Answer to the Ouestion Submitted Before the 16th Annual General Meeting of Shareholders

The following is our answer to a question received in advance from our shareholders regarding matters to be reported and resolved at the 16th Annual General Meeting of Shareholders scheduled to be held on June 25, 2024.

[Question]

I have been supporting the company for more than 10 years since the day it went public on December 18, 2013. I can honestly say that over the past 10 years since 2013, I have been somewhat frustrated as a shareholder with the growth at which we have expected from the company.

However, I believe that the growth rate of revenue, profit, and dividends has started to show positive changes since the last fiscal year. Is it correct to assume that the pace of growth will continue to accelerate or that the internal structure to accelerate growth has been firmly established?

[Answer]

Thank you very much for your long-term support of our business.

In 2021, we have transferred to a holding company structure. Currently, we have established a system of collaboration between the consulting and investment businesses, and the transition of the holding company's management team has proceeded smoothly, enabling us to achieve stable group business operations. In the consulting business, we are steadily promoting the business, aiming for revenue growth by increasing the number of employees by approximately 10% per year and by improving productivity. In the investment business, while carefully selecting investments that contribute to the cocreation of social value, we also realized investments in collaboration with the consulting business.

In the fiscal year ended March 31, 2024, we were able to achieve strong growth, with consolidated revenue increasing 29% year over year to 22.41 billion yen, supported by strong customer demand. The increase in the number of internal human assets due to steady recruiting activities and high utilization ratio of internal human assets, as well as increase in projects using outsourcing business partners, contributed to the revenue growth.

For the fiscal year ending March 31, 2025, based on the number of consultants and productivity improvement plans, we have set our consolidated revenue forecast at 25 billion yen, up 12% from the previous year, and expect to achieve our "Blueprint" goal for



the fiscal year ending March 31, 2026, one year ahead of schedule. We will continue to accelerate the growth of the consulting business and aim for earnings contribution from the investment business in order to reach the "Blueprint" of 7 billion yen in ordinary profit for the fiscal year ending March 31, 2026.

The new "Blueprint" will be published in the coming year.

END

* Reception period of accepting questions in advance from shareholders: Tuesday, June 4, 2024, 10:00 a.m. to Tuesday, June 11, 2024, 6:00 p.m. (JST).

