Consolidated Financial Results Q1 FY2026

Tokyo Stock Exchange Growth Market :277A
15 October, 2025

GLOBE-ING

Agenda

1.Q1 FY2026 Consolidated Financial Results

2.Future Growth Strategy

3.Appendix

Q1 FY2026 Consolidated Performance Highlights

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Q1 Revenue

¥2.66 billion
(YoY +54.6%)

Record-High
Quarterly Revenue

Q1 Operating Profit
(Operating Profit Margin)

¥0.97 billion (36.7%)
(YoY +60.2%)

Record-High
Quarterly Profit

Consolidated Quarterly Revenue/Operating Profit

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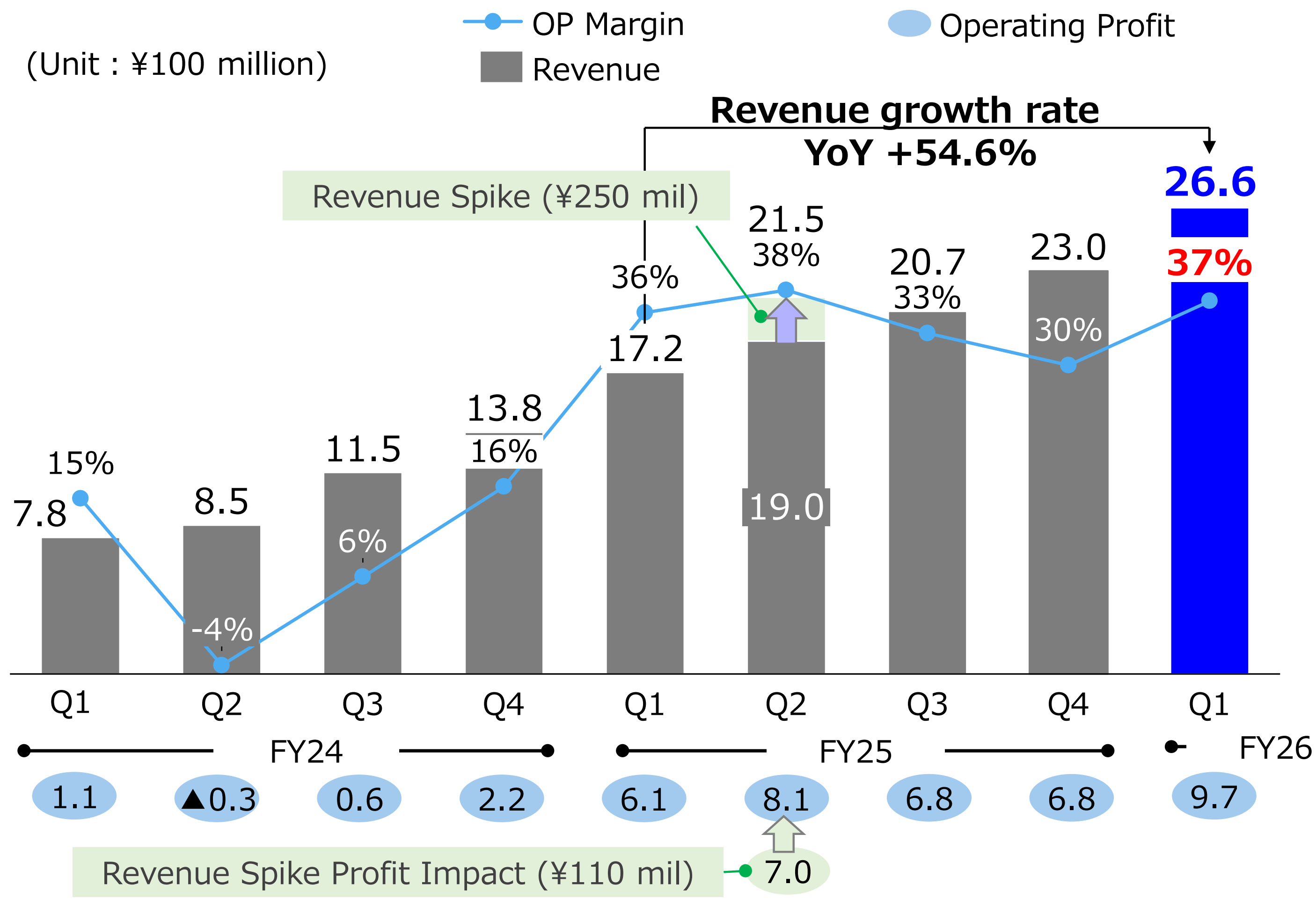
Achieved revenue growth of 15.5% QoQ and 54.6% on YoY
Achieved OPM of 36.7% and record-high operating profit of JPY 0.97 billion, while maintaining strong revenue growth



Leveraging the AI business for high profit margin and growth

AI Business driving the expansion of **joint development type JI consulting**

- Management through the **joint assignment of consultants and AI business members**

Achieved a high operating profit margin

Record-High
Revenue (￥2.66B)
Operating Profit (￥0.97B)

KPI Highlights (AI-Related Revenue, Powered by Advanced AI Experts, Now Exceeds 40% of Total Revenue)

GLOBE-ING

Major KPIs have generally achieved growth as planned. AI-related revenue now exceeds 40%, establishing AI as a key growth driver as the Company continues to expand as an AI enterprise

KPIs	FY2024	FY2025	Q1 FY2026	Q1 FY2026 Fluctuation Factors
Adjusted Number of Consultants (1)	119 Employees	178 Employees	194 Employees	• Continued to actively recruit at both senior and junior levels • **1Q recruitment exceeded target**
Consultant Average Annual Income (2)	¥19.74 mil	¥20.12 mil	¥20.25 mil	• **Maintained high average annual income** through a **balanced mix of senior** and **junior** hires
Joint Initiative Revenue Ratio (3) (Actual Amount)	30% (¥1.24 billion)	44% (¥3.6 billion)	52% (¥1.38 billion)	• Strategic account expansion and joint development projects with the AI business led to a **record-high JI revenue ratio on a quarterly basis**
AI-Related Revenue Ratio (4) (Actual Amount)	11% (¥0.47 billion)	30% (¥2.47 billion)	41% (¥1.08 billion)	• AI business drove **steady growth** in AI-related project orders

Note: 1. The adjusted number of consultants is calculated by subtracting the consultants assigned to GLB Intelligence from the total number of employees involved in our consulting business (including directors). The number of consultants assigned to GLB Intelligence will be calculated using FTE (Full Time Equivalent) from the fiscal year ending May 2025. For the fiscal year ending May 2024 and earlier, the actual number of consultants assigned to GLB Intelligence is used, as no work hour measurement was conducted, and thus FTE conversion was not applied. Therefore, the adjusted number of consultants for the fiscal year ending May 2024 and earlier is provided as a reference for management purposes; 2. The average annual income of consultants includes the executive compensation of directors involved in our consulting business and is the average income of consultants excluding those assigned to GLB Intelligence; 3. Of GLB consolidated sales, the revenue from projects where we are involved in either (i) reporting to CxO classes by entering the client's internal structure (including secondments) or (ii) consulting budget planning for the client (on a monetary basis), excluding revenue from traditional consulting; 4. Of GLB consolidated revenue, the ratio of revenue from projects that mention AI in proposal review items or include AI considerations in reports (on a monetary basis).

Current Status of JI-Type Consulting

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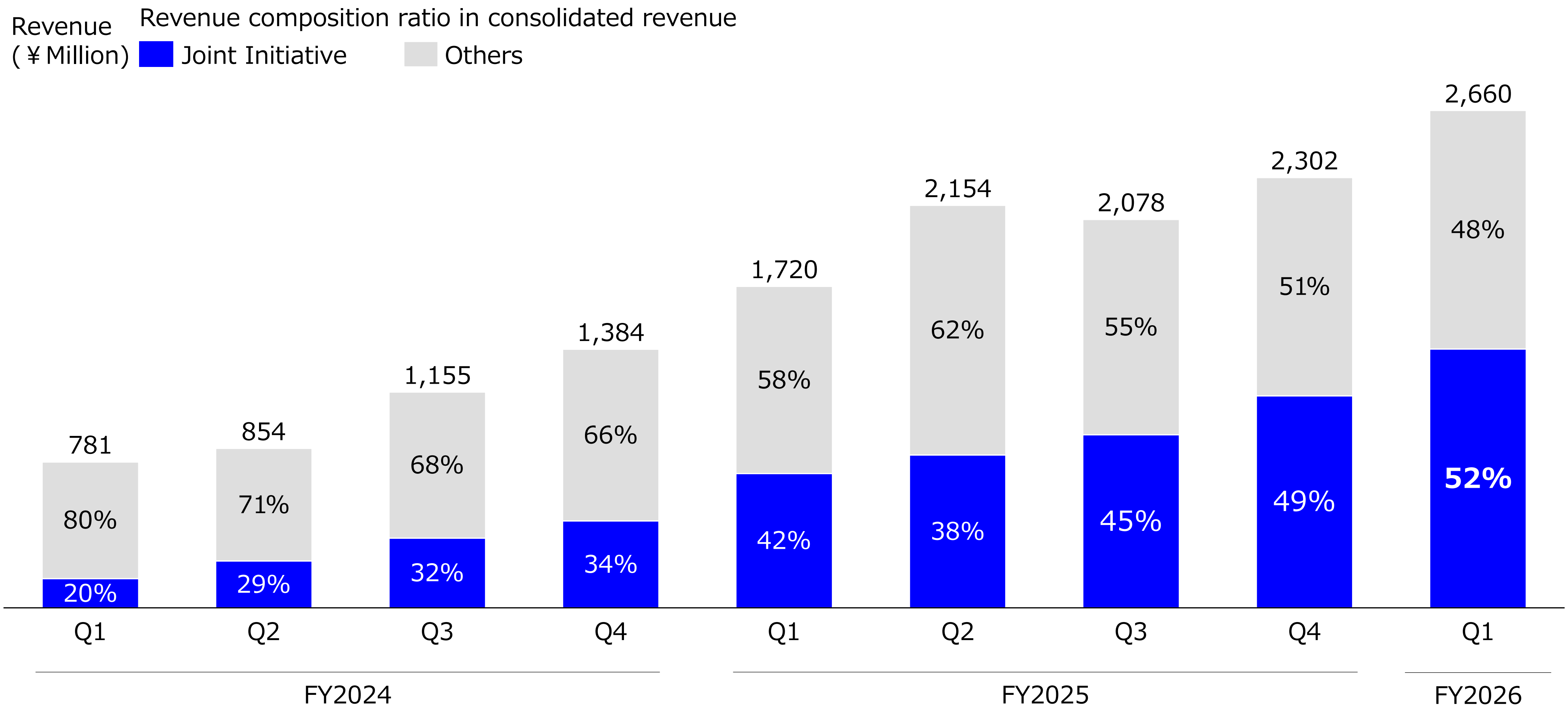
The shift toward the JI-type consulting model is steadily progressing, with the revenue composition ratio rising to 52% in the most recent Q1 FY2026



AI Agents for Leading Automotive OEM: "Globe-ing-kun" & "AI Giji-Con

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Ongoing Joint Development: AI Agent JI Consulting for Talent Shortage Solutions

Strong growth in joint development JI consulting powered by AI products (development engine), now accounting for over 40% of total revenue

Conceptualization

Planning, Strategy Development	• Question Framing Support • Cutting-edge Perspectives	
Tactical Planning	• Question Framing Support • Perspective and Thought Framework Provision	

Operation

Material Preparation	• Automated Preparation
Market research, Analysis	• Latest Information Collection • Automated analysis
Project Management, Task Management	• Scheduling • Task Follow-Up
Meeting preparation, Operation	• Meeting Arrangement • Coordination
Data collection	• Prepare Minutes • Information and Context Delivery

Function-Specific AI Agents

Evaluation, Proposal for Plan Enhancement etc.

Globe-ing kun

Integrated Interface for Function-Specific AI Agents

Human

Input

AI Giji-Con

"Change meeting, action, and business"

Meetng Evaluation, Minutes etc.

JI-type Integrating Mutual Expertise

Expertise in Planning by Leading Masters + **GLB's Consulting Expertise** + **GLB's AI and Tech skill**

Client members | **Consulting members** | **AI-business members**

Integrated Promotion of Consulting and AI Members

Conceptual Framework for JI Consulting

AI Agents Designed to Address White-Collar Talent Shortages
(Globe-ing-kun & AI Giji-Con)

- Transforming **client companies' top talent** and GLB **consultants' planning expertise** into AI agents
- **Collaborating with GLB's AI business team** to integrate them into **real-world products**

➢ **Turning core operations into AI-enabled processes**, rather than simply streamlining routine tasks

➢ Addressing the societal challenge of **talent shortages**

Procurement Subsidiary of Leading Electronics Company: Spend Intelligence Suite

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In the joint development of Spend Intelligence, productizing consulting expertise that has delivered significant results in client projects

Driving productization by combining decades of consulting expertise in procurement cost optimization with real client challenges

Spend Intelligence Suite

Procurement Strategy Planning Function

Analyzes data to **propose and manage negotiation strategies** for cost reduction

Quotation Creation and Comparison Function

For each cost item, compares supplier responses using **optimized quotation** formats to **select the most suitable procurement sources**.

Spend Database

A centralized information source integrating all data related to spending
—such as spending performance, optimization strategies, quotation requests and responses, and supplier evaluations.

JI-type Integrating Mutual Expertise

Procurement Negotiations Insights + GLB's Procurement Optimization Expertise + GLB's AI and Tech skill

Client members | Consulting members | AI-business members

Integrated Promotion of Consulting and AI Members

Conceptual Framework for JI Consulting

Productization of Best-in-Class Procurement Expertise in Cost Optimization
(Spend intelligence suite)

- Productized the consulting **expertise that has achieved significant results** in procurement cost optimization in consulting project
- Incorporated **client companies' experience and insights in procurement negotiations** to directly address **real business challenges**
- **Collaborated with GLB's AI business members** to translate this into an **actual product**

PL Summary

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For the Q1 FY2026, revenue reached ¥2.66 billion (YoY +54.6%), and operating profit reached ¥0.97 billion (OPM 36.7%)

(¥ Million)

	Q1 FY2025	Q1 FY2026
Revenue	1,720	2,660
YoY		+54.6%
Cost of Revenue	504	872
Gross Profit	1,216	1,787
Margin	70.7%	67.2%
Selling, General and Administrative Expenses	605	810
Operating Profit	610	977
Margin	35.5%	36.7%
Net profit attributable to parent company shareholders	399	679
Margin	23.2%	25.5%

Major factors for fluctuation

■ Revenue

- Stable growth driven by strong demand for DX, AI utilization, and new business development.
- YoY growth of 54.6%, supported by expansion of co-development projects in the JI consulting model driven by AI business

■ Cost of revenue

- Maintained appropriate level of gross profit margin per project

■ SG&A

- SG&A ratio declined in FY2026 as the assignment of AI business personnel to joint development JI consulting projects helped contain R&D expenses.

■ Operating profit

- Achieved a quarterly record operating profit of JPY 970 million with an operating margin of 36.7%.

■ Net profit

- The impact of retained earnings taxation is no longer applicable, and the net profit margin remains at a high level.

Revised Full-year Consolidated Earnings Forecast for FY2026

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Operating profit forecast revised upward by 6.0% and net profit by 12.9%, reflecting Q1 results and the updated outlook for FY2026

	FY2025 (Actual)	FY2026			
		Full-year Forecast (Jul. 15)	Revised full-year forecast (Oct. 15)	Changes	YoY
Revenue	8,255 mil	**11,555 mil**	**11,555 mil**	+0.0%	+40.0%
Operating Profit	2,800 mil	**3,539 mil**	**3,750 mil**	+6.0%	+33.9%
Operating Profit Margin	33.9%	**30.6%**	**32.5%**	+1.8pt	-1.5pt
Net profit attributable to owners of the parent	1,768 mil	**2,265 mil**	**2,557 mil**	+12.9%	+44.6%
Net Profit Margin	21.4%	**19.6%**	**22.1%**	+2.5pt	+0.7pt
Earnings Per Share	64.50 yen	**78.84 yen**	**89.81 yen**	+13.9%	+39.2%

Strong growth in joint development JI consulting of AI products combining AI engineers and business consultants, achieving high profitability through shared use of AI development resources.

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Global Expansion of AI Agents × Dynamic Equilibrium Management

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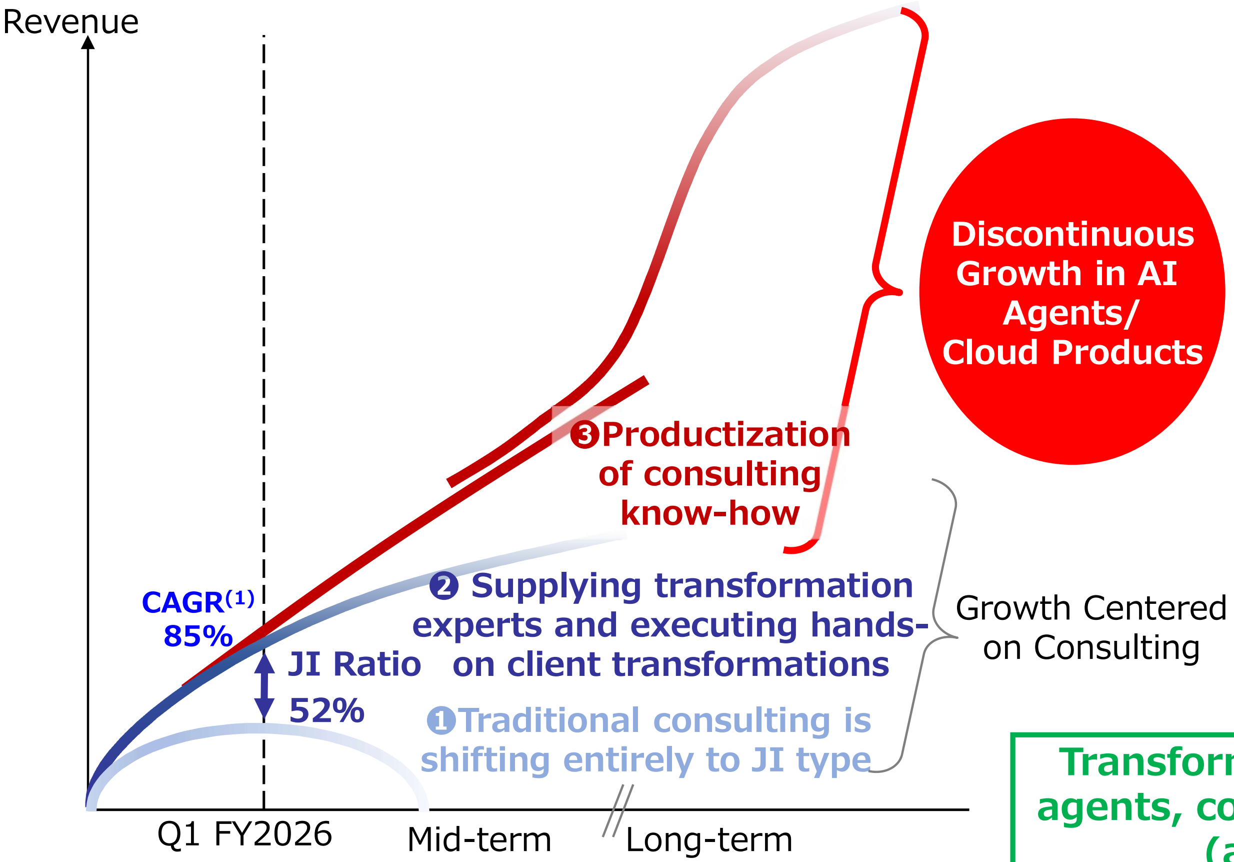
Revolutionizing consulting through AI-powered consultants and Japanese management methods, driving Globe-ing’s unique disruptive growth to challenge Western practices

Business Growth



Reinforcement Measures for Growth

1 Transforming the world’s consultants into AI agents

- **Automating GLB consulting**
- **Accelerating AI consulting service**
- **Accelerating business expansion** through **external AI / cloud tool revenue**

2 Deployment of "Dynamic Equilibrium" Management Methodology

- **Disrupting Western management theories** by applying methodologies that leverage the strengths of **Japanese management**

0 Steady Growth of Core Consulting Business

- **Expanding** consulting domain while **maintaining high profitability**
  - **DX implementation and expansion into new areas including overseas**

Transform 2.3 million[2] consultants worldwide into AI agents, completely transforming the consulting industry (approximately a ¥40 trillion[3] market)

Note: 1. CAGR: Compound Annual Growth Rate from the fiscal year ending May 2022 to the fiscal year ended May 2025; 2. Total number of employees worldwide for Accenture and the Big Four. Source: Company public materials; Statista; 3. Source: Consulting Market - Global Industry Analysis, Growth, Share, Size, Trends, and Forecast (Dataintelo, 2024)

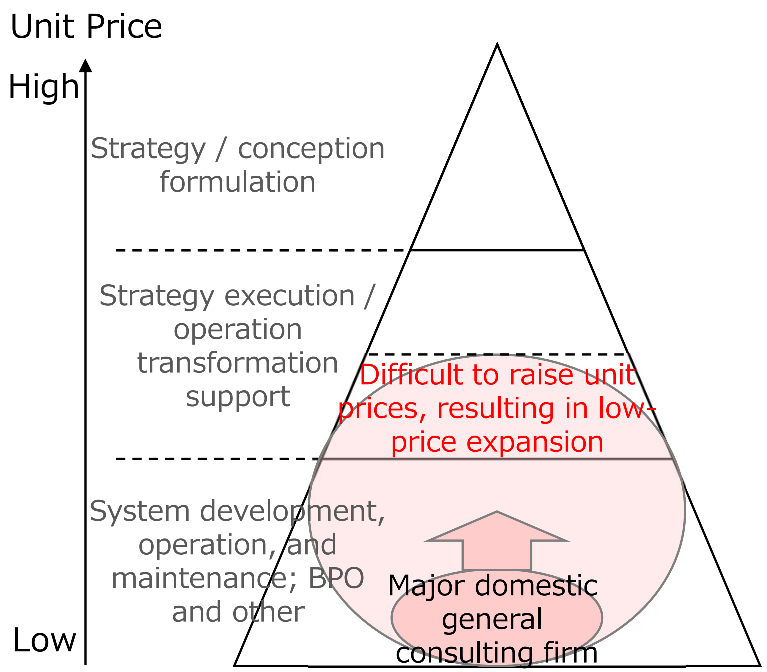
⓪Growth Strategy for Consulting Business – Overall Expansion Plan (1/2)

GLOBE-ING

In our "second founding," aim to evolve from high-value strategic consulting to comprehensive execution and operational transformation support

Competitors' Expansion Model: Shift From Low-price to High-price Segment

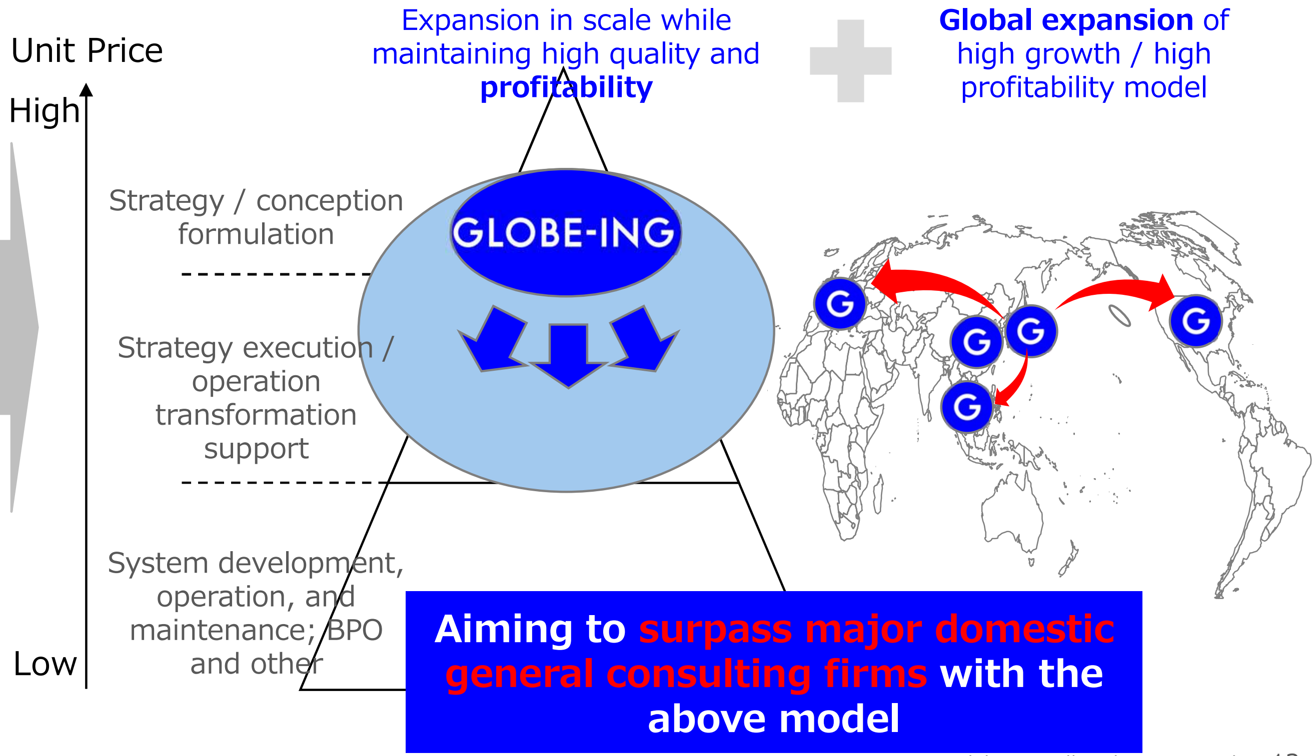
Difficulty in maintaining high-end quality leads to heavier workloads without unit price increases



Our Expansion Model: Scaling Up while Maintaining High Profitability

Aiming to **maintain high quality** and generate business impact efficiently through a **high-profit structure in the execution** and transformation domain

- ➢ **AI consulting service (described later)** also contributes to effective expansion



⓪Growth Strategy for Consulting Business – Talent Development Initiatives (2/2)

GLOBE-ING

Aiming for further growth by enhancing compensation, development, and recruitment under a highly profitable structure

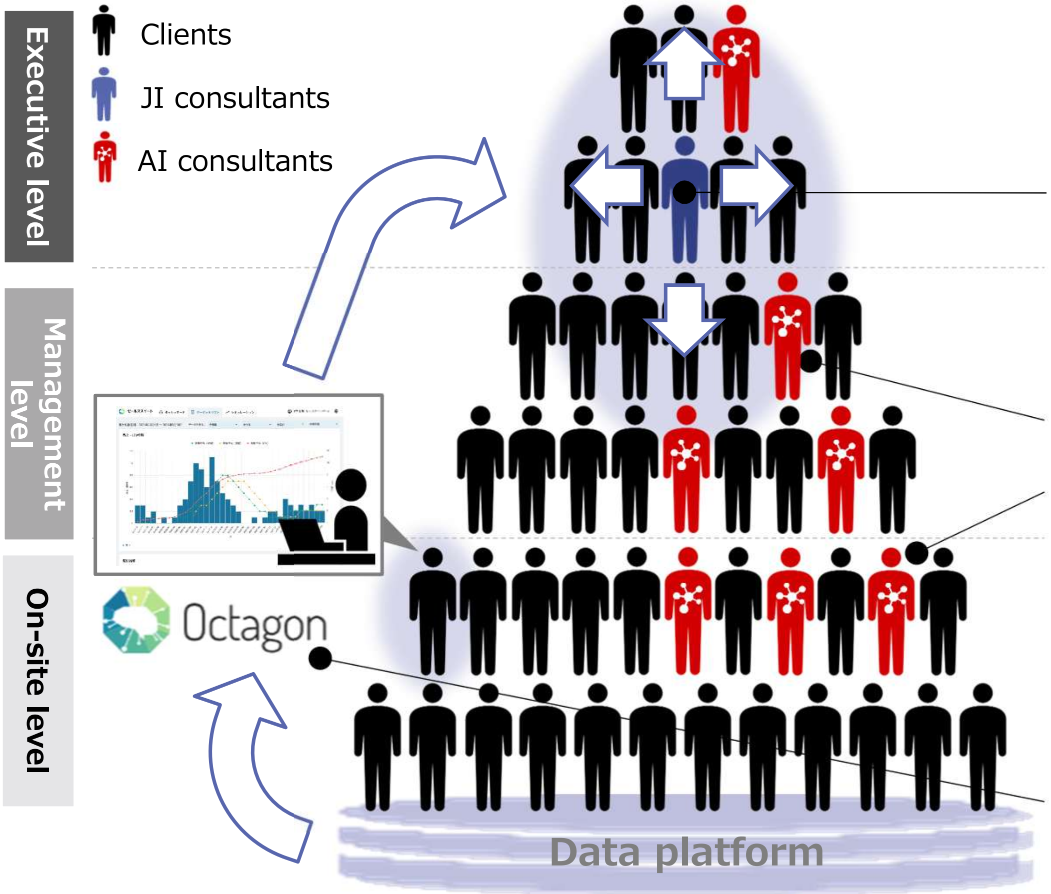
Further Increase in Compensation (with some receiving raises of 30–40%)	• Already **competitive compensation structure further strengthened relative to peers** ➢ Following the annual raise implemented in June, an **additional average salary increase of 3.4%** will be implemented starting December 2025 (High performers may receive **raises of approximately 30–40%**) ➢ **Restricted Stock (RS) introduced to align individual compensation with company-wide growth**
Strengthen Evaluation / Training System	• **In addition to project outcomes, introduce metrics to evaluate behaviors contribute to long-term growth.** ➢ Identify and reward talent that drives the company's sustainable growth (linked to the above compensation increases). • Aim to develop **next-generation management talent** through the introduction and implementation of **tiered training programs** ➢ **Strengthen mindset training (fostering management and JI talent)** alongside skill training
Strengthen Recruitment	• Establishing direct hiring and re-strengthening referral hiring to expand recruitment channels ➢ launch a **direct hiring team** (to execute each initiative) composed of recruitment consultants and business consultants ➢ **Increase rewards for referral hiring** • Strengthen agency recruitment and launch a new recruitment team (currently in preparation)

Leveraging high-profit structure with an operating profit margin of nearly 40%, aiming to recruit, develop, and retain top talent by offering more favorable terms to consultants

①Transforming the World's Consultants into AI consultants + cloud products

GLOBE-ING

Aiming to replace the world's 2.3 million consultants(1) with Globe-ing-kun (tentative name) AI consultants



Maximizing the combination of AI and human capabilities in everything from strategies to execution

Joint Initiative

Becoming part of client's executive management team and promote execution in a hands-on manner

Doubles executive management team's **decision-making speed** through optimal use of AI and cloud technologies

AI Consultant Globe-ing-kun (tentative name)

Provides advice on highly abstract ideas, leads actual work

Accelerates strategic ideation and hypothesis building by supporting idea and theory development

Automates meeting minutes and market research, reducing workloads by over 50%

Cloud Products (Octagon)

A platform for the instant extraction of required data and data-driven operations

Democratizes data utilization by enabling anyone to access and use data

Delivering a "Management OS" infused with top-tier consulting expertise to companies around the world.

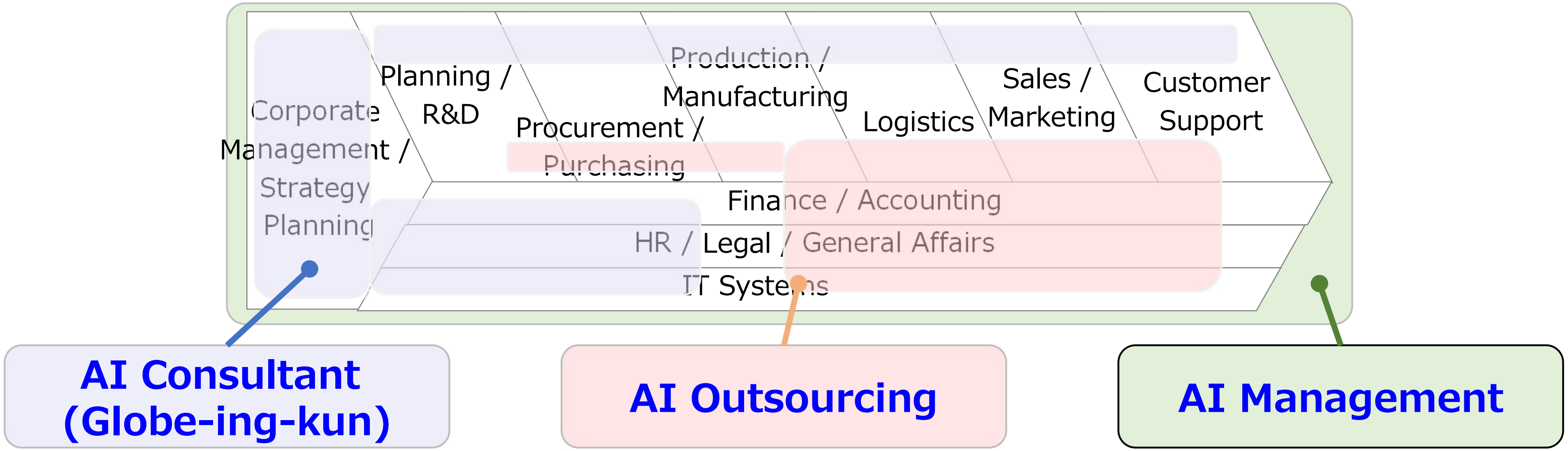
Note: (1) Total number of employees at Accenture and the "big four" consulting firms worldwide. Source: Each company's public data and Statista.

①Expansion of AI Consulting Service

GLOBE-ING

Expanding the AI Consulting Service Across Three Domains: AI Consulting, AI Outsourcing, and AI Management

Three Domains of AI Consulting



- Supports **core functions such as strategy and planning proposals** through AI consulting
  - ➢ **Enhances white-collar productivity**

- Uses AI to **outsource** non-core operations to **improve efficiency**
  - ➢ **Shifts human resources toward core and planning tasks**

- **Oversees AI lifecycle management,** including data preparation, feature expansion, and technical updates necessary for AI utilization

Through the three AI consulting services above,
Japan—currently facing labor shortages and low productivity—
will return to a growth trajectory,
ultimately contributing to solving global labor shortages

①Globe-ing Management OS (JI+Globe-ing-kun+Octagon) GLOBE-ING

Integrating the Management OS into core corporate management to drive explosive productivity gains

"All the know-how of strategy consultants, which is the source of competitiveness for "strategy consulting firms," is implemented in the AI engine

(AI Agents + Octagon as core logic, delivering unmatched value)

Know-how in planning, problem-solving, logical thinking, structuring, analysis, and more

Globe-ing "Management OS" concept"

Joint Initiative (hands-on management transformation support)

Globe-ing -kun

AI consultant/AI Giji-Con

AI Giji-Con

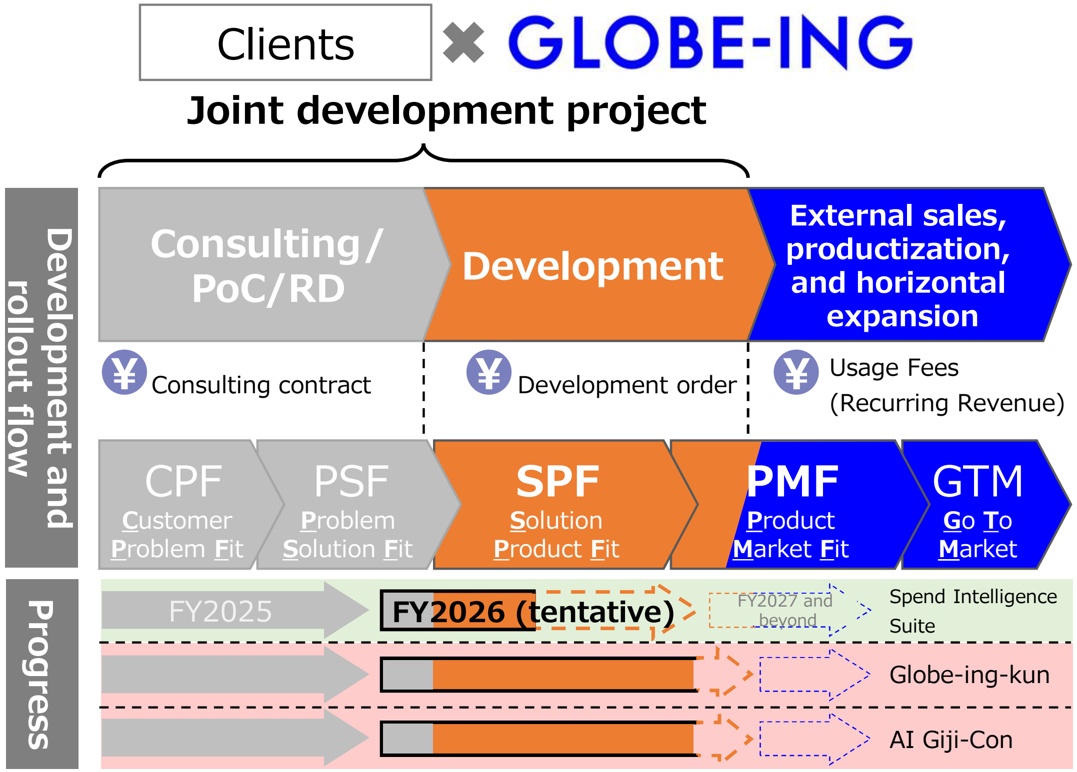
Octagon

①AI/Cloud: Joint Development with Trillion-yen-class Companies

GLOBE-ING

Through ongoing collaboration with clients, provide a full range of services from JI consulting to product development, aiming to generate recurring revenue through horizontal expansion of developed products

Solving real business pains (challenges) while developing + minimizing development costs



Entering the full development phase of joint development in FY2026

Joint development progress for 3 products

Spend Intelligence Suite	• **Promoting joint development with the procurement subsidiary of a major electronics manufacturer; requirements definition phase completed** in July • Conducting the basic design phase through the end of October, followed by development and testing, and **scheduled for release in the partner firm in July 2026**
Planning Support AI Agent: Globe-ing-kun	**Began testing with selected members** in the partner firm. **Partial release planned for October** (within one department) to evaluate usage results. In the next step, **expand deployment to one or multiple departments** (scheduled for this fiscal year), followed by company-wide rollout.
AI Minutes & Meeting Optimization Agent (AI Giji-Con)	**Started use within limited members**. Evaluating usage results and partial **release planned for October (within one department)** and in the next step, **expand deployment to multiple departments** (scheduled for this fiscal year), followed by company-wide rollout

①TAM / SAM / SOM for Each AI Product

GLOBE-ING

Each AI product is expected to have a large potential market, and Globe-ing aims to capture these opportunities

Spend Intelligence Suite

Market Size

- TAM ¥6~28Tn: Total potential value from procurement cost reductions across all domestic companies
- SAM ¥2~10Tn: "Total rewards across "domestic manufacturing companies"
- SOM ¥190~930 billion: Total reward amount from reachable companies in appropriate segments of the domestic manufacturing industry

***Assuming global expansion after establishing a presence in the domestic market**

Philosophy

TAM
- ✓Procurement costs were calculated by industry as a ratio to revenue.
- ✓A cost reduction potential of 15% was assumed for each procurement cost
- ✓By applying a fee rate of 5–25% to the estimated reduction amount, the total was calculated as the market size

SAM
- ✓Target narrowed to domestic manufacturing companies to estimate market size

SOM
- ✓Target narrowed down to companies in the automotive, chemical, electrical equipment, and petroleum industries that can be approached in the near term, and the market size has been estimated accordingly

Planning Support AI Agent: Globe-ing-kun

Target markets include consulting firms, companies facing white-collar labor shortages, and those utilizing outsourcing. Market size currently under estimation.

AI Minutes & Meeting Optimization Agent (AI Giji-Con)

Market Size

- TAM ¥1.2Tn: Total of annual number of meetings held by domestic companies X unit price per meeting
- SAM ¥0.5Tn: Total number of companies with 50 or more employees and at least three departments
- SOM ¥23billion: Total of our clients in FY25

Philosophy

TAM
- ✓Assuming 25 million white-collar workers in Japan
- ✓Each attending approximately 400 meetings per year (8–12 hours per week, one hour per meeting)
- ✓Total market size was estimated assuming 4–5 participants per meeting and applying the standard unit price of the AI meeting transcription service

SAM
- ✓Target narrowed down to companies with 50 or more employees and at least three departments, resulting in an estimated target population of 11 million.
- ✓Subsequent calculations were made using the same logic as the TAM estimation

SOM
- ✓The total number of employees at potential client companies was assumed to be 1.29 million
- ✓Out of the above, white-collar employees accounting for 37%.
- ✓Subsequent calculations were made using the same logic as the TAM estimation

Source: Survey on the Actual State of Japan's Economic Structure」
https://www.stat.go.jp/data/kki/kekka/pdf/2023gaiyo1.pdf

②Dynamic Equilibrium Management(1/3)｜Launch of Dynamic Equilibrium Management

GLOBE-ING

Create a brochure on Dynamic Equilibrium Management for external communication and distribute it on a quarterly basis. The first issue featured an interview with Professor Fukuoka of Aoyama Gakuin University, and the second issue included a dialogue with DeNA Founder Tomoko Namba.

Special Dialogue "Dynamic Equilibrium Management "

Special Dialogue
"Practicing Dynamic Equilibrium Management in Business"

②Dynamic Equilibrium Management(2/3)｜Special Management Training Camp

GLOBE-ING

A discussion will be held in November 2025 on “Japanese-style management” — integrating dynamic equilibrium management and knowledge creation theory, with Professors Fukuoka and Ichijo joining the session.

Leading experts in biology and business management

Dr. Shinichi Fukuoka

Professor at Aoyama Gakuin University / Biologist
Proposed the theory of “Dynamic Equilibrium”

Dynamic Equilibrium Theory

Dr. Kazuo Ichijo

Professor at IMD (Lausanne, Switzerland)
Professor Emeritus at Hitotsubashi University

Knowledge Creation Theory

＋

Carefully selected top executives from one company per industry

【Discussion topics】

Keynote discussion	“Japanese-style management rooted in dynamic equilibrium”
	“The new Japanese management model born from knowledge creation theory”
Round table discussion	“Dynamic equilibrium management × knowledge creation theory — Redefining Japanese management”
	“Embedding AI into value creation through mutual subjectivity”

②Dynamic Equilibrium Management(3/3)｜Establishment of Consortium

GLOBE-ING

Establish a consortium to promote dynamic equilibrium management and cultivate talent who will define the direction of Japan and Japanese companies

Challenges

- **To address Japan's labor shortages and economic security challenges, we need leaders with unprecedented vision and initiative.**
- **Japan must cultivate executives and successors who remain steadfast in their convictions, even under pressure from shareholders and external forces. (Remarks from a business owner)**
  - ✓ Without conviction, management risks becoming merely reactive to the forces of market capitalism.
  - ✓ There is a growing sense of crisis that too many executives have become complacent, believing that adherence to governance and rules alone is sufficient.
  - ✓ Corporate management must transcend the pursuit of numbers and embrace a liberal arts perspective

Implementation in consortium

- **Modern-day Matsushita Village School[1)] : Executive and Successor Development through Globe-ing Institute's Dynamic Equilibrium Management Program**
  - ✓ Targeted at young next-generation executives
  - ✓ Annual development program centered on "Lectures × Dialogue × Practice featuring instructors such as Professor Ichijo [2)], Professor Fukuoka [3)], GLB members, and various corporate executives
- **Dissemination of Dynamic Equilibrium Management; executive dialogues through brochures and media; executive retreat programs** (Sharing insights globally through media networks)

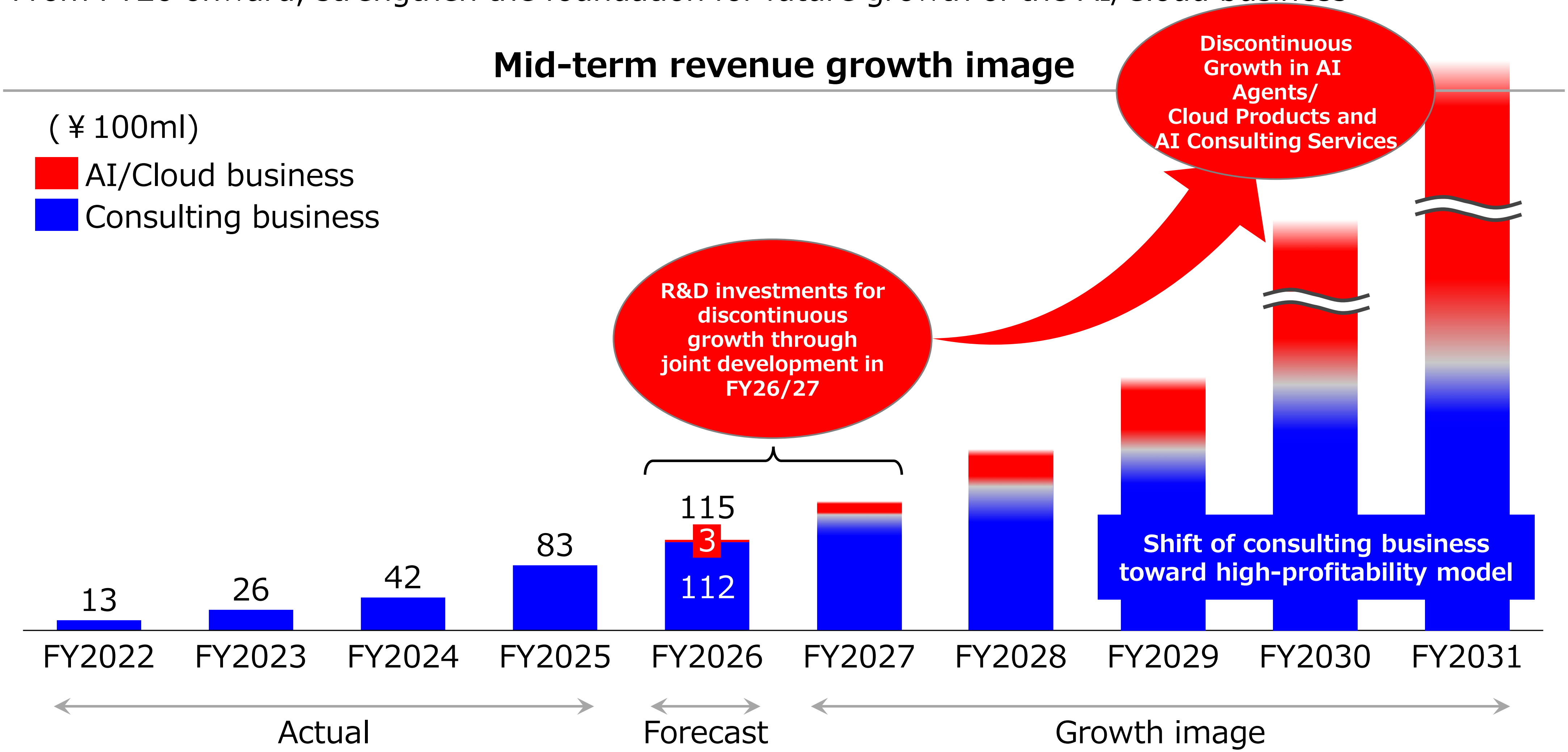
1) A private school that operated in the late Edo period, known for producing many influential figures — including Hirobumi Ito — who led Japan into the Meiji era.
2) Professor at IMD (Lausanne, Switzerland), Professor Emeritus at Hitotsubashi University
3) Professor at Aoyama Gakuin University, Visiting Professor at Rockefeller University

Aim to significantly expand GLB's customer network through the establishment of the consortium

Mid-Term Growth Image

GLOBE-ING

From FY26 onward, strengthen the foundation for future growth of the AI/Cloud business



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Our Mission

GLOBE-ING

Our Purpose

Be a "Growth" Infrastructure
"Continue to be the core of growth, filling the world with evolution"

Our Vision

We redefine "strategic consulting services"
from a client-centric perspective

Our Value

Passion for Winning

We provide "winning-focused" services,
transforming clients into stand out performers
and helping Japan's economy return to a growth trajectory

Aspirations Behind the Founding

GLOBE-ING

Consulting Services were
dominantly seasoned by “Gray haired” experts who gave advice on experience.

Gradually, the industry evolved, “formalizing and standardizing knowledge”
through frameworks and methodologies.
This shift enabled younger professionals to contribute,
transforming “the business into one driven by headcount”.

However, history of the evolution is history of formalizing and standardizing knowledge and we see this head-count driven model as a “detour”
in the evolution of consulting.

The key is to “replace human effort with AI and digital solutions”,
leveraging formalized and standardized knowledge.
This belief led us to establish Globe-ing,
aiming to revolutionize consulting with technology.

Revolutionizing the Consulting Industry

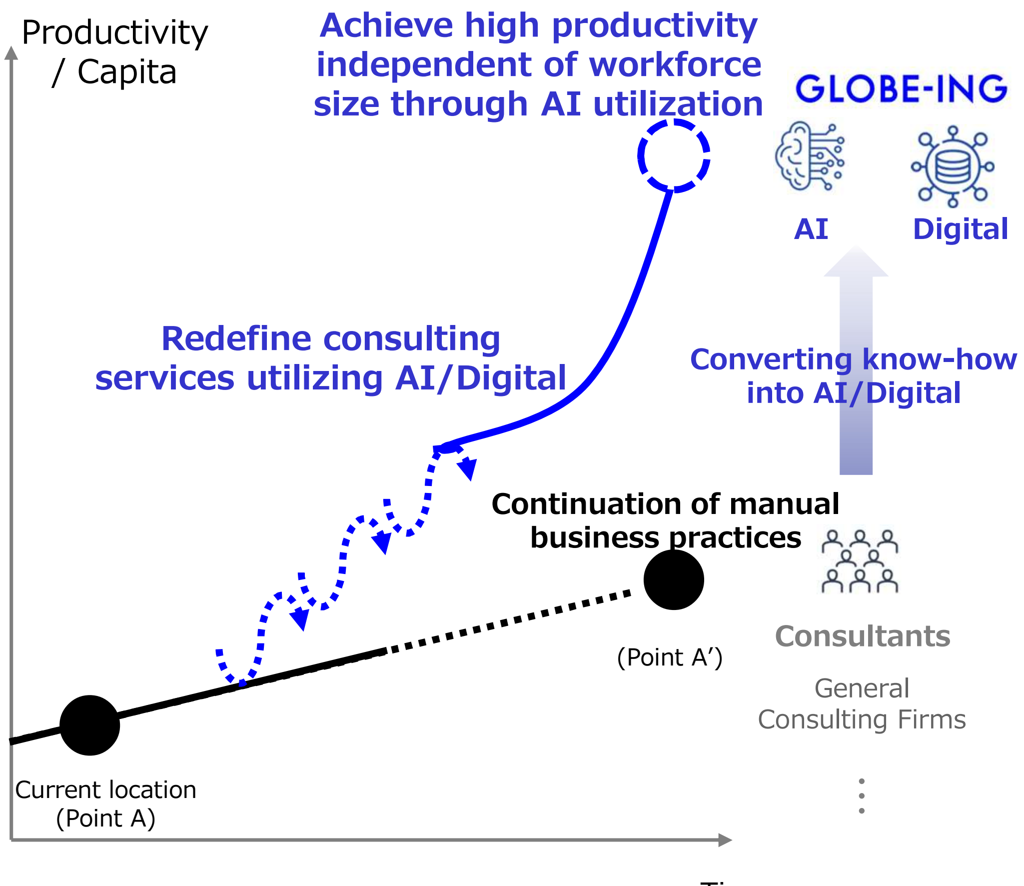
GLOBE-ING

We aim for head count-independent growth by delivering expertise through AI and digital solutions

Path to Industry Transformation

Where	What		How		
Video	Content	✖	DVD → Internet	»	NETFLIX
Taxi	Driver	✖	Professional Drivers → Gig Worker	»	Uber
Information Exploration	Database	✖	Paper → Online Platform	»	Google
Consulting	Know-how	✖	→ AI/Digital	»	GLOBE-ING

Our Aspiration (Image)



Social Challenges We Aim to Address

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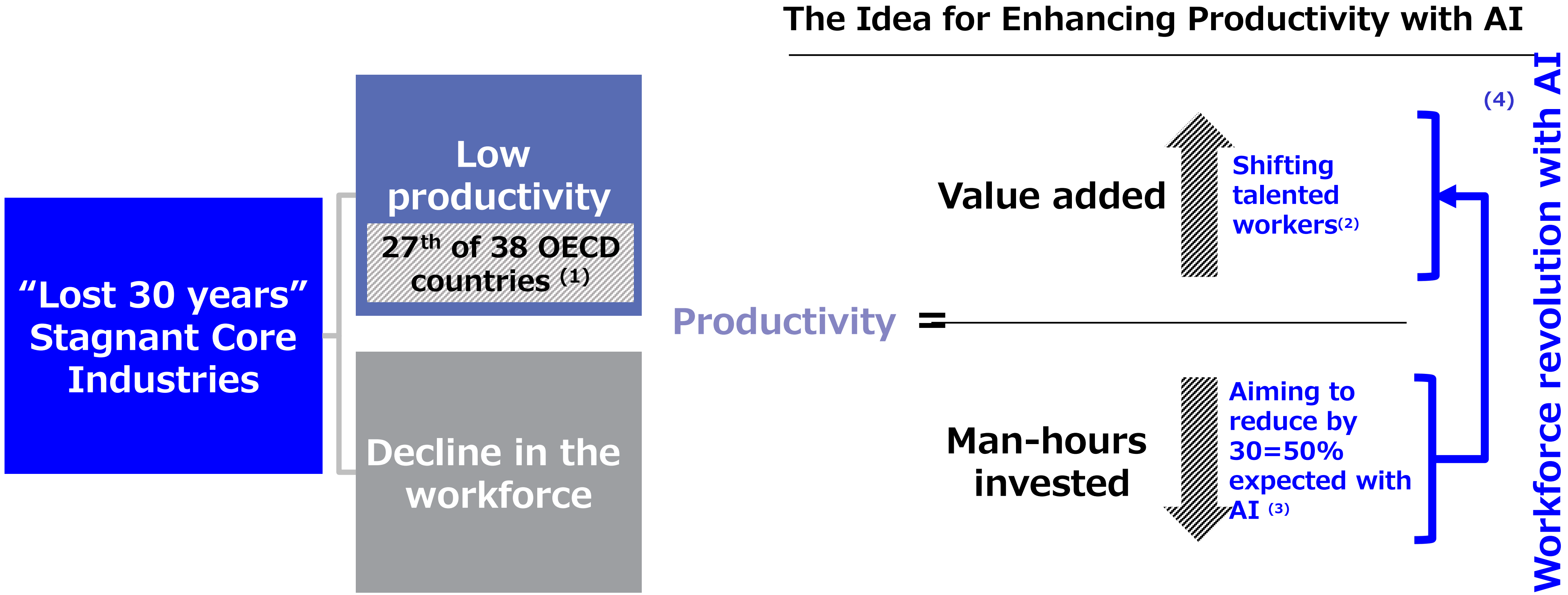
Using our consulting expertise and AI, we will tackle Japan's low productivity and shrinking workforce, helping companies and society regain their growth momentum.



Leveraging AI to boost productivity for both consulting service and clients.
Starting Japan to derive growth and address global labor shortages.

Note)
1. Labor productivity comparison in 2021, Japan Productivity Center
2. Consultants with know-how to cope with the absolute labor shortage are provided to client companies as JI as white-collar replacements
3. Target value compared to our project actual value
4. Workforce shift refers to the shift of labor to value-added work

Company Overview

GLOBE-ING

Offering three businesses: Originally a consulting firm supporting CxOs with strategy/DX, hands-on client support (Joint Initiative) and software (cloud products) leveraging consulting expertise

Basic Information

Company Name	Globe-ing Inc. (http://www.globe-ing.com/)
Representatives	Kohei Tanaka, Representative Director, President and CEO Kazuhiko Nakagawa, Representative Director, Vice President
Capital[1]	¥1,195 million
Address	･Head Office 11F 3rd MINAMI AOYAMA 3-1-34 Minami Aoyama, Minato-ku, Tokyo ･Roppongi Office (Opening in November) 39F Midtown tower 9-7-1 Akasaka, Minato-ku, Tokyo
Founded	January, 2017 Business Launch: March, 2021
Main Subsidiaries [1]	AVALANCHE Ltd. & the Company, etc.

Business Overview

Consulting Business

1 **Original Consulting Service**

Support Strategy Formulation at the C-level's Executive

- Support for strategy in management, new business, M&A, and digital transformation
- Serve as advisor under CSO/CDOs to guide and manage projects

2 **Joint Initiative**

Implement Client's Projects and Reform Inside the Clients

- Deploy consultants to lead projects inside the clients
- Co-invest talent and capital for mutual success as business partners
- Delivering results and enabling client self-sustained growth through hands-on support

3 **AI Agent / Cloud product Business**

Develop and Provide Cloud-Based Solution that Captures Consulting Expertise

- Offer consulting expertise products at competitive prices

Maximizing productivity through AI and digital utilization

Standardization by specialized teams, GLB Intelligence[2]

Note: 1. As of August 31, 2025;; 2. In-house team specializing in operational efficiency through the use of AI and other technologies.

Uniqueness of Our Consulting Model

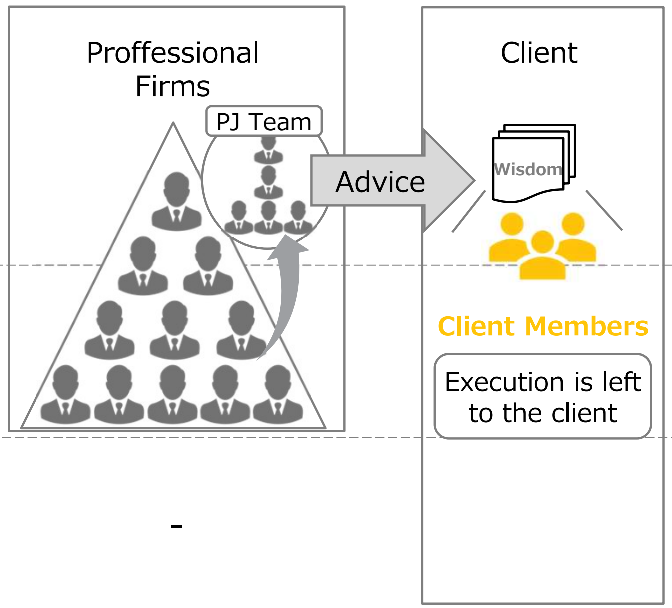
GLOBE-ING

Offering JI model services by integrating consultants, using AI and digital tools for efficiency, and embedding consulting expertise via Cloud Product

Typical Consulting Model(1)

Consultants with personal expertise advise clients

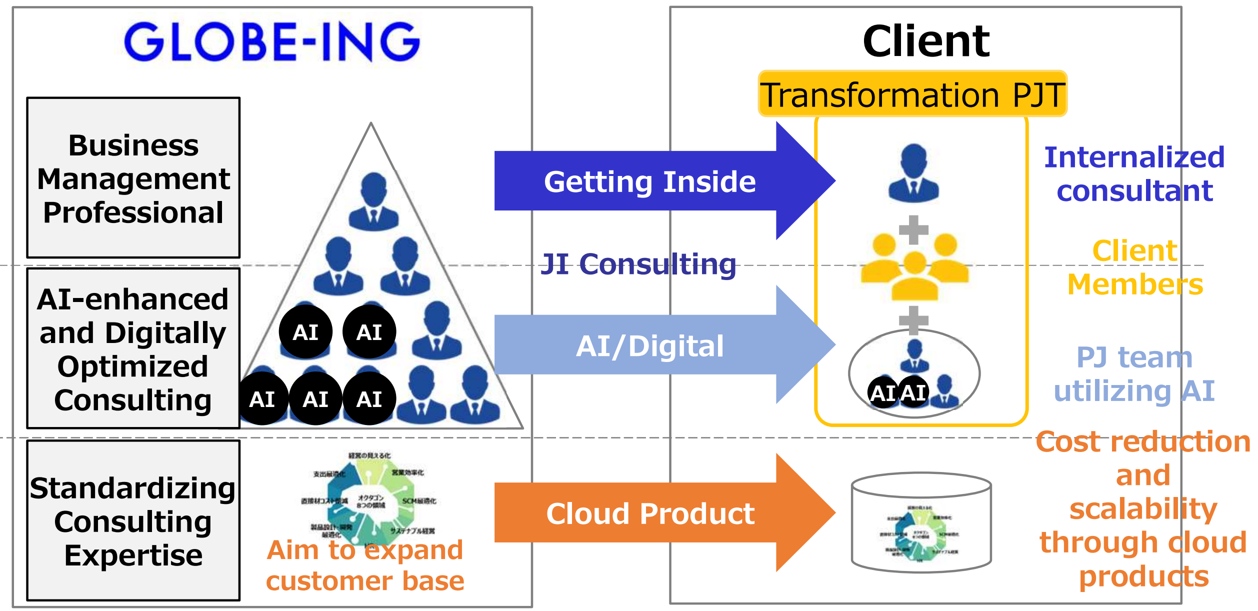
- ✓ **Provide "outside" wisdom**
- ✓ **Results dependent on "headcount"**



Overview of the Joint Initiative Model

Transforming Joint Initiative with in-house consulting, AI, and Cloud Product

- ✓ **Strengthening client Stickiness through Internal Transformation**
- ✓ **AI-Driven productivity beyond workforce size**
- ✓ **Cost Efficiency and scalability via Cloud Product**



Note: 1. Based on our analysis

Business Scheme of Joint Initiative

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As an evolution from traditional consulting, our professionals participate as stakeholders in the client's business, promoting Joint Initiative-type consulting, undertaking business transformation/creation

Issue

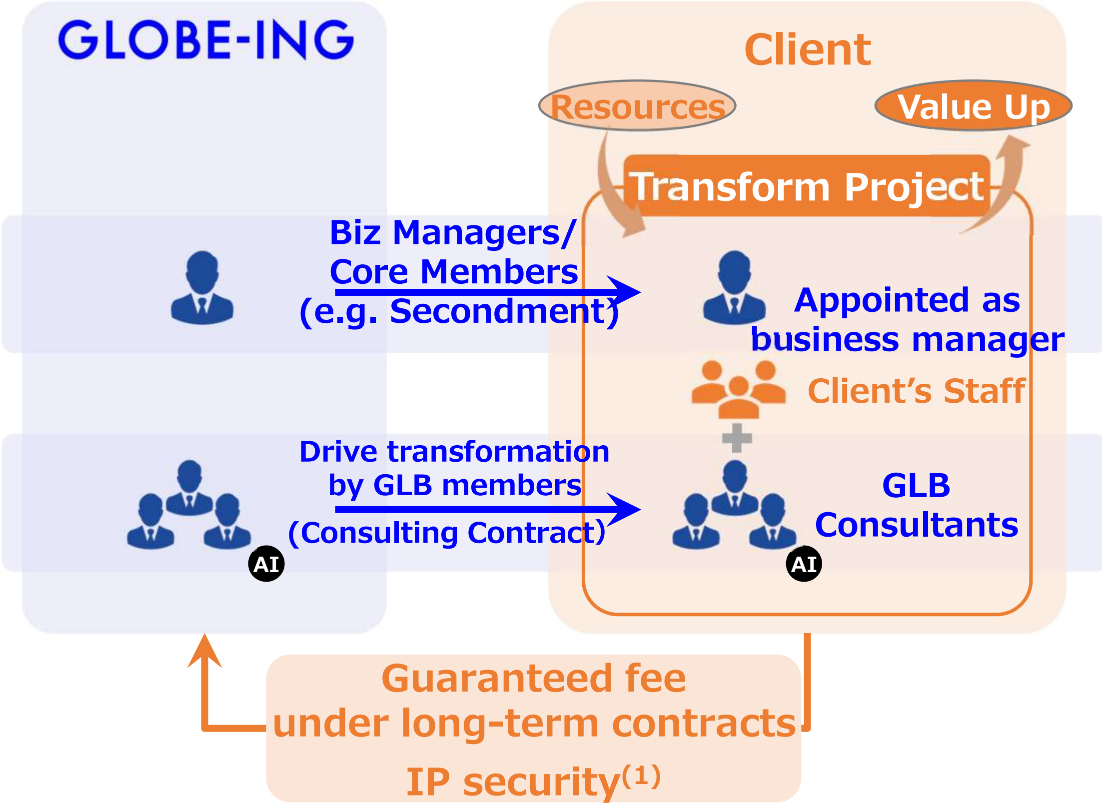
Japanese companies face a **shortage of management personnel and leaders central** to business promotion

Hindering swift business creation and execution

Approach

Our consultants, with high strategic planning and business promotion capabilities, **participate as business leaders and core members in clients** committing to driving successful business creation and transformation.

JI Consulting Scheme



Note: 1. 'Guarantee of compensation under long-term contracts' and 'securing IP for developed tools' refer to 'ensuring annual or multi-year contracts in exchange for securing outstanding personnel through secondments or long-term engagements' and 'joint ownership of the IP for solutions co-developed with clients'.

Japanese-style Management Methods Shared Globally as a Distinct "Methodology."

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	Western-style mechanism-oriented management	Japanese-style management centered on "people"
	Organizations, functions, and business standards are prioritized, with people viewed as "pawns" to follow the rules	People work subjectively, in **sympathy** with the social mission that the company embraces.
What becomes core?	**Capitalists, organizations, and functions are the "masters," while people are seen as "followers"**	**Employees and people are the "masters," while the organization and functions are seen as "followers"**
What is organization, team?	**Controlled by a top-down governance mode (governing model)**	**People create intersubjectivity and demonstrate complementarity with one another**
How is work approach defined?	**The rules of organizational functioning dictate how work is carried out**	**People's subjectivity (thoughts) bring originality and ingenuity to their work and shape how they approach their tasks**

Methodology of Dynamic Equilibrium

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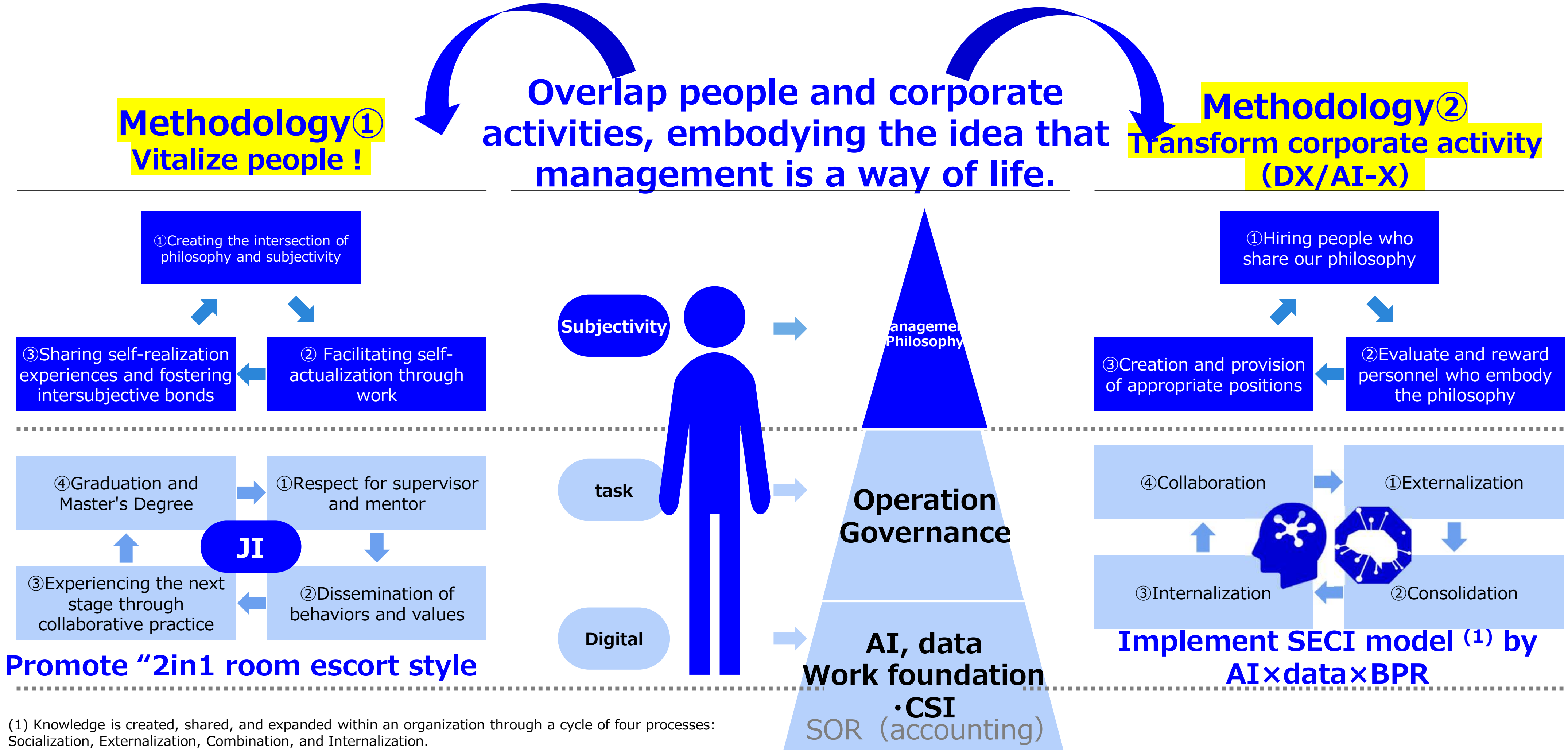

(1) Knowledge is created, shared, and expanded within an organization through a cycle of four processes: Socialization, Externalization, Combination, and Internalization.
Knowledge Creation Theory
Source: Ikujiro Nonaka and Hirotaka Takeuchi, Knowledge-Creating Companies (New Edition), Toyo Keizai Inc.
Chart prepared by Globe-ing based on the literature listed on the left.

Full-year Consolidated Earnings Forecast for FY2026 (after revision)

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Net profit forecast excluding R&D investment was also revised in line with the updated full-year forecast

	FY2025 (Actual)	FY2026 (Forecast without R&D investment)		FY2026 (Full year forecast)	
		Forecast	YoY	Forecast	YoY
Revenue	8,255 mil	**11,555 mil**	+40.0%	**11,555 mil**	+40.0%
Operating Profit	2,800 mil	**3,937 mil**	+40.6%	**3,750 mil**	+33.9%
Operating Profit Margin	33.9%	**34.1%**	+0.2pt	**32.5%**	-1.5pt
Net profit attributable to owners of the parent	1,768 mil	**2,684 Mil**	51.8%	**2,557 mil**	+44.6%
Net Profit Margin	21.4%	**23.2%**	+1.8pt	**22.1%**	+0.7pt
Earnings Per Share	64.50 yen	**94.27 yen**	+46.2%	**89.81 yen**	+39.2%

Consolidated Balance Sheet and Changes in Cashflows

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Q1 FY2026 Consolidated Balance Sheet

(Unit : ¥1 million)

Assets		Liabilities and net assets	
Cash and deposits	4,844	Total liabilities	1,468
Other current assets	1,232	Net assets	5,654
Non-current assets	1,046		

Share capital	1,195
Capital surplus	1,857
Retained earnings	3,384
Treasury shares	(899)
Foreign currency transaction adjustment	(0)
Non-controlling interest	117

Q1 FY2026 Changes in Consolidated Cash Flows

(Unit : ¥1 million)

Net increase (decrease) in cash and cash equivalents	**(1,767)**

Q1 FY2026 Consolidated Financial Metrics

Equity ratio	**77.7%**
ROE	**48.2%**
PBR	**x15.7**

Recruitment Expense Trend

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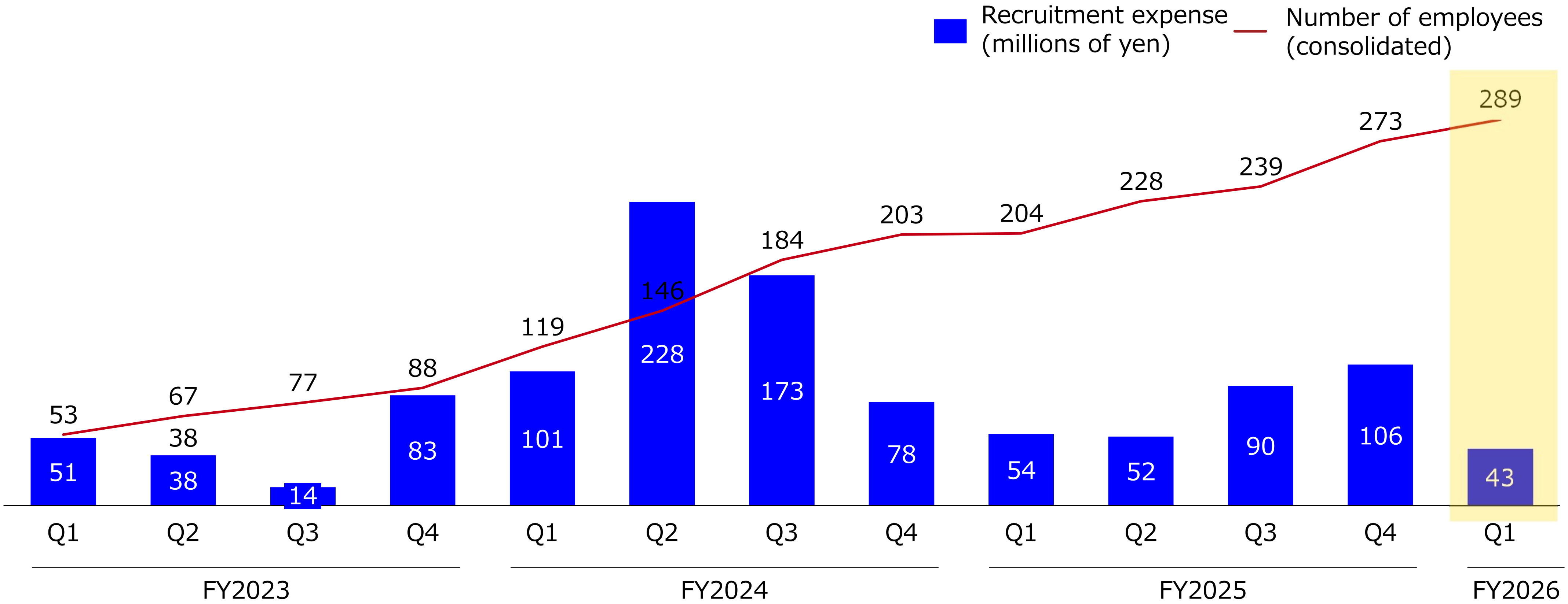
The previous year saw increased investment in agent fees, focusing on hiring key partners and driving revenue and profit growth. Continue hiring high-skilled professionals while balancing recruitment investments and referrals to sustain revenue growth and operating margin



注）1. Recruitment-related expenses are the total of fees paid to recruiting agents at the time of hiring and expenses incurred in recruiting activities.

Information on Shares (as of end of May 2025)

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On August 15, 2025, shares held by Representative Director Sosuke Wajima were sold over the counter to globally renowned institutional investors, avoiding retained earnings tax.

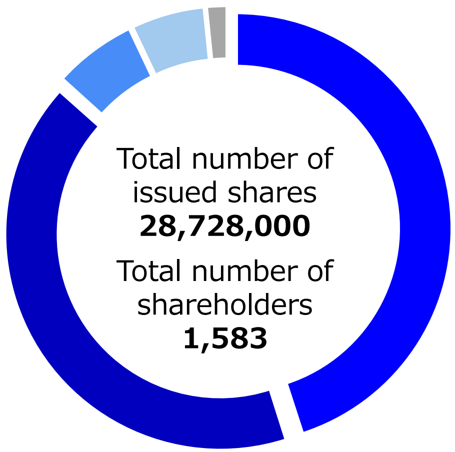
Major shareholders

Name	Shares held	Percentage
EMMA&KEITO Inc.※1	8,750,000	30.5%
Sosuke Wajima ※2	7,769,300	27.0%
PERSOL CROSS TECHNOLOGY CO., LTD.	1,875,000	6.5%
KFV Inc.※3	1,250,000	4.4%
Custody Bank of Japan, Ltd. (trust account)	1,038,700	3.6%
The Master Trust Bank of Japan, Ltd (trust account)	716,700	2.5%
KIA FUND F149	625,100	2.2%
Takumi Osawa	500,000	1.7%
Yuki Kitamura	500,000	1.7%
Naohide Terashima	500,000	1.7%

※1:Asset management company of Wajima
※2 4,940,300 shares representing 17.2% of total shareholding ratio as of August 15, 2025
※3:Asset management company of Tanaka

Ratio of Shares in Circulation as of Aug. 15, 2025	Approx. 35%

Shareholder composition



Classification	Unit shares	Percentage
Individuals, others	12,937,500	45.0%
Other firms	11,946,800	41.6%
Financial institutions	1,798,100	6.3%
Foreign corporations	1,597,000	5.6%
Securities companies	445,400	1.6%

Capital Allocation for Corporate Value Enhancement

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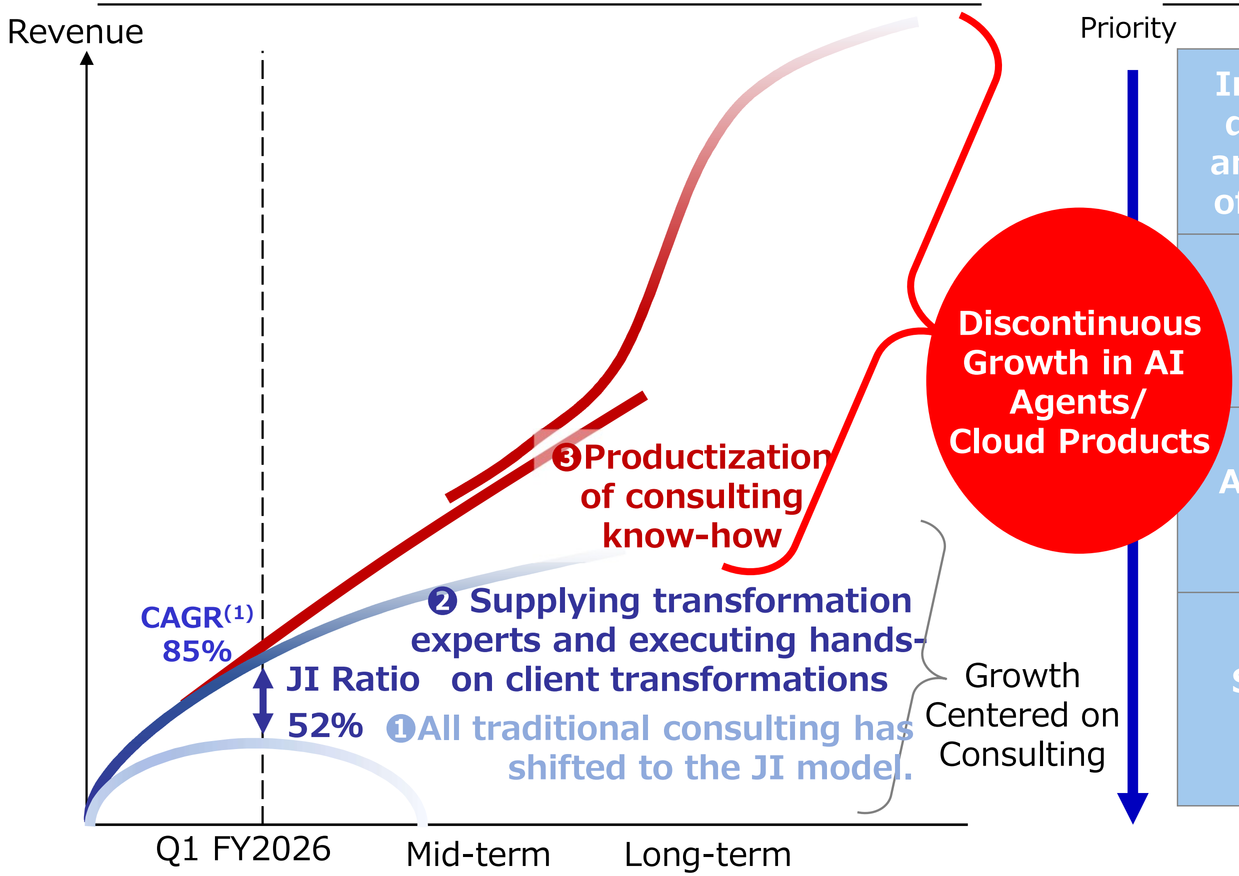
To enhance long-term corporate value, maintain financial stability and prioritize investments in AI business, M&A, and other growth areas, while reaffirming the importance of returning profits to shareholders

Business Growth



Capital allocation for growth investment

Priority

Investment in development and marketing of AI business	Potential for active investment in development and marketing once the jointly developed products are fully deployed and sold externally
M&A	Potential for M&A in both consulting and AI business areas to achieve discontinuous growth
Acquisition of own shares	Potential for share repurchases to support M&A activities and equity compensation for executives and employees.
Shareholder return	Future implementation will be considered in light of market environment and stock price trends. The timing of implementation is to be considered.

Note: 1. CAGR: Compound Annual Growth Rate from the fiscal year ending May 2022 to the fiscal year ending May 2024; 2. Total number of employees worldwide for Accenture and the Big Four. Source: Company public materials; Statista; 3. Source: Consulting Market - Global Industry Analysis, Growth, Share, Size, Trends, and Forecast (Dataintelo, 2024)

Promoting Dialogue with Shareholders / Investors and Active Disclosure of Information

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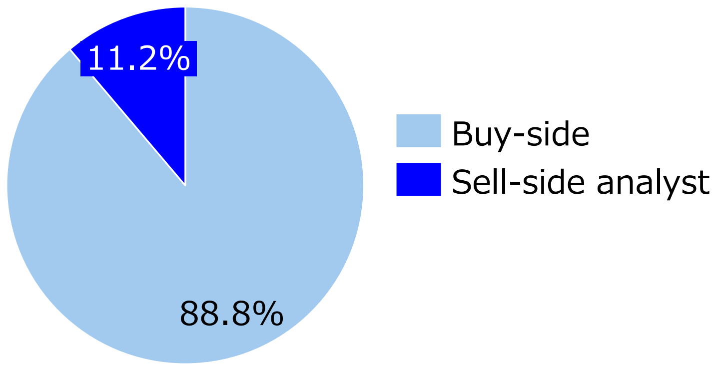
Hold quarterly investor briefings led by CEO followed by one-on-one meetings to engage with shareholders and investors

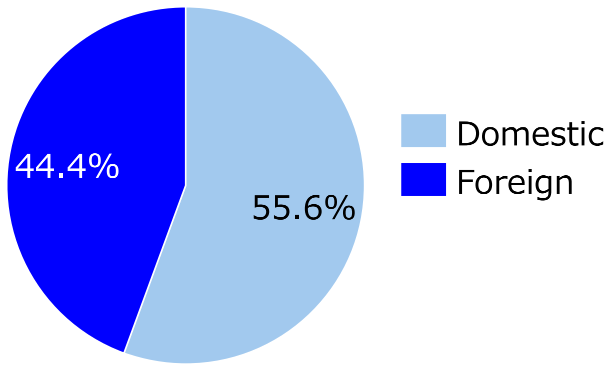
IR Activity Report (Q2-Q4 FY2025)

	Number of briefings / meetings	
Briefing for institutional investors and analysts (Speaker: President and CEO)	**3**	Hold an online investor briefing for institutional investors and analysts on the evening of the financial results announcement, with the video and transcript available on our website several days later.
Briefing for institutional investors and analysts (Speaker: President and CEO)	**2**	Participated in investor briefings and investment seminars for individual investors hosted by securities firms, and made three media appearances targeting individual investors (FY2025 Q2–Q4).
Meetings with investors (all meetings led by CEO or CFO)	**160** (including small MTG)	Held numerous meetings with institutional investors and analysts, excluding quiet periods before each quarter-end, and collaborated with domestic and overseas securities firms to identify new investors.

Breakdown by attribute



Breakdown by location (buy-side)



Main topics of dialogue

・Mid-term and long-term growth image
・Sustainability of high growth and profitability
・Sustainable recruitment of consultants
・Client portfolio
・Uniqueness and advantage of JI consulting
・Progress of AI business
・Cash allocation

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