

Q1 FY2024.10 Financial Results Briefing

Mar. 13, 2024 • • • Nareru Group Inc | TSE Growth | 9163 |

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Q1 FY2024.10 Financial Results



Earnings Summary for Q1 FY2024.10

 Revenue for the current quarter was +24.5% YoY, and profits at each stage increased significantly by more than 20% YoY.

Revenue

JPY4,987MM

(YoY + 24.5%)

Operating Profit

JPY744MM

(YoY + 31.2%)

Profit

Attributable to Owners of Parent

JPY516MM

(YoY + 33.2%)

Earnings and Dividends Forecasts for FY2024.10

- No changes to originally announced earnings forecasts.
- The annual dividend for FY2024.10 is planned to be JPY110 per share (interim dividend JPY50, year-end dividend JPY60)

Revenue

JPY21,830MM

(YoY + 21.3%)

Operating Profit

JPY**2**,**770**MM

(YoY + 12.2%)

Profit

Attributable to Owners of Parent

JPY1,920_{MM}

(YoY + 10.3%)

Financial Results for Q1 FY2024.10



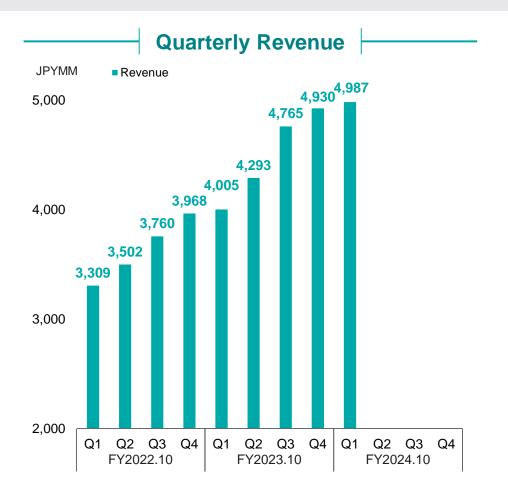
- Revenue for the current Q was +24.5% YoY, and profits at each stage increased significantly by more than 20% YoY.
- Revenue progress rate is 49.1% compared to first half forecasts, indicating steady progress.

	Q1				H1 Forecasts		Full-year Forecasts	
Millions of Yen	FY2023.10	FY2024.10	YoY	Y	FY2024.10	Progress	FY2024.10	Progress
Revenue	4,005	4,987	981	+24.5%	10,160	49.1%	21,830	22.8%
Gross Profit	1,136	1,410	273	+24.1%	2,570	54.9%	5,920	23.8%
Gross Profit Margin	28.4%	28.3%	-0.1pt		25.3%		27.2%	
Operating Profit	567	744	177	+31.2%	1,010	73.7%	2,770	26.9%
Operating Profit Margin	14.2%	14.9%	+0.7pt		9.9%		12.8%	
Profit before Tax	554	732	178	+32.2%	980	74.8%	2,730	26.8%
Profit Attributable to Owners of Parent	387	516	128	+33.2%	690	74.8%	1,920	26.9%

Trends in Quarterly Results



- Quarterly revenue increased only slightly QoQ due to the year-end and New Year holidays.
- Quarterly gross profit remained at the same level as the previous Q due to increased hiring costs, lower utilization rate, etc.
- Quarterly operating profit increased to JPY744MM (JPY+101MM QoQ) due to the elimination of temporary factors from the previous Q, such as performance bonuses.

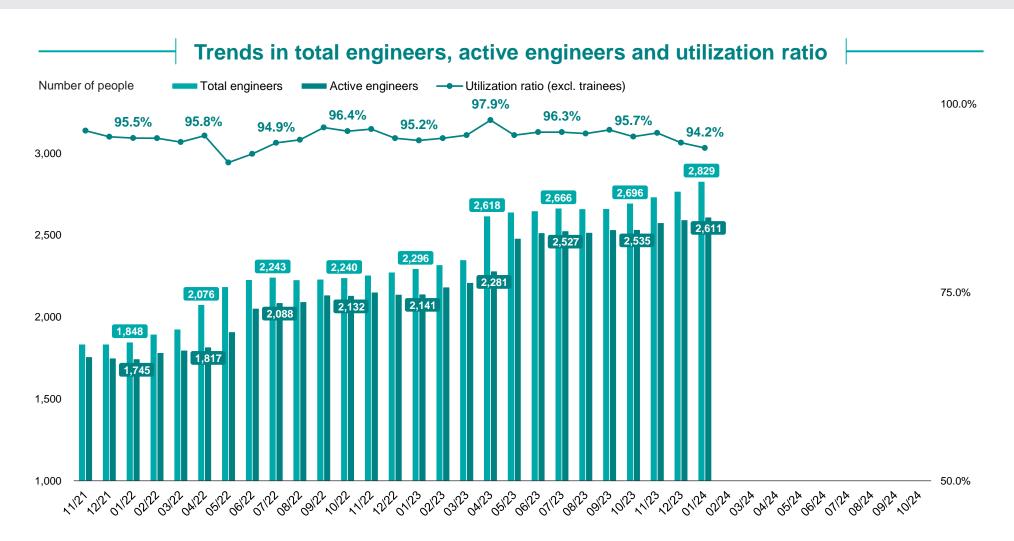




Trends in Engineers and Utilization Ratio (World Corporation)



- The number of engineers has increased by 133 since Oct. 2023 due to steady recruitment activities.
- Due to an increase in the number of unassigned standby engineers, the operating rate decreased to 94.2%.



Trends in Contract Unit Price (World Corporation)



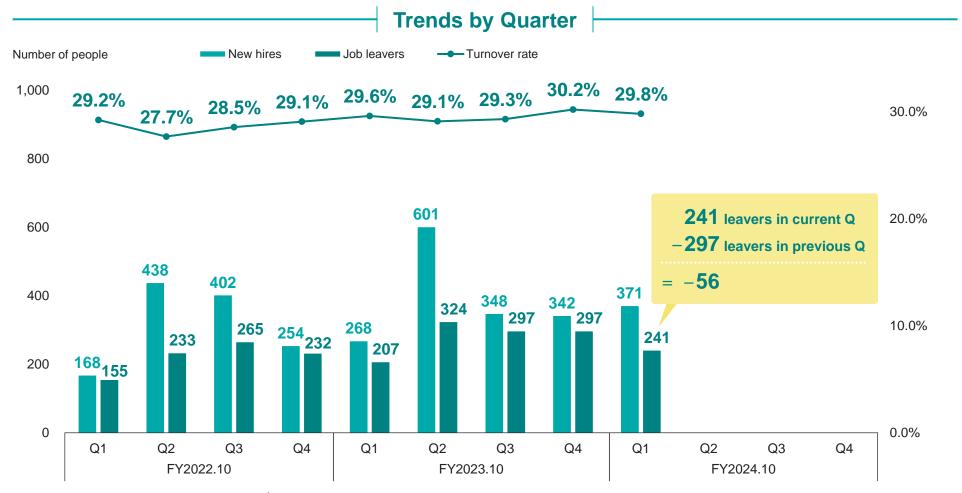
• The contract unit price increased by JPY6,000 QoQ to JPY504,000 due to the shortage of human resources in the construction industry and our sales efforts including price increase negotiations.



Trends in New Hires, Job Leavers and Turnover (World Corporation)



- The number of new hires in the current Q increased steadily both YoY and QoQ.
- The turnover rate*1 has fallen below 30% and has improved to 29.8%. The number of leavers also decreased by 56 QoQ.



Results by Segment



- In the construction solutions business, revenue increased steadily by 23.9% YoY and operating income increased by 20.3% YoY.
- In the IT solutions business, revenue increased significantly by 29.5% YoY, and the operating profit margin also improved to 6.9% (+2.3 points YoY)

	Q1 (3 months)							
Millions of Yen	FY2023.10	FY2024.10	Yo	Y				
Construction Solution	3,582	4,439	856	+23.9%				
IT Solution	423	547	124	+29.5%				
Total Revenue*1	4,005	4,987	981	+24.5%				
Construction Solution	513	617	104	+20.3%				
Profit Margin	14.3%	13.9%	-0.4pt					
IT Solution	19	37	18	+95.3%				
Profit Margin	4.6%	6.9%	+2.3pt					
Adjustments	34	88	54	+156.6%				
Total Operating Profit	567	744	177	+31.2%				

^(*1) Internal transactions eliminated

Consolidated Financial Position



- RE and cash decreased compared to the end of FY2023.10 as the year-end dividend of the previous fiscal year was paid in the current quarter.
- For the current fiscal year, dividends will be split twice a year instead of once a year. Therefore, fluctuations in BS due to dividends are expected to be reduced.

Millions of Yen	As of Oct. 2023	As of Jan. 2024
Cash and Cash Equivalents	4,083	3,100
Trade Receivables	2,766	2,705
Other Current Assets	210	256
Total Current Assets	7,060	6,062
Property, Plant and Equipment	170	166
Right-of-use Assets	357	299
Goodwill	14,074	14,074
Deferred Tax Assets	492	357
Other Non-current Assets	348	345
Total Non-current Assets	15,444	15,243
Total Assets	22,505	21,306

Ratio of Total Equity Attributable to Owners of Parent to Total Assets	54.1%	56.3%
Net Debt*1	2,529	3,278
Ratio of Goodwill*2	1.16x	1.17x

Millions of Yen	As of Oct. 2023	As of Jan. 2024
Borrowings	2,714	2,714
Lease liabilities	201	190
Other Current Liabilities	3,371	2,560
Total Current Liabilities	6,287	5,464
Borrowings	3,571	3,392
Lease liabilities	125	81
Other Non-current Liabilities	343	362
Total Non-current Liabilities	4,040	3,837
Share Capital, Capital Surplus, etc.	8,857	8,908
Retained Earnings	3,319	3,096
Total Equity	12,177	12,004
Total Liabilities and Equity	22,505	21,306

^(*1) Borrowings (current) +Lease liabilities (current)+ Borrowings (noncurrent) + Lease liabilities (non-current) - Cash and cash

^(*2) Goodwill / Total equity

Consolidated Cash Flows



- Operating CF and free CF were negative due to winter bonus payments.
- Due to the payment of dividends, the increase/decrease in cash and cash equivalents was JPY-982MM.

Millions of Yen	1Q FY2023.10	1Q FY2024.10		
Profit before Tax	554	732		Incl. depresention of right of use
Depreciation	64	65		Incl. depreciation of right-of-use assets (IFRS)
Decrease (Increase) in Trade Receivables	78	61		assets (II No)
Increase (Decrease) in Accrued Expenses	(45)	(78)		
Interest Paid	(12)	(11)	بمور	Winter bonus payment
Income Taxes Paid	(418)	(492)	, e e e e e e e e e e e	
Other	(185)	(346)		
Cash Flows from Operating Activities	35	(70)		Cancellation refund of officer
Purchase of Property, Plant and Equipment	(17)	(3)		life insurance for FY2023.10
(Purchase) Collection of Other Financial Assets	125			ine insurance for 1 12023.10
Other	(1)	(5)		
Cash Flows from Investing Activities	106	(9)		
Free Cash Flows	142	(79)		Incl. office rent (IFRS)
Repayments of Long-term Borrowings	(178)	(178)		
Repayments of Lease Liabilities	(45)	(55)	.**	
Proceeds from Issuance of Shares	-	97		Stock option exercise payment
Dividends Paid	-	(767)		
Other	(2)	1		
Cash Flows from Financing Activities	(226)	(903)		
Net Increase (Decrease) in Cash and Cash Equivalents	(84)	(982)		

FY2024.10

Earnings Forecasts

Earnings Forecasts

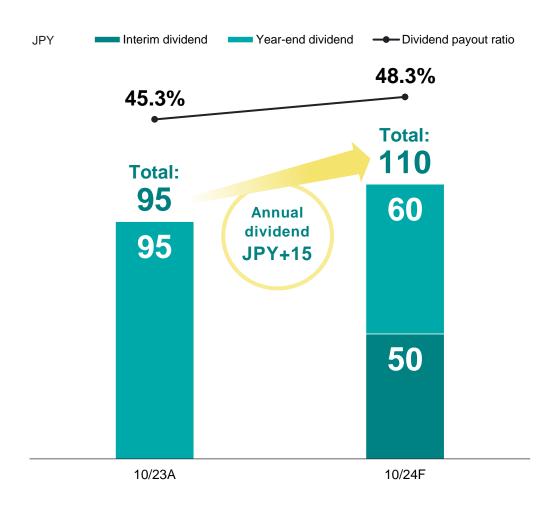


- Although progress was good in Q1, we plan to improve the conditions for engineers and invest strategically in recruitment costs in Q2. Therefore, there are no changes to the H1 earnings forecasts.
- Since there are no major changes in the business strategy and business environment for H2 based on the H1 forecasts, the full-year forecasts will remain unchanged.

	First Half				Full Year							
Millions of Yen	FY2023.10 Actual	FY2024.10 Forecast	YoY		YoY		YOY		FY2023.10 Actual	FY2024.10 Forecast	Yo	Y
Revenue	8,299	10,160	1,860	+22.4%	17,994	21,830	3,835	+21.3%				
Gross Profit	2,274	2,570	295	+13.0%	5,169	5,920	750	+14.5%				
Gross Profit Margin	27.4%	25.3%	(2.1pt)		28.7%	27.1%	(1.6pt)					
Operating Profit	1,050	1,010	(40)	(3.9%)	2,469	2,770	300	+12.2%				
Operating Profit Margin	12.7%	9.9%	(2.8pt)		13.7%	12.7%	(1.0pt)					
Profit before Tax	1,024	980	(44)	(4.4%)	2,475	2,730	254	+10.3%				
Profit Attributable to Owners of Parent	722	690	(32)	(4.5%)	1,741	1,920	178	+10.3%				
Basic Earnings per Share	JPY87.53	JPY81.89	JPY(5.64)	(6.4%)	JPY209.88	JPY227.86	JPY17.98	+8.6%				

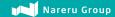


- Annual dividend for FY2024.10 is planned to be JPY110 per share, including an interim dividend of JPY50 and a year-end dividend of JPY60. (JPY+15 YoY)
- Dividend payout ratio based on basic earnings per share (on earnings forecasts basis) is 48.3%.



Appendix 1 Company Profile

Company Profile



Company Name	Nareru Group	Inc.					
Head Office Address	3rd Floor, Kojimachi Mitsuba Building, 3-5 Nibancho, Chiyoda, Tokyo						
Representative	Ryo Kobayashi						
Number of employees As of the end of October. 2023	3,219 (Consolid	3,219 (Consolidated)					
	November 2008 :	Established World Corporation(For engineer dispatch business of construction industry)					
	May 2019 :	Established AP64 (now Nareru Group) (For pure investment purpose)					
	November 2019 :	Made World Corporation a subsidiary					
	December 2020 :	Made ATJC a subsidiary(For entering dispatch business of the IT industry)					
History	April 2021 :	Acquired craftworker recruitment business					
	April 2021 :	Made the Japan Construction Contractors Association a subsidiary					
	May 2021 :	AP64 changes name to Nareru Group	Perf				
	October 2021 :	Established CONTRAFT(To provide information to Zenken as an individual brand)					
	July 2023 :	Listed on the Tokyo Stock Exchange Growth Market					



Established in May. 2019

Holding company

World Corporation

Established in Nov. 2008 Number of engineers:

2,601

(as of the end of May. 2023)

- Dispatch of construction engineers*1
- Dispatch of CAD operators*2
- Preparation of construction drawings

Group overview

ATJC

Established in Dec. 2007 Number of engineers: 356

(as of the end of May. 2023)

Dispatch of IT engineers/SES*3



Established in Oct. 202

 Operation of a human resources platform for employment placement of craftsman

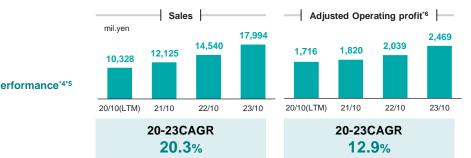


Established in Jul. 2013

 Employment placement services for craftsman

Zenken (Non-consolidated)

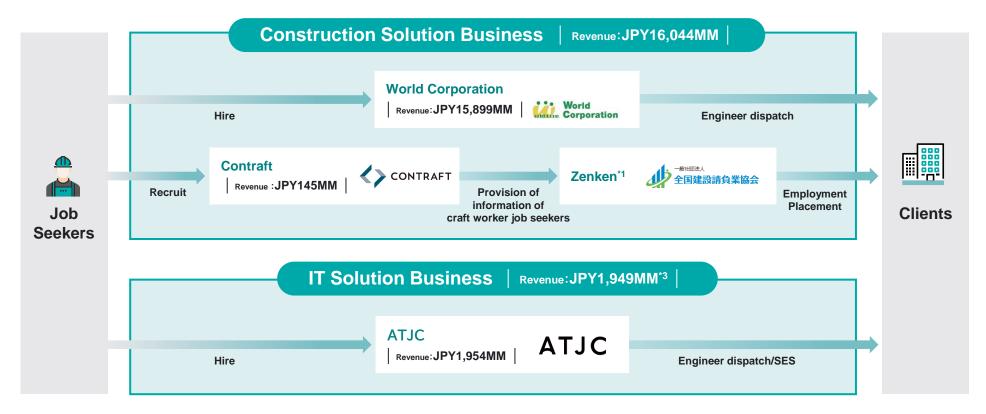
Zerikeri (Nori-corisolidated)



- (*1) Perform process control, safety control, quality control, and cost control at construction sites.
- (*2) Create, modify, and adjust drawings using CAD (Computer Aided Design) according to instructions from designers and drafters.
- (*3) Abbreviation for system engineering service. A form of consignment contract regarding the development, maintenance, and operation of software systems
- (*4) Calculated based on J-GAAP for the fiscal year ended October 2020 (LTM), and based on financial figures prepared based on IFRS for the fiscal years ended October 2021 and October 2022.
- (*5) After our company was established on May 27, 2019, we changed the fiscal year-end from the end of April to the end of October. As a result, the fiscal year ended October 2020 of our company is the six-month period from May 1, 2020 to October 31, 2020. "Fiscal Year Ended October 2020 (LTM)" is an unaudited figure calculated assuming the 12-month period from November 1, 2019 to October 31, 2020 as one consolidated fiscal year. Results differ from those for the six-month period ended October 2020.
- (*6) For the fiscal year ended October 31, 2020 (LTM), adjusted operating income is calculated by adding back goodwill amortization and temporary expenses to operating income for the same period. For the fiscal year ended October 2021, adjusted operating income is calculated by adding back temporary expenses to operating income for the same period. For the fiscal year ended October 2022, operating income for the same period (without adjustment for temporary expenses, etc.). See page 36 for details on adjusted operating income.







- (*1) Although World Corporation is the only member of Zenken and it owns 100% of the voting rights of the corporation, it is considered an unconsolidated subsidiary because it is financially immaterial.
- (*2) Revenue figures are for FY2023.10.
- (*3)The revenue of the IT solutions business is external sales after eliminating internal transactions, so it does not match the amount of revenue of ATJC.



Mission

To solve the increasingly severe shortage of skilled professionals*1 and make Japan an "advanced problem-solving nation"

Challenges facing the construction industry

Chronic shortage of engineers



- Market is growing
- Number of workers is decreasing

Aging of engineers



- Number of young job seekers is decreasing
- Slow in implementing new technologies

Delay in IT and DX adoption



- Hand written, manual input
- Lack of knowledge on how to use ICT tools

Vision

By combining the two technologies of
IT and human resource development,
we will provide and realize
"business transformation to
increase productivity"
and "development and stable supply of
professional human resources"
to compensate for the decline in

professional human resources.

Supply human resources

Business efficiency support

Nareru's raison d'etre

Provide engineering personnel





Train young engineers

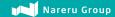


Help increase business efficiency using construction ICT

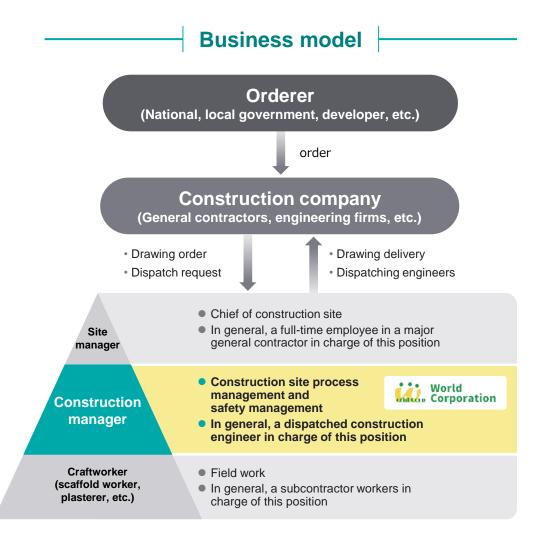


^(*1) We define skilled professionals as "human resources who have skills in a specific industrial field and are engaged in specialized work."

Business Model : World Corporation



• We mainly dispatch construction managers called site supervisors. They plays an important role in connecting the client, the construction company, and the on-site workers, the craftsmen.





Business Model2: World Corporation



- Dispatching engineers to various areas of the construction industry
- Supplying human resources for the increasing number of civil engineering and construction investments in Japan

Main target



Projects such as office buildings, high-rise condominiums, commercial facilities, SCs, factories, medical and welfare facilities, earthquake-resistant construction, etc.

Architecture



Urban development such as road construction, river construction, sewerage construction, bridges, dams, tunnels, railway construction, etc.

Civil engineering



Air conditioning and hygiene in high-rise buildings, condominiums, factories, etc. to provide the function as a circulatory system for buildings

Air conditioning hygiene ...

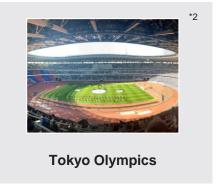


Electrical installation work for high-rise condominiums, commercial facilities, shopping centers, factories, medical and welfare facilities, etc.

Electrical equipment

Examples of Dispatching Sites









- ©\$P\$\$\\$22\CCB\\$\$\\20\pa\ww\thron\throa\thr
- (2) ©Kattp2023CCB/SA40/tpfcmmore/kimedeog/virde/dp/p?ci.dl=128610724
- @SakuaTodr;2023;0033/\$340;fpatormorevkimedeog/virde/dp;8cid=12888439
- (4) @SauroHobaro,2014,CCBASA30/patermrora/virredagy/inde/dp?cuid=30917648





High growth potential of the market for dispatching construction engineers due

Industry's top class*3 growth rates and profitability backed by our inexperienced worker recruitment strategy

High growth potential as a construction human resources platform company

Ratio of job openings to job seekers in the construction industry*1

to labor shortage

*Architectural, civil, and surveying engineers (part-time and regular positions) in 2022

5.51x

Demand for dispatching construction engineers*2

* in 2022

c. 63,000 people shortage

Sales growth rate

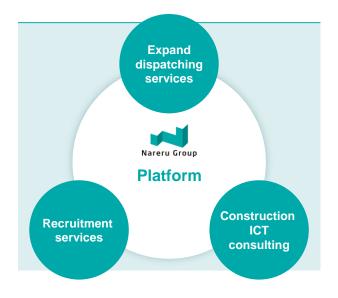
*CAGR for years ended Oct. 2021-Oct. 2023

21.8%

Operating margin

*Year ended October 2023

13.7%

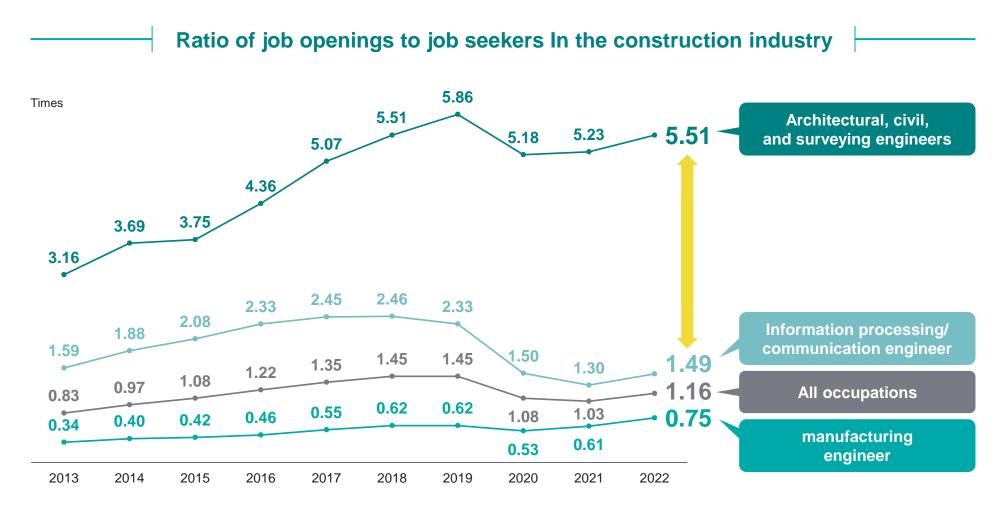


- (*1) Ministry of Health, Labor and Welfare "General Employment Placement Status (Employment Security Services Statistics)".
- (*2) Created by Nareru Group based on Human Touch Research Institute "2030 forecast for construction engineers", 2023
- (*3) Compared with sales growth rates and operation margins of the "Engineer Dispatch Companies". "Engineer Dispatch Companies" mean, amongst 17 companies listed on "the Sales Ranking of engineer Dispatching Industry" by gyokai-search.com, the following companies that meet the conditions of (i) a listed company, (ii) the annual sales of 10 billion yen or more and (iii) sales from the engineers dispatching business account for the majority of its total sales: TechnoPro Holdings, WDB Group, Meitec, Altech Corporation, Open Up Group (former BeNext-Yumeshin), Forum Engineering, and Copro Holdings. See page 15 for comparison of sales growth rate (CAGR in last 3 years) and operating profit margin (most recent fiscal year)

Chronic Shortage of Construction Engineers



• The labor shortage in the construction industry is becoming more serious than in other industries.

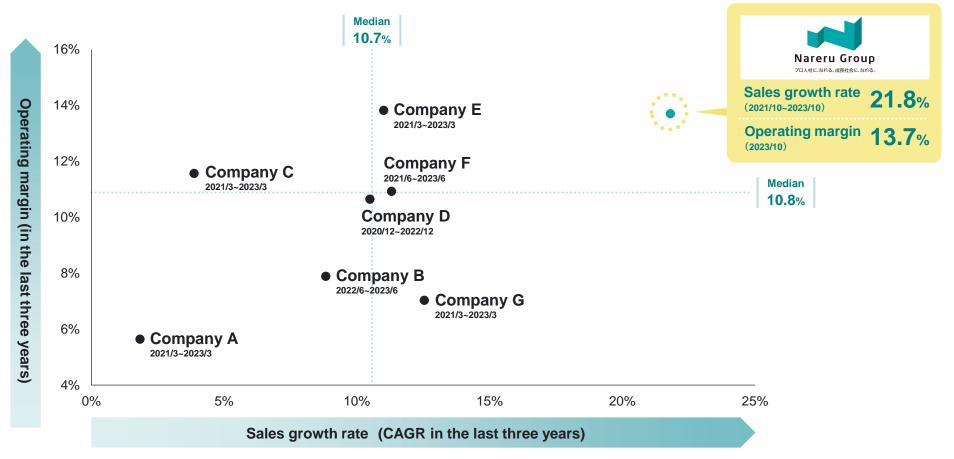


Source: Created by Nareru Group based on Ministry of Health, Labor and Welfare "General Employment Placement Status (Employment Security Service Statistics)"
Part-time and regular positions



Nareru Group boasts high growth potential and profitability as an engineer dispatch companies*1

Sales Growth Rate and Operating Profit Margin of Engineer Dispatch Companies



(Source) Created by Nareru Group based on the securities reports of each company

^(*1) Compared with sales growth rates and operation margins of the "Engineer Dispatch Companies". "Engineer Dispatch Companies" mean, amongst 17 companies listed on "the Sales Ranking of engineer Dispatching Industry" by gyokai-search.com, the following companies that meet the conditions of (i) a listed company, (ii) the annual sales of 10 billion yen or more and (iii) sales from the engineers dispatching business account for the majority of its total sales





2

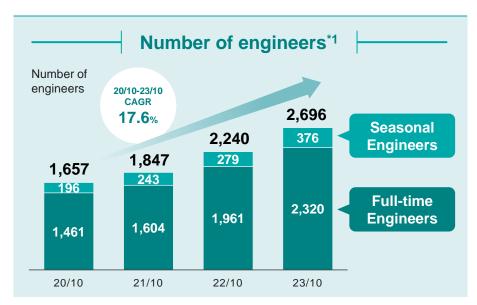
Recruitment

Increase the number of engineers through inexperienced worker recruitment strategy



Room for improvement in Unit Price

Realized continuous improvement of contract unit price by continuing to supply young engineers who are in high demand



^(*1) Number of engineers who were enrolled for one day or more from the beginning of the month to the end of the month Figures are non-consolidated figures for World Corporation



(*2) Figures are non-consolidated figures for World Corporation
The contract unit price per person is the average value of each contract unit price (excluding overtime pay) for all dispatched employees, including experienced and inexperienced employees.

1 Nareru's Inexperienced Worker Recruitment Strategy



Specialization in hiring inexperienced people contributes to high growth potential and profitability.

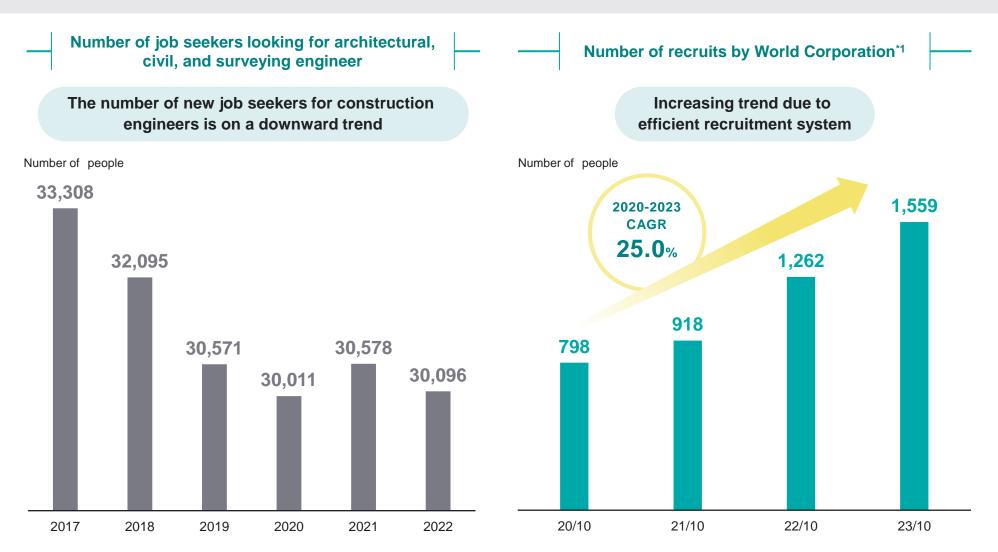
		Nareru Group プロ人材に、なれる。成長社会に、なれる。	
		Hiring Inexperienced Worker Model	Hiring Experienced Worker Model
Recru	Growth Supply Capacity	Extremely high • Number of active job seekers in all industries: 1.92 million ^{*1}	Lower than hiring inexperienced worker model • Number of active job seekers in the construction industry: 10 thousand 1
Recruitment	Moat Recruitment know-how	Difficult Dispel the "3K" image of the construction industry and promote the appeal of other companies. Difficult procedure from application to joining Compared to experienced people, recruitment costs can be reduced	 Easy Projects are recruited for each site. The process from application to joining the company is easy Recruitment costs are very high due to a shortage of talent across the industry
Educ	Growth Room for improvement in Unit Price	 Extremely high There is a lot of room for technological growth, and the contract unit price tends to increase. Young employees have low base salaries. 	Limited High contract unit price, but limited future growth potential The aging of the population is accelerating, and basic salaries are high
ducation	Moat Improve Recruitment/ training system	Difficult About 100 people are hired every month. Requires time and cost to develop recruitment and education systems	Easy • Work experience allows immediate dispatch without advanced training

^(*) An image diagram showing Nareru Group's analysis of the generally assumed trends for each category when the hiring policy for dispatched workers is broadly divided into the inexperienced type and the experienced type

^(*1) Number of active job seekers: Ministry of Health, Labor and Welfare "General Employment Placement Status (Employment Security Service Statistics)" figures are the number of part-time and regular positions in 2022. As to the construction industry, architectural, civil, and surveying engineer positions



Secure human resources stably even in the midst of intensifying recruitment competition



Source: Number of new job seekers: Ministry of Health, Labor and Welfare "General Employment Placement Status (Employment Security Service Statistics)"

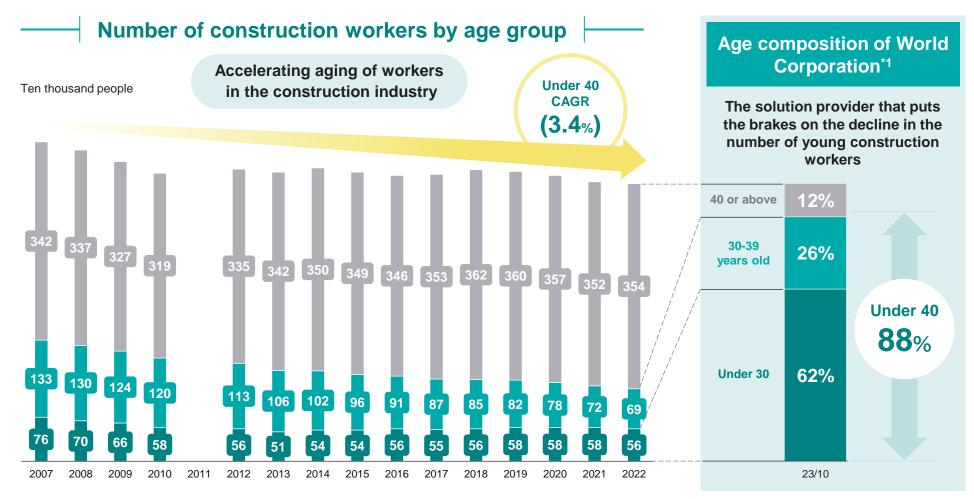
Annual total of job seekers looking for part-time or regular positions

 $(*1) \ \ \mbox{Figures are non-consolidated figures for World Corporation}$

2 Age Composition Centered On Young Engineers



• It is possible to provide a stable supply of young human resources, which is particularly lacking in the construction industry, and has high price bargaining power



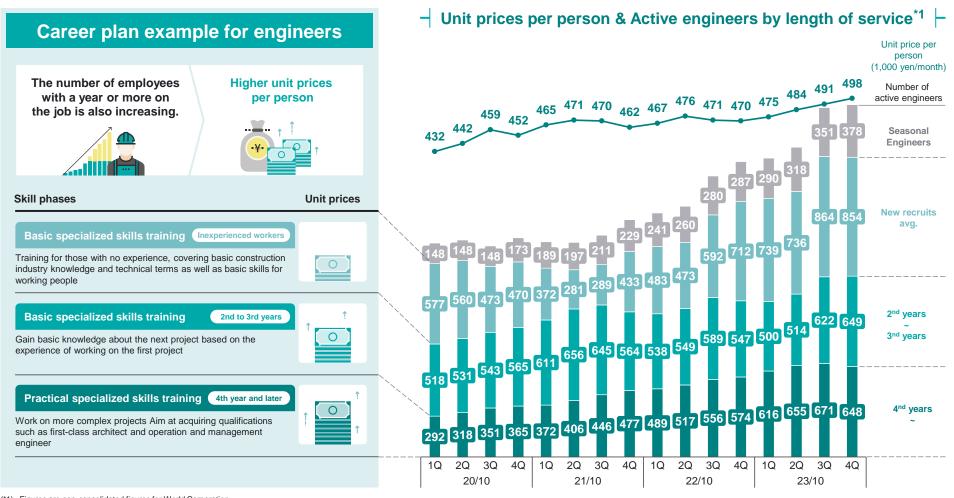
(Source) Created by Nareru Group based on Ministry of Internal Affairs and Communications "Labor Force Survey" (2011 was not published due to the impact of the Great East Japan Earthquake)

^(*1) Figures are non-consolidated figures for World Corporation, as of the end of Oct. 2023, and engineers under dispatch contract

2 Nareru's Training Methods



By establishing a training method for young engineers, the number of active engineers having two
years or more of experience has increased, and the contract unit price has steadily increased over
the last three years



^(*1) Figures are non-consolidated figures for World Corporation
unit price per person is the quarterly average contract unit price (excluding overtime pay) for all dispatched engineers, active engineers are quarterly average

Group Growth Strategy



Revenue

- **Expanding into construction ICT consulting (Mid term)**
- We have already established an in-house training system and plan to educate ICT personnel through in-house training in the future.
- 2 Expanding into recruitment services (Short term)
- Currently implementing measures to increase the number of job seekers through Jobken work
- **Expansion of dispatching business** (Short term)
- Currently implementing measures to increase the number of registered users through Sekokan NEXT
- We have a track record of dispatching people to new industries such as IT and plant engineering, and new jobs such as construction drawing/BIM*2 engineers in the construction industry, and we plan to increase the number of dispatched people through recruitment and training.

Consulting support by construction ICT advisors and construction support staff



ATJC World Corporation

Entry into craftworkers recruitment business



Experienced worker recruitment by in-house media



Expand dispatching services IT, Plant, construction drawing and BIM

ATJC

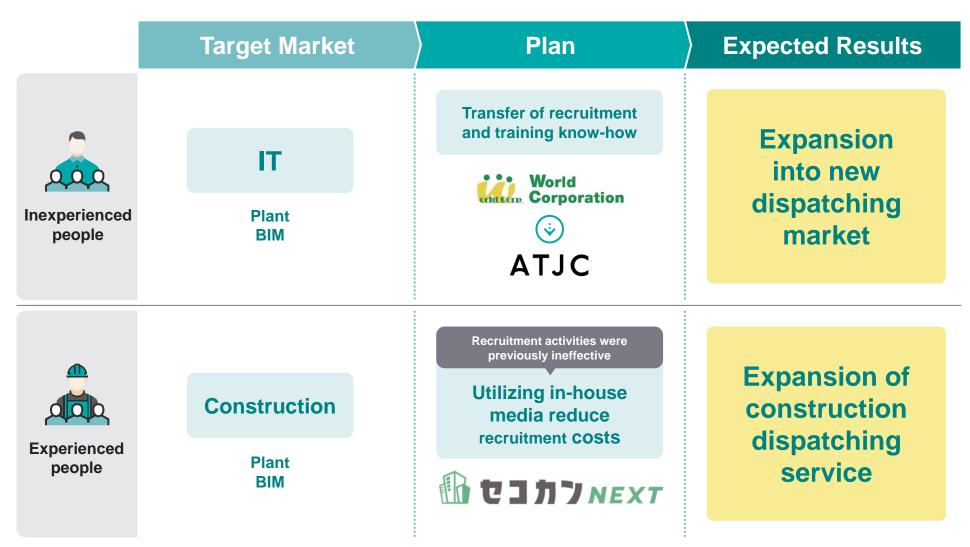
Current Future

^(*1) Image diagram created by Nareru Group

^(*2) BIM(Building Information Modeling): A tool that enables the construction process from design to construction to maintenance management using 3D digital models created on computers in the architectural field.



• Expect an increase in the number of engineers by hiring inexperienced and experienced people



^(*) Image diagram created by Nareru Group



 ATJC, an IT engineer dispatch company with major IT companies as clients, joined the group in December 2020. Active investment will support the growth of the Nareru Group

IT Solution Business : ATJC

ATJC

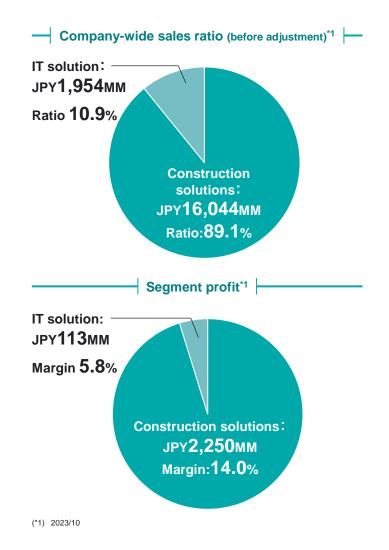
Developing engineer outsourcing business for various system development projects such as financial, public, and communication

Background of participation in the group

2007 • Established

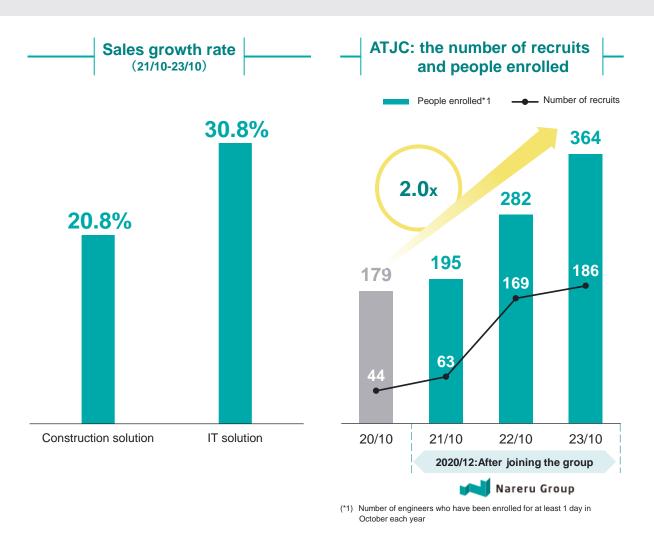
Growth slows down due to difficulties in recruiting IT engineers

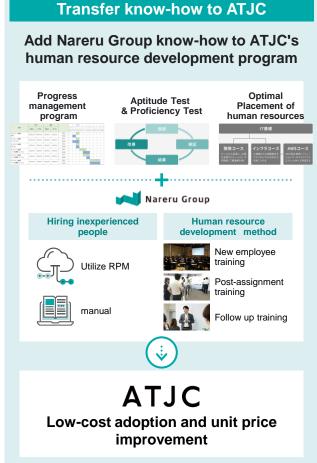
2020 Participated in Nareru Group (stock transfer by founder), expecting growth through partnership with recruitment know-how





- Growth exceeding that of construction solutions due to upfront investment in adoption
- Aiming for low-cost hiring and higher unit prices by utilizing know-how in hiring and training inexperienced people

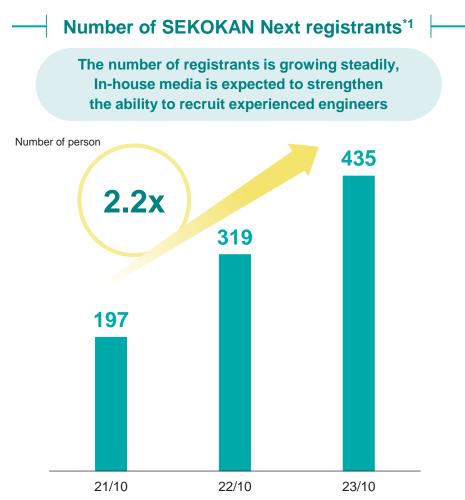






 By utilizing in-house media, low-cost hiring of experienced worker recruitment and higher unit prices are expected





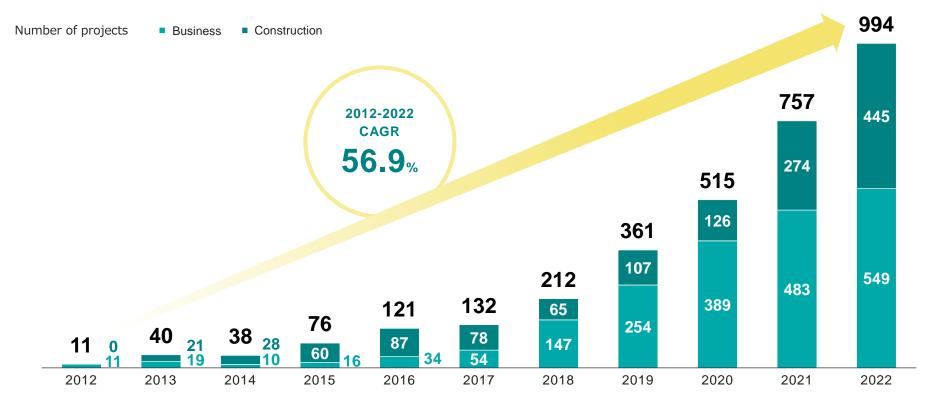
(*1) The calculation period is from November 2020 to October 2021 for fiscal period ended October 2021 and from November 2021 to October 2022 for Fiscal period ended October 2022.



Demand for BIM specialists is expected to increase as the MLIT promotes BIM/CIM*1

Number of business and construction projects using BIM/CIM

Number of projects using BIM/CIM is dramatically increasing, demand for BIM specialists is expected to further increase as the use of BIM/CIM becomes a general requirement in public works projects in 2023*2.



(Source) Created by Nareru Group based on the 8th BIM/CIM Promotion Committee of the MLIT(Ministry of Land, Infrastructure, Transport and Tourism) (August 30, 2022)

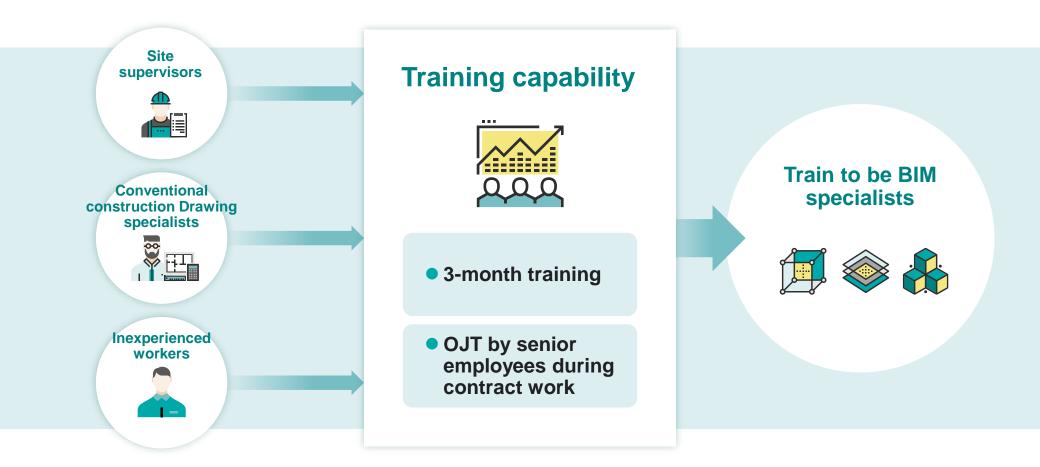
^(*1) BIM/CIM: A tool that enables everything from design to construction and maintenance in the construction process using 3D digital models created on a computer. BIM (Building Information Modeling) is in the field of architecture, and CIM (Construction Information Modeling) is in the field of civil engineering.

^(*2) Use of BIM/CIM becomes a general requirement in public works projects in 2023: In April 2020, the Ministry of Land, Infrastructure, Transport and Tourism decided to "apply BIM/CIM in principle to all public projects except for small-scale projects by 2023."



Focusing on BIM specialist training with an established training system

Nareru's BIM specialist training process



average. June 25, 2020)



 Aiming to expand the scope of construction human resources services by expanding into the recruitment services

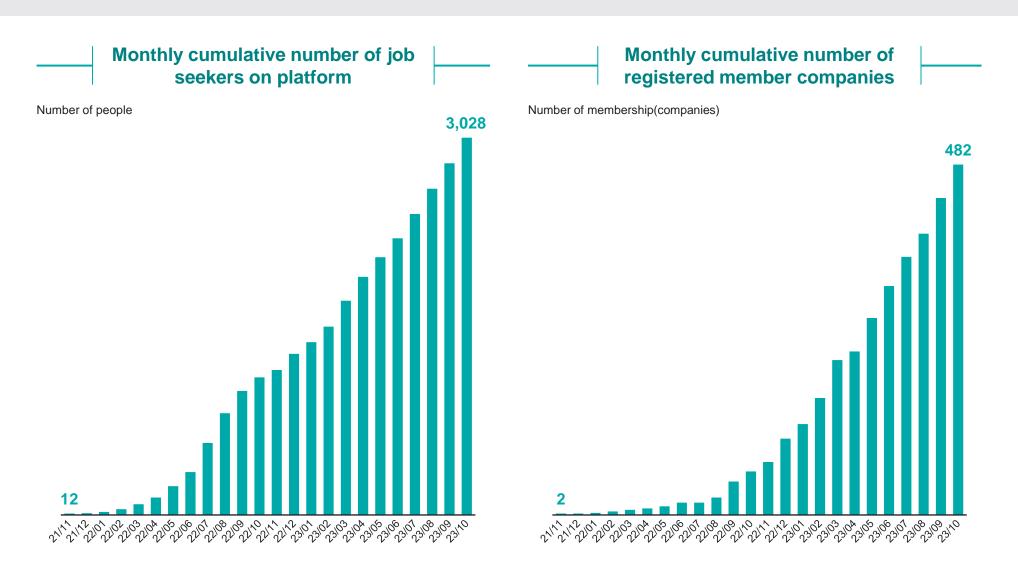
Size of construction job market

Aiming to be the one and only company that can provide services to all companies suffering from labor shortage in the construction industry through expansion into the recruitment business

	Constru	uction wo	rkers: 4.82 million people		
Current area of operations	Engineers (operation management, etc.)	350,000 people	General contractors		Dispatching construction engineers
Future area of operations	Skilled workers 3,	090,000 people	Specialist construction companies		Recruitment of craftworker/
	Self-employed technicians	510,000 people	Self-employed technicians		self-employed technicians

Created by Nareru Group based on Ministry of Land, Infrastructure, Transport and Tourism, "Recent Situation of the Construction Industry" (June 15, 2022) and Ministry of Land, Infrastructure, Transport and Tourism, "The First Study Group on the Problem of One Master Masters in the Construction Industry" (June 25, 2020) Engineers, skilled workers: Calculated by the Ministry of Land, Infrastructure, Transport and Tourism based on the Ministry of Internal Affairs and Communications "Labor Force Survey" (2021 average, June 15, 2022) Self-employed technicians: Estimated number of people in the Ministry of Land, Infrastructure, Transport and Tourism based on the Ministry of Internal Affairs and Communications labor force survey (2019)

 Since the establishment of CONTRAFT, the number of job seekers and membership on the platform. has increased steadily.

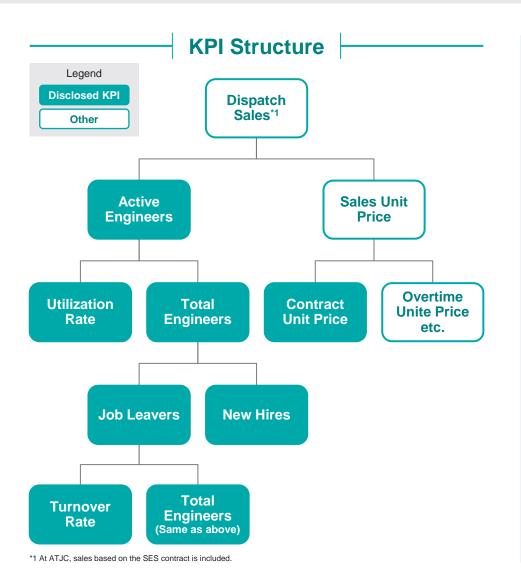


Appendix 2 Other KPIs

KPI Structure and Definition

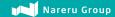


The Group discloses the following major KPIs related to dispatch sales.

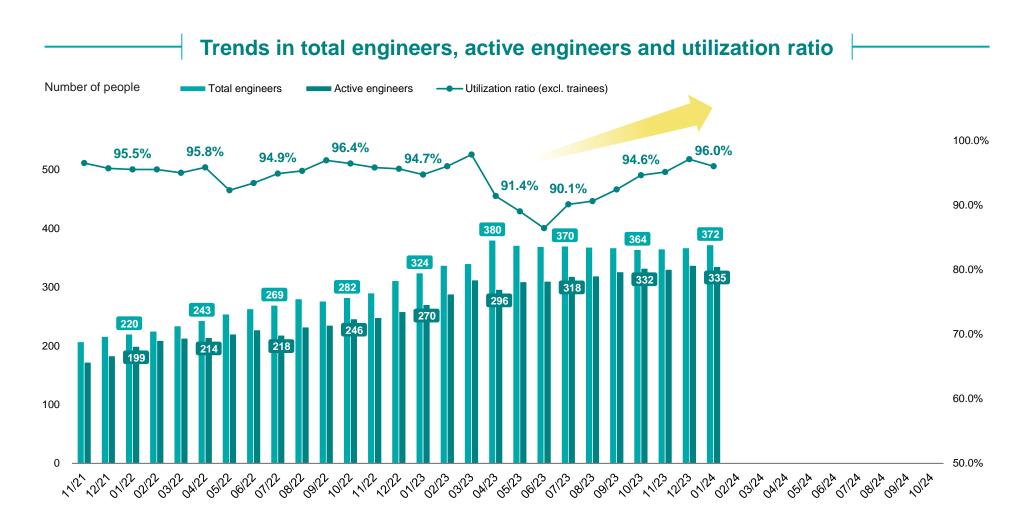


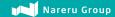
Definition of KPI Engineers who were dispatched for at least one day Active during the month **Engineers** Engineers who were employed for at least one day during **Total Engineers** the month (Engineers at the beginning of the month + Engineers hired in the month) Active Engineers / Total Engineers **Utilization Rate New Hires** Engineers who joined the company during the period Engineers who left the company during the target period Job Leavers Job leavers during past 12 months / (Total engineers at the end of the month 12 months prior **Turnover Rate** + New hires during past 12 months) Sales per active engineer Sales Unit Price Average of contract unit prices (excluding overtime **Contract Unit** charges) for all engineers Price Amount per active engineers of total of (i) Additional **Overtime Unite** amount such as overtime charges and (ii) unavailability Price etc. reduction

Trends in Engineers and Utilization Ratio (ATJC)

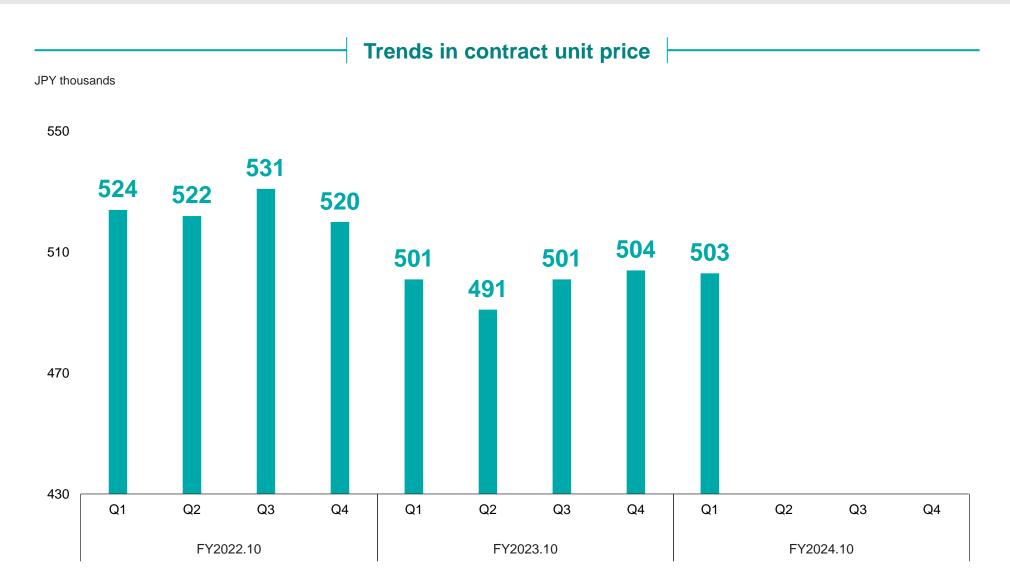


- The number of total and active engineers increased slightly compared to the previous quarter.
- Utilization rate was 96.0%, with an improving trend from Q3 FY2023.10.



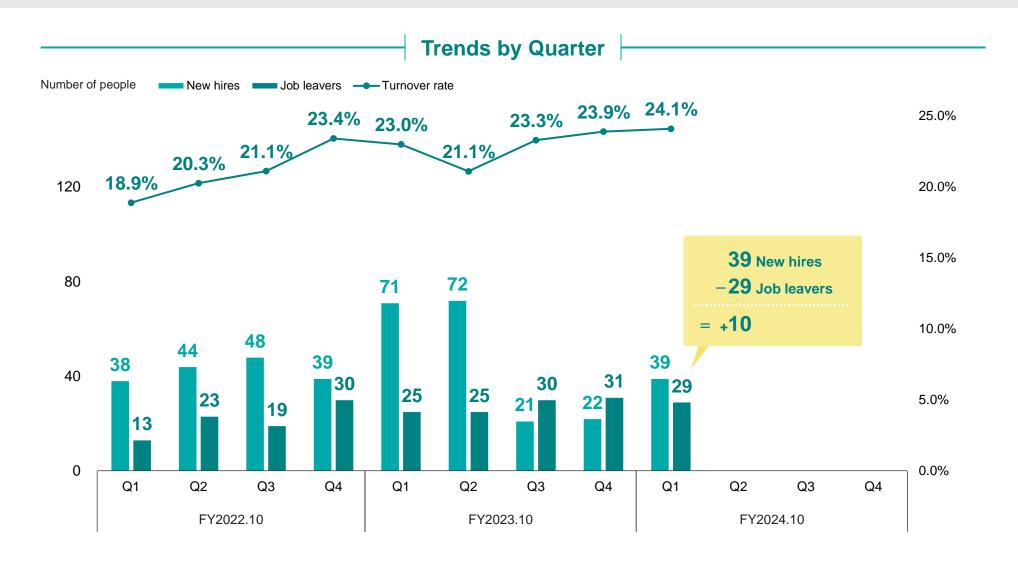


• The contract unit price remained stable at almost the same amount as the previous quarter.





• In this quarter, the number of new hires exceeded the number of job leavers, resulting in a net increase of 10 engineers.





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