



CORE CONCEPT
TECHNOLOGIES INC.

Financial results for Q3 of FY 2025

Core Concept Technologies Inc.

Securities Code: 4371

November 13, 2025

1 E x e c u t i v e S u m m a r y P-3

2 E a r n i n g s R e p o r t P-5

3 K P I P-15

4 M e a s u r e s f o r R e b u i l d i n g o f O u r
B u s i n e s s e s i n F Y 2 0 2 5 P-19

5 A p p e n d i x P-25



1

Executive Summary

Results for Q3 of FY 2025

Operating profit and operating profit margin decreased despite an increase in YoY net sales.

	Q3 of FY 2024	Q3 of FY 2025		
Net sales	14,285	15,393	million yen	+7.8 % year on year
Operating profit	1,639	1,588	million yen	-3.1 % year on year
Operating profit margin	11.5	10.3	%	-1.2 points year on year

Topics

Acquisition of treasury shares

- Conducted while comprehensively considering the stock price level, financial standing, shareholder returns, and other factors.
- Total number of shares to be acquired: Up to 900,000 shares (1 billion yen); ratio to the total number of outstanding shares (excluding treasury shares): 5.35%
- Acquisition period: Nov. 14, 2025 to Mar. 31, 2026
- Acquisition method: Open-market purchase at the Tokyo Stock Exchange

2

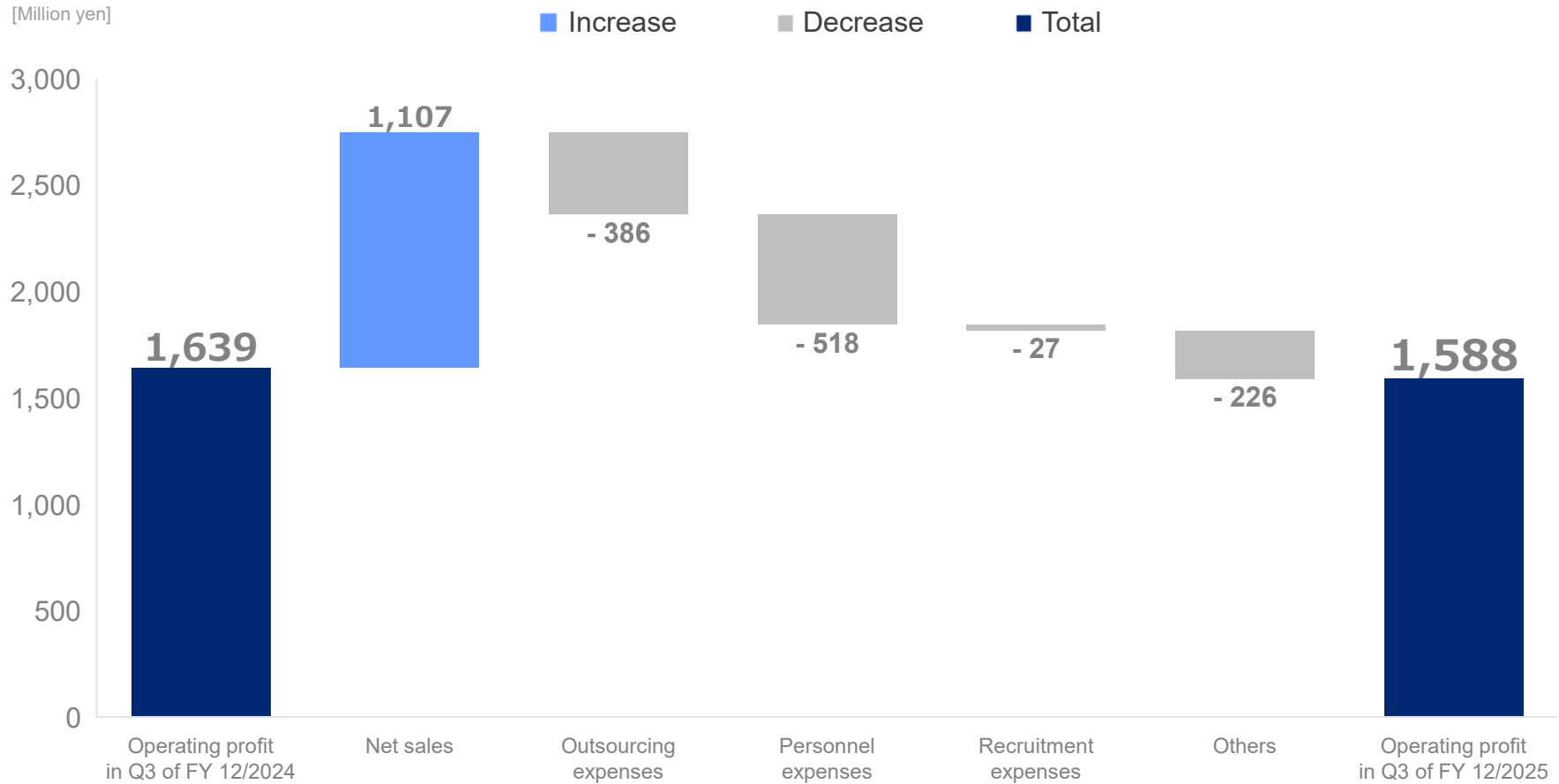
Earnings Report

- Net sales and gross profit increased year-on-year. However, operating profit declined slightly due to an augmented selling, general and administrative expenses.
- Net sales and each of profit were lower than the forecast, and the earnings forecast has been revised downward.

Unit: million yen

	2024 Q3	2025 Q3	Change	% change	Revised earnings forecast (Full year)	Progress rate
Net sales	14,285	15,393	+1,107	+7.8%	20,850	73.8%
Outsourcing expenses	8,439	8,825	+386	+4.6%	—	—
Personnel expenses	1,752	1,997	+245	+14.0%	—	—
Other costs	238	384	+146	+61.5%	—	—
Gross profit	3,855	4,185	+329	+8.5%	5,692	73.5%
Selling, general and administrative expenses	2,216	2,596	+380	+17.2%	—	—
Operating profit	1,639	1,588	-51	-3.1%	2,200	72.2%
Ordinary profit	1,661	1,592	-69	-4.2%	2,208	72.1%
Profit	1,130	1,132	+1	+0.1%	1,557	72.7%
Gross profit margin	27.0%	27.2%	+ 0.2P	—	27.3%	—
Operating profit margin	11.5%	10.3%	-1.2P	—	10.6%	—
Outsourcing expense rate	59.1%	57.3%	-1.7P	—	—	—

Factors in increase/decrease of operating profit

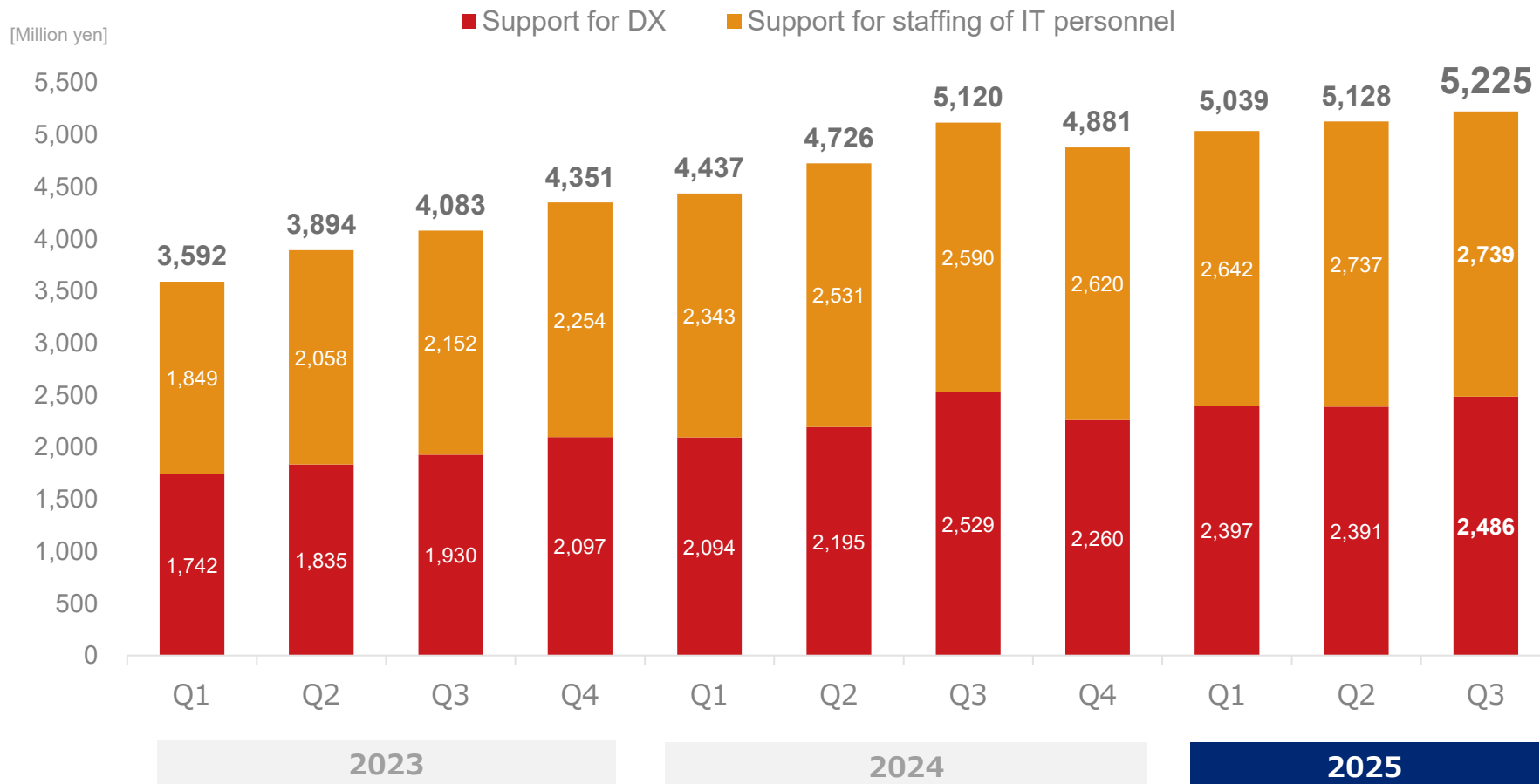


- Both support for DX and support for staffing of IT personnel saw an increase in sales and profit year-on-year.
- Backlog of orders increased by 20% year-on-year.

Unit: million yen

	2024 Q3	2025 Q3	Change	% change
Net sales	14,285	15,393	+1,107	+7.8%
Support for DX	6,819	7,274	+455	+6.7%
Support for staffing of IT personnel	7,465	8,118	+652	+8.7%
Gross profit	3,855	4,185	+329	+8.5%
Support for DX	2,589	2,796	+207	+8.0%
Support for staffing of IT personnel	1,266	1,388	+121	+9.6%
Gross profit margin	27.0%	27.2%	+ 0.2P	—
Support for DX	38.0%	38.4%	+0.5P	—
Support for staffing of IT personnel	17.0%	17.1%	+0.1P	—
Backlog of orders (as of the end of term)	3,477	4,186	+ 708	+20.4%
Support for DX	1,833	2,312	+478	+26.1%
Support for staffing of IT personnel	1,643	1,873	+229	+14.0%

- Net sales grew from Q2 in support for DX while those of support for staffing of IT personnel remained almost unchanged.



Variation in quarterly operating profit

1 Operating profit margin dropped due to recruitment of new graduates & experienced personnel.

2 Operating profit margin dropped due to a provision for year-end bonus. (296 million yen, and 62 million yen were posted in FY 12/2023, and FY12/2024, respectively.)

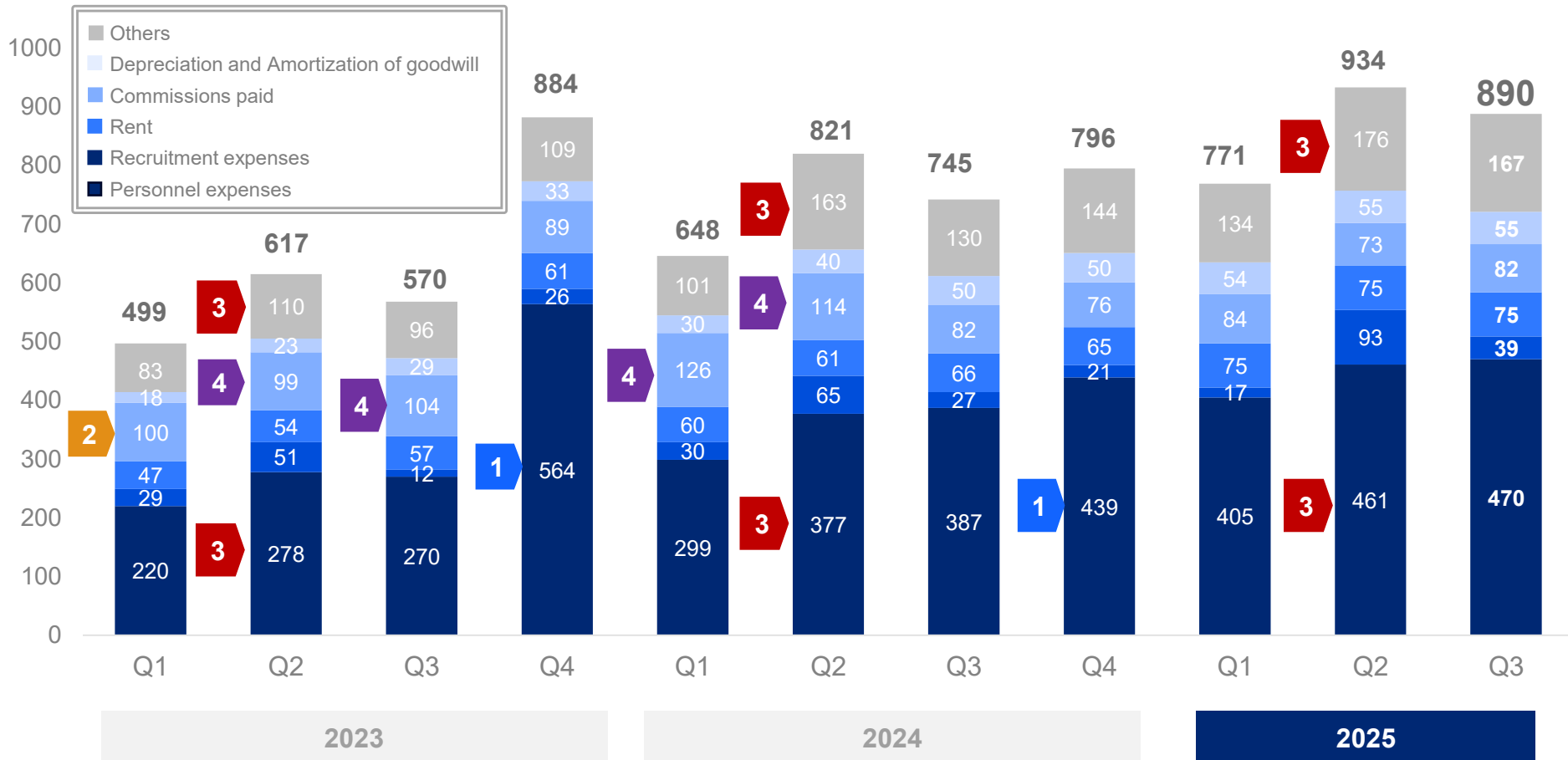
3 Operating profit margin dropped due to an increase in outsourcing expenses to deal with strong demand.

4 Operating profit margin dropped due to unprofitable projects.



- 1** Increase due to the posting of a provision for year-end Bonus (296 million yen, and 62 million yen were posted in FY 12/2023, and FY12/2024, respectively.)
- 2** Marketing expenses, such as costs for webinars and content creation, increased.
- 3** Augmentation of personnel and training expenses in the training period for employees fresh out of college (April to June) (Personnel expenses will be included in costs from July.)
- 4** Brokerage fees for M&A and remuneration for experts increased. (29 million yen and 27 million yen were posted in Q2 and Q3 of FY 12/2023, respectively. 28 million yen and 50 million yen were posted in Q1 and Q2 of FY 12/2024, respectively.)

[Million yen]



● Personnel expenses include remuneration for executives.

- **Net sales continued increasing quarter on quarter. However, gross profit remained almost flat due to a decreased gross profit rate.**
- **Operating profit increased quarter on quarter, but its margin remained low owing to the augmented selling, general and administrative expenses.**

Unit: million yen

	2024 Q1	2024 Q2	2024 Q3	2024 Q4	2025 Q1	2025 Q2	2025 Q3
Net sales	4,437	4,726	5,120	4,881	5,039	5,128	5,225
Outsourcing expenses	2,613	2,845	2,980	2,927	2,900	2,912	3,012
Personnel expenses	545	547	660	679	663	656	677
Other costs	68	32	137	110	105	150	129
Gross profit	1,210	1,302	1,342	1,164	1,370	1,409	1,405
Selling, general and administrative expenses	648	821	745	796	771	934	890
Operating profit	562	480	597	367	598	474	515
Ordinary profit	562	488	610	384	590	484	517
Profit	402	333	395	308	416	345	370
Gross profit margin	27.3%	27.5%	26.2%	23.9%	27.2%	27.5%	26.9%
Operating profit margin	12.7%	10.2%	11.7%	7.5%	11.9%	9.3%	9.9%
Outsourcing expense rate	58.9%	60.2%	58.2%	60.0%	57.5%	56.8%	57.7%

- Net sales of support for DX are on an upward trend on a quarterly basis. Gross profit margin declined due to some unprofitable projects, while backlog of orders increased.
- Net sales of support for staffing of IT personnel remained almost flat quarter on quarter. Meanwhile, gross profit margin and backlog of orders increased steadily.

Unit: million yen

	2024 Q1	2024 Q2	2024 Q3	2024 Q4	2025 Q1	2025 Q2	2025 Q3
Net sales	4,437	4,726	5,120	4,881	5,039	5,128	5,225
Support for DX	2,094	2,195	2,529	2,260	2,397	2,391	2,486
Support for staffing of IT personnel	2,343	2,531	2,590	2,620	2,642	2,737	2,739
Gross profit	1,210	1,302	1,342	1,164	1,370	1,409	1,405
Support for DX	809	857	922	728	933	931	931
Support for staffing of IT personnel	401	444	420	435	436	477	473
Gross profit margin	27.3%	27.5%	26.2%	23.9%	27.2%	27.5%	26.9%
Support for DX	38.7%	39.0%	36.5%	32.2%	38.9%	39.0%	37.5%
Support for staffing of IT personnel	17.1%	17.6%	16.2%	16.6%	16.5%	17.5%	17.3%
Backlog of orders	3,057	3,644	3,477	3,543	4,155	3,868	4,186
Support for DX	1,575	1,980	1,833	1,648	2,373	2,046	2,312
Support for staffing of IT personnel	1,482	1,663	1,643	1,895	1,781	1,822	1,873

Unit: million yen

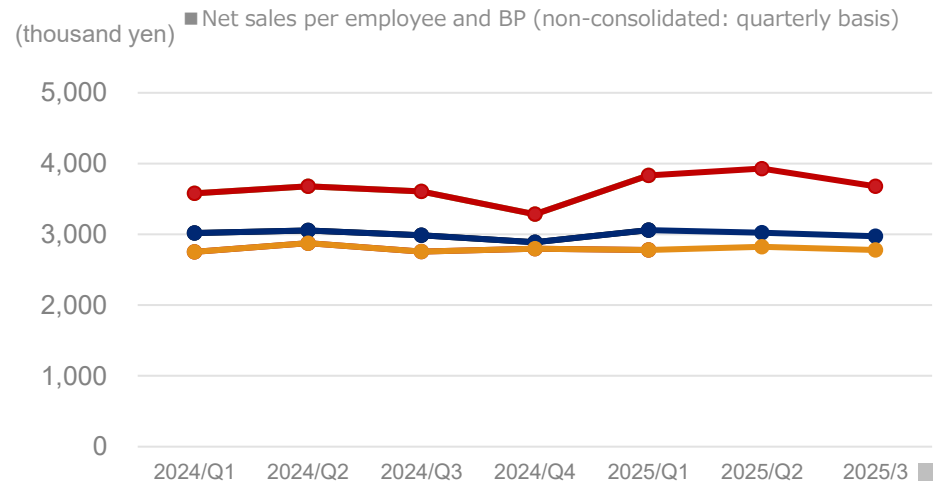
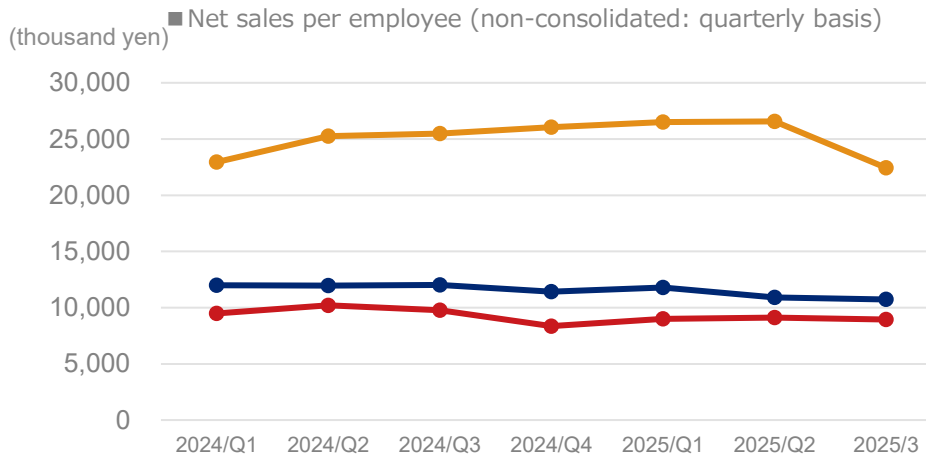
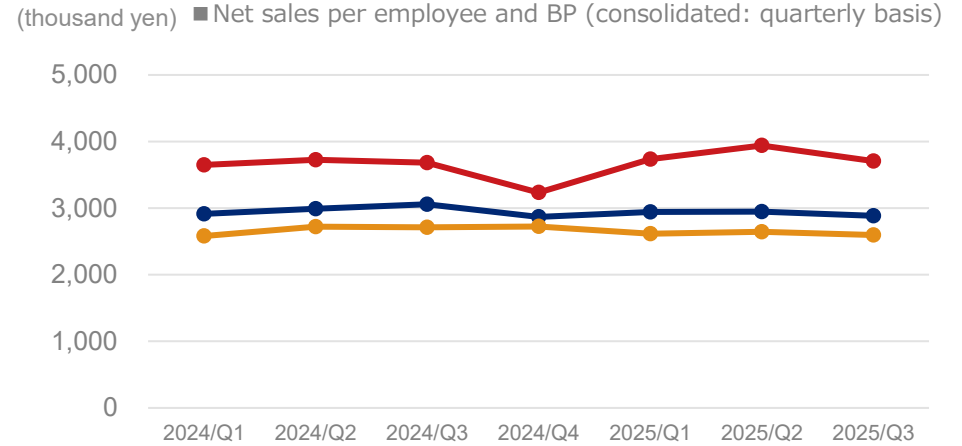
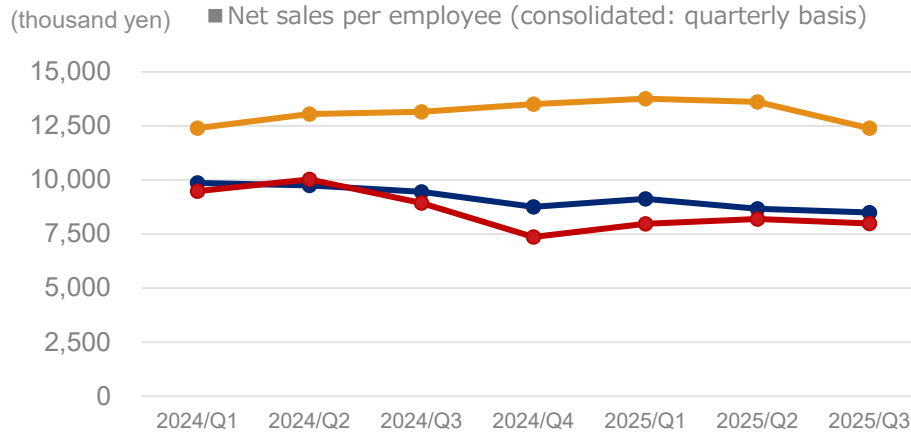
	2024 Q4	2025 Q3	Change	Major factors in increase/decrease
Current assets	5,828	6,075	+ 247	Cash and deposits: +413 ; Accounts receivable -trade: -183
Cash and deposits	2,195	2,608	+ 413	
Non-current assets	2,181	2,089	-91	Goodwill: -53 Investment securities:-28
Total assets	8,009	8,165	+ 156	
Current liabilities	3,582	2,620	-961	Short-term borrowings: -730; provision for bonus: -143
Non-current liabilities	231	210	-20	
Net assets	4,195	5,333	+1,138	Retained earnings: +1,132
Total liabilities and net assets	8,009	8,165	+ 156	
Equity capital ratio	52.4%	65.3%	+12.9P	

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KPI

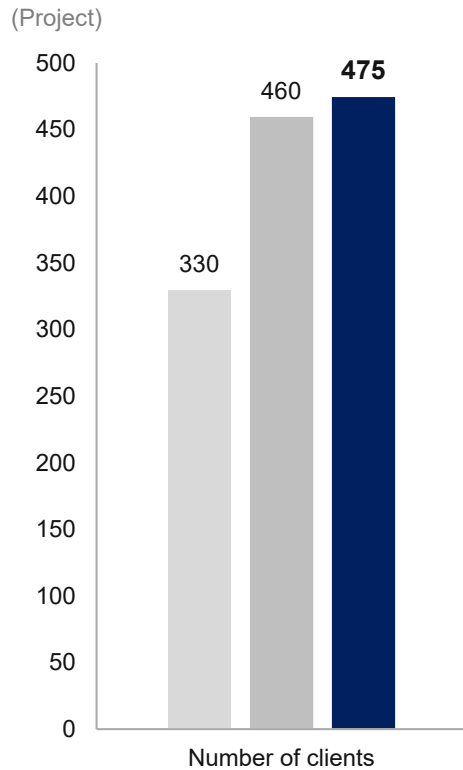
- Productivity of support for staffing of IT personnel lowered as we assigned new graduates to some projects in Q3.

■ company-wide
 ■ Support for DX
 ■ Support for staffing of IT personnel

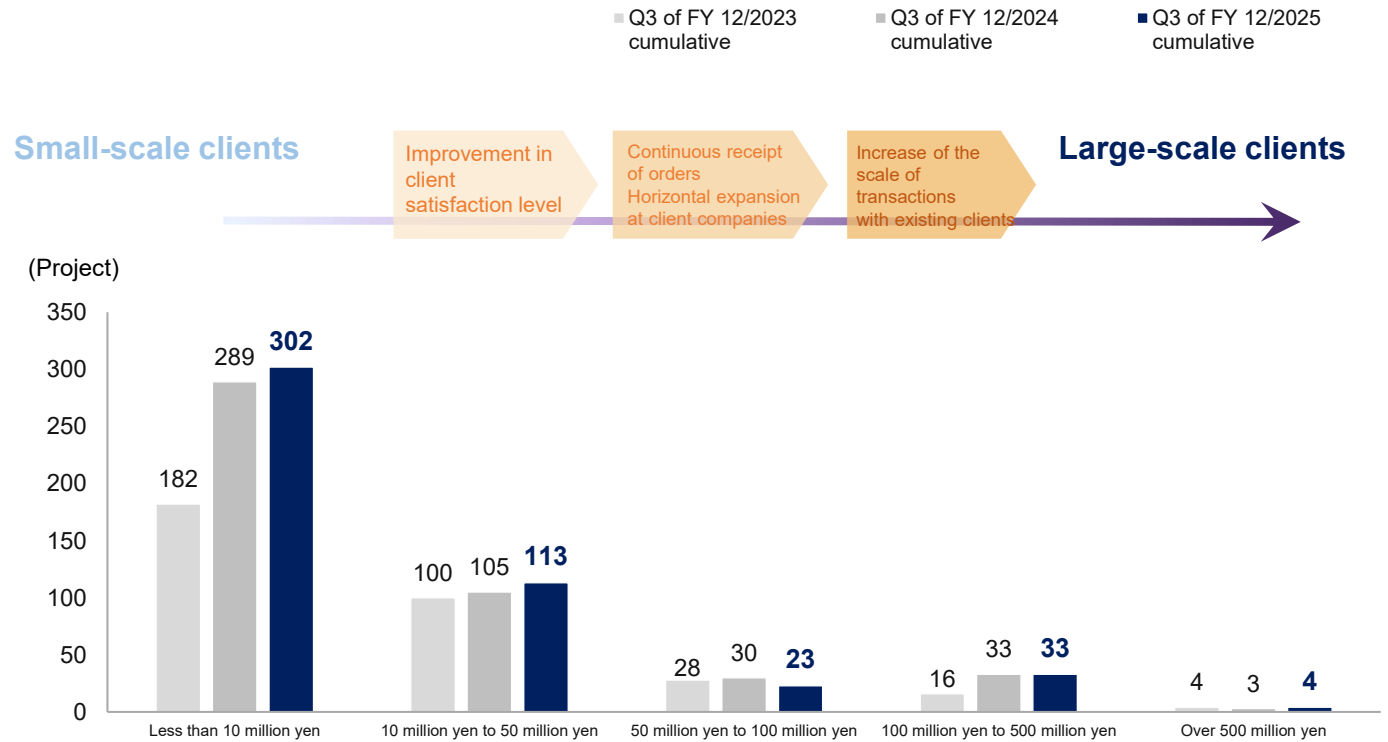


- Our growth driver is to continually increase transactions with existing clients* by enhancing their satisfaction and to acquire more large-scale clients.
- The pace at which the total number of clients increases slowed down compared with Q3 of the previous fiscal year because we consolidated two subsidiaries in Q3 of FY2024.

Variation in the total number of clients

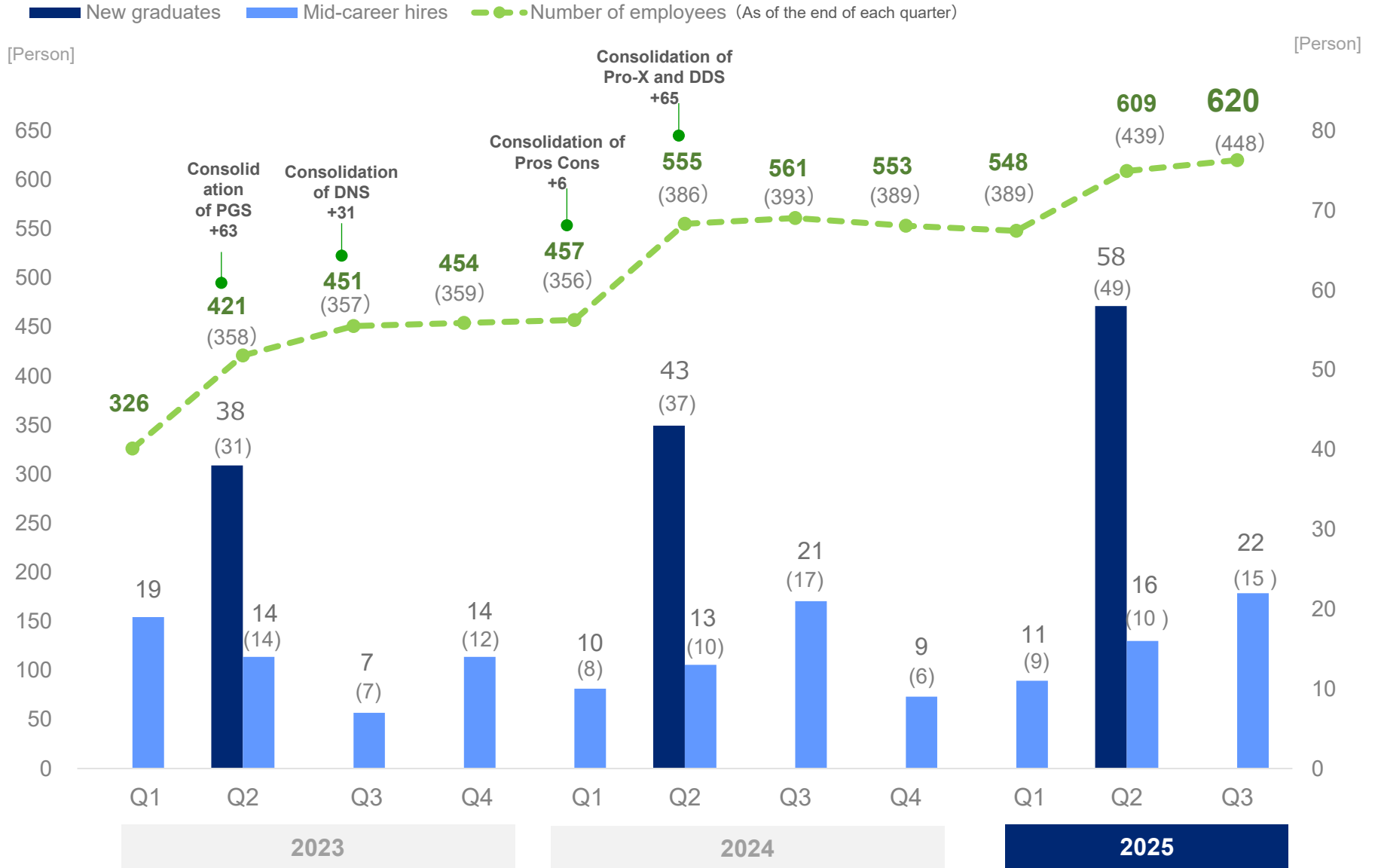


Variation in the number of clients (for each sales range)



*The sales from clients who made transactions with us in the previous fiscal year and existing clients account for about 90% of total sales.

Variation in the number of employees

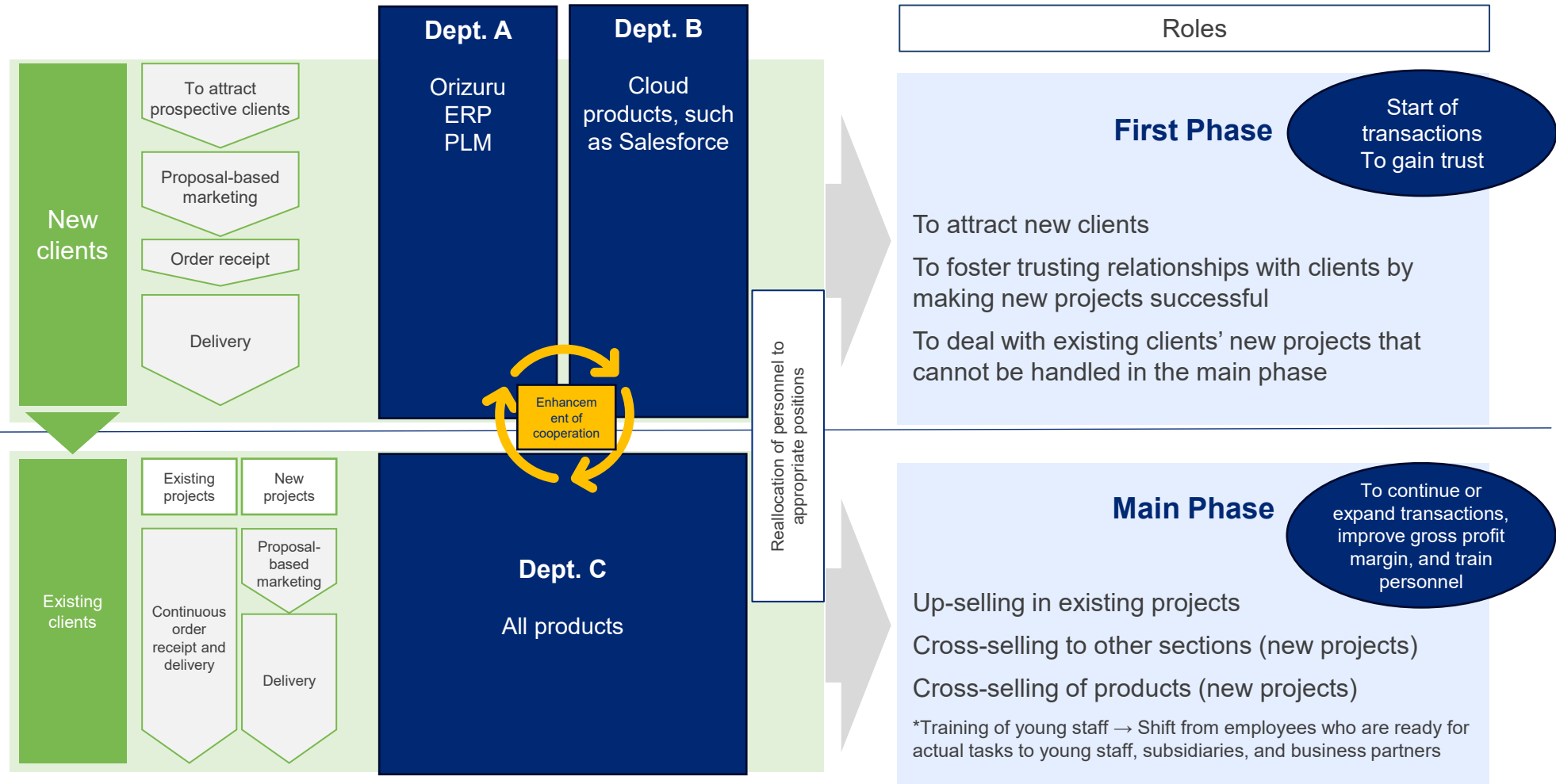


*The parenthesis represents the number of employees of CCT only.

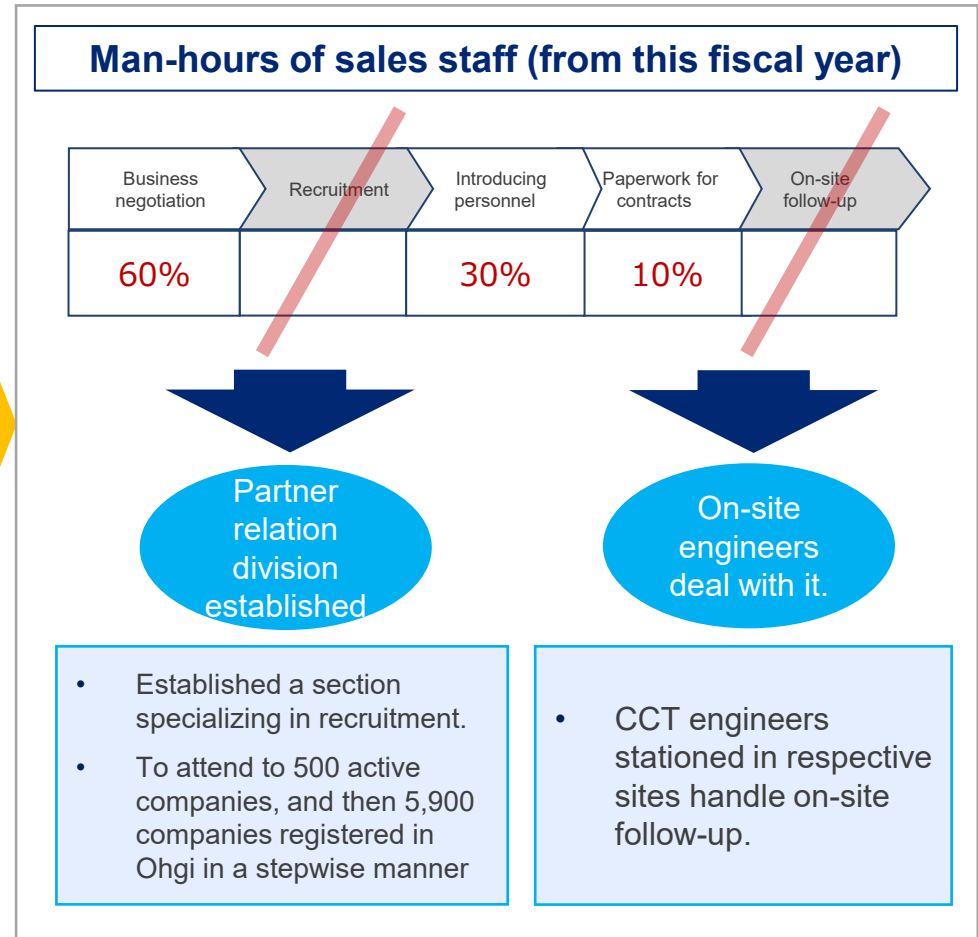
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Measures for Rebuilding of Our Businesses in FY2025

- Clarification of roles of each department (new clients × products, existing clients)
- We will reorganize our organizational structure into the one which can engage in cross-selling of all products to existing customers which is increasing in number year by year.



- To separate recruiting and on-site follow-up, which hinder marketing activities, from the tasks of sales staff, and increase proposal-based marketing to clients



- **Orders and sales for DX support are on a recovery trend, but fell below expectations.**

	Results				Evaluation	
Marketing activity	Unit : million yen				<p>× We anticipated considerable sales growth from Q3 in the initial plan. However, we saw only slight increase in net sales.</p> <p>△ Marketing activities for DX support have steadily increased, and the backlog of orders turned to growth, but fell below expectations.</p> <p>△ Standardization of business operations in support for staffing of IT personnel is progressing. Still, it takes a while to benefit from the efforts.</p>	
	Net sales	2024/Q4	2025/Q1	2025/Q2		2025/Q3
	• Support for DX	: 2,260	⇒ 2,397(+137)	⇒ 2,391(-6)		⇒ 2,486(+94M)
	• Support for staffing of IT personnel	: 2,620	⇒ 2,642(+ 21)	⇒ 2,737(+94)		⇒ 2,739(+2M)
Profit margin	Unit:%				<p>△ Profit margin in support for DX declined due to some unprofitable projects.</p> <p>△ There remain issues on hiring more project managers (PMs) and improvement in quality (strengthened QCD control).</p>	
	Gross profit margin	2024/Q4	2025/Q1	2025/Q2		2025/Q3
	• Support for DX	: 32.2	⇒ 38.9(+6.7p)	⇒ 39.0(+0.1p)		⇒ 37.5(-1.5p)
	• Support for staffing of IT personnel	: 16.6	⇒ 16.5(-0.1p)	⇒ 17.5 (+1.0p)		⇒ 17.3(-0.2p)

- Marketing activities is increasing in support for DX**

Marketing activities in support for DX (in the manufacturing industry)

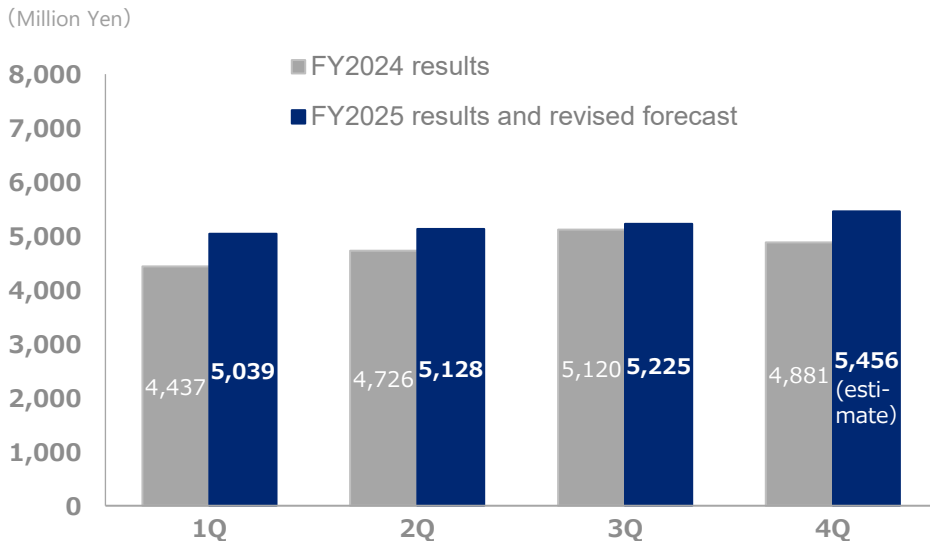
	FY2024 2H	FY2025 1H	FY2025 Q3
No. of companies conducting business negotiations	65	88	69
No. of prospective clients acquired	56	75	61
No. of companies in negotiations (prior to proposal)	15	33	43
No. of companies already proposed	41	42	18

*Excludes marketing activities for existing clients, clients in any industries other than manufacturing, and cloud solution such as Salesforce.

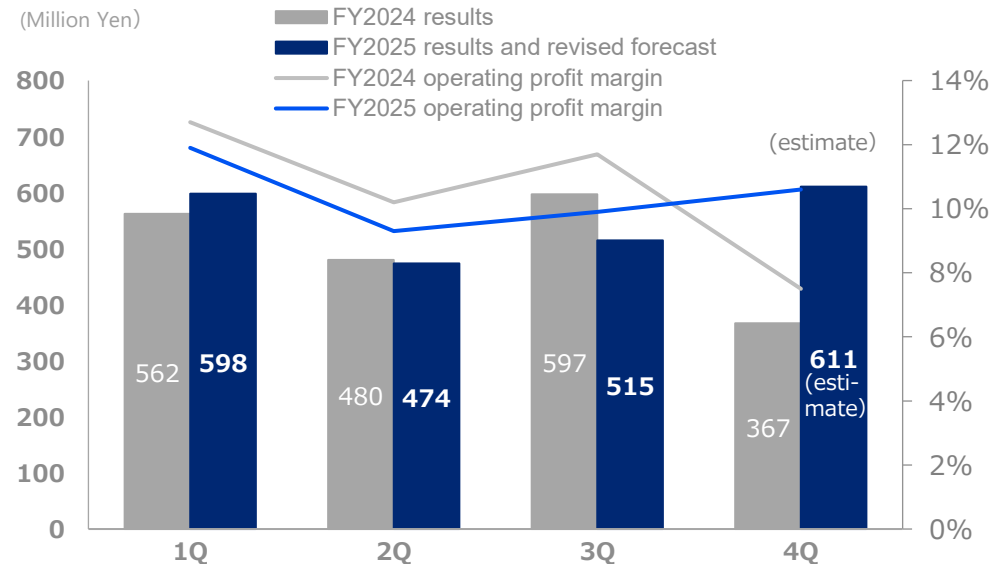
*Figures from “No. of companies conducting business negotiations” to “No. of companies already proposed” are subsets of “No. of companies conducting business negotiations” based of period of negotiations conducted.

- In the initial performance forecast at the beginning of the period, we had planned for a significant increase in revenue from Q3 onwards, but actual results fell below expectations.
- The volume of marketing activities has been steadily increasing, and we expect to recover to a commensurate level of revenue growth in Q4.
- The final dividend for FY 2025 will be 19 yen per share (no revision from the previous dividend forecast).

■ Quarterly transition of consolidated net sales



■ Quarterly transition of operating profit and operating profit margin



5

Appendix

Corporate name	Core Concept Technologies Inc. (CCT)
Business description	To support client companies in DX and staffing of IT personnel
Location	11th floor of DaiyaGate Ikebukuro, 1-16-15 Minami-ikebukuro, Toshima-ku, Tokyo
Representative	Takeshi Kaneko, Representative Director, President, CEO
Date of establishment	September 17, 2009
Capital stock	569,283 thousand yen (as of September 30, 2025)
Account closing month	December
Number of employees	Consolidated: 620; non-consolidated: 448 (as of September 30, 2025)
Office locations	Tokyo (headquarters), Osaka, and Fukuoka

Group companies (wholly owned subsidiaries)

P. G. System Co., Ltd.

18-10 Matsushima-cho, Ube-shi, Yamaguchi

Denso Co., Ltd.

15-1 Omiya-cho, Saiwai-ku, Kawasaki-shi, Kanagawa

Pros Cons, Inc.

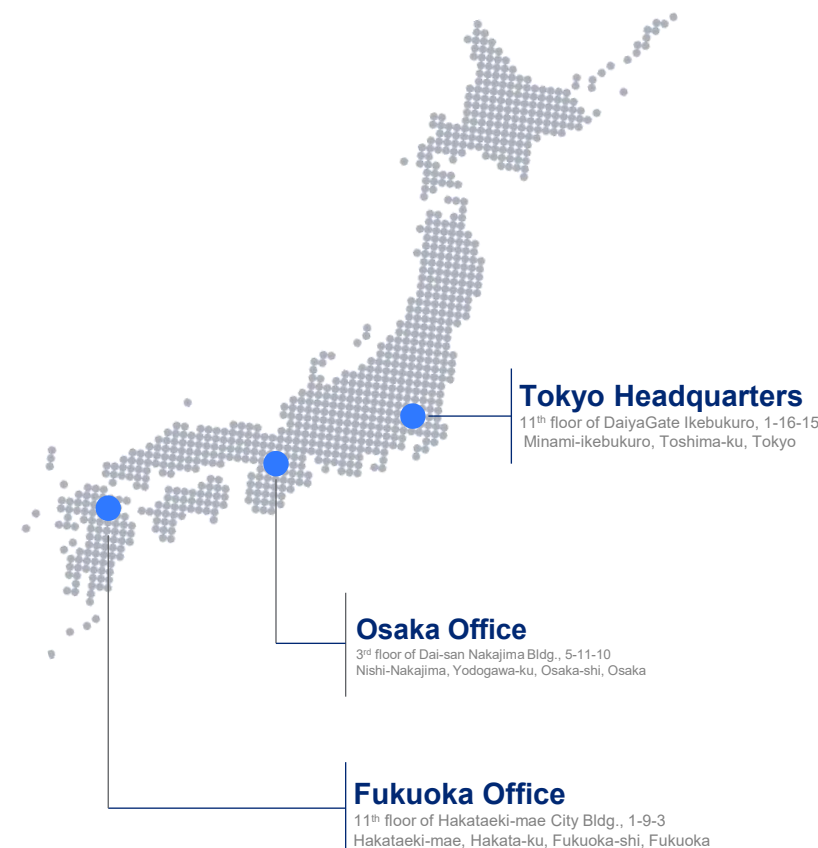
1-26-15 Tomioka, Koto-ku, Tokyo

Pro-X Co., Ltd.

2-1-31 Ebie, Fukushima-ku, Osaka-shi, Osaka

Digital Design Services Co., Ltd.

2-5-2 Nishitenma, Kita-ku, Osaka-shi, Osaka



Directors



Takeshi Kaneko



Kazuaki Nakajima

Position	Representative Director, President and CEO	Director, Vice President and CFO
Brief history	2000: Joined INCS Inc. (currently SOLIZE Corporation) 2006: Established Laguna Co., Ltd. 2006: Joined KT Consulting Co., Ltd. 2009: Corporate Auditor of ShinStar Co., Ltd. 2010: Joined the Company 2013: Director, Vice President. 2015: Representative Director, President, CEO (current position) 2024: Outside Director, DT Dynamics Co., Ltd. (current position)	1995: Joined The Industrial Bank of Japan, Limited (currently Mizuho Bank, Ltd.). 2014: Executive Officer of Human Holdings Co., Ltd. 2017: Director of S-cubism Inc. 2018: Joined the Company 2019: Executive Officer, CFO 2020: Director, CFO 2025: Director, Vice President, CFO (current position)

Executive Officers

Senior executive officers	Hajime Tsunoo	General Manager, Solution Business Division	Masatoshi Hagiwara	General Manager, Engineering Platform Business Division
	Masafumi Kato	COO, General Manager Enterprise SI Division	Takashi Yasukochi	CIO, General Manager, Information System Department
Executive officers	Hideaki Morita	Head, Strategy Promotion Office	Yoshiyuki Umeda	General Manager, Business Administration Division
	Masataka Ishihara	General Manager, Manufacturing DX Division		

Management structure: Directors belonging to the audit and supervisory committee



Shohei Ueda



Takuo Hirose



Masaya Suzuki



Eri Nakajima

Position	Director, Full-time Audit & Supervisory Committee Member	Director, Audit & Supervisory Committee Member	Director, Audit & Supervisory Committee Member	Director, Audit & Supervisory Committee Member
Brief history	<p>1983: Joined Matsushita Electric Industrial Co., Ltd. (currently Panasonic Corporation)</p> <p>2005: Shizuoka Branch Manager , Matsushita Electric Industrial Co., Ltd.</p> <p>2007: Shikoku Branch Manager, Matsushita Electric Industrial Co., Ltd.</p> <p>2010: Executive Officer and Director of Marketing Center, Panasonic System Solutions Japan Co., Ltd.</p> <p>2011: Managing Executive Officer, Panasonic System Solutions Japan Co., Ltd.</p> <p>2020: Full-time Audit & Supervisory Board Member, Panasonic System Solutions Japan Co., Ltd.</p> <p>2025: Director, Audit & Supervisory Committee Member (current position)</p>	<p>1997: Registered as an attorney-at-law Joined Anderson Mori & Tomotsune LPC</p> <p>2003: Associated with Shearman & Sterling, New York</p> <p>2004: Registered as an attorney-at-law in the state of New York</p> <p>2005: Partner of Anderson Mori & Tomotsune LPC (current position)</p> <p>2020: Audit & Supervisory Board Member of the Company</p> <p>2021: Director, Audit & Supervisory Committee Member (current position)</p>	<p>2000: Joined Ernst & Young ShinNihon LLC</p> <p>2004: Registered as a certified public accountant</p> <p>2019: Opened Masaya Suzuki CPA Office (current position)</p> <p>2020: Audit & Supervisory Board Member of the Company</p> <p>2021: Director, Audit & Supervisory Committee Member (current position)</p>	<p>1995: Joined Environment Agency (currently Ministry of the Environment)</p> <p>2003: Seconded to Agency for Natural Resources and Energy, Ministry of Economy, Trade and Industry</p> <p>2015: Seconded to Nagano Prefecture as Deputy Governor</p> <p>2023: Director, Audit & Supervisory Committee Member (current position)</p> <p>2023: Appointed as Professor at Doshisha University (current position)</p>
Executive Positions Concurrently Held (Current Position)		<p>Audit & Supervisory Board Member (Outside) of Cyfuse Biomedical K.K.</p> <p>Outside Director of Hamamatsu Photonics K.K.</p>	<p>External Corporate Auditor of CCReB Advisors Inc.</p>	<p>Outside Director of IDEC CORPORATION</p> <p>Non-executive Director of Mitsubishi UBE Cement Corporation</p>

- Support for DX has supported clients mainly in the manufacturing, construction and logistics fields.
- Support for staffing of IT personnel has assisted a wide range of industries through leading system integrators.

Support for DX



Support for staffing of IT personnel



Our Purpose

Driving sustainable industrial development through the power of our technology and people

What We Do

Create the Next-Gen of the IT Industry

- ✓ We envision a future in which each industry develops sustainably and will make this vision real to create a sustainable society through the evolution of our products and people.
- ✓ We contribute to the sustainable development of industry by reforming our clients' business processes and value chains through Digital Transformation (DX). Along with growing sales and improving profitability, we solve issues such as reducing environmental impact through the improvement of asset and energy efficiency, eliminating labor shortages through improved labor productivity, and passing on know-how from veteran employees.
- ✓ By utilizing "Ohgi," an extensive business partner network made mainly of small and medium-sized companies, we contribute to the reduction of the adverse effects of the multiple contracting structure in the Japanese system integration industry, such as the uneconomical middle margins, as well as the regional income disparity of IT human resources.

Our Values

Think Big, Act Together.**Think Big**

Exchange ideas freely and move away from conventional wisdom and fixed concepts.

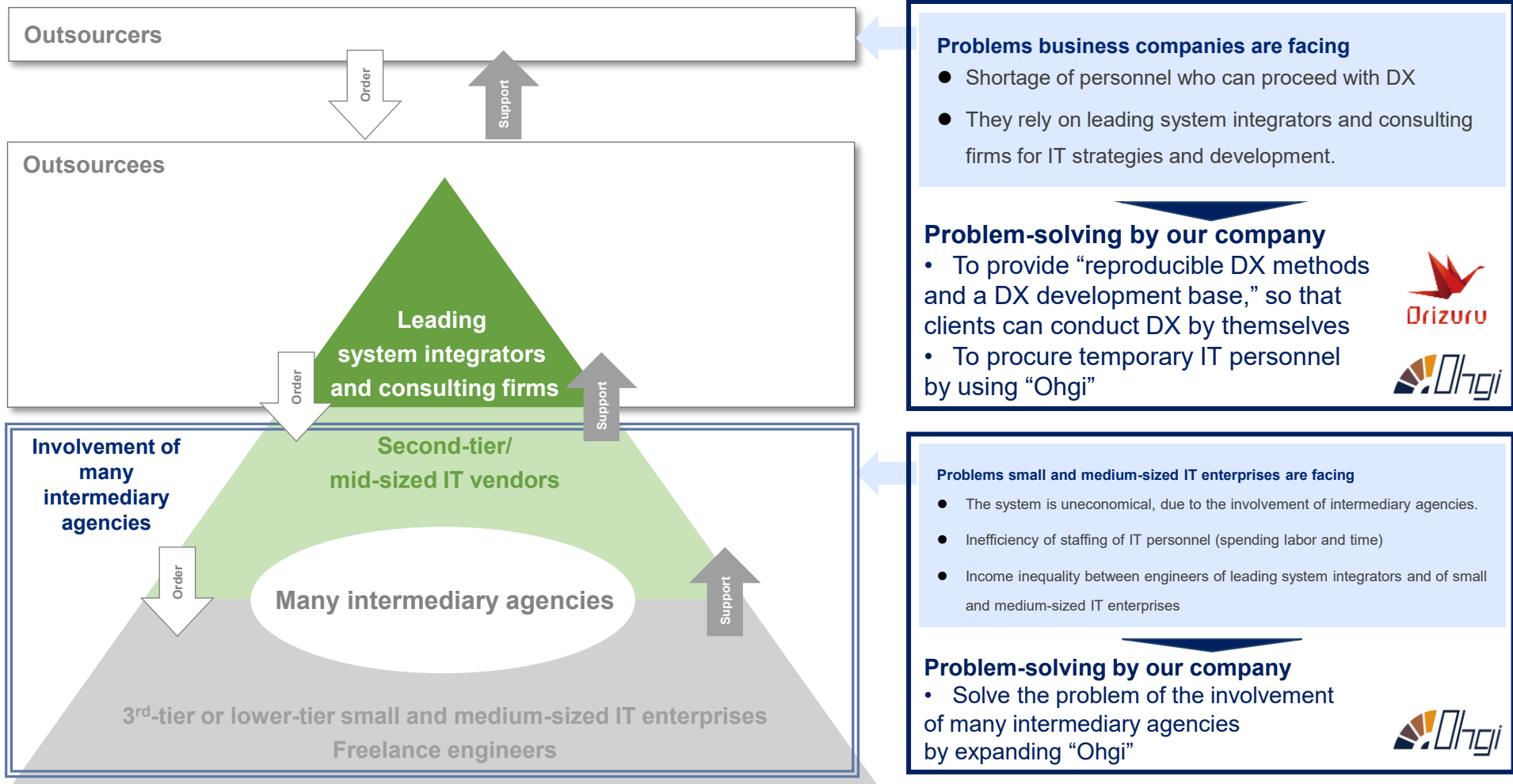
With firm determination, we shall find the new value the world is searching for.

Act Together

We are supported by many stakeholders, including our customers and employees.

Act Together to respond to their understanding and trust.

- We solve the problem of the involvement of many intermediary agencies in the IT industry and make the world change, so that companies can conduct DX autonomously.



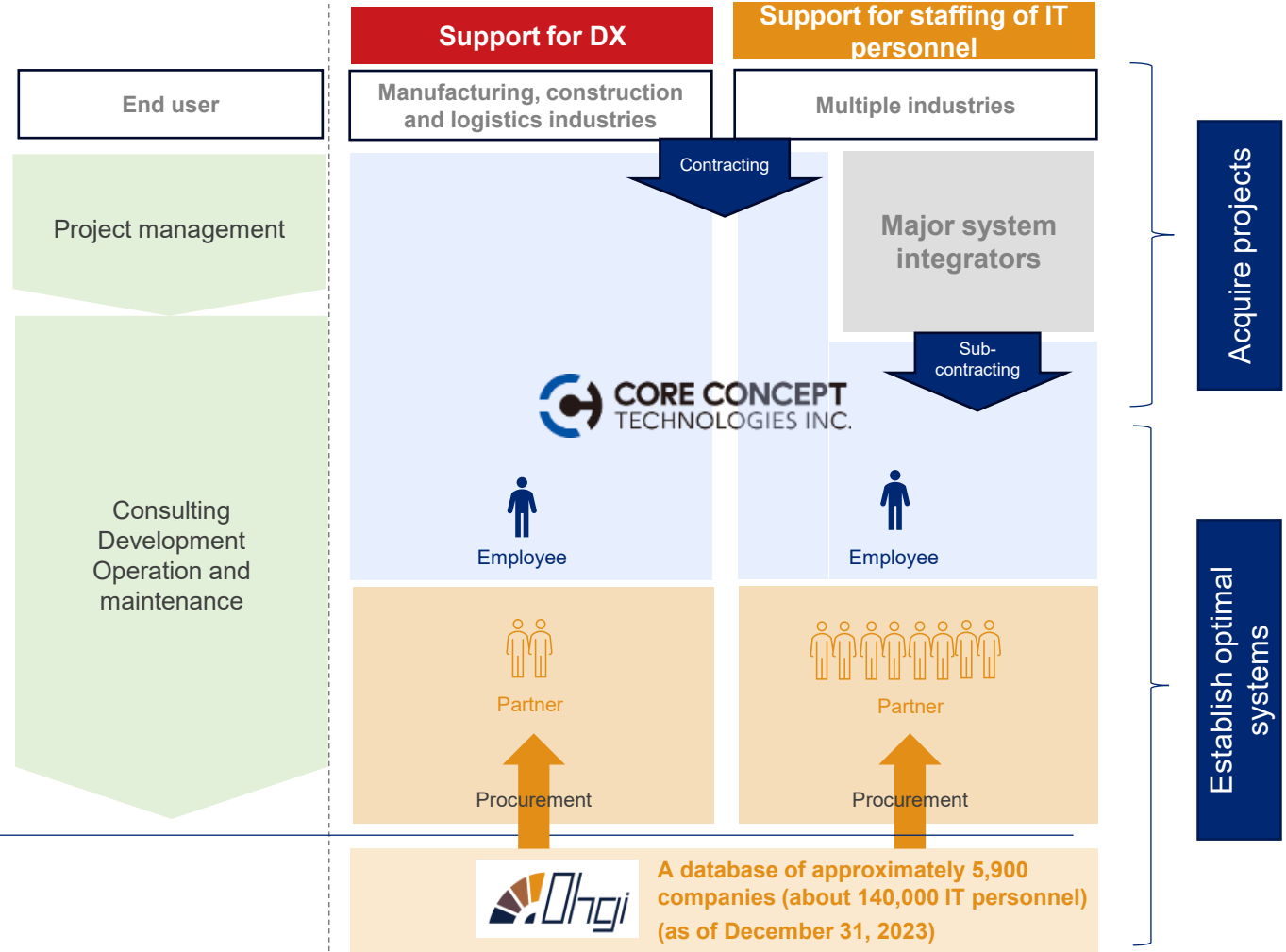
- **We acquire multiple kinds of projects with support for DX (1st-tier contractor) focusing on specific industries and support for staffing of IT personnel (2nd-tier contractor) covering a wide range of industries. In addition, we increase top line by leveraging “Ohgi.”**

Support for DX

- ✓ Sales are accumulated based on a monthly unit price per engineer (outsourcing agreement).
- ✓ High revenue as we directly receive orders from end users while taking advantage of **our technical capability on AI and profound knowledge on manufacturing**
- ✓ Utilizing the standard function module + customizable “**Orizuru**” and the DX support methodology “**CCT DX-Method.**”

Support for staffing of IT personnel

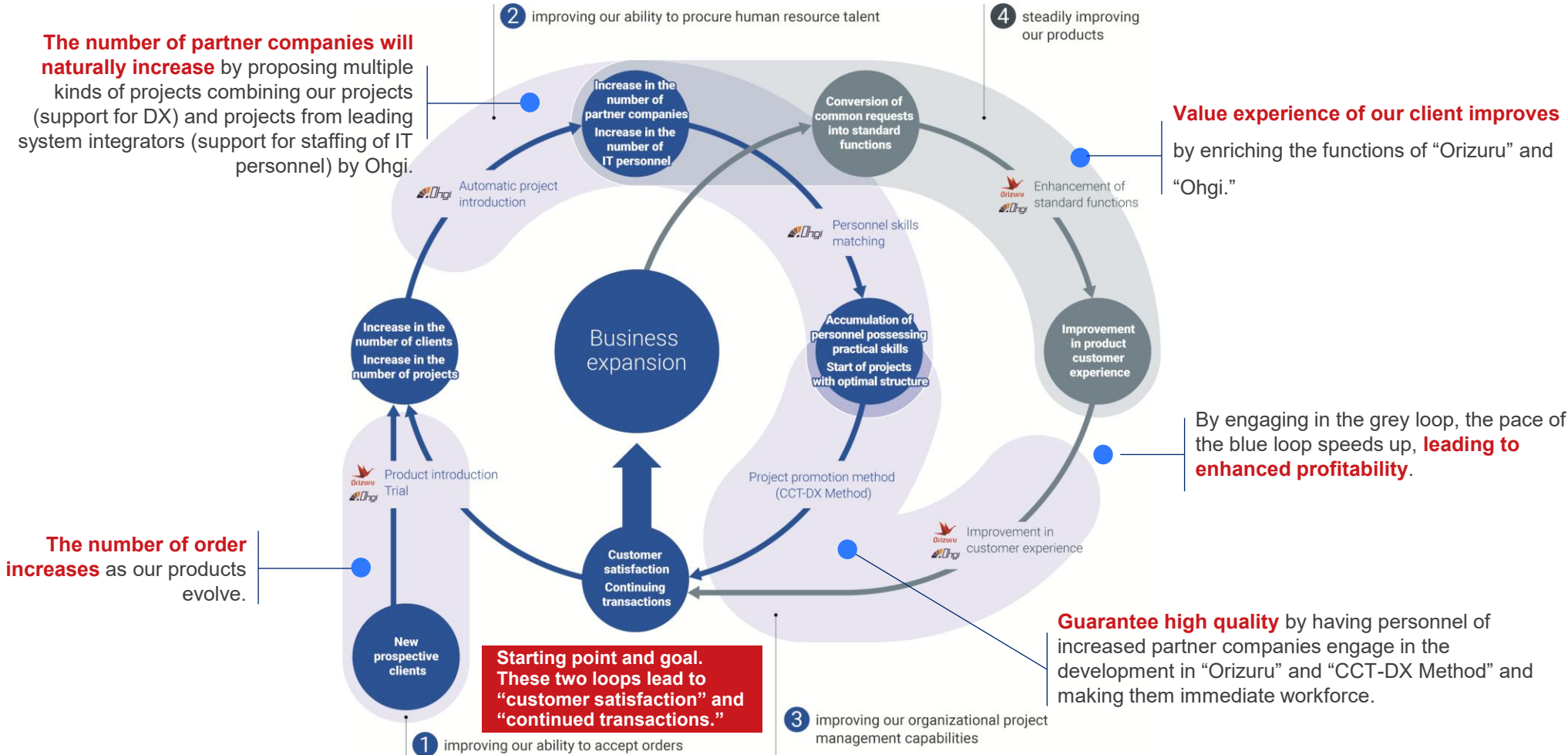
- ✓ Sales are accumulated based on a monthly unit price per engineer (outsourcing agreement).
- ✓ Gross profit comes from the difference between sales unit prices and procurement costs (outsourcing expenses for BPs). Utilize leverage **while actively partnering with BPs.**
- ✓ Receipt of orders for a portion of projects from leading system integrators as a subcontractor to cater to the temporary demand for IT personnel. In some cases, direct receipt of orders from end users.
- ✓ Diversification of industry portfolios to contribute to the expansion of BPs while increasing the number of projects



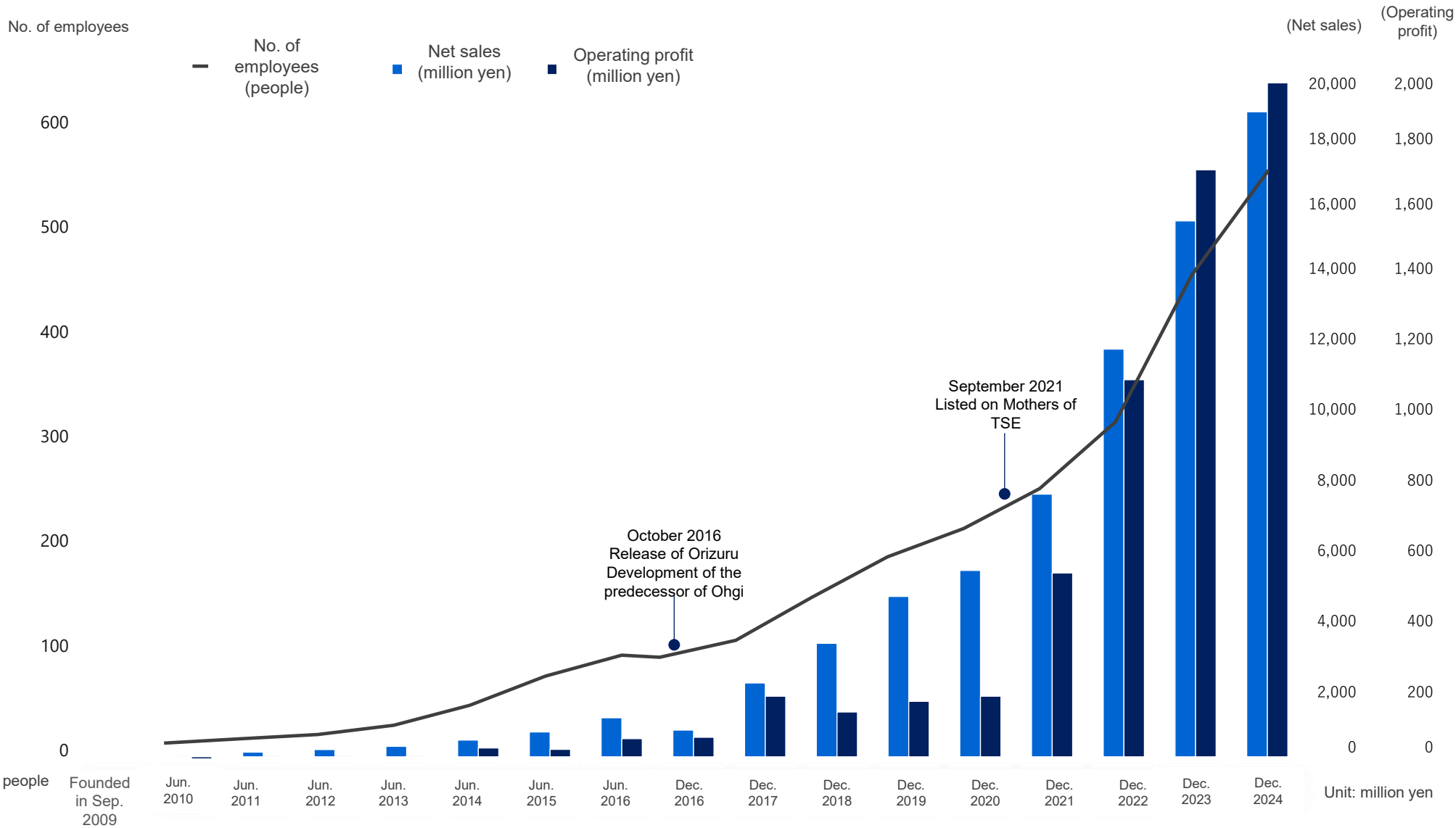
- We realize sustainable growth through synergy based on two loops, which enhances our competitive advantage.

The blue loop represents the flow from order receipt to delivery; namely "a structure to generate profit."

The grey loop represents a process to improve the value of each product; namely "a structure to evolve products."



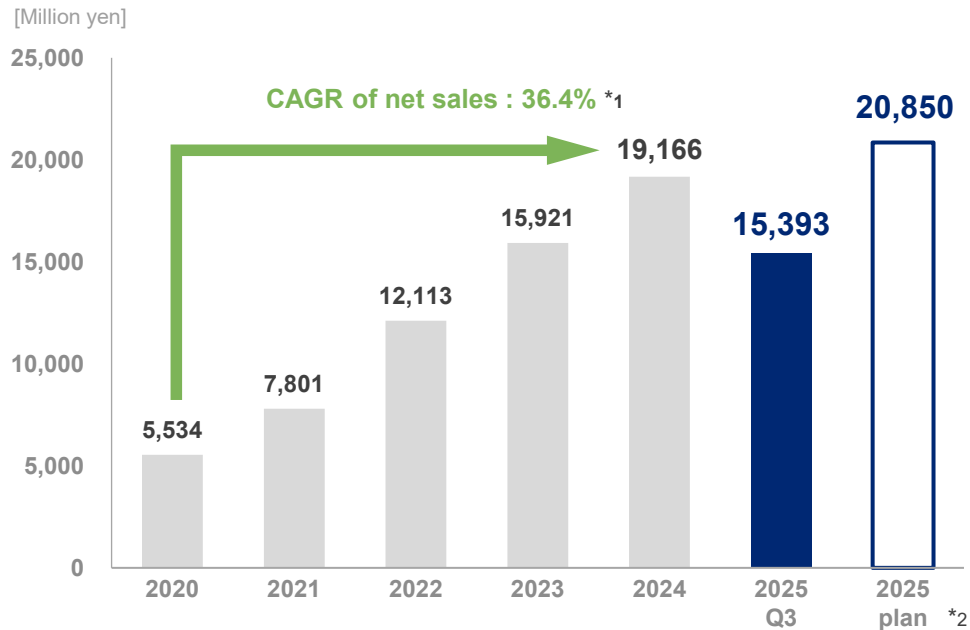
Variation in past performance



* Due to the change of the accounting period, FY 12/2016 was an irregular 6-month period.

- Shifted from the high growth phase to the stable growth phase.

Sales growth



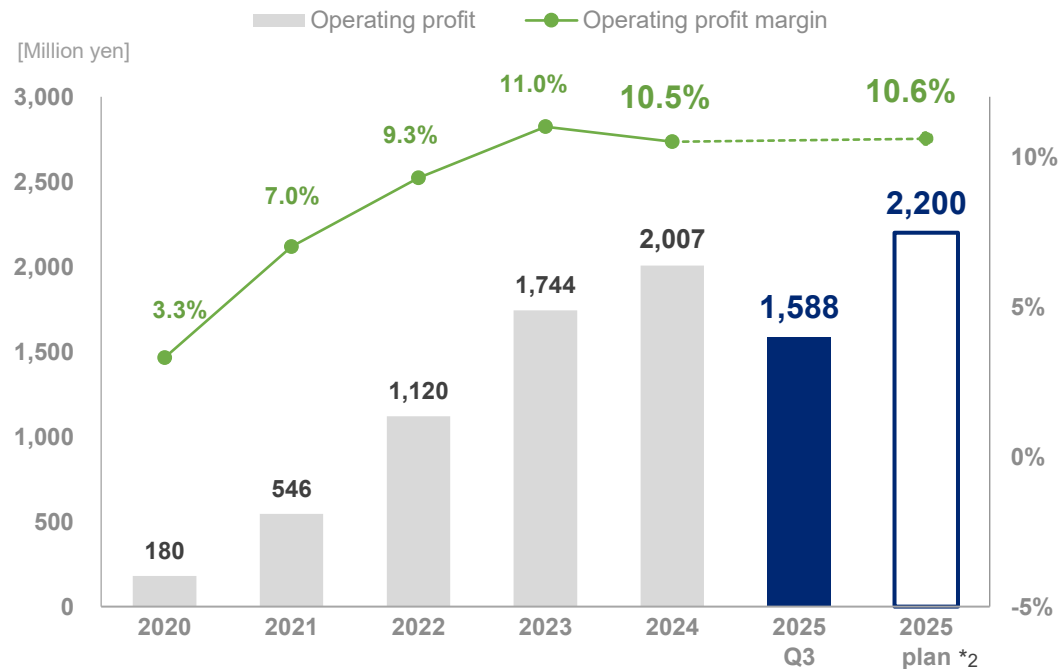
Non-consolidated

Consolidated

*1 From FY 12/2020 to FY 12/2024

*2 Revised figures

Variations in operating profit and its margin



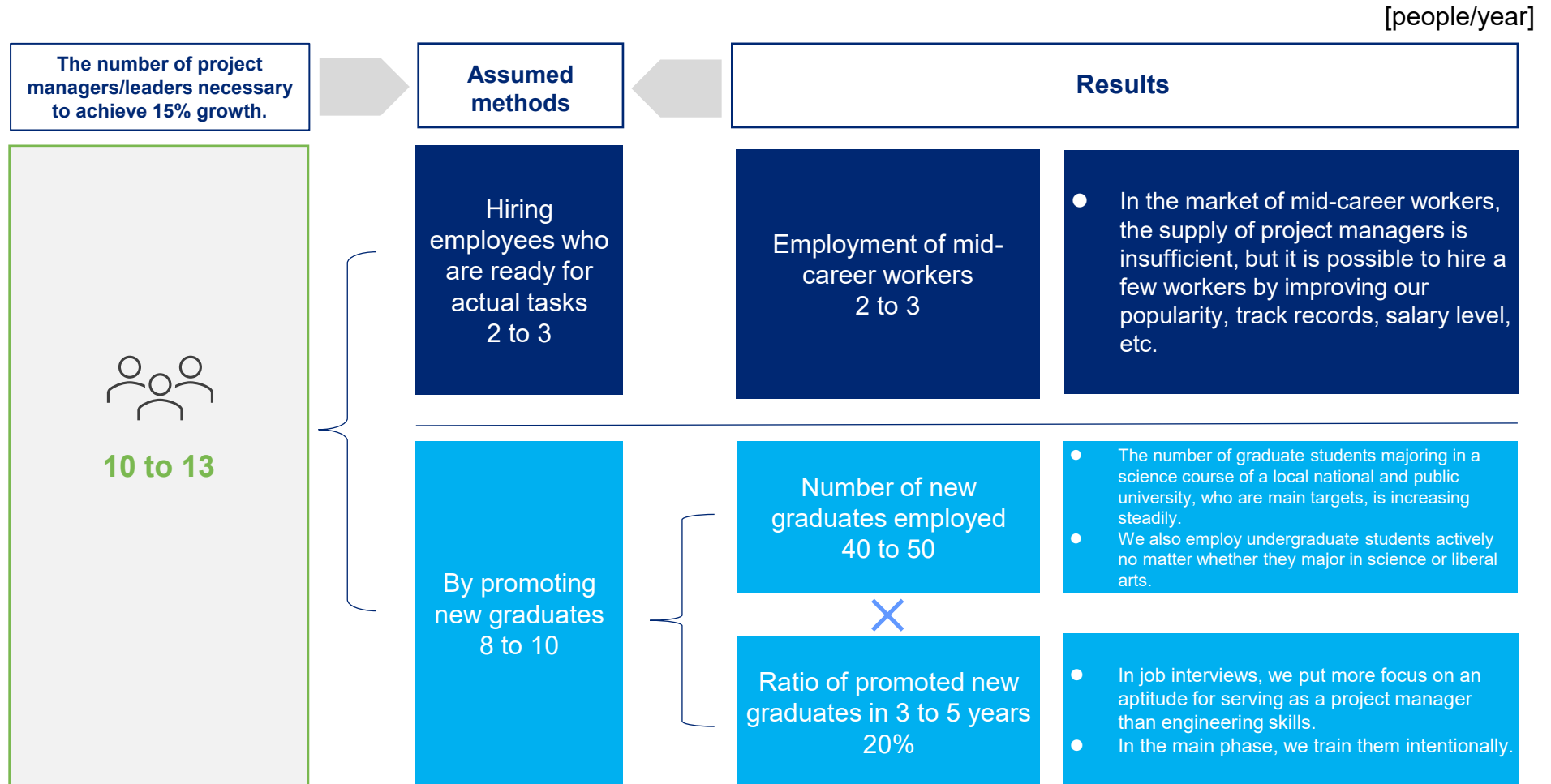
Non-consolidated

Consolidated

- **Regarding support for DX, we aim to achieve gross profit margin of 40% or higher in a stable manner.**

	Support for DX	Support for staffing of IT personnel
Gross profit margin	<ul style="list-style-type: none"> • We aim to maintain 40% or over in the medium to long term. 	<ul style="list-style-type: none"> • We aim to keep gross profit margin stable at 16% to 17%.
Unit price of our services	<ul style="list-style-type: none"> • We aim to raise the unit price of our proposal by 5% to 10%, to offset the rise in employees' wages, the rise in unit price for outsourcing and other necessary factors. 	<ul style="list-style-type: none"> • To offset the rise in unit price for outsourcing
Unit price for outsourcing	<div style="border: 1px solid black; padding: 5px; display: inline-block;"> To alleviate the impact of the rise in unit price in the market by utilizing Ohgi (To curb the rise in unit price) </div>	
Outsourcing expense rate	<p>Around 45%</p> <ul style="list-style-type: none"> • In the main phase, we will shift from employees to subsidiaries or business partners. Employees engage in business operations with high added value. 	<p>Around 70%</p> <ul style="list-style-type: none"> • No change to the status quo
Improvement in productivity	<ul style="list-style-type: none"> • To improve productivity by improving technological prowess and streamlining business operations (by establishing an organization development division) 	
Project profitability management	<ul style="list-style-type: none"> • To make the judgment for accepting orders stricter (standard gross profit margin: 40% or higher) and manage project profitability thoroughly 	

- To secure project managers/leaders, who are insufficient, by promoting new graduates to these positions



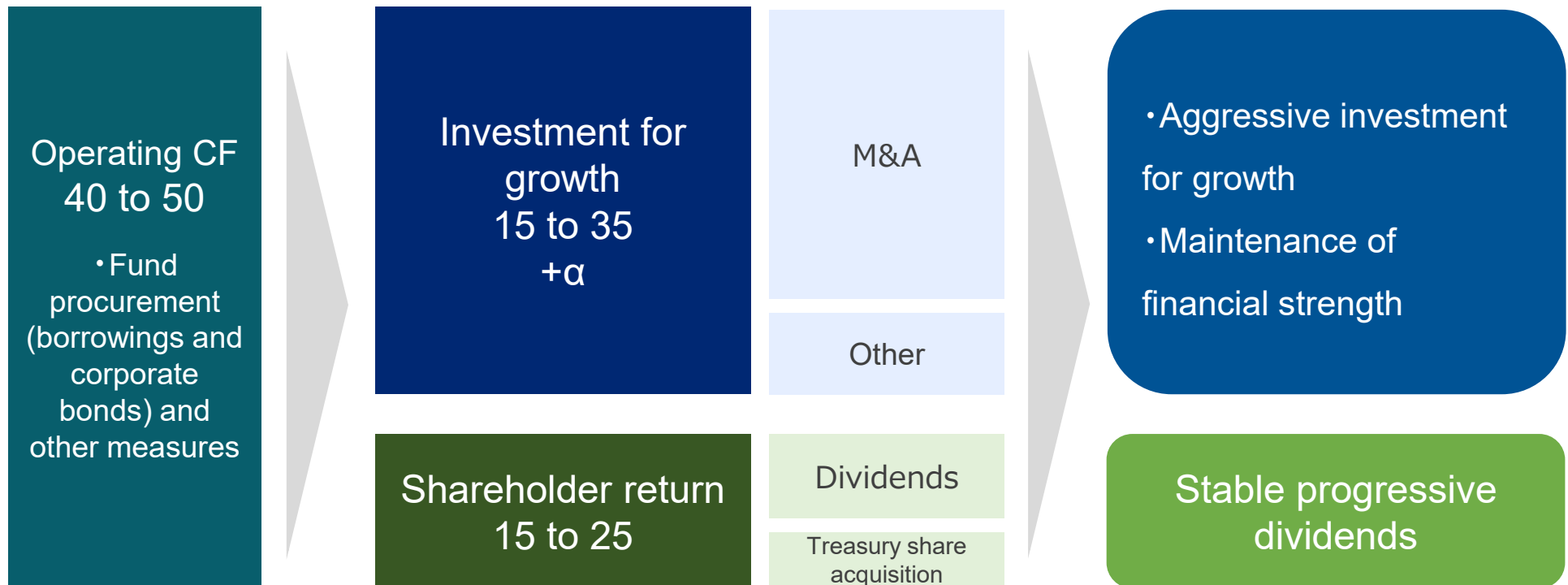
- We will stick to the policy of aiming to expand the Ohgi network in local regions while utilizing subsidiaries as hubs.
- The scale of each target company will be raised. (assumed sales are 1 billion yen or larger)

Purpose	To enrich the lineup of products for DX	To secure human resources and reduce outsourcing expenses
Target	IT enterprises with forte in areas that match our policy to expand the support for DX areas	Mainly the local small and medium-sized IT enterprises
Results	<p>■ FY 12/2023</p> <p>Investment in REVA Investment Limited Partnership No. 1</p> <p>Business alliance with REVA Corporation</p> <p>■ FY 12/2024</p> <p>Acquisition of Pros Cons, Inc. as a wholly owned subsidiary</p> <p>Capital and business alliance with ESTYLE, Inc.</p>	<p>■ FY 12/2023</p> <p>Acquisition of P. G. System Co., Ltd. as a wholly owned subsidiary</p> <p>Acquisition of Denso Co., Ltd. as a wholly owned subsidiary</p> <p>■ FY 12/2024</p> <p>Acquisition of Pro-X Co., Ltd. and Digital Design Services Co., Ltd. as wholly owned subsidiaries</p>

- To continue aggressive investment in mainly M&A and in-house development for growth
- We plan to pay progressive dividends in a stable manner, and acquire treasury shares in a flexible manner.
- In principle, we will invest for growth and return profit to shareholders within the range of operating cash flow, and consider borrowing and issuance of corporate bonds when carrying out large-scale M&A.

Envisioned cash allocation in FY 12/2025 to FY 12/2027

Unit: 100 million yen



Start of dividend payment

- **To start dividend payment in order to improve corporate value by returning profit to shareholders in parallel with business growth**
- **We plan to pay a dividend of 19 yen/share in March 2026, under the assumption that the earnings forecast for this fiscal year will be achieved.**

Background of start of dividend payment

- Share price remains low due to the stagnant rate of sales growth, so it will be impossible to return profit to shareholders through capital gain for the foreseeable future. Accordingly, we have concluded that we should start paying dividends as shareholder return.
- Growth rate has slowed down, but our business base has been growing steadily, so we believe that sales and profit will keep increasing. We judged that even if we pay dividends, there will remain sufficient funds for investments in human resources and M&A for business growth.

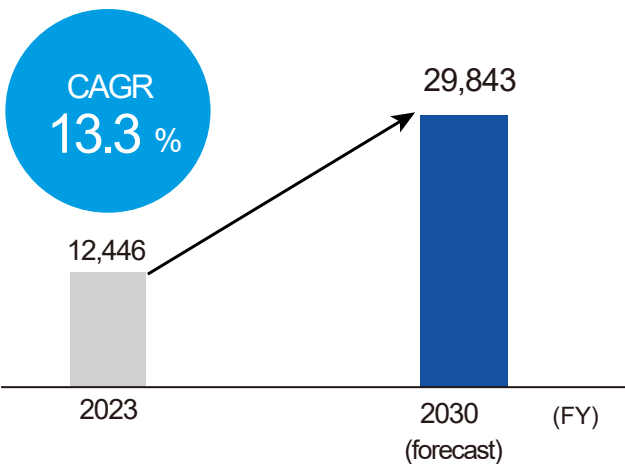
Basic policy for capital measures

- ◆ In order to maximize shareholders' profit, we will improve corporate value through business growth to raise share price. In addition, we directly return profit while securing internal reserve required for future business operations and strengthening our financial standing to improve return on invested capital, and we maximize TSR by boosting medium/long-term return on equity (ROE).
- ◆ Our basic policy is to pay progressive dividends in a stable manner, and we would like to meet shareholders' expectations when our performance is good with the target payout ratio is 20% to 30%. Since we determine the dividend amount while comprehensively considering the variation in business performance, the amount of investment for growth, financial situations, etc., the above payout ratio is a mere assumed one. We would appreciate your understanding.
- ◆ While comprehensively considering the market trend, share price level, financial situations, etc., we will discuss the acquisition of treasury shares flexibly when necessary.
- ◆ Without giving top priority to the accumulation of net assets, which has been emphasized, we will consider the change of stock markets to the Prime Market when we satisfy the requirements, that is, net assets of 5 billion yen and a market capitalization of 25 billion yen.

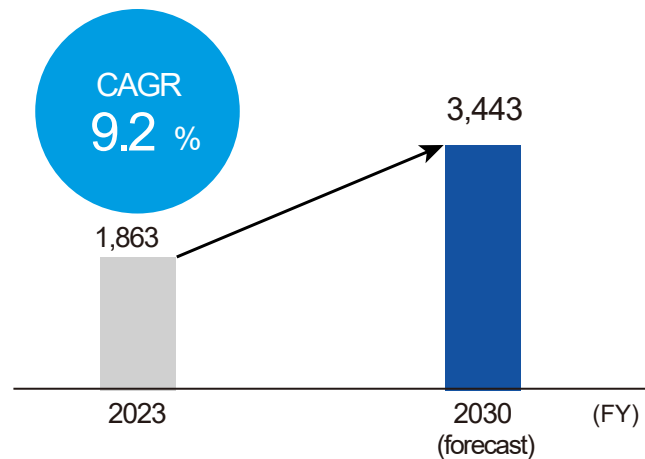
- The market scale of DX is expanding exponentially.
- The manufacturing, construction and logistics fields, which are our current priority fields, are expected to grow considerably.

The market scale of DX

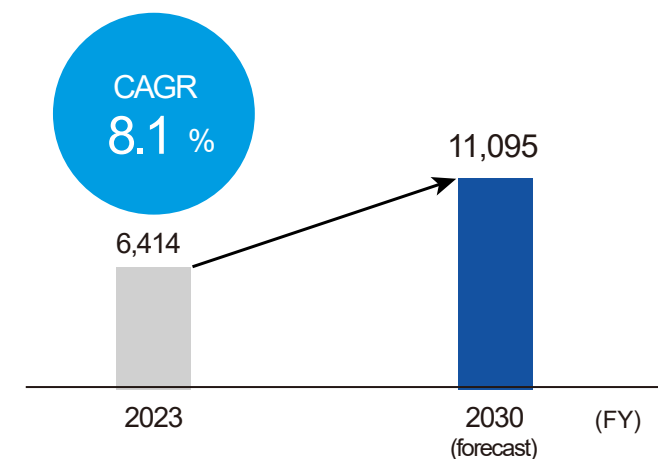
Manufacturing (100 million yen)



Real estate/construction (100 million yen)



Traffic/transportation/logistics (100 million yen)



*Source: Marketing Section of Future Outlook for the Digital Transformation Market – Market Edition 2025, produced by Fuji Chimera Research Institute, Inc. in March 2025

- Focus on the manufacturing, construction, and logistics industries where we can leverage our strengths.
- The use of Orizuru enables speedy realization of DX for customers.

Manufacturing

(since the establishment of our company)

Construction

(since 2015)

Logistics

(since 2023)

Main areas of support



Design, procurement and manufacturing

- ✓ Order receipt and procurement (Orizuru)
- ✓ Smart factory (Orizuru)
- ✓ PLM (Aras Innovator)
- ✓ ERP (mcfame/Infor)



Design and construction

- ✓ BIM linkage system/common data infrastructure
- ✓ Design efficiency (AI utilization)
- ✓ PLM (Aras Innovator)



Warehousing and transportation

- ✓ WMS (Warehouse Management System)
- ✓ TMS (Transport Management System)

Strengths

- ✓ 3D shape data processing technology (CAD, numerical algorithms of geometry and image processing by AI)
- ✓ Manufacturing expertise in the manufacturing industry

- ✓ Achievements in the manufacturing industry by support for DX
- ✓ Experience in the development of BIM common data infrastructure and BIM data (IFC) handling technology
- ✓ Extensive business knowledge in the construction industry

- ✓ Achievements in the manufacturing industry by support for DX

- **Solution provider that can address client companies' issues in a comprehensive manner**

Problems with manufacturing DX in Japan

1	Coexistence of old and new equipment	Machinery and equipment installed several decades ago and newly installed machinery and equipment are operated at the same time. It is difficult to develop a totally smart factory.
2	Lack of knowledge of manufacturing sites	There are few enterprises that possess the perspective of management, the viewpoint of on-site factory staff, and broad knowledge of business operation processes, manufacturing processes, hardware, and software.
3	Lack of system integrators	Various systems have been partially optimized and installed in value chain processes. The effects of DX are limited, because of insufficient integration.

Forte of CCT

1	Retrofitting	<ul style="list-style-type: none"> •Orizuru is compatible with a variety of machinery and equipment. •Digitalization of old equipment based on knowledge of hardware •Separation between manual work and automation
2	Knowledge of manufacturing industry and DX accumulated for many years	<ul style="list-style-type: none"> •Founding members engaged in manufacturing DX for over 20 years. •To develop business operation processes from the viewpoints of management and on-site staff •Conversation with client companies while using jargon
3	A broad range of solutions	<ul style="list-style-type: none"> •To meet customer needs by combining Orizuru, Salesforce, SAP, etc. from all aspects •To maintain the uniqueness of each client company through customization based on the workflow of each client

We won profound trust of client companies. The ratio of sales from existing clients has been stable and around 90%.

- We will respond to all kinds of needs for digitalization from client companies with cloud products in each field and Orizuru.
- We will address the issue of the poor customizability of cloud products by using Orizuru as a comprehensive customization platform.

Issues on existing solutions

Our solution

Construction of an original system

Package utilization

Operation of multiple solutions in a comprehensive manner

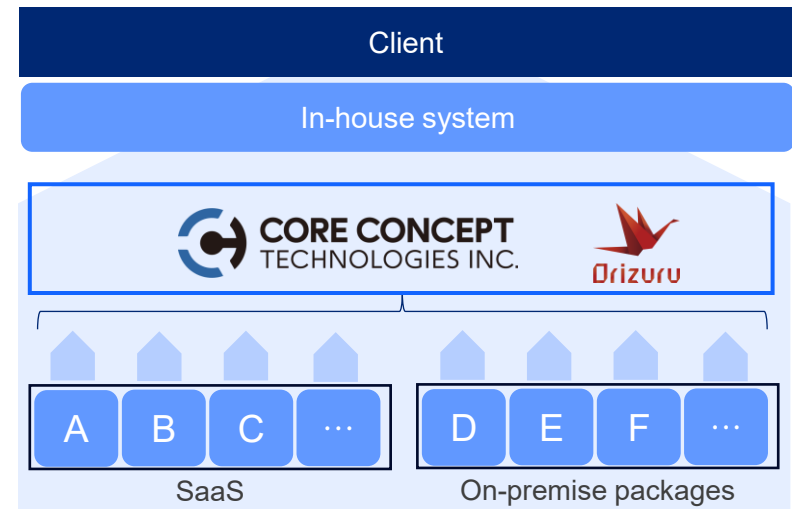
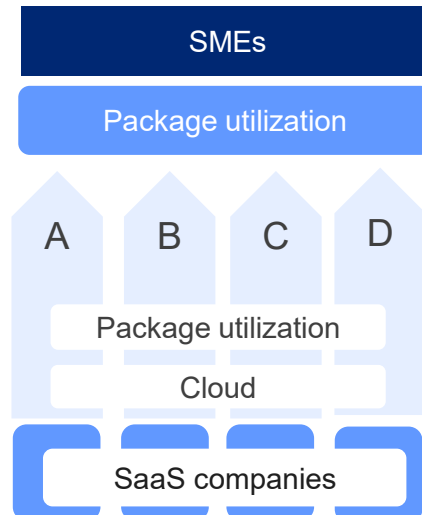
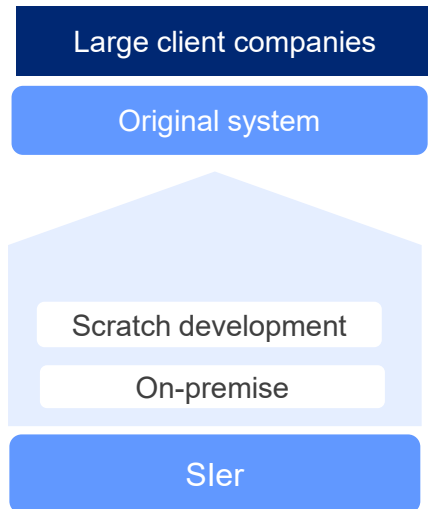
Issues

- Client companies cannot proceed with DX by themselves and rely on system integrators.
- An enormous amount of costs and time are required for construction.
- Tends to become a legacy system and an enormous amount of costs and time are required whenever update is conducted.

- Difficult to perform customization tailored to business workflow.
- Difficult to enable linkage between packages and manual work is required.

- Construction of a system according to customer needs by integrating Orizuru and other products
- Possible to perform customization tailored to business workflow of clients and maintain the uniqueness of client companies.
- Significant reduction of development costs and time
- Possible to prevent SaaS products from becoming a legacy system as they are automatically updated to the latest version.

Conceptual diagram of development



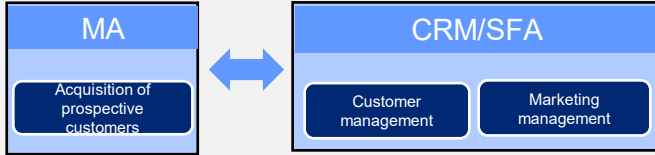
- We use our original product “Orizuru” to respond to specific industries which require practical knowledge and individual customization.
- We integrate standard cloud products for common fields (Fit to Standard), and enrich our products in a stepwise manner.

System configuration

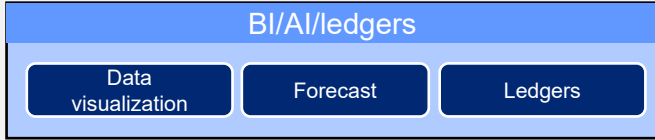
Solutions we offer

Policy

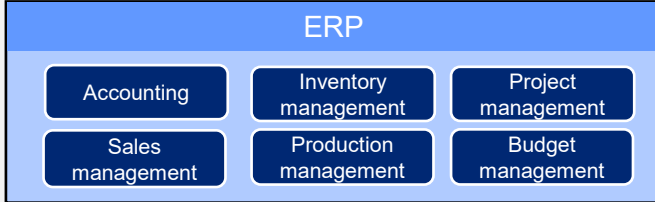
Marketing
Marketing
management
system



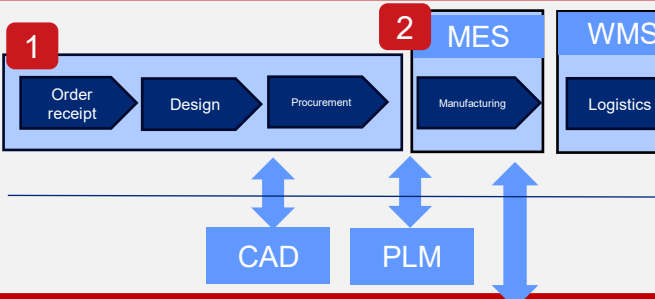
Data analysis
Ledgers



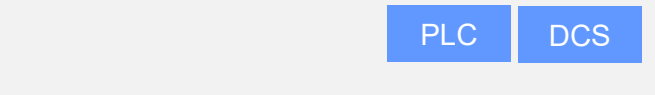
Mission-critical
system
(management)



Specific
industry
middleware
system
(planning/
execution)

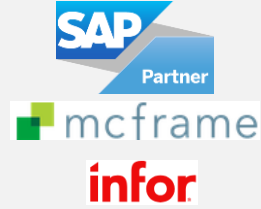


On-site
system
(control)



CCT

Partners



- 1 Orizuru 3D
- 2 Orizuru MES



- We have accumulated track records of Salesforce since 2014 as its business partner, and become a silver partner in 2021.
- We select the most suitable solution according to customer needs.

- We entered into a partner agreement with SAP in 2024.
- We focus on mcframe/Infor of ERP for the manufacturing industry.

- Core solutions of business operations which demand practical knowledge are integrated into Orizuru.

- Our subsidiary DDS can handle Teamcenter.

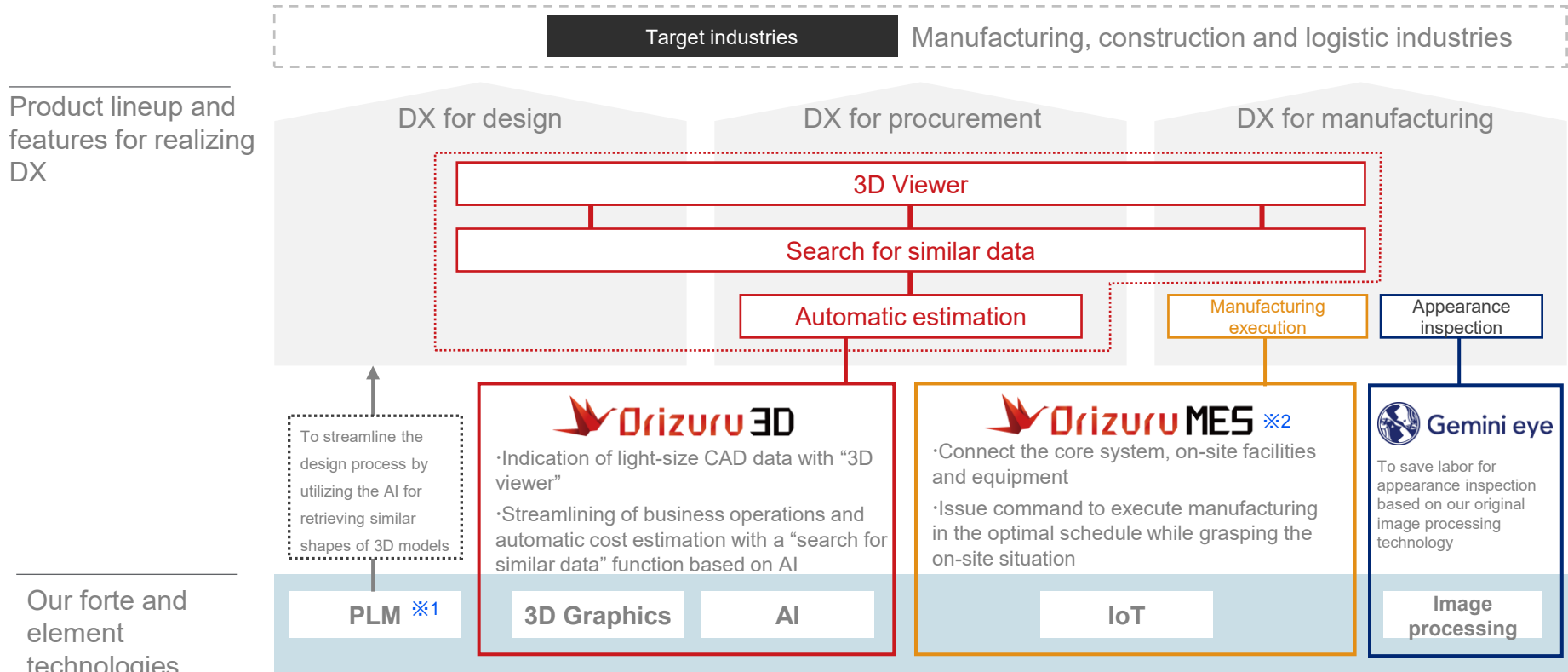
- Linkage with Orizuru

Salesforce, Sales Cloud and other names are trademarks of Salesforce, Inc. We have obtained permissions to use them from Salesforce.

DX development base “Orizuru,” a database of knowledge accumulated over many years

- To actualize the functions demanded by customers swiftly at low cost by utilizing a DX development base “Orizuru”
- Working on various development projects evolves the standard functions of Orizuru (basically, no need for investment in development)

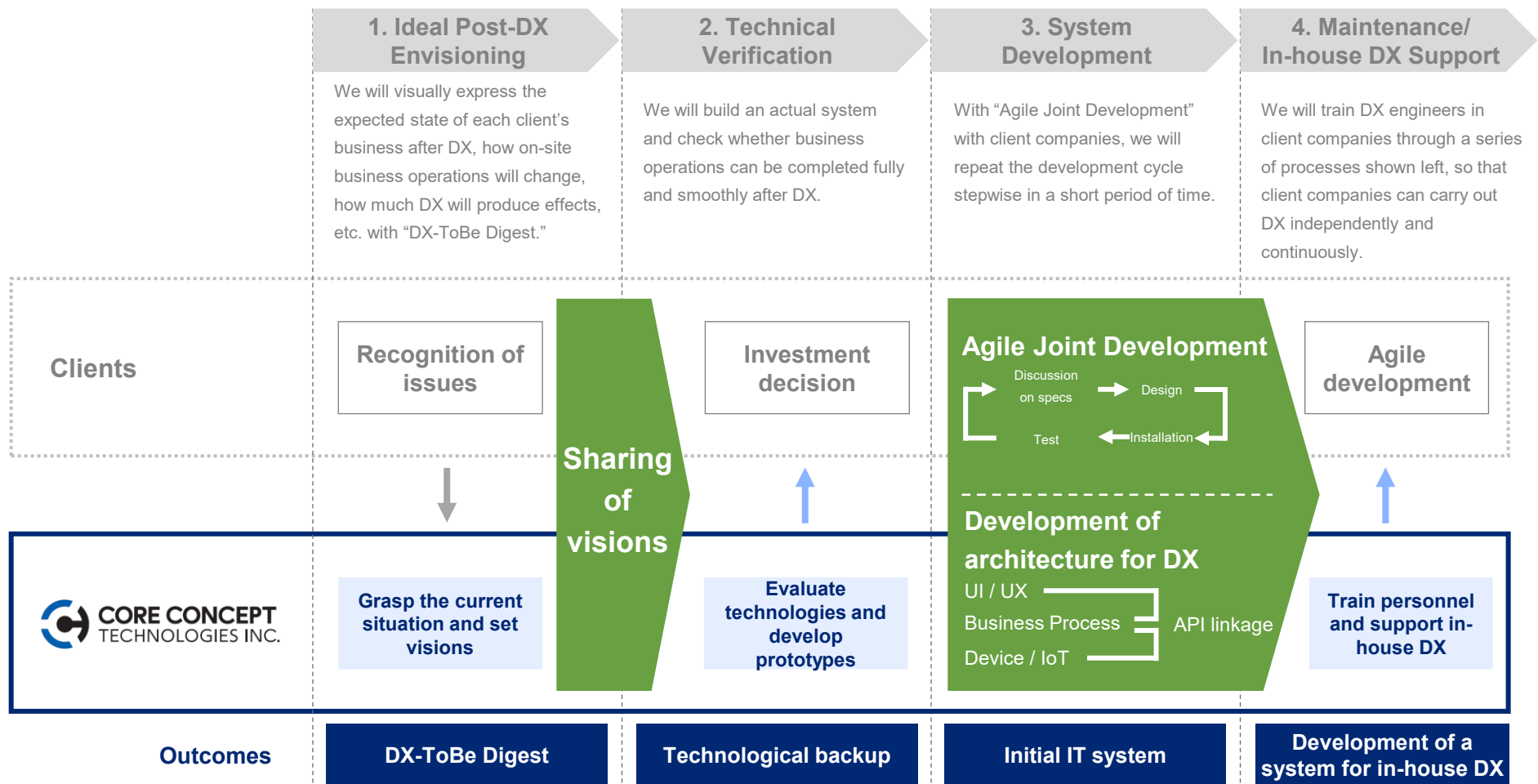
Various functions required for design, procurement and manufacturing DX (e.g. automatic estimation and manufacturing execution) and element technologies for realizing DX (e.g. 3D modeling, AI, and image processing) are converted into the standard functions of Orizuru. We named the product “Orizuru” as we hope that we want to vitalize the Japanese manufacturing industry which possesses fine and delicate technical capabilities like *paper crane*.



*1 Abbreviation for “Product Lifecycle Management.” It means aggregating various technological information on the entire product lifecycle, and using it to improve product development capabilities and corporate competitiveness.

*2 Abbreviation for “Manufacturing Execution System.” MES grasps and manages manufacturing processes, and gives instructions and support to workers.

- Original method to accompany and support our clients to realize DX in-house by utilizing Orizuru and Ohgi.
- Aim to continue maintaining quality and customer satisfaction even as the number of projects and employees increases.



- We aim to steadily increase the number of prospective customers by cementing the relationships with business partners, in addition to our efforts to acquire new clients.

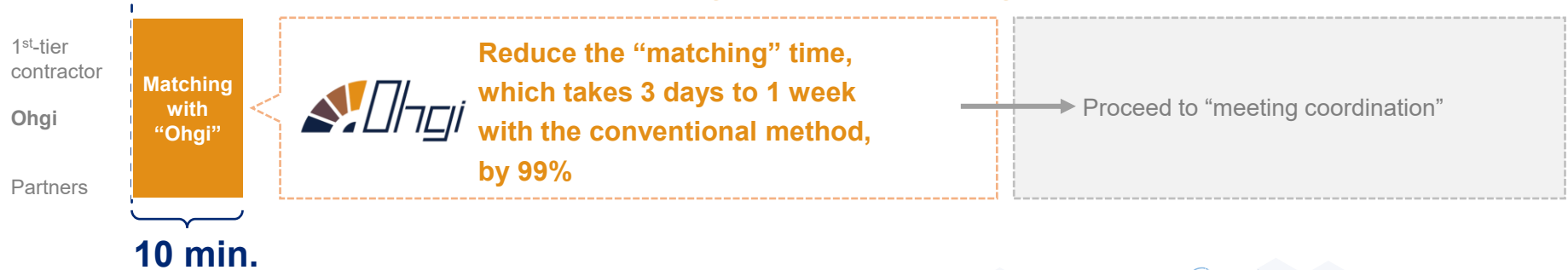
		Inbound	Outbound	Flow from partners
Dept. A Orizuru ERP PLM	Orizuru	●	●	
	ERP PLM	○	●	Trading companies specializing in IT Business engineering Infor SAP Aras
Dept. B Cloud products, such as Salesforce	Salesforce	○	△	Salesforce
	Products of Wingarc1st	○	△	Wingarc1st Hongo Tsuji Tax & Consulting

- Ohgi considerably reduces the time required for matching projects and personnel.
- We have formed a wide network of small and medium-sized IT enterprises.

Workflow in the conventional multi-outsourcing system (3 days to 1 week required for sending requests and proposals)



Matching process with “Ohgi”



Features of Ohgi

- ✓ A network of approximately 5,900 companies (about 140,000 IT personnel) centered in Tokyo
- ✓ Targets mainly at small and medium-sized IT enterprises (not freelancers)
- ✓ We will expand the network to include local IT enterprises.



We made a database of human resource network which includes many BPs we have cultivated since our founding and information on employees who belong to the companies.

The product was named “Ohgi” as we hope that **“we want to expand our business to every corner of Japan.”**

- **To foster win-win relationships so that CCT and business partners (BPs) will increase their respective sales**

1

Active outsourcing would contribute to sales growth and the maintenance of the ratio of engineers in service

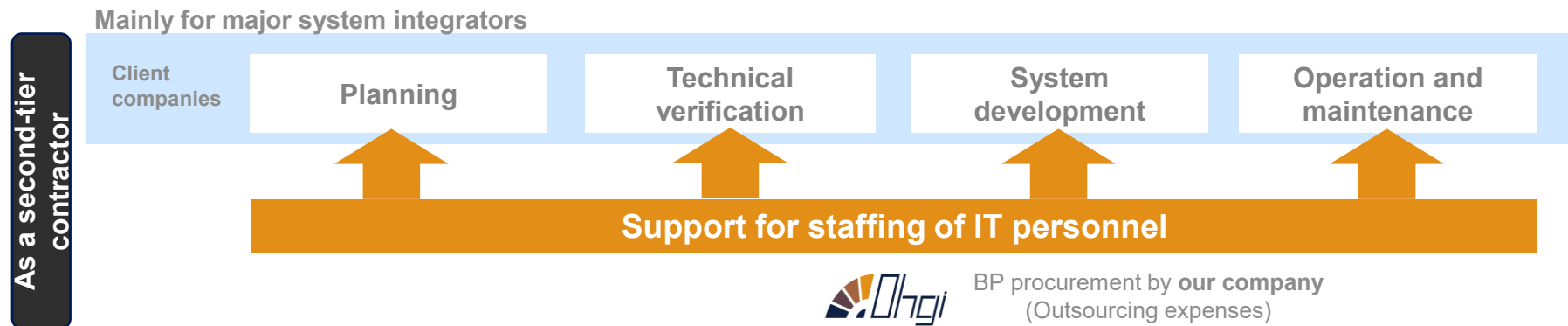
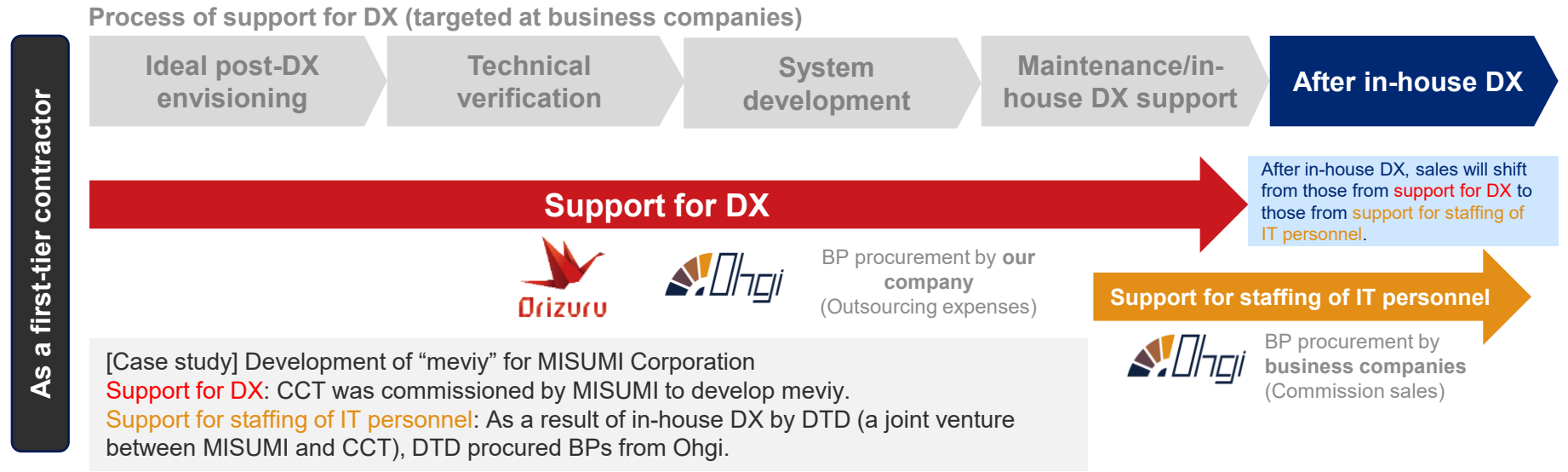
- CCT employs mainly project managers/leaders and specialists in the manufacturing, construction, and logistics fields, where we support DX.
- We actively utilize engineers of BPs procured through Ohgi, because general operations are dominant in the phase of development, operation, and management in the business of support for DX.
- General operations are dominant in the business of support for staffing of IT personnel (CCT undertakes tasks as a subcontractor from leading system integrators), so we raise the ratio of BPs. *In this system, CCT serves as project leader as a subcontractor, and enlists support from partners (outsourcing from leading system integrators to CCT to BPs). This is similar to and different from a general platform for matching system integrators and engineers, including freelancers.
- By utilizing outsourcing as a control valve, we keep the ratio of engineers of CCT in service around 100%.

2

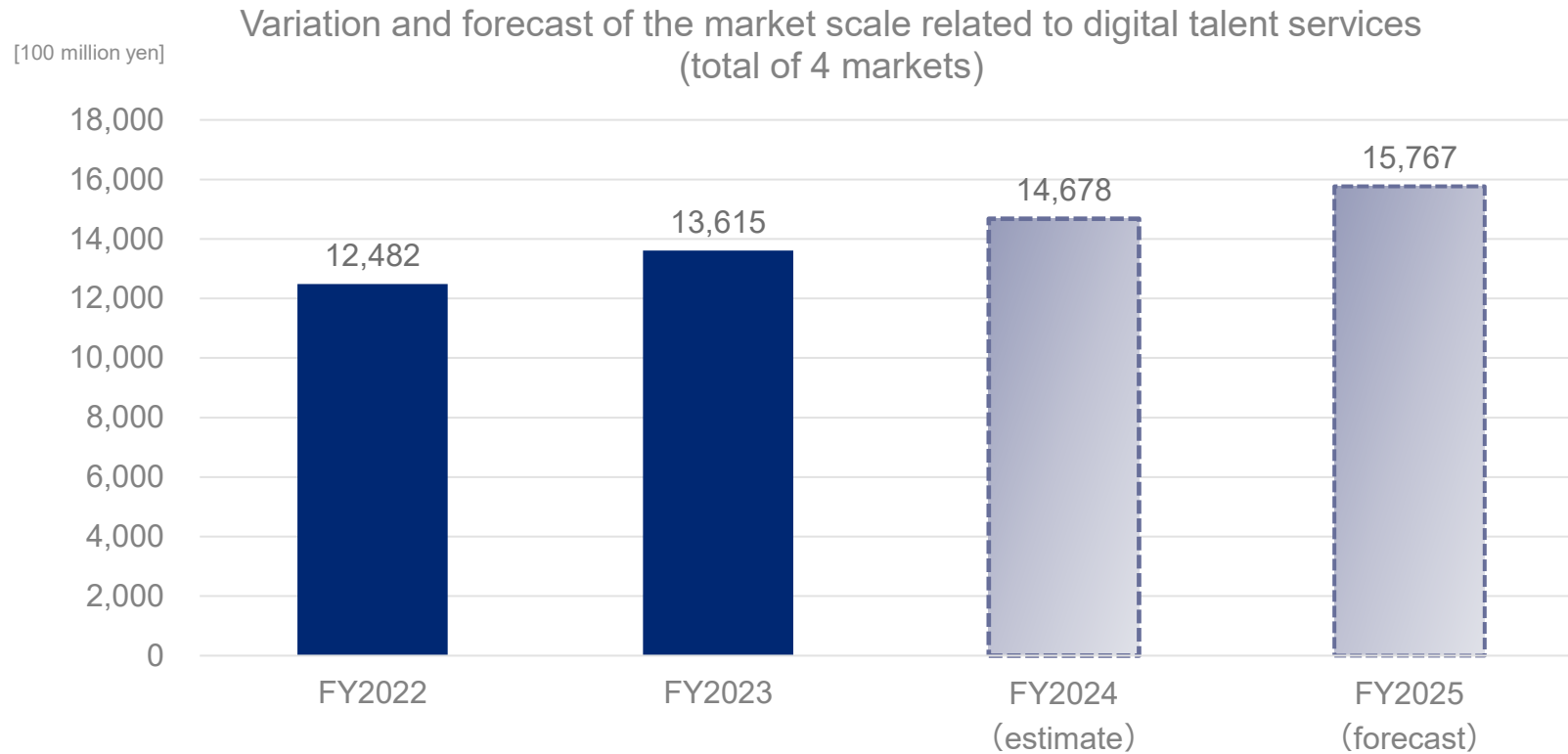
Provision of merits of sales growth to BPs

- We daily distribute plenty of information (projects directly entrusted to CCT and projects entrusted by leading system integrators) and offer opportunities to receive orders to business partners.
- In the structure where many intermediary agencies are involved, the unit prices of small and medium-sized IT enterprises decrease as the tier lowers. Meanwhile, they can join projects entrusted by CCT as a subcontractor (when CCT is directly entrusted) or a second-tier subcontractor (when CCT undertakes projects as a subcontractor), so their unit prices can be higher.

- Building a unique business model that ensures profitability even after “in-house DX” by supporting both DX and IT personnel staffing.



- **The SES market scale is on an upward trend, and reached a 1.4 trillion yen scale.**



Note 1: Business operators' net sales basis

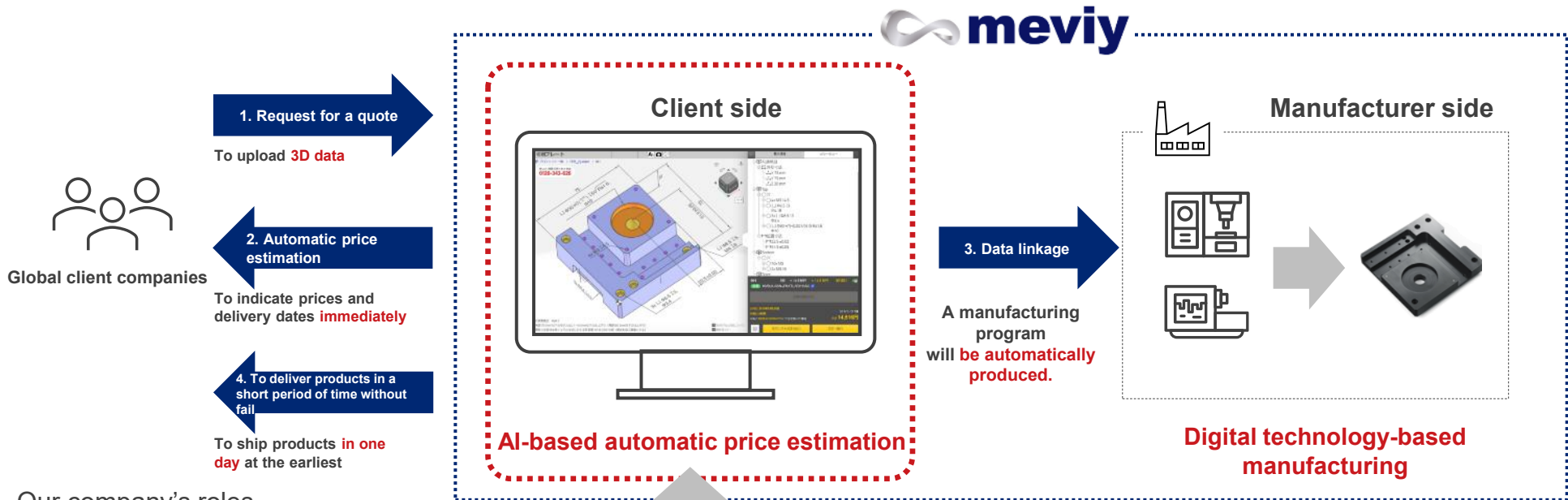
Note 2: FY2024 is an estimate and FY2025 is a forecast.

Note 3: A total of four markets including digital talent (IT engineers) dispatch service, digital talent agency service, digital talent direct recruiting service, and freelance digital talent matching service.

*Source: "Survey on the Digital Talent Service Market," published by Yano Research Institute in March 2025

Development of a platform for receiving and placing orders for components

We supported the provision of services which enable users to upload design data and receive estimates immediately. We will utilize the shape data processing technology nurtured through the development of “Orizuru” for AI-based automatic price estimation and digital technology-based manufacturing.



Our company's roles

- To jointly develop a 3D user interface and technologies for AI-based automatic price estimation and digital technology-based manufacturing by utilizing the shape data processing technology nurtured through the development of **Orizuru**.
- To organize a large-scale development team utilizing **Ohgi**

*MISUMI Group Inc. received the Prime Minister Award at the 9th Japanese Manufacturing Awards for meviy.

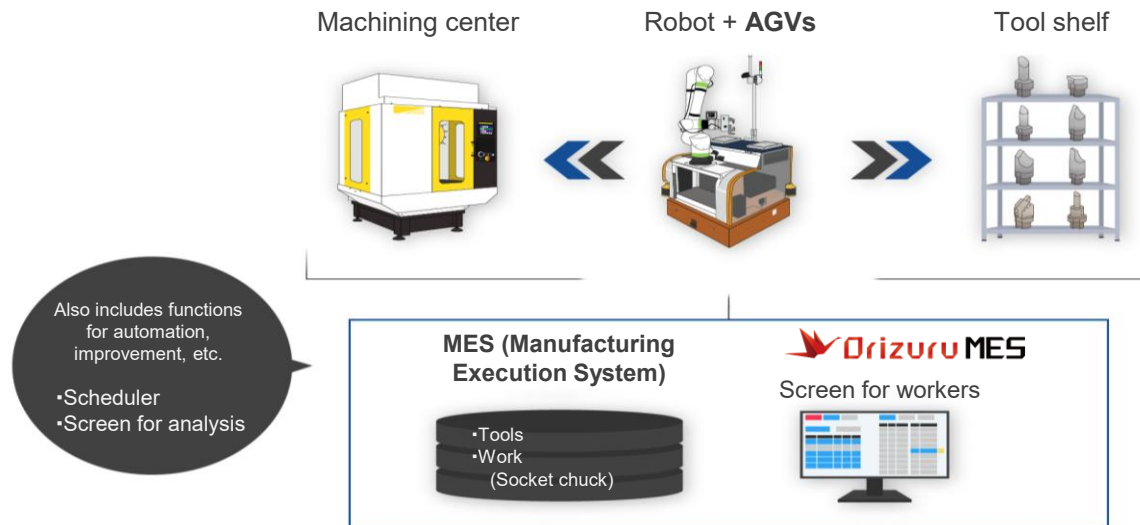
Support for construction of a smart factory

■ Purposes and results:

We resolved the bottleneck in the process for semiconductor inspection jigs through automation, doubled the operation rate (40% before automation to more than 80%), shortened the lead time for processing, and improved production capacity, which contributed to the work style reform and human resource development.

■ Measures we implemented:

Automated lines, which can be operated 24 hours a day, 365 days a year, have been constructed by linking existing equipment with **Orizuru MES**, AGVs and FA equipment.



Our company's roles



- ✓ Took responsibility for all processes ranging from identification of on-site issues, concept formation, proposal of solutions, and support for installation.
- ✓ Supported the designing of automation by linking **Orizuru MES**, AGVs and FA equipment.
- ✓ Provided a consultative support to proceed with a project.
- ✓ Assisted in embodying the concept for automation and making domestic and overseas factories automated ones.

Support for construction of a smart factory

- ✓ **A visualization of the overall concept of a smart factory**
- ✓ **Reforming the manufacturing line: Designed DX for production control, quality control, and production planning**
- ✓ **Resolving technical issues with a demonstration line**
- ✓ **Verifying reform policies, improvement effects, and ROI in each process**

Production plan optimization for each facility

Developing an hourly production plan that is standardized and designed for each production facility

Expected effect: Reduction of work dependent on individual skills



Automatic processing condition adjustment

Test processing, processing condition adjustment, and manufacturing are executed based on automatic measurement results and various sensor data.

Expected effects: Productivity improvement and quality improvement



Instructions to start construction for technicians

Issuing a work instruction list that directs each technician to perform high-priority work

Expected effect: Increased work efficiency



Understanding real-time production status

Real-time monitoring and understanding of production from anywhere, instead of traditional local monitoring and monthly tabulation

Expected effects: Remote work and real-time monitoring



Preparatory work instructions for technicians

Instructions for preparing necessary items, such as cutting tools required for processing, and individual identification by 2D barcode

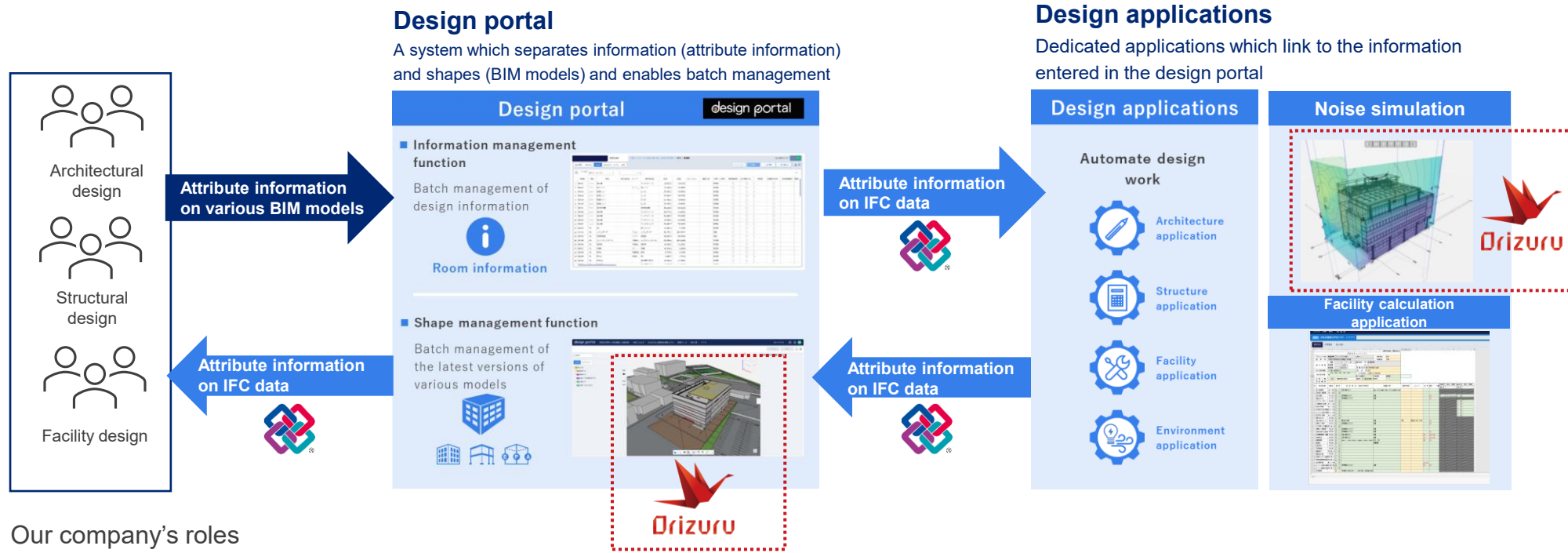
Expected effects: Increased work efficiency and error prevention



Development of “design BIM tool”

We supported Takenaka Corporation in developing a “design BIM tool” which enables real-time linkage of design information on construction projects.

“Orizuru” provides such functions as IFC Viewer and sophisticated simulation based on three-dimensional processing technology.



Our company's roles



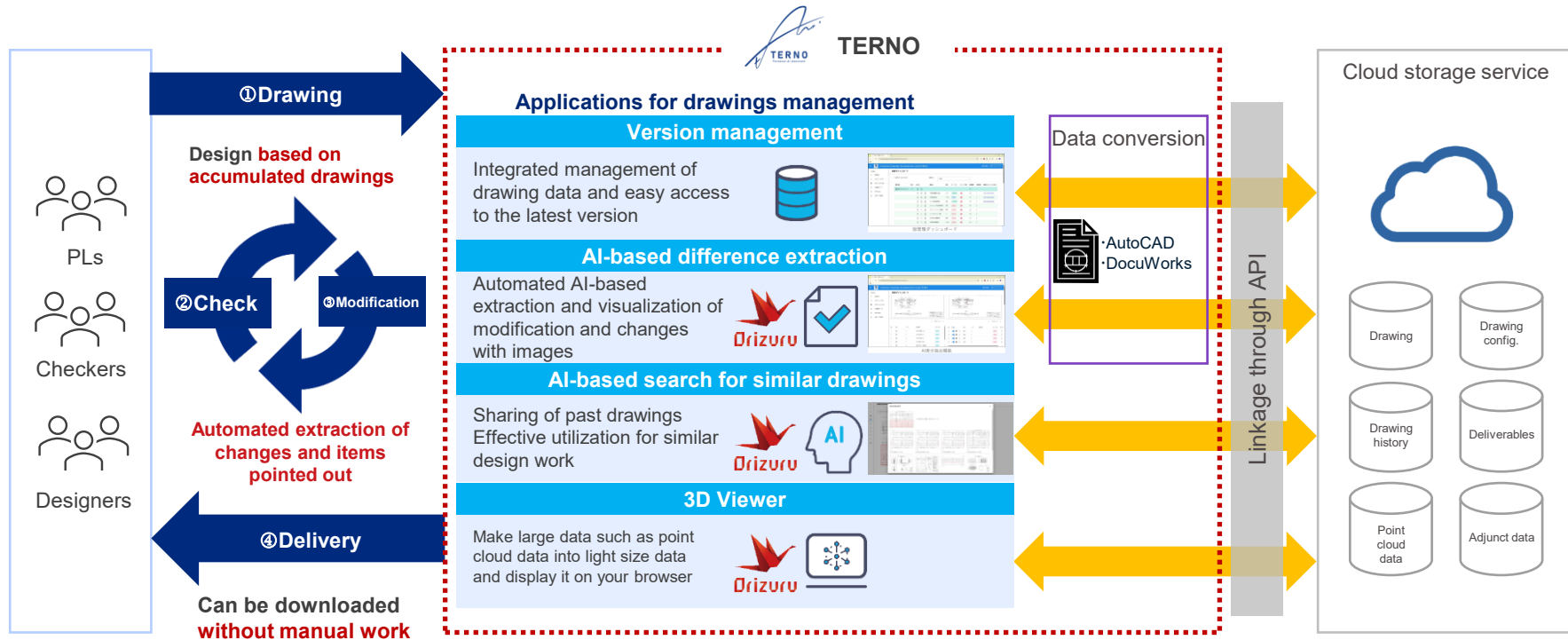
- ✓ It becomes possible to link various BIM data (IFC data) with design data and visualize them by utilizing **Orizuru's** three-dimensional technology.
- ✓ It becomes possible to develop a secure, scalable environment and engage in DevOps (CI/CD) by making the most of **AWS**.

Example of support for DX: Improvement in efficiency and quality in design work for Yachiyo Engineering Co., Ltd.

Development of a drawings management system

We supported the development of a drawings management system utilizing AI “TERNO,” which enables the integrated management of design information mainly consisted of two-dimensional drawing data.

We streamlined overall design work by eliminating operations still requiring human efforts such as visual inspection and manual work, which tend to be dependent on skills of certain personnel, and guarantee quality.



Our company's roles

- Automation of drawings management, which was manually conducted by designers
- Development of AI-based functions for difference extraction and search

Remote management center establishment support

Dissemination of knowledge of veteran staff and tackling the issue of developing young human resources Improving productivity and achieving workstyle reform for on-site employees through centralized management of information

Remote communication

In response to the problem of difficulty in maintaining on-site capabilities due to the mass retirement of veteran employees, by synchronizing on-site information such as images in real time at the remote management center, it is possible to obtain information equivalent to or better than the construction site even from remote locations, which makes it possible to provide support as if veteran employees were on the site.

Expected effects: Improvement of productivity, knowledge transfer and remote work



Consolidation of on-site operations

There was a concern that the number of mid-level workers responsible for on-site work would decrease, and the number of work sites that could be handled would decline, making it challenging to secure profits. In response to this, simple tasks common to each site, such as document preparation and photo sorting, which had been performed on-site until now, were consolidated at the remote management center to reduce the on-site workload.

Expected effects: Workstyle reforms and securing profits



Next-generation human resources development

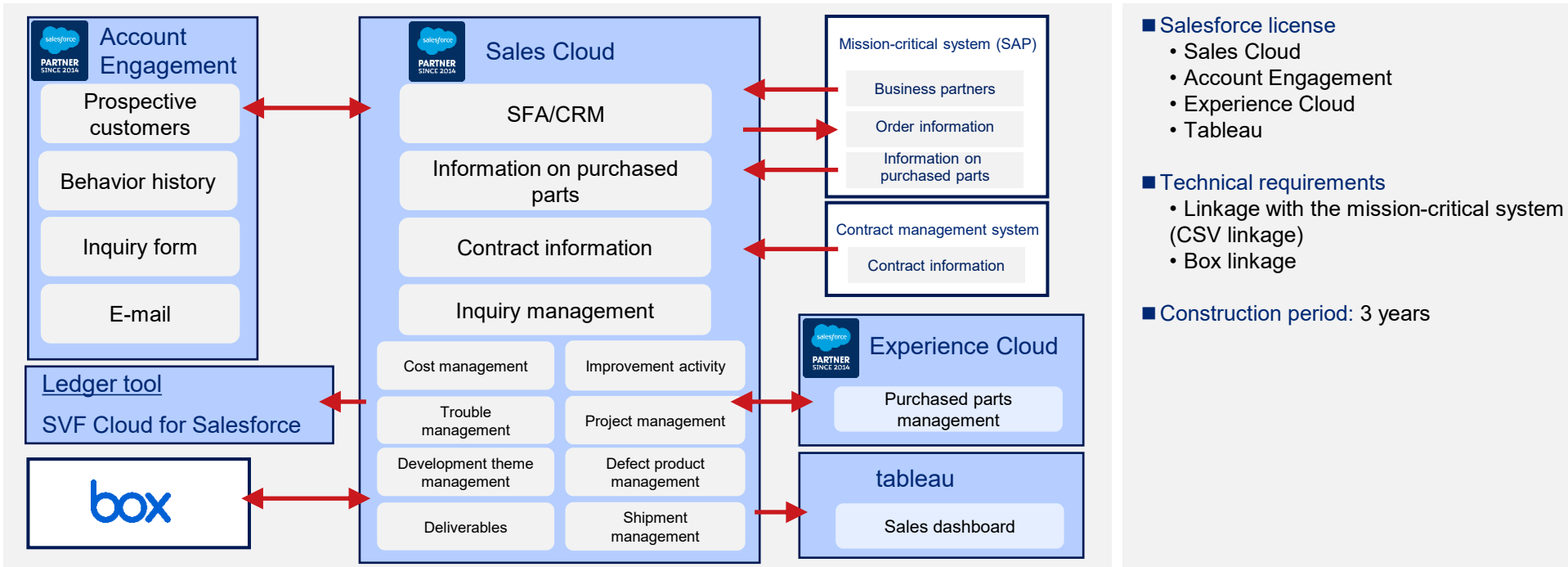
There was a chronic lack of opportunities for young people to be trained due to the small number of mid-career workers, resulting in knowledge not being passed to the next generations. In response to this, we created case method (simulation) type educational content using VR generated from the site information accumulated in the remote management center. In addition, we have established a system in which past knowledge is managed in a manner allowing it to be referred to at any time, providing opportunities for voluntary knowledge acquisition during operations.

Expected effects: Knowledge transfer and speeding up personnel training



Business streamlining DX

- We visualized the status with a company-wide dashboard, heightening the probability for order receipt with accurate management decision.
- We simplified the coordination with other departments, increasing the number of projects acquired and succeeding in the reduction of workload.
- We constructed the infrastructure where employees of Toray Engineering can concentrate on core businesses by enabling integrated management of each stage concerning CS, procurement, and planning.



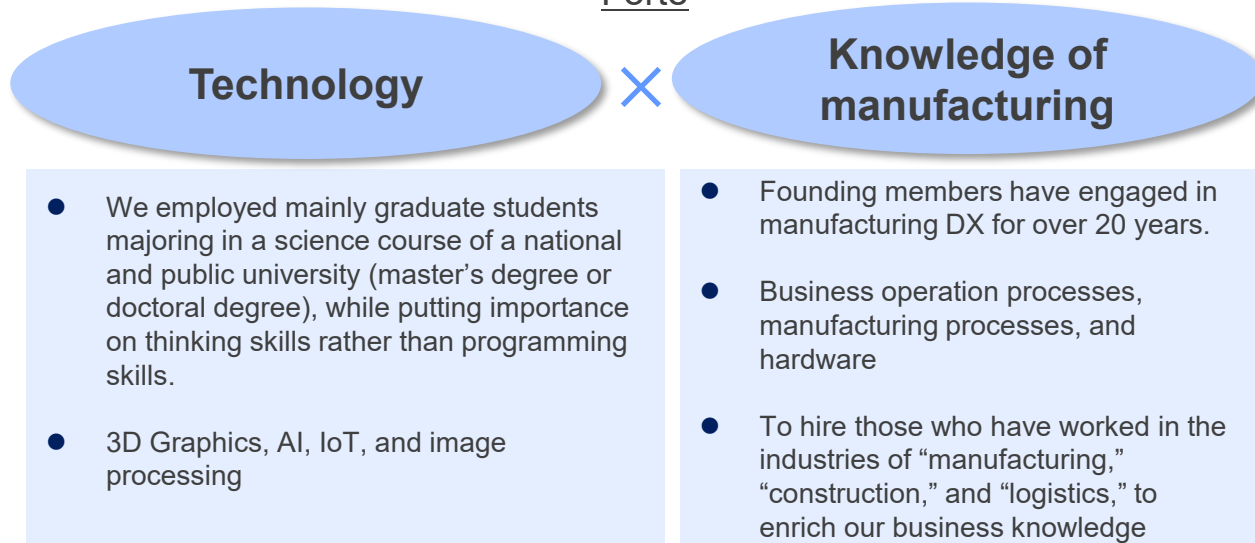
Our company's roles

- Provision of a company-wide information sharing tool based on Salesforce as a mission-critical system
- Unified the information on business negotiation, order receipt, and construction instruction by linkage between Salesforce and SAP

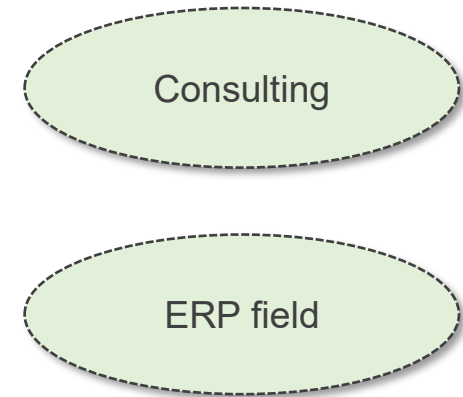
Salesforce, Sales Cloud and other services with the Salesforce logo are registered trademarks of Salesforce, Inc., and they are exclusively usable under the company's permission.

- A group of engineers who promote down-to-earth DX with profound knowledge of on-site situations
- To develop an environment where workers can concentrate on their tasks with reasonable systems

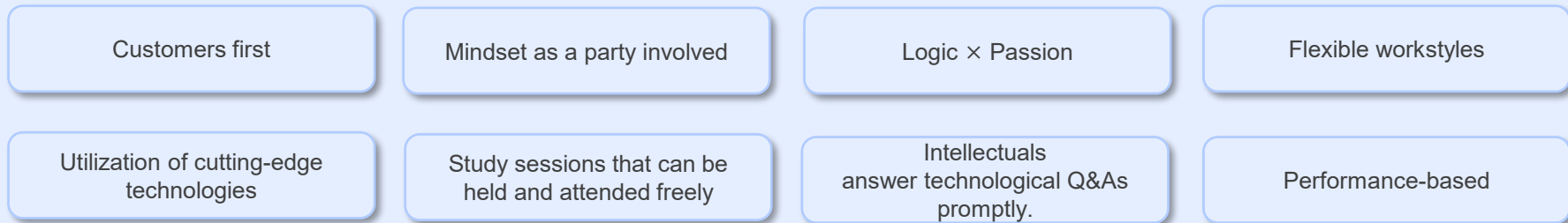
Forte



Priority domains to be fortified



Corporate culture Think Big, Act Together.



- In this fiscal year, we enhanced our governance by optimizing the Board of Directors and reviewing the executive officer system.
- Disclosure of the integrated report in July 2025. (We hope you will read it. <https://www.cct-inc.co.jp/ir/library/reports/>)

[Excerpt from the integrated report]

	Our Materiality	KPI	Goal / Target FY	FY2024 Results
Resolving Social Issues through Business Activities	Realizing Sustainability through Client DX Contributing to business continuity, increasing sales and profit, and sustainable development of industry by using "Orizuru" to implement client DX	(1) Support for DX business sales (2) Number of employees involved in DX projects	(1) — (2) —	(1) 9,080 million yen (2) 277 people
	Developing the IT Human Resources Who Will Shape the Future Resolving the problems caused by involvement of many intermediary agencies and contributing to the sustainable development of the IT industry by improving the skills of IT engineers and expanding the "Ohgi" network	(1) Number of companies registered in Ohgi (2) Number of business partner assignments (quarterly average)	(1) — (2) —	(1) Approx. 5,900 (2) 1,186 man-months (FY2024 4Q)
Resolving Social Issues through Corporate Activities	Taking the Initiative in Global Environmental Conservation <ul style="list-style-type: none"> Realizing a zero carbon business Realizing a circular economy business 	(1) Greenhouse gas (GHG) emissions (Scope 1, 2) (2) GHG emissions per unit of net sales (3) GHG emissions per unit of operating profit (4) Rate of reuse of computers	(1) 50% reduction compared to 2023 / FY2030 (2) — (3) — (4) 100% / FY2030	(1) 153.8 t-CO ₂ (2) 0.8 t-CO ₂ /hundred million (3) 7.7 t-CO ₂ /hundred million (4) 100%
	An Organization Where Each and Every Individual Can Contribute <ul style="list-style-type: none"> Widely disseminating the CCT WAY Strengthening organizational capabilities by promoting employee engagement Creating a comfortable and rewarding working environment 	(1) Number of participants in CCT WAY training (cumulative) (2) Percentage of men and women employees taking parental leave (3) Average hours of overtime working environment	(1) Continue 50 people/year (2) Men 100.0% / Women 100.0% / FY2030 (3) Maximum of 20 hours / FY2030	(1) 119 people (2) Men: 44.44% Women: 100% (3) 18.94 hours
	Resilient Business Base <ul style="list-style-type: none"> Data security and system risk management Ensure highly transparent governance and compliance 	(1) Percentage of women Directors (2) Percentage of Outside Directors (3) Number of serious incidents	(1) 30% / FY2030 (2) 50% / FY2030 (3) 0 / FY2030	(1) 12.5% (2) 50.0% (3) 0

Non-Financial Information

(Item)		Scope	2020	2021	2022	2023	2024
GHG emissions (Scope 1, 2) ^{*2}	(t-CO ₂)	Consolidated	-	-	-	126.2 ^{*6}	153.8
	(t-CO ₂)	Non-consolidated	79.7	80.0	94.6 ^{*6}	88.2	74.8
GHG emissions (Scope 3) ^{*3}	(t-CO ₂)	Non-consolidated	-	-	-	10954.8 ^{*6}	12,950.4
	(t-CO ₂)	Consolidated	-	-	-	0.3	0.3
Scope 1, 2 emissions per capita	(t-CO ₂)	Consolidated	-	-	-	0.8	0.8
	(t-CO ₂)	Non-consolidated	0.4	0.3	0.3	0.2	0.2
Scope 1, 2 emissions per net sales (hundred millions of yen)	(t-CO ₂)	Consolidated	-	-	-	0.6	0.4
	(t-CO ₂)	Non-consolidated	1.4	1.0	0.8	0.6	0.4
Scope 1, 2 emissions per operating profit (hundred millions of yen)	(t-CO ₂)	Consolidated	-	-	-	7.2 ^{*6}	7.7
	(t-CO ₂)	Non-consolidated	44.1	14.6	8.4	4.9	3.6
Industrial waste emissions	(m ³)	Consolidated	-	-	-	454	553
	(kg)	Non-consolidated	860 ^{*4}	0	0	3,120 ^{*4}	50
No. of employees	(people)	Consolidated	-	-	-	454	553
	(people)	Non-consolidated	212	250	314	359	389
Percentage of engineers	(%)	Non-consolidated	85.85	80.80	79.62	79.39	78.92
Number of new graduates hired	(people)	Non-consolidated	22	19	23	31	37
Number of mid-career employees hired	(people)	Non-consolidated	37	41	82	52	42
Parental leave acquisition rate	Men (%)	Non-consolidated	20.0	37.5	50.0	37.5	44.44
	Women ^{*5} (%)	Non-consolidated	100.0	100.0	100.0	100.0	100.0
Percentage of women employees	(%)	Non-consolidated	17.45	15.60	16.88	17.27	19.79
Percentage of women managers	(%)	Non-consolidated	4.00	4.00	4.76	3.70	9.23
Employee turnover	(%)	Non-consolidated	10.0	8.8	12.8	11.7	11.6
Average years of employment	(years)	Non-consolidated	2.79	2.15	3.03	3.17	3.59
Hours of overtime	(hours)	Non-consolidated	22.08	22.81	21.92	19.74	18.94

^{*2} GHG emissions are calculated based on non-fossil fuel certificates.

^{*3} Category 15 emissions are not included because they are difficult to calculate.

^{*4} Some furniture was disposed of due to the office relocation and layout changes.

^{*5} Figures include employees in the process of taking parental leave (planning to take parental leave).

^{*6} Figures for previous years have been revised due to a review of the aggregated data.

- This material was produced by our company for the sole purpose of providing information, and not intended for soliciting the purchase or sale of securities of our company.
- The descriptions related to forecasts included in this material are based on our judgments and assumptions as well as currently available information, and include information on our business plans, market scale, competitors' situations, industries, and growth potential. Accordingly, there is a possibility that actual results may differ significantly from explicit and implicit forecasts due to various risks and uncertainties.
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