



CORE CONCEPT
TECHNOLOGIES INC.

Financial results for Q4 of FY 2025

Core Concept Technologies Inc.

Securities Code: 4371

February 13, 2026



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Executive Summary

Results for Q4 of FY 12/2025

Sales and profit increased year-on-year and we achieved revised forecast almost as planned.

	Q4 of FY 12/2024	Q4 of FY 12/2025		
Net sales	19,166	20,878	million yen	+8.9 % year on year
Operating profit	2,007	2,201	million yen	+9.7 % year on year
Operating profit margin	10.5	10.5	%	+0.1 points year on year

Earnings forecast for FY 12/2026

We aim to grow sales and profit steadily.

Net sales	23,000	million yen	+10.2	% year on year
Operating profit	2,430	million yen	+10.4	% year on year
Operating profit margin	10.6	%	+0.1	points year on year

*Excludes new M&A schemes.

Topics

Absorption-type merger of Pros Cons, Inc. (subsequent event)

- Effective date: April 1
- Purpose: Aim to streamline and speed up management and strengthen governance by integrating the business in our business divisions and consolidating management resources.
- Effect: No impact on our consolidated business performance through this matter

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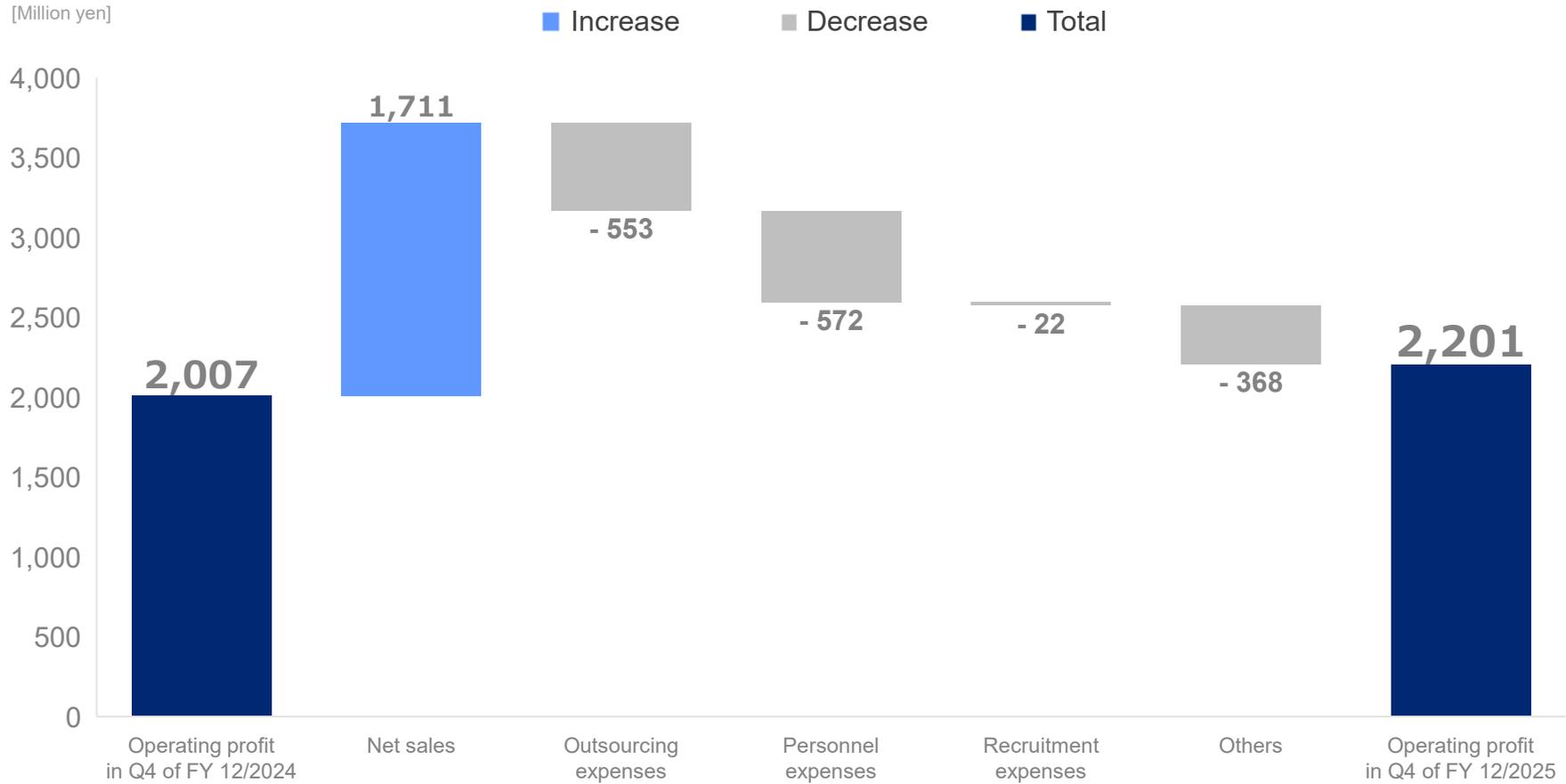
Earnings Report

- Sales and profit increased year-on-year.
- Decreased outsourcing expense rate improved gross profit margin, while operating profit margin remained almost unchanged year-on-year due to augmented selling, general and administrative expenses.

Unit: million yen

	2024 Q4	2025 Q4	Change	% change	Revised earnings forecast (Full year)	Progress rate
Net sales	19,166	20,878	+1,711	+8.9%	20,850	100.1%
Outsourcing expenses	11,366	11,919	+553	+4.9%	—	—
Personnel expenses	2,431	2,683	+251	+10.4%	—	—
Other costs	348	590	+241	+69.4%	—	—
Gross profit	5,020	5,684	+664	+13.2%	5,692	99.9%
Selling, general and administrative expenses	3,013	3,482	+469	+15.6%	—	—
Operating profit	2,007	2,201	+194	+9.7%	2,200	100.1%
Ordinary profit	2,046	2,202	+156	+7.7%	2,208	99.7%
Profit	1,439	1,501	+62	+4.3%	1,557	96.4%
Gross profit margin	26.2%	27.2%	+1.0P	—	27.3%	—
Operating profit margin	10.5%	10.5%	+0.1P	—	10.6%	—
Outsourcing expense rate	59.3%	57.1%	-2.2P	—	—	—

Factors in increase/decrease of operating profit

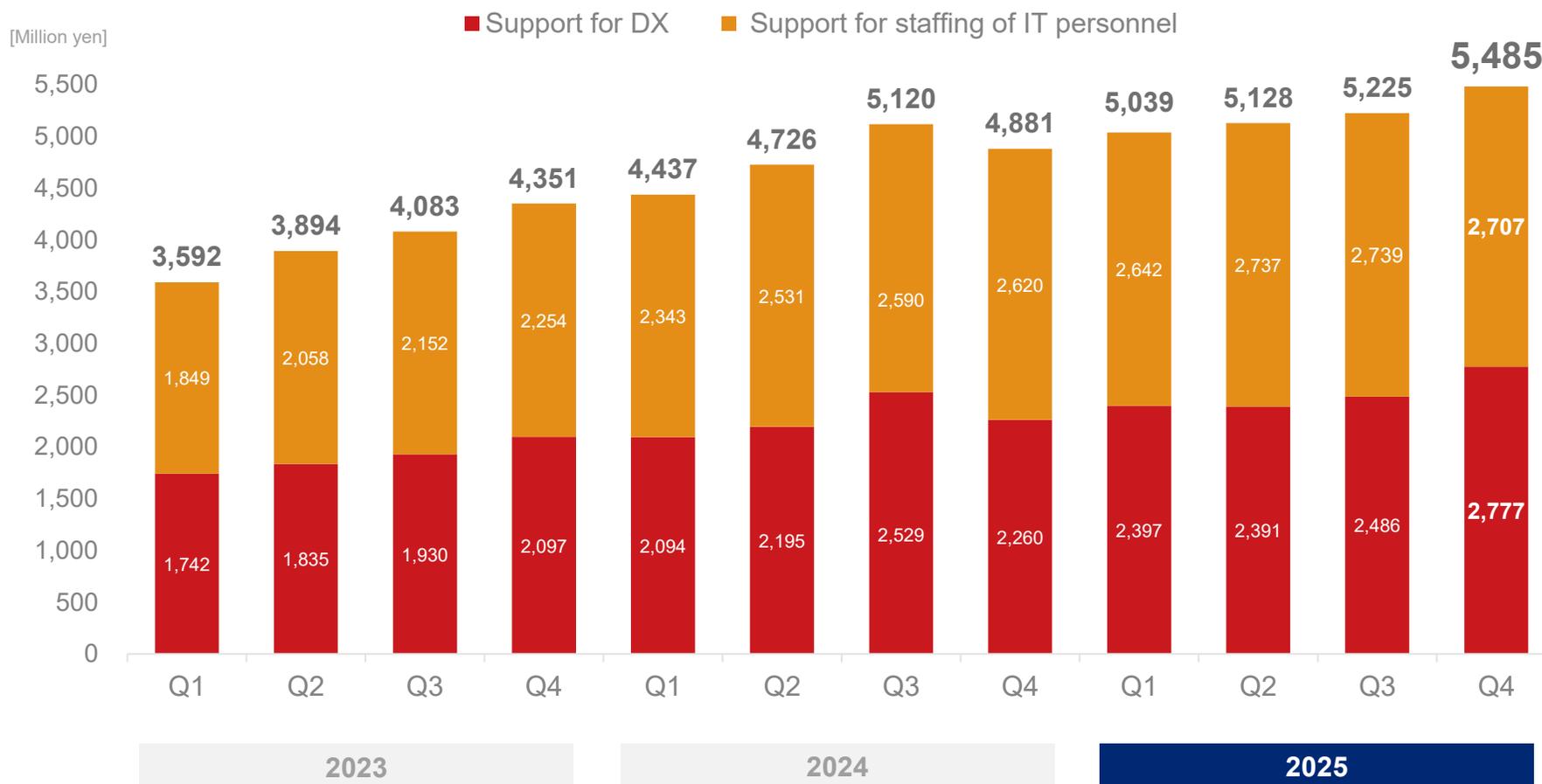


- Sales and profit increased year-on-year both in support for DX and support for staffing of IT personnel, leading to an improved gross profit margin.

Unit: million yen

	2024 Q4	2025 Q4	Change	% change
Net sales	19,166	20,878	+1,711	+8.9%
Support for DX	9,080	10,052	+972	+10.7%
Support for staffing of IT personnel	10,086	10,825	+739	+7.3%
Gross profit	5,020	5,684	+664	+13.2%
Support for DX	3,317	3,823	+505	+15.2%
Support for staffing of IT personnel	1,702	1,861	+159	+9.3%
Gross profit margin	26.2%	27.2%	+1.0P	—
Support for DX	36.5%	38.0%	+1.5P	—
Support for staffing of IT personnel	16.9%	17.2%	+0.3P	—
Backlog of orders (as of the end of term)	3,543	4,015	+471	+13.3%
Support for DX	1,648	2,110	+462	+28.1%
Support for staffing of IT personnel	1,895	1,904	+8	+0.5%

- We recorded the highest-ever net sales in Q4 of FY 12/2025 on a quarterly basis.
- Net sales increased by more than 10 % quarter-on-quarter in support for DX while those in support for staffing of IT personnel slightly declined.

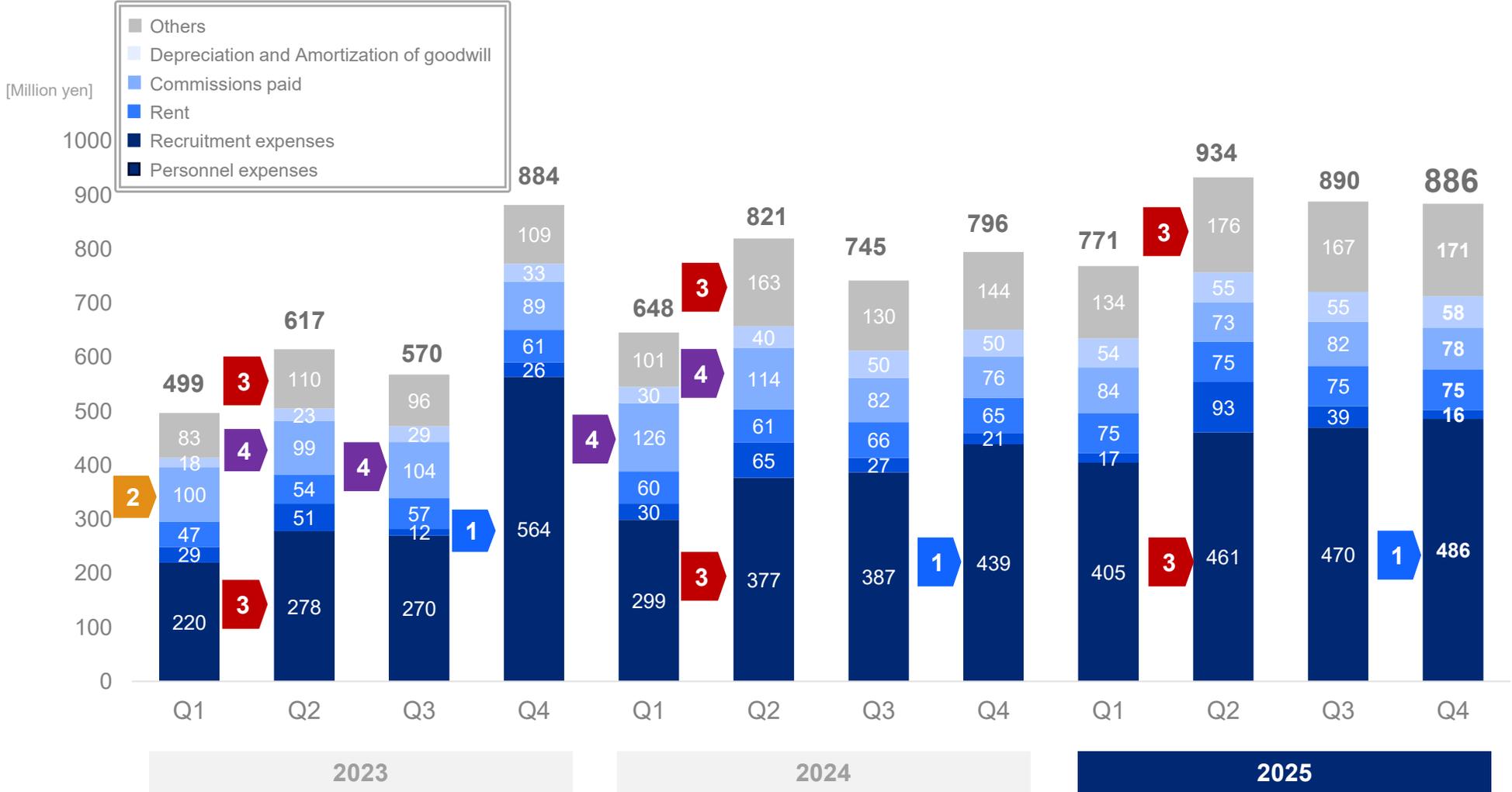


Variation in quarterly operating profit

- 1** Operating profit margin dropped due to recruitment of new graduates & experienced personnel.
- 2** Operating profit margin dropped due to a provision for year-end bonus. (296 million yen, and 62 million yen were posted in FY 12/2023, and FY12/2024, respectively. *Ref.: 25 million yen in FY 12/2025)
- 3** Operating profit margin dropped due to an increase in outsourcing expenses to deal with strong demand.
- 4** Operating profit margin dropped due to unprofitable projects.



- 1** Increase due to the posting of a provision for year-end Bonus
296 million yen, 62 million yen, and 25 million yen in FY 12/2023, FY 12/2024, and FY 12/2025, respectively
- 2** Marketing expenses, such as costs for webinars and content creation, increased.
- 3** Augmentation of personnel and training expenses in the training period for employees fresh out of college (April to June) (Personnel expenses will be included in costs from July.)
- 4** Brokerage fees for M&A and remuneration for experts increased. (29 million yen and 27 million yen were posted in Q2 and Q3 of FY 12/2023, respectively. 28 million yen and 50 million yen were posted in Q1 and Q2 of FY 12/2024, respectively.)



● Personnel expenses include remuneration for executives.

- We achieved record-high net sales, gross profit, and operating profit on a quarterly basis in Q4 of FY 12/2025.
- Gross profit margin and operating profit margin recovered quarter-on-quarter.

Unit: million yen

	2024 Q1	2024 Q2	2024 Q3	2024 Q4	2025 Q1	2025 Q2	2025 Q3	2025 Q4
Net sales	4,437	4,726	5,120	4,881	5,039	5,128	5,225	5,485
Outsourcing expenses	2,613	2,845	2,980	2,927	2,900	2,912	3,012	3,094
Personnel expenses	545	547	660	679	663	656	677	685
Other costs	68	32	137	110	105	150	129	205
Gross profit	1,210	1,302	1,342	1,164	1,370	1,409	1,405	1,499
Selling, general and administrative expenses	648	821	745	796	771	934	890	886
Operating profit	562	480	597	367	598	474	515	613
Ordinary profit	562	488	610	384	590	484	517	610
Profit	402	333	395	308	416	345	370	369
Gross profit margin	27.3%	27.5%	26.2%	23.9%	27.2%	27.5%	26.9%	27.3%
Operating profit margin	12.7%	10.2%	11.7%	7.5%	11.9%	9.3%	9.9%	11.2%
Outsourcing expense rate	58.9%	60.2%	58.2%	60.0%	57.5%	56.8%	57.7%	56.4%

- Sales in support for DX increased considerably quarter-on-quarter and backlog of orders remains healthy. Meanwhile, gross profit margin declined slightly due to unprofitable projects.
- Net sales in support for staffing of IT personnel decreased subtly quarter-on-quarter, but gross profit margin and backlog of orders increased steadily.

Unit: million yen

	2024 Q1	2024 Q2	2024 Q3	2024 Q4	2025 Q1	2025 Q2	2025 Q3	2025 Q4
Net sales	4,437	4,726	5,120	4,881	5,039	5,128	5,225	5,485
Support for DX	2,094	2,195	2,529	2,260	2,397	2,391	2,486	2,777
Support for staffing of IT personnel	2,343	2,531	2,590	2,620	2,642	2,737	2,739	2,707
Gross profit	1,210	1,302	1,342	1,164	1,370	1,409	1,405	1,499
Support for DX	809	857	922	728	933	931	931	1,026
Support for staffing of IT personnel	401	444	420	435	436	477	473	473
Gross profit margin	27.3%	27.5%	26.2%	23.9%	27.2%	27.5%	26.9%	27.3%
Support for DX	38.7%	39.0%	36.5%	32.2%	38.9%	39.0%	37.5%	36.9%
Support for staffing of IT personnel	17.1%	17.6%	16.2%	16.6%	16.5%	17.5%	17.3%	17.5%
Backlog of orders	3,057	3,644	3,477	3,543	4,155	3,868	4,186	4,015
Support for DX	1,575	1,980	1,833	1,648	2,373	2,046	2,312	2,110
Support for staffing of IT personnel	1,482	1,663	1,643	1,895	1,781	1,822	1,873	1,904

Unit: million yen

	2024 Q4	2025 Q4	Change	Major factors in increase/decrease
Current assets	5,828	6,430	+601	Cash and deposits: +310 ; Accounts receivable -trade: +212
Cash and deposits	2,195	2,505	+310	
Non-current assets	2,181	2,131	-49	Goodwill: -71 ; Investment securities:+76
Total assets	8,009	8,561	+552	
Current liabilities	3,582	3,293	-288	Short-term borrowings: -650 ; provision for bonus: -7; Income taxes payable: +176
Non-current liabilities	231	209	-21	
Net assets	4,195	5,058	+862	Retained earnings: +1,501; acquisition of treasury shares: -647
Total liabilities and net assets	8,009	8,561	+552	
Equity capital ratio	52.4%	59.1%	+6.7P	

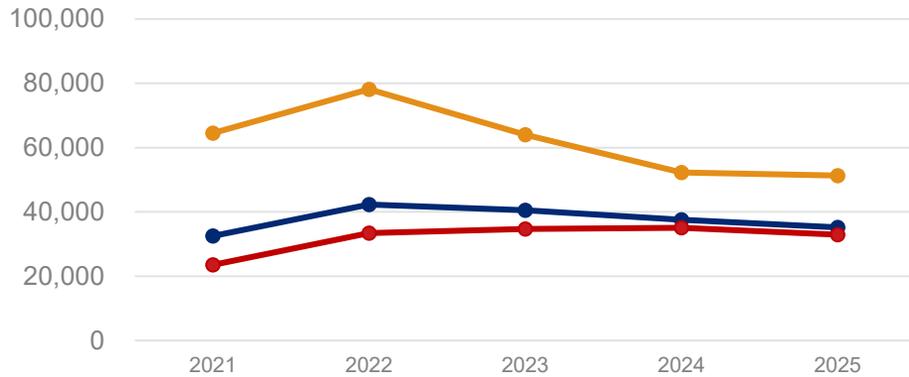
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KPI

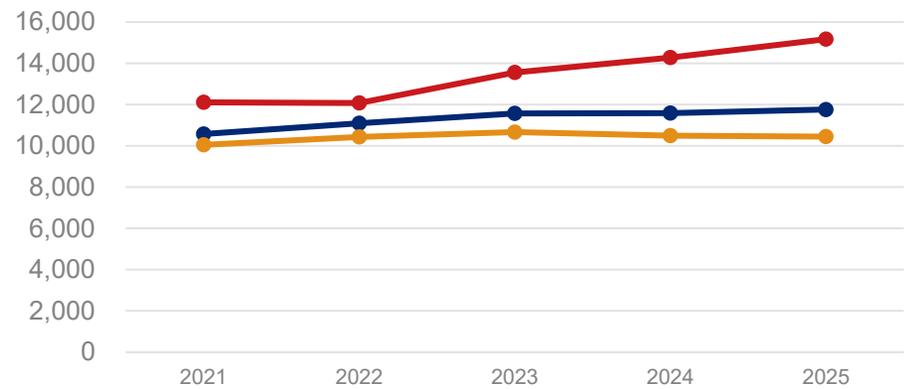
- **Productivity of support for DX improved due to the rise in unit prices and lower outsourcing expense rate.**
- **Net sales per employee decreased in support for staffing of IT personnel as we consolidated subsidiaries and assigned more new graduates.**



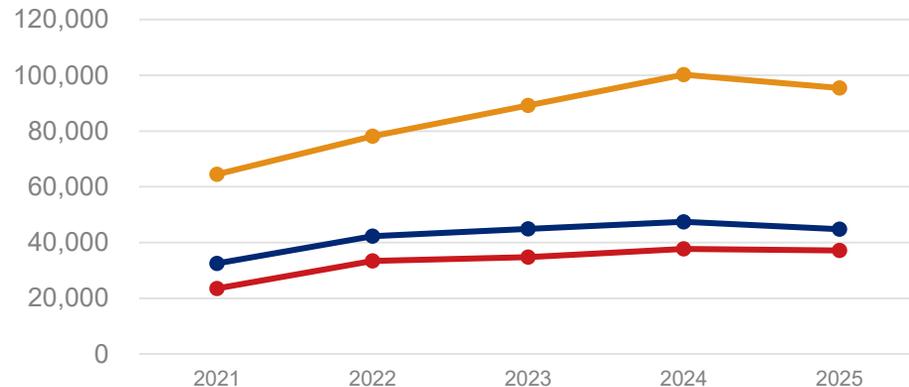
(thousand yen) ■ Net sales per employee (consolidated: quarterly basis)



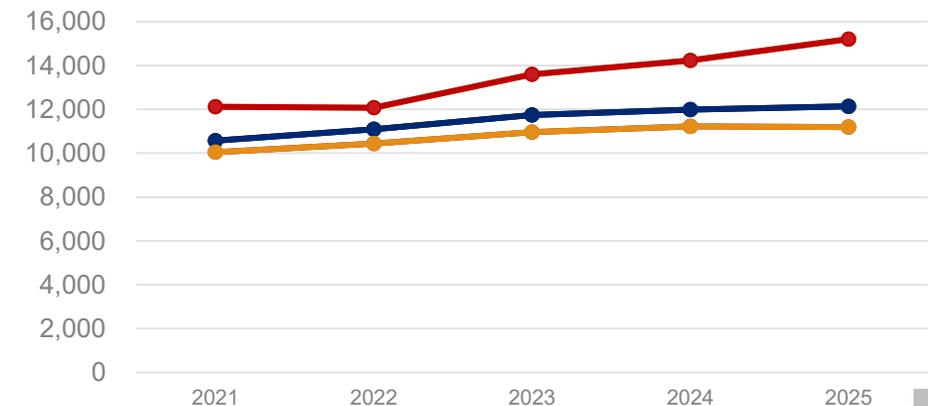
(thousand yen) ■ Net sales per employee and BP (consolidated: quarterly basis)



(thousand yen) ■ Net sales per employee (non-consolidated: quarterly basis)

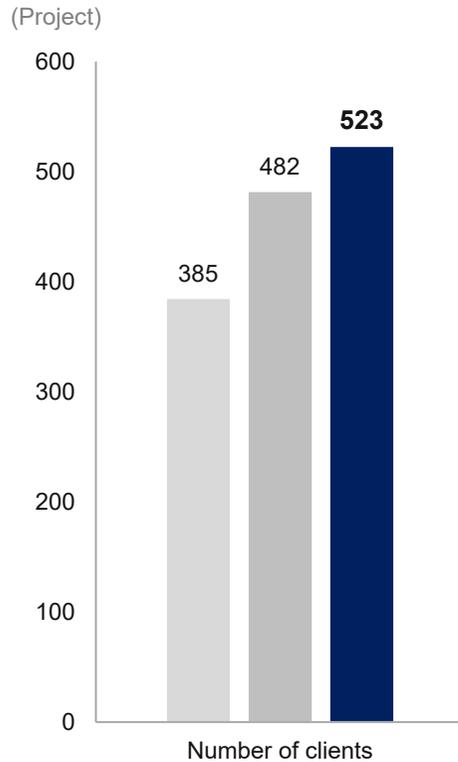


(thousand yen) ■ Net sales per employee and BP (non-consolidated: quarterly basis)

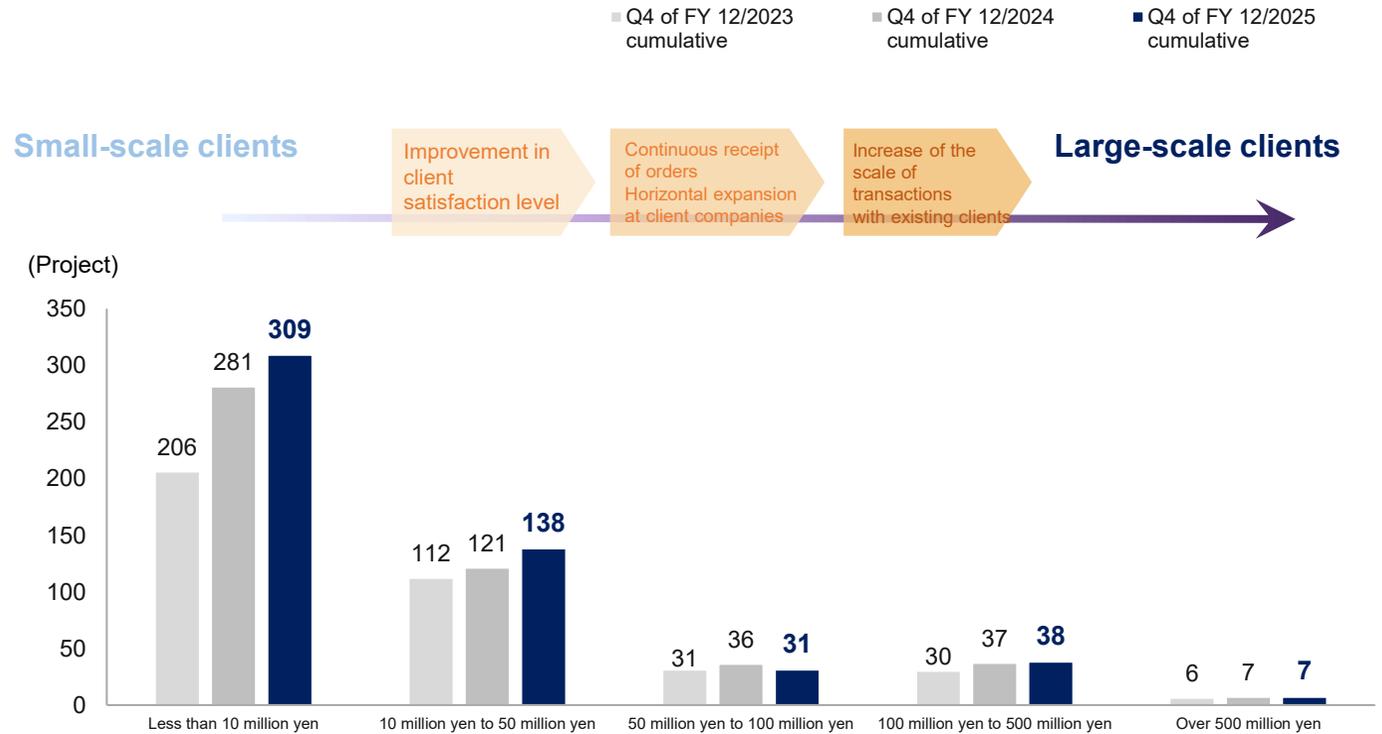


- Our growth driver is to continually increase transactions with existing clients* by enhancing their satisfaction and to acquire more large-scale clients.
- The pace at which the total number of clients increases slowed down compared with Q3 of the previous fiscal year because we consolidated two subsidiaries in Q3 of FY2024.

Variation in the total number of clients



Variation in the number of clients (for each sales range)



*The sales from clients who made transactions with us in the previous fiscal year and existing clients account for about 90% of total sales.

Variation in the number of employees



*The parenthesis represents the number of employees of CCT only.

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**Summary of Business
Rebuilding in FY
12/2025**

**Action Policy in FY
12/2026**

- **Marketing activities enhanced steadily as a result of the organizational rebuilding.**
- **We fell behind our initial plan. However, the efforts started to bear fruit in the second half in support for DX, leading to sales increase.**

	Measures	Results				
Support for DX	<p>✓ Marketing activities increased by clarification of roles through organizational rebuilding (new customers and products, or existing customers).</p> <p>⇒ Strengthened efforts to find new clients</p> <p>⇒ Strengthened cross-selling to existing customers</p>	Marketing activities (new clients in manufacturing industry)	1H of FY 12/2024	2H of FY 12/2024	1H of FY 12/2025	2H of FY 12/2025
		No. of companies for which business negotiations were conducted	N.A.	71	91	118
		No. of prospective clients acquired	N.A.	61	77	103
		No. of companies in negotiations (prior to proposal)	N.A.	19	35	64
		No. of companies for which proposal were already given	N.A.	42	42	39
		<small>*Excludes marketing activities for existing clients, clients in any industries other than manufacturing, and cloud solution such as Salesforce. *Based on the period of negotiations conducted.</small>				
Support for staffing of IT personnel	<p>✓ Marketing activities increased by separating the tasks of finding human resources and providing follow-up for business partners from marketing staff.</p> <p>⇒ Augmentation of orders received</p> <p>⇒ Improved turnover rate</p>	Financial figures	1H of FY 12/2024	2H of FY 12/2024	1H of FY 12/2025	2H of FY 12/2025
		Backlog of orders	1,980	1,648	2,046	2,110
		Net sales	4,289	4,790	4,788	5,263
		Financial figures	1H of FY 12/2024	2H of FY 12/2024	1H of FY 12/2025	2H of FY 12/2025
		Backlog of orders	1,663	1,895	1,822	1,904
		Net sales	4,874	5,211	5,379	5,446

- We continue and enhance our policy to secure marketing activities.
- Priority areas must be clarified.

	Organic	M&A
Support for DX	<ul style="list-style-type: none"> ◆ In manufacturing DX, focus on “OrizuruMES” and “Aras Innovator,” which is a PLM solution, with an emphasis on the ERP system “mcframe.” Plan to receive large-scale orders. ◆ In construction DX and logistics DX, endeavor to make proposals to other companies in these industries while taking advantage of expertise and achievements gained while dealing with existing clients ◆ Set up the Marketing Headquarters that supervises and manages cross-selling in order to enhance marketing capabilities across our organization 	<ul style="list-style-type: none"> ◆ Raise the M&A amount. (Previously) Less than 500 million yen (Target) More than 1 billion yen ◆ Review of objectives and domains (Previously) Securing of personnel and nationwide development of Ohgi ⇒ Local IT SMEs (Target) Enhancement of support for DX ⇒ Cooperation in upstream processes (consulting) ⇒ Collaboration in mcframe projects (based on expertise related to manufacturing) ⇒ Expansion of Orizuru functions (AI)
Support for staffing of IT personnel	<ul style="list-style-type: none"> ◆ Thorough management of KPIs •No. of business negotiations, prospective clients, proposals given, orders received, and turnover 	<ul style="list-style-type: none"> ◆ No change to the EV/EBITDA levels (Rule) Within 5 (Exception) Up to around 10

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Earnings Forecast

Unit: million yen

	2025	FY 12/2026 earnings forecast	Change	% change
Net sales	20,878	23,000	+2,121	+10.2%
Support for DX	10,052	11,246	+1,193	+11.9%
Support for staffing of IT personnel	10,825	11,753	+927	+8.6%
Gross profit	5,684	6,344	+659	+11.6%
Support for DX	3,823	4,287	+464	+12.1%
Support for staffing of IT personnel	1,861	2,056	+195	+10.5%
Gross profit margin	27.2%	27.6%	+0.4P	—
Support for DX	38.0%	38.1%	+0.1P	—
Support for staffing of IT personnel	17.2%	17.5%	+0.3P	—
Operating profit	2,201	2,430	+228	+10.4%
Operating profit margin	10.5%	10.6%	+0.1P	—
Ordinary profit	2,202	2,450	+246	+11.2%
Profit	1,501	1,330	-171	-11.4%
Loss related to trust-type stock options	—	354	+354	—
Adjusted earnings	1,501	1,684	+182	+12.2%
Adjusted earnings per share (yen)	89.80	104.53	+14.73	+16.4%
Average number of shares during period (thousand)*	16,723	16,115	-608	-3.6%


 Adjustment

*Refer to slide 26.

An increase/decrease in average number of shares during period, which was used to calculate earnings per share, is due to a decrease following the repurchase of treasury shares and an increase accompanied by trust-type stock options.

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Net sales

- In support for DX, net sales from large-scale projects such as mcframe, for which a portion of orders have been received, will grow in the second half.
- In support for staffing of IT personnel, the effect of thorough KPI management will begin to emerge in the second half.

Unit: million yen

		2025	FY 12/2026 earnings forecast	Change	% change
First half	Net sales	10,168	11,080	+911	+9.0%
	Support for DX	4,788	5,470	+681	+14.2%
	Support for staffing of IT personnel	5,379	5,609	+230	+4.3%
Second half	Net sales	10,710	11,920	+1,210	+11.3%
	Support for DX	5,263	5,776	+512	+9.7%
	Support for staffing of IT personnel	5,446	6,144	+697	+12.8%

Gross profit

Company-wide

- Forecast to remain at 27% to 28%

Support for DX

- Forecast almost the same level as that in the previous fiscal year, taking into account the increased unit prices and occurrence of some unprofitable projects

Support for staffing of IT personnel

- Forecast to stand at 17% to 18% by steady improvement through increased unit prices

Operating profit

- Operating profit margin will be on par year-on-year as selling, general and administrative expenses will augment because of recruitment of many new graduates, office-related expenses (to integrate the Osaka Office), and other factors.
- We do not consider special factors, and operating profit is projected to decline due to seasonal factors in Q2 (joining of new graduates) and Q4 (provision for year-end bonus).
- It is probable that unexpected brokerage fees and due diligence costs would arise for new M&As.

Extraordinary loss

- We forecast loss related to trust-type stock options amounting to 354 million yen (no impact on net assets).

■ Overview

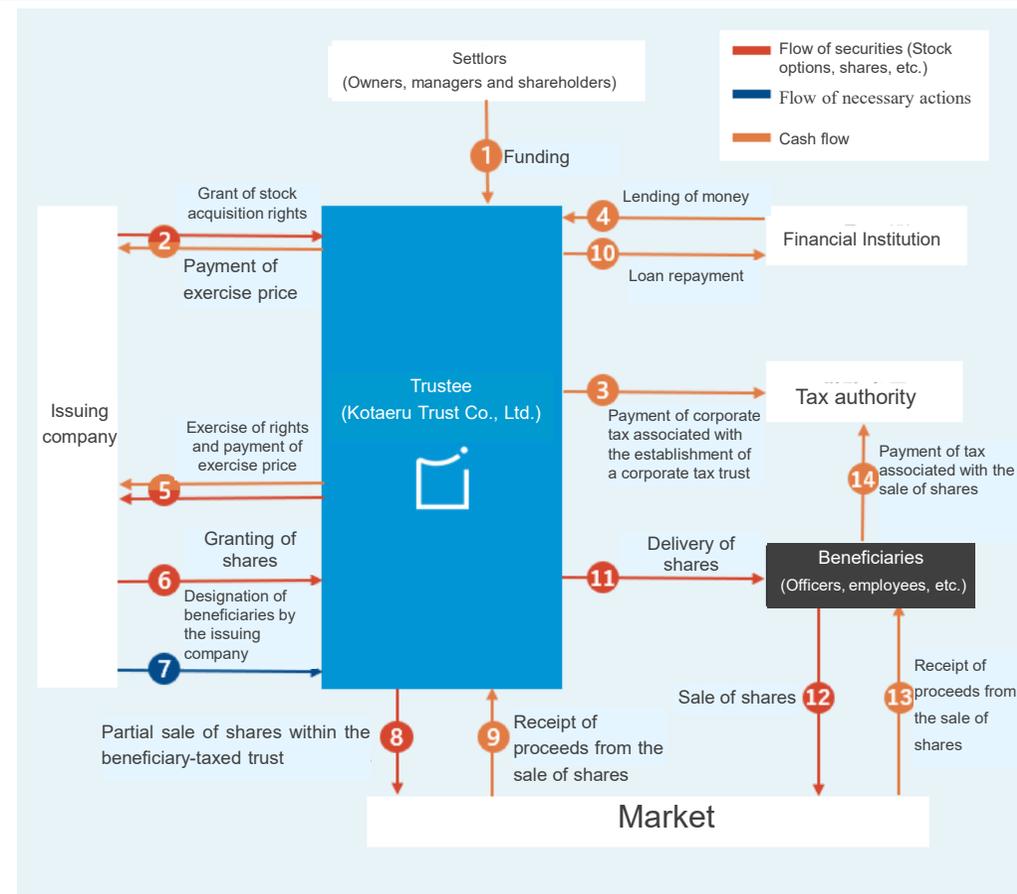
- As we resolved to change the delivery method for a portion of the third series of stock acquisition rights, we will record an extraordinary loss of 354 million yen.
- We plan to adopt the previous delivery method after FY 12/2027 onward, so there would not be major impact on profit and loss.

■ Details of the change

- Subject stock acquisition rights: 720 (288,000 shares)
- The third series of stock acquisition rights adopts a scheme under which stock options are delivered to beneficiaries (hereinafter, the “Stock Option Delivery Scheme”). However, with respect to a portion thereof, we will adopt a scheme whereby stock options are exercised within the trust and, following the determination of beneficiaries, shares are delivered to beneficiaries in lieu of stock options (hereinafter, the “Share Delivery Scheme”). (See the diagram on the right.)

■ Reason for the change

- Under the Stock Option Delivery Scheme, beneficiaries are subject to taxation on income upon delivery of the stock options. However, under the Share Delivery Scheme, taxation on income does not arise and beneficiaries are subject to taxation only at the time of share transfer, so they can avoid excess burden.
- An extraordinary loss is recorded as a financial matter. However, there is no cash outflow and no impact on net assets or shareholders’ equity. Accordingly, we assure that there is no theoretical effect on our corporate value.



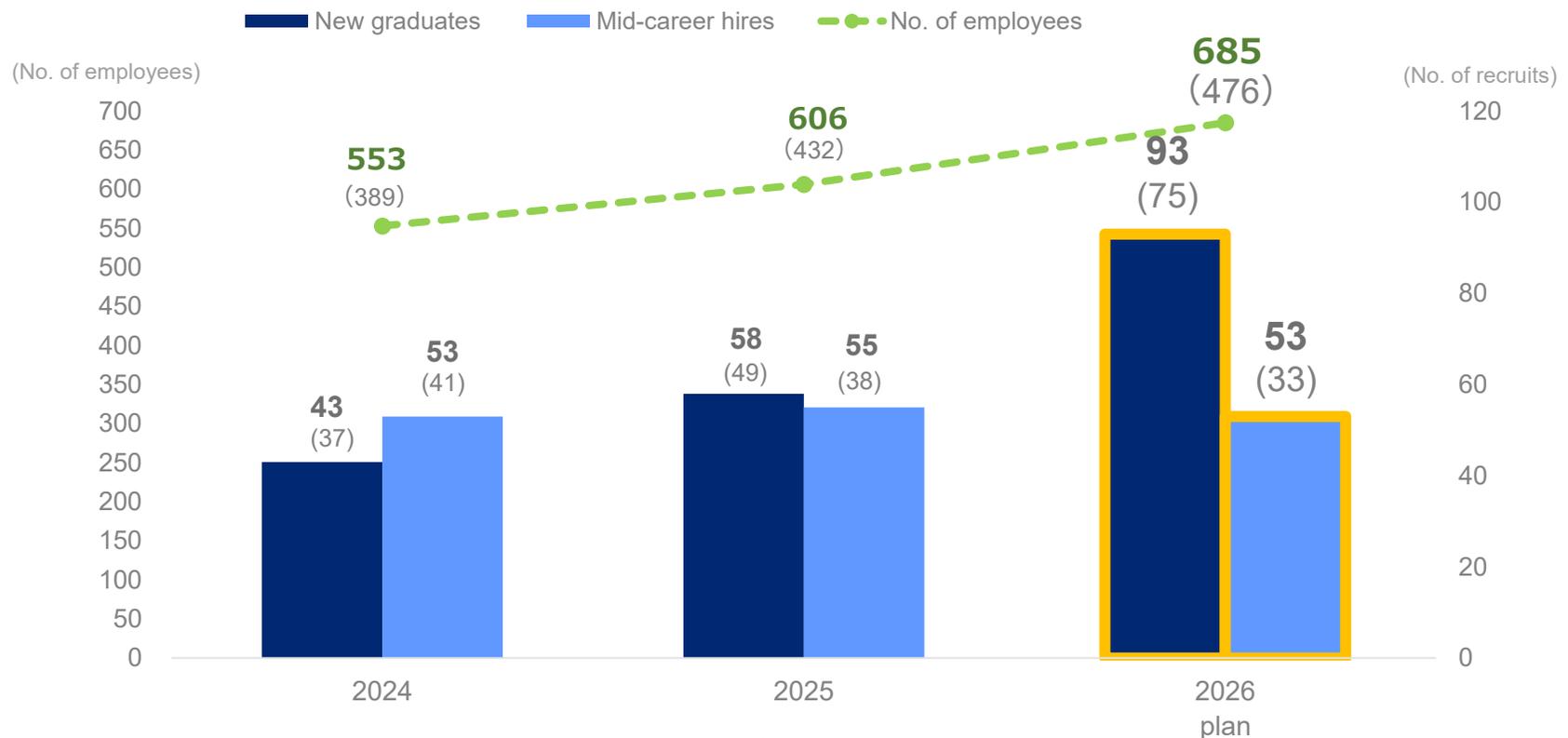
Source: Kotaeru Trust Co., Ltd.

*Please refer to the timely disclosure announced on February 13 for further details.

Securing of personnel (mid-career hires and new graduates)

- We focus on hiring new graduates. For mid-career hires, focused primarily on management-level candidates who can contribute immediately.

No. of employees in our group



*The parenthesis represents the number of employees of CCT only.

6

Cash Allocation

Shareholder Return

- We prioritize growth investment (M&A).
- As we have borrowing capacity, we curb cash reserves and allocate them to shareholder return (dividends and repurchase of treasury shares).

		FY2023	FY2024	FY2025	FY2026	From FY2027
Growth investment	M&A Capital and business alliance	Approx. 380 million yen P. G. System Co., Ltd. Denso Co., Ltd. REVA *	Approx. 1.18 billion yen Pro-X Co., Ltd. Digital Design Services Co., Ltd. Pros Cons, Inc. ESTYLE, Inc.* REVA *	Approx. 170 million yen REVA *	Actively utilize operating CF (and borrowings)	
Shareholder return	Dividend	-	-	About 310 million yen	About 340 million yen	Progressive dividend
	Repurchase of treasury shares	About 1 billion yen	About 460 million yen	About 650 million yen	(Conducted) Approx. 350 million yen	Conduct flexibly
	Total payout ratio	76.7%	32.0%	63.6%		

* “*” in growth investment means capital and business alliance and that in the other section acquisition as a wholly-owned subsidiary.

- **Our basic policy is to pay progressive dividend stably.**
- **Payout ratio is about 20% to 30%.**
- **Dividend is determined while comprehensively considering performance trend, growth investment amount, financial standing, and other factors.**

	FY 12/2025	FY 12/2026 forecast
Annual dividend	¥19.00	¥21.00
Total dividend	308 million yen	341 million yen
Payout ratio	21.2%	20.1%
(Ref.) Dividend on equity ratio (DOE)	6.8%	6.1%

- We will flexibly plan to repurchase treasury shares while comprehensively considering market trends, stock price levels, financial standing, and other factors.
- We assume utilization of repurchase of treasury shares for M&A, share incentives, etc.
- We consider retirement of treasury shares at an appropriate timing if the ratio to the total number of outstanding shares is too large.

Results in the latest three years

Acquisition period	Sep. 14, 2023 to Nov. 9, 2023	Nov. 14, 2024 to Dec. 6, 2024	Nov. 14, 2025 to Feb. 2, 2026
Total number of shares acquired	376,100	400,000	869,900
Total acquisition amount	999 million yen	460 million yen	999 million yen
Share price per share	2,658.29 yen	1,151.29 yen	1,149.42 yen
Type of shares to be acquired	Common shares in our company		
Acquisition method	Open-market purchase at the Tokyo Stock Exchange		

7

Appendix

Corporate name	Core Concept Technologies Inc. (CCT)
Business description	To support client companies in DX and staffing of IT personnel
Location	11th floor of DaiyaGate Ikebukuro, 1-16-15 Minami-ikebukuro, Toshima-ku, Tokyo
Representative	Takeshi Kaneko, Representative Director, President, CEO
Date of establishment	September 17, 2009
Capital stock	570,348 thousand yen (as of December 31, 2025)
Account closing month	December
Number of employees	Consolidated: 606; non-consolidated: 432 (as of December 31, 2025)
Office locations	Tokyo (headquarters), Osaka, and Fukuoka

Group companies (wholly owned subsidiaries)

P. G. System Co., Ltd.

18-10 Matsushima-cho, Ube-shi, Yamaguchi

Denso Co., Ltd.

15-1 Omiya-cho, Saiwai-ku, Kawasaki-shi, Kanagawa

Pros Cons, Inc.

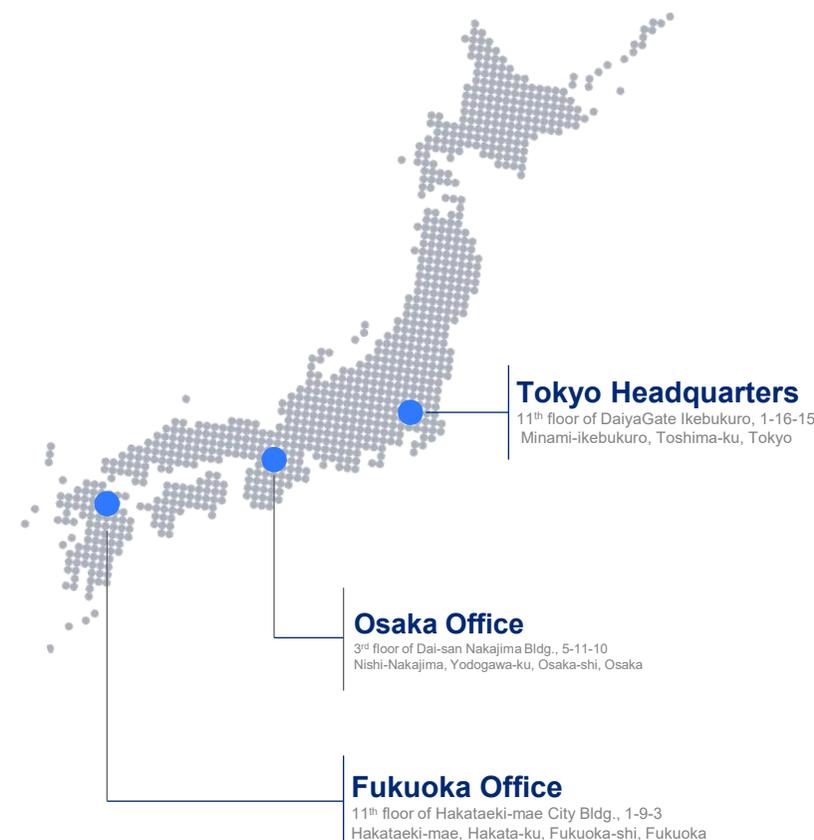
1-26-15 Tomioka, Koto-ku, Tokyo

Pro-X Co., Ltd.

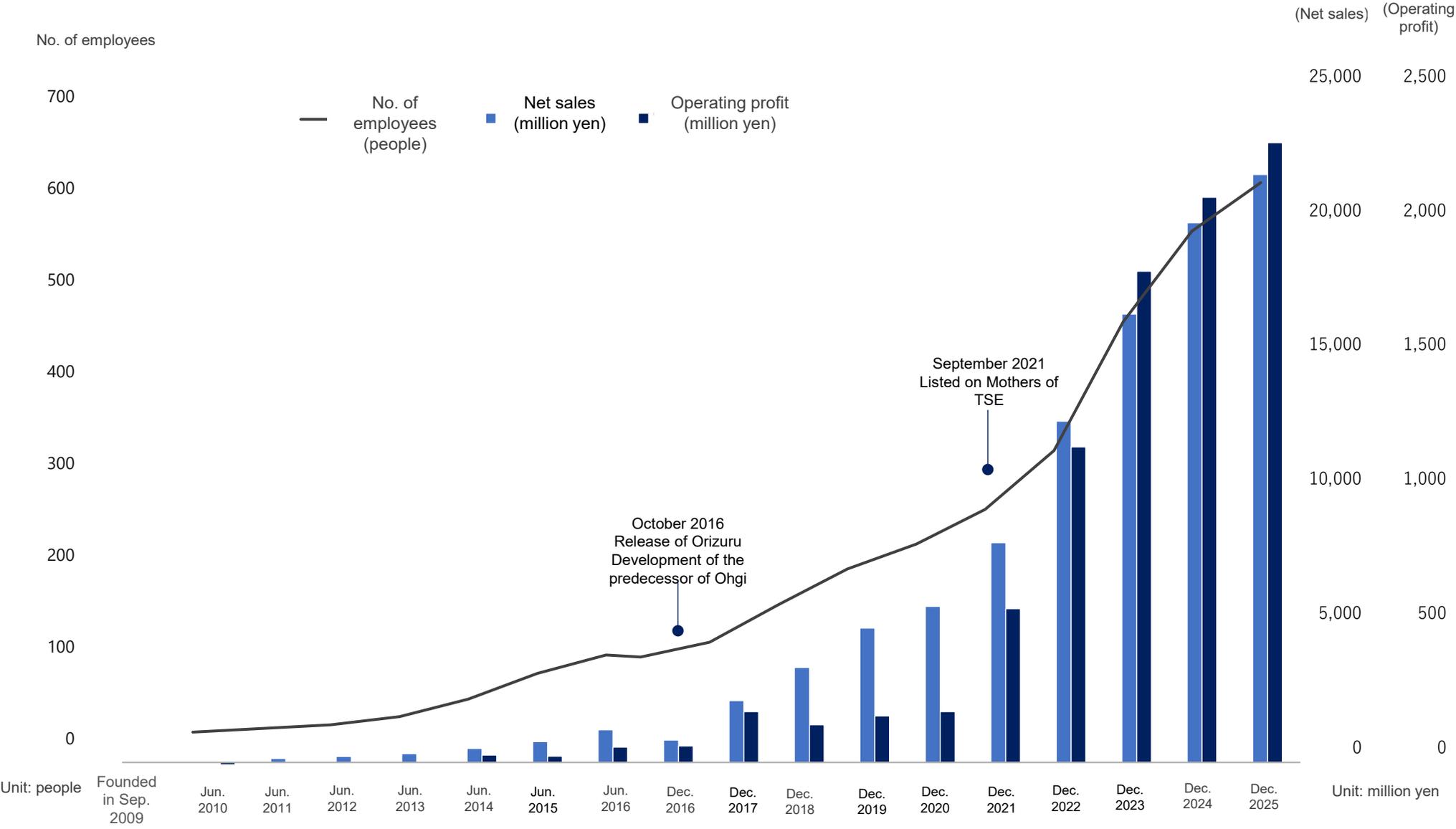
2-1-31 Ebie, Fukushima-ku, Osaka-shi, Osaka

Digital Design Services Co., Ltd.

2-5-2 Nishitenma, Kita-ku, Osaka-shi, Osaka



Variation in past performance



* Due to the change of the accounting period, FY 12/2016 was an irregular 6-month period.

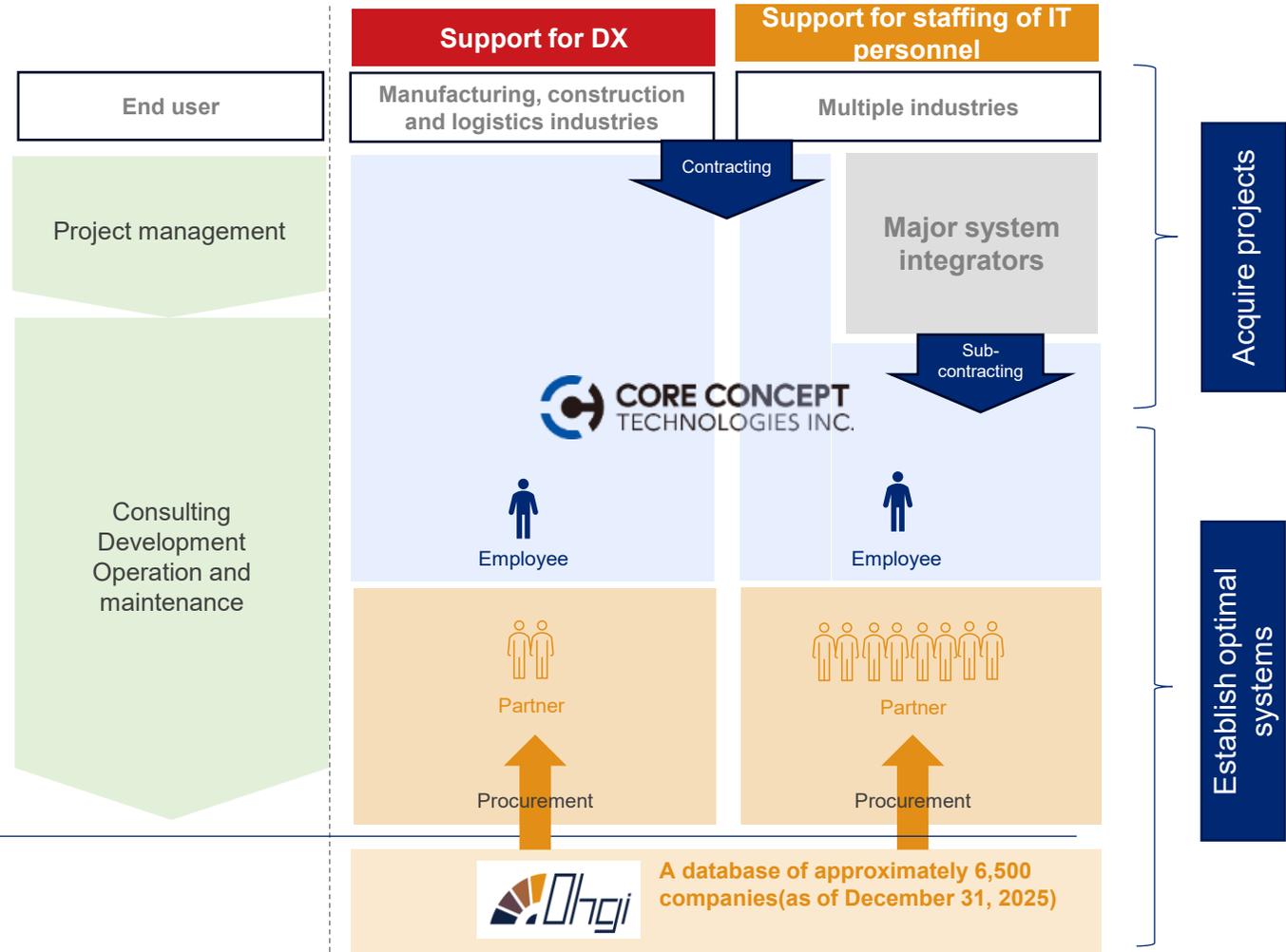
- **We acquire multiple kinds of projects with support for DX (1st-tier contractor) focusing on specific industries and support for staffing of IT personnel (2nd-tier contractor) covering a wide range of industries. In addition, we increase top line by leveraging “Ohgi.”**

Support for DX

- ✓ Sales are accumulated based on a monthly unit price per engineer (outsourcing agreement).
- ✓ High revenue as we directly receive orders from end users while taking advantage of **our technical capability on AI and profound knowledge on manufacturing**
- ✓ Utilizing the standard function module + customizable “**Orizuru**” and the DX support methodology “**CCT DX-Method.**”

Support for staffing of IT personnel

- ✓ Sales are accumulated based on a monthly unit price per engineer (outsourcing agreement).
- ✓ Gross profit comes from the difference between sales unit prices and procurement costs (outsourcing expenses for BPs). Utilize leverage **while actively partnering with BPs.**
- ✓ Receipt of orders for a portion of projects from leading system integrators as a subcontractor to cater to the temporary demand for IT personnel. In some cases, direct receipt of orders from end users.
- ✓ Diversification of industry portfolios to contribute to the expansion of BPs while increasing the number of projects



- Support for DX has supported clients mainly in the manufacturing, construction and logistics fields.
- Support for staffing of IT personnel has assisted a wide range of industries through leading system integrators.

Support for DX



 東レエンジニアリング株式会社




 100年をつくる会社



 前田建設




Support for staffing of IT personnel



 TIS INTEC Group




 野村総合研究所
 Nomura Research Institute


 The Data Empowerment Company





- We use our original product “Orizuru” to respond to specific industries which require practical knowledge and individual customization.
- We integrate standard cloud products for common fields (Fit to Standard), and enrich our products in a stepwise manner.

System configuration

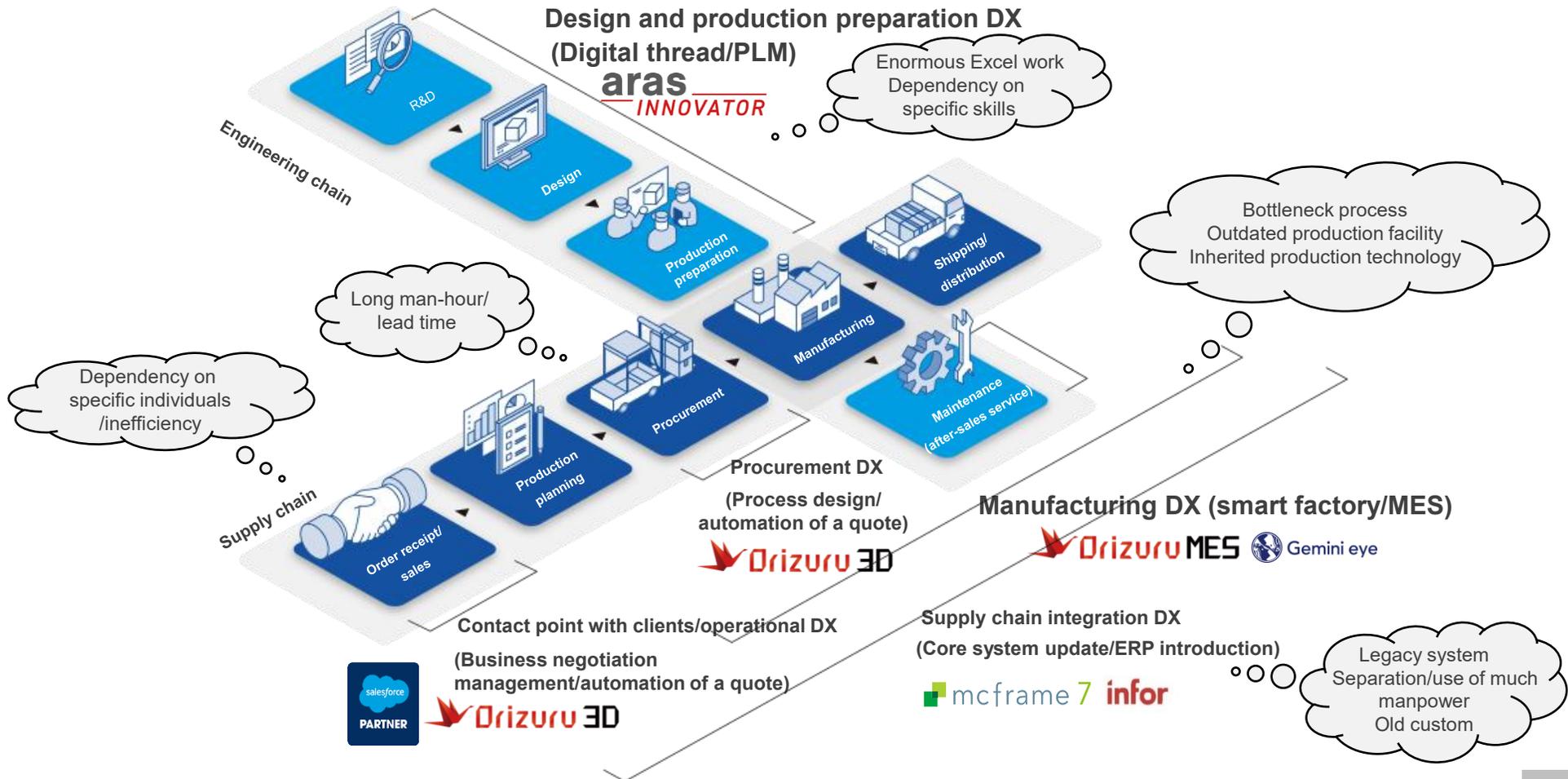
Solutions we offer

Policy

Marketing Marketing management system	<div style="display: flex; justify-content: space-around;"> <div style="border: 1px solid #ccc; padding: 5px; width: 150px;"> <p style="text-align: center; margin: 0;">MA</p> <p style="font-size: 8px; margin: 5px 0;">Acquisition of prospective customers</p> </div> <div style="border: 1px solid #ccc; padding: 5px; width: 150px;"> <p style="text-align: center; margin: 0;">CRM/SFA</p> <div style="display: flex; justify-content: space-between; font-size: 8px; margin: 5px 0;"> Customer management Marketing management </div> </div> </div>	<div style="display: flex; justify-content: space-between;"> <div style="width: 45%; text-align: center;"> <p>CCT</p> </div> <div style="width: 45%; text-align: center;"> <p>Partners</p> </div> </div>	<ul style="list-style-type: none"> • We have accumulated track records of Salesforce since 2014 as its business partner, and become a Salesforce Navigator Expert in Manufacturing in 2021. • We acquired the Grade Gold certification of WARP partner at WingArc1st Inc. in April 2025. • We select the most suitable solution according to customer needs.
Data analysis Ledgers	<div style="border: 1px solid #ccc; padding: 5px; text-align: center;"> <p>BI/AI/ledgers</p> <div style="display: flex; justify-content: space-around; font-size: 8px; margin-top: 5px;"> Data visualization Forecast Ledgers </div> </div>	<div style="text-align: center; margin-top: 10px;"> </div>	
Mission-critical system (management)	<div style="border: 1px solid #ccc; padding: 5px; text-align: center;"> <p>ERP</p> <div style="display: grid; grid-template-columns: repeat(3, 1fr); gap: 5px; font-size: 8px; margin-top: 5px;"> <div style="border: 1px solid #ccc; padding: 2px;">Accounting</div> <div style="border: 1px solid #ccc; padding: 2px;">Inventory management</div> <div style="border: 1px solid #ccc; padding: 2px;">Project management</div> <div style="border: 1px solid #ccc; padding: 2px;">Sales management</div> <div style="border: 1px solid #ccc; padding: 2px;">Production management</div> <div style="border: 1px solid #ccc; padding: 2px;">Budget management</div> </div> </div>	<div style="text-align: center; margin-top: 10px;"> </div>	<ul style="list-style-type: none"> • We entered into a partner agreement with SAP in 2024. • We focus on mcframe/Infor of ERP for the manufacturing industry.
Specific industry middleware system (planning/ execution)	<div style="border: 1px solid #ccc; padding: 5px; text-align: center;"> <div style="display: flex; justify-content: space-around; align-items: center; font-size: 8px; margin-bottom: 5px;"> <div style="border: 1px solid #ccc; padding: 2px; margin: 2px;"> 1 Order receipt Design Procurement </div> <div style="border: 1px solid #ccc; padding: 2px; margin: 2px;"> 2 MES Manufacturing </div> <div style="border: 1px solid #ccc; padding: 2px; margin: 2px;"> WMS Logistics </div> </div> </div>	<div style="margin-top: 10px;"> <div style="display: flex; align-items: center; margin-bottom: 5px;"> 1 </div> <div style="display: flex; align-items: center;"> 2 </div> </div>	<ul style="list-style-type: none"> • Core solutions of business operations which demand practical knowledge are integrated into Orizuru.
	<div style="border: 1px solid #ccc; padding: 5px; text-align: center; margin-top: 10px;"> <div style="display: flex; justify-content: space-around; font-size: 8px; margin-bottom: 5px;"> <div style="border: 1px solid #ccc; padding: 2px; margin: 2px;">CAD</div> <div style="border: 1px solid #ccc; padding: 2px; margin: 2px;">PLM</div> </div> </div>	<div style="text-align: center; margin-top: 10px;"> </div>	<ul style="list-style-type: none"> • We were accredited as a “Certified” partner of Aras Innovator in 2025. • Our subsidiary DDS can handle Teamcenter.
On-site system (control)	<div style="border: 1px solid #ccc; padding: 5px; text-align: center; margin-top: 10px;"> <div style="display: flex; justify-content: space-around; font-size: 8px; margin-bottom: 5px;"> <div style="border: 1px solid #ccc; padding: 2px; margin: 2px;">PLC</div> <div style="border: 1px solid #ccc; padding: 2px; margin: 2px;">DCS</div> </div> </div>		<ul style="list-style-type: none"> • Linkage with Orizuru

Salesforce, Sales Cloud and other names are trademarks of Salesforce, Inc. We have obtained permissions to use them from Salesforce.

- We achieve DX speedily at low cost to eliminate the business and operational issues of mid- to large-scale customers in the manufacturing industry.

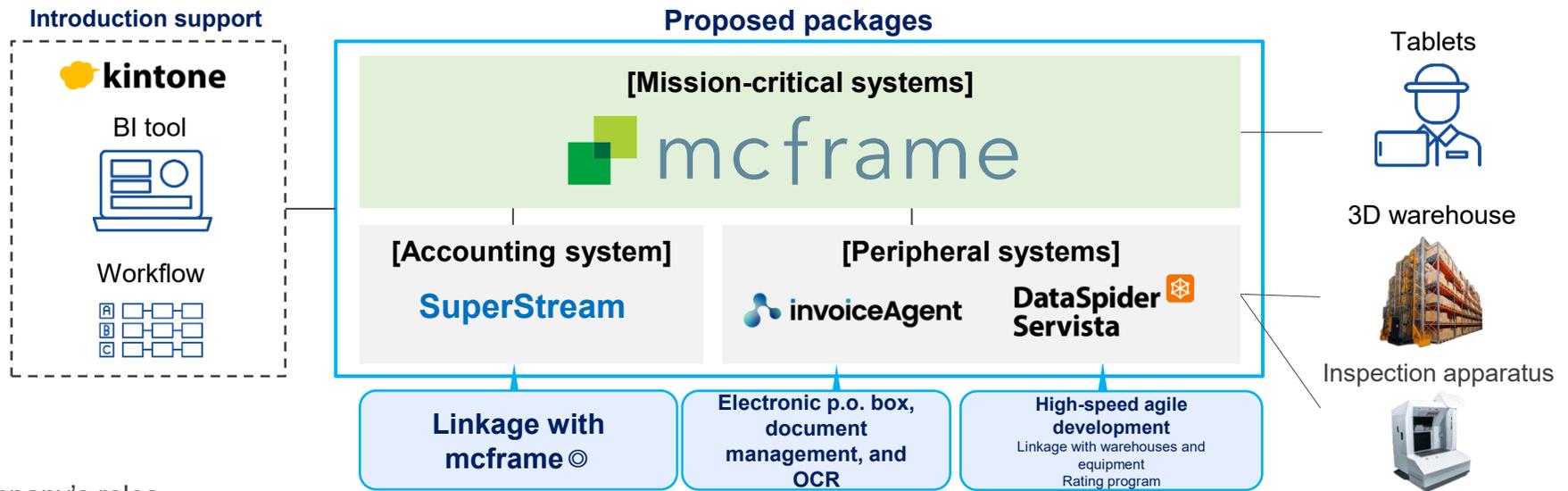


Example of support for DX: Support for revamping mission-critical systems for Japan Butyl Co., Ltd.

Support for revamping mission-critical systems

We revamped the mission-critical systems which had been operated as a legacy system for several decades for the purpose of achieving their visions (smart business control, strengthened governance, improved operational efficiency, cost reduction, and work-style reform) set in the medium-term management plan.

We supported their project in adopting mcframe 7 as a Fit to Standard model together with **high-speed agile development based on our CCT-DX Method**.



Our company's roles

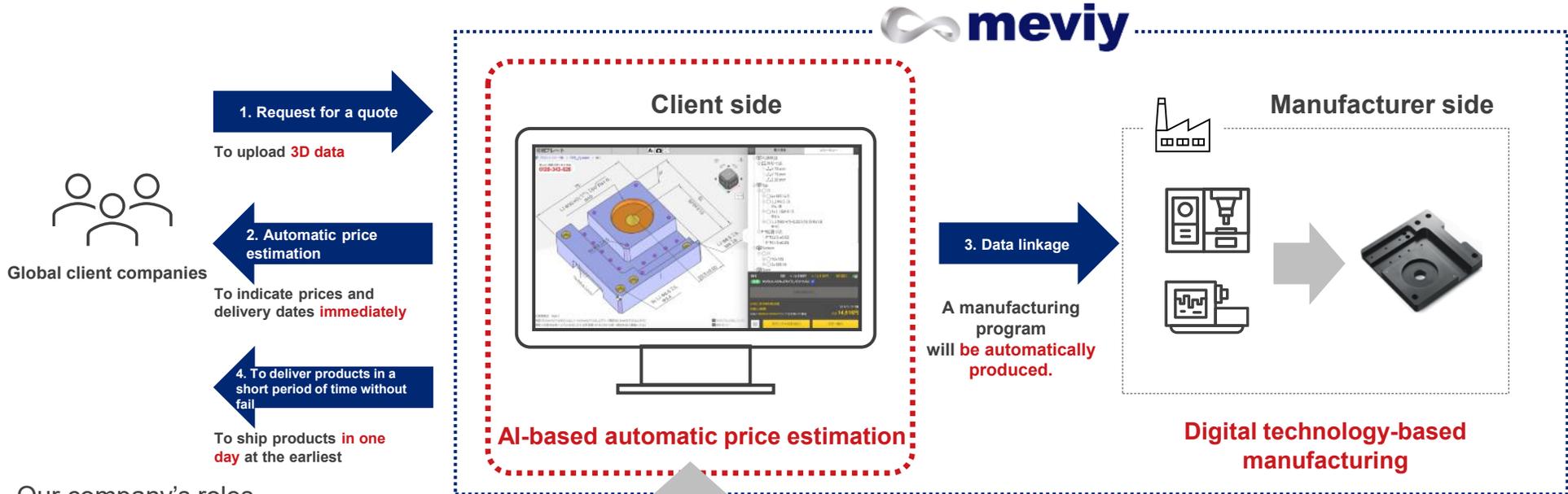


- ✓ We supported optimization of the overall systems by utilizing our DX achievements in the manufacturing industry including MES as well as our knowledge on mcframe.
- ✓ **We introduced the system as the best practice in the industry** while taking advantage of the functions of the package. Meanwhile, we dealt with the necessary areas which were not included in standard functions by **high-speed agile development based on our CCT-DX Method**.
- ✓ We quickly formed a team with specialized expertise based on **Ohgi**.

*kintone is the registered trademark of Cybozu, Inc.

Development of a platform for receiving and placing orders for components

We supported the provision of services which enable users to upload design data and receive estimates immediately. We will utilize the shape data processing technology nurtured through the development of “Orizuru” for AI-based automatic price estimation and digital technology-based manufacturing.



Our company's roles



✓ To jointly develop a 3D user interface and technologies for AI-based automatic price estimation and digital technology-based manufacturing by utilizing the shape data processing technology nurtured through the development of **Orizuru**.



✓ To organize a large-scale development team utilizing **Ohgi**

*MISUMI Group Inc. received the Prime Minister Award at the 9th Japanese Manufacturing Awards for meivy.

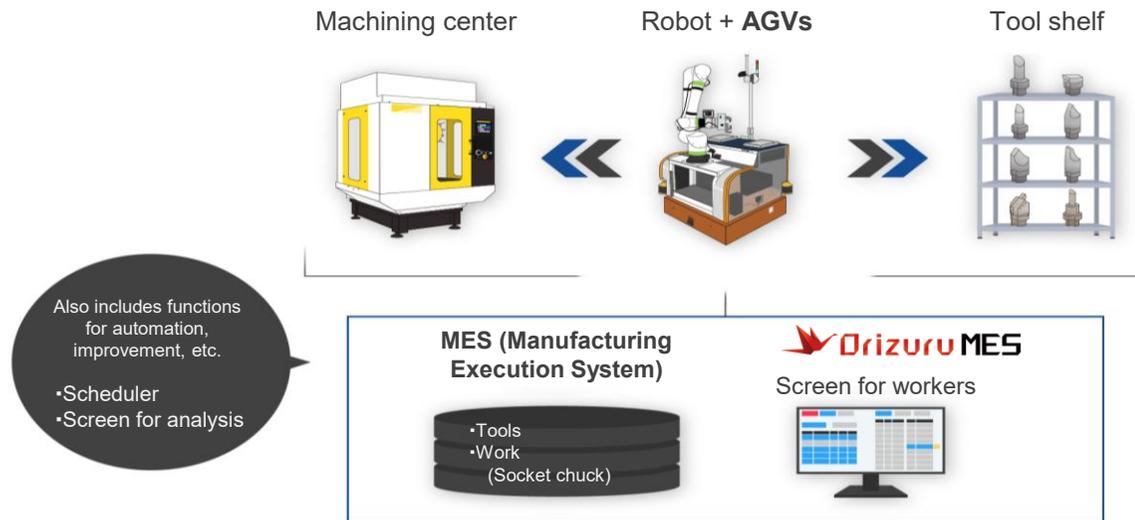
Support for construction of a smart factory

■ Purposes and results:

We resolved the bottleneck in the process for semiconductor inspection jigs through automation, doubled the operation rate (40% before automation to more than 80%), shortened the lead time for processing, and improved production capacity, which contributed to the work style reform and human resource development.

■ Measures we implemented:

Automated lines, which can be operated 24 hours a day, 365 days a year, have been constructed by linking existing equipment with **Orizuru MES**, AGVs and FA equipment.



Our company's roles

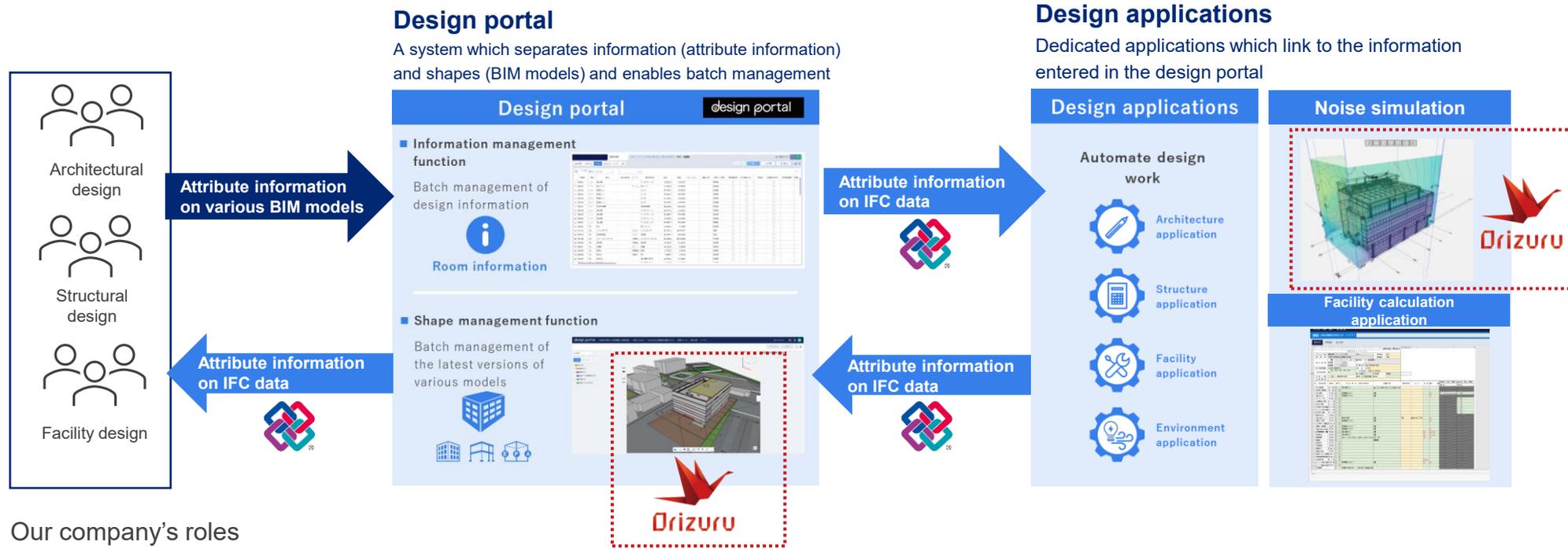


- ✓ Took responsibility for all processes ranging from identification of on-site issues, concept formation, proposal of solutions, and support for installation.
- ✓ Supported the designing of automation by linking **Orizuru MES**, AGVs and FA equipment.
- ✓ Provided a consultative support to proceed with a project.
- ✓ Assisted in embodying the concept for automation and making domestic and overseas factories automated ones.

Development of “design BIM tool”

We supported Takenaka Corporation in developing a “design BIM tool” which enables real-time linkage of design information on construction projects.

“Orizuru” provides such functions as IFC Viewer and sophisticated simulation based on three-dimensional processing technology.



Our company's roles



- ✓ It becomes possible to link various BIM data (IFC data) with design data and visualize them by utilizing **Orizuru's** three-dimensional technology.
- ✓ It becomes possible to develop a secure, scalable environment and engage in DevOps (CI/CD) by making the most of **AWS**.

- This material was produced by our company for the sole purpose of providing information, and not intended for soliciting the purchase or sale of securities of our company.
- The descriptions related to forecasts included in this material are based on our judgments and assumptions as well as currently available information, and include information on our business plans, market scale, competitors' situations, industries, and growth potential. Accordingly, there is a possibility that actual results may differ significantly from explicit and implicit forecasts due to various risks and uncertainties.
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- Information on companies other than our company is based on publicly available information.



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TECHNOLOGIES INC.

