

Financial Results for the First Half of the Fiscal Year Ending March 31, 2026

November 18, 2025

Tsuzuki Denki Co., Ltd.



1H FY03/26 Financial Results: Highlights

Overview of 1H FY03/26 Results

- Sales and profits both increased YoY, with operating and ordinary income reaching record highs for the 1H period
- Initiatives to improve profitability continued to deliver results, and the operating margin improved 2.4pt YoY
- Orders and the order backlog expanded YoY

Outlook for FY03/26 Results

- Taking into account factors such as a portion of orders expected to be recorded as net sales in the next fiscal year or later, the full-year earnings forecast was left unchanged



01 Overview of 1H FY03/26 Results

02 Progresss of Medium-Term Management Plan “Transformation 2026,” Toward Future Growth

Highlights

Revenue increased, and both operating profit and ordinary profit **achieved record highs**

(Millions of yen)

	1H FY03/25		1H FY03/26		YoY change	YoY
	amount	Composition ratio	amount	Composition ratio		
Net sales	41,842		43,437		+ 1,594	+3.8%
Gross profit	9,527	22.8%	10,665	24.6%	+ 1,138	+11.9%
SG&A expenses	8,133	19.4%	8,175	18.8%	+ 42	+0.5%
Operating profit	1,394	3.3%	2,489	5.7%	+ 1,095	+78.6%
Ordinary profit	1,488	3.6%	2,593	6.0%	+1,104	+74.3%
Profit attributable to owners of parent	1,036	2.5%	1,817	4.2%	+ 780	+75.3%

Highlights of Consolidated Results

Net sales

YoY **+3.8%**

- ✓ Growth in server, storage, and other solutions for municipalities and enterprise customers
Demand for PC upgrades continued (roughly 20,000 units) during 1H due to the end of Windows 10 support
- ✓ Demand increased for network construction, including security measures, as well as for building contact centers that utilize AI
- ✓ Contract value for subscription-based businesses such as cloud services increased

Operating profit

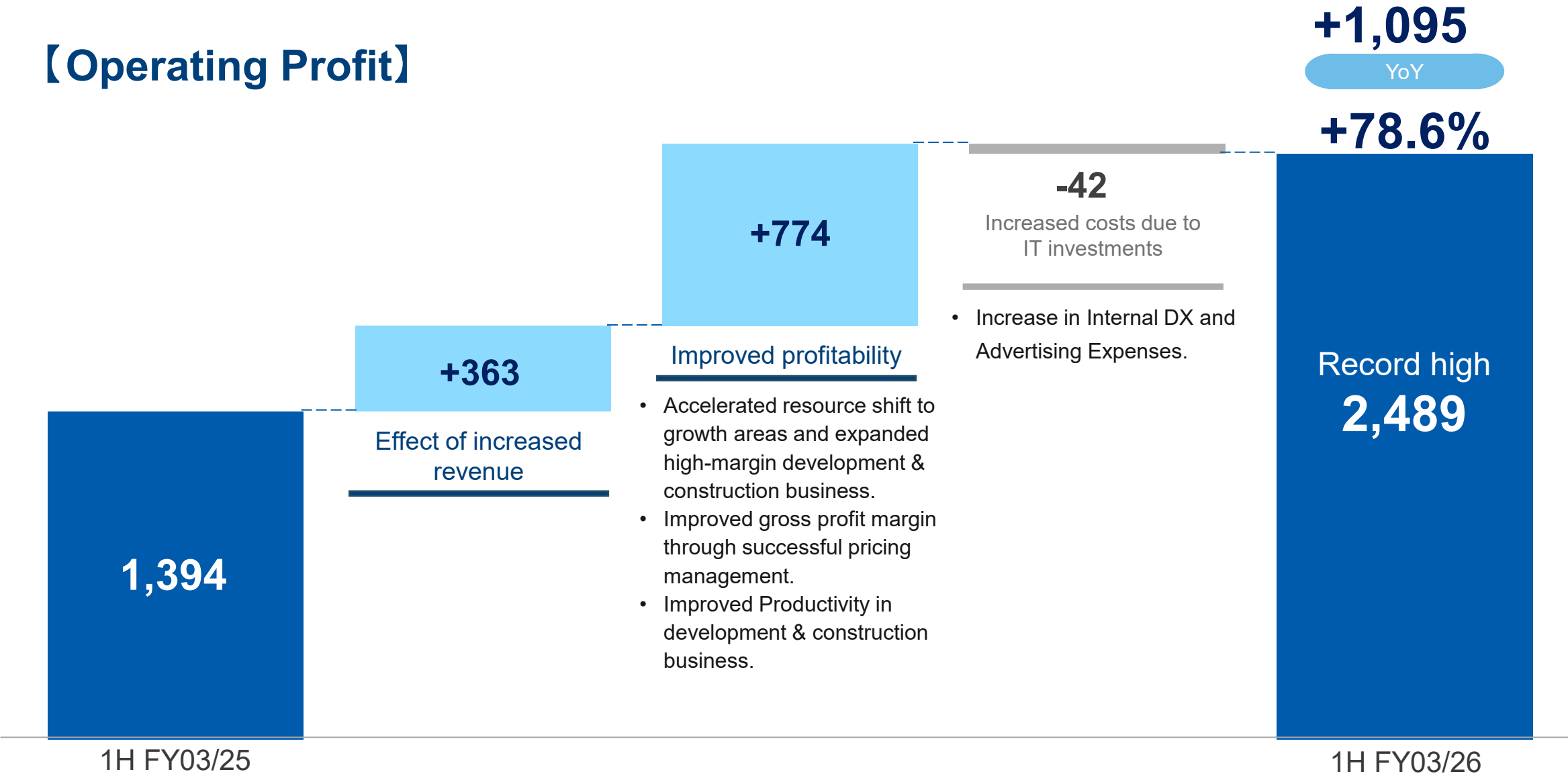
YoY **+78.6%**

- ✓ Accelerated resource shift to growth areas and expanded high-margin development & construction business.
- ✓ Improved gross profit margin through successful pricing management.
- ✓ Improved Productivity in development & construction business.

Factors Affecting Operating Profit

(Millions of yen)

【Operating Profit】



Net Sales by Business Model

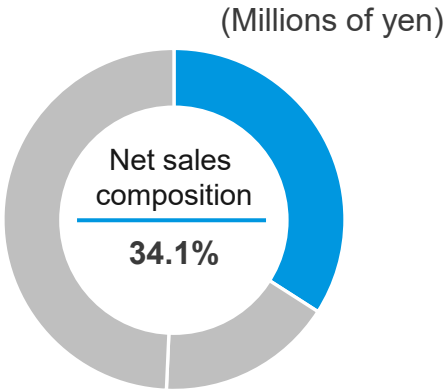
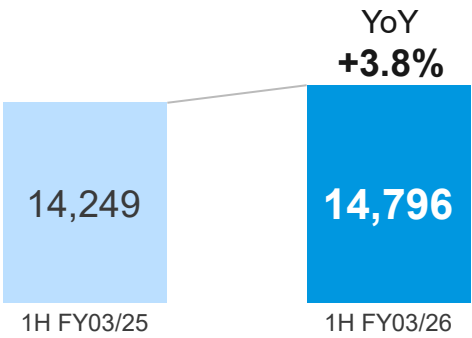
Equipment

- ▶ PCs
- ▶ Servers
- ▶ Storage devices
- ▶ Network devices
- ▶ PBXs, etc.

Overview of 1H FY03/26

Sales were steady, surpassing the same period of the previous year, driven by orders for server and storage installations for manufacturers.

Net sales by business model

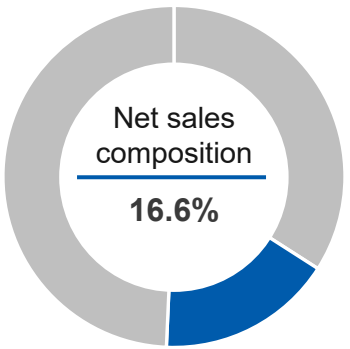
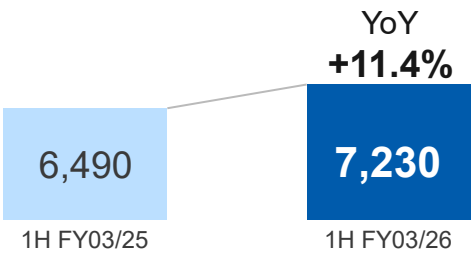


Development & Construction

- ▶ Infrastructure construction (information and network systems)
- ▶ Network design and construction
- ▶ System and application development
- ▶ Voice platform system (PBX) design, construction, etc.

Overview of 1H FY03/26

Sales remained strong, significantly exceeding the same period of the previous year, driven by growth in network and contact center infrastructure projects.

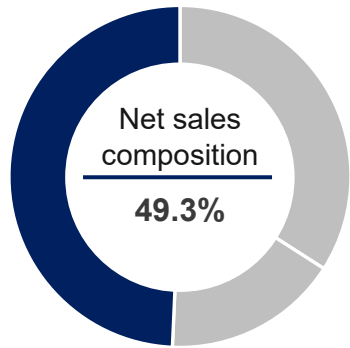
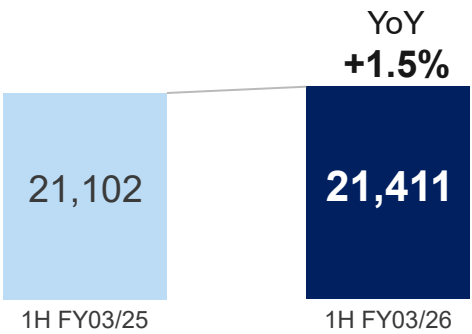


Service

- ▶ Various cloud services (CT-e1/SaaS, TCloud series, etc.)
- ▶ Cloud infrastructure (Microsoft azure, etc.)
- ▶ Device maintenance
- ▶ Monthly line fees
- ▶ Maintenance and operation services, etc.

Overview of 1H FY03/26

Sales exceeded the same period of the previous year, driven by an increase in contract value for subscription-based businesses such as cloud service usage fees.



Orders received were extremely favorable, supported by strong IT investment appetite

	1H FY03/25	1H FY03/26	YoY change	YoY
Orders	49,283	55,973	+6,690	+13.6%
Order backlog	25,335	32,782	+7,447	+29.4%

(Millions of yen)

By business model

Equipment: Acquired large-scale equipment installation projects for government agencies

Orders	19,231	25,857	+6,626	+34.5%
Order backlog	15,550	21,452	+5,902	+38.0%

Development & Construction: Received multiple large-scale network construction orders

Orders	7,876	9,105	+1,229	+15.6%
Order backlog	4,870	6,327	+1,457	+29.9%

Service: Orders temporarily declined due to changes in the timing of orders for certain transactions and the expiration of some maintenance contracts

Orders	22,175	21,010	-1,165	-5.3%
Order backlog	4,915	5,003	+ 88	+1.8%

Progress in Six Growth Areas

Sales in the six growth areas expanded 28% YoY to 7.3 billion yen, progressing steadily toward achieving the full-year target of 16.3 billion yen. The “security” area, driven by strong zero-trust security implementation and network security measures, and the “DX services for logistics operations” area, which secured large deals, both showed particularly high progress rates.

In the “cloud communications” and “DX services for fruit and vegetable market” areas, we are seeking to recover ground following the functional enhancements implemented in 1H.

Areas	1H FY03/26 sales (YoY)	FY03/26 targets	Progress rates	1H FY03/26 progress
Total sales for six growth areas	Year-earlier level +28% (JPY7.3bn)	JPY16.3bn	45%	
(1) Contact Center Systems	+17% (JPY2.7bn)	JPY6.2bn	45%	- Adoption of Genesys Cloud and Ct-e1/SaaS increased - Ct-e1/SaaS saw an increase in deals due to the effects of its integration with Salesforce and OpenAI
(2) Cloud Communications	-10% (JPY600mn)	JPY2.7bn	22%	- Sales decreased due to a revision of initial implementation fees - Continued to implement functional enhancements to strengthen competitiveness
(3) Managed Services	+6% (JPY1.9bn)	JPY4.1bn	46%	PC-LCM services, which handle everything from PC installation to operation on a contracted basis, expanded
(4) Security *1	+150% (JPY1.5bn)	JPY2.0bn	75%	Zero-trust security implementation increased in response to heightened risk, and network security measures backed by high technical capabilities grew as well
(5) DX Consulting	+242% (JPY420mn)	JPY1.0bn	43%	Monetization progressed steadily through the acquisition of follow-on deals
(6) Market-specific DX Services	+305% (JPY160mn)	JPY390mn	42%	
(6)-1 (for logistics operations)	+365% (JPY150mn)	JPY240mn	65%	As in FY03/25, secured large deals, and the subscription-based businesses expanded in tandem with an increase in the number of contract IDs
(6)-2 (for fruit and vegetable market)	+23% (JPY10mn)	JPY150mn	6%	Progress was low because functional enhancements were prioritized, but efforts will be made to recover ground in 2H

*1. From FY03/26, the “security” area newly includes OT security as part of its scope.

Topics in Six Growth Areas (1)

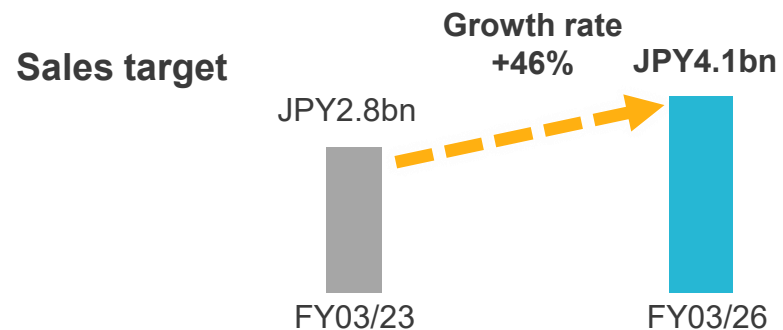
Managed Services

TManaged Service

Operational (contracted) services designed to reduce the workload on customers' information systems departments and optimize their operations

[1H FY03/26 topics]

- ❑ To newly cultivate the small and medium-sized business market, we developed service offerings and began providing simplified assessment services free of charge



Security

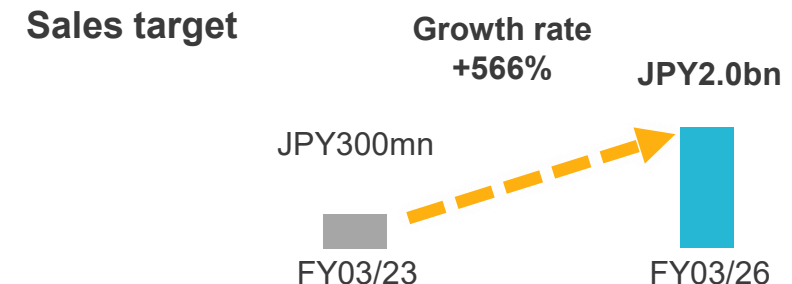


Security Solutions

One-stop services that provide support ranging from formulating information security strategies to construction and operation

[1H FY03/26 topics]

- ❑ We established a new organization to respond to the growing activity in the OT security field
- ❑ Inquiries from major manufacturers about “OT Security & Network Pack” increased



Topics in the Six Growth Areas (2)

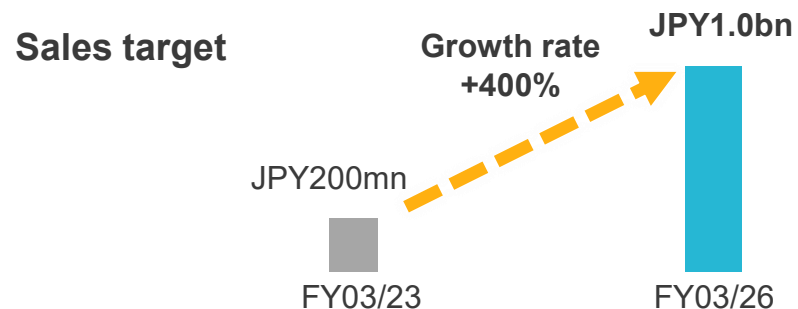
DX Consulting



One-stop support—ranging from identifying customer issues to operation—through DX implementation support services and AI/data analytics technologies

[1H FY03/26 topics]

- ❑ Projects to support DX strategy formulation increased, and we steadily secured follow-up deals
- ❑ From 2H, we will develop the small and medium-sized business market by focusing on proposals for operational reform



Market-specific DX Services



Cloud-based vehicle operation management and delivery management services



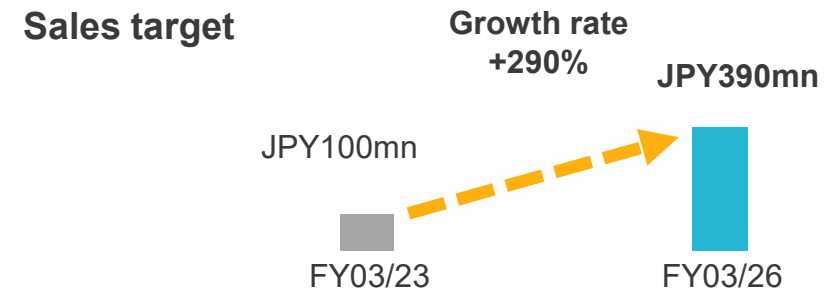
Sales management system for fruit and vegetable wholesale businesses



Real estate leasing management system

[1H FY03/26 topics]

- ❑ We continued to strengthen the functionality of “TCloud for SCM” through collaboration with partners, enhancing the competitiveness of the solution
- ❑ We plan to release “TCloud for Smart Chintai” in June 2026



FY03/26 Consolidated Earnings Forecast (No Change)

Taking into account that some backlog is expected to be recognized as revenue in subsequent periods,
the full-year earnings forecast remains unchanged.

Net sales are expected to increase, while operating profit and ordinary profit are projected to reach record highs for the fourth consecutive fiscal year.

(Millions of yen)

	FY03/25 results		FY03/26 forecast		Change (amount)	Change (YoY)
	amount	Composition ratio	amount	Compositi on ratio		
Net sales	98,263		102,500		+ 4,237	+4.3%
Operating profit	6,481	6.6%	6,700	6.5%	+ 219	+3.4%
Ordinary profit	6,596	6.7%	6,750	6.6%	+153	+2.3%
Profit attributable to owners of parent	4,764	4.9%	4,500	4.4%	-264	-5.6%

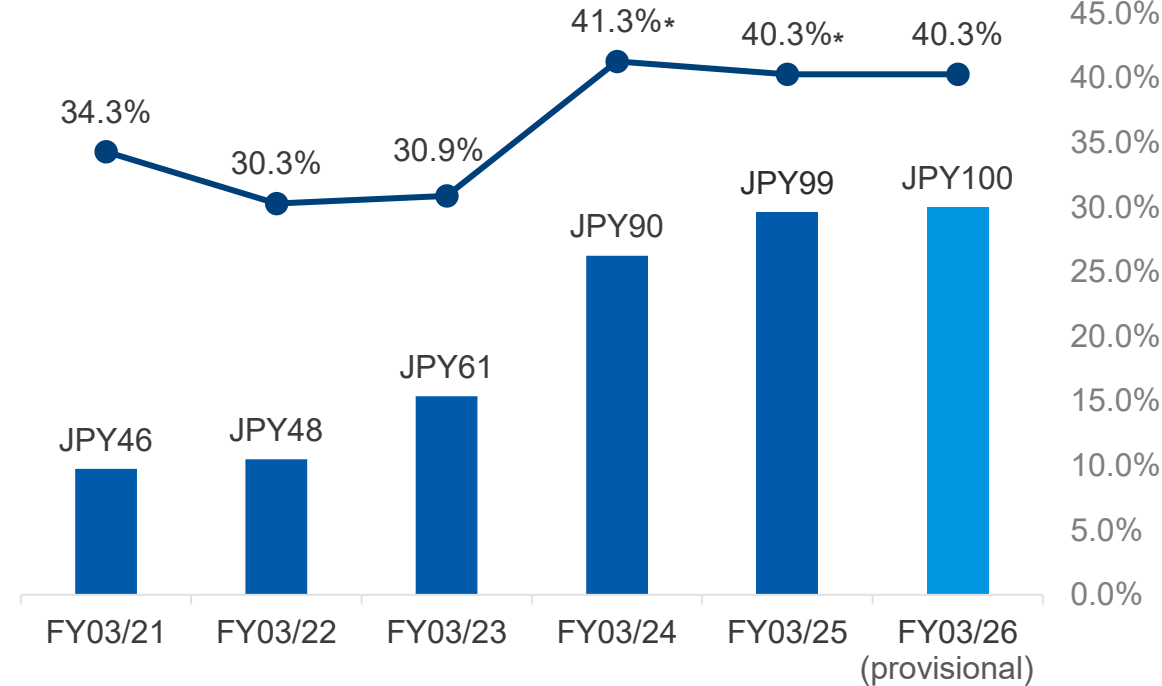
Shareholder Return (No Change)

Pay stable dividends with a target payout ratio of 40%*
(Minimum dividend on equity [DOE] ratio of 3.5%)

Annual dividend:100yen (provisional)
(Interim dividend: 50 yen; Year-end dividend: 50 yen)

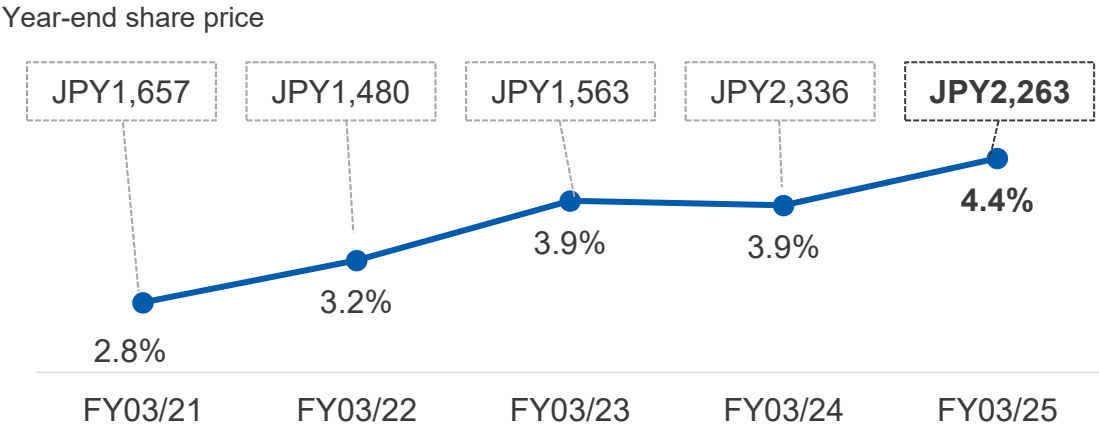
* Profit attributable to owners of parent used for dividend calculation is based on profit from business activities, excluding extraordinary gains/losses, etc.)

Dividend per share& dividend payout ratio



*Based on profit from business activities. Dividend payout ratio is 29.5% in FY03/24 and 37.6% in FY03/25 based on reported profit attributable to owners of parent

Dividend yield



*Dividend yield = Dividend per share / Share price at the end of the period (final record date)

Shareholder benefits

Number of shares held \ Number of years held	Products (including QUO Cards, 13 types in different price ranges)	
	Less than 3 years	More than 3 years
100 shares to less than 300 shares	JPY1,000 worth	JPY2,000 worth
300 shares to less than 1,000 shares	JPY2,000 worth	JPY4,000 worth
1,000 shares or more	JPY3,000 worth	JPY6,000 worth

*If 1,000 shares or more but less than 3 years (worth 3,000 yen) and 300 shares to less than 1,000 shares for more than 3 years (worth 4,000 yen) both apply, it will be treated as 300 shares to less than 1,000 shares for more than 3 years (worth 4,000 yen).

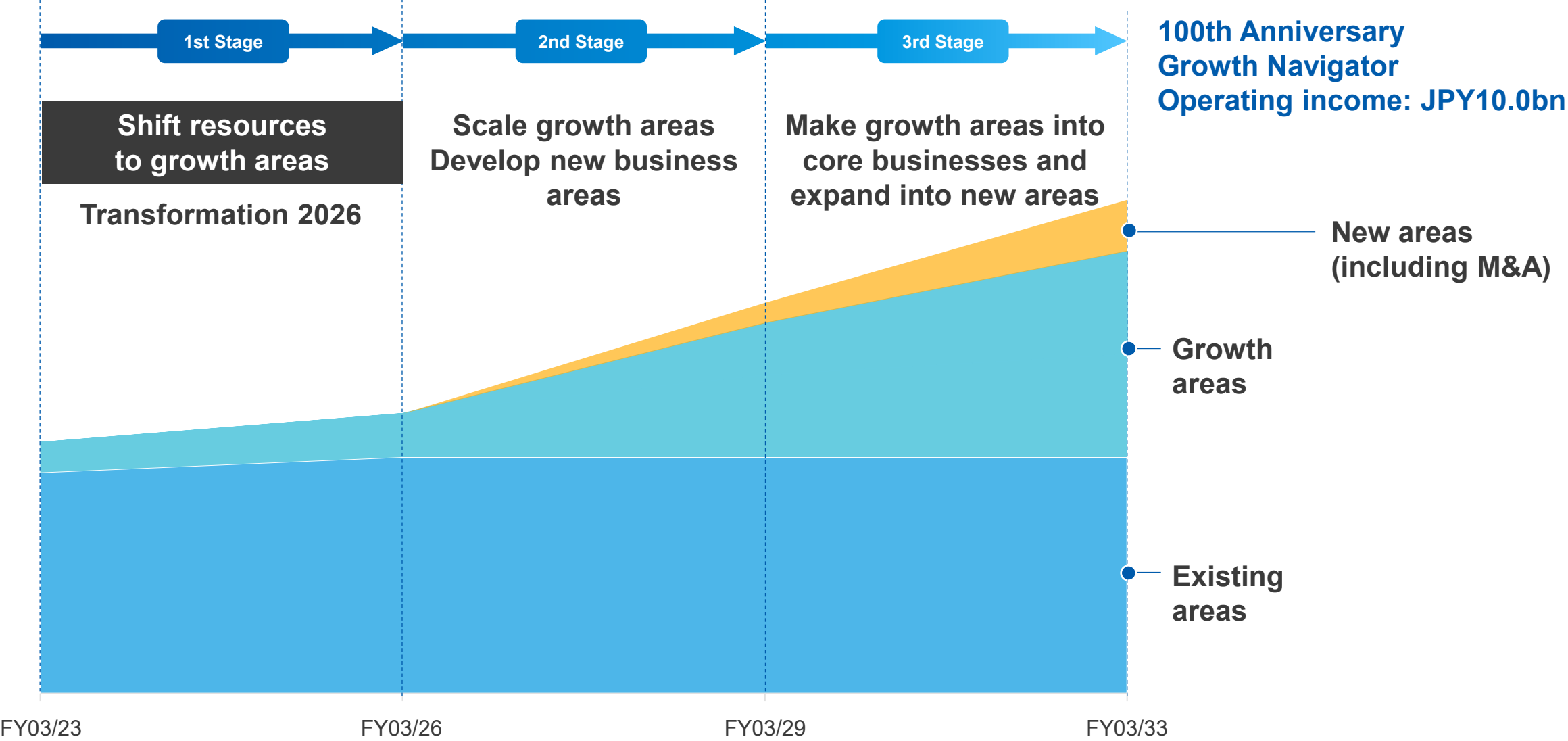


01 Overview of 1H FY03/26 Results

02 Progresss of Medium-Term Management Plan “Transformation 2026,” Toward Future Growth

Positioning of the Medium-term Management Plan (Re-post)

First stage: Shift resources and put growing businesses on track to achieve our long-term vision



Transformation 2026 ~ Shift resources to growth areas

FY03/23 results (Excluding the Electronic Devices business) Net sales JPY93.9bn Operating income JPY4.2bn ROE (Consolidated) 10.4% CO2 emissions Scope1+2 1,623t-CO2	<table><tr><td>1. Business strategies</td><td>Expand growth areas Increase profitability of existing businesses Restructure business portfolio and Group companies</td></tr><tr><td>2. Financial strategies</td><td>Manage finances while being mindful of the cost of capital Create growth funds through balance sheet optimization Optimize capital allocation</td></tr><tr><td>3. Management base reinforcement</td><td>Proactively invest in human capital (organizational and human resource development) Further enhance governance Strengthen sustainability efforts</td></tr></table>	1. Business strategies	Expand growth areas Increase profitability of existing businesses Restructure business portfolio and Group companies	2. Financial strategies	Manage finances while being mindful of the cost of capital Create growth funds through balance sheet optimization Optimize capital allocation	3. Management base reinforcement	Proactively invest in human capital (organizational and human resource development) Further enhance governance Strengthen sustainability efforts	FY03/26 management targets (After revision) Net sales JPY102.5bn (Initial target: JPY102.2bn) Operating income JPY6.7bn (Initial target: JPY5.5bn) ROE Over 10% CO2 emissions Scope1+2 1,346t-CO2 (Initial target:1,468t-CO2)
1. Business strategies	Expand growth areas Increase profitability of existing businesses Restructure business portfolio and Group companies							
2. Financial strategies	Manage finances while being mindful of the cost of capital Create growth funds through balance sheet optimization Optimize capital allocation							
3. Management base reinforcement	Proactively invest in human capital (organizational and human resource development) Further enhance governance Strengthen sustainability efforts							

Progress of Medium-Term Management Plan (1)

Through determined execution of our business strategies, we are firmly advancing the transition to a highly profitable business structure

1. Rebuilding our business portfolio and group companies

Shifting resources to growth areas,
transforming into a pure-play ICT company
Sale of Electronic Devices business

Improving productivity
through the merger of two subsidiaries
Establishment of TSUZUKI XROSS SUPPORT

Strengthening the development capabilities of
TSUZUKI SOFTWARE
Absorption of Next Vision through a merger

2. Expanding growth areas

Shifting resources to growth areas
Setting the six growth areas and
increasing related sales

Growing demand driven by advances in information and
communications technology and changes in society
Cultivation of OT security business

Utilizing the expertise and knowledge accumulated
through in-house practices
Proposals for AI and generative AI-based services

3. Improving profitability in existing areas

Pricing set in alignment with procurement costs and
value provided
Pricing management

Group development guidelines “TSUZUKI Style”
Standardization of development processes

Renewal of development styles and operational reform
Productivity improvements
through the use of generative AI

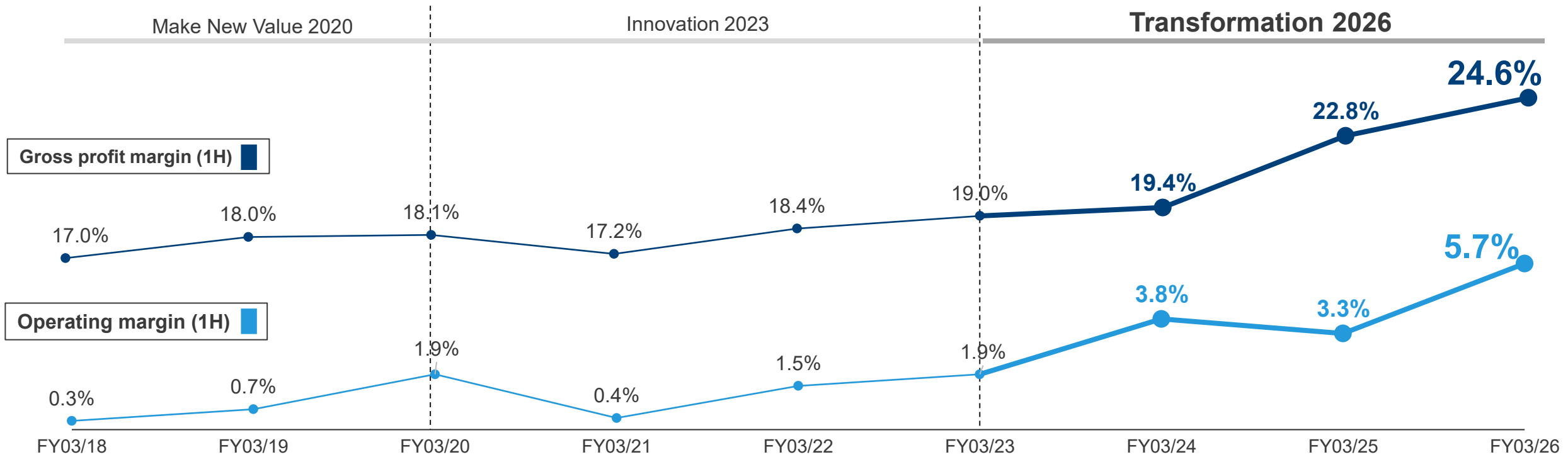
Progress of Medium-Term Management Plan (2)

The initiatives mentioned earlier proved successful, resulting in a significant improvement in both the gross profit margin and operating margin, and delivering major progress in the transition toward a highly profitable business structure

[Specific Results]

- 1. By focusing management resources on core businesses as a pure-play ICT company, capital efficiency improved, and productivity at subsidiaries increased through rationalization and functional enhancement
- 2. We strengthened awareness of profit margins, took steps to curb low-profitability projects, reviewed pricing to match procurement costs and delivered value, reduced loss-making projects, and improved margins through productivity enhancements
- 3. We expanded sales in growth and high-profitability markets and broadened our solutions through co-creation with a diverse range of partners

▼ Gross profit margin and operating margin [1H, consolidated]

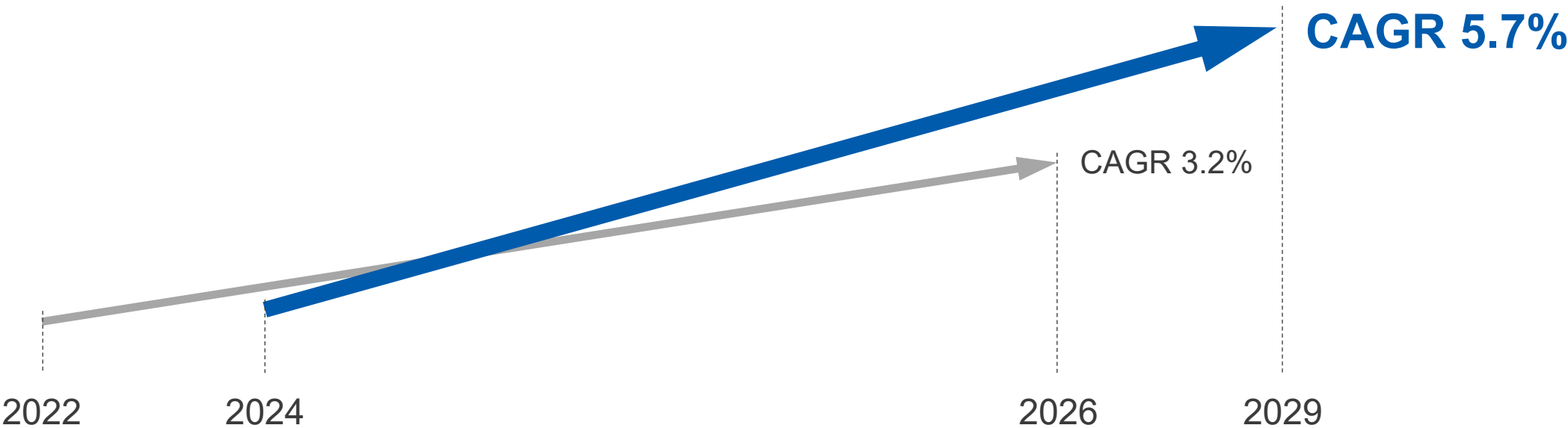


Environment Surrounding the Information and Communications Industry

External environmental changes are also providing tailwinds, accelerating growth in the ICT market

TREND	Worsening social issues (such as labor shortages)	Increasing severity of ransomware damage Heightened security risks	Growing adoption of AI agents Accelerated evolution of information and communications technologies
	Modernization of systems, sustained investment in new systems, and the transformation of society and management environments driven by AI		

▼ The “Japan IT Infrastructure Market Forecast,” released by IDC Japan, has been revised significantly upward from the 2023 edition



Toward the Achievement of the Long-Term Vision

In the current medium-term management plan (1st Stage), we have achieved significant results in improving profit margins. In the next medium-term management plan (2nd Stage), our policy is to pursue profit growth driven by sales expansion.



Existing areas	
Pricing management and productivity improvement	Growth accompanying the expansion of the IT market
Growth areas	
Setting the six growth areas and shifting resources	Driving sales expansion as a growth driver
New areas	
Strengthening proposal capabilities through alliances	Rapid growth through M&A and alliances
Transition to a highly profitable business structure by shifting resources to growth areas	Entering a phase of profit growth driven by sales expansion

Next Medium-Term Management Plan: Toward Sales Expansion (Overview of Initiatives)

Cross-selling strategy	Small and medium-sized business market	
Security business		
Generative AI		
Collaboration with partner companies	Active investment in human capital	Accelerated growth through M&A

Market Strategy



Promotion of cross-selling strategies for existing customers



Strengthening the small and medium-sized business market

Approach to Growth Markets



Expansion of Security business



Utilization of generative AI and business development

Promotion of Business Expansion Initiatives



Collaboration with partner companies



Active investment in human capital



Accelerated growth through M&A

Market Strategy (1)

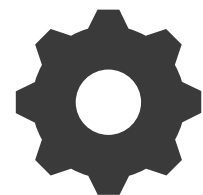
Promotion of Cross-Selling Strategy

Cross-selling strategy	Small and medium-sized business market	
Security business		
Generative AI		
Collaboration with partner companies	Active investment in human capital	Accelerated growth through M&A

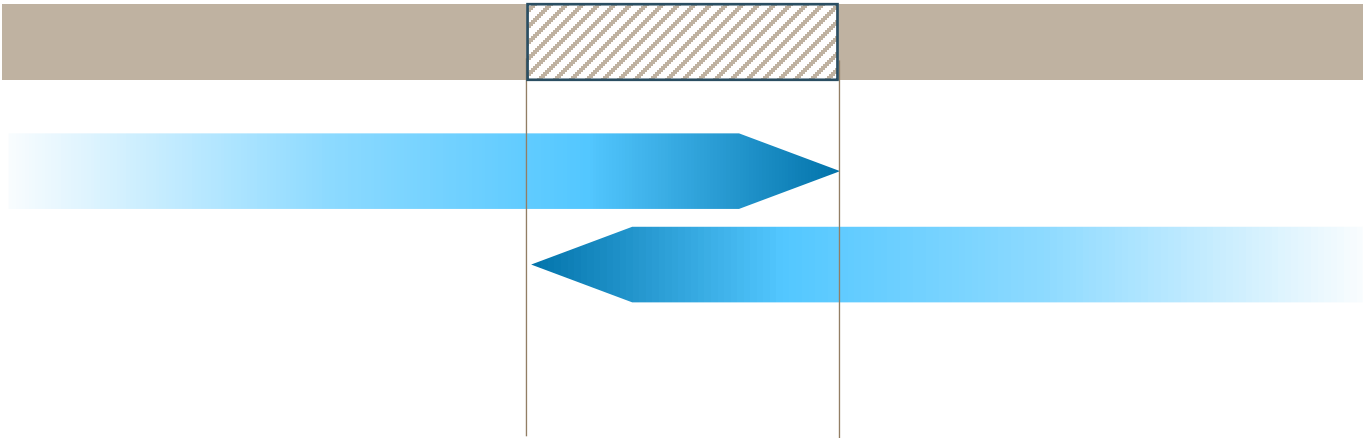
The value we provide to major customers is concentrated in system and network integration, leaving substantial whitespace for expansion into additional areas. We are taking an approach that fully leverages our strong technical capabilities, which span a wide range of fields.

[Our strengths and initiatives]

- High-level technical capabilities as both a system and network integrator
- Ability to provide one-stop services from proposal to development and construction to operation
- Identifying potential issues and proposing optimal solutions



System
Integrator



Network
Integrator

Market Strategy (2)

Cross-selling strategy	Small and medium-sized business market	
Security business		
Generative AI		
Collaboration with partner companies	Active investment in human capital	Accelerated growth through M&A

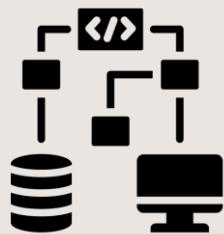
Strengthening the Small and Medium-Sized Business Market

Demand for IT investment—such as DX promotion, cloud migration, and strengthened security measures in the small and medium-sized business market—is expected to continue expanding. We will develop service offerings that are aligned with the issues and needs of these companies.

[Our strengths and initiatives]

- Launch of marketing strategies for the small and medium-sized business market through a newly established department
- Development of solutions for SaaS and cloud services targeting specific markets
- Solutions with strong competitive advantages, including infrastructure construction and the six growth areas

Cultivation of the small and medium-sized business market



Infrastructure construction
(IaaS, PaaS)



Security Solutions



Six growth areas

Approach to Growth Markets (1)

Expansion of Security Business

The security market is expected to continue expanding going forward, and we have established a competitive advantage in the network security domain. We will further increase the resources allocated to the security business, which continues to drive growth, and further accelerate our growth trajectory accordingly.

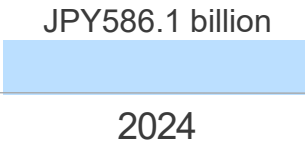
Market Environment

Escalating threat of ransomware attacks

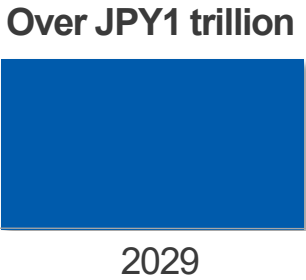
Digitalization of society through DX and IoT

Growing concerns regarding vulnerabilities in OT systems

Enterprise market



Growth of the security market
CAGR of 12.0%



Small and medium-sized business market

Our Strengths

 Multi-vendor support
(Ability to provide a wide range of products and solutions)

 System and network integrator
(Strong technical capabilities in both systems and networks)

Cross-selling strategy	Small and medium-sized business market	
Security business		
Generative AI		
Collaboration with partner companies	Active investment in human capital	Accelerated growth through M&A

Approach to Growth Markets (2)

Cross-selling strategy	Small and medium-sized business market	
Security business		
Generative AI		
Collaboration with partner companies	Active investment in human capital	Accelerated growth through M&A

Utilization of Generative AI and Business Development

With the spread of generative AI and advances in technology, the AI market is expected to develop rapidly. We will promote internal utilization and develop use cases that improve operational efficiency into commercial services, while also leveraging generative AI in our development processes to enhance productivity.

Market Environment

Emergence of AI agents

Broad adoption of generative AI

Breakthrough technological advancements

Rapid development of AI market
CAGR of 25.6%

Over JPY4 trillion

JPY1.3 trillion

2024

2029

Our Initiatives

[Internal use case examples]

-  Automation of administrative tasks for managing purchase orders, inspection reports, and similar documents (AI agents handle document-type classification, data entry into management records, and even drafting reply emails)
-  Testing the use of AI agents to automate contract review tasks
-  Testing the use of generative AI utilization in the development process

[Service commercialization examples]

-  Renewal of Keiyo Bank's contact center platform, introduction of the operator support service "Agent Copilot" (first among regional banks in Japan)
-  Simplified assessment service for evaluating ICT operations

Promotion of Business Expansion Initiatives (1)

Cross-selling strategy	Small and medium-sized business market	
Security business		
Generative AI		
Collaboration with partner companies	Active investment in human capital	Accelerated growth through M&A

Collaboration with Partner Companies

We will promote collaboration with partner companies to upgrade existing businesses and pursue new initiatives. By strengthening competitiveness and supplementing functionality, we will build the products, services, and platforms that the market and customers require.

[Our strengths and initiatives]

- We have built strong, trust-based relationships with more than 2,000 partner companies
- We develop joint solutions that leverage each company’s strengths, roll out joint promotions, and expand the sales network for our own products by strengthening distributor initiatives

Strengthening our partnership with Hewlett-Packard Japan, G.K. (HPE)



- Three-company collaboration including HPE distribution partner DIS
- Provision of “TManaged Service” and “HPE GreenLake” as a comprehensive solution
- Making Juniper Networks—a company with strong capabilities in data center networking—a subsidiary

Strengthening our contact center proposals through Genesys Cloud CX



- AI-based and cloud-based communication platform
- Integration with our solutions “TCloud for Voice” and “CT-e1/SaaS”

Business alliance with Daiwabo Information System Co., Ltd. (DIS)



- Joint planning of solution packages aimed at promoting cloud business
- Promotion conducted through DIS’s media channels

Business alliance with JIG-SAW Inc.



- Service enhancement through the incorporation of IoT technologies
- System management and operational monitoring

Promotion of Business Expansion Initiatives (2)

Cross-selling strategy	Small and medium-sized business market	
Security business		
Generative AI		
Collaboration with partner companies	Active investment in human capital	Accelerated growth through M&A

Collaboration with Partner Companies (continued)

Expansion of services for “TCloud for SCM” through integration with partner products

Building an ecosystem together with collaboration partners that possess highly competitive, advanced technologies, and providing optimal solutions for the various challenges unique to the logistics industry.

 **TCloud for SCM** Cloud-based dynamic management and delivery management services


AI-equipped safe-operation management platform


Transportation management system


Cloud-based warehouse management system


Logistics forecasting
Logistics hub optimization option


Truck navigation option

“OT Security & Network Pack” offered through a four-company alliance

To address the growing risk of manufacturing and logistics shutdowns due to cyberattacks, we have released the “OT Security & Network Pack,” which brings together the expertise of four companies.




Hybrid integrator


Security integrator


High-value distributor


Managed service provider

Promotion of Business Expansion Initiatives (3)

Cross-selling strategy	Small and medium-sized business market	
Security business		
Generative AI		
Collaboration with partner companies	Active investment in human capital	Accelerated growth through M&A

Active Investment in Human Capital

The market is expected to expand amid robust demand for IT investment, and we are actively investing in human capital to capture this growth trend.



Expanding mid-career hiring



Enhancing compensation and strengthening appeal of work environment



Support for capability development and reform of personnel systems

Accelerated Growth Through M&A

We will actively leverage the investment funds generated under the current medium-term management plan and aim for significant growth by complementing our functions and strengthening our management foundation.

Through the examination of many projects,
our expertise in M&A and alliances has deepened, and our ability to assess and
understand opportunities that contribute to growth has improved

[Examples of investment areas] (review ongoing)



Strong edge in AI and other advanced technologies



Robust customer base

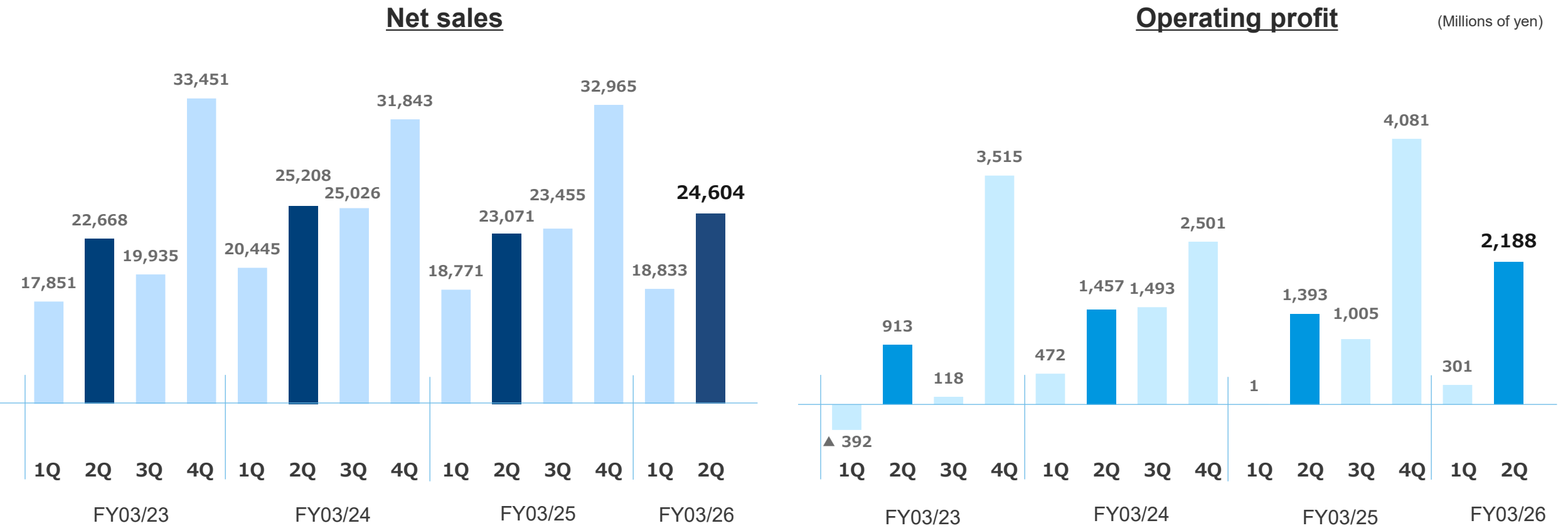


Strong talent pool

Accounting Period Performance Trends

[Note regarding quarterly earnings for the Group]

Because many of the Group’s customers have fiscal years ending in March, and a large portion of transactions are recognized as revenue at a single point in time, net sales and operating profit tend to be concentrated in the second and fourth quarters.



※On January 9, 2024, due to the sale of a subsidiary, we transitioned to a single segment, and prior to the third quarter of the fiscal year ending March 2024, we reported performance in the Information Network Solutions segment.

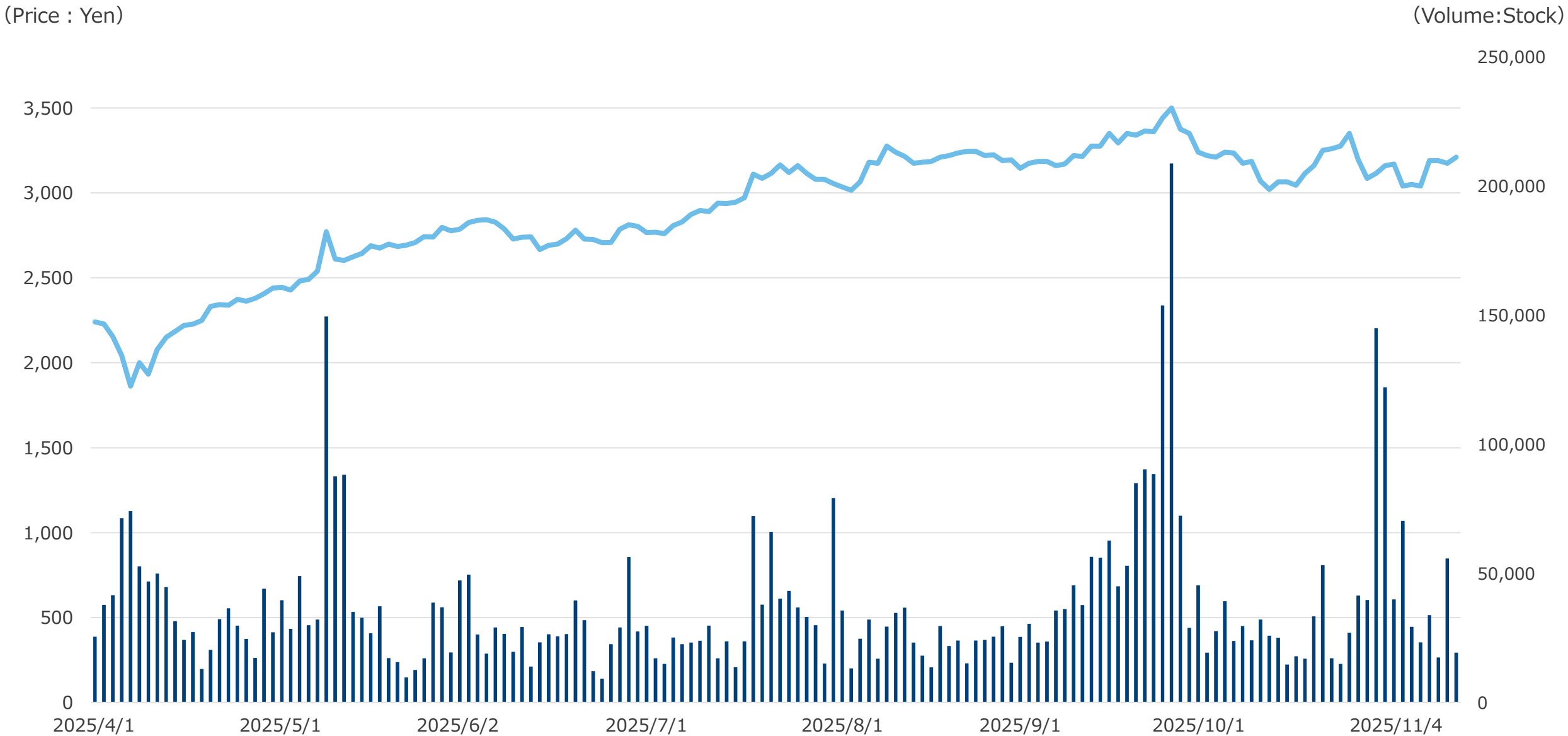
Press Releases

Announcement date	Release details
Nov. 6, 2025	Launch of collaboration with Proseed aimed at “CX-driven value creation”
Nov. 4, 2025	Announcement of the publication of the integrated report “TSUZUKI REPORT 2025 – Leap Forward –”
Oct. 23, 2025	Recipient of the “DX Certification Series Corporate Excellence Award”
Oct. 21, 2025	Renewal of Keiyo Bank’s contact center platform
Sep. 9, 2025	Start of integration between “TCloud for SCM” and “ZENRIN Logistics Service”
Sep. 2, 2025	Decision to release the cloud-based lease management system “TCloud for Smart Leasing”
Aug. 5, 2025	Strengthening of our partnership with Hewlett-Packard Japan, G.K.
Jul. 15, 2025	Addition of new functions to “TCloud for SCM”
Jun. 12, 2025	Renewal of our Information Security Management System (ISMS) certification
Apr. 24, 2025	Trial introduction at TOHO Cinemas of Japan’s first mobile self-order service using pickup stations in domestic movie theaters
Apr. 11, 2025	Launch of the “OT Security & Network Pack” for the manufacturing industry
Apr. 8, 2025	Conclusion of a sales partner agreement for Nextgen’s CPaaS platform
Apr. 8, 2025	Start of collaboration with Sealnet and LYNA LOGICS

Other media coverage

Publication/broadcast date	Media outlet	Details
Nov. 16/23, 2025	BS TV Tokyo	Golf Koyusho (featuring President Yoshida)
Sep. 22, 2025	Weekly BCN Vol. 2076	KEY PERSON (interview with President Yoshida)

Stock Price and Trading Volume

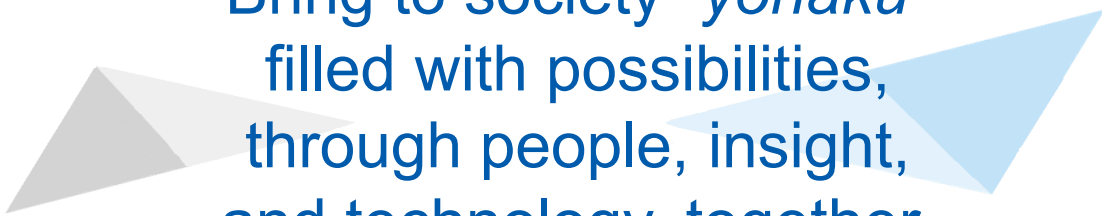


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Disclaimer

The forward-looking statements, including earnings forecasts, contained in this document are based on information available to the Company at the time of this document’s release and are subject to a number of uncertainties. Please note that actual results may differ significantly due to various factors. Although every effort has been made to ensure the accuracy of the information contained in this document, please note that the accuracy and certainty of its content is not guaranteed. The names of companies, products, and services mentioned in this document are registered trademarks or trademarks of their respective owners.

The text is centered and flanked by two overlapping triangular shapes. The shape on the left is a light gray triangle pointing right, and the shape on the right is a light blue triangle pointing left. They overlap in the center, creating a white space behind the text.

Bring to society “*yohaku*”
filled with possibilities,
through people, insight,
and technology, together.