Results of Operations for the Third Quarter of the Fiscal Year Ending August 31, 2026

July 15, 2026

Agenda

Executive Summary

- Net sales and operating profit increased year on year.
  Compared to the operating profit target of 2,850 million yen, the progress rate stood at 70.9%.
- We continued to implement education and investments to promote the adoption of AI skills within the Company and develop AI solutions.

	Net sales	Operating profit/loss	
FY26 Q3 consolidated results	**18,910** million yen (YoY +2.0%)	**2,019** million yen (YoY +0.5%)	**Net sales remained robust, while operating profit increased with enhanced systems and AI investments.**
Digital Integration	**18,252** million yen (YoY +2.2%)	**2,062** million yen (YoY +0.4%)	• Operational and implementation support for enterprises has been performing well. • We achieved a steady increase in the number of working partner engineers.
Midori Cloud	**165** million yen (YoY -17.5%)	**-99** million yen (YoY -%)	• We focused on the introduction of Midori Cloud Rakuraku Shukka at JA organizations as advance investments. • Introduction and trial use are under way at multiple JA organizations.
Mechanical Design and Engineering	**602** million yen (YoY +4.4%)	**41** million yen (YoY +137.6%)	• Sales increased thanks to the expansion of project fields. • Both the number of projects and engineer utilization rate remained strong.
Adjustment	**-109** million yen	**14** million yen	
FY26 plan	**27,400** million yen	**2,850** million yen	**Progress rates stood at 69.0% for net sales and 70.9% for operating profit.**

Consolidated Financial Results for the Nine Months Ended May 31, 2026

- Gross profit increased year-on-year despite higher cost of sales resulting from a larger number of working partner engineers.
- Operating profit increased year-on-year while we continued senior-level talent hiring and AI-related education and investments.

(Millions of yen)	FY25 Q3 results	FY26 Q3 results	YoY change		FY26 plan	Compared to FY26 plan
			Amount	Rate (%)		Progress (%)
Net sales	18,545	18,910	+364	+2.0	27,400	69.0
Cost of sales	13,649	13,818	+168	+1.2	–	–
Gross profit	4,895	5,092	+196	+4.0	–	–
SG&A expense	2,886	3,072	+186	+6.4	–	–
Operating profit	2,009	2,019	+10	+0.5	2,850	70.9
Ordinary profit	2,051	2,061	+10	+0.5	2,880	71.6
Profit attributable to parent	1,315	1,247	-67	-5.1	1,870	66.7

Consolidated Financial Results for the Nine Months Ended May 31, 2026 (By Segment)

SERAKU

- The scale of our business operations remained steady, as we utilized business partners and maintained the high in-house engineer utilization rate.
- The DX domain saw an increase in net sales for the quarter under review even though we recorded large projects for the first quarter of the previous fiscal year, and the domain continues to enjoy high demand.

(Millions of yen)		FY25 Q3 results	FY26 Q3 results	YoY change	
				Amount	Rate (%)
Net sales	Total	18,545	18,910	+364	+2.0
	Digital Integration	17,860	18,252	+391	+2.2
	System Integration	12,201	12,571	+370	+3.0
	Digital Transformation	5,658	5,680	+21	+0.4
	Midori Cloud	200	165	-35	-17.5
	Mechanical Design and Engineering	576	602	+25	+4.4
	Adjustment	-92	-109	-17	–
Segment profit/loss (Operating profit margin)	Total	2,009 (10.8%)	2,019 (10.7%)	+10 (-0.2%)	+0.5
	Digital Integration	2,054 (11.5%)	2,062 (11.3%)	+7 (-0.2%)	+0.4
	Midori Cloud	-78 (-%)	-99 (-%)	-20 (-%)	–
	Mechanical Design and Engineering	17 (3.0%)	41 (6.9%)	+24 (3.9%)	+137.6
	Adjustment	15 (-%)	14 (-%)	– (-%)	-5.9

Major Growth Indicators

- The DX shift and value-added efforts (promotion of quasi-mandate/contracting projects) are progressing steadily.
- With a steadily growing number of partner companies, we continued to focus on deepening business relations with each company.

Initiatives to realize the Vision

	FY26 Q3	Initiatives
IT personnel platform	Number of partner companies **2,541** companies (YoY +654 companies)	• Focus on securing partner companies with the aim of business expansion. • Establish strong relationships with partner companies by offering projects with favorable conditions and providing training for engineers, among other benefits.
Shift to DX	Ratio of the DX domain to net sales **30.6**% (YoY +0.3%)	• Focus on improved profitability by expanding the business to operate enterprise cloud systems and facilitate their widespread use on the back of the firm DX market. • Actively engage in the development of highly skilled human resources to meet diverse customer needs and sales activities to acquire projects.
Promotion of quasi-mandate/contracting projects	Ratio of quasi-mandate/contracting projects to orders received **54.4**% (YoY +3.2%)	• Focus on the acquisition of quasi-mandate/contracting projects with high unit prices. • Implement proactive sales activities and foster project managers within the Company with a view to acquiring large-scale projects.

*The number of partner companies refers to that of companies registered on SERAKU Partner Platform.

Performance Analysis for the Nine Months Ended May 31, 2026

- Because the number of working partner engineers fell short of the plan, the total number of working engineers fell below the target.
- As a result, net sales are behind the full-year plan, while operating profit is generally progressing in line with the plan.

Net sales

18,910 (million yen)

Full-year plan: 27.4 billion yen / Progress rate for the current period: 69.0%

Behind plan

Operating profit

2,019 (million yen)

Full-year plan: 2.85 billion yen / Progress rate for the current period: 70.9%

Generally in line with plan

Number of working partner engineers

Target unmet

Behind the planned headcount for the fiscal year under review

Progress of the IT personnel platform

Changes in the number of in-house engineers

While we have continued to hire and develop our own engineers, the pace of growth has leveled off due to stricter hiring standards resulting from the AI shift.

Changes in the number of working partner engineers

In spite of growth in the number of registered partner companies on the IT talent platform, there has been a delay in converting them to active operations, and the number of working partner engineers fell short of the plan.

Total number of working engineers fell short of the plan

Due to the shortfall in the number of working partner engineers, the total number of engineers fell short of the plan.

Breakdown of Factors Contributing to the Shortfall in Working Partner Engineers Compared to the Plan

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- The shortfall in the number of working partner engineers is not due to a lack of demand, but rather is attributable to constraints in our sales and project management (PM) structures.

1 Delays in bringing business partners online

The challenge lies in building relationships that lead to active operations

| Number of partner companies | About 2,500 |
| Active rate | About 8%

2 Shortage of sales resources

Insufficient efforts in acquiring new projects and assigning partners

We lack the sales resources necessary for assigning partner engineers

3 An increase in the share of quasi-mandate/contracting projects

High-added-value projects are being won steadily, but further expansion in order intake is needed

| Ratio of quasi-mandate/contracting projects |
FY26 Q3: 54.4%
FY25 (results): 51.2%

4 Shortage of project managers

Shortage of management personnel to expand contracting and high-added-value projects

Despite an increase in the number of project managers, it takes time to develop personnel capable of handling high-added-value projects

5 Insufficient measures to address project completion rates

The lead time for reassignments has lengthened due to more selective project screening

While we are making efforts to ensure continuous project assignments, it takes time to complete reassignment after project completion and to select the next project

Short-term Measures to Improve the Number of Working Partner Engineers

- We will strengthen our sales and project management structures, as well as the management of working business partners, so that we can drive performance improvements in the fourth quarter and beyond.

Challenges	Improvement measures	Objectives
Unmet target for the number of working partner engineers	Selection and visualization of core partners	Increase the number of partner engineers who can be assigned on an ongoing basis
Shortage of sales resources	Establishment of a dedicated business partner department and sales structure Reinforcement of the project assignment system	Speed up the process from acquiring projects to proposing candidates
Shift to quasi-mandate/contracting projects	Shift from temporary staffing agreements to quasi-mandate/contracting project agreements	Increase the number of projects to which partner engineers can be assigned
Shortage of project managers	Early identification of project manager candidates Strengthening of training systems	Expand contracting and high-added-value projects
Project completion rates	Early identification of projects scheduled for completion and management of reassignments	Achieve long-term project engagement

Agenda

Consolidated Earnings Plan for FY8/26

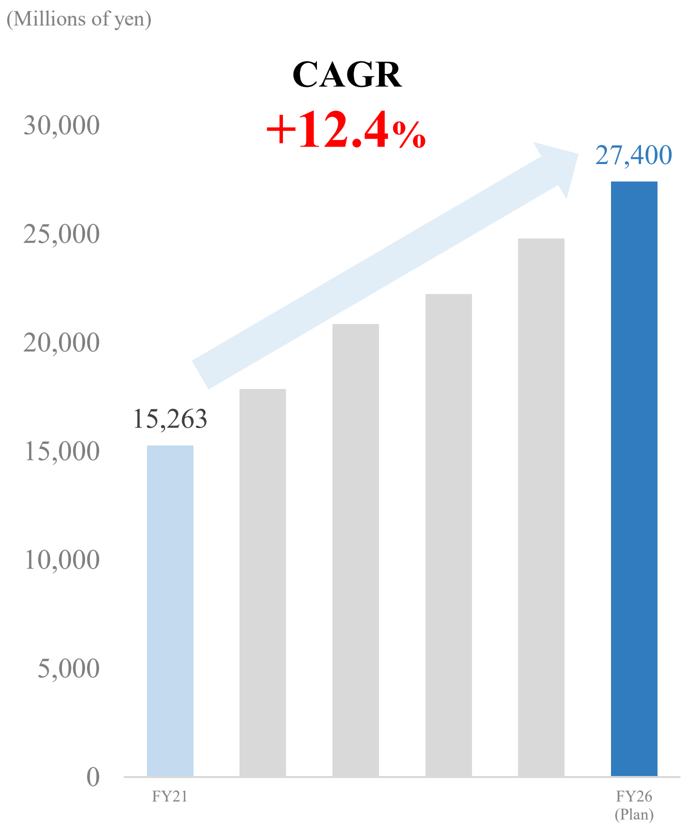
- Figures for FY8/26 are those for STEP 1 in the Growth Strategy Summary described later.
- For FY8/26, we plan to achieve a year-on-year growth of 10.6% in net sales and 11.7% in operating profit on the back of robust demand.

FY26 plan

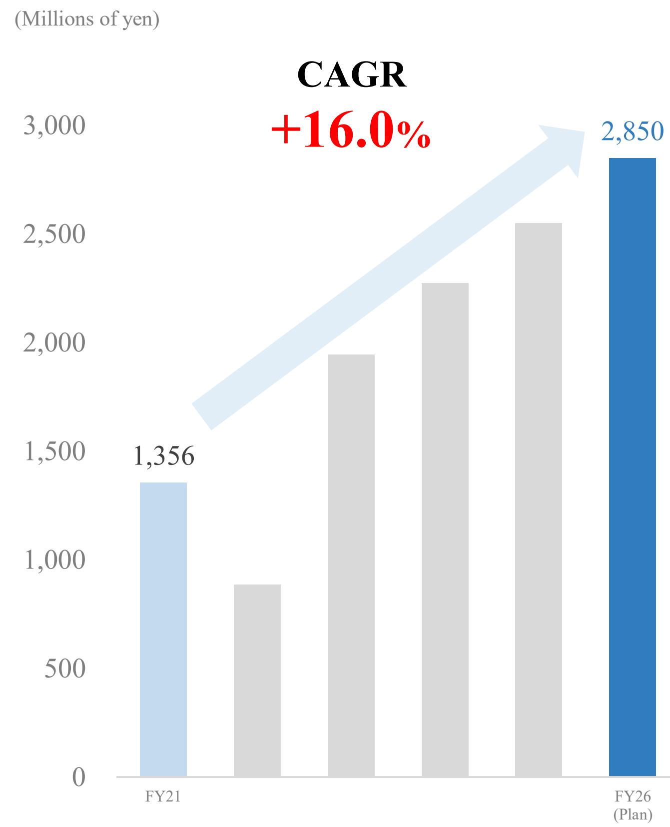
Net sales
27,400 million yen
(YoY +10.6%)

Operating profit
2,850 million yen
(YoY +11.7%)

Net sales



Operating profit

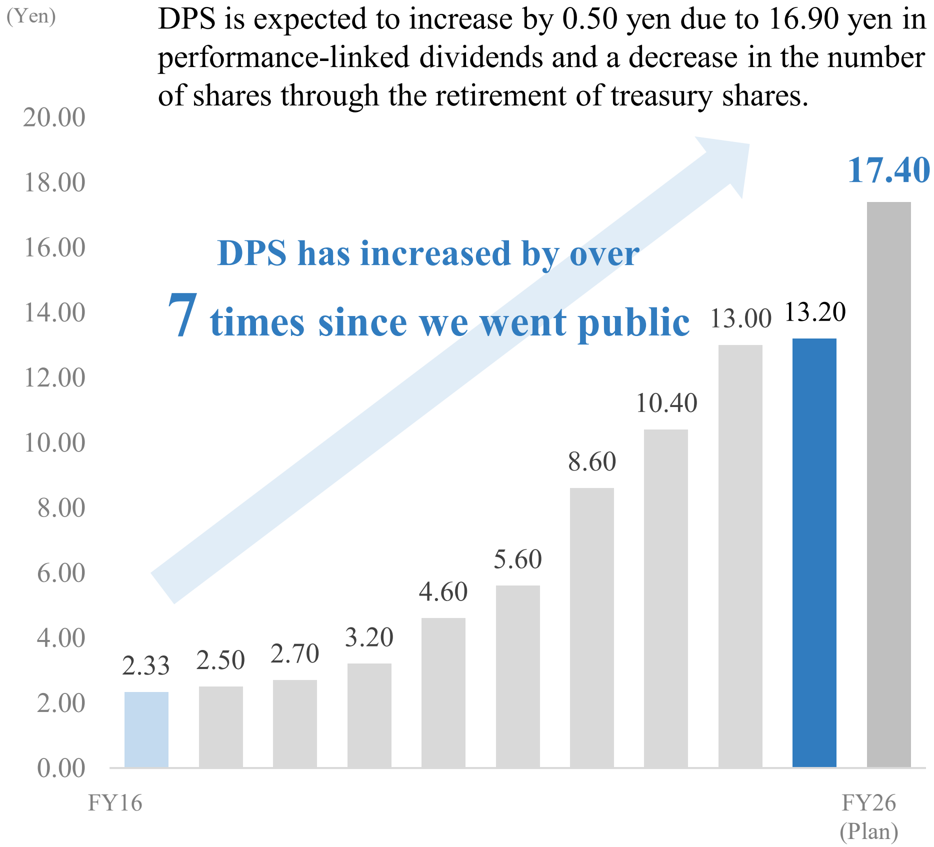


Dividends and Dialogue with Investors

- DPS for FY26 is expected to increase due to performance-linked dividends and the retirement of treasury shares.
- We will continuously return profits to our shareholders through the acquisition of treasury shares and expand opportunities to hold dialogue with investors.

Changes in DPS (dividend per share)

DPS is expected to increase by 0.50 yen due to 16.90 yen in performance-linked dividends and a decrease in the number of shares through the retirement of treasury shares.



Dialogue with investors

Institutional investors	• Financial results meeting (full-year results) • IR Meeting (Quarterly results) • Publication of Analyst Reports
Individual investors	• Publication of Analyst Reports

Content of dialogue	• Business content (competitive strengths, business models) • Growth strategy (growth vision, M&As, progress in investments) • Capital policy (shareholder returns)

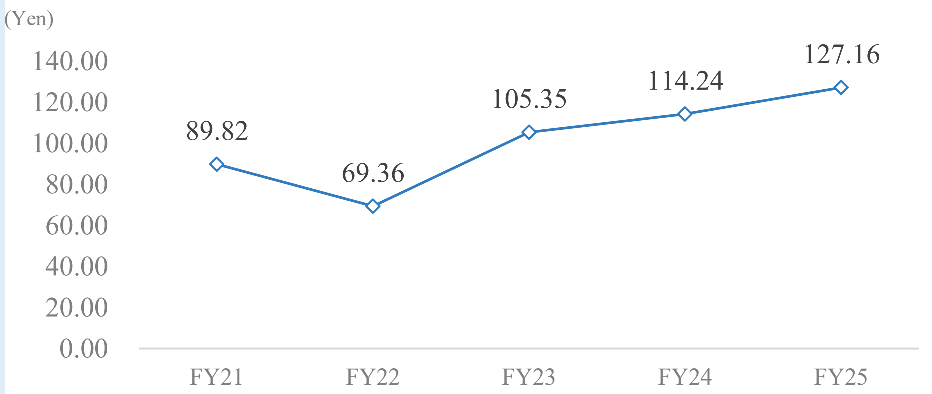
*On March 1, 2017, SERAKU conducted a four-for-one stock split of common stock, and per-share dividend amounts are listed based on figures after adjustments to reflect the stock split.

Acquisition and Retirement of Treasury Shares

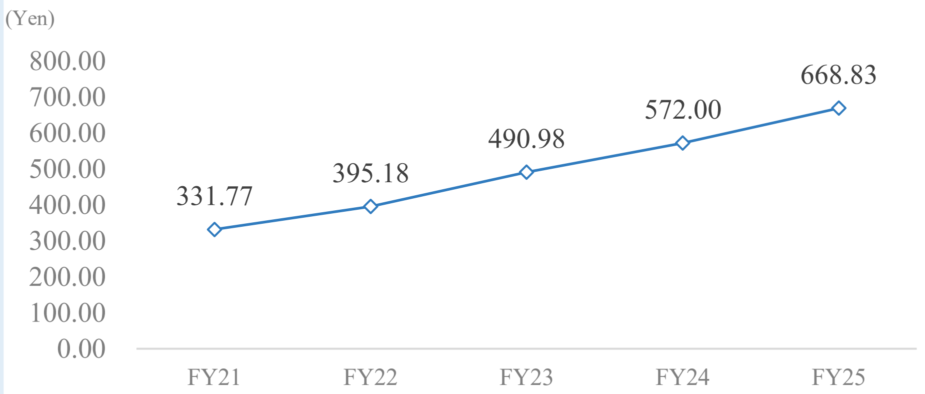
- EPS and BPS grew for FY25 due to the acquisition and retirement of treasury shares.
- We will continue to focus on shareholder returns in FY26 by carrying out the acquisition of treasury shares.

	Purpose	Period		Number of shares	Total amount	Progress
Acquisition	• Profit return to shareholders • Implementation of a flexible capital policy • Utilization in M&As • Utilization in incentive plans	**Results**	From August 9, 2024 to April 17, 2025	309,000 shares	399,106,700 yen	Completed
		Plan	From August 8, 2025 to July 31, 2026	Up to 400,000 shares (231,800 shares acquired)	Up to 400,000,000 yen (353,757,400 yen spent)	In progress
Retirement	–		August 20, 2024	165,000 shares	–	Completed
			August 20, 2025	155,000 shares		

Changes in EPS (earnings per share)



Changes in BPS (book-value per share)



Agenda

Growth Strategy Summary: Toward a Highly Profitable "AI Solution Company"

- We will update the growth strategy with an eye on AI-driven changes in society.
- We will achieve profit growth by transforming into a high-profit business model and expanding into new business domains through AI.

We will take advantage of AI-driven changes in human resource needs and industrial structures, placing AI utilization and AI services at the center of our growth strategy going forward.

Step 1
2026–2027

Establish the AI solution business

- Drive AI shift and scale up existing businesses
- Improve profitability through AI

Step 2
2027–2030

Maximize AI talent and realize AI-powered profit growth

- Expand the AI solution business
- Bring Rakuraku Shukka into the black

The Midori Cloud business has an AI service development function.

Step 3
2030 onward

Create new businesses by leveraging agriculture, DX, and AI

- Expand into new businesses (including M&A)

As an AI solution company, we will work to:

- Support AI adoption in client companies
- Create new businesses in the food and agriculture domains, etc.
- Leverage AI to expand into existing industries

Top Priority Growth Strategy (1): AI Solution Business – Establishment of a "Japanese-style FDE Model"

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- We will regard the emergence of demand-supply gaps in corporate AI adoption and utilization.
- We will leverage our strengths and experience to establish a "Japanese-style FDE (Forward Deployed Engineer) model."

Demand-supply gaps in corporate needs for AI adoption and utilization

(Projected) shortage of human resources for AI adoption:

120 thousand

(Calculated by the Company based on the METI materials for 2030)

Indefinite demand for AI adoption among corporate clients

Indefinite demand for AI adoption as AI replaces functions served by SaaS and existing systems

In the United States, AI platform providers station their FDEs (forward-deployed engineers) at clients' sites to promote AI adoption.

We will establish a "Japanese-style FDE model" that leverages our track records of realizing an integrated approach from needs identification to implementation and our proprietary AI platform, NewtonX

(1) Development of human resources for AI adoption

- Reskill and transfer some 3,000 in-house engineers
- Already shifted recruitment into the identification of AI potential
- Work on the large-scale development of AI human resources to address demand

(2) On-site business model + track records of value creation

- Accumulate plenty of experience in the business model of stationing personnel at client companies
- Boast track records of realizing an integrated approach from needs identification to implementation and operation, centering on the customer success business

(3) Handle both our indigenous and general-purpose AI platforms

- Utilize our own AI platform, NewtonX
- Handle AI solutions by various companies, such as Copilot and Agentforce

We have started making proposals and launched advanced marketing activities to existing customers as a business model to achieve high profitability.

Top Priority Growth Strategy (1): AI Solution Business – Establishment of a "Japanese-style FDE Model"

- We will realize the model with a three-tiered structure of issue identification and implementation: FDEs, business consulting, and AI platforms.
- We have gained the ability to successfully implement AI through a team of specialists led by CAIO

FDEs (= Forward Deployed Engineers)

- Stationed on the site and handle business operations primarily in the IT domain
- Identify business processes where productivity improvements can be expected through AI adoption
- Achieve AI implementation and improved operational results on the site

Business consulting

- Gather business process challenges from FDEs
- Improve business processes and design AI implementation

AI platform (which supports our proprietary services + leading platforms)

Our proprietary services

NewtonX

- On-site development by FDEs with ADK
- Customized solutions provided by a team of specialists
- Provision of general-purpose applications (meeting minutes summarization, automation process, etc.)

*ADK = Agent Developer Kit

Partners from leading platforms

salesforce Agentforce

Microsoft Copilot Studio

Our AI specialist team provides back-office support throughout the entire process.

In addition to FDEs, business consulting, and AI platforms, our AI specialist team leverages cutting-edge technologies and expertise to expand AI solutions.

Growth Strategy (2): AI Shift of the Existing Businesses

- We will project future changes in AI needs across the technological domains where we operate and promote a shift in human resources toward growth domains.
- We will achieve higher profitability through automation, promotion of contracting projects, and enhanced partnership with large enterprises.

Scenario for a human resource shift and business expansion in our technological domains

(1) AI-enabled operation automation

- Shift IT operation services from the provision of human resources to AI-enabled automation

(2) Enhanced development of project management human resources

- AI will drive changes in needs from human resources for introduction to those for planning, facilitation, and problem-solving
- They serve as the core of promoting contracting projects.

(3) Shift to AI-driven development

- Promote reskilling for AI-driven infrastructure and system development
- Expect an increase in demand in low-code and no-code domains in particular

(4) Promotion of contracting projects

- Transform value provision arising from a large number of knowledge-based skilled personnel to value provision combined with automation and project management functions, etc.

(5) Enhanced collaboration and partnership with large enterprises

- Strengthen our efforts to support the development of corporate human resources for IT/AI promotion and to identify collaborative projects

While we expect a continued labor shortage in the IT sector as a whole, we forecast AI-driven changes in demand.

We will meet changing demand by fully utilizing our IT personnel platform, which comprises the Company's human resources and outsourcing partner companies.

Clients

Compensation

Provision of solutions

IT personnel platform

Introduction of projects with favorable conditions
Provision of practical training

Provision of resources

Partner companies

The number of registered partner companies has increased to over 2,500

Growth Strategy (2): AI Shift of the Existing Businesses (Short- to Long-term Maximization via the IT Personnel Platform)

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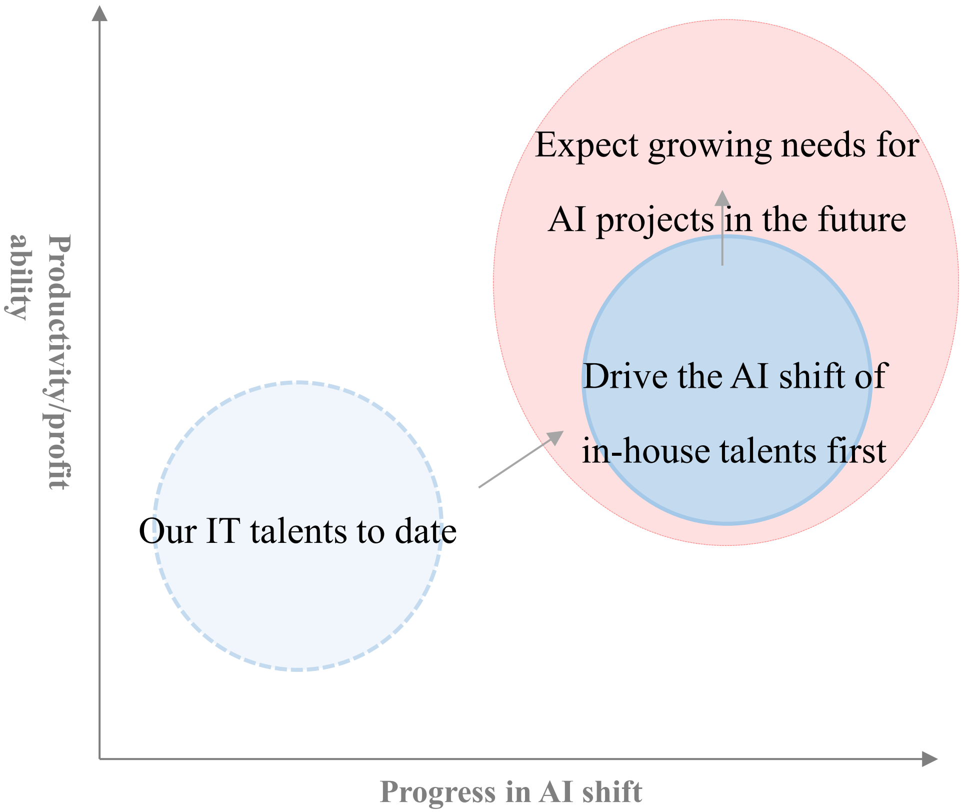
- We will promote AI shift of in-house talents, while maximizing human resource supply from the IT personnel platform to cover the largest market segment for some time to come.
- In the long term, we will build a partner ecosystem that meets society’s growing demand for AI by supporting AI adoption within partner companies.

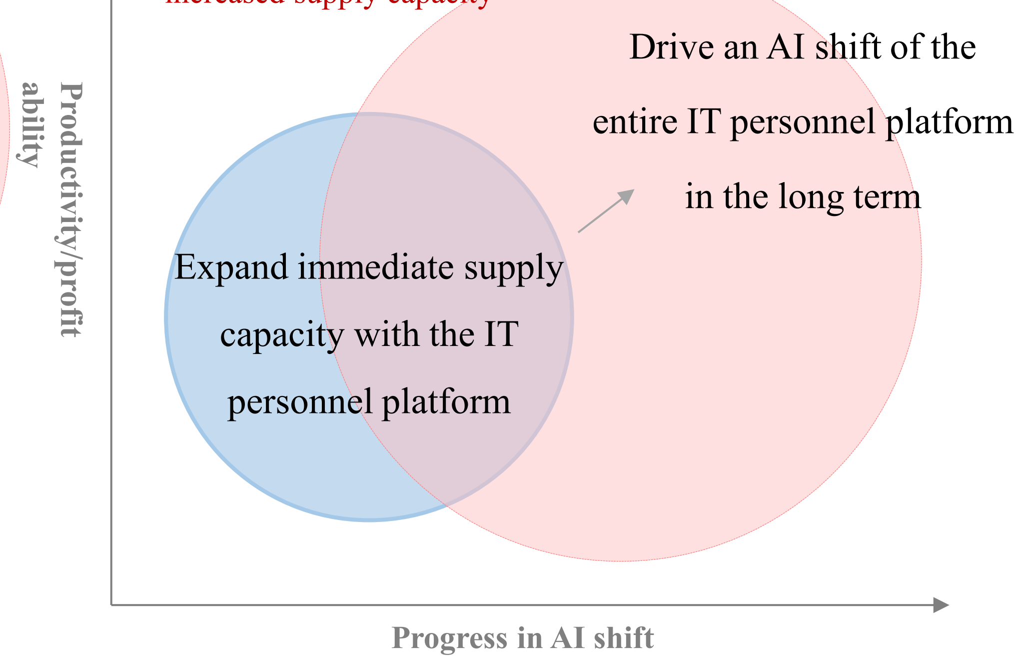
IT personnel platform (our human resources + partner resources)

Our human resources



Partner resources

・Utilize the IT personnel platform to expand the domains that in-house IT talents have covered
・Acquire both capabilities to address changing needs and increased supply capacity



*The size of circles represents the volume of human resources.

Growth Strategy (2): Driving Growth Potential through Our IT Personnel Platform

- We will establish a structure that drives both scale growth and profitability improvement.
- We will focus on maximizing active projects through AI adoption and a dedicated team structure

Scale growth through partner utilization

- Boast a comprehensive coverage of talent information from 2,500 partner companies
- Secure the supply capacity to handle increased project volume

Shifting our in-house staff to upstream roles

- Change our hiring standards to strengthen AI and project management talent
- Realize a structure to achieve the shift to contracting projects and prime vendors

Shift to contracting projects and prime vendors

- Shift to prime vendors in the DX domain (directly receive orders from our clients)
- Focus on the shift to contracting projects in the SI domain

We will achieve growth through both scale expansion and improved profitability by shifting to contracting projects and prime vendors.

We will achieve growth that differs significantly from previous approaches to scale expansion and profit growth centered on hiring and developing in-house staff.

Enhanced initiatives under way

・Maximize the number of projects acquired by strengthening the dedicated sales structure

・Maximize talent matching and the number of proposals on the AI-powered IT talent platform

・Maximize the number of successful project contracts and active projects by strengthening the dedicated partner support system

Growth Strategy (3): Establishment of a Highly Profitable Business Structure through Internal AI Utilization

- We will utilize internal AI solutions to reduce our general administrative expense rate and improve profitability.
- We will create and showcase leading examples of AI-enabled productivity improvements through AI contests and other measures.

Reduction of AI-enabled reduction in the general administrative expense rate

We expect AI-driven streamlining to improve the operating profit margin.

As a result of the cutting-edge technologies developed and the highly skilled human resources fostered in the Midori Cloud business, we have swiftly established a dedicated AI team and take the lead in AI shift.

Development of business-specific AI

- Streamline internal operations through AI utilization
- Our dedicated AI team offers accompanying runner-type support for business departments
- Already produced results in recruitment, education, etc.

Internal AI contests

- Employee-participation contests
- Evaluate not only ideas, but also their implementation
- Hold the events twice a year, with over 100 examples each time

Showcasing of AI examples

- Showcase internal productivity improvements
- Use them in proposals to clients
- Sell them as NewtonX agents

Growth Strategy (4): Generation of Revenues from Midori Cloud Rakuraku Shukka and Transfer of Core Technologies

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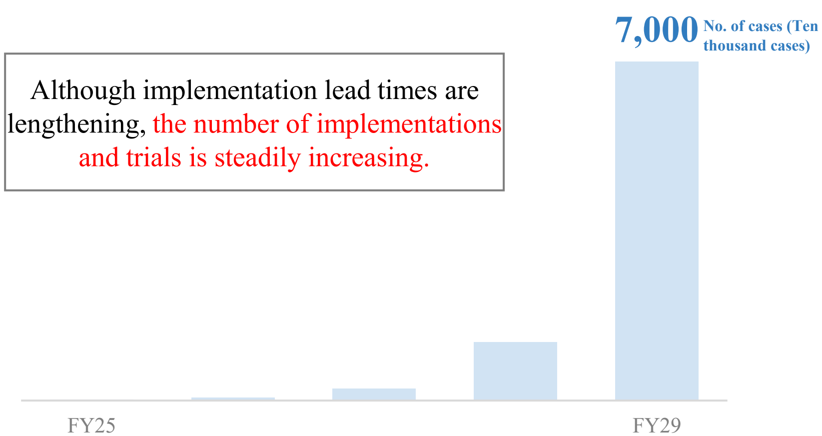
- As the number of adoption cases increases, we will continue to focus on marketing activities.
- We will develop a collection/shipment and distribution support service in other fields by transferring core technologies.

Midori Cloud Rakuraku Shukka

Service summary	System to save labor through digital utilization in counting, as well as making and writing documents in collection and shipment by pasting and reading QR codes
Revenue model	Initial introduction cost + (operational costs × unit price)
Short- to medium-term growth targets	Focus on the introduction at JA organizations with the aim of achieving wider adoption

Although implementation lead times are lengthening, the number of implementations and trials is steadily increasing.



Transfer of core technologies

We have highly unique core technologies associated with Rakuraku Shukka.

- Simultaneous bulk scanning via smartphone
- Streamlining of making and writing documents
- Traceability (individual tracking)
- AI-enabled automation and forecast technologies

Transfer to other fields

We will create new markets by transferring the technologies to other industrial fields.

Growth Strategy (5): Development of AI Services through the Midori Cloud Business

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- We have acquired highly unique and competitive AI development capabilities through the Midori Cloud business.
- With an AI service development function, we aim to seize opportunities to create new services across existing and new business fields.

Acquisition of AI and service development capabilities in the process of the Midori Cloud business

As a result of constantly incorporating cutting-edge technologies into our services
in the agricultural DX domain, we have gained technology assets of AI and smart technologies.

Environmental monitoring → IoT platform → Automation of collection and shipment → AI development

Establishment of a dedicated AI team

We have established a dedicated AI team with the appointment of CAIO (Chief AI Officer).
The team leads AI development for the Company and clients.

AI service development

- Develop new services that follow Rakuraku Shukka
- Expect services that offer higher added value for the existing businesses, including IT operation automation

AI solution business

- Serve as a back-office support function for our FDEs
- Offer consulting for AI introduction and utilization
- Develop AI solutions to address individual needs

Newton X

- An AI platform we expect to be offered as a bundle with FDEs
- Sell business-specific AI agents

Growth Strategy (6): Expansion into Non-IT Domains (AI-triggered Changes in Human Resource Needs and Industrial Structures)

- We will launch new businesses in anticipation of changes in human resource needs arising from wider AI adoption and a shrinking domestic workforce.
- We will take the opportunity of AI-driven changes in industrial structures and enter existing industrial sectors.

Entry into new businesses and industrial sectors with AI development and utilization capabilities as strengths

View changing human resource needs and AI-triggered industrial structure shift
as a tailwind and expand into highly profitable businesses through AI utilization

Human resource development and commercialization in non-IT domains

- Expect a labor shortage of 3.84 million people in 2040
- AI will streamline white-collar work, while labor shortages will grow for blue-collar workers

Our strengths

- Establish "AI-driven education" to reduce the cost and duration of education
- Horizontally roll out our recruiting, training, and sales capabilities

Industrial structures

- Wider adoption of physical AI will transform existing industrial structures in 2030 and onward
- This will bring opportunities for companies with AI adoption capabilities to enter markets.

Our strengths

- Explore the potential for entering existing industrial sectors, including through M&A
- Leverage our AI development and utilization capabilities to boost profitability in existing industries

Update of Our Medium-Term Growth Vision

- We will update figures in our Medium-Term Growth Vision following the latest renewal of our growth strategies.

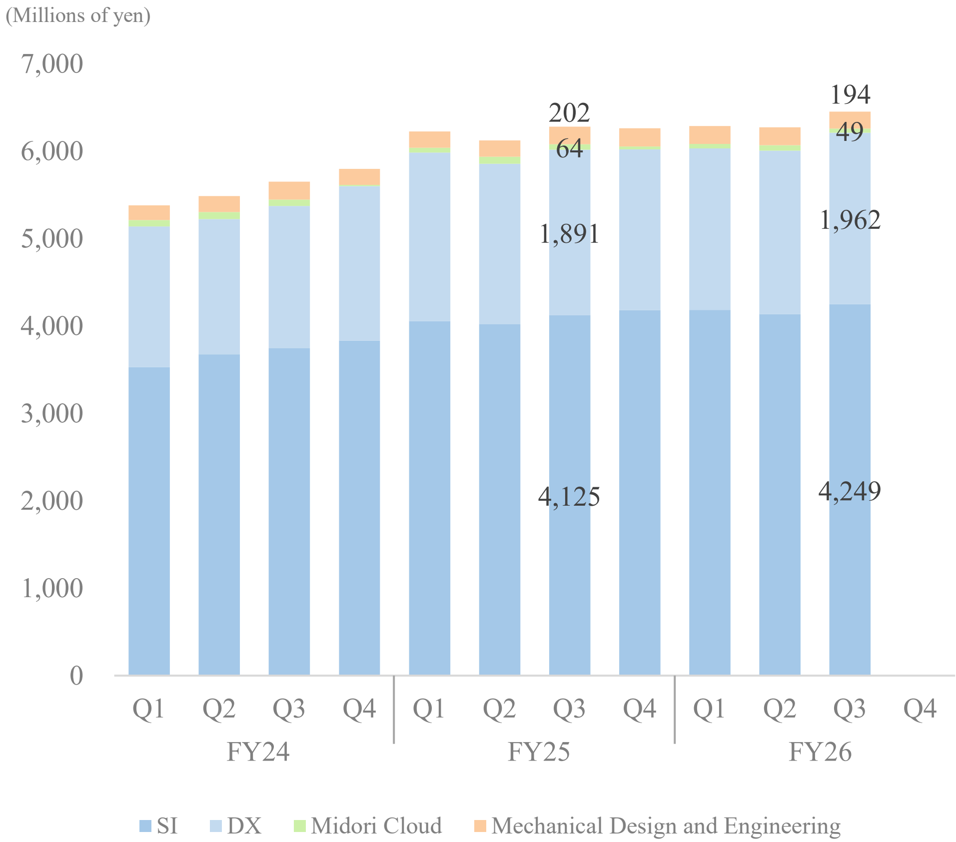
As soon as the update of business projections following the renewal of our growth strategies is complete, we will update the Medium-Term Growth Vision and promptly inform our investors of the revised vision.

Agenda

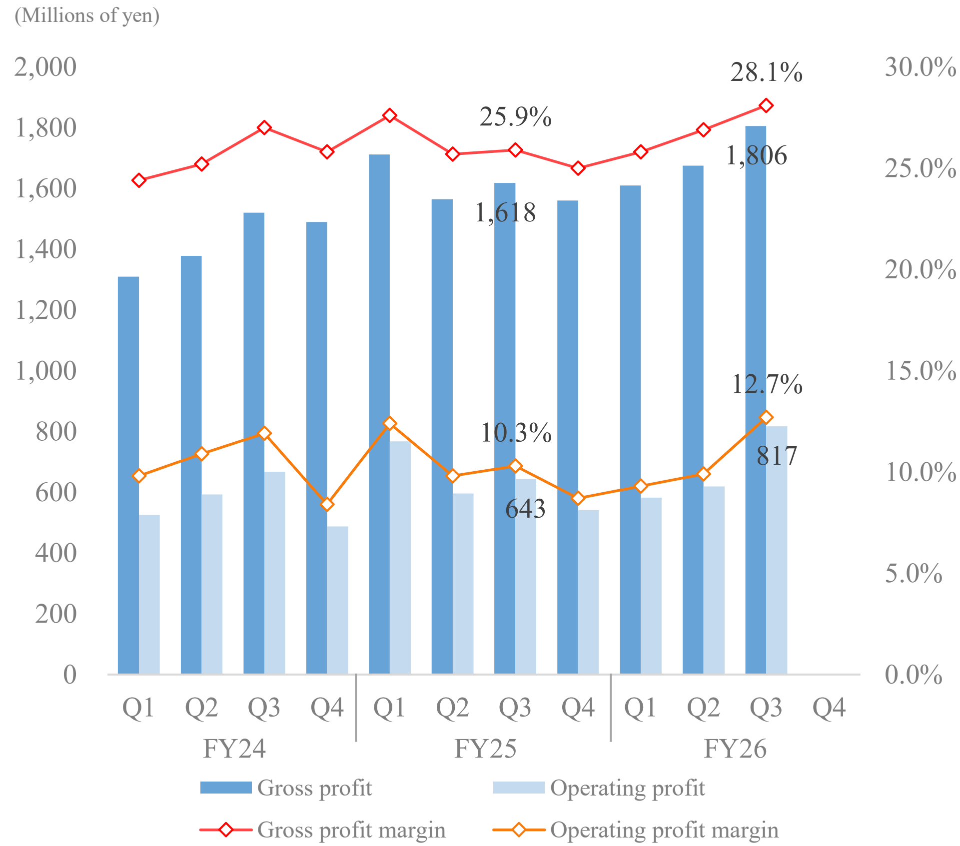
Consolidated Quarterly Earnings Growth

- Net sales expanded, thanks to the growth of the SI and DX domains.
- Gross profit margin and operating profit margin improved by 2.2% and 2.4% year on year, respectively, as we maintained the high in-house engineer utilization rate.

Net sales by solution



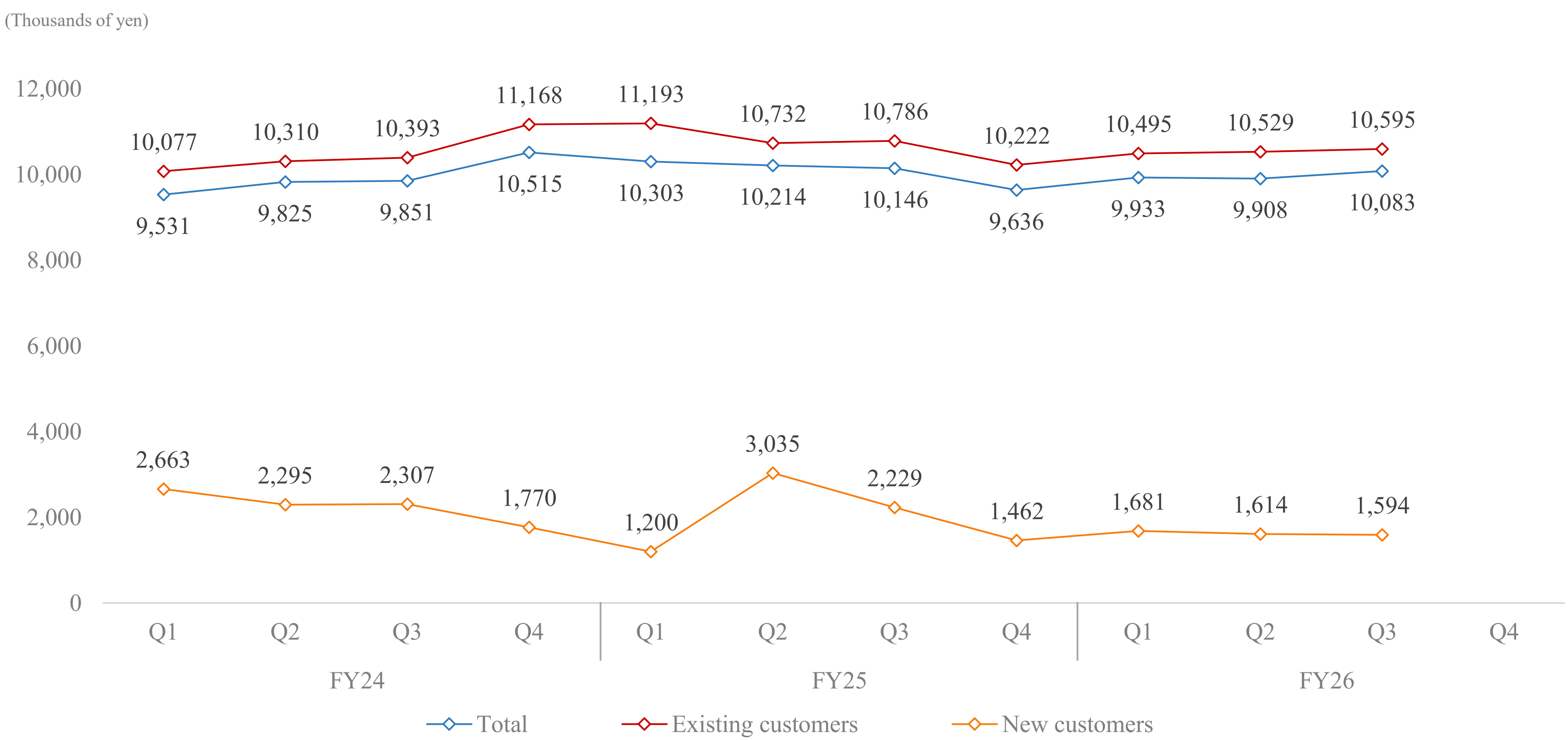
Gross/operating profit (margin)



*Digital Integration Segment consists of SI and DX

Changes in Average Unit Prices for Customers (Orders Received)

- Average unit prices for customers have been trending upward since FY24, thanks to the acquisition of high-value-added projects.

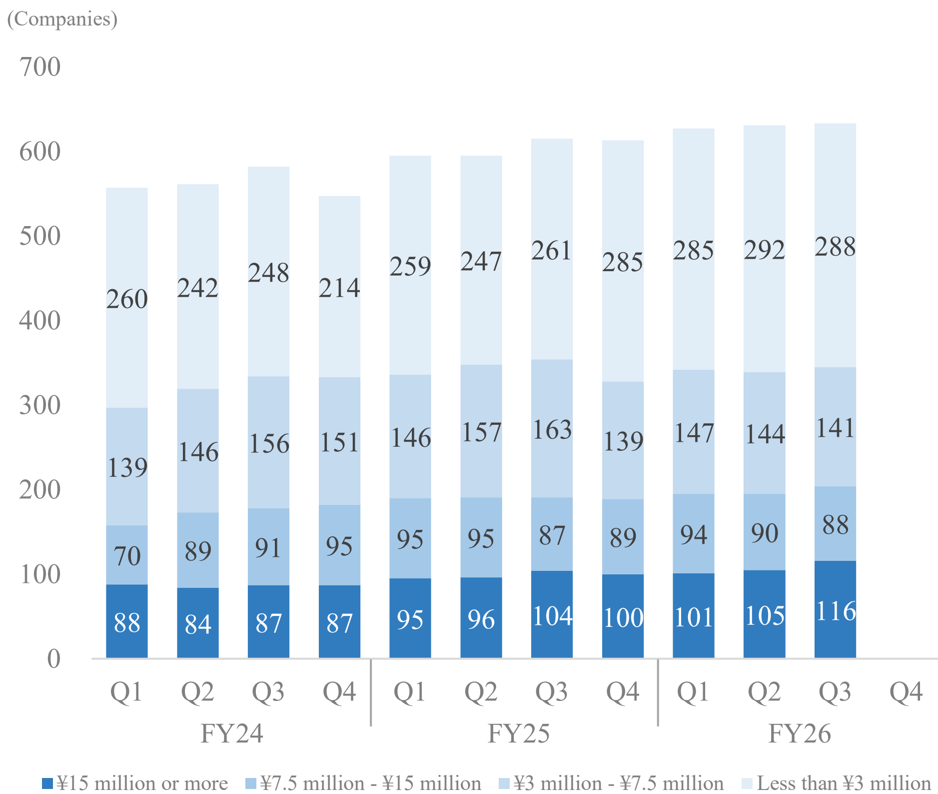


*The average unit prices are calculated after excluding orders received for our products. *Calculated by regarding customers with whom we had transactions over the past year as existing customers.

Changes in the Number of Customers from Which We Received Orders

- The number of customers with orders worth ¥15 million or more continued to grow, while profitability has trended upward since FY24.
- We concentrated our resources on highly profitable projects and expanded our business with existing customers, while focusing on acquiring new customers simultaneously.

Total



Changes in the number of customers from the previous quarter

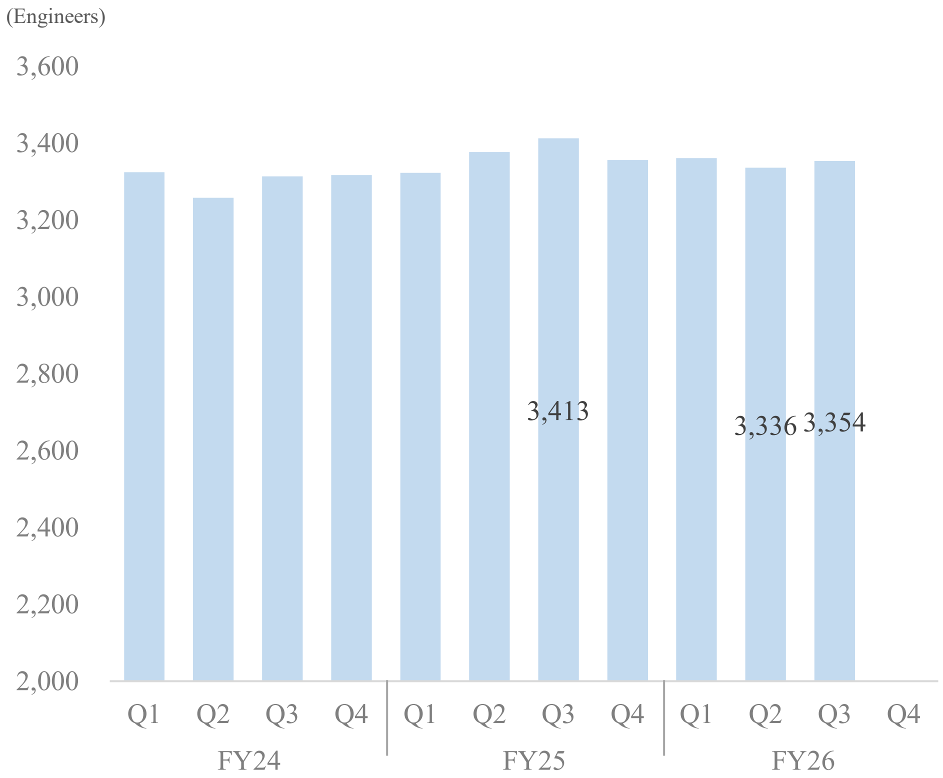
		FY26 Q2	FY26 Q3	Difference
Total		631	633	+2
FY26 Q2 customers	Less than ¥3 million	236	247	+11
	¥3 million - ¥7.5 million	139	131	-8
	¥7.5 million - ¥15 million	89	88	-1
	¥15 million or more	104	116	+12
FY26 Q3 new customers		–	51	+51

*The breakdown of the amount is classified by order amount.

Changes in the Number of Engineers and Engineer Utilization Rate

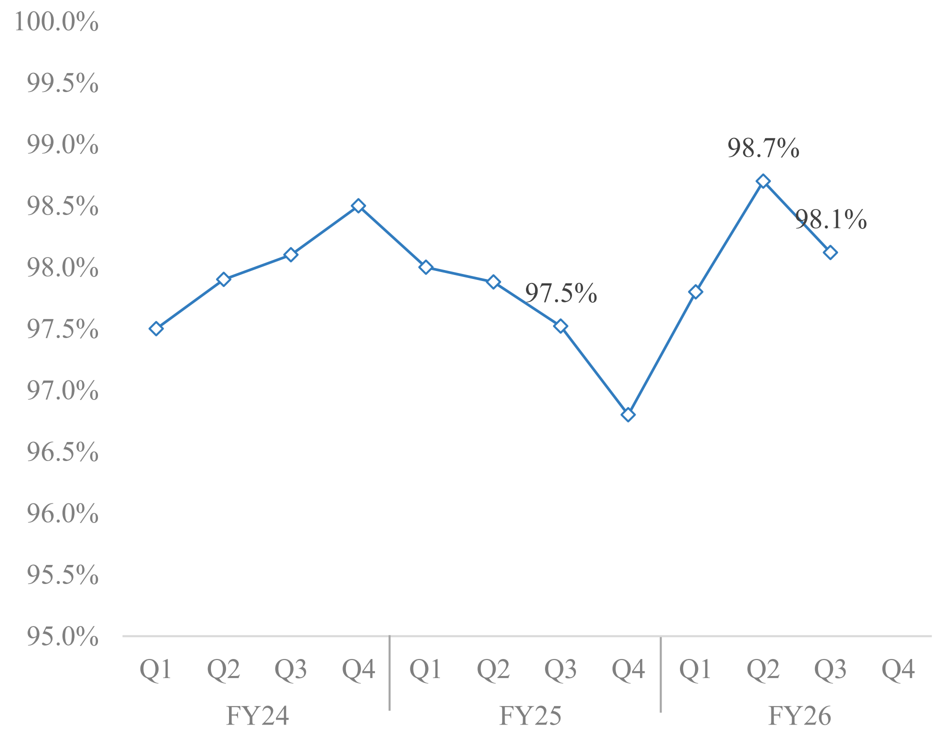
- While the total number of engineers decreased year on year, we strengthened senior-level talent hiring and utilized business partners with a view to winning a greater number of orders for high-value-added projects.
- The engineer utilization rate remained at a high level, in spite of slight fluctuations at the timing of switching one project to another.

Number of engineers



*The number of engineers is calculated by combining in-house engineers and working partner engineers.

Engineer utilization rate

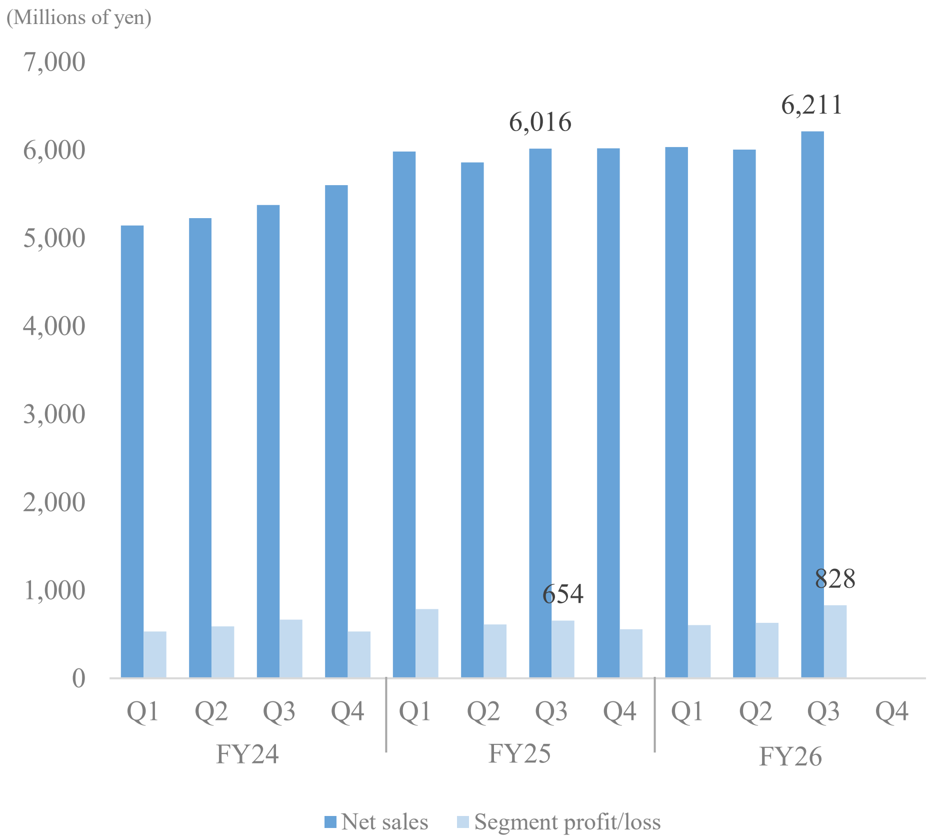


*In-house engineers excluding initial trainees are covered in the calculation of the utilization rate.

Business Performance by Segment: Digital Integration

- Both net sales and operating profit rose year on year thanks to an improvement in added value in the SI domain, the growth of the highly profitable DX domain, and the promotion of the utilization of business partners.

Earnings growth



Q3 net sales
6,211 million yen
(YoY +3.2%)

Q3 segment profit/loss
828 million yen
(YoY +26.5%)

Segment profit margin
13.3%
(YoY +2.4%)

Results of operations

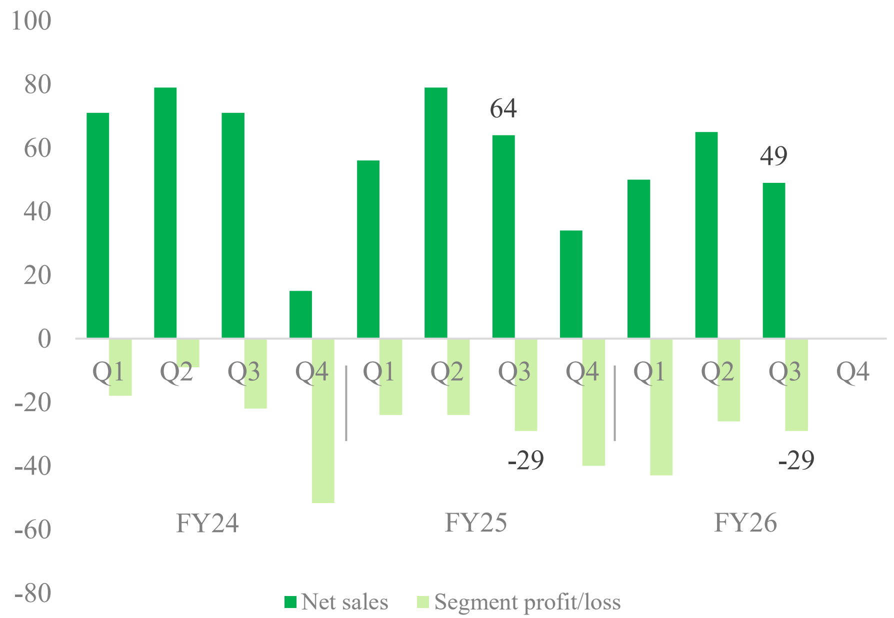
- In the DX domain, we successfully expanded our business as the domain continued to enjoy high demand.
- Net sales rose year-on-year due to: improved added value supported by enhanced services in the SI domain; robust performance in support for enterprises in the operation of Salesforce and COMPANY and facilitation of their widespread use in the DX domain; and an expanded business scale enabled by the utilization of business partners.
- Operating profit margin rose year-on-year thanks to the utilization of partner engineers as well as the effects of investments in AI skill education and enhanced sales structures.

Business Performance by Segment: Midori Cloud

- We focused on expanding sales of Midori Cloud Rakuraku Shukka as advance investments.
- Multiple JA organizations newly decided to introduce the product, with a growing number of JA organizations and agricultural corporations considering its introduction.

Earnings growth

(Millions of yen)



Q3 net sales
49 million yen
(YoY -23.2%)

Q3 segment profit/loss
-29 million yen
(YoY -%)

Segment profit margin
-%
(YoY -%)

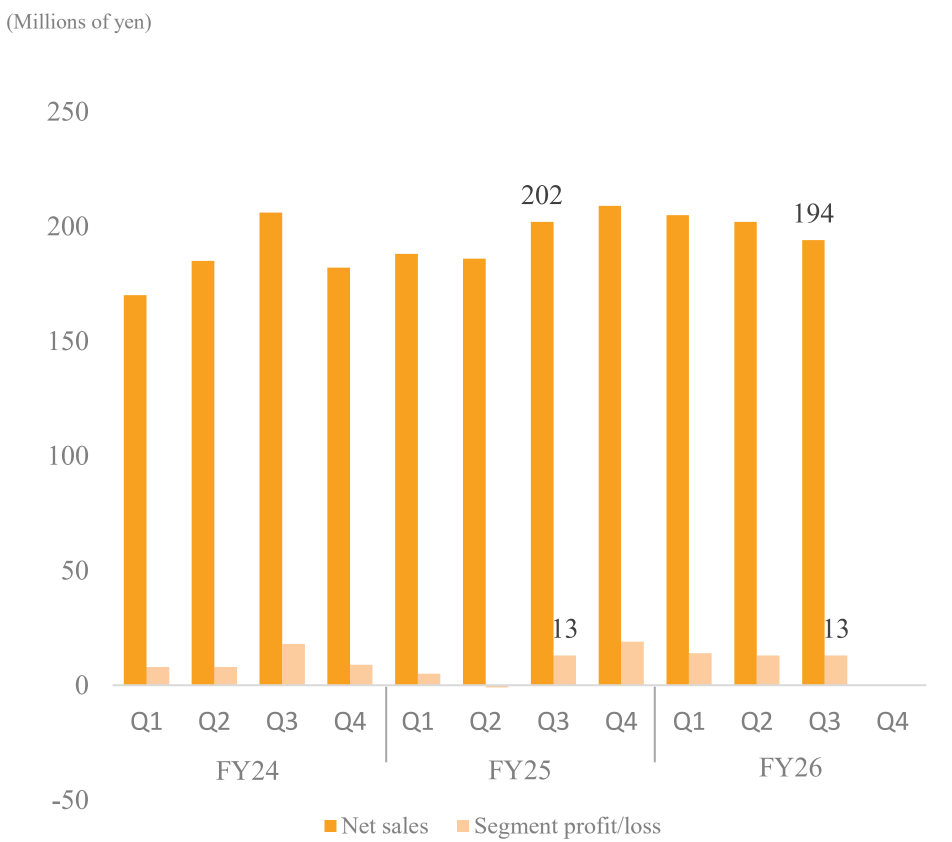
Results of operations

- Multiple JA organizations newly decided to introduce Midori Cloud Rakuraku Shukka, thanks to our aggressive sales activities targeting JA. However, net sales decreased year on year, mainly due to the timing of introduction and a decline following the recording of some large projects recorded for the same period of the previous fiscal year.
- We continued to concentrate our resources on the expansion of the sales of Midori Cloud Rakuraku Shukka.
- Introduction trials are under way/under consideration at multiple JA organizations, and we will continue to focus our efforts so that more JA organizations will adopt the product.
- We recorded subsidy income associated with the introduction of Midori Cloud Rakuraku Shukka as non-operating income.

Business Performance by Segment: Mechanical Design and Engineering

■ Our business remained robust in terms of the acquisition of projects and the engineer utilization rate. Net sales decreased slightly year on year.

Earnings growth



Q3 net sales
194 million yen
(YoY -3.9%)

Q3 segment profit/loss
13 million yen
(YoY +3.4%)

Segment profit margin
7.0%
(YoY +0.5%)

Results of operations

- The number of projects and the engineer utilization rate remained robust as we expanded into new fields Net sales decreased slightly year on year.
- Operating profit rose year-on-year, as hired personnel were assigned to projects.

Company Overview

SERAKU

Management Philosophy

— Strive to be a consistently-developing company
— Take on change
— Contribute to the world and its people
— Pursue happiness for employees

Management Policy

Create and foster businesses through IT education/training services and contribute to the advancement of society.

Course of Action

Be a group that values the creation and continued realization of new products, services, and mechanisms.

Company name	SERAKU Co., Ltd.
Established	December 1987
Representative	Tatsumi Miyazaki, Representative Director
Capital	323,356 thousand yen (as of May 31, 2026)
Employees	3,224 on a consolidated basis (as of May 31, 2026)
Location	Nishishinjuku Prime Square Bldg. 7-5-25 Nishishinjuku, Shinjuku-ku, Tokyo
Group companies	SERAKU CCC Co., Ltd. (wholly owned subsidiary) SERAKU Business Solutions Co., Ltd. (wholly owned subsidiary) AND Think Corporation (wholly owned subsidiary)
Market	Tokyo Stock Exchange, Standard Market (stock code 6199)

History

- With a focus on the utilization of information technologies, we started the early development of businesses that respond to social trends and established our unique position, resulting in steady growth of the scale of our business operations.

Main topics

1994
Launched online communications service Sunnet.

1995
Started the internet business.

2002
Started the network solution business.

2004
Opened Sapporo Branch.

2006
Opened Osaka Branch and Fukuoka Branch.

2009
Started the development of smartphone apps.

2013
Started the business to support the operation of Salesforce.

2014
Launched Midori Cloud.

Opened Yokohama Branch and Nagoya Branch.

2016
Listed on the Tokyo Stock Exchange's (TSE) Mothers Market.

2017
Listed on the TSE First Section.

Opened Minamishimabara Agricultural IT Research Institute and Okuizumo Agricultural IT Research Institute.

2018
Made SERAKU Business Solutions Co., Ltd. into a subsidiary.

2019
Established the DX Headquarters to strengthen the DX domain.

2020
Opened the IoT cloud support center in Tokyo.

2022
Established SERAKU CCC Co., Ltd.

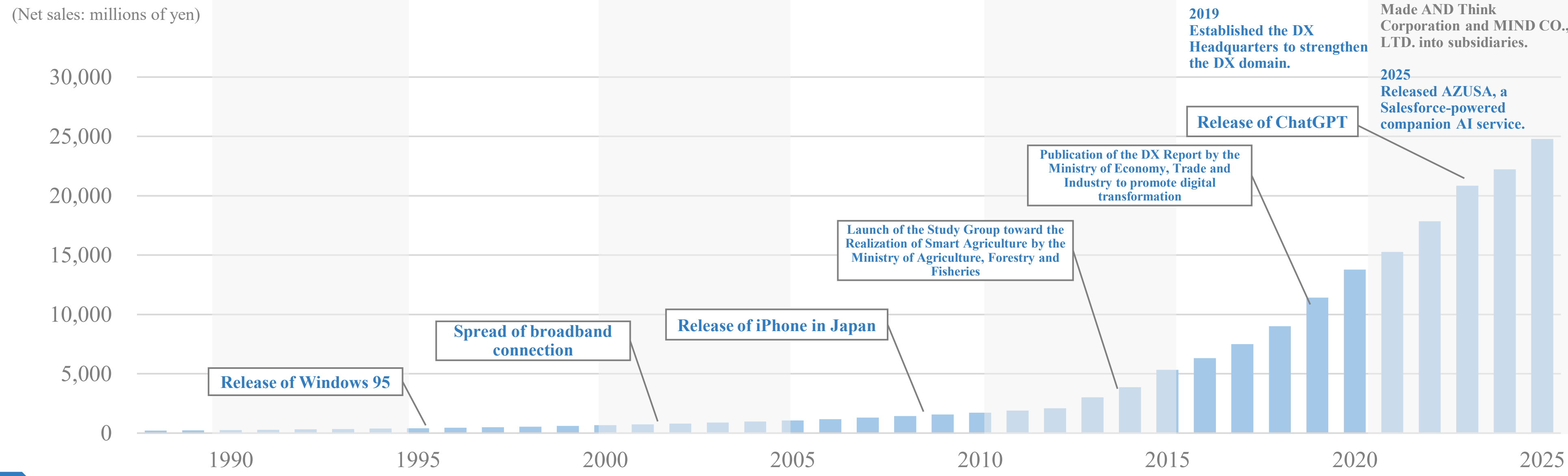
2023
Released NewtonX, a ChatGPT utilization service for companies.

Released Midori Cloud Rakuraku Shukka.

Moved to the TSE Standard Market.

2024
Made AND Think Corporation and MIND CO., LTD. into subsidiaries.

2025
Released AZUSA, a Salesforce-powered companion AI service.



Our Business: SI Domain

- We offer one-stop services that include IT infrastructure construction, operation, and maintenance.
- The domain is less subject to changes in the external environment and has steadily grown as our Company's revenue base.

Solution overview

■ Design, construction, and operation of IT infrastructure
Based on the construction and stable operation of social and corporate IT infrastructure bases, we offer IT design support that covers the latest networks, IoT, and security.

■ Security managed services
We offer security solutions, including firewalls and unified threat management (UTM), hacking detection and defense systems, website tampering detection, and email security.

■ Quality assurance services
We use standardized testing methods and AI to deliver efficient, high-quality software testing services in a one-stop format.

■ IT outsourcing
Our highly skilled engineers provide comprehensive support to address the resource shortage of corporate IT personnel, including network construction, IT device management, and security incident response, among other services.

Business characteristics

Continuity	IT systems require continuous operation; therefore, once we receive orders for these systems, they will contribute to our long-term performance.
Stability	Demand remains stable even amid sudden changes in the external environment, such as the Great East Japan Earthquake, the COVID-19 pandemic, and the digital shift.

Competitive strengths

- Cover a wide range of projects, including design and construction, operation, and maintenance projects, and those requiring a high degree of expertise.
- Handle projects working as a subcontractor for large projects of major system integrators or receive orders from prime contractors.
- Have created an environment to provide training for constructing and operating IT infrastructure in an environment and under conditions equivalent to actual projects.

Our Business: DX Domain

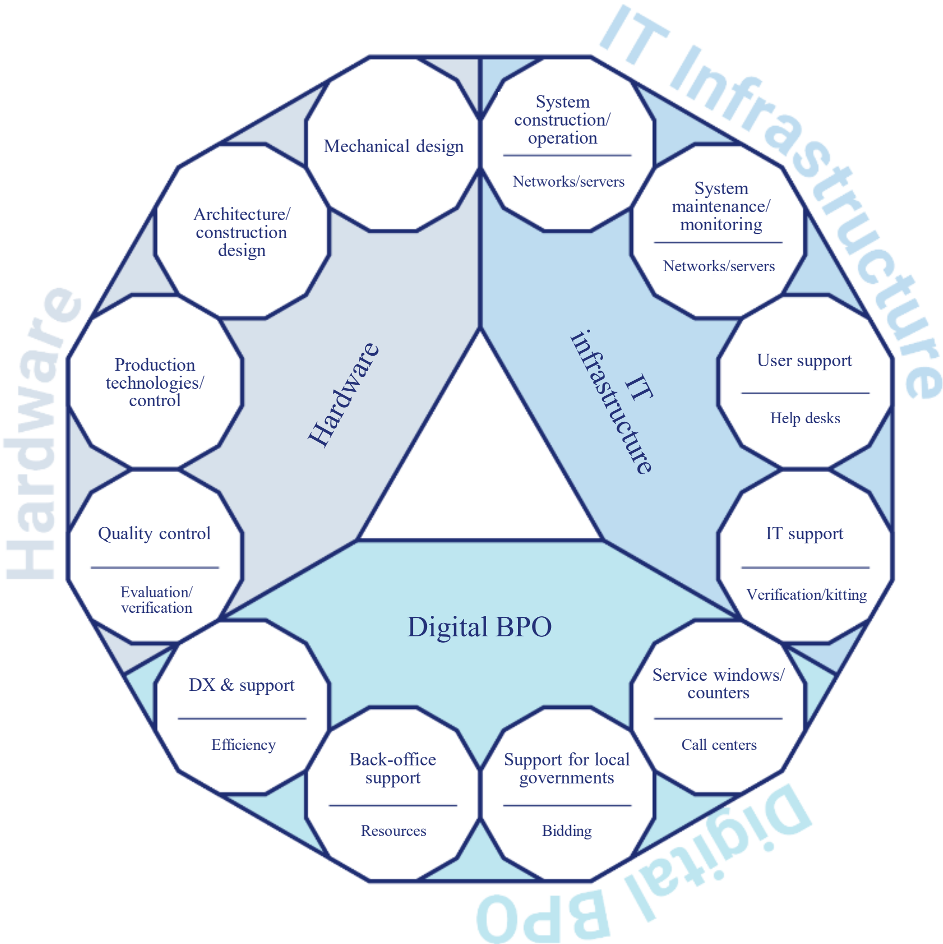
- We specialize in cloud systems and offer support for both operations and user adoption of difficult-to-utilize enterprise software.
- To support the operation and adoption of Salesforce, we will differentiate ourselves by enhancing sales capabilities, starting with system utilization.

	Our main services	Competitive strengths
Support for operation and adoption	**Customer/business management systems** Salesforce Japan Co., Ltd. FY26 net sales growth rate: +9.8%	• Acquired Expert Level certification for the Managed Service field in the Salesforce Partner Navigator Program. • Offer integrated support from CRM utilization to sales enablement field (enhancing sales capabilities), with our track record of offering support for more than a decade (over 500 companies). • Focus on project sophistication and diversification, leading to a substantial increase in unit prices for consultants. • Boast the capability to annually generate over 5,000 leads mainly in our event "Go UP SUCCCESS," centered on large companies.
	Personnel/labor management systems COMPANY Number one domestic market share (32.6%)	• Certified as a solution partner for Works Human Intelligence Co., Ltd. (WHI) (with seven companies certified as such). • Develop highly skilled human resources under an original training program that leverages the training environment provided by WHI. • Have one of the largest pools of engineers in Japan.
	System to digitalize business processes intra-mart® Number one domestic market share (29.0%)	• Work with NTT DATA INTRAMART Corporation on customer successes. • In addition to customer successes, our July 2024 acquisition of shares in MIND CO., LTD. enables us to offer comprehensive support from development through operation and adoption.
Cloud & Solutions Business	• IoT/cloud support center • Cybersecurity • Cloud infrastructure solutions	• Offer support 24/7, 365 days a year by engineers with expertise. • Propose improvements to address potential risks and challenges beyond operational and maintenance support.

*Salesforce Partner Navigator Program: A program that comprehensively evaluates and certifies the professional capability of Salesforce partners in specific areas based on their knowledge, experience, and quality
*Managed Service field: Operational and adoption services that provide end-to-end support, from strategic planning for system utilization to full-scale implementation

Our Business: Mechanical Design and Engineering

- This segment covers SERAKU Business Solutions Co., Ltd., a wholly owned subsidiary.
- We will leverage our technical capabilities in the hardware domain as our strength to expand our business domains and areas in which we can develop businesses.



Competitive strengths

- High level of expertise in the hardware domain
- Wide business domain that covers not only upstream projects but also downstream ones

Sources of competitive strengths

Technical capabilities	• Training program on latest digital technologies and tools • Creation of an environment where employees can use actual IT infrastructure equipment, DX tools, and 2D/3D CAD • Mentoring and coaching by personnel in charge of technical education • Structure to return personal knowledge and experience to the organization
Human capabilities	• Creation of an open and cooperative workplace • Regular feedback and communication • Education and training catered to individual employees • Development of favorable relations through team building activities

Our Business: Midori Cloud

- We utilize AI, IoT, and other cutting-edge technologies to resolve production and distribution issues in agriculture, livestock farming, and fisheries.
- We position "Rakuraku Shukka," a solution that drives digital transformation (DX) in collection and shipment operations, as the core of our current initiatives. Furthermore, we are promoting the new adoption of the system across JA organizations, mainly in the distribution of fruits and vegetables, flowers, and rice, as well as expanding the range of products and collection centers used by JA organizations that have already adopted the system.

Service	Outline
らくらく出荷	• System released in 2023 to save labor through digital utilization in counting, as well as making and writing documents in collection and shipment by pasting and reading QR codes • Realize lot-based traceability by giving individual identification numbers.
みどりクラウド	• Automatically measure and record crop growth conditions and environmental factors using IoT devices, thereby enabling field visualization. • Utilize automatic control in conjunction with other companies' products and remotely control via an app. • Support for recording and managing everything from annual cropping plans to daily agricultural work.
ファームクラウド	• Measure environmental conditions in livestock buildings using IoT devices and record data to detect abnormal conditions and equipment issues. • Utilize automatic control in conjunction with other companies' products and remotely control via an app.

Competitive strengths

- Error reduction and labor saving through digital utilization
- High customizability that allows for operation catered to each site

Example of adoption

Adopter	JA Hiroshima
Issues before adoption	Manual tasks, such as creating documents, are a significant burden, leaving little time to focus on cultivation guidance.
Labor-saving impact*	Shipping burden on producers: down 24% Collection and shipment burden at JA: down 85% Operational error risk: down 70%
Adoption target	We aim to achieve a 90% adoption rate for all products shipped to the market by the end of fiscal year 2027.

With many JA organizations facing similar issues, preparations to introduce the product are underway at multiple JA organizations, building upon the successful results achieved with JA Hiroshima.

*The impact of adoption above is based on the results at JA Hiroshima, and it may vary depending on the workflow.

Our Business: NewtonX - Generative AI Utilization Platform for Corporate Clients

- Generative AI platform released in 2023 for corporate clients to utilize generative AI safely and securely
- Our advantage lies in customer success, leveraging our expertise in supporting cloud system adoption within the DX domain.
- We position the service as an AI platform product that underpins the Japanese-style FDE model through services to support AI-powered operations.

NewtonX

- Service for corporate clients that helps everyone to utilize generative AI safely and securely
- Released NewtonX Minutes, which supports meeting preparations and tasks during and after meetings without prompts.
- Released NewtonX Core, which enables AI to conduct research and prepare materials with minimal prompts autonomously.

Competitive strengths

Customer success	Offer accompanying runner-type support and coaching by leveraging the know-how on customer success support for cloud systems.
Service	Ensure high security features, such as preventing information leaks and retraining, with on-board multi-LLMs.
Product foundation	Promote the integration of AI into business apps using development kits. Developed and expanded by our AI technology assets and dedicated AI team
Operational Platform for FDEs	Starting point for AI adoption consulting and FDE package provision models

Customer needs	Features
Security/compliance	■ Detection of personal information and banned words Automatically detect personal information and pre-determined banned words during input. ■ Establishment of authentication rules Can put in place login by single sign-in, IP address restrictions, multifactor authentication, and other features.
Accuracy of responses	■ A feature to reduce incorrect responses Eliminate outdated or incorrect information with our own adjustments. ■ Data incorporation Uploading documents at hand onto individual chats enables the generation of responses based on the information therein.
Productivity	■ Knowledge Connect Building dedicated knowledge on NewtonX enables the generation of responses based on the information therein. ■ Other Equipped with a chat-sharing feature and a question template feature.

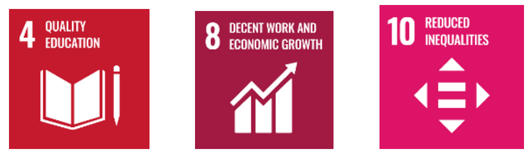
SERAKU's Initiatives for ESG and SDGs

- The SERAKU Group will build a long-term foundation for growth by promoting ESG activities.
- As a company that creates social value, the Group will strengthen initiatives to help achieve a sustainable society.

Safe operation of systems in the IT society

- Building sustainable and strong IT security
- Providing IT environments and services tailored to customers
- Helping maintain social activities using IT

Human resources development



- Cultivating human resources who have advanced expertise
- Providing ongoing education for IT engineers
- Ensuring employment for young people and utilizing a variety of human resources

Creation of new value in society

- Enhancing the value of industry using IT technology
- Achieving regional revitalization through recruitment and IT technology
- Achieving high productivity and low workload by using IT

Use of IT in agriculture field

- Advancing smart agriculture to improve productivity
- Revitalizing the primary industry using IT
- Producing abundant food stably

Realization of a physically and mentally healthy society

- Providing digital healthcare services
- Solving social issues using IT
- Cooperating with academic institutions

Sophistication of corporate governance

- Ensuring compliance
- Strengthening corporate governance
- Improving information disclosure

Contribution of the Midori Cloud Business to the SDGs

- The Midori Cloud business advances the digital transformation of the primary industry, contributing to the realization of the SDGs in a multifaceted manner.

Stable and efficient agricultural production

Stable agricultural production through data utilization
Midori Cloud offers a system to quantify cultivation environments and an environment control system that automatically adapts itself to its environment. These systems will not only improve the productivity in agricultural production but also support the adaptation to changing cultivation environments due to climate change, thereby contributing to a stable food supply.

Realization of healthy livestock raising
The use of Farm Cloud quantifies livestock building environments, enabling the maintenance of proper conditions. Maintaining proper conditions will ensure the safety of livestock and promote healthy livestock raising, thereby minimizing losses due to accidents.

Reduction in fossil fuel consumption in agricultural production
In protected horticulture, fossil fuels are widely burned to create suitable cultivation environments. Midori Cloud visualizes such environments, helping to reduce the burning of fossil fuels to the minimum necessary level and cut greenhouse gas emissions.

Streamlining of the distribution of foods and other products

Realization of waste-free distribution according to outputs in production areas
The projection of shipments from production areas, which we jointly developed with Weathernews Inc. and Midori Cloud Rakuraku Shukka, enables us to grasp the volume of agricultural products available for shipment by production area. As climate change causes changes in shipment periods and production areas suitable for cultivation, such data will be useful for streamlining distribution and reducing food loss.

Rational distribution of organic agricultural products
Currently, many organic agricultural products are transported via parcel delivery services because they are traded in small lots. Regarding the new distribution of organic agricultural products utilizing market distribution and settlement functions, which we have collaborated on with Tokyo Fuji Seika Co., Ltd., among others, we have achieved efficient transportation of organic agricultural products through large-scale transactions, as well as joint distribution with vegetables grown using conventional methods. Such a new distribution will facilitate the distribution of organic agricultural products, resulting in the promotion of highly sustainable agricultural production with low environmental impact.

Realization of sustainable agricultural product distribution through digital transformation of collection and shipment
Midori Cloud Rakuraku Shukka contributes to a stable food supply by digitalizing the collection and shipment of agricultural products and streamlining distribution.

SDGs/ESG/Human Capital Management-related Initiatives

One of the pillars of our management philosophy: “Strive to be a consistently-developing company”

Midori Cloud business

Contribute to the SDGs and practice ESG management through the agricultural IT business

History of our initiatives

2015	Launched the agricultural IT business Midori Cloud.
2016	Adopted as a Hometown Telework Project by the Ministry of Internal Affairs and Communications. Engaged in regional revitalization and local talent development through information technologies.
2017	Opened agricultural IT research institutes by utilizing a closed school building in Minamishimabara City, Nagasaki Prefecture, and a former residence in Okuizumo Town, Shimane Prefecture. Hired local talent.
2023	Launched the collection and shipment support service Rakuraku Shukka. Realized improved productivity in the collection and shipment of products through digital technologies.
2025	Acquired land at the planned site for Vital Village in the Seisho area, Kanagawa Prefecture. Launched the future-oriented well-being activity, Vital Program, in full swing.

Vital Program

Practice human capital management through future-oriented well-being activities

Vital Program is a collective term for activities that provide spaces and opportunities to encourage self-realization, growth, and mutual understanding, based on the idea that fostering a zest for living and engaging in work and various activities on one’s own initiative leads to happiness.

Contribution of our initiatives to earnings and their future vision

Establish a sustainable and highly profitable business model by putting our management philosophy into practice

Step.1	Make the Midori Cloud business segment turn a profit, so that businesses that directly contribute to the SDGs and ESG will help boost the growth in profits
Step.2	Perform employee training, recruitment events, and well-being activities at Vital Village. Make improvements in sickness absence and mental illnesses, among others
Step.3	Conduct work-style-related initiatives such as workcations and having a workplace near home. Establish a sustainable cycle of productivity improvement

Forward-looking Statements

Documents and information provided at today's presentation include forward-looking statements.

These statements are based on assumptions that include current expectations, forecasts, and risk factors. As a result, forward-looking statements include many uncertainties that may cause actual performance to differ from these statements.

Risk factors and uncertainties include the condition of industries and markets in which SERAKU operates, changes in interest rates and foreign exchange rates, as well as other factors affecting the Japanese and global economies.

SERAKU has no obligation to update or correct these forward-looking statements even if there is subsequently new information or an event that affects these statements.

An announcement will be made promptly if there are revisions to the FY8/26 forecasts or differences between the results of operations and these forecasts that require disclosure.