





A variety of doors for each individual

Doors are opportunities



New job



Training



Counseling

OUR PURPOSE

Open Up individual Potential through Rewarding Work

Just as each individual has a different way of thinking about happiness, we believe that rewarding work is also diverse.

Our role is to create many doors to open up possibilities and to set milestones toward achieving rewarding work for each employee.

We support workers in their efforts to open doors.

- For some people, it's the challenge of a new job.
- For some people, it's about improving skills through training and education.
- For some people, it's a time to discuss future careers.

We believe that people will always grow and drive society forward when they open the next door.

We will increase the number of people who open the next door to make society more diverse and prosperous.

We, the Open Up Group, exist to create such a future.



LET'S OPEN UP!



Noaki Hiraba

Before

Coming from a liberal arts background, I chose a career in IT because I wanted to acquire practical skills for the future.



I serve as a leader of a team of around ten members as an engineer who supports citizen development, working together with clients from requirements definition through application development.

After



Masato Iwata

Before

Believing that the era of computing technology would continue to accelerate, I joined BeNEXT Solutions as a new graduate.



Ten years after joining the company, I aim to become a playing manager who can demonstrate not only technical expertise but also leadership and team management skills through an assignment.

After



Ju Ju Te

Before

I previously worked in architectural design and cost estimation in Myanmar, but I wanted to obtain more advanced skills and knowledge.



My dream is to become a designer in Japan, where building standards are strict. I am currently working toward obtaining the First-Class Civil Engineering Construction Management Engineer certification.

After

Azusa Yamazaki

Before

In my previous job, I worked in a completely different field from engineering, as a service staff member at wedding venues and restaurants.

I now serve as a work supervisor in the maintenance and operations group at the Photon Factory, a synchrotron radiation facility of the Inter-University Research Institute Corporation located in Tsukuba City, Ibaraki Prefecture.

After



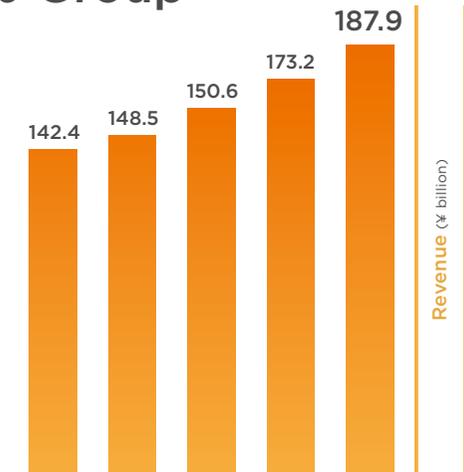
The Open Up Group supports people who dare to take a step forward and, by standing alongside them in their choices and journeys, helps them realize rewarding work.

History

The Journey of Value Creation at the Open Up Group

The Development of Japan's Engineer Staffing Market and the History of the Open Up Group

Japan's engineer staffing market experienced a temporary contraction during the global financial crisis of 2008 but since then has continued to grow steadily, even through the COVID-19 pandemic, driven by a structural shortage of skilled personnel and rising demand for engineers fueled by ongoing technological innovation. Open Up Group, Inc. which is the product of the 2021 merger between BeNEXT Group Inc. and Yumeshin Holdings Co., Ltd., has achieved growth that outpaces the overall market by leveraging a training-driven model that develops engineers from individuals with no prior experience. We will continue to do business in a way that puts workers first, to contribute to their happiness and to help create a prosperous society.



* Starting from fiscal 2022, International Financial Reporting Standards (IFRS) have been applied.

Year	Yumeshin Holdings Co., Ltd.	BeNEXT Group Inc.	Major external events
1959		Predecessor company Sanei Shouji Co., Ltd. began contracting work	
1970	Established as Sato Architectural Design Office		
1971			
1990			Collapse of the Japanese economic bubble
1991	Launched the construction engineer staffing business		
1995			Release of Windows 95
1996	Became the first in Japan to outsource the creation of construction drawing overseas		
1997		Established as Kyousei Sangyou Inc., an enterprise to employ people with disabilities	
2000			Collapse of the dot com bubble
2003	Listed on the Nippon New Market - Hercules (former name)		
2004		Launched manufacturing staffing business after acquiring business from Sanei Shouji Co., Ltd.	
2005		Acquired Trust Tech Inc. and started the engineer staffing business (machinery and electronics)	
2007		Listed on the JASDAQ Securities Exchange	Global financial crisis
2008			
2010	Acquired and started the Machinery and Electronics / IT engineer staffing business		
2011			Great East Japan Earthquake
2012			Launch of Abenomics
2013		Listed on the Second Section (and later the First Section) of the Tokyo Stock Exchange (now the Prime Market)	
2016	Became a company focused on human resources development and officially started systematic training programs		
2016		Started full-scale overseas operations	
2020			COVID-19 pandemic
2021			
2021		Integration of BeNEXT Group Inc. and Yumeshin Holdings Co., Ltd.	
2022			Spread of generative AI
2024		Sold the manufacturing staffing business	
2025		Sold UK business	

At a Glance

Open Up Group in Numbers

Fiscal 2025 Results

Open Up Group Characteristics

Non-Financial

Financial

 <p>Number of engineers 24,466 persons</p>	<p>Number of qualification acquisitions 6,275</p> 
<p>Total number of training hours Approximately 1.57 million hours</p> 	<p>Transfer to customer companies 657 persons</p> 
<p>Number of client companies Approximately 3,200 client companies</p> 	<p>Total number of trainees 46,444 persons</p> 

<p>Revenue YoY +8.5% 187.9 billion</p>
<p>Operating profit YoY +13.6% 16.2 billion</p>
<p>Net income YoY +6.7% 12.5 billion</p>
<p>ROE / CAPM 15.9% / 6.6%</p>
<p>ROIC / WACC 15.0% / 6.5%</p>

Open Up Efforts toward Realizing Our Purpose

The Open Up Group aims to create a society where everyone who works continues to open the door to new possibilities through fulfilling work by challenging themselves. By taking on challenges, each support staff member and engineer is able to expand their career outlook and deepen their confidence. With the rallying call, "Let's Open Up!" we believe that creating abundant opportunities is what will lead to realizing the Purpose of the Open Up Group.

Everyone who works

People who are opening up

Open up individual potential through rewarding work



Improving corporate value through business activities
Providing opportunities to everyone who works



Solving social issues

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Reporting Period

Fiscal 2025 (July 1, 2024 to June 30, 2025)

This report also mentions activities and outcomes from outside the above reporting period.

Scope of This Report

Regarding financial information, we use consolidated figures, but for qualitative information on our sustainability initiatives and quantitative information that supplements the qualitative information, we use the data of Open Up Group Inc. and its subsidiaries in Japan. In some cases, we describe measures according to the scale, business, etc., of a subsidiary, and when a specific group of subsidiaries is mentioned, we state the names of the respective companies.

Note: In this report, "the Group" refers to Group companies in Japan, as mentioned above.

Referenced Guidelines

This integrated report has been produced with reference to the Integrated Reporting Framework, published by the IFRS Foundation, and Guidance for Collaborative Value Creation, published by the Ministry of Economy, Trade and Industry.

Information Disclosure System

	Financial Information	Non-Financial Information
Dialogue	<ul style="list-style-type: none"> • Earnings Briefing • Individual Investor Briefing • Business Briefing • Analyst and Institutional Investor Individual Meetings • General Meeting of Shareholders 	
Reports	<ul style="list-style-type: none"> • Integrated Report • Annual Securities Report • Earnings Presentation Materials • Interim Report 	<ul style="list-style-type: none"> • Corporate Governance Report
Website	<ul style="list-style-type: none"> • IR Website 	<ul style="list-style-type: none"> • Sustainability Website

Message from the CEO

Standing beside working people and opening up their potential is at the heart of what we do. By further advancing our unique business model, we aim to become an engineering partner.

A Business Model Shaped by Our Pursuit of Purpose

The name of the Open Up Group has its origins in Our Purpose. During the management integration in 2021, repeated discussions made it clear that the core of Our Purpose is working people. Our role is to create many doors that allow each individual to find rewarding work. By pursuing the satisfaction of working people and opening up their potential, we believe we can ultimately contribute to a more prosperous society.

Advances in AI are transforming not only the labor market but society as a whole. I am often asked how work styles will change as AI becomes more prevalent, but I do not believe the nature of work styles will change rapidly. In Japan, smartphones became widely adopted, and the era shifted from PC-centered to mobile-centered. Later, remote work and web meetings took root during the COVID pandemic. We have continued working while adapting to these changes. New work styles will surely

Yutaka Nishida
Chairman, President,
Representative Director and CEO



Message from the CEO

emerge with technological progress, but the essence of work styles will remain the same. AI will enable us to use past data and materials more efficiently, improving accuracy and productivity, yet human imagination will continue to shape the future.

The Open-Up Group has created new value by leveraging the strengths of Our Purpose-based business model. In the staffing market, dispatching skilled and experienced personnel is common, but the declining working-age population has made it difficult to find experienced workers who meet client needs. We have responded by hiring young and inexperienced people, providing training, and enabling them to gain experience through their assignments. This unique business model is our greatest strength and a driver of growth.

Recently, requests have increased for dispatching teams capable of completing specific tasks and for personnel capable of business design and management. We expect the creation of a range of training programs and opportunities to address these next-stage needs to become a significant pillar of future growth.

By accompanying each individual throughout their career development, we have opened up their potential. This also helps us solve our clients' human capital management challenges, earning us significant trust. There are cases where technical staff transfer to client companies. This is also a form of practicing Our Purpose, and our business model achieves both social value and economic value. Standing beside working people and opening up their potential represents the universal and fundamental value created by our Group.

Human Capital Management is Central to Our Business and a Source of Strength

Today, the term “human capital management” is heard everywhere. The Open-Up Group is a company that has grown by building its business based on human capital. While the capabilities of our engineers are essential, we have placed equal emphasis on developing the potential of the support staff who enable their success.

Our business has always been about enhancing the value of engineers and providing solutions to the challenges faced by client companies, and this will remain unchanged. For example, when a client requests an engineer with specific qualifications for a particular position, our sales representatives do not simply match and dispatch

personnel. They begin by working to understand the full context, including the expectations behind that position. Their role is to look beyond the immediate request, grasp the essential issues, and propose solutions that exceed client expectations. There are many cases where we dispatch engineers exactly as requested. However, offering insights that help clients recognize underlying issues is also essential. For this reason, we continue to focus on developing our sales teams every day.

Although sales representatives serve as one example, the insight and proposal capabilities of our support staff are also critical strengths. Client needs vary from case to case and often involve complex and delicate issues. How we apply each accumulated experience of solving client issues as organizational knowledge will become increasingly important going forward.

Renewing Our Management Structure to Strengthen On-site Capabilities

Our management structure has transitioned from a CEO, COO, and CFO structure to a CEO and CFO structure. As announced in the related press release, former President and Representative Director, COO, Daio Sato expressed his intention to resign effective June 2025, and the Board of Directors accepted his request. Over the past four years, Mr. Sato has played a central role in driving integration between two companies that originally had different cultures and ways of thinking. With the foundation now largely established and his desire to pursue new challenges, we agreed to his departure.

To further advance the Group, we believe it is essential



Message from the CEO

to strengthen our on-site capabilities. In parallel with the renewal of the management structure, we will accelerate the delegation of authority and clarification of responsibilities for unit heads in each business domain. Through this, we aim to foster more agile management. Although the number of directors responsible for business execution has decreased, this reflects deeper delegation of authority and responsibility to the front lines.

Our efforts to reorganize Group companies and update brands began in earnest around 2023, and we are finally seeing tangible results. From late 2024, volunteer members at Yumeshin Co., Ltd. discussed its future direction and the kind of company it should become. These discussions clarified the value they should deliver and what they should prioritize, and they decided on the integration with Open Up Construction Co., Ltd. and the new company name after the merger. The fact that this integration was shaped by the autonomy and initiative of those in the field is very encouraging. We see this as a strong example of how such developments will lead to faster management and greater value creation.

Setting Numerical Targets for Fiscal 2028 as a Milestone in Our Growth

At the full-year financial results briefing for fiscal 2025, we announced numerical targets for fiscal 2028 of 200 billion yen in revenue and 20 billion yen in operating profit. We presented these targets not as a plan built by simply adding numbers together, but as the result of carefully evaluating what we intend to take on in the coming years and what we can realistically achieve.

We have positioned our growth timeline around three phases: an investment phase, a germination phase, and a blooming phase, as we move toward our next growth stage. Fiscal 2028 is only three years away, and we do not feel that we have a long time horizon. While we aim for growth within a short period, performance will temporarily stagnate during the investment phase. The following phase will test whether the investments we make can germinate and bloom, which is why we see this year as a decisive one.

Some services have already begun to bloom, while others remain in the preparation stage or require deeper consideration. We intend to accelerate our initiatives, though errors in judgment may occur at the service level. Rather than fearing failure, it is essential to learn from mistakes and apply those lessons to future efforts.

Naturally, our growth strategy cannot be realized by myself or the executive team alone. It is essential that we communicate our future direction to all engineers and support staff working on their assignments, and that everyone works together as one. If our approximately 30,000 Group employees move forward in the same direction, the fiscal 2028 numerical targets are entirely within reach. Achieving 200 billion yen in sales and 20 billion yen in operating profit is only one milestone, and I am confident that The Open-Up Group's future is very bright.

Achieving Sustainable Growth by Pursuing Satisfaction

To achieve sustainable growth, it is essential to address the gaps that emerge as markets change, which means



responding to latent needs. We believe these latent needs can be described as the pursuit of satisfaction.

To date, our efforts to improve turnover rates have focused largely on the voices of those who leave the company. At the same time, we have come to recognize the importance of listening to employees who have remained with us for many years. In my own conversations with employees, I hear a wide range of stories about when and how they feel satisfied in their work. It is impossible to eliminate turnover entirely. Rather than attempting to remove every weakness, we believe that accumulating each individual's sense of satisfaction and building on our strengths will be critical to our future growth.

Based on this approach, we have not given up on

Message from the CEO

improving turnover rates. In our business model, where we hire inexperienced individuals and provide training, there are cases where employees resign because the work after assignment differs from what they initially expected of the industry. Since these reasons for resignation often arise from a reality gap, it is important to enhance opportunities for candidates to understand and experience the work during the pre-employment or training stages. We also believe our value lies in properly presenting career paths that align with the aspirations of working people. While no single action will instantly reduce turnover by 10 points, we intend to steadily present what we can do for each individual and respond to societal changes, improving retention over time.

For client satisfaction, resolving minor dissatisfactions

that arise throughout our transactions is essential. This includes simple actions, such as responding to inquiries with a pleasant tone or arriving early for meetings. These everyday efforts to ensure the other party never feels uncomfortable may be simple, but they are indispensable—and can, in fact, be more powerful than even the most sophisticated proposals.

To make these daily interactions smoother, we are strengthening technological support, including expanding communication platforms, to improve efficiency and deepen our relationships. For support staff, it is crucial that they feel these tools make their work smoother and increase their own sense of satisfaction. Going forward, we will continue to advance both the improvement of our operational systems and the transformation of employee mindsets and behavior.

Becoming an Indispensable Engineering Partner

We aspire to be an engineering partner that not only supplies personnel to clients but also provides the best solutions to their diverse management and business challenges.

From the client's perspective, the true objective is not simply the assignment of engineers. What they seek are teams capable of delivering the expected outcomes and engineering services that address essential needs. By offering technical and organizational solutions to these fundamental challenges, we can meet and exceed client expectations. Amid significant market changes over the past one to two years, I have personally received more client requests for proposals related to core business issues.

The Open Up Group still holds significant potential. Opening up the potential of working people, solving client challenges, and contributing to society are all connected. We want to bring together the strengths we possess and further expand each of these possibilities. As we work toward becoming an engineering partner, we plan to pursue medium- to long-term expansion through business development and M&A, without limiting ourselves to the staffing business.

Over the four years since 2021, the Open-Up Group has gone through a range of integration processes. Although our business scale has grown somewhat, we remain a company still in the midst of development and believe there is substantial room for further growth. Human capital management is the very essence of our business, and by standing in support of the careers and lives of working people, we believe we can contribute to clients and society as well.

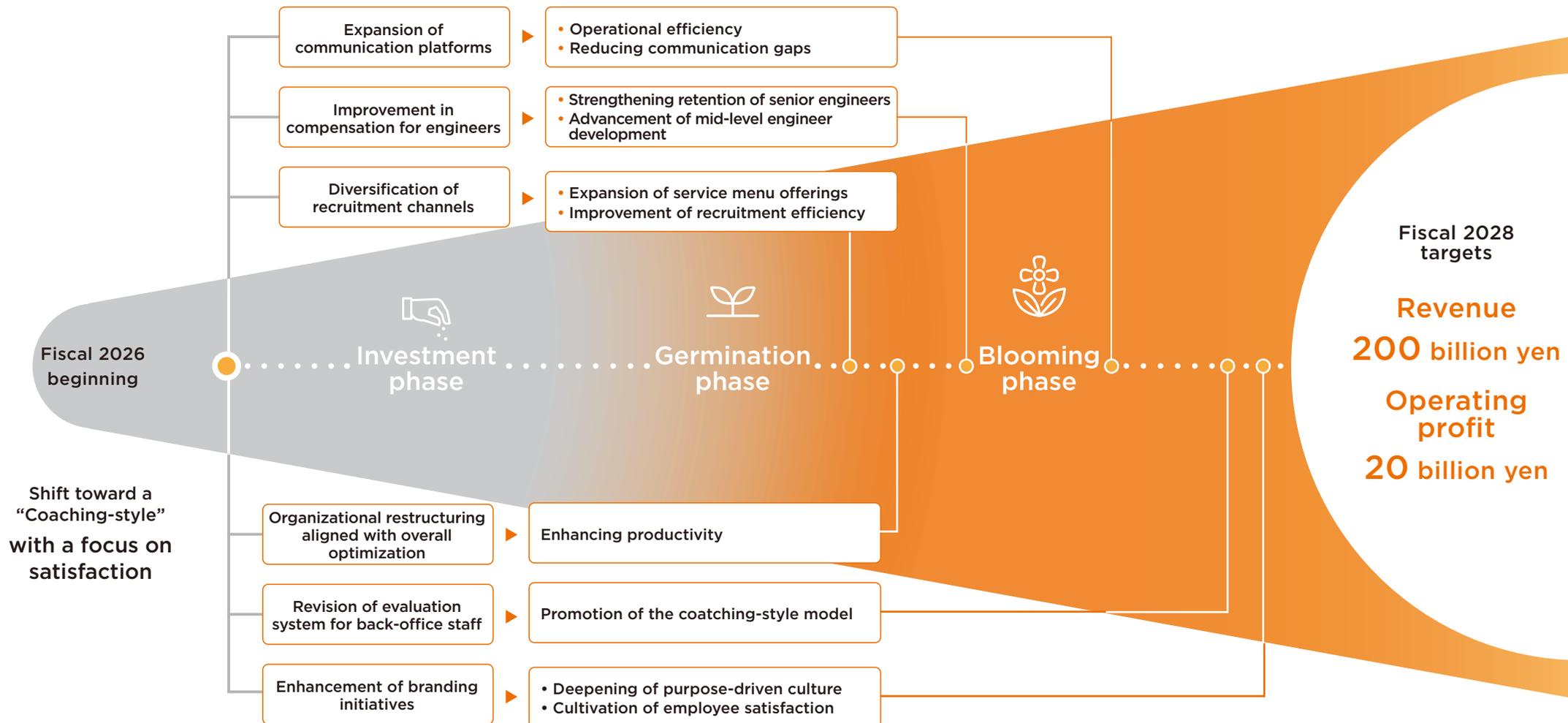
To remain a trusted partner for both working people and clients, and to continue realizing Our Purpose, we are committed to moving forward steadily and sincerely. While we may receive frank and sometimes difficult feedback, we kindly ask for the continued warm support of all our stakeholders.



Management Strategy of the Open Up Group

The Open Up Group has outlined a medium-term growth scenario from fiscal 2025 onward, built on the satisfaction created through our “coaching-style” for each engineer. The diagram below illustrates the path that begins with the full-year fiscal 2025 results announcement and moves through an intensive investment phase focused on strengthening communication platforms, improving compensation, diversifying recruitment channels, and revising organizational structures and evaluation systems. The scenario then transitions to a

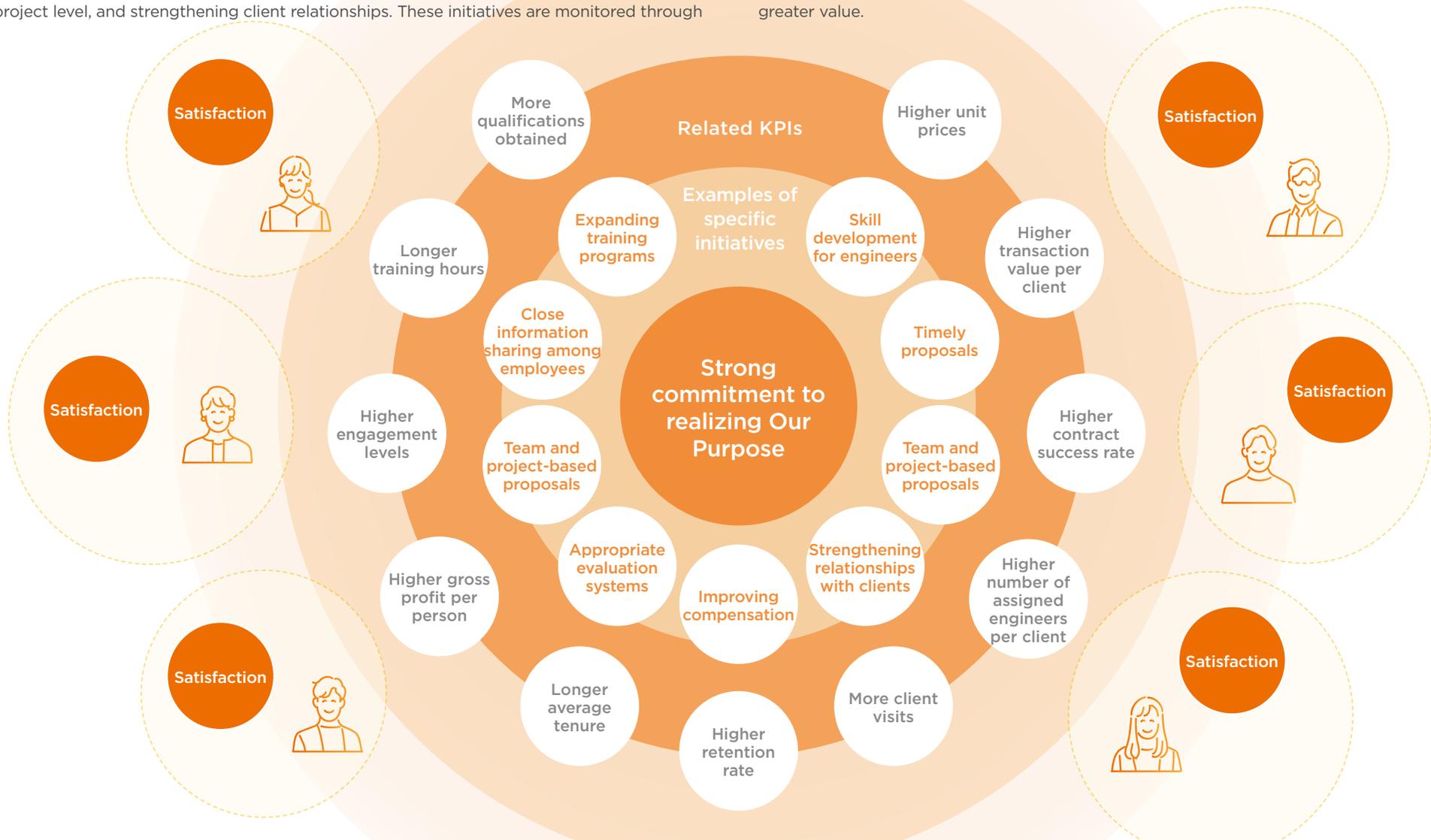
germination phase driven by productivity improvements and expansion of our service menu, ultimately reaching the blooming phase in fiscal 2028, when we aim to achieve revenue of 200 billion yen and operating profit of 20 billion yen. At every stage, from investment through blooming, our strategy is to enhance compensation, development, and communication quality for engineers, seeking to balance corporate value with employee satisfaction.



Management Strategy of the Open Up Group

Our approach begins with a strong commitment to realizing Our Purpose and expands into multilayered initiatives that enhance satisfaction for both engineers and clients. The central circle illustrates concrete on-site initiatives, including expanding training programs, supporting qualification attainment, improving compensation, proposing solutions at the team or project level, and strengthening client relationships. These initiatives are monitored through

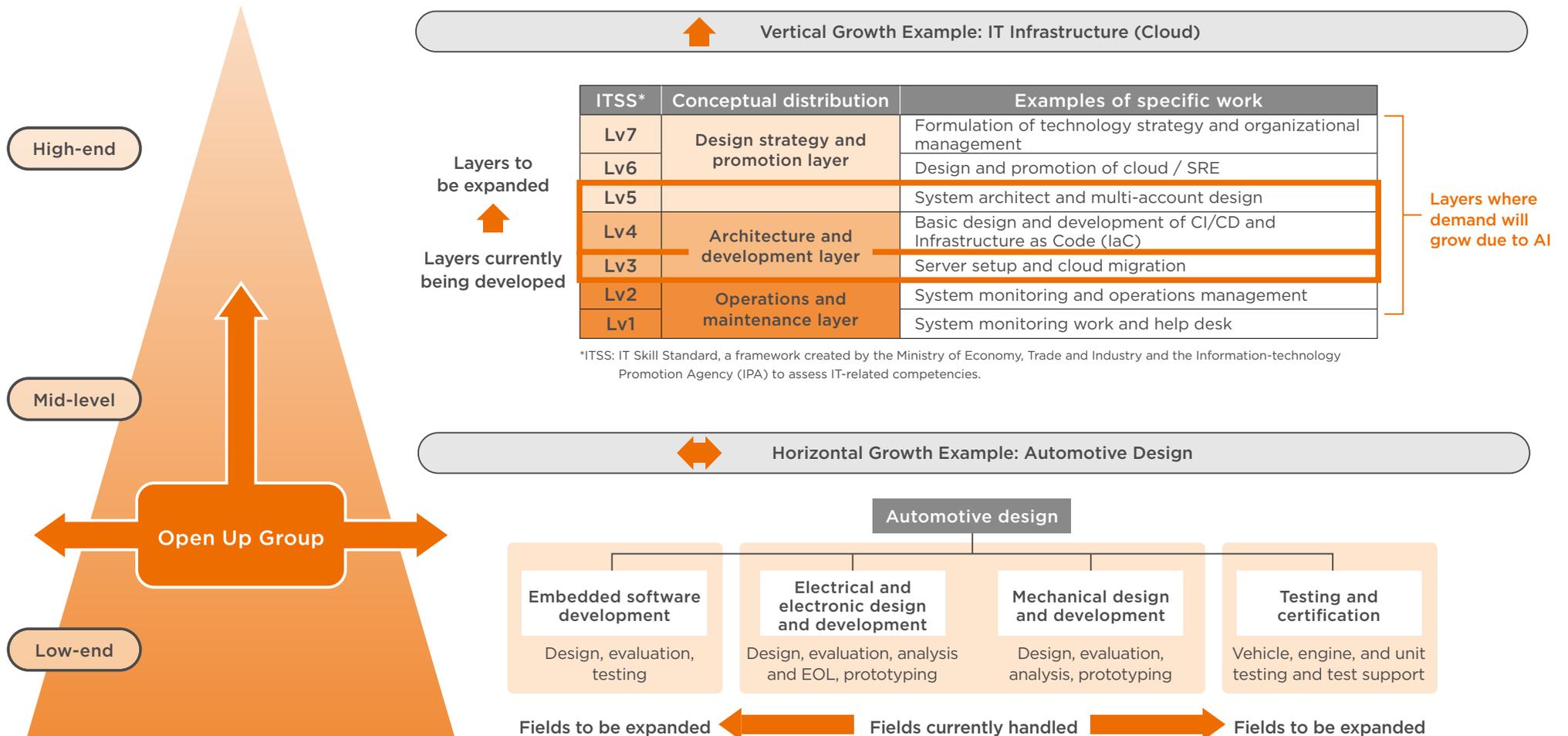
KPIs such as training hours, number of qualifications obtained, tenure, engagement levels, and improvements in unit prices and transaction value, with the results visualized as satisfaction outside the ring. This expresses our aim to enhance corporate value sustainably by creating a positive cycle in which engineers experience growth and clients recognize greater value.



Management Strategy of the Open Up Group

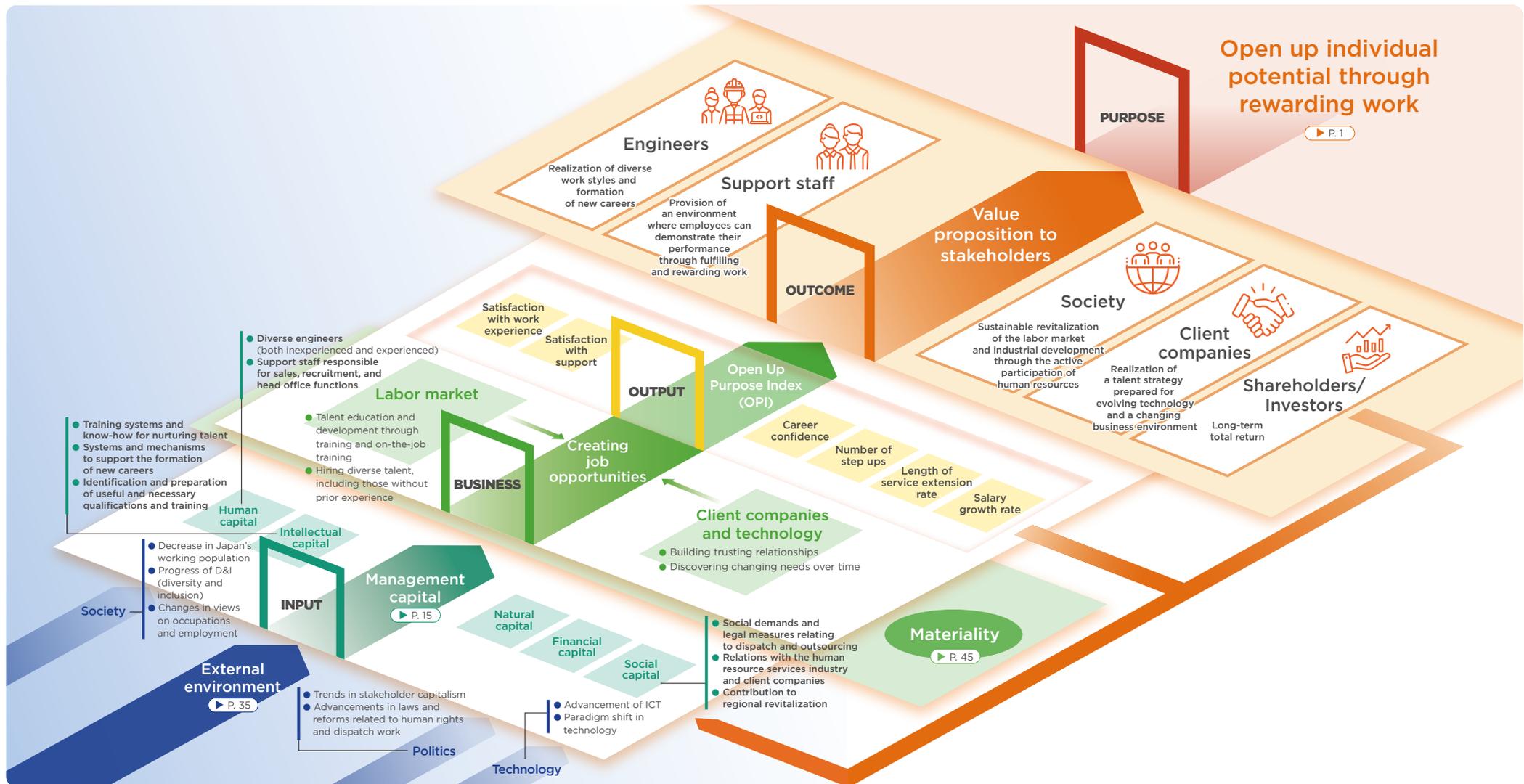
This figure illustrates how we combine M&A with human resource development to expand the fields in which engineers can build their careers. The triangle on the left represents the skill range from low end to high end, while the chart on the right shows specific job domains. Horizontal expansion involves entering new areas, such as automotive design, that require

similar skill levels but have not previously been part of our business. Vertical expansion refers to advancing into higher-level roles that require greater specialization, as seen in IT infrastructure. Through these horizontal and vertical expansions, we continue to broaden each engineer’s career options and advancement opportunities.



The Open Up Group's Value Creation Model

We believe that initiatives aimed at realizing Our Purpose will create medium- to long-term value and contribute to the sustainable development of society. With this in mind, we have developed a value creation model that shows the relationship between Our Purpose and the external environment, input, business, output, and outcome. By maximizing output, we create outcomes that produce value for a variety of stakeholders, and we aim to realize Our Purpose by expanding and building up the positive effects of these outcomes.



Management Capital of the Open Up Group Centered on Human Capital

Approach to Management Capital

Since its founding, the Open Up Group has continued to pursue the thoughts and potential of each worker, building unique human and intellectual capital. In 2021, through a management integration, we further advanced the development of our human and intellectual capital, while strengthening our financial and social capital, focusing on value creation for workers, client companies, and society. Going forward, we will continue to enhance and expand our management capital, aiming for sustainable growth, increased corporate value, and the realization of Our Purpose.

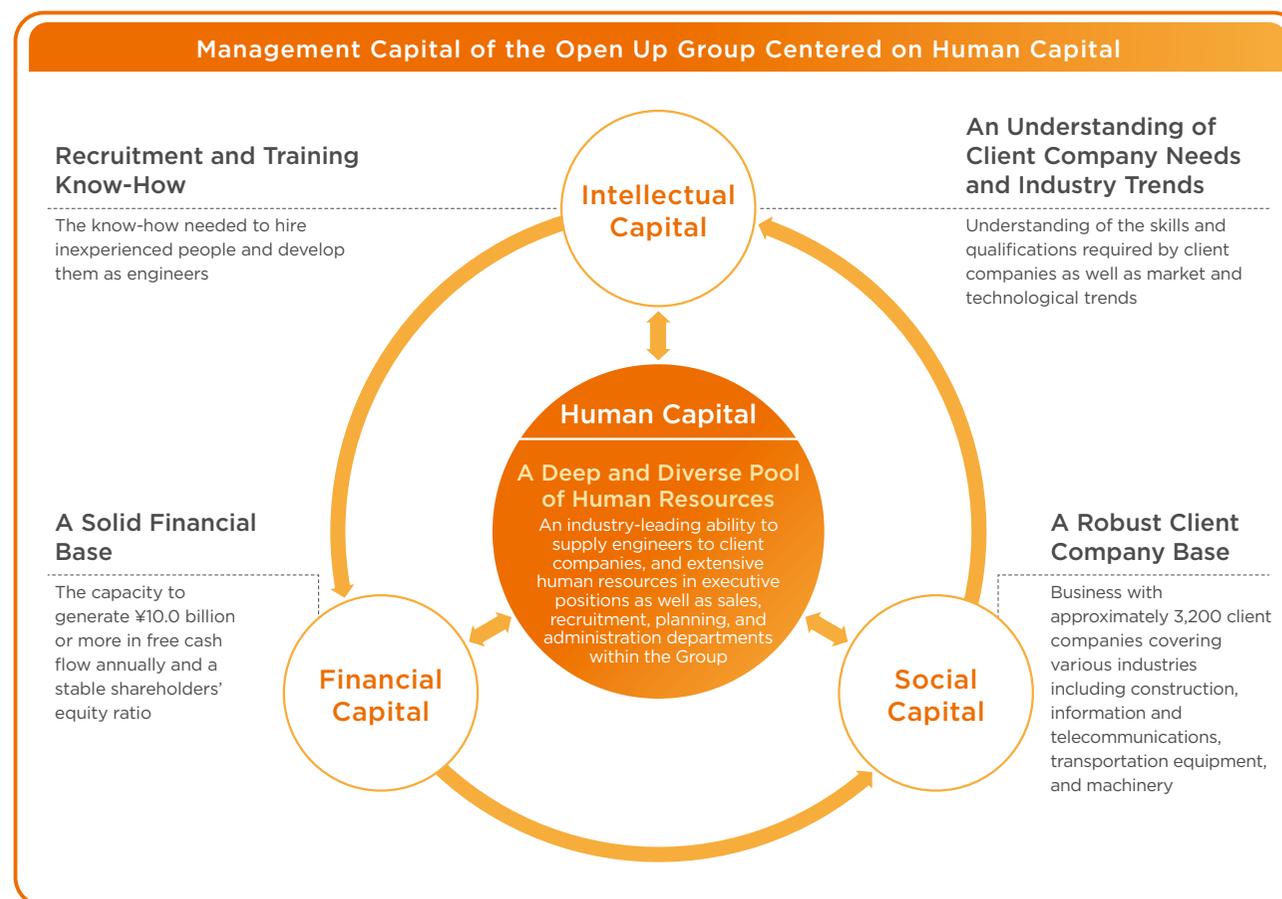
Management Capital of the Open Up Group Centered on Human Capital

For the Open Up Group, whose business is centered on “opening up individual potential,” intangible management capital holds immense significance. Among this management capital, human capital is the most crucial for the Group in terms of its ability to continuously create value toward realizing its Purpose. Within the Open Up Group, human capital is at the core of all management capital, closely connected to intellectual, social, and financial capital, and is at the heart of a complementary relationship among them. This integrated management capital framework strengthens the Group’s overall competitive advantage and supports sustainable value creation.

For example, intellectual capital consists of essential know-how to open up individual potential, such as recruitment, planning and management of learning and training programs after hiring, and follow-up support to alleviate concerns and assist with career advancement after employment. This intellectual capital is a key source of

the Open Up Group’s competitive advantage. It is based on elements such as the skills, knowledge, experience, creativity, and motivation of both support staff and engineers. The cycle in which human capital enhances intellectual capital, and intellectual capital, in turn, strengthens human capital, continuously boosts the Group’s overall competitiveness. Similarly, in social capital, human capital

demonstrates advanced expertise and reliability, further strengthening relationships with client companies and work sites. Moreover, in financial capital, the results generated by the enhancement of human capital, intellectual capital, and social capital contribute to the stability of the financial foundation, creating a virtuous cycle that encourages further investment in human and intellectual capital.



Management Capital of the Open Up Group Centered on Human Capital

Human Capital

Human Capital

Number of Engineers
24,466 persons
(As of June 30, 2025)

Number of Group employees
26,978 persons
(As of June 30, 2025)

In addition to having among the largest number of outstanding engineers in Japan's engineer staffing industry, the Group also takes pride in having executives who share its Purpose and values, as well as diverse and well-rounded support staff. These employees are proactive in learning from each other and sharing best practices. This diversity and depth foster an organizational culture focused on achieving operational excellence and creating new value.

Elements to Acquire and Strengthen Human Capital Going Forward

- Strengthening diversity & inclusion
- Enhancing leadership and management abilities
- Visualization of human capital and utilization of data
- Improving engagement and cultivating company culture
- Development of support staff in their 20s and 30s

Intellectual Capital

Intellectual Capital

Total number of training hours
Approx. 1.57 million hours
(Fiscal year ended June 2025)

Total number of trainees
46,444
(Fiscal year ended June 2025)

Since its founding, the Group has accumulated expertise in recruitment and training, as well as a wealth of knowledge related to customer needs and industry trends, which are the Group's key strengths and unique intellectual capital. We develop and nurture optimal training programs for engineers who wish to build careers as engineers, considering the evolution of technology and trends in client companies. In the IT infrastructure sector in particular, we have developed an in-house learning platform, Manabitto, and have begun operating it.

Elements to Acquire and Strengthen Human Capital Going Forward

- Exploration of initiatives to improve satisfaction
- Enhancement and diversification of training courses and e-learning
- Promotion of digital transformation (DX) in training and improvement of learning efficiency through AI utilization

Financial Capital

Financial Capital

Solid financial foundation
Issuer credit rating: A
(Japan Credit Rating Agency, Ltd. [JCR])

Debt-to-equity ratio
0.24 times

Free cash flow
¥8.6 billion

We continue to provide strong shareholder returns while securing profit opportunities that exceed the cost of capital, leveraging a sound balance sheet and the ability to generate stable cash flow. For growth, we invest cash into creating new value and strive to enhance sustainable corporate value. Additionally, by sharing, utilizing, and assessing benchmarks within the Group, we efficiently manage funds and ensure appropriate risk management, all of which contribute to optimizing overall Group management.

Elements to Acquire and Strengthen Human Capital Going Forward

- Further improvement of capital efficiency
- Promotion of M&A and business investments
- Strengthening shareholder returns

Social Capital

Social Capital

Number of client companies
Approximately 3,200 companies
(As of June 30, 2025)

Transfer to customer companies
1,896 persons
(Between July 2021 and June 30, 2025)

We have approximately 3,200 client companies across a wide range of industries, including construction, information and telecommunications, transportation equipment, and machinery. This customer base and the trust-based relationships we have with our clients form unique social capital for the Open Up Group, leading to the creation of opportunities for engineers to thrive. By increasing the number of engineers and expanding our client base, we will open up the potential of more workers and achieve growth.

Elements to Acquire and Strengthen Human Capital Going Forward

- Ability to propose solutions that meet evolving talent needs of clients
- Strengthening collaboration with business partners, such as recruitment agencies
- Increasing recognition of the Open Up Group brand
- Promoting collaborative projects with external organizations in the sustainability field

Business Model

A Willingness to Hire Inexperienced People Coupled with a Strong Engineer Training Model

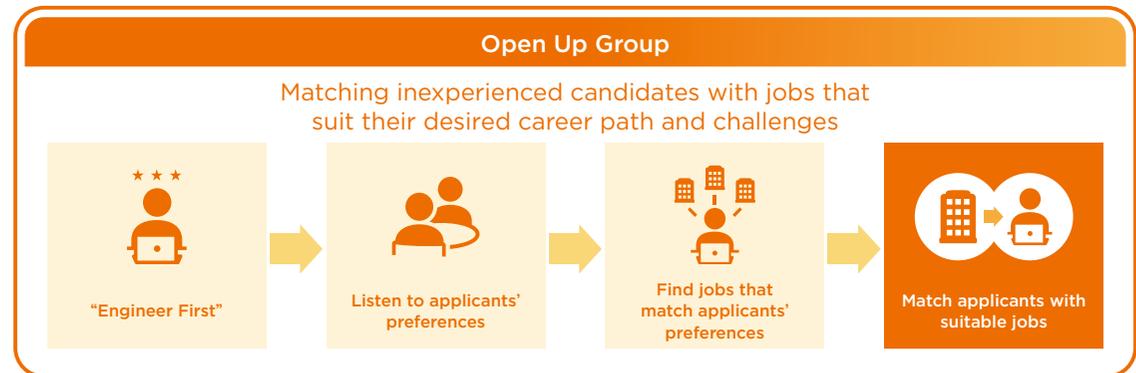
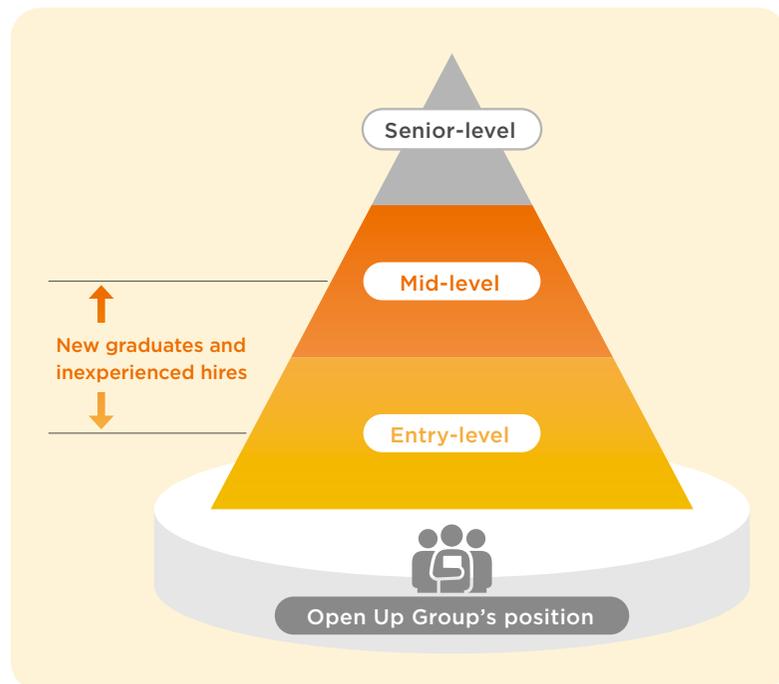
Our model for training engineers is our greatest strength. Under this model, we hire inexperienced people and help them gain practical knowledge and skills, ensuring that they are ready to start work at the companies they are dispatched to.

The number of people who study engineering at universities and other institutions and then go straight into the workplace constitutes only a handful of the engineers

that companies actually need. At the same time, there is a pool of potential candidates who are interested in positions with these companies but who feel that they have not had the chance to learn the necessary skills, or that they are unable to take the first step on their career path without any technical work experience. These are the candidates we are willing to hire—people who have the desire to work as engineers but who may not have experience. We give them the opportunity to gain the knowledge and skills they need to succeed through extensive training and follow-ups. In Japan, where the labor force is on the decline, there is

already a shortage of engineers; this is particularly noticeable in IT fields. Additionally, as technology evolves and the need for in-house technology development increases, companies are increasingly interested in using engineers with entry- to mid-level knowledge and skills. Accordingly, this segment of entry- to mid-level engineers is the largest in the engineer staffing market. We have responded to this demand by hiring inexperienced people and training them through our engineer training model, which has enabled us to build a solid position in the staffing market for engineers.

Our Target Areas



Business Model

Helping working individuals open up their careers as engineers

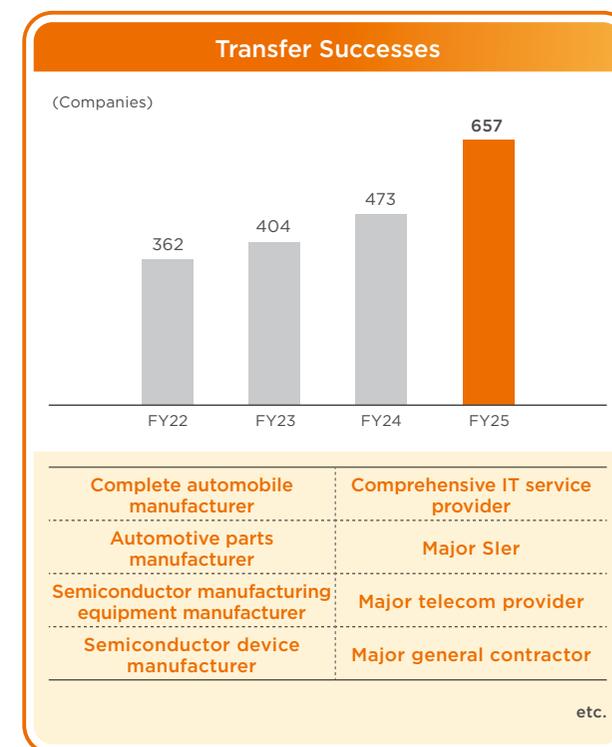
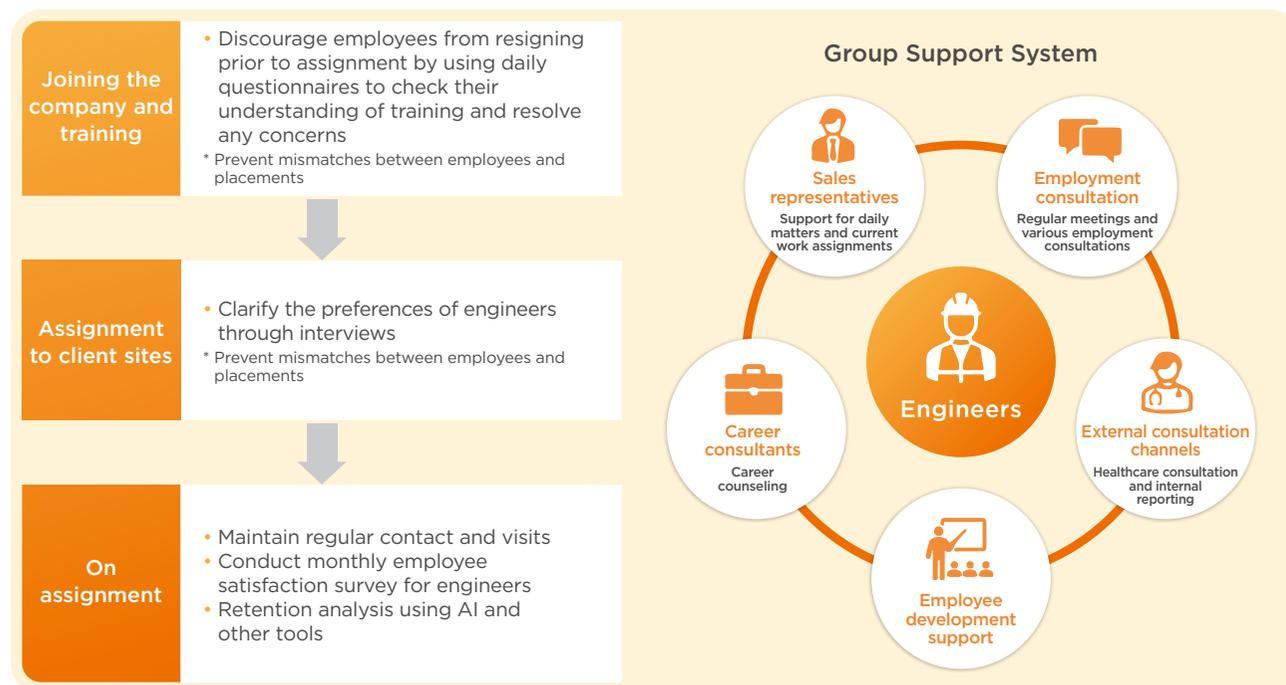
Our method of hiring inexperienced people and training them through our engineer training model is underpinned by comprehensive training programs and support systems for our engineers. The Open Up Group has operating companies working in segments that include machinery and electronics, IT, and construction. These companies have developed a thorough understanding of technology

trends, market-recognized qualifications, and customer needs, as well as extensive expertise in encouraging trainees in their pursuit of learning. By taking advantage of this understanding and expertise in developing and managing our training program, we can facilitate a smooth and efficient learning process.

Alongside our training programs, the support framework is also a key focus for the Open-Up Group. Beginning with interviews and comprehensive assessments after hiring to understand an employee's abilities, attributes,

and aspirations, followed by matching and placement after training, post assignment follow-up, and career advancement after gaining experience, we continually pursue the optimal system to support engineer growth and career development based on our "workers first" approach. In particular, when an engineer transfers permanently to a client company, we view it as a graduation from our organization and support it as a valid career path for engineers.

"Workers first" Follow-up Framework



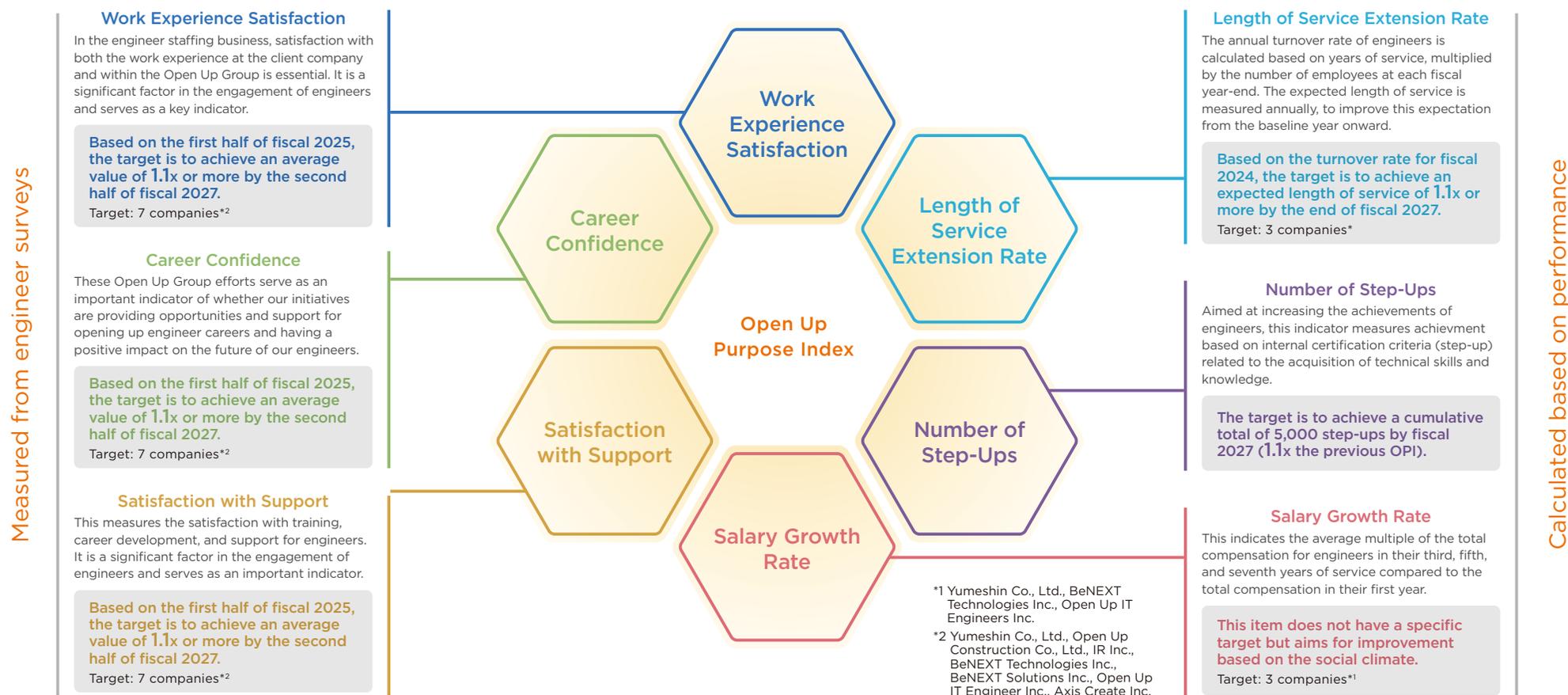
Open Up Purpose Index (OPI)

The Open Up Purpose Index (OPI) has been established as a non-financial indicator under the medium-term management policy formulated in July 2024. It is designed to track improvements in our engineers' engagement and their progress in developing their potential and taking on new challenges as individuals. For those indicators with defined targets, we set change rates and cumulative figures through fiscal 2027. This allows us to monitor the progress of our human capital initiatives for engineers.

The OPI consists of six components. Three of them—Work Experience Satisfaction, Career Confidence, and Satisfaction with Support—measure the effectiveness of training and career support based on regular, multi-perspective surveys of engineers. Two additional components, Length of Service Extension Rate and Number of Step-Ups, track achievement of internal certification standards and the expected duration of employment as a result of opening up possibilities. Salary Growth Rate visualizes income growth from the third year onward.

The rules governing remuneration for directors and corporate officers include non-financial performance requirements, and the OPI is one of the targets used in this framework. This allows management to focus on the OPI and, through measures that enhance the quality and significance of the engineer's work experience, aim to expand the business.

Please refer to "Director Remuneration" on page 56 for details.



Open Up Purpose Index (OPI)

Progress for Fiscal 2025

OPI	Results for Fiscal 2025	Targets for Fiscal 2027	Explanation
1. Work Experience Satisfaction	- x (first year of measurement)	1.1x or more	Measured using survey results from engineers at the seven core companies. For fiscal 2025, the measurement used an 11-point scale (0-10) with a median score of 5. The baseline value is 6.19, with a target of 6.80 (1.1x).
2. Career Confidence	- x (first year of measurement)	1.1x or more	Measured using survey results from engineers at the seven core companies. For fiscal 2025, two items were evaluated on a five-point scale (1-5) with a median score of 6. The baseline value is 6.17, with a target of 6.79 (1.1x).
3. Satisfaction with Support	- x (first year of measurement)	1.1x or more	Measured using survey results from engineers at the seven core companies. For fiscal 2025, the measurement used an 11-point scale (0-10) with a median score of 5. The baseline value is 6.21, with a target of 6.83 (1.1x).
4. Length of Service Extension Rate	0.93x	1.1x or more	Measured based on actual results from the three core companies. The measurement at the end of June 2024 was 3.51 years, giving a target of 3.86 years (1.1x). The result at the end of June 2025 was 3.26 years.
5. Number of Step-Ups	1,994 persons	5,000 persons	Applies to Japan. The target of 5,000 persons corresponds to 1.1x the cumulative total of 4,500 over the past three years. This indicator counts the number of employees who, each year, meet the intermediate-level standards for skills and experience, including training and certifications. The number of employees reaching the standard each year is accumulated from fiscal 2025 onward.
6. Salary Growth Rate	Third year: 118.5% Fifth year: 123.1% Seventh year: 131.8%	No target is set for this item	Measured based on actual results from the three core companies (headcount at the beginning of June each year). Using the average wage (including bonuses, overtime, and allowances) of employees with one year or more but less than two years of service as the baseline, this indicator shows the wage multiple for employees in the service ranges of three to less than four years, five to less than six years, and seven to less than eight years.

Initiatives to Improve the OPI

Notice

For Work Experience Satisfaction, Career Confidence, and Satisfaction with Support, the baseline period for the initial measurement has been revised. The baseline was initially set as the first half of fiscal 2025. However, because the final measurement will be conducted in the second half of fiscal 2027, we revised the baseline to use the latest survey results from the end of fiscal 2025, enabling comparison during the same seasonal period.

Work Experience Satisfaction, Career Confidence, Satisfaction with Support

Measurements for fiscal 2025 were carried out as scheduled. While comparisons and year-on-year changes will be possible with next year's measurement, characteristics and issues at each operating company within the Group have already been identified and are being incorporated into follow-up and career-development initiatives for engineers.

Length of Service Extension Rate

Results declined to 0.93x compared with fiscal 2024. Turnover worsened in both the construction and IT fields during fiscal 2025, and this is reflected in the OPI outcome.

Number of Step-Ups

As this is the first year of the cumulative total, the results indicate that engineer skill development is progressing at the planned pace.

Salary Growth Rate

In fiscal 2025, major private-sector companies in Japan recorded a very high average wage increase of 5.52%, according to the Ministry of Health, Labour and Welfare.*

The salary growth rate from the first year of employment to subsequent years at our company is roughly equivalent to what would result if wage increases in the 5% range continued annually.

Starting salaries—particularly for new graduates—are expected to continue rising, and as this OPI uses first-year salary as the baseline, the multiplier is expected to come under downward pressure. Nevertheless, by extending the length of service and enhancing engineer capabilities, we will continue to promote charge-ups to improve remuneration, including salaries.

* Ministry of Health, Labour and Welfare, "Spring Wage Increase Requests and Settlement Status for Major Private Companies in fiscal 2025."

Human Capital Management at the Open Up Group

Approach to Human Capital Management

To realize the Open Up Group’s Purpose of “Open up individual potential through rewarding work,” the most important management resource for generating sustainable value is human capital. For the Open-Up Group, which is involved in the human resources services industry, the enhancement of human capital is a fundamental theme at the heart of our business. Since its founding, the Open Up Group has been improving corporate value and contributing to societal development by creating new value by resolving the mismatch between job seekers and industry, a significant social issue in the labor market. Moving forward, to continue responding flexibly to rapid changes in the environment and create

value, we believe it is crucial to cultivate human resources capable of responding to these changes and taking the next step, bringing out the potential of each individual.

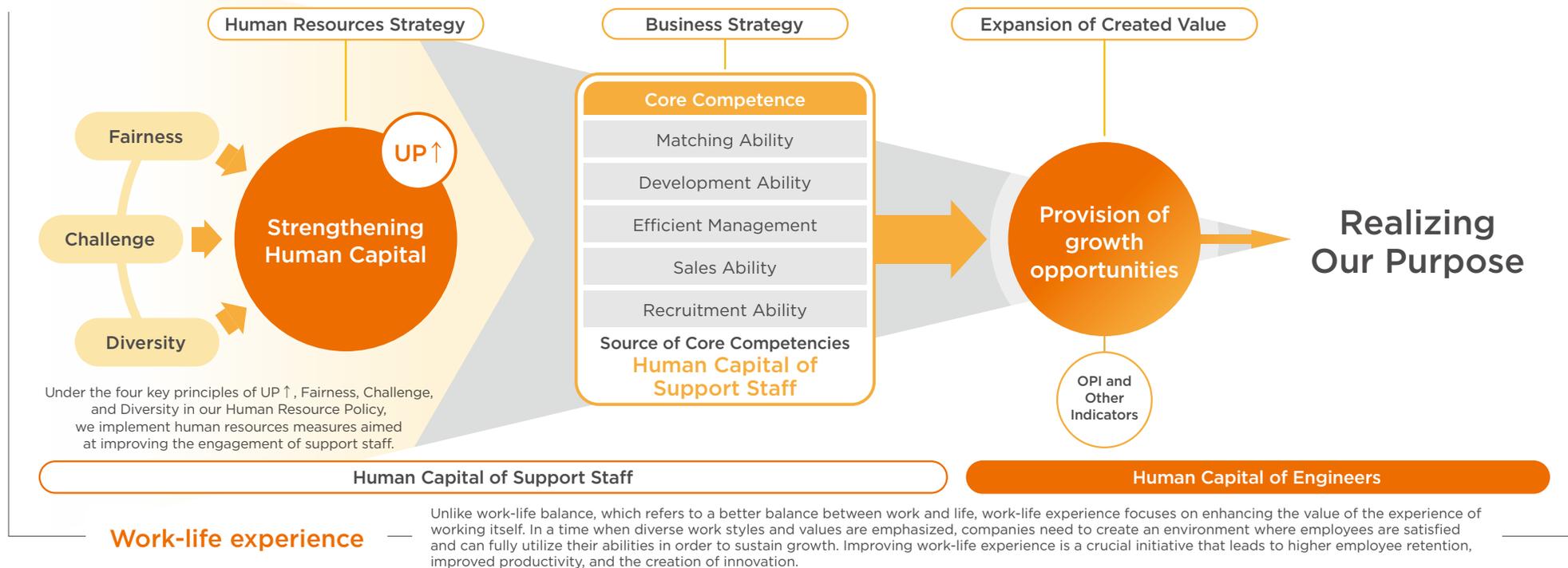
Human Capital Management for Purpose Realization

In August 2024, the Open Up Group announced its new medium-term management policy, outlining the approach to human capital management for Purpose realization and the key initiatives to focus on moving forward.

The medium-term management policy outlines the Open Up Group’s focus on further unlocking the potential of each support staff member and engineer. Key initiatives

include strengthening core competencies by enhancing human capital support staff and creating engineers by strengthening the coaching model. Additionally, the policy emphasizes improving the work-life experience of all employees through efforts such as promoting flexible work styles and providing opportunities for reskilling, all aimed at maximizing the potential of each individual and driving human capital enhancement initiatives.

The Open Up Group will continue to be a company that is chosen by each support staff member and engineer. By creating more opportunities for employees to encounter more work opportunities and unlocking new possibilities, we will work toward realizing Our Purpose.



Human Capital Management at the Open Up Group

Strengthening the Human Capital of Support Staff

Message from the Head of Human Resources

Increasing employee engagement to differentiate ourselves and be a highly competitive human resource company

Mitsuyoshi Matsumoto

Corporate Officer of Human Resources



By definition, the basis of a human resource services business such as ours is its human capital. Accordingly, the strengthening of a company's human resources will lead to business growth. The Group's human resources are broadly divided into two categories: engineers who work at dispatch locations, and support staff who are involved in activities such as recruiting and securing placements for these engineers and technicians. The engineers that we employ have high mobility in the job market and thus it is necessary for us to deliver a high degree of satisfaction not only to client companies but also to our engineers themselves, making the enhancement of their job satisfaction and sense of growth essential. I personally oversee support staff across the entire Group, who play a key role in enhancing satisfaction for both client companies and engineers. In 2023, we enacted the Human Resource Policy, a Group-wide policy for support staff that aims to increase productivity through individual support staff growth and retention. An additional goal of the policy is to increase sales revenue and operating profit margin per employee—in other words, the productivity of our human capital—and then return this back to employees in the form of benefits.

We are currently working on utilizing the indicators presented by ISO 30414, an international standard for human capital, in order

to quantify and visualize our human capital. On the qualitative side, we are reforming our personnel system to monitor organizations, management, and working environments, and are promoting activities in accordance with the Human Resource Policy. In addition, we have established roadmap indicators through 2030 as measures of how our human resources policy is being put into practice. By formalizing these indicators, underlying issues have become clearer; most notably, stagnation in positive response rates related to engagement and to the remuneration and evaluation system.

We believe that the key to addressing this challenge lies in Performance Management (PM). By shifting from traditional human resources practices centered on evaluation to a PM approach that emphasizes support for employee growth, we aim to accelerate individual development and transform our team of support staff into a more highly motivated organization. Challenges that have historically accompanied PM introductions, such as the heavy burden on managers and the need for accurate observation, can be mitigated with AI. This enables the delivery of data-driven, fair, individualized reports, provides personalized growth guidance, and

reduces managerial workload through AI-based preliminary evaluations and automated comment generation.

The future of human resources lies in the ability to make what was previously invisible visible. By leveraging AI, personnel management, development, and evaluation processes that once relied on experience and intuition will evolve into more scientific, widely accepted systems. In addition, we plan to roll out a voluntary application-based internal transfer system across a broad range of roles. By consistently supporting employees' professional capabilities and career development in this way, we expect engagement to rise naturally and behaviors that enhance satisfaction among client companies and engineers to be further encouraged.

In closing, it is my belief that the stakeholders that the Group should consider first are our employees. In order for our engineers to enjoy good work experiences within the Open-Up Group, it is necessary to increase the engagement of our support staff at the same time. I am convinced that by doing this we can differentiate ourselves and be a highly competitive human resource company.

Human Resource Policy

UP
Promote continuous growth of both individuals and organizations.

Fairness
Reward roles and outcomes fairly, regardless of attributes such as age or gender.

Challenge
Provide further growth support and opportunities for those who take action toward growth.

Diversity
Support diverse work styles that contribute to improved performance

Key Human Capital KPIs for Support Staff

Human Resources Policy	EX Survey ¹	2023	2024	2025	2026	2030
		Performance	Performance	Performance	Targets	Targets
UP	Engagement ²	44%	44%	44%	49%	60% improvement
	Productivity ³	Continuous year-on-year improvement				Continuous year-on-year improvement
	Wage levels	Continuous year-on-year improvement				BM 120% ⁴
Fairness	Intention to continue employment	54%	55%	55%	59%	70% or higher
	Remuneration and performance evaluation systems	34%	36%	36%	40%	50% or higher
Challenge	Growth opportunities	34%	40%	42%	45%	60% or higher
Diversity	Inclusion	46%	47%	47%	51%	60% or higher
	Well-being	50%	51%	52%	54%	60% or higher
	Ratio of female managers ⁵	11%	13%	14%	16%	30% or higher

1 Except for the ratio of female managers, the percentages shown in the table indicate the share of positive responses to the relevant questions in the EX Survey.

2 Engagement is defined as the average positive response rate across three items: (1) sense of achievement in one's work, (2) willingness to contribute beyond assigned responsibilities, and (3) likelihood of recommending the company to others (e-NPS).

3 Operating profit per support staff.

4 BM (benchmark) refers to the average for employees aged 30–39 at companies with 1,000 or more employees.

5 The ratio of female managers is calculated as of the end of July each year. Managerial positions include specialist roles equivalent to management positions.

Human Capital Management at the Open Up Group

Strengthening the Human Capital of Support Staff

Promoting Human Capital Management Using DX

The Open Up Group aims to present diverse opportunities to each individual through work and to be a presence that can provide support when necessary. Furthermore, providing a platform that supports such work styles brings new possibilities to many companies and organizations. In our DX initiatives, we aim not only for efficiency and cost reduction but also to enhance the experience of customers and employees, create new business models, and establish a competitive advantage. Achieving this requires not only the use of cutting-edge technologies but also ensuring that all employees understand the importance of transformation and fulfill their respective roles. The Open Up Group is advancing reforms utilizing digital technologies to achieve this goal.

Enhancing Human Capital Using Advanced Technology

AI, including generative AI

- We plan to improve operational efficiency through generative AI and enhance decision-making by utilizing AI analysis results.

Big Data

- In addition to structured data stored in business systems, we also analyze unstructured data such as videos, audio, images, and social media, and implement its effective use in business operations.

Remote Work

- By using collaboration tools in a secure environment, we enable work styles that suit employees' lifestyles.
- To reduce stress from remote work, we have strengthened online counseling and mental health care support.

Initiatives to Support the Growth of People and the Organization

To strengthen the foundation for sustainable value creation, we are promoting initiatives that foster individual growth and build organizations that leverage diversity.

Leadership Development Program (LDP)

This program develops leaders who can think and act autonomously, embrace ongoing challenges, and engage others in times of change. By combining critical thinking training with participants from other companies and internal group-based programs, participants enhance their initiative and communication skills while exploring their own leadership style and sense of purpose.

Training Program Feedback

Miho Kobayashi

Chief, Human Resources Department
Open Up Group Inc.



We launched the LDP to develop leaders capable of driving organizational transformation in a rapidly changing business environment. Through dialogue with senior management, interaction with companies both inside and outside the Group, and group-based learning, we are seeing clear behavioral changes, including greater initiative and a broader perspective. One particularly meaningful outcome has been the increase in proactive behaviors, such as delivering results as a team and independently proposing improvements. The program has also fostered networks across Group companies, and we expect these connections to further expand opportunities for mutual learning going forward.

Participant Feedback

Takuya Kuwamura

General Manager, Sales Department 1
Metropolitan Area Sales Headquarters
Yumeshin Co., Ltd.



I am sincerely grateful for the opportunity to participate in the LDP. The critical thinking component helped me recognize the limitations of my own perspective, and the latter part of the program, where I learned the importance of emotions, became a major turning point in how I approach management. Through the coaching I am currently receiving, using discussions as a sounding board has helped clarify challenges and identify next actions. By working through the PDCA cycle, I am experiencing tangible behavioral change. I believe this program offers an outstanding opportunity for aspiring next-generation leaders to achieve meaningful personal growth.

Women's Empowerment Project

To realize Our Purpose, we are promoting an environment where anyone motivated to do so can fully demonstrate their abilities and continue to grow. As an initial step, we have focused on women, the largest minority group, providing opportunities for dialogue and career development to foster continuous growth for both individuals and the organization.

Project Team Member Feedback

Miho Kobayashi

Chief, Human Resources Department
Open Up Group Inc.



The Women's Empowerment Project began with the planning and implementation of a Company-wide survey in 2022. By fiscal 2025, the project had moved into full-scale operation, supported by three dedicated subcommittees focused on dialogue, events, and surveys. Together with members from Group companies, we have conducted dialogue sessions and workshops that have received positive feedback, such as "interacting with colleagues from other companies was motivating" and "it was helpful to be able to share concerns openly." Beginning in fiscal 2026, reflecting our belief that empowerment should extend not only to women but to everyone, the initiative will be renamed the Diversity Promotion Project. For me personally, as a project member, this initiative has been both a valuable learning experience and an enjoyable one.

Participant Feedback

Mayumi Murayama

Event Promotion Section, Communication
Engineering Promotion Department, Corporate
Planning Division, Open Up IT Engineers Inc.



I have been involved in the Women's Empowerment Project, which has been conducted across the Open Up Group, since 2022. By advancing this project, I have had opportunities to exchange ideas with colleagues across Group companies and to participate in initiatives such as implementing a Group-wide survey, experiences that are difficult to gain through my day-to-day work. I have also heard that this project has served as a catalyst for the launch of policy reforms and original initiatives at individual Group companies. Through this project, I feel that I have been given a meaningful opportunity to contribute to the realization of the Group's stated Purpose.

Human Capital Management at the Open Up Group

Strengthening Human Capital of Engineers

Training System for Engineers

The Open Up Group places a strong emphasis on improving the work-life experience of each engineer. We are committed to maximizing their abilities by promoting flexible work styles and providing opportunities for reskilling, all aimed at maximizing the potential of each individual and driving human capital enhancement initiatives.

Machinery and Electronics Segment

In the machinery and electronics field, we dispatch engineers to a broad range of industries, including automotive, energy, semiconductor, and consumer electronics. The Group places strong emphasis on supporting diverse talent—including those from non-technical backgrounds and individuals with no prior experience—until they are fully established as engineers. To this end, we have built a comprehensive training environment that enables seamless learning, covering everything from mechanical and electrical fundamentals to semiconductor equipment and IT infrastructure. In fiscal 2025, machinery and electronics, semiconductor, and basic IT training were consolidated at our Odaiba Training Center in Tokyo. By coordinating curricula and sharing instructor resources, we have balanced enhanced training effectiveness with greater operational efficiency. In addition, to accommodate trainees from across Japan, the Company covers the cost of monthly apartment accommodations during the training period, providing growth opportunities that transcend geographical limitations.

Characteristics of the Training

As part of onboarding training, we offer four programs: Machinery and Electronics Training, Semiconductor (Semicon) Training, C Language and Microcontroller Training, and the newly introduced IT Fundamentals Training. Each new hire selects a training program based on individual preferences. The Machinery and Electronics

Training provides systematic instruction in mechanical and electrical fundamentals, drafting and drawing interpretation, materials mechanics, and hands-on 3D CAD practice, building the foundational skills required to perform effectively in manufacturing environments. The Semiconductor Training has been restructured into a one-month program that combines machinery and electronics fundamentals in the first half with classroom instruction and practical training using semiconductor equipment in the second half. Through this program, participants aim to develop a versatile skill set applicable to both equipment and semiconductor manufacturers. In addition, we have introduced online C language training for those aspiring to careers in embedded development, as well as a five-day IT Fundamentals Training program that serves as an entry point into the IT infrastructure field. These initiatives expand career options across both hardware and software domains.

Follow-up to Support Retention and Career Development

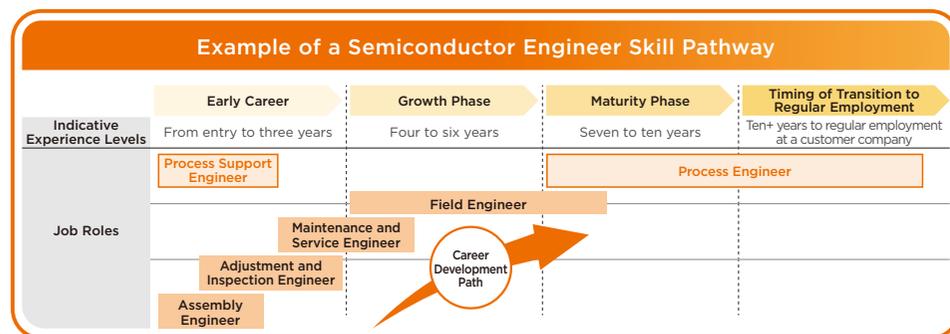
Within the machinery and electronics field, the semiconductor industry is characterized by a particularly distinctive working environment. For this reason, on the first day of semiconductor training, we provide clear and concrete explanations of working conditions, including the differences between semiconductor device manufacturers and equipment manufacturers, expected job roles, the requirement to wear clean suits, and the frequency of business travel. These efforts are designed to prevent early turnover

resulting from mismatches in job expectations. In addition, we visualize career pathways ranging from assembly and maintenance to field engineer, process engineer, and circuit design roles, together with indicative compensation levels at each stage, to foster motivation for medium- to long-term growth.

Across all training programs, we conduct satisfaction and effectiveness surveys both at the conclusion of training and after assignment. By continuously monitoring how well training content is applied in the workplace, we use these insights to refine our development and retention measures. As a result, we frequently receive feedback such as “The training gives me confidence to join the company” and “I want to choose a company that offers strong training,” indicating that our training programs themselves have become a core driver of recruitment and retention.

Future Initiatives

Looking ahead, we are considering developing long-term step-up training programs for mid-career employees in their second to third years and beyond, with a focus on developing process and field engineers. By leveraging the Odaiba Training Center as a hub and establishing mechanisms that enable employees to balance work and learning, we aim to create career paths that support long-term employment while deepening professional expertise. Through these efforts, we will enhance human capital in the machinery and electronics field and drive sustainable growth.



Participant Comments

- Even over a short period, I was inspired by fellow trainees who shared the same goals, which helped me maintain a highly motivated approach to learning.
- The training covered the use of tools such as torque wrenches and torque drivers, which I now use frequently in my daily work and have been extremely helpful in completing tasks efficiently.
- Understanding the structure of transistors and power devices helped me better grasp my responsibilities and strengthen my problem-solving skills.

Human Capital Management at the Open Up Group

Strengthening Human Capital of Engineers

IT Segment

In the IT infrastructure business, growing demand for advanced skills in cloud and network technologies has led us to focus on developing and retaining “engineers who continue to learn.”

Centered on our proprietary e-learning platform, Manabitto, we design each individual’s learning experience—from initial training before and after joining the Company, to continuous self-development after assignment, and onward to career paths toward PM and PL roles. Through this approach, we aim to achieve both skill development and long-term retention.

Characteristics of the Training

At the time of entry, engineers complete IT skills assessments and are assigned to one of approximately 40 training schedules, enabling us to deliver optimal curricula tailored to skill levels from beginner to experienced professional. Training content is structured as 5- to 10-minute microlearning modules, with tests at the end of each chapter that must be passed before advancing, ensuring

thorough comprehension. At the same time, a fast-track option allows experienced engineers who pass pre-tests to skip specific modules, minimizing unnecessary time investment. The curricula follow a T-shaped structure that combines in-depth learning in specialized areas such as cloud and networking with foundational knowledge in databases and SQL, as well as business understanding, project management, and human skills such as critical thinking. We have also expanded content on generative AI, including fundamentals, prompt design, and the use of AI tools such as Copilot that are deployed in actual customer environments, thereby strengthening practical AI utilization capabilities.

Learning Design That Supports Development and Retention

Our training adopts a hybrid format that combines online learning via Manabitto with one to two in-person group sessions per week. During group sessions, participants gather in an ample shared space and progress through different content at their own pace, while on-site mentors—former instructors—provide real-time

support and learning consultations. Progress is visualized online, enabling mentors to proactively follow up with participants who remain on the same chapter for extended periods. We have also introduced gamification features that award internal points for training completion or specific module completion. These points can be exchanged for items such as computer peripherals or everyday goods. In addition, interactive features such as voice prompts and quizzes from the character “Nyabit-chan” create an enjoyable learning experience. Even after the assignment, engineers can quickly acquire the knowledge needed in the field through continuously updated Manabitto content, fostering a sense of growth through self-directed learning and supporting retention.

Developing PL/PM Talent and Career Paths

We position network-related contract projects as incubation opportunities for PM and PL development, designing OJT experiences that enable engineers to serve as sub-leaders or PM/PLs on projects with teams of up to approximately 20 members from the Company. Recognizing that PM/PL skills cannot be developed through classroom learning alone, we emphasize hands-on experience on real projects, enabling the systematic acquisition of management skills through decision-making and team leadership. By establishing such career paths and presenting a clear growth trajectory toward leadership roles, we seek to enhance medium- to long-term retention and engagement.

Future Initiatives

Looking ahead, led by the Learning Experience Promotion Department, we will accelerate content development based on feedback from client companies and surveys of engineers. In addition to leveraging external learning materials, such as general-purpose Windows 11 content, we will continue to release original company-specific content monthly on topics including cloud, security, and AI utilization. Through these efforts, we aim to create an environment where engineers can continue learning without losing motivation. We also plan to extend our training expertise beyond the Company by supporting engineer training for client organizations. Through these initiatives, we will contribute to the advancement of human capital in the IT infrastructure domain while enhancing the value added of our business.

IT Training Built on the Manabitto Platform

1 Microlearning Anytime, Anywhere



- Short video content is studied within predefined courses.
- Content can be viewed on PCs, tablets, and smartphones, allowing use during travel or waiting time.
- A learning system with functions customized exclusively for OPE is used, enabling access anytime and anywhere.

*Microlearning: A learning style in which study is conducted over short periods of time.

2 Learn at the User’s Own Pace



- Learning styles vary by individual. Whether progressing quickly or taking time to learn carefully, learning is supported by a dedicated team of specialists in line with each person’s pace.

3 Cohort Interaction and Gamification



- During training, participants can learn together while interacting with their cohort through team-based structures and group work.
- Points are awarded based on progress, rankings encourage friendly competition, and learning can be enjoyed in an engaging way.

Human Capital Management at the Open Up Group

Strengthening Human Capital of Engineers

Construction Segment

Organizational Restructuring

At Yumeshin Co., Ltd., close collaboration between the engineer follow-up function and the sales organization has long supported a work environment in which engineers can feel secure. To strengthen retention and career development more consistently, the follow-up function was integrated into the sales organization in July 2025. This shift established a job placement management-focused structure in which sales teams oversee the whole cycle, from assignment proposals to post-placement follow-up and ongoing career support. In January 2026, the sales position was renamed “Career Agent,” and efforts are underway to rebuild it to be recognized as a career support organization.

To allow sales staff to focus more fully on both engineers and client companies, two new functions were created: a department responsible for matching and a department responsible for career support. The matching department specializes in identifying the

most suitable engineer-to-assignment combinations, while the career support department conducts career consultations, paperwork, and other tasks as a kind of second mentor.

Training programs are also being reexamined. Instead of being designed solely by instructors, programs now incorporate Career Agents’ perspectives, redefining objectives based on the types of engineers the Company aims to develop and the level of readiness required at the time of assignment. Beyond technical knowledge, greater emphasis is placed on mindset development and improvements to the training environment. These efforts help reduce reality shock at onboarding and assignment, supporting earlier and more stable retention.

Compensation Improvements

Compensation systems are being enhanced to improve engineer satisfaction and retention. Amounts previously paid as bonuses are now distributed evenly across 12 months and incorporated into

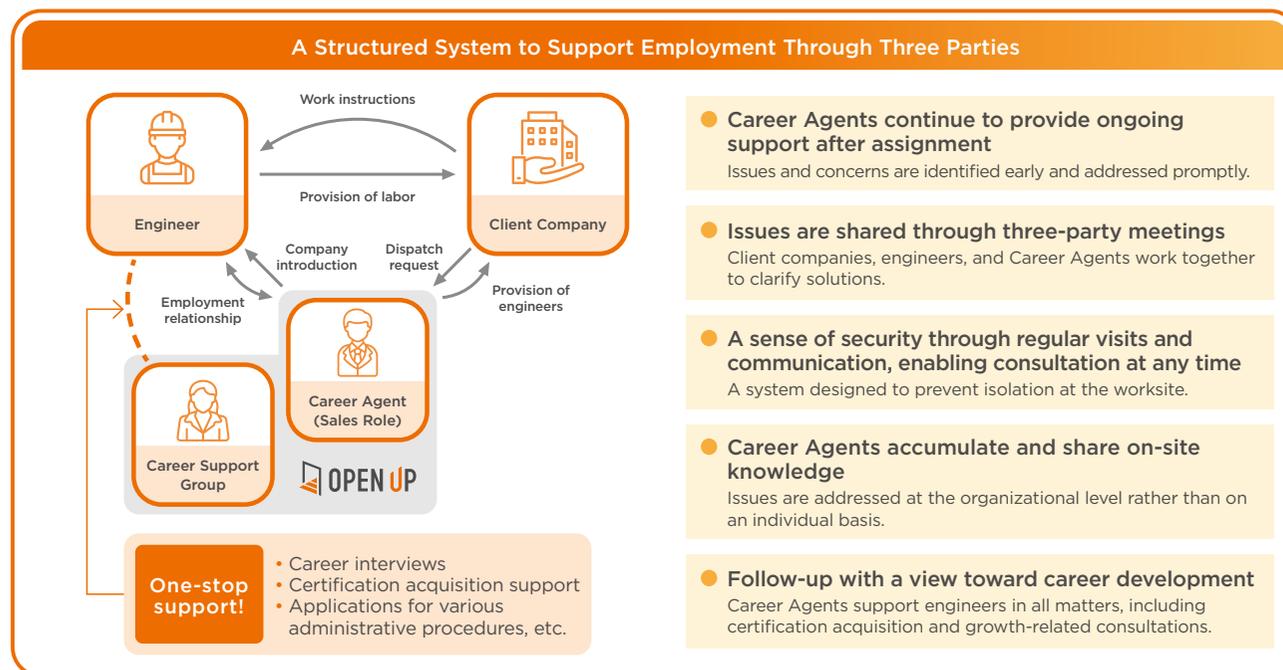
monthly salaries, raising base pay and creating a structure that ensures stable income even as overtime hours decrease due to workstyle reforms. In addition, regardless of seniority, employees receive a fixed overtime allowance equivalent to 20 hours each month while actively working. Furthermore, the salary structure has been reviewed and allowances consolidated into three categories, improving clarity and transparency of the system while also contributing to greater efficiency in administrative operations.

Training for Non-Japanese Engineers

At Open Up Construction, onboarding programs are designed to help non-Japanese engineers begin work at Japanese construction sites with confidence. Entry-level training places strong emphasis on professional etiquette and basic communication skills. Using VR, participants repeatedly practice greetings, bowing, self-introductions, listening posture, and other behaviors unique to Japanese business culture, helping to ease anxiety around interpersonal communication. Training materials also address differences in units of measurement, calculation methods, and technical terminology used in daily work, proactively supporting areas that often cause difficulty in the early stages. Three months after the assignment, follow-up interviews are conducted in which engineers reflect on their experiences and emotional changes using an “emotional curve.” By comparing this reflection with feedback from sales staff, engineers can identify gaps between their original goals and their current situation. These initiatives encourage self-directed growth and contribute to early retention.



Onboarding Training for Non-Japanese Engineers



Challenges Recognized in Engineer Retention and the Open Up Group’s Response

The Open Up Group is implementing continuous improvement activities for engineer retention. During fiscal 2025, the Group launched a Group-wide project involving its core subsidiaries—BeNEXT Technologies Inc., Open Up IT Engineers Inc., and Yumeshin Co., Ltd. With the cooperation of Professor Tomoyuki Suzuki of the Graduate School of Economics, Kokugakuin University, the project aimed to make challenges in recruitment, development, and retention visible and to explore improvement measures through a scientific, data-driven approach. This page presents the findings of that research.

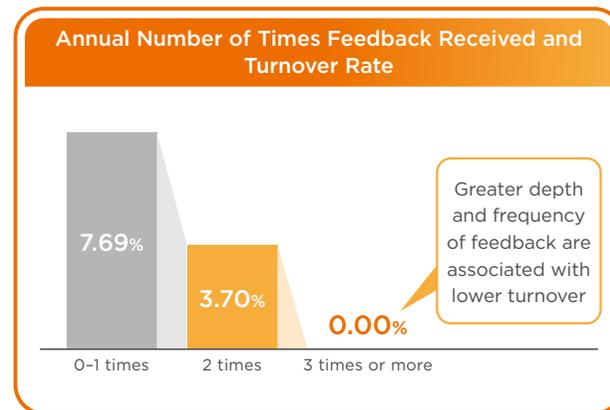
Addressing Reality Shock

Across the Group, the highest number of resignations occurs during the first year of employment. Interviews with former employees and those identified as at risk of leaving revealed four primary drivers of turnover: mismatches between individual preferences and assigned placements, insufficient internal support, dissatisfaction with working conditions, and challenges related to work-life balance and motivation. In addition, many early resignations stem from gaps between expectations formed before joining, particularly regarding training and job content, and the actual level of difficulty, working environment, or organizational culture encountered after employment. This phenomenon is referred to as “reality shock.”

To reduce reality shock, the Group has established a dedicated support framework that provides structured interviews and career consultations, enabling timely, appropriate responses to concerns or uneasiness during the initial employment phase and preventing individuals from facing issues alone. The period from pre-assignment through the first three months after placement is designated as an enhanced follow-up phase, during which employee conditions are monitored closely. Analytical results show that satisfaction improves as feedback from client companies and responsible sales staff increases. By conducting surveys and one-on-one interviews, the Group believes it can support stable and sustained employment.

Importance of Feedback

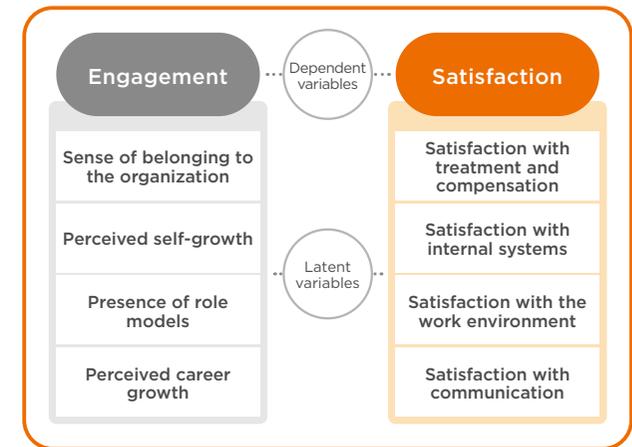
The analysis confirms that higher-quality feedback contributes directly to lower engineer turnover. Specifically, turnover rates decline markedly as the number of evaluation comments received annually from client companies increases. Notably, the data show a 0% turnover rate among engineers who received feedback three or more times per year, underscoring the critical role of regular, meaningful feedback in career development. Consistent feedback enhances engineers’ awareness of their growth and future career paths, which, in turn, is expected to strengthen their long-term commitment to their work and the organization to which they are assigned.



Satisfaction Surveys and How the Results Are Used

To improve engineer satisfaction, the Group conducts satisfaction surveys twice a year and uses the findings to reinforce related initiatives. The survey comprises 46 questions and analyzes results across two dimensions: engagement and engineer satisfaction. The analysis shows that perceived self-growth has the most

significant impact on engagement, while satisfaction is most strongly influenced by satisfaction with treatment and compensation. In addition, lower company recommendation scores are associated with higher turnover rates, prompting the Group to prioritize initiatives to improve recommendation levels.



Deeper analysis also indicates that engineers are highly satisfied with safety-related aspects of their assigned workplaces, including facilities and overtime conditions, as well as with communication at their assignments. By contrast, many engineers feel they cannot fully maximize opportunities to acquire and apply technical skills. To address this gap, the Group is strengthening career development support by sharing information on internal programs, qualifications, and career experiences; introducing role models; and providing opportunities for dialogue with support staff to help engineers develop a clear vision of their future careers.

Examples of Creating Value

Sharpening Technical Skills, Inspiring People, and Leading Organizations

— The Evolution into a Playing Manager

Masato Iwata

Development Engineer / Sub-Manager
BeNEXT Solutions Inc.



Why I Chose BNS: A Culture Grounded in Conviction and Trust

I chose to join BeNEXT Solutions Inc. (BNS) as a new graduate in 2016 because I was convinced that the age of computing technologies would continue to accelerate. More than anything, however, it was the warmth of the people, who genuinely respect individuals and engage with them with care, that made the decision clear. Since joining the company, I have worked primarily in the development of automotive ADAS (Advanced Driver Assistance Systems), a rapidly growing field. My experience spans multiple specialized areas, from developing evaluation software that ensures high levels of safety and functionality to building infrastructure environments that improve development efficiency. In a technological landscape that evolves at a remarkable speed, continuous learning is essential. At BNS, there is a strong culture of encouraging those who are eager to learn to take on new challenges and supporting their growth wholeheartedly. This environment has become the foundation of my career as an engineer and a key driver of the company's technical strength and business growth.

A Turning Point That Brought a Customer Perspective and Revealed the Importance of Relationship Building

A defining moment in my career was my assignment to DENSO Corporation. I was the first engineer to be involved at the core of

development through this type of assignment. While the change in environment was not without anxiety, my determination to seize the opportunity for growth pushed me forward. Experiencing projects from the client's perspective, rather than solely from the contractor's side, significantly broadened my outlook. I learned that technical capability alone is not enough—understanding the true value the other party pursues and building strong, trust-based relationships are essential. As a leader, I now focus on engaging deeply with each team member's strengths and individuality. By communicating in ways that suit each person based on relationships rooted in trust, I aim to bring out the team's full potential. A senior colleague taught me one principle that continues to guide me: deliver what has been done, even if it's just 70 percent complete, and improve through feedback. Producing output early and refining it iteratively leads to both speed and quality. Embracing this mindset marked a significant turning point in my personal growth.

Now, in my tenth year, I aspire to become someone who is always relied upon when challenges arise. I will continue to challenge myself as a playing manager who contributes through technical expertise, leadership that motivates people, and team management that brings organizations together. My greatest mission is to bring the advanced perspectives and experience gained through my assignment back to BNS and to help drive the growth of the next generation.

Message from a Career Supporter

Fumiaki Sugiura

Group Manager
AI Recognition Group,
Technical Development Division
BeNEXT Solutions Inc.



Since joining the current team in 2020, Mr. Iwata has established himself as a key contributor, combining strong communication skills with solid technical expertise to lead his assigned projects. Beginning in September 2024, he has been working on assignment at a client site with the goals of strengthening client relationships, expanding business scope, and bringing technical insights back into the company. The client has consistently and highly valued his contributions. By gaining an external perspective on BNS, he has also been able to benchmark our organization against others and provide constructive internal feedback on both strengths and areas for improvement. This has enabled quicker responses to necessary changes and helped build strong trust with the client. Looking ahead, we expect Mr. Iwata to continue applying his strengths to the fullest, working closely with the team to achieve even greater results while supporting ongoing team growth and further strengthening confidence in BNS.

Message from the Client

Kiyoto Yagihashi

Engineering Office No. 7
Safety Sensor and Component Engineering Division No. 1
DENSO Corporation

In a new environment, Mr. Iwata integrated seamlessly into the team in a short period of time and quickly built strong relationships of trust, which made a lasting impression on us. He communicates proactively and consistently takes the initiative in regular meetings and discussions, sharing issues and improvement ideas that have energized the organization. He has become a highly dependable presence. He is currently working on the technical challenge of visualizing the AD/ADAS development environment, and by using visualized data to operate an optimal development environment, he has made a significant contribution to improving the competitiveness of our AD/ADAS products. Even when tackling unprecedented challenges, he demonstrates strong problem-solving skills by drawing on both internal and external expertise, evaluating multiple options, and identifying the best possible solution. His performance clearly reflects your company's ability to develop exceptional talent, and he provides indispensable value to our workplace.

Examples of Creating Value

Growing into an Engineer with Both Technical and Management Strengths

Akane Hirama

Team Leader
Solution Development Department,
Solution Division
Open Up System Inc.



A Company That Truly Values Its Engineers

Although I come from a non-technical academic background, I chose a career in IT because I wanted to build practical skills. It was an entirely unfamiliar world, but I felt it was worth the challenge, so I decided to take the leap and join Open Up System Inc. (OPS). In the early days after joining, I often felt anxious. During training in particular, I was overwhelmed by the skill level of more experienced engineers and found myself feeling rushed and uncertain. However, as I accumulated hands-on experience on the job, my understanding gradually deepened. What I truly appreciated was how closely OPS links training with real work. The structure allows you to apply what you learn directly in the field. Thanks to the attentive support of my managers and senior colleagues, I was able to build confidence step by step.

If I had to describe OPS in one phrase, it would be “a company that truly cares about its engineers.” That was the impression I had before joining, and it has proven to be accurate. I started with C# development, and at my manager’s recommendation, I took on Python development despite having no prior experience. Later, I also became involved in supporting citizen development using Microsoft Power Platform, which significantly broadened my technical skill set. When you say, “I would like to try,” the response is, “Let’s give it a try.” That kind of environment has strongly supported my growth.

Challenge Made Me Who I Am

Currently, I work in citizen development support, helping clients develop their own systems by working with them from requirements definition through application development. The most rewarding moment in my work is when my proposals take shape and clients express their appreciation. At the same time, I have taken on the role of team leader, guiding a team of ten. When mentoring others, I consciously recall my own days as a beginner. I try to communicate from their perspective and explain things in clear, accessible terms. When working with clients from different industries, I also make an effort to avoid technical jargon and explain concepts in plain language, while focusing on improving my communication skills and technical abilities.

Looking ahead, my goal is not only to further refine my technical expertise but also to contribute more in a management capacity. My ideal is to become a versatile professional who is strong both technically and in working with people. I want to continue moving forward without losing my willingness to take on new challenges. It is precisely because I challenged myself that I am where I am today, and I look forward to continuing to grow alongside my colleagues at OPS.

Message from a Career Supporter

Masakazu Fujimaki

Department Manager and Head of OPS AI Lab
Section No. 2, Solution Development
Department, Solutions Division
Open Up System Inc.



Ms. Hirama has been involved in many of the projects under my supervision, and she consistently demonstrates a strong ability to adopt new ideas and technologies. Her positive mindset and flexible approach have been a great source of support for the team. One particularly memorable moment was when she transferred from contract development work to a highly demanding SES project. Despite initial concerns, she successfully completed the assignment and earned high praise from the client. Her comment at the time—“It was a challenging project, but I gained a great deal of experience and am no longer shaken by most situations”—clearly reflects her significant growth. Today, she leads the team and has become an extremely dependable presence. I aim to build an organization where people can challenge one another and grow together, and Ms. Hirama is a valued colleague who embodies that philosophy. I personally find it a pleasure to work with her and look forward to her continued success and further growth.

Message from the Client

Kiyomi Kawabata

Big Bang System Corporation

Ms. Hirama consistently took on highly challenging assignments head-on and demonstrated a strong sense of responsibility and professionalism by maintaining stable performance even under challenging conditions. Her coordination with clients and vendors was exceptionally smooth, and she managed all phases of the work, including on-site operations, without delays. We highly value her ability to carry out assigned tasks carefully and reliably, as well as the outstanding quality of her deliverables, which earned her deep trust from our client. The successful completion of the project was made possible by Ms. Hirama’s substantial contributions and her dedicated attention to detail. Although we were unable to extend the contract due to the project’s conclusion, her sincere approach to work and warm personality left a strong impression on us. We sincerely hope to have the opportunity to work with her again.

Examples of Creating Value

Turning Learning into Strength, Turning Challenge into the Future

Ju Ju Teh

Construction Engineer
Open Up Construction Inc.



A Challenge Beyond Borders

I am originally from Myanmar. After graduating from an engineering university in 2019, I worked for about two years in my home country on architectural design and cost estimation. However, as the social situation became increasingly unstable, I began to feel that my growth opportunities were limited. I wanted to study more advanced technologies and deepen my expertise, which led me to decide to work in Japan. I arrived in Japan in March 2023 and began working the following month as a new employee at Open Up Construction Inc. (OPC). When I arrived, OPC staff met me at the airport to welcome me and provided full support, including assistance with opening a bank account and arranging housing. Their support was incredibly reassuring. Five colleagues joined the company around the same time, and even now, we get together for meals about once a week to encourage one another as we move forward.

Continuing to Learn, Continuing to Take on Challenges

In my current assignment, I am learning Japanese design standards while training in cost estimation and design drawing. The Japanese construction industry is characterized by stringent standards related to both design and construction, with many detailed rules. At first, I was overwhelmed by the volume of technical terminology. However, as I came to understand how much attention to safety and quality is embedded even in a single drawing, I strongly felt that learning

Japanese construction technology is a truly valuable opportunity.

I am still in the middle of my training, but starting in November, I will begin working on actual projects. I am looking forward to seeing real construction sites and experiencing firsthand how the knowledge I have learned can be applied in practice. Looking ahead to 2026, I plan to challenge myself to obtain the First-Class Civil Engineering Construction Management Engineer qualification. Studying for this certification is not easy, but I intend to keep working steadily toward my goal, building on the experience I have accumulated so far.

My long-term goal is to fully master Japanese design standards and become a designer capable of leading entire projects. Japan is a country prone to earthquakes, and I would like to take on the challenge of designing high-rise buildings that incorporate advanced seismic resistance. To achieve this, I believe it is essential to gain extensive on-site experience. By understanding actual construction sites, workflows, and the work of skilled tradespeople, I am confident that the accuracy and practicality of my designs will improve significantly. Never stop learning. Never stop challenging myself. That is my belief and my goal. As a member of OPC, I will continue to refine my technical skills and grow as a person. I hope that my efforts will one day contribute to buildings that bring safety, reassurance, and smiles to others. With that in mind, I will keep moving forward with determination.

Message from a Career Supporter

Tomoya Shimizu

Manager, Global Talent Development Section
Open Up Construction Inc.



Ju is a bright, positive individual with a strong desire to learn and an excellent ability to adapt to new environments. Even when assigned tasks outside her academic specialization, she proactively studied on her own and, with support from her assignment site, became a contributing team member within a short period. OPC's ability to continue recruiting talent from Myanmar is largely due to the strong performance and results delivered by Ju and the four other members of the first Myanmar cohort. I am responsible for both sales and ongoing support for our international employees, and I genuinely believe that OPC's foreign national employees are outstanding professionals. For that reason, I approach client discussions honestly and sincerely, without embellishment, and make proposals based on what I truly believe.

Seeing each employee grow and take on new challenges is an excellent source of motivation for me. Ju, I hope that as new colleagues join the company, you will share your experience with them and serve as a positive role model. Let us continue building your career together.

Message from the Client

Daisuke Akabane

Executive Vice President and Director
ASIA to JAPAN Co., Ltd.

OPC has established a stable recruitment environment by providing year-round Japanese-language learning opportunities overseas. Ju studied civil engineering at one of Myanmar's leading engineering universities and graduated at the top of her class among 320 students. Her proficiency in Japanese reached a business level within just six months, and she has become a driving force among her peers through her positive attitude and leadership.

The success of individuals like Ju reassures students who follow in their footsteps. The Japanese-language classes offered in Myanmar are extremely popular, receiving two to three times as many applicants as available slots, which has helped establish a steady pipeline for attracting top-tier talent.

In the autumn of 2024, OPC also began initiatives in India, which has a university student population of approximately 40 million. India is viewed as a highly promising long-term recruitment market, driven by rising university enrollment rates. Through pioneering efforts such as offering Japanese-language courses in partnership with universities that grant academic credit, OPC is taking a leading role in developing this new talent pipeline.

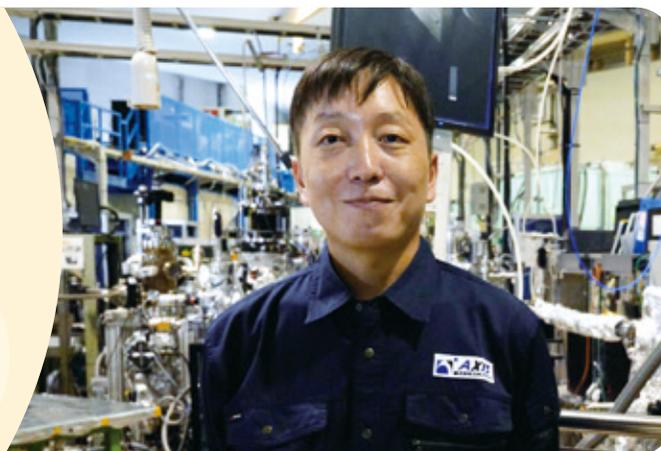
Examples of Creating Value

Advanced Technical Engineer Case Study

Curiosity Opens the Door

Azusa Yamazaki

Work Supervisor, Maintenance Group
Nihon Axis Co., Ltd.



Drawn in by Scale and the Beauty of Machinery

I currently serve as a work supervisor in the Maintenance Group at the Photon Factory (PF), a synchrotron radiation facility operated by the Inter-University Research Institute Corporation (KEK) in Tsukuba, Ibaraki Prefecture. My role involves supporting massive accelerators and highly precise equipment. Before entering this field, I worked in customer service at wedding venues and restaurants. I came from a completely different world. I learned about this job through an acquaintance, but the moment I first saw the PF facilities, I was overwhelmed. Standing before the sheer scale of the equipment and the beauty of the machinery, I felt a firm conviction: I wanted to work here.

The Fulfillment of Seeing My Work Take Shape and Come to Life

When I first started, I did not know right from left. Frustrated by my lack of knowledge, I began arriving earlier than anyone else and studied many times harder than those around me. What supported me during that time was the careful guidance of senior colleagues and the qualification support programs provided by Nihon Axis Co., Ltd. The company offers solid support in obtaining on-site qualifications, such as crane operation, forklift operation,

and asbestos removal. Just as importantly, when I identified additional certifications that I felt were necessary, the company readily encouraged me to pursue them. That environment gave me great reassurance.

Today, I serve as a work supervisor on large-scale projects, including the construction of new beamlines. My responsibilities range from scheduling to coordinating with multiple stakeholders. The work is never easy. However, that is precisely why each decision and action carries real responsibility and a strong sense of purpose. When equipment I have worked on is completed and begins operating successfully, the sense of accomplishment is incomparable. Knowing that I played a part in the collective effort of many people, and that the facilities will support research and technological advancement, gives me a deep sense that my work has taken tangible form and is truly contributing to others. Being able to accumulate that feeling day after day is one of the greatest rewards of this job.

I also place great importance on mentoring junior staff as an education lead. When providing guidance, I focus on explaining why each task is performed rather than just how. When people understand the purpose, curiosity naturally follows, and with curiosity, learning deepens. This belief comes directly from my own experience of starting with no background in this field.

In my third year at the company, I was entrusted with work

Message from a Career Supporter

Kazunori Sukegawa

Sales Department, Tsukuba Office
Nihon Axis Co., Ltd.



Nihon Axis supports cutting-edge science and technology by assigning personnel well-suited to research and development support roles, primarily at national research institutions. Mr. Yamazaki made a bold transition from his previous role as a wedding venue staff member into the research and development field and is currently assigned to the High Energy Accelerator Research Organization (KEK), where he is engaged in beamline operation and the maintenance of associated facilities at the Photon Factory synchrotron radiation experimental facility. He is highly conscientious, never cuts corners, and approaches his work with great care and precision. He is also excellent in his interactions with the researchers at the institute and with visiting users who come to conduct experiments at the facilities. In addition, he works well with others, communicates effectively with colleagues, and is trusted by everyone around him. He is also kind and thorough when guiding junior members. I can say this with confidence because I worked alongside him on this assignment for four years, and even then, I was impressed by these qualities. In particular, because our work with KEK is conducted under a contract-based arrangement, we are fortunate to have a work environment in which all assigned members can collectively support and train newer staff so that they can become fully capable at an early stage. Mr. Yamazaki is highly motivated and approaches everything with a positive attitude. Since joining the assignment, he has steadily earned the certifications required for his work and has readily agreed to participate in this interview. He has become someone to whom any task can be entrusted with complete confidence.

carrying significant responsibility. That was the moment I first felt that I had found a true professional strength of my own. From then on, I decided to continue building my career in this field. There are still areas I find challenging, but that is exactly why refining my strengths is so rewarding. The steady accumulation of small interests has expanded my career to where it is today. Moving forward, I intend to continue transforming learning into capability and to keep growing as a member of Nihon Axis.

Message from the CFO

We have completed the restructuring of our business portfolio. Looking ahead, we position fiscal 2026 as a period of investment to strengthen our business structure and advance management reforms. By fully leveraging our sound and solid financial base, we aim to achieve further growth and the sustainable enhancement of corporate value.

Hiroshi Sato

Director, CFO

Transformation Achieved in the Machinery and Electronics Business and a Shift Toward Growth

A key accomplishment in fiscal 2025 was the completion of our business portfolio restructuring. By exiting the domestic manufacturing staffing business and the U.K. light work staffing business, we focused our resources on the higher-value engineer staffing business.

The staffing industry has grown over the past decade, and the Open-Up Group has outpaced the industry average through its unique business model of hiring, developing, and deploying inexperienced young people. However, particularly in the construction field, employment options for inexperienced younger workers expanded into service industries such as food service following the COVID-19 pandemic, accompanied by wage increases. As a result, our compensation and overall attractiveness declined relative to these opportunities, and since around 2023, we have reached a turning point.

In fiscal 2025, workforce mobility increased across society, and our own turnover rate began to rise. We recognize that enhancing

human capital will be a critical theme in the future. While business structure improvement efforts have progressed in the machinery and electronics unit, where turnover has already peaked, the other two units remain in the process.

Steadfast Efforts to Reduce Turnover in the Construction Business

Looking across the staffing industry, the administrative staffing sector is likely to be significantly affected by the rise of AI. The manufacturing staffing sector tends to experience higher volatility, as inventory adjustments fluctuate with economic conditions. In contrast, the engineer staffing sector continues to see stable demand against the backdrop of labor shortages, making it a business area with relatively low volatility.

Within the Open-Up Group, we believe that the IT Infrastructure Unit, like the Machinery and Electronics Unit, can steadily shift onto a growth trajectory as improvements in turnover continue to progress.

By comparison, the construction staffing sector has the highest turnover rate. In addition to demanding working conditions, evolving work preferences among younger generations have also played a role. Although our turnover rate of 26% is below the industry average of 30%, it remains high. Across the industry, a sense of resignation toward rising turnover has taken hold, but I believe there is still ample room for improvement.

To address this, we are enhancing compensation and strengthening our sales staff's responsiveness, while also analyzing the characteristics of the approximately 75% of employees who remain with the Company. Based on these insights, we intend to recruit individuals who exhibit a lower likelihood of leaving. Challenges in the construction staffing business stem from a complex interplay of factors, and we plan to accelerate problem-solving by leveraging AI. We are also restructuring support-staff training from the standpoint of our Mission and Values, promoting behavioral change across the organization. I am confident we can reduce turnover in the Construction Unit.

Pursuing Growth Through a Dual Approach Combining Organic and Inorganic Strategies

We have outlined a medium- to long-term roadmap for fiscal 2028, structured around three phases: investment, germination, and blooming. We position fiscal 2026 as an investment phase focused on strengthening our business structure and advancing management reforms.

As part of our growth strategy, each unit will continue to pursue autonomous growth aligned with its respective challenges and operating environment. However, because we hire a large number of

inexperienced personnel, our growth to date has been concentrated in the upper-low to mid-level layers. To supplement client transfers and moves to other companies, we will strengthen our vertical expansion into higher-level roles. At the same time, there remain high-value-added fields where the Open-Up Group has yet to establish a presence, and we intend to pursue horizontal expansion into these areas as well.

The Open-Up Group has achieved substantial growth through M&A in the past. By combining organic growth within each unit with inorganic growth through M&A into a dual-axis strategy, we aim to remain a leading force in the industry and continue to grow as industry restructuring progresses.

The CFO's Role: A Bridge Between the Capital Markets and Management

The Open-Up Group maintains an exceptionally sound and solid financial base. Because our staffing businesses require limited capital investment, they generate approximately ¥15-16 billion in free cash annually at our current scale. In addition, we have borrowing capacity available, enabling us to allocate 60% of earnings to shareholder returns beginning this fiscal year, while using the remaining 40%—together with our borrowing capacity—to fund growth investments, including M&A.

For our shareholders and investors, the strengths of the Open-Up Group lie in our commitment to sustainable shareholder returns and our strong growth potential. We remain on the path of growth and will continue building a structure capable of delivering greater value to society. As CFO, I remain closely aligned with our shareholders and investors. By serving as a bridge between capital markets and management, I will work to sustainably enhance corporate value.



Dialogue between the CFO and an Equity Analyst



Hiroshi Sato
Director, CFO

Mariko Watanabe
Executive Director
Senior Analyst
UBS Securities Co., Ltd.

Structural Transformation of the Human Resources Industry and the Business Model Reforms Our Company Is Undertaking

Watanabe First, I would like to ask about changes in the operating environment for the human resources industry. Since the onset of the COVID-19 pandemic, the industry has undergone significant changes, including labor shortages and rising turnover. How do you view this situation?

Sato During the pandemic, companies generally restrained hiring, yet demand for engineers remained strong, and job-opening-to-applicant ratios for experienced personnel were already high. In that environment, our focus on hiring inexperienced young

people worked in our favor, and together with integration effects, enabled us to expand our business. After the pandemic, however, employment conditions and wages recovered, and even in the inexperienced segment, the challenge of “being able to hire but not retain” became evident. Around 2024, the limitations of our conventional model became clear, prompting us to undertake a fundamental transformation of our business model, including strengthening recruitment of experienced hires, increasing investment in training, and improving placement accuracy.

Watanabe Improving retention has become a significant theme across the human resources industry. I understand that your company has shifted from analyzing those who leave to focusing on those who remain. What led to this change in perspective, and what specific initiatives are you undertaking?

Sato Improving turnover was a key issue for us, but we recognized limits to focusing solely on the reasons people left. We therefore shifted our perspective to examine why people stay and which environments support both growth and retention. In addition to engineers’ preferences and skills, we analyze factors such as compatibility with sales staff, management at assignment sites, and communication frequency, and incorporate these insights into recruitment, placement, and follow-up processes. Through these efforts, we aim to evolve into a platform where people come together, grow, and remain.

The Next Stage Driven by Selection and Concentration: A Horizontal × Vertical Growth Strategy

Watanabe The human resources industry is now at a point where the sustainability of the traditional “hire-and-dispatch” model is being questioned. Your company has responded effectively to these changes and steadily advanced business portfolio reforms. Looking ahead, what kind of medium- to long-term strategy are you envisioning?

Sato Since our management integration in 2021, we have strengthened our engineer staffing business while advancing M&A and integrating overseas operations in response to changes in the human resources services market. In fiscal 2024 and 2025, we completed portfolio optimization by swapping and divesting domestic and overseas light work businesses. This has enabled us to concentrate management resources on engineering fields such as machinery and electronics, IT, and construction, clarifying our position as an engineering partner. We are now fully turning our attention to the next phase of our medium- to long-term strategy.

Watanabe It is striking that you have organized your growth strategy around two axes: horizontal expansion and vertical upgrading.

Sato Under our horizontal strategy, we are using M&A to complement areas such as the automotive industry, where our presence had previously been limited, thereby expanding the scope of our outsourcing coverage. For example, we acquired a company engaged in certification testing and crash analysis for automotive OEMs, adding approximately 330 engineers to our organization. Going forward, we will continue to actively pursue growth opportunities that expand horizontally into related fields, with machinery and electronics as our core domain. At the same time, our vertical strategy involves revisiting a talent portfolio that had been concentrated at entry to lower-middle levels and moving into higher layers. By strengthening career pathways, we aim to enable experienced engineers to thrive over the long term while enhancing the value we provide. We are developing career paths into advanced roles such as project management and upstream processes, seeking to improve retention while simultaneously creating greater added value.

Dialogue between the CFO and an Equity Analyst

Growth Strategy in the Age of AI: Portfolio Restructuring Driven by Selection and Concentration

Watanabe The rapid advancement of AI and digital technologies represents a major structural shift. Does your company view this as a threat, or are you actively leveraging it as a new opportunity?

Sato AI presents both risks and opportunities for us. While there is a risk of substitution in certain areas of software development, infrastructure platforms such as data centers and cloud services are expected to expand as AI adoption accelerates. Accordingly, we are making selective investments in the IT domain. At the same time, we plan to concentrate management resources on areas with relatively limited impact from AI, including machinery and electronics, embedded systems, and construction. AI is also directly linked to operational reforms. By deploying AI agents for applicant handling, scheduling, job recommendations, and sales administration, we can reduce operational workloads and allow our sales teams to spend more time engaging directly with people. We see this contributing not only to improved profitability but also to higher levels of engineer satisfaction and improved retention.



Growth Investment and Market Valuation: Where We Stand and What Comes Next

Watanabe Over the past few years, your company has raised its payout ratio to 60% while actively pursuing AI investments and ongoing M&A. The balance between shareholder returns and growth investment appears exceptionally strong, and I see your company as one with outstanding capital allocation. Now that the major phase of business portfolio reform has been completed, could you share any financial challenges you face and the themes you wish to address going forward?

Sato At present, we do not see any major financial issues, and we are confident in our cash-generating capability. However, as a result of growth through M&A, goodwill now accounts for approximately 80% of our net assets and is subject to impairment risk. If we continue to use M&A as a growth driver, securing acquisition financing while maintaining balance-sheet soundness will be a key challenge, particularly for large-scale acquisitions. Within the human resources industry, acquisitions through MBOs and private equity funds are attracting attention, but we place strong importance on remaining a listed company. While accepting strategic investment is one option, our primary focus as a listed company is on determining how best to combine financing methods to achieve sustainable growth.

Watanabe One advantage of being listed is access to a broad range of financing options. I hope you will continue to make choices that are optimal for shareholders and stakeholders. With that in mind, I would like to ask about share price valuation. While your share price, like others in the industry, has been sluggish recently, what do you see as the key factors in improving market valuation?

Sato There appears to be a decline in interest not only in our company but across the industry as a whole, likely driven by macro factors such as labor shortages and rising turnover due



to workforce mobility. I believe the most critical priority is to continue demonstrating through results that we are a company capable of stable growth and consistent profitability. There are no quick fixes; steady accumulation of results is essential. That said, I believe our current share price is clearly undervalued. Our CEO, Yutaka Nishida, has explained our reforms and growth strategy to investors in Europe, and I have also held discussions with investors in Singapore. The feedback has generally been positive.

Watanabe From an investor psychology perspective, it may be easy to buy stocks that are already rising, but discerning investors buy when prices are low. I believe we are in precisely that phase. Steady, ongoing communication is the most effective approach.

Sato Engagement with new investors is steadily increasing, and many view our Company as undervalued. While they remain cautious, we believe that continued dialogue will eventually lead to investment decisions. Moreover, as competitors move toward delisting, our value as a listed platform is increasing, and favorable tailwinds, including M&A opportunities, are emerging. This makes it all the more important to communicate our growth story carefully and consistently.

The Open Up Group's Business Environment

Environment Surrounding the Engineer Staffing Business in Fiscal 2026

Macroeconomic and labor market trends

Due to declining birth rates, an aging population, and overall population decline, labor shortages are becoming an increasingly serious structural issue. In fiscal 2026, rising wages and higher prices are again forcing companies to balance productivity improvements with continued investment in human resources. At the same time, government policies are progressing, including support for reskilling, tighter working hour regulations, and expanded acceptance of foreign workers, which is accelerating the reassessment of talent portfolios.

Technological innovation and changes in industrial structure

In areas such as generative AI, cloud computing, 5G, EVs and

autonomous driving, and semiconductor investment, physical AI that integrates digital and physical technologies is being introduced in earnest. As a result, demand remains high for engineers engaged in design, development, and infrastructure operations. At the same time, in fields where standardization and automation are advancing, processes are becoming simpler, and required skills are shifting from single technical specialties to the ability to work across multiple domains while utilizing AI tools.

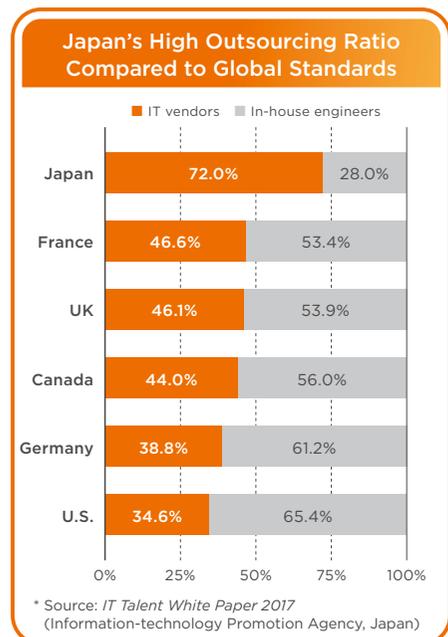
Corporate human resources strategies and expectations for engineer staffing

To secure engineers who are a source of competitiveness while controlling the risk of fixed costs, companies are pursuing hybrid human resources strategies that combine full-time hiring with staffing, outsourcing, and side work professionals. In particular, for new business initiatives and DX projects, demand is increasing not only for targeted use of immediately effective engineers but also for high

potential human resources that can be developed over the medium to long term. In addition, the ability to respond to remote participation from regional areas and overseas, as well as expanding work style options, has become an expected role for staffing companies.

Opportunities and challenges for the Open-Up Group

In this environment, the engineer staffing business is expected to function as a platform that integrates training capabilities aligned with AI and digital technologies with career and retention support. The Open-Up Group will continue evolving its business model to maximize the lifetime value of engineers and contribute to higher productivity and business growth for client companies by focusing on developing inexperienced human resources, advancing mid-level engineers, and balancing job satisfaction with appropriate compensation.



Category	Macro Environment	Opportunities	Risks
P	<ul style="list-style-type: none"> Economic stimulus through expansionary fiscal policy and continued wage growth Strengthening of economic security due to the fragmentation of the international order Increased acceptance of highly skilled foreign human resources to secure labor 	<ul style="list-style-type: none"> Increased demand for human resources driven by expanded growth investment Reshoring of manufacturing demand due to supply chain restructuring Development of new business models through the utilization of diverse human resources 	<ul style="list-style-type: none"> Pressure on profits due to delays in passing wage increases on to pricing Suppressed investment caused by material shortages resulting from geopolitical risks Higher training costs and management burdens related to multicultural workforce support
E	<ul style="list-style-type: none"> Ongoing inflation and the challenge of achieving sustained growth in real wages Increased capital investment and research and development in response to technological innovation Adoption of new technologies such as AI and DX 	<ul style="list-style-type: none"> Rising relative value of highly skilled human resources and expectations for higher unit price Expanding need for external human resources driven by growth investment Increased demand for human resources in legacy technologies alongside new technology adoption 	<ul style="list-style-type: none"> Heightened cost sensitivity among clients and renewed price competition Reduced investment due to rising interest burden Loss of business opportunities when hiring and development do not align with client needs
S	<ul style="list-style-type: none"> Worsening demographic aging and decline in the domestic labor force Promotion of reskilling education and vocational skill development as national policy Shift toward job-based employment and growing emphasis on career self-direction 	<ul style="list-style-type: none"> Growing competitive advantage for companies that are strong in human resources development Expansion of earnings power by leveraging human resources development capabilities Higher evaluation of staffing companies that can present clear career paths 	<ul style="list-style-type: none"> Intensifying competition for recruitment Rising recruitment costs Erosion of competitive advantage due to reduced differentiation in training capabilities Job-based professionals opting for direct employment or freelance work
T	<ul style="list-style-type: none"> Greater operational efficiency and changes in job roles due to the practical use of AI Expansion of investment associated with AI development Progress in smart factory initiatives 	<ul style="list-style-type: none"> Provision of roles aligned with AI trends and resilient to AI adoption Growing demand for IT infrastructure professionals Increased demand for staffing and contracted services in machinery and electronics engineering 	<ul style="list-style-type: none"> Growing skill obsolescence due to delays in training and reassignment Increased human resources mobility driven by competition for highly skilled professionals Widening mismatch between engineers and client needs

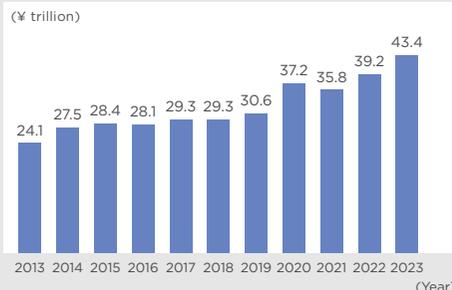
The Open Up Group's Business Environment

Market Environment

Machinery and Electronics Segment

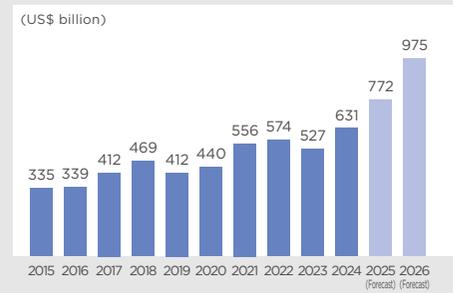
Driven by automotive CASE initiatives and continued semiconductor investment, demand in the machinery and electronics field remains strong. As projects increasingly require integrated hardware and software development, greater emphasis is placed on engineers capable of managing the entire process from design through embedded development, and unit prices are trending upward. At the same time, intensifying competition for experienced engineers and persistent labor shortages are weighing on profitability through higher recruitment costs and increased idle-assignment risk. As a result, companies across the industry view enhanced training, improved retention, and a higher share of high-value-added projects as key priorities.

Research and Development Expenses in Automotive Industry



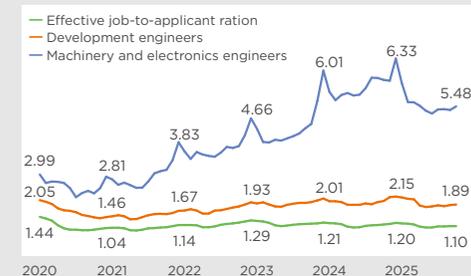
Source: Science and Technology Research Survey (Ministry of Internal Affairs and Communications)

Global Semiconductor Market Size



Source: Results of the Autumn 2025 Semiconductor Market Forecast (WSTS)

Job-to-ApPLICANT Ratio



Source: General Employment Placement Situation (Ministry of Health, Labour and Welfare) and Job-to-Applicant Ratio Report (doda)

Market Environment

IT Infrastructure Sector

In Japan, demand for both IT infrastructure and development is increasing, driven by the expansion of data center power capacity and the rapid growth of the public cloud market. At the same time, shortages of personnel capable of driving DX initiatives are becoming increasingly acute, with supply falling short particularly in the cloud and security fields. Given the pace of technological advancement, enhancing supply capacity and specialized expertise through continuous training and reskilling has become increasingly important.

Domestic Data Center Capacity



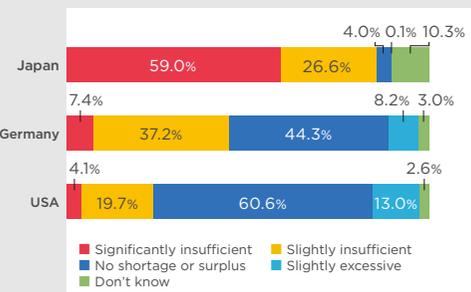
Source: Announcement of Domestic Data Center Capacity Forecast (IDC), February 2025

Domestic Public Cloud Market Size



Source: Announcement of Domestic Public Cloud Service Market Forecast (IDC), February 2025

Securing Sufficient Talent to Promote DX



Source: DX Trends 2025 (Data Section) (Information-technology Promotion Agency, Japan)

Market Environment

Construction Segment

Construction demand remains solid, driven by projects such as semiconductor plants, logistics facilities, urban redevelopment, and infrastructure renewal, while labor shortages persist. Intensifying competition for talent due to workforce aging is pushing unit prices upward. At the same time, turnover risks remain high as a result of long working hours and extreme heat linked to climate change, making the development of younger talent and improvements in working practices key priorities for improving retention.

Construction Investment



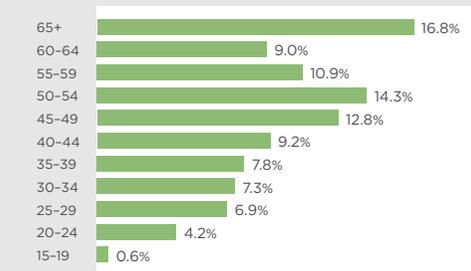
Source: Construction Investment Outlook Based on Construction Economics Model (Research Institute of Construction and Economy, October 2025)

Construction Orders



Source: Current Survey of Orders Received for Construction (Ministry of Land, Infrastructure, Transport and Tourism)

Age Distribution of Construction Workers (2024)



Source: Labor Force Survey Annual Report (Basic Statistics) (Ministry of Internal Affairs and Communications)

Overview of Operations: Business Results

Machinery and Electronics

Business Activities

Our core business is the dispatch of engineers engaged in mechanical design and system development for clients primarily in manufacturing industries, including machinery and electrical equipment manufacturers. In addition to dispatch services, we provide contract and outsourcing services across a broad range of fields.

Main Client Industries

Transportation Equipment	Complete automobile manufacturers, parts manufacturers, railways, ships, etc.
Information and Communications	Communications equipment and device manufacturers, system and solution companies, etc.
Semiconductor-related	Semiconductor device manufacturers, semiconductor equipment manufacturers, etc.
Machinery	Machine tool manufacturers, construction machinery manufacturers, industrial machinery manufacturers, etc.
Electrical Equipment	Automotive electrical equipment manufacturers, optical and precision equipment manufacturers, electronic component manufacturers, etc.
Bio and Chemical	Chemical product manufacturers, pharmaceutical and healthcare manufacturers, bioplastic manufacturers, etc.

Performance Review



IT

Business Activities

We dispatch IT infrastructure engineers to end-users and system integrator customers to support stable system operations, while also undertaking contract-based work carried out by development engineers. A key strength of our IT business is our training framework for hiring and developing inexperienced personnel, enabling us to support clients' digital transformation with a broad range of technical capabilities.

Main Engineer Job Categories

Infrastructure Engineers	Design, maintenance, and operation of system infrastructure
Cloud Engineers	Responsible for building and operating cloud environments
Security Engineers	Ensure the safety of information and systems
In-house IT Engineers	Responsible for internal system operation and support
Development Engineers	Responsible for system and application design and development

Performance Review



Construction

Business Activities

In the construction industry, where labor shortages driven by demographic change are particularly acute, we hire and develop inexperienced personnel into construction engineers, such as construction management engineers and CAD operators, and dispatch them to worksites. We operate at the largest scale in the construction engineer dispatch industry.

Main Types of Construction Projects

Building Construction	Buildings such as office buildings and commercial facilities
Equipment Construction	Air conditioning, water supply and drainage, electrical, and sanitary equipment that support building comfort and functionality
Civil Engineering Works	Social infrastructure, such as roads, bridges, tunnels, and water and sewerage facilities
Plant Construction	Factories, power generation facilities, etc.

Performance Review



Overseas

Dispatch, contracting, and fee-charging job placement services in the engineering and manufacturing fields

Following a review of our business portfolio, we sold our UK subsidiary in March 2025 and are currently focusing our overseas operations primarily in Asia.

Others

Disability inclusion employment promotion, online programming education, job placement services, and corporate training

Overview of Machinery and Electronics

Message from the Head of the Machinery and Electronics Unit



Shinichi Eirai

Corporate Officer of Mechatronics unit

To create an environment in which engineers can work with greater confidence and peace of mind, we are reexamining the essence of Our Purpose and shifting toward recruitment and development grounded in shared values and empathy with our philosophy.

Advancing a dual-pillar model of experienced and inexperienced engineers

The business environment is undergoing rapid change. Recovery in the semiconductor sector has been slower than expected, while the automotive industry is being affected by U.S. tariff measures and production cutbacks by major manufacturers. In contrast, heavy industries such as defense and nuclear-related fields remain strong, supported by ongoing government investment and long-term national security priorities. The Machinery and Electronics Unit's key strength is its ability to serve a broad range of fields, including automotive, semiconductors, electrical equipment, machinery, and heavy industry. Supported by a diverse customer base across multiple industries, we have built a structure that enables us to respond flexibly to economic and market fluctuations. This diversification effectively mitigates the impact of downturns in any single sector and helps ensure stable revenue generation even amid uncertain economic conditions.

Over the past several years, we focused on a staffing model centered on inexperienced personnel and promoted specialization to optimize that model. This approach proved highly efficient during a period of expansion and contributed to strong growth in performance. By collecting data on engineers' diverse backgrounds and industry-specific skill requirements, we achieved highly accurate matching. This data-driven approach allowed us to place the right talent in the right roles with greater precision than conventional methods. However, customer demand for immediately productive engineers remains strong. This is particularly true as project timelines have shortened and technical complexity has increased across industries. In response, we are revising our staffing model and transitioning to a dual-pillar structure that balances experienced and inexperienced engineers.

Recruitment and development driven by shared values

Our purpose is to deliver fulfilling work experiences for engineers while addressing our customers' management challenges. Supporting engineers in building careers that enable self-realization is also a core mission. Beginning in fiscal 2025, we introduced an integrated process spanning recruitment, assignment, and retention, centered on empathy with our corporate philosophy. This initiative quickly produced results, reducing early-stage resignations and creating a virtuous cycle that improved overall retention. These philosophy-driven process improvements have delivered powerful results in the Machinery and Electronics Unit, enabling it to achieve top-tier growth among the Group's three units. We believe the methodologies validated by this success can be deployed horizontally across other units, providing a foundation to accelerate Group-wide growth.

Strengthening core competencies by combining DX and manpower

In recruiting experienced engineers, we are placing greater emphasis on proprietary recruitment channels. At the same time, recognizing the limits of manpower alone, we are investing in AI agents and other technologies to support operational functions.

As recruitment and matching processes have become more efficient, we have been able to redirect resources toward areas where human involvement is essential, such as follow-up support for engineers. We view the use of AI agents and the data generated through these initiatives as intangible assets that can be transformed into core competencies. Few competitors can deliver high-quality matching, and by continuing to refine the human connections at the heart of the staffing business, we believe we can achieve a level that is difficult to replicate. Going forward, we will maximize our strengths through a combination of steady, continuous improvement and discontinuous innovation driven by technology.

Becoming a value-creating company that connects engineers, customers, and society

Over the medium to long term, we are confident that stronger collaboration not only within the Machinery and Electronics Unit but across the entire Open Up Group will enable us to establish ourselves as one of the few companies capable of sustained growth in the engineer staffing field, further enhancing our societal presence.

By complementing one another's strengths—human resource development expertise, recruitment platforms, customer networks, and technical domain coverage—we can create value that no single unit could deliver on its own. Group collaboration, in particular, will significantly advance support for engineers' career development and solution delivery aligned with customers' management challenges. Currently, BeNEXT Technologies Inc. alone hires approximately 2,000 people annually. By strengthening the Open-Up Group brand and enhancing social recognition, we can further reinforce this recruitment capability. Moreover, by improving our information outreach and establishing a clear image as a corporate group that offers growth opportunities, we can expand both the quality and quantity of prospective engineers. Through this virtuous cycle, we believe the Group's overall growth potential will accelerate significantly. While we have historically refined our capabilities as a B2B business serving machinery and electrical equipment manufacturers, the staffing business also has a B2C dimension when viewed from the perspective of job seekers' awareness and trust. By incorporating this B2C perspective, we aim to achieve even greater growth as a value-creating company that connects engineers, customers, and society. We will continue to uphold the belief that reform lies beyond continuous improvement, persistently challenging every opportunity for growth and pursuing a sustainable growth trajectory through both steady progress and innovation.

Review of Operations Machinery and Electronics

SWOT Analysis

S
Strengths

- A broad customer base spanning automotive, semiconductors, electrical equipment, machinery, and other industries
- A dual-pillar operating model combining experienced and inexperienced engineers to flexibly address customer needs
- Reduced turnover achieved through recruitment and retention processes grounded in shared values and empathy with the Company's philosophy

O
Opportunities

- Continued expansion in heavy industry, nuclear power, and defense-related sectors
- Growing demand for high-quality matching, offering room for differentiation
- Productivity and satisfaction gains through broader deployment combining data and AI

W
Weaknesses

- A comparatively smaller pool of experienced hires than other domestic competitors
- Limited brand recognition in the labor market

T
Threats

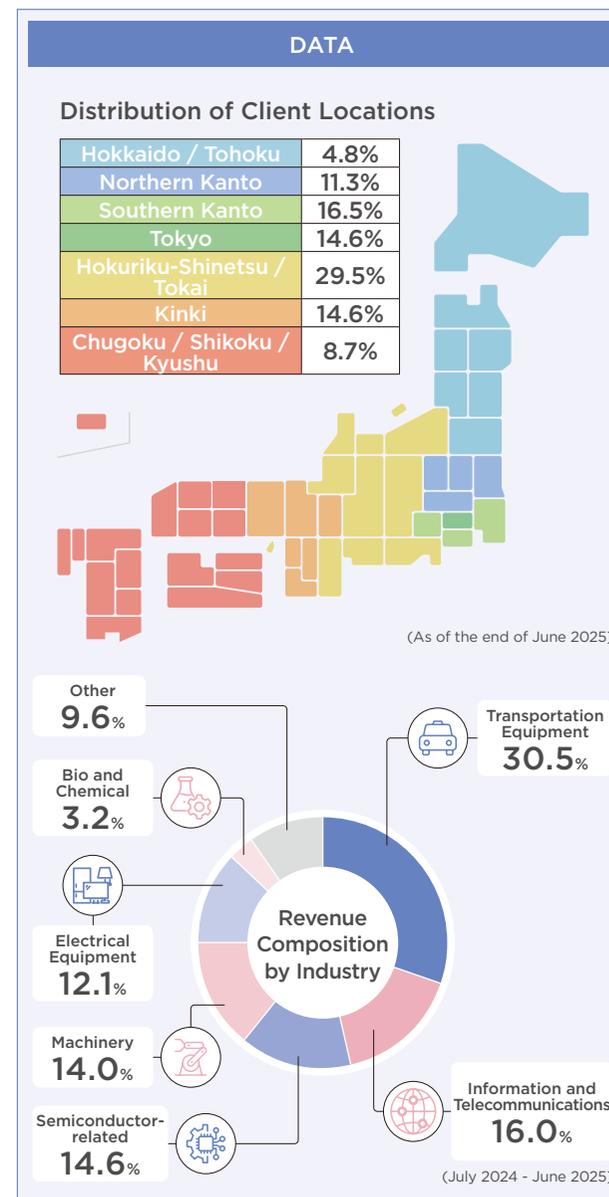
- External shocks such as cyclical fluctuations in the automotive and semiconductor industries and tariff-related impacts
- Rising recruitment costs driven by intensifying competition for experienced engineers
- Potential declines in on-site dispatch demand resulting from AI adoption

Strategic Direction

We will leverage our customer base and on-site capabilities in the automotive, semiconductor, and heavy industry, while enhancing matching quality, operational efficiency, and retention through a dual-pillar approach to hiring and developing experienced and inexperienced engineers, supported by DX and AI agents. Together with strengthened Group collaboration and brand enhancement to increase value added, these initiatives will enable us to achieve sustainable double-digit growth.

Operating Company Overview (As of June 30, 2025)

	BeNEXT Technologies Inc.	BeNEXT Solutions Inc.	Nihon Axis Co., Ltd.
Established	July 2019	March 2023	July 1992
Number of Engineers	7,300	1,400	150
Head Office	Toranomon, Minato-ku, Tokyo	Kariya City, Aichi Prefecture	Hitachinaka City, Ibaraki Prefecture
Description	<p>Core company of the Machinery and Electronics Unit with many transactions with major manufacturers</p> <ul style="list-style-type: none"> • Handles a wide range of projects, including transportation equipment, semiconductors, information and telecommunications, and chemicals, and possesses a rich project pipeline • Enhances training facilities and focuses on pre-assignment training to expand opportunities for inexperienced engineers 	<p>Promotes manufacturing DX by integrating embedded systems and PLM</p> <ul style="list-style-type: none"> • Develops embedded software primarily for the automotive industry and provides end-to-end support from upstream processes through verification • As a Siemens-certified partner, supports PLM implementation and promotes DX linking design and manufacturing 	<p>Strong in nuclear fusion and nuclear power at public research institutions</p> <ul style="list-style-type: none"> • Main clients include public research institutions related to advanced technology and nuclear power in Ibaraki Prefecture, national universities, and pharmaceutical and biotech companies • Engages in a wide range of occupations, including research and development and maintenance of nuclear facilities



Overview of IT Infrastructure

Message from
the Head of the IT
Infrastructure Unit



Junji Nakashima
Corporate Officer of
IT Infrastructure unit

Building career confidence and long-term prospects. Redefining the business from an engineer staffing business to a career support business and walking alongside each engineer to support their individual growth.

Major shifts in corporate IT talent needs amid rising demand for IT engineers

According to materials published by the Ministry of Economy, Trade and Industry, the IT market is expected to face a shortage of up to 790,000 engineers by 2030, and the shortage of IT engineers at domestic companies is expected to continue for the foreseeable future. At the same time, innovation in IT technologies, symbolized by generative AI, is changing the skills and capabilities required of IT engineers. IT infrastructure, which is our core business domain, forms the foundation that supports data. As evidenced by the rapid growth in data center construction in recent years, we believe the IT infrastructure market will continue to grow sustainably, even in the age of AI.

However, as cloud services have now reached a stage where adoption has become widespread and normalized among client companies, the requirements for cloud engineers have changed and become more sophisticated. In addition to the basic cloud skills that were in demand several years ago, companies are now seeking engineers with development capabilities. Similar shifts are occurring across other domains, including networks, servers, and security, where the level of expertise expected of engineers has also shifted.

Until now, the Open-Up Group has built a competitive advantage through a business model centered on recruiting and developing inexperienced candidates. However, as we have secured a certain position in the IT infrastructure engineer dispatch market and competition has intensified, it has become increasingly important to accurately capture changes in client needs and to continuously refine our IT engineer development capabilities.

Continued revenue and profit growth, but engineer retention remains a key business challenge

In fiscal 2025, we completed a governance restructuring by integrating five companies in the IT infrastructure domain within

OPG. As a result, we refreshed our organizational structure into two core pillars: Open Up IT Engineer Co., Ltd. (OPE), which serves as the core company, and AXIS CREATE Inc. At OPE, revenues increased to 107% year on year, operating profit rose to 127% year on year, and the operating profit margin exceeded 10%, delivering significant financial results.

Since the establishment of OPE in 2024, we have revised our philosophy, vision, and mission and spent two years embedding them across the organization. In addition, we built a Communication Platform (CPF) to support IT engineers' learning and career development and implemented revisions to the engineer compensation system to improve satisfaction. These initiatives, implemented over the past two years, are expected to become OPE's growth engine going forward.

On the other hand, as a result of structural reforms, more than half of the sales staff were replaced. The short-term slowdown in growth in the number of active assignments was caused by operational losses during the restructuring phase, and we recognize the strengthening of the sales organization and the rebuilding of client touchpoints as critical and urgent management issues. Furthermore, in fiscal 2025, engineer turnover exceeded 20%. Supporting the growth of engineers' skills and careers is the most important theme for improving retention and is essential for OPE's sustainable growth, and we will continue to strengthen these efforts.

Building a data-driven, coaching model to foster engineer growth

In light of the fact that retention is a critical issue, we redefined the business from an IT engineer staffing business to an "engineer career support business." Improving engineer satisfaction is, needless to say, a vital management priority, and over the past two years, we have raised compensation levels to exceed industry standards as a necessary condition. At the same time, we have created an environment where engineers can envision their future careers by presenting career paths across three-, five-, and

ten-year horizons. In addition, we digitized all IT engineer training programs and built an environment where engineers can learn enjoyably, easily, anytime, and anywhere while on assignment through an online learning platform called Manabitto.

Furthermore, we are building a data-driven, coaching model to drive engineer growth. It centrally integrates information on approximately 5,300 engineers, including learning histories, work assignments, IT skills, and career preferences.

These learning and career support platforms, collectively referred to as the Communication Platform (CPF), are scheduled to be opened not only to engineers but also to the general public and client companies to expand the support network. We also aim to create an environment where alumni IT engineers who have been hired on as full-time employees by client companies or elsewhere can continue to use our platform on an ongoing basis. In addition, creating growth opportunities for support staff is also positioned as an essential management priority. In particular, strengthening the training of sales personnel is recognized as an urgent issue, and we will work to improve organizational engagement.

Becoming a company where everyone experiences growth and has confidence and prospects in their career

When we established OPE in July 2023, we set forth the vision: "A world where everyone with career potential is filled with confidence and prospects." This vision is closely linked to the Purpose of the Open Up Group, and under the philosophy of "leading the way to a richer life," we aim to provide maximum support so that individuals with no prior IT engineering experience can increase what they are capable of ("Can") and draw their own vision for the future ("Will / To Be").

What is most important in career development is the ability to increase what one can do; that is, to experience a tangible sense of growth. Creating such opportunities for work and learning is the very reason our unit exists, and this is the message we most want to convey to our stakeholders. We will continue to evolve as a bridge between people and technology, so that not only the engineers assigned to client companies, but also our support staff, can genuinely feel that joining our company has enriched their lives.

Review of Operations IT Infrastructure

SWOT Analysis

S Strengths

- A coaching model for supporting engineers' careers
- High potential growth rate
- In-house engineer development and career support platforms
- Data-driven: integration of learning, career, and orientation data for several thousand people

W Weaknesses

- High turnover rate (retention is the most critical issue)
- Decline in utilization rate due to replacement of sales personnel accompanying structural reforms
- Gap between increasing skill requirements and the speed of development

O Opportunities

- Structural shortage of IT talent
- IT infrastructure demand in the AI era (sustainable foundation, data center demand)
- Improved satisfaction through expansion of relationships with clients, engineers, and alumni
- Simultaneous improvement in recruitment capability and retention rate through visualization of compensation and careers

T Threats

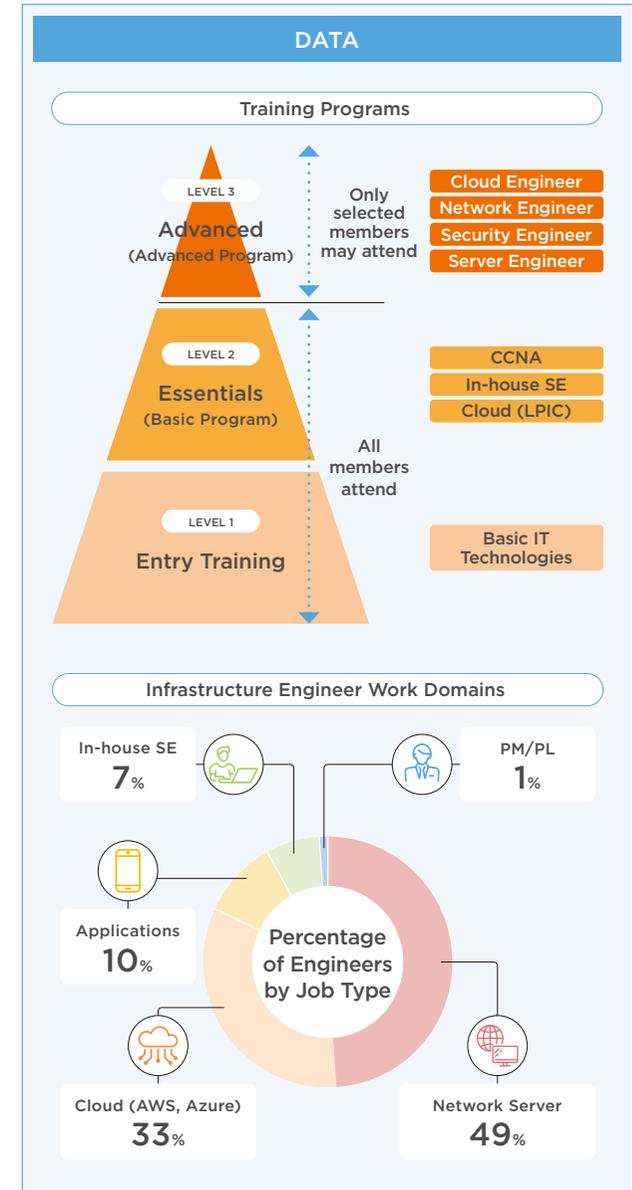
- Risk of delayed response to rapidly advancing skill requirements
- Rising costs and pressure on gross margins due to intensifying competition for hiring
- Delays in rebuilding sales capabilities during the reform period, leading to impacts on utilization rates and customer satisfaction
- Risk of commoditization of certain tasks and declining unit prices due to generative AI

Strategic Policy

Transform from a staffing business into an engineer career support business by turning talent shortages and advancement of skill requirements into opportunities. By pursuing dual-track recruitment and development of inexperienced and experienced engineers, and by leveraging learning platforms such as CPF together with DX and AI, we enhance skills, job satisfaction, and retention rates. Through the deepening of relationships with clients, we achieve sustainable double-digit growth.

Operating Company Overview (As of June 30, 2025)

	Open Up IT Engineers Inc.	Axis Create Inc.	Open Up System Inc.	Arrow Trust Systems Co., Ltd.
Established	August 1999	June 2017	December 1996	March 2007
Number of Engineers	5,300	800	400	200
Head Office	Kanda Neribeicho, Chiyoda-ku, Tokyo	Higashi-Shimbashi, Minato-ku, Tokyo	Nishi-ku, Osaka City, Osaka	Nishi-ku, Osaka City, Osaka
Description	<p>Supports engineer development and careers through proprietary development infrastructure</p> <ul style="list-style-type: none"> • Primarily operates in the IT (information network) field, dispatching engineers nationwide in areas such as networks, servers, and cloud • Actively recruits motivated young talent and develops immediately effective personnel through training using learning platforms 	<p>Develops engineers who can perform on a global stage</p> <ul style="list-style-type: none"> • Provides comprehensive support for building IT environments required by client companies, from design and construction through operation and maintenance of infrastructure supporting IoT performance • Focuses on developing bilingual engineers capable of serving as bridge SEs handling projects requiring English 	<p>Provides end-to-end services from upstream IT consulting to development and operations</p> <ul style="list-style-type: none"> • Operates system integration, solution, and system engineering service businesses • Provides end-to-end services from upstream IT consulting through development and operations via proprietary solution "OPS Orchestra," DX solutions, and AI utilization support 	<p>High technical capabilities for contract development for end clients</p> <ul style="list-style-type: none"> • Leverages high development capabilities cultivated in the IT software industry to provide consistent support from upstream design through operation and maintenance • Has extensive contract development experience for business systems and web applications across a wide range of industries, including telecommunications, finance, distribution, manufacturing, travel, and local governments (Absorbed into Open Up System as of July 1, 2025)



Overview of Operations Construction

Message from the Head of the Construction Unit



Einobu Yoshii
Corporate Officer of Construction unit

We will continue advancing reforms toward achieving a structure that balances quality and productivity, enhancing satisfaction for both our customers and our engineers.

Supporting healthy industry growth and developing the next generation of engineers

Through a range of initiatives, including M&A that we conducted earlier, the Construction Unit has grown into the industry leader in both the number of construction engineers and its customer base. At the same time, the construction industry faces deep-rooted structural challenges, including an aging workforce (around 30% being 55 or older), longer project timelines due to tighter overtime regulations, and increasingly severe labor shortages as projects grow larger in scale.

As a core industry supporting social infrastructure, the construction sector's sustainability directly impacts Japan's societal foundation. We see our role as providing an entry point for young people seeking careers in construction. To translate this commitment into action, Yumeshin Co., Ltd., which is the core of the Construction Unit, has set forth the mission of "Opening up individual potential and building the future of the construction industry." In addition, IR Inc. has established a new mission, vision, and values (MVV).

Advancing recruitment and development together with customers through co-development

The number of young people aspiring to work in the construction industry has been declining in recent years, partly due to limited understanding of the roles and appeal of professions such as construction management engineers and CAD operators. We therefore believe it is essential to communicate the value and appeal of construction work in a way that helps young people envision their future.

At Yumeshin Co. Ltd., we operate training centers in Tokyo, Nagoya, and Osaka, providing an integrated development framework that spans basic training through on-site practical experience. As

customer companies also struggle to recruit and develop young talent, we work together under a philosophy of co-development, training inexperienced individuals into engineers capable of contributing on-site and helping to address the industry-wide shortage of young workers.

Improving retention through coaching-based support and compensation reform

High turnover has long been a challenge in the construction industry. Among younger workers, dissatisfaction with compensation and gaps between expectations and on-site realities are key factors. We recognized that while our previous division of roles between engineer support and customer-facing sales helped each function understand its own stakeholders, coordination between customers and engineers had weakened. In response, we repositioned sales roles as employment management, shifting to a structure that carefully monitors engineers' conditions and sentiments at their assignments and works with customers to implement improvements. We have standardized follow-ups on the first day, after one week, and after one month, and introduced a coaching-based support model, sharing these efforts with customers as well. We are also undertaking a fundamental review of engineer compensation by simplifying and restructuring complex allowance systems. By removing unreasonable elements and rebuilding a transparent and convincing pay structure, we are creating an environment in which engineers can work with confidence over the long term.

Looking ahead, to balance scale and productivity, we plan to integrate Yumeshin Co., Ltd. and Open Up Construction Co., Ltd. in January 2026, evolving toward a structure that delivers both quality and efficiency. We will also rebuild our sales organization along customer-based and vertical axes to better capture customer needs and provide optimal support.

Continuing the challenge to become No. 1 in service quality

Under the Construction Unit's medium-term plan, we aim to improve employee retention, customer satisfaction, and profit margins by 2028, establishing a sustainable growth strategy. Rather than relying on our position as the industry's largest player, we aim to be recognized by both customers and construction engineers as No. 1 in service quality.

Beginning in fiscal 2026, we will make forward-looking investments to fundamentally strengthen our organization, including significant improvements to our compensation system and a restructuring of our sales strategies in line with organizational changes. While these initiatives will temporarily increase costs, we are confident they will be recovered over the medium term through stronger organizational capabilities and trust.

Management will lead the deep embedding of our new MVV at each company. For engineers, we will enhance engagement through employment management-centered initiatives and community-building efforts such as technical exchange events. For customers, we will strengthen collaboration by holding regular seminars to demonstrate the concrete benefits of dispatched engineers, thereby deepening understanding of and building trust in the staffing industry. In addition, we will actively use the Group-developed AI platform to enhance information sharing and accelerate decision-making, and to promote DX in HR operations, including AI analysis of recruitment interview records, to improve both efficiency and hiring quality.

Through this three-year plan running until 2028, we will shift our focus from quantity to quality and pursue a new stage of growth as a Construction Unit that remains the best possible partner for all stakeholders.

Review of Operations Construction

SWOT Analysis

<p>S Strengths</p> <ul style="list-style-type: none"> Advantages of scale, supported by the industry's largest engineer workforce and customer base Robust in-house training programs for developing inexperienced personnel A co-development philosophy that nurtures engineers together with customers Community building for engineers anchored in employment management 	<p>W Weaknesses</p> <ul style="list-style-type: none"> Gaps between role expectations and on-site realities Insufficient coordination between customers and engineers Relatively low employee engagement
<p>O Opportunities</p> <ul style="list-style-type: none"> Structural labor shortages driven by the aging construction workforce Opportunities to secure large-scale projects through a proposal-based approach Expansion of small team-based assignments 	<p>T Threats</p> <ul style="list-style-type: none"> High workforce mobility across the industry Pressure on profitability if billing rates fail to keep pace with wage increases Low barriers to entry that facilitate new market entrants Intensifying competition for talent with both customers and competitors

Strategic Direction

By leveraging our industry-leading scale in engineers and customer relationships, we will strengthen retention through recruitment and development, centered on our role as an entry point for young talent and our co-development philosophy, alongside employment management and compensation reform. Through management integration and the rebuilding of sales and DX platforms, we will balance quality and productivity, establishing sustainable growth as a service-quality No. 1 business that sets the standard for the construction industry.

Operating Company Overview (As of June 30, 2025)

	Yumeshin Co., Ltd.	Open Up Construction Co., Ltd.	IR Inc.
Established	June 2019	April 2012	January 2015
Number of Engineers	6,600	1,000	1,400
Head Office	Toranomon, Minato-ku, Tokyo	Toranomon, Minato-ku, Tokyo	Nagoya City, Aichi Prefecture
Description	<p>Industry-leading scale and career development support</p> <ul style="list-style-type: none"> Holds the top market share in construction management staffing for the construction industry and dispatches many engineers to major general contractors and subcontractors nationwide Achieves both high profitability and human resource development support, enhancing long-term talent value through training and career development assistance <p>(Renamed Open Up Construction Inc. on January 1, 2026)</p>	<p>Strength in recruiting highly skilled foreign professionals</p> <ul style="list-style-type: none"> Dispatches personnel in a wide range of roles, including construction management, CAD, administrative support, and maintenance, primarily in the Kanto region and nationwide in the construction and plant industries Excels at recruiting and developing young, inexperienced engineers, with an average age of 27 and a female ratio of 45% <p>(Absorbed by Yumeshin Co., Ltd. on January 1, 2026)</p>	<p>Low-cost recruitment and engagement strategies</p> <ul style="list-style-type: none"> Achieves large-scale, low-cost recruitment at approximately one-tenth the unit cost of major industry players by leveraging social media and job advertising media Builds strong employee relationships that emphasize "horizontal bonds" between engineers and support staff, aiming to improve retention through higher engagement

DATA

Number of Client Companies

Approximately **2,000** or more*

Revenue Share of Top 10 Clients

24.4%

Stable revenue secured from major super general contractors and subcontractors

Revenue Composition by Construction Type

Other	13.7%
Plant construction	1.4%
Civil engineering works	6.9%
Equipment construction	33.1%
Building construction	44.9%

* Total for the construction industry from July 2024 to June 2025 (IR Inc. included from October 2025, when it joined the Group)

Operating Company Topics

Machinery and Electronics

BeNEXT Technologies Inc.

Launching recruitment in India and Nepal

To continue addressing the challenges our customers face, the company has conducted overseas recruitment primarily in Southeast Asia. Beginning this fiscal year, it has expanded recruitment efforts in South Asia, targeting science and engineering talent that is difficult to secure in Japan.

BeNEXT Solutions Inc.

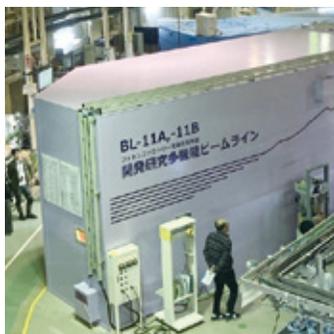
Accelerating manufacturing DX through the integration of the PLM business

In October 2024, BeNEXT Solutions Inc. completed the absorption of UT Technology Co., Ltd. through a merger. By combining embedded software development for products such as automobiles with PLM-based information management covering design, manufacturing, and maintenance, the company established a structure that enhances both development speed and quality.

Nihon Axis Co., Ltd.

Contributing to the operation of a new experimental analysis facility (beamline)

In October 2025, an experimental analysis facility (BL-11), in which Nihon Axis participated from the renovation phase through launch, was completed and began operation at the High Energy Accelerator Research Organization.



IT Infrastructure

Open Up IT Engineers Inc.

Engineer support platform CPF enters full-scale operation

Open Up IT Engineers Inc. has built and begun operating the Communication Platform (CPF), a foundation designed to support IT engineers' learning and career development. The platform's functionality is being expanded in phases and currently consists of three core functions.

Step 1: Information

To address engineers' concerns about not knowing whom to contact, the company established an Engineer Support Center (ESC) to centralize all inquiry points. In addition, the introduction of a chatbot now allows engineers to submit inquiries anytime and anywhere, 24 hours a day, 365 days a year.

Step 2: Learning

The Learning Management System (LMS) Manabitto was developed to enable engineers to enhance their skills anytime, anywhere, using only a smartphone. In addition to learning content, the platform offers robust learning support through features such as personalization functions and AI-based learning support, as well as elements designed to make learning enjoyable.

Step 3: Career

A career support platform was built to address concerns, such as engineers' inability to understand the types of work senior employees do or to envision their own career paths. Skill and project information and learning histories from Manabitto for more than 5,000 OPE engineers are consolidated within the platform, fostering autonomous career perspectives.

Construction

Yumeshin Co., Ltd.

Opening new training facilities in Osaka and Nagoya

In April 2024, a training facility was opened in Sakuragawa, Osaka, followed by the opening of another facility in Nagoya, Aichi in August of the same year.

In addition to basic knowledge, training programs that are directly applicable to on-site work are provided. These facilities operate as hubs for improving employee skills and developing job-ready talent.

Open Up Construction Co., Ltd.

Establishing strong partnerships with science and engineering universities in Myanmar and India

Japanese-language education is provided to a talent pool of outstanding students from local faculties, including architecture, civil engineering, electrical engineering, and mechanical engineering.

A stable framework has been established to provide end-to-end support from interviews through hiring, helping students prepare for employment at Japanese companies.

IR Inc.

Hosting the IR Tournament nationwide to strengthen bonds among engineers

To enhance engineer engagement, IRI held the IR Tournament at 11 venues nationwide, from Hokkaido to Kagoshima. The events provided opportunities for direct interaction with support staff and management, and participant satisfaction was high, scoring 4.5 out of 5.

Sustainability Management

Approach to Human Capital Management

Our basic stance toward sustainability is to conduct business activities that are sustainable over the long term and in harmony with both society and the natural environment. Bearing this in mind, we draw upon our Basic Sustainability Policy and Group action guidelines titled Corporate Ethics for Society, Human Rights, and the Environment to conduct business that helps resolve social issues, achieving sustainable growth for the Group and contributing toward building a sustainable society.

Basic Sustainability Policy

The Group's Purpose is to "open up individual potential through rewarding work." The Group aims to help build a sustainable society and achieve corporate growth by working closely with jobseekers (the people it finds work for), client companies, and all other stakeholders to leverage its business to resolve issues faced by society.

Sustainability Governance

The Open Up Group has established a governance framework centered on the Sustainability Committee. The Chairman, President and CEO is the chair, and it is composed of the Director and CFO, corporate officers (including the CEOs of major operating companies), and Group officers and employees designated by the chair. The activities of the Sustainability Committee are reported to the Board of Directors twice a year in principle.



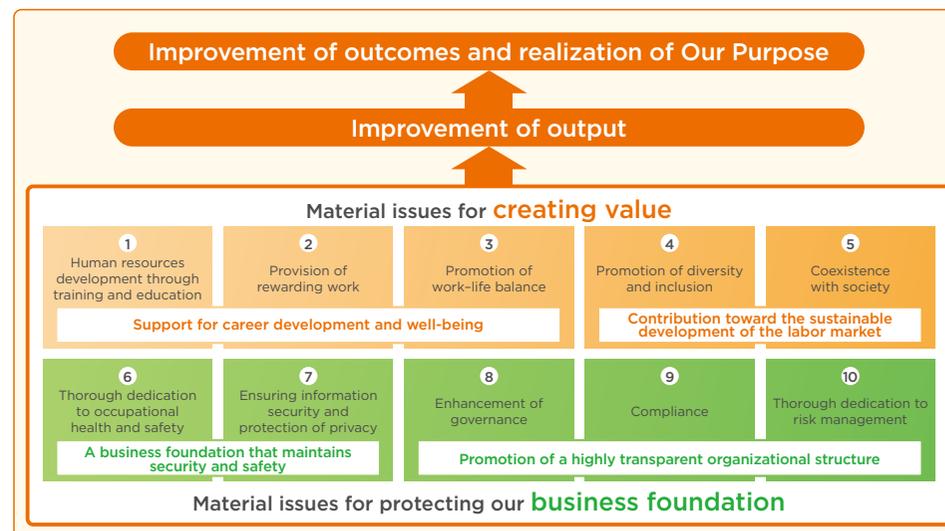
Material Issues

Approach to Material Issues

The material issues consist of 10 key items: five issues for creating value, which are medium- to long-term critical issues to address in order to achieve Our Purpose of open up individual potential through rewarding work, and five issues for protecting our business foundation. These are the essential issues that contribute to creating both corporate and social value.

Issues 1 to 5 fall into the category of material issues for creating value. They create opportunities for business growth by supporting the career development and wellbeing of each individual worker, while also contributing to the sustainable development of the labor market. On the other hand, issues 6 to 10 fall under the category of protecting our business foundation. If not properly addressed, these issues could lead to the materialization of management risks that negatively impact our business foundation for ensuring a safe and secure business structure and a highly transparent organizational structure. A systematic approach to addressing these material issues is directly related to the Group's ability to both take advantage of business opportunities and enhance its risk management.

Our goal is to leverage our business activities to address material issues and improve output by doing so, specifically in terms of the indicators listed in the Open Up Purpose Index and other aspects of human capital. We believe that compounding these inputs one upon the other will improve outcomes, including sustainable improvement of corporate value, provision of new value to a wide range of stakeholders, resolution of social issues, and ultimately realization of Our Purpose.



Material Issues Action Plan

We have identified 10 material issues, which are separated into two categories: material issues for creating value and material issues for protecting our business foundation. To address these issues, we have formulated a material issues action plan. By setting out a clear vision for 2030, with specific initiatives and quantitative indicators to bring us toward this vision, we can encourage employees to make an active effort to address these material issues. Moreover, we have made it a policy to disclose information related to this plan, keeping stakeholders up to date with our initiatives.

		Material issues	Our Vision (2030 Targets)	Current Progress	Main Initiatives in Fiscal 2025
Material issues for creating value	Support for career development and well-being	Human resources development through training and education	<p>We will help employees develop a career plan by providing the following:</p> <ul style="list-style-type: none"> Sufficient career education and counseling Continuous training to enhance skills to help meet employees' career aspirations Support and provide opportunities for each employee to achieve further growth 	 Favorably maintained	<ul style="list-style-type: none"> Support Staff / Human Resources Development Committee meetings and policy discussions (Held twice in fiscal 2024 and four times in fiscal 2025) Board of Directors / Incorporated into the new medium- to long-term performance-linked stock remuneration evaluation criteria (Goal: Set a 1.2x increase by fiscal 2027, based on fiscal 2024) (In progress prior to the evaluation decision for fiscal 2027) Engineers / Set "Support Satisfaction" in the OPI (Goal: Achieve an average of 1.1x or more in the second half of fiscal 2027, based on the first half of fiscal 2025) (Fiscal 2025: initial baseline measurement year, initiatives started)
		Provision of rewarding work	<ul style="list-style-type: none"> We will offer each employee job options across several types of work that fit the employee's desired career path, based on a shared understanding of the employee's ambitions. We will utilize an appropriate evaluation system, provide constructive feedback, and offer benefits in keeping with the labor market. 	 Favorably maintained	<ul style="list-style-type: none"> Support Staff / Continued revision of human resources systems based on the Group Human Resource Policy and development of human resources systems for companies newly integrated through M&A Engineers / Set "Work Experience Satisfaction" and "Career Confidence" in the OPI (Goal: Achieve an average of 1.1x or more in the second half of fiscal 2027, based on the first half of fiscal 2025) (Fiscal 2025: initial baseline measurement year, initiatives started)
		Promotion of work-life balance	<ul style="list-style-type: none"> Optimal employee performance will be possible thanks to a work environment and systems that facilitate flexible work styles, as well as an appropriate corporate culture. We will provide many jobs options, enabling employees to achieve their desired work-life balance. 	 Promotion	<ul style="list-style-type: none"> Support Staff / Continued promotion of in-house work in roles where it is feasible Overall/Paid leave usage rate: 77.8% (up 7.5 percentage points compared to the previous period) Number of employees taking childcare or nursing care leave: 570 (up 92 from the previous period)
	Contribution toward the sustainable development of the labor market	Promotion of diversity and inclusion	<ul style="list-style-type: none"> We will maintain a corporate culture that is conscious and considerate of diversity in terms of gender, age, nationality, ability or disability, and sexual orientation and provide an accommodating workplace environment. No matter what, every employee will receive fair evaluation and treatment, ensuring our highly diverse workforce is able to thrive. We will continue to influence and expand the labor market where diverse engineers can succeed. <p>Quantitative target: Ratio of female managers of 30% by fiscal 2030 (consolidated)</p>	 Promotion	<ul style="list-style-type: none"> Overall/Female ratio: 30.1% (up 1.9 percentage points compared to the previous period) Foreign national ratio: 2.6% (up 0.4 percentage points compared to the previous period) Ratio of employees aged 60 and above: 2.4% (up 0.1 percentage points compared to the previous period) Disability employment rate: 2.6% (up 0.1 percentage points compared to the previous period) Support Staff/Female management ratio: 12.4% (down 1.2 percentage points compared to the previous period)
		Coexistence with society	<ul style="list-style-type: none"> We will be able to leverage our business and social contribution activities to fulfill Our Purpose in terms of coexistence with society, leveraging collaboration within the Group, as well as collaboration with external organizations and companies (Open Up 1% Action). <p>Quantitative target: Achievement of carbon neutrality by fiscal 2030</p>	 Favorably maintained	<ul style="list-style-type: none"> Continued procedures for environmental and greenhouse gas emission calculations from the previous year Expenditure related to community and social contributions: ¥40 million (down ¥2 million compared to the previous period)

Material Issues Action Plan

	Material issues	Our Vision (2030 Targets)	Current Progress	Main Initiatives in Fiscal 2025		
Material issues for protecting our business foundation	A business foundation that maintains security and safety	<ul style="list-style-type: none"> We will actively promote health management and work to obtain and maintain status as a Certified Health & Productivity Management Outstanding Organization. We will make even stronger efforts to protect personal information and ensure that individuals have a stronger understanding of the importance of protection of personal information, which they incorporate into their work. We will maintain an established information security management system. 	 <p>Promotion</p>	<ul style="list-style-type: none"> Domestic / Initiatives for maintaining the Health & Productivity Management Outstanding Organization certification 2 companies certified + several preparing applications Number of serious workplace accidents (4 or more days off): 20 cases (down by 15 cases compared to the previous period) 		
	Ensuring information security and protection of privacy				<ul style="list-style-type: none"> Domestic / Initiatives for acquiring and maintaining P-Mark certification 9 companies certified (same as the previous period) Number of major data breaches: 0 cases (same as the previous period) Domestic/Personal information management training completion rate: 99% (up by 5 percentage points compared to the previous period) 	
Material issues for protecting our business foundation	Promotion of a highly transparent organizational structure	<ul style="list-style-type: none"> We will continue to maintain an outside director majority on the Board of Directors, Remuneration Committee, Nominating Committee, and Audit & Supervisory Committee of the Company. By maintaining a proper governance system we will be able to obtain an accurate understanding of the rapidly changing business environment, speed up decision-making and business execution, and ensure fair and transparent management. We will continue to obtain and maintain certification as an Excellent Dispatch Company. We will continue to enhance our efforts to respect human rights, individuals will have a stronger understanding of human rights, and the Group will maintain a system that ensures due diligence. Appropriate risk management will continue to be conducted Group-wide. <p>Quantitative target: Ratio of female directors of 30% or higher (Achieved; continue to maintain)</p>	 <p>Promotion</p>	<ul style="list-style-type: none"> Initiatives for obtaining and maintaining certification as an Excellent Dispatch Company One company under review in fiscal 2025 (certified in October 2025) Ratio of female directors: 30% (same as the previous period; target achieved; increasing to 50% after General Meeting of Shareholders in fiscal 2025) Ratio of outside directors: 70% (same as the previous period; increasing to 75% after General Meeting of Shareholders in fiscal 2025) 		
	Enhancement of governance				 <p>Favorably maintained</p>	<ul style="list-style-type: none"> Number of grievances filed: 0 (same as previous period) Number of uses of helpline and internal consultation: 28 (down 4 from the previous period) Number of serious whistleblowing cases and serious human rights violations: 0 (same as previous period) Number of cases that could lead to serious permit-related sanctions: 0 (same as previous period) Number of bribery charges, criminal charges, and large compensation lawsuits: 0 (same as previous period) Compliance education and training implementation rate: 100% (same as previous period) Expenditure related to political contribution and lobbying: ¥0 (none; same as previous period) Cases of bribery or corruption identified: None Requests or usage by antisocial forces identified: None Cases of insider trading identified: None
	Compliance					
	Thorough dedication to risk management					



For details about our material issues and material issue identification process, please refer to the "Materiality" section on our website.
<https://www.openupgroup.co.jp/sustainability/materiality/>



For details of the latest information on the Group's sustainability, please refer to the "Sustainability" section of the corporate website.
<https://www.openupgroup.co.jp/sustainability/>

Promoting the Successful Advancement of a Diverse Workforce

The Open Up Group believes that each individual, as the source of the human resources services business, contributes to the improvement of their own work satisfaction and the quality of services provided to client companies by thriving in a diverse, respectful, and understanding work environment. This, in turn, links to the value of the business. To achieve this, under Group action guidelines titled Corporate Ethics for Society, Human Rights, and the Environment, we are committed to creating a working environment where everyone, regardless of gender, nationality, age, or disability, can fulfill decent work* and work-life balance. We are promoting diversity and inclusion through the recruitment, development, and advancement of diverse human resources.

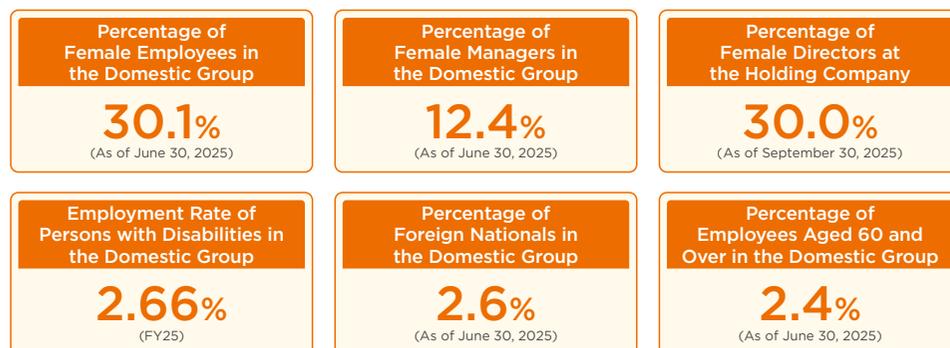
*Decent work: Fulfilling human work

Initiatives in Fiscal 2025

The Open Up Group aims to create an environment where each employee, including women who require flexible work arrangements in response to life events, can fully demonstrate their capabilities and thrive in their work.

As one example of initiatives to promote women's advancement, the Group has introduced systems that enable employees to work in ways aligned with their life events. These initiatives include maternity and childcare leave, consideration in workplace assignments, and flexible working arrangements, such as reduced working hours for childcare. In addition, the Group encourages the use of childcare and nursing care leave not only among women but across all employees and continues to focus on creating a supportive and comfortable working environment.

While the percentage of female employees has been gradually increasing year by year, the Group recognizes that increasing the percentage of women in managerial positions remains a key challenge.



Respect for Human Rights

Basic Stance

For the Open Up Group, Our Purpose is to open up individual potential through rewarding work, and the source of our value creation lies in each individual (the working person). We believe that respecting human rights is the foundation for opening up the potential of each individual to society. We strive to ensure that everyone working for the Open Up Group understands the significance of respecting human rights and can maintain and promote it. As a group of companies engaged in the human resources services industry, we recognize our social responsibility to comply with the Group action guidelines titled Corporate Ethics for Society, Human Rights, and the Environment and relevant laws and regulations, and to respect the human rights of all individuals impacted by our business activities.

As another effort of note, in June 2023 we became a participant in the UN Global Compact (UNGC) and joined its local network, Global Compact Network Japan. We support the 10 principles of the UNGC in the four areas of human rights, labor, environment, and anti-corruption, and we will continue to practice sustainable business activities.

WE SUPPORT



For more details about the Group's Human Rights Policy, please refer to the "Human Rights Policy and Initiatives" section of the corporate website.

<https://www.openupgroup.co.jp/sustainability/human-rights/>

Promotion System

At the Open Up Group, the responsibility for promoting human rights initiatives falls on the Chairman, President and CEO, as well as the corporate officer in charge of compliance, under the supervision of the Board of Directors. Each operating company identifies human rights issues specific to its operations through compliance meetings and has established systems to monitor corrective actions and controls. Additionally, the Board of Directors receives monthly reports on the status of each operating company through the Group Administration Department and, as necessary, encourages improvements, promoting the strengthening of efforts to respect human rights and enhance information disclosure.



For more details about Corporate Ethics for Society, Human Rights, and the Environment, please refer to the "Corporate Ethics" section of the corporate website.

<https://www.openupgroup.co.jp/sustainability/corporate-ethics/>

The Environment

Disclosure of Information Based on the Recommendations of the TCFD

Governance

To promote sustainability management across the Group, we have established a Sustainability Committee that reviews and deliberates on climate-related core policies and key matters. Chaired by the Chairman and Representative Director, President and CEO, the Sustainability Committee addresses key risks and opportunities related to sustainability, including climate change, on an annual cycle as part of its regular agenda. The Committee formulates plans for necessary measures, considers alignment with the Group-wide business plan and responses by each operating company, and oversees the deployment of these initiatives to relevant departments. In principle, the Committee meets twice a year.

The discussions and decisions of the Sustainability Committee are reported to the Board of Directors. The Chairman and Representative Director, President and CEO is responsible for climate change matters at the Board level and is responsible for ensuring that environmental and climate-related measures are reflected in and executed through our corporate strategy.



Risk Management

Our Group conducts scenario analysis to assess and understand the impact of climate change on its businesses and to identify climate-related risks and opportunities. The identified risks and opportunities are used to formulate strategies and measures in our sustainability promotion framework, shared via the Sustainability Committee, deployed to operating companies, and monitored by the sustainability departments.

A bottom-up approach is also applied. Each operating company conducts monthly compliance meetings at which monitoring items and non-financial information are collected and analyzed. Any emerging changes related to climate-related risks, opportunities, and awareness are brought to the Sustainability Committee for discussion.

In addition, during the Internal Control Committee's annual review of the risk catalog, which includes categories related to the environment and climate change, the Sustainability Committee takes over the evaluation and examines matters such as potential financial impacts.

The Sustainability Committee's discussions and findings are reported to the Board of Directors, along with external trends that may affect corporate strategy, including climate change, regulatory developments, and changes in legal frameworks.

Strategy

In 2022, we conducted a scenario analysis based on two situations: one in which the global temperature rises a maximum of 1.5°C (from before the Industrial Revolution to the end of the 21st century), and one in which the global temperature rises 4.0°C.

Scenario Analysis (1.5°C / RCP*2.6)

Category	Major Risks and Opportunities	Time Frame	Impact
Risks	Transition risks (Regulatory) Enhanced carbon pricing Although the direct impact on business is limited, higher carbon pricing is expected to increase indirect tax burdens from electricity used in offices and from travel for employees and technical staff.	Medium term	Small to medium
	Transition risks (Market / Reputation) Reputation among client companies in a decarbonized society Client companies are increasingly concerned about climate change, therefore insufficient disclosure could be perceived as a reluctance to take action, which could lead to a negative brand image, putting the Group at risk of falling behind competitors.	Medium term	Small to medium
	Transition risks (Market / Reputation) Reputation among job seekers in a decarbonized society Inadequate disclosure of information on how we are addressing climate change could affect recruitment, especially among young people, who are our primary target for recruitment, due to their greater concern for climate change and sustainability.	Medium term	Small to medium
Opportunities	Products and services Changing needs due to technological change Client companies' needs for external engineers may change due to technological change. The Group can offer a flexible supply of human resources in response to these changes.	Medium term	Small to medium
	Market / Reputation Reputation among client companies in a decarbonized society By proactively showing our commitment to addressing climate change and fully disclosing related information, client companies will be more likely to choose to work with us. This will reduce the cost of building relationships with client companies.	Medium term	Small to medium
	Market / Reputation Reputation among job seekers in a decarbonized society Proactively demonstrating our commitment to addressing climate change and fully disclosing related information may increase the chance of job seekers choosing to work for the Group. This will reduce the cost of building relationships with job seekers.	Medium term	Small to medium

Scenario Analysis (4.0°C / RCP*8.5)

Category	Major Risks and Opportunities	Time Frame	Impact
Risks	Physical risks (Acute) Impact of extreme weather on commuting Severe extreme weather events, such as heavy rains and typhoons, may prevent engineers from accessing client company sites.	Medium to long term	Small
	Physical risks (Acute) Impact of extreme weather on client company work sites Severe extreme weather events such as heavy rainfall and typhoons may cause client companies to temporarily suspend operations.	Medium to long term	Small
Opportunities	Products and services Responding to labor needs as client companies relocate their sites Client company factories and laboratories may relocate to avoid typhoon damage, river flooding, and other forms of damage. We can supply human resources to meet their needs even at relocated locations.	Medium to long term	Small

* Representative Concentration Pathways

Note: Regarding time frames, we define up to one year as the short term, up to 2027 as the medium term, and up to 2050 as the long term. Financial impact is considered major when the impact on operating income is about 30%, medium when the impact is about 10%, and minor when the impact is less than 10%.

Indicators and Targets

We aim to become carbon neutral by reducing the Group's CO₂ emissions (Scopes 1 and 2) to net zero by 2030. In the future, we will disclose a road map for reaching this target along with our reduction efforts.



Directors

1 Yutaka Nishida
Chairman and President and
Representative Director, CEO

2 Hiroshi Sato
Director, CFO

3 Mari Oshima
Outside Director

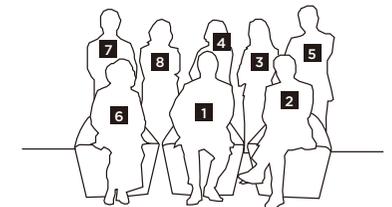
4 Tomoko Kawakami
Outside Director

5 Yoichi Wada
Outside Director

6 Rieko Zamma
Outside Director (Audit & Supervisory
Committee Member)

7 Shintaro Takahashi
Outside Director (Audit & Supervisory
Committee Member)

8 Noriko Sakai
Outside Director (Audit & Supervisory
Committee Member)



Officers

Einobu Yoshii
Corporate Officer of Construction Unit

Shinichi Eirai
Corporate Officer of Mechatronics Unit

Junji Nakashima
Corporate Officer of IT Infrastructure Unit

Noriyuki Murai
Corporate Officer of Internal Audit &
Sustainability

Yuichi Kamata
Corporate Officer of Corporate Planning

Mitsuyoshi Matsumoto
Corporate Officer of Human Resources

Akihito Kato
Corporate Officer of DX Promotion

Akio Takeya
Corporate Officer of Finance

Noriyuki Sasano
Corporate Officer of Group Management

Corporate Governance

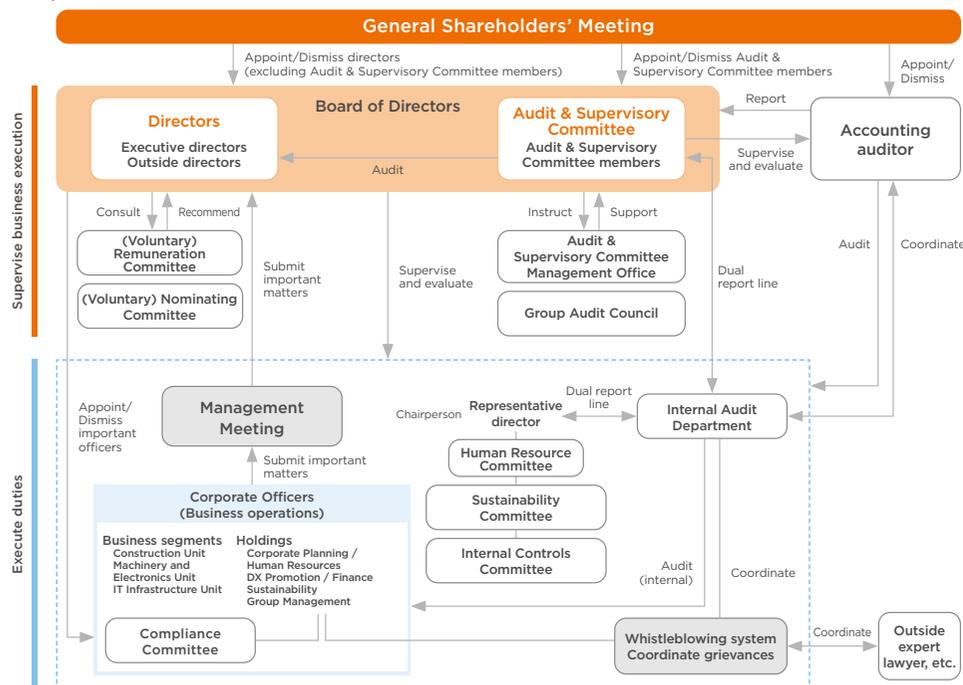
Basic Stance and Policy

The Group aims to improve corporate value in a sustainable manner based on Our Purpose, which is to open up individual potential through rewarding work, and will promote sound, efficient management.

Furthermore, the Group works to ensure transparency through accurate and timely disclosure of information and to build positive relationships with stakeholders, including shareholders and investors. Under its holding company structure, the Group supervises the proper execution of business by the operating companies and flexibly designs meeting bodies and reporting lines to ensure that labor and human rights issues, which are important to the human resources services industry, are fully controlled. The Group also ensures transparent and objective management through its Board of Directors and Audit & Supervisory Committee.

Corporate Governance

Corporate Governance Structure



Board of Directors

Composition	Directors 8 (6 of whom are outside directors, including 4 female directors)		
Number of meetings	18 (Fiscal 2025 result)	Chairman	Yutaka Nishida (Chairman and Representative Director, CEO)
Main agenda items for fiscal 2025	<ul style="list-style-type: none"> • Management Strategy Progress on medium-term management policy, M&A policy, overseas expansion policy, business strategy, IR strategy, and sustainability-related issues • Investment Projects Transfer of shares in BeNEXT UK Holdings Limited, capital increase at Open Up Vietnam Company Ltd., additional acquisition of equity interest in Guangzhou Dianmi Xinke Human Resources Co., Ltd., liquidation of Trust Tech Human Business Consulting Shanghai Inc., and acquisition of all shares in Ophiuchus Invesco Co., Ltd., which has IR Inc. as a subsidiary • Governance and Compliance Effectiveness evaluation of the Board of Directors, director appointments, executive officer appointments, executive remuneration matters, introduction of a medium- to long-term performance-linked stock remuneration plan, regulations, financial results, General Meeting of Shareholders, compliance matters, etc. 		

Nominating Committee

Composition	Directors 4 (3 of whom are outside directors)		
Number of meetings	5 (Fiscal 2025 result)	Chairman	Yoichi Wada (Outside Director)
Members	Mari Oshima (Outside Director), Tomoko Kawakami (Outside Director), Yutaka Nishida (Chairman and President and Representative Director, CEO)		
Main agenda items for fiscal 2025	<ul style="list-style-type: none"> • Review of the criteria and process for the appointment and dismissal of directors, and the formulation of succession plans for key executives such as the Chief Executive Officer (CEO) 		

Remuneration Committee

Composition	Directors 4 (3 of whom are outside directors)		
Number of meetings	2 (Fiscal 2025 result)	Chairman	Mari Oshima (Outside Director)
Members	Tomoko Kawakami (Outside Director), Yoichi Wada (Outside Director), Yutaka Nishida (Chairman and President and Representative Director, CEO)		
Main agenda items for fiscal 2025	<ul style="list-style-type: none"> • Review of the policy for determining executive compensation and evaluation of the director compensation proposal 		

Audit & Supervisory Committee

Composition	Directors 3 (3 of whom are outside directors)		
Number of meetings	13 (Fiscal 2025 result)	Chairman	Shintaro Takahashi (Outside Director)
Members	Rieko Zamma (Outside Director), Noriko Sakai (Outside Director)		
Main agenda items for fiscal 2025	<ul style="list-style-type: none"> • Formulation of audit policies and audit plans • Preparation of audit reports • Reappointment of the accounting auditor, approval of the accounting auditor's audit fees, and advance consent for the accounting auditor to make proposals related to the provision of non-assurance services • Proposals for director candidates (excluding those who are members of the Audit & Supervisory Committee) and related remuneration • Appointment of the chairperson of the Audit & Supervisory Committee, and other matters as prescribed by laws and regulations • Individual remuneration for Audit & Supervisory Committee members 		

Corporate Governance

Requirements for Directors

Policy and Procedure for Appointment, Dismissal, and Nomination

The policies and procedures for the appointment and dismissal of the representative directors and the nomination of director candidates are set out below.

Nomination of Director Candidates

The Nominating Committee discusses and selects director candidates based on whether candidates display a high level of professional ethics and whether they are able to continuously elevate the corporate value of the Group over the medium to long term while respecting the rights and positions of stakeholders. The list of candidates is reported to the Board of Directors for resolution, and then submitted to the General Shareholders' Meeting.

Executive Director

- (a) Possesses sufficient experience and expertise to understand the Open Up Group's Purpose and contribute to the Group's sustainable growth and long-term enhancement of corporate value.
- (b) Exhibits excellent character, judgment, and appropriate ethical standards, and is in good physical and mental health.
- (c) Does not have any conflicts of interest or business relationships that could affect the execution of director duties.

Outside Director

- (a) Meets the requirements outlined in (a) through (c) above.
- (b) Has extensive experience and high-level insight in his/her respective field of expertise.
- (c) Can secure sufficient time to perform his/her duties as a director of the Company.
- (d) Possesses the ability to provide advice and recommendations to ensure the appropriateness and fairness of Board decisions from an independent standpoint.

Representative Director

- (a) Possesses the ability to establish mid- to long-term management policies that promote the growth of the Group in line with the Group's Purpose.
- (b) Demonstrates leadership in executing mid- to long-term management policies and is capable of delivering results.
- (c) Engages sincerely with all stakeholders and is able to maintain balance and harmony among their interests.

Dismissal of Representative Directors

Dismissal of representative directors is determined by the Board of Directors following sufficient inquiry, debate, and recommendation by the Nominating Committee in cases where an inadequacy has been recognized, such as when they are deemed to lack the qualifications set out in the dismissal policy below. Moreover, the Nominating Committee discusses the education and training of candidates for successors to the representative director positions and the possibility of inviting successors from outside the Company.

- (a) A violation of laws, the Articles of Incorporation, or other regulations of the Open Up Group, causing significant loss or operational disruption to the Group
- (b) There is significant impairment in the execution of duties.
- (c) The performance fails to meet the following performance criteria: operating profit margin/amount, growth rate, and other medium-term management indicators are significantly worse than industry standards, with no prospect of recovery.
- (d) It becomes clear that, considering changes in external conditions and performance, the director no longer meets the criteria for appointment.

Criteria for Assessing the Independence and Efficacy of Outside Directors

Criteria for assessing the independence and efficacy of outside directors are defined as follows.

The Company selects individuals who have not been executive directors or business executives for the Company in the past and who meet the requirements for an outside director as defined in the Companies Act. These individuals also meet the requirements for an outside director who is unlikely to have conflicts of interest with general shareholders as defined in the Tokyo Stock Exchange criteria for independence. Moreover, the Company seeks out individuals with extensive experience and expertise in their respective fields, who can provide advice and recommendations from an outside and objective perspective or serve in other ways that will elevate the transparency and soundness of management-related decision-making.

Corporate Governance

Skills Matrix

The following matrix shows skill categories required by the Company based on its management environment and the characteristics of its business and shows which directors possess these skills based on their work experience.

Position at the Company	Name	Age	Type		Knowledge and Experience Important for Group Management (Skill Categories)									
			Outside	Independent	Industry experience	Management experience	Executive of a listed company / Economics, business administration, etc.	International experience	M&As, investment, and PMI	Law	Finance and financial strategy	Governance, SR, and sustainability	Digital technology and cybersecurity	Technology / Education in science and technology
Chairman and President and Representative Director, CEO	Yutaka Nishida	62			◎	○						○		
Director, CFO	Hiroshi Sato	68					○	○			○			
Outside Director	Mari Oshima	63	■	■				○					○	○
Outside Director	Tomoko Kawakami	60	■	■			○	○				○		
Outside Director	Yoichi Wada	66	■	■		○	○		○					
Outside Director (Audit & Supervisory Committee Member)	Rieko Zamma	75	■	■		○	○					○		
Outside Director (Audit & Supervisory Committee Member)	Shintaro Takahashi	60	■	■		○	○						○	
Outside Director (Audit & Supervisory Committee Member)	Noriko Sakai	56	■	■				○		○		○		

Notes: The above matrix shows the three main skills each director is particularly expected to demonstrate in his/her role.
For representative directors, the skill each director is particularly expected to demonstrate in his/her role is represented by a ◎ symbol.

Directors' Skills Matrix and Reasons for Selection

Reasons for Selecting Skill Categories (Management Environment, Nature of the Company's Business)

Industry experience	The Group emphasizes growth potential, so it needs directors who can make management decisions based on real-life experience of the changes, challenges, opportunities, and other aspects of the personnel staffing industry.	Law	To support the foundation of legal and fair business activities within the Group, it needs directors with extensive experience, broad knowledge, and information related to legal affairs and compliance.
Management experience	As a Group comprising multiple business companies, we need directors with comprehensive and extensive managerial experience, including business promotion and risk management.	Finance and financial strategy	The Group is looking to invest in growth through M&As and to stably enhance shareholder returns and therefore needs directors with wide-ranging knowledge and experience of finance and related matters.
Executive of a listed company / Economics, business administration, etc.	The Group needs directors with experience of business promotion and risk management in a variety of industries or extensive knowledge of business administration, so that they can help enhance the objectivity and transparency of the Group's management.	Governance, SR, and sustainability	The Group aims to achieve sustainable growth while remaining in harmony with society and therefore needs directors with experience in fields such as governance, risk management, and social contribution.
International experience	The Group conducts business in the U.K. and many other countries around the world and therefore needs directors with international management experience and an understanding of the business environment outside Japan.	Digital technology and cybersecurity	The Group is moving forward with digital transformation efforts and therefore needs directors with knowledge and experience of making appropriate decisions in this field and of the new risks associated with IT.
M&A, investment, and PMI	The Group has positioned M&As as a key strategy in its medium-term management policy, and therefore needs directors with wide-ranging experience of M&As.	Technology / Education in science and technology	The Group needs directors with expertise in the changes and trends in technology affecting clients in the manufacturing sector, as well as in the education of human resources who must adapt to these changes.

Corporate Governance

Analysis and Assessment of the Effectiveness of the Board of Directors

We evaluated the effectiveness of the Board of Directors using the following process.

- Persons subject to assessment: Directors (10 in total)
- Assessment method: An in-house registered survey was conducted (combining question selection and written comments). The results were tabulated and analyzed and then assessed by the Board of Directors.

- Assessment items (major categories):
 - 1) Items related to the composition of the Board of Directors
 - 2) Items concerning the operation of the Board of Directors
 - 3) Items concerning the agenda of the Board of Directors
 - 4) Items related to the support system for the Board of Directors
 - 5) Matters concerning nomination and remuneration

Overview of Analysis and Assessment in Fiscal 2024

In response to each issue identified in the previous effectiveness evaluation, the following initiatives and measures were implemented in fiscal 2025.

- **Deepening Monitoring and Discussions on Medium- to Long-Term Strategies**
The Board received reports on the progress of the Group-wide strategy and engaged in discussions on the strategic direction and related issues. We established an operational approach that identifies management issues from a medium- to long-term perspective and continuously monitors and evaluates the appropriateness and feasibility of our strategy.
- **Risk Management and Compliance for Strengthening Group Governance**
The Audit & Supervisory Committee and the Group Audit Council, both with meetings held monthly, worked to increase the detail of reports on each Group company's risk status and compliance responses. This enabled more consistent information sharing and coordinated action across the Group. We also improved the effectiveness of discussions by reporting on sustainability activities and compliance initiatives.
- **Appropriate Involvement and Supervision of Successor/ Executive Development Plans**
We recognize the planned development of future management talent and the establishment of appropriate appointment and dismissal processes as ongoing priorities. The Nomination Committee continued to lead discussions on human resource development plans.

Overview of Analysis and Assessment in Fiscal 2025

- **Enhancing Themes Addressed by the Board of Directors**
We will continue to deepen discussions on specific plans under the medium-term management policy while broadening the range of themes brought to the Board, including crisis management, IT and AI, sustainability, human capital, and changes in the business environment. Through this, we aim to further enhance the quality of strategic decision making. We will also regularly review Board agenda themes to strengthen the Board's function as a forum for more strategic and effective discussion.
- **Enhancing Reporting on the Business Execution Status of Operating Companies**
To strengthen the Board's understanding and discussion of business execution at each operating company, we will consider revising the content and methods of reporting. This includes clarifying report structures, risks, and strategy progress, enabling a more accurate understanding of business conditions. We will also hold opinion exchange meetings with outside directors to deepen understanding of underlying context and business challenges and further improve the quality of Board discussions.
- **Appropriate Involvement and Supervision of Successor/ Executive Development Plans**
We recognize the planned development of executive management talent and the establishment of appropriate appointment and dismissal processes as ongoing priorities and will continue discussions, led by the Nomination Committee, on the effectiveness of these development plans and the appropriateness of appointment and dismissal processes.

(Reference) Enhancement of the Governance Structure (Since 2021)

2021

Establishment of the Sustainability Committee
Establishment of the Outside Directors' Meeting

2023

Establishment of the Audit & Supervisory Committee
Outside directors account for a majority of the Board of Directors

2024

Introduction of mid- to long-term performance-linked stock compensation
(Evaluation indicators: financial and non-financial)

Corporate Governance

Director Remuneration

Remuneration for directors, excluding directors serving as Audit & Supervisory Committee members, is reviewed by the Remuneration Committee, which submits its recommendations to the Board of Directors. Through this process, transparency and objectivity are ensured across the overall remuneration system, including remuneration levels and the remuneration determination process. In determining the amounts of various forms of remuneration, different standard amounts are set in consideration of the responsibilities associated with each director's position. Remuneration for directors serving as Audit & Supervisory Committee members is determined through deliberation among the Audit & Supervisory Committee members. The composition of remuneration for each director, the payment ratios, and the policies governing remuneration determination are as outlined below.

Executive Directors

Remuneration consists of fixed remuneration and bonuses, as well as stock compensation in the form of restricted stock and medium- to long-term performance-linked stock compensation. In addition to the achievement of single-year performance targets, the degree of achievement of mid-term non-financial performance indicators is also reflected.

Overview of Remuneration for Executives

	Fixed remuneration	Bonus	Restricted stock remuneration	Medium- to long-term performance-linked stock remuneration
	30-40%	10-20%	15-20%	30-40%
Fixed	Monetary	—	Stock	—
Performance linked	—	Monetary	—	Stock
Non-financial indicators	—	—	—	Yes
Merits	Fixed remuneration divided into 12 monthly payments	Variability of 0-200% within a single fiscal year	Transfer restriction lifted upon retirement or after 30 years	Variability of 0-200% every 3 fiscal years
	Set annually based on performance Bonuses vary based on single-year achievement levels		Set every three years Varies based on achievement levels after three years	

Fixed remuneration (monetary remuneration)

A fixed amount of monetary remuneration determined annually for each one-year term is paid in monthly installments. Individual amounts are set at levels commensurate with each director's responsibilities and are determined by position, taking into account the content of duties and the scope of responsibility.

Bonus (monetary remuneration)

This is short-term performance-linked remuneration intended as a short-term incentive for the achievement of single-year targets. The performance-linked indicator is operating profit, and bonuses are paid in accordance with the achievement rate of the operating profit target for the relevant fiscal year.

Individual amounts are determined by position, with a standard bonus amount set for each position based on factors such as the content of duties, role, responsibilities, and remuneration mix. The payout rate is set at 100 percent upon achieving targets and ranges from 0 to 200 percent based on the level of achievement.

Restricted stock remuneration

This remuneration is intended to incentivize improvements in medium- to long-term corporate performance and value, while also aligning with shareholders' interests. The number of shares granted to each individual is determined by position, taking into account the content of duties, role, responsibilities, and remuneration mix.

The restriction period extends until retirement or for 30 years. In addition, there are provisions for acquisition without compensation by the Company, including malus clauses.

Mid- to long-term performance-linked stock remuneration

This remuneration serves as a medium-term incentive with a three-fiscal-year evaluation period. The number of shares to be granted to each individual is determined at the end of each evaluation period, based on the extent to which performance indicators were met during that period. Individual share allocations are determined by position, taking into account the content of duties, role, responsibilities, and remuneration mix. The evaluation indicators include not only financial targets but also non-financial targets from a sustainability perspective.

Outside Directors (Excluding Directors Who Are Members of the Audit & Supervisory Committee)

Remuneration of outside directors is limited to fixed remuneration to ensure their perspective remains independent of business operations. The amount is determined annually and paid monthly. The amount paid to each director is determined at a level appropriate to their responsibilities.

Directors Who Are Members of the Audit & Supervisory Committee

Remuneration of directors who are members of the Audit & Supervisory Committee is limited to fixed remuneration to ensure their perspective remains independent of business operations. The amount is determined annually and paid monthly. The amount paid to each director is determined at a level appropriate to their responsibilities.



For further details, please refer to the "Policy on Determining Executive Remuneration" available on our website.

<https://www.openupgroup.co.jp/sustainability/corporate-governance/>

Investor and Outside Directors Roundtable

From a staffing business
to a human resource
development support business.
Key management strategies
for strengthening industry
presence and achieving
sustainable growth.

Yoichi Wada
Outside Director

Mari Oshima
Outside Director

Tsuyoshi Ishibashi
Senior Analyst
Investment Department,
Planning and Research Group
Sumitomo Mitsui DS Asset
Management Company, Limited

The Open Up Group's Characteristics and Strengths

Wada I have served as an outside director of the Company since 2021. After graduating from university, I joined a securities firm and also spent some time working as a securities analyst. Since 2000, I have led investor relations activities as a member of top management. I have been looking forward to this roundtable discussion as an opportunity for open and candid dialogue.

Oshima I have served as an outside director of the Company since 2022. My background is in research and education in the field of mechanical engineering at a university, and STEM*1 education has been my life's work. Thank you very much for having me today.

Ishibashi I will briefly introduce my background as well. I am responsible for Japanese equities in the asset management division,

and it has been about 15 to 16 years since I began covering service industries. Among those researching human resource-related companies, I may be relatively senior. I am very much looking forward to hearing today about your company's characteristics and strengths from the perspectives of the two outside directors.

Oshima The Company's greatest strength lies in its well-balanced deployment across three fields: machinery and electronics, IT, and construction. While each field has its own challenges, the fact that these completely different domains are brought together in a systematic way is extremely unique and constitutes a major strength. Given the diversity of today's technologies, the overall direction is well aligned with current trends. I also recently visited a training center, where I observed the careful development of personnel with no prior experience. Given that reskilling in Japan remains insufficient, I believe the Company is also a pioneer in this regard.

Wada Over the past 30 years, as the relationship between companies and employees has changed significantly, systems have steadily evolved and been updated as needed. I believe the Company has adapted well to these changes. The staffing industry is now facing a major structural transformation. To move to the next stage, the Company has used M&A over the past three years to reshape its structure and is currently, by design, pausing to refine it. I also have a favorable impression of the Company's sincerity, such as its practice of openly explaining items that fell short of targets at earnings briefings.

Ishibashi From an equity market perspective, the staffing industry has already entered a mature phase, and competition has intensified further due to low barriers to entry. Even so, your company has steadily expanded its business foundation through M&A. While many companies struggle with M&A, your company has built significant PMI*2 experience, which I view as a key management strength. In addition, while peers are shifting toward expanding their business domains, your continued focus solely on engineer staffing also strikes me as a strength. How does the Board of Directors engage with strategic direction?

Wada The policy of focusing does not itself become an explicit agenda item, but there is a shared understanding at the Board level. Each of the three fields serves different customers and has a different business model. The post-M&A integration process has been carried out while maintaining the independence and distinct characteristics of each field in a finely balanced manner. I myself have extensive experience with M&A, and this approach struck me as mature leadership. I believe that over the past three years, a sense of unity across the Group has steadily been fostered.

Oshima The pace of technological evolution is rapid, and connecting it to management is exceptionally challenging. In addition, across all fields, engagement—such as how to raise engineers' motivation and link it to self-realization—is critically important. The Company has been ahead of others in focusing on this area and has undertaken efforts to quantify it using AI and other technologies. While some elements are still under development, I highly value these data-driven initiatives. In fact, at Board meetings, I feel that progress is being made through discussions on quantification and engagement, including in the formulation of the medium-term management policy.

Investor and Outside Directors Roundtable

Ishibashi So rather than being merely a collection of operating companies, these initiatives are refining what the holding company should be doing and clarifying its role.

*1 STEM stands for Science, Technology, Engineering, and Mathematics.
*2 PMI stands for Post-Merger Integration.

Governance Effectiveness Reflected in Executive Remuneration and the Succession Plan

Ishibashi Succession planning is an issue that must always be considered. Could you explain how the Company is approaching this?

Wada The Nomination Committee is currently in the process of considering a formal policy. There is consensus that the qualities required of a successor should extend beyond the ability to manage the operations of individual businesses to include the capacity to make strategic decisions for the Group as a whole. With this in mind, we are focusing on two main initiatives in developing successors. First, we have candidates gain experience as heads of multiple units, providing them with training to view the business from various perspectives. Second, unit heads are asked to attend Board of Directors meetings. By gaining insight into initiatives in other domains, we encourage them to internalize these efforts as their own and to engage in mental exercises on how to think about overall balance at the Group level. Regardless of whether they ultimately become the next top executive, we believe strengthening unit heads' management capabilities is critically important.

Ishibashi I often discuss with my company's responsible investment division whether it would be appropriate to use total shareholder return (TSR), particularly relative to the TOPIX, as a benchmark for executive remuneration. Does TSR come up as a topic at Board meetings or similar forums at your Company?

Oshima In addition to monetary and restricted stock remuneration, we have introduced a medium- to long-term performance-linked stock remuneration plan tied to the achievement of performance targets. While it is important to assess management performance using measures such as TSR and share price, we also use the Open Up Purpose Index (OPI),

which quantifies the extent to which Our Purpose is realized, as an evaluation criterion alongside financial indicators.

Ishibashi So you are setting incentives based on your own proprietary evaluation metrics.

Wada There is awareness that reflecting the share price in executive remuneration should be considered at some point. In addition, while the share price is considered for internal directors, the evaluation is graded, with operating officers assessed against indicators such as profit growth and operating profit margin. Furthermore, we incorporate KPIs related to OPI and LTV^{*3}, enabling us to evaluate performance using both substantive financial indicators and leading indicators.

Ishibashi That is very sound. One more question: given that your company has many engineers with tenure exceeding five years, would you consider partially introducing stock-based compensation for engineers as well?

Oshima It is true that when tenure is shorter, it becomes more challenging to balance the capital invested in training and development with returns. From that perspective, considering stock-based remuneration as part of the overall remuneration design appears to be an option worth examining.

*3 LTV stands for life time value.

Shifting Trends in the Staffing Services Industry and Management's View of the Situation

Ishibashi The staffing services industry has been undergoing significant change, including recent acquisitions valued at several hundred billion yen. In this environment, how do you, as an outside director, view the Company's corporate value and share price?

Wada Large-scale acquisition cases have also been discussed at Board meetings. We are particularly focused on where the capital, amounting to several hundred billion yen, will ultimately be invested. Specifically, whether investors will reinvest that capital in the staffing services industry or direct it to other industries. We see this as the emergence of a major testing ground for how the staffing services industry is valued. If capital does not return to the staffing services industry, we must regard that as a management challenge to be addressed and develop a strategy unique to our



company. At this stage, investors have not yet made their positions clear, but this will likely become clearer over time, and we believe it will provide highly meaningful insights for us.

Ishibashi Another staffing services company focuses on the high-end segment and emphasizes branding by highlighting the growth opportunities available to dispatched engineers. In contrast, your company appears to still have significant potential to expand its client base, and depending on execution, there seems to be room for much broader growth. What are your thoughts on this?

Wada As you noted, the potential is extremely high, and we believe this represents our greatest opportunity. Our unique starting point is developing individuals with no prior experience into "open uppers," and we believe this gives us a strong centripetal force. The concept of brand frequently arises in Board discussions. Because employment dynamics have changed, we are not limiting our review to systems alone. Instead, we use OPI to objectively capture and analyze multiple factors, such as growth in engineer tenure, wage increases, and career advancement, in a comprehensive manner, allowing us to identify early signs and trends. From this perspective, we have engaged in extensive discussions on redefining our business around a coaching model that emphasizes LTV. If we can embed this thinking into our daily routines, we believe we can achieve an overwhelming competitive advantage, and we are working diligently toward that goal.

Investor and Outside Directors Roundtable

Ishibashi It may be difficult for individual engineers to know what constitutes appropriate treatment. However, with your company's career advancement support, reskilling opportunities, and a fair evaluation system that links skills to remuneration, engineers may be better able to understand what constitutes appropriate evaluation and pay. If an alumni system were also institutionalized to enable information exchange among engineers, could this further broaden the scope of support?

Oshima The employment market is shifting from a membership-based model to a job-based model, and mid-career hiring is increasing. At the same time, the future direction of technology is uncertain, making it increasingly important for engineers to accurately understand their skills and strengths to assess their position. Universities have alumni organizations, and, as you pointed out, we believe a similar system is necessary for our company. In fact, the idea of creating a database of alumni and enabling digital connections has already been raised as an agenda item at Board meetings. The key issue is how to implement such a system, and this recognition of the challenge is shared at the Board level.

The Open Up Group's Growth Potential Through the Lens of Changing Employment Patterns

Ishibashi In the technology field, returning to work after



stepping away due to life events has traditionally been difficult, and this has been particularly challenging for women. However, taking CAD as an example, we are now in an era where work can be done without being physically present on-site. Through technological innovation, it is now possible to continue building a career and advancing professionally while navigating major life events.

Oshima Technological innovation is having a profound impact. In recent years, the mindset of younger men and women has been changing, with both placing greater importance on work-life balance and increasingly participating together in life events. As a result, the ability to work with a certain degree of flexibility will become a major expectation in society going forward.

Ishibashi Looking ahead, for those who wish to work in technical professions, it may be more attractive when viewed through the lens of technological progress to work with a staffing company that demonstrates strengths in continuous skill development and effective job matching, rather than remaining with the same company indefinitely.

Oshima I share that view. While technology continues to advance, the latest technology is not required in every situation. There are many cases where an engineer's skills can be applied at a top level in a different workplace. When remaining with the same company, individuals must continually upgrade their skills to keep pace with the company's progress, which can be burdensome. In addition, life events can cause people to miss opportunities for skill development. Even in those situations, there is always a way for an individual's skills to be put to good use. If proper matching is achieved, this can lead to both fulfillment and a sense of purpose in work. Japan has traditionally lacked labor mobility, with people being forced to stay on the same track. I believe the Company's business model is well aligned with today's more diverse environment.

Wada In the past, the emphasis was on how quickly and accurately personnel could be dispatched. However, as supply-and-demand dynamics have changed, the focus has shifted toward how dispatched engineers are utilized. In an era defined by diversity, having a system that can custom-match both sides is extremely important.

Ishibashi From an engineer-first perspective, I also believe that, as an industry leader, your company should help establish standards to protect engineers. We appreciate the opportunity to discuss this



today, and I hope it will serve as a starting point for continued communication. Thank you very much for your time today.

Outside Director Message

Shintaro Takahashi

Outside Director (Audit & Supervisory Committee Member)



I believe the defining strengths of the Company's governance structure lie in the clear delineation of directors' roles and the accurate sharing of information, grounded in operational-level discussions. Building on this foundation, outside directors carefully review information in advance and appropriately fulfill their responsibilities by offering advice and exercising oversight, thereby ensuring sound and balanced decision-making. Within the Audit & Supervisory Committee, we place internal controls, risk management, and the strengthening of governance at the core of our activities. We strive to gain a detailed understanding of individual matters while focusing on preventing recurrence and proactively addressing potential incidents by identifying early warning signs. In addition, through regular dialogue with the internal audit function and management, we carry out highly effective monitoring.

To achieve sustainable growth across the Group's diverse business domains, it is essential to integrate recruitment activities currently dispersed across the Group under holding company leadership and further strengthen our overall strategy. Human resources recruitment and retention is the very engine of the Company's growth, and we will continue to focus on reinforcing this foundation.

Compliance

Basic Stance and Policy

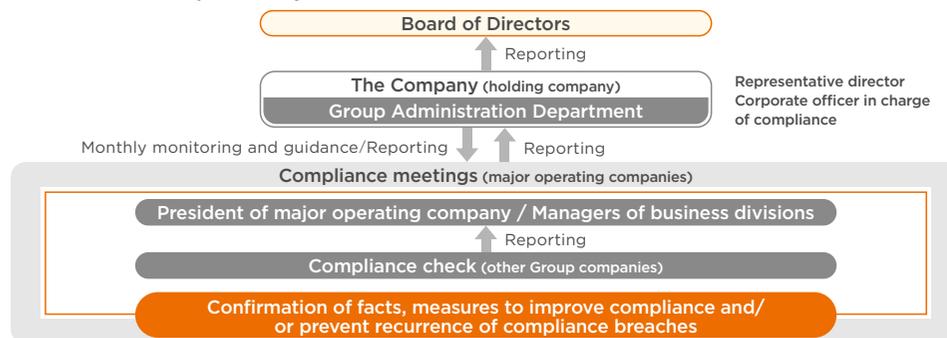
The Group's officers and employees must act in accordance with the Group's action guidelines, titled Corporate Ethics for Society, Human Rights, and the Environment, which call for rigorous professional ethics, profound insight, and self-discipline, under the belief that compliance is not limited to laws and regulations but also extends to corporate ethics and social norms.

System

The corporate officer in charge of the Group Administration Department is also in charge of Group-wide compliance, under the supervision and direction of the holding company. Efforts to promote compliance are handled primarily through compliance meetings, which are held at each major operating company and comprise the company's president and managers of its business divisions. The Company monitors the effectiveness of each operating company's compliance meetings as well as the status of their internal controls, and reports to the Board of Directors every month, after which operating companies are encouraged to make improvements as necessary.

At each major operating company's monthly compliance meeting, reports on independent compliance checks related to the Act on Securing the Proper Operation of Worker Dispatching Businesses and Protecting Dispatched Workers (the Worker Dispatch Act) and other labor-related laws and regulations are submitted, and improvements are made as necessary. Specifically, the meetings aim to share the most up-to-date guidance from the Labor Bureau and Labor Standards Inspection Office and to ensure that any issues that need to be addressed, any required reductions in working hours, and any other efforts related to laws and regulations are properly understood, that the proper instructions are given, and that any initiatives in response are suitably promoted. In addition, the meetings monitor items related to human rights, the environment, information management, misconduct, internal whistleblowing, and other matters, and if a serious incident occurs, the operating company in question works to gain a rapid understanding of the situation and take countermeasures. Furthermore, the company conducts internal audits of contracting, outsourcing, and other transactions in keeping with the nature of their specific business to confirm that any commands given to maintain compliance with the law have been implemented and that legally mandated safety and health standards are being enforced.

Overview of Compliance System



Responses to Revisions of Relevant Laws and Regulations and Reviews of Operations

The Group operates in multiple countries and makes the fullest efforts to ensure thorough compliance with the relevant laws and regulations of each country. Any information related to revisions in these laws and regulations as well as responses to inspections from public institutions and subsequent results are shared among operating companies. The Company also maintains control over relations between operating companies. Furthermore, the Company has entered into advisory agreements with multiple law firms according to the type of law and the nature of the business in question, creating a system that gives it constant access to new information and advice.

Labor-Related Laws and Regulations

The Company's main business, human resources services, is regulated by laws and regulations such as the Labor Standards Act, the Worker Dispatch Act, and the Employment Security Act, and compliance with these laws and regulations is vital for maintaining valid permits and licenses. Compliance with these laws and regulations also contributes to respect for human rights, the safety and health of the Group's employees, and risk management—all of which underpin the Group's sustainable operations—while also being integral to realizing the Group's Purpose, which is to open up individual potential through rewarding work.

Specifically, the Company promotes various measures, such as management of working hours, promotion of the use of paid leave, prevention of workplace accidents, review of employment and contract terms and conditions, prevention of harassment, and health management, in cooperation with related departments in operating companies.

Prevention of Bribery and Corruption

All officers and employees must comply with items related to the prevention of bribery and corruption based on the Group's action guidelines titled Corporate Ethics for Society, Human Rights, and the Environment.



For the full text of Corporate Ethics for Society, Human Rights, and the Environment, please refer to the "Corporate Ethics" section of the corporate website.

<https://www.openupgroup.co.jp/sustainability/corporate-ethics/>

Compliance Education and Training

The Group emphasizes training and education to maintain and promote compliance. Accordingly, the support staff are given theme-based compliance-related materials and take the Group's annual Compliance Confirmation Test. The content of the test ranges from questions that check understanding of the Group's Purpose to questions related to corporate ethics, general laws, and regulations.

Implementation rate of
compliance education
and training

100%
(Fiscal 2025)

Compliance

Compliance Education and Training

The Group emphasizes training and education to maintain and promote compliance. Accordingly, the support staff are given theme-based compliance-related materials and take its annual Compliance Confirmation Test. The content of the test ranges from questions that check understanding of the Group's Purpose to questions related to corporate ethics, general laws, and regulations.

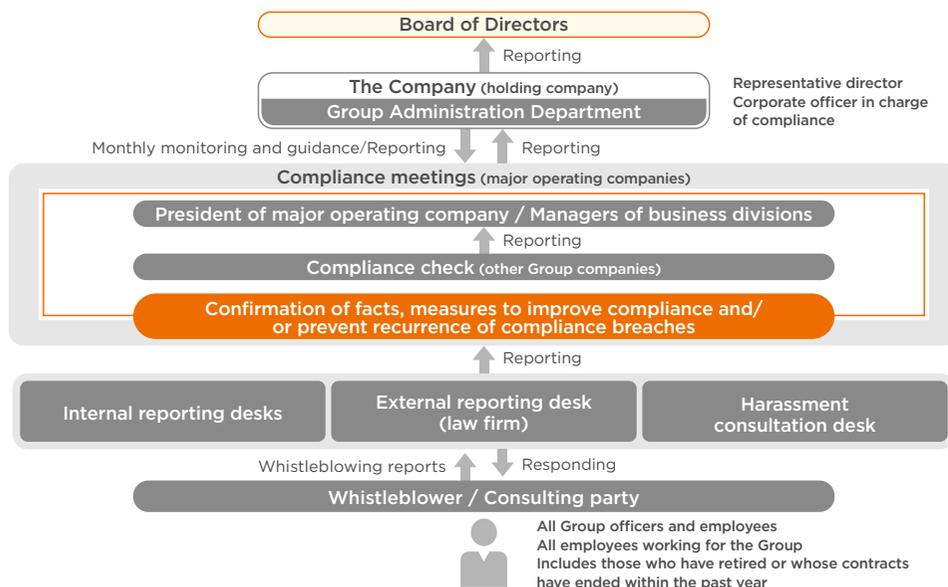
Major Themes

- Compliance and Group stance • Environment and biodiversity • Antisocial forces
 - Prevention of bribery and corruption
- Human rights • Harassment (including power harassment and sexual harassment)
 - Appropriate hiring and work environments
- Management of confidential information • Protection of privacy • Insider trading • Copyright
 - In-house helpline

Whistleblowing System

The Group has established a whistleblowing system for the prevention and early detection of and prompt response to any violations of laws and regulations and misconduct that occur as part of business execution.

Overview of Internal Whistleblowing System



Usage history of the system and the content of whistleblowing reports are reported regularly to the Group Administration Department and the Board of Directors based on reporting from the compliance meetings held at each major operating company. If an investigation reveals any illegality, fraud, misconduct, or human rights violation, the corporate officer or manager of the department involved in the violation will promptly take corrective measures and prevent its recurrence.

Reporting Desks

As part of our whistleblowing system, we have established reporting desks that employees and other users can access. An internal reporting desk for whistleblowing and consultations has been established within the General Affairs Departments of each company, with each desk staffed by at least one male operator and one female operator. Users may choose whether they communicate with either a man or woman when utilizing the desk. In addition, the Company has established an external reporting desk connected to a law firm. These services are available through a variety of channels, including telephone, e-mail, fax, pen and paper, and in-person contact.

These reporting desks are for anyone working for a Group company, as well as those who have retired or whose contracts have ended within the past year, including officers, employees, part-time workers, subcontractors, and the Group's business partners. In addition to providing access to these services to a wide range of people, the Company spreads awareness and understanding of this reporting system and how to use it as part of its compliance education.

In the fiscal year ended June 2025, 31 reports were logged through the whistleblowing system. None of these reports was significant enough to lead to serious recommendations that could affect permits or to lawsuits for large amounts of compensation.

Number of reports/
consultations made
through the internal
whistleblowing system

31
(Fiscal 2025)

Whistleblower Protection

The Company has established regulations within its whistleblowing system to protect whistleblowers in line with the Whistleblowing Protection Act. These regulations ensure that whistleblowers are not penalized for making reports. The Company has also put in place a system that allows anonymous reporting and ensures confidentiality. Specifically, the Company has stipulated that it will not dismiss, claim compensation from, or penalize those who utilize the whistleblowing system in any way for their consultation or reporting, including the cancellation of worker dispatch contracts and outsourcing contracts.

In addition, appropriate measures will be taken to ensure that people who utilize the reporting desks for whistleblowing or consulting purposes do not suffer retaliation in the form of negative work conditions. The Company also stipulates that disciplinary action may be taken in accordance with employment regulations if a person engages in unfavorable treatment or harassment of someone who utilizes the whistleblowing system.



For more information about compliance, please refer to the "Compliance" section of the corporate website.
<https://www.openupgroup.co.jp/sustainability/compliance/>

Risk Management

Basic Stance and Policy

The Company recognizes the increasingly important role of risk management amid the growing uncertainty in the business environment due to factors that include changes among client companies stemming from compromised economic security and diversifying work patterns and values in the labor market. In addition to addressing risks that affect the business itself, the Company addresses risks related to environmental, social, and governance (ESG) factors. To do this more effectively, the Company has systematized the flow of management in line with the Group's organization and business, enabling appropriate monitoring and decision-making via the Board of Directors, the Management Meeting, the Sustainability Committee, and the Internal Controls Committee.

System

The Group takes a two-pronged approach to risk management. First, the holding company identifies risks, including medium- to long-term risks, on an annual, top-down basis; second, operating companies identify risks on a constant, bottom-up basis.

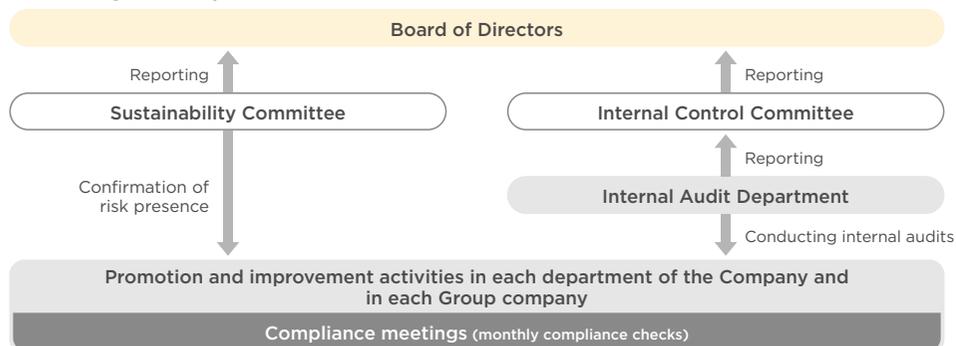
The first approach is implemented by the Company's Sustainability Committee and Internal Controls Committee, and the results of their investigations and assessments are reported to the Board of Directors. Both of these committees are chaired by the person serving as representative director, and comprise full-time directors and Group executives designated by the chair.

The Sustainability Committee manages risks for the realization of a sustainable society, taking into consideration issues such as human rights, environmental issues, and coexistence with society based on assessment of the risk catalog.

The Internal Control Committee manages risks from the standpoint of their potential impact on financial reporting based on assessment of the risk catalog.

For the second approach, Group companies identify potential risks at their respective monthly compliance meetings, and implement structured controls that enable risks to be managed through

Risk Management System



the continual implementation and monitoring of individual response measures.

The content of the monthly compliance meetings held by each Group company is reported to the Company. Based on these reports, the Company requests additional verification or corrective actions as necessary and promotes a management framework that enables effective oversight by identifying risk-related matters and issuing appropriate response instructions.

In addition, the Company's Internal Audit Department conducts audits across all aspects of each Group company's business activities. At the same time, the auditors of each Group company report matters they consider to pose risks to the Company's Audit & Supervisory Committee members and the Internal Audit Department.

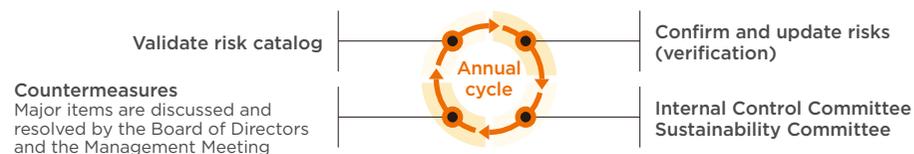
Risk Identification and Management

The Group has developed a risk catalog, which serves as a database for identifying risks. The catalog is a comprehensive list of 100 specific risks derived from the full range of factors that could affect the Group, including internal and external conditions. The risk catalog is updated annually. As part of this process, existing risk items are reviewed in light of evolving social expectations and changes in the business environment, and new items that require risk assessment are added as necessary.

As a general rule, risk identification covers all domestic operating companies, with overseas operating companies included as necessary. For each covered company, the company president and the risk management function jointly to assess each of the 100 identified risks from the perspectives of likelihood of manifestation and financial impact. Based on this assessment, risks are classified into three levels—high, medium, or low—and are evaluated and reviewed on an ongoing basis.

Based on the results of the risk assessment review for fiscal 2025, the Group has determined that it does not hold any material risk items that require immediate countermeasures. However, in preparation for future business expansion, the Group has identified the following areas to be appropriately controlled and addressed: (1) the consolidation of certain operations, (2) the Group-wide design of human resource development pipelines in specialized fields, and (3) the enhancement and execution of post-merger integration (PMI) following M&A.

Risk Management Process



For details on our key risks and how we address them, please see the "Risk Management" page on our website.

<https://www.openupgroup.co.jp/sustainability/risk-management/>

Information Security Management in IT

Basic Stance and Policy

The Group has established a comprehensive Group Information Systems Policy that aims to ensure business continuity and protect the information assets of the Group as well as the information of clients, applicants, employees, and other stakeholders through the proper handling and security of information systems.

System and Internal Audit Committee

The Open Up Group has established an organization to manage information systems and promote digital transformation (DX) with a focus on overall optimization. In addition to promoting DX, we implement Company-wide IT security measures.

As part of our information systems management structure, we have established the IT Infrastructure Management Department under the dedicated executive officer in charge of information systems. The IT Infrastructure Management Department oversees the information security management measures of each Group company through the appointed information systems managers at each company.

Furthermore, the monitoring of IT security, approval of measures, progress, and key issues are reported and presented to the Management Meeting and the Board of Directors, which are the key decision-making bodies for business execution. These bodies ensure that IT security controls are applied across the entire Group. Moreover, the information systems of major Group companies are audited as part of internal control assessments. These efforts to gain a comprehensive understanding of the Group's IT environment and to identify and evaluate risks are aimed at the early detection and resolution of any problems that may occur. The Internal Audit Department evaluates the development and operational status of security-related controls as part of its internal control evaluations, and any concerns that become apparent are reported to the Board of Directors and the Audit & Supervisory Committee.

Initiatives

In keeping with the Group Information Systems Policy, the Group strives to ensure data security by implementing controls in six areas: compliance, development and modification, operation, security, IT audits, and management. It continuously conducts education and training on confidential information management for all officers and employees. Additionally, in response to potential cyberattacks, the Group regularly conducts training and evaluations for targeted attack emails, and it adapts its response based on the current security landscape (two sessions were held in fiscal 2025).

Number of serious information leaks

0

(Fiscal 2025)



For details about the Group Information Systems Policy, please refer to the "Information Security Management" section in the "IT" section of the corporate website.

<https://www.openupgroup.co.jp/sustainability/security-control/>

Protection of Personal Information

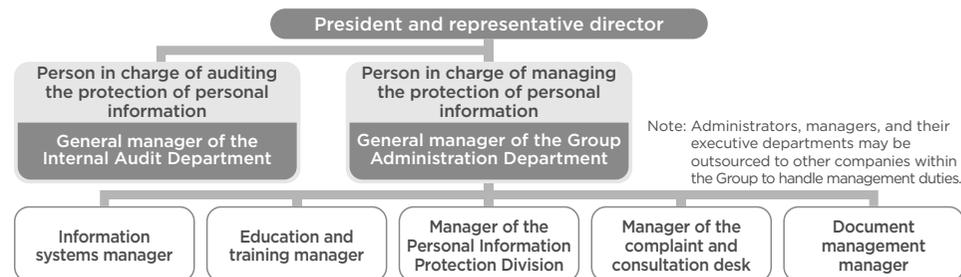
Basic Stance and Policy

As a human resources service provider that relies on recruitment and employment, the Group takes responsibility for and places the utmost importance on the management and protection of personal information. The Group has therefore set clear guidelines for protecting personal information in its Group action guidelines titled Corporate Ethics for Society, Human Rights, and the Environment and has established its Personal Information Protection Policy. To promote understanding of these policies and ensure compliance, the Group provides training on the protection of personal information to employees when they join Group companies, as well as ongoing training for officers and employees.

System

The general manager of the Group Administration Department is responsible for managing the protection of personal information. This person implements initiatives to protect personal information in collaboration with those responsible for information systems, education and training, document management, and the managers of the Personal Information Protection Division and the complaint and consultation desk. These initiatives are audited by the general manager of the Internal Audit Committee.

Overview of the Personal Information Management System



Initiatives

Operating companies comply with domestic and overseas laws and regulations pertaining to the protection of personal information and, in principle, manage and enforce their own rules pertaining to personal information, which are in keeping with the PrivacyMark system and other accreditation systems. Specific initiatives include efforts to enhance information security measures, prevent unauthorized access to, leakage of, loss of, or damage to personal information; to control access in and out of our offices; to supervise contractors; and to ensure safe management of information. If any concerns arise, they will be reported as monitoring items at the Company's monthly compliance meeting.

Regular internal audits are conducted to continuously maintain and improve the management system for personal information. In addition, offices that have acquired PrivacyMark or similar certifications are monitored regularly according to a PDCA cycle. Any causes for concern revealed by these audits or as a result of monitoring are reported to the Board of Directors and the Audit & Supervisory Committee.

Financial Highlights

Major Items of Consolidated Statements of Financial Position

(¥ million)

IFRS	As of June 30, 2023	As of June 30, 2024	As of June 30, 2025
Current assets	43,338	50,780	47,339
Cash and cash equivalents	16,077	21,506	20,353
Trade receivables and other current assets	27,261	29,274	26,986
Non-current assets	58,152	65,785	75,362
Goodwill	45,253	51,075	58,156
Liabilities (current + non-current)	36,475	43,218	43,834
Interest-bearing debt	1,535	1,636	5,030
Trade payables and other current liabilities	30,181	37,114	33,748
Other liabilities	4,758	4,467	5,055
Total equity attributable to owners of parent	64,956	73,198	78,835
Total equity	65,016	73,347	78,867
Treasury shares	(8,269)	(8,176)	(8,073)
Total assets	101,491	116,566	122,702

Major Items of Consolidated Statements of Income

(¥ million)

IFRS	Year ended June 30, 2023	Year ended June 30, 2024	Year ended June 30, 2025
Revenue	161,689	173,225	187,954
Cost of sales	122,889	131,224	140,548
Gross profit	38,800	42,001	47,405
Selling, general and administrative expenses	26,786	27,703	31,774
Operating profit	12,760	14,293	16,244
Profit before tax	13,103	14,555	16,172
Net income	9,544	11,811	12,574
Profit attributable to owners of parent	9,533	11,768	12,559

Major Items of Consolidated Statements of Cash Flows

(¥ million)

IFRS	Year ended June 30, 2023	Year ended June 30, 2024	Year ended June 30, 2025
Cash flows from operating activities	15,598	19,177	14,159
Cash flows from investing activities	611	(5,029)	(5,558)
Cash flows from financing activities	(12,667)	(8,889)	(9,675)

Major Financial Indicators

IFRS	Year ended June 30, 2023	Year ended June 30, 2024	Year ended June 30, 2025
Gross profit margin	24.0%	24.2%	25.2%
SG&A cost ratio	16.6%	16.0%	16.9%
Operating profit margin	7.9%	8.3%	8.6%
Net income margin	5.9%	6.8%	6.7%
Basic earnings per share (EPS) (¥)	109.13	135.76	144.56
Equity attributable to owners of parent per share (BPS) (¥)	750.50	843.15	907.03
Dividend per share (¥)	50	65	75
Price-to-book ratio (PBR) (x)	2.79	2.36	1.88
Price-earnings ratio (PER) (x)	19.22	14.63	11.82
Return on equity attributable to owners of parent (ROE)/CAPM	14.9%/6.8%	15.4%/5.6%	15.9%/6.6%
ROIC/WACC	14.3%/6.8%	16.1%/5.5%	15.0%/6.5%
Pre-tax return on total assets (ROA)	13.2%	13.3%	13.5%
Ratio of equity attributable to owners of parent to total assets	64.0%	62.8%	64.2%
Debt-to-equity ratio (net of goodwill) (x)	0.08	0.07	0.24
Payout ratio	45.8%	47.9%	51.9%
Total shareholder return	43.2%	(2.1%)	(10.2%)
Stock price (closing price at year-end) (¥)	2,097	1,987	1,709

* The figures for fiscal 2023 include the business performance of BeNEXT Partners Inc., which was sold in April 2024.

Non-Financial Highlights

Distribution of Human Resources

Item		Year ended June 30, 2024	Year ended June 30, 2025
Composition ratio of human resources	Engineers	92.4%	91.9%
	Support staff (managerial)	1.1%	1.4%
	Support staff (general)	6.5%	6.7%
Ratio by age	Aged 29 and younger	54.9%	54.0%
	Aged 30 to 39	26.8%	27.9%
	Aged 40 to 49	9.4%	9.4%
	Aged 50 to 59	6.5%	6.3%
	Aged 60 and older	2.4%	2.4%
Ratio of female employees		28.2%	30.1%
Ratio of foreign nationals		2.2%	2.6%
Ratio of employees aged 60 and over		2.3%	2.4%
Ratio of employees with disabilities		2.56%	2.66%

Investment in Human Resources and Well-Being

Item	Year ended June 30, 2024	Year ended June 30, 2025
Total number of training hours	1,794,642	1,566,311
Total number of trainees	43,096	46,444
Total investment in education and training (¥ million)	3,259	2,541
Total number of job transfers to client companies	504	710
Voluntary turnover (%)	97.6%	98.1%
Ratio of employees taking paid leave (%)	70.3%	77.8%
Total number of employees taking childcare leave and nursing care leave	478	570
Male employees	150	191
Number of serious workplace accidents (accidents that require four or more days leave or result in physical impairments post-accident)	35	20
Number of uses of helpline and internal consultation, etc.	32	28
Number of serious whistleblowing cases (Serious cases are those that could lead to serious permit-related sanctions or lawsuits for large amounts of compensation, etc.)	0	0
Number of serious whistleblowing cases related to human rights and other issues from external parties	0	0

Governance

Item	Year ended June 30, 2024	Year ended June 30, 2025
Ratio of female directors (% as of the end of September)	30%	30%
Ratio of outside directors (% as of the end of September)	70%	70%
Ratio of foreign directors (%)	0%	0%
Number of meetings of outside directors	1	2
Ratio of mid-career managers (%)	90.5%	86.6%
Ratio of female managers (%)	13.6%	12.4%
Number of serious permit-related sanctions	0	0
Number of bribery charges, criminal charges, and large compensation lawsuits	0	0
Number of major information leaks	0	0
Compliance training and education implementation rate (%)	100%	100%
Implementation rate for education on personal information management, etc. (%)	94%	99%
Expenditure related to political contribution and lobbying (¥)	0	0

Environmental Protection and Social Contribution Activities

Item	Year ended June 30, 2024	Year ended June 30, 2025
Expenditure related to regional and social contributions (¥ thousand)	42,024	40,063
Amount of paper purchased (weight equivalent)	21.3t	17.8t
Amount of paper collected (weight equivalent of paper recycled within the Group)	11.0t	9.7t
Greenhouse gas emissions (Scope 1)	1.88t-CO ₂	1.59t-CO ₂
Greenhouse gas emissions (Scope 2): market-based	808t-CO ₂	748t-CO ₂
Greenhouse gas emissions (Scope 3)	7,273t-CO ₂	7,395t-CO ₂



For more details of the Group's non-financial data, please refer to the "Non-Financial Information" section of the corporate website.

<https://www.openupgroup.co.jp/sustainability/non-financial/>

Glossary

Term	Definition
Open Up Purpose Index	The Open Up Purpose Index (OPI) measures what is prioritized and how progress is being made to help technical staff become “Open Uppers,” based on the Group’s Purpose of “open up individual potential through rewarding work.” It is an indicator used to measure what the Group places importance on and how it is making progress as engineers take on challenges to expand their own potential.
LTV	Life time value (LTV) represents the added value created by a single engineer during their tenure. The Open Up Group uses gross profit as a management indicator to measure the total of this added value.
Support staff	Refers to those within the Open Up Group who are responsible for supporting the skill development and career progression of engineers, providing work support, and handling management tasks.
Engineer	Refers to employees within the Open Up Group who work as engineers.
Coaching-style model	The coaching model is a unique initiative of the Open Up Group that provides comprehensive support to maximize the potential of each engineer, from recruitment and retention support to career counseling and advice.
Work-life experience	Refers to the experience where employees grow through their work, realize their self-fulfillment, and open up their potential.
Matching (model)	A system that matches clients who have human resources needs with engineers who have employment needs. In the staffing industry, “matching” is a key point in providing employment opportunities for engineers. However, we create new value by combining it with our coaching model.
Turnover / Retention	Turnover refers to the percentage of engineers employed by the Group who leave the Group within a given period. Retention refers to the percentage of engineers employed by the Group who continue to remain employed after a given period.
Utilization rate	Refers to the proportion of Open Up Group engineers who are engaged in work-related tasks.
Contract billing rate / Monthly billing amount	The contract billing rate refers to the hourly, daily, or monthly rate. It is the price per engineer established during the contract with the client, set in units such as hours, days, or months. Overtime pay, etc., is not included in the contract billing rate. The monthly billing amount refers to the monthly revenue per technical staff member, which includes overtime pay and other additional charges.

External Awards and Recognition

<p>Open Up Group Inc.</p>  <p>Certified under the Digital Transformation (DX) Certified Companies initiative of the Ministry of Economy, Trade and Industry</p>  <p>Listed on the FTSE Blossom Japan Sector Relative Index</p> 	<p>Open Up With Inc.</p>  <p>Monisu certification, provided by the Ministry of Health, Labour and Welfare</p>  <p>Eruboshi certification mark</p>
<p>BeNEXT Solutions, Inc.</p>  <p>AWS Partner Certification</p>  <p>ISTQB Certified Partner (Gold Partner)</p>  <p>IVEC Certified Partner (Gold Partner)</p>  <p>PrivacyMark Certification</p>  <p>Aichi Prefecture Family-Friendly Company</p>	<p>BeNEXT Technologies Inc.</p>  <p>Excellent Dispatch Company Certification</p>  <p>PrivacyMark Certification</p> <p>BeNEXT Technologies Inc. and Yumeshin Co., Ltd.</p>  <p>Recognized as a Certified Health & Productivity Management Outstanding Organization in 2024</p> <p>Yumeshin Co., Ltd.</p>  <p>White Company Certification (GOLD)</p>
<p>IR Inc.</p>  <p>White Company Certification (PLATINUM)</p>	<p>Open Up IT Engineer Inc.</p>  <p>PrivacyMark Certification</p>

Afterword

In this Integrated Report, we aimed not only to disclose financial and non-financial information, but also to carefully convey the values that guide our business and how we engage with people. We present a multifaceted view of how we continue to grow through human resource development and organizational building while adapting to changes in the business environment, together with our business strategy and human capital initiatives. We hope this report will help readers gain a deeper understanding of our sustainable growth potential and our approach to mid- to long-term value creation.



In producing this report, we brought together representatives from our operating companies and worked on it as a Group-wide project. By incorporating perspectives from the field, we believe we presented a more three-dimensional picture of who we are.

Sumika Morita
Investor Relations Department
Open Up Group Inc.



Starting this time, we added video messages. Please be sure to watch them together with the articles. We have also included an interview by an analyst/investor, offering perspectives from external experts.

Shinji Kishaba
Investor Relations Department
Open Up Group Inc.



As a new initiative this time, we held a roundtable discussion with an investor and outside directors. Our outside directors responded thoroughly to investor questions, resulting in a discussion that is well worth reading.

Hiroyuki Hayashi
Group Administration Department
Open Up Group Inc.



This was my first time participating, and it was a truly valuable experience. I hope this report is a helpful resource for everyone.

Kayoko Kojima
Group Administration Department
Open Up Group Inc.



Although I have been involved in production before, working as part of a team with members across the organization was a first for me and a valuable experience. I would be delighted if readers also pay close attention to our sustainability information.

Yoko Nakashima
Sustainability Promotion Department
Open Up Group Inc.



This was my first time participating in the production of an Integrated Report. This report captures the Open Up Group as it is today. I hope readers can feel the passion of the engineers working on the front lines.

Hiroyo Fukushi
Corporate Communications Department
Open Up Group Inc.



It was very impressive to see how lively and engaged the engineers were as they shared their stories. We hope viewers of the videos will also be impressed by the Open Up Group's engineers.

Yasuko Mitsuhashi
Corporate Communications Department
Open Up Group Inc.



For each unit page, we carefully reviewed the structure to clearly communicate the current situation to our readers. We hope you will feel our company's atmosphere through these pages.

Miki Shibuya
Business Planning Department
BeNEXT Technologies, Inc.



Participating in the production for the first time was a very valuable opportunity for me. I would be pleased if readers can sense our efforts toward the future.

Maho Yoshida
Business Management Division
Open Up IT Engineer Co., Ltd.



I am thrilled to have been involved in the production. In the management strategy and unit head messages, we describe not only our strengths but also our future challenges in pursuit of Our Purpose. Please be sure to watch the videos as well.

Chise Matsuura
Corporate Planning Department
Yumeshin Co., Ltd.



Company Overview / Shareholder Data

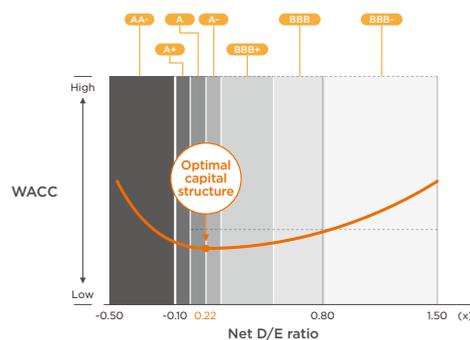
Company Overview

Name	Open Up Group Inc.
Representative directors	Yutaka Nishida, Chairman and Representative Director, CEO
Established	August 1997
Capital	¥4,815 million (As of June 30, 2025)
Head office	16F Tokyo Toranomon Global Square, 1-3-1 Toranomon, Minato-ku, Tokyo 105-0001

TSR by Holding Period

	Past 1 year		Past 3 years		Past 5 years		Past 10 years	
	TSR	CAGR	TSR	CAGR	TSR	CAGR	TSR	CAGR
Open Up Group	(10.8%)	4.4%	26.6%	12.8%	112.6%	12.8%	271.9%	11.5%
TOPIX (including dividends)	3.7%	18.1%	64.7%	15.5%	102.5%	15.5%	112.3%	7.8%

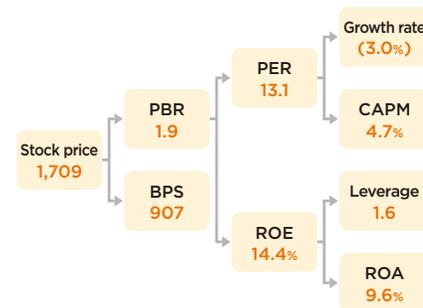
Optimal Capital Structure



*The curve is for illustrative purposes only.

Breakdown of Share Price

(As of the end of June 2025)



Disclaimer

Statements in this integrated report, such as forecasts and estimates, are judgments based on the information available at the time of issuance. The complete accuracy of such statements cannot be guaranteed. Furthermore, they are subject to change without warning going forward. While every effort has been made to use the latest information in the formulation and issuance of this report, the Company and information providers will not be held liable in the unlikely event that said information causes loss or damage.

Basic Information and Status of Shares (As of June 30, 2025)

Securities code	2154
Stock listing	Prime Market, Tokyo Stock Exchange
Authorized shares	360,000,000
Shares outstanding	91,812,102
Share trading unit	100 shares
Number of shareholders	17,214

Equity Shareholdings by Type of Shareholder



Major Shareholders (Top 10; As of June 30, 2025)

Name of Shareholder	Shares Held	Shareholding Ratio (%)
The Master Trust Bank of Japan, Ltd. (Trust Account)	12,320,500	13.4
Hayao Nakayama	8,378,000	9.1
Amuse Capital, Inc.	6,240,000	6.8
Custody Bank of Japan, Ltd. (Trust Account)	5,801,605	6.3
Kokoro Co., Ltd.	5,785,256	6.3
STATE STREET BANK AND TRUST COMPANY 505301 (Standing proxy: Mizuho Bank, Ltd., Settlement & Clearing Services Department)	4,269,800	4.6
Daio Sato	2,857,878	3.1
Yoshiko Sato	2,749,054	3.0
Amuse Capital Investment Inc.	2,380,000	2.6
STATE STREET BANK AND TRUST COMPANY 505025 (Standing proxy: Mizuho Bank, Ltd., Settlement & Clearing Services Department)	1,217,096	1.3

*1 The Open Up Group holds 4,714,500 shares of treasury stock, but these are excluded from the major shareholders listed above.

*2 The shareholding ratio is calculated excluding treasury stock (4,714,500 shares).