E-Guardian

We Guard All

Fiscal year ended September 2026 Earnings Announcement 3rd quarter of FY

E-Guardian Co., Ltd. (6050)

2026 August.

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Executive Summary

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Sales bottomed out in 1Q and turned into a continuous recovery trend

■ Net sales increased steadily for the second consecutive quarter with the first quarter as the bottom.

■ Steady growth in orders from existing large-scale customers
Steady progress in introducing AI to existing projects and acquiring new AI implementation services

Implemented "Invest in AI" and "Restructuring" to Shift to a High-Profit Structure

■ Strengthen AI Strategic Management Department and aggressively invest in highly skilled sales and marketing personnel

■ Conducted consolidation of centers (2 sites) to improve profitability.
Temporary duplication of labor costs associated with the transfer occurred (eliminated as of the current deadline)

Implemented measures to support "V-shaped recovery" and "discontinuous growth" from Q4 onward

■ Develop in-house AI systems as a pillar of recurring revenue:
Launched the first Academy Risk Shield

■ Maximize use of customer base:
Cross-selling with newly merged OSCOM and Change Group begins in earnest

Fiscal year ended September 2026
3Q performance
(October 2025 to June 2026)

Summary of Consolidated Financial Results
for the Third Quarter of the Fiscal Year Ending September 2026

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■ Background to the decline in sales (△ sales: 3.6%)
- Decline in sales of existing projects in SNS posting monitoring business
- Completion of a large-scale project in the gaming CS launched in the previous fiscal year (Decrease in reaction due to 1 cycle)

■ Background to the Decrease in Profits (Operating Income △ 30.1%)
[Temporary expenses] Temporary duplication of labor costs arising from the integration of 2 centers due to structural reforms (eliminated as of the current deadline)
[Prior investment] Invest in human resources in AI areas and advanced human resources. Aggressively invest in highly skilled personnel in specialized fields, including AI Strategic Management Department

Millions of yen	Actual	Same period last year Actual	From the preceding year	Estimates for the year
Net sales	8,300	8,609	△3.6%	12,009
Operating income	843	1,206	△30.1%	1,604
Ordinary income	883	1,213	△27.2%	1,629
To the parent company shareholders Belong to Net Income	570	781	△27.0%	1,033

Quarterly Net Sales and Operating Income

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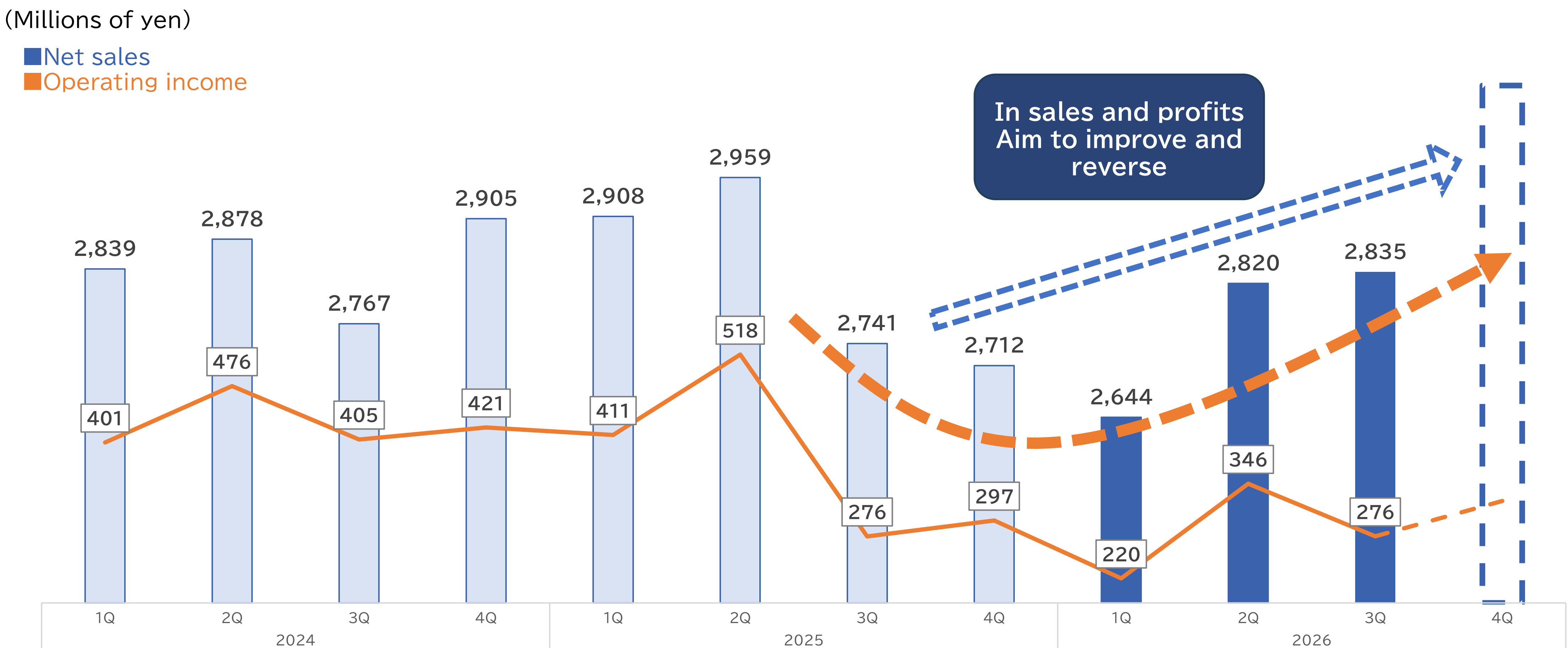
■Sales recovered steadily. In the fourth quarter with "the highest sales in the past 3 years"
•Bottoming out in 1Q, sales formed an upward trend for the second consecutive quarter
•Further expansion is expected in Q4 (scale of ¥3 billion), and profits will also be fully reversed and recovered phase



Net Sales by Business Segment

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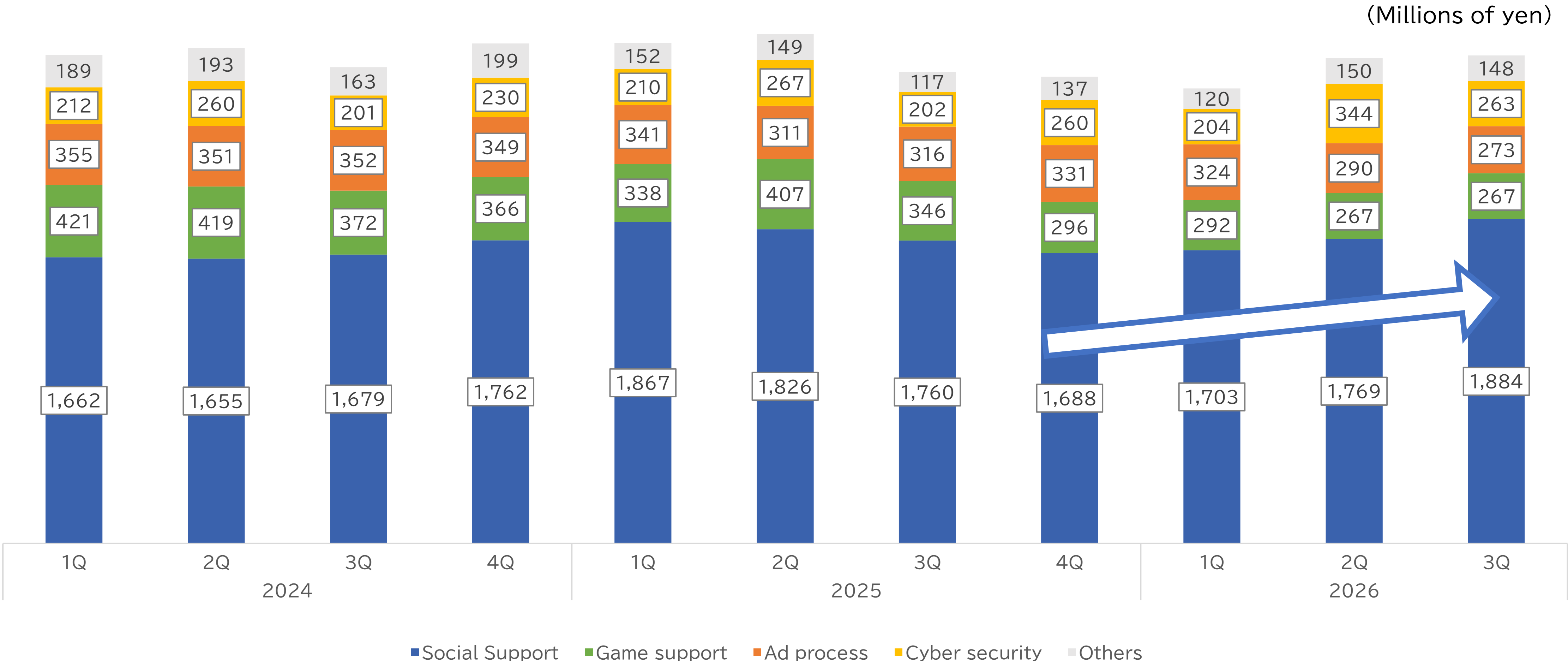
■ **Social Support (mainstay business): Continued trend of higher sales compared to the previous quarter**

•Driven by growth in business for EC and Frima and expansion of orders and projects from major customers

■ **Cybersecurity (growth areas): Sales up year-on-year**

•Sales growth in WAF (software/cloud-based) and large-scale consulting-related orders contributed



Quarterly Gross Profit and Ratio

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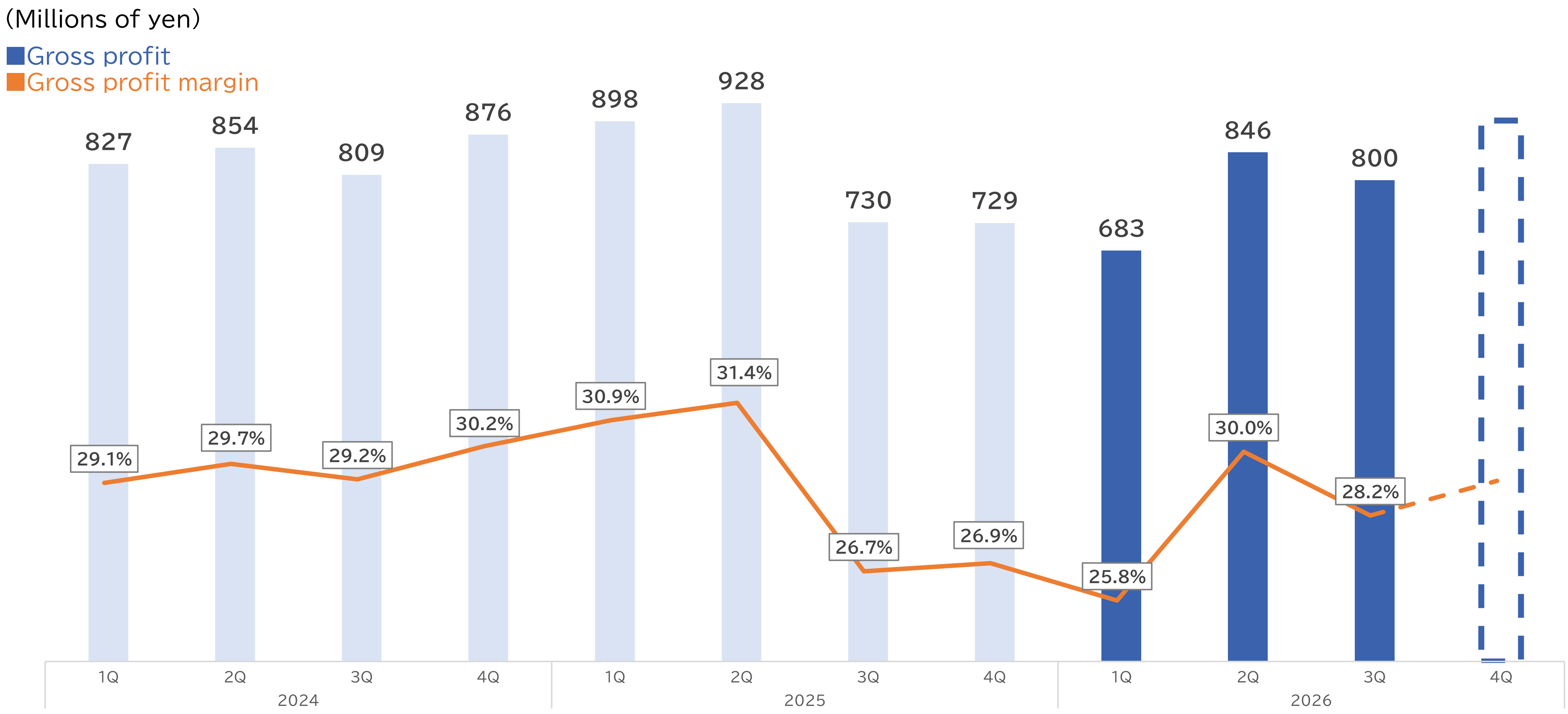
■The decline in 3Q margins was due to "1-time expenses." Steady improvement in 4Q

•Reasons for the decline (temporary): Duplication of labor costs associated with the use of temporary staffing to launch new projects and integration of bases (approx. ¥45 million)
•Rationale for improvement (since 4Q): By switching from dispatch to direct employment and completing the transfer of projects, Expenses are expected to be lifted by the current fiscal year.



Fiscal year ended September 2026
4Q initiatives
(July 2026 to September 2026)

In-house developed AI system×human resource services

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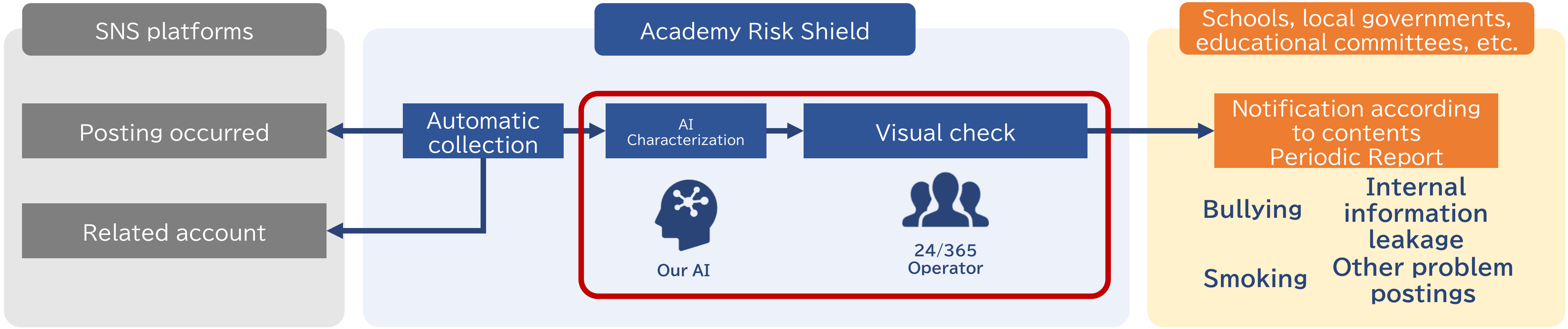
Full-scale rollout of AI developed in-house as outlined in the medium-term management plan (1 more release is planned during this fiscal year)
The next year (FY9/2027) aims to create sales of ¥300 million for AI related solutions.

Create superiority by developing services that combine "AI" and "people" built on original teacher data

First SNS Monitoring System Developed Academy Risk Shield



Synergy through collaboration with OSCOM

Orders for multiple projects have already been received, and measures aimed at contributing to sales at an early stage are going well

Short-term synergies: Full-scale 2-way cross-selling utilizing the Group's foundation

Services provided	Target customer base	Synergies to be Created (Aim)
OSCOM's servicing	EG group's clients	Upsell and cross-sell to existing customers
From OSCOM Service	Change Group Customers	With a focus on local governments and government offices Generate sales by expanding into the customer base
For EG Service	OSCOM' s customers	In and out bound Generate sales by providing total services

Status of Growth Strategies

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Achieved "AI self-propelling at all sites" 6 months after establishment, and began investment-recovery

Track record of self-propelled AI development-system built 6 months ago

Period since establishment
6 months
Launched in January 2026

In-house AI personnel
17 employees
Top external personnel
+Conversion of existing employees

Total amount of new AI orders
¥37,220 thousand
In the same 6 months of investing
Start of collection

On-site developmental AI tools
More than 250
By the site SV130
AI of issues on its own

From "waiting BPO" to "aggressive business"

From the "unit price" for consultation from customers
Changed to "how to solve business issues with AI."
We present a demonstration that moves the following week when we receive a request,
Change to a system for actively acquiring projects

All SV130 are equipped with "Claude Code"

In the field where inefficiencies were only accepted,
With their own immediate efficiency tools
Change to a culture of development and implementation
Achieved improvements by eliminating customer-side renovation operations

Further Evolve the Next-Generation AI-BPO

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We have moved away from a labor-intensive approach by optimally allocating "AI" and "people."
Toward a highly profitable structure in which sales growth is directly linked to profit growth

Prospects for the next period (FY2027): Development of a "stock-type high-profit system" based on development capabilities

By maximizing AI's in-house production capabilities acquired,
Realized "development of in-house products" and "improvement of labor cost ratio"

Strategy 1: Top-line expansion

Scheduled release of 10 products in the next fiscal year

Following the first "Academy Risk Shield,"
Continuously introducing carefully selected AI products from 14 proposals in 5 areas

Beyond the labor intensive type,
Build a pillar of profitable recurring revenue

Strategy 2: Strengthen cost competitiveness

Significant improvement in the labor cost ratio

By utilizing Claude Code distributed to the centre SV
Develop self-propelled tools across all centers

By improving processing speed and raising operational efficiency,
Reduce labor cost ratio related to operations

Increase sales through systems products

Developed in-house AI based on years of BPO know-how and original teacher data
The next year (FY9/2027) aims to create sales of ¥300 million for AI related solutions.

BPO know-how	+	Teacher data	=	In-house developed AI system/product

Rules of experience and operational flow cultivated at the workplace
Teachers' records accumulated over many years of BPO work

Fully fitted to the business
Develop a AI system

■ Increase sales through sales of AI systems/products (stock-type)

Reduce the introduction hurdles for customers and develop them as 1 of our "AI-BPO" services.
Unlike conventional BPO, there are no labor costs, so stock-type revenue is generated.

■ Developing "AI-BPO" services-based on "AI Systems/Products" × "People"

Developing high-quality services that combine our in-house developed systems with our BPO human resources
Building a Higher Profitability Structure to Achieve Price Competitiveness

Expansion of BPO and security areas through M&A

Develop new business domains through M&A
and expand the business portfolio of "AI x People"
Maximize Group synergies to realize discontinuous growth

Expansion into new areas

BPO area
- Back Offices
- Government and other public offices For local governments
- Emotional sys
- Outbound (3Q results)

Cyber security
- Security Network management
- Tools
- SOC

Existing areas
Existing services

3Q contract results

OS COM
OuT-Sourcing communications

Outsourcing Communications, Inc.

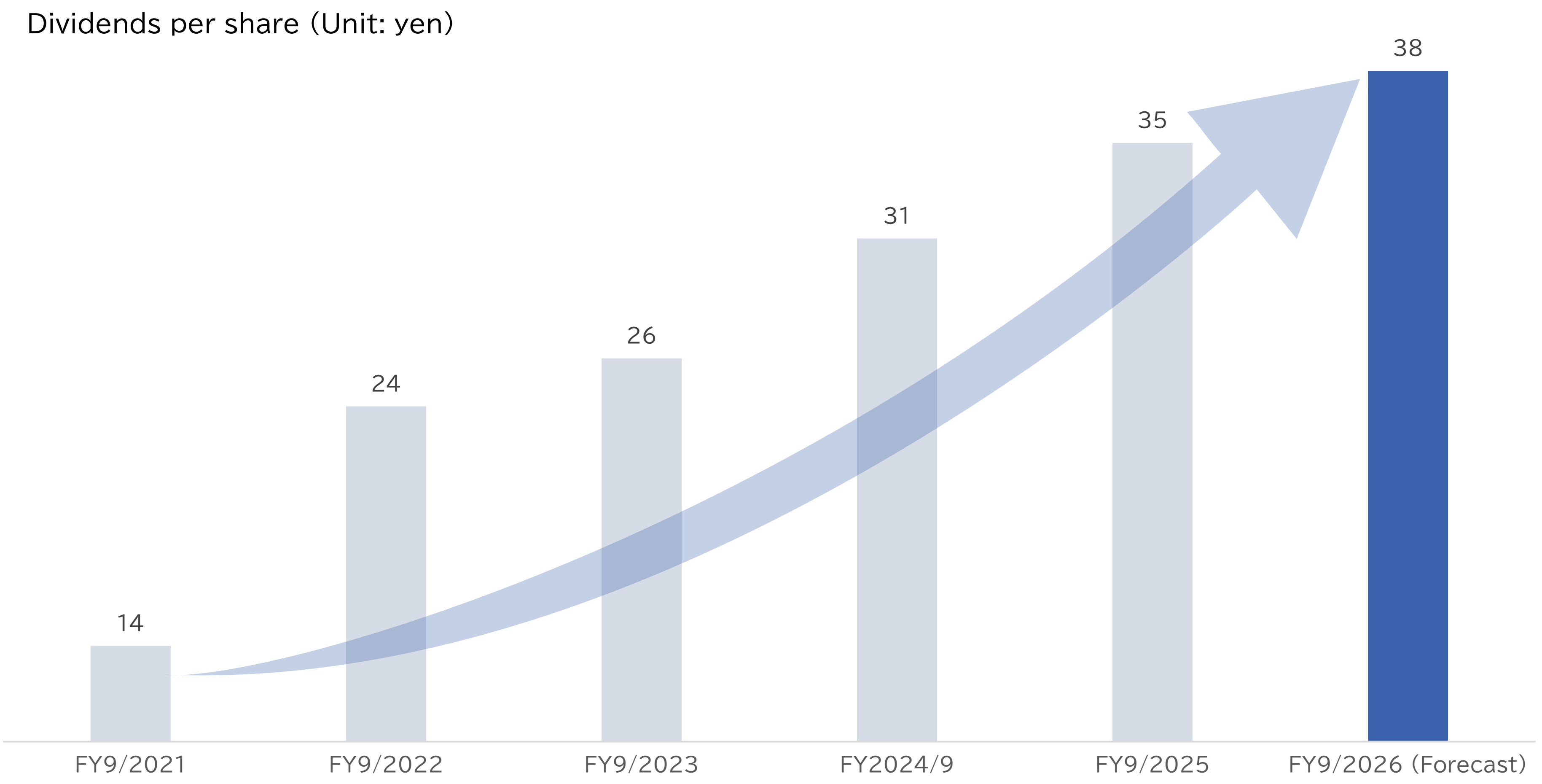
With both EG change groups
Interactive cross-selling is underway

Multiple orders already received

Shareholder Returns

Dividend Policy

Dividend policy remains unchanged.
Dividend increase forecast considering the importance of shareholder returns



Shareholder benefits

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Giving digital gifts according to the length of continuous holding

Number of shares held	Continuous holding period	
100 shares or more	Less than 1 year	Over 1 year
	Digital gift® worth 5,000 yen	Digital gift® worth 8,000 yen

Target exchange (May be changed as of the announcement on July 10, 2025)		
Amazon gift card	QUO card-based Pay	PayPay Money Light
d Point	au PAY Gift card	Visa e gift vanilla
Book-card NEXT	Uber Taxi Gift card	Google Play Gift code
PlayStation®Store Tickets	Skairaku Gift Certificate	-

Summary

Summary

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Full-fledged transition to next-generation system through ”AI-BPO”
Aiming for discontinuous growth in sales and profits
by accelerating the transformation of business model

In sales and profits
Toward growth trends in the next fiscal year

On the trend of lower sales and profits
Bottomed out in the first quarter

We have made progress in establishing a system,
Shift to a recovery in sales

”AI-BPO” modeling
Full-scale development

In-house developed AI systems
Released

Orders received for new AI projects
Achieve early return on investment

New Domains through M&A
Aiming for ”discontinuous growth”

At OSCOM in 3Q
Made a wholly owned subsidiary

Cross-selling already realized
Multiple orders received

Appendix

We Guard All

We deliver a safe and secure internet experience for every user

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A comprehensive internet security company safeguarding online safety and security

Name	E-Guardian Inc.
Listing	TSE Prime (6050)
Head office	Kotohira Tower 8F, 1-2-8 Toranomon, Minato-ku, Tokyo
Founded	May 1998
Representative	President & CEO Yasuhisa Takatani
Capital Stock	JPY 1,967 million
Employee Number (consolidated)	2,123 (including 1,740 contract employees)
Number of subsidiaries	Domestic: 3 ※Following the merger of E-Guardian Tohoku in June 2026, 2 domestic companies as of the date of disclosure Overseas: 2

As of March 2026

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SNS-related support, etc., mainly provides post monitoring and customer support
Cyber security primarily involves conducting vulnerability diagnosis and developing/selling WAFs

SNS-related support Game-related support	Advertisement-related support	Cyber security	Other
SNS and video post monitoring Customer support Multi-language support Rumor research	Advertisement Inspection Back office operation	Vulnerability diagnosis WAF SOC Consulting	Hardware-software debugging
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Our Social Support Strengths

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AI

2011

E-TRIDENT. Text monitoring

ROKA SOLUTION Image recognition

"E-Trident2"
Composite monitoring tool

hinagata Template Management System Customer support

2025

Early AI adoption

Operational knowhow
Accumulated data

Human

More than 20 years in operation

Extensive knowledge in specialized fields

24/7, 365 days a year

Growing Demand

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The increasing and diversifying internet risks are raising the demand for security measures

High

Risk

Low

Fewer entities to protect

Major risks
- Attacks targeting server vulnerabilities
- Defamation

Increased personal risk

Major risks
- Misuse of vulnerability information
- Ransomware attack
- Illegal login

All things are potential targets

Major risks
- IoT device hijacking
- Communication data theft
- Sophistication of attack techniques

2010: PCs and Servers Era → 2020: Smartphone and Cloud Era → 2022 onwards:IoT and 5G Era

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Environment

● Promoting the purchase of supplies, etc., based on the Green Purchasing Law.

Social

● Female manager ratio: 30.8% *1 (National average: Equivalent to Department Manager 7.9% *2)
● Approx. 5.5 external training sessions per year for interested employees (2024 actual: Approx. 5.4 sessions)

* As of the end of September 2025

*1 "Managers" of our company refer to managers and supervisors
*2 Source: Ministry of Health, Labour and Welfare's "2023 Basic Survey on Gender Equality in Employment" (https://www.mhlw.go.jp/toukei/list/dl/71-r05/02.pdf)

Governance

● Three outside Directors out of seven at the Board of Directors
● Established a voluntary Nomination and Remuneration Committee and Special Committee

As of the end of September 2025

Notes on Using this material

E-Guardian We Guard All

- 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: IR, E-Guardian Inc.

info@e-guardian.co.jp
TEL 03-6205-8857