

An AI Service Model Concept to Realize Customer Transformation and Ensure Sustainable Adoption

Supporting small and medium-sized enterprises through "Customer Innovation Team" × "AI Orchestration Platform"

JBCC Holdings Inc. (Headquarters: Chuo-ku, Tokyo; President & CEO: Seiji Higashiue), an IT services company, hereby announces an AI service model concept centered on the combination of "Customer Innovation Team" and "AI Orchestration Platform" as an initiative to realize customer transformation through AI and provide hands-on support. Through further elaboration and implementation, this concept presents the direction of value we aim to deliver by supporting customers seamlessly from design and implementation through to sustainable adoption.

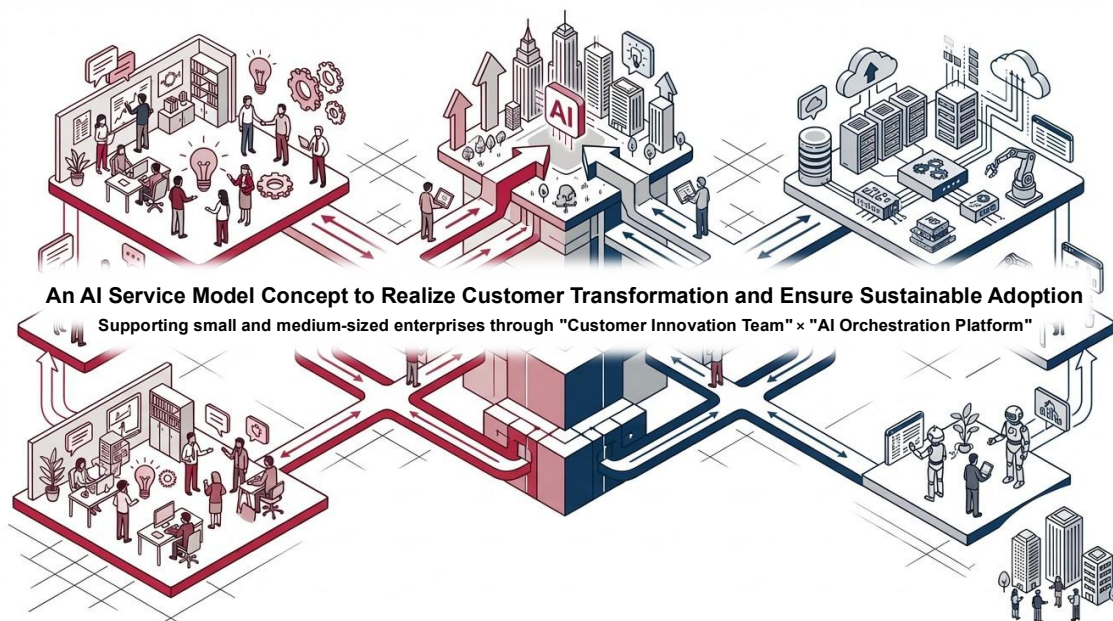
With the advancement of generative AI, the center of decision-making regarding IT utilization is shifting from information systems departments to business operations and management. In this changing environment, while many companies face challenges in securing sufficient DX/AI talent internally, we recognize that the design required to continuously operate AI as part of corporate activities—including responses to governance requirements and security risks—will become increasingly important.

We view this transition as a new growth phase in which transformation demand among small and medium-sized enterprises will accelerate, driven by AI. In addition, the areas we have been focusing on—cloud, security, and JB Agile Development (core system reconstruction)—are indispensable for sustaining AI utilization as a corporate activity and are expected to see further demand growth.

Leveraging these existing strengths and our customer base, we are advancing our own transformation into an AI Native Company while commercializing the knowledge and mechanisms cultivated through internal practice as services centered on "Customer Innovation Team" × "AI Orchestration Platform." Through this initiative, we aim to evolve our value proposition into an AI service model that provides integrated support from design and implementation through sustainable adoption.

Through these efforts, we seek to contribute to the sustainable growth of our customers and to realize our group vision, "A Vibrant Society".

This release summarizes our perspective on the rapidly changing business environment surrounding generative AI and the direction of our initiatives, with the aim of supporting constructive dialogue with investors.



■ Changes in Customer Needs Driven by Generative AI

We do not believe that the evolution of generative AI will uniformly reduce demand for IT services. Rather, particularly among small and medium-sized enterprises, we expect customer needs to shift from *"development itself"* to *"design, implementation, and operation that support continuous utilization"*.

While automation and acceleration will change the cost structure of system development, the importance of governance, operational design, and integration with existing and surrounding systems will increase as AI utilization becomes embedded in business activities. We view this shift as a new business opportunity and will leverage it to enhance our value proposition and evolve our revenue model.

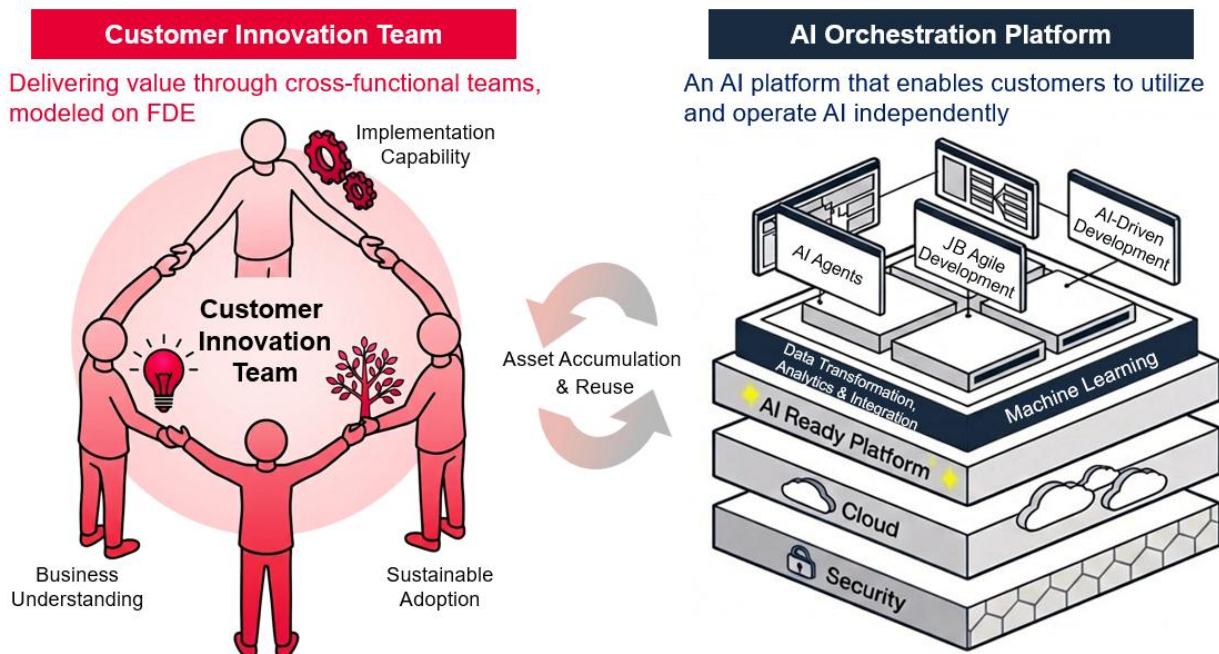
As AI utilization deepens, particularly in small and medium-sized enterprises, secure environments, organizational usage design, AI agent governance, and seamless integration with core systems become essential. This increases the need for IT service providers with deep AI expertise to support design, implementation, and ongoing operation.

In addition, while individual experimentation with AI agents is accelerating, we believe that governance and operational design are critical to enabling organization-wide, production use.

■ Our AI Service Model Concept Based on Team × Platform

To address these challenges, we have conceptualized an AI service model built on two complementary pillars: the human expertise of the "Customer Innovation Team" and the environment provided by the "AI Orchestration Platform."

Insights gained through implementation and adoption—such as design patterns, operational know-how, and AI agent components—are accumulated as reusable assets within the platform and leveraged across subsequent customer engagements. This creates a virtuous cycle in which value delivery continuously improves through asset accumulation and reuse.

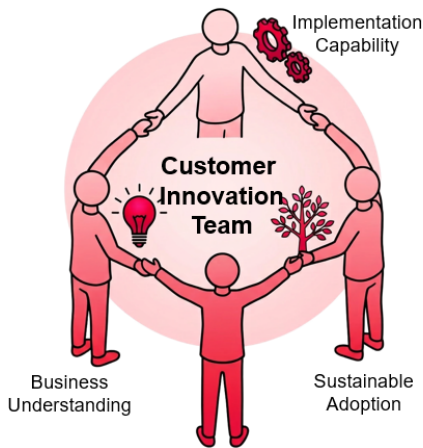


■ "Customer Innovation Team" — Responsible for Design, Implementation, and Sustainable Adoption

By integrating business understanding and consulting expertise, engineering capabilities including AI, and on-site adoption and operational know-how, the Customer Innovation Team supports customers seamlessly from design through implementation and sustainable adoption.

Rather than relying on individual "superhuman" talent, this team-based approach improves speed, scalability, and reproducibility of AI-driven transformation.

Customer Innovation Team



- A team modeled on FDE (Forward Deployed Engineer) that works closely at customer sites and provides end-to-end support from issue identification through implementation and sustainable adoption.
- Bringing together expertise in business understanding and consulting, engineering including AI, and on-site adoption and operations, the team supports customers seamlessly from design through implementation and sustainable adoption.
- Rather than relying on individual "superhuman" talent, this team-based approach leverages JBCC's accumulated engineering capabilities and operational know-how to deliver speed and reproducibility in responding to change.

■ "AI Orchestration Platform" — A Secure, Recurring-Revenue AI Utilization Environment

Built on cloud and security foundations, the AI Orchestration Platform combines AI agents, AI-driven development, and data and analytics capabilities to create an environment where AI continuously generates business value.

The platform is designed as a recurring revenue model with monthly subscriptions, enabling both customer value and revenue to scale sustainably as usage expands.

AI Orchestration Platform

JBCC's Differentiated Value

■ Cloud

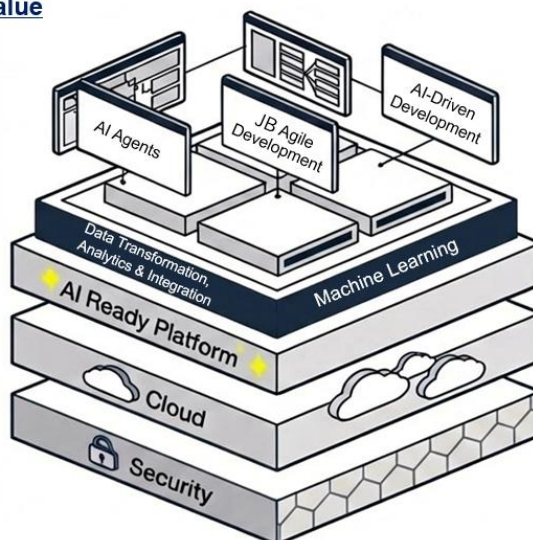
Managed cloud services across infrastructure (IaaS) and applications (SaaS), enhanced with operations, cost optimization, and security to deliver value to customers on a recurring basis.

■ Security

Security solutions tailored to protect assets, combined with managed services such as SOC, operational support, and incident response to ensure safe and reliable AI utilization.

■ JB Agile Development

An agile development methodology optimized for core systems such as sales, accounting, and production, enabling faster delivery of high-quality systems.



Strengthening Added Value

- Company-wide initiatives through "J-AInnovation"
- Strengthening AI capabilities and practical expertise across the group.

■ AI Agents PLANNED

AI agents that automate, optimize, and enhance customer operations, provided as a service including design, implementation, and ongoing operation.

■ AI Ready Platform PLANNED

A secure foundation for continuous use and improvement of AI-driven applications developed using generative AI, built on cloud and security.

■ AI-Driven Development PILOT

An approach that leverages generative AI across the entire development lifecycle—from requirements definition to maintenance—to improve quality and productivity, combined with JB Agile Development.

■ Our Strengths Supporting the AI Service Model

We are not a provider of generic SaaS offerings. We are an IT services company that has long worked alongside the frontline operations of small and medium-sized enterprises, delivering integrated support across cloud services, data utilization, core business systems, and comprehensive security measures and operations.

By leveraging this track record and customer base, we believe we are well positioned to accelerate DX/AX by combining these capabilities with AI.

The background to this concept lies in the practical experience gained through "J-AInnovation", our internal AX initiative that combines AI and innovation. Under "J-AInnovation", rather than simply experimenting with individual tools, we have worked to build AI platforms capable of handling business data, as well as operational foundations that enable AI agents to be used in day-to-day business activities. Through this process, we experienced that embedding AI into actual operations entails significant hurdles, including defining usage permissions, implementing security measures, preparing data, and designing operational rules—all of which are prerequisites for sustained use as part of normal corporate activities.

As a result of this experience, it became clear that the true bottleneck in generative AI adoption is not *"the capability of AI"* itself, but rather *"building the foundation"* required to sustain its use, including understanding business processes, preparing data, and building secure environments.

These challenges also arise for customer companies. In particular, small and medium-sized enterprises often face constraints in organizational structure and access to specialized talent, making it difficult for them to independently build secure environments and design operational frameworks. We see this as a major barrier to advancing AI adoption.

Based on this recognition, and drawing on the practical knowledge gained internally, we determined that there is a business opportunity in a service model that combines a secure AI utilization environment—"AI Orchestration Platform"—with a team responsible for business understanding, implementation, and adoption—"Customer Innovation Team"—to support small and medium-sized enterprises through *"implementation and sustained adoption"* rather than remaining at the conceptual stage.

The reason we position the "Customer Innovation Team" as the core of this model is that, through our internal AX initiatives, we have demonstrated an approach in which frontline business units and engineers work together to implement AI utilization and translate it into tangible business outcomes. Within our own organization, we had faced similar challenges: frontline departments alone were often unable to translate business issues into AI or system requirements, while engineers alone struggled to fully grasp the realities and constraints of on-site operations—resulting in initiatives that tended to remain at the *proof-of-concept* stage. In response, we launched an initiative in which frontline business units and engineers are combined into integrated teams, enabling a unified approach that spans from identifying business issues through design, implementation, and sustained adoption.

For example, when the accounting department collaborated with engineers to develop an AI agent that supports judgments under the new lease accounting standard, a process that previously took three hours per case was reduced to just two minutes. Through such efforts, we have confirmed that combining *deep business knowledge* with *implementation capability* leads to improvements that translate directly into tangible business results.

Under "J-AInnovation", teams from 37 departments—including accounting, legal, and engineering—were formed by employees who voluntarily stepped forward to pursue operational improvement. Starting in October 2025, these teams created approximately 1,800 AI agents over a six-month period. What is particularly important is that frontline

departments identified their own business challenges, worked collaboratively with engineers to turn them into solutions, and accumulated repeated success experiences through continuous improvement.

We believe that by restructuring this "frontline × engineer" collaboration model into a form that can be delivered to customer companies and deploying it as the "Customer Innovation Team", we can enable AI-driven transformation for small and medium-sized enterprises and support them through to sustained adoption.

■ Impact on Future Performance and Policy

As enterprise-level AI utilization accelerates, the importance of strengthening competitiveness and ensuring business continuity through DX is increasing, alongside continued investment in cloud foundations and security. In this environment, we believe that demand for the areas we are currently focusing on—cloud, security, and JB Agile Development (core system reconstruction)—is expected to remain robust for the foreseeable future, even as generative AI continues to evolve. In particular, cloud and security have the characteristics of recurring, stock-type revenue that accumulates over time, forming a foundation for our stable growth.

This concept maintains strong continuity with our existing businesses. By leveraging our customer base, operational track record in continuous operations, and deep business understanding, we will support customers seamlessly from the design of AI utilization through implementation and sustained adoption. We view the rise of generative AI not as a "headwind" but as a "growth opportunity", and we will continue to refine and concretize this concept by building on the strengths of our existing businesses, with the aim of enhancing customer value and creating new revenue opportunities.

Going forward, through ongoing dialogue with investors, we will progressively enhance the resolution of our disclosures, including the rise in demand, use cases, contributions to performance, and progress in concretizing this concept. We will also advance this concept in alignment with our mid- to long-term management planning and continue to communicate updates through earnings briefings and other channels.

Note: This document has been translated from the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.

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