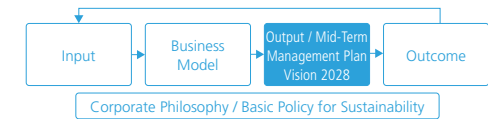


Medium-Term Management Plan Vision 2028

In order to advance to the next phase, the MJS Group is promoting the Sustainability 2030 and the Medium-Term Management Plan Vision 2028. By aligning their basic policies and strategies, we aim to enhance corporate value and achieve sustainability in society.



Taking on challenges to reform the business model and create new value

Contributing to the growth and development of SMEs that support the Japanese economy, the MJS Group will be there, continuing to provide partner-type support together with accounting firms. By providing our MJS DX Consulting services and ERP solutions based on SaaS technology and by advancing the integrated DX platform business, we will create new value and support their growth and development. We will achieve business model transformation with the aim of enhancing our corporate value on a sustainable basis.

Management Targets in the Medium-Term Management Plan Vision 2028

Accelerating business model transformation by providing DX consulting services based on the use of AI and by sophisticating ERP solutions.

MJS Group management targets for FY2028

Net sales	60.0 billion yen (CAGR: 7.0%)
Ordinary profit	12.0 billion yen (CAGR: 20.4%)
Ordinary profit margin	20% (FY2025 result: 14.0%)
ROE	18% (FY2025 result: 17.3%)

Target Subscription Indicators for Main ERP Products

Main ERP products
ARR*1
11.0 billion yen
(Up 93% compared
with FY2025)

ARR from all software
utilization fees*2:
20.0 billion yen
(Up 75% compared
with FY2025)

Ratio of subscription
sales of main ERP
products to total main
ERP products sales
in FY2028*3
60%

*1. Annual recurring revenue (ARR) from main ERP products is 12 times the revenue from billing fees for utilizing main ERP products in the last month of each fiscal year.
*2. Total ARR from software utilization is 12 times the revenue from billing software utilization fees in the last month of each fiscal year.
*3. Comparison between system installation contract software sales and subscription contract sales.

Medium-Term Management Plan Vision 2028 Basic Strategies

Sustainability 2030

4 Shift to Cloud- and Subscription-Based Business Models

- Business model transformation (shift to subscription models)
- Broadening the customer base by acquiring new customers
- Maximizing customers' lifetime value

1 Strategy to Be No. 1 in the Accounting Firm Network

2 Strategy for Comprehensive Solution Business Targeting SMEs

[New initiatives for growing the ERP business]

- New DX consulting services
- Building systems for customer experience (CX) and customer success (CS)
- Developing and launching SaaS-type ERP products

3 Integrated DX Platform Strategy

[Challenges in the DX platform business]

- Hirameki 7
 - Enriching the content
 - Expanding shift to paid services
 - Demonstrating synergy

5 Promoting Independent Growth of Group Companies by Strengthening Group Cooperation

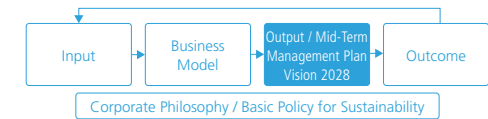
6 Strengthening Human Resources and the Management Foundation for Accelerating the Achievement of Strategies

- Pushing forward with BPR and improving company-wide productivity
- Strengthening product development and support systems
- Job satisfaction, reform of corporate culture, and increasing employee motivation
- Demonstrate synergy within the Group
- Enhancing governance and compliance

Value customers and make employees happy.

Based on the Corporate Philosophy, together with accounting firms, we aim to realize a sustainable society while increasing our corporate value by supporting the growth and development of SMEs and helping them achieve sustainable management.

Initiatives for Each Basic Strategy



1 Strategy to Be No. 1 in the Accounting Firm Network

Expand our share of the domestic accounting firm market and realize the DX of accounting firms and their client companies with MJS DX consulting services

1 Beginning to provide MJS DX consulting services

- Collaborating with accounting firms to support the DX of their clients

► For details, see p. 21.

2 Supporting efficiency improvement of accounting firm operations through three proprietary AI solutions*

- The monthly use of AI-OCR exceeded one million pages.
- Efficiency in accounting firms' operations increased by 45% on average.

*Three AI-based services are provided: AI journalization, AI-OCR, and MJS AI audit support.

3 Launching the AI Report function via the Management Analysis Plus function on the Hirameki 7

- AI automatically generates reports with a single click.
- It contributes to reducing the workload of accounting firm staff and improving client satisfaction.

2 Strategy for Comprehensive Solution Business Targeting SMEs

Realize DX of SMEs through MJS DX consulting, SaaS products, and SI capabilities

1 Beginning to provide MJS DX consulting services

- Providing partner-type support for the DX of small enterprises.

► For details, see p. 21.

2 Launching LucaTech GX Lite, a new ERP product based on SaaS technology

- Launching LucaTech GX Lite for small enterprises
- Scheduling to launch a lineup for middle to medium-sized enterprises.

3 Continuing to adapt to new and amended laws and sophisticate our services

- Adapting to new lease accounting standards, new accounting standards for incorporated educational institutions, etc.
- Continuing to enhance the AI-OCR functions and strengthen the integration of AI journalization with third-party providers

3 Integrated DX Platform Strategy

Strengthen linkage between SME-oriented DX platform Hirameki 7 and MJS products, and leverage the MJS sales network and customer base to promote wider adoption including consulting

1 Beginning the provision of AI Site

- A feature that integrates generative AI and a design editor, making it usable by everyone, from total beginners to professionals
- A one-stop solution that allows users to handle everything from creation to website publication

► For details, see p. 26.

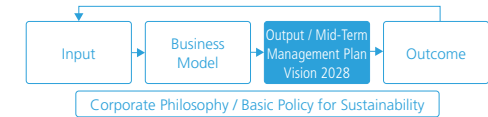
Point

- The design and content are automatically generated by simply entering a prompt.
- The AI generates the website. You can also provide detailed instructions.
- With a single click, the website is published instantly.

2 Promoting sales to MJS's customer base

- Promoting sales to MJS's customer base, which consists of 100,000 companies from its 33 locations nationwide
- A team of 1,200 sales, support, and consulting staff members supports the sales promotion

Medium-Term Management Plan Vision 2028 |



4 Shift to Cloud- and Subscription-Based Business Models

Maximize clients' benefits by having main ERP products shift to cloud computing or subscription models, so as to build sustainable relationships

Transition to subscription-based services for the main ERP products proceeding smoothly

Number of subscription-contracted companies **6,518**
Up 52.9%
(year on year)

ARPU **873,000 yen**
Down 3.2%*
(year on year)

*The decrease in ARPU is due to an intended increase in the sales of lower-priced ERP products.

ARR **5.69 billion yen**
Up 48.0%
(year on year)

Retention rate **99.4% / 99.2%**
(3-month average / 12-month average)

5 Promoting Independent Growth of Group Companies by Strengthening Group Cooperation

Clarify the position of each company in line with the MJS Group's growth strategy and reorganize and strengthen the Group by giving top priority to demonstrating the Group's synergies and improving profitability



System Development [Strategy]

- Reinforce the MJS Group's development system
- Improve the level of engineers and equalize technological capabilities



Digital marketing support [Strategy]

- Strengthen the MJS Group's digital marketing
- Expand the Hirameki 7 business



Personnel consulting [Strategy]

- Provide MJS users with personnel services
- Develop personnel affairs DX services



Business succession and revitalization [Strategy]

- Surely cater to business succession needs of accounting firms and SMEs
- Improve the competitiveness of the M&A business



Cloud-based ERP business [Strategy]

- Expand the ERP business in Singapore and develop the ASEAN market
- Strengthen global management capabilities

6 Strengthening Human Resources and the Management Foundation for Accelerating the Achievement of Strategies

Accelerate business growth by promoting continuous human capital management

① Five consecutive years of base salary increases

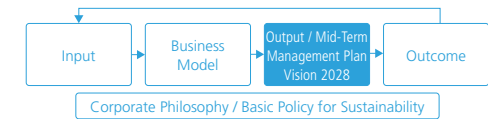
- Have continued to implement base salary increases since FY2022
- The salary increase for FY2026 is 6.20% (including base salary increases)

② Establishment of the Human Rights Policy and the DE&I Policy

- Systematically organizing MJS's way of thinking and past initiatives and clearly communicating them both internally and externally
- Continuing to create rewarding workplaces where a diverse range of professional human resources can engage in active roles
- Published on April 1, 2026

MJS DX Consulting

Launched in April 2025, MJS DX Consulting is a service that utilizes our specialized expertise to provide partner-type support to help solve issues that small and medium-sized enterprises (SMEs) face in promoting digital transformation (DX), including aging business owners and a lack of IT-related knowledge and human resources.



Social Background

DX supports the sustainable growth and enhanced competitiveness of SMEs

Four reasons why SMEs should implement DX now

Advances in digital technologies, notably AI, are significantly altering the competitive environment for businesses. For SMEs, in particular, DX is not merely an option. Implementing it is essential for sustainable growth and enhanced market competitiveness.

There are four main reasons for this.

① Labor shortages and the need to improve productivity

Labor shortages are becoming increasingly severe because of the declining birthrate and the aging population. For SMEs, in particular, using digital technology is essential for improving productivity with a limited workforce.

② Changes in the market environment

Businesses that use digital technology are advancing operational automation and data

utilization to achieve efficient management. In order to remain competitive, it is crucial to adapt to these changes in the market environment.

③ Changes in the business environment

As governments and large companies promote DX, their business partners are increasingly expected to be digitalized as well. The implementation of the invoice system and the Electronic Books Maintenance Act has made adapting to paperless and digitalized processes indispensable.

④ Cost reduction and improved profitability

Advancing DX increases efficiency. As a result, we expect to see reduced costs and improved profit margins. Additionally, rapid decision-making based on data utilization and the development of new business models will lead to improved profitability.

Reasons Why DX Is Not Progressing in SMEs

**Lack of
DX-related
human
resources**

**Lack of
awareness
of the
need for DX**

**Resistance
to expected
DX-related
changes**

**Lack of
funds
for DX**

Outline of the Service

What Is MJS DX Consulting?

MJS DX Consulting is a partner-type service that supports the growth of SMEs by helping them achieve high operational efficiency, DX advancement, and enhanced competitiveness. We provide a strategic approach that uses digital technologies to drive business transformation.

This service allows customers to start small at low cost and low risk and provides comprehensive one-stop support, including an analysis of operational issues, development of IT investment plans, and the introduction of tools.

Led by certified IT Coordinators based at 33 locations nationwide, we are deeply rooted in each region and work closely with customers. We offer two plans: the DX Entry Plan, which is designed to produce results quickly, and the DX Full Implementation Plan, which provides comprehensive consulting services in four phases.

Service Features

The value we provide

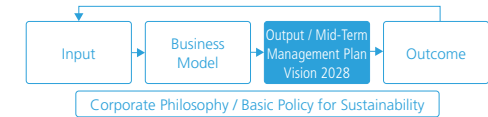
We provide partner-type consulting services in cooperation with accounting firms to improve the profitability of their client companies. We foster the development of relationships that promote the mutual growth of both parties. For SMEs, we provide comprehensive consulting services, from identifying management issues to developing digital strategies and formulating business process improvement plans to enhance corporate value.

Strengths and market advantages

While consulting firms excel at developing strategies and proposing operational improvements, they tend to rely on external vendors for the implementation and operation of IT tools.

Conversely, while vendors excel at implementing and setting up IT tools, few can conduct current-state analyses, identify issues from a management perspective, or propose improvements.

MJS DX Consulting's strength lies in its ability to work closely with customers to resolve business issues and implement IT tools, as well as offer proposals that further enhance competitiveness, based on its extensive experience in proposing and supporting the implementation of solutions.



Review of FY2025

Examples of Actual Initiatives

- We identified the gap between the ideals and current status of the accounting firm, established priorities, and supported system linkage and the development of a remote work environment.
▶ For details, see p. 23.
- As part of the renewal of the tea manufacturing company's sales management system, we proposed automated processes to improve company-wide productivity.
▶ For details, see p. 24.
- As part of the renewal of the construction company's cost management software, we led the project and supported the digitalization of its operational flow.
▶ For details, see p. 25.

Issues Faced by SMEs Identified Through These Initiatives

1. Human risk: Tasks are dependent on specific individuals. If the person in charge is absent, operations come to a standstill, which hinders organizational management.
2. Risk of inefficiency: Inefficient operational flow can result in a lack of coordination between systems and departments as well as an excessive dependence on individual workers.
3. Risk of lost revenue opportunities: Failure to systematize can result in missed sales opportunities and delayed responses to customers.

Number of orders
received in FY2025

230

Business Strategies for FY2026

Fully launching our DX Consulting services and establishing MJS as the first choice for accounting DX

FY2025 was the first year we provided this service. We positioned the year as a proof-of-concept (PoC) period and accumulated practical insights while providing support to our customers.

Based on these insights, we will promote offering full-scale DX Consulting services in FY2026. As the IT partner to accounting firms, we will work together to support the DX and the sophistication of management information for the clients of the firms.

We aim to expand our overall solutions business for SMEs by earning our customers' trust and satisfaction. We plan to achieve this by improving operations for new customer acquisition and providing DX Consulting services at the stage of system proposal.

Through these initiatives, we will establish MJS as the first choice for accounting DX.

Making more sophisticated proposals by using AI to improve productivity

- We start FY2026 with 140 certified IT Coordinators. Our goal for FY2027 is to increase this number to about 160.
- We will use generative AI to create templates for proposals and other documents and improve the quality of the proposals.
- Similarly, we will use AI to boost consultant productivity by 20% to 40%.

Goal for the Next FY2027

Establish MJS as the first choice for accounting DX.

Initiatives for FY2026



For the clients of accounting firms:

- Supporting the sophistication of management information



For SMEs:

- Improving operations for new customer acquisition
- Providing DX Consulting services at the stage of system proposal

The Foundation Supporting the Initiatives

Practical insights accumulated through PoC in FY2025

Message



Kenji Miyazaki

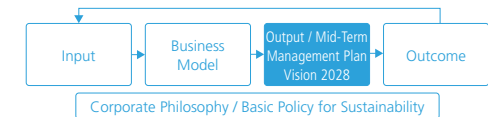
Executive Officer
General Manager
at West Japan
Solutions
Department

Listening carefully to the thoughts and mapping out a road to the ideal state

To achieve sustainable growth and enhanced competitiveness, business owners are exploring how to formulate their IT strategies and ways to evolve the four key management resources for the future: people, materials, capital, and information. In our DX consulting services, we place the highest priority on listening carefully to their thoughts and meticulously visualizing the current (as-is) and ideal (to-be) states. While our consulting services cover a wide range of units, from entire companies down to individual departments and operations, our mission is always to draw a course for bridging the gap between these two states. Led by 140 certified IT Coordinators, we at MJS are committed to helping our customers achieve their ideal state.

| MJS DX Consulting |

We will present actual examples of our DX Consulting services, which provide partner-type support to help customers optimize their corporate management and implement operational reforms.

Case
1

Accounting Firm

Supporting DX to Help the Accounting Firm Realize its Ideals

Issues Faced by the Customer

Want to promote remote work and create an environment where diverse people can work comfortably.

Each employee manages their own work progress and does not share it with others.



Head of the accounting firm

Support Provided



- Conducted interviews to determine the ideal state after five years.
- Clarified the current operations and identified management issues.
- Developed a DX solution map.
- Set priorities and supported the implementation of DX in phases.

Achievements

- The firm's future state was clarified.
- Clear priorities for DX promotion were established.
- Attention was also turned toward strengthening recruitment and information transmission.

Interviewing the head of the firm to determine the ideal state after five years

When we explained the MJS DX consulting services to an accounting firm that uses MJS systems, they said, "We do have clients we would like you to support. However, we would like to implement our own DX first." We then conducted a PoC.

The head of the firm had a strong desire: "We want to promote remote work and create an environment in which a wider range of people can work comfortably." However, creating a remote work environment requires tackling many challenges. This includes not only digitizing attendance tracking and expense reimbursement processes but also building a system that ensures staff management, meetings, and other communications can be conducted smoothly, even remotely.

Based on this, we adopted the following consulting approach: we conducted multiple interviews with the head of the firm on the topic, "What is the ideal state for the accounting firm after five years?" We then focused on the gap between the ideal and current states, identified the measures needed to achieve the ideal state, and examined their priorities.

Classifying the challenges and presenting the "as-is" and "to-be"

Through a series of interviews, we identified

three challenges: the need for centralized information management, visibility in operations, and operational efficiency. After clarifying our vision for overcoming these challenges, we decided to start small and keep risks low. We have determined to make the most of the features of ACELINK NX-Pro, an ERP product designed for accounting firms that is currently used by this firm. Based on this policy, we submitted a DX proposal that outlines the current state (as-is) and future perspective (to-be) in the form of a DX solution map.

Another change that occurred through consulting

Another significant change occurred in this accounting firm during the consulting process. They began considering the creation of a website, which they had never had before. Since this firm has grown its client base through referrals, they have not felt the need to create a website to attract new clients. However, they realized that a website is

necessary for recruitment in preparation for the future and to provide information to its clients. They are now positively considering creating one.

As they mentioned in the first place, they have referred several clients to us who are facing challenges with DX. We are working with this firm to propose improvements for those clients.

The Firm's Desirable Future State Identified through Interviews



Message



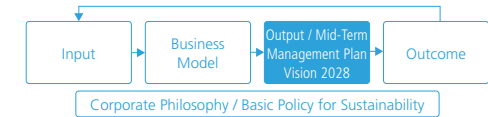
Takeshi Takahashi
Manager of the Hachioji Branch

As this case illustrates, many customers say that they are interested in DX, but they are too busy to get started.

We are committed to listening carefully to business owners' thoughts about their companies and business visions and to building long-term relationships with them.

In light of the current labor

shortage, we believe that MJS should take the lead in driving projects forward. We plan to train our younger staff so that they can provide the same level of consulting services and then support the DX initiatives of accounting firms and their clients. We believe this effort would increase the value provided by MJS.



Case

2

SMEs

Improving the Productivity in Sales Management Operations by Starting with Opinions from the Front Lines

Issues Faced by the Customer

Want to replace the sales management system introduced about 20 years ago.

Many order forms are still handwritten, necessitating data entry and other tedious tasks. This negatively affects productivity.



Person in charge at a tea manufacturing and wholesale company

Support Provided



- Instead of simply replacing the sales management system, we set the goal of improving company-wide productivity.
- After conducting interviews across multiple departments and thoroughly reviewing operations, we proposed renewing the sales management system based on the operational flow.

Achievements

- Both management and frontline staff adopted a positive attitude toward DX.
- The frontline staff were satisfied with our system proposal because it aligned with their operational flow.
- Management gave our consultation services a positive evaluation.

Gathering honest opinions from the front lines because operational improvements are needed across many departments

A customer in the tea manufacturing industry was considering replacing a sales management system introduced about 20 years ago. Based on the perspective that “we should improve company-wide productivity instead of merely replacing the system,” we proposed DX support and conducted a PoC.

Since we needed to make operational improvements in many departments, we began this consulting project by listening to the opinions of the frontline staff. Through repeated interviews, including lunch meetings and roundtable sessions, we gathered their honest opinions little by little. Ultimately, both management and frontline staff began to view DX positively.

Revising the operational flow and aiming to automate the system

This is not unique to this customer. In the tea manufacturing industry, handwritten documents and orders placed by fax or phone are still common. Therefore, during the grand design phase of the new sales management system, we proposed a system that would align with their current sales operations.

For orders handwritten on paper, for example, we proposed a system in which OCR tools are integrated into the operational flow. This allows order details to be digitized and linked to the system almost automatically. The employees were satisfied with this proposal and management told us, “It was a good decision to consult with you.”

Putting thought into the presentation to motivate them about DX

To spark greater interest in DX among the customer's employees, we included the company's PR video, which was created using generative AI, at the beginning of the proposal presentation. This achieved the intended result. Many of them began to show interest in DX and became even more motivated.

Proposal for a new system based on interviews regarding operational flow

1 Handwritten documents are scanned using a smartphone or scanner and converted into images.

Handwritten order forms and other documents are scanned using a smartphone or scanner and saved as image files.



2 The image files are analyzed using OCR and converted into text data.

The text within the image files is recognized using OCR, and the data is saved as a CSV file.



Optical Character Recognition (OCR)

3 The CSV file is linked to the sales management system.

Data from the CSV file is integrated into the new sales management system. Processes 1 through 3 are automated.



Automating the processing of handwritten orders increases operational efficiency and reduces errors.

Message

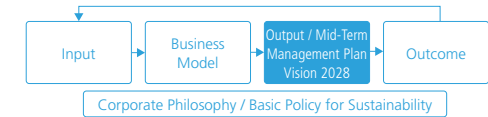


Yoshinori Degi

Sales Group Leader
Shizuoka Branch

We strive to work closely with our customers, especially persons in charge on the front lines, and build trusting relationships. Because we recognize that customers may be resistant to accepting external consulting, we prioritize close communication with frontline staff. As consultants, we can engage with

customers based on a broader perspective. We feel fulfilled and accomplished when we make comprehensive proposals that extend beyond MJS products and incorporate our own knowledge and ideas. We will continue to build on the new value that MJS can provide.



Case SMEs

3 Supporting customers' DX by establishing an end-to-end operational flow

Issues Faced by the Customer

Want to renew the cost management software and achieve digitalization.

Want to restructure the system, including reviewing operational workflows



Person in charge at the construction company

Support Provided



- Acted as a project manager for the renewal of the cost management software.
- Confirmed and reviewed operational workflows based on interviews.
- Proposed the digitalization of operations.
- Compared and proposed solutions from three software vendors capable of addressing the identified issues.

Achievements

- Computerization (digitalization of operations) was achieved.
- Reduction of the workload and avoidance of the dependence on specific individuals were expected.

Using the opportunity of renewing cost management software as a catalyst for digitalization.

When we presented our DX consulting services to a construction company, they showed interest in discussing the renewal of their cost management software.

The company relied on Excel and paper to manage many of its processes, from creating quotes to issuing invoices. They said they wanted to take this opportunity to consider implementing software that would digitize these processes. They requested that we act as a project manager and provide support.

At that time, the cost management software was used only by some administrative staff. Even involved staff members throughout the company were unable to access information, such as project progress reflecting actual field conditions, actual/budget comparisons, and order details. For this reason, they wanted to restructure the system, including reviewing operational workflows.

Visualizing the workflow through interviews with frontline staff

We conducted repeated interviews with administrative department staff and frontline staff to confirm the current workflow. We also consolidated each operation, taking even the most detailed requests into account. Then, we devised a system that allowed us to fully grasp both the workflow and the status of the con-

struction projects being handled by persons in charge at each site.

We selected workflow-integrated cost management software from three companies that were suitable for the identified workflow. We created a table that specified the initial costs, annual subscription fees, customization flexibility, implementation support, and the number of required meetings for an at-a-glance comparison and then asked the customer to consider which software to implement.

Our DX proposal is more than just a renewal of the cost management system.

As part of our DX proposal, we used the renewal of the cost management software as an opportunity to improve operational efficiency throughout the customer's company. In addition to establishing an end-to-end operational flow using the software, we also proposed digitizing business-to-business trans-

actions through the establishment of EDI*.

As a successful result of this proposal, we expect to see the digitization of the customer's operations, reduced paper use, and improved operational efficiency. Since the entered data is used in subsequent processes, we also expect to prevent data entry errors and reduce the workload.

Sample of the Three-Company Comparison Table

System providers	Company A	Company B	Company C
Implementation management fee	xx yen	xx yen	xx yen
Initial costs	xx yen	xx yen	xx yen
Annual subscription fee	xx yen	xx yen	xx yen
Implementation period	6 months	24 months	16 months
Customization	△	○	○
Implementation method	Online	On-site and Online	Online
Number of meetings	9	Unlimited	Unlimited
Requirements definition	×	○	○
Data migration (balances)	×	○ (Up to 3 times)	○ (As needed)

Message



Yoshitaka Nishikawa

Sales Representative
at Solutions
Chugoku Branch

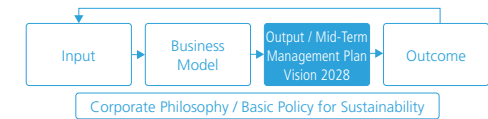
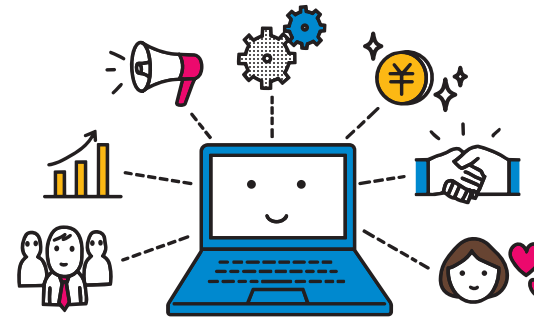
We believe that DX consulting is essentially not different from the processes we have followed in traditional solution proposals, such as conducting interviews, examining the proposal structure, and preparing and submitting proposals. In both cases, we carefully identify the day-to-day issues our customers face, clarify their requirements, and then

map out a road to a solution. The consulting process is placed as the starting point of this process. Since obtaining IT Coordinator certification, I have had more opportunities to make proposals directly to business owners. I will continue my day-to-day efforts to encourage our customers to consider implementing DX.

*EDI (Electronic Data Interchange) is a system that automatically exchanges transaction data, such as receiving/placing orders, deliveries, and invoices between companies, in a standardized format between systems.

Hirameki 7

Hirameki 7 is a DX platform operated by our group company, Tribeck Inc. It offers a one-stop solution with tools designed to strengthen the sales capabilities and operational efficiency of SMEs.



Social Background

In addition to profitability and cost reduction issues, digitalization is an urgent priority.

Against the backdrop of recent rapid advances in AI and government digitalization, large companies are making progress in DX. Conversely, the level of adoption among SMEs remains low, creating a significant digital divide. In most cases, the main reason for this delay is anxiety and worry about not knowing where or how to start.

A survey conducted by Tribeck, an MJS Group company, targeting SME business owners also identified a shortage of digital talent as an issue, alongside profitability and cost reduction.

Top Three Concerns Business Owners Have about Corporate Management

Improving profitability

The website is not effective, making it difficult to attract and convert visitors into customers.

Shortage of digital talent

Lack of human resources who can drive digitalization.

Cost reduction

Uncertain about what is needed to reduce costs.

Outline of the Service

What Is Hirameki 7?

Hirameki 7 is a DX support service for SMEs that provides a comprehensive set of necessary functions on a single platform, including those for customer acquisition, enhanced operational efficiency, and corporate management. Specifically, it offers the functions of website creation, sales list generation, business card management, project management, bulk email sending, file sharing, and funding support, among other functions. Its low cost and intuitive usability open the way to new opportunities for business growth based on digital technology.

In addition to the above functions, we also offer Management Analysis Plus. This is a dedicated function that supports accounting firms using MJS systems in providing management guidance to their clients. This function is available starting at 1,200 yen per month.

Areas Supported by Hirameki 7



Service Features

Spotlighted Function 1

AI generates websites! With a single tool, AI Site, you can create and publish websites.

The new AI Site function was launched in March 2026. Even if you do not have specialist knowledge of website creation, simply enter the PDF and URL of the materials along with a prompt (a brief text instruction for the AI). The AI will then automatically generate designs and content that include photos and images. You can have the AI adjust only specific parts of the generated website or use a design editor to edit and customize it freely. This enables a creative process in which AI creates and humans refine.

We also offer more than 300 design templates.

You can publish the finished websites instantly with a single click. This means that you can launch a website using this tool alone.

The tool also optimizes websites to appear higher in search engine results.



The Steps for Using the AI Site Function



Enter the content of the website you want to create, along with reference URLs, materials, and a prompt.

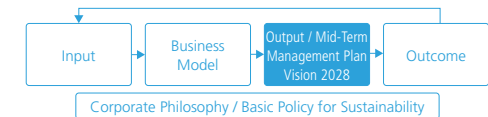


The AI-powered website generation and design editor functions are integrated into one tool. You can freely edit the generated website.



Publish the finished website instantly with a single click.

| Hirameki 7 |



Outline of the Service

Service Features

Spotlighted Function 2

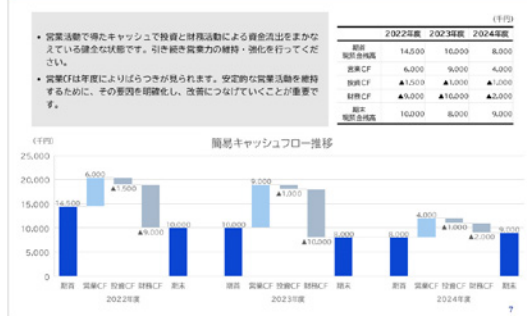


The AI Report automatically generates analytical comments based on accounting data and official statistics.

The AI Report was launched in May 2025. This is a new function of the Management Analysis Plus, a dedicated tool provided by MJS for its accounting firm users.

There are two types of reports: the Monthly Report, which allows users to compare metrics, such as sales, with the same month of the previous year based on the client's accounting data, and the Annual Report, which allows users to compare sales, ordinary income and other metrics across five fiscal years. Accounting firm users can output these reports with a single click. For each report, the generative AI analyzes economic trends and other factors based on seven sets of official statistics and then generates commentary. These reports improve the productivity and satisfaction of accounting firms' guidance to their clients.

簡易キャッシュフロー推移



The simplified cash flow statement from the Annual AI Report is available for download in Excel format.

Review of FY2025

Able to confirm demand from the number of outputs of the Management Analysis Plus.

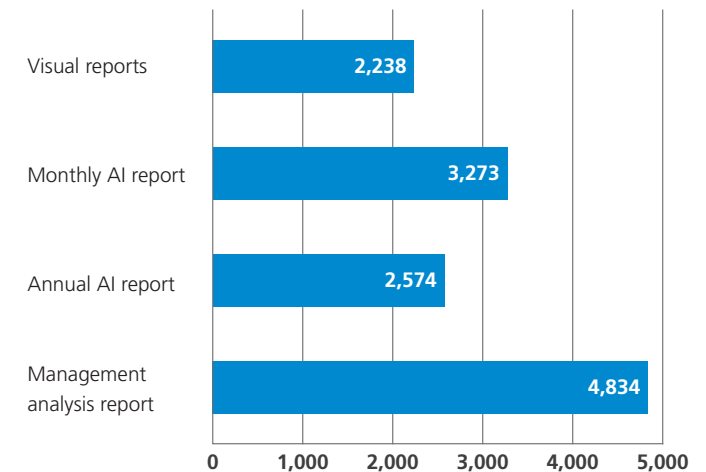
Tribeck has been responsible for operating and acquiring customers for Hirameki 7. Additionally, MJS began sales activities in FY2025.

In addition to proposing the use of the tool to SMEs, MJS made proposals to accounting firm users, emphasizing the function of the Management Analysis Plus.

We confirmed that there is steady demand throughout the year for the Management Analysis Plus outputs, including management analysis reports, visual reports, monthly reports, and annual reports.

Number of Output Reports from Management Analysis Plus

(Reporting Period: June 2025 to April 2026)



Business Strategies for FY2026

Strengthening proposals for SMEs using the AI Site as the main tool

For accounting firm users, we will further expand the use of Hirameki 7 by promoting the provision of user-centric functions. This includes exploring opportunities to develop new functions in collaboration with the Miroku Kaikijinkai associations.

For SMEs, we plan to promote the new AI Site function launched in March 2026. Leveraging the sales, support, and consulting network of about 1,200 MJS employees across 33 locations nationwide, we will promote the use of Hirameki 7 as part of our DX promotion initiatives, focusing primarily on our customer base of 100,000 SMEs.

The MJS sales, support, and consulting network across locations nationwide

Over **1,200** employees

Customer base
100,000 companies

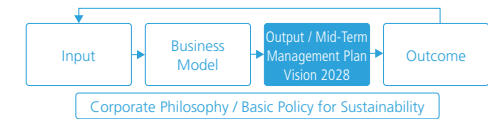


Sales promotion

Hirameki 7

New Technology Opens a New Phase for MJS

With the widespread use of generative AI, the source of product competitiveness is shifting from functionality to quick responses for and continuity of value provision. Leveraging its practical insights, technology base, and customer base, MJS is actively working to strengthen its competitiveness through the use of AI.



Product Competitiveness

Addressing management issues arising from changes of the times

Companies are experiencing rapid transformation in their business due to advances in AI and cloud technology. Traditionally, software development has focused on functionality and quality. Today, in addition to these factors, a framework that can respond quickly to changes and continuously deliver value is required. In the field of accounting and tax software, in particular, customers have high expectations for improved services that enable prompt responses to legislative amendments and support for the entire operational process. As customer needs become increasingly more sophisticated and diverse, creating added value based on an understanding of operations has become a key to increasing competitiveness.

MJS has built long-term, trusting relationships with accounting firms and SMEs. Building on that trust, we will continue to create long-lasting value by solving our customers' issues.

The MJS competitiveness creation model and its sources

Deep understanding and insight into customers' operations

For many years, MJS has worked closely with accounting firms and SMEs, primarily providing accounting and tax services.

Through this work, we have accumulated a deep understanding and insights into our customers' operational processes and issues.

The strength of the company lies not only in the simple provision of functionality but also in the ability of MJS to respond immediately to legislative changes, including the invoice system and the Electronic Books Maintenance Act, and deliver value optimized for each customer's operations.

This approach to system development, grounded in an understanding of operations, is a crucial foundation that fundamentally differentiates us from generic software vendors.

Robust technology base

Taking the advances in cloud and AI technologies into consideration, MJS is building robust, highly scalable system foundations based on the technical assets it has accumulated.

We will establish a development environment that enables continuous functional improvements and the integration of new technologies and deliver services that provide both stability and flexibility.

By proceeding with phased modernization while maintaining compatibility with customers' existing assets, we will create an environment where they can take advantage of new functions without compromising operational continuity. These technological bases are key elements that support our medium- to long-term competitiveness.

Building an ecosystem

Supported by a strong network of accounting firms and SMEs across the country, MJS has diverse customer touchpoints. Based on these relationships, we are building a business ecosystem that goes beyond the simple provision of each individual product.

Leveraging this industry's structure, in which accounting firms support businesses, we serve as a platform that connects the two while expanding the range of solutions through collaboration with partner companies. Through these efforts, we are building a value chain that cannot be created by a single vendor, strengthening our competitive advantage.

Continuously strengthening customer touchpoints and the revenue base

Backed by the customer base we have cultivated over many years, we provide value through continued customer touchpoints. We have been transitioning from merely providing products to offering a subscription model. This has allowed us to expand our customer touchpoints through post-implementation support and updates, thereby identifying customer needs accurately and responding to them promptly. Our relationships with customers constitute part of the strong competitiveness of MJS.

Source of Competitiveness

Understanding and insights into customers' operations

Robust technology base

Broad customer base



Value Created

Building an ecosystem

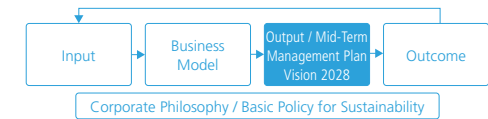
Continuously strengthening customer touchpoints and the revenue base

| New Technology Opens a New Phase for MJS |

Advances in AI technology are significantly transforming software development processes and the definition of competitiveness.

In the cloud market, the speed of value provision constitutes competitiveness.

MJS is leveraging AI in the development of LucaTech GX.



Competitiveness in the Development Processes

Establishing a Competitive Advantage through AI-driven Development Achieving both shorter lead times and improved profit margins

Advances in generative AI are significantly changing the factors that determine competitiveness in software development. In addition to traditional priorities like functionality and quality, development speed and continuous value provision have become key factors that determine competitiveness. In the cloud service sector, in particular, there is a need for a development framework that can respond quickly and flexibly to changes in the market and customer needs. Creating continuous value that goes beyond the mere provision of functionality makes a difference in competitiveness.

In light of these environmental changes, MJS is using AI to make the entire development process, including design, implementation, testing, and modification, more efficient and sophisticated.

By using AI in every development process, we are simultaneously improving developer productivity and ensuring stable quality. This includes faster implementation through code generation support, earlier bug detection through automated test generation and consistent quality through review support.

This achieves shortened development lead time and improved quality simultaneously. At the same time, profitability can be increased by optimizing development costs and increasing productivity. Additionally, as we can repeat the improvement cycle at a high speed, we are able to deliver value to our customers in a timelier manner.

Technological capital that supports our medium- to long-term competitiveness

In order to sophisticate development using AI, technological capital is essential. This means that the entire organization accumulates and utilizes the expertise and processes from the development front lines, in addition to individual technical expertise.

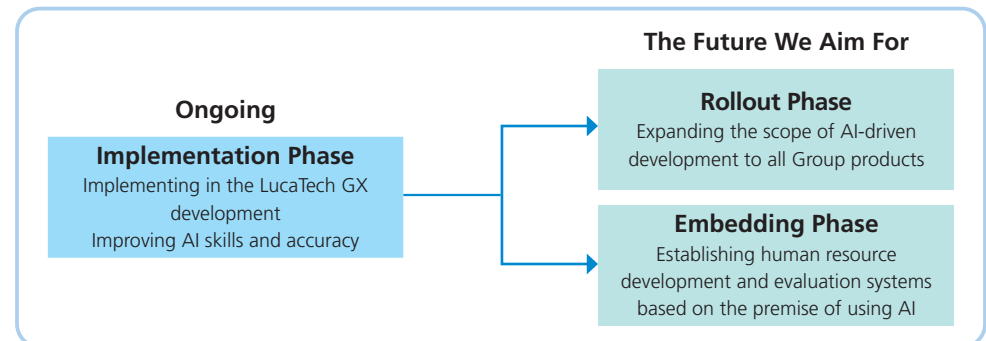
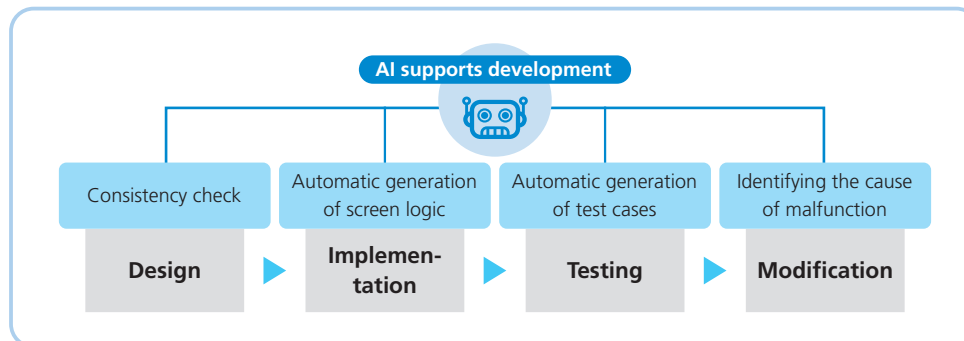
MJS continuously creates value by leveraging the data and knowledge it has accumulated through its development processes, in addition to the operational insights and technological expertise it has accumulated in the accounting and tax fields.

Accounting and tax logic, expertise in adapting to legislative amendments and functional improvements based on customer feedback are the unique learned assets of MJS that cannot be replaced by AI. These assets form the foundation that supports improvements in development efficiency and quality. This technological capital is precisely what serves as the source of our medium- to long-term competitiveness.

In AI-driven development, it is important to have a mechanism that accumulates data and insights gained from each process, including design, implementation, testing, and modification, and reuses them.

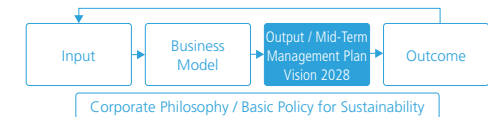
MJS strives to continuously improve its development ability by systematizing the knowledge and expertise accumulated on the development front lines and applying them to the next development projects.

We will compile the operational decision-making logic and tacit knowledge of veteran developers into rules, which we will then instill throughout the organization using human resources training opportunities. This process transforms individual experiences and skills into organizational assets and establishes a development structure that is not dependent on individuals. This also enables us to continuously strengthen our competitiveness while maintaining stable quality and productivity. We will begin with our practical use of AI in the LucaTech GX development environment and promote the sophistication of AI-driven development in phases.



Growth Strategy for the ASEAN Market

We aim to increase corporate value sustainably by strategically investing in the ASEAN business using Synergix as a starting point by combining the strengths of MJS and Synergix and accelerating the phased expansion.



Social Background

Japanese companies are accelerating their expansion into growth opportunities in the ASEAN region.

Against the backdrop of economic growth and population increase, business activities are expanding in the ASEAN region. Many Japanese companies have chosen Singapore as their regional business hub.

In recent years, the number of newly established companies has increased, creating a growing demand for more sophisticated business operations in this region. To adapt to these environmental changes, the need for the digitalization of corporate management is increasing.

Expansion of Japanese Companies into Singapore

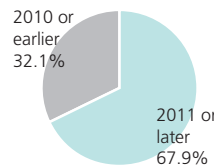
Number of Japanese companies in Singapore*

4,558
(as of March 2024)



Establishment date of Japanese companies

70%
of Japanese companies in Singapore were established in 2011 or later.



*A company is defined as a Japanese company if corporations or individuals with addresses in Japan hold 10% or more of its equity.
Reference: Analytical results from JETRO's Handshakes (a data vendor certified by the Accounting and Corporate Regulatory Authority of Singapore)

Growth Strategy

Beginning a full-scale business expansion in the ASEAN market to establish the Group's growth areas

The MJS Group has identified the ASEAN market as its next growth opportunity and is striving to realize its vision of becoming the top ERP provider for SMEs in this market. While the domestic market is maturing, the ASEAN market is expected to experience significant growth, fueled by population increases and economic growth. This is a strategic market that will support the MJS Group's medium- to long-term growth.

Building a foundation to expand our business across the entire ASEAN region by combining the strengths of our products, development, and locations.

In October 2025, we acquired Synergix Technologies Pte Ltd., a cloud ERP company based in Singapore, as a subsidiary and began our full-scale business operations in the ASEAN region. We will leverage the advantages of Synergix's multicurrency, multilingual ERP products to expand into the ASEAN market in phases. We aim to create new value by integrating the financial and accounting expertise of MJS with Synergix's industry-specific ERP systems, as well as by utilizing cutting-edge technologies like AI. We will enhance our global management capabilities to support sustainable growth by integrating the insights and strengths of diverse human resources while further sophisticated the Group's governance system.

Three Objectives for Adding Synergix to the Group

1

By welcoming a company with multicurrency, multilingual ERP products, and a proven track record of numerous implementations, we are laying the groundwork for expanding our business into the ASEAN market.



2

By utilizing the existing development framework at our Vietnam site, we have established a new development framework that ensures a balance between quality and cost.



3

We are planning to expand our business across the entire ASEAN region by using Singapore as a hub.



Growth Strategy for the ASEAN Market

Growth Strategy

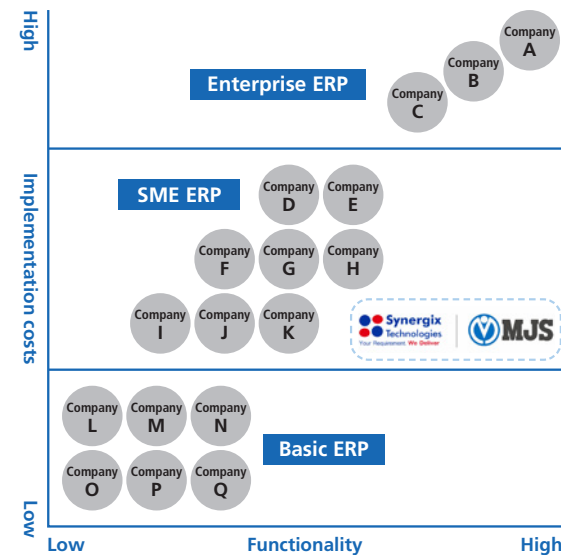
Establishing a unique position by combining the stable business foundation of MJS with ERP products that offer a good balance of functionality and price

In the ASEAN region, the required functions and price ranges of ERP products significantly vary depending on company size and industry. Synergix ERP has built a strong track record, particularly in the SME market, thanks to its flexible design that can adapt to local business practices and operations specific to industry and type of business.

Furthermore, joining the MJS Group has improved the company's business continuity and governance structure, making its products reliable infrastructure for customers.

Through this strategy, the company will establish a unique position characterized by reliability in addition to high performance and price competitiveness, differentiating it from other foreign and local companies.

Positioning Map for the ASEAN Market



Progress of the Global Strategy

Now

With Synergix as a starting point to build an ASEAN business foundation

- Added Synergix (having implemented products at 600 companies in total) to the Group to begin our full-scale business operations in the ASEAN region.
- Secured a multicurrency, multilingual, cloud-based ERP platform that supports local taxation systems.
- Promoted the exploration of new customer acquisition for Japanese companies operating in Singapore.

Next

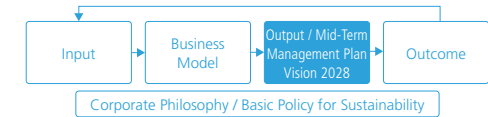
Expanding our value provision across ASEAN countries

- Leveraging our experience with Japanese companies to expand our customer base to local companies.
- Expanding our business in each ASEAN country by adapting to its local laws, regulations and business practices.
- Utilizing our development center in Vietnam to further strengthen the Group's product competitiveness.

Goal

Establishing a position in the ERP market for SMEs in the ASEAN region

- Establishing reliability in the ERP market for SMEs in the ASEAN region.
- Differentiating ourselves from other foreign and local system integrators by offering high quality and reliability at an appropriate price.
- Developing the ASEAN business as the second pillar of revenue for the MJS Group.



Overview

Synergix is a leading company in Singapore's ERP market for SMEs. Founded 35 years ago, it has implemented its products in a total of 600 companies. Thanks to its ERP's flexibility, which can accommodate a wide variety of business types, and its support for multiple currencies, languages, and local taxation systems, the products are widely used, particularly by local companies in Singapore.

Features of Synergix ERP

Supporting multiple currencies and languages

*Supported languages: English, Chinese, Thai, Vietnamese, and Indonesian

Supporting the local taxation system in Singapore

Also able to customize the system to support the local taxation systems of other ASEAN countries.

System design adapted to local business practices

Japanese companies operating overseas often face such challenges as differences in business practices and transaction processes with local companies and difficulties in entrusting operations to local staff. To address these challenges, Synergix ERP is designed to align with actual operational workflows, which support the successful local implementation of business operations.

Team Members Supporting Business Expansion in the ASEAN Market

Members with diverse areas of expertise work together to expand business in the ASEAN region.

Building on the customer base and sales capabilities cultivated over the years, Synergix is establishing a framework that will help grow its business while maintaining stable operations in Singapore. Joining the MJS Group is helping it strengthen its management foundation. It is working to expand its business in the ASEAN market by leveraging its existing foundation.



Synergix Team

By bringing together the diverse insights of the members from different nationalities and backgrounds, they make decisions and manage business in a way that fits the local market.

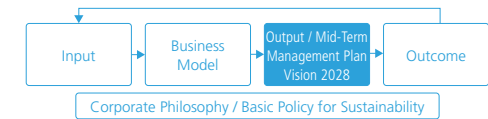
Financial Strategy

Junichi Sato

Director and Managing
Executive Officer
General Manager of
Business Management
Headquarters
Chief Financial Officer
Chief Information Officer



Upholding financial soundness and pursuing business investment and shareholder returns to maximize corporate value over the medium to long term.



Basic Policy of Our Financial Strategy

MJS is promoting a financial strategy aimed at the sustainable enhancement of corporate value while maintaining a sound financial base. By optimally allocating limited management resources and managing capital with an emphasis on balancing profitability, efficiency, and sustainability, we strive to achieve both medium- to long-term growth and stable shareholder returns.

Our financial strategy is not limited to merely achieving numerical targets but emphasizes fulfilling its corporate social responsibility through the execution of capital policy aligned with its business strategy.

While responding flexibly to changes in the external

environment, we remain mindful of preparing for future growth opportunities and are working to build a sustainable management foundation.

Going forward, we will continue to uphold financial soundness, pursue the optimal balance between strategic investment decisions and shareholder returns, and steadily advance initiatives aimed at maximizing corporate value.

FY2025 Results and Future Outlook

In FY2025, we continued to promote the shift to cloud- and subscription-based services, achieving record-high net sales and profit following FY2024.

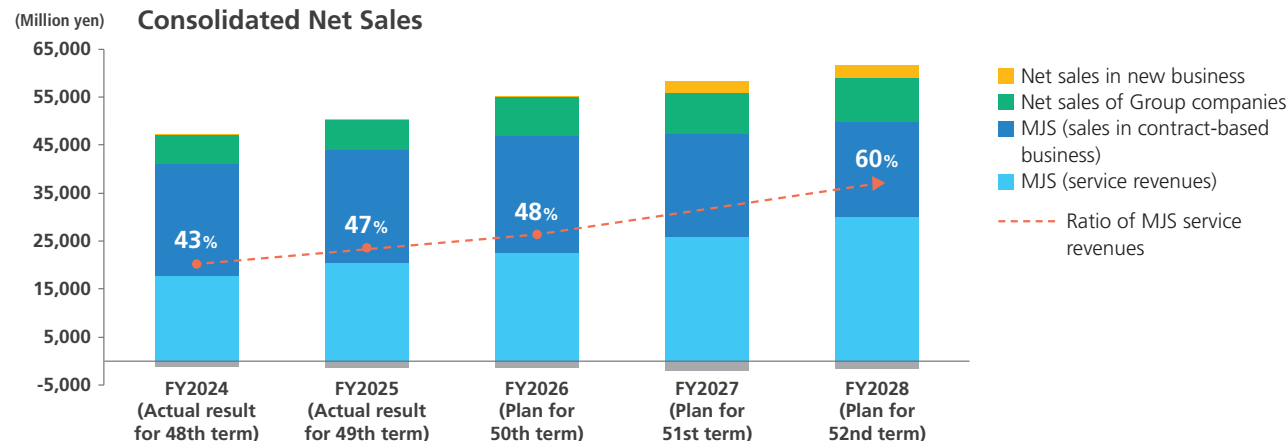
Sales of ERP products under the subscription model increased in particular, resulting in service revenue of

21.1 billion yen, a 14.7% increase from FY2024, and software license revenue of 10.1 billion yen, a 33.8% increase. The number of companies with subscription contracts for our main ERP products reached approximately 6,500, a 52.9% increase from FY2024, and ARR reached 5.6 billion yen, a 48.0% increase, both showing significant growth. As subscription-based sales have increased, our recurring revenue base has grown, further stabilizing our overall revenue.

In terms of profitability, although we continued to face increased labor costs as well as cost burdens due to growth investments, operating profit increased by 6.2% compared to FY2024 because of higher sales. The equity ratio was 68.0% and the ROE was 17.3%, indicating steady progress in both financial soundness and capital efficiency.

Additionally, we made strategic investments to accelerate our growth in the medium to long term. These investments include the release of our new ERP product based on SaaS technology, LucaTech GX Lite, and the acquisition of Synergix Technologies Pte Ltd., a Singapore-based cloud ERP company, as a consolidated subsidiary.

We will continue to promote subscription conversion of main ERP products, while maintaining financial soundness, to enhance sustainable corporate value through investment in human capital and strategic investment in growth areas.



Financial Strategy |

Cash Allocation Strategy

While maintaining a sound financial foundation, MJS plans to generate more than 40.0 billion yen in cash over the five years from FY2024 to FY2028 (over 28.0 billion yen in net profit and more than 12.0 billion yen in depreciation expenses*). We will strategically allocate these funds to business investment and shareholder returns to maximize corporate value.

For business investment, we plan to allocate over 10.0 billion yen to the development and enhancement of products centered on LucaTech GX Lite, and around 10.0 billion yen to M&A and new business investments. These initiatives are aimed at strengthening the competitiveness of existing businesses and creating new revenue sources, with strict selection and focus in resource allocation. In addition, we will continue investing in human capital such as human resources development and work style reforms, including investments in BPR, to improve organizational

productivity and flexibility.

Regarding shareholder returns, we are planning a total return of around 10.0 billion yen, combining dividends and share buybacks. Our basic policy is a dividend payout ratio of 30 to 40%, providing stable and continuous profit returns, and strengthening trust with shareholders through flexible responses aligned with capital policy.

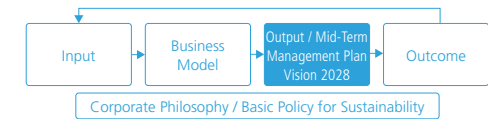
Optimal use of limited resources to balance business growth and enhanced shareholder value lies at the core of our cash allocation strategy. Going forward, we will continue to link our financial and business strategies to create sustainable corporate value.

Enhancing Capital Efficiency and Strengthening Shareholder Returns

MJS considers improving capital efficiency to be the core of its financial strategy and aims to achieve an ROE of over 18% in FY2028.

To reach this target, we are improving both profitability and capital efficiency through subscription conversion of our main ERP products, expansion of the DX platform business, and the full-scale rollout of MJS DX Consulting, which was launched in April 2025. These initiatives both enhance the lifetime value (LTV) of existing customers and create new revenue sources, and are considered measures directly contributing to improved ROE.

Shareholder returns are being carried out in a stable and consistent manner. We paid 50 yen per share in FY2023, 55 yen in FY2024, and in FY2025, we raised it to 60 yen, achieving three consecutive years of dividend increases. For FY2026, we expect to pay 65 yen. Through steady enhancement of returns aligned with profit growth, we will further deepen our relationship of trust with shareholders. In addition, share buybacks are positioned as an important means of capital efficiency improvement and shareholder returns.



Cumulative total for the five years from FY2024 to FY2028

Generating cash

Creating more than 40.0 billion yen of cash

- **Net profit:**
Over **28.0 billion yen**
- **Depreciation*:**
Over **12.0 billion yen**
- **Other**
Sales of cross-shareholdings
Utilization of interest-bearing debt
Maximizing capital efficiency



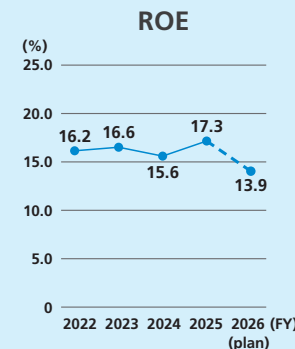
Cash Allocation Strategy

Business investment

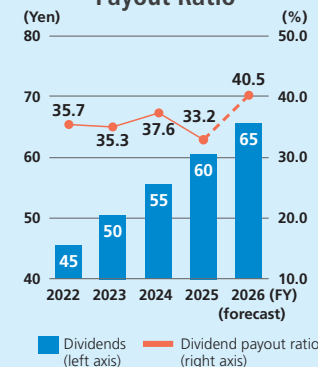
- New product development and functional improvement
Over **10.0 billion yen**
- M&A, Business investment
About **10.0 billion yen**
- Human resources investment, BPR investment, and others

Shareholder returns

- Dividends
Over **10.0 billion yen**
- Share buybacks as part of capital policy



Dividends and Dividend Payout Ratio



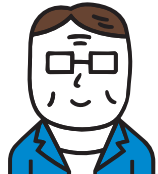
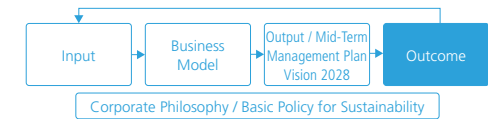
FY2028 targets

- Return on equity (ROE) Over **18%**
- Dividend payout ratio **30–40%**
- Shareholders' equity
Over **40.0 billion yen**

*Expenses not accompanied by cash outlay

Stakeholder Engagement

In aiming for sustainable growth and enhanced corporate value, we place the utmost importance on communication and collaboration with our stakeholders.



Customers

Engagement with customers

We provide ERP products and management support solutions to accounting firms and small and medium enterprises (SMEs), assisting in their DX and business reform.

Actual examples of communication

- The Nationwide Unified Training Session is an event where members of the Miroku Kaikeijinkai associations from across the country assemble in one place. Its Chubu Conference is scheduled for November 2026 and is expected to have around 1,000 participants. This session serves as a forum for sharing insights on accounting and management support where participants actively exchange opinions.
▶ **For details on the Miroku Kaikeijinkai associations, see here.** [🔗](#)
- Based on the discussion held at the newly established Management Support Committee within the Miroku Kaikeijinkai associations, the AI Report was launched in May 2025 as one of Hirameki 7's Management Analysis Plus functions. These efforts allow us to realize high-value-added management support from professional accountants and to contribute to the growth of their client companies.
▶ **For details on Hirameki 7, see p. 26.**



Employees



Engagement with employees

We promote human capital management to maximize human resources and organizational strength, with the aim of fostering a culture of unity, creating new value, and enabling continuous business growth.

Actual examples of communication

- We have implemented such initiatives as employee satisfaction surveys, company's internal podcasts, and diversity workshops to provide opportunities for communication between the company / management and employees. Through these initiatives, we continuously gather feedback and identify issues from the front lines. We have established a system that promotes two-way communication between management and frontline employees and allows us to gain diverse insights.
- Taking the feedback we received into account, we established our Human Rights Policy and DE&I Policy on April 1, 2026. We are also reviewing our programs related to human resources development and work styles, which includes renewing job-level training programs and introducing a cafeteria plan. By combining management decisions and communication with employees, we are fostering an organizational culture and promoting sustainable growth.
▶ **For details on human capital management, see p. 37.**

| Stakeholder Engagement |



Shareholders and investors

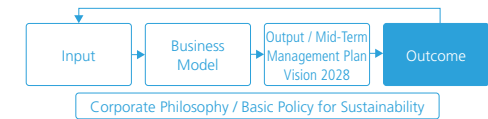
Engagement with shareholders and investors

Through constructive communication with shareholders and investors, we strive for the Company's sustainable growth and the enhancement of corporate value over the medium to long term.

Opinions and feedback from shareholders and investors obtained through communication are reported and shared as appropriate with Management Meeting and the Board of Directors.

Actual examples of communication

- We held an online briefing for institutional investors and securities firm analysts after the announcement of our full-year and second-quarter financial results. Executives, including the president, presented on the company's performance and the progress of its Medium-Term Management Plan Vision 2028, and held a Q&A session.
- In FY2025, we held a total of 51 one-on-one IR meetings with institutional investors and securities firm analysts, both in Japan and overseas. During these meetings, we discussed our business models, performance, progress on the Medium-Term Management Plan Vision 2028, how we are adopting generative AI, and our shareholder return policy.
- In December FY2025, we held an online company briefing session for individual investors. Approximately 1,800 investors attended. During the session, the president explained our business models, competitive environment, and shareholder return policy. There was also a Q&A session.



Business partners

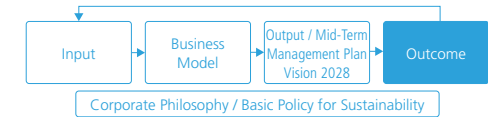
Engagement with business partners

By procuring and selling computers, servers, and office equipment, and providing alliance products linked with ERP products, we build solutions that support customers' overall operations. Partnerships with our business partners are an indispensable element of our business development.

Actual examples of communication

- We optimize our customers' operations and promote IT adoption and DX by offering comprehensive solutions that include not only MJS products and services but also products from our alliance partners.
- We aim to minimize the impact of semiconductor shortages and price increases on personal computers and servers and strengthen our price competitiveness and ability to deliver products immediately. To that end, we are collaborating with our business partners to improve inventory management and enhance supply chains.
- Through these efforts as well as campaigns and sales promotion activities carried out in collaboration with our business partners, we are further strengthening our partnerships with them and striving to enhance corporate value and achieve sustainable business growth not only for MJS but also for our business partners.

| Stakeholder Engagement |



Local communities

Engagement with Local Communities

Through CSR initiatives such as cultural and social contribution activities, we nurture connections with local communities. We value connections between people, and contribute to creating a sustainable future while staying close to society.

Actual examples of communication

- Based on its Corporate Philosophy of “Realizing affluent lifestyles” “Participating in cultural activities” and “Developing and improving social personality” MJS engages in a variety of social contribution activities.

- MJS has a CSR partnership agreement with Tokyo Verdy, a professional soccer club in the J1 League. Through this partnership and the Tokyo Council of Social Welfare (Tokyo Goodwill Bank), we invite users of Tokyo’s welfare facilities to attend Tokyo Verdy’s home games free of charge. During the 2025 season, 126 users and their families enjoyed watching games at the stadium. We also host an event called MJS Day at a Tokyo Verdy home game and invite customers and employees to attend.
- We co-sponsor the JC Cup. We also co-sponsor such events as the Shinjuku City Half Marathon and City Residents Health Marathon and provide our employees with opportunities to participate in these events.

