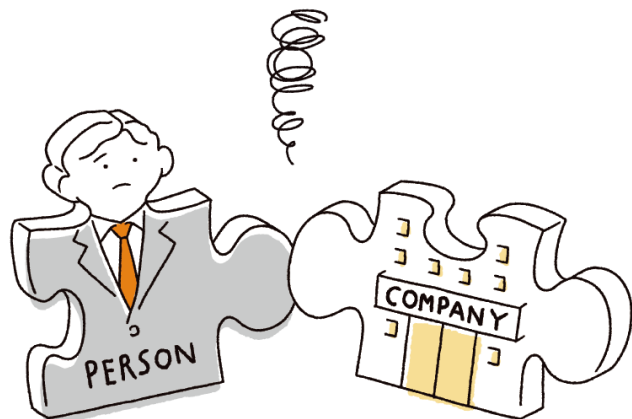
- Real-world deployment of generative AI is advancing
- Amid labor shortages, a shift is underway toward autonomous AI agents that work alongside humans

Information technologies



- The threat of AI-enhanced and automated cyberattacks is intensifying
- A cybersecurity talent shortage has led to a growing managed security services (MSS) market

Social issues ODK aims to address 1/2



Social issue

1

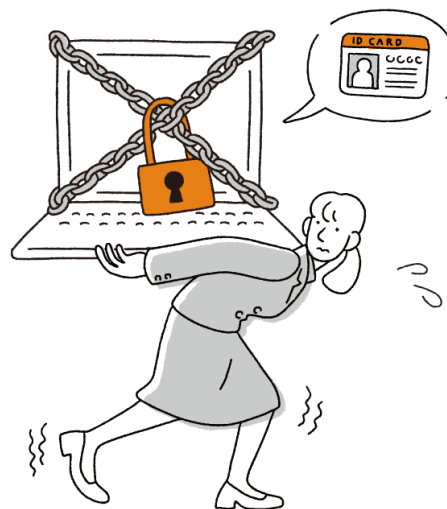
The underutilization of individual capabilities within organizations may stem from organization-individual mismatches.

- (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.

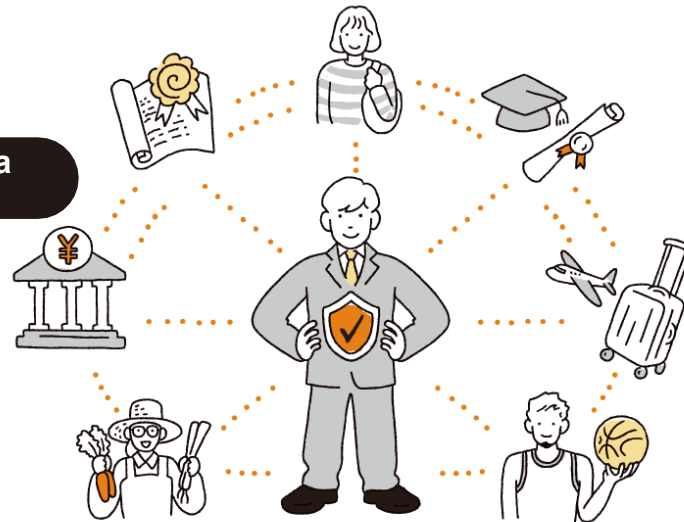
**From a society where personal data is controlled by organizations,
to one where individuals actively leverage their own data**

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

ODK's vision for a next-generation self-sovereign digital identity platform



ODK's self-sovereign digital identity platform *Updemy*[®] is a data platform that digitizes, visualizes, and accumulates personal daily experiences and learning using blockchain technologies.

ODK aims to recognize individuals' growth journeys as value and connect them to major life decisions, such as university admission and job hunting.

ODK aims to create a world where companies (organizations) and individuals can better understand one another through technologies such as Web3.0 and AI.

Overview of *Updemy*[®]: An initiative driven by ODK



Designing Narratives with Data

Updemy[®], or Update Me, is a digital platform where individuals' learning and experiences become value, enabling companies (organizations) and individuals to better understand one another.

More partners means a broader *Updemy*[®] ecosystem



Address social issues with *Updemy*® 1/2



Designing Narratives with Data

Updemy®, or Update Me, is a digital platform where individuals' learning and experiences become value, enabling companies (organizations) and individuals to better understand one another.

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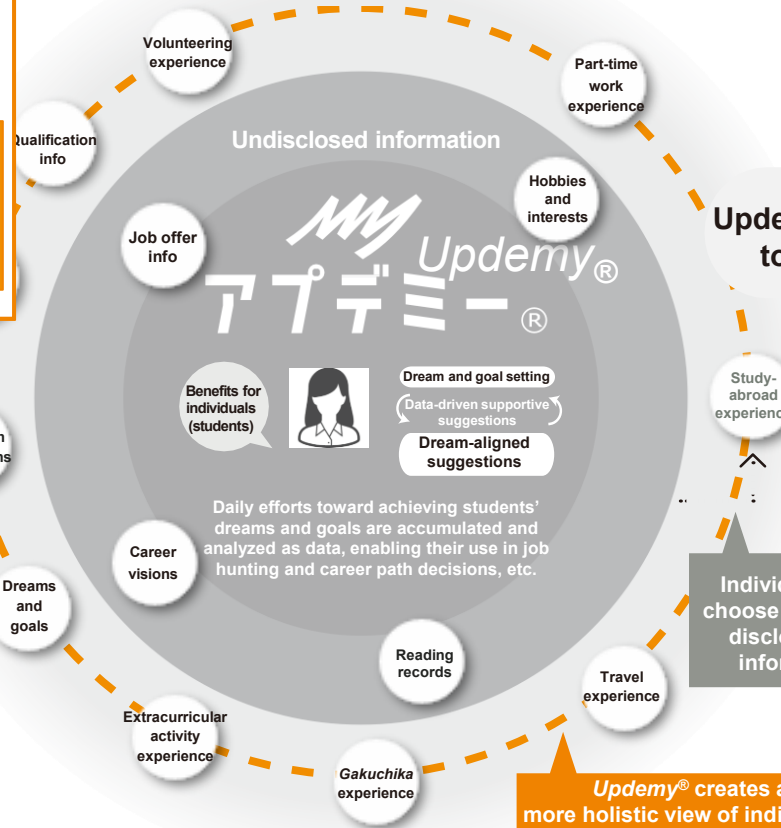
Social issue 1

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

Solution

Updemy® visualizes each person's unique strengths by digitizing and integrating previously ambiguous efforts and experiences on its platform, enabling deeper understanding and more precise matching between organizations and individuals.

Disclosed information



Updemy®: A Bridge to Your Dreams

Individuals can choose whether to disclose their information

Updemy® creates a deeper, more holistic view of individuals beyond surface-level profiles by digitizing and integrating diverse individual experiences

Company A



Job-hunting and career change service provider



Company B
Student travel agency



Company C
Financial institution

Benefits for companies
A deeper and more multi-dimensional understanding of each individual can be achieved by integrating students' information

Address social issues with *Updemy*® 2/2



Designing Narratives with Data

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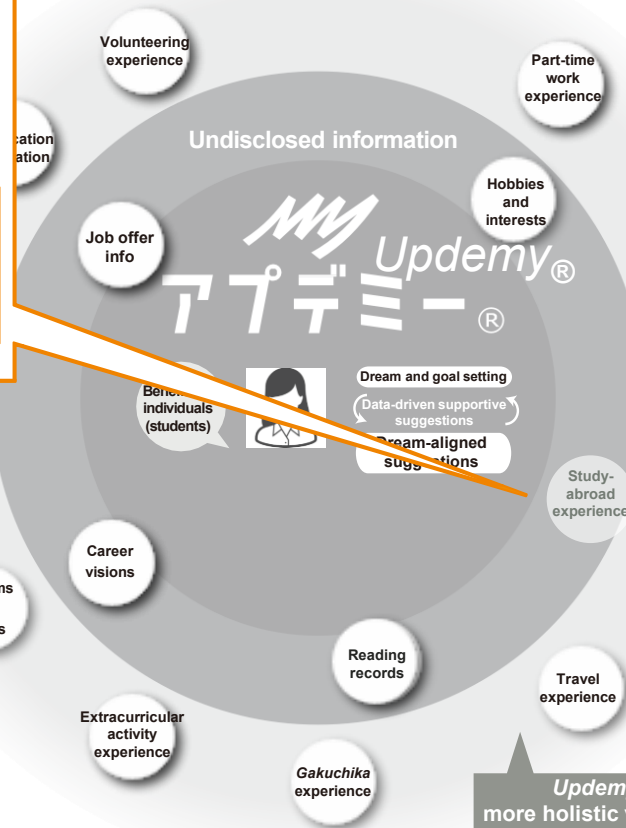
Social issue 2

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

Solution

Individuals can control whether to disclose their personal information. Moreover, service providers can access reliable data without incurring management costs, as they are not required to manage it themselves.

Disclosed information



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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.

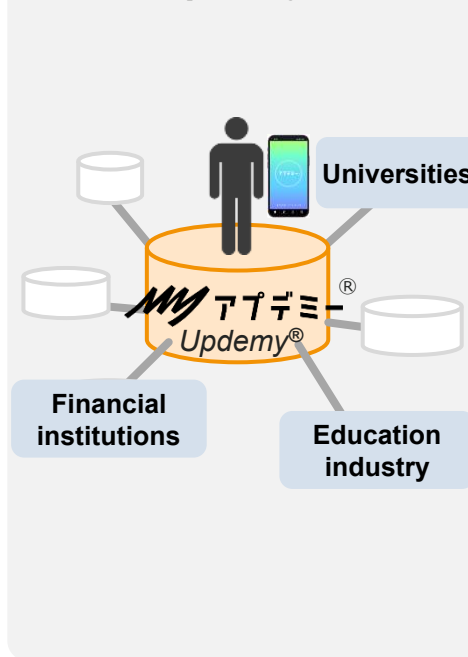
➤ Drive next-generation self-sovereign digital identity platform *Updemy*[®]

ODK's vision achieved by driving data businesses

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



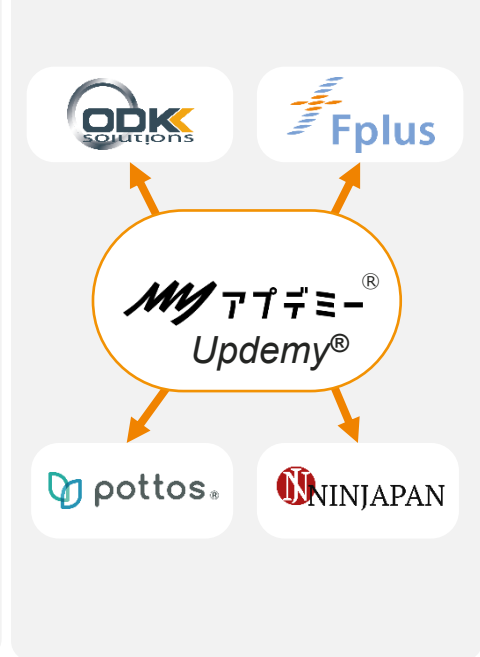
Build data collaboration platform centered on individuals, leveraging *Updemy*[®]



Accumulate students' experience information and optimize individuals' capabilities



Expand business across the ODK Group



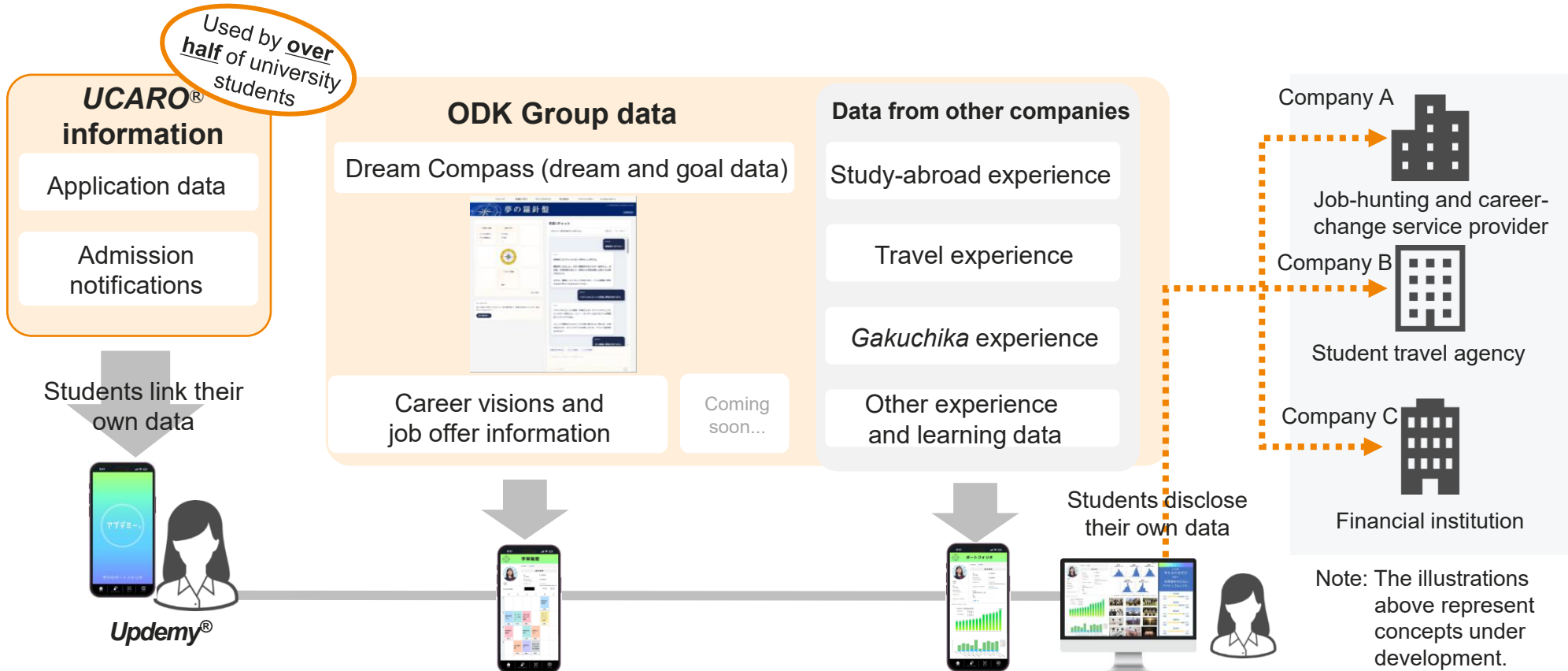
Note: The illustrations above represent concepts under development.

Key issues (1): Build data businesses centered on Updemy® 2/2

- 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.

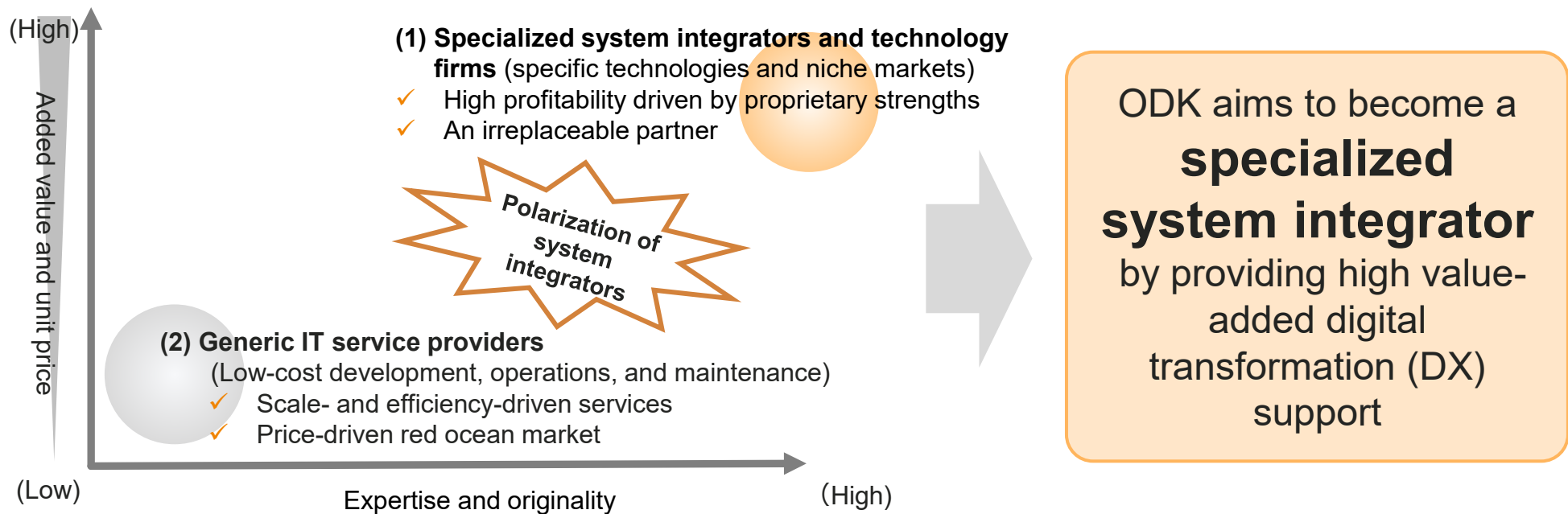


Key issues (2): Transition to high value-added DX services 1/2

➤ **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

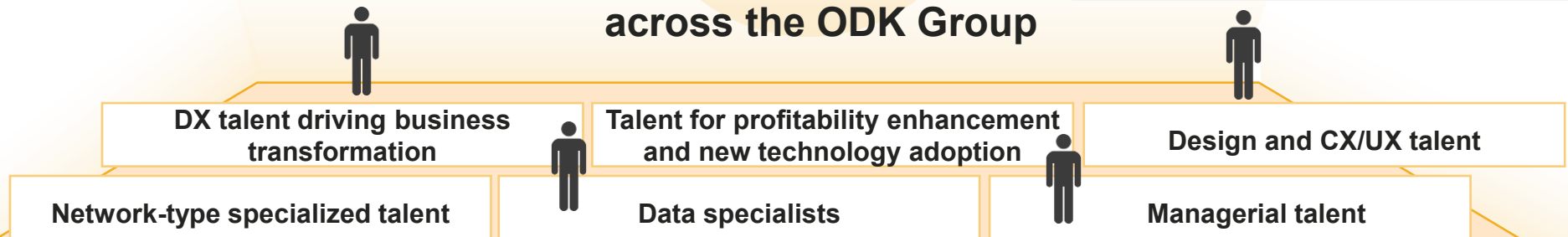
Pursuing strategic alliances (network-type collaboration)

- ✓ 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



Talent profile

→Human capital management initiatives Page 31

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

Groupwise 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

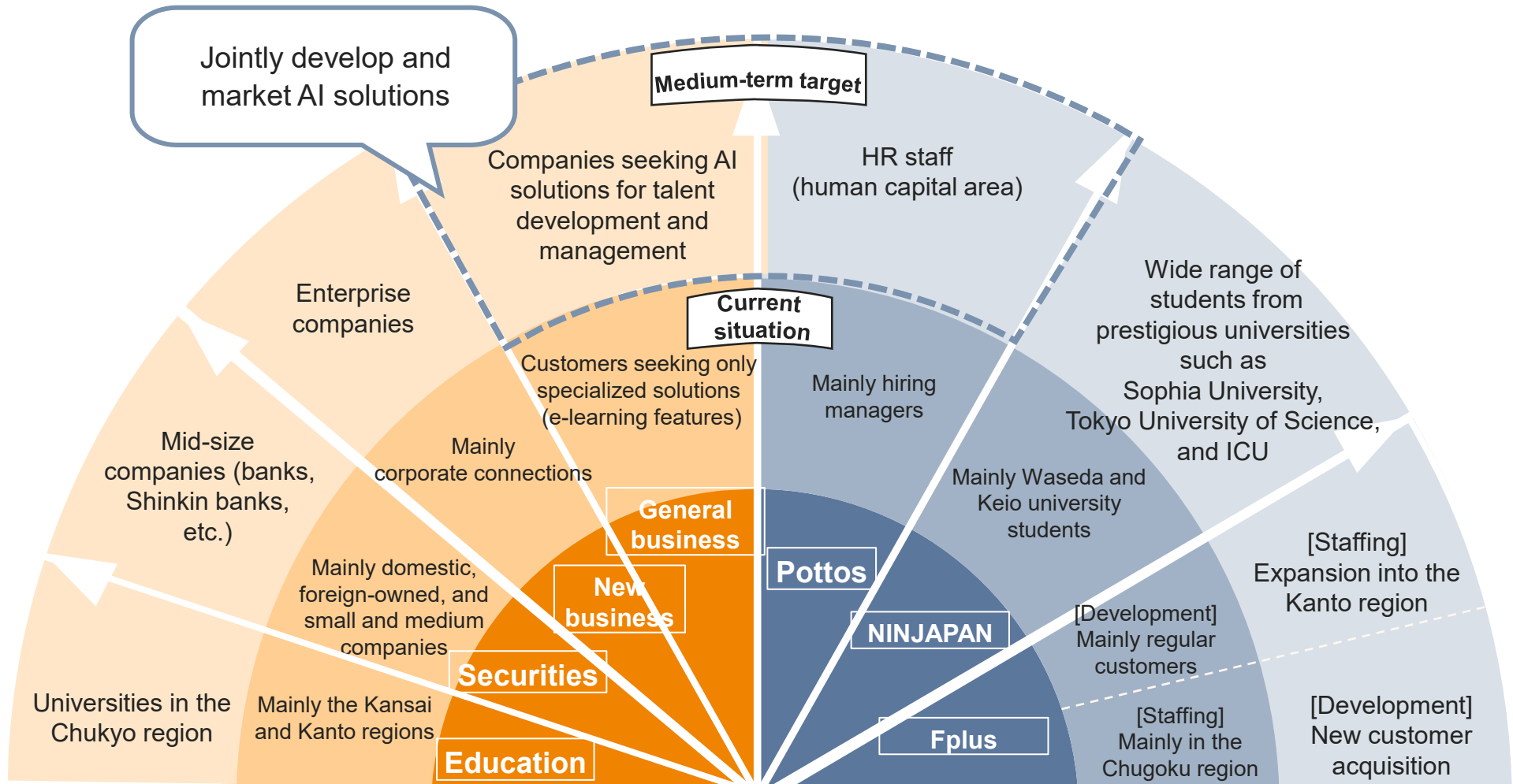
Internal

- ✓ **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

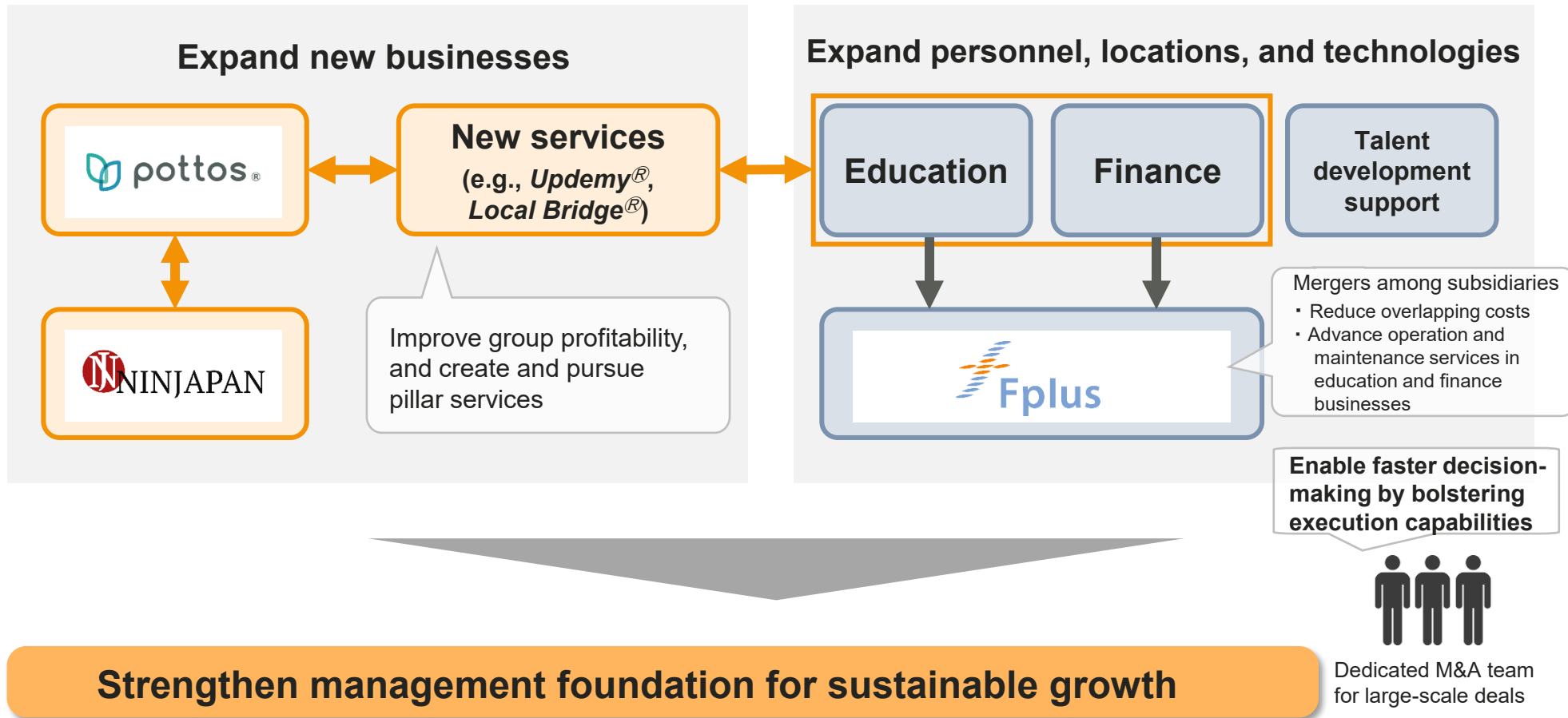
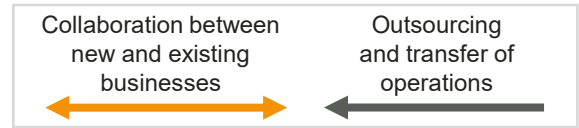
Education

- 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



Consolidated performance targets



Designing Narratives with Data

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%)

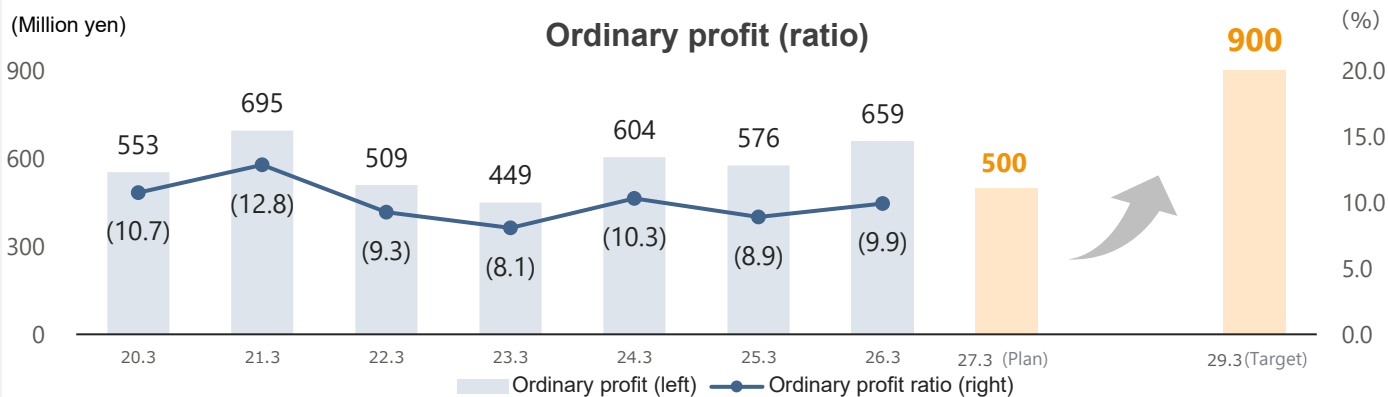
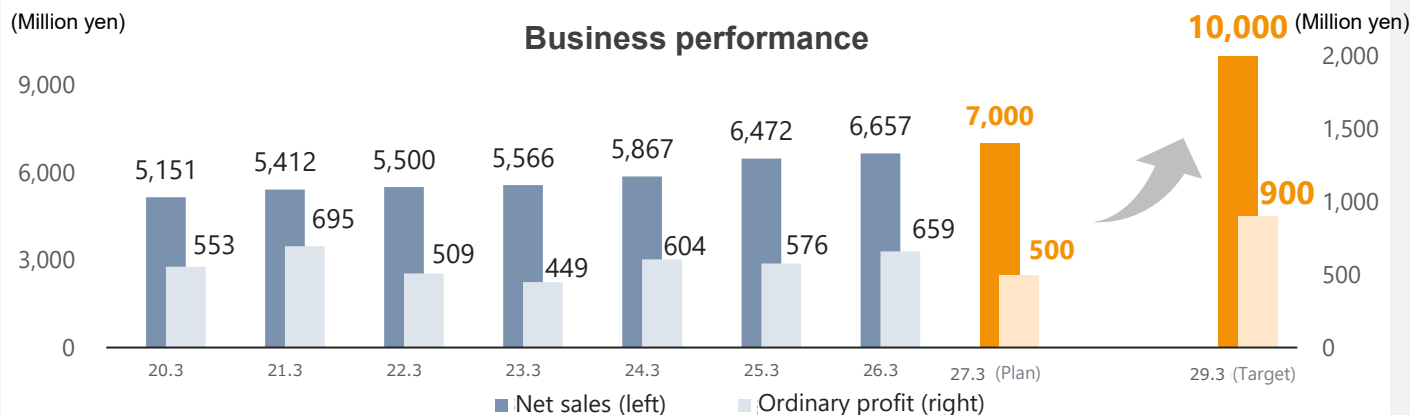
ODK's policies

[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*®

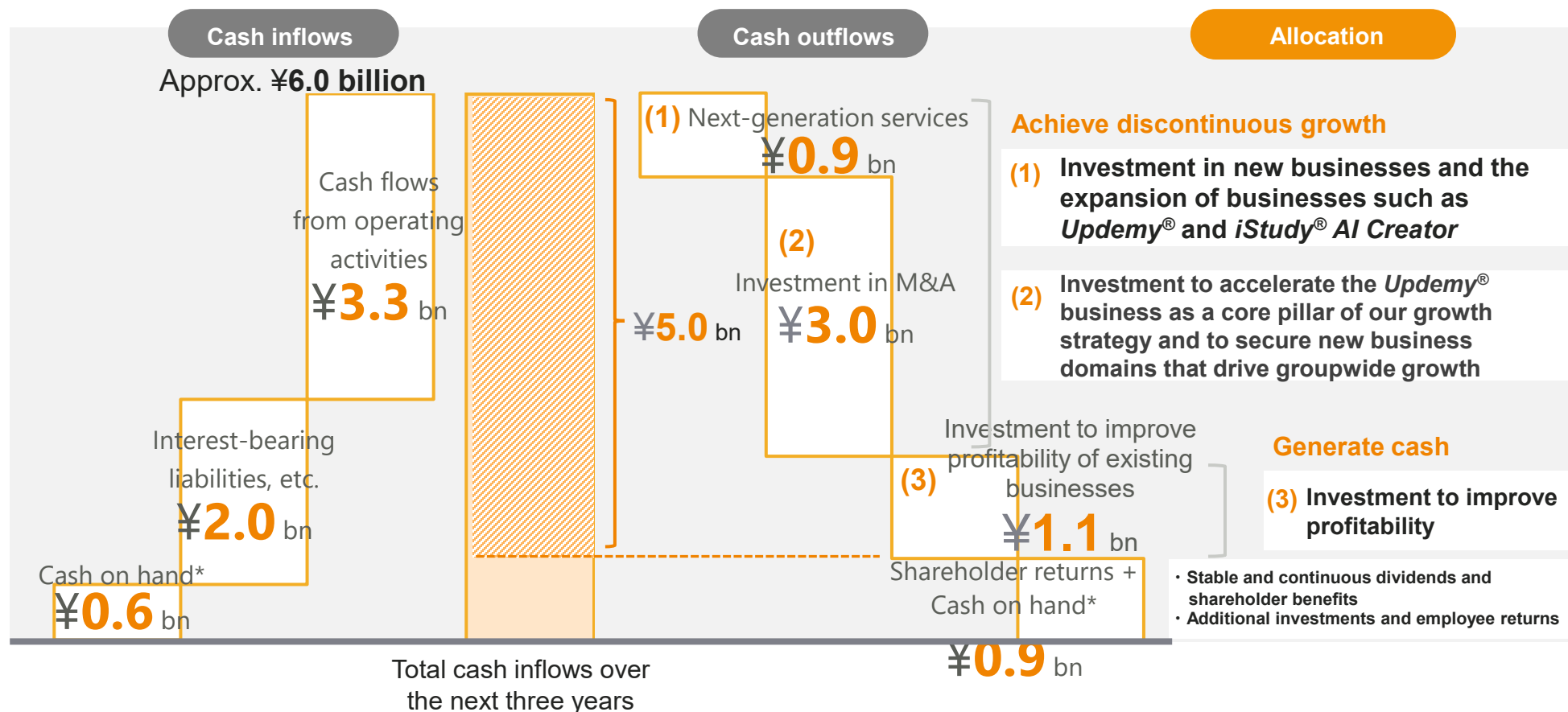
[Evolve resilient core businesses]

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



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

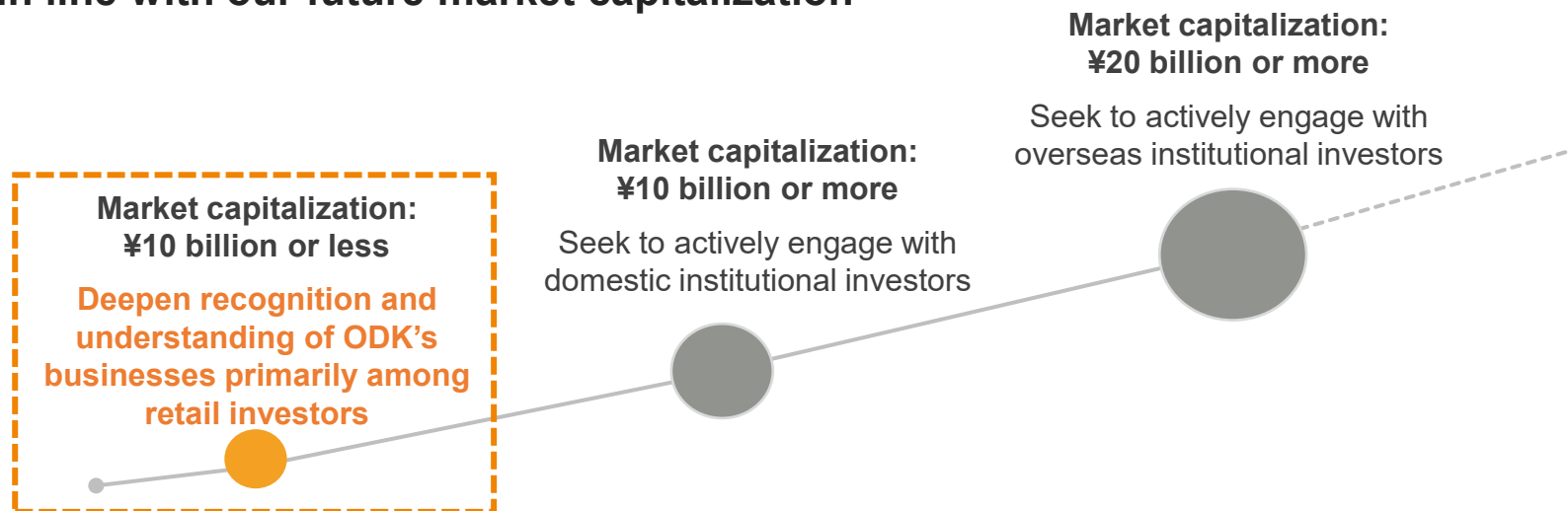


*Funds to be flexibly allocated to additional investments, employee returns, and other purposes

Recognized IR issues

- Shortfall in daily trading value (liquidity issue)
- Insufficient sense of anticipation for *Updemy*[®]-centered growth story

Targeting in line with our future market capitalization



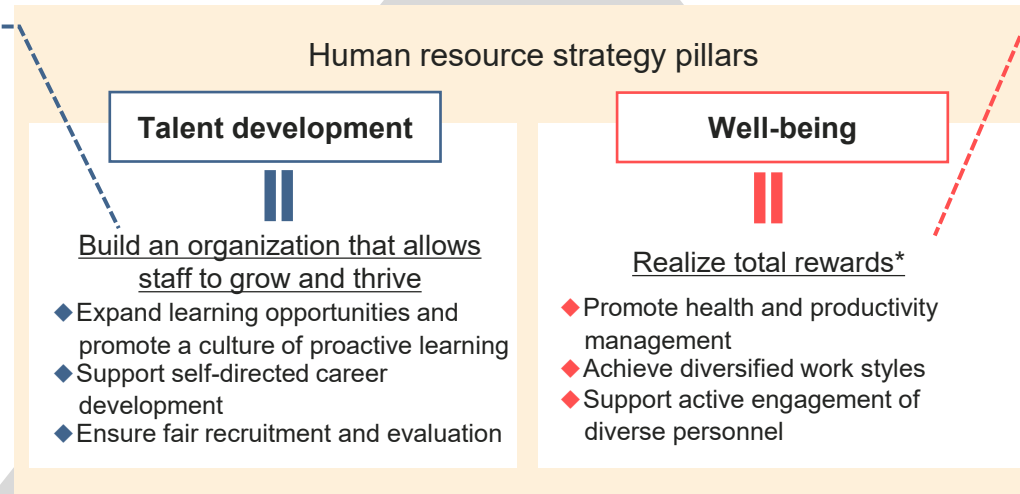
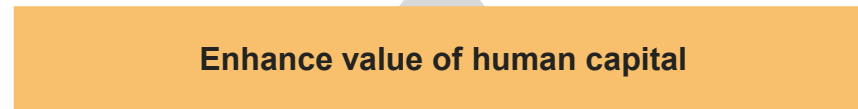
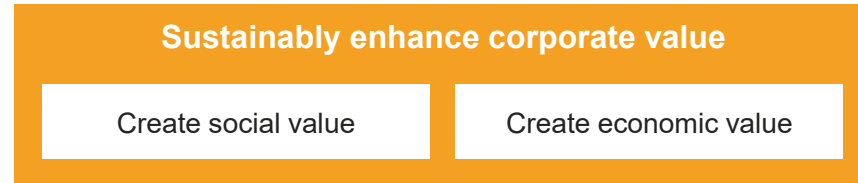
Future initiatives

Gain recognition as a growth stock

- Hold retail investor-sponsored IR seminars and other interactive senior management-led events targeted at retail investors who are actively engaged in equity research
- Continue providing IR information to retail investors via *IR note*
- Engage in corporate branding linked to *Updemy*[®] and *Campus Life Guide Webbook*
- Create a web page that explains ODK's growth story
- Foster an investor-friendly environment

Human capital management initiatives

- **Strengthen investment in human resources and systems that underpin growth while positioning people as our most valuable asset**
- Under the concept of a “lifelong company,” ODK maintains a membership-based employment system while strategically incorporating elements of job-based employment for (i) personnel required for our transition to a specialized system integrator and (ii) roles that require domain-specific expertise.



- Key initiatives**
- **Revitalize internal workforce market**
 - Conduct PoC and design for in-house recruitment system
 - Design inter-group assignment system
 - **Build HR portfolio for proactive talent utilization**
 - Advance new graduate recruitment leveraging group assets
 - Facilitate engagement for nurturing mid- to long-term awareness of chief and sub-manager levels and continue supporting succession planning

- Key initiatives**
- **Intentionally create more opportunities to learn about ODK**
 - Launch the relay lunch system (tentative name)
 - **Increase engagement**
 - Introduce a new employee benefit service
 - **Transition recently introduced new systems and initiatives into the operational phase**
 - Engagement survey
 - Dialogue events
 - Job return and alumni system

*Total rewards: Concept of considering “remuneration (reward)” given by the Company to employees as “rewards,” including not only monetary remuneration but also things like the working environment of the Company. This remuneration system provides rewards to employees in a broad and comprehensive sense, while striking a good balance between monetary and non-monetary remuneration.

Our long-term vision



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Designing Narratives with Data

Smart solutions linking businesses.

Rich narratives of human lives.



Our passion is using IT to weave threads between your data, bringing joy and unlocking potential for inspired, motivated people.

Since our foundation in 1963, we have woven smart tapestries of data for customers across many industries, offering signposts toward a more meaningful customer journey.

Let us help craft a more compelling story for you and your clients.

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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