Note: This document has been translated from the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.



For Immediate Release

Company E-Guardian Inc.

Representative Yasuhisa Takatani, President & CEO

(Code: 6050,

Prime Market of the Tokyo Stock Exchange)

Contact Shin Sato, Managing Director

(TEL.03-6205-8859)

Announcement regarding the Mid-term Business Plan

The Company (hereinafter, "we") hereby announces that our Board of Directors today has decided on the Mid-term Business Plan covering the 3-year period from the fiscal year ending September 2026 to the fiscal year ending September 2028.

For details, please refer to the attached "Mid-term Business Plan 2026-2028."

End

Mid-term Business Plan 2026-2028



Background of the Mid-term Business Plan





We appreciate your everyday's warmful support for us.

We are pleased to publish the Mid-term Business Plan in order to clarify our vision for the next 3 years and to show our growth strategy in today's society in which use of AI becomes increasingly accelerated and complex.

We have been promoting the development of services of higher added value while making the most of people 's strengths, by using AI tools so-called "AI x Human Resources (People)"

We position this plan period as the start of our second founding in order to achieve further growth going forward. We will develop and provide AI systems/products utilizing our know-how and data. At the same time, we will upgrade our "human" skills, and are moving away from a labor-intensive business model. We will proceed with the conversion toward a new business model that further evolves "AI x People."

We sincerely ask all our stakeholders for continued support in the future.

Best regards





We will provide systems and products based on know-how and data accumulated within us and aim at a comprehensive social safety platform company with "AI × Human Resources (People)"

Current Mid-term Business Plan 2026-2028

Providing systems and products by using sophisticated technologies

Developing a professional group of "AI × People"

Long-term vision

With "AI × People", we will solve social issues



Three measures to enhance the corporate value



Development of system products

By investing in AI development
Developing systems and products
with our know-how and teacher data



Growth of the security domain

Creating new business activities with the expansion of educational content

By investing in AI development Sophistication of human resources with work automation



Expansion of business foundation through M&A

Creation of new business domains while expanding and strengthening existing businesses

Collaboration with AI R&D partners

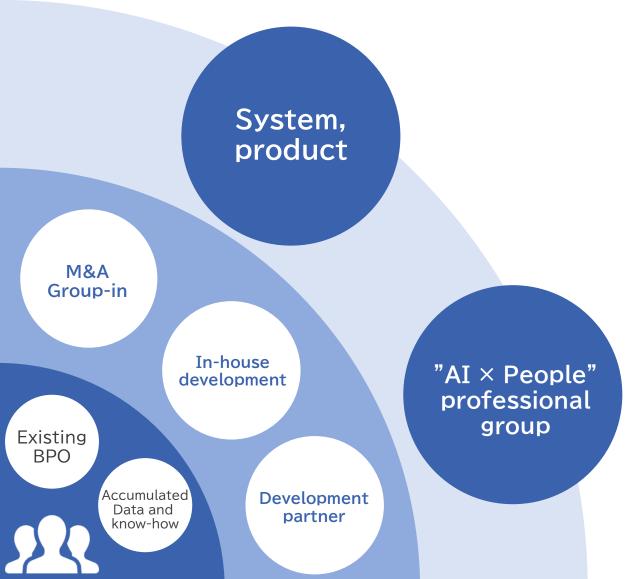


We have set 2 key indicators in this project: "Net sales and EBITDA"

(Millions of yen)	FY2026	F Y2027	FY2028
Net sales	12,000	15,000	20,000
EBITDA	1,750	2,000	2,500

Development Strategy





Destination for providing system products

Central and local governments, companies, organizations, and individuals, faced with labor shortages/security risks, having a strong demand for cost reduction

Possibility of a system that leverages know-how and data



Forming a Professional Group of "AI × People"



BPO Concierge

- ·Final decision regarding emotions, ambiguous expressions, etc.
- ·Collection of teacher data

Improving accuracy of systems and productsSophisticating operation levels

Developing expertise



AI tuning

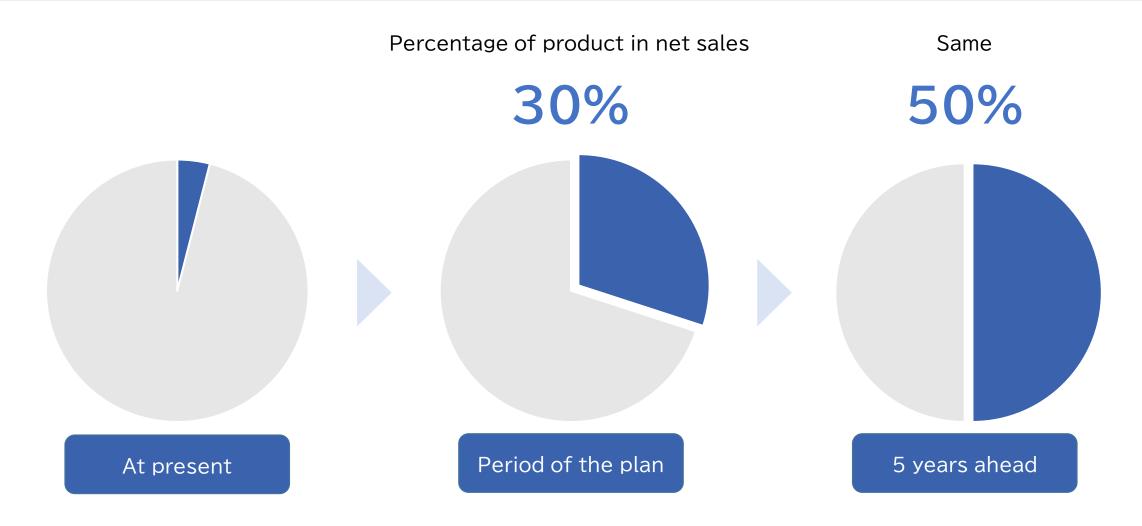
·By utilizing teacher data, improving AI treatment coverage

·Planning and developing Services in line with times and customer needs, and social issues

Service development



Aiming for increasing percentage of product/system in net sales and dramatically improving profitability



Cybersecurity Strategy



Accelerated development regarding AI related laws

Revised local autonomy laws

Active Cyber-defense laws Expansion of our customer base

- ·National and social infrastructure
- ·Large companies
- Hospital
- Employees and staff

- ·Local governments and public organizations
- •Small and medium-sized companies
- ·Clinics, pharmacies
- Individuals

Our Business growth potential

- ·Lack of security personnel
- ·Sophistication of cyber threats
- Demand for simplified services

- Security education needs
- Upgrading existing services
- Simple inspection with "AI × People"



Expanding educational content and strengthening customer base and monetizing new businesses

2

Expansion of security education

Expanding educational content and strengthening collaboration with the Cyleague HD

Creation of new business activities

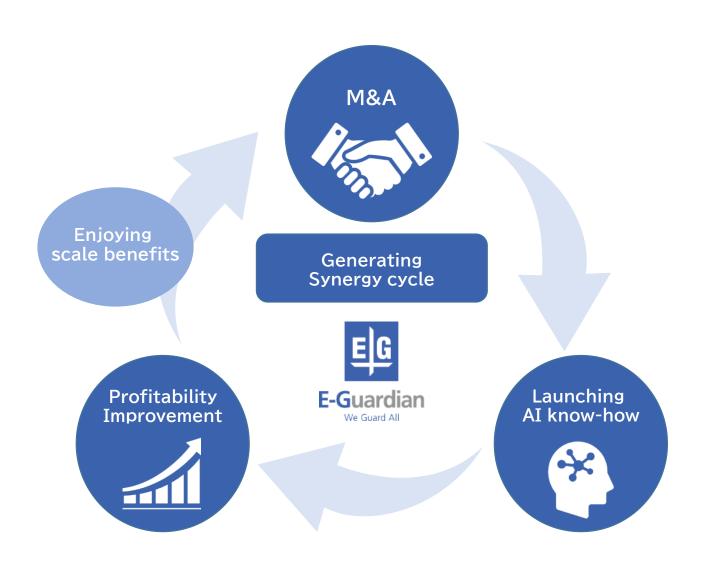
Focusing on creation
of new businesses
(in-house development,
business collaboration, M&A)
Cross-selling through
educational content
with these newly created businesses

Monetization of new businesses

Expanding the scale of these newly created businesses Creating multiple businesses on 100 million-yen unit scale

M&A Strategy



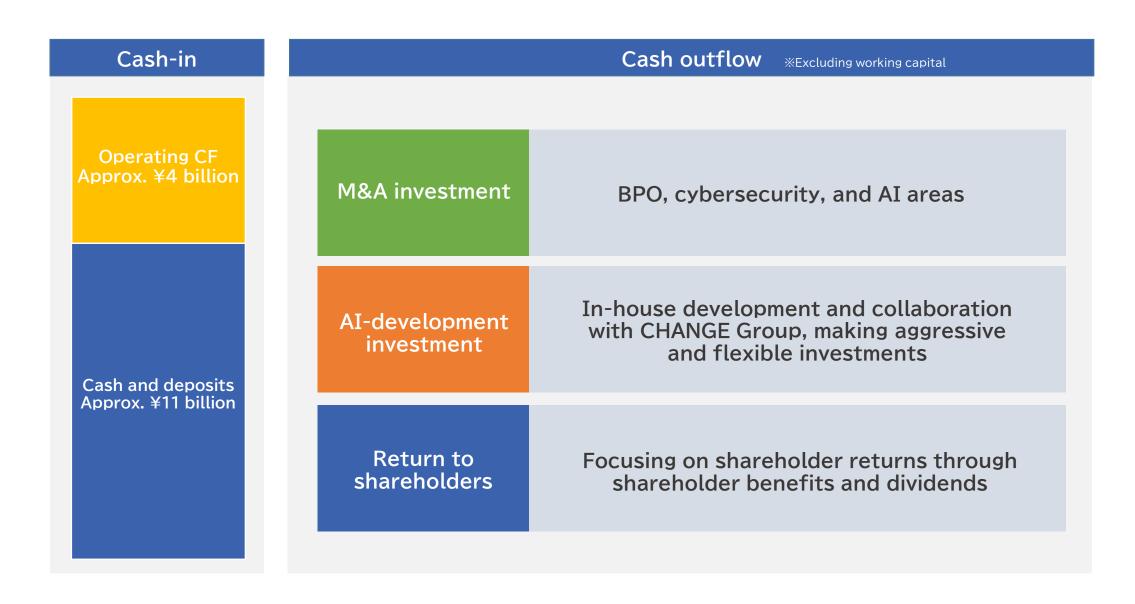


- 1 M&A targets
- √ BPO, security/testing, AI area
- Investing AI know-how

3 Improving profitability

Cash Allocation







We will innovate our business model through AI systems/products by using our know-how and teacher data



Labor-intensive business model

Conventional operations

Dependence on time and manpower

Limit to growth speed





New business model of "AI × People" system

Developing systems and products with know-how and teacher data

Establishment of recurring revenue model

Shift to a highly profitable and fast-growing model

Notes on Using This Material



- Please note that this document includes our company's plans and performance forecasts. These plans and projected figures are based on information available to us as of the present date and represent our current estimates.
- Accordingly, actual results may differ materially from these plans and projections due to various factors in the future.
- This document has been translated from the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.

Contact: General Affairs Department, E-Guardian Inc.

info@e-guardian.co.jp

TEL 03-6205-8859