

**Provides practical, comprehensive consulting services to customers ranging from startups to large corporations**

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### **【480A LiB Consulting Sector : Services】**

Fiscal Year	Net sales (mn yen)	YoY (%)	Operating profit (mn yen)	YoY (%)	Ordinary profit (mn yen)	YoY (%)	Profit (mn yen)	YoY (%)	EPS (yen)	BPS (yen)	DPS (yen)
Dec. 2023	3,957	-	-34	-	-23	-	-58	-	-11.4	262.1	0.0
Dec. 2024	4,976	25.8	408	-	493	-	272	-	53.4	316.9	0.0
Dec. 2025 f	6,022	21.0	754	84.8	767	55.6	444	63.2	87.2	-	0.0

Note: Consolidated basis. Figures for the fiscal year ending December 2025 is the company's forecasts.  
It conducted 1:700 stock split on September 16, 2025. Per share indices are adjusted retroactively.

### **Provides Comprehensive Consulting Services from Strategy Formulation to Execution across a Range of Customers**

The LiB Consulting group consists of the parent company and five subsidiaries. It provides comprehensive consulting services from strategy formulation to execution for a vast range of customers, from startups to large companies, both in Japan and abroad. Since the company was founded in July 2012, it has completed a cumulative total of 10,000 projects and currently executes around 1,000 projects a year.

Business consulting accounted for 85% of net sales for fiscal year ended December 2024 and IT/DX consulting accounted for 15%. Regarding business consulting, LiB Consulting handles a host of projects focused on formulating management strategies, business development, AI utilization with generative AI at the core and sales and marketing. In the IT/DX field, the company provides implementation support for solutions such as sales force automation (SFA) systems.

The defining characteristics of the company's consulting services are its commitment to a field-first approach, providing support that extends beyond strategy formulation to support execution down to the on-site level in order to provide practical consulting driven by results and its broad customer base that spans large corporations, SMEs and venture companies. Looking at interim performance for fiscal year ending December 2025, net sales composition by customer company size was 42% for SMEs, 34% for large enterprises and 24% for startups.

In the company's consulting projects, strategy formulation and execution are separated into different processes. However, both processes are handled by the same consultants. Planning is conducted, with implementation in mind, from the strategy formulation stage and the company continuously runs the PDCA cycle for strategy formulation and execution. Project contracts vary widely, ranging from one month to about one year in duration and they generally average about four to five months.

## Financial Statements

Statement of income	Fiscal Year	Dec. 2023		Dec. 2024		Nine months to Sep. 2025	
		(mn yen)	(%)	(mn yen)	(%)	(mn yen)	(%)
Net sales		3,957	100.0	4,976	100.0	4,413	100.0
Cost of sales		2,169	54.8	2,552	51.3	2,262	51.3
Gross profit		1,788	45.2	2,424	48.7	2,151	48.7
Selling, general and administrative expenses		1,822	46.0	2,016	40.5	1,586	35.9
Operating profit		-34	-	408	8.2	565	12.8
Non-operating income		11	-	89	-	4	-
Non-operating expenses		0	-	4	-	2	-
Ordinary profit		-23	-	493	9.9	566	12.8
Profit before income taxes		-86	-	463	9.3	581	13.2
Profit attributable to owners of parent		-58	-	272	5.5	356	8.1

Balance sheet	Fiscal Year	Dec. 2023		Dec. 2024		Sep. 2025	
		(mn yen)	(%)	(mn yen)	(%)	(mn yen)	(%)
Current assets		1,478	78.8	1,550	59.6	2,043	66.1
Cash and deposits		927	49.4	900	34.6	1,272	41.1
Accounts receivable - trade		436	23.3	540	20.8	690	22.3
Inventories		-	-	-	-	-	-
Non-current assets		397	21.2	1,051	40.4	1,048	33.9
Property, plant and equipment		104	5.5	274	10.5	256	8.3
Intangible assets		40	2.1	435	16.7	550	17.8
Investments and other assets		252	13.4	341	13.1	241	7.8
Total assets		1,875	100.0	2,601	100.0	3,092	100.0
Current liabilities		425	22.7	912	35.1	1,044	33.8
Accounts payable - trade		9	0.5	14	0.5	53	1.7
Short-term borrowings		-	-	200	7.7	300	9.7
Current portion of long-term borrowings		80	4.3	35	1.3	-	-
Non-current liabilities		101	5.4	59	2.3	62	2.0
Long-term borrowings		35	1.9	-	-	-	-
Net assets		1,348	71.9	1,629	62.6	1,984	64.2
Owners' equity		1,336	71.3	1,616	62.1	1,973	63.8

Statement of cash flows	Fiscal Year	Dec. 2023	Dec. 2024
		(mn yen)	(mn yen)
Cash flows from operating activities		-58	502
Depreciation		32	76
Amortization of goodwill		-	53
Cash flows from investing activities		-63	-608
Cash flows from financing activities		-80	73
Dividends paid		-	-
Net increase in cash and cash equivalents		-194	-26
Cash and cash equivalents		927	900

Note: Consolidated

Source: Prepared by Stock Research Center based on the notifiable prospectus.

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