Key Financial Data																										※1 ←Non-consolidated	Consolidated→
Unit : million yen	※2															※3			※4								※5
	FYE June 2000	FYE June 2001	FYE June 2002	FYE June 2003	FYE June 2004	FYE June 2005	FYE June 2006	FYE June 2007	FYE June 2008	FYE June 2009	FYE June 2010	FYE June 2011	FYE June 2012	FYE June 2013	FYE June 2014	FYE June 2015	FYE June 2016	FYE June 2017	FYE June 2018	FYE June 2019	FYE June 2020	FYE June 2021	FYE June 2022	FYE June 2023	FYE June 2024	FYE June 2025
Operating Results:																										
Net Sales	10,160	10,604	9,065	8,819	8,877	9,473	10,323	11,213	11,322	10,390	9,730	8,346	8,198	8,776	10,648	11,003	10,947	11,852	11,500	11,966	13,432	13,631	14,748	16,580	17,942	20,137
Operating Profit	755	545	209	302	374	550	749	1,088	1,242	726	507	282	655	549	963	885	1,007	990	1,100	1,241	1,855	1,718	1,976	2,189	2,372	3,073
Ordinary Profit	563	421	100	206	274	462	676	1,022	1,169	621	437	204	590	485	911	836	943	905	1,077	1,246	1,797	1,764	1,947	2,101	2,534	3,046
Profit Attributable to Owners of Parent	241	139	−215	21	82	7	360	612	531	264	−215	133	46	278	394	468	671	615	860	682	1,204	1,330	1,359	1,613	1,949	2,048
Orders Received	10,002	9,291	9,059	8,994	9,187	10,032	11,294	11,207	11,443	9,442	8,844	8,716	8,664	9,467	10,429	11,653	11,512	11,892	11,699	12,823	13,581	14,050	15,360	16,905	18,561	20,880
Orders Backlog	3,677	2,365	2,359	2,535	2,845	3,404	4,375	4,369	4,490	3,543	2,656	3,027	3,493	4,183	3,965	4,615	5,180	5,221	5,420	6,277	6,427	6,846	6,871	7,196	7,815	8,587
Financial Position:																										
Asset	11,612	11,114	10,473	10,478	10,324	10,352	10,367	10,535	10,170	10,016	11,639	10,787	9,396	9,807	9,143	9,953	10,460	10,482	12,257	12,998	14,932	15,548	17,221	18,307	20,729	22,067
Current Assets	4,225	4,071	3,359	3,401	3,568	3,351	3,414	3,611	3,194	3,261	4,814	3,679	2,594	2,771	2,567	3,338	3,532	3,177	4,429	4,195	5,824	6,069	6,759	6,954	8,370	9,444
Non-Current Assets	7,386	7,043	7,114	7,077	6,756	7,001	6,952	6,923	6,976	6,754	6,824	7,107	6,802	7,035	6,575	6,614	6,927	7,305	7,828	8,803	9,108	9,478	10,462	11,353	12,359	12,623
Liabilities	8,217	7,641	7,289	7,359	7,162	7,297	6,958	6,720	6,019	5,876	7,861	7,004	5,615	6,127	6,386	6,797	7,321	6,819	7,566	7,572	8,667	8,392	9,191	9,006	10,199	11,898
Current Liabilities	3,139	3,457	3,427	3,419	3,294	3,670	3,812	4,271	3,957	4,057	5,634	4,871	3,515	4,127	4,566	4,848	3,713	3,763	3,571	3,636	4,483	3,951	5,434	5,697	5,802	6,833
Non-Current Liabilities	5,078	4,183	3,861	3,940	3,867	3,626	3,146	2,448	2,061	1,819	2,226	2,132	2,100	1,999	1,819	1,948	3,607	3,056	3,995	3,935	4,184	4,440	3,756	3,308	4,397	5,065
Net Assets	3,394	3,473	3,184	3,119	3,162	3,055	3,408	3,814	4,151	4,139	3,778	3,783	3,780	3,680	2,756	3,156	3,139	3,662	4,690	5,426	6,264	7,156	8,030	9,301	10,529	10,168
Net Interest-Bearing Debt (million yen)	5,858	5,746	5,471	5,183	4,379	4,192	3,579	2,780	2,838	2,893	2,126	2,565	2,659	2,129	2,161	1,676	2,548	1,729	1,229	1,036	667	445	−448	−791	−550	−677
Equity Ratio (%)	29.2	31.2	30.4	29.8	30.6	29.5	32.9	36.2	40.8	41.3	32.5	35.1	40.2	37.5	30.2	31.7	30.0	34.9	38.3	41.7	42.0	46.0	46.6	50.8	50.8	45.7
Cash Flow:																										
CF from Operating Activities	51	490	379	663	926	621	898	1,168	521	129	1,188	177	162	1,356	1,180	700	315	1,359	598	1,633	1,419	1,469	2,105	1,797	1,538	3,320
CF from Investing Activities	−157	−15	−344	−299	−63	−320	−259	−191	−356	55	−266	−470	−161	−451	68	−200	−570	−515	−530	−1,453	−731	−683	−700	−865	−1,087	−2,273
CF from Financing Activities	−1,286	−656	−376	−161	−684	−581	−556	−1,155	−238	−47	1,036	−349	−1,033	−1,076	−1,365	−448	326	−819	580	111	−25	−680	−964	−1,092	−107	57
Cash and Cash Equivalents	725	543	202	405	583	303	386	207	133	271	2,228	1,584	551	380	264	316	385	411	1,059	1,351	2,014	2,120	2,560	2,399	2,743	4,242
Key Financial and Operating Indicators:																										
Operating Income Ratio (%)	7.4	5.2	2.3	3.4	4.2	5.8	7.3	9.7	11.0	7.0	5.2	3.4	8.0	6.3	9.0	8.0	9.2	8.4	9.6	10.4	13.8	12.6	13.4	13.2	13.2	15.3
Return on Asset・ROA (%)	4.6	3.7	0.9	2.0	2.6	4.5	6.5	9.8	11.3	6.2	4.0	1.8	5.8	5.1	9.6	8.8	9.2	8.6	9.5	9.9	12.9	11.6	11.9	11.8	13.0	14.7
Return on Equity・ROE (%)	9.5	4.1	−6.5	0.7	2.6	0.2	11.2	17.0	13.4	6.4	−5.4	3.5	1.2	7.5	12.3	15.9	21.3	18.1	20.6	13.5	20.6	19.8	17.9	18.6	19.7	21.2
Book-Value per Share (yen)	555.98	568.81	521.53	521.08	528.29	515.04	564.24	635.07	696.74	705.24	646.27	654.97	657.04	667.48	633.95	702.51	727.14	818.79	976.01	1,071.90	1,214.66	1,379.10	1,528.60	1,762.85	1,967.89	955.85
Earnings per Share (yen)	43.16	22.83	−35.25	3.52	13.83	1.28	60.06	101.69	88.95	44.64	−36.77	22.99	8.01	49.57	75.12	106.23	149.01	140.38	187.78	138.04	233.45	257.73	258.54	307.31	364.29	192.98
Price Earnings Ratio・PER (times)	42.9	51.7	−	122.2	37.2	563.3	22.7	16.9	8.6	14.5	−	37.8	82.6	21.2	13.8	14.3	13.0	15.0	11.6	15.9	11.3	11.0	9.9	11.1	11.3	12.8
Stock Information:																										
Total number of outstanding Shares (share)	6,106,000	6,106,000	6,106,000	6,106,000	6,106,000	6,106,000	6,106,000	6,106,000	6,106,000	6,106,000	6,106,000	6,106,000	6,106,000	6,106,000	6,106,000	6,106,000	6,106,000	6,106,000	6,106,000	5,500,000	5,500,000	5,500,000	5,500,000	5,500,000	5,500,000	11,000,000
Dividend Per Share (yen) ※6	5.00	5.00	2.50	5.00	5.00	5.00	9.00	15.00	15.00	9.00	7.50	5.00	7.00	10.00	17.50	20.00	27.50	30.00	40.00	45.00	60.00	60.00	60.00	70.00	80.00	90.00
Consolidated Payout Ratio (%)	25.3	43.8	−	284.1	72.3	781.3	30.0	29.5	33.7	40.3	−	43.5	174.9	40.3	46.6	37.7	36.9	42.7	42.6	65.2	51.4	46.6	46.4	45.6	43.9	46.6
Dividends on Equity Ratio・DOE (%)	1.8	1.8	1.0	1.9	1.9	1.9	3.2	4.7	4.3	2.6	2.3	1.5	2.1	3.0	5.5	5.7	7.6	7.3	8.2	8.4	9.9	8.7	7.9	7.9	8.1	9.4
Staff Members and Others:																										
Number of Staff Members	543	529	535	536	503	487	516	524	545	559	563	563	551	542	548	565	564	565	578	590	601	607	621	642	644	733
Total Added Value (Operating Profit+Personnel Expenses+Welfare Expenses)	5,138	4,877	4,313	4,276	4,578	4,699	5,023	5,587	5,910	5,244	5,110	4,784	4,971	5,262	6,015	6,272	6,594	6,685	6,849	7,426	8,388	8,254	8,720	9,740	10,452	12,088
Total Added Value Per Member	9.46	9.22	8.06	7.98	9.10	9.65	9.73	10.66	10.84	9.38	9.07	8.50	9.02	9.71	10.98	11.10	11.69	11.83	11.85	12.59	13.96	13.60	14.04	15.17	16.23	16.49
Average Annual Salary (10 thousand yen)	633	653	621	583	632	664	684	696	677	641	625	606	584	653	712	715	754	698	866	821	866	860	876	986	1,031	951
Segment Information:																										
Engineering Consulting																										
Orders Received	2,245	2,430	2,084	1,752	2,170	2,544	2,684	3,513	3,974	3,632	3,373	3,516	3,794	4,132	4,286	5,070	9,255	9,434	9,045	9,884	10,352	10,254	10,315	10,772	11,674	12,752
Net Sales	2,683	2,778	1,869	1,701	2,132	2,457	2,349	3,662	3,878	4,026	3,633	3,159	3,677	3,821	4,460	4,877	8,780	9,419	8,916	9,046	10,241	9,937	10,141	10,714	11,419	11,969
Gross Profit	785	827	456	503	644	685	781	1,250	1,327	1,360	1,253	1,022	1,615	1,864	2,294	2,223	4,579	4,617	4,846	5,374	6,076	5,730	5,893	6,273	6,846	7,281
Gross Margin (%)	29.3	29.8	24.4	29.6	30.2	27.9	33.3	34.1	34.2	33.8	34.5	32.4	43.9	48.8	51.4	45.6	52.2	49.0	54.4	59.4	59.3	57.7	58.1	58.5	60.0	60.8
Orders Backlog	1,127	779	993	1,045	1,084	1,171	1,505	1,698	1,795	1,401	1,142	1,499	1,616	1,927	1,753	1,946	4,212	4,227	4,357	5,195	5,306	5,624	5,212	5,269	5,524	6,306
(System Solutions)																										
Orders Received	5,956	4,851	5,012	4,969	4,734	5,221	6,013	5,336	5,002	3,666	3,404	3,156	2,866	3,053	4,051	4,296										
Net Sales	5,750	5,772	5,216	5,002	4,439	4,723	5,468	5,117	5,037	4,171	4,035	3,147	2,737	3,026	4,058	3,890										
Gross Profit	2,048	1,915	1,834	1,765	1,390	1,500	1,865	1,585	1,766	1,427	1,263	988	1,121	1,400	1,531	1,761										
Gross Margin (%)	35.6	33.2	35.1	35.3	31.3	31.8	34.1	31.0	35.1	34.2	31.3	31.4	41.0	46.3	37.7	45.3										
Orders Backlog	2,341	1,419	1,216	1,182	1,477	1,976	2,520	2,397	2,362	1,857	1,226	1,235	1,365	1,392	1,386	1,792										
Product Service																										
Orders Received	1,800	2,010	1,962	2,272	2,282	2,266	2,596	2,357	2,465	2,144	2,065	2,043	2,004	2,280	2,091	2,285	2,257	2,458	2,653	2,939	3,228	3,796	5,044	6,132	6,887	7,575
Net Sales	1,726	2,053	1,978	2,115	2,305	2,293	2,505	2,433	2,406	2,192	2,061	2,039	1,784	1,929	2,128	2,234	2,166	2,433	2,583	2,919	3,190	3,694	4,607	5,866	6,522	7,597
Gross Profit	849	1,026	863	654	885	843	922	858	1,056	951	921	969	635	724	843	989	798	885	820	1,083	1,284	1,501	1,829	2,259	2,475	3,047
Gross Margin (%)	49.2	50.0	43.7	30.9	38.4	36.8	36.8	35.3	43.9	43.4	44.7	47.6	35.6	37.5	39.6	44.3	36.9	36.4	31.8	37.1	40.2	40.7	39.7	38.5	37.9	40.1
Orders Backlog	209	166	149	307	284	257	348	273	332	284	288	292	512	863	826	877	968	993	1,063	1,082	1,120	1,222	1,659	1,926	2,291	2,225
Other																										
Orders Received																										553
Net Sales																										570
Gross Profit																										185
Gross Margin (%)																										32.5
Orders Backlog																										55

※1 From FYE June 2000 to FYE June 2024, figures for KOZO KEIKAKU ENGINEERING Inc., which became a wholly-owned subsidiary on July 1, 2024, are listed.

※2 From FYE June 2007, upstream consulting services (requirements definition, basic study, and research prototyping), which were previously classified under "Software Development," were reclassified into "Engineering Consulting." Concurrently, "Software Development" and "Package Software" were renamed "System Solutions" and "Products Service," respectively.

※3 From FYE June 2016, the "Engineering Consulting" and "System Solutions" segments were integrated into the "Engineering Consulting" segment.

※4 Cancellation of 606,000 treasury shares was carried out on August 27, 2018.

※5 A 1-for-2 stock split was conducted on March 1, 2025, with February 28, 2025, as the record date.

※6 The Company implemented a 1-for-2 stock split with a record date of February 28, 2025. As a result, per share information for the fiscal year ended June 2024 and prior periods has been retrospectively adjusted to reflect the effects of the stock split.

Segment Review
(Consolidated Year-to-date)

※1 ←Non-consolidated　Consolidated→

Unit：million yen

	FYE June 2016				FYE June 2017				FYE June 2018				FYE June 2019				FYE June 2020				FYE June 2021				FYE June 2022				FYE June 2023				FYE June 2024				FYE June 2025			FYE June 2026
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	3Q
Operating Results：																																								
Net Sales	1,794	3,672	7,375	10,947	2,113	3,985	7,705	11,852	1,850	3,706	7,460	11,500	1,748	4,610	8,049	11,966	2,546	4,554	8,410	13,432	1,909	4,974	8,843	13,631	2,382	5,552	9,974	14,748	2,781	6,617	11,340	16,580	3,056	7,090	12,413	17,942	3,583	8,319	14,271	20,137	4,197	9,678	16,453
Operating Profit	−274	−499	480	1,007	−348	−764	197	990	−427	−755	94	1,100	−375	−165	298	1,241	55	−301	527	1,855	−318	−72	729	1,718	−417	−414	328	1,976	−417	−198	684	2,189	−466	−348	902	2,372	−358	136	1,450	3,073	−115	599	2,127
Ordinary Profit	−287	−529	434	943	−363	−813	125	905	−436	−770	77	1,077	−354	−156	306	1,246	31	−327	473	1,797	−333	−14	773	1,764	−392	−393	326	1,947	−489	−257	607	2,101	−303	−153	1,075	2,534	−374	111	1,417	3,046	−124	584	2,110
Profit Attributable to Owners of Parent	−186	−286	329	671	−259	−575	81	615	−325	−566	17	860	−250	−264	31	682	17	−249	301	1,204	−284	2	552	1,330	−237	−263	221	1,359	−343	−186	415	1,613	−230	−132	717	1,949	−287	3	871	2,048	−132	329	1,364
Orders Received	2,643	5,778	8,587	11,512	2,604	5,743	8,704	11,892	2,243	5,090	8,136	11,699	2,730	6,019	9,123	12,823	3,841	6,812	10,054	13,581	3,136	6,318	9,630	14,050	3,661	7,387	10,843	15,360	4,057	8,024	12,323	16,905	4,308	8,927	13,204	18,561	4,956	9,720	15,144	20,880	5,777	11,033	16,976
Orders Backlog	5,464	6,721	5,826	5,180	5,671	6,939	6,179	5,221	5,814	6,605	5,897	5,420	6,402	6,829	6,494	6,277	7,572	8,535	7,921	6,427	7,653	7,771	7,214	6,846	7,539	8,096	7,129	6,871	8,147	8,278	7,854	7,196	8,448	9,033	7,987	7,815	9,268	9,398	8,866	8,587	10,144	9,942	9,110
Segment Information：																																								
Engineering Consulting																																								
Orders Received	2,244	4,932	7,077	9,255	2,096	4,759	6,954	9,434	1,794	4,104	6,314	9,045	2,171	4,845	7,096	9,884	3,105	5,414	7,688	10,352	2,417	4,784	6,933	10,254	2,680	5,270	7,328	10,315	2,813	5,564	8,029	10,772	2,873	5,851	8,279	11,674	3,215	6,264	9,358	12,752	3,784	7,005	10,295
Net Sales	1,322	2,712	5,788	8,780	1,526	2,844	5,880	9,419	1,093	2,498	5,600	8,916	1,126	3,259	5,889	9,046	1,854	3,090	6,065	10,241	1,144	3,278	6,082	9,937	1,447	3,470	6,639	10,141	1,520	3,968	7,165	10,714	1,578	3,987	7,693	11,419	1,756	4,528	8,248	11,969	2,074	5,289	9,544
Gross Profit	548	1,258	3,021	4,579	507	1,124	2,844	4,617	494	1,194	2,910	4,846	556	1,943	3,422	5,374	1,122	1,854	3,692	6,076	649	1,873	3,562	5,730	570	1,483	3,254	5,893	582	1,862	3,712	6,273	558	1,732	4,138	6,846	646	2,208	4,559	7,281	802	2,534	5,102
Gross Margin(%)	41.5	46.4	52.2	52.2	33.2	39.5	48.4	49.0	45.2	47.8	52.0	54.4	49.4	59.6	58.1	59.4	60.5	60.0	60.9	59.3	56.8	57.2	58.6	57.7	39.4	42.7	49.0	58.1	38.3	46.9	51.8	58.5	35.4	43.5	53.8	60.0	36.8	48.8	55.3	60.8	38.7	47.9	53.5
Orders Backlog	4,660	5,958	5,027	4,212	4,782	6,128	5,287	4,227	4,928	5,833	4,941	4,357	5,401	5,943	5,563	5,195	6,446	7,518	6,818	5,306	6,579	6,813	6,158	5,624	6,270	6,838	5,726	5,212	6,505	6,807	6,075	5,269	6,564	7,134	5,855	5,524	6,983	7,260	6,633	6,306	7,992	8,022	7,056
Product Service																																								
Orders Received	399	845	1,509	2,257	507	984	1,749	2,458	449	986	1,822	2,653	559	1,173	2,026	2,939	735	1,398	2,365	3,228	719	1,534	2,697	3,796	981	2,117	3,515	5,044	1,243	2,460	4,294	6,132	1,435	3,076	4,925	6,887	1,599	3,310	5,506	7,575	1,838	3,731	6,272
Net Sales	472	959	1,587	2,166	586	1,141	1,825	2,433	556	1,207	1,859	2,583	622	1,350	2,159	2,919	691	1,464	2,345	3,190	765	1,696	2,761	3,694	935	2,082	3,335	4,607	1,261	2,649	4,174	5,866	1,477	3,103	4,720	6,522	1,751	3,587	5,561	7,597	1,989	4,125	6,490
Gross Profit	165	329	700	587	798	234	425	691	885	164	382	592	820	233	490	808	1,083	248	546	930	1,284	306	714	1,183	1,501	357	805	1,322	1,829	465	943	1,573	2,259	587	1,208	1,795	2,475	700	1,447	2,248	3,047	823	1,712	2,660
Gross Margin(%)	35.0	34.4	37.0	36.9	40.0	37.3	37.9	36.4	29.5	31.7	31.9	31.8	37.4	36.3	37.4	37.1	35.9	37.3	39.7	40.2	40.0	42.1	42.9	40.7	38.2	38.7	39.7	39.7	36.9	35.6	37.7	38.5	39.8	39.0	38.0	37.9	40.0	40.3	40.4	40.1	41.4	41.5	41.0
Orders Backlog	803	763	799	968	888	811	891	993	886	771	956	1,063	1,000	886	930	1,082	1,126	1,017	1,103	1,120	1,074	958	1,056	1,222	1,268	1,257	1,403	1,659	1,641	1,470	1,779	1,926	1,884	1,899	2,131	2,291	2,139	1,993	2,203	2,225	2,062	1,830	2,009
Other																																								
Orders Received																																					141	145	280	553	154	296	408
Net Sales																																					75	203	461	570	132	263	418
Gross Profit																																					23	54	167	185	46	67	117
Gross Margin(%)																																					30.8	26.9	36.4	32.5	35.0	25.6	28.1
Orders Backlog																																					145	145	28	55	89	88	44

※1 From FYE June 2000 to FYE June 2024, figures for KOZO KEIKAKU ENGINEERING Inc., which became a wholly-owned subsidiary on July 1, 2024, are listed.