Acquisition of dotsline Inc. as a Wholly Owned Subsidiary

Japaniace Co., Ltd.

October 29, 2026

Rationale for the Acquisition

Capturing demand in the AI era through data engineering expertise

Japaniace		dotsline
Engineers for implementation and operations, supported by an established customer base	×	**Data platform strategy, design and implementation for the generative AI era**

Combining dotsline's upstream planning and design expertise with Japaniace's delivery capabilities to provide integrated support from strategy through operations

dotsline: Company Profile and Financial Performance

A data engineering company providing strategy, design, implementation and operations
for the data platforms that underpin data and AI applications

3rd Fiscal Year FY ended Oct. 2026 (Estimate)	Net Sales (JPY thousand) ¥581,651 thousand	Operating Profit (JPY thousand) ¥171,494 thousand	Operating Margin 29.5%
2nd Fiscal Year FY ended Oct. 2025	Net Sales (JPY thousand) ¥219,052 thousand	Operating Profit (JPY thousand) ¥44,046 thousand	Operating Margin 20.1%

Established: November 2023
Location: 6F, Tsukiji Chuo Building, 2-11-10 Tsukiji, Chuo-ku, Tokyo
Business: Data platform services, from strategy and design to implementation and operations
Key technologies: Google Cloud, Snowflake, Databricks, Microsoft Fabric and others
Profitable for two consecutive fiscal years since establishment

Product names are trademarks or registered trademarks of their respective owners.

dotsline: Directors’ Profiles

Two directors leading the company

Representative Director

Yuki Matsumoto

Worked as a data scientist at DATUM STUDIO and Accenture.
After working in enterprise data engineering and consulting, led business development as a director at a startup.
Supports digital transformation across industries, with strengths in enterprise data platforms and data science for marketing and generative AI.

Director

Ryotaro Sano

Designed and developed AR applications and application log infrastructure at Hakuhodo and startups.
Has extensive experience in designing and building big data platforms across industries.
Projects include an HR data platform service, a shared platform for retail demand forecasting, and an enterprise-wide integrated data platform for the service sector.

Business Expansion within the Group

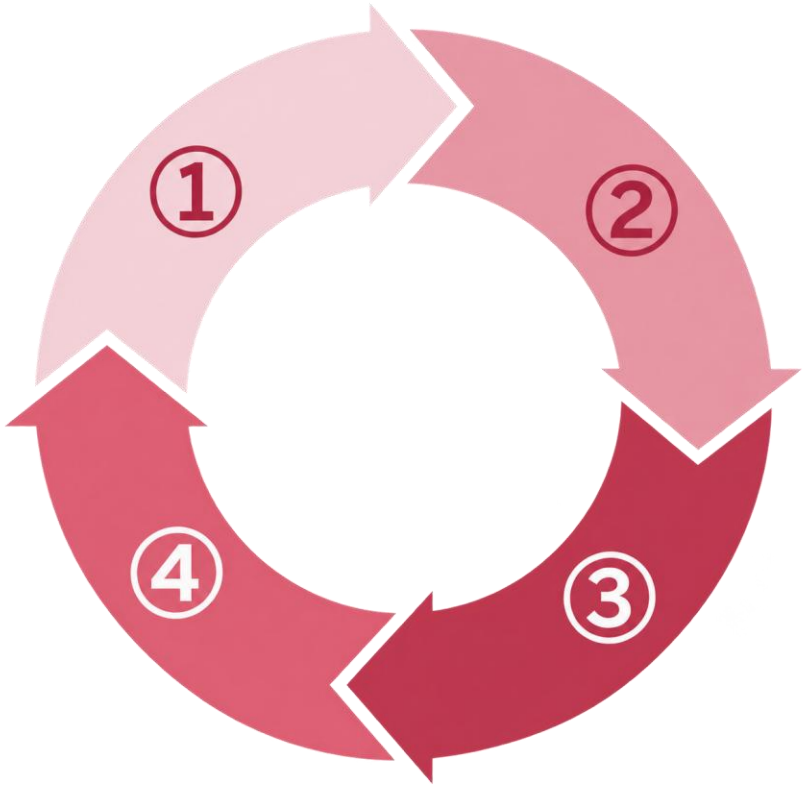
Four initiatives linking talent, customers, delivery capabilities and shared expertise

1. Develop and Deploy Talent

Use the training platform to develop Japaniace's engineers into data engineers and deploy them to projects

2. Expand Customer Reach

Propose data platforms and AI applications to Japaniace's customers from the strategy stage



3. Services from Upstream Planning through Operations

dotsline leads strategy and design, while the Group handles implementation and operations

4. Standardize Expertise

Standardize design methods and project expertise, and apply them to training and proposals

Growing Together

Bringing the power of data to every company in the AI era

Combine dotsline's data engineering expertise with Japaniace's engineers and customer base to make data and AI a new growth engine for the Group.

dotsline
Upstream expertise, end-to-end support

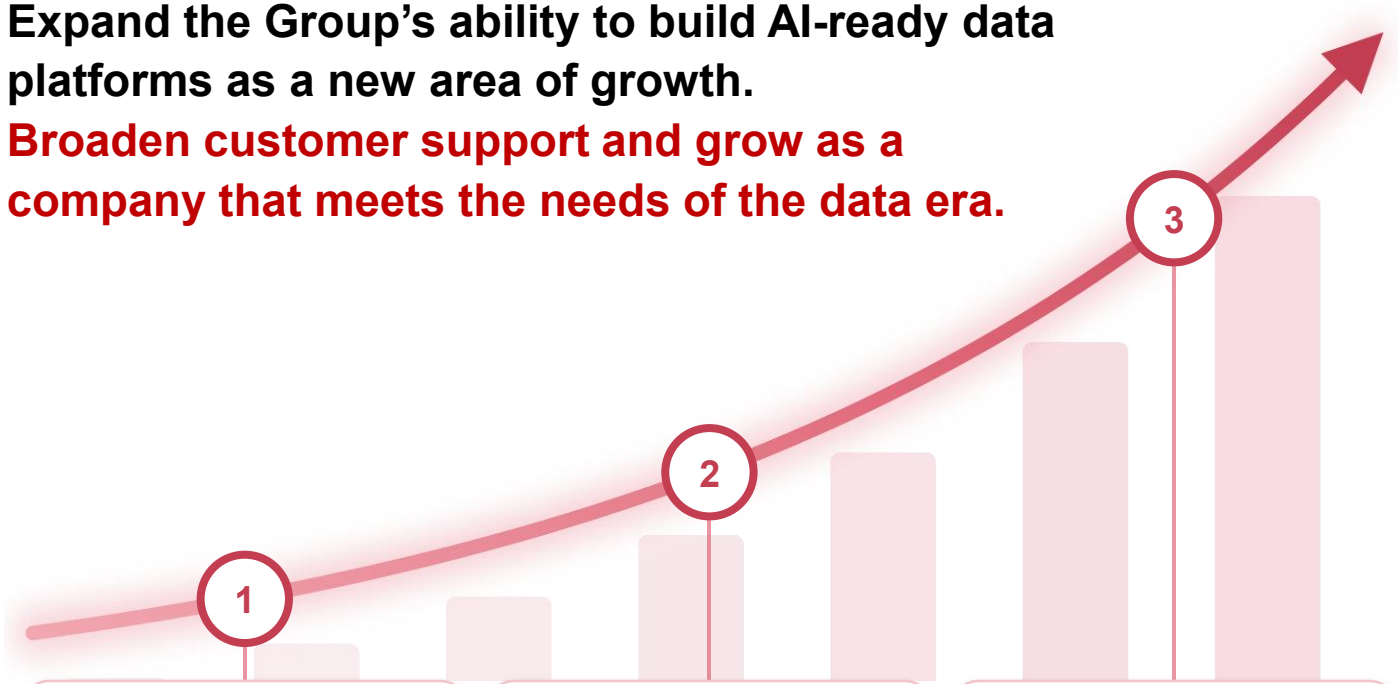
×

Japaniace
Engineers and customer base

Expanding the Data and AI Business

GROWTH STORY: The Group's Path to Growth

Expand the Group's ability to build AI-ready data platforms as a new area of growth.
Broaden customer support and grow as a company that meets the needs of the data era.



PHASE 1: INTEGRATION
Establish an integrated delivery model
Combine dotsline's upstream planning and design expertise with Japaniace's delivery capabilities, from planning through operations.

PHASE 2: EXPANSION
Expand talent and customer reach
Train and deploy existing employees as data professionals, and extend data and AI support to Japaniace's customers.

PHASE 3: EVOLUTION
Become a leader in data and AI
Support enterprise AI adoption through value-added systems integration with a commitment to results.

Creating customer value through integrated support, from strategy to operations and AI adoption

Appendix

AI-Ready Data Platforms: The Foundation for Successful AI Adoption

Generative AI and AI agents need data they can use correctly, supported by platforms with robust data quality and access controls

Data Sources

Core: sales, accounting, production, HR
Manufacturing, trading and distribution
Touchpoints: members, purchases, behavior logs
Retail, entertainment and media
Industrial IoT: sensors, equipment, logistics
Manufacturing, infrastructure and logistics
External: papers, market and public data
Research institutions, finance and government
Documents: contracts, minutes and policies
All industries

AI-Ready Data Platform

Data collection and integration (pipelines)
Quality control, record matching and ID integration
Context and meaning (metadata)
Authentication, authorization and personal data management

Adoption and Sustained Use

AI agents executing business tasks
Autonomous inquiries, reviews and document creation

Cost optimization and stronger governance
System integration, personal data protection and audit readiness

Embedding predictions and automation in workflows
Automating decisions on demand, pricing and inventory

FDEs/DSAs track on-site KPIs and drive ongoing improvements to sustain adoption

Business Value of AI-Ready Data Platforms

Faster Decision-Making
Unify enterprise data for faster, more reliable business decisions

Higher Sales and Customer Value
Deepen customer insight and improve personalization to expand revenue opportunities

Higher Productivity, Lower Costs
Automate reporting, document creation and inquiries with AI

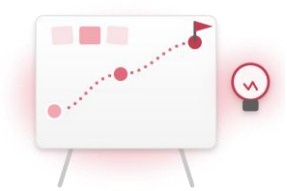
Stronger Risk Management and Governance
Control personal data and access rights to deploy AI safely across the enterprise

A secure, continuous supply of data that AI can use correctly is the foundation for AI adoption

Data and AI Project Stages and Each Company's Role

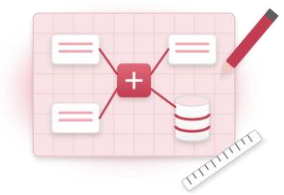
Upstream planning and design are key to project success. The capacity to implement and operate solutions is essential for scaling up.

1. Strategy and Planning



- Assess current state and key issues
- Define data use cases and ROI
- Set strategy, roadmap and team

2. Architecture Design



- Select platform architecture and cloud
- Design data models and integration
- Design governance and security

3. Build and Implement



- Build data pipelines
- Implement DWH/lakehouse platforms
- Integrate BI and generative AI (RAG)

4. Operate and Embed



- Maintain systems and monitor quality
- Support adoption by business users
- Build in-house skills and train staff

Data Professionals at Each Stage

1. Strategy and Planning	2. Architecture Design	3. Build and Implement	4. Operate and Embed
Business Consultants Data Architects	Data Architects Governance Specialists	Data Engineers Analytics / AI Engineers	DataOps Engineers Data Analysts

dotsline: Leads core activities in stages 1–3, from strategy to implementation (upstream planning and technical design)

Japaniace: Adds engineering capacity for stages 3–4

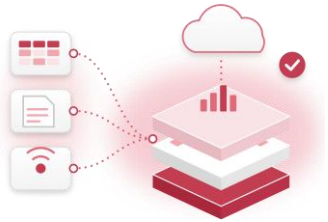
Lead projects from the upstream planning and design stages and deliver them through the Group's engineers, building a value-added systems integration model that goes beyond providing engineering resources.

Five Capabilities for AI-Ready Data Platforms

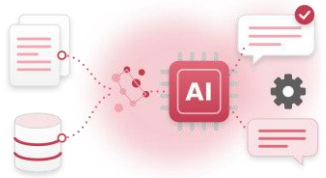
One team supports every industry from strategy and design through delivery, operations and building in-house capabilities

	1. Strategy and Planning	2. Modern Data Platforms	3. Organizational Governance	4. AI Platform Development	5. Adoption and Ongoing Support
Services	Develop data and AI strategies, identify use cases and estimate ROI, and design roadmaps and delivery structures	Design and build cloud DWH/lakehouse platforms, and automate and operate data pipelines	Integrate IDs and match records (master data management), monitor quality, manage metadata, and control access rights and personal data	Build RAG platforms linking internal documents and business data to generative AI, and data environments for AI agents to access and act on	Work alongside customers, with a commitment to results from implementation through operations and continuous improvement of generative AI and data initiatives
Technologies and Methods	Business and data assessments, As-Is/To-Be analysis, KPI design and PoC planning	Major cloud services including Snowflake, Databricks, Microsoft Fabric and Google Cloud, and ETL/ELT tools	Data catalogs and lineage, data quality testing, and access control including authentication and authorization	Generative AI APIs, vector search, semantic layers and AI agent integration into workflows	On-site support by FDEs/DSAs, AI agent operations and evaluation (LLMOps), KPI monitoring and improvement cycles
Value	Link business challenges to data investment and define actions that deliver results	Unify distributed data in a platform that can continue to scale across the enterprise	Provide trusted data that AI and analytics can use correctly and safely	Embed AI in daily operations for search, summarization and decision support	Move beyond PoCs to embed AI in daily work and KPIs, with continued support until results emerge







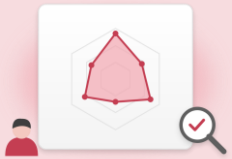




Training Platform to Extend Expertise across the Group

A data engineer training platform developed by dotsline

1. Skills Assessment



Assess current skills

AS-IS

Skills remain implicit and vary by individual. Staffing relies on intuition.

TO-BE

Make skills visible to optimize training plans and project assignments.

2. Personalized Learning



Individual learning plans, teaching materials and coaching optimized with generative AI

AS-IS

Reliance on self-study and on-the-job training slows learning.

TO-BE

Personalized curricula and AI coaches help engineers master the basics faster.

3. Practical Exercises



Hands-on exercises based on real project scenarios

AS-IS

Practical experience is available only on live projects.

TO-BE

Gain practical design and implementation experience before and during project assignments.

4. Project Support



Use design insights from past projects to support on-site decisions

AS-IS

Decisions depend on senior engineers, and quality varies by individual.

TO-BE

Apply past expertise so junior engineers can deliver consistent quality.

Building the Group's data capabilities by extending training to Japaniace's engineers

■Expanding the Data Talent Pool
Consistently develop data engineers through a repeatable training process

■Standardizing Technical Assets and Quality
Share design and implementation patterns and past expertise to reduce reliance on individuals

■Rapid Staffing for Large, Advanced Data Projects
Deploy trained engineers flexibly and accelerate the expansion of delivery teams

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These statements are not guarantees of future results or performance.
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