

2Q Financial Results Briefing for FY2025

Uchida Yoko Co., Ltd.

Tokyo Stock Exchange Prime

Securities code: 8057

- 1. Outline of 2Q Financial Results for FY2025
(Period July 21, 2025 – July 20, 2026)**
- 2. Details of Business Results and Medium to Long
Term Initiatives**
- 3. FY2025 Outlook and Dividends**

1. Outline of 2Q Financial Results for FY2025

Business Results (Consolidated) for First Half of FY2025

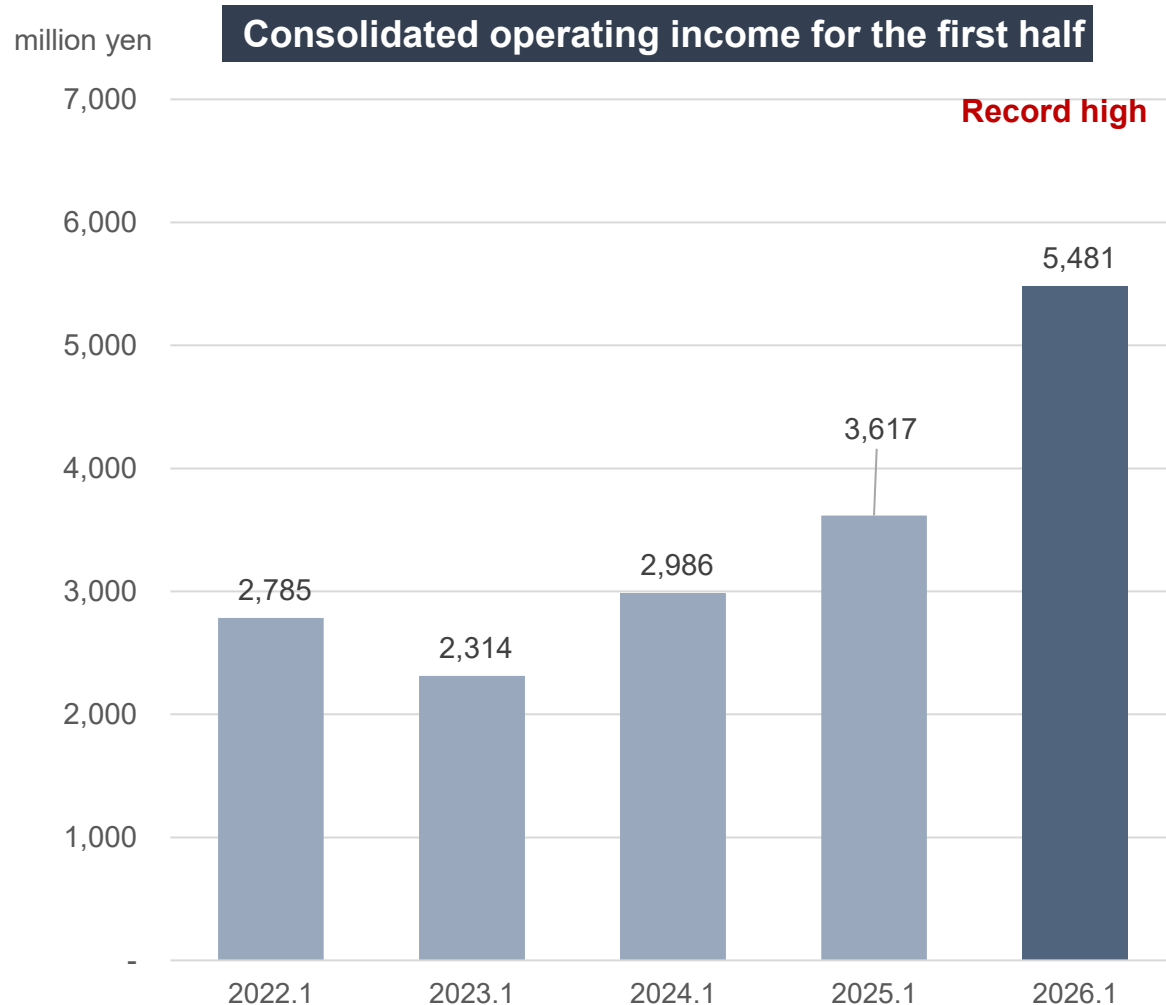
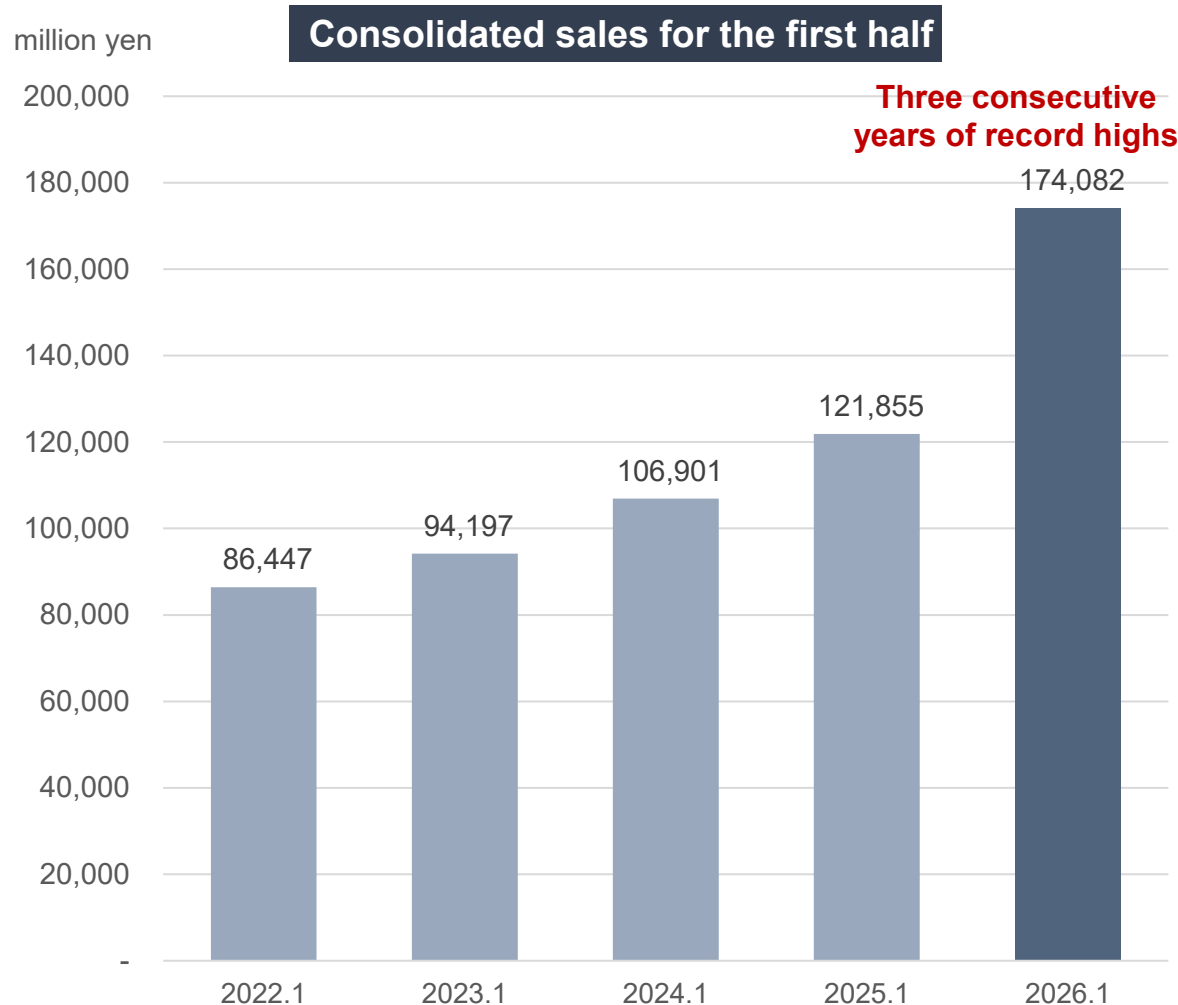
Substantial increase in revenue and profits

Record increases in sales and across all profit categories (operating income, ordinary income, and current net income)

	FY2024 First Half	FY2025 First Half	Increase / Decrease	
Sales	121,855	174,081	+52,227	+42.9%
Gross Profit	22,732	26,345	+3,613	+15.9%
SG & A	19,115	20,864	+1,749	+9.2%
Operating Income	3,617	5,481	+1,864	+51.5%
Ordinary Income	4,066	6,054	+1,988	+48.9%
Current net income attributable to owners of parent company	2,743	4,894	+2,151	+78.4%

Trends in Business Results (Consolidated) for First Half of FY2025

● Q2 cumulative results set new record



Government and Education Business Segment Performance

(Unit: Million yen)

	FY2024 First Half	FY2025 First Half	Difference from previous year	YoY
Sales	35,843	75,669	+39,826	+111.1%
Operating Income	1,387	3,305	+1,918	+138.2%

GIGA School initiative: One Device per Student

- Proceeding to schedule in Q1 and Q2; peak demand expected at year end (Q3)
- Higher sales than five years ago

Education network integration projects

- There were more major school network projects integrating teaching and administration systems.
- We won a major project through demonstrated experience and expertise in security technical design involving large numbers of devices and good understanding of client requirements.

School facility upgrades and new builds

- Secured major elementary school new builds/upgrades

Universities

- Increasing number of new science faculties

Standardization of local government systems

- Core government systems and welfare-related systems will be operational during current FY.
- Standardization of other core systems has been delayed; due to be operational in next FY.

Office Solutions Segment Performance

(Unit: Million yen)

	FY2024 First Half	FY2025 First Half	Difference from previous year	YoY
Sales	27,290	26,471	-819	-3.0%
Operating Income	480	319	-161	-33.5%

Office market trends

- Increased optimism around hiring in the Tokyo-Nagoya-Osaka area, backed by strong business performance, has led to a continued rise in office investment.
- There were more renewal projects in regional areas.



Municipal offices and public facilities

- There was robust growth in public sector projects, especially renovating workplace environments in local government buildings as well as new builds of large-scale welfare facilities.

Full year outlook

- Despite a rebound decline in reaction to the major projects launched in Q2 last year, the FY first half was well above the same period two years ago, with more projects expected to emerge in Q3 and beyond.

Information Systems Segment Performance

(Unit: Million yen)

	FY2024 First Half	FY2025 First Half	Difference from previous year	YoY
Sales	58,315	71,533	+13,218	+22.6%
Operating Income	1,615	1,829	+214	+13.2%

Demand associated with end of Windows 10 support

- Earnings from kitting and other IT services, particularly from major companies, peaked in Q1 following the end of support for Windows 10.

Strong growth in software licensing services at major companies

- There was strong sales growth in subscription-based software licensing, buoyed by a major project involving multiple group companies as well as existing clients increasingly choosing to upgrade their subscription plans.

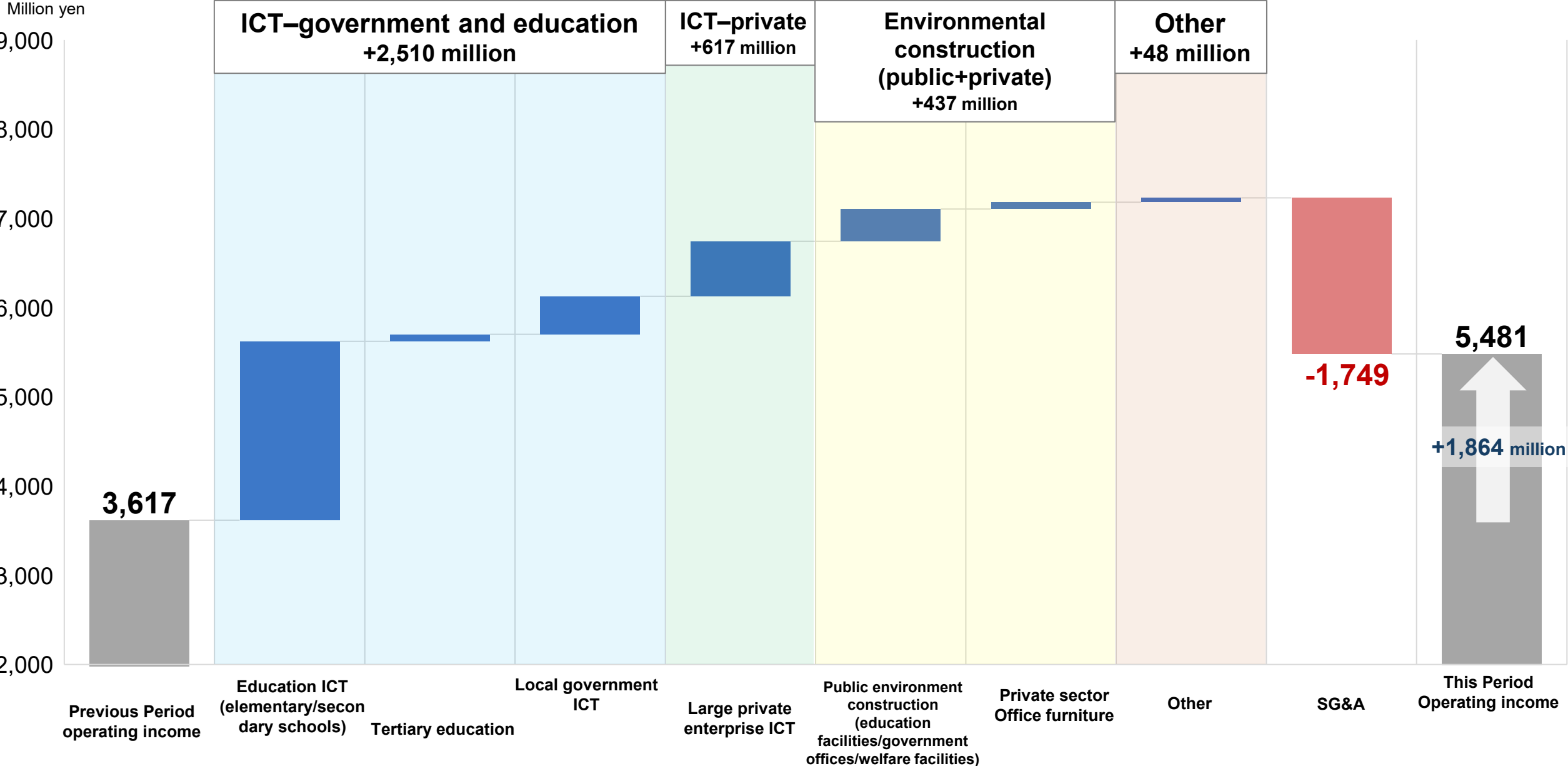
Network business for major companies

- As the corporate world increasingly embraces hot desking, there is demand for visual mapping systems that combine employee location information and building data to encourage better communication among employees, including a major project.
- There was also healthy growth in demand for the Uchida Yoko cloud-based meeting room operation support service, an area where we enjoy significant market share.

2. Details of Business Results and Medium to Long Term Initiatives



Breakdown of Profit Trends in First Half of FY2025 by Business Unit



Key insights from FY2025 Q2 business results

ICT business—government and education market

- Steady demand for One Device per Student upgrades under the GIGA School initiative
- More major education networking projects to integrate teaching and administration networks
- Ongoing demand for standardization of local government information systems; some projects delayed until next period

ICT business—private sector market

- Robust demand for upgrades in Q1 associated with end of Windows 10 support
- Healthy ongoing demand for office data solutions and meeting room booking service
- Continued expansion of subscription-based software licensing business

Environmental construction business—public + private sector markets

- More investment in people in the context of upgrades to local government offices and schools

Theme of the 17th Midterm Plan

Increased investment by clients moving toward the era of People and Data

Meeting the future needs of society

Public- and private-sector investment is rising in line with the direction set out in the Midterm Plan, leading to strong business performance.

Response to Rising Investment in People and Data

We are in a stronger position to accommodate market tailwinds, particularly with respect to special demand

Special demand

1. Special demand fields

- Windows 10 upgrades
- GIGA upgrades (NEXTGIGA)
- Standardization of local government systems (new)

Ongoing

2. Ongoing expansion fields

- Subscription-based licensing
- More office renewals
- More collaborations on educational networking projects

New strengths

3. Expansion into new fields of strength

- More major IT office solution projects
- Applying our expertise in school facilities to public facilities
- More frequent collaborations with other business units

Investing in People and Data is key

1. Transformation is needed in order to fully harness the power of data

Get data



Utilize for
transformation
(reforming systems and structures)

2. Identify talented people and equip them with the skills for transformation

Get people



Develop talent

The Result of Integrating Business Unit Vectors into the People and Data Approach

(from the 17th Midterm Plan)

An era of people and data

Investment in the people and data driving transformation is growing

**Revolutionize the
Way We Work**

- Improve Intellectual Productivity -

**Revolutionize the
Way We Learn**

- Independent Learning -

**In a depopulating society, people can work together with ICT
to enhance the value of information and generate knowledge**

Why Uchida Yoko is Well Placed to Capture Special Demand and its Associated Benefits

Windows upgrade demand

GIGA device upgrade demand

Why has special demand generated greater benefits than previously?

→ **We have successfully captured a larger portion of demand than five years ago, thanks to a combination of the fruits of various initiatives and our recently acquired additional areas of expertise**


What are the benefits that result from special demand?

→ **More users and sharing of expertise represent a future strength**



Background to Capturing Upgrade Demand Associated with End of Windows 10 Support–Part 1

Uchida Esco Kitting Center expanded and converted to wholly-owned subsidiary status

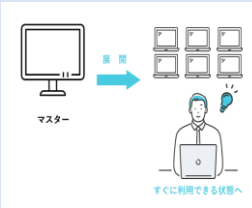
Uchida Yoko Windows 11 installation support service



- Set up for Windows 11 installs
- Procure PCs/tablets

- Kitting
- Data migration
- Configure peripheral systems and devices





ESCO Funabashi-BaySite: large-scale Uchida Esco kitting facility

- 2009 Temporary kitting center opens at Heiwajima
- 2014 New kitting center opens at Funabashi, Chiba prefecture
- 2020 Expanded Funabashi-BaySite facility opens

2025 Major expansion of Funabashi-BaySite

- Floor area = 8,660 m²
- Maximum monthly production capacity = 60,000 units



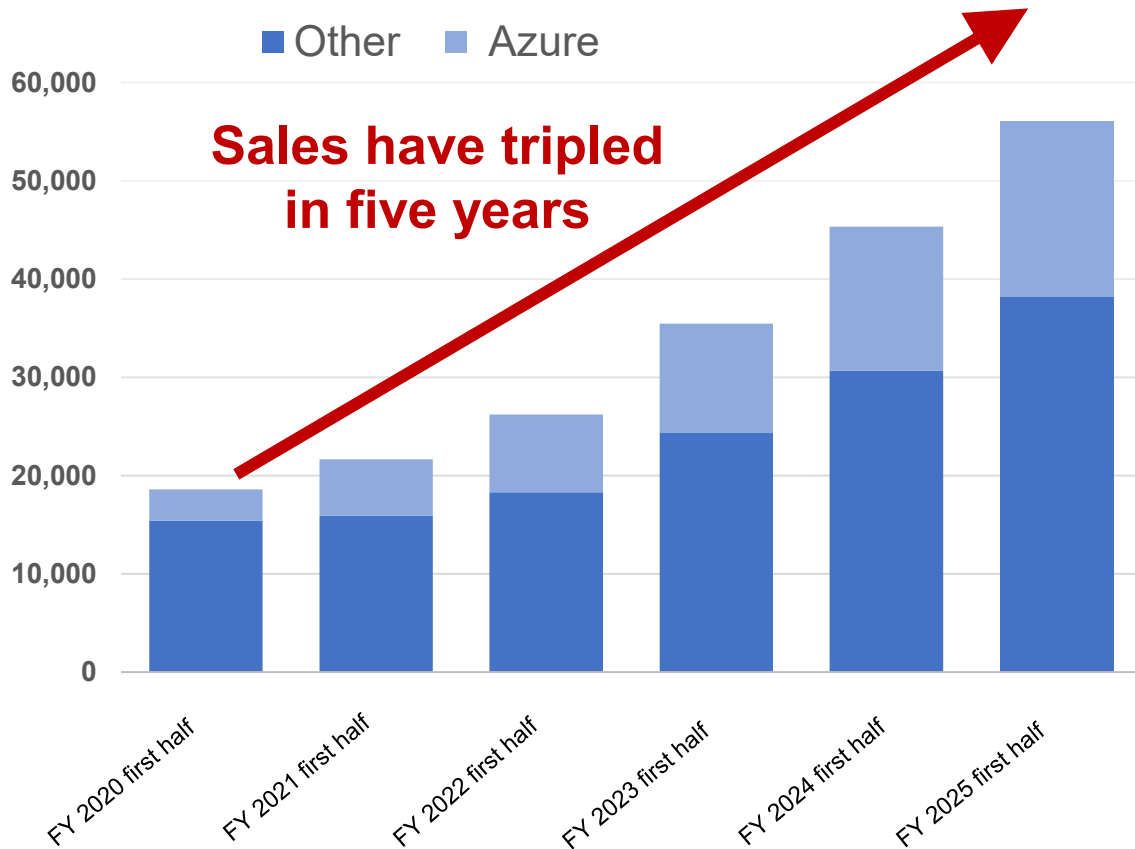
Uchida Esco

May 2022: Converted to wholly-owned subsidiary status

Background to Capturing Upgrade Demand Associated with End of Windows 10 Support–Part 2

Working together with fast-growing licensing business to offer IT and other services to license users

Trends in software license sales (Uchida Spectrum Inc.)



Strengths of our software licensing business

Uchida Spectrum was founded in **1995** as **Japan's first** dedicated software license seller

Uchida Spectrum supplies software to **65%** of **Nikkei 225** companies

Integrated license management including affiliates and overseas operations

Support services for full IT infrastructure life cycle

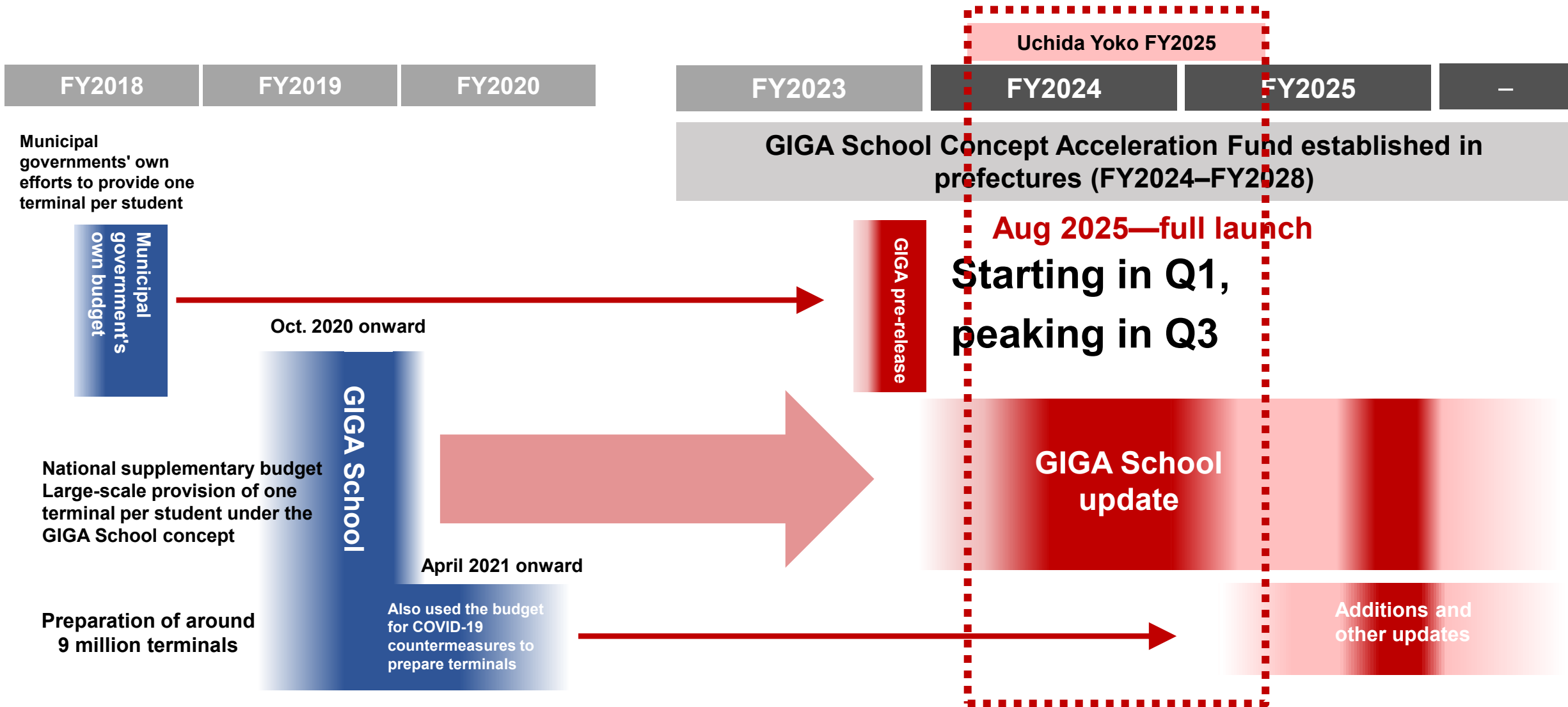
Client (administrator)

Global procurement

Direct trade with 35 countries
Four supported currencies (covering 90 countries)

Demonstrated Expertise in GIGA School Device Upgrades

Solid reputation built up over five-year period leads to more users and higher volumes



10 Million Devices for Educational Use: Supporting a New Approach to Education

Promoting integrated networking from an early stage; substantial track record to date, and further expansion on the way

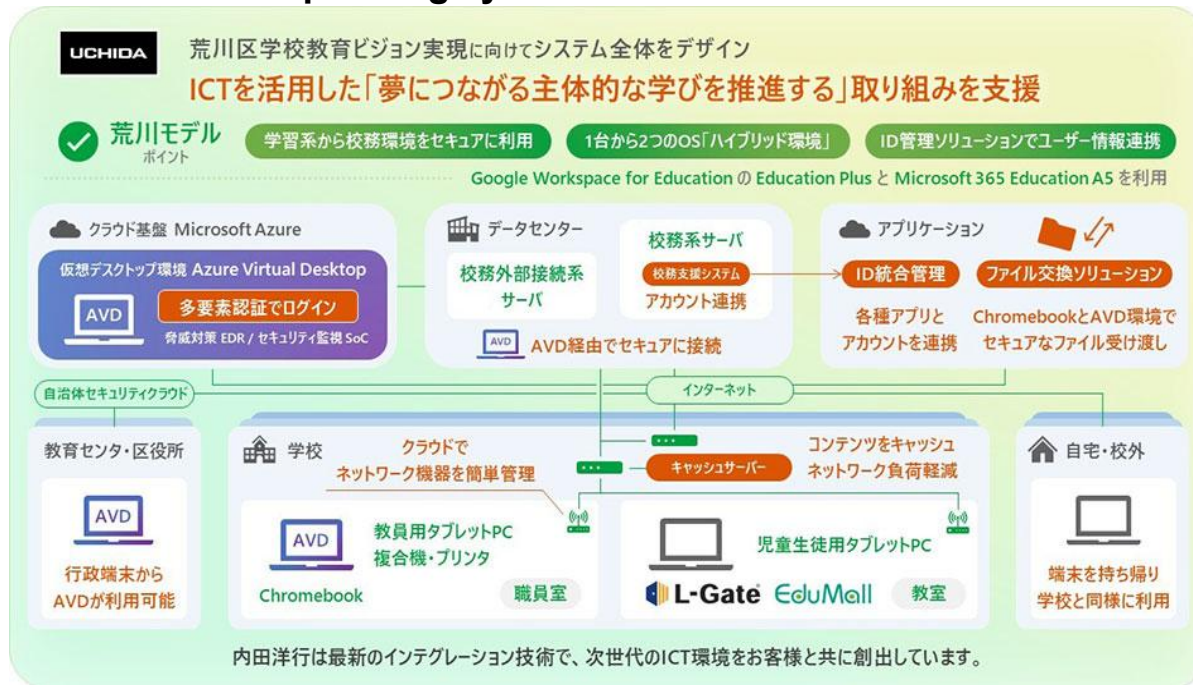
Konosu City in Saitama prefecture (Jan 15 2021 press release)

One device for every student and teacher at all 27 elementary and junior high schools, as well as fully cloud-based networks and ICT teaching platforms



Arakawa Ward in Tokyo (Oct 30 2024 press release)

Overhauling the NEXT GIGA ICT platform with virtual desktops designed to support any combination of teaching and administration operating systems

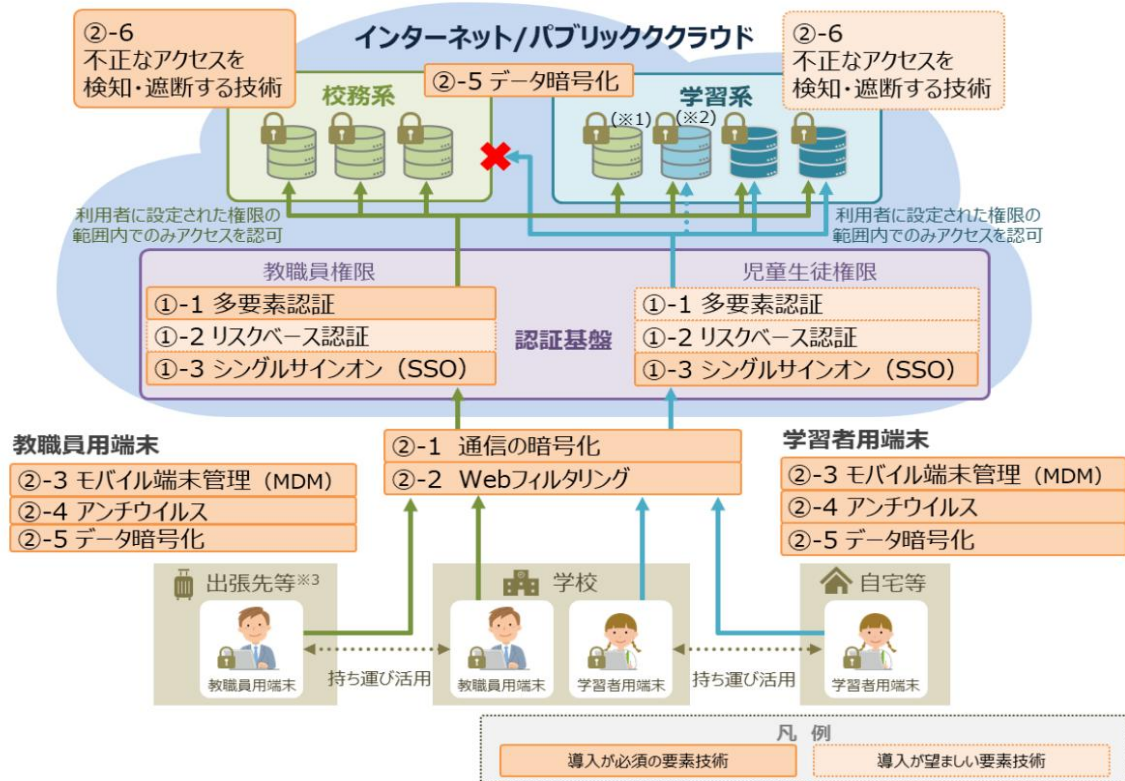


Background: Issues Addressed Since the Last GIGA

Need for integrated education networks that provide a combination of school administration systems with enhanced security measures and learning systems designed to support large numbers of devices

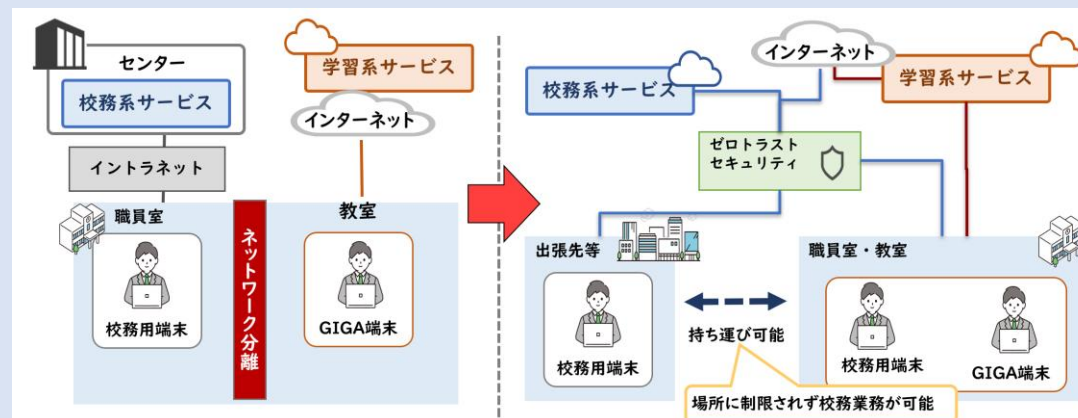
From the Handbook on Information Security Policies for Education (MEXT: Ministry of Education, Culture, Sports, Science and Technology)

In light of the increasing use of cloud-based solutions in school settings driven by the GIGA School initiative, the primary aims are to **revise the classification, grading, and methodologies applied to information assets** as well as **provisions on security measures required for the migration to next-generation DX environments in school administrations.**



The Zero Trust approach to security

We are seeing a shift away from the conventional notion of perimeter-based control to the **Zero Trust** approach, whereby any entity attempting to access **information assets**—whether internal or external—is deemed to be **untrustworthy.**



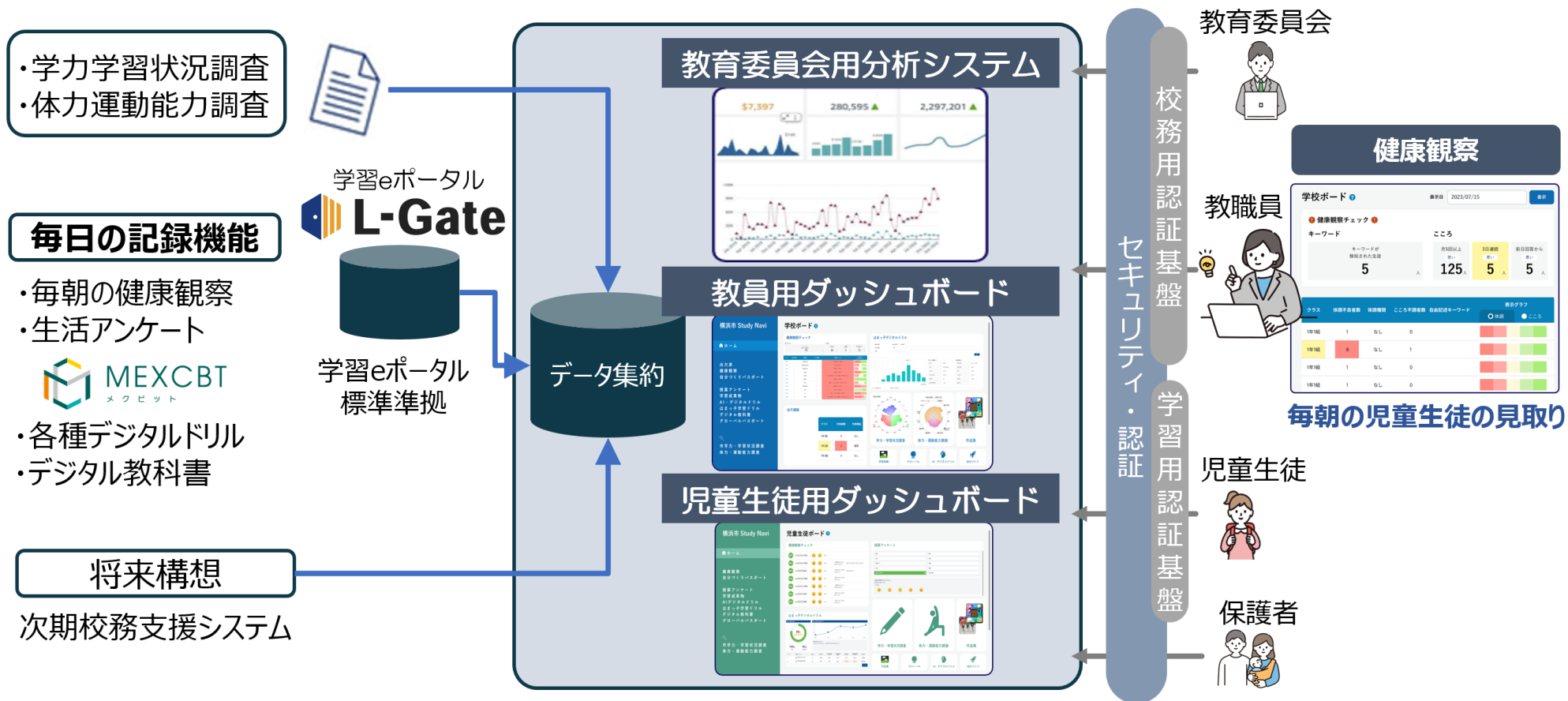
Uchida Yoko expertise is highly relevant in this space

10 Million Devices for Educational Use: Supporting a New Approach to Education

Promoting data-driven education solutions in Japan's largest municipality

Yokohama City, Kanagawa Prefecture (Jun 13 2024 press release)

Systems used by 260,000 students and 20,000 teachers and staff at 497 Yokohama schools



Applying Our Expertise in Large-scale Network Design to Other Fields

Example: Tohoku University DX project—creating the Tohoku University app, a digital platform for university operations

Tohoku University (Oct 1 2025 press release)

Digital platform to support the DX strategy at Tohoku University
 Tohoku University app is used by some 24,400 students and faculty staff
 Integrated with core systems to provide smart support for university life

東北大学が推進する「東北大アプリ」の活用展開

学生約17,800人、教職員6,600人、合計24,400人が利用するアプリを提供



We are now transferring our networking skills and technology to major private sector organizations

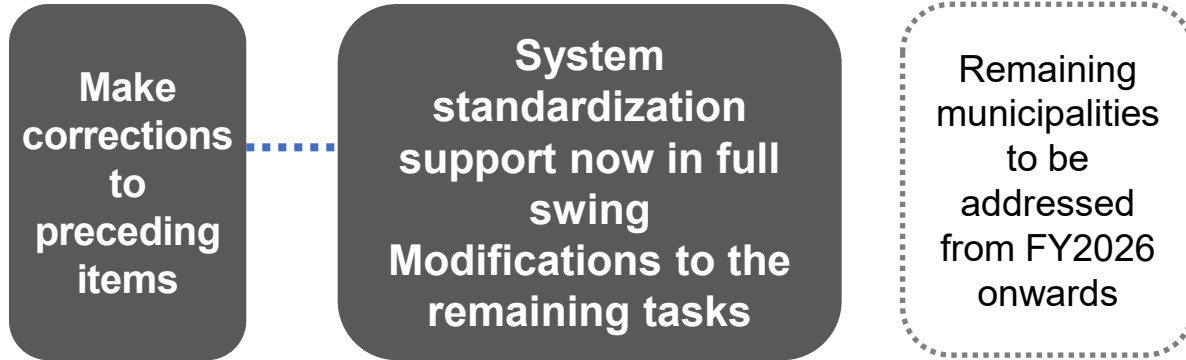
Background: Standardization schedule

To be largely completed by March 2026

By March 2025

By March 2026

By FY2030 approx.



Background: progress as at Dec 31 2025
(Digital Agency announcement Feb 27 2026)

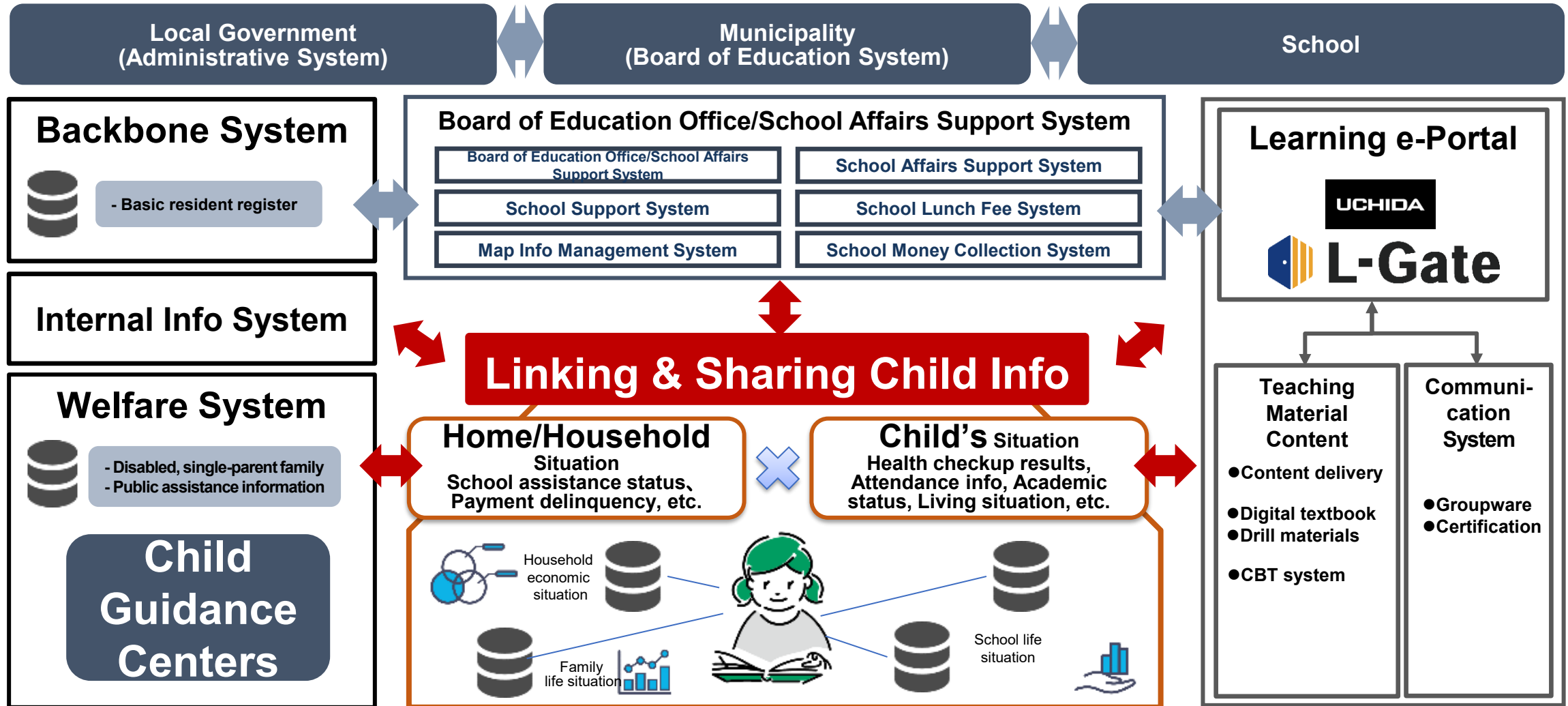
Delays occurring at
52.3% of municipalities

Uchida Yoko efforts

- **Welfare systems to be operational for majority of users during this FY**
- **Backbone systems won't be operational at many municipalities until next FY, with current FY to be spent on data migration tasks**
- **Peak of new systems becoming operational will be the end of 2026**

Data Integration Following Standardization of Local Government Information Systems

Utilizing our strengths to link school and local government data for the benefit of children



Continuing Growth Trajectory for Office Investment



The Changing Nature of the Office—New Ways of Working and the Office Redefined

ABW (Activity Based Working) is the collective term for various new modes of working

Workers choose where to work depending on the nature of the task and the objectives

Over 40% of offices use hot-desking

Key factor is improved productivity

**Higher levels of employee satisfaction and motivation
Better communication in the workplace**

Need more spaces

**Such as: quiet work spaces, open meeting spaces,
meeting rooms (including online meetings)**

More diverse and hybrid work patterns

The modern office

The office is no longer solely a place to work; it is where relationships are nurtured and innovations created.

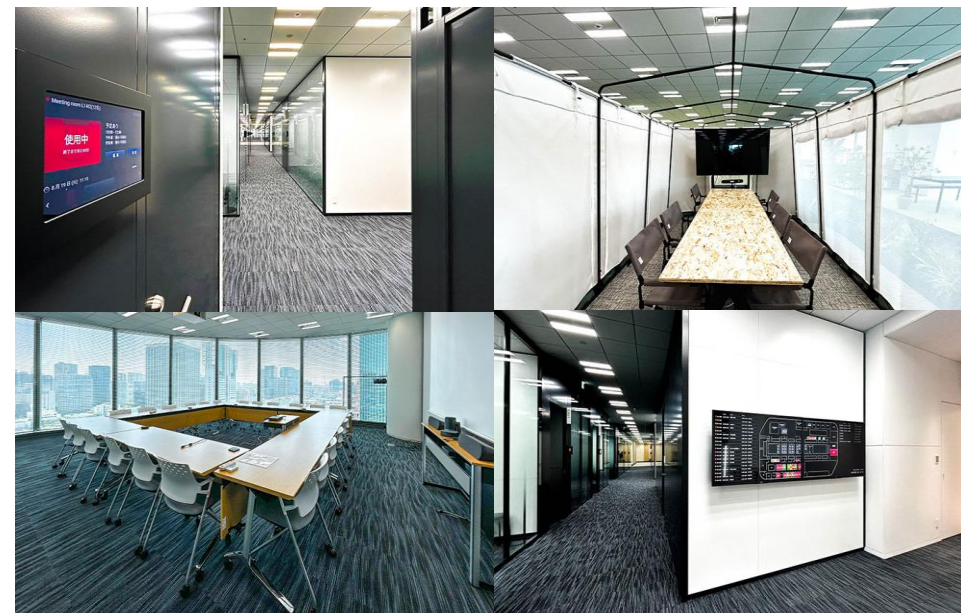
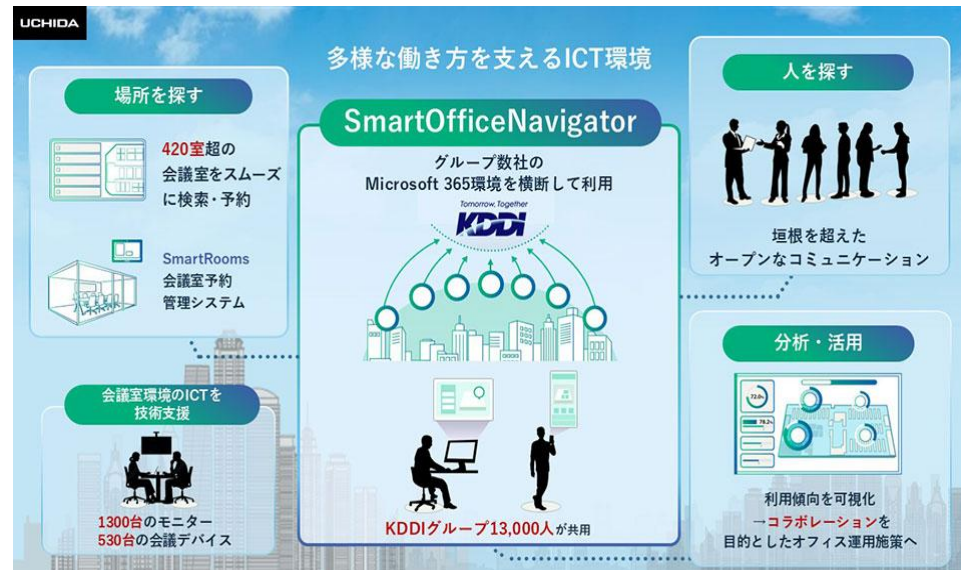
At the core of this is the fusion of people-centered spatial design with ICT

Supported by the Smart series

Example: SmartOfficeNavigator Data System at Major Office Facility

(Nov 10 2025 press release)

SmartOfficeNavigator Installed at New KDDI Group Head Office Building for 13,000 Employees
This will provide an ICT environment that supports a variety of work styles by managing some 600 meeting rooms and 530 conferencing devices



Example: SmartOfficeNavigator Data System at Major Office Facility

Oct 7 2025 press release

We installed a data system to link people and places at the Asahi Kasei Group head office, which has around 3,000 employees.

The system is designed to achieve a number of workplace objectives such as encouraging collaboration between different divisions and group companies, and promoting digital transformation in administrative processes. It is used by employees from more than ten group companies.



総務業務のDX化

データを活用した
オフィス環境の改善

グループ人材の交流

入社時の
コミュニケーションを創出

BCP対策

入社状況の把握

グループの人材連携を支える
SmartOfficeNavigator

会議室利用状況データ

端末位置情報

オープンエリアの利用状況のデータ

SmartRooms
会議室予約管理システム



Wi-Fiのアクセスポイント
端末位置情報の取得

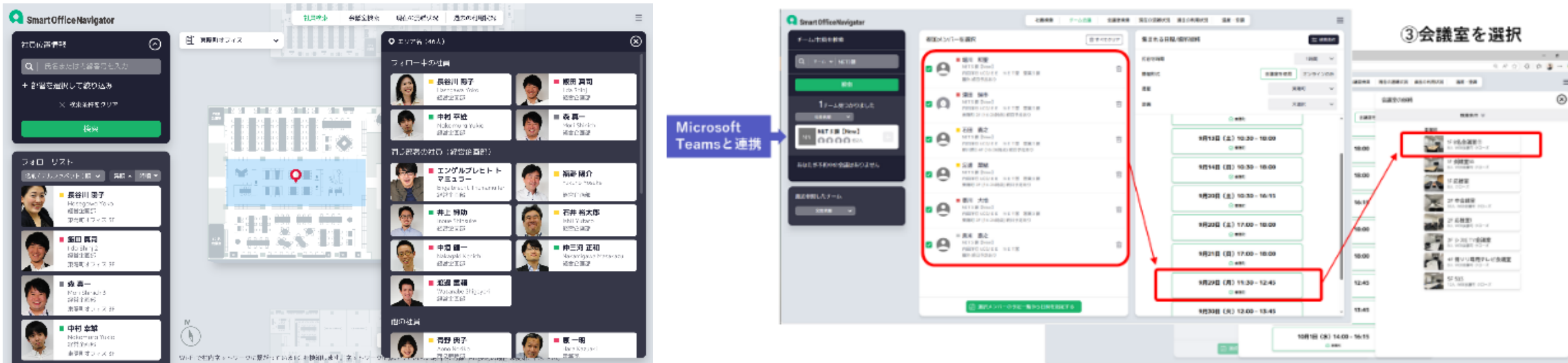


RoomsSense
人感センサー&人数カメラ



SmartOfficeNavigator Links People and Places

Office navigation tool for designing interactions



- Generates visual display of employee location by area
- Team Booking feature analyzes team member schedules and automatically books meetings at the optimum time and place

Promotes shared use of meeting rooms among group companies to break down systematic barriers and encourage collaboration

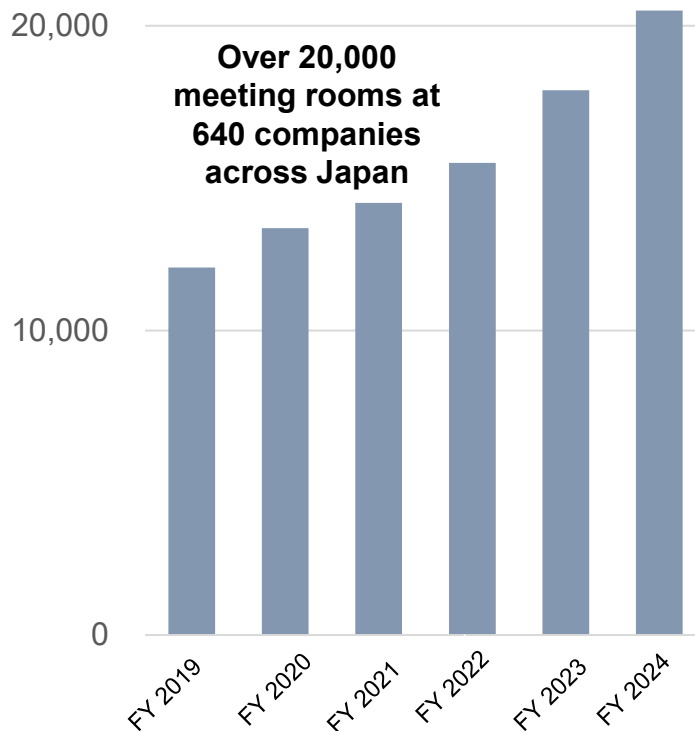
SmartOfficeNavigator supports the hybrid workplace

The Technology Behind SmartOfficeNavigator—Part 1

**SmartRooms is a cloud-based meeting room operation support service
It works with groupware solutions to provide collaboration and security technologies**

Trend in number of contracts for the SmartRooms® cloud-based meeting room operation support service

Cumulative total of rooms

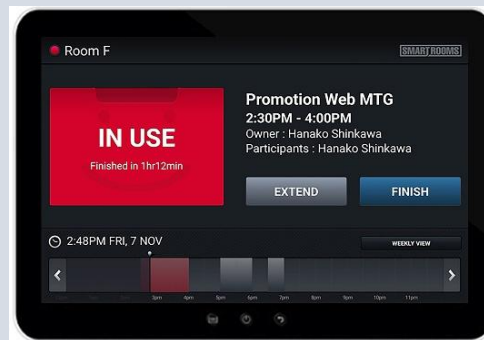


Over 20,000 meeting rooms at 640 companies across Japan

Adopted by 45% of Nikkei 225 companies



Managing 20,000 meeting rooms



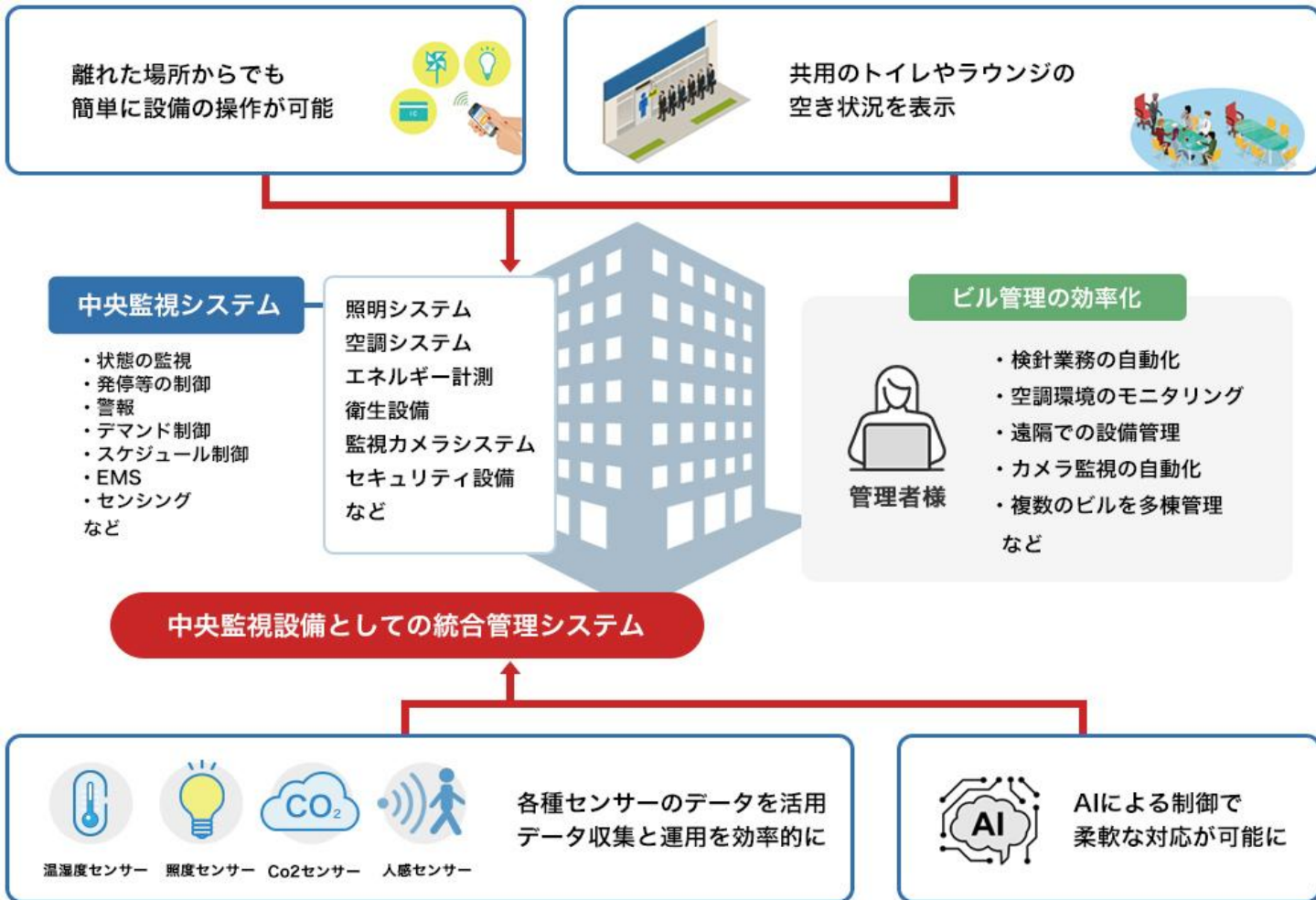
- An English-language UI for international markets provides the same environment in global offices
- Desktop device released January 2026
Supports bookings and operations analysis at the level of individual booths and desks
- Optional employee ID card feature automatically registers attendance with card tap and instantly updates signage

Nov 10 2025 press release: SmartRooms® released in overseas markets

Supporting visualization of meeting rooms in Vietnamese companies, with top share of domestic market

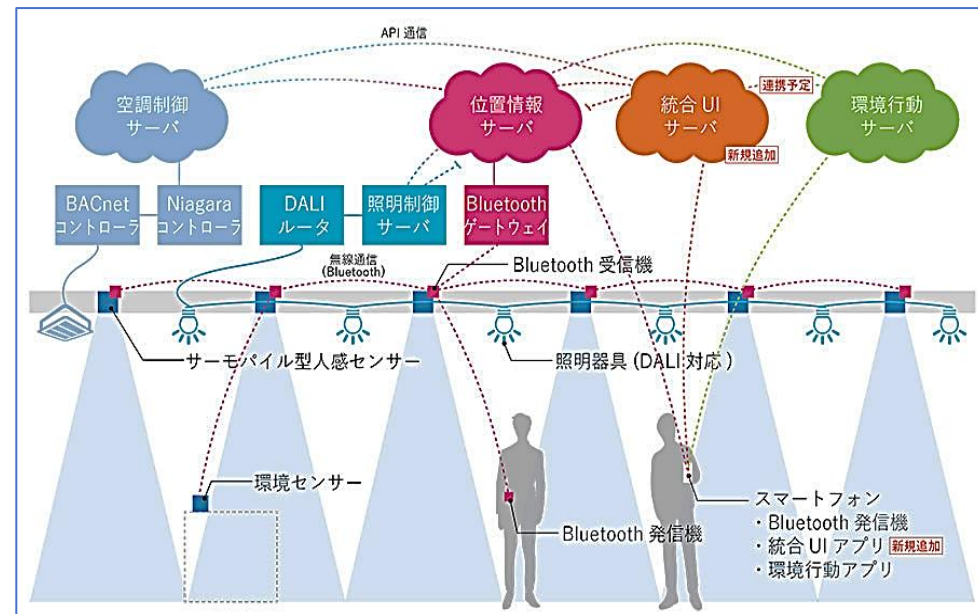
Smart Building Integration links building facilities with ICT

Full open technology central monitoring system



Collaboration with six companies including Nikken Sekkei (Dec 7 2023 press release)

SmartOfficeNavigator, a combined UI app that lets you control lights from the palm of your hand, has been installed at Nikken Sekkei for testing



Dec 5 2025 press release

Simultaneous announcement of next-generation version of tao, the popular global CBT platform, for domestic and international markets
 Global standard testing platform providing equivalent opportunities to anyone anywhere in the world

* CBT = Computer Based Testing



Uchida Yoko media announcement



Reception at Luxembourg Embassy in Japan



About Open Assessment Technologies S.A. (May 2023: Became a wholly owned subsidiary of Uchida Yoko Co., Ltd. and deconsolidated)

Developer of the tao Computer-Based Testing (CBT) platform.
A global leader in this field.

20 million tests administered annually across the entire K-12 market in Europe and North America

- Norwegian Directorate for Education and Training Oslo
- National Agency for Education, Lithuania
- National Foundation for Educational Research, UK
- Directorate of Evaluation, Forecasting and Performance Monitoring, Ministry of National Education, France
- National Institute for the Evaluation of the Education and Training System, Italy
- Spain
- Valencia
- Castile-La Mancha
- Ministry of Education, Science and Culture of Iceland
- National Institute of Education and Youth in Bratislava, Slovakia
- New York State Education Department
- New York City Department of Education

Also adopted for qualification exams, employment exams, and certification exams in Europe and the United States

- Directorate for Higher Education and Skills Immigration Visa Issuance Examination, Norway
- Government Employee Recruitment Examination, Federal Public Service, Policy and Support, Belgium
- National Center for Construction Education and Research Construction Foreman Certification, US
- European Personnel Selection Office (EPSO) EU Staff Recruitment Examination

Ministry of Education, Culture, Sports, Science and Technology (MEXT) National Assessment of Academic Ability (Junior High School)
MEXT's CBT system (MEXCBT), **used by approximately one million students** in the 2025 academic year survey (junior high school science), was developed primarily by Uchida Yoko based on OAT's tao platform.

MEXT's National Assessment of Academic Ability is one of the world's largest CBT assessments.

Private companies and universities are now also using tao

*CBT stands for Computer-Based Testing, a testing method conducted using computers.

Leveraging Expertise in School Facilities to Expand into Government Offices and Welfare Facilities

Expanding into larger projects in school facilities



Working with design firms to secure government office building contracts



Expanding into welfare facilities



Nozomigaoka Elementary and Junior High School (Neyagawa City, Osaka prefecture)

Example: Central Monitoring System at Compulsory Education School

Nakafurano Gakuen at Nakafurano, Hokkaido (Jun 3 2025 press release)

We provided a central monitoring system for the entire ZEB Ready certified school building. The school chairs, desks, and library system are made from locally sourced Hokkaido timber.

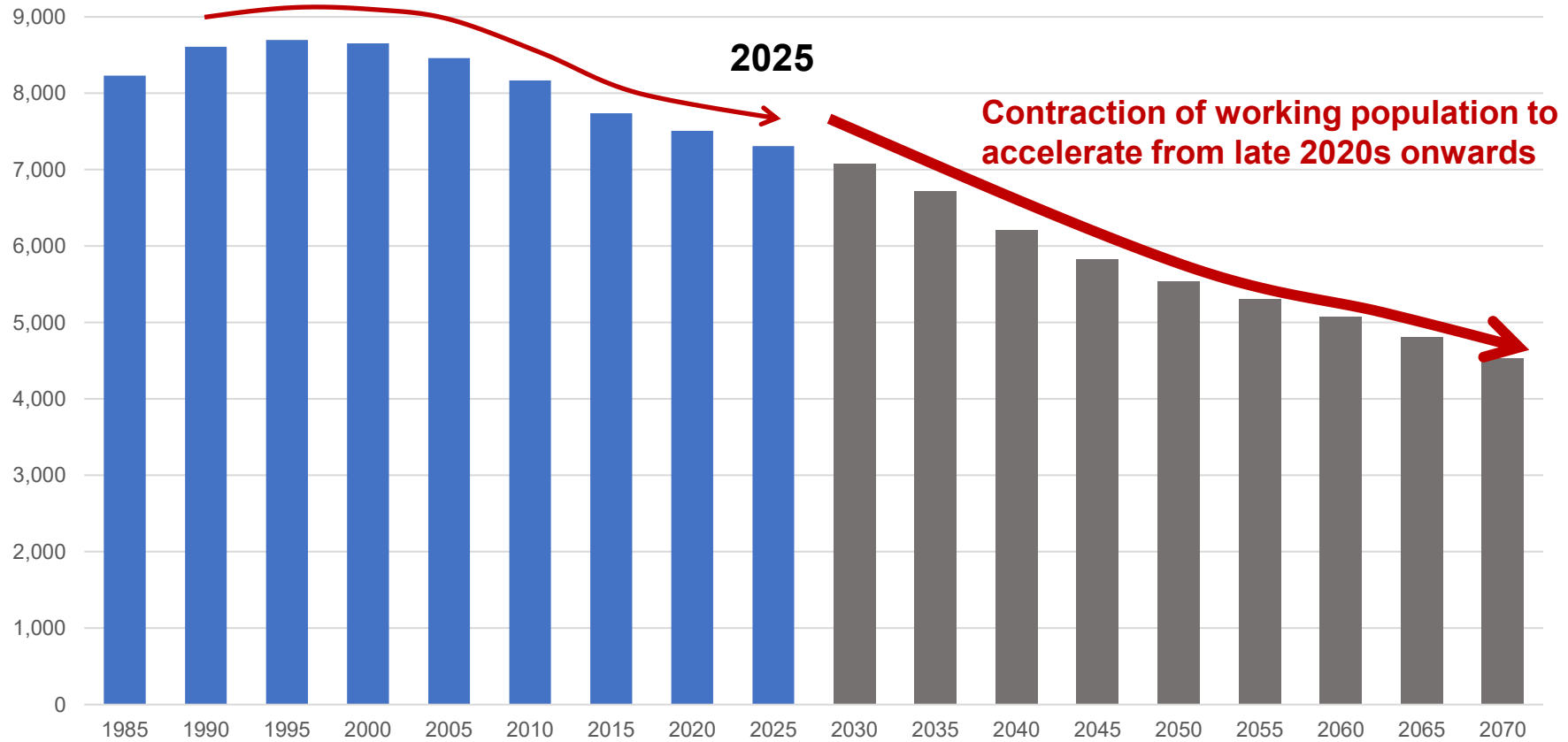


Background to Our Medium to Long Term Efforts

Shrinking working population in Japan due to declining birthrates

Unit: 10,000 people

Trends/projections in working age population (15–64)



Based on Japan Future Population Statistics–2023 Estimates (National Institute of Population and Social Security Research) and Labor Force Survey (Statistics Bureau of Japan)

The key is investing in People and Data

1. Transformation designed to maximize the power of data.

Generate data



Utilize for
transformation
(reforming systems and structures)

2. Secure and train people with the skills for transformation

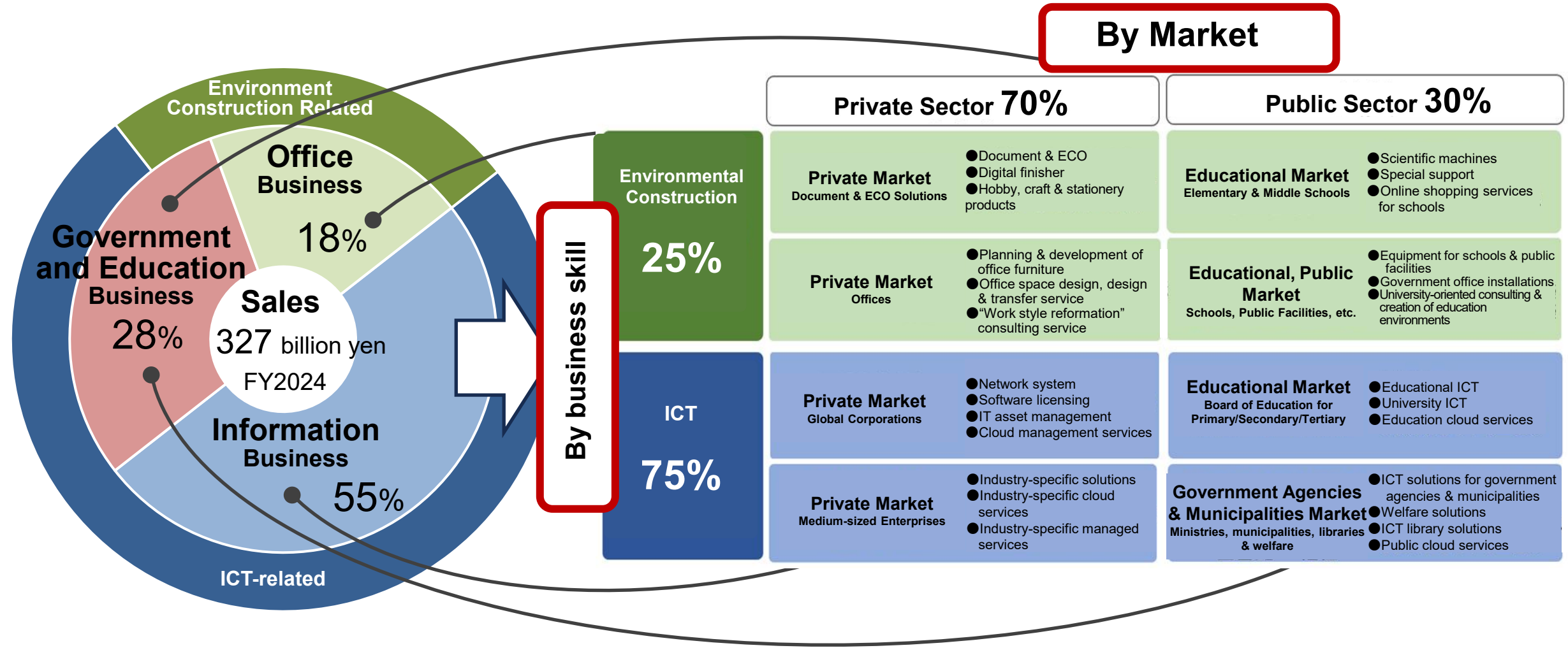
Secure people



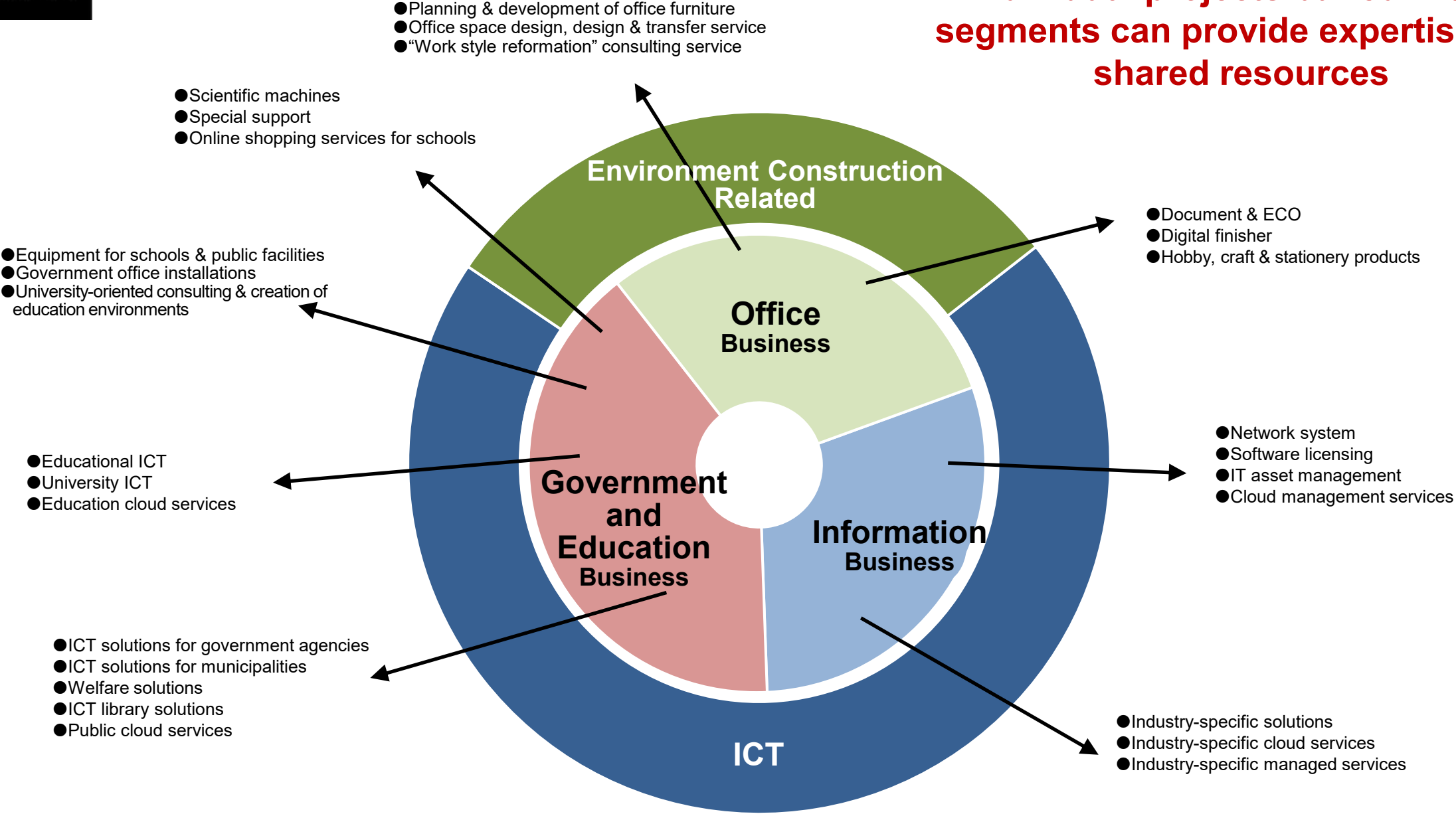
Develop skills

Reconfiguration Based on an Overview of the Business Portfolio Designed to Address Declining Birthrates

Departments within the three existing segments to be reclassified as small business units (SBU)
Major overhaul of Uchida Yoko Group business portfolio from overarching perspective



Individual projects buried within segments can provide expertise and shared resources



Reproduced: The Result of Integrating Business Unit Vectors into the People and Data Approach

(from the 17th Midterm Plan)

An era of people and data

Investment in the people and data driving transformation is growing

**Revolutionize the
Way We Work**

- Improve Intellectual Productivity -

**Revolutionize the
Way We Learn**

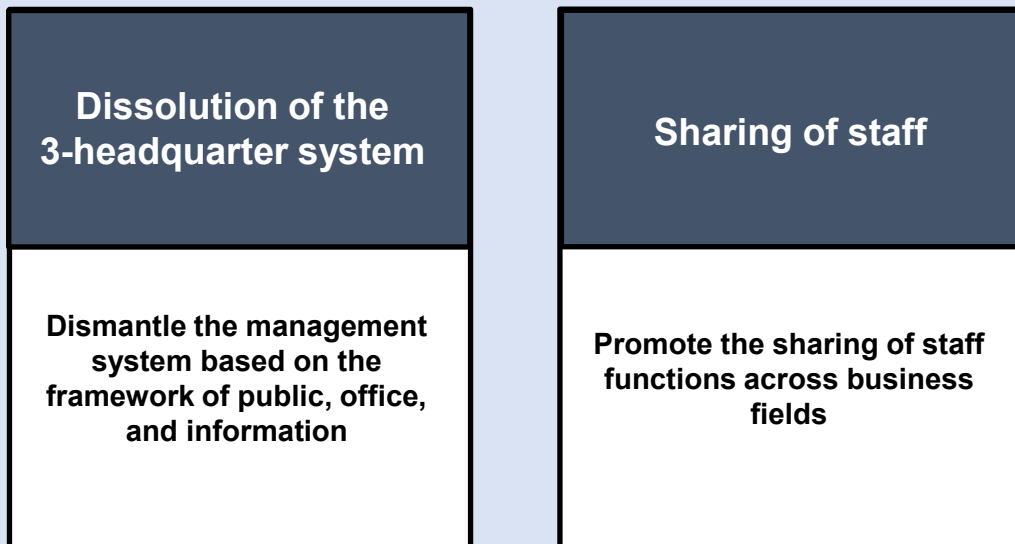
- Independent Learning -

In a depopulating society, people can work together with ICT to enhance the value of information and generate knowledge

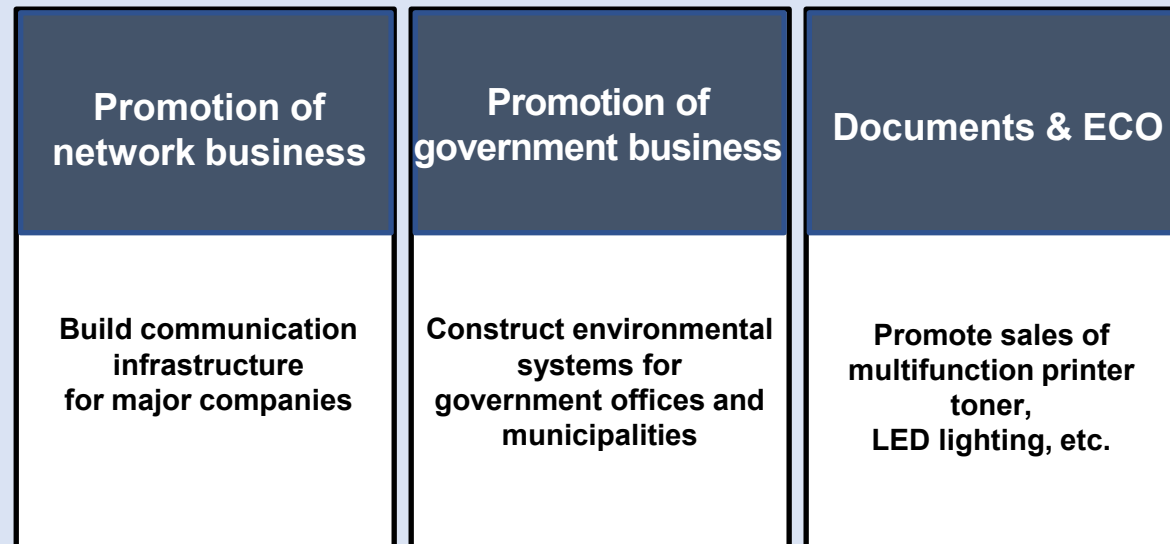
Management Reforms in the 14th and 15th Midterm Plans

Measures to ensure consistency with markets and promote functional integration

Dissolve the structure of separate headquarters for each of the three segments and promote sharing of employee functions within segments



Operate growth business fields as independent segments with a more strategic focus (August 2015 onwards)



Management Reforms in the 16th Midterm Plan

We began to take steps to reorganize our business units

Strengthened local direct demand by focusing on the strengths of the public sector

Public school facilities field

- Past achievements, know-how

Local office field

- Resources, network



Nationwide Facility Sales Division
Aug. 2023

Private: Strengthening and centralizing of capabilities in the environmental construction field in the Tokyo-Nagoya-Osaka region

Osaka and Chubu merged



Direct sales team in the Tokyo metropolitan area strengthened

Direct sales organizations combined

Office Enterprise Division
Aug. 2023

Launched a new organization that combines ICT skills and environmental construction skills

Network service business for major corporations

Metropolitan area office project business

ICT construction for major companies

Environment construction for major companies

Reorganization and merger

Enterprise Engineering Division
Aug. 2023

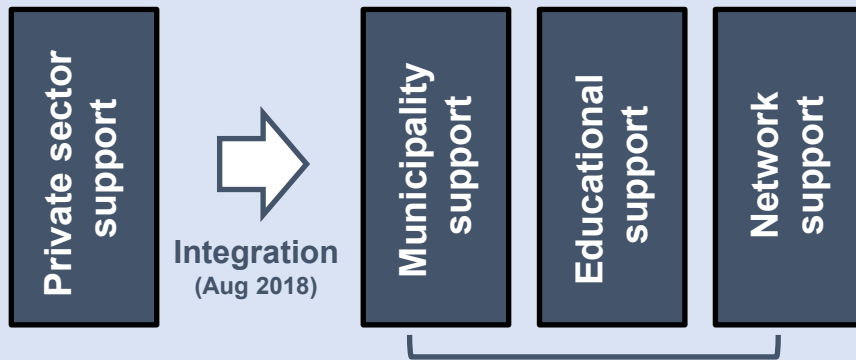
Strengthened group collaboration

Uchida Esco and Uchida Techno converted to wholly-owned subsidiaries

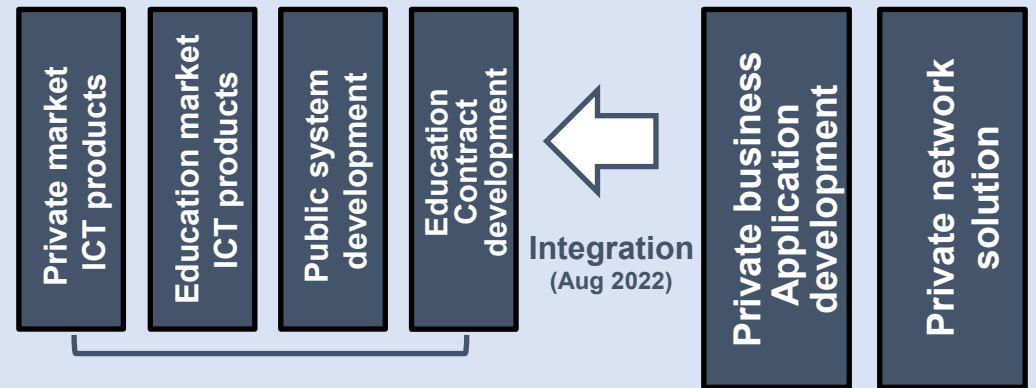
Management Reforms Through the 14th–16th Midterm Plans

Strategies to promote resource sharing

Integration of SE Organization Dispersed by Market and Business

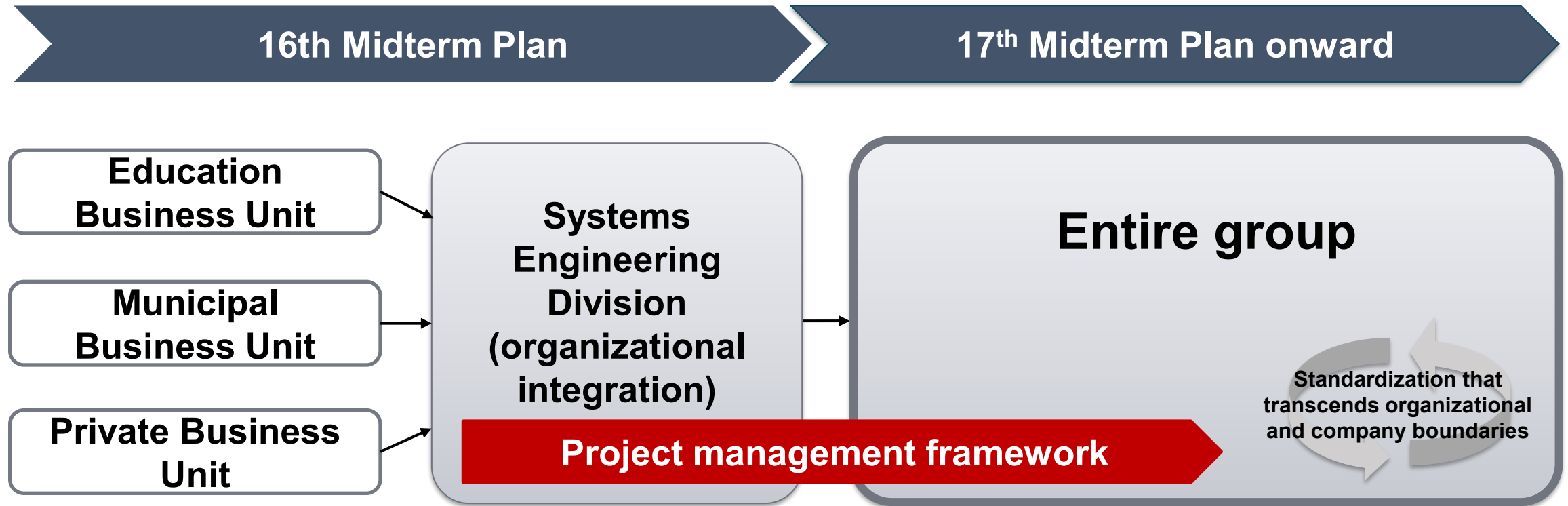


Integration of ICT Related R&D Departments and Development Functions for Each Business Segment



Efforts to Maximize Group SE Capabilities Since 16th Midterm Plan

Restructuring of system engineer organization and standardization of support processes



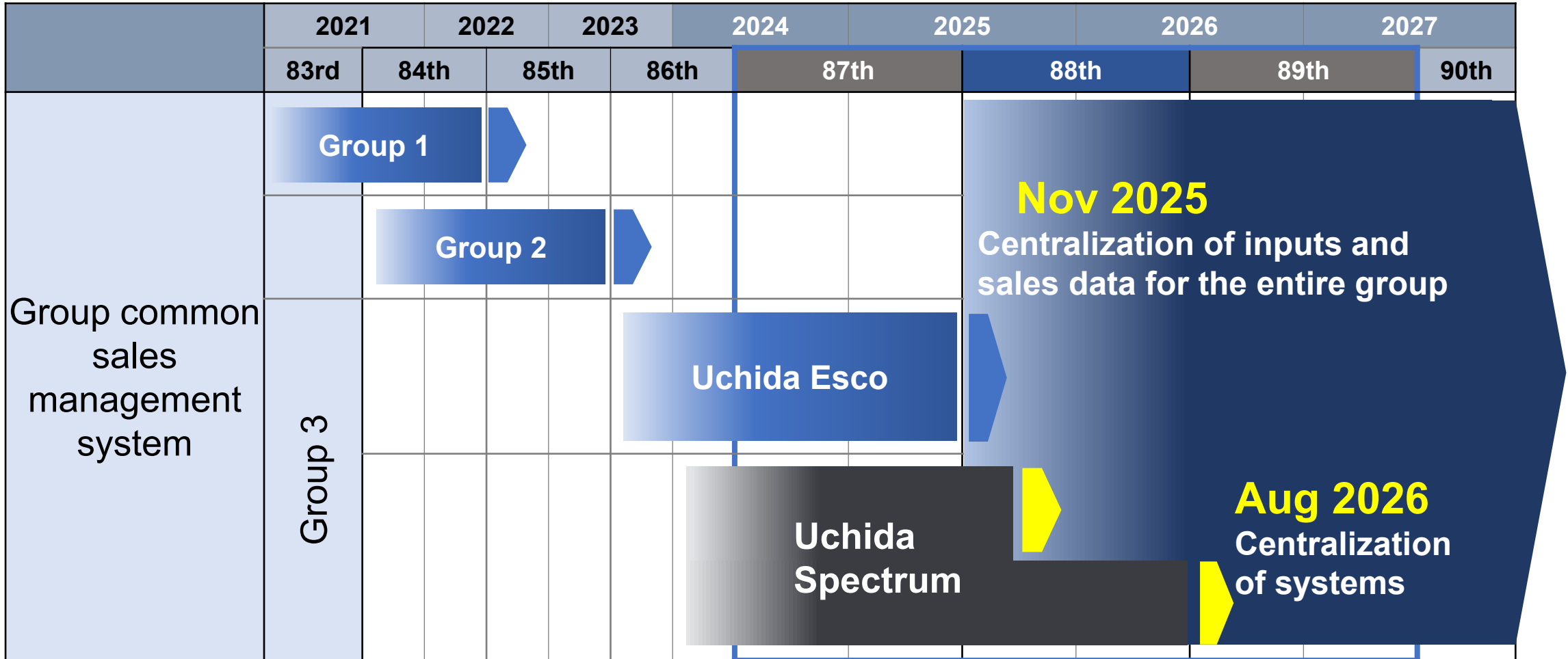
To enable future growth by responding to changing social structures

Rolling out management reforms to all group companies

Investing in associated management infrastructure

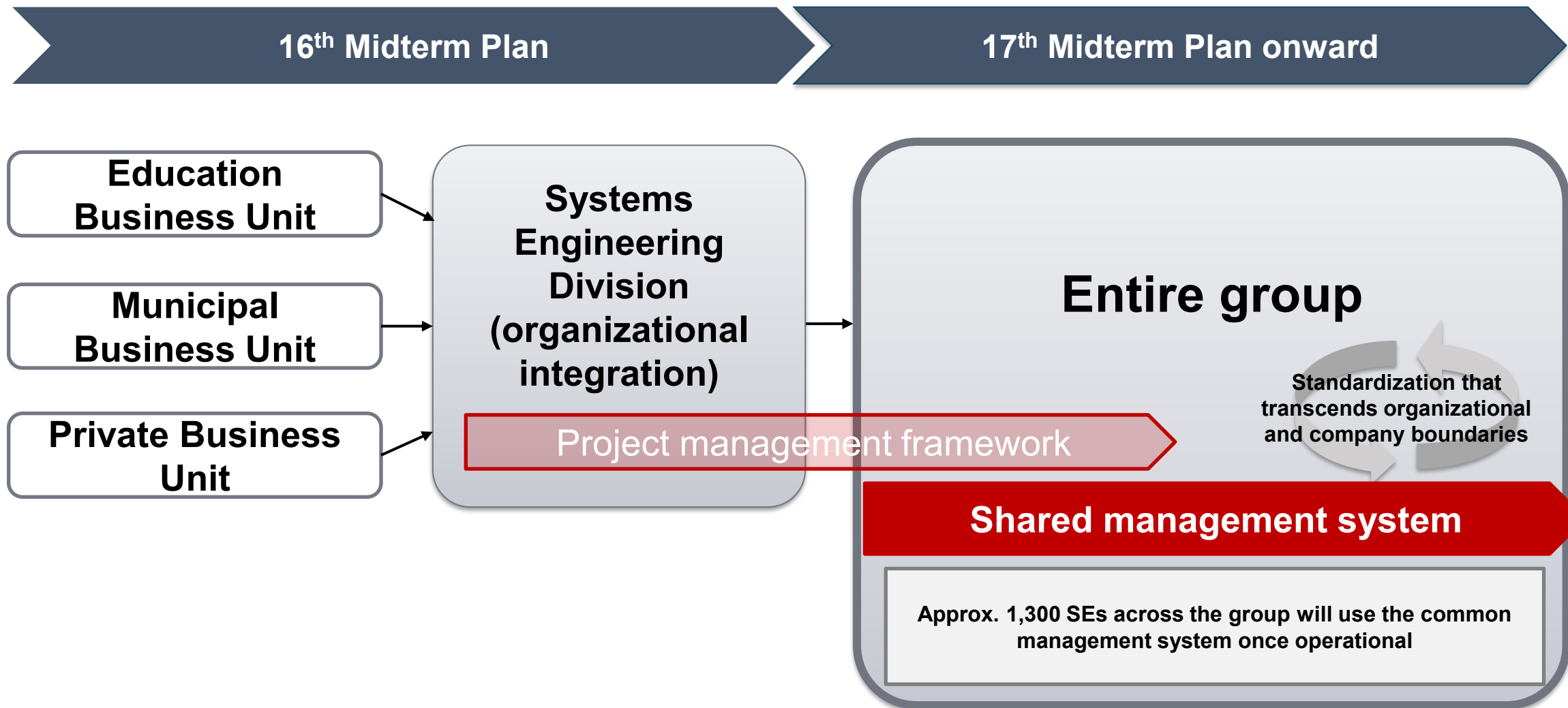
Investment in a Common Infrastructure for Sharing Resources in a Group

Achieve the establishment of a common group infrastructure in the 17th Midterm Plan



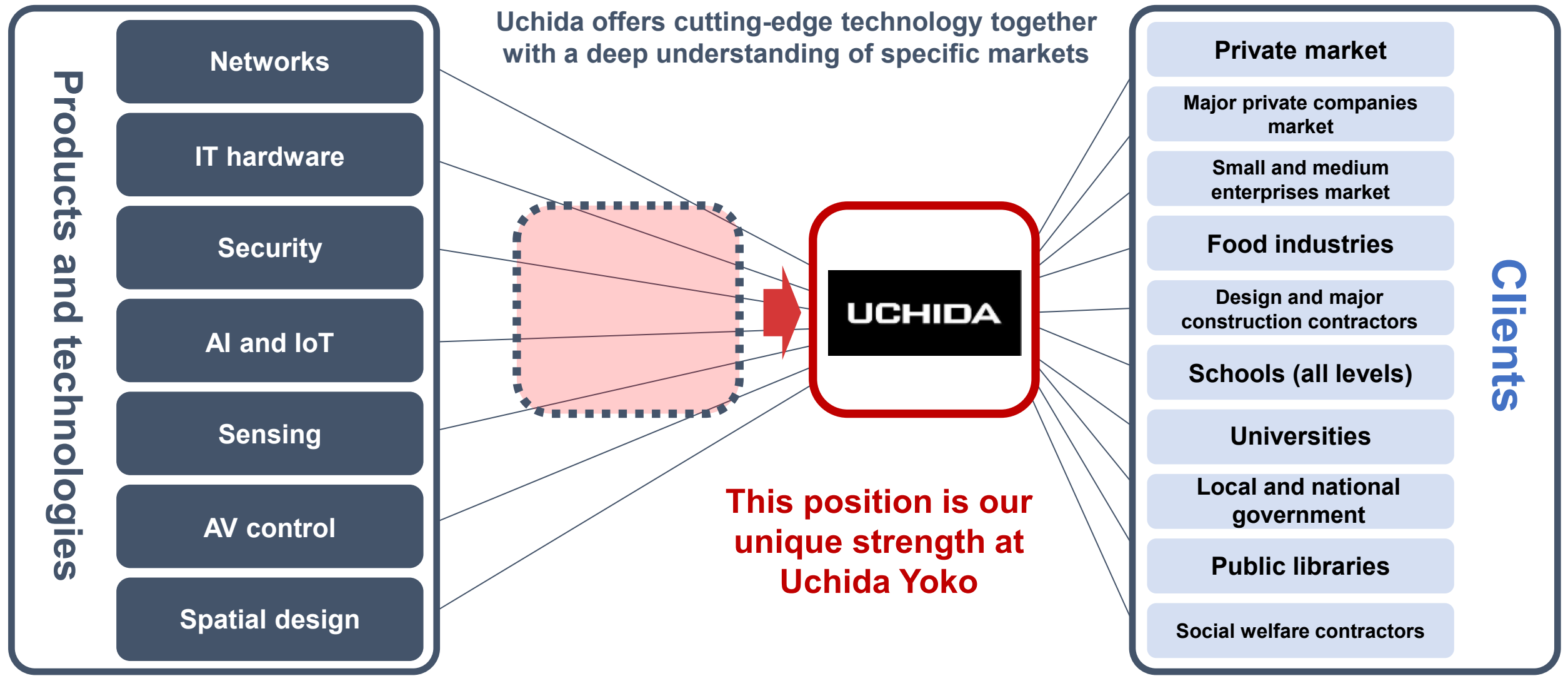
Investing in Group-wide SE Shared Management Systems

Codifying the restructuring of the system engineer organization and standardization of support processes as part of a systematic framework

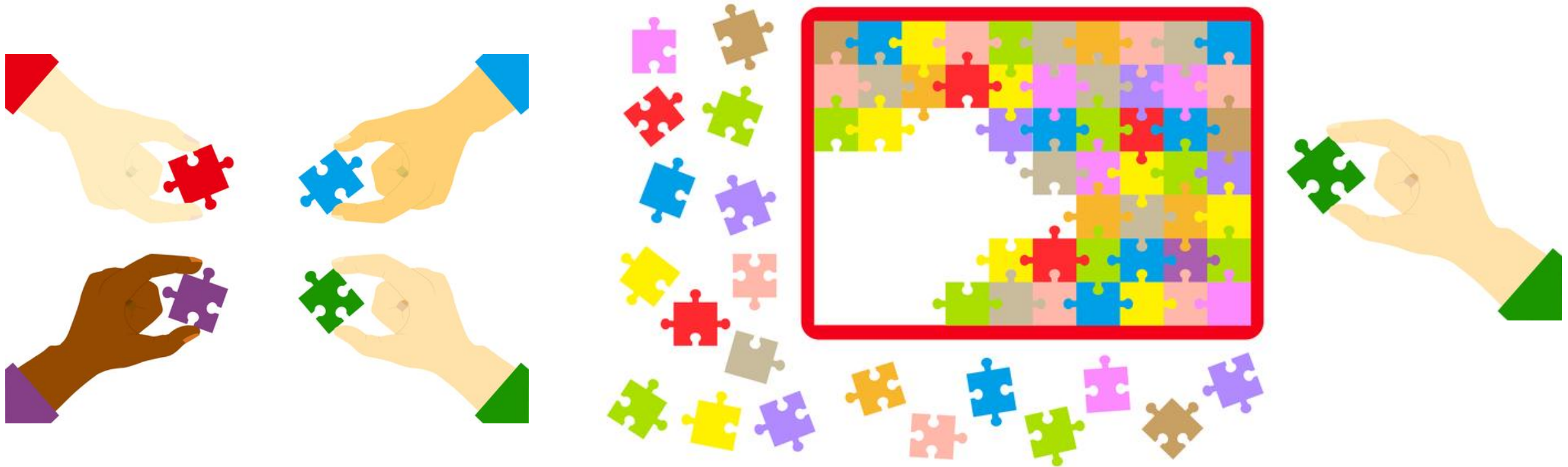


Uchida Yoko Group Boasts a Unique Client-centric Position

Investment in processes and structures designed to support the competitive advantage of our positioning and drive further efficiencies



Formalizing the Uchida Yoko Recipe for Success



We recreate the Uchida Yoko recipe for success by reconfiguring combinations of internal resources and introducing external resources to make up for any shortfalls

**Capture/
grow user base**



**Obtain
knowledge**



**Mutual
utilization**

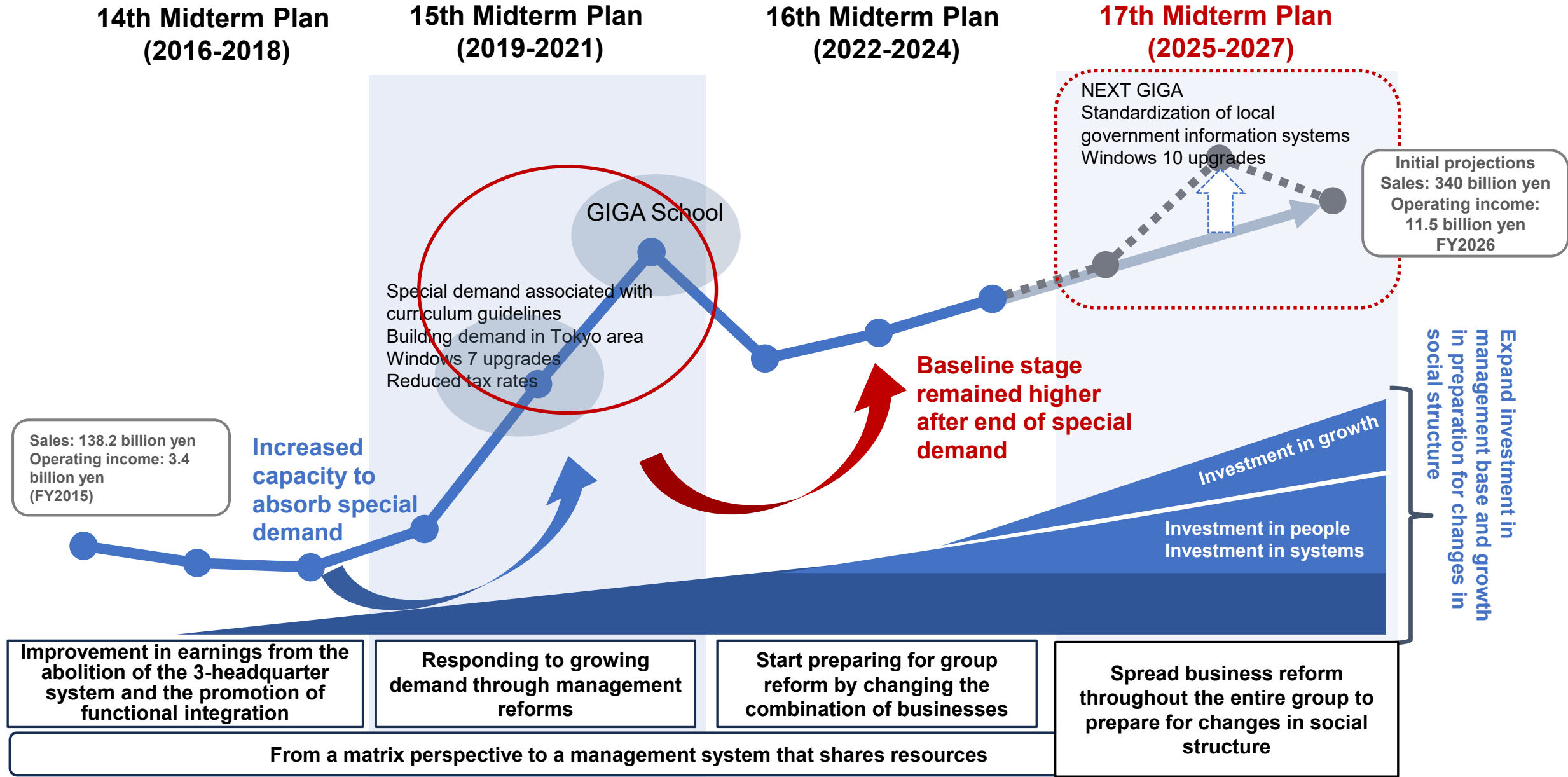


**Respond to
demand**

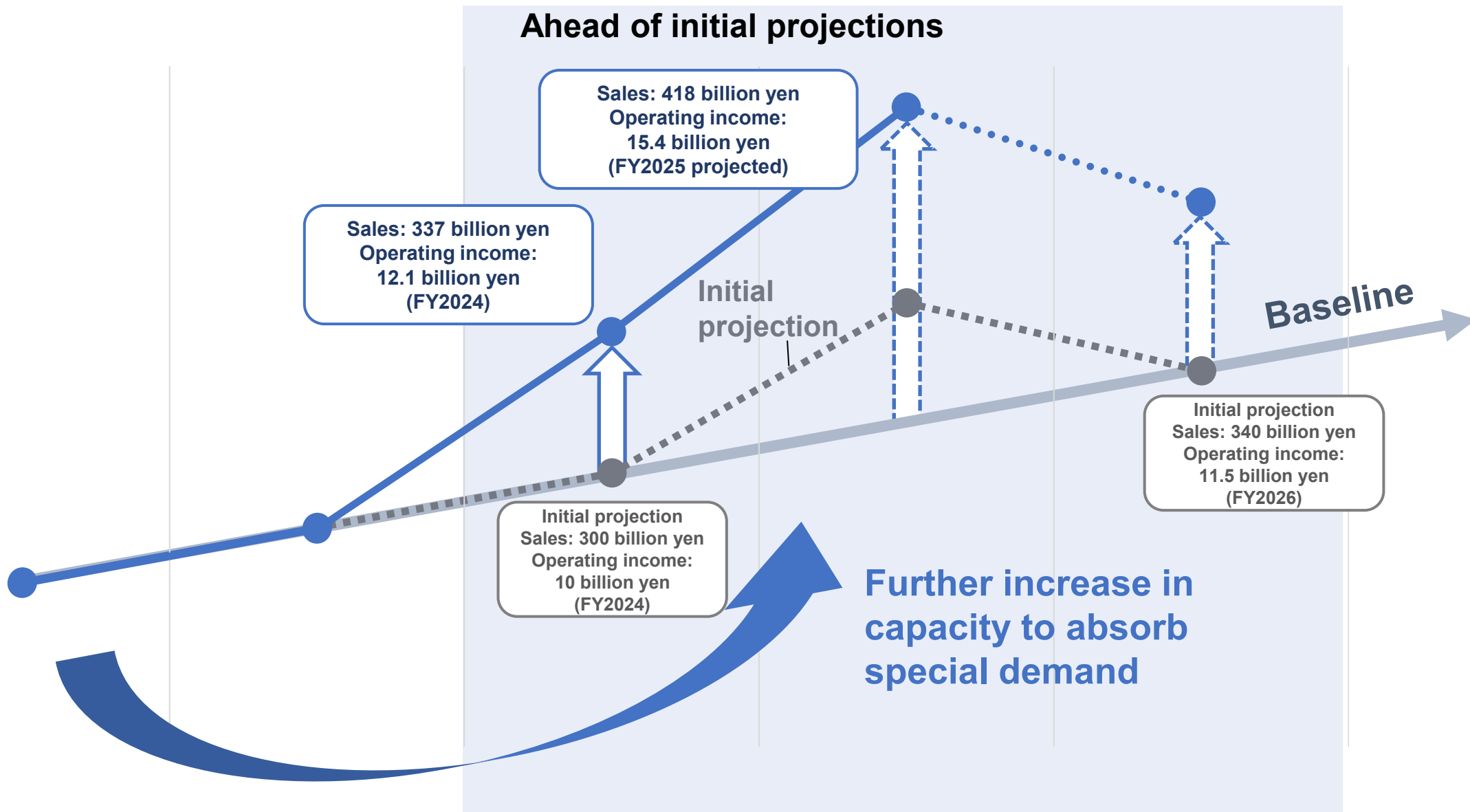


**Virtuous cycle that drives the overall
growth of Uchida Yoko**

Continuation of Reforms in the Midterm Plan to Raise the Baseline

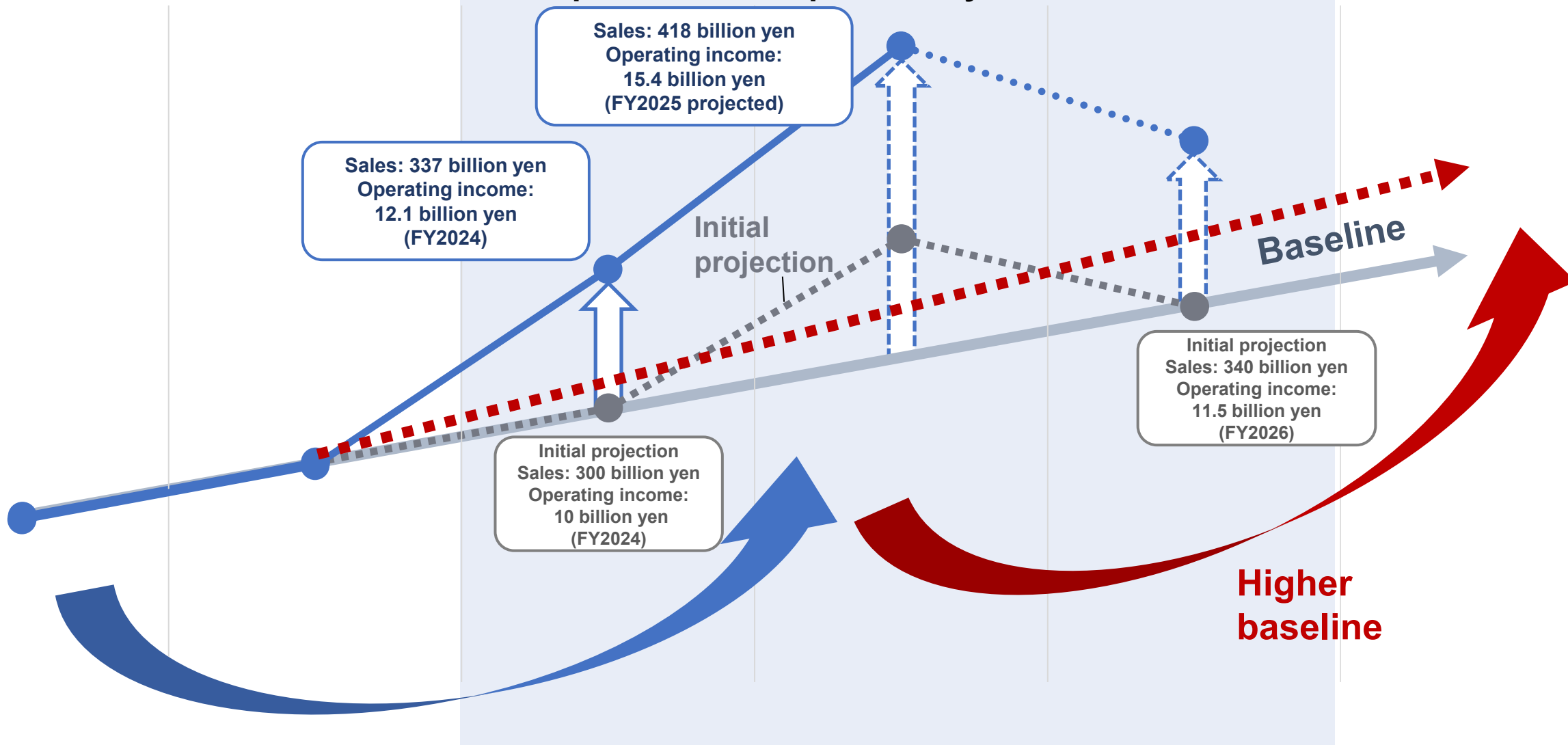


Progress of the 17th Midterm Plan (2025–2027)



Progress of the 17th Midterm Plan (2025–2027)

Higher baseline is expected to remain firmly established even after special demand peels away



3. FY2025 Outlook and Dividends

On Track to Meet Previously Announced FY2025 Projections

Still expecting to break all-time records

(Unit: Million yen)

	FY2024	FY2025 projected	Increase / Decrease	
Sales	337,055	418,000	+80,945	+24.0%
Operating Income	12,174	15,400	+3,226	+26.5%
Ordinary Income	13,126	16,300	+3,174	+24.2%
Current Net Income	9,825	10,800	+975	+9.9%

Source: September 2025 earnings summary, Projections for Current Term

Dividend per Share Rises to 66 Yen (+6 Yen Increase)

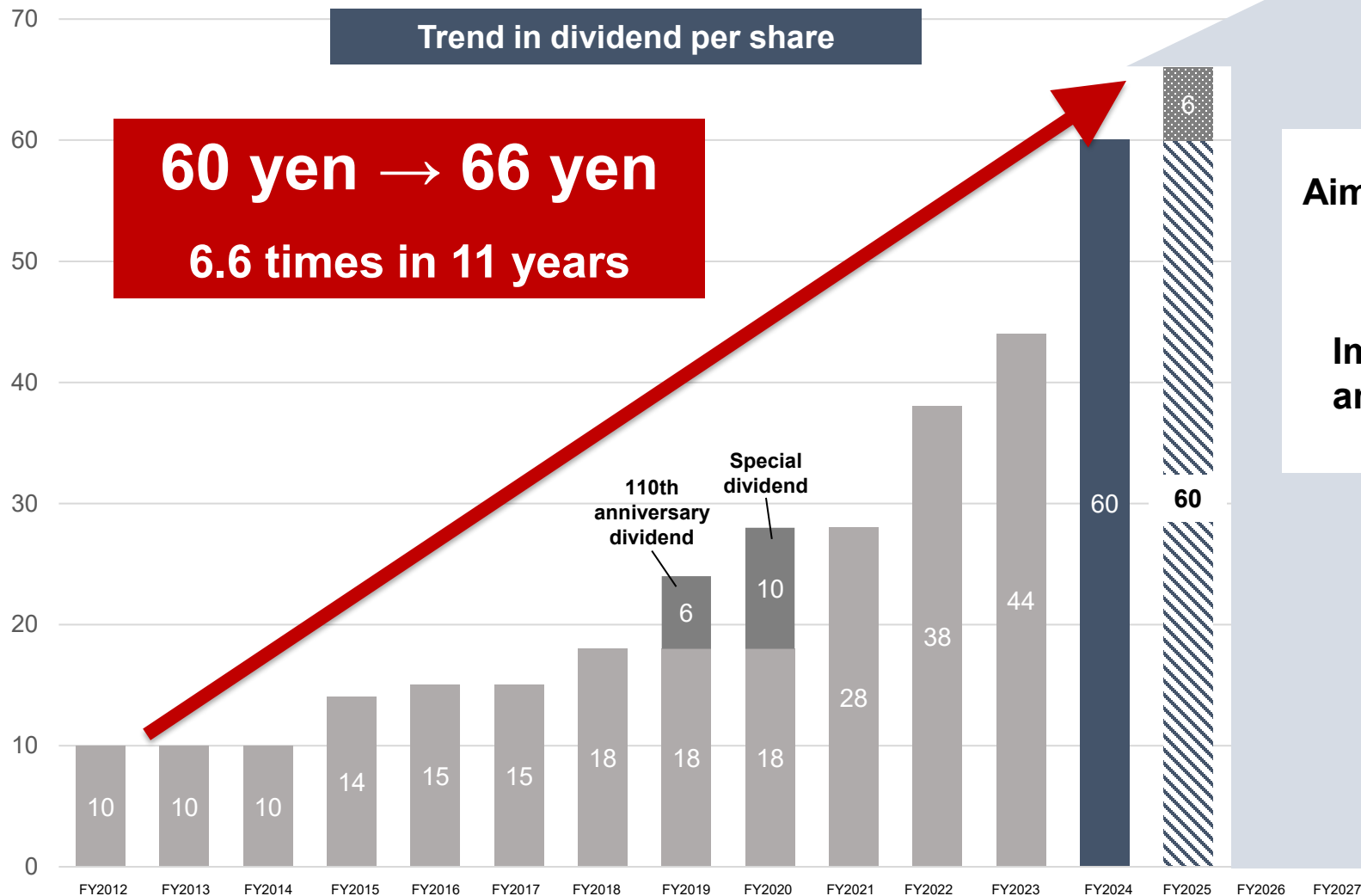
Steady increase predicated on stable dividend returns

Trend in dividend per share

60 yen → 66 yen
6.6 times in 11 years

Aim for further expansion and enhancement alongside our baseline performance

Improve shareholder value in a long-term and comprehensive manner



A nighttime photograph of a modern building's entrance. The word "UCHIDA" is displayed in large, white, illuminated letters above the entrance. The entrance is brightly lit, and several people are visible inside. The building has a glass facade, and the surrounding area is dark, with some streetlights and a green railing in the foreground.

UCHIDA

“Creating Value from Data and Collaborating in the Design of Knowledge”

Please note the following with regard to this document

Of the business result outlooks, strategies, plans and other such items described in this document, those that are not historical facts are assumed to be related to future business results. These are decisions made by the management based on various information, such as future trends available at this time, and include uncertainties.

Therefore, please understand that the actual business results may differ from forecasts due to various internal and external factors.