



**Financial results for Q4 of FY 2025**

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Core Concept Technologies Inc.  
Securities Code: 4371  
February 13, 2026



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**Takeshi Kaneko (hereafter “Kaneko”):** I’m Kaneko, Representative Director, President and CEO of Core Concept Technologies. I’ll start the briefing of results in the fiscal year ended December 2025. Here are today’s agendas.



**1**

## **Executive Summary**

Executive Summary		Executive Summary		CORE CONCEPT TECHNOLOGIES INC.	
<b>Results for Q4 of FY 12/2025</b>		<b>Sales and profit increased year-on-year and we achieved revised forecast almost as planned.</b>			
	Q4 of FY 12/2024	Q4 of FY 12/2025			
Net sales	19,166	<b>20,878</b>	million yen	<b>+8.9</b>	% year on year
Operating profit	2,007	<b>2,201</b>	million yen	<b>+9.7</b>	% year on year
Operating profit margin	10.5	<b>10.5</b>	%	<b>+0.1</b>	points year on year
<b>Earnings forecast for FY 12/2026</b>		<b>We aim to grow sales and profit steadily.</b>			
Net sales	<b>23,000</b>	million yen		<b>+10.2</b>	% year on year
Operating profit	<b>2,430</b>	million yen		<b>+10.4</b>	% year on year
Operating profit margin	<b>10.6</b>	%		<b>+0.1</b>	points year on year
<small>*Excludes new M&amp;A schemes.</small>					
<b>Topics</b>	<b><u>Absorption-type merger of Pros Cons, Inc. (subsequent event)</u></b>				
	<ul style="list-style-type: none"> <li>• Effective date: April 1</li> <li>• Purpose: Aim to streamline and speed up management and strengthen governance by integrating the business in our business divisions and consolidating management resources.</li> <li>• Effect: No impact on our consolidated business performance through this matter</li> </ul>				
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<b>4</b>					

This is an executive summary. The financial results in the fiscal year ended December 2025 are as shown in the upper section of this slide. Sales and profit grew year on year, almost in line with the revised earnings forecast.

The earnings forecast for the fiscal year ending December 2026 is as shown in the middle section of this slide. Both sales and operating profit are expected to rise by over 10%. Operating profit margin is projected to be 10.6%, up 0.1 points year on year.

There was a subsequent event, so it was summarized as a topic in the lower section of this slide. The group company Pros Cons offers “Gemini eye” in the field of appearance inspection. It was considered that this business would grow further through the collaboration with our DX business, especially “Orizuru MES.”

Accordingly, our company decided to absorb Pros Cons to operate it as one of our businesses.



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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	—	—	—

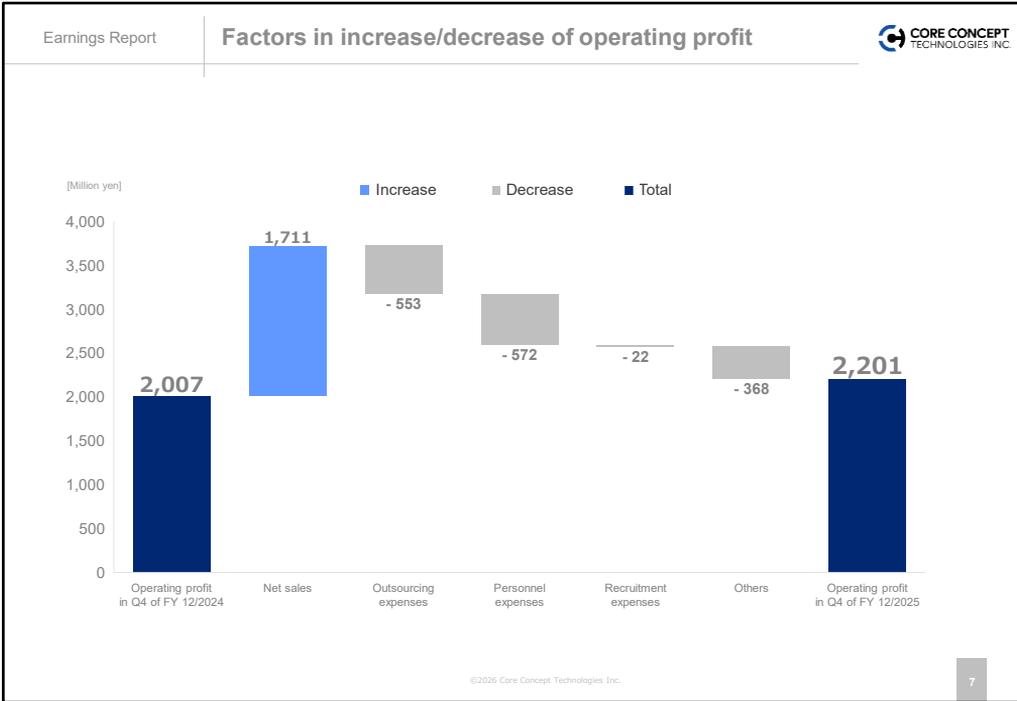
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Next, let me report the results in the fiscal year ended December 2025. Firstly, I'll explain the consolidated profit and loss statement. Sales and profit grew year on year.

The rightmost column in this slide summarizes the results with respect to the revised earnings forecast, indicating that the results are almost in line with the earnings forecast.

As supplementary info, gross profit margin improved year on year thanks to the decreased outsourcing expense rate, etc. In addition, due to augmented selling, general and administrative expenses, operating profit margin was almost unchanged year on year.



The factors in increase or decrease of operating profit are as shown in this slide.

- 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

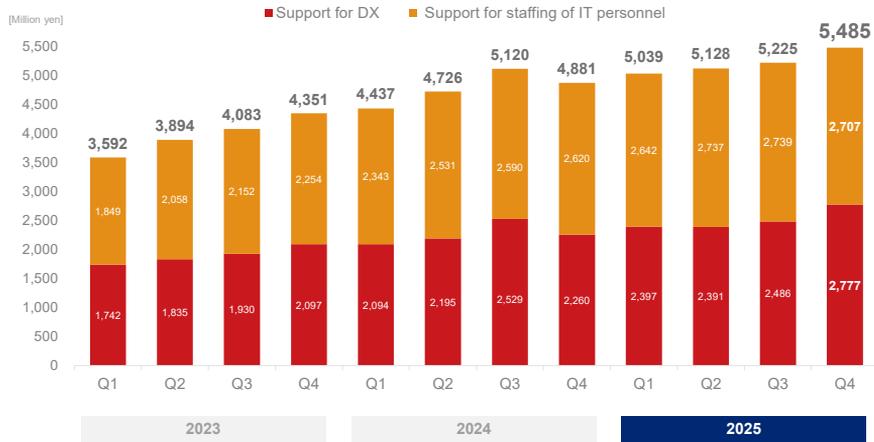
	2024 Q4	2025 Q4	Change	% change
Net sales	19,166	20,878	+1,711	+8.9%
Support for DX	9,080	10,052	+972	+10.7%
Support for staffing of IT personnel	10,086	10,825	+739	+7.3%
Gross profit	5,020	5,684	+664	+13.2%
Support for DX	3,317	3,823	+505	+15.2%
Support for staffing of IT personnel	1,702	1,861	+159	+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%

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This shows the results by segment. Our company discloses the results of two segments, that is, support for DX and support for staffing of IT personnel. Both segments saw the year-on-year growth of sales, profit, and also gross profit margin.

- 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.

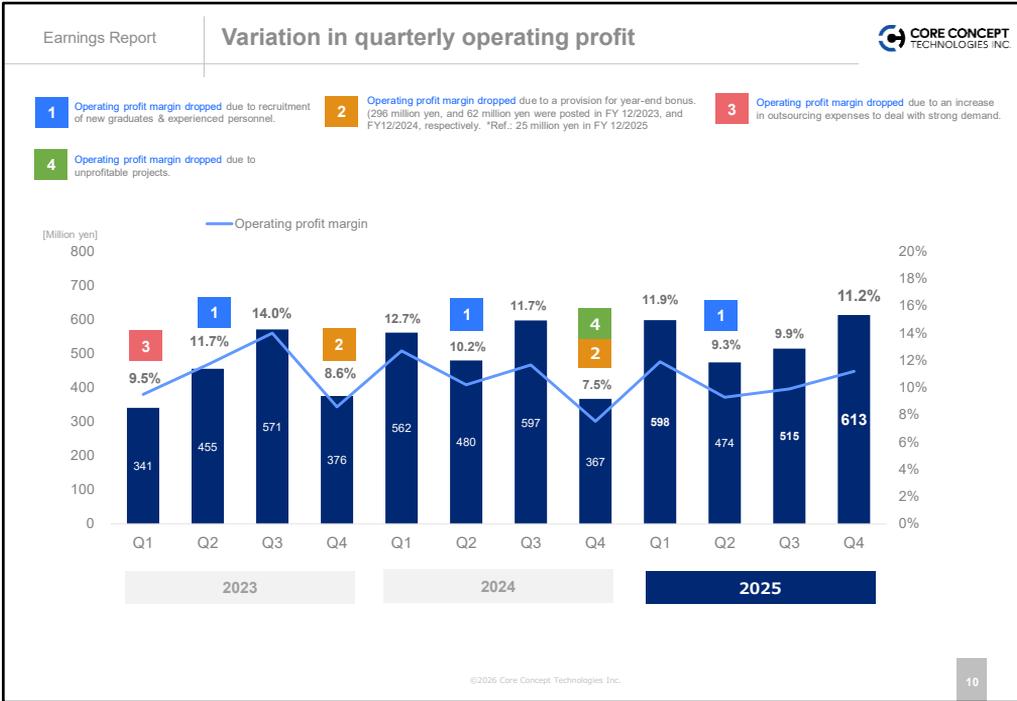


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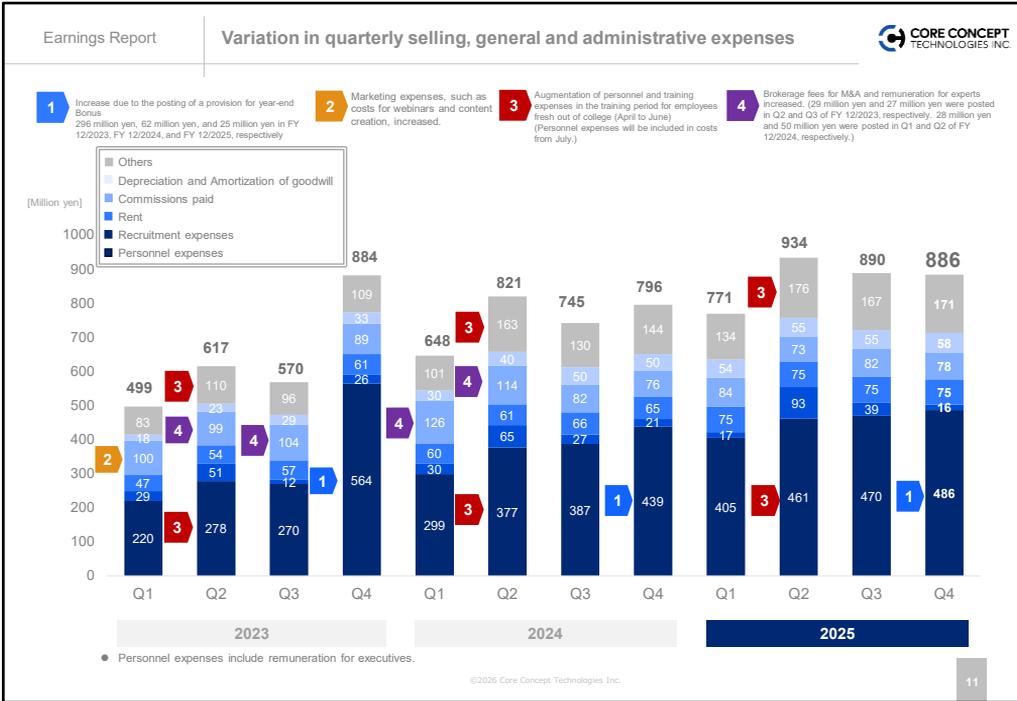
This shows the variation in quarterly net sales. In the fourth quarter of the fiscal year ended December 2025, quarterly sales hit a record high.

The sales of support for DX increased by over 10% from the previous quarter. As we concentrated on marketing, we were able to gradually increase sales.



This shows the variation in quarterly operating profit. The operating profit margin in the fourth quarter of the fiscal year ended December 2025 was 11.2%.

In April 2025, many new graduates joined our company, and the ratio of new employees engaged in actual tasks is increasing gradually. Then, operating profit is improving steadily.



This shows the variation in quarterly selling, general and administrative expenses. Since we control costs to some degree, SGA has not changed significantly. In the fourth quarter, the provision for year-end bonus was reflected in the expenses.

- 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%

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This shows the quarterly variation in the consolidated profit and loss statement. In the fourth quarter of the fiscal year ended December 2025, quarterly net sales, gross profit, and operating profit hit a record high.

I think that gross profit margin and operating profit margin have been improving.

Earnings Report		Results by segment (quarterly basis)				CORE CONCEPT TECHNOLOGIES INC.			
<ul style="list-style-type: none"> <li>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.</li> <li>Net sales in support for staffing of IT personnel decreased subtly quarter-on-quarter, but gross profit margin and backlog of orders increased steadily.</li> </ul>									
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	

This shows the results by segment on a quarterly basis. In the previous quarter, support for DX saw a considerable sales growth.

There remain some unprofitable projects, so gross profit margin has not fully recovered, but thanks to marketing activities, sales have grown and order backlog has been healthy.

Regarding the improvement in the topline of the support for staffing of IT personnel, there is still halfway to go. However, costs have been controlled well, so gross profit margin was 17.5%, which is relatively high.

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	
<b>Equity capital ratio</b>	<b>52.4%</b>	<b>59.1%</b>	<b>+6.7P</b>	

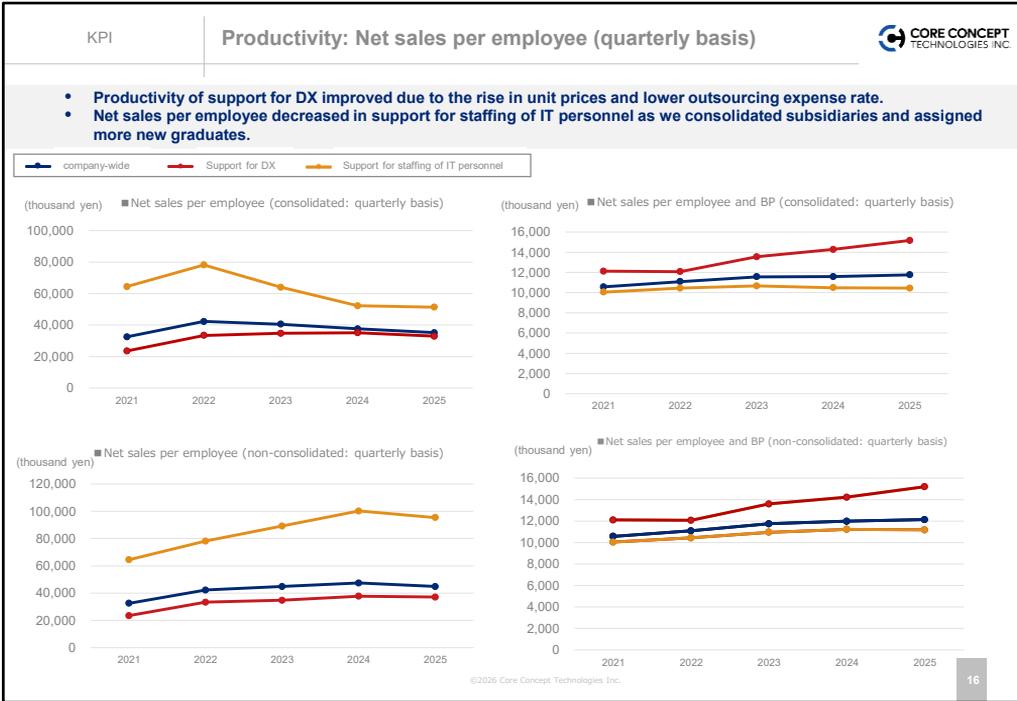
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This is our consolidated balance sheet. Last year, we acquired treasury shares, but the annual increase in retained earnings is larger than the amount of treasury shares acquired. The latest amount of net assets was slightly over 5 billion yen. Equity capital ratio was 59.1%, indicating that there is no problem.

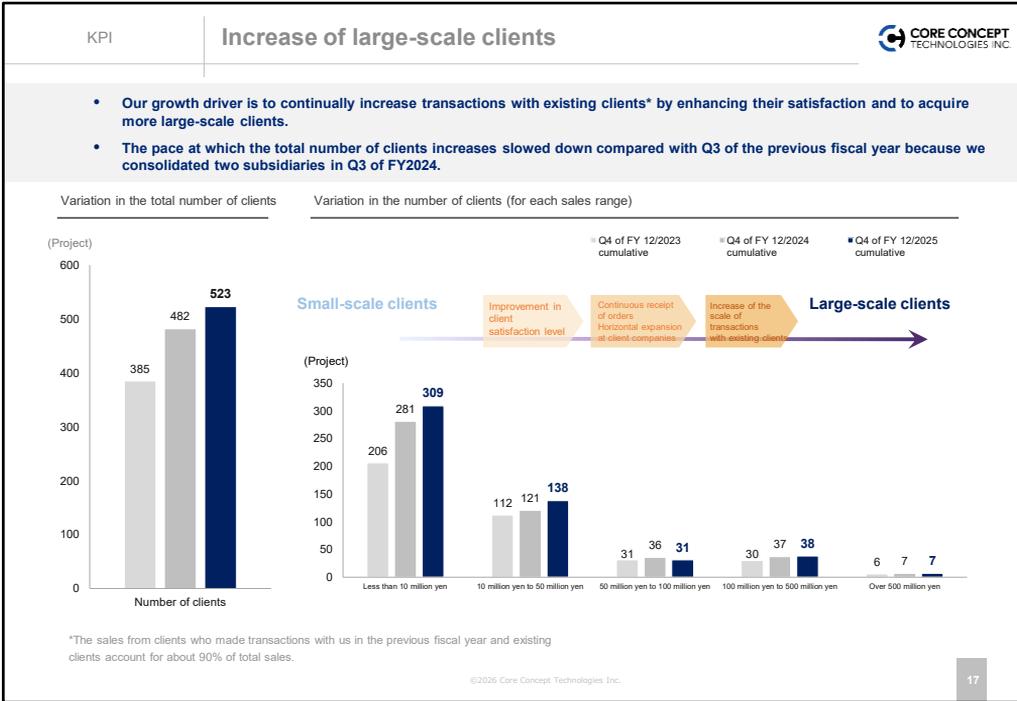
Results reporting is over.





Next, I will give supplementary information on the KPIs we manage in our company. Firstly, let me explain the KPIs regarding productivity. As shown by the line graph in the right section of this slide, net sales per employee and BP from support for DX have been increasing.

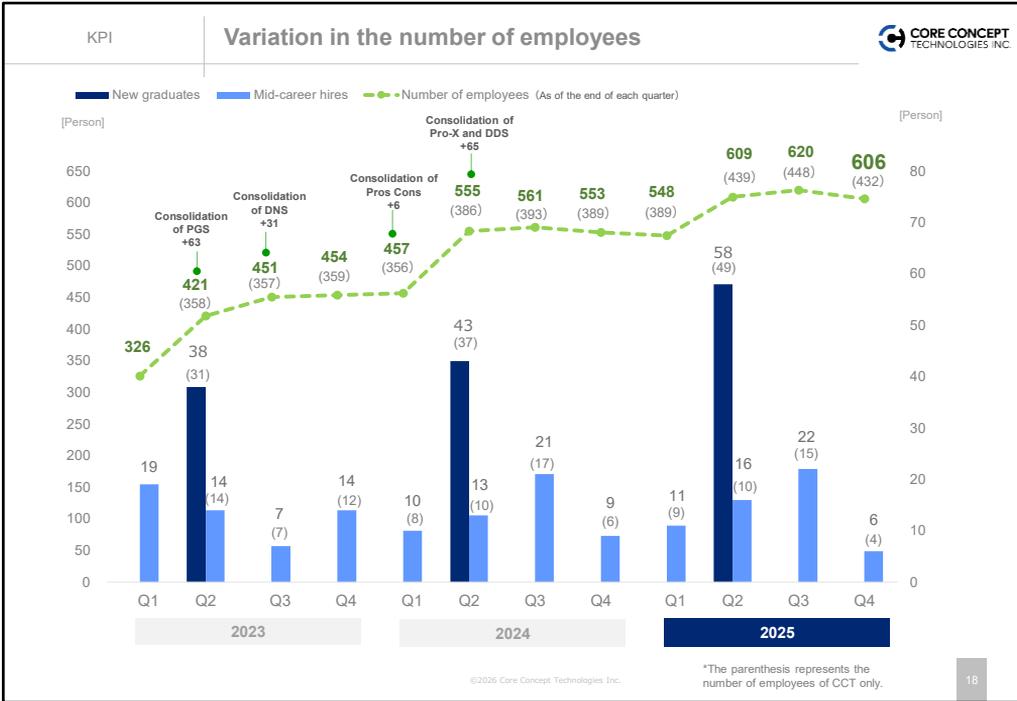
There are two primary reasons. The first is the rise in unit prices due to the increase of orders for large-scale projects. The second is that employees fresh out of college started engaging in actual tasks little by little, decreasing the outsourcing expense rate.



This shows the variation in the number of clients. In the third quarter of the fiscal year ended December 2024, we acquired two subsidiaries.

After they were included in the scope of consolidation, it seems that year-on-year growth rate declined slightly, but all segments show a relatively steady growth.

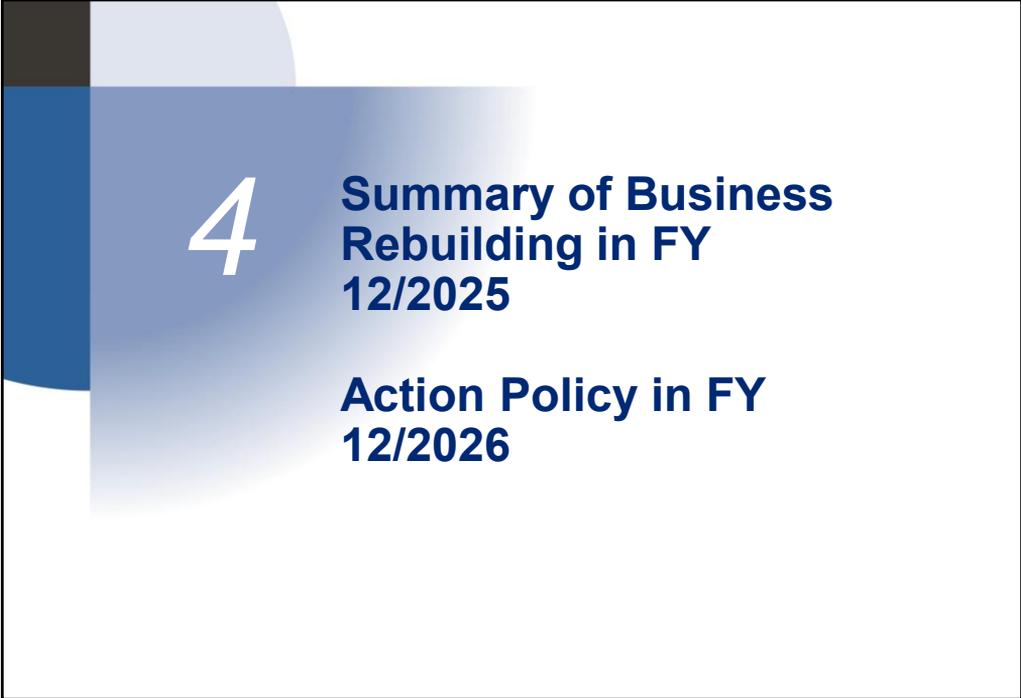
In particular, we stably receive orders from large-scale clients. We think that we can further increase the segment of net sales of 100 million to 500 million yen and the segment of over 500 million yen.



This shows the variation in the number of employees. The graph in this slide shows the variation in the number of employees of our corporate group, and the parenthesis represents the number of employees of Core Concept Technologies only.

Last year, 58 new graduates joined our corporate group, so the total number of employees exceeded 600. Namely, a huge family supports the business activities of our corporate group.

The explanation about KPIs is over.



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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	<ul style="list-style-type: none"> <li>✓ <b>Marketing activities increased</b> by clarification of roles through organizational rebuilding (new customers and products, or existing customers).</li> <li>⇒ Strengthened efforts to find new clients</li> <li>⇒ Strengthened cross-selling to existing customers</li> </ul>	<b>Marketing activities (new clients in manufacturing industry)</b>				
		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	<ul style="list-style-type: none"> <li>✓ <b>Marketing activities increased</b> by separating the tasks of finding human resources and providing follow-up for business partners from marketing staff.</li> <li>⇒ Augmentation of orders received</li> <li>⇒ Improved turnover rate</li> </ul>	<b>Financial figures</b>				
		Backlog of orders	1,980	1,648	2,046	2,110
		Net sales	4,289	4,790	4,788	5,263
		<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	<ul style="list-style-type: none"> <li>✓ <b>Marketing activities increased</b> by separating the tasks of finding human resources and providing follow-up for business partners from marketing staff.</li> <li>⇒ Augmentation of orders received</li> <li>⇒ Improved turnover rate</li> </ul>	<b>Financial figures</b>				
		Backlog of orders	1,663	1,895	1,822	1,904
		Net sales	4,874	5,211	5,379	5,446
		<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>				

Next, let me explain the measures against sluggish growth we have engaged since the fiscal year 2025, and our policy in the fiscal year 2026.

This slide summarizes the measures in the fiscal year 2025 against sluggish growth. I think that we have increased our marketing activities as planned.

The marketing for support for DX we focused on led to the increase of orders and order backlog from the second half of the fiscal year 2025, although its progress was slightly slower than our initial plan. In the fourth quarter, we entered a significant sales growth trend.

In the fiscal year 2026, we plan to promote our marketing activities further. While considering the growth of sales and profit in support for DX as a growth driver, we will continue our marketing activities with the aim of overcoming sluggish growth.

- 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"> <li>◆ 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.</li> <li>◆ 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</li> <li>◆ Set up the Marketing Headquarters that supervises and manages cross-selling in order to enhance marketing capabilities across our organization</li> </ul>	<ul style="list-style-type: none"> <li>◆ Raise the M&amp;A amount. (Previously) Less than 500 million yen (Target) More than 1 billion yen</li> <li>◆ 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)</li> </ul>
Support for staffing of IT personnel	<ul style="list-style-type: none"> <li>◆ Thorough management of KPIs -No. of business negotiations, prospective clients, proposals given, orders received, and turnover</li> </ul>	<ul style="list-style-type: none"> <li>◆ No change to the EV/EBITDA levels (Rule) Within 5 (Exception) Up to around 10</li> </ul>

This slide summarizes our action policies and M&A in the fiscal year 2026 considering the recent situation.

The left section of this slide shows organic growth. In particular, we plan to boost support for DX further as a growth driver in terms of revenues. Our concrete policies are the following three items.

The first policy is to enhance our marketing for receiving large-scale orders in the field of manufacturing DX, where our company has the most significant advantage. In detail, we will concentrate on ERP, MES, and PLM, where we are expected to receive relatively large-scale orders, and plan to receive orders for large-scale projects systematically.

The second policy is to efficiently expand construction DX and logistics DX, where we have the significant advantage second to manufacturing DX, by applying our know-how and solutions developed for the existing clients to other companies. In these fields, we are fostering robust trusting relationships with large-scale clients.

The third policy is to establish the Marketing Headquarters for

supervising and managing the cross-selling to over 500 existing client companies in a planned manner and improve the efficiency of marketing targeted at existing clients.

Next, support for staffing of IT personnel is very systematic. Accordingly, we'll make efforts to grow this business by appropriately controlling the number of business negotiations, the number of prospective clients, proposals given, decisions made, and turnover by using statistical information.

The right section of this slide shows our M&A policy. Since our corporate group has grown to some degree, we will raise the standard acquisition price per project. At the same time, we plan to invest in M&A if there is a chance while avoiding the purchase at a high price and expecting return on investment, with the aim of achieving growth.

Upholding the above policy, I'll explain the earnings forecast for the fiscal year 2026 on the following slides.



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## **Earnings Forecast**

Earnings Forecast		FY 12/2026 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%		
Adjustment →						
Loss related to trust-type stock options	—	354	+354	—	*Refer to slide 26.	
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%		

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. ©2026 Core Concept Technologies Inc.

This is the earnings forecast for the fiscal year 2026. We aim to achieve consolidated net sales of over 23 billion yen. Gross profit, operating profit, etc. are as shown in this slide.

As supplementary information, we plan to post a temporary extraordinary loss. The taxation system for trust-type stock options has been revised recently. Accordingly, our company plans to post a temporary extraordinary loss in the fiscal year 2026 only as a measure for employees who will receive trust-type stock options.

This is quite technical, so I will give a supplementary explanation later on Slide 26.

In the fiscal year 2026, it is forecast that adjusted earnings will be 1,684 million yen. Adjusted earnings per share is as shown in this slide.

### 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%

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For the details of the earnings forecasts for the first half and the second half, please see the table in this slide. We are expected to earn about 11 billion yen in the first half and 11.9 billion yen in the second half, for 23 billion yen for the full year.

The forecast for the first half is somewhat conservative. The forecast for the second half was made, while assuming that we will receive an order for a large-scale ERP project.

Earnings Forecast | **Gross profit and operating profit** 

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**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.

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This slide summarizes supplementary comments about gross profit and operating profit. As a whole, we plan to proceed while improving these figures stably.

Regarding operating profit, our company recruited a significant number of new graduates this year, and this was reflected in the figure.

In addition, we will integrate the Osaka Office. Our company and two group companies are conducting business in Osaka. Therefore, in the fiscal year 2026, we are planning to relocate the offices of the three companies to a building in the vicinity of Osaka Station in order to improve the efficiency of marketing and cooperation. This measure will increase selling, general and administrative expenses to some extent, but we took it into consideration when making a forecast.

The new M&A was not considered in the current plan, However, if there is a chance, we will think of M&A in a positive manner.

### 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)

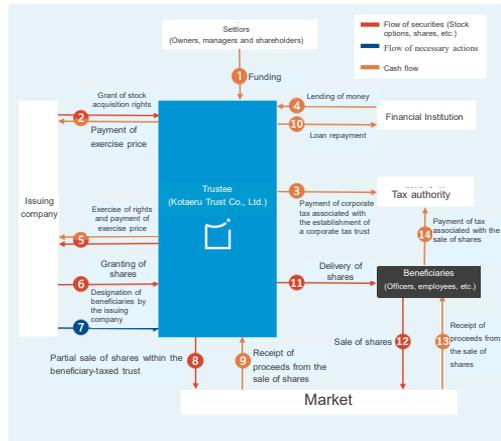
•The third series of stock acquisition rights adopts a scheme under which stock options are delivered to beneficiaries (hereinafter, the "Stock Option Delivery Scheme"). However, with respect to a portion thereof, we will adopt a scheme whereby stock options are exercised within the trust and, following 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.

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



Source: Kotaeu Trust Co., Ltd.

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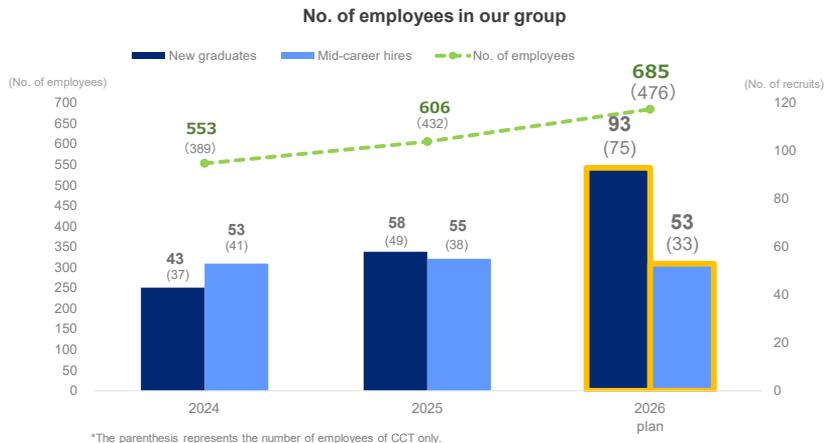
I'll give a supplementary explanation on the previously mentioned loss related to trust-type stock options.

This is a little special and technical content, but this is an extraordinary loss without any assumed impact on net assets for the full year.

Its outline and scheme are very complex, so please check the slide. For details, please see the timely disclosure dated February 13.

### 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.



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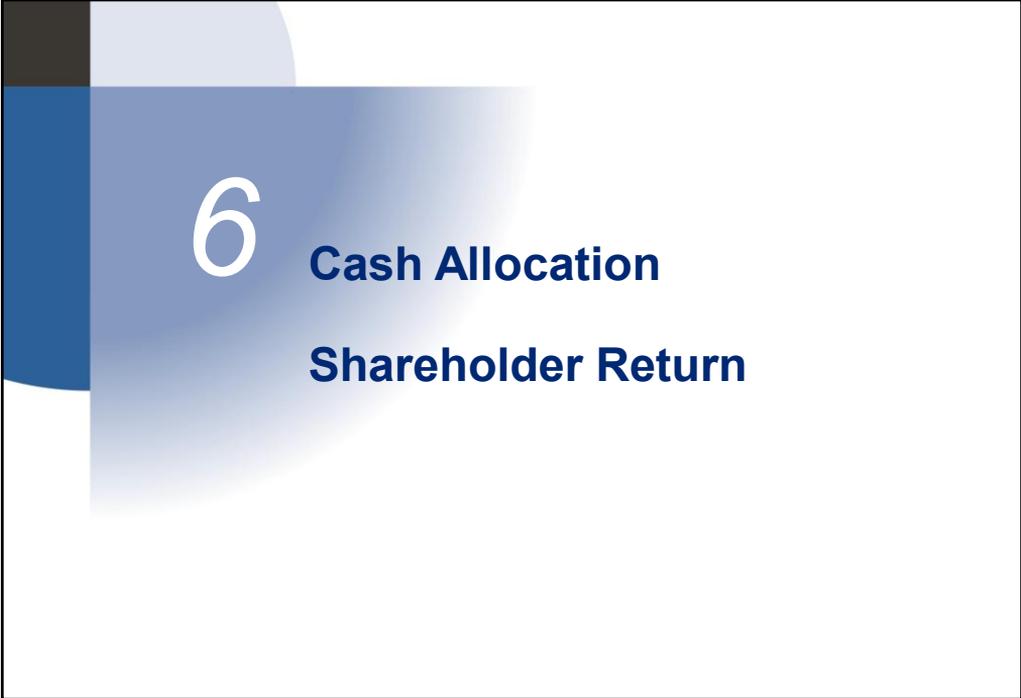
27

This shows the forecast number of employees in the fiscal year 2026. The rightmost section of this slide shows the forecast for the fiscal year 2026. Our corporate group plans to employ 93 new graduates while our company plans to employ 75 new graduates. Accordingly, the number of employees is expected to be around 685.

As our recruitment policy, we concentrate on recruiting new graduates who have a great potential, because the recruitment of new graduates drives the growth of mainly support for DX of our company.

As for the recruitment of mid-career workers, we plan to recruit mainly those who can appropriately supervise new graduates and those who can engage in actual tasks immediately to take an important role in marketing or delivery, so that we can curb the number of mid-career workers and ensure quality.

The explanation on the earnings forecast for the fiscal year 2026 is over.



# 6

## Cash Allocation

## Shareholder Return

Cash Allocation Shareholder Return		Cash allocation					
<ul style="list-style-type: none"> <li>• We prioritize growth investment (M&amp;A).</li> <li>• As we have borrowing capacity, we curb cash reserves and allocate them to shareholder return (dividends and repurchase of treasury shares).</li> </ul>							
		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%			
<small>* ** in growth investment means capital and business alliance and that in the other section acquisition as a wholly-owned subsidiary.</small>							
<small>©2025 Core Concept Technologies Inc.</small>							
							29

I'll explain cash allocation and shareholder return.

While we basically prioritize growth investment, we are becoming able to secure retained earnings stably. In parallel, we plan to proceed with well-balanced cash allocation for realizing satisfactory shareholder return.

Regarding dividends, we will continue progressive dividend payment and concentrate on the payment of dividends to shareholders while improving profits.

- 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%

In the fiscal year 2025, we plan to pay a dividend of 19 yen per share, as disclosed. The right side of the table shows the dividend plan based on the earnings forecast for the fiscal year 2026, and we plan to pay a dividend of 21 yen per share.

Payout ratio and dividend on equity ratio are as shown in this slide.

- 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		

From November 14, 2025 to February 2, 2026, we repurchased treasury shares. This slide summarizes our actions, including the results.

We plan to use treasury shares for M&A, share incentives, etc., but if the ratio to the total number of outstanding shares is too large, we will think of retiring them as necessary and utilize treasury shares for growth.

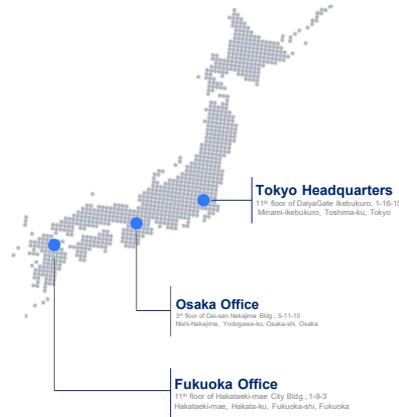
My explanation on the fiscal year 2025 is over. We have revised appendices from Slide 32 and made them more concise to easily gain an understand of our business, so let me give you supplementary information only.



7

**Appendix**

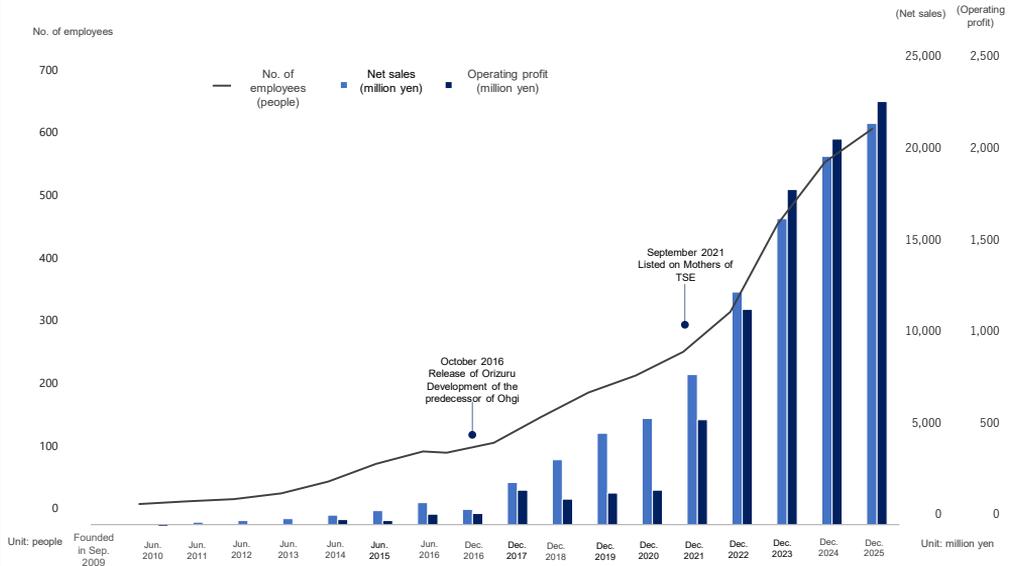
Corporate name	Core Concept Technologies Inc. (CCT)
Business description	To support client companies in DX and staffing of IT personnel
Location	11 <sup>th</sup> floor of DaiyaGate Ikebukuro, 1-16-15 Minami-ikebukuro, Toshima-ku, Tokyo
Representative	Takeshi Kaneko, Representative Director, President, 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)

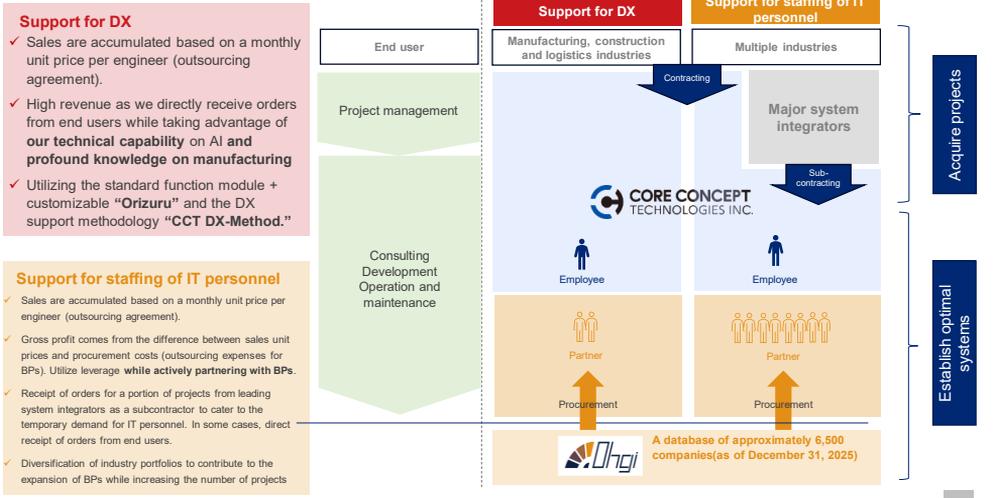
<b>P. G. System Co., Ltd.</b>	18-10 Matsushima-cho, Ube-shi, Yamaguchi	<b>Pro-X Co., Ltd.</b>	2-1-31 Ebie, Fukuoka-shi, Osaka-shi, Osaka
<b>Denso Co., Ltd.</b>	15-1 Omiya-cho, Saiwai-ku, Kawasaki-shi, Kanagawa	<b>Digital Design Services Co., Ltd.</b>	2-5-2 Nishitenma, Kita-ku, Osaka-shi, Osaka
<b>Pros Cons, Inc.</b>	1-26-15 Tomioka, Koto-ku, Tokyo		

### 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 (1<sup>st</sup>-tier contractor) focusing on specific industries and support for staffing of IT personnel (2<sup>nd</sup>-tier contractor) covering a wide range of industries. In addition, we increase top line by leveraging “Ohgi.”



Appendix	Major clients			CORE CONCEPT TECHNOLOGIES INC.
<ul style="list-style-type: none"> <li>• Support for DX has supported clients mainly in the manufacturing, construction and logistics fields.</li> <li>• Support for staffing of IT personnel has assisted a wide range of industries through leading system integrators.</li> </ul>				
Support for DX	AGC	TORAY 東レエンジニアリング株式会社	HIROSE	
	MISUMI	100年をつくる会社 in 鹿島	TAKENAKA	
	前田建設	センコー	Digital Garage	
Support for staffing of IT personnel	CTC	INTEC TIS INTEC Group	SCSK	
	NS Solutions	NRI 野村総合研究所 Nomura Research Institute	WingArc 1ST The Data Empowerment Company	
	Simplex Inc.	電通総研	弥生	

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In support for DX, we have focused on the manufacturing industry. In the construction field, too, we are now able to make direct transactions with leading general contractors, including Takenaka Corporation, Kajima Corporation, and Maeda Corporation. Based on this track record, we plan to expand our business in the construction field as well as in the manufacturing field.

For logistics DX, we support Senko in realizing DX. In the logistics field, the demand for efficiency improvement is very strong, so we plan to utilize our experience in logistics DX, too.

Regarding support for staffing of IT personnel, the software industry is experiencing a paradigm shift triggered by AI, and is in the transitional phase with uncertain outlook.

Accordingly, every company demands excellent personnel very strongly. We hope that personnel who can immediately work on actual tasks will be used by other companies in the same industry so that the entire industry, including our company, will thrive.

The following slides summarize the information on our solutions. Please see them. Let me conclude my explanation on the financial results.

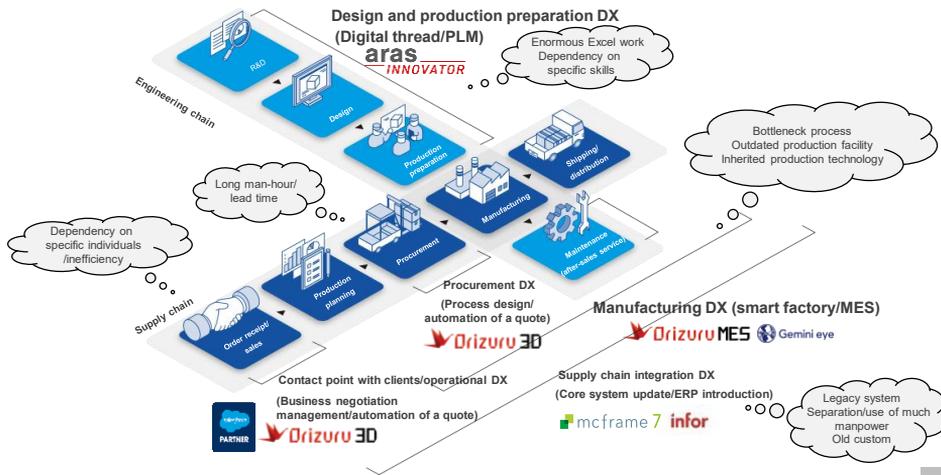
- We use our original product “Orizuru” to respond to specific industries which require practical knowledge and individual customization.
- We integrate standard cloud products for common fields (Fit to Standard), and enrich our products in a stepwise manner.

	System configuration	Solutions we offer	Policy
Marketing Management system	<p><b>MA</b></p> <p>Acquisition of prospective customers</p> <p><b>CRM/SFA</b></p> <p>Customer management    Marketing management</p>	<p><b>CCT</b></p> <p><b>Partners</b></p>	<ul style="list-style-type: none"> <li>• We have accumulated track records of Salesforce since 2014 as its business partner, and become a Salesforce Navigator Expert in Manufacturing in 2021.</li> <li>• We acquired the Grade Gold certification of WARP partner at WingArc1st Inc. in April 2025.</li> <li>• We select the most suitable solution according to customer needs.</li> </ul>
Data analysis Ledgers	<p><b>BI/AI/ledgers</b></p> <p>Data visualization    Forecast    Ledgers</p>		
Mission-critical system (management)	<p><b>ERP</b></p> <p>Accounting    Inventory management    Project management</p> <p>Sales management    Production management    Budget management</p>		<ul style="list-style-type: none"> <li>• We entered into a partner agreement with SAP in 2024.</li> <li>• We focus on mcf frame/Infor of ERP for the manufacturing industry.</li> </ul>
Specific industry middleware system (planning/execution)	<p><b>1</b> Order receipt → Design → Procurement → <b>2</b> <b>MES</b> → Manufacturing → <b>WMS</b> → Logistics</p> <p>CAD    PLM</p>	<p><b>1</b> <b>Orizuru 3D</b></p> <p><b>2</b> <b>Orizuru MES</b></p>	<ul style="list-style-type: none"> <li>• Core solutions of business operations which demand practical knowledge are integrated into Orizuru.</li> <li>• We were accredited as a “Certified” partner of Aras Innovator in 2025.</li> <li>• Our subsidiary DDS can handle Teamcenter.</li> </ul>
On-site system (control)	<p>PLC    DCS</p>		<ul style="list-style-type: none"> <li>• Linkage with Orizuru</li> </ul>

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

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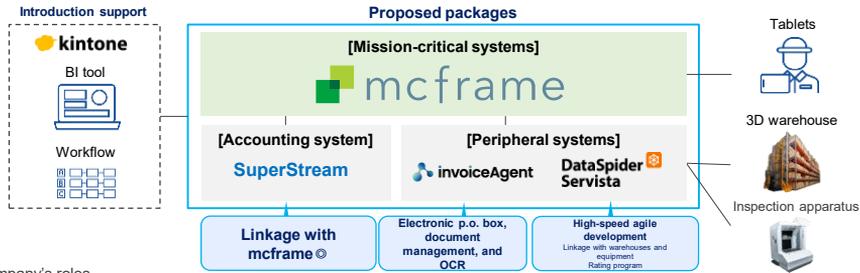
- We achieve DX speedily at low cost to eliminate the business and operational issues of mid- to large-scale customers in the manufacturing industry.



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 mcfame 7 as a Fit to Standard model together with high-speed agile development based on our CCT-DX Method.



Our company's roles

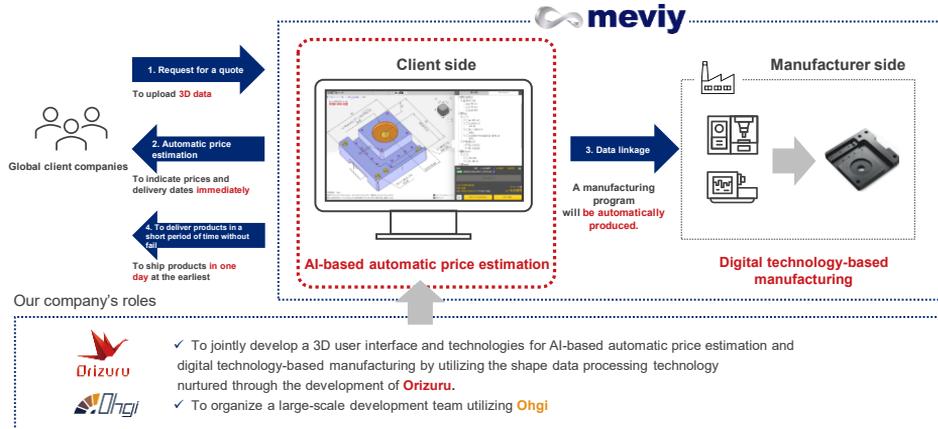


- ✓ We supported optimization of the overall systems by utilizing our DX achievements in the manufacturing industry including MES as well as our knowledge on mcfame.
- ✓ We introduced the system as the best practice in the industry while taking advantage of the functions of the package. Meanwhile, we 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.



\*MISUMI Group Inc. received the Prime Minister Award at the 9<sup>th</sup> Japanese Manufacturing Awards for meviy.

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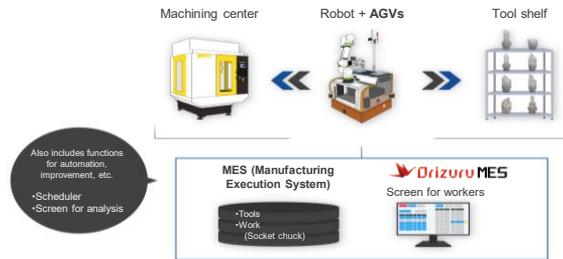
## Support for construction of a smart factory

■ **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

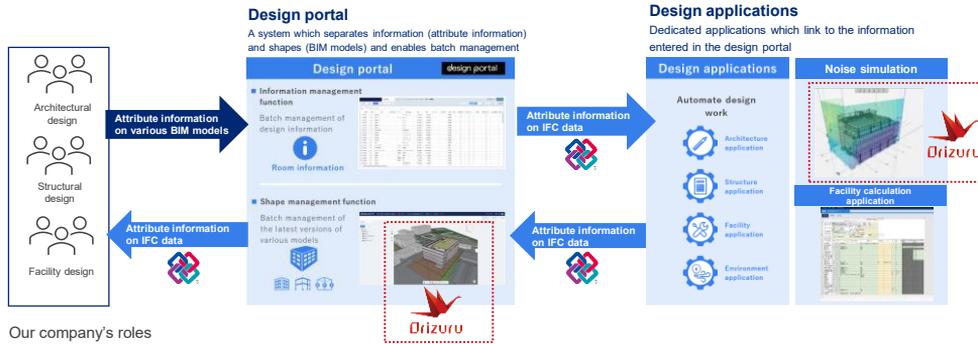


- ✓ Took responsibility for all processes ranging from identification of on-site issues, concept formation, proposal of solutions, and support for installation.
- ✓ Supported the designing of automation by linking **Orizuru MES**, AGVs and FA equipment.
- ✓ Provided a consultative support to proceed 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**.

## **Q&A: Regarding the estimated impact of unprofitable projects on the results in the fiscal year 2026**

**Kazuaki Nakajima (hereinafter “Nakajima”).** The question is “The unprofitable projects in support for DX ended in the fiscal year 2025, so they will not produce any effects on the performance in the fiscal year 2026. Is this correct?”

**Kaneko:** Some effects are lingering in the fiscal year 2026, but the forecast we have disclosed include these effects. As of now, the effects are expected to subside in the first half of the fiscal year 2026, so we think that the impact is not significant.

## **Q&A: Regarding the progress of ERP projects and forecast revenues in manufacturing DX**

**Nakajima:** The question is “Your company received orders for large-scale ERP projects, and is expected to post its sales in the second half of the fiscal year 2026. Could you give a little more detailed explanation on the project and profitability-related risks?”

**Kaneko:** In detail, that is an ERP project based on “mcframe” for manufacturing DX. Since the autumn of last year, we have received several orders, and already started the projects.

In the first phase, we design ideal operations for the client and specify system requirements, so the ratio of its sales to total sales is not so high at the beginning. After system requirements are determined, we will proceed to the design and setting development of ERP, so the costs for this project will augment as the second half draws closer.

If this project progresses as planned, it will become quite large in the second half, so it is expected to contribute to the growth of sales and profit in support for DX.

On the other hand, it is necessary to thoroughly control quality, because this project is huge. If management does not work, there may emerge profitability-related risks.

Accordingly, we manage QCD thoroughly on a weekly basis, so that we will not incur a loss in the fiscal year 2026. If we succeed in the projects, the results in the second half will exceed the forecast.

## **Q&A: Effects of automatic coding based on AI and the status of utilization of this technology**

**Nakajima:** The question is “Please let us know how AI-based automatic coding and agent AI influence your business domain. Is it possible to apply automatic coding to ERP and MES? In addition, please tell us your initiatives for utilizing AI, its merits and demerits, etc.”

**Kaneko:** I think that this is a hot topic that would lead to the growth and decline of our industry. Our company utilizes AI-based coding and tests in actual projects we have undertaken, and proceeds with the projects diligently. We have already started operating it.

Up until now, engineers have verified mainly its feasibility, that is, how much it can be utilized. This year, we have already entered the phase of applying AI-based automatic coding and tests to two actual large-scale projects.

As actual effects, 30-40% of tasks can be automated, reducing manual labor, which represents our current competitiveness. This is still the initial phase, but I consider that it is very effective.

However, I think it is difficult to apply it to all projects. In particular, AI does not always generate appropriate actions in a fully customized project with unique features.

For our MES and the ERP, including “mcframe,” we have adopted product-based approaches. I believe that by utilizing AI appropriately for things that have some patterns, it may be able to reduce manual labor by about 50%. This is our current outlook.

I expect that such initiatives will progress throughout the industry. With the aim of achieving better results, our company hopes to take the initiative, boost productivity more swiftly, and then improve our business performance, especially profits.

On the other hand, one of demerits is the so-called hallucination. In some cases, AI does not generate appropriate actions, and if it is overlooked during inspection, an unexpected defect may emerge, and remain unnoticed until customer’s inspection.

Accordingly, we need to be careful during inspection for the foreseeable future. I think this is a risk and demerit.

### **Q&A: Regarding changes in the growth scenario of “Ohgi” in the AI era**

**Nakajima:** The question is “The conventional growth scenario of ‘Ohgi’ is based on the assumption that if you secure engineers, their skills will increase your earning capacity, but I think that you need to modify the scenario as AI has advanced. How do you envision your medium/long-term growth scenario?”

**Kaneko:** I think that this change carries a small risk with respect to quantity, as you mentioned.

On the other hand, “Ohgi,” which has been offered by our company, is characterized by the combination of all kinds of skill sets as a technical portfolio in an external network. I think this industry can be roughly classified into a domain that utilizes AI for growth and a domain that relies on skills, which may shrink.

For example, simple tasks, coding, and tests are projected to be automated based on AI, and the demand for engineers in these fields is forecast to diminish.

Regarding the execution of a large-scale project that requires specialized knowledge in the fields of manufacturing and construction, where our

company has advantages, I think that upstream tasks of designing with AI will remain for the foreseeable future.

For the “Ohgi” network, we have developed a network with around 150,000 people and several thousand companies by creating networks of affiliates that can offer all kinds of skill sets.

I believe that the domain of skills which we outsource to affiliates will change through the AI-driven transformation. Namely, I expect that our company will be able to control outsourcing expenses by utilizing more affiliates in the fields where demand will grow and reducing orders in the shrinking field while managing the entire portfolio.

Therefore, I think that our adaptability to the change has not degraded at all.

Rather, I think that by pursuing how to enhance our marketing strategy further in order to survive competition, we will be able to make the “Ohgi” network contribute to the growth of our company. We aim to expand it further as an important model.

**Nakajima:** Let me give a supplementary explanation on this. In the presentation, we reported that “we have changed our M&A policy.” This change was made as we also took such trends into consideration. Previously, we discussed M&A targeting mainly local IT enterprises. We still discuss it, but have shifted our focus to more unique companies that have advantages in the upstream process and companies that are versed in on-site work in the manufacturing industry. This is because we have the intention to acquire companies that possess technologies and knowledge as subsidiaries through M&A rather than securing staff for menial labor.

## **Q&A: Regarding the division of roles in the system with 2 representative directors**

**Nakajima:** The question is “You plan to adopt the system with 2 representative directors on March 30. Please let us know the concrete division of roles.”

**Kaneko:** In order to diffuse our corporate culture in which we operate business while checking and consulting with one another as a measure for tightening the governance of our corporate group from the offensive and defensive aspects, we have concluded that the best approach is to appoint Nakajima as a representative director. By this, we can grow our company.

Our roles are divided into offensive and defensive ones, and we will operate business from the perspective of “aggressiveness and defense.” The characteristics and future strategies of a company depend significantly on the targets of M&A and recruitment.

Regarding costs, we control costs from the viewpoint of growing our company, and hope to divide roles based on our growth strategy while fortifying our defense.

In this light, I would like to manage our offensive aspect, especially our business. On the other hand, Nakajima takes the role of steadily growing our corporate group, including our company, while focusing on the governance, recruitment, and M&A in the entire corporate group.

Through such division of roles, the two of us hope to make the utmost effort to grow our company. We would appreciate your support.

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