# Full-Year Financial Results Presentation for the Fiscal Year Ended June 2026

Arent Inc.　(Tokyo Stock Exchange Growth Market: 5254)
August 6, 2026

# INDEX



# 1 Performance Highlights

## Full-Year Financial Results for the Fiscal Year Ending June 2026 and Financial Forecast for the Fiscal Year Ending June 2027



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

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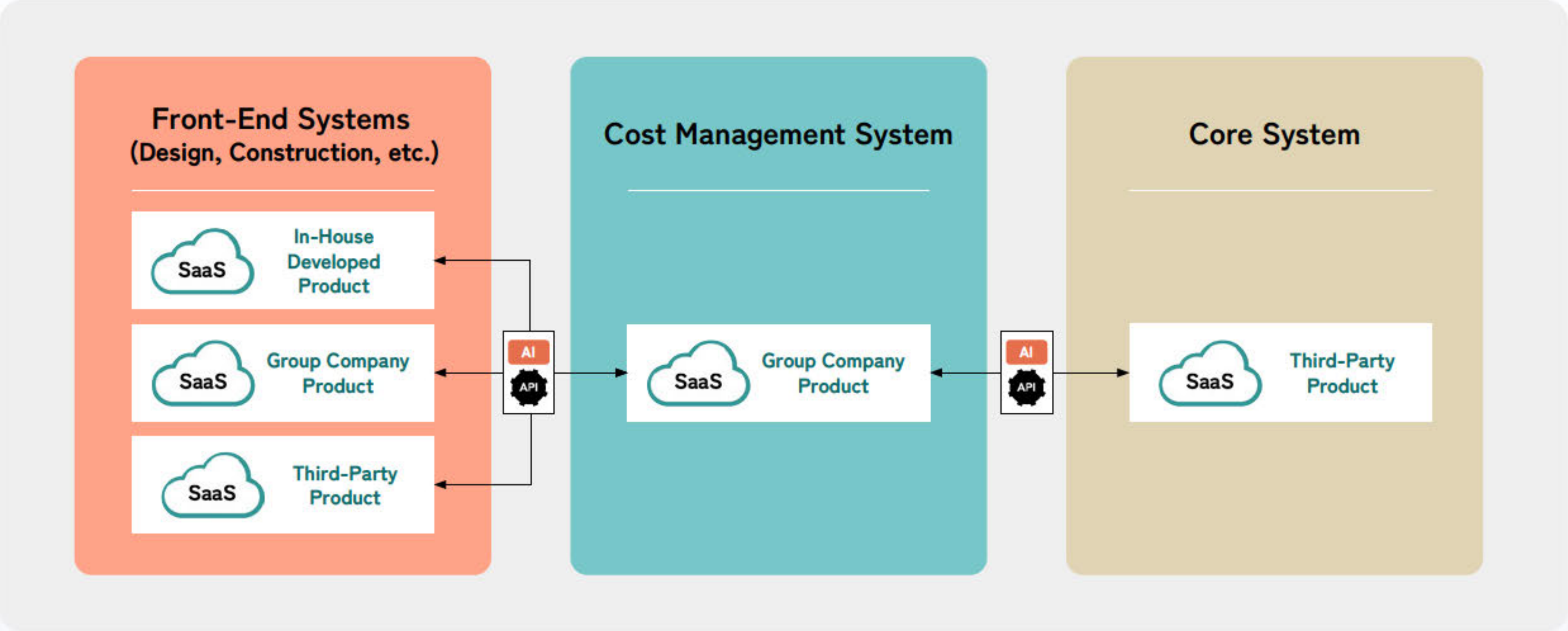
web
株式会社建設ドットウェブ
—ゆとりある企業づくりをサポートする—

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

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

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



## Why Pursue M&A at a Fast Pace?

# Planned Speedy Investments to Maximize Business Value in the Coming Years

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

×

Demonstrating the Reproducibility of the AI Boost Strategy's Effectiveness

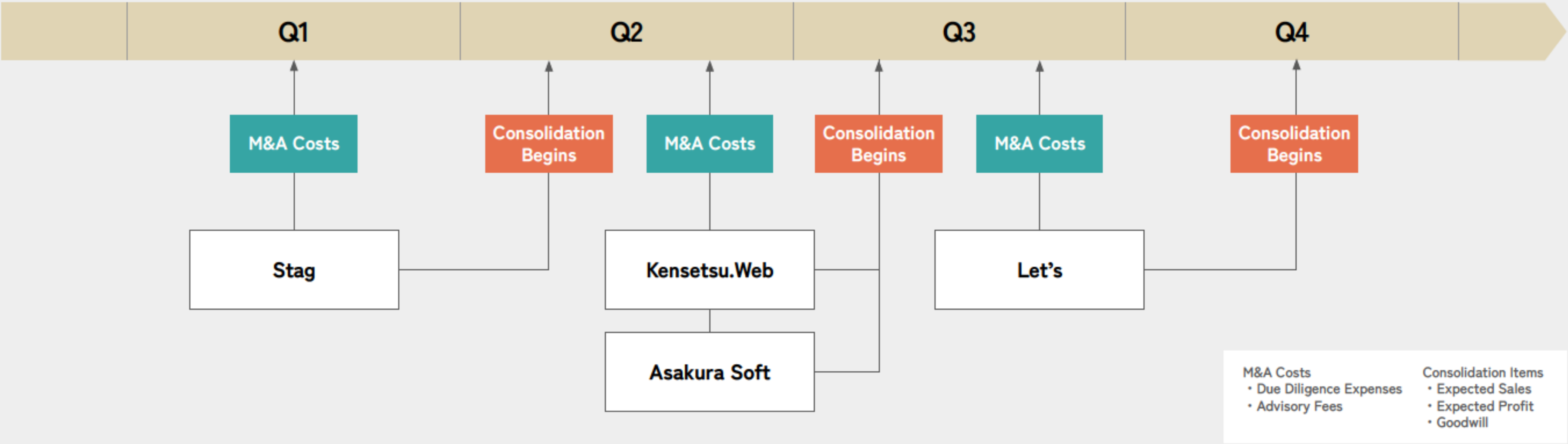
×

Creating a Positive Cycle Effect for the DX Business

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

## Accounting Schedule

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



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

The decrease in operating profit was attributable to the following factors. In the same period of the previous year, PlantStream was an equity-method affiliate, and therefore contract development revenue and profit from PlantStream were included in operating profit, while equity-method investment losses from PlantStream were recorded in ordinary profit. In the current period, following its conversion into a consolidated subsidiary and subsequent merger, these transactions were eliminated in consolidation, and the profit and loss of the PlantStream business came to be directly reflected from revenue through operating profit.

- Sales increased 45% year on year, driven by organic growth in the DX Business and contributions from the sales of subsidiaries acquired through M&A. This more than offsets the negative impact on sales from the elimination of commissioned sales following the conversion of PS into a subsidiary and the absence of the realization of unrealized profit (500 million yen) recorded in the previous year. Sales growth was in line with the financial forecast.
- Ordinary profit increased, supported by growth in the DX Business, despite a 254 million yen increase in M&A-related expenses (51 million yen in the same period of the previous year to 305 million yen cumulatively in the current period).
- Goodwill amortization increased by 240 million yen (from 47 million yen in the previous fiscal year to 287 million yen in the current fiscal year), while the temporary 86 million yen profit increase associated with the establishment of a Vietnamese subsidiary in the previous fiscal year did not recur.
- The Company made upfront investments in recruitment and personnel expenses, AI utilization, overseas expansion, and security infrastructure in preparation for an increase in future projects.
- Net income for the current period increased significantly year on year, driven by the recognition of approximately 1 billion yen in deferred tax assets associated with the absorption-type merger with PlantStream in October 2025.

| [Consolidated PL] Unit: Million Yen | FY2025 June Results | FY2026 June Results | Change Amount | Change Rate | FY2026 June Plan (Revised, Full-Year) | Achievement Rate (vs. Revised Plan) | FY2027 June Forecast (Full-Year) | Change Rate (YoY) |
|---|---|---|---|---|---|---|---|---|
| Net Sales | 4,028 | 5,828 | +1,800 | 44.7% | 5,831 | 100.0% | 8,465 | +45.2% |
| Operating Profit (Excluding Goodwill) | 1,738 | 1,210 | △527 | △30.4% | 1,353 | 89.4% | 2,155 | +78.0% |
| Operating Profit | 1,690 | 922 | △767 | △45.4% | 1,032 | 89.4% | 1,706 | +84.9% |
| Operating Profit Margin | 42.0% | 15.8% | △26.1pt | — | 17.7% | — | 20.2% | +4.3pt |
| Ordinary Profit (Excluding Goodwill) | 915 | 1,225 | 309 | 33.8% | 1,343 | 91.2% | 2,153 | +75.7% |
| Ordinary Profit | 868 | 937 | 69 | 8.0% | 1,022 | 91.7% | 1,704 | +81.7% |
| Ordinary Profit Margin | 21.5% | 16.1% | △5.5pt | — | 17.5% | — | 20.1% | +4.0pt |
| Net Profit Attributable to Parent Company Shareholders (Excluding Goodwill) | 681 | 1,800 | +1,119 | 164.3% | 1,895 | 95.0% | 1,462 | △18.8% |
| Net Profit Attributable to Parent Company Shareholders | 633 | 1,512 | +879 | 138.8% | 1,573 | 96.1% | 1,013 | △33.0% |
| Net Profit Margin | 15.7% | 25.9% | +10.2pt | — | 27.0% | — | 12.0% | △13.9pt |
| Net Income per Share (Yen) | 100.91 | 225.39 | 124.48 | 123.4% | ※233.84 | 96.4% | 148.54 | △34.1% |

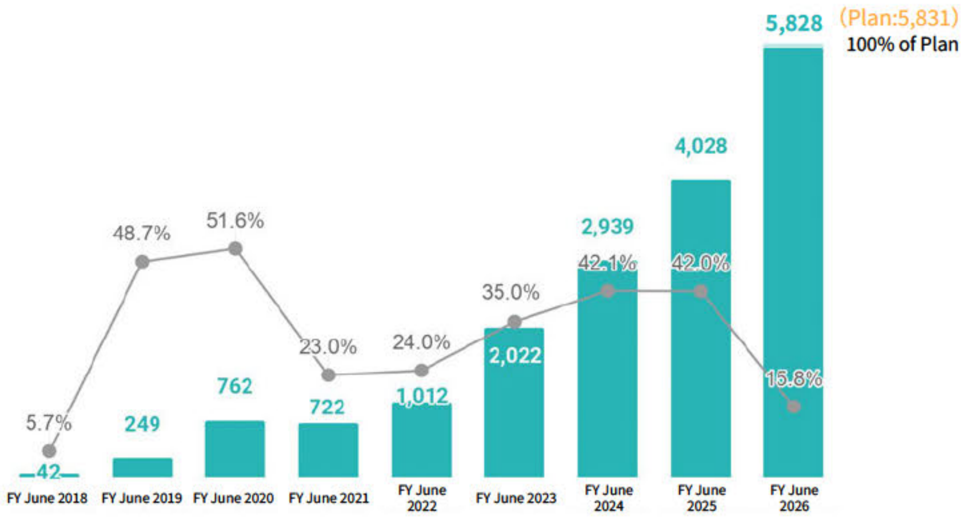
*Calculated using the weighted average number of shares outstanding during the period, reflecting the acquisition of treasury shares through stock acquisition rights as of the end of January.
*As the amounts and rates of change are calculated using intermediate values, the results may not correspond to calculations based on the figures displayed in the table.

# Performance Trends

- Starting this fiscal year, the Company adopted a two-segment structure consisting of the DX Business and the Product Business, aiming for sustainable growth by leveraging the strengths of each segment.
- PlantStream was established as an equity-method affiliate in FY2021 June, and performance trends changed due to the elimination of unrealized profits from intra-group transactions.
- In March 2025, the company was converted into a wholly owned subsidiary, resulting in its performance being reflected in operating profit rather than non-operating income, which led to another change in performance trends.
- Although the consolidated operating profit margin declined due to temporary impacts related to M&A, the DX Business maintained a high profit margin of 39.9% while achieving revenue growth.

## Consolidated Sales and Operating Profit Margin Transition

(Million Yen)




### Full-Year Results for the Fiscal Year Ending June 2026

**Net Sales**

5.83 billion yen

**Operating Profit**

920 million yen

**Sales Growth**

5.8 times

Comparison of Consolidated Results: FY2022–FY2026

**Operating Profit Margin**

15.8%

Note: Operating Profit Margin (DX Business):

39.9% (Maintained High Profitability)

*The operating profit margin was affected by expenses related to share acquisitions through M&A and the change in PlantStream from an equity-method affiliate to a consolidated subsidiary, among other factors. The Company also made upfront investments in recruitment and personnel expenses.

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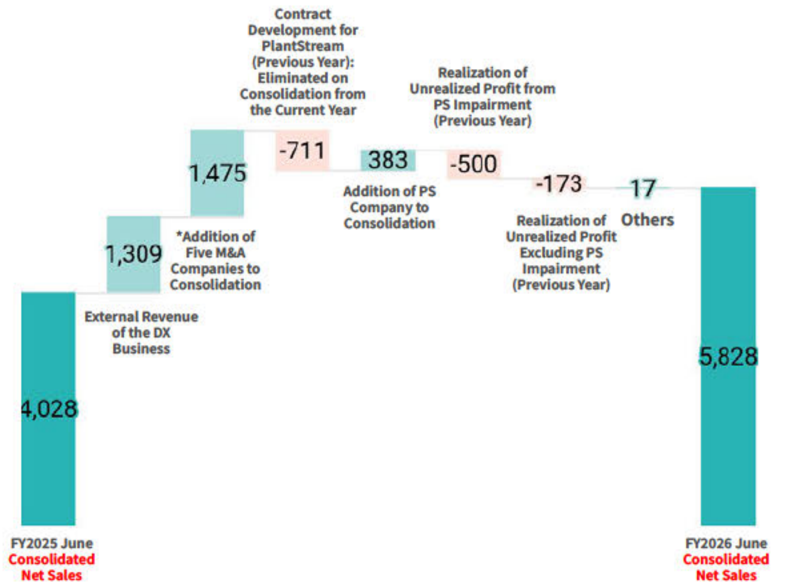
# Factors Behind Changes in Net Sales and Ordinary Profit for the Current Period(Consolidated, Year-on-Year Comparison)

Both revenue and ordinary profit increased. The growth of the DX Business absorbed temporary factors, including goodwill and other M&A-related expenses, as well as the disappearance of temporary factors related to subsidiary establishment in the previous fiscal year.
Cost of sales and personnel expenses increased due to workforce expansion to execute the growth strategy and the addition of consolidated companies. The Company also made upfront development investments in in-house development and AI products.
The five subsidiaries* generated profits exceeding goodwill amortization, contributing to consolidated profits.

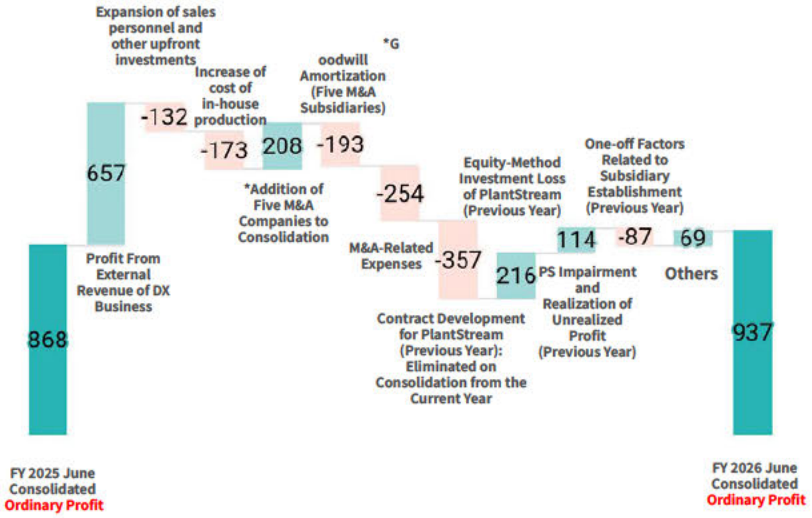
## Net Sales

(Million Yen / YoY Increase or Decrease)




## Ordinary Profit

(Million Yen / YoY Increase or Decrease)




*Five Companies: Kozosoft, Stag, Kensetsu.Web, Asakura Soft, and Let's
*Due to rounding, the sum of the individual factors contributing to increases and decreases may not fully reconcile with consolidated ordinary profit (total) shown at the far right.

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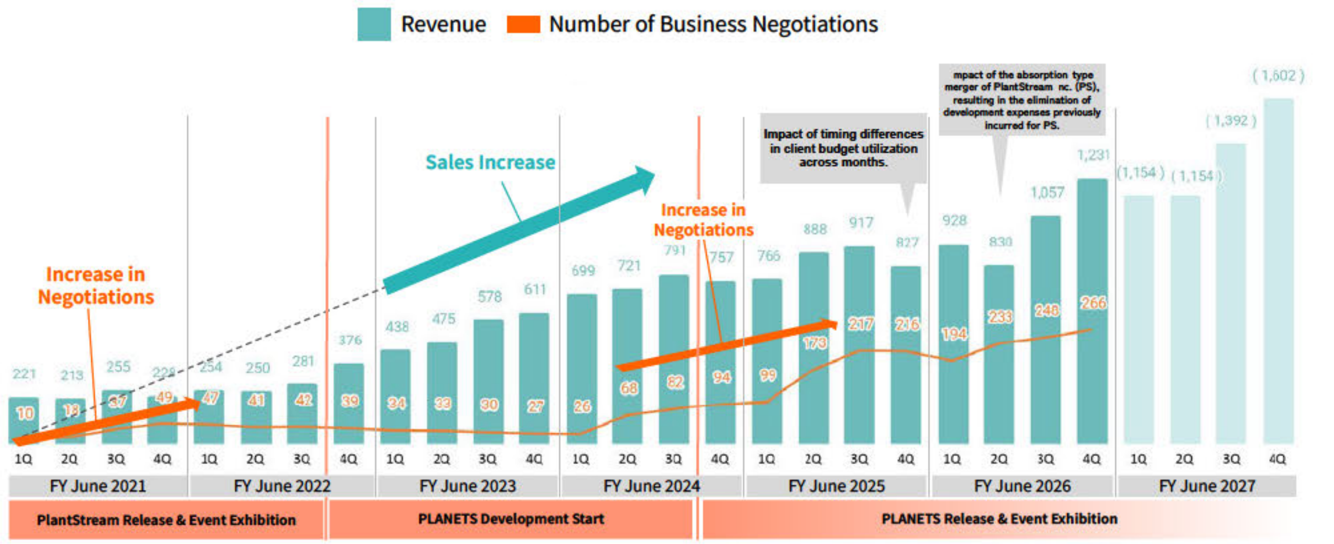
# DX Business: Development Sales Trend

- Major projects progressed as planned, with overall performance tracking broadly in line with the full-year plan.
- The temporary revenue stagnation in 2Q FY June 2026 was attributable to the elimination of intra-company intersegment transactions following the merger of PlantStream, with no change in the growth potential of the DX Business.
- Progress in large-scale orders and the transition of new projects to full-scale development was reflected in an expansion trend in revenue during the second half.
- Further expansion is expected in the next fiscal year, supported by progress in existing projects and contributions from projects carried over from the current fiscal year.




Note: Revenue from consulting services with low monetary materiality is omitted from the sales figures on this page.

**Key Numerical Summary**

Net sales (cumulative)

**3.97** billion yen

vs. plan **100%** | YoY **117%**

Operating Profit Margin (Cumulative)

**39.9%** Maintaining High Profitability

Duration of Ongoing Development

**29.0** months

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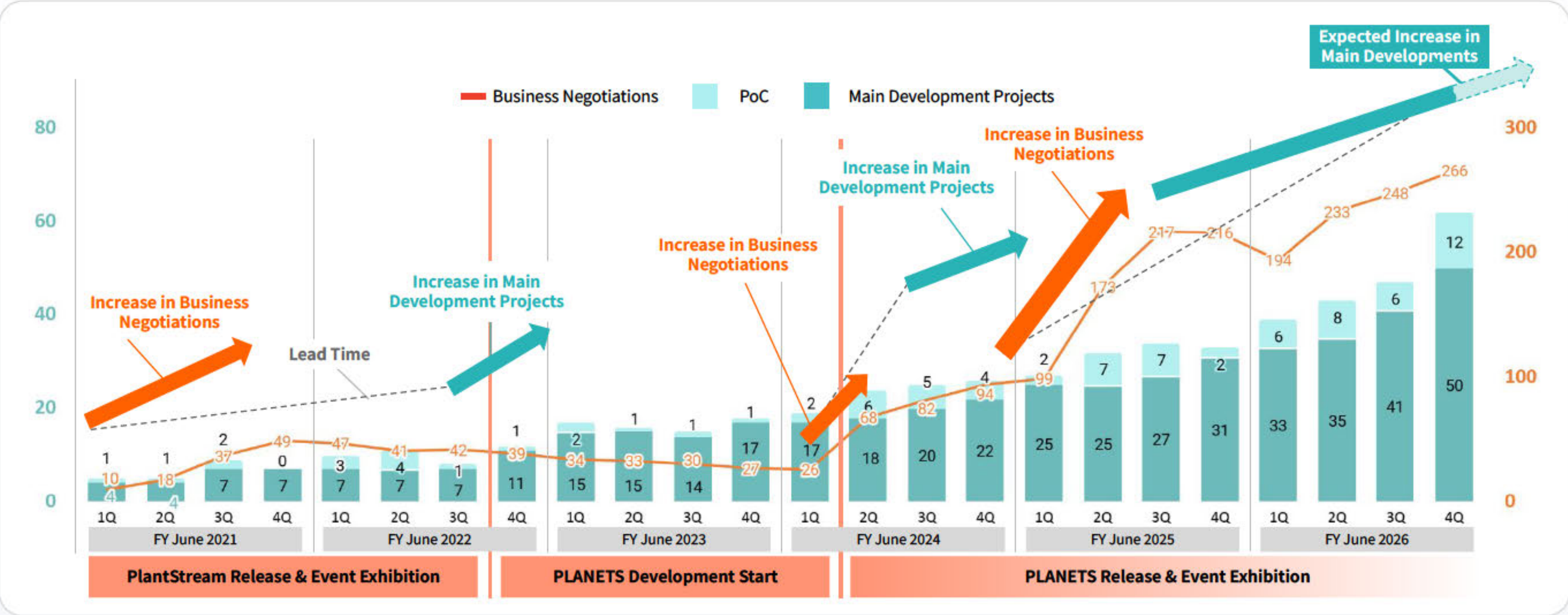
# DX Business: Pipeline Trend (Open Opportunities)

High-probability opportunities expected to transition to the development phase have steadily accumulated, shifting the pipeline from "quantity to quality." The number of PoC projects has increased to 12. While selectively screening opportunities, the conversion rate from PoC to full-scale development has steadily increased. The accumulation of high-quality leads has further increased confidence in growth for the next fiscal year.

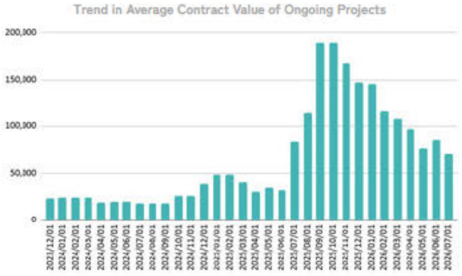


# DX Business: Highlights

Joint development projects with key customers expanded significantly, with contract terms and scale substantially exceeding previous levels. Although results may fluctuate by quarter depending on the presence or absence of large-scale projects, the DX Business revenue base is expected to steadily accumulate over the medium to long term.

## Expansion and Stabilization of Contract Scale

**The receipt of large-scale projects has significantly expanded contract scale from previous levels.
The project mix has shifted from short-term renewable contracts to long-term continuous contracts.**




* he average temporarily declined most recently due to the exclusion of two exceptionally large projects from the aggregation.

## Longer Contract Duration

**Transitioning from short-term renewable contracts to a long-term continuous development structure.
Contract terms have remained above previous levels of three to four months.**


* he average temporarily declined most recently due to the exclusion of two exceptionally large projects from the aggregation.

## Selection and Streamlining of Business Negotiations

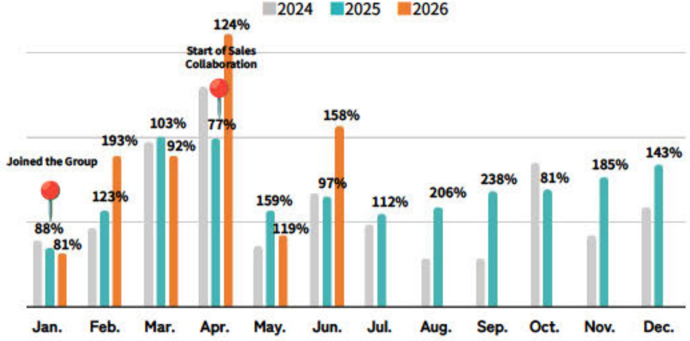
**A pipeline of highly probable business opportunities has accumulated, forming a foundation for revenue expansion.
The quality of business opportunities has improved, establishing an efficient sales structure.**

# Product Business: Highlights

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

## Steady Growth in Sales of Kozosoft

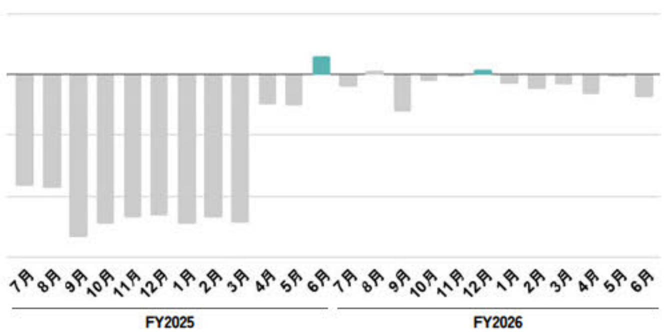
### Improved Sales Efficiency through a "Keyence-Style" Consulting Sales Approach




*Aggregated amount based on order value.

## PlantStream Standalone Product Profitability Steadily Improving

### Under the new criteria excluding contract work, profitability improved to around the break-even point.The profit structure has stabilized while absorbing overseas expansion costs.






*Up to the second-quarter disclosure, the reported figures included certain contract (outsourced) operations. Beginning with the third-quarter disclosure, the accounting policy was changed to completely exclude such contract operations in order to provide a clearer view of the underlying business performance. As a result, some differences exist between the figures disclosed through the second quarter and those disclosed from the third

## Strengthening the Management Structure

**To accelerate growth in the Product Business, Tsuyoshi Kimura, former Director of KEYENCE CORPORATION, will join Arent and is scheduled to be appointed as a Director.**

# Tsuyoshi Kimura

**General Manager, Product Sales Division**

- **1989年**
  **Joined KEYENCE CORPORATION**
  After serving in sales, sales promotion, product planning and business development, he held positions as General Manager of the Sensor Business Division, Control Business Division, Auto ID Business Division and Precision Measurement Business Division.
- **2018年**
  **President and Representative Director, IPROS Corporation** (KEYENCE Group)
  **Significantly Improving Sales Efficiency and Business Efficiency**
- **2021年**
  **President and Representative Director, Apiste Corporation** (KEYENCE Group)
- **2022年**
  **Executive Officer, SHIFT Inc.**
  Engaged in the development and enhancement of sales enablement.
- **2026年**
  **General Manager, Product Sales Division, Arent Inc.**
  **(Scheduled to be appointed as a Director)**

## Expected Role at Arent

### 01. Building a Product Sales Organization
(Non-Consolidated)

Implement KEYENCE's proposal-based direct sales model at Arent to establish a sales function and organization that do not rely on distributors, thereby accelerating growth in the Product Business.

### 02. Improving the Profitability of Group Companies
(Consolidated)

Building on the track record of improved profitability at IPROS and Apiste, optimize the business structures of the group of subsidiaries expanded through M&A. Enhance the earnings power of the Group's consolidated Product Business.

## Progress Status of Share Repurchases

- In order to improve capital efficiency and enhance shareholder returns, and to execute flexible capital policies, we are currently conducting a share buyback of up to 3.0% of total shares outstanding (202,000 shares) or 700 million yen.
- Purchases commenced on January 6, with remaining capacity under the authorized acquisition limit.

### Overview and Repurchase Status

| | Repurchase Quota (Maximum) | Repurchase Status as of June 30, 2026 (Progress Update) |
|---|---|---|
| Total Number of Shares to Be Acquired | **202,000shares**<br>Ratio to Total Shares Outstanding (Excluding Treasury Shares): 3.0% | **130,000shares** |
| Total Acquisition Cost of Shares | **700 million yen** | **457 million yen** |
| Progress Rate | - | (Number of shares) **64.3%**<br>(Acquisition amount) **65.3%** |

※Type of shares to be acquired: Common stock
※Method of acquisition: Market purchases on the Tokyo Stock Exchange
※Acquisition period: January 6, 2026 – January 5, 2027
*The 3.0% ratio of the resolved 202,000 shares to the total number of issued shares (excluding treasury shares) is as of the resolution date; as of June 30, 2026, the ratio was 2.9%.
※Progress rates are indicated as percentages with respect to the maximum value of each acquisition quota

# 2 Company Overview

## About Arent

# Company Overview & Executive Team Introduction

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

## Information

| | |
|---|---|
| Company Name | Arent Inc. |
| Established | July 2, 2012 |
| Representatives | Hiroki Kamobayashi (President and Representative Director) and Fumitaka Sakai (Executive Vice President and Representative Director) |
| Head Office | 3F, KDX Hamamatsucho Building, 7、2-7-19 Hamamatsucho, Minato-ku, Tokyo, Japan |
| Offices | 3F, KDX Hamamatsucho Building, 2-7-19 Hamamatsucho, Minato-ku, Tokyo<br>Room 306, Taiju Life Hamamatsu Building, 145-1 Tokiwacho, Chuo-ku, Hamamatsu City, Shizuoka |
| Number of Employees | 156 (Arent Inc. standalone, as of June 30, 2026) |
| Affiliated Companies | Nine Subsidiaries:<br>Arent Vietnam, Co., Ltd.; Arent AI, Inc.; Arent Solutions Inc.; Arent Software S.A.; Kozosoft, Inc.; Stag Inc.; Kensetsu.WEB, Inc.; Asakura Soft Co., Ltd.; and Let's Co., Ltd.<br>(As of June 30, 2026) |
| Capital | 1.286 billion yen (as of June 30, 2026) |
| Business Description | DX Consulting, System Development, and System Sales focused on the Construction Industry |
| Company History | In July 2012, CFlat Corporation (now Arent Inc.) was established with the aim of developing various software and smartphone applications.<br>Subsequently, on the occasion of starting business with Chiyoda Corporation, the company merged on an equal terms with ASTROTECH SOFTWARE DESIGN STUDIOS, who are skilled in new business planning and strategy. This integration established a comprehensive framework that forms the foundation of the current business model, enabling end-to-end support from business planning (consulting) to system development, new business launch, and operations. |

**President and CEO**

## Hiroki Kamobayashi

Graduated from the Faculty of Science, **Kyoto University**

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

**Executive Vice President**

## Fumitaka Sakai

Master in Physics at the Graduate School of Science, **Kyoto University**

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

**Executive Director**

## Takeshi Oda

PhD in Physics at the Graduate School of Science, **Kyoto University**

Served as Development Manager for "spScan," reverse-engineering software, at Armonicos Co., Ltd. Also developed medical CAD/CAM systems and conducted numerous joint research projects with universities and research institutes. Joined Arent (formerly CFlat) in 2019 and currently serves as Executive Director of Arent and Co-CEO of PlantStream Inc., an Arent-affiliated company.

**Director**

## Tsubasa Nakajima

Withdrew from the Faculty of Science, **Kyoto University**

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

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# History

## History of M&A, Products, and Overseas Expansion

M&A and Capital　Products

**2012**
- July: Established CFlat Inc. (now Arent)

**2019**
- April: Absorbed and merged Astro Tech Software Designs Inc.

**2020**
- June: Changed company name to Arent Inc.

**2021**
- July: Established PlantStream Inc. through a joint venture with Chiyoda Corporation
- April: Released "PlantStream"
- April: Established VestOne Inc. (now Arent AI)
- November: Raised approximately 1.2 billion yen through a Series C third-party allotment

**2022**
- April: Released "Lightning BIM Automatic and Optimal Rebar Layout"

**2023**
- March: Listed on the Tokyo Stock Exchange Growth Market

**2024**
- January: Release of "Lightning BIM Family Management"
- April: Established Arent Vietnam, Co., Ltd.
- August: Changed the company name of VestOne Inc. to Arent AI Inc. and shifted its business focus to generative AI

**2025**
- January: Made Kozosoft Inc. a subsidiary
- March: Made PlantStream Inc. a subsidiary
- July: Made Stag Inc. a subsidiary
- August: Released "PROCOLLA," "Lightning BIM AI Agent," and "PS AIDE"
- October: Absorbed and merged PlantStream Inc.
- October: Established local subsidiaries in the United States and Spain
- November: Made Kensetsu.Web and Asakura Soft subsidiaries

**2026**
- January: Let's Co., Ltd. made a Subsidiary
- February: Commenced official sales of "PlantStream AIDE"
- May: Released "KageMee" and the "ASPO Series"

Mission

# Democratizing Tacit Knowledge

Vision

## A Japan where people can work with confidence

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

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

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

# The Construction Industry Arent is Facing

## In niche areas where BIM/SaaS adoption has yet to advance, Arent collaborates with client companies to implement BIM/SaaS solutions and improve productivity across the industry.

**POINT**

The construction industry is a massive 75 trillion yen market.

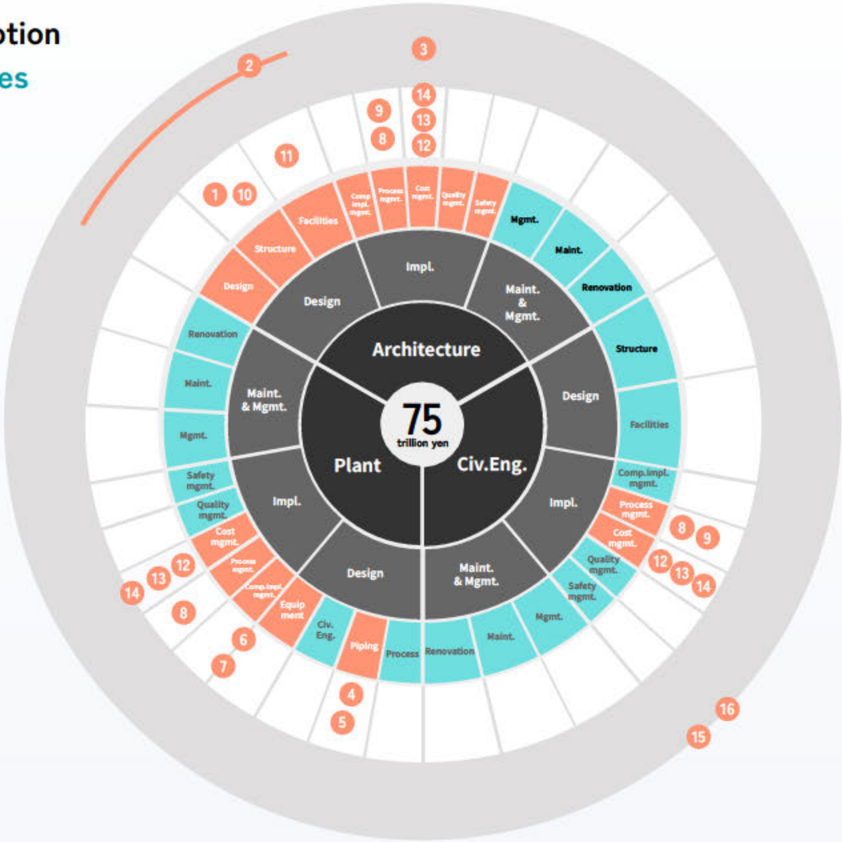
Composed of a collection of niche areas in which inefficient processes not yet digitized through BIM/SaaS remain.

Some areas have already adopted BIM/SaaS

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

Jointly develop BIM/SaaS-enabled products with companies seeking to advance DX.

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

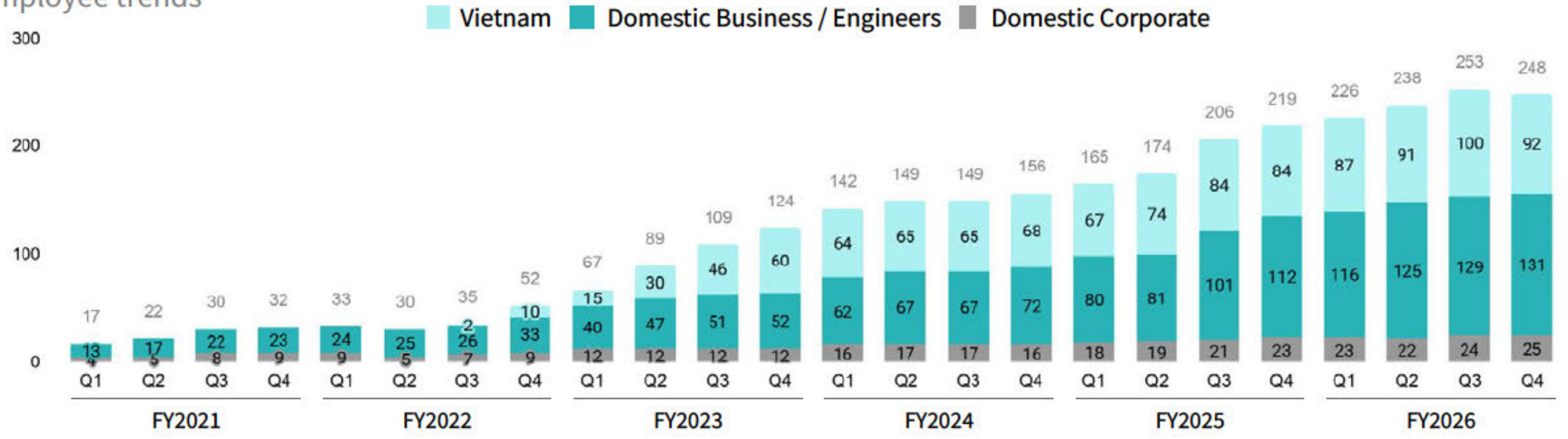



1. **Lightning BIM Automatic and Optimal Rebar Layout** n house deve oped products
2. **Lightning BIM Family Management** n house deve oped products
3. **Lightning BIM AI Agent** n house deve oped products
4. **PlantStream** n house deve oped products
5. **PlantStream AIDE** n house deve oped products
6. **ASPO Support Fab** n house deve oped products
7. **ASPO Spool Manager** n house deve oped products
8. **PROCOLLA** n house deve oped products
9. **Genba Navi Kotei** Products deve oped by group compan es
10. **BUILD. series** Products deve oped by group compan es
11. **Shinsei-kun f Series** Products deve oped by group compan es
12. **Dot Genka Series** Products deve oped by group compan es
13. **Tsukaeru Cloud Series** Products deve oped by group compan es
14. **LET'S Cost Management Go2 Series** Products deve oped by group compan es
15. **BizGenie** Products deve oped by group compan es
16. **KageMee** n house deve oped products

# HR and Recruitment Status

- In response to the expansion of projects, the Company is strengthening recruitment, primarily for sales and project management personnel. The Company is expanding its organizational structure as a proactive investment to secure additional projects.
- The use of proprietary AI has improved development productivity. By increasing value added per employee and optimizing the personnel mix toward upstream and management functions, the Company aims to further improve its operating profit margin.
- By leveraging proactive PR activities and the credibility of a listed company, the Company provides an environment in which talented personnel can work comfortably, based on fair evaluations commensurate with their contributions.

## Employee trends




* The employee numbers listed in the financial results presentation are intended to reflect the actual workforce involved in business operations. They may differ from the numbers listed in the securities report (Yuhō) due to differing calculation standards. In the securities report, the number of employees is calculated based on the Financial Instruments and Exchange Act, including full-time equivalents (FTE) based on working hours and employees of consolidated subsidiaries.

* Personnel at the Vietnam base, including those engaged under outsourcing arrangements prior to the establishment of the subsidiary, are included as business personnel responsible for 100% of the development operations of Arent itself. Meanwhile, employees, etc. of each Group company (Kozosoft Co., Ltd., Stag Co., Ltd., Kensetsu.WEB, Inc., Asakura Soft Co., Ltd., Let's Co., Ltd., and Arent AI, Arent Solutions Inc., and Arent Software S.A.) are excluded from the employee count in this presentation to distinguish them from core personnel directly engaged in existing businesses.

# 3 Business Model

Developing Products Jointly with Leading Companies in the Industry.
Develop and sell in-house products.
Update and sell products acquired through M&A.

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

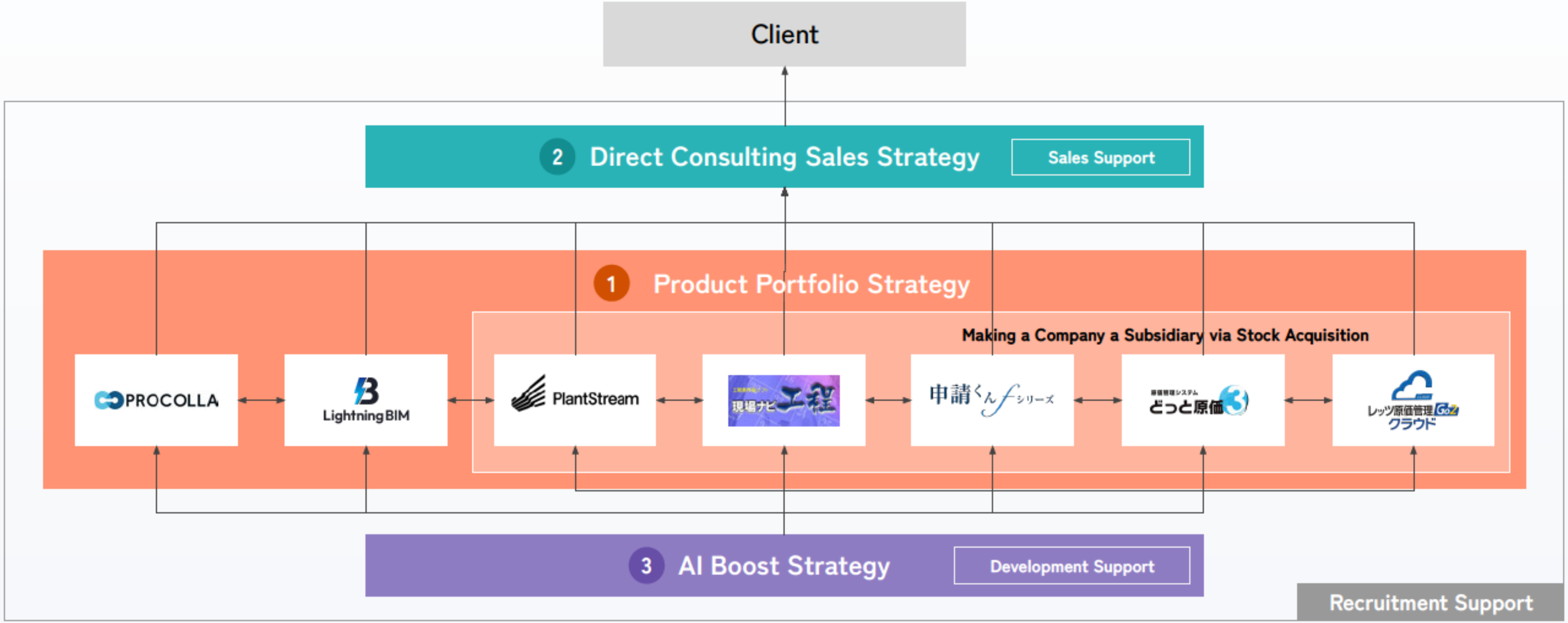
Focusing on DX consulting and system development specialized for the construction industry, along with the sales of an expanded product lineup.

| | DX Business[*1] | Product Business |
|---|---|---|
| |  |  |
| | DX Consulting Services Specialized in the Construction Industry | Business that sells in-house products |
| Business model | Consulting and system development | Subscription-based |
| Sales ratio[*2] | 65.4% | 34.6% |

1: DX Business = System development conducted by an agile development team formed by members from user companies and vendor companies.
2: Revenue composition based on actual results for the fiscal year ending June 2026.

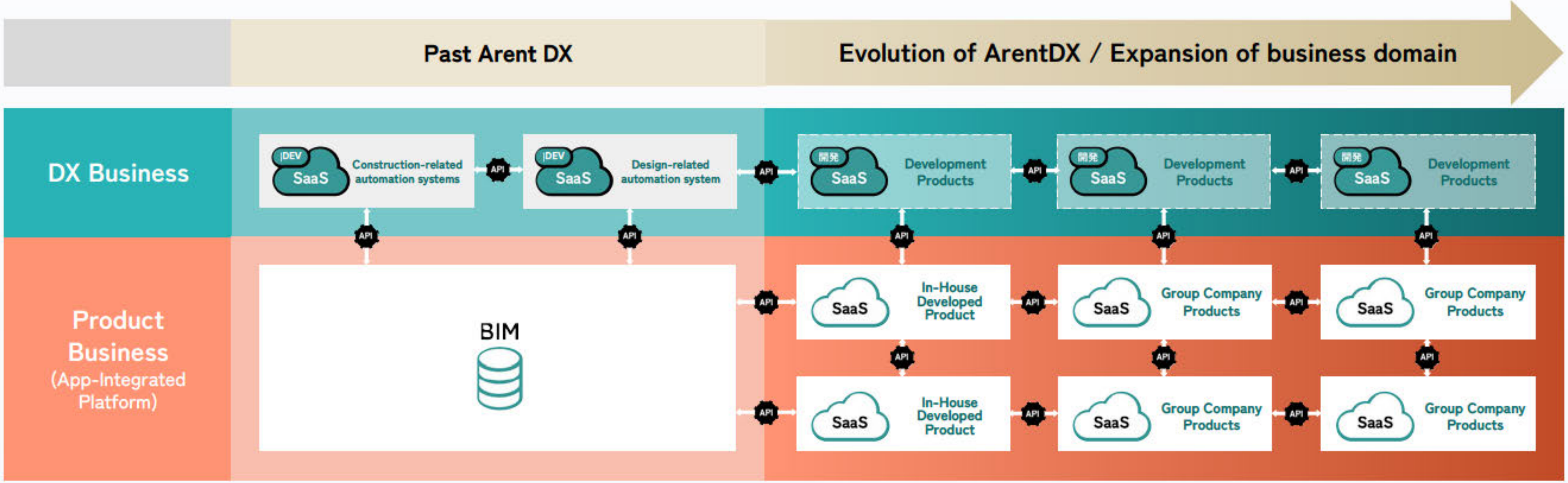
# Driving the Product Business through 3 Strategies

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



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

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



# 3 DX Business (Segment 1)

Developing co-created products with major companies in the industry.

# Overview of DX Business

## DX Consulting Specialized in the Construction Industry

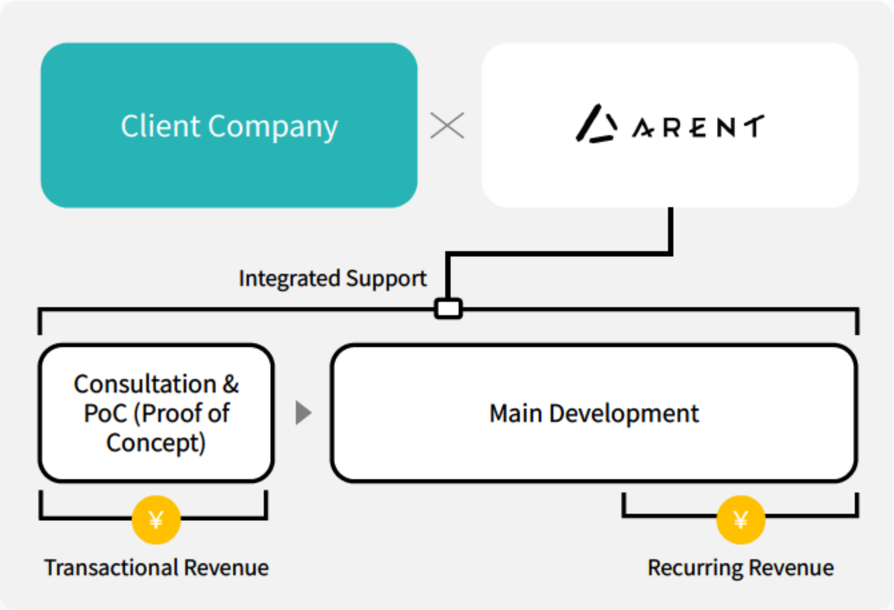
Execute everything from consulting to system development and commercialization through continuous collaborative relationships with client companies.

**Business Features**

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

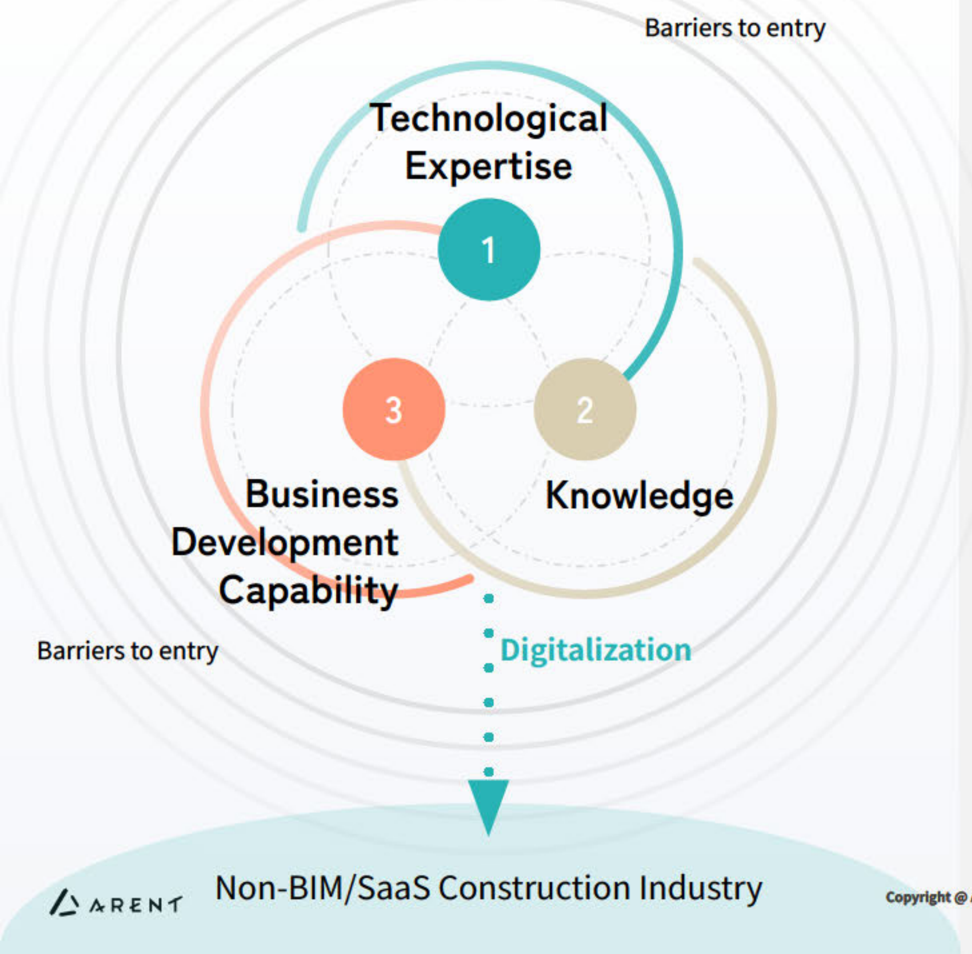
2. **Agile Development** *1
   Immediately address feedback from client company.
   Incrementally expand the development system to achieve optimal support for the project.

3. **Long-Term Partnership**
   Developing ongoing collaborative relationships through a deep understanding of client companies' business growth.
   Supporting DX initiatives while jointly developing sustainable digital businesses.




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

# Arent's 3 Strengths & Competitive Advantage




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

### 1 Technological Expertise

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

### 2 Knowledge

By specializing in the construction industry and continuing co-creation development with leading companies in the sector, the Company has accumulated deep expertise in construction sites and construction technologies.

### 3 Business Development Capability

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

## Maintaining Technologies Centered Around 3D

Technological Expertise | Knowledge | Business Development Capability

The Company has filed and obtained a range of patents centered on high-speed automated routing technology for piping design,[*1] an issue that had remained unresolved in the plant industry for more than 20 years, as well as related technologies such as "Block Pattern"[*2] and "Piping Interference Avoidance."

### Arent's 3D Technology

3D

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

**Holding the necessary technologies for the DX (Digital Transformation) of the construction industry centered on 3D in a single company**
**(3D-Related Technologies That Enable the Effective Implementation of BIM/SaaS)**

### Patent-Related

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

Others (Multiple Applications Pending)

**Applying for many niche patents in the field of BIM**

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

*2: Block pattern: Technology for creating 3D geometric data for piping around equipment solely by setting parameters. Piping interference avoidance: Technology for high-speed automatic routing while avoiding interference with other objects.

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

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

### Fumitaka Sakai

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

AI / 3D Geometry Processing

### Takeshi Oda

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

3D Geometry Processing / Optimization

### Hideo Tanaka

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

Framework / Data Transformation

### Masahiro Shimoike

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

Optimization / Mathematics

### Takashi Nakagawa

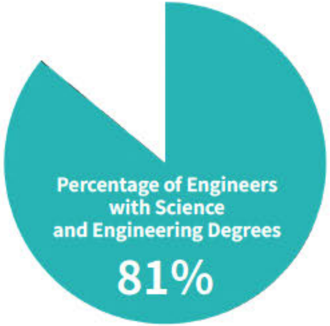
Department of Fundamental Science and Technology, Graduate School of Science and Technology, Keio University

3D Geometry Processing / Optimization

### Atsushi Maruyama

Graduated from the Department of Systems Innovation, The University of Tokyo

Framework / 3D Geometry Processing




- University of Tokyo Graduates: 5
- Kyoto University Graduates: 16
- Tokyo Institute of Technology* Graduates: 4
- Other National/Public University Graduates: 37

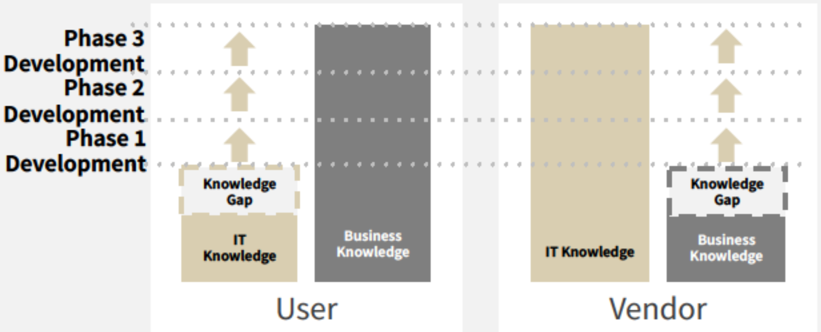
(All include graduate school graduates)

*Current Name: Institute of Science Tokyo

As co-creation development is conducted using an agile approach, knowledge of challenges and operations can be deepened in stages.
As a result, practical product development can be carried out based on an accurate understanding of major challenges.

## Agile Development

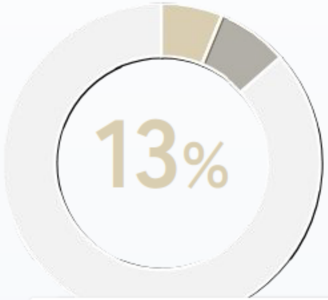
Knowledge deepens at each development stage




**Knowledge Accumulation in Agile Development**

## Percentage of Agile Development

**Q: How is the development process carried out?**




**13% of companies reported using Agile development**

**87% of companies are not using Agile development**

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

# Collaboration with Major Construction Companies



## General Contractors

- OBAYASHI
- 子どもたちに誇れるしごとを。 SHIMIZU CORPORATION 清水建設
- TAISEI 大成建設 For a Lively World
- 想いをかたちに 未来へつなぐ TAKENAKA
- 安藤ハザマ HAZAMA ANDO CORPORATION
- 大東建託
- TODA CORPORATION
- HASEKO 長谷工グループ
- FUJITA Daiwa House Group
- MAEDA 前田建設

## Subcontractors & Others

- 大気社
- 高砂熱学
- 富士電機E&C株式会社
- RICOH
- AUTODESK
- azbil
- 関西電力 power with heart
- 関電工
- Kinden CORPORATION
- KRAFTIA
- 株式会社弘電社 Create the bright future

## Civil Engineering

- NEXCO 東日本
- NIPPON KOEI

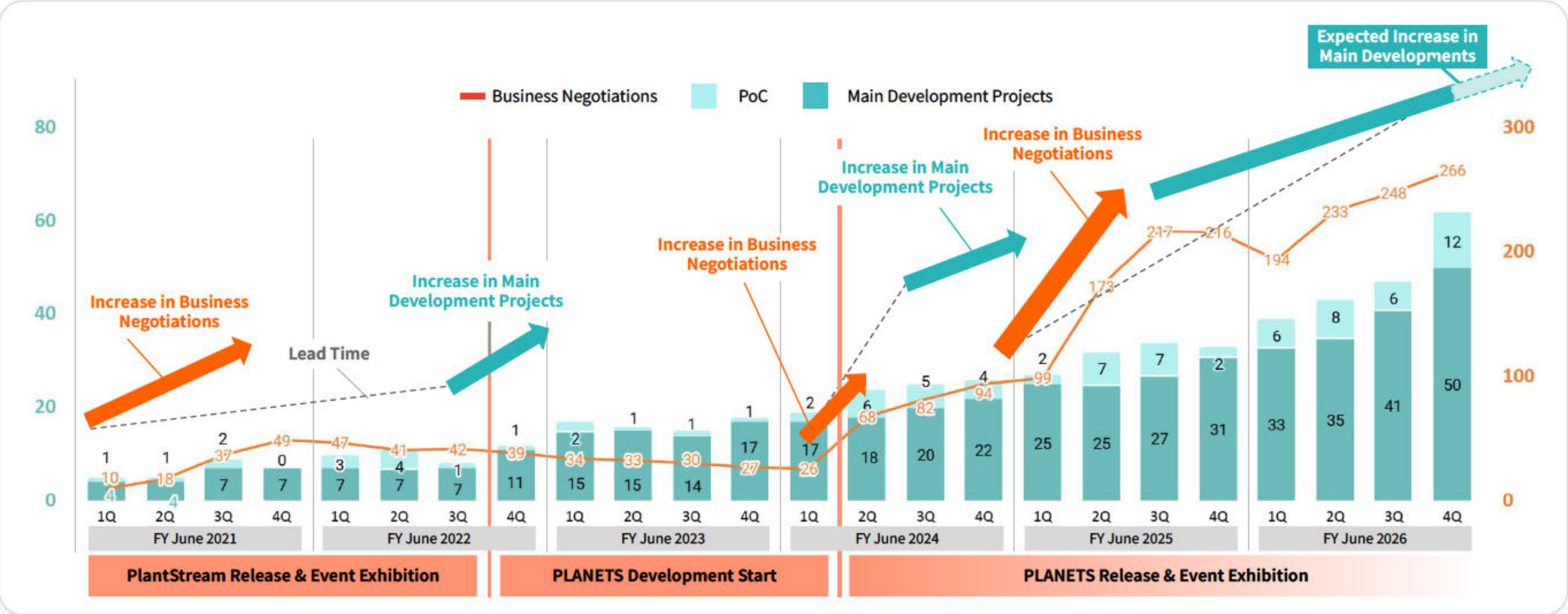
## Plants

- Kanadevia Technology for people and planet
- Kurita
- CHIYODA CORPORATION
- FUSO
- JGC

## DX Business: Pipeline Trends

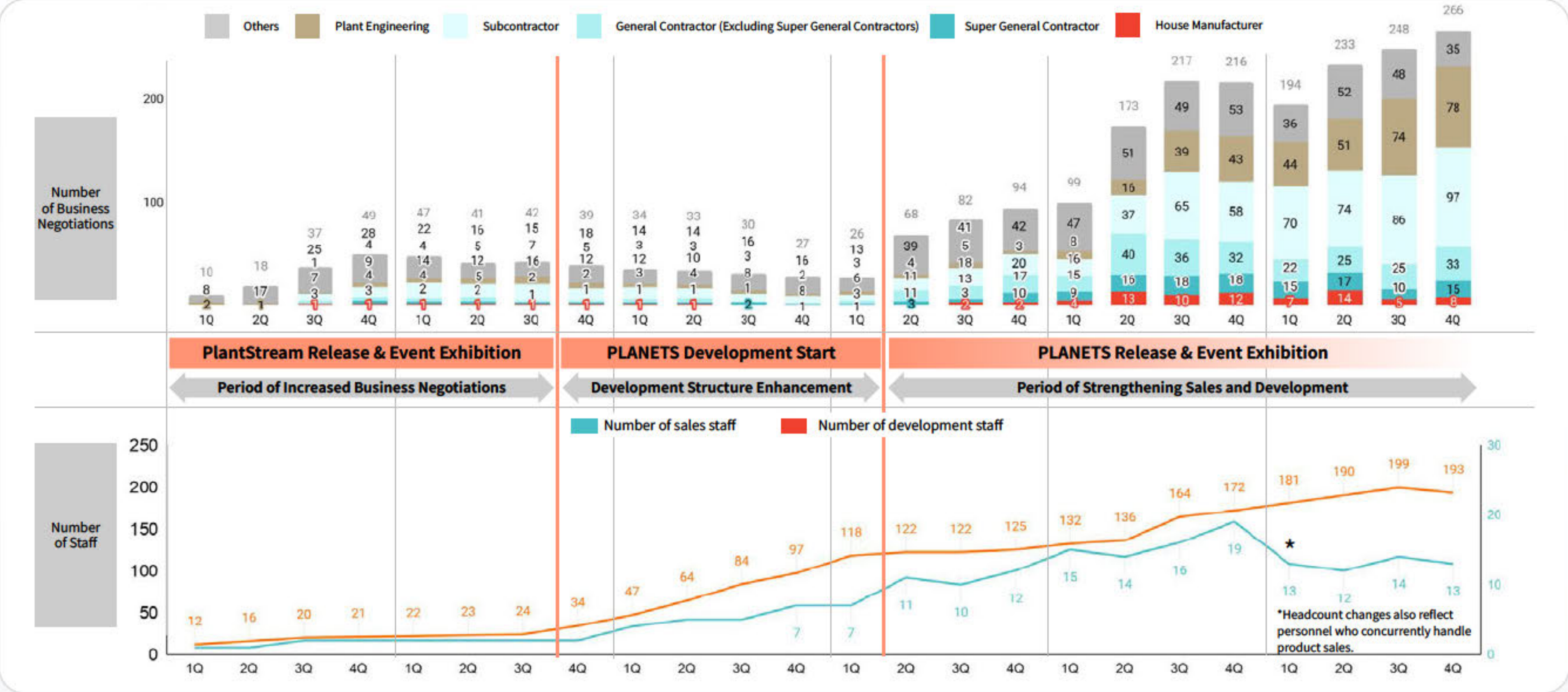
(Reposted)

High-probability opportunities expected to transition to the development phase have steadily accumulated, shifting the pipeline from "quantity to quality." The number of PoC projects has increased to 12. While selectively screening opportunities, the conversion rate from PoC to full-scale development has steadily increased. The accumulation of high-quality leads has further increased confidence in growth for the next fiscal year.



# DX Business: Details of Deal Progression

Leveraging PLANETS' track record, the Company secured high-probability sales opportunities from HVAC and electrical subcontractors. As a result of optimized resource allocation, the number of personnel was streamlined while sales efficiency and conversion rates per person steadily improved.




ARENT

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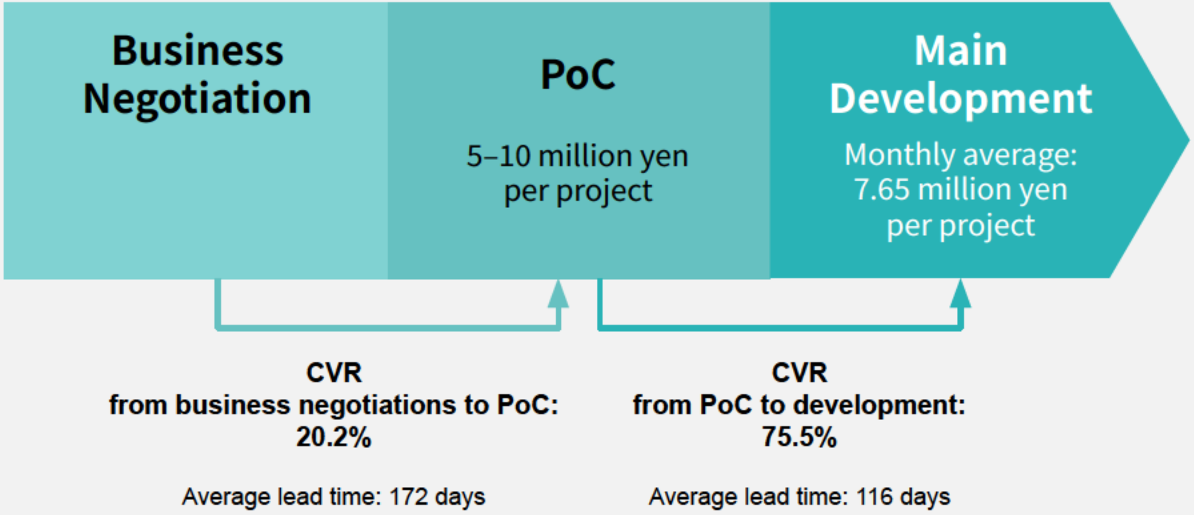
## DX Business: Business Flow

Leads are acquired through exhibitions, seminars, and other channels, progressing in stages from business discussions to PoC and development.
Through consultative sales, the Company gains a deeper understanding of client challenges and enhances its proposal capabilities, working to improve the CVR from PoC to development and expand into multiple projects.

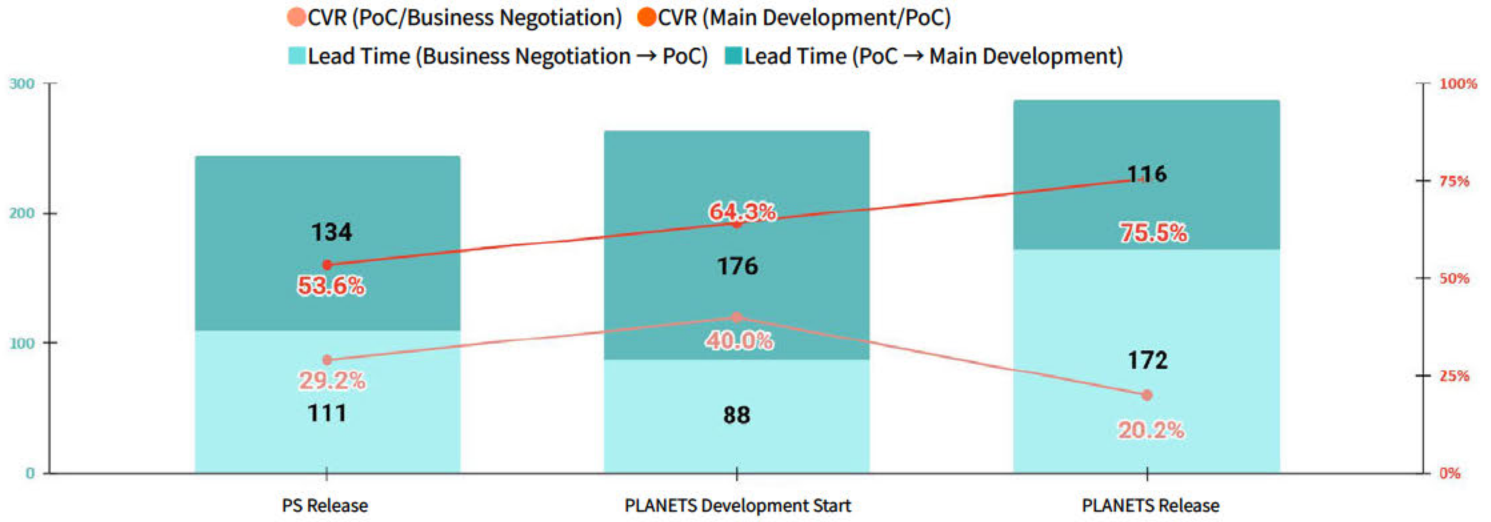



*The results of PLANETS releases (March 2024 to present) are listed.

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

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

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

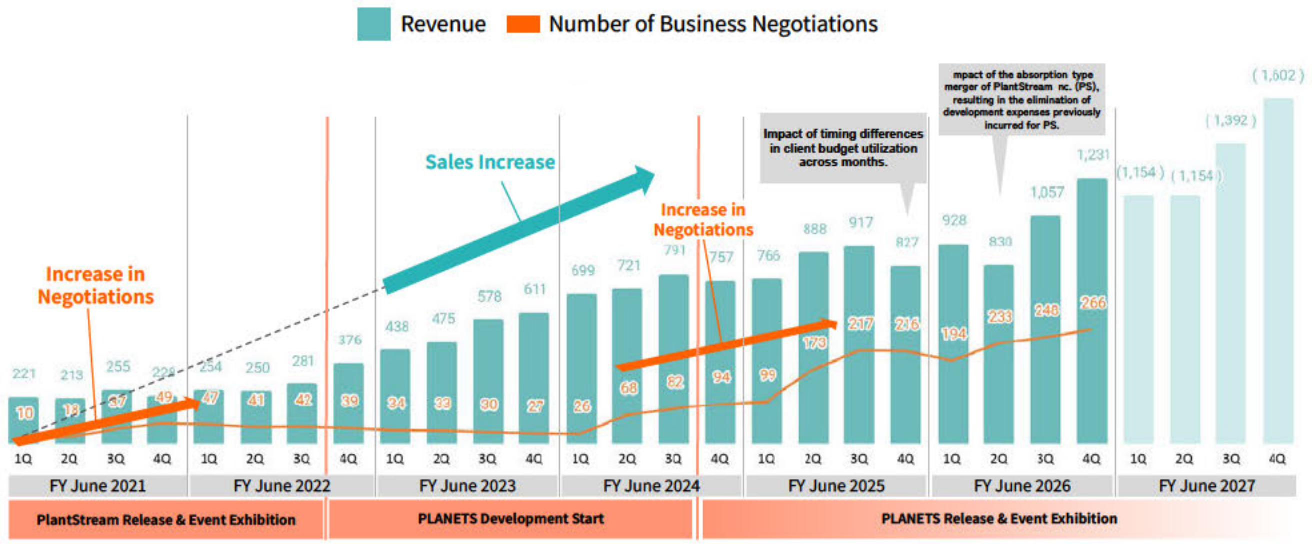



※Excludes cases currently under consideration for transition from PoC to main development

# DX Business: Development Sales Trend

(Reposted)

- Major projects progressed as planned, with overall performance tracking broadly in line with the full-year plan.
- The temporary revenue stagnation in 2Q FY June 2026 was attributable to the elimination of intra-company intersegment transactions following the merger of PlantStream, with no change in the growth potential of the DX Business.
- Progress in large-scale orders and the transition of new projects to full-scale development was reflected in an expansion trend in revenue during the second half.
- Further expansion is expected in the next fiscal year, supported by progress in existing projects and contributions from projects carried over from the current fiscal year.




Note: Revenue from consulting services with low monetary materiality is omitted from the sales figures on this page.

**Key Numerical Summary**

Net sales (cumulative)

**3.97** billion yen

vs. plan **100%** | YoY **117%**

Operating Profit Margin (Cumulative)

**39.9%** Maintaining High Profitability

Duration of Ongoing Development

**29.0** months

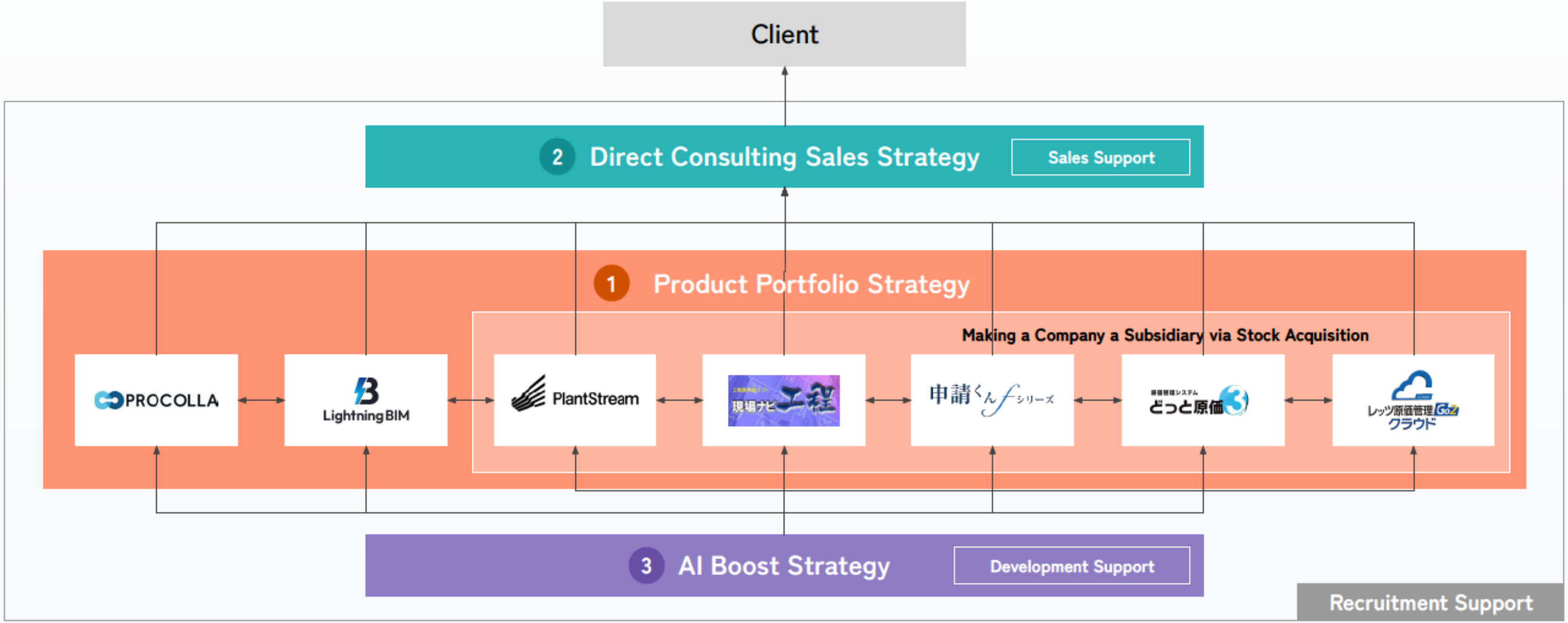
# 3 Product Business (Segment 2)

Develop and sell in-house products.
Update and sell products acquired through M&A.

# 3 Strategies for the Product Business

## Driving the Product Business through 3 Strategies

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

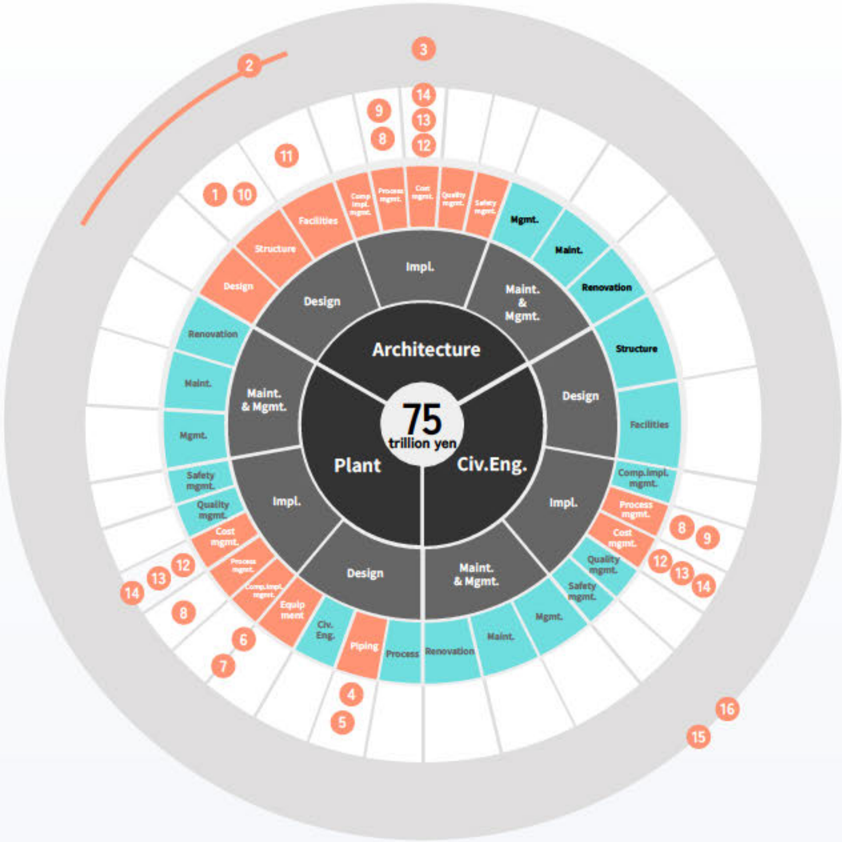


## Product Portfolio Strategy

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

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

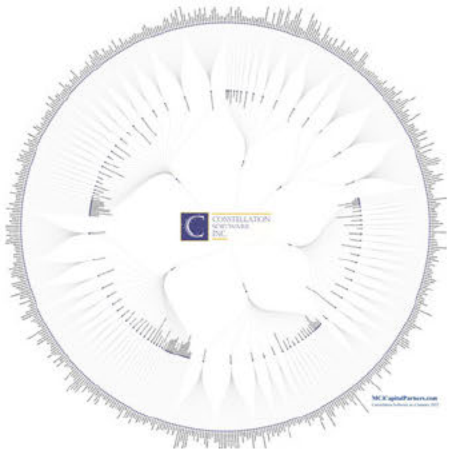
**Development and Sales of Systems that Solve Challenges in Niche Areas**




1. **Lightning BIM Automatic and Optimal Rebar Layout** n house deve oped products
2. **Lightning BIM Family Management** n house deve oped products
3. **Lightning BIM AI Agent** n house deve oped products
4. **PlantStream** n house deve oped products
5. **PlantStream AIDE** n house deve oped products
6. **ASPO Support Fab** n house deve oped products
7. **ASPO Spool Manager** n house deve oped products
8. **PROCOLLA** n house deve oped products
9. **Genba Navi Kotei** Products deve oped by group compan es
10. **BUILD. series** Products deve oped by group compan es
11. **Shinsei-kun f Series** Products deve oped by group compan es
12. **Dot Genka Series** Products deve oped by group compan es
13. **Tsukaeru Cloud Series** Products deve oped by group compan es
14. **LET'S Cost Management Go2 Series** Products deve oped by group compan es
15. **BizGenie** Products deve oped by group compan es
16. **KageMee** n house deve oped products

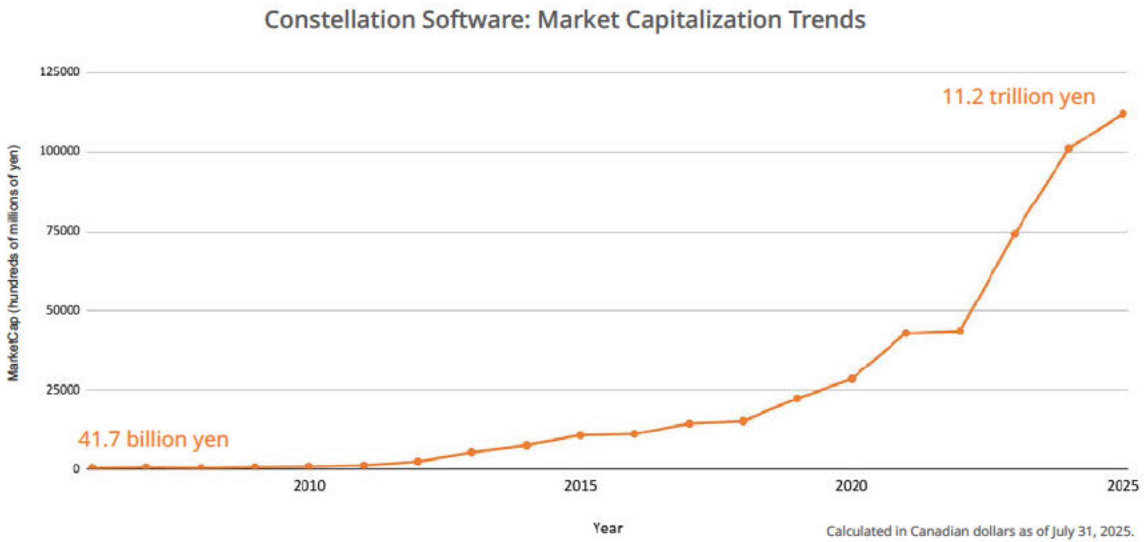
# Constellation Software Inc. has also achieved rapid growth using the same approach.

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




Without selling acquired companies, the headquarters shares best practices, driving profit improvement and operational efficiency while preserving their autonomy.

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




Calculated in Canadian dollars as of July 31, 2025.

# Improving Profit Margins through Direct Sales

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

### When Selling through Sales Agents

Company A | Company B | Company C

Agency commission: 30–50%

**Sales Agent**

Sales

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

**Client**

Operating profit

**20–40%**
**Improvement**

### When Selling through Arent Direct Sales

Group Company A | Group Company B | Group Company C

Sales cost: 10–30%

**ARENT**

Sales

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

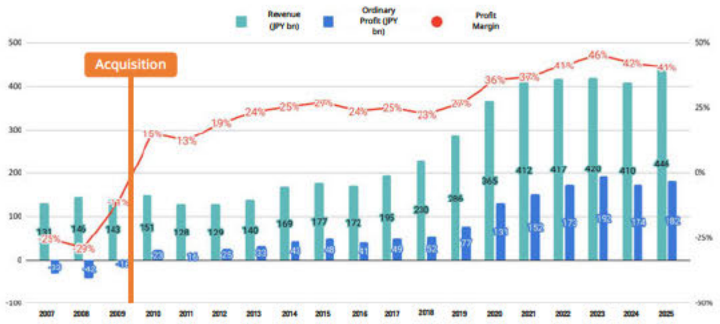
**Client**

# Supporting Business Expansion with a Highly Replicable Sales Strategy

## Improving Profit Margins through Direct Sales

### Productivity Improvement & Higher Employee Income

(Reference) Acquisition of JustSystems Corporation by Keyence Corporation




### Improving Profit Margins through Direct Sales

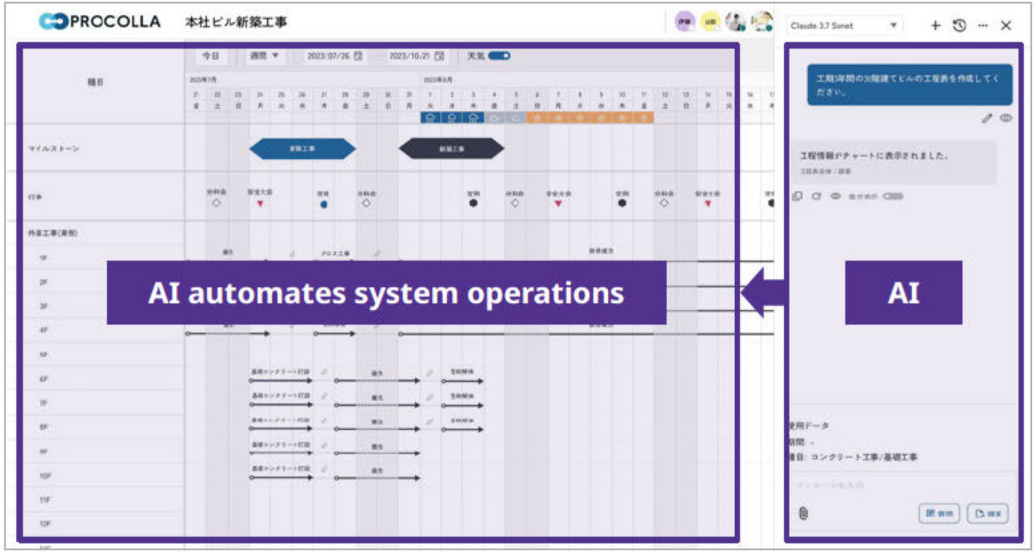
(Reference): Daitec HD's Acquisition of Fukui Computer, Inc.

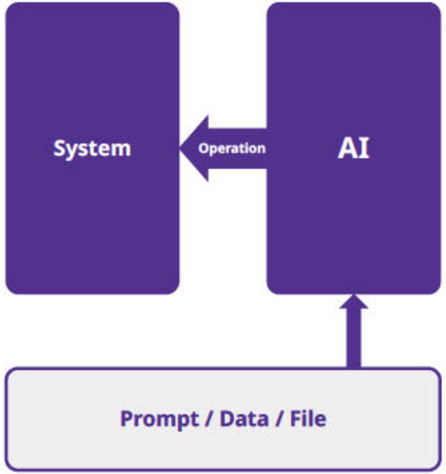

**Improving operating profit by shifting from distributor sales to direct sales.**
**Increasing profit margins to four to five times their previous level.**

# AI Automates System Operations Based on Data

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

**Existing Product (Process Management System)**



# AI Product Portfolio

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

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

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

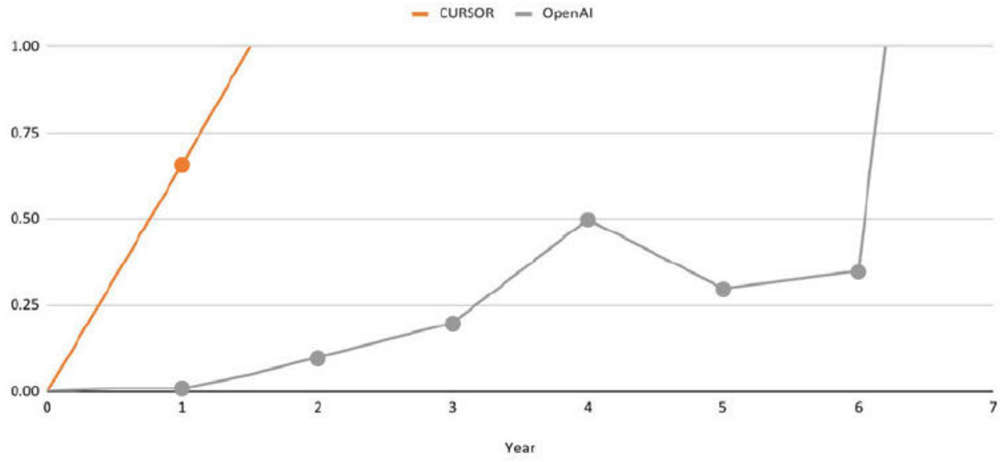
**Lightning BIM AI Agent**
AI Add-in for Revit that enables operation via natural language

**BizGenie**
AI-powered tool that automatically organizes and summarizes contracts and meeting minutes

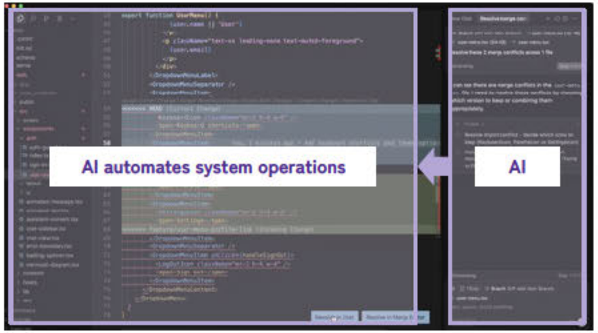
**In the generative AI industry, one of the fastest-growing companies is actually the AI editor "CURSOR"**

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

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




CURSOR




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

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

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

**Direct Consulting Sales Strategy** × **Product Portfolio Strategy** × **AI Boost Strategy**

| Direct Consulting Sales Strategy | Product Portfolio Strategy | AI Boost Strategy |
|---|---|---|
| Improving Profit Margins through Direct Sales | Expanding the product lineup through M&A. Enhancing value with a buy-and-hold approach. | AI Automates System Operations Based on Data |

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

## Vision for the Product Business

ARENT

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


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

# 4 Appendix

# The background behind the need for DX in the construction industry

We address low productivity resulting from the construction industry’s use of legacy systems.
Leveraging Arent’s technology, we promote BIM and SaaS adoption.

**Trend**

**Promoting DX in the construction industry, where inefficiencies remain**

**Specific issues**

**Long working hours** *1

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

**Aging workforce** *2

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

**Legal policies** *3

- 2023: Start of BIM/CIM principle application
- 2024: Start reform law application
- 2026: BIM drawing review

**Necessary measures**

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

+

**Digitizing the tacit knowledge of skilled workers in response to the shortage of skilled workers**

**Our values**

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

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

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

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

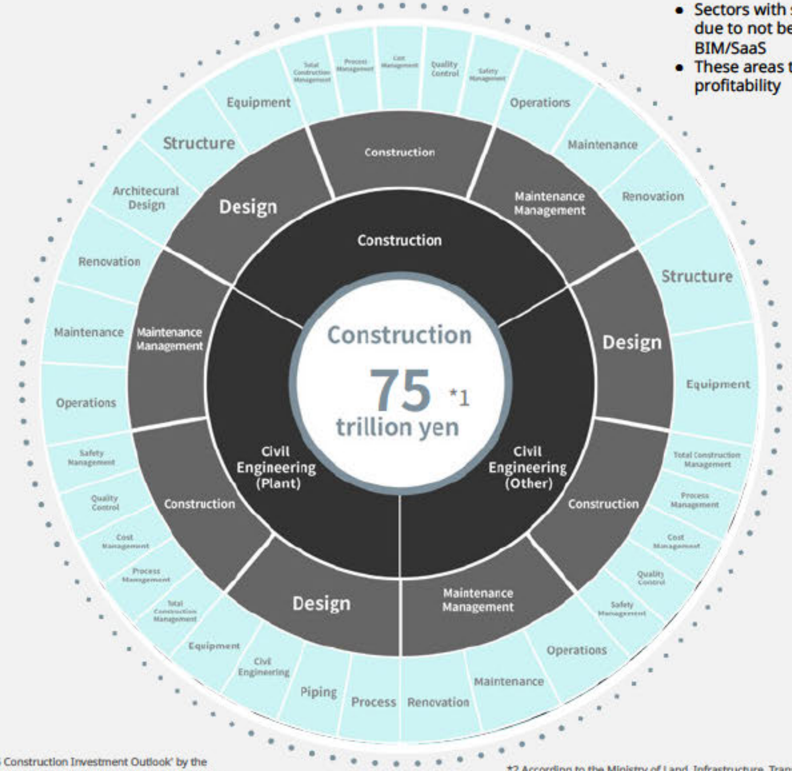
## The Construction Industry Arent is Facing

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

**POINT**

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

ARENT




Niche Areas

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

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

*2 According to the Ministry of Land, Infrastructure, Transport and Tourism's Construction Industry Policy Council, plant construction is included as part of the construction industry. However, given its importance to the Company's business, it is presented as a separate category.

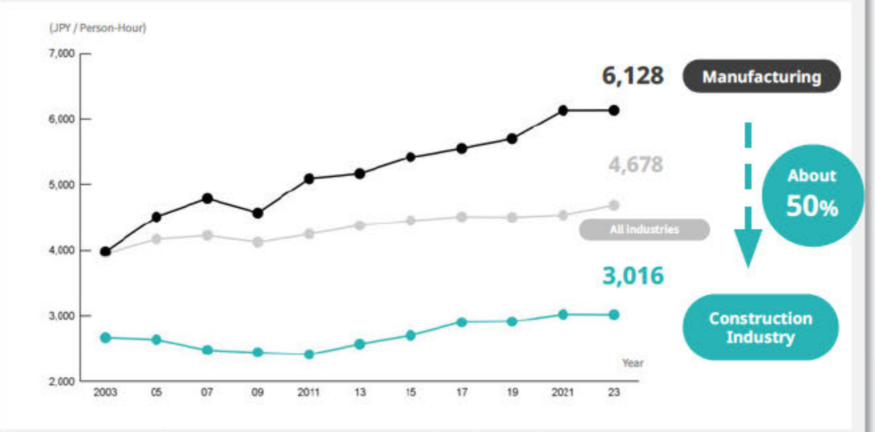
# State of the Construction Industry

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

## Decline in Labor Productivity in the Construction Industry

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

In the construction industry, labor productivity has remained almost unchanged over the past 20 years, while the gap with the manufacturing industry has widened to nearly twofold, making it an industry that has significantly lagged behind in digital transformation. One reason for this is the industry's multilayered structure, extending from general contractors to subcontractors.

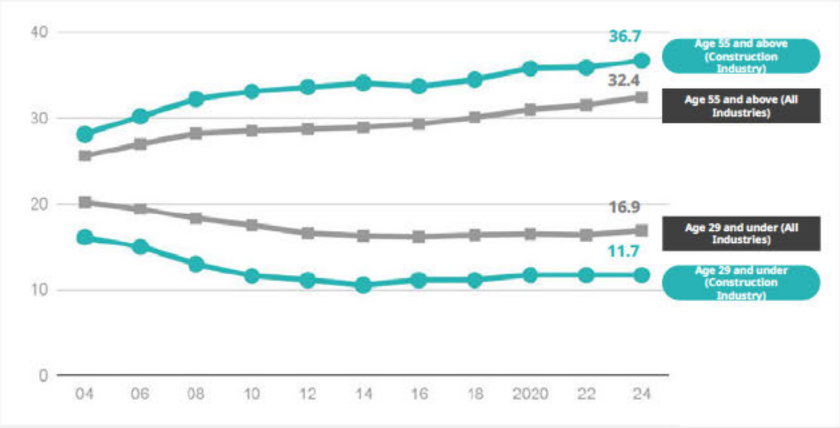



Source: Japan Federation of Construction Contractors, "Construction Industry Digital Handbook", updated July 2025

## Progress of Aging of Construction Industry Workers

### Aging is more pronounced compared to other industries

A key human resources challenge is that the proportion of construction workers aged 55 and over exceeds that of all industries. To promote the adoption of DX in the construction industry, it is important not only to deploy advanced technologies, but also to ensure that they can be readily used by anyone in the field.




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

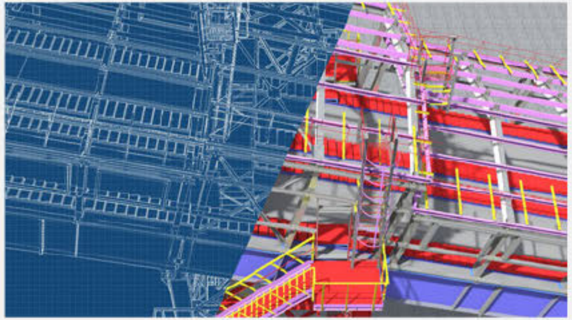
## Regulatory and Institutional Reforms Surrounding the Construction Industry

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

### Application of BIM Principles (From 2023)

**Legal reforms toward the normalization of BIM utilization**

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



### Overtime Regulations (From 2024)

**Significant improvements in efficiency are necessary for productivity gains**

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

### BIM Drawing Review (From 2026 onwards)

**Using BIM-generated drawing data in review applications**

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

# Market Expansion Strategy

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

### TAM

**IT Investment in the Construction Industry**

**Approximately 1 trillion yen**

Investments in construction IT accounts for approximately 1.33%(*2) of investments in construction (75 trillion yen*1)

*1 Estimated by our company based on "Corporate IT Trends Survey Report 2025" and other materials
*2 Ministry of Land, Infrastructure, Transport and Tourism, Information Policy Division, Construction Economic Statistics Survey "2025 Construction Investment Outlook"

### SAM

**IT Investment of Major Construction Companies in the Industry**

**Approximately 550 billion yen**

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

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

### SOM

**Market Size Accessible to Our Company**

**Approximately 55 billion yen**

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

*4 In the construction subsegment of HVAC and Sanitary Works, companies with sales exceeding 100 billion yen generate a total revenue of 1.4 trillion yen. IT investment in this sector amounts to 18.3 billion yen (1.33% of 1.4 trillion yen). Among this, our company has received a preliminary order commitment of 2 billion yen from subcontractors, accounting for approximately 10%.
(Source: Extracted from SPEEDA)

### Tailwind

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

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

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

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

Co-creation products are Arent's strength

## Comparison of BIM and 3D CAD Features

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

### 3D CAD

**Computer-Aided Drafting / Building Visualization and Object Coordinates**

**Only Visualized Drawings / 3D Information**

### BIM

**Content-based models & metadata**

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

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

ARENT

Towards a DX Platform for the Construction Industry

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- This notice is the English translation of the original Japanese document and is provided solely for information purposes.
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