# Entrepreneur Business

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**Development, sales, and maintenance services for cutting-edge solutions**

### Strengths

- Capabilities for discovery and co-creation of electronics venture businesses
- Creation of new added value and ability to make proposals

### Opportunities and Risks

**Opportunities**

- Rising demand for medical infrastructure development due to aging population and shortage of doctors
- Increasing demand for next-generation solutions due to labor shortages
- Growth potential through early participation

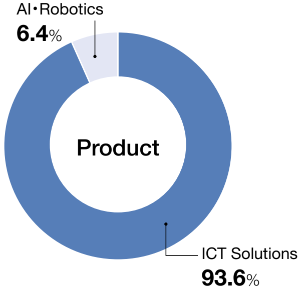
**Risks**

- Changes in economic conditions and technology trends
- Uncertainty and longer lead time to profitability

## Business Overview and Future Developments

ICT solutions account for around 90% of sales in the Entrepreneur Business, providing a stable foundation for driving new business development. Leveraging this ICT foundation and our development expertise, we will focus particularly on AI•Robotics to address the societal challenge of labor shortages stemming from a declining and aging population. By providing advanced AI-based analytic systems and robotics-based automation solutions, we will accelerate the creation of new value that contributes to future society.

### Sales Composition Ratio and Overview by Product Category




| Product | Overview | Main Applications / Product Examples |
|---|---|---|
| ICT Solutions | Wide-ranging solutions that utilize information and communication technology (ICT) to help companies solve problems and improve efficiency. | • Achievement of highly precise time synchronization in financial transactions and communication systems, etc.<br>• Streamlining of remote monitoring and data collection for factories and social infrastructure<br>• Building of robust security to protect information assets from cyberattacks |
| AI•Robotics | A range of products and services that combine AI technology and robotics to address specific social challenges and customer needs. | • Automated solutions (AI robots) to compensate for labor shortages<br>• Digital healthcare products to support advanced medical care |

### *Close Up* / A new approach to solving social issues born from "co-creation" with startups

The mission of the Entrepreneur Business is to discover outstanding venture technologies from Japan and abroad and to connect them to resolving social issues in Japan. One example is our partnership with Taiwan-based NUWA Robotics to bring the Kebbi Air AI communication robot to the Japanese market. We are looking closely at the nursing and medical markets, where labor shortages are especially severe. By having Kebbi Air handle reception, entry/exit management, and user monitoring duties in facilities, we are helping to reduce burdens on staff and create an environment in which staff can concentrate on high-quality care.

This initiative has also been adopted at the Osaka/Kansai Expo. There, Kebbi Air serves as a guide at the Maneki Foods "future-oriented challenge shop," presenting a prosperous future in which people and robots work together. We will continue to extend outstanding technologies beyond specific markets and into broader society, taking on the challenge of realizing a better future.

Kebbi Air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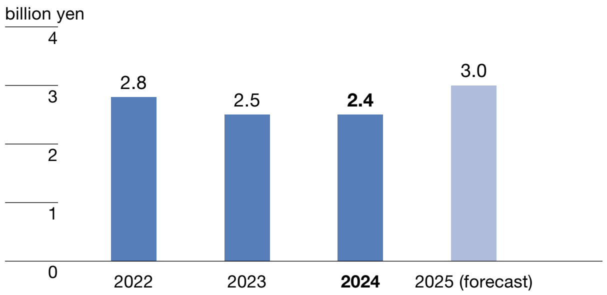
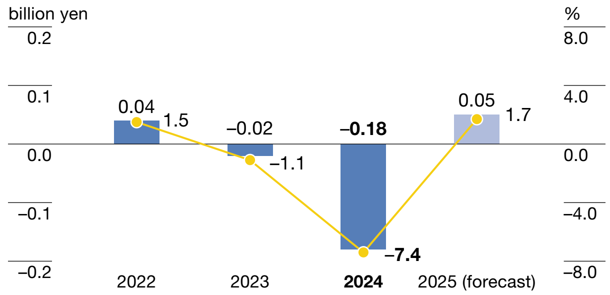
**Net Sales**




**Operating Profit / Operating Profit Ratio**




## Overview for FY2024

In FY2024, net sales in the Entrepreneur Business (formerly Electronic Solutions Business) decreased by 1.9 % year on year to 2.4 billion yen due to a decline in demand for network simulation tools in the ICT solutions field. Operating loss* was 0.18 billion yen due to increased personnel expenses accompanying the strengthening of sales systems for new products (compared to an operating loss of 0.02 billion yen in the previous fiscal year).

## Business Strategy

We position the Entrepreneur Business as a "Value Creation Business." In the final year (FY2027) of the Marubun Nextage 2027 Medium-Term Business Plan (hereinafter "Medium-Term Business Plan"), we aim to achieve net sales of 6.0 billion yen and ordinary profit of 1.0 billion yen.

With a primary focus on accelerating the development of cutting-edge technologies and solutions and achieving new business creation worldwide, we changed the segment name from Electronic Solutions Business to Entrepreneur Business in April 2025. We have been working to discover new products that utilize robotics and next-generation communication and AI technologies while also providing our own unique services to customers, thereby addressing social issues. Under the new Medium-Term Business Plan, we will continue these initiatives through the business strategies outlined above, as we aim to further expand AI robotics and digital healthcare product sales, enhance our proprietary cloud services, and pursue business growth. Through venture fund investments carried out under the previous Marubun Nextage 2024 Medium-Term Business Plan to demonstrate entrepreneurship, we will acquire cutting-edge technological information, discover innovative advanced products and venture companies, and explore possibilities for new product development and business collaborations.

In FY2025, we expect an increase in communications-related products in the ICT solutions field. In the AI•Robotics field, we anticipate increased sales of the general-purpose diagnostic ultrasound devices that

### Business Strategy
- Develop new businesses
- Demonstrate the uniqueness in value provided
- Develop and expand AI-related products
- Pursue strategic collaboration opportunities

### Plan Figures
Net sales: 6.0 billion yen Ordinary profit: 1.0 billion yen or higher

* From the first quarter of the fiscal year ending March 2026, we have made changes to our accounting policies. Figures for the fiscal year ended March 2025 (FY2024) have been retroactively adjusted.

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we began handling last year, as well as the AI-powered communication robots that we have been handling.

## Toward Sustainable Value Creation

The Entrepreneur Business is tackling solutions to challenges faced by society and customers through two companies: IRIS Company, which provides ICT solutions centered on communications technologies, and DIONE Company, which discovers advanced overseas technologies in areas such as AI and robotics with the aim of societal implementation.

IRIS Company's basic policies are "Acquisition of new products in traditional business models (import and sales of ICT-related products)" and "Acceleration of initiatives aimed at our new mission (service-oriented business models)." Based on extensive expertise and experience in the ICT field, we are accelerating a shift in focus from selling things to providing services as our main source of revenue, strategically investing profit from existing businesses into new business domains. As a part of these efforts, in FY2023 we launched proprietary cloud services including our Information Systems Monitoring Service and Online Maintenance Service. However, we also face challenges such as slower growth due to stagnant investment in domestic 5G-related sectors and changes in business flows accompanying M&A activities among our suppliers. The monetization of newly launched services is currently in progress. We are also building a structure to efficiently capture orders, as seen in our active use of business process outsourcing (BPO) to streamline sales and marketing.

The DIONE Company operates on core policies of "Maximization of returns through asset-light business that includes leasing and recurring revenue," "Realization of diverse revenue models including subscription and licensing businesses," and "Securing of competitive advantage through win-win partnerships with customers and partners." Through alliances with overseas startup companies that possess unique technologies, the company is bringing new technologies to Japan. In particular, it targets sectors with a high-level social contribution component. These include the environmental field that seeks resource conservation, and the fields of medical care, nursing care, and security, which face labor shortages due to a declining birthrate and aging population. Leveraging our accumulated knowledge, we prepare overseas products for the Japanese market through customization and other means. In September 2024, we launched sales of general-purpose diagnostic ultrasound devices from Canada-based Clarius Mobile Health Corp. The affordability and high image quality of the devices have won significant praise in the market and a tremendous response. However, collaboration with startups inherently involves unique difficulties such as delays in product development or shifts in strategy due to changes in executive leadership. The road to commercialization is not without challenges. While many investment projects require time to achieve profitability, we will continue to actively make strategic investments while strengthening project monitoring by our in-house Investment and Loan Subcommittee and thoroughly managing risks. We have divided Japan into sales six regions in which we are working with partners to establish a sales platform. Through these activities, we are building up know-how. As we grow the scale of our business in terms of our products handled and target markets, we believe that our sales platform will enable us to also rapidly launch new businesses.

Although the Entrepreneur Business is struggling with performance hardships amid the growing pains of new business launches, we will steadily work toward monetization in IRIS Company and new business launches in DIONE Company in robotics, medical, wireless power supply, PFAS (per- and polyfluoroalkyl substances)-free battery technology, and other technologies that help solve social issues. We will also continue cultivating future opportunities through channels such as venture funds and the network of the Marubun Research Promotion Foundation as we further strengthen collaboration with Group companies. We will do our utmost to make the Entrepreneur Business a core pillar that contributes significantly to Group earnings by FY2027, the final year of the new Medium-Term Business Plan.