

October 27, 2025



FY2025 Q2 Earnings Presentation

LITALICO Inc.

[TSE Code: 7366]



The information, future strategies, forecasts, management targets, and other forward-looking projections relating to LITALICO Inc. (“the Company”) is based on information available to the Company as of the date hereof, and is based on reasonable assumptions that may include various risks and inaccuracies.

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Consolidated Financial Results	4
Midterm Strategy	8
Financial Forecast	14
Business Results	18
Reference Material	33

Consolidated Financial Results

IFRS

(million yen)

	FY2024 H1	FY2025 H1	% YoY
Net Sales	15,513*	18,864	+ 21.6%
Operating Profit	1,001*	2,080	Approx. 2.1 times larger
Profit Attributable to Owners of Parent	627	1,236	Approx. 2.0 times larger

*Figures for FY2024 does not include the non-continuous business (nCS Inc., which was removed from the consolidation in the end of March 2025) based on item no. 5 of IFRS.

IFRS

(million yen)

		FY2024 H1	FY2025 H1	% YoY
Vocational Welfare	Sales	6,216	6,863	+10.4%
	Profit	2,294	2,129	-7.2%
Child Welfare	Sales	4,145	5,387	+30.0%
	Profit	-515	176	+690 mln. Yen
Platform	Sales	2,244	2,717	+21.1%
	Profit	708	1,000	+41.1%
Overseas	Sales	960	1,813	+88.9%
	Profit	234	429	+83.3%
Others	Sales	1,949*	2,083	+6.9%
	Profit	194*	186	-3.9%

*Figures for FY2024 does not include the non-continuous business (nCS Inc., which was removed from the consolidation in the end of March 2025) based on item no. 5 of IFRS.

CONSOLIDATED

- 18.9 bln yen in sales (+22% YoY), 2.09 bln yen in operating profit (approx. 2.1 times larger YoY), 1.24 bln yen in profit (approx. 2.0 times larger YoY).
- Recruitment of staffs and marketing investment for the next term and onward will be conducted from H2. Performance forecast is unchanged.
- Stock repurchase (with a maximum of 500 mln yen) was completed in H1. A further repurchase of 300 mln yen is scheduled.

Vocational Welfare

- Total of two new sites will be launched in FY2025 as planned.
- Sales growth due to impact from site launches and improvement of existing facilities' operation rate in FY2024. Marketing investment, measures for personnel training, and investment towards measures for enhancement of corporate culture were conducted. In H2, we will continue with our investments, including recruitment of staffs for new site launches in the next fiscal year and onward. Approximately 20 facilities are planned to be launched in FY2026.
- 1,289 total job placements, and its pace remains elevated.

Child Welfare

- Stabilization of facility operation rate and sales and profit growth as planned due to a return to short-duration support program.
- Site launches are progressing steadily. 11 facilities were launched in Q2.
- Total of 18 new site launches planned for FY2025.

Platform

- Steady pace of new contract acquisition.
- Improving profitability while conducting investment for strengthening sales capabilities.

Overseas

- DDCN, a company acquired last year, has contributed to the full year's profit. Performance is proceeding stably, and is steadily moving towards the achievement of the plan.
- Additional investment was determined in May 2025, to launch facilities for people who need more urgent support. Operation will begin from H2.

Others

- Sales for each business is proceeding firmly.

Midterm Strategy

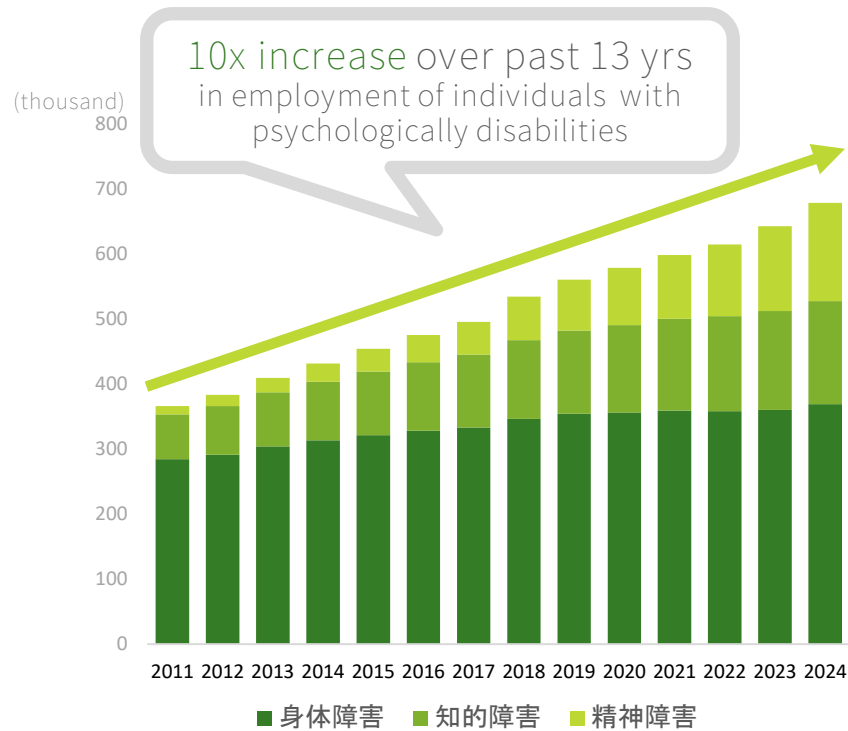
Creating an Obstacle-free Society

Obstacles are created by and within a society,
not by the unique capabilities of an individual.

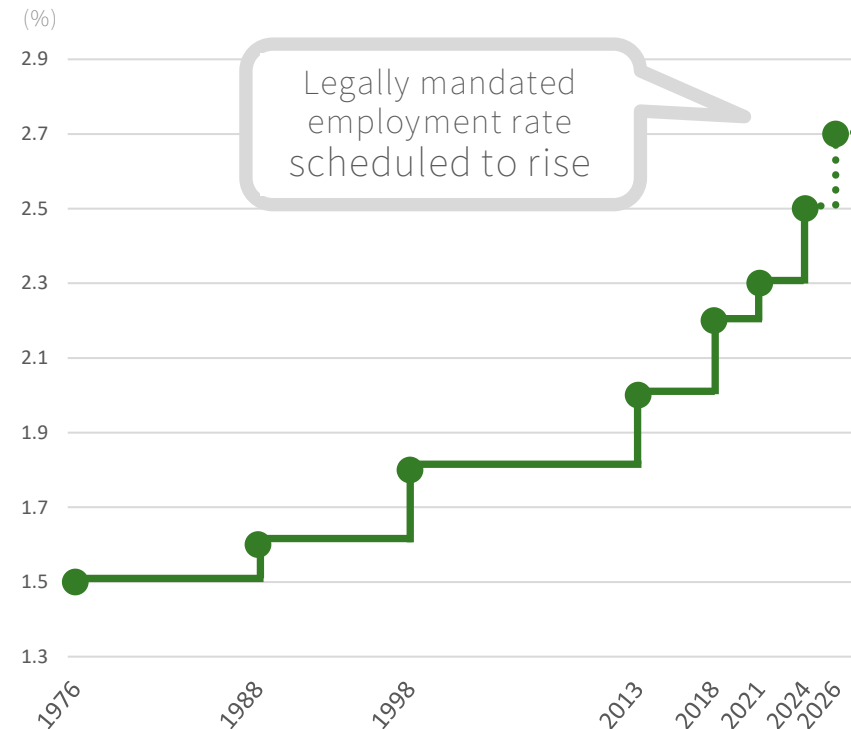
Removal of societal obstacles leads to the creation of a civilization
that honors the felicity of all diverse life.

- The employment of individuals with disabilities is increasing, with legally mandated employment rate of 2.5%.
- The rate is scheduled to increase step-wise to 2.7% over the next couple of years.

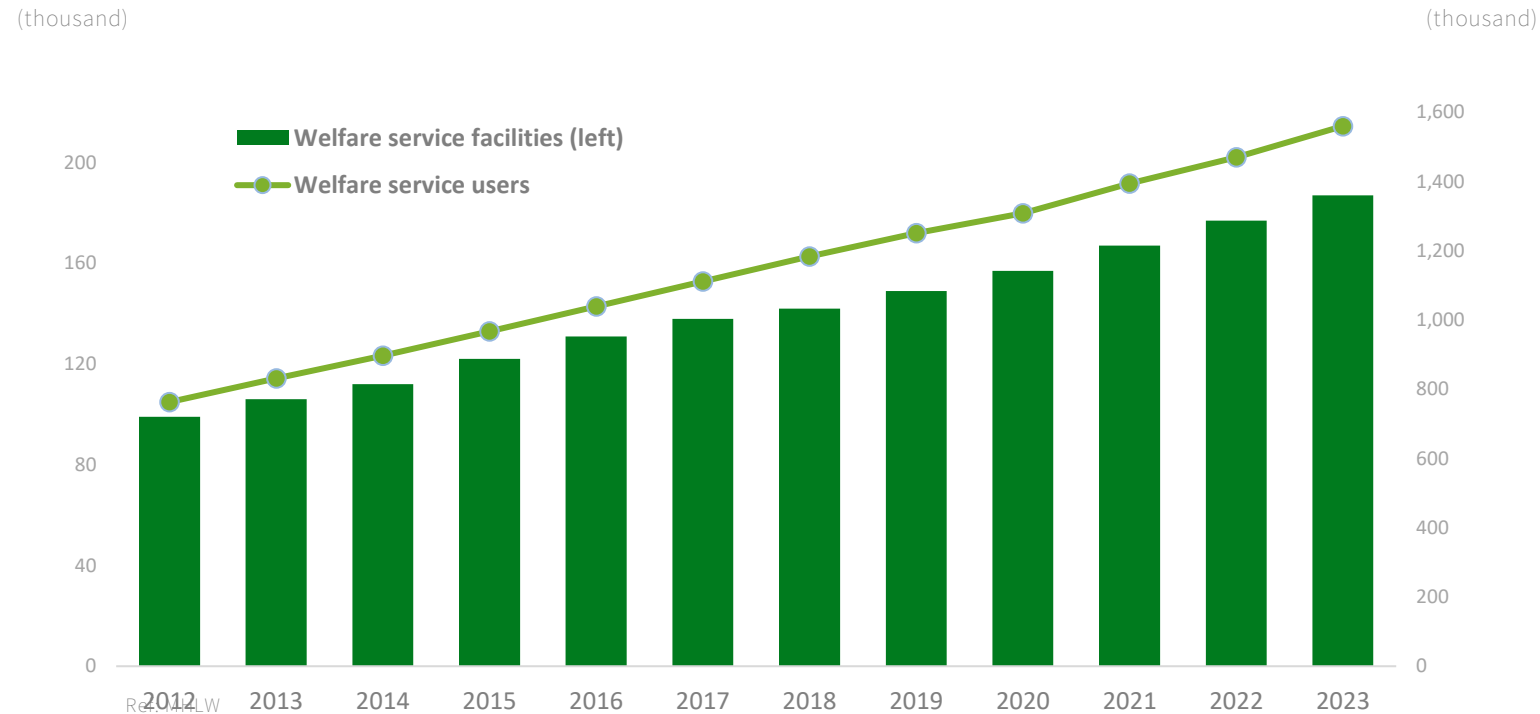
Employment of Individuals with Disabilities



Legally Mandated Employment Rate



Number of Welfare Service Users and Provider Facilities



- ▶ Disability welfare service users and providers continue to increase, resulting in increasing social needs. The government and municipalities' welfare service-related budget reached 4 trillion yen, which continues to expand at 8% annually.

STRATEGY

Services Across All Life Stages of Persons with Disabilities

Education



LITALICO Junior



LITALICO Wonder



LITALICO
高等学院



LITALICO
発達特性検査

- Early detection
- Diagnosis
- Education and therapy



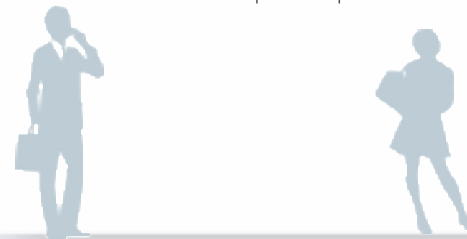
Vocation



LITALICO Works



- Social participation



Lifestyle



- Dwelling
- Medical care
- Asset custody



B to C

Lifetime support services for
persons with disabilities



LITALICO
Development Navi



LITALICO Carrer



LITALICO Work Navi



(Billing Software)



(Nursing Care Software)



B to B

Platform services for social
workers, service providers,
and persons with disabilities

To become the No. 1 company in the world for supporting people with disabilities

Re-strengthen the corporate culture's consistency

- Continuous investment for strengthening of corporate culture and development of human resources.
- Business development focused on the LITALICO brand instead of multi brands.

Maximize the corporate value for mid- to long-term

- Withdrawal of the mid-term launch plan. In FY2025, the number of launches will be temporarily restricted, and the internal structure will be strengthened towards the acceleration of launch pace, for the maximization of the launches in the mid- to long-term.
- Investment for new services and new business will be continued actively.

Balancing active business investment and return to shareholders

- While continuing the active growth investment, the measures for shareholder return will be strengthened in association with the stable profit growth.
- Stock repurchase is scheduled in addition to the continuous stable dividend increase.
- Stock option by third-party allotment, decided in July 2024, is withdrawn.

Financial Forecast

- In vocational welfare, the number of launches will be temporarily limited to strengthen the internal structure. Two facilities are planned to be launched. Investment for enhancement of service value will also be conducted.
- In child welfare, 18 facilities are planned to be launched. Although the opening of new facilities and related expenses will be concentrated until Q1, we expect the business to be profitable Q2 onward.
- Platform business is doing well. We will continue to invest in strengthening the sales ability and product development.
- The overseas business will proceed with the service expansion and strengthening service lineup in Nebraska for persons with severe behavioral disorder.
- New business development is also planned to be actively implemented.
- The term-end dividend is expected to be 11 yen. Stock repurchase is expected to be conducted with a maximum of 500 million yen, and an additional repurchase of 300 million yen is scheduled.

IFRS

(million yen)

	FY2024 ACT	FY2025 FCT	% YoY
Net Sales	33,214*	36,500	+ 9.9%
Operating Profit	3,477*	4,000	+ 15.4%
Profit Attributable to Owners of Parent	2,402	2,500	+ 4.1%
Year-end Dividend	9 yen	11 yen	+ 22%

Or +13.6%, if based on the comparison with this term's profit occurring from continuous business.

Stock repurchase was decided to be implemented for the enhancement of capital efficiency and to provide returns to shareholders.

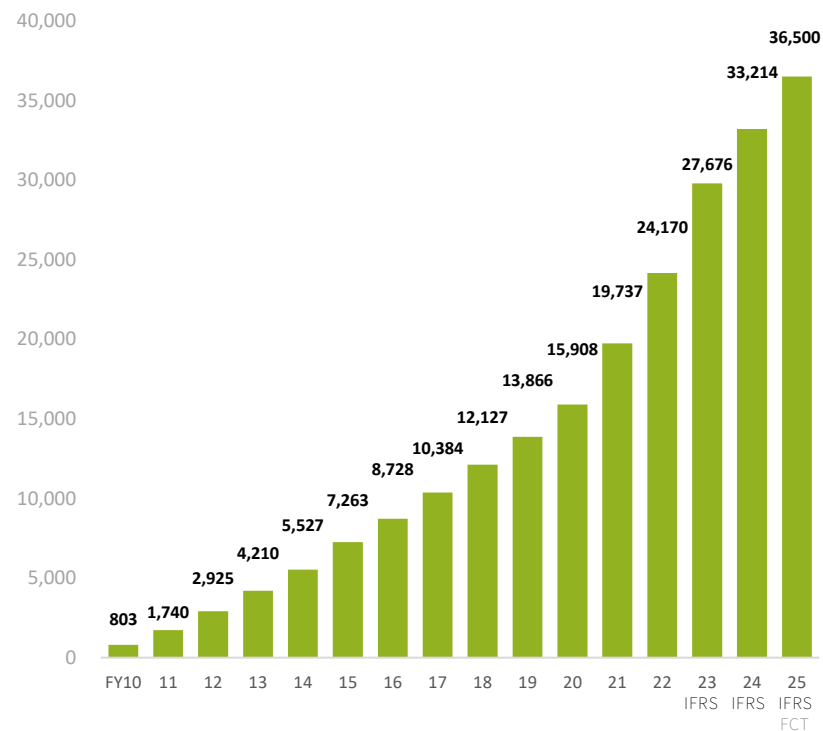
- 1. Type of shares to be repurchased:** Common stocks of the Company
- 2. Total number of shares to be repurchased:** 300,000 shares (maximum)
0.8% of the total number of the issued shares
- 3. Total repurchase price:** 300 million yen (maximum)
- 4. Period of repurchase:** From October 28, 2025 to December 31, 2025
- 5. Method of repurchase:** Market purchase on the Tokyo Stock Exchange through an appointed securities dealer with transaction discretion

With regard to the stock repurchase that was resolved on May 7, 2025, 376,300 shares (500 million yen) have been repurchased as of September 12, 2025.

- Planning for 13 consecutive years of sales and profit increase

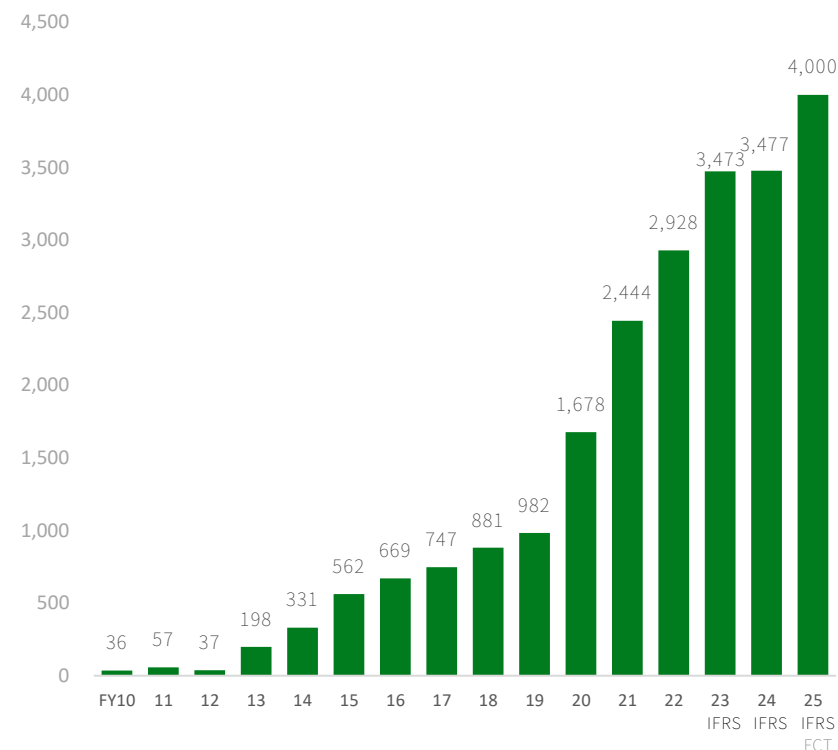
Net Sales

(million yen)



Operating Profit

(million yen)



Business Results

LITALICO Segments

Vocational Welfare



LITALICO Works
(Welfare)



HumanGrow

Child Welfare



LITALICO Junior
(Welfare)

Platform



LITALICO Development Navi



LITALICO Work Navi



LITALICO Career



(Billing Software)



(Nursing Care Software)



Overseas



Others



LITALICO Junior (Private)



LITALICO Wonder



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Overseas



Others



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LITALICO Wonder



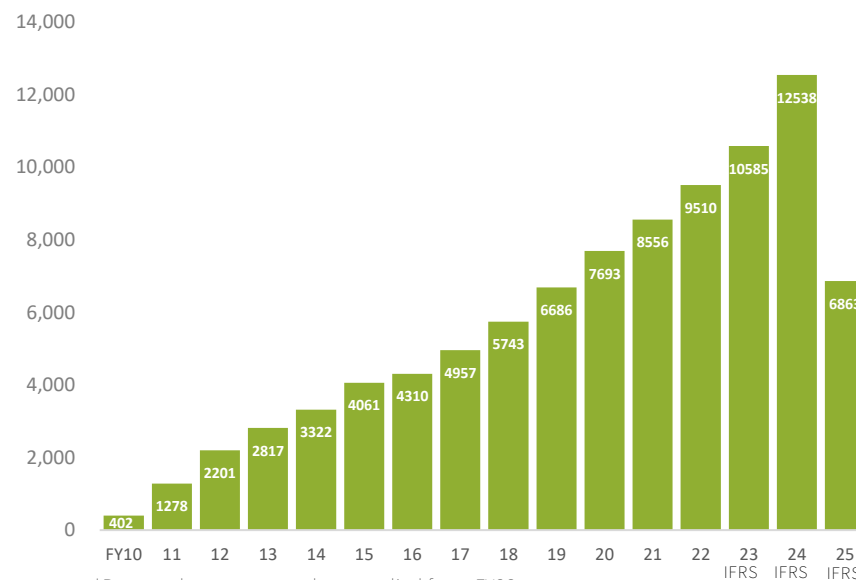


- Two facilities were launched as planned. 163 facilities (LW: 158, HG: 5)
- Sales growth due to impact from site launches in FY2024. Marketing investment, measures for personnel training, and investment towards measures for enhancement of corporate culture were conducted. In H2, we will continue with our investments, including recruitment of staffs for new site launches in the next fiscal year and onward. Approximately 20 facilities are planned to be launched in FY2026.
- 1,289 total job placements in H1, and its pace remains elevated at a high level.

*LW=LITALICO Works, HG=HumanGrow

Vocational Welfare Service Sales

(million yen)



LITALICO Group Facilities



LITALICO Segments

Vocational Welfare



LITALICO Works
(Welfare)



HumanGrow

Child Welfare



LITALICO Junior
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Platform



LITALICO Development Navi



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(Billing Software)



(Nursing Care Software)



Overseas



Others



LITALICO Junior (Private)



LITALICO Wonder

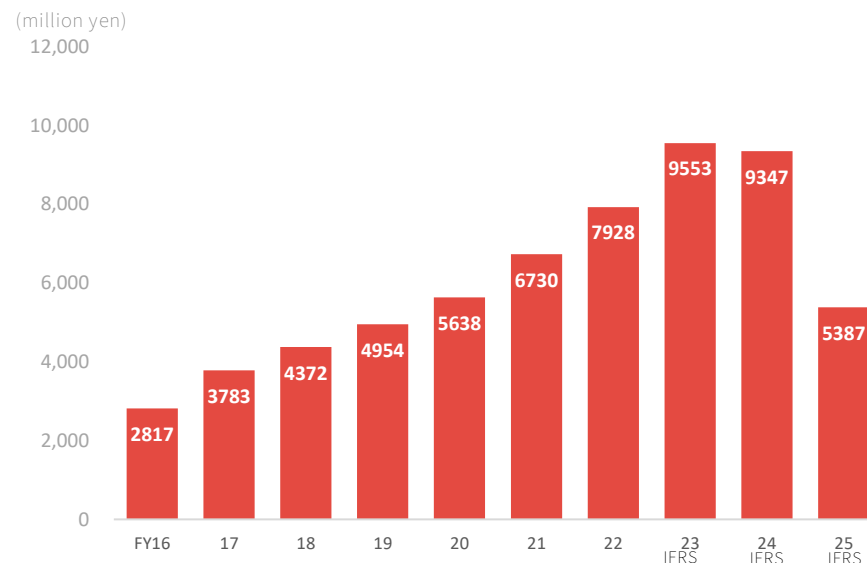




LITALICO Junior
(Welfare)

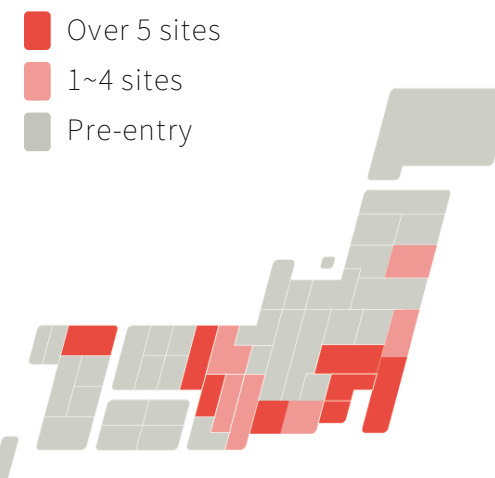
- Stabilization of facility operation rate and sales and profit growth as planned due to a return to short-duration support program.
- Site launches are progressing. 11 facilities were opened in Q2, reaching a total of 178 facilities.
- 18 facilities are planned to be launched in FY2025.

Child Welfare Service Sales



*Renewed segment numbers applied from FY23

LITALICO Group Facilities



LITALICO Segments

Vocational Welfare



LITALICO Works
(Welfare)



HumanGrow

Child Welfare



LITALICO Junior
(Welfare)

Platform



LITALICO Development Navi



LITALICO Work Navi



LITALICO Career



(Billing Software)



(Nursing Care Software)



Overseas



Others



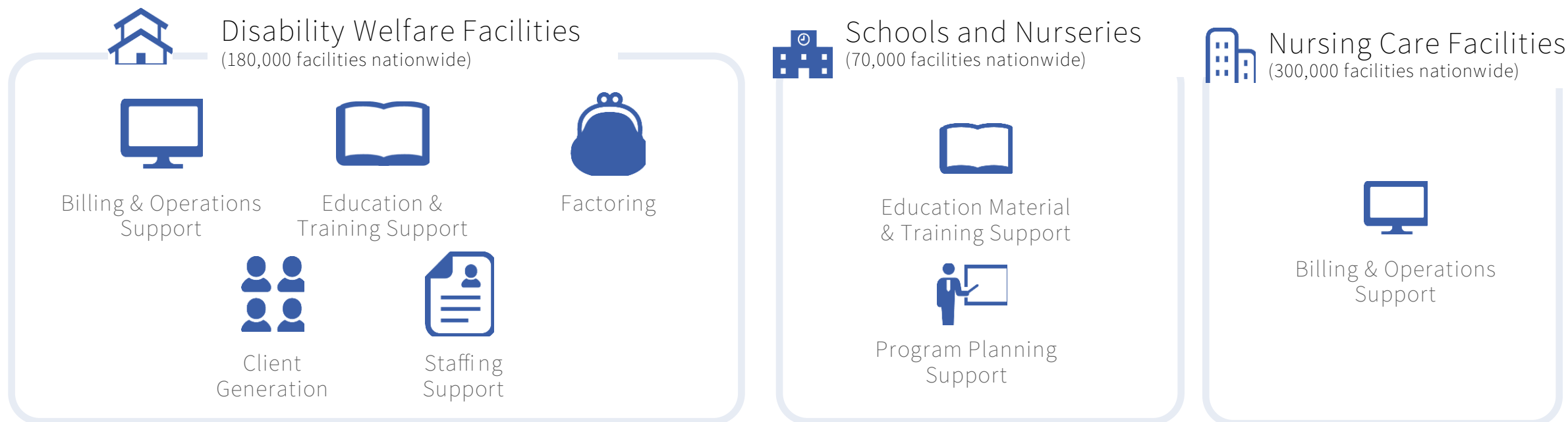
LITALICO Junior (Private)



LITALICO Wonder



- Operates matching media for service users and providers, and provides DX support SaaS services for facilities.
- Currently operates services for disability welfare facilities, schools & nurseries, and nursing care fields.
- Conducts sequential expansion of product offerings with increasing added value.
- Contributes to industry-wide quality enhancement through various data accumulation and utilization, such as facility operation information.





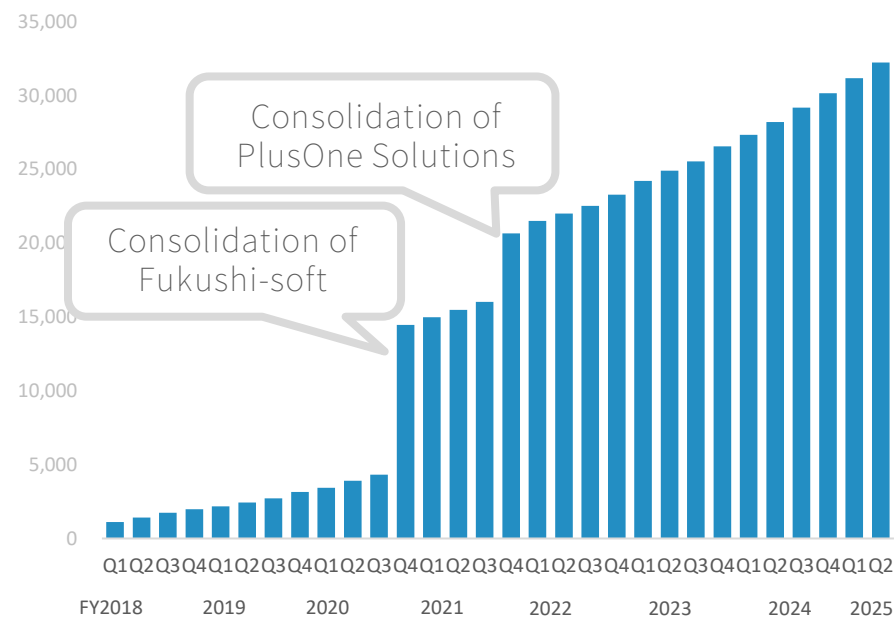
- 32,231 facilities contracted as of the end of Q2 of FY2025. Steady acquisition of new contract.
- Continuous enhancement of sales ability is planned in order to accelerate the acquisition pace of contracted offices.



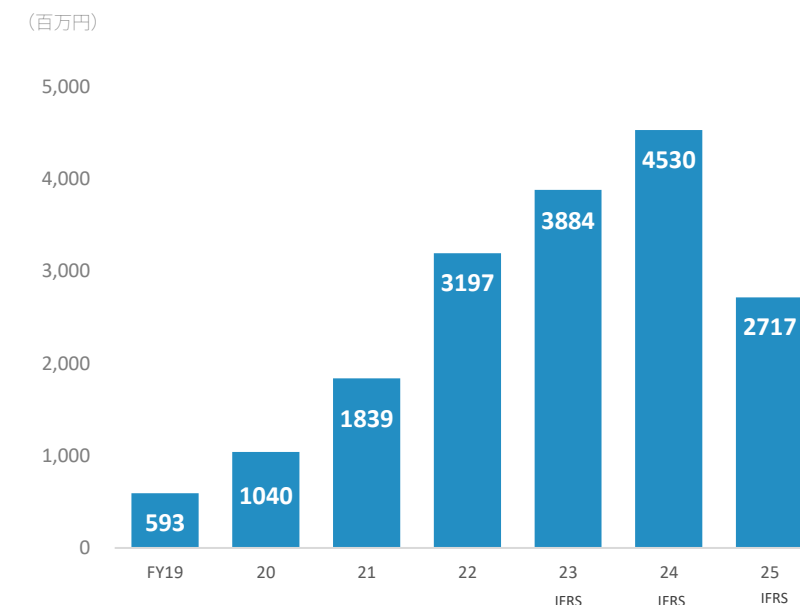
LITALICO Career



Platform Business Subscription Contracts



Platform Sales



LITALICO Segments

Vocational Welfare



LITALICO Works
(Welfare)



HumanGrow

Child Welfare



LITALICO Junior
(Welfare)

Platform



LITALICO Development Navi



LITALICO Work Navi



LITALICO Career



(Billing Software)



(Nursing Care Software)



Overseas



Others



LITALICO Junior (Private)



LITALICO Wonder





LITALICO's Development Policies in the U.S.

- As in Japan, it aims to provide a comprehensive B-C service for the targeted person and its family.
- This will be provided by DDCN, a service provider which has provided significant support to individuals with severe disabilities, located in Nebraska, U.S.
- The overseas business will proceed with the service expansion and strengthening service lineup in Nebraska for persons with severe behavioral disorder.
- Additional investment was determined in May 2025, to launch facilities for people who need more urgent support.

Overseas Performances

(Unit: Million yen)

	FY2024	FY2025 H1
Net Sales	2,840*	1,813
Segment Profit	755*	429

*Performance for the nine months in FY2024



LITALICO Segments

Vocational Welfare



LITALICO Works
(Welfare)



HumanGrow

Child Welfare



LITALICO Junior
(Welfare)

Platform



LITALICO Development Navi



LITALICO Work Navi



LITALICO Career



(Billing Software)



(Nursing Care Software)



Overseas



Others



LITALICO Junior (Private)



LITALICO Wonder



- Increased sales by 7% YoY.



LITALICO Junior
(Private)

Development classes designed for children under 18 with special needs, open to all irrespective of disability certification. Provides intensive sessions with generous guidance. One facility is opening in FY2025.



On-site and remote programming classes for children, designed to develop creativity through building games and robots. One facility is opening in FY2025.



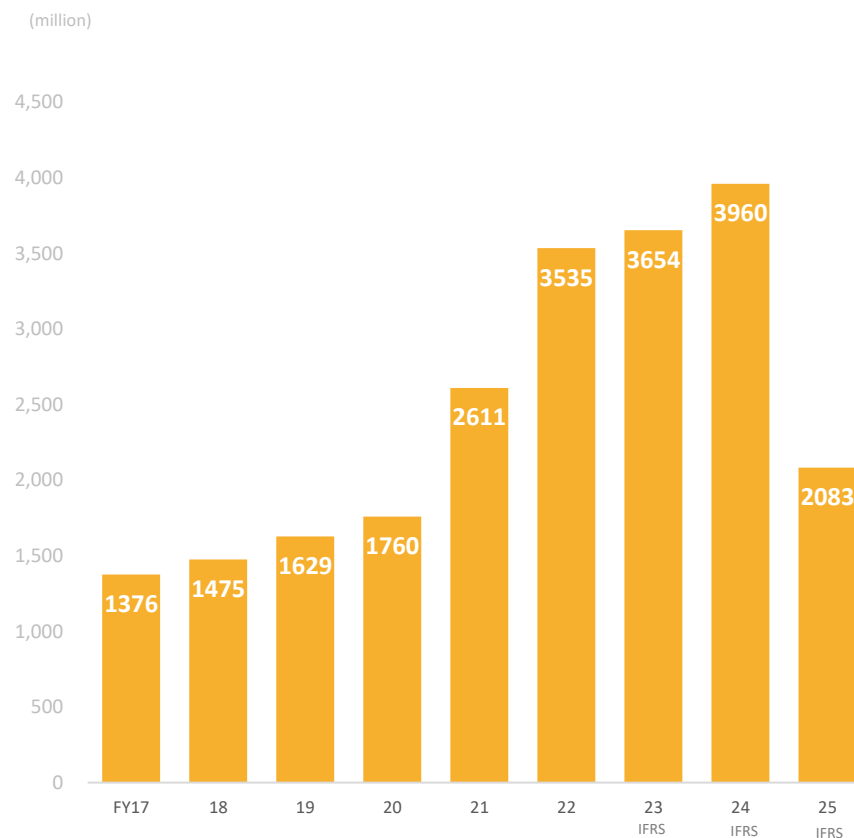
Information provision and online seminars and study groups to provide life planning support customized to individual interests and obstacles.

Newly consolidated entities

Diverse companies now part of LITALICO group through M&As. Maximization of synergies to benefit service users.

- Amu
- VISIT

Others Sales



*Renewed segment numbers applied from FY23



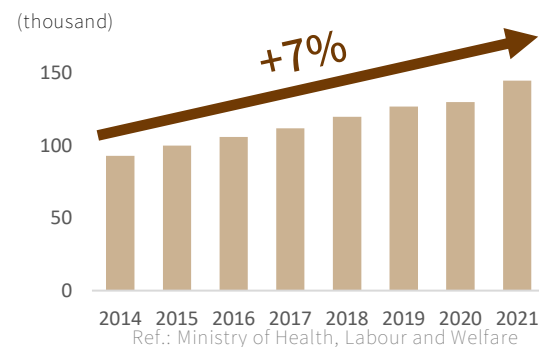
▶ We aim to continue business expansion to support individuals with special needs throughout their life.

- “LITALICO Residence Inogashira-koen,” a group home for individuals with severe disabilities, has opened in May 2025.
- Shortage of group homes persists especially for individuals with severe disabilities in metropolitan areas, due to reasons such as a difficulty to secure property and staffs with sufficient knowledge for providing support.
- It has reached the capacity of 10 people. Four facilities are planned to be launched in FY2026.

Description of Group Homes

- A disability welfare service defined by the “Services and Supports for Persons with Disability Act.”
- A home for individuals with disabilities to live together, by receiving living support and nursing care provided by resident care workers, in accordance with the care plans individualized for each resident.

Group Home Users

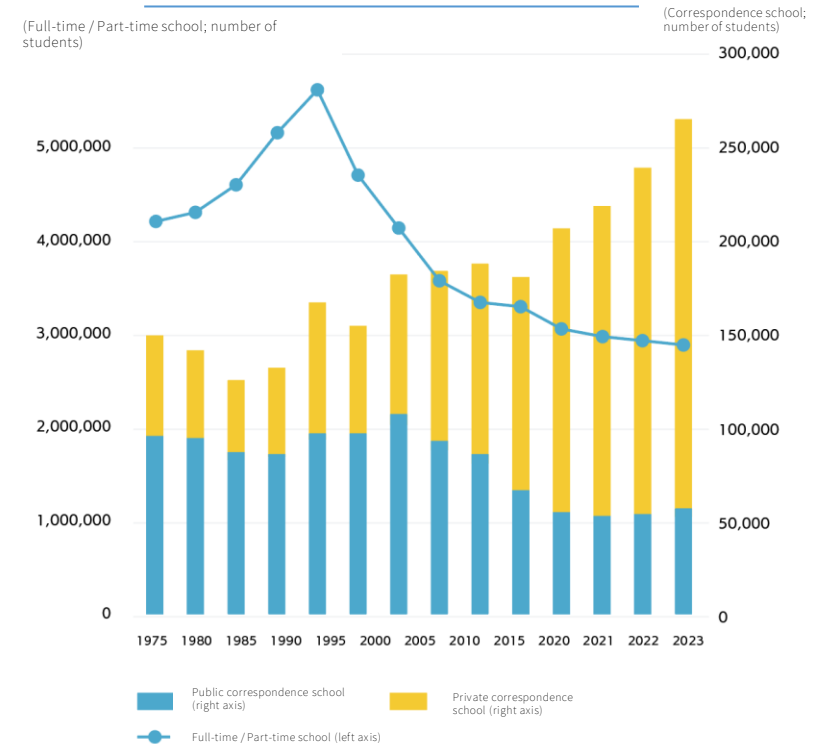


- A school which provides support for daily life and education/career option in accordance with each individual's characteristics.
- “LITALICO High School” has opened in April 2025.

LITALICO
高等学院



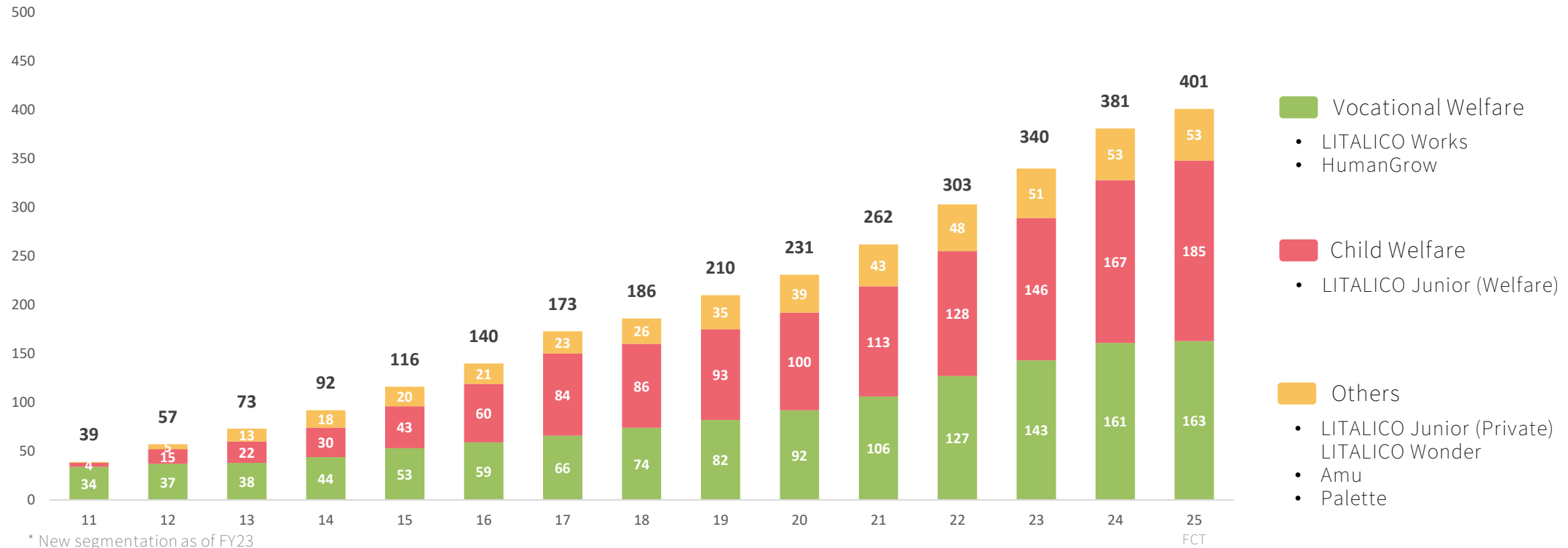
Number of students in
correspondence course high school



Ref.: Ministry of Health, Labour and Welfare

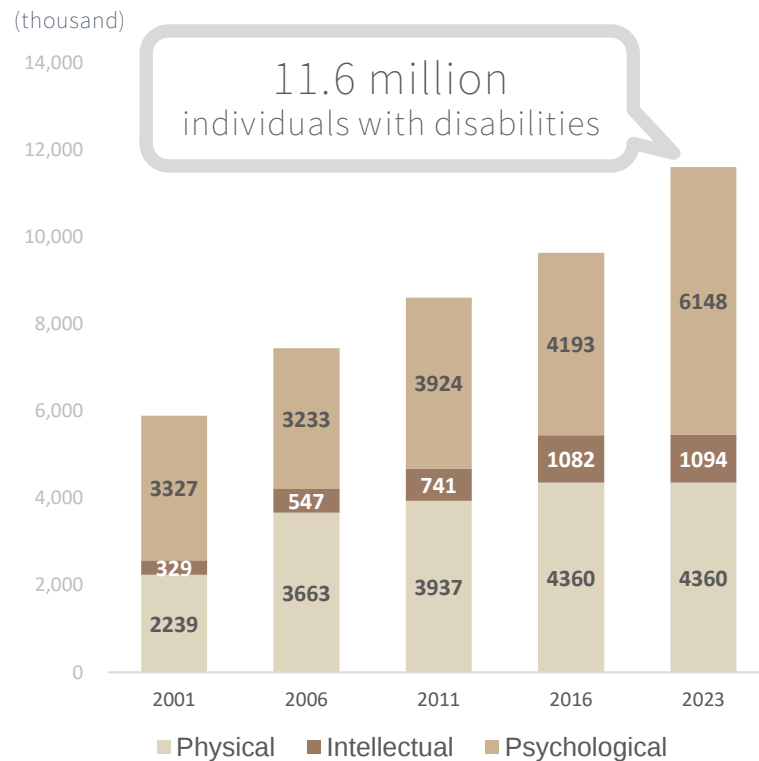
Reference Materials

- Total of over 400 sites planned for FY2025.

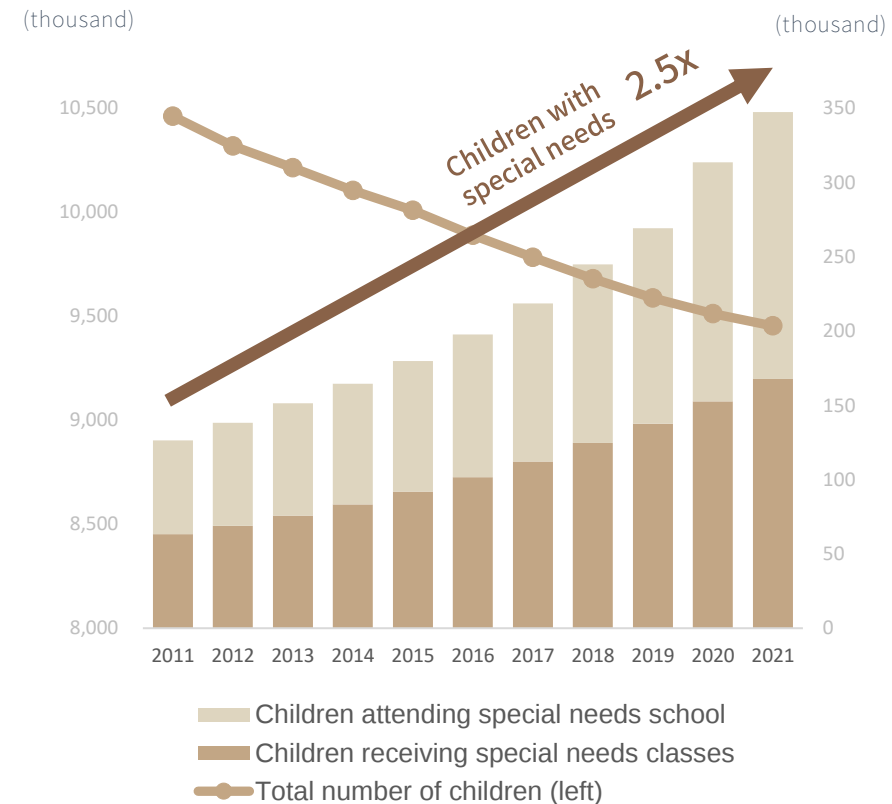


- Number of individuals with disabilities continue to increase, with more children attending special needs classes in addition to normal school

Number of All Individuals with Disabilities



Children with Developmental Disorders Receiving Special Needs Schooling (Grades 1~9)

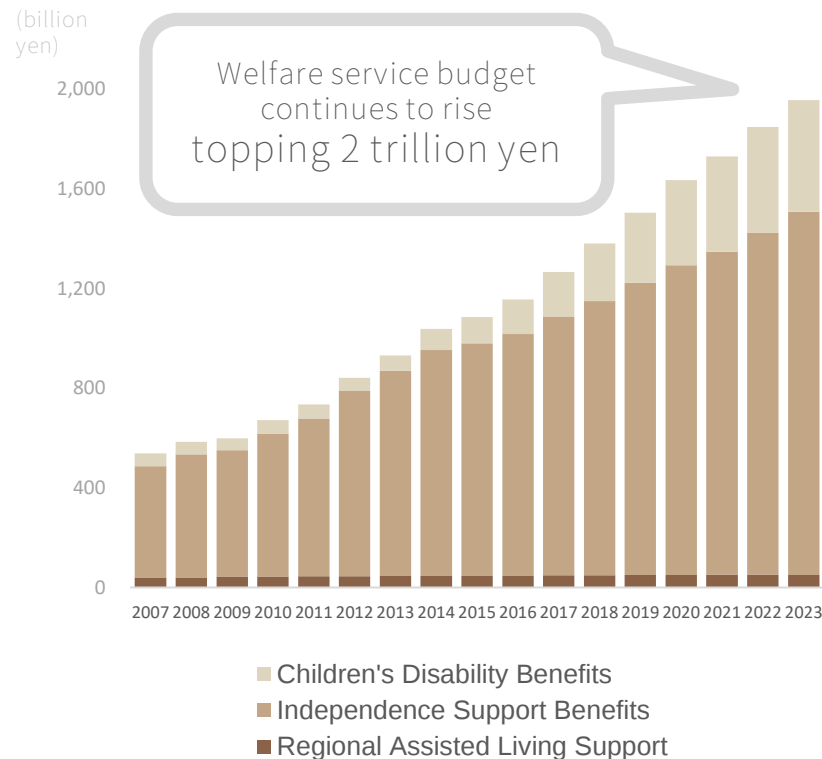


*Ref: White Paper; Cabinet Office, Government of Japan

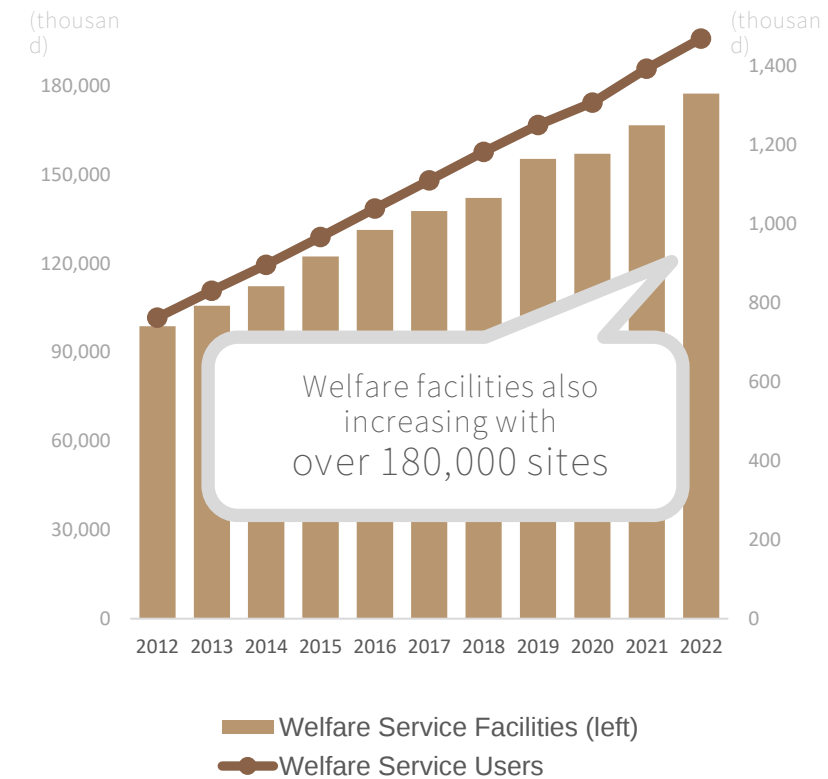
- The market size of disability welfare service and adjacent industry (medical, nursing care, etc.) is increasing yearly.

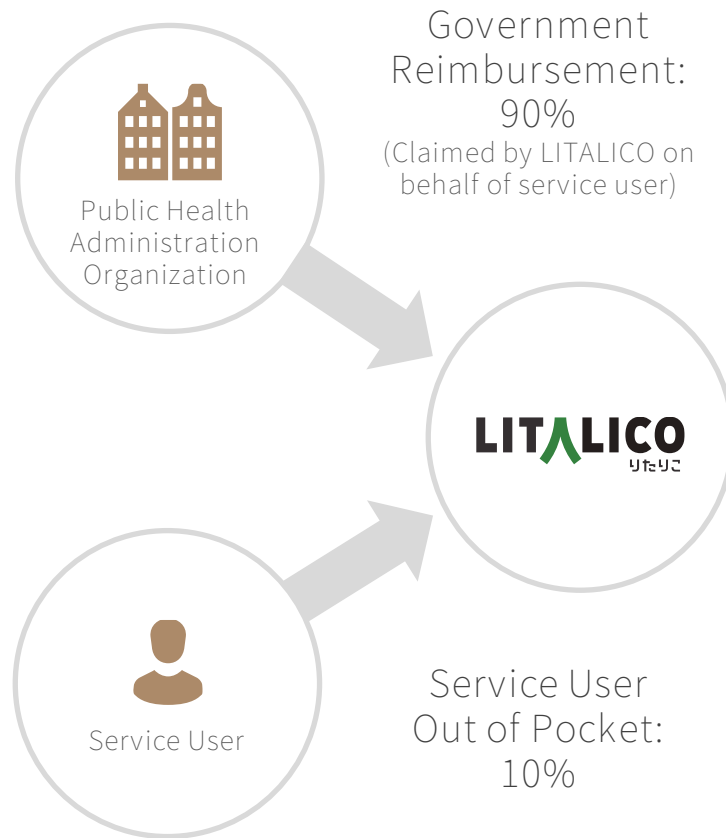
Disability Welfare Service Budget

Government spending on disability welfare services, excluded fees paid by municipalities and individuals



Disability Welfare Service Users and Facilities





LITALICO Works Pricing

Employment Transition Support
Up to 6 mths into employment

Per person; 20 person limit
1st Yr: ¥8,800 /session
2nd Yr: ¥8,800~10,000 /session
3rd Yr: ¥12,000 /session
* Pricing fluctuates each fiscal year,
depending on the job retention rate

Employment Retention Support
From 6 mths to 3 yrs into employment

Per person; unlimited
¥ 20,000~30,000 /month

LITALICO Junior Pricing

Development Support Up to Pre-school

Per person; 10 person limit
¥15,000 /session

Afterschool Daycare Service Grades 1 ~12

Per person; 10 person limit
Weekday: ¥9,800 /session
Weekend : ¥11,000 /session

Daycare Visitation Service

Per person; unlimited
¥20,000 /session

* Pricing fluctuates on a monthly basis, depending on
the deployment of certified staffs.

* Rates have been approximated; subject to change based on various factors such
as staffing, etc.

Reimbursement Unit Price Evaluation Method

Results Based Reimbursement

Specific KPIs (such as the number of job placements) defined by the administration are used to evaluate service quality and according reimbursement amounts.

*Reimbursement structure and KPIs vary across different services.

Results Evaluation Conducted per Facility

Evaluation is conducted per site, and not at the corporate level

Reimbursement Scale Revision Every Three Years

Reimbursement scale has been revised in April 2024

▶ Almost all LITALICO Works facilities have gained the highest reimbursement scale bracket, aside from the newer sites

Vocational Training Business Example

Vocational Training Basic Reimbursement Scale

C. Job Retention Rate	D. Basic Reimbursement Units
50%+	1,210
40% ~ 49%	1,020
30% ~ 39%	879
:	:

(1 unit = approx.10 jpy)

Calculation Method

- Evaluation Period: Sum of past two years
- KPI: Number of job placements, 6 month job retention rate
- Equation: $C. \text{ Job Retention Rate} = B/A$

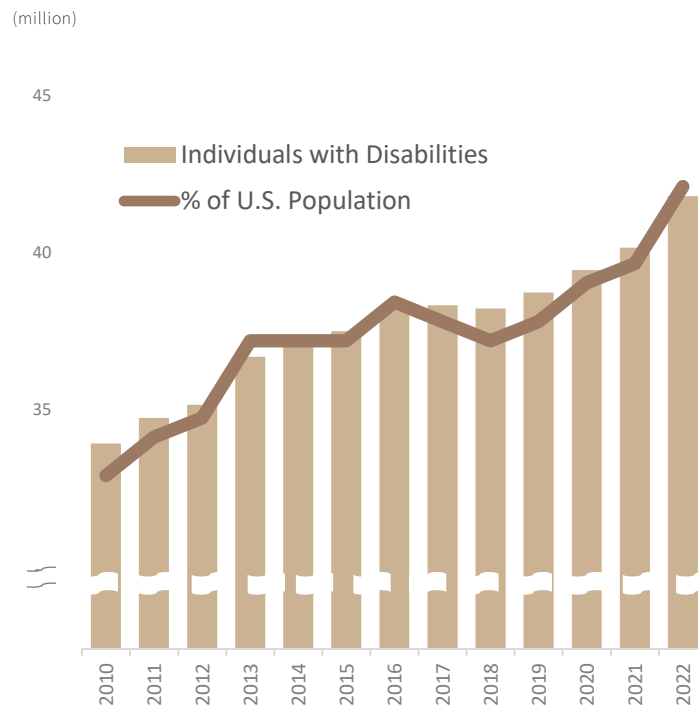
	<u>Yr 3 onwards</u>
A. # of users (2yr total):	40
B. # of users with 6month retention:	28
C. Job Retention Rate :	71%
D. Basic Reimbursement Units :	1,210

Minimum of 2 years required for new sites to reach maximum reimbursement bracket. Lower limit provision of 30~39% (879 units) bracket evaluation for sites under 2 years.

* Final service reimbursement units include additions to the above units, such as regional provisions.

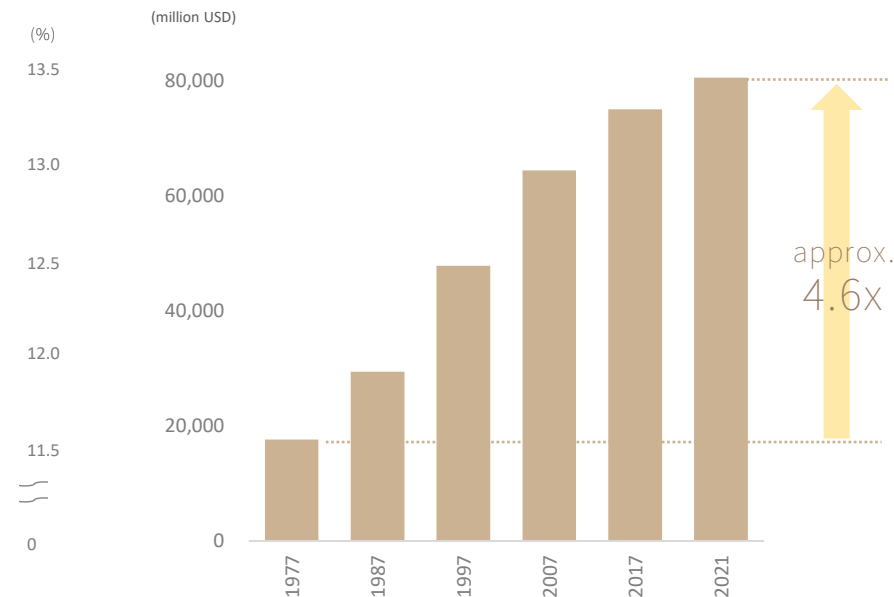
- The 2022 U.S. census estimates more than 45 million individuals with hearing, vision, cognitive, ambulatory, self-care, and independent living difficulties
- Spending on services for Intellectual or Development Disabilities (IDD) alone has continued to increase, amounting to approximately 80 billion dollars in 2021

Individuals with Disabilities in the U.S.



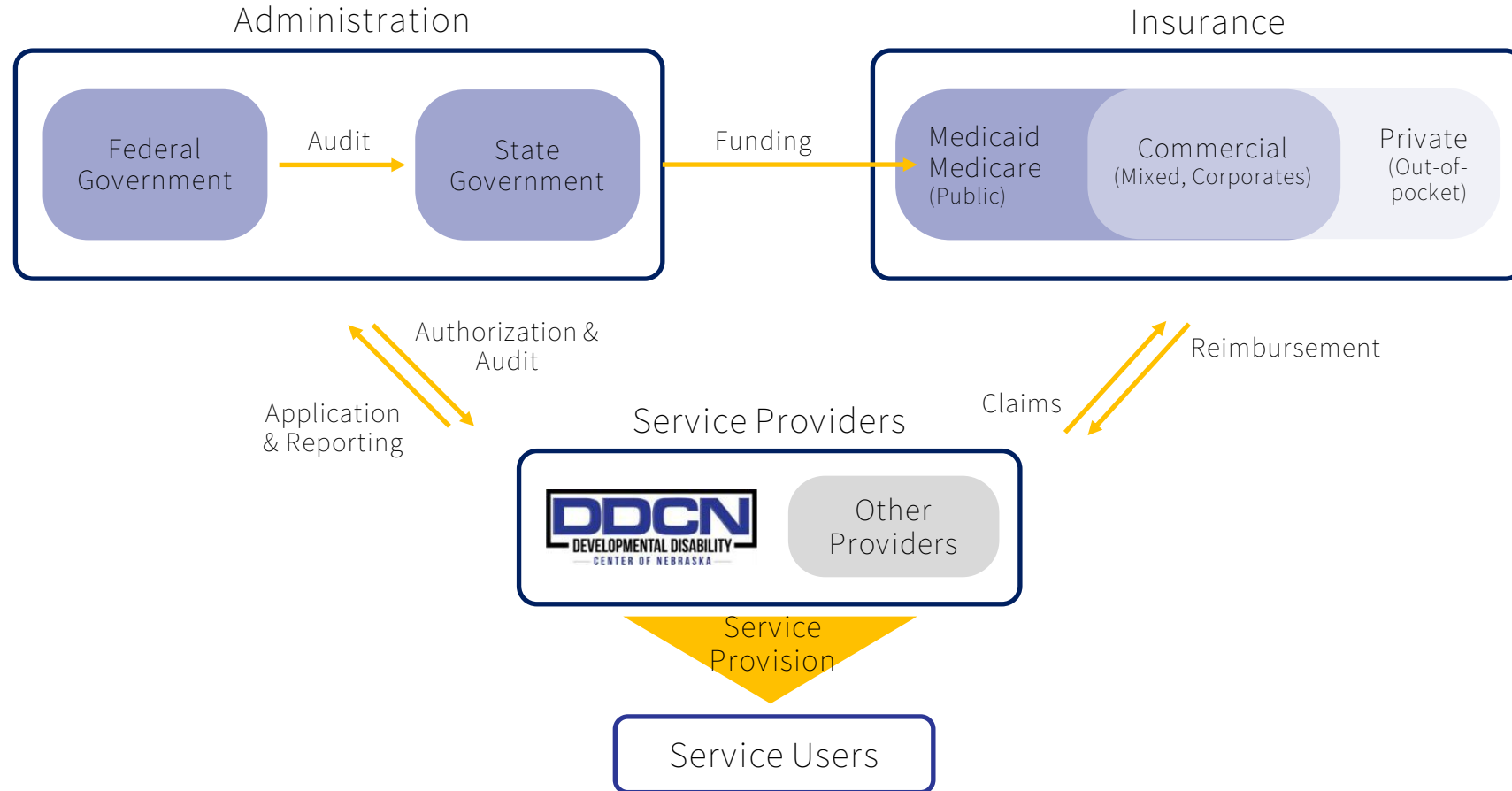
Ref : United States Census Bureau American Community Survey;
Total civilian noninstitutionalized

IDD Service Spending in the U.S.



* Ref: University of Kansas, Includes Waiver, ICF/ID & related Medicaid, non-Medicaid spending

* IDD: Intellectual and Development Disabilities



► All disability services provided by DDCN are publically funded

Vocational Training

- Job Placements as of the end of September 2025: 1,289

Number of Employee

- Vocational Welfare Segment: 1,420
- Child Welfare Segment: 2,055
- Platform Segment: 412
- Overseas Segment: 241
- Others Segment: 845

Female Employees

- Middle and Upper Management ratio: 36.3%
- Compensation vs. males: 56.9% (exclude. upper management)

Child Welfare

- Service Users as of the end of September 2025: 12,342

NPS Scores¹ (As of March 2025)

- LITALICO Works: 13.0
- LITALICO Junior: 19.9

¹ Evaluation towards LITALICO services overall; average across all facilities

LITALICO Wonder

- Service Users as of the end of September 2025: 5,035

NPS: Net Promoter Score
Client loyalty index
[-100 to +100] higher the better

Employee Benefits

- Discontinuation of mandatory fixed age retirement system in order to support sustainability of long term relationships with customers
- Addition of shortened 32- and 35-hour work week system to the existing 40-hour work week to accommodate diverse working styles (currently utilized by 124 employees)
- Abolition of restrictions around maintaining multiple jobs to promote freedom in working styles, even during maternity leave (currently utilized by 523 employees)
- Advocating maternity leave for male employees (so far taken by 68% of applicable employees) to accommodate life cycles of employees
- Expansion of partnership definitions to include more diverse family structures such as common-law and same sex marriages, allowing for more employees to access family related benefits

MSCI
ESG RATINGS



CCC B BB BBB A AA AAA

As of 2025, LITALICO Inc. received an MSCI ESG Rating of AA

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