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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

Dear all our stakeholders

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



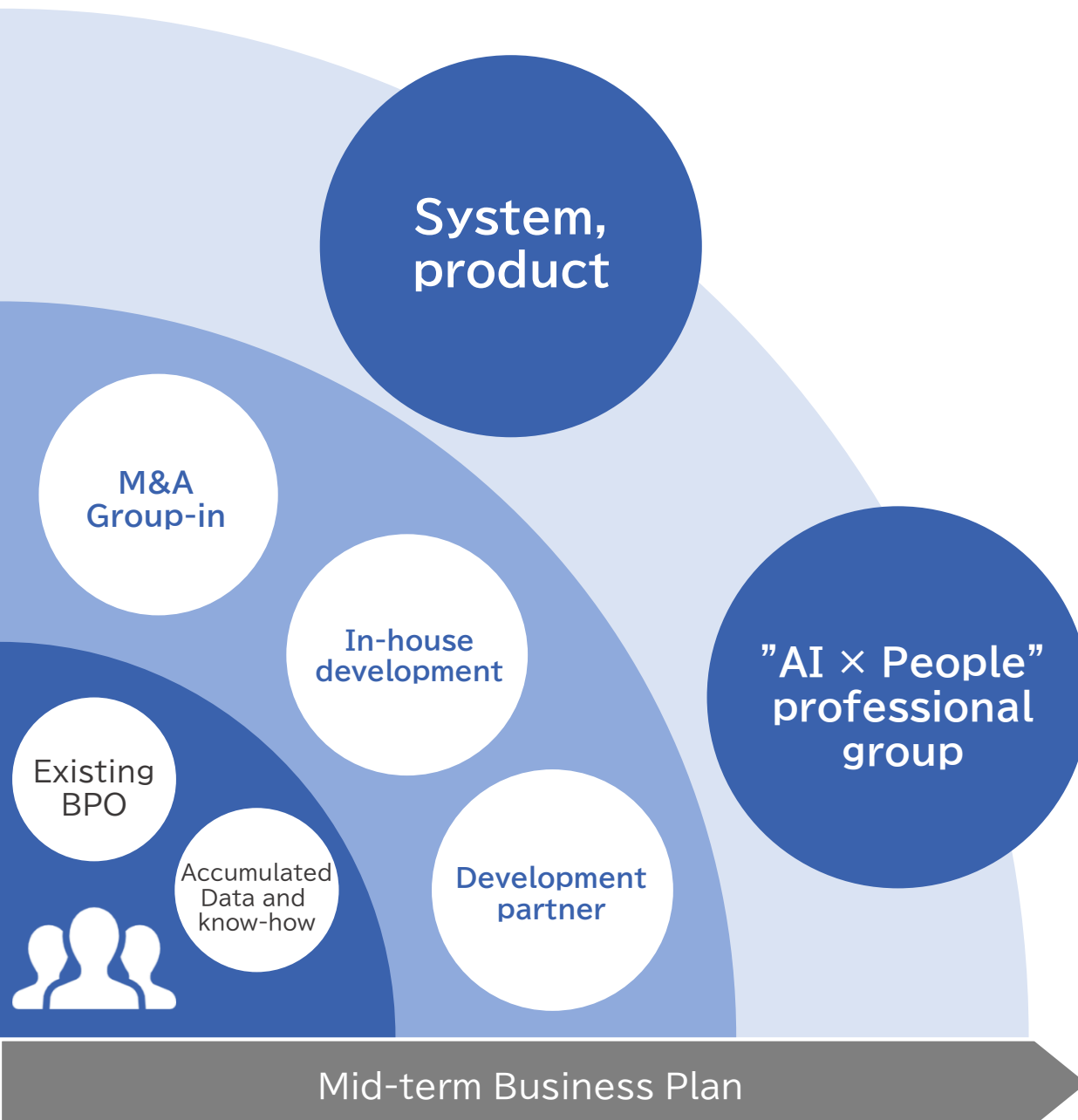
### Expansion of business foundation through M&A

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	FY2027	FY2028
Net sales	12,000	15,000	20,000
EBITDA	1,750	2,000	2,500

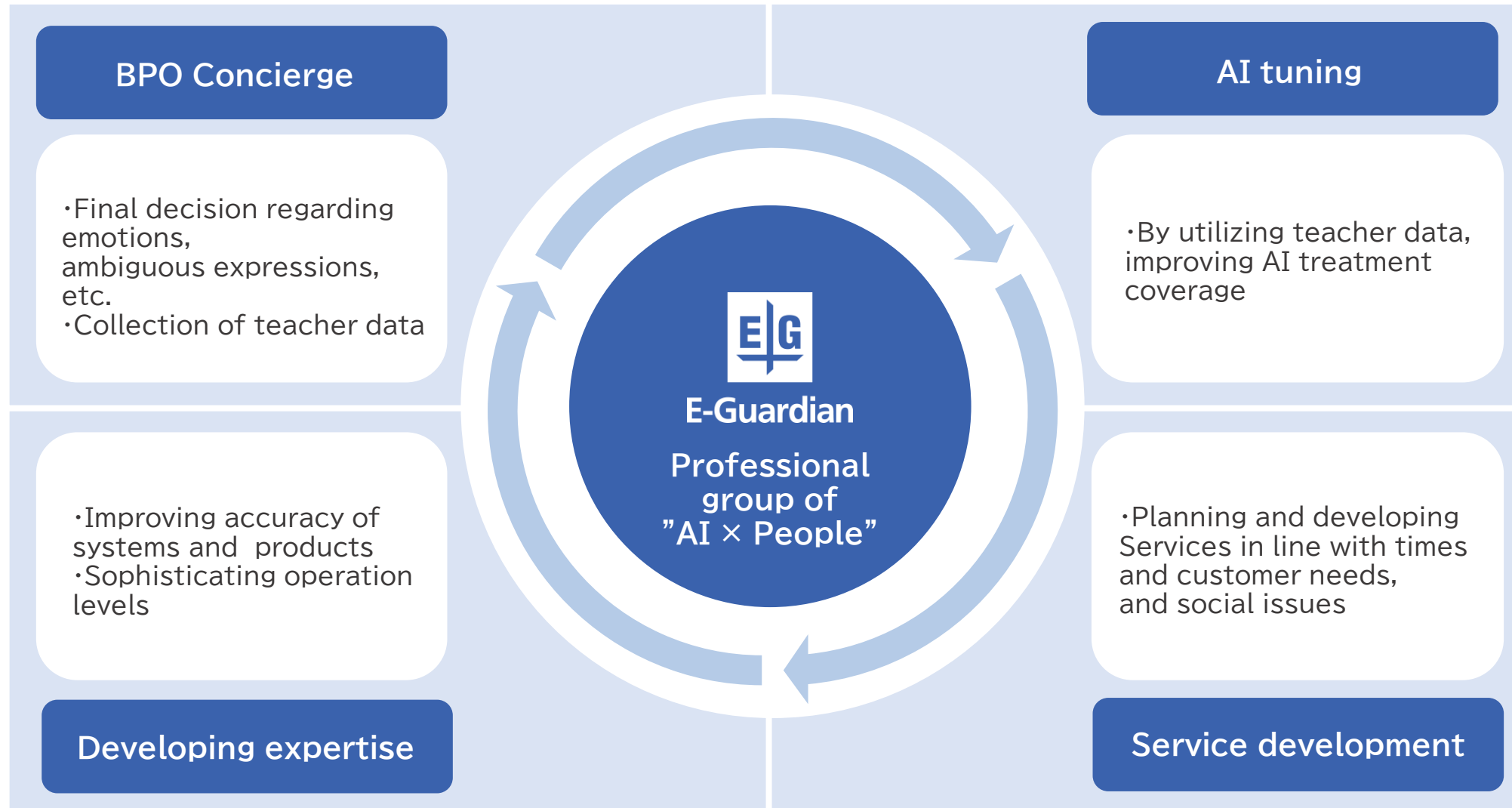


## Destination for providing system products

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







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

Percentage of product in net sales

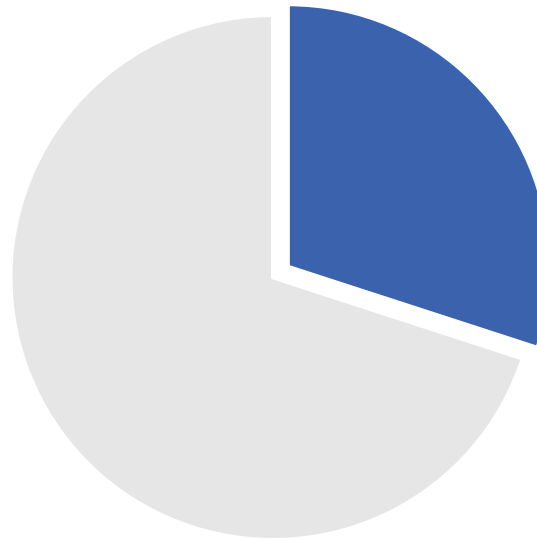
30%

Same

50%



At present



Period of the plan

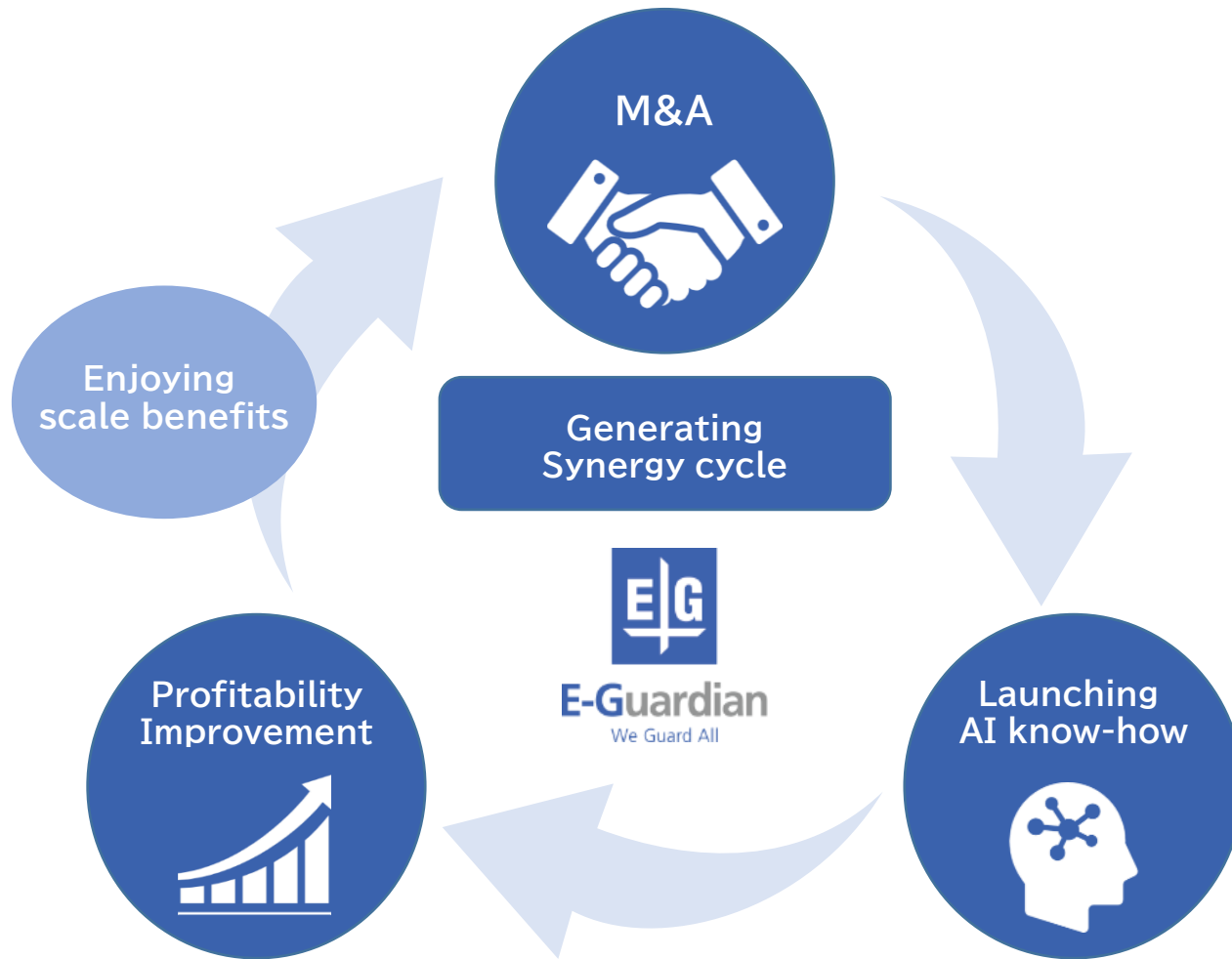


5 years ahead



## Expanding educational content and strengthening customer base and monetizing new businesses



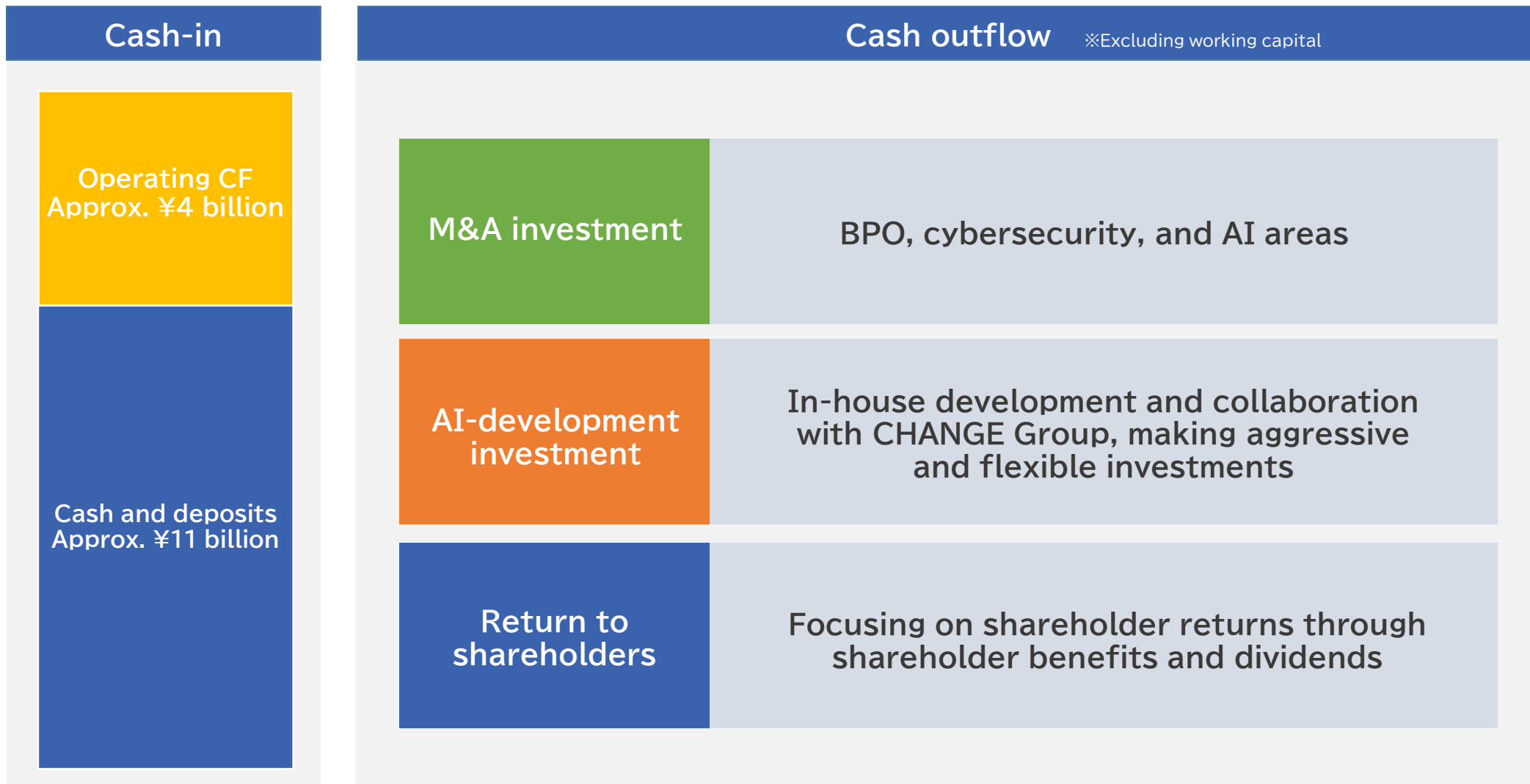


## 1 | M&A targets

✓ BPO, security/testing, AI area

## 2 | Investing AI know-how

## 3 | Improving profitability



**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

- 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.
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- Contact: General Affairs Department, E-Guardian Inc.

info@e-guardian.co.jp

TEL 03-6205-8859