

Notice of the 44th Annual General Meeting of Shareholders

JUSTSYSTEMS CORPORATION

To our shareholders

Thank you very much for your continued support.

I am delighted to present this convocation notice of the 44th Annual General Meeting of Shareholders of JUSTSYSTEMS CORPORATION which will be held on June 26, 2025.

At JUSTSYSTEMS, each employee believes that maintaining a “continual awareness of change” without going by the book or clinging to fixed ideas leads to sustained growth.

Thinking through, making changes and creating – by embodying these actions, we will achieve even higher corporate value.

The value JUSTSYSTEMS provides to society comes of course from good products and services. That will never change.

As we verify the scale and positioning of those products and services, our attention extends not just across Japan but out to the world, as part of our hope to create a better future for people around the world.

Within a fluctuating IT industry, we will stay agile in recognizing the latest trends and proactively adopt new technologies while providing society with new value moving forward.



Kyotaro Sekinada

President & CEO



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.

Securities Code: 4686

June 10, 2025

(Start date of measures for providing informational materials in electronic format: June 4, 2025)

To our shareholders:

Kyotaro Sekinada
President & CEO
JUSTSYSTEMS CORPORATION
Hiraishiwakamatsu 108-4 Kawauchi-cho,
Tokushima

Notice of the 44th Annual General Meeting of Shareholders

You are hereby notified that the 44th Annual General Meeting of Shareholders of JUSTSYSTEMS CORPORATION (the “Company”) will be held as indicated below.

In convening this General Meeting of Shareholders, the Company has taken measures for providing information that constitutes the content of reference documents for the general meeting of shareholders, etc. (items subject to measures for providing informational materials in electronic format) in electronic format, and has posted them to the following website on the Internet.

The Company’s website:

<https://www.justsystems.com/jp/ir/> (in Japanese)

Aside from the above, it is also posted on the Tokyo Stock Exchange website.

TSE website (Listed Company Search):

<https://www2.jpx.co.jp/tseHpFront/JJK010010Action.do?Show=Show> (in Japanese)

(Note) Access the TSE website by using the internet address shown above, enter the issue name (company name) or securities code, and click “Search” button. Then, click “Basic information” button, select “Documents for public inspection/PR information” tab, and click “Click here for access” button under “[Notice of General Shareholders Meeting /Informational Materials for a General Shareholders Meeting].”

Shareholders can exercise their voting rights via the internet or in writing (by mail) in lieu of attending the meeting in person. Please review the Reference Documents for the General Meeting of Shareholders and exercise your voting rights by 6:00 p.m. on Wednesday, June 25, 2025 (JST).

1. Date and Time	Thursday, June 26, 2025, at 10:00 a.m. (JST)								
2. Venue	JUSTSYSTEMS Tokushima Head Office Hiraishiwakamatsu 108-4 Kawauchi-cho, Tokushima								
3. Purpose of the Meeting	<p>Matters to be reported:</p> <ol style="list-style-type: none"> 1. The Business Report and Consolidated Financial Statements for the 44th fiscal year (from April 1, 2024 to March 31, 2025), as well as the results of audit of the Consolidated Financial Statements by the Financial Auditor and the Audit and Supervisory Committee 2. Non-consolidated Financial Statements for the 44th fiscal year (from April 1, 2024 to March 31, 2025) <p>Matters to be resolved:</p> <table> <tr> <td>Proposal No. 1</td> <td>Appropriation of Surplus</td> </tr> <tr> <td>Proposal No. 2</td> <td>Election of Five Directors Who Are Not Audit and Supervisory Committee Members</td> </tr> <tr> <td>Proposal No. 3</td> <td>Election of Three Directors Who Are Audit and Supervisory Committee Members</td> </tr> <tr> <td>Proposal No. 4</td> <td>Election of One Substitute Director Who Is an Audit and Supervisory Committee Member</td> </tr> </table>	Proposal No. 1	Appropriation of Surplus	Proposal No. 2	Election of Five Directors Who Are Not Audit and Supervisory Committee Members	Proposal No. 3	Election of Three Directors Who Are Audit and Supervisory Committee Members	Proposal No. 4	Election of One Substitute Director Who Is an Audit and Supervisory Committee Member
Proposal No. 1	Appropriation of Surplus								
Proposal No. 2	Election of Five Directors Who Are Not Audit and Supervisory Committee Members								
Proposal No. 3	Election of Three Directors Who Are Audit and Supervisory Committee Members								
Proposal No. 4	Election of One Substitute Director Who Is an Audit and Supervisory Committee Member								

Among the items subject to measures for providing informational materials in electronic format, the Notes to the Consolidated Financial Statements and the Notes to the Non-consolidated Financial Statements are not, in accordance with laws and regulations and Article 15 of the Articles of Incorporation of the Company, provided in the paper-based documents to be delivered to shareholders who requested the delivery of paper-based documents. These are a part of the documents audited by Audit and Supervisory Committee and the Financial Auditor when preparing the audit reports and financial audit report.

In the event of any modifications to the items subject to measures for providing informational materials in electronic format, to that effect, the un-revised as well as the revised items will be posted to the respective websites where it is posted.

Reference Documents for the General Meeting of Shareholders

Proposal No. 1: Appropriation of Surplus

The Company maintains a basic policy of striving to pay stable dividends on a continual basis, while securing internal reserves for strengthening the management structure and future business expansion.

Year-end dividends

The Company has given consideration to matters including the business performance of the fiscal year and future business environment, and it proposes to pay year-end dividends for the fiscal year as follows:

(1) Type of dividend property

Cash

(2) Allotment of dividend property and their aggregate amount

¥12 per common share of the Company

Total dividends: ¥770,686,116

As the Company has already paid an interim dividend of ¥10 per share, the annual dividend will be ¥22 per share.

(3) Effective date of dividends of surplus

June 27, 2025

Proposal No. 2: Election of Five Directors Who Are Not Audit and Supervisory Committee Members

At the conclusion of this meeting, the terms of office of all five Directors who are not Audit and Supervisory Committee Members will expire. Therefore, the Company proposes the election of five Directors who are not Audit and Supervisory Committee Members.

As a result of the Audit and Supervisory Committee's deliberations, there were no particular findings regarding this proposal.

The candidates for Director who are not Audit and Supervisory Committee Members are as follows:

Candidate No.	Name (Date of birth)	Career summary, position and responsibility in the Company, and significant concurrent positions outside the Company	Number of the Company's shares owned
1	Kyotaro Sekinada (December 29, 1977)	Apr. 2000 Joined Keyence Corporation June 2009 Director of the Company Oct. 2010 Director and Executive Director of Business Planning Dept. July 2012 Director and Division Director of Corporate Planning Div. Mar. 2016 President & CEO (current position)	5,000
2	Masayuki Tajiki (October 15, 1969)	Oct. 2006 Joined the Company Apr. 2012 Division Director of Consumer Business Div. Oct. 2018 Division Director of Solution Strategy Div. June 2020 Director and Division Director of Solution Strategy Div. (current position)	1,000
3	Masayuki Miki (April 3, 1975)	Apr. 1998 Joined Keyence Corporation June 2009 Director of the Company (current position) Mar. 2016 Director and Chief Development Officer June 2018 Director of Keyence Corporation Mar. 2024 Department Manager of Global IT Dept. (current position)	5,000
4	Manabu Kurihara (April 19, 1956)	Oct. 1987 Joined Chuo Audit Corporation Mar. 1991 Registered as a certified public accountant July 2001 Partner of ChuoAoyama Audit Corporation Aug. 2007 Partner of Ernst & Young ShinNihon Sept. 2017 Chief Representative of Kurihara Certified Public Accountant Office (current position) June 2019 Outside Director of the Company (current position)	-
5	Yoshie Midorikawa (May 8, 1979)	Dec. 2007 Registered as an attorney at law Jan. 2008 Joined Mori Hamada & Matsumoto Jan. 2015 Admitted as Attorney-at-Law in the State of New York Oct. 2016 Joined Freshfields Bruckhaus Deringer LLP Jan. 2019 Partner of Miura & Partners (current position) June 2023 Outside Director of the Company (current position)	-

- Notes:
1. There is no special interest between any of the candidates and the Company.
 2. Mr. Kurihara and Ms. Midorikawa are candidates for outside Director. They are both currently outside Directors of the Company, and notification as independent officers has been submitted to the Tokyo Stock Exchange because they satisfy the Company's independence criteria. If they are reelected, the Company plans for their appointment as independent officers to continue.
 3. The Company has nominated Mr. Kurihara as a candidate for outside Director because he has extensive experience and specialized knowledge in finance, accounting and taxation as a certified public accountant, as well as experience as director of other company and a supervisory officer of investment corporation, bringing

forth the expectations that he will play a role in enhancing the function of the Board of Directors of the Company. Mr. Kurihara has never been directly involved in the management of a company. However, the Company judges he will appropriately fulfill his duties as an outside Director based on the above reasons. His tenure will have been six years at the conclusion of this meeting.

4. The Company has nominated Ms. Midorikawa as a candidate for outside Director because she has extensive experience and specialized knowledge as a lawyer, as well as her experience as an auditor of other company and a supervisory officer of investment corporation, bringing forth the expectations that she will play a role in enhancing the function of the Board of Directors of the Company through her advice mainly from the viewpoint of compliance. Ms. Midorikawa has never been directly involved in the management of a company. However, the Company judges she will appropriately fulfill her duties as an outside Director based on the above reasons. Her tenure will have been two years at the conclusion of this meeting.
5. The Company has entered into a limited liability agreement with Mr. Kurihara and Ms. Midorikawa, which limits their liability for damages to ¥5 million or the minimum liability amount provided for under Article 425, paragraph (1) of the Companies Act, whichever is higher. If they are reelected, the Company plans to renew this agreement with them.
6. The Company has entered into a directors and officers liability insurance policy as provided for in Article 430-3, paragraph (1) of the Companies Act. In the event that a claim for damages is made against the insured that arises from acts carried out by the insured as a person at a certain position of the Company, the insurance policy covers the insured's losses and such costs as related litigation expenses. However, there are certain situations excluded from coverage, such as no compensation for damages arising from the performance of an illegal act with full knowledge of its illegality. The full amount of the insurance premiums is borne by the Company, and in effect those insured do not pay any of the premiums. If each of the candidates assumes the office of Director, they will be included as one of the insured under this policy, and the policy will be renewed during each of the candidates' terms of office.

(Criteria for Independence of Outside Directors)

Outside Directors to whom none of the following apply have been determined to have independence.

1. A person who has been a Director, Audit & Supervisory Board Member, Executive Officer (excluding outside officers; hereinafter collectively referred to as "officer") or employees of the Group in the ten years prior to appointment.
2. A person who is currently or has been in any of the past five fiscal years an officer or employee of a corporation or organization that is currently a major shareholder(*) of the Group or a corporation or organization in which the Group is currently a major shareholder.
(*Major shareholder refers to a shareholder holding 10% or more of voting rights.
3. A major business partner(*) of the Group or an officer or employee of such business partner.
(*Major business partner refers to a company, organization, etc., which is a sales destination or supplier from the viewpoint of the Group or the counterparty, and whose transactions (payments or receipts) with the Group currently or in any of the past three fiscal years account for 2% or more of the consolidated net sales of the Group or the business partner (including the parent company thereof).
4. A person who is currently or in any of the past three fiscal years has been a principal lender of the Company or an officer or employee thereof.
5. A person who is a director, other officer or employee of a corporation or organization that has received a large donation(*) from the Group.
(*Large donation refers to an average of more than ¥10 million per year for the most recent three fiscal years.
6. A person who is currently or has been in any of the past three fiscal years a representative, partner, or employee, etc. of the Group's Financial Auditor.
7. An attorney, certified public accountant, consultant, etc. who receives a large sum(*) of money or other assets from the Group other than remuneration for officers.
(*Large sum refers to an average of more than ¥10 million per year for the most recent three fiscal years.
8. A relative within the second degree of kinship of any of the following.
 - A person who is currently or has been in any of the past five fiscal years a director or a key employee(*) of the Group.
(*Key employee refers to a person who has a position equivalent to or higher than that of the person in charge of an organization.
 - A person whose appointment is restricted by 2 through 7 above.
9. Any other person who is deemed to have a special reason that could cause a conflict of interest with the Company.

Proposal No. 3: Election of Three Directors Who Are Audit and Supervisory Committee Members

At the conclusion of this meeting, the terms of office of all three Directors who are Audit and Supervisory Committee Members will expire. Therefore, the Company proposes the election of three Directors who are Audit and Supervisory Committee Members.

The consent of the Audit and Supervisory Committee has been obtained for this proposal.

The candidates for Director who are Audit and Supervisory Committee Members are as follows:

Candidate No.	Name (Date of birth)	Career summary, position and responsibility in the Company, and significant concurrent positions outside the Company	Number of the Company's shares owned
1	* Katsuji Nagasawa (October 15, 1959)	Apr. 1982 Joined Nomura Securities Co., Ltd. Aug. 1989 Nomura Securities International Inc. June 1997 President of Nomura Capital Services Inc. Dec. 2000 Managing Director of Nomura Holding America Inc. Oct. 2019 Corporate Auditor of Nomura Global Finance Co., Ltd. Nov. 2019 Executive Manager, Office of the Board of Directors of Nomura Holdings, Inc.	-
2	Tsutomu Kumagai (May 7, 1950)	Apr. 1974 Joined Isetan Co., Ltd. Apr. 2007 Operating Officer and General Manager of Accounting Department Apr. 2009 Full-time Corporate Auditor Apr. 2011 Full-time Corporate Auditor of Isetan Mitsukoshi Ltd. June 2012 Outside Audit & Supervisory Board Member of the Company June 2021 Outside Director of the Company (Audit and Supervisory Committee Member) (current position)	-
3	Toru Igarashi (November 26, 1981)	Jan. 2011 Joined Keyence Corporation Sept. 2018 Head of Accounting Group (current position) June 2019 Outside Audit & Supervisory Board Member of the Company June 2021 Outside Director of the Company (Audit and Supervisory Committee Member) (current position)	-

- Notes:
1. Candidate marked with an asterisk (*) is a new candidate for Director who is an Audit and Supervisory Committee Member.
 2. Mr. Nagasawa, Mr. Kumagai and Mr. Igarashi are candidates for outside Director who are Audit and Supervisory Committee Members. There is no special interest between any of the candidates and the Company.
 3. The Company has nominated Mr. Nagasawa as a candidate for outside Director who is an Audit and Supervisory Committee Member because he has extensive experience in business execution both in Japan and overseas and experience and insight as an Audit & Supervisory Board Member, and is expected to strengthen the decision-making function and the auditing and supervision functions of the Board of Directors.
 4. The Company has nominated Mr. Kumagai as a candidate for outside Director who is an Audit and Supervisory Committee Member because he has extensive experience in business execution in the accounting department and experience and insight as a full-time Audit & Supervisory Board Member, and is expected to strengthen the decision-making function and the auditing and supervision functions of the Board of Directors. Mr. Kumagai is currently an outside Director of the Company who is an Audit and Supervisory Committee Member, and at the conclusion of this meeting his tenure as outside Director will have been four years.
 5. The Company has nominated Mr. Igarashi as a candidate for outside Director who is an Audit and Supervisory Committee Member because he has extensive experience in business execution and insight in the accounting department, and is expected to strengthen the decision-making function and the auditing and supervision functions of the Board of Directors. Mr. Igarashi is currently an outside Director of the Company who is an

Audit and Supervisory Committee Member, and at the conclusion of this meeting his tenure as outside Director will have been four years.

6. The Company has submitted notification to the Tokyo Stock Exchange that Mr. Kumagai has been appointed as an independent officer. If he is reelected, the Company plans for his appointment as an independent officer to continue. Mr. Nagasawa also satisfies the requirements for independent officers as stipulated by the Tokyo Stock Exchange, and if his election is approved, the Company plans to submit notification that he has been appointed as an independent officer.
7. The Company has entered into a limited liability agreement with Mr. Kumagai and Mr. Igarashi, which limits their liability for damages to ¥5 million or the minimum liability amount provided for under Article 425, paragraph (1) of the Companies Act, whichever is higher. If they are reelected, the Company plans to renew this agreement with each of them. If the election of Mr. Nagasawa is approved, the Company plans to enter into a limited liability agreement of the same content.
8. The Company has entered into a directors and officers liability insurance policy as provided for in Article 430-3, paragraph (1) of the Companies Act. In the event that a claim for damages is made against the insured that arises from acts carried out by the insured as a person at a certain position of the Company, the insurance policy covers the insured's losses and such costs as related litigation expenses. However, there are certain situations excluded from coverage, such as no compensation for damages arising from the performance of an illegal act with full knowledge of its illegality. The full amount of the insurance premiums is borne by the Company, and in effect those insured do not pay any of the premiums. If each of the candidates are elected, they will be included as one of the insured under this policy, and the policy will be renewed during each of the candidates' terms of office.

Proposal No. 4: Election of One Substitute Director Who Is an Audit and Supervisory Committee Member

The validity of the election of Manabu Kurihara, who was elected as substitute Director who is an Audit and Supervisory Committee Member at the 43rd Annual General Meeting of Shareholders held on June 25, 2024, is until the start of this meeting. The Company requests the approval for the election of one substitute Director who is an Audit and Supervisory Committee Member to be ready to fill a vacant position should the number of Directors who are Audit and Supervisory Committee Members fall below the number required by laws and regulations.

The validity of the election of substitute Director who is an Audit and Supervisory Committee Member can be nullified by resolution of the Board of Directors if the consent of the Audit and Supervisory Committee has been obtained; provided, however, that it is only in a time before assuming office.

The consent of the Audit and Supervisory Committee has been obtained for this proposal.

The candidate for substitute Director who is an Audit and Supervisory Committee Member is as follows:

Name (Date of birth)	Career summary, position and responsibility in the Company, and significant concurrent positions outside the Company	Number of the Company's shares owned
Manabu Kurihara (April 19, 1956)	Oct. 1987 Joined Chuo Audit Corporation Mar. 1991 Registered as a certified public accountant July 2001 Partner of ChuoAoyama Audit Corporation Aug. 2007 Partner of Ernst & Young ShinNihon Sept. 2017 Chief Representative of Kurihara Certified Public Accountant Office (current position) June 2019 Outside Director of the Company (current position)	-

- Notes:
1. Mr. Kurihara is a candidate for substitute outside Director who is an Audit and Supervisory Committee Member. There is no special interest between him and the Company.
 2. The Company has nominated Mr. Kurihara as a candidate for substitute outside Director who is an Audit and Supervisory Committee Member because he has extensive experience and specialized knowledge in finance, accounting and taxation as a certified public accountant, as well as experience as director of other company and a supervisory officer of investment corporation, bringing forth the expectations that he will play a role in enhancing the decision-making function and the auditing and supervision functions of the Board of Directors. Mr. Kurihara has never been directly involved in the management of a company. However, the Company judges he will appropriately fulfill his duties as an outside Director who is an Audit and Supervisory Committee Member based on the above reasons. Mr. Kurihara is currently an outside Director of the Company who is not an Audit and Supervisory Committee Member, and at the conclusion of this meeting his tenure as outside Director will have been six years.
 3. If Proposal 2 "Election of Five Directors Who Are Not Audit and Supervisory Committee Members" is adopted as proposed, Mr. Kurihara will assume the position of Director who is not an Audit and Supervisory Committee Member. However, if the number of Directors who are Audit and Supervisory Committee Members falls below the number required by laws and regulations, he will retire from the position of Director who is not an Audit and Supervisory Committee Member and assume the position of Director who is an Audit and Supervisory Committee Member.
 4. The Company has submitted notification to the Tokyo Stock Exchange that Mr. Kurihara has been appointed as an independent officer. If Mr. Kurihara assumes the office of Director who is an Audit and Supervisory Committee Member, the Company plans for his appointment as an independent officer to continue.
 5. The Company has entered into a limited liability agreement with Mr. Kurihara to limit his liability for damages to ¥5 million or the minimum liability amount provided for under Article 425, paragraph (1) of the Companies Act, whichever is higher. If he assumes the office of Director who is an Audit and Supervisory Committee Member, the Company plans to renew this agreement with him.
 6. The Company has entered into a directors and officers liability insurance policy as provided for in Article 430-3, paragraph (1) of the Companies Act. In the event that a claim for damages is made against the insured that arises from acts carried out by the insured as a person at a certain position of the Company, the insurance policy covers the insured's losses and such costs as related litigation expenses. However, there are certain situations excluded from coverage, such as no compensation for damages arising from the performance of an illegal act with full knowledge of its illegality. The full amount of the insurance premiums is borne by the Company, and in effect those insured do not pay any of the premiums. If Mr. Kurihara assumes the office of Director who is an Audit and Supervisory Committee Member, he will be included as one of the insured under this policy, and the policy will be renewed during his terms of office.

Reference Skill Matrix of Directors

The Directors who comprise the Board of Directors are required to have ethical standards and integrity, extensive experience in policy making related to finance, accounting, and technology, and the capability and experience to be expected to play a complementary role to the other members of the Board of Directors. The Company appoints independent outside Directors taking into consideration the balance of knowledge, experience, and capabilities as well as diversity of the Board of Directors as a whole, including Directors who have management experience at other companies.

Name		Corporate management	Business planning and marketing	Product development and technological strategy	Finance and accounting	Legal affairs	Risk management	Corporate governance
Director	Kyotaro Sekinada	●	●	●			●	●
	Masayuki Tajiki	●	●	●				
	Masayuki Miki	●	●	●				
	Manabu Kurihara				●		●	●
	Yoshie Midorikawa					●	●	●
Director (Audit and Supervisory Committee Member)	Katsuji Nagasawa	●					●	●
	Tsutomu Kumagai				●			●
	Toru Igarashi				●			●

Business Report (from April 1, 2024 to March 31, 2025)

1. Status of the corporate group

(1) Progress and results of operations

In the fiscal year under review, the Japanese economy showed a trend of gradual recovery, partly due to the effects of various policies, although the effects of rising prices and other factors continue to require attention.

Under these circumstances, the Company group (the “Group”) is committed to providing high-performance, high-value-added products and services and has worked to enhance the capabilities for making propositions for increasing Net sales in markets for individuals and legal entities, as well as to plan and develop new products and services that will become new sources of revenue, based on stable earnings from existing businesses.

As a result of the above, our Group’s performance for the current fiscal year resulted in ¥44,551 million of Net sales, ¥18,034 million of Operating profit, ¥18,159 million of Ordinary profit, and ¥12,327 million of Profit attributable to owners of parent.

The Company only has the single business segment of the software-related business. When categorized into individuals and legal entities, Net sales of the individuals business totaled ¥30,946 million and of the legal entities business totaled ¥13,605 million.

In addition, sales of the stock business that provides products and services on a subscription basis totaled ¥33,305 million, accounting for 74.8% of total Net sales.

	43rd fiscal year (Fiscal year ended March 31, 2024)	44th fiscal year (Fiscal year ended March 31, 2025)	Year-on-year changes
	(millions of yen)	(millions of yen)	Rate of Increase/decrease
Net sales	40,985	44,551	Increase by 8.7% 
Operating profit	17,041	18,034	Increase by 5.8% 
Ordinary profit	17,384	18,159	Increase by 4.5% 
Profit attributable to owners of parent	11,636	12,327	Increase by 5.9% 

(2) Capital expenditures

Not applicable.

(3) Financing activities

Not applicable.

(4) Future prospects and issues to be addressed

Regarding the Japanese economy going forward, while the economy is expected to recover, partly due to the effects of various policies, the Company will need to continue to pay attention to the effects of price increases, among other factors.

In this business environment, the Company will work to improve and promote a system that can continuously and stably secure earnings by leveraging its strength in providing a wide range of products and services to individuals and legal entities. We believe it important to comprehensively enhance our corporate value that our shareholders, customers, markets and employees expect of us, by contributing to the development of customers and society through our products and services.

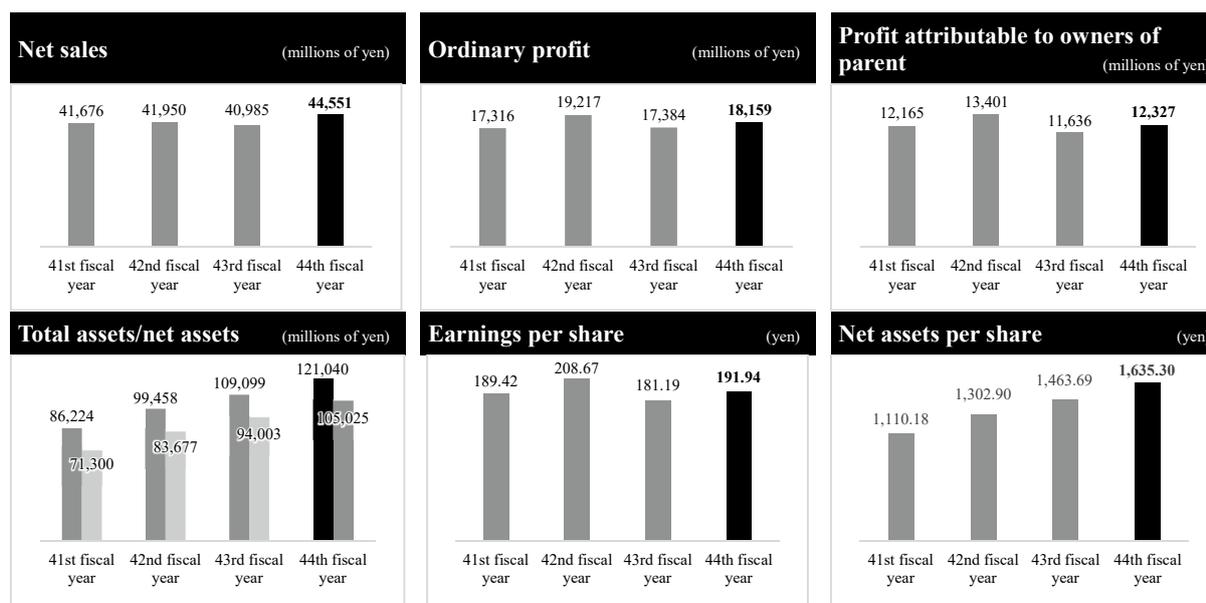
The Company especially emphasizes, among management indicators, the continuous expansion of Operating profit per employee. For our existing products, we will increase customer satisfaction by

continuing to enhance their functions, while we will expand our customer base through the planning and development of our new products and services, with the aim of continually expanding business and enhancing our corporate value.

We will also strive to revitalize the organization and strengthen and expand the human resource strategy to build a corporate structure that is constantly changing and growing.

In the IT industry which the Group is in, the business environment tends to fluctuate significantly in the short term, making us think that it is difficult to reasonably calculate reliable figures for a full-year earnings forecast. We nevertheless promote the planning and development of new products and services and actively make investments for our future growth, with a focus on speed, aiming for continuous growth in both sales and profits.

(5) Changes in assets and profit and loss of the corporate group



Categories	41st fiscal year (Fiscal year ended March 31, 2022)	42nd fiscal year (Fiscal year ended March 31, 2023)	43rd fiscal year (Fiscal year ended March 31, 2024)	44th fiscal year (Current term) (Fiscal year ended March 31, 2025)
Net sales (millions of yen)	41,676	41,950	40,985	44,551
Ordinary profit (millions of yen)	17,316	19,217	17,384	18,159
Profit attributable to owners of parent (millions of yen)	12,165	13,401	11,636	12,327
Total assets (millions of yen)	86,224	99,458	109,099	121,040
Net assets (millions of yen)	71,300	83,677	94,003	105,025
Earnings per share (yen)	189.42	208.67	181.19	191.94
Net assets per share (yen)	1,110.18	1,302.90	1,463.69	1,635.30

Note: Earnings per share is calculated based on the average number of shares outstanding.

(6) Parent company and major subsidiaries

1) Parent company

Not applicable.

2) Subsidiaries

Company name	Share capital	Capital contribution ratio (%)	Major businesses
JUSTSYSTEMS AMERICA, INC.	USD 25,000,000	100.0	Planning, development and provision of software and related services
JUSTSYSTEMS CANADA, INC.	CAD 10,000,000	100.0	Development and sales of XMetaL products

Note: Share capital is current as of the consolidated closing date.

3) Others

Keyence Corporation is an “other affiliated company” defined as a company of which the Company is an associate under the Companies Act and holds 28,234 thousand shares of the Company (shareholding ratio of 43.96 %). The Company has entered into a capital and business alliance agreement with the aforementioned company.

(7) Major businesses (as of March 31, 2025)

Planning, development and provision of software and related services

(8) Major business offices (as of March 31, 2025)

1) Major business offices of the Company

Tokyo Head Office	Shinjuku Oak Tower, Nishi-Shinjuku 6-8-1 Shinjuku-ku, Tokyo
Tokushima Head Office	Hiraishiwakamatsu 108-4 Kawauchi-cho, Tokushima, Tokushima Prefecture
Sales offices	Shinjuku-ku (Tokyo), Nagoya and Osaka

2) Subsidiaries

JUSTSYSTEMS AMERICA, INC. (USA)

JUSTSYSTEMS CANADA, INC. (Canada)

(9) Employees (as of March 31, 2025)

Number of employees of the corporate group is 297 (116), and the number of employees of the Company is 289 (114).

Note: The number of employees represents that of regular employees. The number of temporary employees (including contract employees, temporary staff from staffing agencies, and part-time employees) is shown in parentheses, which represents the average number of such temporary employees for the year.

(10) Major lenders (as of March 31, 2025)

Not applicable.

(11) Other important matters regarding the status of the corporate group

Not applicable.

2. Shares of the Company (as of March 31, 2025)

(1) Total number of authorized shares: 66,163,200

(2) Total number of issued shares: 64,224,800

(including 957 treasury shares)

(3) Number of shareholders: 5,043

(4) Major shareholders

Name of shareholders	Number of shares held (thousands of shares)	Shareholding ratio (%)
Keyence Corporation	28,234	43.96
Yasumitsu Shigeta	4,686	7.30
The Master Trust Bank of Japan, Ltd. (Trust Account)	4,257	6.63
DAIWA CM SINGAPORE LTD - NOMINEE HIKARI TSUSHIN INVESTMENTS ASIA PTE LTD	3,182	4.96
HIKARI TSUSHIN, INC.	2,394	3.73
BNY GCM CLIENT ACCOUNT JPRD AC ISG (FE-AC)	1,564	2.44
Custody Bank of Japan, Ltd. (Trust Account)	1,416	2.21
Tomoaki Fukura	750	1.17
Masahiro Watanabe	712	1.11
NORTHERN TRUST CO.(AVFC) RE FIDELITY FUNDS	706	1.10

Note: 957 treasury shares are not included in the calculation of the shareholding ratio.

(5) Other important matters regarding the shares

Not applicable.

3. Officers

(1) Directors (as of March 31, 2025)

Position	Name	Responsibility in the Company and significant concurrent positions outside the Company
President & CEO	Kyotaro Sekinada	
Director	Masayuki Tajiki	Division Director of Solution Strategy Div.
Director	Masayuki Miki	Department Manager of Global IT Dept., Keyence Corporation
Director	Manabu Kurihara	Chief Representative of Kurihara Certified Public Accountant Office
Director	Yoshie Midorikawa	Partner of Miura & Partners
Director (Full-time Audit and Supervisory Committee Member)	Yasushi Higo	
Director (Audit and Supervisory Committee Member)	Tsutomu Kumagai	
Director (Audit and Supervisory Committee Member)	Toru Igarashi	Department Manager of General Accounting Dept., Keyence Corporation

- Notes:
- Directors Manabu Kurihara and Yoshie Midorikawa are outside Directors.
 - Director (Full-time Audit and Supervisory Committee Member) Yasushi Higo, Directors (Audit and Supervisory Committee Members) Tsutomu Kumagai and Toru Igarashi are outside Directors, and have significant knowledge of finance and accounting.
 - Mr. Higo has been appointed as a full-time Audit and Supervisory Committee Member in order to enhance the effectiveness of audits and strengthen the auditing and supervisory functions through enhanced information gathering and adequate cooperation with the internal audit department, etc.
 - The Company has submitted notification to the Tokyo Stock Exchange that Mr. Kurihara, Ms. Midorikawa, Mr. Higo and Mr. Kumagai have been designated as independent officers as provided for by the aforementioned exchange.

(2) Summary of details of limited liability agreement

Pursuant to the Articles of Incorporation of the Company and the provisions of Article 427, paragraph (1) of the Companies Act, the Company has entered into an agreement with each of the outside Directors to limit their liability for damages under Article 423, paragraph (1) of the same Act.

Pursuant to this agreement, the defined maximum amount of liability for damages of each of the outside Directors is ¥5 million or the minimum liability amount provided for under Article 425, paragraph (1) of the Companies Act, whichever is higher.

(3) Remuneration for the current fiscal year

(millions of yen)

Categories	Total amount of remuneration	Total amount of remuneration by type			Number of payees
		Basic remuneration	Performance-linked remuneration	Non-monetary remuneration	
Directors (excluding Audit and Supervisory Committee Members) (of which, outside Directors)	158 (10)	46 (10)	111 (-)	- (-)	5 (2)
Directors (Audit and Supervisory Committee Members) (of which, outside Directors)	11 (11)	11 (11)	- (-)	- (-)	3 (3)
Total (of which, outside Directors)	170 (21)	58 (21)	111 (-)	- (-)	8 (5)

- Notes:
- The amount paid for Directors does not include the portion of employee's salary for Directors who concurrently serve as employees.
 - At the 40th Annual General Meeting of Shareholders held on June 24, 2021, the maximum amount of remuneration was resolved to be ¥300,000 thousand or less per year for Directors (excluding Audit and Supervisory Committee Members; ¥24,000 thousand or less per year for outside Directors; not including the portion of employee's salary for Directors who concurrently serve as employees) and ¥36,000 thousand or less per year for Directors (who are Audit and Supervisory Committee Members). As of the conclusion of this General Meeting of Shareholders, the number of Directors (excluding Audit and Supervisory Committee

Members) will be five (two of whom are outside Directors) and the number of Directors (who are Audit and Supervisory Committee Members) will be three.

(4) Policy for determining the details of individual remuneration, etc. for Directors

1) Basic policy

The following is the Company's basic policy on remuneration for Directors.

- The policy shall clarify responsibility for business performance, and contribute to sustainable growth and to the enhancement of corporate value over the medium to long term
- The policy shall provide a remuneration level and a remuneration system that enables outstanding individuals to be attracted and retained
- The process of determining remuneration shall be characterized by a high degree of transparency and objectivity

2) Method for calculating amount of remuneration

In order to clarify responsibility for business performance, the amount of remuneration is calculated by taking the annual salary of the employees in managerial positions for the previous fiscal year as a reference amount, and multiplying it by a coefficient.

With regard to the level of remuneration, this is based on the content of the Company's business, the management situation and other factors. Consideration is given to the balance between this remuneration and the remuneration amount at other listed companies (including companies in the same industry, and companies of a similar size in different industries) as well as the employee salaries at the Company, before setting a coefficient. The coefficient varies depending on the position in the Company, but has an upper limit of 5.0.

Remuneration consists of basic remuneration, and performance-linked remuneration which varies in accordance with business performance for the previous business year, and the proportion of remuneration accounted for by the performance-linked portion is 70%-80%.

Among the management indicators used by the Company, special attention is paid to continuous growth in "operating profit per employee," and this is used as an indicator to determine the performance-linked portion. Ensuring that those variations are reflected in remuneration results in a stronger link between remuneration and performance, and clarifies responsibility for corporate growth.

Currently, we believe that sufficient measures have been taken to promote the sharing of shareholders' awareness of sustainable profits, and of enhancements in corporate value. Going forward, we see the introduction of medium- to long-term incentives, including stock-based remuneration, as a matter to be considered, after taking into account the balance between the Company's remuneration and the level of remuneration at other listed companies.

(Note) Excludes outside Directors.

3) Remuneration for outside Directors

Remuneration for outside Directors is basic remuneration only, which does not include any portion linked to the Company's business performance, in light of their position of independence from the execution of business operations. The amount of remuneration for outside Directors (excluding those who are Audit and Supervisory Committee Members) is set in accordance with the remuneration at other listed companies, the nature of the requirements, and the degree of influence and involvement in the management of the Company. The remuneration of outside Directors (who are Audit and Supervisory Committee Members) is determined through consultation among outside Directors (who are Audit and Supervisory Committee Members) within the total amount of remuneration resolved at the General Meeting of Shareholders.

4) Process for determining remuneration

The Board of Directors makes a resolution regarding the policy on remuneration for Directors after confirmation and receiving advice at a meeting where the majority of members attending are independent outside Directors. Individual remuneration, etc. for Directors of the Company is determined by Kyotaro Sekinada, President & CEO, who has been entrusted by the Board of Directors, with an upper value limit set by a resolution of the General Meeting of Shareholders and in line with the resolution of the Board of Directors. Such authority was delegated to him because he is deemed to be highly familiar with the business environment and management situation of the Company, and the roles and achievements, etc. of the Company's Directors, and that he is capable of determining the amounts of remuneration for the Company's Directors comprehensively and objectively.

The Board of Directors judges that the individual remuneration, etc. of Directors for the current fiscal year is in line with the determination policy because the Company has gone through the above decision-making process.

(5) Overview of the contents of directors and officers liability insurance policy

The Company has entered into a directors and officers liability insurance policy, as provided for in Article 430-3, paragraph (1) of the Companies Act, that covers Directors, employees in managerial positions, and others at the Company and its subsidiaries. The full amount of the insurance premiums is borne by the Company for all those insureds. In the event that a claim for damages is made against the insured that arises from acts carried out by the insured as a person at a certain position of the Company, the insurance policy covers the insured's losses and such costs as related litigation expenses. However, there are certain situations excluded from coverage, such as no compensation for damages arising from the performance of an illegal act with full knowledge of its illegality.

(6) Matters concerning outside officers

1) Principal activities during the fiscal year under review and overview of duties carried out as part of the roles expected of outside Directors

- Director

Manabu Kurihara attended all 12 meetings of the Board of Directors held in the fiscal year and presented specific opinions and recommendations on the Company's overall management and corporate governance, based on his extensive experience and specialized knowledge in finance, accounting and taxation as a certified public accountant, as well as his experience as a director of other company and a supervisory officer of investment corporation.

Yoshie Midorikawa attended all 12 meetings of the Board of Directors held during the fiscal year and presented specific opinions and recommendations on the Company's overall management and corporate governance, based on her advanced specialized knowledge as a lawyer and experience as an auditor of another company and a supervisory officer of an investment corporation.

- Director (Audit and Supervisory Committee Member)

Full-time Audit and Supervisory Committee Member Yasushi Higo attended all 12 meetings of the Board of Directors held during the current fiscal year, and all 13 meetings of the Audit and Supervisory Committee. He provided supervision and presented specific opinions and recommendations on overall management from an independent standpoint based on his extensive experience in business execution in corporate management in the financial industry and experience and insight as a Director (who is an Audit and Supervisory Committee Member).

Tsutomu Kumagai attended all 12 meetings of the Board of Directors held during the current fiscal year, and all 13 meetings of the Audit and Supervisory Committee. He provided supervision and presented specific opinions and recommendations on overall management from an independent standpoint based on his extensive experience in business execution in the

accounting department and experience and insight as a full-time Audit & Supervisory Board Member.

Toru Igarashi attended all 12 meetings of the Board of Directors held during the current fiscal year, and all 13 meetings of the Audit and Supervisory Committee. He provided supervision of management and presented specific opinions and recommendations based on his extensive experience and insight in business execution in the accounting department.

2) Significant concurrent positions at other corporations and relationships of the Company with such corporations

Director Manabu Kurihara is Chief Representative of Kurihara Certified Public Accountant Office. There is no special interest between the firm and the Company.

Director Yoshie Midorikawa is a Partner of Miura & Partners. There is no special interest between the firm and the Company.

Director (Audit and Supervisory Committee Member) Toru Igarashi is a person executing business in Keyence Corporation. Keyence Corporation is an “other affiliated company” defined as a company of which the Company is an associate under the Companies Act, and has entered into a capital and business alliance agreement with the Company. The aforementioned company respects the autonomy and independence of the Company and will not interfere with the Company’s decision-making or bind the Company.

4. Financial Auditor

(1) Name of Financial Auditor: Deloitte Touche Tohmatsu LLC

(2) Amount of remuneration for Financial Auditor for the current fiscal year

	Amount paid (millions of yen)
Amount of remuneration for Financial Auditor for the current fiscal year	38
Total amount of money and other property benefit to be paid from the Company and its subsidiaries to the Financial Auditor	38

Notes: 1. In the auditing contract between the Company and the Financial Auditor, the amount of remuneration for auditing under the Companies Act and the amount of remuneration for auditing under the Financial Instruments and Exchange Act have not been separated distinctly, nor can they be separated in essence. Accordingly, the amount of remuneration for Financial Auditor for the current fiscal year indicates the total of these amounts.

2. After having performed necessary verification as to the appropriateness of matters such as the content of the Financial Auditor's audit plan, the status of performance of duties in the financial audits by the Financial Auditor, and the basis for the calculation of the estimated remuneration for the Financial Auditor, the Audit and Supervisory Committee has decided to consent to the amount of remuneration to be paid to the Financial Auditor.

(3) Description of non-auditing services

Not applicable.

(4) Policy for decisions on dismissal or non-reappointment of Financial Auditor

The Audit and Supervisory Committee will dismiss the Financial Auditor with the consent of all the Audit and Supervisory Committee Members if the Financial Auditor is found to fall under any of the items of Article 340, paragraph (1) of the Companies Act. In such cases, the dismissal and the reasons thereof will be reported at the first general meeting of shareholders to be convened after the dismissal. In addition to the above cases, if it is deemed difficult for the Financial Auditor to perform its duties properly, the Audit and Supervisory Committee will determine the content of the proposal for dismissal or non-reappointment of the Financial Auditor to be submitted to the general meeting of shareholders.

5. System to ensure properness of operations and operating status of the system

System to ensure properness of operations

The following items outline the decisions by the Company about the systems to ensure that Directors perform their duties in compliance with relevant laws and regulations and the Articles of Incorporation, and other systems to ensure properness of operations of the Company.

(1) System to ensure that Directors and employees perform their duties in compliance with relevant laws and regulations and the Articles of Incorporation

A code of conduct and compliance-related regulations shall be established, and ongoing educational programs shall be implemented to ensure compliance with laws, regulations, and the Articles of Incorporation and to raise awareness of compliance. In addition, as one of mechanisms to detect any non-compliance with the above, the whistle-blowing system shall be operated pursuant to the whistle-blowing-related rules. The status of such systems shall be audited by staff in charge of internal audit.

(2) System for retaining and managing information pertaining to the performance of duties by Directors

The status of performance of duties by Directors shall be defined as the matter to be reported to the Board of Directors, and the minutes containing the matter reported shall be retained for ten years. In addition, minutes of the Management Committee and internal approval records shall be retained and managed in writing or by electromagnetic means.

(3) Rules and other systems to manage risk of loss

The Company shall establish relevant rules and regulations for items to be managed, such as financial reporting and information security, etc., and establish a cross-organizational management system to identify risks and promote countermeasures for the entire company, with the President serving as the manager for risk management, to conduct risk analysis, assessment, and formulation of countermeasures on an ongoing basis. The status of such activities shall also be reported regularly to the Board of Directors.

(4) System to ensure that Directors perform their duties efficiently

The Board of Directors shall meet once a month in principle to make decisions about important matters and to supervise Directors' performance of duties based on business reports from the Directors. In addition, for the purpose of ensuring efficiency in the performance of duties while further enhancing the supervisory function of the Board of Directors, some decision-making authority on execution of important operations shall be delegated to the President, and the Management Committee shall be held from time to time to make decisions on matters delegated by the Board of Directors and other matters pertaining to the execution of operations quickly and flexibly. Furthermore, the Company shall develop a system that enables delegation of authority to the person responsible for the organization pursuant to the responsibility and authority rules and swift decision-making on various matters.

Also, the Company will set performance targets for each fiscal year and, through forecast analysis and measuring the effectiveness of business measures, will ensure systematic and efficient business operations, with progress reported to the Board of Directors.

(5) System to ensure properness of operations of the corporate group, comprising the Company and its subsidiaries

The Company shall set up a department which manages the affiliated companies such as subsidiaries, and cause the department to establish the management policy, etc. in accordance with the Rules for the Management of Affiliated Companies and other rules. In addition, the Company shall, if necessary, dispatch its Directors or employees to affiliated companies to ensure properness of operations in the corporate group.

(6) Matters concerning employees to assist the Audit and Supervisory Committee in performing its duties when requested by the Audit and Supervisory Committee and matters concerning the independence of such employees from Directors

Upon request of the Audit and Supervisory Committee, appropriate employees shall be selected to assist the Audit and Supervisory Committee in its duties after consultation with the Audit and Supervisory

Committee. Directors shall not prevent such employees from performing their duties and shall not unfairly evaluate such employees in their performance evaluation.

(7) System for reporting to the Audit and Supervisory Committee

Directors and employees shall develop a system in which they immediately report an incident that violates laws and regulations or the Articles of Incorporation or may cause significant damage to the Company, and a matter that is necessary for proper auditing by Audit and Supervisory Committee Members to the Audit and Supervisory Committee. Directors and employees shall also report on any matter regarding their duties promptly when requested by the Audit and Supervisory Committee. The Company will not treat any person in a disadvantageous manner for the reason of such reports.

(8) Other systems to ensure that audits by the Audit and Supervisory Committee are conducted effectively

The Company shall develop a system in which the President and Audit and Supervisory Committee Members share information, and Audit and Supervisory Committee Members attend important meetings such as the meeting of the Board of Directors and the Management Committee and state their opinions as appropriate. The Company shall develop a system which would enable the Audit and Supervisory Committee, staff in charge of internal audits and the Financial Auditor to work together to conduct efficient and effective audits. In addition, the Company may bear expenses deemed necessary by Audit and Supervisory Committee Members in the performance of their duties and reimbursement from the Company may be demanded for emergency or extraordinary expenses incurred.

Summary of the operating status of the system to ensure properness of operations

- (1)** The Board of Directors is composed of eight Directors (five of whom are outside Directors), holds regular meetings once a month in principle and extraordinary meetings, and makes important decisions about management-related matters in addition to important matters provided for by laws and regulations. Matters delegated by the Board of Directors to the President as well as other important matters related to business execution are deliberated and decided by the Management Committee, which consists of executive Directors and other persons responsible for the organization.
- (2)** Audit and Supervisory Committee is composed of three Audit and Supervisory Committee Members, holds meetings once a month in principle, and strives to ensure that audits on operations and financial audits are conducted effectively. In addition to attending meetings of the Board of Directors and the Management Committee, Audit and Supervisory Committee Members properly monitor management through audit procedures such as reviewing important documents and making inquiries to officers and employees based on audit plans.
- (3) Specific efforts made during the current fiscal year**

1) Ensuring compliance

As part of the efforts in enforcing compliance in light of the Code of Conduct of the Group, a training was held for all employees and monthly compliance-related news were distributed. Among these initiatives, the Company has re-publicized its internal whistleblower system from the viewpoint of the system of contact points, ease of reporting, and protection of whistleblowers, and strengthened the structure for the office in charge of personal information protection, promoted the advancement of a management process, and enhanced its efforts at internal education. Furthermore, by conducting periodic compliance awareness surveys, the Company at an early stage identifies issues and potential risks related to organizational culture and undertakes specific measures to resolve those issues.

2) Establishing and operating the risk management system

The risk management organization, with the President serving as the manager, evaluates and responds to internal and external risks based on risk assessments, and promotes the advancement of a cross-organizational management system. Our adoption of a new risk-sharing framework allows each organization to strengthen its autonomous control, establishing a system capable of predictive management of measures to prevent recurrence. The Company is strengthening personal information management, information security, etc., and regularly reports the status of such initiatives to the Board of Directors.

3) Ongoing initiatives regarding information and system security

We view changes in the IT environment as a business risk and are strengthening measures against cyber attacks and similar threats through training and ongoing information collection. To that end, we are establishing a system to increase effectiveness and check security levels on a regular basis.

Consolidated Financial Statements

Consolidated Balance Sheet

(millions of yen)

Account item	44th fiscal year (As of March 31, 2025)
Assets	
Current assets	109,649
Cash and deposits	90,569
Notes and accounts receivable - trade	2,829
Securities	10,000
Merchandise and finished goods	852
Raw materials and supplies	1,149
Prepaid expenses	3,048
Other	1,269
Allowance for doubtful accounts	(69)
Non-current assets	11,391
Property, plant and equipment	5,743
Buildings and structures	9,457
Tools, furniture and fixtures	1,555
Land	3,569
Accumulated depreciation	(8,838)
Intangible assets	4,574
Software	4,262
Software in progress	311
Other	0
Investments and other assets	1,072
Investment securities	14
Deferred tax assets	726
Other	331
Total assets	121,040

(millions of yen)

Account item	44th fiscal year (As of March 31, 2025)
Liabilities	
Current liabilities	15,822
Accounts payable - trade	872
Accounts payable - other	2,066
Income taxes payable	3,252
Unearned revenue	8,351
Provision for bonuses	659
Other	618
Non-current liabilities	192
Retirement benefit liability	177
Other	14
Total liabilities	16,015
Net assets	
Shareholders' equity	105,123
Share capital	10,146
Capital surplus	12,293
Retained earnings	82,685
Treasury shares	(2)
Accumulated other comprehensive income	(98)
Foreign currency translation adjustment	(89)
Remeasurements of defined benefit plans	(9)
Total net assets	105,025
Total liabilities and net assets	121,040

Consolidated Statement of Income

(millions of yen)

Account item	44th fiscal year (From April 1, 2024 to March 31, 2025)	
Net sales		44,551
Cost of sales		9,779
Gross profit		34,772
Selling, general and administrative expenses		16,737
Operating profit		18,034
Non-operating income		193
Interest income	163	
Rental income	17	
Other	12	
Non-operating expenses		68
Foreign exchange losses	53	
Other	14	
Ordinary profit		18,159
Profit before income taxes		18,159
Income taxes - current		5,874
Income taxes - deferred		(42)
Profit		12,327
Profit attributable to owners of parent		12,327

Consolidated Statement of Changes in Equity

44th fiscal year (From April 1, 2024 to March 31, 2025)

(millions of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	10,146	12,293	71,642	(2)	94,081
Changes during period					
Dividends of surplus			(1,284)		(1,284)
Profit attributable to owners of parent			12,327		12,327
Purchase of treasury shares				(0)	(0)
Net changes in items other than shareholders' equity					
Total changes during period	-	-	11,042	(0)	11,042
Balance at end of period	10,146	12,293	82,685	(2)	105,123

	Accumulated other comprehensive income			Total net assets
	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income	
Balance at beginning of period	(71)	(5)	(77)	94,003
Changes during period				
Dividends of surplus				(1,284)
Profit attributable to owners of parent				12,327
Purchase of treasury shares				(0)
Net changes in items other than shareholders' equity	(17)	(3)	(21)	(21)
Total changes during period	(17)	(3)	(21)	11,021
Balance at end of period	(89)	(9)	(98)	105,025

Non-consolidated Financial Statements

Non-consolidated Balance Sheet

(millions of yen)

Account item	44th fiscal year (As of March 31, 2025)
Assets	
Current assets	107,929
Cash and deposits	89,081
Accounts receivable - trade	2,807
Securities	10,000
Merchandise and finished goods	735
Raw materials and supplies	764
Prepaid expenses	2,951
Accounts receivable - other	396
Advance payments - other	142
Other	1,119
Allowance for doubtful accounts	(68)
Non-current assets	12,821
Property, plant and equipment	5,741
Buildings	2,037
Structures	57
Tools, furniture and fixtures	76
Land	3,569
Intangible assets	4,500
Software	4,188
Software in progress	311
Investments and other assets	2,579
Investment securities	14
Shares of subsidiaries and associates	1,499
Long-term prepaid expenses	95
Guarantee deposits	224
Deferred tax assets	726
Other	19
Total assets	120,750

(millions of yen)

Account item	44th fiscal year (As of March 31, 2025)
Liabilities	
Current liabilities	15,534
Accounts payable - trade	870
Accounts payable - other	1,988
Income taxes payable	3,252
Unearned revenue	8,158
Provision for bonuses	658
Other	605
Non-current liabilities	184
Provision for retirement benefits	179
Other	4
Total liabilities	15,718
Net assets	
Shareholders' equity	105,032
Share capital	10,146
Capital surplus	12,293
Legal capital surplus	5,355
Other capital surplus	6,938
Retained earnings	82,594
Legal retained earnings	19
Other retained earnings	82,575
Retained earnings brought forward	82,575
Treasury shares	(2)
Total net assets	105,032
Total liabilities and net assets	120,750

Non-consolidated Statement of Income

(millions of yen)

Account item	44th fiscal year (From April 1, 2024 to March 31, 2025)	
Net sales		43,428
Cost of sales		9,531
Gross profit		33,896
Selling, general and administrative expenses		15,003
Operating profit		18,893
Non-operating income		196
Interest and dividend income	166	
Rental income	17	
Other	12	
Non-operating expenses		32
Foreign exchange losses	19	
Other	12	
Ordinary profit		19,058
Extraordinary income		70
Reversal of provision for loss on business of subsidiaries and associates	70	
Extraordinary losses		2,202
Loss on valuation of shares of subsidiaries and associates	2,202	
Profit before income taxes		16,925
Income taxes - current		5,874
Income taxes - deferred		(42)
Profit		11,093

Non-consolidated Statement of Changes in Equity

44th fiscal year (From April 1, 2024 to March 31, 2025)

(millions of yen)

	Shareholders' equity				
	Share capital	Capital surplus		Retained earnings	
		Legal capital surplus	Other capital surplus	Legal retained earnings	Other retained earnings
					Retained earnings brought forward
Balance at beginning of period	10,146	5,355	6,938	19	72,766
Changes during period					
Dividends of surplus					(1,284)
Profit					11,093
Purchase of treasury shares					
Total changes during period	-	-	-	-	9,809
Balance at end of period	10,146	5,355	6,938	19	82,575

	Shareholders' equity		Total net assets
	Treasury shares	Total shareholders' equity	
Balance at beginning of period	(2)	95,223	95,223
Changes during period			
Dividends of surplus		(1,284)	(1,284)
Profit		11,093	11,093
Purchase of treasury shares	(0)	(0)	(0)
Total changes during period	(0)	9,808	9,808
Balance at end of period	(2)	105,032	105,032