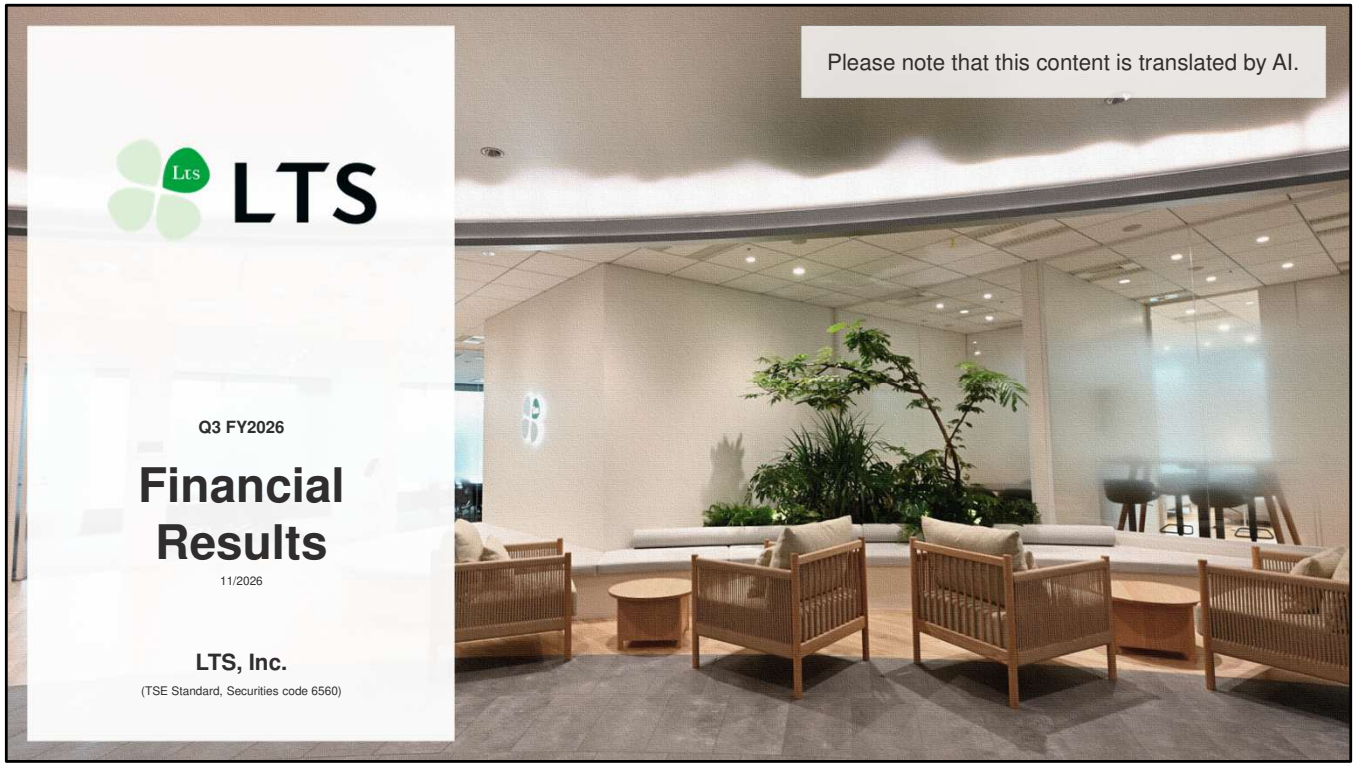


I am Hiroaki Kabashima, President and CEO of LTS.
I will now present the financial results for Q3 FY2026.

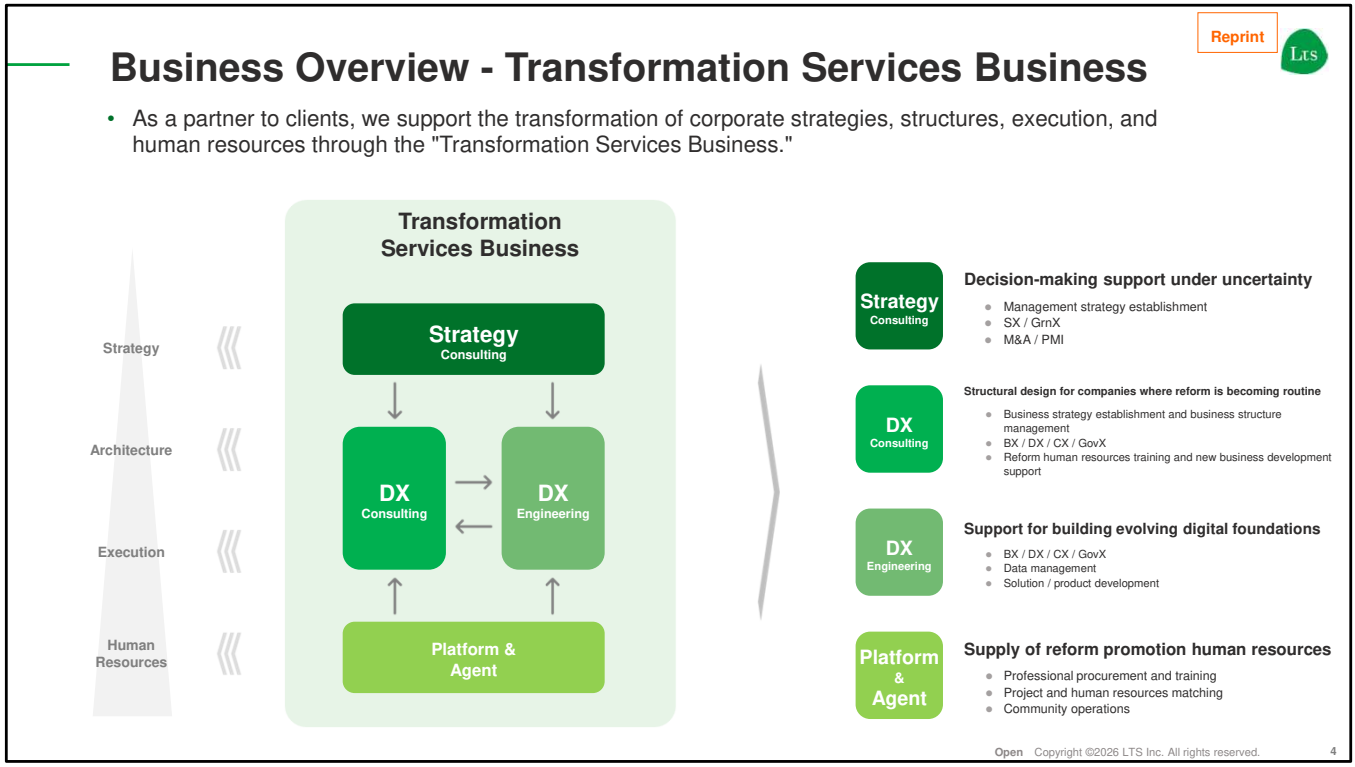


First, I will explain the business overview.



LTS aims to be the best partner for our clients.

We provide comprehensive support not only for digitalization, but also for corporate management, business growth, and organizational strengthening in an era of rapid and complex change.



Our business consists of four service domains.

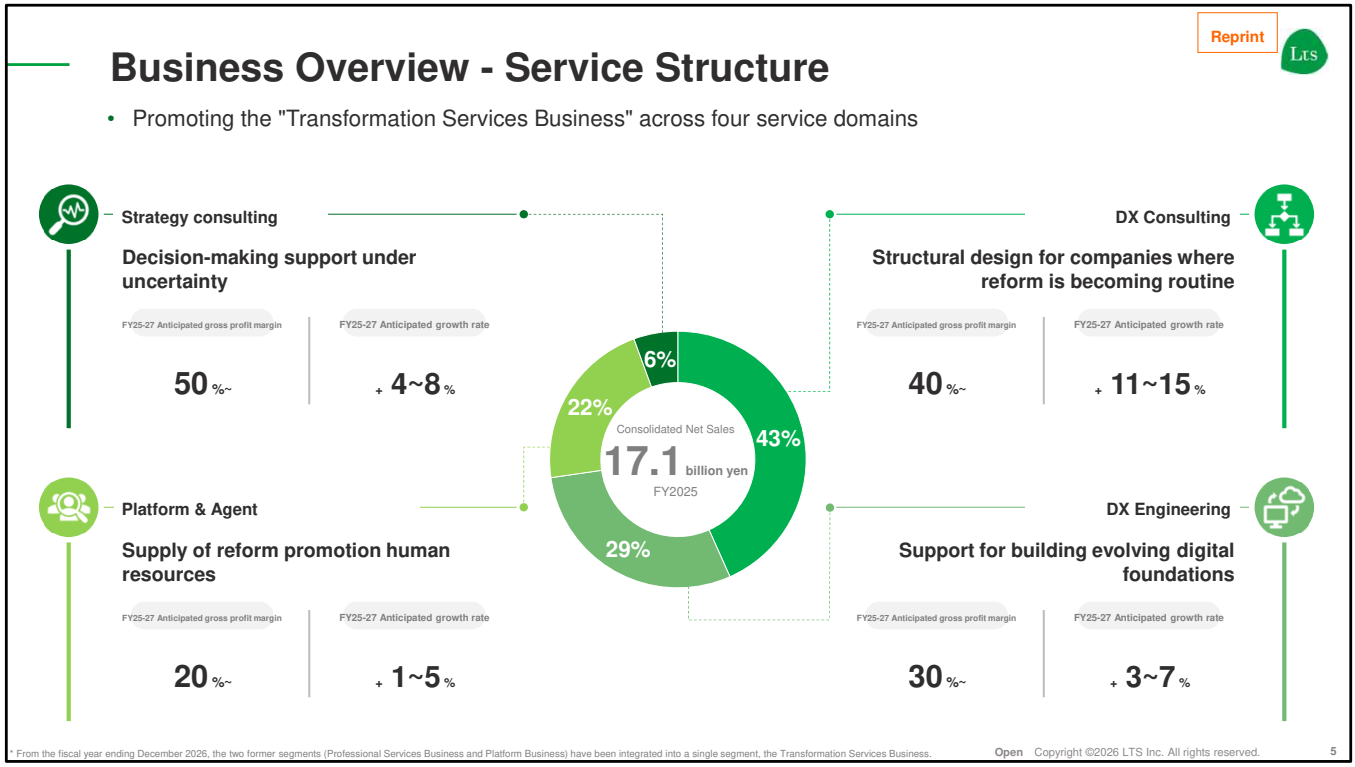
The first is **"Strategy Consulting,"** which builds corporate strategies.

The second is **"DX Consulting,"** which designs business structures to realize those strategies.

The third is "DX Engineering," which provides technological support for individual projects derived from business structure design.

The fourth is "Platform & Agent," which provides the human resources required for each process.

We provide these in the form of the "Transformation Services Business."



I will explain the percentage of net sales and utilization rate for each of the four service domains.

Strategy Consulting has a gross profit margin of 50-60%.
Although it accounts for a small percentage of net sales, **it is an extremely highly profitable service.**

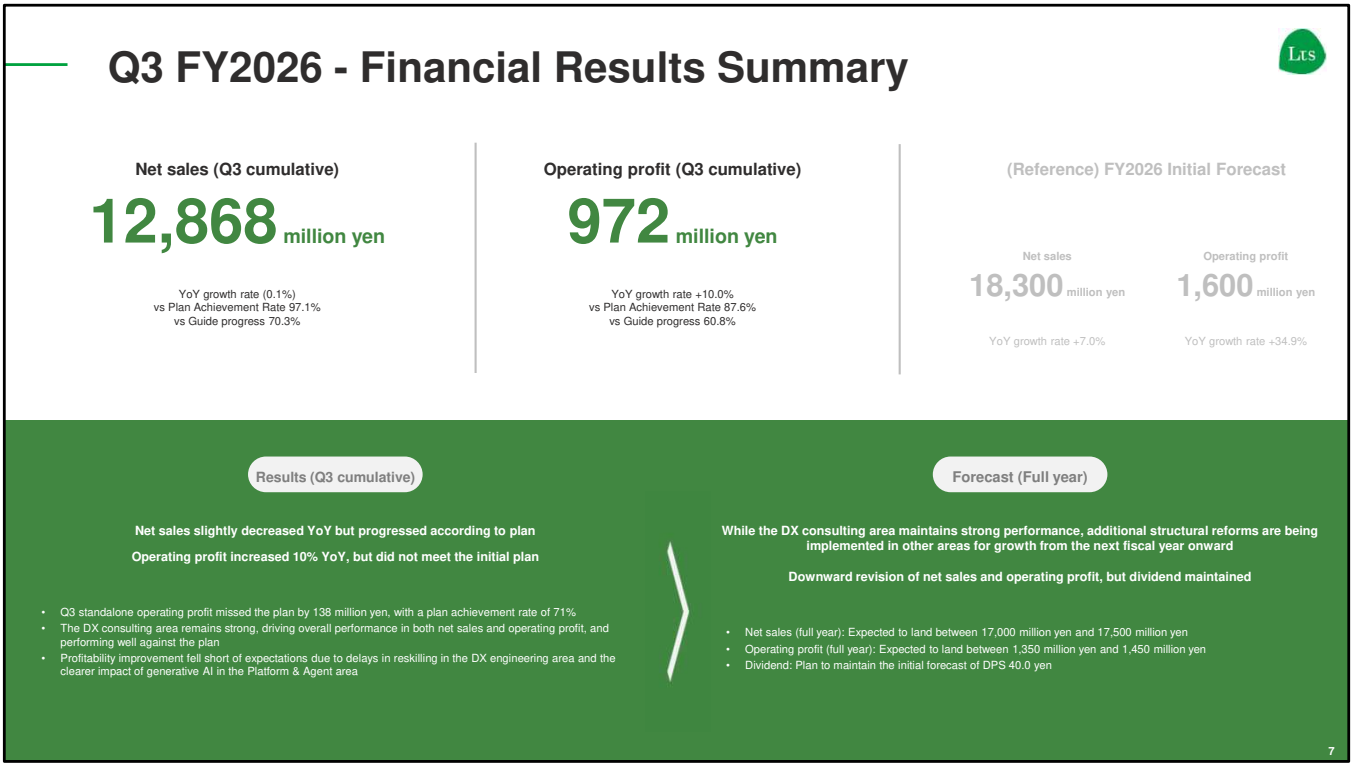
DX Consulting is **a domain that drives the growth and profitability of LTS as a whole,** with a gross profit margin of approximately 40-50%.

For DX Engineering, the anticipated gross profit margin is slightly lower, in the 30% range.

Platform & Agent has a gross profit margin of approximately 20%.
Due to its cost structure, **this service tends to generate higher net sales,** and it accounts for 20% of total net sales.



Next, I will explain the Q3 earnings.



For the first nine months of the fiscal year, net sales reached 12.868 billion yen, and operating profit reached 0.972 billion yen.

While net sales slightly decreased YoY, **they have progressed generally according to plan.**
Operating profit achieved a 10% increase YoY, **but fell short of the initial plan.**

I will explain the factors behind the shortfall.

The DX consulting area remains extremely strong, significantly exceeding the plan in both net sales and operating profit, and is driving overall performance.
On the other hand, DX engineering and Platform & Agent were affected by: - Delays in reskilling human resources
- Decline in demand due to the impact of generative AI
As a result, they did not reach the planned profitability.

Regarding the full-year outlook, **the DX consulting area continues to maintain strong performance.**
On the other hand, for DX engineering and Platform & Agent, which fell short this time, we are currently implementing structural reforms, and we **anticipate that it will take some time for the effects to be reflected in earnings.**

Based on the above, we have decided to downwardly revise our full-year outlook for net sales and operating profit.

We expect net sales to land between 17.0 billion yen and 17.5 billion yen, and operating profit to land between 1.35 billion yen and 1.45 billion yen for the full year.

Even with the downward revision of the full-year outlook, **we are achieving double-digit growth YoY, so we will maintain the dividend.**

Q3 FY2026 - Consolidated Profit and Loss Statement

- While net sales decreased slightly (due to the deconsolidation of Isis Co., Ltd.), each level of profit grew steadily
- Gross profit and SG&A for FY25 Q1 to Q3 have been revised due to a reclassification of certain personnel expenses (from SG&A to cost of sales)

(Millions of yen)	FY2026 Q3 results (Cumulative)	FY2026 full year plan		YoY % change		FY2026 Q3 results (Standalone)	YoY % change		QoQ % change	
		Plan	Q3 progress	FY2025 Q3	YoY growth rate		FY2025 Q3	YoY growth rate	Q2 FY2026	QoQ change
Net sales	**12,868**	18,300	70.3%	12,881	↓ (0.1%)	**4,348**	4,309	↑ 0.9%	4,128	↑ 5.3%
Gross profit	**3,955**	6,217	63.6%	3,756	5.3%	**1,324**	1,356	(2.3%)	1,224	8.2%
Gross profit margin	**30.7%**	34.0%	-	29.2%	1.6pt	**30.5%**	31.5%	(1.0 pt)	29.7%	0.8pt
Total SG&A	**2,983**	4,617	64.6%	2,871	3.9%	**1,002**	945	6.0%	1,070	(6.4%)
Operating profit	**972**	1,600	60.8%	884	↑ 10.0%	**322**	410	↓ (21.5%)	153	↑ 109.5%
Operating margin	**7.6%**	8.7%	-	6.9%	0.7pt	**7.4%**	9.5%	(2.1 pt)	3.7%	3.7pt
Ordinary profit	**1,023**	1,615	63.4%	917	11.6%	**317**	391	(19.0%)	178	77.6%
Profit before income taxes	**1,064**	1,615	65.9%	706	50.6%	**318**	377	(15.4%)	155	104.5%
Profit attributable to owners of parent	**717**	1,050	68.4%	473	↑ 51.7%	**211**	246	↓ (14.2%)	86	↑ 143.3%

* EBITDA: 1,140 million yen / EBITDA margin: 8.9%

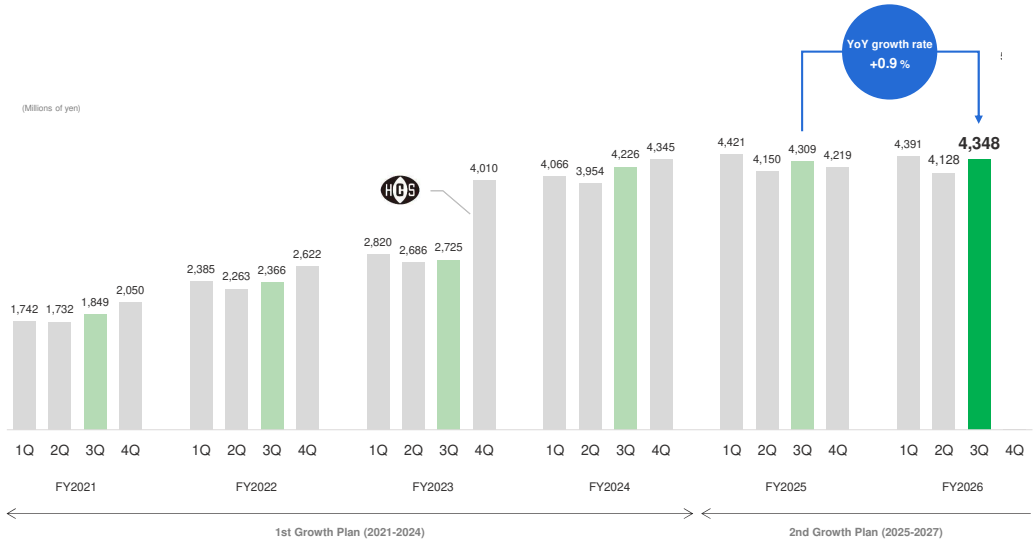
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This is the Consolidated Profit and Loss Statement for Q3.

Each level of profit has grown steadily.

Quarterly Trend in Consolidated Net Sales

- While the DX consulting area maintained growth exceeding the plan, the revenue decline in the DX engineering area and the Platform & Agent segment exceeded expectations, resulting in a year-on-year increase in revenue but falling short of the plan (4,870 million yen).



Net sales (Q3 standalone)
4,348 million yen

Net sales (Q3 cumulative)
12,868 million yen

QoQ growth
+5.3 %

vs Plan Achievement Rate (Q3 standalone)
89.3 %

vs Plan Achievement Rate (Q3 cumulative)
97.1 %

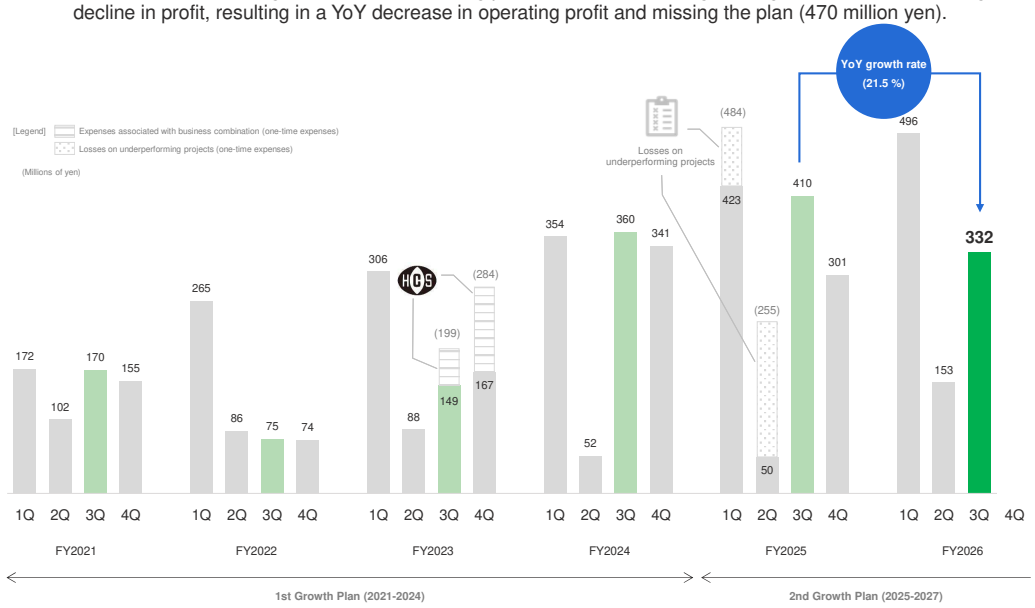
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This is the quarterly trend in consolidated net sales.

While the DX consulting area maintained growth exceeding the plan, the revenue decline in the DX engineering and Platform & Agent segments exceeded expectations. As a result, although we maintained a year-on-year increase in revenue, we fell short of the plan, reaching 4.348 billion yen.

Quarterly Trend in Consolidated Operating profit

- While the DX consulting area maintained strong performance, the DX engineering area and Platform & Agent segment saw a decline in profit, resulting in a YoY decrease in operating profit and missing the plan (470 million yen).



Operating profit (Q3 standalone)
322 million yen

Operating profit (Q3 cumulative)
972 million yen

QoQ growth
109.5 %

vs Plan Achievement Rate (Q3 standalone)
68.6 %

vs Plan Achievement Rate (Q3 cumulative)
87.6 %

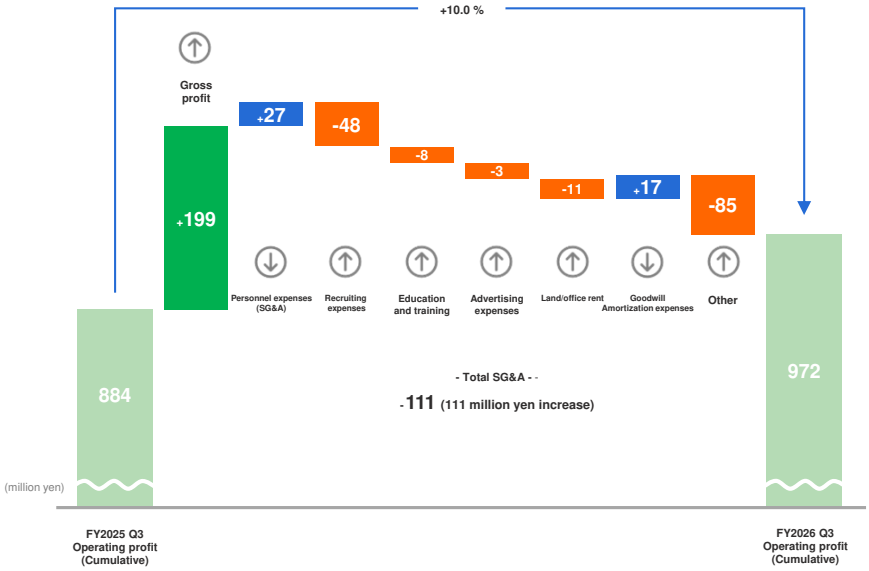
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This is the quarterly trend in consolidated operating profit.

While the DX consulting business performed well and increased its earnings, the impact of profit declines in the DX engineering and Platform & Agent businesses, as well as missing the plan, resulted in an operating profit of 332 million yen, which was significantly below the planned 470 million yen.

Factors for Change in Consolidated Operating Profit (Q3)

- Operating profit increased by +10.0% YoY as gross profit grew while the increase in SG&A was suppressed.



Gross profit (YoY) +5.3 % (199 million yen)

Operating profit (YoY) +10.0 % (88 million yen)

- **Gross profit**
  - Gross profit in the DX consulting domain rose significantly (synergy between net sales growth and gross profit margin improvement)
- **Personnel expenses (SG&A)**
  - Continued R&D for non-man-hour business
  - Selling expenses decreased due to the impact of turnover among sales employees
- **Investment-related SG&A (Recruiting, education and training, advertising, land/office rent)**
  - Accelerating human resources investment, focusing on career hiring
  - Plan to continue active investment
- **Expense-related SG&A (Goodwill, other)**
  - Amortization expenses decreased due to the completion of amortization for some goodwill
  - Various service fees and depreciation and amortization increased slightly

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Please refer to this slide for the factors for change in consolidated operating profit.

Q3 FY2026 - Consolidated Balance Sheet

- While simultaneously repaying interest-bearing debt and purchasing treasury shares, we have maintained a sound financial position supported by steady business operations.

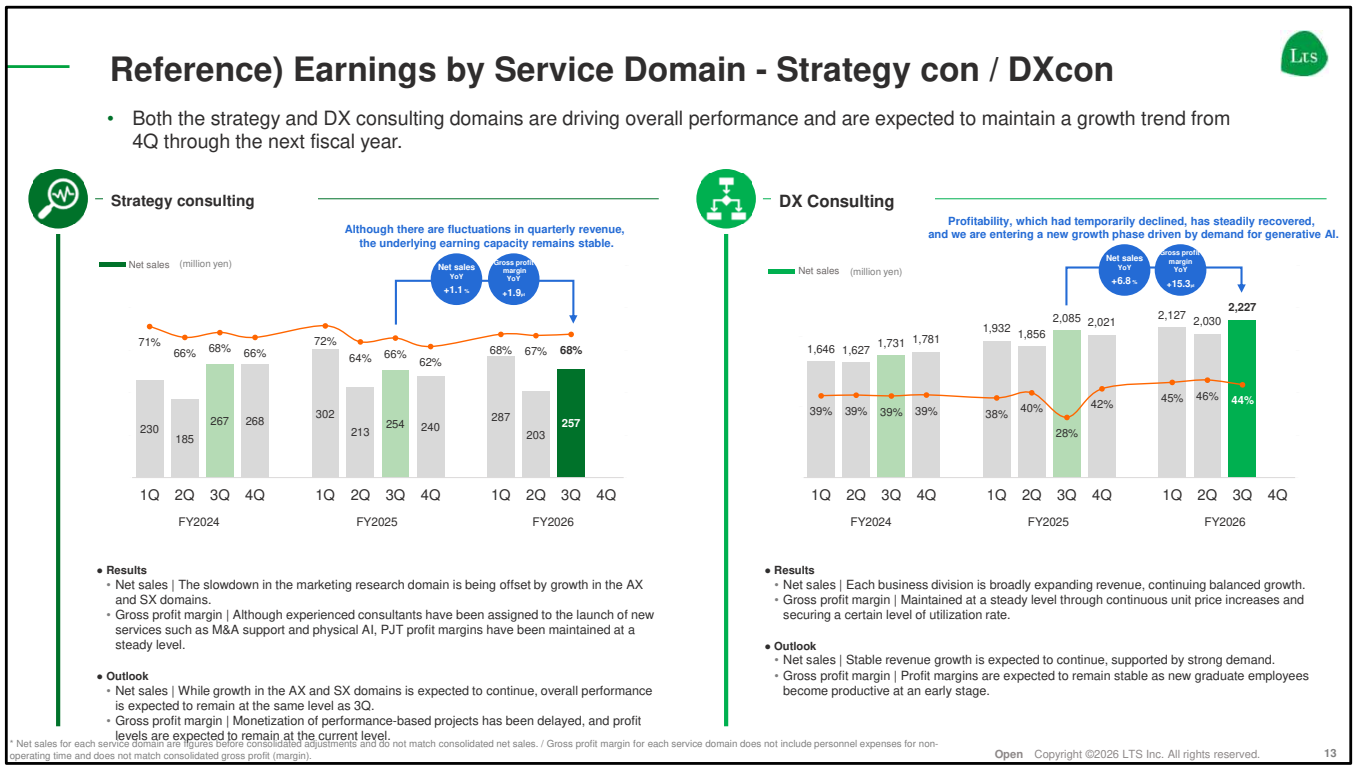
(Millions of yen)	FY2026 Q3 results	YoY % change		QoQ % change	
		FY2025 Q3	YoY change	Q2 FY2026	QoQ change
Current assets	7,003	7,042	(39)	6,864	139
Cash and deposits, etc.	3,499	3,641	↓ (141)	3,973	↓ (473)
Non-current assets	3,180	3,135	44	3,114	65
Total assets	10,183	10,178	5	9,978	204
Current liabilities	3,456	3,154	301	3,188	268
Non-current liabilities	1,508	2,377	(868)	1,673	(164)
Total liabilities	4,964	5,531	(566)	4,861	103
Interest-bearing debt	2,278	3,159	↓ (881)	2,428	↓ (150)
Total equity	5,098	4,533	565	4,997	101
Net assets	5,218	4,646	571	5,117	101
equity ratio	50.1%	44.5%	↑ 5.6pt	50.1%	→ 0.0pt

Reference indicators (FY2026 Q3 results)	
Net cash	1,220
Net D/E ratio	(0.24)
Liquidity ratio	202.6%

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Regarding the Q3 balance sheet.

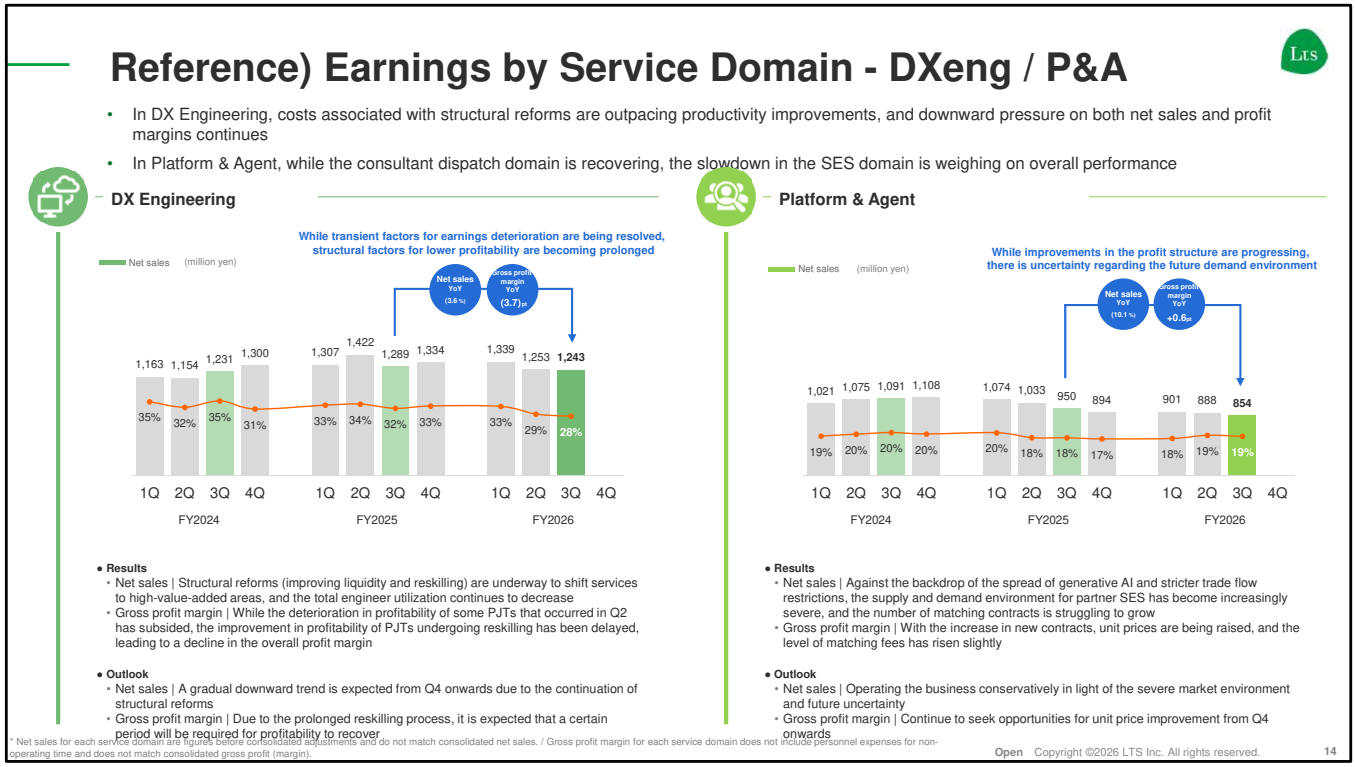
While proceeding with the repayment of interest-bearing debt and the purchase of treasury shares in parallel, **we have maintained a sound financial position.**



Next, I will explain the earnings by the four service domains.

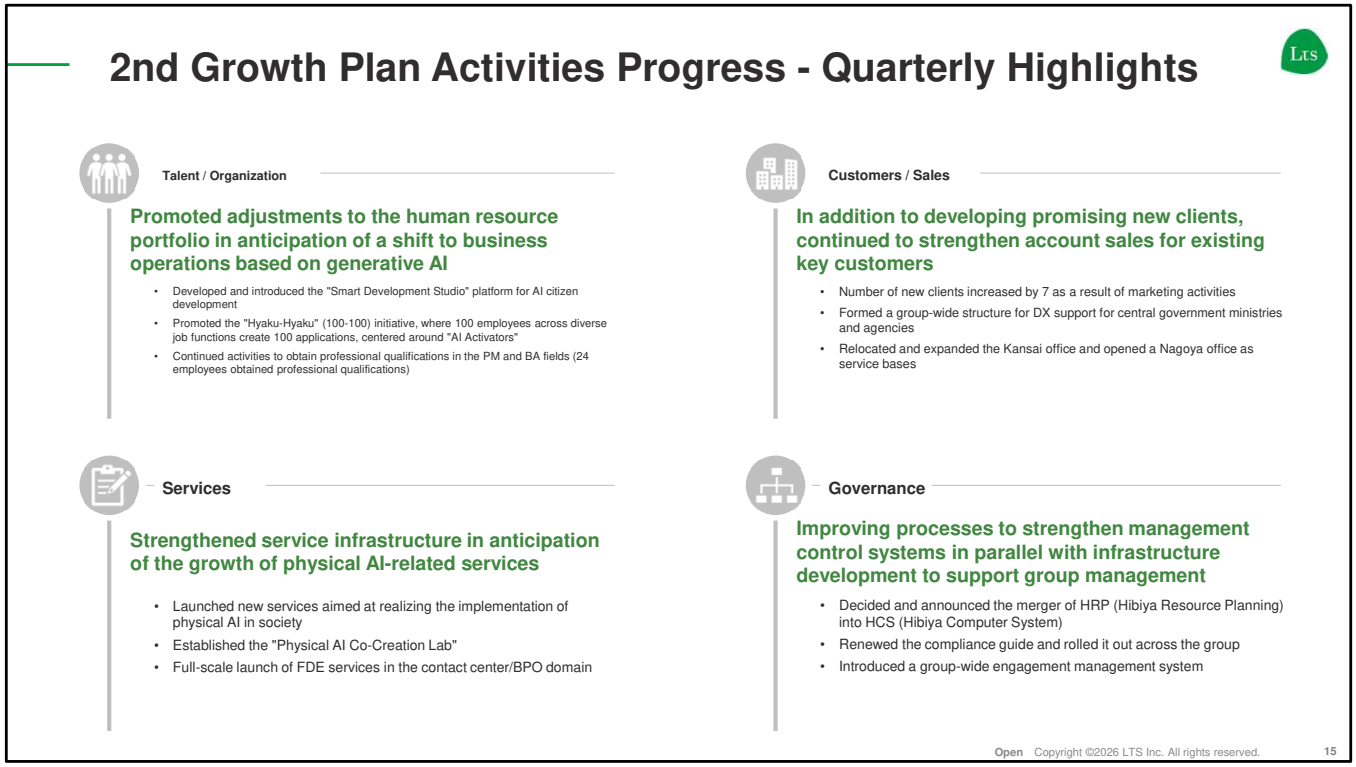
First, regarding Strategy Consulting.
Although there was a slowdown in research projects, **we have established a structure capable of responding to various demands,** such as business strategy formulation involving AI, M&A support, and physical AI.
Current performance is on par with the previous year, **but we believe we can achieve significant growth** from the next fiscal year onwards.

Next, regarding DX Consulting.
We have been able to continue balanced growth across various themes in each department and with each client.
We have been able to increase unit prices and maintain a certain level of utilization, and we believe this trend will continue in Q4 and beyond.



Next, I will discuss DX Engineering.
This fiscal year, we have been working on **structural reforms to shift our services to high-value-added areas,** including engineer reskilling and acquiring new projects.
Although structural reforms have made some progress, there have been delays in contributing to earnings, and Q3 results fell below plan.
We expect this trend to continue in Q4, and have therefore taken a conservative approach to our earnings forecast.

Finally, I will discuss Platform & Agent.
While the introduction and matching of freelance consultants are proceeding as planned, we continue to face challenges with engineers, and performance remains below plan.
We expect this situation to continue in Q4, and have therefore conservatively revised our full-year forecast downward.



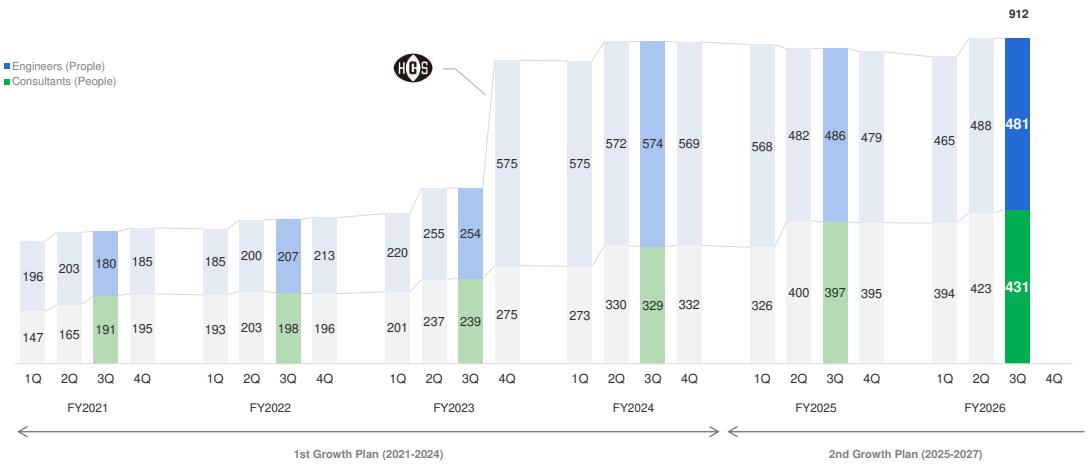
This is an update on our quarterly progress and highlights.

We continue to work in a balanced manner across the areas of Talent/Organization, Customers/Sales, Services, and Governance.

In particular, regarding services, **we are strengthening our service foundation related to physical AI.**
As we have many clients in the manufacturing and distribution industries, we believe we have established a structure to meet their needs.

2nd Growth Plan Progress - Number of Frontline Employees (Consolidated)

- Net increase of 29 people YoY, primarily in consulting positions
  - Consultants: Continued proactive hiring (promoting optimization of personnel composition by curbing new graduate recruitment and increasing mid-career hiring)
  - Engineers: Curbing recruitment by incorporating the utilization and impact of generative AI
- We plan to continue selective hiring with an emphasis on quality



* Total headcount across all roles: 1,108 (Frontline: 912 / Sales: 62 / Corporate staff: 134 / Aggregated under the new HR system framework effective April 1, 2025)

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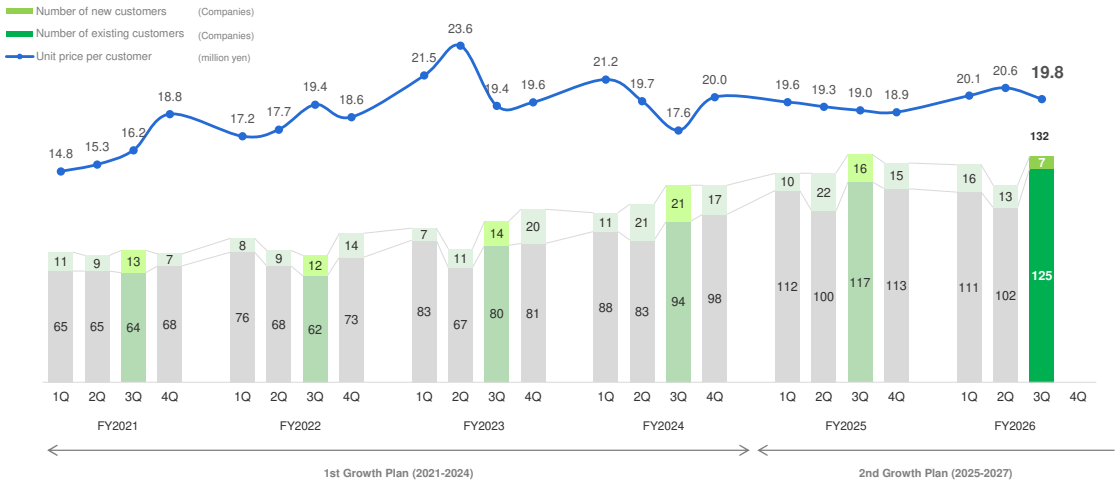
This is the trend in the number of frontline employees (consolidated).

Primarily in consulting positions, **we have seen a net increase of 29 people YoY.**
Regarding our hiring policy, for consultants, we continue to actively hire mid-career professionals, particularly those at the manager level or above, rather than new graduates.
We are successfully adding high-quality talent to our team.

For engineering positions, we continue to practice selective hiring while incorporating the impact of generative AI.

2nd Growth Plan Progress - Customer Relationship Indicators

- LTS standalone has continuously increased the number of active customers while also gradually improving the unit price per customer by deepening relationships with existing customers.
- Due to an increase in the number of client companies resulting from the resumption of transactions with existing customers, the unit price per customer temporarily declined in Q3.
  - New customer acquisition: Continuous inquiries are generated through marketing activities such as customer word-of-mouth, seminars, lectures, publications, and article distribution.
  - Net sales composition: The percentage of the top 20 companies in total net sales gradually decreased from an average of 83% in FY2021 to an average of 71% in FY2025, showing progress in the diversification of the revenue base.



* For LTS standalone, the number of customers for whom net sales were recorded in the relevant quarter is counted (dormant customers and customers with no transactions during the period are excluded).

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Regarding customer relationship indicators.
These are the indicators for Strategy Consulting and DX Consulting.

We prioritize activities that steadily increase the number of customers while deepening relationships with them and raising the unit price per customer.
The number of customers increased in Q3, and **customer relationships are progressing smoothly.**

2nd Growth Plan Activity Progress - Service Case Studies

Strategy consulting

- **Client:**
  Kanagawa Prefecture
- **Project:**
  Construction of a natural capital evaluation and monitoring platform integrating satellite data and field observations.
- **Challenge:**
  There is a need for technology and mechanisms that efficiently evaluate and continuously monitor natural capital such as vegetation, soil, and water, and that enable the results to be used for environmental conservation and natural capital management.
- **Solution:**
  Demonstrated technology to efficiently evaluate and monitor natural capital by combining satellite data and field surveys.
- **Impact:**
  In addition to streamlining patrols, inspections, and maintenance responses, we aim to utilize this for advanced natural capital management in local governments and private companies, and for the disclosure of nature-related information.
- **Features:**
  Challenging the creation of a new data utilization model that connects environmental conservation with the promotion of space-related industries.



https://lt-s.jp/news/pressrelease/2026-07-29

DX Consulting

- **Client:**
  Kanto Natural Gas Development Co., Ltd.
- **Project:**
  Construction of the "Gas Balance Visualizer," an AI-powered command center operational support system.
- **Challenge:**
  Advanced judgment tasks supporting stable gas supply rely on the experience of veterans, leading to issues such as know-how becoming dependent on individuals, technology succession, and prolonged training for new employees.
- **Solution:**
  Consistent support from business analysis and requirements definition to development. Built an AI system that presents options based on real-time supply information to support decision-making at the Site.
- **Impact:**
  Aiming to convert the judgment know-how of skilled workers into knowledge assets that can be utilized by the organization, thereby promoting technology succession and accelerating Human Resources Training.
- **Features:**
  (1) Visualization and sharing of tacit knowledge, (2) AI-based support for human judgment, (3) Consistent support from business analysis to system implementation.



https://lt-s.jp/news/pressrelease/2026-08-07

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Regarding service examples released in the third quarter.

While our main focus is on business transformation and the redesign of business structures, in recent years, **we have received numerous projects involving the use of satellite data weather models to solve social issues for private companies** and other entities.

In the third quarter, we also supported initiatives for Kanagawa Prefecture.

In addition, **we are handling numerous projects that involve integrated design by reviewing business operations and AI**, while visualizing tacit knowledge in the process.



Next, I will explain the full-year outlook.

Reprint

FY2026 - Consolidated Net Sales Forecast (Initial)

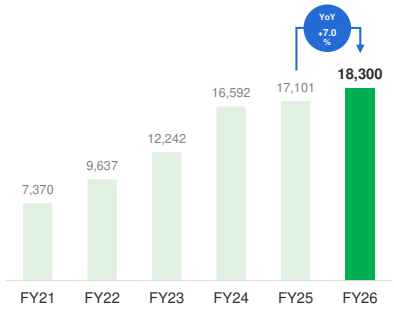
- In FY2026, LTS, Inc. will continue to prioritize the recovery of profitability and emphasize operating profit growth over net sales growth.
- Regarding net sales in 2Q, there is usually a tendency for results to fall below 1Q levels due to a slow project period (a temporary decrease in investment activities by companies with a March fiscal year-end). However, in FY2026, LTS, Inc. expects to maintain sales levels, partly due to the impact of net sales recognition based on the percentage-of-completion method.

Net sales

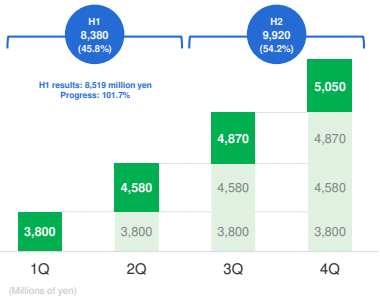
18,300 million yen

FY21-25 CAGR +23.4%

Trend Over the Past 5 Years



FY26 Quarterly Trend



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The initial net sales forecast was planned at 18.3 billion yen.

Reprint

FY2026 - Consolidated Operating Profit Forecast (Initial)

- In FY2026, LTS, Inc. will continue to prioritize the recovery of profitability and emphasize operating profit growth over net sales growth.
- Operating profit in 2Q is expected to be significantly lower than 1Q results due to the annual intake of new graduate employees (three-month training for employees joining in April).

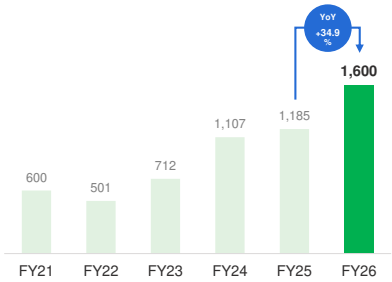
Operating profit

1,600 million yen

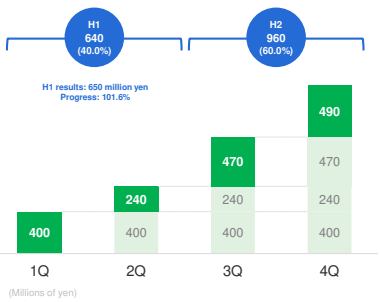
FY21-25 CAGR +18.5%

Operating margin 8.7%

Trend Over the Past 5 Years



FY26 Quarterly Trend



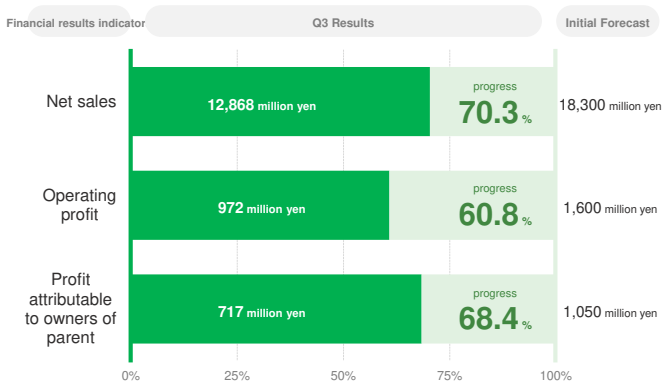
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The initial operating profit forecast was planned at 1.6 billion yen.

FY2026 Q3 - Consolidated Financial Results

- While results through H1 tracked in line with the initial plan, performance from Q3 onwards has fallen short of the growth initially anticipated, resulting in a delay in progress against the full year plan.

Q3 (Cumulative) business progress against initial forecast



Risk awareness and response status

- Prolonged decline in number of active employees in the former Platform Business (Freelance Consultants)
  - Current situation | Number of active employees increased by +3.8% (QoQ) and is on a recovery trend
  - Response | Strengthening of sales structure and raising fee levels are ongoing
- Changes in demand environment facing the subsidiary SES service (Freelance Engineers)
  - Current situation | No impact on employee SES, but partner SES closing rate has declined
  - Response | Prioritizing orders for employee SES and promoting engineer skill enhancement
- Delay in reskilling currently being implemented at the DX engineering domain subsidiary
  - Current situation | Assigned to PJT in new technology areas at significantly discounted prices
  - Response | Reduction of reskilling investment projects and assignment to other PJT

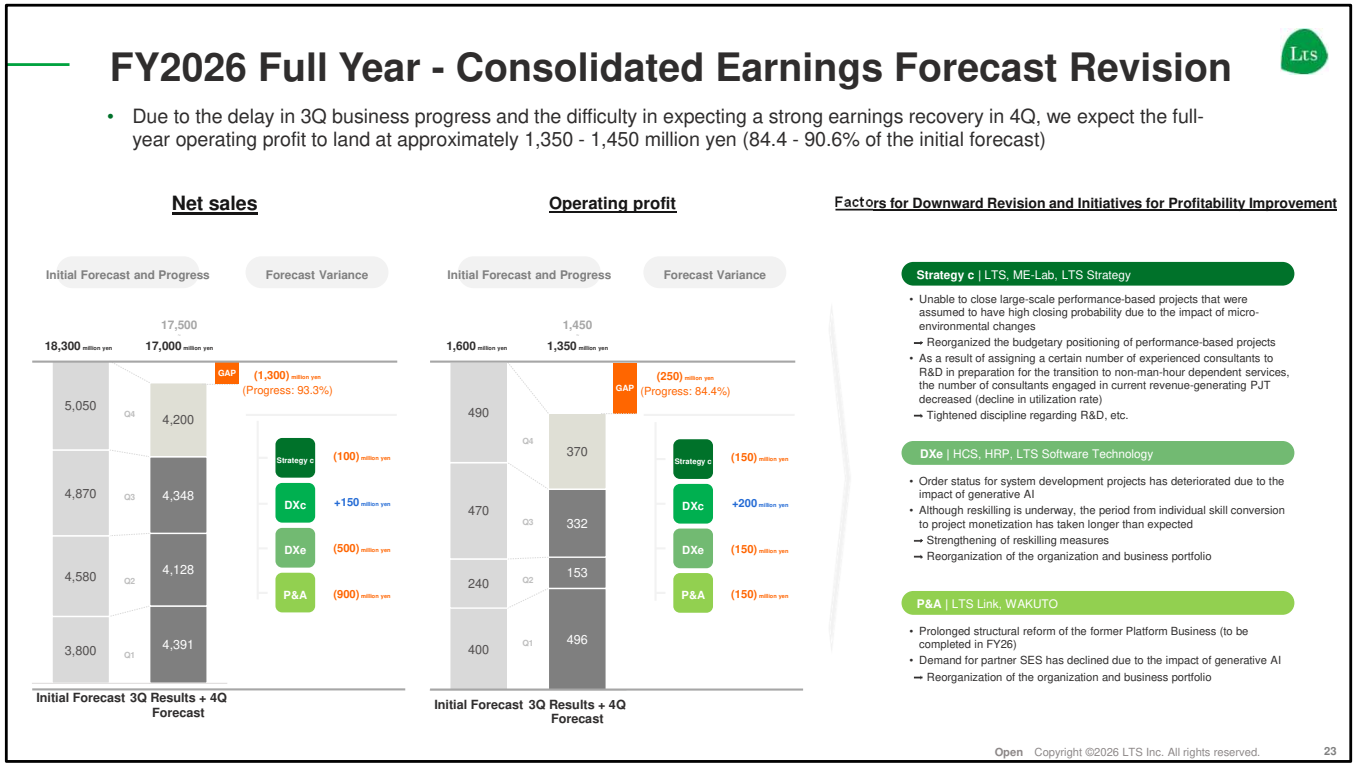
Opportunities and response status

- Robust demand for training of business architecture human resources
  - Current situation | Accumulation of service provision track record based on the revised DSS
  - Response | Using human resource training services as a hook to expand into overall corporate transformation support

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While performance tracked in line with the initial plan through H1, growth from Q3 onwards has not met initial expectations, **resulting in delays relative to the full-year plan.**

The progress rates are 70.3% for net sales, 60.8% for operating profit, and 68.4% for net profit.



In addition to the delay in Q3 earnings progress, it is difficult to expect a strong earnings recovery in Q4, so we are revising our full-year earnings forecast.

Net sales are revised from 18.3 billion yen to 17.0–17.5 billion yen.
Operating profit is expected to land between 1.35 billion yen and 1.45 billion yen, revised from 1.6 billion yen.

I will explain the situation for each of the four service domains.

DX Consulting continues to perform well, significantly exceeding the plan with net sales of 0.15 billion yen and operating profit of over 0.2 billion yen.
On the other hand, Strategy Consulting has fallen short of the plan, and the poor performance of DX Engineering and Platform & Agent, which are undergoing structural reforms, has had a significant impact.
As a result, the strong performance of DX Consulting could not cover the shortfall, leading to a downward revision of the full-year forecast.

Regarding Strategy Consulting, the external environment is favorable, and the strengthening of our structure is proceeding as planned.
However, performance-based projects, which were assumed to have a high probability of closing at the initial planning stage, could not be closed due to micro-environmental changes, resulting in a landing below the plan.
In addition, as part of our preparations for "non-man-hour-dependent services," including physical AI, with an eye toward the next fiscal year, we assigned a certain number of personnel to R&D, which further contributed to the shortfall against the plan.
We will strive to prevent recurrence by **reviewing our budgeting methods and codifying R&D discipline.**

Regarding DX Engineering, we have been pursuing structural reforms, including the reskilling of

engineers and the acquisition of new projects, partly due to the impact of generative AI. However, as it is taking longer than expected to achieve profitability, we have fallen short of our plan. Moving forward, **we will respond with a sense of speed by accelerating structural reforms, taking personnel and organizational measures at the group company level, and redesigning the positioning of the business across the entire domain.**

Regarding Platform & Agent, while the "consultant introduction" domain is progressing as planned, the "engineer introduction" domain has resulted in performance significantly below the plan. Here too, **we will respond with a sense of speed by taking personnel and organizational measures and redesigning the service positioning.**



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

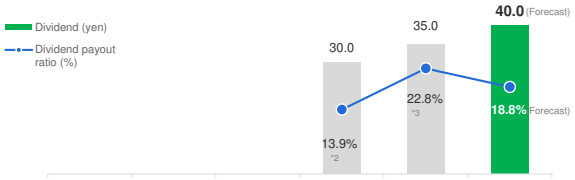
Dividends of surplus

- While we are cautiously revising our earnings forecast, we will maintain our shareholder return policy and keep the annual dividend forecast at the initial level (a 5 yen increase from the previous fiscal year).

Basic policy

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

Trend in annual dividend per share



	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	
Treasury share purchase amount *1	145 million yen	150 million yen	28 million yen	70 million yen	500 million yen	200 million yen	(Forecast)
Total dividend payout ratio	37.6 %	64.6 %	6.3 %	21.6 %	93.9 %	40.2 %	(Forecast)

FY2026 Dividend Forecast

Annual dividend per share

40 yen

(Ordinary dividend)
(Year-end dividend)

dividend payout ratio

18.8 %

(FY2026 calculated based on the revised forecast)

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

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Regarding dividends of surplus.

While we have cautiously revised our earnings forecast, we expect a double-digit increase in profit compared to the previous year, so we will maintain the dividend forecast at the initial level.

We plan to pay an annual dividend of 40 yen per share, as an ordinary year-end dividend.

Purchase of treasury shares

- As part of our capital policy to consider the short-term impact on share supply and demand due to the change in market segment, and to improve corporate value over the medium to long term, we commenced the purchase of treasury shares on August 14, 2026, and completed the purchase on November 11, 2026.

Reasons for purchase

- Stabilization of share supply and demand with consideration for the interests of existing shareholders, based on the short-term impact on share supply and demand due to the change in market segment
- Improvement of shareholder value and formation of a stable shareholder base over the medium to long term
- Improvement of capital efficiency and earnings per share (EPS)

Upper limit of purchase

- Number of shares to be purchased: Maximum 120,000 shares
(2.72% of the total number of shares issued excluding treasury shares)
- Total purchase amount: Up to 0.2 billion yen *1

Status of purchase

- Number of shares purchased: 118,300 shares (as of 11/11)
- Total amount of shares purchased: 199,978,300 yen (as of 11/11)

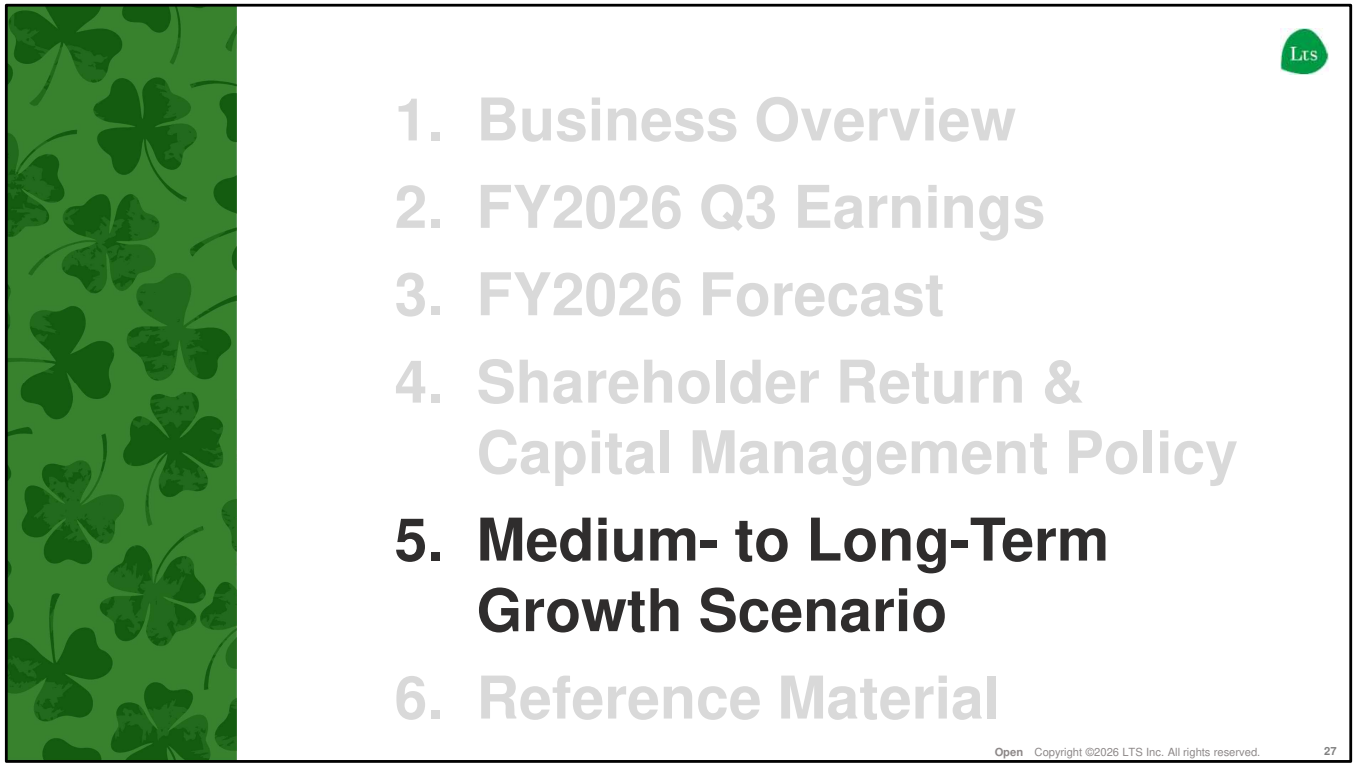
Period and method of purchase

- August 14, 2026 to January 29, 2027 *2
- Implemented through market purchases on the Tokyo Stock Exchange

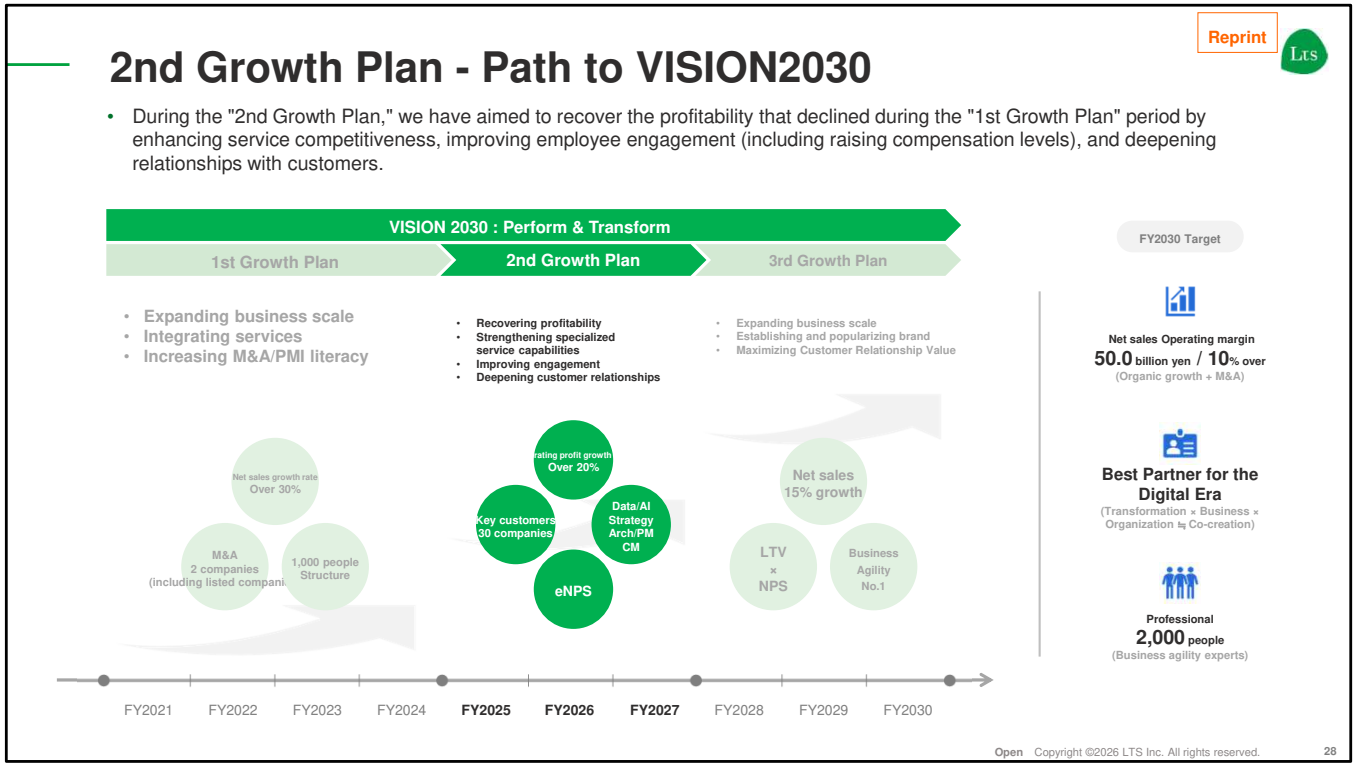
*1: Calculated with reference to the total holdings of index-linked funds that include the Company's shares (based on the Company's research as of the end of July 2026)
*2: For the period from February 2027 onwards, we plan to reconsider in view of the rebalancing period of index-linked funds

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In addition, regarding the purchase of treasury shares announced on August 14, **the purchase was completed on November 11.**



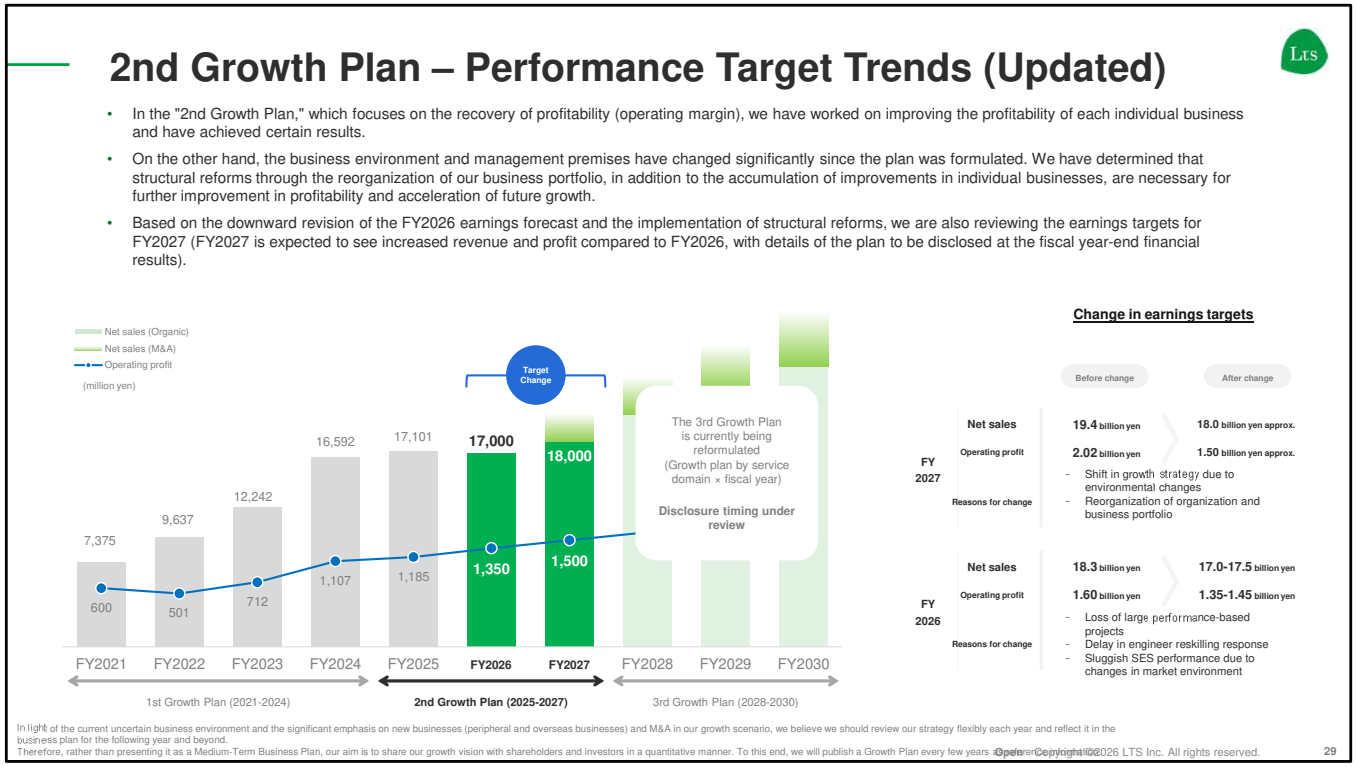
Finally, I will explain our mid to long term growth scenario.



The Company has long planned its growth toward 2030 by dividing it into three phases.

During the four years starting from 2021, we achieved various milestones, such as: - Increasing net sales by 30% each period
- Building a 1,000-person structure
- Integrating services
However, we were left with the challenge of declining profitability.
For the next three years from 2025 to 2027, we have set the following as major goals:

- Enhancing service competitiveness
- Improving employee engagement
- Strengthening customer relationships
In addition to these, **we have been working** with the major goal of recovering profitability.



Regarding the recovery of profitability, our initiatives to improve earnings for each individual business have achieved certain results.

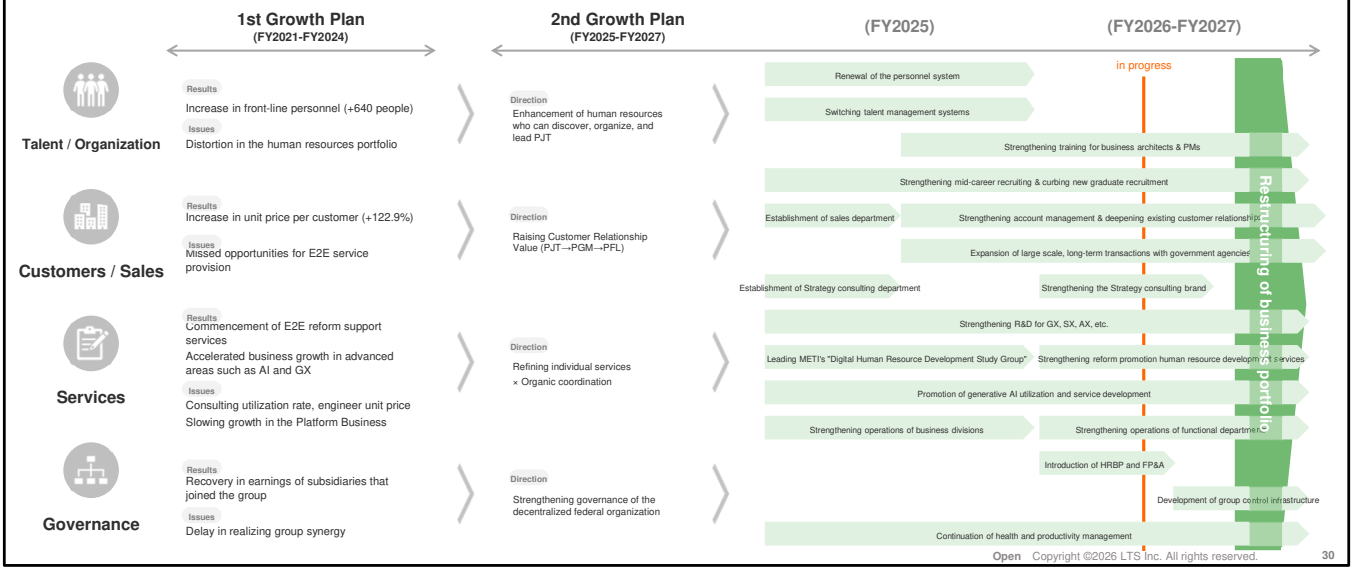
On the other hand, the business environment has changed significantly over the past few years, **and we have determined that it is necessary to review the premises of our management.**
To further improve profitability and accelerate future growth, **we believe it is necessary to review our business portfolio as a group,** and we are currently working on structural reforms at a rapid pace.

Based on this revision to the earnings forecast and the progress of our structural reforms, we are also carefully reviewing and revising our earnings targets for the next fiscal year, which we will explain in detail at the fiscal year-end financial results announcement in February.

As for the overall trend, we have a strong DX consulting business, **so we believe we can maintain increased revenue and profit** from the next fiscal year onward.

2nd Growth Plan - Progress of Initiatives

- In the 1st Growth Plan, while we acquired comprehensive capabilities as a partner for corporate customers, our profit-generating capacity declined
- In the 2nd Growth Plan, we aim to recover profitability by strengthening service competitiveness, employee engagement, and customer relationships, in addition to restructuring our business portfolio.



Regarding the progress of specific initiatives.

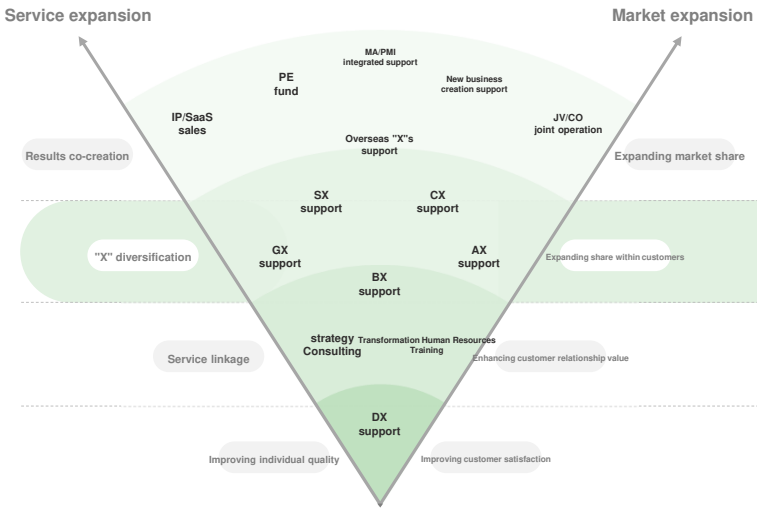
We are moving forward by resolving issues one by one in each area: Talent/Organization, Customers/Sales, Services, and Governance.

In addition, we are currently working on the reorganization of our business portfolio.

Reprint

2nd Growth Plan - Business Growth Strategy

- Aiming to be the Best Partner for the Digital Era as a comprehensive transformation platform specializing in business architects



■ **Market cultivation | Leveraging organizational strength to capture growth in overseas markets**

- Wide-area business development with overseas local subsidiaries as hubs
- Expansion into value creation models utilizing knowledge and capital (Smiling Curve upstream)
- Evolution into value co-creation models deeply involved in results creation (Smiling Curve downstream)

■ **Peripheral businesses | Maximizing LTV through continuous structural reform support**

- Advancement of value design models that structure strategies (Smiling Curve middle)
- Covering "X" megatrends at each level: management, business/organization, and individuals
- Establishing a partner position by controlling business structures

■ **Evolve existing businesses | Increasing unit price per customer through advanced corporate reform support**

- Strengthening consulting in the strategy x tech domain
- Strengthening End-to-End/Edge-to-Edge one-stop services
- Strengthening support for insourcing transformation PJTs (supply of specialized human resources and employee training)

■ **Enhance existing businesses | Improving profitability of individual services**

- Strengthening BA (Business Analysis/Architect) education
- Strengthening recruitment of PM-level consultants
- Strengthening quality management and profit/loss management processes

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This is regarding our business growth strategy.

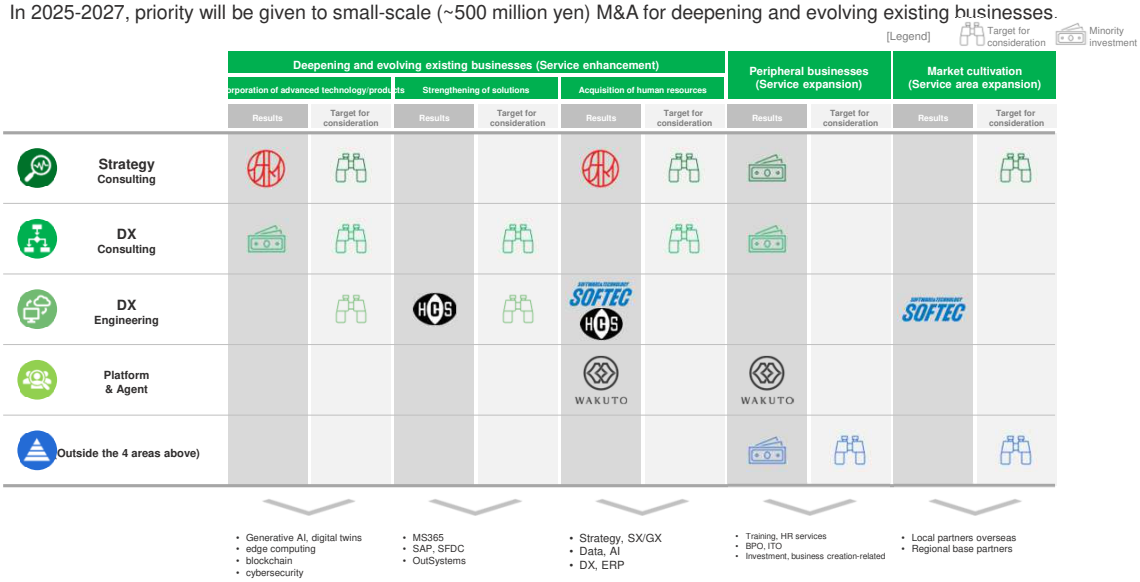
Although we are currently undergoing structural reforms, we will maintain our fundamental approach.

Our strengths—business architects, business structure redesign, the preceding strategy consulting and human resources training, as well as satellite data and AI—all continue to be in demand.

Basically, **please understand that we are implementing structural reforms** while maintaining this growth strategy.

2nd Growth Plan - M&A Strategy for Discontinuous Growth

- While we plan to re-formulate our M&A strategy as part of our business portfolio restructuring, we will continue our policy of actively utilizing M&A as an important growth strategy option while maintaining a focus on organic growth.
- In 2025-2027, priority will be given to small-scale (~500 million yen) M&A for deepening and evolving existing businesses.

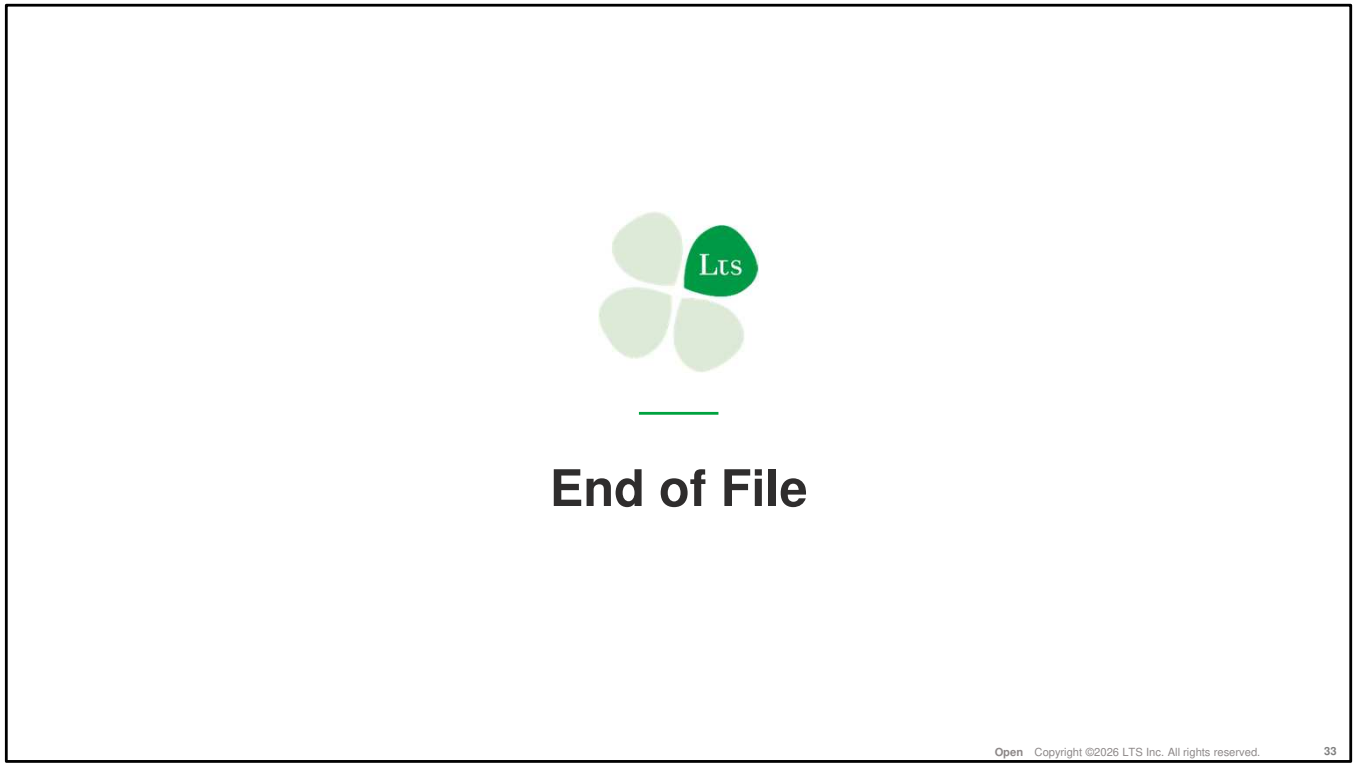


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Regarding our M&A strategy.

As part of our business portfolio restructuring, **we intend to update our M&A strategy** as well.

Following the update, our stance remains unchanged: we will continue to pursue organic growth while actively considering M&A as a strategic option.



This concludes the financial results presentation for Q3 FY2026.

I sincerely apologize for the need to revise our earnings forecast this time.
Moving forward, we intend to provide clear updates on our earnings and the progress of our structural reforms on a quarterly basis, and we would appreciate your continued support.

Thank you for watching.