PORT INC.

Q1 of Fiscal Year Ended March 31, 2027 (FY2027)

Financial Results Briefing

PORT INC. Securities Code: 7047

August 12, 2026

Company Profile

PORT INC.

PURPOSE

Change social debt into possibilities for the next generation.

Our society has always given priority to the present.

Meanwhile, debts have been put off and handed off to the next generations.

Distortions in many different areas generate complex friction patterns and the situations are becoming more serious.

However, due to the complexity, the problem is still to be addressed.

We must address it now and not in the future.

Instead of putting off the debts for a century, we should identify

social issues ourselves and advance process, from proposal to implementation, using people and technology.

We will implement things that are necessary for society, not things that are merely nice to have.

We will do this to eliminate as much social debts as possible and expand the potential of future generations.

Company Name	PORT INC.
Established	April 18, 2011
Head Office Address	5th Floor, Shinjuku Front Tower, 2-21-1 Kitashinjuku, Shinjuku-ku, Tokyo
Share Capital	39 million yen (as of June 30, 2026)
Representative	Hirofumi Kasuga, Representative Director, President and CEO
Business	Contract support business
Number of Employees	1,270 (as of June 30, 2026; consolidated)
Average Age of Employees	Approx. 28 (as of June 30, 2026)
Ratio of Men to Women	6:4
Securities Code	7047 (TSE Growth; listed on December 21, 2018)
Major Group Companies	INE Inc. / Five Line Inc. Minshu, Inc. / HRteam Co., Ltd.

Social Debt as We See It

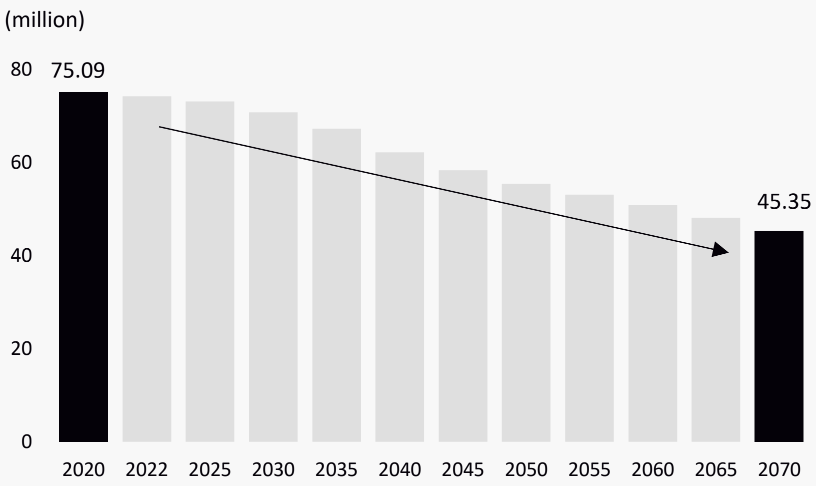
PORT INC.

While the decrease in the working population will continue to accelerate, comparative labor productivity is also declining. The sustainability of today's social system as a whole is threatened.

Declining Working Population (Working-Age Population)

The working-age population of Japan will decrease due to the declining birthrate and aging population.*1

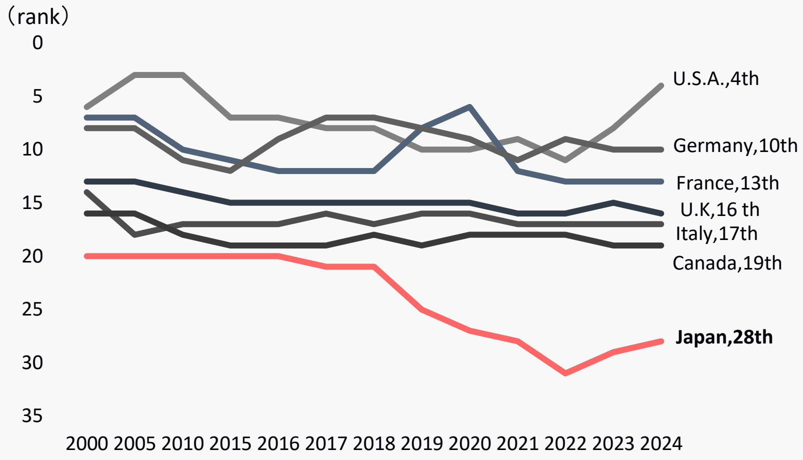
Forecast Changes in Working-Age Population (15 to 64 Years Old)



Low Labor Productivity

Japan's labor productivity was ranked 28th among 38 OECD countries, the lowest among the G7 nations.*2

Evolution of Hourly Labor Productivity Rankings in Major Developed Countries

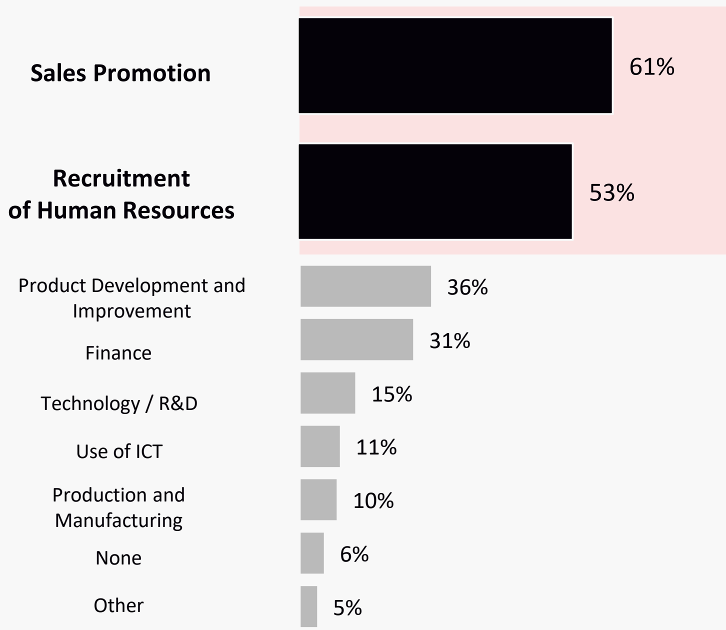


*1 Source: Prepared by Port based on the Cabinet Office's White Paper on Aging Society 2025 (June 13, 2025)
*2 Source: Prepared by Port based on the Japan Productivity Center's "International Comparison of Labor Productivity 2025" (December 22, 2025)

Insights into Issue

Overcoming sales promotion and recruitment challenges, which are among the greatest management issues that companies face, has the greatest impact on improving productivity. However, when investing in these domains, the ROI is uncertain and there is the risk that it may be zero.

Top Management Issues: Sales Promotion and Recruitment*



Approaches to Resolution

Issue/Cause

- The return on investment (ROI) is uncertain, meaning that the risk of no return on the investment is high.
- This results in people being hesitant to invest aggressively in growth.

Approach

Completely eliminating the risk of no return by clarifying ROI

Effects

Encourage companies to accelerate growth investments to help them achieve earnings growth

Improve company productivity and society as a whole

* Source: Prepared by Port based on Nomura Research Institute, Ltd., "Questionnaire on Small and Medium Business Management (March 2021)"

PORT INC.

Business Policy

Eliminating the Risk of No Return by Clarifying ROI

We will address the decline in working population as a social debt by providing services with a clear ROI. We will thus completely eliminate the risk of no return for companies and help improve the productivity of companies and overall society.

Business Model

Contract Support Business

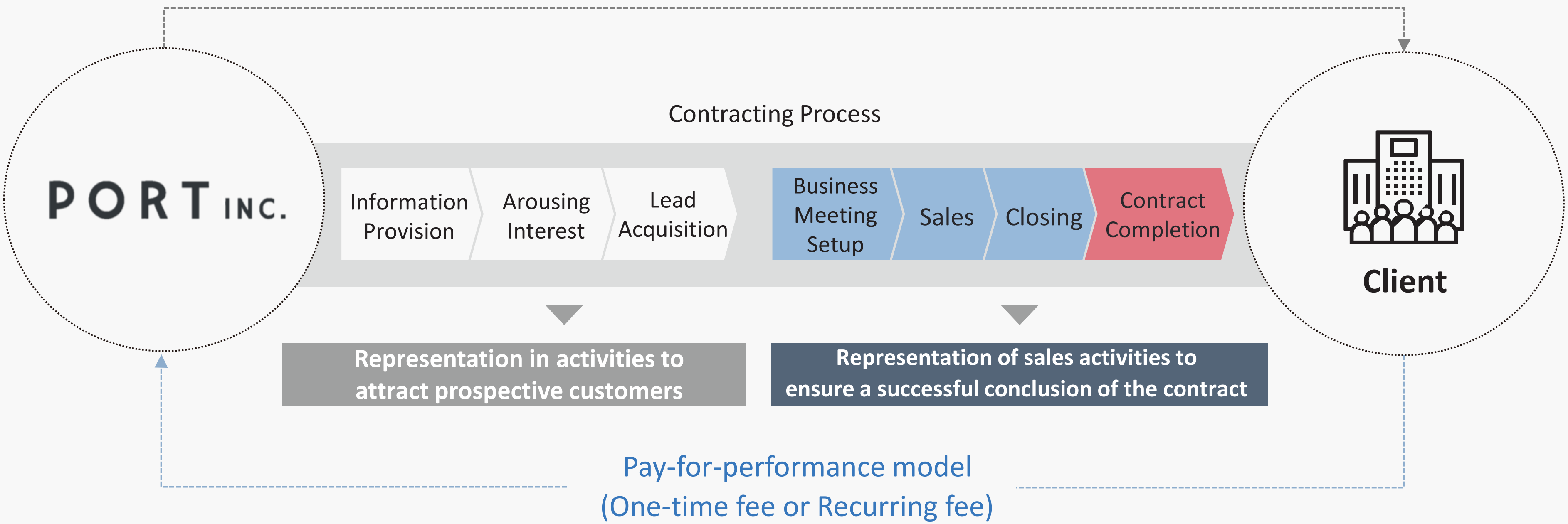
Using a pay-for-performance business model we eliminate the risk of no return for corporate clients. This addresses a key management issue for them related to acquisition efforts, taking KPI responsibility from customer acquisition and contract signing efforts. Rewards are generated only when contracts are successfully signed, using our strong contract-winning skills and multi-channel marketing capabilities.

Business Model of Contract Support Business

An integrated business model in which we combine multi-channel marketing and sales activities to support client companies in the process from user acquisition as their potential customers to signing of contracts with a pay-for-performance reward structure.

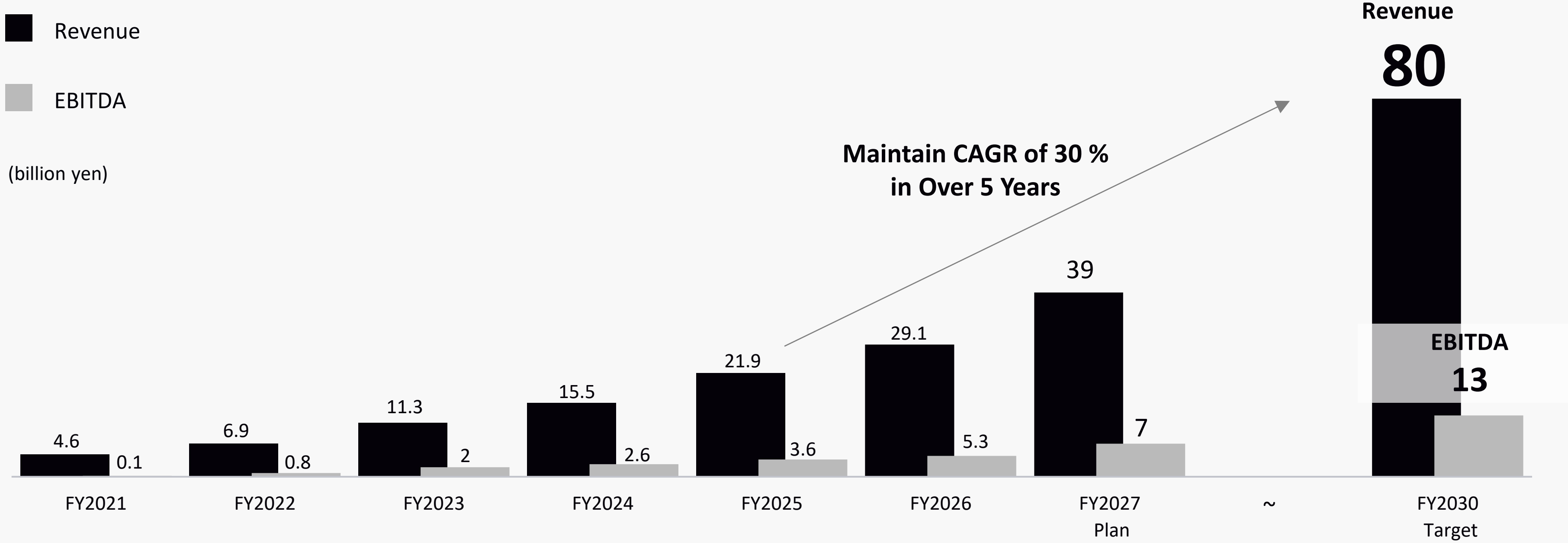
Acting on behalf of clients to handle the entire process, from attracting prospective customers to contract signing.

Contract Support business



Medium-Term Management Plan PORT ODYSSEY800

We aim to achieve full-year revenue of 80 billion yen and an EBITDA of 13 billion yen in the fiscal year ending March 31, 2030. Five-year targets and a growth strategy for maintaining CAGR of 30% or higher over a medium- to long term (a five-year span) are as follows.



Five-Year Goals Growth Strategy		
	(1) Conversion to Recurring Earnings	Increasing the probability of continuous growth by pushing forward with the acquisition of future earnings to convert them into recurring earnings while aiming for a year-on-year increase in revenue and profit.
	(2) Establishing Overwhelming Positions in Existing Businesses	Uncompromisingly implement organic and inorganic investments aiming to establish overwhelming positions in existing businesses (the human resources and energy domains) and establish barriers to entry.
	(3) Mergers and Acquisitions Aimed at Entering New Domains	Aggressively pushing forward with mergers and acquisitions with the goal of entering contract support businesses in new domains which will be the new primary sources of earnings, as well as roll-up mergers and acquisitions in existing businesses.

PORT INC.

The milestones for each growth strategy to achieve ODYSSEY800 are as follows:

Milestone	~ FY2028 Largest share of the markets in existing domains	~ FY2030 Increasing market share in peripheral domains
(1) Recurring Earnings Ratio*1	**30%** or more	**40%** or more
(2) Energy Domain	**Largest share***2 of the low-voltage electricity for individual customers contract support market	• Further increasing market share in the corporate domain • Further expanding business support activities (support activities for power distribution, power procurement, etc.) for electric power companies
(2) Human Resources Domain	**Largest share***2 of the new graduate recruitment and referral market	• Increasing share of the new graduate recruitment support market • Increasing share of the markets in peripheral domains including recruitment support for young people (graduates without careers, recent graduates with careers, and people in their 20s)
(3) New Business	Creating new businesses which will be new primary sources of earnings	

*1 Ratio of recurring earnings to company-wide EBITDA.
*2 Based on the number of contracts won.

Contents

01 Summary of Financial Results for Q1 of Fiscal Year Ending March 31, 2027 P11

02 Q1 of Fiscal Year Ending March 31, 2027 (Energy Domain) P42

03 Q1 of Fiscal Year Ending March 31, 2027 (Human Resources Domain) P52

04 Announcement / Summary of Financial Data (Profit and Loss Statement, Balance Sheet) P66

Executive Summary

PORT INC.

01

Significant increase in both revenue and EBITDA was achieved at 38% increase and 50% increase year on year, respectively. Off to a good start against the full-year plan.

02

In the energy domain, the revenue growth rate was limited in Q1, but projected net recurring earnings increased a significant 80% year on year due to efforts to prioritize the increase of recurring earnings.

03

It was decided that we would invest in the development of 10 additional grid storage power stations in Q1. Two of the three facilities in operation fully contributed to revenue, which significantly supported revenue from operational support services in the energy domain.

04

In the human resources domain, in addition to strong performance in various KPIs, personnel referral services grew significantly, rising 149% year on year due to the impact of the earlier job-hunting activities and the consolidation of HRteam Co., Ltd., resulting in a significant increase in revenue, rising a total of 83% year on year.

PORT INC.

01

Summary of Financial Results for Q1 of Fiscal Year Ending March 31, 2027

Definitions

Projected net recurring earnings: Calculated as an estimate of earnings for a reasonable period into the future, considering and subtracting the monthly cancellation rate, recurring expenses, discount rates and other factors from monthly sales. For the energy domain, the period is limited to five years (60 months). For other domains, projected net recurring earnings are calculated for a reasonable period.

EBITDA: Operating profit + depreciation and amortization + loss on retirement of fixed assets and valuation gain or loss + stock-based compensation expenses

EBITDA including projected net recurring earnings : Projected net recurring earnings + EBITDA

Recurring earnings: Earnings calculated by deducting recurring expenses from monthly recurring sales (earnings directly linked to EBITDA and operating profit)

Summary of Financial Results (Apr. 2026 – Jun. 2026)

PORT INC.

Overall

Revenue	9,092 million yen	(YoY +38%)	EBITDA	1,572 million yen	(YoY +50%)
Projected net recurring earnings	1,205 million yen	(YoY +74%)	EBITDA including projected net recurring earnings	2,777 million yen	(YoY +60%)

KPI

Recurring earnings	568 million yen	(YoY +48%)	Recurring earnings as a percentage of EBITDA	36.1%	(YoY -0.5pp)

- Both revenue and EBITDA increased significantly. In consideration of the steady growth of our financial results overall, and also recurring earnings, we strategically accumulated projected net recurring earnings with an eye toward the achievement of continued growth.

Energy Domain

Revenue: 3,155 million yen (YoY +1%)

Operating profit for the domain : 396 million yen (YoY -20%)

Operating profit for the domain including projected net recurring earnings : 1,303 million yen (YoY +30%)

- Revenue growth was limited and operating profit for the domain decreased, reflecting a shift toward customer acquisition with a focus on productivity and the accumulation of projected net recurring earnings (YoY +80%) with an emphasis on expanding recurring earnings. Still, recurring earnings and revenue from the storage power stations remained steady.

Human Resources Domain

Revenue: 4,340 million yen (YoY +83%)

Operating profit for the domain: 1,553 million yen (YoY +40%)

- Revenue from personnel referral services increased significantly, 149% year on year, reflecting strong results for a number of KPIs, including the number of contracts won. The earlier start of job-hunting season and the consolidation of HRteam Co., Ltd. also impacted revenue. Looking at the human resources domain overall, both revenue and operating profit in the domain increased sharply due to the significant growth of personnel referral services.

Results for Q1 FY2027

PORT INC.

Strong performance across various KPIs in the human resources domain drove overall growth, resulting in significant year-on-year growth in both revenue and EBITDA. Projected net recurring earnings rose significantly, particularly in the energy domain, reflecting efforts to enable the continued growth of recurring earnings. The application of different tax rates reflects the low rate that was applied in Q1 of the previous fiscal year due to the scope of application of the equity method and other factors.

Accounting Standards: IFRS (million yen)	FY2027		(Reference) FY2026
	Q1	YoY	Q1
Revenue	**9,092**	**+38%**	6,576
EBITDA	**1,572**	**+50%**	1,046
Projected Net Recurring Earnings	**1,205**	**+74%**	693
EBITDA Including Projected Net Recurring Earnings	**2,777**	**+60%**	1,739
Operating Profit	**1,147**	**+41%**	816
Profit before Tax	**1,113**	**+40%**	797
Profit	**717**	**+28%**	562
Profit Attributable to Owners of Parent	**631**	**+12%**	562

KPI			
	Recurring Earnings	**568 million yen**	(YoY +48%)
	Recurring Earnings as a Percentage of EBITDA	**36.1 %**	(YoY -0.5pp)

KPI: Recurring Earnings

PORT INC.

Recurring earnings is calculated by deducting recurring expenses from monthly recurring revenue. The entire amount directly contributes to the EBITDA and other profits. Recurring earnings is positioned as a key indicator to achieve ODYSSEY800 targets.

Recurring Earnings Formula

Recurring Revenue − **Recurring Expenses** = **Recurring Earnings**

Recurring Revenue:
- Recurring remuneration

Recurring Expenses:
- Call center and other inquiry responses, customer maintenance expenses
- Recurring remuneration expenses for projects obtained from sales partners and others
- Capitalized depreciation of contract cost (advertising expenses, outsourcing expenses, etc.)

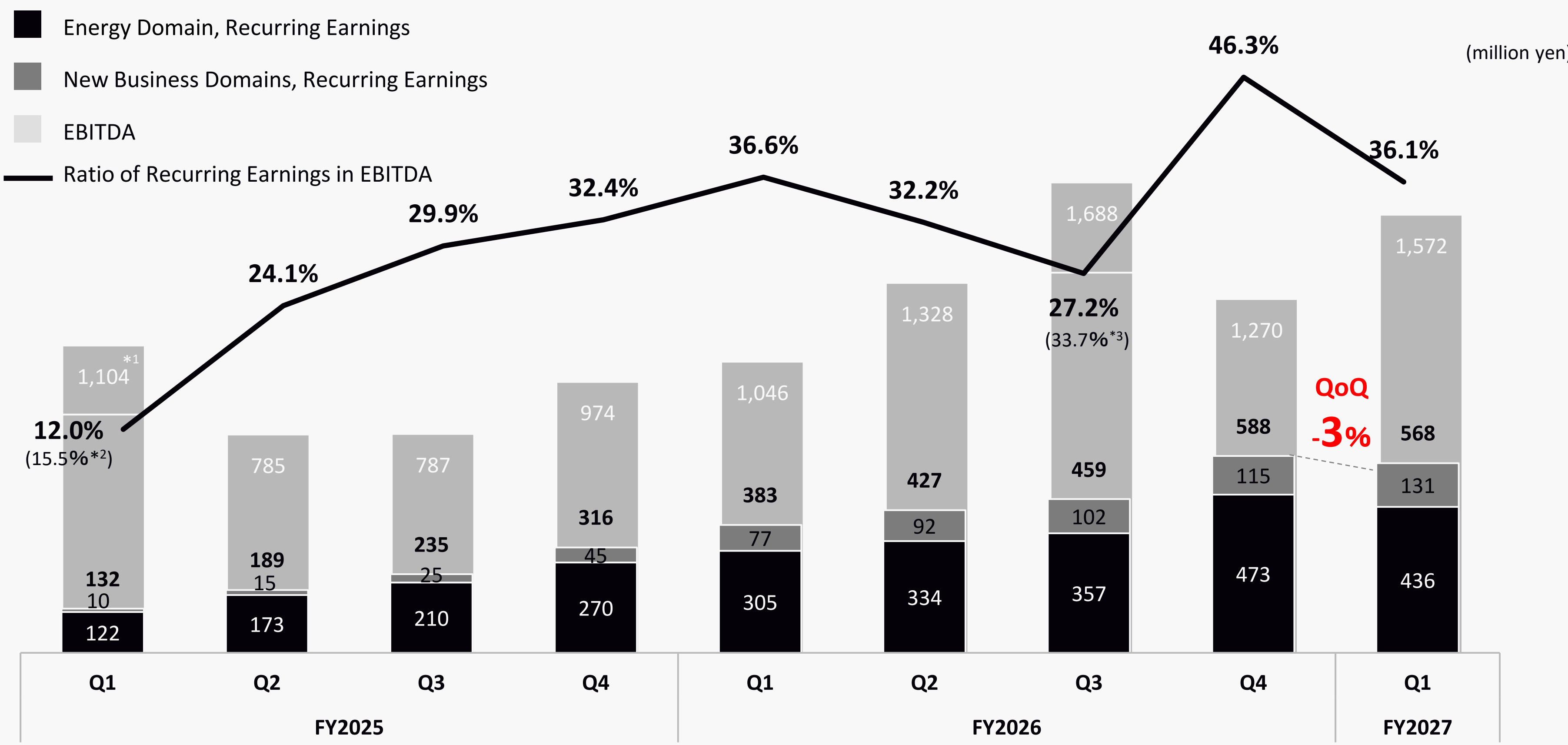
Recurring Earnings:
Entire amount contributes to EBITDA and other profits

Recurring earnings generating business	
Energy Domain	Recurring revenue is generated according to a users' monthly electricity and other usage fees (or usage amount). Compared to one-time earnings for each contract, acquired projects generate expected recurring earnings 1.2 to 1.5 times higher.
New Business Domains (Card-loan)	In the engagement with Lake card loan business of Shinsei Financial Co., Ltd., recurring earnings occur with the profit share method based on revenue from the outstanding loans of users referred to by PORT.

KPI: Trends in Recurring Earnings

PORT INC.

Significant accumulation of projected net recurring earnings in the previous fiscal year steadily contributed to the expansion of recurring earnings. The QoQ decrease is attributable to seasonal factors because revenue in the energy domain reflects changes in electricity fees. In addition, the ratio of recurring earnings temporarily increased in the previous Q4 due to bold growth investments.



*1 In May 2024 (Q1 FY2025), PORT sold the Net Vision Academy (NVA) business and a gain on sale of 247 million yen was recorded.
*2 Ratio of recurring earnings in EBITDA after exclusion of gains on dispositions.
*3 Recurring earnings as a percentage of EBITDA calculated excluding the difference in valuation (323 million yen) upon the step acquisition.

KPI: Projected Net Recurring Earnings

Projected net recurring earnings is a figure estimating earnings expected to achieve from projects contracted with recurring earnings for a long term. Projected net recurring earnings is positioned as a key indicator for medium- to long-term growth as maximizing it contributes to expansion of recurring earnings.

Formula of Projected Net Recurring Earnings

Projected Revenue − **Projected Expenses** = **Projected Net Recurring Earnings**

Projected Revenue

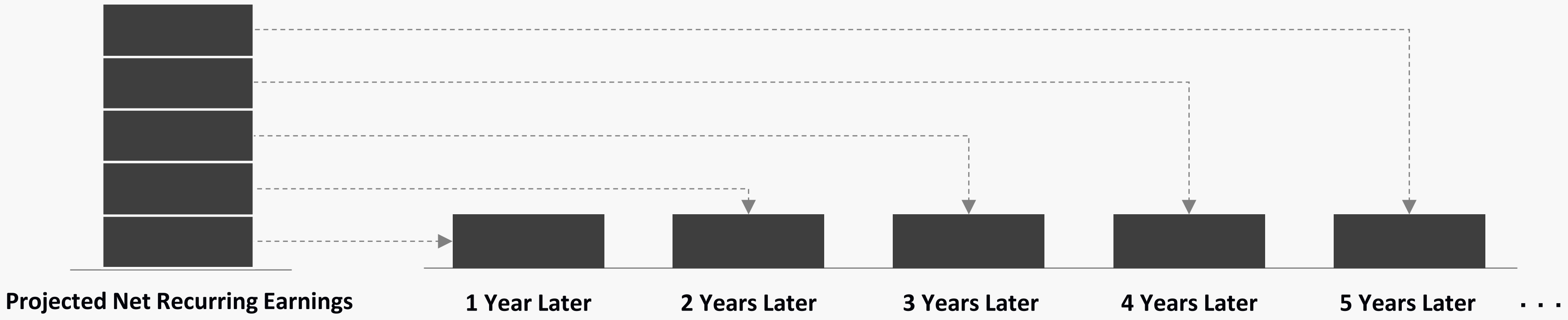
- Recurring remuneration (considering monthly cancellation rate*, discount rate, etc.)
  *For the energy domain, the period is limited to five years (60 months) in principle. For other domains, expected revenue for a long term is calculated for a reasonable period.

Projected Expenses

- Call center and other inquiries response, customer maintenance expenses
- Recurring remuneration expenses of projects obtained from sales partners and others
- Capitalized depreciation of contract cost (advertising expenses, outsourcing expenses, etc.)

Projected Net Recurring Earnings

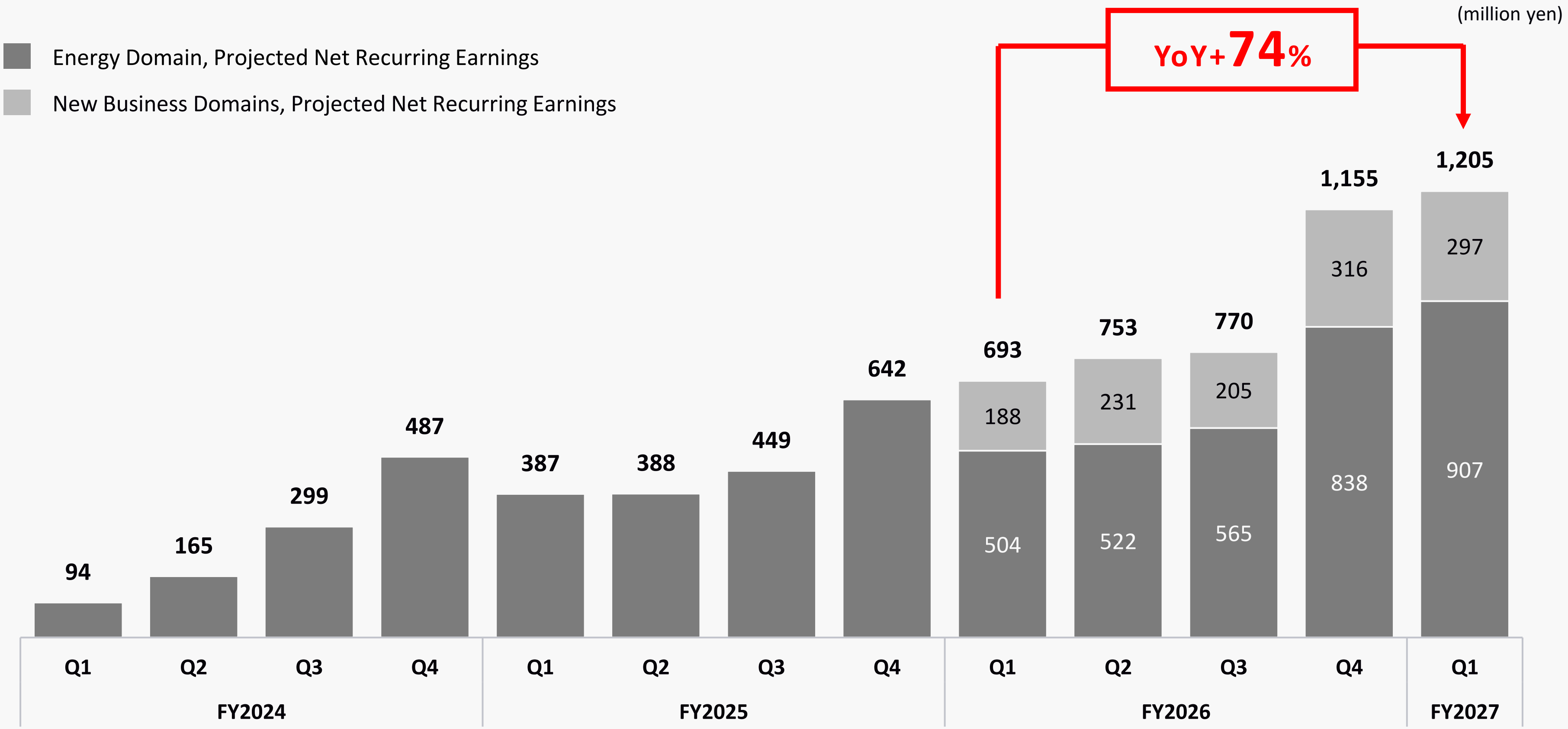
Expected earnings to be recorded as recurring earnings in the future



KPI: Trends in Quarterly Projected Net Recurring Earnings

PORT INC.

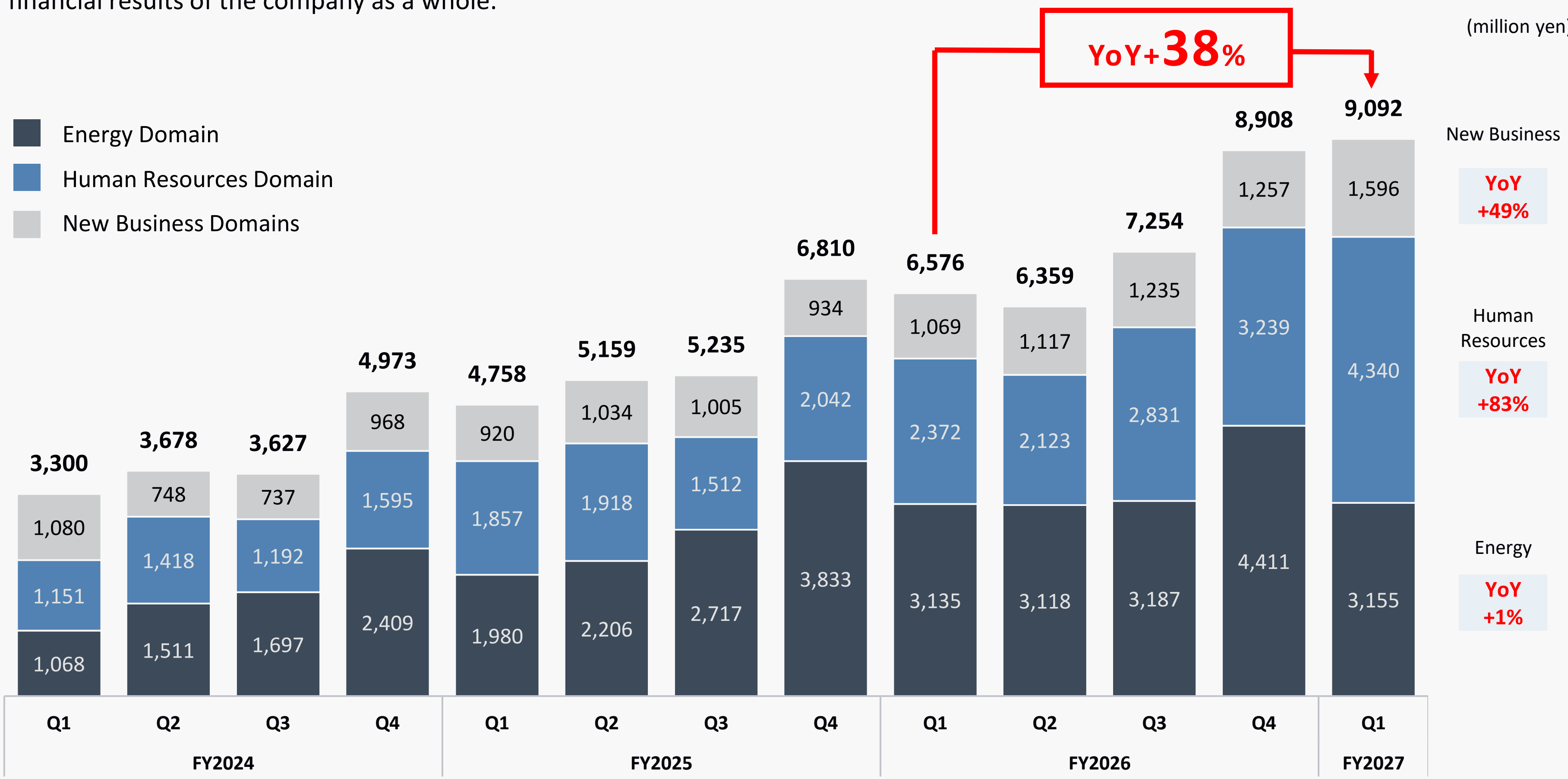
In view of steady expansion of recurring earnings, we continued with active accumulation of projected net recurring earnings to achieve the medium-term management plan, significantly increasing it by 74% year on year. The energy domain alone increased by 80% year on year.



Trends in Quarterly Revenue

PORT INC.

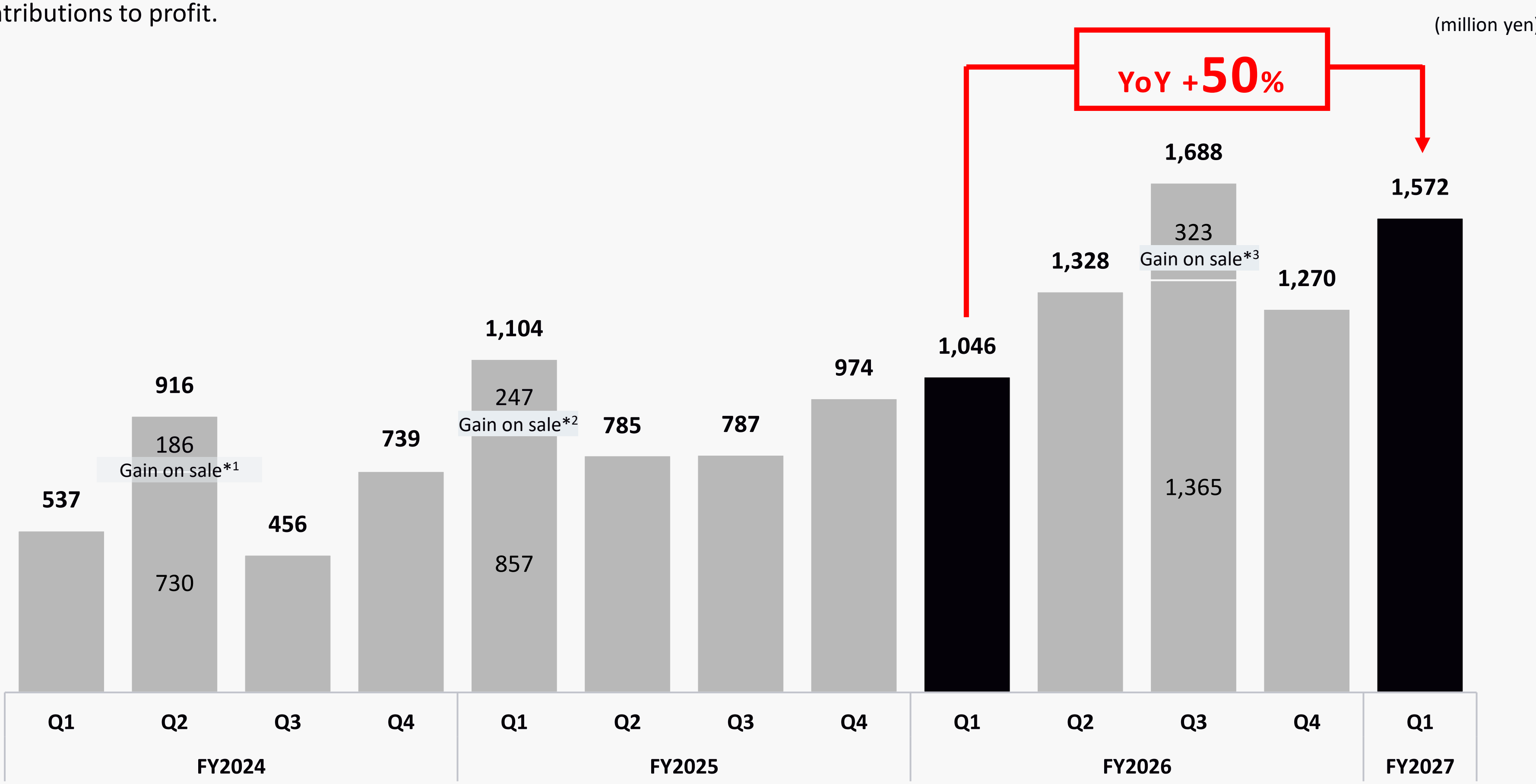
Driven by significant growth in the human resources domain as well as growth in new business domains, total revenue grew significantly, rising 38% year on year. The growth of the energy domain continued to be solid due to a shift toward customer acquisition with a focus on productivity, and also efforts to accumulate projected net recurring earnings to facilitate continued growth in consideration of the financial results of the company as a whole.



*Energy Domain: INE. Inc became a consolidated subsidiary in January 2022 (Q4 FY2022) and Five Line Inc. became a consolidated subsidiary in July 2023.
*Human resources Domain: Minshu, Inc. became a consolidated subsidiary in April 2024 (Q1 FY2025), Net Vision Academy was transferred in May 2024.
*New business Domains: In June 2024, Doors Inc. was excluded from consolidation following the sale of its shares. (Reclassified as a discontinued operation from FY2024.)

Trends in Quarterly EBITDA

While we proactively accumulated projected net recurring earnings, profit increased 50% year on year, mainly reflecting growth driven by the human resources domain, an increase in recurring earnings in the energy domain, and the grid storage power station business's contributions to profit.

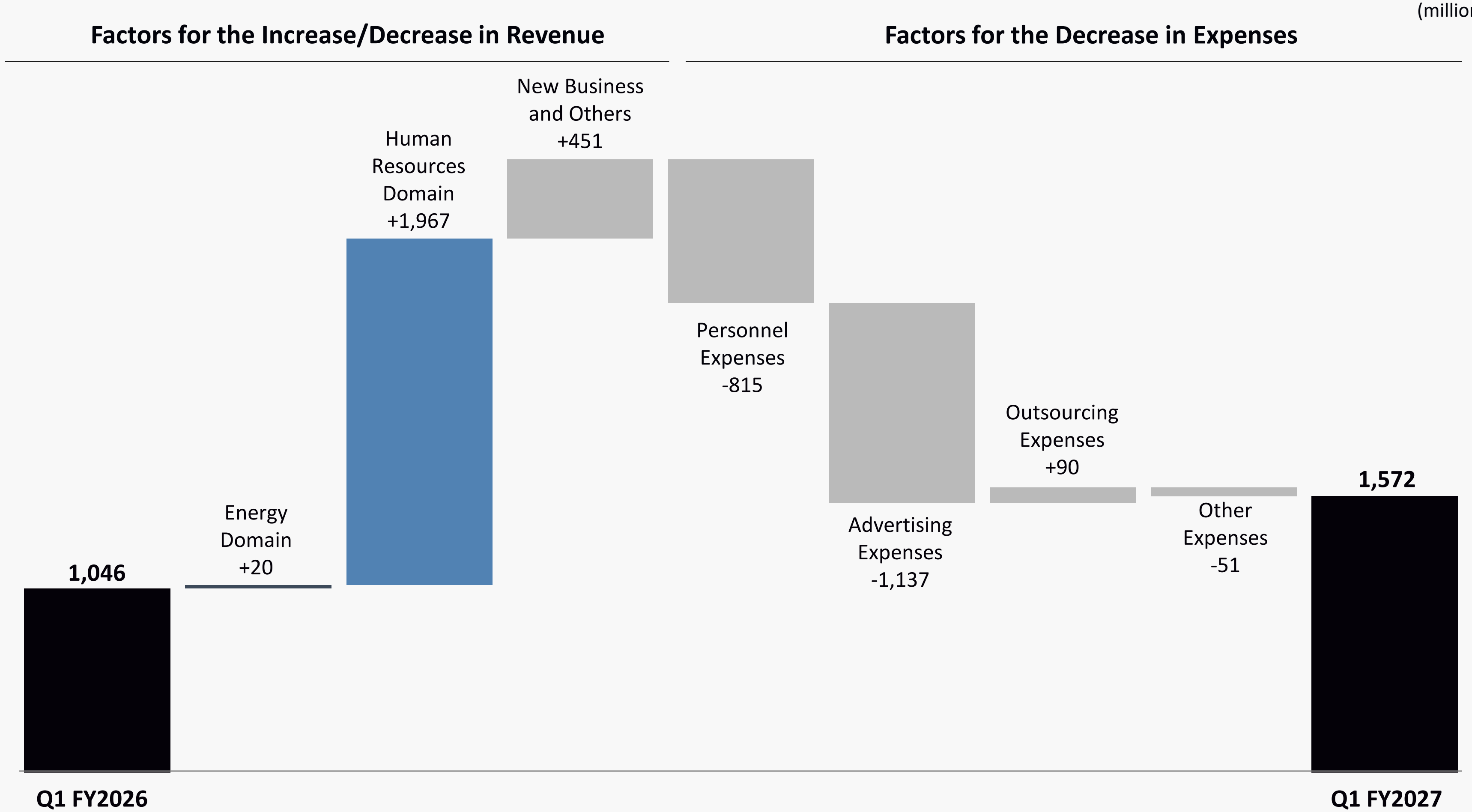


*1 In July 2023, the Company sold shares of PORT Engineering, Inc. A gain of 186 million yen was recorded on the sale of shares.
*2 Net Vision Academy business (NVA) was sold in May 2024. A gain of 247 million yen was recorded.
*3 Consolidation of HRteam Co., Ltd. commenced in November 2025. Recorded 323 million yen of gain on step acquisition.

EBITDA Change Analysis

The expansion of revenue in individual businesses, mainly including the significant growth in the human resources domain, far exceeded the increase in advertising expenses and personnel expenses. This, combined with the effects of an increase in recurring earnings and the grid storage power station business's contributions to profit, contributed to an increase in EBITDA.

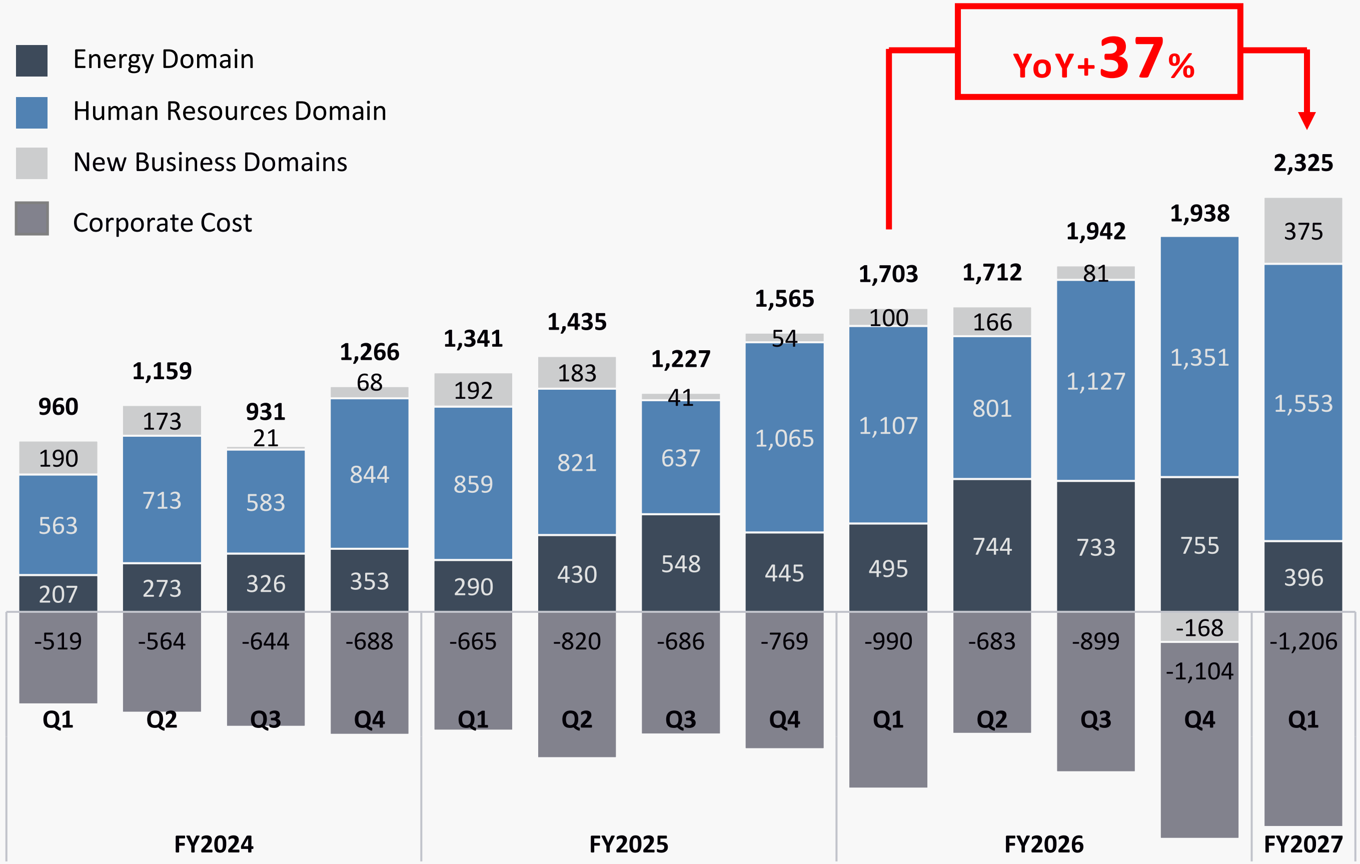
(million yen)



Trends in Quarterly Operating Profit for the Domain and Corporate Cost

PORT INC.

Operating profit for the domain grew by 37% year on year. Major factors for the year-on-year increase of corporate costs include an increase in corporate costs, reflecting the consolidation of HRteam Co., Ltd., the increase in rent, etc. associated with organizational expansion and office growth, and the increase in personnel expenses during new employee training periods.



Major Factors of Corporate Cost Increase (up 22% year on year)

Increase in corporate cost due to consolidation of HRteam Co., Ltd.	+120
Increase in rent, etc. associated with office expansion	+83
Increase in recruitment expenses due to headcount growth	+26

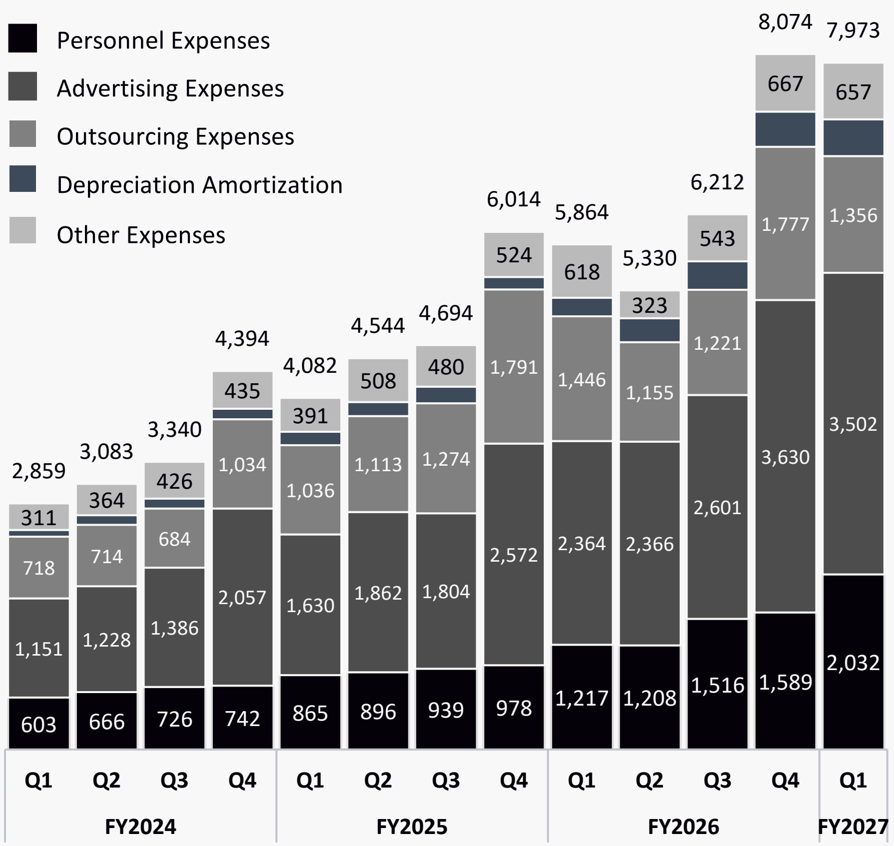
*Energy Domain: INE. Inc became a consolidated subsidiary in January 2022 (Q4 FY2022) and Five Line Inc. became a consolidated subsidiary in July 2023.
*Human resources Domain: Minshu, Inc. became a consolidated subsidiary in April 2024 (Q1 FY2025); Net Vision Academy was transferred in May 2024.
*New business Domains: In June 2024, Doors Inc. was excluded from consolidation following the sale of its shares. (Reclassified as a discontinued operation from FY2024.)
*Approximately 70 million yen was recorded as shareholder benefits expenses for Q2 and approximately 50 million yen for Q4 in FY2025. In accordance with our shareholder return policy, we will abolish the shareholder benefits at the end of March 2025 and shift to dividend payments (progressive dividends).

Trends in Quarterly Major Expenses

Continued proactive growth investments in each domain backed by favorable market environment. Ratio of advertising expenses to revenue increased year on year with the enhancement of marketing investments. Personnel expenses increased in Q1 due to 243 new employees joining the Group in April. It is expected they will be work ready and contributing to revenue in Q2.

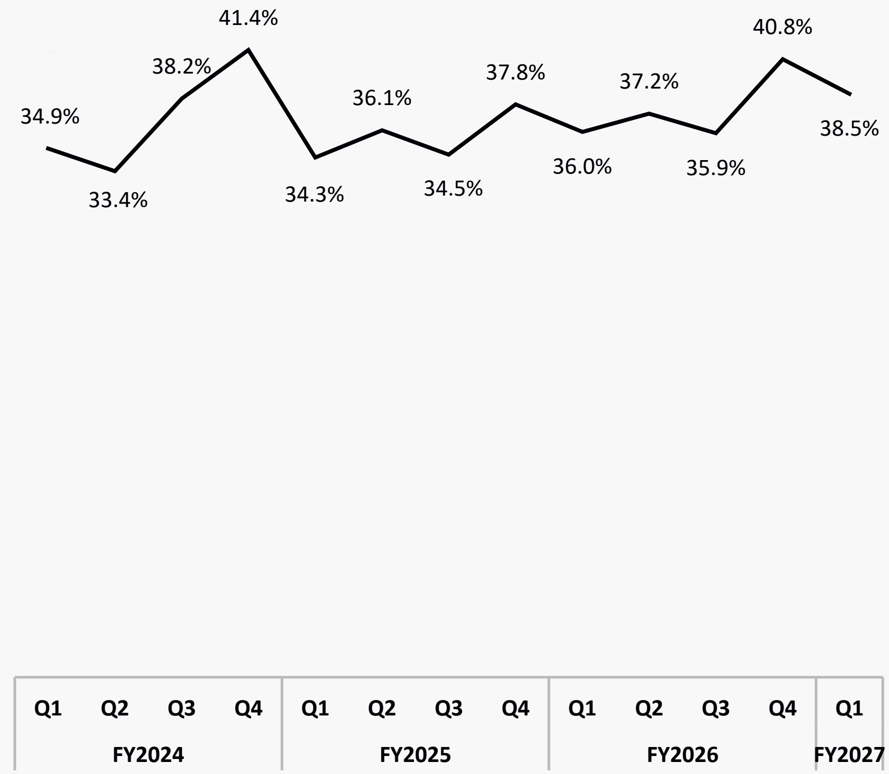
Major Expenses

(million yen)



Ratio of Advertising Expenses to Revenue

(%)



*The results for the fiscal year ended March 31, 2024 are after the reclassification of the results of DOORS Inc. as discontinued operations due to the sale of the shares of the company.
*The recording of paid leave provisions was changed from "Personnel expenses" to "Other expenses," due in part to the timing differences in their accrual.

Forecast for Fiscal Year Ending March 31, 2027

PORT INC.

Both revenue and EBITDA are projected to increase by more than 30% year on year. The entire gain on the step acquisition of HRteam Co., Ltd. (320 million yen) generated in the previous fiscal year is not taxable and has therefore boosted profits. Excluding this factor, however, profits are set to rise 38% year on year.

Accounting Standards: IFRS (million yen)	Forecast for FY2027		(Reference) FY2026
	Forecast	YoY	Results
Revenue	**39,000**	**+34%**	29,100
EBITDA	**7,000**	**+31%**	5,334
Projected Net Recurring Earnings	**4,500**	**+33%**	3,373
EBITDA Including Projected Net Recurring Earnings	**11,500**	**+32%**	8,707
Operating Profit	**5,400**	**+33%**	4,073
Profit before Tax	**5,300**	**+32%**	4,004
Profit (Including Discontinued Operations)	**3,470**	**+24%** **+40%**	2,808 (Excluding gain on step acquisition) 2,485
Profit Attributable to Owners of Parent	**3,310**	**+22%** **+38%**	2,717 (Excluding gain on step acquisition) 2,394

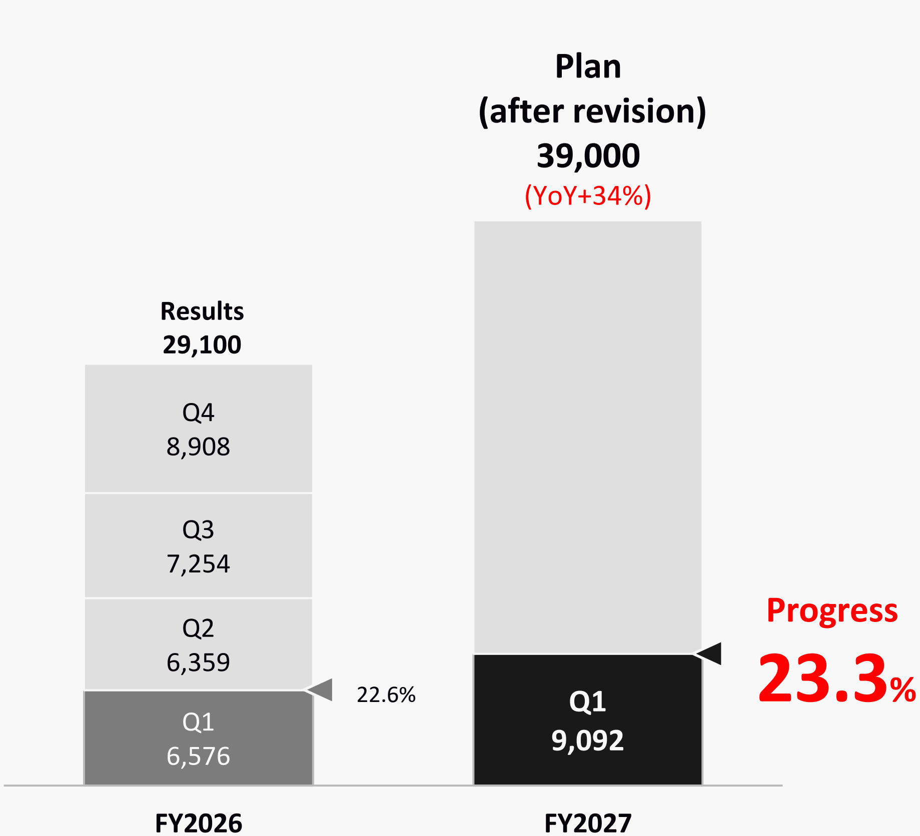
Progress Rate of Performance Plan for FY2027

PORT INC.

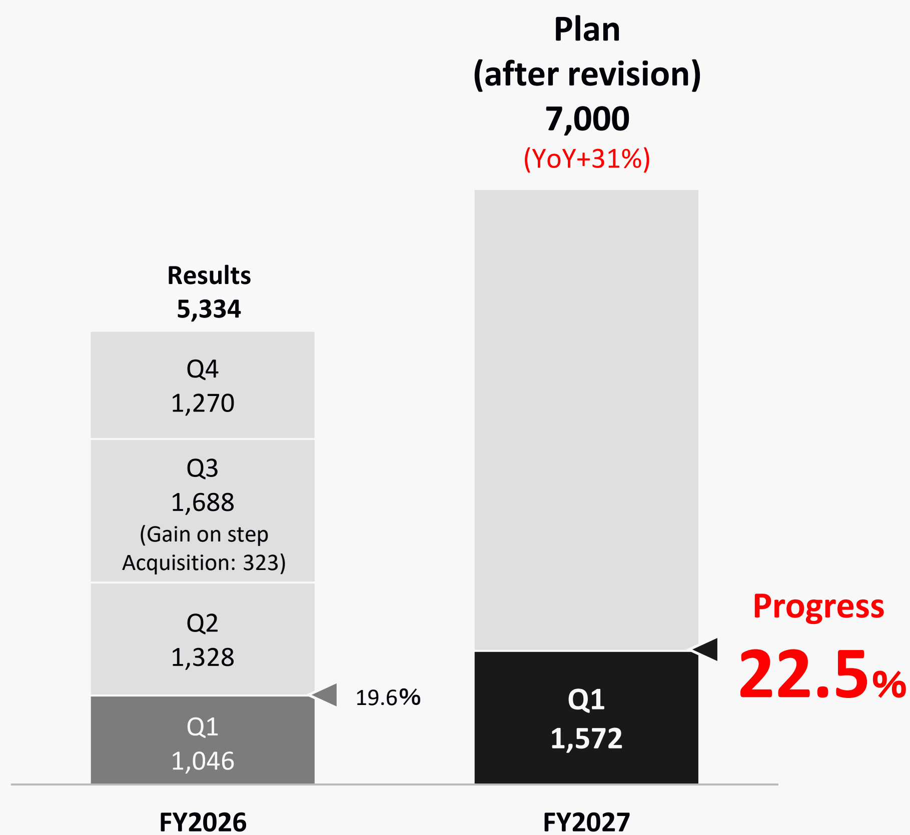
Led by the organic growth of each business, especially driven by the significant growth in the human resources domain, both revenue and EBITDA progressed surpassing corporate plans.

(million yen)

Revenue



EBITDA



Financial Position

PORT INC.

The decreases in current assets and liabilities reflect a seasonal decrease that occurs in Q1 as Q4 is a peak demand period. The increase in non-current assets mainly reflects an increase in contract costs and storage power stations under development. The equity ratio improved due to an increase in profit.

IFRS (million yen)	Q4 FY2026 (Mar. 31, 2026)	Q1 FY2027 (Jun. 30, 2026)	Difference
Total Current Assets	13,128	10,283	-2,845
Cash and Cash Equivalents	7,161	5,265	-1,896
Other Financial Assets	54	59	+5
Total Non-current Assets	22,900	23,921	+1,020
Goodwill	8,234	8,234	-
Contract costs	2,911	3,287	+376
Energy Domain	975	1,090	+115
New Business Domains	1,936	2,197	+260
Total Assets	**36,029**	**34,205**	**-1,824**
Total Current Liabilities	14,153	11,905	-2,248
Total Non-current Liabilities	11,046	10,953	-92
Total Liabilities	**25,199**	**22,858**	**-2,340**
Equity Attributable to Owners of Parent	10,549	10,980	+430
Ratio of Equity Attributable to Owners of Parent to Total Assets	29.3%	32.1%	+2.8pp
Total Equity	**10,829**	**11,346**	**+516**

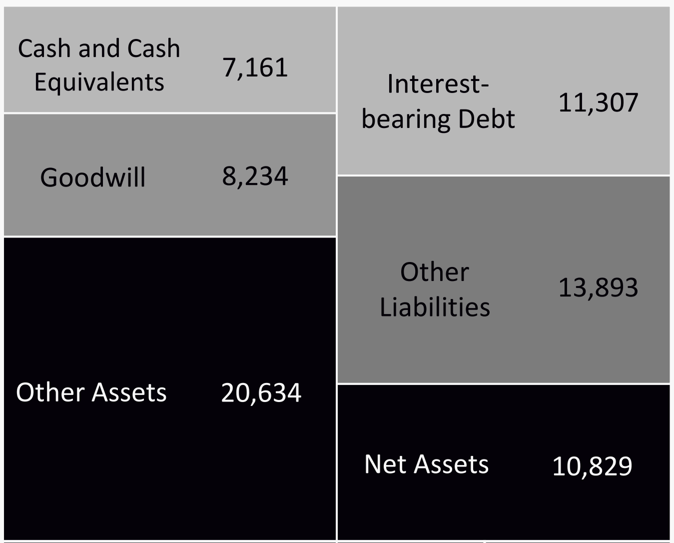
*1 The categories used in the breakdown of aggregated data have been revised starting with Q1 of the fiscal year ending March 31, 2027. As a result, there are differences from the figures disclosed in previous breakdowns (totals remain unchanged).

Financial Policy

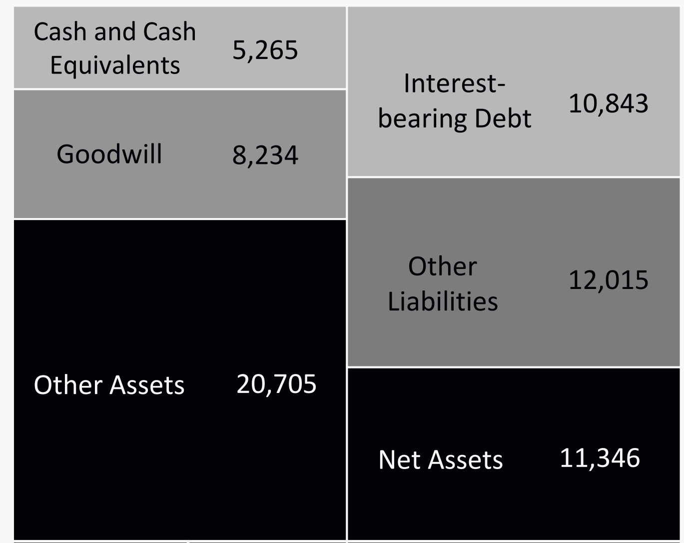
The equity ratio and the ratio of goodwill to net assets improved as a result of an increase in net assets linked to higher profit.

Going forward, we will continue to flexibly consider the utilization of leverage and our borrowing capacity while maintaining an awareness of the benchmarks in our financial policy.

As of March 31, 2026
Consolidated BS (IFRS) (million yen)



As of June 30, 2026
Consolidated BS (IFRS) (million yen)



	As of Mar. 31, 2026	As of Jun. 30, 2026	
Ratio of equity attributable to owners of parent to total assets*1	**29.3%**	**32.1%**	About 30% as a target. Temporary decreases due to M&A, etc. are acceptable.
Goodwill / Ratio of equity attributable to owners of parent to total assets	**78.1%**	**75.0%**	About 100% as a target. Temporary rise above 100% due to M&A, etc., is an acceptable policy.
Net debt/EBITDA ratio*2	**0.78x**	**0.80x**	Remained within acceptable limits through improved profitability.
Net debt/Equity ratio	**0.39x**	**0.51x**	Sound financial base remained unchanged backed by an increase in net assets.

*1 Equity ratio
*2 Calculated using EBITDA performance forecasts (7,000 million yen) for FY2027

Financial Policy (Valuation of Goodwill)

PORT INC.

For both the energy domain and the human resources domain, the market environment and outlook are favorable, and there are no signs of impairment. The PMI of Minshu, Inc., which was consolidated in April 2024, has progressed steadily. We will fully push forward with the PMI of HRteam, which was included in the scope of consolidation in November 2025, this fiscal year.

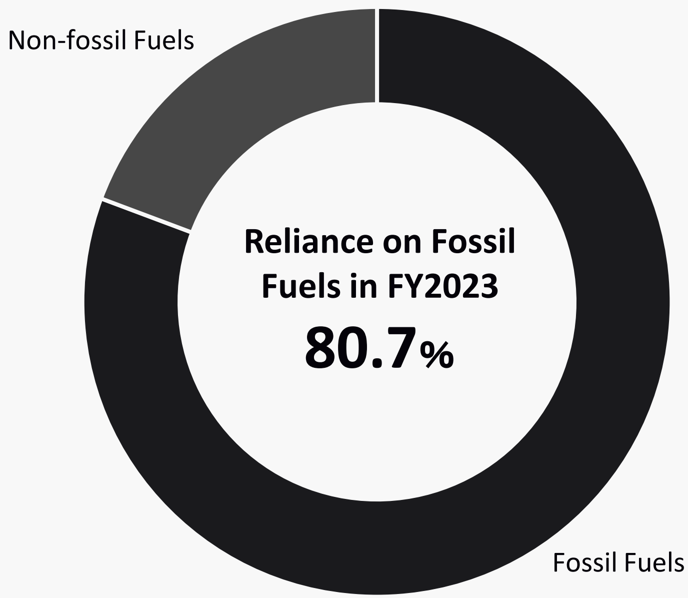
	Market		Outlook	
Energy Domain Approx. **2.1** billion yen	◎	• Following the increase in regulated electricity rates of regional electric power companies, electric power providers raised their rates. • Although there is still a risk of fluctuation in electricity wholesale rates, the market was more stable than in 2022. • The competitive environment intensified as electric power providers stepped up efforts to capture new customers and undertook aggressive promotion of sales activities.	◎	• In line with growth of our market share, our presence will increase and so will the number of contracts signed and successful contract unit rate. • To increase the likelihood of continuous growth, we will attach importance to the shift to recurring earnings. • We will make active investments in marketing seeking further expansion in market share.
Human Resources Domain Approx. **6.1** billion yen	◎	• The new graduate recruitment support market is trending higher amid a growing corporate willingness to hire such workers and climbing demand for them. • The population of new graduates as our main service targets is expected to remain flat amid the rise in the ratio of students advancing to higher educations. • It is estimated that the unit cost of hiring new graduates will continue to rise due to intensifying competition for new graduate recruitment.	◎	• Enrichment of the product lineup will strengthen the new graduate member base and increase our ability to attract users. • In view of the expansion of the contract support organization and regional expansion, major growth in personnel referral services is anticipated. • We will bolster cross-selling promotion for graduates and recent graduates in the future.

Topics(1): Grid Storage Power Station Most Recent Market Environment

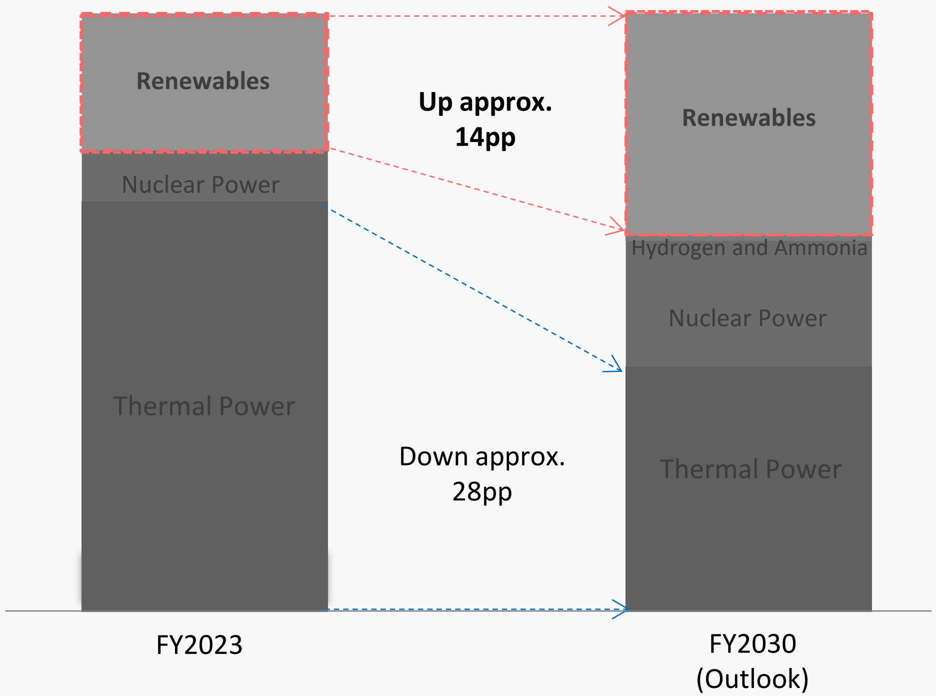
PORT INC.

The domestic electricity market is heavily dependent on (imported) fossil fuels and thermal power generation, so we have been promoting initiatives to increase the amount of electricity generated from renewable sources of energy from the perspectives of decarbonization and energy security.

Japan's Reliance on Fossil Fuels*1



Changes in Japan's Power Mix*2

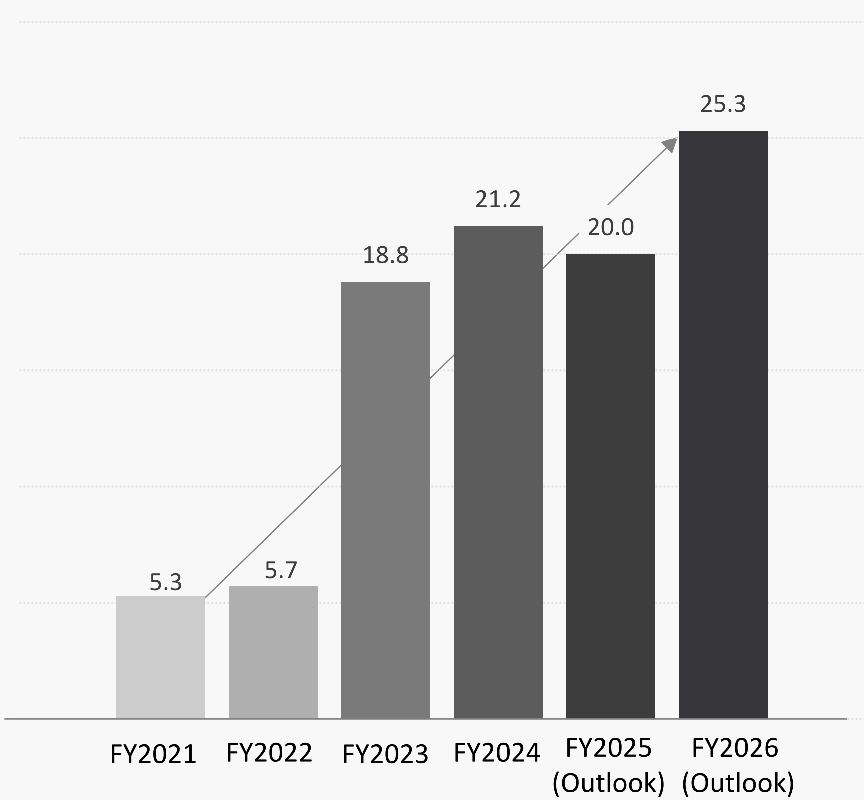


*1 Source: Prepared by Port based on the Ministry of Economy, Trade and Industry's FY2023 Energy Supply and Demand Final Results (Final Report) (April 25, 2025)
*2 Source: Prepared by Port based on the Ministry of Economy, Trade and Industry's FY2023 Energy Supply and Demand Final Results (Final Report) (April 25, 2025) and the Agency for Natural Resources and Energy's FY2030 Energy Supply and Demand Outlook (Related Materials) (October, 2021).

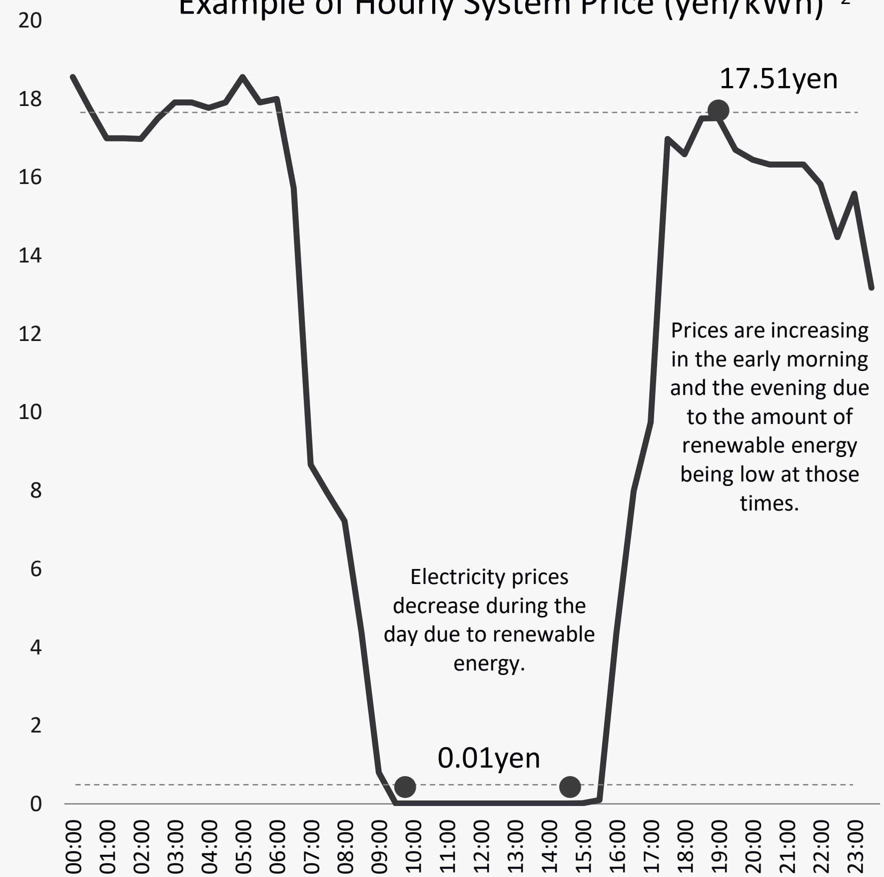
Topics(1): Grid Storage Power Station Most Recent Market Environment

The electricity generated by solar power generation systems, which play a central role in the provision of power generated from renewable sources of energy, is concentrated in the daytime. Consequently, output curtailment due to oversupply and the fluctuation of electricity prices at different times of day are increasing.

Nationwide Curtailment Volume (100 million kWh) *1



Example of Hourly System Price (yen/kWh) *2



*1 Source: Prepared by Port based on the Agency for Natural Resources's Short-Term Outlook for Renewable Energy Output Control (December 24, 2025)
*2 Source: Prepared by Port based on JEPX's Trading Market Data (March 28, 2026)

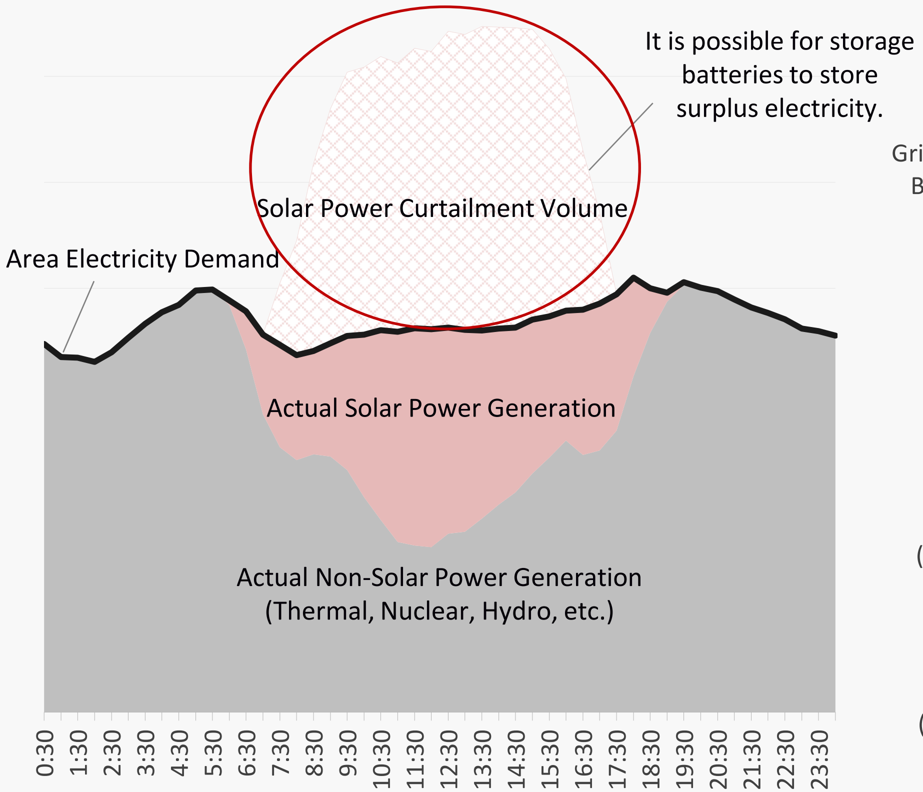
Topics(1): Grid Storage Power Station Most Recent Market Environment

PORT INC.

The Government of Japan is actively promoting grid storage batteries as a power source able to store and adjust*1 the supply of electricity with a view toward the effective utilization of renewable energy.

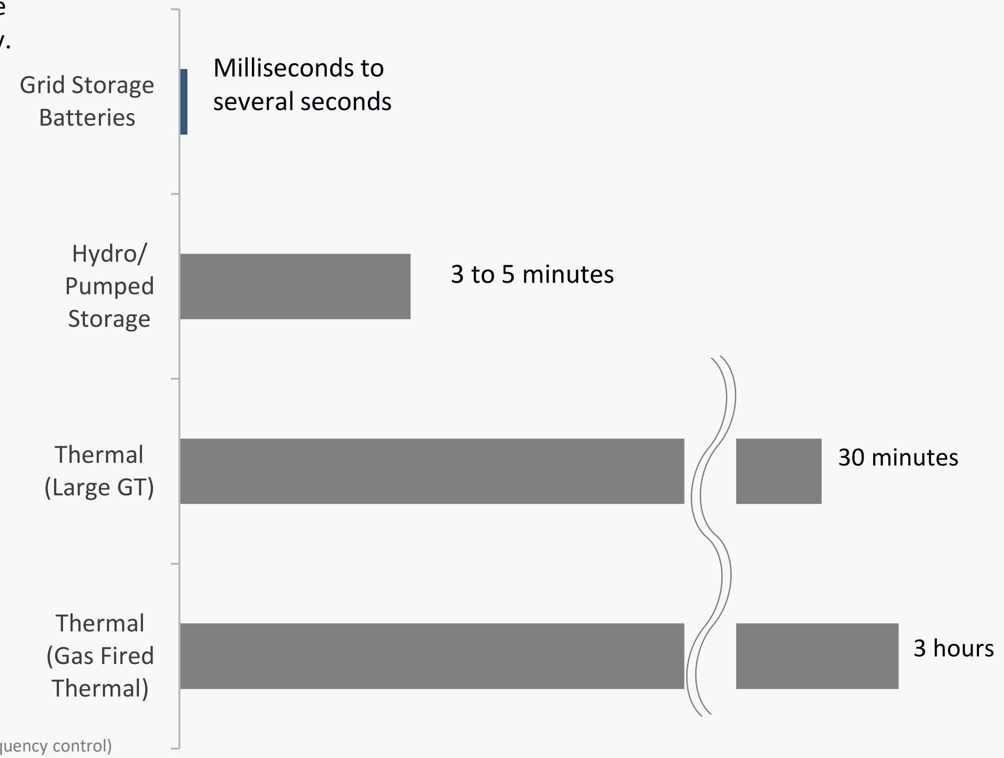
*It takes time to bring a thermal power generation system online, and they consume fuel even in standby mode, and the required development period for hydro-power generation systems is long due to the limited number of suitable locations. For these reasons, demand for battery systems, which can be started up quickly and have low standby costs, is expected to grow.

Examples of Output Curtailment and Supply-Demand Gaps Driven by Renewable Energy Penetration*2



Comparison of Major Facilities Used for Balancing Power and Their Start-up Speeds*3

*Estimated time required for each type of equipment to transition from shutdown mode to the provision of electricity



*1 Adjustment: Ability to adjust output to maintain the balance between the electricity supply and demand (frequency control)
*2 Source: Prepared by Port based on Kyushu Electric Power Company, Incorporated's Power Transmission and Distribution Area Supply and Demand Results Data (May 10, 2026)
*3 Source: Prepared by Port based on ATOMICA's "Hydroelectric Power," JST Center for Low Carbon Society Strategy's "Storage Battery System (Vol. 4)" (March 2017), NEDO Research and Evaluation Committee's "Ex-Post Evaluation Report" (January 2022), and TEPCO's "Challenges of Pumped Storage Power Generation and Expectations for this Study Group" (June 13, 2023)

Topics(1): Grid Storage Power Station Development Strategy

With a focus on the three key aspects of agility, profitability, and reproducibility, we are expanding the business based on the following basic policies of our development strategy.

Basic Policy of Development Strategy		
01	Self-Ownership	Maximize investment returns through long-term ownership in-house while attributing risks and returns, rather than through co-investment or asset management.
02	In-House Development	By taking the lead in everything from land sourcing to power grid applications and the selection of storage battery systems and construction companies, accumulate core know-how and minimize development costs.
03	Market-Based Trading	Pursue high profitability through active market participation rather than fixed-revenue models such as long-term decarbonization power source auctions, as well as off-take and lease contracts.
04	High-Voltage Storage Power Station	Specialize in high-voltage power storage stations that allow for early operation launch, rather than large-scale special high-voltage storage power stations that require a long time to become operational. Develop locations at an overwhelming speed.
05	No Subsidies	From the perspective of ensuring agility and flexibility, in order to eliminate delays and uncertainty in the start of projects due to application periods and results, as well as restrictive conditions regarding specifications and operational policies, etc., we adopt a policy of not utilizing subsidies, etc., as a general rule.

Topics(1): Grid Storage Power Station Earnings Structure

PORT INC.

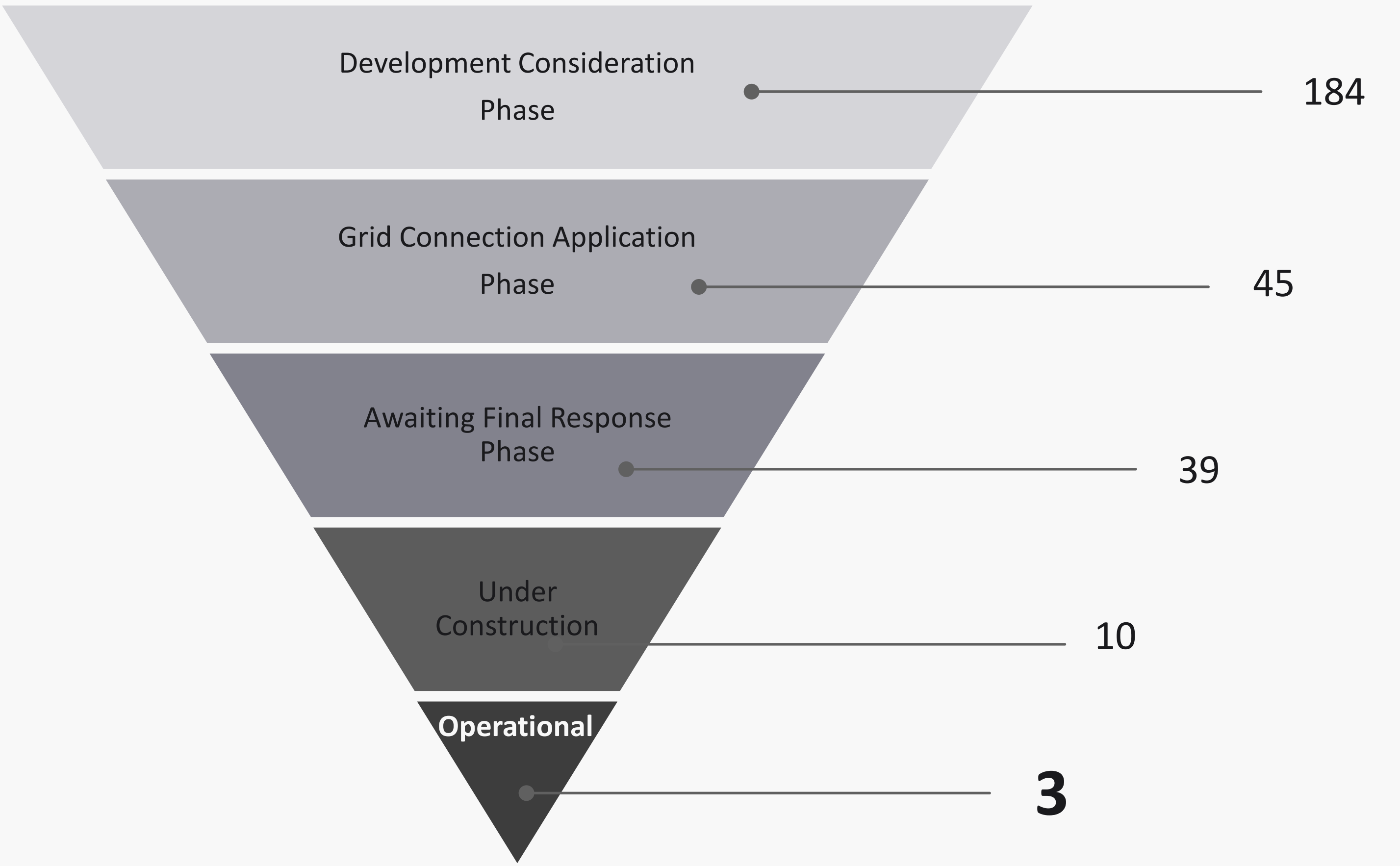
By using the market trade-oriented full merchant method, we will engage in efficient transactions*1 in (1) the wholesale power market and (2) the demand and supply adjustment market based on forecasts related to electricity market trends while simultaneously working to maximize revenue opportunities through the utilization of (3) the capacity market.

Revenue Category	Traded Commodity (Value)	Counterparty	Overview
(1) Wholesale power market (kWh)	【Electricity Volume】 Electricity that is actually generated and consumed	Japan Electric Power Exchange (JEPX)	Revenue from price differences due to the purchase of electricity during off-peak hours and the sale of electricity during peak hours.
(2) Demand and supply adjustment market (ΔkW)	【Balancing Capacity】 Quick adjustment of supply-demand imbalances	General Power Transmission and Distribution Grid Operator	Revenue from maintaining adjustment capabilities that can be provided during agreed-upon hours.
(3) Capacity market kW	【Supply Capacity】 Power generation capacity during times of tight supply and demand	Organization for Cross-regional Coordination of Transmission Operators, JAPAN（OCCTO）	Revenue from maintaining an ability to respond to activation orders during an electricity shortage.

*1 Revenue changes depending on the category of the markets and unit prices for which bids are placed, as well as agreed-upon prices, pertaining to transactions that are conducted in 48 time slots (30 minutes/slot) each day

Topics(1): Grid Storage Power Station Pipeline Status

A total of over 500 projects are in the phase in which their development is being considered.[*1] We will ensure that a sufficient number of projects are in the pipeline while simultaneously facilitating a steady shift to the operation phase. Three storage power stations are in operation and ten are under construction.



*1 Status as of August 10, 2026 (including cases with completed grid connection studies)

Topics(1): List of Grid Storage Power Stations Businesses

PORT INC.

Currently, three storage power stations are in operation, and we have already decided to invest in ten storage power stations in Q1 of FY2027.

Grid Storage Power Station Name	Location	Power Grid Area	Output/Capacity	Status	Start Date
Gunma Ota grid storage power station	Ota, Gunma	TEPCO Area	c. 2 MW / 8 MWh	Operational	June 18, 2025
Gunma Isesaki No.1 grid storage power station	Isesaki, Gunma	TEPCO Area	c. 2 MW / 8 MWh	Operational	June 10, 2025
Gunma Isesaki No.2 grid storage power station	Isesaki, Gunma	TEPCO Area	c. 2 MW / 8 MWh	Operational	October 16, 2025
Nagano Saku No.1 grid storage power station	Saku, Nagano	Chubu Electric Power Area	c. 2 MW / 8 MWh	Under Construction	Around December 2026 (Planned)
Nagasaki Sasebo Uehara grid storage power station	Sasebo, Nagasaki	Kyushu Electric Power Area	c. 2 MW / 8 MWh	Under Construction	Around January 2027 (Planned)
Nagasaki Sasebo Yoshii grid storage power station	Sasebo, Nagasaki	Kyushu Electric Power Area	c. 2 MW / 8 MWh	Under Construction	Around April 2027 (Planned)
Nagano Kiso grid storage power station	Kiso, Nagano	Chubu Electric Power Area	c. 2 MW / 8 MWh	Under Construction	Around May 2027 (Planned)
Tochigi Toga grid storage power station	Tochigi, Tochigi	TEPCO Area	c. 2 MW / 8 MWh	Under Construction	Around January 2027 (Planned)
Shiga Hikone grid storage power station	Hikone, Shiga	Kansai Electric Power Area	c. 2 MW / 8 MWh	Under Construction	Around September 2027 (Planned)
Nagano Saku No.2 grid storage power station	Saku, Nagano	Chubu Electric Power Area	c. 2 MW / 8 MWh	Under Construction	Around December 2027 (Planned)
Kyoto Kizugawa grid storage power station	Kizugawa, Kyoto	Kansai Electric Power Area	c. 2 MW / 8 MWh	Under Construction	Around May 2027 (Planned)
Nagano Shimoina grid storage power station	Shimoina, Nagano	Chubu Electric Power Area	c. 2 MW / 5 MWh	Under Construction	Around November 2027 (Planned)
Kyoto Fukuchiyama grid storage power station	Fukuchiyama, Kyoto	Kansai Electric Power Area	c. 2 MW / 5 MWh	Under Construction	Around January 2028 (Planned)

Topics(2): AI Strategy

PORT INC.

There are two pillars to our AI strategies, our Business AI Strategy and our Corporate AI Strategy. We will achieve structural reforms to facilitate a transition to AI-driven corporate management systems through AI-centric operations instead of simple AI-aided operations.

Company-wide AI Strategy

Business AI Strategy

Full Implementation of Our AI Strategy in the Value Chain of the Contract Support Business

- Implement the AI-powered optimization and transformation of every value chain process.
- Concurrently, reduce displacement risks regarding AI in business models by strengthening offline channel marketing.

Corporate AI Strategy

Rebuilding Business Operations on an AI Base

- Establish AI-centric group management systems in which we do not rely on human resources by making each function AI-based.
- Reduce operational costs and create high-quality output by ensuring that all operations are AI agent driven.

Topics(2): Business AI Strategy: Basic Recognition and Action Policy

PORT INC.

While the fundamental business demand will remain unchanged, in response to the irreversible evolution of AI, we will promote the full implementation of our AI strategy in each process of the contract support value chain.

Universality of Demand

The macro trends of the structural labor supply shortage and the increase in demand for electricity due to technological innovation will remain unchanged. While changes will occur locally, there will continue to be a fundamental demand for electricity and human resources.

Necessity of AI Implementation in Business Models

We assume that the contract support value chain (marketing and sales) will transform due to the emergence of AI. We believe it is necessary to eliminate any optimistic views, reform our business model drastically, and implement the reformed business model.

Full Implementation of Our AI Strategy in Each Process of the Marketing and Sales Value Chain in the Contract Support Business

We will transform into a company that accelerates growth in the AI era by fully implementing our AI strategy in all processes, including the AI-centric optimization of each value chain and the shift to fully AI-driven operations.
In parallel with the above, we will seek to establish new barriers to entry through the implementation of offline-oriented strategies.

Topics(2): Example of Initiatives for Full Implementation in Marketing and Sales

PORT INC.

We will optimize the contract support business value chain based on our AI strategy with the goal of establishing an overwhelming competitive advantage.

Contract Support Business

Marketing

Implementation of AI in Marketing and Establishment of an Offline Channel Network

- **Strengthening the Acquisition of Primary Information**

  Enhance our key service offerings by acquiring primary information, which cannot be obtained using AI tools, and securing expertise. Use supplementary AI tools to maximize the value we provide.

- **AI-Driven Marketing**

  Enable marketers to update landing pages, develop new key service offerings, and do other tasks on their own, accelerating the PDCA cycle and optimizing costs by reducing human resources.

- **Strengthening Real Channels**

  Establish offline channel strategies in the domains of human resources (peer referral and schools) and energy (real estate and relocation), where replacement with AI is impossible.

×

Sales

Use of AI Agents in Sales Operations and Full Automation of Systems

- **Transforming Operations with AI Agents**

  Fully introduce AI agents, which will assist contract support personnel in the implementation of auxiliary operations to increase revenue per person and improve productivity.

- **Fully AI-Driven Contract Support Activities**

  Build a system that is not dependent on human resources by realizing fully AI-driven operations for career advisors and internal salespeople.

- **Standardizing Business Operations**

  Standardize operations throughout the organization, accelerate the development of work-ready personnel, and enhance compliance by using AI to unify correspondence criteria and build a system for checking all items.

Topics(2): Corporate AI Strategy: Basic Recognition and Action Policy

We believe that ideal corporate sector operations have fundamentally changed in the age of AI. Based on this understanding, we will thoroughly rebuild all of our existing operational processes without exception.

Current Operations

Structure in which processing capability is secured by increasing staff

- Staff and processes are added to address increases in workload.
- Optimization achieved by using new tools, outsourcing and establishing contracts for each operation.
- Increasing staff has been a prerequisite for corporate growth.

Target Operations

Structure in which processes are reviewed based on the assumption that AI will be used

- AI will have a standard processing capability and verify the necessity of processes.
- Tools, outsourced activities and contracts will be restructured in consideration of the things that will be unnecessary due to AI.
- Decoupling of growth and staff increases.

Thorough review of existing operations without exception and implementation of AI-based operations

(1) Thorough review of operations without exception ▶ (2) Removal, simplification and optimization ▶ (3) AI-based transformation and automation (using the ENGINE corporate AI system)

We will achieve growth without relying on additional human resources (which also means increasing corporate cost productivity) by implementing AI after simplifying every step, tool and contract that can be eliminated.

Topics(2): Rebuilding Business Operations with “ENGINE”

PORT INC.

We will drive the shift to AI-driven business processes with corporate AI “ENGINE”. We will accelerate deployment to all group companies and establish a system under which technology drives growth, with the goal of promoting the transition to a scalable business structure that is not dependent on the addition of human resources.

Corporate AI System “ENGINE”

01	**Cheak AI** Primary checks in business processes	• Automated primary review of contracts, rules, regulations, etc. and detection of risk clauses. • Automated primary screening for validity and incompleteness of expense reimbursement and other application details. • Automated detection of abnormalities in journal entries processing for each account, etc.
02	**Documentation AI** Document preparation and proofreading	• Drafting minutes from meeting recordings and creating project proposal drafts. • Providing logical basis for complex accounting treatments based on input information that should be • complied with, such as accounting standards. • Automatically generates financial results materials via an accounting SaaS MCP server.
03	**Communication AI** **Inquiry response**	• Preparing draft responses to internal inquiries based on company rules and regulations, laws, etc. to be used by the person in charge. • Expanding the knowledge base through accumulation of response history. • Building an autonomous information search environment through intelligent archiving of departmental documents.

Roadmap

Phase 1
(Completed)
POC and the establishment of a basic model within the corporate division

Phase 2
(FY2027)
Acceleration of introduction of AI in each business process and group-wide deployment of AI

Phase 3
(FY2028-)
Completion of the AI driven back office

Topics(2): Key Topics for the Quarter

PORT INC.

We continued to undertake active initiatives in Q1 to implement AI strategies. Going forward, we will disclose our progress in these initiatives, including on-going projects, and present them as Topics on a quarterly basis.

Business AI	• Commenced the trial application of sales operations which can be completed using voice AI (operating 24-hours a day, 365 days a year). • Started to create an AI-native platform for our existing key service offerings. Efforts will be made to drastically improve development efficiency after completion.
Corporate AI	• Reviewed groupwide outsourcing and communication expenses and other expenses, verified economic viability based on operating costs and implemented their AI-based transformation. • Established an AI-driven platform by connecting accounting, sales, workflow systems and other core operational SaaS tools via MCP. • Fully commenced preparations to facilitate the integration of the Group's administration departments, starting with core subsidiaries.

Topics(3): Compliance with Revised Corporate Governance Code

PORT INC.

Regarding the July 2026 revision of the Corporate Governance Code, we were already implementing response measures, mainly in line with Corporate Governance Guidelines (CGG) disclosed in November 2023. Consequently, we have already reached the comply or explain stage for approximately 80% of the changes.

Major closely related changes

01	**Allocation of management resources** Acceleration of growth investment	• Formulating business investment policies based on the Corporate Governance Guidelines and the Board of Directors regularly reviewing them • Regularly monitoring the cost of capital and setting it as a hurdle rate when making investment decisions
02	**Strengthening of the Board of Directors** Improvement and strengthening of the secretariat's functionality	• The CGO position was established in 2022. The Company established and disclosed its policy of ensuring that, in principle, a majority of its Board of Directors is independent outside directors. • The Corporate Secretary Office was established in April 2026, in addition to the dedicated team directly reporting to the CGO. • The issues identified through the Board of Directors' evaluation of effectiveness have been addressed (the establishment of a system to continue deliberations on long-term agenda items, etc.)
03	**Early disclosure of securities reports** Advance disclosure before the relevant General Meeting of Shareholders	• Starting with the securities report for the fiscal year ended March 31, 2024, securities reports are disclosed before the relevant General Meeting of Shareholders • Corporate Governance Reports are disclosed before the General Meeting of Shareholders, and convocation notices are provided electronically prior to the statutory deadline. • Preparations are underway to disclose information at an earlier date.

02

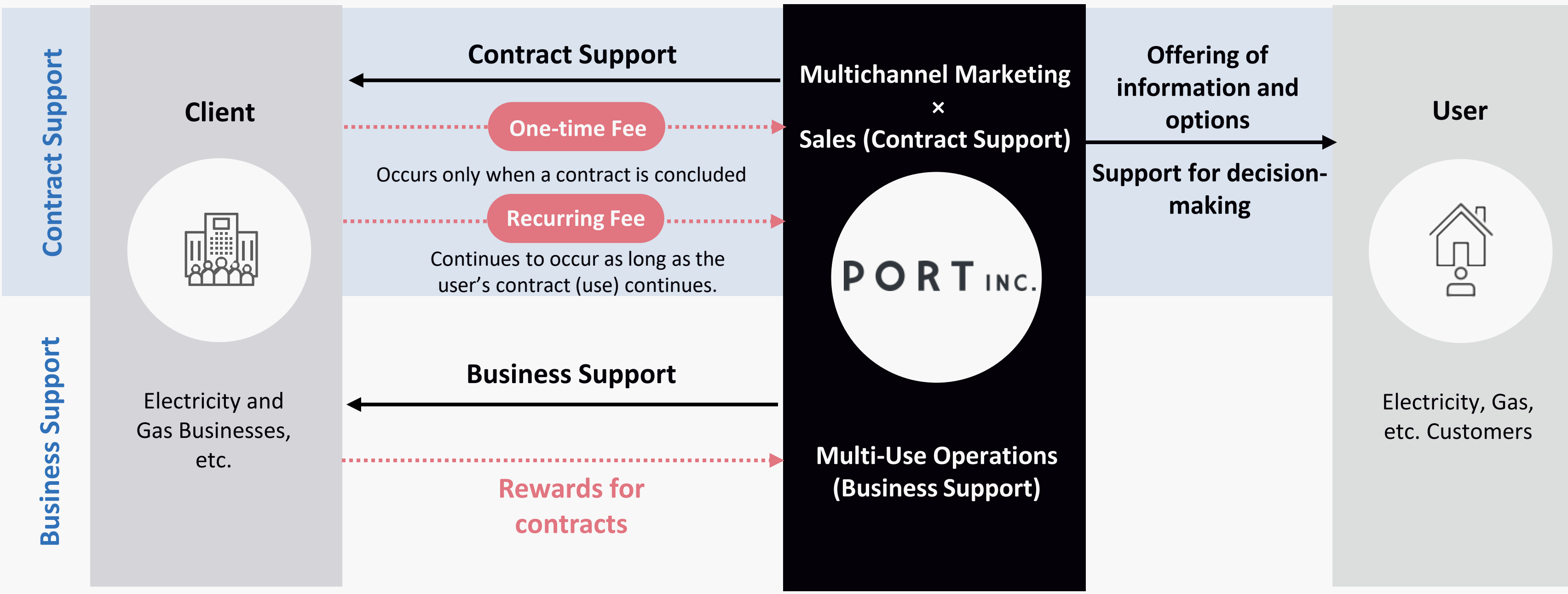
Energy Domain

Business Models in the Energy Domain

PORT INC.

We primarily provide contract support services for electric power companies, supporting the sale of electricity and gas utilities services to individual and corporate customers, leveraging our unparalleled contract-winning capabilities and multi-channel marketing to attract customers. We have also begun to provide business support to electric power companies based on a vertical support plan.

1	Contract support services for electricity and gas, etc. (no electricity procurement risks)
2	Revenue model in which a one-time fee is received upon contract conclusion and recurring fees are received for as long as electricity is used
3	Top runner in contract support for electric power sales to individuals

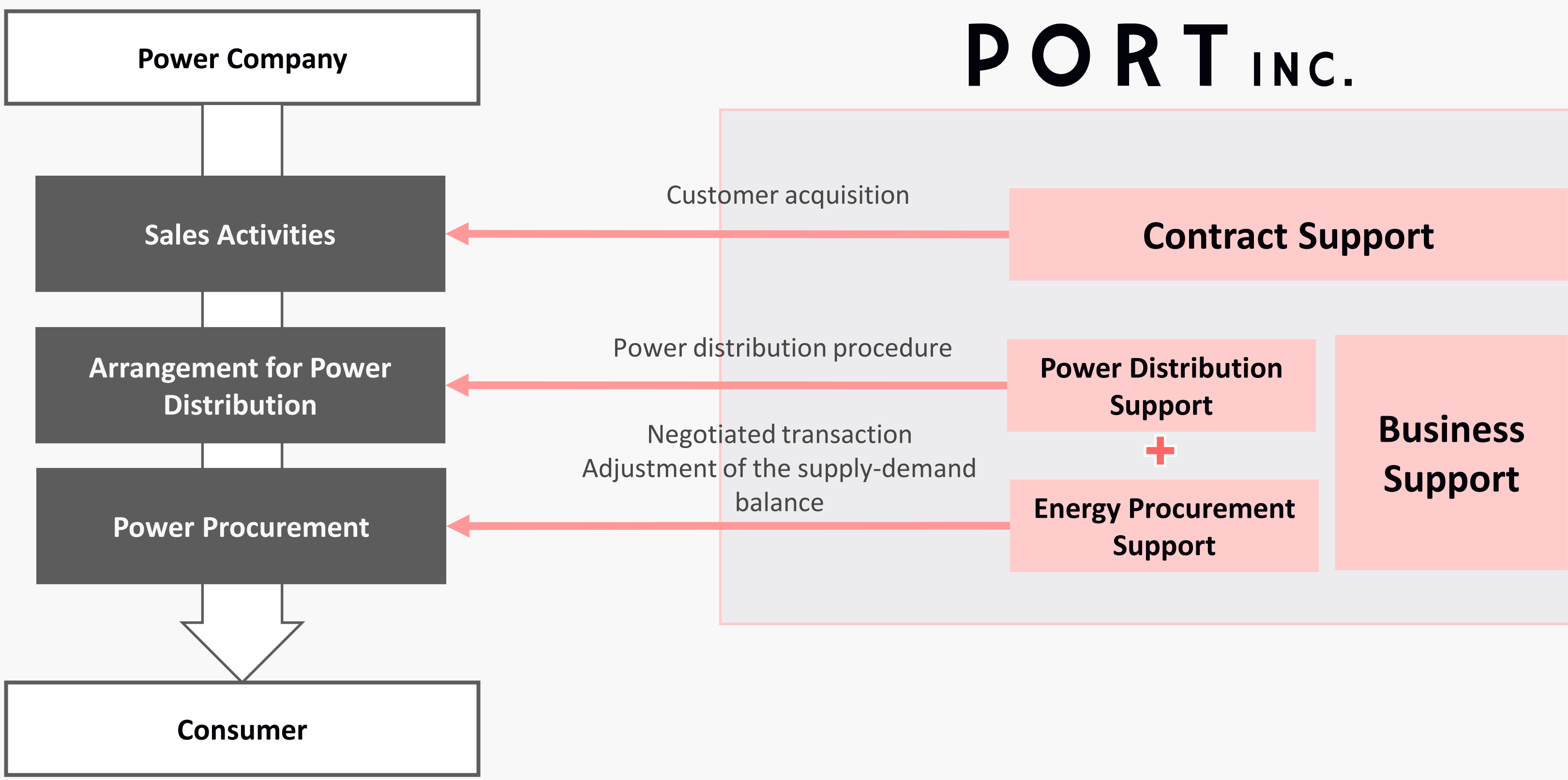


Vertical Support Plan in the Energy Domain

We will provide contract support related to sales activities and business support related to power distribution and procurement activities in an integrated manner. We will get deeply involved in electric power companies' value chain, aiming to be an entity which is essential to electric power companies.

Process up to Power Supply by Power Company

Expansion from Contract Support to Operational Support



Energy Domain: Market Size

PORT INC.

Based on relocation-related new contracts and contracts from provider switches, the potential demand for electricity contracts is estimated at approximately 7 million annually. There is enormous scope for us to increase the market share.

Our Achievements

Total number of contracts
For the fiscal year
Ended March 31,2026*3

Approx. 1,110,000 Contracts

Target Scale (Electricity)

Approx. 7 million Contracts

Number of Provider Changes

Demand for a Change of Provider with Which Each User Signs a Contract
Approx. 2.5 million Cases per Year*1

Number of Moves (Across City/Township Boundaries)

Demand for New Contracts Linked to Relocation
Approx. 4.17 million Cases per Year*2

*1 Source: Prepared by Port based on "Shindenryoku Net" by Energy Information Center, General Incorporated Association (Primary source: Electricity and Gas Market Surveillance Commission)
*2 Source: Prepared by Port based on Nomura Research Institute, Ltd., “Housing Market and Issues in 2040” (June 18, 2026)
*3 Total number of contracts includes the number of contracts for gas and other ancillary services other than electricity.

Energy Domain: Most Recent Market Environment

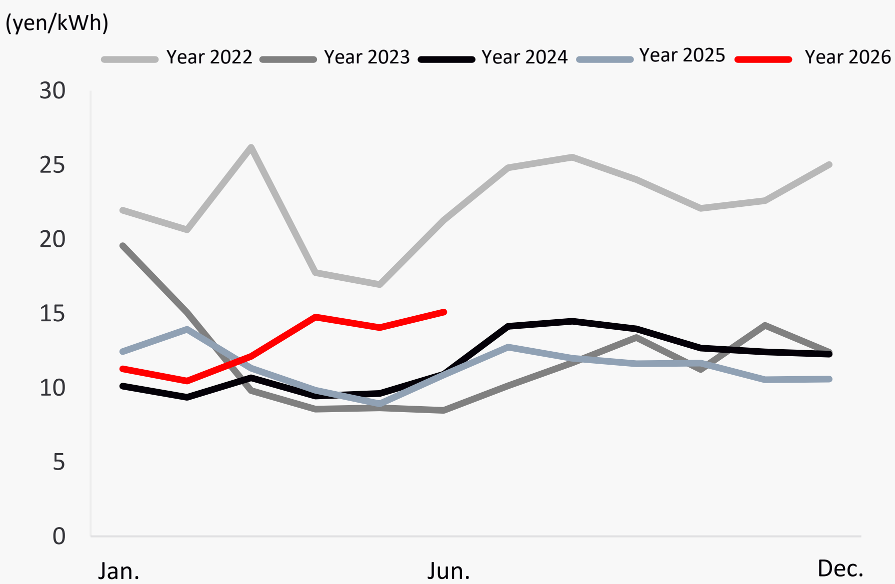
PORT INC.

In 2022, despite a significant increase in JEPX market prices due to soaring resource prices and other reasons, prices have remained stable since 2023. Although market prices are currently trending upward due to the prolonged tensions in the Middle East, we will continue to strengthen sales activities because the situation allows power producers and suppliers to hedge risks associated with price fluctuations.

JEPX Market Price Tends

In 2022, JEPX market prices rose significantly due to soaring resource prices and other factors. Since then, prices have stabilized, but it is necessary to pay close attention because they are currently trending upward due to the prolonged tensions in the Middle East.

JEPX Market Price*



Trends in Sales Promotion Stance of Electric Power Companies

Market-linked pricing plans, proper price pass-through to users, and other reasons have reduced the risk burden on the part of power companies compared to the past, and sales promotional activities have been resumed and strengthened.

FY2023

Sharp rise in wholesale electricity prices due to weak yen and rising resource costs

Electric power companies' reduction of sales promotion costs

Electric power companies' control and suspension of new user acquisition

FY2024

Increase of prices under regulation implemented by regional electric power companies

Electricity price hikes by power companies

Resumption of user acquisition activities

FY2025 and Beyond

Further strengthening of sales promotion activities in light of market price conditions

* Source: Prepared by Port based on JEPX trading information (monthly average system price)

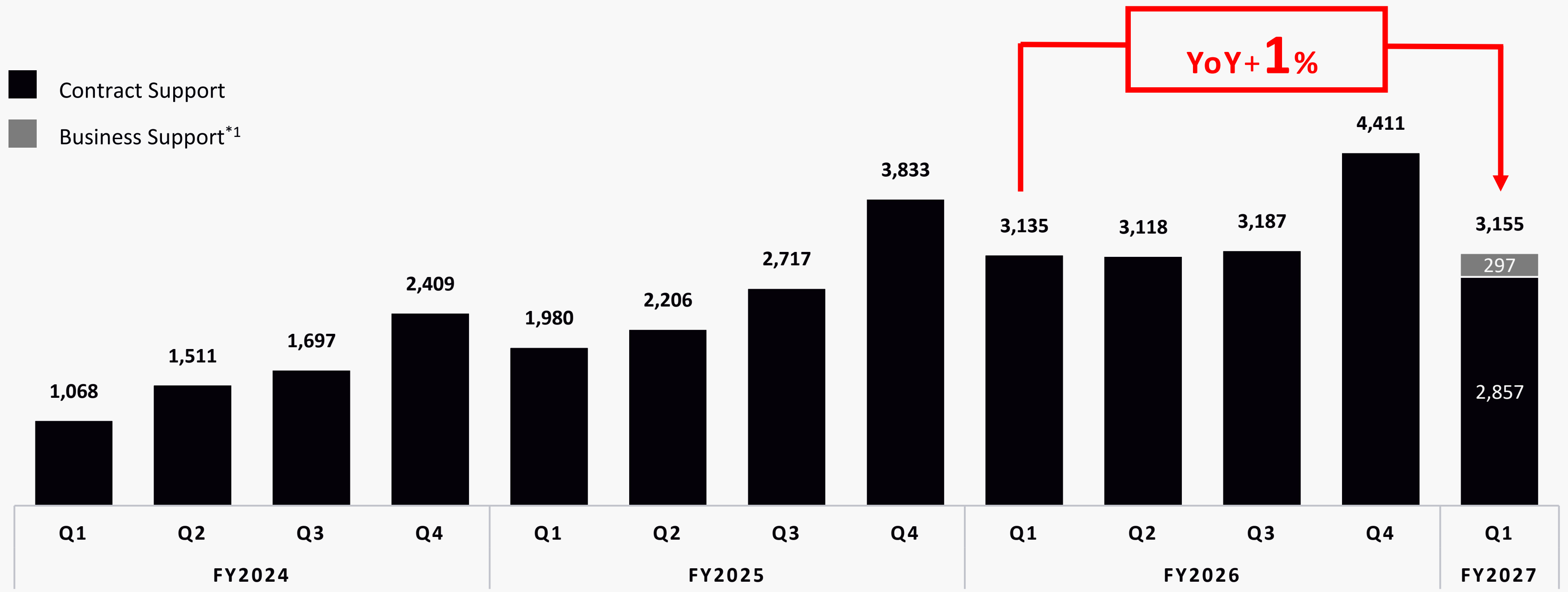
Energy Domain: Trends in Revenue

PORT INC.

Business support contributed to revenue due to revenue from the grid storage power stations in operation, but the growth of revenue was limited as a result of a shift toward customer acquisition with a focus on productivity in contract support, as well as an emphasis on the accumulation of projected net recurring earnings.

(million yen)

Q1 FY2027		
Total	Contract Support	Business Support
3,155 (YoY +1%)	2,857	297



*1 Starting from the fiscal year ending March 31, 2027, in the energy domain, revenue is indicated in two separate categories, contract support and business support.

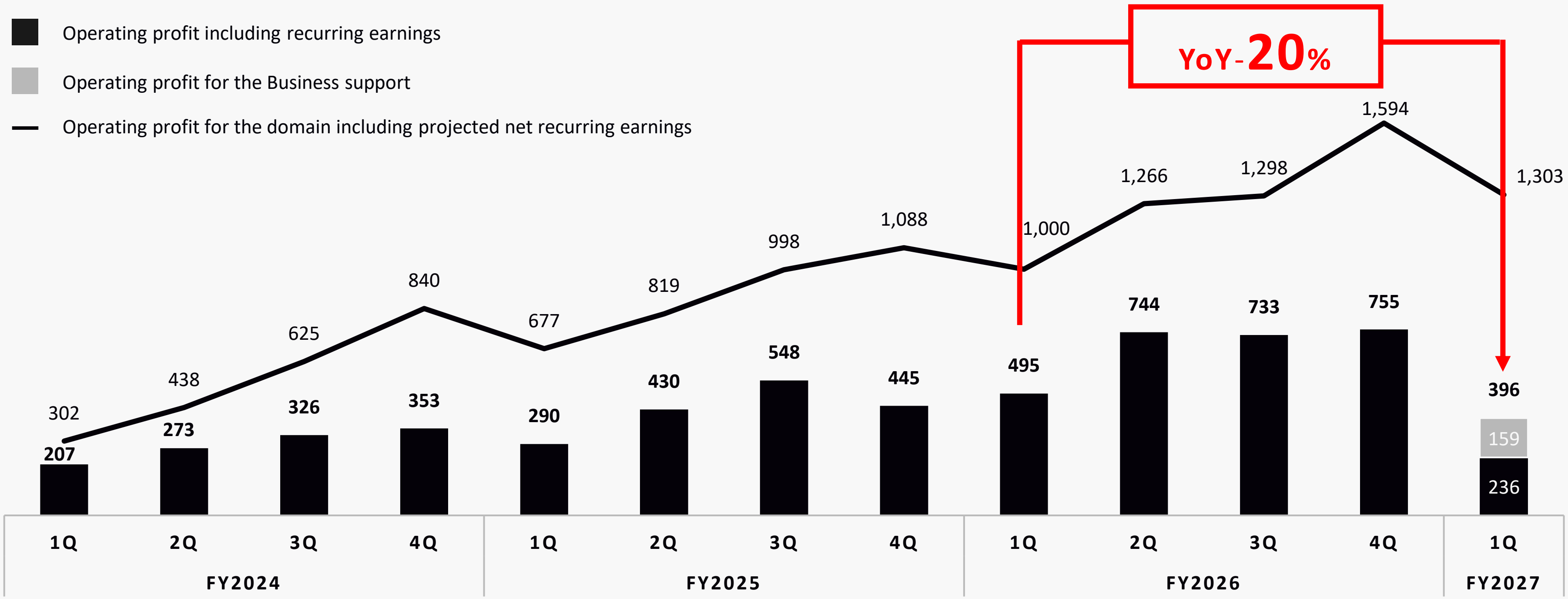
Energy Domain: Operating Profit for the Domain

PORT INC.

Operating profit in the domain decreased 20% year on year due to a shift toward customer acquisition with a focus on productivity and the strategic accumulation of projected net recurring earnings, despite the steady increase in recurring earnings and the contributions of storage power stations in operation to profit. In contrast, operating profit for the domain including projected net recurring earnings increased 30% year on year.

(million yen)

Q1 FY2027		
Total	Contract Support	Business Support
396 (YoY -20%)	**236**	**159**



* In the energy domain, Five Line Inc, became a consolidated subsidiary in July 2023

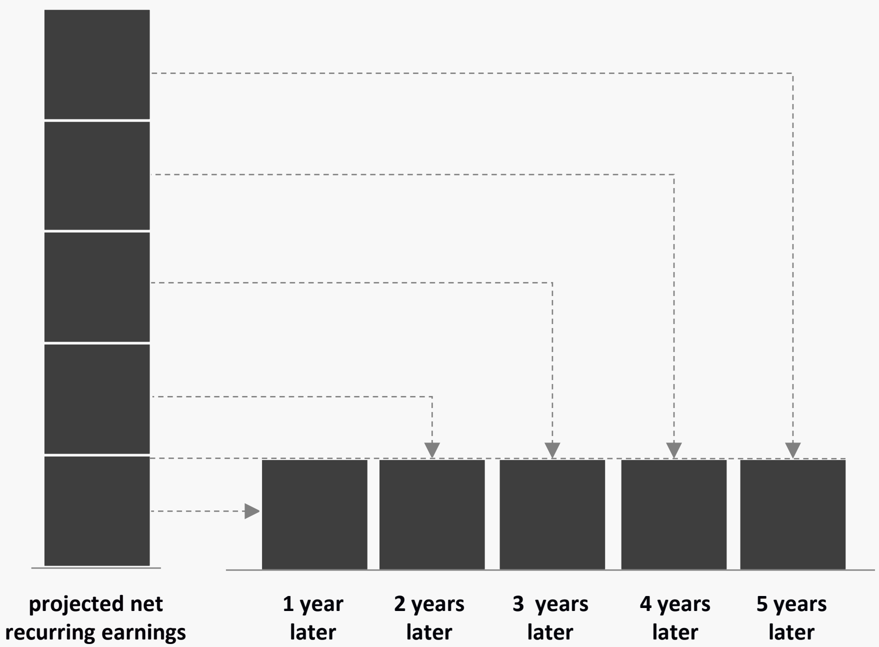
Energy Domain: Ability to Generate Operating Profit for the Domain

PORT INC.

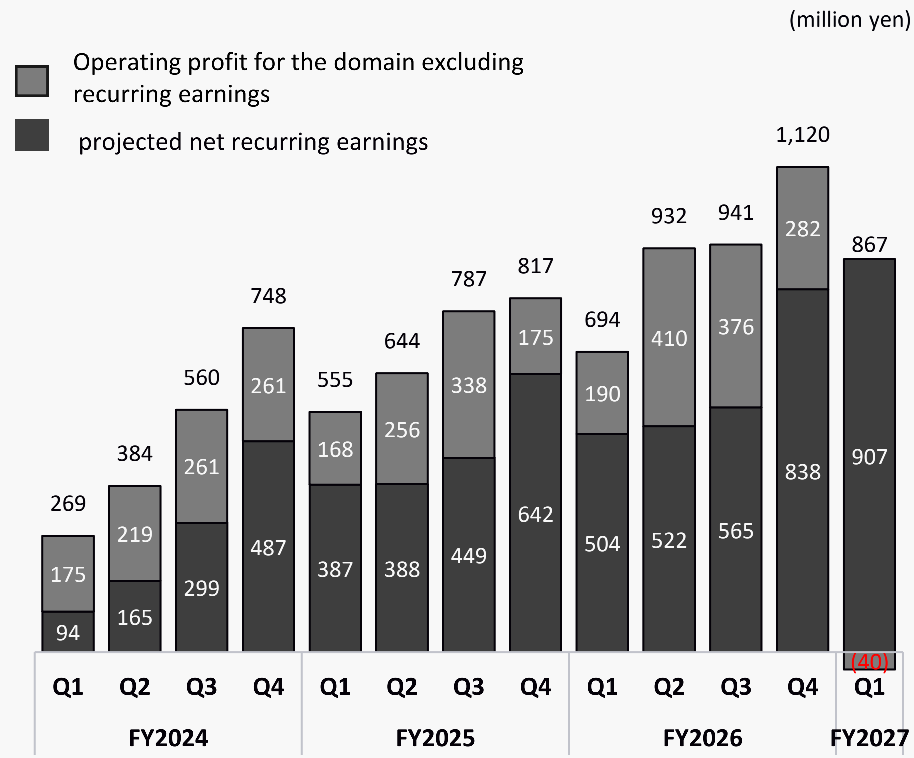
When converting all recurring earnings gained in Q1 FY2027 to conventional one-time earnings, the generating capacity of operating profit for the domain is 867 million yen for Q1 alone.

What is projected net recurring earnings?

Projected profits to be recognized in the future from projects acquired through recurring-type contracts



Ability to generate operating profit in the energy domain



Energy Domain: Supplementary Information on the Strategic Accumulation of Projected Net Recurring Earnings

PORT INC.

We will strategically expand projected net recurring earnings with a view toward achieving PORT ODYSSEY800. Our policy is to emphasize productivity to focus on acquiring high LTV users while simultaneously working to continuously improve economic conditions (unit prices) by accelerating recurring-type contracts.

01 Strategic Expansion of Projected Net Recurring Earnings

- Confirm that projected net recurring earnings have been converted to recurring earnings (Refer to the information on the right.).
- Expand **projected net recurring earnings** proactively, while also taking the progress in full-year results into consideration.

Reference Indicators

Recurring earnings as a percentage of EBITDA
9.2%→ 23.9%→ 34.9%
(FY2024→ FY2025→ FY2026)
MTP Targets : 40% or more

02 Promotion of Recurring-Type Contracts

- Recurring fees, which are received in line with usage, have a **higher acceptability in terms of sales promotion costs per contract** than one-time fees for contracts won.
- Increasing the ratio of recurring-type contracts is effective for both electric power companies and Port from the perspectives **of increased economic rationality** and the continuous improvement of unit prices.

Reference Indicators

We acquire recurring earnings contracts on the premise that the expected total earnings per contract are **1.2 to 1.5 times higher compared to one-time earnings.**

03 Focus on High-LTV Users

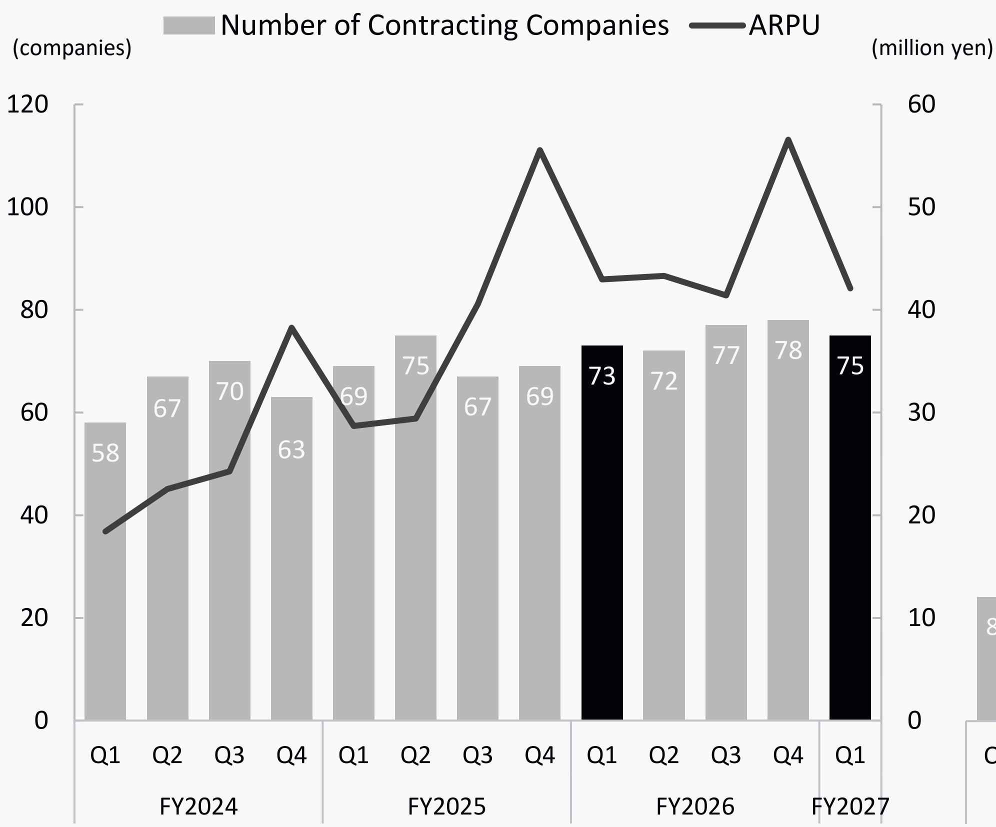
- With revenue from referring-type contracts being based on continuous usage, the key to maximizing revenue is **acquiring high LTV users**.
- Facilitate a shift from maximizing the number of contracts won toward **maximizing profitability per contract won (productivity)** in the approach taken during acquisition.

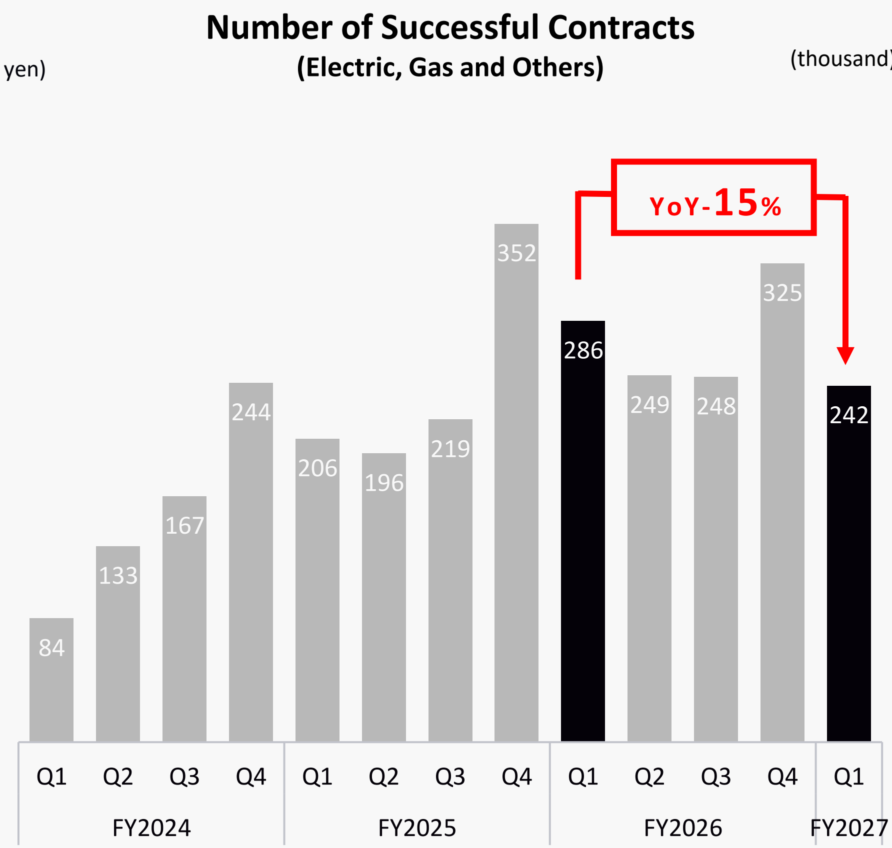
Policy

Emphasizing both the growth of market share and improving productivity

KPI for Energy Domain

While the impact of the situation in the Middle East is currently limited, the number of contracts won decreased year on year due to a shift toward customer acquisition with a focus on productivity. The quarter-on-quarter decrease is attributable mainly to seasonal factors because demand peaks in Q4.





*Due to a revision of the method of calculation, some errors have arisen from the figures for the total number of contracts signed, which had been disclosed until the third quarter of FY2024.

03

Human Resources Domain

Definitions

In the human resources domain, member count is a key performance indicator (KPI) that reflects the scale of our platform. We measure our membership using two distinct metrics: **Unique Members** and the **Total Number of Members**.

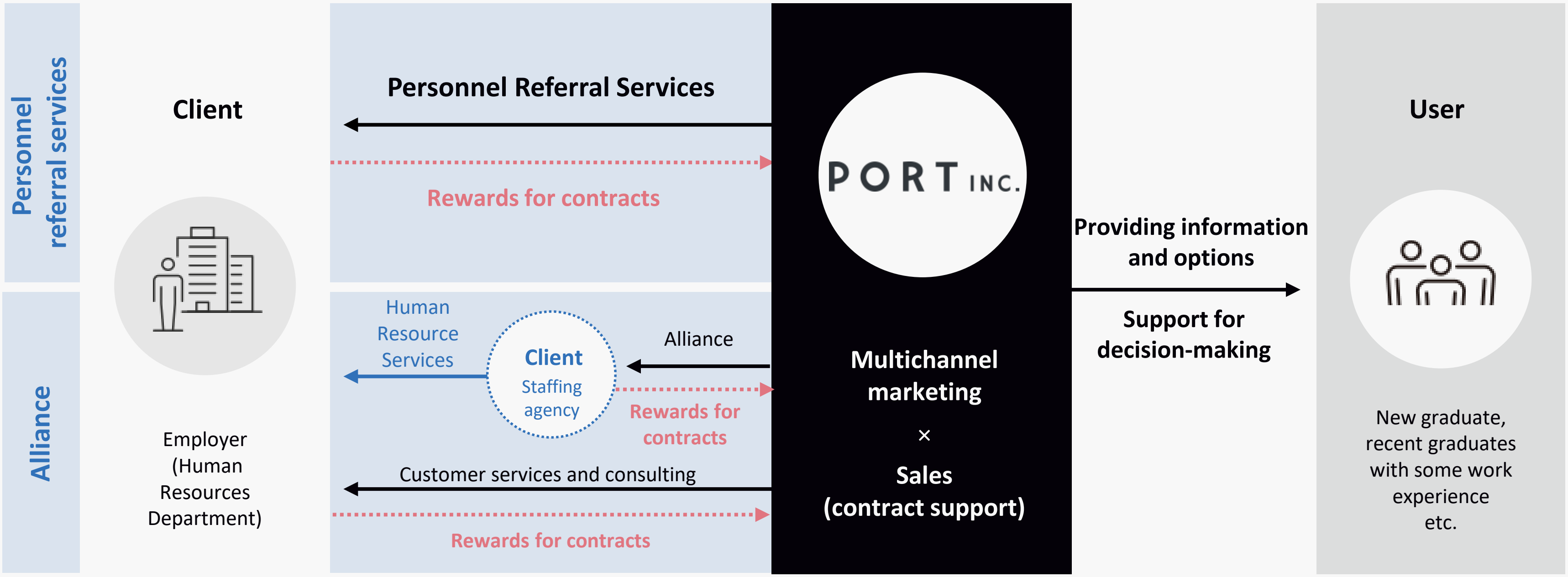
Unique Members: The Unique Members count represents the total number of distinct individuals who are members across all of our services. This metric is a result of consolidating and eliminating duplicate accounts.
For example: If one person signs up for Service A, Service B, and Service C, they are counted as one unique member.
This metric provides a more accurate view of our active and loyal customer base and shows the true scale of our ecosystem.

Total Number of Members: The Total Number of Members is a simple tally of every registered membership across each individual service.
For example: If the same person signs up for Service A, Service B, and Service C, their registrations would be counted as three separate memberships in the total count.
While this figure shows the total number of accounts across our platforms, it's important to note that users in the job market often actively use multiple services. For this reason, we value both the unique and total member counts as key indicators of our platform's reach and the depth of user engagement.

Business Models in the Human Resources Domain

We primarily provide new graduate recruitment support services, leveraging our unparalleled contract-winning capabilities and multi-channel marketing to attract customers. We also operate personnel referral services for companies with job openings, and an alliance business that includes customer referral and consulting services for both companies with job openings and recruitment agencies alike.

1	Personnel referral services for companies with job openings, and customer referral and consulting services for recruitment agencies and companies with job openings
2	Marketing capabilities, capable of reaching over 90% of new graduates, with a unique user base
3	Top runner in the new graduate recruitment market



Human Resources Domain: Market Size (New Graduate Support Market)

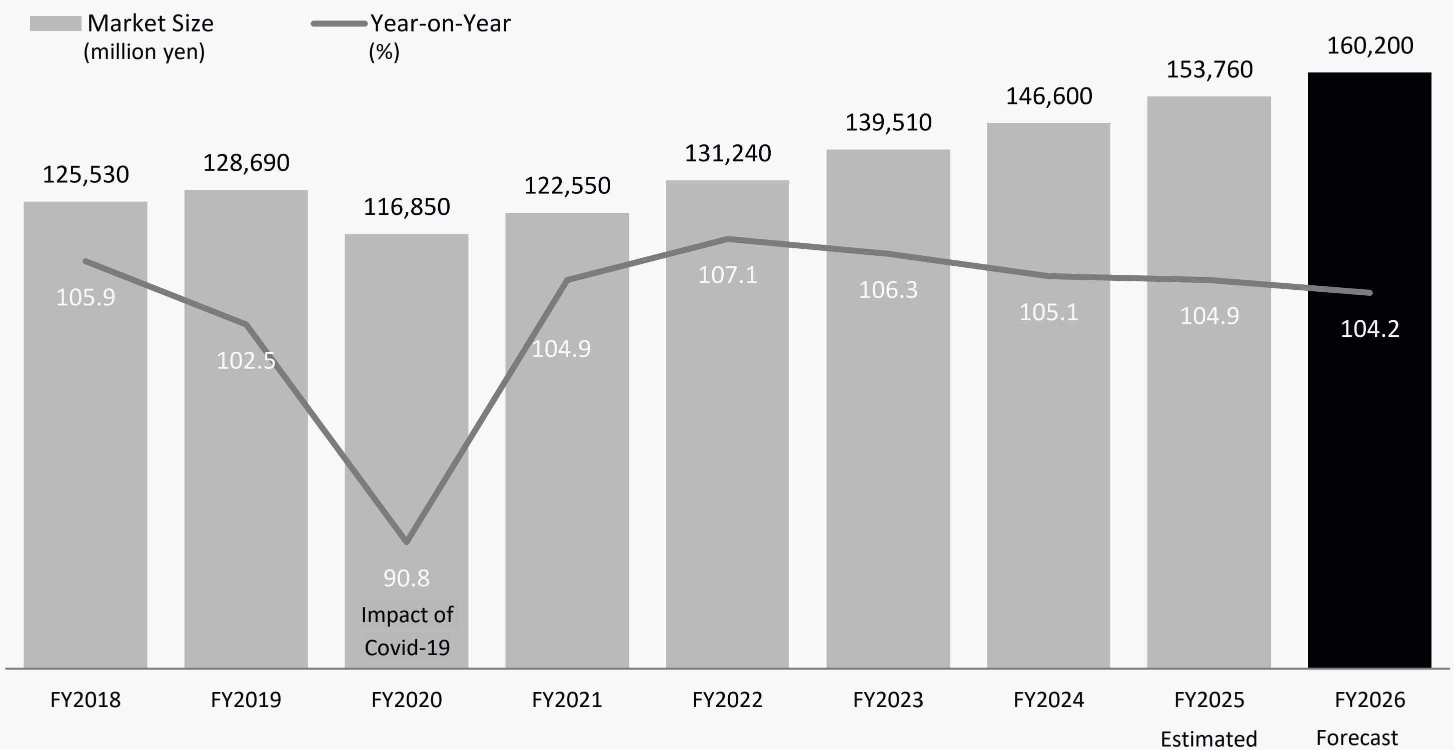
PORT INC.

Due to the ongoing chronic labor shortage, companies are increasingly willing to hire new graduates.

As competition for talent intensifies and labor costs rise, recruitment costs have also been trending upward.

As a result, the overall size of the new graduate recruitment support market is expanding, and this trend is expected to continue.

Market Size of New Graduate Recruitment Support Services*1



*1 Source: Prepared independently by Port based on Yano Research Institute Ltd., "Research on New Graduate Recruitment Support Service Market (2023, 2024, 2025, 2026)" (released April 30, 2026). Calculated on a service provider sales revenue basis across seven target market segments: job information websites, events and seminars, new graduate introduction services, new graduate recruitment outsourcing, new graduate assessment tools, follow-up services for prospective hires, and direct recruiting services for new graduates.

Human Resources Domain: Market Size (New Graduate Support Market)

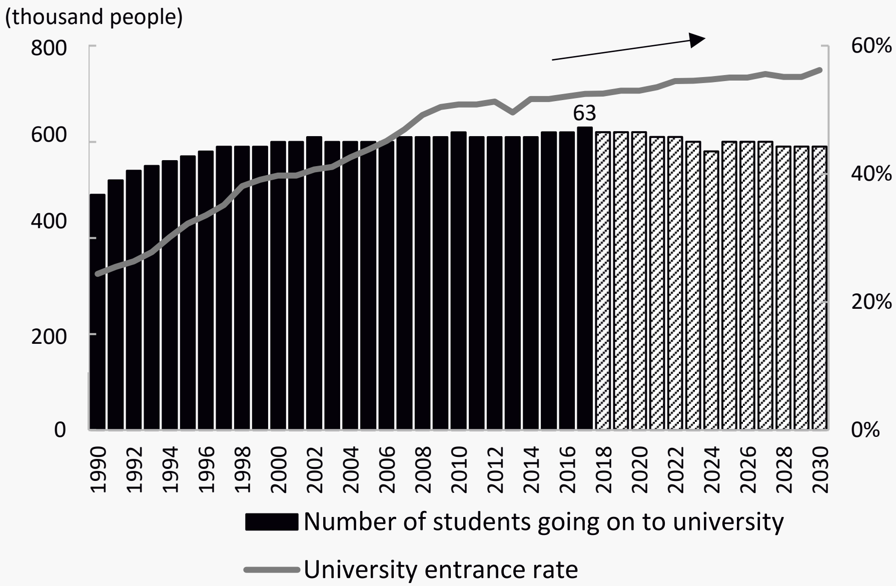
PORT INC.

The number of university entrants, which constitutes the target population, is expected to remain flat for the time being, as the increase in university enrollment rates offsets the impact of population decline. Additionally, the job-offer-to-applicant ratio for university graduates has significantly recovered to pre-Covid-19 levels due to the recovery in corporate hiring demand.

The Population of New Graduates Is Expected to Remain Relatively Stable for the Time Being

The increase in the university enrollment rate offsets the impact of the decrease in the youth population. The number of new graduates is projected to remain stable or slightly decrease until around 2030.

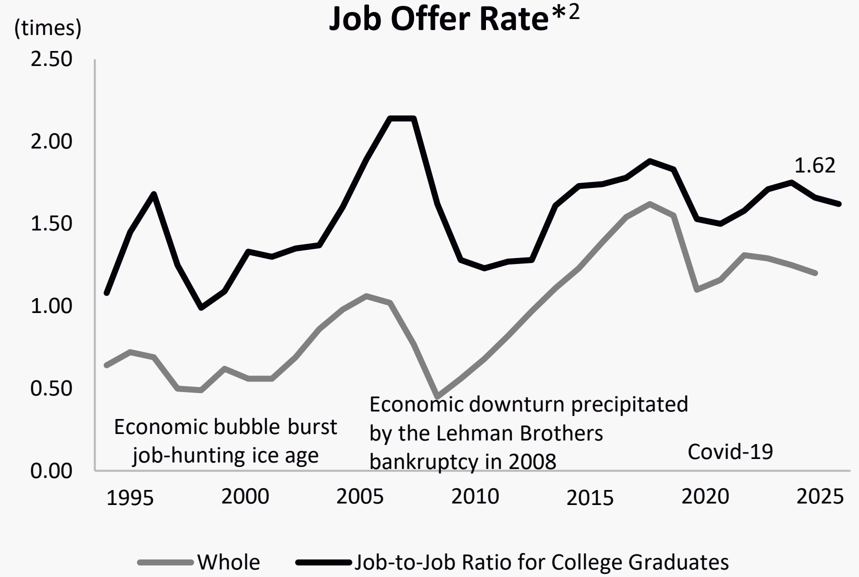
Number of Students Enrolling in University*1



Job Offer Rate for University Graduates Is Rising, with Limited Impact from Economic Fluctuations

The post-Covid-19 job-to-applicant ratio for university graduates is showing an upward trend due to increased hiring motivation as the economy recovers. Furthermore, this ratio is consistently higher than the overall job offer rate and remains above 1.0 regardless of economic conditions.

Job Offer Rate*2



*1 Source: Prepared by Port based on Ministry of Health, Labour and Welfare, "Future Estimates of the Number of Students Enrolling in Universities" and Ministry of Education, Culture, Sports, Science and Technology, "School Basic Survey: Survey of Post-Graduation Status of Higher Education Institutions"

*2 Source: Prepared by Port based on Ministry of Health, Labour and Welfare, "General Employment Placement Situation" and Recruit Works Institute, "The 42nd WORKS University Graduate Job Openings Survey (2027 Graduates)" (released April 23, 2026)

Human Resources Domain: Market Size (New Graduate Support Market)

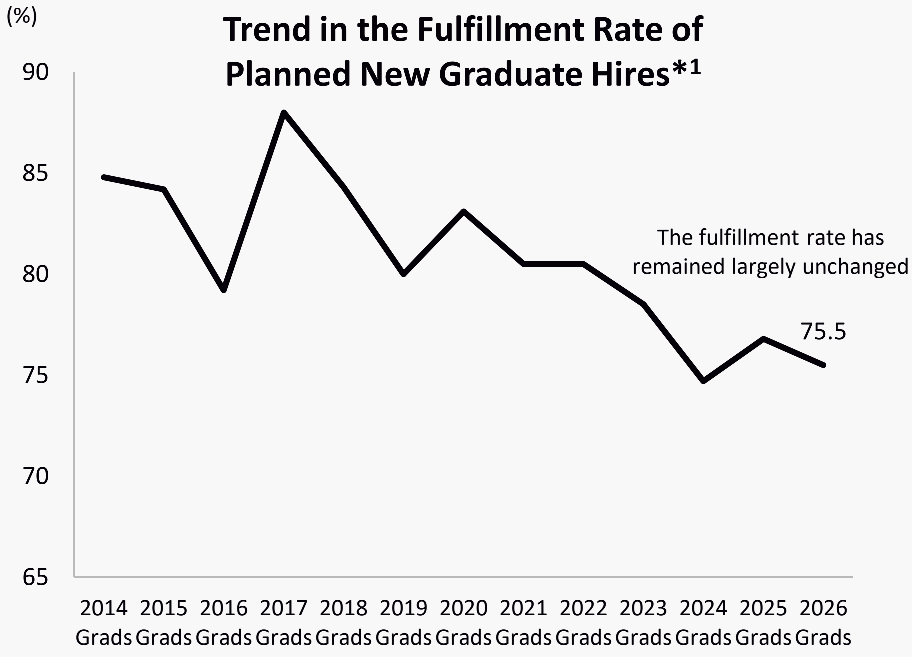
PORT INC.

The recruitment market is expected to become increasingly competitive, and a rise in the unit cost of hiring is considered inevitable. These market conditions are expected to work strongly in our favor, particularly for our personnel referral services to employers and alliances with staffing firms.

Difficulty in Recruiting New Graduates Is Increasing

The rate of successful new graduate recruitment is declining due to an increase in the number of companies starting new graduate hiring and the rise in the number of new graduates accepted by existing companies.

Trend in the Fulfillment Rate of Planned New Graduate Hires*1



Forecast of Unit Cost of Hiring for New Graduates

The unit cost of hiring new graduates is expected to continue increasing, driven by intensifying competition under a student-favorable hiring market.

Trend of Recruitment Unit Costs in the New Graduate Recruitment Support Market

1. Intensification of competition in new graduate recruitment, increase in the number of companies starting new graduate hiring
2. Rising candidate acquisition costs for staffing agencies due to the seller's market
3. Increase in salary levels (starting salaries) aimed at strengthening recruitment competitiveness

The recruitment unit cost per hire is expected to inevitably increase going forward.

*1 Source: Prepared by Port based on Recruit Works Institute, "Works Recruitment Outlook Survey (New Graduates: 2027 Graduates)" (released December 23, 2025). Calculated as the number of job offers as of October 1, 2025 divided by the number of planned hires as of April 2025.

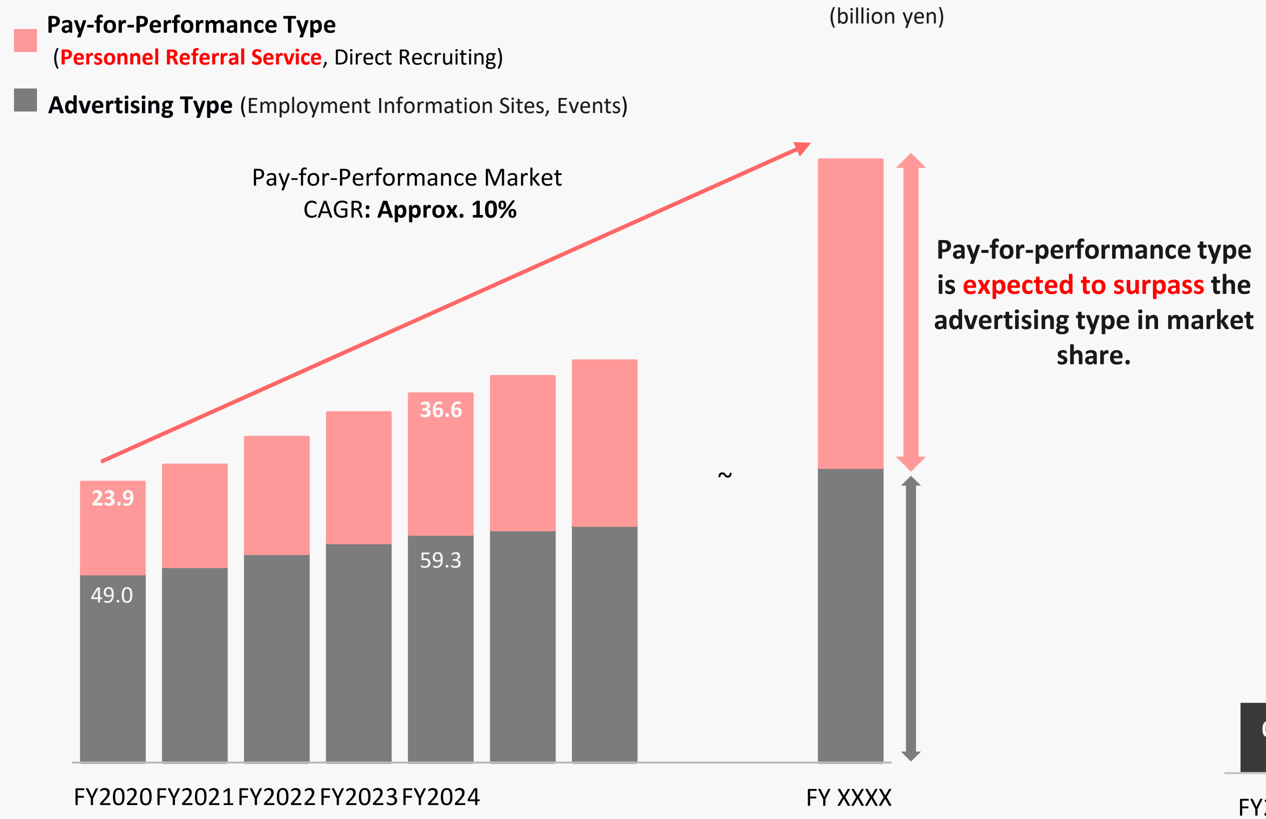
Human Resources Domain: Market Size (New Graduate Support Market)

PORT INC.

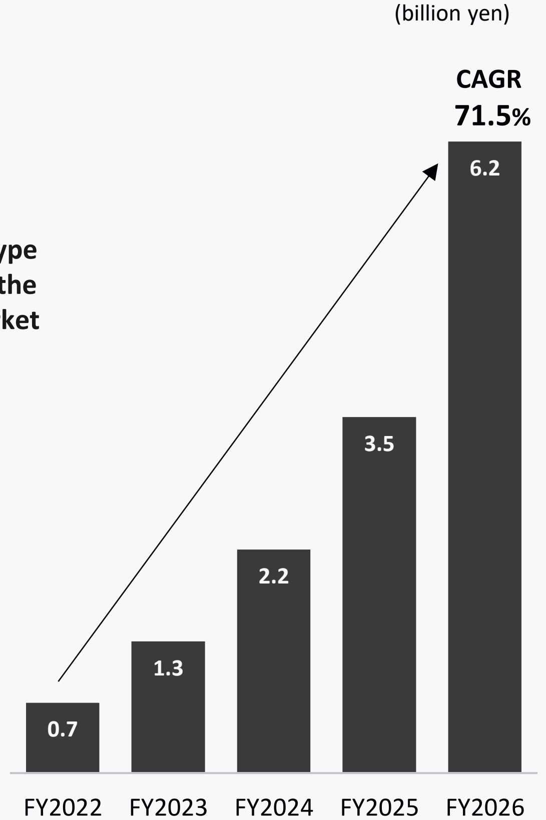
In the new graduate recruiting support market, demand is expected to increase significantly for pay-for-performance type services that enable efficient recruiting without the risk of no return. As the top runner in pay-for-performance services, we are driving the growth of the new graduate recruitment support market.

Market Size Forecast for Each Service*1

～ Shift to a Market Dominated by Pay-for-Performance Services ～



Group Personnel Referral Service Revenue Trends



*1 Source: Prepared independently by Port based on "Research on the New Graduate Recruitment Support Service Market (2026)" (released on April 30, 2026) by Yano Research Institute Ltd.

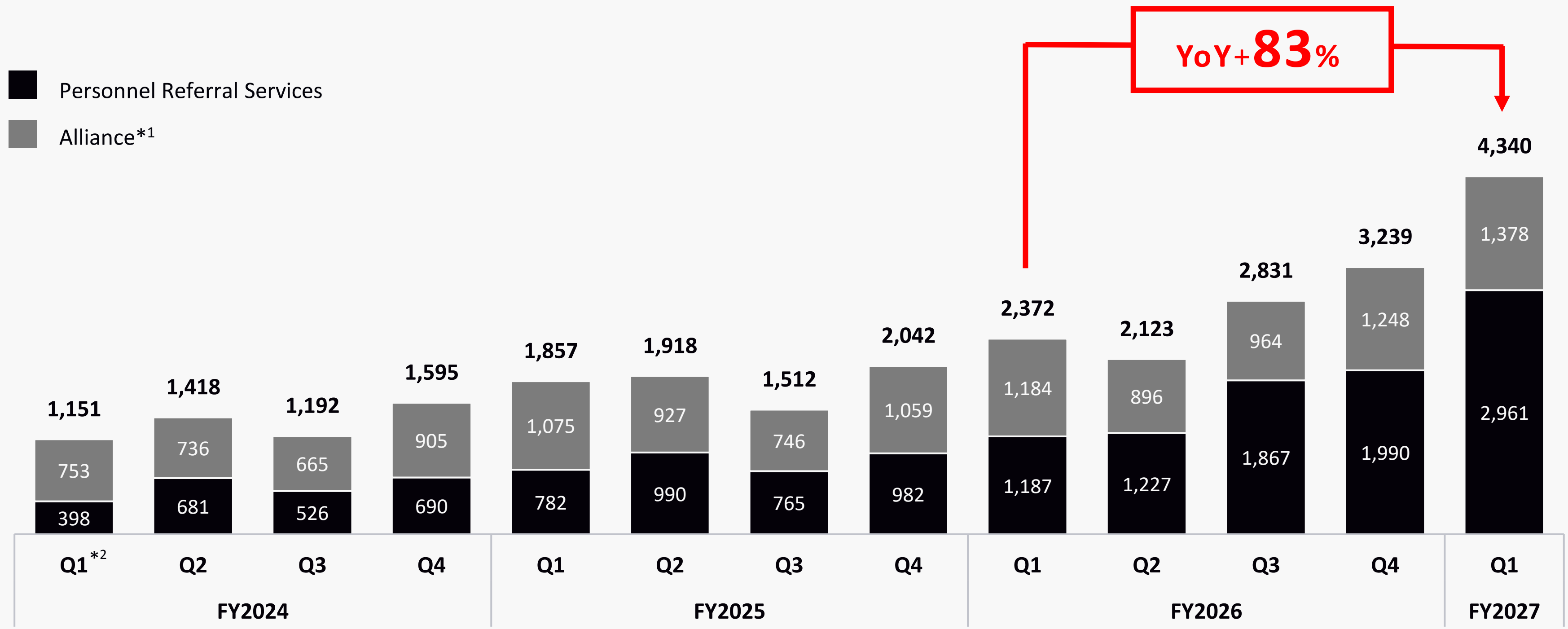
Human Resources Domain: Trends in Revenue

PORT INC.

In personnel referral services, revenue increased significantly in Q1, up 149% year on year. It is a period in which demand peaks due to the impact of the earlier start of the job-hunting season. The increase also reflected organic growth and the consolidation of HRteam Co., Ltd. In alliance services, revenue was almost in line with the plan due to our focus on personnel referral services.

(million yen)

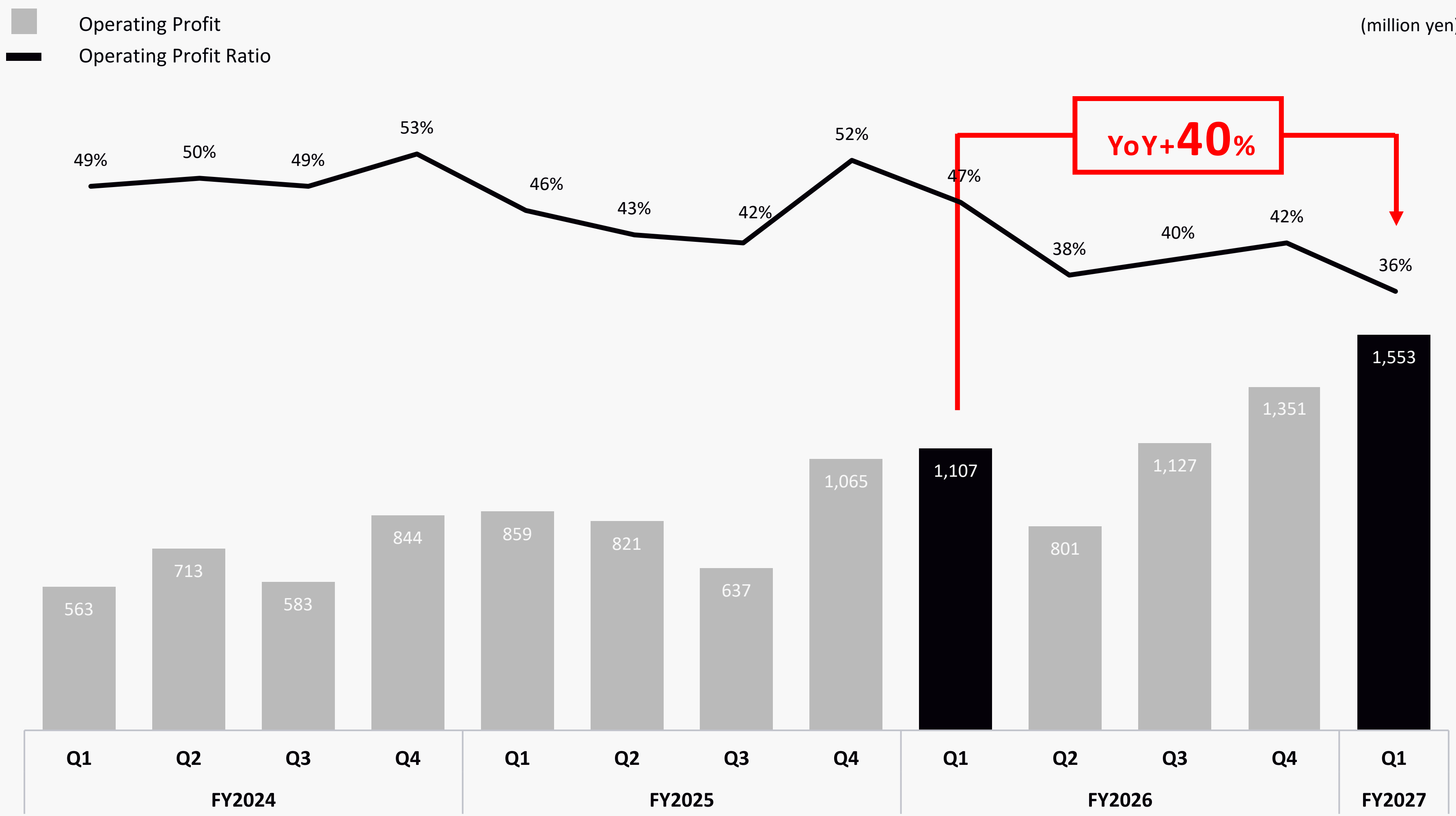
Q1 FY2027		
Total	Personnel Referral Services	Alliance
4,340 (YoY +83%)	2,961 (YoY +149%)	1,378 (YoY +16%)



*1 Alliance includes consulting services for companies, which were included in the "Other" category, in addition to staffing companies and corporate clients.
*2 Minshu, Inc., became a consolidated subsidiary in April 2024 (Q1 FY 2025)

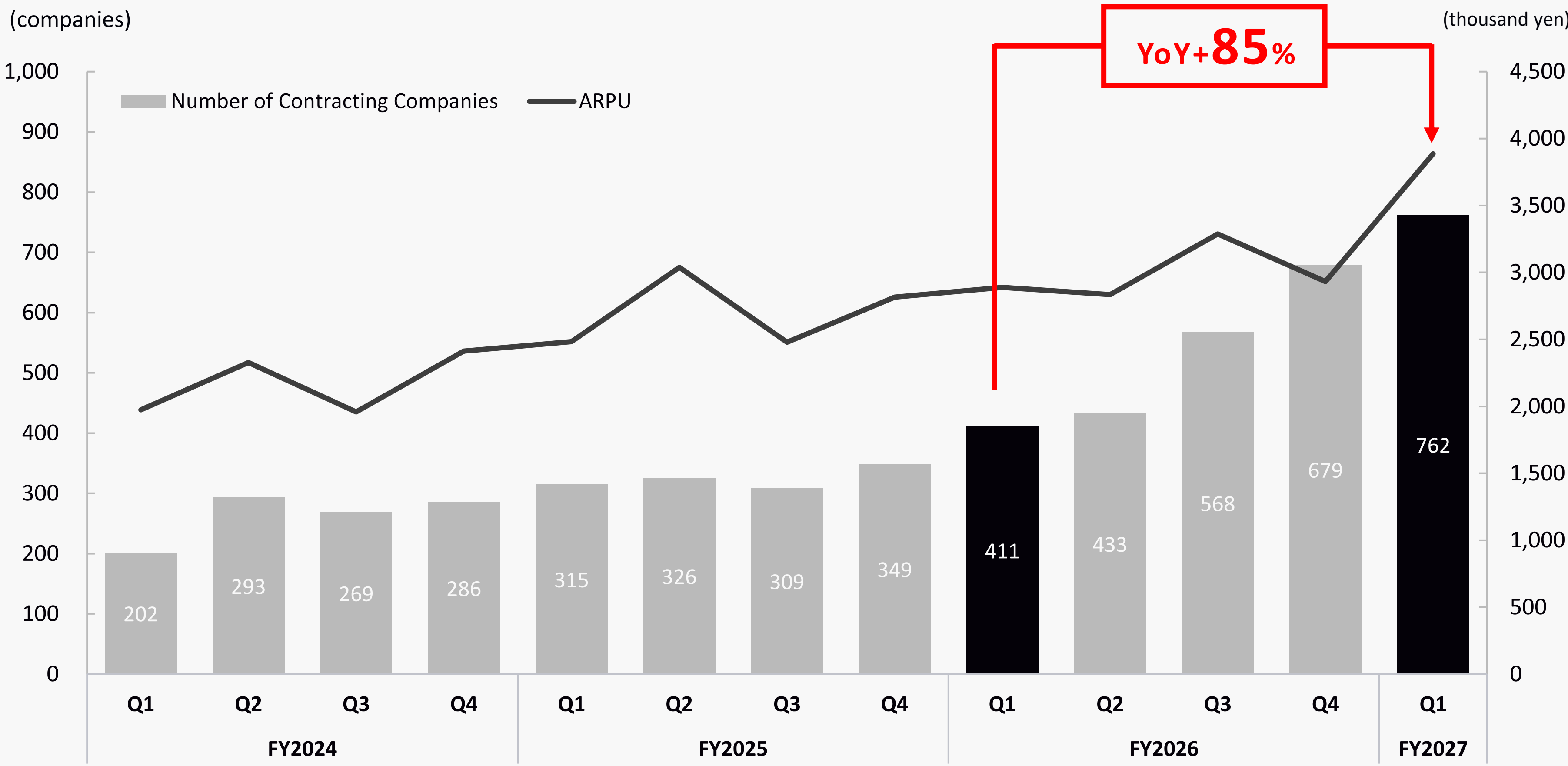
Human Resources Domain: Operating Profit for the Domain

Operating profit increased by 40% YoY, driven by strong growth in placement services.



KPIs of Human Resources Domain:
Number of Contracting Companies and ARPU in Personnel Referral Services

Both the number of contracting companies and ARPU increased significantly.



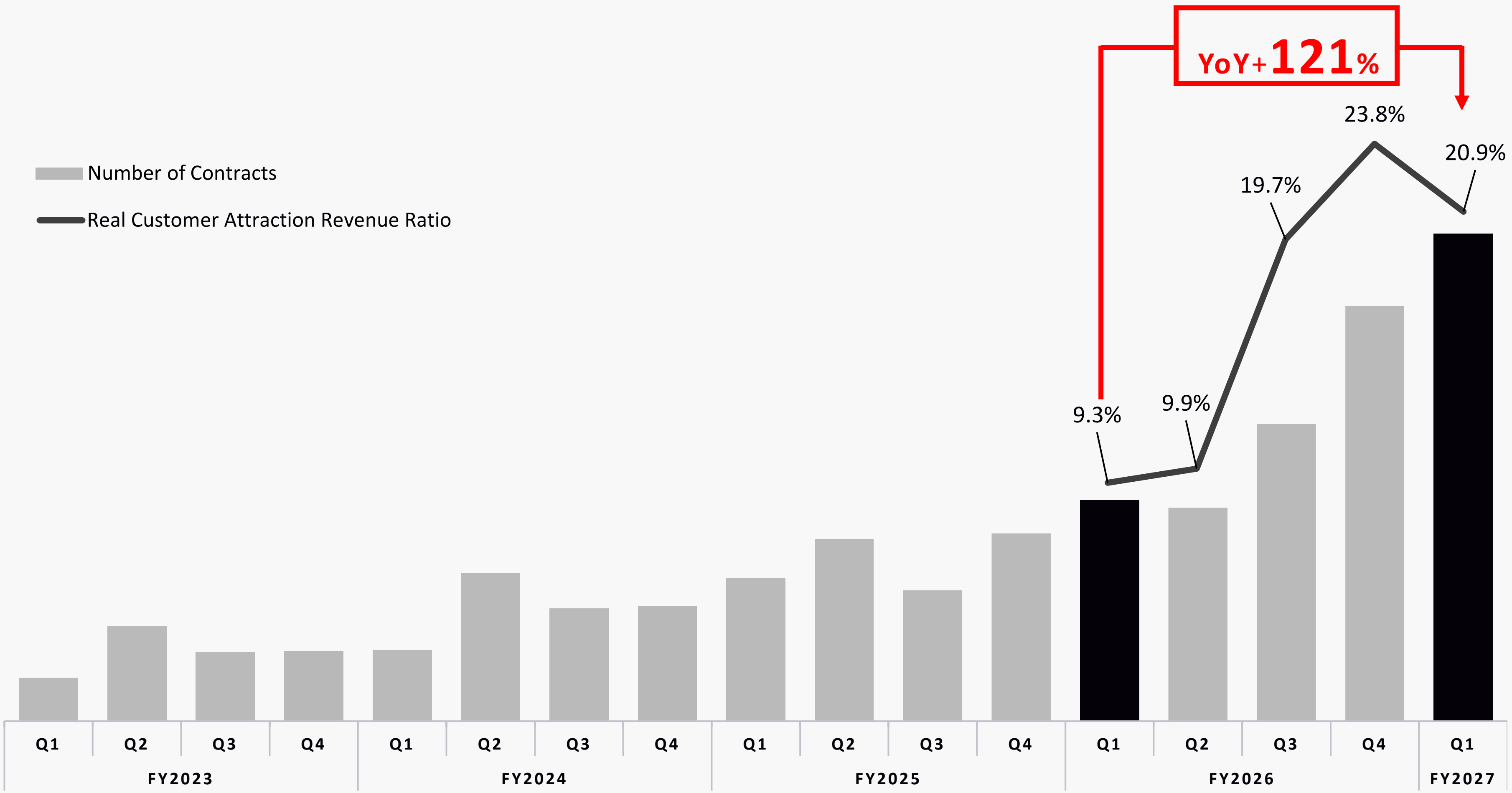
* ARPU= Revenue per company (Revenue from Personnel Referral Services ÷ Number of contracting companies)

KPIs of Human Resources Domain:
Number of Contracts in Personnel Referral and Real Customer Attraction Revenue Ratio

PORT INC.

The number of contracts won increased significantly year on year due to an increase in career advisors and expansion of regional offices.

Steady progress was made in the development of offline customer acquisition channels.



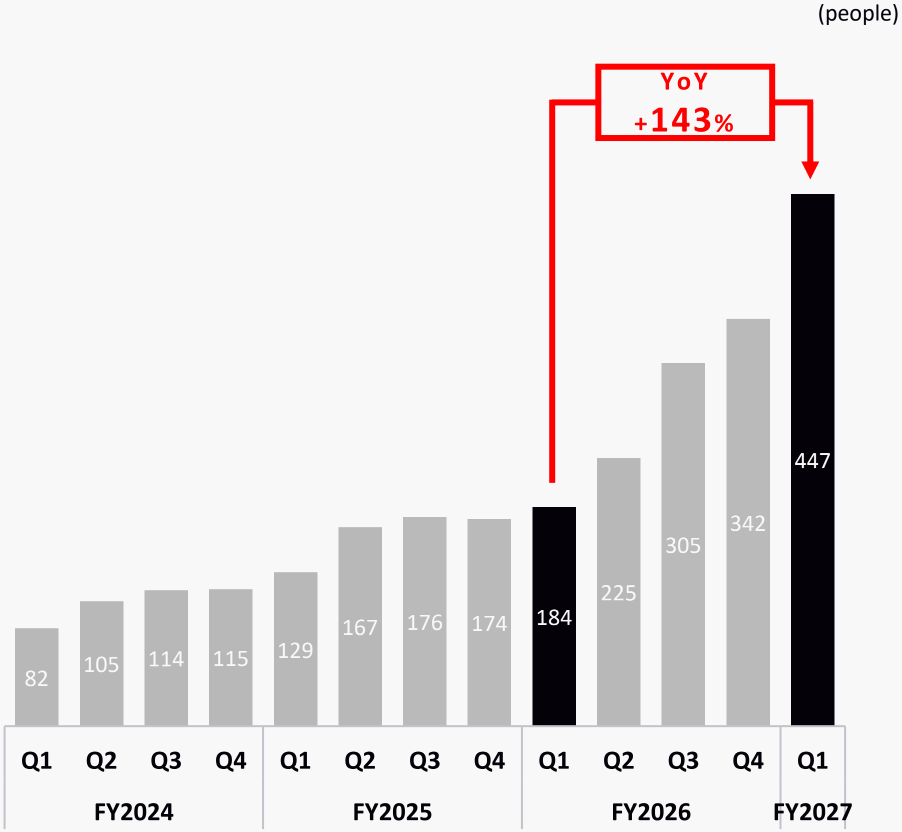
* HRteam Co., Ltd. became a consolidated subsidiary in November 2025 (Q3 of FY2026).

KPIs of Human Resources Domain:
Number of Contract Support Personnel and Productivity in Personnel Referral Services

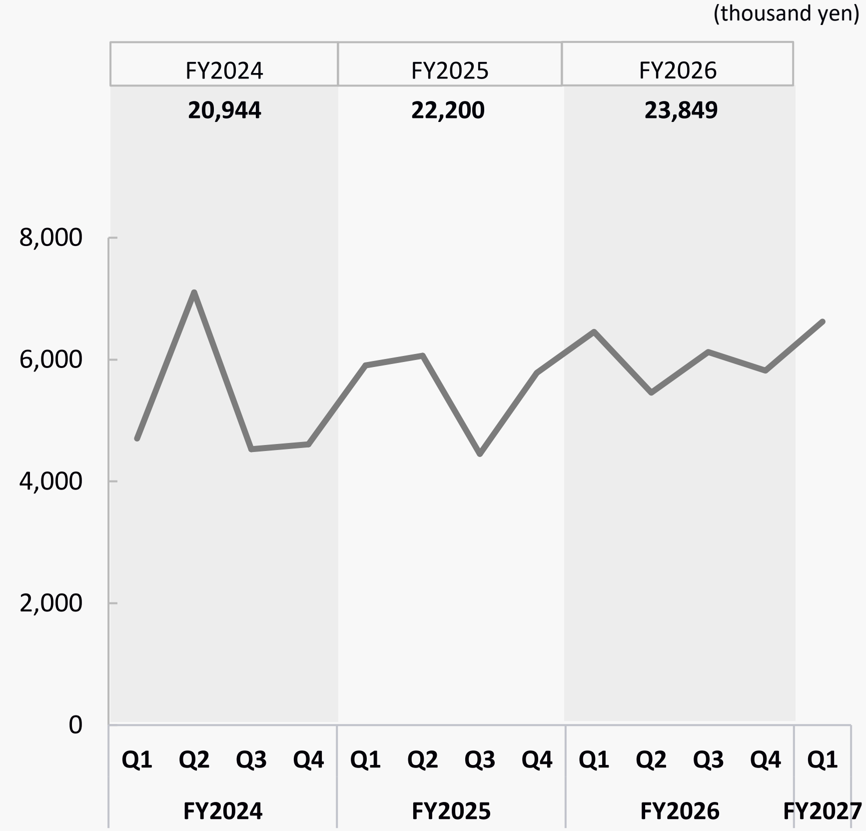
PORT INC.

Improvements in productivity through the utilization of AI, increases in unit prices for contracts won and other efforts resulted in a steady increase in revenue per employee. At the same time, we sought to expand our contract support organization, which includes career advisors.

Number of Contract Support Personnel*1・3



Revenue per Employee*2・3



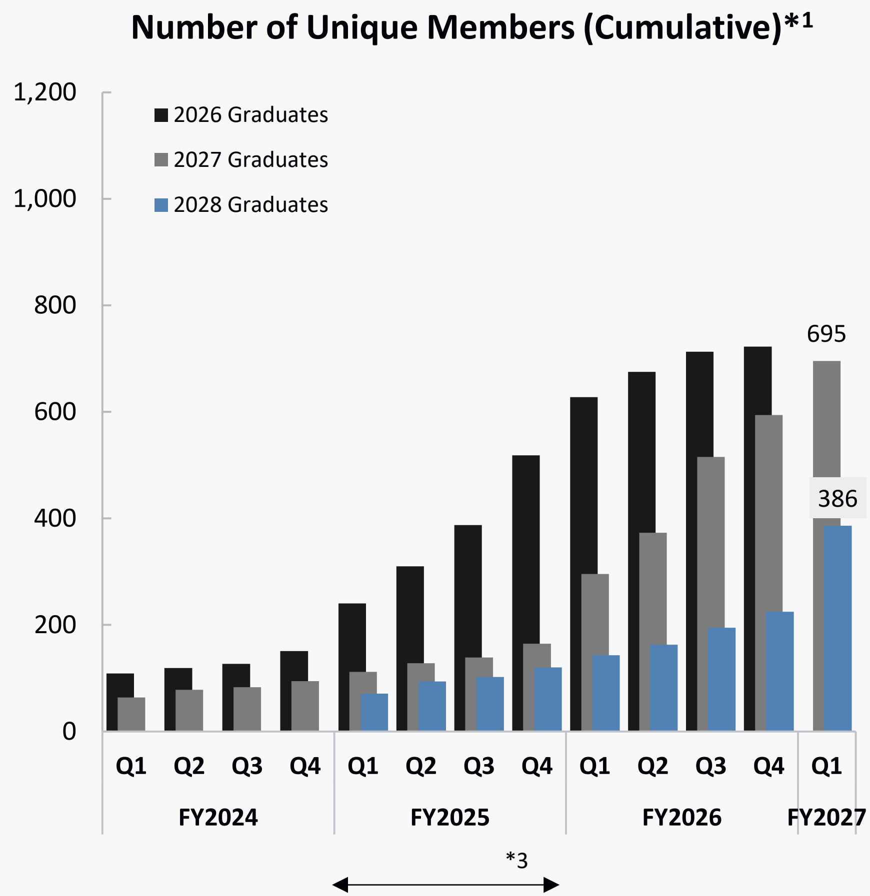
*1 Number of Contract support personnel = Career Advisors + Recruiting Advisors. Average number Contract support personnel per quarter.
*2 Revenue per employee＝ number of job offers accepted minus the number of job offers declined / average number of Contract support personnel
*3 Due to a re-evaluation of the scope of aggregation (sales and covered personnel) conducted in Q1 of FY2027, there is a slight difference between the figures disclosed herein and those previously released.

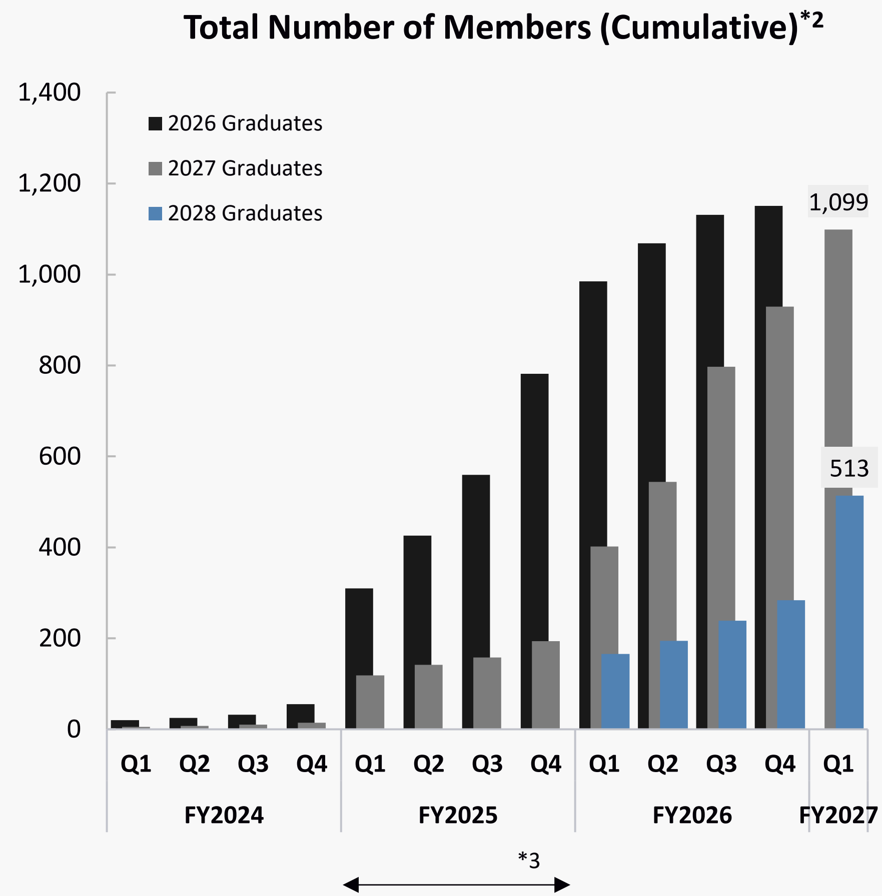
KPIs of Human Resources Domain: Members

PORT INC.

With proactive investments in each product and enhancement of product lineup, the number of unique members in 2027 graduates is already about 695,000, with the total membership surpassing about 1,000,000. We are continuing to acquire 2027 graduates steadily.

(thousand people)





*1 Calculated based on the number of members for each product operated by the PORT Group on a unique basis.
*2 Calculated by simply adding together the number of members for each product operated by the PORT Group.
*3 Due to system improvements, Minshu, Inc. and Matcher Inc., which were newly added to the PORT Group in the fiscal year ended March 2025, have been included in the calculation. There are discrepancies between the figures disclosed for Q1 to Q3 of the fiscal year ended March 2025.

Status of Earlier Job-Hunting Activities

PORT INC.

With competition for human resources as a result of labor shortages becoming more intensified and internships directly linked to recruitment becoming more common, job-hunting activities started even earlier for students who graduated in March 2026. It is expected that the movement toward the earlier start of these activities and full-year activities will continue to accelerate.

For 2021 Graduates and After

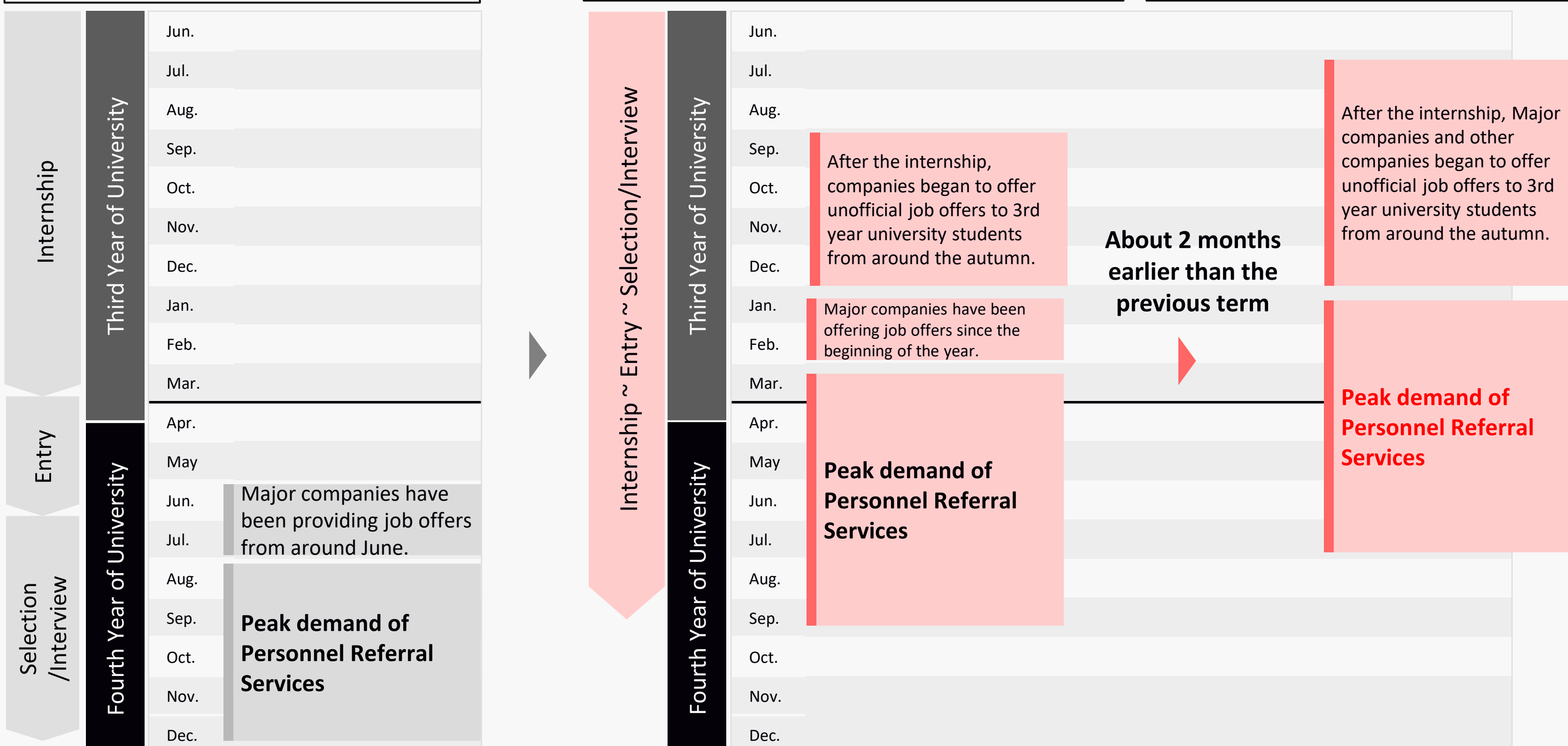
The Japan Federation of Economic Organizations abolished its guidelines.
Government-led job hunting rules and schedule were formulated.

2025 Graduates (Previous Fiscal Year)

The ban on internships directly linked to recruitment was lifted.
Companies can now use information on students who participated in their internship programs for recruitment activities.

2026 Graduates (This Fiscal Year)

Earlier job-hunting activities have accelerated.
Internships directly linked to recruitment have become more common and securement of superior talent early on by companies has accelerated.



Changes in Performance Trends in the Human Resources Domain

PORT INC.

Performance trends for personnel referral services are expected to change as follows due to further acceleration of earlier job-hunting activities. In the year-on-year comparison of quarterly performance for FY2027 and FY2026, the earlier job-hunting activities are expected to have a negative impact in Q2 and a positive impact in Q4. **As of the timing of the announcement of Q1 results, the acceleration of the movement toward an earlier start was more limited than expected. The trend toward an earlier start may be a bit moderated.**

* As the early-start trend is a transitional period, this is the expected performance trend based on the current situation. Updated sections are shown in red.

Level of contribution to the Company's sales △ : Low ○ : Medium ◎ : High

Performance Trends in Personnel Referral Services

	Apr. May. Jun. Q1	Jul. Aug. Sep. Q2	Oct. Nov. Dec. Q3	Jan. Feb. Mar. Q4
FY2025	◎	○	△	◎
FY2026	◎	○	○	◎
FY2027	○	△	○	◎
	3rd-year undergraduates advanced to their 4th year, and 1st-year graduate students advanced to their 2nd year. Demand for personnel referrals peaks again, following the high seen in Q4.	Personnel referral demand for 4th-year undergraduates and 2nd-year graduate students calms down and job-hunting by 3rd-year undergraduates and 1st-year graduate s4tudents becomes gradually active. Q2 is expected to be the period when our target students transition to the next graduating class of students.	Companies start to announce informal job offers gradually. Personnel referral demand for 3rd-year undergraduates and 1st-year graduate students increases. Due to the increasing year-round recruitment, demand for 4th-year undergraduates and 2nd-year graduate students remains steady.	Major companies announce informal job offers at an earlier stage, and personnel referral demand for 3rd-year undergraduates and 1st-year graduate students peaks. The relative weight of Q4 performance is expected to increase in FY2027.

04

Announcement/Summary of Financial Data

（Profit and Loss Statement Balance Sheet）

*Until fiscal year ended March 2020: Japanese GAPP

*From fiscal year ended March 2021: IFRS

*Until fiscal year ended March 2023: EBITDA = Operating profit + Depreciation and amortization + Stock-based payment expenses
*From fiscal year ended March 2024 onward: EBITDA = Operating profit + Depreciation and amortization + Loss on retirement of fixed assets and valuation gain or loss + Stock-based payment expenses

PORT INC.

Q1 FY2027 Online Financial Results Briefing

The briefing will be held online via Zoom Webinar.

Date and Time	**Wednesday, August 12, 2026, from 6:00 PM (JST)**
Format	Zoom Webinar
Speaker	Hirofumi Kasuga, Representative Director, President and CEO
Participant Eligibility	Open to everyone
Contents	• Q1 FY2027 Financial Results Briefing • Q&A Session (Submit questions via Zoom Webinar Q&A)
Registration	Pre-registration is required. Please sign up using the form below. https://us02web.zoom.us/webinar/register/WN_T5BXgwCcTtyEiy5uzoBnCQ#/registration

IR Communications

We actively share timely disclosure updates and IR event information for our individual investors. We invite you to register and follow us on the platforms below.

IR Email Newsletter

We offer an IR email distribution service to provide timely updates, focusing on the latest IR-related information. Emails are sent several times a month on an ad-hoc basis, in conjunction with our information disclosures.

Register here

https://theport.hubspotpagebuilder.net/mail/ir

YouTube

We post financial result briefing videos and supplementary videos regarding timely disclosure information. We strive to provide IR information that is easy to understand.

PORT INC. Official Account

www.youtube.com/@port_IR

X (formerly Twitter)

We post IR disclosure materials and IR event information.

PORT INC. IR Official Account

https://twitter.com/port_IR

IR note

We utilize “note” to communicate our IR information. We release IR reports summarizing monthly IR activities and disseminate information on IR events.

PORT INC. IR note

https://note.com/portir_7047

Profit and Loss Statement (Quarterly)

PORT INC.

IFRS (million yen)	FY2024*				FY2025				FY2026				FY2027
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1
Revenue	3,300	3,678	3,627	4,973	4,758	5,159	5,235	6,810	6,576	6,359	7,254	8,908	9,092
Energy Domain	1,068	1,511	1,697	2,409	1,980	2,206	2,717	3,833	3,135	3,118	3,187	4,411	3,155
Human Resources Domain	1,151	1,418	1,192	1,595	1,857	1,918	1,512	2,042	2,372	2,123	2,831	3,239	4,340
New Business Domains	1,080	748	737	968	920	1,034	1,005	934	1,069	1,117	1,235	1,257	1,596
Major Expenses	2,859	3,083	3,340	4,394	4,082	4,544	4,694	6,014	5,864	5,330	6,212	8,074	7,973
Labor Expense	603	666	726	742	865	896	939	978	1,217	1,208	1,516	1,589	2,032
Advertising Expenses	1,151	1,228	1,386	2,057	1,630	1,862	1,804	2,572	2,364	2,366	2,601	3,630	3,502
Outsourcing Expense	718	714	684	1,034	1,036	1,113	1,274	1,791	1,446	1,155	1,221	1,777	1,356
Depreciation Amortization	75	110	116	124	158	164	196	145	217	276	330	408	424
Other Expenses	311	364	426	435	391	508	480	524	618	323	543	667	657
Operating Profit for the Domain	960	1,159	931	1,266	1,341	1,435	1,227	1,565	1,703	1,712	1,942	1,938	2,325
Energy Domain	207	273	326	353	290	430	548	445	495	744	733	755	396
Human Resources Domain	563	713	583	844	859	821	637	1,065	1,107	801	1,127	1,351	1,553
New Business Domains	190	173	21	68	192	183	41	54	100	166	81	-168	375
Operating Profit	461	800	340	614	945	621	590	829	816	1,039	1,355	861	1,147
EBITDA	537	916	456	739	1,104	785	787	974	1,046	1,328	1,688	1,270	1,572
Projected Net Recurring Earnings	94	165	299	487	387	388	449	642	693	753	770	1,155	1,205
EBITDA Including Projected Net Recurring Earnings	632	1,082	756	1,226	1,492	1,174	1,236	1,617	1,739	2,082	2,459	2,426	2,777
Profit before Tax	448	783	313	601	930	609	573	818	797	1,048	1,326	831	1,113
Profit Attributable to Owners of Parent	264	533	181	476	571	389	360	566	562	699	901	554	631

*The results for the fiscal year ended March 31, 2024 are after the reclassification of the results of DOORS Inc. as discontinued operations due to the sale of the shares of the company.

Profit and Loss Statement (Yearly)

PORT INC.

IFRS (million yen)		FY2022	FY2023	FY2024	FY2025	FY2026
Revenue		6,994	11,364	15,580	21,963	29,100
	Energy Domain	881	3,528	6,687	10,737	13,853
	Human Resources Domain	2,308	3,779	5,357	7,331	10,566
	New Business Domains	3,803	4,056	3,535	3,895	4,680
Major Expenses		6,470	9,730	13,678	19,335	25,481
	Labor Expense	1,491	2,044	2,739	3,680	5,531
	Advertising Expenses	2,863	4,191	5,823	7,869	10,962
	Outsourcing Expense	1,282	2,171	3,152	5,216	5,600
	Depreciation Amortization	206	297	426	664	1,233
	Other Expenses	-	-	-	-	-
	Labor Expense	627	1,023	1,536	1,905	2,153
Operating Profit for the Domain		1,902	3,542	4,318	5,569	7,296
	Energy Domain	177	675	1,160	1,714	2,728
	Human Resources Domain	1,064	2,023	2,704	3,383	4,387
	New Business Domains	660	843	453	471	180
Operating Profit		599	1,699	2,217	2,987	4,073
EBITDA		810	2,010	2,650	3,652	5,334
Projected Net Recurring Earnings		-	158	1,047	1,868	3,373
EBITDA Including Projected Net Recurring Earnings		-	2,168	3,697	5,520	8,707
Profit before Tax		564	1,658	2,146	2,932	4,004
Profit Attributable to Owners of Parent		332	1,074	1,456	1,887	2,717

*The results for the fiscal year ended March 31, 2024 are after the reclassification of the results of DOORS Inc. as discontinued operations due to the sale of the shares of the company.
*Excluding major expenses, IFRS standards have been applied since the fiscal year ended March 2021.

Balance Sheet

PORT INC.

IFRS (million yen)	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027 Q1
Total Current Assets	5,878	5,872	7,353	7,287	13,128	10,283
Cash and Cash Equivalents	3,962	3,872	3,797	2,543	7,161	5,265
Total Non-Current Assets	4,443	5,562	8,882	15,441	22,900	23,921
Property, Plant and Equipment	63	316	955	1,278	2,391	2,985
Intangible Assets	443	607	1,152	3,303	5,146	5,578
Goodwill	3,337	3,399	3,995	4,554	8,234	8,234
Total Assets	10,322	11,435	16,235	22,729	36,029	34,205
Total Current Liabilities	3,060	3,023	4,451	6,838	14,153	11,905
Total Non-Current Liabilities	4,274	4,392	5,031	7,384	11,046	10,953
Total Liabilities	7,335	7,415	9,482	14,222	25,199	22,858
Total Equity・Net assets	2,986	4,019	6,752	8,506	10,829	11,346
Total Equity Attributable to Owners of Parent	2,367	3,242	6,752	8,511	10,549	10,980
Ratio of Equity Attributable to Owners of Parent to Total Assets	22.9%	28.4%	41.6%	37.4%	29.3%	32.1%
Total Liabilities and Equity	10,322	11,435	16,235	22,729	36,029	34,205

PORT INC.

Notes on forward-looking statements

- The materials and information provided in this presentation include so-called forward-looking statements.
- These statements are based on assumptions associated with current expectations, forecasts and risks, and include uncertainties that could cause actual results to differ substantially from them.
- These risk and uncertainties include regular economic conditions in Japan and overseas, including regular industry and market conditions, interest rates and currency fluctuations.
- The Company does not assume any obligations to update or revise the forward-looking statements contained in this presentation even in response to new information or future events.
- This document is an excerpt translation of the original Japanese document and is only for reference purposes. In the event of any discrepancy between this translated document and the original Japanese document, the latter shall prevail.

Contact Information

PORT INC. Finance and IR Department, IR Team

E-mail: ir@theport.jp

Contact Form: https://www.theport.jp/contact?purpose=ir

PORT INC.

Change social debt into possibilities for the next generation.