intloop

FY26/7

Results Presentation for the Fiscal Year Ended July 2026

INTLOOP Inc. | Securities Code: 9556 TSE Growth Market

September 11, 2026

Note: This document has been translated from the Japanese original for reference purposes only.
In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.

JPX Startup 100

1. Executive Summary

Executive Summary (1/2)

1 FY26/7 Full-Year Results

- **Net sales: 40,399mil yen (+20.4% YoY); gross profit 12,140mil yen (+32.2%)**
  - ✓ Q4 revenue of 10,453mil yen topped 10bn yen again after Q3; June 12 full-year forecast achievement: 101.0%
  - ✓ Group-wide focus on high-margin projects; gross profit +32.2% YoY, gross margin 30.1% (+2.7pt)
- **Operating profit: 1,338mil yen (-38.8% YoY)**
  - ✓ Hiring of senior and delivery talent exceeded plan through Q3, but the revenue lag from new hires brought full-year operating profit below prior year
  - ✓ In Q4, optimized recruiting and advertising spend improved profit sharply
- **Net profit attributable to owners of parent: 514mil yen (-62.4%)**
  - ✓ In addition to lower standalone operating profit, impairment losses on investment securities (total 100 million yen) further weighed on earnings

Executive Summary (2/2)

2 FY27/7 Full-Year Forecast

- ✓ FY27/7 forecast: revenue of 48,000–50,500mil yen (+18.8% to +25.0% YoY), operating profit of 3,500–4,600mil yen (operating margin 7.3%–9.1%)
  - ✓ Net sales and operating profit remain unchanged from the forecast announced on June 12, 2026
  - ✓ Ordinary profit and net income have been revised to reflect recent interest rate trends
- ✓ AI adoption, cybersecurity, and data center demand are fueling strong need for consulting and advanced talent. By leveraging the human capital reinforced in FY26/3, we aim to drive further revenue growth and profitability.

3 Progress on the Mid- to Long-Term Business Plan

- ✓ Initiatives under the Mid-to-Long Term Business plan "INTLOOP VISION 2030" (announced September 2024) are progressing largely on track: upstream shift through senior talent acquisition, building AI-centric operations, and transitioning to a leaner structure through subsidiarization
- ✓ Mid- to long-term growth outlook unchanged; mid-term plan targets maintained

2. Financial Highlights

Financial Highlights (1/6) - Consolidated, YTD

Net sales achieved 20.4% year-on-year growth. Gross profit increased 32.2% YoY, driven by a shift toward higher-value projects; however, operating profit and net profit declined YoY due to proactive investment in human capital.

	Consolidated net sales		Consolidated operating profit		Profit attributable to owners of parent	
FY26/7	40,399 million yen		1,338 million yen		514 million yen	
YoY	+6,848 million yen (FY25/7 : 33,551 million yen)	+20.4%	-848 million yen (FY25/7 : 2,186 million yen)	-38.8%	-853 million yen (FY25/7 : 1,367 million yen)	-62.4%

The expansion of high-margin projects continues, in line *with*
“strengthening the freelance business / broadening the consulting domain”
— a key initiative under the medium-term management plan INTLOOP VISION2030.

Financial Highlights (2/6) - Consolidated, Full Year

Net sales were in line with the revised forecast and gross profit margin improved YoY. Proactive hiring of delivery professionals brought operating profit below prior year.

(million yen, Consol.)	FY25/7	FY26/7 Actual	FY26/7 YoY %	Forecast (FY26/7)	Achievement Rate (FY26/7)
Net sales	33,551	1 40,399	+20.4%	40,000	101.0%
Gross profit	9,184	12,140	+32.2%	12,500	97.1%
Gross profit margin	27.4%	1 30.1%	+2.7pt	31.3%	—
Operating profit	2,186	2 1,337	-38.8%	1,400	95.5%
Operating profit margin	6.5%	3.3%	-3.2pt	3.5%	—
Ordinary profit	2,217	2 1,366	-38.4%	1,400	97.6%
Profit before income taxes	2,186	1,258	-42.4%	—	—
Profit attributable to owners of parent	1,367	3 514	-62.4%	650	79.1%

① Net sales and gross profit

- Net sales were broadly in line with the revised plan as we continued to secure projects steadily
- Gross profit margin fell slightly below forecast, as priority was strategically focused on acquiring new customer touchpoints to drive expansion of the client base.

② Operating profit and ordinary profit

- Through Q3, recruitment and personnel costs increased due to proactive investment in talent. In Q4, despite optimization efforts that reduced SG&A expenses, the decline in gross profit could not be fully offset, and operating profit fell slightly below forecast.

③ Profit attributable to owners of parent

- Dics Holdings outperformed expectations.
- Profit attributable to owners of parent fell short of the revised plan due to impairment of investment securities (Monstarlab and FUNDINNO, 100 million yen in total)

Financial Highlights (3/6) - Consolidated, Q4

Q4 net sales exceeded ¥10 billion for the second consecutive quarter following Q3, continuing growth at +19.3% YoY. Cost controls through optimization of the recruitment plan, among other measures, drove a recovery in operating profit, up +8.3% YoY.

(million yen, Consol.)		FY25/7 Q4	FY26/7 Q4		
			Actual	Change	YoY %
Net sales		8,764	1 10,453	+1,689	+19.3%
Gross profit		2,459	3,182	+723	+29.4%
Gross profit margin		28.1%	1 30.4%	+2.4pt	—
SG&A	Recruiting and personnel expenses	1,194	2 1,808	+ 614	+51.4%
	Advertising expenses	163	3 104	-59	-36.1%
	Other	431	4 543	+112	+26.1%
Operating profit		671	727	+56	+8.3%

① Net sales and gross profit

- Net sales exceeded 10.0 billion yen, up 19.3% YoY, on stronger client demand
- The gross profit margin improved 2.4pt YoY to 30.4%, driven by an increase in high-margin projects

② Recruiting and personnel expenses

- Recruitment and personnel expenses rose sharply YoY: although hiring shifted to a more selective approach in Q4, personnel costs accumulated as new hires decided by Q3 came on board

③ Advertising expenses

- Costs contained through optimization

④ Other

- M&A-related research expenses increased YoY.
- Increased system investment for sales support and operational efficiency

Financial Highlights (4/6) - Consolidated, YTD

Proactive investment in senior-level professionals temporarily weighed on Q2–Q3 profit. By optimizing the recruitment plan and other measures, Q4 operating margin recovered to 7.0%, restoring earnings power to start-of-year levels.

(million yen, Consol.)		FY26/7 Q1	FY26/7 Q2		FY26/7 Q3		FY26/7 Q4	
		Actual	Actual	% Change	Actual	% Change	Actual	% Change
Net sales		9,632	9,725	+1.0%	10,588	+8.9%	10,453	1 -1.3%
Gross profit		2,831	2,854	+0.8%	3,271	+14.6%	3,182	-2.7%
Gross profit margin		29.4%	29.4%	+0.0pt	30.9%	+1.5pt	30.4%	-0.4pt
SG&A	Personnel expenses	1,476	1,763	+19.5%	2,968	+68.3%	2 1,808	-39.1%
	Advertising expenses	91	110	+19.9%	164	+49.5%	104	-36.5%
	Other	567	680	+19.8%	527	-22.5%	3 543	+3.1%
Operating profit		697	301	-56.9%	-388	-	727	+287.4%
Operating profit margin		7.2%	3.1%	-4.1pt	-3.7%	-6.8pt	7.0%	+10.6pt

① Net sales

- In addition to seasonal fluctuations in construction orders at Dics HD, Q4 revenue declined QoQ due to a temporary dip in project acquisition from the reorganization of INTLOOP's sales structure and longer lead times for assigning new hires.

② Recruitment and personnel expenses

- Thorough review of staff allocation and a selective, focused approach to recruiting
- With the absence of the bonuses recorded in Q3, costs fell sharply versus Q3

③ Other

- Increased system investment for sales support and operational efficiency

Financial Highlights (5/6) - Non-consolidated, Full Year

Net sales and gross profit sustained double-digit growth on robust client demand. Operating profit declined temporarily due to the time lag before delivery staff hired through Q3 became billable.

(million yen, Non-consolidated)	FY25/7	FY26/7	
		Actual	% Change
Net sales	25,524	① 29,906	+17.2%
Gross profit	7,370	9,342	+26.8%
Gross profit margin	28.9%	31.2%	+2.4pt
Operating profit	1,719	② 412	-76.0%
Operating profit margin	6.7%	1.4%	-5.4pt
Ordinary profit	1,744	422	-75.8%
Profit before income taxes	1,716	322	-81.2%
Net Profit	1,211	③ 205	-83.0%

① Net sales and gross profit

- Net sales grew +17.2% YoY on robust client demand
- Gross profit rose +26.8% YoY. Wins of high-margin projects lifted the gross profit margin to 31.2% (YoY +2.4pt)

② Operating profit

- Recruitment and personnel costs increased due to aggressive hiring through Q3.
- M&A-related research expenses and system investments—to standardize and streamline operations and strengthen the management base—also rose, leading to a sharp YoY decline in operating profit

③ Net Profit

- In addition to the decline in operating profit, impairment losses on investment securities (Monstarlab, FUNDINNO; total ¥100 million) brought results below forecast.

Financial Highlights (6/6) - Non-consolidated, Q4

Net sales and the gross profit margin continued to grow YoY. With proactive investments having run their course, operating profit returned to profitability and the operating margin improved to +4.6%.

(million yen, Non-consolidated)	FY25/7 Q4	FY26/7 Q3	FY26/7Q4		
			Actual	vs. FY25/7 Q4 % Change	vs. FY26/7 Q3 % Change
Net sales	6,840	7,750	① 7,695	+12.5%	-0.7%
Gross profit	2,046	2,480	2,453	+19.9%	-1.1%
Gross profit margin	29.9%	32.0%	② 31.9%	+2.0pt	-0.1pt
Operating profit	543	-491	③ 355	-34.5%	+172.3%
Operating profit margin	7.9%	-6.3%	4.6%	-3.3pt	+11.0pt
Ordinary profit	539	-468	347	-35.7%	+174.2%
Quarterly profit before income taxes	563	-488	267	-52.5%	+154.8%
Quarterly profit	457	-319	170	-62.8%	+153.2%

① Net sales

- Q4 revenue declined QoQ as the reorganization of the sales structure temporarily weakened project acquisition, and assigning new hires took longer than expected.

② Gross profit

- Continued wins of high-margin projects kept the gross profit margin improving, up +2.0pt YoY.

③ Operating profit

- Personnel costs increased approximately 290 million yen YoY due to headcount growth.
- Advertising expenses were managed with a focus on cost-effectiveness, containing costs while maintaining impact.

Progress in hiring senior-level professionals

Hiring senior-level professionals to expand sector and solution coverage progressed on track. Toward growth from FY27 onward, recruitment spending is being selectively focused on priority areas.

INTLOOP Inc.

Full year: 30 hires

	Managing Director / Senior Director	Director / Senior Manager	Total
(Ref.) FY25 Total	5	8	13
FY26 Full year	11	19	30
Q1	2	1	3
Q2	1	6	7
Q3	4	2	6
Q4	4	10	14

intloop Strategy

INTLOOP Strategy Inc.

Full year: 21 hires

	Managing Director / Senior Director	Director / Senior Manager	Total
(Ref.) FY25 Total	4	4	8
FY26 Full year	9	12	21
Q1	4	3	7
Q2	0	3	3
Q3	4	2	6
Q4	1	4	5

intloop Project Management

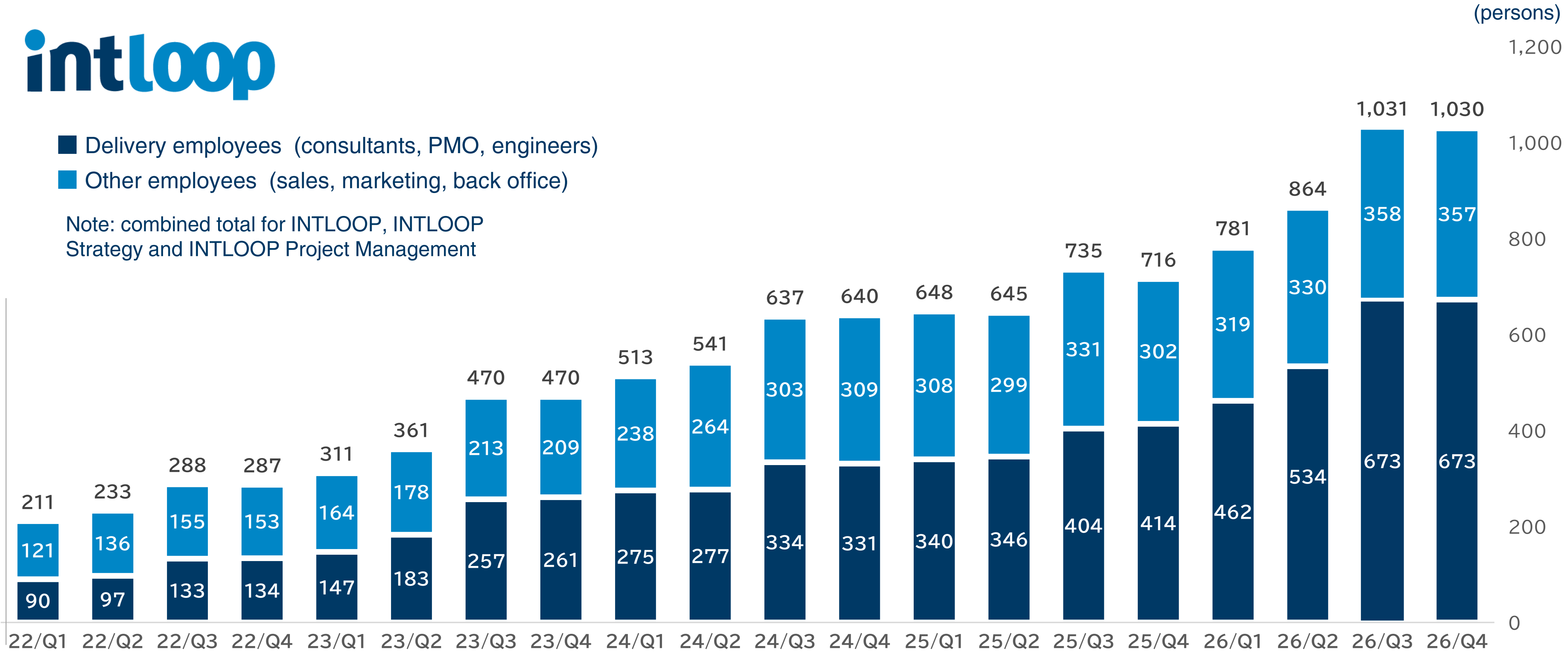
INTLOOP Project Management Inc.

Full year: 34 hires

	Managing Director / Senior Director	Director / Senior Manager	Total
(Ref.) FY25 Total	-	-	-
FY26 Full year	10	24	34
Q1	0	7	7
Q2	0	7	7
Q3	9	9	18
Q4	1	1	2

Key KPIs - Trends in gross employees and delivery employees

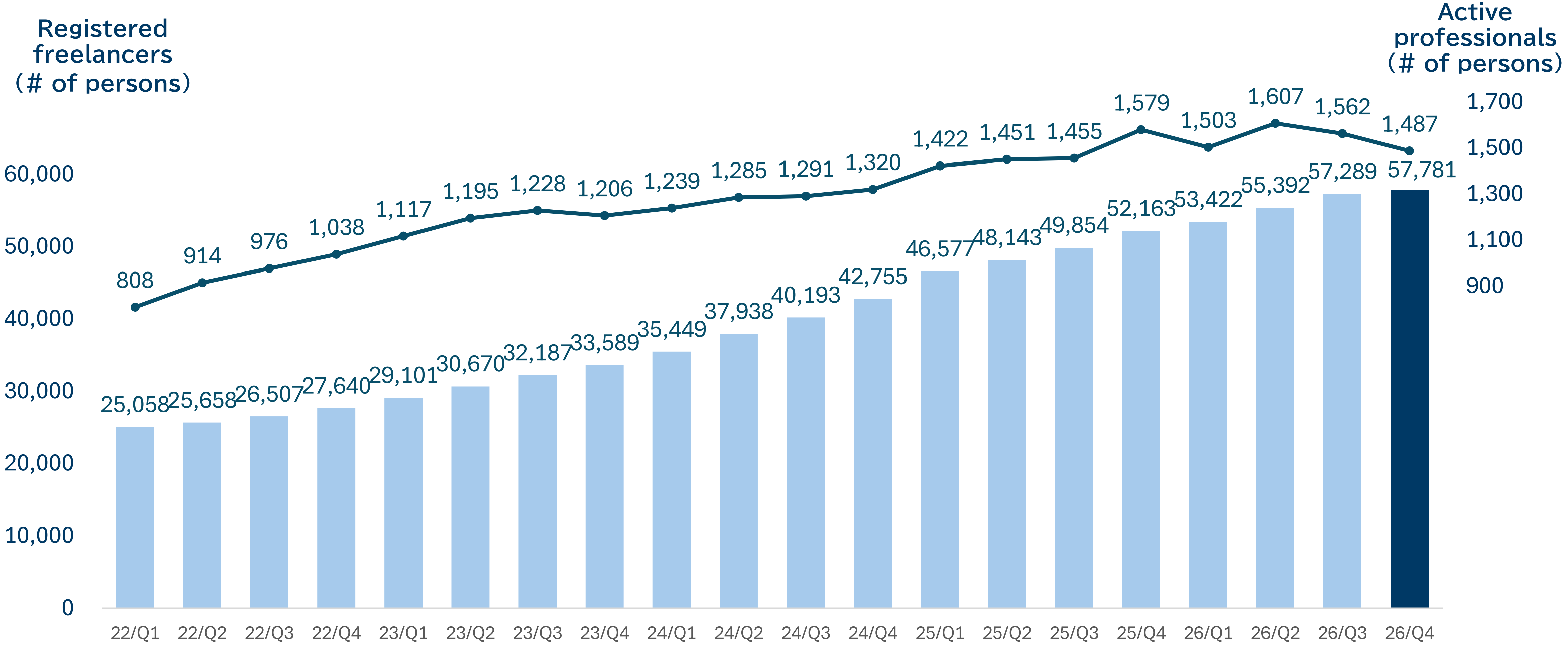
Hiring of delivery employees exceeded plan in Q2–Q3. Beyond optimizing recruitment, sales and assignment management have been strengthened, lifting utilization rates, transitioning to a leaner, more productive organization.



Registered freelancers and active professionals (non-consolidated)

intloop

Focusing on higher-value talent for more complex projects, responding to evolving market needs. While active freelancer headcount declined, unit prices and revenue per employee rose, reflecting improved productivity. Aiming to rebuild freelancer numbers through partnerships with upstream consulting firms and a stronger sales organization.



3. Progress of the Medium-Term Management Plan

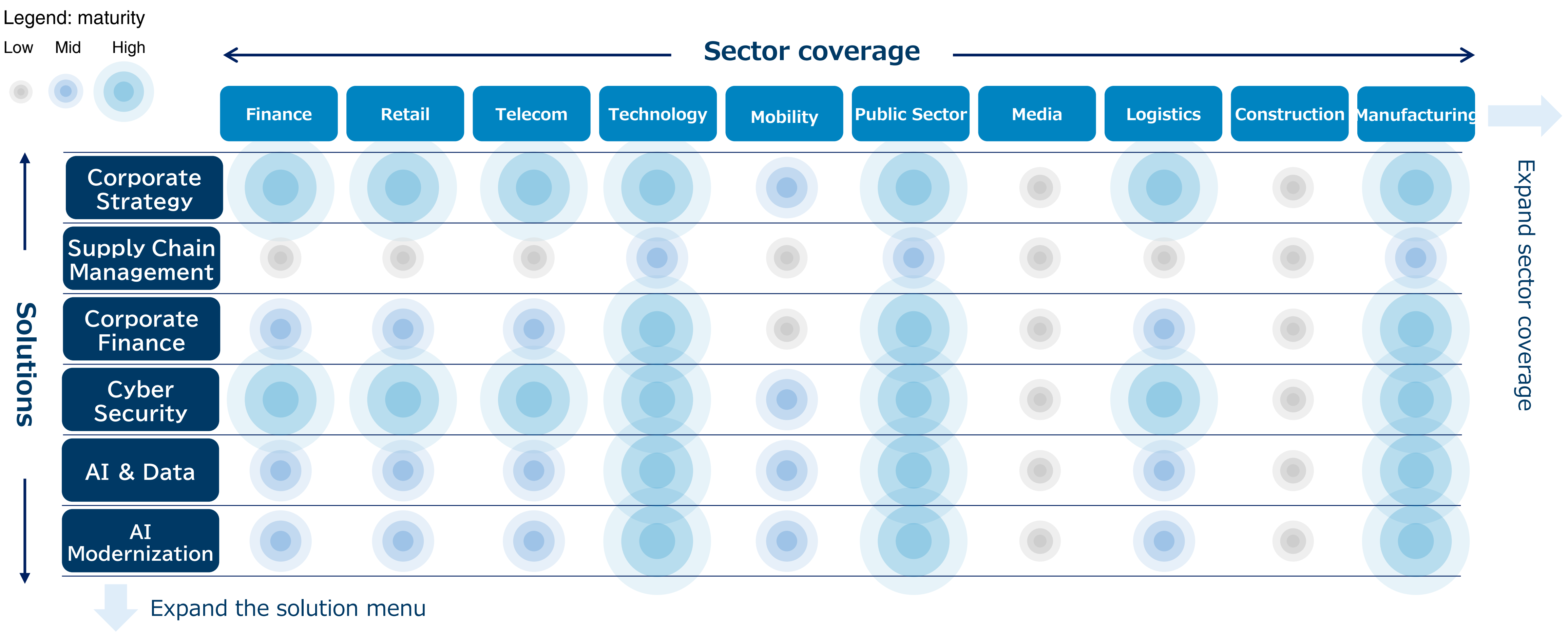
Progress on INTLOOP "VISION2030"

FY26/7 (Actual)		Progress Rate Against Mid-Term Targets ∗	Mid-term plan targets (FY30/7)
① Strengthen freelance business / Expand consulting domains	(A) Upstream shift by hiring senior-level talent • Built a sector × solution matrix with experts in finance, tech, and public sector • Gross margin improved via faster senior hiring and higher billing rates	40%	In addition to talent provision , expanding our business through project/solution delivery
② Expand the solution portfolio	(B) Full-scale start of AI-centric transformation • Released our AI agent "INTLOOP Pocket" • Launched "AI BPO Consulting" to support AI adoption, accelerating our AI-centric shift	40%	Achieving high profitability through solution portfolio expansion and consulting collaboration / business expansion in Infrastructure, Cloud, and other areas.
③ Open innovation Create new businesses	• Promoting collaboration with AI startups through INTLOOP Ventures	40%	Establish an innovation promotion framework that enables the continuous creation of new businesses through established mechanisms
④ Strengthen co-creation with JVs and the fund investment business	(C) Fund business fully operational • FCCP (JV with Asahi Shokuhin) made its first investment in Yamaju Maekawa Shoten • Acquired "Kitaguni kara no Okurimono" EC / hometown-tax business via Hachinowa	30%	Creating new businesses through JV co-creation investment and buyout/venture fund management
⑤ Build a solid Group business foundation	(D) Transition to a holding company structure • Spun off INTLOOP T2 and INTLOOP Pro; strengthened governance via a CxO system • Renewed ERP systems to improve efficiency	50%	Establishing a corporate group covering strategy through technology solution

∗For each doughnut chart··· Outer ring: FY26/7 actual Inner ring: FY26/7 plan

(A) Upstream shift via high-caliber hiring

Advanced hiring senior-level professionals to build a matrix organization that wins upstream projects. From FY27, we aim for 100 billion yen in revenue and a 15% operating margin through further organizational strengthening.



(B) Full-scale start of AI-centric shift

Completed a production environment for sellable AI agents in FY26. From FY27, deepen AI businesses and grow advanced IT into a cross-sell driver for existing consulting business.

	FY26 results	Initiatives from FY27
In-house AI implementation	•Established a company-wide CoE to embed AI use across the company •Began implementing AI in core operations, e.g. talent DB matching agents	•Shift to automation that removes person-dependency, using AI and advanced tech •Target 50%+ productivity gains via lower indirect costs and faster, stable operations
Release of AI agent products	•Release of Pocket Solutions (Sales/Training) and AI BPO Consulting Services	•Monetize via stronger solution sales and consulting/engineering-linked offerings •Started offering AI BPO Consulting Services; expanding the business
AI startup ecosystem collaboration	•Invested in ON&BOARD •Launched “INTLOOP Ventures”; began collaborating with AI startups	•Continuous search for alliance partners •Solidify investments and business tie-ups with Ventures participants
Leveraging the global AI talent network	•KOZOCOM engineers supporting in-house AI implementation •Began joint delivery with freelance talent	•Deploy global talent to external AI projects •Expand the lineup of jointly deliverable services

(C) Fund business fully operational (1/2)

Acquired Yamaju Maekawa Shoten; pursuing sustainable growth through business transformation leveraging INTLOOP's consulting & DX expertise and Asahi Shokuhin's network

Company profile

Company
Yamaju Maekawa Shoten Co., Ltd.

Representative
Satoshi Matsumoto, President

Location
HQ: Nishihama-cho, Nemuro, Hokkaido
Branch: Ichani, Shibetsu-cho, Hokkaido

Founded
Founded 1947 / incorporated 1965

Capital
21 million yen

Business
Marine product processing & sales; cold storage; related businesses

Strengths

01 Brand strength

Founded in 1947. Specializes in ikura (salmon roe), autumn salmon, and Pacific saury, supplying premium sushi restaurants nationwide as the "first-choice brand for ikura"

02 Sourcing & processing

Based in Nemuro and Shibetsu, with integrated capabilities spanning local relationships, raw material procurement, seafood processing know-how, and frozen/refrigerated storage

03 Growth potential

Room to expand revenue opportunities by combining Asahi Shokuhin's sales network, INTLOOP's DX and management support, and Hachinowa's EC and hometown tax capabilities

Key value-up initiatives

01 Maximize group synergies

Expand sales channels via Asahi Shokuhin's network / Link with Hachinowa's EC and hometown-tax functions

02 New business development

Develop high-value products / Open export & overseas markets / Build EC & hometown-tax channels

03 Boost core business

Better sourcing terms / Higher yield & productivity / P&L control by product

04 Productivity revolution via DX & AI

Renew core systems / Integrate sales, inventory & cost data / Automate production & back-office work

05 Strengthen human capital

New HR system / Develop next-gen managers / Skill transfer, hiring & retention

06 Strengthen governance

Upgrade budget-vs-actual control / KPIs by business & product / Internal control & compliance

(C) Fund business fully operational (2/2)

Took over Hokkaido gourmet EC “Kitaguni kara no Okurimono”; accelerating value creation with INTLOOP’s DX expertise and Asahi Shokuhin’s network

Company profile

Company
Hachinowa Co., Ltd.

Representatives
Chairman: Shin Takeuchi
President: Toshiki Sasa

Location
Head office: Akasaka, Minato-ku, Tokyo
Koshigaya HQ: Minami-Koshigaya, Koshigaya, Saitama (Rakuun Bldg. 4F)

Founded
June 1, 2026

Capital
55 million yen

Business
EC, hometown-tax support, regional products, DX / AI support

Strengths

01 EC operations
Long-established player in Hokkaido-focused food e-commerce and furusato nozei (hometown tax) support for municipalities and businesses, covering planning through order fulfillment and operations.

02 Business base
Supports the value enhancement of regional brands through its network of local producers and food businesses, combined with capabilities spanning product planning, production, and sales operations.

03 Growth potential
Building a group-wide sales and marketing platform by combining Asahi Shokuhin’s wholesale network with INTLOOP’s DX expertise

Key value-up initiatives

01 Create group synergies
Leverage Asahi Shokuhin ‘s Sourcing & sales network / Yamaju EC & hometown tax / Joint plans

02 Grow EC & hometown tax
Deepen existing accounts / Win new contracts / Strengthen own EC & mall ops

03 Product planning & MD
Scout regional products / Develop high-value items / Optimize seasonal lineup

04 DX & AI-driven operations
Automate order-to-cash / Data analytics & CRM / AI-driven ops productivity

05 Profit & process control
P&L by business & project / Upgrade KPI & budget control / Standardize person-dependent work

06 Organization & governance
HR evaluation & development / Clear roles & approval flows / Internal control & info management

(D) Transition to a holding structure (1/2)

To build a solid management structure, we introduced a CxO system. In addition to establishing INT Pro and INT T2, we strengthened our governance by acquiring additional shares in Dics HD.

INTLOOP Inc. | (Shifting to holding company functions) Group management & admin / CxO system

Pro talent / account sales

INTLOOP Professionals

Pro consultant & engineer placement
- Matching via freelance talent DB
- Group-wide account sales function

*Est. Aug 2026

Consulting

INTLOOP Strategy

Strategy consulting / new business / funds

*Est. Jan 2024

INTLOOP Project Management

PMO / project management support

*Est. Jul 2025

INTLOOP Technology & Transformation

IT & transformation consulting / system delivery

*Est. Aug 2026

System development

Dics Holdings

SI / IT infrastructure / BPO / facilities

*Joined Sep 2023

KOZOCOM

Offshore development & maintenance

*Joined Jul 2025 (Vietnam base)

Cross System Service

System dev for financial institutions

*Joined Apr 2026

Digital marketing

Underworks

Digital marketing support / marketing consulting

*Joined Aug 2026
(Japan plus Singapore, Malaysia, and Myanmar bases)

JV co-creation

FCCP (Food Co-Creation Partners)

JV buyout fund preserving food culture & regional economies

*Est. Jan 2025

*Based on the org chart as of August 2026

(D) Transition to a holding structure (2/2)

Establishment of T2 and Pro clarifies accountability per business unit and accelerates decision-making. Strengthening hybrid delivery through deeper relationships with both clients and freelancers.

New subsidiaries and their aims

Before July 2026

intloop

- BX※1 Promotion Division
- TS※2 Business Division
- WX※3 Promotion Division

・Work closely with INTLOOP's management team to develop strategies for each department
・Challenges regarding decision-making speed

After Aug 2026

Spinning divisions into subsidiaries to speed up decision-making

intloop

intloop Technology & Transformation

・Sales: industry knowledge × account ties to surface issues and propose group solutions
・Consulting: Rapid and flexible assignment of personnel, including not only INT T2 employees but specialists from Group subsidiaries
・Technology: AI & custom-dev expertise for stable, quality delivery

intloop Professionals

・Pro-talent focus raises client value & freelancer satisfaction; grow deals & active workers
・Group-wide account sales function with coordinated sales & proposals
・Move to AI-centric operations for a lean, efficient structure

*1: Abbreviation for Business Transformation
*2: Abbreviation for Technology Services
*3: Abbreviation for Workforce Transformation

4. M&A Track Record

Additional acquisition of Dics HD shares

Acquired additional shares in Dics HD to capture robust infrastructure demand in its areas of strength and deepen group collaboration.

Dics HD company profile

Representative
Mitsuo Tobe

Location
1-7-18 Konan, Minato-ku, Tokyo

Capital
99 million yen

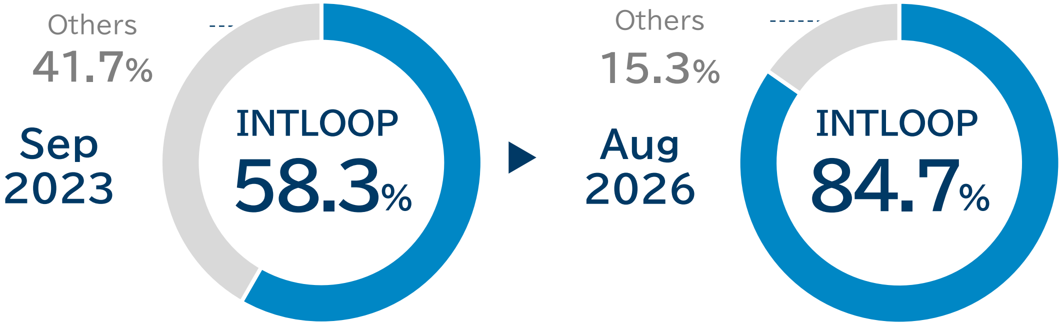
Business
System dev, Network Setup and Infrastructure Implementation, IT Staffing Services, Employee Training, etc.

Subsidiaries
Nihon DIX, iT Partners, N-Stage, COMTEC

Financial performance

	Revenue		Operating profit	
	At joining (FY23/3)	Latest (FY26/3)	At joining (FY23/3)	Latest (FY26/3)
	6.24 Bn yen	9.68 Bn yen	410 Million yen	710 Million yen

Additional acquisition (announced Jul 30, 2026)



Purpose of the additional acquisition

Stronger collaboration
- Deepen group – Dics HD collaboration to accelerate group-wide strategy and operations
- Higher ownership curbs profit outflow to outside shareholders

Capturing Infrastructure demand
- Stronger end-to-end services, from consulting to IT infra design, build & maintenance
- In particular, driven by strong demand in the telecommunications construction sector—a field in which INTLOOP itself does not operate—the company has built up a substantial backlog of orders and is maximizing the Group's ability to capitalize on this growth opportunity.

Acquisition of UW shares (1/2)

Underworks (UW) is a digital marketing support firm founded by ex-consultants from global firms, offering end-to-end support from upstream to downstream.

Company profile

Company
Underworks Co., Ltd.

Representative
Manabu Tajima

Founded
April 25, 2006

Capital
3 million yen

Business
Digital marketing consulting for major corporations / sales & implementation of marketing tools

Employees
59

Offices
Toranomon, Minato-ku, Tokyo
Spirit Bldg. 7F

Shareholders
Manabu Tajima (100%)

Affiliates
Clickr Media Pte. Ltd. (Singapore)
Clickr Media (Malaysia) Sdn. Bhd.
Clickr Media Myanmar Pte. Ltd.

Strengths & competitive advantages

01 Direct relationships with major firms

- Direct contracts with major Japanese firms without agencies; deeply embedded in enterprise marketing teams

02 Upsell model starting from tool sales

- Captures client issues via tools, then expands step-by-step into analytics & operations consulting
- Proven record of growing small deals into large contracts

03 End-to-end, global-standard marketing expertise

- End-to-end support, strategy development to tool implementation, campaign execution, and effectiveness evaluation.
- Many overseas projects: global sites & privacy compliance for Japanese firms

Acquisition of UW shares (2/2)

UW will act as the group's core upstream consulting firm in marketing / data science, using our resources to expand the marketing business base.

Purpose of joining — Gaining a core company for upstream consulting in marketing / DS

Expected synergies

01
IC/BP talent provision
Deploying INTLOOP's skilled freelance professionals and PMOs to Underworks' clients as on-site execution resources.

02
Sales targeting To-Be
Win new leads and create deal opportunities via co-hosted seminars and inside-sales functions

03
Cross-sell & upsell
Mutual referrals between UW's client base and ours built via strategy, IT consulting & PMO work

04
CMO practice (new services)
New services combining ex-CMO know-how with digital marketing execution support

Management comment

Since our founding we have worked as a trusted partner, bringing clients cutting-edge digital marketing practice from strategy through technology implementation, staying close to each client's transformation.
With the AI-agent era here, we joined the INTLOOP Group to raise this value further and deliver it to more companies. Together we will help companies use AI to transform digital marketing and create new customer experiences.

Manabu Tajima,
President & CEO

Career
- Joined Accenture
- Founded UW

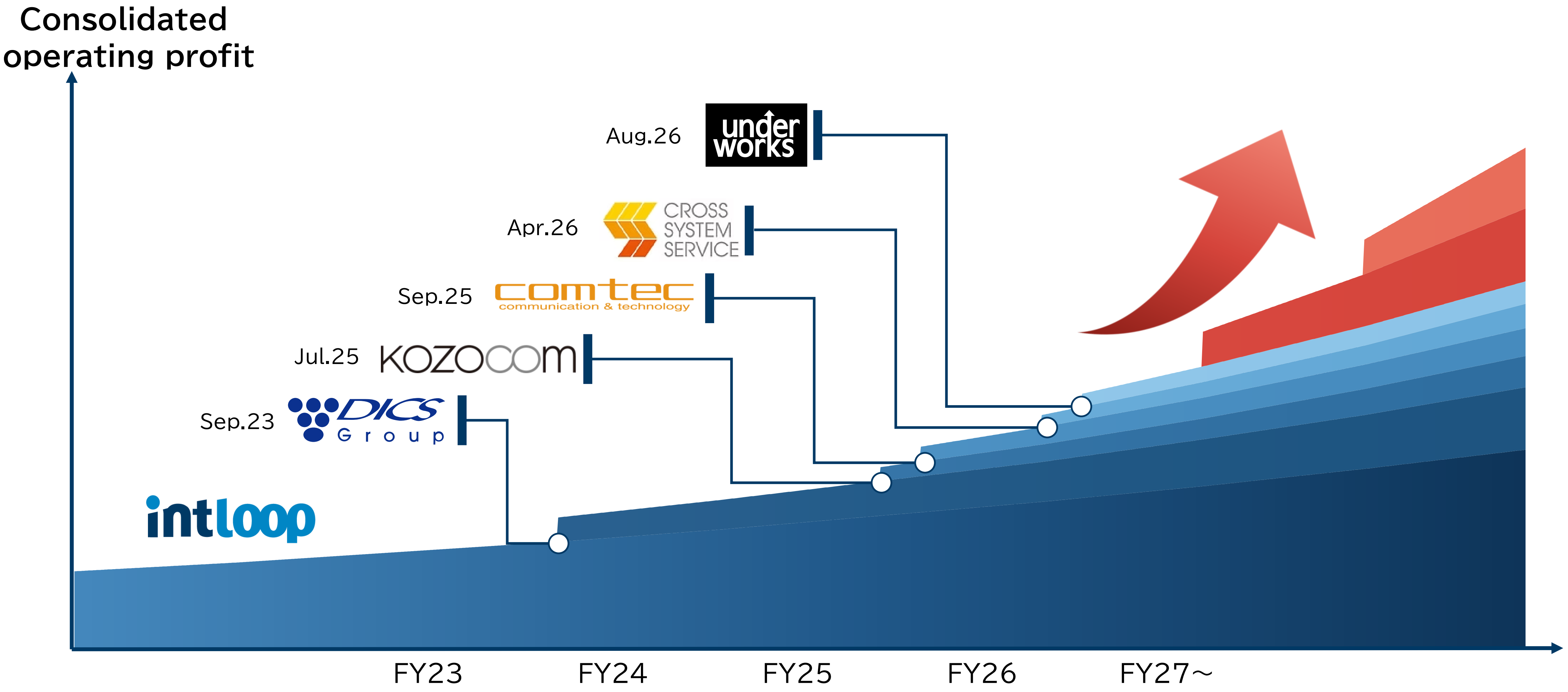
M&A Track Record and Execution of Value-Up Strategy

Starting with Dics Group in Sep 2023, five companies have joined the group, realizing and achieving steady growth at each company.

	Company	Date	Company Overview	Synergies
INTLOOP	DICS Group	Sep 2023	•IT infrastructure, System Integration, BPO, and IT training services •End-to-end services from requirements definition to operation & maintenance	•Joint proposal and winning IT infrastructure projects with INTLOOP •Resource sharing via talent database; joint recruiting event and training session
INTLOOP	KOZOCOM	Jul 2025	•Development company with an offshore base in Da Nang, Vietnam •All clients are direct engagements with operating companies	•Building a cost-competitive global value chain through offshore development •Strengthening app development capabilities and acquiring global talent
Dics HD	comtec communication & technology	Sep 2025	•Telecommunications infrastructure construction/installation— end-to-end from telephone, LAN, and electrical work to security cameras and OA equipment	•Integrating Dics's IT infrastructure expertise with their on-site telecom construction capabilities to deliver DX support across both systems and facilities
INTLOOP	CROSS SYSTEM SERVICE	Mar 2026	•Specialized in system development and infrastructure for financial institutions •Direct deals with major securities firms, banks, and insurers; recurring revenue	•Winning large-scale projects by combining with our strategy and IT consulting; cross-selling to CSS's client base
INTLOOP	under works	Aug 2026	•Digital marketing consulting for major corporations and third-party MarTech tool deployment support •Direct contracts without reseller is their key strength	•Core upstream consulting company in the Group's marketing / digital services domain •Expanding via supply of our IC/BP talent and mutual client referrals

M&A Track Record and Future Outlook

M&A transactions have expanded the Group's business performance.
We will further accelerate growth through proactive M&A
leveraging our core competencies and the realization of synergies.



5. FY27/7 Full-Year Earnings Forecast

FY27/7 Full-Year Earnings Forecast

AI adoption, cybersecurity, and data center demand are fueling strong need for consulting and advanced talent. By leveraging the human capital reinforced in FY26/3, we aim to drive further revenue growth and profitability.

(million yen, Consol.)	FY26/7 Results	FY27/7 Forecast	
		Forecast	YoY % Change
Revenue	40,399	48,000～50,500	18.8%～25.0%
Gross profit	12,140	15,200～16,300	25.2%～34.3%
Gross margin	30.1%	31.7%～32.3%	—
Operating profit	1,337	3,500～4,600	161.7%～243.9%
Operating margin	3.3%	7.3%～9.1%	—
Ordinary profit	1,366	3,200～4,300	134.1%～214.6%
Profit attributable to owners of parent	514	2,100～2,800	308.5%～444.7%
EBITDA ※	1,595	4,250～5,350	166.5%～235.4%

※EBITDA = Operating profit + Depreciation & amortization + Amortization of goodwill

① Earnings Forecast Announced on June 12, 2026

- Net sales and operating profit remain unchanged
- Ordinary profit and net income have been revised to reflect recent interest rate trends

② Revenue and gross profit

- Actively winning projects driven by current market trends, including AI-led value chain redesign, cybersecurity enhancement, and IT infrastructure renewal tied to urban redevelopment
- Expanding utilization of delivery employees hired in FY26 is expected to drive revenue growth above 20%
- Strategic shift toward higher-margin projects to further improve gross profit margin

③ Recruiting and personnel expenses

- Secure talent in priority areas while properly controlling recruiting costs, balancing business growth and profitability

④ New business investment

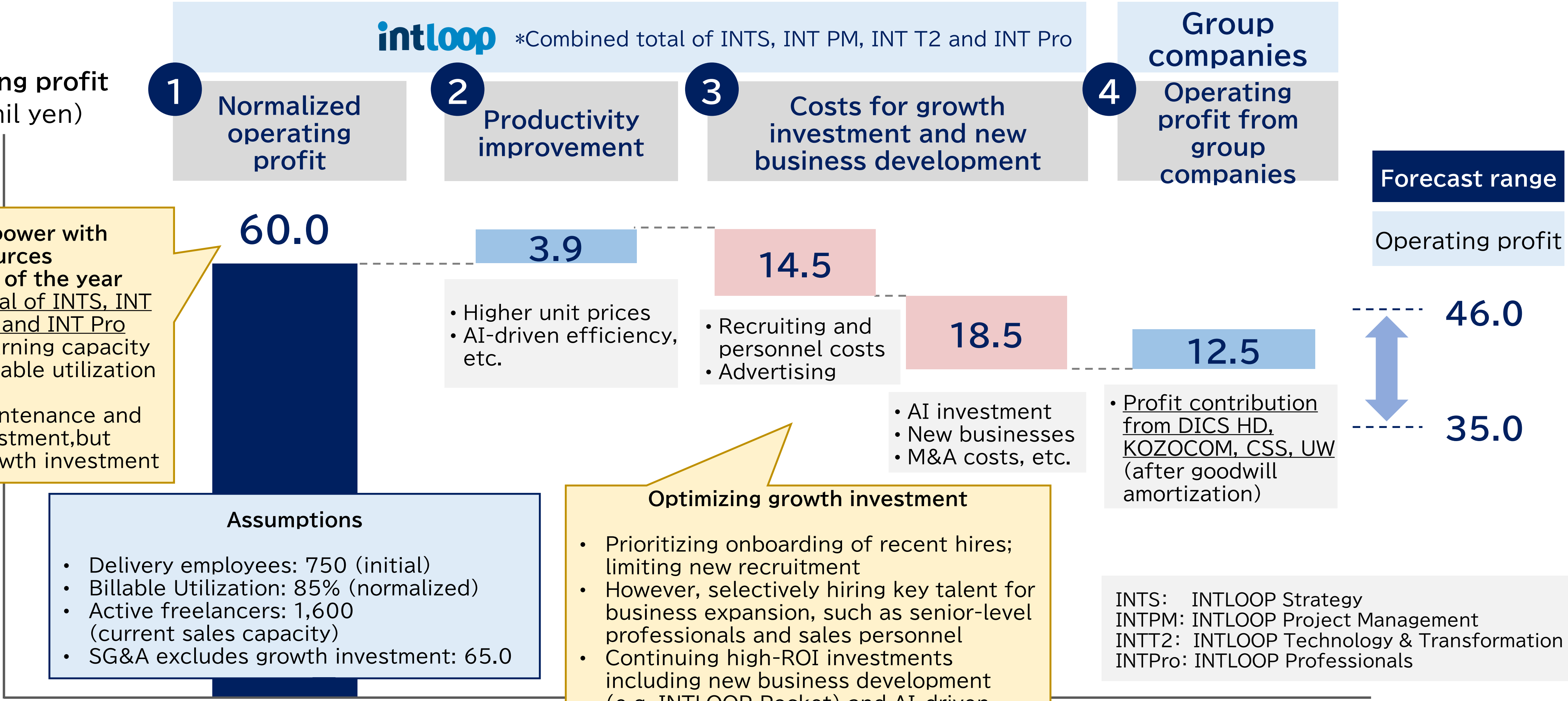
- While planning investment in new AI-related businesses such as INTLOOP Pocket, maintaining operating margin at 7.3%

⑤ Profit attributable to owners of parent

- Additional acquisition of Dics Holdings shares is expected to increase profit attributable to owners of parent

Path to Achieving the FY27/7 Full-Year Forecast

Earnings power before growth investment: approx. 6.0bn yen once delivery utilization normalizes Balancing optimized growth investment for the mid-term plan with near-term earnings improvement



Earnings power with resources at the start of the year
*Combined total of INTS, INT PM, INT T2, and INT Pro
- Estimated earning capacity assuming billable utilization normalizes
- Includes maintenance and renewal investment,but excludes growth investment

Assumptions
- Delivery employees: 750 (initial)
- Billable Utilization: 85% (normalized)
- Active freelancers: 1,600 (current sales capacity)
- SG&A excludes growth investment: 65.0

Optimizing growth investment
- Prioritizing onboarding of recent hires; limiting new recruitment
- However, selectively hiring key talent for business expansion, such as senior-level professionals and sales personnel
- Continuing high-ROI investments including new business development (e.g. INTLOOP Pocket) and AI-driven operational improvement

INTS: INTLOOP Strategy
INTPM: INTLOOP Project Management
INTT2: INTLOOP Technology & Transformation
INTPro: INTLOOP Professionals

Growth Opportunities by Business Domain × Customer Segment

intloop

Demand across business domain remains strong, driven by AI adoption, cybersecurity, and urban redevelopment. By combining consulting and engineering expertise with talent solutions, and jointly building business schemes and developing new ventures with clients and partners, we aim to establish a solid medium-term earnings base.

Business domain	Group company / business	Project examples
Strategy consulting	intloop Strategy	• Transformation to AI-driven value chains • Business process improvement using AI agents • **Development and operation of industry- and company-specific data centers; building new services**
IT consulting / PMO	intloop Technology & Transformation intloop Project Management	• **AI modernization of business systems** • **IT strategy formulation and IT governance rollout across a client group** • Supply chain improvement using edge AI and IoT in retail and logistics
IT engineering / marketing	CROSS SYSTEM SERVICE under works KOZOCOM	• Managed services for enhanced cybersecurity at financial institutions • Application lifecycle support centered on AI-driven development • Marketing automation and data-driven ad campaign execution support
IT infrastructure / facilities	DICS Group	• IT infrastructure upgrades to handle growing data traffic • **Building communication networks and supporting IT infrastructure deployment for urban redevelopment**
Talent solutions	intloop Professionals	• **Building a large, stable FDE talent pool for AX**

Involved from the concept stage — not only overall and sales strategy formulation but also integration into our solutions, sales promotion and execution

Proposal and execution support, including financing plans for IT investment

Beyond IT strategy: supporting integration and reorganization of related divisions, business schemes including partnerships, and overseas expansion strategy

Strong orders and pipeline in IT infrastructure; operating at full capacity while strengthening hiring and training

Deploying dedicated teams for major clients, working closely with them including mutual secondment of personnel

6. APPENDIX

APPENDIX

I. Company Overview

INTLOOP at a Glance

42.2%

Past 10 years Net sales CAGR

- Sustained growth at a CAGR of over 20% since listing
- VISION2030: targeting net sales of 100 billion yen

Client base

- Track record of 1,000+ client companies, centered on large enterprises
- Strength in upstream engagement, from concept planning to requirements definition

1,000+

Major SIer※ partners

- Certified as a core partner through trusted relationships with major SIers

5

HITACHI 株式会社 日立システムズ	Core Partner
	Core Partner
CTC Challenging Tomorrow's Changes	Alliance Partner
BIPROGY	Business Service Partner
NTT DATA	Associate Partner

Group companies

- Established 4 subsidiaries to build a leaner organizational structure
- The Group comprises 8 companies, including those joined through M&A.

12

Group employees

Approx. 1,950

- Actively hiring delivery professionals: consultants, PMO, and engineers
- Hybrid model of employees × freelancers ensures both quality and scalability

Registered freelancers

- One of Japan's largest networks of highly skilled professionals
- Comprising approx. 23,000 consultants and approx. 29,000 IT engineers — the foundation of our delivery structure

57,000

 ※System Integrator

Company Overview

Company name
INTLOOP Inc.

Representative Director
Hirofumi Hayashi

Head office
Akasaka Green Cross 27F
2-4-6 Akasaka,
Minato-ku, Tokyo

Established
February 25, 2005

Capital
2,012 million yen
(including capital surplus)

Fiscal year
August 1 to July 31

Consolidated net sales
40,399 million yen (FY26/7)

Consolidated employees
1,953 (as of July 31, 2026)

Business activities

- Consulting (Strategy / PMO / IT)
- Technology Solutions (System development, maintenance & operations / Infrastructure / Offshore development / Facilities)
- Digital Marketing (Project support / Marketing support)
- Talent Development (Training / Organizational design / Management)
- New Business Development (Advanced technologies / Open innovation / Funds)

Group companies

INTLOOP Strategy Inc.
INTLOOP Project Management Inc.
INTLOOP Professionals Inc.
INTLOOP Technology & Transformation Inc.
Shoku Kyoso Partners Inc.
KOZOCOM Inc.
  KOZOCOM Vietnam Company Limited
Dics Holdings Co., Ltd.*
  Nihon DICS Inc.*
  iT Partners Inc.*
  N-STAGE Inc.*
  COMTEC Inc.*
Cross System Service Co., Ltd.
Underworks Inc.

*Dics Holdings Co.m Ltd. is a pure holding company of Nihon DICS, iT Partners, N-STAGE, and COMTEC
*A group of IT service companies with core businesses in SI, IT infrastructure, BPO, and facilities

Management Team

Representative Director

Hirofumi Hayashi

Apr. 1996 Joined Andersen Consulting (now Accenture)
Mar. 2000 Joined Catalog City Japan
Feb. 2001 Joined Accenture
Feb. 2005 Founded INTLOOP; Representative Director (current)
Jul. 2005 Founded IT BPO (now Monstarlab); Director
Nov. 2018 Founded KSM; Representative Director (current)
Oct. 2023 Chairman of the Board, DICS Holdings (current)
Jan. 2024 Chairman of the Board, INTLOOP Strategy (current)
Jul. 2025 Chairman of the Board, INTLOOP Project Management (current)
Sep. 2025 Chairman of the Board, KOZOCOM (current)

Director

Chikara Uchino

Apr. 1996 Joined Andersen Consulting (now Accenture)
Jul. 2004 Joined Amuse Capital
Apr. 2006 Representative Director, Caviar (now Marvelous)
Apr. 2006 Executive Officer, AQ Interactive (now Marvelous)
Aug. 2011 Joined Accenture; Partner
Mar. 2017 Joined INTLOOP; Head of Corporate Administration
Jan. 2019 Director & Head of Corporate Administration, INTLOOP (current)
Oct. 2023 Representative Director & Executive Vice President, DICS Holdings (current)
Jan. 2024 Representative Director, INTLOOP Strategy (current)
Jul. 2025 Representative Director, INTLOOP Project Management (current)
Sep. 2025 Corporate Auditor, KOZOCOM (current)

Director

Mitsuo Tobe

Apr. 1985 Joined Ushio Tokushu Setsubi
Dec. 1990 Joined Shoken; Director & General Manager
Apr. 1997 Managing Director, Shoken
Aug. 1998 Founded Nihon DICS; President & Representative Director (current)
Jul. 2015 Director, iT Partners (current)
Feb. 2019 Founded DICS Holdings; President, Representative Director & CEO (current)
Mar. 2020 Director, N-STAGE (current)
Sep. 2025 Director, COMTEC (current)
Oct. 2025 Director, INTLOOP (current)

Director (ACM)

Akio Kawabata

Apr. 1967 Joined Tokyo Shibaura Electric (now Toshiba)
Mar. 2002 Advisor, SMIC Japan
Apr. 2009 Full-time Corporate Auditor, THine Electronics
May 2016 Auditor, Japan Electronic Devices Industry Association (current)
Sep. 2016 Corporate Auditor, INTLOOP
Oct. 2021 Director (Audit and Supervisory Committee Member), INTLOOP (current)

Director (ACM)

Fumio Koyama

Apr. 1979 Joined Arthur Andersen & Co. (now Accenture)
Jul. 2004 Founded Todo es Posible Japan; Representative Director
Apr. 2017 Advisor, Todo es Posible Japan (current)
Jan. 2019 Director, INTLOOP
Oct. 2021 Director (Audit and Supervisory Committee Member), INTLOOP (current)

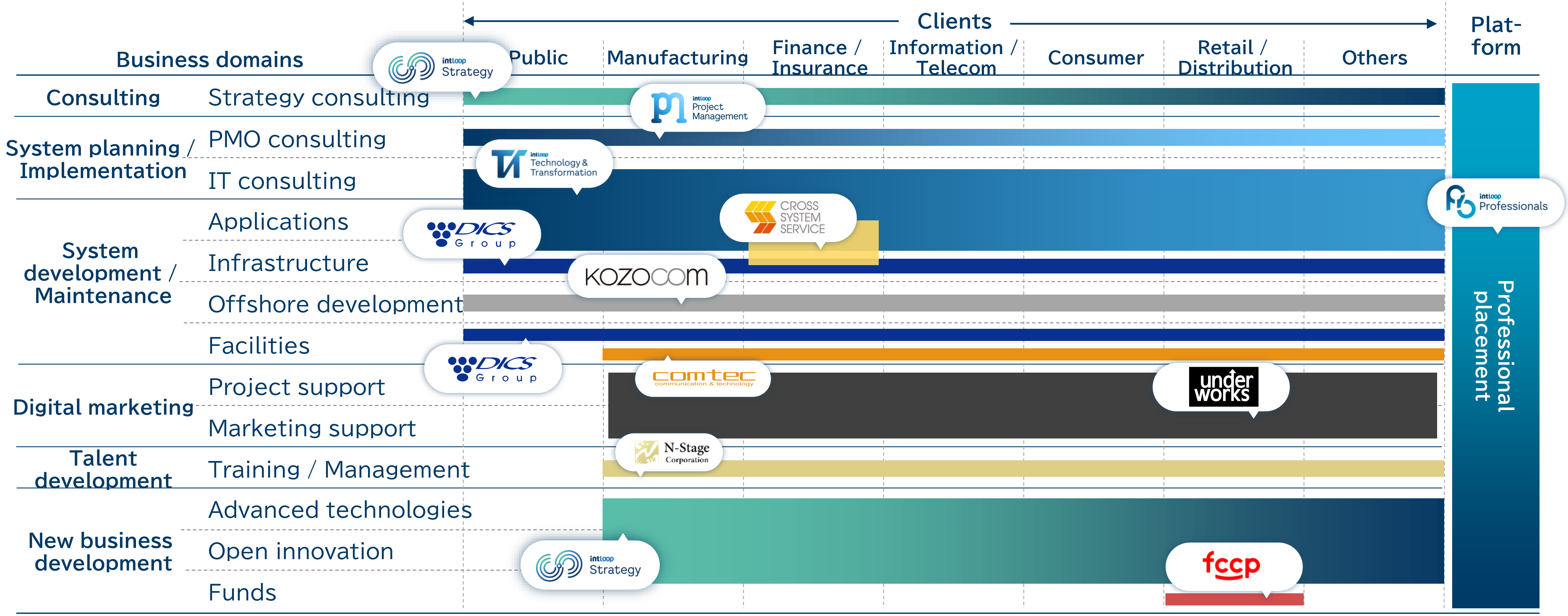
Director (ACM)

Koji Shimoinaba

Apr. 1977 Joined Sumitomo Bank (now Sumitomo Mitsui Banking Corporation)
Jun. 2007 Executive Officer, The Japan Research Institute
Jun. 2015 Senior Executive Officer (Planning & Administration), The Japan Research Institute
Nov. 2018 Director, CFB Japan (current)
Oct. 2021 Outside Director , INTLOOP (current)
Oct. 2021 Trustee, Koyasan Gakuen (current)
Apr. 2022 Finance Committee Member, Koyasan Shingon Buddhism (current)
Mar. 2023 Outside Corporate Auditor, WILLs (current)

Service domains of the INTLOOP Group

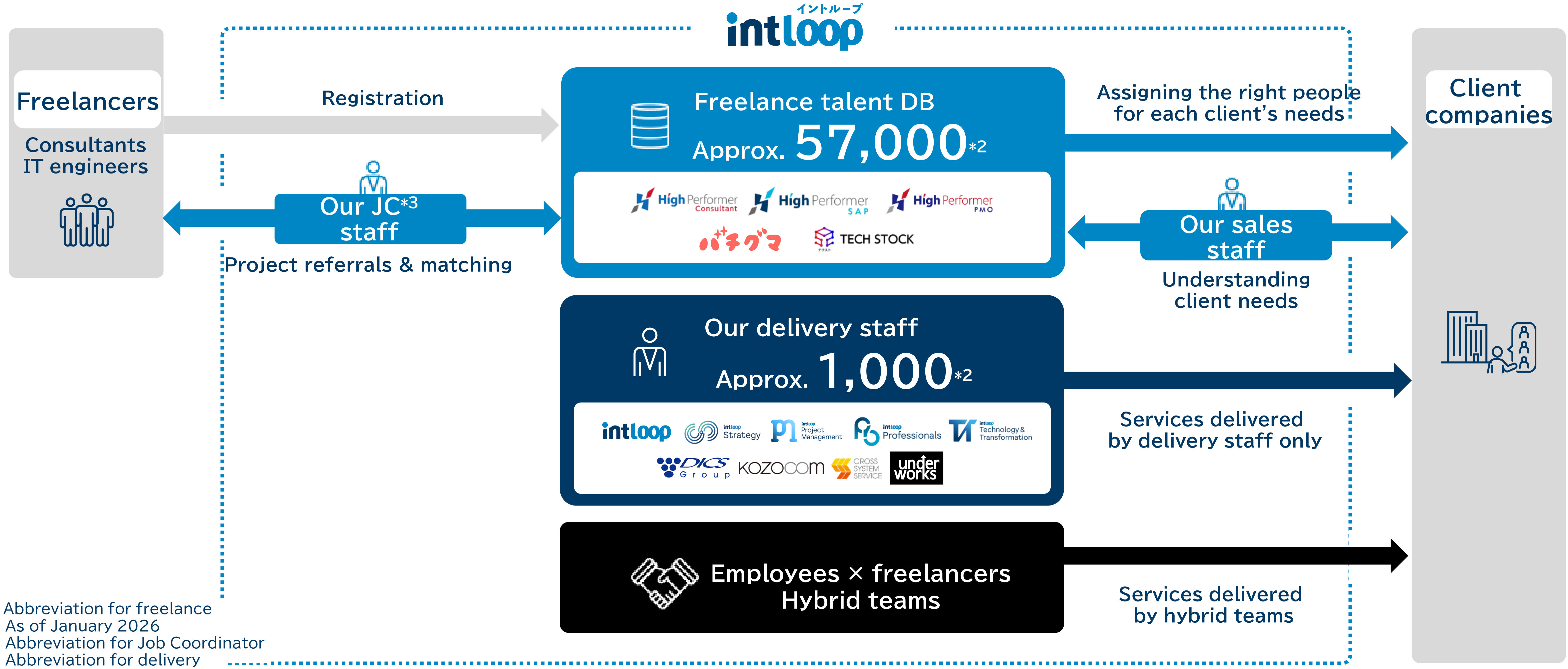
With the structure on the previous page, we provide end-to-end support for clients — from strategy and PM consulting to system development, operations and maintenance, as well as AI, digital marketing, and talent services.



Business Model

intloop

We built a platform to solve challenges for both clients and freelancers, combining our talent DB and in-house delivery staff to fit each client's needs.



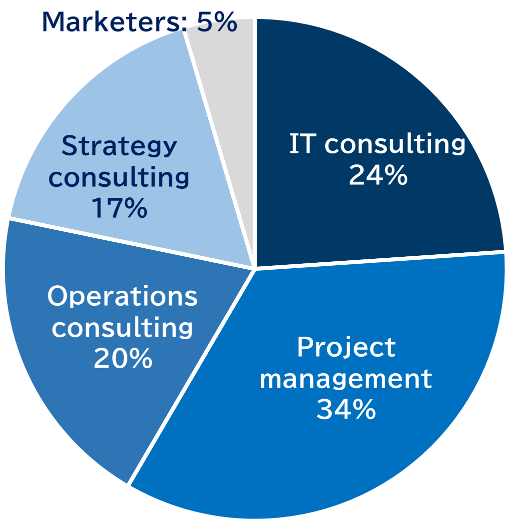
*1: Abbreviation for freelance
*2: As of January 2026
*3: Abbreviation for Job Coordinator
*4: Abbreviation for delivery

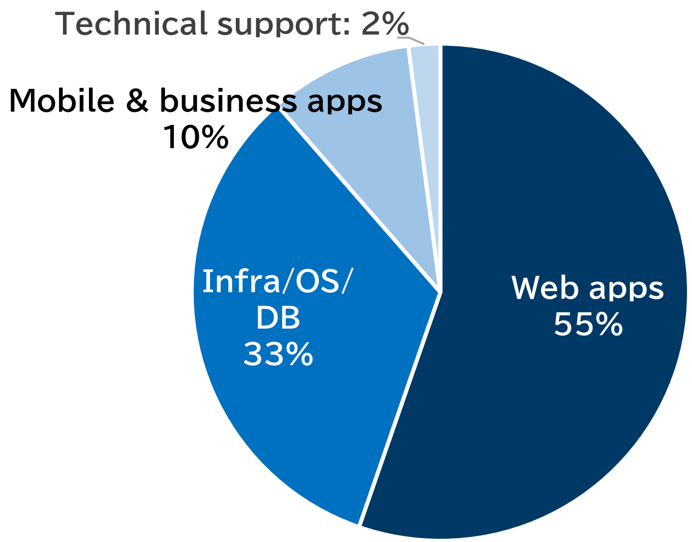
Profile of Registered Freelancers

With a talent base of 57,000 professionals, from strategy consultants to infrastructure engineers, we can support every phase of client projects

Consultants		IT engineers
High Performer PMO, High Performer Consultant, High Performer SAP	Main Sites	TECH STOCK (テクスト), パチグマ
Approx. 25,000	Registrants: Approx. 57,000	Approx. 32,000

Breakdown by expertise*





* Only registrants we have interviewed, with verified expertise

Services Provided by Full-Time Employees (INTLOOP standalone)

Delivery employees 673 FY26/7

Consulting Services

- Strategy consulting (new business development / M&A / PMI)
- IT consulting (system implementation / pre-sales support)
- Operations consulting (SCM/CRM/ERP/BPR/BPM/RPA)

Technology Solutions

- System development / implementation support (SE/PG)
- SES support
- Advanced technology adoption support (AI/IoT/big data)
- Nearshore / lab-based development

PMO Solutions

- Project/departmental/company-wide/user-side PMO support
- PMO × background requirements (major consulting firms, etc.)
- PMO × methodology expertise (Agile, etc.)
- PMO × tech expertise (DX, cloud, etc.)

Other employees 357 FY26/7

Web Services

- Digital strategy
- Digital marketing
- Data utilization
- Digital-driven new businesses / services, etc.

Professional talent services

- Professional consultants (freelance)
- Professional engineers (freelance)
- Professional marketers (freelance)

Career support services for professionals

- Talent agency
- Headhunting

History and Growth Trajectory

By continually solving challenges on both supply and demand sides, we achieved high growth at a CAGR of 47.2% over the past 10 fiscal years

2005 -

IT consulting business
(founding business)

Clients
Wide range of industries, including logistics, manufacturing, and finance

Scope
From business advancement to back-office efficiency

Value
Support through IT technology

Positioning
A “running partner” for clients’ business growth

Challenges solved
Clients’ lack of DX capabilities

2014 - present

Freelance talent platform

Trigger: Launch of a platform for freelance talent

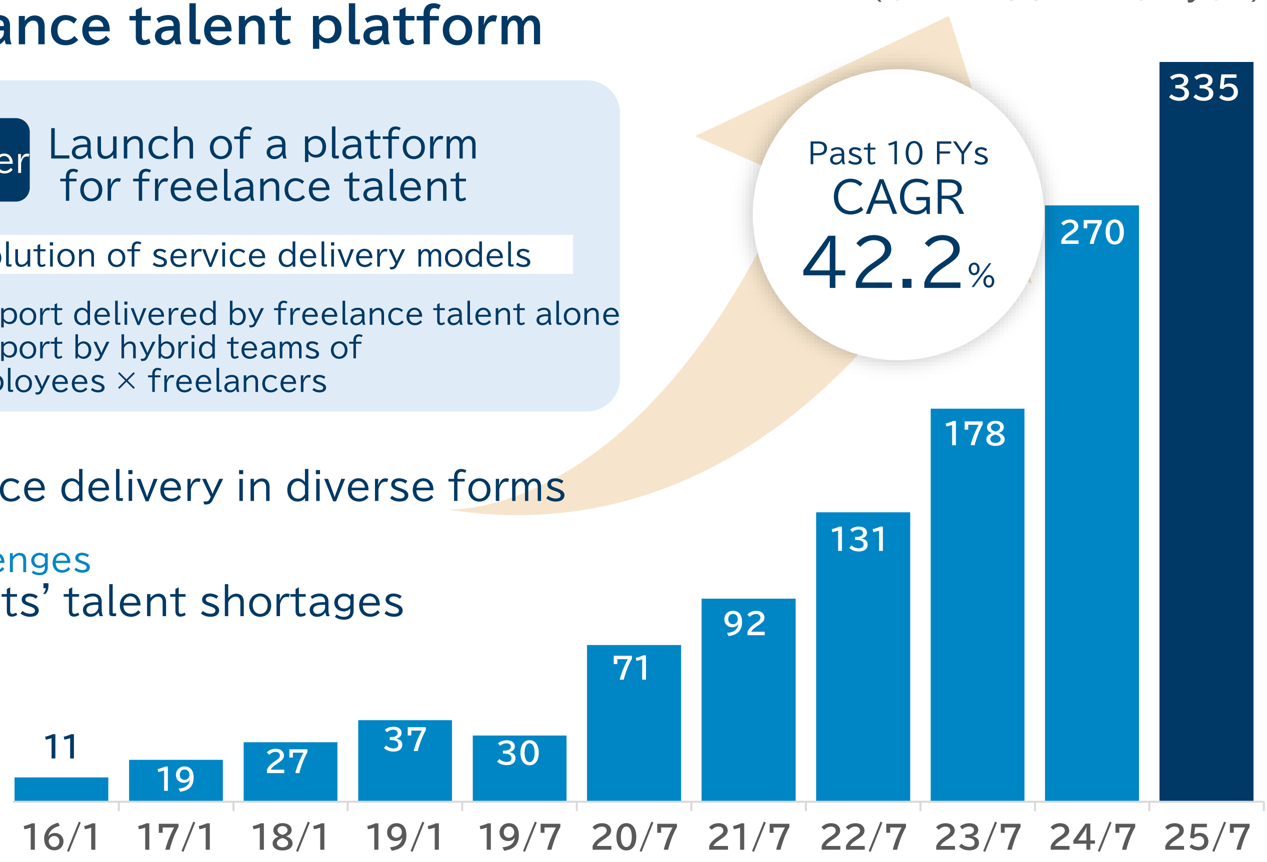
Evolution of service delivery models

- Support delivered by freelance talent alone
- Support by hybrid teams of employees × freelancers

Value
Service delivery in diverse forms

Challenges
Clients’ talent shortages

(Unit: 100 million yen)



* Six-month fiscal period

APPENDIX

II. Business Overview

INTLOOP's Business Domains: AI and the Labor Market

intloop

INTLOOP covers both "AI implementation" and "facilitating labor mobility," addressing labor supply constraints while expanding in growing related markets.

Mission

Introduction LOOP

人と企業の成長が循環する社会の実現

AI implementation in society

Vertical AI market

2030 forecast **3.0** trillion yen*1

- Compute resources (chips, LLMs) still depend heavily on overseas suppliers
- Policy push for domestic AI to protect economic security and corporate data

Consulting market

2030 forecast **2.1** trillion yen*2

- Growing demand for AI strategy planning and process redesign
- AI replaces routine work, but transformation themes and design demand keep growing

Domestic DX market

2030 forecast **8.0** trillion yen*3

- Chronic shortage of talent to implement AI/DX in operations
- Legacy renewal and AI implementation in parallel sustain long-term demand

Labor mobility

Freelance market

2030 forecast **1.4** trillion yen*4

- High-skill IT talent is going freelance for pay and autonomy — hard to secure via hiring alone
- Demand to "use without employing" plus growing freelance supply expand the market

*1: 2026, Cabinet Office "Japan Growth Strategy" *2: 2024, Kodawari Business Consulting *3: 2024, Fuji Chimera Research Institute *4: En Inc., "2026 IT Freelance Market Survey Report"

Utilizing high-performing freelance consultants and engineers is an effective solution to clients' talent shortages

Challenges for client companies

Mid-career hiring of full-time employees
- Intensifying hiring competition
- Slow ramp-up
- Fixed payroll

Use of temporary staffing / SES
- Timely access to highly specialized talent can be limited

Outsourcing / BPO
- Strong in routine work, but challenges with non-routine or advanced needs

Utilizing freelancers

Access to ready-to-deploy talent

Flexible hiring based on demand

Converting labor costs to variable expenses

Autonomy in driving projects

Skill-based compensation

Freedom of time and location

Freelance consultants & engineers

Staying in current job (improved work style)
- Constrained to work within organizational rules

Changing jobs
- Work flexibility remains subject to the new employer's policies

Side jobs
- Premised on balancing with a main job, so working hours are limited

While freelance utilization grows, challenges have emerged. INTLOOP provides value as a platform resolving both sides' challenges

	Client challenges	Consultant & engineer challenges	INTLOOP's solutions
Information gap	・Difficulty in defining project requirements and assessing talent	・Difficulty in self-marketing and finding skill-matched projects	**Matching capability** Consulting-driven requirements and two-way visibility via JC*1 and AI close the info gap
Transaction costs	・Growing QC and management burden	・Unfavorable terms and late payments	**Execution capability** Hybrid employee × freelancer teams ensure quality and standardized transactions
Unequal positions	・No backup for exits ・Compliance risks	・Unstable utilization ・Multi-layer subcontracting	**Retention capability** Japan's largest-class network generates repeat projects and fair partnerships

*1: Abbreviation for Job Coordinator

Competitive Advantages of the INTLOOP Group

Through the platform, these strengths connect organically and function as an ecosystem — the source of our competitiveness that others cannot replicate

Client engagement	Partner engagement

1 Consulting-led upstream wins

- Experienced consultants identify real issues and propose
- Strategy and PM subsidiaries strengthen upstream capabilities

2 Consistent service quality

- Hybrid employee × freelancer teams
- Consulting-grade quality control

3 Agile sales force

- 200+ sales staff win direct contracts from SIers, consulting firms, and operating companies
- Next-business-day proposals, even for single-person engagements

intloop

An engagement platform where clients and partners

create value for each other

4 Reach to professional talent

- Stronger reach to high-skill talent via web marketing, owned media, and brand power

5 Precision matching

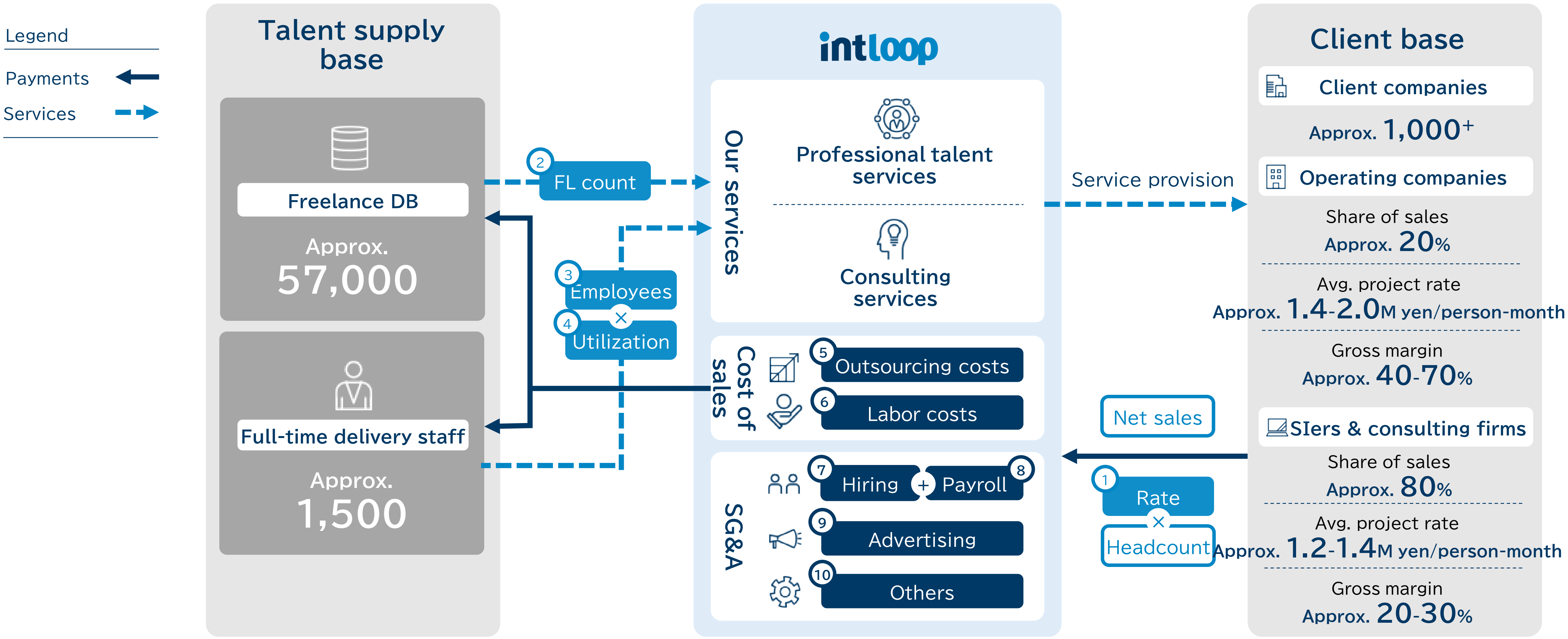
- Sales interviews assess fit with each project
- AI-powered systems enable accurate, efficient matching

6 Freelance community

- Community via events, benefits, and training
- High utilization and repeat rates

Business Model (Revenue Structure)

We earn revenue from clients for services and pay labor and outsourcing costs; the share of high-margin projects keeps growing



Our KPIs

intloop

Net sales = monthly rate × headcount; costs split into components (1-10). We focus on gross margin, utilization, and headcount

		Employees		FL
Net sales	=	1 Monthly rate × 3 Employees × 4 Utilization rate	+	1 Monthly rate × 2 Headcount
Cost of sales	=	6 Labor costs	+	5 Outsourcing
Gross profit	=	Gross profit Employee gross margin	+	Gross profit Gross margin

SG&A = 7 Recruiting + 8 Personnel + 9 Advertising + 10 Others

Operating profit

Unit Price, Client, Etc.

Strength in upstream processes

Project management

Plan and conception → Requirement definition → Design, development, testing → Implementation

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

Unit price of projects, gross profit margin

■ Enterprise:

Project unit price Man by month (avg.)	1.4 to 2 million yen
Gross profit margin	40%–70%

■ SIers and consulting firms:

Project unit price Man by month (avg.)	1.2 to 1.4 million yen
Gross profit margin	20%–30%

Number of client companies, sales ratio by client

of client companies: More than 500

Sales ratio by client

Enterprise	SIers※	Consulting firms
2	5	3

Characteristics

・Our strengths are in our participation from upstream processes and especially in DX projects, such as implementing core systems.

・Enterprise clientele is not biased toward certain sectors and is broad-based.

・We are currently reforming our sales system with a particular focus on winning high-margin projects.

 ※System Integrator

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

We have established INTLOOP “VISION2030,” in which we aim to achieve net sales of ¥100 billion and operating profit of ¥15 billion between FY25/7 and FY30/7.

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

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

Mid-to-Long Term Management Plan
INTLOOP "VISION2030"(2) -Key Strategy-

Growth acceleration of existing businesses

Creation of business areas

① Strengthen the freelancer business and expand consulting areas
- Strengthen the freelancer network to expand business scale
- Expand scope of consulting from strategy to DX/engineering

② Expand our solutions portfolio
- Strengthen AI and other advanced technology solutions
- Expand solution deployment areas

intloop

A solutions platform operator integrating advanced technology and talent

④ Strengthen co-creation with JVs and the fund investment business
- Acquire leverage through VCs and buyout funds
- Capture promising collaborators through investment

③ Create new open innovation businesses
- Make Group-wide efforts to develop new businesses
- Create new businesses through ecosystem coordination

⑤ Build a robust Group management foundation
- Establish an efficient business framework through thorough adoption of advanced technologies such as business DX and AI
- Strengthen corporate governance by harnessing the growing centrifugal and centripetal forces of the INTLOOP Group

Upcoming Schedule

FY27/7 Q1 financial results announcement and briefing:
Friday, December 11, 2026

Disclaimer

- This material has been prepared by the Company solely for informational purposes and does not constitute a solicitation of offers to buy or sell the Company's securities.
- Forward-looking statements contained in this material are based on the Company's judgments and assumptions and on information currently available to the Company. Such statements include the Company's business plans, market size, competitive landscape, industry information, and growth potential.
- These forward-looking statements involve various risks and uncertainties. Known and unknown risks, uncertainties, and other factors may cause actual results to differ from those expressed in such statements.
- Information in this material concerning parties other than the Company is quoted from public sources and other materials; the Company has not verified and does not guarantee its accuracy or appropriateness.