

**First Half of Fiscal Year Ending October 2026**

# **Financial Results Briefing**

**"Change and Growth 2030"**

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**Nareru Group Inc.**

**TSE Growth | 9163**

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## Chapter 01

# Overview of H1 FY2026

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# Consolidated Financial Highlights for H1 FY2026

- Revenue increased due to an increase in the number of employees and active personnel and higher contract unit prices, mainly in the Construction Solutions Business, as well as expansion of value-added areas such as construction DX staffing and BPO. Profits declined due to upfront investments in strengthening sales and recruitment capabilities and in growth areas, but remained above plan.

## Revenue

**12,669 million yen**

YoY

+7.4%

Compared to Plan

-6.4%

## Operating Profit

**1,354 million yen**

YoY

-11.8%

Compared to Plan

+24.3%

## Profit before Tax

**1,318 million yen**

YoY

-12.2%

Compared to Plan

+24.4%

## Profit Attributable to Owners of Parent

**930 million yen**

YoY

-14.5%

Compared to Plan

+16.3%

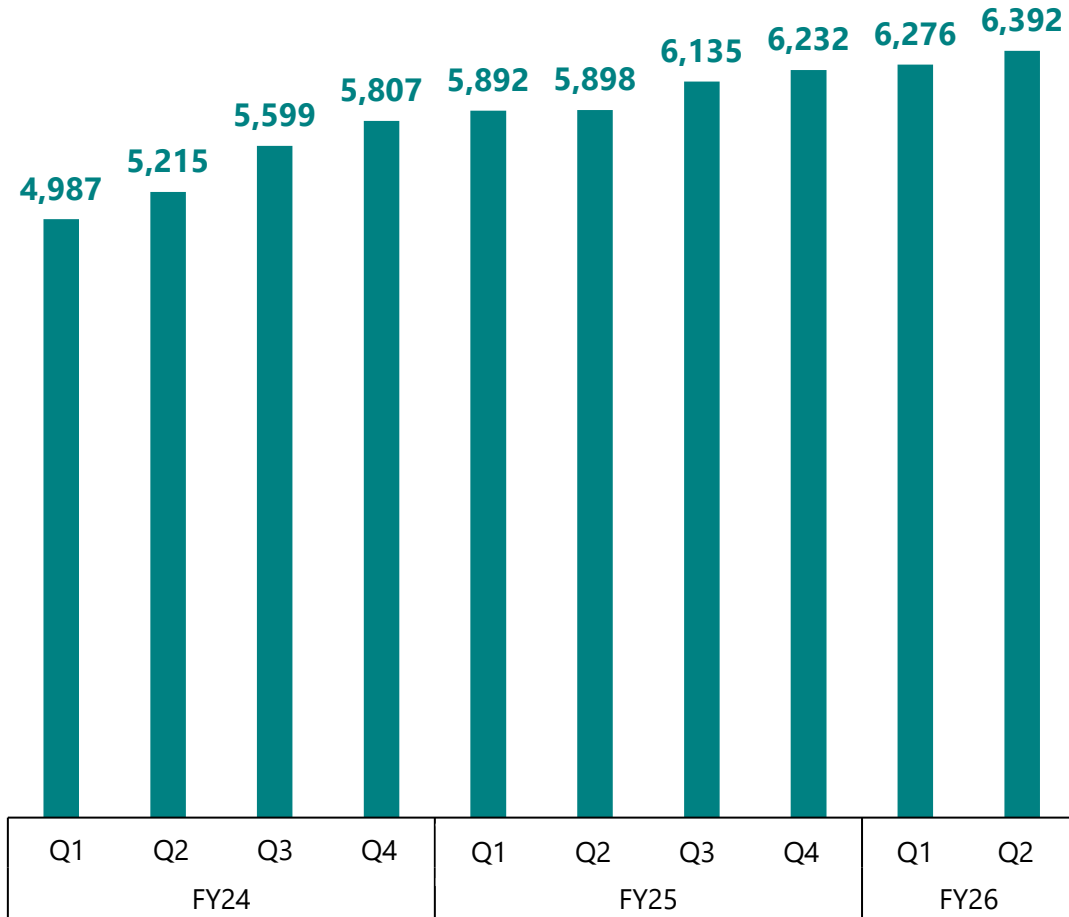
# Consolidated Financial Highlights for H1 FY2026

(Millions of yen)	H1 FY2025		H1 FY2026		YoY Change	Full-year Forecast	
	Actual	Composition	Actual	Composition	% (Amount)	Announced	Progress
<b>Revenue</b>	<b>11,790</b>	<b>100.0%</b>	<b>12,669</b>	<b>100.0%</b>	<b>+7.4%</b> <b>(+878)</b>	<b>29,250</b>	<b>43.3%</b>
<b>Gross Profit</b>	<b>3,173</b>	<b>26.9%</b>	<b>3,206</b>	<b>25.3%</b>	<b>+1.0%</b> <b>(+33)</b>	<b>7,400</b>	<b>43.3%</b>
<b>Operating Profit</b>	<b>1,535</b>	<b>13.0%</b>	<b>1,354</b>	<b>10.7%</b>	<b>-11.8%</b> <b>(-180)</b>	<b>3,010</b>	<b>45.0%</b>
<b>Profit before Tax</b>	<b>1,501</b>	<b>12.7%</b>	<b>1,318</b>	<b>10.4%</b>	<b>-12.2%</b> <b>(-182)</b>	<b>2,940</b>	<b>44.8%</b>
<b>Profit Attributable to Owners of Parent</b>	<b>1,087</b>	<b>9.2%</b>	<b>930</b>	<b>7.3%</b>	<b>-14.5%</b> <b>(-157)</b>	<b>2,090</b>	<b>44.5%</b>

# Trends in Quarterly Consolidated Financial Results

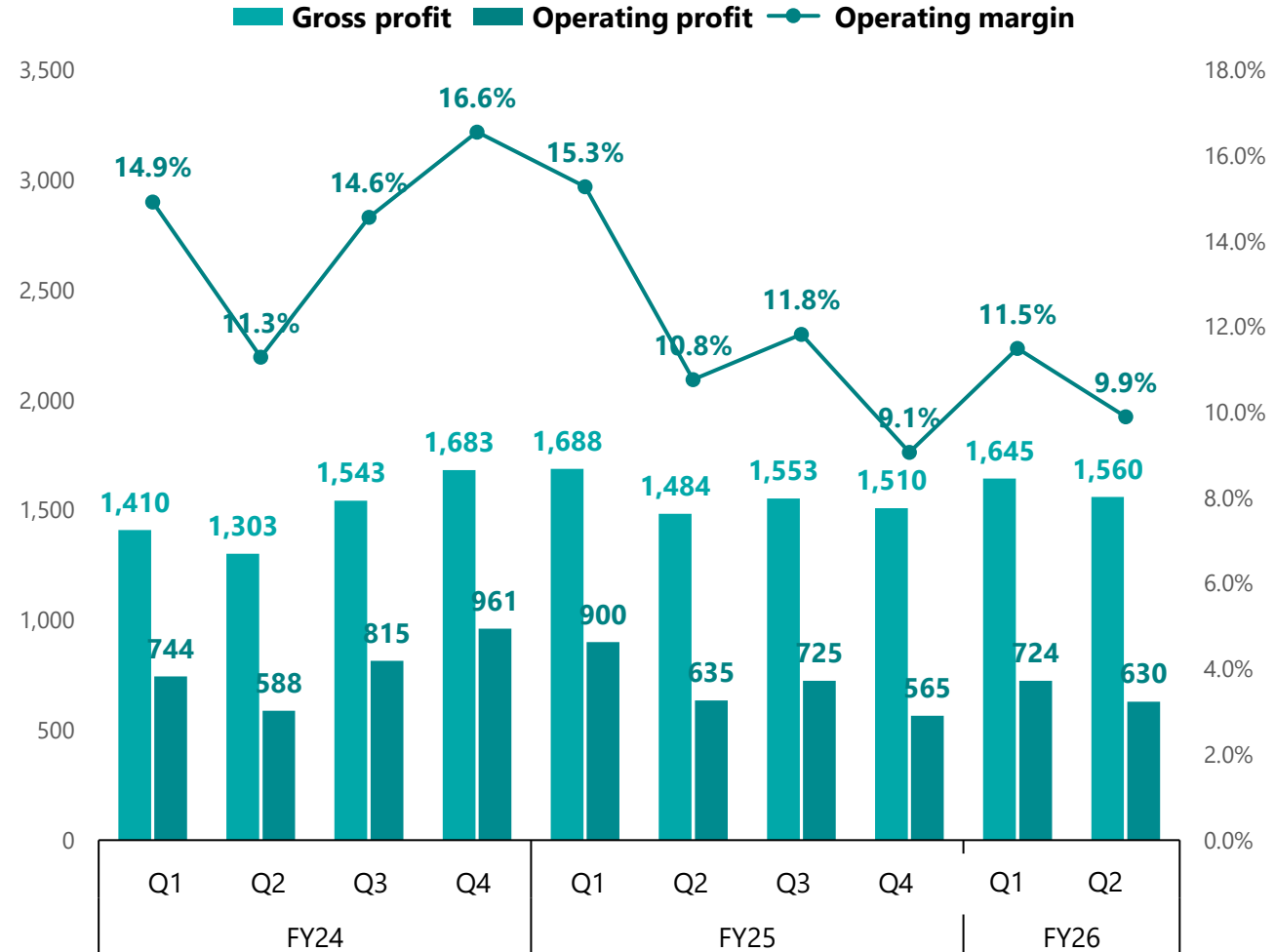
## Revenue

(Millions of yen)



## Gross Profit, Operating Profit, Operating Margin

(Millions of yen)



# Trends in Financial Results by Segment

## Construction Solutions Business

MTMP Strategy

Improve contract unit prices through optimized utilization ratio and value added via DX

Revenue	Operating profit	Segment margin	Total engineers
<b>11,405 mn yen</b> YoY: +8.1%	<b>1,040 mn yen</b> YoY: -15.9%	<b>9.1%</b> YoY: -2.6 pt	<b>3,840 persons</b> YoY: +346 persons

※World Corporation

## IT Solutions Business

MTMP Strategy

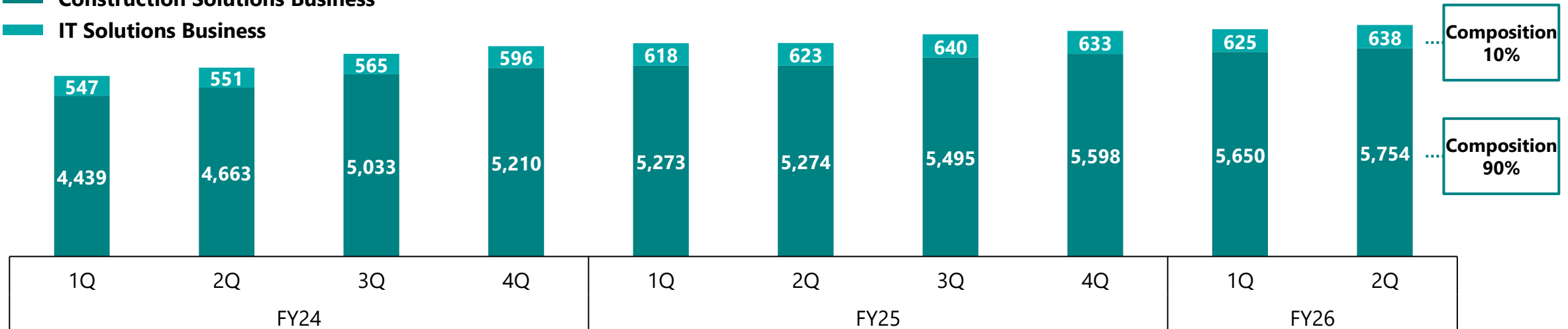
Create group synergies and achieve higher profitability

Revenue	Operating profit	Segment margin	Total engineers
<b>1,263 mn yen</b> YoY: +1.7%	<b>101 mn yen</b> YoY: +25.9%	<b>8.0%</b> YoY: +1.5 pt	<b>407 persons</b> YoY: -5 persons

## Trends in Quarterly Financial Results by Segment

Construction Solutions Business

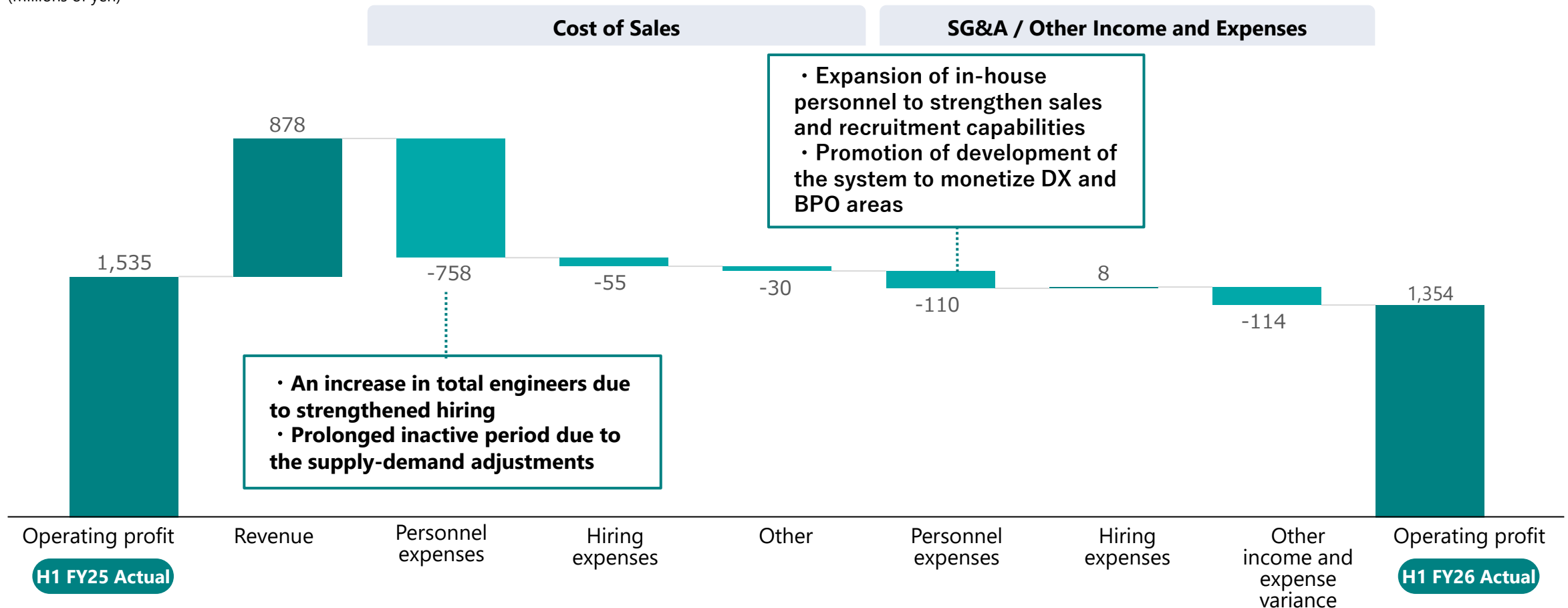
IT Solutions Business



# Factors for Decrease in Operating Profit and Their Positioning (Compared to H1 FY2025 Results)

- Personnel expenses increased due to the strengthening of our sales structure.
- We conducted the upfront investment to drive the MTMP, and expect the investment effects to become apparent going forward.
- We will continue to invest in growth areas such as the construction DX and craftsmen recruitment agency businesses.

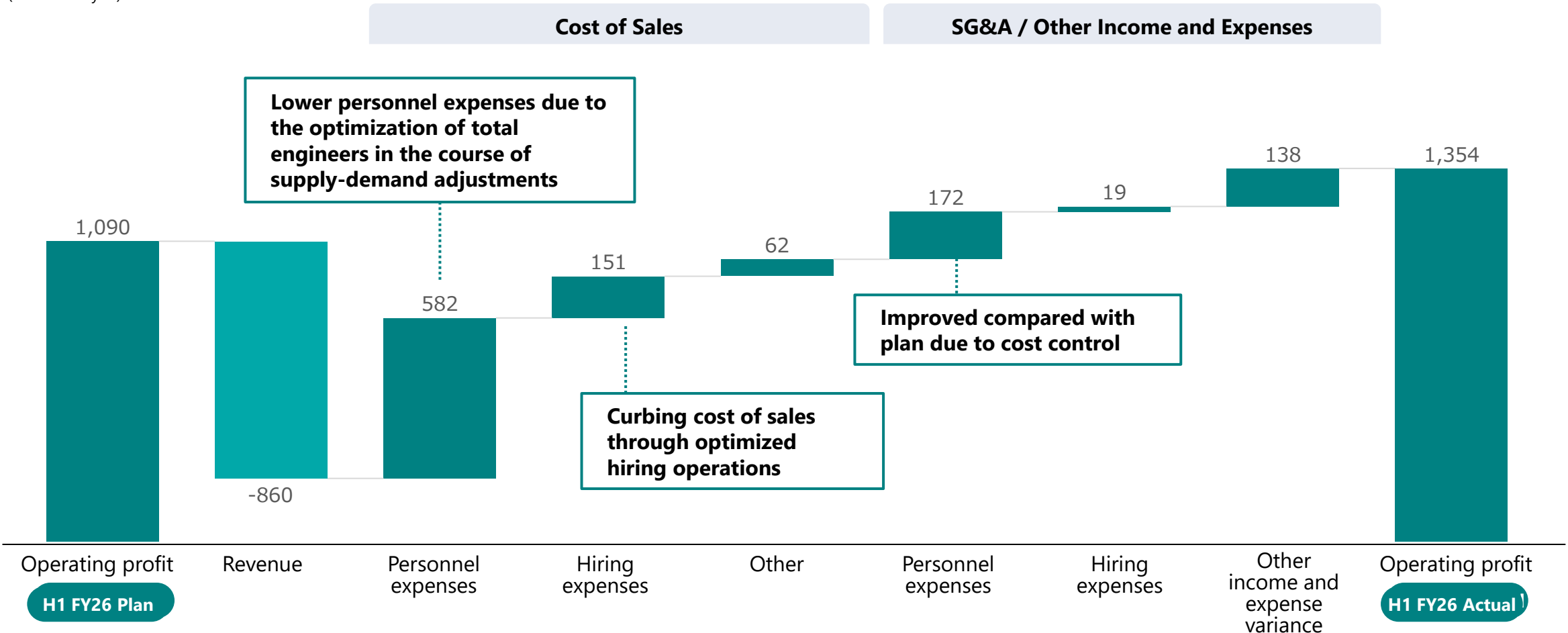
(Millions of yen)



# Analysis of Change in Operating Profit (Compared to H1 FY2026 Plan)

- Although revenue fell below the plan, operating profit surpassed the plan due to hiring operations in line with the progress of supply-demand adjustments as well as cost control.

(Millions of yen)



# Summary of Financial Position

- Net assets steadily increased due to the accumulation of profits. The equity ratio improved from the end of the previous fiscal year, securing sufficient investment capacity to drive the MTMP.

## Summary of BS (As of Apr 30, 2026)

Total Assets	24,366 million yen	Prior YE 24,562 million yen
Net Assets	14,892 million yen	vs. prior YE +414 million yen
Equity Ratio	61.1%	Prior YE 58.9%→+2.2pt
Cash and Cash Equivalents	4,886 million yen	vs. prior YE +63 million yen

\* Net assets = equity attributable to owners of the parent. \* Equity ratio = ratio of equity attributable to owners of the parent

## Points on Financial Position

- **steady increase in net assets due to the recording of profits**

Equity attributable to owners of parent increased from 14,478 million yen at the end of the previous fiscal year to 14,892 million yen, due to the accumulation of profit of 930 million yen. The capital base was continuously reinforced.

- **Financial base remained sound**

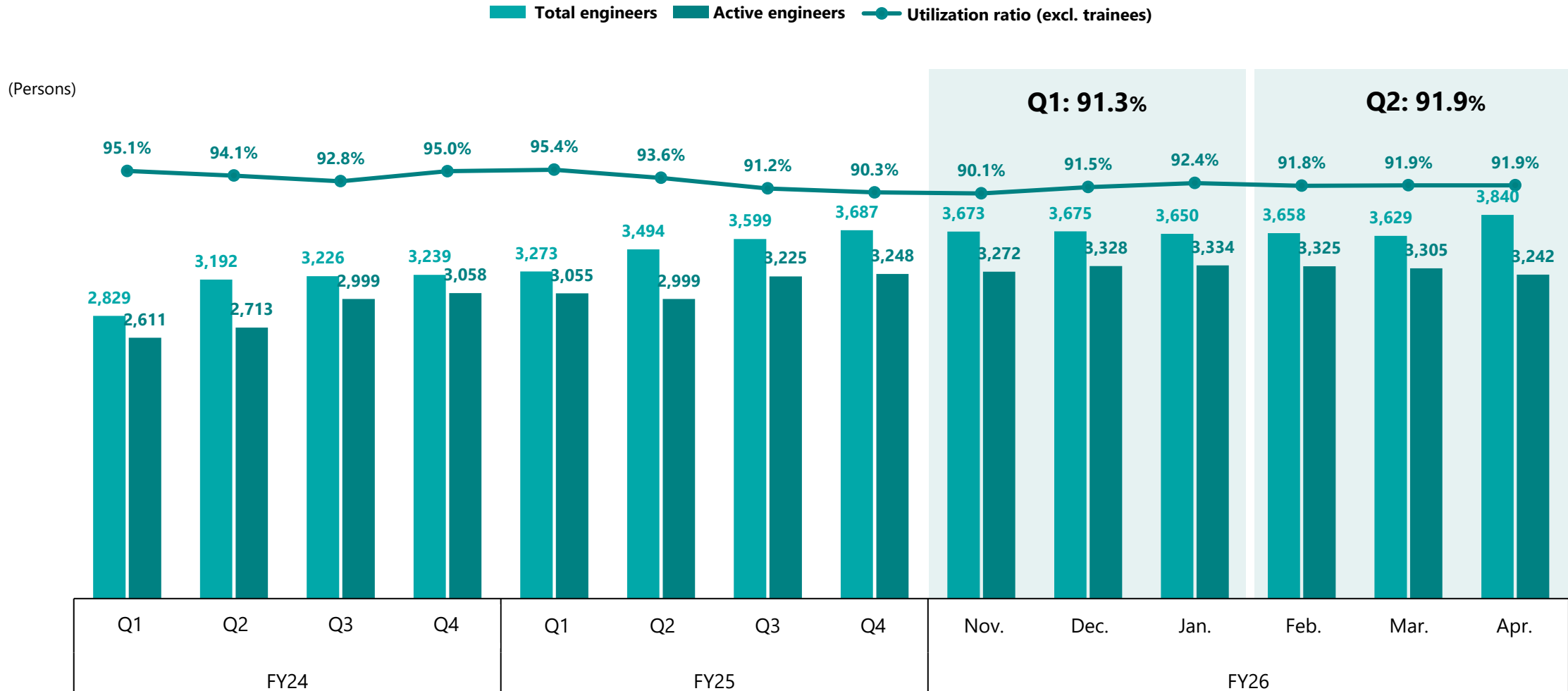
Equity ratio rose to 61.1%. Resilience against fluctuations in the external environment was maintained.

- **sufficient investment capabilities to drive the MTMP**

Sufficient financial capacity that enables hiring investment to advance the MTMP "Change and Growth 2030," strategic investment in the construction DX area, and growth investment including M&A was maintained.

# Major KPIs: Total Engineers, Active Engineers, Utilization Ratio

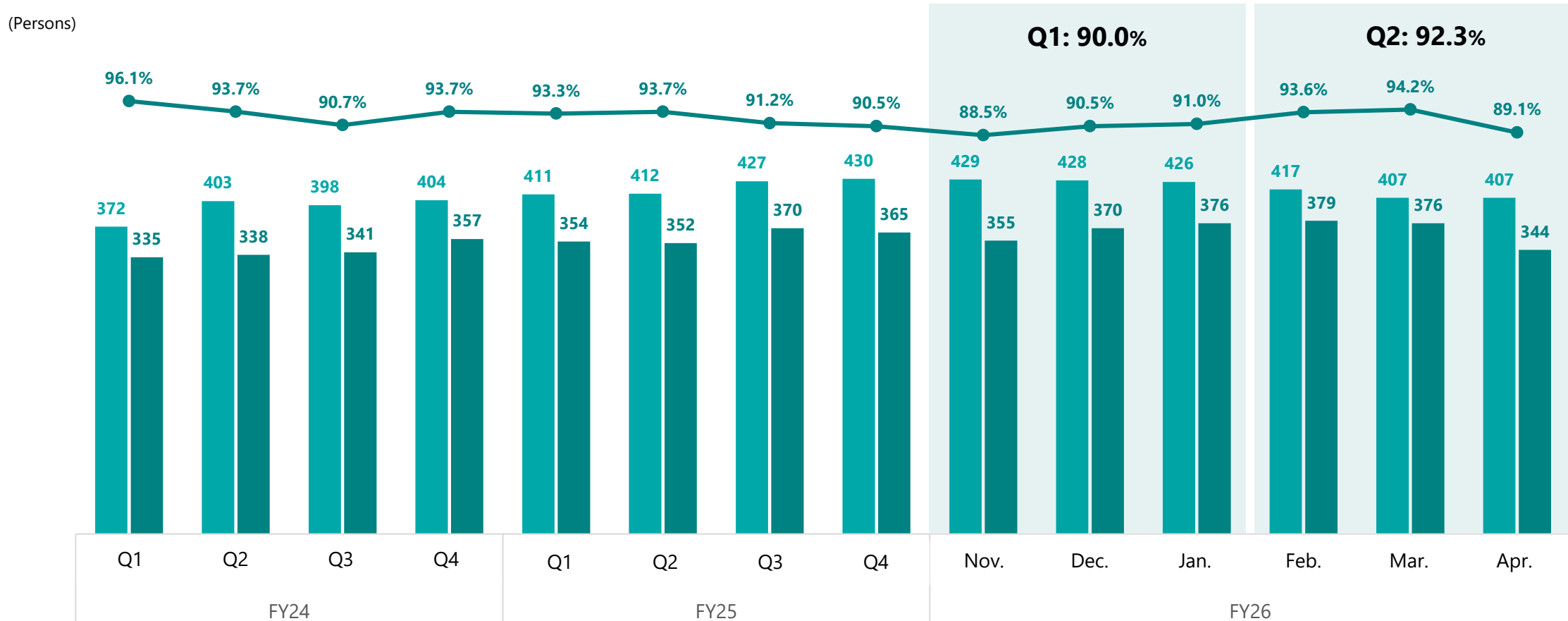
■ Despite monthly fluctuation factors, the utilization ratio is showing signs of improvement owing to the reinforced sales structure, optimized personnel deployment, and hiring operations based on the supply-demand balance.



# Major KPIs: Total Engineers, Active Engineers, Utilization Ratio

■ In addition to IT engineer staffing, the IT support area that supports operational improvement and DX promotion was strengthened. We capture needs for streamlining operations dependent on certain individuals and complex data processing, and expand our customer base.

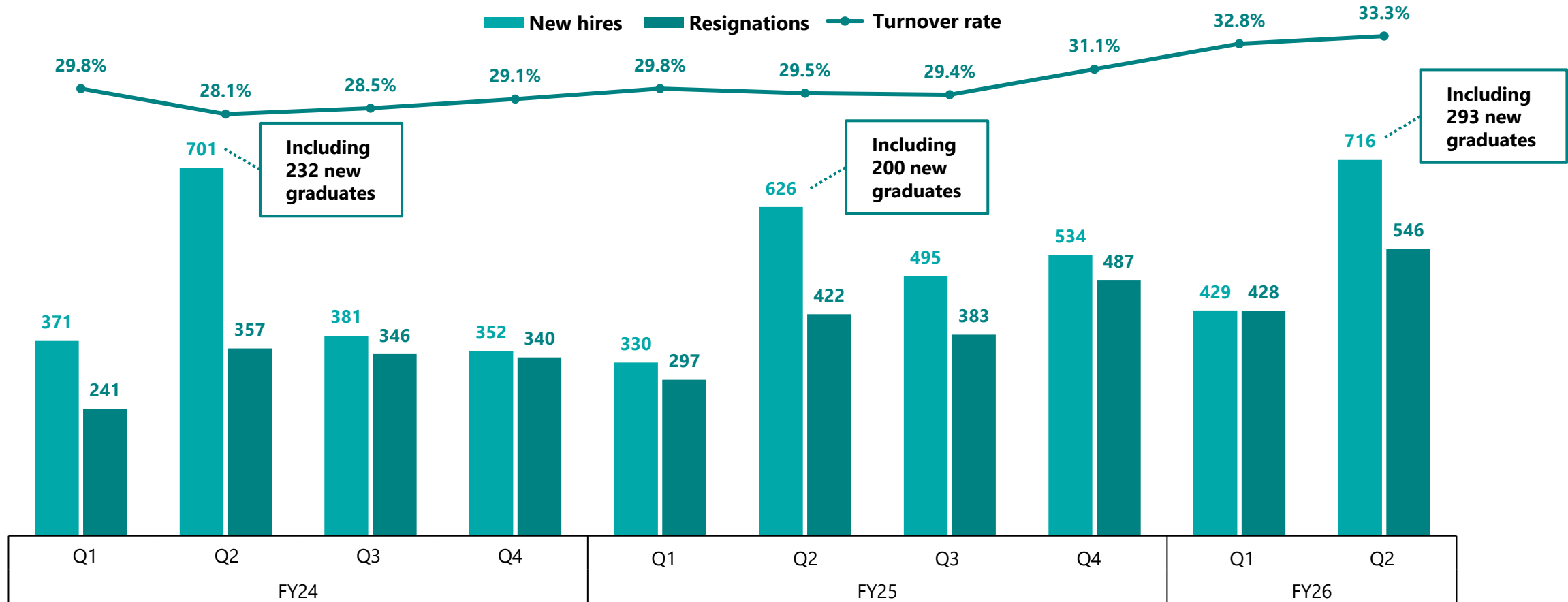
■ Total engineers ■ Active engineers ● Utilization ratio (excl. trainees)



# Major KPIs: Number of New Hires, Number of Resignations, Turnover Rate

■ While hiring was strengthened toward improved competitiveness in core businesses, amid the growing importance of the retention of engineers, we pursued initiatives to support certification acquisition and enhance engagement.

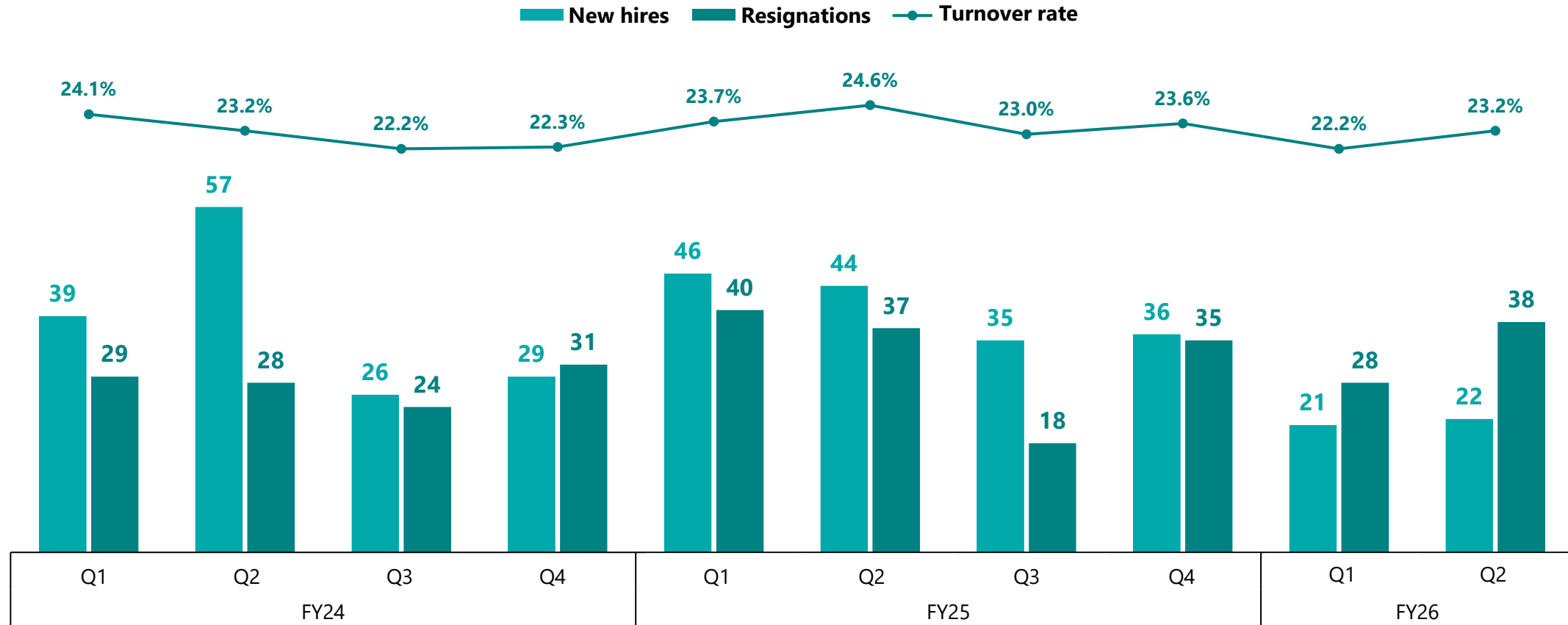
(Persons)



# Major KPIs: Number of New Hires, Number of Resignations, Turnover Rate

■ We promoted development of a structure to expand into the IT support area. Hiring temporarily weakened; however, various initiatives to retain engineers were continued.

(Persons)



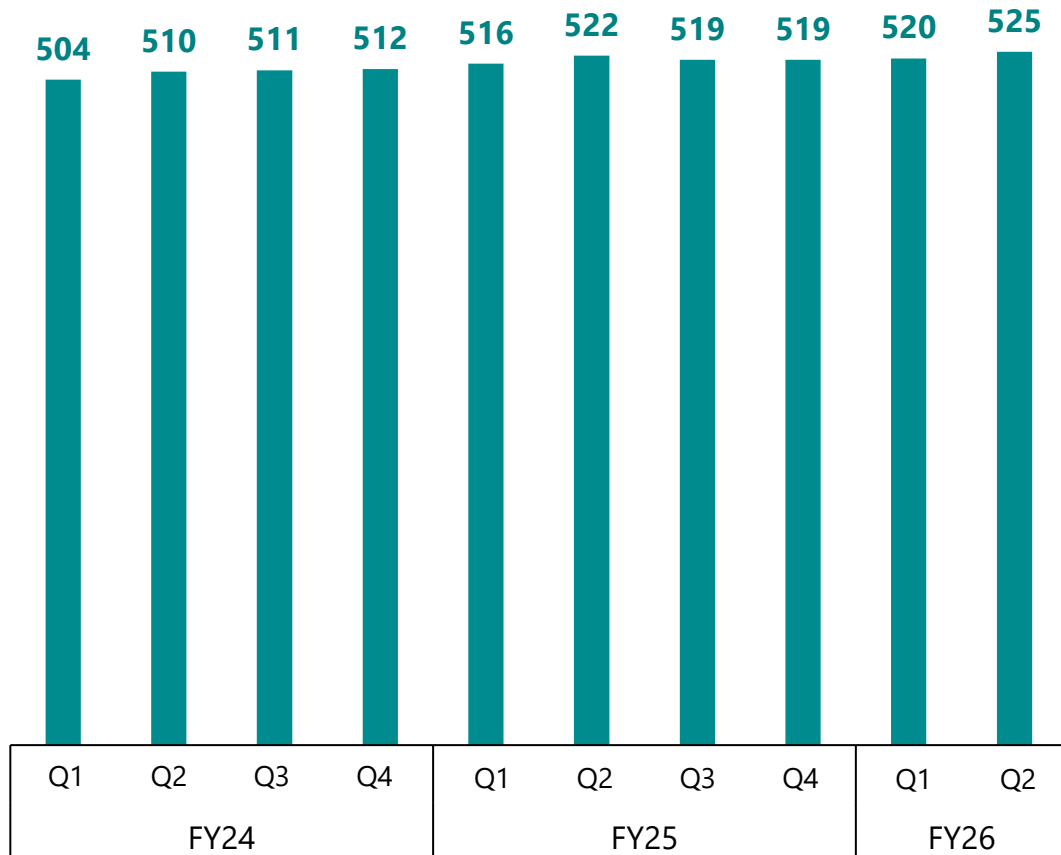
# Major KPIs: Contract Unit Price

- Owing to improvement in engineers' skills and proposals for engineers aligned with customers' needs, contract unit prices for both businesses tracked an upward trend.

## ■ Construction Solutions (World Corporation)

(Thousands of yen)

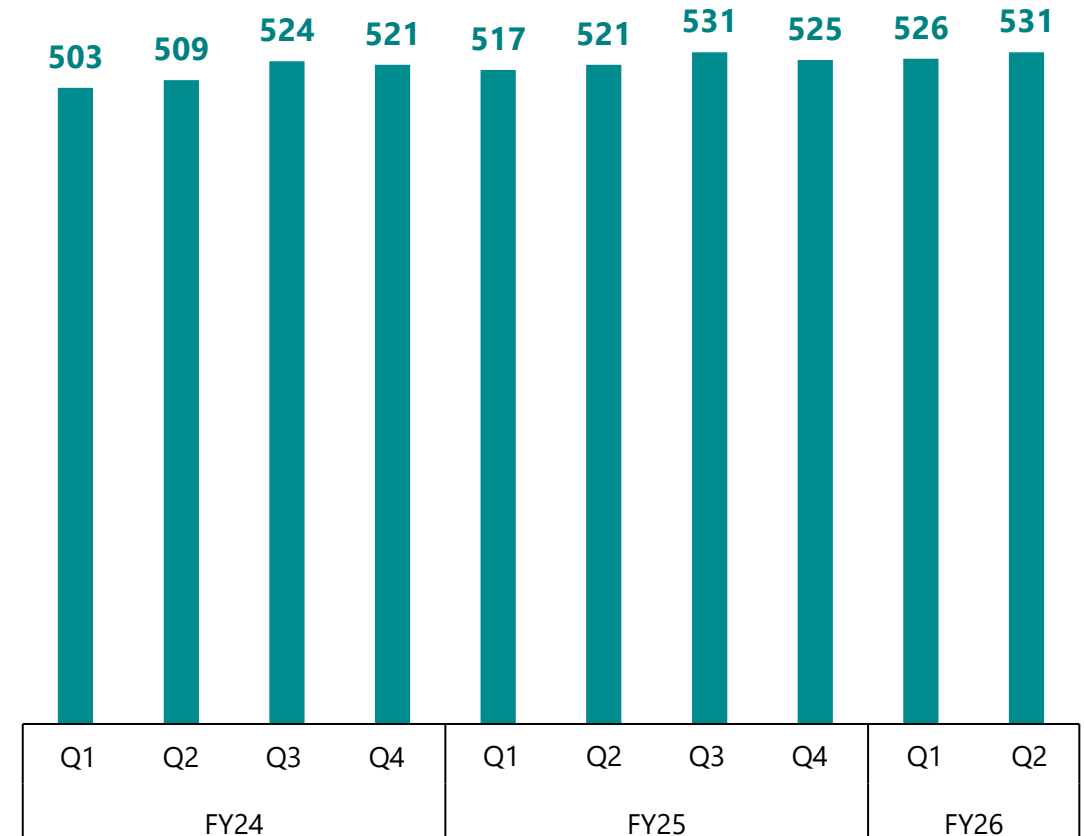
■ Contract unit price



## ■ IT Solutions (ATJC)

(Thousands of yen)

■ Contract unit price



# Key Themes Based on the Medium-term Management Plan

**Top priority** Improve competitiveness of core businesses

## Improve utilization ratio and retention rate

Expected effects Higher profits in core businesses

**Growth** Monetize construction DX business

## Promote Implementation-based Construction DX Model

Expected effects Higher contract unit prices, higher added value

**Expansion** Expand craftsmen recruitment agency business

## Expand craftsmen recruitment agency model

Expected effects Establishment of a new revenue source

**Foundation** Improve productivity

## Conduct BPR and renew systems

Expected effects Improvement in productivity, optimization of costs

# Summary of Progress in Key Initiatives in Q2

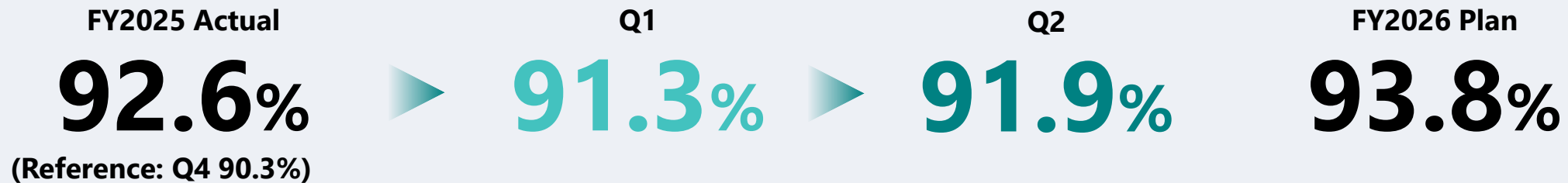
- In Q2, the three axes of core businesses, growth strategy, and management base simultaneously made progress. From “launch” in Q1 to “progress and implementation” in Q2, the phase of each theme moved to the next stage.

Theme	Q1 FY2026	Q2 FY2026	Direction
<b>Utilization ratio</b> Revenue base of core businesses	<b>Signs of improvement</b> Confirmed signs of improvement	<b>Made progress toward improvement</b> A trend for improvement continued due to a demand recovery and strengthened sales	<b>Signs of improvement</b> → Improvement
<b>Construction DX</b> Growth strategy —Implementation-based DX model	<b>Started business alliances</b> Announced strategic business alliances with SkymatiX, Inc. and Arent Inc.	<b>Evolved to the implementation phase</b> To the phase of on-site adoption and knowledge circulation/Sales expanded in the value-added areas	<b>Alliance</b> → Implementation, monetization
<b>Skilled worker placement</b> Growth strategy —Exclusive position	<b>Developed foundations</b> Developed foundations for new services such as “Shokunin Scout”	<b>Strengthened external collaboration</b> Business alliance with a regional financial institution/Hiring and retention through an alliance with a major non-life insurance company	<b>Foundation</b> → Coverage expansion
<b>Productivity improvement</b> Base of the MTMP —Not linking sales with SG&A expenses	<b>Accomplished the AI Boost Project</b> A company-wide, half-a-year project/All participants built AI tools that address issues their own departments have	<b>Transitioned to a company-wide promotion system</b> Newly established the Corporate DX Promotion Department based on BPR (June) Toward renewal of core systems (July)	<b>Frontline-driven</b> → Company-wide

# Initiatives to Improve Utilization Ratio\*

- In addition to the strengthening of our sales structure and optimized personnel deployment, reinforcement of initiatives to improve engineers' retention at their workplaces resulted in the utilization ratio trending toward improvement. We aim for further improvement in the second half.

## Utilization Ratio



### Quantitative and qualitative reinforcement of sales structure

- Improved the productivity of sales staff**

Established an inside sales function through the utilization of external resources to create more time for sales staff to make customer proposals. Improved their productivity toward closing more deals.

- Pursue reproducibility through standardized sales processes**

Strengthen management of the volume of sales activities and of KPIs for transition rates in each sales process leading to contract closing to increase the number of contracts and clarify measures to implement.

### Promotion of engineers' retention at their workplaces by enhancing understanding of on-site operations and strengthening their mindset

- Strengthened training for interviewers**

Deepened interviewers' understanding of on-site operations through interviewer training to minimize the gap between the job description explained during the interview and the actual duties, thereby increasing engineers' retention at their workplaces.

- Introduced mindset training**

Introduced mindset training into the onboarding training program to set new hires' mindset for job satisfaction and a positive attitude toward work so as to increase their retention at their workplaces.

\* Construction Solutions (World Corporation)

# Initiatives to Improve Retention Rate\*

- We continue to recognize the retention of engineers as an important issue, and will continue to promote various measures such as qualification acquisition support and enhancement of mentor-mentee program.
- We are currently in the phase of embedding these measures, and will further strengthen initiatives to improve the retention rate going forward.

## Turnover Rate



### Promotion of qualification acquisition

#### ■ Enhanced qualification acquisition support measures

- Accelerated the development of inexperienced engineers with our preparation courses and the industry-leading qualification allowances (\*according to our research)
- Expanded the scope of exam preparation courses to electrical, civil engineering, and piping work, in addition to construction, and made it possible for engineers nationwide to participate
- Promote retention at our company by increasing the number of employees who obtain qualifications

**151 engineers passed the Construction Management Technology Certification for H2 FY2025**  
 Percentage of qualification holders among the enrolled engineers: **Approx. 13%** (516 persons)

### Enhancement of mentor-mentee program (mutual support between engineers)

#### ■ Increased mentors amongst engineers

- Enhanced the mentor-mentee program as a system in which engineers with deep understanding of on-site operations provide support to inexperienced engineers
- Developed an environment where inexperienced engineers can work with peace of mind for a long time, by receiving support from not only the sales department or the department in charge of providing support, but also mentor engineers who understand work-related problems from their own firsthand experience

\* Construction Solutions (World Corporation)

# Initiatives for Retention (Engagement Enhancement)

- Fully deploy multiple initiatives to strengthen engineers' sense of belonging and connection with the organization. Build an organizational base that supports engineers' retention at their workplaces, with both employee-led activities and information transmission by the management team.

## Topic-based meetups



### Objective / problem solving

Create interactions among engineers and touchpoints with the company. Foster a sense of belonging to prevent isolation

### Progress in initiatives

- Held every month from January 2026. Already held five times
- Participants have increased each time. Currently held at venues outside the company

## Establishment of employee clubs



### Objective / problem solving

Build communities that transcend organizational and occupational barriers. Improve engagement through employee-led activities

### Progress in initiatives

- Launched **11 clubs** that are officially recognized within the company
- **Over 450** engineers participate

## World Communication (in-house video streaming)



### Objective / problem solving

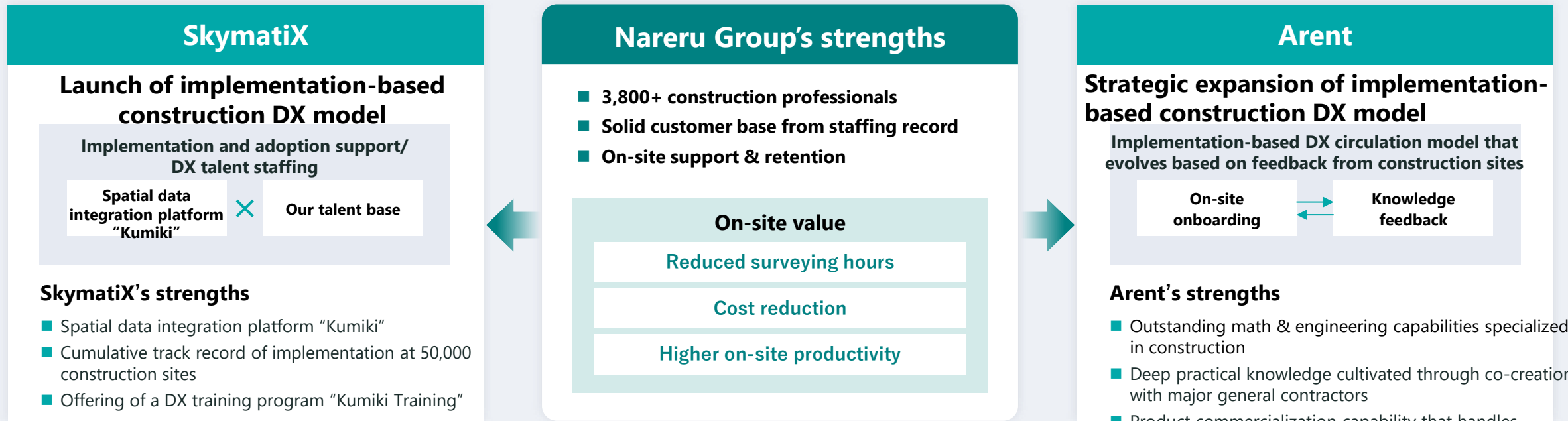
Improve engagement by closing information gaps between the management team and on-site personnel

### Progress in initiatives

- The first episode was streamed in February 2026. Representative Director Shibata and other management members appeared to directly share management information
- Continue to stream content on topics such as the MTMP, BPR, retention initiatives, and the Sales Headquarters

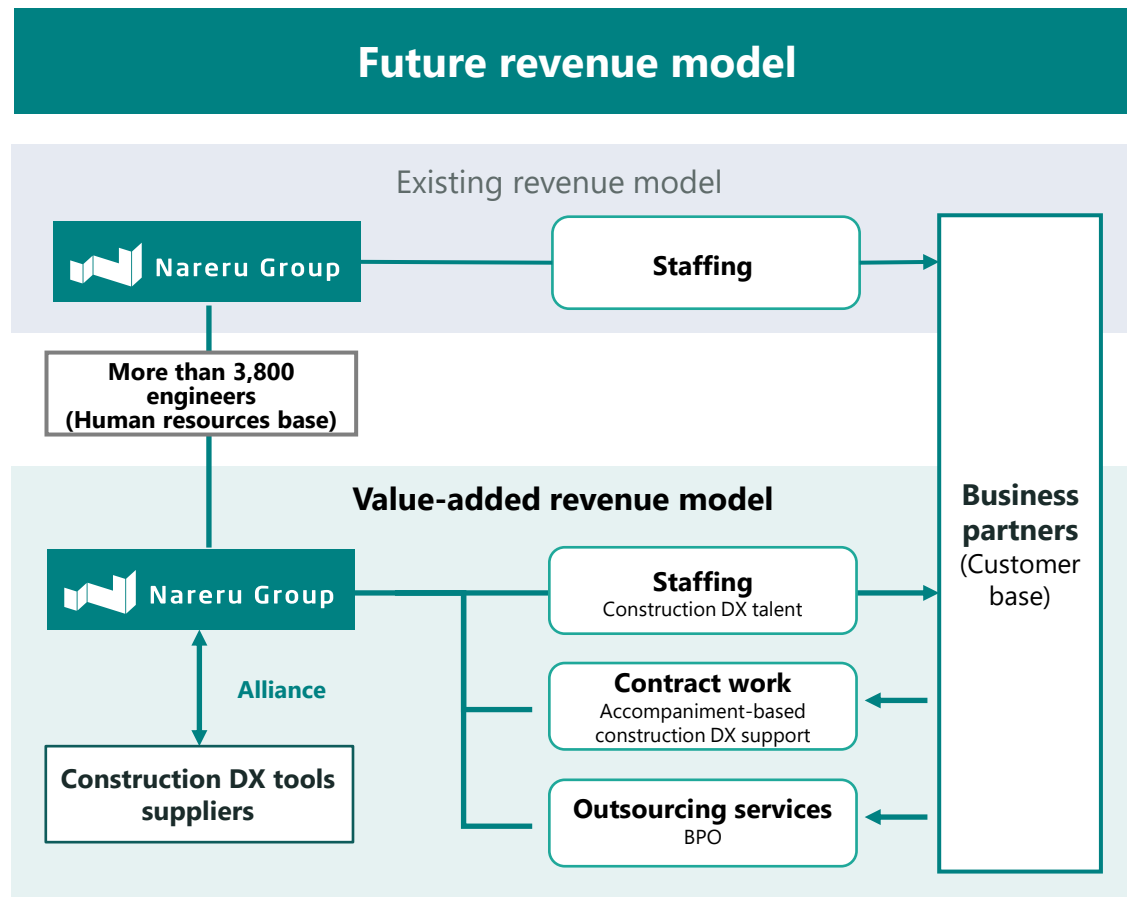
# Promotion of Implementation-based Construction DX Model

- Build an “implementation-based construction DX model” that goes beyond a mere staffing business model through strategic business alliances with SkymatiX and Arent based on our human resources base. Through on-site adoption and knowledge circulation, improve products and create on-site value
- In the area of construction DX, the era is shifting from “products only” to “human resources, products, implementation.” The Group aims to be a hub through collaboration with multiple companies based on our human resources base



# Expansion of Value-added Revenue Model

- Expand revenue streams into DX support and BPO through strategic alliances with construction DX companies, starting from our human resources base. Aim for the qualitative improvement of our revenue structure and the enhancement of our corporate value over the medium to long term by accumulating added value.
- Revenue in value-added areas (construction DX talent staffing, contract work, BPO) steadily expanded both year on year and compared to Q1 of FY2026.



## Revenue growth in value-added areas

- Total of construction DX talent staffing, contract work, BPO, etc.

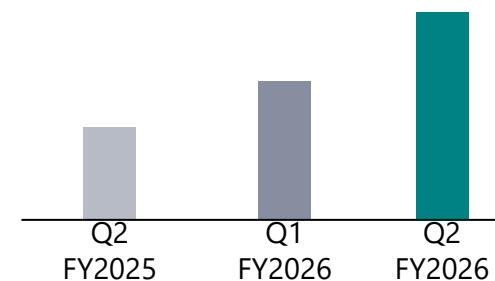
Year on year  
Q2 FY2025 → Q2 FY2026

**254.1%**

Compared to Q1 FY2026  
Q1 FY2026 → Q2 FY2026

**154.1%**

- Expansion Trend



**Implementation-based Construction DX Model**  
×  
**Expansion to BPO and Contract work**

Accumulate added-value to reinforce the qualitative improvement of our revenue structure

# Expansion of craftsmen recruitment agency business

## –Development of a construction talent platform utilizing our own business base–

- Utilize our customer base and human resources base to promote the development of a database and matching platform for craftsmen and other construction talent
- Expand sales channels and enhance our services, and promote the materialization of a talent platform for the construction industry

### Barrier to entry

Hold a license for “paid employment placement services for construction work” granted to only three organizations nationwide to allow them to engage in craftsman job placement

\* Held by a Group company, National Construction Personnel Association (“NCPA”)

Number of authorized organizations

# 3 organizations

Held by NCPA

New entry by competitors is extremely difficult

Competitive advantage (Moat)

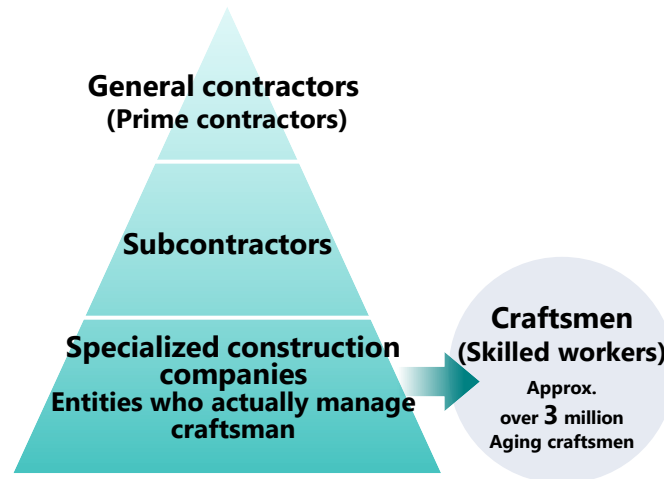
Exclusive job placement services provided through National Construction Personnel Association

Number of member companies of NCPA approximately **2,000**

\* There is still a lot of room for growth.

### Huge untapped market

Target specialized construction companies, which constitute the largest market segment within the industry pyramid



Structural challenge

Suffering from the most severe labor shortages and the low penetration of job placement services

Tailwind (Deregulation)

Momentum for talent mobility driven by the 2024 Problem and government policy

### Acceleration of external collaboration

Strengthen our business foundation through two axes: coverage expansion of sales channels and awareness, and expansion of value provided (hiring & retention)

#### 1. Coverage expansion of sales channels and awareness

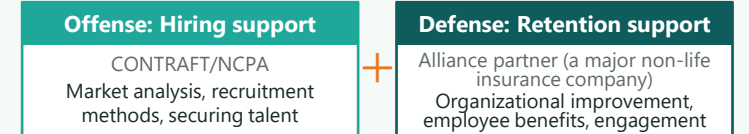
##### Business alliance with regional financial institutions



- ◆ Disseminate our services to our business partners, conduct counseling and talent matching
- ◆ Expand reach to local small and medium-sized enterprises and specialist construction companies

#### 2. Expansion of value provided (hiring & retention)

##### Alliance with a major non-life insurance company

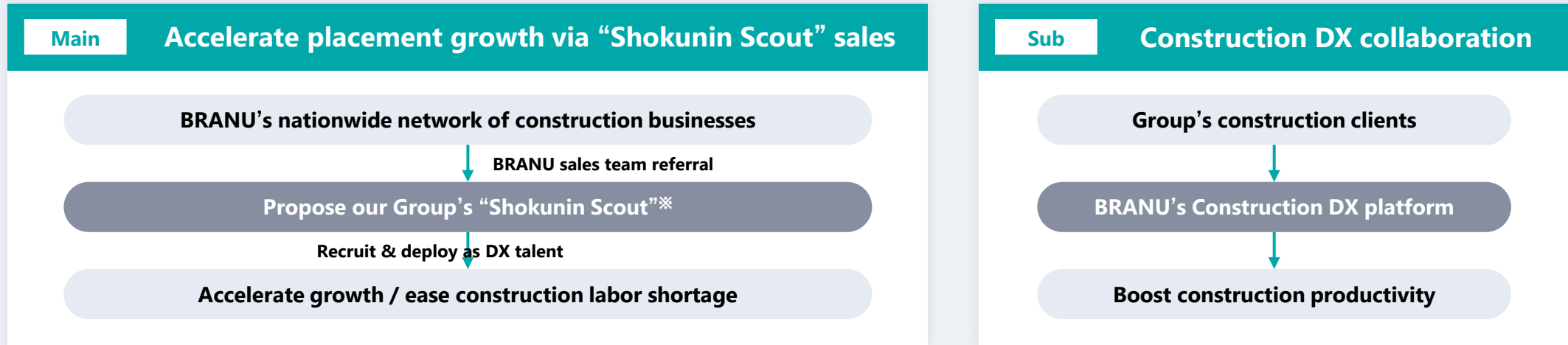


- ◆ Target: specialist construction companies in the construction industry (securing and retaining human resources for subcontractors)
- ◆ Evolve into services that cover hiring, retention, and education

# Expansion of craftsmen recruitment agency business

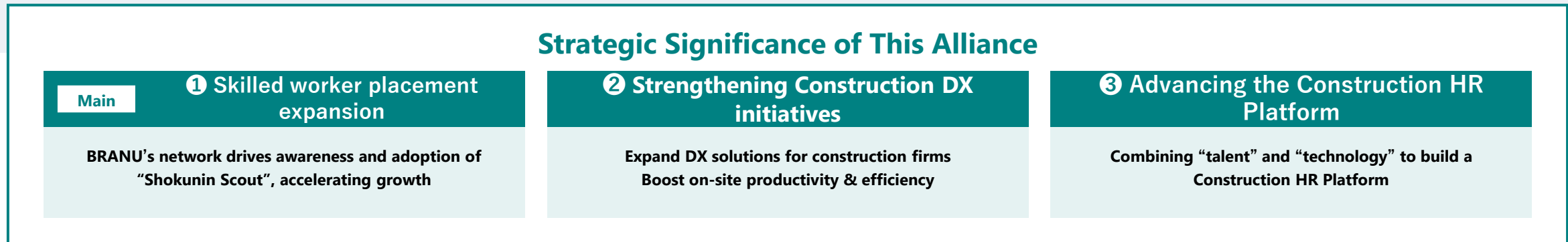
– Business Alliance with BRANU (Service launch scheduled for July 1, 2026)

- Accelerate placement-business growth by expanding “Shokunin Scout” sales via BRANU’s network
- Build a one-stop talent-acquisition and DX support structure for the Construction HR Platform



※ A direct recruiting service for the construction industry operated by CONTRAFT and the National Construction Human Resources Association

## Strategic Significance of This Alliance



\* “Shokunin Scout” is a skilled worker placement service operated by Group subsidiary CONTRAFT Co., Ltd. and the National Construction Human Resources Association. \* The impact of this alliance on consolidated results for FY ending October 2026 is expected to be minor; however, over the medium to long term it is recognized as contributing to business expansion and enhancement of corporate value.

# Initiatives to Improve Productivity

- To address increased workloads associated with business growth, promote a shift from human-based operations to a reproducible operational foundation based on “standardization, automation, and digital utilization.” Aim to decouple sales growth from SG&A expenses.







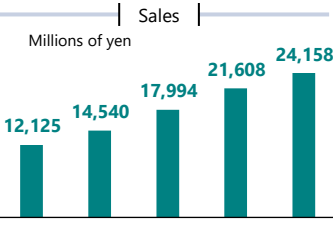
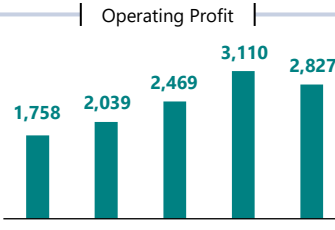
# Company Profile

<b>Company Name</b>	<b>Nareru Group Inc.</b>
<b>Head Office Address</b>	<b>3rd Floor, Kojimachi Mitsuba Building, 3-5 Nibancho, Chiyoda-ku, Tokyo</b>
<b>Representative</b>	<b>Naoki Shibata</b>
<b>Number of Employees As of the end of October 2025</b>	<b>4,283</b> (Consolidated) (as of the end of Oct. 2025)
<b>History</b>	<p><b>Nov 2008</b> : <b>Established World Corporation</b> (Established for the engineer staffing business for the construction industry)</p> <p><b>May 2019</b> : <b>Advantage Partners established AP64 (now Nareru Group)</b> (For pure investment purposes)</p> <p><b>Nov 2019</b> : <b>Made World Corporation a subsidiary</b></p> <p><b>Dec 2020</b> : <b>Made ATJC a subsidiary</b> (Acquired to enter into the staffing business for the IT industry)</p> <p><b>Apr 2021</b> : <b>Acquired a craftsmen recruitment agency business</b></p> <p><b>Apr 2021</b> : <b>Made the Japan Construction Contractors Association a subsidiary</b></p> <p><b>May 2021</b> : <b>AP64 changes name to Nareru Group</b></p> <p><b>Oct 2021</b> : <b>Established CONTRAFT</b> ((Established to operate a human resources platform for the construction industry)</p> <p><b>Jul 2023</b> : <b>Listed on the Tokyo Stock Exchange Growth Market</b></p> <p><b>Sep 2024</b> : <b>Zenken changes its name to the National Construction Personnel Association</b></p> <p><b>Nov 2024</b> : <b>World Corporation's career development office relocated and expanded</b></p>

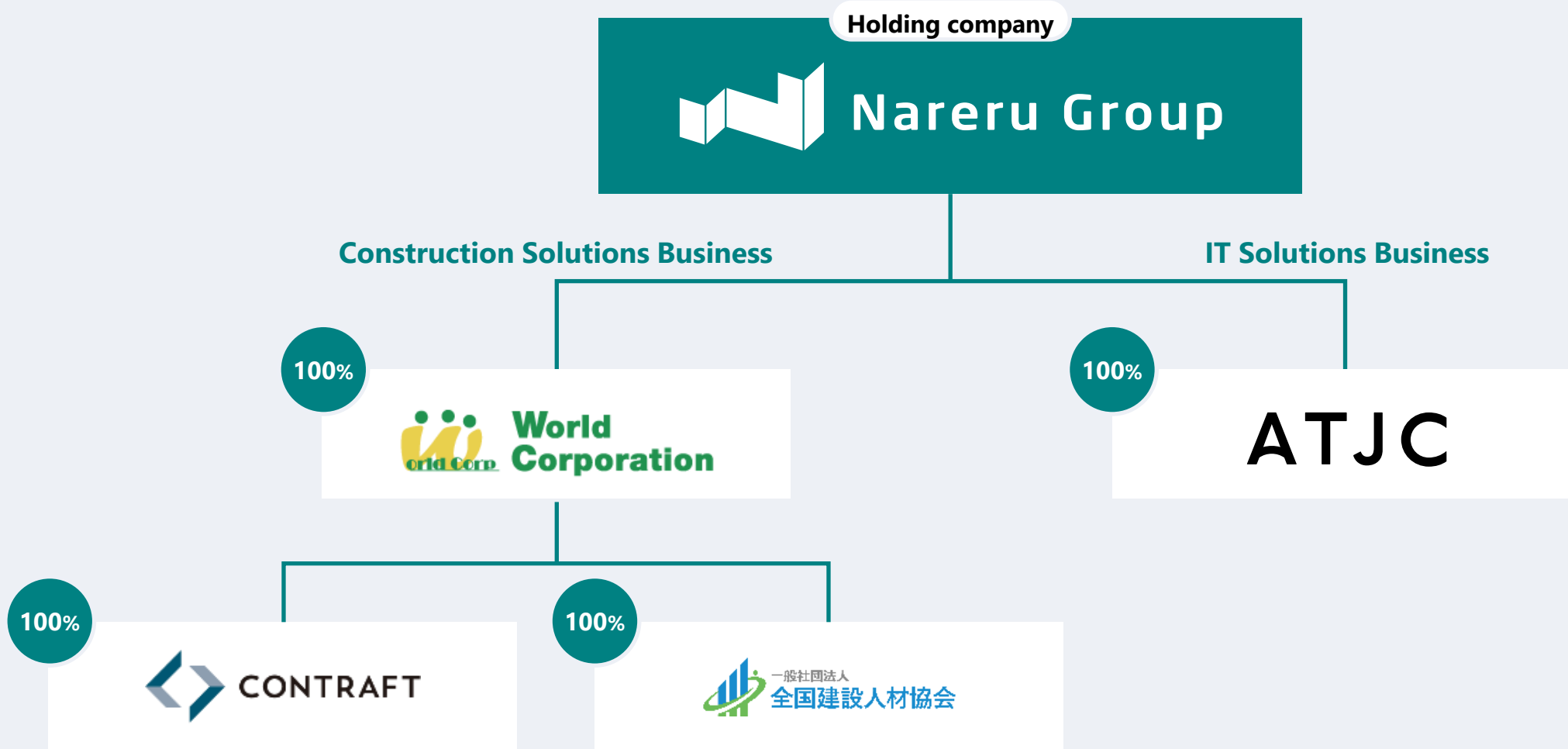
(\*1) Perform process control, safety control, quality control, and cost control at construction sites.

(\*2) Create, modify, and adjust drawings using CAD (Computer Aided Design) according to instructions from designers and drafters.

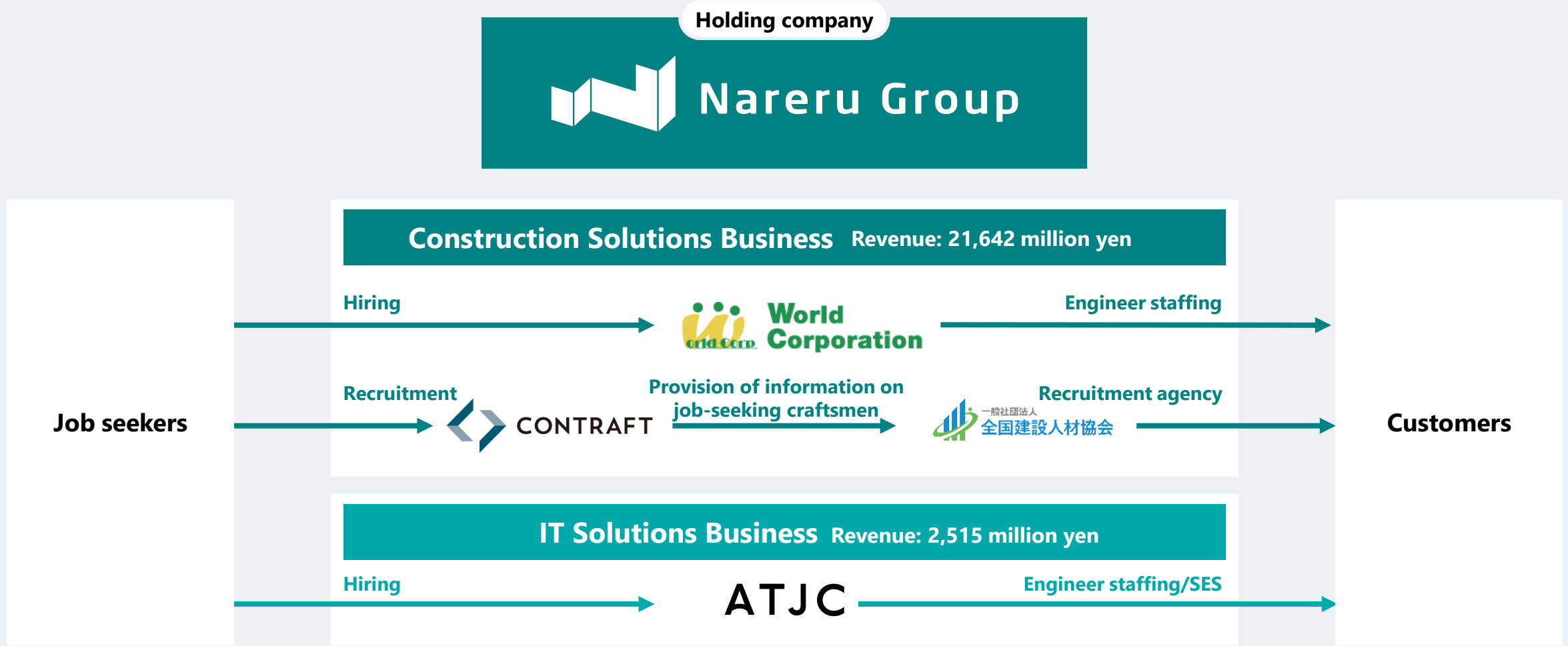
(\*3) Abbreviation for system engineering service. A form of consignment contract regarding the development, maintenance, and operation of software systems

<b>Group Overview</b>	 <b>Nareru Group</b> <small>プロ人材に在れる。成長社会に在れる。</small>	<b>Established in May 2019</b>	<ul style="list-style-type: none"> <li>• Holding company</li> </ul>																							
	 <b>World Corporation</b>	<b>Established in Nov. 2008</b> <b>Number of engineers: 3,687</b> <small>(as of the end of Oct. 2025)</small>	<ul style="list-style-type: none"> <li>• Construction managing engineer staffing*<sup>1</sup></li> <li>• CAD operator staffing*<sup>2</sup></li> <li>• Preparation of construction drawings</li> </ul>																							
	<b>ATJC</b>	<b>Established in Dec. 2007</b> <b>Number of engineers: 430</b> <small>(as of the end of Oct. 2025)</small>	<ul style="list-style-type: none"> <li>• IT engineer staffing</li> <li>• Provision of SES*<sup>3</sup></li> </ul>																							
	 <b>CONTRAFT</b>	<b>Established in Oct. 2021</b>	<ul style="list-style-type: none"> <li>• Operation of a human resources platform for employment placement of craftworkers</li> </ul>																							
<b>Performance</b>	 <small>一般社団法人</small> <b>全国建設人材協会</b>	<b>Established in Jul. 2013</b>	<ul style="list-style-type: none"> <li>• Job placement for job-seeking craftsmen</li> </ul>																							
	<div style="display: flex; justify-content: space-around;"> <div style="text-align: center;"> <p>— Sales —</p> <p>Millions of yen</p>  <table border="1"> <thead> <tr> <th>Fiscal Year</th> <th>Sales (Millions of yen)</th> </tr> </thead> <tbody> <tr> <td>FY2021</td> <td>12,125</td> </tr> <tr> <td>FY2022</td> <td>14,540</td> </tr> <tr> <td>FY2023</td> <td>17,994</td> </tr> <tr> <td>FY2024</td> <td>21,608</td> </tr> <tr> <td>FY2025</td> <td>24,158</td> </tr> </tbody> </table> <p><b>FY21-25 CAGR 18.8%</b></p> </div> <div style="text-align: center;"> <p>— Operating Profit —</p>  <table border="1"> <thead> <tr> <th>Fiscal Year</th> <th>Operating Profit (Millions of yen)</th> </tr> </thead> <tbody> <tr> <td>FY2021</td> <td>1,758</td> </tr> <tr> <td>FY2022</td> <td>2,039</td> </tr> <tr> <td>FY2023</td> <td>2,469</td> </tr> <tr> <td>FY2024</td> <td>3,110</td> </tr> <tr> <td>FY2025</td> <td>2,827</td> </tr> </tbody> </table> <p><b>FY21-25 CAGR 12.6%</b></p> </div> </div>			Fiscal Year	Sales (Millions of yen)	FY2021	12,125	FY2022	14,540	FY2023	17,994	FY2024	21,608	FY2025	24,158	Fiscal Year	Operating Profit (Millions of yen)	FY2021	1,758	FY2022	2,039	FY2023	2,469	FY2024	3,110	FY2025
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# Organizational Structure / Group Composition



# Whole Picture of Nareru Group's Businesses



\* The revenue from each business is the figure for the fiscal year ended October 2025 (external sales after elimination of internal transactions).

# Status of Cash Flows

- Continued stable cash generation through operating activities. Maintained a sound financial base while making growth investments based on the MTMP

## CF Summary (Millions of yen)

Category	Q2 FY2025	Q2 FY2026
Cash Flows from Operating Activities	1,466	1,210
Cash Flows from Investing Activities	-62	-125
Cash Flows from Financing Activities	-973	-1,021
Increase/Decrease in Cash, etc.	430	63
Cash Balance at the End of the Fiscal Year	<b>5,074</b>	<b>4,886</b>

## Points of Cash Flows

### Continued growth investments funded by operating cash flows

Amid continued stable cash generation through operating activities, promoted hiring investments, investments in construction DX, and reinforcement of the business foundation based on the MTMP.

Continued to maintain a sound financial base

**Operating CF** Continued stable cash generation driven by revenue growth in main businesses

**Investing CF** Made investments in growth areas and for strengthening the business foundation

**Financing CF** Paid dividends and repaid borrowings

\* "Cash balance at the end of the fiscal year" is "cash and cash equivalents at end of period" in the Consolidated Statement of Cash Flows.

# Market Environment and Growth Opportunities

## Business opportunities brought by increasing construction investment and severe labor shortages

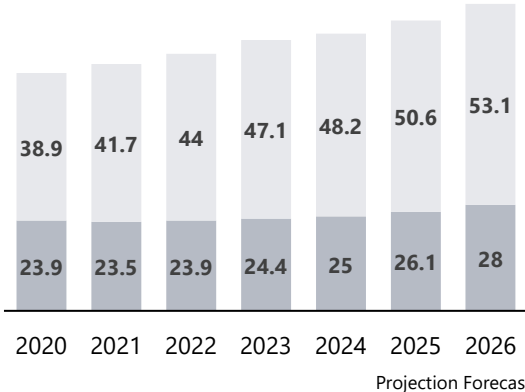
### Market Environment

#### Trends and Forecast of Construction Investment

Returned to the 80 trillion-yen range for the first time in 30 years since 1996

(Trillions of yen)

Public investment Private investment



Source: Prepared by Nareru Group based on data sourced from the Ministry of Land, Infrastructure, Transport and Tourism, Research Institute of Construction and Economy, etc.

**FY2026 forecast**

- Over 80 trillion yen
- Recovering private investment and solid public investment are forecast to lead to YoY growth of over 5%

#### Worsening Labor Shortages

Labor shortage bankruptcies in 2025

**427 cases**

Hit an all-time high

Labor shortage bankruptcies in the construction industry

**113 cases**

Exceeded 100 cases for the first time

**Supply-demand gap forecast for 2040**

- Construction skilled workers (Carpenters, rebar workers, etc.) Shortage of up to **874,000 persons**
- Construction engineers (Designers, construction managers, etc.) Shortage of up to **47,000 persons**

#### Delay in Construction DX

**Only 10% of companies are implementing company-wide DX**

In progress **10%**

Approx. 72% of companies are experiencing an IT talent shortage and highly depending on external resources.

IT/DX talent shortage Lack of ICT/digital skills

Sources: TEIKOKU DATABANK and research firms' reports

### Nareru Group's Growth Opportunities

#### Unique position to solve market challenges

- Capture an 80 trillion-yen market demand**  
Meet the strong demand for construction management driven by the recovering and increasing construction investment with our overwhelming recruitment capabilities
- Expand our market share of supplying young engineers**  
Contribute to solving labor shortages across the industry based on our talent development model to develop "young and inexperienced" engineers, which is an area where our competitors are struggling
- Capture demand for DX solutions**  
Provide our value-added services, such as BIM/CIM and IoT, to 90% of companies that have not yet started DX to increase contract unit prices
- High growth potential of the staffing market**  
Aim to grow at a faster rate than the industry's average in the construction staffing market, which is growing at 7% per year

# Nareru Group's Advantages

## Offer a one-stop platform that covers all levels of the construction industry pyramid

### Development and stable supply of professional human resources

#### Human resources solutions

##### (Staffing/construction management)

Dispatch industry-ready construction management engineers to customers ranging from super general contractors to medium-sized general contractors to support their site management



#### Human resources solutions (craftsmen job placement)

Dispatch skilled craftsmen to subcontractors and specialized construction companies to directly solve the chronic shortage of craftsmen

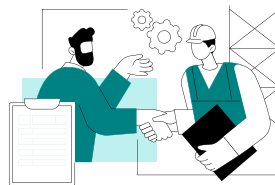


#### DX and IT solutions

Boost the industry-wide productivity through support for implementing construction DX tools and system development

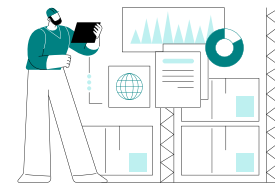


### Integrated approach to value creation



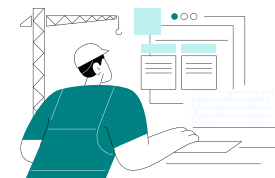
#### Talent supply capacity

- Rollout of know-how on the recruitment and development of inexperienced engineers
- Supply required human resources to required workplaces, ranging from upstream construction managers to craftsman working at construction sites, in a timely manner



#### On-site implementation capability

- Provide last-mile support for construction DX

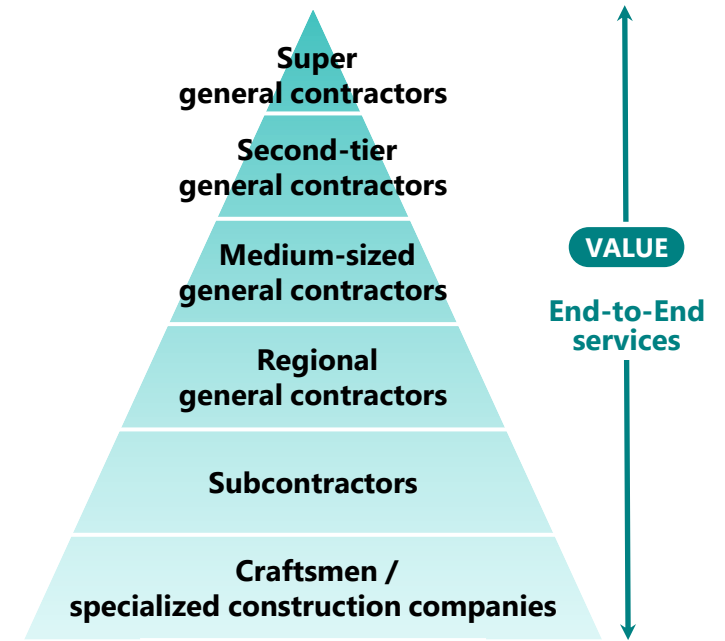


#### Productivity improvement

- Strongly promote operational efficiency improvement at construction sites through DX tools implementation and system development

### Customer base in the construction industry

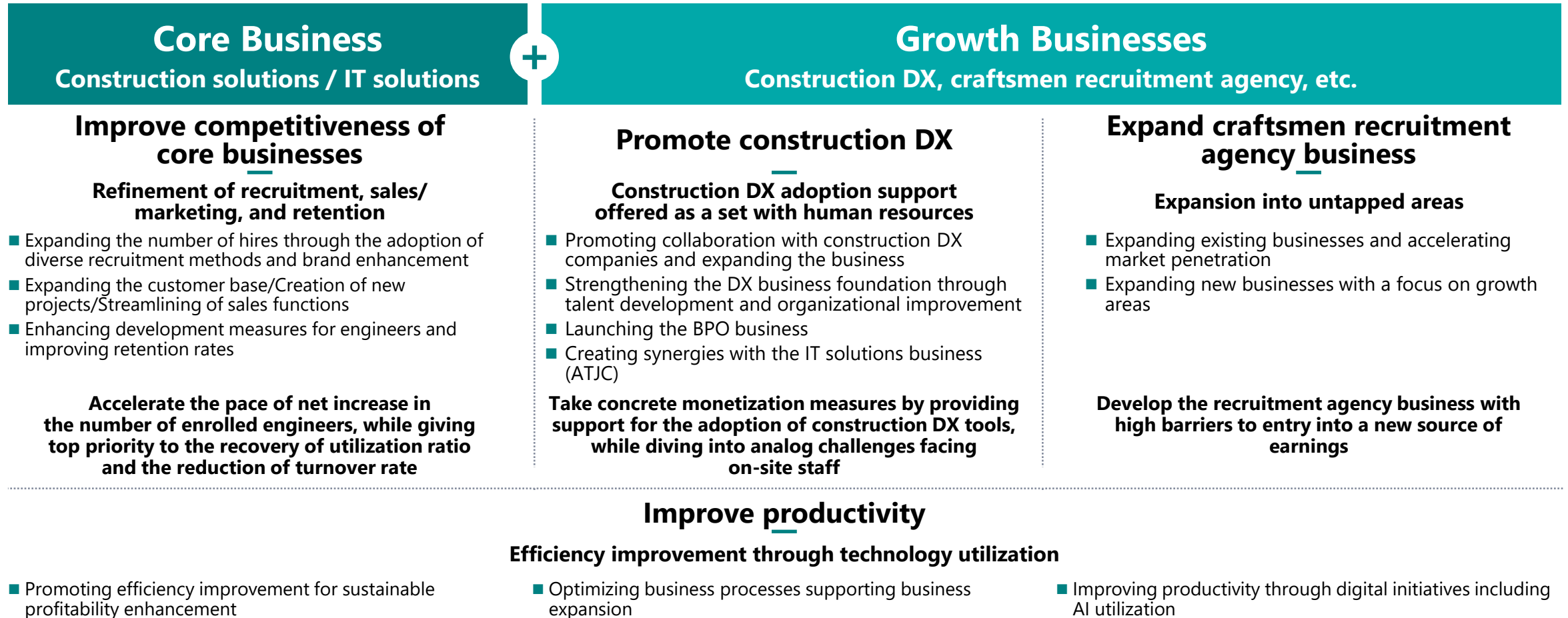
Cover all levels of the industry pyramid from super general contractors to craftsmen



All-round coverage

# Four Key Areas Constituting Our Growth Strategy\*

- Concurrently with strengthening the profitability of our core businesses, drive initiatives to expand our business into construction DX through the combination of “human resources” with “DX” as a first step. In the future, expand even further into the solutions area in tandem with the staffing and recruitment agency businesses by placing construction human resources at the core.
- Transition to a business model pursuing the accumulation of contract unit prices and added value, rather than pursuing scale.



\* Medium-term Management Plan “Change and Growth 2030” (announced in December 2025)

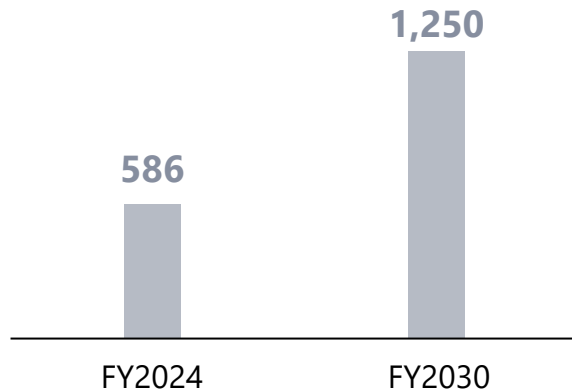
# Promotion of Strategic Alliances and Enhancement of Earning Power in Construction DX

- Enhance our earning power by building up DX unit prices through strategic alliances in the construction DX area to solve structural challenges facing the construction industry, taking advantage of our strengths—i.e., human resources and customer base.

## Market Environment/Challenges

### Construction Site DX Market Size

(Hundreds of millions of yen)

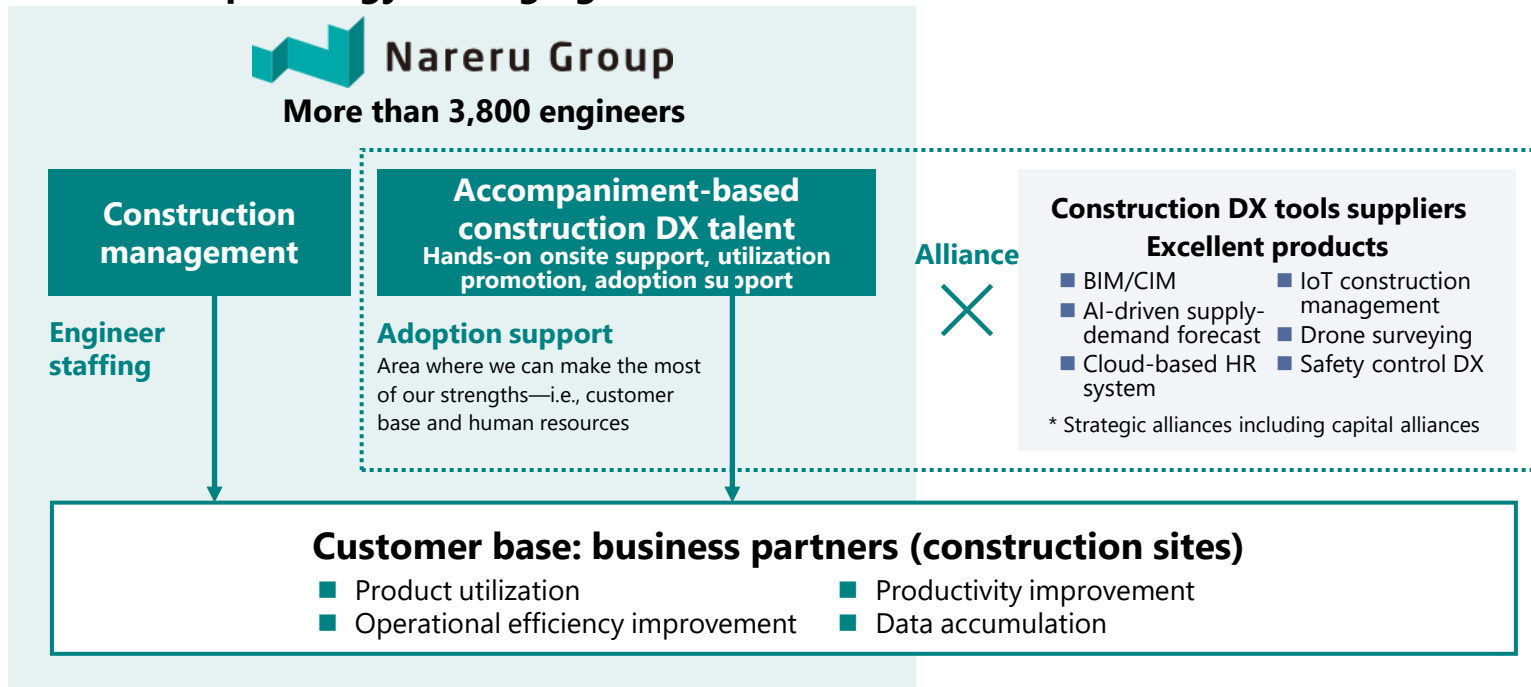


Source: Yano Research Institute (2024)

<b>Structural challenges facing the construction industry</b>	<ul style="list-style-type: none"> <li>■ Severe labor shortages and aging workers</li> <li>■ Urgent need to improve productivity in the face of the “2024 Problem”</li> </ul>
<b>Barrier to implementation of construction DX tools</b>	<ul style="list-style-type: none"> <li>■ Despite the existence of excellent DX tools, the lack of on-site staff proficient in such tools hinders the implementation of DX tools at sites</li> </ul>

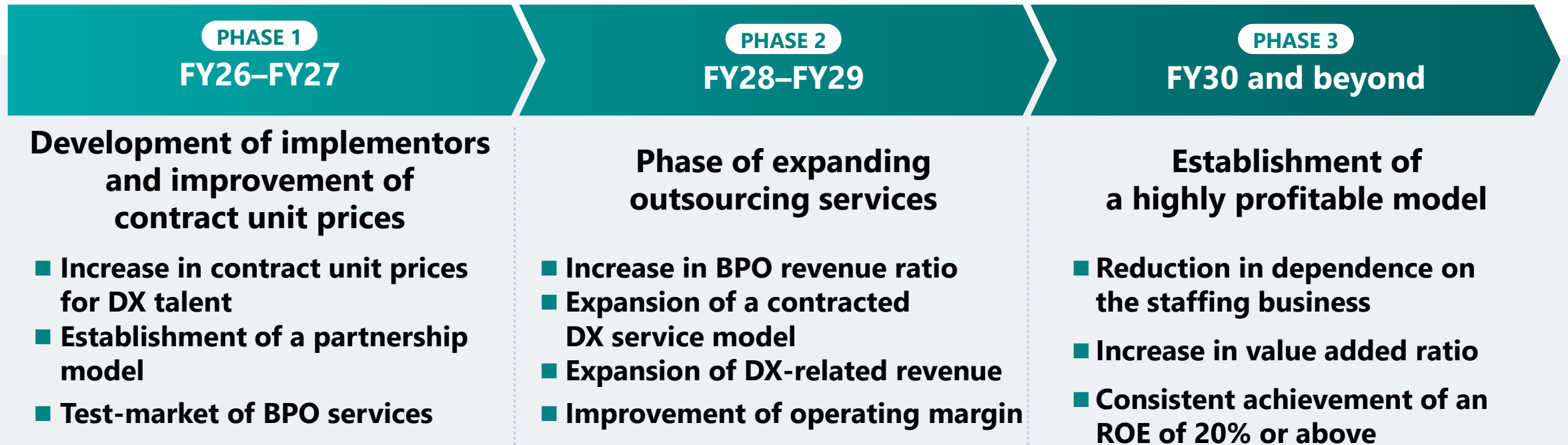
## Evolve into a construction DX implementation platform with our human resources base at the core

- Aim to become a “recruitment agency capable of implementing DX at construction sites,” rather than a company developing construction DX tools
- Niche top strategy leveraging our customer and human resources bases



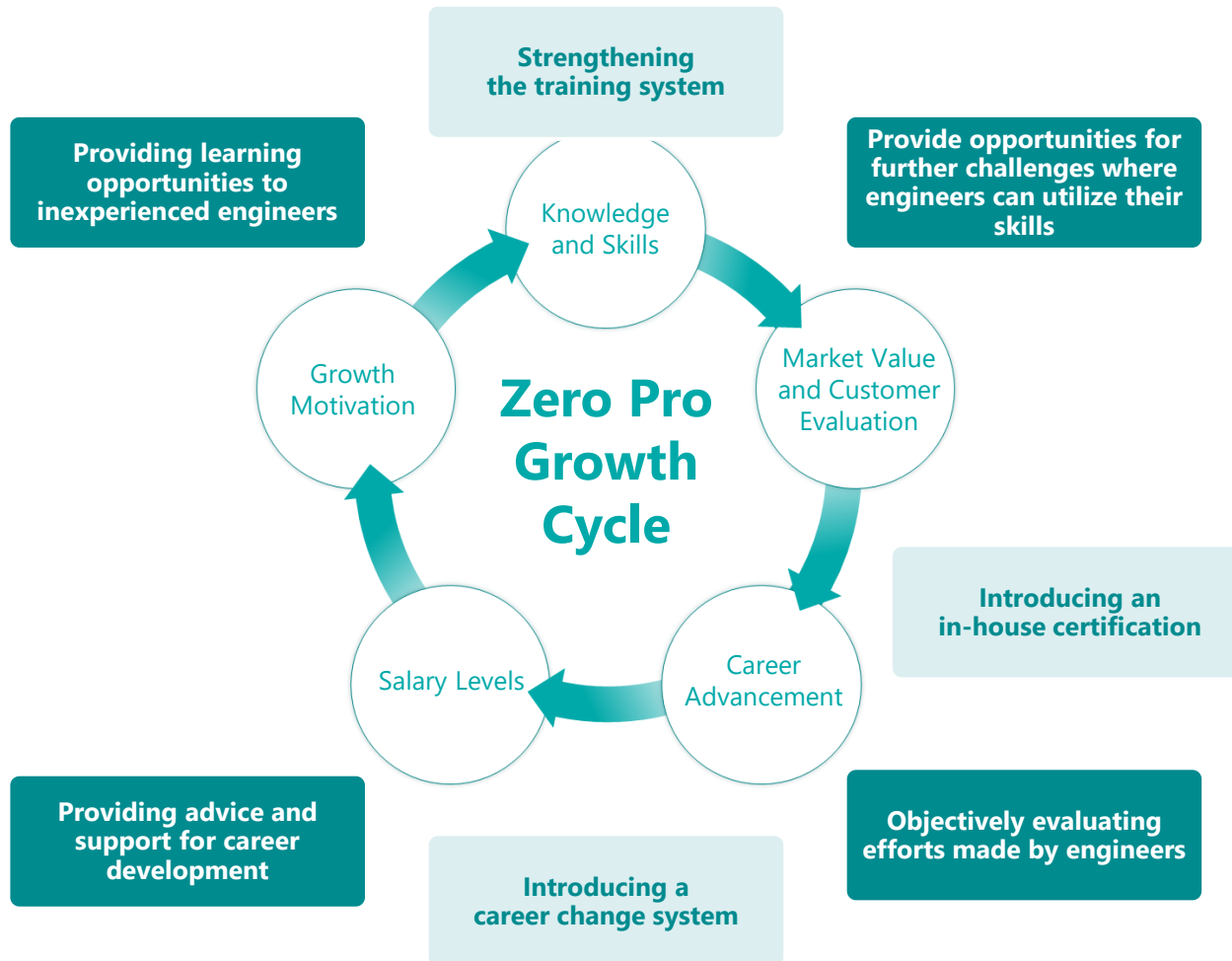
# Roadmap to Monetize Construction DX

- Current state: Initial implementation phase
- Aim to earn 20% or more of the targeted consolidated revenue of 50 billion yen from DX and BPO businesses in FY30



# Growth Support Measures: Zero Pro Growth Cycle

- Expand the “Zero Pro Growth Cycle,” which supports the skill and career development of each engineer, initiated in 2024
- Take measures, such as strengthening the training system and introducing a career change system and in-house certification, to support the development of engineers



## Progress of Exam Preparation Courses

- Accelerated the development of inexperienced engineers with our preparation courses and the industry-leading qualification allowances (\* According to our research)
- Expanded the scope of exam preparation courses to electrical, civil engineering, and piping work, in addition to construction, and made it possible for engineers nationwide to participate



**151** engineers passed the Construction Management Technology Certification for H2 FY2025

**Percentage of qualification holders among the enrolled engineers: **Approx. 13%** (516 persons)**

\*1 As of the end of October 2025

# Shareholder Return Policy

- Our basic policy is to position shareholder returns as an important management issue and pay continuous and stable dividends through strengthened earning power.
- Stably return profits to shareholders by maintaining a high dividend payout ratio.
- Consider enhancing shareholder returns in light of business performance trends with a policy not to cut dividends during the MTMP period.

## Annual Dividend Forecast for FY2026

# 115 yen

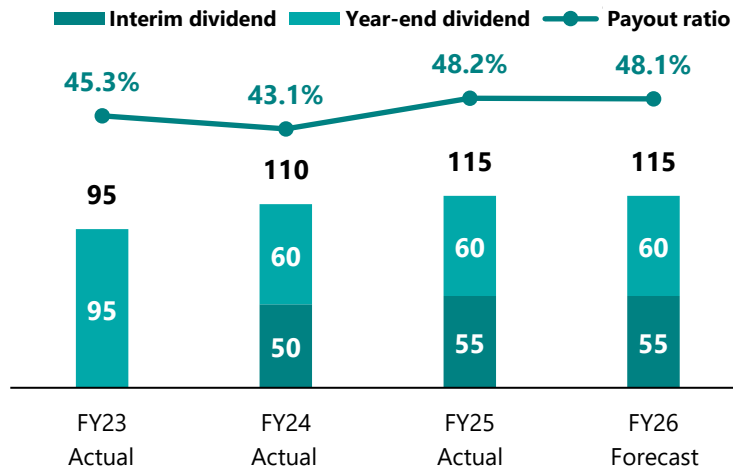
## Continue stable dividends

Interim: 55 yen

Year-end: 60 yen

### Trends in Dividend per Share

(Unit: Yen)



#### Basic policy

### Continuous and stable dividends

Continue paying stable dividends without a dividend cut during the MTMP period (FY26–FY30). Intend to maintain the same level of dividends as the previous fiscal year at 115 yen in FY26

#### MTMP target

### Improvement of capital efficiency (ROE target)

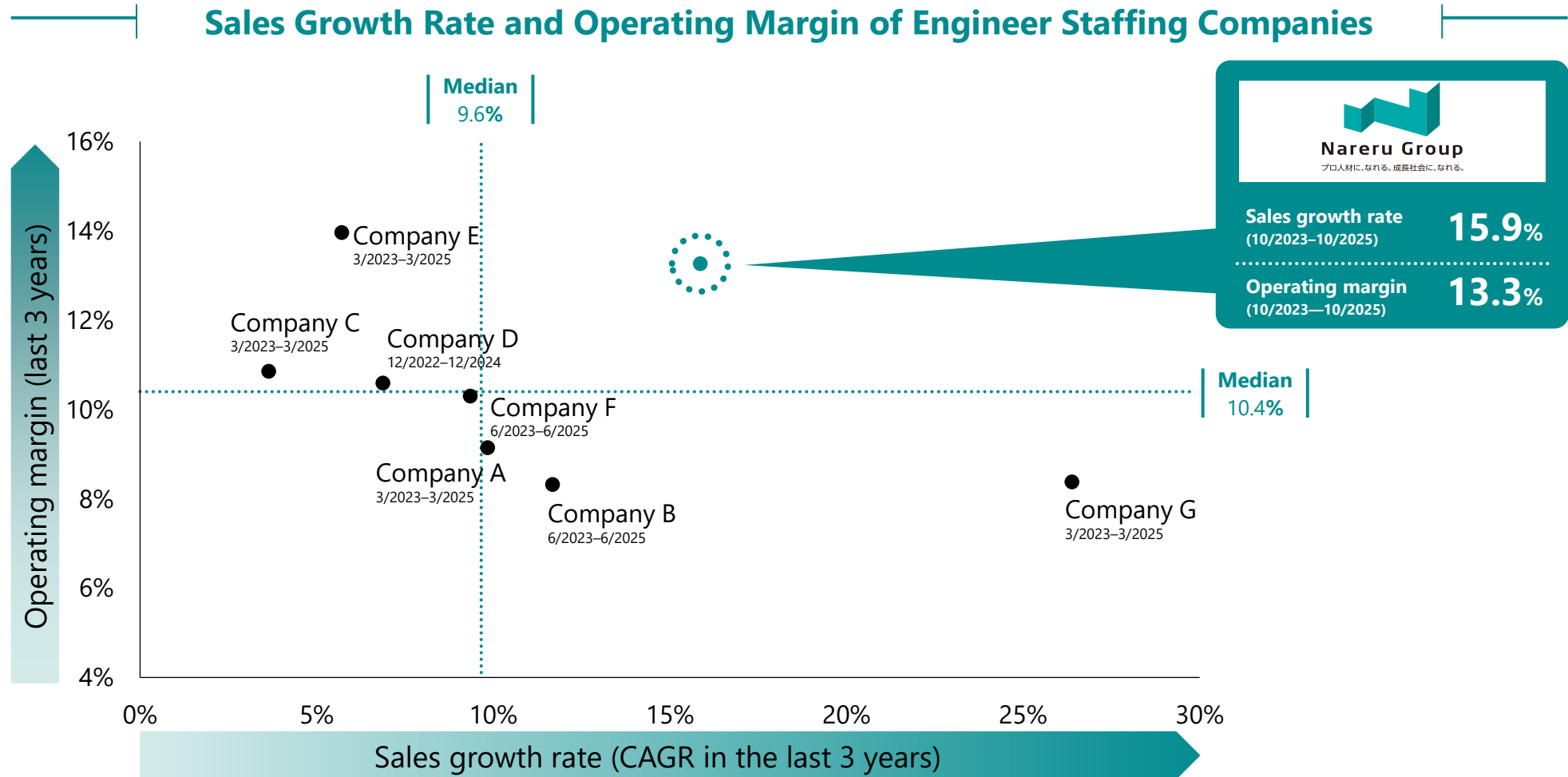
Aim to achieve an ROE of 20% or above in the final year (FY30) of the MTMP. Intend to maintain high capital efficiency through appropriate capital policies, as well as through profit growth

#### Flexible response

### Flexible and agile capital policies based on financial discipline

Consider flexible and agile share buybacks and cancellation of treasury shares, taking comprehensively into account stock price, financial conditions, funding needs for M&As, etc.

# Industry-leading Growth and Profitability



Source: Prepared by Nareru Group based on the securities reports of each company

\*1: Compared with sales growth rates and operating margins of the "Engineer staffing companies." "Engineer staffing companies" mean, amongst 17 companies listed on the "Sales Ranking of Engineer Staffing Industry" by gyokai-search.com, companies that meet the conditions of (1) a listed company, (2) the annual sales of 10 billion yen or more, and (3) sales from the engineer staffing business account for the majority of its total sales

# Revenue and Operating Profit Growth Projections\*

- Moving from the foundation building phase to the revenue expansion phase, aim to achieve the sustainable growth of revenue and operating profit by accumulating added-value.
- Operating margin is expected to show a temporary decline between FY2026 and FY2027 as we are currently in the phase of upfront investment.

■ Revenue  
■ Operating profit

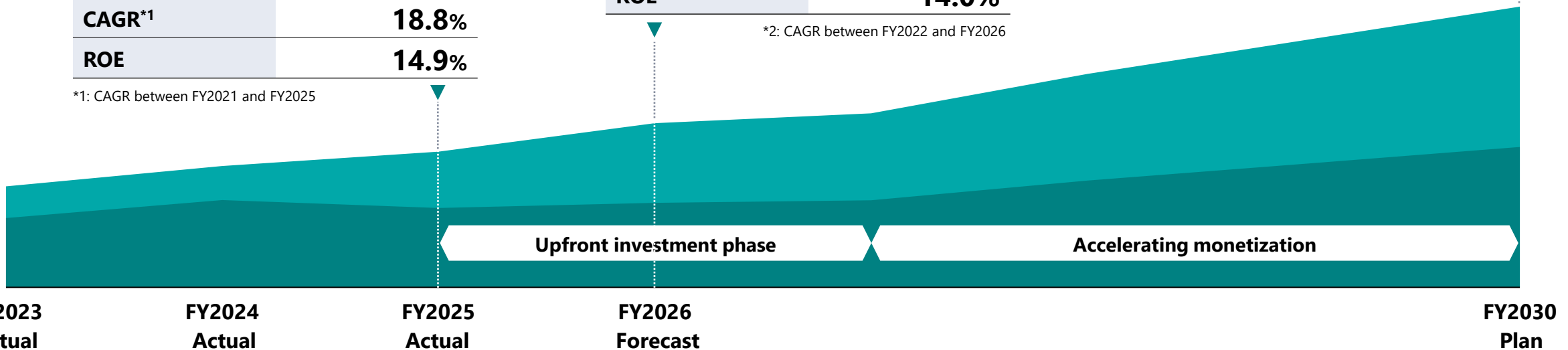
TARGET MTMP Targets	
Revenue	50.0 billion yen
Operating profit	5.0 billion yen
Operating margin	10%
CAGR	15.0%
ROE	20%

ACTUAL FY2025 Actual	
Revenue	24.1 billion yen
Operating profit	2.8 billion yen
Operating margin	11.7%
CAGR*1	18.8%
ROE	14.9%

\*1: CAGR between FY2021 and FY2025

FORECAST FY2026 Forecast	
Revenue	29.2 billion yen
Operating profit	3.0 billion yen
Operating margin	10.3%
CAGR*2	19.1%
ROE	14.0%

\*2: CAGR between FY2022 and FY2026



\* Medium-term Management Plan "Change and Growth 2030" (announced in December 2025)

# FY2026–FY2027: Upfront Investment Phase

- FY2026–FY2027: Positioned as the period for foundation building with priority given to growth investment; develop a system for the recovery of utilization ratio and the monetization of the DX business.
- Aim to move to the phase of profit growth by increasing contract unit prices and improving profitability from FY2028 onward.

## PHASE 1 FY26–FY27 Investment & Build

### Phase of investment and foundation building for growth

- Fundamentally reinforcing our sales structure for the core businesses
- Investing to optimize utilization ratio and retention rate
- Building a foundation for the growth of the construction DX and craftsmen recruitment agency businesses
- Expanding our business portfolio into growth areas

Upfront costs

## PHASE 2 FY28–FY30 Harvest & Profit Growth

### Phase of outcome harvesting and profitability enhancement

- Moving to the phase of profit growth from FY2028 onward
- Increasing contract unit prices and improving profit margin through construction DX synergies
- Aiming to achieve an ROE of over 20% on a consistent basis

Revenue harvesting

ROE improvement

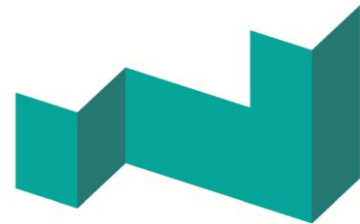
**Focus on enhancing corporate value over the medium- to long-term**



Nareru Group Official X Account

X @narerugroup

This is the official PR & IR account of Nareru Group Inc.  
We provide company information focusing on the latest news and IR-related updates.



# Nareru Group

プロ人材に、なれる。成長社会に、なれる。

## MISSION

**We will solve the increasingly serious shortage of professional human resources and make Japan a “problem-solving advanced country.”**



ATJC

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