

Note on translation

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## Consolidated Financial Results for the Fiscal Year Ended September 2025 [Under Japanese GAAP]

November 12, 2025

Listed company name TKC Corporation Listing: Tokyo Stock Exchange

Securities code 9746 URL: <https://www.tkc.jp/>

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Scheduled date of Ordinary General Meeting of Shareholders December 19, 2025 Scheduled date to commence dividend payments December 22, 2025

Scheduled date to file annual securities report December 11, 2025

Preparation of supplementary material on financial results: Yes

Holding of financial results briefing: None

(Yen amounts are rounded down to millions, unless otherwise noted.)

1. Consolidated business results for the fiscal year ended September 2025 (October 1, 2024, to September 30, 2025)

(1) Consolidated operating results

(Percentages indicate year-on-year changes.)

|                         | Turnover        |      | Operating profit |     | Ordinary profit |     | Net profit attributable to owners of parent company |     |
|-------------------------|-----------------|------|------------------|-----|-----------------|-----|-----------------------------------------------------|-----|
|                         | millions of yen | %    | millions of yen  | %   | millions of yen | %   | millions of yen                                     | %   |
| FY ended September 2025 | 83,476          | 11.0 | 16,142           | 4.1 | 16,590          | 3.5 | 12,094                                              | 7.3 |
| FY ended September 2024 | 75,219          | 4.6  | 15,505           | 8.1 | 16,035          | 8.6 | 11,274                                              | 4.1 |

(Note) Comprehensive income FY ended September 2025 15,061 million yen (26.6%) FY ended September 2024 11,895 million yen (-10.0%)

|                         | Net profit per share | Diluted net profit per share | Return on equity (ROE) | Ratio of ordinary profit to total assets | Ratio of operating profit to turnover |
|-------------------------|----------------------|------------------------------|------------------------|------------------------------------------|---------------------------------------|
|                         | yen                  | yen                          | %                      | %                                        | %                                     |
| FY ended September 2025 | 234.31               | -                            | 11.5                   | 13.0                                     | 19.3                                  |
| FY ended September 2024 | 216.21               | -                            | 11.4                   | 13.3                                     | 20.6                                  |

(Reference) Share of profit or loss of entities accounted for using equity method FY ended September 2025 24 million yen FY ended September 2024 37 million yen

(Note) The diluted net profit per share is not stated as there were no dilutive shares.

(2) Consolidated financial conditions

|                         | Total assets    | Net assets      | Equity ratio | Net assets per share |
|-------------------------|-----------------|-----------------|--------------|----------------------|
|                         | millions of yen | millions of yen | %            | yen                  |
| FY ended September 2025 | 129,817         | 108,497         | 83.6         | 2,115.41             |
| FY ended September 2024 | 124,882         | 102,176         | 81.8         | 1,959.39             |

(Reference) Equity FY ended September 2025 108,497 million yen FY ended September 2024 102,176 million yen

(3) Consolidated cash flows

|                            | Cash flows from<br>operating activities | Cash flows from<br>investing activities | Cash flows from<br>financing activities | Balance of cash and cash<br>equivalents<br>at end of period |
|----------------------------|-----------------------------------------|-----------------------------------------|-----------------------------------------|-------------------------------------------------------------|
|                            | millions of yen                         | millions of yen                         | millions of yen                         | millions of yen                                             |
| FY ended<br>September 2025 | 12,486                                  | (360)                                   | (8,943)                                 | 33,580                                                      |
| FY ended<br>September 2024 | 12,796                                  | (5,964)                                 | (5,228)                                 | 30,397                                                      |

2. Dividends

|                                        | Annual dividends |                 |                 |                 |        | Total amount of<br>cash dividends<br>(total) | Dividend payout<br>ratio<br>(consolidated) | Ratio of<br>dividends to net<br>assets<br>(consolidated) |
|----------------------------------------|------------------|-----------------|-----------------|-----------------|--------|----------------------------------------------|--------------------------------------------|----------------------------------------------------------|
|                                        | 1st quarter-end  | 2nd quarter-end | 3rd quarter-end | Fiscal year-end | Total  |                                              |                                            |                                                          |
|                                        | yen              | yen             | yen             | yen             | yen    | millions of yen                              | %                                          | %                                                        |
| FY ended September<br>2024             | -                | 45.00           | -               | 55.00           | 100.00 | 5,235                                        | 46.3                                       | 5.3                                                      |
| FY ended September<br>2025             | -                | 50.00           | -               | 60.00           | 110.00 | 5,663                                        | 46.9                                       | 5.4                                                      |
| FY ending September<br>2026 (forecast) | -                | 55.00           | -               | 55.00           | 110.00 |                                              | 46.7                                       |                                                          |

(Notes) 1. Breakdown of fiscal year-end dividends for the FY ended September 2024: common dividends 45.00 yen, special dividends 10.00 yen

2. Breakdown of fiscal year-end dividends for the FY ended September 2025: common dividends 50.00 yen, special dividends 10.00 yen

3. Consolidated business results forecast for the fiscal year ending September 2026 (October 1, 2025, to September 30, 2026)  
(Percentages indicate year-on-year changes for the full year and changes from the same quarter of the previous year for the quarter.)

|                          | Turnover        |      | Operating profit |      | Ordinary profit |      | Net profit attributable to owners of parent company |      | Net profit per share |
|--------------------------|-----------------|------|------------------|------|-----------------|------|-----------------------------------------------------|------|----------------------|
|                          | millions of yen | %    | millions of yen  | %    | millions of yen | %    | millions of yen                                     | %    | yen                  |
| 2nd quarter (cumulative) | 45,000          | 14.7 | 10,600           | 22.2 | 10,900          | 22.9 | 7,500                                               | 18.8 | 145.29               |
| Full year                | 85,500          | 2.4  | 16,600           | 2.8  | 17,100          | 3.1  | 12,150                                              | 0.5  | 235.37               |

\*These financial results are not subject to audit by certified public accountants or an audit firm.

\*Explanation of the proper use of business results forecasts and other special notes

- Future business results and other forward-looking statements contained in this document are based on information available to the Company as of the date on which this document was published and certain assumptions judged to be reasonable by the Company, and as such, various factors could cause actual business results to differ materially from those contained in the document.

Please see “Future outlook” on page 10 of the Consolidated Financial Results (Attachments) for the assumptions used for business results forecasts and precautions, etc., regarding their use.

- Supplementary materials on financial results will be promptly posted on the Company’s website after disclosure on TDnet.

\*Notes

(1) Significant changes in the scope of consolidation during the period: None

(2) Changes in accounting policies, changes in accounting estimates, and restatement

- (i) Changes in accounting policies due to revisions to accounting standards and other regulations: Yes
- (ii) Changes in accounting policies due to other reasons: None
- (iii) Changes in accounting estimates: None
- (iv) Restatement: None

(3) Number of issued shares (common shares)

- (i) Total number of issued shares at the end of the period (including treasury shares)
- (ii) Number of treasury shares at the end of the period
- (iii) Average number of shares outstanding during the period

|                         |                   |                         |                   |
|-------------------------|-------------------|-------------------------|-------------------|
| FY ended September 2025 | 52,301,466 shares | FY ended September 2024 | 53,166,466 shares |
| FY ended September 2025 | 1,012,547 shares  | FY ended September 2024 | 1,019,246 shares  |
| FY ended September 2025 | 51,618,907 shares | FY ended September 2024 | 52,147,037 shares |

(Note) The Company maintains a Board Incentive Plan (BIP) Trust, and shares of the Company held by said Trust are included as treasury shares to be deducted from the calculations of the number of treasury shares at the end of the period and the average number of shares outstanding during the period.

(Reference) Overview of non-consolidated business results

1. Non-consolidated business results for the fiscal year ended September 2025 (October 1, 2024, to September 30, 2025)

(1) Non-consolidated operating results

(Percentages indicate year-on-year changes.)

|                         | Turnover        |      | Operating profit |     | Ordinary profit |      | Net profit      |     |
|-------------------------|-----------------|------|------------------|-----|-----------------|------|-----------------|-----|
|                         | millions of yen | %    | millions of yen  | %   | millions of yen | %    | millions of yen | %   |
| FY ended September 2025 | 78,896          | 11.1 | 15,501           | 3.6 | 16,176          | 2.7  | 11,853          | 6.1 |
| FY ended September 2024 | 70,990          | 4.9  | 14,958           | 9.3 | 15,752          | 12.1 | 11,171          | 8.1 |

|                         | Net profit per share | Diluted net profit per share |
|-------------------------|----------------------|------------------------------|
|                         | yen                  | yen                          |
| FY ended September 2025 | 229.64               | -                            |
| FY ended September 2024 | 214.23               | -                            |

(Note) The diluted net profit per share is not stated as there were no dilutive shares.

(2) Non-consolidated financial conditions

|                         | Total assets    | Net assets      | Equity ratio | Net assets per share |
|-------------------------|-----------------|-----------------|--------------|----------------------|
|                         | millions of yen | millions of yen | %            | yen                  |
| FY ended September 2025 | 120,748         | 103,735         | 85.9         | 2,022.57             |
| FY ended September 2024 | 116,040         | 97,910          | 84.4         | 1,877.56             |

(Reference) Equity FY ended September 2025 103,735 million yen FY ended September 2024 97,910 million yen

2. Non-consolidated business results forecast for the fiscal year ending September 2026 (October 1, 2025, to September 30, 2026)

(Percentages indicate year-on-year changes for the full year and changes from the same quarter of the previous year for the quarter.)

|                          | Turnover        |      | Ordinary profit |      | Net profit      |      | Net profit per share |
|--------------------------|-----------------|------|-----------------|------|-----------------|------|----------------------|
|                          | millions of yen | %    | millions of yen | %    | millions of yen | %    | yen                  |
| 2nd quarter (cumulative) | 42,500          | 15.2 | 11,000          | 26.1 | 7,690           | 23.0 | 148.97               |
| Full year                | 81,000          | 2.7  | 16,900          | 4.5  | 12,000          | 1.2  | 232.47               |

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## I. Overview of Operating Results, etc.

### 1. Business activities and operating results

During the current consolidated fiscal year (October 1, 2024, to September 30, 2025; hereinafter, the “period under review”), the Japanese economy has continued to recover gradually given that domestic economic activity has picked up in spite of factors such as surging raw material prices, fluctuating interest rates, instability in the Middle East, and U.S. trade policy. Amid these economic conditions, TKC Group is conducting business that contributes to both its customers and local communities.

As a result of collaborating with the TKC National Federation (TKCNF), the Accounting Firm Business Division has helped client SMEs to achieve profitable settlement and compliant tax returns. As a result, 57.0% of corporate enterprises using TKC systems reported a profit. This figure is significantly higher than the percentage of corporations reporting a profit (36.5%) among all corporations in Japan announced by the National Tax Agency. Furthermore, it has been confirmed that over 60% of enterprises that review on a monthly basis the business performance management functions of TKC Corporation’s financial accounting system FX Cloud Series (365 Days Marginal Income Statement, monthly reports of customer and vendor rankings, etc.) have reported profits. Based on this evidence, TKC Corporation has established a basic policy for TKC member firms to provide guidance to their clients with the aim of further improving the percentage of enterprises achieving profitable settlement and ensuring compliant tax returns. As a means of achieving this, TKC Corporation encourages the implementation of monthly field auditing and monthly financial closing, and promotes the utilization of the FX Cloud Series as a business performance management tool for client SMEs.

Following the introduction of the consumption tax invoicing system, accounting departments at both large companies and small and medium-sized enterprises (SMEs) have seen an increase in workload that remains elevated. The full-scale digitalization of accounting operations is necessary to address this. Therefore, we are promoting greater expansion of features and implementation support for TKC’s integrated digital solutions which enable seamless processing—starting with the exchange of Peppol invoices, which have been recommended as the de facto standard for digital invoices by the Digital Agency, and from the issuance and storage of vouchers, as well as the preparation of journal entries, monthly trial balance sheets, financial statements, and tax returns, to electronic tax filing and payments.

The Local Governments Business Division has been providing the necessary support to ensure completion of the migration to standard-compliant systems for all client municipalities by the deadline for compliance with the standard specifications (March 31, 2026), in accordance with the “Local Government Information System Standardization Basic Policy” resolved by the Cabinet on September 8, 2023. As of September 30, 2025, the migration for 68 municipalities has been completed as originally planned, with the migration for all client municipalities expected to be completed by the deadline.

As a result of these activities, the operating results for the period under review of the consolidated Group comprising TKC Corporation and its six consolidated subsidiaries, etc., recorded a turnover of 83,476 million yen (increased 11.0% year on year), operating profit of 16,142 million yen (increased 4.1% year on year), ordinary profit of 16,590 million yen (increased 3.5% year on year), and net profit attributable to owners of parent company of 12,094 million yen (increased 7.3% year on year).

As described below, the growth in operating profit for the Accounting Firm Business Division exceeded the year-on-year growth in turnover due to the reduction in fixed costs and other measures. As a result, the consolidated Group has achieved record-high operating profit and ordinary profit for 12 consecutive fiscal years, and record-high net profit attributable to owners of parent company for 11 consecutive fiscal years.

Turnover for the period under review by business division is as shown below.

(1) Full-year business results of the Group

| Current consolidated fiscal year    |                 |                     |                  |                     |
|-------------------------------------|-----------------|---------------------|------------------|---------------------|
| Segment                             | Turnover        | Year-on-year change | Operating profit | Year-on-year change |
|                                     | millions of yen | %                   | millions of yen  | %                   |
| Accounting Firm Business Division   | 52,827          | 104.7               | 12,476           | 110.5               |
| Local Governments Business Division | 27,565          | 126.7               | 3,513            | 85.5                |
| Printing Business Division          | 3,083           | 102.9               | 144              | 142.6               |
| Adjustments (Note)                  | -               | -                   | 8                | -                   |
| Total                               | 83,476          | 111.0               | 16,142           | 104.1               |

(Note) Please refer to the segment information for details.

(i) Turnover of the Accounting Firm Business Division

Turnover of the Accounting Firm Business Division was 52,827 million yen (increased 4.7% year on year); operating profit was 12,476 million yen (increased 10.5% year on year). Breakdown of key turnover is as follows:

- 1) Turnover from computer services increased by 5.1% year on year. This was attributable to an increase in client SMEs that started using the FX Cloud Series (Cloud Accounting System) in pursuit of the digital transformation (DX) of accounting work, along with an increase in the use of cloud services as more accounting firms use TKC systems remotely from home or outside the office with the TKC-Phone, a smartphone with enhanced security to comply with the Tax Consultant Act, among other factors.
- 2) Turnover from software increased by 1.5% year on year. This was attributable to an increase in client SMEs that started using the FX Cloud Series, which is capable of not only sending and receiving Peppol invoices but also the electronic preservation of vouchers and automatic generation of journal entries, as well as the preparation of superior electronic books, in an integrated and seamless digital process.
- 3) Turnover from consulting services increased by 2.5% year on year. This was due to an increase in the number of implementations of launch and operation support services accompanying new orders for FX4 Cloud, a financial accounting system that caters to medium-sized enterprises.
- 4) Turnover from hardware increased by 15.7% year on year. This was attributable to the progress in replacement of corporate PCs following the implementation of the campaign to support migration to Windows 11 for client SMEs ahead of the end of Microsoft's support for Windows 10.
- 5) Additionally, the high growth in operating profit compared to the year-on-year growth in turnover was a result of turnover from computer services and software with higher profit margins growing steadily, as well as a reduction in fixed costs due to the transfer of processing of printing operations at TKC Data Processing and Printing Centers (hereinafter, "DPPC").

(ii) Turnover of the Local Governments Business Division

Turnover of the Local Governments Business Division was 27,565 million yen (increased 26.7% year on year); operating profit was 3,513 million yen (decreased 14.5% year on year). Breakdown of key turnover is as follows:

- 1) Turnover from computer services increased by 4.0% year on year. This was primarily attributable to the printing and processing of admission tickets, etc., for the House of Councillors election held on July 20, 2025, as well as the printing and processing of various notification letters related to low-income support programs, etc., which were outsourced to TKC Group, and the increase in the number of municipalities that have started utilizing systems such as the TASK Cloud Convenience Store Certificate Issuance System and the Easy Service-Counter System.
- 2) Turnover from software decreased by 5.5% year on year. This was due to the absence in the current fiscal year of system development accompanying the migration to standard-compliant systems (requirement definition, fit gap analysis, character identification, etc.), as well as resident tax system upgrading operations accompanying fixed-amount tax reduction, undertaken in the previous period. In addition, subscription-type software usage fees are increasing steadily due to new contracts for the TASK Cloud Public Accounting System, etc.
- 3) Turnover from consulting services increased by 238.1% year on year. This was attributable to the fact that the migration to standard-compliant systems and the Gov-Cloud was completed as planned by September 30, 2025, for 68 client municipalities.

- 4) Turnover from hardware increased by 106.9% year on year. This was attributable to an increase in the number of customers installing servers to be set up in government offices following the migration to standard-compliant systems and a concentration of customers who renewed their hardware devices related to Juki-Net.
- 5) Additionally, the increased income but decreased profit was attributable to factors such as an increase in depreciation related to capitalized software following the start of provision of standard-compliant systems.

(iii) Turnover of the Printing Business Division (Subsidiary: TLP Corporation)

Turnover of the Printing Business Division was 3,083 million yen (increased 2.9% year on year); operating profit was 144 million yen (increased 42.6% year on year). Breakdown of key turnover is as follows:

- 1) Turnover from products related to data printing services (hereinafter, “DPS”) increased by 10.8% year on year. This was due to orders received for new operations such as those from municipalities for notification operations related to the House of Representatives election held in October 2024, as well as orders received from mutual aid associations, etc., for the printing of notification letters, and orders received from major customers for the creation of new promotional direct mail (DM) and printing of survey forms (business activity surveys, etc.).
- 2) Business form-related turnover decreased by 13.2% year on year. This was due to declining demand for form printing operations at customer enterprises because of advances in digitalization, as well as a reactionary decline from the rush of orders for business and other forms in September 2024 in response to a price revision implemented in October 2024.
- 3) Turnover related to the printing of commercial-use creative materials (catalogs, books, etc.) decreased by 0.4% year on year. This was due to a decrease in orders received for the production of catalogs, pamphlets, etc.
- 4) The high growth in operating profit compared to the growth in turnover year on year was a result of steady turnover from DPS-related products and the price revision (price increase) implemented in October 2024.

(2) Business activities and operating results of the Accounting Firm Business Division

The Accounting Firm Business Division has been working on the development of systems and services aimed at achieving profitable settlement and compliant tax returns in close collaboration with TKCNF, which is composed of 11,600 TKC members (as of September 30, 2025), to support the sustainable development of TKC member firms and their client SMEs.

In relation to this, it is also providing a full range of cloud services to large companies such as listed companies, law firms, universities, law schools, etc.

(i) Activities to achieve profitable settlement and compliant tax returns

1) Support for establishment of monthly financial closing system by TKC member firms at client SMEs

SMEs are facing a challenging business environment due to inflation and depreciation of the yen, as well as the resulting soaring raw material costs and pressure to increase wages. Under these circumstances, we are pursuing the following activities to allow TKC member firms to support their client SMEs in achieving profitable settlement and compliant tax returns.

- a) To support business owners in their strategic decision making, the FX Cloud Series includes “Strategy-level” features such as the 365 Days Marginal Income Statement, forecast and actual results management, management by division, financing results spreadsheets, monthly reports of customer and vendor rankings, annual forecast management, and more. For business owners to utilize these features effectively, it is necessary for them to input accounting transaction data in a timely and accurate manner and establish a monthly financial closing system. Therefore, by offering an app for smart devices called “Expense Management on Smartphones,” we are helping to reduce the hassle of expense settlement for sales personnel and streamline recording of journal entries based on digitized vouchers by accounting personnel at client SMEs. In addition, TKC has also provided support for the utilization of a feature for preserving vouchers, which automatically generates journal entries from electronic transaction data and Peppol invoices, as well as a feature for receiving bank credit data, through which bank deposit transaction data can be received via online banking and converted into journal entries.

As a result of these activities, 327,000 enterprises were using the FX Series financial accounting system as of September 30, 2025.

Currently, the cloud version of the FX Series accounts for approximately 44% of total usage. For this reason, we will continue to support the standalone version of this service until the end of 2030, and we will work to

encourage switching over to the cloud version over the next five years. This will allow us to concentrate our development resources on the cloud version of the system and further expedite system development.

- b) From November 2024, we began providing the Quick Monthly Report Service, through which business results bulletins on monthly financial closing are delivered to the email addresses of business owners of client SMEs when monthly field audits are completed by accounting firms. This enables business owners to quickly confirm monthly financial closing results on their smartphones. In addition, accounting firms can use this service as a tool for enhancing managerial advice and communication with business owners. The Quick Monthly Report Service has been very well received, with the number of enterprises using it exceeding 16,000 in the ten months since it was launched last November.

- 2) Support for the preparation of highly reliable financial statements based on timely and accurate bookkeeping  
The biggest advantage of the financial accounting system provided by TKC Corporation is that it is predicated on monthly field auditing and monthly financial closing that TKC member firms implement for their client SMEs every month, and it prohibits the processing of retroactive revisions, insertions, or deletions in respect of the transaction data after the implementation of monthly field auditing. It utilizes this advantage to issue free of charge the Certificate of Bookkeeping Timeliness, which serves as a document used by financial institutions and others to objectively evaluate the reliability of accounting records.

This service was developed with the aim of improving the reliability of financial statements prepared by TKC members and facilitating smooth financing for their client SMEs. TKC Corporation proves, as a third party, that TKC members have visited client SMEs monthly to supervise accurate bookkeeping (monthly field auditing), and that all work processes from monthly financial closing to the year-end financial closing and electronic tax filing have been completed through a one-stop, full-line process in a timely manner. With the recent increase in the number of bankruptcies due to non-compliance (fraud), we believe that the importance of the Certificate of Bookkeeping Timeliness will continue to grow going forward.

- 3) Promotion of TKC Monitoring Information Service (MIS)

The TKC Monitoring Information Service (hereinafter “MIS”) is a free cloud service that allows TKC member firms, upon the request of the business owners of client SMEs, to disclose to financial institutions information such as the financial statements and tax returns of said clients at the same time as filing electronic tax returns for national tax.

The Company communicates to financial institutions that the reliability of financial statements prepared by SMEs can be verified using the following three sets of documents sent by MIS:

- a) Tax Audit Report pursuant to Article 33-2 of the Tax Consultant Act;
- b) Certificate of Bookkeeping Timeliness, with which TKC Corporation certifies the timeliness in the preparation of accounting books as required under Article 432 of the Companies Act, and the correlation (consistency) between financial statements and tax returns for the past three years; and
- c) The Chusho Kaikei Yoryo (General Accounting Standard for SMEs) checklist developed by the Japan Federation of Certified Public Tax Consultants’ Associations and the Japan Federation of Credit Guarantee Corporations.

As a result of these activities, MIS has been adopted by 498 financial institutions as of September 30, 2025, surpassing 360,000 instances of client use.

As a tool that can verify the three requirements presented in “Guidelines for Personal Guarantee Provided by Business Owners” (i.e., (i) properly separating the accounting of transactions between corporations and individuals, (ii) maintaining a certain standard of financial foundation, and (iii) ensuring the transparency of management through the accurate determination of financial position as well as timely and appropriate information disclosures), MIS is highly rated by financial institutions and credit guarantee corporations that offer management support to SMEs.

- 4) Provision of TKC Fast Link

TKC Fast Link is a financing scheme launched in September 2025 that was developed through collaboration between TKCNF and Japan Finance Corporation (JFC). This scheme was realized based on results demonstrating that default rates for loans were significantly suppressed and credit risk was markedly lower when financial statements that had undergone accounting processing through TKC’s financial accounting system and whose reliability had been confirmed by TKC member firms during monthly field audits were submitted to financial institutions via MIS. Through this scheme, financing decisions are made within approximately five business days (and within seven business days for the founding of a new enterprise) from the point of loan application. As a result, over 100 financing decisions were made within the first month of the

launch of this service.

5) Soliciting new members (promoting membership of TKCNF)

TKCNF had set a goal of soliciting 360 new members by September 30, 2025. To achieve this goal, we worked closely with TKCNF's New Members Service Committee to step up the solicitation of new members, and we achieved our goal with 364 new members joining TKCNF during the year.

(ii) Expansion into the listed enterprise market

With the development of its Consolidated Accounting System (1999) and Consolidated Tax Return System (2003) as turning points, TKC Corporation began to expand its sales activities targeting large companies, with a focus on listed companies. However, this project is being conducted entirely as a joint venture with TKCNF, and its objective is to contribute to improving compliance and rationalizing administrative procedures in the tax and accounting operations of large companies, with the ultimate goal of soliciting these large companies and their affiliates to become client companies of TKC members.

1) Initiative on digital invoices

In August 2023, TKC Corporation was installed as the representative managing corporation of the E-Invoice Promotion Association (EIPA), and together with approximately 170 association member companies, primarily system vendors, we have worked on activities to popularize digital invoices. In August 2025, we represented EIPA to deliver a presentation on digital invoices at training sessions organized by the Kanazawa Regional Taxation Bureau and the Chiba Chapter of the Japanese Institute of Certified Public Accountants (JICPA). In September, we represented EIPA to deliver a presentation alongside the National Tax Agency on the theme of promoting digitalization for companies at the "Trends Seminar" held during the General Affairs/HR/Accounting Week organized by RX Japan at Makuhari Messe. Additionally, since July, we have been streaming the online seminar "Latest trends in e-invoices in the EU," with over 300 registered participants.

TKC Corporation will continue to popularize the use of digital invoices going forward.

2) Communication of initiatives related to the adoption of the revised lease accounting standard

On September 13, 2024, the Accounting Standards Board of Japan (ASBJ) issued ASBJ Statement No. 34, "Accounting Standard for Leases," which will be mandatorily applied to listed companies from April 2027. To ensure enterprises can grasp the amount of financial impact this will have on financial statements while preparing to apply the standard, TKC Corporation has developed a tool for estimating the amount of financial impact of the revised lease accounting standard and began providing it to listed companies that utilize TKC systems starting from January 2025. As the tool can also be used as the basis for preparing reports for business owners, etc., it has been highly rated by many user enterprises, with the number of downloads exceeding 650 by September 2025. Moreover, since September 2025, we have been streaming the online seminar "TKC seminar on compliance with the revised lease accounting standard," with over 1,000 registered participants.

3) Expansion of market share among listed enterprises

The Group Relief Corporate Tax System (e-TAX Group Relief) provided by TKC Corporation has been highly praised by the market, and it is being used in many enterprises that adopt the Group Relief Corporate Tax System. Approximately 46% of the 20,000-odd enterprises with a share capital of more than 100 million yen now use our ASP1000R electronic tax filing system for corporations or the Group Relief Corporate Tax System (e-TAX Group Relief) as of September 30, 2025.

As a result of these activities, the number of corporate groups using the TKC Consolidated Group Solution totaled approximately 6,000 corporate groups as of September 30, 2025. Currently, our market share of the listed companies in Japan has reached 44%, with 94 companies out of the top 100 companies with the highest turnover among the listed companies in Japan (94%) using TKC systems to file their (electronic) tax returns.

(iii) Expansion of market for legal information database services

The business launched by TKC Corporation to support tax consultant firms through building a tax-related judicial precedent database attracted attention from various quarters, and today, TKC Corporation provides a wide range of legal information services to legal professions, the law school and legal education market such as universities, corporate legal departments, government offices and local governments, and even overseas institutions and universities, etc. The current business conditions are as follows.

1) Expansion of the number of records and content in the TKC Law Library

TKC Corporation provides the TKC Law Library, a legal information database which boasts the industry's largest archive (more than 357,000 judicial precedents). Centered on judicial precedent information (LEX/DB),

it comprehensively covers laws and regulations, bibliographic references, law journals, specialized books, and related additional information, and we are constantly enhancing the content of the TKC Law Library.

In this reporting period, usage of the TKC Law Library gained traction at TKCNF member firms, universities, law schools, government offices, law firms, patent offices, corporate legal departments, and overseas research institutions, with as many as 70,000 IDs from around 27,500 institutions having registered as of September 30, 2025.

## 2) Expansion into the law school and legal education market

Our TKC Law School Educational and Research Support System can be used online anytime, anywhere, and contains a diverse variety of content that surpasses that of other companies. It also boasts the advantage of being equipped with various features such as report submission, online exercises, tests, and other components that support classes and self-study. More than 160 universities have signed a contract in FY2025 to adopt our TKC Law School Educational and Research Support System, which has been rated highly by faculty members and students.

Furthermore, for law school students, graduates, and individuals who have passed the preliminary exam, who aim to sit for the bar exam, we also support their preparation for the bar exam by conducting the TKC All-Japan Unified Mock Examination. More than 2,600 individuals have taken the 2025 TKC All-Japan Unified Mock Examination, which is 65% of the 4,000 students who took the bar exam in 2025. The Ministry of Justice plans to transition to Computer-Based Testing (CBT) examinations in 2026. Therefore, TKC Corporation has been working on setting up the environment by introducing the TKC Digital Test since July 2025 to provide CBT examination services to universities and further increase the number of individuals taking the exam. We will continue to enhance our services by offering the industry-leading standard mock exam with the highest number of examinees.

## (3) Business activities and operating results of the Local Governments Business Division

The Local Governments Business Division offers specialized information services for municipalities to promote social welfare by improving local governments' administrative efficiency. The TKC Government Cloud Service has been adopted by more than 1,150 municipalities (prefectures, cities, wards, towns, villages, etc.) as of September 30, 2025.

### (i) Meeting the specification of the standardization of local government information systems

Local governments are now obligated to use standard-compliant systems stipulated by the Digital Agency and the relevant ministries and agencies, and they have a duty to strive to use them on the Gov-Cloud environment. We completed the migration to standard-compliant systems on the Gov-Cloud environment in Moka-shi, Tochigi Prefecture, on December 23, 2024, followed by Misato-machi, Saitama Prefecture, as the second municipality on January 14, 2025, with both systems in stable operation on the Gov-Cloud environment. As of September 30, 2025, our mission-critical operational systems have been adopted by 164 municipalities, with 68 municipalities having completed the process of going live on the Gov-Cloud environment by the same date. The remaining client municipalities are also scheduled to complete the migration by the end of FY2025, which is the deadline for the migration.

### (ii) Support for digitalization of administrative services

TKC Corporation develops and provides support solutions for the digitalization of administrative services to achieve digital counter services with the "3 No's for citizens (no visiting, no waiting, and no writing)."

During the period under review, we enhanced features to ensure compliance with the standard specifications for the TASK Cloud Convenience Store Certificate Issuance System. As a result, as of September 30, 2025, the TASK Cloud Smart Application System has been adopted by at least 65 municipalities, including government ordinance-designated cities such as Osaka-shi and Yokohama-shi, while the TASK Cloud Easy Service-Counter System has been adopted by at least 120 municipalities, the TASK Cloud My Number Card Issuance Reservation and Management System by at least 190 municipalities, and the TASK Cloud Convenience Store Certificate Issuance System by at least 280 municipalities.

### (iii) Support for digitalization of local tax administrative procedures

As an authorized contractor of the Local Tax Agency, TKC Corporation provides cloud-based services for the inspection system eLTAX (local tax portal system) offered by the Agency. We also develop and provide our proprietary Data Integration Service to integrate the inspection system with the individual tax systems of various municipalities.

In promoting this service, we have entered into alliance partner agreements with approximately 50 partner

enterprises to jointly develop proposals. As a result, our TASK Cloud Local Taxes Electronic Filing Support Service is currently adopted by approximately 790 municipalities, which account for more than 40% of all prefectures and local municipalities, as of September 30, 2025. In addition, we are organizing a project to engage in system development in preparation for the digitalization of public fund payments which will begin in FY2026, while also conducting information sessions for client municipalities and making other necessary preparations.

(iv) Support for digitalization of internal administrative work

TKC Corporation develops and provides the TASK Cloud Public Accounting System, an integrated financial accounting system for local government accounting, as well as related systems.

In the period under review, we worked on enhancing features of related systems such as the electronic approval system, and on renewing related services such as the document management system as well as the HR and payroll system. In addition, we conducted a demonstration experiment jointly with Taka-cho, Hyogo Prefecture, on the use of Peppol invoices in municipalities to improve operational efficiency, and we confirmed the effectiveness of such invoices in improving the efficiency of internal administrative work.

As a result, the TASK Cloud Public Accounting System has been adopted by more than 400 municipalities as of September 30, 2025.

(4) Business activities and operating results of the Printing Business Division

TLP Corporation, which is responsible for TKC Group's Printing Business, prints and types on continuous business forms for TKC computers used at the TKC Data Processing and Printing Centers of our Accounting Firm Business Division as well as tax-related forms and other forms for the outsourcing services of the Local Governments Business Division, in addition to preparing printed materials and similar for our customers. TLP Corporation operates with a primary focus on data printing services (DPS), business form printing, and the printing of commercial-use materials for general enterprises, government offices, and local municipalities.

In the DPS field, it provides direct mail (DM) printing services for general enterprises and survey form printing services for research companies, as well as business process outsourcing (BPO) services aimed at rationalizing notification-related operations of general administration, accounting, and HR departments. In particular, we are working to increase the value offered to customers who use our services, including the measurement of the effects of DM through the utilization of QR codes. In respect of local municipalities, we assist in resident notification, including creating various tax-related forms, polling station admission tickets, etc. In addition, by adopting the Uni-Voice audio code (provided by the Japan Association for the Visually-impaired Information Support (JAVIS)), users can scan a two-dimensional code with their smartphone to hear printed textual information in the form of audio. In the DPS field, we are committed to providing such high value-added services.

In the business form printing field, the use of business forms and slips is decreasing due to the increasing adoption of paperless methods, but there is healthy demand for handwritten forms and specific forms, so we engage in sales activities utilizing our strength in form printing.

In the commercial-use creative materials field (catalogs, books, etc.), we are supporting the provision in a timely manner of the publications required by customer enterprises, including printed materials for the anniversary events of customer enterprises, revised editions of specialized books due to legal revisions, etc.

TLP Corporation was involved in a dispute with the Japan Pension Service over a lawsuit concerning bid rigging, which was the subject of a cease-and-desist order issued by the Japan Fair Trade Commission under the Antimonopoly Act. The lawsuit was filed by the Japan Pension Service on October 3, 2023, claiming damages not covered by the penalties already collected. A settlement was reached on January 29, 2025.

## 2. Overview of financial conditions

### (1) Assets

Total assets as of the end of the current consolidated fiscal year amounted to 129,817 million yen, a 4,935 million yen increase compared to 124,882 million yen as of the end of the previous consolidated fiscal year.

#### (i) Current assets

Current assets as of the end of the current consolidated fiscal year amounted to 52,513 million yen, a 5,840 million yen increase compared to 46,672 million yen as of the end of the previous consolidated fiscal year.

This was mainly attributable to a 3,182 million yen increase in cash and deposits and a 2,077 million yen increase in accounts receivable.

#### (ii) Non-current assets

Non-current assets as of the end of the current consolidated fiscal year amounted to 77,303 million yen, a 905 million yen decrease compared to 78,209 million yen as of the end of the previous consolidated fiscal year.

This was mainly attributable to a 4,377 million yen decrease in software in progress, a 946 million yen decrease in deferred tax assets, and a 504 million yen decrease in investment securities, despite a 3,697 million yen increase in software and a 1,500 million yen increase in long-term deposits.

### (2) Liabilities

Total liabilities as of the end of the current consolidated fiscal year amounted to 21,320 million yen, a 1,384 million yen decrease compared to 22,705 million yen as of the end of the previous consolidated fiscal year.

#### (i) Current liabilities

Current liabilities as of the end of the current consolidated fiscal year amounted to 18,349 million yen, a 998 million yen decrease compared to 19,347 million yen as of the end of the previous consolidated fiscal year.

This was mainly attributable to a 927 million yen decrease in provisions for bonuses.

#### (ii) Non-current liabilities

Non-current liabilities as of the end of the current consolidated fiscal year amounted to 2,971 million yen, a 386 million yen decrease compared to 3,357 million yen as of the end of the previous consolidated fiscal year.

This was mainly attributable to a 375 million yen decrease in retirement benefit liabilities.

### (3) Net assets

Total net assets as of the end of the current consolidated fiscal year amounted to 108,497 million yen, a 6,320 million yen increase compared to 102,176 million yen as of the end of the previous consolidated fiscal year.

This was mainly attributable to a 3,808 million yen increase in retained earnings and a 2,745 million yen increase in valuation difference on available-for-sale securities.

The equity ratio as of the end of the current consolidated fiscal year was 83.6%, a 1.8 percentage point increase compared to 81.8% as of the end of the previous consolidated fiscal year.

## 3. Overview of cash flows

The balance of cash and cash equivalents as of the end of the current consolidated fiscal year increased by 3,182 million yen from the end of the previous consolidated fiscal year, amounting to 33,580 million yen.

The overview of cash flows for the current consolidated fiscal year and the major factors contributing to the results are as follows.

### (1) Cash flows from operating activities

Cash flows from operating activities increased by 12,486 million yen (309 million yen decrease in revenue compared to the previous consolidated fiscal year). Major factors include the recording of 16,678 million yen in net profit before taxes and adjustments and 4,502 million yen in depreciation, a payment of 5,568 million yen in income taxes, and an increase of 2,038 million yen in notes and accounts receivable–trade.

### (2) Cash flows from investing activities

Cash flows from investing activities decreased by 360 million yen (5,603 million yen decrease in spending compared to the previous consolidated fiscal year). Major factors include an expenditure of 5,600 million yen for payment into time deposits, proceeds of 4,100 million yen from the withdrawal of time deposits, proceeds of 5,000 million yen from the redemption of investment securities, an expenditure of 1,429 million yen for the purchase of property, plant, and equipment, and an expenditure of 2,126 million yen for the purchase of intangible assets.

### (3) Cash flows from financing activities

Cash flows from financing activities decreased by 8,943 million yen (3,715 million yen increase in spending

compared to the previous consolidated fiscal year). Major factors include an expenditure of 3,302 million yen for the acquisition of treasury stock and a payment of 5,450 million yen for year-end dividends for the fiscal year ended September 2024 (dividend of 55 yen per share) and interim dividends for the fiscal year ended September 2025 (dividend of 50 yen per share).

Trends in cash flow indicators of the Group are as shown below:

|                                  | FY ended<br>September 2022 | FY ended<br>September 2023 | FY ended<br>September 2024 | FY ended<br>September 2025 |
|----------------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| Equity ratio (%)                 | 80.0                       | 81.9                       | 81.8                       | 83.6                       |
| Equity ratio at market value (%) | 164.6                      | 163.1                      | 159.7                      | 167.8                      |
| Debt redemption (years)          | 0.1                        | 0.1                        | 0.0                        | 0.0                        |
| Interest coverage ratio (times)  | 8,627.1                    | 11,323.4                   | 17,357.9                   | 39,612.4                   |

Equity ratio = Total equity ÷ Total assets × 100

Equity ratio at market value = Market capitalization ÷ Total assets × 100

Debt redemption = Interest-bearing debts ÷ Operating cash flows

Interest coverage ratio = Operating cash flows ÷ Interest expense

(Notes) 1. Each indicator is calculated based on consolidated financial figures.

2. Market capitalization is calculated by multiplying the closing share price as of the end of the period by the total number of issued shares at the end of the period (after deducting treasury stock).

#### 4. Future outlook

With regard to the Group's business results outlook for the next fiscal year, we forecast a turnover of 85,500 million yen and project an operating profit of 16,600 million yen, ordinary profit of 17,100 million yen, and net profit attributable to owners of parent company of 12,150 million yen.

##### (1) Outlook of the Accounting Firm Business Division

The Accounting Firm Business Division provides customers with useful information with unparalleled speed and helps them improve their business productivity and added value by leveraging the latest cloud technology and by developing and providing systems that are fully compliant with laws and regulations. In addition, by collaborating with TKCNF, it will engage in activities to strengthen companies through accounting and achieve profitable settlement and compliant tax returns.

The division's main product and market strategies for the next fiscal year are as follows.

- (i) Achieve profitable settlement and compliant tax returns by promoting the FX Cloud Series
- (ii) Support the implementation of monthly financial closing by promoting the popularization of the Quick Monthly Report Service
- (iii) Achieve seamless digital operations by promoting the popularization of Peppol invoices
- (iv) Strengthen integration with financial institutions by promoting the popularization of TKC Monitoring Information Service
- (v) Strengthen efforts to solicit members by collaborating with TKCNF's New Members Service Committee
- (vi) Rationalize tax and accounting operations of large companies by enhancing and expanding the TKC Consolidated Group Solution
- (vii) Expand the user base of TKC Law Library and promote digital transformation in the law school and legal education market

Based on the above, we project a turnover of 53,100 million yen for the business results outlook of the Accounting Firm Business Division.

##### (2) Outlook of the Local Governments Business Division

The Local Governments Business Division has established a plan to complete the migration to standard-compliant systems that conform to the standard specifications stipulated by the national government by the end of March 2026. As a result, there will be a concentration of one-time sales such as installation costs, and we anticipate significant growth in our business results for the 60th Term following the same in the 59th Term.

In addition, local governments are required to carry out efficient administrative operations and improve the convenience of residents' lives through operational reforms that thoroughly utilize digital technology, and this

trend is expected to further accelerate following the migration to standard-compliant systems. We will take advantage of these changes as opportunities to create new customer value through innovation that leverages the latest technology, as well as to enhance our support systems and usher in further growth even after the completion of the migration to standard-compliant systems.

Based on the above, we project a turnover of 29,100 million yen for the business results outlook of the Local Governments Business Division.

### (3) Outlook of the Printing Business Division

The Printing Business Division will concentrate its managerial resources on DPS and BPO operations and develop new products and services aimed at facilitating communication that resolve issues faced by customers. At the same time, we will strive to further improve the quality and added value of its products and services, particularly by utilizing digital technologies such as QR codes in printed materials, thereby expanding its sales channels.

We also view the standardization of local government information systems as an opportunity to expand our business, and we will enhance our production facilities and strengthen our production system in response and strive to complete the printing of tax notification letters and other materials for next spring onward.

We will take advantage of the FSC certification (CoC certification/FSC-C182216) that we acquired on October 3, 2022, to support our customers in achieving the Sustainable Development Goals (SDGs) aimed at solving various global issues.

Based on the above, we project a turnover of 3,300 million yen for the business results outlook of the Printing Business Division.

### (4) Management plan (61st Term to 62nd Term)

For the 61st Term, we project a decrease in income compared to the 60th Term, as the one-time turnover expected for the 60th Term (special demand from efforts to comply with the standardization of systems as stipulated by the national government) will no longer be present. For the 62nd Term, we project an increase in both income and profit compared to the 61st Term.

Even when excluding the special demand anticipated for the 60th Term, turnover and ordinary profit for the 61st and 62nd Terms are projected to increase year on year.

#### 1. 61st Term (October 1, 2026, to September 30, 2027)

##### (1) Consolidated (Percentages indicate year-on-year changes.)

|           | Turnover        |       | Ordinary profit |     |
|-----------|-----------------|-------|-----------------|-----|
|           | millions of yen | %     | millions of yen | %   |
| Full year | 82,200          | (3.9) | 17,100          | 0.0 |

##### (2) Non-consolidated (Percentages indicate year-on-year changes.)

|           | Turnover        |       | Ordinary profit |     |
|-----------|-----------------|-------|-----------------|-----|
|           | millions of yen | %     | millions of yen | %   |
| Full year | 77,700          | (4.1) | 16,900          | 0.0 |

#### 2. 62nd Term (October 1, 2027, to September 30, 2028)

##### (1) Consolidated (Percentages indicate year-on-year changes.)

|           | Turnover        |     | Ordinary profit |     |
|-----------|-----------------|-----|-----------------|-----|
|           | millions of yen | %   | millions of yen | %   |
| Full year | 83,900          | 2.1 | 17,350          | 1.5 |

##### (2) Non-consolidated (Percentages indicate year-on-year changes.)

|           | Turnover        |     | Ordinary profit |     |
|-----------|-----------------|-----|-----------------|-----|
|           | millions of yen | %   | millions of yen | %   |
| Full year | 79,400          | 2.2 | 17,000          | 0.6 |

## II. Basic Approach to the Selection of Accounting Standards

The Group primarily conducts its business activities within Japan and currently prepares its consolidated financial statements under Japanese GAAP. However, we intend to proceed with the consideration of adopting the International Financial Reporting Standards (IFRS) while taking into account our future overseas business expansion and the trend of adoption of IFRS by other companies in Japan.

### III. Consolidated Financial Statements and Principal Notes

#### 1. Consolidated balance sheets

(Unit: millions of yen)

|                                                | Previous consolidated fiscal year<br>(September 30, 2024) | Current consolidated fiscal year<br>(September 30, 2025) |
|------------------------------------------------|-----------------------------------------------------------|----------------------------------------------------------|
| <b>Assets</b>                                  |                                                           |                                                          |
| Current assets                                 |                                                           |                                                          |
| Cash and deposits                              | 33,697                                                    | 36,880                                                   |
| Notes receivable–trade                         | 23                                                        | 9                                                        |
| Accounts receivable                            | 9,671                                                     | 11,749                                                   |
| Contract assets                                | 344                                                       | 483                                                      |
| Lease investment assets                        | 37                                                        | 6                                                        |
| Merchandise and finished goods                 | 346                                                       | 468                                                      |
| Work in progress                               | 39                                                        | 55                                                       |
| Raw materials and supplies                     | 156                                                       | 160                                                      |
| Other                                          | 2,375                                                     | 2,729                                                    |
| Allowance for doubtful accounts                | (20)                                                      | (28)                                                     |
| Total current assets                           | 46,672                                                    | 52,513                                                   |
| Non-current assets                             |                                                           |                                                          |
| Property, plant, and equipment                 |                                                           |                                                          |
| Buildings and structures (net amount)          | 7,280                                                     | 7,204                                                    |
| Machinery, equipment and vehicles (net amount) | 488                                                       | 831                                                      |
| Tools, furniture and fixtures (net amount)     | 2,061                                                     | 1,832                                                    |
| Land                                           | 6,915                                                     | 6,873                                                    |
| Leased assets (net amount)                     | 323                                                       | 214                                                      |
| Other (net amount)                             | 25                                                        | 16                                                       |
| Total property, plant, and equipment           | *1 17,094                                                 | *1 16,973                                                |
| Intangible assets                              |                                                           |                                                          |
| Software                                       | 3,027                                                     | 6,724                                                    |
| Software in progress                           | 5,012                                                     | 635                                                      |
| Other                                          | 24                                                        | 24                                                       |
| Total intangible assets                        | 8,064                                                     | 7,384                                                    |
| Investments and other assets                   |                                                           |                                                          |
| Investment securities                          | *2 21,700                                                 | *2 21,195                                                |
| Long-term loans receivable                     | 9                                                         | 8                                                        |
| Deferred tax assets                            | 7,698                                                     | 6,752                                                    |
| Long-term deposits                             | 20,200                                                    | 21,700                                                   |
| Guarantee deposits                             | 1,539                                                     | 1,593                                                    |
| Long-term lease investment assets              | 7                                                         | 1                                                        |
| Other                                          | 1,901                                                     | 1,701                                                    |
| Allowance for doubtful accounts                | (8)                                                       | (6)                                                      |
| Total investments and other assets             | 53,049                                                    | 52,945                                                   |
| Total non-current assets                       | 78,209                                                    | 77,303                                                   |
| Total assets                                   | 124,882                                                   | 129,817                                                  |

(Unit: millions of yen)

|                                                       | Previous consolidated fiscal year<br>(September 30, 2024) | Current consolidated fiscal year<br>(September 30, 2025) |
|-------------------------------------------------------|-----------------------------------------------------------|----------------------------------------------------------|
| <b>Liabilities</b>                                    |                                                           |                                                          |
| Current liabilities                                   |                                                           |                                                          |
| Accounts payable–trade                                | 3,072                                                     | 3,326                                                    |
| Electronically recorded obligations–operating         | 791                                                       | 926                                                      |
| Current portion of long-term loans payable            | 71                                                        | -                                                        |
| Lease obligations                                     | 156                                                       | 96                                                       |
| Accounts payable–other                                | 2,567                                                     | 2,428                                                    |
| Income taxes payable                                  | 3,193                                                     | 2,584                                                    |
| Accrued consumption taxes                             | 948                                                       | 1,140                                                    |
| Contract liabilities                                  | 1,189                                                     | 1,390                                                    |
| Provisions for bonuses                                | 6,238                                                     | 5,310                                                    |
| Provisions for loss on construction contracts         | 13                                                        | 2                                                        |
| Other                                                 | 1,105                                                     | 1,144                                                    |
| Total current liabilities                             | 19,347                                                    | 18,349                                                   |
| Non-current liabilities                               |                                                           |                                                          |
| Lease obligations                                     | 244                                                       | 148                                                      |
| Retirement benefit liabilities                        | 2,251                                                     | 1,876                                                    |
| Provisions for stocks payment                         | 356                                                       | 381                                                      |
| Provisions for loss on guarantees                     | 3                                                         | 3                                                        |
| Other                                                 | 501                                                       | 561                                                      |
| Total non-current liabilities                         | 3,357                                                     | 2,971                                                    |
| Total liabilities                                     | 22,705                                                    | 21,320                                                   |
| <b>Net assets</b>                                     |                                                           |                                                          |
| Shareholders' equity                                  |                                                           |                                                          |
| Share capital                                         | 5,700                                                     | 5,700                                                    |
| Capital surplus                                       | 6,286                                                     | 6,286                                                    |
| Retained earnings                                     | 91,138                                                    | 94,947                                                   |
| Treasury stock                                        | (2,606)                                                   | (3,060)                                                  |
| Total shareholders' equity                            | 100,519                                                   | 103,872                                                  |
| Accumulated other comprehensive income                |                                                           |                                                          |
| Valuation difference on available-for-sale securities | 2,543                                                     | 5,288                                                    |
| Accumulated remeasurements of defined benefit plans   | (885)                                                     | (664)                                                    |
| Total accumulated other comprehensive income          | 1,657                                                     | 4,624                                                    |
| Total net assets                                      | 102,176                                                   | 108,497                                                  |
| <b>Total liabilities and net assets</b>               | <b>124,882</b>                                            | <b>129,817</b>                                           |

## 2. Consolidated statements of income and consolidated statements of comprehensive income

(Consolidated statements of income)

(Unit: millions of yen)

|                                                               | Previous consolidated fiscal year<br>(Started October 1, 2023;<br>ended September 30, 2024) | Current consolidated fiscal year<br>(Started October 1, 2024;<br>ended September 30, 2025) |
|---------------------------------------------------------------|---------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|
| Turnover                                                      | 75,219                                                                                      | 83,476                                                                                     |
| Cost of sales                                                 | *1 21,571                                                                                   | *1 26,869                                                                                  |
| Gross profit                                                  | 53,647                                                                                      | 56,606                                                                                     |
| Selling, general, and administrative expenses                 | *2 38,141                                                                                   | *2 40,464                                                                                  |
| Operating profit                                              | 15,505                                                                                      | 16,142                                                                                     |
| Non-operating income                                          |                                                                                             |                                                                                            |
| Interest income                                               | 81                                                                                          | 79                                                                                         |
| Dividend income                                               | 231                                                                                         | 311                                                                                        |
| Land and house rent received                                  | 41                                                                                          | 37                                                                                         |
| Subsidy income                                                | 7                                                                                           | 8                                                                                          |
| Share of profit of entities accounted for using equity method | 37                                                                                          | 24                                                                                         |
| Other                                                         | 131                                                                                         | 59                                                                                         |
| Total non-operating income                                    | 531                                                                                         | 521                                                                                        |
| Non-operating expenses                                        |                                                                                             |                                                                                            |
| Interest expenses                                             | 0                                                                                           | 0                                                                                          |
| Treasury stock acquisition expenses                           | -                                                                                           | 0                                                                                          |
| Foreign exchange losses                                       | 0                                                                                           | 0                                                                                          |
| Settlement payments                                           | -                                                                                           | 71                                                                                         |
| Other                                                         | 0                                                                                           | 0                                                                                          |
| Total non-operating expenses                                  | 1                                                                                           | 73                                                                                         |
| Ordinary profit                                               | 16,035                                                                                      | 16,590                                                                                     |
| Extraordinary income                                          |                                                                                             |                                                                                            |
| Gain on sale of non-current assets                            | *3 1                                                                                        | *3 2                                                                                       |
| Gain on sale of investment securities                         | 14                                                                                          | 170                                                                                        |
| Total extraordinary income                                    | 15                                                                                          | 173                                                                                        |
| Extraordinary loss                                            |                                                                                             |                                                                                            |
| Loss on sale of non-current assets                            | -                                                                                           | *4 14                                                                                      |
| Loss on retirement of non-current assets                      | *5 40                                                                                       | *5 47                                                                                      |
| Loss on valuation of investment securities                    | -                                                                                           | 10                                                                                         |
| Loss on redemption of investment securities                   | -                                                                                           | 12                                                                                         |
| Other                                                         | 1                                                                                           | -                                                                                          |
| Total extraordinary loss                                      | 41                                                                                          | 85                                                                                         |
| Net profit before taxes and adjustments                       | 16,009                                                                                      | 16,678                                                                                     |
| Income taxes—current                                          | 5,319                                                                                       | 5,031                                                                                      |
| Income taxes—deferred                                         | (584)                                                                                       | (447)                                                                                      |
| Total income taxes                                            | 4,734                                                                                       | 4,583                                                                                      |
| Net profit                                                    | 11,274                                                                                      | 12,094                                                                                     |
| Net profit attributable to owners of parent company           | 11,274                                                                                      | 12,094                                                                                     |

(Consolidated statements of comprehensive income)

(Unit: millions of yen)

|                                                                  | Previous consolidated fiscal year<br>(Started October 1, 2023;<br>ended September 30, 2024) | Current consolidated fiscal year<br>(Started October 1, 2024;<br>ended September 30, 2025) |
|------------------------------------------------------------------|---------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|
| Net profit                                                       | 11,274                                                                                      | 12,094                                                                                     |
| Other comprehensive income                                       |                                                                                             |                                                                                            |
| Valuation difference on available-for-sale securities            | 472                                                                                         | 2,745                                                                                      |
| Remeasurements of defined benefit plans                          | 148                                                                                         | 220                                                                                        |
| Total other comprehensive income                                 | *1 620                                                                                      | *1 2,966                                                                                   |
| Comprehensive income                                             | 11,895                                                                                      | 15,061                                                                                     |
| (Breakdown)                                                      |                                                                                             |                                                                                            |
| Comprehensive income attributable to owners of<br>parent company | 11,895                                                                                      | 15,061                                                                                     |

### 3. Consolidated statements of changes in equity

Previous consolidated fiscal year (Started October 1, 2023; ended September 30, 2024)

(Unit: millions of yen)

|                                                      | Shareholders' equity |                 |                   |                |                            |
|------------------------------------------------------|----------------------|-----------------|-------------------|----------------|----------------------------|
|                                                      | Share capital        | Capital surplus | Retained earnings | Treasury stock | Total shareholders' equity |
| Balance at beginning of period                       | 5,700                | 6,286           | 84,890            | (2,604)        | 94,271                     |
| Changes during period                                |                      |                 |                   |                |                            |
| Dividends of surplus                                 |                      |                 | (5,025)           |                | (5,025)                    |
| Net profit attributable to owners of parent company  |                      |                 | 11,274            |                | 11,274                     |
| Acquisition of treasury stock                        |                      |                 |                   | (6)            | (6)                        |
| Disposal of treasury stock                           |                      | 0               |                   | 4              | 4                          |
| Net changes in items other than shareholders' equity |                      |                 |                   |                |                            |
| Total changes during period                          | -                    | 0               | 6,248             | (1)            | 6,247                      |
| Balance at end of period                             | 5,700                | 6,286           | 91,138            | (2,606)        | 100,519                    |

|                                                      | Accumulated other comprehensive income                |                                                     |                                              | Total net assets |
|------------------------------------------------------|-------------------------------------------------------|-----------------------------------------------------|----------------------------------------------|------------------|
|                                                      | Valuation difference on available-for-sale securities | Accumulated remeasurements of defined benefit plans | Total accumulated other comprehensive income |                  |
| Balance at beginning of period                       | 2,070                                                 | (1,033)                                             | 1,036                                        | 95,308           |
| Changes during period                                |                                                       |                                                     |                                              |                  |
| Dividends of surplus                                 |                                                       |                                                     |                                              | (5,025)          |
| Net profit attributable to owners of parent company  |                                                       |                                                     |                                              | 11,274           |
| Acquisition of treasury stock                        |                                                       |                                                     |                                              | (6)              |
| Disposal of treasury stock                           |                                                       |                                                     |                                              | 4                |
| Net changes in items other than shareholders' equity | 472                                                   | 148                                                 | 620                                          | 620              |
| Total changes during period                          | 472                                                   | 148                                                 | 620                                          | 6,868            |
| Balance at end of period                             | 2,543                                                 | (885)                                               | 1,657                                        | 102,176          |

Current consolidated fiscal year (Started October 1, 2024; ended September 30, 2025)

(Unit: millions of yen)

|                                                      | Shareholders' equity |                 |                   |                |                            |
|------------------------------------------------------|----------------------|-----------------|-------------------|----------------|----------------------------|
|                                                      | Share capital        | Capital surplus | Retained earnings | Treasury stock | Total shareholders' equity |
| Balance at beginning of period                       | 5,700                | 6,286           | 91,138            | (2,606)        | 100,519                    |
| Changes during period                                |                      |                 |                   |                |                            |
| Dividends of surplus                                 |                      |                 | (5,453)           |                | (5,453)                    |
| Net profit attributable to owners of parent company  |                      |                 | 12,094            |                | 12,094                     |
| Acquisition of treasury stock                        |                      |                 |                   | (3,301)        | (3,301)                    |
| Disposal of treasury stock                           |                      | 0               |                   | 14             | 14                         |
| Retirement of treasury stock                         |                      | (0)             | (2,832)           | 2,832          | -                          |
| Net changes in items other than shareholders' equity |                      |                 |                   |                |                            |
| Total changes during period                          | -                    | (0)             | 3,808             | (454)          | 3,353                      |
| Balance at end of period                             | 5,700                | 6,286           | 94,947            | (3,060)        | 103,872                    |

|                                                      | Accumulated other comprehensive income                |                                                     |                                              | Total net assets |
|------------------------------------------------------|-------------------------------------------------------|-----------------------------------------------------|----------------------------------------------|------------------|
|                                                      | Valuation difference on available-for-sale securities | Accumulated remeasurements of defined benefit plans | Total accumulated other comprehensive income |                  |
| Balance at beginning of period                       | 2,543                                                 | (885)                                               | 1,657                                        | 102,176          |
| Changes during period                                |                                                       |                                                     |                                              |                  |
| Dividends of surplus                                 |                                                       |                                                     |                                              | (5,453)          |
| Net profit attributable to owners of parent company  |                                                       |                                                     |                                              | 12,094           |
| Acquisition of treasury stock                        |                                                       |                                                     |                                              | (3,301)          |
| Disposal of treasury stock                           |                                                       |                                                     |                                              | 14               |
| Retirement of treasury stock                         |                                                       |                                                     |                                              | -                |
| Net changes in items other than shareholders' equity | 2,745                                                 | 220                                                 | 2,966                                        | 2,966            |
| Total changes during period                          | 2,745                                                 | 220                                                 | 2,966                                        | 6,320            |
| Balance at end of period                             | 5,288                                                 | (664)                                               | 4,624                                        | 108,497          |

## 4. Consolidated statements of cash flows

(Unit: millions of yen)

|                                                                      | Previous consolidated fiscal year<br>(Started October 1, 2023;<br>ended September 30, 2024) | Current consolidated fiscal year<br>(Started October 1, 2024;<br>ended September 30, 2025) |
|----------------------------------------------------------------------|---------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|
| <b>Cash flows from operating activities</b>                          |                                                                                             |                                                                                            |
| Net profit before taxes and adjustments                              | 16,009                                                                                      | 16,678                                                                                     |
| Depreciation                                                         | 3,517                                                                                       | 4,502                                                                                      |
| Increase (decrease) in allowance for doubtful accounts               | (3)                                                                                         | 5                                                                                          |
| Increase (decrease) in provisions for bonuses                        | 1,427                                                                                       | (927)                                                                                      |
| Increase (decrease) in provisions for loss on construction contracts | (0)                                                                                         | (11)                                                                                       |
| Increase (decrease) in retirement benefit liabilities                | (494)                                                                                       | (67)                                                                                       |
| Increase (decrease) in provisions for stocks payment                 | 15                                                                                          | 24                                                                                         |
| Interest and dividend income                                         | (313)                                                                                       | (390)                                                                                      |
| Interest expenses                                                    | 0                                                                                           | 0                                                                                          |
| Share of loss (profit) of entities accounted for using equity method | (37)                                                                                        | (24)                                                                                       |
| Loss on retirement of non-current assets                             | 40                                                                                          | 47                                                                                         |
| Loss (gain) on sale of non-current assets                            | (1)                                                                                         | 11                                                                                         |
| Loss (gain) on sale of investment securities                         | (14)                                                                                        | (170)                                                                                      |
| Loss (gain) on valuation of investment securities                    | -                                                                                           | 10                                                                                         |
| Loss (gain) on redemption of investment securities                   | -                                                                                           | 12                                                                                         |
| Settlement payments                                                  | -                                                                                           | 71                                                                                         |
| Decrease (increase) in notes and accounts receivable—trade           | (1,329)                                                                                     | (2,038)                                                                                    |
| Decrease (increase) in inventories                                   | (117)                                                                                       | (140)                                                                                      |
| Decrease (increase) in other assets                                  | (2,022)                                                                                     | (140)                                                                                      |
| Increase (decrease) in trade payables                                | 179                                                                                         | 103                                                                                        |
| Increase (decrease) in other liabilities                             | 60                                                                                          | (41)                                                                                       |
| Increase (decrease) in accrued consumption taxes                     | 177                                                                                         | 192                                                                                        |
| Other                                                                | (44)                                                                                        | 3                                                                                          |
| <b>Subtotal</b>                                                      | <b>17,049</b>                                                                               | <b>17,711</b>                                                                              |
| Interest and dividends received                                      | 323                                                                                         | 416                                                                                        |
| Interest paid                                                        | (0)                                                                                         | (0)                                                                                        |
| Settlement payments paid                                             | -                                                                                           | (71)                                                                                       |
| Income taxes paid                                                    | (4,575)                                                                                     | (5,568)                                                                                    |
| <b>Cash flows from operating activities</b>                          | <b>12,796</b>                                                                               | <b>12,486</b>                                                                              |
| <b>Cash flows from investing activities</b>                          |                                                                                             |                                                                                            |
| Payments into time deposits                                          | (4,800)                                                                                     | (5,600)                                                                                    |
| Proceeds from withdrawal of time deposits                            | 3,300                                                                                       | 4,100                                                                                      |
| Purchase of property, plant, and equipment                           | (1,450)                                                                                     | (1,429)                                                                                    |
| Proceeds from sale of property, plant, and equipment                 | 1                                                                                           | 39                                                                                         |
| Purchase of intangible assets                                        | (4,066)                                                                                     | (2,126)                                                                                    |
| Purchase of investment securities                                    | (451)                                                                                       | (500)                                                                                      |
| Proceeds from sale of investment securities                          | 21                                                                                          | 207                                                                                        |
| Proceeds from redemption of investment securities                    | 1,500                                                                                       | 5,000                                                                                      |
| Payments for guarantee deposits                                      | (122)                                                                                       | (89)                                                                                       |
| Proceeds from collection of guarantee deposits                       | 34                                                                                          | 36                                                                                         |
| Proceeds from collection of loans receivable                         | 69                                                                                          | 1                                                                                          |
| <b>Cash flows from investing activities</b>                          | <b>(5,964)</b>                                                                              | <b>(360)</b>                                                                               |

(Unit: millions of yen)

|                                                             | Previous consolidated fiscal year<br>(Started October 1, 2023;<br>ended September 30, 2024) | Current consolidated fiscal year<br>(Started October 1, 2024;<br>ended September 30, 2025) |
|-------------------------------------------------------------|---------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|
| Cash flows from financing activities                        |                                                                                             |                                                                                            |
| Repayment of long-term loans payable                        | (71)                                                                                        | (71)                                                                                       |
| Repayment of lease obligations                              | (130)                                                                                       | (119)                                                                                      |
| Purchase of treasury stock                                  | (6)                                                                                         | (3,302)                                                                                    |
| Proceeds from disposal of treasury stock                    | 0                                                                                           | 0                                                                                          |
| Payment of dividends                                        | (5,019)                                                                                     | (5,450)                                                                                    |
| Cash flows from financing activities                        | (5,228)                                                                                     | (8,943)                                                                                    |
| Increase (decrease) in cash and cash equivalents            | 1,604                                                                                       | 3,182                                                                                      |
| Balance of cash and cash equivalents at beginning of period | 28,793                                                                                      | 30,397                                                                                     |
| Balance of cash and cash equivalents at end of period       | *1 30,397                                                                                   | *1 33,580                                                                                  |

5. Notes to consolidated financial statements

(Notes on going concern assumption)

None to be disclosed.

(Basic important matters regarding the preparation of consolidated financial statements)

1. Scope of consolidation

Consolidated subsidiaries (5 companies):

TLP Corporation

TKC Security Services Co., Ltd.

SKYCOM Corporation

TKC Customer Support Service Co., Ltd.

TKC Shuppan Corporation

2. Scope of application of equity method

Equity method affiliates (1 company):

iMobile Inc.

Because the fiscal year-end of iMobile Inc. is March 31, a provisional financial closing similar to a final financial closing has been performed as of the financial closing date for the consolidated financial statements.

3. Fiscal year-ends of consolidated subsidiaries

The fiscal year-ends of all consolidated subsidiaries are the same as the financial closing date for the consolidated financial statements.

4. Accounting policies

(1) Standards and methods used for the valuation of major assets

(i) Marketable and investment securities

1) Held-to-maturity securities

Amortized cost method

2) Available-for-sale securities

a. Securities other than shares that do not have a market value

Fair value method (related valuation differences are directly charged or credited to shareholders' equity, and cost of securities sold is calculated by the moving average method)

b. Shares that do not have a market value

Moving average cost method

(ii) Inventories

1) Merchandise, raw materials

Cost method based on first-in, first-out method (with balance sheet values reflecting write downs for decreased profitability)

2) Finished goods

Cost method based mainly on cost percentage method (with balance sheet values reflecting write downs for decreased profitability)

3) Work in progress

Cost method based on specific identification method (with balance sheet values reflecting write downs for decreased profitability)

4) Supplies

Last purchase cost method (with balance sheet values reflecting write downs for decreased profitability)

(2) Depreciation of major depreciable assets

(i) Property, plant, and equipment (excluding leased assets)

Calculated based on declining balance method.

However, buildings acquired on or after April 1, 1998 (excluding accompanying facilities), as well as accompanying facilities and structures acquired on or after April 1, 2016, are calculated based on straight-line method.

Primary useful lives are as follows:

Buildings and structures 10 to 50 years

Machinery, equipment and vehicles 4 to 10 years

Tools, furniture and fixtures 2 to 20 years

- (ii) Intangible assets (excluding leased assets)
    - 1) Software
      - a. Software for sale
 

Amortized at the higher of (i) amortization based on estimated sales volume in the future and (ii) amortization at a constant periodic rate based on remaining effective life (within three years).
      - b. Software for internal use
 

Amortized using straight-line method with an estimated in-house useful life of five years.
    - 2) Other intangible assets
 

Amortized using straight-line method.
  - (iii) Leased assets
 

Leased assets related to finance lease transactions that do not involve transfer of ownership

Amortized using straight-line method with useful lives equal to lease terms and residual values of zero.
- (3) Standards for recognizing significant provisions
- (i) Allowance for doubtful accounts
 

In setting aside provisions for possible losses due to uncollectable receivables, provisions are recognized at the amounts calculated based on the historical rate of credit loss with respect to normal receivables and at the amounts determined in consideration of collectability of individual receivables with respect to doubtful accounts and certain other receivables.
  - (ii) Provisions for bonuses
 

Provisions for bonuses are recognized based on estimated payment amounts.
  - (iii) Provisions for stocks payment
 

In setting aside provisions for payment of the Company's shares to Directors, etc., provisions are recognized at estimated stocks payment amounts determined based on the points allocated to Directors, etc., in accordance with the rules on payment of shares under the Board Incentive Plan (BIP) Trust.
  - (iv) Provisions for loss on construction contracts
 

In setting aside provisions for future losses related to construction contracts, provisions are recognized at estimated amounts of losses for works in progress as of the end of the current consolidated fiscal year if it is likely that the total costs will exceed the total revenues, and further if such amounts can be reasonably estimated.
  - (v) Provisions for loss on guarantees
 

In order to prepare for losses due to guarantees, etc., we record estimated amounts of losses that will be incurred by taking into consideration the financial situation of the guaranteed parties.
- (4) Accounting procedure for retirement benefits
- (i) Method of attributing expected benefits to date
 

In calculating retirement benefit obligations, expected benefits are attributed to the period up to the end of the current consolidated fiscal year based on benefit formula standards.
  - (ii) Method of recognizing actuarial differences and past service costs as expenses
 

Past service costs are recognized as expenses for a certain number of years (10 years) within the average remaining years of service of employees in which they occur using the straight-line method.

Actuarial differences are recognized as expenses for the consolidated fiscal year in which they occur.
  - (iii) Unrecognized past service costs
 

Unrecognized past service costs are recognized on a tax-adjusted basis at the amount of accumulated remeasurements of defined benefit plans under accumulated other comprehensive income in net assets.
- (5) Standards for recognizing significant revenues and expenses
- The Group mainly provides information processing services, software and consulting services, and the sale of supplies and office equipment. Their revenues are recognized respectively in the following manner. These revenues are recognized at the amounts of consideration received from customers based on contracts. However, if there are rebates or returns, etc., these amounts are deducted from the amounts recognized.
- (i) Provision of information processing services
 

For provision of information processing services, calculation and storage of data and provision of business form printing services under contracts with customers are identified as performance obligations.

For provision of information processing services, revenues are recognized at any given time the performance obligations are satisfied. Performance obligations are deemed satisfied, for example, when the customer inspects and accepts the products, or when the contract becomes final and binding.

(ii) Provision of software

For provision of software, provision of software for sale or for rent as well as provision of made-to-order software are identified as performance obligations.

Performance obligations of provision of software whose system has a validity period are satisfied with the lapse of the validity period. Therefore, in such cases, revenues are recognized throughout said validity periods.

For made-to-order software, satisfaction of performance obligations is determined based on the progress of development. As such, in cases where the contract value or total amount of costs required until completion can be estimated reliably, revenues are recognized over a certain period depending on the progress of satisfaction of performance obligations. However, in cases where the contract value or total amount of costs required until completion cannot be estimated reliably, revenues are recognized within the range of costs actually incurred (cost recovery method).

For performance obligations other than those described above, revenues are recognized at any given time the performance obligations are satisfied. Performance obligations are deemed satisfied, for example, when the customer inspects and accepts the software, or on the date of commencement of use as set forth in the contract.

For some transactions, the Group's performance obligations involve making arrangements for other parties to provide products, and the Group is deemed to be an agent in such transactions. For such transactions where the Group is an agent, the revenue is calculated as the net amount of consideration to be received from the customer after deducting the amount to be paid to the party acting as principal.

(iii) Provision of consulting services

For the provision of consulting services, support services for the implementation of software and help desk services, etc., are identified as performance obligations.

For help desk services, the Group is obligated to provide services throughout the period set forth in the contract. Performance obligations are satisfied with the lapse of the contract period. Therefore, in such cases, revenues are recognized throughout said contract periods. For performance obligations other than those described above, revenues are recognized at any given time the performance obligations are satisfied. Performance obligations are deemed satisfied, for example, at the time the provision of services is completed.

(iv) Sale of office equipment and supplies

For the sale of office equipment and supplies, the sale of computer-based accounting supplies and office equipment is identified as performance obligations.

For the sale of office equipment and supplies, revenues are recognized at any given time the performance obligations are satisfied. Performance obligations are deemed satisfied, for example, when the customer inspects and accepts the products, or when the products are shipped out. Determination of the point in time the products are shipped out is based on the application of the alternative treatment of performance obligations in consideration of materiality, etc., since the period from the point the products are shipped out to their delivery is a normal period of time.

For some transactions, the Group's performance obligations involve making arrangements for other parties to provide products, and the Group is deemed to be an agent in such transactions. For such transactions where the Group is an agent, the revenue is calculated as the net amount of consideration to be received from the customer after deducting the amount to be paid to the party acting as principal.

(6) Scope of funds covered by consolidated statements of cash flows

The scope of funds (cash and cash equivalents) covered by the consolidated statements of cash flows includes:

- (i) Cash on hand;
- (ii) Demand deposits; and
- (iii) Short-term investments that mature within three months, are easily convertible to cash, and bear very little value fluctuation risk.

(7) Other important matters regarding the preparation of consolidated financial statements

(i) Application of the Group Relief Corporate Tax System

The Group Relief Corporate Tax System is applied.

(Notes on changes in accounting policies)

(Application of Accounting Standard for Current Income Taxes, etc.)

The Accounting Standard for Current Income Taxes (ASBJ Statement No. 27, October 28, 2022; hereinafter, the "2022 Revised Accounting Standard") and related standards have been applied from the beginning of the current consolidated fiscal year.

Revisions concerning the classification of income taxes (taxation of other comprehensive income) have been performed in

accordance with the transitional treatment specified in the proviso of paragraph 20-3 of the 2022 Revised Accounting Standard as well as the transitional treatment specified in the proviso of paragraph 65-2(2) of the Guidance on Accounting Standard for Tax Effect Accounting (ASBJ Guidance No. 28, October 28, 2022; hereinafter, the “2022 Revised Guidance”). This change in accounting policy has no impact on the consolidated financial statements.

Furthermore, for revisions related to reviews of the treatment in consolidated financial statements in that event that gains or losses arising from the sale of shares of subsidiaries, etc., between consolidated companies are deferred for tax purposes, the 2022 Revised Guidance has been applied from the beginning of the current consolidated fiscal year. This change in accounting policy has been applied retroactively, and the consolidated financial statements for the previous consolidated fiscal year have been restated accordingly. This change in accounting policy has no impact on the consolidated financial statements for the previous consolidated fiscal year.

(Notes to consolidated balance sheets)

\*1. Accumulated depreciation of property, plant, and equipment

|  | Previous consolidated fiscal year<br>(September 30, 2024) | Current consolidated fiscal year<br>(September 30, 2025) |
|--|-----------------------------------------------------------|----------------------------------------------------------|
|  | 25,227 million yen                                        | 26,212 million yen                                       |

\*2. Items pertaining to affiliates are as follows:

|                                | Previous consolidated fiscal year<br>(September 30, 2024) | Current consolidated fiscal year<br>(September 30, 2025) |
|--------------------------------|-----------------------------------------------------------|----------------------------------------------------------|
| Investment securities (shares) | 96 million yen                                            | 120 million yen                                          |

(Notes to consolidated statements of income)

\*1. Provisions for loss on construction contracts included in cost of sales are as follows:

|  | Previous consolidated fiscal year<br>(Started October 1, 2023;<br>ended September 30, 2024) | Current consolidated fiscal year<br>(Started October 1, 2024;<br>ended September 30, 2025) |
|--|---------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|
|  | (0) million yen                                                                             | (11) million yen                                                                           |

\*2. Major items included in selling, general, and administrative expenses are as follows:

|                               | Previous consolidated fiscal year<br>(Started October 1, 2023;<br>ended September 30, 2024) | Current consolidated fiscal year<br>(Started October 1, 2024;<br>ended September 30, 2025) |
|-------------------------------|---------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|
| Salaries                      | 12,786 million yen                                                                          | 13,783 million yen                                                                         |
| Provisions for bonuses        | 4,941                                                                                       | 4,364                                                                                      |
| Retirement benefit expenses   | 255                                                                                         | 921                                                                                        |
| Provisions for stocks payment | 19                                                                                          | 38                                                                                         |
| Depreciation                  | 697                                                                                         | 739                                                                                        |
| Rent expenses                 | 2,586                                                                                       | 2,844                                                                                      |

\*3. Breakdown of gain on sale of non-current assets is as follows:

|                               | Previous consolidated fiscal year<br>(Started October 1, 2023;<br>ended September 30, 2024) | Current consolidated fiscal year<br>(Started October 1, 2024;<br>ended September 30, 2025) |
|-------------------------------|---------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|
| Tools, furniture and fixtures | 1 million yen                                                                               | 2 million yen                                                                              |

\*4. Breakdown of loss on sale of non-current assets is as follows:

|      | Previous consolidated fiscal year<br>(Started October 1, 2023;<br>ended September 30, 2024) | Current consolidated fiscal year<br>(Started October 1, 2024;<br>ended September 30, 2025) |
|------|---------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|
| Land | - million yen                                                                               | 14 million yen                                                                             |

\*5. Breakdown of loss on retirement of non-current assets is as follows:

|                                   | Previous consolidated fiscal year<br>(Started October 1, 2023;<br>ended September 30, 2024) | Current consolidated fiscal year<br>(Started October 1, 2024;<br>ended September 30, 2025) |
|-----------------------------------|---------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|
| Buildings and structures          | 11 million yen                                                                              | 22 million yen                                                                             |
| Machinery, equipment and vehicles | 1                                                                                           | 0                                                                                          |
| Tools, furniture and fixtures     | 0                                                                                           | 23                                                                                         |
| Intangible assets                 | 0                                                                                           | 0                                                                                          |
| Leased assets                     | 27                                                                                          | -                                                                                          |
| Total                             | 40                                                                                          | 47                                                                                         |

(Notes to consolidated statements of comprehensive income)

\*1. Reclassification adjustments and tax expenses or benefits on other comprehensive income

|                                                        | Previous consolidated fiscal year<br>(Started October 1, 2023;<br>ended September 30, 2024) | Current consolidated fiscal year<br>(Started October 1, 2024;<br>ended September 30, 2025) |
|--------------------------------------------------------|---------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|
| Valuation difference on available-for-sale securities: |                                                                                             |                                                                                            |
| Increase/decrease during period                        | 665 million yen                                                                             | 4,022 million yen                                                                          |
| Reclassification adjustments                           | 14                                                                                          | 30                                                                                         |
| Before income taxes and tax effect adjustments         | 679                                                                                         | 4,053                                                                                      |
| Amount of income taxes and tax effect                  | (207)                                                                                       | (1,307)                                                                                    |
| Valuation difference on available-for-sale securities  | 472                                                                                         | 2,745                                                                                      |
| Remeasurements of defined benefit plans:               |                                                                                             |                                                                                            |
| Increase/decrease during period                        | (40)                                                                                        | 61                                                                                         |
| Reclassification adjustments                           | 250                                                                                         | 254                                                                                        |
| Before income taxes and tax effect adjustments         | 210                                                                                         | 316                                                                                        |
| Amount of income taxes and tax effect                  | (62)                                                                                        | (95)                                                                                       |
| Remeasurements of defined benefit plans                | 148                                                                                         | 220                                                                                        |
| Total other comprehensive income                       | 620                                                                                         | 2,966                                                                                      |

(Notes to consolidated statements of changes in equity)

Previous consolidated fiscal year (Started October 1, 2023; ended September 30, 2024)

1. Class and number of shares of issued shares and treasury stock

|                | Number of shares at beginning of current consolidated FY (hundreds of shares) | Increase in number of shares during current consolidated FY (hundreds of shares) | Decrease in number of shares during current consolidated FY (hundreds of shares) | Number of shares at end of current consolidated FY (hundreds of shares) |
|----------------|-------------------------------------------------------------------------------|----------------------------------------------------------------------------------|----------------------------------------------------------------------------------|-------------------------------------------------------------------------|
| Issued shares  |                                                                               |                                                                                  |                                                                                  |                                                                         |
| Common stock   | 531,664                                                                       | -                                                                                | -                                                                                | 531,664                                                                 |
| Total          | 531,664                                                                       | -                                                                                | -                                                                                | 531,664                                                                 |
| Treasury stock |                                                                               |                                                                                  |                                                                                  |                                                                         |
| Common stock   | 10,197                                                                        | 17                                                                               | 22                                                                               | 10,192                                                                  |
| Total          | 10,197                                                                        | 17                                                                               | 22                                                                               | 10,192                                                                  |

(Notes) 1. The 17 hundred share increase in common treasury stock is due to purchase of shares less than one share unit of 17 hundred shares.

2. The 22 hundred share decrease in common treasury stock is due to sale of shares less than one share unit of 0 hundred shares and payment of 22 hundred shares through the BIP Trust.

3. The number of shares of treasury stock at the end of the current consolidated fiscal year includes the 2,038 hundred shares of the Company held by the BIP Trust.

2. Share subscription rights and treasury stock subscription rights  
None to be disclosed.

3. Dividends

(1) Dividend payments

| Resolution                                                 | Class of shares | Total amount of cash dividends (millions of yen) | Dividend per share (yen) | Record date        | Effective date    |
|------------------------------------------------------------|-----------------|--------------------------------------------------|--------------------------|--------------------|-------------------|
| December 15, 2023 Ordinary General Meeting of Shareholders | Common stock    | 2,669                                            | 51.00                    | September 30, 2023 | December 18, 2023 |
| May 10, 2024 Meeting of the Board of Directors             | Common stock    | 2,355                                            | 45.00                    | March 31, 2024     | June 11, 2024     |

(Notes) 1. The total amount of cash dividends determined by resolution of the Ordinary General Meeting of Shareholders on December 15, 2023, includes a cash dividend of 10 million yen for the shares of the Company held by the BIP Trust.

2. The total amount of cash dividends determined by resolution of the Board of Directors on May 10, 2024, includes a cash dividend of 9 million yen for the shares of the Company held by the BIP Trust.

(2) Dividends with record dates during the current consolidated fiscal year whose effective dates are in the following consolidated fiscal year

| Resolution                                                 | Class of shares | Total amount of cash dividends (millions of yen) | Source of dividends | Dividend per share (yen) | Record date        | Effective date    |
|------------------------------------------------------------|-----------------|--------------------------------------------------|---------------------|--------------------------|--------------------|-------------------|
| December 20, 2024 Ordinary General Meeting of Shareholders | Common stock    | 2,879                                            | Retained earnings   | 55.00                    | September 30, 2024 | December 23, 2024 |

(Note) The total amount of cash dividends determined by resolution of the Ordinary General Meeting of Shareholders on December 20, 2024, includes a cash dividend of 11 million yen for the shares of the Company held by the BIP Trust.

Current consolidated fiscal year (Started October 1, 2024; ended September 30, 2025)

1. Class and number of shares of issued shares and treasury stock

|                | Number of shares at beginning of current consolidated FY (hundreds of shares) | Increase in number of shares during current consolidated FY (hundreds of shares) | Decrease in number of shares during current consolidated FY (hundreds of shares) | Number of shares at end of current consolidated FY (hundreds of shares) |
|----------------|-------------------------------------------------------------------------------|----------------------------------------------------------------------------------|----------------------------------------------------------------------------------|-------------------------------------------------------------------------|
| Issued shares  |                                                                               |                                                                                  |                                                                                  |                                                                         |
| Common stock   | 531,664                                                                       | -                                                                                | 8,650                                                                            | 523,014                                                                 |
| Total          | 531,664                                                                       | -                                                                                | 8,650                                                                            | 523,014                                                                 |
| Treasury stock |                                                                               |                                                                                  |                                                                                  |                                                                         |
| Common stock   | 10,192                                                                        | 8,654                                                                            | 8,721                                                                            | 10,125                                                                  |
| Total          | 10,192                                                                        | 8,654                                                                            | 8,721                                                                            | 10,125                                                                  |

(Notes) 1. The 8,650 hundred share decrease in issued common stock is due to retirement of treasury stock.

2. The 8,654 hundred share increase in common treasury stock is due to acquisition of treasury stock based on resolution of the Board of Directors of 8,650 hundred shares and purchase of shares less than one share unit of 4 hundred shares.

3. The 8,721 hundred share decrease in common treasury stock is due to retirement of treasury stock of 8,650 hundred shares, payment of 71 hundred shares through the BIP Trust, and sale of shares less than one share unit of 0 hundred shares.

4. The number of shares of treasury stock at the end of the current consolidated fiscal year includes the 1,967 hundred shares of the Company held by the BIP Trust.

2. Share subscription rights and treasury stock subscription rights

None to be disclosed.

3. Dividends

(1) Dividend payments

| Resolution                                                 | Class of shares | Total amount of cash dividends (millions of yen) | Dividend per share (yen) | Record date        | Effective date    |
|------------------------------------------------------------|-----------------|--------------------------------------------------|--------------------------|--------------------|-------------------|
| December 20, 2024 Ordinary General Meeting of Shareholders | Common stock    | 2,879                                            | 55.00                    | September 30, 2024 | December 23, 2024 |
| May 14, 2025 Meeting of the Board of Directors             | Common stock    | 2,574                                            | 50.00                    | March 31, 2025     | June 16, 2025     |

(Notes) 1. The total amount of cash dividends determined by resolution of the Ordinary General Meeting of Shareholders on December 20, 2024, includes a cash dividend of 11 million yen for the shares of the Company held by the BIP Trust.

2. The total amount of cash dividends determined by resolution of the Board of Directors on May 14, 2025, includes a cash dividend of 9 million yen for the shares of the Company held by the BIP Trust.

(2) Dividends with record dates during the current consolidated fiscal year whose effective dates are in the following consolidated fiscal year

| Resolution                                                 | Class of shares | Total amount of cash dividends (millions of yen) | Source of dividends | Dividend per share (yen) | Record date        | Effective date    |
|------------------------------------------------------------|-----------------|--------------------------------------------------|---------------------|--------------------------|--------------------|-------------------|
| December 19, 2025 Ordinary General Meeting of Shareholders | Common stock    | 3,089                                            | Retained earnings   | 60.00                    | September 30, 2025 | December 22, 2025 |

(Note) The total amount of cash dividends determined by resolution of the Ordinary General Meeting of Shareholders on December 19, 2025, includes a cash dividend of 11 million yen for the shares of the Company held by the BIP Trust.

(Notes to consolidated statements of cash flows)

\*1. Relationship between balance of cash and cash equivalents at end of period and account items stated in the consolidated balance sheets

|                                                            | Previous consolidated fiscal year<br>(Started October 1, 2023;<br>ended September 30, 2024) | Current consolidated fiscal year<br>(Started October 1, 2024;<br>ended September 30, 2025) |
|------------------------------------------------------------|---------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|
| Cash and deposits                                          | 33,697 million yen                                                                          | 36,880 million yen                                                                         |
| Time deposits with deposit period longer than three months | (3,300)                                                                                     | (3,300)                                                                                    |
| Cash and cash equivalents                                  | 30,397                                                                                      | 33,580                                                                                     |

(Notes on segment information, etc.)

[Segment information]

1. Overview of reportable segments

The Group's reportable segments are components of the Group for which separate financial information is available and which are subject to regular review by management for the purpose of determining the allocation of managerial resources and evaluating business results.

The Group has three reportable segments corresponding to each of its businesses: the Accounting Firm Business, the Local Governments Business, and the Printing Business.

Major services and products of each reportable segment are as follows:

[Accounting Firm Business] (Provides services and products to accounting firms and their client SMEs)

Information processing services, software and consulting services, sale of office equipment and supplies

[Local Governments Business] (Provides services and products to local governments (municipalities, etc.))

Information processing services, software and consulting services, sale of office equipment

[Printing Business]

Continuous business forms for PCs, general office forms, data printing services, etc.

2. Methods for calculating turnover, profit or loss, assets, and other items by reportable segment

Accounting methods for reported business segments are largely consistent with the methods described in the "Basic important matters regarding the preparation of consolidated financial statements" section.

Profits of reportable segments are the operating profit figures for the segments.

Inter-segment sales and transfers are based on prevailing market values.

3. Information on turnover, profit or loss, assets, and other items by reportable segment

Previous consolidated fiscal year (Started October 1, 2023; ended September 30, 2024)

(Unit: millions of yen)

|                                                                                 | Reportable segments            |                                  |                      | Total  | Adjustments<br>(Note 1) | Amounts in<br>consolidated<br>financial<br>statements<br>(Note 2) |
|---------------------------------------------------------------------------------|--------------------------------|----------------------------------|----------------------|--------|-------------------------|-------------------------------------------------------------------|
|                                                                                 | Accounting<br>Firm<br>Business | Local<br>Governments<br>Business | Printing<br>Business |        |                         |                                                                   |
| Turnover                                                                        |                                |                                  |                      |        |                         |                                                                   |
| Sales to outside customers                                                      | 50,467                         | 21,754                           | 2,997                | 75,219 | -                       | 75,219                                                            |
| Inter-segment sales or transfers                                                | 37                             | -                                | 2,152                | 2,190  | (2,190)                 | -                                                                 |
| Total                                                                           | 50,505                         | 21,754                           | 5,149                | 77,409 | (2,190)                 | 75,219                                                            |
| Segment profit                                                                  | 11,289                         | 4,110                            | 101                  | 15,501 | 3                       | 15,505                                                            |
| Segment assets                                                                  | 29,939                         | 16,054                           | 5,731                | 51,726 | 73,156                  | 124,882                                                           |
| Other items                                                                     |                                |                                  |                      |        |                         |                                                                   |
| Depreciation (Note 3)                                                           | 1,920                          | 1,237                            | 360                  | 3,518  | (0)                     | 3,517                                                             |
| Investments in entities accounted<br>for using equity method                    | 96                             | -                                | -                    | 96     | -                       | 96                                                                |
| Increase in property, plant, and<br>equipment and intangible assets<br>(Note 3) | 2,759                          | 3,597                            | 270                  | 6,627  | -                       | 6,627                                                             |

(Notes) 1. Adjustments are as follows:

- (1) Adjustments of segment profit of 3 million yen include 6 million yen for elimination of inter-segment transactions and (0) million yen for adjustments of inventory assets.
  - (2) Adjustments of segment assets of 73,156 million yen include 74,058 million yen of corporate assets that are not allocated to specific reportable segments and (902) million yen for elimination of inter-segment transactions. Corporate assets are primarily surplus funds of the parent company (cash and deposits) and long-term investment funds (investment securities).
  - (3) Adjustments of depreciation of (0) million yen represent unrealized profits.
2. Segment profit is adjusted with the operating profit presented in the consolidated statements of income.
  3. Increases in depreciation, property, plant, and equipment, and intangible assets include long-term prepaid expenses and amortization of such expenses.

Current consolidated fiscal year (Started October 1, 2024; ended September 30, 2025)

(Unit: millions of yen)

|                                                                                 | Reportable segments            |                                  |                      | Total  | Adjustments<br>(Note 1) | Amounts in<br>consolidated<br>financial<br>statements<br>(Note 2) |
|---------------------------------------------------------------------------------|--------------------------------|----------------------------------|----------------------|--------|-------------------------|-------------------------------------------------------------------|
|                                                                                 | Accounting<br>Firm<br>Business | Local<br>Governments<br>Business | Printing<br>Business |        |                         |                                                                   |
| Turnover                                                                        |                                |                                  |                      |        |                         |                                                                   |
| Sales to outside customers                                                      | 52,827                         | 27,565                           | 3,083                | 83,476 | -                       | 83,476                                                            |
| Inter-segment sales or transfers                                                | 56                             | -                                | 2,334                | 2,391  | (2,391)                 | -                                                                 |
| Total                                                                           | 52,884                         | 27,565                           | 5,418                | 85,867 | (2,391)                 | 83,476                                                            |
| Segment profit                                                                  | 12,476                         | 3,513                            | 144                  | 16,134 | 8                       | 16,142                                                            |
| Segment assets                                                                  | 29,302                         | 17,494                           | 6,006                | 52,803 | 77,013                  | 129,817                                                           |
| Other items                                                                     |                                |                                  |                      |        |                         |                                                                   |
| Depreciation (Note 3)                                                           | 2,262                          | 1,873                            | 366                  | 4,503  | (0)                     | 4,502                                                             |
| Investments in entities accounted<br>for using equity method                    | 120                            | -                                | -                    | 120    | -                       | 120                                                               |
| Increase in property, plant, and<br>equipment and intangible assets<br>(Note 3) | 2,678                          | 5,669                            | 586                  | 8,934  | -                       | 8,934                                                             |

(Notes) 1. Adjustments are as follows:

- (1) Adjustments of segment profit of 8 million yen include 8 million yen for elimination of inter-segment transactions and (1) million yen for adjustments of inventory assets.
  - (2) Adjustments of segment assets of 77,013 million yen include 77,969 million yen of corporate assets that are not allocated to specific reportable segments and (956) million yen for elimination of inter-segment transactions. Corporate assets are primarily surplus funds of the parent company (cash and deposits) and long-term investment funds (investment securities).
  - (3) Adjustments of depreciation of (0) million yen represent unrealized profits.
2. Segment profit is adjusted with the operating profit presented in the consolidated statements of income.
  3. Increases in depreciation, property, plant, and equipment, and intangible assets include long-term prepaid expenses and amortization of such expenses.

[Related information]

Previous consolidated fiscal year (Started October 1, 2023; ended September 30, 2024)

1. Information by product and service

Omitted as the same information is disclosed under “Segment information.”

2. Information by geographic area

(1) Turnover

Omitted as more than 90% of turnover in the consolidated statements of income are sales to outside customers in Japan.

(2) Property, plant, and equipment

Omitted as the Company has no property, plant, and equipment in regions outside Japan.

3. Information by major customer

Omitted as there are no sales to outside customers that account for 10% or more of turnover in the consolidated statements of income.

Current consolidated fiscal year (Started October 1, 2024; ended September 30, 2025)

1. Information by product and service

Omitted as the same information is disclosed under “Segment information.”

2. Information by geographic area

(1) Turnover

Omitted as more than 90% of turnover in the consolidated statements of income are sales to outside customers in Japan.

(2) Property, plant, and equipment

Omitted as the Company has no property, plant, and equipment in regions outside Japan.

3. Information by major customer

Omitted as there are no sales to outside customers that account for 10% or more of turnover in the consolidated statements of income.

[Information on impairment losses of non-current assets by reportable segment]

Previous consolidated fiscal year (Started October 1, 2023; ended September 30, 2024)

(Unit: millions of yen)

|                   | Reportable segments      |                            |                   | Total | Adjustments | Amounts in consolidated financial statements |
|-------------------|--------------------------|----------------------------|-------------------|-------|-------------|----------------------------------------------|
|                   | Accounting Firm Business | Local Governments Business | Printing Business |       |             |                                              |
| Impairment losses | 1                        | -                          | -                 | 1     | -           | 1                                            |

Current consolidated fiscal year (Started October 1, 2024; ended September 30, 2025)

None to be disclosed.

[Information on amortization of goodwill and balance of goodwill by reportable segment]

Previous consolidated fiscal year (Started October 1, 2023; ended September 30, 2024)

None to be disclosed.

Current consolidated fiscal year (Started October 1, 2024; ended September 30, 2025)

None to be disclosed.

[Information on gain on negative goodwill by reportable segment]

Previous consolidated fiscal year (Started October 1, 2023; ended September 30, 2024)

None to be disclosed.

Current consolidated fiscal year (Started October 1, 2024; ended September 30, 2025)

None to be disclosed.

(Notes on earnings per share information)

|                      | Previous consolidated fiscal year<br>(Started October 1, 2023;<br>ended September 30, 2024) | Current consolidated fiscal year<br>(Started October 1, 2024;<br>ended September 30, 2025) |
|----------------------|---------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|
| Net assets per share | 1,959.39 yen                                                                                | 2,115.41 yen                                                                               |
| Net profit per share | 216.21 yen                                                                                  | 234.31 yen                                                                                 |

(Notes) 1. The diluted net profit per share is not stated as there were no dilutive shares.

2. The basis for the calculation of net profit per share is as follows:

|                                                                                            | Previous consolidated fiscal year<br>(Started October 1, 2023;<br>ended September 30, 2024) | Current consolidated fiscal year<br>(Started October 1, 2024;<br>ended September 30, 2025) |
|--------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|
| Net profit per share                                                                       |                                                                                             |                                                                                            |
| Net profit attributable to owners of parent company<br>(millions of yen)                   | 11,274                                                                                      | 12,094                                                                                     |
| Amount not attributable to common shareholders<br>(millions of yen)                        | -                                                                                           | -                                                                                          |
| Net profit from common stock attributable to<br>owners of parent company (millions of yen) | 11,274                                                                                      | 12,094                                                                                     |
| Average number of shares outstanding during the<br>period (hundreds of shares)             | 521,470                                                                                     | 516,189                                                                                    |

(Note) The average number of shares outstanding used in the calculation of earnings per share information has been determined by including the shares of the Company held by the BIP Trust (which was established with the introduction of the BIP Trust plan) as deductible treasury stock.

The average number of shares of treasury stock outstanding deducted for the calculation of net profit per share was 204,588 shares for the previous consolidated fiscal year and 198,648 shares for the current consolidated fiscal year.

(Notes on material subsequent events)

None to be disclosed.

## IV. Non-consolidated Financial Statements

### 1. Balance sheets

(Unit: millions of yen)

|                                       | Previous fiscal year<br>(September 30, 2024) | Current fiscal year<br>(September 30, 2025) |
|---------------------------------------|----------------------------------------------|---------------------------------------------|
| <b>Assets</b>                         |                                              |                                             |
| Current assets                        |                                              |                                             |
| Cash and deposits                     | 28,547                                       | 31,643                                      |
| Accounts receivable                   | 8,989                                        | 11,109                                      |
| Contract assets                       | 344                                          | 483                                         |
| Lease investment assets               | 37                                           | 6                                           |
| Merchandise                           | 161                                          | 243                                         |
| Raw materials and supplies            | 105                                          | 106                                         |
| Prepaid expenses                      | 1,366                                        | 1,187                                       |
| Accounts receivable–other             | 35                                           | 31                                          |
| Other                                 | 924                                          | 1,455                                       |
| Allowance for doubtful accounts       | (20)                                         | (28)                                        |
| Total current assets                  | 40,491                                       | 46,239                                      |
| Non-current assets                    |                                              |                                             |
| Property, plant, and equipment        |                                              |                                             |
| Buildings                             | 6,207                                        | 6,193                                       |
| Structures                            | 164                                          | 144                                         |
| Vehicles                              | 5                                            | 3                                           |
| Tools, furniture and fixtures         | 2,001                                        | 1,763                                       |
| Land                                  | 6,637                                        | 6,595                                       |
| Total property, plant, and equipment  | 15,017                                       | 14,700                                      |
| Intangible assets                     |                                              |                                             |
| Software                              | 2,908                                        | 6,537                                       |
| Software in progress                  | 4,955                                        | 635                                         |
| Telephone subscription rights         | 21                                           | 20                                          |
| Other                                 | 0                                            | 0                                           |
| Total intangible assets               | 7,885                                        | 7,193                                       |
| Investments and other assets          |                                              |                                             |
| Investment securities                 | 21,326                                       | 20,782                                      |
| Stocks of subsidiaries and affiliates | 1,289                                        | 1,289                                       |
| Investments in capital                | 0                                            | 0                                           |
| Long-term loans receivable            | 9                                            | 8                                           |
| Long-term prepaid expenses            | 1,786                                        | 1,587                                       |
| Deferred tax assets                   | 6,679                                        | 5,866                                       |
| Long-term deposits                    | 20,000                                       | 21,500                                      |
| Guarantee deposits                    | 1,447                                        | 1,478                                       |
| Long-term lease investment assets     | 7                                            | 1                                           |
| Other                                 | 107                                          | 107                                         |
| Allowance for doubtful accounts       | (8)                                          | (6)                                         |
| Total investments and other assets    | 52,645                                       | 52,614                                      |
| Total non-current assets              | 75,549                                       | 74,508                                      |
| Total assets                          | 116,040                                      | 120,748                                     |

(Unit: millions of yen)

|                                                       | Previous fiscal year<br>(September 30, 2024) | Current fiscal year<br>(September 30, 2025) |
|-------------------------------------------------------|----------------------------------------------|---------------------------------------------|
| <b>Liabilities</b>                                    |                                              |                                             |
| Current liabilities                                   |                                              |                                             |
| Accounts payable–trade                                | 2,934                                        | 3,199                                       |
| Lease obligations                                     | 37                                           | 6                                           |
| Accounts payable–other                                | 2,300                                        | 2,086                                       |
| Income taxes payable                                  | 3,127                                        | 2,431                                       |
| Accrued business office taxes                         | 61                                           | 64                                          |
| Accrued consumption taxes                             | 865                                          | 1,039                                       |
| Contract liabilities                                  | 1,189                                        | 1,390                                       |
| Advances received                                     | 392                                          | 369                                         |
| Deposits received                                     | 241                                          | 241                                         |
| Provisions for bonuses                                | 5,680                                        | 4,850                                       |
| Provisions for loss on construction contracts         | 13                                           | 2                                           |
| Accounts payable–facilities                           | 35                                           | 54                                          |
| Other                                                 | 16                                           | 18                                          |
| Total current liabilities                             | 16,895                                       | 15,753                                      |
| Non-current liabilities                               |                                              |                                             |
| Lease obligations                                     | 7                                            | 1                                           |
| Provisions for retirement benefits                    | 434                                          | 378                                         |
| Provisions for stocks payment                         | 356                                          | 381                                         |
| Provisions for loss on guarantees                     | 3                                            | 3                                           |
| Other                                                 | 432                                          | 493                                         |
| Total non-current liabilities                         | 1,234                                        | 1,258                                       |
| Total liabilities                                     | 18,130                                       | 17,012                                      |
| <b>Net assets</b>                                     |                                              |                                             |
| Shareholders' equity                                  |                                              |                                             |
| Share capital                                         | 5,700                                        | 5,700                                       |
| Capital surplus                                       |                                              |                                             |
| Capital reserve                                       | 5,409                                        | 5,409                                       |
| Other capital surplus                                 | 0                                            | -                                           |
| Total capital surplus                                 | 5,409                                        | 5,409                                       |
| Retained earnings                                     |                                              |                                             |
| Retained earnings reserve                             | 688                                          | 688                                         |
| Other retained earnings                               |                                              |                                             |
| General reserve                                       | 77,157                                       | 82,157                                      |
| Retained earnings brought forward                     | 9,055                                        | 7,623                                       |
| Total retained earnings                               | 86,901                                       | 90,469                                      |
| Treasury stock                                        | (2,606)                                      | (3,060)                                     |
| Total shareholders' equity                            | 95,404                                       | 98,517                                      |
| Valuation and translation adjustments                 |                                              |                                             |
| Valuation difference on available-for-sale securities | 2,505                                        | 5,218                                       |
| Total valuation and translation adjustments           | 2,505                                        | 5,218                                       |
| Total net assets                                      | 97,910                                       | 103,735                                     |
| Total liabilities and net assets                      | 116,040                                      | 120,748                                     |

## 2. Statements of income

(Unit: millions of yen)

|                                               | Previous fiscal year<br>(Started October 1, 2023;<br>ended September 30, 2024) | Current fiscal year<br>(Started October 1, 2024;<br>ended September 30, 2025) |
|-----------------------------------------------|--------------------------------------------------------------------------------|-------------------------------------------------------------------------------|
| Turnover                                      | 70,990                                                                         | 78,896                                                                        |
| Cost of sales                                 | 19,415                                                                         | 24,659                                                                        |
| Gross profit                                  | 51,575                                                                         | 54,237                                                                        |
| Selling, general, and administrative expenses | 36,616                                                                         | 38,735                                                                        |
| Operating profit                              | 14,958                                                                         | 15,501                                                                        |
| Non-operating income                          |                                                                                |                                                                               |
| Interest income                               | 80                                                                             | 71                                                                            |
| Dividend income                               | 523                                                                            | 491                                                                           |
| Land and house rent received                  | 156                                                                            | 155                                                                           |
| Subsidy income                                | 7                                                                              | 8                                                                             |
| Other                                         | 128                                                                            | 48                                                                            |
| Total non-operating income                    | 896                                                                            | 775                                                                           |
| Non-operating expenses                        |                                                                                |                                                                               |
| Cost of lease revenue                         | 101                                                                            | 99                                                                            |
| Other                                         | 0                                                                              | 0                                                                             |
| Total non-operating expenses                  | 102                                                                            | 100                                                                           |
| Ordinary profit                               | 15,752                                                                         | 16,176                                                                        |
| Extraordinary income                          |                                                                                |                                                                               |
| Gain on sale of non-current assets            | 1                                                                              | 2                                                                             |
| Gain on sale of investment securities         | -                                                                              | 127                                                                           |
| Total extraordinary income                    | 1                                                                              | 130                                                                           |
| Extraordinary loss                            |                                                                                |                                                                               |
| Loss on sale of non-current assets            | -                                                                              | 14                                                                            |
| Loss on retirement of non-current assets      | 39                                                                             | 33                                                                            |
| Loss on valuation of investment securities    | -                                                                              | 10                                                                            |
| Loss on redemption of investment securities   | -                                                                              | 12                                                                            |
| Other                                         | 1                                                                              | -                                                                             |
| Total extraordinary loss                      | 40                                                                             | 71                                                                            |
| Net profit before taxes                       | 15,713                                                                         | 16,236                                                                        |
| Income taxes—current                          | 5,159                                                                          | 4,857                                                                         |
| Income taxes—deferred                         | (617)                                                                          | (475)                                                                         |
| Total income taxes                            | 4,542                                                                          | 4,382                                                                         |
| Net profit                                    | 11,171                                                                         | 11,853                                                                        |

### 3. Statements of changes in equity

Previous fiscal year (Started October 1, 2023; ended September 30, 2024)

(Unit: millions of yen)

|                                                      | Shareholders' equity |                 |                       |                       |                           |                         |                                   |                         |
|------------------------------------------------------|----------------------|-----------------|-----------------------|-----------------------|---------------------------|-------------------------|-----------------------------------|-------------------------|
|                                                      | Share capital        | Capital surplus |                       |                       | Retained earnings         |                         |                                   |                         |
|                                                      |                      | Capital reserve | Other capital surplus | Total capital surplus | Retained earnings reserve | Other retained earnings |                                   | Total retained earnings |
|                                                      |                      |                 |                       |                       |                           | General reserve         | Retained earnings brought forward |                         |
| Balance at beginning of period                       | 5,700                | 5,409           | -                     | 5,409                 | 688                       | 72,157                  | 7,909                             | 80,755                  |
| Changes during period                                |                      |                 |                       |                       |                           |                         |                                   |                         |
| General reserve                                      |                      |                 |                       |                       |                           | 5,000                   | (5,000)                           | -                       |
| Dividends of surplus                                 |                      |                 |                       |                       |                           |                         | (5,025)                           | (5,025)                 |
| Net profit                                           |                      |                 |                       |                       |                           |                         | 11,171                            | 11,171                  |
| Acquisition of treasury stock                        |                      |                 |                       |                       |                           |                         |                                   |                         |
| Disposal of treasury stock                           |                      |                 | 0                     | 0                     |                           |                         |                                   |                         |
| Net changes in items other than shareholders' equity |                      |                 |                       |                       |                           |                         |                                   |                         |
| Total changes during period                          | -                    | -               | 0                     | 0                     | -                         | 5,000                   | 1,145                             | 6,145                   |
| Balance at end of period                             | 5,700                | 5,409           | 0                     | 5,409                 | 688                       | 77,157                  | 9,055                             | 86,901                  |

|                                                      | Shareholders' equity |                            | Valuation and translation adjustments                 |                                             | Total net assets |
|------------------------------------------------------|----------------------|----------------------------|-------------------------------------------------------|---------------------------------------------|------------------|
|                                                      | Treasury stock       | Total shareholders' equity | Valuation difference on available-for-sale securities | Total valuation and translation adjustments |                  |
| Balance at beginning of period                       | (2,604)              | 89,260                     | 2,027                                                 | 2,027                                       | 91,288           |
| Changes during period                                |                      |                            |                                                       |                                             |                  |
| General reserve                                      |                      | -                          |                                                       |                                             | -                |
| Dividends of surplus                                 |                      | (5,025)                    |                                                       |                                             | (5,025)          |
| Net profit                                           |                      | 11,171                     |                                                       |                                             | 11,171           |
| Acquisition of treasury stock                        | (6)                  | (6)                        |                                                       |                                             | (6)              |
| Disposal of treasury stock                           | 4                    | 4                          |                                                       |                                             | 4                |
| Net changes in items other than shareholders' equity |                      |                            | 478                                                   | 478                                         | 478              |
| Total changes during period                          | (1)                  | 6,143                      | 478                                                   | 478                                         | 6,621            |
| Balance at end of period                             | (2,606)              | 95,404                     | 2,505                                                 | 2,505                                       | 97,910           |

Current fiscal year (Started October 1, 2024; ended September 30, 2025)

(Unit: millions of yen)

|                                                      | Shareholders' equity |                 |                       |                       |                           |                         |                                   |                         |
|------------------------------------------------------|----------------------|-----------------|-----------------------|-----------------------|---------------------------|-------------------------|-----------------------------------|-------------------------|
|                                                      | Share capital        | Capital surplus |                       |                       | Retained earnings         |                         |                                   |                         |
|                                                      |                      | Capital reserve | Other capital surplus | Total capital surplus | Retained earnings reserve | Other retained earnings |                                   | Total retained earnings |
|                                                      |                      |                 |                       |                       |                           | General reserve         | Retained earnings brought forward |                         |
| Balance at beginning of period                       | 5,700                | 5,409           | 0                     | 5,409                 | 688                       | 77,157                  | 9,055                             | 86,901                  |
| Changes during period                                |                      |                 |                       |                       |                           |                         |                                   |                         |
| General reserve                                      |                      |                 |                       |                       |                           | 5,000                   | (5,000)                           | -                       |
| Dividends of surplus                                 |                      |                 |                       |                       |                           |                         | (5,453)                           | (5,453)                 |
| Net profit                                           |                      |                 |                       |                       |                           |                         | 11,853                            | 11,853                  |
| Acquisition of treasury stock                        |                      |                 |                       |                       |                           |                         |                                   |                         |
| Disposal of treasury stock                           |                      |                 | 0                     | 0                     |                           |                         |                                   |                         |
| Retirement of treasury stock                         |                      |                 | (0)                   | (0)                   |                           |                         | (2,832)                           | (2,832)                 |
| Net changes in items other than shareholders' equity |                      |                 |                       |                       |                           |                         |                                   |                         |
| Total changes during period                          | -                    | -               | (0)                   | (0)                   | -                         | 5,000                   | (1,432)                           | 3,567                   |
| Balance at end of period                             | 5,700                | 5,409           | -                     | 5,409                 | 688                       | 82,157                  | 7,623                             | 90,469                  |

|                                                      | Shareholders' equity |                            | Valuation and translation adjustments                 |                                             | Total net assets |
|------------------------------------------------------|----------------------|----------------------------|-------------------------------------------------------|---------------------------------------------|------------------|
|                                                      | Treasury stock       | Total shareholders' equity | Valuation difference on available-for-sale securities | Total valuation and translation adjustments |                  |
| Balance at beginning of period                       | (2,606)              | 95,404                     | 2,505                                                 | 2,505                                       | 97,910           |
| Changes during period                                |                      |                            |                                                       |                                             |                  |
| General reserve                                      |                      | -                          |                                                       |                                             | -                |
| Dividends of surplus                                 |                      | (5,453)                    |                                                       |                                             | (5,453)          |
| Net profit                                           |                      | 11,853                     |                                                       |                                             | 11,853           |
| Acquisition of treasury stock                        | (3,301)              | (3,301)                    |                                                       |                                             | (3,301)          |
| Disposal of treasury stock                           | 14                   | 14                         |                                                       |                                             | 14               |
| Retirement of treasury stock                         | 2,832                | -                          |                                                       |                                             | -                |
| Net changes in items other than shareholders' equity |                      |                            | 2,712                                                 | 2,712                                       | 2,712            |
| Total changes during period                          | (454)                | 3,112                      | 2,712                                                 | 2,712                                       | 5,825            |
| Balance at end of period                             | (3,060)              | 98,517                     | 5,218                                                 | 5,218                                       | 103,735          |

## V. Other

### Changes in Officers

(Scheduled for December 19, 2025)

1. Changes in representative, etc.

None to be disclosed.

2. Changes in other Officers

(1) Candidates for re-election as Director

None to be disclosed.

(2) Candidates for new election as Director

Director: Yoshinori Nakajima (currently Executive Officer, Chief of Business Administration Headquarters)

(3) Directors scheduled to retire

None to be disclosed.

(4) Candidates for re-election as corporate auditor

None to be disclosed.

(5) Candidates for new election as corporate auditor

None to be disclosed.

(6) Corporate auditors scheduled to retire

None to be disclosed.

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