FY2026.Q2

Financial Results Briefing Materials

August 19, 2026

SpiderPlus & Co.

Note : This document has been translated from the Japanese original (August 12, 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 (August 12, 2026)
https://contents.xj-storage.jp/xcontents/AS81382/73221d38/d9bc/4409/8e72/58b4068f2574/140120260811517472.pdf

SpiderPlus & Co.

DX in construction industry

Issues in the Construction Industry

Expansion of Construction Investment*1

FY2025
68 trillion yen
▶
FY2035
84 trillion yen

National Resilience
Urban Redevelopment
Infrastructure Development

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

Need to secure construction capacity to meet expanding demand

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").

Business Overview

Providing services that comprehensively solve industry issues

S⁺BPO

Outsourcing services for highly specialized site operations

Externalizing non-core tasks to focus on core operations

SPIDER⁺ Workspace

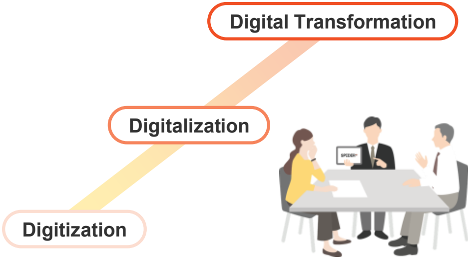
Integrated management software suite for sites that consolidates industry expertise

Streamlining and automating through the **digitalization of business processes**

Professional Service

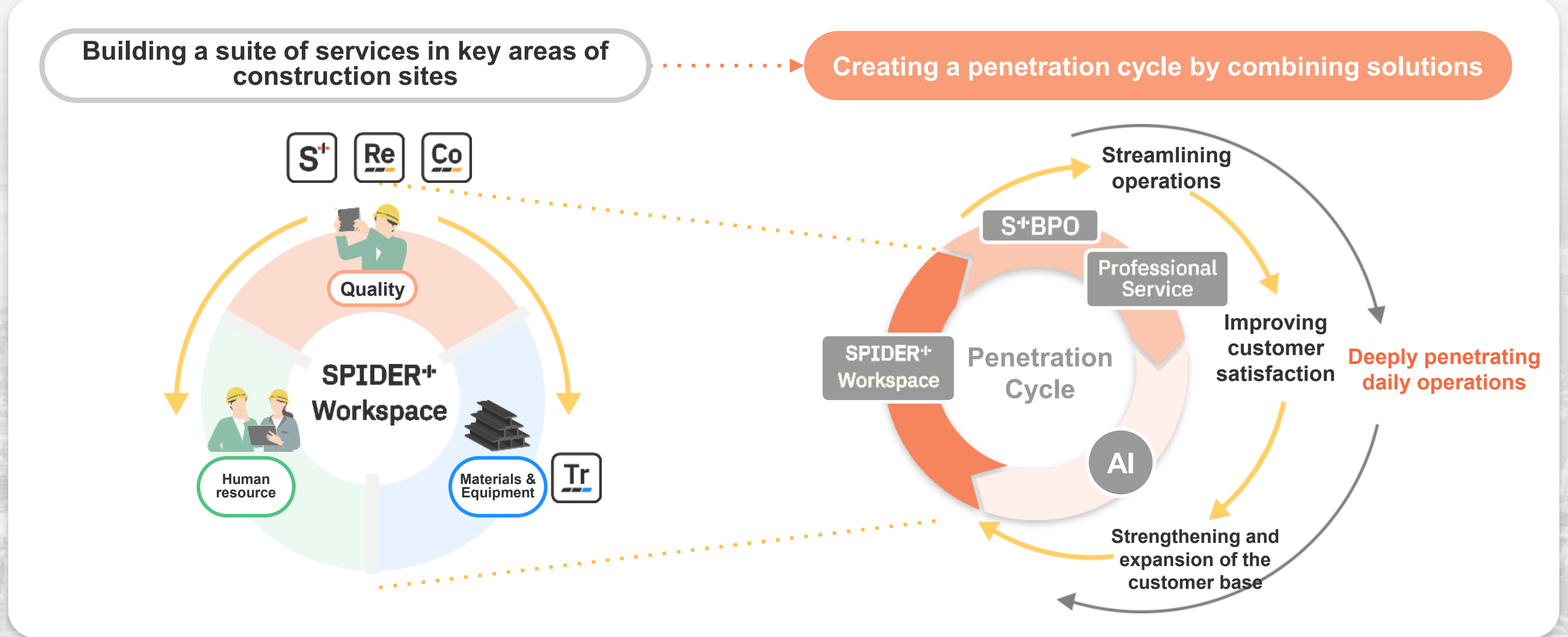
Customization and consulting to accelerate DX promotion

Meeting the needs of each company to promote **advanced digital utilization**



Growth Strategy

Deeply penetrating customers' business processes, starting from the site



Management Policy

Medium-term Strategy

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

- Advance new software development to build growth with a CAGR of 20% and above by FY2028, aiming for Net Sales of 2.0 billion yen in the solution area through BPO, professional services, etc., and a consolidated Operating profit margin of 10% and above

FY2026 Key Measure 1

Promotion of the "Workspace Concept" and focused investment in the product foundation

- Resolve constraints on improvement speed and scalability caused by the accumulation of added functions (changed development policy at the end of 2024)
- Concentrate investment in new feature development based on the "Workspace Concept," the product foundation, and new apps
- Gradually revise pricing and plan structures in line with the enhancement of provided value

FY2026 Key Measure 2

Expanded the business portfolio by strengthening the solution area

- Accelerate growth in the solution area by expanding the structure for BPO and professional services
- Expand service areas by promoting alliances and M&A (Capital and business alliance with Infomart Corporation in May 2026)

FY2026.Q2
Financial Results Overview

SpiderPlus & Co.

FY2026.Q2 Highlights

Quarterly Net Sales / Operating profit

1,374 million yen ／84 million yen

- Net Sales: YoY +15%, cumulative 2,642 million yen (progress rate 45% / full-year forecast 5,900 million yen)
- Operating profit: Cumulative 89 million yen, exceeding the full-year forecast of 50 million yen (profitability improvement through investment control and AI utilization)
- Performance forecast: Unchanged. We will assess the costs associated with investment in the product base in the second half, order status, etc., and revise as necessary.

ARR (YoY Growth)

5,205 million yen (+8%)

- Net ARR growth: Negotiations accumulated since the second half of the previous year have progressed steadily, expanding the net ARR growth from current customers.
- Price revision: Revised some prices in July 2026 (increased server prices).
- July standalone: Exceeded YoY +10%*1 due to the transition to the new plan and price revision, expecting acceleration toward the fiscal year-end.

Business Topics

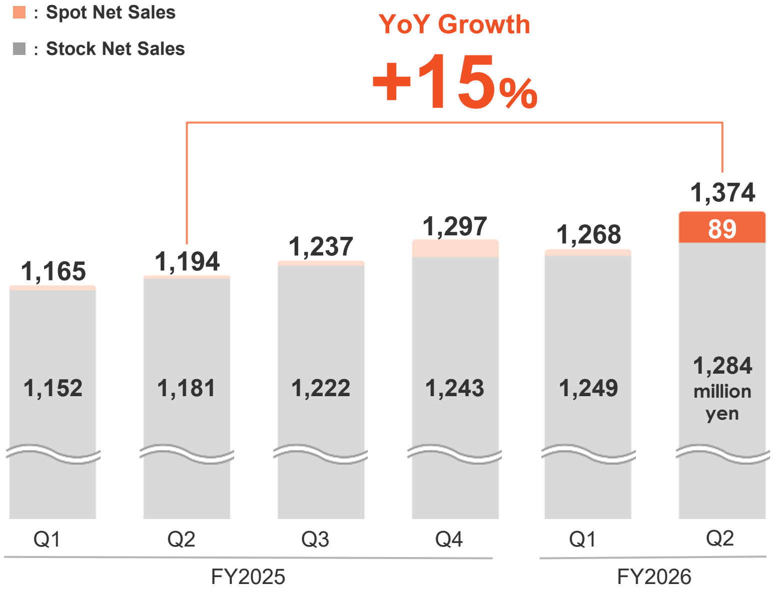
- Jointly developed the "Finishing Inspection Voice Input AI Function" with Konoike Construction, a large enterprise general contractor.
- Developed a "Workflow Function" for the information sharing service "S+Collabo" to digitize approval requests and authorization operations.
- Concluded a capital and business alliance with Infomart, and started providing services in the new order and receipt management area.
- Decided to suspend operations based on the business progress of the Vietnam subsidiary; Overseas business will continue as a growth strategy from a long-term perspective*2.

*1: Preliminary monthly financial results before the accounting audit.
*2: Notice Regarding Suspension of Business at Consolidated Subsidiary (Vietnam Subsidiary) (Japanese only) (Disclosed on May 27, 2026) https://contents.xj-storage.jp/xcontents/AS81382/6963aa92/d6ec/48cc/abc2/657ea086656c/140120260526548550.pdf

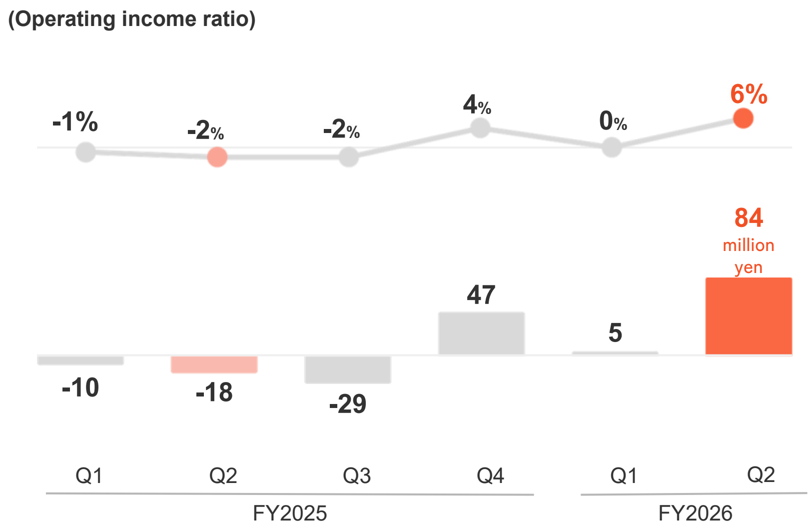
Net Sales and Operating profit

Net Sales grew +15% YoY, with contract development contributing to growth in addition to ARR growth.

Quarterly trend of Net Sales *1



Quarterly trend of Operating profit *2



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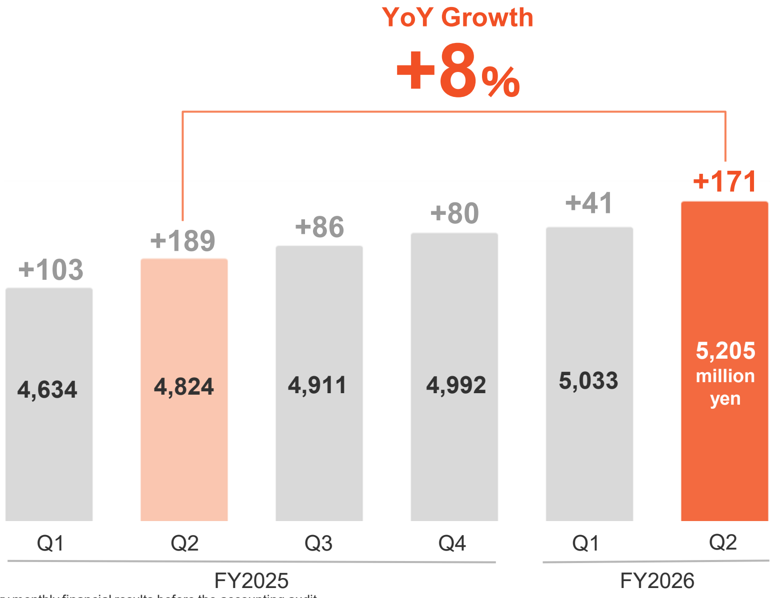
Net ARR growth expanded QoQ, primarily driven by ARR growth from current customers. ARR growth rate re-accelerated to over 10% for the single month of July 2026*1.

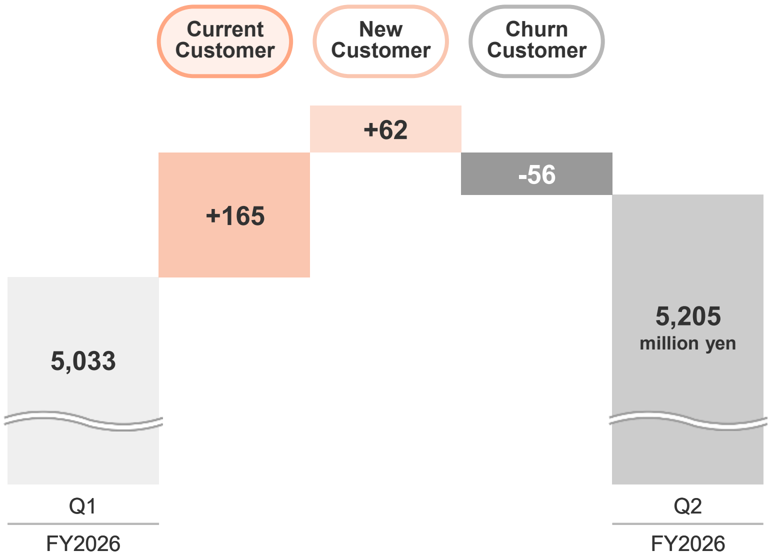
KPI

ARR trends *2



Analysis

ARR Bridge *3



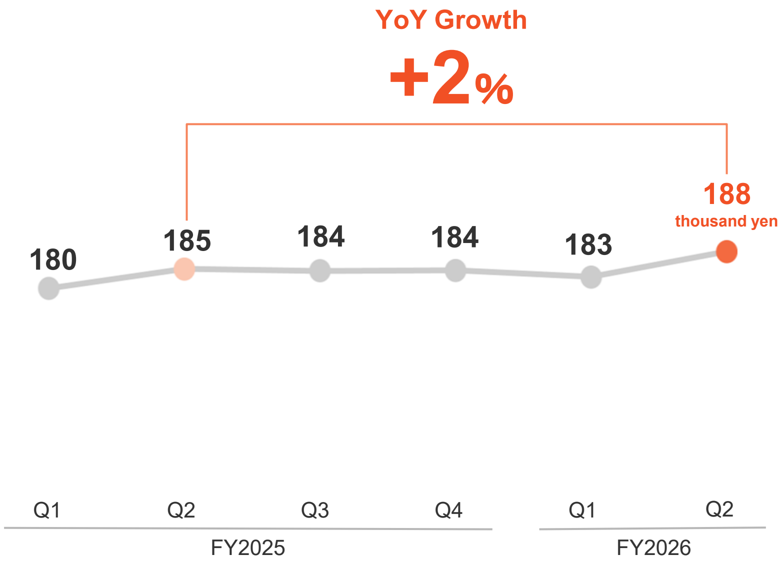
*1: Preliminary monthly financial results before the accounting audit.
*2: ARR is calculated by multiplying the monthly MRR of the end of each quarter (the total amount of monthly usage fees that do not include temporary revenue at the end of the month of the target month) by 12 (annualized).
*3: New customers refer to customers who newly introduced SPIDER+ during this disclosed quarter, current 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.

ARPA

ARPA increased for both Large enterprises and SMBs due to the progress of accumulated negotiations. ARPA growth is expected from the second half onwards, driven by the transition to the new plan and the July price revision.

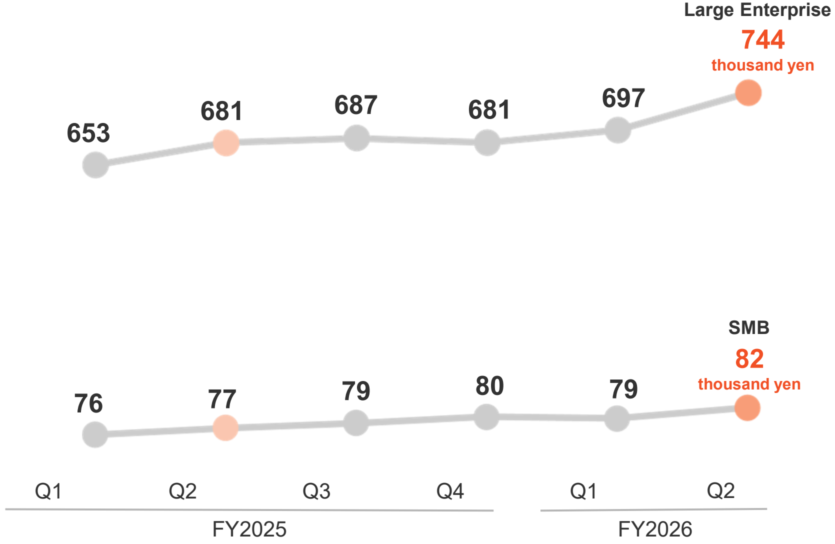
KPI

ARPA *1



Analysis

ARPA trend by company size *2

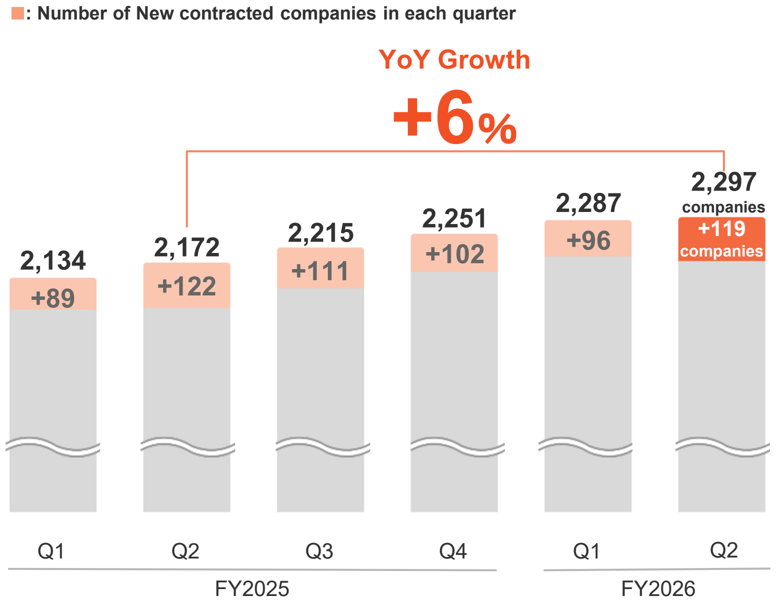


*1: ARPA is calculated by dividing the ARR at the end of each quarter by the number of contracted companies at the end of the same quarter.
*2 : Large enterprises and SMBs are classified based on our customer management standards, such as having 300 or more employees.

Contracted Company

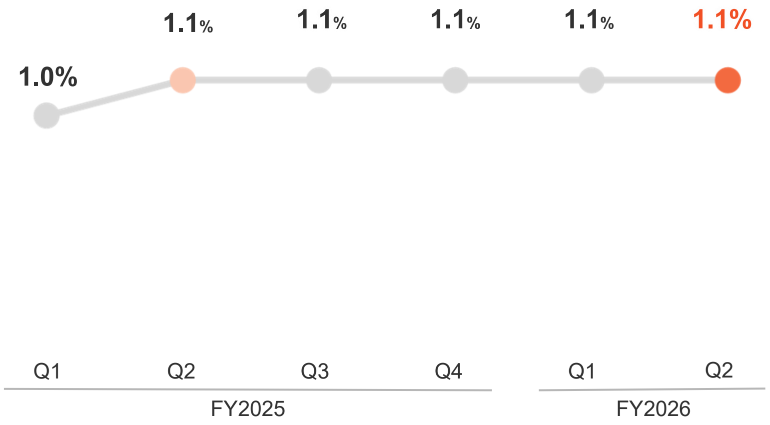
Number of New contracted companies and churn rate progressed at the same level YoY.

KPI Contracted Company



KPI Churn rate trend *1

Q2 churn mainly from SMB construction companies and Large enterprise customers in non-construction industries.



Reference KPI trends *1

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	FY2024.Q2	FY2024.Q3	FY2024.Q4	FY2025.Q1	FY2025.Q2	FY2025.Q3	FY2025.Q4	FY2026.Q1	**FY2026.Q2**
ARR (Unit: Millions of yen)	3,963	4,202	4,530	4,634	4,824	4,911	4,992	5,033	**5,205**
Large Enterprise	2,740	2,858	3,006	3,034	3,155	3,176	3,198	3,205	**3,296**
SMB	1,222	1,343	1,524	1,599	1,669	1,735	1,793	1,827	**1,908**
Contracted Companies (Unit: Companies)	1,985	2,056	2,117	2,134	2,172	2,215	2,251	2,287	**2,297**
Large Enterprise	383	381	386	387	386	385	391	383	**369**
SMB	1,602	1,675	1,731	1,747	1,786	1,830	1,860	1,904	**1,928**
ARPA (Unit: Thousands of yen)	166	170	178	180	185	184	184	183	**188**
Large Enterprise	596	625	649	653	681	687	681	697	**744**
SMB	63	68	73	76	77	79	80	79	**82**
ARPU (Unit: Yen)	4,600	4,740	4,997	5,109	5,242	5,252	5,305	5,364	**5,530**
Large Enterprise	4,258	4,342	4,469	4,519	4,628	4,606	4,629	4,675	**4,845**
SMB	5,605	5,887	6,515	6,790	6,996	7,065	7,170	7,236	**7,316**
IDs (Unit: IDs)	71,809	73,885	75,555	75,591	76,694	77,923	78,412	78,183	**78,438**
Large Enterprise	53,630	54,865	56,059	55,957	56,811	57,459	57,565	57,134	**56,705**
SMB	18,179	19,020	19,496	19,634	19,883	20,464	20,847	21,049	**21,733**

*1 : Large enterprises and SMBs are classified based on our customer management standards, such as having 300 or more employees.

Consolidated Balance Sheet

Unit : Millions of yen (rounding down to the nearest unit)	FY2025.Q4 (consolidation)	FY2026.Q2 (consolidation)
Cash and deposits	2,477	2,257
Other current assets	779	780
Current assets	**3,257**	**3,038**
Software	373	292
Software in progress	52	283
Other fixed assets	480	464
Fixed assets	**905**	**1,040**
Total assets	**4,162**	**4,079**
Borrowings	836	757
Other liabilities	663	608
Total liabilities	**1,500**	**1,366**
Total net assets	**2,662**	**2,712**
Equity ratio	*64.0%*	*66.5%*
Reference: Capital stock*1	**2,513**	**13**

Cash and deposits

- Decreased compared to the end of the previous fiscal year, primarily due to development investments and the repayment of borrowings

Software in progress

- Increased compared to the end of the previous fiscal year, due to the development of new functions for SPIDER+, etc

Net assets

- Established a stable financial base with an equity ratio of 66.5%
- Completed capital reduction and deficit coverage procedures aimed at ensuring agility and flexibility in capital policy*1

*1: Notice Regarding Reduction in the amount of share capital and legal capital surplus, and transfer of other capital surplus(disclosed on February 12, 2026)
https://contents.xj-storage.jp/xcontents/AS81382/1f2913dd/073c/4f1b/83ef/0e01500276fc/140120260212557553.pdf

Consolidated Statements of profit and loss

SpiderPlus & Co.

Unit : Millions of yen (rounding down to the nearest unit)	FY2026.Q1 Accounting period (consolidation)	FY2026.Q2 Accounting period (consolidation)	QoQ	FY2025.Q2 Cumulative period (consolidation)	FY2026.Q2 Cumulative period (consolidation)	YoY
Net sales	**1,268**	**1,374**	**+8.4%**	**2,360**	**2,642**	**+12.0%**
Stock Net Sales	1,249	1,284	+2.8%	2,334	2,533	+8.6%
Spot Net Sales	19	89	+366.3%	26	108	+315.8%
Gross profit	**939**	**994**	**+5.9%**	**1,723**	**1,934**	**+12.2%**
Gross profit margin	74.1%	72.4%	-1.7pt	73.0%	73.2%	+0.2pt
SG&A expenses	934	910	-2.6%	1,752	1,845	+5.3%
SG&A expenses ratio	73.7%	66.2%	-7.5pt	74.3%	69.8%	-4.4pt
Operating profit	**5**	**84**	**+1,563.9%**	**-29**	**89**	**-**
Operating profit margin	0.4%	6.2%	+5.8pt	-1.2%	3.4%	+4.6pt
Ordinary profit	**5**	**83**	**+1,436.7%**	**-33**	**89**	**-**
Extraordinary loss*1	-	38	-	-	38	-
Profit before income taxes	**5**	**44**	**+725.6%**	**-33**	**50**	**-**
Net income	**1**	**39**	**+2,243.7%**	**-38**	**41**	**-**
EBITDA *2	**54**	**133**	**+146.2%**	**53**	**188**	**+254.4%**
EBITDA margin	4.3%	9.7%	+5.5pt	2.3%	7.1%	+4.9pt

Net sales

- In addition to recurring Net Sales growth driven by ARR growth, spot Net Sales also contributed to growth along with the progress of joint development through professional services

Gross profit

- In FY2026 Q2, the gross profit margin decreased due to the recording of Net Sales from a specific contract development project with a relatively low profit margin
- The impact of this project is temporary, aiming to secure the planned level (gross profit margin of 73% and above) for the full year

SG&A expenses

- The SG&A ratio improved due to Net Sales growth, investment control, etc

Extraordinary loss

- Recorded an impairment loss for some functions due to revising development priorities, etc., accompanying the concentration of investment in the product base*1

*1: Notice Regarding the Recording of Extraordinary Loss (disclosed on August 12, 2026) https://contents.xj-storage.jp/xcontents/AS81382/155b7832/4043/4287/9f97/45e8d62e83ca/140120260811517475.pdf
*2: EBITDA is calculated as operating profit plus depreciation and amortization.

Gross profit

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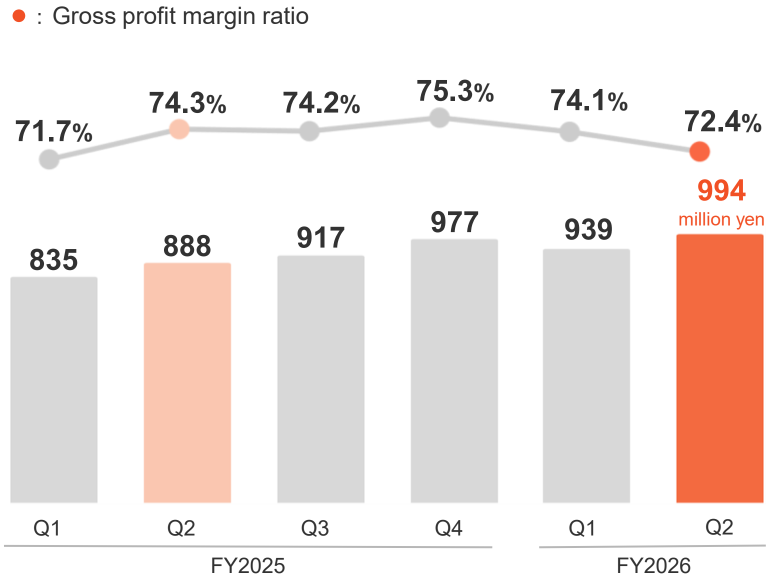
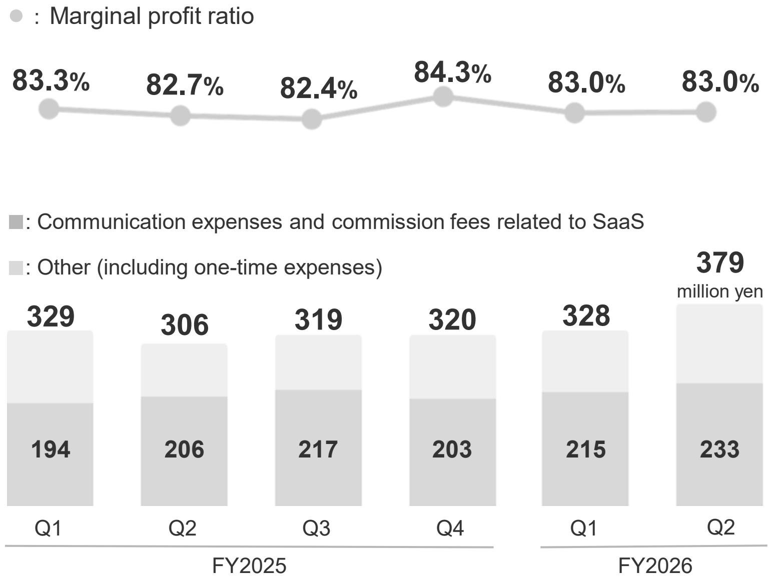
The gross profit margin decreased QoQ due to the impact of a specific contract development project; progressed as planned in the cumulative Q2 period (gross profit margin of 73% and above).

Trends in Gross Profit



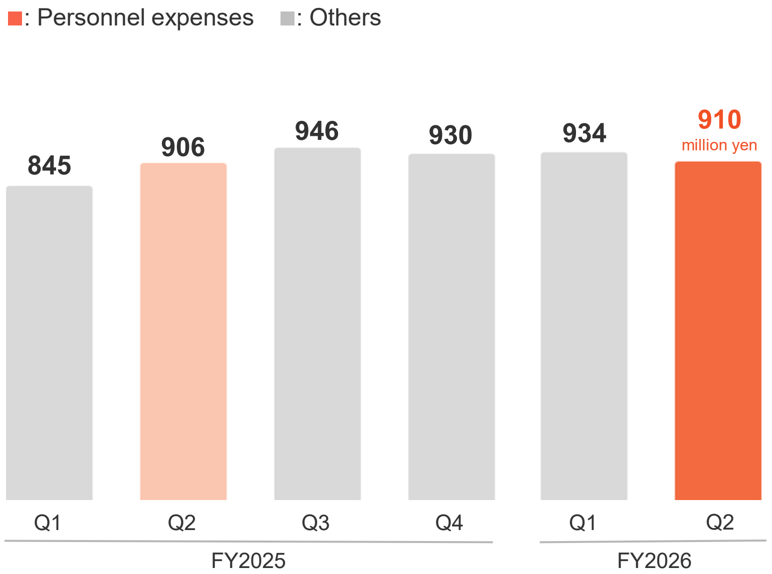
Analysis Composition of Cost of Sales



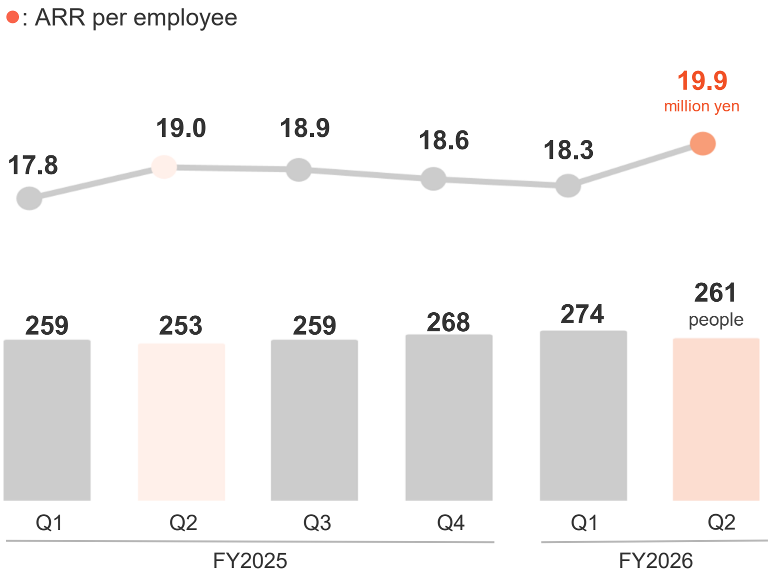
SG&A expenses

Revised the hiring plan and optimized costs, along with promoting internal AI utilization.
Policy to continue necessary growth investments, such as hiring for key positions.

SG&A expenses



Analysis Trends in number of employees *1



*1: ARR per employee is calculated as "ARR at the end of each quarter / number of full-time employees and directors".

Reference

Trends in Cost of Sales and Selling, General and Administrative Expenses *1

SpiderPlus & Co.

Unit: Millions of yen	FY2024.Q2	FY2024.Q3	FY2024.Q4	FY2025.Q1	FY2025.Q2	FY2025.Q3	FY2025.Q4	FY2026.Q1	FY2026.Q2
Cost of sales	**334**	**329**	**319**	**329**	**306**	**319**	**320**	**328**	**379**
Communication expenses and commission fees related to SaaS	161	176	186	194	206	217	203	215	233
Depreciation	30	30	30	30	30	30	34	37	37
Others	142	122	102	104	69	72	82	74	108
SG&A expenses	**848**	**834**	**849**	**845**	**906**	**946**	**930**	**934**	**910**
Personnel expenses	345	394	415	419	432	434	463	461	445
Outsourcing and temporary staffing expenses	111	75	67	77	114	120	83	106	86
Sales commissions	71	77	82	85	89	94	95	98	100
Rent	63	62	65	65	65	64	65	65	65
Depreciation	9	9	8	8	8	8	9	9	9
Advertising expenses	7	16	15	6	5	22	17	3	6
Others	238	198	195	182	191	202	194	190	195

*1: In FY2026 Q2, implemented a revision of the accounting classifications for personnel expenses and outsourcing expenses. Accompanying this event, the breakdown of SG&A expenses for FY2026 Q1 was recalculated.

Consolidated Statements of Cash Flows

SpiderPlus & Co.

Unit : Millions of yen (rounding down to the nearest unit)	FY2025.Q2 (consolidation)	FY2026.Q2 (consolidation)
Cash Flows from operating activities	-13	97
Investment Cash Flow	-16	-246
Free Cash Flow	**-29**	**-149**
Financial Cash Flow	-67	-71
Effect of exchange rate changes on cash and cash equivalents	**-0**	**2**
Net increase (decrease) in cash and cash equivalents	**-96**	**-219**
Cash and cash equivalents at beginning of year	2,740	2,477
Cash and cash equivalents at end of year	**2,644**	**2,257**

Operating Cash Flow

- Increase primarily due to recurring Net Sales growth driven by ARR growth

Cash flows from investing activities

- Executed development investments for SPIDER+ with self-funding, without relying on capital increases or additional borrowings
- Started from the product strategy update at the end of 2024, announced the SPIDER+ Workspace concept in 2025, and sequentially launched functions from November of the same year
- Concentrated development investment on the product base supporting the Workspace concept in the first half of 2026

Cash flows from financing activities

- The main component of cash flows from financing activities was expenditure from the scheduled repayment of borrowings

FY2026.Q2
Business Topics

Development of "Workflow Function" for Information Sharing Service "S+Collabo" *1,2

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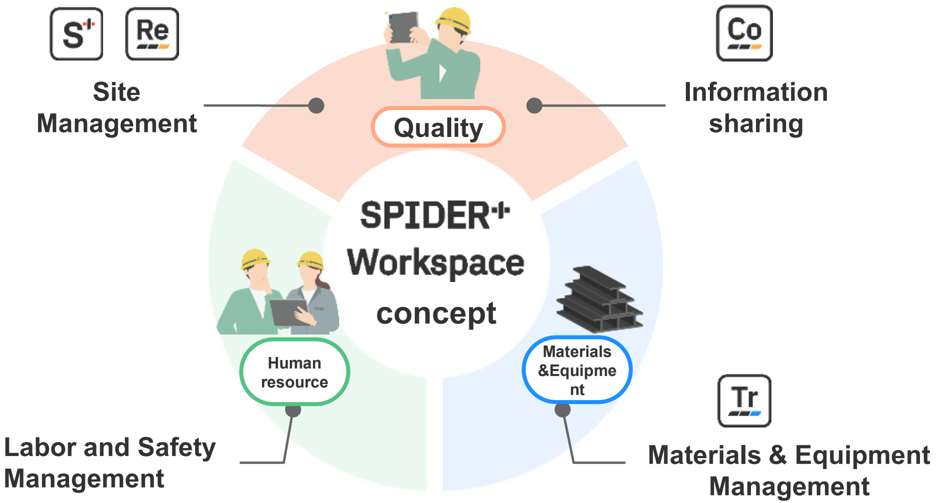
A new function to centrally manage on-site application and approval processes.
Based on the Workspace concept*3, positioning S+Collabo as the operational platform for on-site communication.



S+Collabo

Centrally manage site communication, from Partner Companies to craftsmen.

S+Collabo	Enables simultaneous messaging to the site via chat, eliminating the need to travel between several sites or make individual phone calls. Supports site-specific communication, including instructions and reports via drawings and photos.
Develop a Workflow Function	**Centrally manage workflows, such as approval requests, not only internally but also with Partner Companies.**

*1: S+Collabo service introduction page https://spider-plus.com/functions/s-collabo/
*2: Development of "Workflow Function" for Information Sharing Service "S+Collabo" (Disclosed on July 28, 2026) https://contents.xj-storage.jp/xcontents/AS81382/406ef945/cf57/4f02/a104/4a36661929cc/140120260728500888.pdf
*3: Sequential launch of the integrated platform "SPIDERPLUS Workspace" (Disclosed on July 8, 2025)(Japanese only) https://contents.xj-storage.jp/xcontents/AS81382/2bd85510/876f/418f/81ef/a50d8e1b4338/140120250708509876.pdf

SpiderPlus & Co.

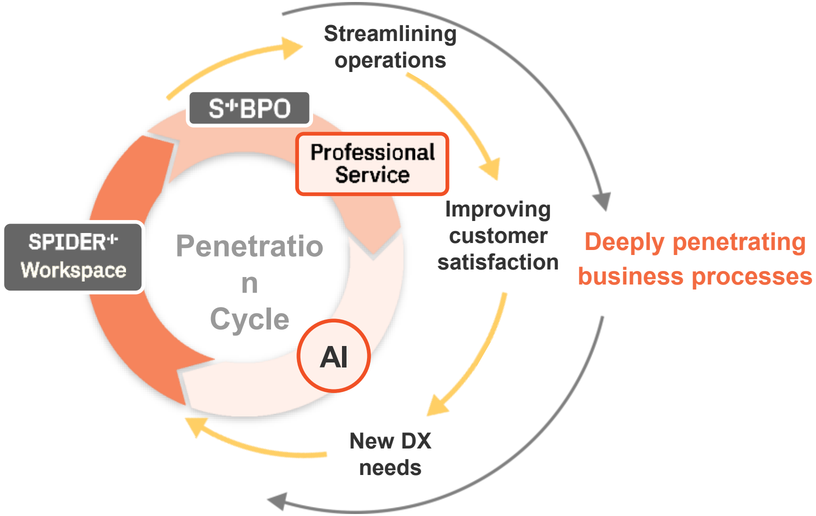
Professional services to enhance the value provided by SPIDER+ and accelerate the promotion of utilization and the expansion of introduction.

Address increasingly sophisticated DX needs with professional services

Go the true way KONOIKE KONOIKE CONSTRUCTION   SpiderPlus & Co.

SPIDER+ Finishing inspection function × **Voice input** × **AI**

Enhance the provided value of SPIDER+ and achieve deep penetration into business processes



*1: SpiderPlus & Co. jointly develops "Finishing Inspection Voice Input AI Function" with Konoike Construction (disclosed on June 15, 2026)
https://contents.xj-storage.jp/xcontents/AS81382/b718fb3e/3b03/4ae2/b1ed/22aa17f6aa04/140120260612569926.pdf

Concluded a capital and business alliance with Infomart Corporation*1

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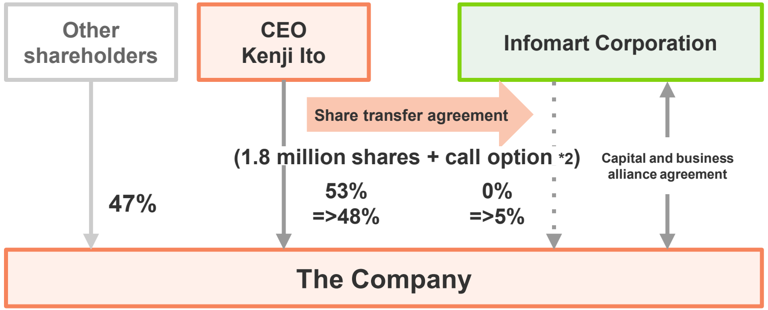
Provide Infomart's order and receipt management platform to our customers.
Jointly create business opportunities through mutual customer referrals and system integration of both services, etc.

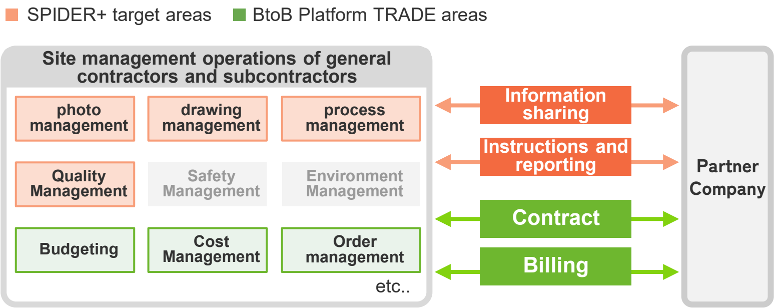
Overview of the capital and business alliance

Strongly promote the expansion of provided value and the creation of an opportunity for growth through the mutual utilization and collaboration of the customer base and services based on capital ties.



Expansion of provided value

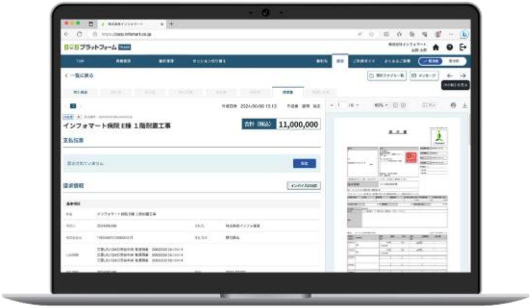
Comprehensively covers everything from site operations to back-office operations, becoming an infrastructure/platform that solves all site issues.



*1: For details of the capital and business alliance agreement, please refer to the "Notice regarding Conclusion of Capital and Business Alliance Agreement with Infomart Corporation, Secondary Offering of Shares by Representative Director, and Change in Controlling Shareholder" (disclosed on May 27, 2026) (Japanese only)
https://contents.xj-storage.jp/xcontents/AS81382/76b66324/3783/47ed/9c1c/1ad65a7a7a25/140120260526548520.pdf
*2: With a view to further strengthening the future alliance between the two companies, it has been agreed under this share transfer agreement with Kenji Ito, Representative Director and President of the Company, to grant Infomart the right to acquire additional common shares of the Company held by Kenji Ito (call option, right of first refusal). (For details, please refer to the timely disclosure above.)

Reference About BtoB Platform TRADE*1

BtoB Platform TRADE



An order management platform that streamlines paperwork

"BtoB Platform TRADE" is a platform that enables centralized online management of estimation, ordering, order receipt, delivery, inspection, and billing operations. Orders, conventionally processed via paper, PDF, email, or phone, can now be created, sent, and managed digitally. By fundamentally improving conventional operations, it eliminates duplicate work and person-dependent tasks, creating an environment where all workers can focus on "work that only humans can do."

Benefits of B to B Platform TRADE

01
Automatic creation of purchase orders and progress billings

02
Easy integration with business partners through a platform used by 1 million companies

03
Centralized management of project statuses, preventing missed responses and billing

04
Automatic compliance with various laws and legal revisions related to the construction industry

05
Integration with Cost Management and accounting systems for the construction industry

*1: BtoB Platform TRADE service site: https://www.infomart.co.jp/trade/

FY2026.Q2 Summary

Business progress

- Promoting development investment in the product base, such as new mobile apps, based on the "Workspace concept"
- Accumulated negotiations progressed steadily, confirming a re-acceleration of ARR growth in the standalone results for July
- Expansion of the business portfolio, a key measure, is progressing through the enhancement of professional services and the execution of a capital and business alliance

Performance progress

- Net Sales of 1.37 billion yen (+15% YoY); Net Sales growth accelerated due to the growth of professional services
- Cumulative Operating profit of 89 million yen, exceeding the full-year forecast (50 million yen). Profitability improved through investment control and AI utilization
- The performance forecast remains unchanged, but the policy is to assess costs associated with the investment in the product base in the second half, order status, etc., and revise as necessary

IR News

Interview Video on Capital and Business Alliance

https://www.youtube.com/watch?v=44g1mVl0zpc

Released on July 14, 2026

Information on IR Seminar

Company Presentation for Individual Investors @ Nihonbashi, Tokyo

Friday, September 4, 2026, from 14:00

https://www.nsjournal.jp/seminar/20260904tokyo/

Scheduled Speaker

Executive Vice President

Masato Suzuki

Mission Making work more enjoyable and inspiring greater enthusiasm

Vision On-site infrastructure that makes work more enjoyable for site workers

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 Materials: Business Overview

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 SPIDER+ 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.

Business Model

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

SpiderPlus & Co.

SPIDER+ Workspace
- Cloud Service
- Stock revenue

S+BPO
- BPO services
- Spot Revenue

Professional Service
- Customization & Consulting Services
- Spot Revenue

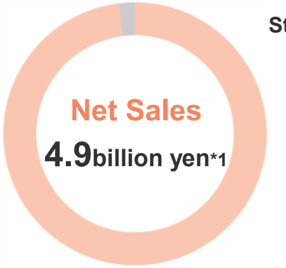
→ Development Partners
→ BPO Partners

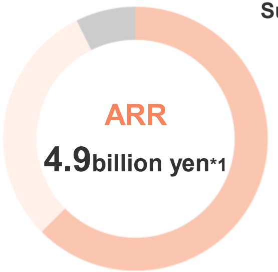
Sales Partner → Japan
Direct sales → Japan, Overseas
Sales Subsidiary: SpiderPlus Vietnam → Overseas

Japan
- General Contractor
- Subcontractor
- Partner Company

Overseas
- Japanese Company
- Local Company

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)

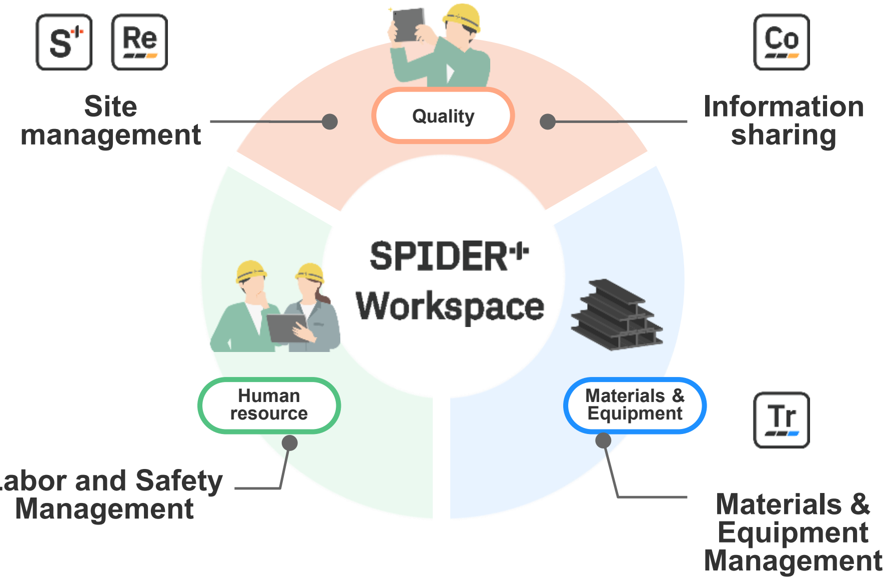
Integrated on-site platform that solves issues related to "Human resource," "Quality," and "Materials & Equipment" at the site.

Issues in Site Management

Drawing Mismatches
Missing Site Photos, etc.

Issues in Labor & Safety Management

On-site Access Management
Hazard Prediction Activities, etc.



Issues in Information Sharing

Discrepancies
Miscommunication, etc.

Issues in Materials & Equipment Management

Ordering operations based on experience and intuition
Shortage/loss of Materials & Equipment, etc.

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

SPIDER+ Workspace | Recently launched new services

S+Report

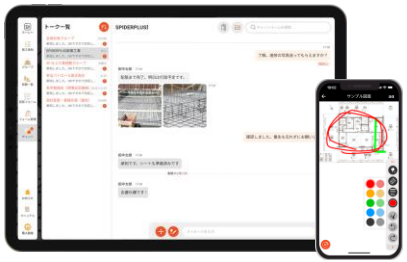
Launched in November 2025

Going paperless with all paper forms on-site

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

S+Collabo

Launched in November 2025



Digitalizing site communication

- Centralizing information sharing between site supervisors and Partner Companies
- Streamlining 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
- Arrangement information with stakeholders to reduce communication costs at the site

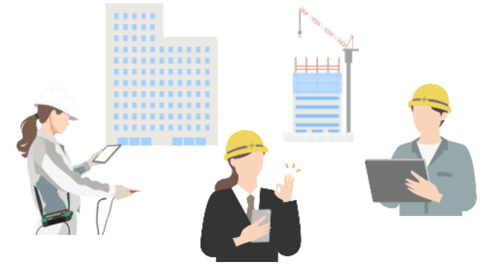
Strengths

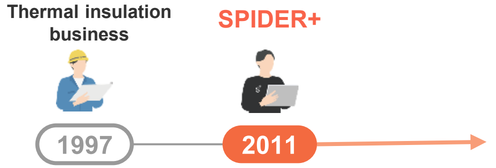
Reference Materials: Competitive Advantage

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."

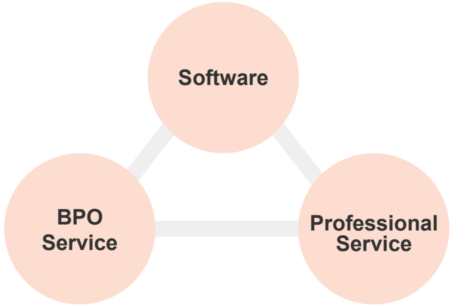
1 Industry expertise and site understanding cultivated over more than 20 years





2 Customer and user base that exerts network effects

3 Service lineup capable of solving all issues



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.

General contractors and development of functions

Subcontractors and development of functions

Function development with SaaS/BIM companies

Problem-solving and proposal-based development

Founded a thermal insulation work company

Started IT business

Developed estimation tool SPIDER

Launched

SPIDER+

Examples of functions developed with Large enterprise customers in the construction industry

For construction work (Construction progress management)

For Electrical Work (Outlet testing)

For Air Conditioning and Plumbing Work (Airflow measurement)

Announced

SPIDER+ Workspace

1997 **2010** **2011** **2025**

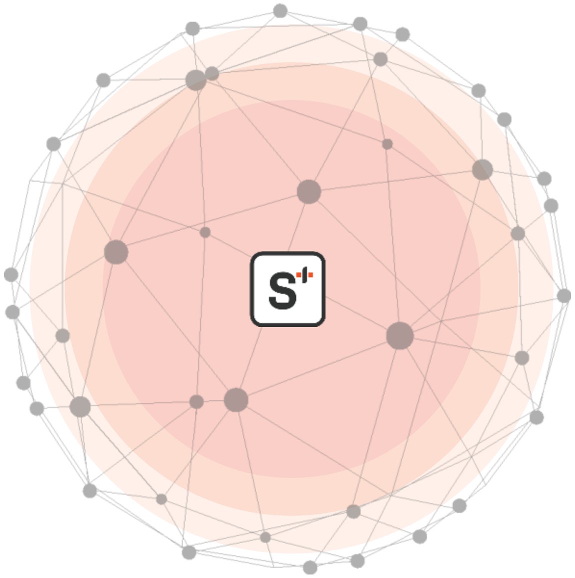
Competitive Advantage (2) Customer and user base

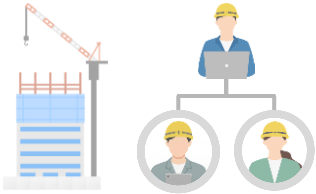
Generate a network effect unique to the construction industry and sites from the customer base of large enterprises such as general contractors and subcontractors.

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.

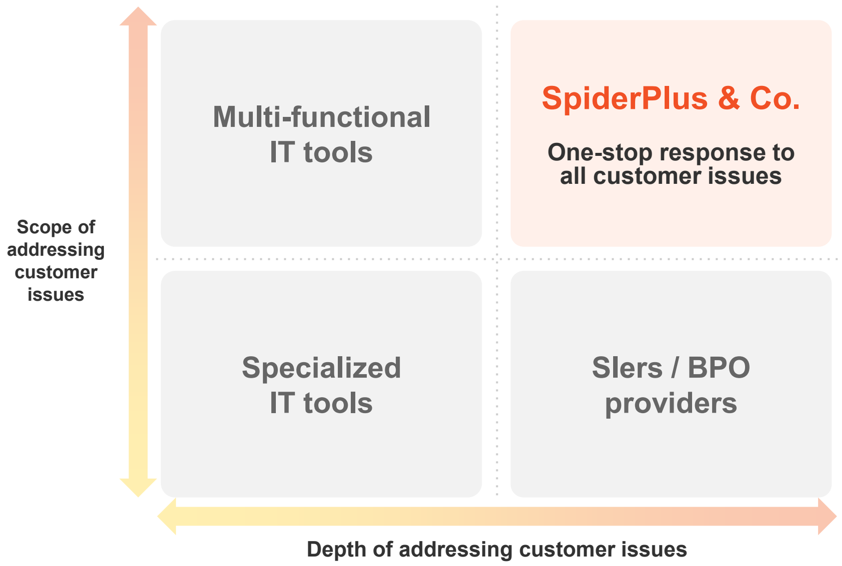
Competitive Advantage (3) Service lineup

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

Approach to industry issues

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

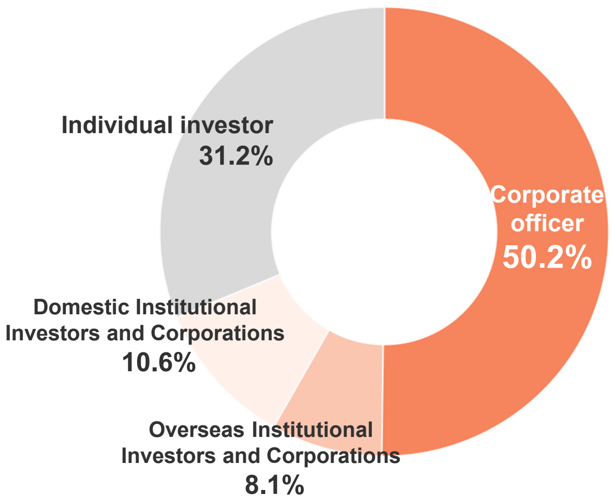
Positioning Map



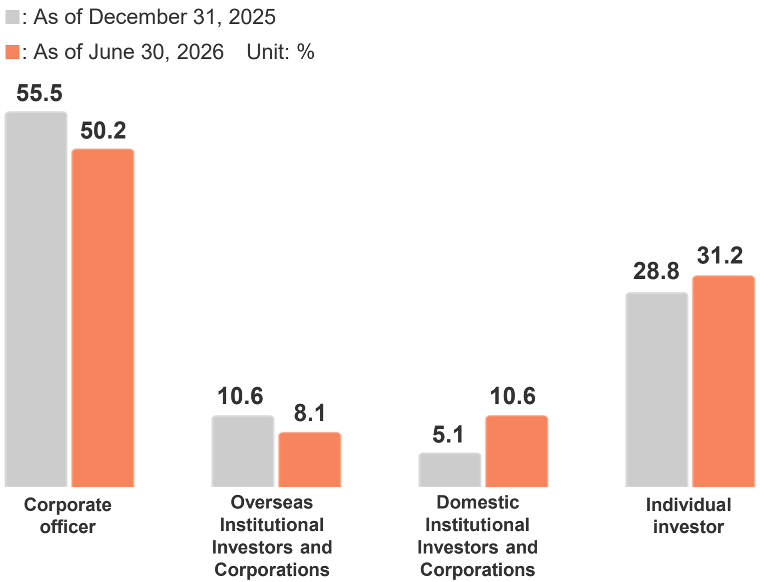
Shareholder Composition

Due to the capital and business alliance with Infomart*1 (share transfer by the Representative Director), the composition ratio of Corporate officer and Domestic Institutional Investors and Corporations changed in the Shareholder Composition as of the end of June 2026.

Shareholder Composition As of June 30, 2026 *1



Changes in Shareholder Composition *2



*1: Refer to the "Notice Regarding Conclusion of Capital and Business Alliance Agreement with Infomart Corporation, Secondary Offering of Shares by Representative Director, and Change in Controlling Shareholder" (Disclosed on May 27, 2026).
*2 : Calculated without including latent shares

Disclaimer

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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.

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