

23rd Ordinary General Meeting of Shareholders Q&A

Date and time: Thursday, December 18, 2025 13:00-14:30
Speaker: Takayuki Funahashi, Representative Director, President and CEO;
Shigeo Fujimoto Director, Executive Officer;
Yoshiko Niwamoto Outside Director; and
Toshihiro Oritate Outside Auditor.

These are the main questions and answers at the General Meeting of Shareholders. The content has been partially added and revised to make it easier for readers to understand.

Responses were provided by Funahashi, Representative Director, President and CEO;
Fujimoto, Director, Executive Officer and CFO;
Yoshiko Niwamoto, Outside Director; and
Toshihiro Oritate, Outside Auditor.

Question 1: Could each of the seven candidates for director please share a brief statement of their aspirations?
Answer 1: The seven candidates for director each shared their respective aspirations..

Question 2: Among sustainability issues, human rights are particularly important. Would the Company consider addressing the abduction issue?
Answer 2: (Funahashi) We recognize the abduction issue as a serious and significant human rights concern. Taking profitability into account as well, we would like to consider how we may address this issue going forward.

Question 3: I would like the Company to continue holding the General Meeting of Shareholders in the afternoon. In addition, could you accept questions in advance from online participants? Also, would it be possible to disclose the Q&A from earnings briefings in a more timely manner, and to publish briefing videos on an IR channel rather than limiting access?
Answer 3: (Funahashi) We appreciate these suggestions and will consider them going forward.

Question 4: What is your view on the Company's current share price?
Respond 4: (Funahashi) We believe that the current share price is undervalued relative to the Company's growth potential. We understand the view that, with the rise of generative AI, knowledge-based education may be replaced by AI. However, we believe that experiential educational services such as On-Site training and Open Seminars cannot be substituted by AI. Since our founding, we have been a digital-oriented company and have continuously developed services and content that align with the times. This year's improvement in earnings was also supported by strong sales of training programs focused on practical applications of generative AI, reflecting market trends. We will continue to steadily expand our business performance and investments in order to meet the expectations of our investors. At the same time, we aim to encourage long-term shareholding through stable and attractive dividends.

Question 5: We would like to see further enhancement of the FAQ. While quantitative information is well disclosed, could you also include qualitative information such as the President's growth strategy and latest initiatives?
Answer 5: (Funahashi) We will work to enhance this content going forward.

Question 6: Could you please elaborate on the specific overseas work experience of Ms. Niwamoto and Mr. Oritate?

Respond 6: (Oritate) In the Indonesian equity market, Japan Securities Finance invested in and established a securities finance company. I contributed to improving market liquidity and fostering individual investors.

(Niwamoto) I have experience in human resource management at a comprehensive electronics company in Japan. My work primarily involved local talent management in Southeast Asia. In addition, I have served extensively as an organizer and chairman of international academic conferences.

Question 7: Would you consider raising the Company flag and the national flag? Additionally, depending on the AI used, is there a risk of information leakage outside the Company? How is security managed?

Answer 7: (Funahashi) We will consider the suggestion regarding raising the Company and national flags. With respect to AI usage, we have established mechanisms to ensure that internal information is not leaked externally. All outputs generated by AI are subject to final review by employees.

Question 8: Next year will mark the 10th anniversary of the Company's listing, and the following year will be the 25th anniversary of its founding. Could you share your aspirations for the future?

Answer 8: (Funahashi) To date, we have grown our business primarily through educational services. Going forward, in addition to education, we aim to expand our consulting services. Consulting services provide added value that generative AI cannot replicate, by combining knowledge with insight and experience. We aim to objectively assess businesses, address social issues, and become a functional part of social transformation. We will continue to challenge high-leverage fields with innovative approaches.

Question 9: What do you consider to be an appropriate share price?

Answer 9: (Fujimoto) From the perspective of fair disclosure, we must refrain from providing specific figures. Any information that could constitute insider information is disclosed promptly in accordance with regulations.

Question 10: Why is the Company entering the AI development field at this time? Given the rapid evolution of AI, is there a risk that developed products may quickly become obsolete?

Answer 10: (Funahashi) If we do not engage in development now, there is a risk that we will remain solely on the user side indefinitely. In addition, our AI initiatives incorporate our proprietary educational know-how into AI-based offerings. Regarding AI-OJT, we utilize a combination of multiple AI technologies and embed our unique case study development expertise, which we believe creates a high barrier to entry. While AI is highly useful, many organizations lack the necessary data to effectively utilize it. Therefore, we provide consulting services starting from database development. We are pursuing business development strategies that remain competitive even in the age of AI.

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