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November 19, 2025

For Immediate Release

Company	E-Guardian Inc.
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	(Code: 6050,
	Prime Market of the Tokyo Stock Exchange)
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Notice of Q&A Release on Financial Results for the Fiscal Year Ended September 2025

Regarding the financial results for the fiscal year ended September 2025 announced on November 7, 2025, we will disclose the main questions you have asked and our responses to these questions in the attached materials.

This disclosure is voluntarily implemented by us with the aim of further deepening the understanding of market participants. We have made additions and amendments to some of the questions that you have received to make them easier to understand.

We sincerely hope that this report will help deepen understanding of us among all our stakeholders, including shareholders and investors.

End

E-Guardian Inc. Q&A
Date of disclosure: November 19, 2025

No.	Classification	Q&A
1	Overall	Q. I would like to see you tell us about your future growth strategy in response to the stagnant performance in the previous and previous fiscal years.
		A.In the fiscal year ending September 2026, we will work to regain growth in net sales and improve profitability as our top priorities. As AI penetration and AI technological innovations accelerate, we do not believe that we will be able to grow with the same labor-intensive business model that we have used to date. Through the implementation of further AI in existing services and new services and new businesses utilizing AI, we will work to grow existing businesses and create markets in new domains.
2	Overall	Q.I want to know the status of M&A.
		A.In the fiscal year ended September 2025, we established an M&A specialist department to build an in-house M&A promotion system. In the fiscal year ended September 2025, we considered a number of deals through our own sourcing activities and the introduction of financial institutions and intermediaries, but we did not conclude M&A deals. In the fiscal year ending September 2026, we will expand our network for project creation and increase our approach to target companies in order to further enhance our pipeline.
3	Overall	Q. I want to know the aim of revamping the management and sales systems.
		A. The aim of the introduction of the executive officer system is to speed up decision-making in each business in anticipation of future growth. In addition, by inviting the President and Representative Director of Change Co., Ltd. as an executive officer, we will promote collaboration with Change G and increase the degree of certainty of winning government and enterprise projects. The aim of the reformation of the sales structure (reorganization of the sales organization by service category) is to expand transactions by deepening relationships with customers to explore the needs that have not been offered to date.
4	BPO	Q.How effective is it in terms of improving profitability in developing AI?
		A.In AI Agent Customer Support Tool, which is scheduled to be developed and completed in 2026, AI prepares and responds to customer inquiries We expect to reduce the number of man-hours by 30 to 40% compared to the conventional method. Improved AI to client services is being developed with the goal of reducing the number of workers in 50 percent of the time.
5	Cyber Security	Q.Vulnerability assessments were stagnant in the first half of the fiscal year ended September 2025, but I would like to ask why the situation improved from the fourth quarter onwards.
		A. Sales temporarily stalled due to market changes, such as the penetration of inexpensive diagnostic tools, but as a result of promoting service proposals that respond to customer needs by capturing market changes The major factor behind this increase was the increase in both net sales from new customers and the number of new projects from existing customers in the cyber security field, including vulnerability diagnosis.
6	Cyber Security	Q. The Company's policy is to expand its training and educational content, but specifically what is the content?
		A. We are currently focusing on security literacy training for employees. This is an on-line training course that makes it easier to feel the security risks through drama-tailoring content. We can also educate employees in compliance with domestic and overseas standards such as ISMS and cybersecurity guidelines of industry associations.
7	IR	Q.Please tell us the background to the increase in the forecast dividends for the fiscal year ending September 2026 by ¥3.
		A.Based on the earnings forecasts for the fiscal year ending September 2026, we plan to pay ¥38 per share.
8	IR	Q.Please tell us about IR policy for the fiscal year ending September 2026.
		A.We are considering IR measures to help as many people as possible understand our attractiveness, such as holding briefings for individual investors. We will further aggressively develop IR activities to increase corporate value.