



Translation

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June 11, 2026

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(Corrections and Addition) Partial Corrections and Addition to Financial Results Briefing for the Fiscal Year Ended March 2026

BUSINESS BRAIN SHOWA-OTA INC. hereby announces that there have been corrections and an addition to “Financial Results Briefing for the Fiscal Year Ended March 2026” published on May 14, 2026, as described below.

1. Reason for Corrections and Addition

Errors were identified in the “Earnings Forecast by Segment” included in the “Financial Results Briefing for the Fiscal Year Ended March 2026” published on May 14, 2026. In addition, certain information related to the “Notice Concerning Business Alliance with Nihon Knowledge Co., Ltd.” published on May 15, 2026 is closely associated with the structure of the presentation materials and has therefore been added.

2. Corrected Portions

Earnings Forecast FY2026 “Earnings Forecast by Segment”

* The corrected portions are indicated by underlines within the red frame.

(Before Correction)

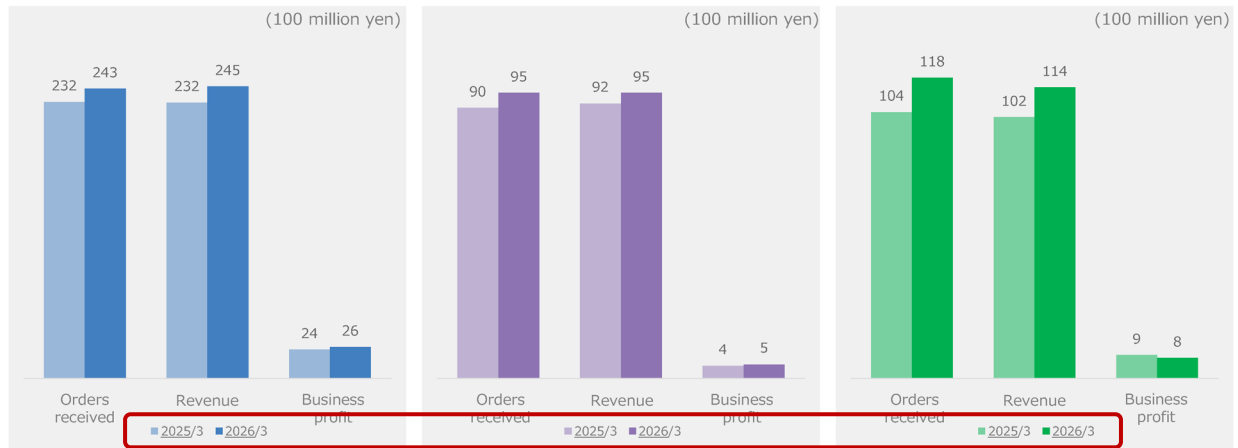


Earnings Forecast by Segment

In Consulting and System Development, we will reallocate human resources and strengthen the research division, resulting in a slowdown in the rate of increase in revenue and a decline in the profit margin due to increased costs

In BPO & Managed Services, revenue will increase through collaboration with the NTT DATA Group, etc., but profit will decline due to increased costs resulting from increased investment

■ Consulting and System Development ■ SES Co-Creation Business ■ BPO & Managed Services



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(After Correction)

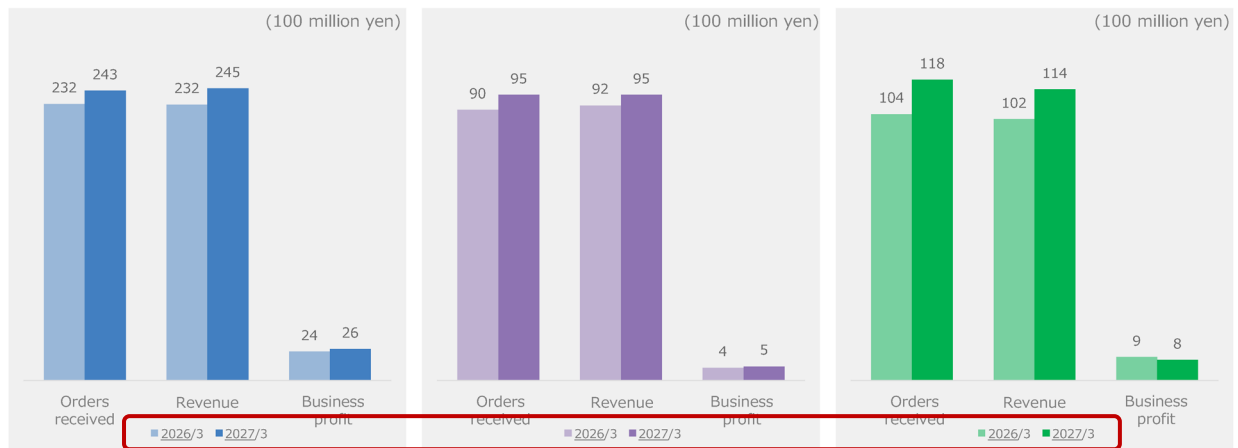


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3.Added Portions

The following item is added.

Conclusion of Business Alliance with Nihon Knowledge Co., Ltd.



Nihon Knowledge will integrate their know-how in AI-utilized test automation and quality assurance into BBS's SI services, so that we can provide high-quality systems in a shorter period than before.



Name	Nihon Knowledge Co., Ltd. (Code: 5252, Tokyo Stock Exchange Growth Market)
Location	3-19-5 Kotobuki, Taito-ku, Tokyo
Representative	Yoichi Fujii, President and Representative Director
Business description	Software system verification services, contracted system development, development and sales of business package software
Capital stock	222.15 million yen
Date of incorporation	October 22, 1985

■ Overview of the Business Alliance

(1) Enhanced value of system integration services

- By incorporating Nihon Knowledge's testing and quality assurance, evolve into a "high quality assurance × high reliability" model

(2) Provision of high-quality AI-driven business efficiency solutions

- By combining BBS's industry knowledge and operational expertise with Nihon Knowledge's software quality improvement technology, promote the provision of solutions utilizing AI that support business efficiency improvement and operational advancement

(3) AI governance framework development and risk management support

- Jointly provide services for companies to utilize AI safely and appropriately. Support for establishing AI governance frameworks, risk assessment and management support for AI implementation, development of internal regulations, provision of education and training programs, and support for AIMS (ISO 42001) implementation

(4) Human resource development and social value creation initiatives

- Provide training programs to BBS customers and support the development of human resources who can appropriately manage and utilize AI



Business Brain Showa-Ota Inc.

[TSE Prime Market Securities Code: 9658]

Business Brain Showa-Ota Inc.

Financial Results Briefing for the Fiscal Year Ended March 2026

2026.5.14

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BBS2026 Progress Report**
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Medium-Term Management Plan

BBS2026 Progress Report

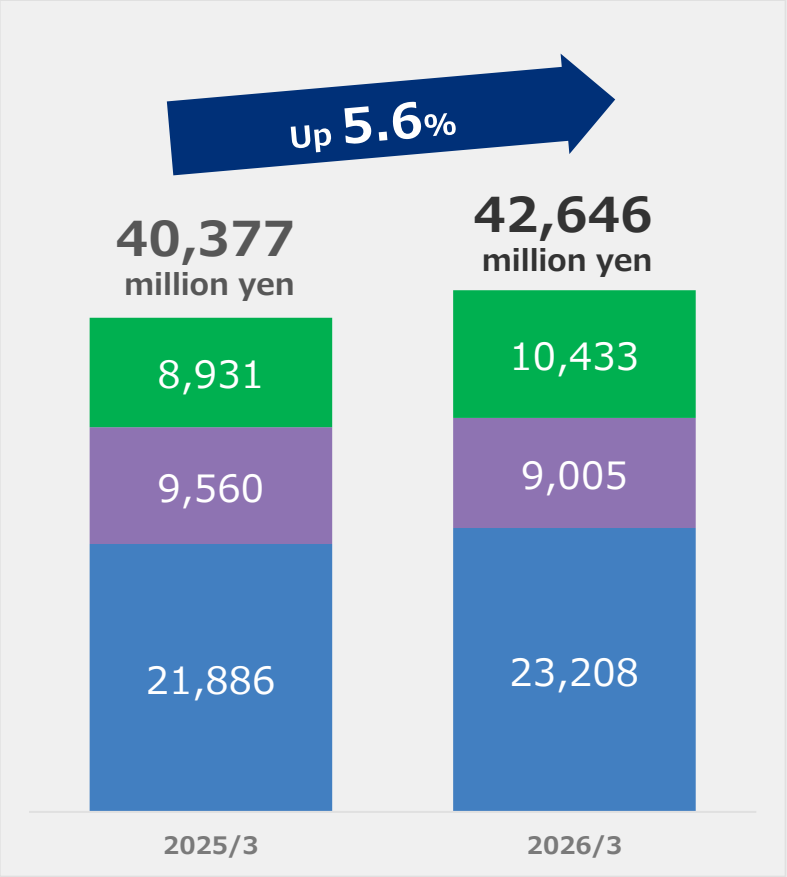


Highlights of FY2025

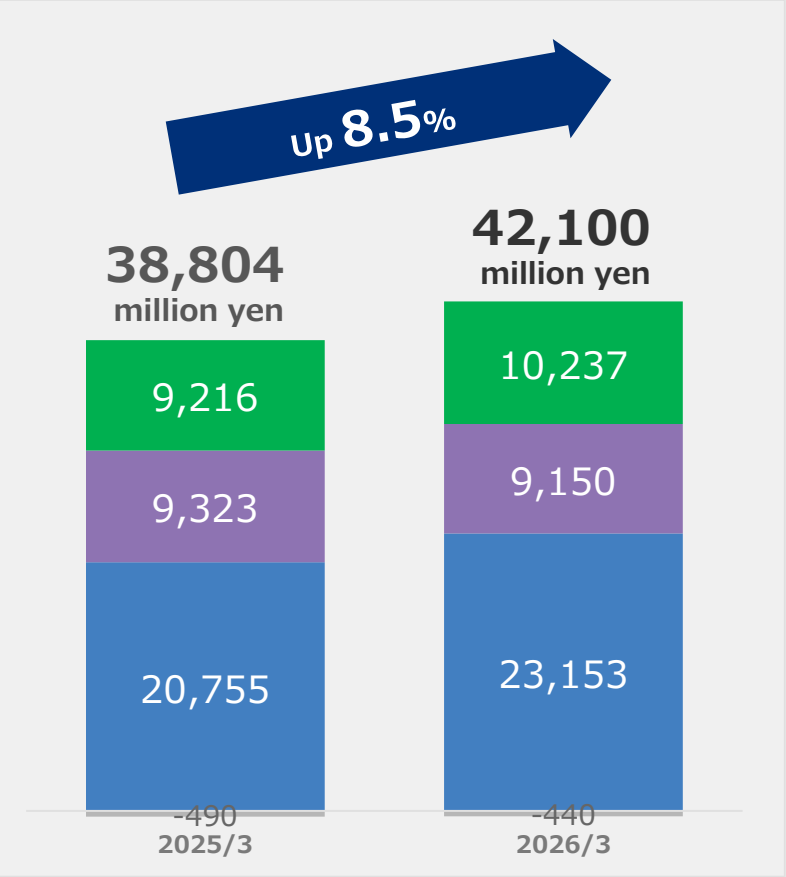
As Consulting and System Development are performing well, orders, revenue, and business profit have increased overall
 BPO & Managed Services recorded increases in orders and revenue, but struggled to launch new projects, and business profit did not grow

- Consulting and System Development
- SES Co-Creation Business
- BPO & Managed Services
- Adjustments

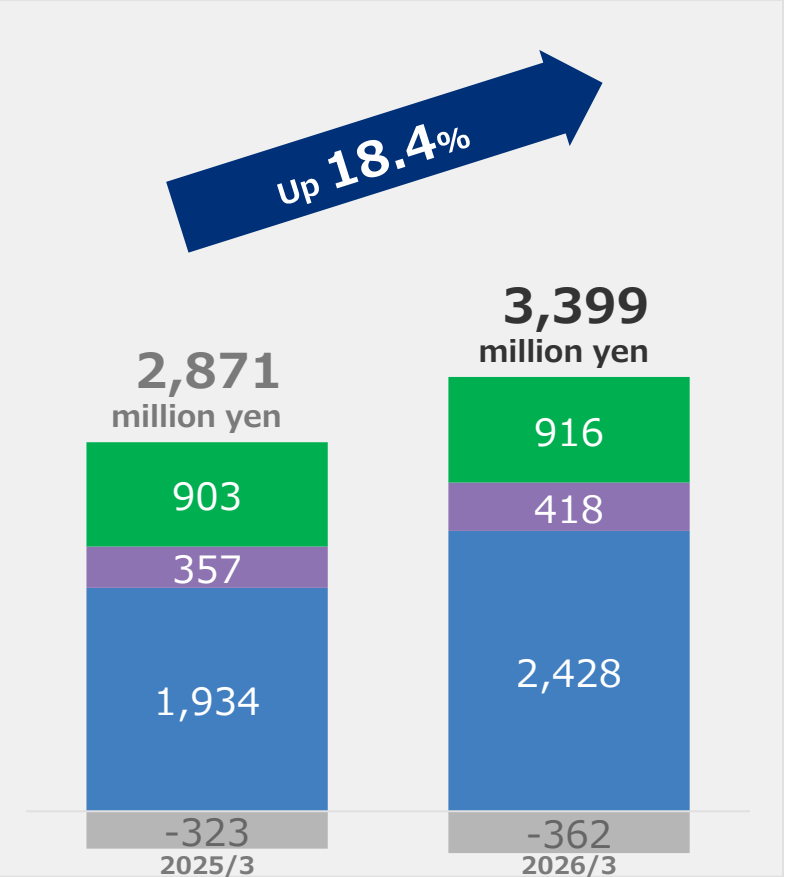
■ Orders received



■ Revenue



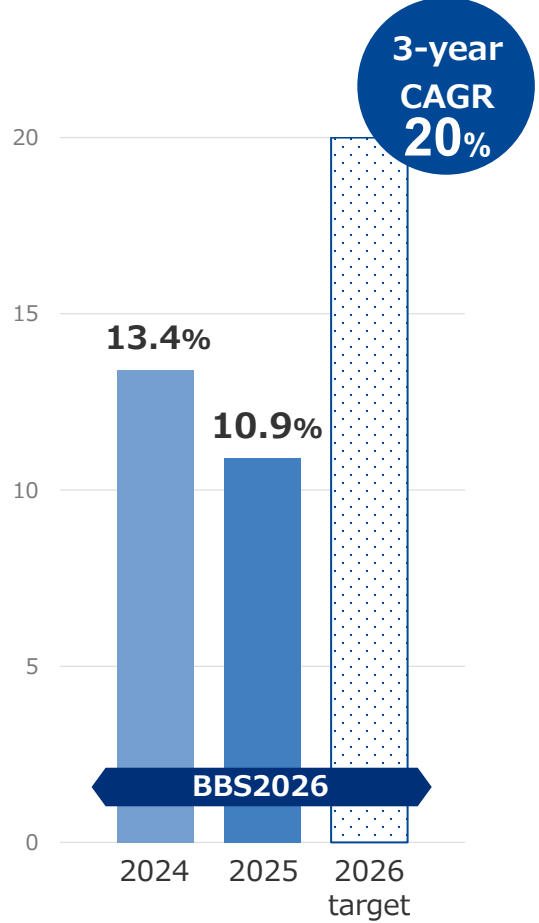
■ Business profit



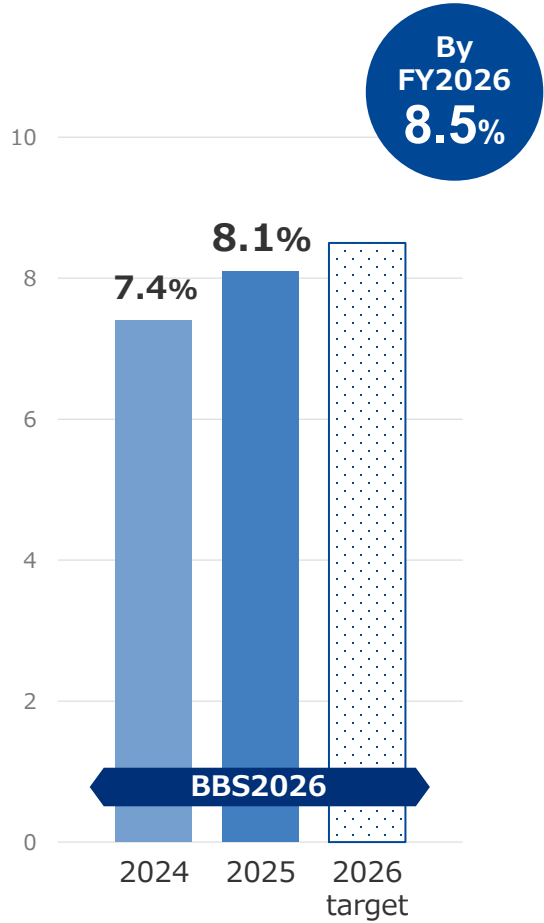
BBS2026 Primary KPIs

The business profit margin on sales and ROE have grown steadily, but sales CAGR was not achieved due to the lack of progress in M&A investments

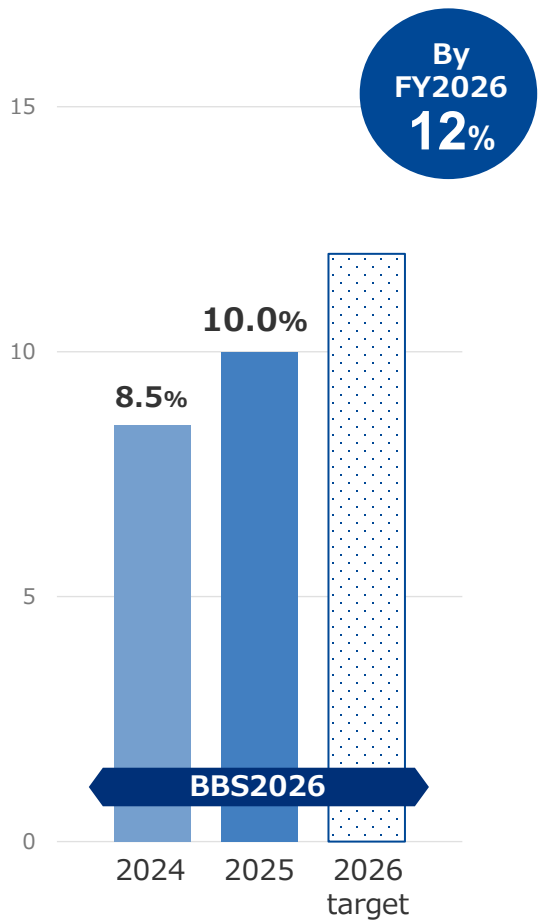
Sales CAGR (inc. M&A)



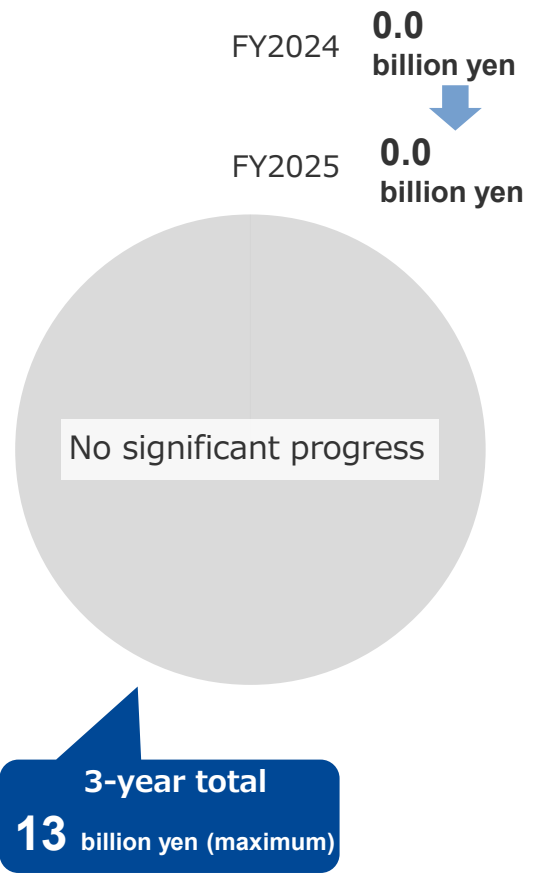
Business profit margin on sales



ROE



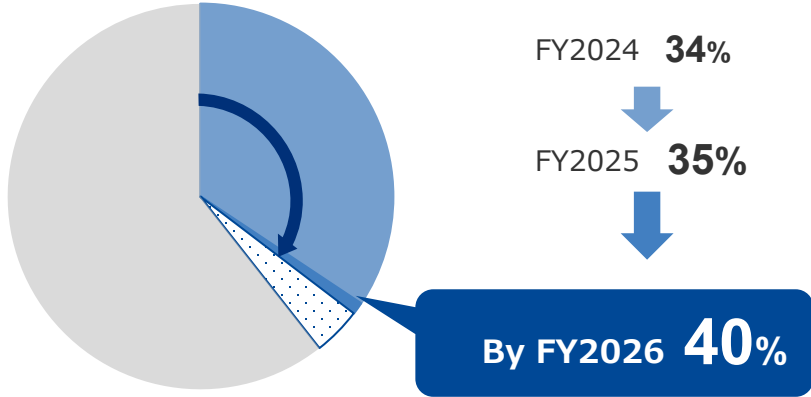
M&A investment



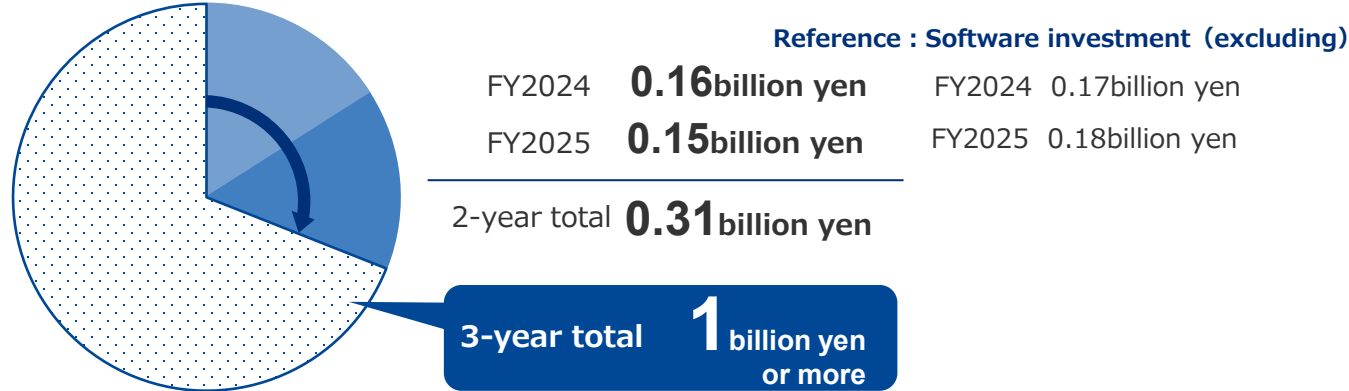
BBS2026 Other KPIs

BBS cycle rate refers to the ratio of sales to customers to whom two or more of the three business areas of the BBS cycle are provided, relative to company-wide sales

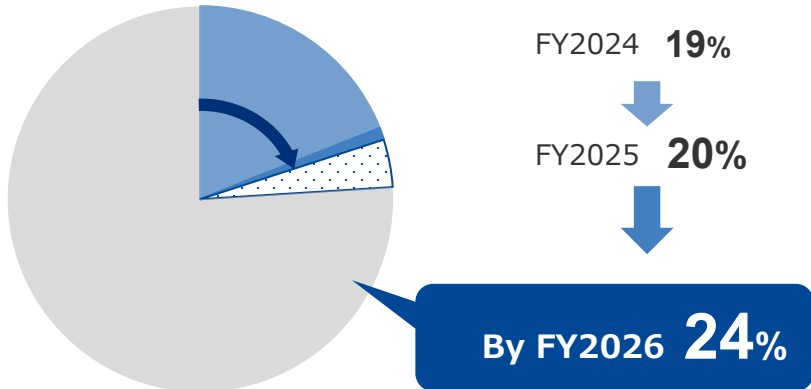
BBS cycle rate



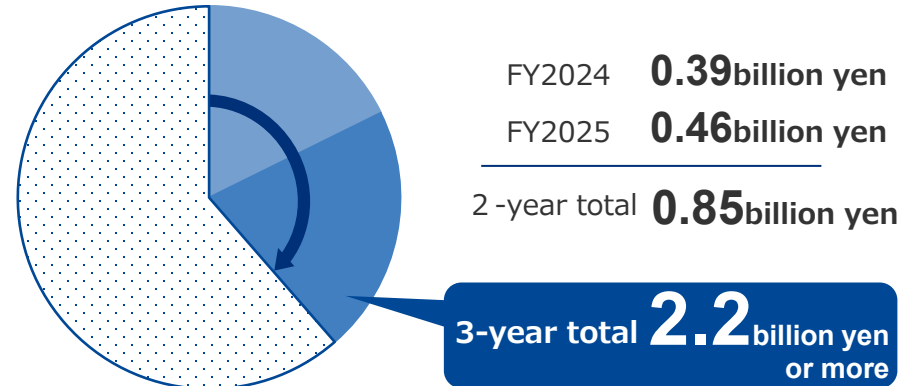
R&D investment



Female manager ratio



Human capital investment



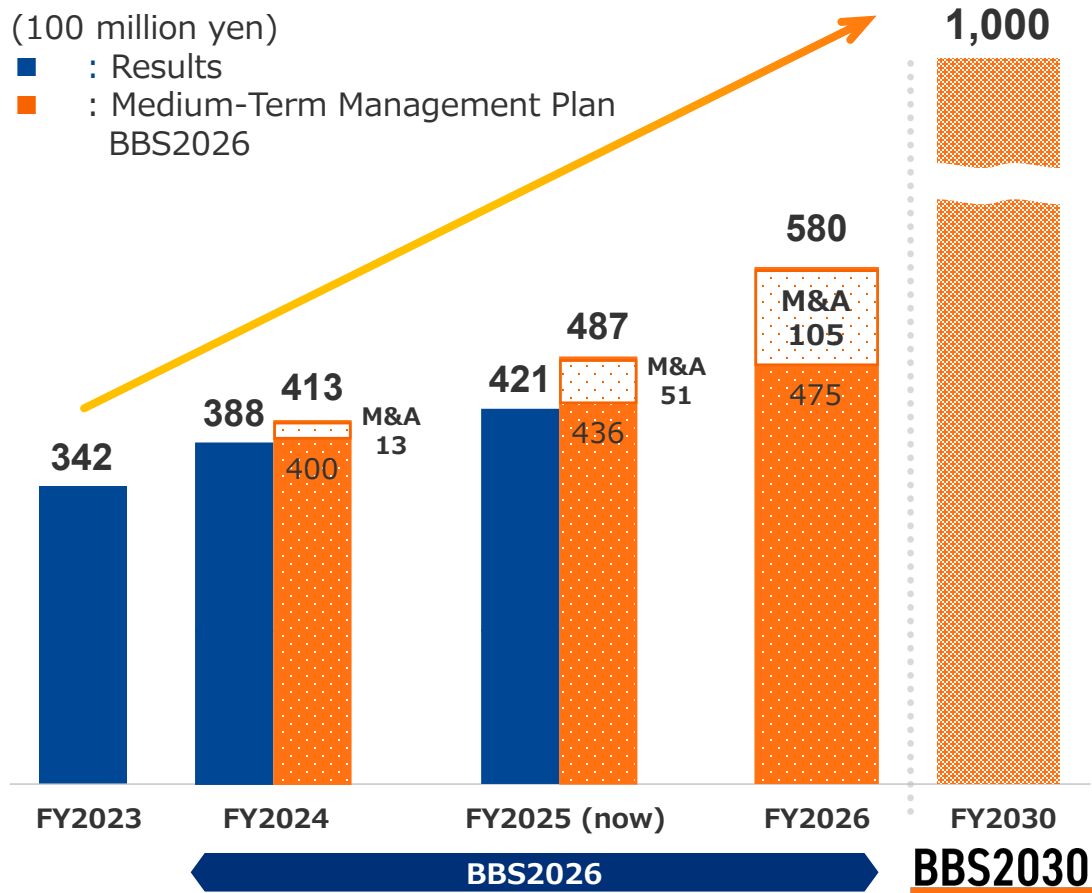
Business Progress

Revenue and profits increased, and business profit exceeded the organic plan under the Medium-term Management Plan
 Due to the lack of progress in M&A, the overall plan was not achieved

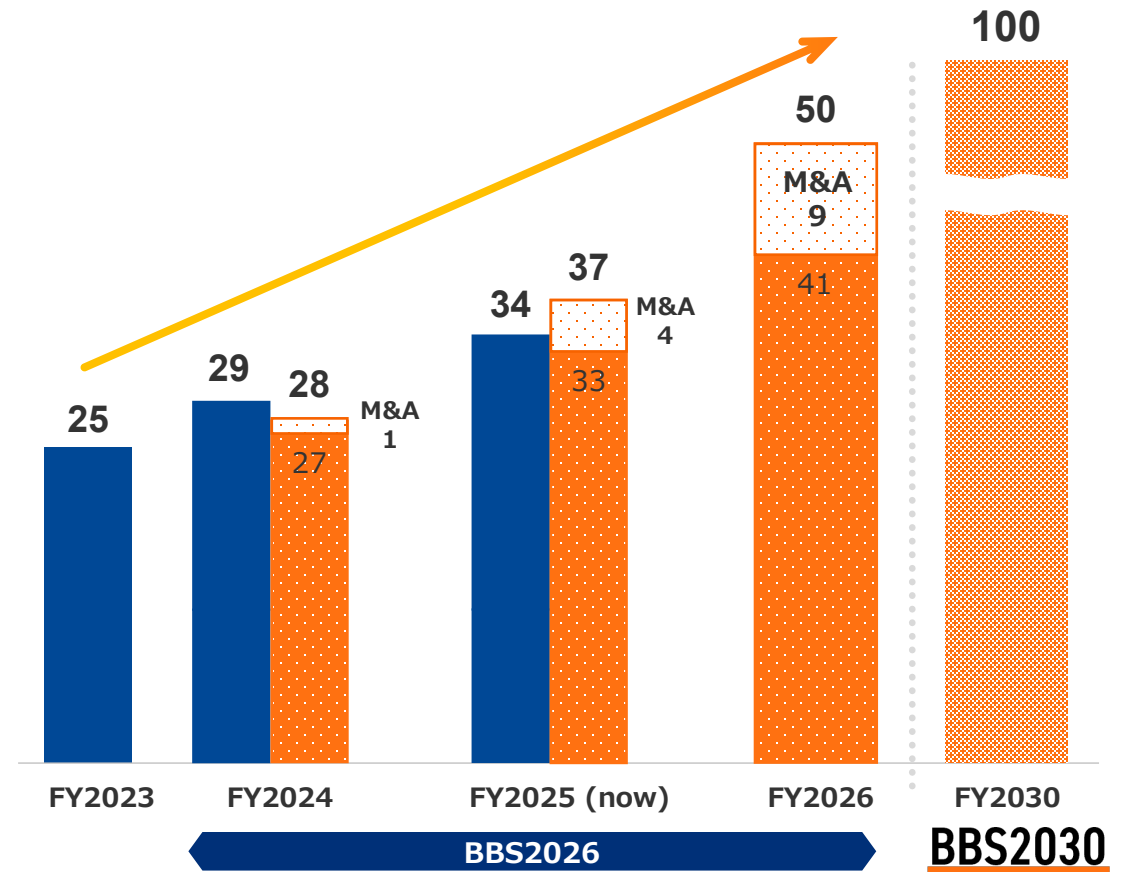
■ Revenue

(100 million yen)

- : Results
- : Medium-Term Management Plan BBS2026



■ Business profit



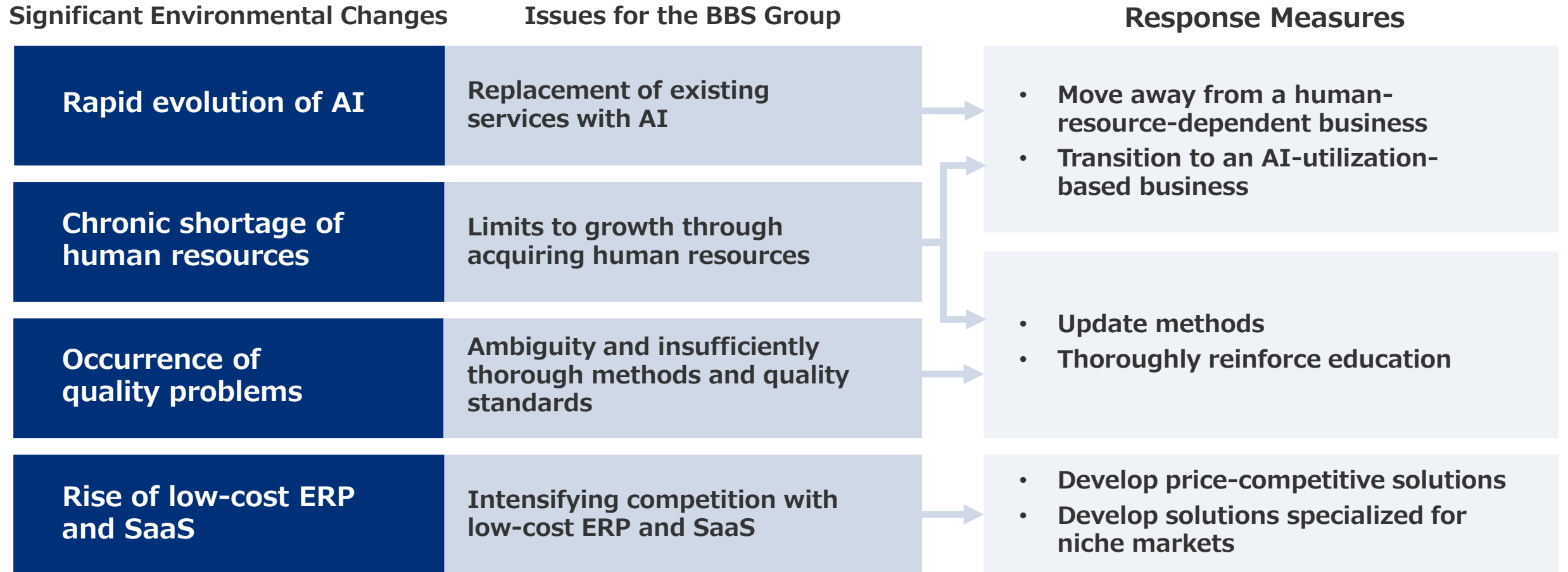
Upfront Investment Plan for Realizing G2030

In order to respond to rapid changes in the business environment, although this is the 3rd year of BBS2026, we will change our policy and accelerate R&D investment.



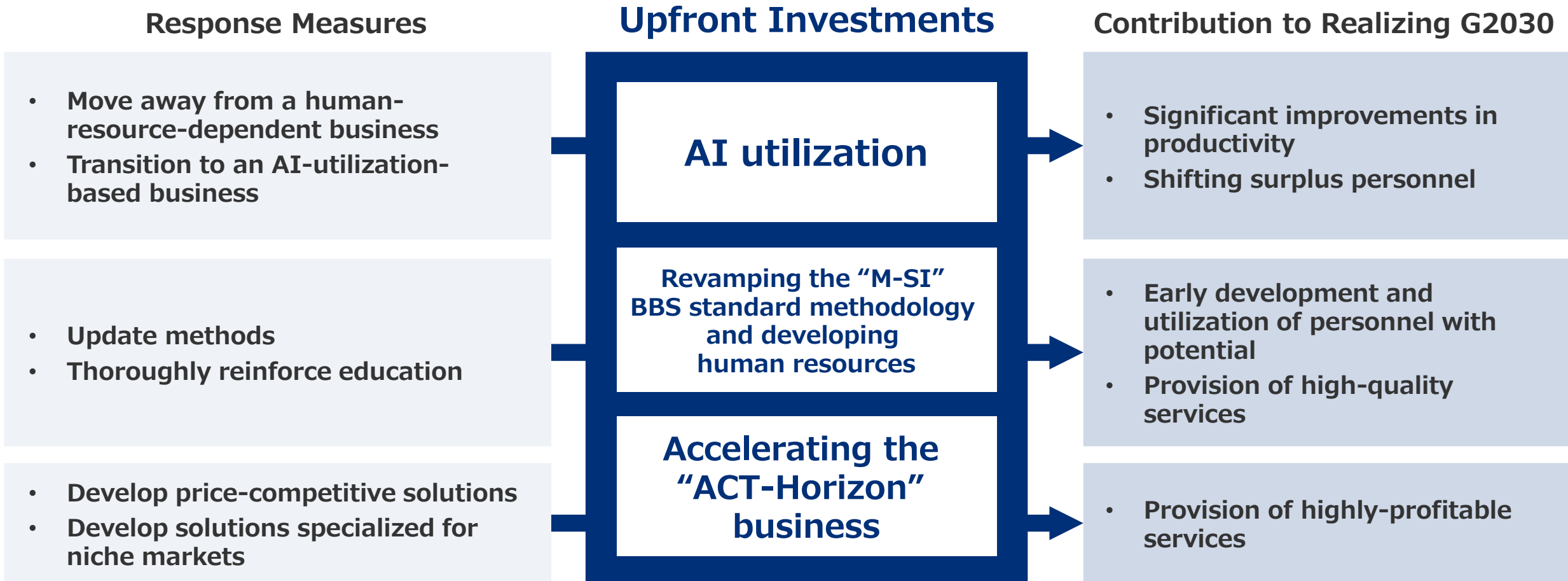
Significant Environmental Changes and the Need to Respond

It has become apparent that there are environmental changes that exceed the assumptions made at the time the Medium-term Management Plan was formulated, and an early response is required to realize G2030.



Accelerate the Transition to an AI-Utilization-Based Business through Upfront Investment

We are translating our response measures to the environmental changes into three upfront investments, and are accelerating the transition toward a high-value-added business utilizing AI.



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Response Measures

Upfront Investments

Contribution to Realizing G2030

- Move away from a human-resource-dependent business
- Transition to an AI-utilization-based business

Through these three upfront investments, we will move away from a human-resource-dependent business and transition to a high-value-added business utilizing AI

- Update methods
- Thoroughly reinforce education

- Develop price-competitive solutions
- Develop solutions specialized for niche markets

Accelerating the "ACT-Horizon" business

- Significant improvements in productivity and shifting surplus personnel

- Early development and education of personnel with potential and

- Provision of high-quality services

- Provision of highly-profitable services

Investment Themes Related to AI Utilization

We will fully promote AI utilization in each business.
We will also invest in the foundation and human resource development for that purpose.

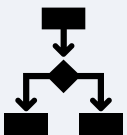
Investment Themes

Consulting and SI Business



Incorporate AI into solutions

Incorporate AI functions into ACT-iAP
Incorporate AI functions into ACT-Horizon



Utilize AI in system development

Labor savings and automation in each process, including programming and testing

BPO Business



Utilize AI in payroll calculation operations

AI-BPaaS service



Utilize AI in accounting operations

Automate accounting item entry creation and closing work

Foundation and Human Resource Development



Develop an AI utilization foundation

Develop AI guidelines
Develop AI utilization tools



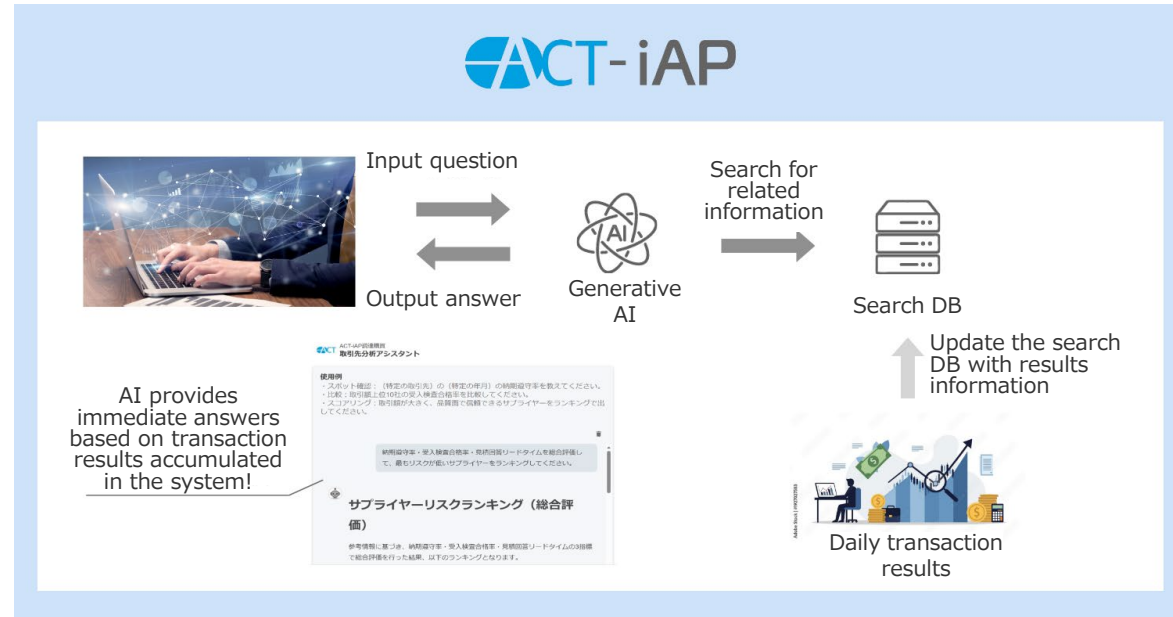
Develop AI human resources

AI training
AI ideathons/hackathons

Incorporating an AI Data Assistant Function into ACT-iAP

The AI will analyze past transaction results data accumulated within the system and present evidence-based answers, thereby improving the quality and speed of procurement operations.

■ Immediately supports optimal purchasing decisions based on results data



■ Function Points

1. Enhances purchasing decisions

- AI immediately answers questions
- Supports quick and highly accurate decision-making

2. Self-service data inquiries

- AI directly checks and answers by using data within the system
- Obtain the desired information on the spot without developing a dedicated screen

3. Optimized and maintained for each company's exclusive use

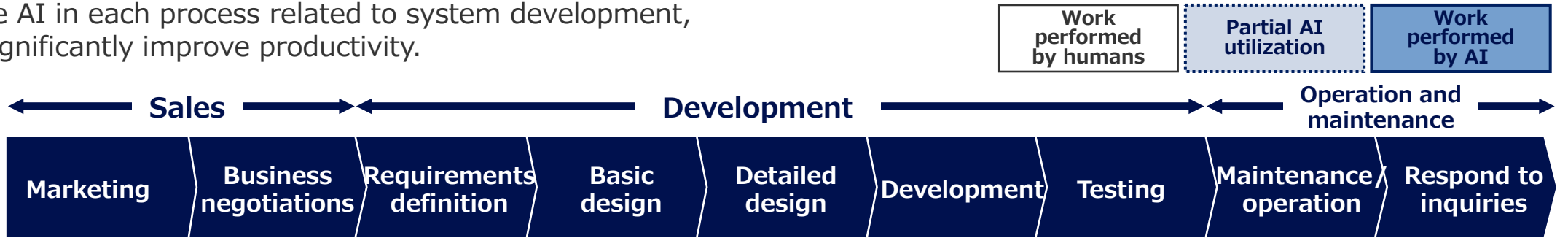
- AI learns industry-specific terminology and company-specific operational rules
- After introduction, accuracy of the AI's answers is constantly optimized under site leadership

4. Support functions

- Equipped with a feedback function for AI answers and a function for outputting analysis results
- Can be widely used for daily business reporting and improvement activities

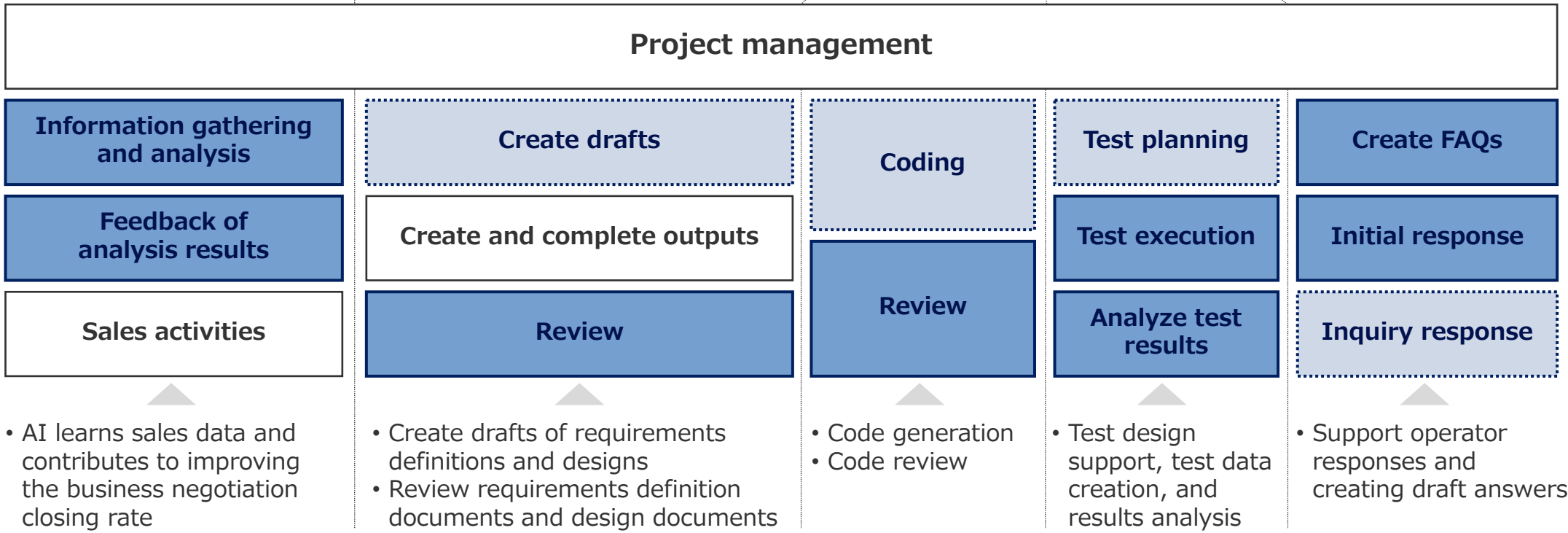
Utilizing AI in System Development Operations

We will utilize AI in each process related to system development, working to significantly improve productivity.



Applicable areas

Examples of AI utilization



- AI learns sales data and contributes to improving the business negotiation closing rate

- Create drafts of requirements definitions and designs
- Review requirements definition documents and design documents

- Code generation
- Code review

- Test design support, test data creation, and results analysis

- Support operator responses and creating draft answers

Conclusion of Business Alliance with Nihon Knowledge Co., Ltd.

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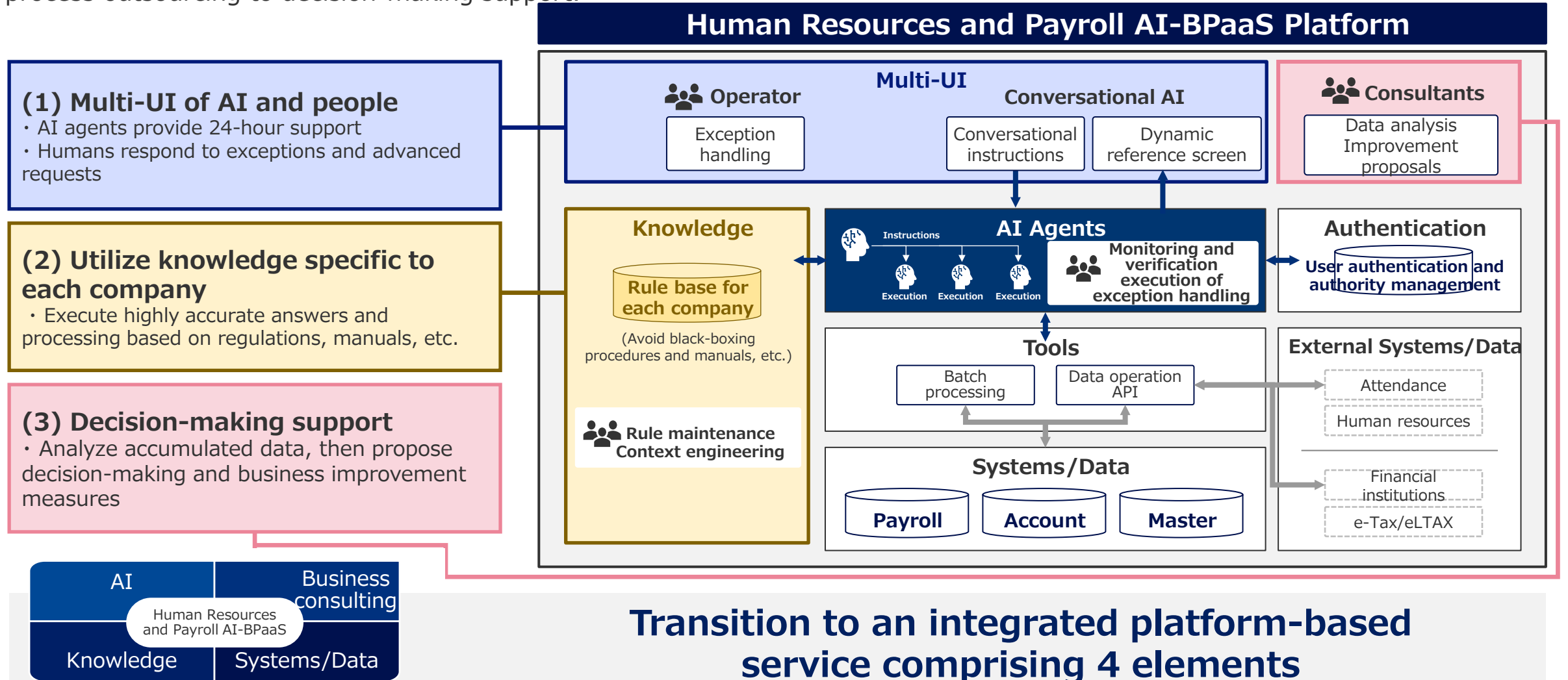
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(4) Human resource development and social value creation initiatives

- Provide training programs to BBS customers and support the development of human resources who can appropriately manage and utilize AI

AI Utilization in the BPO Business: Human Resources and Payroll AI-BPaaS Platform

We will work to transition to a service format in which AI and people collaborate to provide comprehensive support, from business process outsourcing to decision-making support.



Investment Amounts and Profit Effects

Beginning with upfront investment of **600 million yen*** in FY2026, we will realize a return of **approx. 2x over 5 years.**

In FY2028 investment recovery will exceed the investment amount, and **investment profit of 2,600 million yen** will be created on a 5-year cumulative basis.

*: Total of R&D investment and capital investment

Goal2030

FY2030

Investment amount: 400 million yen*
Recovery amount: 2,100 million yen

FY2026

Investment amount: 600 million yen*
Recovery amount: 0 million yen



FY2027

Investment amount: 700 million yen*
Recovery amount: 600 million yen



▼ Turning point for investment recovery

FY2028

Investment amount: 700 million yen*
Recovery amount: 1,000 million yen



FY2029

Investment amount: 300 million yen*
Recovery amount: 1,600 million yen



5-year cumulative total

Investment amount:
2,700 million yen





Return:
5,300 million yen

Investment profit:
2,600 million yen

- Return on investment (ROI) : Approx. **196%** (5,300 million yen ÷ 2,700 million yen)
- Turning point for investment recovery : **FY2028** (profitability on a single-year basis in the 3rd year of investment)

Plan for the 60th Fiscal Period (FY2026)

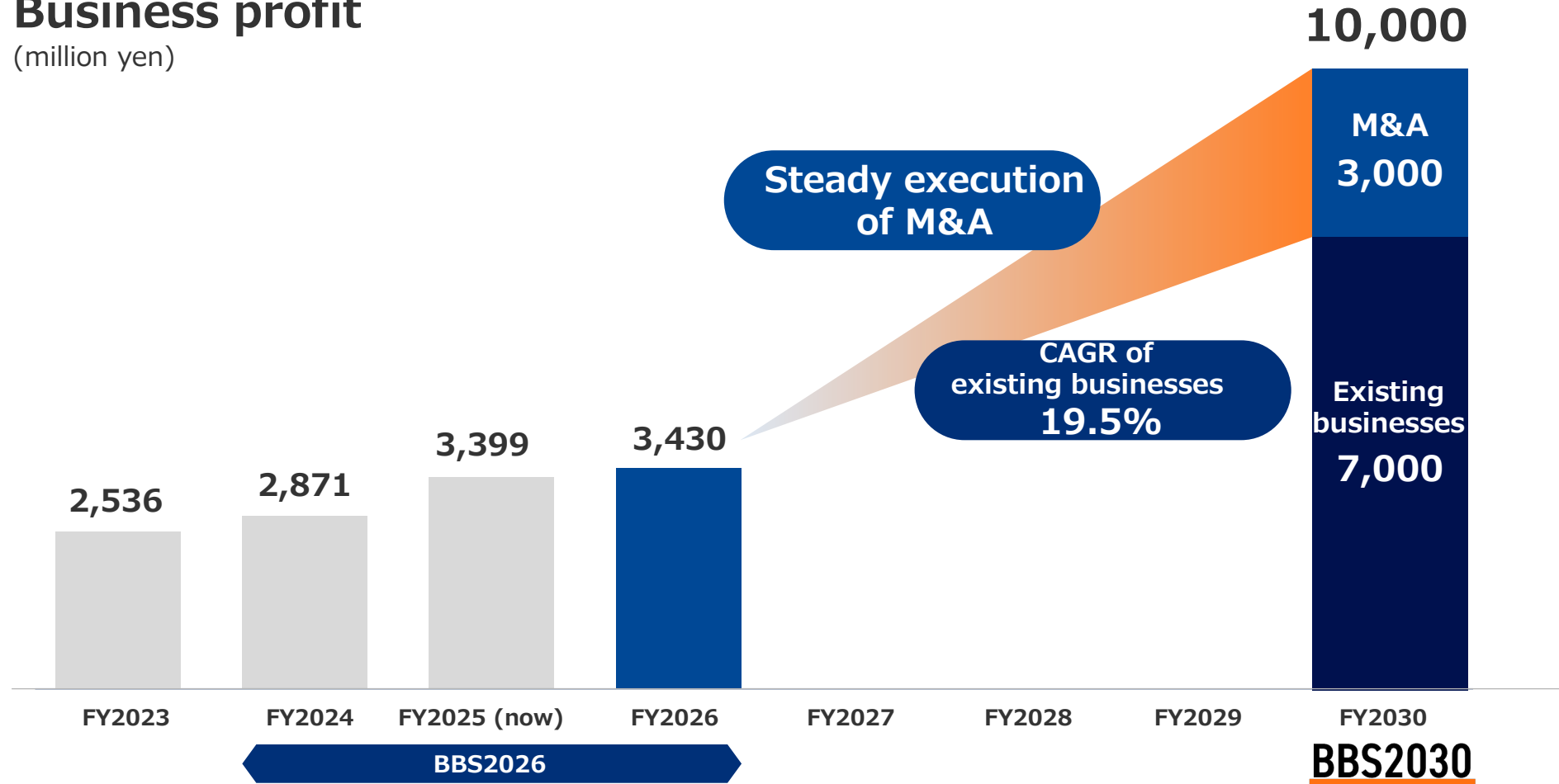
In the 60th fiscal term, management resources will be strategically concentrated on upfront investments aimed at realizing Goal 2030

	2025 Result	2026 Plan	Change
Consolidated sales	42.1 billion yen	43.6 billion yen	1.5 billion yen 
Business profit	3.4 billion yen	3.4 billion yen	0 billion yen 
Employees	2,495	2,599	104 
(Net increase in employees)	113	104	
ROE	10.0%	9.1%	0.9% 

Toward Realizing Goal2030

We aim to achieve the business profit target of 10,000 million yen by generating profit of 7,000 million yen from existing businesses and 3,000 million yen from M&A

Business profit (million yen)



Explanation of Financial Results for FY2025



3

Highlights of FY2025

Repost

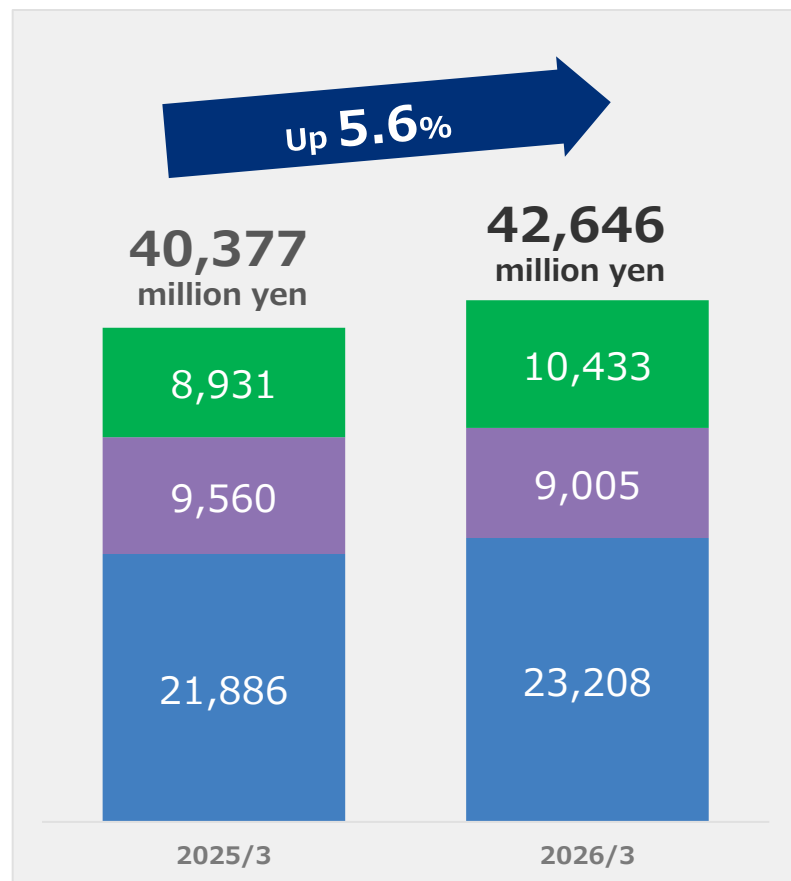


As Consulting and System Development are performing well, orders, revenue, and business profit have increased overall

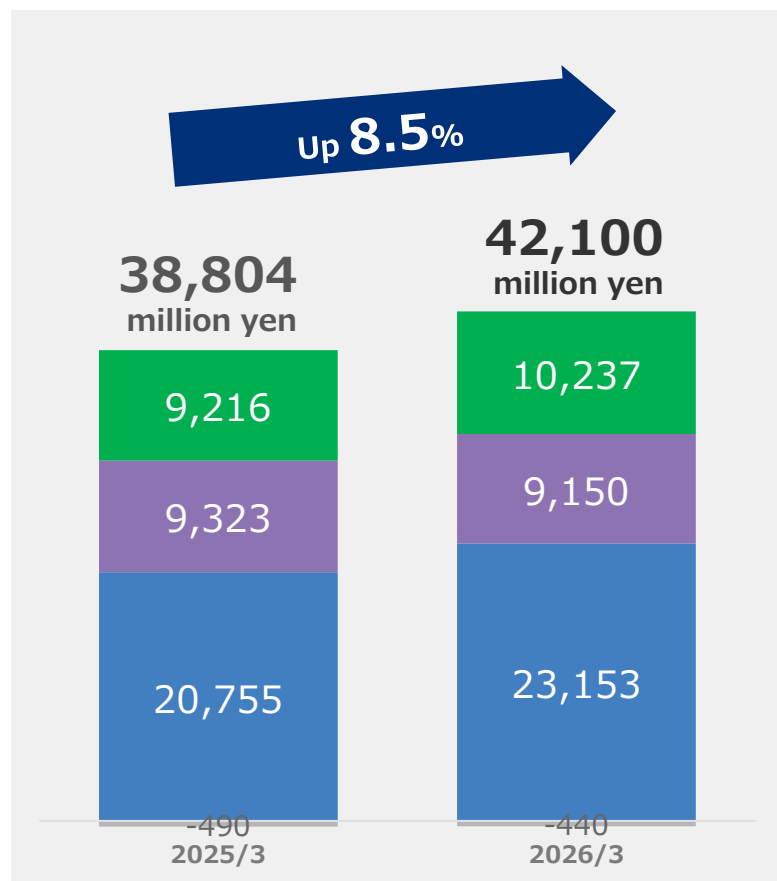
BPO & Managed Services recorded increases in orders and revenue, but struggled to launch new projects, and business profit did not grow

- Consulting and System Development
- SES Co-Creation Business
- BPO & Managed Services
- Adjustments

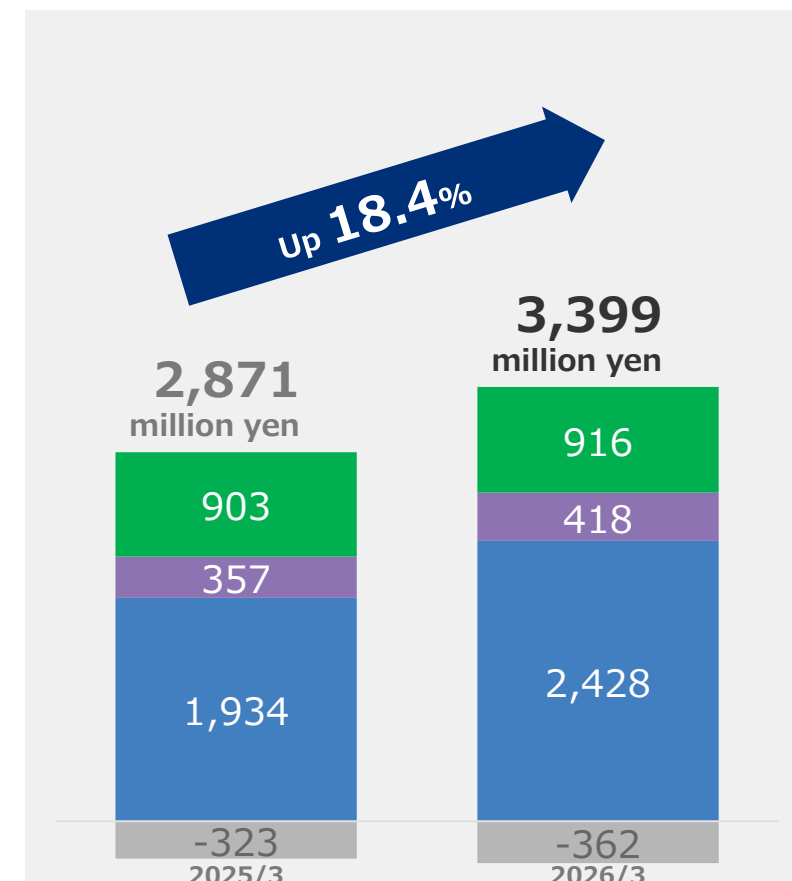
■ Orders received



■ Revenue



■ Business profit

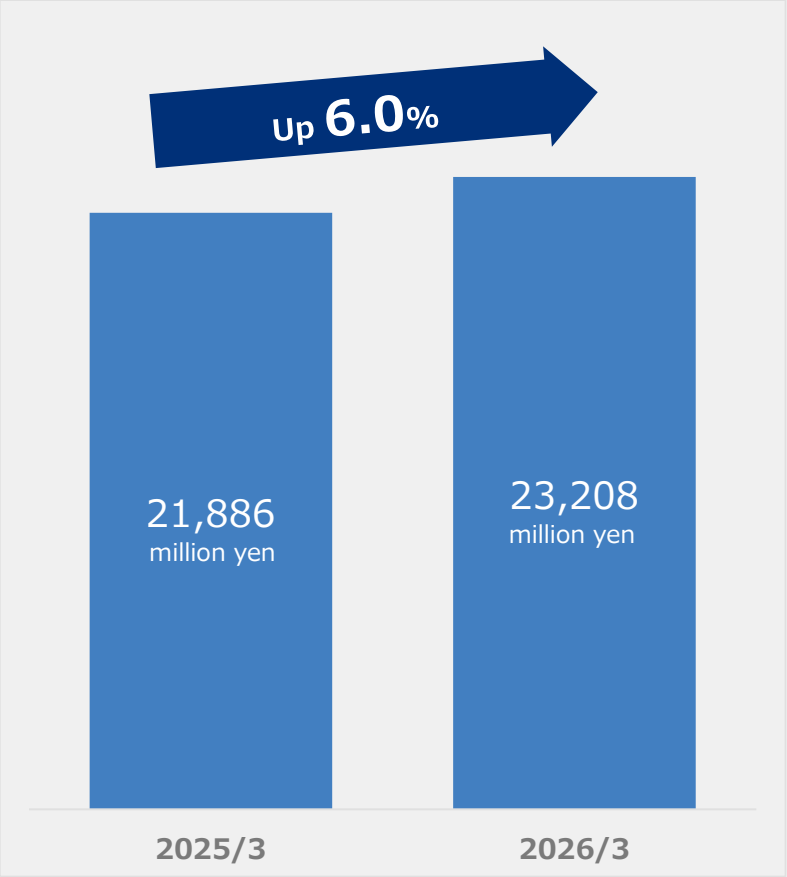


Consulting and System Development

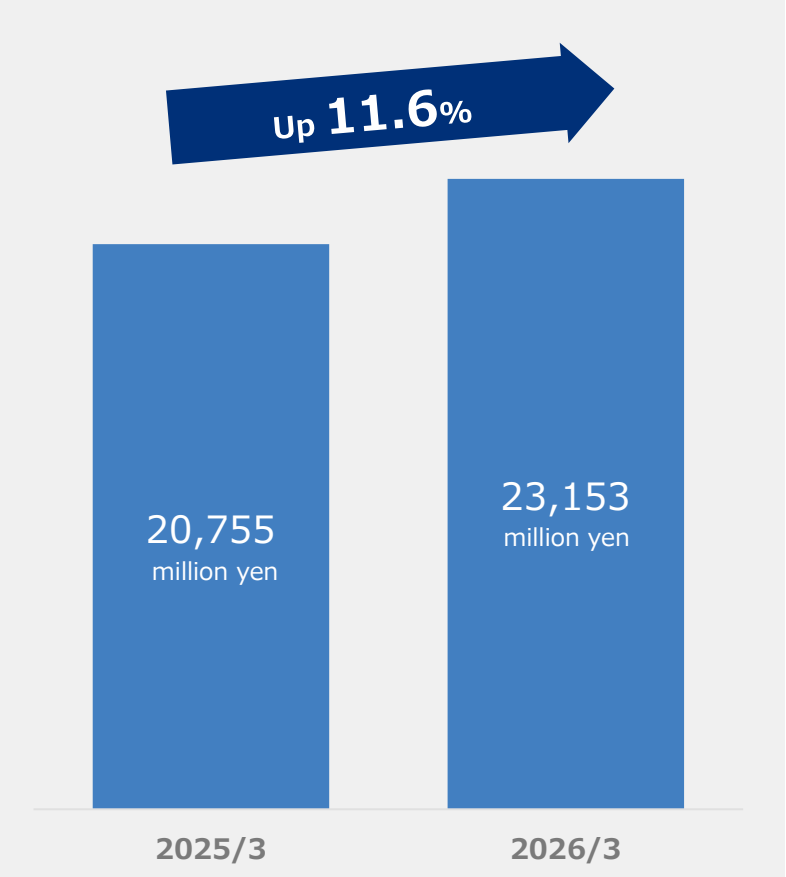
Operations were stable throughout the full year, and the profit margin improved (in the previous fiscal year, there was an impact from underperforming projects in the first half)

Renewal demand from existing infrastructure-related customers made a significant contribution, and production management systems also performed strongly

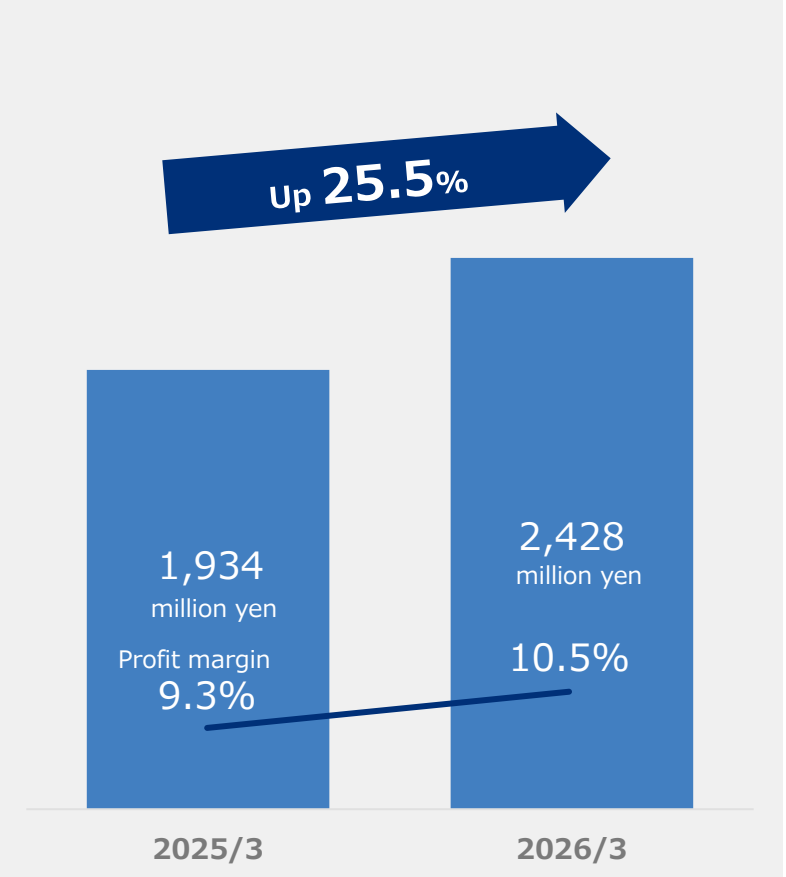
■ Orders received



■ Revenue



■ Segment profit



SES Co-Creation Business

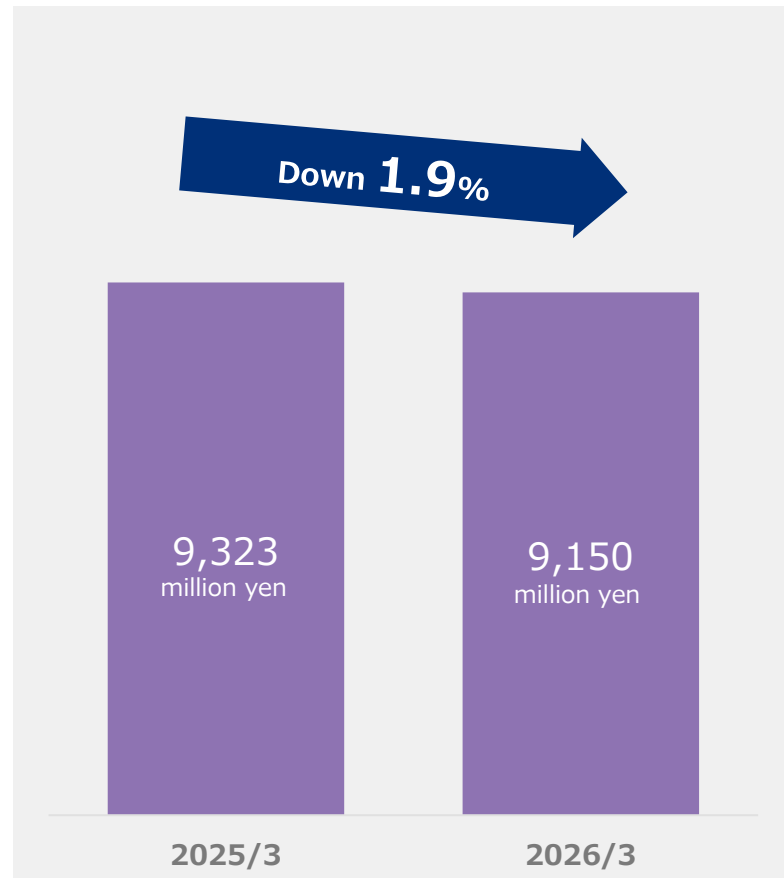
The Financial Business struggled due to the severe business environment in the securities industry, but the profit margin recovered due to the elimination of the impact of underperforming projects in the previous fiscal year

The Industrial Business struggled to acquire human resources and was unable to increase revenue

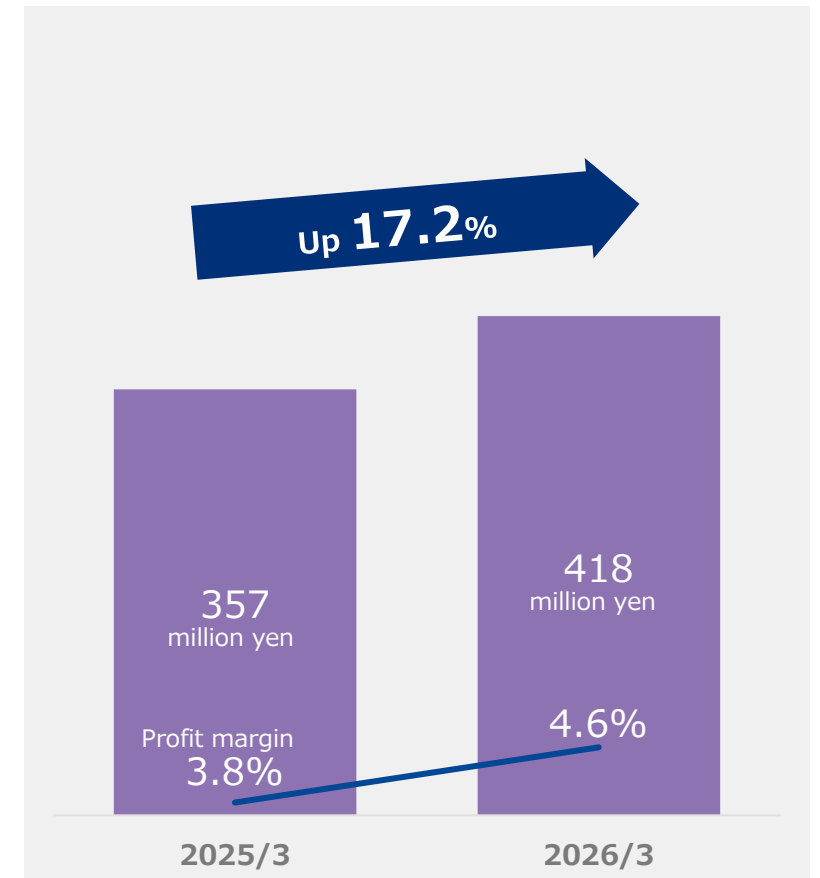
■ Orders received



■ Revenue



■ Segment profit

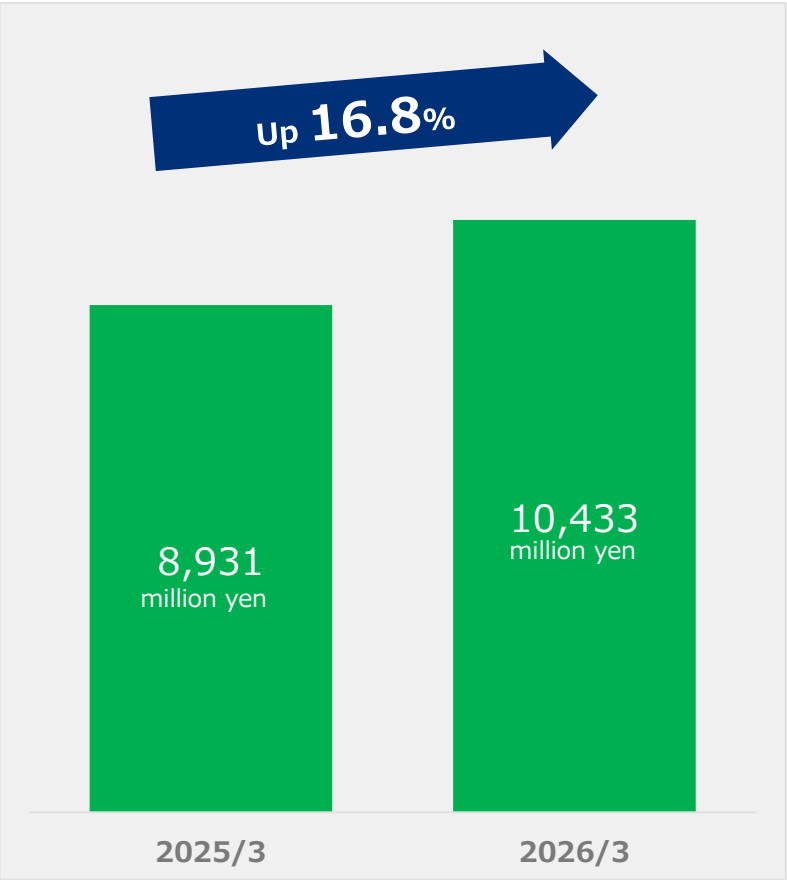


BPO & Managed Services

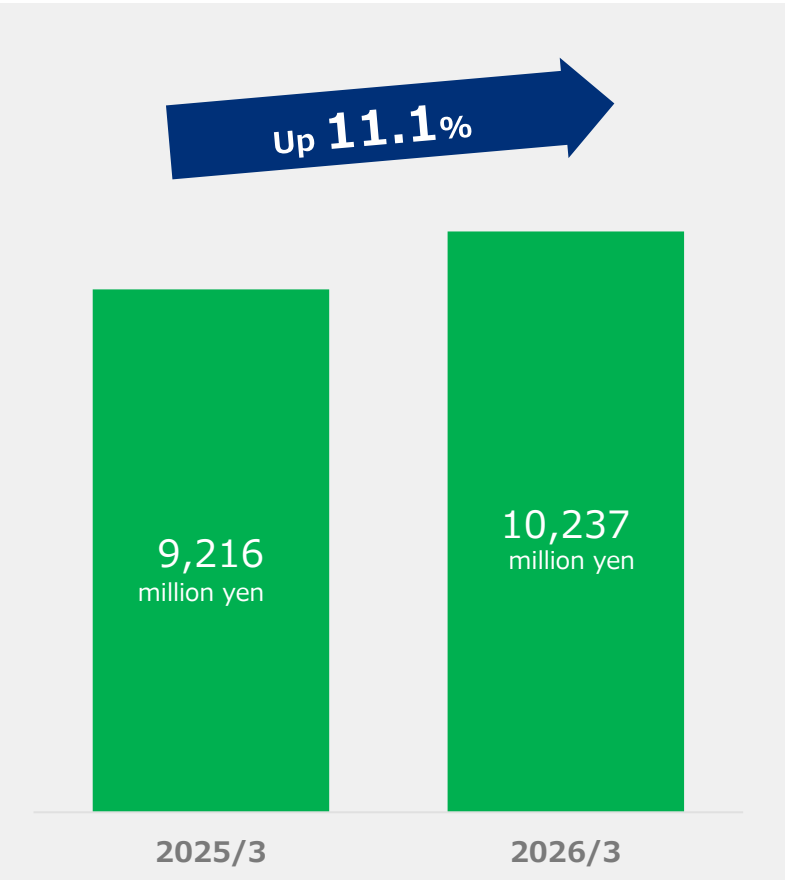
Revenue increased due to the increase in orders received in the previous fiscal year, but profit contribution was limited due to struggles in launching new projects

Onsite BPO recorded an increase in revenue due to customer factors, and Managed Services recorded an increase in orders through collaboration with the NTT DATA Group

■ Orders received



■ Revenue



■ Segment profit



PL Comparison

Impairment losses were recorded for goodwill at three subsidiaries

Financial profit/loss improved due to the recording of gain on sales of investment securities

(million yen)

Item	2025/3	2026/3	Change
Revenue	38,804	42,100	3,296
Business profit	2,870	3,399	529
Non-recurring profit/loss items	1	-137	-138
Operating profit	2,871	3,262	391
Share of profit (loss) of investments accounted for using equity method	460	636	176
Other profit/loss	19	258	239
Profit before tax	3,350	4,156	805
Profit	2,509	3,030	521
Profit attributable to owners of parent	2,468	2,987	518
Rate of profit attributable to owners of parent	6.4%	7.1%	—

Main changes:

Impairment losses 131 million yen
 Fresco 15 million yen
 Twinkle 83 million yen
 joyworks 33 million yen
 Recorded in consideration of each company's future profit outlook

Main changes:

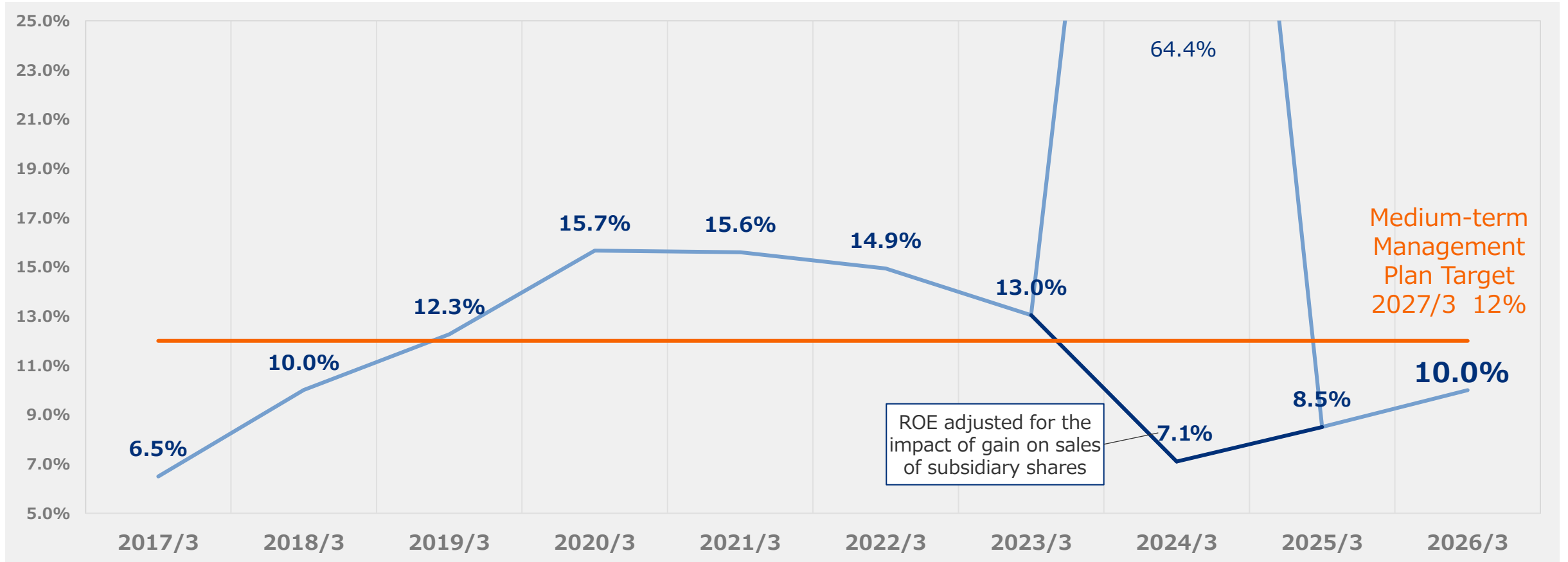
Gain on sales of investment securities
 239 million yen
 Sale of other securities

ROE

ROE reached the 10% level, and improvement in capital efficiency is steadily progressing

There are 2 pt remaining to the Medium-term Management Plan target of 12%, within reach through organic growth

■ 10-year ROE trend

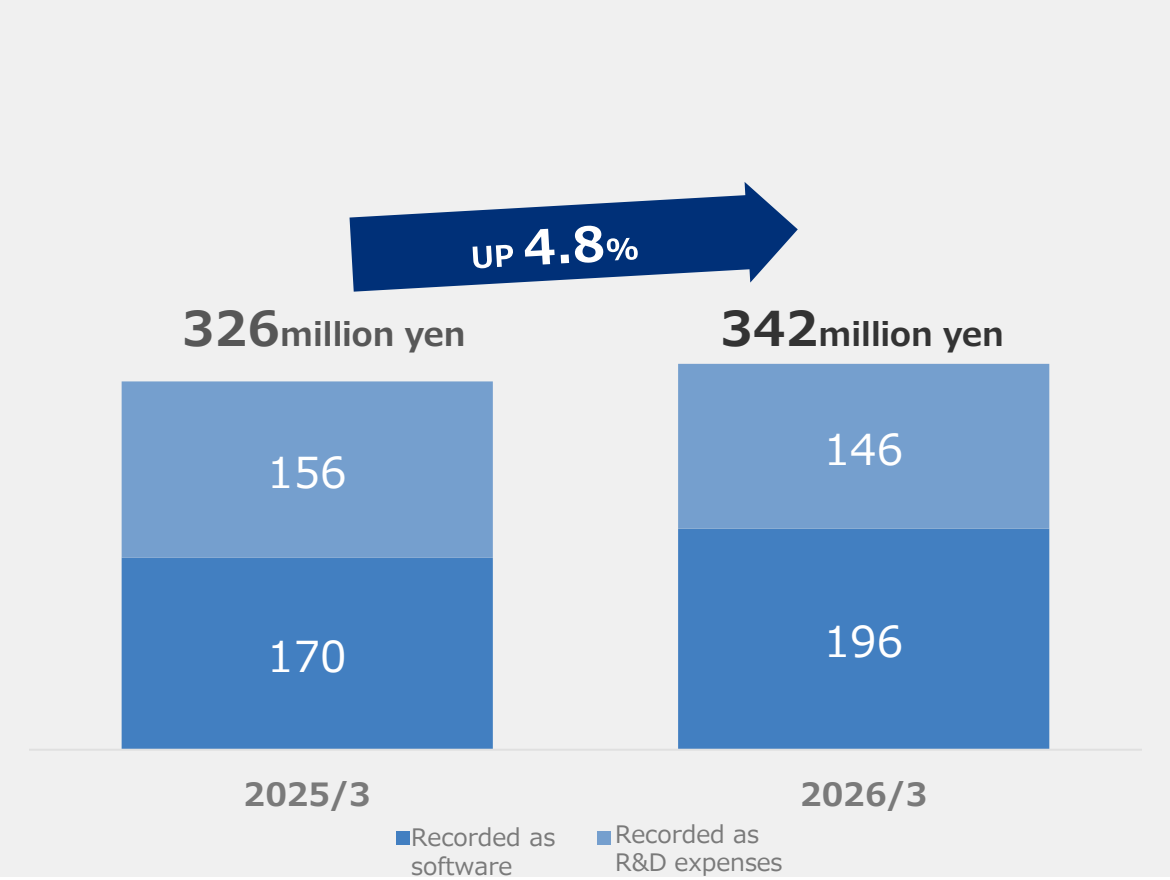


R&D Investment, Human Capital Investment

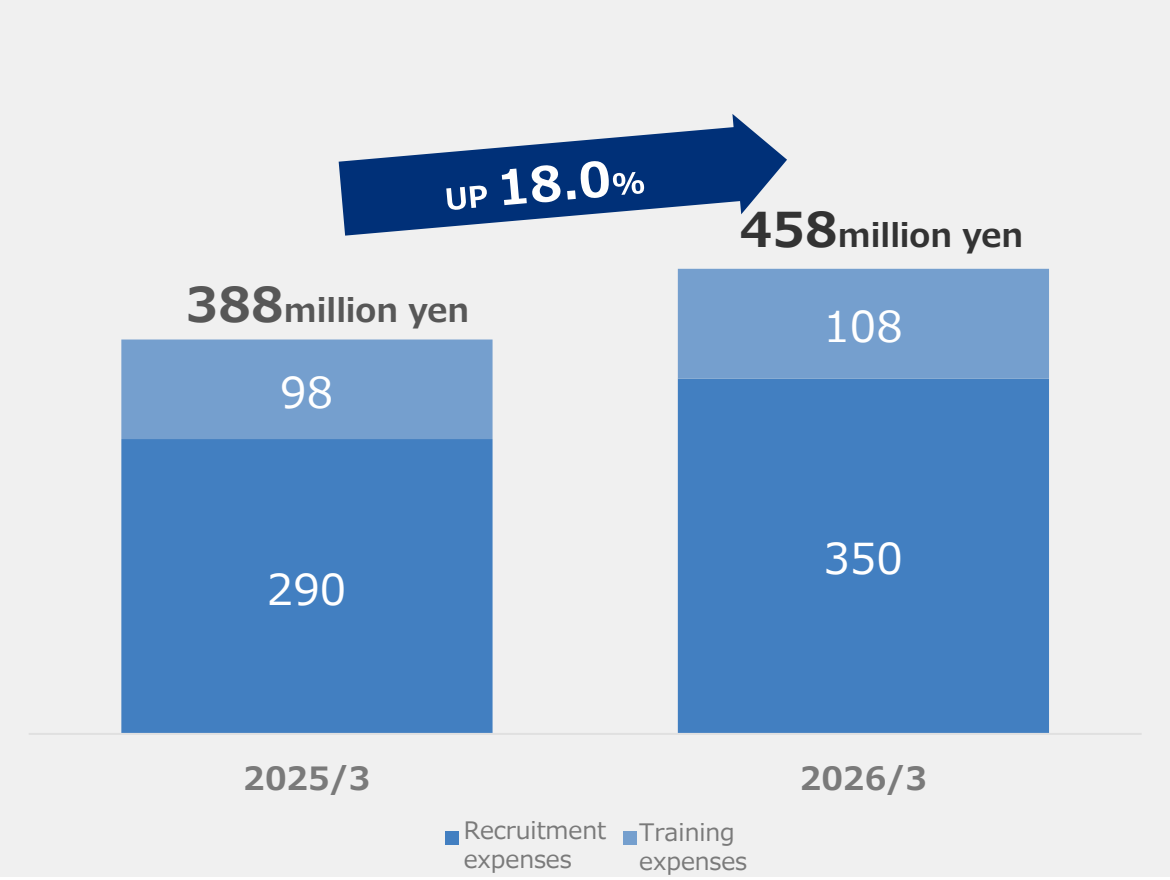
Main R&D themes: R&D for AI utilization, development expenses related to ACT-Horizon

Main human capital investment: Fees paid to agents, etc. increased in connection with proactive recruitment of human resources

■ R&D investment



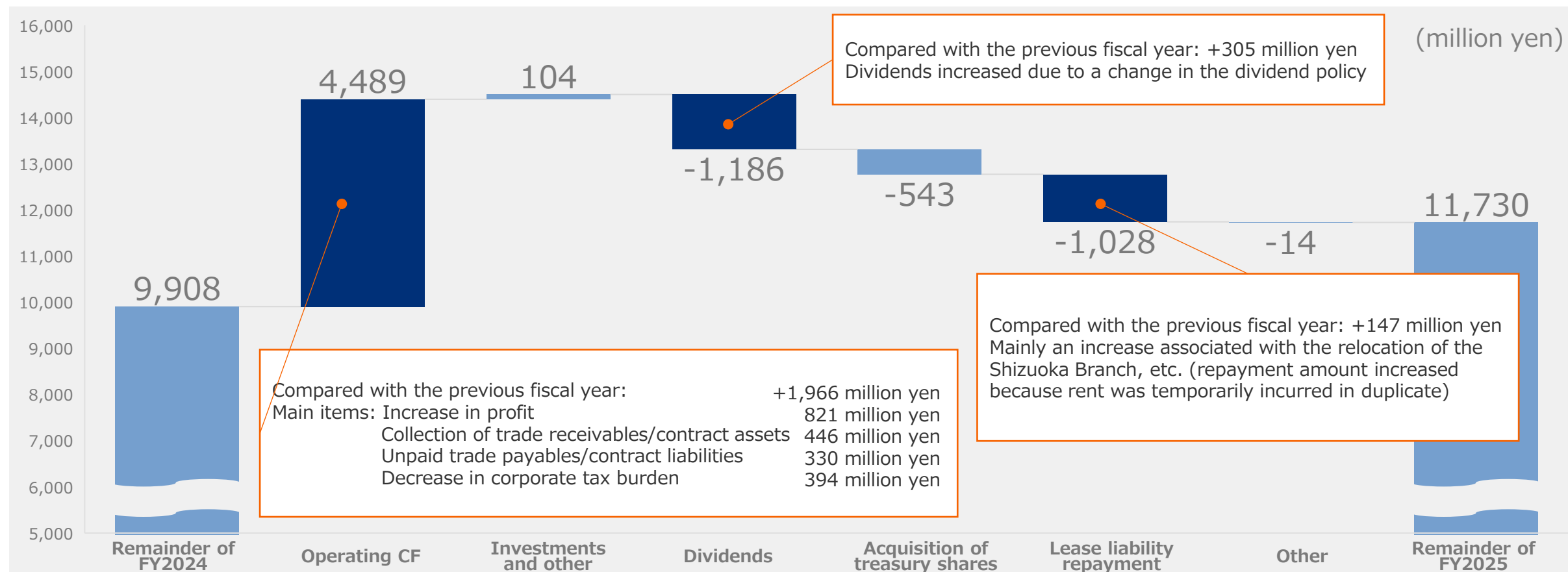
■ Human capital investment



Cash Flow Situation

Due to a substantial increase in operating cash flow, the year-end cash balance increased by 1,800 million yen
 Shareholder returns of 1,700 million yen were implemented through dividends and acquisition of treasury shares

■ Cash flow



Balance Sheet Assets

(million yen)

Item	2025/3	2026/3	Change	% Change	Comments on Major Changes
Current assets	18,251	20,523	2,272	12.4%	
Cash and cash equivalents	9,908	11,730	1,822	18.4%	
Trade and other receivables	5,093	5,620	527	10.3%	
Contract assets	1,911	1,725	-186	-9.7%	
Other financial assets	316	319	3	0.9%	
Other current assets	1,023	1,129	106	10.4%	
Non-current assets	27,071	27,941	870	3.2%	
Property, plant and equipment	625	783	158	25.3%	
Right-of-use assets	2,628	3,238	(1) 610	23.2%	(1) Increase due to concluding new lease agreements accompanying the relocation of the Shizuoka Branch, OS Business Dept., Kanda iC, and BSC Head Office
Goodwill	2,098	1,967	(2)-131	-6.2%	(2) Recording of impairment of goodwill for three subsidiaries
Intangible assets	1,091	1,059	-32	-2.9%	
Equity method investments	17,073	17,503	430	2.5%	
Other financial assets	2,909	2,667	(3)-242	-8.3%	(3) Sale and other items of investment securities (shares held for pure investment purposes, etc.)
Other non-current assets	647	724	77	11.9%	
Total assets	45,322	48,464	3,142	6.9%	

Balance Sheet Liabilities and Equity

(million yen)

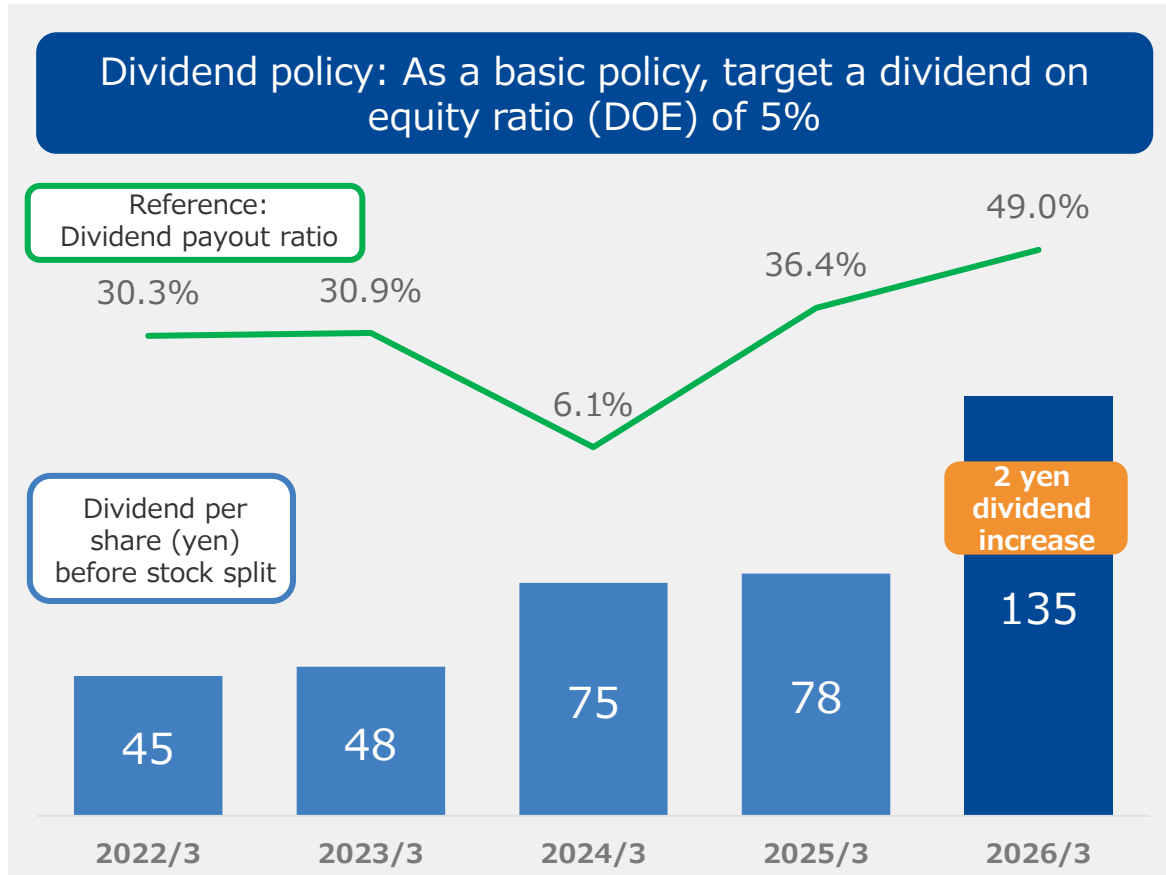
Item	2025/3	2026/3	Change	% Change	Comments on Major Changes
Current liabilities	7,940	8,765	825	10.4%	(1) Increase due to concluding new lease agreements accompanying the relocation of the Shizuoka Branch, OS Business Dept., Kanda iC, and BSC Head Office
Lease liabilities	808	613	-195	-24.1%	
Trade and other payables	2,116	2,309	193	9.1%	
Other current liabilities	5,016	5,843	827	16.5%	
Non-current liabilities	7,771	8,479	708	9.1%	
Lease liabilities	1,884	2,687	(1) 803	42.6%	
Provisions	513	571	58	11.3%	
Deferred tax liabilities	4,224	4,207	-17	-0.4%	
Other non-current liabilities	1,150	1,014	-136	-11.8%	
Total liabilities	15,711	17,244	1,533	9.8%	
Equity attributable to owners of parent	29,138	30,716	1,578	5.4%	
Noncontrolling interests	474	504	30	6.3%	
Total equity	29,612	31,220	1,608	5.4%	
Total liabilities and equity	45,322	48,464	3,142	6.9%	

Shareholder Return

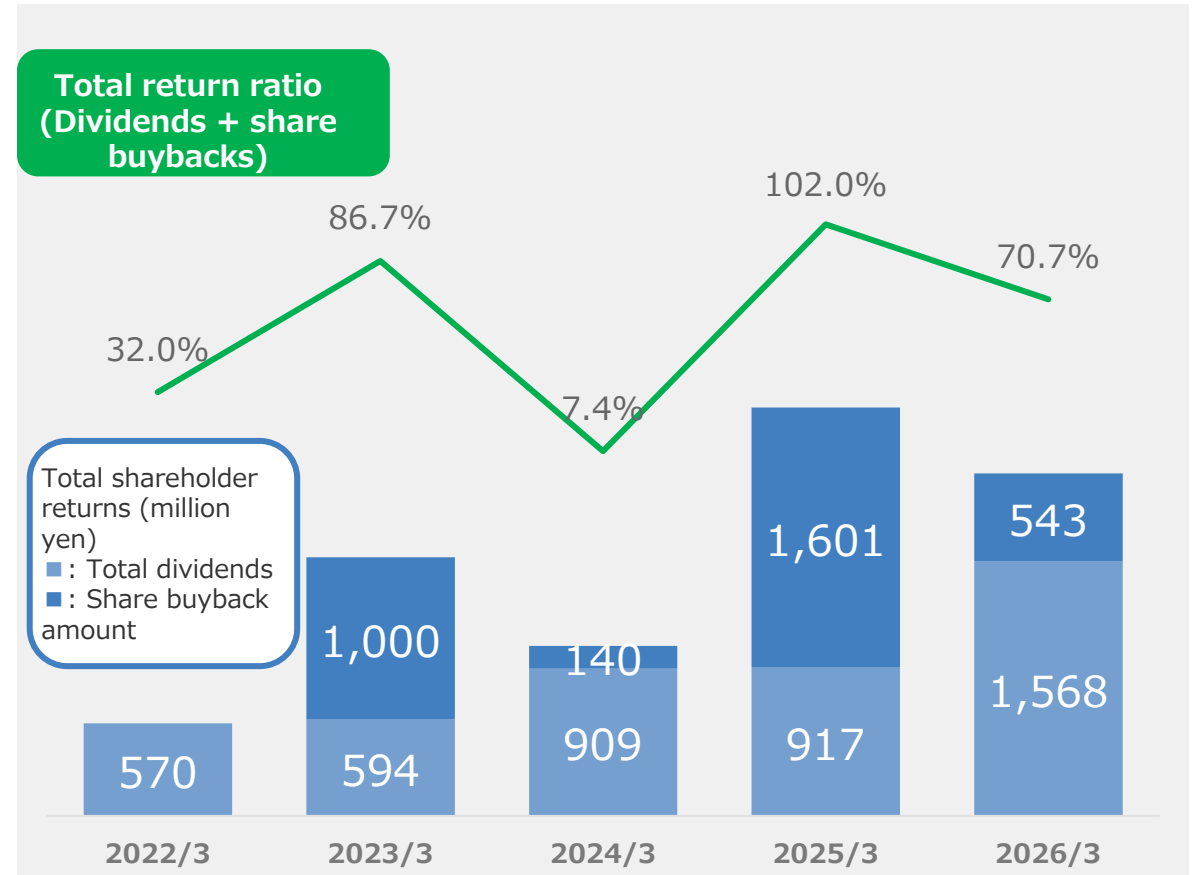
A dividend of 2 yen more than the amount announced in October 2025 was paid, resulting in a full-year dividend of 135 yen (before stock split). This represents a dividend increase of 57 yen (before stock split) compared with the previous fiscal year

Revision of shareholder benefits: Present of a 3,000 yen QUO card for 100 shares or more (before stock split) and of a 5,000 yen QUO card for 300 shares or more (before stock split)

■ Dividend trend



■ Total return ratio



Earnings Forecast FY2026

4



Earnings Forecast

As a result of setting a plan that prioritizes upfront investment, the gap from the Medium-term Management Plan target will widen

Due to the reallocation of human resources accompanying this investment, the rate of increase in revenue will slow, and the business profit margin will decline due to the increased burden of investment costs, but dividends are forecast to increase by 2 yen to an annual dividend of 47 yen

(million yen)

Item	FY2025	FY2026 Forecast	Change	% Change	Medium-term Management Plan Organic Growth Target (FY2026)	Change vs. Medium-term Management Plan
Orders received	42,646	45,600	2,954	6.9%	—	—
Revenue	42,100	43,600	1,500	3.6%	47,500	-3,900
Business profit	3,399	3,430	31	0.9%	4,095	-665
Business profit margin	8.1%	7.9%	-0.2%	—	8.6%	-0.8%
Profit before tax	4,156	4,290	134	3.2%	—	—
Profit	3,030	2,893	-137	-4.5%	—	—
Profit attributable to owners of parent	2,987	2,848	-139	-4.6%	—	—
Annual dividend	45 yen (prior to the stock split 135 yen)	47 yen (prior to the stock split 141 yen)	2 円 (prior to the stock split 6 yen)	—	—	—

Earnings Forecast by Segment

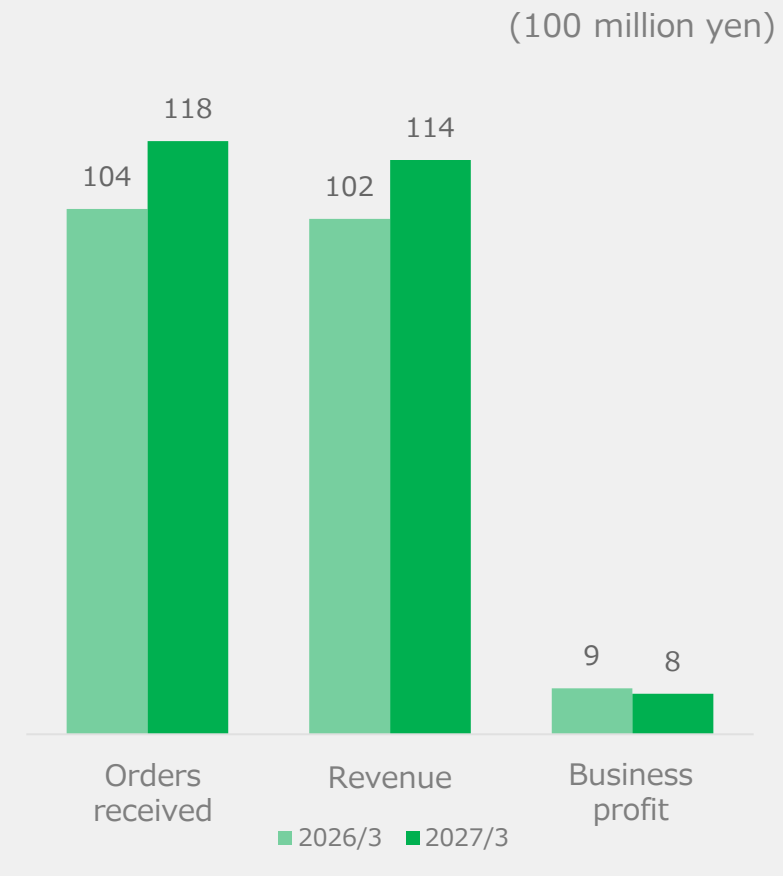
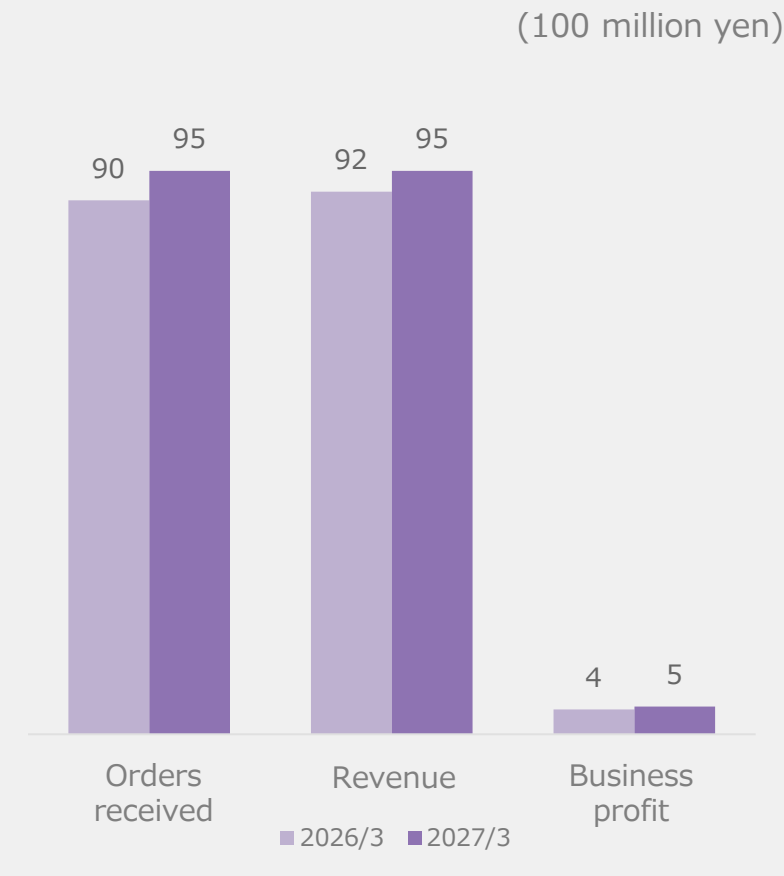
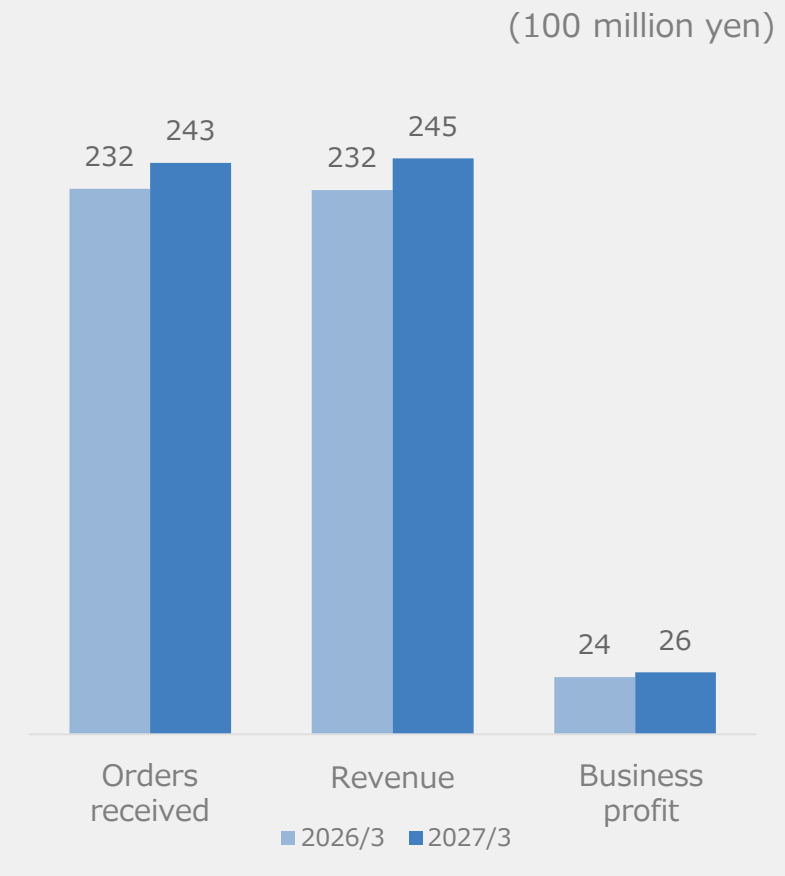
In Consulting and System Development, we will reallocate human resources and strengthen the research division, resulting in a slowdown in the rate of increase in revenue and a decline in the profit margin due to increased costs

In BPO & Managed Services, revenue will increase through collaboration with the NTT DATA Group, etc., but profit will decline due to increased costs resulting from increased investment

■ Consulting and System Development

■ SES Co-Creation Business

■ BPO & Managed Services



Appendix

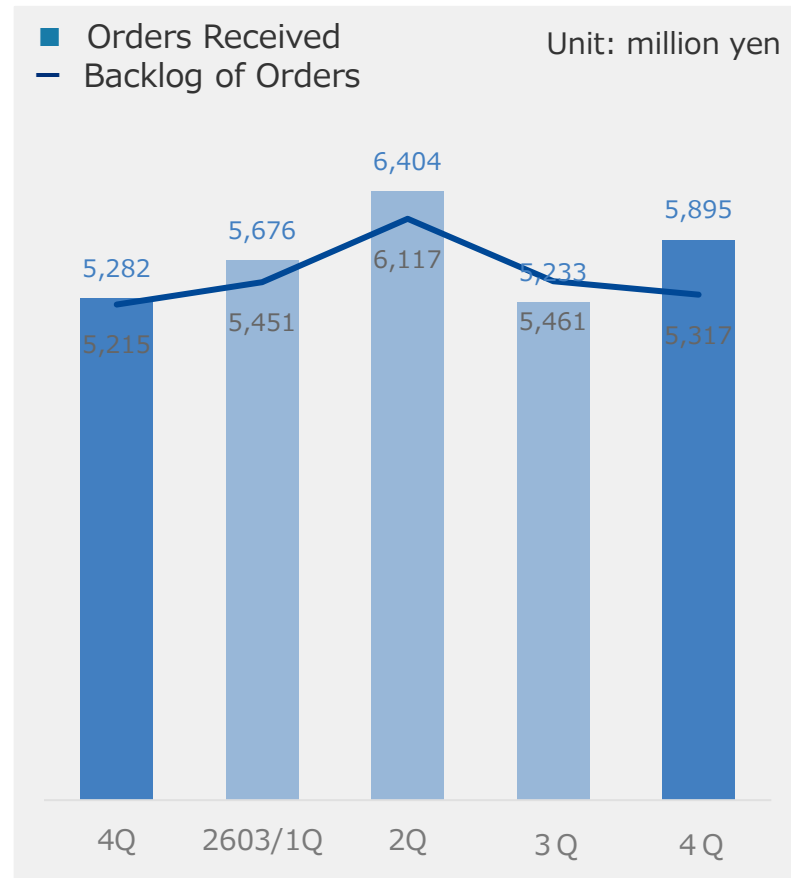
— Quarterly Results



Orders Received and Backlog of Orders

Quarterly Change (Accounting Period)

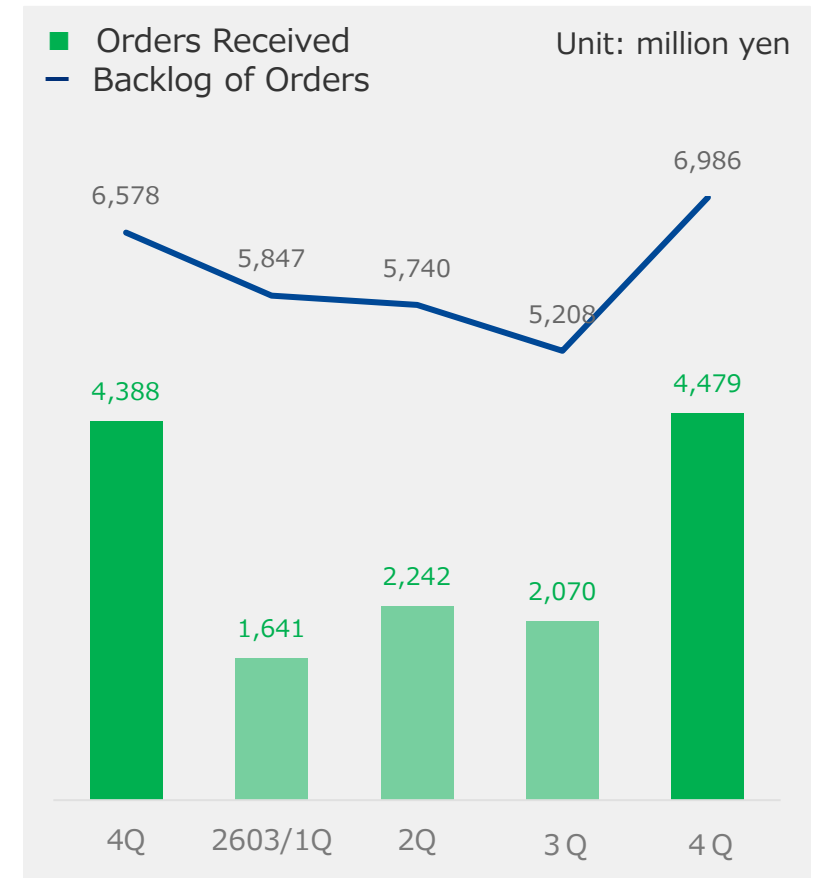
■ Consulting and System Development



■ SES Co-Creation Business



■ BPO & Managed Services



Orders Received and Backlog of Orders

Quarterly (Accounting Period) Comments

Segments	Order Trends	Year-on-Year Comparison Commentary
<ul style="list-style-type: none"> ■ Consulting and System Development 	<ul style="list-style-type: none"> • Because orders are often placed once customer budgets are finalized, the fourth quarter used to be the peak; however, with the increasing proportion of relatively large projects and constraints on our side in terms of response (production capacity), orders are tending to be dispersed across the second and third quarters 	<ul style="list-style-type: none"> • Growth in accounting systems for existing and new infrastructure-related customers and mobility-related business systems • PLM solutions decreased due to a reactionary decline from large orders in the previous fiscal year
<ul style="list-style-type: none"> ■ SES Co-Creation Business 	<ul style="list-style-type: none"> • In principle, most orders are for periods of one to several months, making it a business that secures stable orders throughout the year 	<ul style="list-style-type: none"> • The Financial Business struggled due to the severe business environment in the securities industry (particularly online securities) • The Industrial Business struggled to acquire human resources, resulting in a decrease in orders
<ul style="list-style-type: none"> ■ BPO & Managed Services 	<ul style="list-style-type: none"> • Many contracts are for one-year terms with renewals in March, which concentrates orders in the fourth quarter. In addition, large orders are often multi-year contracts, which can cause a surge in orders in the period when such orders are received. As such, quarterly order value is not stable 	<ul style="list-style-type: none"> • Onsite BPO (call centers) increased due to higher demand from existing customers, including support for customers' system migration

四半期セグメント売上/Quarterly Segment Revenue

(単位:百万円)	(unit: million yen)	2025/3				2026/3			
		1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
コンサルティング・システム開発	Consulting and System Development								
経営会計コンサルティング&ソリューション	Management Accounting Consulting & Solutions	4,211	4,532	5,003	5,329	5,031	5,377	5,455	5,546
PLMソリューション	PLM Solutions	292	391	460	537	409	372	451	513
調整	Adjustments	0	0	0	0	0	0	-1	-0
セグメント計	Segment Total	4,503	4,924	5,462	5,866	5,441	5,749	5,904	6,059
SES共創ビジネス	SES Co-Creation Business								
金融ビジネス	Financial Business	1,455	1,583	1,582	1,527	1,484	1,471	1,499	1,505
産業ビジネス	Industrial Business	805	785	796	803	821	869	807	765
調整	Adjustments	-5	-1	-5	-3	-22	-15	-21	-14
セグメント計	Segment Total	2,255	2,368	2,373	2,327	2,283	2,325	2,285	2,256
BPO&マネージドサービス	BPO & Managed Services								
人事給与BPO	HR & Payroll BPO	860	923	1,123	961	979	961	1,081	1,049
経理BPO	Accounting BPO	685	658	771	884	749	712	839	921
オンサイトBPO	Onsite BPO	453	463	511	490	506	515	563	541
マネージドサービス	Managed Services	349	343	377	363	356	336	364	363
調整	Adjustments	-245	-228	-289	-236	-154	-126	-194	-124
セグメント計	Segment Total	2,102	2,159	2,494	2,461	2,436	2,398	2,653	2,750
合計	Total	8,859	9,450	10,330	10,655	10,160	10,473	10,842	11,065
本社/調整額	Company-wide expenses and Adjustments	-122	-124	-102	-142	-108	-115	-146	-71
連結	Consolidated	8,737	9,326	10,227	10,513	10,052	10,358	10,696	10,994

四半期セグメント事業利益/Quarterly Segment Business Profit



(単位:百万円)	(unit: million yen)	2025/3				2026/3			
		1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
コンサルティング・システム開発	Consulting and System Development								
経営会計コンサルティング&ソリューション	Management Accounting Consulting & Solutions	228	511	568	471	430	469	598	771
PLMソリューション	PLM Solutions	-19	19	87	70	29	-19	84	64
調整	Adjustments	0	0	0	0	0	0	0	0
セグメント計	Segment Total	209	530	655	540	459	450	683	836
SES共創ビジネス	SES Co-Creation Business								
金融ビジネス	Financial Business	85	100	97	-7	76	72	83	76
産業ビジネス	Industrial Business	46	46	-19	15	44	113	4	-48
調整	Adjustments	0	-1	-3	0	-3	-5	5	-1
セグメント計	Segment Total	131	144	74	7	117	181	93	27
BPO&マネージドサービス	BPO & Managed Services								
人事給与BPO	HR & Payroll BPO	80	168	202	136	144	164	132	137
経理BPO	Accounting BPO	-16	-26	54	95	22	13	12	111
オンサイトBPO	Onsite BPO	15	17	25	26	16	27	51	6
マネージドサービス	Managed Services	42	31	36	20	16	11	20	26
調整	Adjustments	0	0	1	-1	0	-1	15	-5
セグメント計	Segment Total	119	190	318	275	199	213	230	274
合計	Total	460	864	1,047	823	775	845	1,005	1,136
本社/調整額	Company-wide expenses and Adjustments	-142	-7	-24	-149	-121	-3	-49	-189
連結	Consolidated	318	857	1,023	674	655	842	956	947

Consulting and System Development

Quarterly (Accounting Period) Comments

Subsegments	Year-on-Year Comparison Commentary
■ Management Accounting Consulting & Solutions	<ul style="list-style-type: none">• A reactionary increase due to the decline in the profit margin in the fourth quarter of the previous year, which was affected by underperforming projects• Growth in accounting systems for existing infrastructure-related customers and mobility-related business systems
■ PLM Solutions	<ul style="list-style-type: none">• This was a reactionary decline from strong performance in the fourth quarter of the previous year, but, due in part to the resulting occurrence of underperforming projects in the first half of the current year, operations were reduced overall in the fourth quarter of the current year, and, because the internal management structure is being strengthened, both revenue and segment profit decreased

SES Co-Creation Business Quarterly (Accounting Period) Comments



Subsegments	Year-on-Year Comparison Commentary
■ Financial Business	<ul style="list-style-type: none">• The overall decreasing trend due to the deterioration of the business environment remains unchanged• Segment profit increased in reaction to the decrease in profit caused by underperforming projects in the fourth quarter of the previous year
■ Industrial Business	<ul style="list-style-type: none">• Revenue decreased due to an increase in resignations accompanying the completion of large-scale projects, etc., and segment profit decreased due to a decline in the utilization rate• Temporary expenses associated with the restructuring of subsidiaries were recorded

BPO & Managed Services Quarterly (Accounting Period) Comments



Subsegments	Year-on-Year Comparison Commentary
<ul style="list-style-type: none"> ■ HR & Payroll BPO 	<ul style="list-style-type: none"> • Increase due to the impact of the timing difference in year-end adjustment-related sales (in the previous fiscal year, sales were concentrated in the third quarter, but in the current fiscal year, they are distributed across the third and fourth quarters) • Although there was an increase in revenue due to an increase in new orders, there was also a decrease in sales from the high-profit-margin ASP model, and segment profit remained flat
<ul style="list-style-type: none"> ■ Accounting BPO 	<ul style="list-style-type: none"> • The Sapporo BPO Center was launched, increasing revenue and segment profit
<ul style="list-style-type: none"> ■ Onsite BPO 	<ul style="list-style-type: none"> • Revenue increased due to higher demand from existing customers, including support for customers' system migration • Segment profit decreased due to payment of settlement bonuses
<ul style="list-style-type: none"> ■ Managed Services 	<ul style="list-style-type: none"> • No major increases or decreases

— Company Introduction



Company Profile

株式会社ビジネスブレイン太田昭和

Name in English **Business Brain Showa-Ota Inc.**

Headquarters 15F Hibiya Fort Tower, 1-1-1 Nishishimbashi, Minato-ku, Tokyo

Business locations Tokyo, Osaka, Nagoya, Hamamatsu, Fukuoka, Sapporo, Niigata, Kumamoto, Kagoshima, Naha, Nago, Bangkok, Thailand; Ho Chi Minh City, Vietnam; Singapore

Representative Kazuhiro Komiya, President

Founded August 1967

Capital 2,233,490,000 yen

Number of issued shares 11,615,200

Listed market TSE Prime (Securities Code: 9658)

Number of employees 1,066 (non-consolidated) 2,495 (consolidated)*

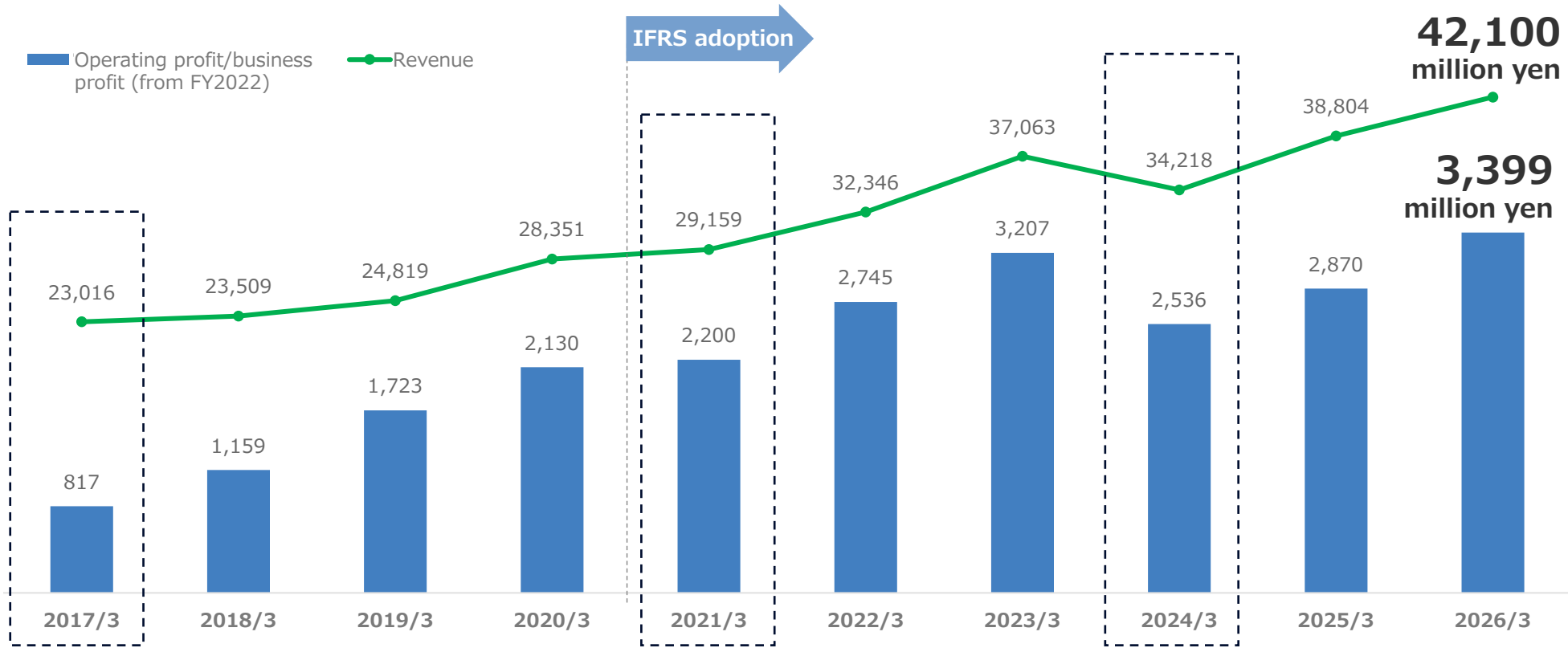
(As of the end of March 2026)

* Including 13 consolidated subsidiaries of BBS Group

BBS Group Network URL: <https://www.bbs.co.jp/corporate/group/>

Profit/Loss Highlights

Revenue and operating/business profit over the past 10 years



10-year revenue CAGR
7.4%

10-year business profit CAGR
14.3%

* PMI costs recorded due to the acquisition of a BPO subsidiary

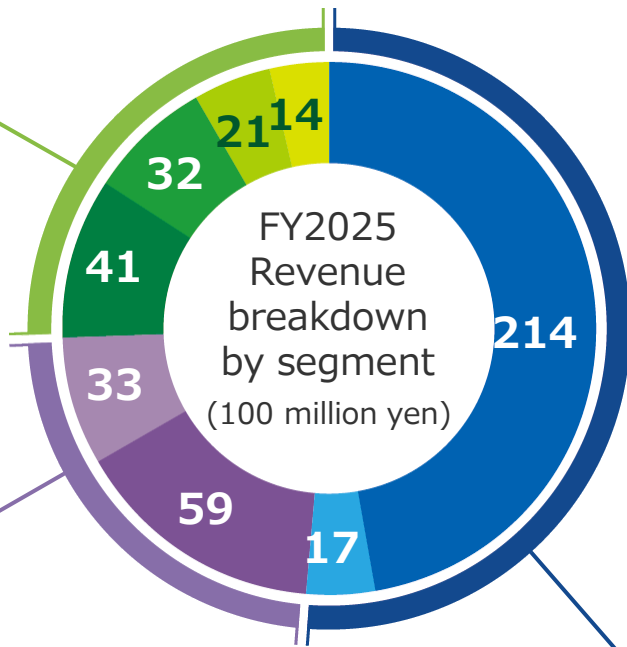
* Revenue stagnation due to COVID-19; increased costs related to IFRS adoption

* Decrease due to the deconsolidation of GSX and MICS

Business Details

102 BPO & Managed Services

- 41 HR & Payroll BPO
- 32 Accounting BPO
- 21 Onsite BPO
- 14 Managed Services



92 SES Co-Creation Business

- 59 Financial Business
- 33 Industrial Business

232 Consulting and System Development

- 214 Management Accounting Consulting & Solutions
- 17 PLM Solutions

Consulting and System Development	<h3>Management Accounting Consulting & Solutions</h3> <ul style="list-style-type: none"> Consulting for management accounting and related domains and system development, introduction support, and maintenance Some scratch development and package adoption, handled solutions include the ACT series (internal brand), Biz<i>f</i>, mcframe, Rakuraku Framework, etc. <h3>PLM Solutions</h3> <ul style="list-style-type: none"> CAD add-on development, BOM/PDM development, and maintenance Sales and adoption of our PLM console product
SES Co-Creation Business	<h3>Financial Business</h3> <ul style="list-style-type: none"> Contracted development for securities companies (quasi-mandate-based), SE dispatching Sales and adoption of internally developed fund wrap package <h3>Industrial Business</h3> <ul style="list-style-type: none"> Contracted development (semi-commission), SE deployment
BPO & Managed Services	<h3>HR & Payroll BPO</h3> <ul style="list-style-type: none"> Center-based HR related outsourcing services, such as payroll calculation Contract calculation using our systems (Bulas, Win5) <h3>Accounting BPO</h3> <ul style="list-style-type: none"> Consulting and center-based outsourcing services for accounting operations Handles highly specialized tasks such as preparing financial statements and consolidated financial statements <h3>Onsite BPO</h3> <ul style="list-style-type: none"> Dispatch of call center operators, recruitment services, and call center operations <h3>Managed Services</h3> <ul style="list-style-type: none"> Product maintenance and business outsourcing services for packaged product vendors and service providers

Stock Price Trends

- Over the 10 years from April 2016 to March 2026 our stock price has increased by 5.8x
- We have significantly outpaced the broader TOPIX, which increased by 2.6x

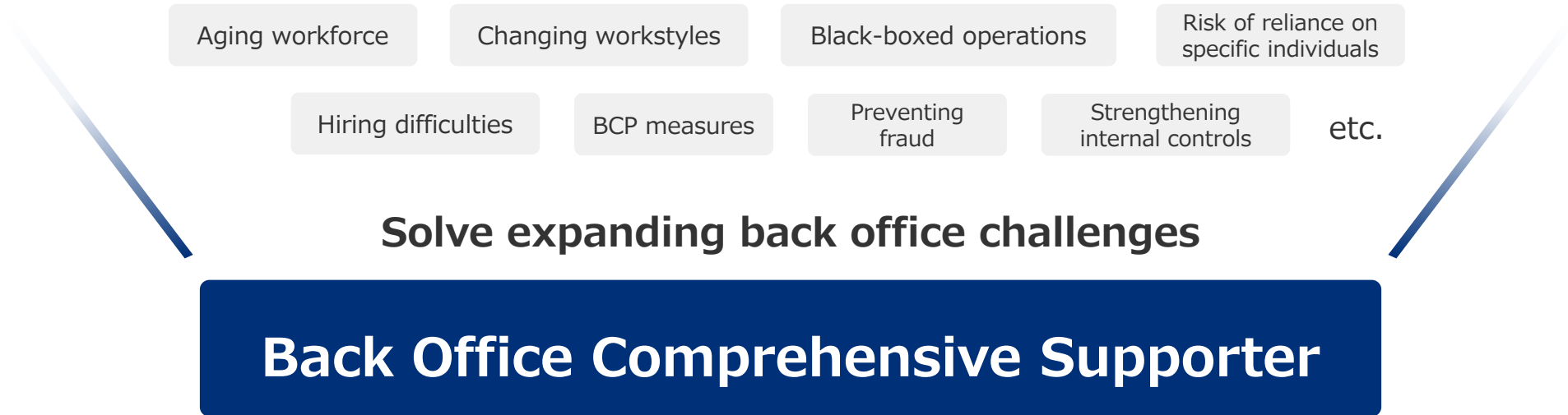
■ Stock price over the past 10 years



**5.8x increase
over 10 years**

BBS's Role

A "Back Office Comprehensive Supporter" aiming to solve companies' back office challenges



? WHY - Purpose

In order for companies to achieve sustainable growth, it is essential for them to focus limited resources on their "core business." BBS exists to create an environment in which companies can focus on their inherent value creation.

! HOW - Solution Approach

By providing the three core solutions of Consulting, System Development, and BPO in an integrated manner, we optimize back office operations by working alongside customers from process design through implementation and operations.

Mechanisms for Solving Challenges

Through three mechanisms by back office specialists, we convert challenge resolution into a “results-driven” form.

Seamless provision of
our three core solutions



A group of specialists
with accounting knowledge
and experience



Creating results
through hands-on,
side-by-side support



Mechanism for Solving Challenges (1): Seamless Provision of Our Three Core Solutions

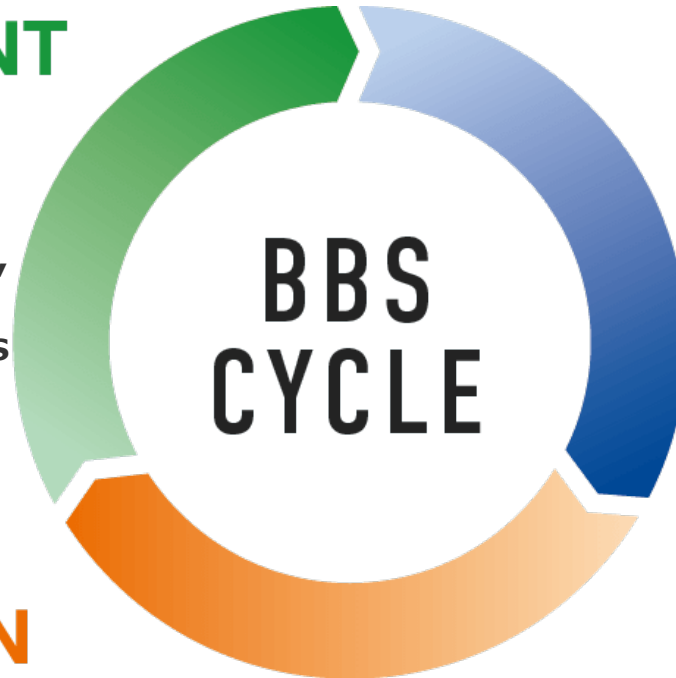
For a wide range of back office operations, we provide our three core solutions in an integrated manner so that we can collectively optimize them

MANAGEMENT SERVICE (BPO)

Operational adoption/establishment, expert-led BPO, and monitoring of operations

SYSTEM INTEGRATION

Making solutions concrete



Advantages of Providing Services in a Cycle

- ✓ Can select and propose optimal solutions without being tied to a specific solution
- ✓ Realistic proposals with an eye on subsequent processes
- ✓ Seamless integration between solutions

CONSULTING

Understanding customer challenges and presenting solutions

Mechanism for Solving Challenges (2): A Group of Specialists with Accounting Knowledge and Experience

Centered around accounting knowledge and experience, provide integrated consulting that looks beyond accounting and takes management into consideration

Bringing together forward-looking management and accounting that understands the present.

- ✓ Founded by a certified public accountant specializing in accounting
- ✓ Providing “integrated consulting services” to solve companies’ back office challenges
- ✓ Many qualified professionals, including certified public accountants, are part of BBS



Number of qualified professionals within BBS

(As of the end of March 2026)

Certified Public Accountants *	28	Tax Accountants	6	Social Insurance and Labor Consultants	3
Fundamental Information Technology Engineer (FE)	282	Applied Information Technology Engineer (AP)	81		

* Including USCPA

Mechanism for Solving Challenges (3): Creating Results through Hands-on, Side-by-Side Support

Through hands-on, side-by-side support that understands the realities of Japanese companies, we connect challenge resolution to results



- ✓ Japan-origin consulting, providing hands-on, side-by-side support tailored to Japanese society and companies




Biz
ビジネスインテグラル









- ✓ Over 50 years of track record and a strong customer base
- ✓ Targeting mid-sized companies with around 500 billion yen in sales = differentiation from large companies

Let the combined strengths of our group solve your management needs



The BBS Group provides three core solutions

BBS Business Brain Showa-Ota Inc.

Consulting and System Development

BSC Co., Ltd.

Provides consulting, construction and operation of mission-critical business systems

Fresco Inc.

Provides engineering CAD/PDM system development

Global Security Experts, Inc.

Provides information security consulting and solutions

PLM Japan Inc.

Provides PLM (product lifecycle management) solutions for the manufacturing industry

BBS (Thailand) Co., Ltd.

Provides business improvement consulting services for local entities of Japanese companies in Southeast Asia

SES Co-Creation Business

Financial Brain Systems Inc.

Provides system development and IT solutions mainly for the securities and finance field

joyworks inc.

Provides system development, application development, web production, infrastructure construction, etc.

Twinkle Co., Ltd.

Provides services such as human support (human resources support for companies) and system support (helpdesk), call support (BPO call center)

BPO & Managed Services

BBS Managed Service Inc.

Provides managed services and IT software development

BBS Outsourcing KUMAMOTO Inc.

Provides High Value BPO® by business reform and BPO specialists in a wide range of business fields

EP Consulting Services Corp.

Provides outsourcing services for the accounting, HR, and general affairs fields.

The Group includes specialized professional firms such as Tax Consulting Firm EOS, Social Insurance Consulting Firm EOS, and Administrative Scrivener Consulting Firm EOS

Technowarethink Inc.

Provides services such as human support (human resources support for companies) and system support (helpdesk), call support (BPO call center)

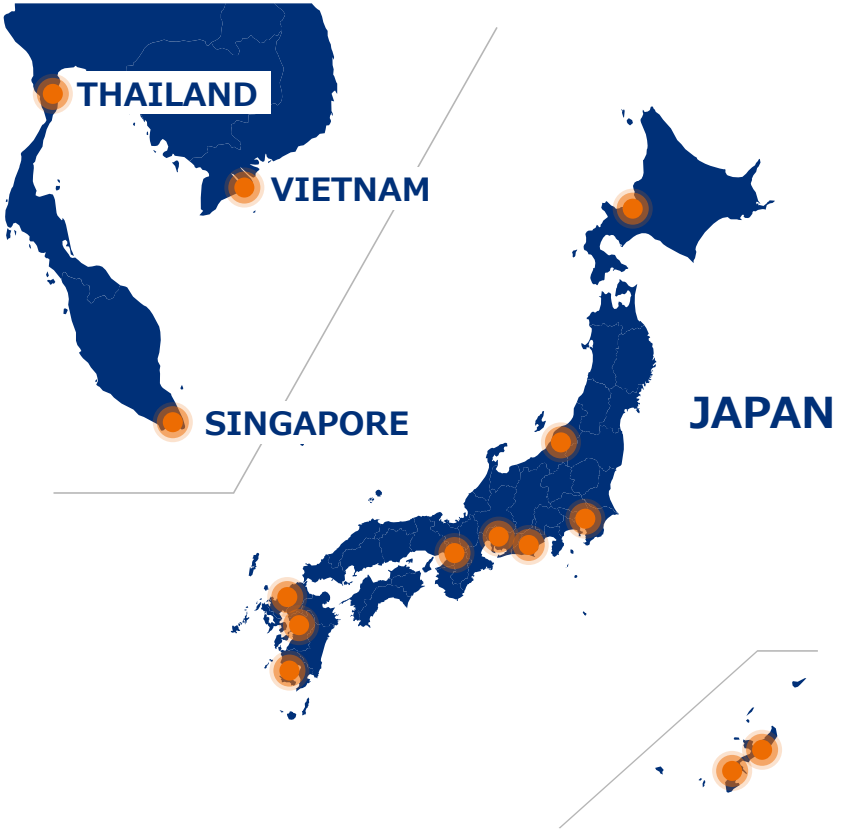
BUSINESS BRAIN SHOWA-OTA VIETNAM CO., LTD.

Provides BPO services by skilled local staff proficient in Japanese and English and consulting services including support for business reforms and system implementation for local entities of Japanese companies

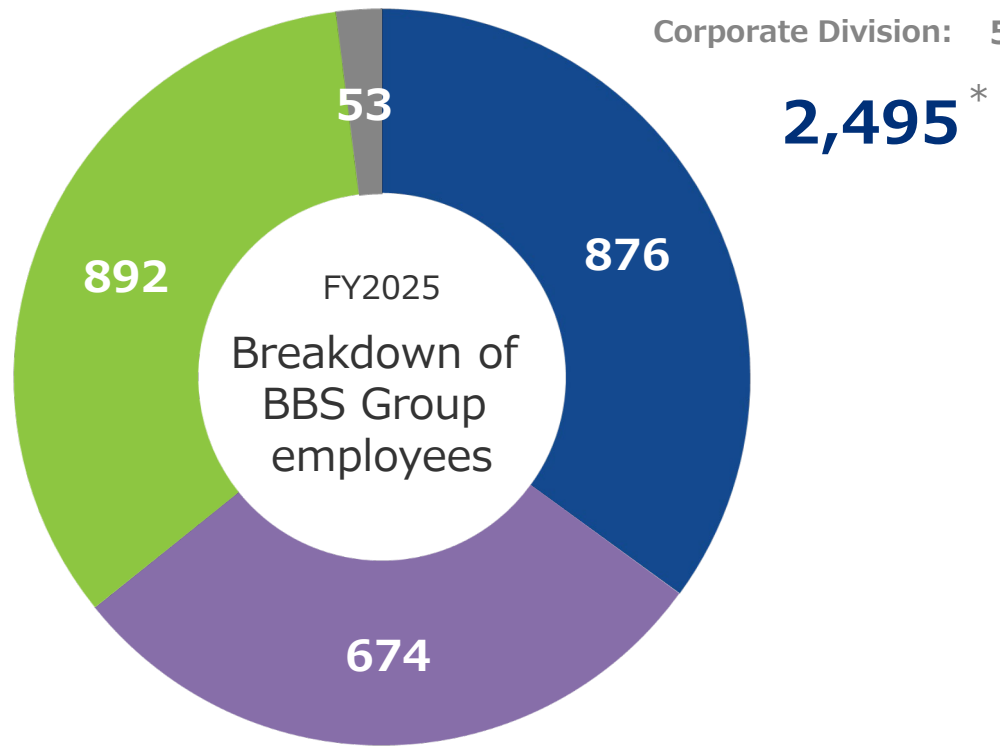
Major Domestic and Global Networks Supporting Customers

We have established a stable support structure through locations and human resources deployed both in Japan and overseas

- Business locations**
 - Tokyo, Osaka, Nagoya, Hamamatsu, Fukuoka, Sapporo, Niigata, Kumamoto, Kagoshima, Naha, Nago, Bangkok, Thailand; Ho Chi Minh City, Vietnam; Singapore



- Number of BBS Group employees**
 - Consulting and System Development: 876
 - SES Co-Creation Business: 674
 - BPO & Managed Services: 892
 - Corporate Division: 53



(As of the end of March 2026)
 * Including 13 consolidated subsidiaries of BBS Group

Management Philosophy

The starting point for all of BBS's businesses and support

- 1** **Contribute to society by improving the corporate value of our customers**

- 2** **Becoming a driving force for our customers' development**

- 3** **Contributing to increased customer profits**

Management Policy

The words of founder Kineo Yamazaki

Practicing "Yatsugatake Management"



If you only sell a single product and it stops selling, then your outlook becomes bleak. But if you have multiple businesses like the Yatsugatake mountain range, then even if one business performs poorly, you can minimize the adverse impact on overall management through other businesses.

Additionally, it is important that each business division strives to improve performance on an independent profit basis while also generating synergies through mutual collaboration. Our founder explained that Yatsugatake Management was necessary because business performance could worsen due to fluctuations in the economy.

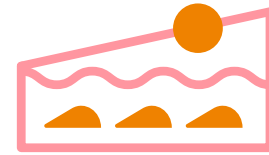
Staying a half-step ahead through wave-riding management



The key to expertly riding a wave is to start riding slightly behind the crest of the wave. If you are at the very front of the wave crest then you will fall, and if you are too far behind then you will not be able to ride it.

The same is true in management. To beat the competition, you must always be at the cutting edge of the times, but if you go too far ahead, then society and customers will not accept you. Thus, our founder explained that you must consider the social environment and the other party's situation, and stay a half-step ahead.

Selling Cake



The main ingredients of cake are flour and sugar. You mix flour, made from wheat, and sugar, made from sugarcane, bake it, and then finish the cake by decorating it with cream and fruit. The price of the cake far exceeds the total cost of its ingredients.

This is because value is added in the cake-making process, value which the customer recognizes when they buy it. This idea expresses BBS Group's intention to combine diverse services and provide high value-added services that cannot be imitated by other companies.

Origin of the BBS Group Logo

The values the BBS Group has cherished and its intentions toward the future



1

An up-and-to-the-right, half-step-ahead spiral

Both up to now and going forward, we will help customers achieve their goals of “enhancing corporate value” and “corporate growth”

2

The three lines of the spiral

Represent the “BBS cycle” of “Consulting,” “System integration,” and “BPO”

3

The embedded “MI” and “WIN”

“MI = Management Innovation”: Supporting customers’ management accounting and driving further innovation;
“WIN”: leading customers to success and victory

4

A gradient toward deep blue

Toward becoming a company that endures for 100 years, building on more than 50 years of history, and deepening relationships with an even greater number of customers

About BBS

BBS is listed on the Prime Market of the Tokyo Stock Exchange. Since its founding in 1967, BBS has been working closely with Japanese companies to support the management and accounting of our customers.

BBS provides consulting, system integration, and management services (business process outsourcing) with regards to management accounting, and has stipulated that the BBS cycle is the foundation of these three services. The BBS cycle enables effective and continuous support in a variety of stages from the strategies and plan formulation of our customers to operation and consolidation.

As experts in management accounting transcending the accounting field, we are a Back Office Comprehensive Supporter providing support to our customers.

Disclaimer

Any forward-looking statements or outlooks contained in this material are based on the Company's views at the present time and may differ from actual results.

Together for Value



Business Brain Showa-Ota Inc.