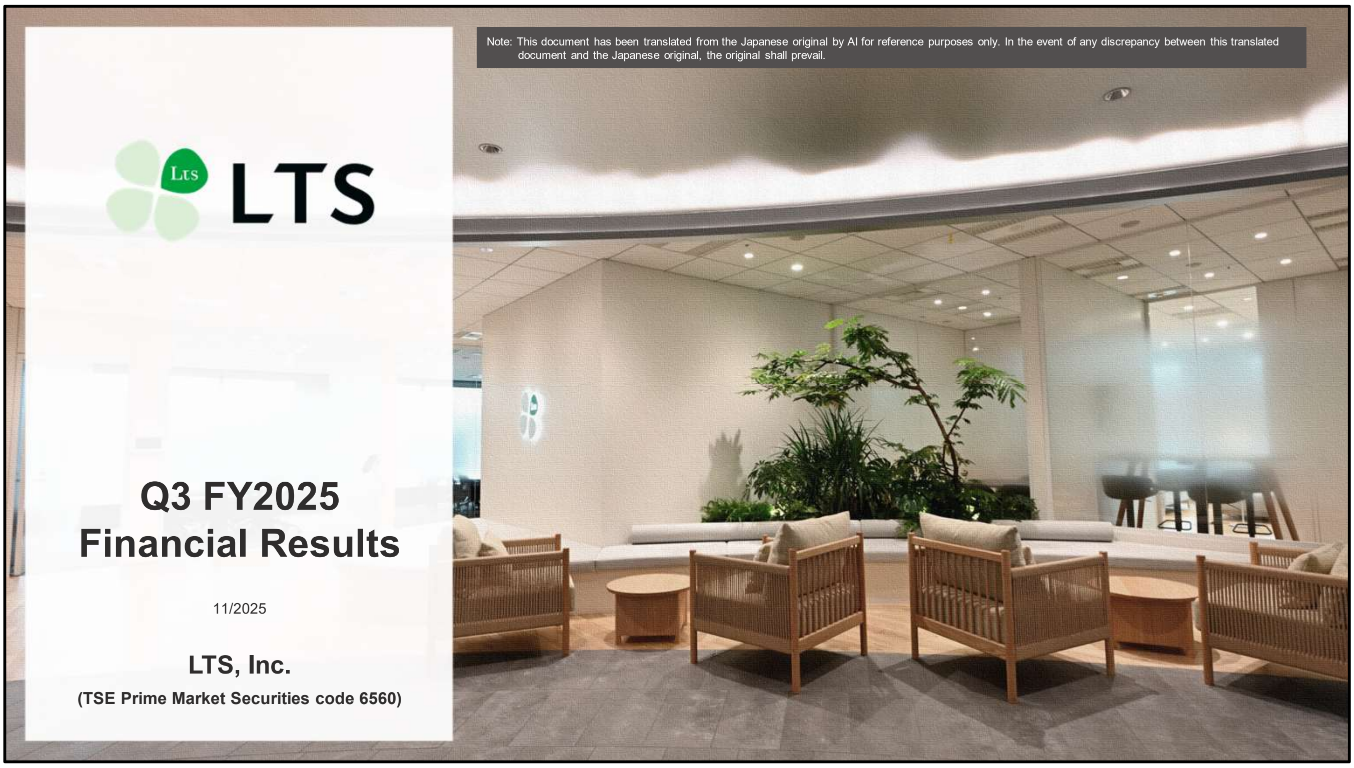
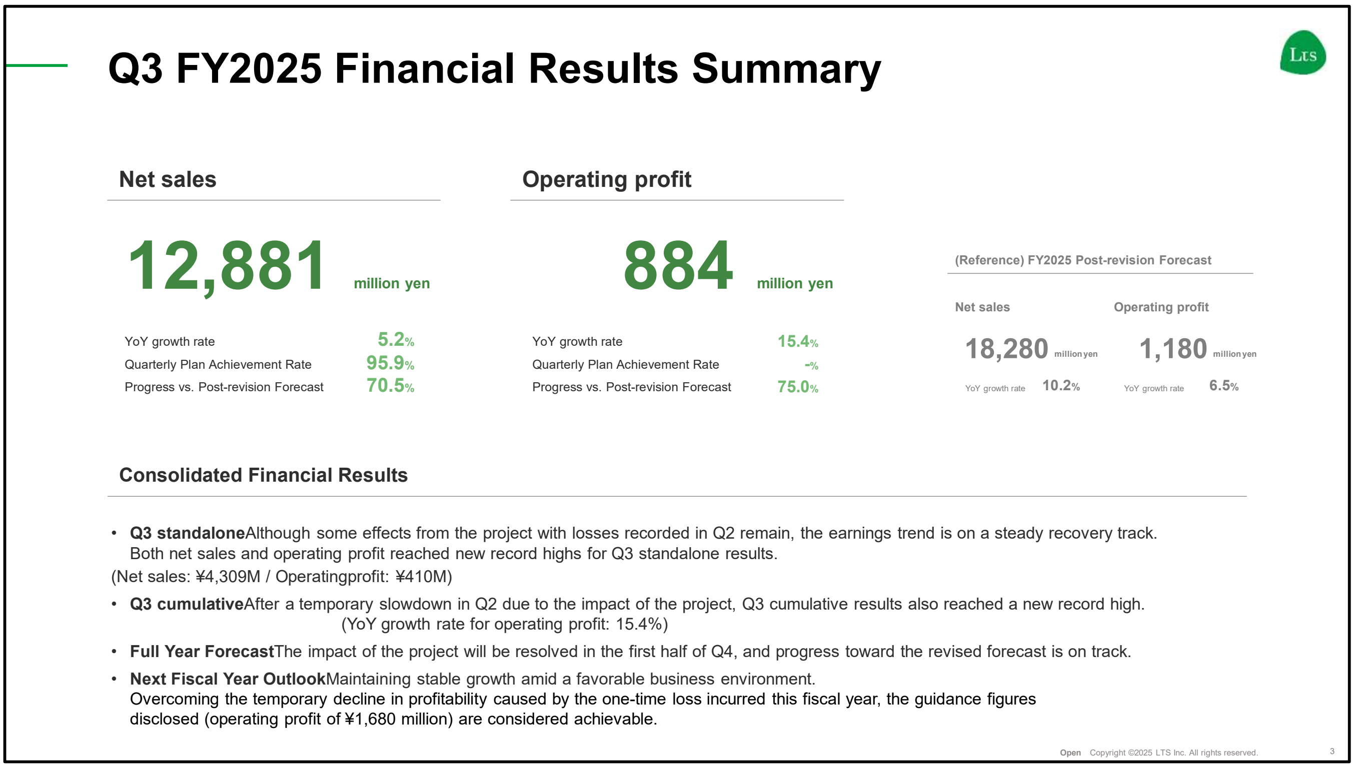
Note: This document has been translated from the Japanese original by AI for reference purposes only. In the event of any discrepancy between this translated.



This is Hiroaki Kabashima, President of LTS, Inc.
This presentation covers the financial results for the third quarter of the fiscal year ending December 31, 2025.

1. **Q3 FY2025 Financial Results**
2. FY2025 Full Year Forecast
3. Shareholder Return & Capital Management Policy
4. Medium- to Long-Term Growth Scenario
5. Reference Material

First, I will explain the consolidated earnings summary for the third quarter.



Cumulative net sales were 12, 88 1 million yen, and operating profit was 88 4 million yen.

Although some effects from the project with losses recorded in Q2 remain, the earnings trend is on a steady recovery track.

3Q standalone earnings achieved new record highs for both net sales and operating profit.

In addition, Q3 cumulative results also reached a new record high.

Progress toward the post-revision forecast for the full year is on track.

Regarding the outlook for the next fiscal year, we recognize that the favorable business environment will continue and that we can maintain stable growth.

I have overcome the decline in profitability caused by the one-time loss that occurred this fiscal year, and assumes that the operating profit of 1, 68 0 million yen disclosed as guidance is a fully achievable level.

Q3 FY2025 - Consolidated Profit and Loss Statement

- Both net sales and operating profit show solid growth YoY
- (Due to the impact of extraordinary losses recorded in Q2, each profit line item from profit before tax downward decreased)

(Millions of yen)	FY2025 Q3 results (Cumulative)	FY2025 full year plan (Post-revision)		Q3 YoY % change		FY2025 Q3 results (Standalone)	Q3 YoY % change		Q3 QoQ % change	
		Plan	Q3 progress	FY2024 Q3	YoY growth		FY2024 Q3	YoY growth	FY2025 Q2	QoQ change
Net sales	**12,881**	18,280	70.5%	12,246	↑ 5.2%	**4,309**	4,226	↑ 2.0%	4,150	3.8%
Gross profit	**4,503**	6,890	65.4%	4,352	3.5%	**1,621**	1,537	5.4%	1,323	22.5%
Gross profit margin	**35.0%**	37.7%	-	35.5%	-0.6pt	**37.6%**	36.4%	1.2pt	31.9%	5.7pt
Operating profit	**884**	1,180	75.0%	766	↑ 15.4%	**410**	360	↑ 14.0%	50	714.1%
Operating margin	**6.9%**	6.5%	-	6.3%	0.6pt	**9.5%**	8.5%	1.0pt	1.2%	8.3pt
Ordinary profit	**917**	1,230	74.6%	795	15.3%	**391**	371	5.4%	70	454.3%
Profit before income taxes	**706**	1,020	69.3%	934	(24.3 %)	**377**	509	(26.0 %)	-126	-%
Profit attributable to owners of parent	**473**	650	72.8%	700	↓ (32.4 %)	**246**	345	↓ (28.7 %)	-105	-%

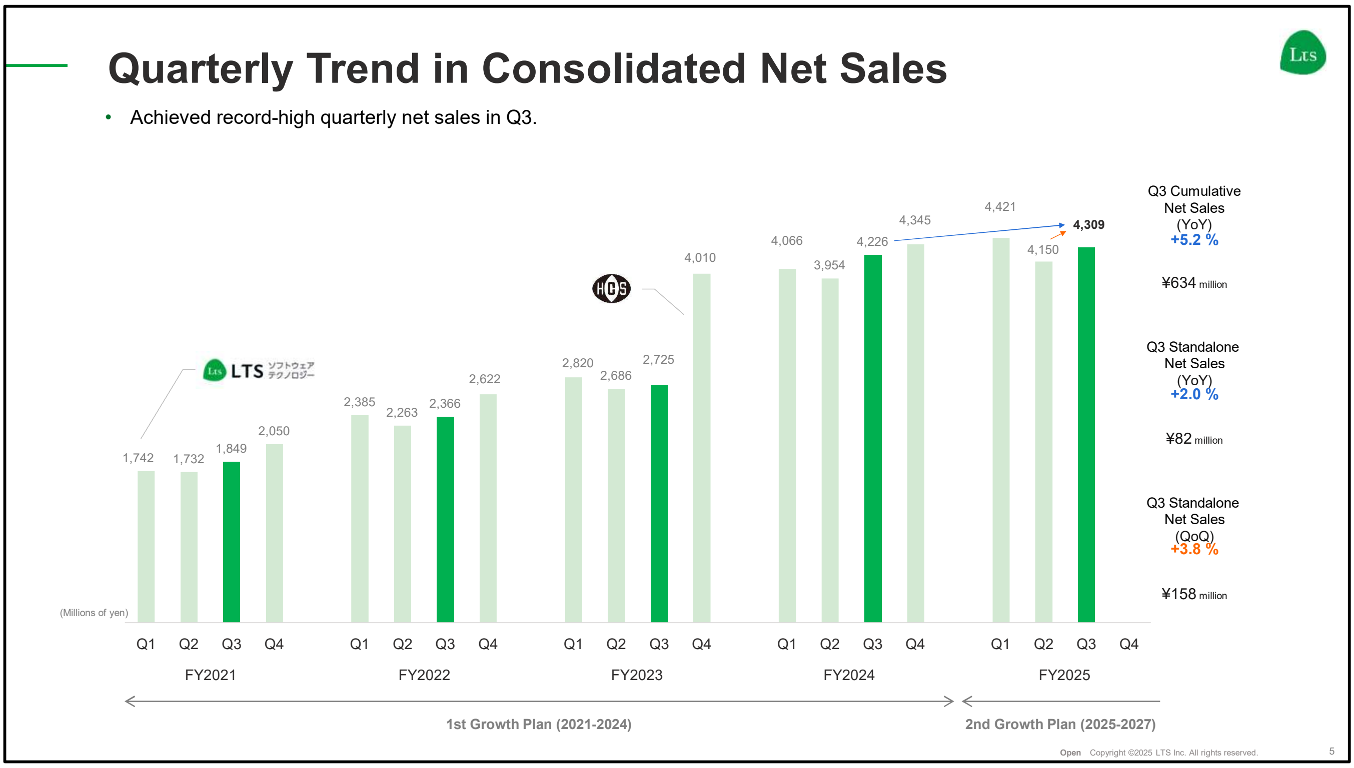
* EBITDA: ¥1,089 million / EBITDA margin: 8.5%

 4

This is the consolidated profit and loss statement for Q3.

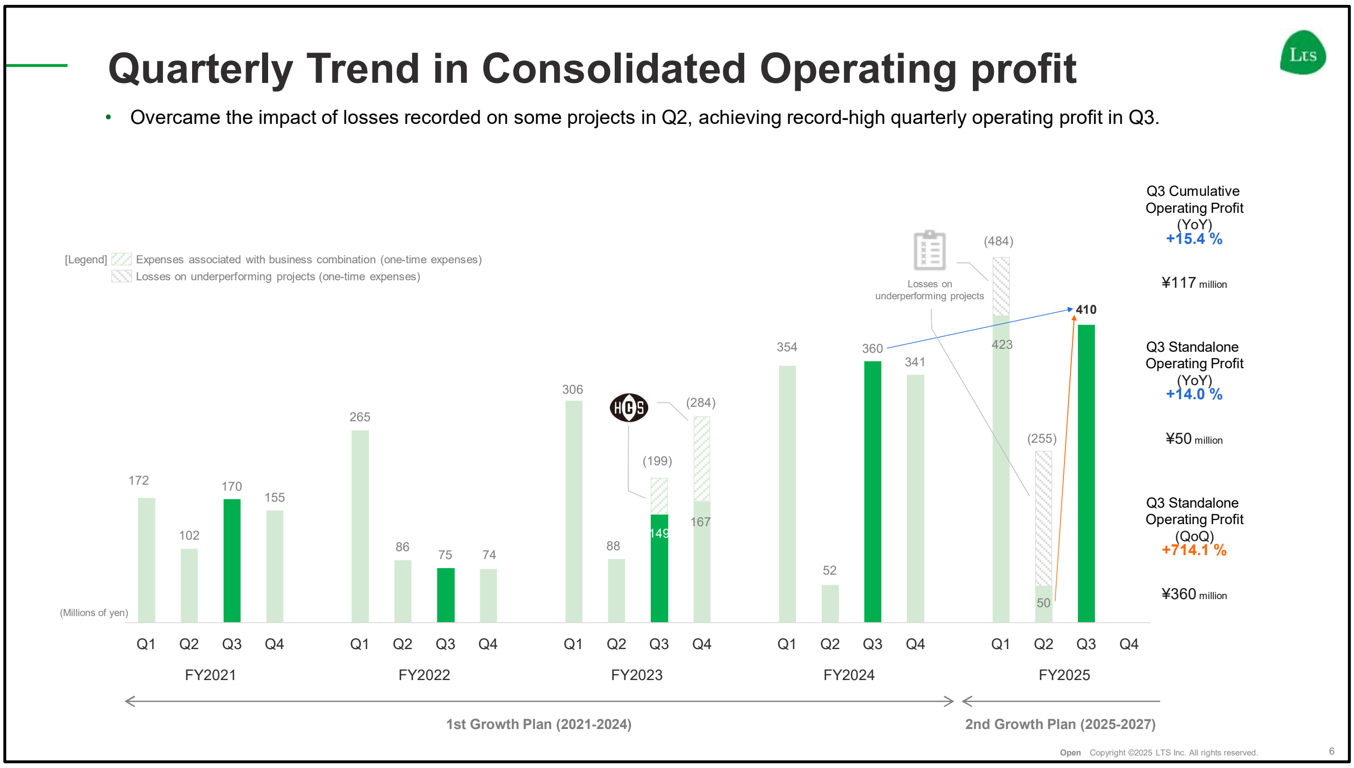
Both net sales and operating profit show solid growth YoY.

Net profit decreased YoY due to the impact of extraordinary losses recorded in Q2.



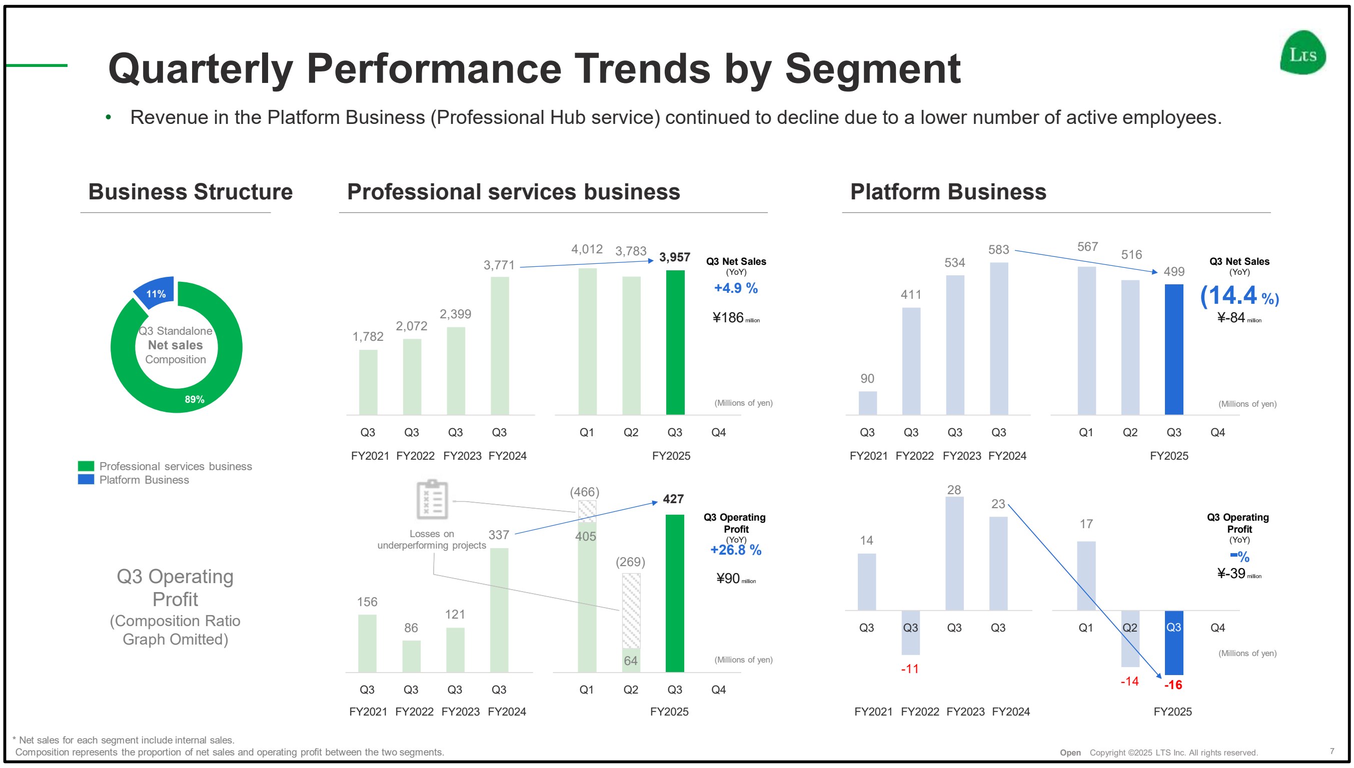
This is the quarterly trend in consolidated net sales.

3Q achieved a new record high for 3Q with net sales of 4,309 million yen.



This is the quarterly trend in consolidated operating profit.

3Q achieved a new record high of 41 0 million yen, overcoming the impact of the loss recorded in 2Q.



Quarterly Performance Trends by Segment.

In the Platform Business, profitability continues to be impacted by a lower number of active freelancers, and we are currently taking measures to address this.

The Professional Services Business has achieved steady growth in both net sales and operating profit year-on-year.

Q3 FY2025 Consolidated Balance Sheet

- Although net cash decreased due to new long-term borrowings and the purchase of treasury shares in Q2, a certain equity ratio was maintained, securing financial capacity to support aggressive investment.

(Millions of yen)	FY2025 Q3 results	YoY		QoQ	
		FY2024 Q3	YoY change	FY2025 Q2	QoQ change
Current assets	7,042	6,867	174	6,651	391
Cash and deposits, etc.	3,641	4,203	-562	3,968	-326
Non-current assets	3,135	4,650	-1,515	3,065	70
Total assets	10,178	11,518	-1,340	9,716	461
Current liabilities	3,154	3,034	120	3,294	-139
Non-current liabilities	2,377	4,247	-1,870	1,784	592
Total liabilities	5,531	7,281	-1,750	5,078	452
Interest-bearing debt	3,159	4,828	-1,668	2,369	790
Total equity	4,533	4,131	401	4,524	9
Net assets	4,646	4,236	410	4,637	8
Equity ratio	44.5%	35.9%	8.6pt	46.6%	-2.1pt

Reference indicators (Q3 FY2025 results)	
Net cash	481
Net D/E ratio	-0.11
Liquidity ratio	223.3%

Consolidated Balance Sheet.

Although net cash decreased due to new long-term borrowings and the purchase of treasury shares in Q2, a certain equity ratio was maintained, securing financial capacity to support aggressive investment.

Q3 FY2025 Activities Summary

Human Resources

Promoted initiatives to strengthen expertise, reinforcing the new human resources portfolio framework

- Renewed competencies and development systems for each professional position
- 22 employees obtained professional qualifications in the PM and BA fields
- Continued proactive hiring of senior managers

Customers

In addition to strengthening account sales for key customers, made progress in developing promising new clients

- 23 new clients added as a result of marketing activities
- Continued large-scale transactions with public sector, including central ministries, local governments, independent administrative agencies, and national university corporations.

Services

The number of GX/SX solutions provided, primarily through ME-Lab Japan, is steadily increasing

- Shizuoka City's "Forest Carbon Credit Creation Promotion Project"
- Yamanashi Prefecture and Mount Fuji Research Institute's "Yamanashi Volcano Disaster Prevention Innovation Pitch Contest 2025"
- NEDO's "Life Simulation and Well-being Improvement Using Quantum Technology"

Group Management

Promoted optimization of knowledge and resources across the group

- Held a group conference to promote the circulation and sharing of knowledge within the group.
- Promoted optimization of personnel allocation in corporate departments, and consolidation and outsourcing of operations across companies.

Q3 Activities Summary.

First, regarding "Human Resources," we are continuing our efforts to strengthen expertise.

Next, regarding "Customers," in addition to strengthening account sales, we are making steady progress in developing new clients, with an increase of 23 companies.

Next, regarding "Services," the number of projects adopted in the ME-LabJapan -led GX (Green Transformation) field is steadily increasing.

In Shizuoka City, the "Forest Carbon Credit Creation Promotion Project" has been adopted, and NEDO has also adopted several themes.

Progress on Q2 one-time loss- Project overview and impact on earnings

Repost of Q2 Results Materials

LTS

- Progress is generally within the scope assumed at the time of the Q2 financial results, and there is no change to the impact on current and next fiscal year earnings.

  - Note:Specific details of the project are withheld at this time due to confidentiality obligations and the fact that the project is in the process of being executed by a team that does not include us.

Project overview

- **Relevant project**
  - Contracted project in system development field
- **Incident**
  - Issues in project execution related to quality and delivery schedule occurred
- **Our response**
  - Added personnel and work hours to address issues (increasing costs in Q1 and Q2)
- **Current situation** (updated)
  - Recorded estimated related costs as losses
  - **Contract termination has been finalized**

Impact on current fiscal year results

- **H1 results**
  - Operating profit down by **¥266 million**
  - Q1: ¥61 million
  - Q2: ¥205 million
  - Extraordinary losses of ¥188 million recorded in Q2
- **H2 forecast**
  - Operating profit down by **¥110 million**
  - Q3: ¥67 million
  - Q4: ¥42 million
- **Revision to financial results forecast**
  - Operating profit forecast revised downward by **220 million yen**
  - Project: **-¥376 million**
  - Other: **+¥156 million**

(See p. 13 and p. 52)

Impact on next fiscal year results

- **Next fiscal year forecast**
  - No change from initial guidance
  - Net sales: **¥20,150 million**
  - Operating profit: **¥1,680 million**
  - All losses related to the project already reflected in current fiscal year results
  - Excluding the project, performance in Professional Services Business remained solid

(See p. 27)

I will provide supplementary information on the subsequent progress of the one-time loss case explained at the 2Q earnings announcement.

As stated in the slide released on August 14, progress is generally within the expected range, and there is no impact on next fiscal year's earnings.

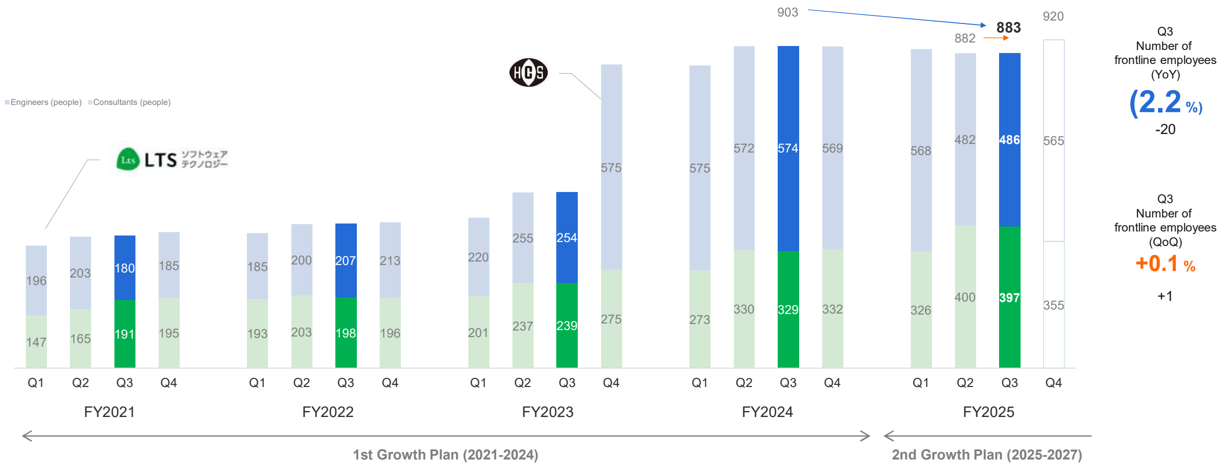
Quarterly Trends in Number of Frontline Employees (Consolidated)

- Although the expected fiscal year-end frontline headcount (920 people) will not be reached, significant progress has been made in optimizing the composition ratio of consultants and engineers

•Consultants: Increased beyond initial assumptions due to hiring as well as progress in reskilling engineers to system analysts

• Engineers: Expected to fall short of initial assumptions due to headcount reduction from deconsolidation and curbed hiring reflecting the utilization and impact of generative AI

- Hiring progress reached 72.0% despite challenging recruitment environment, with turnover rate controlled at 7.7%



*Total headcount across all roles: 1,072 (Frontline: 882 / Sales: 64 / Corporate staff: 126) / Aggregated under the new HR system framework effective April 1, 2025

 11

This slide shows the quarterly trend in the number of consolidated frontline employees.

Although the expected fiscal year-end headcount of 920 will not be reached, significant progress has been made in optimizing the composition ratio of consultants and engineers.

In particular, for consultants, in addition to smooth hiring progress, the reskilling of senior engineers into system analysts is also progressing.

The turnover rate is controlled at 7.7 %.

 12

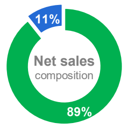
Next, I will explain the full-year forecast.

FY2025 Consolidated Performance Forecast (by Segment)

- Professional Services Business expected to continue increasing revenue and profit despite one-time loss.
- Platform Business expected to see decline in revenue and profit due to reduced profitability from lower number of active employees.

(Millions of yen)	(Post-revision) FY2025 forecast	(Initial) FY2025 forecast	Revised Amount	FY2024 results	YoY change	YoY growth rate
Net sales (Consolidated)	**18,280**	18,280	**±0**	16,592	1,687	10.2%
Professional Services Business	**16,900**	16,500	**+400**	14,883	2,016	13.5%
Platform Business	**2,000**	2,400	**-400**	2,237	-237	(10.6 %)
Operating profit (Consolidated)	**1,180** (6.5%)	1,400 (7.7%)	**-220**	1,107 (6.7%)	72 (-0.2pt)	6.5%
Professional Services Business	**1,175** (7.0%)	1,280 (7.8%)	**-105**	1,031 (6.9%)	143 (0.1pt)	13.9%
Platform Business	**5** (0.3%)	120 (5.0%)	**-115**	76 (3.4%)	-71 (-3.1pt)	(93.5 %)
Ordinary profit	**1,230** (6.7%)	1,350 (7.4%)	**-120**	1,069 (6.4%)	160 (0.3pt)	15.0%
Profit attributable to owners of parent	**650** (3.6%)	900 (4.9%)	**-250**	973 (5.9%)	-323 (-2.3pt)	(33.2 %)

Reference (Post-revision)



- Net profit attributable to owners of parent for FY2024 includes extraordinary income of 567 million yen from the sale of real estate in the second half, temporarily boosting profit before tax.
- For FY2025, at the beginning of the period, only ordinary profit growth was positioned as the basis for growth in profit before tax and net profit, resulting in a YoY decline of 7.5%, but due to the occurrence of an extraordinary loss during the period, net profit attributable to owners of parent shows a YoY decline of 33.2%

*Net sales for each segment include internal sales.
Composition represents the proportion of net sales and operating profit between the two segments.

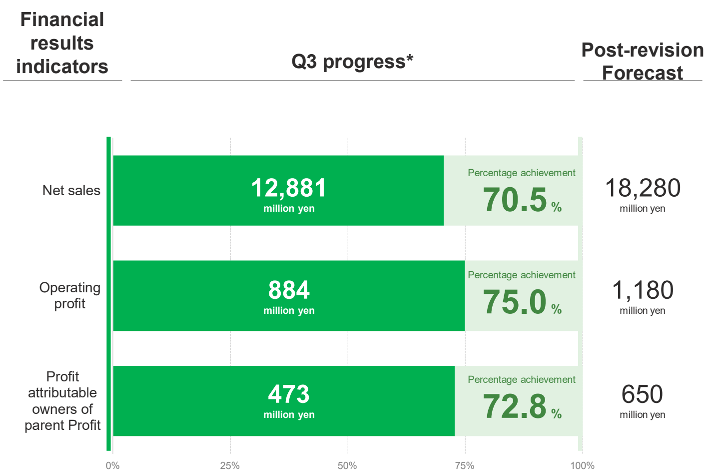
This is the consolidated performance forecast by segment.

The Professional Services Business is expected to continue to see increased revenue and profit, despite the occurrence of a one-time loss.

The Platform Business is expected to see a decline in revenue and profit due to lower profitability from a decrease in the number of active freelance personnel, and we are currently addressing this issue.

Q3 FY2025 - Consolidated Financial Results

- Cumulative results for net sales, operating profit, and profit attributable to owners of parent through Q3 are tracking in line with the post-revision forecast.



Risk awareness and response status

- Delay in reassigning personnel from the project with recorded losses to other projects, leading to a decline in utilization rate
  → Strengthen sales activities to develop new projects
  → Utilize professional staffing model services concurrently
- Prolonged decline in number of active employees in Platform Business (Professional Hub service)
  → Strengthening of sales structure
  → Promotion of monetization of other services (such as SaaS business and training)
- Uncertainty in the progress of a large-scale project (quasi-delegation contract)
  → Strengthen project delivery structure
  → Thorough management of contracts, profits and losses, and quality

Opportunities and response status

- Continuation of long-term, large-scale projects with government agencies and major corporations
- Robust demand for projects related to generative AI and human resource development for transformation

This is about the progress of our consolidated financial results.

Both net sales and operating profit are tracking in line with the post-revision forecast.
Net sales are at 70.5 % progress, and operating profit is at 75 % progress.

Although there are risks, we recognize that we are dealing with them appropriately.

Regarding opportunities, we are receiving project requests for relatively large and long-term projects from existing customers, so we intend to connect these to business growth by executing them reliably.

Next, I will explain our shareholder return and capital management policy.

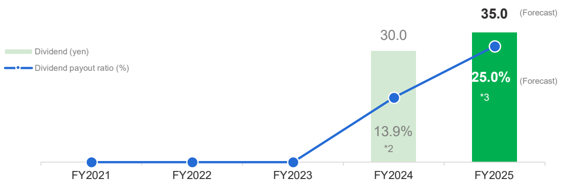
Dividends of surplus

- Dividend planned for end of FY2025, targeting dividend payout ratio of approximately 20% (¥5.0 increase)
- Downward revision of earnings forecast is due to special factors, so the dividend level from the initial plan will be maintained based on the shareholder return policy.

Basic policy

- Stock price growth: Main shareholder return measure is to position medium- to long-term EPS growth as key driver for increasing corporate value (stock price)
- **Dividend: Implementing stable and continuous shareholder returns with target dividend payout ratio of 20%**(however, considering impact of special factors unrelated to core business if net profit fluctuates significantly)
- Purchase of treasury shares: Considered on case-by-case basis while balancing investment in growth and capital efficiency, and implemented flexibly as needed

Trend in annual dividend per share



	FY2021	FY2022	FY2023	FY2024	FY2025
Treasury share purchase amount*1	145 million yen	150 million yen	28 million yen	70 million yen	500 million yen
Total dividend payout ratio	37.6 %	64.6 %	6.3 %	21.6 %	- %

Annual dividend per share

35.0yen

(Ordinary dividend)
(Year-end dividend)

Dividend payout ratio

25.0%

(Calculated based on the revised FY2025 forecast)

*1: Amounts exclude acquisition costs related to requests for purchase of fractional shares.
*2: Dividend payout ratio based on ordinary profit excluding the impact of extraordinary gains and losses = 19.5%.
*3: Dividend payout ratio based on ordinary profit excluding the impact of extraordinary gains and losses = 13.2% (Initial Forecast = 17.8%)

 16

This is regarding the dividends of surplus.

LTS, Inc. plans to pay a dividend at the end of the current fiscal year with a target dividend payout ratio of 20 %. The dividend per share is planned to be 35 yen, an increase of 5 yen.

The dividend payout ratio calculated based on the revised earnings forecast is 25 %.

Criteria for Continued Prime Market Listing (current Status)

- As of the end of September 2025, the tradable share market cap is in a state of non-compliance
- Cannot rule out the possibility of not achieving compliance with the criteria during the Transition measure application period

	Number of shareholders	No. of tradable shares	Tradable share ratio	Stock price	Tradable share market cap
Status	○	○	○	-	×
Criteria	800 people	20,000 units	35.0 %	-	100 (billions of yen)
Assessment as of September 2025	1,915 people	24,129 units	52.9 %	2,191*1 yen	52.8 (billions of yen)
⇅					⇅
Target as of December 2025	1,915 people	24,129 units	52.9 %	4,145*2 yen	100.0 (billions of yen)

*1: Using average stock price for three-month period from July to September
*2: Reference value calculated by dividing the required tradable share market cap by the current number of tradable shares.

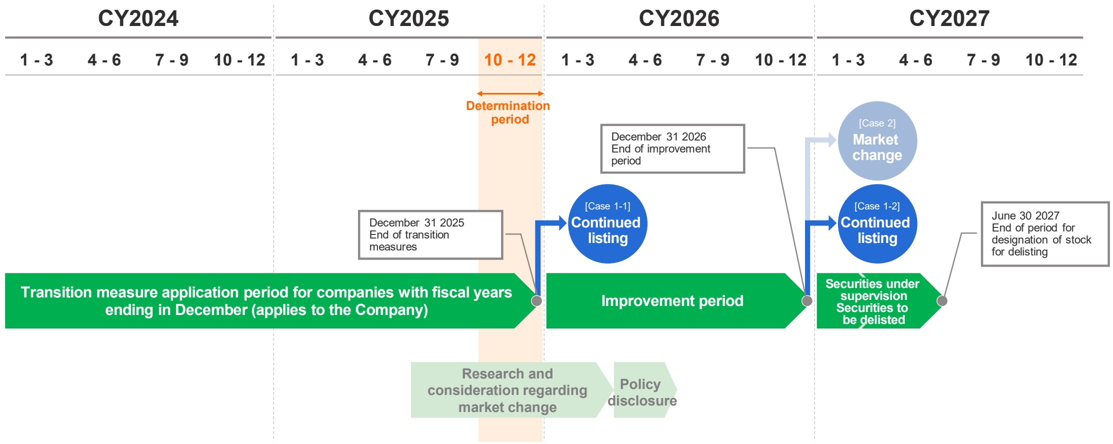
This is regarding the conformance with the criteria for continued listing on the Prime Market.

As of the end of September, the tradable share market cap is in a state of non-compliance.

We recognize that the possibility of not achieving compliance with the criteria within the transition measure application period cannot be denied.

Criteria for Continued Prime Market Listing- Schedule for Action

- While continuing efforts to meet the Prime Market's criteria for continued listing, we have also begun research and consideration of a market change, with the Tokyo Stock Exchange Standard Marketas a candidate for our backup plan.



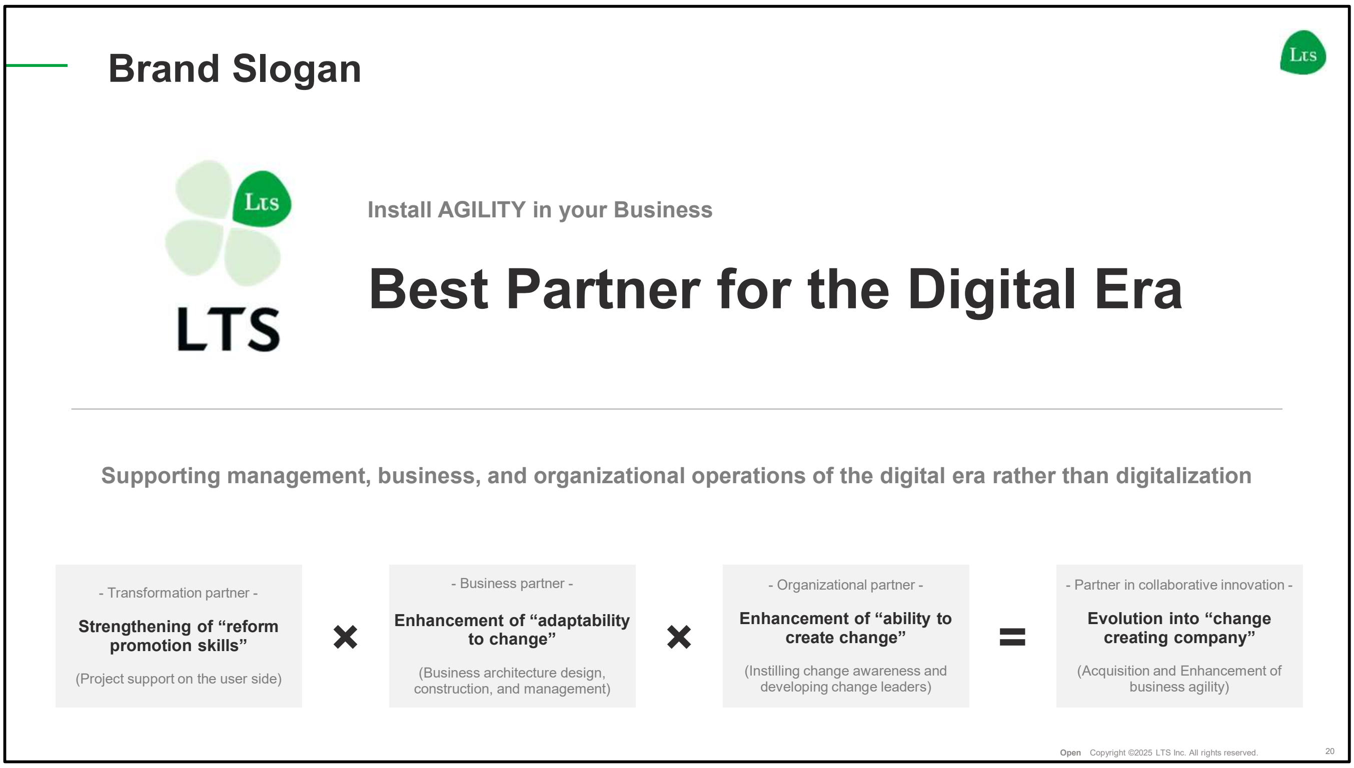
Reference: "Overview of Handling of Transition Measures and Other Matters Relating to the Continued Listing Criteria," Tokyo Stock Exchange (January 2023)

We will continue its efforts to meet the criteria for continued listing on the Prime Market, and in parallel, has begun research and consideration of a market change, with the Tokyo Stock Exchange Standard Market as a candidate for a backup plan.

We will plan to disclose its policy at an appropriate time next year.

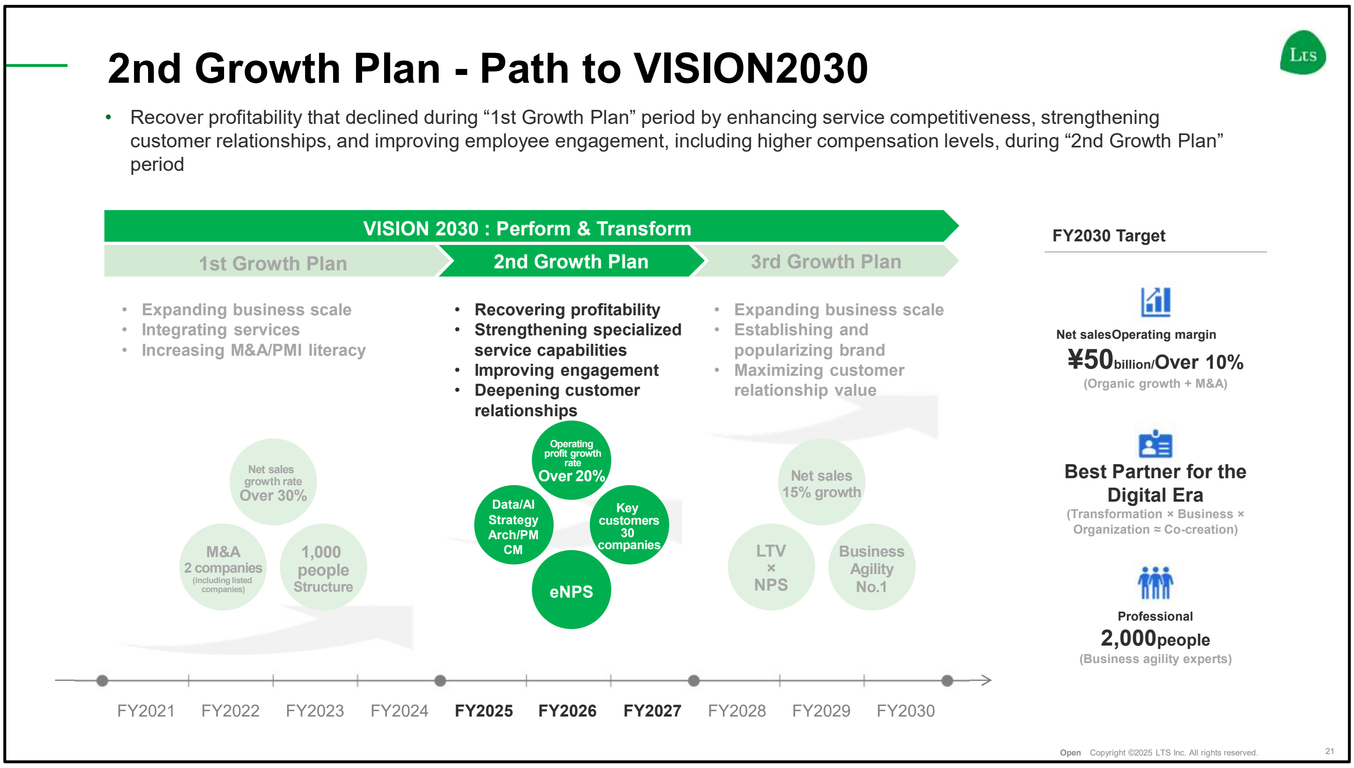
1. Q3 FY2025 Financial Results
2. FY2025 Full Year Forecast
3. Shareholder Return & Capital Management Policy
4. **Medium- to Long-Term Growth Scenario**
5. Reference Material

Finally, I will explain our Medium- to Long-Term Growth Scenario.



Our brand slogan is 'Best Partner for the Digital Era.'

We are developing our business with the aim of becoming the best partner for our customers in an era of rapid and complex change.



As our business growth target, we are aiming for net sales of 50 billion yen and an operating margin of over 10 % in 2030.

We are promoting initiatives by dividing the 10-year period from 2021 into 3 phases, and are currently in the middle phase, the 2ndGrowth Plan.

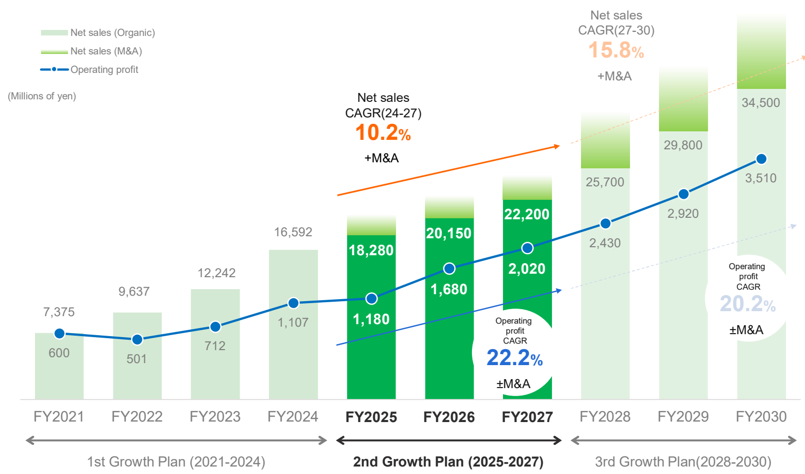
For the past 4 years, we have maintained a net sales growth rate of over 30 % and have worked to expand our business scale, develop comprehensive services, and improve our M&A and PMI literacy.

However, as the issue of declining profitability remains, the 2ndGrowth Plan will be a 3 -year period to recover profitability while properly raising employee compensation, and to further strengthen our specialized service capabilities and deepen customer relationships.

After establishing the foundation over the three -year period of the 2nd Growth Plan, LTS, Inc. has a plan to increase the top-line growth rate again from 2028 onward.

2nd Growth Plan – Performance Target Trends

- For 2025-2027, priority will be given to recovering profitability (operating profit margin), with planned average growth rate of 20% for operating profit
- Although not included in plan, discontinuous growth through M&A is being considered in addition to organic growth
- Downward revision, but the fundamental trend of business growth remains unchanged, so the ongoing "2nd Growth Plan" is not being changed



Growth targets considering M&A

FY	Net sales	Operating margin
2030	¥50,000 million	Over 10%

Vision of organic growth

FY	Net sales	Operation profit
2027	¥22,200 million	¥2,020 million (Operating margin: 9.1%)
2030	¥34,500 million	¥3,510 million (Operating margin: 10.2%)

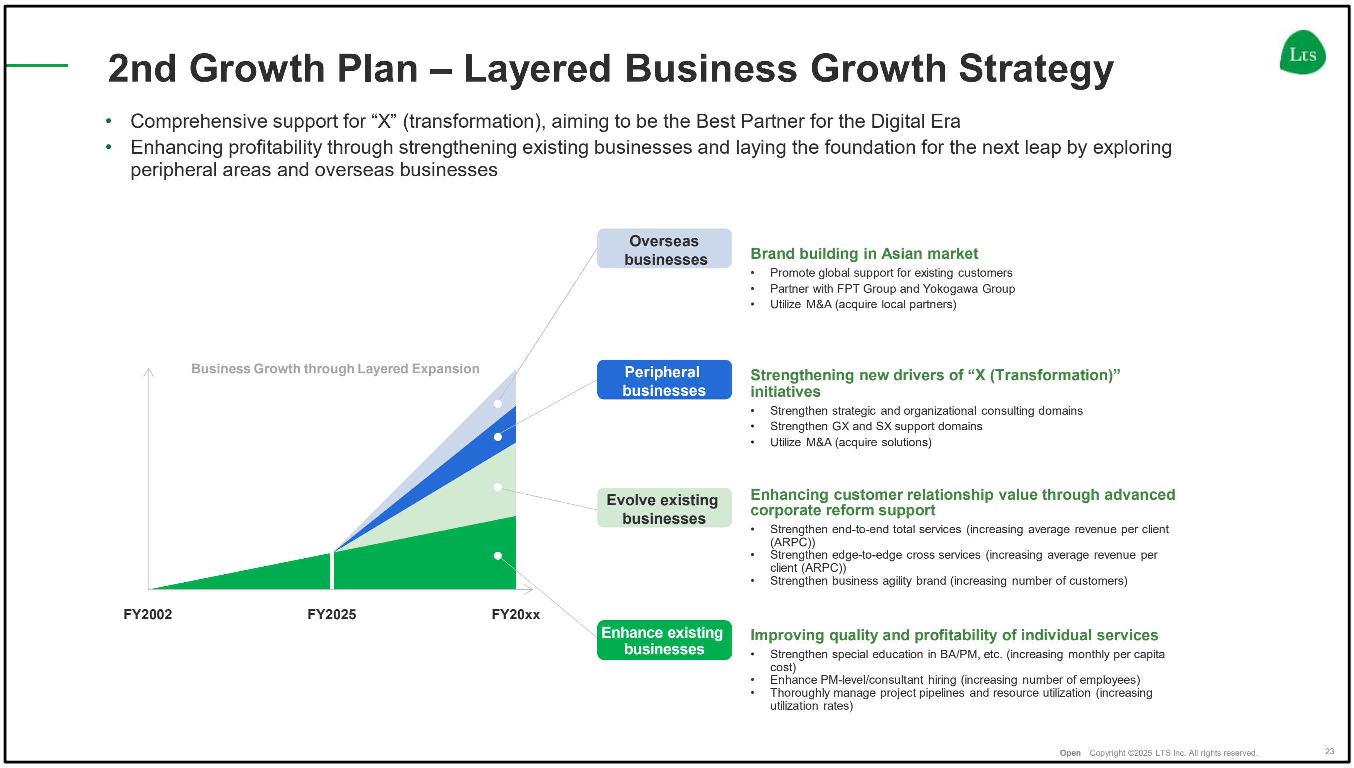
In light of the current uncertain business environment and the significant emphasis on newbusinesses (peripheral and overseas businesses) and M&A in our growth scenario, we believe we should review our strategy flexibly each year and reflect it in the business plan for the following year and beyond. Therefore, rather than presenting it as a Medium-Term Business Plan, our aim is to share our growth vision with shareholders and investors in a quantitative manner. To this end, we will publish a Growth Plan every few years as reference information.

 22

Regarding the earnings targets for the 2nd Growth Plan, the basic approach is to prioritize the recovery of operating margin and increase operating profit by more than 20 % each period.

Although M&A is not included in the plan, we are actively exploring opportunities.

Although we have made a downward revision for the current fiscal year, the fundamental trend of our business growth has not changed at all, so we will not change the numerical guidance for the 2ndGrowth Plan.



Regarding specific initiatives, as the development of comprehensive services has already been completed, the key point is to strengthen existing businesses rather than adding new initiatives..

In addition, as part of the peripheral business development, LTS, Inc. will also build on the strategic consulting and GX / SX initiatives that have been cultivated over the past few years, developing them as the next pillars.

Furthermore, as part of its overseas business development, we will also steadily advance its business development in the Asian market by leveraging the FPT Group and Yokogawa Group customer bases.

Growth Scenarios for Existing Businesses – Classification of Profit Models

- As a result of past proactive service development efforts, the currently complex service portfolio has been organized into the following five domains.

Service domain	Profit model		Key points for profitability improvement
Strategy consulting	Flow	High unit price × medium utilization rate × Small team × short duration	• Continue R&D in cutting-edge domains to secure high unit prices • Continue refining unique positioning and collaborative relationships with top management to maintain a robust project pipeline
DX consulting	Flow	Medium unit price × high utilization rate × Large team × medium duration + Leverage external resources	• Secure flexible organizational capabilities by recruiting managers and providing BA and PM training, maintaining utilization rates at appropriate levels • Leverage external resources to enhance delivery capabilities
SI (system Integration)	Stock	Project unit price × Number of projects + Leverage external resources	• The Group collectively handles the subsequent phases of DX consulting, accumulating numerous medium-scale, moderate-risk projects • Improve productivity through the utilization of technologies such as generative AI
Public services	Hybrid	Project unit price × Number of projects + Community management fee *1	• Maintain long-term operation of regional communities • Transform communities into incubation platforms to generate and secure derivative projects (consulting)
Resource management	Hybrid	RM fee*2 × Number of arrangements + Platform paid membership fees	• Share project and human resources information across the Group to prevent missed opportunities • Improve sales productivity of matching personnel • Improve profit margins by maintaining appropriate procurement costs and bringing production in-house

*1 Within regional revitalization initiatives, the Company operates spaces that bring together local governments, businesses, educational institutions, non-profit organizations, and individuals to foster connections and collaboration.
*2 Commissions are charged for matching projects and personnel as Resource Management fees.

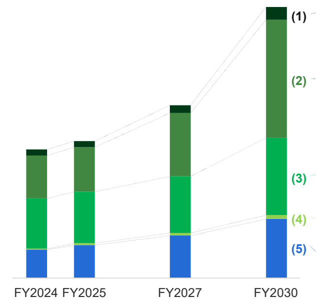
Open 24

In strengthening existing businesses, we have established five service domains and is committed to implementing appropriate growth scenarios and revenue management.

Growth Scenarios for Existing Businesses – Growth Scenarios by Profit Model

- Plan and manage business growth using distinct concepts and approaches for each of the five organized domains.

Envisioned growth by service domain



	Service domain	Anticipated growth rate* FY2025-27	FY2028-30	Direction and initiatives for business growth
(1)	Strategy consulting	Approx.15%	Approx.15%	• Develop individual expertise to be sought after through strategy plus industry and cutting-edge technology knowledge • Simultaneously advance medium- to long-term external recognition and exploration of new fields through research activities such as academic presentations, paper writing, and external communications
(2)	DX consulting	Approx.20%	Approx.25%	• Establish a development framework for core expertise such as PM and BA and strengthen the organizational structure • Form business units centered on industries and solutions, simultaneously driving growth of each unit and expansion in the number of units
(3)	SI (System Integration)	Approx.5%	Approx.15%	• Utilize public cloud services and promote agile development methodologies • Combine deep customer understanding (business, operations, organization) with expertise in architecture management to maximize customer value
(4)	Public services	Approx.15%	Approx.15%	• Roll out the LTS-style regional revitalization model (community-based approach and industry-government-academia collaboration) • Activate open innovation by connecting the private sector and public sector
(5)	Resource management	Approx.10%	Approx.10%	• Increase the proportion of high-value-added projects such as the implementation of subscription management tools • Strengthen the ecosystem by providing added value beyond matching, including counseling, training, and inter-company networking

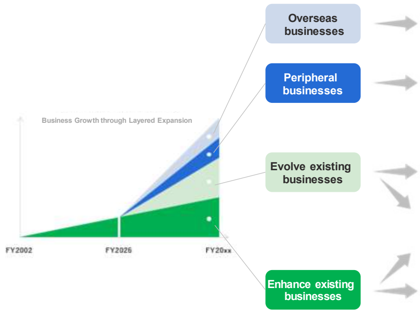
*Projected average annual growth rate for FY2025 to FY2030 as of May 2025 (to be updated annually)

 25

Regarding the growth rate and profitability of each domain, we will release details on how it will pursue them over the next three years and the five years leading up to 2030 as soon as they are finalized from the next fiscal year onward.

M&A Strategy for Discontinuous Growth

- Will actively pursue M&A as key growth strategy, drawing on past PMI experience while maintaining focus on organic growth
- From 2025 to 2027, priority will be given to small-scale M&A (up to ¥500 million) for deepening and evolving existing businesses



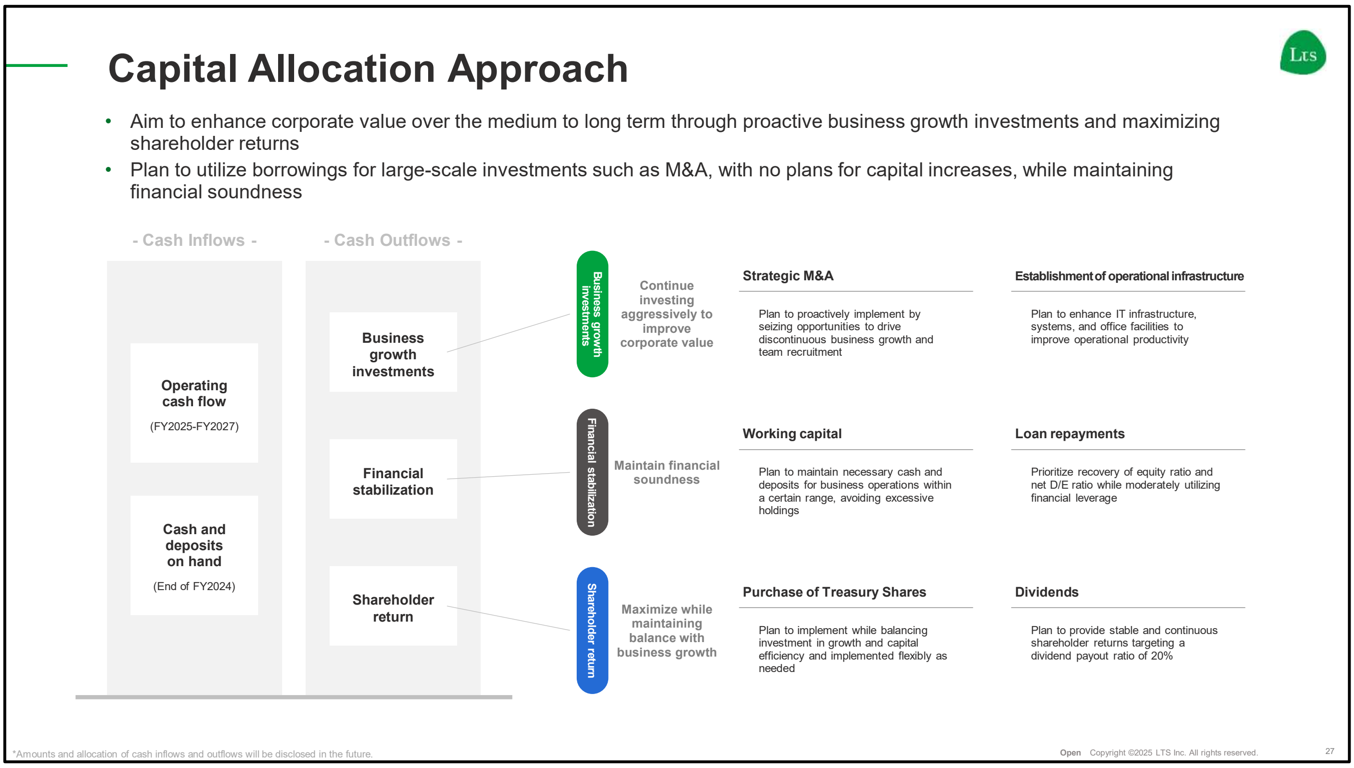
		~Past M&A~				~ Future direction of M&A ~	
		WAKUTO	IOTOI	SOFTEC	HCS	TBD	
	Market cultivation					✓	• Local partners overseas
	Acquisition of new services					✓	• Training and coaching, BPO, investment and business creation, HR services, etc.
Strengthening of services	Incorporation of advanced technology/products		✓			✓	• Generative AI, digital twins, edge computing, blockchain, cybersecurity, etc.
Strengthening of services	Strengthening of solutions				✓	✓	• MS365, SAP, SFDC, outsystems, PMO, etc.
Acquire resources	Consultants		✓			✓	• Strategic consulting, SX/GX consulting • Data consulting, AI consulting • DX consulting, ERP consulting
Acquire resources	Engineers	✓		✓	✓		• N/A (completed)

26

While our growth is primarily organic, the company also has a policy of actively utilizing M&A.

Although no M&A deals were executed in the last two years, four deals have been completed in the past, contributing to the expansion of customer value and improvement of business performance.

We will continue to actively seek opportunities.



I will provide supplementary information on our approach to capital allocation.

To enhance corporate value over the medium to long term, we will continue to pursue a management approach that strikes a good balance between two objectives: "proactive business growth investments," including M&A, and "maximizing shareholder returns," such as dividends and share buybacks.

End of File

In our previous Q2 earnings announcement, we reported a one-off loss on a specific project.
The impact has been largely contained within the range we anticipated, and we do not foresee any negative impact on the next fiscal year or beyond.

We are committed to steadily accumulating results each quarter to achieve the business growth we originally planned.

We would appreciate your continued support.
Thank you for your time.