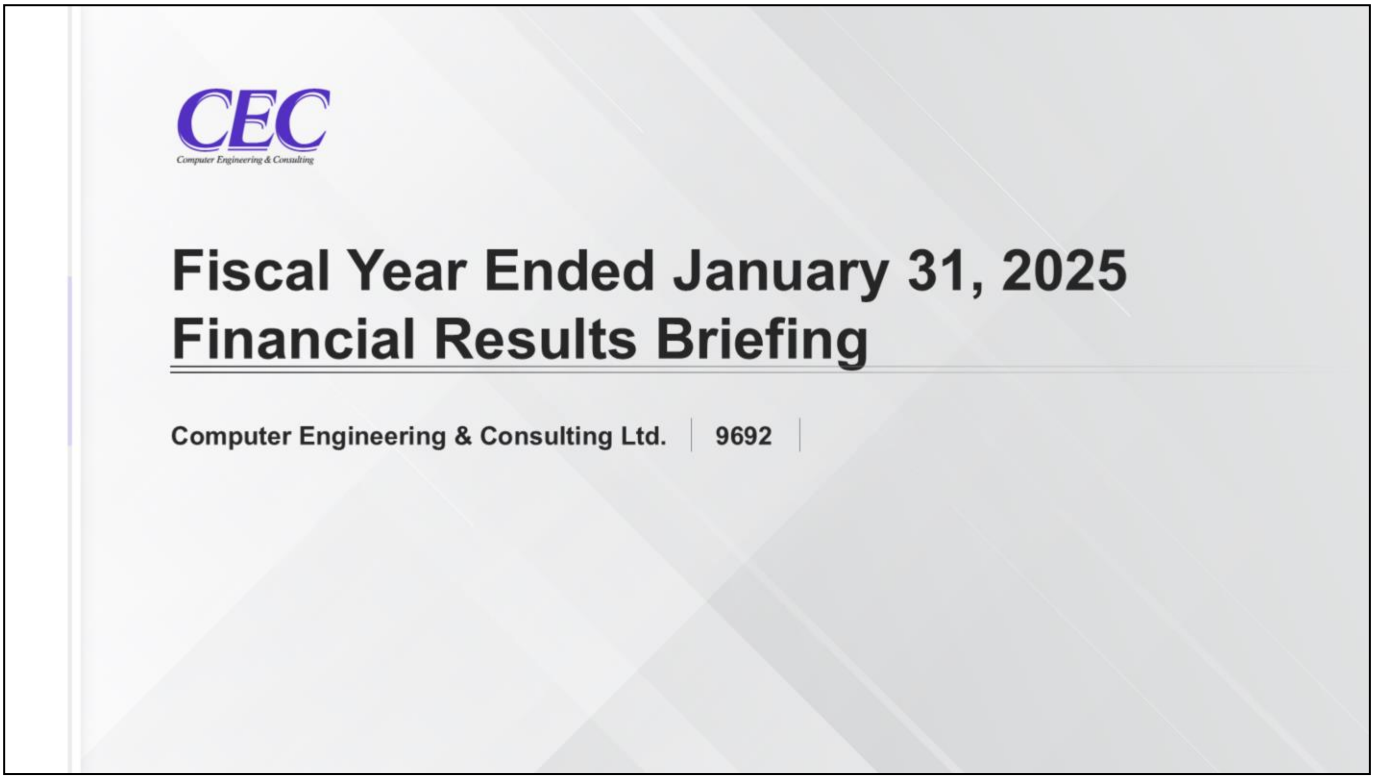


I will now provide an overview of our financial results for the fiscal year ended January 31, 2025.

My name is Himeno, President and Representative Director of CEC.

Thank you for your attention.

Agenda

Contents

Today, following the overview of our financial results, I will also present our mid-to-long-term management plans.

1

Business results for the fiscal year ended January 31, 2025

 2

First, here is an overview of our financial results for the fiscal year ended January 31, 2025.

Business results

- Solid performance in core businesses and upswing in focus businesses thanks to growing DX demand
- Net sales, operating income, and ordinary income reached record highs despite higher costs from investment in growth

(Million yen)

	FY ended January 2024	FY ended January 2025	YoY	
			Amount	%
Net sales	53,124	56,208	+3,084	+5.8 %
Gross profit	14,096	15,344	+1,248	+8.9 %
Gross profit margin	26.5%	27.3%	—	+0.8 pt
Operating income	6,361	6,696	+334	+5.3 %
Operating profit margin	12.0%	11.9%	—	(0.1) pt
Ordinary income	6,409	6,807	+397	+6.2%
Ordinary profit margin	12.1%	12.1%	—	—
Net income attributable to owners of parent	4,541	4,040	(501)	(11.0) %
Margin on net income attributable to owners of parent	8.5%	7.2%	—	(1.3) pt

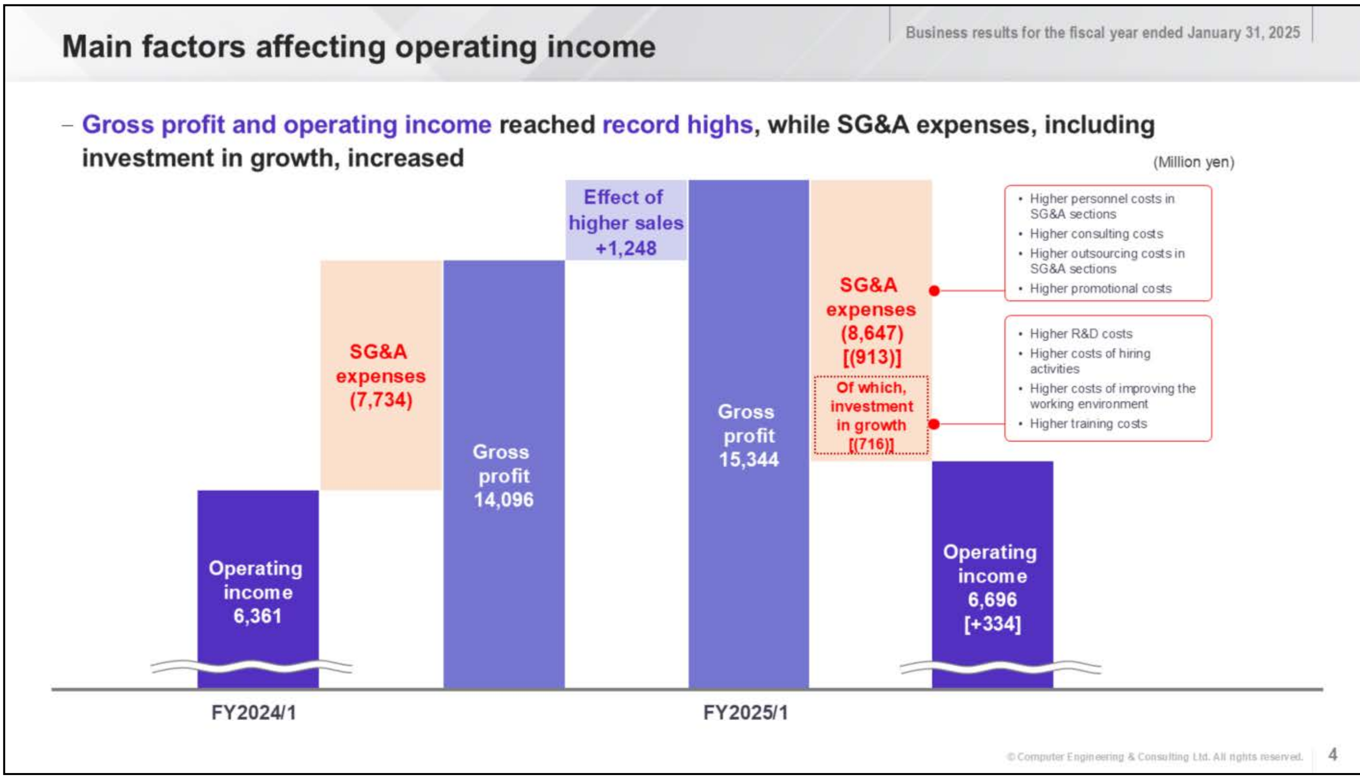
For the fiscal year ended January 31, 2025, our sales reached 56,208 million yen, an increase of 3,084 million yen compared to the previous year.

Our operating income was 6,696 million yen, an increased of 334 million yen from the prior year.

Ordinary income amounted to 6,807 million yen, up 397 million yen year-over-year.

However, due to the impairment of the data center, net income was 4,040 million yen, a decrease of 501 million yen compared to the previous year.

Driven by the increasing demand for DX, both our core and focus businesses performed well, resulting in record highs for net sales, operating income, and ordinary income.



Here are the main factors contributing to the change in operating income.

While SG&A expenses, including investments for growth, increased by approximately 900 million yen year-over-year, operating income increased by 334 million yen from the previous year due to increased profits from increased sales.

Growth investments went according to plan, resulting in a 716 million yen increase from the previous year.

These growth investments mainly consisted of R&D and enhanced recruitment expenses.

Performance by business segment

- **Net sales and profits grew in all business categories of the Digital Industry segment, centered on automotive businesses**
- **In the Service Integration segment, growth in focus businesses related to Microsoft boosted both net sales and profits**

(Million yen)

	FY ended January 2024		FY ended January 2025		YoY	
	Net sales	Operating income / operating profit margin	Net sales	Operating income / operating profit margin	Net sales [%]	Operating income [%]
Digital Industry	18,313	4,100 22.4%	20,016	5,048 25.2%	+1,702 [+9.3%]	+948 [+23.1%]
Service Integration	34,810	6,606 19.0%	36,192	6,856 18.9%	+1,381 [+4.0%]	+250 [+3.8%]
Companywide costs*	–	(4,344)	–	(5,208)	–	(863)
Total	53,124	6,361 12.0%	56,208	6,696 11.9%	+3,084 [+5.8%]	+334 [+5.3%]

* Companywide costs consist mainly of administrative section costs not attributable to any reporting segment.

Here is a look at performance by business segment.

In our Digital Industry business, sales increased by approximately 1.7 billion yen to 20,016 million yen, by capturing customers' ICT investment demand, especially in the automotive business. Operating income increased roughly 950 million yen, reaching 5,048 million yen, demonstrating an increase in both sales and profits.

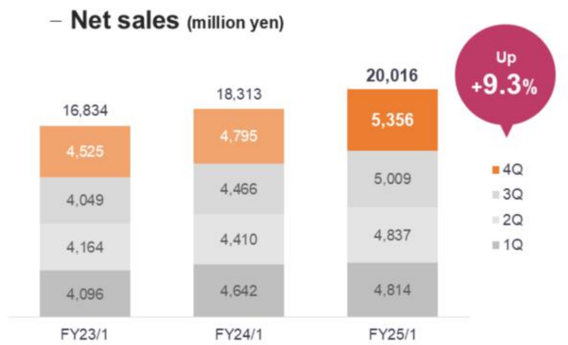
Service Integration business also experienced fluctuations in the business environment, but saw sales increase by approximately 1,380 million yen to 36,192 million yen.

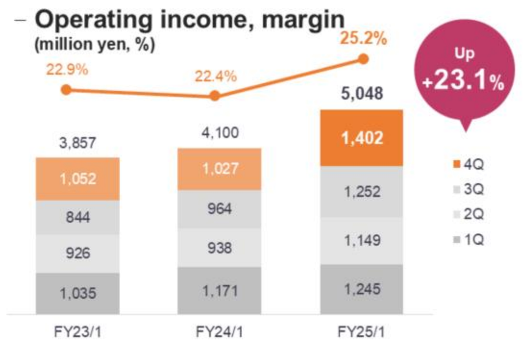
Operating income also increased by roughly 250 million yen to 6,856 million yen due to increased sales, resulting in growth in both sales and profits.

Corporate costs, which mainly consist of overhead costs, increased by 863 million yen year-over-year.

The main factors behind this increase were higher personnel costs and recruitment-related expenses.

Digital Industry Business





Business category	Change in net sales	Change in income	Points
Smart Factory			• Despite the lingering effects of restrained investment by manufacturers of machine tools, **growth in FA development** powered sales growth. • Profits grew thanks to **increased FA development** and **side-by-side DX support projects**.
Connected Services			• Sales grew due to growth in **big data analysis platform building** and **in-vehicle control development related to battery EVs.** • Profits rose accordingly as these projects expanded.
Chubu Services			• Sales grew due to **steady growth in core system development** (design area) at major customers. • Profits rose due to expanding systems development projects.
Nishinihon Services			• Sales grew due to **growth in EOL services** associated with the **LogiPull logistics solution** and replacement of customer systems. • Orders for EOL services boosted profits.

+ 10% or more   + 5 to less than 10%   +/- less than 5%   (5) to more than (10)%   (10)% or less

 6

Here's a breakdown of the Digital Industry business performance by business category.

[Smart Factory]

Regarding sales, while we continued to see restraint investment by machine tools manufacturers, our FA development showed solid growth.

On the profit side, we saw an increase in accompanying support for factory DX, resulting in double-digit growth year-over-year.

[Connected Services]

Both sales and profits increased, driven by strong performance in big data analytics platform development and battery EV in-vehicle control development.

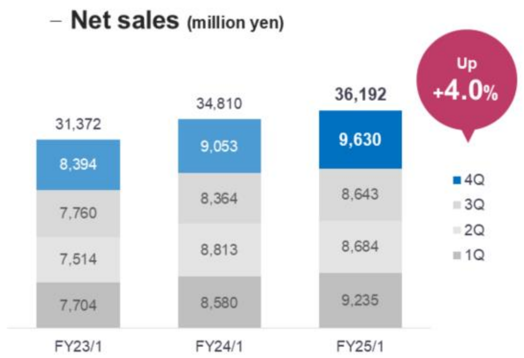
[Chubu Services]

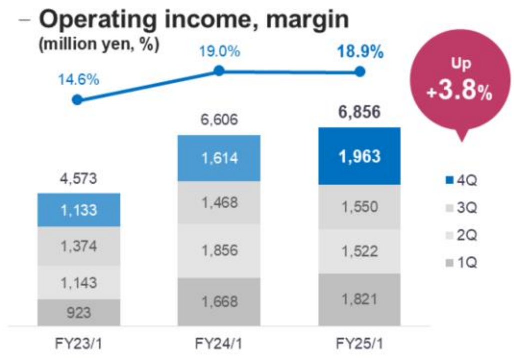
Both sales and profits increased, driven by steady performance in core system development, primarily in the design area, for major customers.

[Nishinihon Services]

LogiPull, logistics solution, and EOL services associated with customers' systems replacements made a significant contribution to profits, resulting in an increase in both sales and profits.

Service Integration Business





Business category	Change in net sales	Change in income	Points
Service Integration			• **Sales grew** due to growth in **Microsoft integration** and **migration** projects. • **Profits grew**, backed by growth in both systems development, a core business, and growth in all focus business areas.
Platform Architect			• **Security business** showed strong performance, but **the ICT infrastructure development business remained flat** due to delays in local governments construction projects. • **Profits slightly grew** while **the security business grew**, but cost of sales increased due to **the reorganization of DC.**
Group companies			• **Profit grew** due to **shift to new projects** and high-margin projects, despite a leveling off in system development for the financial sector.

+ 10% or more　+ 5 to less than 10%　+/- less than 5%　(5) to more than (10)%　(10)% or less

 7

Here's a breakdown of the Service Integration business performance by business category.

[Service Integration]

Our sales increased due to the growth of the integration business with Microsoft Corporation and migration projects, which are our focus businesses, driven by DX demand.

Profitability also improved, supported by the strong performance of our core system development business.

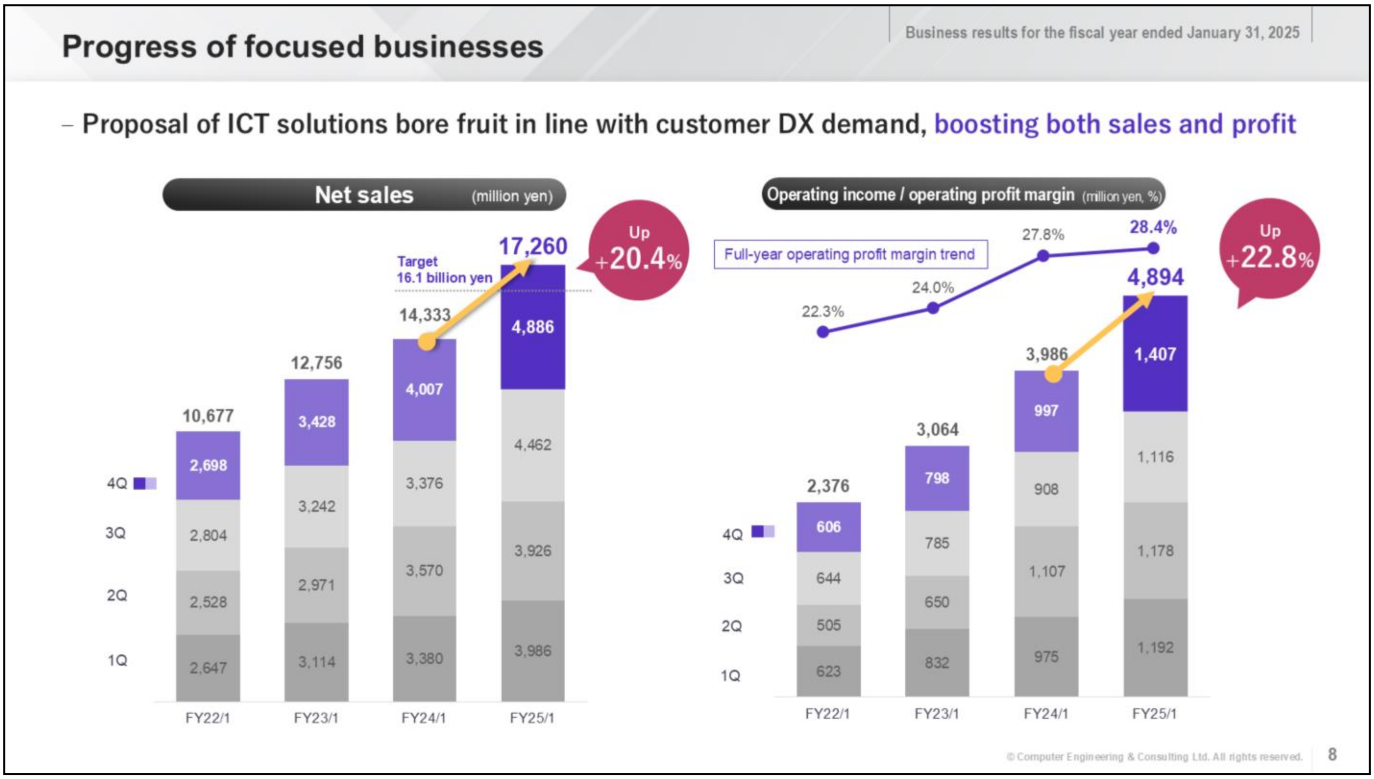
[Platform Architect]

Regarding sales, our security business, a key focus area, performed strongly. However, our ICT infrastructure development business remained flat due to delays in scheduled large projects, including government cloud initiatives.

Profitability saw only a slight increase due to rising costs associated with the data centers restructuring.

[Group Companies]

While system development for the financial sector has plateaued, a shift to new and high-margin projects has driven double-digit profit growth.



This is the progress of the entire focus business.

Proposals in line with customers' DX demand were successful, and sales increased approximately 3 billion yen from the previous year to 17,260 million yen.

Profit also increased approximately 900 million yen from the prior year to 4,894 million yen.

Sales and profits both exceeded our projections.

While we experienced a year-over-year decline due to the completion of large-scale security projects from the previous fiscal year, we successfully offset this impact through growth in other areas, resulting in an increase in both sales and profits.

Details of progress on focus businesses

– Mobility, Microsoft-related services, and security services led overall performance.

		Percentage of sales target achieved	
Digital Industry	Production and logistics solutions	Percentage of sales target achieved: 111.9%	• **Production**: **Manufacturing side-by-side DX support services grew** despite the continuing effects of restrained investment by major customers. • **Logistics**: **Logistics systems development grew** for the air transport and automotive industries.
	Mobility services		• Performance remained solid for cloud development and in **Big Data analytics platform-building** for the automotive industry. • **BEV-related onboard controls development** is expanding.
Service Integration	Microsoft-related services	Percentage of sales target achieved: 103.3%	• Demand for low-code solutions grew. **Dynamics 365** and **Power Platform saw strong performance**. • Consulting projects involving **generative AI (Azure OpenAI) services** expanded.
	Migration services		• Migrations targeting the **transition to the cloud** and **strengthening security** remained solid. • Inquiries about **office computer migration** grew.
	Security services		• Orders grew for **security monitoring services (SOC)** from Boards of Education and the medical market. • Inquiries from financial institutions and local governments concerning **our SmartSESAME** PC Logon product increased.
	DX cloud platform		• We plan to provide the **BizAxis* integrated cloud infrastructure** at our data centers.

* Service provision began March 3, 2025.

 9

Here is an overview of the performance in each of our focus business areas.

Details omitted for brevity.

[Digital Industry]

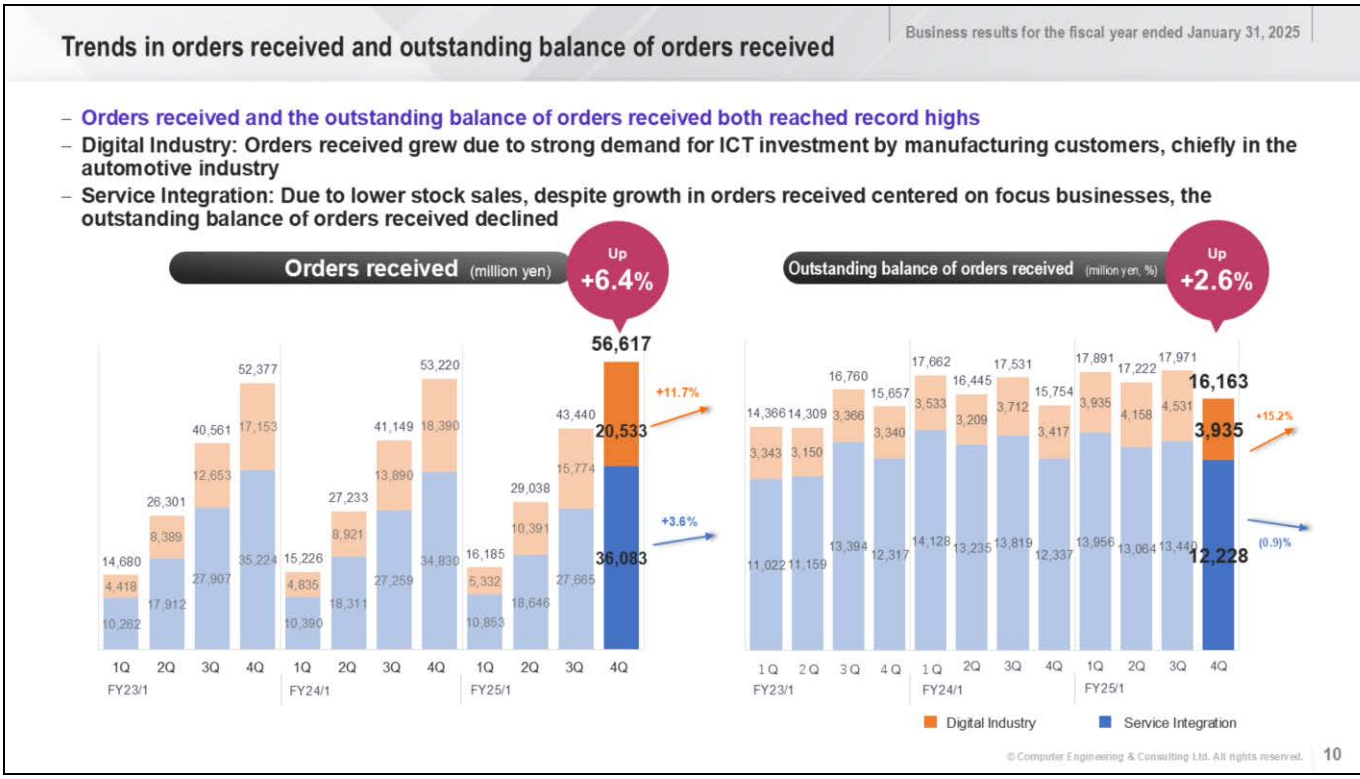
Driven by robust investments from automakers, we experienced growth in development and services in the mobility area.

[Service Integration]

The increased demand for CRM and low-code development has led to growth in the integration business with Microsoft Corporation.

Migration and security services also remained strong.

We launched our DX Cloud platform, “BizAxis”, in February and are now focusing on expanding its sales.



This slide presents order status.

Orders for both Digital Industry and Service Integration were solid, resulting in a year-on-year increase of 6.4%, or approximately 3.4 billion yen, reaching a record high of 56.6 billion yen.

The outstanding order balance also increased, primarily driven by the Digital Industry, showing a year-on-year growth of 2.6%, or approximately 400 million yen.

Although Service Integration order backlog has decreased year-over-year, this is a temporary decline due to the data center reorganization. Sales are being recognized as planned, so we do not see any particular concerns.

Sales by industry

(Million yen)

	FY24/1	FY25/1	YoY Amount	YoY %
Manufacturing [Share of total]	23,018 (43.3%)	**24,414 (43.4%)**	+1,395	+6.1%
Telecommunications/ information services [Share of total]	14,102 (26.5%)	**14,117 (25.1%)**	+15	+0.1%
Finance [Share of total]	4,872 (9.2%)	**5,011 (8.9%)**	+138	+2.8%
Distribution [Share of total]	3,129 (5.9%)	**3,852 (6.9%)**	+722	+23.1%
Government agencies [Share of total]	3,580 (6.7%)	**4,226 (7.5%)**	+646	+18.1%
Other [Share of total]	4,420 (8.3%)	**4,586 (8.2%)**	+165	+3.7%
Total	53,124 (100%)	**56,208 (100%)**	+3,084	+5.8%

Key points by industry
[Manufacturing] Steady progress in systems development for automotive industry
[Telecommunications/information services] Unchanged YoY due to the completion of large-scale migration projects
[Finance] Orders for infrastructure development projects are expanding
[Distribution] Growth in new CEC SOC and Power Platform projects
[Government agencies] Demand for system upgrades drove growth

 11

This slide presents sales by industry.

All industries experienced year-on-year growth.

[Manufacturing]

ICT investments by existing customers, particularly automobile manufacturers, remained strong.

[Distribution]

There was an increase in low-code projects related to Microsoft services and security monitoring services (SOC).

[Government agencies]

Although the local government cloud migration project was delayed, there is an increase in revenue due to renewal demand from existing central government agencies.

Balance Sheet

(Million yen)

	FY24/1	FY25/1	Amount	%
Current assets	39,005	**39,114**	+109	+0.3%
Cash and deposits (included above)	26,714	**25,472**	(1,241)	(4.6)%
Non-current assets	12,385	**13,521**	+1,136	+9.2%
Total assets	51,391	**52,636**	+1,245	+2.4%
Current liabilities	9,006	**10,389**	+1,383	+15.4%
Non-current liabilities	1,597	**1,844**	+247	+15.5%
Shareholder equity	40,760	**40,365**	(394)	(1.0)%
Equity ratio	79.3%	**76.7%**	–	(2.6) pt

Points
Assets: Up Growth in accounts receivable - trade and contract assets
Liabilities: Up Growth in income taxes payable
Shareholder equity: Down Decreased due to acquisition of treasury shares

This slide presents Balance Sheet Status.

[Assets]

Accounts receivable and contract assets have increased, while deposits and cash equivalents have decreased due to the acquisition of treasury shares.

[Liabilities]

This is due to an increase in income tax payable.

[Shareholder equity]

Decreased due to the acquisition of treasury shares.

As a result, the equity ratio decreased by 2.6 points from the previous year to 76.7%.

2

Review of the previous Medium-term Management Plan

Here is a review of the previous medium-term management plan.

Performance targets and results

– **Targets were achieved for ordinary income, ordinary profit margin, ROE, and payout ratio**

	FY ended January 2022 actual	FY ended January 2025 target*	FY ended January 2025 actual (vs. FY ended January 2022)	
Net sales	45.2 billion yen	56.5 billion yen	56.2 billion yen	CAGR 7.5%
Ordinary income	4.2 billion yen	6.3 billion yen	68 billion yen	CAGR 16.7%
Ordinary profit margin	9.5%	11% or higher	12.1%	+2.6 pt
ROE	8.7%	9.2%	10.0%	+1.3 pt
Payout ratio	46.1%	40% or higher	44.9%	(1.2) pt

* The targets were revised upon account settlement for the fiscal year ended January 2024.

This is a comparison with three years ago.

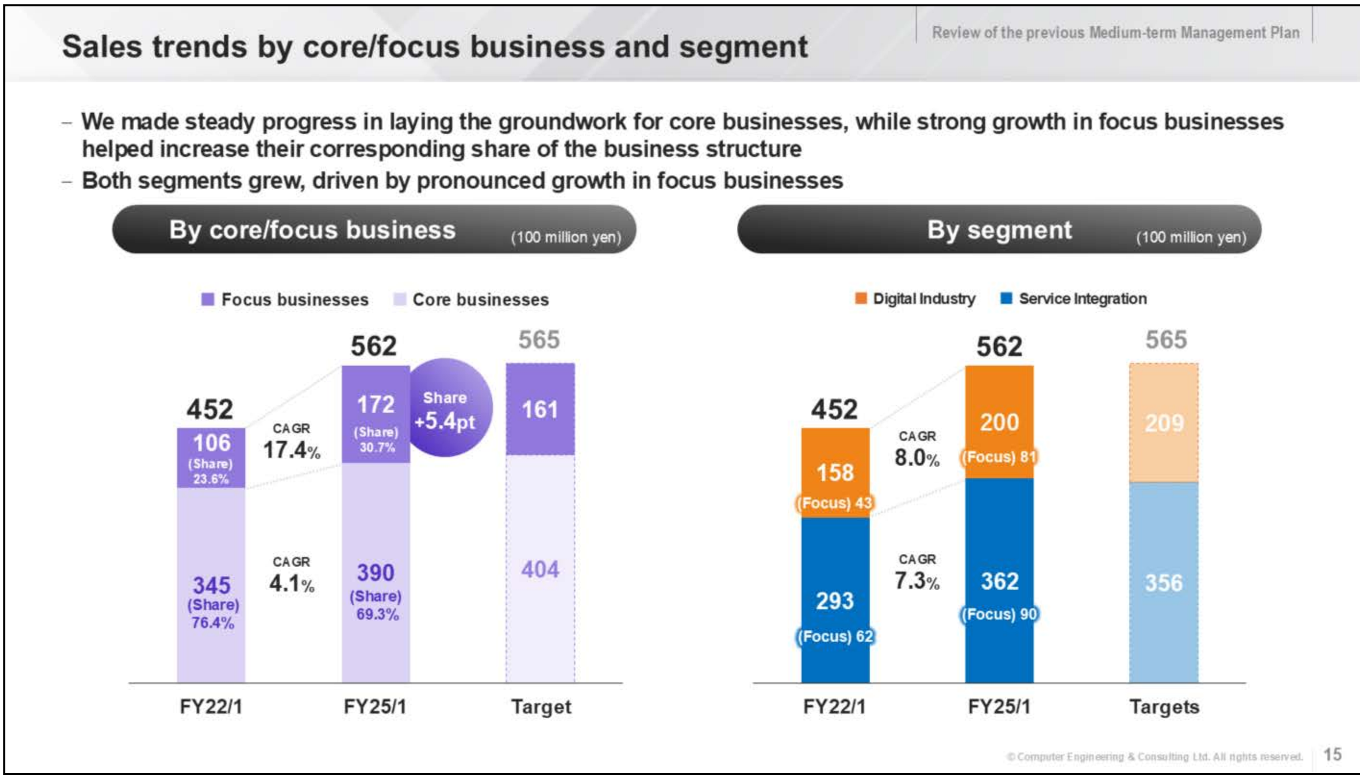
As for key management indicators, net sales increased by 11 billion yen, with a CAGR of 7.5%.

Ordinary income increased by 2.6 billion yen, with a CAGR of 16.7%.

The ordinary income margin also improved by 2.6 points.

ROE improved by 1.3 points.

Although we revised our profit targets, we were able to achieve the revised figures.



This shows the sales trend by core/focus areas and segments.

Regarding core and focus businesses, the focus businesses have shown a 17% CAGR growth, the composition ratio has exceeded 30%, progressing as originally planned.

Regarding business segments, the Digital Industry demonstrated an 8% CAGR increase, exceeding that of Service Integration.

Status of Basic Policies (1)

– Performance improved due to stronger business capabilities and stronger human resources and technical capabilities and improvements in the management foundations that support them

1. Strengthening business capabilities

- **Strengthening focus businesses**
  – Sales and profit of focus businesses increased, led by the four areas of mobility, Microsoft-related services, security, and migration
- **Service expansion**
  – We created services for specific industries and businesses and services in new business areas
- **Strengthening sales capabilities**
  – We established the new Sales Unit, and stronger companywide sales boosted sales to and gross profit from the top 30 customers

2. Strengthening HR and technical capabilities

- **Cultivating human resources**
  – We strengthened the development of DX and PM human resources, revised training systems, enhanced training curricula, and made skills visible for efficient training
- **Hiring**
  – To secure diverse human resources, we employed referral and alumni hiring and strengthened hiring in rural areas
- **Personnel system, welfare**
  – We developed more comfortable working environments through personnel system revisions (i.e., revising roles and career paths), improving salaries and compensation, and enhancing employee engagement

Focus business areas CAGR	Top 30 customers by sales	Percentage of women employees	Net increase in employees
17.4% (FY22/1→FY25/1)	Sales up 30% Gross profit up 43% (FY22/1→FY25/1)	21.1%→25.1% (FY22/1→FY25/1)	+86 persons (FY22/1→FY25/1)

During the previous medium-term management plan, we pursued our basic policies of strengthening business capabilities, human resources and technical capabilities, and management foundations.

Firstly, regarding the strengthening of business capabilities, mainly focus businesses such as mobility, Microsoft-related services, Security, and Migration grew above planned figures.

Regarding the strengthening sales capabilities, a new sales unit was established last year, resulting in approximately a 30% increase in transaction value from our top 30 customers, through companywide cross-sectional sales initiatives.

Secondly, in terms of the strengthening of human resources and technical capabilities,

the number of employees increased by 86 due to enhanced recruitment efforts.

Regarding training, we have been working on developing DX and PM talent through curriculum enrichment.

In terms of compensation, we have revised the personnel system and increased average salaries.

Status of Basic Policies (2)

3. Strengthening management foundations

● ESG

- Increasing numbers of ISO 14001-certified facilities
- Stronger corporate governance

  Shift to the organization of a company with an audit and supervisory committee

  Establishing a nomination and remuneration committee

  Increasing outside directors and appointing female directors

● In-house DX

- Formulating an overall plan
- Automating and using the cloud in business processes

● Strengthening the financial foundations

- Enhancing returns to shareholders
- Investing in growth to strengthen business capabilities

CO^2 emissions (FY2024, Scopes 1, 2)	2023/2024 Certified Health & Productivity Management Outstanding Organizations Recognition	Increasing annual dividends	Acquisition of treasury stock
Down 45.4% (vs. FY2016)	2024 健康経営優良法人 Health and productivity	40 yen→55 yen (FY22/1→FY25/1 plan)	5.0 billion yen in treasury stock acquired (FY23/1: 2.0 billion yen FY25/1: 3.0 billion yen)

Lastly, regarding the strengthening of management foundations, we have established the Audit and Supervisory Committee and the Nomination and Remuneration Committee.

CO2 emissions have been reduced by 45% compared to fiscal 2016.

Regarding shareholder returns, we have increased the annual dividend to 55 yen per share.

We have also implemented share buybacks totaling 5 billion yen.

Thus, in the previous medium-term management plan, we focused on strengthening our business, human resources, and management foundation, striving to enhance our corporate value.

From here, I will discuss our medium-to-long-term management plan.

Outlook on the environment and action policies

VISION 2030

– **Promoting business reforms and expanding our value provision from customers to society by approaching the rapidly changing business environment as an opportunity for growth**

	Outlook on the environment	Action policies
IT market	**Rapid growth and business environmental changes in the IT market** • The advanced IT market is growing rapidly, rivalling the traditional IT market in scale • The business environment is changing. Opportunities to provide value are growing in advanced IT domains, alongside continuing demand to address and update legacy systems	**Business portfolio evolution and reform** • Reorganizing business segments and migrating from labor-intensive businesses to an approach based on service provision • Leveraging knowledge of advanced IT and traditional IT to grow services capable of adapting flexibly to increasingly complex customer needs
Population structure	**Increasing importance of passing along skills and HR development along with workforce shrinkage** • A shrinking workforce as baby-boom junior reaches retirement • Growing importance of passing along skills from aged engineers and training young engineers	**Evolving personnel measures to enhance hiring and HR development** • Building systems to attract diverse human resources and develop skills to the fullest • Promoting measures in line with an HR portfolio linked to business strategies
Advanced technology	**Responding to expanding customer needs generated by the rapid progress of advanced technology** • Rapid progress in cloud, AI, and other advanced technologies • Expanding range of customer needs addressable via advanced technologies	**Promoting new value provision using advanced technologies** • Expanding value provided by combining traditional and advanced technologies • Securing advanced technologies through joint efforts with new business partners • Harnessing advanced technologies to create new businesses and enhance services provided
Sustainability	**Responding to the growing societal demand for sustainability** • Accelerating ESG investment and rising demand for nonfinancial disclosure • Need for corporate contributions to realizing a sustainable society	**Promoting solutions to social issues through businesses** • Promoting sustainability management and aggressive disclosure • Fostering a long-lasting organizational culture to support efforts to meet real-world customer needs; promoting human capital management

 19

First, regarding VISION 2030.

Before going into the main point, I would like to explain the business environment surrounding us and our action policies.

[IT Market]

We will respond to rapid changes in the business environment by restructuring our business and expanding our services.

[Population structure]

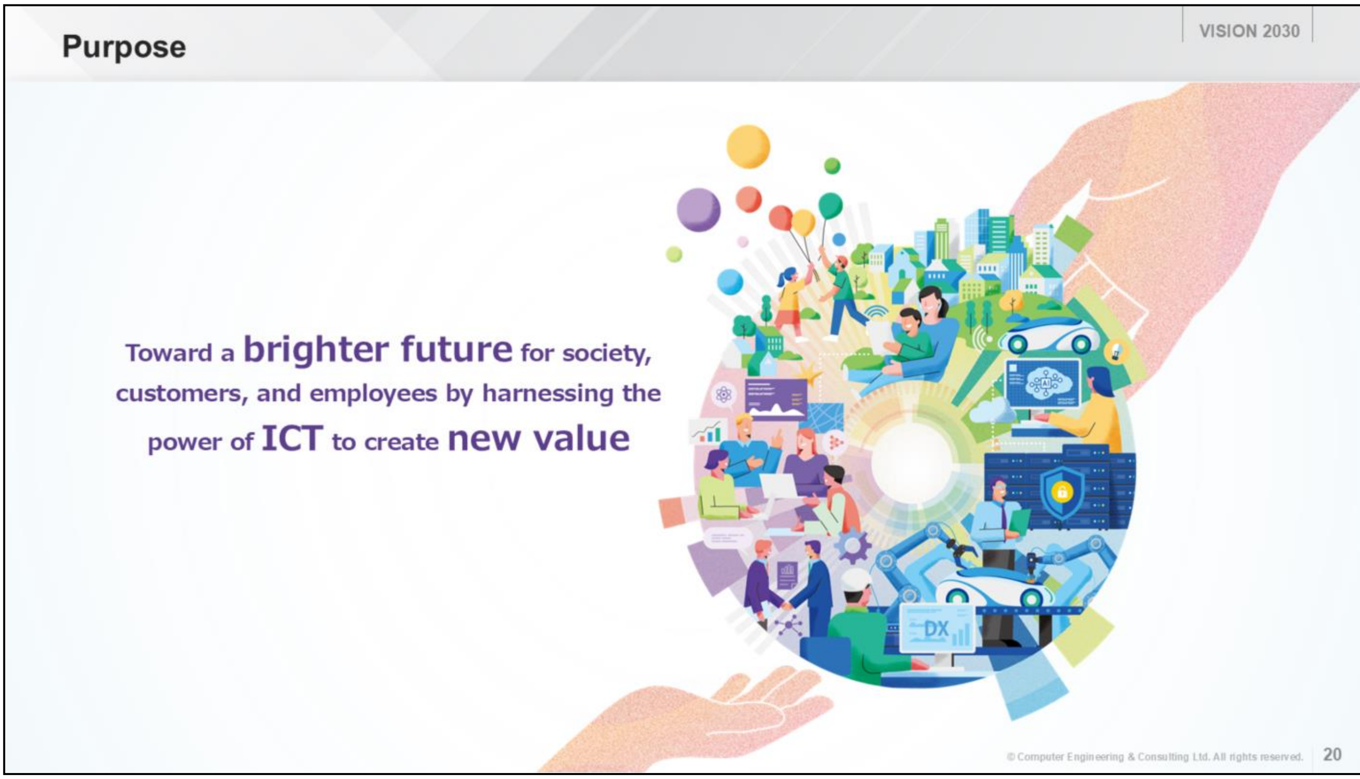
To address the declining workforce, we will make efforts to further strengthen diverse recruitment and training.

[Evolution of advanced technology]

Our dedicated department researches cutting-edge IT technologies, incorporates them into our own products, and promotes the creation of an ecosystem with our business partners.

[Sustainability]

We will respond to the realization of a sustainable social by promoting sustainable management and human capital management.



We have formulated a new purpose.

Toward a brighter future for society, customers, and employees by harnessing the power of ICT to create new value

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The graphic on the right is a visual representation.

The circle represents a bright future realized by ICT, showing how it is being handed down from the parent generation on the upper right to the child generation on the lower left.

We will promote "VISION 2030" with this Purpose as our compass and direction.

This is the basic policy of VISION 2030.

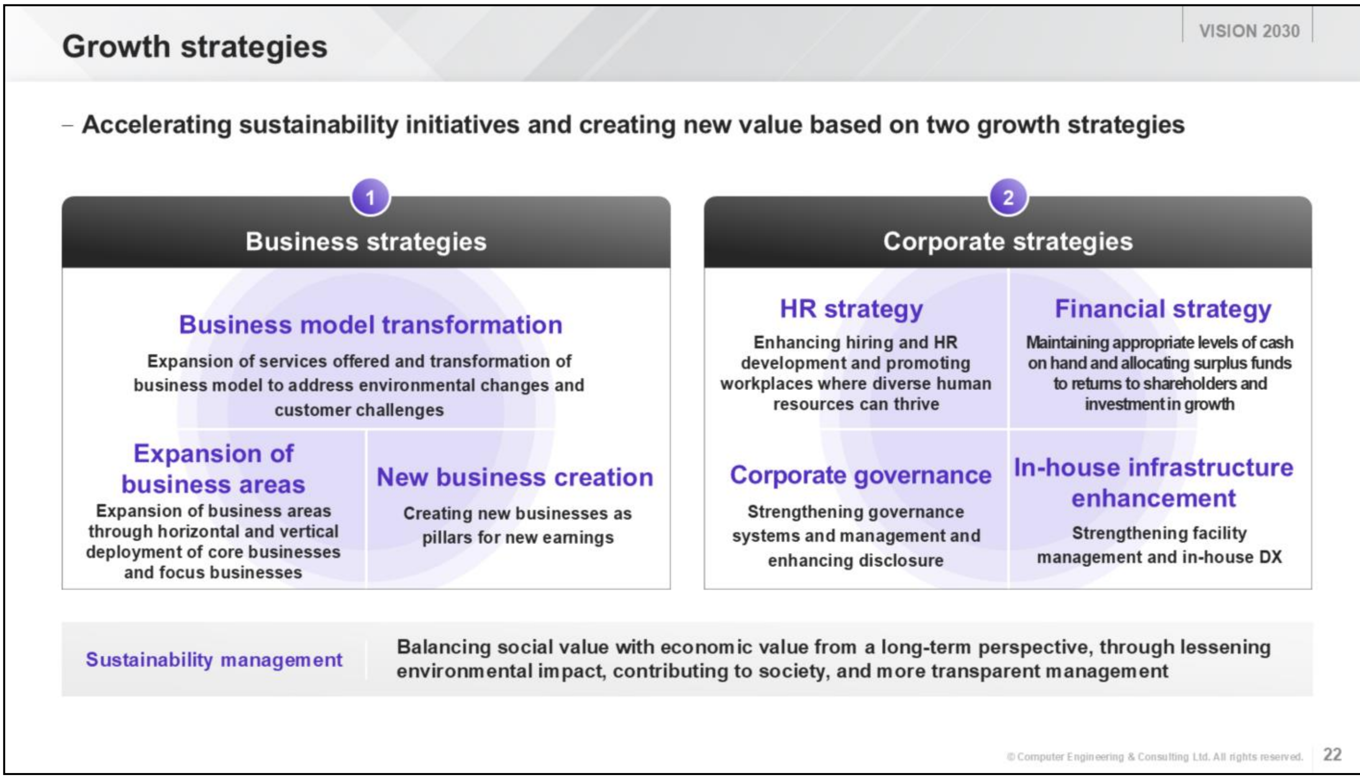
Ongoing evolution and growth as an essential company

We have two three-year med-term plans leading up to 2030.

The first three years, designed as the 1st stage or growth phase, will focus on

“Accelerating business reforms" to strengthen profitability.

For the following three years, the 2nd stage or expansion phase, our theme will be “expanding value created.“ We will strive for further evolution as an essential company.



Our growth strategy comprises two key components: Business Strategies and Corporate Strategies.

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① Our business strategy will focus on these three key themes:

・Expanding services and transforming business models to address environmental changes and customer challenges.

・Vertical and horizontal expansion of our core and focus business areas.

・Creating new businesses to establish the next revenue pillars.

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② Our corporate strategy will focus on these four themes.

・Human resources strategy to further enhance recruitment and talent development.

・Financial strategy to improve capital efficiency.

・Corporate governance to strengthen our organization and operations, and to enhance information disclosure.

・Strengthening in-house infrastructure to promote company-wide DX.

We will promote these strategies with a long-term perspective to achieve sustainable management.

Management targets

– **Seeking further increases in corporate value by balancing enhanced earnings with sustained growth**

		1st stage Medium-term Management Plan 2025–2027	2nd stage Medium-term Management Plan 2028–2030
	FY ended January 2025 actual	FY ending January 2028 target	FY ending January 2031 target
Net sales	56.2 billion yen	72.0 billion yen	100.0 billion yen
Operating income / margin	6.69 billion yen/11.9%	8.6 billion yen/11.9%	14.3 billion yen/14.4%
Net income / margin	4.0 billion yen/7.2%	6.2 billion yen/8.6%	10.0 billion yen/10.0%
ROE	10.0%	14% or higher	20% or higher

Next, our management targets.

For the fiscal year ending January 31, 2031, we have set targets of 100 billion yen in net sales, 14.3 billion yen in operating income, and 10 billion yen in net income.

Capital policies

VISION 2030

– Considering **ROE as the most important management indicator**, we will aim to utilize equity capital efficiently and increase corporate value by being conscious of balancing growth investment, shareholder returns, and capital structure

Enhancing growth investments

Investing for the future

Improving profitability by allocating cash on hand and business revenues to investment in growth

- HR investments
- R&D investment
- M&A investment, etc.

Enhancing shareholder returns

Dividends

Planning a payout ratio of 50% or higher

Acquisition of treasury stock

Planning to acquire a certain amount of treasury shares

Revising the capital structure

Cash on hand

Beginning to reduce cash on hand through enhanced investment in growth and shareholder returns

Fundraising

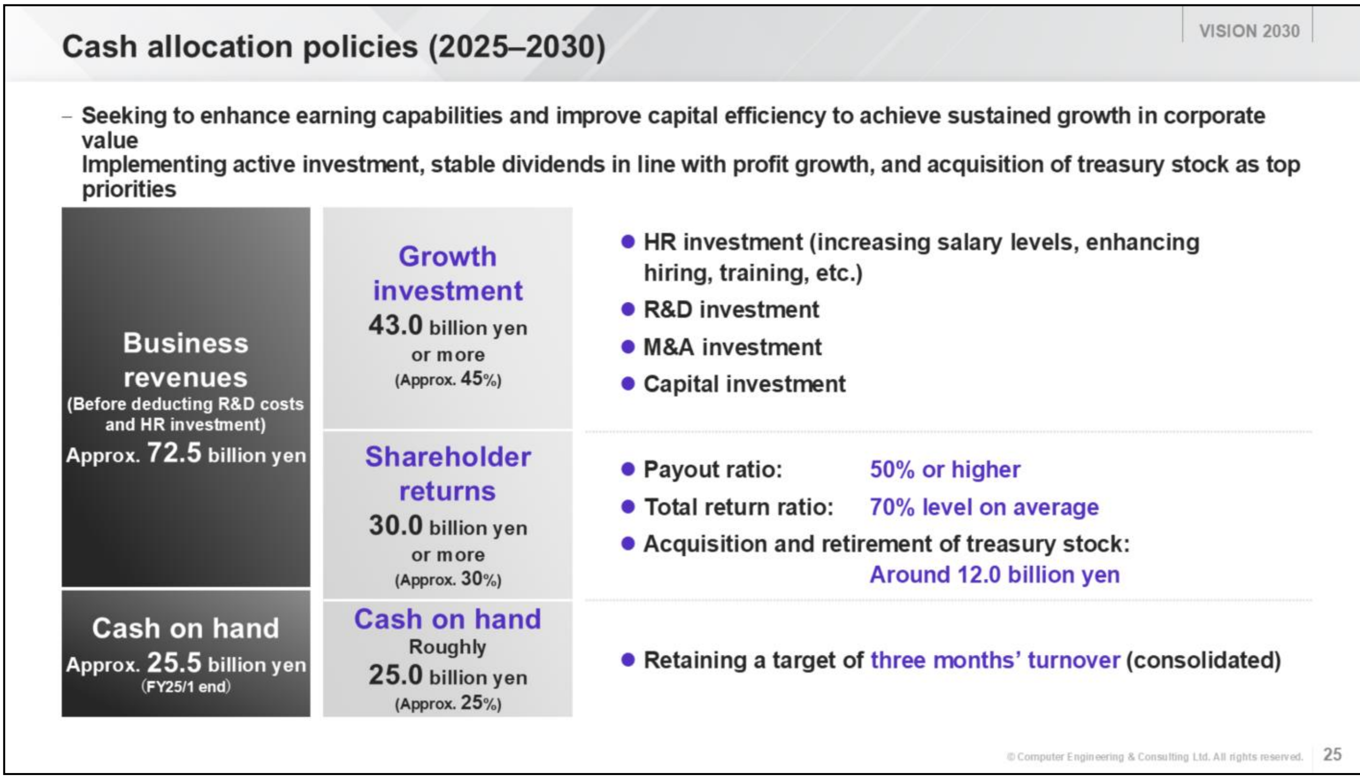
Targeting a DE ratio of 0.5 if fundraising is needed to invest in growth

Realizing cash allocation targeting greater capital efficiency

Target ROE: 20% or higher

 24

Regarding capital policies, we will enhance growth investments, strengthen shareholder returns, and review our capital structure, aiming to achieve an ROE of 20% or higher.



Here is the specific allocation.

We anticipated approximately 98 billion yen in funds from business revenue and cash on hand by 2030.

Of this, approximately 45%, or over 43 billion yen, will be allocated to growth investments, primarily including human resources investment, R&D, M&A, and capital investment.

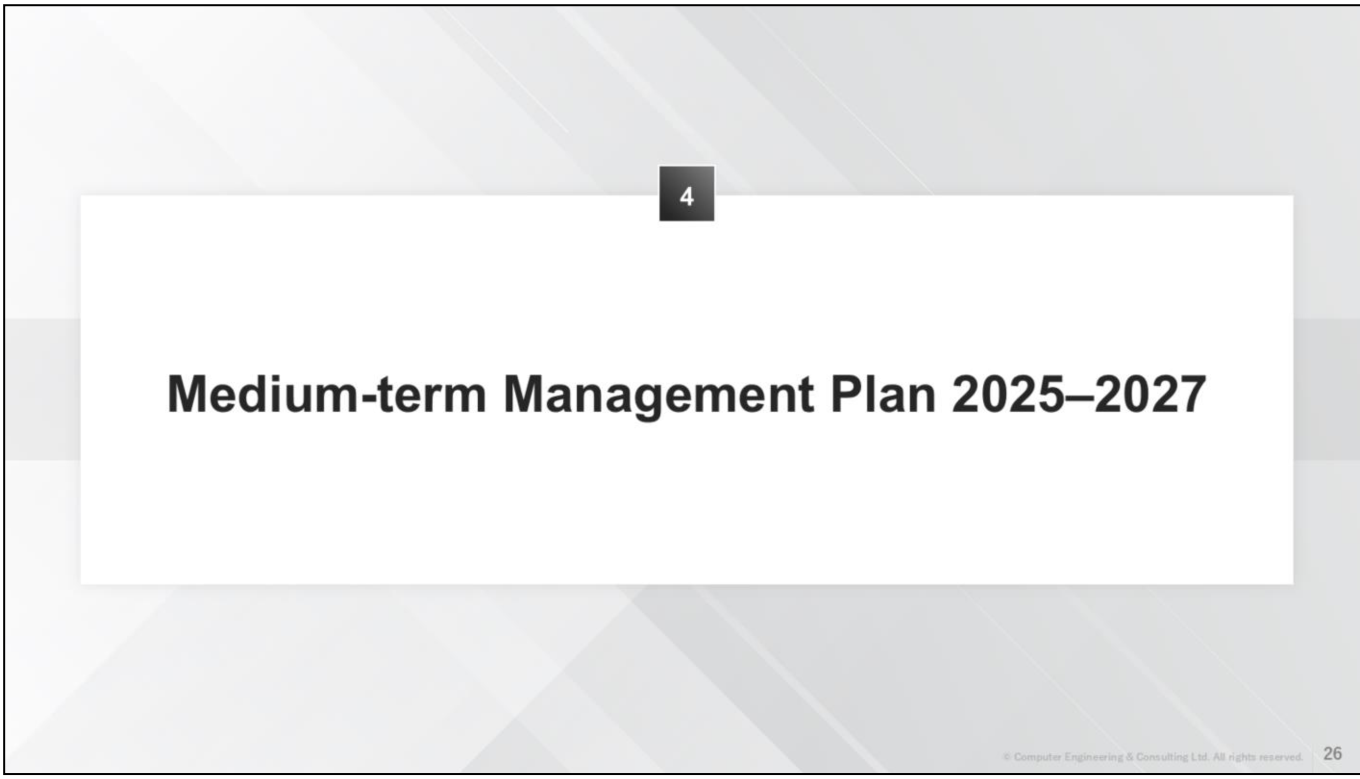
We will allocate approximately 30 billion yen, or 30% of our funds, to shareholder returns.

Our target is a dividend payout ratio of at least 50% and a total return ratio of at least 70%.

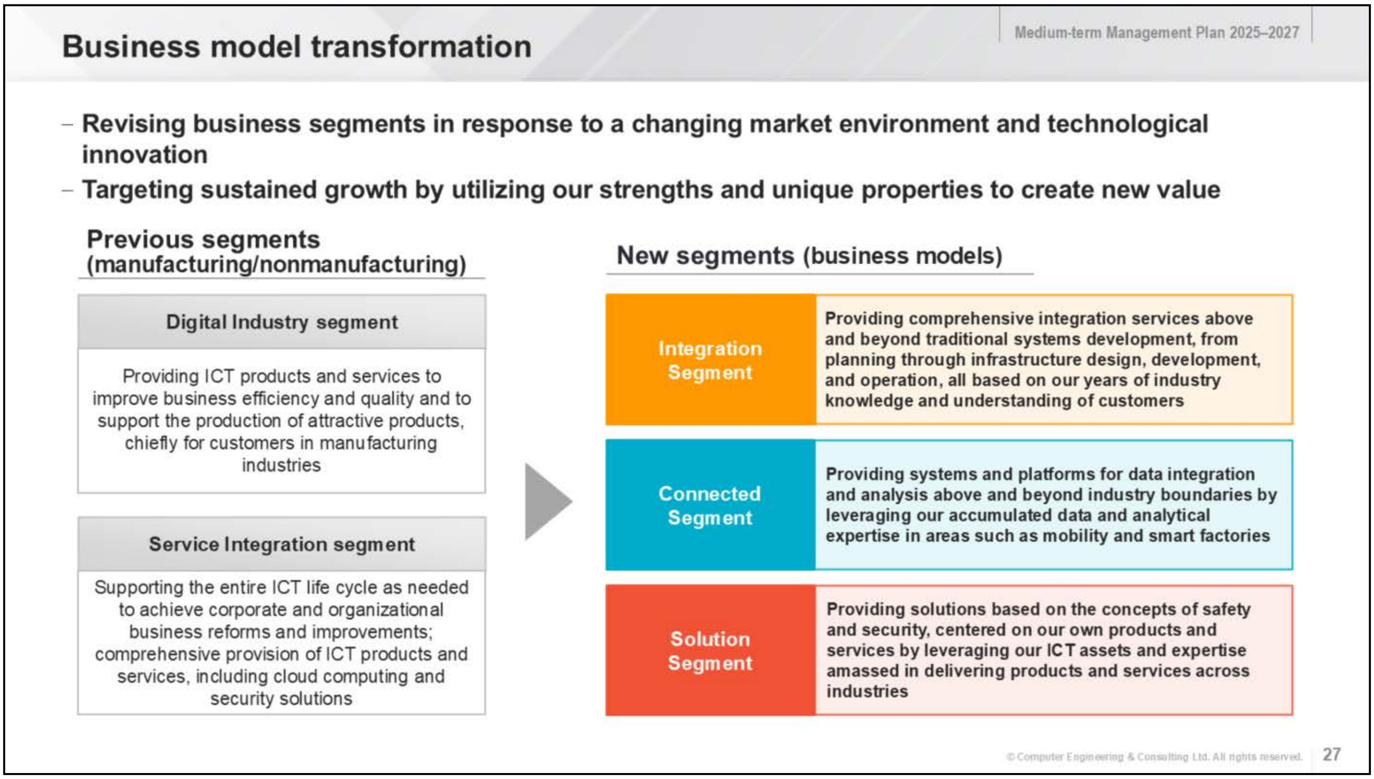
We plan to invest around 12 billion yen in share buybacks.

We will maintain approximately 25 billion yen, or 25% of our cash on hand.

This amount is targeted to cover three months of monthly sales.



Now, let’s move on to our three-year medium-term management plan, starting this year.



The most significant change in business strategies is the reorganization of our business segments.

Previously, we primarily provided IT services to the “manufacturing” and “non-manufacturing” sectors.

However, over time, the boundaries have become blurred, making it difficult to differentiate our strengths and characteristics.

In our new segments, we have clearly defined our core business models and strengths, and subsequently reorganized our business segments.

[Integration Segment]

This business segment, centered on our core systems development, leverages our extensive industry knowledge and focuses on customer-specific operations, which we have cultivated over the years.

We provides not only development but also one-stop integration services, from planning and proposal to infrastructure and operation.

[Connected Segment]

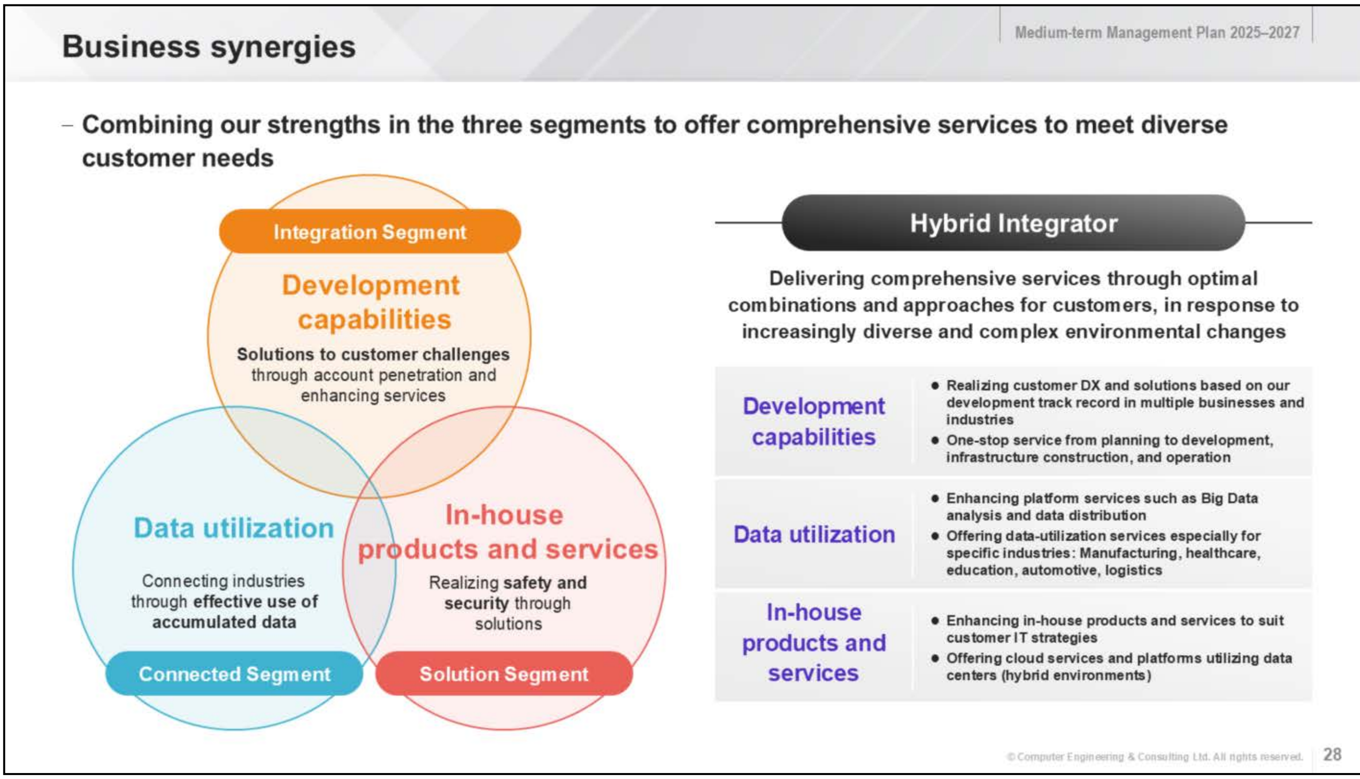
This business segment will center around digital data.

We will leverage our expertise in utilizing data collection products and mechanisms within mobility, IoT, and smart factory fields, where we have a proven track record, to accumulate and analyze data. We will then expand and develop our business by facilitating data utilization across various industries.

[Solution Segment]

This business segment will focus on solutions centered around our proprietary products and services.

Regardless of industry or business type, we will develop and expand services based on the concept of "safety and security," leveraging our data centers and integrated cloud infrastructure.



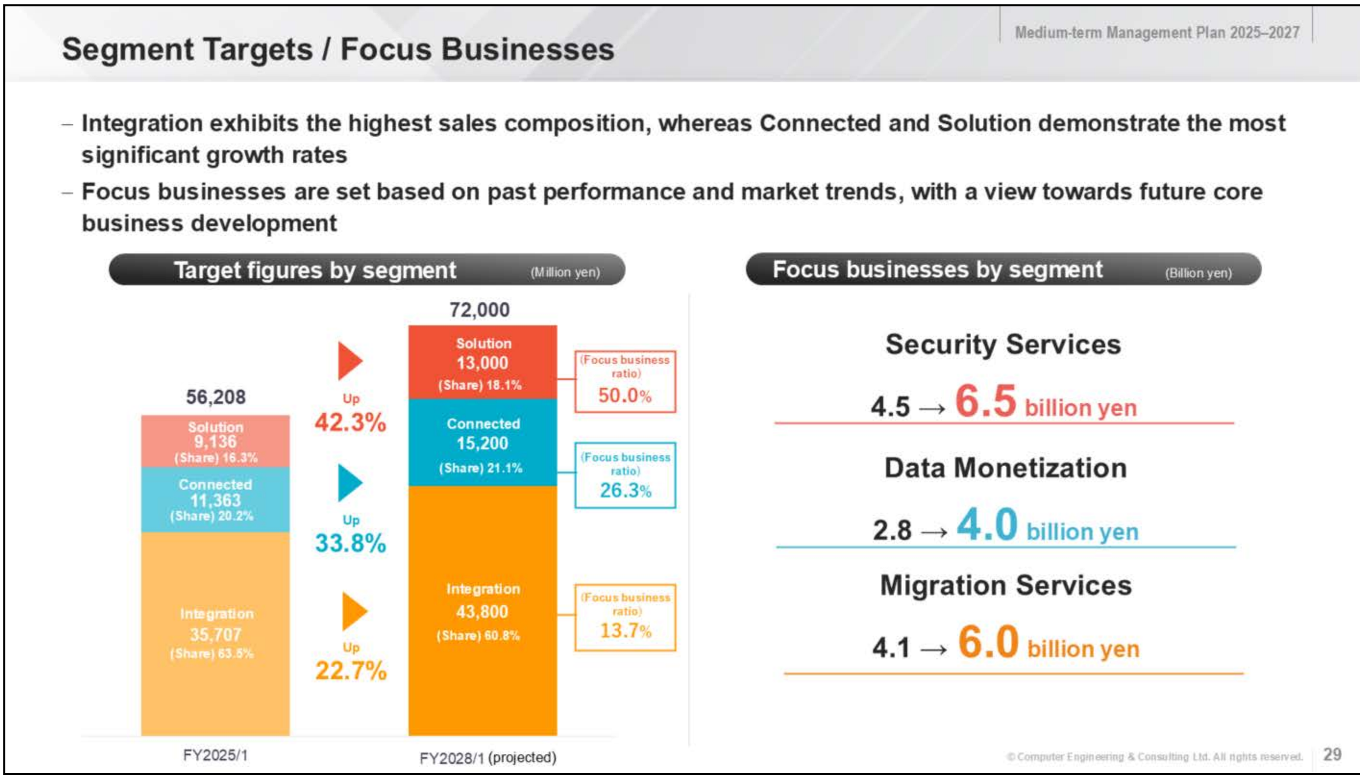
We will also generate business synergies by combining strengths and features of our three business segments.

Integration Segment: Development and advanced technical capabilities

Connected Segment: Data utilization

Solution Segment: In-house products and platforms

As a hybrid integrator, we will provide comprehensive services that leverage these combined strengths.



These are our segment-specific targets.

Integration Segment, which centers on our core systems development and serves our largest existing customer base, accounts for over 60% of our sales.

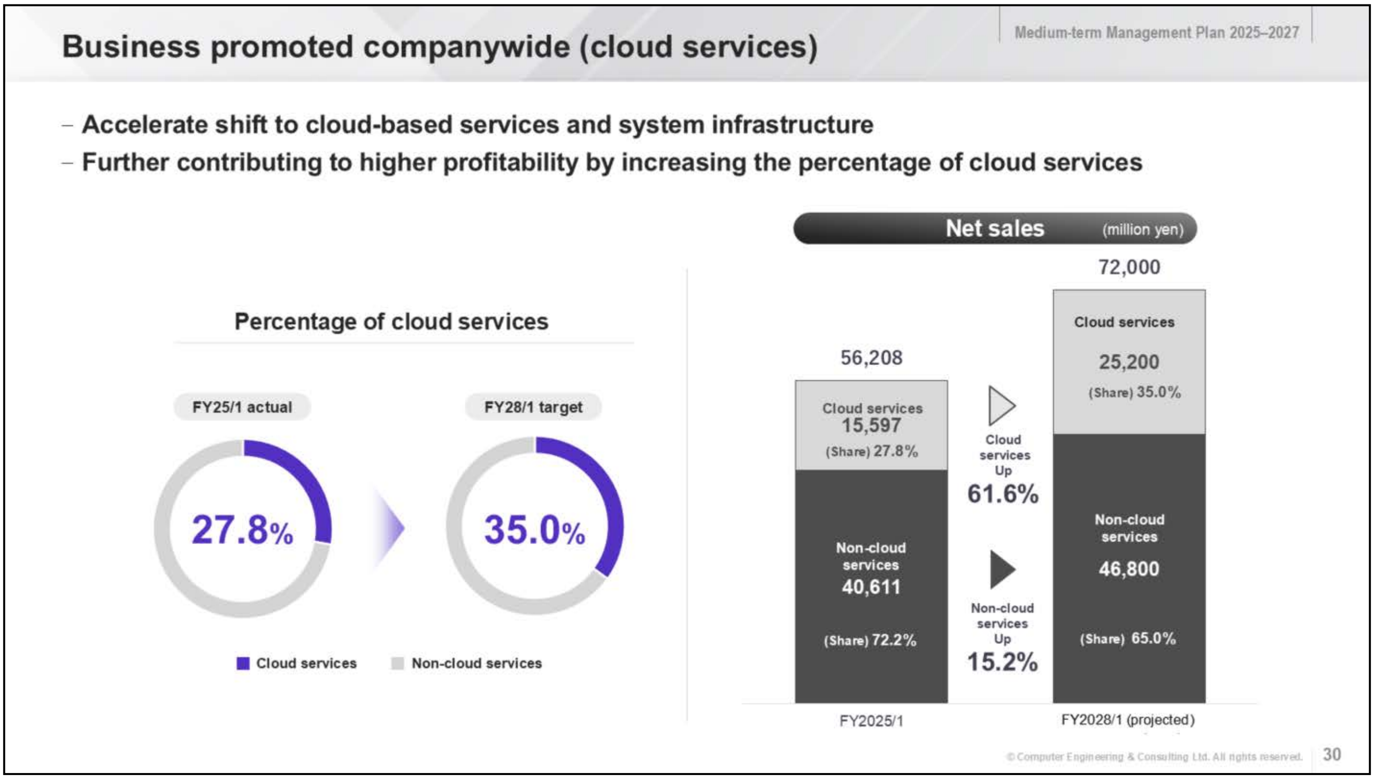
In terms of growth rate, we project significant growth in the service-centered Connected and Solution segments.

We have identified one focus business for each segment.

Security and migration remain focus businesses from the previous mid-term management plan, although we have slightly redefined our target scope.

While data monetization currently represents a small percentage of our sales,

we are focusing on it as a focus business, including the establishment of a business model, with the goal of developing it into a core business in the future.



We will also accelerate our overall transition to the cloud.

Moving forward, we will offer our products and services primarily in a SaaS model.

Furthermore, we will lead our customers to shift their system infrastructure to our cloud-integrated platform, BizAxis, which utilizes our own data centers.

This will contribute to further profit enhancement.

Management targets

– **Promoting acceleration of business transformation toward the aims of VISION 2030**

1st Stage Medium-term Management Plan 2025–2027

		FY ended January 2025 actual	FY ending January 2026 target	FY ending January 2028 target
Financial indicators	Net sales	56.2 billion yen	60.5 billion yen	72.0 billion yen
	Operating income / margin	6.69 billion yen/11.9%	6.78 billion yen/11.2%	8.6 billion yen/11.9%
	Net income / margin	4.0 billion yen/7.2%	4.9 billion yen/8.2%	6.2 billion yen/8.6%
	ROE	10.0%	12% or higher	14% or higher
Nonfinancial	CO^2 emissions	-45.4%	Scopes 1, 2 nonconsolidated, vs. FY2016	-50.7%
	Employees	2,270	2,450	2,950

 31

These are our management targets for the three-year mid-term management plan.

For the fiscal year ending January 31, 2028, we have set targets of 72 billion yen in net sales, 8.6 billion yen in operating income, and 6.2 billion yen in net income.

This is our three-year medium-term allocation plan.

We project approximately 54.5 billion yen in total funds from business revenue and cash on hand.

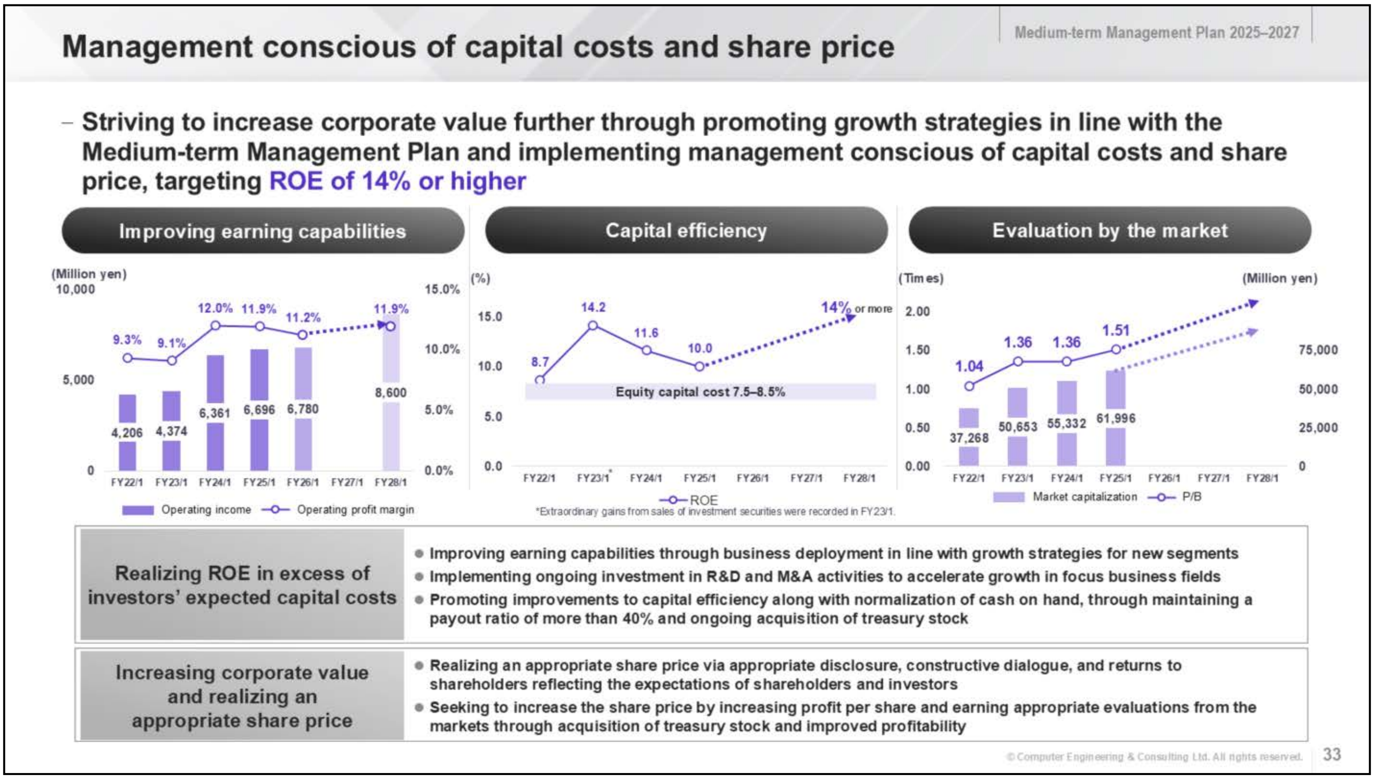
Of this, approximately 24 billion yen, or 44% of our funds, will be allocated to growth investments.

We will allocate approximately 12.5 billion yen, or 23% of our funds, to shareholder returns.

Our target is a dividend payout ratio of 45% and a total return ratio in the 70% range.

We plan to invest around 6 billion yen in share buybacks.

We plan to reduce our cash on hand to 18 billion yen over the next three years.



Going forward, we will place a greater emphasis on management that is conscious of capital costs and share prices.

We will reorganize our business portfolio and segments to improve profitability through business development in line with our growth strategies.

To achieve this, we will continue to invest in human resources, R&D, M&A, and other strategic initiatives.

Furthermore, we will actively promote the optimization of our cash on hand and enhance shareholder returns to improve capital efficiency, aiming to increase our stock market valuation and return on capital.

5

Forecasts for the fiscal year ending January 31, 2026

This is our single-year forecast for fiscal year ending January 31, 2026.

Full-year forecasts for the fiscal year ending January 31, 2026

- Operating income is projected to remain flat YoY due to higher SG&A expenses, including growth investments
- Continuous investment is planned as part of the business plan for data center restructuring

(Million yen)

	FY ended January 2025 actual	FY ending January 2026 forecast	YoY	
			Amount	%
Net sales	56,208	60,500	+4,292	+7.6%
Operating income / margin	6,696/11.9%	6,780/11.2%	+84	+1.3%
Ordinary income / margin	6,807/12.1%	6,820/11.3%	+13	+0.2%
Net income attributable to owners of parent /margin	4,040/7.2%	4,900/8.0%	+860	+21.3%

We have set our targets at 60.5 billion yen in net sales, 6.78 billion yen in operating income, and 4.9 billion yen in net income.

In terms of sales, this marks the first time our group has exceeded 60 billion yen.

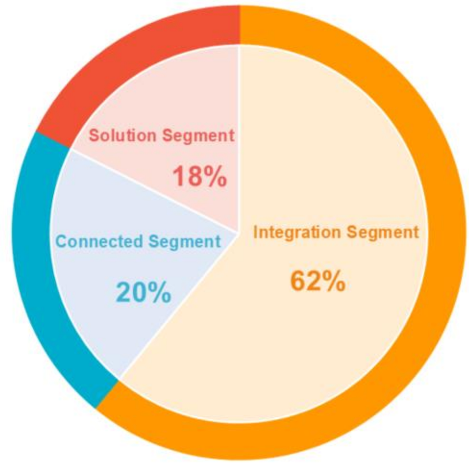
Profitability remains consistent with the previous year due to ongoing investments in cloud service development, the relocation to our newly acquired data center last year, and related facilities expenditures.

Full-year forecasts by business segment

Forecasts for the fiscal year ending January 31, 2026

(Million yen)

		FY ended January 2025 actual	FY ending January 2026 forecast	YoY Amount	YoY %
Integration Segment	Net sales	35,707	37,500	+1,793	+5.0%
	Operating income / margin	7,588/21.3%	8,040/21.4%	+452	+6.0%
Of which, focus businesses	Net sales	4,100	4,500	+400	+9.8%
Connected Segment	Net sales	11,363	12,500	+1,137	+10.0%
	Operating income / margin	2,431/21.4%	2,680/21.4%	+249	+10.2%
Of which, focus businesses	Net sales	2,818	3,100	+282	+10.0%
Solution Segment	Net sales	9,136	10,500	+1,364	+14.9%
	Operating income / margin	2,183/23.9%	2,190/20.9%	+7	+0.3%
Of which, focus businesses	Net sales	4,588	5,500	+912	+19.9%
Business promoted companywide (cloud services)	Net sales	15,597	17,780	+2,183	+14.0%



Composition of sales by segment in FY2026/1

 36

Here is a breakdown of our segment-specific targets and composition ratios.

Integration Segment：37.5 billion yen, representing 62% of total revenue.

Connected Segment：12.5 billion yen, comprising 20% of total revenue.

Solution Segment：10.5 billion yen, accounting for 18% of total revenue.

Growth investments and shareholder returns in the fiscal year ending January 31, 2026

Forecasts for the fiscal year ending January 31, 2026

– **Steady implementation of growth investments and shareholder returns**

Growth investment

HR investment	2.0 billion yen	• Increasing salary levels, enhancing hiring, reducing employee turnover • Developing an HR database and improving HR development and engagement
R&D investment	500 million yen	• Planned chiefly for R&D related to focus businesses and products and services • Promoting business implementation of R&D on advanced technologies in areas such as AI, security, and cloud computing
M&A investment	2.0 billion yen	• Concluding an agreement on transfer of stock related to acquisition of shares in Jyoho system Service Co., Ltd.*1 • Continuing to seek out new opportunities

Shareholder returns

Payout ratio Dividends	40% or higher 65 yen/share planned	• Targeting a payout ratio of 40% or higher • Annual dividends of 65 yen/share planned for fiscal year ending January 31, 2026
Acquisition of treasury stock	2.0 billion yen	• Resolved to acquire up to 2.0 billion yen in treasury stock on March 13, 2025 and retire the shares during the period*2

*1 To be made a consolidated subsidiary beginning April 2 if this share acquisition is executed according to plan (April 1)
*2 Policy on holding treasury stock: Up to approx. 10% of total shares issued and outstanding to be held, with any surplus shares retired at the end of each period

This outlines our single-year growth investments and shareholder returns.

We are allocating approximately 2 billion yen to human resources development, 500 million yen to R&D, and roughly 2 billion yen to M&A, which include the acquisition of Jyoho system Service Co.,Ltd., disclosed last month.

Regarding shareholder returns, we have increased our annual dividend to 65 yen per share, up 10 yen from last year.

We also announced today a plan to repurchase and cancel approximately 2 billion yen worth of our own shares.

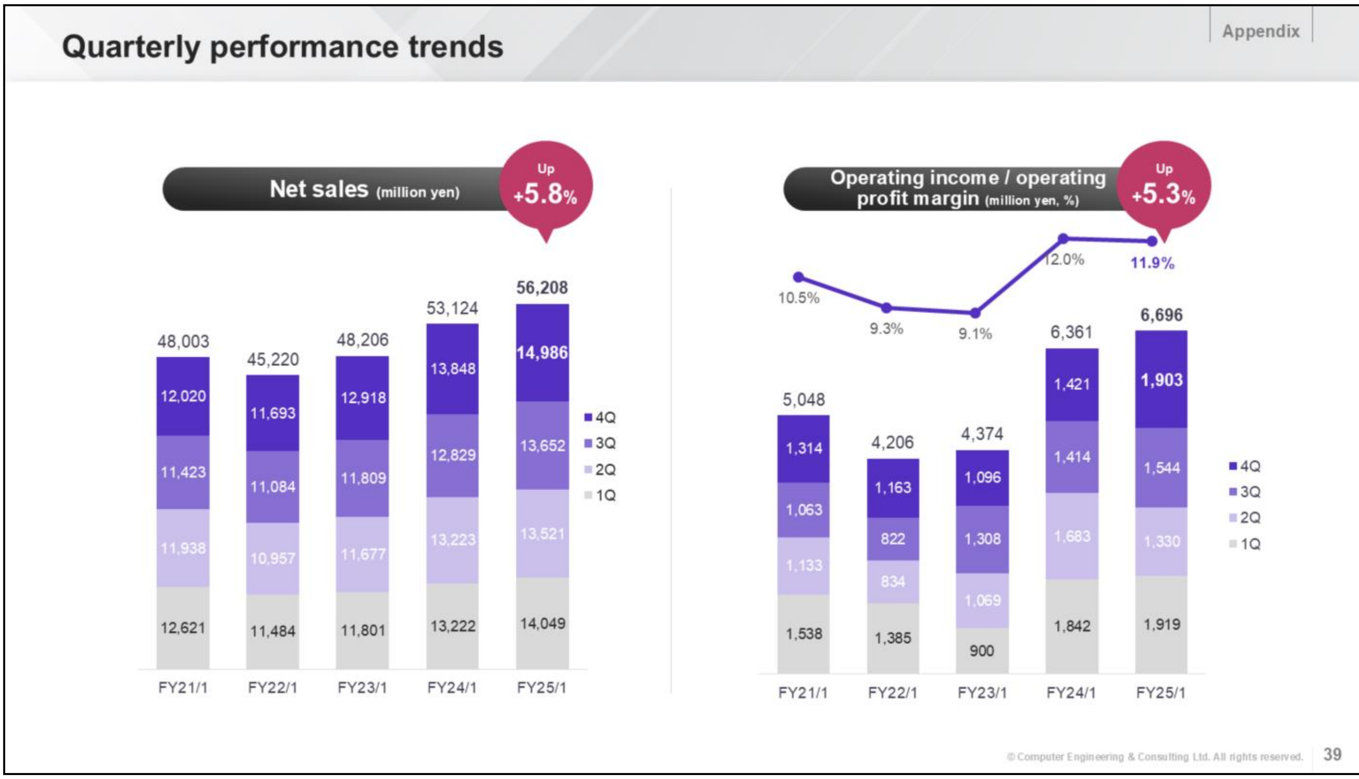
This concludes our presentation on the financial results and mid-to-long-term management plan for the fiscal year ended January 31, 2025.

Thank you very much for your attention.

6

Appendix

(No explanation)



(No explanation)

Details of Orders Received

Appendix

- **Digital Industry segment: With lively automotive industry ICT investment continuing, we are receiving growing numbers of orders for all subsegments.**
- **Service Integration business: Orders grew chiefly in focus businesses, while in the infrastructure development business, orders for stock sales trended downward**

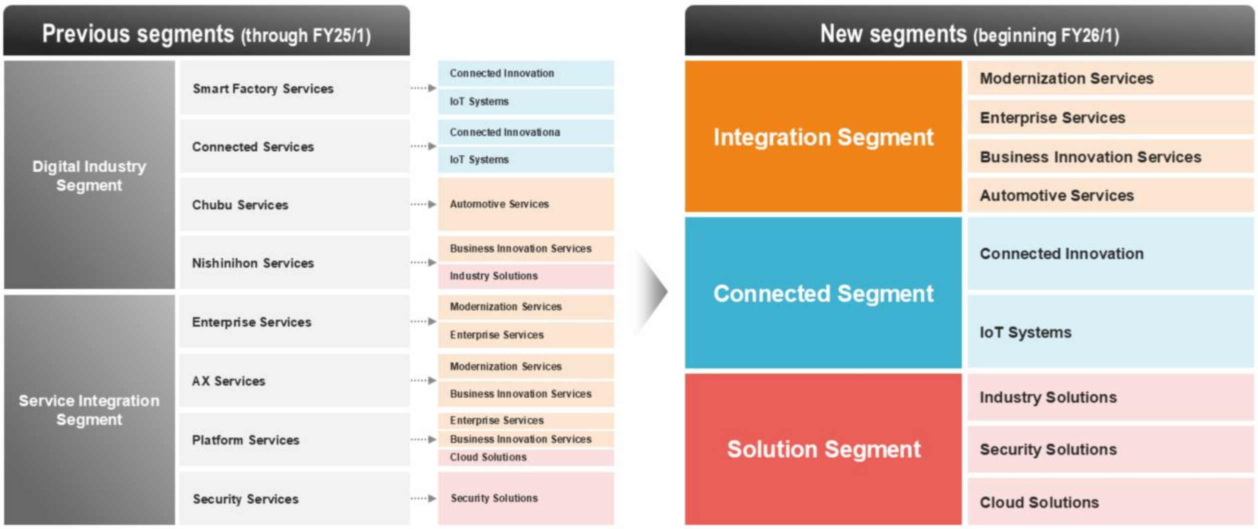
Digital Industry	Smart Factory	• Orders received grew alongside recovering investment by certain machine tool manufacturers. **Inquiries about Factory DX projects are growing**. • Support for the development of production management systems **increased as side-by-side DX support services** showed an increasing trend.
	Connected Services	• Orders for **cloud development, Big Data analytics platform building**, and **onboard controls development for automotive industry remained strong**. • Orders for quality verification and development projects based on **generative AI increased**.
	Chubu Services	• **Systems development projects** expanded due to the **renewal of parts procurement systems** at major customers.
	Nishinihon Services	• Orders for the **LogiPull** logistics solution **grew thanks to orders from the air transport and automotive industries**. • Orders for **EOL services for the automotive industry** increased.
Service Integration	Service Integration	• Orders **grew for Power Platform** in Microsoft-related businesses and **systems development orders for government agencies increased** in core businesses. • For migrations, orders for **cloud migration projects grew**, while orders for systems development (our core business) remained flat.
	Platform Architect	• **Security monitoring services (SOC)** saw growth **in inquiries from the education and healthcare markets**. • In the ICT infrastructure development business, the number of projects declined due to the delay of certain projects to the next fiscal year.
	Group companies	• Orders **grew**, driven by **systems development for new customers** and **expanding development scales** for existing customers.

 40

(No explanation)

Business promotion under the new segments

- Growth areas will be redefined and businesses reorganized into three business segments in response to changing market environments and technological innovation



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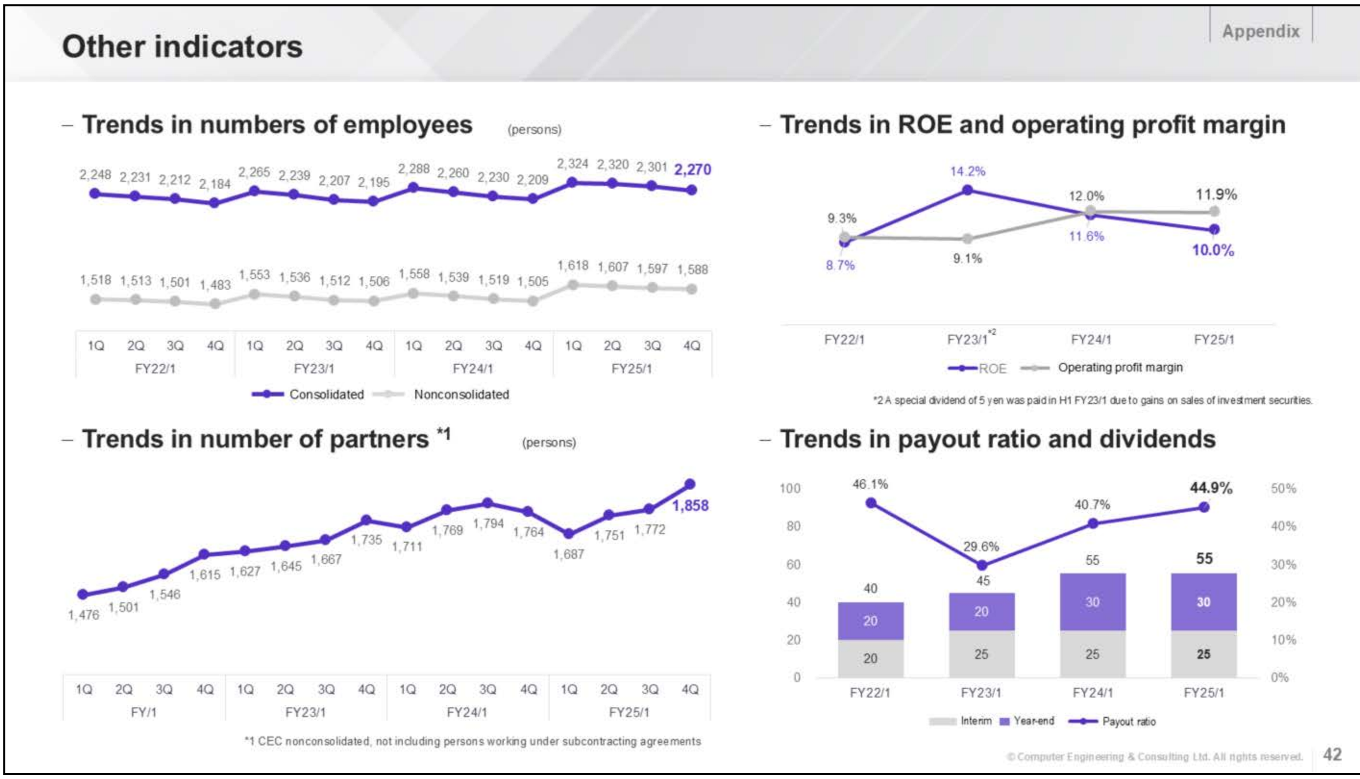

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Company overview

Name	Computer Engineering ＆Consulting Ltd.
Established	February 24, 1968
Date of listing	April 2022 (Prime Market, Tokyo Stock Exchange) July 2001 (First Section, Tokyo Stock Exchange)
Capital	6,586 million yen
Net Sales	56,208 million yen (FY2025/1)
Employees	2,270 (as of January 31, 2025)
Consolidated Subsidiaries	7 companies
Head Office	JR Ebisu Bldg., 1-5-5 Ebisu Minami, Shibuya-ku, Tokyo, 150-0022, Japan
Representative	Takashi Himeno, President

Licenses and Certifications

- Registered in the System Audit Corporate Ledger of the Ministry of Economy, Trade and Industry
- Registered in the Information Security Audit Corporate Ledger of the Ministry of Economy, Trade and Industry
- Privacy Mark Certification No. 11820032 (13)
- JQA Certifications
  - Quality Management System ISO 9001:2015 (Certification No. JQA-1481)
  - Information Security Management System ISO/IEC 27001 (Certification No. JQA-IM0007)
  - Information Security Controls for Cloud Services ISO/IEC 27017 (Certification No. JQA-IC0040)
  - Information Technology Service Management System ISO/IEC 20000 (Certification No. JQA-IT0005)
  - Environmental Management System ISO 14001:2015 (Certification No. JQA-EM7701)
- Telecommunications Construction Business License no. 28700 from the Ministry of Land, Infrastructure, Transport and Tourism (General-4) (Licensed November 21, 2022)

Business Segments

■ **Integration Segment**
Pull integration to help solve issues facing society and clients, drawing on knowledge combining a wealth of real-world knowhow with advanced technologies to meet the potential needs of clients

■ **Connected Segment**
Connecting clients and businesses across industries via digital technologies and data and generating new businesses through interconnections to contribute to a human-centered society

■ **Solution Segment**
Contributing to improved efficiency and security throughout society based on state-of-the-art security technologies and data centers that ensure advanced data administration and privacy, with the ultimate goal of establishing a safe, secure, and convenient society

 43

(No explanation)

Disclaimers

- This document is not intended for purposes of soliciting investment.
- The forecasts of future financial results included in this document have been prepared based on Japanese economic and information-service industry trends and other information available as of the date of preparation. Note that actual results may vary due to various factors such as uncertainties inherent to forecasts and changing domestic and international business conditions.
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(No explanation)