



# Financial Results Presentation for the Second Quarter of the Fiscal Year Ending June 2026

Arent Inc. (Tokyo Stock Exchange Growth Market: 5254)  
February 12, 2026



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# 1 Performance Highlights

Financial Results for the Second Quarter of the Fiscal Year Ending June 2026

1 Performance Highlights

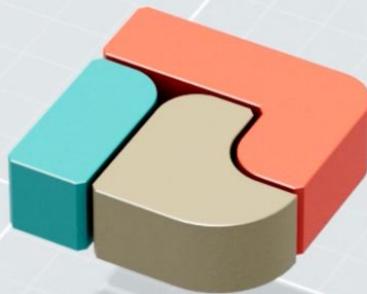
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## Notice of Acquisition of All Shares of Kensetsu.WEB, Inc. by Arent Inc. (Making It a Wholly Owned Subsidiary)



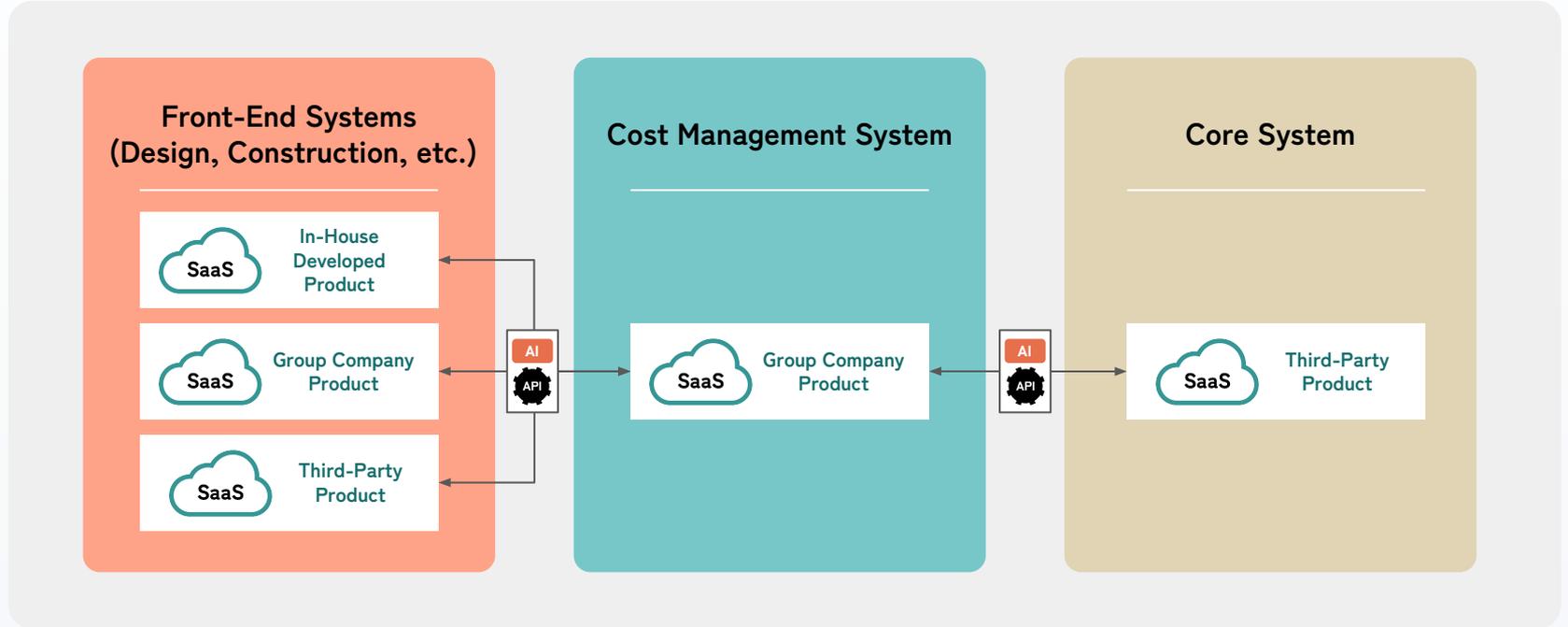
**Notice Regarding the Acquisition of All Shares of Asakura Soft Co.,  
Ltd. (Making It a Wholly Owned Subsidiary) by Arent Inc.**



## Notice Regarding the Acquisition of All Shares of Let's Co., Ltd. by Arent Inc. (Making It a Wholly Owned Subsidiary)



## Cost Management That Connects Front-End and Core Operations Through Data

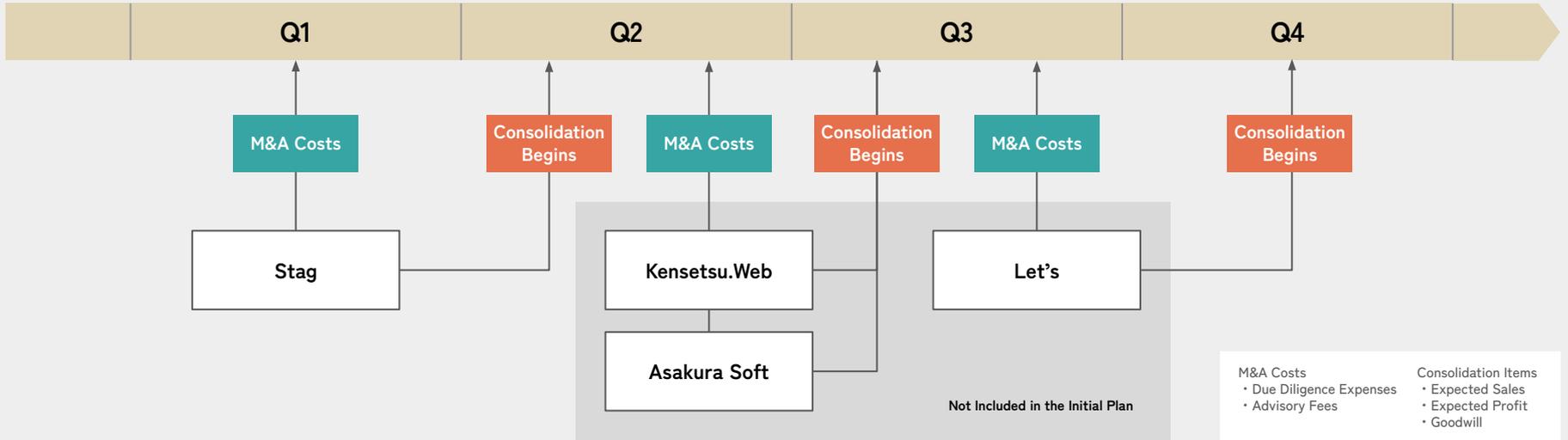


## Planned Speedy Investments to Maximize Business Value in the Coming Years



Achieving these three effects simultaneously involves strategically promoting fast-paced M&A.

M&A costs for each company are recorded in the quarter when the acquisition is completed, and sales and profits are reflected sequentially according to the timing of acquisition.



## Summary of Consolidated Financial Results (Year-on-Year Comparison)

- Net sales were largely in line with forecasts. Orders for contracts expected to be secured in the second half are also progressing steadily. In preparation for an increase in projects in the second half, we have made upfront investments in hiring and personnel expenses.
- Following the merger with PlantStream in October 2025, we recorded approximately 1.0 billion yen in deferred tax assets. The initial earnings forecast reflected this conservatively, resulting in net income exceeding the original projection.
- Ordinary profit included 241 million yen in M&A-related expenses and 82 million yen in goodwill amortization. In the same period of the previous year, there was a one-time temporary increase of 70 million yen.
- Kozosoft and Stag generated profits exceeding goodwill amortization and contributed to consolidated earnings. For Kensetsu.Web and Asakura Soft, only M&A-related expenses are reflected.

PlantStream has been reclassified from an equity-method affiliate to a consolidated subsidiary. As a result, its performance will now be reflected not only in ordinary income, but also in net sales and operating income, providing greater transparency and a clearer outlook for future financial results.

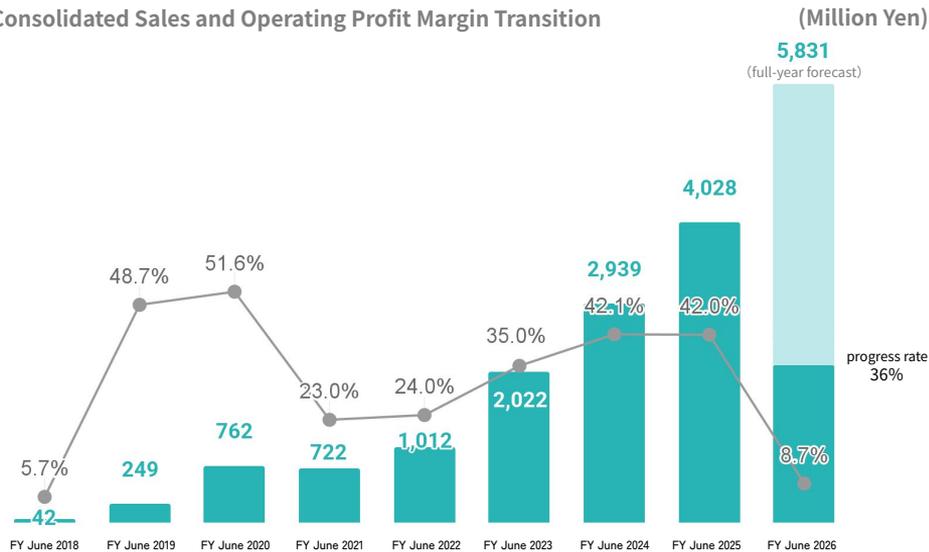
[Consolidated PL] Unit: Million Yen	Actual Results for Q2 of FY2025 June	Actual Results for Q2 of FY2026 June	Change Amount	Change Rate
Net Sales	1,654	2,109	+455	27.6%
Operating Profit (Excluding Goodwill)	738	266	△472	△63.9%
Operating Profit	738	183	△554	△75.1%
Operating Profit Margin	44.7%	8.7%	△35.9pt	—
Ordinary Profit (Excluding Goodwill)	601	280	△320	△53.4%
Ordinary Profit	601	197	△403	△67.1%
Ordinary Profit Margin	36.4%	9.4%	△27.0pt	—
Net Profit Attributable to Parent Company Shareholders	395	1,093	+697	176.2%
Net Profit Margin	23.9%	51.8%	+27.9pt	—
Net Income per Share (Yen)	63.81	166.09	102.28	160.3%

Earnings Forecast for FY2026 June (Initial Full-Year Forecast)	Earnings Forecast for FY2026 June (Revised Full-Year Forecast)	Progress Rate (Against Revised Forecast)
5,051	5,831	36.2%
1,740	1,353	19.7%
1,551	1,032	17.8%
30.7%	17.7%	—
1,758	1,343	20.9%
1,569	1,022	19.4%
31.1%	17.5%	—
1,518	1,573	69.5%
30.1%	27.0%	—
229.03	※233.84	71.0%

## Performance Trends

- Starting this fiscal year, the Company adopted a two-segment structure consisting of the DX Business and the Product Business, aiming for sustainable growth by leveraging the strengths of each segment.
- PlantStream was established as an equity-method affiliate in FY2021 June, and performance trends changed due to the elimination of unrealized profits from intra-group transactions.
- In March 2025, the company was converted into a wholly owned subsidiary, resulting in its performance being reflected in operating profit rather than non-operating income, which led to another change in performance trends.
- Although the consolidated operating profit margin declined due to temporary impacts related to M&A, the DX Business maintained a high profit margin of 33.8% while achieving revenue growth.

### Consolidated Sales and Operating Profit Margin Transition



### FY2026 June Q1 Results

#### Net Sales

2.1 billion JPY

#### Operating Profit

180 million JPY

#### Sales Growth

5.6 times

#### Operating Profit Margin

8.7%

Comparison of Consolidated Results: FY2021-FY2025

Note: Operating Profit Margin (DX Business):

**33.8%** (Maintained High Profitability)

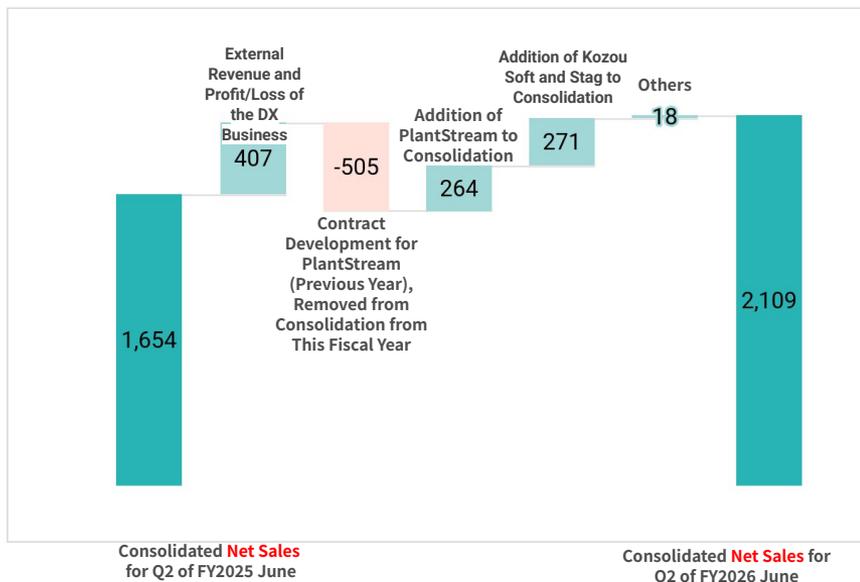
The consolidated operating profit margin was affected by expenses related to share acquisition through M&A transactions and by the change in PlantStream Inc.'s status from an equity-method affiliate to a consolidated subsidiary.

## Factors Behind Changes in Net Sales and Ordinary Profit for the Current Period(Consolidated, Year-on-Year Comparison)

- Despite higher sales, profit decreased due to one-time factors such as goodwill amortization, M&A-related expenses, and the absence of temporary gains related to subsidiary establishment recorded in the previous fiscal year.
- Personnel expansion to support growth strategies and increased cost of sales and labor expenses resulting from new consolidations. Advance investments related to M&A were also implemented.

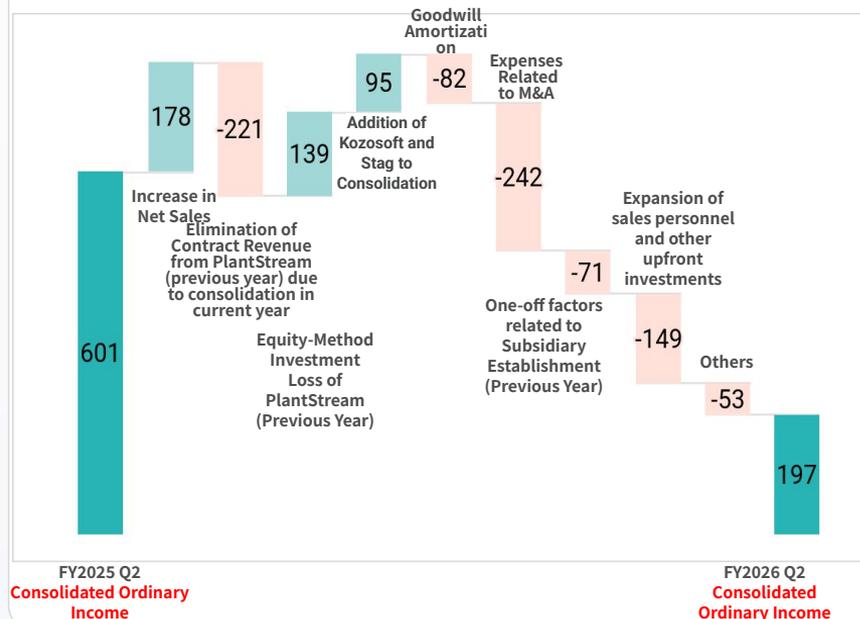
### Net Sales

Million Yen / YoY Increase or Decrease



### Ordinary Profit

(Million Yen / YoY Increase or Decrease)

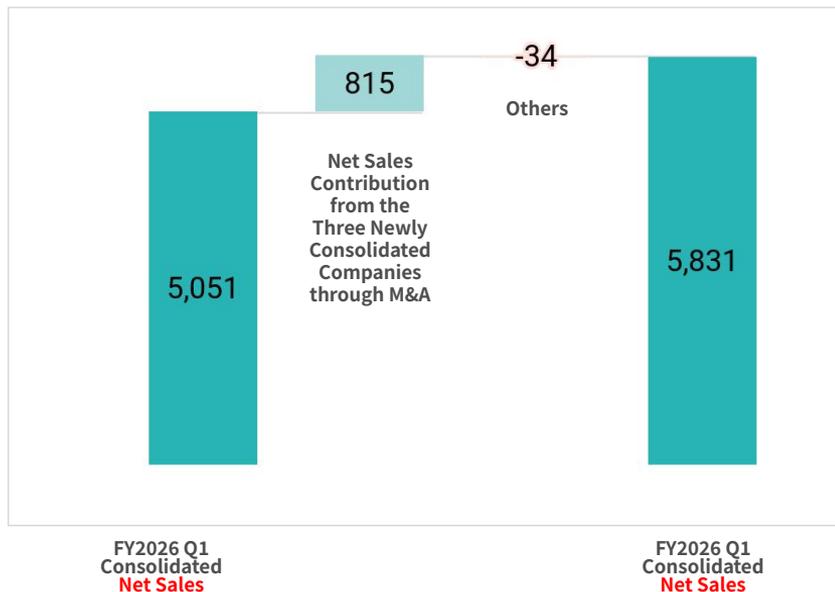


## Factors Behind Changes in Net Sales and Ordinary Profit for the Current Period(Consolidated, vs. Initial Forecast)

Ordinary profit was revised downwards due to the consolidation of the three companies acquired through M&A being reflected, immediate expenses related to M&A, organizational restructuring expenses, and upfront investments driven by expectations of increased orders. However, following the completion of the assessment of recoverability of tax effects from the PlantStream merger, net profit for the period was revised upwards.

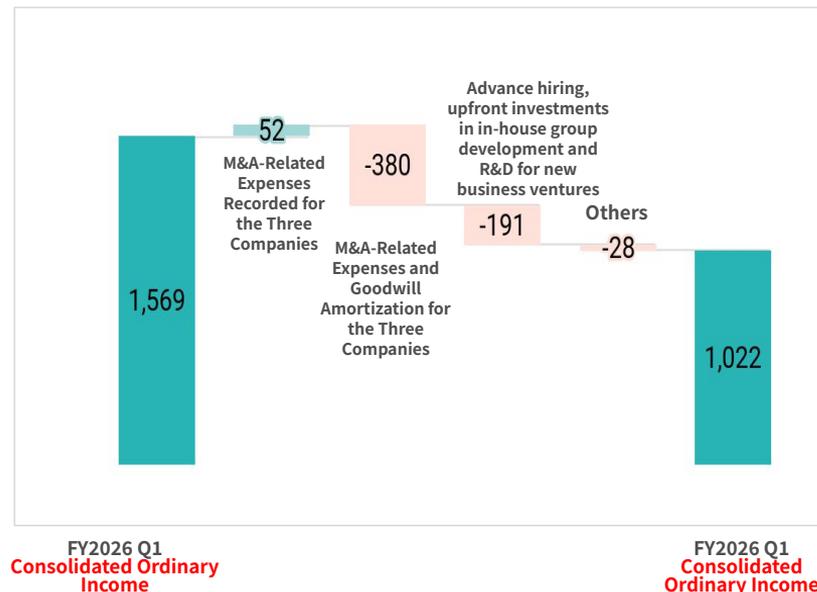
### Net Sales

(million yen / Change vs. Initial Forecast)



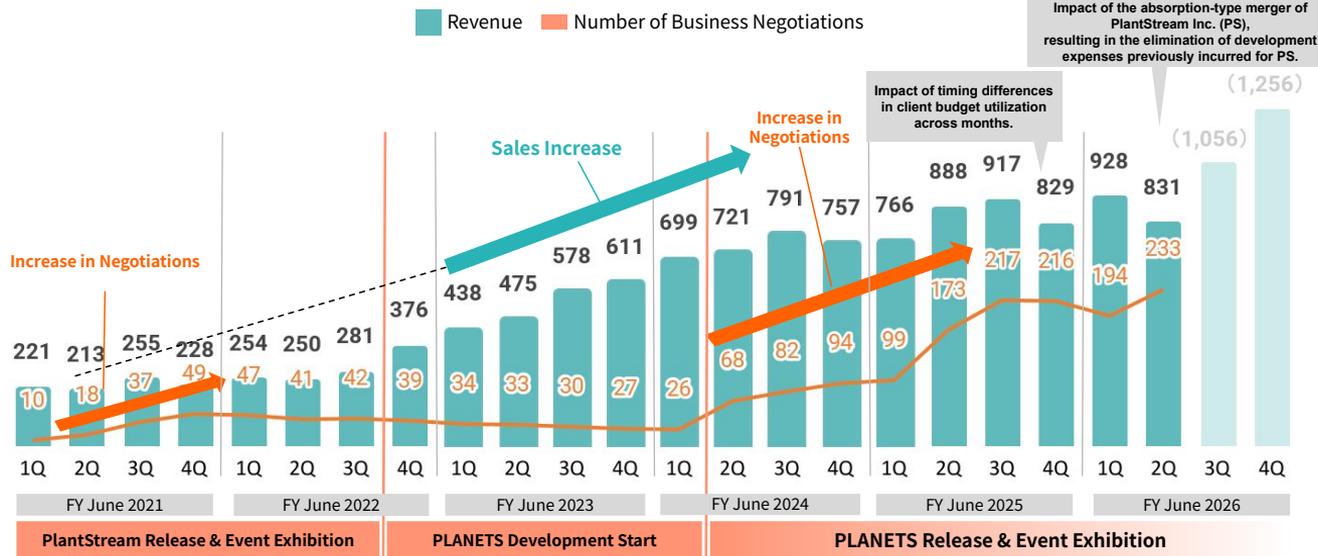
### Ordinary Profit

(million yen / Change vs. Initial Forecast)



## DX Business: Development Sales Trend

- In Q2, the progress of major projects proceeded as planned, resulting in a stable start to the fiscal year.
- The temporary decline in sales expected in Q2 is due to the elimination of intersegment transactions within the company following the merger with PlantStream Inc. This does not represent a slowdown in actual business performance. From the second half onward, sales are expected to increase as large-scale projects and newly acquired contracts move into the development phase.



\*For the purpose of this page, revenue from consulting with low monetary significance has been omitted.

### Key Numerical Summary

Net sales (cumulative)

1.76 billion yen vs. Plan 98% YoY 106%

Ordinary Income Margin (cumulative)

33.8%

Maintaining High Profitability

Duration of Ongoing Development

30.8 months

Joint development projects with major clients have expanded, leading to longer contract durations and larger project scales. Along with improved quality of business negotiations, the profit base of the DX business has become more stable, moving into a phase where sustainable medium to long-term growth is expected.

## Acquisition of Large-Scale Projects Increase in Unit Price per Contract

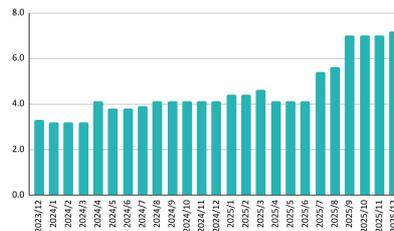
Received development projects of approximately 300–400 million yen each from two major clients. The average across the 10 most recent projects reached around 120 million yen per contract and 16 million yen per month.



## Longer Contract Duration

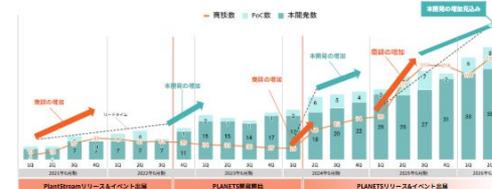
Transition from short-term renewal-type contracts to long-term, continuous development frameworks.

Contract Duration Trend  
(Average of the 10 Most Recent Projects)



## Selection and Streamlining of Business Negotiations

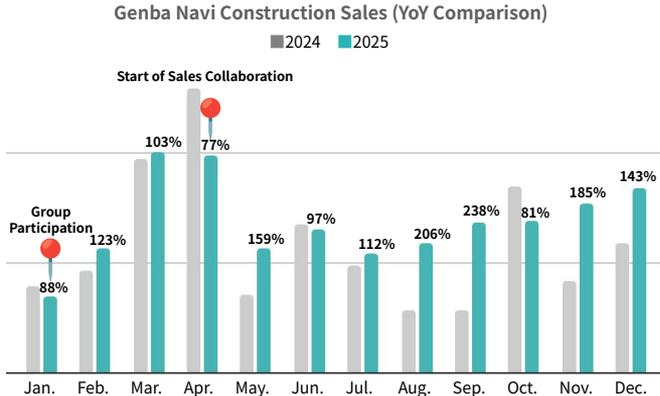
High-probability business negotiations have accumulated, forming a solid foundation for future sales growth. Improved precision in deal selection has led to a more efficient sales structure.



The product businesses of each group company have steadily expanded.  
By leveraging each company's strengths and optimizing sales structures and costs, profitability has improved.

## Steady Growth in Sales of Kozosoft

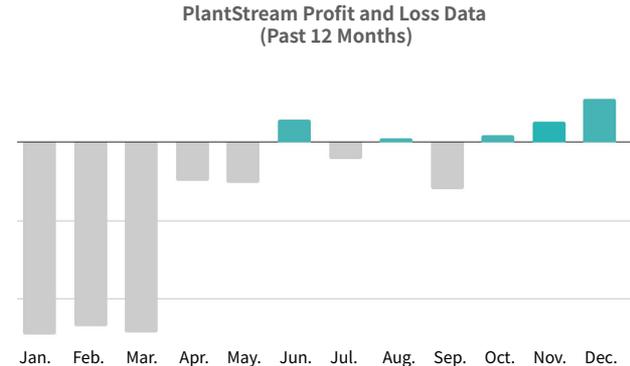
Improved Sales Efficiency through a “Keyence-Style” Consulting Sales Approach



\*Figures aggregated based on order acquisition pace.

## PlantStream's Profit Structure Improved, Achieving Profit Status for Multiple Months

Progressing into the Profitability Phase and Building a Stable Earnings Base



\*Depreciation expenses were reduced due to the change in the fiscal year-end in March 2025.

## Notice Regarding the Implementation of Share Repurchases (Acquisition of Treasury Shares)

In order to improve capital efficiency and enhance shareholder returns, and to execute flexible capital policies, we have decided to repurchase treasury shares up to 3.0% of total shares outstanding (202,000 shares), with an upper limit of 700 million yen. Repurchases began on January 6 and are progressing smoothly.

### Overview and Repurchase Status

	Repurchase Quota (Maximum)	Repurchase Status as of January 31, 2026 (Progress Update)
Total Number of Shares to Be Acquired	<b>202,000 shares</b> Ratio to Total Shares Outstanding (Excluding Treasury Shares): 3.0%	<b>59,700 shares</b>
Total Acquisition Cost of Shares	<b>700 million yen</b>	<b>200 million yen</b>
Progress Rate	-	<b>(Number of shares) 29.6%, (Acquisition amount) 29.0%</b>

※Type of shares to be acquired: Common stock

※Method of acquisition: Market purchases on the Tokyo Stock Exchange

※Acquisition period: January 6, 2026 – January 5, 2027

※Progress rates are indicated as percentages with respect to the maximum value of each acquisition quota

# 2 Company Overview

## About Arent

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## Company Overview & Executive Team Introduction

An executive team with extensive knowledge not only in management but also in the industry and technology

### Basic Information

Company Name	Arent Inc.
Established	July 2, 2012
Representatives	Hiroki Kamobayashi (President & CEO) Fumitaka Sakai (Executive Vice President)
Head Office	3F, KDX Hamamatsucho Building, 7- 2-7-19 Hamamatsucho, Minato-ku, Tokyo, Japan
Other Office Location	3F, KDX Hamamatsucho Building, 7-19, Shibaura 3-chome, Minato-ku, Tokyo, Japan Rm. 306, Taiju Seimei Hamamatsu Building, 145-1 Tokiwacho, Chuo Ward, Hamamatsu City, Shizuoka, Japan
Number of Employees	147 (Arent Inc. standalone, as of December 31, 2025)
Affiliated Companies	Seven subsidiaries: Arent Vietnam, Co., Ltd. 、 Arent AI Inc. 、 Arent Solutions Inc. 、 Arent Software S.A. 、 Kozosoft Co., Ltd. 、 Stag Inc. Asakura Soft Co., Ltd. (as of December 31, 2025)
Capital	874 million yen (as of December 31, 2025)
Business Description	DX Consulting, System Development, and System Sales focused on the Construction Industry

### Company History

In July 2012, CFlat Corporation (now Arent Inc.) was established with the aim of developing various software and smartphone applications. Subsequently, on the occasion of starting business with Chiyoda Corporation, the company merged on an equal terms with ASTROTECH SOFTWARE DESIGN STUDIOS, which was skilled in new business planning and strategy. This integration established a comprehensive framework that forms the foundation of the current business model, enabling end-to-end support from business planning (consulting) to system development, new business launch, and operations.



### President and CEO

## Hiroki Kamobayashi

**Kyoto University**  
Graduated from the  
Faculty of Science

He started his career as a fund manager at Mitsubishi UFJ Asset Management Co. In 2012, he joined GREE, Inc. as an engineer, and in 2015, he became independent and joined CFlat, the predecessor of Arent, and is currently the president of Arent.



### Executive Vice President

## Fumitaka Sakai

**Kyoto Graduate School**  
Masters in Physics  
Graduate School of Science

In 2008, he joined Armonicos Co., Ltd. In 2012, he became independent and founded CFlat, the predecessor of Arent, and is currently the Executive Vice President of Arent.



### Executive Director

## Takeshi Oda

**Kyoto Graduate School**  
PhD in Physics, Graduate  
School of Science

Worked as the Development Manager for the Reverse Engineering Software 'spScan' at Armonicos Co., Ltd.. In addition, he also developed medical CAD/CAM systems. He has collaborated with many universities and research institutes, and joined Arent (formerly CFlat) in 2019. Currently serving as a Director at Arent and as the Representative Director & Co-CEO of Arent's affiliated company, PlantStream Inc.



### Director

## Tsubasa Nakajima

**Kyoto Graduate School**  
Dropped out of the Faculty of  
Science

Gained experience in accounting, cost management, corporate planning, and internal auditing at a subsidiary of an automobile manufacturer before joining Arent in 2019 as the first member of the management department. Appointed as a Director in 2021.

Mission

# Democratizing Tacit Knowledge

Vision

## A Japan where people can work with confidence

The technology we have built up so far will become a powerful tool for competing globally.

A company that continuously creates digital businesses to solve challenges in niche areas of the construction industry

Area

Vast Construction Industry



Business

Launching Digital Businesses



Features

Transforming niche areas into  
BIM/SaaS

# The Construction Industry Arent is Facing

Companies known as SaaS providers in the construction industry have digitized some niche areas with BIM/SaaS, but many inefficient sectors remain that have not yet been digitized through BIM/SaaS

## POINT

The construction industry is a massive 75 trillion yen market

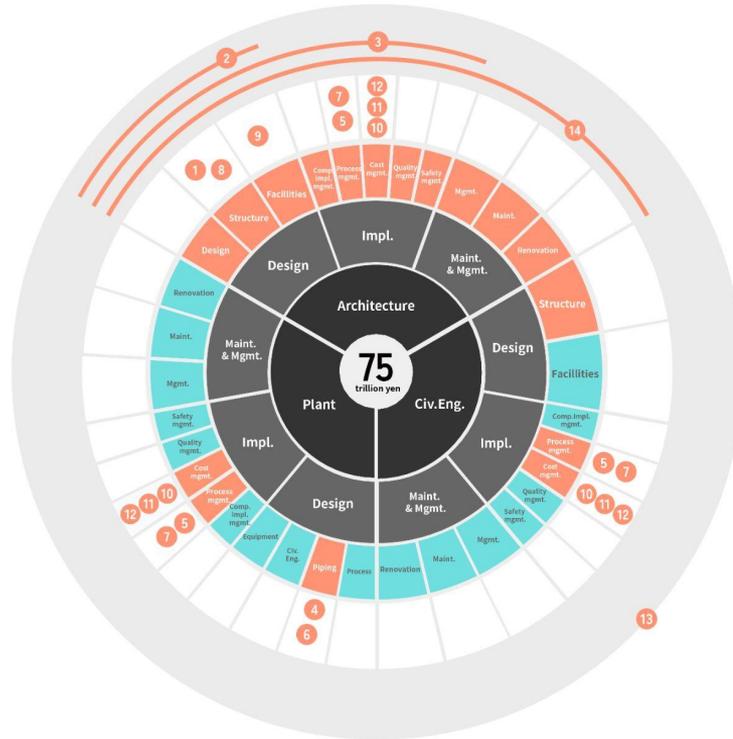
The industry consists of niche areas where significant inefficiencies remain due to the lack of digitization through BIM/SaaS

Some areas have already adopted BIM/SaaS

There are also highly profitable companies that have not yet been digitized through BIM/SaaS

Develop BIM/SaaS-integrated products in collaboration with large enterprises seeking DX.

Expand BIM/SaaS integration to other sectors to enhance productivity.

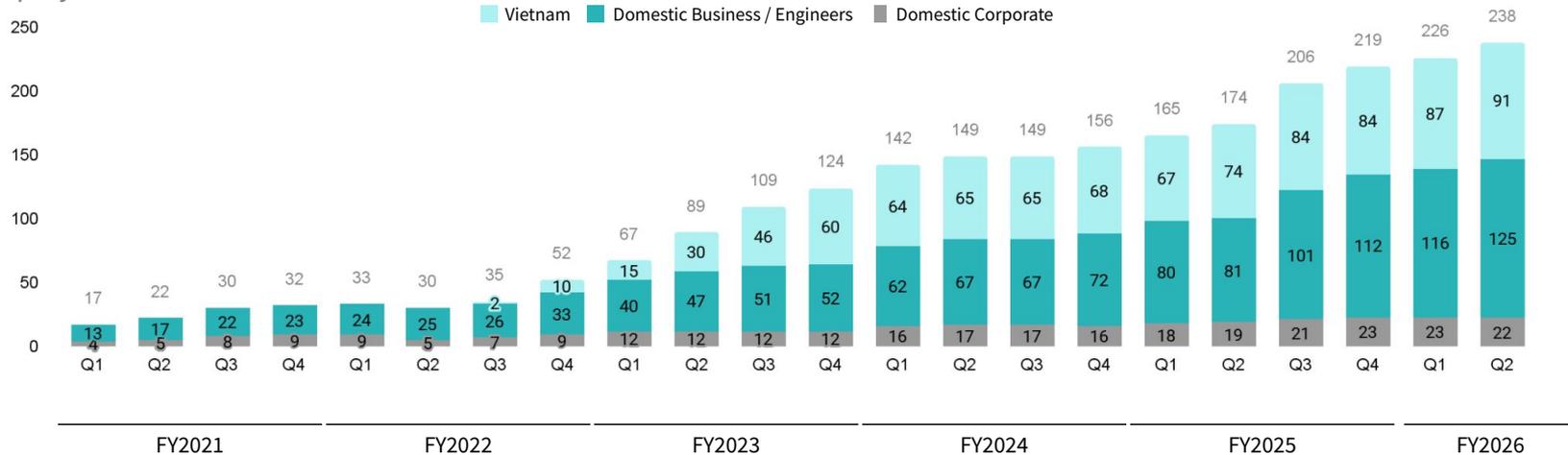


- 1 **Lightning BIM Automatic and Optimal Rebar Layout**  
In-house developed products
- 2 **Lightning BIM Family Management**  
In-house developed products
- 3 **Lightning BIM AI Agent**  
In-house developed products
- 4 **PlantStream**  
In-house developed products
- 5 **PROCOLLA**  
In-house developed products
- 6 **PlantStream AIDE**  
In-house developed products
- 7 **Genba Navi Progress Management**  
Company Group Developed Product
- 8 **BUILD. Integrated Series**  
Company Group Developed Product
- 9 **Shinsei-kun F Series**  
Company Group Developed Product
- 10 **Dot Genka Series**  
Company Group Developed Product
- 11 **Tsukaeru Cloud Series**  
Company Group Developed Product
- 12 **LET' S Cost Management Go2 Series**  
Company Group Developed Product
- 13 **BizGenie**  
Company Group Developed Product
- 14 **PLANETS**  
Co-Creation Development Products

## DX Business: HR and Recruitment Status

- Recruitment activities have been strengthened alongside project expansion, and hiring remains strong. As a proactive investment, sales personnel are being increased to support project acquisition.
- Active PR activities and the credibility of being a listed company are being leveraged to promote talent acquisition.
- Fair evaluations are conducted based on individual contributions, and a supportive work environment is provided for talented personnel.

### Employee trends



※The employee numbers listed in the financial results presentation are intended to reflect the actual workforce involved in business operations. They may differ from the numbers listed in the securities report (Yuhō) due to differing calculation standards. In the securities report, the number of employees is calculated based on the Financial Instruments and Exchange Act, including full-time equivalent (FTE) based on working hours and employees of consolidated subsidiaries.

※Regarding engineers based in Vietnam etc., the outsourced work prior to the establishment of subsidiaries is also included.

# 3 Business Model

Develop co-created products with major companies in the industry.

Develop and sell in-house products.

Update and sell products acquired through M&A.

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DX Business

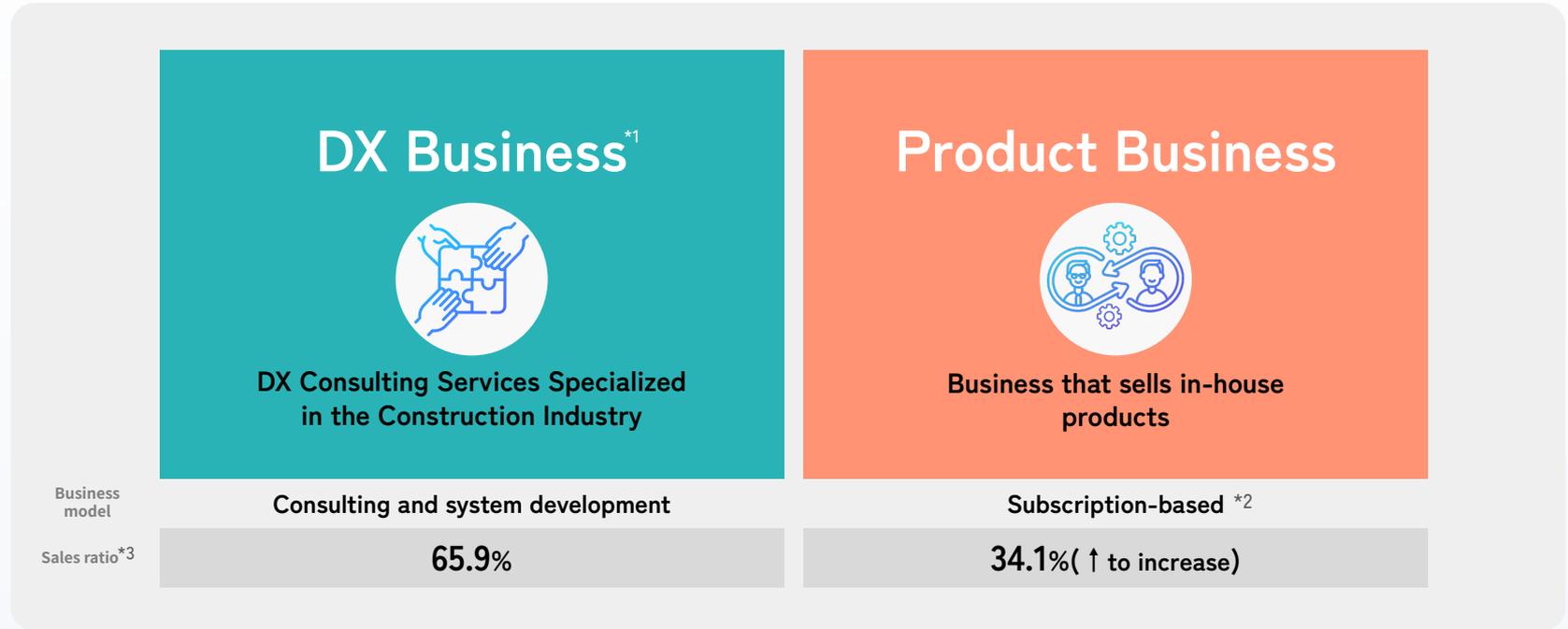
Product Business

4 Appendix



# Transition to two business segments: "DX Business" and "Product Business"

Focusing on DX consulting and system development specialized for the construction industry, along with the sales of an expanded product lineup.



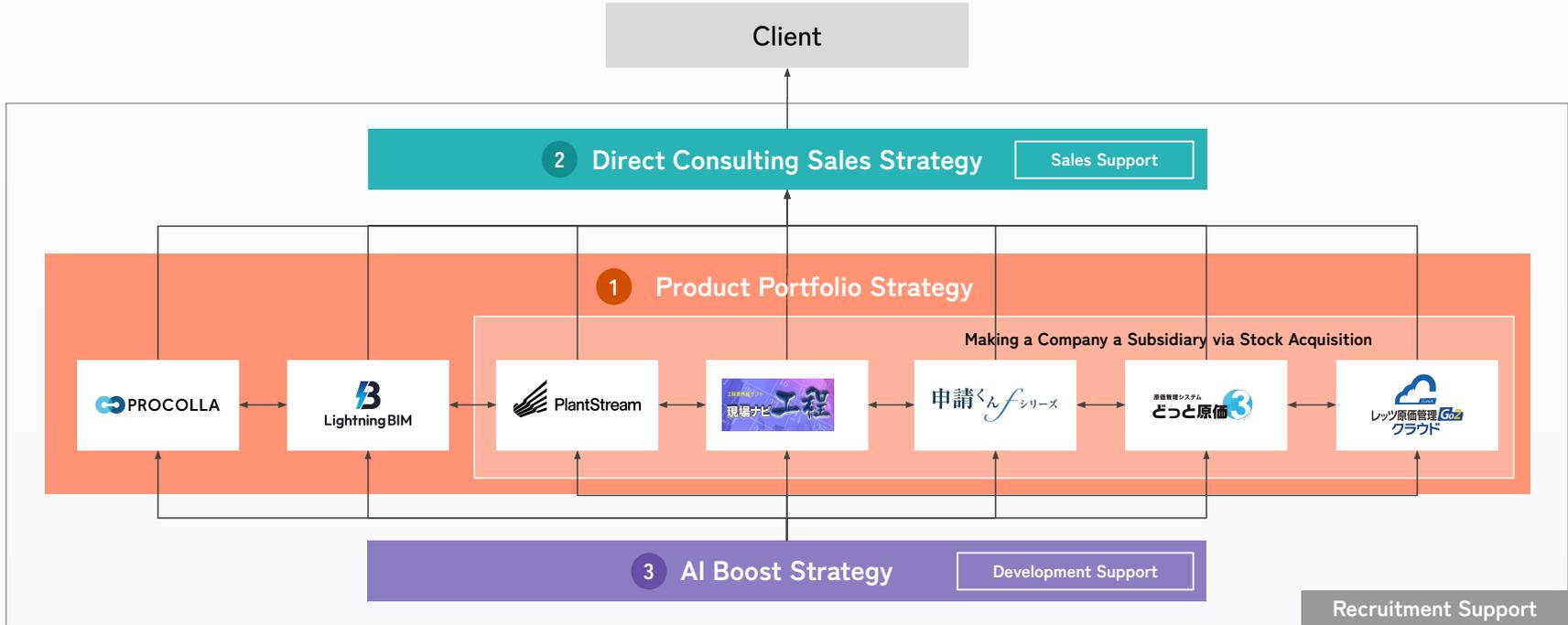
1: DX Business = System development conducted by an agile development team formed by members from user companies and vendor companies.

2: Sales will be conducted via subscription, and the development of additional features (1. DX Business) will also be carried out by our company concurrently.

3: The sales ratio is based on the performance forecast for the fiscal year ending June 2026.

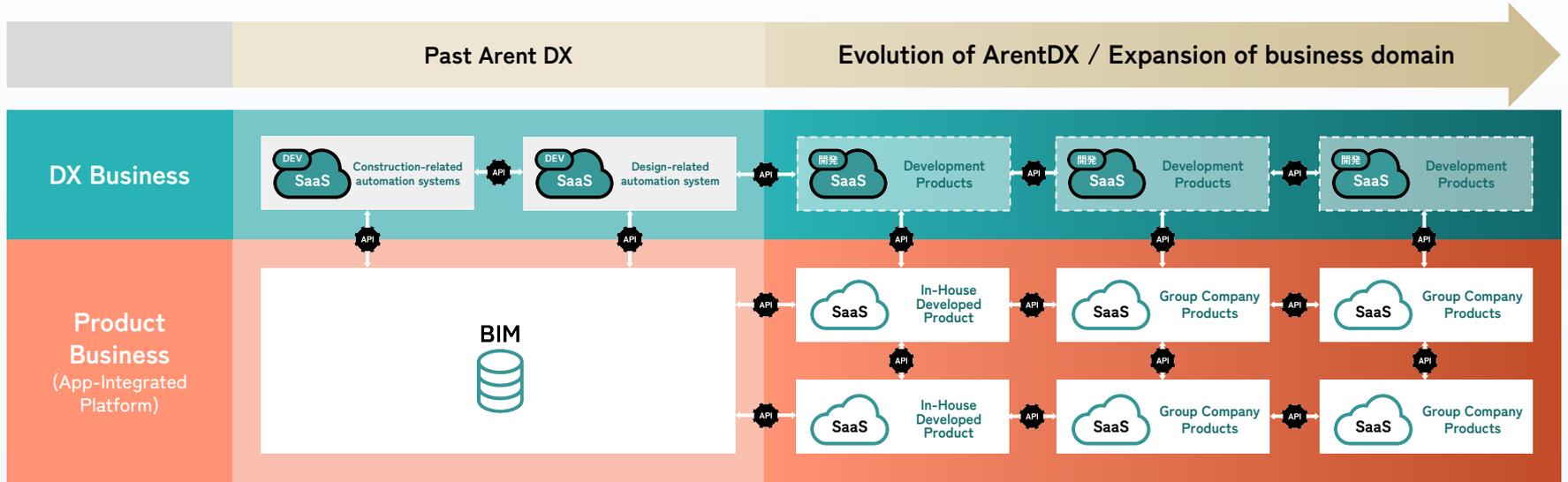
## Driving the Product Business through 3 Strategies

"Product Portfolio Strategy," "Direct Consulting Sales Strategy," and "AI Boost Strategy"



# Accelerate the app-integrated platform through collaboration between the DX Business and Product Business

Expand the business by promoting the app-integrated platform through the synergy of the DX Business and Product Business.



# 3 DX Business (Segment 1)

Develop co-created products with major companies in the industry.

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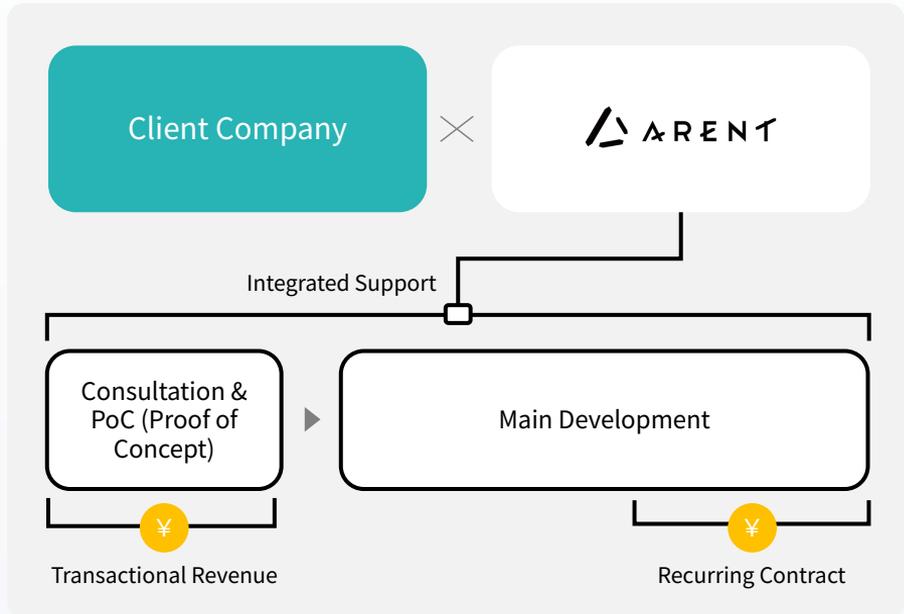
# DX Consulting Specialized in the Construction Industry

Execute everything from consulting to system development and commercialization through continuous collaborative relationships with client companies.

### Business Features

- 1 Sophisticated Consulting Utilizing Construction-Related Knowledge**  
Engineers with the same level of knowledge as the person in charge verbalize tacit knowledge through interviews. This is then systematized to solve the client company's issues.
- 2 Agile Development <sup>\*1</sup>**  
Immediately address feedback from client company. Incrementally expand the development system to achieve optimal support for the project.
- 3 Long-Term Partnership**  
Deeply understand the business growth of client companies, and maintain a continuous cooperative relationship.

\*1: A method of dividing the development process into small functional units, carrying out requirement definition, development, testing, etc. for each unit, and through repetition, building a large system as a whole.



## Arent's 3 Strengths & Competitive Advantage



By leveraging these three strengths, we solve deep-rooted issues in the construction industry and establish a unique position within it.

### 1 Technological Expertise

We have many talented individuals with strong mathematical skills and backgrounds in 3D CAD development, supported by solid development achievements and numerous patent applications.

### 2 Knowledge

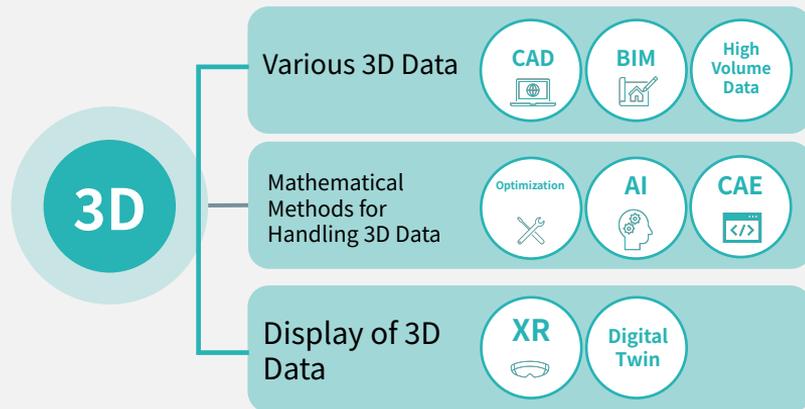
Specializing in the construction industry, we have accumulated deep knowledge about construction sites and construction technologies through co-development with major industry players.

### 3 Business Development Capability

From identifying issues to product development and commercialization, we carry out all processes through continuous co-creation with client companies.

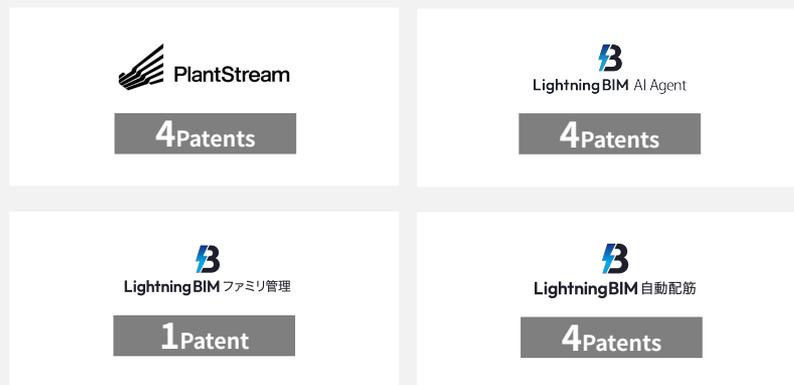
Focusing on high-speed automatic routing<sup>\*1</sup> technology for piping design—a challenge the plant industry has been unable to solve for 20 years—we have filed and obtained patents for various related technologies, including “Block Patterns”<sup>\*2</sup> and “Piping Collision Avoidance”.

## Arent's 3D Technology



Holding the necessary technologies for the DX (Digital Transformation) of the construction industry centered on 3D in a single company (3D-related technology necessary for effectively)

## Patent-Related



Others (Multiple Applications Pending)

Applying for many niche patents in the field of BIM

\*1: While it usually takes a lot of time to calculate routes while satisfying complex conditions such as the distance between each pipe, this technology makes it possible to perform high-speed automatic design by combining mathematical knowledge and tacit knowledge in the industry.

\*2: Block pattern: Technology that creates 3D shape data for the piping around equipment by simply setting parameters. Piping collision avoidance: Technology that performs high-speed automatic routing while avoiding collision with other objects.

Development by value-creating engineers with advanced mathematical and 3D technologies as their background.

## Value-Creating Engineers at Arent with Advanced Mathematical and 3D Expertise



### Fumitaka Sakai

Graduated from Kyoto University, Graduate School of Science (Physics)

AI / 3D Geometry Processing



### Takeshi Oda

Graduated from Kyoto University, Graduate School of Science (Physics, PhD)

3D Geometry Processing / Optimization



### Hideo Tanaka

Graduated from Tokyo Institute of Technology, Graduate School of Mechanical Engineering

Framework / Data Transformation



### Masahiro Shimoike

Graduated from Kyoto University, Graduate School of Science (Mathematics)

Optimization / Mathematics



### Takashi Nakagawa

Graduated from Keio University, Graduate School of Foundation Engineering

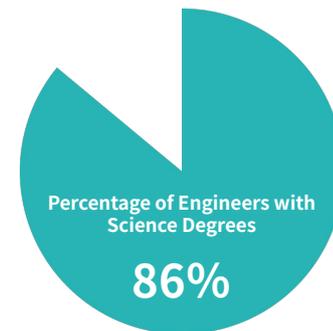
3D Geometry Processing / Optimization



### Atsushi Maruyama

Graduated from the University of Tokyo, Department of Systems Design

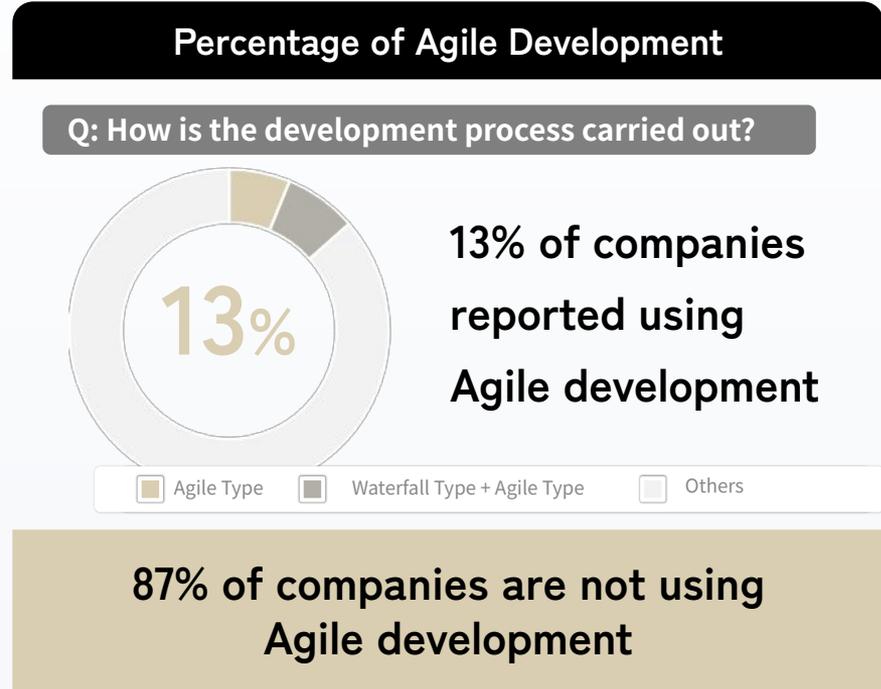
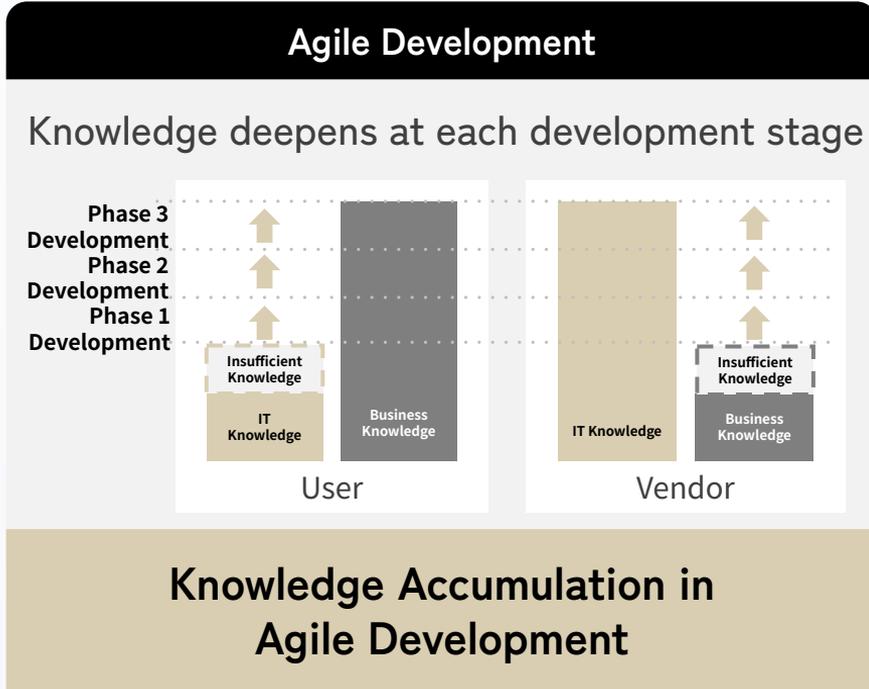
Framework / 3D Geometry Processing



- University of Tokyo Graduates: 4
- Kyoto University Graduates: 17
- Tokyo Institute of Technology\* Graduates: 4
- Other National/Public University Graduates: 39

(All include graduate school graduates)

Co-creative development adopts an Agile approach, enabling knowledge to deepen over time as challenges and business processes are addressed. This leads to practical product development based on a clear understanding of key issues.



Source: 2019 Survey "Project Manager Awareness Survey on Work Style Reform Through Client-Contractor Collaboration"

## General Contractors



## Subcontractors &amp; Others



## Civil Engineering

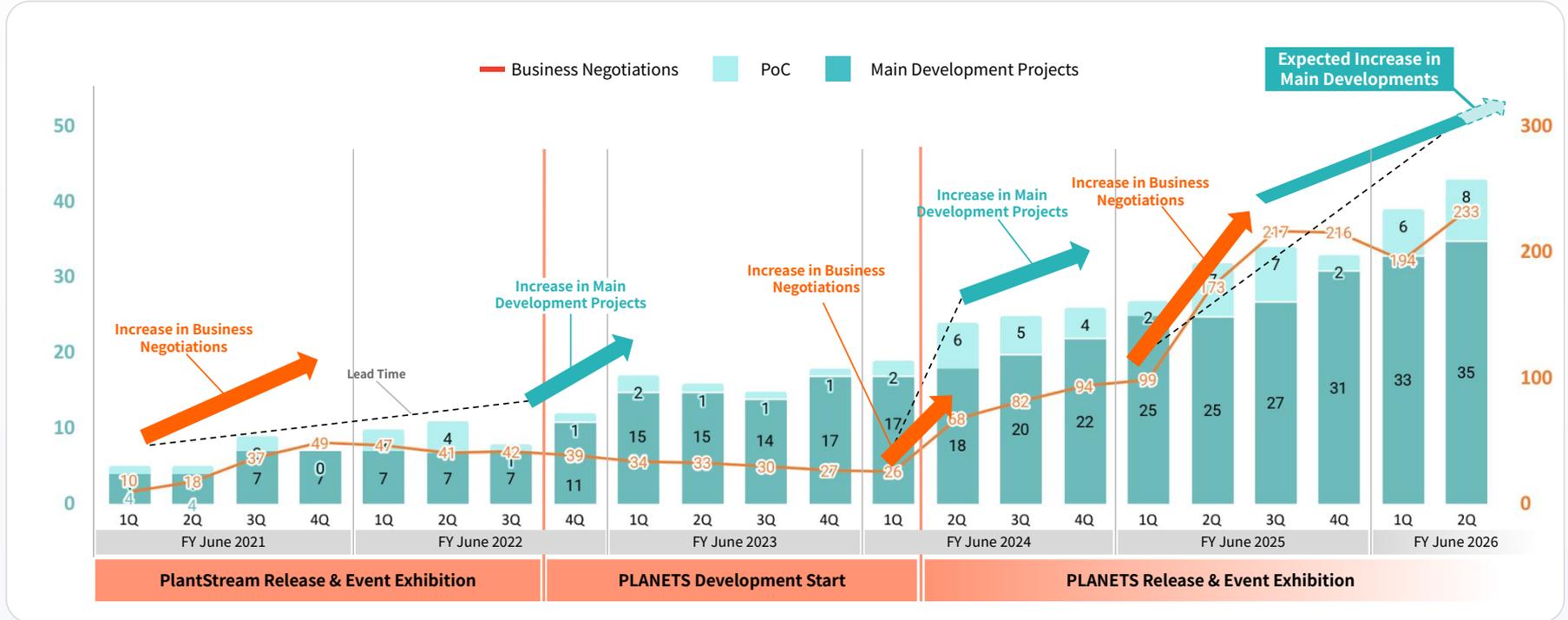


## Plants



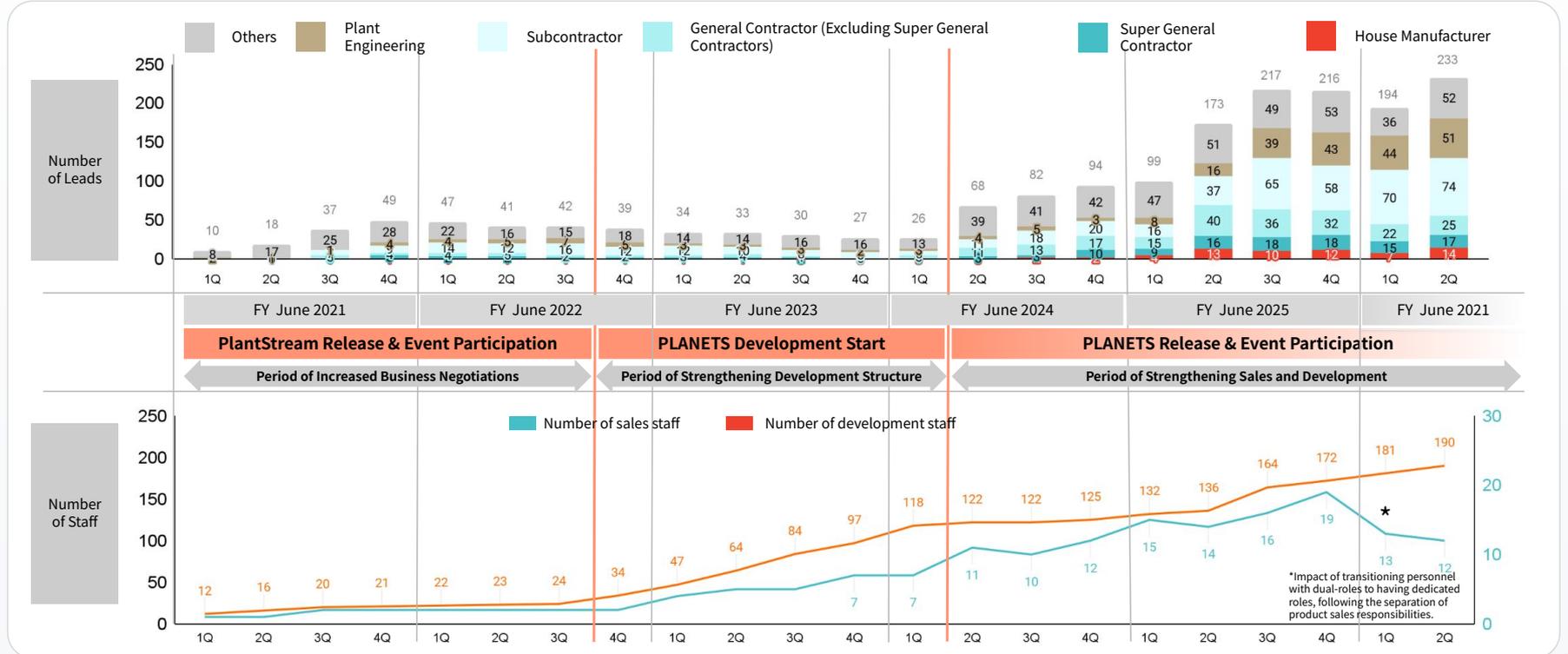
## DX Business: Co-Creation Product Development Pipeline Transition (Remaining Cases)

- High-probability deals that are expected to move into the development phase have been accumulating, and the pipeline is shifting from quantity to quality.
- As a certain level of sales is already projected, the company is moderating new deal acquisition efforts while expecting further sales growth through the expansion of existing leads.



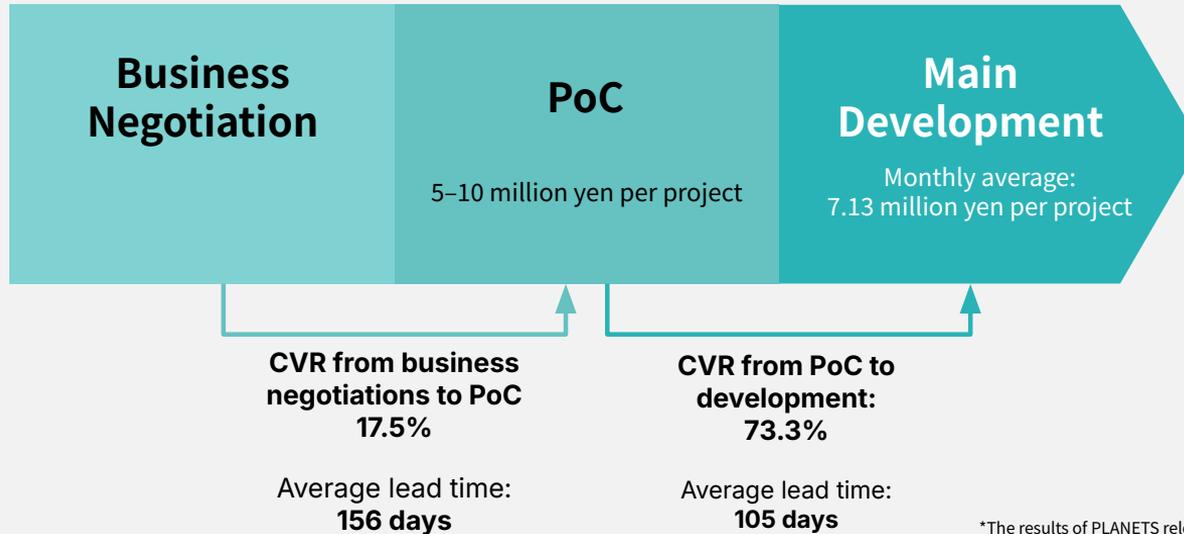
## DX Business: Details of Deal Progression

- Members who had previously been engaged in both the Product Business and DX Business were re-assigned based on their aptitude, establishing a dedicated sales structure.\*
- As a result of optimized resource allocation, the number of personnel was streamlined while sales efficiency and conversion rates per person steadily improved.



## DX Business: Business Flow

Leads are acquired through exhibitions, seminars, and similar events, then gradually progressed through stages of negotiation, PoC, and development. By conducting consulting-based sales that delve into client issues, we aim to enhance our proposal capabilities, improve the CVR from PoC to development, and expand into multiple projects.

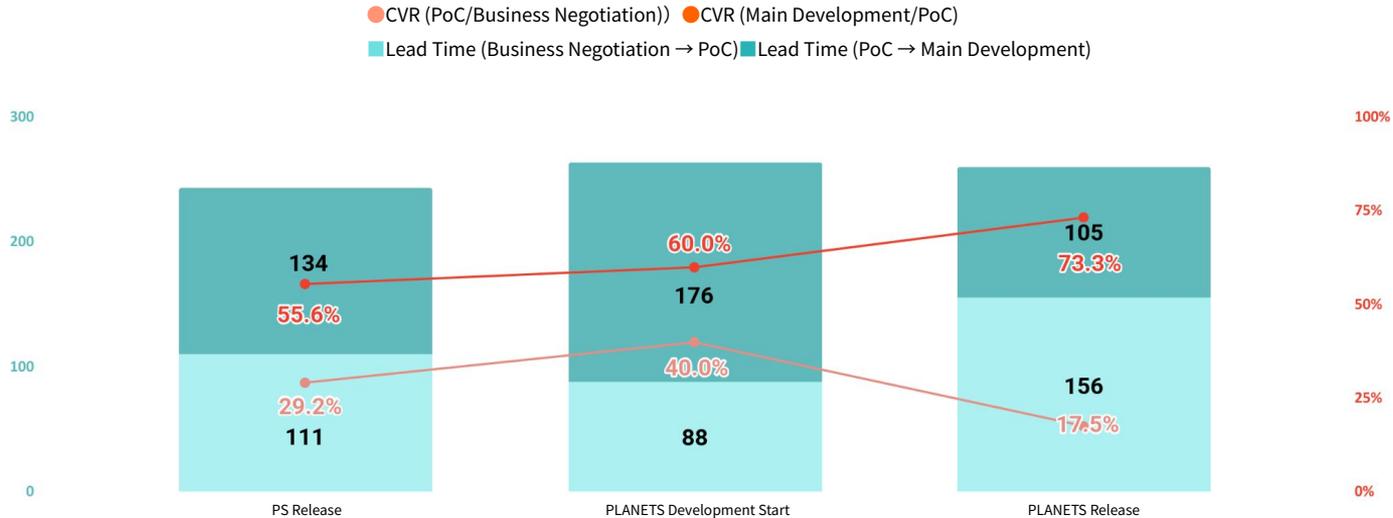


\*The results of PLANETS releases (March 2024 to present) are listed.

## DX Business: CVR and Lead Time for Product Co-Creation Development

- As past achievements have been well recognized, the number of projects moving directly into full-scale development without PoC has increased. Consequently, CVR from PoC to development have also improved.
- The lead time and CVR observed during the PLANETS release period are expected to gradually converge to appropriate levels going forward.

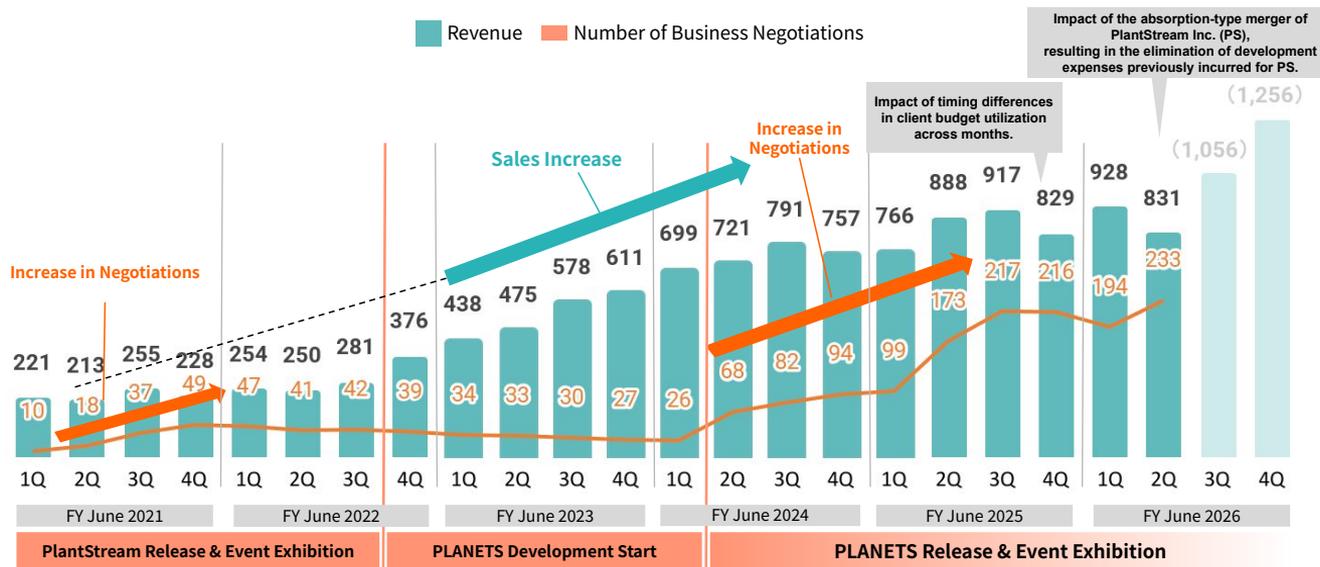
CVR and Lead Time by Business Acquisition Timing (Business Negotiation → PoC, PoC → Main Development)



※ Excludes cases under consideration for main development from PoC

## DX Business: Development Sales Trend (Repost)

- In Q2, the progress of major projects proceeded as planned, resulting in a stable start to the fiscal year.
- The temporary decline in sales expected in Q2 is due to the elimination of intersegment transactions within the company following the merger with PlantStream Inc. This does not represent a slowdown in actual business performance. From the second half onward, sales are expected to increase as large-scale projects and newly acquired contracts move into the development phase.



\*For the purpose of this page, revenue from consulting with low monetary significance has been omitted.

### Key Numerical Summary

Net sales (cumulative)

vs. Plan  
**1.76** billion yen YoY **98%**  
**106%**

Ordinary Income Margin  
(cumulative)

**33.8%**

Maintaining High Profitability

Duration of Ongoing  
Development

**30.8** months

# 3 Product Business (Segment 2)

Develop co-created products with major companies in the industry.

Develop and sell in-house products.

Update and sell products acquired through M&A.

1 Performance Highlights

2 Company Overview

**3 Business Model**

DX Business

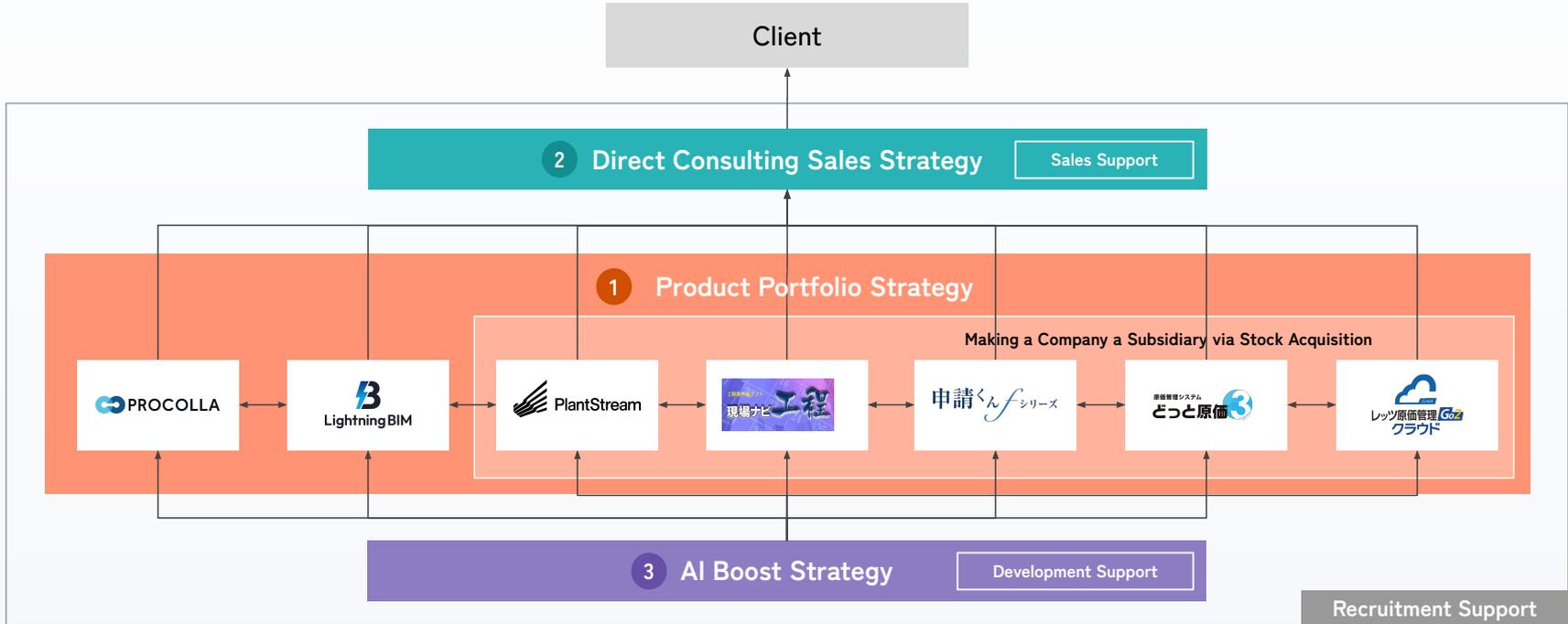
**Product Business**

4 Appendix



## Driving the Product Business through 3 Strategies

"Product Portfolio Strategy," "Direct Consulting Sales Strategy," and "AI Boost Strategy"

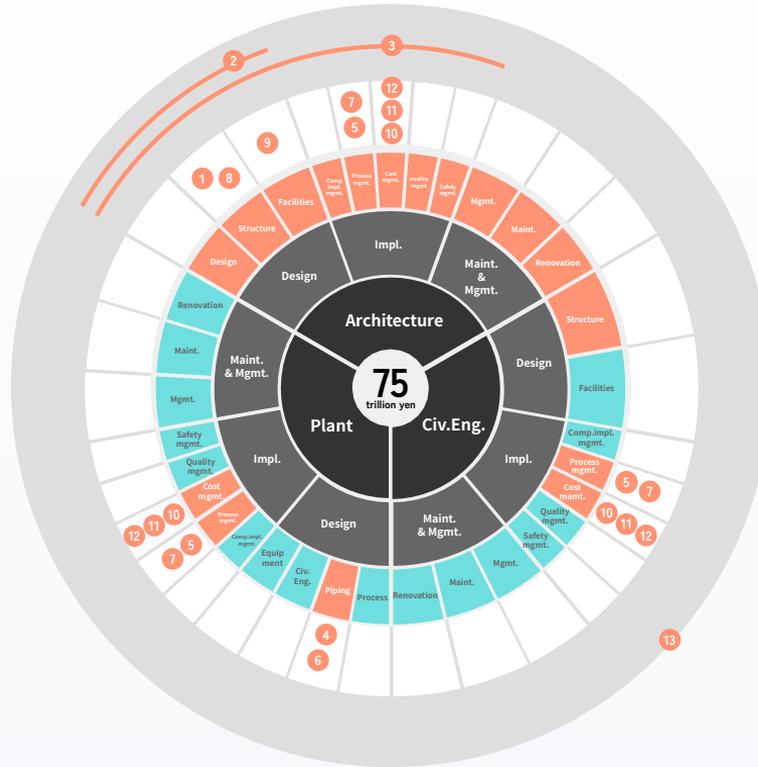


## Expanding the product lineup through M&A. Enhancing value with a buy-and-hold approach.

Acquire and expand products in niche areas of the construction industry at fair value, creating group synergies through a buy-and-hold approach to enhance value.

In addition, we will leverage our development capabilities to create our own products, aiming to cover the entire construction industry.

Development and Sales of Systems that Solve Challenges in Niche Areas



- 1 **Lightning BIM Automatic and Optimal Rebar Layout**  
In-house developed products

---

- 2 **Lightning BIM Family Management**  
In-house developed products

---

- 3 **Lightning BIM AI Agent**  
In-house developed products

---

- 4 **PlantStream**  
In-house developed products

---

- 5 **PROCOLLA**  
In-house developed products

---

- 6 **PlantStream AIDE**  
In-house developed products

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- 7 **Genba Navi Kotei**  
Products developed by group companies

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- 8 **BUILD. series**  
Products developed by group companies

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- 9 **Shinsei-kun f Series**  
Products developed by group companies

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- 10 **Dot Genka Series**  
Products developed by group companies

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- 11 **Tsukaeru Cloud Series**  
Products developed by group companies

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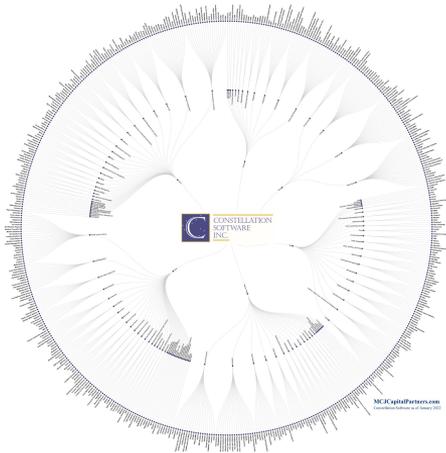
- 12 **LET'S Cost Management Go2 Series**  
Products developed by group companies

---

- 13 **BizGenie**  
Products developed by group companies

## Constellation Software Inc. has also achieved rapid growth using the same approach.

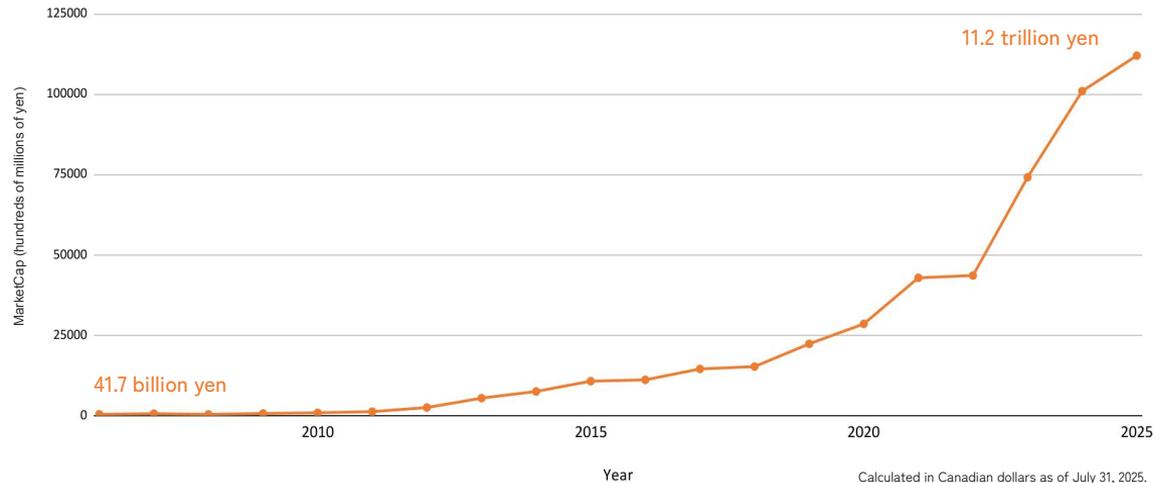
At the time of listing (20 years ago), the market capitalization was 41.7 billion JPY, but it has now expanded to approximately 11 trillion JPY.



Without selling acquired companies, the headquarters shares best practices, drives profit improvement, and promotes operational efficiency while maintaining their autonomy.

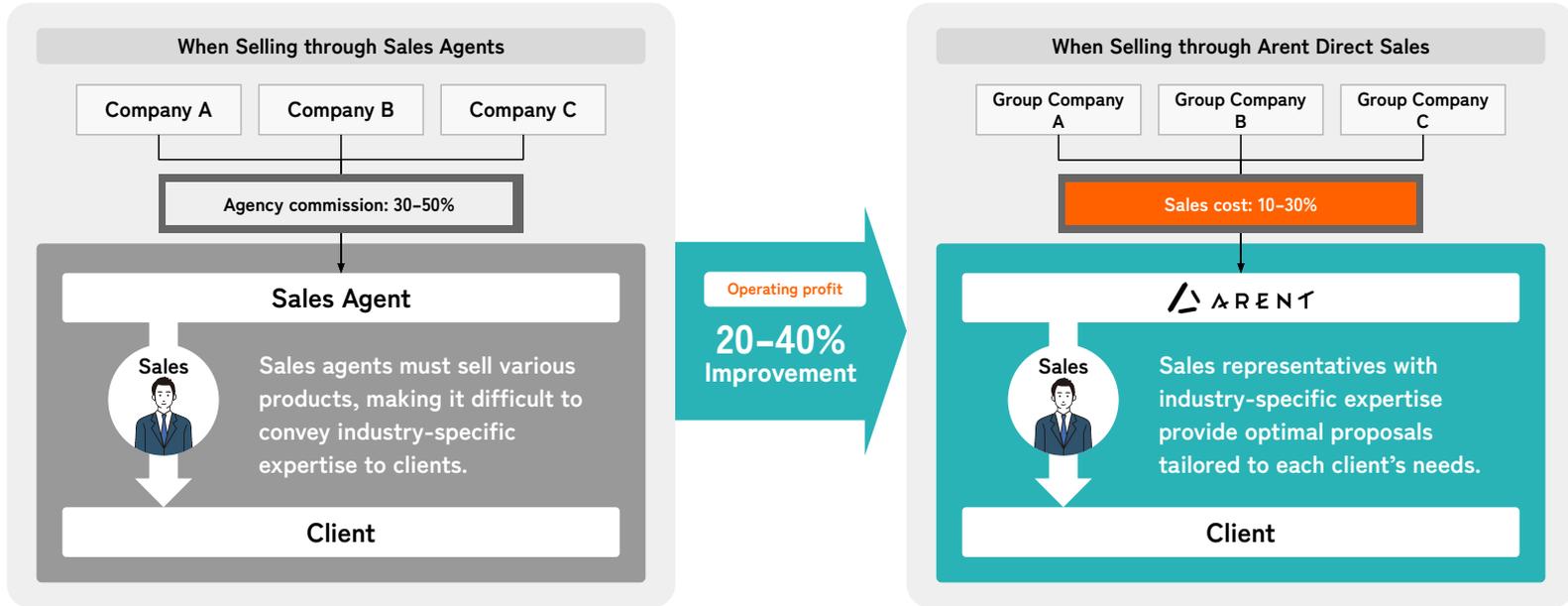
Source : MCJ Capital Partners  
<https://www.mcjcapitalpartners.com/constellation-software-update-2022>

### Constellation Software: Market Capitalization Trends



## Improving Profit Margins through Direct Sales

Enhancing profit margins via direct sales while also creating new business opportunities.



## Supporting Business Expansion with a Highly Replicable Sales Strategy Improving Profit Margins through Direct Sales

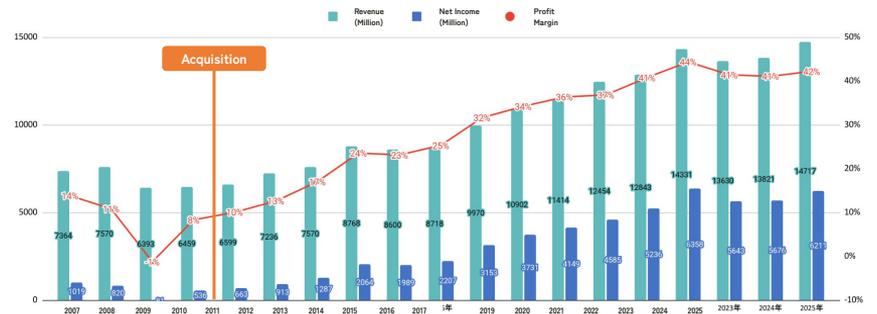
### Productivity Improvement & Higher Employee Income

(Reference) Acquisition of Just System Corporation by Keyence Corporation



### Improved Profit Margins through Direct Sales

(Reference): Daitoc HD's Acquisition of Fukui Computer, Inc.



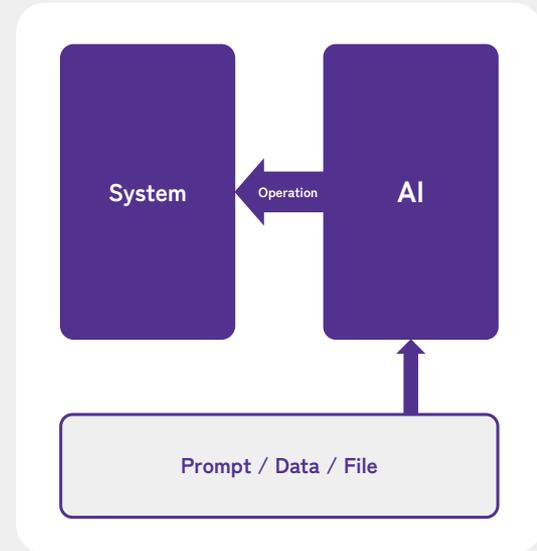
By shifting from agency sales to direct sales,  
we improve operating profit and increase profit margins by up to 4-5 times.

# AI Automates System Operations Based on Data

By implementing AI into systems acquired through M&A, we can rapidly upgrade existing systems!

## Existing Product (Process Management System)

The image shows a screenshot of the PROCOLLA software interface, titled 'PROCOLLA 本社ビル新築工事'. The interface displays a Gantt chart for project milestones and a detailed task list for floors 1F through 12F. Overlaid on the right side is a chat window for 'Claude 3.7 Sonnet'. The chat contains the following text: '工期3年間の30階建てビルの工程表を作成してください。', '工程情報がチャートに表示されました。', and '工程表全体 / 提案'. Below the chat is a text input field with 'Prompt / Data / File' and buttons for '返信' and '提案'. A purple box with the text 'AI automates system operations' and an arrow points from the AI chat window to the main software interface.





## AI Product Portfolio



Smart construction scheduling software that uses AI to support the creation of construction site schedules



Specialized CAD software from Stagg Inc. tailored for water supply application processes



**PlantStream AIDE**  
P&ID AI Data Extractor

AI-powered P&ID data extraction tool that analyzes P&IDs and automatically generates connection information and piping lists



AI Add-in for Revit that enables operation via natural language

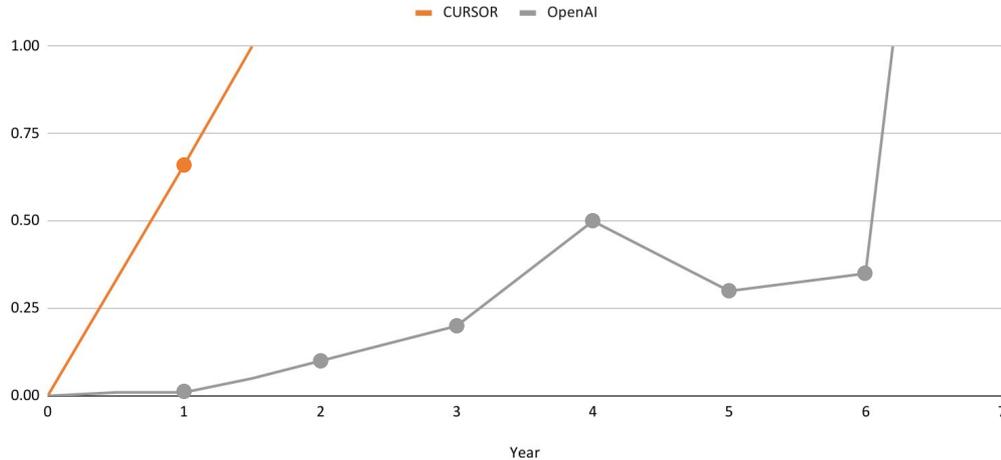


**BizGenie**

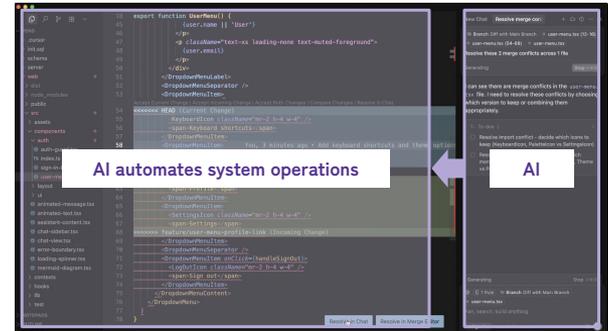
AI-powered tool that automatically organizes and summarizes documents

In the generative AI industry, one of the fastest-growing companies is actually the AI editor “CURSOR”  
A high-performance editor that supports AI-powered code completion and correction.

CURSOR / OpenAI: Time taken for ARR to grow from USD 1M to USD 100M



CURSOR



CURSOR is a specialized editor equipped with generative AI that supports tasks such as refactoring and reference searches in an interactive format.

Source : CURSOR  
<https://cursor.com/ja/changelog>

Even individually, each strategy can deliver significant results, but combining them further accelerates business growth.

#### Direct Consulting Sales Strategy

Increase profit margins through direct sales

#### Product Portfolio Strategy

Expand products through M&A  
Enhance value with a buy-and-hold approach

#### AI Boost Strategy

Automate system operations via AI based on data

By implementing all three strategies simultaneously, we maximize results while ensuring business growth even in the event of unforeseen risks.



# 4 Appendix

1 Performance Highlights

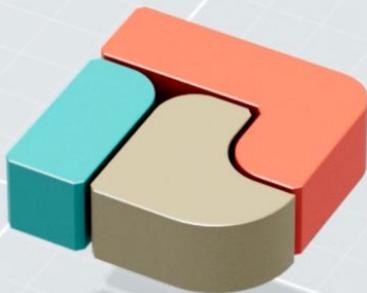
2 Company Overview

3 Business Model

DX Business

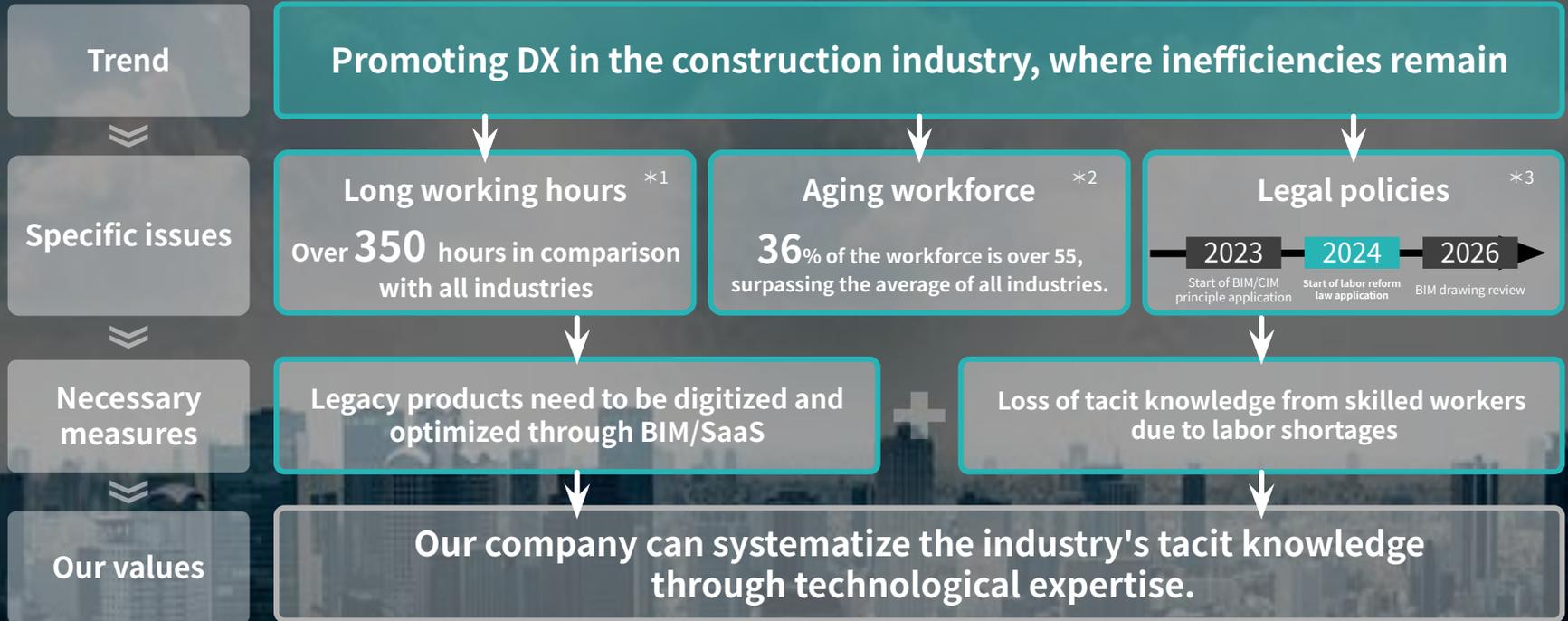
Product Business

4 Appendix



## The background behind the need for DX in the construction industry

What we aim to solve is the low productivity caused by the use of legacy systems in the construction industry. We are advancing BIM and SaaS adoption using our own technology.



\*1: Ministry of Health, Labor, and Welfare "Monthly Labor Survey" (FY 2021), compiled by our company.

\*2: Japan Federation of Construction Contractors, "Construction Industry Digital Handbook", updated from May 2025.

\*3: Ministry of Land, Infrastructure, Transport and Tourism, "How to Apply the BIM/CIM Principles in FY2023 (March 2, 2021)" and Digital Agency, "Progress and Acceleration of the Comprehensive Review of Regulations in Light of Digital Principles (October 27, 2022)"

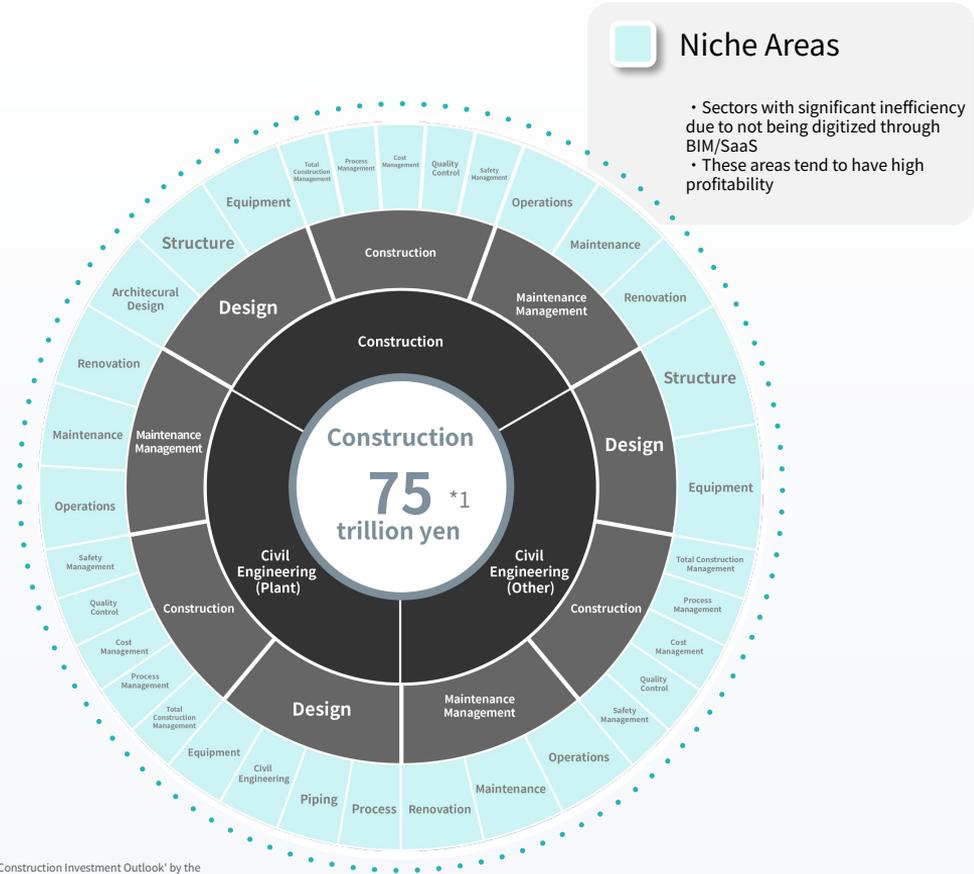
## The Construction Industry Arent is Facing

The construction industry that Arent operates in is **a massive 75 trillion yen market.** \*1

It is composed of niche areas where significant inefficiencies remain due to not being digitized through BIM/SaaS

### POINT

- 1 The construction industry is a massive 75 trillion yen market
- 2 The industry consists of niche areas where significant inefficiencies remain due to the lack of digitization through BIM/SaaS
- 3 Some areas have already adopted BIM/SaaS
- 4 There are also highly profitable companies that have not yet digitized through BIM/SaaS
- 5 Develop BIM/SaaS-integrated products in collaboration with large enterprises seeking DX.
- 6 Expand BIM/SaaS integration to other sectors to enhance productivity.



\*1 Based on the 'FY2025 Construction Investment Outlook' by the Ministry of Land, Infrastructure, Transport, and Tourism (MLIT), General Policy Bureau, Information Policy Division, Construction Economy Statistics Survey Office.

\*2 According to the Ministry of Land, Infrastructure, Transport, and Tourism (MLIT)'s Current State of the Construction Industry, construction is categorized into architecture and civil engineering, with plants classified under civil engineering. However, due to its significance to our business, it is listed separately.

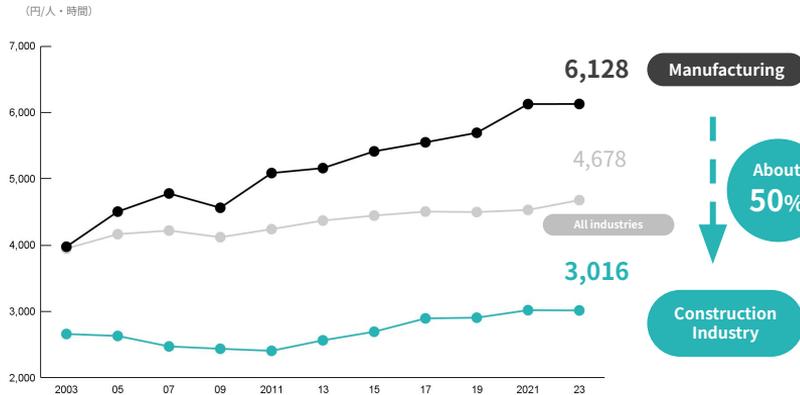
# State of the Construction Industry

The multi-layered subcontracting structure in the construction industry has complicated long-standing issues, making DX extremely difficult, which leads to a crisis where the tacit knowledge of craftsmen are disappearing.

## Decline in Labor Productivity in the Construction Industry

The productivity of the construction industry is half that of manufacturing.

In the construction industry, labor productivity has remained almost unchanged for the past 20 years and lags nearly twice behind that of the manufacturing sector, making it one of the industries significantly behind in DX. One of the reasons cited behind this is the industry's multilayered structure, which extends from general contractors to subcontractors.

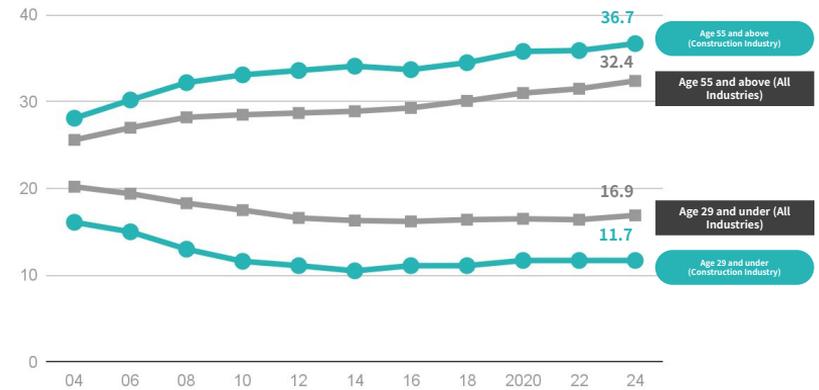


Source: Japan Federation of Construction Contractors, "Construction Industry Digital Handbook", updated July 2025

## Progress of Aging of Construction Industry Workers

Aging is more pronounced compared to other industries

The proportion of workers aged 55 and older in the construction industry exceeds that of all other industries, which raises issues in terms of human resources. To promote the digital transformation of the construction industry, it is important to not only adopt advanced technology, but also to ensure that it can be used by anyone on-site.



Source: Japan Federation of Construction Contractors, "Construction Industry Digital Handbook", updated May 2024

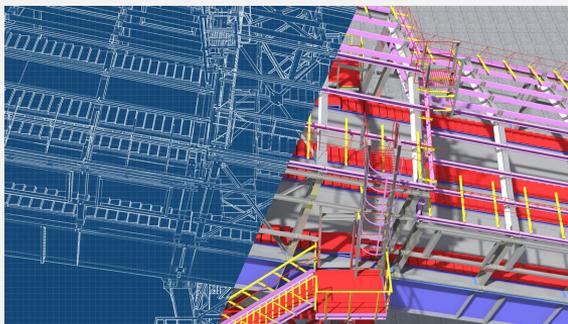
## Regulatory and Institutional Reforms Surrounding the Construction Industry

The demand for BIM usage in the construction industry is expected to grow further due to regulatory and institutional reforms, such as the application of BIM principles, overtime regulations, and BIM drawing reviews.

### Application of BIM Principles (From 2023)

#### Legal reforms toward the normalization of BIM utilization

- The Ministry of Land, Infrastructure, Transport and Tourism aims to streamline construction production and maintenance processes and improve productivity through the use of BIM. Starting in 2023, BIM usage has been adopted as the norm for public projects, with plans to gradually expand its scope of application.



### Overtime Regulations (From 2024)

#### Significant improvements in efficiency are necessary for productivity gains

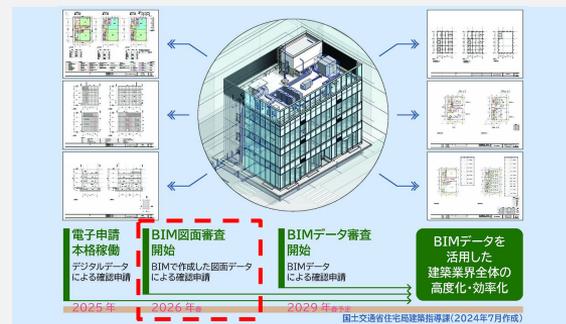
- Regulation of the upper limit on working hours will begin in April 2024



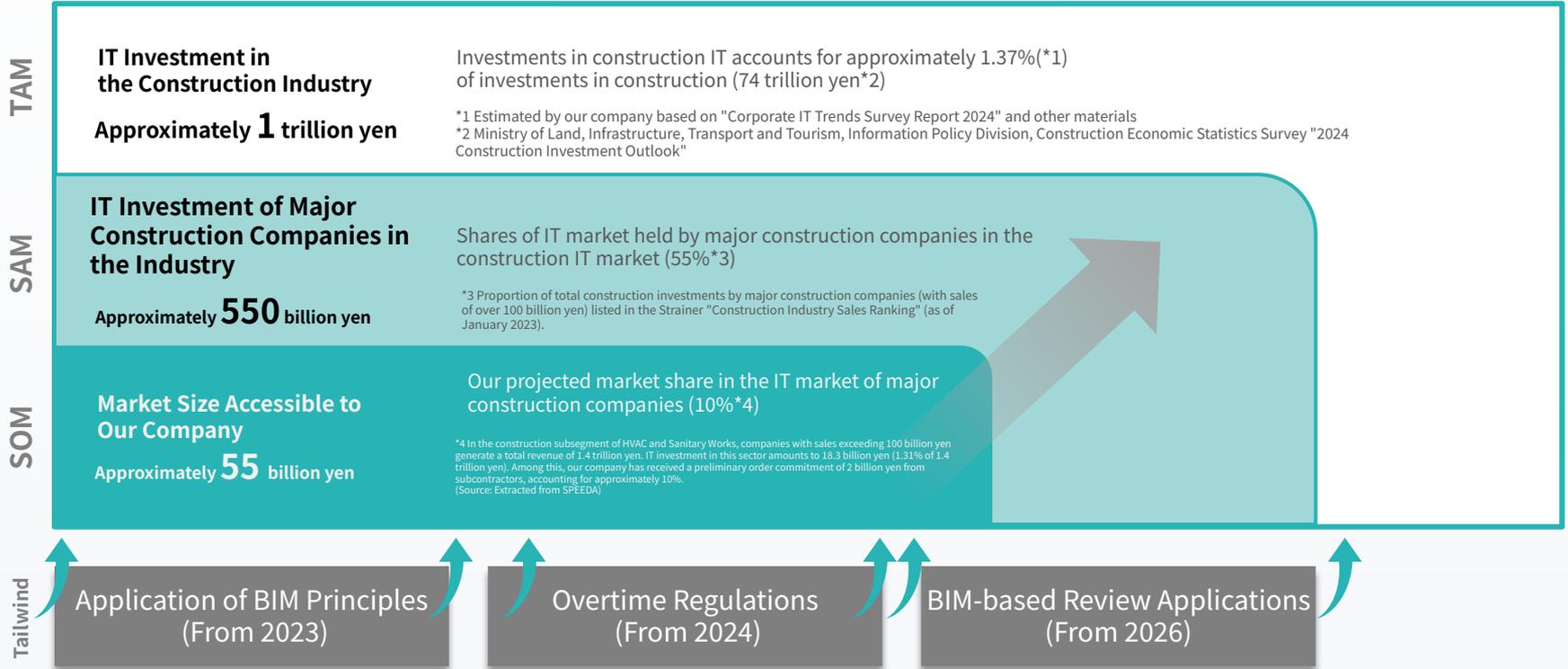
### BIM Drawing Review (From 2026 onwards)

#### Using BIM-generated drawing data in review applications

- Starting in spring 2026, review applications using BIM-generated drawing data will begin.
- Review applications will be streamlined by submitting BIM data aligned with the "input quantity standards" along with the drawings created from it, as well as the designer's checklist.



The proportion of IT investment in the construction industry is still low compared to other industries, leaving many challenges. As a result, it is a market expected to expand further in the future.



## Arent's Unique Ability to Handle Everything from Consulting to JV

With the know-how and technology gained from solving niche industry challenges, Arent can offer end-to-end services, from consulting to JV establishment, leveraging its agile development capabilities.

	Business Process			
	Consulting	System Development	Business Launch (Collaboration with Major Companies)	Business Operation (Collaboration with Major Companies)
A R E N T	○	○	○	◎
Consulting Firms	○			○
System/System Development Companies		○		
Vendors/SaaS Companies		○	○	

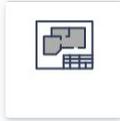
Co-creation products are Arent's strength

## Comparison of Feature between BIM and 3D CAD

The difference between BIM and 3D CAD is that objects such as "roofs", "floors", "walls", and "windows" have individual architectural attribute information. This allows for easy estimation of construction costs, simplifies modifications, and enhances operational efficiency.

### 3D CAD

Computerized Drafting / Building Visualization & Standardization of Elements



Only Visualized Drawings / 3D Information



### BIM

Content-based models & metadata



Includes not only 3D CAD data, but also materials, prices, and information about preceding and subsequent processes (attribute data)

**X None**

Since drawings are created manually, there is a high risk of human error.

Attribute Data

**O Available**

Attribute information such as material and price can be added for each part, including columns and walls.

Data management is handled separately by file formats and other criteria

Data Management

Assignment and Management of Attribute Information  
(List generation from attribute information, etc.)

Directly assign and manage information (such as product number, dimensions, material, performance, unit price, etc.) to objects such as walls, stairs, and columns

**X Time-consuming**

→If design inconsistencies are found after creating the 3D model, all floor plans must be revised and reconstructed, resulting in significant workload and substantial costs.

Revision of Design Drawing

**O Simple**

Since attribute information is embedded in parts, modifying a single piece of data automatically updates all related data



## Towards a DX Platform for the Construction Industry

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