

Financial Results Briefing for FY2025

Uchida Yoko Co., Ltd.
Tokyo Stock Exchange Prime
Securities code: 8057

1. Outline of Financial Results for FY2025 (Period July 21, 2025 – July 20, 2026)

Business Results for FY2025

(Unit: Million yen)

	FY2024	FY2025	Increase / Decrease	
Sales	337,055	425,729	+88,674	+26.3%
Gross Profit	52,387	59,240	+6,853	+13.1%
SG & A	40,213	43,609	+3,396	+8.4%
Operating Income	12,174	15,631	+3,457	+28.4%
Ordinary Income	13,126	16,770	+3,643	+27.8%
Current net income attributable to owners of parent company	9,825	12,486	+2,661	+27.1%

Note: Increase in SG & A expenses: Investments aimed at strengthening our management foundation to support future growth

- Expand efforts to recruit talent, improve compensation through base pay increases, etc., and enhance our workplace environment
- Introduce and roll out a group-wide sales and management system to strengthen group management

Financial Performance Trends

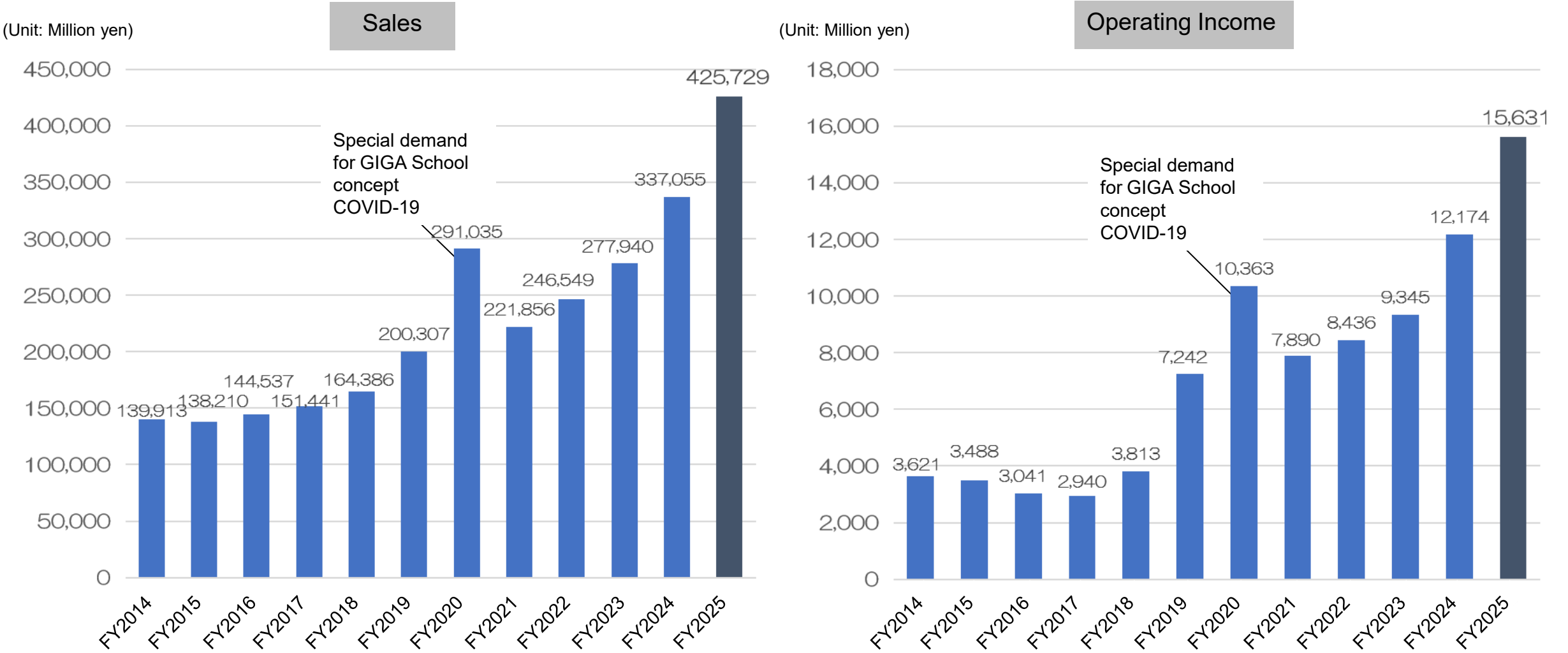
Achieved record highs in both revenue and all profit metrics

(Unit: Million yen)

	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Sales	291,035	221,856	246,549	277,940	337,055	425,729
YoY Change	145.3%	76.2%	111.1%	112.7%	121.3%	126.3%
Operating Income	10,363	7,890	8,436	9,345	12,174	15,631
YoY Change	143.1%	76.1%	106.9%	110.8%	130.3%	128.4%
Difference from Previous Year	+3,121	(2,473)	+546	+909	+2,828	+3,457
Ordinary Income	11,018	7,843	9,161	10,135	13,126	16,770
Current net income attributable to owners of parent company	6,160	4,840	6,366	6,996	9,825	12,486

Financial Performance Trends (Sales/Operating Income)

Set a new record high for the second consecutive year



Key Points of Financial Results for FY2025

Baseline rose with the increase in special-demand orders

1. Special demand exceeded expectations

GIGA device upgrade demand (NEXTGIGA)

- Achieved higher installation figures than last time

Compliance with the standardization of local government systems

- Steadily implemented the plans for this period

Support for updating to Windows 11

- Captured demand for IT services associated with the end of support for Windows 10 (ended in Q1)

2. Improvements in the baseline

Public sector market

- **Educational networking projects:** Demand grew for major projects integrating learning and school administration systems with enhanced network capabilities and security measures. The number of contracts secured also increased.
- **Universities:** Secured major contracts driven by demand to establish new departments and reorganize academic programs to foster talent in science and engineering.
- **Public facilities:** Made headway in securing projects with local governments, welfare facilities, etc. by leveraging our strengths in school facilities.

Private sector market

- **Software licenses:** Made progress with major contracts and contract renewals with existing customers. Growth continued throughout the year.
- **IT for major companies:** Secured a major contract for a solution that visualizes and utilizes employee location data and environmental data. Increased the number of subscriptions for our cloud-based meeting room operation support service. Secured stable revenue.
- **Office projects:** Secured major contracts in the Tokyo-Nagoya-Osaka region. Renewal of office locations rose in regional areas.

Segment Performance

(Unit: Million yen)

Upper: Sales Lower: Operating Income	FY2024	FY2025	Year-on-year change
Government and Education Business	92,781 5,240	161,038 8,974	+73.6% +3,734
Office Business	59,419 1,987	59,172 2,132	(0.4%) +145
Information Business	183,661 4,591	204,448 4,293	+11.3% (298)

(Unit: Million yen)

	FY2024	FY2025	Difference from previous year	YoY
Sales	92,781	161,038	+68,257	+73.6%
Operating Income	5,240	8,974	+3,734	+71.2%

NEXT GIGA one device per student updates

- Demand for updates under the one device per student concept peaked this fiscal year. Large-scale deployments were concentrated across Japan. We achieved deployment results that exceeded those of the previous year.
- We leveraged the processing capacity of Uchida Esco Kitting Center, which we expanded last fiscal year, and our nationwide deployment capabilities to smoothly execute the simultaneous rollout.

Standardization of local government systems

- More municipalities than expected deferred implementation to the next fiscal year or later.
- The majority of tasks for the current fiscal year, as well as most welfare-related systems, were completed as planned.

Expansion of education network integration projects

- We won a major contract thanks to proposals that leveraged our design capabilities for handling large numbers of devices, our security expertise and insights, and our deep understanding of the school environment.
- We also secured major contracts for the development of large-scale school administration systems at the prefectural level.

University and school facilities

- We won major contracts by leveraging the expertise we have cultivated over the years—ranging from consulting to infrastructure development—to meet the government's demand for establishing new faculties and reorganizing academic programs to foster science and engineering talent at universities.
- We made steady progress in securing contracts for large-scale school renovation and upgrade projects aimed at adapting to new educational needs.

Office Business Segment Performance

(Unit: Million yen)

	FY2024	FY2025	Difference from previous year	YoY
Sales	59,419	59,172	(247)	(0.4%)
Operating Income	1,987	2,132	+145	+7.3%

Office projects

- We continued to create office environments that promote employee well-being, aimed at securing and retaining talent, against a backdrop of solid corporate performance.
- Demand for high-end, large-scale projects expanded in the shared office and rental office sectors as well. We secured a significant number of projects.
- Large-scale office investments—focused on office relocations, layout changes, and fostering communication—remained robust, particularly in the Tokyo-Nagoya-Osaka area.
- In regional areas as well, demand for renewal projects aimed at strengthening branch functions increased.

Securing of projects for public facilities

- We secured major contracts for welfare facilities.
- Contracts for government office buildings also remained steady.

Other

- Sales decreased due to a rebound decline from a major project recorded in the previous fiscal year.
- Profits increased due to a recovery in overseas markets and improved profitability in office-related businesses.

(Unit: Million yen)

	FY2024	FY2025	Difference from previous year	YoY
Sales	183,661	204,447	+20,786	+11.3%
Operating Income	4,591	4,293	(298)	(6.5%)

IT for major companies

- Amid growing demand for infrastructure development geared toward AI and data utilization, we made progress in securing a contract for a large-scale system project that visualizes employee location data and various other data within office buildings in real time to foster communication among employees and monitor office usage.
- The number of contracts for our meeting room operation support service, a market in which we hold a significant market share, also grew steadily.
- We secured stable revenue.

Software licenses for major companies

- Contract renewals with existing customers and new large-scale projects progressed throughout the year.
- Growth continued throughout the year.

SI projects for SMEs

- In system integration (SI) projects for small and medium-sized enterprises (SMEs), which typically have relatively high profit margins, many negotiations were pushed back due to supply delays for servers and PCs caused by a semiconductor shortage.
- Demand for business system upgrades entered a lull.

Three Special Demand Fields

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

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, a large-scale kitting facility



Opened in 2020 **Expanded in 2025**



Uchida Esco May 2022: Converted to wholly-owned subsidiary status

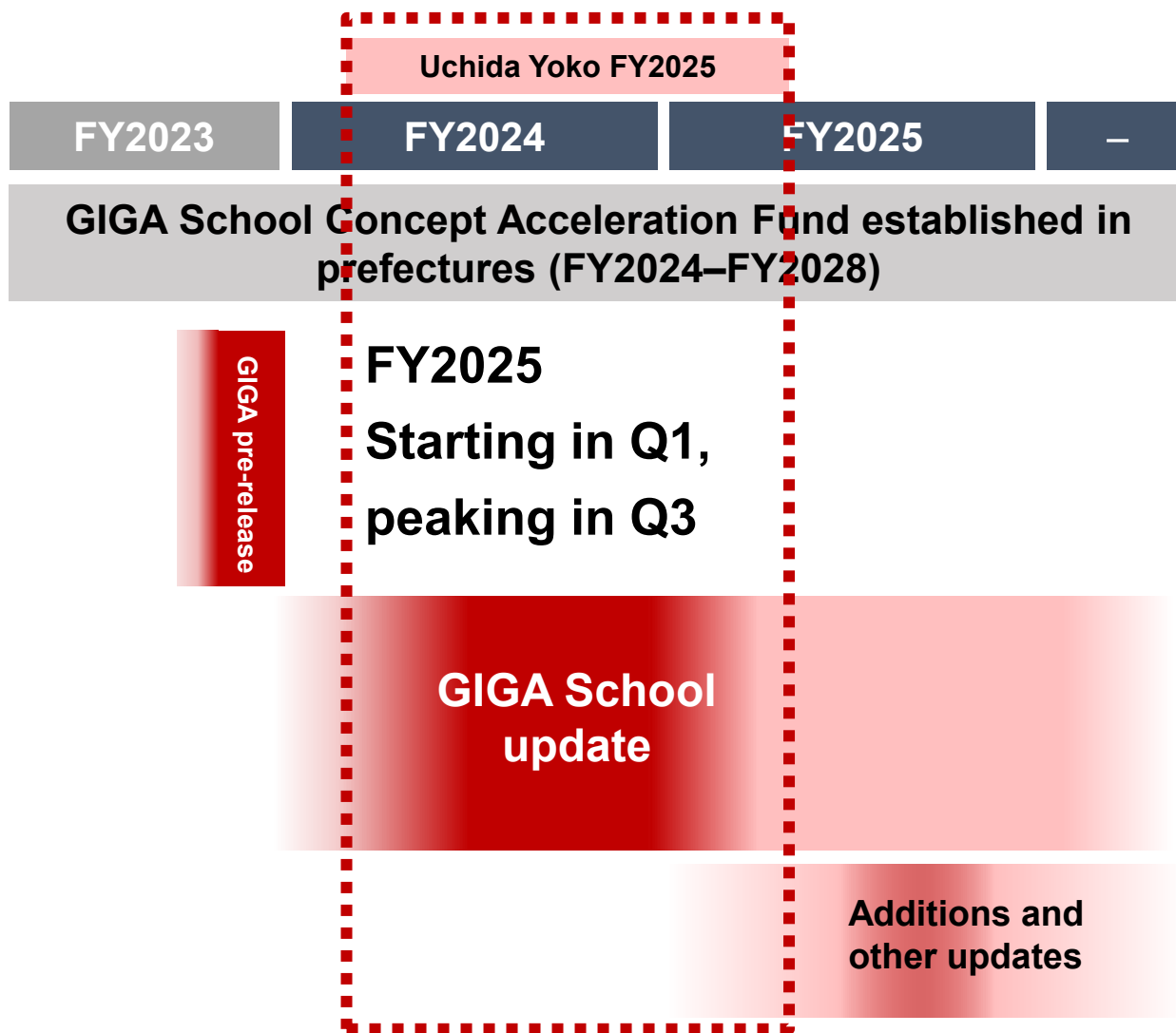
Demand for IT services associated with the end of support for Windows 10, which began in the previous fiscal year, contributed to the first quarter of the consolidated accounting period.

These services have been well received for their high quality and cost-effectiveness.

We have established a cycle in which we apply the technology and experience we have cultivated in the education market to the private sector, and apply the expertise gained in the private sector to the public sector.

Demand for GIGA School Device Updates

Reference: NEXT GIGA schedule



Results surpassing those of five years ago

Demonstrated the capability to manage the entire process—from device procurement to kitting and deployment—in an integrated manner

Order example: Saitama City

Procurement includes not only the device itself but also five years of operation and maintenance.

Approx. 100,000 units

5 years of operation and maintenance



Order example: Joint Procurement for Kyoto City and Kyoto Prefecture, etc.

Kyoto City: Approx. 100,000 units

Kyoto Prefecture: Approx. 80,000 units

Total: Approx. 180,000 units

Going forward, we anticipate a growing number of networking projects and large-scale school administration projects involving wide-area integration.

Standardization of Local Government Information Systems

Background: Standardization schedule

To be largely completed by March 2026

By March 2025

Make
corrections
to
preceding
items

By March 2026

System
standardization
support now in full
swing
Modifications to the
remaining tasks

By FY2030 approx.

Remaining
municipalities
to be
addressed
from FY2026
onwards

Background: progress as at Mar 31, 2026 (Digital Agency announcement Aug 20, 2026)

Delays occurring at
56.8% of municipalities

As of the previous announcement
(Feb. 27, 2026): 52.3%

Uchida Yoko efforts

Although the number of municipalities opting to defer implementation to the next fiscal year or later has increased—now constituting the majority—the work for this fiscal year has been completed.

Many welfare systems were completed this fiscal year.

The fact that we have worked steadily to implement these tasks has been well received.

Going forward, we expect to see greater collaboration between municipal core systems, welfare systems that connect communities, and educational systems that support children.

Key Businesses with Strengths that Support the Improvement of Our Baseline

Educational Network Integration Projects Become a Key Driver of Growth (Zero Trust Security)

Gov/Ed

We secured a major contract thanks to our design capabilities for handling large numbers of devices, our security expertise and insights, and proposals that leveraged our deep understanding of the school environment.

Press release dated June 1, 2026: Fuchu City, Tokyo

Building a next-generation school administration digital transformation platform serving 21,000 users
—Supporting a transformation in teachers' work styles through an advanced security environment featuring zero trust and unified ID authentication, combined with the use of generative AI—

Track record in implementing zero trust networks

Implemented in over 50 locations nationwide since first introduced in 2021



Number of devices for students and teachers
6 years ago: 1.5 mil. units
Now: 10 mil. units

Improve the security of networks enabling the use of a large number of devices

A large, modern interior space with a prominent wooden lattice ceiling and light wood flooring. The space is open-plan, featuring a long wooden counter with green stools, a whiteboard, and various seating areas with tables and chairs. Several people are walking or standing in the space, which appears to be a school or community center.

学年スペース2

相談室8

WC

少数教室2
新世代型学習空間

光庭2

サポートルーム

コミュニケーションホール

ロッカースペース

国語準備室

MS (国語)

区画扉

学年スペース3

英語準備室

MS (英語)

区画扉

ロッカースペース

Proposals for Establishing New Faculties at Universities to Expand the Pool of Science and Engineering Talent

Leveraging our extensive experience and customer base in the university market, we are tapping into the demand for new science and engineering faculties.

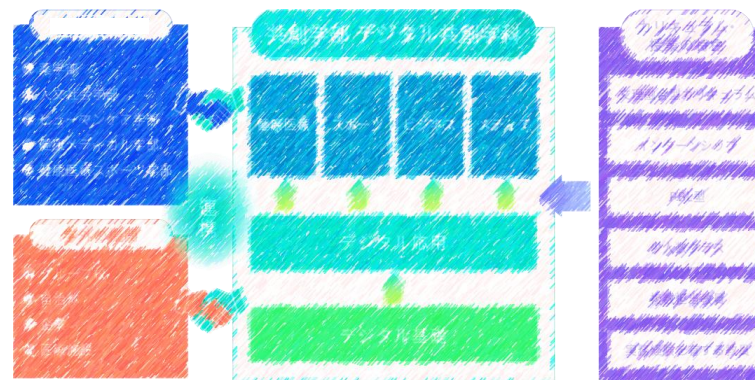
Faculty of Integrated Information Sciences at a certain women's university



- VR/AR Studio
Filming equipment, 3D printers, 3D scanners, laser cutters, lecture recording and streaming systems, AV equipment, etc.
- Classrooms, student lounges, common facilities, tables, imported furniture, etc.



Faculty of Digital Co-Creation at a certain university



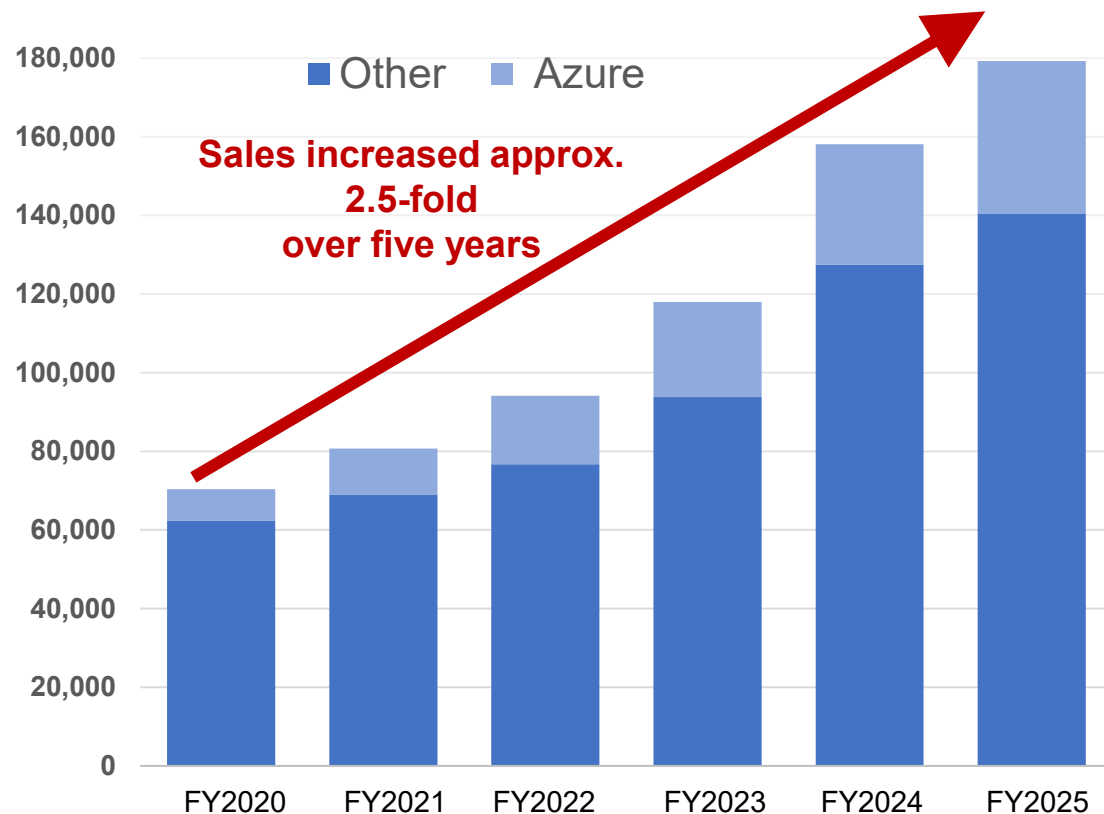
- Demolition and interior work
- Furniture and fixtures, AV equipment
- ICT-related equipment: network devices, GPUs, etc.



We have secured large-scale projects by leveraging our long-established expertise in university establishment, covering everything from consulting to infrastructure development.

We secured major contracts and renewed contracts with existing customers, solidifying our position as one of the top players in Japan.

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)

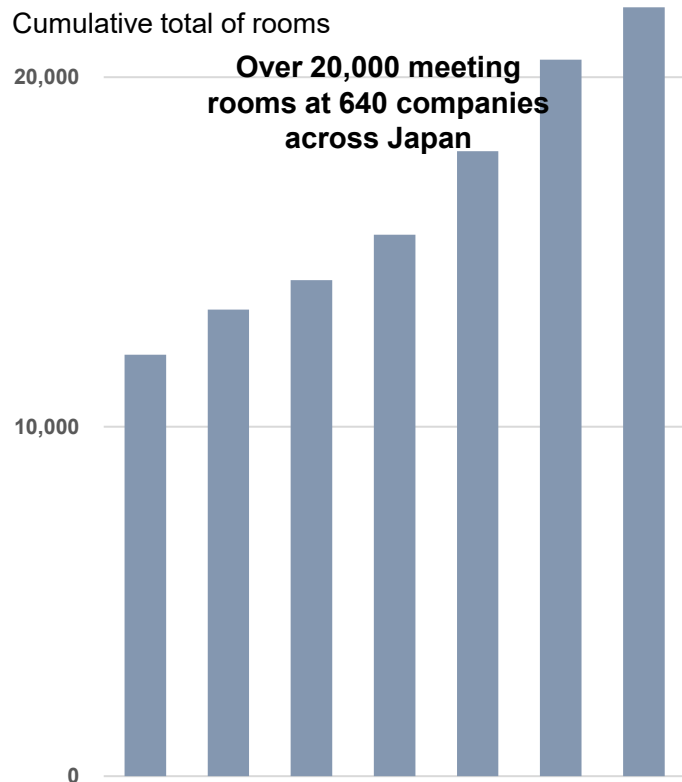
Global procurement

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

Number of Contracts for the SmartRooms® Meeting Room Operation Support Service Grew

The number of contracts for SmartRooms®, a cloud-based meeting room operation support service with a top-tier track record of customer adoption, is growing steadily, ensuring stable revenue.

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



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

A navigation platform that integrates information about people and workspaces through integration with groupware.
It excels when installed in large-scale offices.

SmartOfficeNavigator® Office Work Navigation System

Development started in 2018 through a collaborative initiative with Mitsubishi Motors.
Installed at around 30 major companies, including Olympus, Asahi Kasei, KDDI, and Nomura Real Estate.



Mitsubishi Motors Corporation

Introduced in the company's new office building in the Okazaki district, its development hub, and at its Tokyo headquarters

Details: Used to visualize the availability of meeting rooms and hot-desking stations, contributing to improved productivity among white-collar employees



Olympus Corporation Global Headquarters

Scale: 6,500 employees

Details: Introduced in conjunction with the consolidation and relocation of the company's headquarters functions. Used to ensure efficient management of meeting rooms and to build a next-generation office based on collected data.



Integrates with groupware, building information, and Wi-Fi networks to visualize employee locations and the usage status of meeting rooms and other facilities.



Asahi Kasei Corporation

Scale: 3,000 employees across the group

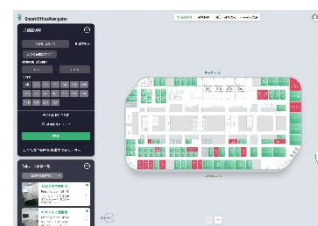
Details: Used to track employee locations in real time, reducing wasted time spent looking for people or places. Aggregated data, such as area congestion levels and utilization rates, is utilized to advance digital transformation in the General Affairs department.



Nomura Real Estate Holdings, Inc.

Scale: Around 3,500 employees across 8 group companies

Details: Introduced as an ICT platform to consolidate information on people and locations, enabling more efficient facility usage, stronger collaboration among group companies, and optimized office layouts.



KDDI Corporation

Scale: Around 13,000 group employees

Details: Used to centrally manage approximately 600 meeting rooms and areas. Enables real-time visualization of space, occupancy status, and congestion levels on floor maps.

Office Investment Continues to Expand

Company relocations to the Tokyo-Nagoya-Osaka corridor, strengthening of regional offices, and demand for high-end serviced offices

Press release dated June 19, 2026

Yanmar Holdings Headquarters Building and Amagasaki Hub

We support the creation of spaces that foster spontaneous communication and co-creation among employees at the YANMAR FLYING-Y BUILDING (FYB), the company's headquarters, and at YANMAR SYNERGY SQUARE (YSQ), its service hub in Amagasaki City.



Office (YSQ)



YSQ Service Hub



Cafeteria (FYB)

Demand for high-end, large-scale projects is growing in the shared office and rental office sectors as well. We have secured numerous projects in this sector.



Secured Contracts for Large-Scale Social Welfare Facilities and Municipal Government Buildings by Leveraging Our Strengths in School Facilities

We secured contracts for municipal government buildings and social welfare projects through collaboration with architectural firms.

Secured contracts for welfare facilities



共同生活室

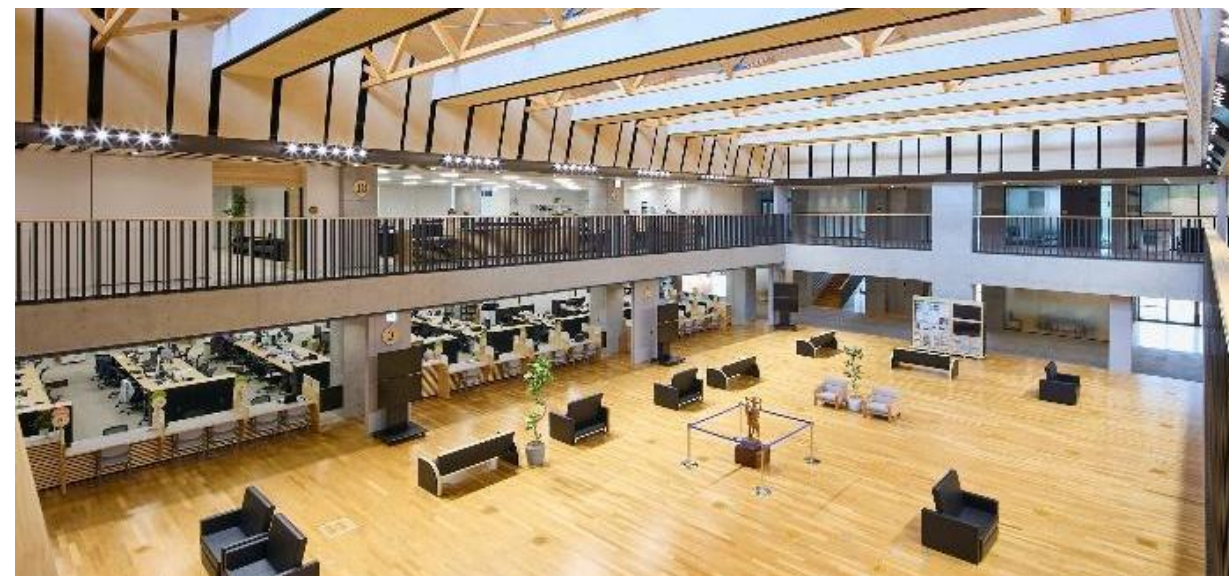


見守り機器 (センサーカメラ)



居室家具・介護ベッド

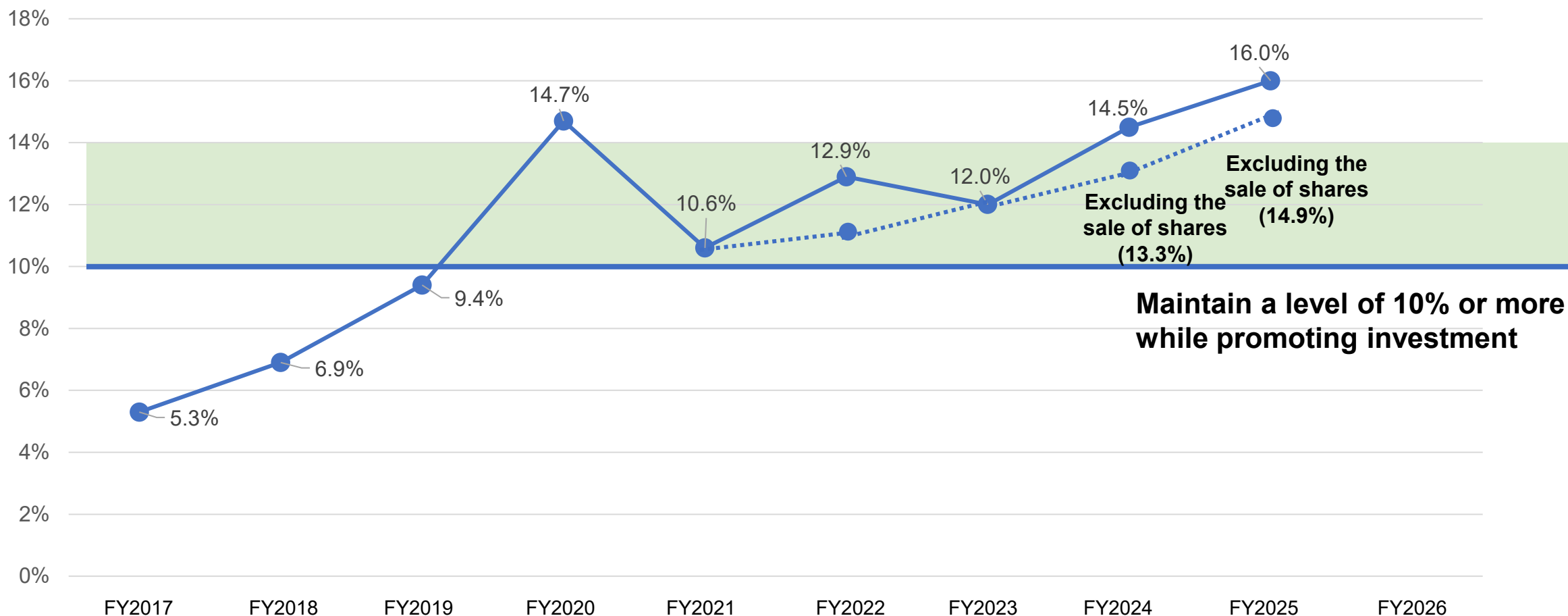
Secured contracts for municipal government buildings



Target Management Indicators: Return on Equity (ROE)

We will pursue investments in our own transformation to adapt to future market changes while aiming to maintain a stable level of **10%** or more.

Trends in Return on Equity (ROE)



2. Outlook for Full Period of FY2026

Business Outlook for FY2026

Despite a rebound decline in special demand, profit levels will remain flat due to an improvement in the baseline.

(Unit: Million yen)

	FY2025	FY2026	Increase / Decrease	
Sales	425,729	400,000	(25,729)	(6.0%)
Operating Income	15,631	15,000	(631)	(4.0%)
Current net income attributable to owners of parent company	12,486	10,500	(1,986)	(15.9%)

Note: Net income attributable to owners of the parent for FY2026 does not include the gain on the sale of investment securities recognized in the prior fiscal year.

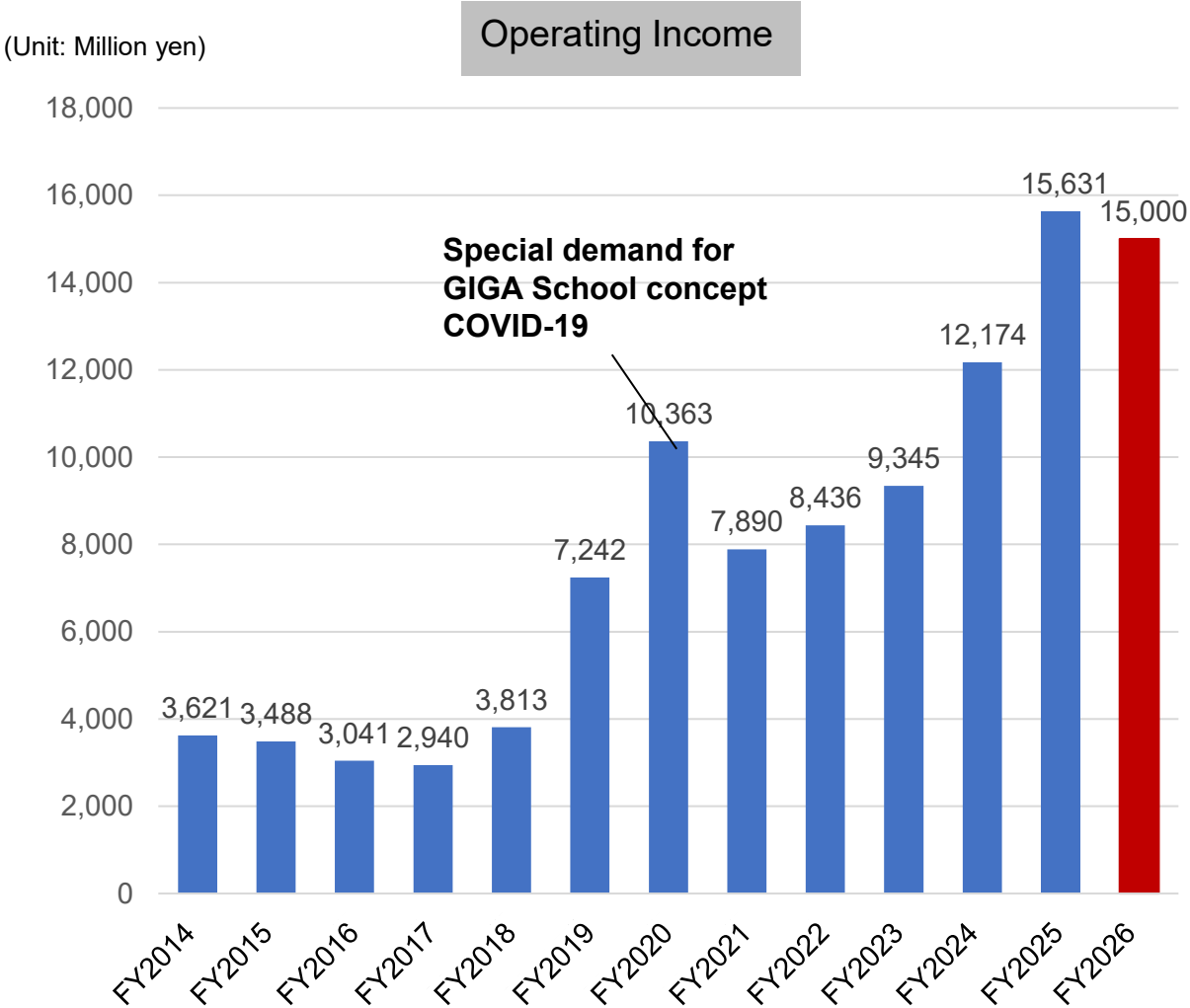
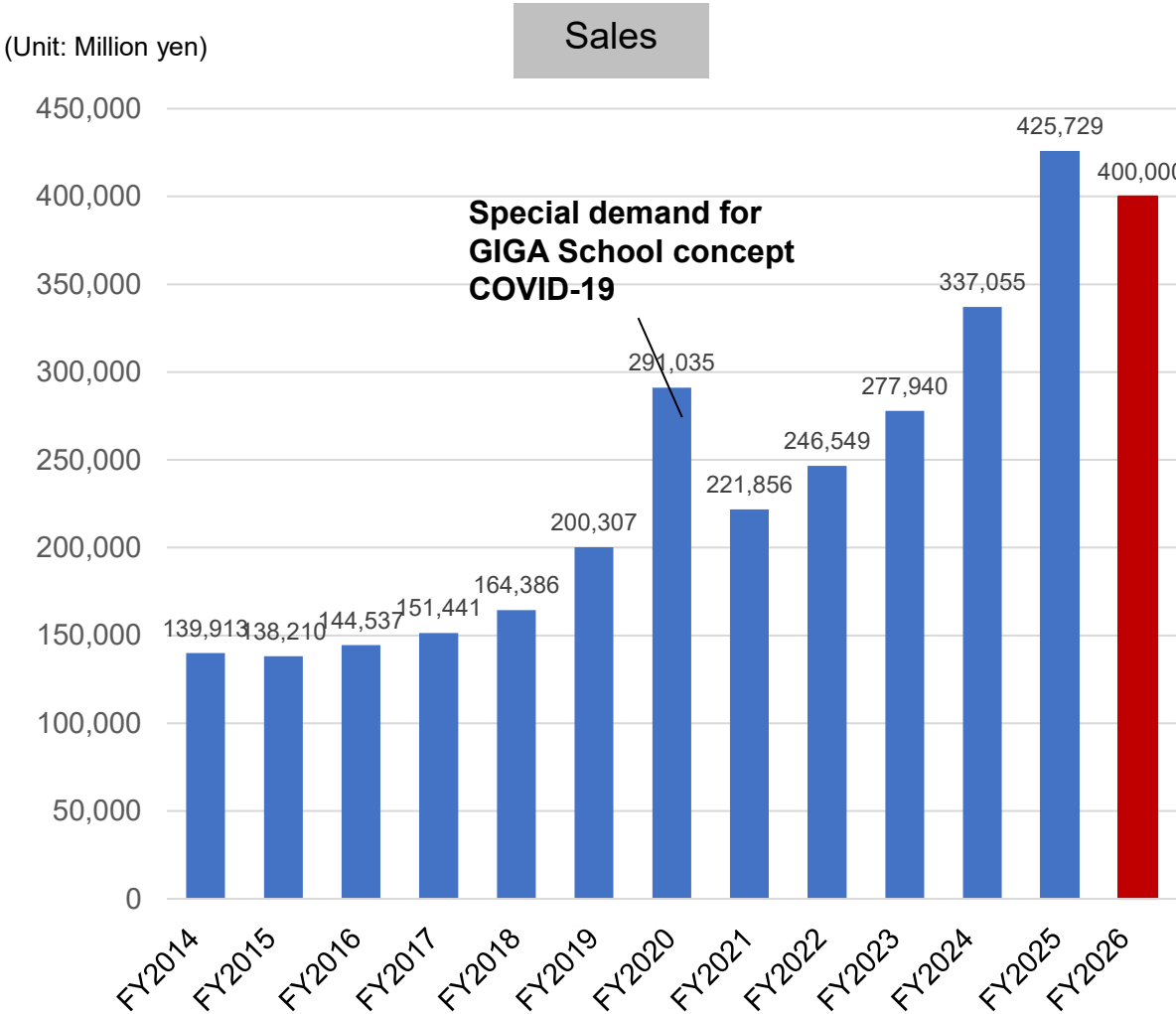
Outlook by Segment for FY2026

(Unit: Million yen)

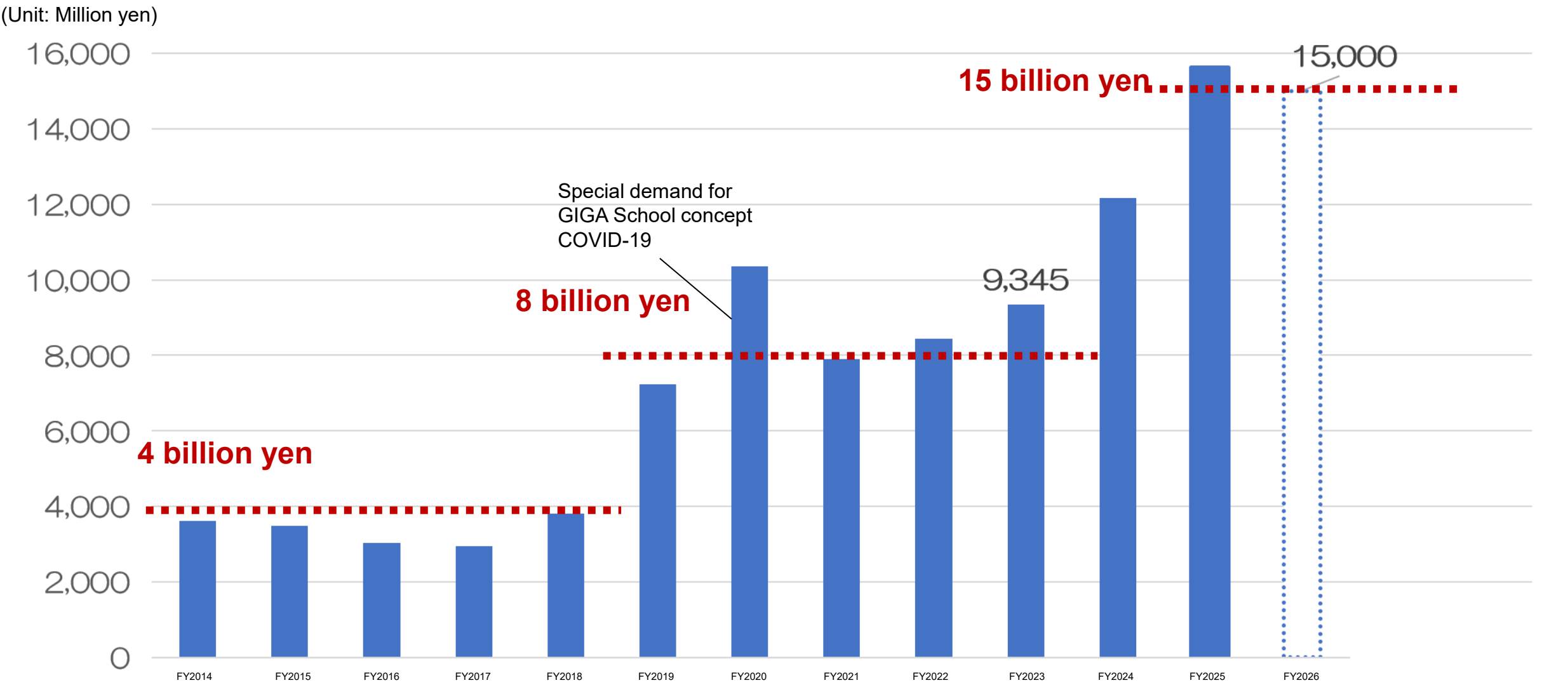
Upper: Sales Lower: Operating Income	FY2025	FY2026	Year-on-year change
Government and Education Business	161,038 8,974	115,200 7,350	(28.5%) (1,624)
Office Business	59,172 2,132	63,700 2,600	+7.7% +468
Information Business	204,448 4,293	220,000 4,800	+7.6% +506

Financial Performance Trends (Sales/Operating income)

We will offset the rebound decline in special demand by improving our baseline

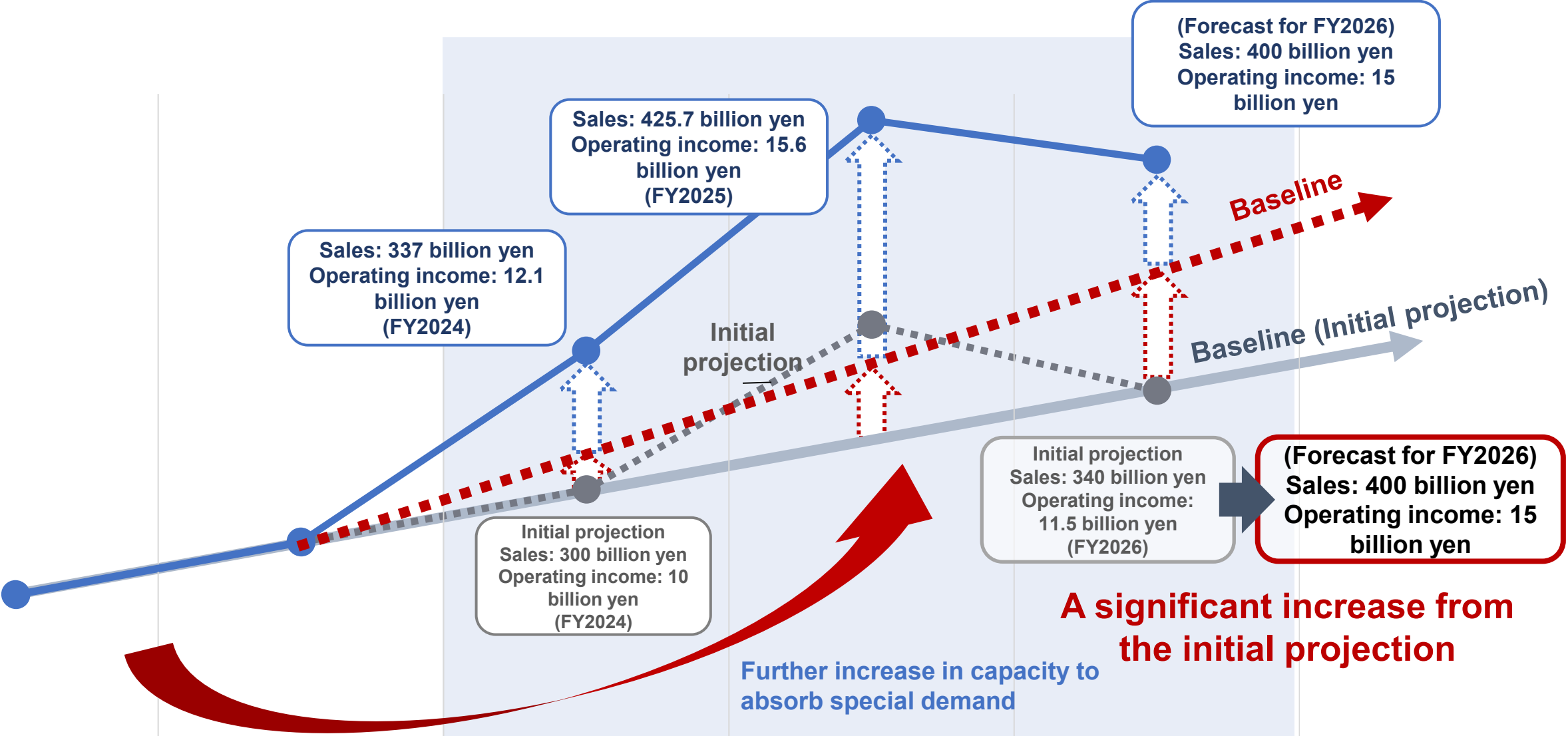


Financial Performance Trends (Operating income)



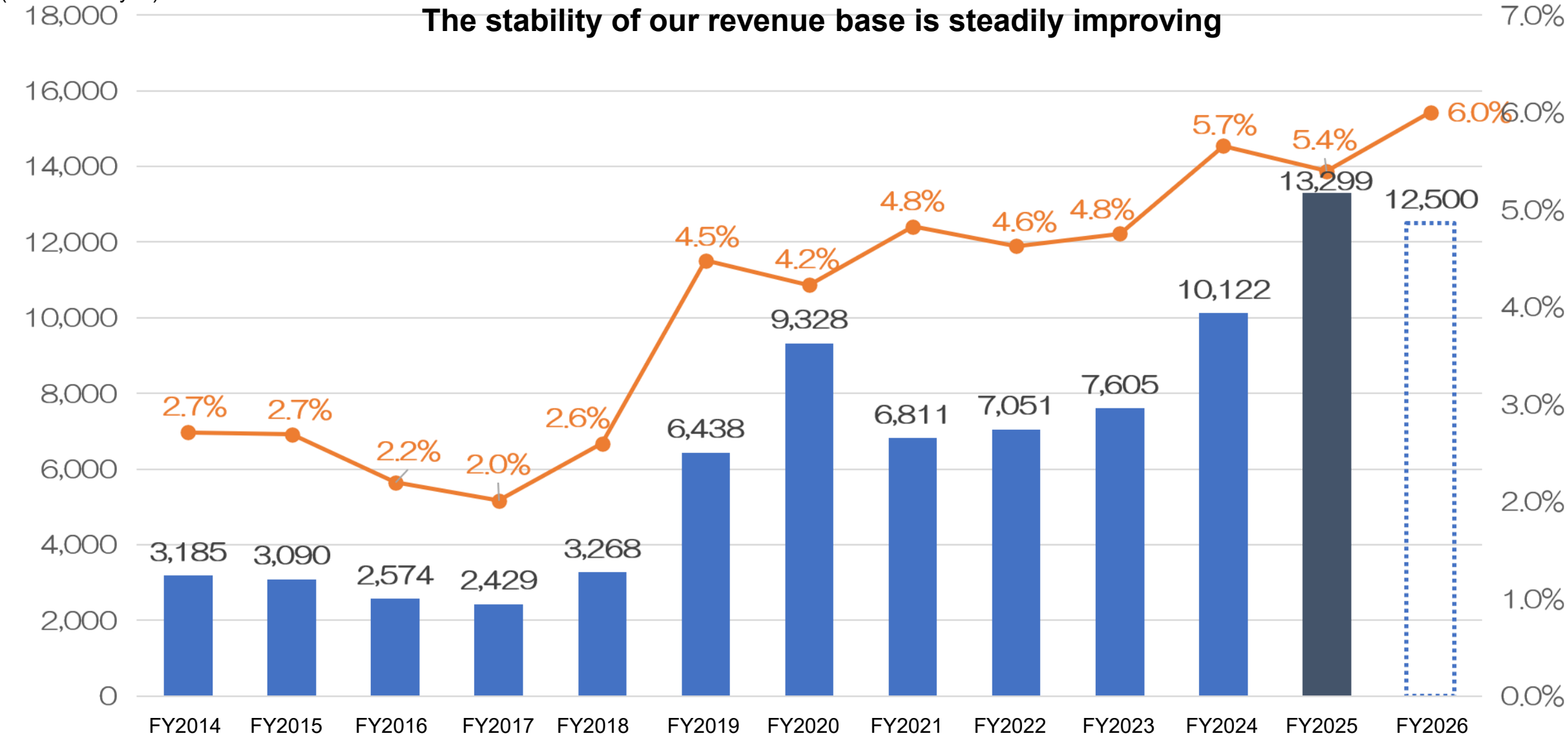
Progress of the 17th Midterm Plan (2025–2027)

Ahead of initial projections



Reference: Operating Income (Excluding the Software Licensing Business)

(Unit: Million yen)



3. Progress of the 17th Midterm Management Plan

Responding to Significant Changes in Social Needs Resulting from Changes in the Social Structure



Common themes: “How to empower people” and “The use of ICT”

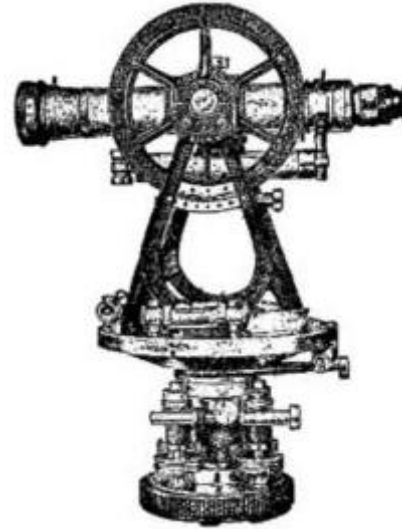
Contribute to Solving the Depopulating Society by Realizing “Society 5.0”

Customer Investment in People and Data Is Growing

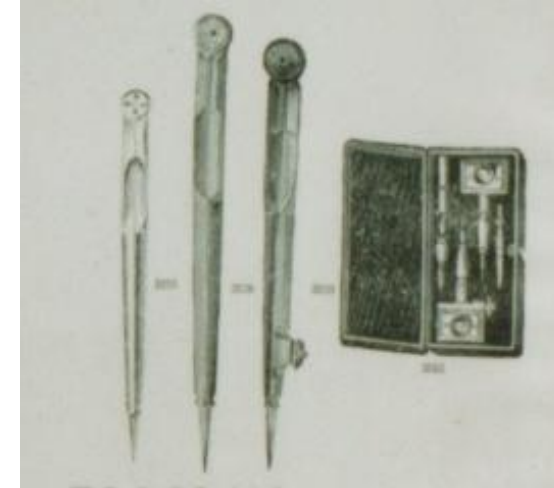
**Uchida Yoko Already Possesses the Elements
Needed to Meet Future Social Needs**

Founded in 1910 = 116 years in Business

Provided surveying and drafting instruments for the expansion of the South Manchuria Railway



U494-Transit



Compass



Feather duster

Data acquisition and processing were at the root of our founding

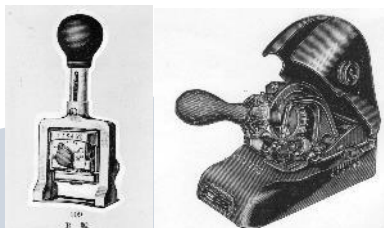
History of Uchida Yoko: 116th Anniversary

We have consistently supported our customers in their work and learning,
building numerous distinctive business units and accumulating expertise along the way

1910: Foundation of Uchida Yoko
Supplied surveying and drafting instruments to support the expansion of the South Manchuria Railway Company's business



1927
Domestic production of office equipment such as Toho automatic number stampers



1925
Exclusive distributor in Japan of Hemmi Bamboo slide rule, an advanced calculator at the time that was a must-have for engineers



1946
Started selling science teaching materials to help revive school education during the post-war reconstruction period

1962
Announced the USAC computer
Helped improve office efficiency through office automation



1963
Released System Desk for offices
Started office furniture business in earnest



1970
Established IT maintenance support business
Established predecessor of Uchida Esco



1981
We were among the first in the industry to begin introducing computing technology into school education



1995
Software licensing business
Establishment of a joint venture with a US company



2006
Spatial Construction Unit "SmartInfill"



1998
Established the Institute for Education Research



South Manchuria
Railway

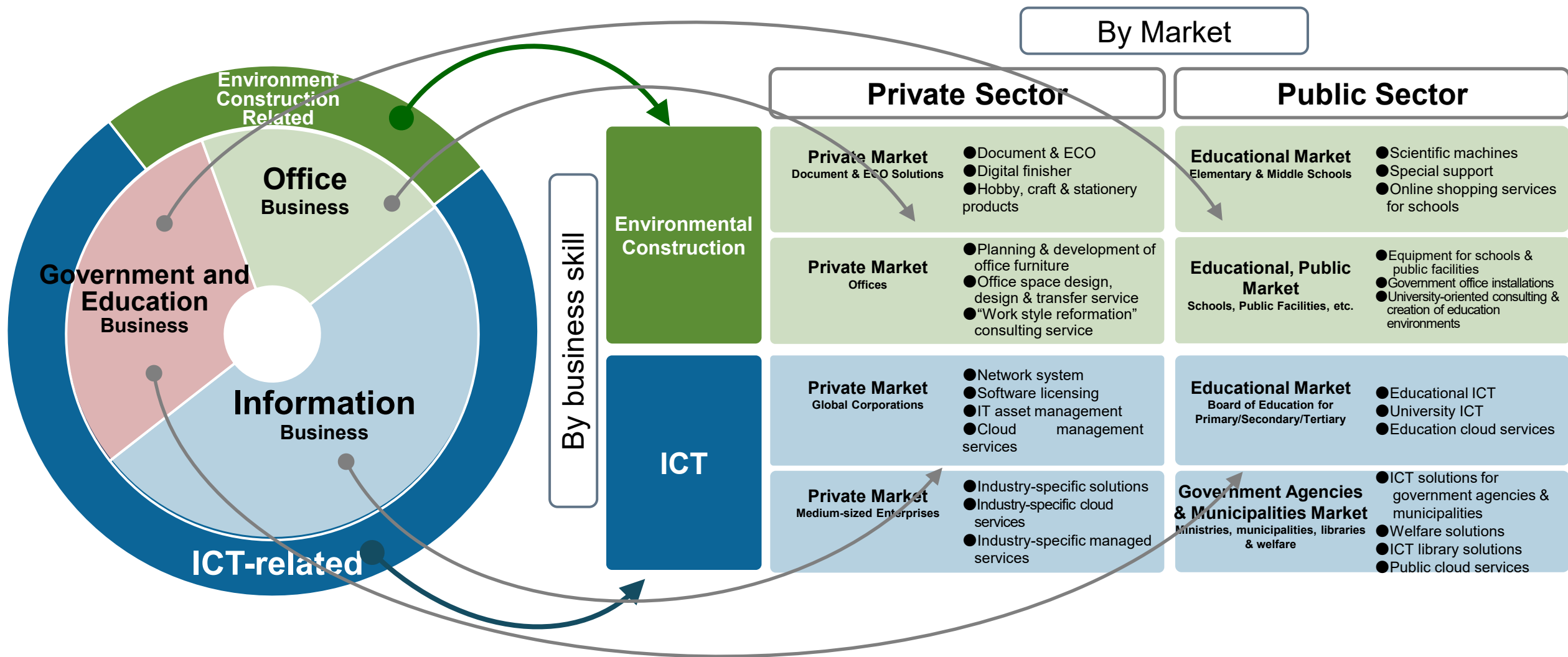
Manchuria/Japan

Post-war reconstruction

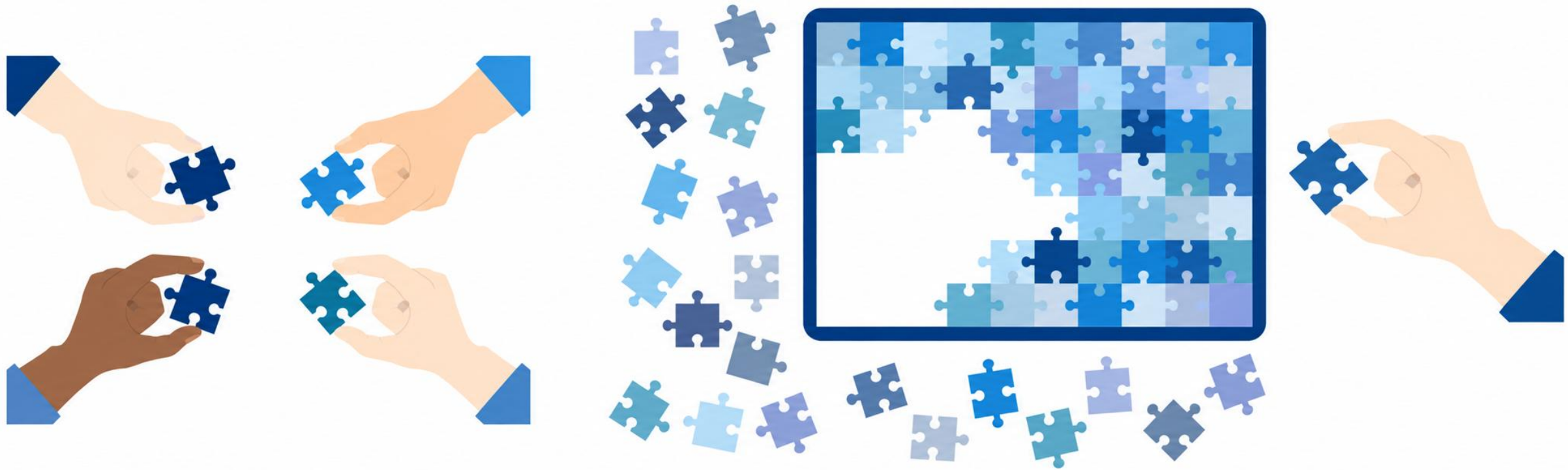
Economic growth

Information society

We will reorganize the businesses in our existing three segments by market and skill set

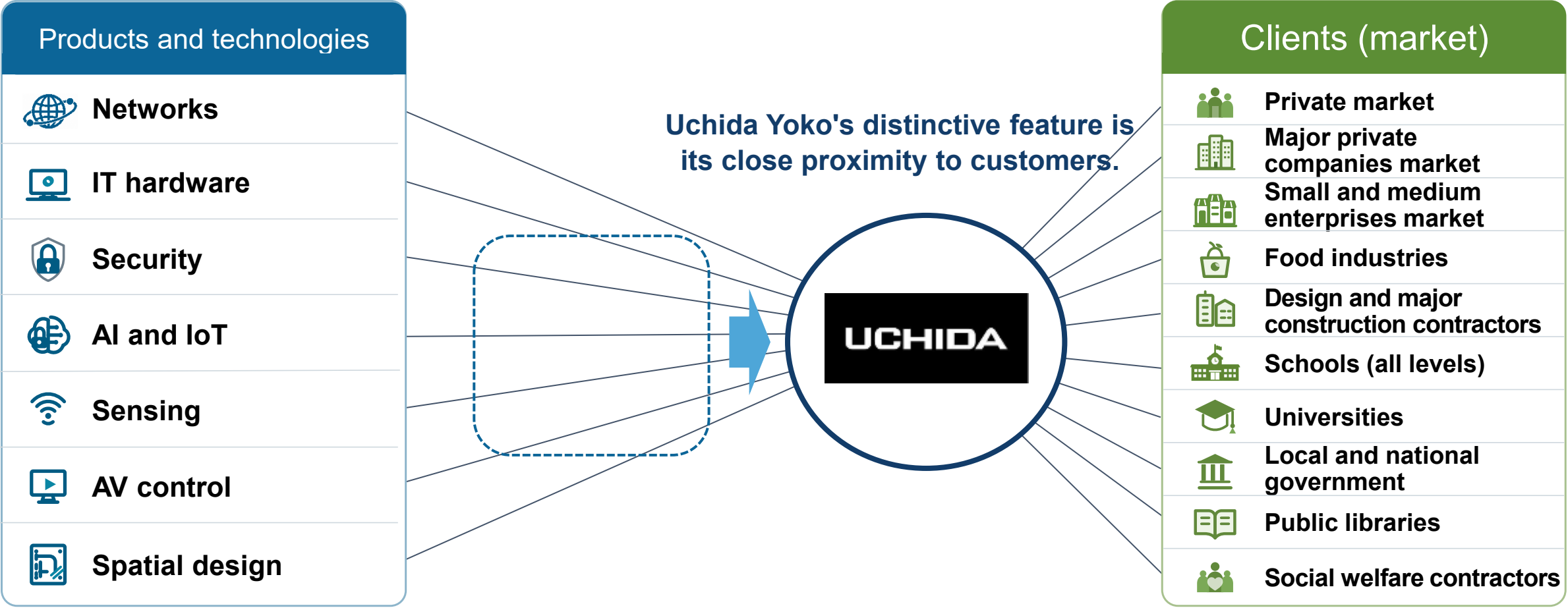


The Keys to Shaping Uchida Yoko's Path to Success by Reimagining and Reorganizing the Mix of Its Businesses from a Medium- to Long-Term Perspective



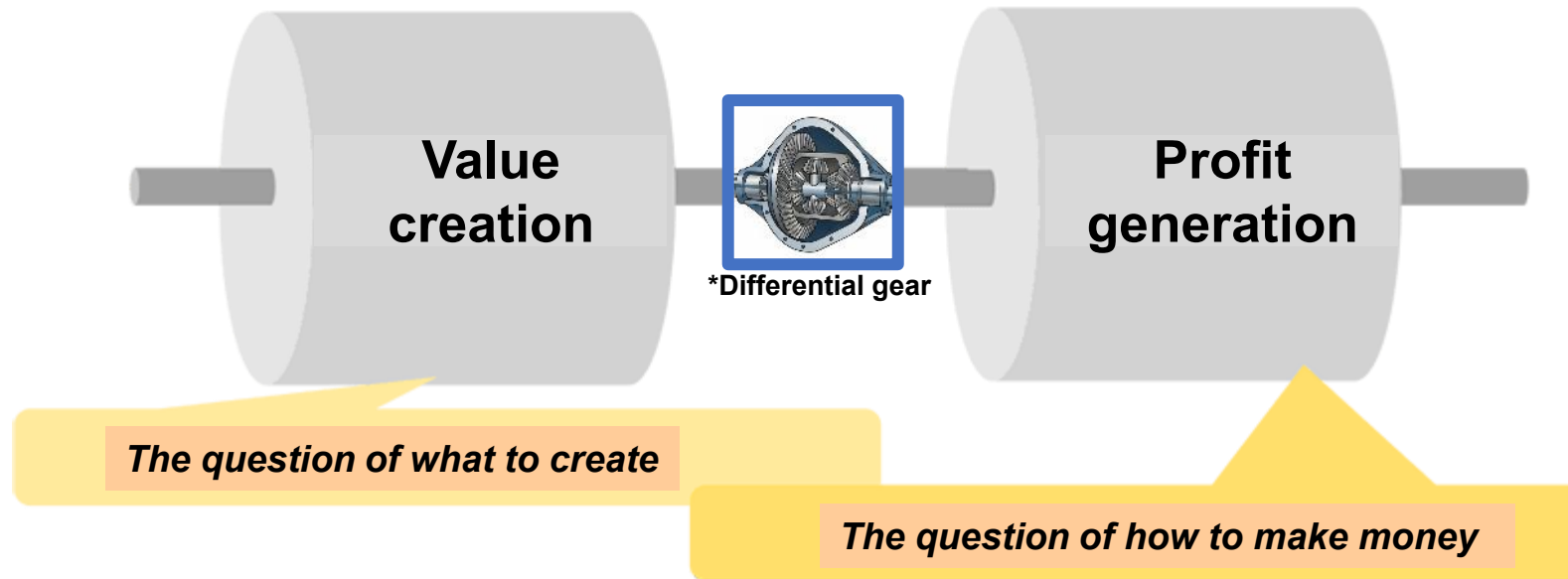
Use external resources to fill in the missing pieces.

(1) Consider the Uchida Yoko Group's Unique Position in Delivering the Latest Technology Aligned with Market Needs



Restructure the system to efficiently leverage the advantages of this position.

(2) Consider the Differences Between Value Creation and Profit Generation

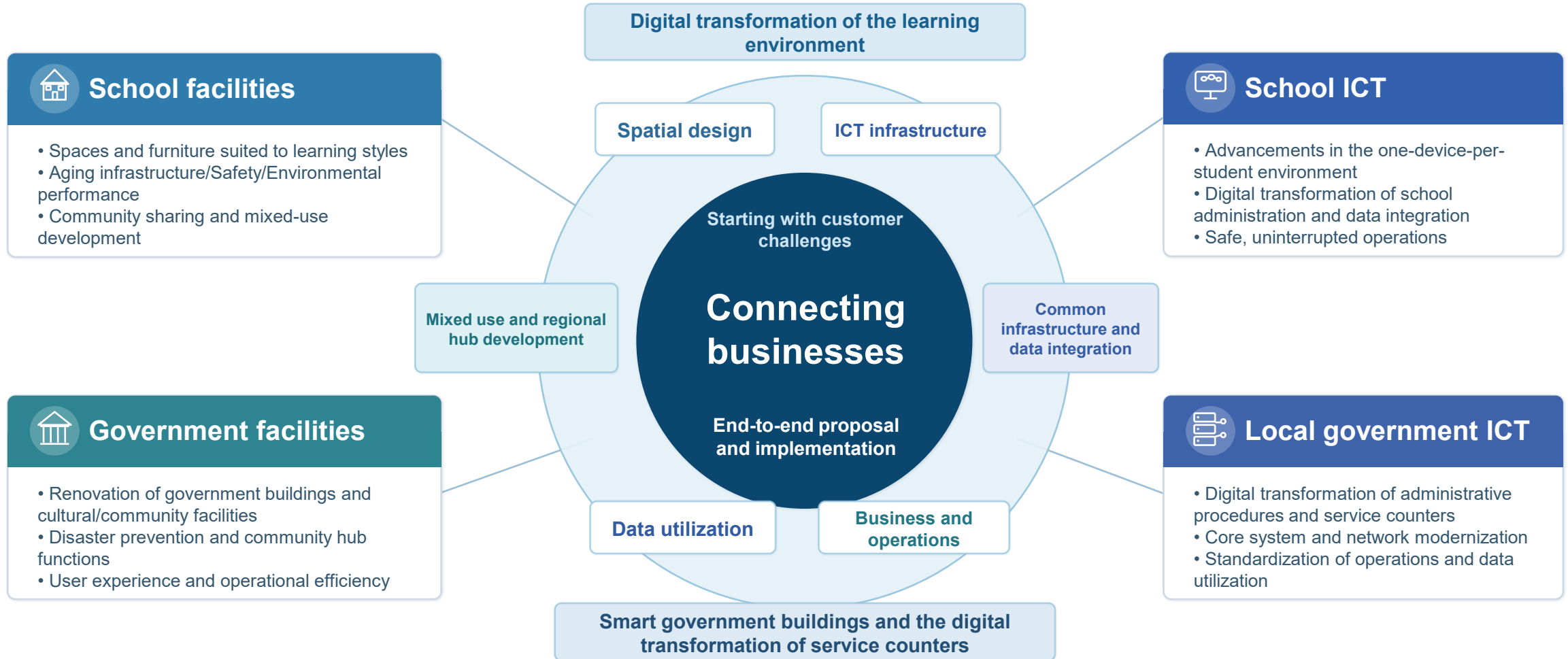


Value creation and profit generation are viewed from different perspectives.

***The size and rotation speed differ between the left and right sides**

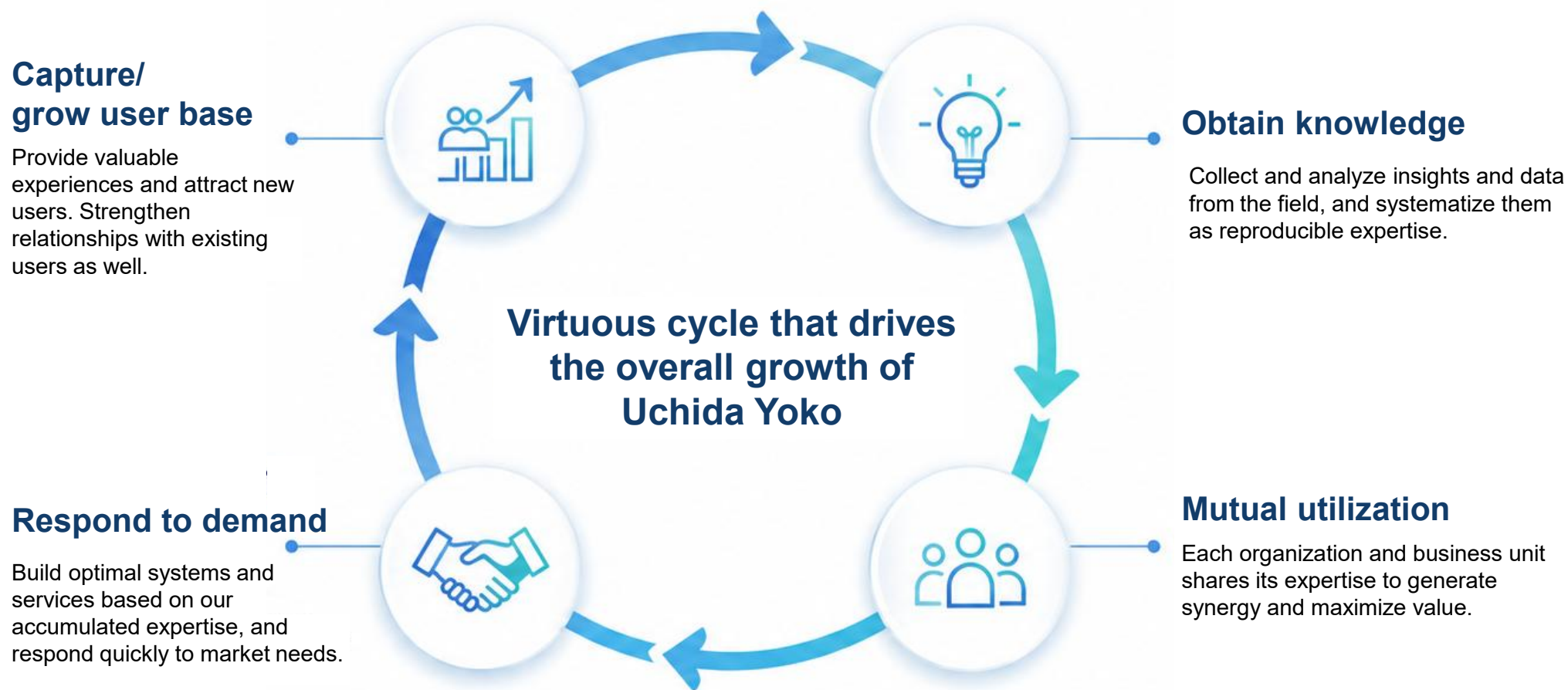
(3) Consider Winning Combinations Based on the Market and Customers

Examples in the Government and Education Business



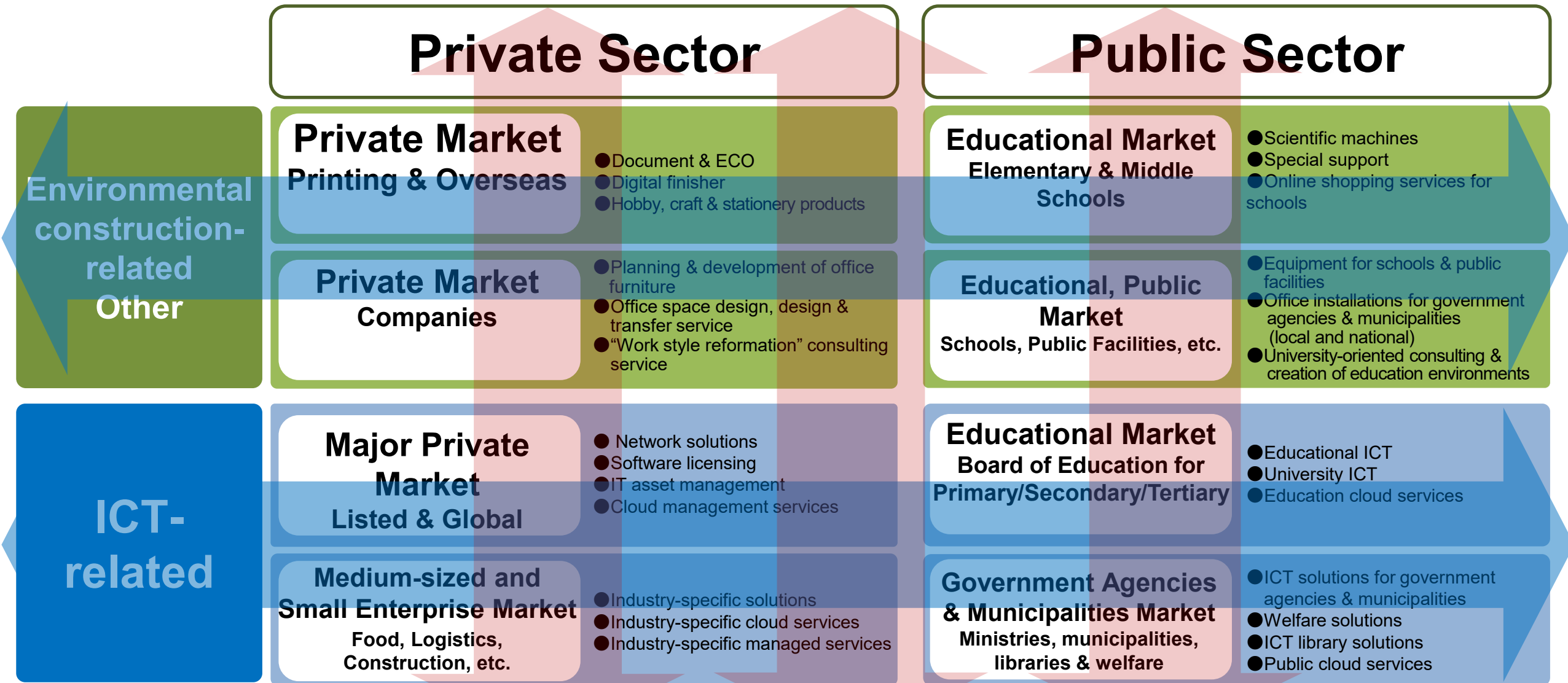
Consider combinations from a perspective that transcends traditional segments to identify unique paths to success

Establish a Winning Strategy and Kick-Start a Virtuous Cycle of Enhanced Corporate Value

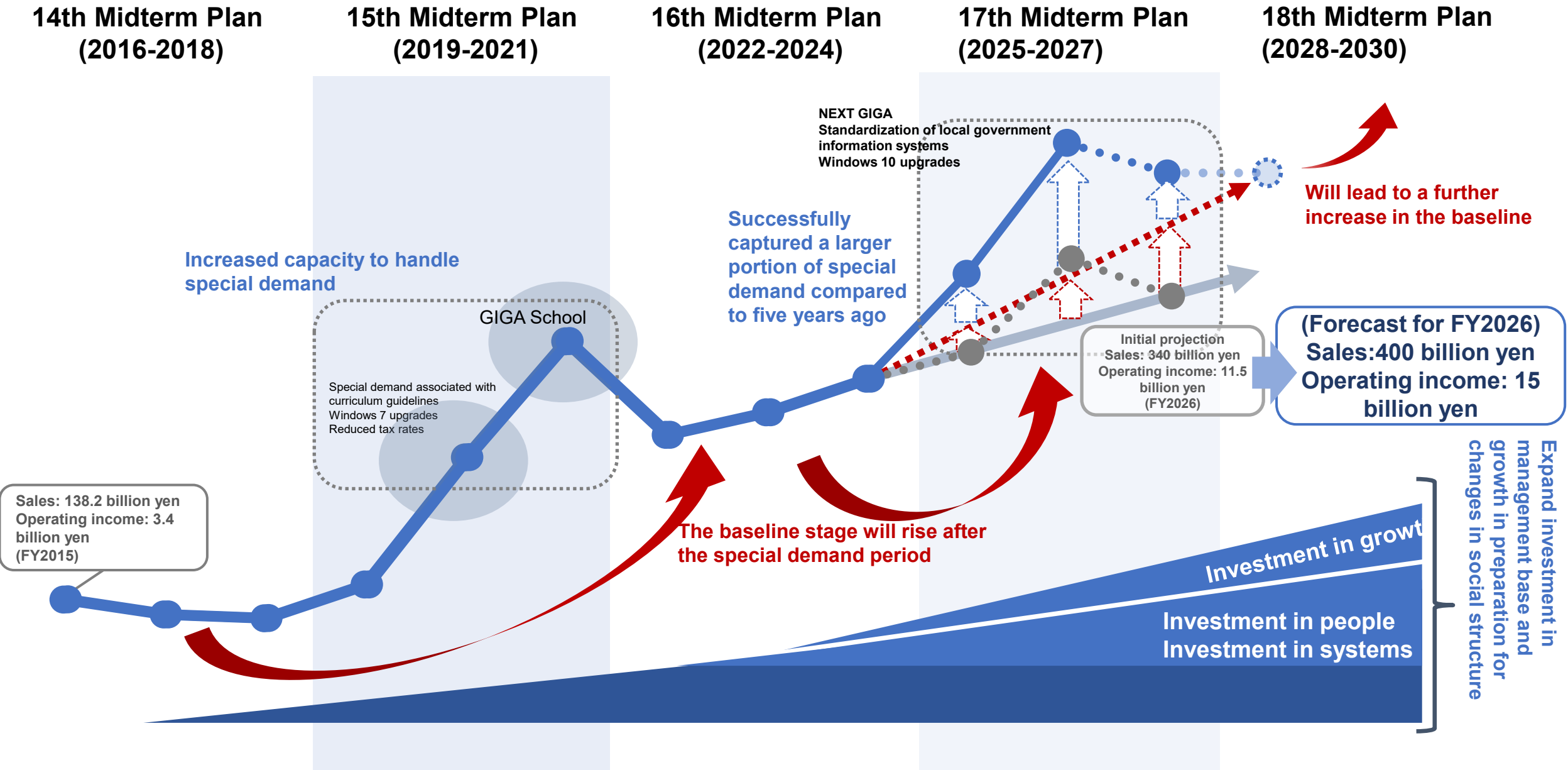


This virtuous cycle drives sustainable growth and enhances corporate value

From Business Synergy to Creating Dynamic Growth



Continuation of Reforms in the Midterm Plan to Raise the Baseline

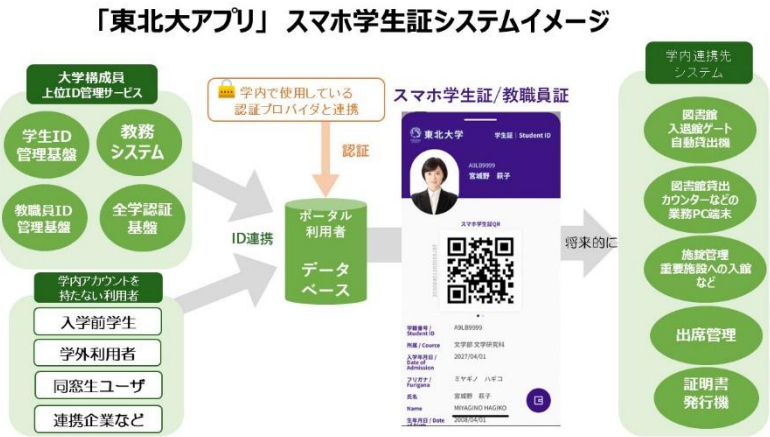


Case Study: Providing the Digital Infrastructure that Supports Tohoku University's Digital Transformation

Tohoku University (Oct 1 2025 press release)

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



Case Study: Connecting Learning Spaces, Educational Data, and Educational Assessments

Press release dated August 27, 2026

Signed a comprehensive partnership with Fukui University to connect learning spaces, educational data, and educational assessments
-Joint research on next-generation educational models using affiliated compulsory education schools as pilot sites-



(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



Case Study: 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.
We also provided school chairs and desks made from locally sourced Hokkaido timber and a library system.

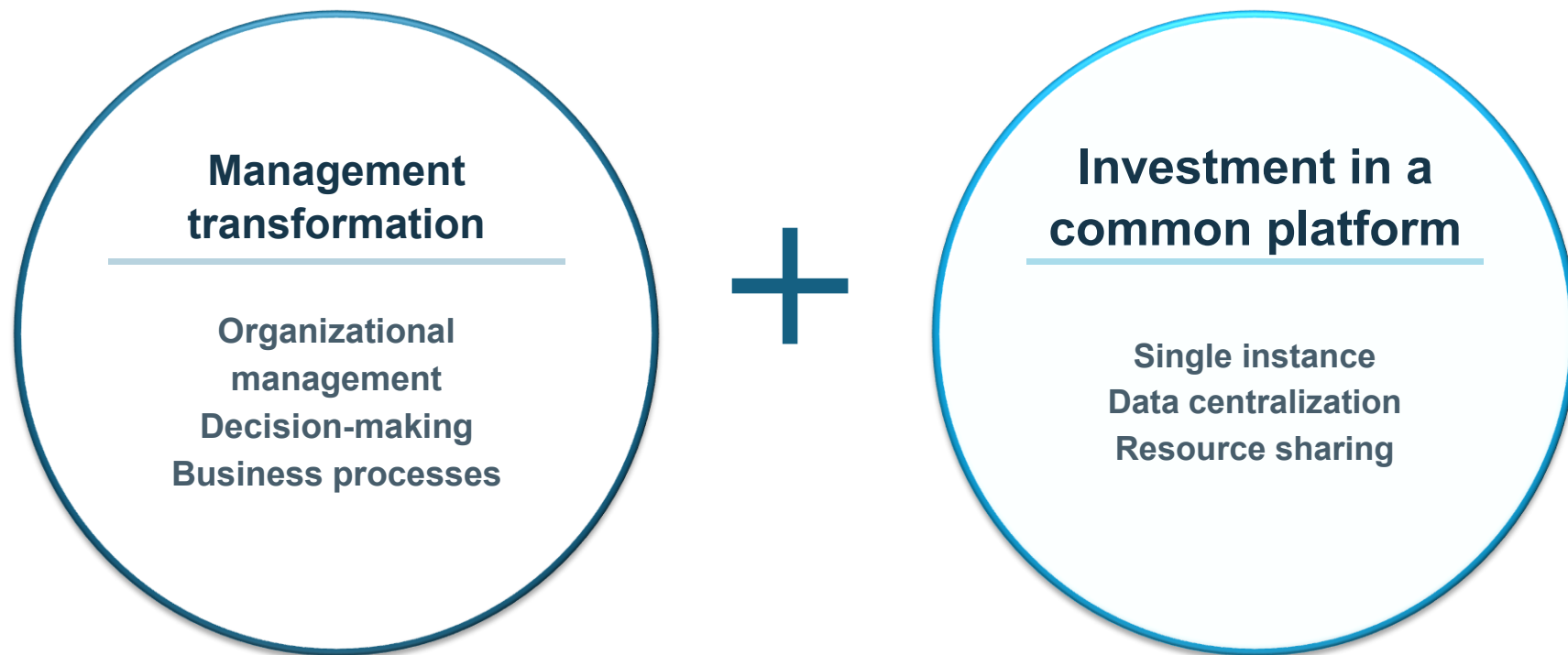
Smart Building Integration: Technology that connects building systems and ICT
Installation of a fully open-technology central monitoring system



Realizing a Group-Wide Resource-Sharing Strategy

We will drive adaptation to business changes through a dual-pronged approach of management transformation and system investment

Transforming our
business foundation



Promoting Customer Acquisition in the Major Private Market

Effective consolidation of the private ICT business and integration with the Office Business

Integration of management

For major companies
Software Licensing Business
(Uchida Spectrum)



For major companies
Network Business
(Uchida Yoko)



For major companies
Office Business
(Uchida Yoko)

Co-presidents

Two co-presidents: the executive officer in charge of the network business for major companies and the president of the software licensing business

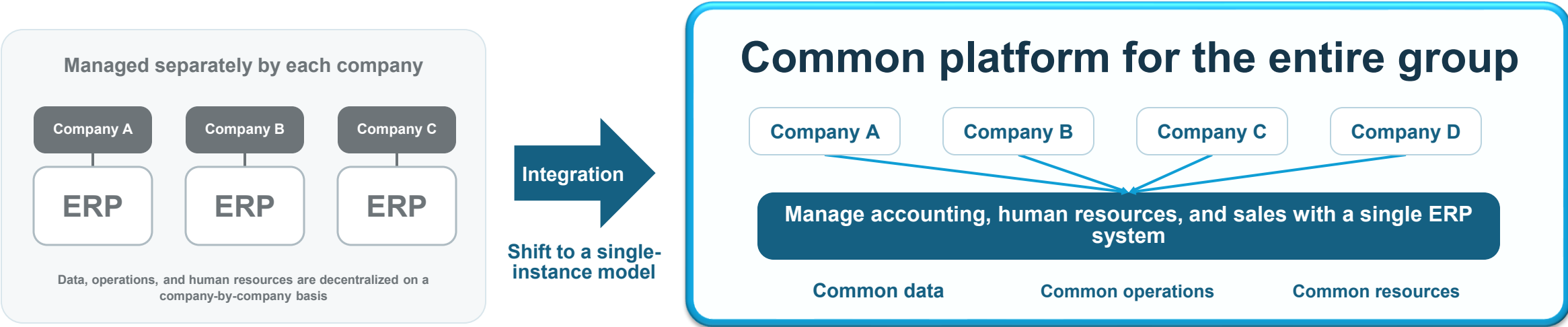
Liaison officers

Appointment of an executive officer responsible for the integration of the ICT business for major companies and the Office Business

Establish a new cross-organizational framework to strengthen collaboration and integration

Investment in a Common Platform for Resource Sharing within the Group

Establishment of a common platform for the entire group during the 17th Midterm Management Plan



Schedule for introducing the common platform for the entire group

			-FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027 –
Group common sales management system	Groups 1		Development	Introduction and deployment				All members of the group use the common platform	
	Groups 2		Development	Introduction and deployment					
	Groups 3	Uchida Esco			Development	Introduction and deployment			
		Uchida Spectrum			Development		Introduction and deployment		

Group-wide integration to be completed in August 2026

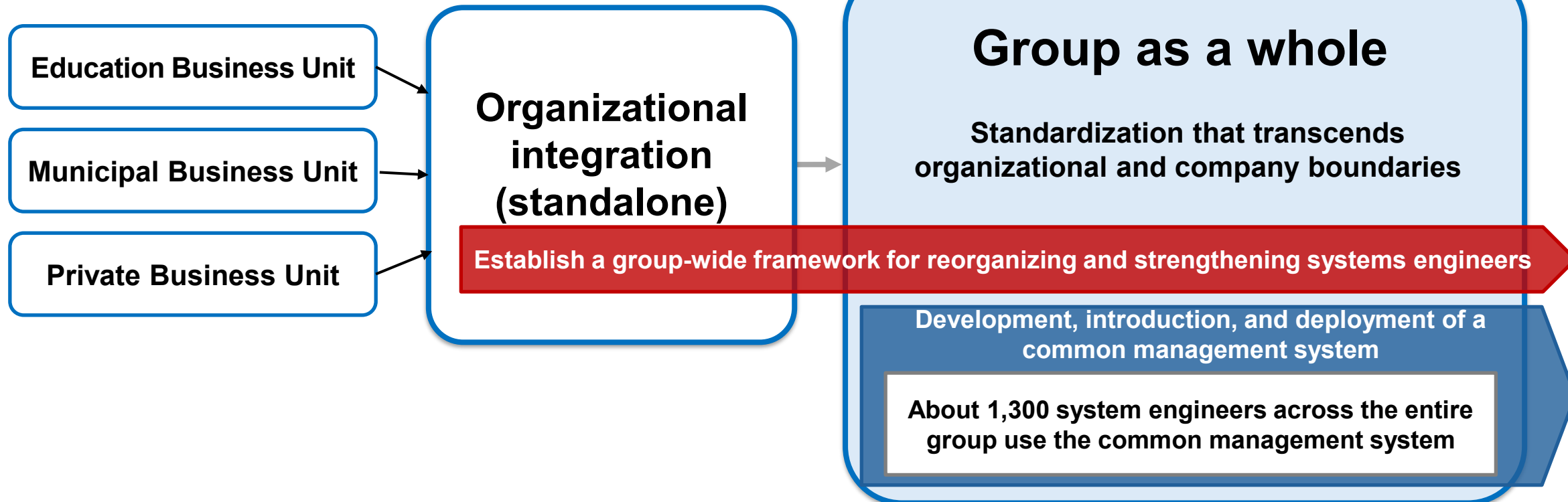
Investment in a Group-Wide Common Management System for Systems Engineers

We will establish mechanisms for reorganizing our systems engineering organization and standardizing support processes

16th Midterm Plan

17th Midterm Plan onward

System engineering organization



Integrated operations scheduled to commence in July 2027

4. Basic Policy on Dividends and Profit Distribution

Regarding Dividends: Dividend per Share Rises to 76 Yen (+16 Yen Increase)

Steady increase predicated on stable dividend returns



Change in Dividend Policy (Introduction of a Progressive Dividend Policy)

- Made on the assumption that stable dividends will be maintained
- Strike a balance between strengthening our financial foundation and making investments to achieve our medium- to long-term business strategy
- Aim for further expansion and improvement in the future
- **Implement a progressive dividend policy based on maintaining or increasing the dividend level**

Share split on January 21, 2026

(1) Purpose of the split

By reducing the price per investment unit of our company's shares, we aim to create an environment that makes it easier for investors to invest in our shares, thereby improving the liquidity of our shares and expanding our investor base.

(2) Method of the split

We split the shares held by shareholders listed or recorded in the final shareholder register as of Tuesday, January 20, 2026 at a ratio of 5 shares for every 1 share.

As of July 20, 2026, the number of individual shareholders had increased 2.1-fold

A nighttime photograph of a modern building entrance. The word "UCHIDA" is displayed in large, illuminated, white block letters above the entrance. The entrance itself is brightly lit with warm yellow light, and a group of people is standing in the doorway. The building's facade is dark, and the surrounding area is dimly lit, with some greenery visible on the left and right sides. The overall scene is a professional and modern architectural setting.

Corporate Vision

**“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.