

FY2026/1 Financial Results Presentation Material

Northsand, Inc.

March 13, 2026

Securities Code 446A (TSE Growth Market)

NORTHSAND

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Corporate Overview



FY26/1 Results



FY27/1 Forecast



Medium to Long Term Targets

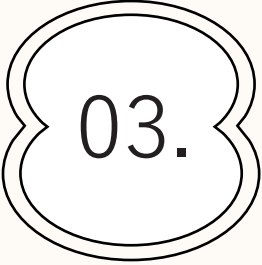
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Corporate Overview



FY26/1 Results



FY27/1 Forecast



Medium to Long Term Targets

Corporate Overview | Basic Information

Company name	Northsand, Inc.	
Established	July 10, 2015	
Locations	Headquarters: 7 th Floor, Kabukiza Tower, 4-12-15, Ginza, Chuo-ku, Tokyo Kansai Branch: 17 th Floor, JP Tower Osaka, 3-2-2, Umeda, Kita-ku, Osaka Fukuoka Office: 12 th Floor, ACROS Fukuoka, 1-1-1 Tenjin, Chuo-ku, Fukuoka	
Business	Comprehensive consulting business	
Paid-in capital	¥4,717 million	
Employees	1,762 employees (as of January 31, 2026)	
Directors	Representative Director/CEO Tomohiro Maeda	Executive Director/CHRO Kohei Sasaki
	Executive Director/CSO Tomoaki Kono	Executive Director/CFO Yoshitaka Ogue
	Outside Director Misa Kusumoto	
Audit and supervisory board member	Statutory Auditor Mitoshi Sato	Outside Auditor Jin Watanabe
	Outside Auditor Shunta Tanaka	

VISION

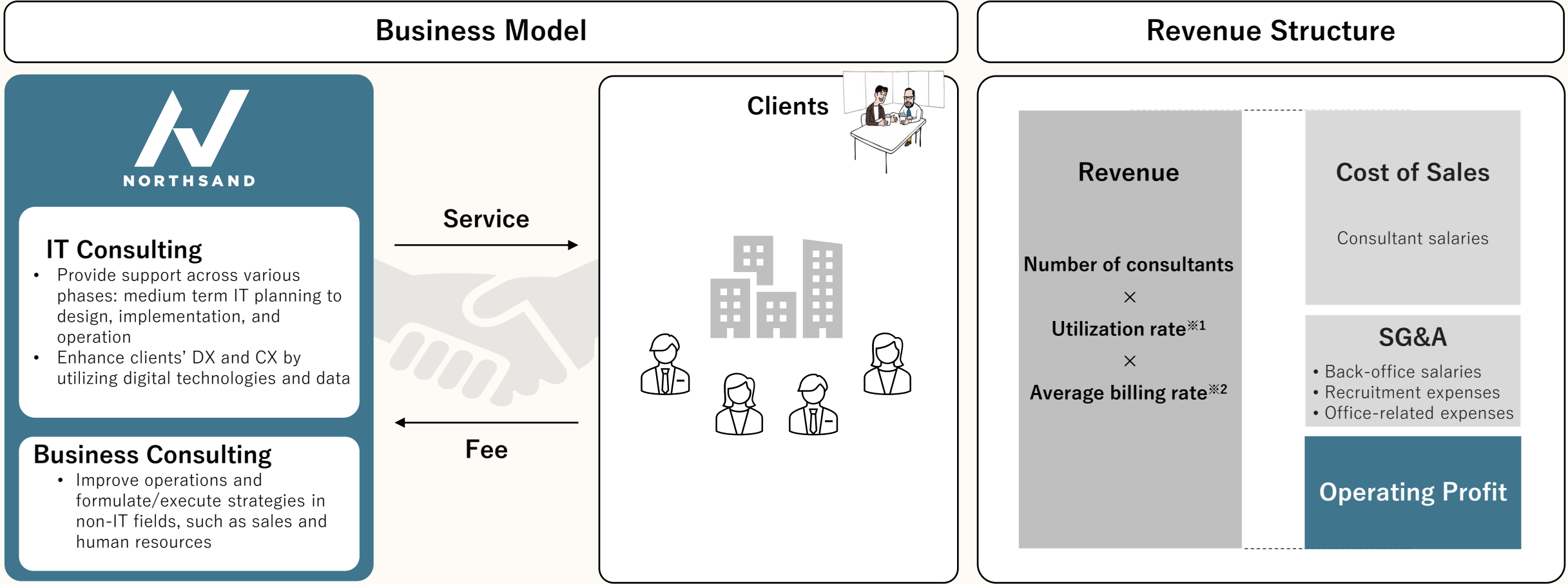
Design the world

MISSION

Bring “cool” to companies



A simple business model: we provide consulting service and receive fee from clients



※1 Utilization rate: Number of consultants assigned to projects ÷ Number of consultants (excluding those on leave)
※2 Average billing rate (per month): average price of consultants receiving fees for their service

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FY27/1 Forecast



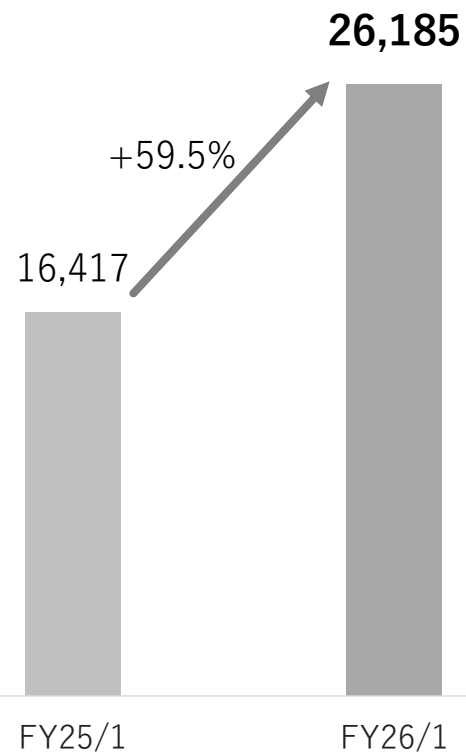
Medium to Long Term Targets

Revenue and operating profit reached records highs, with key KPIs trending steadily



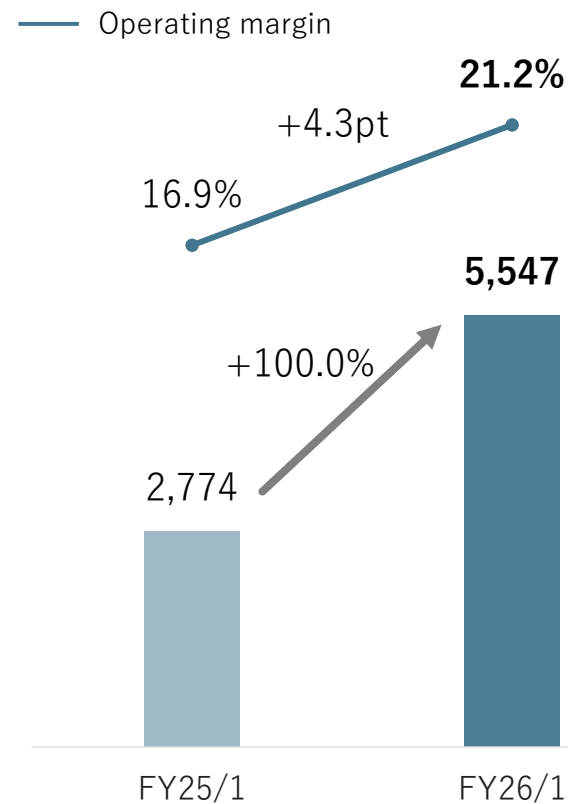
Revenue

(¥ million)



Operating Profit

(¥ million)



Key KPI

Number of Consultants

1,453 consultants
(YoY+513)

Utilization Rate

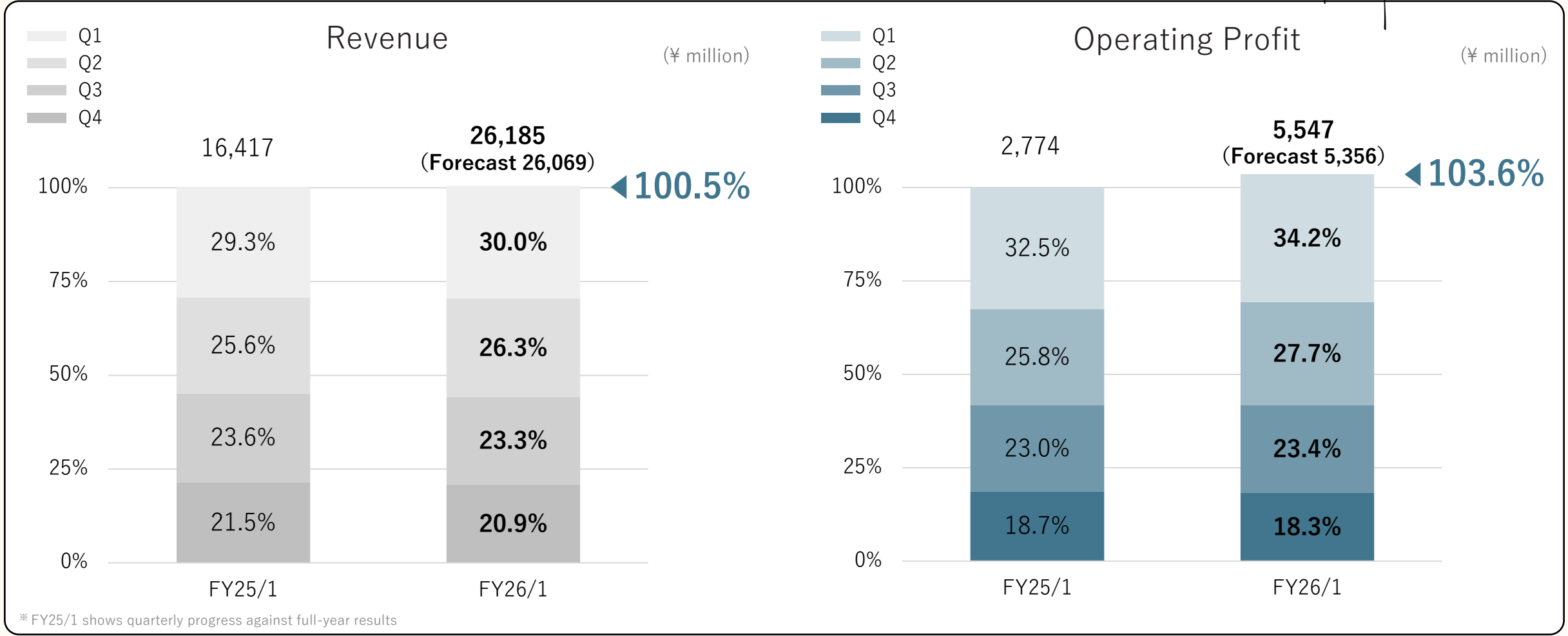
Over 90%

Average Billing Rate

Approx. +5% over the year

FY26/1 Results | Quarterly Progress Against Full-Year Forecast

Revenue and operating profit both achieved the full-year forecasts

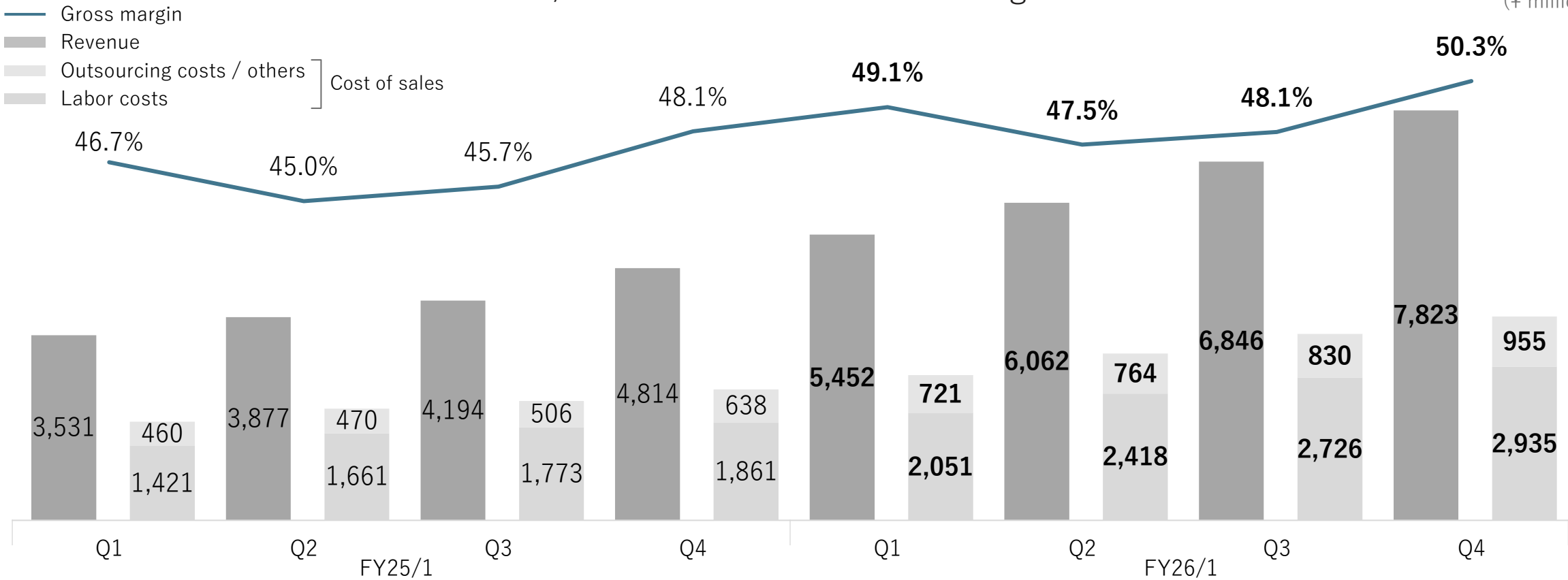


Revenue has grown steadily, with gross profit improving due to rising average billing rates

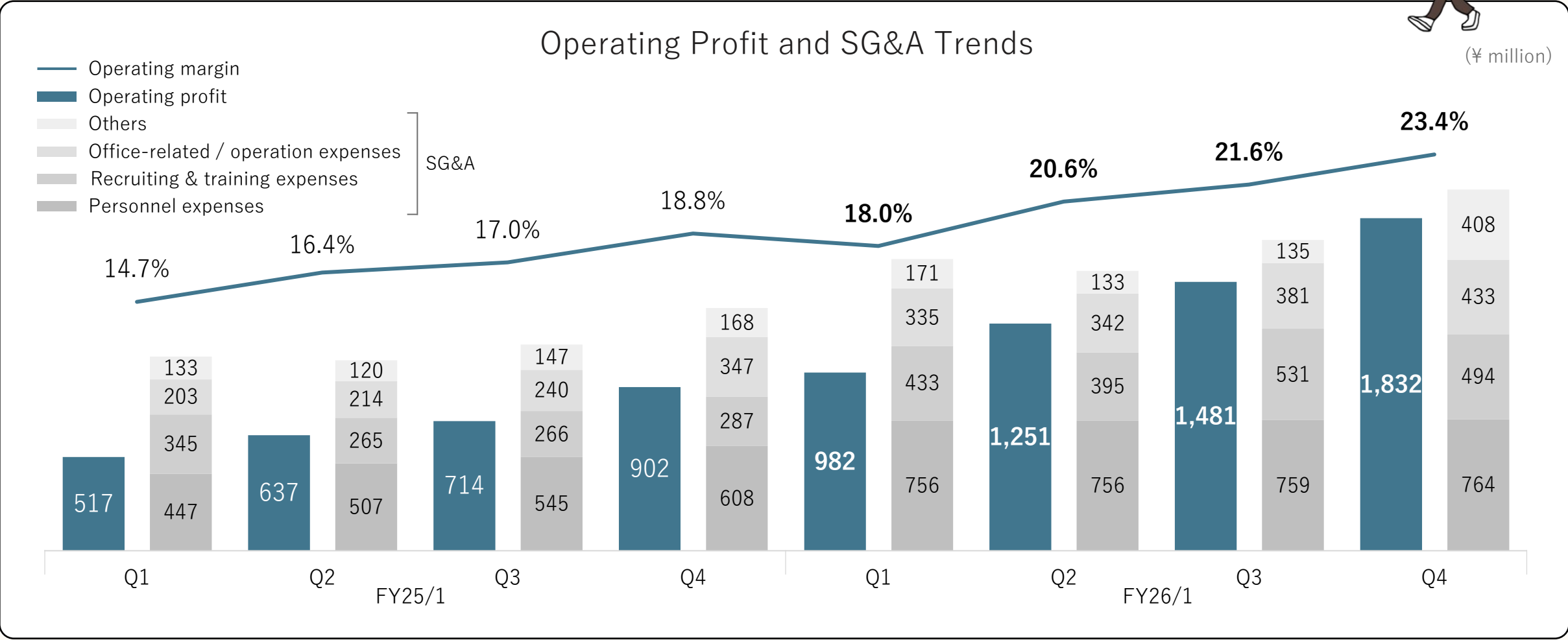


Revenue / Cost of Sales and Gross Margin Trends

(¥ million)

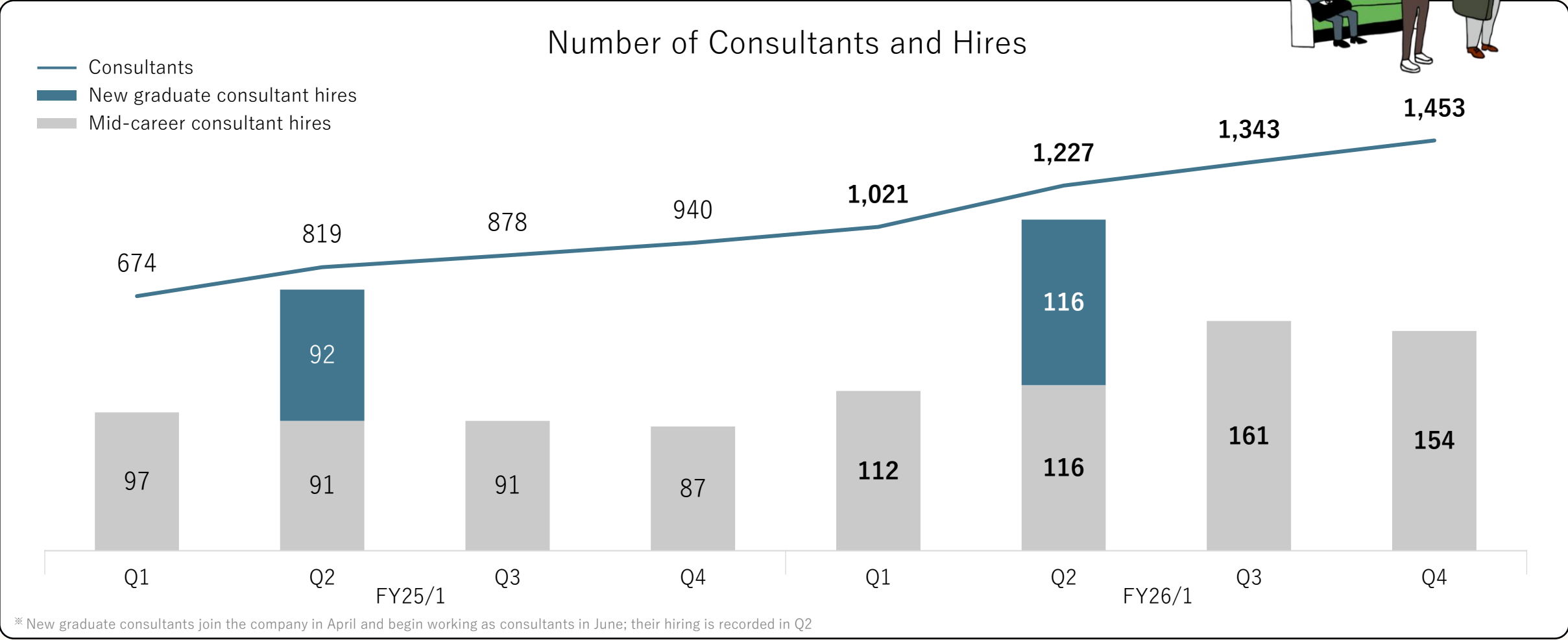


Operating profit and operating margin have trended steadily. Operating leverage has resulted in an improved SG&A ratio



FY26/1 Results | Number of Consultants and Hires Trend

Number of consultants increased to 1,453, driven by hiring of new graduate and mid-career talents



IPO-related public offering expanded the balance sheet, with a higher equity ratio strengthening our financial base



(¥ million)	FY25/1	FY26/1	Change
Total assets	7,003	21,861	+212.1%
Current assets	5,642	18,598	+229.6%
Non-current assets	1,361	3,263	+139.7%
Total liabilities	3,969	5,406	+36.2%
Current liabilities	3,051	4,735	+55.2%
Non-current liabilities	918	670	△27.0%
Total net assets	3,033	16,455	+442.4%
Equity ratio	43.3%	75.3%	+32.0pt

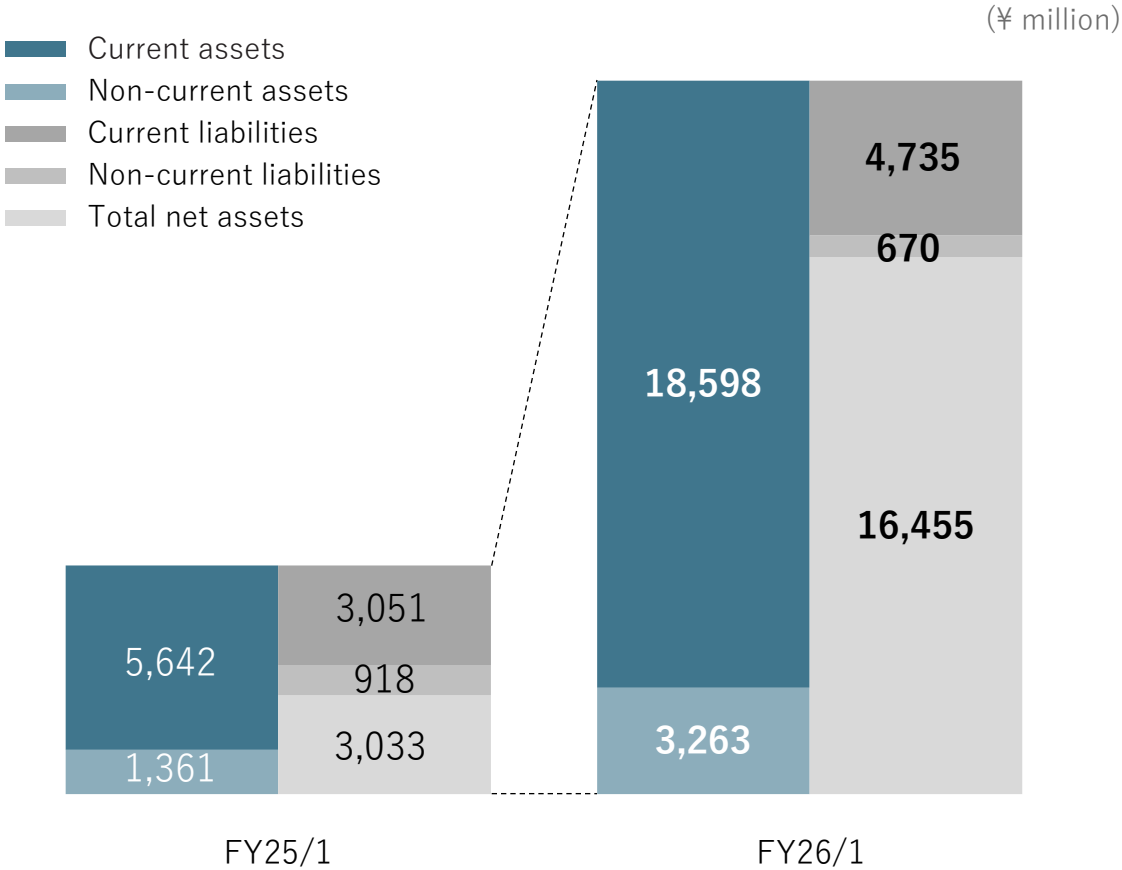


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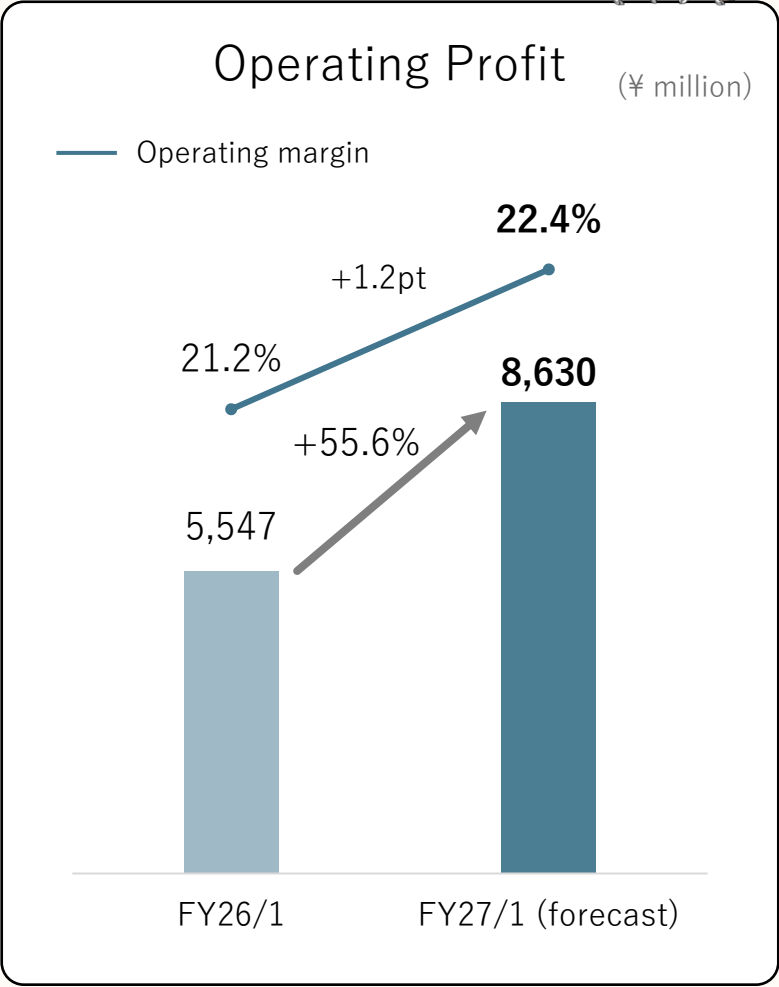
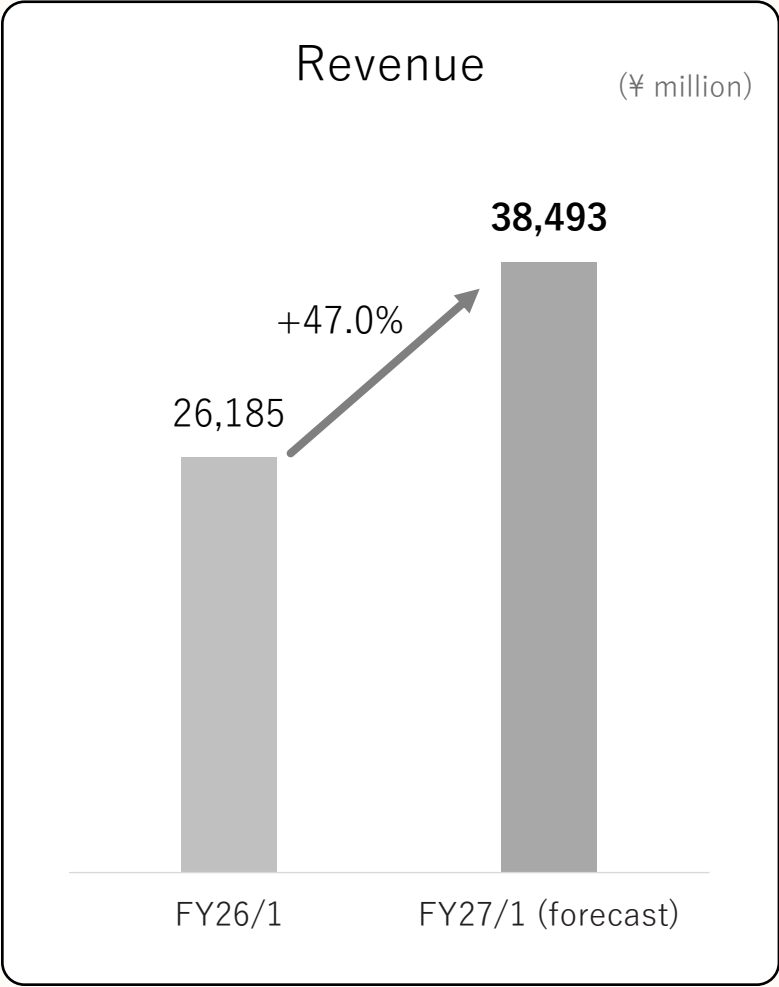
FY27/1 Forecast



Medium to Long Term Targets

FY27/1 Forecast | Revenue / Operating Profit & Key KPI Forecast

We target a revenue of ¥38,493 million, operating profit of ¥8,630 million, and operating margin of 22.4%



Key KPI

Number of Consultants

Aim for 840 consultant hires
(180 new graduates / 660 mid-careers)

Utilization Rate

Aim to maintain over 90%

Average Billing Rate

Aim to increase 3~5% over the year

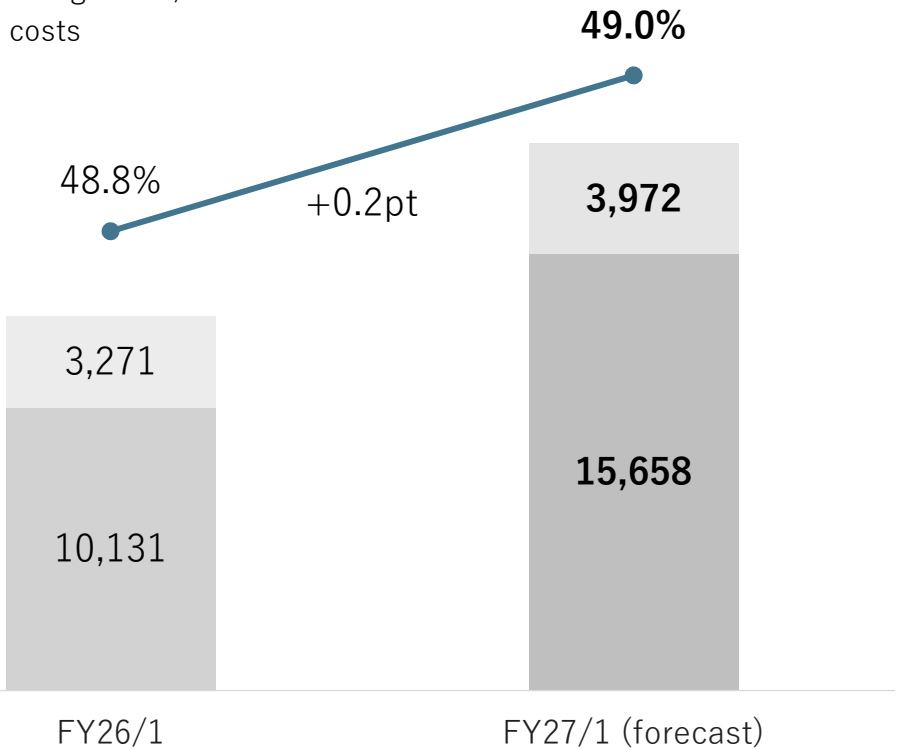
We aim to enhance profitability through higher billing rates and lower SG&A driven by operational efficiency



Cost of Sales / Gross Margin

(¥ million)

- Gross margin
- Outsourcing costs / others
- Labor costs



SG&A

(¥ million)

- SG&A ratio
- Others
- Office-related / operation expenses
- Recruiting & training expenses
- Personnel expenses

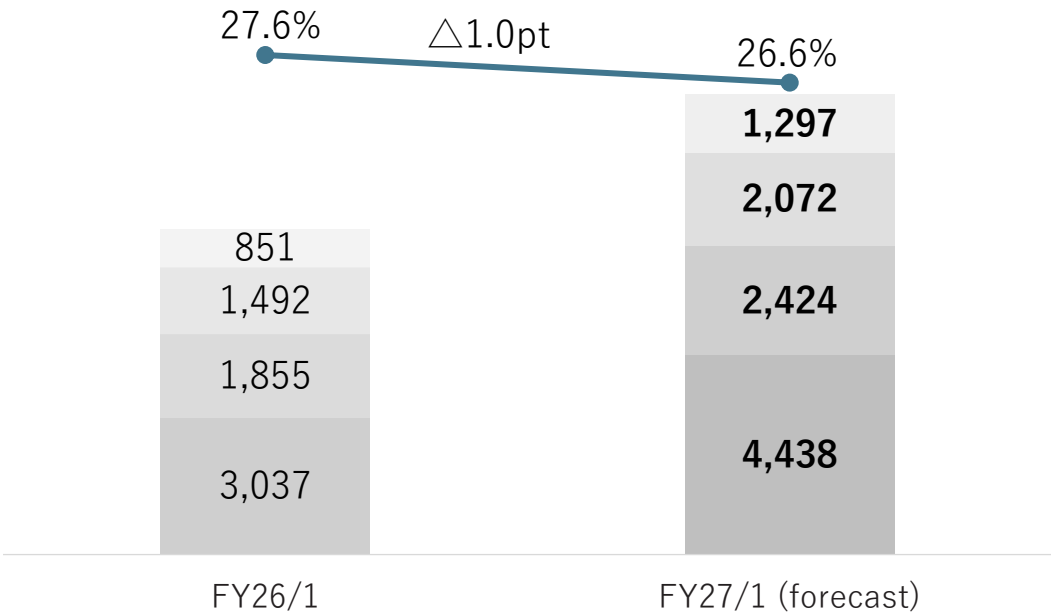


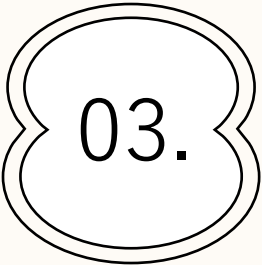
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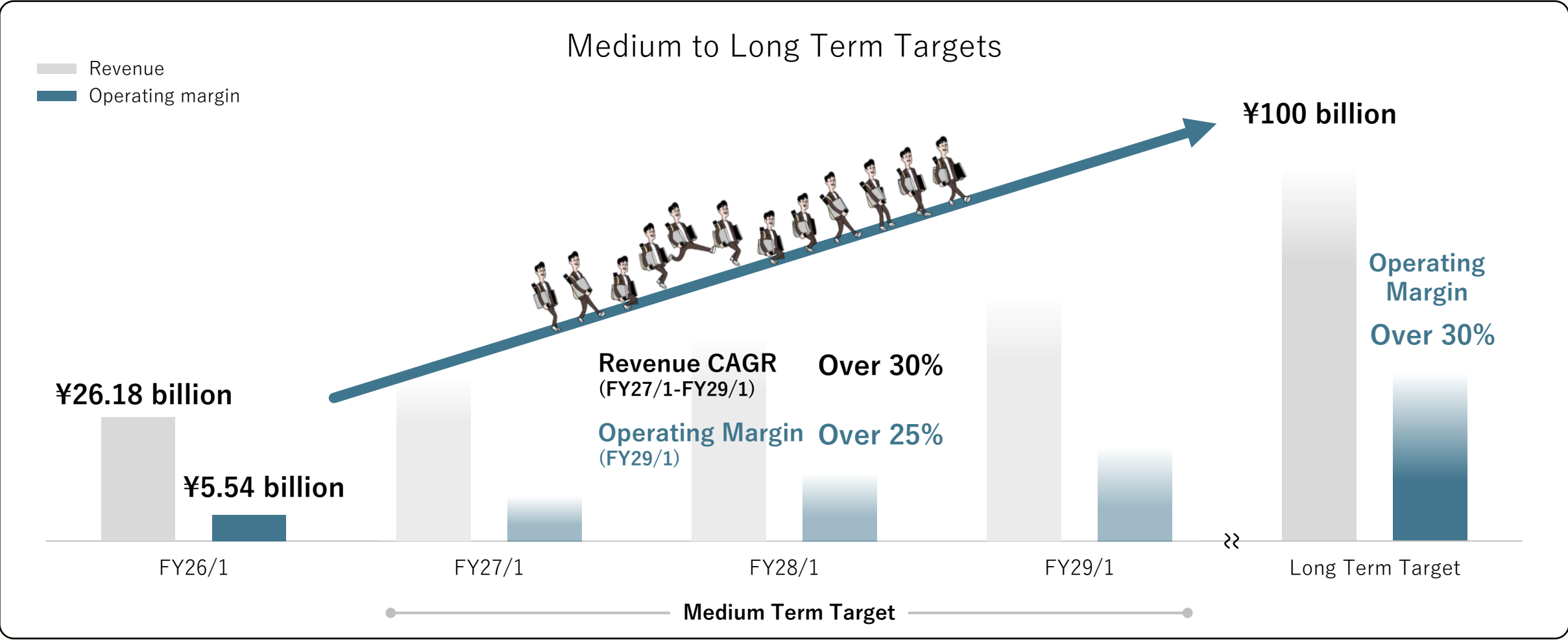
FY27/1 Forecast



Medium to Long Term Targets

Medium to Long Term Targets | Financial Targets

We target revenue CAGR over 30% and an operating margin over 25% in the medium term, and revenue of ¥100 billion with an operating margin over 30% in the long term



Medium to Long Term Targets | Growth Strategy

Through our fan-building cycle, we aim to expand the number of consultants and our client base, driving sustainable growth in revenue and profit

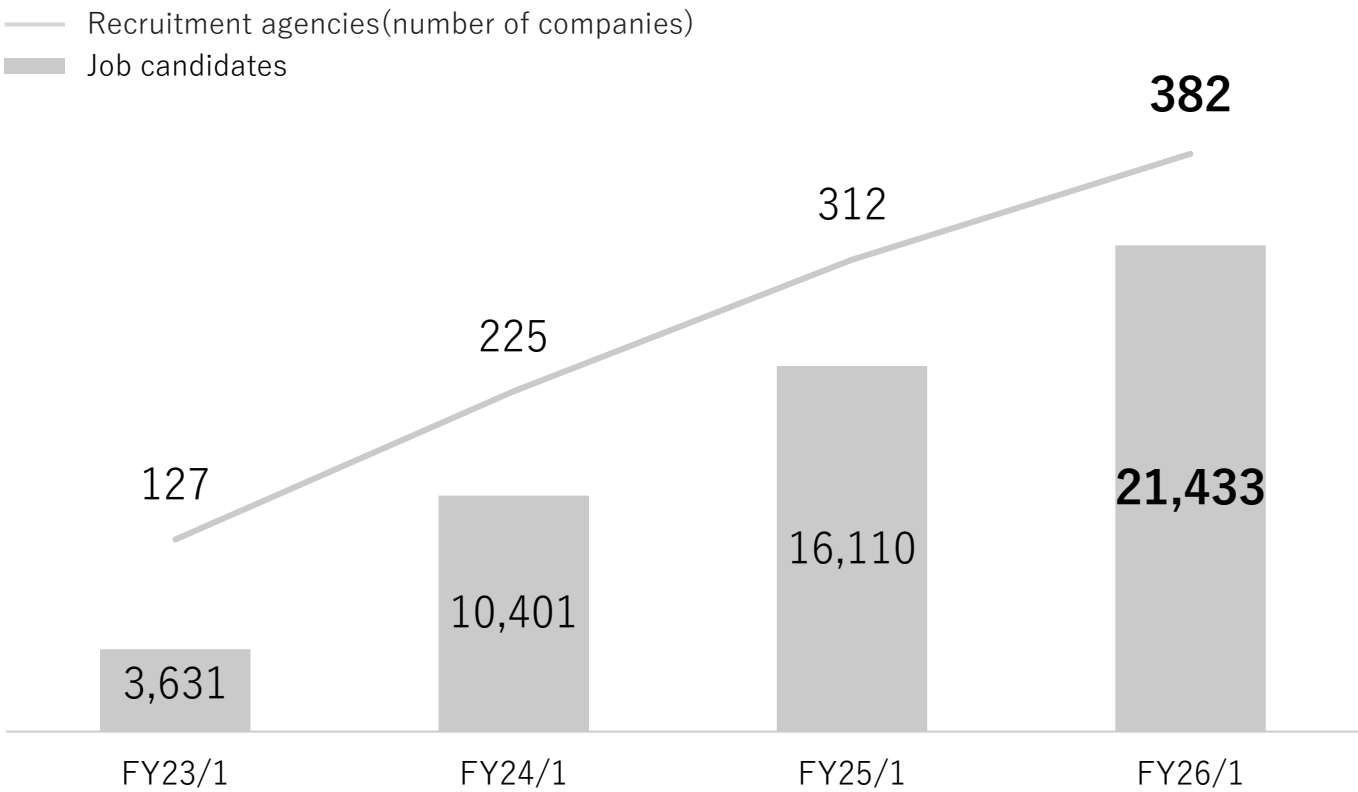


Medium to Long Term Targets | Increase in Recruitment Agencies and Job Candidates

By strengthening relationships with recruitment agencies through events, we aim to increase the number of job candidates



Recruitment Agencies and Job Candidates

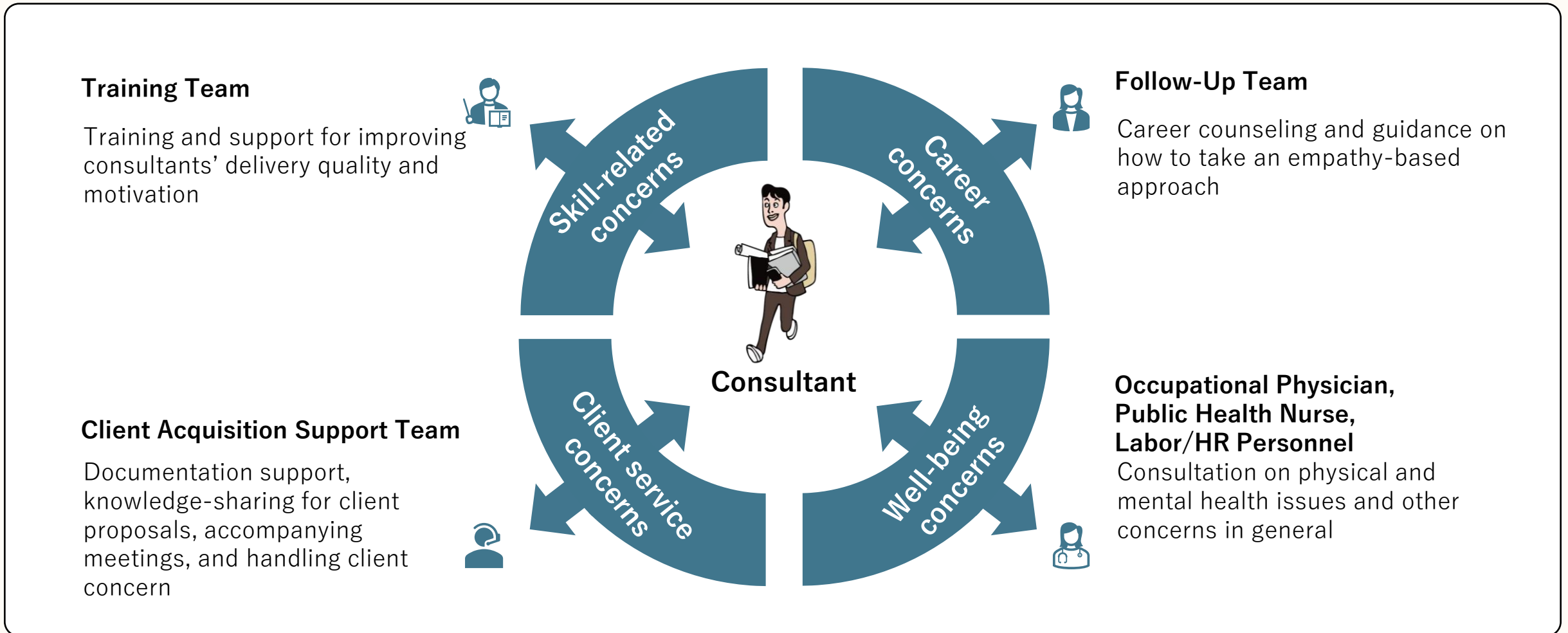


Recruiter Awards



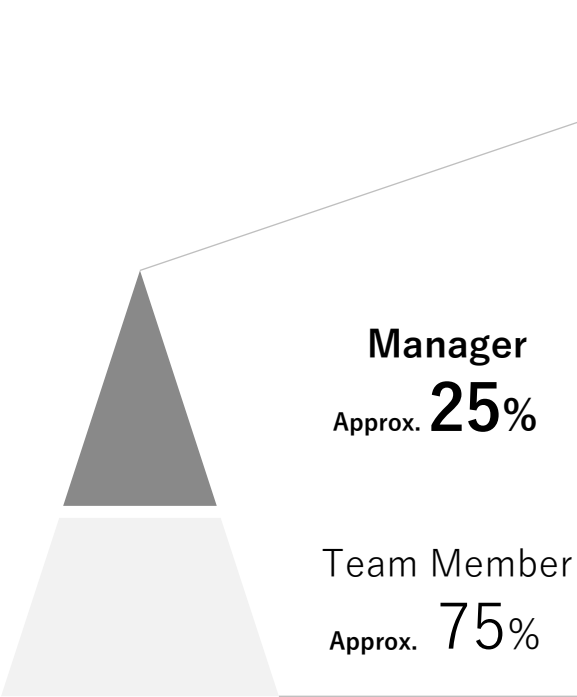
To give our thanks to recruitment agencies who support our recruiting activities, we invite them for a networking/awarding event twice a year

Reinforcing a strong support system that addresses consultants' concerns, we aim to enhance employee engagement

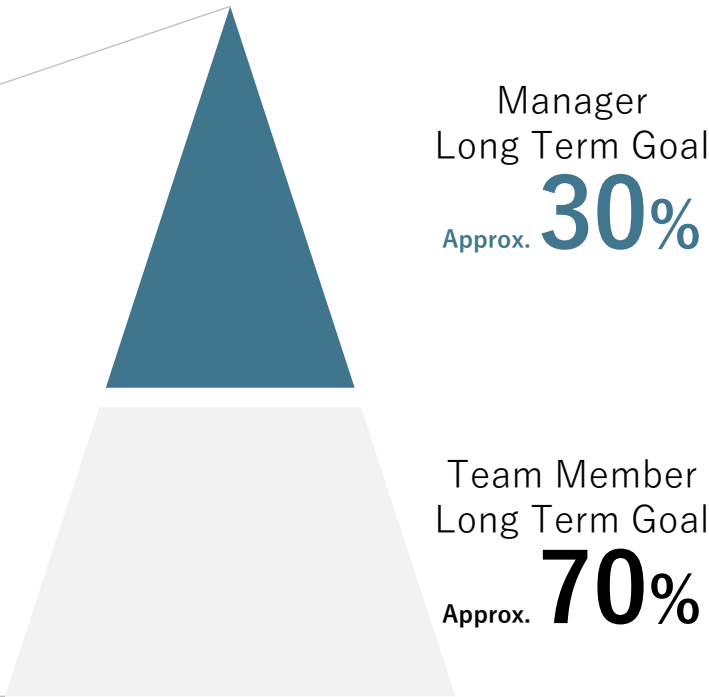


Focusing on developing future managers and proactively recruiting senior-level talent, we aim to expand the workforce while maintaining a well-balanced position ratio

2026/4 Position Balance (plan)



Long Term Workforce Expansion Strategy



Manager-Level Expansion

- Develop future managers
- Proactively recruit senior-level talent

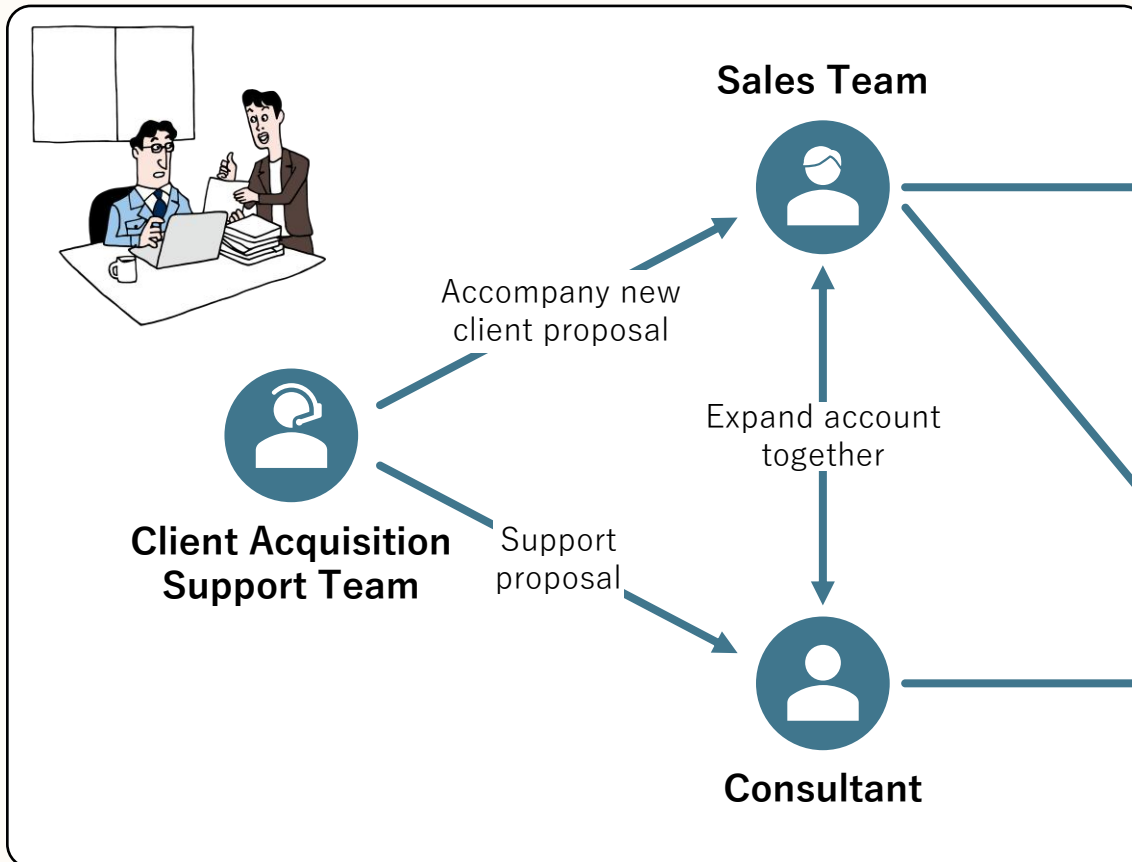
Team Member-Level Expansion

- Proactively recruit new graduates and young talent
- Aim to maintain low turnover via stronger employee support structure

Medium to Long Term Targets | Client Acquisition Structure

With a client acquisition support team supporting our consulting and sales functions, we aim to provide tailored services to both new and existing clients

Client Acquisition Structure



Approach Towards Clients

Inside Sales and Referral Sales

- Sales with “charm,” “honesty,” and “persistence”
- Effective use of internal knowledge by sales & client acquisition support teams
- Referrals by existing clients to group companies and other partners

Additional Projects and Team Expansion

- Pursue higher retention and recurring business via recognition of consulting and human skills
- Aim for higher pricing and client expansion by reinforcing sales and enhancing delivery quality

Actions to Enhance ROE and Reduce the Cost of Capital

Increase Operating Margin

Improve key KPIs and reduce the SG&A ratio to achieve an operating margin of over 30% in the long term



Expand Shareholder Returns

Considering future earnings levels, cash flow trends, and growth investments, maintain a dividend payout ratio of approximately 30–40%



Improve Market Understanding

Enhance communication with domestic and international shareholders and investors to increase understanding of our sustainable growth strategy

Enhance Service Value

Leverage AI while enhancing the value of services that only humans can provide



Optimize Capital Structure

Maintain working capital equivalent to about five months of sales while allocating resources to shareholder returns and investments in human capital.



Strengthen Governance

Further leverage the expertise of outside directors to enhance management transparency

Appendix.



Creating new value yet to exist in the world

Since our founding, our focus has not been on the skills of consulting, but on who the consultant is as a person.

Despite being a consulting firm, our people are not like your typical consultants. They're **“charming,”** **“honest”** and **“persistent”** with strong human skills[※].

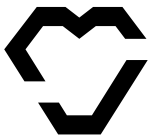
Because of our unique culture, we're able to provide our clients with hospitality-driven service that “hits just the right spots” – something only Northsand can offer.



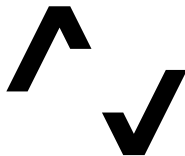
[※]Human skills: ability to build and maintain good relationships



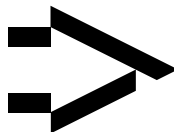
Surprise with speed



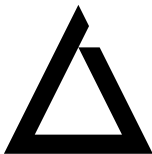
Drive with passion



Imagine and care



Be the first penguin



Be grateful



Wow with hard work



Inspire the mind and heart



Foster bonds

Founded Northsand to challenge the self-satisfactory nature of the consulting industry ※

Consulting Industry



Hard Skill-Focused

Prioritizes demonstrating their intelligence and skills over solving client issues



Passive

Sticks strictly to the assigned scope, without addressing the clients' real issues



Individualism

Keeps knowledge, experience and know-hows to themselves, instead of sharing it with the team

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Human Skill-Focused

Develops human skills as well as consulting skills to address client issues with empathy



Ownership-Driven

Takes full ownership of work, treating client issues as personal responsibilities



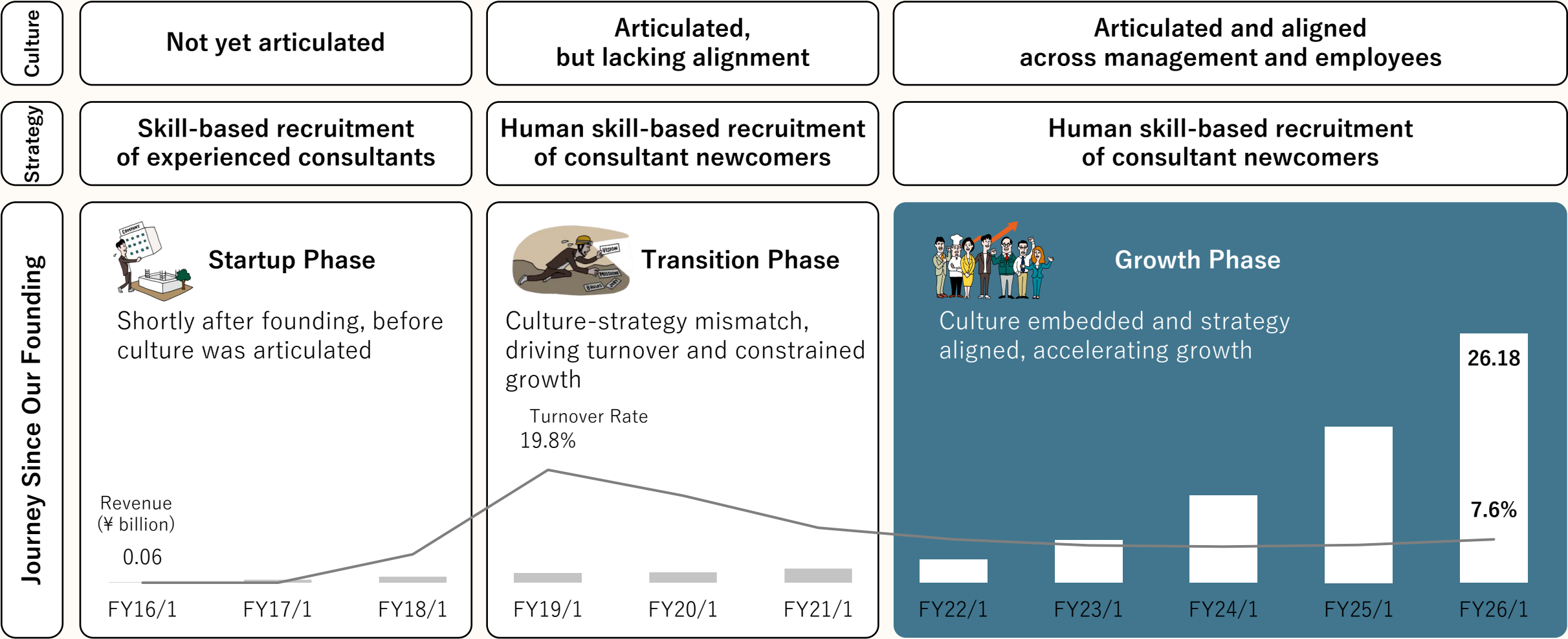
Team-Centric

Focuses on success as a team, sharing knowledge and supporting each other

※ Nature of the consulting industry is based on our interpretive opinions

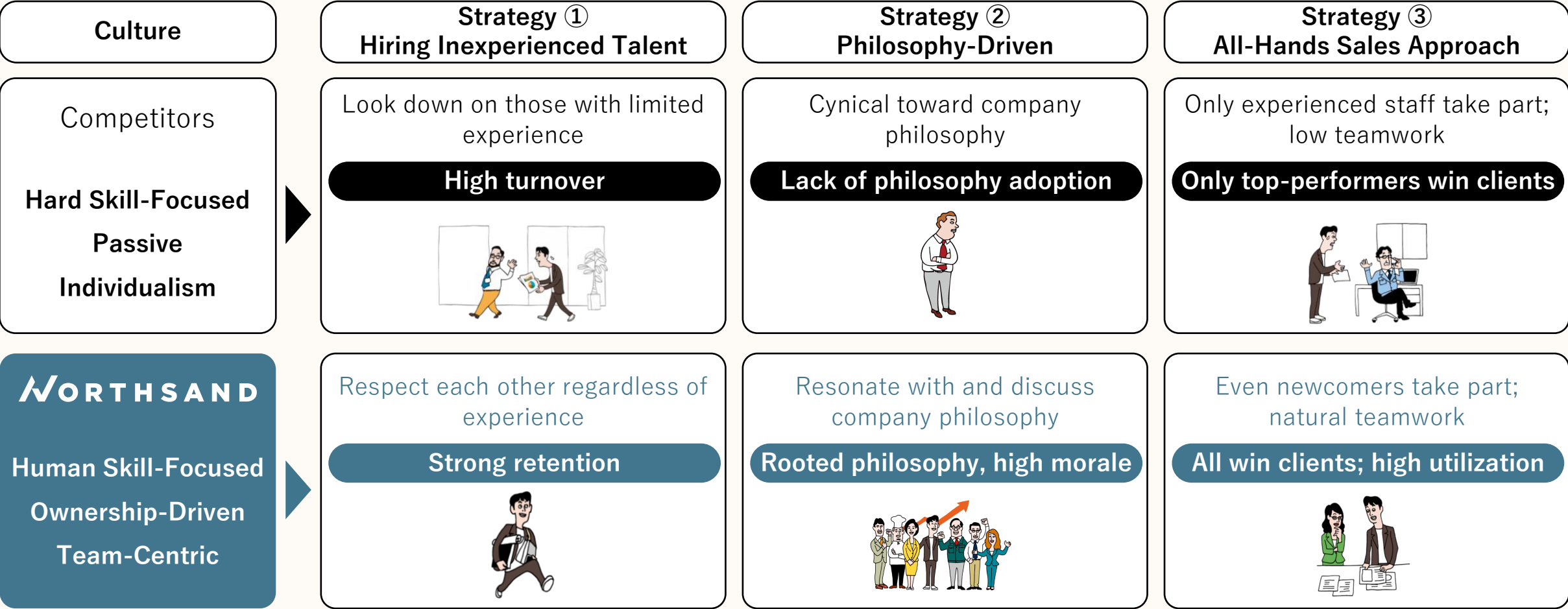
Appendix. | Evolution of Our Culture and Strategy

Early misalignment between culture and strategy constrained growth. Cultural alignment enabled scale



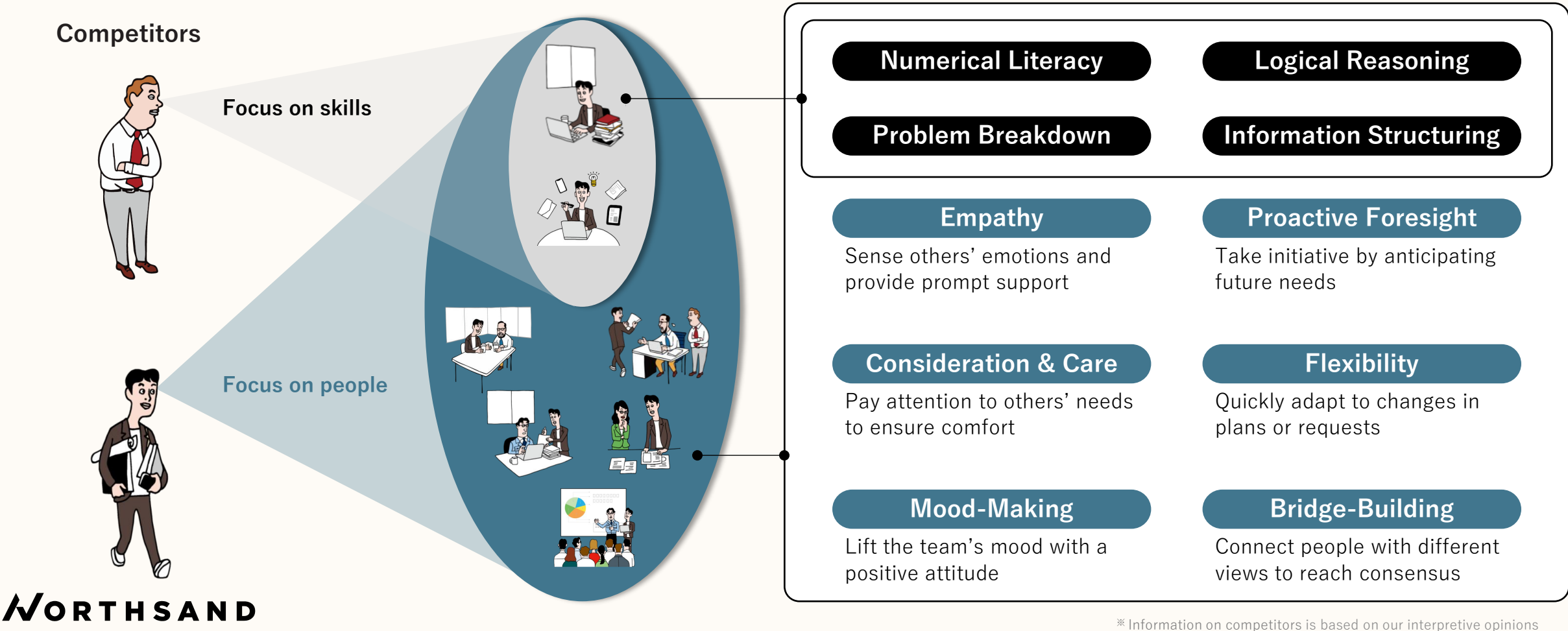
Appendix. | Our Culture

Our culture drives our strategy and creates a competitive advantage hard to copy



※ Information on competitors is based on our interpretive opinions

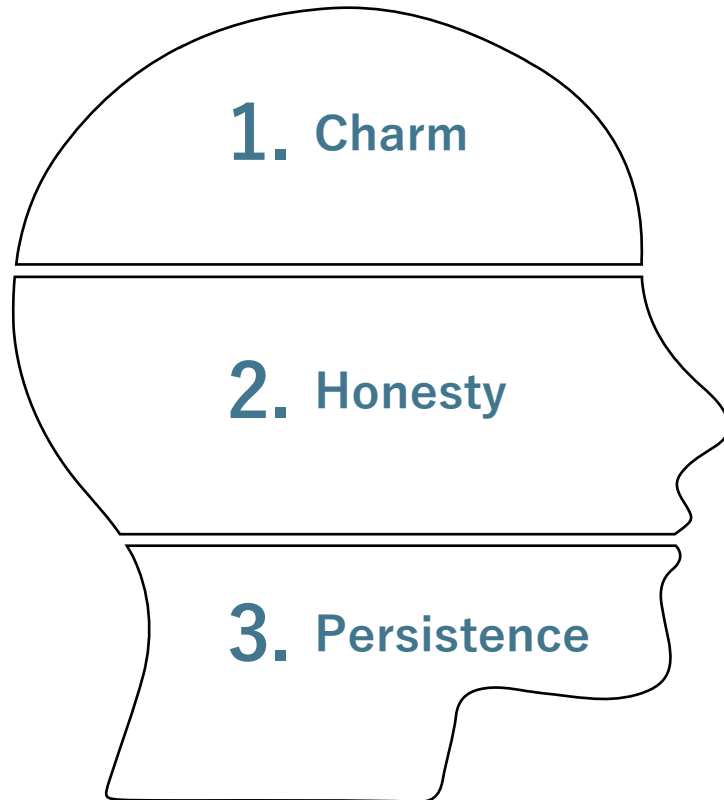
Focusing on people over skills, we deliver a unique consulting service that “hits just the right spots” competitors might miss



Appendix. | Three Elements of Human Skills

We define human skills as possessing “charm” “honesty” and “persistence,” which are elements essential for building and maintaining good relationships

Three Elements of Human Skills



Characteristics

1. Charm is the power to receive opportunities

People with charm are well-liked by others: They attract valuable information and opportunities which lead them to grow

2. Honesty is the power to accept

People with honesty can openly accept constructive criticism and advice without resistance, allowing them to quickly improve their shortcomings

3. Persistence is the power to see things through

People with persistence do everything in their power to achieve their goals. Their strong sense of responsibility earns trust from others

Appendix. | How Consultants Apply Human Skills in Their Work

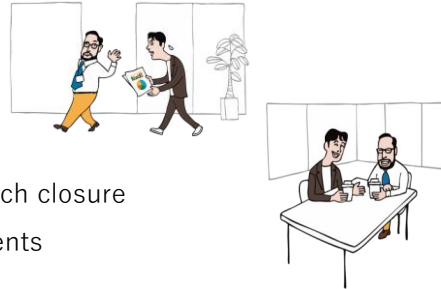
Small Prep Before Meetings

- Wipe the whiteboard and check marker ink
- Test the projector connection in advance to avoid trouble
- Seat decision-makers at the center and keep conflicting parties apart



Bridge Stakeholders

- Relay sensitive feedback on behalf of clients
- Find common ground of conflicting departments to reach closure
- Share updates with stakeholders on behalf of busy clients



Share Insights Promptly

- Share key project information learned from casual chats with team
- Circulate new client rules to avoid confusion
- Prepare for a smooth handover when a client is set to transfer



Support Client Presentations

- Rehearse with client and act as a practice audience
- Step in during Q&A to help keep discussions flowing
- Mark key points and speaking order on client handouts



Cover Unassigned Tasks

- Pre-call stakeholders in the approval route to give a heads-up
- Take on tasks with no clear owner to prevent blame-shifting
- Organize unmanaged documents and update them



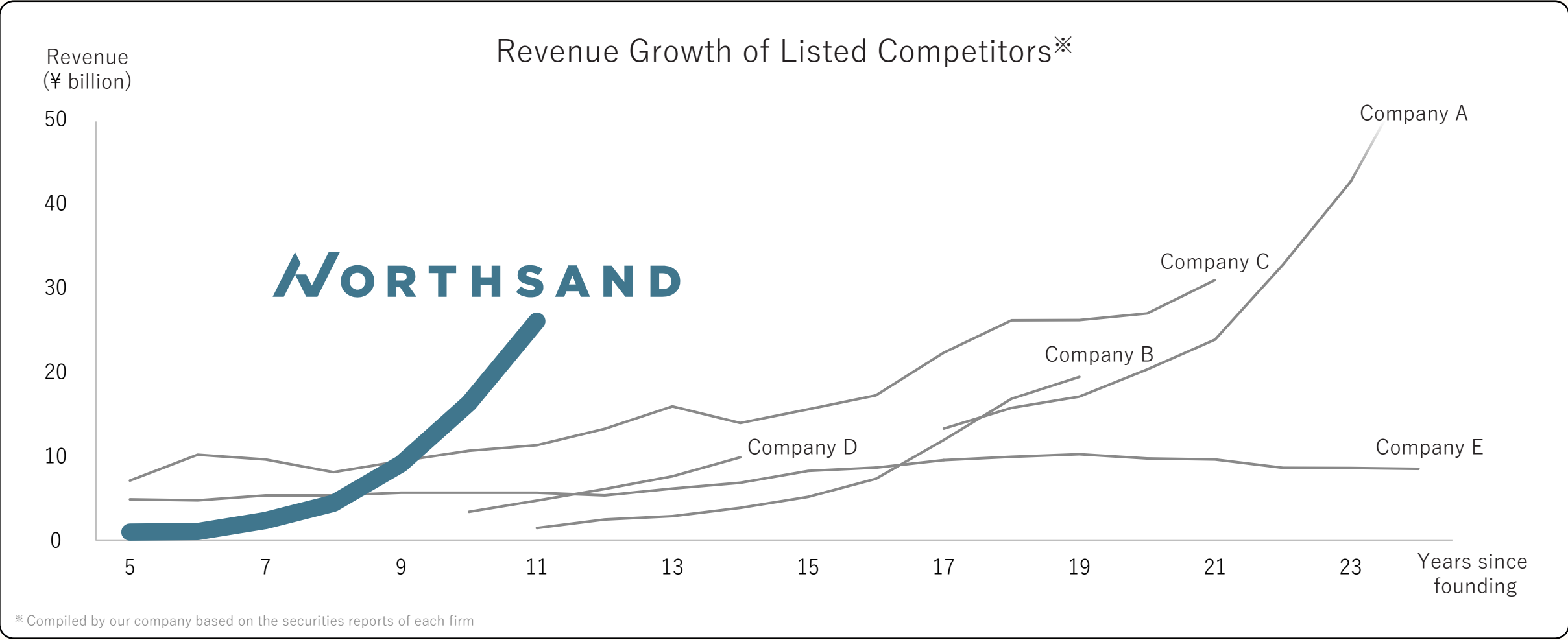
Tidy the Workspace

- Clear desks and straighten chairs after meetings
- Fix copier jams for the next user
- Replenish supplies when they run low by coordinating with other floors



Appendix. | Growth Rate Compared to Competitors

Growing at a rapid pace compared to listed competitors



Appendix. | Selective Hiring of High-Quality Talent

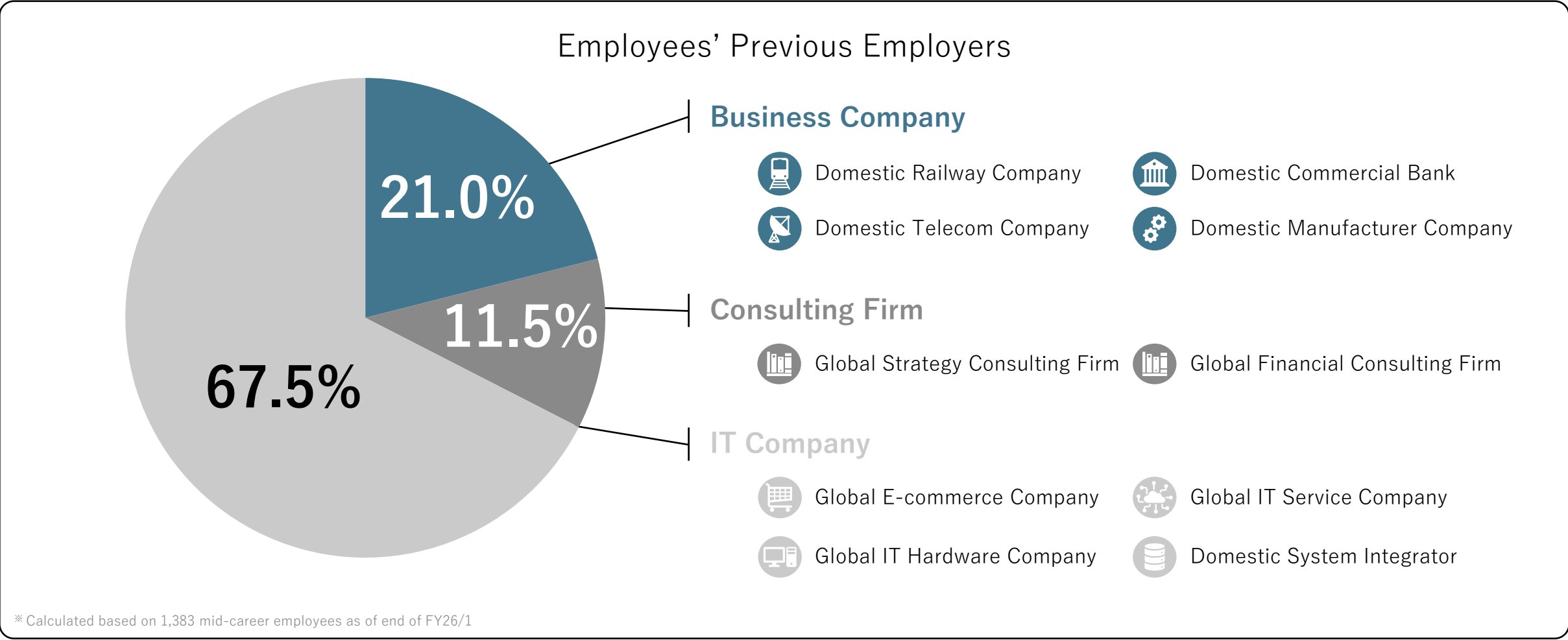
By targeting talent from non-consulting backgrounds, we attract a large pool of applicants and hire selectively through our unique screening process

Initiatives		Result※	
Target	 Talent pool including those new to consulting	Applicants from non-consulting backgrounds	88.5%
Application	 Partnership with recruitment agencies  YouTube channel	Number of applicants	21,891
Screening	 Culture-match recruitment - On top of skill and experience, we look for “charm,” “honesty,” and “persistence” - Our relaxed interview style is designed to draw out the candidate’s true character	Selection ratio	35.5 to 1
Onboarding	 Mentor program for new hires  Offer interview simulation	Number of hires	616

※ All data are for mid-career hires, including back-office, in FY26/1. Applicants from non-consulting backgrounds : % of applicants from non-consulting firms. Number of applicants: total applicants who underwent the recruitment process.
Selection ratio: applicants ÷ hires

Appendix. | Employee Background

Our hires include not only experienced consultants but also talent from IT and other diverse backgrounds



We develop our unique organizational culture by emphasizing human skills in both hiring and training

Consultant Attributes

Hard Skills



Consulting skill
Management skill
IT/industry knowledge

Easily Taught & Changed

Human Skills



Charm
Honesty
Persistence

Hard to Teach & Change

Differences in Recruitment and Training

Competitors

Focus on Hard Skills

Recruitment



- Case interviews
- Written tests

Training



- Evaluation based on skill level
- Fixed required skills for each position

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Focus on Human Skills not just Hard Skills

Recruitment



- NQ Assessment
Questionnaire analyzing behavior of high performing talent
- Interviewer Training
Interviews by recruiter trained for two months

Hire based on human skills (hard to change)

Training



- All-employee MTG
- Philosophy session
- Position-based training
- Practical training

Develop hard skills (easily changed) after joining

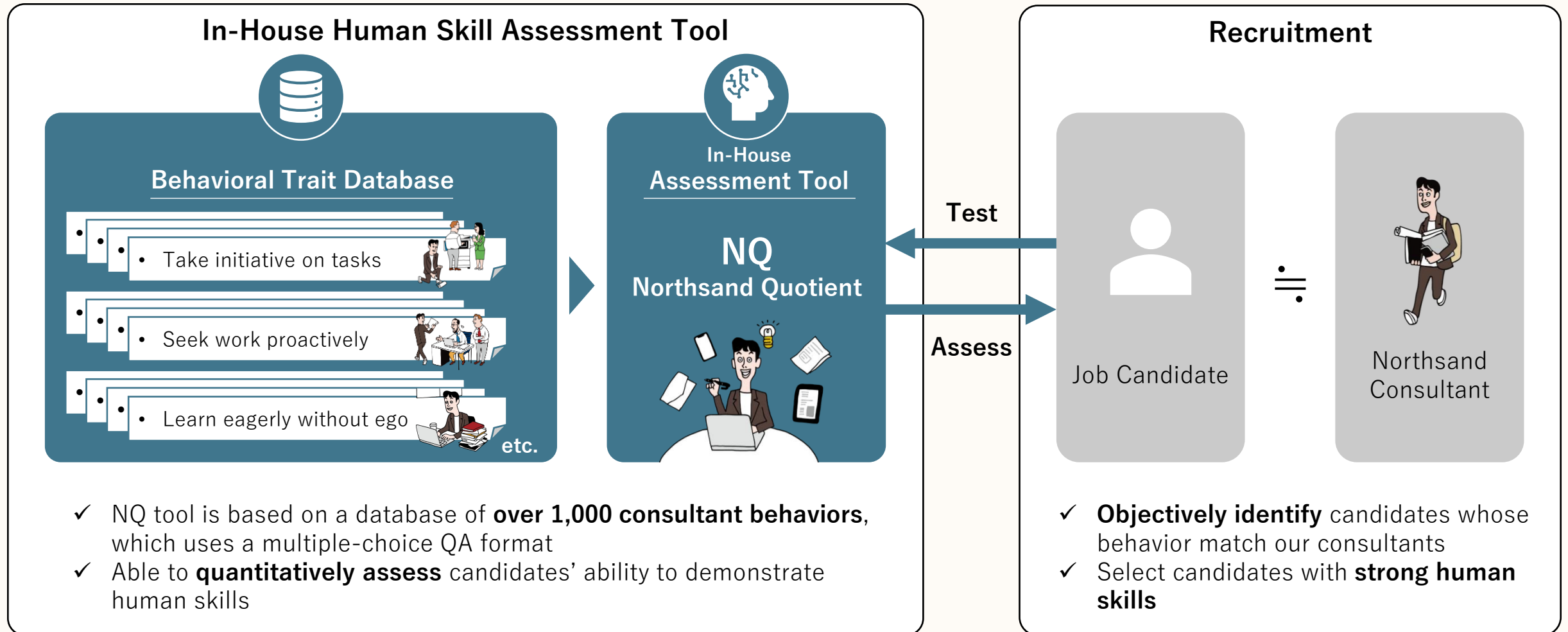
※ Information on competitors is based on our interpretive opinions

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Appendix. | Our System to Identify Human Skills

At recruitment, we identify candidates with strong human skills, using an in-house assessment tool based on our top consultants' behavior



Appendix. | Our Training Environment

We provide training to enhance not only hard skills, but the human skills to understand and support others emotionally

Key Elements for Consultant Growth

Hard Skill / Knowledge

Human Skill



Consulting skill

Management skill

IT/industry knowledge

Charm

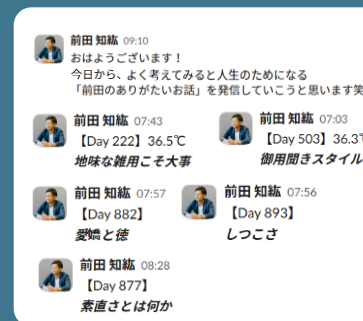
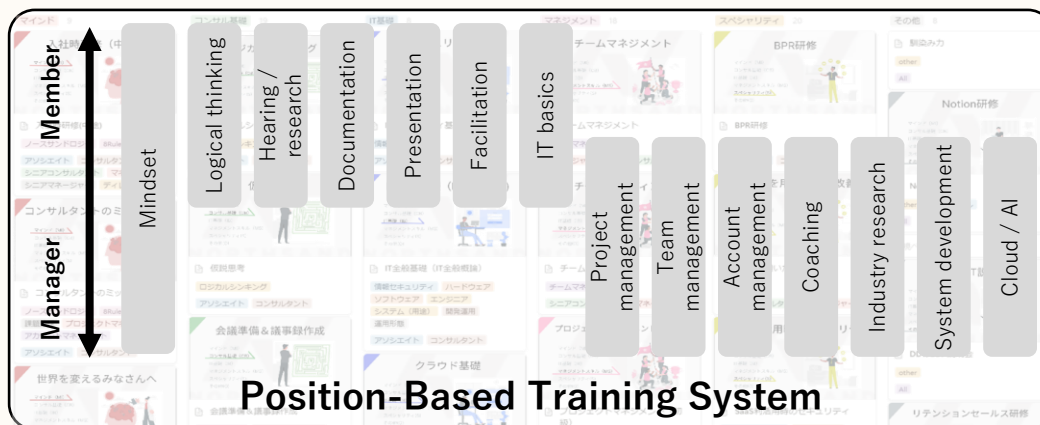
Honesty

Persistence

Learn from Seminars

Learn from Experience

Methods



CEO Message

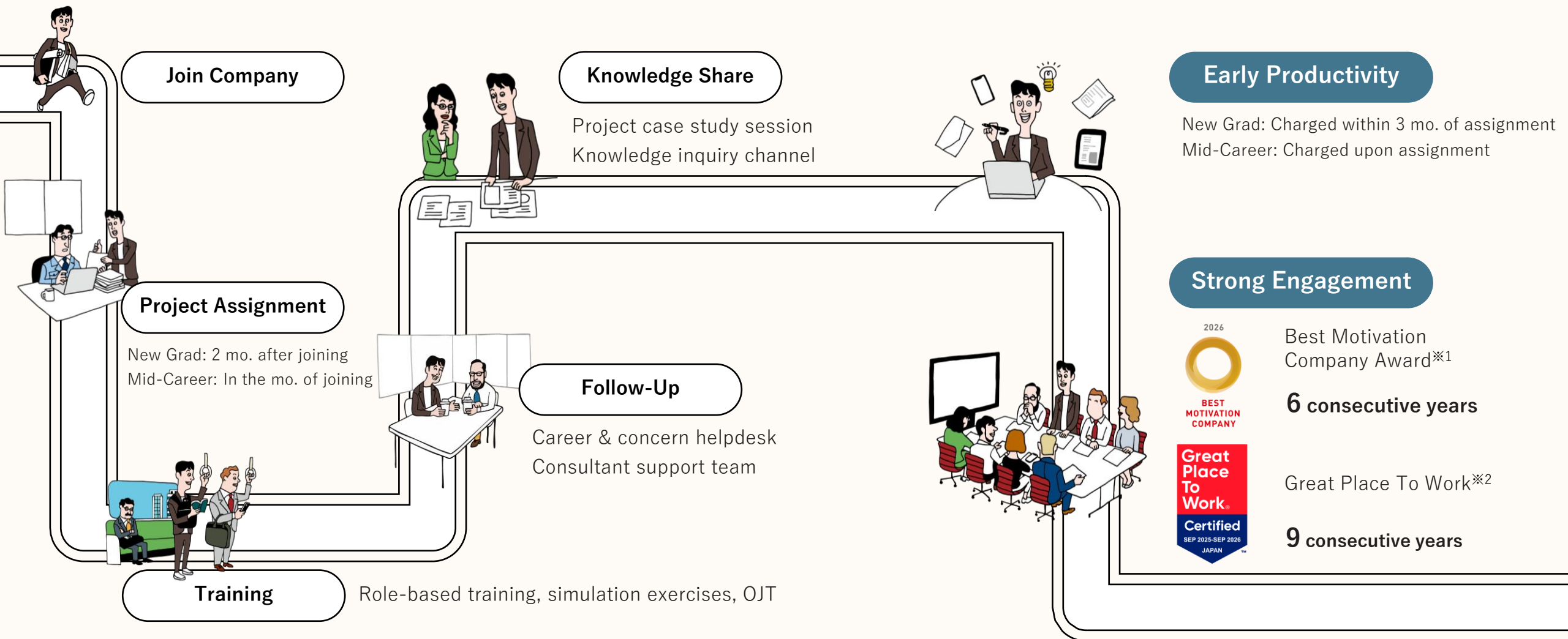


All-Employee MTG



Interact with executives

Our supportive structure enables new consultants to achieve early productivity and strong engagement



We provide programs that quickly equip new hires with the mindset and skills needed to perform as “pros” at client sites

Three Programs that Support New-Hire Development

Onboarding Orientation

Instill core mindset of a Northsand consultant

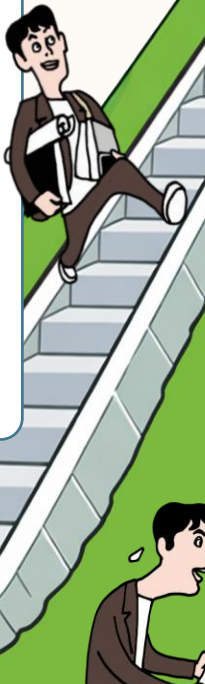
One Month Intensive Training

Classroom + hands-on program that simulates real assignments

On-demand Training

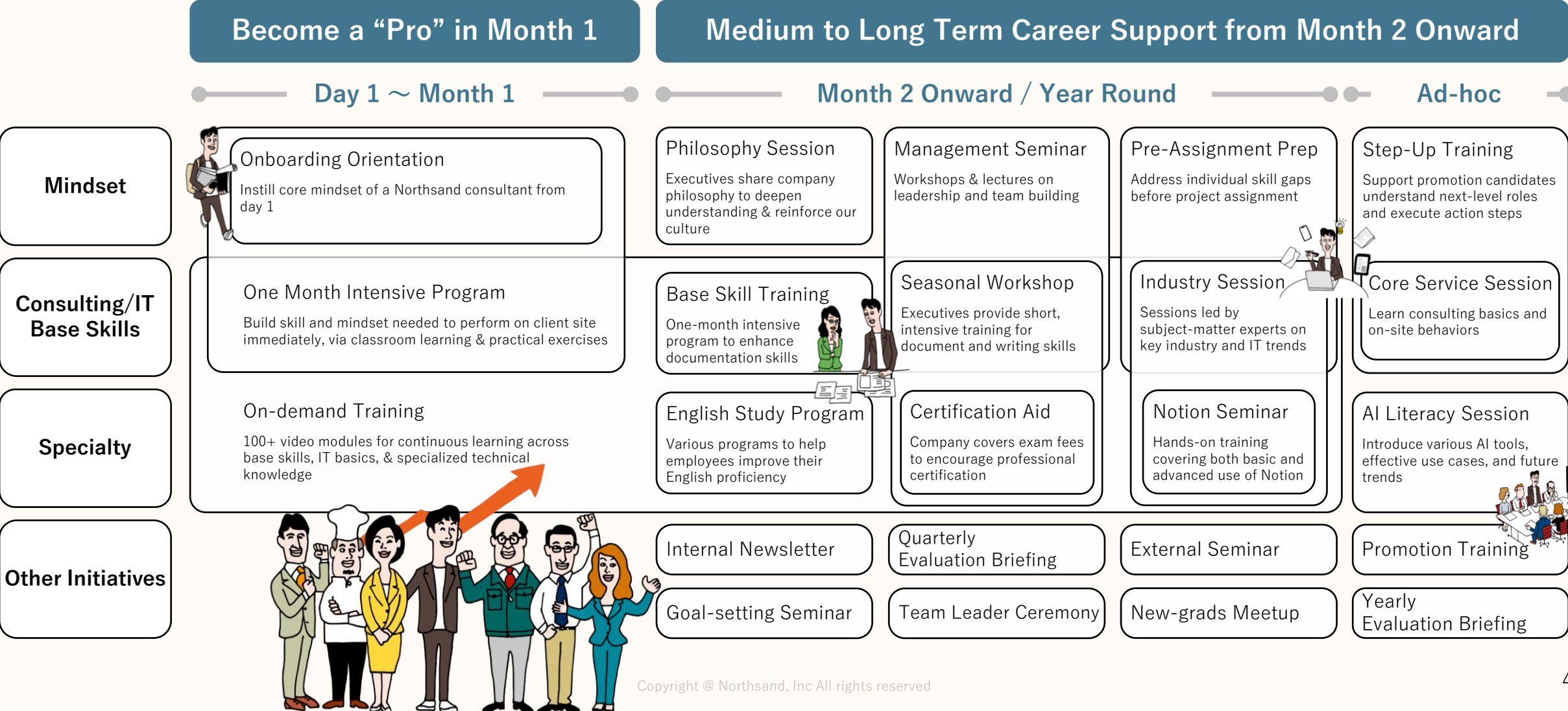
100+ modules for continuous skill development, tailored to individual needs

Train consultants to be client-ready “pros” from day 1



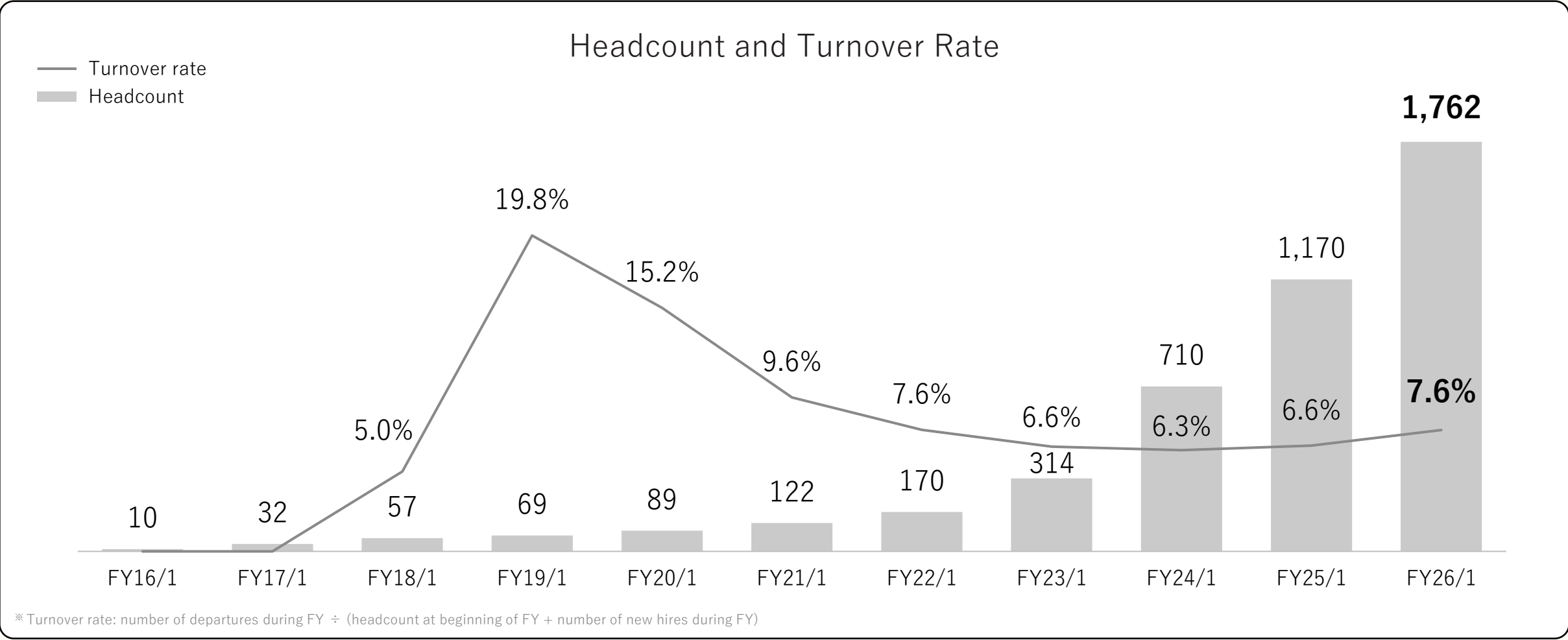
Appendix. | Training Curriculum

Robust training programs support early productivity of consultant newcomers as well as their long-term career development



Appendix. | Improved Turnover Rates

Consistent culture-match recruitment and engagement efforts have improved turnover rates

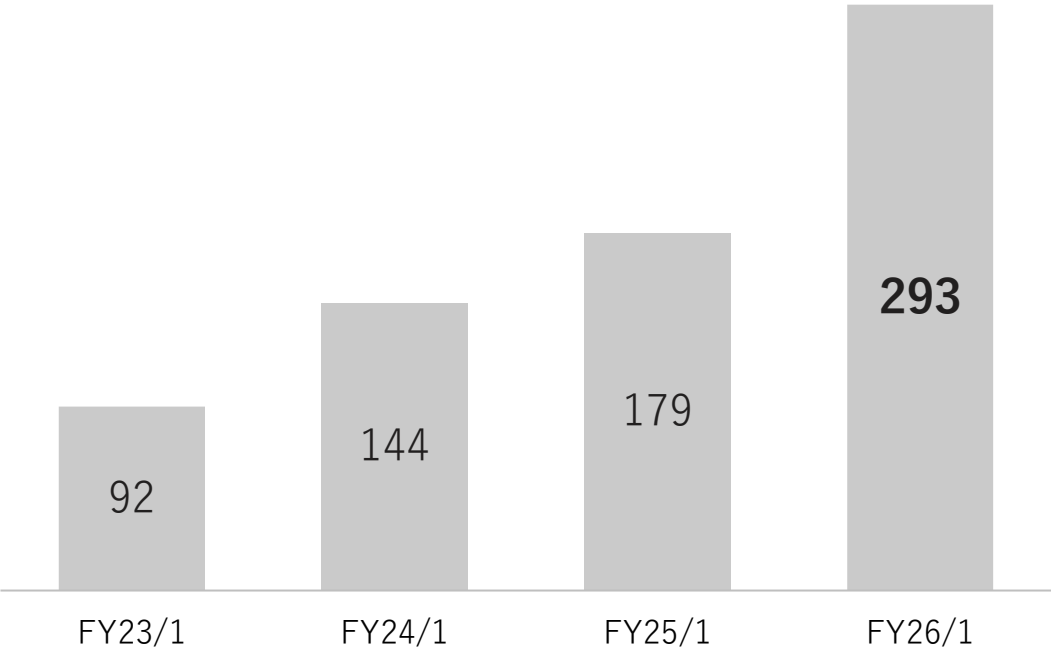


Appendix. | Increase in Clients and High Utilization Rate

The number of clients has increased steadily, enabling us to maintain a high utilization rate



Number of Client Companies



※ Number of companies that recorded sales in each fiscal year

Utilization Rate

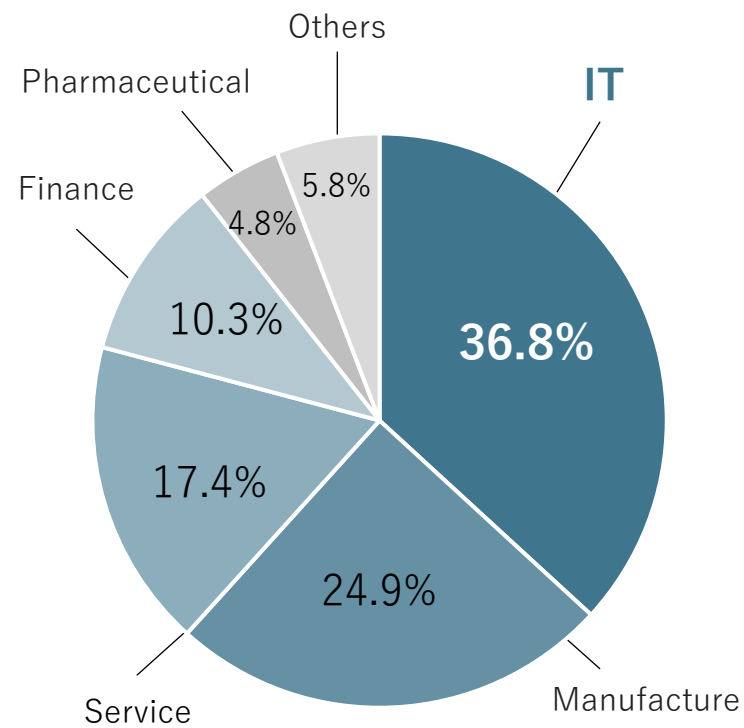
Over
90%
ever since founding



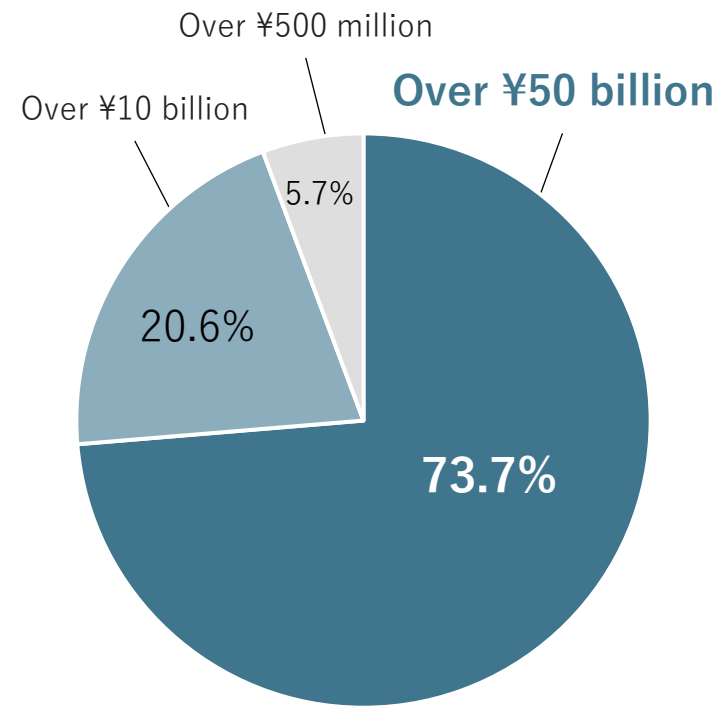
Appendix. | Our Client Base

We have acquired leading domestic clients across various sectors, while maintaining a balanced revenue structure not reliant on top accounts

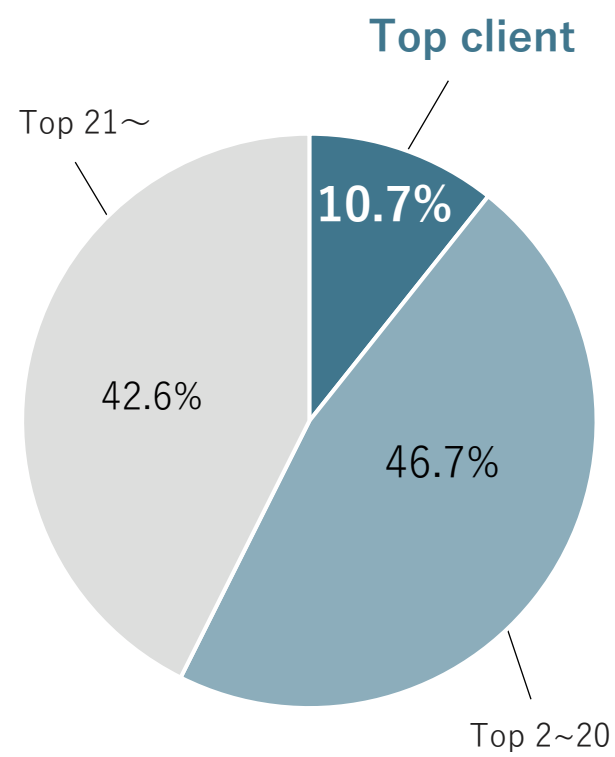
Revenue Breakdown by Sector



Client Company Revenue



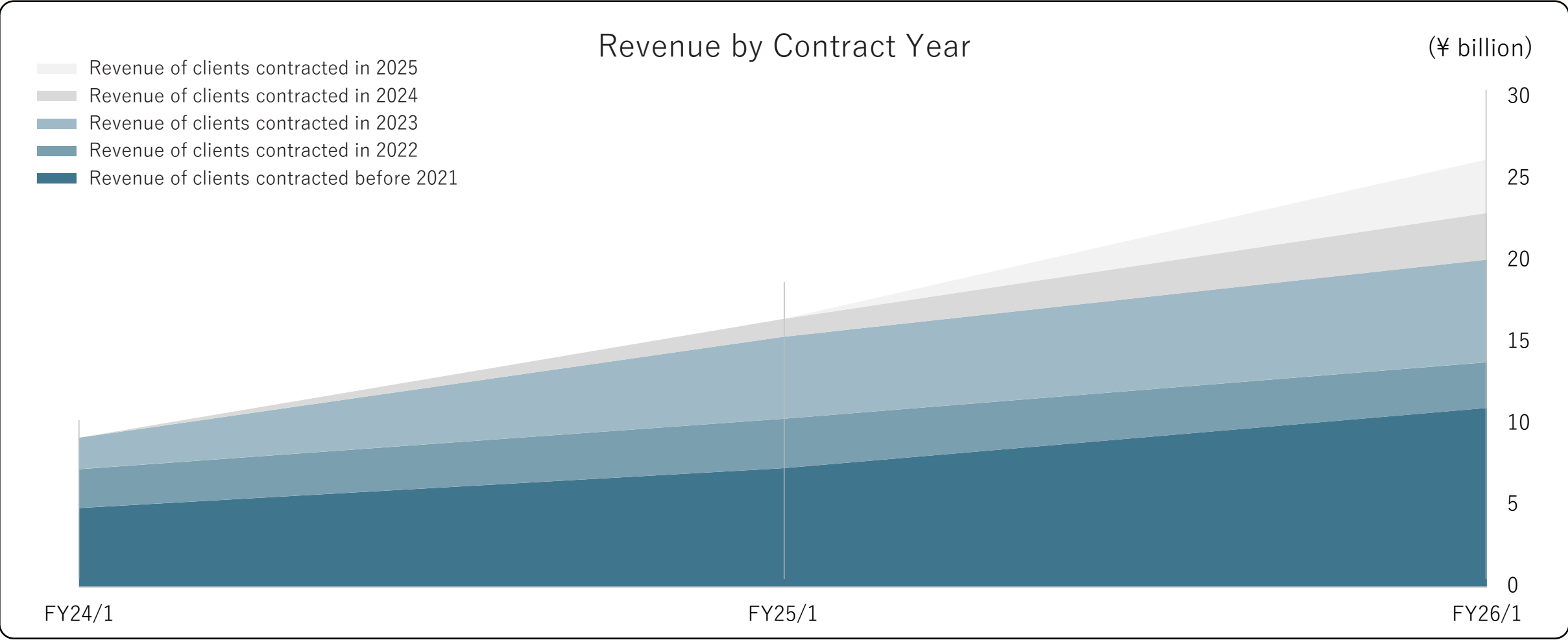
Revenue Breakdown by Client



※ Classified clients by category in FY26/1
Client revenue data was compiled by our company based on information as of February 26, 2026

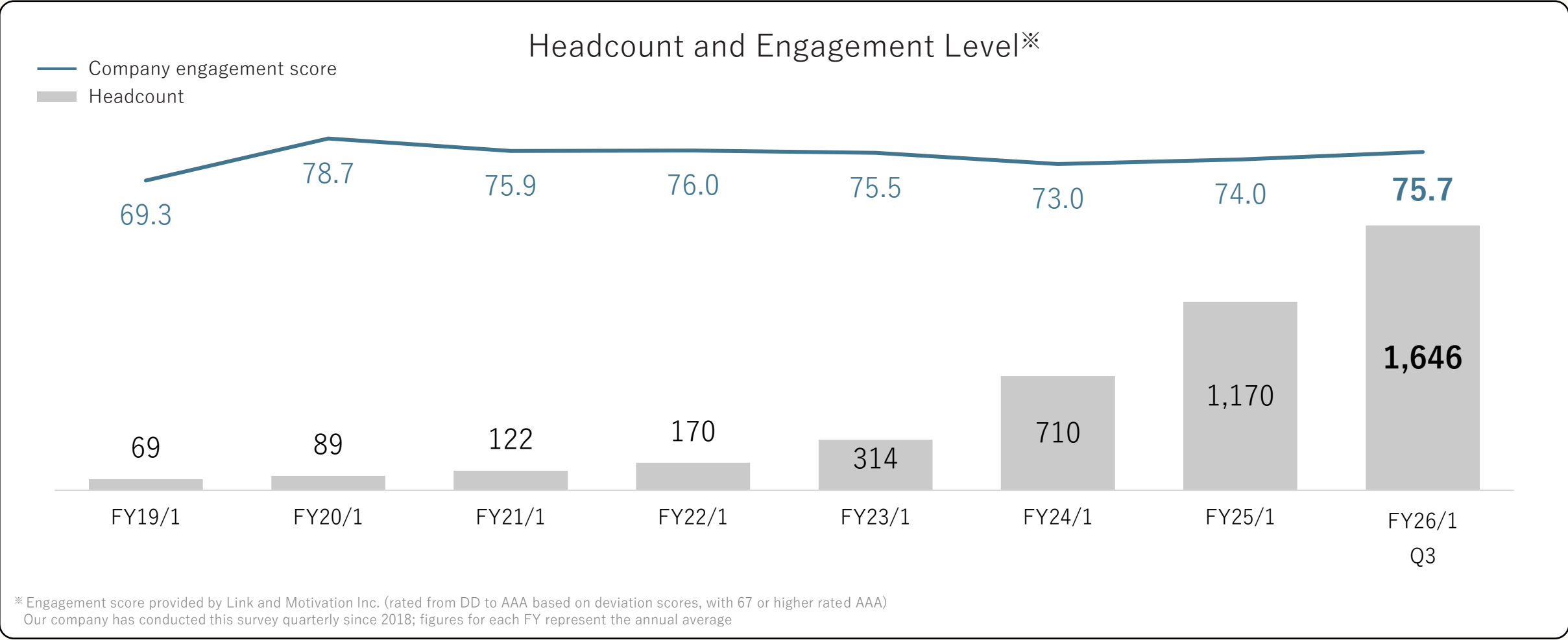
Appendix. | Long-Term Client Relationship

Long-term client relationships have driven a stable, recurring revenue model



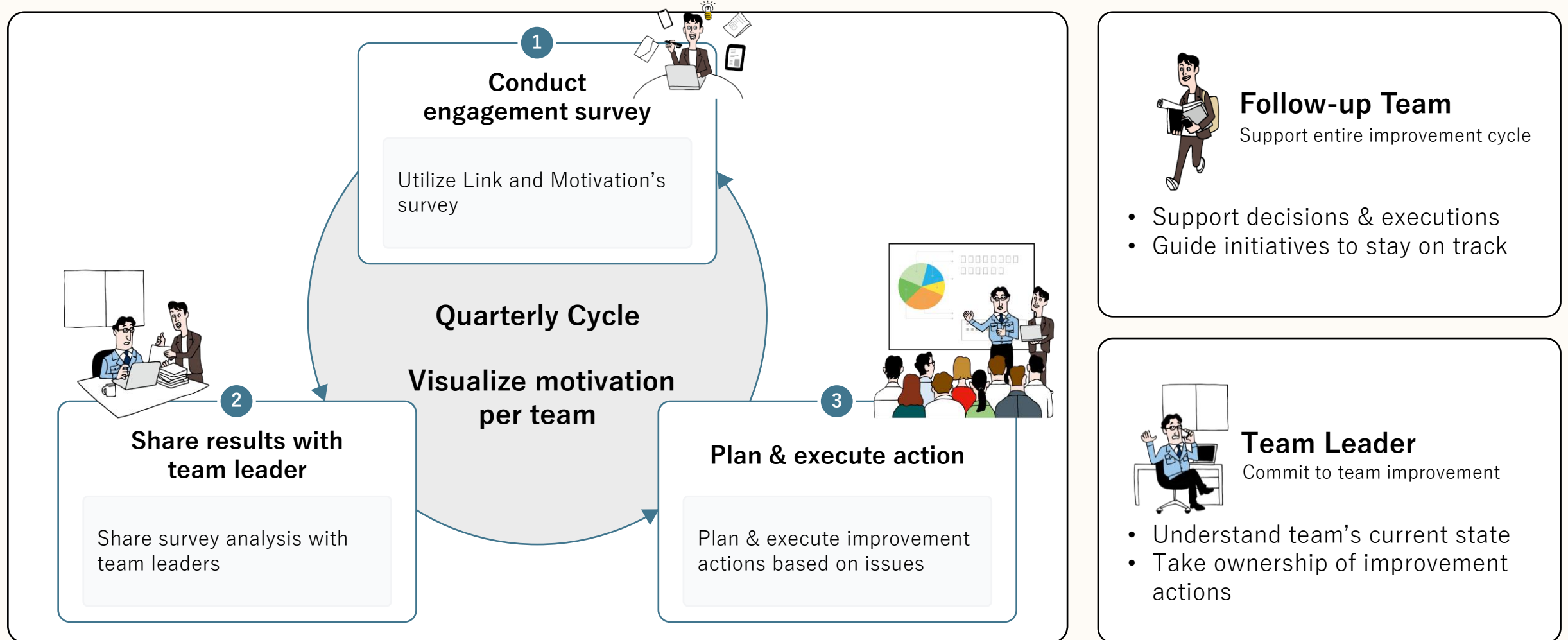
Appendix. | Scaling While Maintaining High Engagement

As the workforce grows by hundreds each year, we sustain high engagement by continuously reinforcing our core values



Appendix. | Organizational Improvement for Higher Engagement

Using engagement surveys every quarter, team leaders and follow-up team drive improvements, enabling continuous progress per quarter.



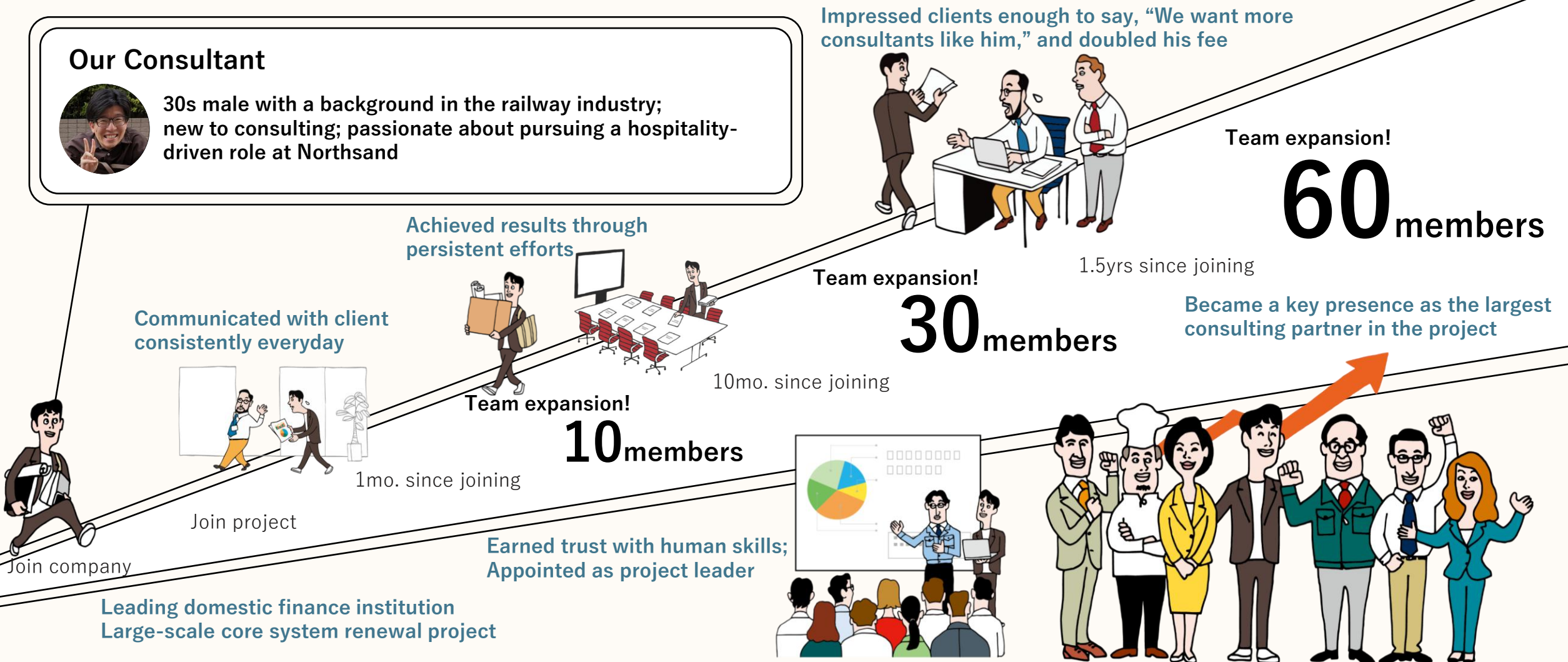
Appendix. | Consultant Newcomer Case Example

Despite having no prior consulting experience, he earned client trust with his human skills and grew into a team leader of over 60 members

Our Consultant



30s male with a background in the railway industry; new to consulting; passionate about pursuing a hospitality-driven role at Northsand

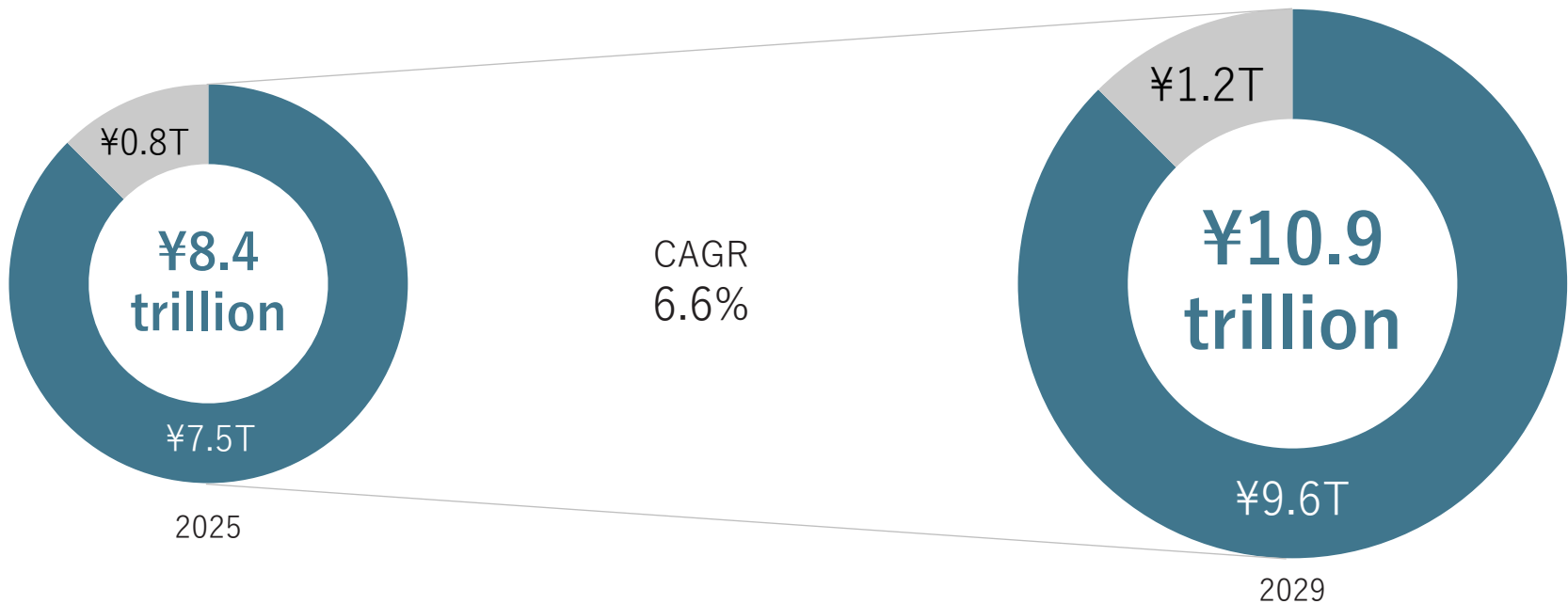


Appendix. | Domestic IT Service / Business Consulting Market Outlook

The combined markets are expected to grow to over 10 trillion yen by 2029

Domestic IT Service / Business Consulting Market Forecast*

- Domestic IT service market
- Domestic business consulting market



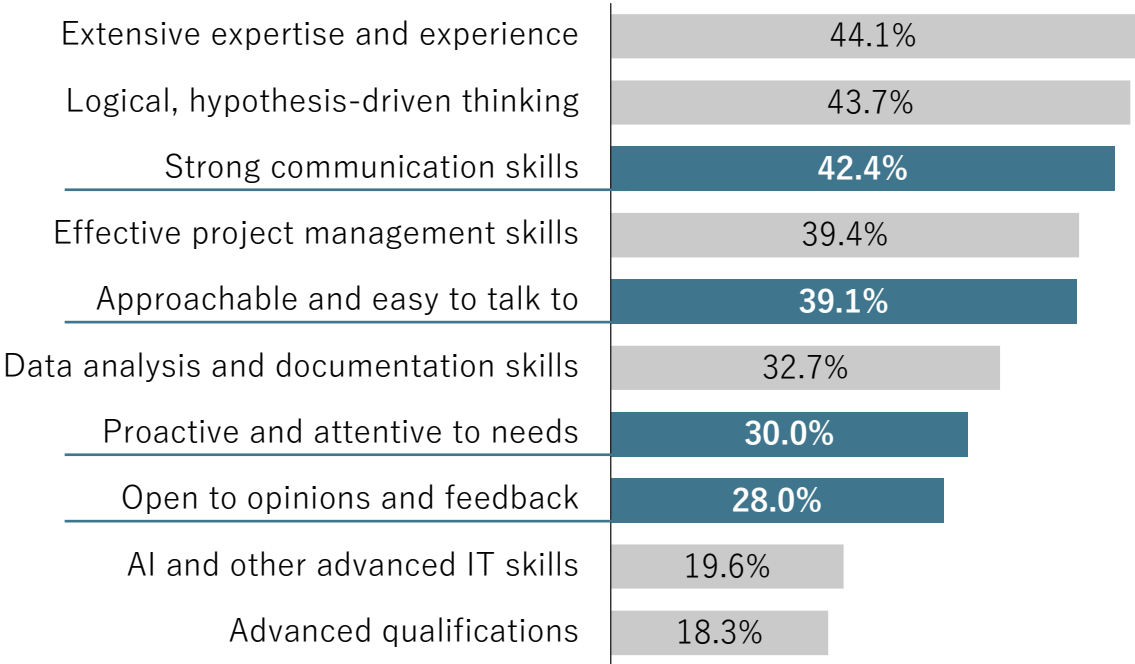
* Estimated by our company based on IDC Japan’s press release “Forecast for the Japan Business Consulting Service Market – AI Adoption Seen as a Key Growth Driver” (December 10, 2025) and “Forecast for the Japan IT Service Market – Data & AI-Driven Digitalization to Exceed ¥10 Trillion by 2030” (March 9, 2026)

* IT service market: Demand related to projects such as core system renewals, cloud migration, and system development aimed at strengthening business operations
Business consulting market: Demand related to projects in areas such as strategy, finance/accounting, and business process improvement

Appendix. | Expectations for Consultants

Consultants are expected to have not only knowledge and experience, but also human skills needed to build and maintain strong relationships

Expectations for Consultants※



※ Researched by our company: Survey of 489 corporate executives and managers. Respondents were randomly selected from companies with prior experience using IT or business consulting services



- A consultant’s job is to turn seemingly boring tasks into **interesting challenges**
- I lead by example, showing I enjoy my job
- Always conscious to **find joy** in the work I do

Partner, former consultant



- Through **communication**, I **foster bonds** with clients and my team
- I value teamwork: always offer help to those in need and never let anyone feel alone

Director, former manufacturer



- **Casual chats** with clients, after getting to know them, is crucial to build trust
- Don’t just wait — be **proactive** and **consistent** to get noticed

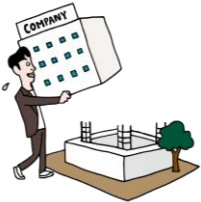
Director, former IT specialist

Organizations face challenges in strategy execution, often due to poor internal communication. Such issues drive demand for human skill-based consulting services.

Research on Organizational Failure※

Organizations fail not in strategy formulation but execution

Strategy Formulation



Management methods and framework are becoming more advanced

Standardized & reproducible strategy

Strategy Execution



Human-related issues (e.g., communication gaps and cross-department misalignment) persist

Internal conflicts and duplicated work arise

※ Harvard Business Review 2015.3 “Why Strategy Execution Unravels—and What to Do About It”

※ Twum, K. K. (2021). “Why Strategies Fail? A Review on Strategy Implementation.”

Future Need for Consulting Services

Skills will be replaced by AI, while value of human skills grows



Skill-based service

Data-driven issue analysis

Solutions leveraging advanced technology

Shrinking demand due to AI substitution

Human skill-based service



Bridging stakeholders

Covering unassigned tasks

Growing demand with low AI substitutability

1 . Domestic Finance Company

Large-scale core system renewal aimed at integrating and automating accounting operations.

Earned clients' trust by engaging in daily chats and putting care into even the smallest tasks. **"We want more people like you,"** they said, as Northsand became one of the largest consulting partner in the project.



2 . Domestic Service Company

Implementation of company-wide remote work environment during the COVID-19 pandemic.

Praised for the **ability to anticipate needs** through attentiveness to other ongoing projects. As a result, Northsand became the go-to partner for internal system integration / consolidation projects.



3 . Domestic Pharmaceutical Company

Development of data analysis platform to accelerate new drug research.

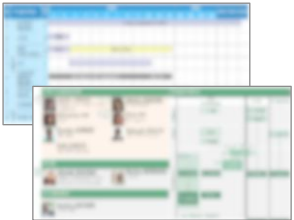
Commended for strong relationship-building with overseas stakeholders and an enthusiastic work ethic. Gaining trust as a **"reassuring, reliable presence,"** Northsand became the clients' first point of contact for new initiatives.



4 . Domestic Manufacturer Company

Open migration for a large-scale core system running on a mainframe.

Evaluated for taking on tasks often overlooked by others. Northsand earned the reputation of being **"the only firm that does what no one else will,"** resulting in the account becoming our largest client yet.





This document contains forward-looking statements, including outlook, plans, targets, and other future expectations of Northsand, Inc. (the “Company”). These statements may include terms such as “forecast,” “estimate,” “expect,” “intend,” “plan,” “potential,” and “outlook,” among others, but are not limited to such expressions.

These forward-looking statements are based on information currently available to the Company and on assumptions judged to be reasonable at the time of preparation. They inherently involve risks, uncertainties, and other factors that may cause actual results to differ materially from those expressed or implied herein.

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