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May 8, 2026

Consolidated Financial Results for the Fiscal Year Ended March 31, 2026 (Under Japanese GAAP)



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 Listing: Tokyo Stock Exchange
 Securities code: 9753
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 Scheduled date of annual general meeting of shareholders: June 25, 2026
 Scheduled date to commence dividend payments: June 26, 2026
 Scheduled date to file annual securities report: June 24, 2026
 Preparation of supplementary material on financial results: Yes
 Holding of financial results briefing: Yes (for institutional investors and analysts)

(Yen amounts are rounded down to millions, unless otherwise noted.)

1. Consolidated financial results for the fiscal year ended March 31, 2026 (from April 1, 2025 to March 31, 2026)

(1) Consolidated operating results

(Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
Fiscal year ended								
March 31, 2026	24,351	6.7	2,207	18.2	2,318	18.9	1,714	29.3
March 31, 2025	22,828	5.0	1,867	12.8	1,950	12.2	1,326	4.0

Note: Comprehensive income For the fiscal year ended March 31, 2026: ¥1,896 million [24.2%]
 For the fiscal year ended March 31, 2025: ¥1,527 million [(10.3)%]

	Basic earnings per share	Diluted earnings per share	Return on equity	Ratio of ordinary profit to total assets	Ratio of operating profit to net sales
Fiscal year ended	Yen	Yen	%	%	%
March 31, 2026	179.22	—	15.8	14.8	9.1
March 31, 2025	138.72	—	14.1	13.6	8.2

Reference: Share of profit (loss) of entities accounted for using equity method
 For the fiscal year ended March 31, 2026: ¥36 million
 For the fiscal year ended March 31, 2025: ¥18 million

(2) Consolidated financial position

	Total assets	Net assets	Equity-to-asset ratio	Net assets per share
As of	Millions of yen	Millions of yen	%	Yen
March 31, 2026	16,343	11,580	70.9	1,209.98
March 31, 2025	15,070	10,059	66.8	1,051.79

Reference: Equity
 As of March 31, 2026: ¥11,580 million
 As of March 31, 2025: ¥10,059 million

(3) Consolidated cash flows

	Cash flows from operating activities	Cash flows from investing activities	Cash flows from financing activities	Cash and cash equivalents at end of period
Fiscal year ended	Millions of yen	Millions of yen	Millions of yen	Millions of yen
March 31, 2026	1,558	(87)	(479)	7,426
March 31, 2025	838	(30)	(145)	6,435

2. Cash dividends

	Annual dividends per share					Total cash dividends (Total)	Payout ratio (Consolidated)	Ratio of dividends to net assets (Consolidated)
	First quarter-end	Second quarter-end	Third quarter-end	Fiscal year-end	Total			
	Yen	Yen	Yen	Yen	Yen	Millions of yen	%	%
Fiscal year ended March 31, 2025	–	0.00	–	40.00	40.00	382	28.8	4.1
Fiscal year ended March 31, 2026	–	0.00	–	50.00	50.00	478	27.9	4.4
Fiscal year ending March 31, 2027 (Forecast)	–	0.00	–	50.00	50.00		29.6	

Note: Breakdown of the fiscal year-end dividend for the fiscal year ended March 31, 2025: Common dividend of 35.00 yen and commemorative dividend of 5.00 yen (for the 25th anniversary of the Company's inception)

Breakdown of the fiscal year-end dividend for the fiscal year ended March 31, 2026: Common dividend of 45.00 yen and special dividend of 5.00 yen

3. Consolidated financial results forecast for the fiscal year ending March 31, 2027 (from April 1, 2026 to March 31, 2027)

(Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent		Basic earnings per share
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Yen
Full year	25,102	3.1	2,326	5.4	2,397	3.4	1,614	(5.8)	168.73

*** Notes**

(1) Significant changes in the scope of consolidation during the period: None

Newly included: –

Excluded: –

(2) Changes in accounting policies, changes in accounting estimates, and restatement

(i) Changes in accounting policies due to revisions to accounting standards and other regulations: None

(ii) Changes in accounting policies due to other reasons: None

(iii) Changes in accounting estimates: Yes

(iv) Restatement: None

(3) Number of issued shares (common shares)

(i) Total number of issued shares at the end of the period (including treasury shares)

As of March 31, 2026	10,800,000 shares
As of March 31, 2025	10,800,000 shares

(ii) Number of treasury shares at the end of the period

As of March 31, 2026	1,229,558 shares
As of March 31, 2025	1,235,936 shares

(iii) Average number of shares outstanding during the period

Fiscal year ended March 31, 2026	9,568,250 shares
Fiscal year ended March 31, 2025	9,562,717 shares

* Financial results reports are exempt from audit conducted by certified public accountants or an audit firm.

* Proper use of earnings forecasts, and other special matters

The forecast figures stated above are projections based on currently available information and contain many uncertainties. Actual results may differ from the forecast figures above due to changes in business conditions and other factors.

For matters related to the above forecasts, please see pages 3 and 4 of the Attachments.

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- * The Company plans to hold a financial results briefing for institutional investors and analysts on Wednesday, May 27, 2026. Materials distributed at the briefing will be posted on the Company's webpage immediately after the briefing.

1. Overview of Operating Results, etc.

(1) Overview of Operating Results for the Fiscal Year under Review

During the fiscal year ended March 31, 2026 (the “fiscal year under review”), the Japanese economy was on a gradual recovery track due in part to improvements in the employment and income environment and the effects of various policies. Meanwhile, there are concerns over possible impacts on the domestic economy, such as continued price increases, caused by policy trends in Europe and the United States, changes in geopolitical risks, and other factors, and thus the economic outlook remains uncertain.

In the domestic information services market, companies’ continuing efforts on digital transformation (DX) to promote business transformation and work-style reforms led to strong demand for IT services that support these initiatives.

Under these circumstances, the Group has established its Group Purpose, “Connecting people one world,” aimed at fostering a corporate culture that develops a group-wide management system in order to connect IT and society through co-creation and create a prosperous future. Under this Group Purpose, the Group has added non-financial perspectives, such as human capital that contributes to improving corporate value, to its medium-term management policy, centered on the three pillars of expanding core businesses, creating next growth businesses, and strengthening business foundations, and has worked to expand its capabilities through sustainability management integrating financial and non-financial strategies.

Specifically, the Group strove to expand its core businesses by enhancing the ability to deal with cloud native development through cross-sectional human resources development and operational support by the Company’s special unit, as well as by strengthening the Group’s sales system and collaboration with partner companies to respond to diversifying customer needs. In addition, the Group advanced efforts on business innovation utilizing cutting-edge digital technologies through co-creation with its customers and partner companies. Further, the Group promoted additional initiatives by positioning investments in businesses through alliances and M&A, which it had long been working on, as a means of strengthening its business foundations over the medium to long term.

In terms of trends by item of services for the fiscal year under review, in the Consulting and System Integration Services, orders for system development projects for companies such as financial institutions and telecommunications carriers expanded. In the System Management Services, orders for infrastructure and environment development projects remained strong for both medical institutions and security service providers.

As a result, for the fiscal year under review, net sales were 24,351 million yen, up 6.7% year on year. In terms of profits, the increase in net sales and ongoing efforts to control selling, general and administrative expenses resulted in operating profit of 2,207 million yen, up 18.2% year on year, and ordinary profit of 2,318 million yen, up 18.9% year on year. Profit attributable to owners of parent was 1,714 million yen, up 29.3% year on year, due in part to tax credits arising from the application of the tax system to promote wage increases. Thus, all of the profit items were higher than in the previous fiscal year.

(2) Overview of Financial Position for the Fiscal Year under Review

Assets

Total assets as of March 31, 2026 amounted to 16,343 million yen, an increase of 1,273 million yen from March 31, 2025. This is mainly attributable to increases in cash and deposits of 990 million yen and investment securities of 395 million yen.

Liabilities

Total liabilities as of March 31, 2026 amounted to 4,763 million yen, a decrease of 246 million yen from March 31, 2025. This is primarily attributable to decreases in provision for loss on orders received of 169 million yen, retirement benefit liability of 149 million yen, and income taxes payable of 148 million yen, an increase in contract liabilities of 101 million yen, a decrease in long-term borrowings of 100 million yen, and increases in provision for bonuses of 82 million yen and accrued consumption taxes included in other of 64 million yen.

Net assets

Total net assets as of March 31, 2026 amounted to 11,580 million yen, an increase of 1,520 million yen from March 31, 2025. This is mainly attributable to increases in retained earnings of 1,332 million yen and valuation difference on available-for-sale securities of 165 million yen.

As a result, the equity-to-asset ratio increased to 70.9% from 66.8% as of March 31, 2025.

(3) Overview of Cash Flows for the Fiscal Year under Review

Cash and cash equivalents (“net cash”) amounted to 7,426 million yen at the end of the fiscal year under review, an increase of 990 million yen (15.4 %) from March 31, 2025.

The status of cash flows and their contributing factors during the fiscal year under review are as follows.

Cash flows from operating activities

Net cash provided by operating activities was 1,558 million yen (up 85.9% year-on-year). This increase is mainly due to the cash inflow from recording profit before income taxes of 2,376 million yen and the cash outflow from income taxes paid of 771 million yen.

Cash flows from investing activities

Net cash used in investing activities was 87 million yen (up 184.6% year-on-year). This increase is mainly due to purchase of securities of 148 million yen, proceeds from sale of non-current assets of 86 million yen, purchase of non-current assets of 47 million yen, and proceeds from redemption of securities of 30 million yen.

Cash flows from financing activities

Net cash used in financing activities was 479 million yen (up 228.7% year-on-year). This increase is due to dividends paid of 379 million yen and repayments of long-term borrowings of 100 million yen.

(4) Future Outlook

Domestic IT demand is expected to remain strong amid continuing corporate efforts to transform business using technologies such as cloud computing and AI. However, the outlook is expected to remain uncertain due to policy trends in Europe and the United States as well as changes in geopolitical risks, and it will be necessary to closely monitor the impact of these factors on IT investments by companies.

In this market environment, the Group will add non-financial perspectives, such as human capital that contributes to improving corporate value, to its medium-term management policy, centered on the three pillars of expanding core businesses, creating next growth businesses, and strengthening business foundations. The Group will work to further expand its capabilities through sustainability management integrating financial and non-financial strategies under its Group Purpose, “Connecting people one world,” established to connect IT and society through co-creation and create a prosperous future.

Specifically, the Group will aim to expand its core businesses by enhancing the ability to deal with cloud native development through cross-sectional human resources development and operational support by the Company’s special unit, as well as by strengthening the Group’s sales system and collaboration with partner companies to respond to diversifying customer needs. In addition, the Group will advance efforts on business innovation utilizing cutting-edge digital technologies through co-creation with its customers and partner companies.

In terms of sustainability management, the Sustainability Promotion Committee plays a central role in engaging in ESG focused on the three principles of “global-standard environmental measures,” “contributing to a diversity-friendly society,” and “governance-focused management.” Moreover, through human capital initiatives centered on “developing and reskilling professional talent,” “promoting diversity & inclusions,” and “improving engagement & workplace environments,” the Group aims to create environments where all of its employees can thrive, enhancing its human resources capabilities. Through these efforts, the Group will

contribute to the realization of a “peace and just society,” “society where everyone can thrive,” and a “wealthy and sustainable society,” as outlined in the IKI SDGs Declaration.

In addition to sustainability management, the Group will promote further initiatives by positioning investments in businesses through alliances and M&A, which it had long been working on, as a means of strengthening its business foundations over the medium to long term.

Based on this understanding of the market and sales stance, the Group’s consolidated financial results forecasts for the fiscal year ending March 31, 2027 are for net sales of 25,102 million yen, operating profit of 2,326 million yen, ordinary profit of 2,397 million yen, and profit attributable to owners of parent of 1,614 million yen. The forecast of profit attributable to owners of parent does not factor in the application of the tax system to promote wage increases in the fiscal year ended March 31, 2026.

Meanwhile, actual results may differ from the forecast figures due to various factors going forward. The Group will promptly disclose any revisions to the financial results forecast if they become necessary.

2. Basic Policy on Selection of Accounting Standards

The Group intends to prepare the consolidated financial statements based on Japanese GAAP for the time being to ensure their comparability with other periods and other companies. The Group plans to react as appropriate regarding the future adoption of the International Financial Reporting Standards (IFRS), on consideration of the circumstances in Japan and overseas.

3. Consolidated Financial Statements and Principal Notes
(1) Consolidated Balance Sheet

(Thousands of yen)

	As of March 31, 2025	As of March 31, 2026
Assets		
Current assets		
Cash and deposits	6,460,423	7,451,403
Notes receivable - trade	3,865	–
Electronically recorded monetary claims - operating	7,581	–
Accounts receivable - trade	3,887,805	4,031,758
Contract assets	261,666	180,717
Merchandise and finished goods	1,480	–
Other	196,758	219,655
Total current assets	10,819,581	11,883,534
Non-current assets		
Property, plant and equipment		
Buildings and structures	621,171	473,522
Accumulated depreciation	(540,056)	(381,429)
Buildings and structures, net	81,115	92,092
Land	116,992	105,941
Other	220,838	235,848
Accumulated depreciation	(206,336)	(201,888)
Other, net	14,501	33,960
Total property, plant and equipment	212,609	231,993
Intangible assets		
Software	30,593	13,734
Software in progress	529	529
Goodwill	114,274	91,419
Customer-related intangible assets	111,428	89,142
Other	8,835	8,835
Total intangible assets	265,662	203,662
Investments and other assets		
Investment securities	2,905,513	3,300,683
Deferred tax assets	574,105	435,826
Other	292,575	288,289
Total investments and other assets	3,772,194	4,024,799
Total non-current assets	4,250,466	4,460,455
Total assets	15,070,047	16,343,990

(Thousands of yen)

	As of March 31, 2025	As of March 31, 2026
Liabilities		
Current liabilities		
Accounts payable - trade	946,412	899,719
Current portion of long-term borrowings	100,000	100,000
Accounts payable - other	303,136	345,162
Income taxes payable	500,078	351,809
Contract liabilities	8,147	109,159
Provision for bonuses	1,186,074	1,268,445
Provision for bonuses for directors (and other officers)	42,705	54,244
Provision for loss on orders received	169,070	–
Other	408,622	488,915
Total current liabilities	3,664,246	3,617,456
Non-current liabilities		
Long-term borrowings	240,000	140,000
Retirement benefit liability	979,122	829,645
Deferred tax liabilities	31,088	21,419
Asset retirement obligations	66,359	125,612
Other	29,800	29,800
Total non-current liabilities	1,346,370	1,146,477
Total liabilities	5,010,617	4,763,933
Net assets		
Shareholders' equity		
Share capital	1,180,897	1,180,897
Capital surplus	1,111,189	1,115,176
Retained earnings	7,146,375	8,478,588
Treasury shares	(632,409)	(629,391)
Total shareholders' equity	8,806,053	10,145,270
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	1,011,111	1,176,583
Remeasurements of defined benefit plans	242,265	258,203
Total accumulated other comprehensive income	1,253,377	1,434,786
Total net assets	10,059,430	11,580,057
Total liabilities and net assets	15,070,047	16,343,990

(2) Consolidated Statements of Income and Comprehensive Income
Consolidated Statement of Income

(Thousands of yen)

	For the fiscal year ended March 31, 2025	For the fiscal year ended March 31, 2026
Net sales	22,828,117	24,351,168
Cost of sales	18,279,200	19,324,154
Gross profit	4,548,916	5,027,014
Selling, general and administrative expenses	2,681,159	2,819,601
Operating profit	1,867,757	2,207,413
Non-operating income		
Interest income	6,050	7,027
Dividend income	52,546	67,156
Subsidy income	787	360
Commission income	1,860	1,749
Foreign exchange gains	–	5,000
Share of profit of entities accounted for using equity method	18,357	36,382
Miscellaneous income	5,712	3,528
Total non-operating income	85,313	121,204
Non-operating expenses		
Interest expenses	1,133	3,941
Foreign exchange losses	908	–
Miscellaneous losses	328	5,981
Total non-operating expenses	2,370	9,922
Ordinary profit	1,950,700	2,318,694
Extraordinary income		
Gain on sale of non-current assets	20	58,138
Total extraordinary income	20	58,138
Extraordinary losses		
Loss on sale of non-current assets	–	15
Loss on abandonment of non-current assets	0	163
Loss on sale of investment securities	820	–
Total extraordinary losses	820	179
Profit before income taxes	1,949,901	2,376,652
Income taxes - current	658,975	616,766
Income taxes - deferred	(35,606)	45,110
Total income taxes	623,369	661,877
Profit	1,326,531	1,714,774
Profit attributable to non-controlling interests	–	–
Profit attributable to owners of parent	1,326,531	1,714,774

Consolidated Statement of Comprehensive Income

(Thousands of yen)

	For the fiscal year ended March 31, 2025	For the fiscal year ended March 31, 2026
Profit	1,326,531	1,714,774
Other comprehensive income		
Valuation difference on available-for-sale securities	133,094	165,471
Remeasurements of defined benefit plans, net of tax	67,526	15,938
Total other comprehensive income	200,620	181,409
Comprehensive income	1,527,152	1,896,184
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	1,527,152	1,896,184
Comprehensive income attributable to non-controlling interests	–	–

(3) Consolidated Statement of Changes in Equity

For the fiscal year ended March 31, 2025 (from April 1, 2024 to March 31, 2025)

(Thousands of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	1,180,897	1,106,558	6,106,689	(633,730)	7,760,415
Changes during period					
Dividends of surplus			(286,846)		(286,846)
Profit attributable to owners of parent			1,326,531		1,326,531
Purchase of treasury shares				(259)	(259)
Restricted stock compensation		4,631		1,580	6,211
Net changes in items other than shareholders' equity					
Total changes during period	-	4,631	1,039,685	1,320	1,045,637
Balance at end of period	1,180,897	1,111,189	7,146,375	(632,409)	8,806,053

	Accumulated other comprehensive income			Total net assets
	Valuation difference on available-for-sale securities	Remeasurements of defined benefit plans	Total accumulated other comprehensive income	
Balance at beginning of period	878,016	174,739	1,052,756	8,813,171
Changes during period				
Dividends of surplus				(286,846)
Profit attributable to owners of parent				1,326,531
Purchase of treasury shares				(259)
Restricted stock compensation				6,211
Net changes in items other than shareholders' equity	133,094	67,526	200,620	200,620
Total changes during period	133,094	67,526	200,620	1,246,258
Balance at end of period	1,011,111	242,265	1,253,377	10,059,430

For the fiscal year ended March 31, 2026 (from April 1, 2025 to March 31, 2026)

(Thousands of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	1,180,897	1,111,189	7,146,375	(632,409)	8,806,053
Changes during period					
Dividends of surplus			(382,562)		(382,562)
Profit attributable to owners of parent			1,714,774		1,714,774
Purchase of treasury shares				(393)	(393)
Restricted stock compensation		3,986		3,412	7,398
Net changes in items other than shareholders' equity					
Total changes during period	-	3,986	1,332,212	3,018	1,339,217
Balance at end of period	1,180,897	1,115,176	8,478,588	(629,391)	10,145,270

	Accumulated other comprehensive income			Total net assets
	Valuation difference on available-for-sale securities	Remeasurements of defined benefit plans	Total accumulated other comprehensive income	
Balance at beginning of period	1,011,111	242,265	1,253,377	10,059,430
Changes during period				
Dividends of surplus				(382,562)
Profit attributable to owners of parent				1,714,774
Purchase of treasury shares				(393)
Restricted stock compensation				7,398
Net changes in items other than shareholders' equity	165,471	15,938	181,409	181,409
Total changes during period	165,471	15,938	181,409	1,520,627
Balance at end of period	1,176,583	258,203	1,434,786	11,580,057

(4) Consolidated Statement of Cash Flows

(Thousands of yen)

	For the fiscal year ended March 31, 2025	For the fiscal year ended March 31, 2026
Cash flows from operating activities		
Profit before income taxes	1,949,901	2,376,652
Depreciation	47,061	97,609
Amortization of goodwill	22,854	22,854
Amortization of customer relationship	22,285	22,285
Share-based payment expenses	6,211	7,398
Increase (decrease) in retirement benefit liability	(147,020)	(126,203)
Contribution to employees' retirement benefits trust	(200,000)	–
Increase (decrease) in provision for bonuses	55,756	82,371
Increase (decrease) in provision for loss on orders received	107,007	(169,070)
Increase (decrease) in allowance for doubtful accounts	(225)	–
Interest and dividend income	(58,596)	(74,183)
Interest expenses	1,133	3,941
Foreign exchange losses (gains)	908	(5,000)
Share of loss (profit) of entities accounted for using equity method	(18,357)	(36,382)
Loss (gain) on sale of non-current assets	(20)	(58,122)
Loss on abandonment of non-current assets	0	163
Loss (gain) on sale of investment securities	820	–
Decrease (increase) in trade receivables	(648,714)	(51,557)
Decrease (increase) in inventories	(1,480)	1,480
Increase (decrease) in trade payables	145,891	(46,693)
Increase (decrease) in accounts payable - other	(70,251)	15,565
Increase (decrease) in accrued consumption taxes	(1,685)	64,589
Decrease (increase) in other assets	(16,017)	(21,603)
Increase (decrease) in other liabilities	(49,753)	147,472
Subtotal	1,147,708	2,253,569
Interest and dividends received	63,589	79,714
Interest paid	(1,194)	(3,926)
Income taxes paid	(371,918)	(771,083)
Net cash provided by (used in) operating activities	838,184	1,558,274
Cash flows from investing activities		
Purchase of securities	(13,469)	(148,065)
Proceeds from sale of securities	2,000	–
Proceeds from redemption of securities	10,000	30,000
Purchase of non-current assets	(8,419)	(47,878)
Proceeds from sale of non-current assets	21	86,749
Payments for asset retirement obligations	–	(8,800)
Other payments	(21,772)	(850)
Other proceeds	933	1,449
Net cash provided by (used in) investing activities	(30,706)	(87,395)
Cash flows from financing activities		
Proceeds from long-term borrowings	200,000	–
Repayments of long-term borrowings	(60,000)	(100,000)
Purchase of treasury shares	(259)	(393)
Dividends paid	(285,735)	(379,505)
Net cash provided by (used in) financing activities	(145,995)	(479,899)
Net increase (decrease) in cash and cash equivalents	661,482	990,980
Cash and cash equivalents at beginning of period	5,773,941	6,435,423
Cash and cash equivalents at end of period	6,435,423	7,426,403

(5) Notes to Consolidated Financial Statements

(Notes on going concern assumption)

Not applicable.

(Changes in accounting estimates)

(Change in estimates of asset retirement obligations)

At the end of the six months ended September 30, 2025, the Company revised its estimates of the restoration costs recognized as asset retirement obligations associated with obligations to restore leased properties to their original condition under lease agreements for the Company's headquarters and offices, based on newly obtained information.

An increase of 59,027 thousand yen resulting from this change in estimate has been added to the balance of the asset retirement obligations prior to the change.

As a result of this change in estimate, operating profit, ordinary profit, and profit before income taxes for the fiscal year under review each decreased by 54,255 thousand yen.

(Segment information)

This information is omitted since the Group has a single segment consisting of the information services business.

(Per share information)

(Yen)

	For the fiscal year ended March 31, 2025	For the fiscal year ended March 31, 2026
Net assets per share	1,051.79	1,209.98
Basic earnings per share	138.72	179.22

(Notes) 1. Diluted earnings per share is not shown as there are no potential shares.

2. The basis used to calculate basic earnings per share is as follows:

	March 31, 2025	March 31, 2026
Profit attributable to owners of parent (Thousands of yen)	1,326,531	1,714,774
Amount not attributable to common shareholders (Thousands of yen)	—	—
Profit attributable to owners of parent relating to common shares (Thousands of yen)	1,326,531	1,714,774
Average number of common shares outstanding during the period (Thousands of shares)	9,562	9,568

(Significant subsequent events)

(Acquisition of a company through share acquisition)

The Company resolved, at a meeting of the Board of Directors held on April 16, 2026, to enter into a share transfer agreement to acquire shares of Styles Co., Ltd. ("Styles") and make it a wholly owned subsidiary as described below.

1. Purpose of the share acquisition

Styles, founded in 2009, is a system development company with strengths in the System Engineering Service (SES) business and end-to-end contract development. It is especially strong in the social infrastructure sector (railways, transportation, electric power, water and sewage, etc.) and has engineers with technical skills and operational know-how in infrastructure environment development. Styles has earned long-standing deep trust from major customers, primarily based in Ibaraki Prefecture, by flexibly responding to a wide range of customer needs.

On the other hand, the Company has formulated a three-year medium-term management plan based on its medium-term management policy consisting of expanding core businesses, creating next growth businesses, and strengthening business foundations. Under this management plan, the Company focuses on expanding its core businesses, centered on system development, as well as striving to enhance its capabilities for service domains and the business foundations of human resources, technology, and finance that support them.

The Company has now decided to make Styles, with a strong track record and expertise in the social infrastructure sector, a subsidiary. Styles is extremely attractive to the Company as it seeks to further reinforce its business competitiveness in this sector. Combining the knowledge that the Company has accumulated to date in the industry and service sector and the social and public sector with Styles' strengths in the social infrastructure sector will enable the strengthening of responsiveness and proposal capabilities in these sectors. In addition, the Company judges that leveraging strong affinity with Styles' development bases and business partner network in the Ibaraki area and building a mutual complementary relationship in terms of geography and human resources will strengthen the locally rooted development structure and lead to the provision of higher value-added services.

2. Overview of the subsidiary (Styles) subject to change

(1) Name	Styles Co., Ltd.		
(2) Location	102 Chuo Plaza, 3-1-7 Nishiki-machi Chuo, Iwaki-shi, Fukushima		
(3) Job title and name of representative	Hidetoshi Sato, Representative Director		
(4) Description of business	Software development		
(5) Share capital	10,000 thousand yen		
(6) Date of establishment	October 20, 2009		
(7) Major shareholders and ownership ratios	Hidetoshi Sato: 100.0%		
(8) Relationship between the Company and said company	Capital relationship	Not applicable	
	Personnel relationship	Not applicable	
	Business relationship	Not applicable	
(9) Operating results and financial positions of said company for the last three years	(Thousands of yen, unless otherwise noted)		
As of / Fiscal year ended	September 30, 2023	September 30, 2024	September 30, 2025
Net assets	52,467	62,982	48,443
Total assets	111,031	127,162	102,799
Net assets per share (Yen)	57,656.6	69,211.7	53,234.2
Net sales	212,386	224,332	212,231
Operating profit	2,487	12,666	(16,743)
Ordinary profit	4,936	14,825	(14,467)
Profit	4,124	10,515	(14,539)
Earnings per share (Yen)	4,532.0	11,555.1	(15,977.5)

* Styles is not subject to accounting audit by an audit firm.

* Losses in the latest fiscal year are mainly due to a timing difference in recording sales and costs, and there are no material issues with its business foundation.

3. Overview of the counterparty to the acquisition of shares

(1) Name	Hidetoshi Sato
(2) Location	Disclosure is withheld at the request of the counterparty.
(3) Relationship between the Company and said individual	Not applicable

4. Number of shares acquired, acquisition costs, and shareholding before and after acquisition

(1) Number of shares held before the change	0 shares (Number of voting rights: 0 units) (Ratio of voting rights held: 0.0%)						
(2) Number of shares to be acquired	910 shares (Number of voting rights: 910 units)						
(3) Acquisition costs	<table> <tr> <td>Common shares</td> <td>133,000 thousand yen</td> </tr> <tr> <td>Advisory fees, etc.</td> <td>39,200 thousand yen</td> </tr> <tr> <td>Total</td> <td>172,200 thousand yen</td> </tr> </table> <p>Acquisition price and advisory fees, etc. represent amounts as of the date of this disclosure.</p>	Common shares	133,000 thousand yen	Advisory fees, etc.	39,200 thousand yen	Total	172,200 thousand yen
Common shares	133,000 thousand yen						
Advisory fees, etc.	39,200 thousand yen						
Total	172,200 thousand yen						
(4) Number of shares held after the change	910 shares (Number of voting rights: 910 units) (Ratio of voting rights held: 100.0%)						

5. Schedule

(1) Date of resolution at the meeting of the Board of Directors	April 16, 2026
(2) Date of conclusion of the agreement	April 16, 2026
(3) Date of commencement of share transfer	May 18, 2026 (scheduled)

6. Future outlook

At this point, the impact of this transaction on the Company's consolidated financial results forecast for the fiscal year ending March 31, 2027 is expected to be minor; however, if any matter requiring disclosure arises in the future, the Company will promptly make an announcement.