



FY25/7

Results Presentation for FY25/7

INTLOOP Inc.

Stock Code: 9556 TSE Growth Market

September 12, 2025

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Effective September 8, we have renewed our logo.

The new logo now features the katakana spelling “イントループ” in addition to the conventional English 'INTLOOP,' with the aim of improving brand recognition and familiarity within Japan.

For our global expansion, we will continue to use the English logo and maintain brand communication tailored to each market.

1. Executive Summary

1 Full-Year Results for FY25/7

- Revenue reached ¥33,551 million (up 23.9% YoY), and operating profit reached ¥2,186 million (up 45.1% YoY), setting new all-time highs. Revenue slightly missed the plan, but operating profit exceeded the plan.
- This growth resulted from our focus on securing high-margin projects, a key part of our “INTLOOP VISION 2030” plan. By strengthening strategic consulting for enterprise clients and projects for select SIs and consulting firms, we successfully improved our gross profit margin by 2.8 percentage points year-on-year.
- The sales organization transformation implemented in Q3 also proved successful, driving sales growth for major customers such as the ITOCHU Corporation Group and large-scale system integrators.
- The consolidated subsidiary, the DICS Group, also made a significant contribution to full-year results.
- Progress on INTLOOP’s “VISION2030” this fiscal year is proceeding as planned (see pages 15-17).

2 Enhancing Human Capital

- Successfully secured highly-skilled professionals to serve as the core of our business. In addition to consultants in Managing Director and Director roles, we acquired executive-level personnel in sales/marketing and back office functions to accelerate business expansion (see page 19).
- New graduates who joined in April are currently undergoing OJT in preparation for full-scale operations starting in the second half of the fiscal year.

3 M&A / Organizational Restructuring

- In July, we acquired 100% of the shares of KOZOCOM, a company based in Vietnam that operates an offshore development base and provides DX support. This acquisition establishes a foothold for overseas expansion and contributes to building a competitive global value chain (see pages 20-22).

4 Strengthening Group Management and Governance

- In July, INTLOOP's PMO Business Division was established as a subsidiary and established as a subsidiary, INTLOOP Project Management Co., Ltd. Transferring and consolidating the PMO business into the new company clarifies responsibility and authority for this operation. This strengthens our ability to handle increasingly sophisticated and complex projects (see page 23).
- INTLOOP, DICS Group, and KOZOCOM (which became a consolidated subsidiary in July), among others, will strengthen group management and accelerate business promotion to achieve the mid-term plan.
- Mr. Mitsuo Tobe, President and CEO of DICS Holdings, is scheduled to be proposed as a candidate for our company's directors at the October regular shareholders' meeting. Upon appointment, he is expected to primarily oversee business development in the application and infrastructure domains.

5 Capital Policy

- A 2-for-1 stock split will be implemented on September 1, 2025. This stock split aims to enhance share liquidity and broaden the investor base by lowering the investment unit, with an eye toward a future market change to the Prime Market.

6 FY2026/7 Outlook

- For the FY26/7 earnings forecast, we project net sales of ¥43.8 billion and operating profit of ¥3.1 billion by continuing to prioritize high-margin projects to further improve our gross profit margin.
- This strategic choice will steadily advance the transition to a highly profitable business foundation.

2. Earnings Highlights

Net sales, operating profit, and Profit Attributable to Owners of Parent significantly compared to the previous period

	Net sales		Operating profit		Profit Attributable to Owners of Parent	
FY25 Full Year	33,551 million yen		2,186 million yen		1,367 million yen	
YoY	+6,474million yen (FY24Full Year: 27,077million yen)	+23.9%	+679million yen (FY24Full Year: 1,506million yen)	+45.1%	+465million yen (FY24Full Year: 902 million yen)	+51.6%

Progress is being made in expanding high-margin projects under the “Strengthening Freelance Business/Expanding Consulting Areas” initiative, a key measure of the mid-to-long-term management plan “INTLOOP VISION2030”.

Gross profit margin and operating profit margin improved compared to the previous fiscal year

(Unit: million yen)

	FY25 Full Year	Previous Year (FY24 Full Year)		Earnings Forecast (FY25 Full Year)	Achievement Rate (FY25 Full Year)
		Actual	Change Rate		
Net sales	33,551	27,077	23.9%	34,550	97.1%
Gross profit	9,184	6,660	37.9%	8,742	105.1%
Gross profit margin	27.4%	24.6%	+2.8pt	-	-
Operating profit	2,186	1,506	45.1%	1,969	111.0%
Operating margin	6.5%	5.6%	+0.9pt	-	-
Ordinary profit	2,217	1,535	44.4%	2,000	110.9%
Profit before income taxes	2,186	1,433	52.6%	-	-
Profit Attributable to Owners of Parent	1,367	902	51.6%	1,211	112.9%

Gross profit margin and operating profit margin improved compared to the same period last year and the previous quarter

(Unit: million yen)

	FY25 Q4	FY24 Q4		FY25 Q3	
		Actual	Change Rate	Actual	Change Rate
Net sales	8,764	7,475	17.2%	8,754	0.1%
Gross profit	2,459	1,954	25.8%	2,391	2.9%
Gross profit margin	28.1%	26.2%	+1.9pt	27.3%	+0.8pt
Operating profit	671	540	24.2%	449	49.5%
Operating margin	7.7%	7.2%	+0.5pt	5.1%	+2.6pt
Ordinary profit	665	544	22.2%	479	38.7%
Profit before income taxes	689	534	29.0%	479	43.9%
Profit	514	366	40.6%	280	83.3%

Non-consolidated gross profit margin improved year-on-year and quarter-on-quarter

(Unit: million yen)

	FY25 Q4	FY24 Q4		FY25 Q3	
		Actual	Change Rate	Actual	Change Rate
Net sales	6,840	5,741	19.1%	6,497	5.3%
Gross profit	2,046	1,588	28.9%	1,884	8.6%
Gross profit margin	29.9%	27.7%	+2.2pt	29.0%	+0.9pt
Operating profit	543	465	16.7%	357	51.8%
Operating margin	7.9%	8.1%	△0.2pt	5.5%	+2.4pt
Ordinary profit	539	465	15.9%	387	39.1%
Profit before income taxes	563	455	23.8%	387	45.5%
Profit	457	370	23.4%	253	80.6%

① Net Sales

Continued activities focused on securing high-margin projects, primarily with key customers.

② Gross Profit Margin

Gross profit margin continued to improve in Q3 due to the acquisition of high-margin projects.

③ Operating Profit

- Mid-career hiring, focusing on high-level talent, continued in Q4, with associated costs recorded.
- The above expenses are already included in the current period budget.
- Efficiency improvements in advertising expenses continued from Q4 of the previous fiscal year, prioritizing cost-effectiveness.

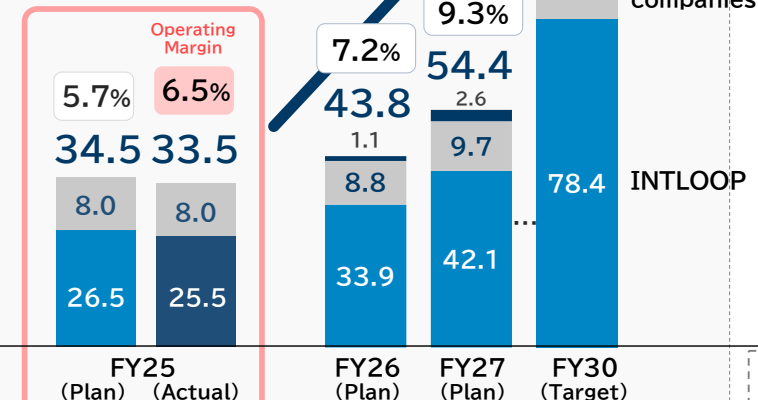
3. Progress of “INTLOOP VISION2030”

Acquisition of high-margin projects and price revisions for certain projects have been successful.
This period ended as planned; this initiative will continue in the next period and beyond

Net sales development (¥ billion)

CAGR:25%

[FY2025/7 Target Achievement Status]
Net Sales: ~¥1.0 billion (Achievement Rate: 97%)
Operating Profit: +¥210 million (Achievement Rate: 111%)
Operating Profit Margin: +0.9 percentage points



Long-term strategy






- ④ Strengthen co-creation with JVs and the fund investment business
- ③ Create new open innovation businesses
- ② Expand our solutions portfolio
- ① Strengthen the freelancer business and expand consulting areas

Financial indicators (Consolidated)

	FY24 (Actual)	FY30
Net sales	¥27.0bn	¥100bn
Operating profit	¥1.5bn	¥15bn (¥ 2.5-3.5 bn by new business)
Operating margin	5.6% (FY24/7)	15.0%

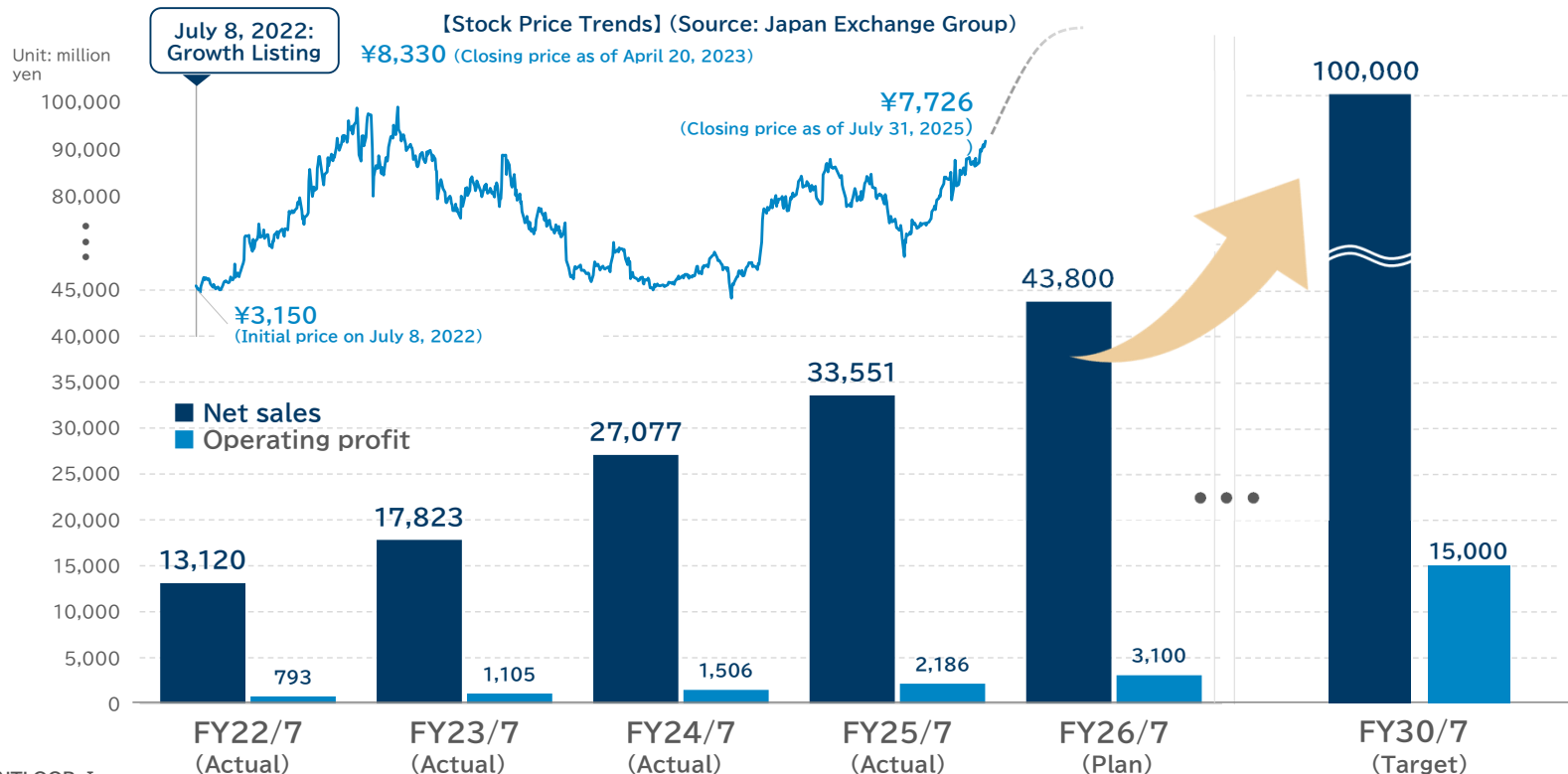
[Legend] Long-term strategy

- Growth acceleration of existing businesses
- Creation of business areas

FY25/7 (Actual)		Progress Rate Against Mid-Term Targets *	Mid-Term Plan Targets (FY30/7)
1 Strengthen the freelancer business and expand consulting areas	<ul style="list-style-type: none"> Capital and business alliance with ITOCHU Corporation; expanded transactions with its group companies. (Transaction volume: approx. 140% increase YoY). Implemented sales structure reforms. Established a system to implement price revisions and secure high-profit projects. 	 25%	In addition to talent provision, we are expanding our business through project/solution delivery.
2 Expand our solutions portfolio	<ul style="list-style-type: none"> Strengthening AI Solutions (Capital and Business Alliance with Idein, Development of Logistics DX Systems, etc.). Acquired KOZOCOM a Vietnam-based offshore provider, as a consolidated subsidiary. 	 20%	Achieving High Profitability Through Solution Portfolio Expansion and Consulting Collaboration / Business Expansion in Infrastructure, Cloud, and Other Areas.
3 Create new open innovation businesses	<ul style="list-style-type: none"> Launch of "INTLOOP Ventures Accelerator". Launch of "INTLOOP Ventures Innovation Community". Collaborating with existing portfolio companies like QXLV and FUNDINNO to support tech startups. 	 25%	Establish an innovation promotion framework that enables the continuous creation of new businesses through established mechanisms.
4 Strengthen co-creation with JVs and the fund investment business	<ul style="list-style-type: none"> Establishment of Food Co-creation Partners Inc., a joint venture with major food wholesaler Asahi Shokuhin Co., Ltd. 	 15%	Creating New Businesses Through JV Co-Creation Investment and Buyout/Venture Fund Management.
5 Build a robust Group management foundation	<ul style="list-style-type: none"> Proceeding with core system replacement plan. Recruited high-level personnel as originally planned. Spun off PMO Business Division to establish INTLOOP Project Management Co., Ltd. 	 25%	Strategy: Building a corporate group that covers technology.

INTLOOP “VISION2030” Progress Report ③ (Sales Revenue, Operating Profit, and Stock Price Trends Over the Past Five Years)

Since going public, revenue has grown at an average annual rate of 36.8%, and operating profit has grown at an average annual rate of 40.2%. The stock price has increased 2.4 times



4. Business Progress

The recruitment of highly-skilled professionals for this term is proceeding as planned.



INTLOOP Inc.

Hired in Q1-Q4: **13** in total

	Delivery	Other	Total
Q1	1	2	3
Q2	0	3	3
Q3	3	1	4
Q4	2	1	3
Total	6	7	13



INTLOOP Strategy Inc.

Hired in Q1-Q4: **8** in total

	Managing Director	Director	Total
Q1	1	0	1
Q2	0	1	1
Q3	2	1	3
Q4	1	2	3
Total	4	4	8

2. TOPICS①-1 Acquisition of KOZOCOM Shares

This July, INTLOOP acquired 100% of the shares KOZOCOM, Inc., a company with an offshore development base in Da Nang, Vietnam, that handles DX support and app development

【Company Overview】

Company Name	KOZOCOM, Inc.
Location	10F, Sogetsu Kaikan, 7-2-21 Akasaka, Minato-ku, Tokyo
Vietnam • Da Nang Office	14F, SHB Da Nang Building, 06 Nguyen Van Linh St, Nam Duong Ward, Hai Chau District, Danang City, Viet Nam
Position and Name of Representative	Kei Hiramatsu, President and Representative Director
Date Established	February 2006 *KOZOCOM Vietnam established in 2019
Business	Offshore system development, DX support
Number of Employees	12 engineers in Japan (including full-time and part-time employees)64 engineers in Vietnam

【Features/Strengths】

1. Offshore Development Center in Da Nang, Vietnam.

- Recruits and develops talented individuals, primarily graduates of Da Nang University of Technology; average age 28; 64-member engineering team.

2. All clients are directly contracted from operating companies.

- The Japanese subsidiary handles sales and customer negotiations.
- Development is carried out in collaboration with the Danang office, primarily led by the CTO, PM, and bridge engineers belonging to the Japanese subsidiary.

3. Supports app development across diverse fields with flexible development frameworks through lab contracts

- Enables business design based on thorough operational analysis.
- End-to-end support from frontend to backend, infrastructure, and testers.

2. TOPICS①-2 Acquisition of KOZOCOM Shares

A highly mobile and cost-effective engineering team joins the group, serving as a stepping stone to building a competitive global value chain

【Purpose of the Share Acquisition】

1

Expanding solutions, meeting diverse client needs

- Strengthening App Development and Engineering.
- Highly Agile and Flexible Support Structure.

2

Building a Competitive Global Value Chain

- Enhancing cost competitiveness through offshore development.
- Accelerating the process from customer proposal to development.

3

Strengthening Overseas Expansion

- Acquiring global talent.
- Expanding support for overseas companies.



KOZOCOM, Inc. Representative Director Comment from Mr. Kei Hiramatsu

KOZOCOM

We are truly delighted to have joined the INTLOOP Group. KOZOCOM's mission is "solving societal and corporate challenges through business." Leveraging our engineering team in Da Nang, Vietnam as our strength, we have supported clients across various industries with their digital transformation and application development. Moving forward, by leveraging synergies with the INTLOOP Group, we are confident we can provide our clients with broader, higher-quality services, including development projects that were previously difficult to undertake independently. We will dedicate our full efforts to fully utilize the technical expertise and proposal capabilities we have cultivated to drive the growth of the entire INTLOOP Group.

3 M&A / Business Investment Policy

We will continue to accelerate growth by actively pursuing M&A and business investments to complement and expand our platform, while horizontally scaling our core competencies



In July of this year, INTLOOP's PMO Business Division was spun off to establish INTLOOP Project Management Inc. (INTPM)

[Company Overview]

Company Name	NTLOOP Project Management Inc. (INTPM)
Location	AKASAKA GREEN CROSS 27F, 2-4-6, Akasaka, Minato-ku, Tokyo, Japan
Position and Name of Representative	President and CEO Masataka Taguchi
Date Established	July 18, 2025
Business	Consulting and implementation support specializing in project management support, PM support, and PMO support

[Purpose and Background of Establishment]

- By spinning off our core PMO business into a subsidiary, we will accelerate decision-making and strengthen and expand the business.
- Addressing market challenges: Responding to market issues such as project complexity driven by DX initiatives and globalization, as well as project delays and quality concerns caused by talent shortages.
- Not only contributing.



Masataka Taguchi Biography

He began his career as a manufacturing consultant at CIS Corporation (now Sony Global Solutions Inc.), gaining PMO experience on large-scale projects for automakers and the Sony Group. In 2005, he joined Management Solutions Inc., Japan's first PMO specialist firm, as a founding member. Serving as Director and then Representative Director, Vice President and COO, he contributed to creating the PMO consulting market and expanding the business. In 2016, aiming to transform Japan's workstyle, he joined INTLOOP Inc. as Senior Vice President. He is dedicated to the penetration and expansion of the freelance consulting market.



5. Full-Year Earnings Forecast

We will continue to promote measures focused on acquiring high-margin projects and aim to achieve our full-year plan

(Unit: million yen)

	25/7 Actual	26/7 forecast	% change
Net Sales	33,551	43,800	+30.5%
Gross profit	9,184	11,700	+27.4%
Operating Profit	2,186	3,100	+41.8%
Ordinary Profit	2,217	3,200	+44.3%
Profit Attributable to Owners of Parent	1,367	2,100	+53.5%

6. APPENDIX

1 Company Profile

Company Name	INTLOOP Inc.
Representative Director	Hirofumi Hayashi
Headquarters	AKASAKA GREEN CROSS 27F, 2-4-6, Akasaka, Minato-ku, Tokyo, Japan
Foundation	February 25, 2005
Capital	2,012 million yen (including capital surplus)
Fiscal Year	From August 1 to July 31
Consolidated Net Sales	33,551million yen (FY25/7)
No. of Employees (Consolidated Basis)	1,374 (As of July 31, 2025)

Lines of Business	<ul style="list-style-type: none">• Business Strategy and BPR consulting• IT Consulting• Project Management Support• Professional Consultant Staffing and Placement• New Business Development and Sales Promotion Support
Group Companies	<p>DICS HOLDINGS*</p> <p>Nihon DICS*</p> <p>iT Partners*</p> <p>N-Stage*</p> <p>Vita*</p> <p>KOZOCOM, Inc.</p> <p>KOZOCOM Vietnam Company Limited</p> <p>INTLOOP Strategy Inc.(unconsolidated)</p> <p>INTLOOP Project Management Inc.(unconsolidated)</p> <p><small>*DICS HOLDINGS is a pure holding company of NIHON DICS, iT Partners, N-Stage, and Vita, a group of IT service companies mainly engaged in SI, IT infrastructure, BPO, and facilities as their core businesses.</small></p>

2 Management Structure



Representative Director

Hirofumi Hayashi

Apr 1996 Joined Andersen Consulting (currently Accenture Japan Ltd.)
In charge of consulting for the manufacturing industry
Corporate planning at a venture company

Feb 2005 Established INTLOOP Inc. and assumed post of Representative Director (to present)



Director

Chikara Uchino

Apr 1996 Joined Andersen Consulting (currently Accenture Japan Ltd.)
General Manager in several operating companies
Mar 2017 Joined INTLOOP Inc. as General Manager
Jan 2019 Director and General Manager of INTLOOP Inc. (to present)

- A company with an Audit Committee
- Five members of senior management in total, consisting of two executive directors from Accenture and three outside audit committee members (ACMs).
- Governance is ensured by having at least a majority of outside directors.



Outside Director (ACM)

Akio Kawabata

Apr 1967 Joined Tokyo Shibaura Electric Co., Ltd.
(currently Toshiba Corporation)
Sep 2016 Joined INTLOOP Inc.; as Corporate Auditor
Oct 2021 Appointed Outside Director (ACM) of INTLOOP Inc. (to present)



Outside Director (ACM)

Fumio Koyama

Apr 1979 Joined Arthur Andersen (currently Accenture Japan Ltd.)
Oct 2021 Appointed Outside Director (ACM) of INTLOOP Inc. (to present)



Outside Director (ACM)

Koji Shimoinaba

Apr 1977 Joined Sumitomo Bank (currently Sumitomo Mitsui Banking Corporation)
Oct 2021 Appointed Outside Director (ACM) of INTLOOP Inc. (to present)

3 Sales Since Inception

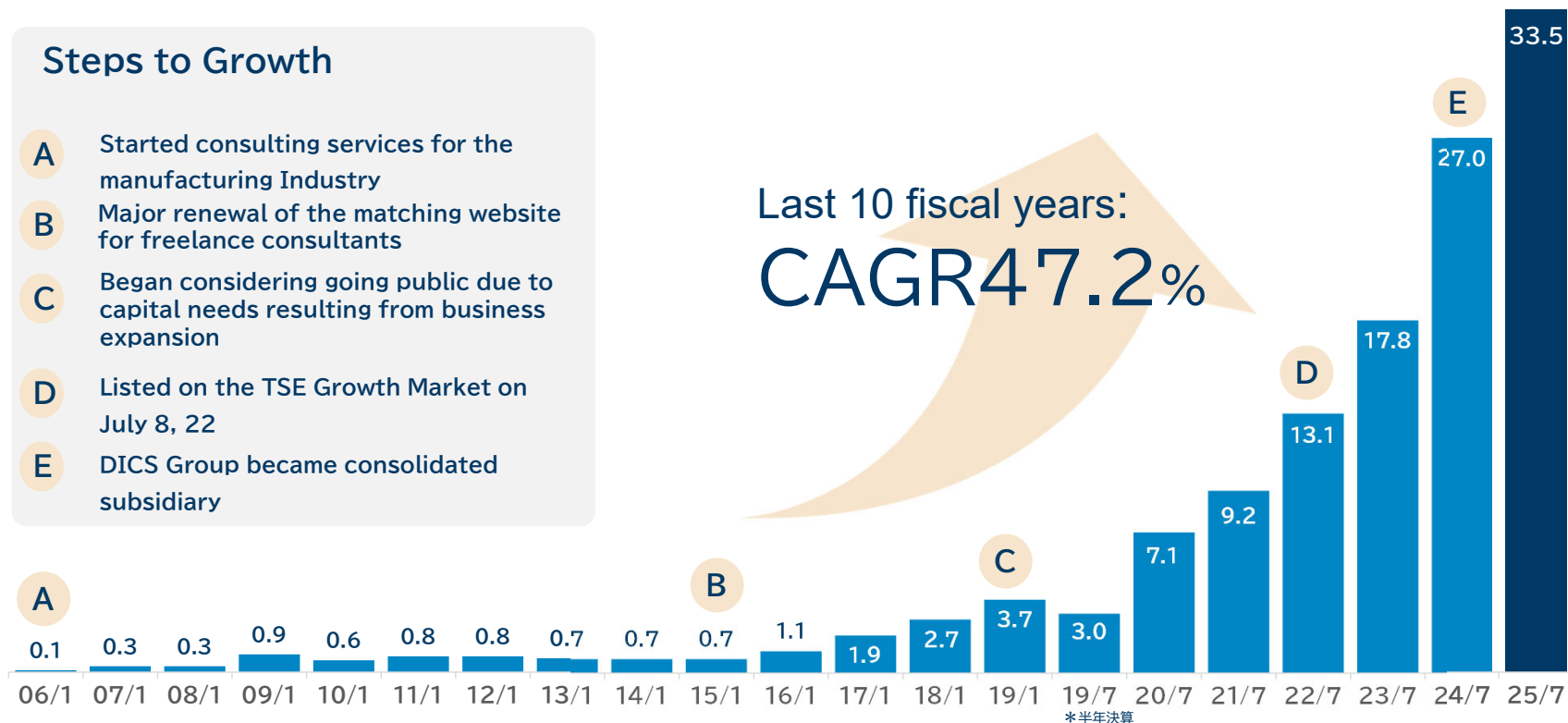
CAGR of 47.2% in the last 10 fiscal years

(¥ billion)

Steps to Growth

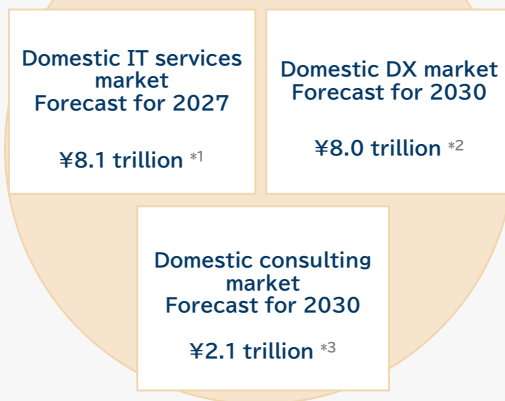
- A Started consulting services for the manufacturing Industry
- B Major renewal of the matching website for freelance consultants
- C Began considering going public due to capital needs resulting from business expansion
- D Listed on the TSE Growth Market on July 8, 22
- E DICS Group became consolidated subsidiary

Last 10 fiscal years:
CAGR 47.2%

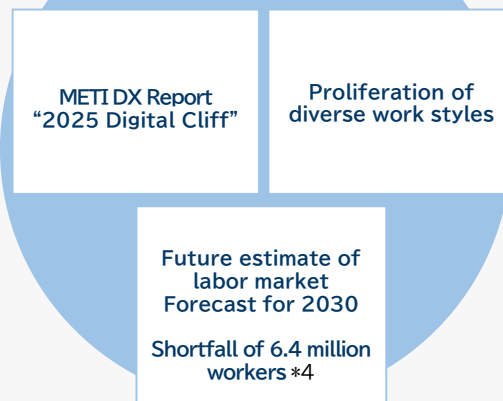


Continued growth expected in IT services and digital transformation (DX) markets

Market Environment



Social Issues



Market Environment

The domestic consulting, DX and IT services markets in which we operate are expected to continue to grow.

Social Issues

There is an urgent need to provide human resources, regardless of the form of employment, due to the shortage of workers, especially highly skilled workers mainly in the IT field, and the proliferation of diverse work styles.

^{*1} IDC Japan, 2024

^{*2} Fuji Chimera Research Institute, Inc., 2024

^{*3} Codawari Business Consulting Inc., 2024

^{*4} PERSOL RESEARCH AND CONSULTING Co., Ltd./Chuo University, 2018

Our strength lies in supplying highly professional human resources and consulting services provided by our employees



Characteristics of our business model

- We introduce projects and provide matching services to freelancers we attract through web marketing.
- We stand between clients and freelancers, making proposals for projects of various sizes, from one person to teams.
- With a human resources database of approx. 52,000 people, we can help solve a wide variety of problems.
- We provide job change support and welfare services to freelancers.

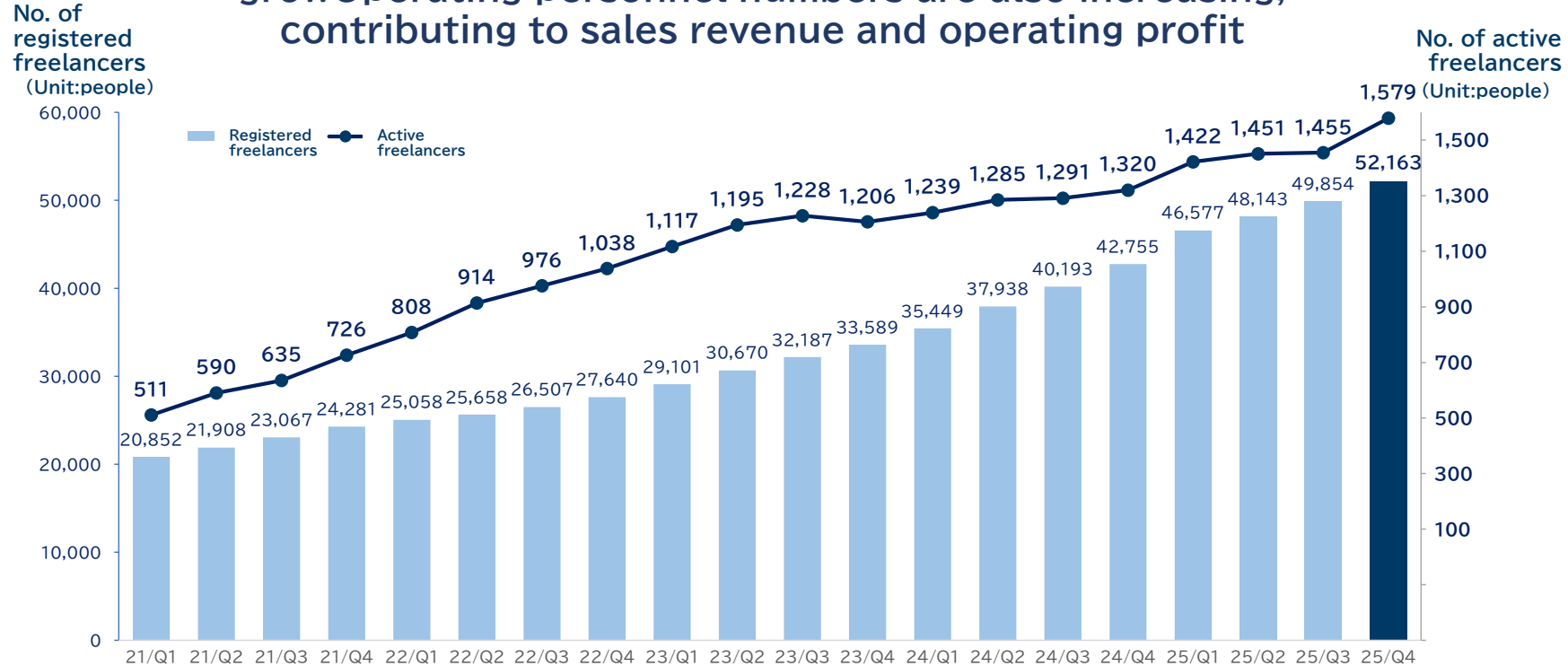
Why client companies choose INTLOOP

- We help recruit, improve work performance and reduce fixed costs for companies that are struggling to find competent employees due to diversifying work styles and a shrinking workforce.
- We ensure a stable supply of highly skilled human resources through our ability to attract freelance human resources and support them in sales and welfare management after we acquire them.
- We offer high-quality services through hybrid teams comprising employees and freelancers.

* As of the end of April 2025

6 Number of Registered Freelancers and Active Freelancers (INTLOOP Inc., Non-Consolidated)

Advertising expenses are being streamlined while registered users continue to grow
Operating personnel numbers are also increasing, contributing to sales revenue and operating profit



Number of
Delivery Employees

398 25/Q4



Consulting services

- Strategy consulting (New Business Development / M&A / PMI)
- IT consulting (System Implementations / Pre-sales Support)
- Business consulting (SCM / CRM / ERP / BPR / BPM / RPA)



Technology solutions

- System Development / Implementation Support (SE / PG)
- SES Support
- Support for advanced technology implementation (AI / IoT / Big Data)
- Nearshore / Lab Development



PMO services

- Individual PMO/Divisional PMO/Companywide PMO/User PMO Support
- PMO x Industry Knowledge (financial, manufacturing, chemical, etc.)
- PMO x Designation of company of origin (e.g., major consulting firm)
- PMO x Package Knowledge (SAP, SFDC, etc.)
- PMO x Development Methodology Knowledge (Agile, etc.)
- PMO x Tech Knowledge (DX, Cloud, etc.)

Number of
Non-Delivery Employees

318 25/Q4



Web services

- Digital Strategy
- Digital Marketing
- Data Utilization
- New businesses / services utilizing digital technology, etc.



Professional human resources utilization services

- Professional Consultants (Freelancers)
- Professional Engineers (Freelancers)
- Professional Marketers (Freelancers)



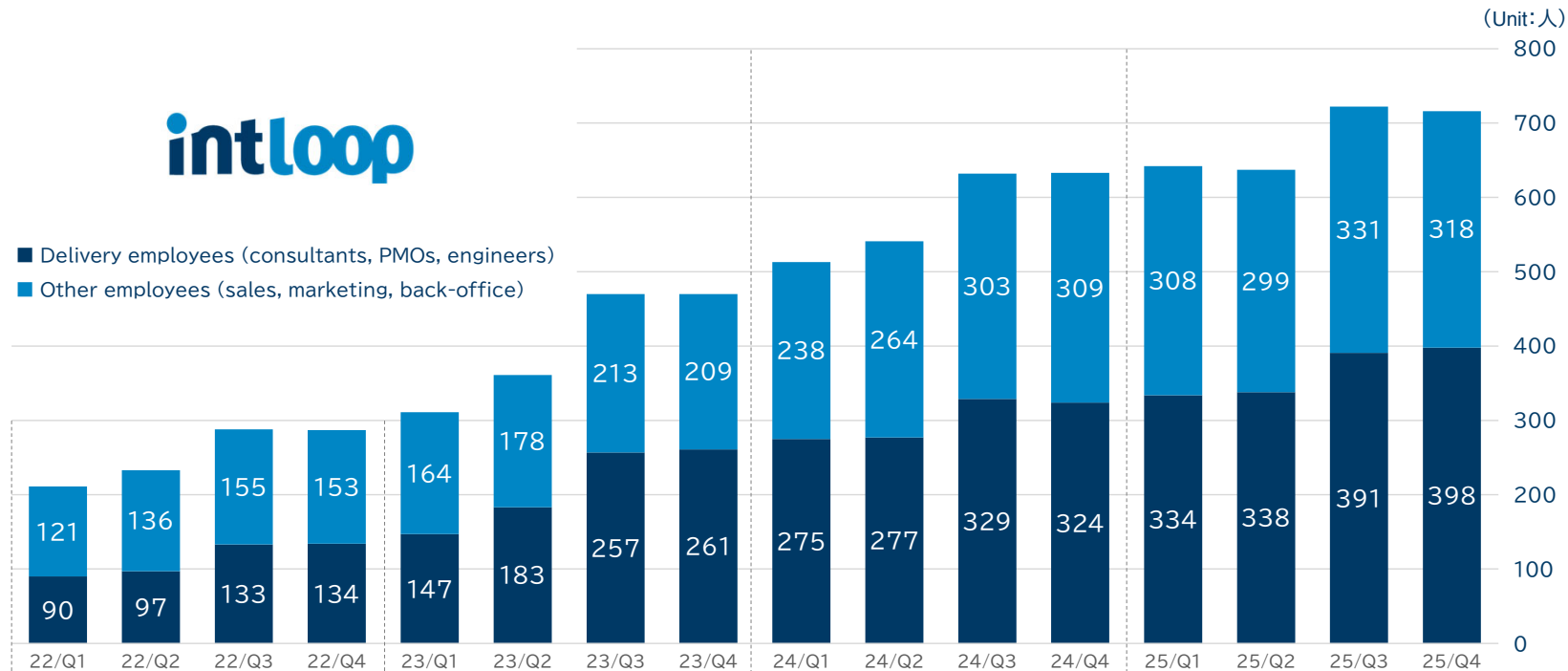
Professional human resources job change support services

- Human Resource Agents
- Headhunting

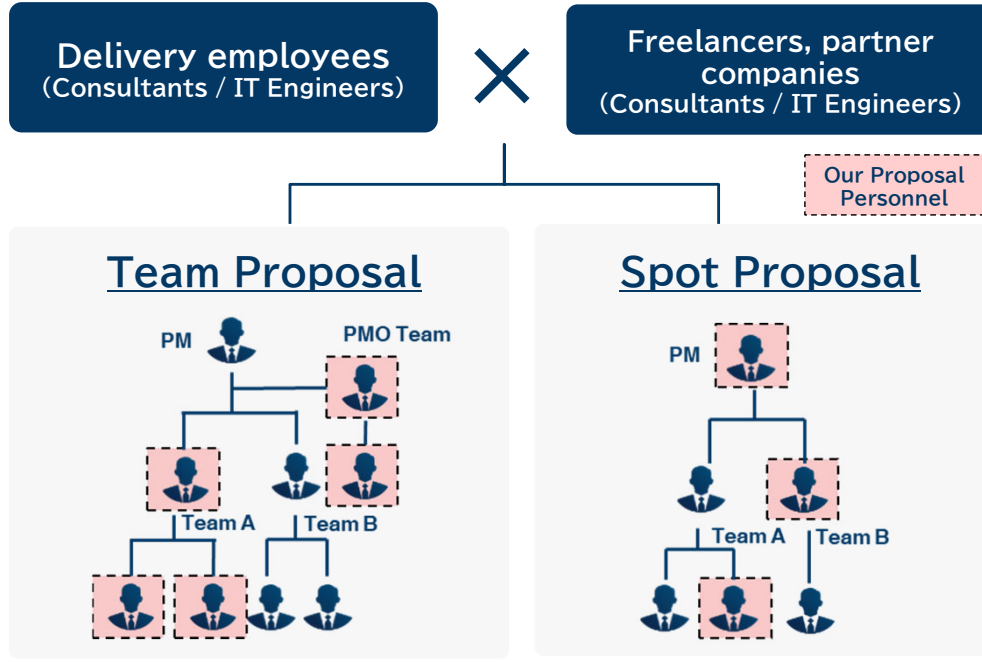


8 Number of Employees (INTLOOP Inc., Non-Consolidated)

FY25/Q4 had 716 employees. The number of employees at the end of the period increased as planned



Hybrid Team



Our features

Hybrid teams with freelancers, led by our employees.

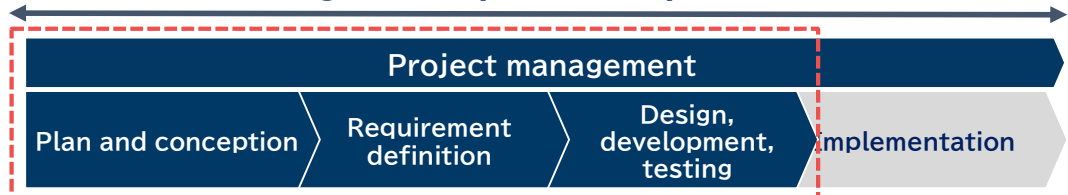
Able to support resources in different positions by recognizing risks from the inside through resource management support.

Team Proposals

Sub-projects of larger projects.

Highly specialized cross-functional areas.

Strength in upstream processes



➔ We not only participate in upstream processes leveraging our consulting expertise, but also cover downstream processes.

Unit price of projects, gross profit margin	Number of client companies, sales ratio by client
<p>■ Enterprise:</p> <p>Project unit price Man month (avg.) 1.4 to 2 million yen</p> <p>Gross profit margin 40%~70%</p>	<p>No. of client companies More than 500</p>
<p>■ SIers and consulting firms:</p> <p>Project unit price Man month (avg.) 1.2 to 1.4 million yen</p> <p>Gross profit margin 20%~30%</p>	<p>Sales ratio by client</p> <p>Enterprise SIers Consulting firms</p> <p>2 : 5 : 3</p>

Characteristics

- Our strengths are in our participation from upstream processes and especially in DX projects, such as implementing core systems.
- Enterprise clientele is not biased toward certain sectors and is broad-based.
- We are currently reforming our sales system with a particular focus on winning high-margin projects.

11 Mid-to-Long Term Management Plan INTLOOP “VISION2030”(1) -Our Goal by FY30/7-

FY30/7 Target: **Net sales ¥100 billion, operating profit ¥15 billion**

We have established INTLOOP “VISION 2030,” in which we aim to achieve net sales of ¥100 billion and operating profit of ¥15 billion between FY25/7 and FY30/7.

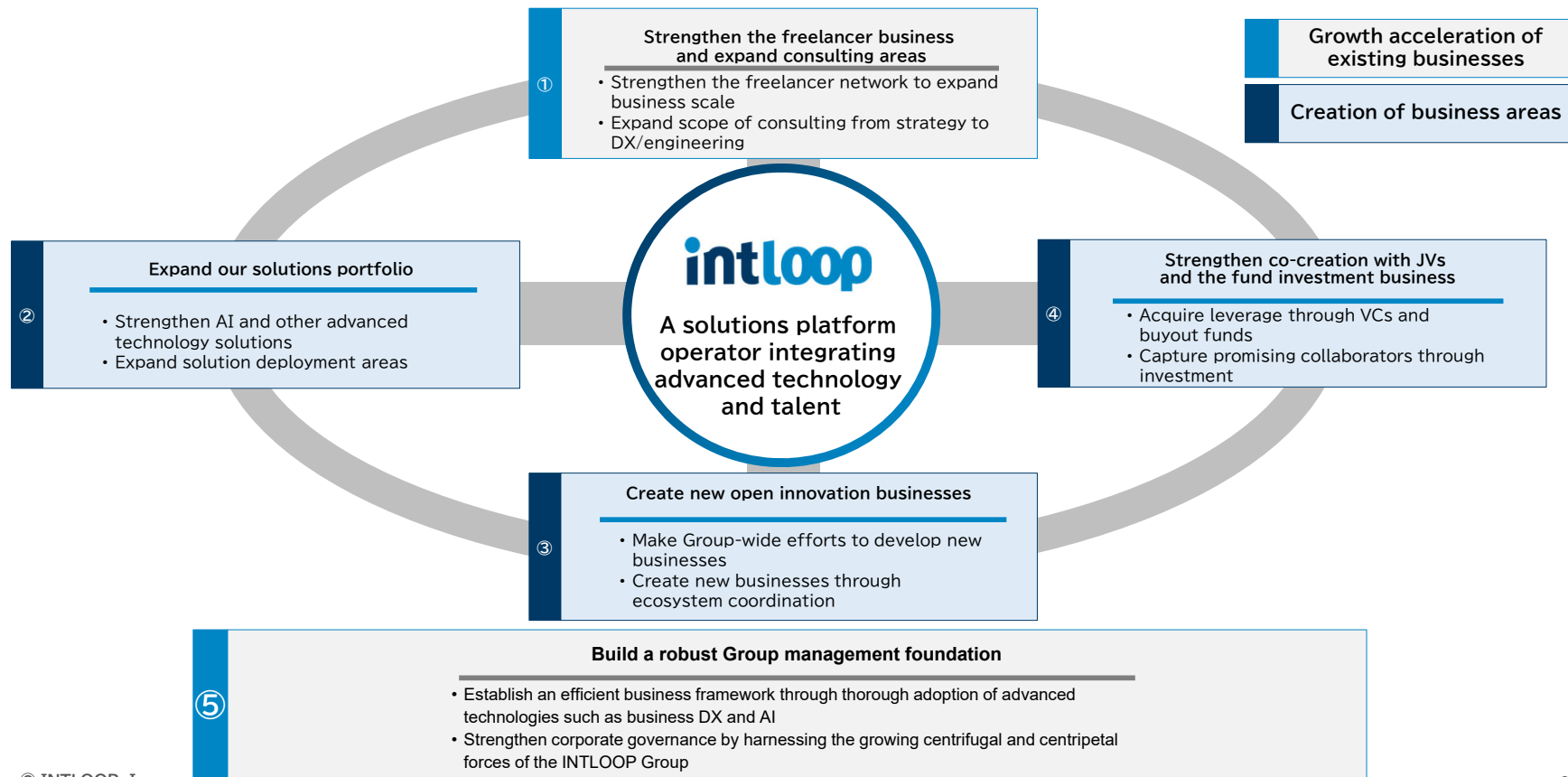
To achieve our target, we will focus on the following activities for “growth acceleration of existing businesses” and “creation of business areas.”

[Key Strategy]

1. Strengthen the existing freelancer business and expand consulting business areas
2. Expand our solutions portfolio, especially in the DX domain that includes edge AI
3. Promote new open innovation through startup collaboration and investment, etc.
4. Strengthen M&As, investments in VCs, and the fund investment business based on co-creation with JVs
5. Build a robust Group management foundation to achieve 1 through 4 above

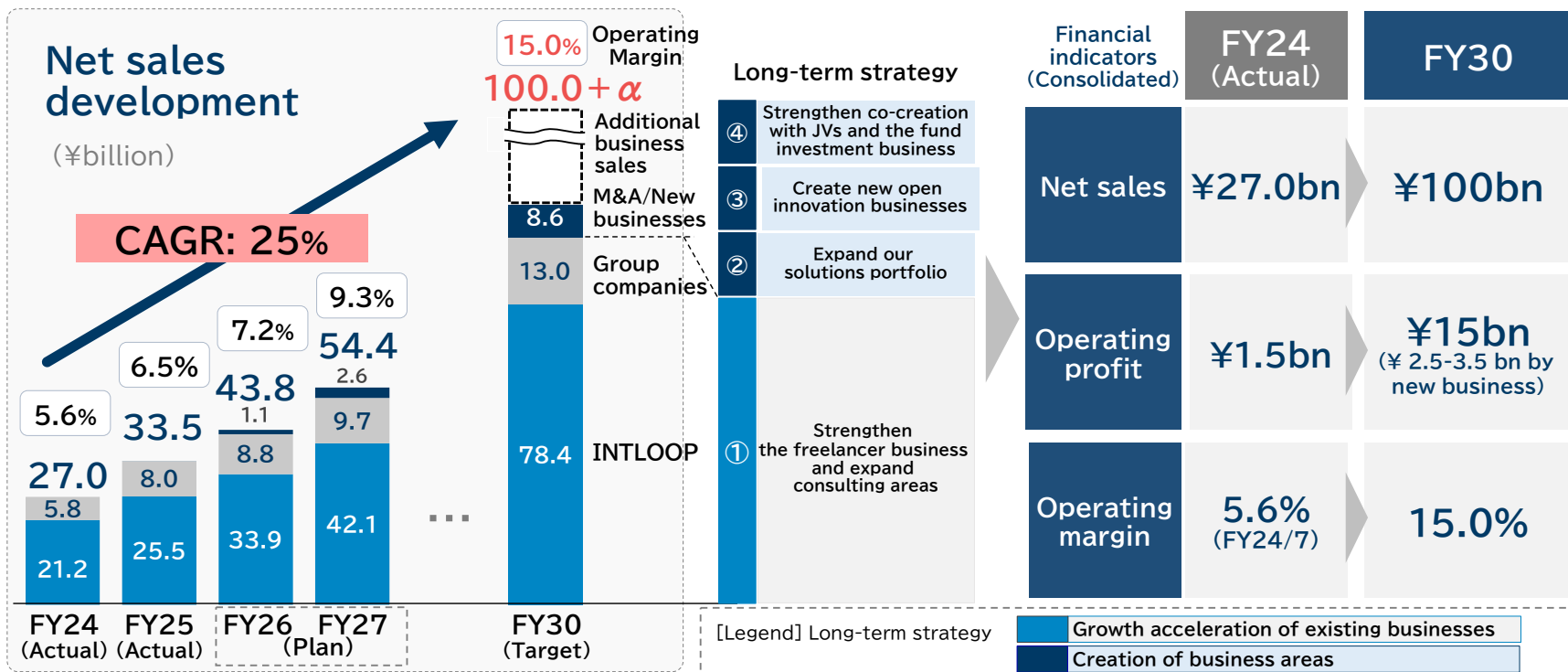
11 Mid-to-Long Term Management Plan

INTLOOP “VISION2030”(2) -Key Strategy-



11 Mid-to-Long Term Management Plan INTLOOP “VISION2030”(3) –Financial Indicators-

Gradually improve profitability of existing businesses in FY25-27 and achieve higher profitability through new businesses toward FY30



Upcoming calendar

FY26/7 Q1 Financial Results
Announcement and Briefing

Friday, December 12, 2025

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