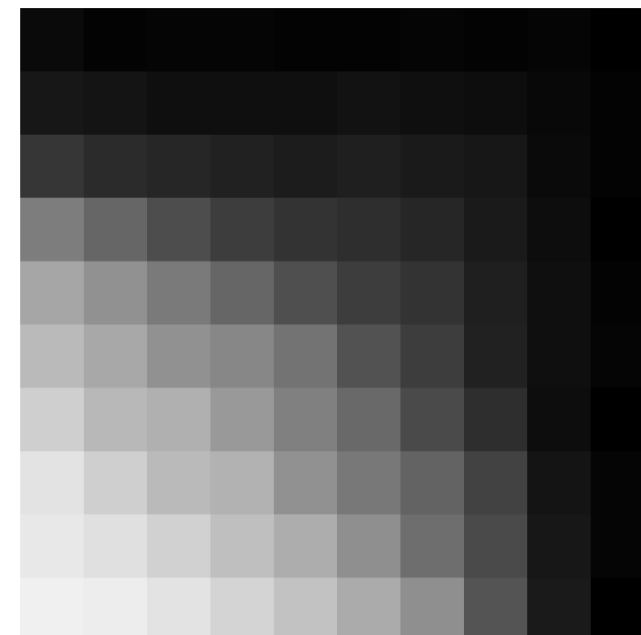


3836 TSE Prime

Avant Group Corporation

Financial Results Briefing
for the Fiscal Year June 2025

August 5, 2025



This is an unofficial translation. In the event of any discrepancy between the original Japanese text and this English translation, the Japanese text shall prevail.

Financial Highlights for the Fiscal Year 2025

Net Sales

¥28,227m

(YoY+15.6%)

15th consecutive
year increase

The core outsourcing business continued to deliver strong growth, offsetting the impact of project cancellation in the DX business due to customer circumstances, resulting in solid company-wide growth of over 15%

Operating Profit

¥4,604m

(YoY+ 12.3%)

10th consecutive
year increase

Achieved profit growth as the effect of increased sales exceeded the increase in expenses due to growth investments. Despite the impact of the project cancellation in the DX Promotion Business, overall growth remained strong

Net Profit

¥3,434m

(YoY+20.5%)

Achieved growth of
over 20%

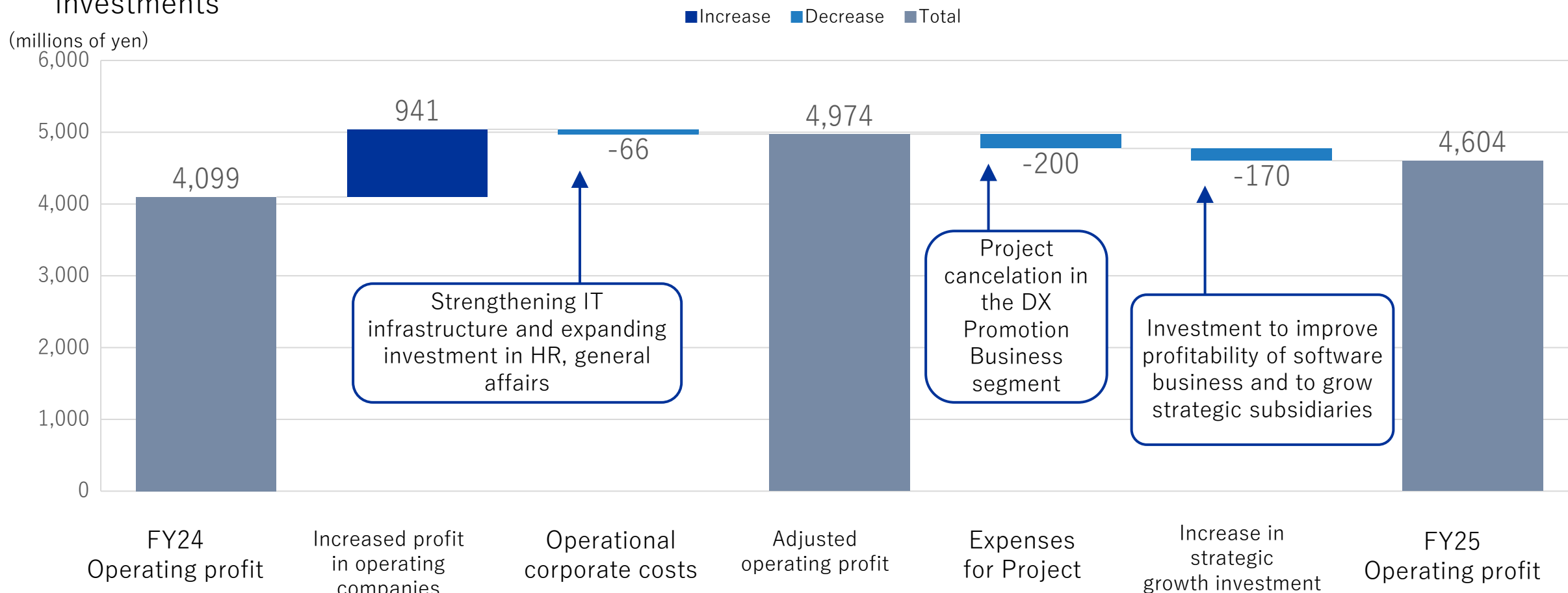
Achieved a net profit increase of over 20%, driven by growth in operating profit and gains on sales of investment securities

▼Forecasts for the year ending 30 June 2026

- For the fiscal year ending June 2026, the company aims to achieve **net sales of ¥33,300 million, operating profit of ¥5,100 million**, maintaining a steady grow trajectory
- The year-end dividend is expected to be **¥32 per share** with the aim of achieving the target of a dividend on equity of 8% within the period of the medium-term management plan, pursuing further enhancement of corporate value

FY25 Operating Profit vs Previous Year

- Adjusted operating profit* increased by 21.3%, reaching the guidance of ¥4.9 billion. Although reported operating profit rose by only 12.3% due to the temporary impact of a project cancellation in the DX Promotion Business and the execution of strategic growth investments. However, we strengthened our business foundation to establish a competitive advantage over the medium to long term through strategic growth investments



【Response to Issues Arising in FY25】 Strengthening the Project Management Framework for the DX Promotion Business

- Leveraging lessons learned from the project cancellation incident to strengthen the quality management framework

Identification and analysis of issues

Background and Recognition of issues

- A project under a contracted development model was canceled due to misalignment in the understanding of customer requirements
- The financial impact of the cancellation, approximately ¥200 million, was fully recognized in FY25 Q3

Analysis of issues

- A key challenge is establishing a training and development framework for project managers (PMs) and project leaders (PLs) in line with the pace of business expansion.
- There is a need to enhance the scalability of the project management framework.

Approach to resolution

Expansion of PMO Functions and Strengthening of Project Support (Implemented)

- Establishment of Human Resource Development Framework: Introduced a structured skill development program for project managers (PMs), project leaders (PLs), and team members
- Development of Project Support Structure: Established a PMO-led support system to enhance project visibility and enable early issue resolution.

Advancement of Quality Assurance Framework (Implemented)

- Strengthening of Risk Assessment in the Proposal Phase: Introduced an executive review system for proposal content and execution plans for projects exceeding defined risk thresholds
- Standardization of Quality Management Processes: Clarified key checkpoints and established a continuous monitoring system

Expected effects

Improving Customer Satisfaction:

- Deliverables provided with stable and reliable quality

Expansion of Project Management Capabilities:

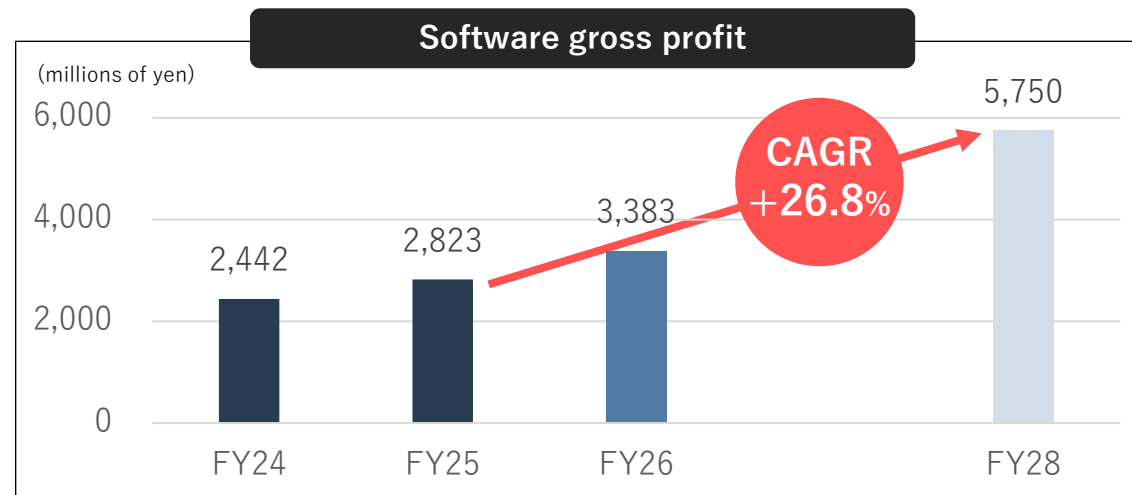
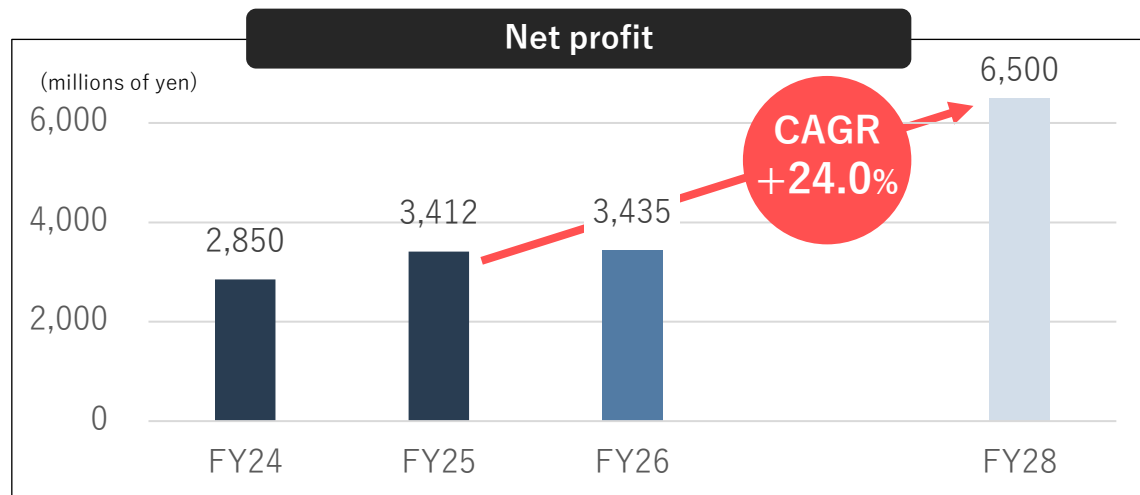
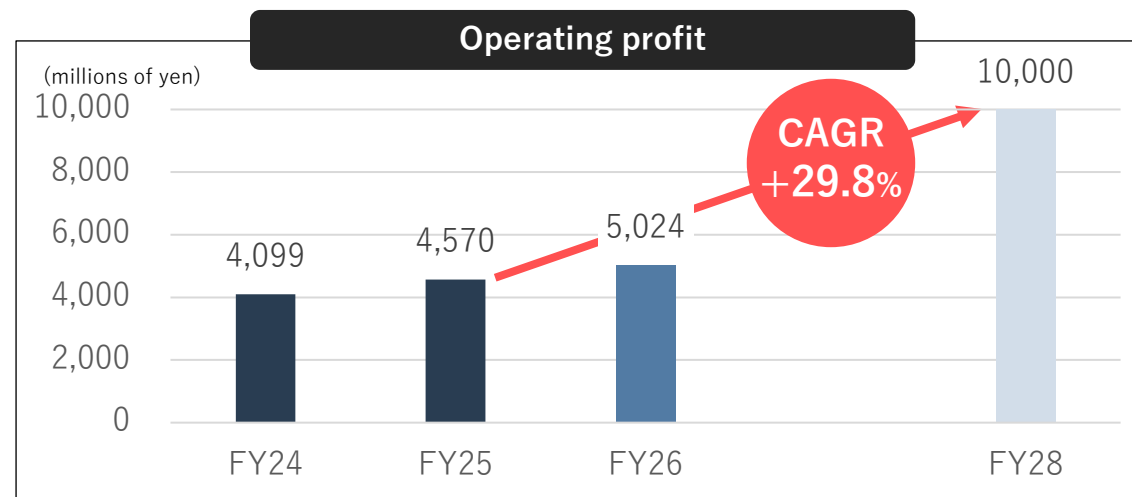
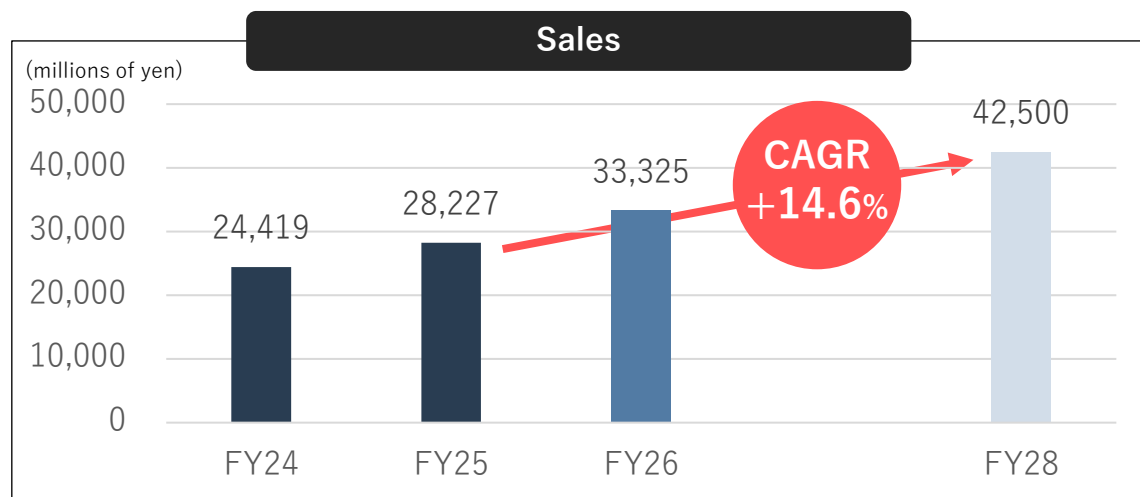
- Building a scalable project management framework

Sustainable Growth:

- Achieving business expansion in line with the medium-term management plan.

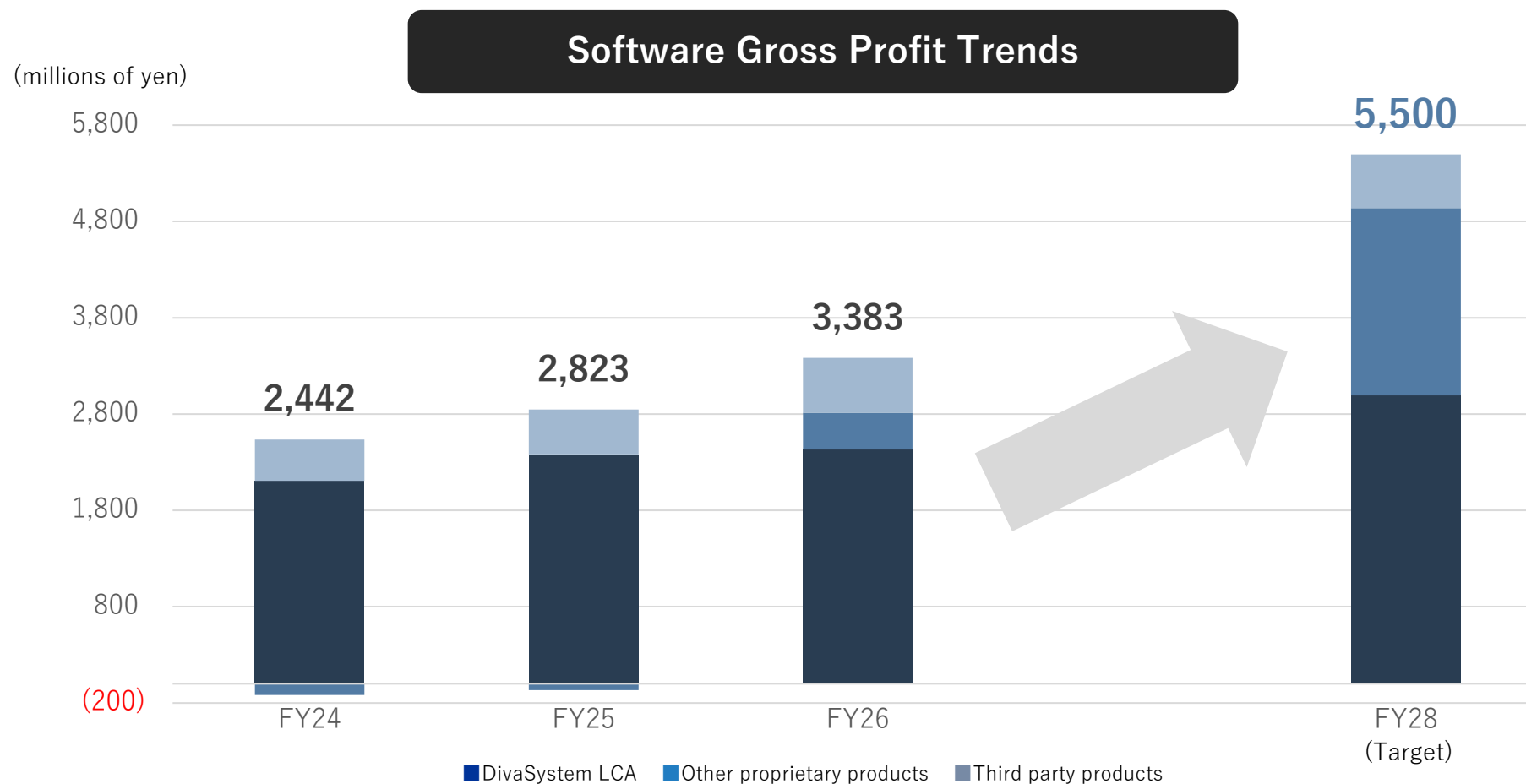
Key Indicators

- To achieve the profit targets of BE GLOBAL2028 (= BG28), we are prioritizing the expansion of gross profit in the software business -a key strategic focus area- and steadily driving margin improvement



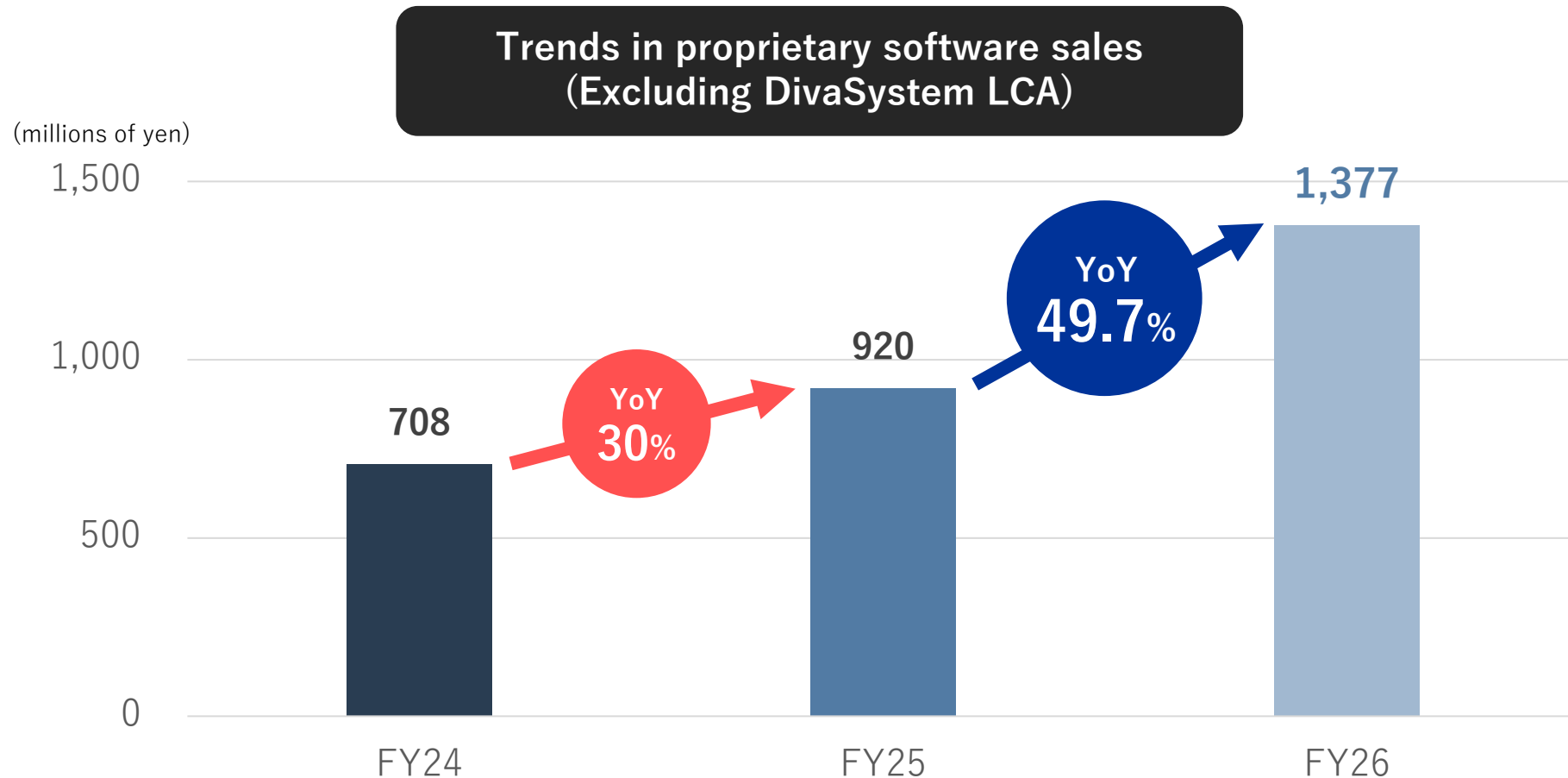
Progress in Software Gross Profit

- In addition to the stable growth of DivaSystem LCA, our founding product in consolidated accounting, we are steadily driving progress toward our targets through the proactive market expansion of our broader proprietary product portfolio



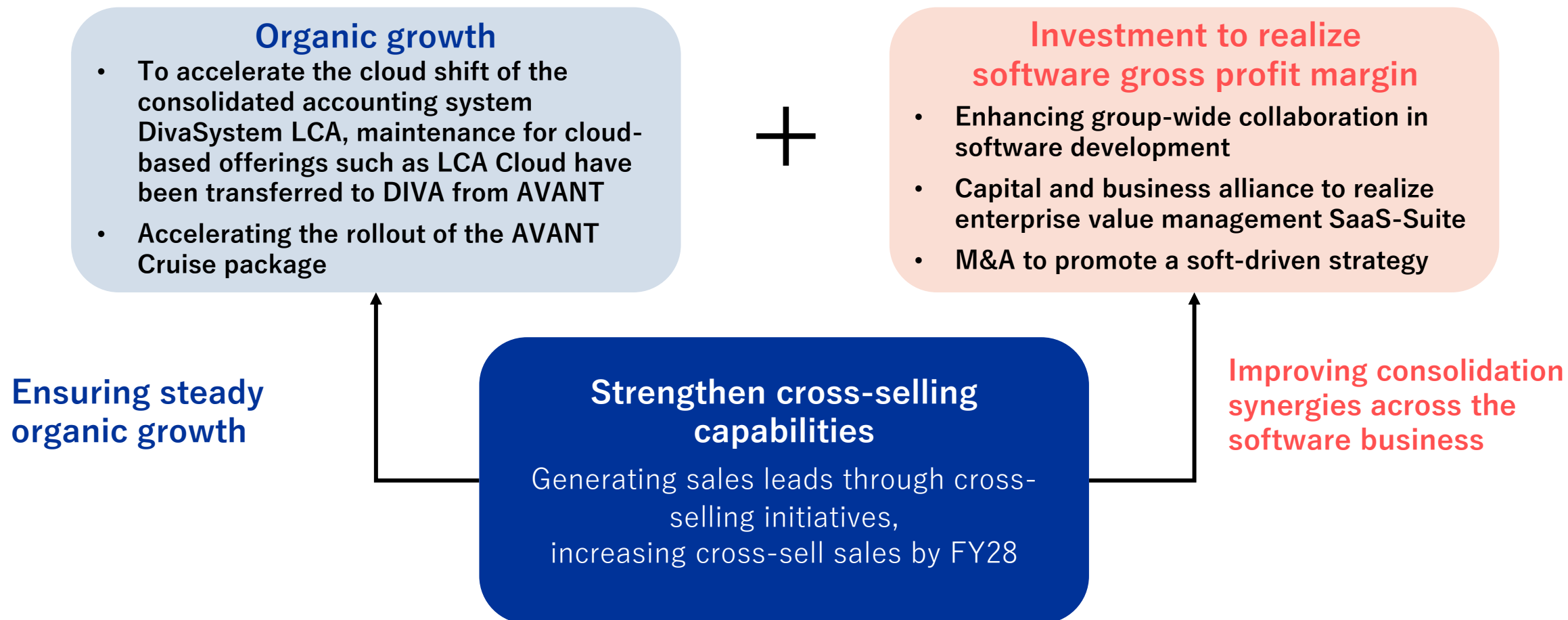
Progress of Sales of Proprietary SW Other than the Consolidated Accounting System DivaSystem LCA

- Proprietary software products are gaining traction as a new revenue pillar beyond DivaSystem LCA, and we are committed to further scaling their growth trajectory



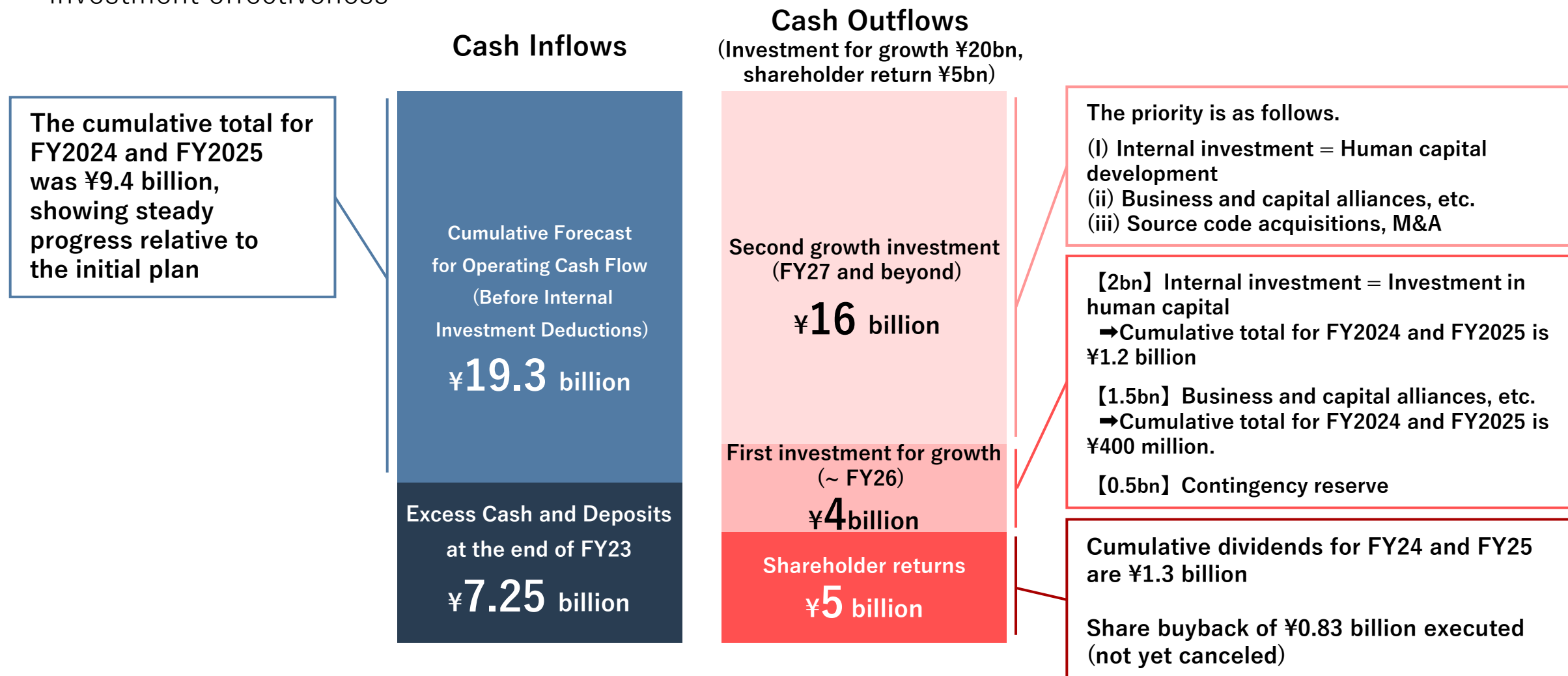
| Growth Strategy Toward Achieving BG28

- To drive the expansion of software gross profit, we aim to realize BG28 through an integrated strategy that combines organic growth, strategic investments to secure software gross margin, and enhanced cross-selling initiatives



| Update of Capital Allocation Plan

- We plan to execute the first round of growth investments at ¥4.0 billion following a thorough review. The remaining ¥1.0 billion will be allocated to a second round of investment, with the aim of maximizing overall investment effectiveness



| INDEX

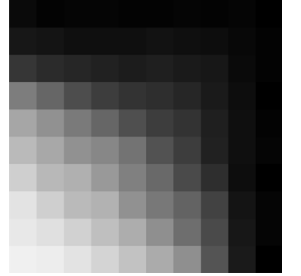
I . Summary of Financial Results for the Fiscal Year June 2025

II . Earnings and Dividend Forecast

III . Update of 'BE GLOBAL 2028'

* Figures in this presentation are rounded down to the unit of display.

The information contained in this material regarding the business outlook and other forecasts and strategies etc. are forward-looking statements and are determined within the range that could normally be predicted based on the information reasonably available to the Company at the time of preparation of this material. Investors should be aware of the risks, however, that actual results may differ from the business prospects described in the material due to the occurrence of extraordinary circumstances that cannot usually be predicted or the occurrence of results that cannot usually be predicted. The Company will proactively disclose information that is considered material to investors, but investors should be advised not to make judgment based entirely on only the business prospects described in this material. This material should not be copied or transferred for any purpose without permission of the Company.



I. Summary of Financial Results for the Fiscal Year June 2025

Highlights of the Results

- Net sales increased by 15.6% year over year to ¥28,227 million, driven by sales growth across all three business segments: the Consolidated Disclosure Business, the DX Promotion Business, and the Management Solutions Business
- Operating profit increased 12.3% year-o-year to 4,604 million yen, despite higher personnel and IT expenses in line with business expansion, increasing outsourced processing costs to respond to increased orders, increased investment aimed at future growth —particularly in the software business—, the effect of an improved profit margin led by the growth of the software business, and a rebound from the low profit level of the Management Solutions Business in the 1Q of the previous fiscal year contributed the growth

(Millions of yen)	FY6/25 Q4	YoY Variance		FY6/25 YTD	YoY Variance		vs Forecast	
		Yr earlier	% chg		Yr earlier	% chg	Forecast	% Achieve
Net Sales	7,289	6,613	10.2%	28,227	24,419	15.6%	21,800	29.5%
Cost of Sales	4,019	3,514	14.4%	15,649	13,491	16.0%	—	—
Gross Profit	3,270	3,099	5.5%	12,578	10,928	15.1%	—	—
GPM	44.9%	46.9%	-2.0pt	44.6%	44.8%	-0.2pt	—	—
SG&A	2,291	2,075	10.4%	7,974	6,829	16.8%	—	—
Operating Profit	978	1,023	-4.4%	4,604	4,099	12.3%	3,100	48.5%
OPM	13.4%	15.5%	-2.1pt	16.3%	16.8%	-0.5pt	14.2%	2.1pt
Net Profit	1164	876	32.8%	3,434	2,850	20.5%	2,030	69.2%
NPM	16.0%	13.3%	2.7pt	12.2%	11.7%	0.5pt	9.3%	2.9pt
EBITDA	1,113	1,171	-4.9%	5,110	4,642	10.1%	—	—
EBITDA margin	15.3%	17.7%	▲2.4pt	18.1%	19.0%	-0.9pt	—	—

Group Cost Structure

- Recruitment and personnel costs increased due to active recruitment activities
- Investment needs to maintain and strengthen competitiveness through "sophistication of corporate management and corporate activities using data and digital technology," which is becoming a medium- to long-term trend among Japanese companies, remain strong. Outsourcing costs increased to meet this demand
- IT expenses also increased due to increase in headcount and introduction of cloud computing (for customers and internal environment)
- Strategic expenses aimed at securing future growth—particularly those focused on strengthening the software business—also increased

(Millions of yen)	FY6/25 Q4	YoY Variance		FY6/25 YTD	YoY Variance	
		Yr earlier	% chg		Yr earlier	% chg
Net Sales	7,289	6,613	10.2%	28,227	24,419	15.6%
Personnel expenses	3,530	3,141	12.4%	13,238	11,657	13.6%
Recruitment expenses	164	150	9.1%	631	489	29.0%
Outsourcing expenses	1,213	1,038	16.9%	4,842	4,004	20.9%
IT expenses	394	376	4.8%	1,543	1,321	16.8%
Office expenses	271	255	6.1%	985	883	11.6%
Other expenses	736	626	17.6%	2,384	1,966	21.3%
Total expenses	6,310	5,589	12.9%	23,623	20,320	16.3%
Operating Profit	978	1,023	▲4.4%	4,604	4,099	12.3%
OPM	13.4%	15.5%	▲2.1pt	16.3%	16.8%	▲0.5pt

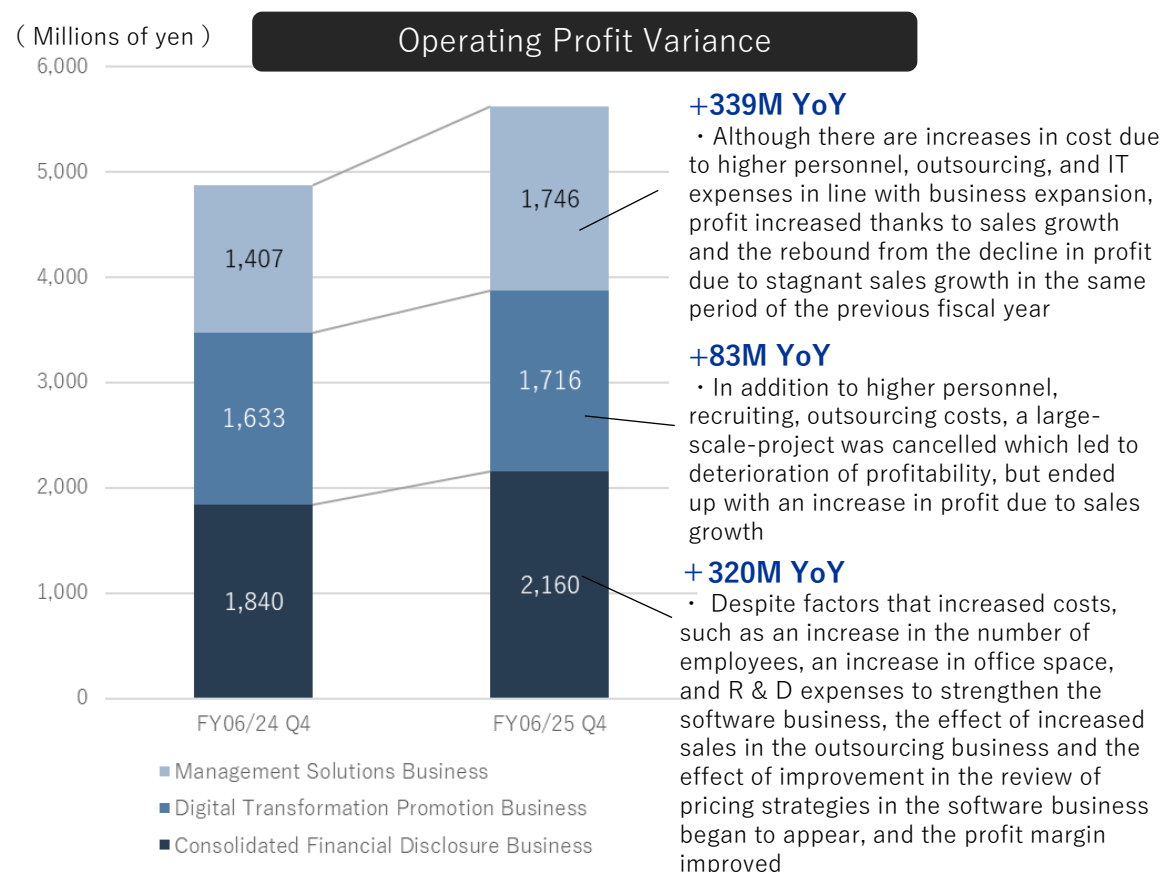
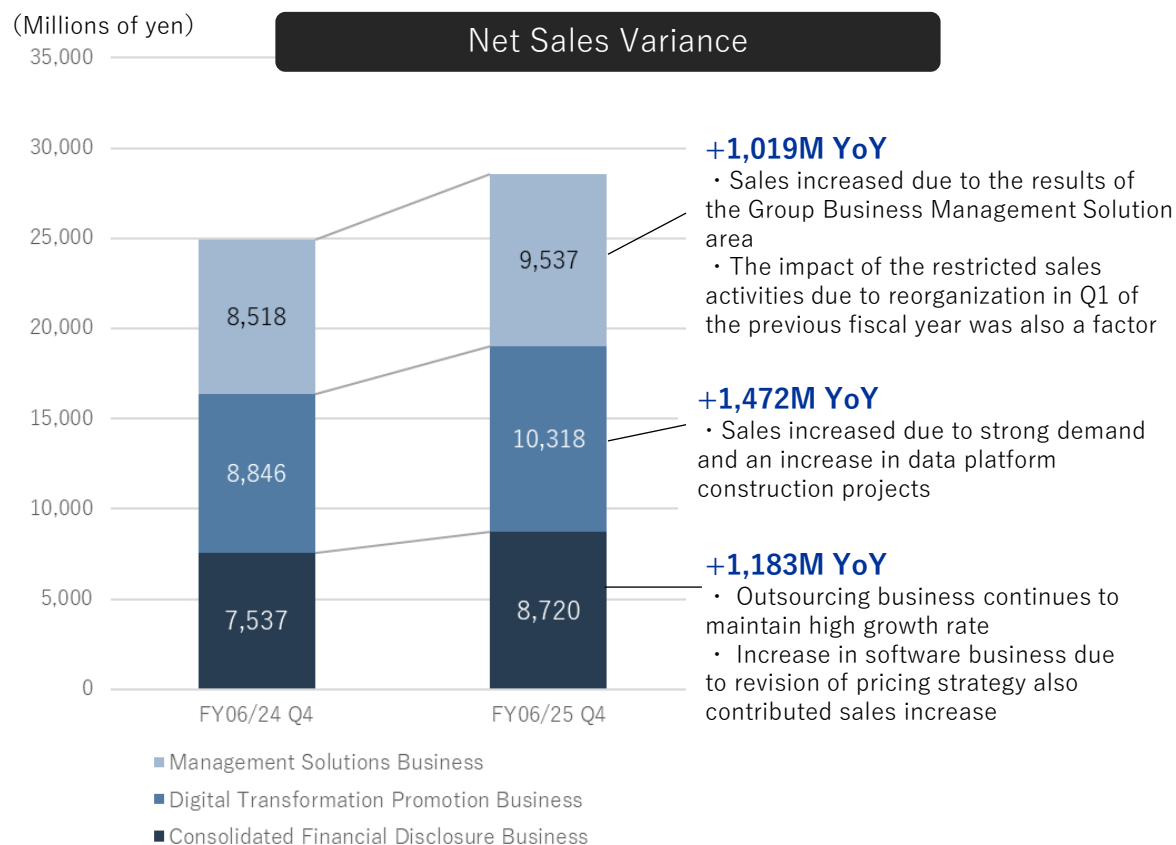
Results by Business Segment

- Sales increased in all segments, continuing the trend from 1Q the current period
- Although all segments experienced an increase in the number of personnel and labor costs, as well as other growth-related expenses associated with business expansion, cumulative profit for the full fiscal year ended June 31, 2025 increased year on year.

	(Millions of yen)	FY6/25 Q4	YoY Variance		FY6/25 YTD	YoY Variance	
			Yr earlier	% chg		Yr earlier	% chg
Consolidated Financial Disclosure Business	Net Sales	2,271	2,025	12.1%	8,720	7,537	15.7%
	Operating Profit	384	403	▲4.8%	2,160	1,840	17.4%
	OPM	16.9%	19.9%	▲3.0pt	24.8%	24.4%	0.4pt
	Orders	2,540	2,871	▲11.5%	9,227	8,269	11.6%
	Order Backlog	5,187	4,681	10.8%	5,187	4,681	10.8%
Digital Transformation Promotion Business	Net Sales	2,589	2,206	17.3%	10,318	8,846	16.6%
	Operating Profit	403	333	21.1%	1,716	1,633	5.1%
	OPM	15.6%	15.1%	0.5pt	16.6%	18.5%	▲1.8pt
	Orders	2,902	2,745	5.7%	10,260	9,211	11.4%
	Order Backlog	2,012	2,069	▲2.8%	2,012	2,069	▲2.8%
Management Solutions Business	Net Sales	2,514	2,468	1.8%	9,537	8,518	12.0%
	Operating Profit	454	562	▲19.0%	1,746	1,407	24.1%
	OPM	18.1%	22.8%	▲4.7pt	18.3%	16.5%	1.8pt
	Orders	3,359	3,800	▲11.6%	9,708	9,410	3.2%
	Order Backlog	4,177	4,006	4.3%	4,177	4,006	4.3%

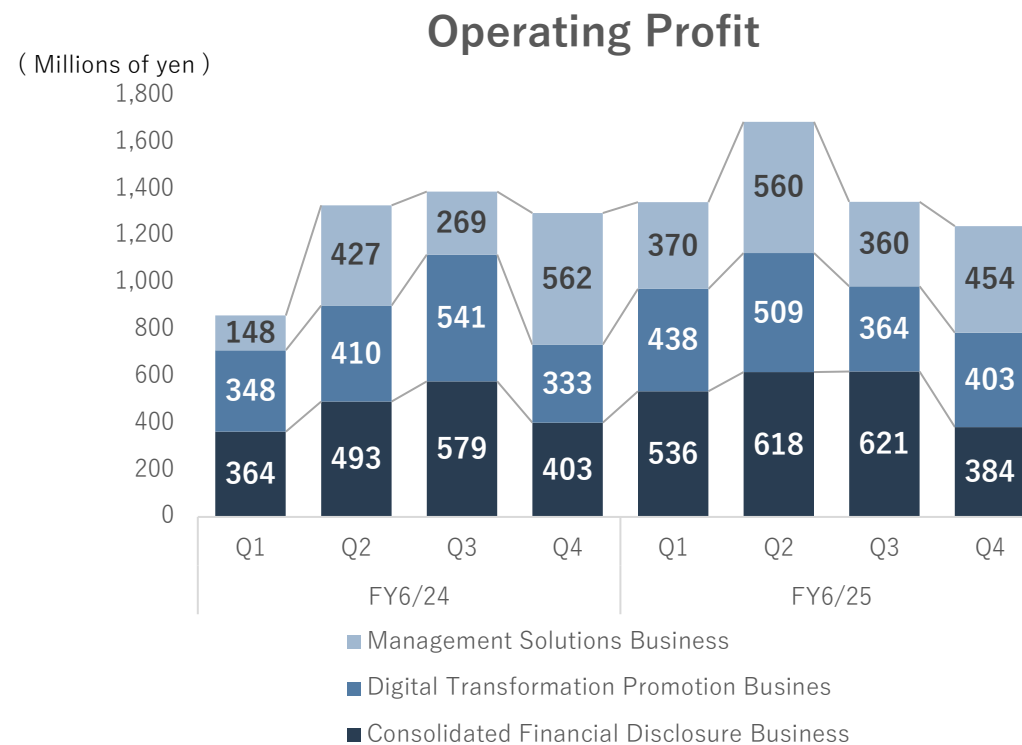
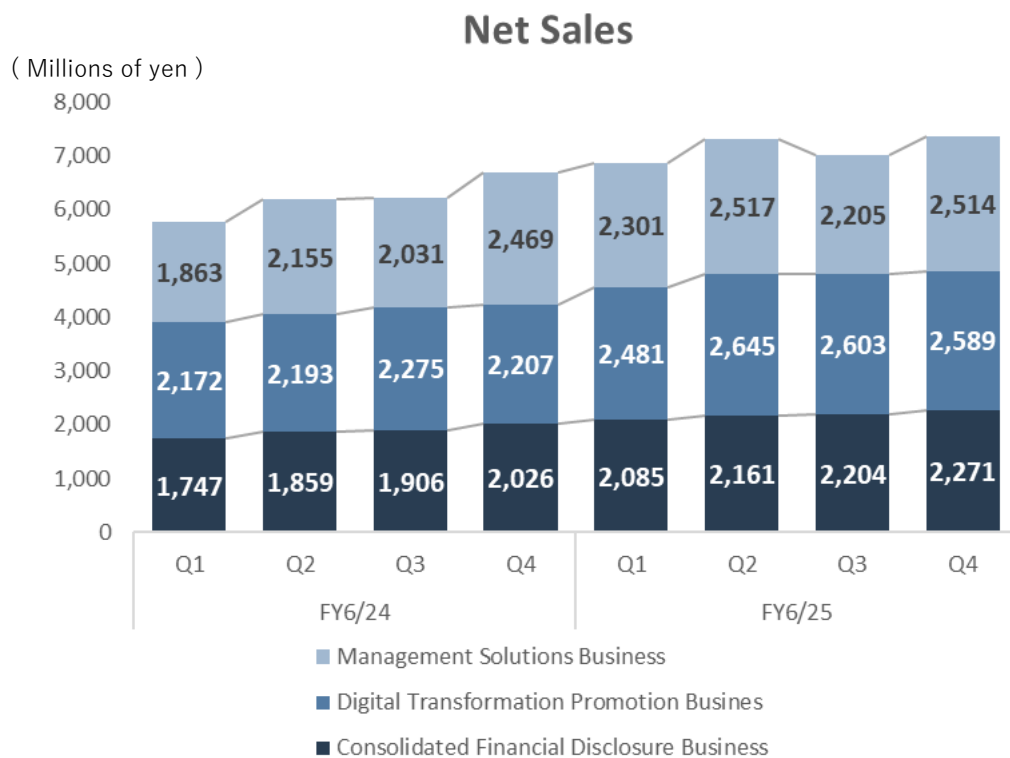
Results by Business Segment (Factors)

- Consolidated Financial Disclosure Business observed sales increase due to the continued strength of the outsourcing business, and profit also grew, supported in part by the positive impact of software price revisions
- While there was a cancellation of a large-scale project in DX Promotion Business in Q3, profit and revenue both increased, driven by ongoing strong demand for solutions that support data-driven decision-making in corporate management and business execution
- Management Solutions Business increased sales and profit as early results began to emerge in the area of group management solutions. While there were cost increases associated with growth investments, profit grew significantly—outpacing revenue growth—due to both the effect of higher revenue and a rebound from the previous year's profit decline caused by stagnant sales



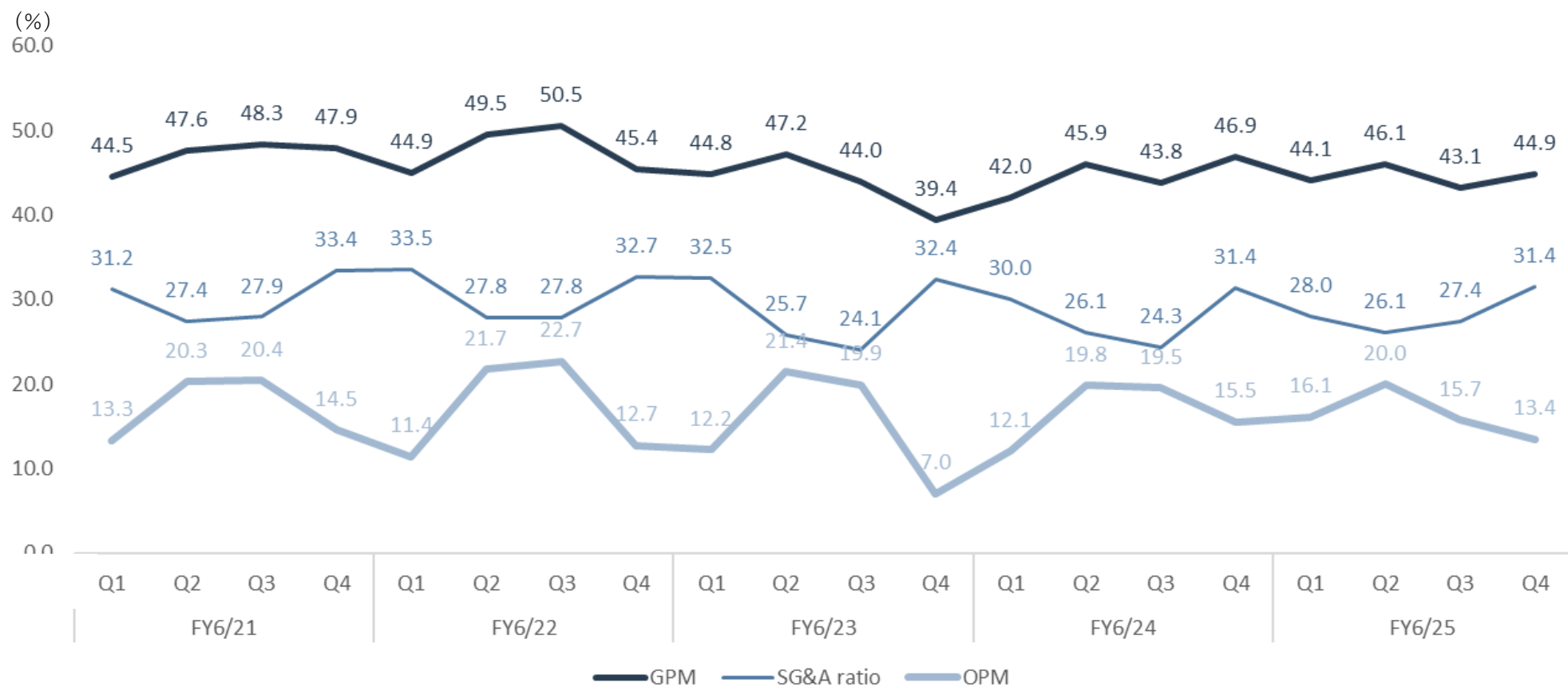
Quarterly Net Sales and Operating Profit by Segment

- Although there was a cancellation of a large-scale project in the DX business during Q3, recovery was achieved in Q4 through demand capture and growth across each segment
- As is typically the case, profitability tends to decline in Q4 due to performance-linked bonuses and the onboarding of new graduates, and this trend continued this year. In addition, increased strategic expenses for future growth also contributed to the lower profitability



Quarterly Margin Trends

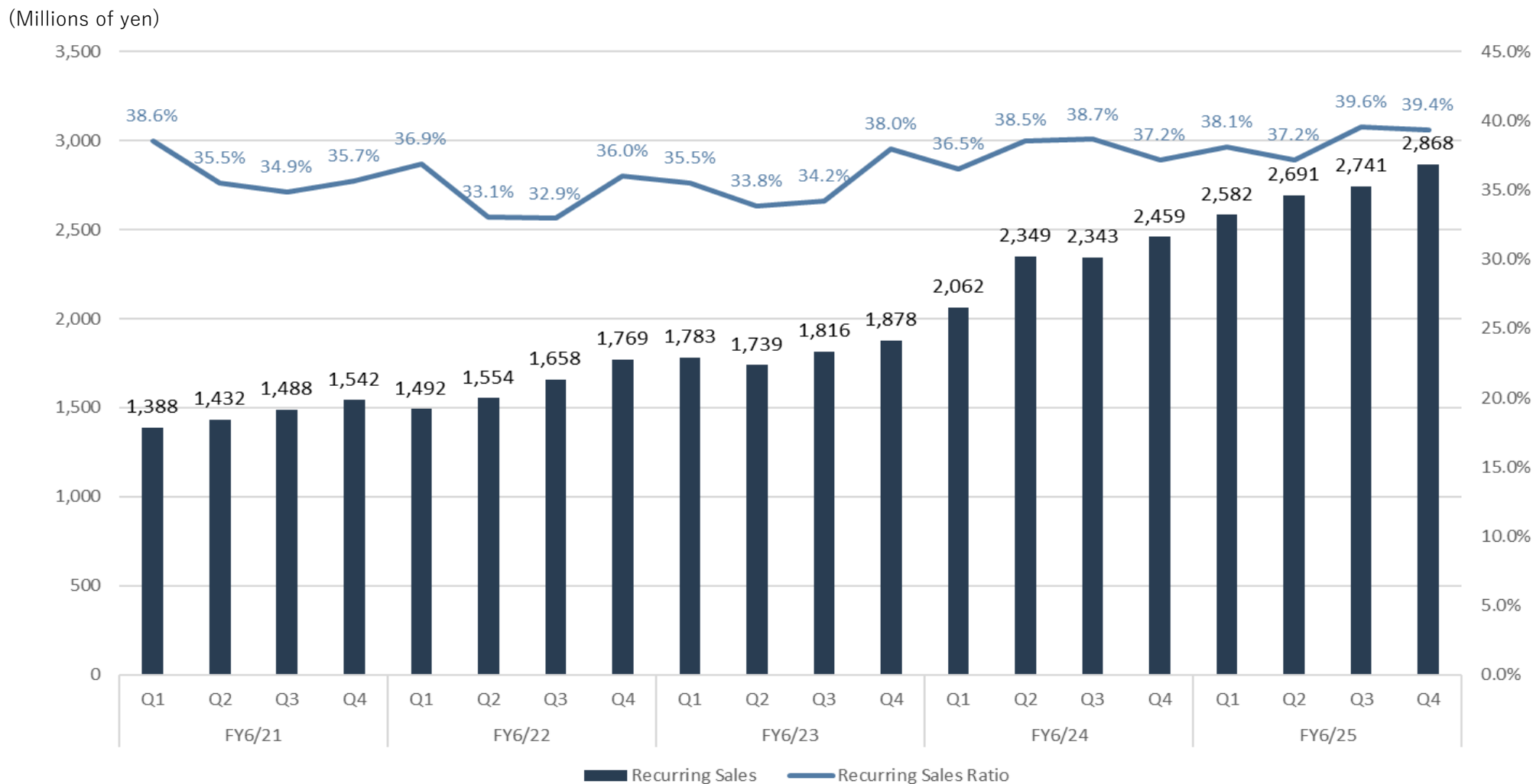
- While SG&A ratio increased due to higher recruitment and personnel costs, and operating profit margin declined in Q4 due to seasonal factors such as the onboarding of new graduates and performance-linked bonuses, gross profit margin—an indicator of core earning power—remained stable



Effective from the beginning of the first quarter of FY6/22, the "Accounting Standard for Revenue Recognition" (ASBJ Statement No. 29, March 31, 2020) and others have been applied.

Quarterly Recurring Sales and Recurring Sales Ratio

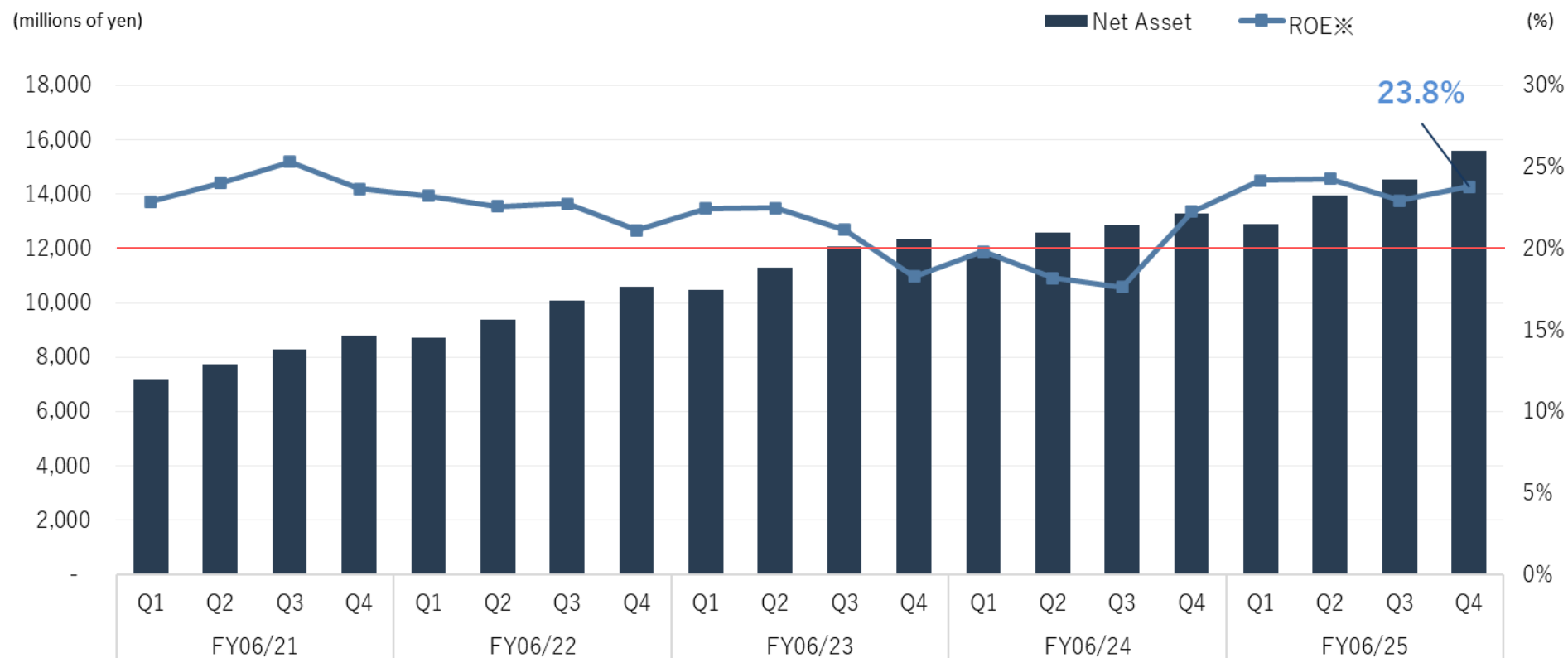
- While the recurring ratio remained largely unchanged in level, the absolute value of recurring sales remained steady



Effective from the beginning of the first quarter of FY6/22, the "Accounting Standard for Revenue Recognition" (ASBJ Statement No. 29, March 31, 2020) and others have been applied.

ROE Trends

- Net asset increased from 1Q the current period, but ROE remained high at over 20% throughout the fiscal year despite a temporary decline in profitability in 3Q the current period
- We will continue to aim to maintain an average of 20% or more by adhering to the Group's management principles and managing assets more efficiently while further enhancing profitability

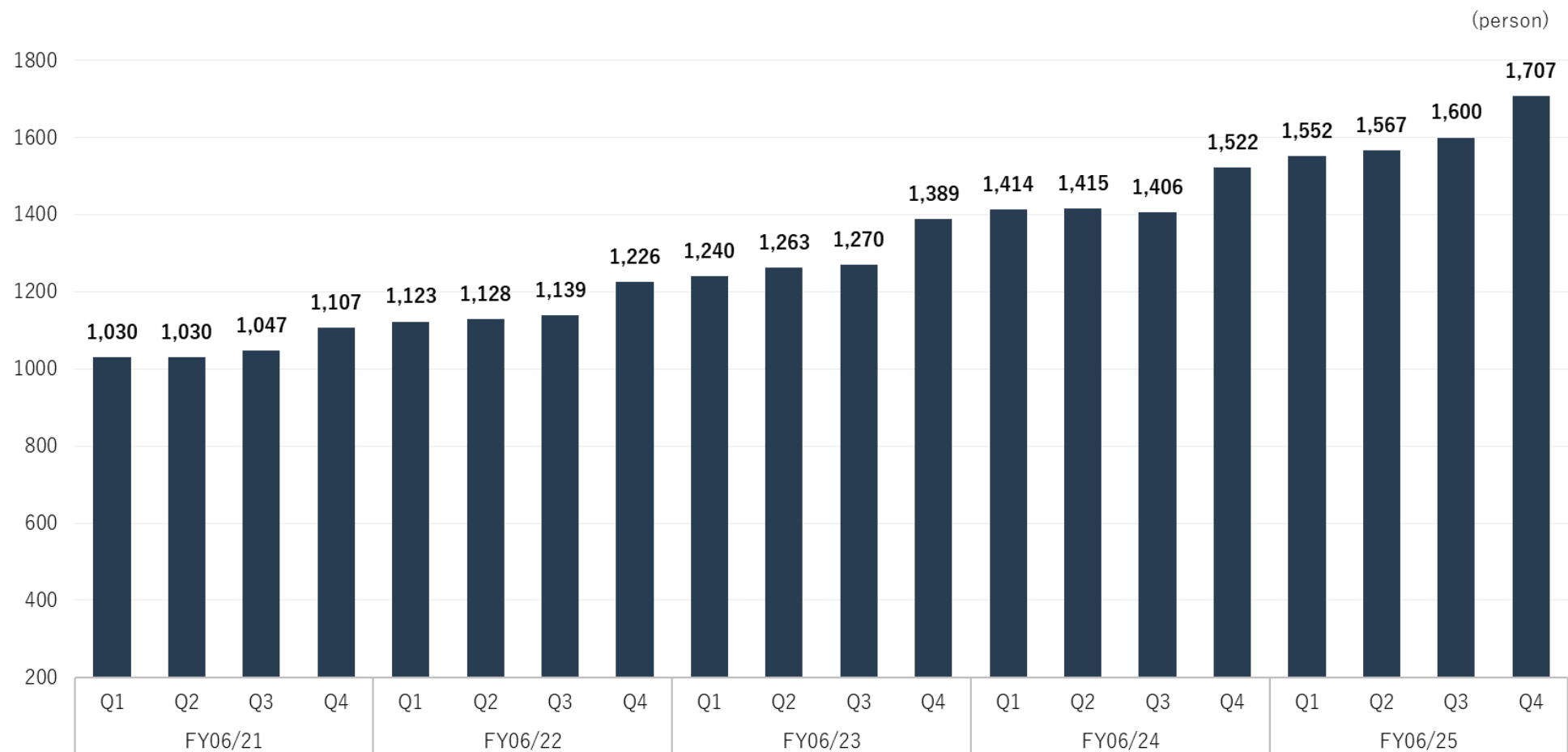


※Figures are calculated based on the past four quarters.

Effective from the beginning of the first quarter of FY6/22, the "Accounting Standard for Revenue Recognition" (ASBJ Statement No. 29, March 31, 2020) and others have been applied.

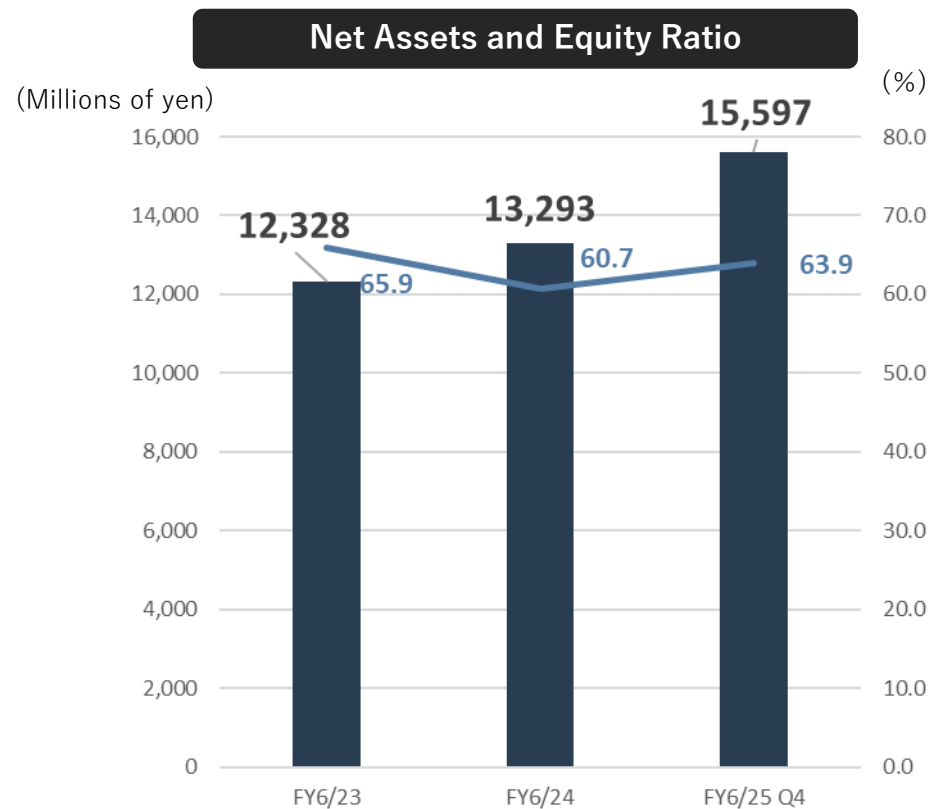
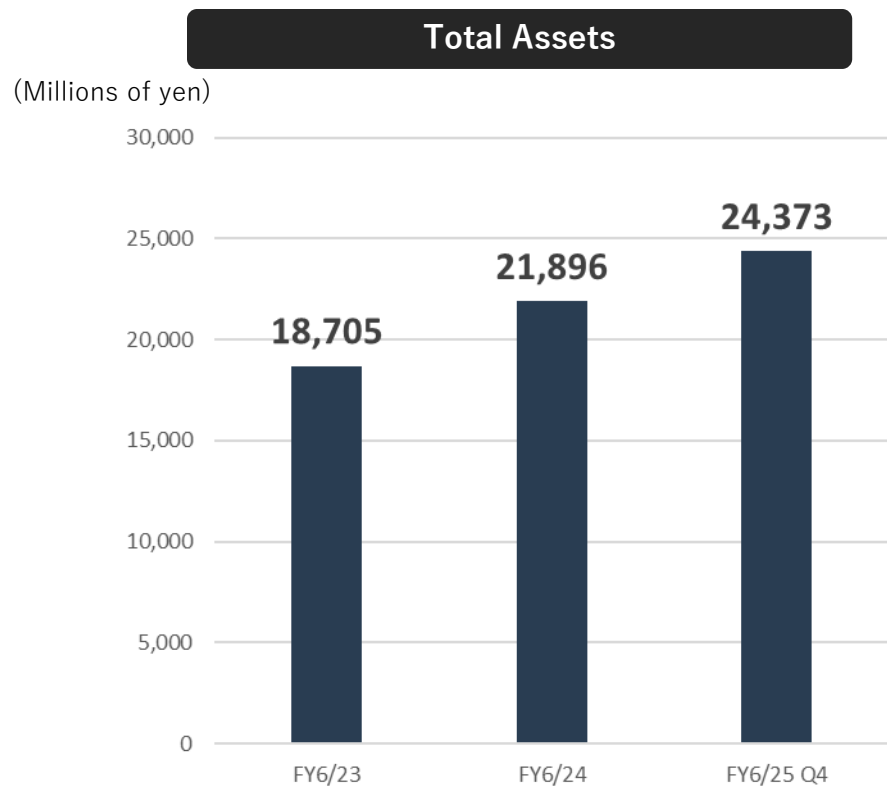
| Number of Group Employees

- The number of employees is on an upward trend to achieve sustainable growth.
New graduates hired increased, and the number of employees in the current period increased significantly in 4Q, rising 12% from the end of the fiscal year ended June 30, 2024 to 1,707



Trends of Financial Position

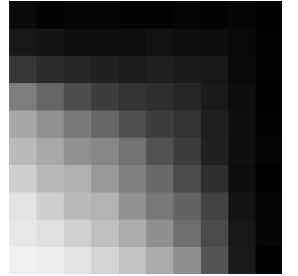
- Total assets increased by 2,476 million yen from the end of the previous fiscal year to 24,373 million yen. This was mainly due to a 3,718 million yen increase in cash and deposits, a decrease of ¥512 million in accounts receivable - other, a decrease of ¥527 million in deposits paid, and a decrease of ¥266 million in software, among other factors.
- Net assets increased by 2,304 million yen from the end of the previous fiscal year to 15,597 million yen due to profit attributable to owners of parent of ¥3,434 million and payment of ¥708 million in dividends of surplus, resulting in the Company's shareholders' equity ratio remains high at 63.9%



Trends of Cashflow

- Operating cash flow increased mainly due to profit before income taxes of 4,931 million yen, depreciation of ¥506 million, a decrease in trade receivables and contract assets of 211 million yen, an increase in contract liabilities of 421 million yen, refund in income taxes of 339 million yen, while it decreased mainly due to a decrease in accounts payable - other, and accrued expenses of 327 million yen, income taxes paid of 1,727 million yen
- The main uses of financing cash flow were purchase of investment securities of 242 million yen and payments of leasehold and guarantee deposits of 344 million yen, while main source was proceeds from sales and redemption of investment securities of 410 million yen
- The main uses of investing cash flow were purchase of treasury shares of ¥701 million and cash dividends paid of ¥708 million, and the main source was proceeds from sale of treasury shares ¥376 million

(Millions of yen)	FY6/25 Q4	YoY Variance		FY6/25 YTD	YoY Variance	
		Yr earlier	% chg		Yr earlier	% chg
Operating CF	2,642	2,420	222	4,469	3,680	789
Investment CF	87	△ 25	112	△ 201	△ 630	429
Free CF	2,729	2,394	335	4,268	3,049	1,218
Financial CF	19	△ 483	503	△ 1,036	△ 1,981	945



II . Earnings and Dividend Forecast

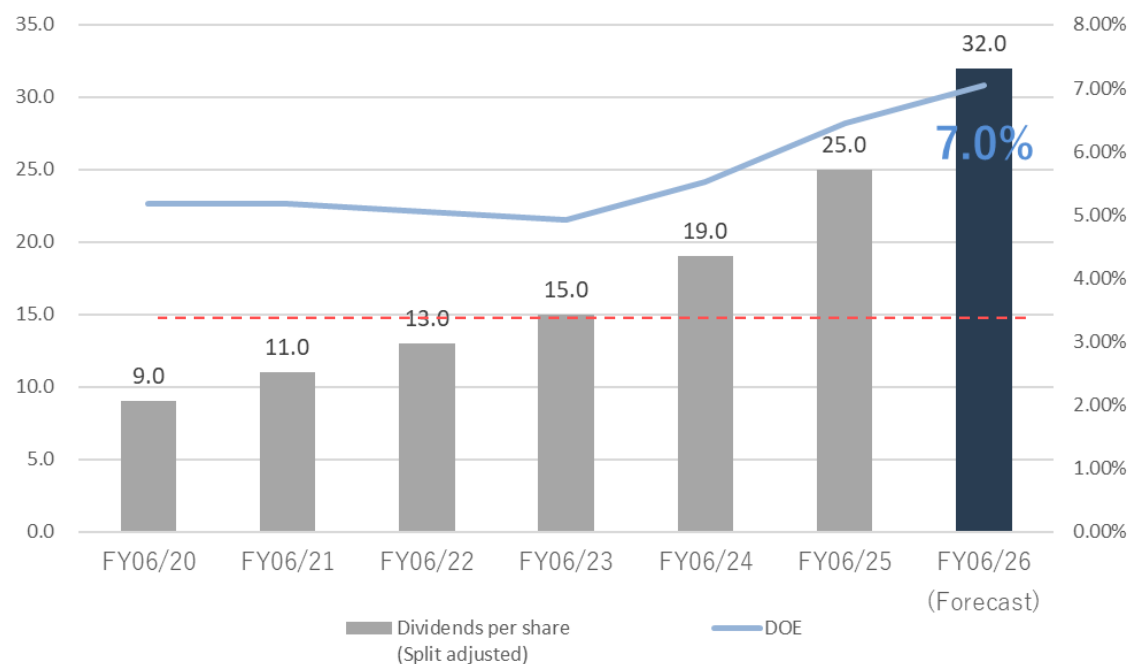
| Earnings Forecast for the Fiscal Year ending June 30, 2026

- For the fiscal year ending June 2026, sales are expected to increase by 18.0% year-on-year to 33,300 million yen
- Operating profit is expected to increase by 10.8% year-on-year to 5,100 million yen, and net profit is expected to increase by 1.9% year-on-year to 3,500 million yen

(Millions of yen)	FY6/25 (Actual)	FY6/26 (Forecast)	Variance	Chg
Net Sales	28,227	33,300	5,072	18.0%
Operating Profit	4,604	5,100	495	10.8%
OPM	16.3%	15.3%	-	-
Net Profit	3,434	3,500	65	1.9%

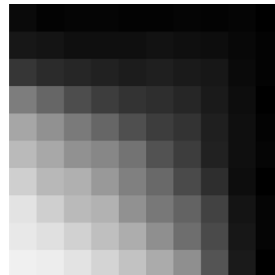
Shareholder Returns

- DOE for the fiscal year ending June 2025 was 6.3%, well above the TSE-listed company average (12 months) of 3.3%
- Dividend per share for the fiscal year ending June 2026 is expected to be 32 yen per share, in line with the company's policy of continuing to pay stable dividends. DOE level to be 7.0%



Our shareholder return policy

- Dividends are an important part of our shareholder return policy
- Avant Group aims to maintain if not grow the dividend by focusing on indicators such as dividend on equity (DOE) which is less impacted by fluctuations in annual earnings
- The Company's DOE will always exceed the average of all companies listed on the Tokyo Stock Exchange and will aim to achieve 8% within the period of the new medium-term management plan



III. Update on 'BE GLOBAL 2028'

Review of the Second Year of BE GLOBAL 2028 (BG28)

- Due to the good start of the first year of BG28, the plan for the second year of BG28 was set higher than the FY25 level in the initial plan of BG28, but some items did not meet the plan. On the other hand, software gross profit exceeded the plan, and business transformation is steadily progressing

	FY6/24	FY6/25			FY6/28 Plan
		Actual	Rate to BG28	YoY	
Net Sales	24,419M	28,227M	▲2.0%	+15.6%	40,000~45,000M
Operating Profit (OP)	4,099M	4,604M	▲6.0%	+12.3%	9,000~11,000M
OPM	16.8%	16.3%	▲0.7pts	▲0.5pts	20~24%
Net Profit	2,850M	3,434M	+2.5%	+20.5%	6,000~7,000M
OP / person	2.8M	2.8M	▲4.9%	+1.3%	3.9M
Software Gross Profit	2,442M	2,823M	+14.1%	+15.6%	5,500~6,000M
ROE	22.3%	23.8%	+1.4pts	+1.5pts	20% or more
DOE	5.5%	6.3%	▲0.1pts	+0.8pts	8.1% or more
Dividend	¥19	¥25	±0	+31.6%	¥51 or more

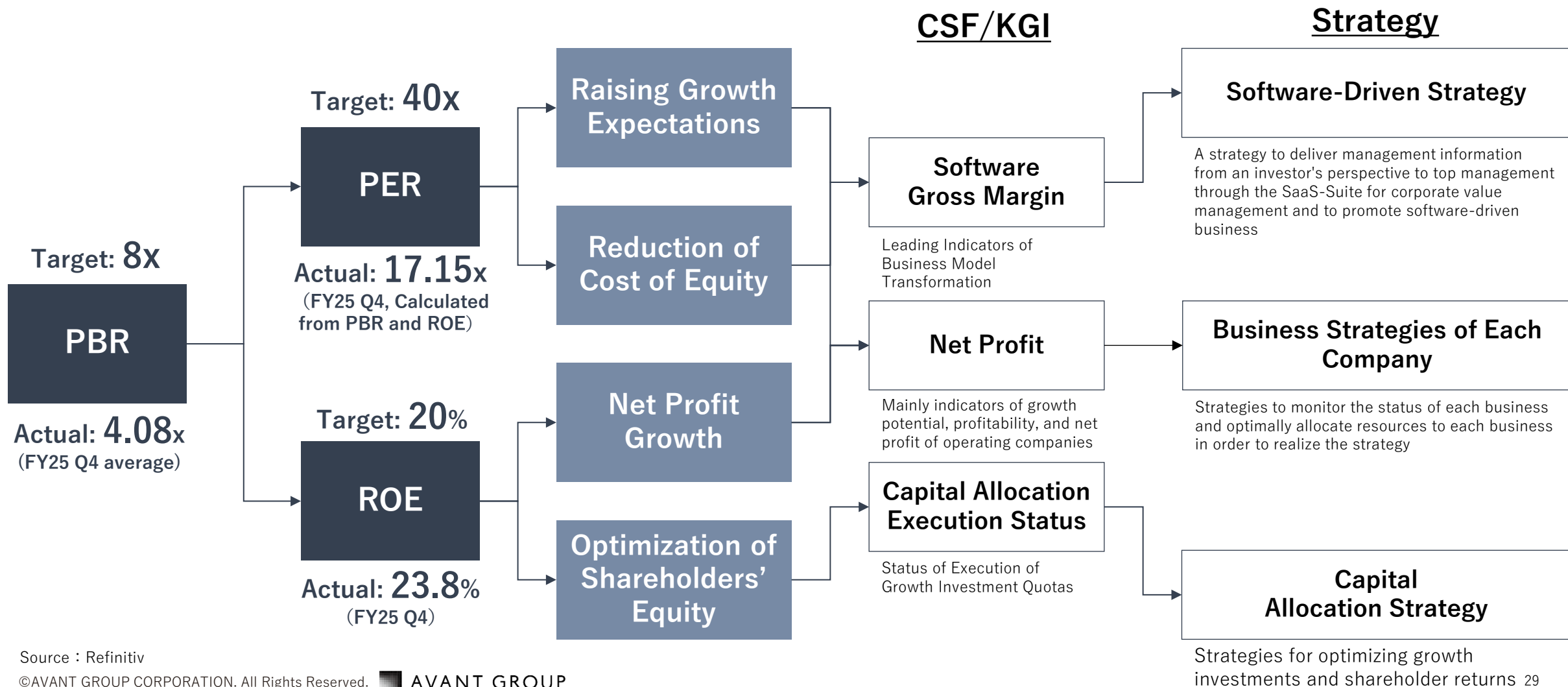
BG28 Plan for the Third Year

- 3rd year of BG28 is an important year for leveraging investments and achieving a steady growth trajectory for our software suite to achieve the final BG28 targets and achieve significant growth in the remaining two years

	FY6/24 Actual	FY26			FY6/28 Plan
		Plan	Rate to BG28	YoY	
Net Sales	28,227M	33,300M	+6.1%	+18.0%	40,000~ 45,000M
Operating Profit (OP)	4,604M	5,100M	▲2.3%	+10.8%	9,000~ 11,000M
OPM	16.3%	15.3%	▲1.3pts	▲1.0pts	20~24%
Net Profit	3,434M	3,500M	+3.2%	+1.9%	6,000~ 7,000M
OP / person	2.8M	2.7M	+2.2%	▲2.1%	3.9M
Software Gross Profit	2,823M	3,306M	±0.0%	+17.1%	5,500~ 6,000M
ROE	23.8%	20.7%	+0.5pts	▲3.1pts	20%以上
DOE	6.3%	7.1%	▲0.2pts	+0.7pts	8.1%以上
Dividend	25円	32円	±0	+28.0%	51円以上

Strategy Execution Monitoring Using PBR Tree Diagram

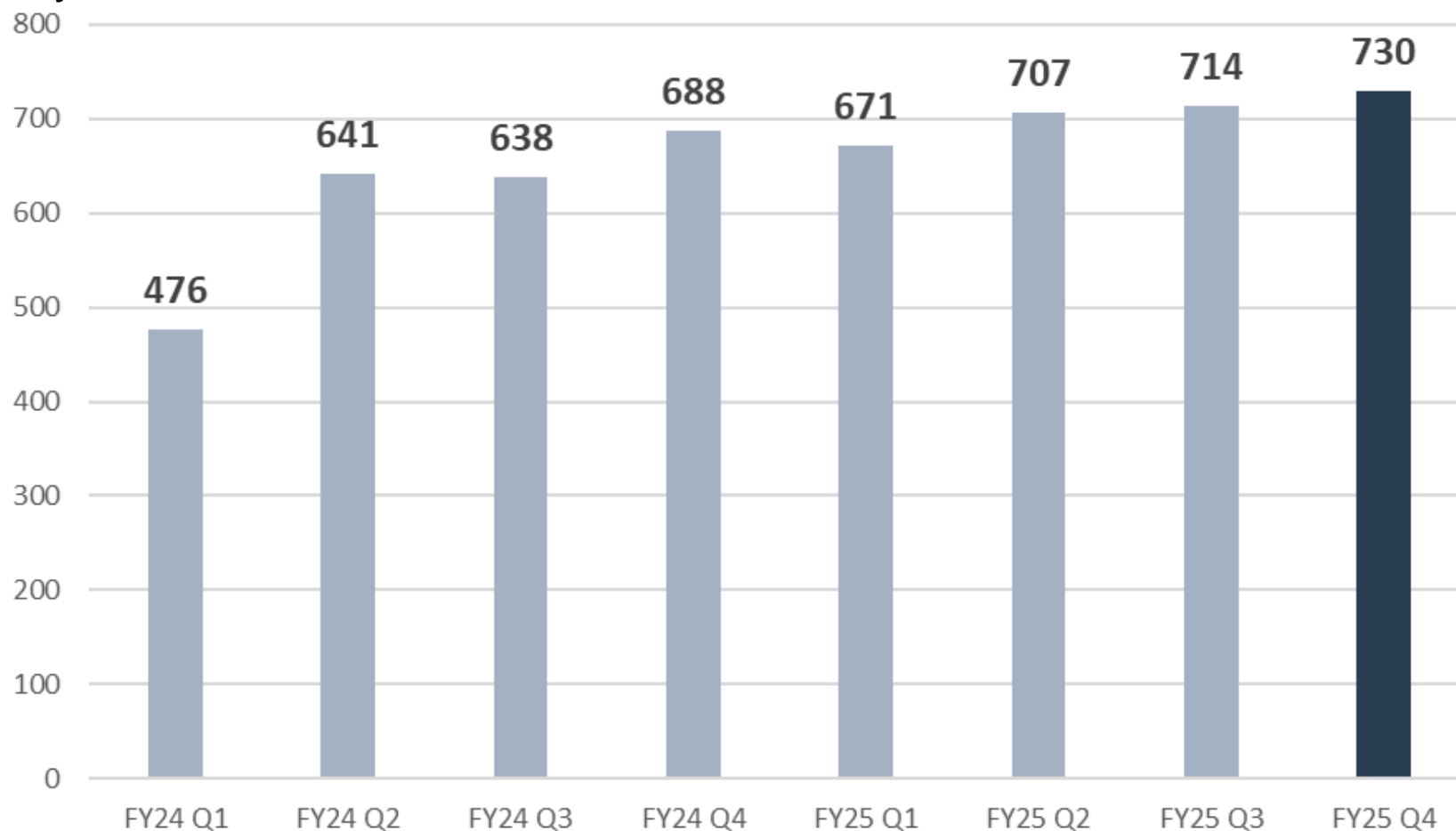
- Realizing business model transformation to increase PER level while Increasing software gross profit

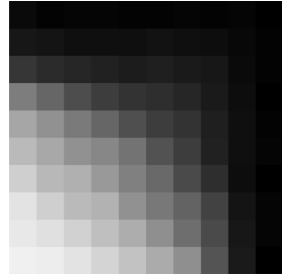


Software Gross Profit

- Increased software sales and lower outsourcing expenses, resulting in a 6.1% year-on-year increase, 2.2% quarter-on-quarter increase

(Millions of yen)





Reference : Company Overview

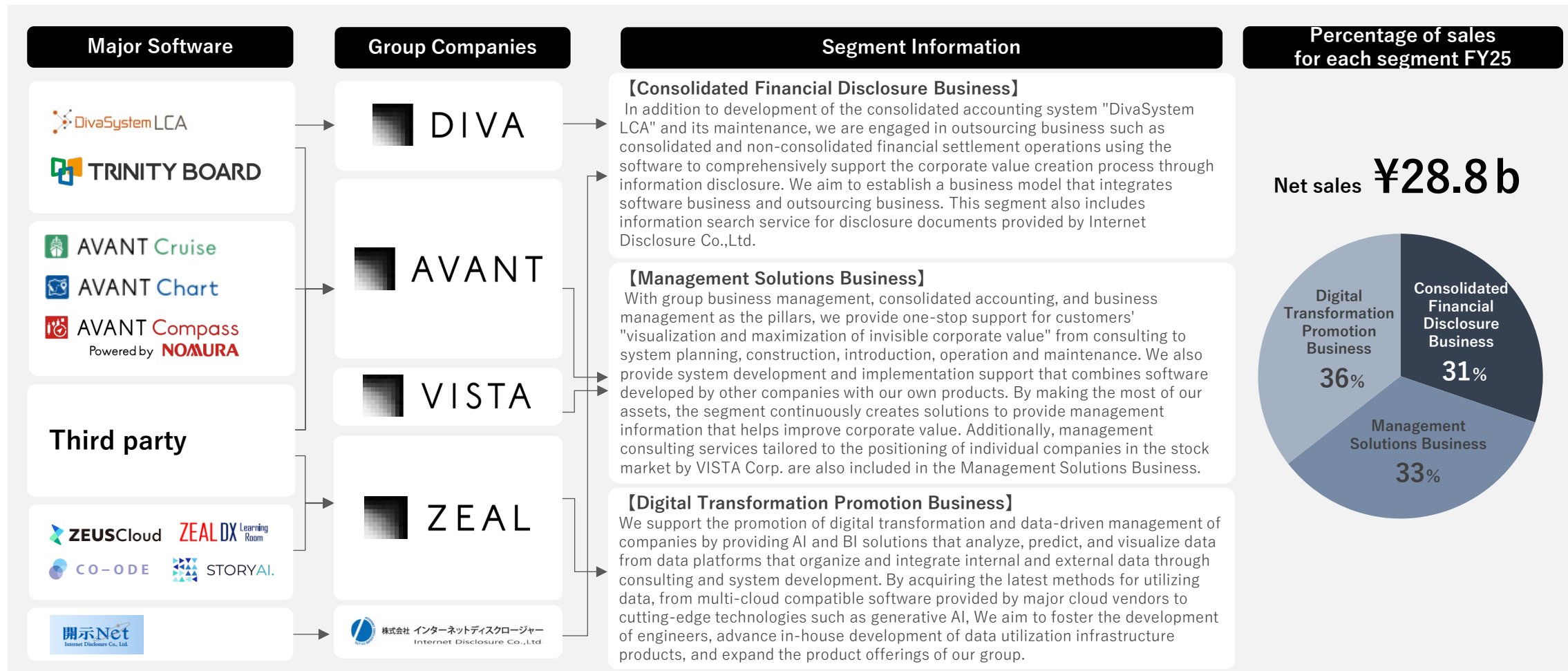
Company Introduction

Name : AVANT GROUP CORPORATION

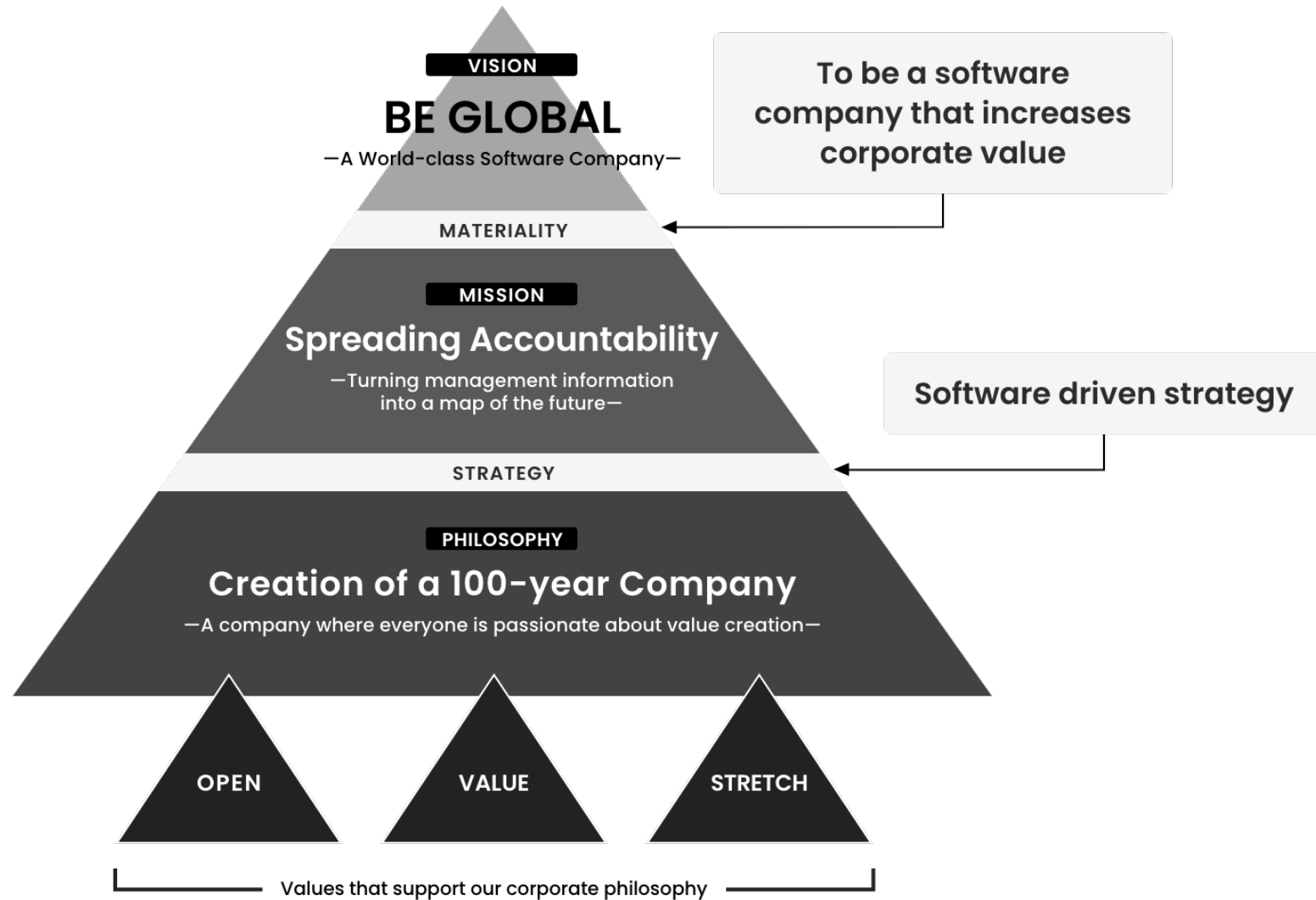
Inception : May 26, 1997

Representative : Tetsuji Morikawa, Founder, Chairman & Group CEO

Market Cap : Approximately 57.8 billion yen (TSE Prime, 3836, 06/2025)



Avant Group Philosophy



Avant Group Advances to the Next Five Years to Achieve BE GLOBAL

Established the top share in Japan
in the consolidated accounting business

Introduction of holding company structure and
expansion of group management

BE GLOBAL

Government-led
initiatives

■ Start of reporting in
consolidated accounting
(FY Mar. 2000~)

■ Mandatory quarterly
reporting
(FY Apr. 2003~)

■ Introduction of Internal Control
Reporting System (J-SOX)
(Apr.2008~)

■ Voluntary Application
of Disclosure under IFRS
(FY Mar. 2010~)

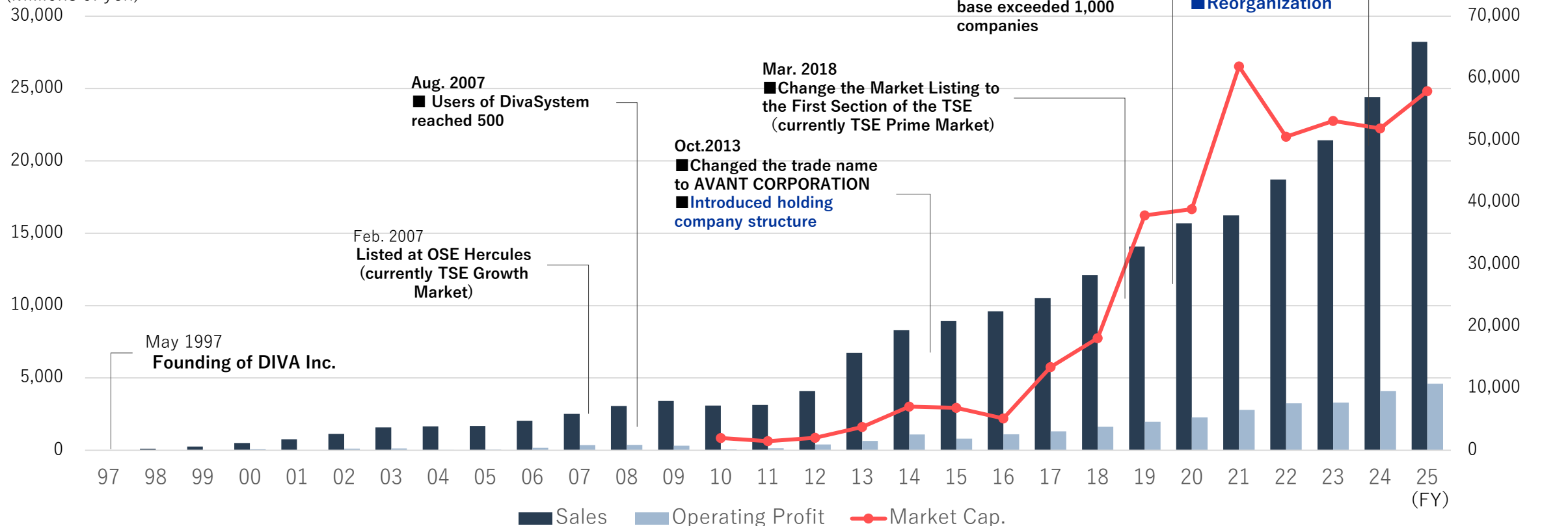
■ Corporate
Governance Code
(Jun. 2015~)

■ Group Governance Practice
Guidelines
(Sep. 2019~)

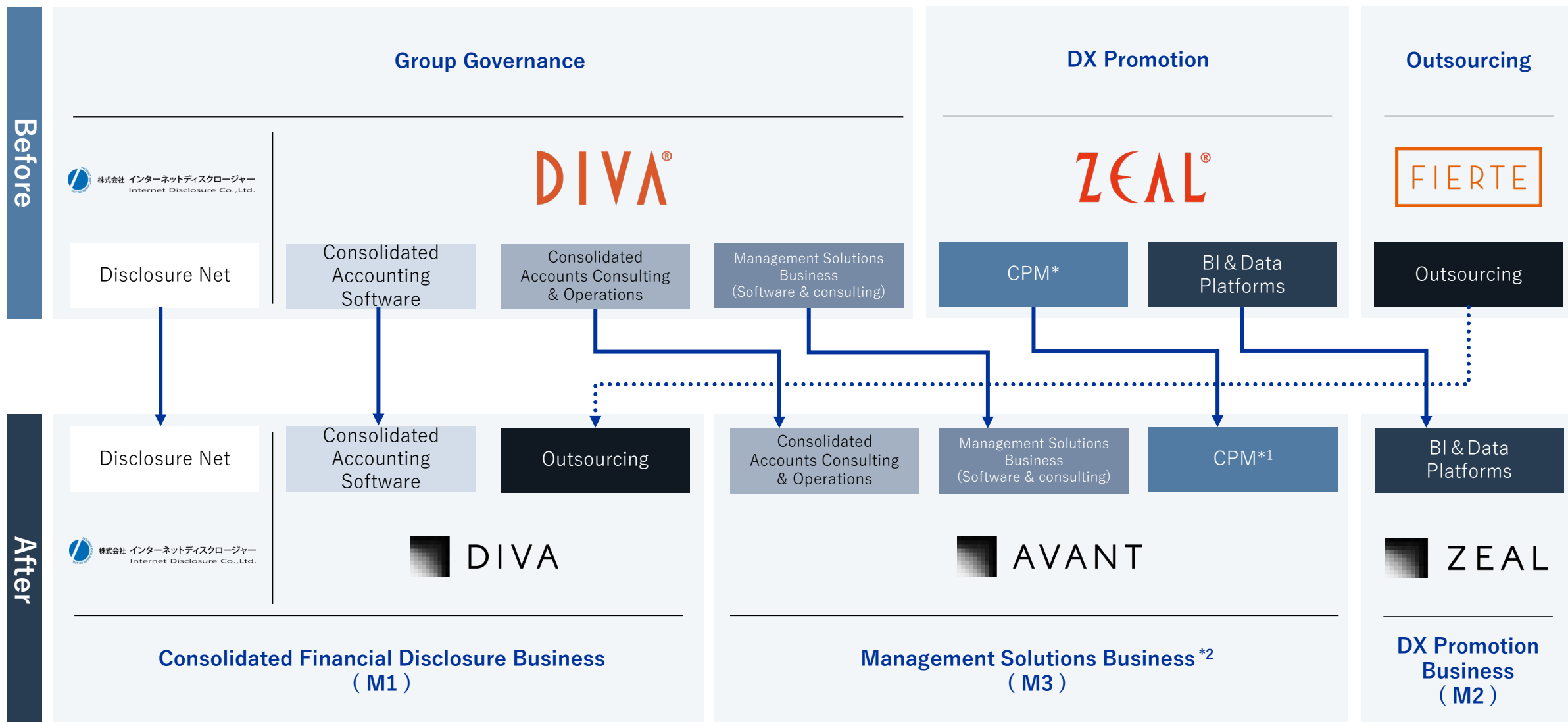
■ Request from TSE for 'Action to
achieve cost of capital and share
price conscious management'
(Mar 2023~)

Sales/Operating Profit

(Millions of yen)



Segment Reorganization

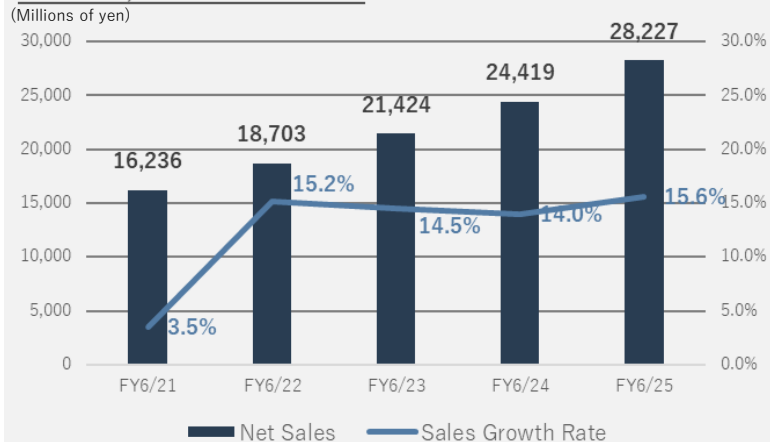


※1 CPM : Corporate Performance Management

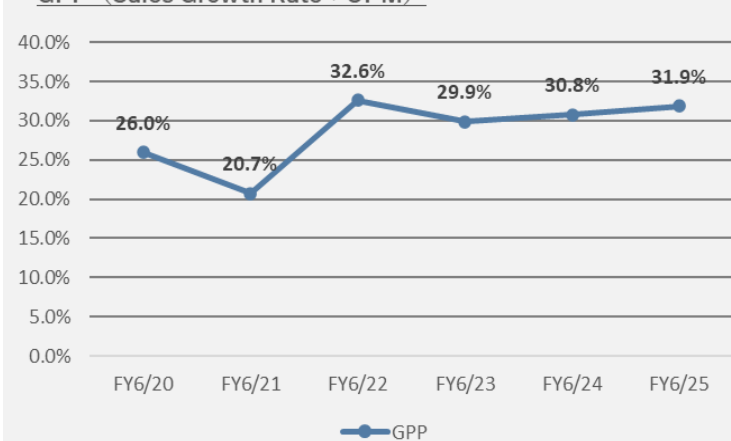
※2 VISTA Inc. has been added to the Management Solutions Business segment since FY2025 Q2

Numerical Summary

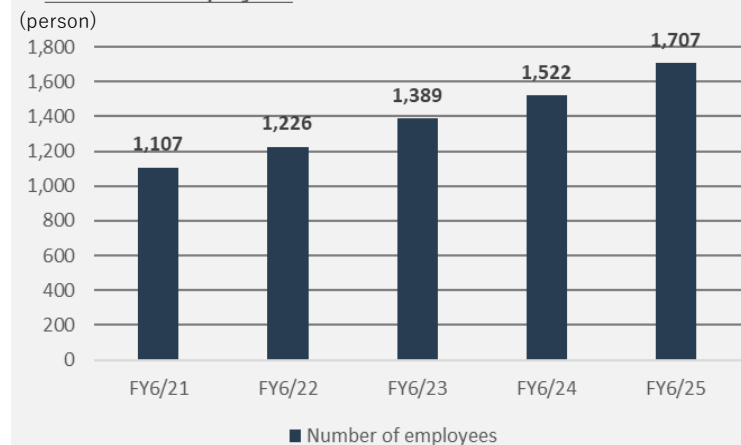
Net Sales / Sales Growth Rate



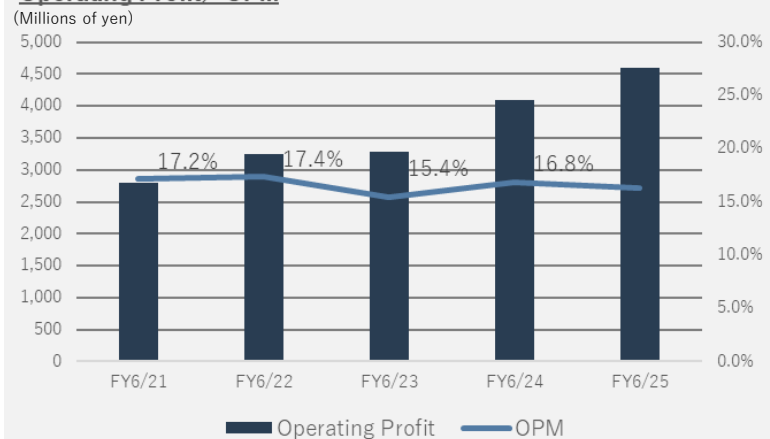
GPP (Sales Growth Rate + OPM)



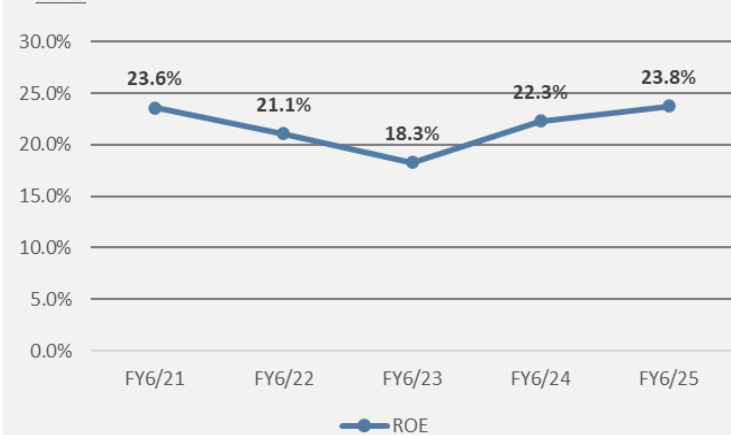
Number of employees



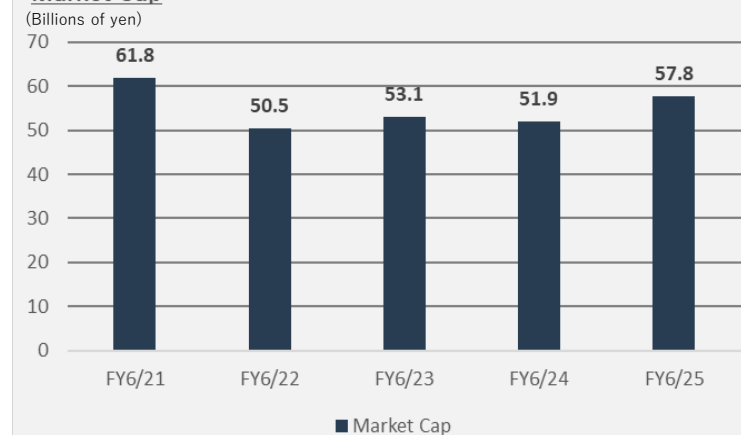
Operating Profit / OPM



ROE

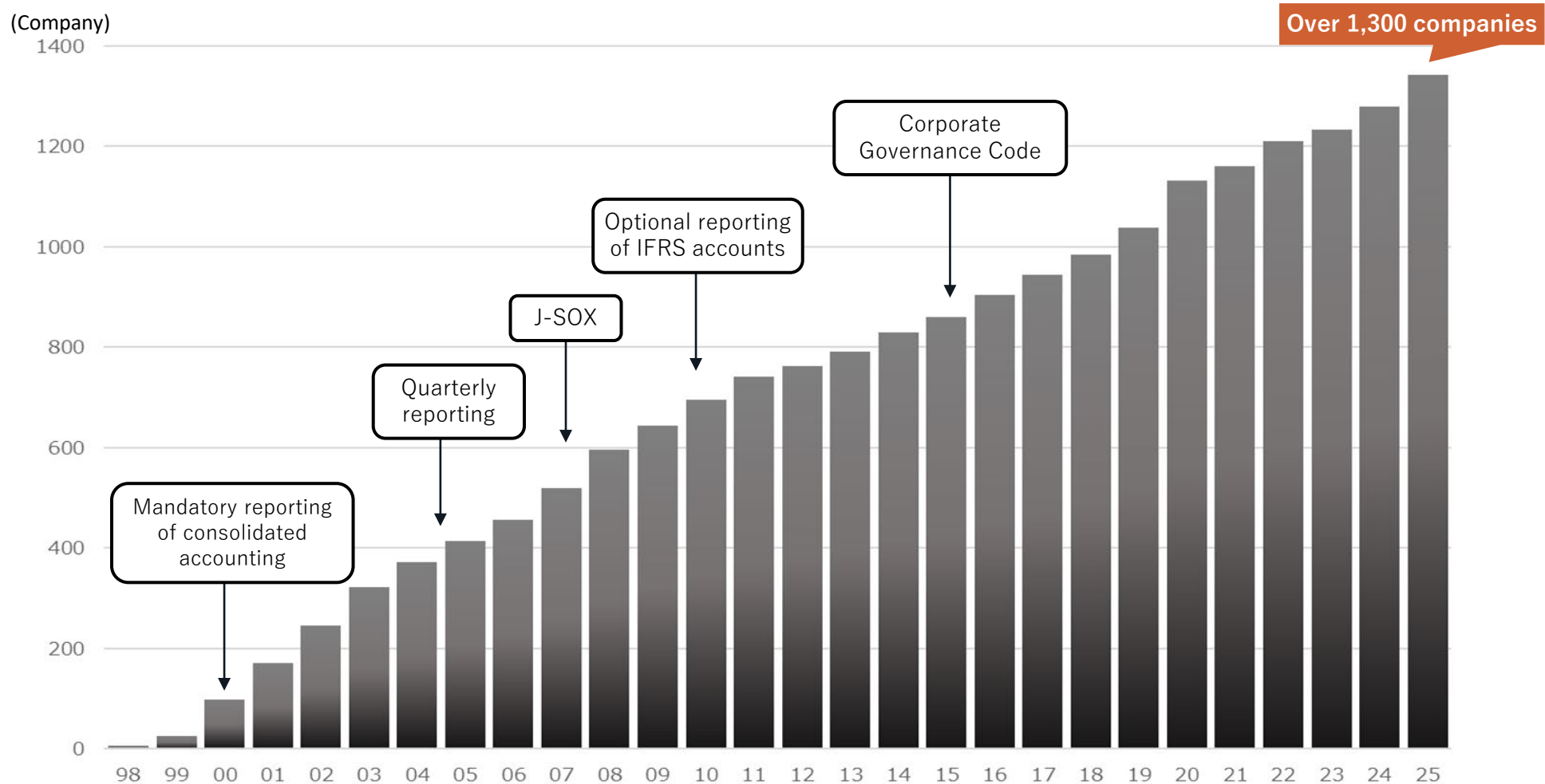


Market Cap



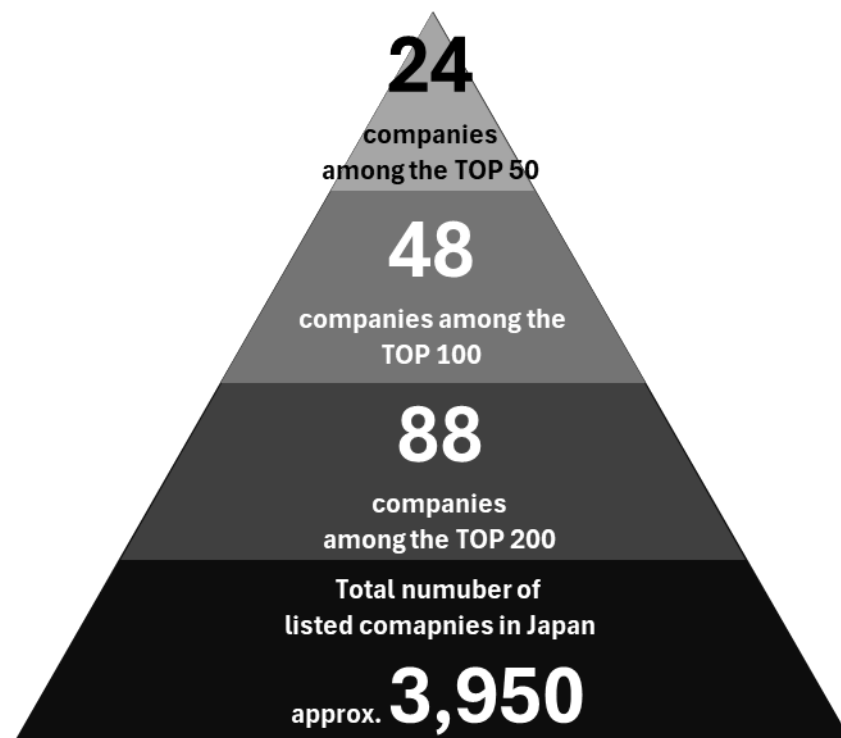
Trends in Companies introduced Avant Group Software Product

- With the tightening of disclosure regulations, consolidated accounting system DivaSystem LCA leads the number of introductions



| Customer Base of Consolidated Accounting System “DivaSystem LCA”

- More than 1,300 companies have bought ※1
- FY2024 consolidated accounting software market share is 42.8% ※2
- From institutional accounting to budget and management accounting, we support strengthening of corporate governance



※1 As of the end of June 2025

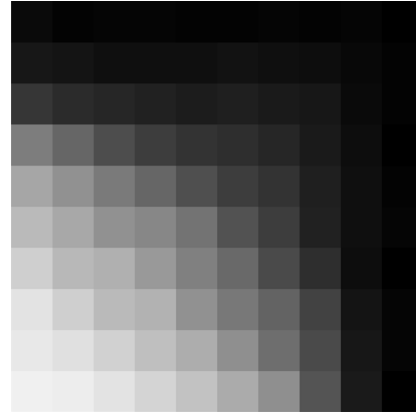
※2 Fuji Chimera Research Institute "Software Business New Market 2024 Edition" Consolidated Accounting Management Software Market Share

Cautionary Statement Concerning Forward-Looking Statements

The information in this document regarding business forecasts and other future projections and strategies is based on judgments made by the Company based on information reasonably available to it at the time this document was prepared and within the scope of what is normally expected. However, actual results may differ materially from those discussed in the forward-looking statements due to the occurrence of extraordinary circumstances or unforeseeable results that could not be foreseen in the normal course of events. While we endeavour to actively disclose information that we believe is important to investors, we urge you not to base your decisions solely on the earnings forecasts contained in this document. Please do not reproduce or transmit this material for any purpose without permission.

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AVANT GROUP

SUSTAINABILITY IS VALUE