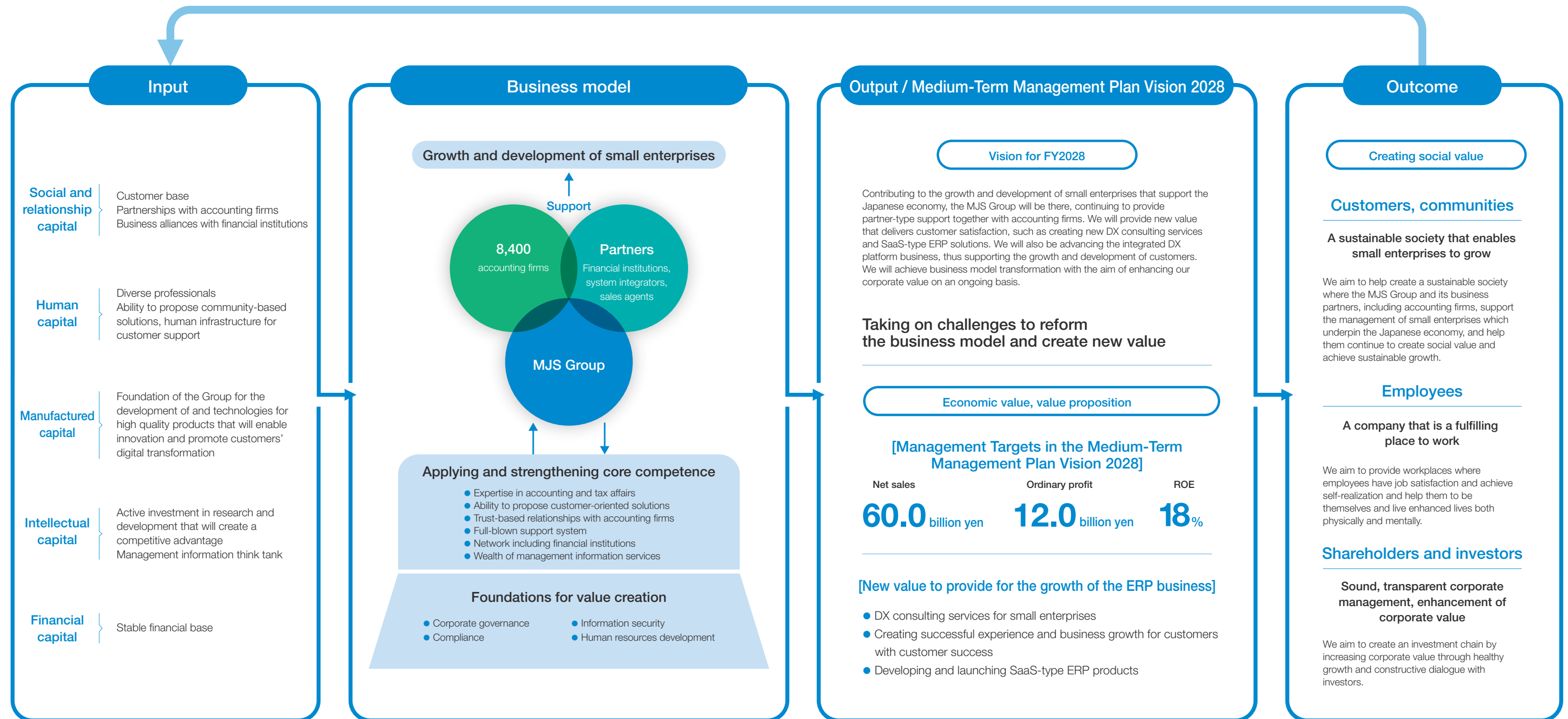


Value Creation Process

MJS will maximize the use of its established business foundation and collaborative relationships with business partners to support the growth and development of small enterprises, which underpin Japanese economy and society, and aim for the realization of a sustainable society.



Corporate Philosophy

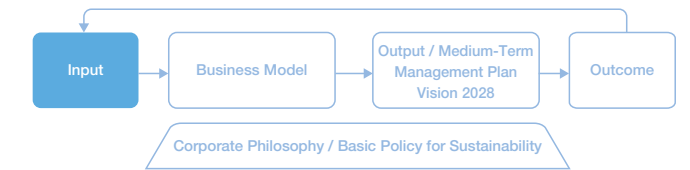
- Realizing affluent lifestyles
- Participating in cultural activities
- Developing and improving social personality

Basic Policy for Sustainability

- Contribution to the global environment through the promotion of DX
- Supporting business innovation, growth and the development of accounting firms and small enterprises
- Creating rewarding workplaces where a diverse range of professional human resources can engage in active roles
- Strengthening governance for healthy growth

Five Capitals

To realize sustainable value creation, the MJS Group places emphasis on five forms of capital. This page introduces our policies and initiatives for strengthening each type of capital, along with representative indicators.



Policies for Strengthening Each Type of Capital

Initiatives for Each Type of Capital

Current Indicators



Social and Relationship Capital

- Partner-type support for client companies in collaboration with accounting firms
- Strengthening business alliances with financial institutions
- Promoting the development of the ERP and IT industries through participation in related organizations

- Launch of MJS DX Consulting in April 2025
- Appointment of MJS President Hiroki Koreeda as Chairperson of the Telecom Services Association

Accounting firm users:
approx. 8,400 offices
(25% share)

API-linked financial institutions:
approx. 90%
domestic coverage

E-Invoice Promotion Association:
Steering member
(9 organizations in total)



Human Capital

- Creating rewarding workplaces where a diverse range of professional human resources can engage in active roles
- Strengthening locally rooted solution capabilities, sales, and support functions

[For details on human capital initiatives, see P. 29](#)

- Four consecutive years of base salary increases
- Introduction of Life Support Leave for fertility treatment, childcare, and caregiving
- Expansion of solution branch to 19 locations

Average salary increase in FY2025
(including base salary increases):
6.28%

Number of locations nationwide:
33 locations

Sales and service staff:
Over 1,000 people
Of these, staff that hold IT Coordinator certifications:
126 people

Staff with Level 1 or 2 bookkeeping certification*:
cumulative 458 people
* Defined as requiring Level 3 in the Official Business Skill Test in Book-Keeping and the IT Passport Examination



Manufactured Capital

* Related to engineers

- Strengthening the technical foundation of the MJS Group
- Improving technical expertise
- Responding to new technologies

- Promoting in-house development with MJS and two system development subsidiaries
- Conducting Group-wide technical training
- Promoting the use of AI and cloud technologies, including developing an AI-powered chatbot

[For details on the chatbot, see "Voice" on P. 32](#)

Group development staff:
Over 500 people

Technical training courses:
approx. 40 courses

Staff with IPA certification:
cumulative 298 people



Intellectual Capital

- Ongoing promotion of research and development
- Strengthening the functions of the management information think tank (MJS Tax and Accounting System Research Institute)
- Accumulation of intellectual capital
- Enhancing the recognition and credibility of MJS

- Active research not only to enhance ERP functionality but also in generative AI and new development and operations methods
- Seventy researchers studying legal revisions and other topics, sharing findings through seminars and other means
- Intellectual capital education tailored to career stage and experience
- Strengthening MJS brand power through proactive advertising and social media (X) at each branch office

R&D expenses:
approx. 1.1 billion yen

Number of seminars:
approx. 250 seminars

Number of trademarks owned:
126



Financial Capital

- Maintaining a stable revenue base
- Promoting strategic investment in growth fields
- Enhancing sustainable corporate value by balancing shareholder returns with business investment

- Promoting management that takes capital cost into account
- Active investment in SaaS-type ERP solutions, including LucaTech GX scheduled for release in November 2025, and in the promotion of Hirameki 7
- Acquired a Singapore-based cloud ERP company as a subsidiary, launching global expansion

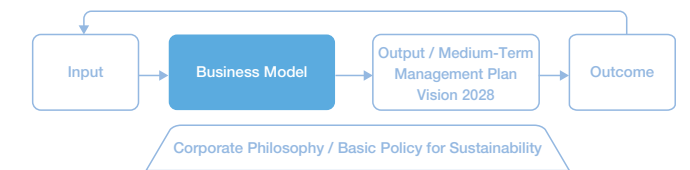
Dividend increase:
3 consecutive terms
(planned)

ROE:
15.6%

Equity ratio:
64.6%

Products and Services

In the ERP business, we provide total solutions with partner-type support, ranging from DX consulting that visualizes management issues to offering ERP products and other systems, supporting their implementation, and delivering maintenance services and various supplies after system start-up, for accounting firms, their client companies, and small and medium enterprises (SMEs).



Consulting

[Consulting*]

Provision of DX consulting



We support small enterprises in advancing DX through partnership, strengthening competitiveness while aiming for their growth and development.

Details of MJS DX Consulting Services

- **For clients of accounting firms**
By partnering with accounting firms, we provide partner-type consulting aimed at improving clients' profitability
- **For small enterprises**
Working alongside small enterprises, we clarify management issues and provide comprehensive support, from developing digital strategies to improving operational processes

* Classified as "useware" under sales by category



Yoshinori Degi

IT Coordinator
Manager of Sales Group
Shizuoka Branch Office

In consulting, we place importance on spending time engaging in dialogue with people from various departments and incorporating a wide range of opinions.

System Provision

[Software]

Provision of ERP systems centered on financial accounting



We develop and sell management systems centered on accounting and tax affairs. In addition to our own systems, we propose optimal third-party systems through consulting.

ERP Product Systems

- Financial accounting
- HR/payroll
- Receivables/payables
- Sales management
- Fixed assets and lease assets
- Tax filing
- Consolidated accounting, etc.

Main ERP products



For medium enterprises



For mid-sized companies



For accounting firms



For small enterprises



New SaaS-type product

Cloud Services (SaaS)



Accounting, payroll, and sales management



Comprehensive front-end services



Document storage and electronic contracts

[Hardware]

Sales of hardware such as multifunction devices and printers



Alongside software, we procure and sell third-party hardware as needed.

Hardware Offered

- Servers
- PCs
- Multifunction devices and printers
- Security products, etc.



Ken Sekiguchi

Manager of Sales Group
Saitama Branch Office

We identify customer concerns, determine how best to address them, put them into documents to make them visible, and convey them with enthusiasm.



Ayako Hattori

In Charge of Technology
Taxation Second AP Group

We are always working with a mindset of improvement, asking ourselves how we can do things better.

System Implementation Support

[Useware]

System implementation support



We provide support for installation, setup, and user training during the introduction of software and hardware.

Services Provided

- **Implementation support services**
Services covering issue identification and analysis, migration planning, data migration support, system configuration, and training for administrators and staff during system implementation
- **Operation support**
Handling inquiries after system operation starts and supporting version upgrades
- **Trouble response**
Assistance with cause investigation and recovery work



Kenichiro Kato

In Charge of Customer Service
Solution Chugoku Branch Office

Even after system implementation, we continue to visit customers directly to ensure our relationship remains uninterrupted.

Maintenance, Operation, and Service Use After System Start-Up

[Service]

Provision of maintenance services, supplies, cloud services, software subscriptions, and other services



We provide maintenance services after system start-up. Software utilization fees under software subscription contracts are also included in service revenue.

Maintenance Services Provided

- **Program update services**
Provision of updated programs to address tax reforms and system enhancements
- **Support services**
Customer Service Center (CSC) support including telephone, online, and web support (FAQ and AI assistance)
- **Information provision services**
Regular reports by researchers at the MJS Tax and Accounting System Research Institute, and priority access to seminars and training



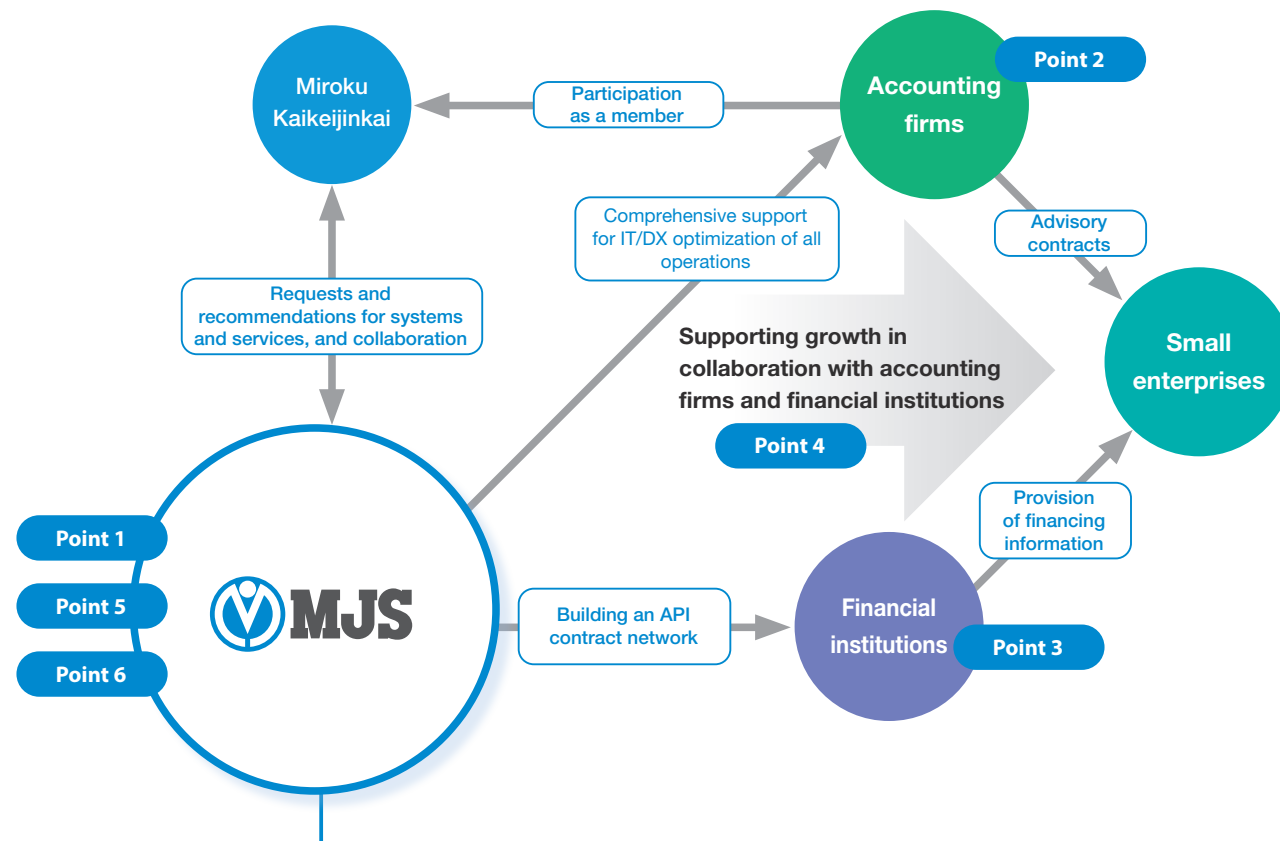
Mayuko Takahashi

In Charge of Specialized
Tele-support
Tokyo CSC Second Group

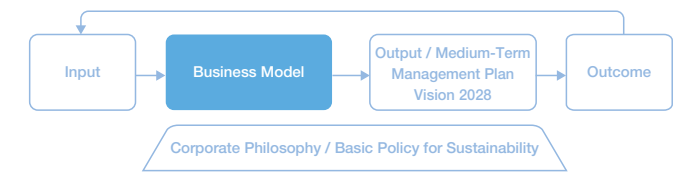
We stay close to our customers' situations, resolve their questions, and provide support so they can use our services with confidence every day.

MJS Core Competence

Since its founding in 1977, MJS has supported small enterprise management alongside accounting firms through the provision of systems, services, and know-how. Here we introduce MJS's unique strengths in business.



The MJS Group provides comprehensive solution services across multiple fields, centered on the ERP business.



Point 1

Expertise in Accounting and Tax Affairs

Since our establishment, we have consistently developed and provided management systems focused on accounting and tax affairs. Through the accumulation of these efforts, we have enabled systems to promptly adapt to changes in tax and accounting regulations, improved system usability, and contributed to enhancing productivity and efficiency in accounting and tax operations.

Major tax revisions and legal compliance (including planned)

- Invoice system
- Act concerning Preservation of Electronic Books
- New accounting standards for incorporated educational institutions
- New lease accounting standards, etc.

Point 2

Trusted Relationships with Accounting Firms

Since our founding in 1977, we have provided comprehensive support for overall IT/DX optimization to accounting firms. Under strong trusted relationships with accounting firms, we provide a variety of solutions to their client companies.

- Accounting firm users: approx. 8,400 locations
 - Domestic share: approx. 25%
 - Miroku Kaikeijinkai: 11 regional associations
- [For details on the Miroku Kaikeijinkai, see P. 28](#)

Point 3

Network with Financial Institutions

For regional small enterprises, we support their growth by providing product services and consulting, including IT/DX support, business succession support, through our nationwide network of financial institutions.

- Business matching contracts: 90
- Business succession support contracts: 73
- API and other collaborative agreements: 1,066

Point 4

Customer-Oriented Solution Capabilities

From cloud accounting software to ERP products based on the concept of company-wide data integration, we offer a wide lineup of products and propose optimal solutions tailored to each customers' company size and needs.

- Number of ERP product users: approx. 18,000 companies
- Number of small enterprise users: approx. 100,000 companies
- MJSLINK Series sales: 16 consecutive years as No. 1*

* According to Yano Research Institute Ltd., as of August 2025

Point 5

Direct Sales Network of 33 Locations Nationwide and Robust Support System

Leveraging our direct sales network of 33 locations from Hokkaido to Okinawa, we provide regionally focused consulting and sales, a local support system that enables immediate on-site assistance, and expert telephone support, ensuring partner-type support even after system implementation.

- Number of locations nationwide: 33 locations
- Solution branches: 19 branch offices
- Nationwide sales staff: 682 people
- Nationwide customer service staff: 480 people
- Specialized tele-support staff: 142 people

* Number of staff as of March 31, 2025

Point 6

Existence of a Think Tank Providing Management Information

The MJS Tax and Accounting System Research Institute, which retains universities and tax professionals as advisors and researchers, conducts ongoing studies in taxation, commercial law, accounting, and management, and disseminates the results through publications, seminars, and training programs.

FY2024 results

- Number of instructor dispatches per year: 253 cases
- Total number of participants per year: 12,465 people