

Business plan & Growth potential materials

March 31, 2026

SpiderPlus & Co.

Note : This document has been translated from the Japanese original (March 24,2026) *1 for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.

*1 : The Japanese original (March 24, 2026)

<https://contents.xj-storage.jp/xcontents/AS81382/d96247a2/749c/4ff7/ac4f/1c7dd6015b56/140120260323586248.pdf>

DX in construction industry

Construction

Technology



Market Environment

Issues in the Construction Industry

Expansion of Construction Investment*1

FY2025

68 trillion
yen



FY2035

84 trillion
yen

National
Resilience

Urban
Redevelopment

Infrastructure
Development

Need to **secure construction capacity**
to meet expanding demand

Shortage of Workers*2

Number of Workers
Required in 2035

3.9 million
people



Forecast of Number of
Workers in 2035

2.6 million
people

Shortage of **1.3** million people

Aging society with
fewer children

Overtime work limit
regulation

Transfer of
technical skills

Urgent need to **improve productivity**
for the worsening labor shortage

*1, 2: Excerpted from "Long-Term Vision for the Construction Industry 2.0, Part II, Chapter 1: Outlook for the Construction Market and Workforce in 2035" by the Japan Federation of Construction Contractors. Construction investment shows the nominal values from the source document. The number of the workforce shortage indicates the number of skilled construction workers (only information on skilled workers is provided, as the source document states that "it is difficult to grasp the surplus or shortage of dispatched engineers in 2035").

Various regulations and institutional revisions*1 driving the adoption of construction DX, alongside the commencement of overtime caps

**Mandating BIM/CIM
in principle for public
works**

**Work Style Reform-
Related Laws**

**i-Construction
2.0**

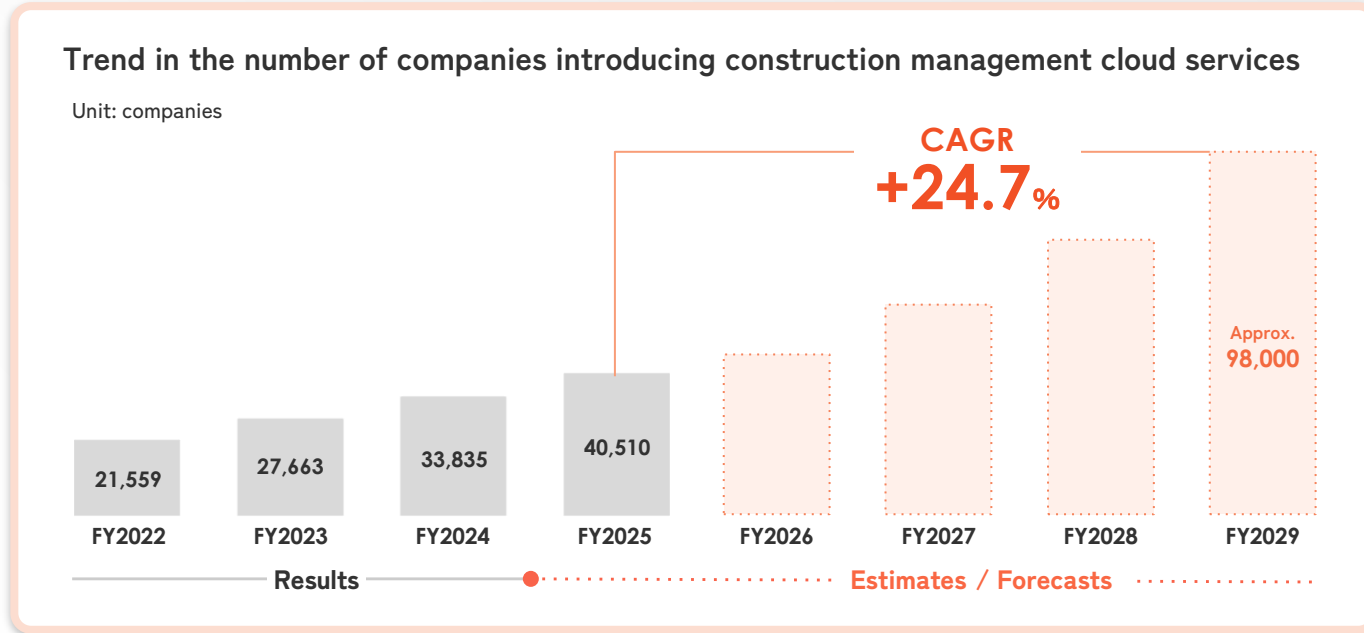
**Analog regulations
abolished**

**Third-generation
Three Laws**

**BIM drawing review
at the time of
building confirmation**

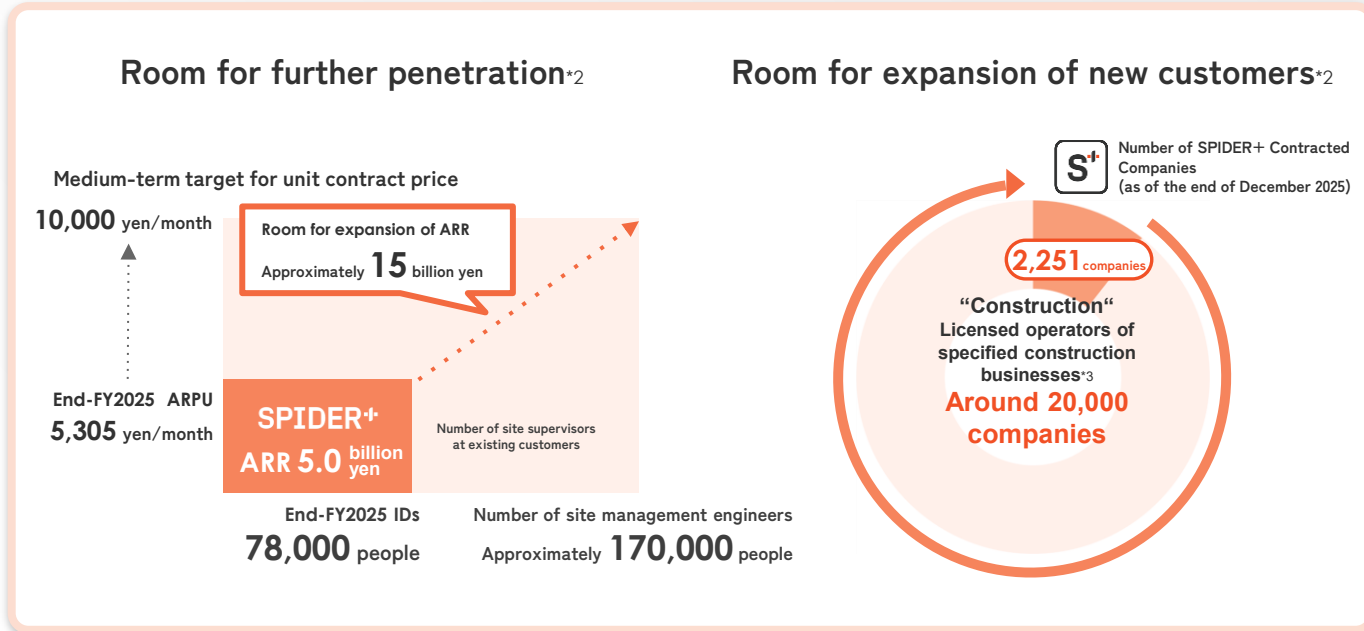
*1: Making BIM and CIM principles mandatory for public works: "Regarding the application of BIM/CIM principles in 2023" (Ministry of Land, Infrastructure, Transport and Tourism); Work Style Reform-related Law: "Regulatory Compliance for Overtime Work in the Construction Industry" (Ministry of Land, Infrastructure, Transport and Tourism); i-Construction 2.0: "i-Construction 2.0 has been formulated - Improving productivity through automation at construction sites" (Ministry of Land, Infrastructure, Transport and Tourism); Abolition of analog regulations: "Efforts to Revise Analog Regulations" (Digital Agency); Third-generation Three Laws: "Third-generation Three Laws (Integrated Revision of the Housing Quality Assurance Act, Construction Business Act, and Act on the Conclusion of Contracts for Construction Work)" (Ministry of Land, Infrastructure, Transport and Tourism); BIM drawing review at the time of building confirmation: "In spring 2026, BIM drawing review at the time of building confirmation will begin!" (Ministry of Land, Infrastructure, Transport and Tourism)

The number of companies introducing construction DX services is expected to expand in the medium term, **driven by tailwinds such as the worsening labor shortage and regulations.**



Estimated construction DX market size of approximately 900 billion yen*1

Significant room for market penetration among both existing and new customers.



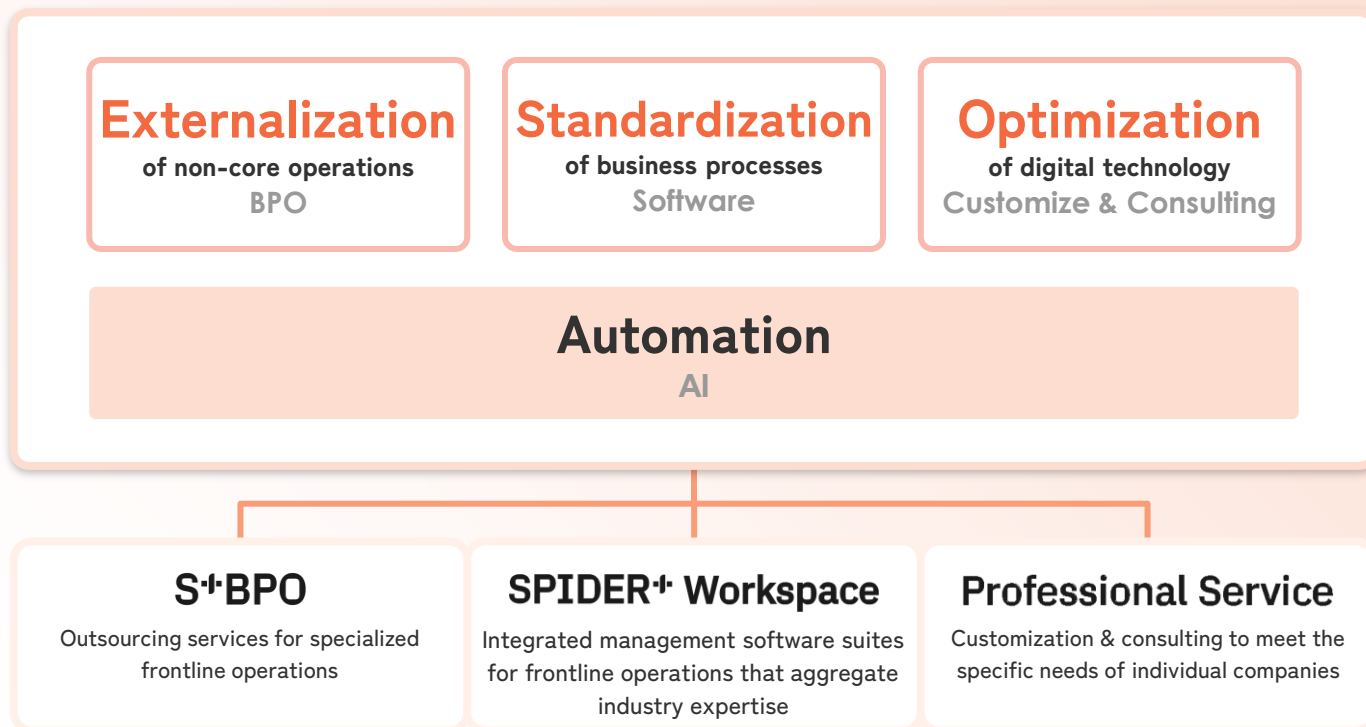
*1 : The IT budget for the construction industry was calculated by the Company by taking the construction investment amount in the Company's target area, which was calculated based on the "FY2020 Construction Investment Outlook" by the Ministry of Land, Infrastructure, Transport and Tourism and the "Housing/Remodeling/Repair Industry" by SPEEDA, and multiplying it by the IT investment ratio in the construction industry (Source: "Corporate IT Trend Survey Report 2020" by the Japan Information Systems Users Association). *2 : The number of existing customers who hold the relevant site management engineer qualification is based on our own calculations using the "Management Matters Examination Table". The target unit price is based on the ARPU (ID usage fees only) of customers who have introduced more than 30 IDs from the plans offered as of the date of publication of this document. *3 : The number of businesses that have obtained a special construction license for "architecture" is based on the search results from the Ministry of Land, Infrastructure, Transport and Tourism's Construction Business and Real Estate Business Information Search System. The number of businesses that have introduced site management tools is calculated by multiplying the number of businesses above by the percentage of businesses that have introduced site management tools in our own survey, "Results of a Survey on the Status of DX Promotion in the Construction Industry". (See our survey report on the right: <https://jobs.spiderplus.co.jp/spider-class/158/>)

Business Overview



Expanding businesses that **transform on-site business processes**

Three approaches to challenges in the construction industry



Business expansion

Providing services through both **software and solutions** to solve all customer issues.

Software Business

SPIDER+ Workspace

Cloud services aiming to be the infrastructure for daily operations at the site

SPIDER+

Site management

S+Report

Digital form function

S+Collabo

Information sharing

S+BIM

BIM viewer

S+Trace

Materials & Equipment
Management

Solution Business

S+BPO

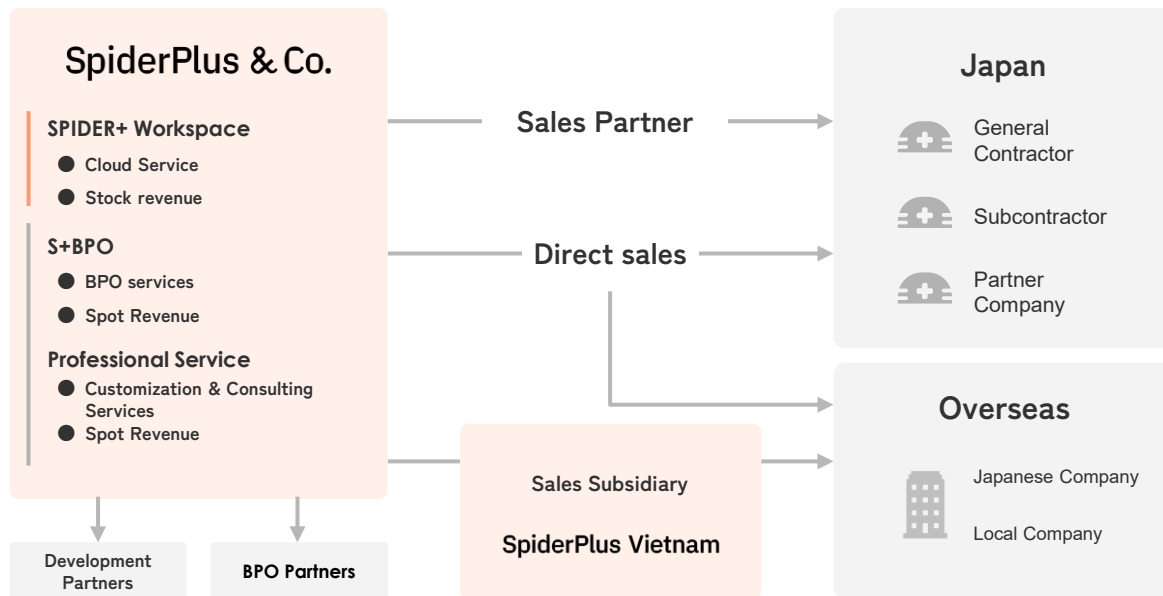
BPO services that handle non-core tasks specific to the site, such as preparations for using SPIDERPLUS and document organization.

Professional Service

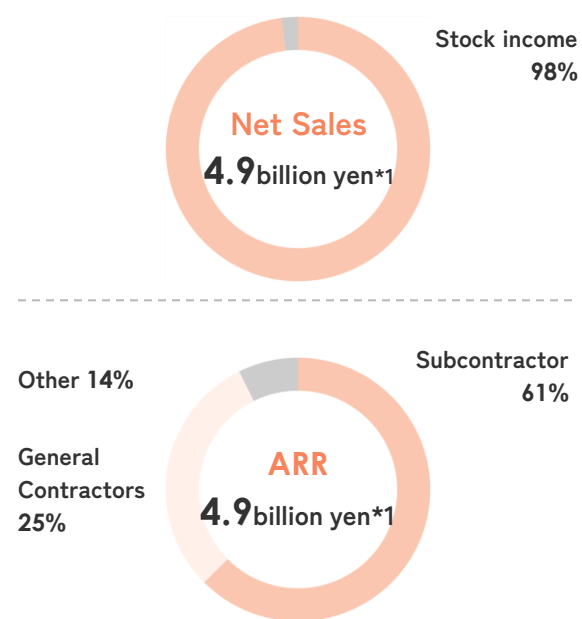
Customization & Consulting Services that provide integration between SPIDERPLUS and core systems, as well as new function development to meet individual company needs.

Mainly targeting general and specialized contractors working on large-scale projects, such as buildings.
The core business is subscription-based software (cloud) services.

Business Process Diagram

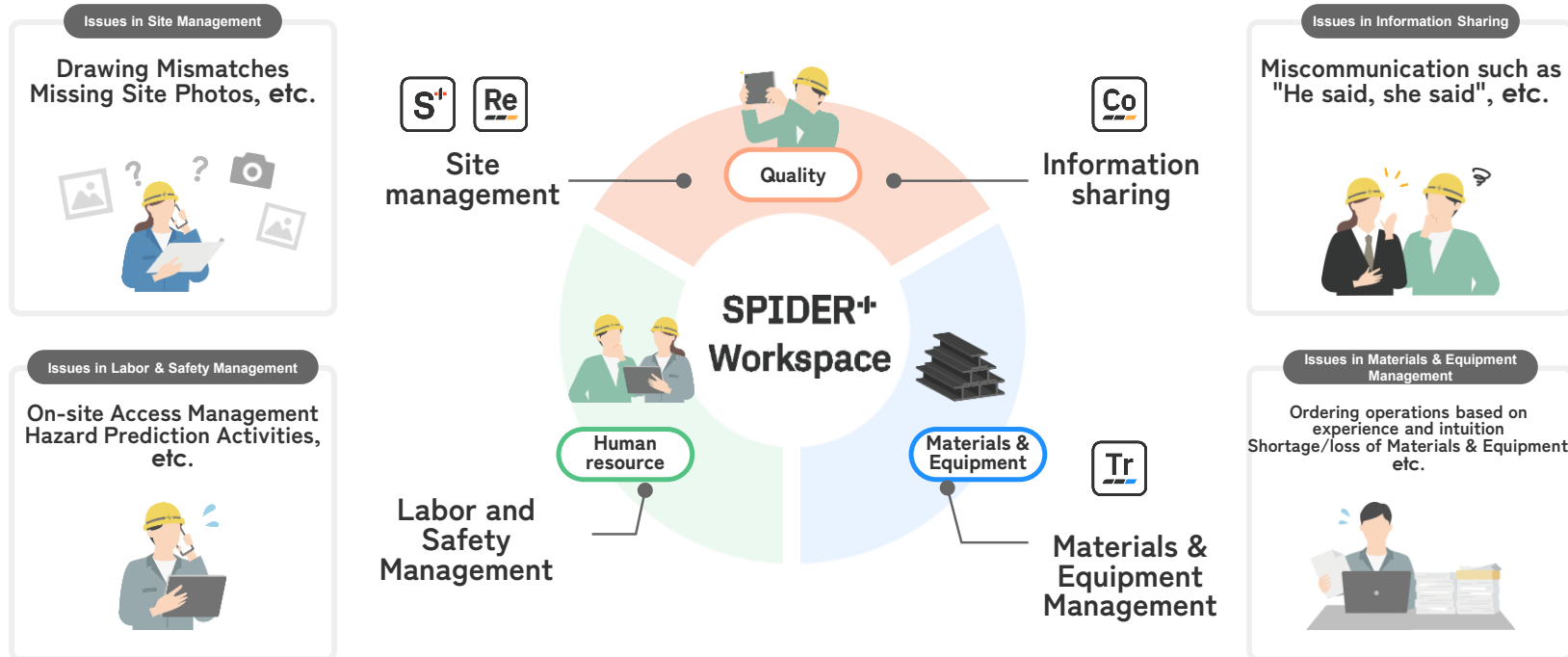


Net Sales and ARR Composition



*1 : ARR is the results at the end of FY2025. ARR is calculated by multiplying the monthly MRR (the sum of monthly usage fees, excluding one-time revenue, at the end of the month in the target month) by 12 (annualized)
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Integrated on-site platform that solves issues related to "Human resource," "Quality," and "Materials & Equipment" at the site.



SPIDER+⁺

Drawing-based site management service
that integrates site information

Centralizing various site information on
drawing data

Construction
photos

Work memos

Inspection
record

Drawing data

Work
instructions

Corrective
records

Report

S+Report

Launched in
November 2025

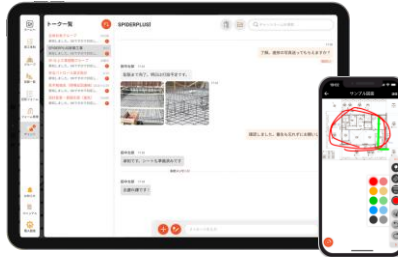


Going paperless with all paper forms on-site

- Digitalizing paper forms and spreadsheets while maintaining their original appearance
- Reduce time for transcribing inspection results and making reports by integrating with inspection equipment

S+Collabo

Launched in
November 2025



Digitalizing site communication

- Centralize information sharing between site supervisors and Partner Companies
- Streamline daily operations unique to construction sites, such as Hazard Prediction Activities and daily report submission

S+Trace

Launched in
January 2026



Digitalizing delivery, placement, and progress of Materials & Equipment

- Using RFID tags to visualize the status of Materials & Equipment ordering and delivery schedules
- Share arrangement information with stakeholders to reduce communication costs at the site



Competitive Advantage

Competitive Advantage

Become an irreplaceable DX infrastructure for construction sites through our unique "industry expertise and site understanding" x "customer base" x "problem-solving capability."

1

Industry expertise and site understanding cultivated over more than 20 years



Thermal insulation work

SPIDER+



1997

2011

2

Customer and user base that exerts network effects



3

Service lineup capable of solving all issues



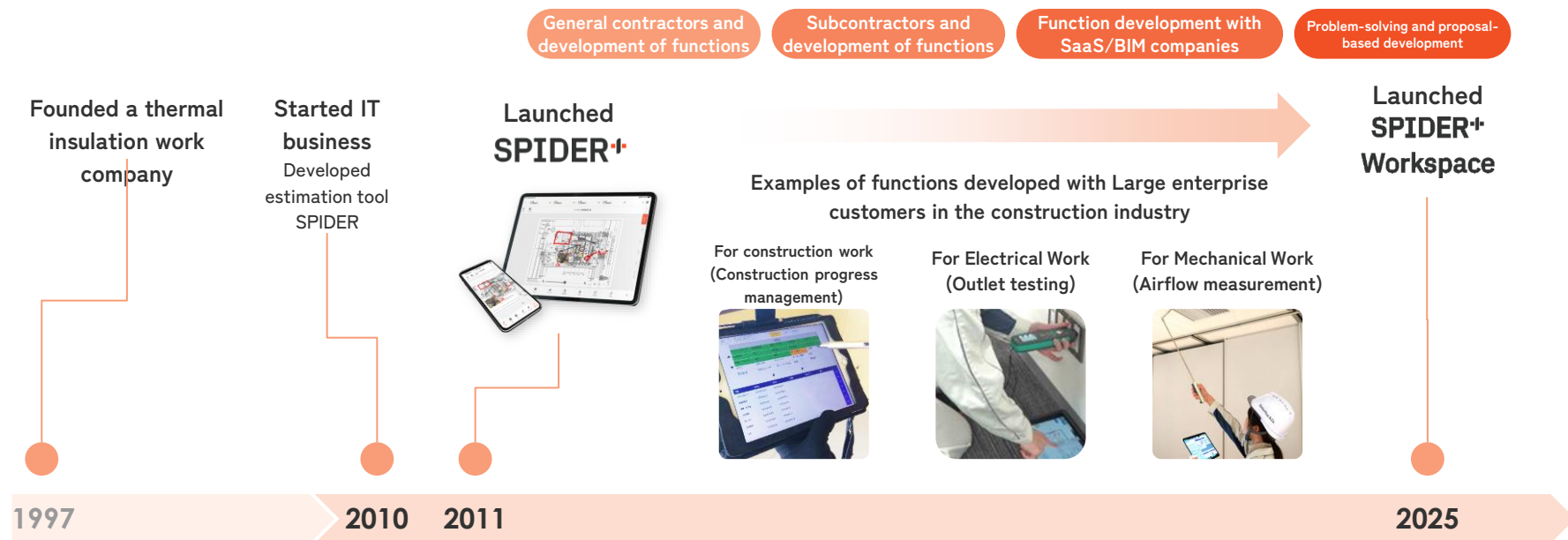
Software

BPO Service

Professional Service

Competitive Advantage (1) Industry expertise and site understanding

Over 20 years since our founding, our experience and expertise gained from continuously addressing industry and site issues are the source of our service development capabilities that directly meet customer issues.



Competitive Advantage (2) Customer and user base

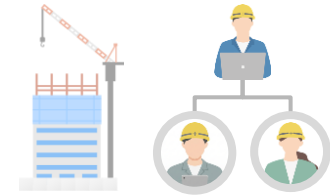
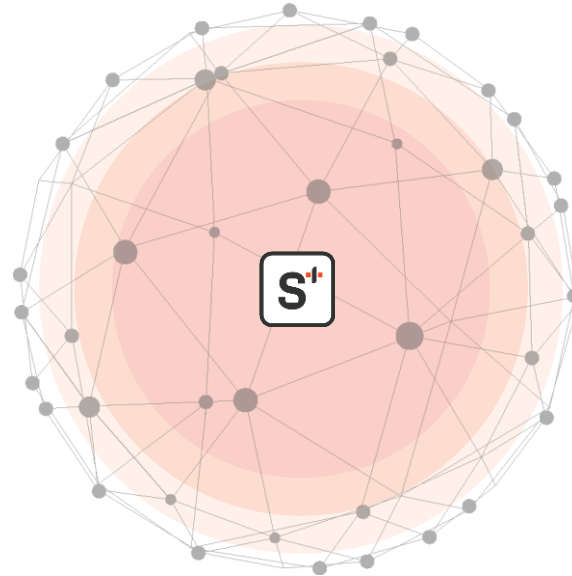
Generate **a network effect unique to the construction industry and sites** from the customer base of large enterprises such as general contractors and subcontractors.



Within the industry

- In the construction industry, Large enterprises organize "Partner Company associations."
- In Partner Company associations, the Large enterprise that forms the core of the organization has strong influence.

Expanding market share within Partner Company associations through Company-wide introduction by Large enterprises.



Within the site

- Multiple general contractors, subcontractors, and Partner Companies work on a construction site.
- Collaboration between companies is essential for the progress of construction work.

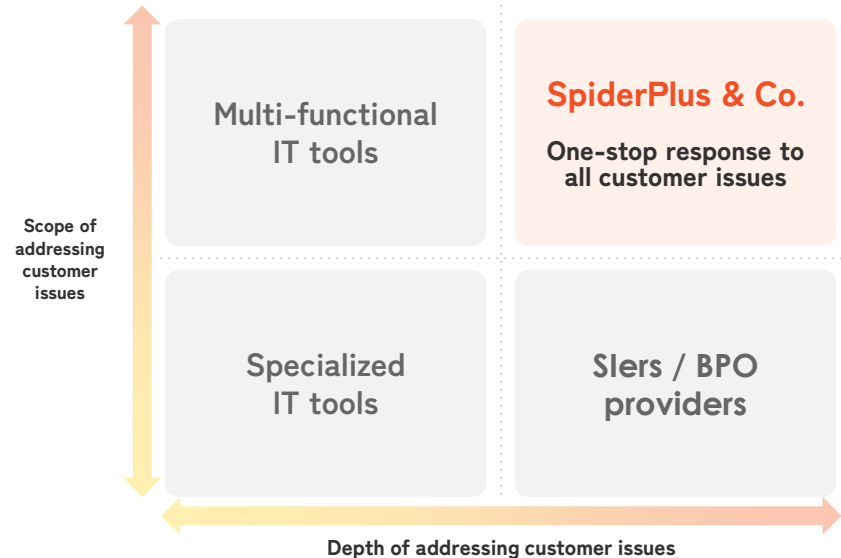
Information sharing and instruction reporting between companies are completed within SPIDER+ Workspace.

Covering all site issues with a unique lineup of "Software x Solutions," deeply penetrating daily operations.

Approach to industry issues

<p>Localized at the company and site unit levels</p> <p>Standardizing daily operations</p>	<p>SPIDER+ Workspace</p> <p>Characterized by a wide range of applicable industries and operations, and a group of highly specialized functions.</p>
<p>Burdensome preparation and other operations</p> <p>Externalization of non-core operations</p>	<p>S+BPO</p> <p>Characterized by its ability to handle highly specialized site operations.</p>
<p>Achieving further productivity improvements</p> <p>Advanced digital utilization</p>	<p>Professional Service</p> <p>Characterized by the ability to achieve more advanced site DX in combination with SPIDERPLUS.</p>

Positioning Map



Strategy

Strategy / Business Plan

Business Plan Overview

Medium-term Policy

From a SaaS company to an "infrastructure company" that broadly solves site issues

- Advance new development related to SPIDER+ Workspace, establish CAGR of 20% and above by FY2028, and achieve Net Sales of 2 billion yen in the solution business (BPO and professional services)*1
- Proceed with efficient expansion of scale by continuously providing value through service enhancement, aiming for an Operating profit margin of 10% and above.

Key Initiatives for FY2026

Penetration of SPIDER+Workspace and enhancement of the solution business

- Advance the penetration of Workspace, for which the strategy was changed in FY2025, and achieve re-growth in ARR with YoY Growth of +20% and above by the end of FY2026.
- Expand the BPO and professional services structure to accelerate the growth of the solution business.
- Strengthen exploring key areas following Vietnam for Overseas business.

FY2026 Performance Forecast

20% YoY Net Sales growth, turning Operating profit positive for the full year

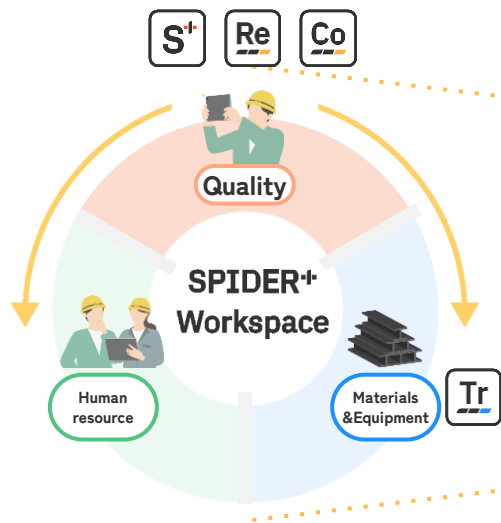
- Achieve Net Sales of 5.9 billion yen (YoY Growth +20%), with accelerated ARR growth in the SaaS business as the primary growth driver.
- Turn Operating profit positive for the full year while investing in SPIDER+ Workspace and the solution business.

*1: In the "Business Plan and Growth Potential" disclosed by SpiderPlus & Co. on March 25, 2025, the target timing for achieving ARR of 10 billion yen was stated as "FY2027," but this target timing has been revised based on the business progress in FY2025.

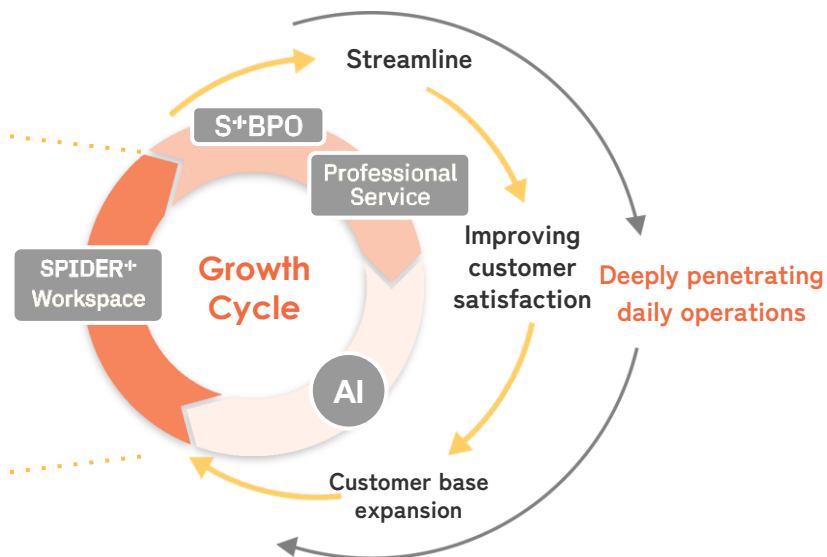
Growth Strategy of SpiderPlus & Co.

Become a "site infrastructure" by continuously penetrating deeply into business processes

Build a suite of integrated management software for sites, **consolidating industry expertise.**



Create a circular growth cycle by combining "Human" and "Technology"



In the previous period (FY2025), "co-creation with DX-advanced companies" made significant progress.

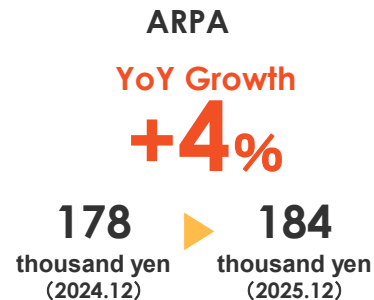
1 Co-creation with DX-advanced companies

Combining SaaS, BPO services, and individual company development, we work with existing enterprise customers to transform construction processes and utilize new technologies.



2 Penetration of existing enterprise customers

Close major negotiations early, such as company-wide introduction projects involving the addition of IDs or optional function introduction, and bulk migrations to new plans.



3 Cultivating new customers

Expansion of contracted companies through efficient utilization of sales partners and network effects.



* 1: Upgraded the "Exterior Tile Adhesion Rate Determination System" and adopted the newly developed "Image Analysis Function using AI" (September 17, 2025)

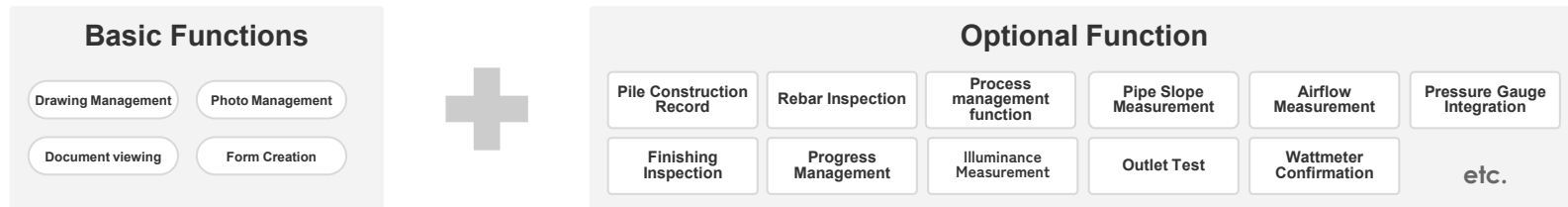
* 2: "S+Report" Now Supports Equipment Commissioning Forms for Shimizu Corporation(December 9, 2025) * 3: SpiderPlus&Co. Jointly Develops New Functions for "S+BIM" with Shimizu Corporation and NYK Systems (December 18, 2025)

Unit : Millions of yen	FY2025 results	FY2026 forecast	YoY	Assumptions for performance forecast
Net Sales	4,895	5,900	+20.5%	<ul style="list-style-type: none"> Acceleration of growth in average revenue per contract (ARPU/ARPA) for existing customers is the main growth driver for ARR (End-of-period ARR target of 6,000 million yen, +20% YoY). <ul style="list-style-type: none"> Focusing on switching contracts to package plans (FY2026 key initiative) through the development of new functions based on the "Workspace Concept" announced in FY2025.Q3. We expect the acceleration of ARR growth associated with the above to occur in FY2026 Q2 and beyond (ARR growth is expected to bottom out in FY2026.Q1.). We will also strengthen investment in professional services and BPO services, accelerating growth in non-stock revenue (stock revenue ratio: less than 95%).
Operating profit	-10	50~	Profitability	<ul style="list-style-type: none"> Gross profit margin expected to be 73% and above (FY2025 full-year average) SG&A expenses expected to be 1.0–1.1 billion yen per quarter. Since we plan to actively carry out human resource investment and development investment in the first half of the year to promote SPIDER+ Workspace and strengthen solution services, we expect operating profit to improve from the second half toward full-year profitability. Free cash flow is expected to be negative at a similar level to the previous period, as we will especially strengthen investment in software technology foundations (FY2025: consolidated free cash flow -103 million yen).

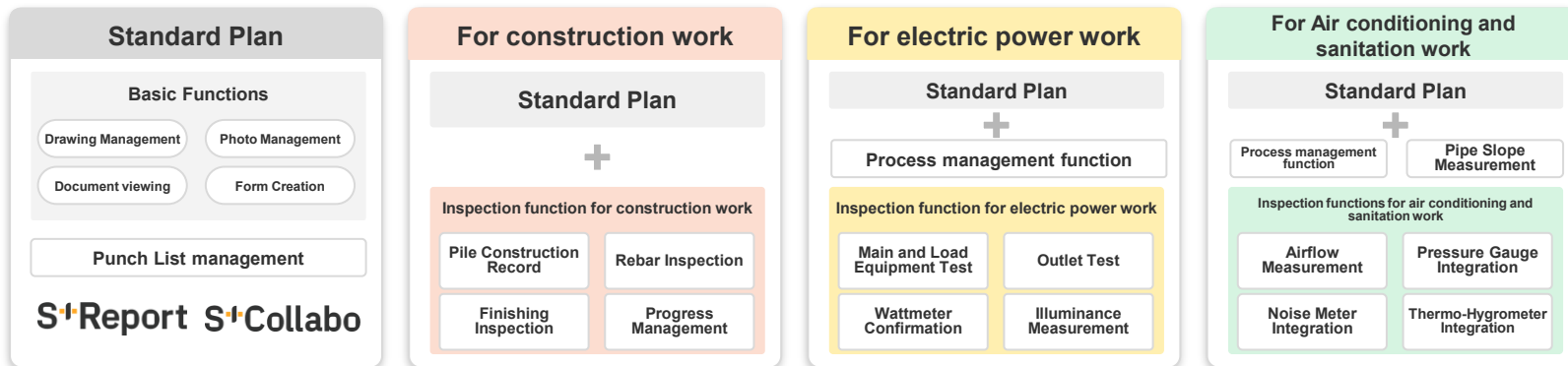
Supplementary Information on Key Strategies for FY2026: Expanding Sales of Package Plans

Updated the sales model, which had been in operation for approximately 10 years, starting from FY2023 Q3. Streamlined operations by shifting from function-based to package-based models.

Function-Based Model



Package-Based Model



Mission Creating “fun” to work, enthusiastic more

Vision The infrastructure on site that makes “fun of working” of the site people

The "infrastructure" we aim for is a new digital foundation at the site of creation, which is taken for granted just like electricity and water.

Our site infrastructure creates a world where anyone can easily use various digital tools without stress, allowing everyone working at the site to immerse themselves in "creation."

We will realize a future site where people and technology are integrated, and will continue to support the "creation" site that has supported, and will continue to support, social infrastructure.





Reference: FY2025 performance

Highlights of Recent Financial Results (FY2025.Q4)

Net Sales

YoY Growth +20%, closing at 4,895 million yen

- Progress on the impact of the strategy change aligned with the disclosure of the medium-term product roadmap in FY2025.Q3 (a temporary deceleration in ARR growth) is within the target range.
- In FY2025.Q4, non-stock revenue such as professional services also increased.

Operating profit

Operating profit for the FY2025.Q4 accounting period turned positive

- Profitability improved, exceeding the revised performance forecast.
- Achieved full-year profitability for EBITDA, outpacing Operating profit.

Business

SPIDER+ Workspace concept and co-creation with DX-advanced companies progressed

- Launched two new services ("S+Report" and "S+Collabo") in November 2025.
- Announced two co-creation projects with Shimizu Corporation.

Net Sales growth rate YoY +20%, with Operating profit and EBITDA*1 improving by approximately 500 million yen YoY. Achieved full-year profitability for EBITDA, ahead of Operating profit.

Consolidated Income Statement (Cumulative Period)

Unit: Millions of yen	FY2024	FY2025	YoY	YoY Growth
Net sales	4,072	4,895	+823	+20.2%
Stock income	3,990	4,799	+809	+20.3%
Gross profit	2,768	3,619	+850	+30.7%
Gross profit margin	68.0%	73.9%	—	+5.9pt
SG&A expenses	3,287	3,630	+342	+10.4%
Operating profit	-519	-10	+508	—
EBITDA *1	-350	158	+508	—

Consolidated Balance Sheet (Cumulative Period)

Unit: Millions of yen	End of 2024	End of 2025	Vs. PY End
Current assets	3,395	3,257	-138
Cash and deposits	2,740	2,477	-263
Fixed assets	815	905	+89
Total assets	4,211	4,162	-49
Total liabilities	1,565	1,500	-65
Total net assets	2,645	2,662	+16
Equity ratio	62.8%	64.0%	+1.2pt

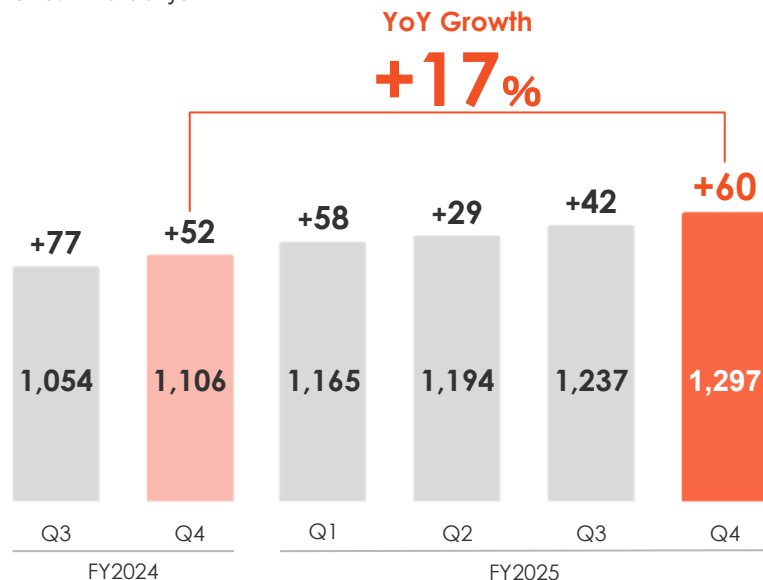
*1: EBITDA is calculated as operating profit plus depreciation and amortization.

Quarterly performance progress

Professional services led to results and contributed to Net Sales growth.
Operating profit for the FY2025.Q4 accounting period turned profitable.

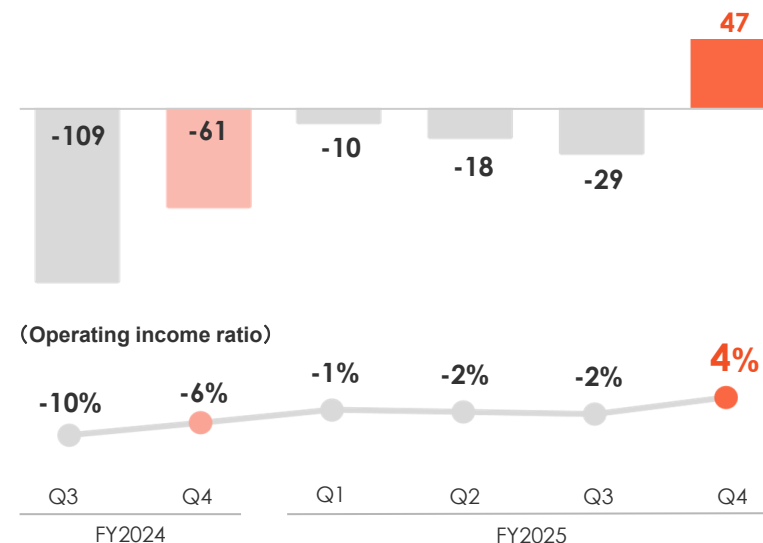
Net Sales

Unit : Millions of yen



Operating profit

Unit : Millions of yen



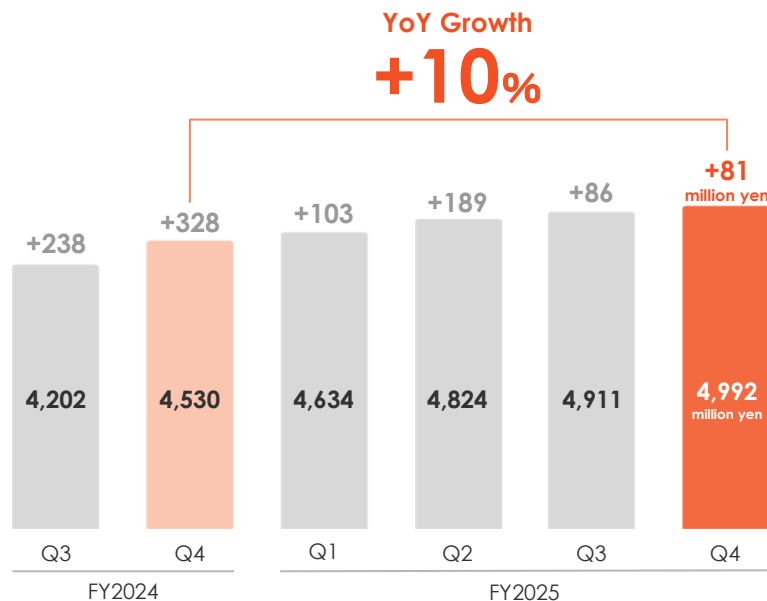
ARR

ARR was approximately 5 billion yen, with a YoY Growth of +10%.

The temporary slowdown in ARR growth, resulting from the strategic update implemented in the previous quarter, is within the expected range.

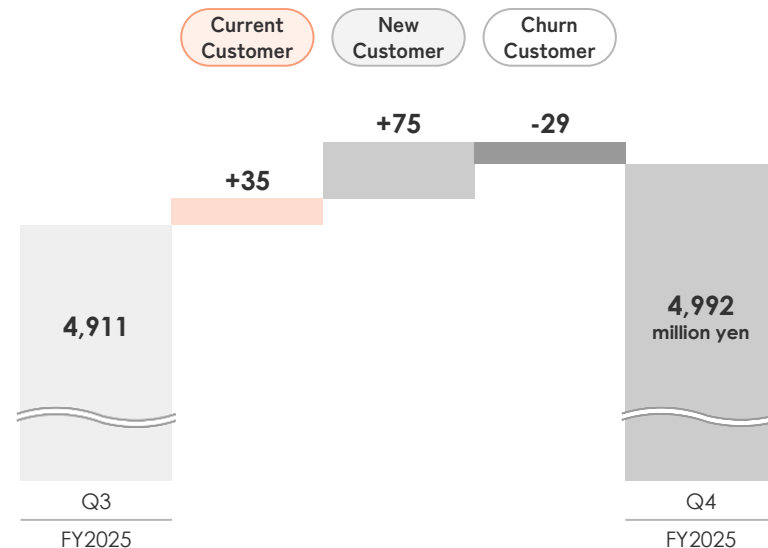
KPI

ARR trends*1



Analysis

ARR Bridge*2



*1: ARR is calculated by multiplying the monthly MRR of the end of each quarter (the total amount of monthly usage fees that do not include temporary revenue at the end of the month of the target month) by 12 (annualized).

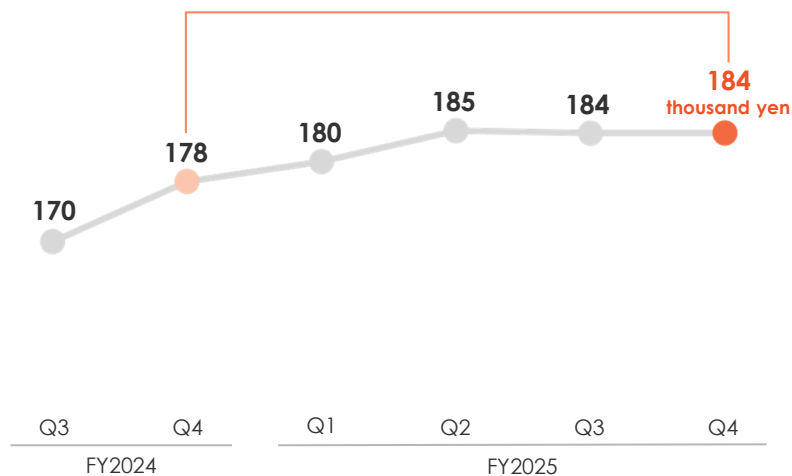
*2: New customers refer to customers who newly introduced SPIDER+ during this disclosed quarter, existing customers refer to customers who continued from the end of the previous quarter to the end of this disclosed quarter, and cancelled customers refer to customers who made full churns during this disclosed quarter

In line with the strategic update, we are focusing our sales efforts on the "SPIDER+ Workspace" proposal. ARPA growth is expected to re-accelerate from FY2026.Q2 as a result of these activities.

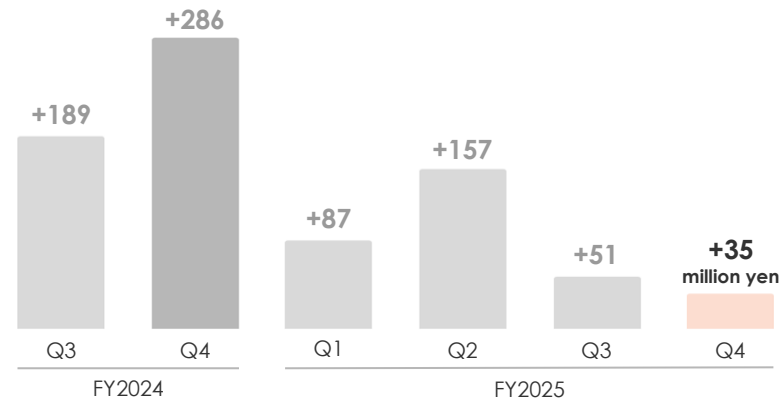
KPI

ARPA*¹

YoY Growth
+4%



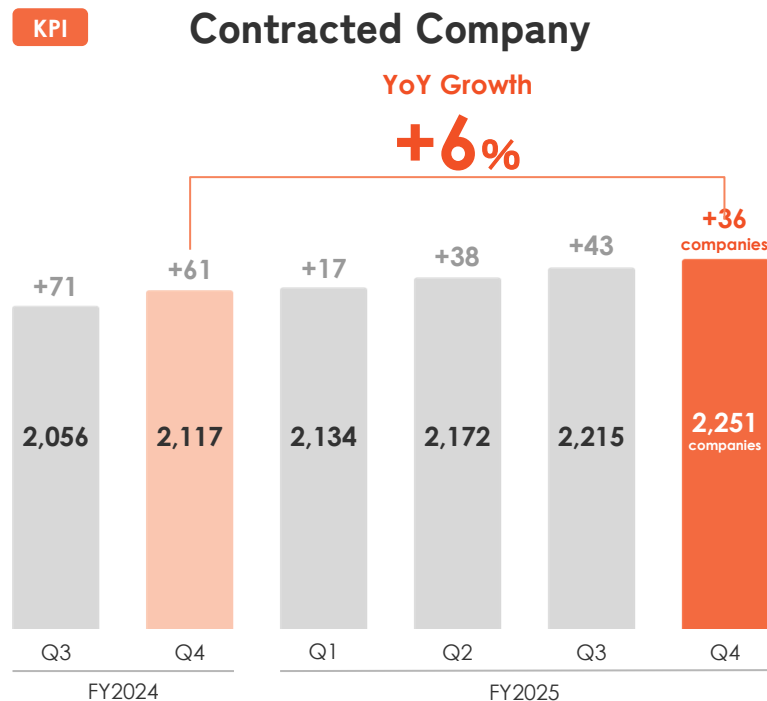
Analysis Net increase in ARR for existing customers



*1 : ARPA is calculated by divide the ARR at the end of each quarter by the number of contracted companies at the end of the same quarter.

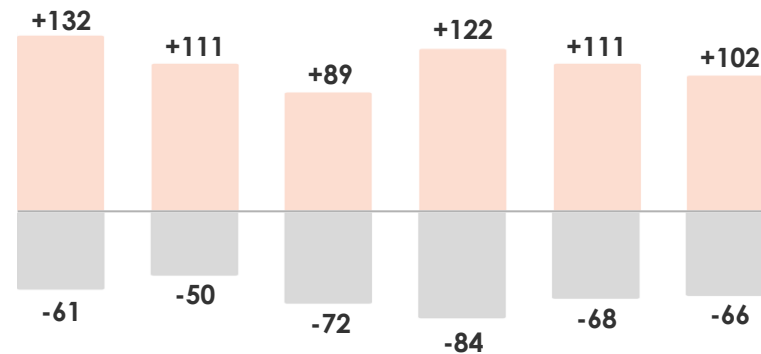
Contracted Company

Number of contracted companies at the end of FY2025 progressed generally in line with the plan.



Analysis **Number of New and Churned Customers**

New contracted companies



Number of churned companies

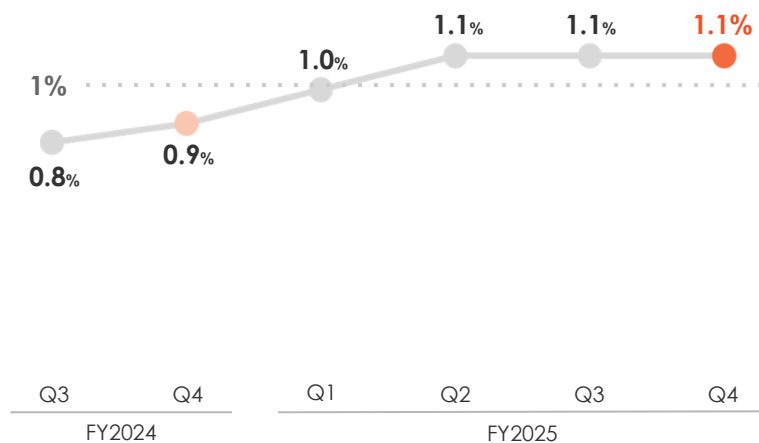


Churn rate

Churn rate has remained at the same level since the first half of FY2025. Expected to fall below the standard value (1%) from FY2026.

KPI Company unit-based churn rate*1

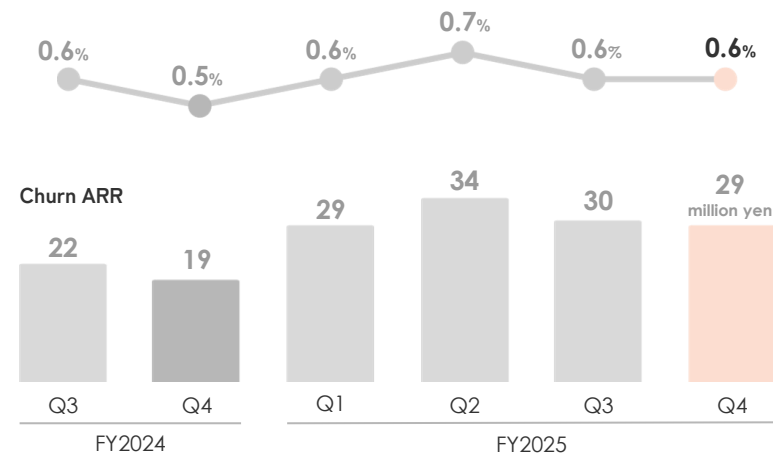
Churned companies were mainly SMBs with a short number of years since introduction.



Analysis Revenue-based churn rate*2

There is no change in the fact that the impact of ARR from churned companies remains limited.

Revenue Churn



*1 : The corporate churn rate is the average monthly churn rate for the most recent 12 months.

*2 : The churn ARR is the total ARR of companies that canceled their contracts in each quarter, and the revenue churn is calculated as "total ARR of companies that canceled their contracts in each quarter divided by ARR at the end of the previous quarter."

Consolidated Balance Sheet

Unit : Millions of yen (rounding down to the nearest unit)	FY2024.Q4 (consolidation)	FY2025.Q4 (consolidation)
Cash and deposits	2,740	2,477
Other current assets	654	779
Current assets	3,395	3,257
Software	335	373
Software in progress	21	52
Other fixed assets	459	480
Fixed assets	815	905
Total assets	4,211	4,162
Borrowings	1,029	836
Other liabilities	536	663
Total liabilities	1,565	1,500
Total net assets	2,645	2,662
<i>Equity ratio</i>	62.8%	64.0%

Cash and deposits

- While cash and deposits decreased primarily due to the repayment of long-term loans payable, net cash remained stable due to full-year profitability at the EBITDA level.

Software/Software in progress

- Development of new services based on the SPIDER+ Workspace concept led to an increase in software balance.

Borrowings

- Unused balance of credit lines, such as overdrafts, was 950 million yen (as of December 31, 2025).

Net assets

- Maintaining a stable financial base with an equity ratio of 64.0%.

Consolidated Statements of profit and loss

Unit : Millions of yen (rounding down to the nearest unit)	FY2025.Q3 Accounting period (consolidation)	FY2025.Q4 Accounting period (consolidation)	QoQ	FY2024.Q4 Cumulative period (consolidation)	FY2025.Q4 Cumulative period (consolidation)	YoY
Net sales	1,237	1,297	+4.9%	4,072	4,895	+20.2%
<i>Of which, stock income</i>	1,222	1,243	+1.7%	3,990	4,799	+20.3%
<i>Stock income ratio</i>	98.8%	95.8%	-3.0pt	98.0%	98.0%	—
Gross profit	917	977	+6.6%	2,768	3,619	+30.7%
Gross profit margin	74.2%	75.3%	+1.1pt	68.0%	73.9%	+5.9pt
SG&A expenses	946	930	-1.7%	3,287	3,630	+10.4%
SG&A expenses ratio	76.5%	71.7%	-4.8pt	80.7%	74.2%	-6.5pt
Operating profit	-29	47	—	-519	-10	—
Operating profit margin	-2.4%	3.7%	+6.1pt	-12.7%	0.2%	+12.0pt
Ordinary profit	-52	45	—	-525	-40	—
Profit before income taxes	-51	44	—	-760	-40	—
Net income	-54	75	—	-771	-17	—

Net Sales

- Growth in stock revenue continues to drive Net Sales growth, with stock revenue growing +20.3% YoY.
- Due to an increase in Net Sales from professional services and BPO, the stock revenue ratio for the FY2025.Q4 accounting period decreased by -3.0pt QoQ.

Gross Profit Margin

- Due to development of new services and a revision of the development structure accompanying the promotion of the SPIDER+ Workspace concept, the gross profit margin for the cumulative period of FY2025 improved by +5.9pt YoY.

SG&A expenses

- Due to efficient investment and cost control, the SG&A ratio for the cumulative period of FY2025 decreased by -6.5pt YoY.

Unit : Millions of yen (rounding down to the nearest unit)	FY2024 (consolidation)	FY2025 (consolidation)
Cash Flows from operating activities	-369	78
Investment Cash Flow	-52	-181
Free Cash Flow	-421	-103
Financial Cash Flow	322	-158
Effect of exchange rate changes on cash and cash equivalents	-6	-1
Net increase (decrease) in cash and cash equivalents	-105	-263
Cash and cash equivalents at beginning of year	2,846	2,740
Cash and cash equivalents at end of year	2,740	2,477

Operating Cash Flow

- Operating cash flow turned positive as operating loss decreased.

Cash flows from investing activities

- Mainly due to factors such as the development of new services accompanying the promotion of the SPIDER+ Workspace concept.

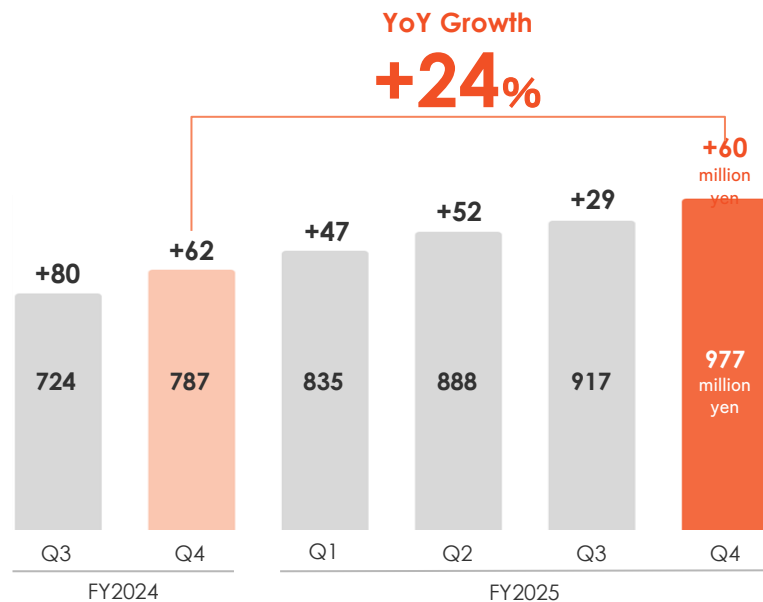
Cash flows from financing activities

- Decrease mainly due to expenditures based on scheduled repayments of loans, with no new borrowings in FY2025.

Gross profit

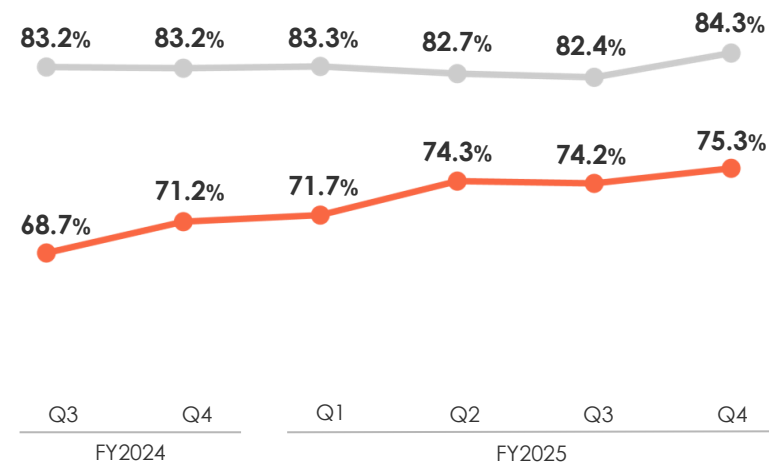
Revised the development structure accompanying the promotion of the SPIDER+ Workspace concept. Gross profit margin improved due to an increase in the allocation of development resources for new services.

Gross profit



Marginal profit ratio and Gross profit margin*1

● : Gross profit margin ratio ● : Marginal profit ratio

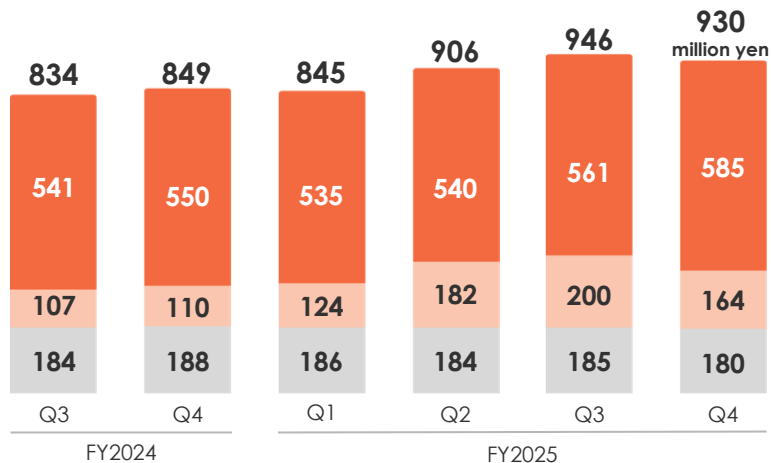


*1 : Marginal profit is calculated as "Net Sales - Communication Expenses (Cost of Sales) - Commission Expenses (Cost of Sales)," and contribution margin ratio is calculated as "Marginal profit ÷ Net Sales."

Implement efficient investment and cost control.

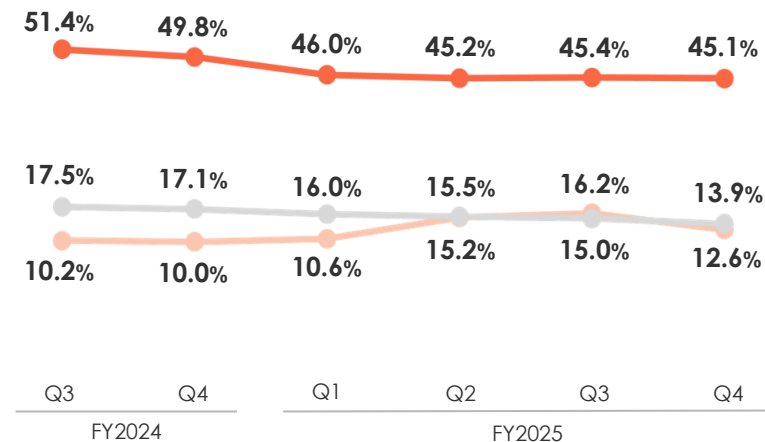
SG&A expenses*1

■ : S&M ■ : R&D ■ : G&A



Ratio of SG&A expenses to net sales*1

■ : S&M ■ : R&D ■ : G&A

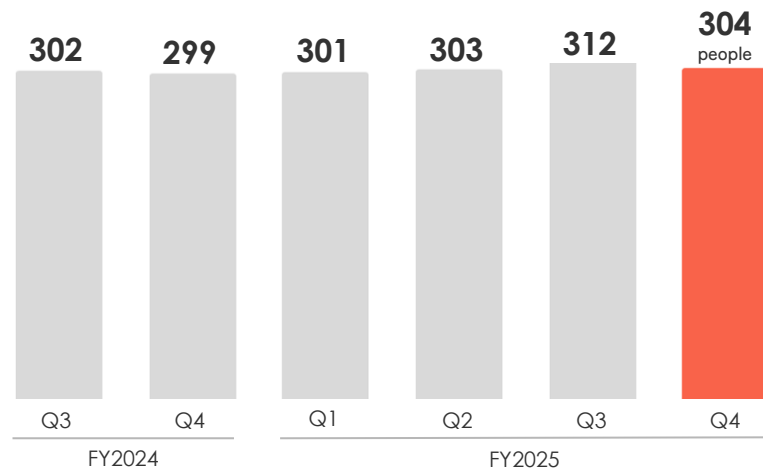


*1 : S&M: Abbreviation for Sales and Marketing. The total amount of personnel expenses, advertising and promotion expenses, sales commissions, and related common expenses attributable to the sales department(including marketing) for each quarterly accounting period.R&D: Abbreviation for Research and Development. "Total amount of personnel expenses, etc. related to the development department and related common expenses for each quarterly accounting period." G&A: Abbreviation for General and Administrative. "Total amount of expenses related to the corporate department and related common expenses for each quarterly accounting period."

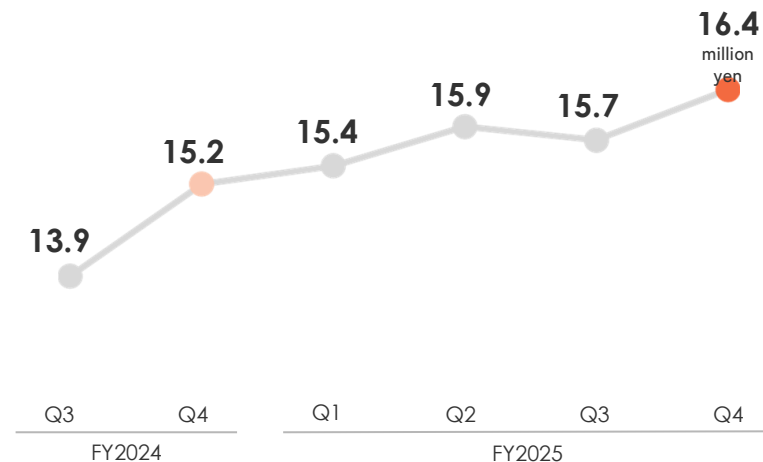
Status of investment (Human capital)

Implemented controls on human resource investment, such as recruitment, in line with business progress. Organizational productivity improved through organizational development, human resource development, and the use of AI in internal operations.

Number of Employees*1



ARR per employee



*1: Includes non-regular employees and SES staff.

Along with the growth of the domestic business, operating profit in the non-consolidated results achieved full-year profitability. Regarding Overseas business, a loss on valuation of stocks of subsidiaries and affiliates (extraordinary loss) was recorded in view of the results of the Vietnam subsidiary.

Unit: Millions of yen (Amounts less than one million yen are rounded down)	FY2024 Cumulative period (Non-consolidated)	FY2025 Cumulative period (Non-consolidated)	YoY
Net Sales	4,073	4,895	+20.2%
Operating profit	-509	7	+516
Operating profit margin	-12.5%	0.2%	+12.6pt
Ordinary loss	-513	-19	—
Net loss	-759	-40	—

Recording of extraordinary loss

- Recording of a loss on valuation of stocks of subsidiaries and affiliates (extraordinary loss) of approximately 43 million yen for the Vietnam subsidiary established in March 2024.
- While business progress is being made, such as exploring local companies and forming alliances, a loss on valuation of stocks was recorded based on accounting standards in light of performance results.

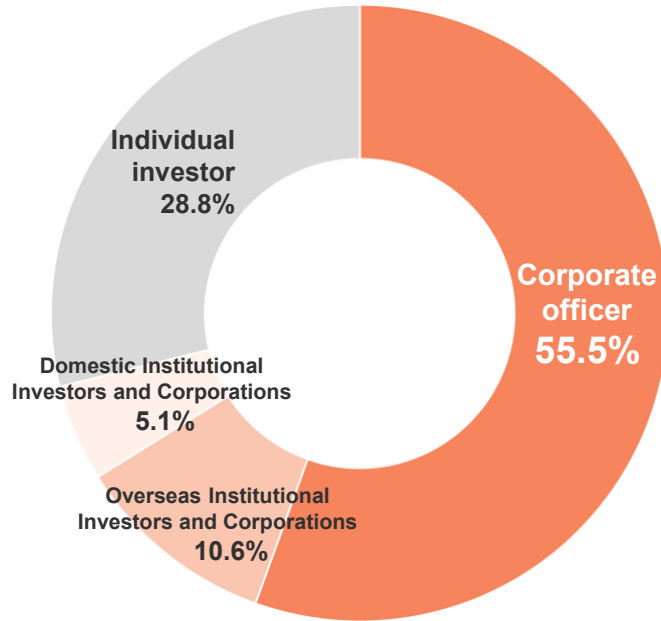
	FY2023.Q4	FY2024.Q1	FY2024.Q2	FY2024.Q3	FY2024.Q4	FY2025.Q1	FY2025.Q2	FY2025.Q3	FY2025.Q4
ARR (Unit: Millions of yen)	3,520	3,691	3,963	4,202	4,530	4,634	4,824	4,911	4,992
Large Enterprise	2,496	2,570	2,740	2,858	3,006	3,034	3,155	3,176	3,198
SMB	1,024	1,120	1,222	1,343	1,524	1,599	1,669	1,735	1,793
Contracted Companies (Unit: Companies)	1,841	1,901	1,985	2,056	2,117	2,134	2,172	2,215	2,251
Large Enterprise	365	373	383	381	386	387	386	385	391
SMB	1,476	1,528	1,602	1,675	1,731	1,747	1,786	1,830	1,860
ARPA (Unit: Thousands of yen)	159	161	166	170	178	180	185	184	184
Large Enterprise	569	574	596	625	649	653	681	687	681
SMB	57	61	63	68	73	76	77	79	80
ARPU (Unit: Yen)	4,282	4,437	4,600	4,740	4,997	5,109	5,242	5,252	5,305
Large Enterprise	4,019	4,124	4,258	4,342	4,469	4,519	4,628	4,606	4,629
SMB	5,092	5,371	5,605	5,887	6,515	6,790	6,996	7,065	7,170
IDs (Unit: IDs)	68,508	69,321	71,809	73,885	75,555	75,591	76,694	77,923	78,412
Large Enterprise	51,748	51,931	53,630	54,865	56,059	55,957	56,811	57,459	57,565
SMB	16,760	17,390	18,179	19,020	19,496	19,634	19,883	20,464	20,847

*1 : Large enterprises and SMBs are classified based on our customer management standards, such as having 300 or more employees. The classification of large enterprises and SMBs was revised in FY2025.Q1, and figures for FY2024 and earlier have been recalculated based on the new classification.



Other Reference Materials

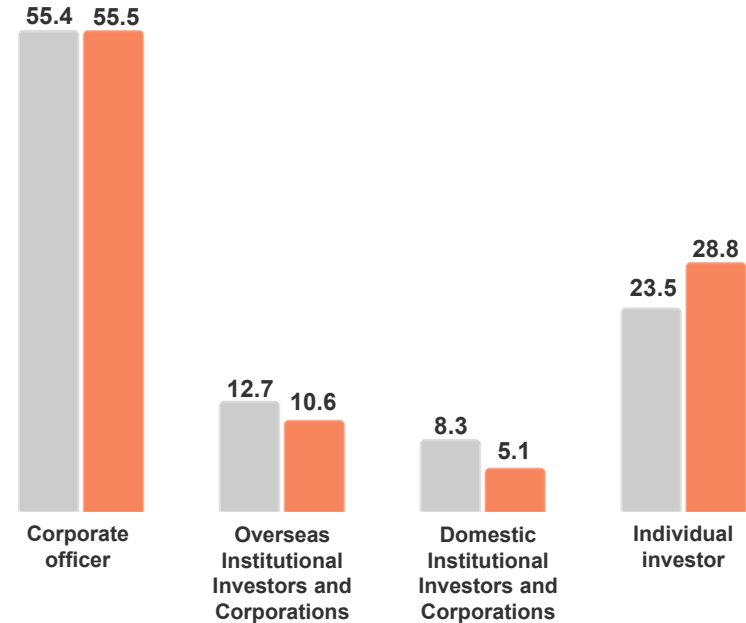
Shareholder Composition As of December 31, 2025*1



Changes in Shareholder Composition*1

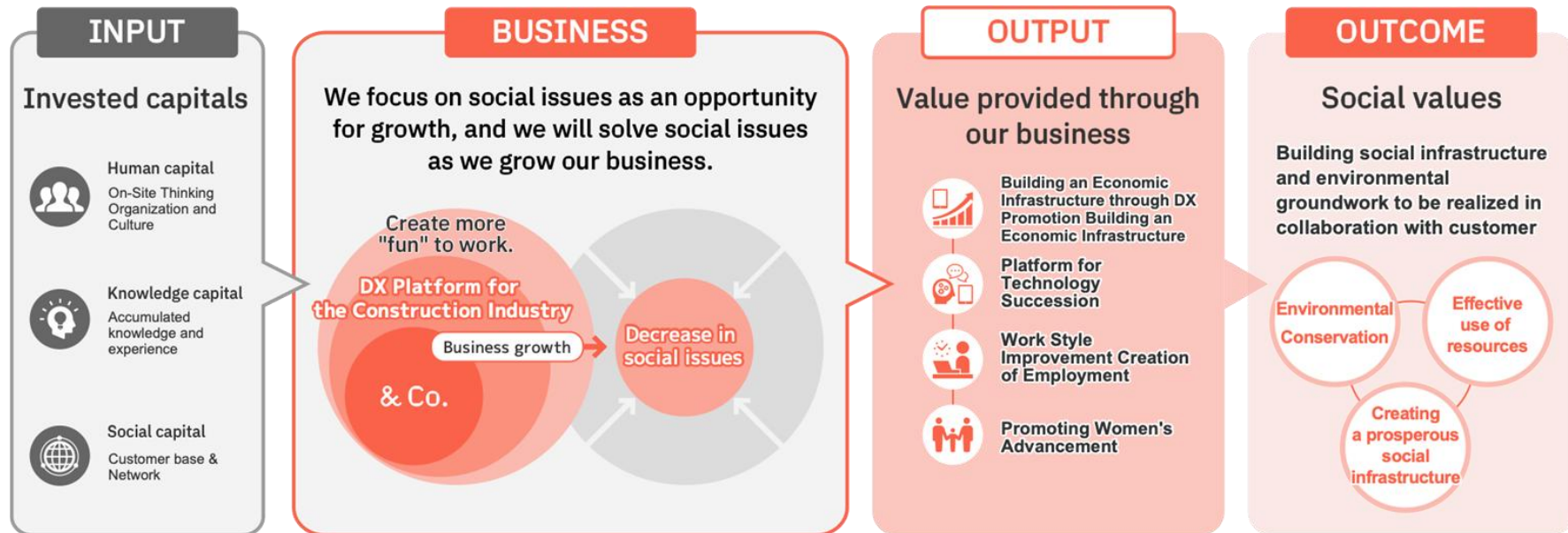
■ : As of June 30, 2025

■ : As of December 31, 2025 Unit : %



*1 : Calculated without including latent shares

View social challenges as growth opportunities and achieve sustainable value creation through business growth.



*1: Reproduced from SpiderPlus & Co.'s Sustainability website: https://spiderplus.co.jp/about-us/sustainability/

Description of risks	Possibility of occurrence	Impact	Countermeasures
Risk that a sudden and prolonged contractionary trend in the construction market may result in the emergence of customers whose business conditions may deteriorate and bankruptcy may occur, affecting our financial position and results of operations.	Medium	Large	We will promote becoming a "site infrastructure" by deeply integrating into customers' site management processes through the enhancement of SPIDER+ Workspace development and solution services, such as BPO services and professional services.
Risk of influential competitors with financial and brand power making greater use of their resources than at present to market their services and products, resulting in more competition than the Company envisages and affecting the Company's financial position and operating results.	Medium	Large	We will strive to improve our competitiveness by developing and providing products and services that meet customer needs, increasing the number of companies and users of SPIDERPLUS through aggressive marketing activities and strengthening sales and marketing capabilities, and achieving high customer satisfaction through strengthening customer support and customer success systems.
Risk of a decline in the Company's technological capabilities and competitiveness due to delays in responding to technological innovations, or an increase in expenditure to respond to technological innovations, which may affect our financial position and results of operations.	Medium	Large	Recruit and train engineers and develop a creative working and development environment to acquire advanced technical know-how and incorporate it into our development processes and organisation.
Risk that the effects of prior investments may not be realised as expected, affecting the company's business and results of operations.	Medium	Large	We will systematically advance growth in Net Sales and improvement in organizational productivity to achieve full-year profitability in FY2026, while driving business growth accompanied by profitability.
Risks that may affect our financial position and results of operations, in the event that it is unable to secure and develop excellent human resources or that there is an outflow of human resources after recruitment.	Medium	Medium	Through measures such as active recruitment, the development of a personnel evaluation system and training, we strive to educate executives at the leadership level within the company, and to develop and retain new and mid-career employees.

*1: For other risk information, see "Annual Report [Business risks]".

This material contains forward-looking statements. These forward-looking statements are based on information as of the date hereof. These statements are not guarantees of future results or performance. Such forward-looking statements involve known and unknown risks and uncertainties that may cause actual future results and financial condition to differ materially from any future results and results expressed or implied by the forward-looking statements.

Factors that could cause results to differ materially from those discussed in these statements include, but are not limited to, changes in domestic and international economic conditions and trends in the industries in which we operate.

In addition, information regarding matters and organizations other than ours is based on publicly available information, and we have not verified the accuracy or appropriateness of such publicly available information and there can be no assurance.

This document has been prepared solely for the purpose of providing information. This material is not intended to solicit the sale or purchase of securities in Japan, the United States or other territories.

In the future, the 'Business Plan and Growth Potential Matters' will be disclosed by the end of March each year.