

FY March 2026

Supplementary Materials for Financial Results

Securities code: 2335

May.7, 2026



| Executive Summary (FY March 2026)

- **Business Environment** : IT investment has been expanding in accordance with strong demand for system development for DX promotion and cloud migration. We have managed to cope with the issues of building a project organization while developing solutions, strengthening organization and facilities.
- **Net Sales** : The Sler* Business slightly increased, the End-User Business decreased and the Service-Providing Business increased. Overall performance remained at the same level as the previous fiscal year, because orders received did not increase as much as expected while we focused on building an organization for highly-difficult projects.
- **Operating Profit** : Increased because of improved profitability in the End-User Business, despite some unprofitable highly-difficult projects.


FY March 2026 Actual

Net sales 184.9 100 million yen	Operating profit 15.5 100 million yen	Profit attributable to owners of parent 15.6 100 million yen	ROE 14.0%
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*System integrator: a company that conducts system integration. Abbreviated as "Sler." A general term for companies that plan, design, develop, operate, and provide other solutions for the IT operation systems of customers including companies and the government.



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FY March 2026

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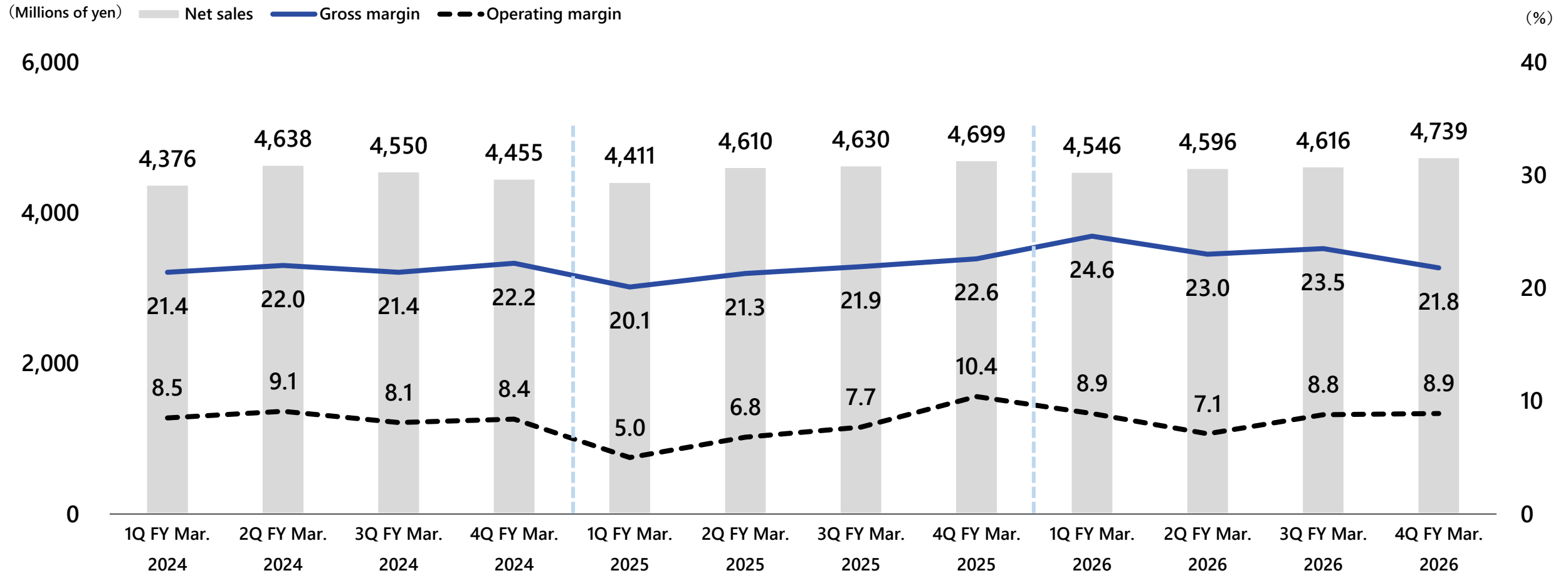
1 - 1 | Overview of Consolidated Statements of Income

- **Business Environment** : IT investment has been expanding under high demand for DX, migration of mission-critical systems to the cloud environment and AI utilization, in addition to requirement for cybersecurity. We have managed to cope with the issues of building a project organization while developing solutions and expanding organization and facilities.
- **Net Sales** : The Sler Business slightly increased, the End-User Business decreased and the Service-Providing Business increased. Overall results remained at the same level as the previous fiscal year, because orders received did not increase as anticipated while we focused on building an organization to respond to highly-difficult projects.
- **Operating Profit** : Increased because of improved profitability in the End-User and other Sler Business, despite some unprofitable highly-difficult projects.
- **Net Profit** : Increased as a result of recording a gain on sale of investment securities.

(Millions of yen)	FY Mar.2025 (Actual)	FY Mar.2026 (Actual)	YoY	(Reference) Achievement Rate toward Forecasts
Net sales	18,351	18,498	+0.8%	94.9%
Operating profit	1,380	1,558	+12.9%	89.1%
Margin	7.5%	8.4%		
Ordinary profit	1,393	1,581	+13.5%	89.9%
Margin	7.6%	8.5%		
Profit attributable to owners of parent	1,261	1,564	+24.0%	128.2%
Margin	6.9%	8.5%		

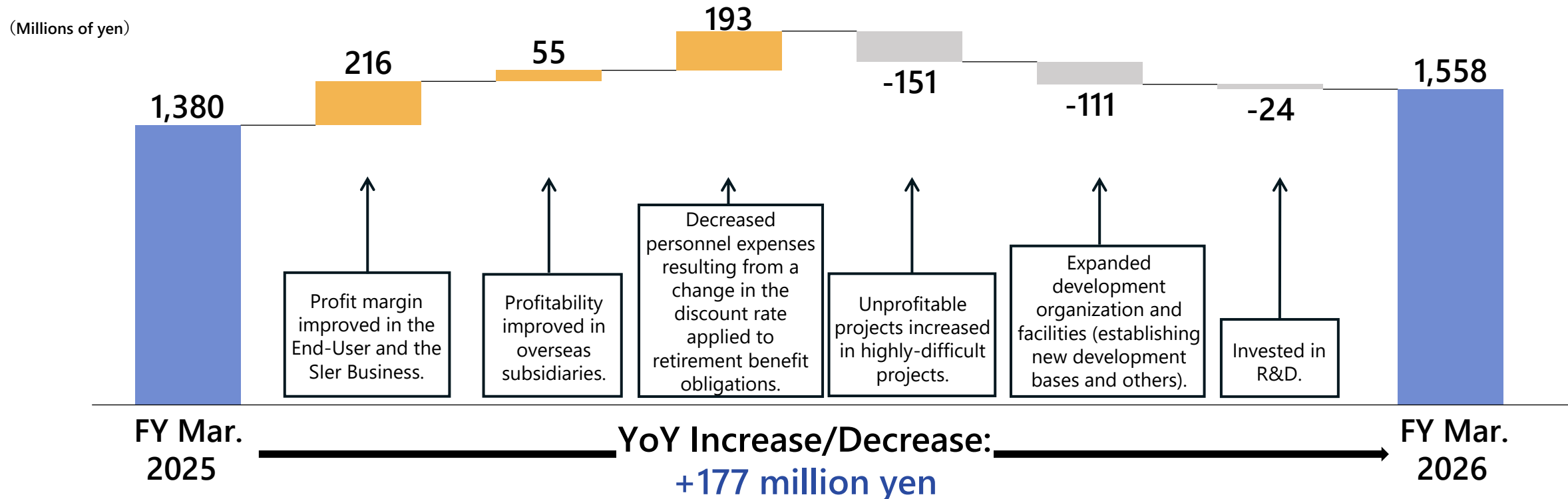
1 - 2 | Trends in Transition by Accounting Period

■ Net sales increased by 123 million yen compared to the previous quarter.
The operating profit margin remained steady.



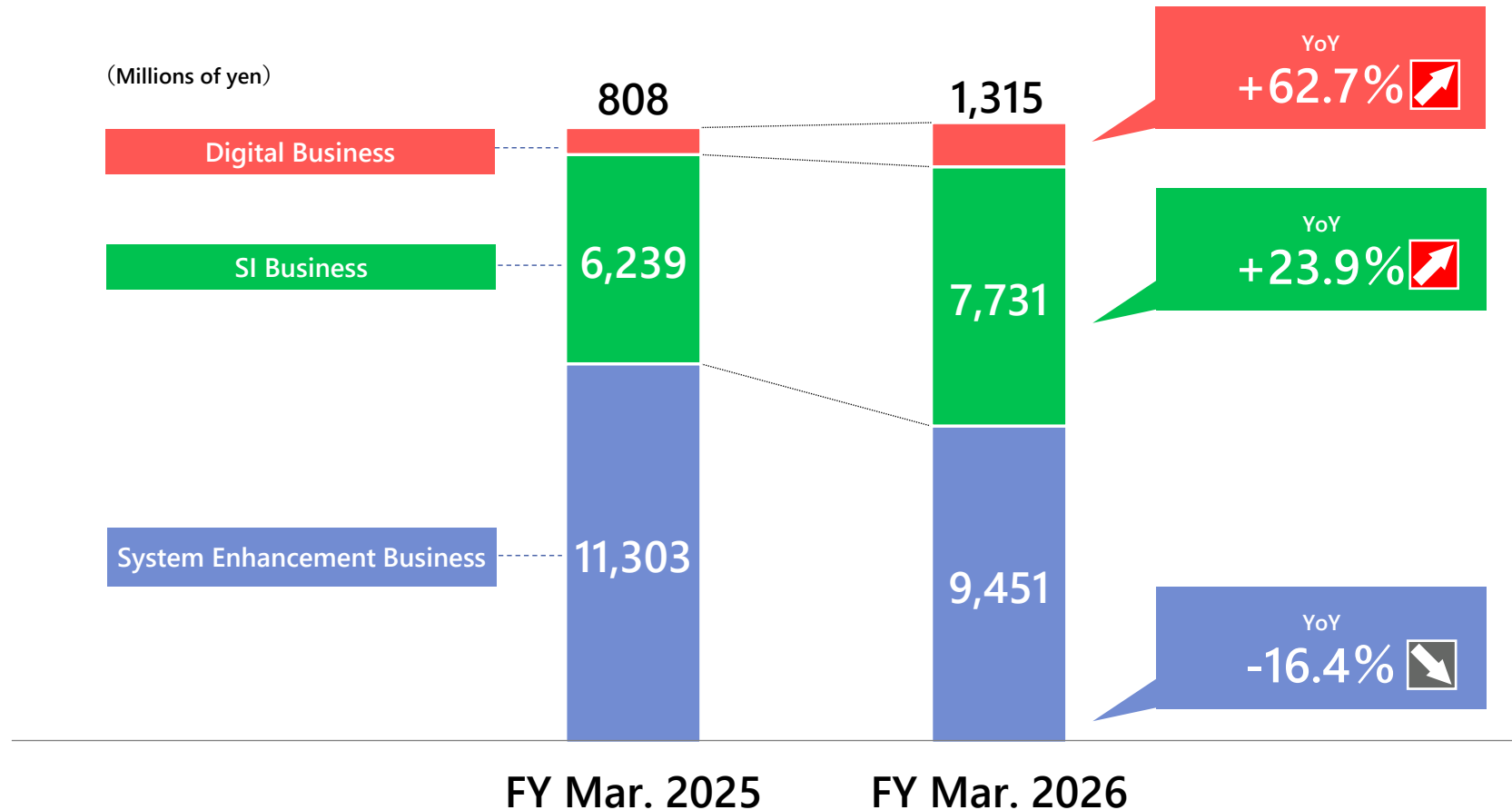
1 - 3 | Factors Leading to Changes in Operating Profit

- Positive Factors** : Profitability improved in the digital domain of the End-User Business, the SI Business domain of the Sler Business and at overseas subsidiaries, while personnel expenses decreased resulting from a change in the discount rate applied to retirement benefit obligations.
- Negative Factors** : Unprofitable projects increased due to efforts to build an organization and ensure quality for some highly-difficult projects.
 In addition, development organization and facilities were expanded through the establishment of new development bases(Shinagawa Innovation Hub), and investments were made in R&D aimed at creating new businesses and promoting the internal deployment of new technologies.



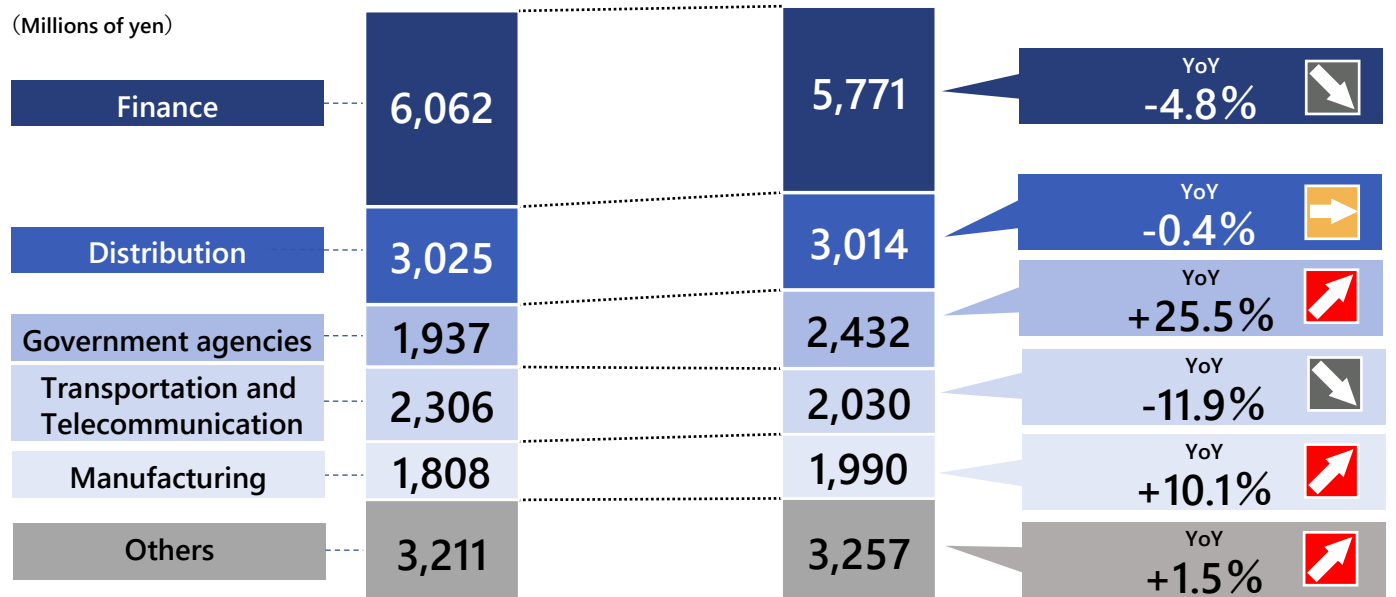
1 - 4 | Trends in Net Sales by Business Model

- Digital Business : Grew steadily in consulting and advanced technology-related projects, including AI.
- SI Business : Increased driven by the expansion of modernization projects.
- System Enhancement Business : Decreased due to the impact of some unprofitable projects and shifting to the Digital and the SI Business area.



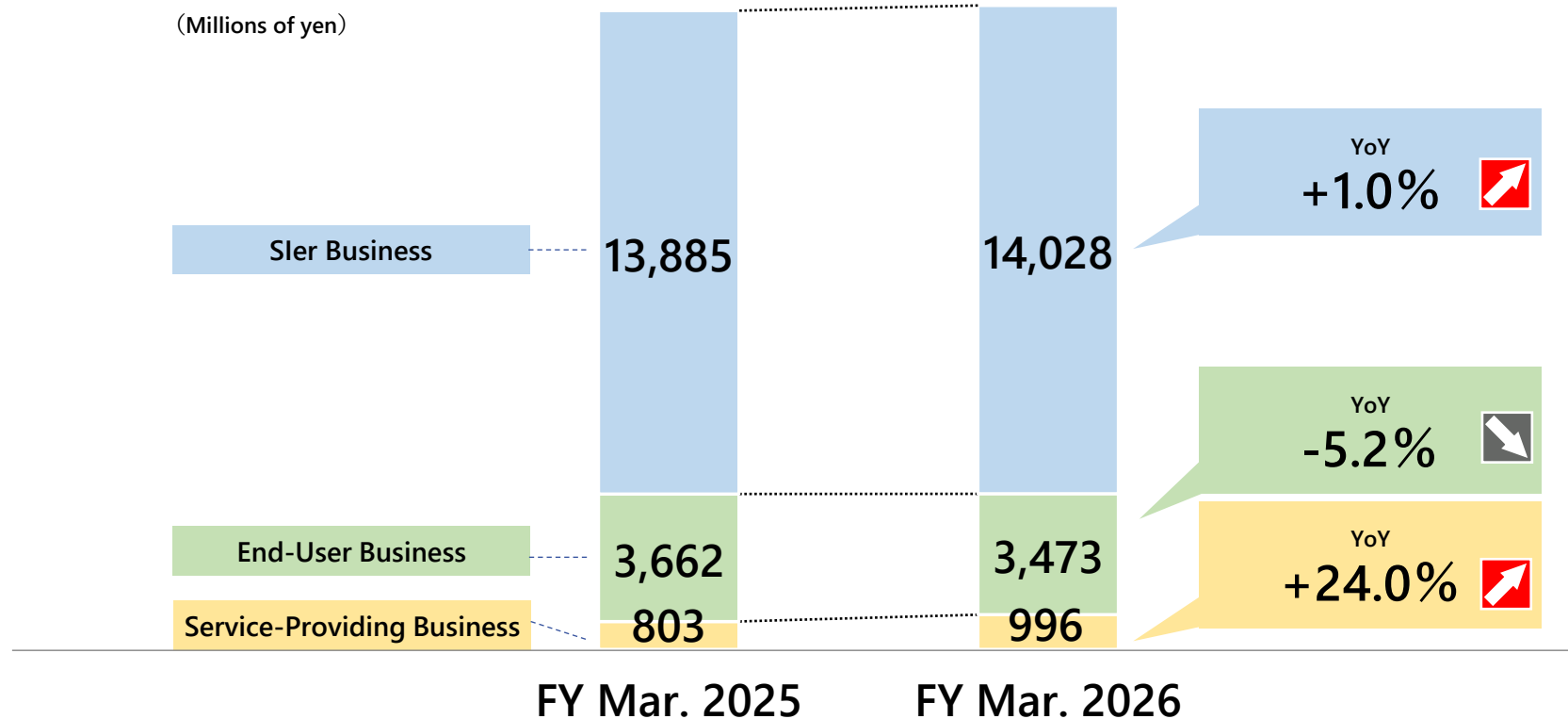
1 - 5 | Trends in Net Sales by Industry

- Finance : Decreased due to a decline in projects for megabank, the withdrawal from low-profit projects and the occurrence of unprofitable projects.
- Distribution : Slightly decreased owing to a reduction in the scale of some large-scale projects, despite an expansion in projects for GMS.
- Government agencies : Increased significantly in projects for the central government agencies and administrative agencies.
- Transportation and Telecommunication : Decreased in projects for logistics companies and telecommunications carriers.
- Manufacturing : Increased through the expansion of projects for automobile manufacturer and alcoholic beverage companies.
- Others : Increased in projects for energy-related and education-related industries.

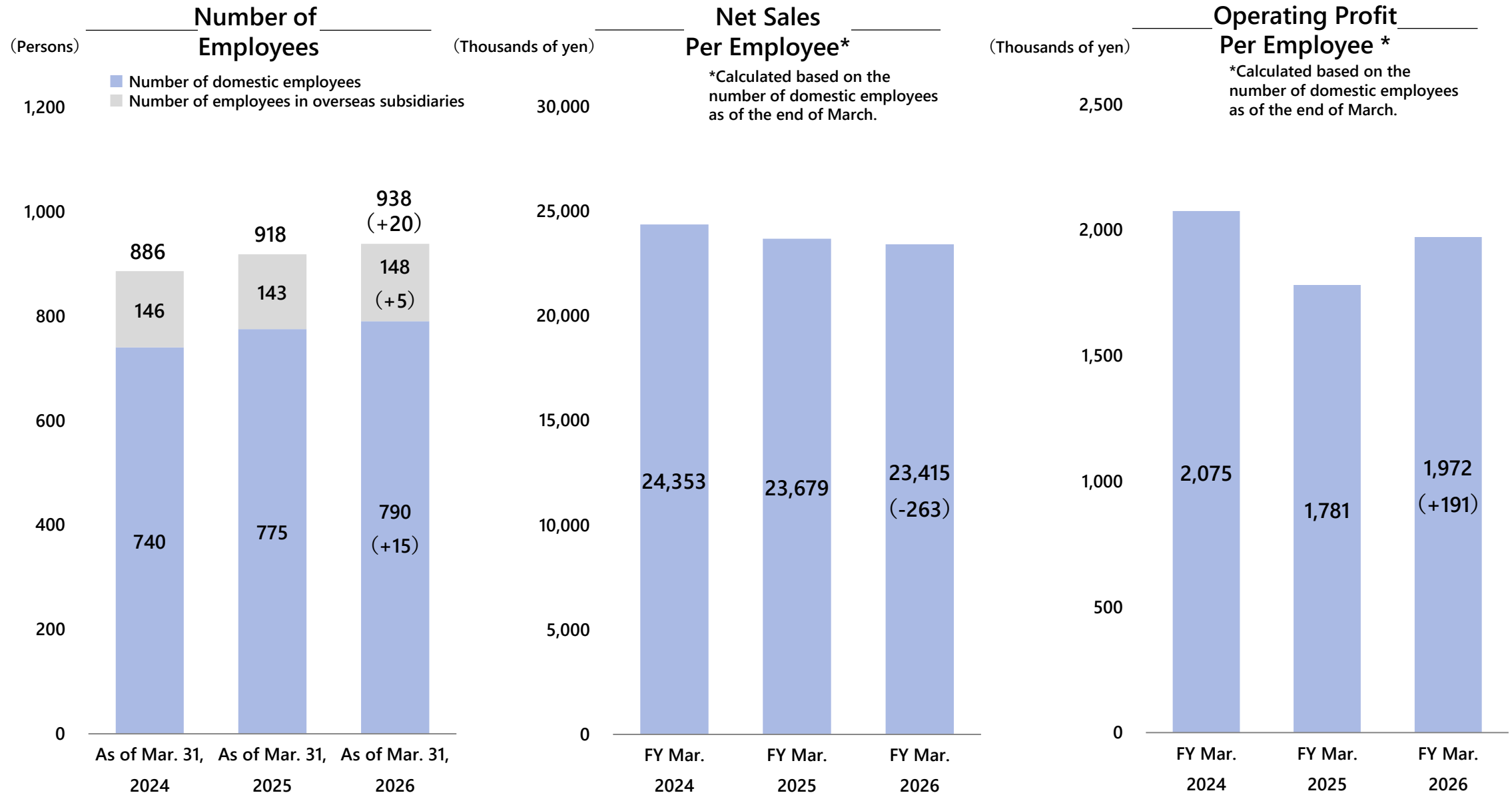


1 - 6 | Trends in Net Sales by Business Style

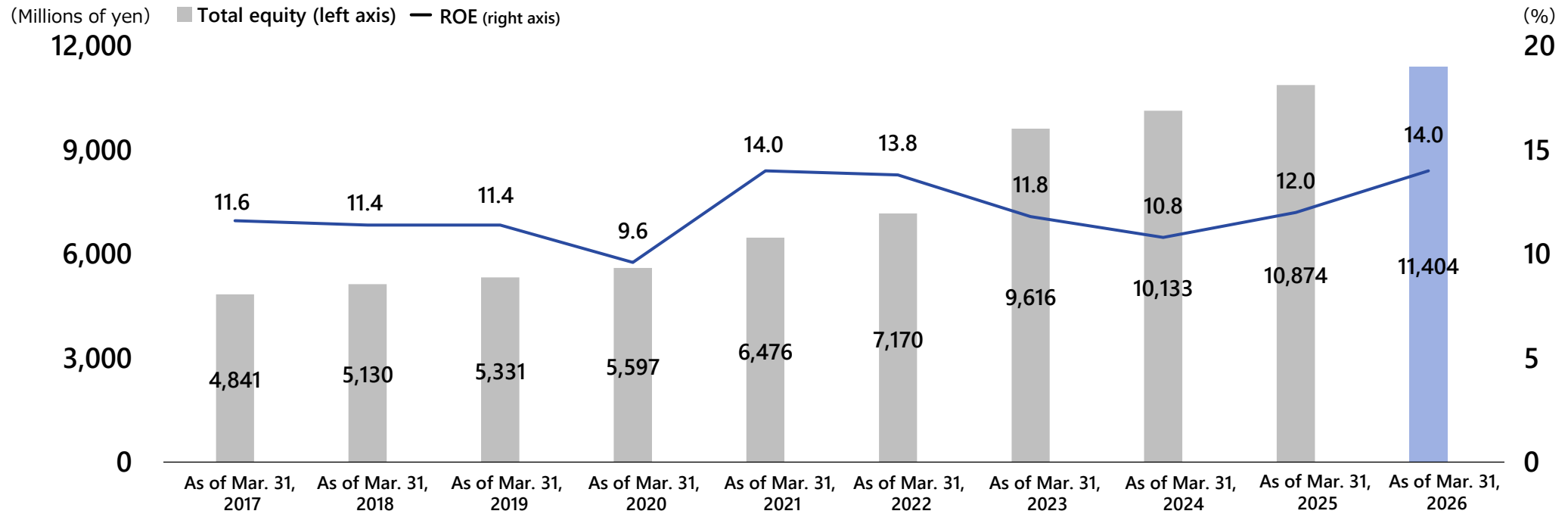
- Sler Business : Remained stable due to the reduction of individual client projects, despite an expansionary trend in major customers.
- End-User Business : Decreased, despite expanded derivative development for existing distribution customers, due to the termination of other projects.
- Service-Providing Business : Increased because of growth in orders for services utilizing cloud technology.



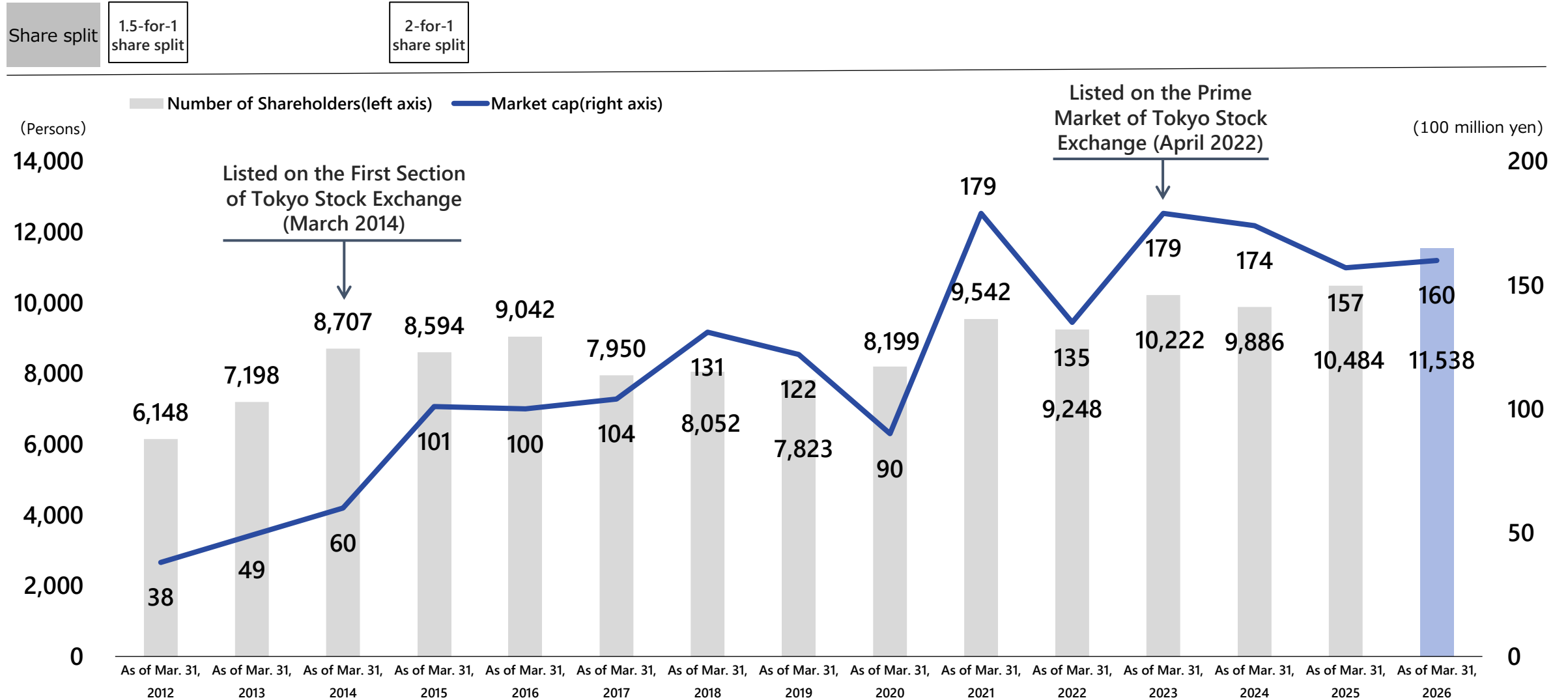
1 - 7 | Index Per Employee



We continuously target an **ROE of 14% or higher** by enhancing capital efficiency and profit margin.



1 - 9 | Trends in Number of Shareholders and Market Cap



1- 10 | Full-Year Progress(Business Style/High-Priority Measures)

Sler Business

Stable profit growth and achievement of one-stop service

Modernization projects grew as planned.

Through promotion of collaboration with system integrators, modernization lift projects* have proceeded smoothly as originally planned.

*Restructuring existing systems and applications to the latest technologies.

Promoting response to the establishment of one-stop services.

We have steadily advanced our business model transformation toward establishing a one-stop service that delivers end-to-end solutions from upstream to downstream phases. We are to continue to strengthen these initiatives.

End-User Business

Acquiring new customers and expanding the scale of sales

Continuing to strengthen sales activities to acquire candidate of business target.

The number of new customers fell short of expectations, despite strengthening proposal and sales capabilities while promoting new customer acquisition. Going forward, we are to expand into the consulting field and reinforce our sales platform.

Expanding scale and improving profitability in existing areas.

Profitability grew significantly because of the expansion of projects through value-added proposals to existing customers and improved productivity.

Service-Providing Business

Creating business through co-creation with solution vendors

Progress in Sler collaboration utilizing highly skilled human resources.

Acquired highly skilled and highly profitable projects by utilizing the know-how cultivated through promoting collaboration with vendor companies. The acquisition of new partners has also progressed steadily.

Continuing to adapt to changes in the market.

In addition to expertise in OCVS* implementation and operations, we provide solution services that address system migration needs and multi-cloud adoption, both of which are key trends in the cloud market.

*Oracle Cloud VMware Solution

Research investment

Acceleration from the research phase to commercialization

Performance improvement of H•CUBiC.*

Introduced to customer departments and launched full-scale services in April 2026.

*H•CUBiC Service concept to support human capital management.

Promoting the development of new solutions.

Development of AI automated ordering-related solutions has progressed steadily, and the service was launched in May 2026.

Human capital

Enriched training and strengthened retention measures

Encouraging employees to autonomous learning and strengthening support.

Improved learning quality was achieved through a review of training timing and content aligned with the talent portfolio.

New graduate hiring produced positive results, but stronger retention measures are needed.

We continued to hire new graduates, with 70 in FY2025 and 61 in FY2026.

Amid rising workforce mobility, we plan to enhance retention measures to reduce employee turnover and support employee motivation and growth.

Reinforcement of quality

Issues in strengthening development organization and risk management

Process improvement through systematization of risk assessment.

Since FY2024, we have been improving the risk assessment process by strengthening QMS and CS improvement activities.

Issues in the development system for highly-difficult projects.

In highly-difficult projects, we are managing based on a risk detection and prevention process. However, further enhancement of the organizational structure is required. We are to take additional measures with a view to improving quality over the medium to long term.

Development organization and facilities

Steady progress in development environment and the practical application of productivity improvement

Opened a development office with a capacity of 400.

In September 2025, we opened the Shinagawa Innovation Hub to create an environment conducive to innovation.

AI-Powered innovation in production technology.

Toward the standardization of AI use in system development, we are verifying the use of code-generation AI through improvements to internal operations.

FY March 2027

2 Earnings Outlook

- 1 Overview of Earnings Outlook
- 2 Outlook in Net Sales by Business Style
- 3 Orders Received and Order Backlog
- 4 Trends in Dividends and Dividend Payout Ratio



2 - 1 | Overview of Earnings Outlook

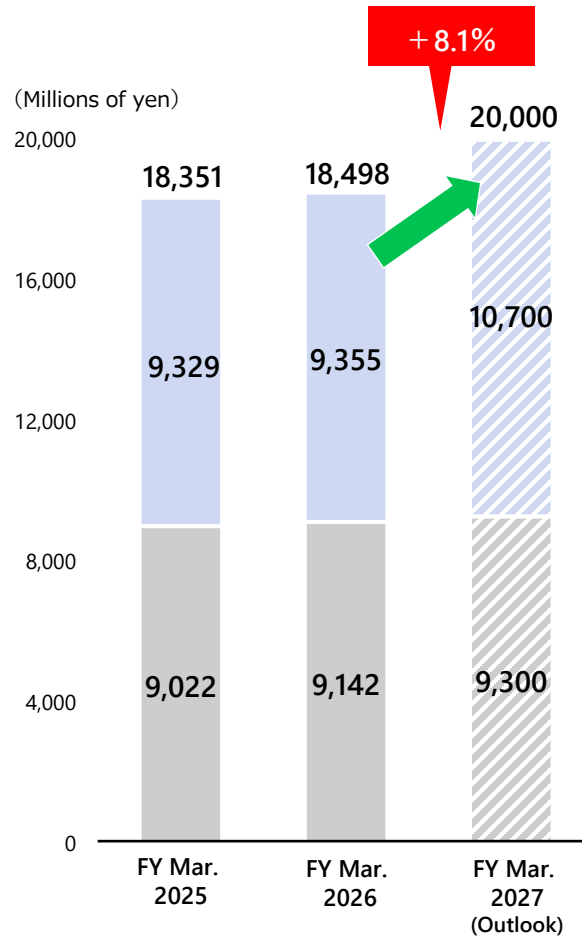
- **Business Environment** : IT investment demand is still expected to remain steady. Under the trend of increasing demand of in-house and DX system development, in addition to requirement for cybersecurity, the skills required for IT engineers are becoming even more sophisticated.
- **Net Sales** : We are to work on expanding the scale of projects and acquiring new ones while developing employees' capabilities and making closer collaboration with system integrators and cloud vendors. Furthermore, we have established a System Consulting Office, aiming to expand the End-User Business. In addition, we will promote the commercialization of in-house developed solutions to expand our business.
- **Operating Profit** : We are to improve profitability and quality through operational reform and enhancement of productivity, led by the AI Promotion Office, the newly established in Production Engineering Division.
- **Net Profit** : A decline is expected, reflecting a decrease in gain on sale of investment securities.

(Millions of yen)	FY Mar.2027 (Earning Outlook)	FY Mar. 2026 (Actual)	YoY	YoY
Net sales	20,000	18,498	+1,501	+8.1%
Operating profit	1,800	1,558	+241	+15.5%
Margin	9.0%	8.4%		
Ordinary profit	1,810	1,581	+228	+14.4%
Margin	9.1%	8.5%		
Profit attributable to owners of parent	1,500	1,564	-64	-4.1%
Margin	7.5%	8.5%		

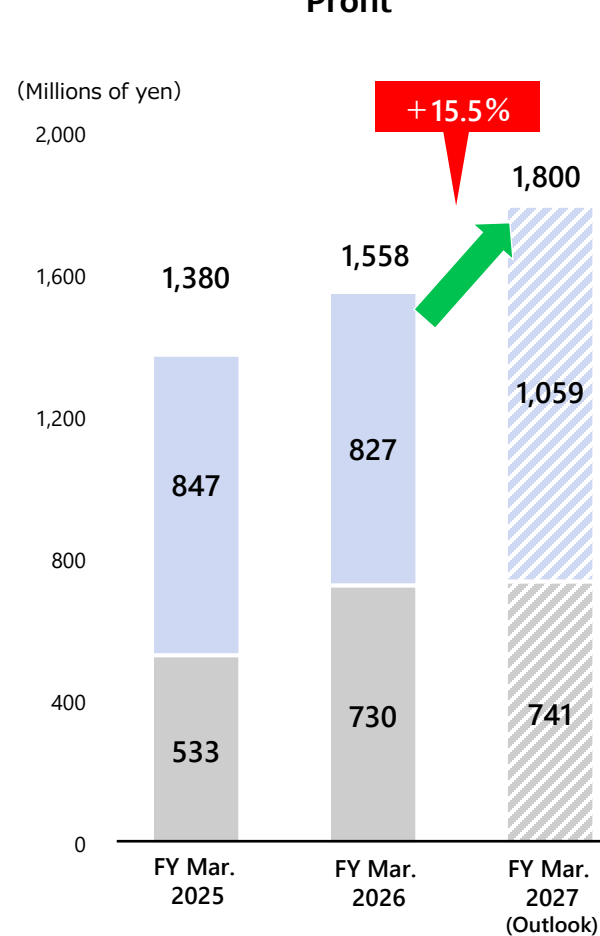
2 - 1 | Overview of Earnings Outlook

■ First half of the year
 ■ Second half of the year

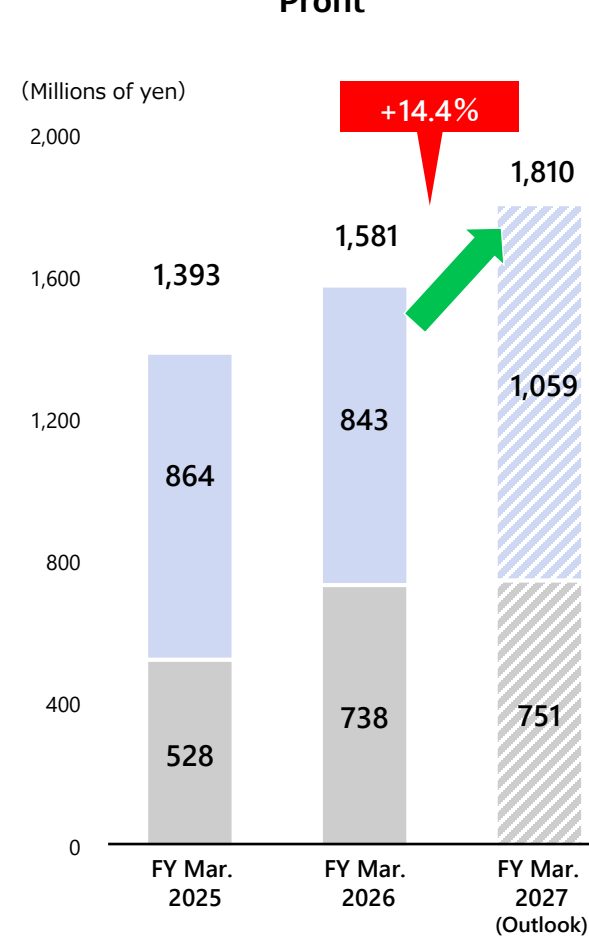
Net Sales



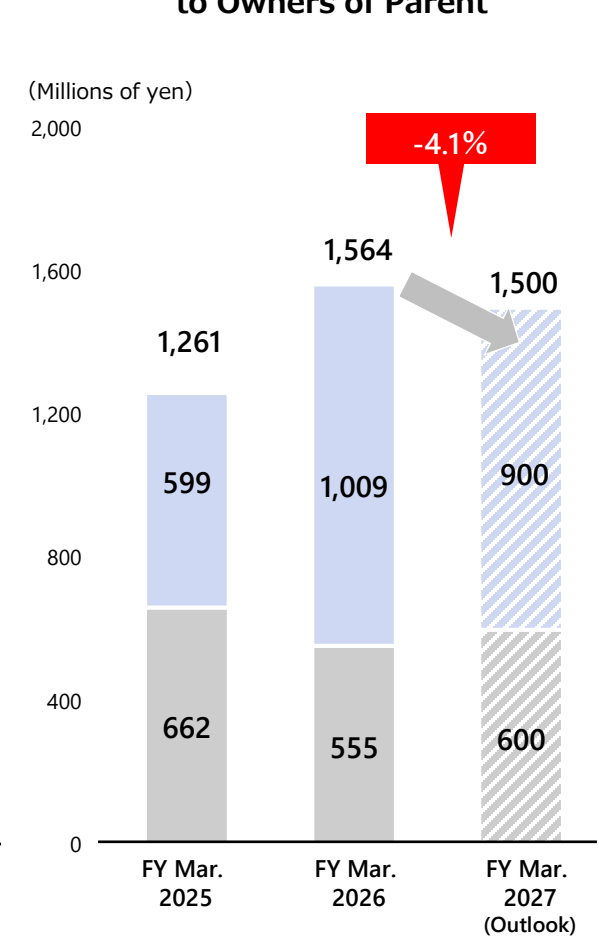
Operating Profit



Ordinary Profit

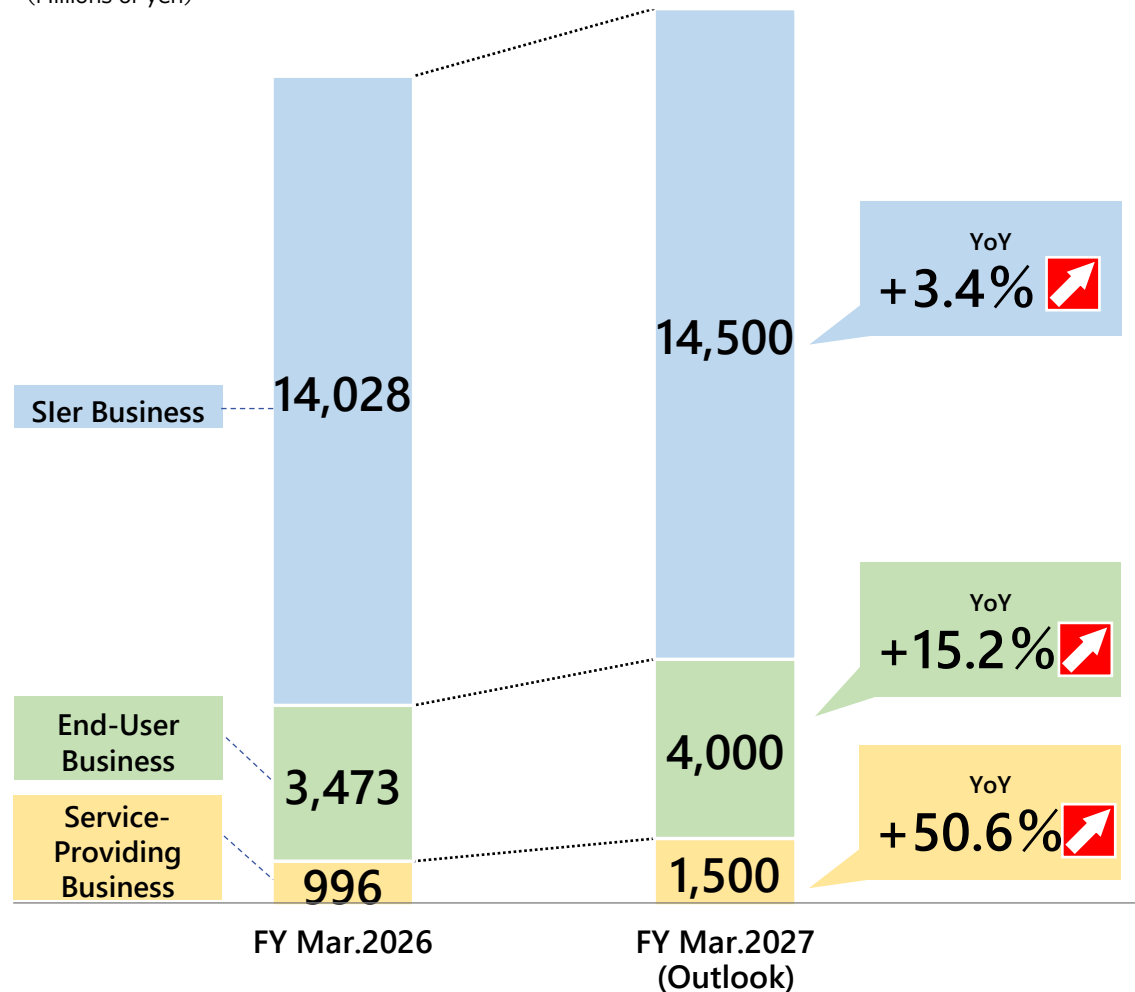


Profit Attributable to Owners of Parent



2 - 2 | Outlook in Net Sales by Business Style

(Millions of yen)



Sler Business

- : Receiving orders for large-scale projects, establishing a development organization and facilities.
- : Promoting one-stop services that delivers end-to-end solutions from upstream to downstream phases.
- : Improvement of technological capabilities through the shift back to Japanese contractors from overseas.
- : Promoting operational reform and enhancement of productivity through the utilization of AI-technology, led by the AI Promotion Office in Production Engineering Division.

End-User Business

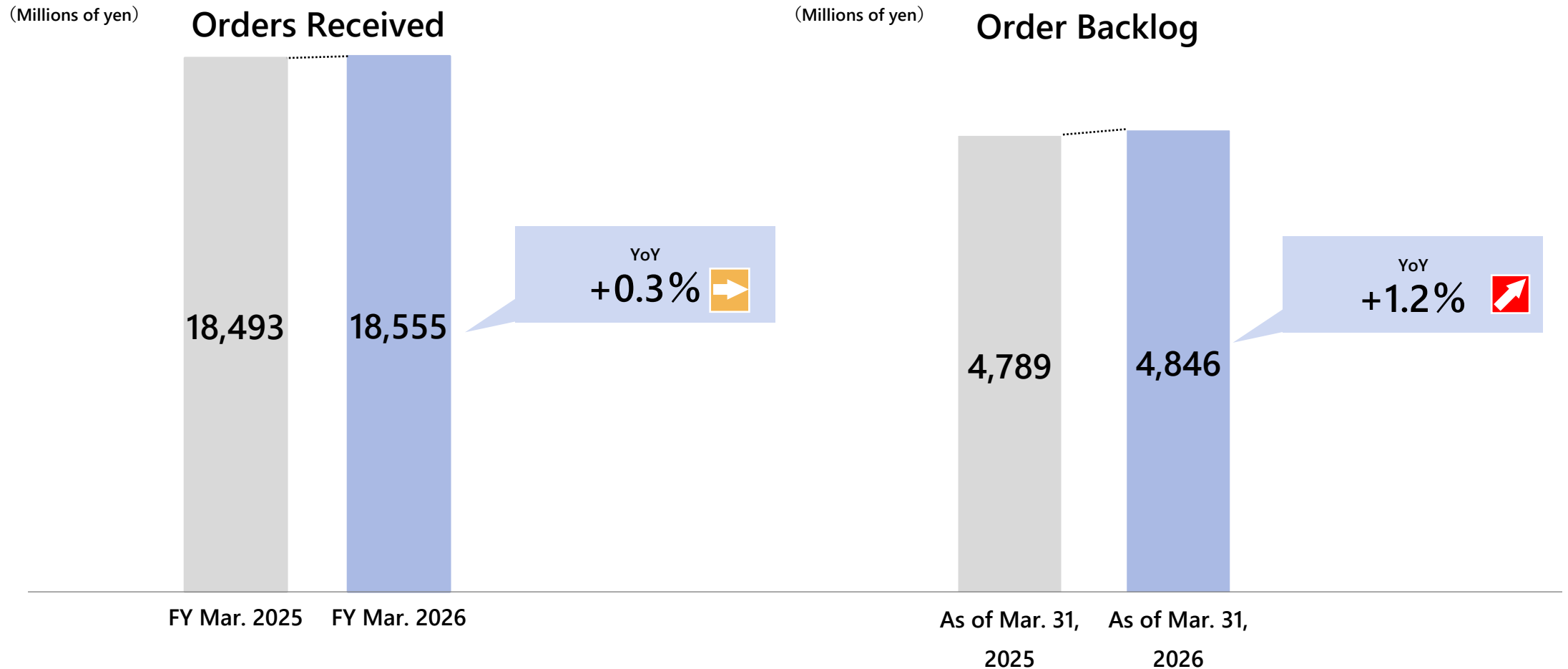
- : Accelerating customer acquisition in the consulting business field by establishing a new System Consulting Office.
- : Acquiring new customers by strengthening sales activities.
- : Expansion of support areas for existing customers.
- : Building a customer base that will serve as a core growth driver in the future.

Service-Providing Business

- : Commercialization of in-house developed solutions services.
- : Market expansion through collaboration with cloud vendors and solution vendors.

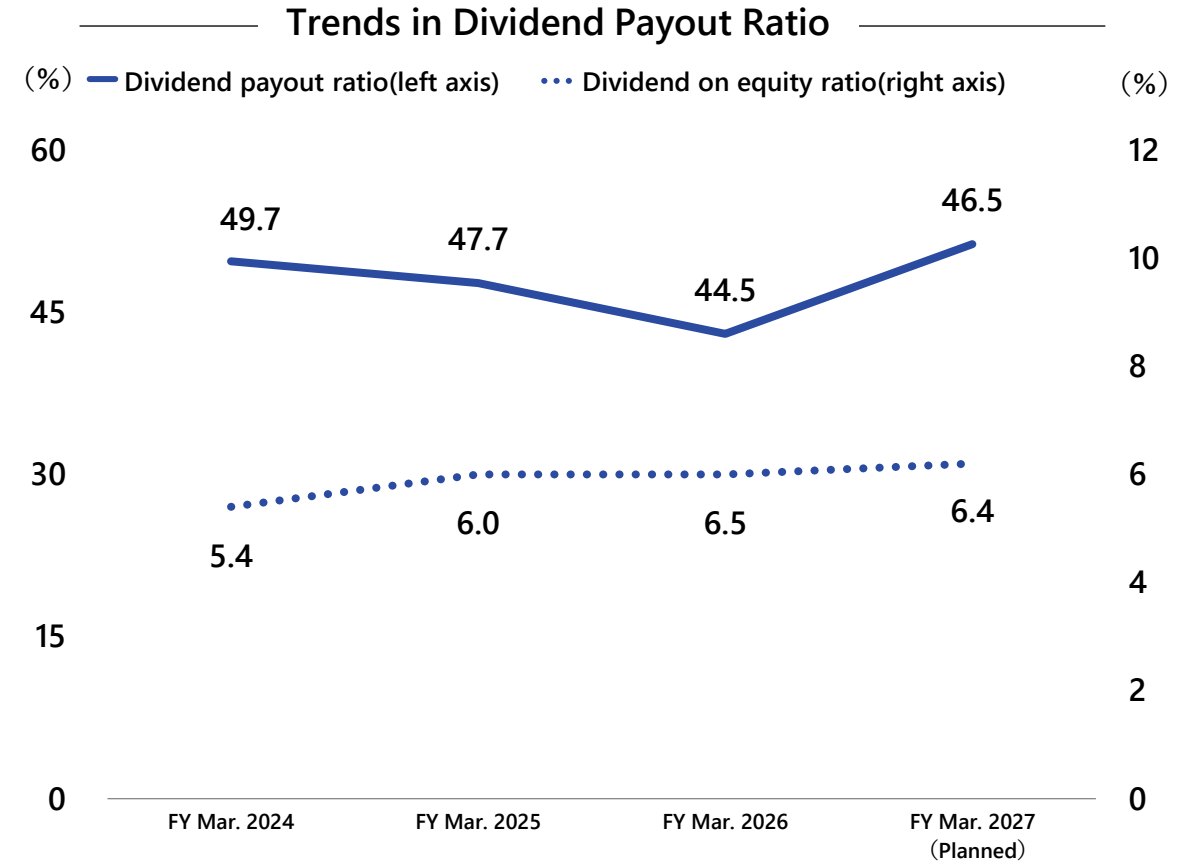
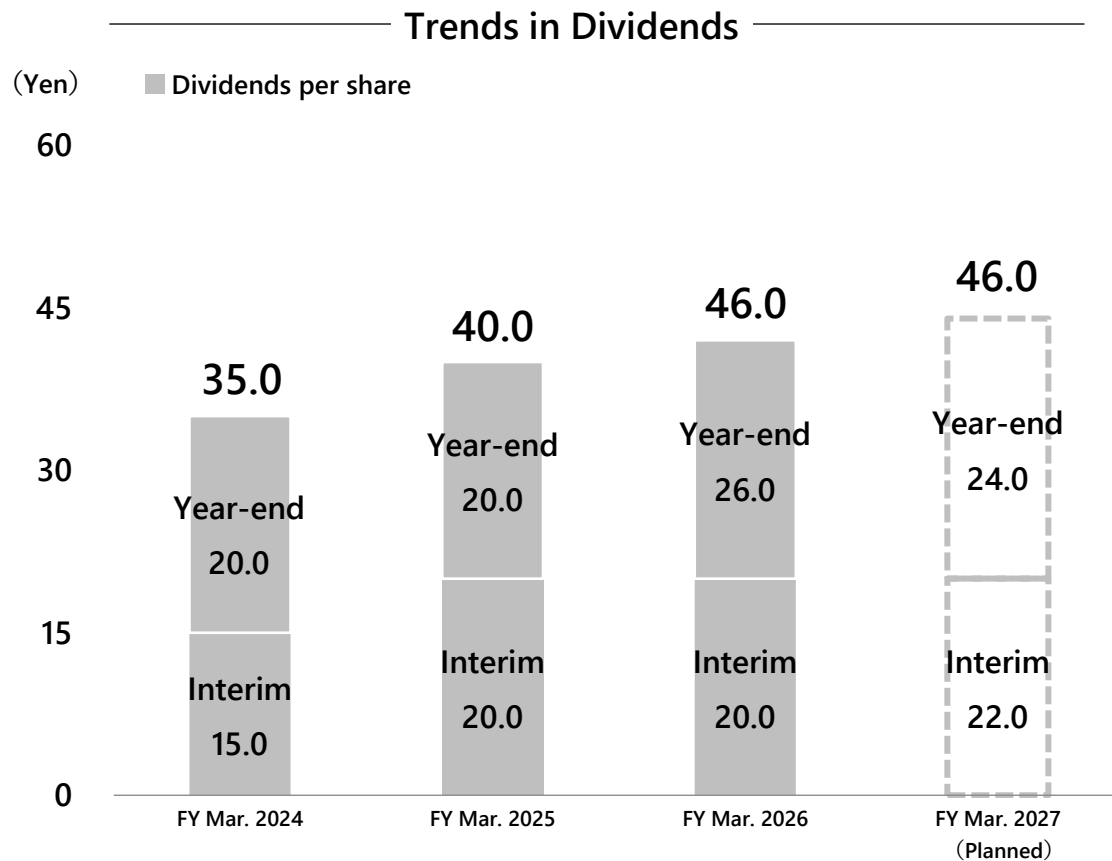
2 - 3 | Orders Received and Order Backlog

- Orders received increased by 61 million yen and order backlog increased by 56 million yen.



2 - 4 | Trends in Dividends and Dividend Payout Ratio

- With the aim of further returning profits to shareholders, we have set the planned amount of dividends for the fiscal year ending March 31, 2027, at 46 yen per annum, with a target consolidated dividend payout ratio of 50%.



*Regarding the dividends per share for the fiscal year ending March 31, 2026, please refer to the press release dated May 7, 2026, titled "Notice of Re-Resolution of Dividend (Increase in Dividend)".

3 Appendix

- 1 Five Year Summary
- 2 Trends in Transition by Accounting Period
- 3 Summary of Consolidated Balance Sheets and Consolidated Statements of Cash Flows
- 4 Trends in Net Sales and Operating Profit
- 5 Outlook in Net Sales and Operating Profit
- 6 Trends in Orders Received and Order Backlog
- 7 Other Performance Indicators
- 8 Corporate Information and History



3 - 1 | Five Year Summary

	FY Mar. 2022	FY Mar. 2023	FY Mar. 2024	FY Mar. 2025	FY Mar. 2026
Net sales (Millions of yen)	16,099	16,325	18,021	18,351	18,498
Cost of sales (Millions of yen)	12,649	12,775	14,099	14,403	14,201
Gross profit (Millions of yen)	3,450	3,570	3,922	3,947	4,296
Gross margin (%)	21.4	21.9	21.8	21.5	23.2
Selling, general and administrative expenses (Millions of yen)	2,032	2,117	2,386	2,566	2,738
Operating profit (Millions of yen)	1,417	1,452	1,536	1,380	1,558
Operating margin (%)	8.8	8.9	8.5	7.5	8.4
Ordinary profit (Millions of yen)	1,432	1,480	1,590	1,393	1,581
Ordinary margin (%)	8.9	9.1	8.8	7.6	8.5
Profit attributable to owners of parent (Millions of yen)	944	989	1,067	1,261	1,564
Profit margin attributable to owners of parent (%)	5.9	6.1	5.9	6.9	8.5

3 - 2 | Trends in Transition by Accounting Period

	1Q FY Mar. 2024	2Q FY Mar. 2024	3Q FY Mar. 2024	4Q FY Mar. 2024	1Q FY Mar. 2025	2Q FY Mar. 2025	3Q FY Mar. 2025	4Q FY Mar. 2025	1Q FY Mar. 2026	2Q FY Mar. 2026	3Q FY Mar. 2026	4Q FY Mar. 2026
Net sales (Millions of yen)	4,376	4,638	4,550	4,455	4,411	4,610	4,630	4,699	4,546	4,596	4,616	4,739
Cost of sales (Millions of yen)	3,438	3,616	3,575	3,468	3,525	3,627	3,615	3,635	3,425	3,538	3,533	3,704
Gross profit (Millions of yen)	938	1,021	974	987	886	983	1,014	1,063	1,120	1,058	1,083	1,034
Gross margin (%)	21.4	22.0	21.4	22.2	20.1	21.3	21.9	22.6	24.6	23.0	23.5	21.8
Selling, general and administrative expenses (Millions of yen)	568	597	606	613	665	670	657	572	717	730	677	613
Operating profit (Millions of yen)	369	424	367	374	220	312	356	490	402	327	406	421
Operating margin (%)	8.5	9.1	8.1	8.4	5.0	6.8	7.7	10.4	8.9	7.1	8.8	8.9
Ordinary profit (Millions of yen)	371	416	380	421	226	301	365	499	412	326	421	422
Ordinary margin (%)	8.5	9.0	8.4	9.5	5.1	6.5	7.9	10.6	9.1	7.1	9.1	8.9
Profit attributable to owners of parent (Millions of yen)	232	268	257	308	157	504	242	356	200	354	522	487
Profit margin attributable to owners of parent (%)	5.3	5.8	5.7	6.9	3.6	10.9	5.2	7.6	4.4	7.7	11.3	10.3

3 - 3 | Summary of Consolidated Balance Sheets and Consolidated Statements of Cash Flows

(Unit: millions of yen)

Consolidated Balance Sheets	As of Mar. 31, 2025	As of Mar. 31, 2026	Increase/ Decrease	Remarks
Current assets	9,806	10,896	+1,089	Increase in cash and deposits, and accounts receivable – trade Decrease in contract assets
Non-current assets	4,560	4,005	-554	Sale of investment securities
Total assets	14,366	14,901	+535	
Current liabilities	2,387	2,736	+349	Increase in income taxes payable and provision for loss on orders received
Non-current liabilities	1,104	759	-344	Decrease in deferred tax liabilities
Total liabilities	3,491	3,496	+5	
Total shareholder's equity	9,733	10,775	+1,042	Increase in retained earnings
Total accumulated other comprehensive income	1,141	629	-512	
Non-controlling interests	-	-	-	
Total net assets	10,874	11,404	+530	

(Unit: millions of yen)

Consolidated Statements of Cash Flows	FY Mar. 2025	FY Mar. 2026	Increase/ Decrease	Remarks
Cash flows from operating activities	255	767	+511	
Cash flows from investing activities	-68	371	+440	Proceeds from sale of investment securities
Cash flows from financing activities	-780	-521	+258	Dividends paid
Effect of exchange rate changes on cash and cash equivalents	-8	-4	+4	
Net increase (decrease) in cash and cash equivalents	-601	612	+1,214	
Cash and cash equivalents at beginning of period	6,815	6,213	-601	
Cash and cash equivalents at end of period	6,213	6,826	+612	

3 - 4 | Trends in Net Sales and Operating Profit

	FY Mar. 2025				FY Mar. 2026					
	Net sales (Millions of yen)	Net sales (Millions of yen)	Composition (%)	YoY (%)	Operating profit (Millions of yen)	Operating profit (Millions of yen)	YoY (%)	Operating margin (%)	Operating margin (%)	YoY (pt)
Digital Business	808	1,315	7.1	+62.7	15	117	+675.7	1.9	9.0	+7.1
SI Business	6,239	7,731	41.8	+23.9	497	711	+42.9	8.0	9.2	+1.2
System Enhancement Business	11,303	9,451	51.1	-16.4	867	729	-16.0	7.7	7.7	0
Finance	6,062	5,771	31.2	-4.8	484	311	-35.7	8.0	5.4	-2.6
Distribution	3,025	3,014	16.3	-0.4	172	368	+114.2	5.7	12.2	+6.5
Government agencies	1,937	2,432	13.1	+25.5	221	191	-13.5	11.4	7.9	-3.5
Transportation and Telecommunication	2,306	2,030	11.0	-11.9	284	315	+11.1	12.3	15.5	+3.2
Manufacturing	1,808	1,990	10.8	+10.1	133	146	+10.2	7.4	7.4	0
Others	3,211	3,257	17.6	+1.5	85	224	+161.4	2.7	6.9	+4.2
Sler Business	13,885	14,028	75.8	+1.0	1,045	998	-4.5	7.5	7.1	-0.4
End-User Business	3,662	3,473	18.8	-5.2	283	565	+99.2	7.8	16.3	+8.5
Service-Providing Business	803	996	5.4	+24.0	51	-5	-	6.4	-0.6	-
Total	18,351	18,498	100.0	+0.8	1,380	1,558	+12.9	7.5	8.4	+0.9

3 - 5 | Outlook in Net Sales and Operating Profit

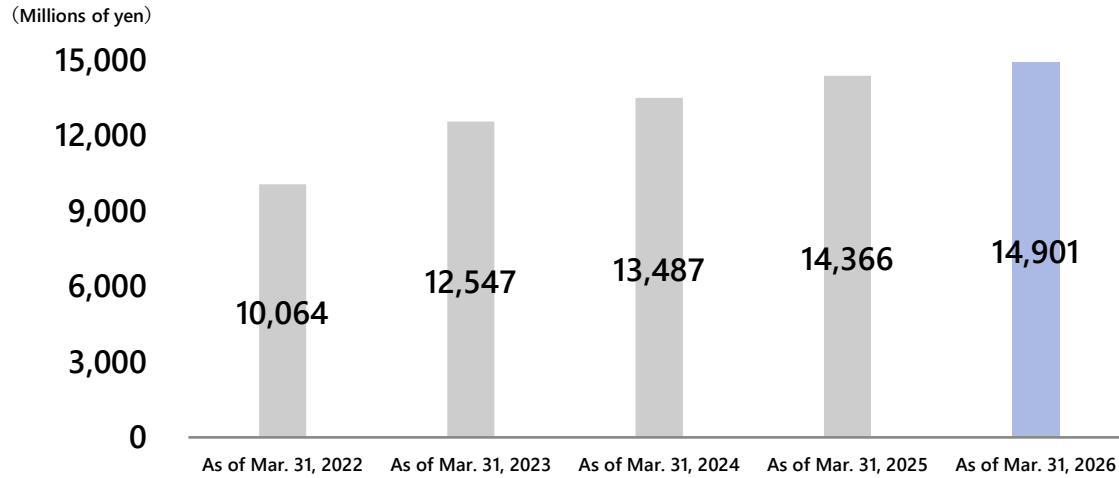
	FY Mar. 2026		FY Mar. 2027		FY Mar. 2026		FY Mar. 2027	
	Net sales (Millions of yen)	Net sales (Outlook) (Millions of yen)	Operating profit (Millions of yen)	Operating profit (Outlook) (Millions of yen)	Operating margin (%)	Operating margin (Outlook) (%)	Operating margin (%)	Operating margin (Outlook) (%)
Digital Business	1,315	1,300	117	120	9.0	9.2		
SI Business	7,731	8,500	711	800	9.2	9.4		
System Enhancement Business	9,451	10,200	729	880	7.7	8.6		
Finance	5,771	5,500	311	450	5.4	8.2		
Distribution	3,014	2,800	368	370	12.2	13.2		
Government agencies	2,432	2,200	191	180	7.9	8.2		
Transportation and Telecommunication	2,030	2,400	315	300	15.5	12.5		
Manufacturing	1,990	2,300	146	200	7.4	8.7		
Others	3,257	4,800	224	300	6.9	6.3		
Sler Business	14,028	14,500	998	1,170	7.1	8.1		
End-User Business	3,473	4,000	565	600	16.3	15.0		
Service-Providing Business	996	1,500	-5	30	-0.6	2.0		
Total	18,498	20,000	1,558	1,800	8.4	9.0		

3 - 6 | Trends in Orders Received and Order Backlog

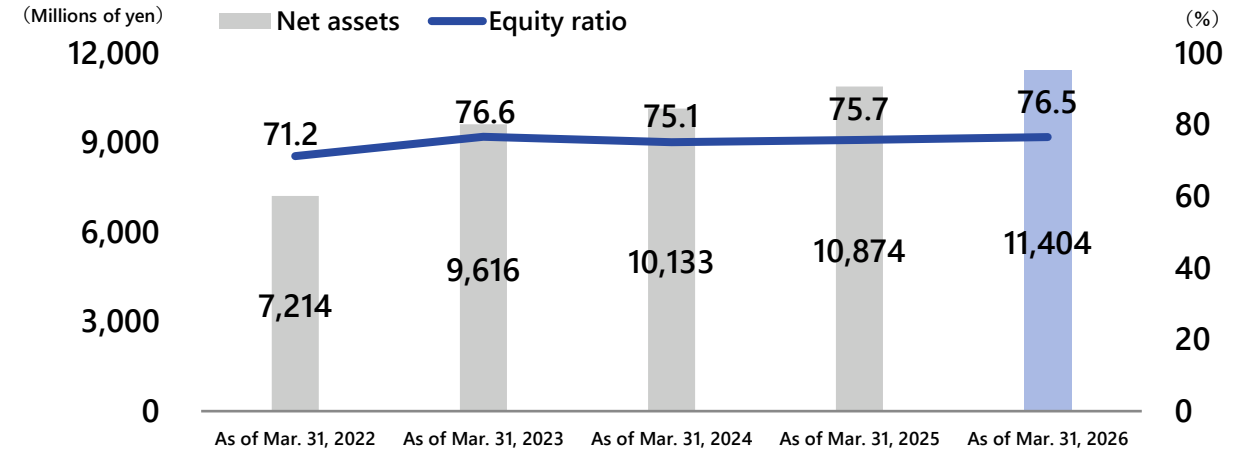
	FY Mar. 2025		FY Mar. 2026		As of Mar. 31, 2025		As of Mar. 31, 2026	
	Orders received (Millions of yen)	Orders received (Millions of yen)	Increase/Decrease (Millions of yen)	YoY (%)	Order backlog (Millions of yen)	Order backlog (Millions of yen)	Increase/Decrease (Millions of yen)	YoY (%)
Digital Business	930	1,307	+376	+40.5	347	339	-7	-2.1
SI Business	6,522	7,874	+1,352	+20.7	1,622	1,765	+143	+8.8
System Enhancement Business	11,040	9,372	-1,667	-15.1	2,819	2,740	-79	-2.8
Finance	6,023	5,710	-313	-5.2	1,511	1,450	-61	-4.1
Distribution	2,987	2,946	-40	-1.4	770	701	-68	-8.9
Government agencies	2,011	2,467	+456	+22.7	557	593	+35	+6.4
Transportation and Telecommunication	2,230	2,040	-190	-8.5	508	518	+9	+1.9
Manufacturing	1,865	2,035	+170	+9.1	462	507	+44	+9.7
Others	3,374	3,354	-20	-0.6	978	1,075	+96	+9.8
Sler Business	13,578	14,048	+431	+3.2	3,013	3,033	+20	+0.7
End-User Business	3,931	3,480	-264	-7.1	1,361	1,368	+6	+0.5
Service-Providing Business	983	1,026	+104	+9.3	414	444	+29	+7.1
Total	18,493	18,555	+61	+0.3	4,789	4,846	+56	+1.2

3 - 7 | Other Performance Indicators

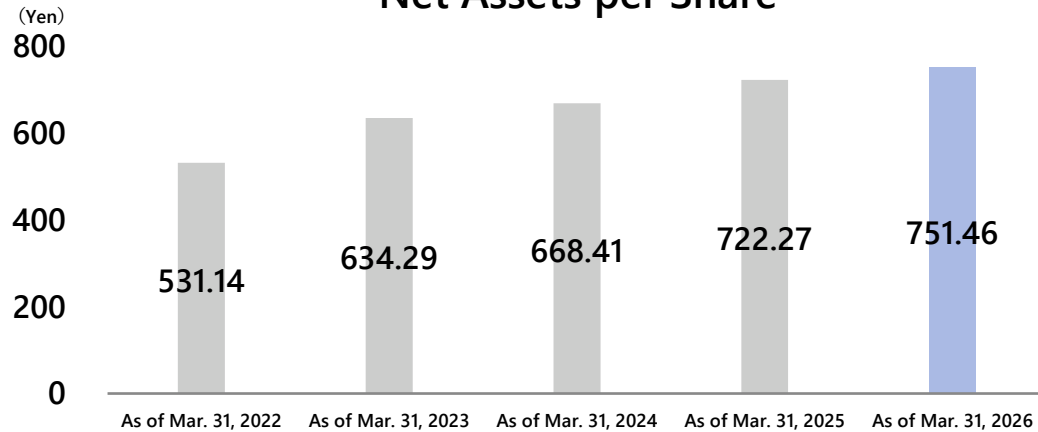
Total Assets



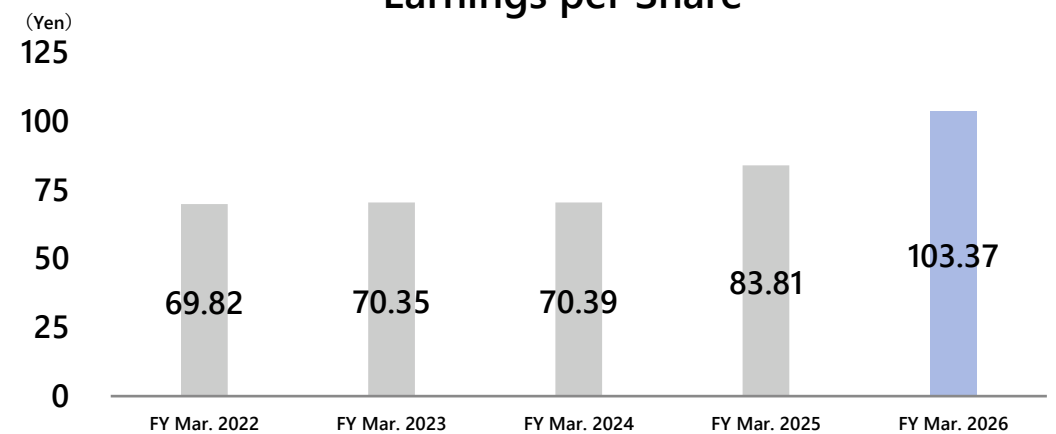
Net Assets/Equity Ratio



Net Assets per Share

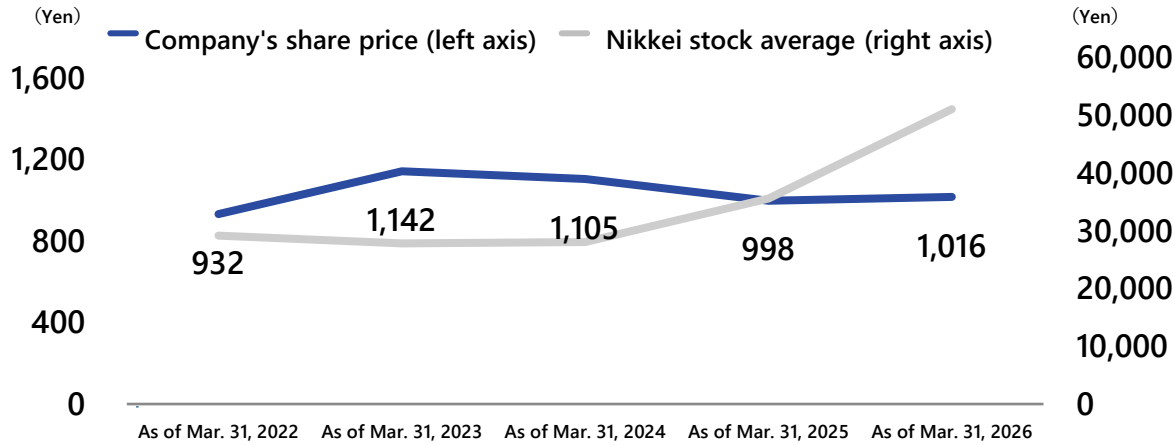


Earnings per Share

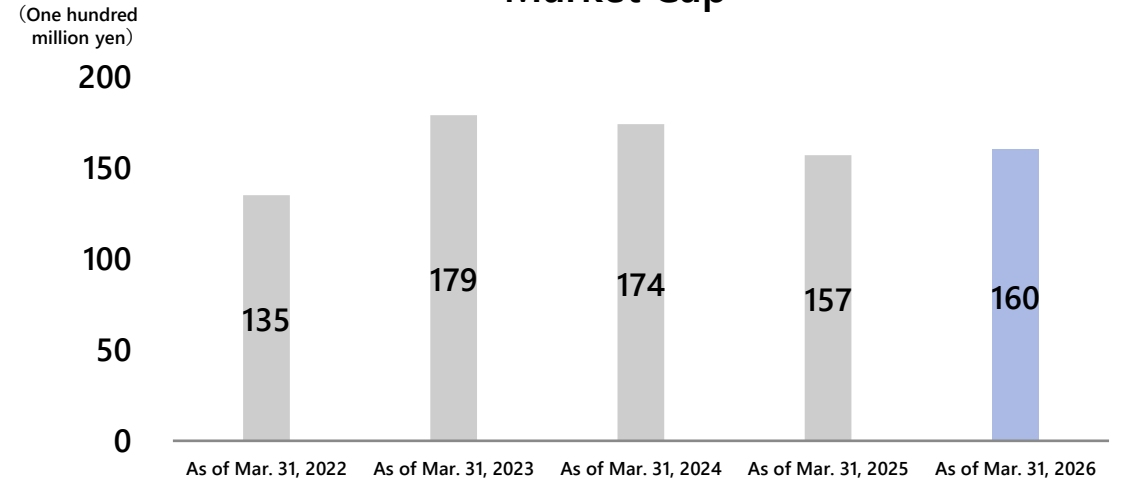


3 - 7 | Other Performance Indicators

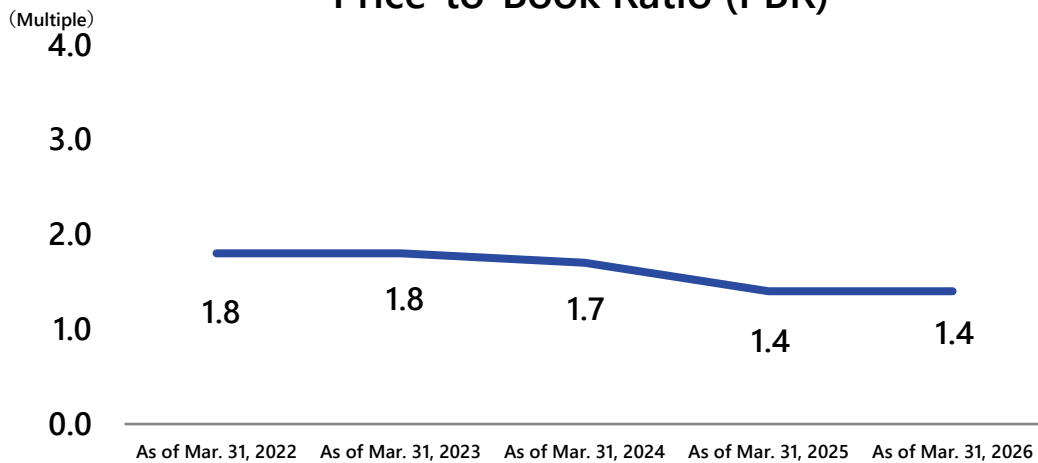
Share Price



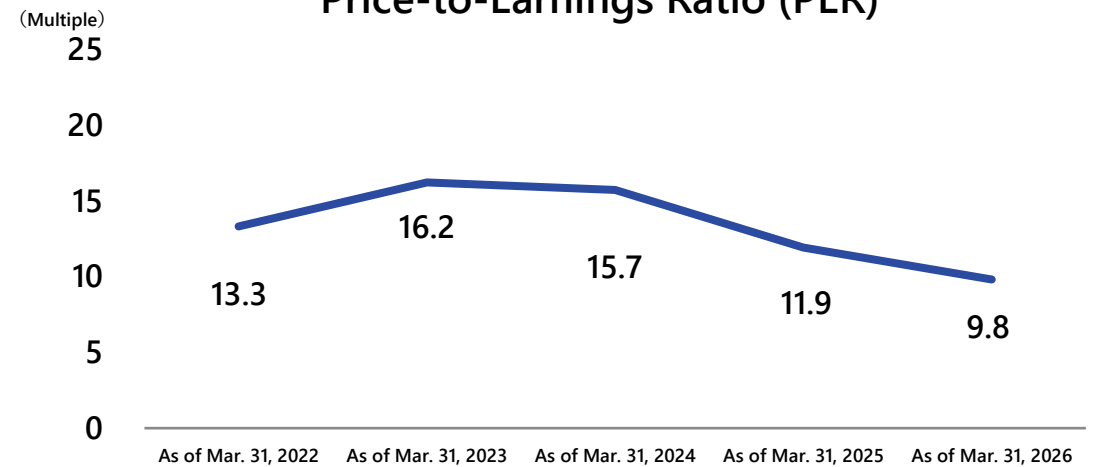
Market Cap



Price-to-Book Ratio (PBR)



Price-to-Earnings Ratio (PER)



3 - 8 | Corporate Information and History

Corporate Information

Company name	CUBE SYSTEM INC.
Established	July 5, 1972
Head office	Osaki Wiz Tower, 2-11-1 Osaki, Shinagawa-ku, Tokyo
Share capital	1.4 billion yen
Representative	Representative Director Masahiro Nakanishi
Securities market	Tokyo Stock Exchange Prime Market
Net sales	18.4 billion yen (FY March 2026 consolidated)
Total number of employees	988 (as of April 1, 2026 consolidated)
Company website	https://www.cubesystem.co.jp/en/

History

July 1972	Customer Engineers Co., Ltd. founded
April 1985	Osaka Sales Office* established <small>*now West Japan Solution Div.</small>
October 1990	Changed the company name to "CUBE SYSTEM INC."
October 2002	Listed on Nasdaq (OTC)
March 2014	Designated to the First Section of the Tokyo Stock Exchange
May 2019	Nagoya Office established
April 2022	Transferred to the Prime Market of the Tokyo Stock Exchange
December 2022	Concluded a capital and business alliance agreement with Nomura Research Institute, Ltd.
September 2023	Fukuoka Office established
September 2025	Shinagawa Innovation Hub (S.I.H) established

CUBE SYSTEM

<https://www.cubesystem.co.jp/en/>

The earnings outlook and other forward-looking statements provided in this material are based on the information currently available to the Company and are subject to potential risks and uncertainties.

Please understand that there is a large possibility that actual results may differ significantly from the outlook presented herein due to the impact of various external factors.

This document has been translated from the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.