

May 11, 2026



FY2025 Q4 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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Furthermore, information and data other than those concerning the Company and its subsidiaries/affiliates are quoted from public information, and the Company has not verified and will not warrant its accuracy or dependency.

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Consolidated Financial Results

IFRS

(million yen)

	FY2024	FY2025	% YoY
Net Sales	32,484*	38,247*	+ 17.7%
Operating Profit	3,455*	4,576*	+ 32.8%
Profit Attributable to Owners of Parent	2,402	2,738	+ 14.0%

*Pursuant to item no. 5 of IFRS, figures for FY2024 and FY2025 do not include the non-continuous business.

IFRS

(million yen)

		FY2024	FY2025	% YoY
Vocational Welfare	Sales	12,538	14,162	+13.0%
	Profit	4,598	4,358	-5.2%
Child Welfare	Sales	8,812*	10,951*	+24.3%
	Profit	-98*	1,017*	+1,115 mln. yen
Platform	Sales	4,530	5,476	+20.9%
	Profit	1,369	1,789	+30.7%
Overseas	Sales	2,840	3,655	+28.7%
	Profit	755	860	+13.9%
Others	Sales	3,764*	4,003*	+6.4%
	Profit	502*	391*	-22.2%

**Pursuant to item no. 5 of IFRS, figures for FY2024 and FY2025 do not include the non-continuous business.

CONSOLIDATED

- 38.2 bln yen in sales (+18% YoY), 4.58 bln yen in operating profit (+33% YoY), 2.74 bln yen in profit (+14% YoY).
- Recruitment of staffs and marketing investment were conducted for FY2026 and onward.
- Stock repurchase for a total of 1.3 bln yen was completed. A stock repurchase with a cap of 1 bln yen is scheduled in FY2026.
- 195 million yen was allocated as a quarterly loss from discontinued business.

Vocational Welfare

- Total of two new sites were launched in FY2025.
- 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. We will continue with our investments, including recruitment of staffs for new site launches in FY2026 and onward. 27 facilities are planned to be launched in FY2026.
- 2,595 total job placements. Its pace remains elevated, while the number of users per facility is increasing.

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. 19 facilities were launched. Investment was conducted for measures for corporate culture enhancement, etc.
- 18 new site launches are planned for FY2026. While focusing on short-duration support, we plan to improve profitability through long-duration support and expansion of visitation services.

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 conducted to launch facilities for people who need more urgent support. We are moving towards the commencement of operation.

Others

- Sales for each business is proceeding firmly, and investment towards the new business development will be continued actively.

Midterm Strategy

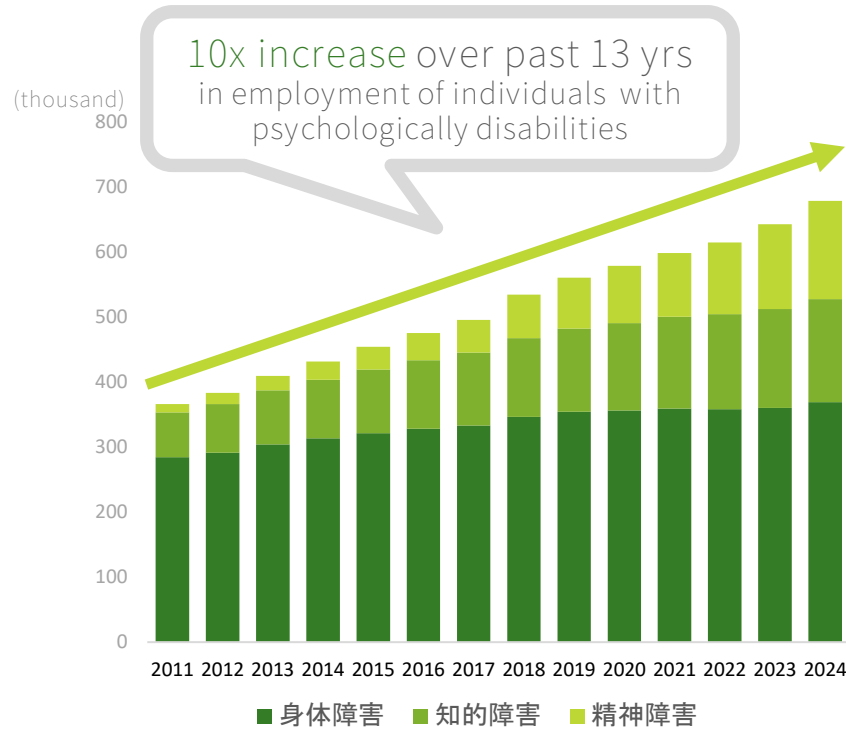
Creating an Obstacle-free Society

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

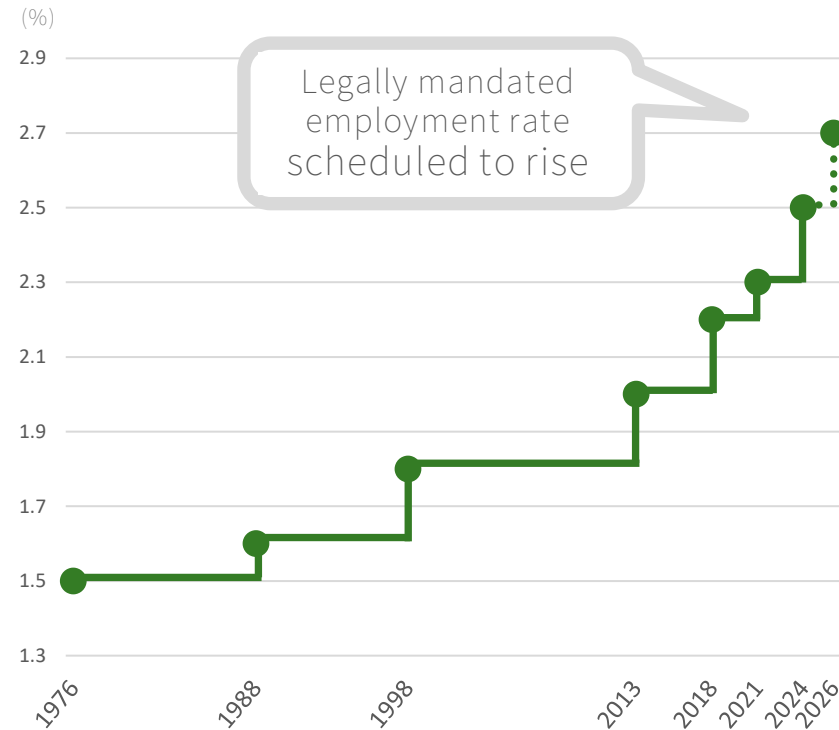
Removal of societal obstacles leads to the creation of a civilization
that honors the felicity of all diverse life.

- 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

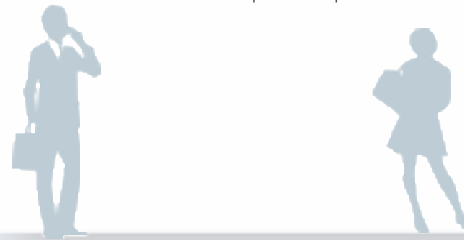


Vocation



LITALICO Works

- Social participation



Lifestyle



- Dwelling
- Medical care
- Asset custody



B to C

Lifetime support services for persons with disabilities

B to B

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



LITALICO Development Navi



LITALICO Carrer



LITALICO Work Navi



(Billing Software)



(Nursing Care Software)



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

Management Foundation Strengthening Policy

- Continuous investment for re-strengthening the consistency of corporate culture and development of human resources.
- Business development focused on the LITALICO brand.

Investment Policy Regarding Business Growth

- Growth investment will be continued towards the maximization of mid- to long-term business values of existing major businesses.
- While mainly developing the disability welfare sector, new businesses at surrounding sectors will also be developed selectively.

Financial and Capital Allocation Policy

- While prioritizing the growth investment, the measures for shareholder return will be strengthened in association with the stable profit growth.
- Stable dividend increase and agile stock repurchase will be continued while maintaining financial health.

Financial Forecast

- In vocational welfare, 27 facilities are planned to be launched. Personnel investment and investment for enhancement of service value will also be conducted towards site launches in FY2027 and onward.
- In child welfare, 18 facilities are planned to be launched. While focusing on short-duration services, profitability improvement is planned through long-duration support and expansion of visitation services.
- 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 15 yen. Stock repurchase of 1 billion yen is scheduled.

IFRS

(million yen)

	FY2025 ACT	FY2026 FCT	% YoY
Net Sales	38,247*	44,000	+ 15.0%
Operating Profit	4,576*	5,500	+ 20.2%
Profit Attributable to Owners of Parent	2,738	3,300	+ 20.5%
Year-end Dividend	11 yen	15 yen	+ 36%

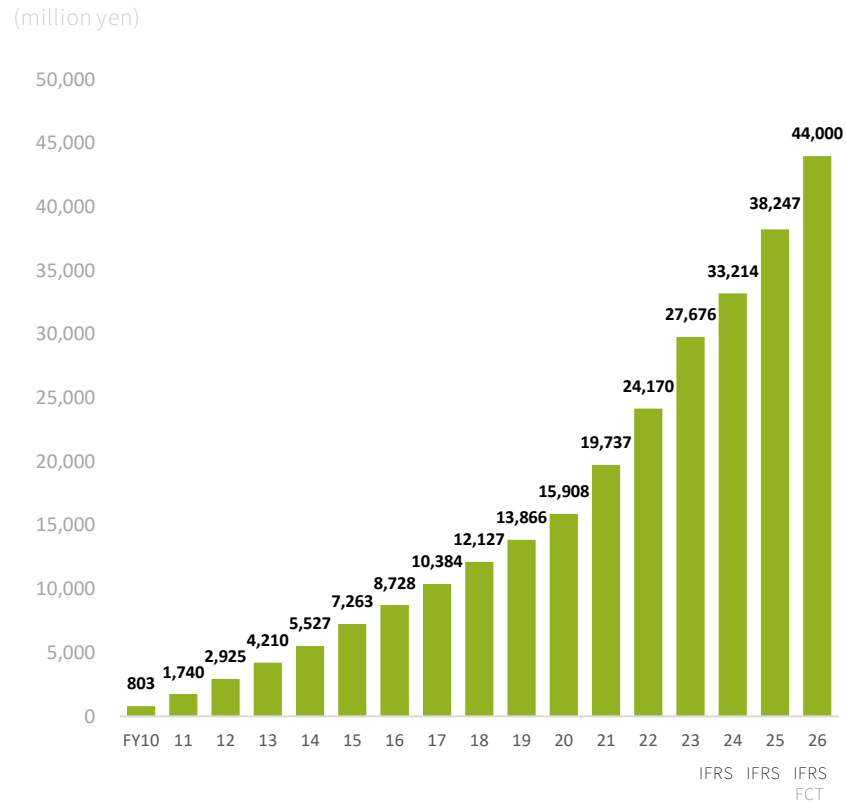
*Figure excluding the non-continuous business based on item no. 5 of IFRS.

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

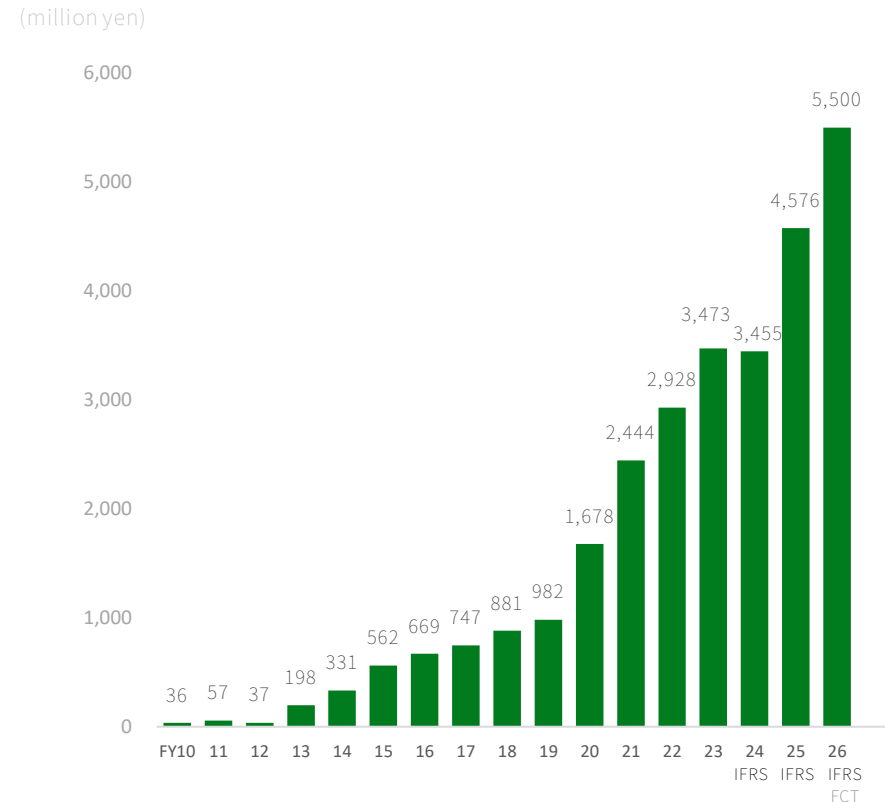
- 1. Type of shares to be repurchased:** Common stocks of the Company
- 2. Total number of shares to be repurchased:** 1,000,000 shares (maximum)
2.9% of the total number of the issued shares
- 3. Total repurchase price:** 1,000 million yen (maximum)
- 4. Period of repurchase:** From May 12, 2026 to September 30, 2026
- 5. Method of repurchase:** Market purchase on the Tokyo Stock Exchange through an appointed securities dealer with transaction discretion

• Planning for sales and profit increase

Net Sales



Operating Profit



Business Results

LITALICO Segments

Vocational Welfare



LITALICO Works
(Welfare)

Child Welfare



LITALICO Junior
(Welfare)

Platform



LITALICO Development Navi



LITALICO Work Navi



LITALICO Carrer

かんたん
請求ソフト
(Billing Software)

かんたん
介護ソフト
(Nursing Care Software)



Overseas



Others



LITALICO Junior (Private)



LITALICO Wonder



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Overseas



Others



LITALICO Junior (Private)



LITALICO Wonder





- Two facilities were launched as planned. 164 facilities (LW: 159, HG: 5)
- Sales growth due to impact from site launches and increased operation rate of existing facilities in FY2024. Marketing investment, measures for personnel training, and investment towards measures for enhancement of corporate culture were conducted. We will continue with our investments, including recruitment of staffs for new site launches, in FY2026 and onward. 27 facilities are planned to be launched in FY2026.
- 2,595 total job placements, and its pace remains elevated at a high level.

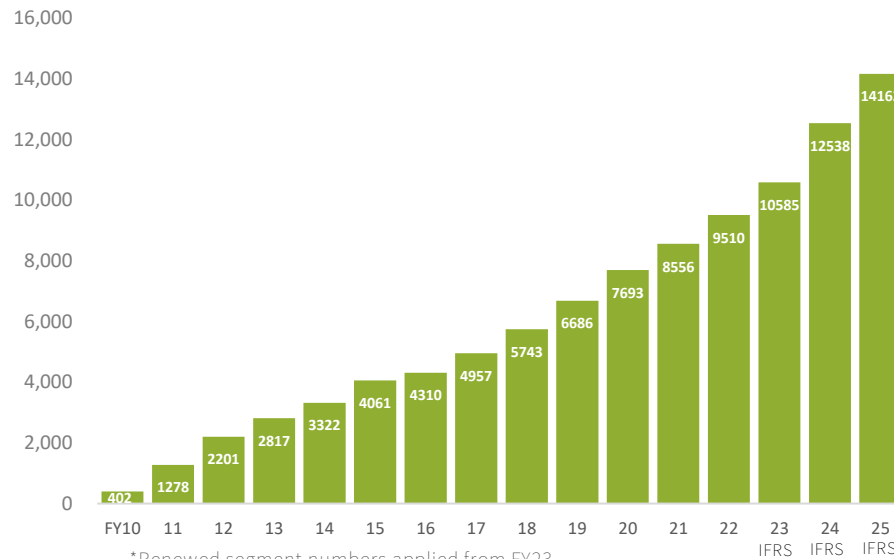
*LW=LITALICO Works, HG=HumanGrow

Vocational Welfare Service Sales

LITALICO Group Facilities



(million yen)



*Renewed segment numbers applied from FY23



LITALICO Segments

Vocational Welfare



LITALICO Works
(Welfare)

Child Welfare



LITALICO Junior
(Welfare)

Platform



LITALICO Development Navi



LITALICO Work Navi



LITALICO Career



(Billing Software)



(Nursing Care Software)



Overseas



Others



LITALICO Junior (Private)



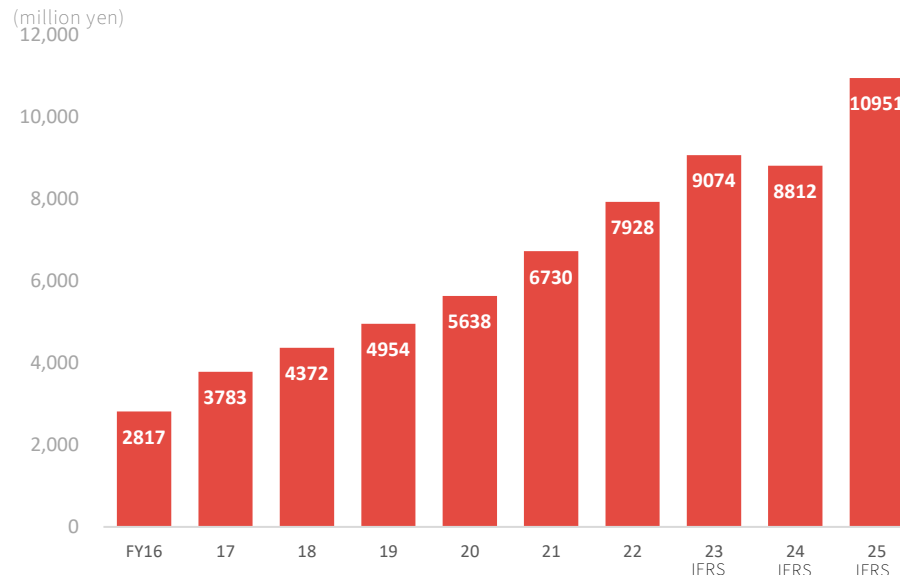
LITALICO Wonder





- Facility operation rate stabilized and sales and profit grew as planned, due to a return to short-duration support program.
- Site launches are progressing. 19 facilities were opened, reaching a total of 186 facilities.
- Investment was implemented towards measures for corporate culture enhancement, etc.
- 18 facilities are planned to be launched in FY2026. While focusing on short-duration support, we plan to improve profitability through long-duration support and expansion of visitation services.

Child Welfare Service Sales

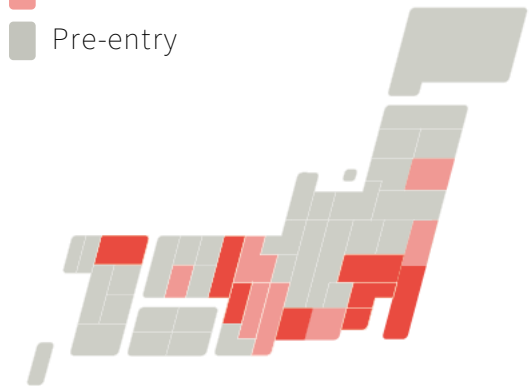


*Renewed segment numbers applied from FY23

*The above figures represent current sales from continuing operations and differ from figures disclosed in prior years.

LITALICO Group Facilities

- Over 5 sites
- 1~4 sites
- Pre-entry



LITALICO Segments

Vocational Welfare



LITALICO Works
(Welfare)

Child Welfare



LITALICO Junior
(Welfare)

Platform



LITALICO Development Navi



LITALICO Work Navi



LITALICO Carrer



(Nursing Care Software)



Overseas



Others



LITALICO Junior (Private)



LITALICO Wonder



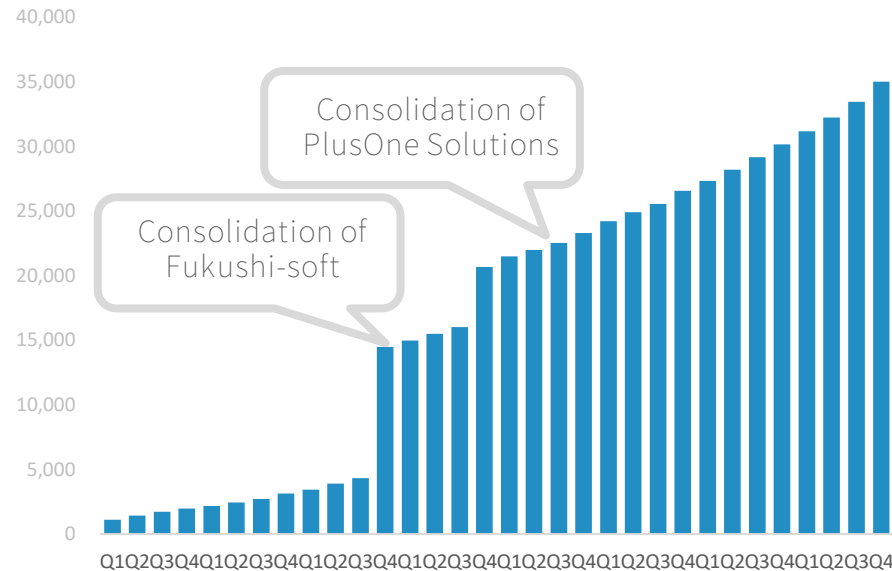
- As a “facility operation support platform,” it operates matching media and provides DX support SaaS services for facilities.
- It has a direct support business, and offer product/service designs that are rooted in real-world insight.
- Conducts sequential expansion of provided products and sophistication of areas of support. It contributes to the business providers’ productivity enhancement and service quality enhancement.
- Services are provided mainly in disability welfare sectors, as well as its surrounding educational and nursing sectors.



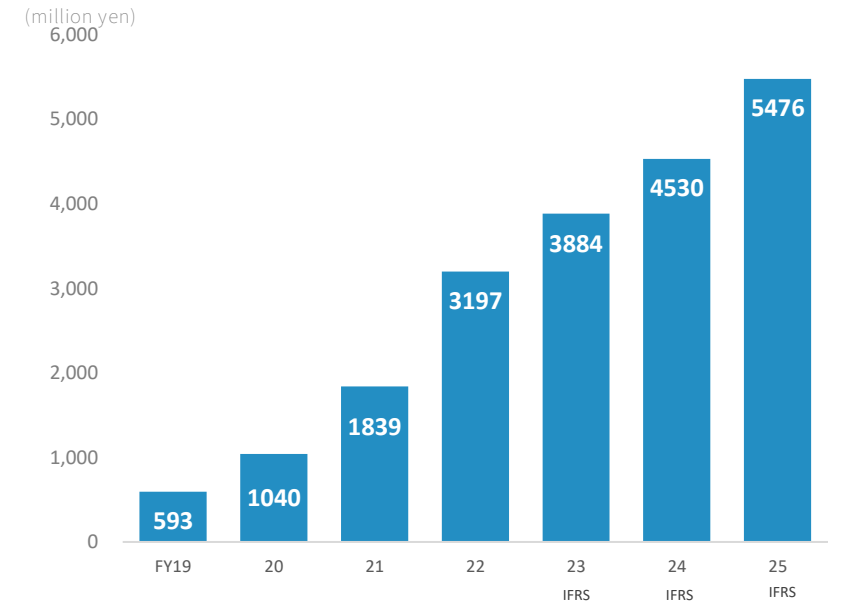


- 35,002 facilities contracted as of the end of FY2025. Steady acquisition of new contract.
- Continuous enhancement of sales ability is planned in order to accelerate the acquisition pace of contracted offices.

Platform Business Subscription Contracts



Platform Sales



* fukushi-soft inc. consolidated as of Jan 2021; Plus One Solutions consolidated as of Mar 2022
 * facilities using other contract formats also exist

LITALICO Segments

Vocational Welfare



LITALICO Works
(Welfare)

Child Welfare



LITALICO Junior
(Welfare)

Platform



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(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 conducted to launch facilities for people who need more urgent support. We are moving towards the commencement of operation.

Overseas Performances

(Unit: Million yen)

	FY2024	FY2025
Net Sales	2,840*	3,655
Segment Profit	755*	860

*Performance for the nine months in FY2024



LITALICO Segments

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(Welfare)

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LITALICO Work Navi



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(Nursing Care Software)



Overseas



Others



LITALICO Junior (Private)



LITALICO Wonder



- Increased sales by 6% 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 opened in FY2025.



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



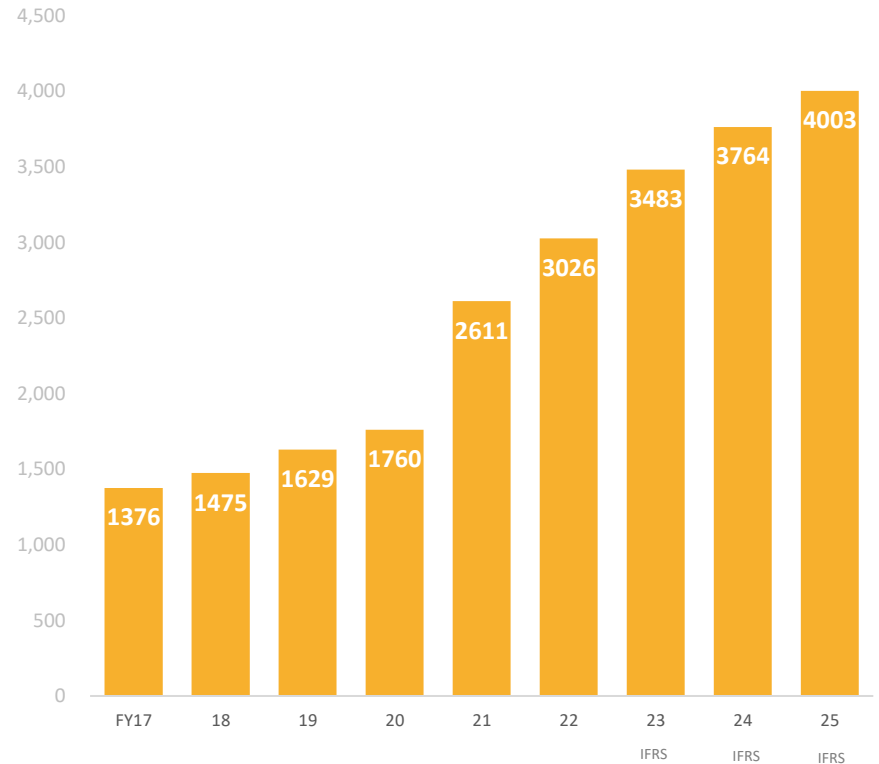
Information provision and online seminars and study groups to provide life planning support customized to individual interests and obstacles.

Newly consolidated entities

- LITALICO Residence
- LITALICO High School

Others Sales

(million)



*Renewed segment numbers applied from FY23

*The above figures represent current sales from continuing operations and differ from figures disclosed in prior years.

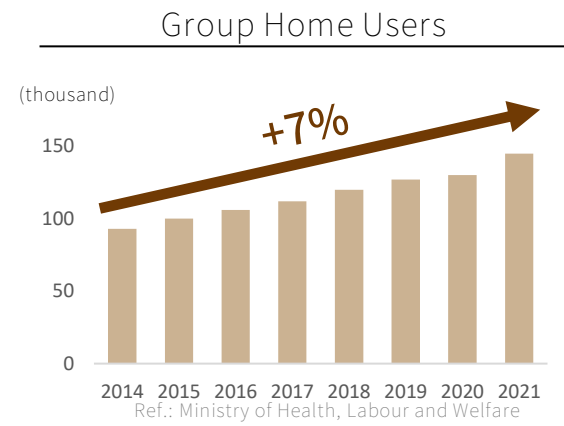


▶ We aim to continue business expansion to support individuals with special needs throughout their life.

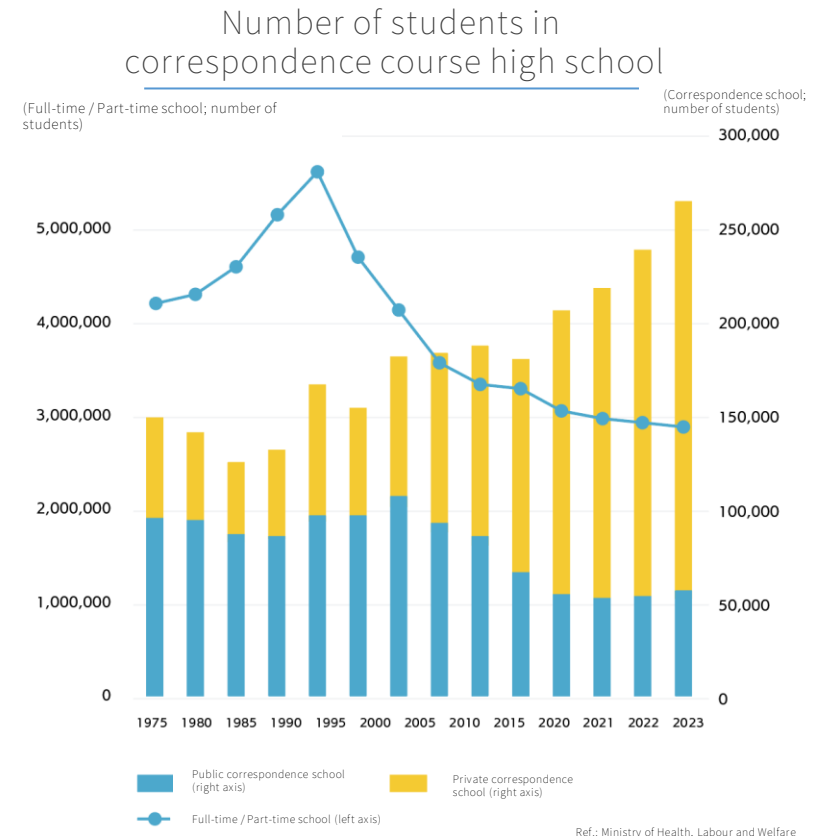
- “LITALICO Residence Inogashira-koen,” a group home for individuals with severe disabilities, was launched in May 2025.
- Shortage of group homes persists especially for individuals with severe disabilities in metropolitan areas, due to reasons such as a difficulty to secure property and staffs with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

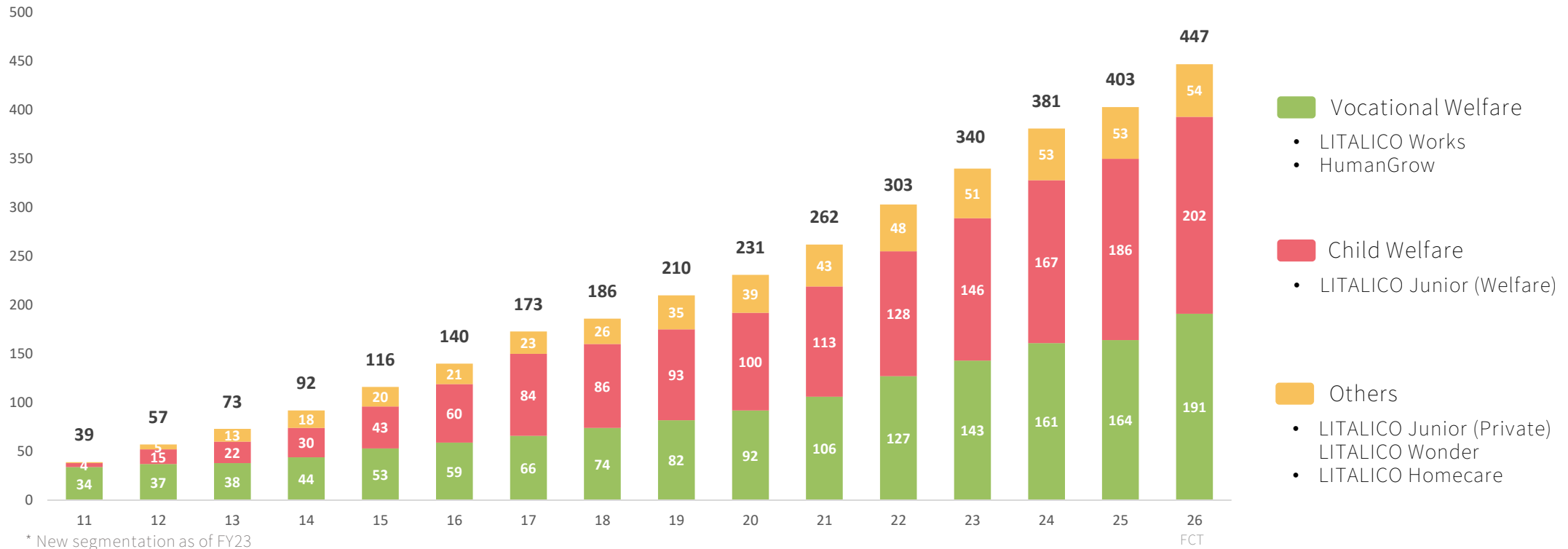


- A school which provides support for daily life and education/career option in accordance with each individual’s characteristics.
- “LITALICO High School” was opened in April 2025.



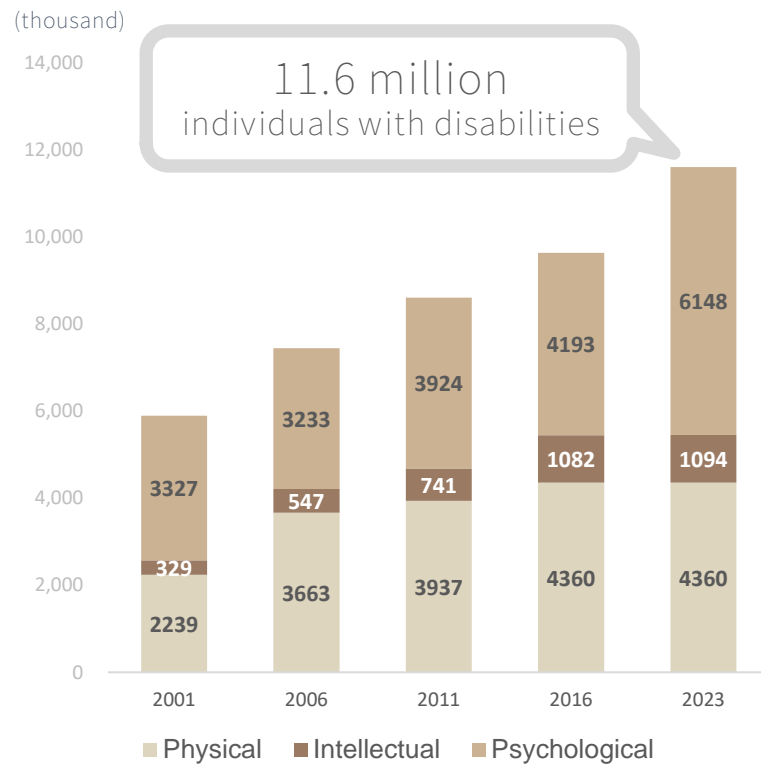
Reference Materials

- An approximate total of 450 sites are planned to be launched by the end of FY2026.

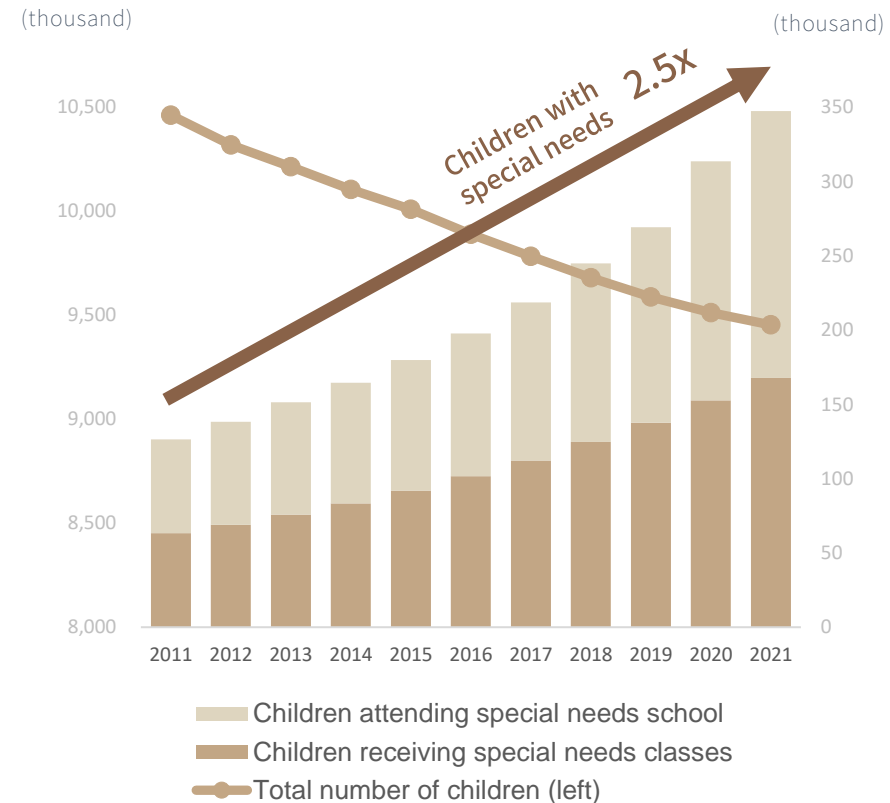


- Number of individuals with disabilities continue to increase, with more children attending special needs classes in addition to normal school

Number of All Individuals with Disabilities



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

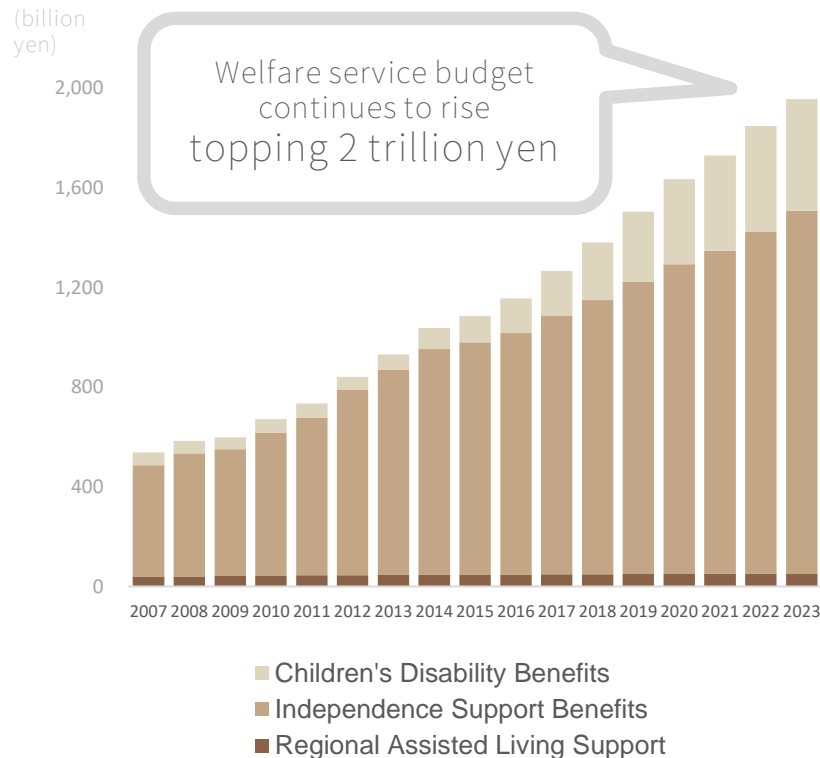


*Ref: White Paper; Cabinet Office, Government of Japan

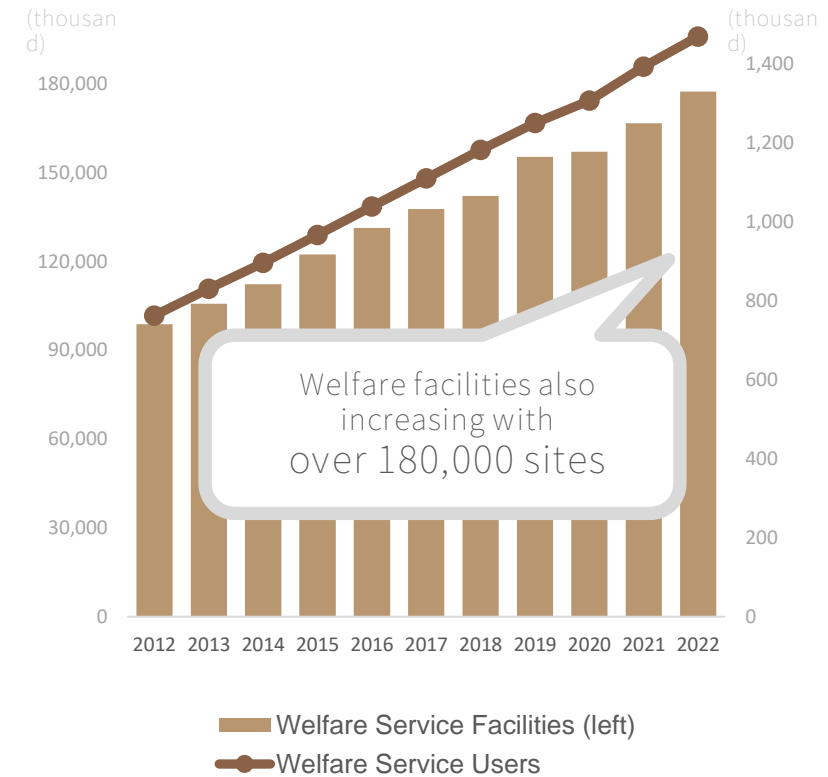
- The market size of disability welfare service and adjacent industry (medical, nursing care, etc.) is increasing yearly.

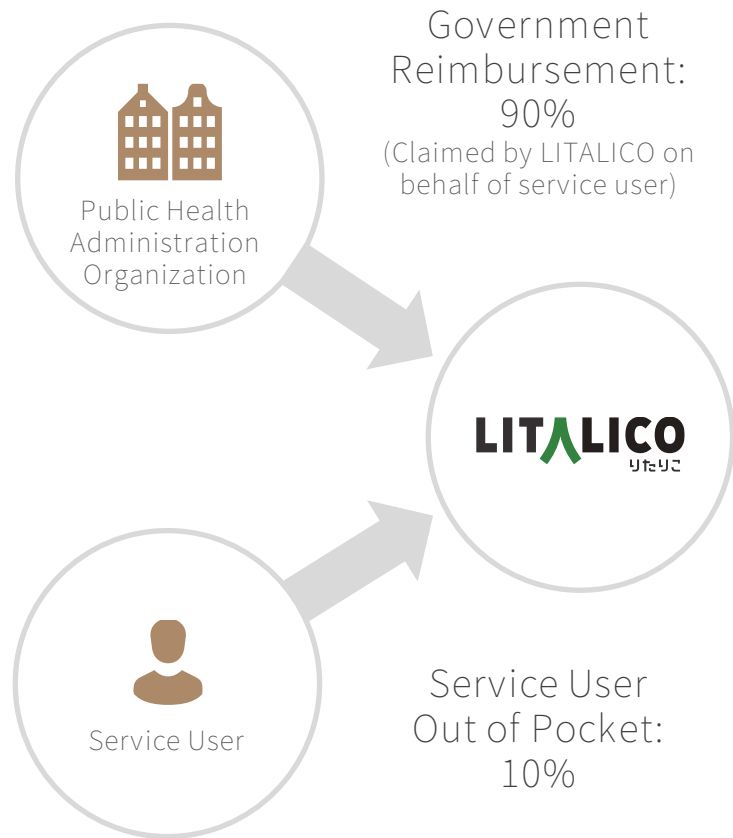
Disability Welfare Service Budget

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: $C. \text{ Job Retention Rate} = B/A$

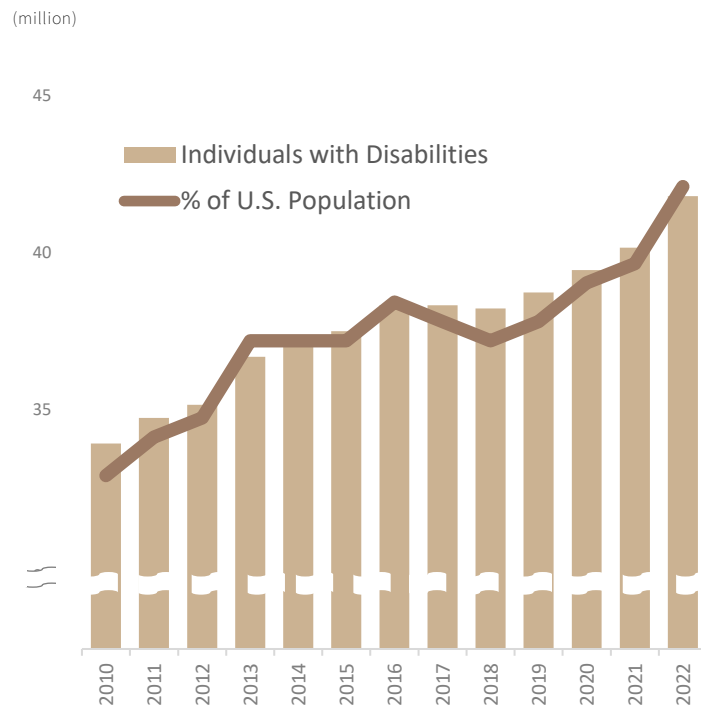
		<u>Yr 3 onwards</u>
A.	# of users (2yr total):	40
B.	# of users with 6month retention:	28
C.	Job Retention Rate :	71%
D.	Basic Reimbursement Units :	1,210

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.

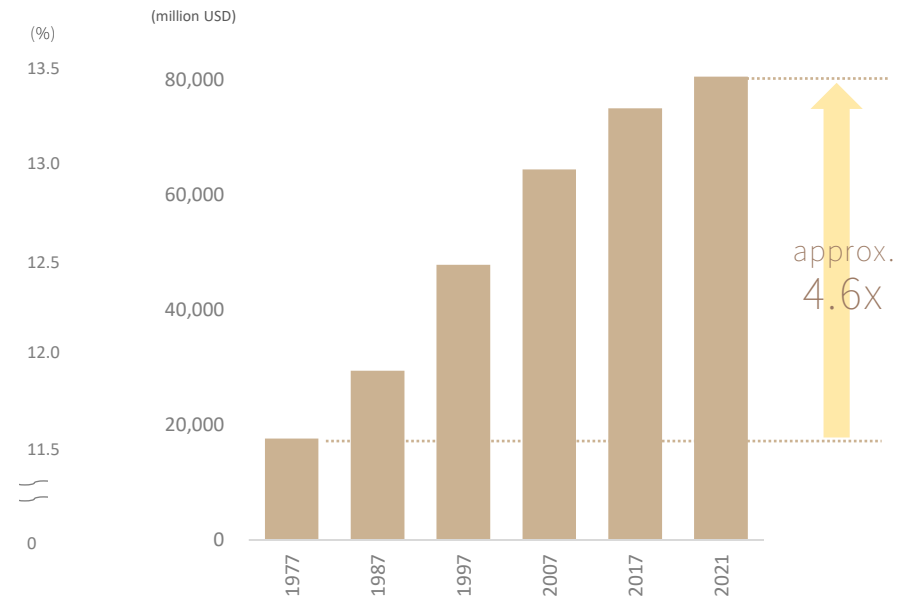
- The 2022 U.S. census estimates more than 45 million individuals with physical, mental, or developmental disabilities, or with independent living difficulties
- Spending on services for Intellectual or Development Disabilities (IDD) alone has continued to increase, amounting to approximately 80 billion dollars in 2021

Individuals with Disabilities in the U.S.



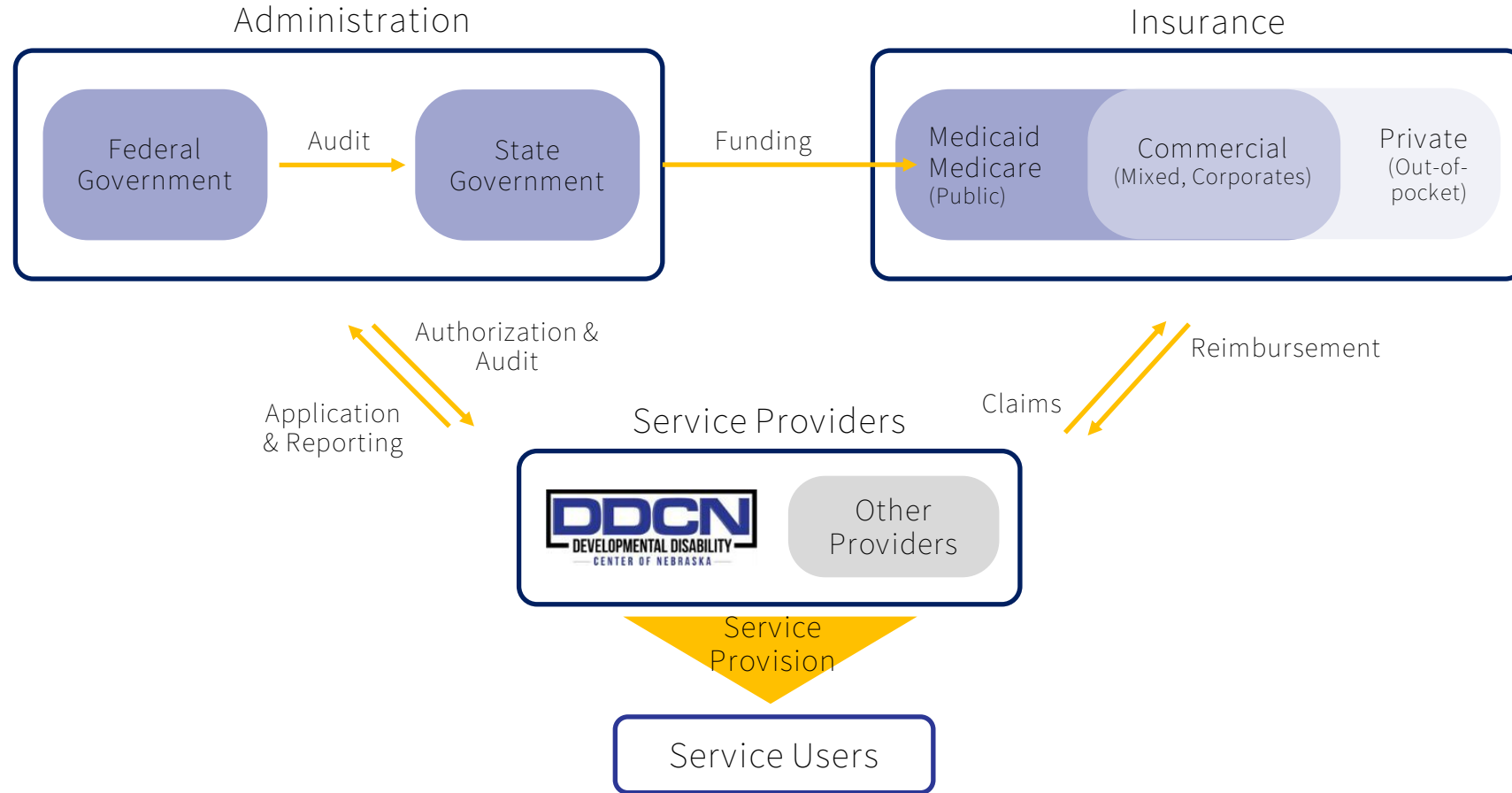
Ref : United States Census Bureau American Community Survey; Total civilian noninstitutionalized

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 March 2026: 2,595

Child Welfare

- Service Users as of the end of March 2026: 13,354

LITALICO Wonder

- Service Users as of the end of March 2026: 4,925

Number of Employee

- Vocational Welfare Segment: 1,484
- Child Welfare Segment: 1,934
- Platform Segment: 437
- Overseas Segment: 267
- Others Segment: 814

NPS Scores*¹

- LITALICO Works: 13.0
- LITALICO Junior: 33.5

*1 Evaluation towards LITALICO services overall; average across all facilities

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

Female Employees

- Middle and Upper Management ratio: 33.0%
- Compensation vs. males: 55.5% (exclude. upper management)

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 145 employees)
- Abolition of restrictions around maintaining multiple jobs to promote freedom in working styles, even during maternity leave (currently utilized by 555 employees)
- Advocating maternity leave for male employees (so far taken by 80% 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



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

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