



Q3 FYE Sep-2025

Financial Results Presentation Materials

8 August 2025

Internetworking & Broadband Consulting Co., Ltd.

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Securities Code: 3920

Business Overview

● What is IBC?



**Specialized in the professional field of "network visualization"
The only company in Japan offering "failure prevention monitoring solutions" to achieve stable system operation**

Field

A high-growth market driven by digitalization and DX

**Operation management market
Domestic information security market**

Business

Achieving stable operation of social infrastructure IT systems

**Provision of proprietary performance monitoring tools
IT operations based on 20 years of monitoring and operational expertise
Provision of information security products**

Features

The only company in Japan that centrally monitors IT equipment from 133 companies

**Automating monitoring configuration and analysis
Visualizing the operational status of IT systems
Visualizing signs of potential future failures**

Mission and Business Overview



Mission

Achieve zero IT failures

Single segment

Software and services-related business

* Full-year results for the fiscal year ended September 2024

License sales



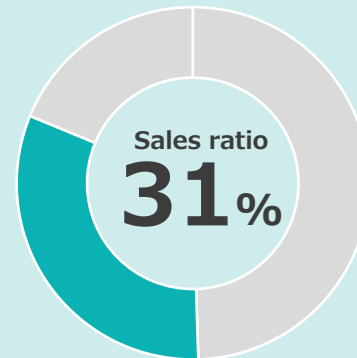
Business Contents

Development and sales of software for centralized monitoring of IT systems and prevention of IT failures

Issues to be solved

Prevent IT system failures before they occur and avoid major losses caused by system downtime and similar issues.

Service provision



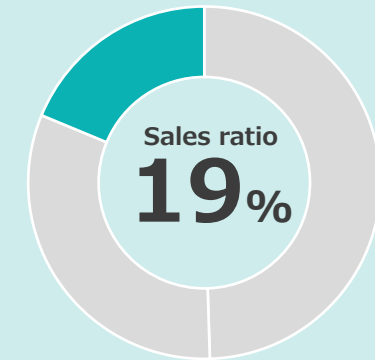
Business Contents

IT operation outsourcing, network, security, and cloud construction

Issues to be solved

By having our company design, operate, and propose improvements, the information systems department can focus on its core tasks, and previously person-dependent operations become visible.

Other merchandise



Business Contents

Provision of network, security, server products, and other related products

Issues to be solved

By implementing IT systems and security measures optimized for customer environments, security can be enhanced, operational efficiency improved, and costs reduced.

● Business Starting Point



Background of the company's founding

- Around 2000, the IT industry was dominated by major vendors who monopolized the market and supported the network infrastructure.
- Each vendor developed and used its own communication rules (protocols) optimized for its own ecosystem.

Challenges

- Because each vendor has its own communication rules, there are significant technical hurdles to building a network environment.
- In a multi-vendor environment where equipment from multiple vendors is mixed, it is difficult to identify failures and problems.
- Few people can accurately understand what is happening inside the network and where the problems are.

Business Starting Point

- It is an extremely valuable initiative to visualize what is happening inside the network to accurately understand it.
- The visualized information is beneficial not only for end users, but also for SIers and resellers, and we are confident that it will always be useful for business improvement and cost reduction.

● Product development that meets customer needs



- With the commercialization of the Internet, Internet connections based on the "TCP/IP" communication rules have become a global standard, and all systems and devices are connected via the IP protocol.
- Multi-vendor equipment, cloud, and even hybrid environments where on-premises and cloud coexist have become mainstream.

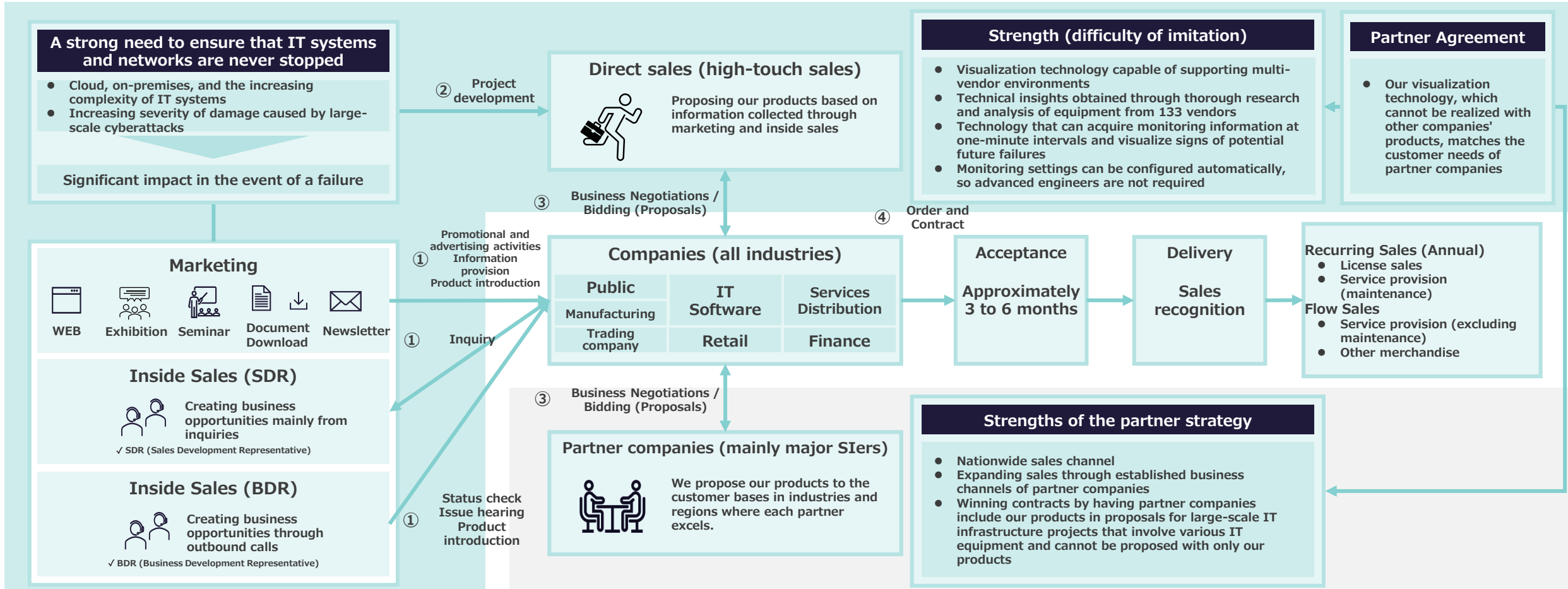
- For operators responsible for social infrastructure and providers of Internet-based services, stable network operation is essential to ensure uninterrupted service.
- To understand and manage the entire complex and intertwined system, it is essential to have highly skilled engineers with extensive experience and knowledge across a wide range of areas, including servers, OS, and network equipment.

- In the increasingly complex multi-vendor environment brought about by the accelerated development of IT technology, we pursue highly versatile visualization so that it can be widely used by all kinds of companies and commercialized it.
- Our flagship product, System Answer G3, supports 133 companies and 5,384 types of diverse devices and monitoring items. It enables automated monitoring configuration in complex multi-vendor environments without requiring advanced technicians, provides a unified overview of the entire system, and visualizes all situations.

Business Model



- With strong customer demand, sales have expanded through a sales strategy involving both direct sales and partner companies (sales agents).
- License sales (System Answer), our key business driver, generate recurring revenue, producing a stable cash flow.



Fiscal year ending September 2025 Third quarter results

● Third Quarter Highlights

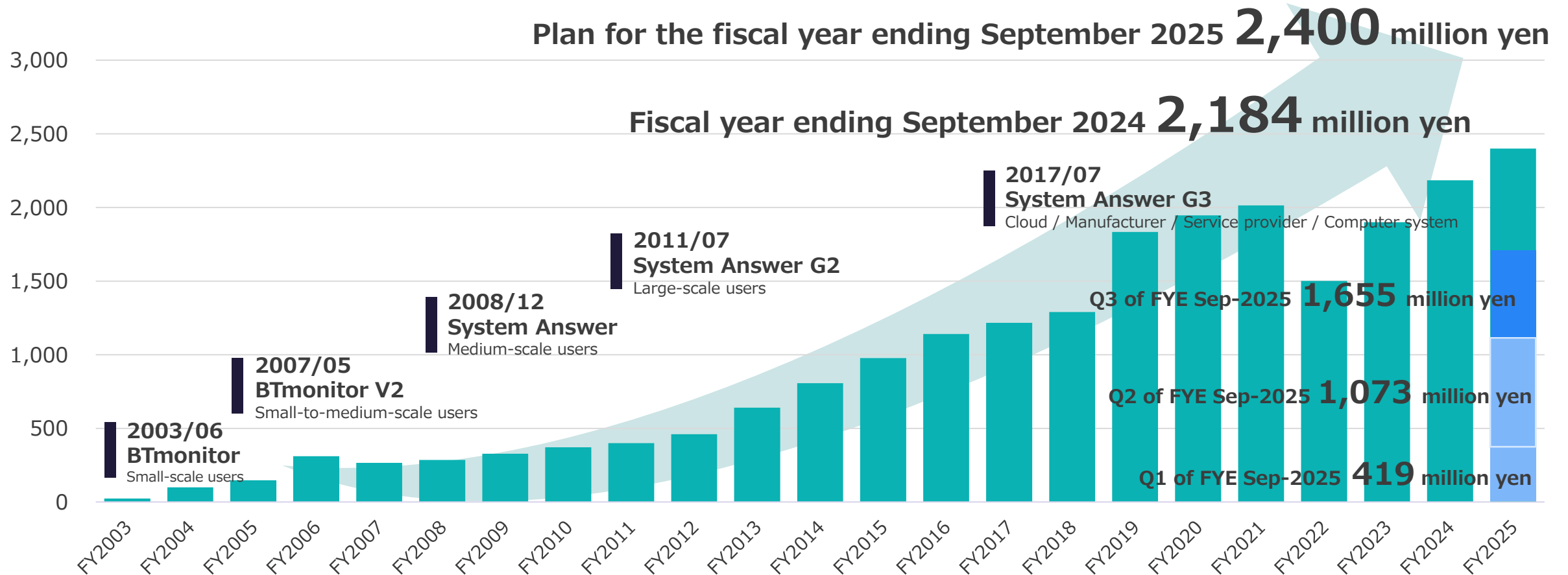
- Net sales increased by 7% year-on-year, marking a record high for the third quarter.
- Operating profit increased by 40% year-on-year, and net profit increased by 121% year-on-year, both showing significant growth.
- SG&A expenses are progressing within plan.
- Recurring sales increased by 24% year-on-year, achieving high growth.
- The update rate for System Answer, an in-house developed product, increased by 2 percentage points year-on-year to 97%.

*Year-on-year comparisons are calculated on a consolidated basis

Sales	Operating profit	Net profit
1,655 million yen Up 7% YoY	393 million yen Up 40% YoY	283 million yen Up 121% YoY
SG&A expenses	Recurring sales	System Answer update rate
908 million yen Up 8% YoY	1,129 million yen Up 24% YoY	97% Up 2 points YoY

Earnings Trends

- Continued steady growth since founding.
- Sales for the fiscal year ending September 2024 reached a record high. We are planning further expansion for the fiscal year ending September 2025.



● Third Quarter Results



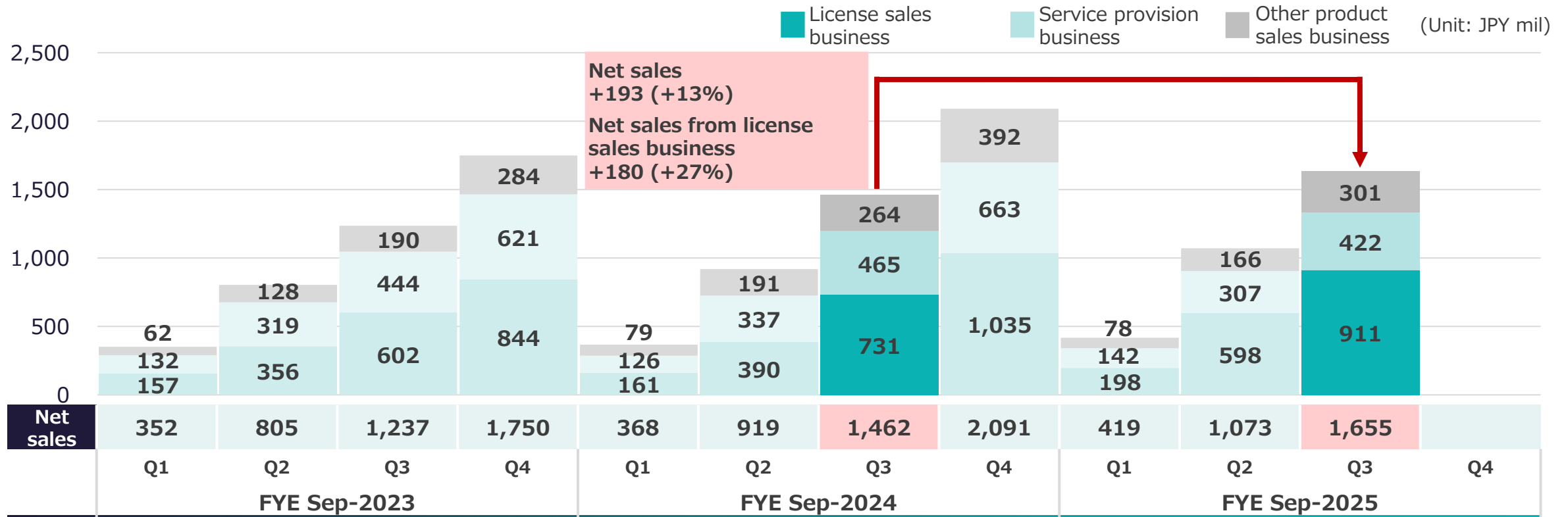
(Unit: JPY mil)

	FYE Sep-2024 Q3 Results	FYE Sep-2025 Q3 Results	FYE Sep-2025 Full-year Financial Results Forecast	Progress Rate
Net sales	1,550	1,655 <small>Up 7% YoY</small>	2,400 <small>Up 10% YoY</small>	69%
Operating profit	281	393 <small>Up 40% YoY</small>	450 <small>Up 18% YoY</small>	87%
Net profit	128	283 <small>Up 121% YoY</small>	358 <small>Up 42% YoY</small>	79%

● Net Sales up to End of Third Quarter (Non-consolidated)

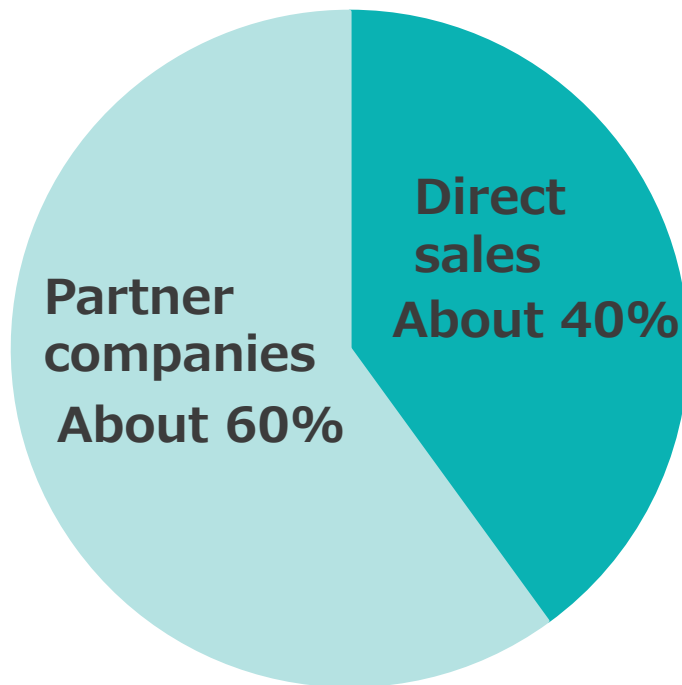


- In addition to the price increase for System Answer G3, license sales and other product sales steadily increased due to strong performance in up-selling, cross-selling, and acquiring new projects from customers switching from other companies, resulting in a 13% increase compared to the same period last year.
- Although service provision decreased compared to the same period last year, it remained at a typical annual level.



● Sales Format

- About 40% of sales are direct, and about 60% are through partner companies.
- It has been adopted by over 1,000 companies.
- Partner companies are mainly major vendors. There are many examples of large companies and local governments adopting this system.

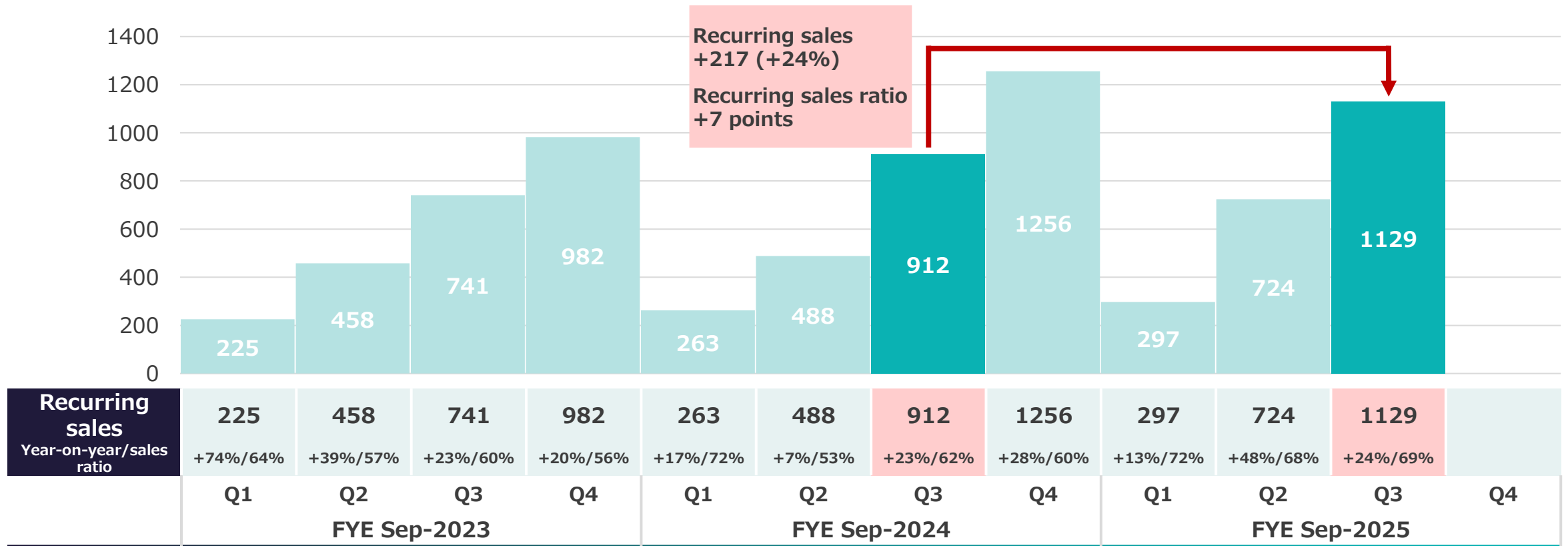


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● Recurring Sales up to End of Third Quarter (non-consolidated)

- Recurring sales increased by 24% compared to the same period last year.
- The recurring sales ratio increased by 7 points compared to the same period last year, maintaining a stable revenue structure.

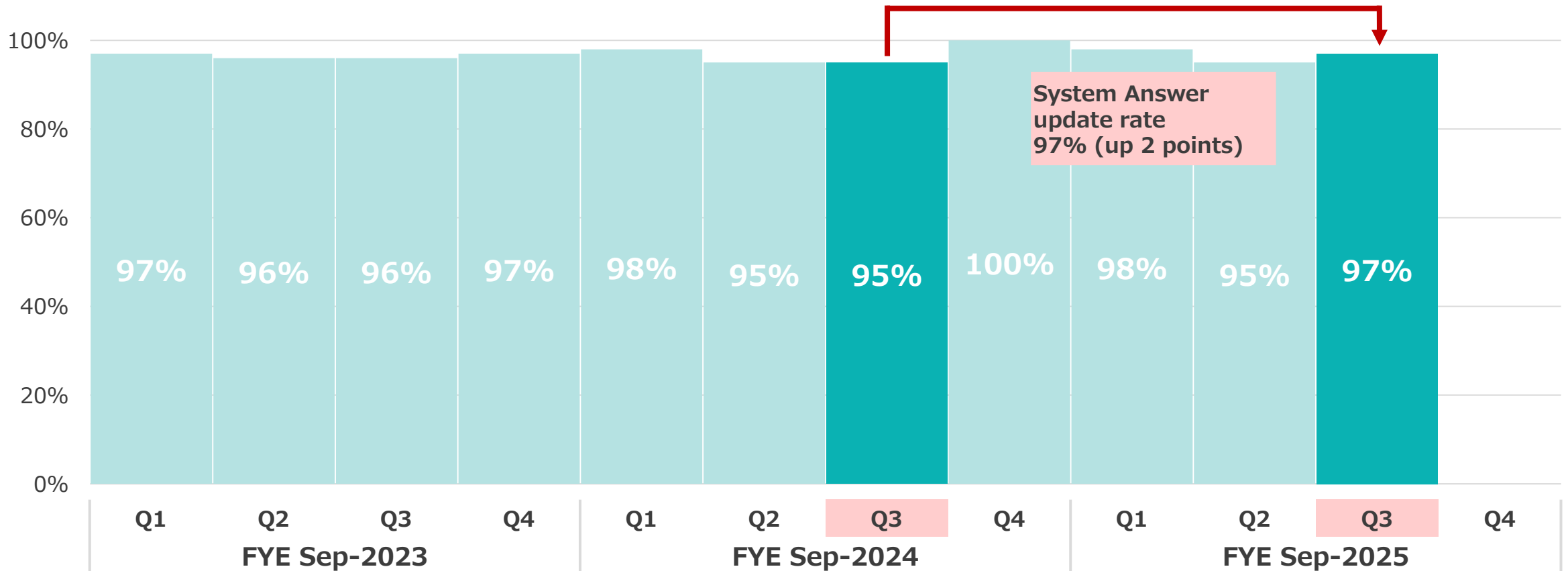
*The main component of recurring sales is the one-year license renewal.



● Third Quarter System Answer Update Rate



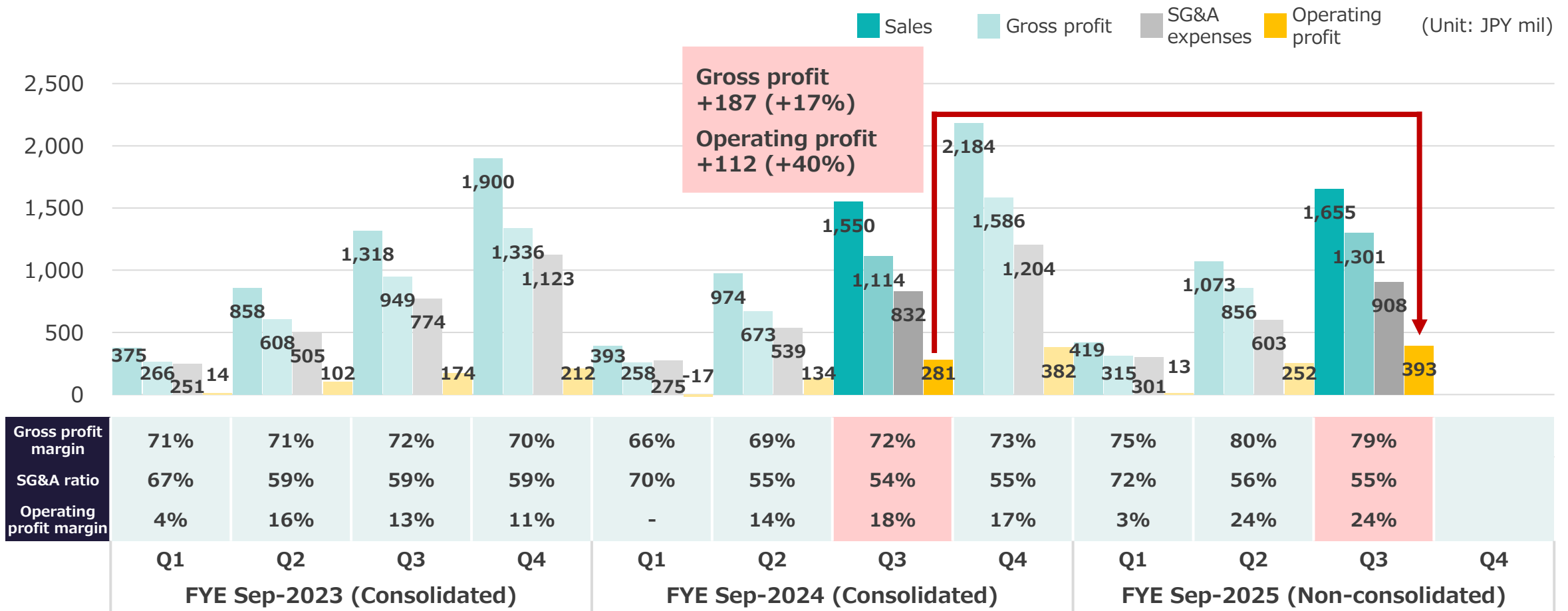
- The update rate for System Answer, our in-house developed product*, reached 97%, an increase of 2 points compared to the same period last year, maintaining a high update rate.



● Operating Profit up to End of Third Quarter



- Continuing from the second quarter, the operating profit margin was maintained at 24%, an increase of 6 percentage points compared to the same period last year.
- Significantly exceeds the operating profit margin of 11.7%* for the information and communications industry.



*Data taken from the "Status of gross profit on sales, etc." in the "2024 Basic Survey on Information and Communication Industry (FY2023 Results)" by the Ministry of Internal Affairs and Communications' Information and Communications Bureau

Breakdown of SG&A Expenses up to End of Third Quarter (Non-consolidated)



- The increase in SG&A expenses is due to personnel expenses.
- Personnel expenses increased by 22% year-on-year due to investment in human resources for new growth.

(Unit: JPY mil)

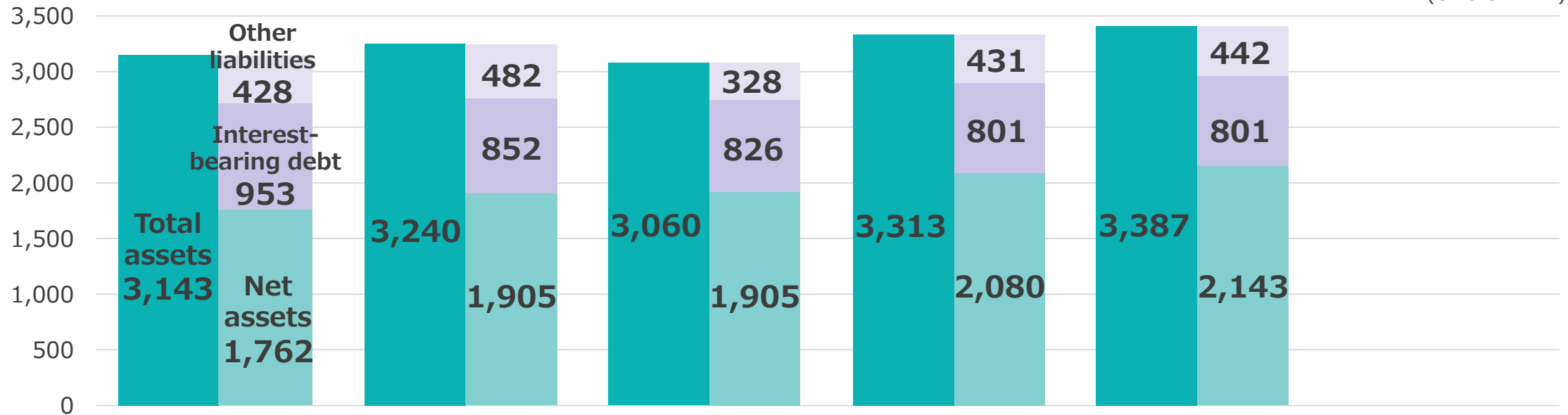
	FYE Sep-2024 Q3	FYE Sep-2025 Q3	Change	Rate of increase/decrease	Point
Personnel expenses* ¹	501	611	+110	+22%	The increase is due to an increase in employees and wage increases. Continued investment in human resources for business expansion. (Including partial extensions of personnel expenses and sundry expenses, etc., from the first half, such as those due to the suppression of hiring expenses, etc.)
Outsourcing expenses	39	40	+1	+3%	
Depreciation expenses	28	7	-21	-75%	Amortization of a portion of the costs for the business acquisition and the relocation of the West Japan Office has been completed.
In-house system costs, etc.* ²	54	54	±0	-	
Office-related expenses* ³	67	75	+8	+12%	
Customer development-related expenses* ⁴	29	26	-3	-10%	
Travel and transportation expenses	13	15	+2	+15%	
Other	76	77	+1	+1%	
Total	810	908	+98	+12%	

*1 Personnel expenses are the total of "Remuneration for directors (and other officers)," "Payroll and allowances," "Employees' bonuses," "temporary staffing expenses," "Legal welfare expenses," "Welfare expenses," "Hiring expenses," and "Training expenses."
 *2 Internal system expenses are the sum of "internal system expenses" and "lease expenses."
 *3 Office-related expenses are the total of "Land rent," "Repair expenses," "Office consumables expenses," "Communication expenses," "Utilities," "Equipment expenses," and "Newspaper and book expenses."
 *4 Customer development-related expenses are the total of "Advertising expenses," "Entertainment expenses," and "Membership fees."

● Balance Sheet & Equity-to-asset Ratio (Non-consolidated)

- Stable cash flow is secured through recurring revenue, and a sound financial structure is maintained with an equity-to-asset ratio of 63%.

(Unit: JPY mil)

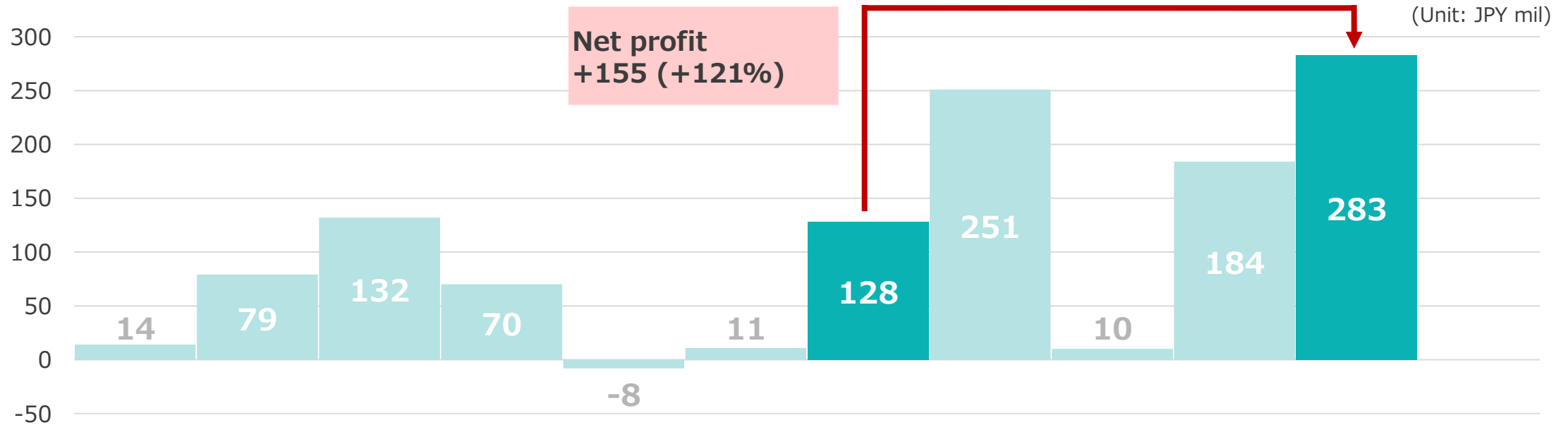


Equity-to-asset ratio	56%	59%	62%	63%	63%	
DE ratio	0.52 times	0.42 times	0.43 times	0.38 times	0.37 times	
Net DE ratio	-0.36 times	-0.56 times	-0.67 times	-0.62 times	-0.77 times	
	FYE Sep-2023	FYE Sep-2024	FYE Sep-2025 Q1	FYE Sep-2025 Q2	FYE Sep-2025 Q3	FYE Sep-2025 Q4

● Net Profit and EPS up to End of Third Quarter



- Net income increased significantly by 121% year-on-year due to higher net sales and improved gross profit margin.

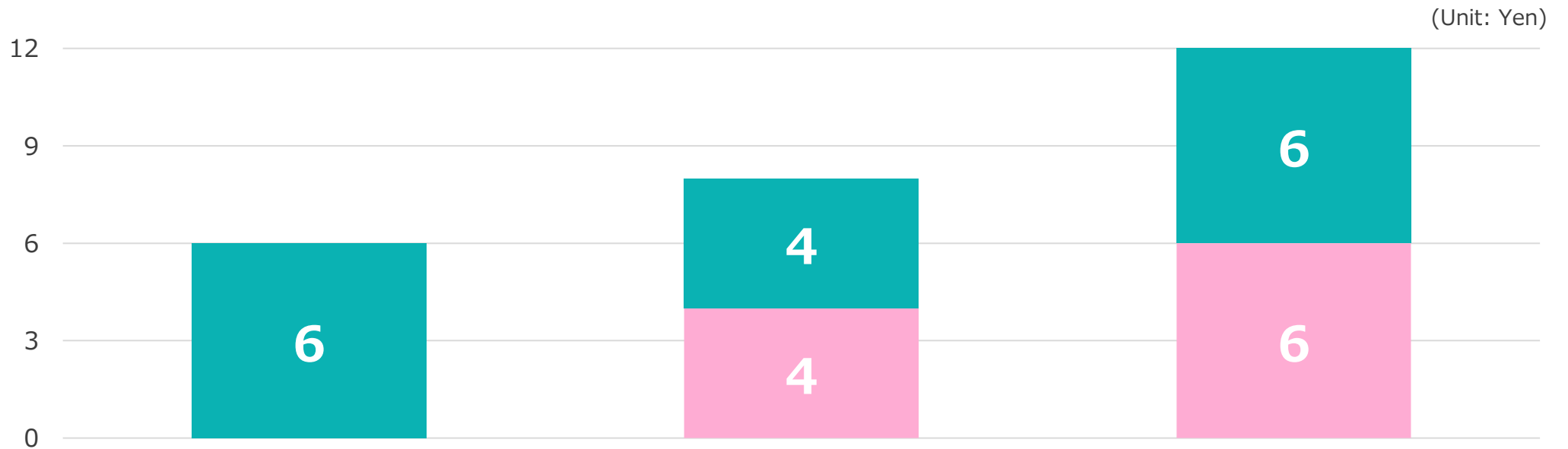


Net profit	14	79	132	70	-8	11	128	251	10	184	283	
EPS	2.63	14.42	24.01	12.73	-1.46	2.14	23.22	45.50	1.92	32.14	49.29	
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	FYE Sep-2023				FYE Sep-2024				FYE Sep-2025			

● Shareholder Returns



- We have implemented progressive dividends, and for the fiscal year ending September 2025, the interim dividend of 6 yen has been paid as scheduled.
- There is no change to the planned year-end dividend of 6 yen (12 yen for the year).

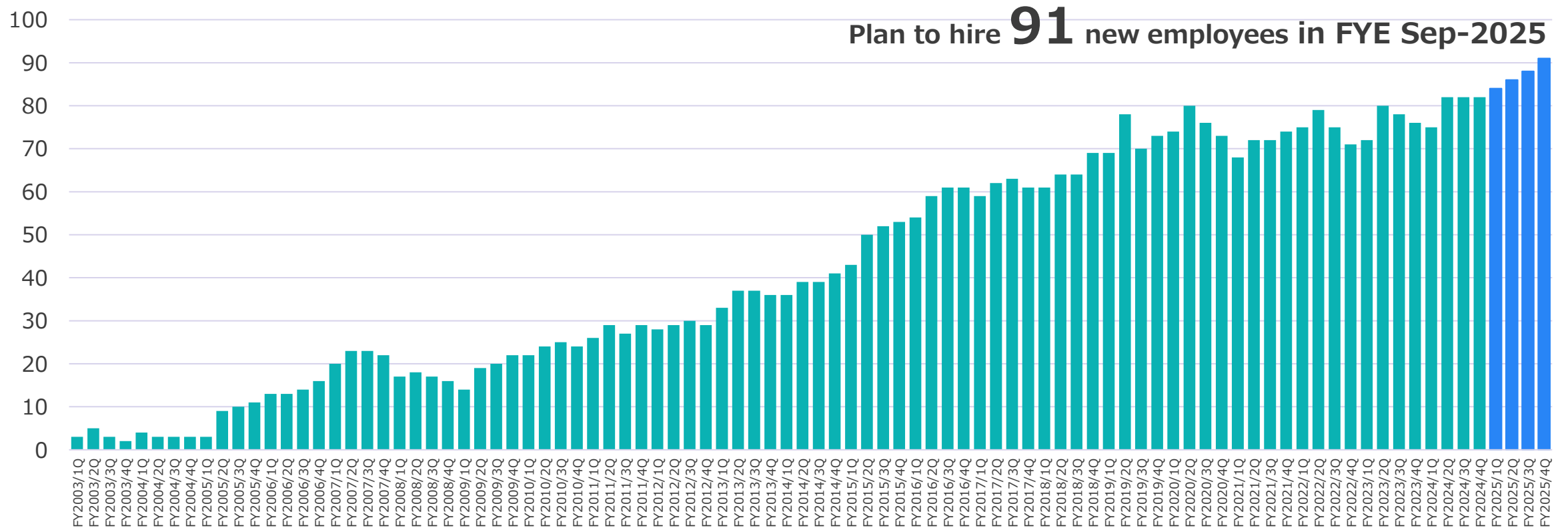


	FYE Sep-2023	FYE Sep-2024	Full-year plan for FYE Sep-2025
Total amount allocated for dividends (on a resolution basis)	33 million yen	44 million yen	66 million yen
Dividend per share	6 yen	8 yen (4 yen interim / 4 yen year-end)	12 yen (interim 6 yen/year-end 6 yen)

Human Resources Strategy



- Expansion of human capital, with a plan to increase staff by 9 in the fiscal year ending September 2025.
- Increase in staff, mainly in technical positions.
- Expansion of human resource development. (Internal certification system, support for obtaining national qualifications and AWS/CISCO-related certifications, etc.)



● Market Size



- The overall market continues to expand due to IT investment driven by digitalization and DX promotion.
- High potential for further growth.

Domestic IT Market
26,641.2 billion yen
2025 Forecast / CAGR (2023–2028) 6.3%

License sales business
Operations management market
189.4 billion yen
2023 forecast / CAGR (2023–2027): 10.6%

Service provision business and other product sales business
Domestic information security market
1,585.2 billion yen
2023 Forecast / CAGR (2023–2024) 8.0%

IBC
Sales 2.4 billion yen
Forecast for the fiscal year ending
September 2025 / 10.0% increase
year-on-year

Q3 FYE Sep-2025

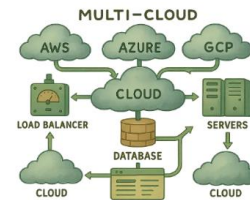
Topics

● Announcement of the release of the new product "ITOGUCHI"

- We are developing the multi-cloud and infrastructure configuration management tool "ITOGUCHI," which is scheduled for release around October 2025.
- It enables centralized management of both cloud and on-premises environments, and allows intuitive identification of failure points using automatically generated system configuration diagrams.
- Customer surveys indicate that many companies face challenges in operating and managing increasingly complex IT infrastructure, and that customer needs are high.
- We will offer the service using a monthly SaaS subscription model, aiming for further continuous revenue growth.



システム障害を最速で解決する糸口を



Visualization and maintenance of an always up-to-date state through automatic map drawing

Automatically detects complex IT environments in both cloud and on-premises settings, and visualizes connection configurations in detail. Eliminate the hassle of manually creating and updating configuration diagrams, and always keep track of the latest system status. In today's rapidly changing world, it strongly supports quick decision-making and stable operations, enhancing business continuity.



Eliminate confusion during failures

Instantly visualize "where" problems are occurring and the "scope of their impact" with always up-to-date configuration diagrams. With advanced root-cause analysis powered by AI, rapid recovery is possible even without relying on experienced personnel. Minimize system downtime, reduce business impact, and maintain a stable IT environment regardless of the skill level of operations staff.



Support optimal operation planning and cost reduction

Automatically collects necessary information and notifies you via alerts about maintenance expirations and other issues, enabling you to always accurately grasp the asset status. Instant access to information required for system investment planning, greatly streamlining planning operations. Reduce unnecessary costs and strongly promote your IT strategy.

● Interop Tokyo 2025 Exhibition



- Exhibited at Interop Tokyo 2025, held at Makuhari Messe over three days from June 11 to 13, 2025.
*Interop Tokyo is one of the largest Internet technology events in Japan.
- Number of visitors: 136,875. About 500 companies and organizations from Japan and abroad participated, exhibiting trends in technology and business utilization.
- At our booth, we introduced for the first time our new multi-cloud and infrastructure configuration management tool, "ITOGUCHI."



● Factors for Upward Revision of Full-year Operating Profit Forecast



- The renewal rate for our main product, the System Answer series, remained strong at over 95%, and we steadily acquired new projects, including large-scale deals, contributing to increased sales and profits.
- Although sales from service provision are expected to decline, sales of the high-margin System Answer series, which mainly consist of license sales, are expected to increase and cover the decrease in service sales, resulting in higher operating profit.

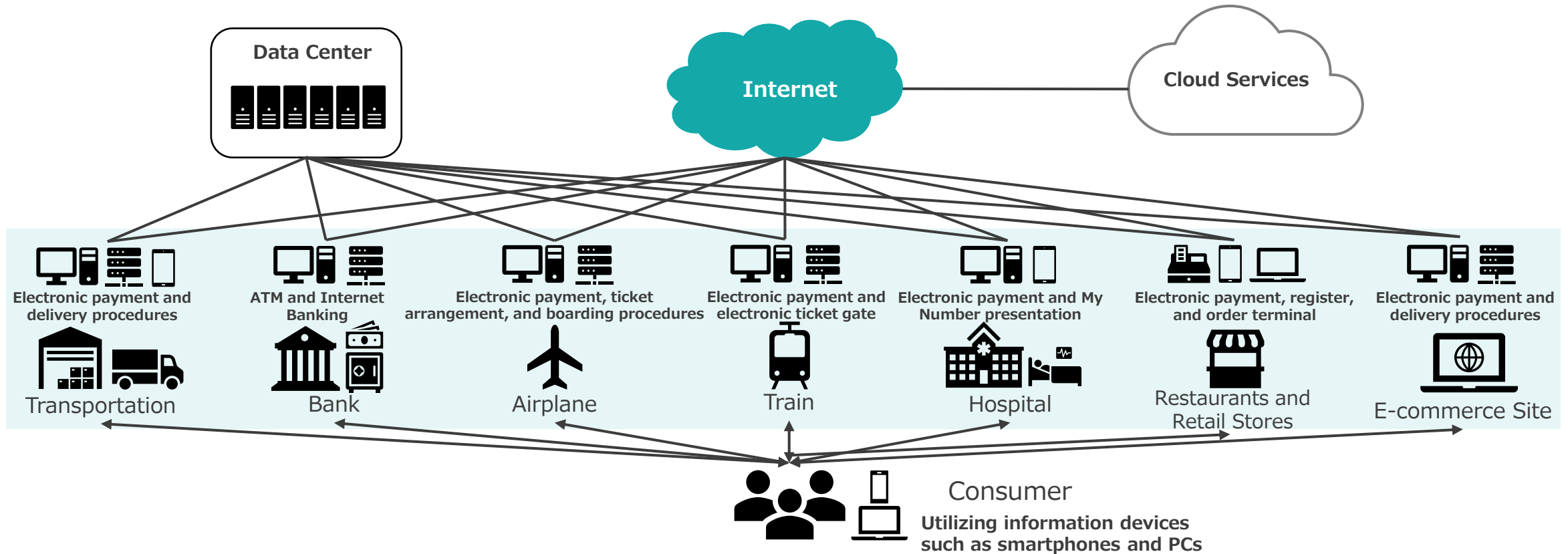
	Net sales JPY mil	Operating profit JPY mil	Profit JPY mil	Earnings per share JPY
Previous forecast (A)	2,400	450	358	64.58
Revised forecast (B)	2,410	540	390	70.33
Difference in Amount (B - A)	10	90	32	-
Difference in percentage (%)	+0.4	+20.0	+8.9	-

Appendix

● Social Infrastructure Supported by IT

IT is now used in almost everything that is essential and familiar in our daily lives.
IT is a computer infrastructure that supports social activities behind the scenes

- IT is essential for business operators to provide services and conduct business transactions, and for consumers to live.

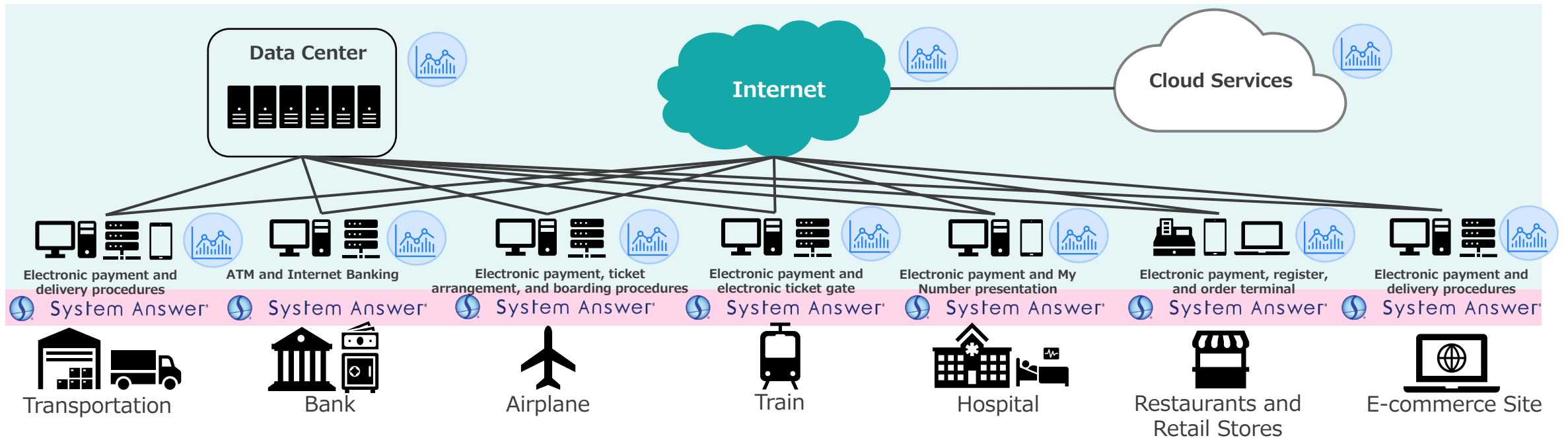


● The Need for IT System and Network Monitoring

If an IT failure occurs, it will have a major impact on the lives of many people. IT systems are required to always operate normally

- When IT failures occur, impacts such as being unable to withdraw money at banks, shop at stores, or use public transportation arise.
- To prevent the interruption of everyday social activities, it is necessary to monitor IT systems and networks to ensure they are always operating normally.

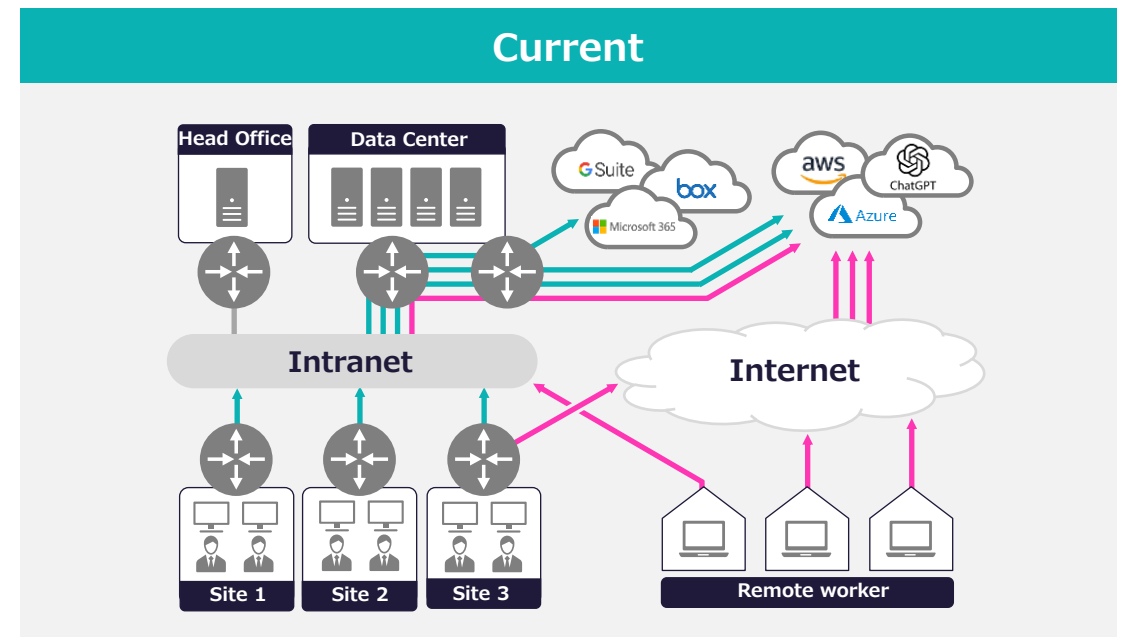
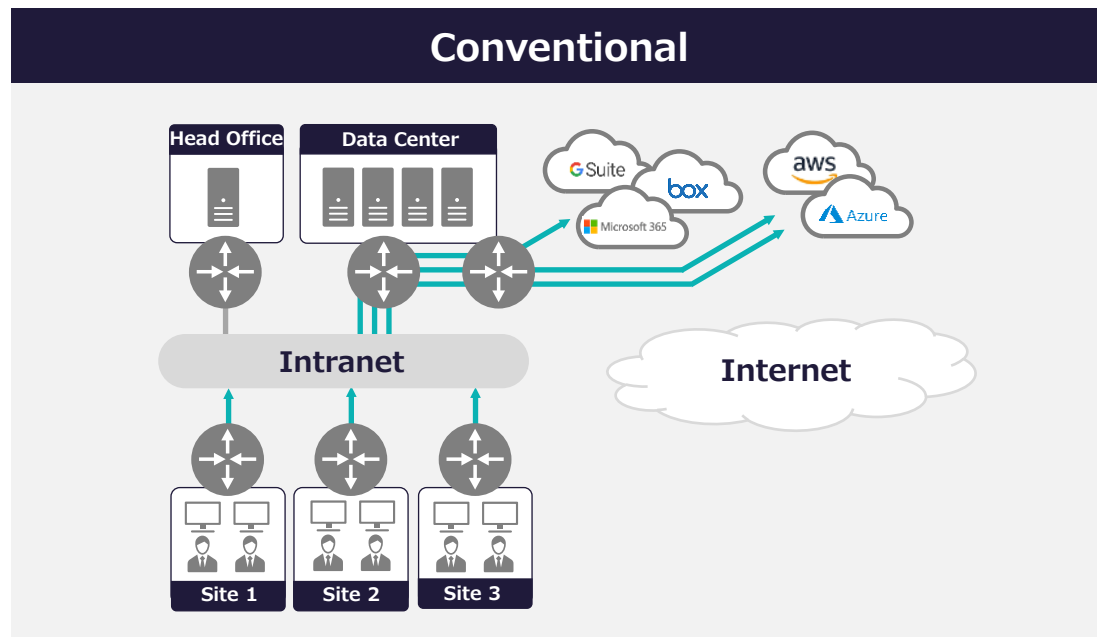
➤ System Answer monitors IT systems and networks, contributing to the stabilization of social infrastructure



Changes in the Environment Surrounding IT Systems

After the COVID-19 pandemic, work styles and means of communication within companies have changed, and corporate network environments have changed significantly.

- Network traffic has rapidly increased due to the advancement of digitalization and data utilization, telework, and the widespread adoption of AI.
- To ensure stable network operation, it is essential to monitor traffic volume daily and to determine whether network bandwidth is being strained and whether users can use the network without stress.



● System Answer G3: Three Advantages



1

From Detection to Prevention



We support our customers' desire to "prevent failures before they occur" **through analysis functions** to provide support

General monitoring systems **detect** abnormalities, investigate and analyze the causes, and play a role in responding quickly to failures.

In System Answer, information obtained through monitoring is automatically analyzed to make **"future predictions"** and implement functions to **prevent** failures.

2

Promoting stable operation



By resolving problems quickly and identifying their root causes, we contribute to **measures to prevent recurrence**

System Answer is equipped with the **"Troubleshooting Assistant"**, a function that incorporates the performance analysis know-how cultivated by IBC over more than 20 years, supporting customers in failure recovery. Additionally, by utilizing the **"Dynamic Bookmark (Correlation Analysis)"**, you can identify potential failure risks and take early countermeasures.

3

Customer Success



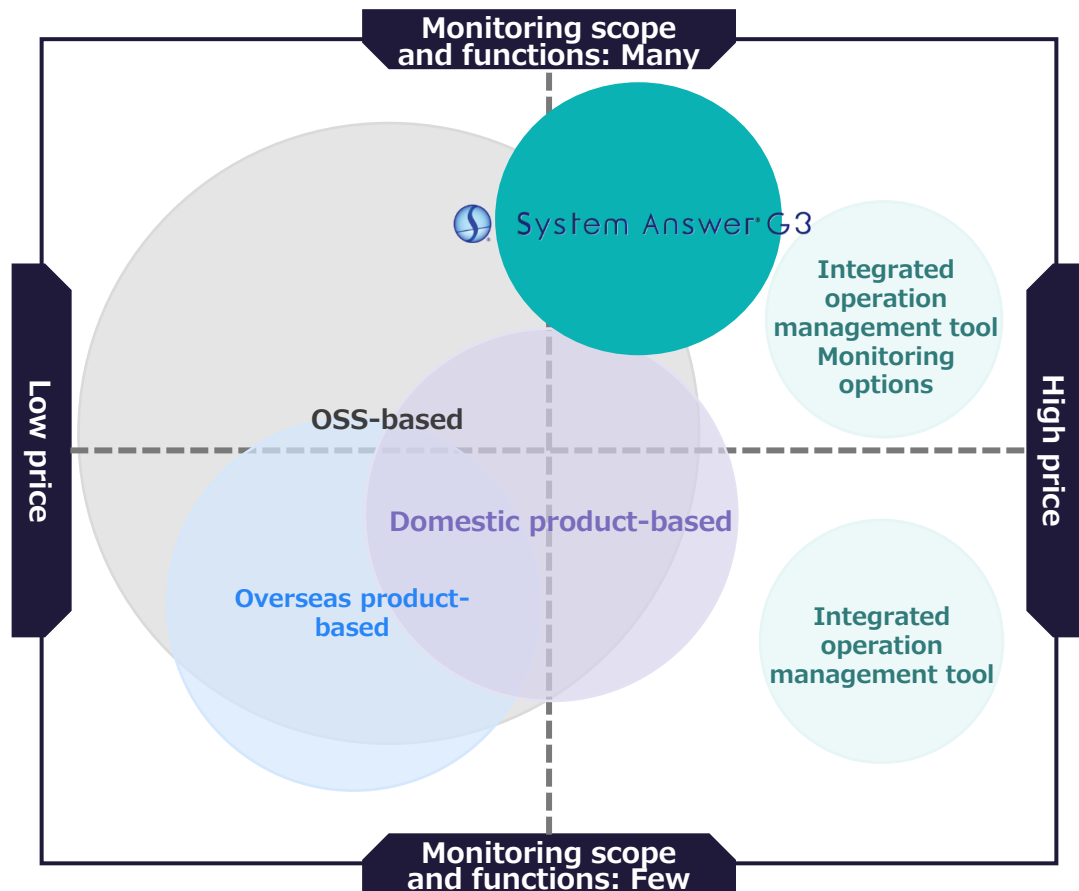
Through "productizing requests" and "services that solve operational issues", we provide **peace of mind and satisfaction**

We take pride in pursuing the development of products that are **"truly useful"** for use in actual operations. System Answer's **support for utilization** is of course provided, and we also offer one-stop value-added services to solve customers' system operation challenges. Through services that are tailored to our customers, we support their "successful" system operation.

System Answer G3's Position in the Market



Various analyses, from failure prevention to future forecasting, are possible
The only product in Japan capable of visualizing multi-cloud environments, etc.



Failure prevention	<h2>System Answer G3 coverage</h2> <div style="border: 1px solid black; padding: 10px; margin: 10px 0;"> <p>General monitoring products</p> </div>							
Fundamental countermeasures								
Problem identification								
Cause analysis								
Maintenance support	Liveness monitoring	Performance monitoring	Threshold monitoring	Correlation analysis	Trend analysis	Fluctuation detection	Future prediction	Report
Failure detection								

● In-house product development

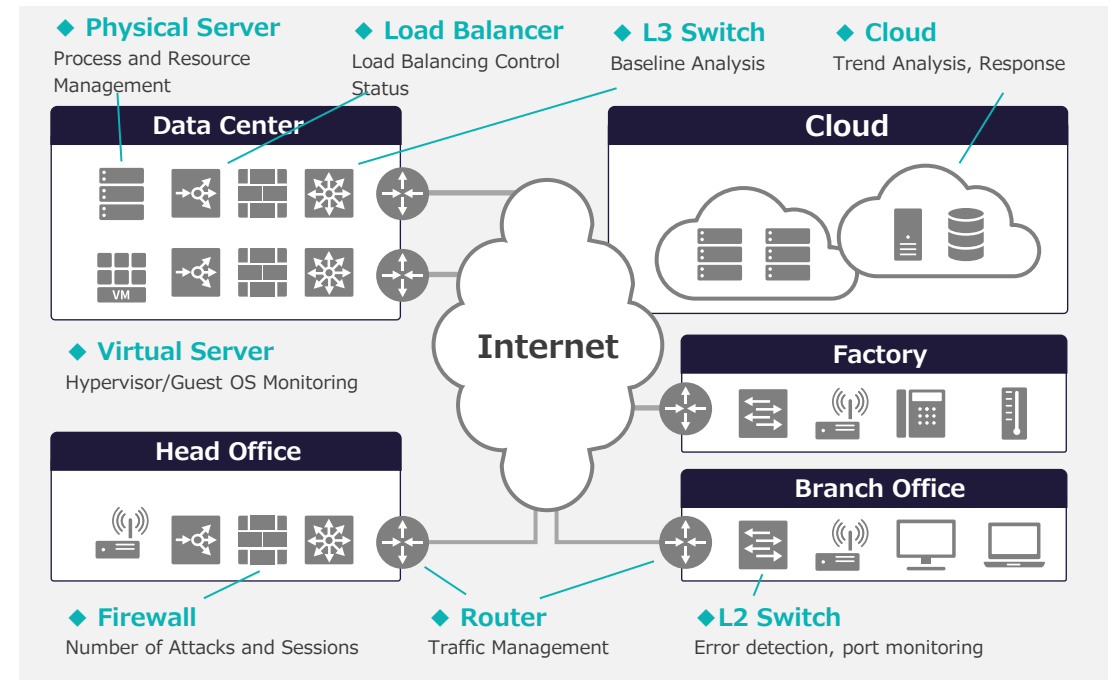


Centralized monitoring of infrastructure environments that evolve and become more complex over time
 Contributes not only to the "visualization" of operational status but also to "failure prevention" through analysis functions

~ Various Monitoring Methods ~

SNMP Monitoring	Response Monitoring
Application monitoring	Status Monitoring
Startup Monitoring	Script Monitoring
API Monitoring	VMware Monitoring
WMI Monitoring	Cloud Monitoring
Web Scenario Monitoring	IPMI Monitoring

~ Flexible Notification Integration ~

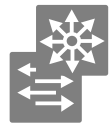


System Answer* G3

Service format → Software | Appliance | Cloud

Monitoring Range

Standard support for 133 vendors, covering about 90% of domestic vendors
 With the template function, it is easy to obtain detailed information



Switch/Router

- APRESIA Systems
- Alaxala
- Alcatel Lucent
- Allied Telesis
- Cisco Systems
- Fujitsu
- Hp
- Juniper Networks



Load Balancer

- A10 Networks
- Citrix
- Fujitsu
- F5 Networks
- Nortel



Firewall

- CheckPoint
- Cisco Systems
- Fortinet
- Juniper Networks
- Palo Alto Networks
- MacAfee



Wireless AP

- Aruba Networks
- Cisco Systems
- GoNet Systems
- ICOM
- Rucks Wireless
- Symbol

On-premises

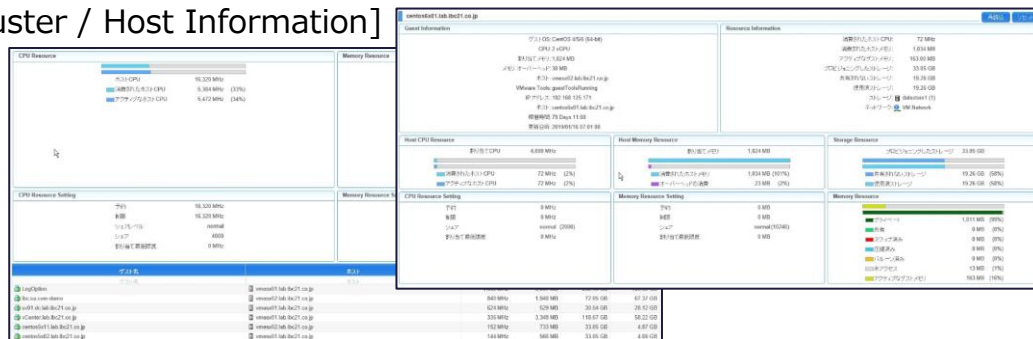
Virtual infrastructure

Cloud

With the template function for Vsphere API information, it is easy to obtain detailed information about **the virtual infrastructure environment**

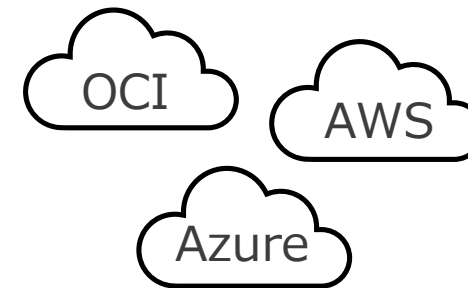
[Guest OS Information]

[Cluster / Host Information]



With the template function for API information of cloud infrastructure **cloud environment** it is easy to obtain detailed information

Example monitoring items (AWS)



[EC2]



- CPU Utilization
- Disk IO Count
- Network IO Size
- Status Check Failed

[EBS]



Monitoring Interval and Future Prediction



Monitor and collect data at one-minute intervals, storing it uncompressed for up to five years
World's first realization of future failure prediction

Reason why information needs to be obtained at one-minute intervals



Ability to notice changes at one-minute intervals

It is possible to capture sudden events that cannot be detected at five- or ten-minute intervals.



Realization of highly accurate analysis such as future prediction

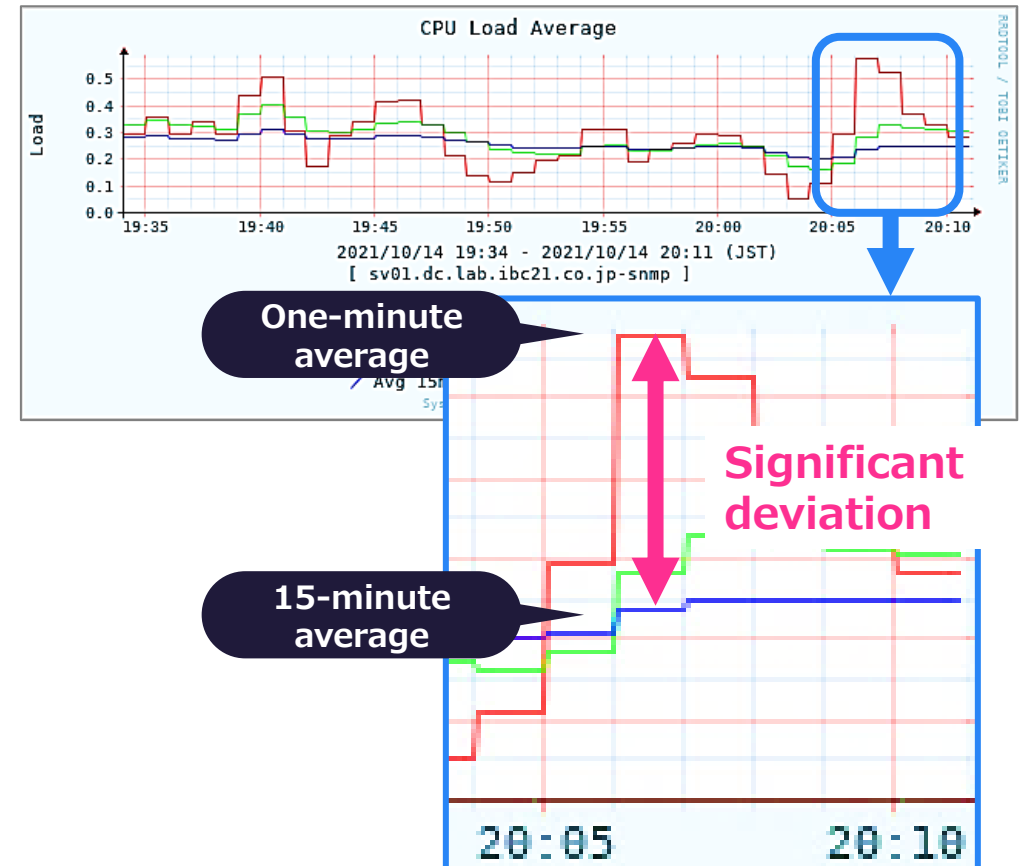
By analyzing detailed past data, highly accurate analysis can be performed, leading to preventive maintenance and early anomaly detection.

Reason why 5 years of uncompressed storage is required



Accurately understand long-term trends

Tools and services in which past data are aggregated and rounded or those that delete data after a certain period of time are unsuitable for long-term analysis.



Company Introduction

History



2002

October 2002
IBC Co., Ltd. established

June 2003
Network monitoring appliance "BTmonitor" released

BT monitor
Network Monitoring & Analysis



June 2005
"BTmonitor" becomes an NEC UNIVERGE CERTIFIED product

May 2007
Network monitoring appliance "BTmonitor V2" released

BT monitor V2
Network Monitoring & Analysis

December 2008
Network monitoring appliance "System Answer" released

System Answer



2010

July 2011
Network monitoring software "System Answer G2" released

 System Answer® G2

September 2015
Listed on the Tokyo Stock Exchange Mothers market

November 2016
Listed on the First Section of the Tokyo Stock Exchange

July 2017
System information management software "System Answer G3" released

 System Answer® G3

August 2017
Launch of Next-gen MSP services "SAMS (Speedy Action Management Services)"

SAMS

October 2017
Started demonstration experiment of security electronic certification infrastructure service "kusabi"

 kusabi

May 2018
Obtained a patent for new PKI technology that is an electronic certification system using the "kusabi" blockchain

2020

September 2020
Launch of multi-tenant compatible product "System Answer G3-XC"

 System Answer® G3 -XC

September 2021
Obtained a U.S. patent for an electronic certification system, a new PKI technology utilizing the "kusabi" blockchain

September 2021
Launch of "System Answer G3 Future Prediction Option" to predict the future of your system

November 2021
IIJ Global Solutions begins offering IoT trust services using "kusabi" technology

April 2022
Transitioned to the Tokyo Stock Exchange Standard Market

May 2022
US patent acquired for device provisioning system that realizes OTA by software to eliminate passwords from "Kusabi" IoT devices

June 2023
"System Answer G3 CX Monitoring Option" received the Interop Tokyo 2023 Best of Show Award Jury Special Prize

May 2024
Launched "System Answer G3" performance evaluation service

1

License sales business

Development and sales of software for operating, diagnosing, and preventing IT issues

2

Service provision business

IT operation outsourcing for customers, construction of safe and secure networks, security, and cloud

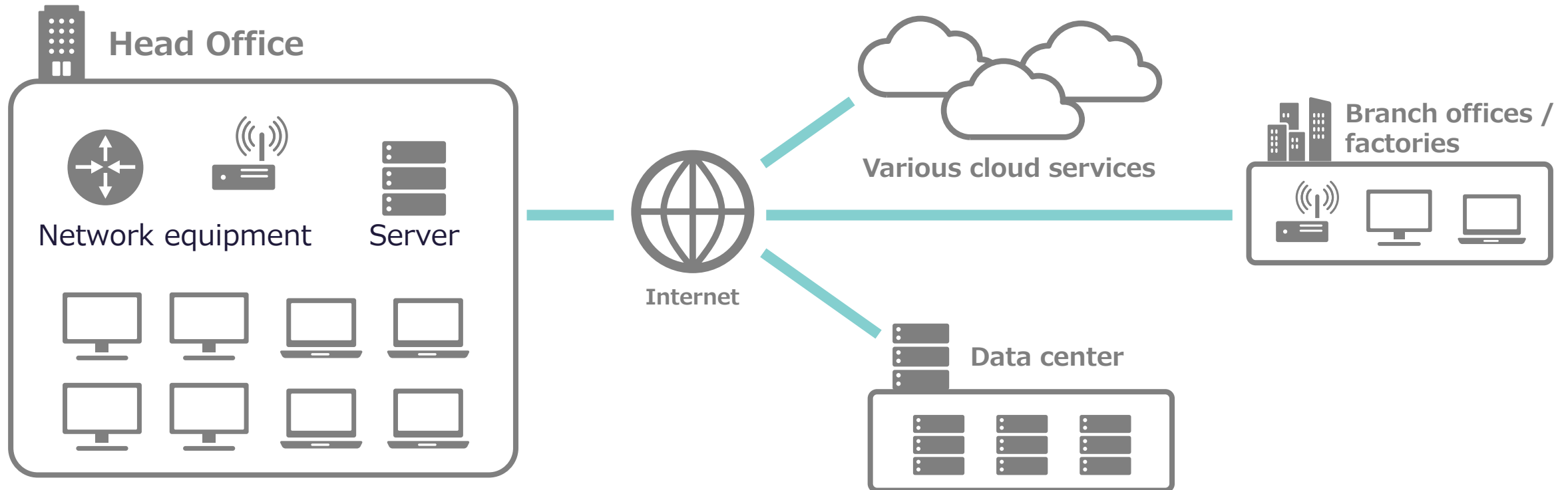
3

Other Merchandise Sales Business

Provision of network, security, and server products according to customer requests

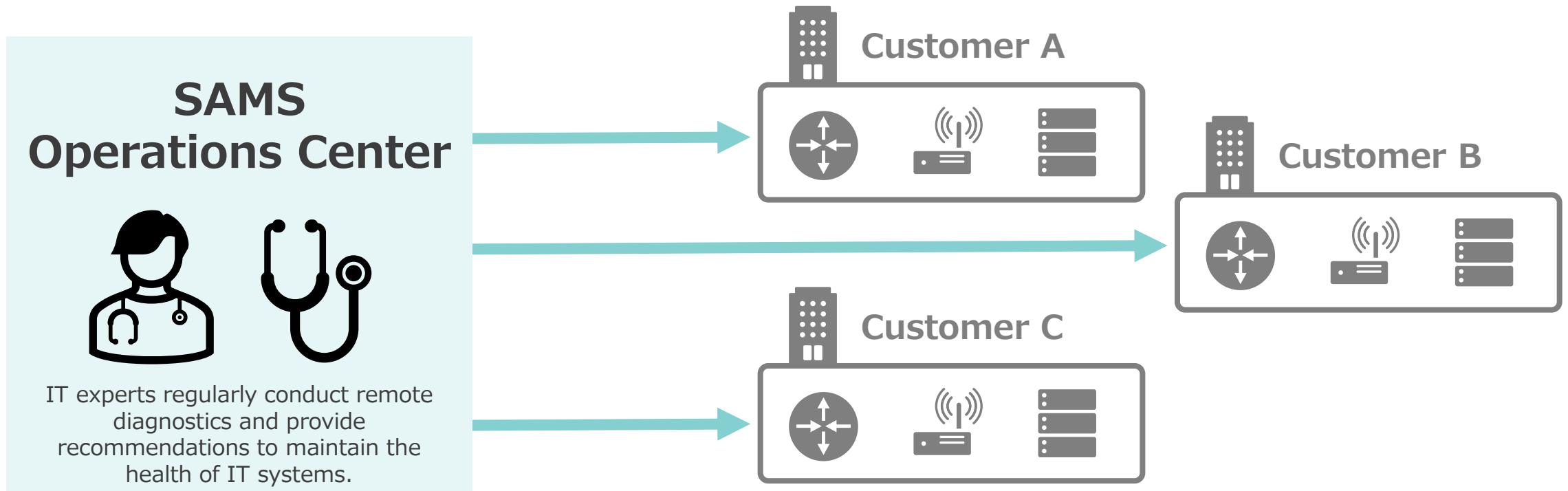
● License Sales Business

Your IT environment (servers, networks, cloud) centrally monitored by our proprietary IT operation management software "System Answer G3"



● Service Provision Business

Operations management service in which IBC performs IT operations on behalf of the customer
"SAMS(SAMS: Speedy Action Management Services) "



● Other Merchandise Sales Business

Optimal systems and recommendations from experts who are thoroughly familiar with the health of your IT systems (network construction, security measures, cloud migration) and their provision



- Highly responsive network
- Safe and secure security measures
- Optimal cloud utilization for cost efficiency

➤ Sales of various system equipment and software associated with solution services

IBC's business mission

Achieve zero IT failures



● Disclaimer



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