

Fiscal Year Ended March 2026

Earnings Presentation Materials

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May 22, 2026

ASAHI INTELLIGENCE SERVICE CO., LTD.

Tokyo Stock Exchange | Standard Market
Securities Code | 9799



Agenda

- I** Financial Results for the Fiscal Year Ended March 2026
- II** Progress of the Mid-Term Management Plan (FY2026/3 to FY2028/3)
- III** Outlook for the Fiscal Year Ending March 2027
- IV** The Value Transformation Driven by AI and Our Policy
- V** Reference: Data Materials

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I Financial Highlights



Results for the Fiscal Year Ended March 2026

Performance Highlights

Net sales **16,548** million yen

year-on-year +**4.6%**

Operating profit **1,645** million yen

year-on-year +**3.8%**

Business environment

Strategic IT investments aimed at business expansion and alleviating labor shortages have been intensifying, with growing demand for DX initiatives such as AI, cloud services, security measures, RPA, as well as for traditional system overhauls.

Performance

Both net sales and operating profit performed steadily, with year-on-year increases in revenue and profit.

Fiscal Year Ending March 2027

Outlook

Net sales **17,500** million yen

year-on-year +**5.8%**

Operating profit **1,750** million yen

year-on-year +**6.3%**

Shareholder Returns

- Based on the latest dividend forecast, dividends increased by ¥2.00 per share, with year-end dividend at ¥18.00.
- With an interim dividend of ¥16.00 included, annual dividend amounts to ¥34.00.
- A share buyback capped at 0.5 billion yen via was carried out (to be cancelled upon completion).

Period: November 6, 2025 to June 23, 2026

I Operating Results







➔ Achieved a record high with 16 consecutive periods of increased revenue and profit.

Net sales

- ⊕ Sales increased, driven by demand for DX promotion and the renewal of conventional systems.
- ⊕ Orders expanded, particularly in the automotive-related, financial, and insurance sectors.
- ⊖ Due to the impact of U.S. policies leading to cautious IT investment by customers, our orders through the midterm slightly fell short of initial expectations.

Operating profit

- ⊕ Enhanced earnings power resulting from successful contract acquisition and improved contract pricing
- ⊖ Cost increases due to strengthened recruitment, education investments, wage improvements, and enhancements in office environments, etc..

	Previous FY2025/3	Current FY2026/3	Change amount	Change ratio
Net Sales (million yen)	15,820	 16,548	+727	+4.6%
Operating profit (million yen)	1,585	 1,645	+60	+3.8%
Ratio of operating profit	10.0%	9.9%	-	
Ordinary profit (million yen)	1,611	 1,702	+90	+5.6%
Ratio of ordinary profit	10.2%	10.3%	-	
Profit (million yen)	1,189	 1,276	+87	+7.3%

Factors Affecting Changes in Operating Profit



Although SG&A expenses increased due to growth investments, operating profit recorded a 3.8% year-on-year profit increase.

Key factors influencing the changes

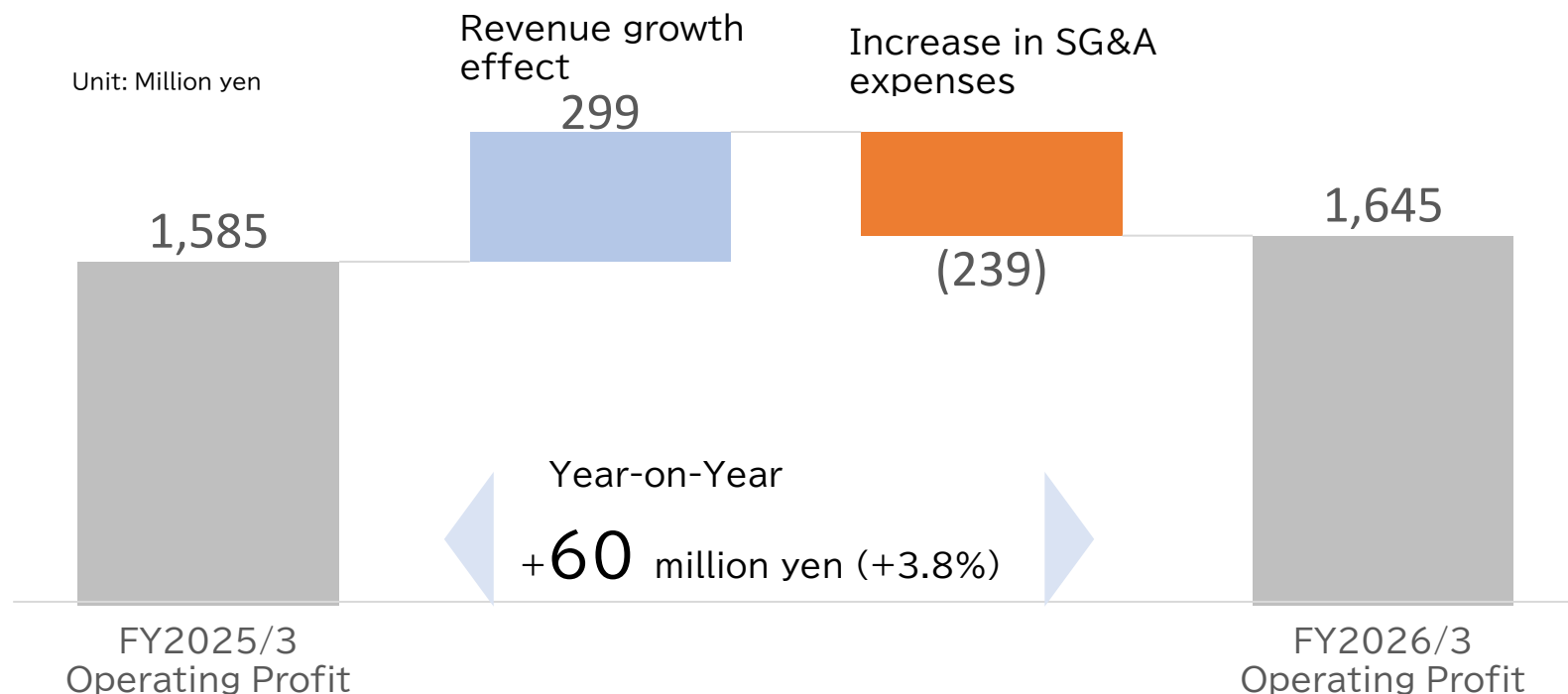


Revenue growth effect driven by increased sales



SG&A Expenses (239) million yen

- Investment in human capital (Improved benefits and talent development)
- Office environment improvement costs (Relocation)
- In-house DX investment (Cloud Services, security measures)



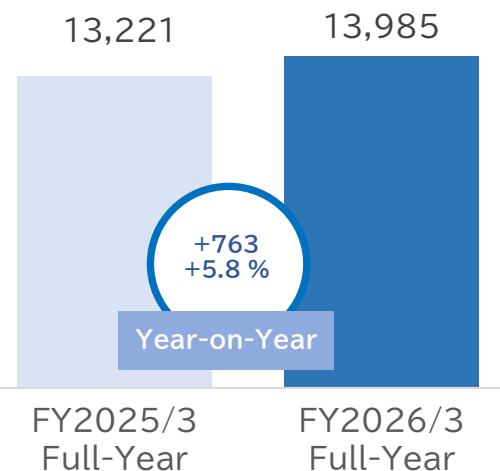
Net Sales by Business Segment (Network Services)



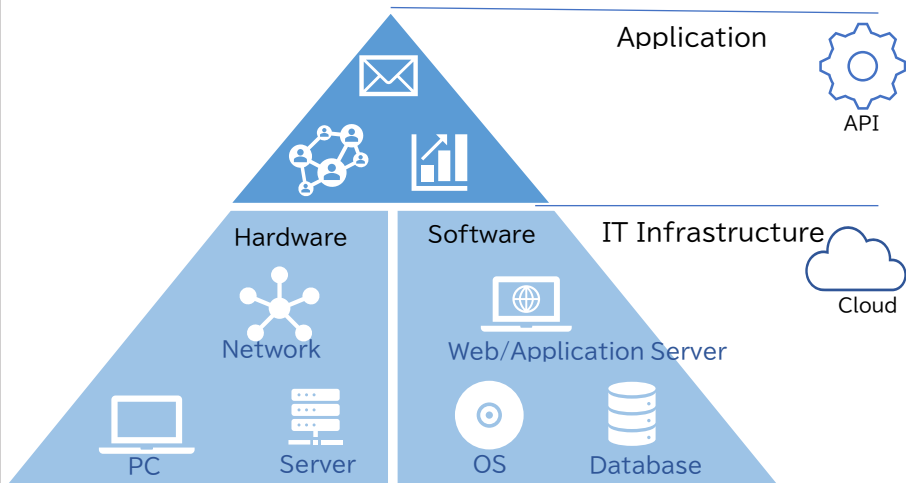
Network services

Net sales 13,985 million yen (Sales composition ratio 84.5%)

- Acquisition of system operations projects in the manufacturing industry (automobiles and related sectors)
- Acquisition of cloud infrastructure construction projects for a diverse range of customers across various industries
- Acquisition of projects in the network sector for the public



Unit: Million Yen



Broad support for diverse IT infrastructure needs

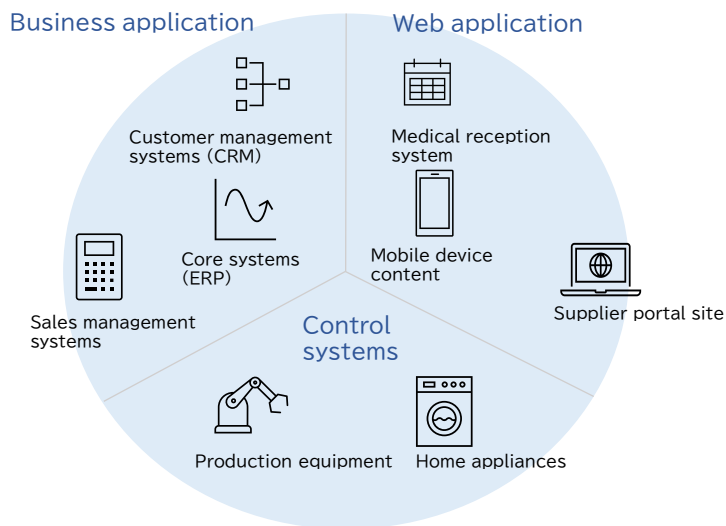
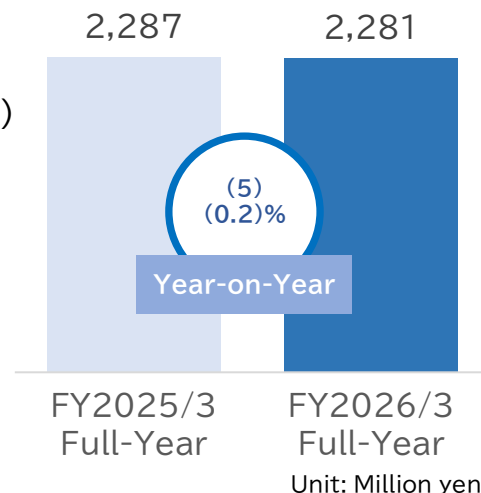
Construction and operations design	Infrastructure, network construction, etc.
System operations management	Operational processes, service level management, etc.
Security	CSIRT, SOC, etc.
Service desk	Call center, user support
Monitoring operations	IT infrastructure monitoring, etc.



System development

Net sales 2,281 million yen (Sales composition ratio 13.8%)

- Some projects in manufacturing and transportation have ended and transitioned to the operations phase
- Acquisition of projects related to customer base expansion in the financial industry
- Acquisition of projects for the standardization of municipal systems



Broad and flexible support covering planning, design, and development

Web application development	Development of web browser-based applications
Control system development	Development of embedded programs focused on digital products
Business application development	Development across various industries and fields

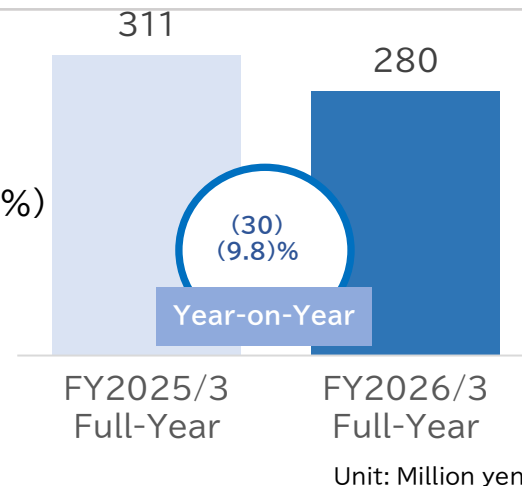
Net Sales by Business Segment (System Operations)



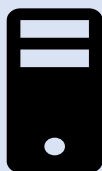
System operations

Net sales 280 million yen (Sales composition ratio 1.7%)

•Decrease in revenue due to the migration of engineers to network-related technologies



Host computer



Dedicated line



Dedicated terminals



Dedicated terminals



Dedicated terminals

Supporting the stable operation of host computers

Systems maintenance, operations, and management	From system startup and shutdown to job execution, monitoring, and troubleshooting
Software maintenance	Schedule review, adjustment, and updating
Support for operational setup	Establish operations such as system startup/shutdown and job execution
System operations improvement	Improvement proposals for ensuring stable operations and reliable information security

Net Sales by Industry of Client Companies



Manufacturing (Automotive & Automotive Related)

Expanded order intake in CAD-related services such as infrastructure operations, and secured DX support projects

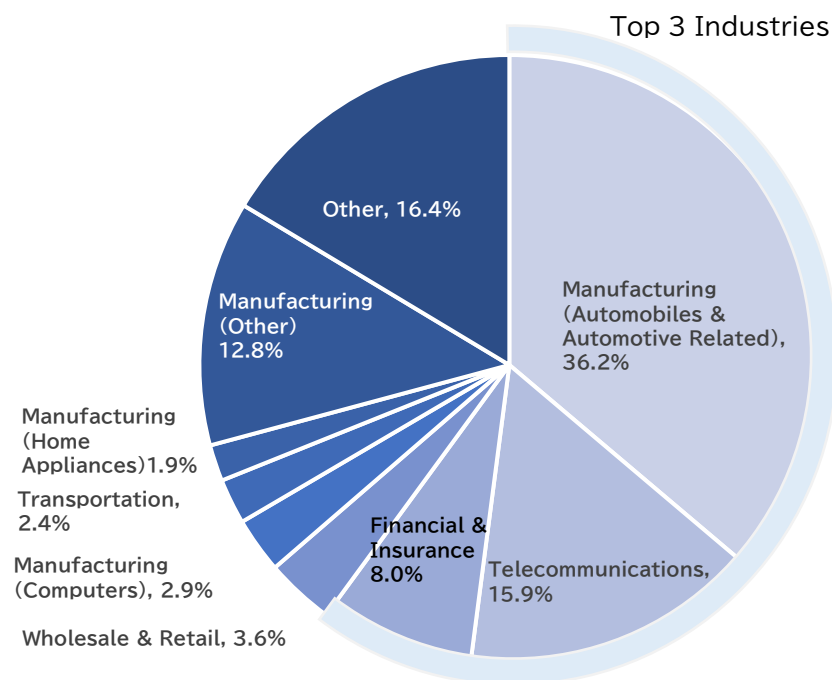
Financial & Insurance

Securing projects related to customer base expansion and data center operations and maintenance

Net Sales by Industry of Client Companies <End User Industry>

Unit: 100 million yen	Net sales	Previous period
Manufacturing	89.0	+5.4%
Automobiles & Automotive Related	(59.9)	(+6.6%)
Home Appliances	(3.0)	(-3.6%)
Computers	(4.8)	(+8.1%)
Others	(21.1)	(+3.1%)
Telecommunications	26.2	+1.7%
Finance & Insurance	13.2	+4.2%
Wholesale & Retail	5.9	+4.6%
Transportation	3.9	+3.5%
Others	27.1	+5.2%
Total	165.4	+4.6%

Net sales composition ratio



We are revising the classification criteria to measure substantial business growth. These figures have been restated for comparative purposes based on the changes.

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Progress of the Mid-Term Management Plan (Quantitative Targets)



Adapting to rapidly changing economic conditions and IT market trends, we aim to achieve business growth to meet our targets.

Mid-Term Management Plan (FY2026/3 to FY2028/3)

(Million yen)	Actual Results for FY2025/3	Plan for FY2026/3	Actual Results for FY2026/3	Comparison to Plan	Target for FY2028/3
Net sales	15,820	16,950	16,548	(2.4)%	19,650
Operating profit	1,585	1,700	1,645	(3.2)%	1,965
Ratio of operating profit	10.0%	10.0%	9.9%	(0.1)pt	10.0
Return on Equity (ROE)	10.5%	—	10.7%	(1.3)pt (Difference from final plan value)	12.0% or more
PBR	1.3x	—	1.3x	(0.2)x (Difference from final plan value)	1.5x or more
Payout ratio	41.8%	40.0% or more	41.3%	+1.3pt	40% or more

Note: The performance targets in Mid-Term Management Plan do not include contributions from future M&A to net sales and profit.



Progress on Growth Investments

In the fiscal year ended March 2026, priority investments are focused on human capital, including enhancements to personnel and office environments.

Growth investments for the fiscal year ending March 2028
4.2 billion yen or more

Growth investments for the fiscal year ended March 2026
0.67 billion yen

16.0%

Progress rate

*Reference Progress rate excluding M&A: 24.8%

Priority

High



Human Capital Investments

- Strengthening Recruitment, Improving Compensation, and Developing Human Resources



Improvements to Office Environments

- Relocation of the Osaka Office (September 2025)
- Integration of the Headquarters, Tokyo Office, and Yokohama Office (November 2026)



Investments in IT and DX

- Internal Systems (Cloud Services, Virtualization Support, Security Measures)



Advancement and Consideration of Business Strategies

- R&D and Activities for New Businesses



M&A and Capital/Business Alliances

- Expansion of Existing Businesses and Companies Generating Synergies

Low

Status of Business Strategy Initiatives



Strategy		Strengthening profitability through business structural reforms	Exploring new business areas
			<ul style="list-style-type: none"> Expanding the DX sector centered on engineering services Advancing outsourcing and enhancing service levels Focusing business resources on highly profitable, growth-oriented areas Strengthening sales proposal activities and customer relationships
Fiscal Year Ended March 2026	Initiatives	<ul style="list-style-type: none"> High-profit sectors: Strategic rotation and price revisions (*) Outsourcing: Promoting with targeted focus Unprofitable projects: Withdrawal and price revisions Sales activities: Grasping customer needs including AI <p>(*) Some price revisions will be reflected from fiscal year ending March 2027 onward</p>	<p>Partnership with DXHR Inc. DXHR <small>Delight eXperience by Humans and Robots</small></p> <ul style="list-style-type: none"> Formulating AX strategy Implementing solutions Developing AI talent <p>Agency agreement with Rimo LLC. RIMO AI meeting minutes service "Rimo Voice"</p>
	Challenges	<ul style="list-style-type: none"> Enhancing responses to the growing demand for AI is a challenge 	<ul style="list-style-type: none"> Improving speed is a challenge
		+	+
Fiscal Year Ending March 2027	Strengthening	<ul style="list-style-type: none"> Advancing AI strategy under direct management oversight Appointing an executive to drive the AI strategy Advancing customer problem-solving with AI as the focus 	<ul style="list-style-type: none"> Promotion of new products and development of in-house solutions Existing-customer-focused collaboration between sales and field engineers for promotion Promoting AI solution development

Status of Talent Strategy Initiatives



Strategy		Recruitment and development of talent to support the corporate foundation		Improving employee engagement			
Fiscal Year Ended March 2026		Initiatives <p>Talent Acquisition</p> <ul style="list-style-type: none"> • March 31, 2025: 1,863 people • March 31, 2026: 1,911 people <p>Number of employees +48people</p>		<p>DX Talent Development</p> <p>AI Cloud Security</p>		<p>Compensation Improvement (Salary increases and asset building)</p> <ul style="list-style-type: none"> • Base-up • Implementation of employee stock trust <p>Creating an Environment Where Each Employee Can Thrive</p>	
Fiscal Year Ending March 2027		Challenges <ul style="list-style-type: none"> • The growing demand for AI education is a challenge 		<ul style="list-style-type: none"> • On Track with the Plan 			
		<p>Transforming all employees into AI talent</p> <p>Establish an educational infrastructure to support uniform training for all employees and enhance skills directly tied to on-site roles</p>		<p>Compensation improvement Base-Up</p> <ul style="list-style-type: none"> • Securing top talent (Performance evaluation with distinction) • Alleviating the burden on working parents (Regional allowance, family allowance, etc.) 			
				<p>Integration of metropolitan area offices</p>			

Management Mindful of Capital Costs and Stock Prices



Aiming to enhance corporate value by further elevating market recognition through improved capital efficiency and sustainable profit growth

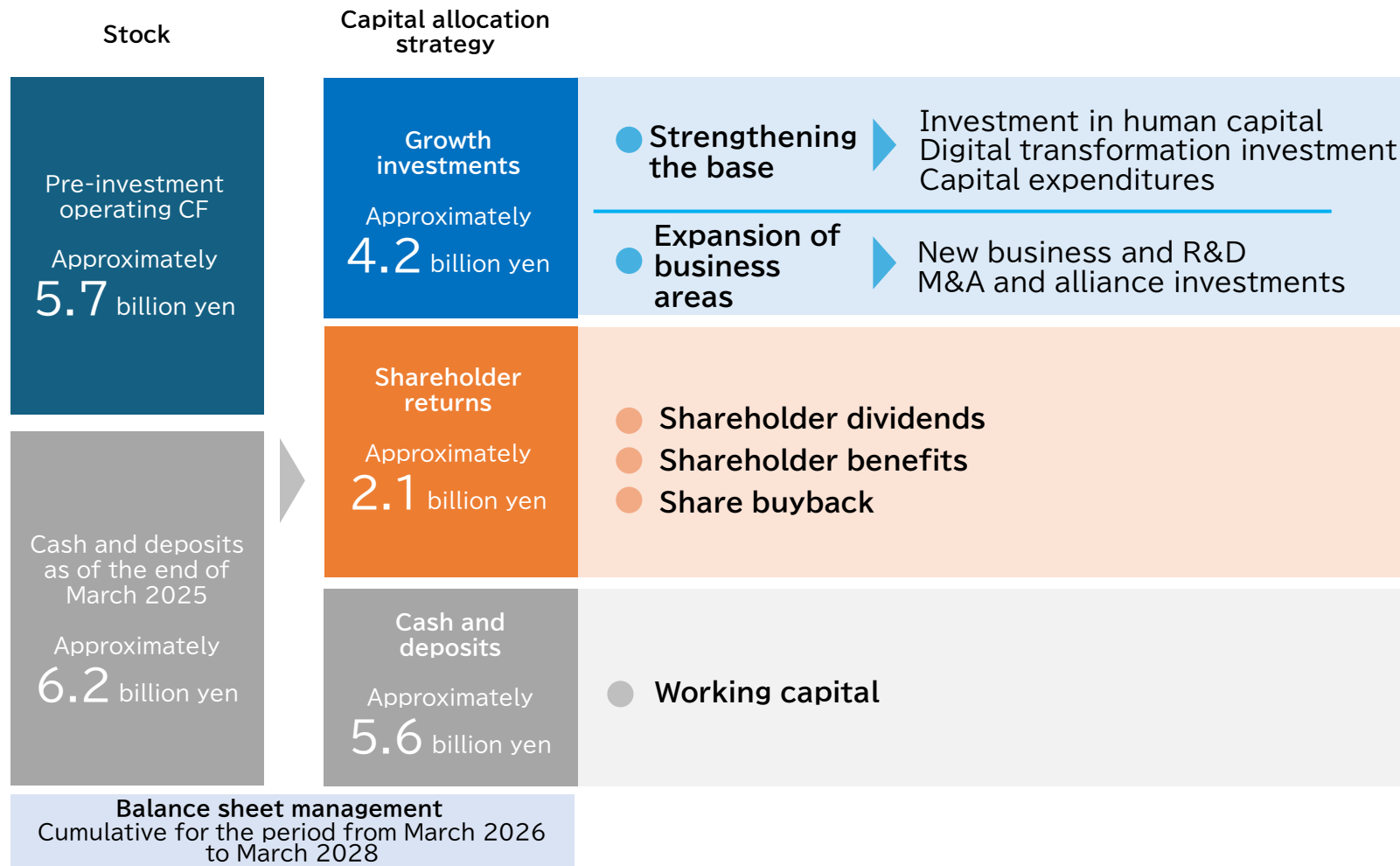
Key initiatives		Fiscal Year Ending March 2028 Target
Strengthening the revenue base	<ul style="list-style-type: none"> Investment aimed at enhancing added value <ul style="list-style-type: none"> Ongoing investment in human resources and DX promotion Exploration and promotion of new business strategies Investment in improving office environment Strategic investments through M&A and capital or business alliances 	<p>ROE</p> <p>12.0% or more</p> <p>PBR</p> <p>1.5x or more</p>
Sustained stable shareholder returns	<ul style="list-style-type: none"> Continuation of a dividend payout ratio 40% or more Consistently implementing measures to strengthen management foundations and sustain long-term earnings growth 	
Strengthening IR activities	<ul style="list-style-type: none"> Actively engage in dialogue with shareholders Holding briefings for institutional and individual investors Enhancement of sustainability and non-financial information <p>* Please refer to our website for our policy on dialogue with shareholders and investors.</p>	

Growth investments
4.2 billion yen
or more

Continually allocate resources toward intangible assets (human resources and DX promotion) that support future cash flow growth



Striving to balance investments for sustainable growth with agile shareholder returns to enhance capital efficiency






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Earnings Forecast



Heading for 17 consecutive periods of revenue and profit growth

	FY2026/3 Actual Results	FY2027/3 Forecast	Change amount	Change ratio
Net Sales (million yen)	16,548	 17,500	+951	+5.8%
Operating profit (million yen)	1,645	 1,750	+104	+6.3%
Ratio of operating profit	9.9%	10.0%	-	+0.1pt
Ordinary profit (million yen)	1,702	 1,814	+111	+6.6%
Ratio of ordinary profit	10.3%	10.3%	-	±0.0pt
Profit (million yen)	1,276	1,221	(55)	(4.3)% (*1)

(*1) For the fiscal year ended March 2026, a corporate tax credit was available under the wage increase promotion tax system; however, it is not anticipated in the earnings forecast for the fiscal year ending March 2027.

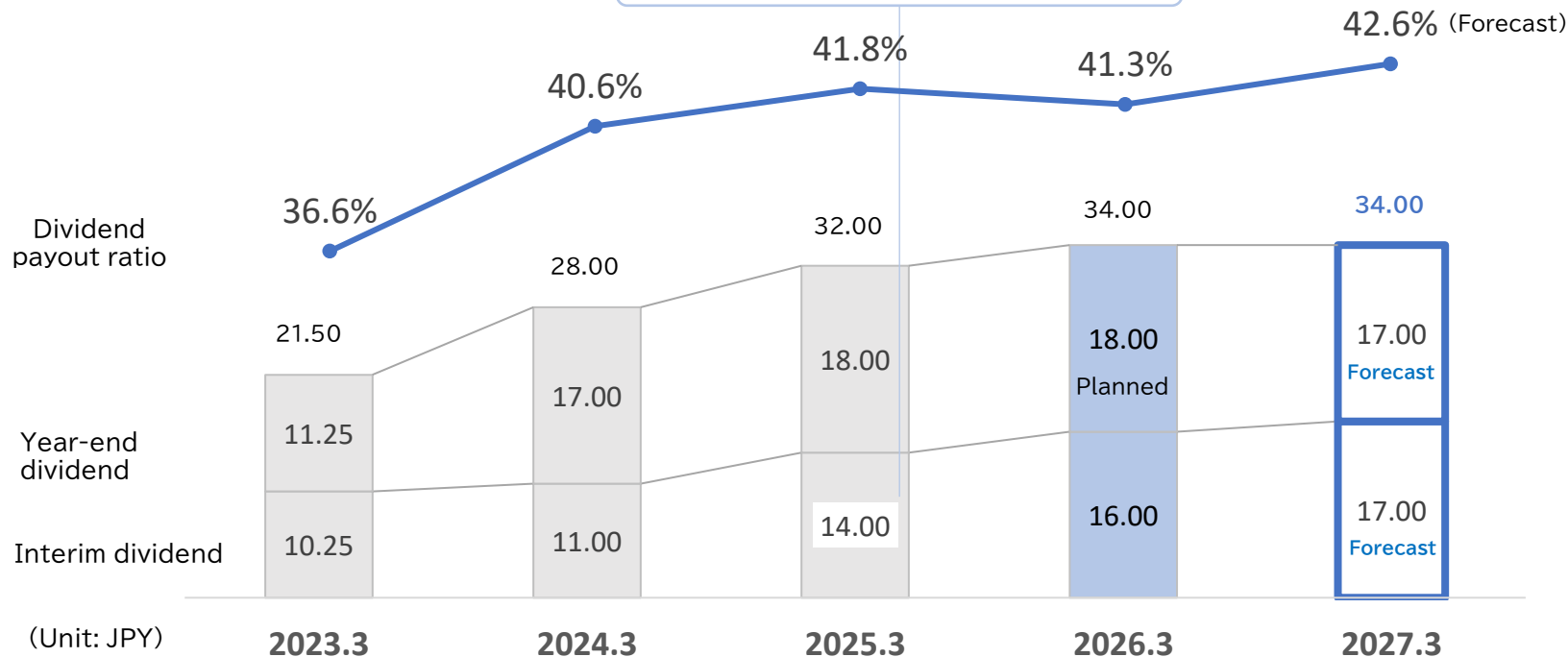
Shareholder Returns



Basic policy

- Aim to maintain a dividend payout ratio of 40% or higher to enhance shareholder returns
- To be carried out steadily and continuously alongside growth in business volume and performance

Expansion of Stock Split and Shareholder Benefits *1



Purchase of treasury shares

- Type of Shares: Company Common Stock
- Total Shares: 350,000 shares (maximum) *2
- Total Acquisition Cost of Shares: 500 million yen (maximum)
- Period: November 6, 2025 – June 23, 2026

Total acquired shares

Cancellation of treasury shares

- Method of Cancellation: Reduction from Capital Surplus
- Scheduled Cancellation Date: June 30, 2026

*1 The above graph assumes a stock split at the beginning of the fiscal year ended March 2023 and shows the dividend per share.
 *2 Ratio to Total Issued Shares (Excluding Treasury Shares): 2.25%

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Environmental awareness

Implementing and monetizing AI utilization in the society and business
Corporate IT investments are directed toward generating enhanced human capital value and improved productivity through AI.

Challenge recognition

While there is a risk of replacing existing operations, we aim to expand orders in new business areas by leveraging AI.

Business opportunities

(1)	AI utilization is advancing across various fields, and the IT landscape is expected to expand.	Research and development in the scientific field and physical AI (industrial robots), etc.
(2)	Demand for building/rebuilding systems and operations using AI	Introduction of generative AI and AI agents into business operations, etc.
(3)	Customer companies rely on external expertise for AI utilization	Experts in AI and effective examples of AI utilization and investment efficiency are lacking, etc.

Business threats

(1)	Impact on traditional labor-intensive businesses	Substitution risks for simple system development, operations, and service desks
(2)	Demand for advanced technologies based on AI	Managed service capabilities for AI-driven development and increasingly complex systems, including consulting and proposal strengths, etc.

Our policy

Toward becoming a solution partner that contributes to resolving customer challenges and growing together with customers

Engine of Growth

Internal resources

- (1) AI strategy promotion system under direct management
- (2) AI literacy training for all employees and the cultivation of experts to promote AX
- (3) Promotion of in-house development



External resources

- (1) Partnerships and collaborations with other companies
 - AI products, solutions, etc.

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ASAHI INTELLIGENCE SERVICE



Supporting the advancement of the ICT society with valuable “services” and “people”

ASAHI INTELLIGENCE SERVICE CO., LTD.

Corporate philosophy

ASAHI INTELLIGENCE SERVICE contributes to the sound development of the information society through fostering vibrant human capital, creative ingenuity, and continuous service improvement.



Official mascot



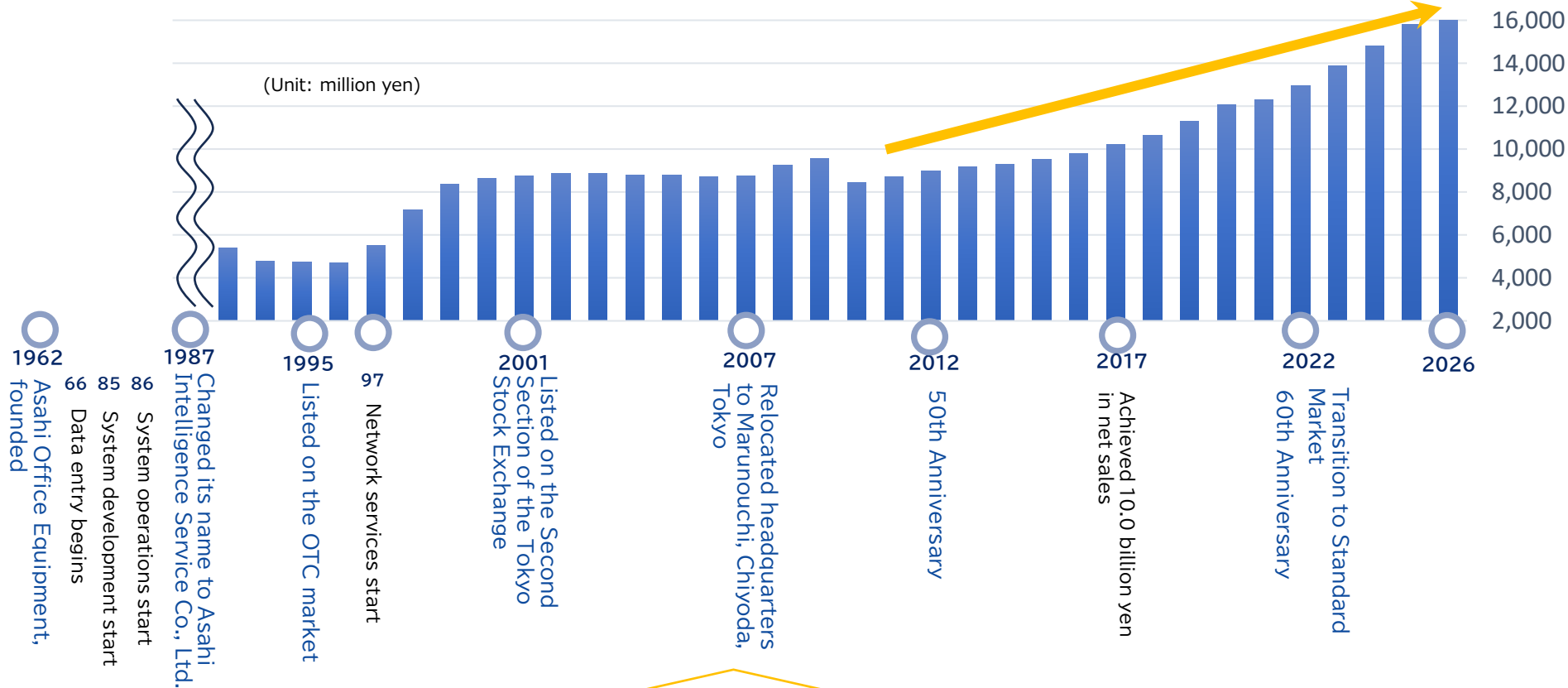
Overview

Establishment	August 7, 1962
Capital	733.36 million yen
Employees	1,911 employees (as of the end of March 2026)
Head office	11th Floor, Sapia Tower, 1-7-12 Marunouchi, Chiyoda, Tokyo
Office	Tokyo, Yokohama, Nagoya, Osaka
Divisions	<ul style="list-style-type: none"> • Network Services Division • System Development Division • System Operations Division



Major milestones and the trend of Net sales

Achieved continuous growth in business by overcoming changing times through prudent management



Changing times

Bubble burst

IT bubble burst

Lehman shock

Corona shock

Decentralized system networking

Expansion of internet use

The era of cloud computing, IoT, and AI has arrived

Operating Performance and Financial Condition for the Fiscal Year Ended March 2026



		Previous Fiscal Year (March 31, 2025)	Current Fiscal Year (March 31, 2026)
Net sales	Million yen	15,820	16,548
(Change from previous period)	%	+7.0	+4.6
Operating profit	Million yen	1,585	1,645
(Change from previous period)	%	+11.1	+3.8
Ordinary profit	Million yen	1,611	1,702
(Change from previous period)	%	+10.6	+5.6
Profit	Million yen	1,189	1,276
(Change from previous period)	%	+11.0	+7.3
Basic earnings per share	Yen	76.50	82.37
Diluted earnings per share	Yen	-	-
Return on equity	%	10.5	10.7
Ratio of ordinary profit to total assets	%	11.3	11.4
Ratio of operating profit to net sales	%	10.0	9.9
Total assets	Million yen	14,645	15,235
Net assets	Million yen	11,684	12,180
Equity-to-asset ratio	%	79.8	79.9
Net assets per share	Yen	751.64	795.48
Cash flows from operating activities	Million yen	927	1,045
Cash flows from investing activities	Million yen	(527)	(867)
Cash flows from financing activities	Million yen	(480)	(1032)
Cash and cash equivalents at end of period	Million yen	6,197	5,342

- On October 1, 2024, a two-for-one stock split was implemented for common stock. Interim net income per share and net assets per share were calculated on the assumption that the split occurred at the beginning of the previous fiscal year.
- The number of shares held by the employee stock grant trust (300,000 shares) is included as treasury stock, which is deducted in the calculation of the weighted average number of shares outstanding when computing interim (current period) net income per share.

Balance Sheet for the Fiscal Year Ended March 2026



(Unit: million yen)	Previous Fiscal Year (March 31, 2025)	Current Fiscal Year (March 31, 2026)
Assets		
Current assets	10,435	10,221
Cash and deposits	6,697	5,842
Other	3,737	4,378
Non-current assets	4,210	5,014
Property, plant and equipment	55	116
Intangible assets	22	16
Investments and other assets	4,132	4881
Total assets	14,645	15,235
Liabilities		
Current liabilities	2,872	2,931
Short-term borrowings	210	210
Other	2,662	2,721
Non-current liabilities	88	123
Total liabilities	2,961	3,054
Net assets		
Shareholders' equity	11,562	12,025
Valuation and translation adjustments	121	155
Total net assets	11,684	12,180
Total liabilities and net assets	14,645	15,235



On April 1, 2026, DXHR Inc. formed a business alliance.

Providing integrated support for AX strategy formulation, solution implementation, and AI talent development

1. AI Transformation (AX) Strategy and Planning Support

Providing one-stop support from strategy formulation to on-site implementation and internal adoption.

2. IT Infrastructure-Based AI Solution Implementation Support

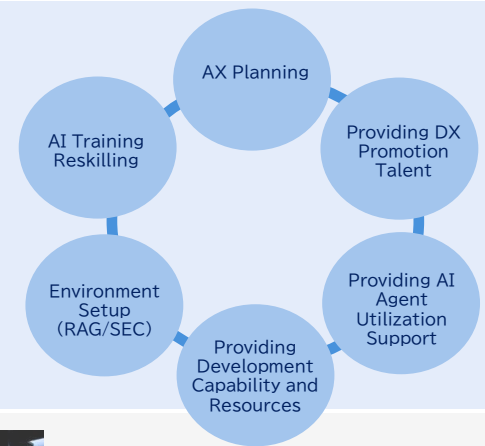
Combining accumulated insights from various industries and professions to establish an optimal framework

Providing AX solutions that can be used on-site

3. AI Talent Development and Reskilling Support

Providing training by job category and level to develop personnel proficient in AI

Skill retention is achievable through a hands-on approach that alternates between input and output.



AX Talent Development Hub
 NeuroHub Shibuya

A next-generation coworking space for those challenging the forefront of AI and technology



Digital Training Center
 SEC-AI Shibuya

An AI and security learning space located just steps from Shibuya Station

Long-Term Management Goals



Aiming for net sales 50.0 billion yen in fiscal year ending March 2035

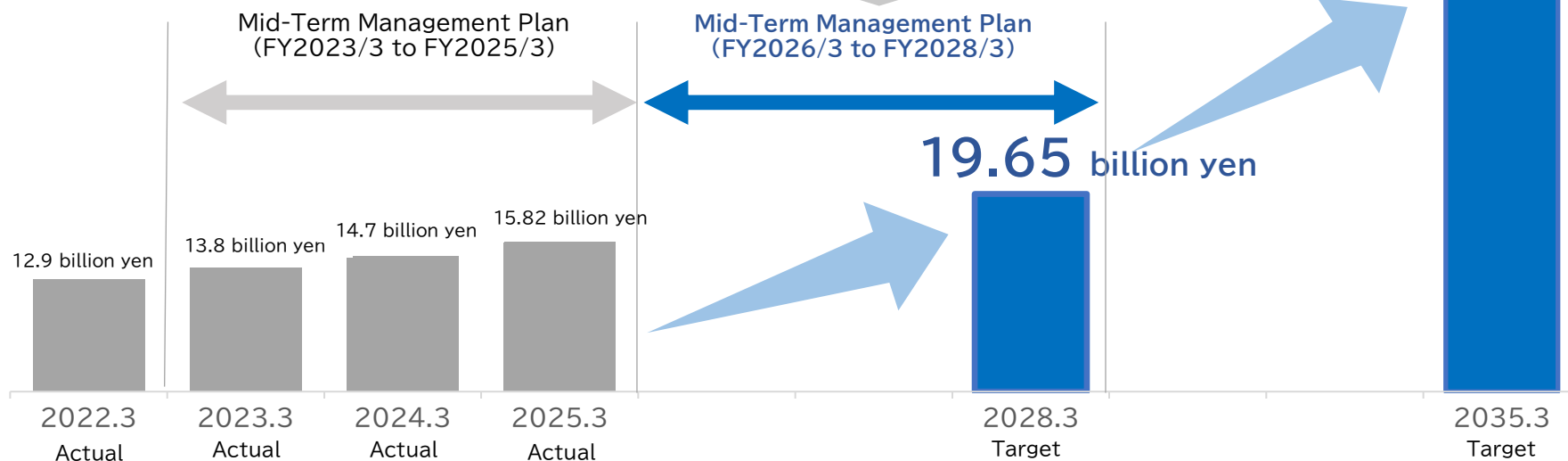
Working to address mid-term challenges with a view toward long-term goals

Existing businesses	Business expansion and profitability enhancement
New businesses	Establishing a revenue base beyond existing businesses
M&A and capital/business alliances	Accelerating corporate growth

Fiscal Year Ending March 2035
Management numerical targets

Net sales
50.0 billion yen

Strengthening the foundation for fiscal year ending March 2035



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